



PARKS &
RECREATION



STRATEGIC
MASTER
PLAN

2019
MARCH

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CHAPTER ONE – INTRODUCTION

The Town of Brownsburg Parks and Recreation Department (“Brownsburg Parks”) Strategic Master Plan provides the Department a roadmap for addressing community needs for the next five years. This plan details the current state of the system while identifying focus areas based on a comprehensive assessment of community priorities. Brownsburg Parks has done an excellent job of addressing community need since its last master plan in 2014.

This Strategic Master Plan sought community input to identify their visions and expectations for the future of the park and recreation system. Community input was received via focus groups, key stakeholder interviews, public forums, community online open survey, and a multi-lingual crowd-sourcing website www.planbrownsburgparks.com. The information gathered from the community engagement process was combined with technical research to produce the final Master Plan.

This plan establishes recommendations for the Department to achieve the vision the community has for the park and recreation system as well as to achieve greater financial sustainability without sacrificing the value of the park assets and amenities or reducing the level of experiences and services available to users.

1.1 MASTER PLAN GOALS

The goals of the Strategic Master Plan include:

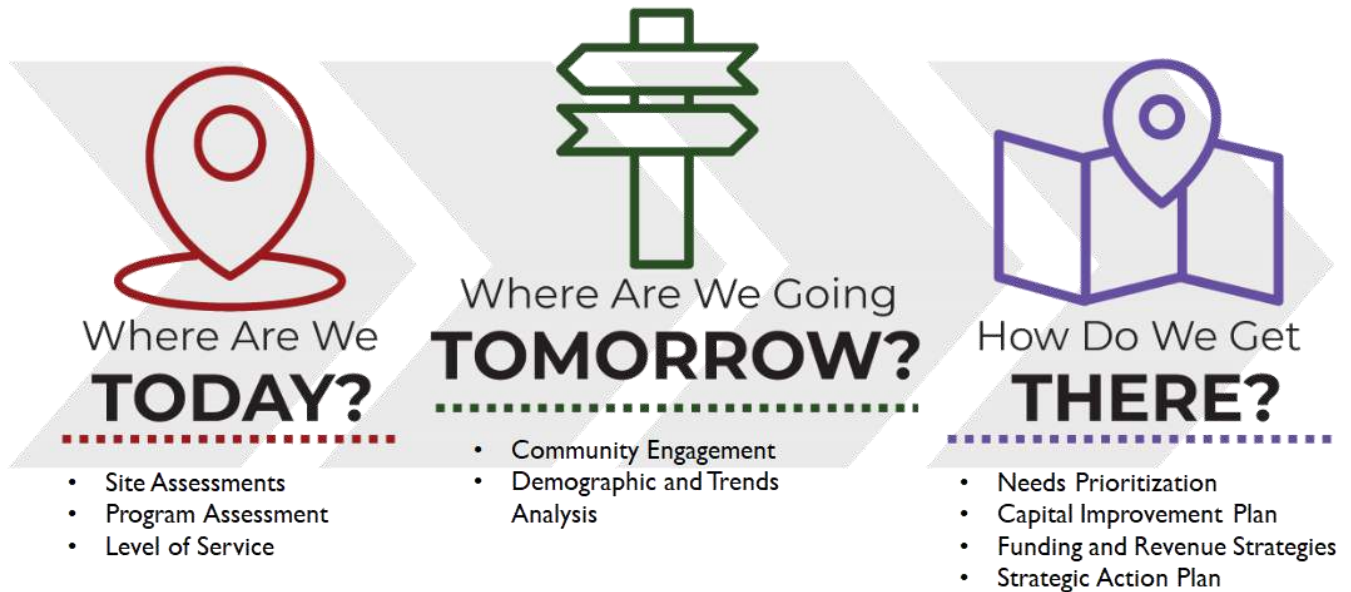
- Engage the community, leadership and stakeholders through innovative public input means to build a shared vision for parks, recreation, facilities and trails in Brownsburg for the next five.
- Utilize a wide variety of data sources and best practices to predict trends and patterns of use and how to address unmet needs in the Town of Brownsburg.
- Determine unique Level of Service Standards to develop appropriate actions regarding parks, recreation, facilities, and trails that reflects the Town’s strong commitment in providing high quality recreational activities for the community.
- Shape financial and operational preparedness through innovative and “next” practices to achieve the strategic objectives and recommended actions.
- Develop a dynamic and realistic strategic action plan that creates a road map to ensure long-term success and financial sustainability for the Town’s parks, recreation programs, open spaces and trails, as well as action steps to support the family-oriented community and businesses that call Brownsburg home.



B & O Trail

1.2 PROJECT PROCESS

The Strategic Master Plan update followed a process of data collection, public input, on-the-ground study, assessment of existing conditions, market research, and open dialogue with local leadership and key stakeholders. The project process followed a planning path, as illustrated below:



To focus their energies towards completing in the next five years.

1.3 RECOMMENDATIONS

1.3.1 VISION

“To enhance the quality of life in Brownsburg and further its economic development goals to create a community of choice to live, work and play now and for future generations.”

1.3.2 MISSION

“To maximize resources in providing beautiful parks, recreation activities and quality facilities to the Brownsburg community that enhance residents' health and promote economic vitality for long-term sustainability.”

1.3.3 CORE VALUES

- **Inclusion:** We embrace different ways of thinking to ensure we help build a community for everyone.
- **Growth:** We challenge ourselves to have a bigger impact on the community.
- **Integrity:** We strive to build the respect and trust of the community.
- **Relationships:** We build relationships to connect with our community.
- **Wellness:** We improve our well-being so we can create opportunities for community members to live a healthy lifestyle.

1.3.4 PILLARS TO BUILD ON

- **Sustainability:** We will be fiscally responsible and stewards of entrusted funds and always look for ways to reduce any dependence on tax dollars where possible.
- **Placemaking:** We will create great park spaces and experiences that inspire our community to take pride in their parks and love them.
- **Health, Wellness:** We will build health and wellness opportunities into our park design and the programs we deliver to create a healthy community of users.
- **Conservation:** We will respect our natural lands and preserve the value of our flora and fauna in our parks
- **Performance excellence:** We will focus on measurable outcomes to demonstrate efficiency and effectiveness in our work.
- **Outstanding Customer Service:** We will treat all customers with respect and provide the best experience as possible.
- **Creativity and Innovation:** We will seek to be creative and innovative in our work to maximize the resources we have.
- **Accountability and Integrity:** We will hold ourselves to the highest standard of accountability and integrity in everything we do.

1.3.5 STRATEGIC ACTION PLAN

KEY AREAS OF FOCUS IN THIS PLANNING PERIOD - “BIG ROCKS”

- Develop a connected trail system.
- Develop a park on the north side of Highway 74.
- Develop a Community Center/Aquatic Component.
- Development of the Tague Property for the next large community park.
- Find new dedicated funding sources to move the park system forward.
- Improve existing Infrastructure to make all parks special and inviting.

PARKS

Goal 1: Develop and maintain quality parks and experiences for people of all ages in an equitable manner throughout the community to achieve 11 acres of parkland per 1,000 residents of which we will develop up to 70% of our park land for recreation purposes while protecting the remaining acres for conservation purposes.

Strategies:

- 1.1 Continue to develop a connected trail system that links the neighborhoods in Brownsburg so that it allows all residents to be able to access a park or trail within a 10-minute walk.
- 1.2 Seek to acquire parkland on the north side of I-74 for a community park to give residents a quality community park in that area of the Town.
- 1.3 Develop the Tague Property into a new community park on the west side of Brownsburg to serve the community’s recreational needs in that part of the Town.
- 1.4 Partner and develop with Brownsburg Schools a recreation facility plan to try and meet the needs of all recreation needs in the Town for the next ten years.

1.3.6 FACILITIES

Goal 2: Develop a Multi-generational community center for people of all ages that can operate in a financially sustainable manner.

Strategies:

- 2.1 Work with the community to complete the pre-design plan for the proposed Community Center and establish the right location, size and amenities to meet the indoor recreation needs of the community by the end of 2019 fiscal year.
- 2.2 Develop the community center operational plan in 2021 and 2022 if financially feasible.
- 2.3 Update all existing park amenities over the next ten years to keep the image and positive use of parks intact.

1.3.7 PROGRAMS

Goal 3: Develop and implement creative park and recreation programs that target all residents in the Town to maximize the community’s appreciation for quality park and recreation experiences.

Strategies:

- 3.1 Continue to build on existing core programs that include special events, after school programs, summer camps, nature education, outdoor adventure and adult sports programs across the Town.
- 3.2 Partner with local health and wellness providers to provide fitness programs in parks and at local fitness centers.
- 3.3 Develop new core programs in environmental education, active senior adult programs, arts and outdoor adventure using existing park facilities in the Town.

1.3.8 FINANCE

Goal 4: Seek dedicated funding sources to support parks and recreation in Brownsburg Parks for the next ten years.

Strategies:

- 4.1 Create resilient, diverse, stable and predictable funding and earned income strategies for the next ten years for Brownsburg Parks.
- 4.2 Identify new partners who can help bring capital and operating dollars to a program or recreation facility on the front end of a project.
- 4.3 Establish a Park Foundation that works alongside the Park Board in raising funds for capital projects and land acquisition.

1.3.9 STAFFING

Goal 5: Recruit, hire and retain highly engaged, driven and innovative staff to deliver quality parks, recreation facilities and programs in the Town that demonstrate the best of public services.

Strategies:

- 5.1 Create an innovative, efficient and effective organizational structure that is responsive to changing community needs.
- 5.2 Recruit and retain qualified recreation program and facility management staff and invest in continued training and support.
- 5.3 Develop a strong volunteer corps of community members to help deliver programs and events in the Town.
- 5.4 Create team building opportunities (e.g. Motivational Speakers, Group Outings) to grow their work culture that is funded privately by sponsors or the foundation.



Blast Off Playground at Williams Park

1.4 PARK BOARD MASTER PLAN APPROVAL

Resolution #2019-01PB
Brownsburg Parks and Recreation Board
March 21, 2019

**RESOLUTION OF THE PARKS AND RECREATION BOARD
OF THE TOWN OF BROWNSBURG, INDIANA APPROVING
PARKS STRATEGIC MASTER PLAN (2019 – 2023)**

The Parks and Recreation Board (the “Board”) of the Town of Brownsburg, Indiana (the “Town”) met at a duly called and authorized meeting of the Board held on the date set forth below, such meeting being called pursuant to a notice stating the time, place and purpose of the meeting received by all the Board Members, and the following resolutions were made, seconded and adopted by a majority of those present at the meeting, which constituted a legal quorum of the Board.

WHEREAS, the Board, with significant public input over the past two years has developed the 2019-2023 Brownsburg Parks Strategic Master Plan hereinafter referred to as the “Master Plan”, a copy of which is attached hereto as Exhibit “A”;

WHEREAS, the Master Plan is intended to establish goals and objectives under which Town Parks, Trails, Recreation programs and facilities will be developed and managed;

WHEREAS, on January 15th the Board submitted a draft of the Master Plan to the responsible agency, the Indiana Department of Natural Resources, State and Community Outdoor Recreation Planner (“DNR”) for review and comment;

WHEREAS, the Board reviewed and amended the Master Plan based on the initial review and comments of the DNR, and determined it to be complete and in compliance with the DNR Planning Guidelines for Five Year Parks and Recreation Master Plans;

WHEREAS, the Board has reviewed and received input on the parks and recreation needs of the residents of the Town; and

WHEREAS, the Board realizes the importance of sound planning in order to meet the needs of its citizens.

NOW, THEREFORE, BE IT RESOLVED, that the Board hereby approves the Master Plan in the form attached hereto as Exhibit “A” and desires for the Town to adopt the Master Plan as its Parks and Recreation Department’s official Master Plan and it is hereby making this recommendation to the Town Council in hopes that it will move forward with the growth and development of parks and recreation opportunities in the Town.

BE IT FURTHER RESOLVED, that the Park Director and Interim Town Manager are hereby directed and authorized to take any and all action necessary to work with the Town Council for it to consider the Master Plan and to facilitate development of parks and recreation opportunities as identified within the Master Plan.

IN WITNESS WHEREOF, this Resolution is hereby passed and adopted at the regular meeting of the Parks and Recreation Board of the Town of Brownsburg, Hendricks County, Indiana by a vote of 5 ayes and 0 nays, held on the date indicated below.

DATED this 21st day of March, 2019.

BROWNSBURG PARKS AND RECREATION BOARD

Cari Palma
Cari Palma, President

Phil Utterback
Phil Utterback

Amy Hobrock
Amy Hobrock

Judith Kenninger
Judith Kenninger

Michael Zolner
Michael Zolner

ABSENT
Scott Lattimer

1.5 TOWN COUNCIL MASTER PLAN ADOPTION RESOLUTION

Resolution #2019-07
Brownsburg, Indiana
April 11, 2019

**A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF BROWNSBURG
REGARDING THE TOWN'S ADOPTION OF THE
2019-2023 BROWNSBURG PARKS STRATEGIC MASTER PLAN**

The Town Council (the "Council") of the Town of Brownsburg, Indiana (the "Town") met at a duly called and authorized meeting of the Council held on the date set forth below, such meeting being called pursuant to a notice stating the time, place and purpose of the meeting received by all members of the Council, and the following resolutions were made, seconded and adopted by a majority of those present at the meeting, which constituted a legal quorum of the Council

WHEREAS, the Brownsburg Parks and Recreation Board (the "Board") has developed the 2019-2023 Brownsburg Parks Strategic Master Plan, a copy of which is attached hereto and incorporated herein as Exhibit "A" (the "Master Plan");

WHEREAS, the Master Plan is intended to establish goals and objectives under which Town Parks, Trails, Recreation programs and facilities will be developed and managed;

WHEREAS, the Board submitted a draft of the Master Plan to the Indiana Department of Natural Resources, State and Community Outdoor Recreation Planner ("DNR") for review and comment and revised the Master Plan in accordance with the comments it received from DNR;

WHEREAS, the Board has determined the Master Plan is complete and is in compliance with the DNR Planning Guidelines for Five (5) Year Parks and Recreation Master Plans; and

WHEREAS, pursuant to Resolution No. 2019-01PB, a copy of which is attached hereto and incorporated herein as Exhibit "B", the Board approved the Master Plan in its current form and recommended that the Council approve the same.

NOW, THEREFORE, BE IT RESOLVED, that the Council hereby approves the Master Plan.

PASSED by the Town Council of the Town of Brownsburg, Indiana, this 11th day of April, 2019 by a vote of four (4) ayes and 0 () nays.

BROWNSBURG TOWN COUNCIL


Brian Jessen, President

ATTEST:



Ann Hathaway, Clerk-Treasurer

CHAPTER TWO – TOWN OF BROWNSBURG PROFILE

2.1 PLANNING AREA

The town of Brownsburg is located in the heart of Hendricks County, which is the second fastest growing county in the State of Indiana, and just minutes west of Indianapolis. The planning area is 16.21 square miles which depicts the Town's boundaries. The Town limits are mainly within Lincoln Township with some areas within Brown, Middle and Washington Township. Green Street is Brownsburg's north/south connection, while I-74 provides a more direct route into Indianapolis. Major metropolitan areas such as Chicago, Louisville, and Cincinnati are all less than two hours away. The Town of Brownsburg is also located 6 miles west of Eagle Creek Airport and 16 miles northwest of the new Indianapolis International Airport.

2.1.1 HISTORY OF THE TOWN OF BROWNSBURG

The following describes the brief history of Brownsburg Parks over the past 60 years:

- In 1958 the Town of Brownsburg entered into a five-year land lease, for what is now known as Arbuckle Acres, with Mrs. Ivory Tolle of Lebanon, Indiana (daughter of Alex H. Arbuckle). In January 1963, the Town made the final lease payment, concluding the lease for a total of \$58,000. Today, Arbuckle Acres Park encompasses nearly 53 acres.
- On July 23, 1959 the first official Park Board was established. The board was charged with controlling community parks, purchasing equipment for maintenance, building rentals and coordinating public activities.
- In December 1997 the Town agreed to purchase the Williams family property, an 80 acre tract located on S. Locust Lane, for \$850,000. The Town issued a bond in April 1998 that was backed by the Food & Beverage Tax. The bond was paid off on April 23, 2004.
- On July 23, 1998 the Town acquired ownership of Stephens Park from the Lincoln Township Trustee. This property must always be maintained as a park; if the Town no longer wishes to maintain it as a park the property will revert back to Lincoln Township.
- In 1999, the Town of Brownsburg hired the first Park Director, formally establishing the parks and recreation department. Up to this point there was minimal recreation programming provided, the Town focused mostly on maintaining the park grounds.
- In 2004, the Park Board entered into an agreement with the Brownsburg Community School Corporation to lease the former Lincoln Elementary School building, located on Eastern Avenue, and convert it into a community and recreation center. The center operated in this location until December 31, 2009, due to the implementation of property tax caps (<http://www.in.gov/dlgf/files/CircuitBreakerFactSheet.pdf>) and to meet the facility needs of the School Corporation.
- In 2007, Brownsburg Parks agreed to exchange land with the Brownsburg Community School Corporation (BCSC) to provide for an expansion of Brownsburg High School. The 10.2 acre property, known as Vic Overman Sportsfield Park, was transferred to BCSC in exchange for 15.33 acres located south of Cardinal Elementary School on Hornaday Road.
- In January 2010, Brownsburg Parks' offices moved into Town Hall and began the process of creating the 2010 Strategic Business Plan, which set the direction for better fiscal responsibility, quality events, and programs through established goals, policies and standards.

- Brownsburg Parks acquired a constructed portion of the B&O Trail, between S. Green Street and Co. Rd. 300 N. in 2015; and constructed an extension of the trail between Co. Rd. 300 N. and Ronald Reagan Parkway in 2017, filling the gap between the Parkway and Co. Rd. 575 E.
- In 2013 Brownsburg Parks entered into a contract with the Brownsburg Community School Corporation to implement the Before- and After-School Enrichment (B.A.S.E.) program which helps students grow in five areas, below.
 - Physical health, well-being and movement
 - Social and emotional development
 - Learning outside the classroom, thinking abilities and general knowledge
 - Communication, language and literacy
- Seeing a great success in implementing the B.A.S.E. program in its first year, the School Corporation extended the contract with Brownsburg Parks' indefinitely. The amended agreement requires BCSC to provide a minimum of 1-year notice to Brownsburg Parks' of their intention to terminate the agreement. Today, more than 25% of all BCSC Elementary Students attend the B.A.S.E. program.
- In 2014 Brownsburg Parks conducted a study to evaluate the feasibility of developing and operating a community center. As the study suggests, a community center is more than a sports complex, it's a location to *"gather and celebrate living in Brownsburg."*
- For three consecutive years (2016-2018) Brownsburg Parks' self-generated revenue from user-fees, sponsorships and grants exceeded \$1 Million.



Playground and the Watermill splash pad at Williams Park

2.2 NATURAL CHARACTERISTICS

Wooded areas, rolling terrain, and streams and creeks characterize much of the undeveloped land in the Town's unincorporated growth areas. Local waterways such as White Lick Creek, the East and West forks of White Lick Creek, the South Branch of Eagle Creek, related flood-plains and wetlands, as well as other environmental features provide a scenic setting in the Town's environs that could be threatened by future growth and development

2.2.1 FLOODPLAINS AND WETLANDS

The White Lick Creek corridor is the predominant natural feature within Brownsburg and the planning area. There are also several other creeks, tributaries, and related wetland areas and small lakes throughout Brown and Lincoln Townships. In addition to these sensitive natural areas, the Environmental Features figure on the next page illustrates FEMA designated floodways and areas within the 100-year floodplain that are to remain free of development.

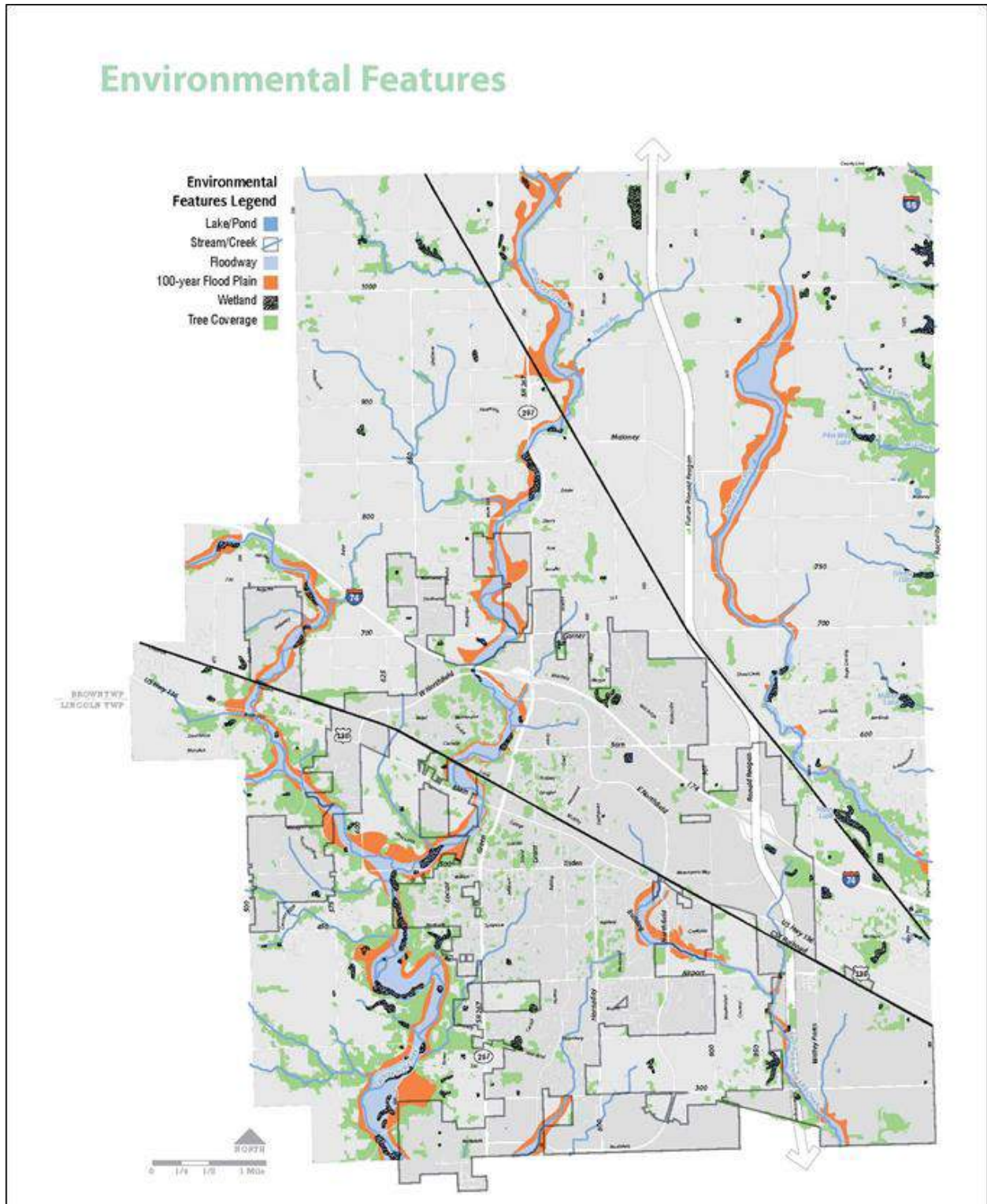
The Indiana Department of Environmental Management (IDEM) does not include any local waterways or lakes within its 303(d) list of impaired waters. The Town should continue to preserve, protect, and improve streams, wetlands, lakes and water bodies within the community and ensure the health of its local waterways. Future developments should protect these environmental features, and wherever feasible, these features should be included in the overall design of the project.

Where wooded areas adjacent to waterways cannot be preserved, vegetated buffers should be established to protect local waterways from unmitigated storm water run-off and the potentially damaging pollutants and erosion associated with run-off. Trail amenities should also be established within these greenway corridors to serve as an amenity to local residents while also protecting local waterways.



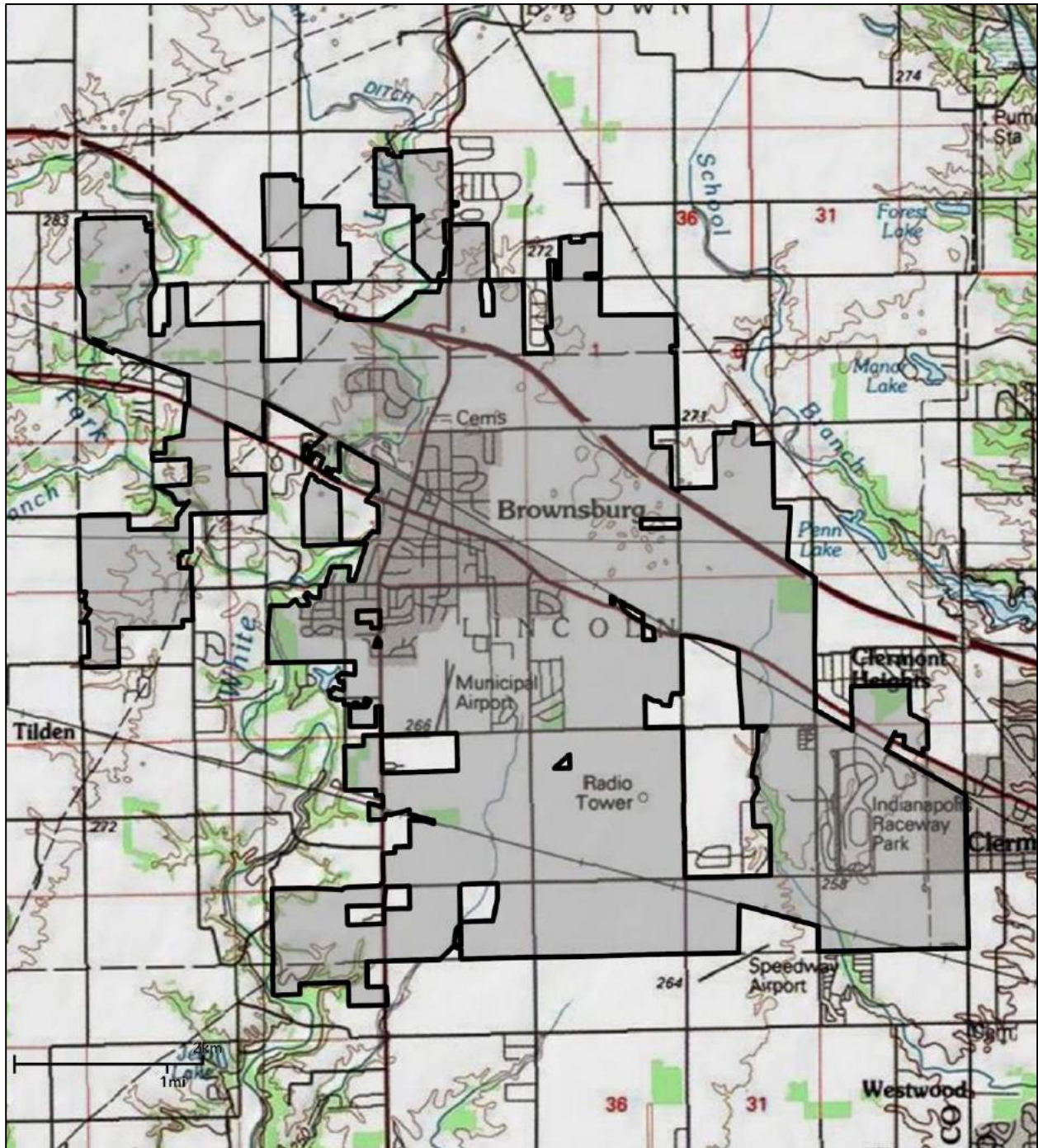
Bridge at Arbuckle Acres Park

The following map is derived from the 2012 Town of Brownsburg Comprehensive Plan (p. 125) portraying environmental features located within and around the town.



2.2.2 TOPOGRAPHY

Brownsburg is located roughly 15 miles west of Indianapolis. The Town of Brownsburg makes up 16.21 square miles of land and water and has an average elevation of 879 feet Above Sea Level. The land surface of the Town is generally level with streams that have eroded deep, narrow valleys. Below is a topography map of the Town. (Map Source: ESRI)



2.2.3 CLIMATE

The table below shows monthly averages and records for the Town of Brownsburg. (source: The Weather Channel Website - weather.com)

Date	Average Low	Average High	Record Low	Record High	Average Precipitation	Average Snow
January	20°	36°	-27°	71°	2.66"	7.6"
February	24°	40°	-21°	76°	2.41"	7.2"
March	33°	52°	-7°	85°	3.56"	3.2"
April	43°	63°	18°	90°	3.81"	0.4"
May	53°	70°	28°	96°	5.05"	0"
June	62°	82°	37°	104°	4.25"	0"
July	66°	85°	46°	106°	4.55"	0"
August	64°	84°	41°	103°	3.13"	0"
September	56°	78°	30°	100°	3.12"	0"
October	45°	66°	20°	91°	3.12"	0.3"
November	35°	52°	-5°	81°	3.70"	1.1"
December	24°	39°	-23°	74°	3.17"	5.7"

2.2.4 NATURAL RESOURCES

The following plants have been identified as the most prevalent within the planning area:

- Boxelder Maple
- Green Ash
- Hackberry
- Black Walnut
- Sugar Maple
- Eastern Cottonwood
- Black Cherry
- Silver Maple

Invasive plant and animal species found within the planning area:

- Japanese Honeysuckle
- Bush Honeysuckle
- Winter Creeper
- Autumn Olive
- Garlic Mustard
- Emerald Ash Borer
- Bag Worms
- Japanese Beetles



Open Lawn Space at Williams Park

Brownsburg Parks budgets \$25,000 to \$50,000 for invasive species removal, replacement and restoration activities. Beginning in 2020, the Department is planning a significant removal and restoration project in the woods at Williams Park. The Department will also start this year a Natural Resource Management Plan and was recently granted \$20,000 from IDNR for Urban Forestry Management.

2.2.5 DEVELOPMENT

With the community's booming development in and around the Town's corporate limits, Brownsburg Parks has been actively acquiring land-acreage and greenspace to be used for future park land. Undeveloped property includes:

- Magee Property - 6.62 acres - Co. Rd. E. 300 N. and Co. Rd. N 900 E.
- Tague Property - 51.37 acres - 315 W. Main St.
- West Wynne Farms Property - 47.5 acres - Odell St. and Heartland Ln.
- Levin Property - 4.28 acres - N. Green St. and Stonybrook Dr.
- Seumin Street Property - 0.37 acres - Seumin St. and W. Main St.

This land will be developed into future greenways, neighborhood, community, and/or regional parks that will provide the community with additional park resources.

2.3 GOVERNMENT

The Town of Brownsburg has the following government administration positions and agencies:

- Town Council
 - Five (5) Members
- Town Manager
- Clerk-Treasurer
- Boards & Commissions
 - Advisory Plan Commission
 - Board of Police Commissioners
 - Board of Zoning Appeals
 - Economic Development Commission
 - Park Board
 - Redevelopment Authority
 - Redevelopment Commission
 - Impact Fee Review Board
 - Brownsburg Committee

2.3.1 TOWN DEPARTMENTS

- Communications
- Economic Development
- Engineering
- Fire Territory
- Fleet Maintenance
- Human Resources
- Parks and Recreation
- Development Services
- Police
- Purchasing
- Street Department
- Stormwater
- Town Court
- Utilities
- Wastewater

2.4 EDUCATION FACILITIES

2.4.1 PUBLIC SCHOOLS

- Elementary Schools (7)
- Middle Schools (2)
- High Schools (1)

2.4.2 PRIVATE SCHOOLS

- St Malachy Parish School
- Bethesda Christian School

2.4.3 REGIONAL AREA COLLEGES AND UNIVERSITIES (WITHIN 60 MILES)

- Indiana University - Purdue University Indianapolis (IUPUI)
- University of Indianapolis
- Purdue University
- Indiana University
- Harrison College
- Ivy Tech Community Colleges
- Trine University

2.5 COMMUNITY INDUSTRY

The Town is rich in industry with an estimated 15,106 individuals (at least 16 years old) within the community employed. The following represents the top five industries:

- Services (47.4%)
- Manufacturing (12.3%)
- Retail trade (11.5%)
- Transportation/Utilities (7.3%)
- Information (7.2%)

2.6 LOCAL MEDIA

2.6.1 NEWSPAPERS

- Hendricks County Flyer

2.6.2 RADIO

- WYRZ FM 98.9

2.7 PARKS AND RECREATION

Brownsburg Parks maintains 188 acres of park land; with an additional 111 undeveloped acres. There are currently four parks in the Brownsburg Parks system. The Department has 17 full time staff and over 800 volunteer hours.

2.7.1 PARK INVENTORY

WILLIAMS PARK

Williams Park is an 80-acre property located east of White Lick Creek and west of South Locust Lane at Foxwood Drive. The Park is home to the Watermill Splash Pad and Blast-Off Playground. It is, currently, the largest Park in Brownsburg. It also includes the 0.79-mile Maple Ridge Trail, a nature trail with offshoots in the wooded area running along White Lick Creek. The Park also includes six rentable shelters, a second playground abutting the splash pad, 4 Half-Court Basketball Courts, large open grass spaces and a paved 0.78-mile track running around the perimeter of the Park.

STEPHENS PARK

Stephens Park is a small 3-acre property located south of Williams Drive where it intersects with Stephens Drive, just west of South Green Street. The Park is home to one picnic shelter, one bay of swings and a playground structure.

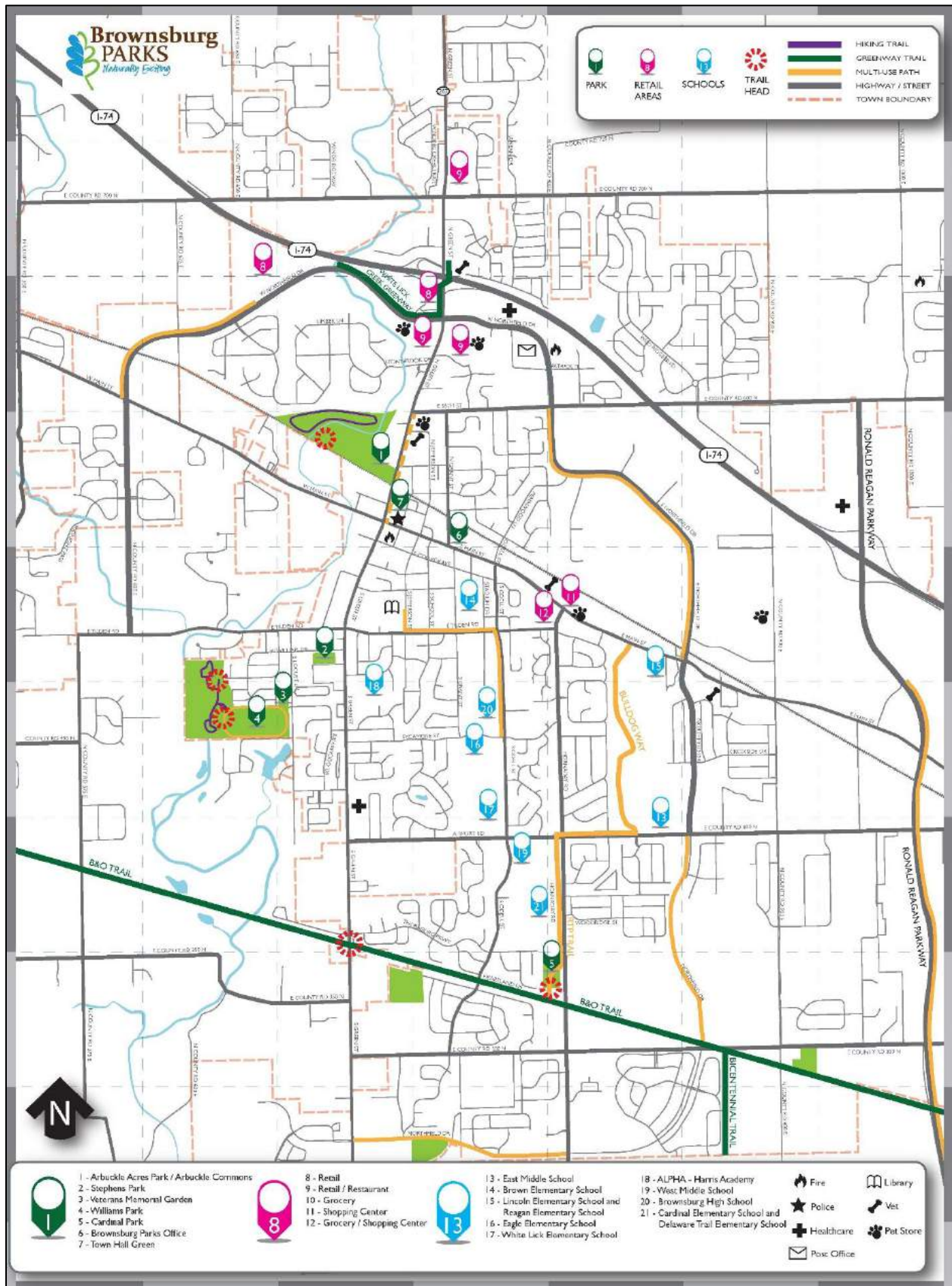
ARBUCKLE ACRES PARK

Arbuckle Acres Park is a 51-acre triangular shaped property located with its southern edge running along Lucas Drive just west of North Green Street and White Lick Creek running through its center. Its amenities include a baseball complex, lighted basketball and tennis courts, 1.3 miles of trails with eight-foot wide asphalt paths, and a playground shielded with a canopy of trees. The Park also includes seven rentable shelters, a large open area that is the home to several recreational activities, practices and organized events and two walking bridges over White Lick Creek.

CARDINAL PARK

Cardinal Park is a 14 acre property on the south part of town between Hornaday Road and the Thornburg subdivision. The park completed phase 1 of its development in 2018 including parking, a trail, funded in part by a Recreation Trails Program grant through IDNR, connecting the B&O Trail to the south of the property to Bulldog way and the extension of Thornburg Parkway. Phase 2 and 3 will be constructed in 2019-2020 including a 2 acre dog park, year round restroom facility, a fully inclusive, sensory playground and shelter.

2.8 PARK LOCATION AND TRAIL MAP



2.9 MAN-MADE, HISTORICAL, AND CULTURE

Adding to the Town of Brownsburg's allure is the fact that the Town and surrounding area are easily accessible by ground and air. State Road 267 is Brownsburg's north/south connection, while I-74 provides a more direct route into Indianapolis. While this access is alluring, the local transportation infrastructure presents its own challenges for establishing the Town's bicycle and pedestrian network. The biggest challenges are the density of homes and business along State Road 267 (main north/south thoroughfare), State Road 136 (main east/west thoroughfare), CSX Railroad tracks through downtown, Interstate 74, and the development along White Lick Creek. Some of these challenges have been explored through a scoping Study of White Lick Creek and are being addressed in more detail as we develop the Active Transportation Plan.

The Town of Brownsburg is located 6 miles west of Eagle Creek Airport and 16 miles northwest of the new Indianapolis International Airport. Eagle Creek is a small publicly held airport and offers commuter service, limited air freight, and maintenance facilities for small private planes and commuter jets. The Indianapolis International Airport offers connecting flights throughout the continental United States and world. Brownsburg also has rail access that can benefit light industrial development. The ease of providing for access to central Indiana via transportation continues to solidify the area's role as one of the easiest areas to access for shipping and commerce via rail, air and ground transportation, as well as the low cost of living.

All of this adds to officials' concerns about the quality of life in Brownsburg. The growth has put additional strain on the park system. It is imperative for the park system to grow commensurate with the Town in order for Brownsburg to continue to be a community of choice for potential residents. One area of focus should be the history of Brownsburg, especially the history of each park property with interpretive signs and preservation of historical assets. The historical aspect of Brownsburg is an area of importance that will require staff to work with the Hendricks County Historical Society and the Brownsburg Public Library's History Department. Brownsburg worked with the American Legion on the Veterans Memorial Garden that is located at the north entrance of Williams Park. The beautifully landscaped garden surrounds a memorial brick pathway that encircles a granite monument remembering United States veterans. Signage highlights the major wars and the effects each one has had on our country. Memorial bricks identify veterans by name, branch of military they served, and their service dates.

Brownsburg is a community of residents that have many different interests. Brownsburg has various cultural events throughout the year. The sports culture in Brownsburg is the most notable. This includes youth sports leagues with a history of excellence, Brownsburg High School Athletics with Indiana State Championships in multiple sports, St. Malachy Athletics with several CYO City Championships, Lucas Oil Raceway Park which is home to the NHRA Drag Racing Grand Nationals. The cultural arts are part of the community with the Annual Summer Concert Series held in the open space lawn in front of Town Hall, Festival of the Arts held at Arbuckle acres, along with offering multiple art programs to youth and adult community members. As Brownsburg Parks continues to grow programming, the benefits of partnering with cultural arts organizations can help grow the offerings with a higher level of credibility.

Hendricks County was one of the original thirty counties established in 1816 when Indiana joined the Union. Due to its location, it was the first to be surveyed. Named after William Hendricks, who was the governor of Indiana at the time, the State of Indiana officially recognized Hendricks County on December 23, 2013. The development of Brown Township was slow due to swampy conditions and poor drainage of the soil, and it wasn't until the 1830's that Irish immigrants were able to successfully drain the mosquito infested areas that covered most of the Township.

In 1835, a wealthy landowner subdivided a parcel of land into lots and formed a village in central Brown Township called Harrisburg. A year later in the spring of 1836, a United States Post Office was established in the Village of Harrisburg. However, within a month, it was determined that there was already another community with the same name in Fayette County, and the name was changed to Brownsburg in honor of James B. Brown. Mr. Brown was an early settler of the area and after which the Township had already been named.

The village continued to grow as more settlers moved into the area. In 1848, the village was incorporated as a Town. However, the turmoil of the Civil War caused the Town not to be incorporated, and the township was split. The new township was named after Abraham Lincoln in 1863, and Brownsburg was now located in the newly created Lincoln Township.

In 1828, a new road was constructed from Indianapolis to Crawfordsville. The road became a major transportation artery. In 1867, the railroad was constructed which brought new prosperity to the community. A grist mill, saw mill, tile factory, grain elevator, canning factory, and brickyard all flourished. The growth continued for 40 years, until the development of the electric interurban line began operation from Indianapolis to Crawfordsville. This allowed people to more easily work in Indianapolis where there were higher wages, and it eventually brought the demise of the new industries developed by the railroad. The interurban operated until 1938 when construction of better roads and the increased use of trucks and automobiles finally put it out of business. The population in 1940 was 1,136, only slightly more than in 1870. By 1950, the population had modestly grown to 1,578. However, by 1960, the growth had tripled to 4,478. The community tripled in size to roughly over 12,000 people in 1998. During the last master plan population was estimated at 22,300 people, now currently estimated at 27,743.

Transportation has played an integral role in the development of the Town of Brownsburg. The area's growth mirrors historical changes in transportation technology and cultural adjustments made to accommodate each new development.

In 2018, Williams Park's Maple Ridge Trail was designated a Certified Sustainable Trail by the Indiana Wildlife Federation by promoting park user interaction, conservation, enhancement and restoration with the local ecosystem and habitats as well as a partnership with IWF to encourage sustainable maintenance practices.

In 2019, Brownsburg will be completing Williams Park Outdoor Classroom that will connect user groups from children to adults with nature through programs, workshops and other activities. Constructed with both natural and man-made materials, the classroom will provide users with an interactive experience as well as an opportunity to explore and learn while immersed in Williams Park's natural environment. Development in Cardinal Park will continue 2019 - 2021 with the addition of a year round restroom to serve park users and the B&O Trail just to the south as well as a 2 acre dog park and fully inclusive, sensory playground.

2.10 ACCESSIBILITY AND UNIVERSAL DESIGN

Brownsburg Parks is committed to playing a large role in building a community for everyone through its parks, facilities, and programs. Over the last 10 years, the Town of Brownsburg and Brownsburg Parks has improved accessibility to many of its facilities, constructed a Splash Pad creating outdoor water play for children of all abilities and over 15 miles of accessible multi-use pathways, added several accessible amenities within the parks, and has completed self-assessments as part of the Town of Brownsburg ADA Transition Plan.

Through collecting input from all community members regardless of age, ability, ethnicity, and socio-economic status level, Brownsburg Parks will continue to implement universal design principles for all new parks and facilities and focus on removing barriers by providing the necessary accommodations so our recreation services can give everyone the opportunity to improve their quality of life. An assessment of ADA accessibility can be found in **Appendix E - Park Assessments** for each of the amenities found within developed Brownsburg Parks. The following are key recommendations for each of the developed parks:

- Arbuckle Acres
 - replace the picnic tables in the shelters with accessible picnic tables
 - provide accessible paths to Baseball/Softball Fields
 - provide accessible paths to all site furnishings
 - replace existing furnishings with ADA compliant furnishings
 - benches, dog waste stations, picnic tables, etc.
 - update signage to accommodate multiple languages including braille
- Williams Park
 - replace the picnic tables in the shelters with accessible picnic tables
 - provide accessible paths to basketball courts and grills
 - provide accessible paths to all site furnishings
 - grills
 - replace existing furnishings with ADA compliant furnishings
 - benches, dog waste stations, picnic tables, drinking fountains, etc.
 - update signage to accommodate multiple languages including braille
- Stephens Park
 - replace the picnic tables in the shelters with accessible picnic tables
 - provide accessible paths to shelter, play structure and swing bay.
 - provide accessible paths to all site furnishings
 - replace existing furnishings with ADA compliant furnishings
 - benches, dog waste stations, picnic tables, drinking fountains, etc.
 - update signage to accommodate multiple languages including braille

The American with Disabilities Act (ADA) of 1990 is a Federal Civil Rights Legislation, which mandates non-discrimination to persons with disabilities. The U.S. Congress signed the ADA in 1990, and it went into effect in 1992. The ADA is a civil rights law that prohibits discrimination against individuals with disabilities in access to jobs, public accommodations, and governmental services and programs, public transportation, and telecommunications. Section 504 of the Rehabilitation Act of 1973:

“No otherwise qualified [disabled] individual in the United States shall, solely by reason of [disability], be excluded from the participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance.”

The Town of Brownsburg recognizes that it is important for its facilities, programs, and services to be available to all of its citizens and the general public. The Town of Brownsburg further understands that some of its existing facilities, programs and services may have met accessibility requirements previously, but may not now, or may not in the future, as standards are revised or new standards developed. Therefore, in order to fulfill its commitment to endeavor to provide equal access to all of its public programs, services, facilities for citizens with disabilities, and in compliance with the ADA, the Town of Brownsburg developed in 2014 an American with Disabilities Act Transition Plan (ADA Transition Plan). To develop this plan, the Town of Brownsburg completed a self-evaluation of its facilities, programs, services and public right-of-way to determine what types of access barriers exist for individuals with disabilities. This information was used to develop the Town of Brownsburg ADA Transition Plan. This plan will be used to guide future planning and implementation of accessibility improvements.

The Town of Brownsburg ADA Transition Plan is intended to help determine whether issues of accessibility could be addressed through changes in the way such programs and services are provided. The Town will attempt to remove physical barriers or provide alternative solutions to accessibility when program changes cannot insure access to services, programs, and activities in existing facilities.

Realizing that structural changes generally require time and expense, the Department of Justice Regulations, Federal Register 28 CFR Part 35 state that "in the event that structural changes to facilities will be undertaken to achieve program accessibility, a public entity that employs 50 or more persons shall develop a Transition Plan setting forth the steps necessary to complete such changes". Additionally, "if a public entity has responsibility or authority over streets, roads, or walkways, its Transition Plan shall include a schedule for providing curb ramps or other sloped areas where pedestrian walks cross curbs, giving priority to walkways serving entities covered by the Act". The schedule for compliance the Town of Brownsburg has adopted is "As soon as possible, administratively, physically and financially."

2.10.1 ADA PUBLIC NOTICE

28 CFR PART 35, Section 35.106 of the Title II Americans with Disabilities Act (ADA) requires a public entity to disseminate sufficient information to applicants, participants, beneficiaries, and other interested persons to inform them of the rights and protections afforded by the ADA and this regulation. Methods of providing this information include, for example, the publication of information in handbooks, manuals, and pamphlets that are distributed to the public to describe a public entity's programs and activities; the display of informative posters in service centers and other public places; or the broadcast of information by television or radio. In providing the notice, a public entity must comply with the requirements for effective communication in §35.160. The preamble to that section gives guidance on how to effectively communicate with individuals with disabilities. The current version of the Town of Brownsburg ADA Transition Plan is posted on the Town's website and is also available at the Town's Planning and Building Office and Public Library.

The public will continue to be able to view and make comments about the ADA Transition Plan on a perpetual basis, as this plan is considered to be part of a continuous improvement process. The Town will update the plan and its associated improvement project lists annually to reflect completed improvement projects, barrier removals, or additions and/or changes suggested by the public, as appropriate. The Town of Brownsburg provided an opportunity for the public to view and comment on this ADA Transition Plan. Public comments were received on September 26, 2013 and October 24, 2013 at the Town Hall, during the regularly scheduled Town Council meetings, which were fully accessible.

Additionally, the Town of Brownsburg provided the ADA Transition Plan for public review on the Town's website, at the Town's Planning and Building Office and at the Brownsburg Public Library.

The Town of Brownsburg's formal ADA Public Notice is below.

NOTICE UNDER THE AMERICANS WITH DISABILITIES ACT

In accordance with the requirements of Title II of the Americans with Disabilities Act of 1990 ("ADA"), the Town of Brownsburg will not discriminate against qualified individuals with disabilities on the basis of disability in its services, programs, or activities.

Employment: The Town of Brownsburg does not discriminate on the basis of disability in its hiring or employment practices and complies with all regulations promulgated by the U.S. Equal Employment Opportunity Commission under Title I of the ADA.

Effective Communication: The Town of Brownsburg will generally, upon request, provide appropriate aids and services leading to effective communication for qualified persons with disabilities so they can participate equally in the Town of Brownsburg's programs, services, and activities, including qualified sign language interpreters, documents in Braille, and other ways of making information and communications accessible to people who have speech, hearing, or vision impairments.

Modifications to Policies and Procedures: The Town of Brownsburg will make all reasonable modifications to policies and programs to ensure that people with disabilities have an equal opportunity to enjoy all of its programs, services, and activities. For example, individuals with service animals are welcomed in the Town of Brownsburg offices, even where pets are generally prohibited.

Anyone who requires an auxiliary aid or service for effective communication, or a modification of policies or procedures to participate in a program, service, or activity of the Town of Brownsburg, should contact the office of the Building Commissioner, Jack Swalley, (317) 852- 1128, 61 N. Green Street, as soon as possible but no later than 48 hours before the scheduled event.

The ADA does not require the Town of Brownsburg to take any action that would fundamentally alter the nature of its programs or services, or impose an undue financial or administrative burden.

Complaints that a program, service, or activity of The Town of Brownsburg is not accessible to persons with disabilities should be directed to the Building Commissioner, Jack Swalley, (317) 852-1128, 61 N. Green Street.

The Town of Brownsburg will not place a surcharge on a particular individual with a disability or any group of individuals with disabilities to cover the cost of providing auxiliary aids/services or reasonable modifications of policy, such as retrieving items from locations that are open to the public but are not accessible to persons who use wheelchairs.

DESIGNATION OF AN ADA COORDINATOR

The Town's Building Commissioner has been designated the ADA Coordinator and is in charge of overall compliance with the ADA. The contact info for the Town of Brownsburg's ADA Coordinator is below:

Jack Swalley, Building Commissioner
Town of Brownsburg, Indiana
61 N. Green Street
Brownsburg, IN 46112
Phone: 317-852-1128
Email: jswalley@brownsburg.org

GENERAL PROCEDURE

The Town of Brownsburg has implemented a process for the public to file requests for reasonable accommodation and grievances as pertaining to ADA accessibility. The process is intended to promote effective communication regarding any ADA issues brought before the Town. Brownsburg is committed to appropriately addressing any public concerns or requests regarding ADA compliance of its facilities to ensure that filing of a formal grievance is not required.

REQUEST FOR REASONABLE ACCOMMODATION

The Request for Reasonable Accommodation Form should be completed by anyone who has an ADA concern or need in regards to one of the Town's programs, services or facilities. The contact information of the person making the request should be included as well as a description of why the accommodation is needed.

The completed Request for Reasonable Accommodation Form should be submitted to:

Jack Swalley, Building Commissioner
 Town of Brownsburg, Indiana
 61 N. Green Street
 Brownsburg, IN 46112
 Phone: 317-852-1128
 Email: jswalley@brownsburg.org

The ADA Coordinator will respond to the individual requesting the accommodation within fifteen (15) calendar days of receiving the written request. If the ADA Coordinator's response does not satisfactorily resolve the issue, the individual may file a formal grievance. The Town of Brownsburg shall keep records of all requests for accommodation received by the ADA Coordinator for a period of three years.

FILING AN ADA GRIEVANCE

The Town of Brownsburg established a formal Grievance Procedure to meet the requirements of the ADA. The procedure may be utilized by anyone filing a complaint that alleges discrimination on the basis of a disability relating to a Town program, service or facility.

GRIEVANCE PROCEDURE UNDER THE AMERICANS WITH DISABILITIES ACT

This Grievance Procedure is established to meet the requirements of the Americans with Disabilities Act of 1990 ("ADA"). It may be used by anyone who wishes to file a complaint alleging discrimination on the basis of disability in the provision of services, activities, programs, or benefits by the Town of Brownsburg. The Town's Personnel Policy governs employment related complaints of disability discrimination.

The complaint should be in writing and contain information about the alleged discrimination such as name, address, phone number of complainant and location, date, and description of the problem. Alternative means of filing complaints, such as personal interviews or a tape recording of the complaint, will be made available for persons with disabilities upon request.

The complaint should be submitted by the grievant and/or his/her designee as soon as possible but no later than 60 calendar days after the alleged violation to:

Jack Swalley, Building Commissioner
Town Hall
Planning & Building Department
61 N. Green Street Brownsburg IN 46112

Within 15 calendar days after receipt of the complaint, Jack Swalley, Building Commissioner or his designee will meet with the complainant to discuss the complaint and the possible resolutions. Within 15 calendar days of the meeting, Jack Swalley, Building Commissioner or his designee will respond in writing, and where appropriate, in a format accessible to the complainant, such as large print, Braille, or audio tape. The response will explain the position of the Town of Brownsburg and offer options for substantive resolution of the complaint.

If the response by Jack Swalley, Building Commissioner or his designee does not satisfactorily resolve the issue, the complainant and/or his/her designee may appeal the decision within 15 calendar days after receipt of the response to the Town Manager or his designee.

Within 15 calendar days after receipt of the appeal, the Town Manager or his designee will meet with the complainant to discuss the complaint and possible resolutions. Within 15 calendar days after the meeting, the Town Manager or his designee will respond in writing, and, where appropriate, in a format accessible to the complainant, with a final resolution of the complaint.

All written complaints received by Jack Swalley, Building Commissioner or his designee, appeals to the Town Manager or his designee, and responses from these two offices will be retained by the Town of Brownsburg for at least three years.

2.10.2 ASSURANCE OF COMPLAINE SECTION 504 OF THE REHABILITATION ACT OF 1973

Part III-Checklist of Employment Practices [43 CFR, Section 17.210; Guideline Section V].

**ASSURANCE OF COMPLAINE
SECTION 504**

OF THE REHABILITATION ACT OF 1973

The ^{Brownstown} ~~Department~~ ^{Parks & Recreation} (Applicant) has received and read the guidelines for compliance with Section 504 of the Rehabilitation Act of 1973 issued by the United States Department of the Interior and will comply with these guidelines and the Act.

SIGNATURE Cari Palma
APPLICANT PRESIDENT

SIGNATURE Cari Palma
(president's printed name)
APPLICANT SECRETARY

AMBER LANE
(secretary's printed name)

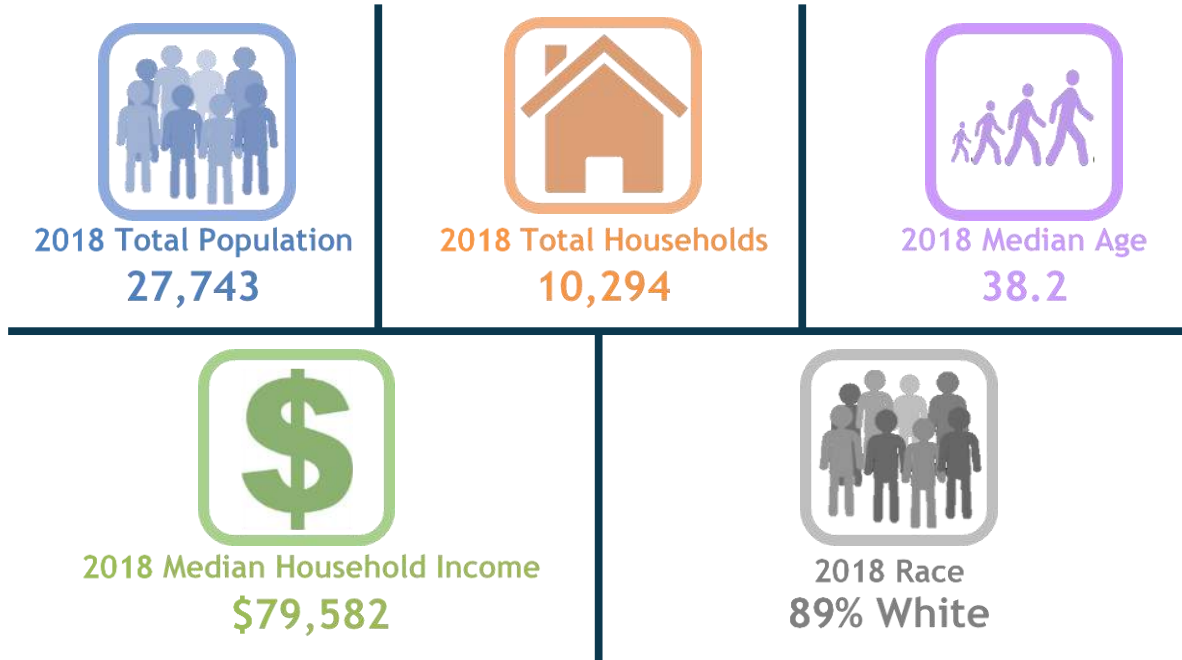
DATE 03-21-2019

2.11 SOCIAL AND ECONOMIC FACTORS

A key component of the Parks and Recreation Strategic Master Plan is a Market Analysis which helps provide a thorough understanding of the demographic makeup of residents within the Town of Brownsburg, as well as national, regional, and local recreational trends.

The Demographic Analysis describes the population within Brownsburg, Indiana. This assessment is reflective of the Town’s total population and its key characteristics such as age segments, income levels, race, and ethnicity. It is important to note that future projections are based on historical patterns and unforeseen circumstances during or after the time of the analysis could have a significant bearing on the validity of the projected figures.

2.11.1 TOWN DEMOGRAPHIC OVERVIEW



2.11.2 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in August 2018 and reflects actual numbers as reported in the 2010 Census as well as estimates for 2018 and 2023 as obtained by ESRI. Straight line linear regression was utilized for 2028 and 2033 projections. The Town boundaries shown below were utilized for the demographic analysis. (See Figure 1)

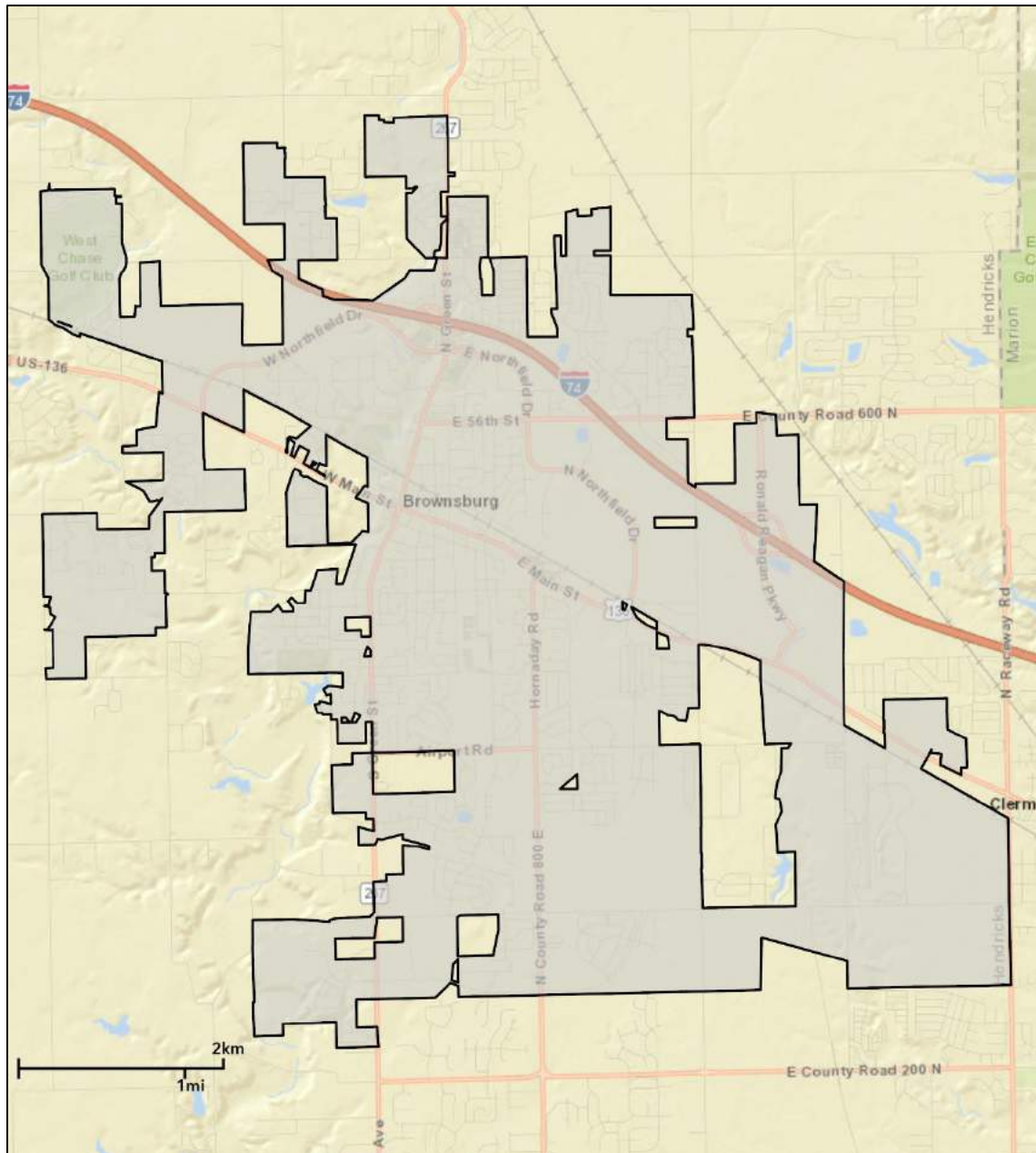


Figure 1: Town of Brownsburg Boundaries

RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; therefore, caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

- American Indian - This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
- Asian - This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- Black - This includes a person having origins in any of the black racial groups of Africa
- Native Hawaiian or Other Pacific Islander - This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- White - This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
- Hispanic or Latino - This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race

Please Note: The Census Bureau defines Race as a person's self-identification with one or more of the following social groups: White, Black or African American, Asian, American Indian and Alaska Native, Native Hawaiian and Other Pacific Islander, some other race, or a combination of these. While Ethnicity is defined as whether a person is of Hispanic / Latino origin or not. For this reason, the Hispanic / Latino ethnicity is viewed separate from race throughout this demographic analysis.



4th of July Extravaganza at Arbuckle Acres Park

2.11.3 TOWN POPULACE

POPULATION

The Town’s population experienced a significant growing trend in recent years, increasing 21.9% from 2010 to 2018 (2.7% per year). This is well above the national annual growth rate of 0.86% (from 2010-2018). Similar to the population, the total number of households also experienced a rapid increase in recent years (20.4% since 2010).

Currently, the population is estimated at 27,743 individuals living within 10,294 households. Future projections show the total population and total number of households are both expected to continue growing over the next 15 years at an above average rate. Based on 2033 predictions, the Town is expected to have 36,975 residents living within 13,586 households. (See Figures 2)

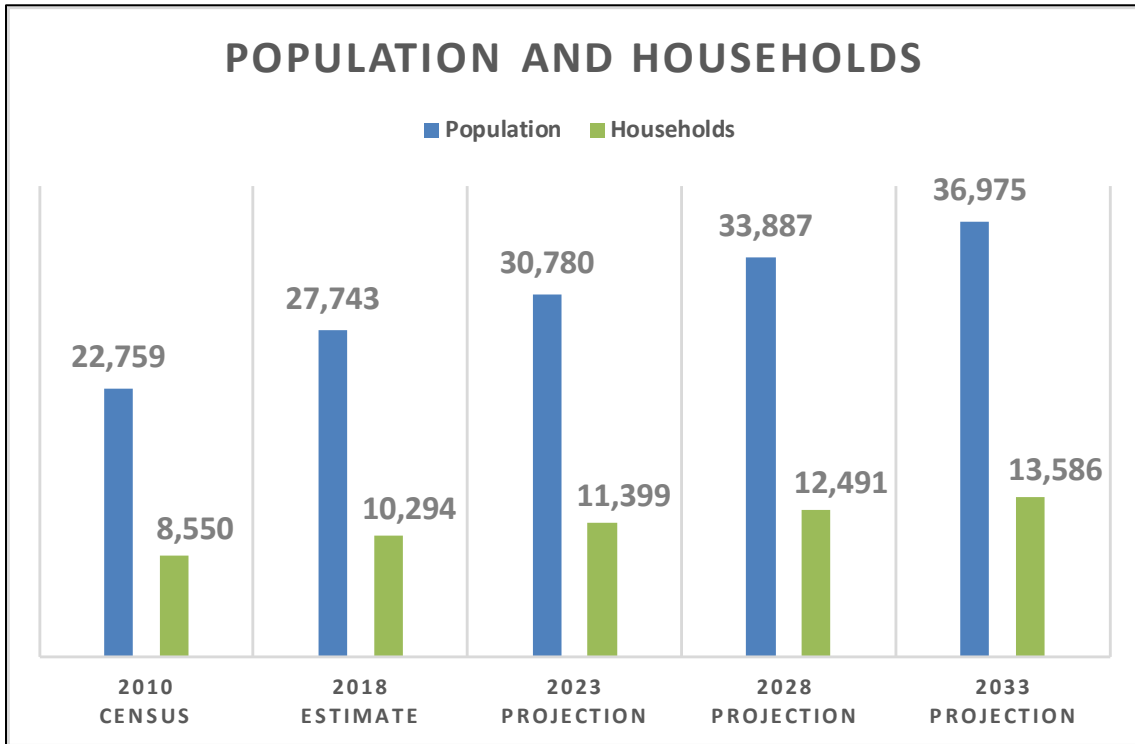


Figure 2: Town’s Total Population

AGE SEGMENT

Evaluating the Town by age segments, Brownsburg exhibits a younger than average population. The Town has a median age of 38.2 years old which is the same as the US median age of 38.2 years. Assessing the population as a whole, the Town is projected to continue its current aging trend. Over the next 15 years, the 55+ population is expected to grow to represent nearly a third of the Town’s total population. This is largely due to the increased life expectancies and the remainder of the Baby Boomer generation shifting into the senior age groups. (See Figure 3).

Due to the continued growth of the older age segments, it is useful to further segment the “Senior” population beyond the traditional 55+ designation. Within the field of parks and recreation, there are two commonly used ways to partition this age segment. One is to simply segment by age: 55-64, 65-74, and 75+. However, as these age segments are engaged in programming, the variability of health and wellness can be a more relevant factor. For example, a 55-year-old may be struggling with rheumatoid arthritis and need different recreational opportunities than a healthy 65-year old who is running marathons once a year. Therefore, it may be more useful to divide this age segment into “Active,” “Low-Impact,” and/or “Social” Seniors.

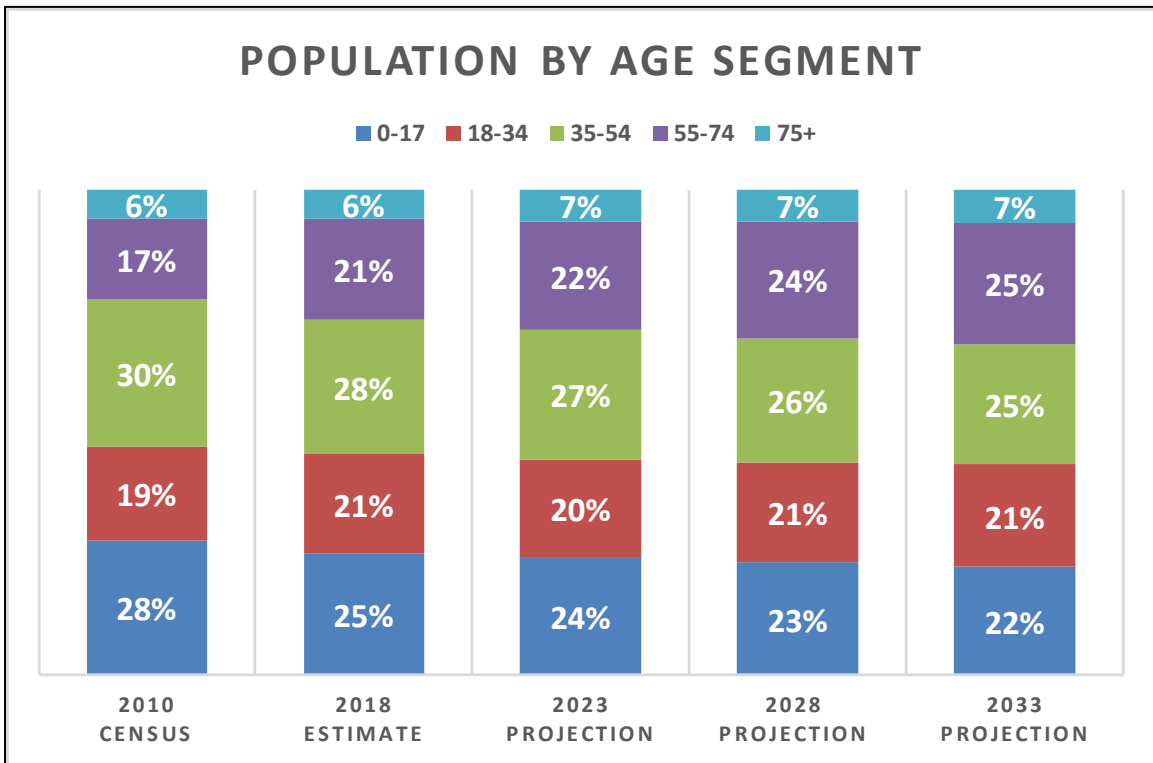


Figure 3: Town’s Population by Age Segments

RACE

Analyzing race, the Town’s current population is predominantly White Alone. The 2018 estimate shows that 89% of the population falls into the White Alone category, while the Black Alone (5%) and Asian (2%) categories represent the largest minorities. The racial diversification of the Town is less diverse than the national population, which is approximately 70% White Alone, 13% Black Alone, and 7% Some Other Race.

The predictions for 2033 expect the Town’s population to continue diversifying, with the White Alone population projected to decrease (-6%) while the Asian and other minority categories experience increases. (Figure 4)

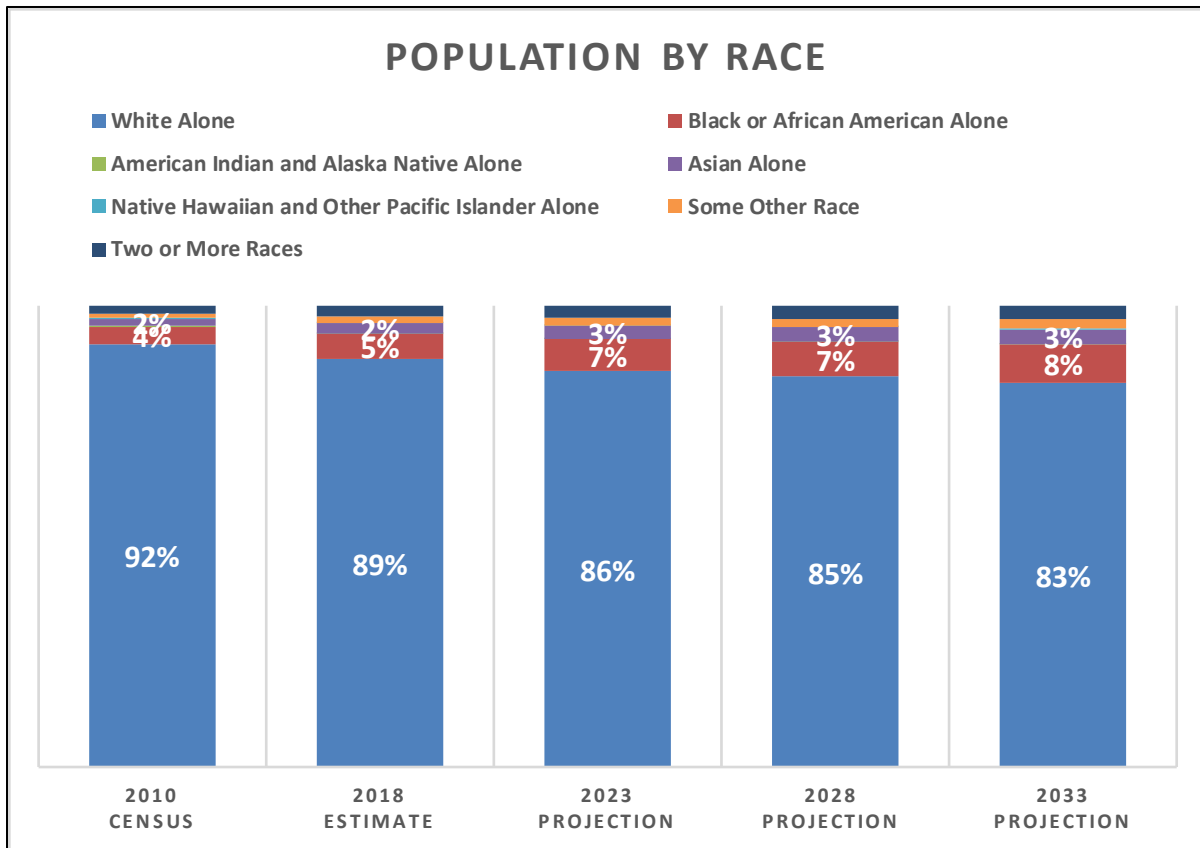


Figure 4: Town’s Population by Race

ETHNICITY

The Town’s population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition is viewed independently from race. It is important to note that individuals who are Hispanic / Latino in ethnicity can also identify with any of the racial categories from above. Those of Hispanic/Latino origin represent 4% of the Town’s current population, which is significantly lower than the national average (18% Hispanic/Latino). The Hispanic/ Latino population is expected to grow slightly over the next 15 years, increasing to 5% of the Town’s total population by 2033. (Figure 5)

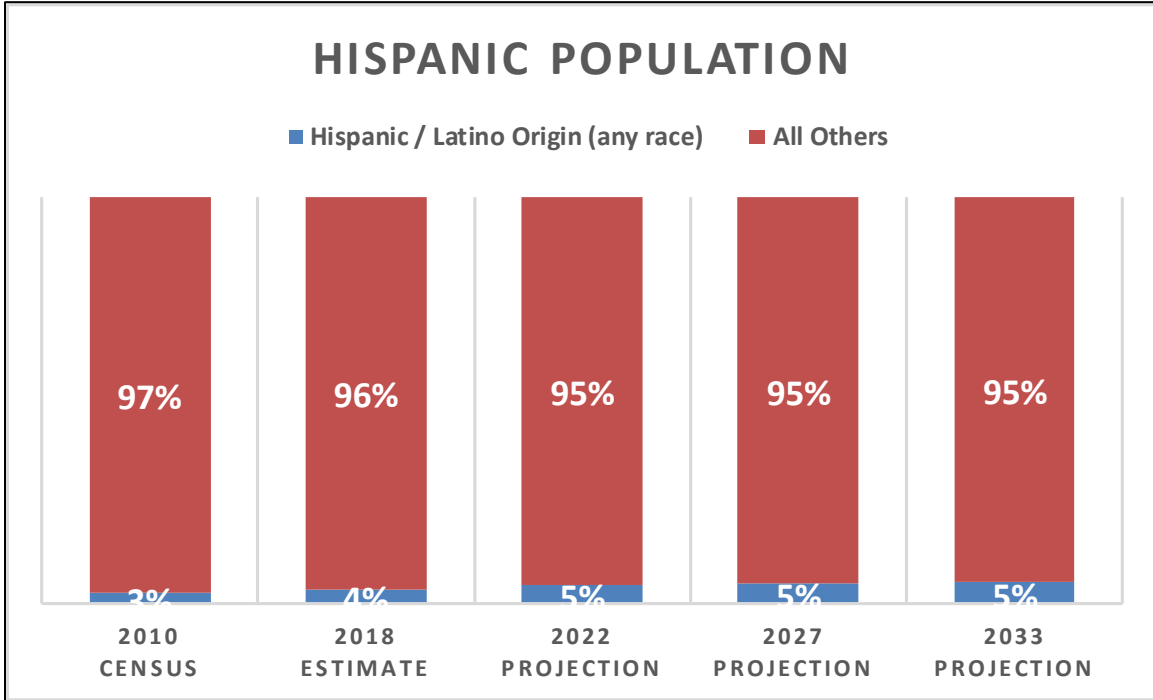


Figure 5: Town’s Population by Ethnicity

HOUSEHOLD INCOME

The Town’s per capita income (\$35,395) and median household income (\$79,582) are both significantly higher than current state (\$27,871 & \$53,531) and national averages (\$31,950 & \$58,100). Additionally, as seen in **Figure 6**, both Brownsburg’s per capita income and median household income are expected to continue growing over the next 15 years reaching \$50,983 and \$112,969 respectively by 2033.

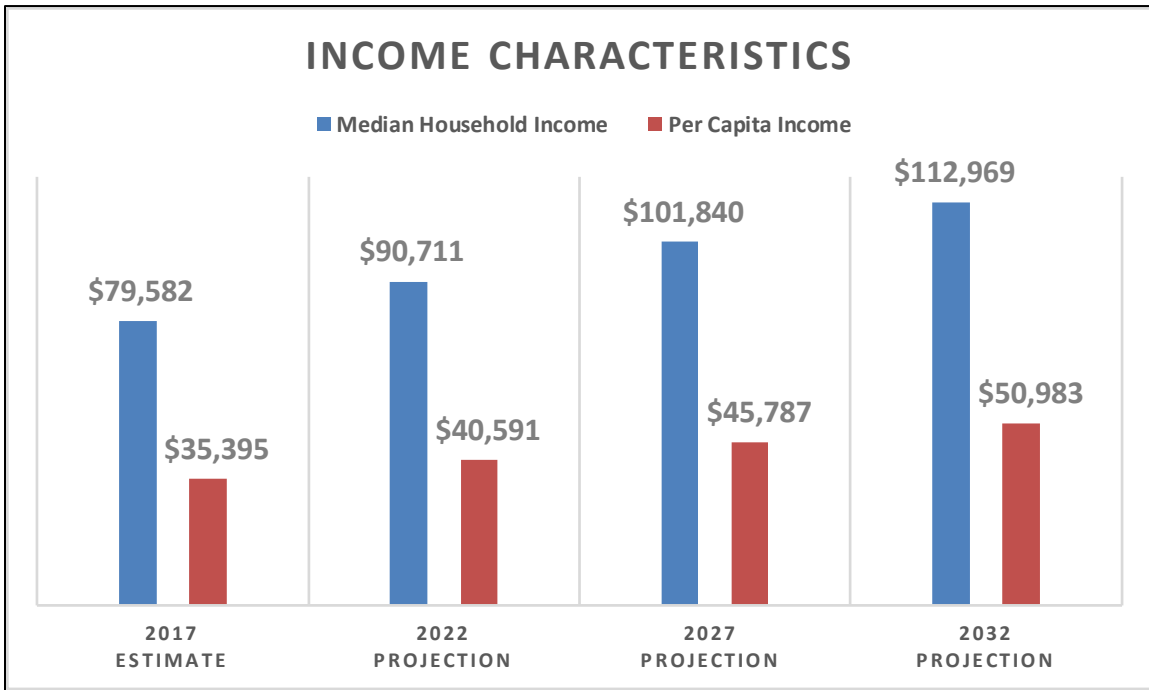


Figure 6: Town’s Income Characteristics

The following chart depicts the Town’s poverty figures from the U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates. The Town is estimated to have 3% of its population below poverty line.

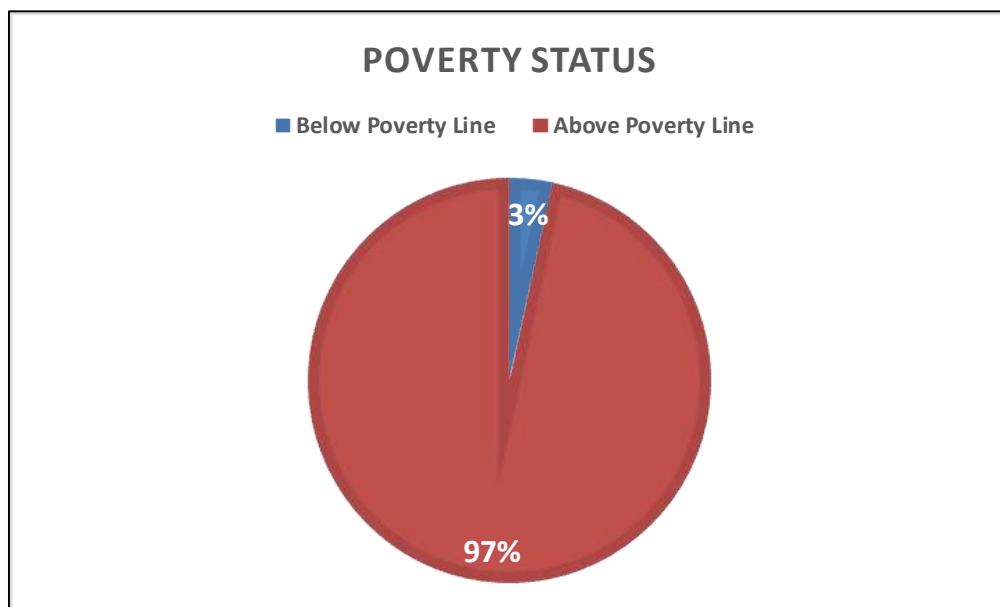


Figure 7 - Poverty Status

2.11.4 TOWN DEMOGRAPHIC COMPRATIVE SUMMARY

The table below is a summary of Town’s demographic figures. These figures are then compared to the state and U.S. populations. This type of analysis allows Brownsburg to see how their population compares on a local and national scale. The highlighted cells represent key takeaways from the comparison between the Town and the national population.

- = Significantly higher than the National Average
- = Significantly lower than the National Average

2018 Demographic		Brownsburg	Indiana	U.S.A.
Population	Annual Growth Rate (2010-2018)	2.74%	0.54%	0.86%
	Projected Annual Growth Rate (2018-2033)	2.22%	0.56%	0.88%
Households	Annual Growth Rate (2010-2018)	2.55%	0.53%	0.79%
	Average Household Size	2.66	2.52	2.59
Age Segment Distribution	Ages 0-17	25%	23%	22%
	Ages 18-34	21%	23%	24%
	Ages 35-54	28%	25%	25%
	Ages 55-74	21%	23%	22%
	Ages 75+	6%	6%	7%
Race Distribution	White Alone	88.6%	82.1%	69.9%
	Black Alone	5.4%	9.5%	12.9%
	American Indian	0.2%	0.3%	1.0%
	Asian	2.2%	2.4%	5.7%
	Pacific Islander	0.1%	0.0%	0.2%
	Some other Race	1.4%	3.1%	6.9%
	Two or More Races	2.1%	2.5%	3.4%
Hispanic/Latino Population	Hispanic / Latino Origin (any race)	3.7%	7.1%	18.3%
	All Others	96.3%	92.9%	81.7%
Income Characteristics	Per Capita Income	\$35,395	\$27,871	\$31,950
	Median Household Income	\$79,582	\$53,531	\$58,100

Table 1 - Town’s Demographic Comparative Table

2.11.5 KEY DEMOGRAPHIC FINDINGS

- The Town’s **population annual growth rate** (2.74%) is significantly higher than both Indiana’s (0.54%) and the U.S.’s (0.86%) growth rates.
- The Town’s **household growth rate** (2.55%) is larger than both state (0.53%) and national (0.79%) averages.
- The Town’s **racial distribution** has greater White Alone populations (88.6%) and significantly smaller Black Alone populations (5.4%), when compared to national percentage distribution (69.9% and 12.9%).
- The Town’s percentage of **Hispanic/Latino population** (3.7%) is significantly lower than the national average (18.3%).
- The Town’s **median house income** (\$79,582) is significantly higher when compared to Indiana’s (\$53,531) and the U.S.’s (\$58,100) income characteristics.

2.11.6 MARKET PROFILE

In addition to demographic characteristics, ESRI also provides a Market Profile which analyzes key economic factors, including educational attainment, unemployment rate, and percent of population with disabilities.

EDUCATION

Based on the 2018 population, approximately 39% of Brownsburg’s residents (25+ years old) have attained a Bachelor’s or Graduate Degree; which is slightly above the national average (30%). While an estimated 6% of the population never attained a high school diploma.

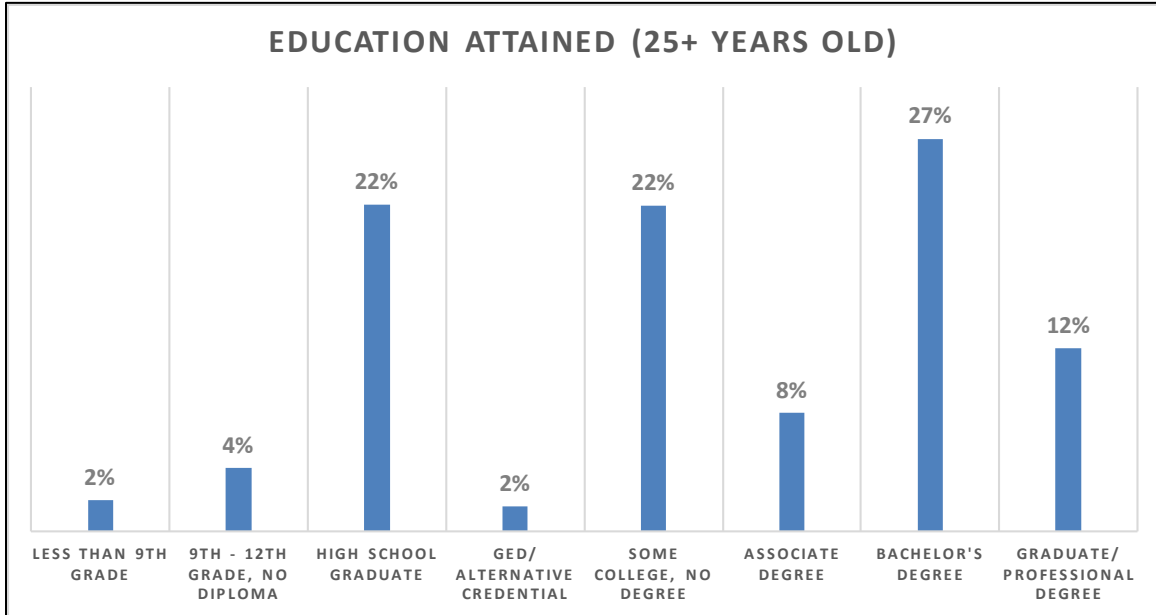


Figure 8: Educational Attainment

UNEMPLOYMENT

In assessing the civilian labor force (16+ years old), currently 97% of residents hold a full or part-time position, while the remaining 3% of the Town’s (civilian) population are deem unemployed.

Note: The unemployment rate excludes individuals who are currently in institutions such as prisons, mental hospitals, or nursing homes.

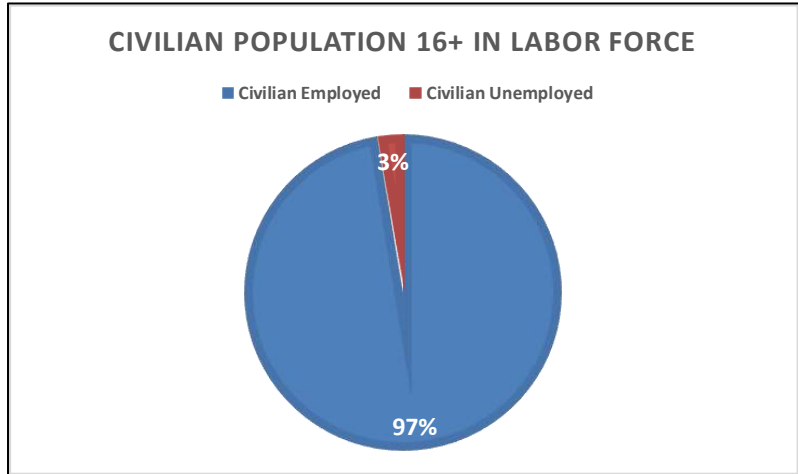


Figure 9: Unemployment Rate

DISABILITY

Based on a four-year trend (2012-2016) the percentage of Brownsburg’s population that has been diagnosed with a disability has slightly increased since 2012. As expected, the 65+ population is at significantly greater risk of being diagnosed with a disability. Approximately 1/4 of all residents over the age of 64 has either a physical or mental disability.

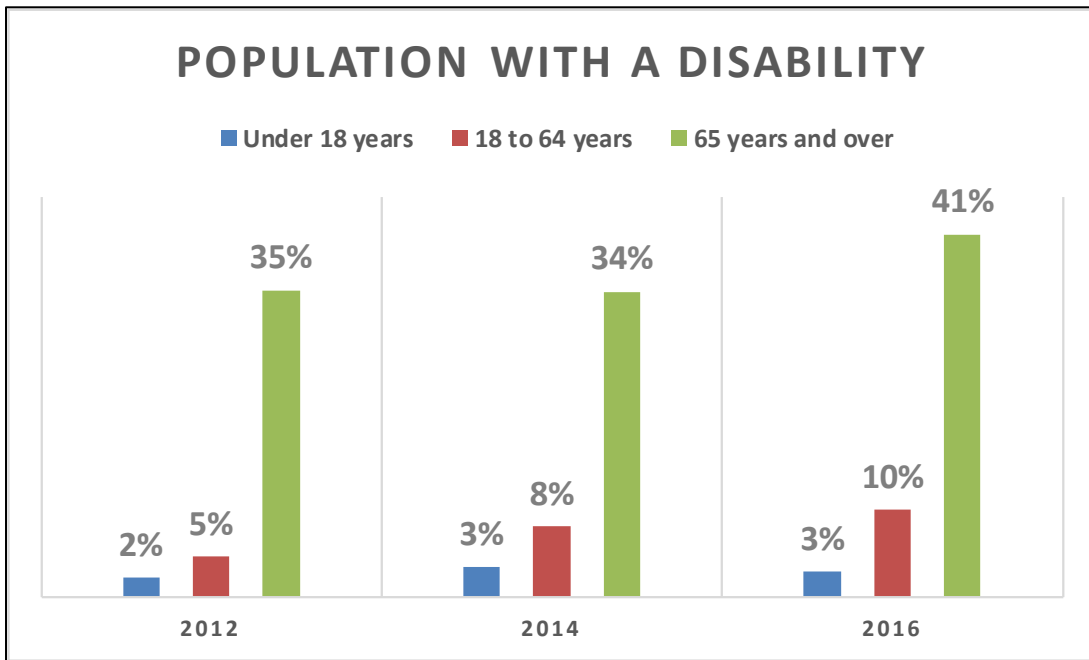


Figure 10 - Percent of Population with a Disability

2.12 RECREATION TRENDS ANALYSIS

2.12.1 NATIONAL TRENDS IN RECREATION

METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) *Sports, Fitness & Recreational Activities Topline Participation Report 2018* was utilized in evaluating the following trends:

- National Trends in Sport and Fitness Participation
- Core vs. Casual Participation
- Activity by Generation



The study is based on findings from surveys carried out in 2017 and the beginning of 2018 by the Physical Activity Council, resulting in a total of 30,999 online interviews (individual and household surveys). A sample size of 30,999 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of +/- 0.27 percentage points at a 95% confidence interval. Using a weighting technique, survey results are applied to the total U.S. population figure of 298,325,103 people (ages six and older). The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S. Detailed analysis of national and local trends can be found in **Appendix A**.

Summary of National Participatory Trends Analysis

- 1. Rate of “inactives” remained flat, for the last 5 years**
 - a. “Inactives” up in 2017, from 81.4 million to 82.4 million
- 2. Most popular sport and recreational activities**
 - a. Fitness Walking (111 million)
 - b. Treadmill (53 million)
 - c. Free Weights (Dumbbells/Hand Weights) (52 million)
 - d. Running/Jogging (51 million)
- 3. Most participated outdoor recreation activities**
 - a. Day Hiking (45 million)
 - b. Road Bicycling (39 million)
 - c. Freshwater Fishing (38 million)
- 4. Activities most rapidly growing over last five years**
 - a. Stand-Up Paddling - up 139%
 - b. BMX Bicycling - up 83%
 - c. Rugby - up 83%
 - d. Non-traditional/Off-road Triathlon - up 75%
 - e. Group Stationary Cycling - up 58%
- 5. Activities most rapidly declining over last five years**
 - a. Ultimate Frisbee - down 39%
 - b. Jet Skiing - down 23%
 - c. Touch Football - down 23%
 - d. In-line Roller Skating - down 21%
 - e. Tackle Football - down 16%

EXPECTED LOCAL PARTICIPATION

The following charts show the expected percentage of resident participants for the Town in regards to recreational activities. These percentages are correlated to MPI scores previously introduced, and this serves as another tool for programmatic decision-making that allows Brownsburg Parks to quantify the expected participants by activity.

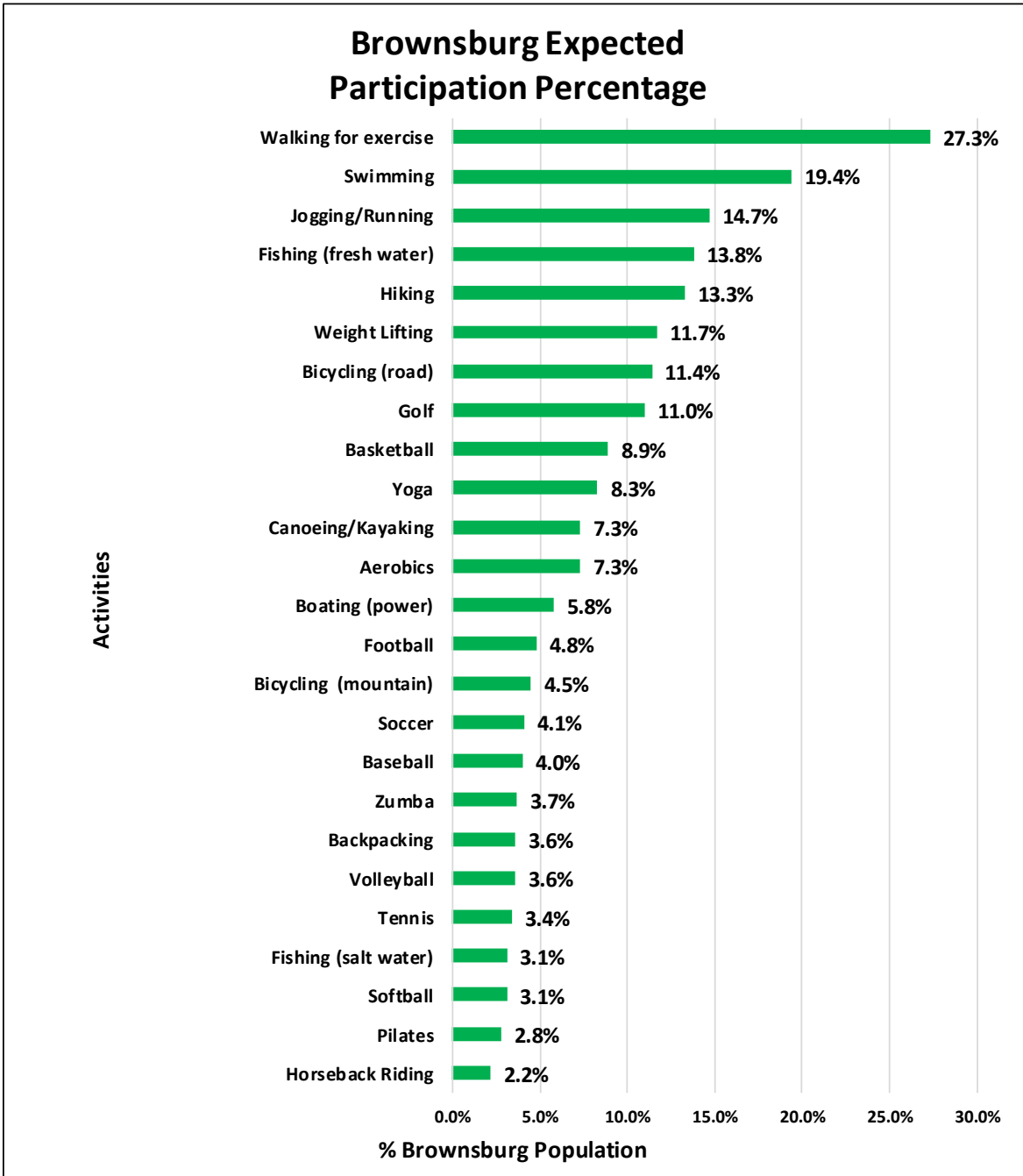


Figure 11 - Expected Brownsburg Participation

CHAPTER THREE – COMMUNITY ENGAGEMENT

3.1 FOCUS GROUPS

As part of the Strategic Master Plan process, four focus groups were conducted on June 13th, 2018 to help lay a foundation for identifying community issues, concerns, and keys themes. All meetings were held at the Park and Recreation Department offices located at 402 E. Main Street in Brownsburg. These focus groups, intercept surveys, and stakeholder interviews help craft question topics that would be beneficial for the online community survey. A facilitation guide was developed that included a series of questions that spurred conversation and follow-up questions were asked as appropriate. A total of 13 community members participated in the focus groups.

- Focus Group 1: 7:30-9:00am - 3 Community Members
- Focus Group 2: 10:00-11:30am - 3 Community Members
- Focus Group 3: 12:00-1:30pm - 3 Community Members
- Focus Group 4: 3:00-4:30pm - 4 Community Members

3.1.1 SYNTHESIS

Focus group attendees exhibit pride and value for the Brownsburg Parks and Recreation system. They see the department as an asset and increase the quality of life for Brownsburg residents. With a rapid growing community, attendees appreciate the Departments due diligence in land acquisition and the development of new park amenities throughout the community. The B & O trail, community special events, Arbuckle and Williams Park are seen as incredible assets to the community.

A key theme that emerged from the focus groups was the need for additional indoor recreation space for programs and a community pool. Attendees would like to see additional programs for the seniors, STEM programming, inclusive and middle school aged/ tween programming. There is also a perception that current rates for classes are too high for families. With the lack of indoor recreation space in the community, there is little to no opportunities for recreation programs during the winter time.

Attendees also showed concern about public perception. With new projects being developed all over the Town of Brownsburg, many residents are unaware what projects are being developed by the Town versus a private developer. Attendees stressed that the Department should continue to communicate with residents on projects being completed by the Department and how they are funded.

Focus group attendees would like the Strategic Master Plan to become a road map for the Department; defining where we currently are, where to do we want to go and how do we get there. Key outcomes they would like to see is addressing the multigenerational community and aquatic center, programming opportunities that the Town is currently missing, and to continue to collect community input throughout the entire process.

3.1.2 FINDINGS

Residents **Value** the Most

- Program offerings for children
- Special Events (i.e. Farmers' Market, Summer Concert Series, Parades)
- Continuing to connect the B & O Trail
- Visionary Leaders within the Parks Department
- Working with Partners (i.e. Brownsburg Public Library, B & O Trail Association)
- Arbuckle and Williams Park
- Clean and the feeling of being safe while attending parks and events
- Continuing to develop new amenities and facilities
- Increasing the quality of life

Additional Improvement or Focus for the System

- Trail connectivity to parks and surrounding communities
- Community pool/aquatic center
- Community meeting space/program space
- Medium (50-75 people) to large (100+ people) rental shelters
- Pickleball courts
- Website is hard to navigate
- Open space/greenspace for field practice for toddlers/beginners
- Additional multi-use and ball fields

Challenges for the System in the Future

- Budgeting
- Planning for the growing senior population
- Aging infrastructure
- Perception of the value of the Brownsburg Parks Department of town officials and elected leaders
- Acquiring land
- Communication process to residents concerning special events, new park/facility developments, and program offerings
- Currently, program and shelter cost for residents is too high

Programs and Services Most Needed

- Senior programs
- Middle school aged/ tween programs (11-14 age group)
- STEM programming
- At risk youth programming
- Inclusive programming
- High cost for programming, not feasible for families with more than one kid
- Lack of programming in the winter months
- Opportunity to combine seniors with middle school kids who can teach the kids home EC, home improvements vice versa kids could teach seniors cell phone and computers
- Partner with BOAA to help with senior programs
- B.A.S.E Camp could improve by safer drop-off and pick-up procedure and adding qualified staff

Facilities and Amenities Most Needed

- Multigenerational Community Center (centrally located)
- Aquatic Center/ Water Park
- Outdoor exercise fitness trail
- Sports fields (multi-use and ball fields) perhaps a destination sports park
- Dog park
- Conversational seating along trails
- Water fountains and dog fountains along the trail
- Additional parking and trail heads along the trail

Supportive of **Increase Tax Support** to Help with Park Development

- Supportive
- Generally supportive, as long as the increases went to park development
- Would need to communicate what will be built and how the money will be used

Current **Marketing Efforts**

- Facebook, mailing works the best
- Email - utilize short headlines with a link that provides additional detail
- Could tap into NextDoor Neighbor, each neighborhood has a Leader/Champion that post Parks information
- Additional newsletters through B.A.S.E Camp
- Provide a welcome packet for new residents possible through realtor or the Towns Water
- Could utilize additional on-street signage
- You can never over communicate

Government Services **Competing with Private Services** (especially regarding Community Center)

- Different clientele at smaller gyms, different element
- Some people are for it and some are against it - most realize private/niche gyms have separate demographic and clientele
- Not the same entities (not-for-profit vs. for-profit)
- Community Centers have worked in surrounding communities and smaller gyms are still being developed (such as the YMCA in Avon and the Community Center in Plainfield)
- The Town and Department should understand how private business owners work
- Most private gyms offer niche programs that are serving specific demographics

Key Outcomes from the Strategic Master Planning Process

- Multi-generational Community Center with an indoor/outdoor aquatic component
- Road map on where we are, where do we want to go and how do we get there
- Continue gathering community input - listening to what offerings and amenities residents want
- Dog Park
- Focus on Senior Programming

Change One Thing about the System in the Next 10 Years

- Carefully plan for the changing demographics and the growing community
- Connectivity of the trail system, not just within the Town but with surround communities
- Land acquisition
- Multi-generational Community Center/ Aquatic Center
- More support for the Brownsburg Parks Department - possible be its own entity

Other Comments

- Benchmark against other similar communities that have a Community Center to see what they are doing well at and what has not worked
- The Parks Department should bring the Community together, the Community Center could be a gem, focal point and asset to the Town
- Brownsburg staff is amazing and helpful and special events are amazing
- Volunteering process is tough and not user friendly
- Adding adventure sports, skateboard park, mountain bike courses
- There is a concern the families will leave Brownsburg due to the lack of amenities and programs offered. Families are having to travel for recreation program opportunities and aquatic programs.

3.2 FIRST PUBLIC FORUM

The Brownsburg Parks and Recreation Department held an open forum on Tuesday, October 9th, 2018 at 6:30pm. The meeting was held within the Town Hall - Eaton Hall. The forum began with a brief presentation explaining the strategic master plan process, initial findings, and next steps. During the presentation, live polling was conducted to hear real-time responses concerning the Parks and Recreation Department. Twelve questions were asked during the live polling and results can be found in **Appendix B**. Approximately 50 community members attended the first public forum.

3.3 SECOND PUBLIC MEETING

The second public forum was held on Wednesday, December 5th, 2018 at 6:30pm. The meeting was held within the Town Hall - Council Room during the monthly Park Board meeting. The consulting team updated the park board and community attendees on where the Team was at in the process of the strategic master plan, what they heard through the community engagement process, and what they found out through the community online survey. Approximately 20 community members attended the meeting.

3.4 INTERCEPT SURVEYS

Intercept surveys were also conducted by the Consulting Team and Brownsburg Parks staff at park events such as the Summer Concert Series and Party in the Park. The Brownsburg Parks staff also conducted intercept surveys with the youth during with B.A.S.E camp program. One hundred and seventy (170) intercept surveys were collected (141 community members and 29 youth surveys). Results from the intercept survey can be found in **Appendix C**.

3.5 ONLINE SURVEY

As part of the community input process, PROS Consulting conducted an on-line survey (powered by SurveyMonkey) for a better understanding of the characteristics, preferences, and satisfaction levels of Brownsburg residents in relation to facilities, amenities and recreation programs/services. The survey was available from September 10th through November 10th and received a total of 166 responses.



The on-line survey allowed citizens of Brownsburg another opportunity to provide input even if they did not receive the statistically-valid survey. All survey results can be found in **Appendix D**.

3.6 NEEDS ASSESSMENT SURVEY

3.6.1 OVERVIEW

ETC Institute administered a parks and recreation needs assessment survey for the Town of Brownsburg during May and June of 2017. The survey was administered to establish priorities for improvements to parks and recreation facilities and programs in the Town.

3.6.2 METHODOLOGY

ETC Institute mailed a survey packet to a random sample of households in the Town of Brownsburg. Each survey packet contained a cover letter, a copy of the survey, and a postage paid return envelope. Ten days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey (www.brownsburg2017.org) to make it easy for residents to complete the survey.

The goal was to obtain completed surveys from at least 400 residents. This goal was far exceeded, with a total of 579 residents completing the survey. The overall results for the sample of 579 households have a precision of at least +/-4.1% at the 95% level of confidence. There were no statistically significant differences in the results of the survey based on the method of administration (phone vs. mail vs. online).

The major findings of the survey are summarized below and on the following pages.

3.6.3 USE AND CONDITION OF PARKS AND FACILITIES

Seventy-six percent (76%) of respondents indicated they visited Arbuckle Acres Park during the past 12 months. Other Brownsburg parks/facilities used include: Williams Park (69%), B&O Trail (42%), and Town Hall Green (28%). The park used the least was Gateway Park (2%).

Most respondents (98%) who visited parks and facilities in Brownsburg indicated the overall condition of Town Hall Green was “excellent” or “good.” Other parks/facilities that respondents rated as “excellent” or “good” include: Williams Park (96%), B&O Trail (94%), Maple Ridge Trail (94%), and Veterans Memorial Garden (93%). Stephens Park rated the lowest with regard to condition (65% “excellent” or “good”).

Based on the sum of their top three choices, the parks and facilities households used most during the past year were: 1) Arbuckle Acres Park, 2) Williams Park, and 3) B&O Trail.

3.6.4 WATERMILL SPLASH PAD AT WILLIAMS PARK

Thirty-seven percent (37%) of respondents indicated their household has used the Splash Pad at Williams Park in the past 12 months. Of those, more than three-fourths (78%) were under age 10.

When residents who used the Splash Pad were asked how they felt about the facility's hours of operation, 74% indicated the hours were "just right"; 18% felt the operating hours were "too short," and 8% responded "too long."

3.6.5 INFORMATION SOURCES

When residents were asked how they learned about Brownsburg parks projects and improvements during the past 12 months, the answers included: Town/Parks newsletters (54%), Park Department brochure (54%), word of mouth (52%), Facebook (38%), and newspaper (31%). Instagram was the source that respondents used the least to learn about parks projects and improvements (2%).

3.6.6 PARTICIPATION IN RECREATION PROGRAMS

Sixty-three percent (63%) of respondents indicated they participated in the Fourth of July Concert and Fireworks in Brownsburg during the past 12 months. Other programs in which residents participated include: Christmas Under the Stars Parade (38%), Summer Concert Series (36%), Festival of the Arts (20%), and Easter Egg Hunt (17%). The recreation program in which households participated the least was Ballroom Dancing (3%).

Thirty-six percent (36%) of residents indicated they participated in one program/activity in the past 12 months; 43% participated in 2-3 programs/activities, 17% participated in 4-6, and 4% participated in 7 or more programs/activities in Brownsburg during the past 12 months.

The reasons given for participation in programs included: location of program facility (64%), dates the program is offered (31%), times program is offered (27%), and quality of the program facility (26%).

3.6.7 FACILITY NEEDS AND PRIORITIES

Facility Needs: Respondents were asked to identify if their household had a need for 26 parks and recreation facilities and rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various facilities.

The four parks and recreation facilities with the highest percentage of households that indicated a need for the facility were: walking and biking trails (77%), outdoor swimming pools/water parks (55%), nature centers and trails (50%), and indoor fitness and exercise facilities (50%). When ETC Institute analyzed the needs in the community, two facilities, walking and biking trails and outdoor swimming pools/water parks, had a need that affected more than 5,000 households. ETC Institute estimates a total of 4,329 households in the Town of Brownsburg that have a need have unmet needs for outdoor swimming pools/water parks. The estimated number of households that have unmet needs for each of the 26 facilities that were assessed is shown below.

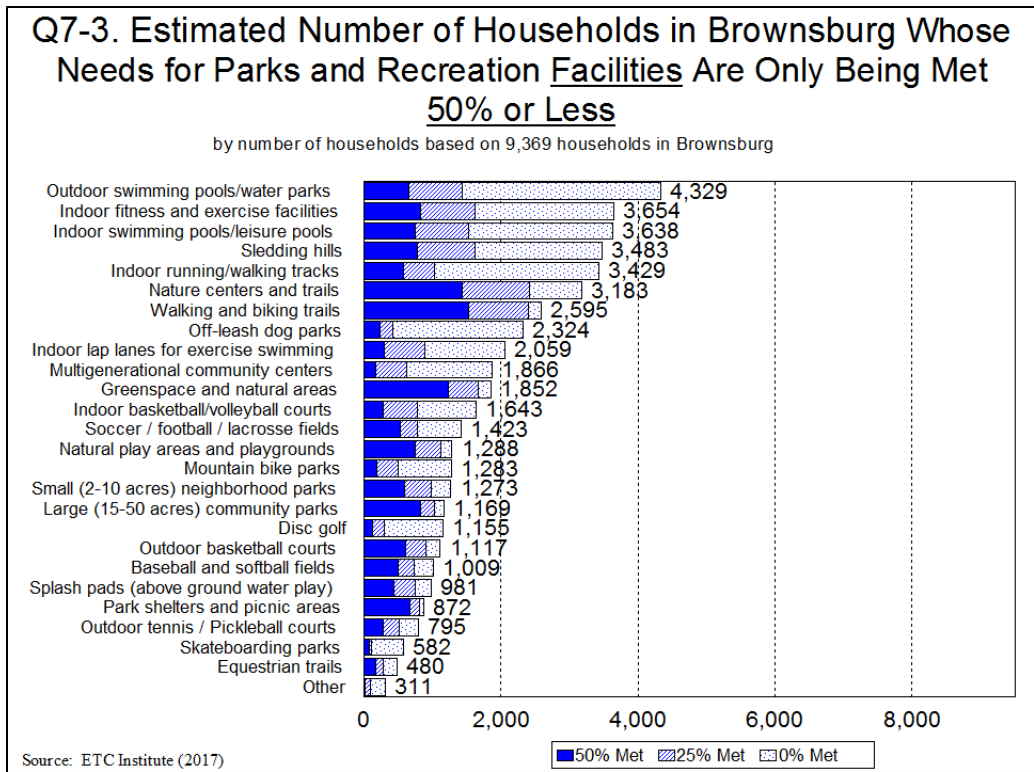


Figure 12 - Facility Needs

Facility Importance: In addition to assessing the needs for each facility, ETC Institute also assessed the importance that residents placed on each facility. Based on the sum of respondents’ top four choices, the three most important facilities to residents were: walking and biking trails (54%), outdoor swimming pools/water parks (29%), and nature centers and trails (17%). The percentage of residents who selected each facility as one of their top four choices is shown in the table below.

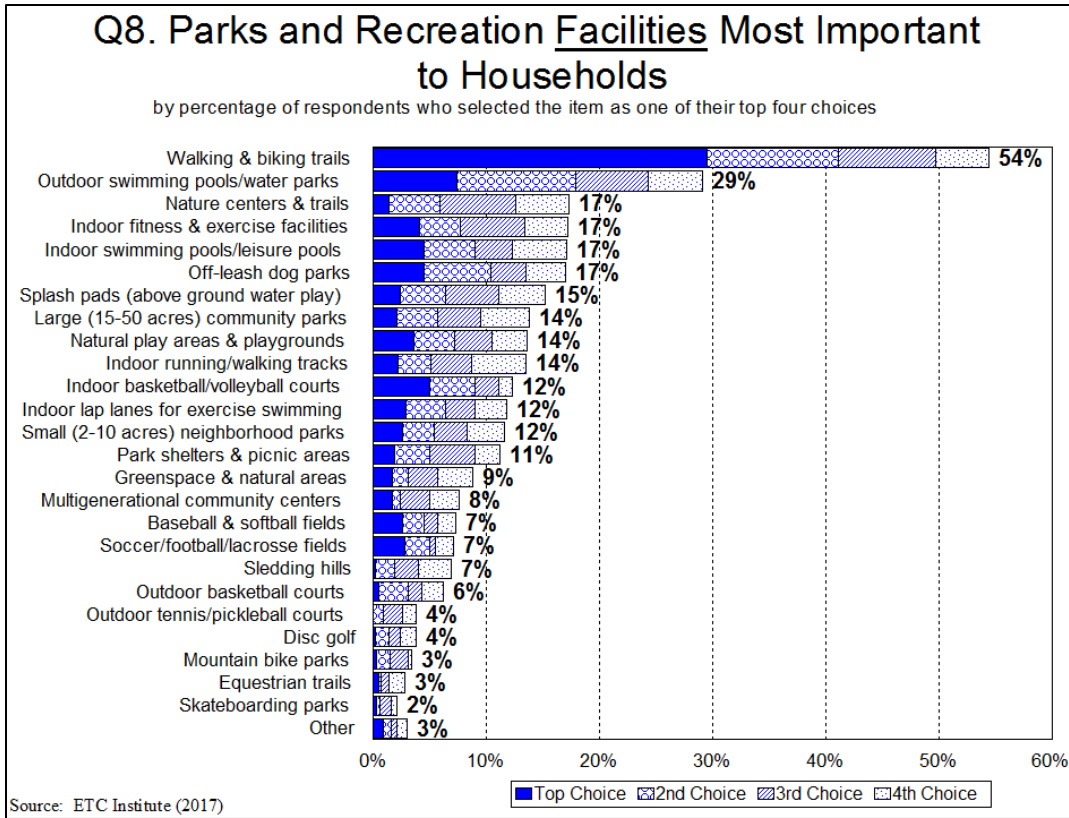


Figure 13 - Facility Importance

Priorities for Facility Investments: The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on parks, trails, recreational facilities, and services. The PIR equally weights (1) the importance that residents place on facilities and (2) how many residents have unmet needs for the facility.

Based the Priority Investment Rating (PIR), the following six facilities were rated as high priorities for investment:

- Walking and biking trails (PIR=160)
- Outdoor swimming pools/water parks (PIR=154)
- Indoor fitness and exercise facilities (PIR=116)
- Indoor swimming pools/leisure pools (PIR=116)
- Nature centers and trails (PIR=105)
- Indoor running/walking tracks (PIR=104)

The chart below shows the Priority Investment Rating for each of the 26 facilities that were assessed on the survey.

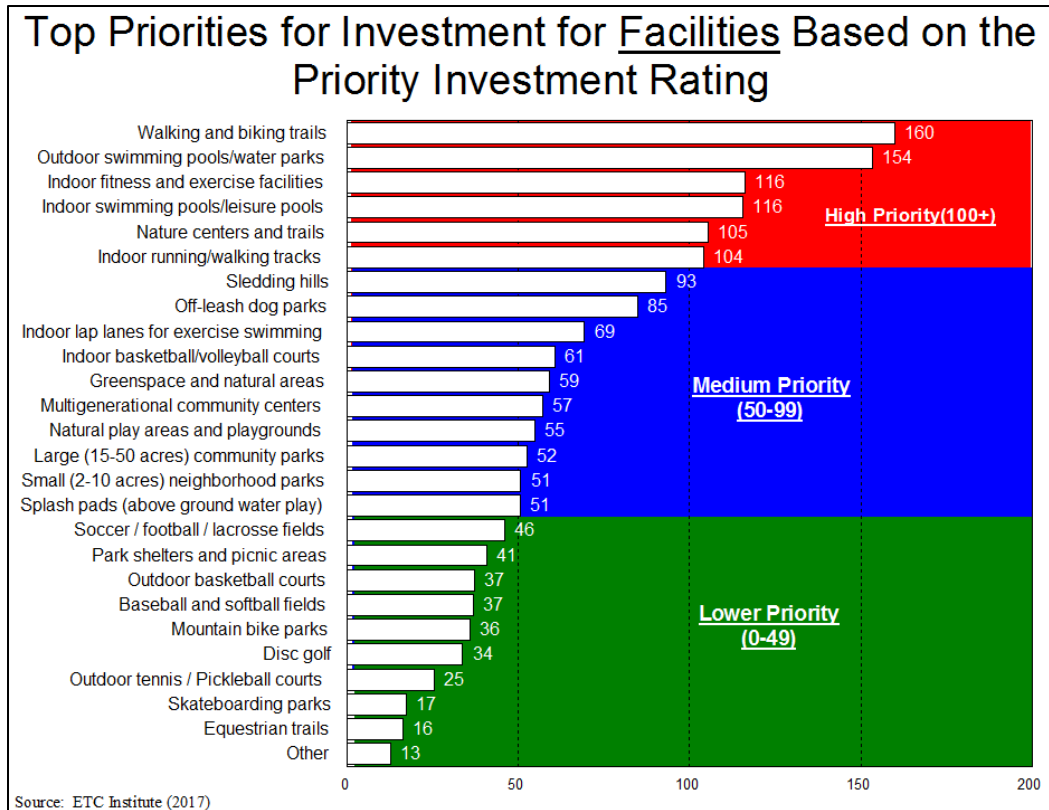


Figure 14 - Top Facility Importance

3.6.8 PROGRAMMING NEEDS AND PRIORITIES

Programming Needs. Respondents were also asked to identify if their household had a need for 21 parks and recreation programs and rate how well their needs for each program were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had “unmet” needs for each program.

The four programs with the highest percentage of households that had needs were: community special events (38%), group fitness and wellness programs (34%), special events (30%), and nature programs and exhibits (30%). When ETC Institute analyzed the needs in the community, two programs, community special events and group fitness and wellness programs, had a need that affected more than 3,000 households. ETC Institute estimates a total of 2,470 households in the Town of Brownsburg that have a need have unmet needs for group fitness and wellness programs.

The estimated number of households that have unmet needs for each of the 21 programs that were assessed is shown below.

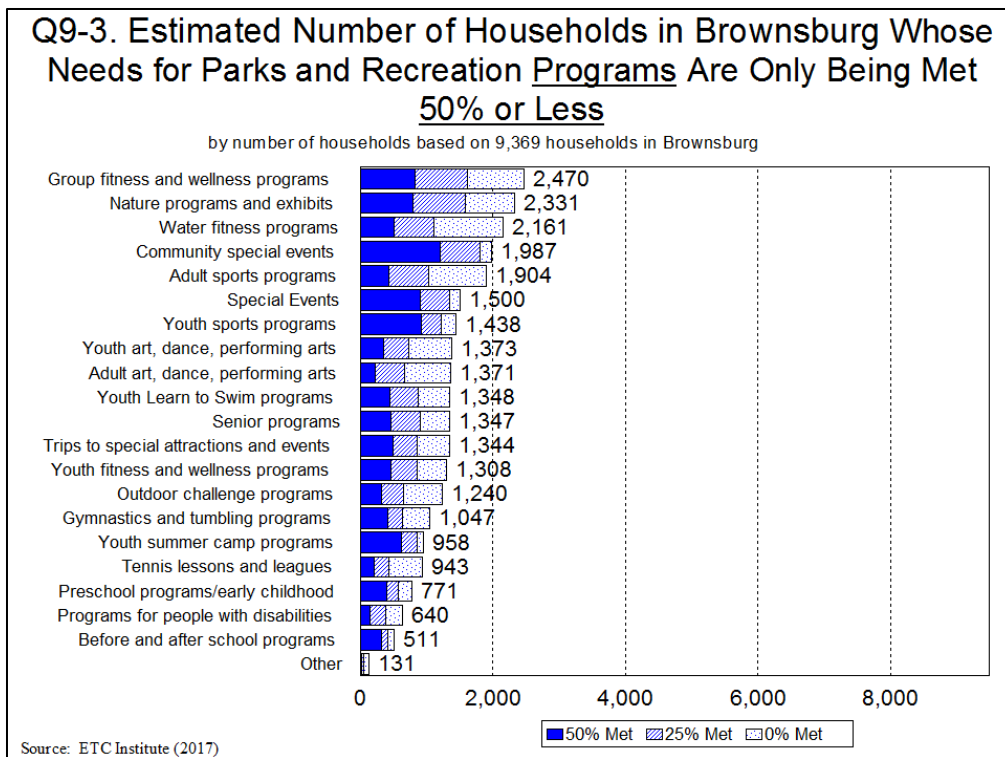


Figure 15 - Programming Needs

Program Importance. In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents place on each program. Based on the sum of respondents’ top four choices, the three most important programs to residents were: community special events (25%), group fitness and wellness programs (21%), and youth sports programs (19%).

The percentage of residents who selected each program as one of their top four choices is shown in the table below.

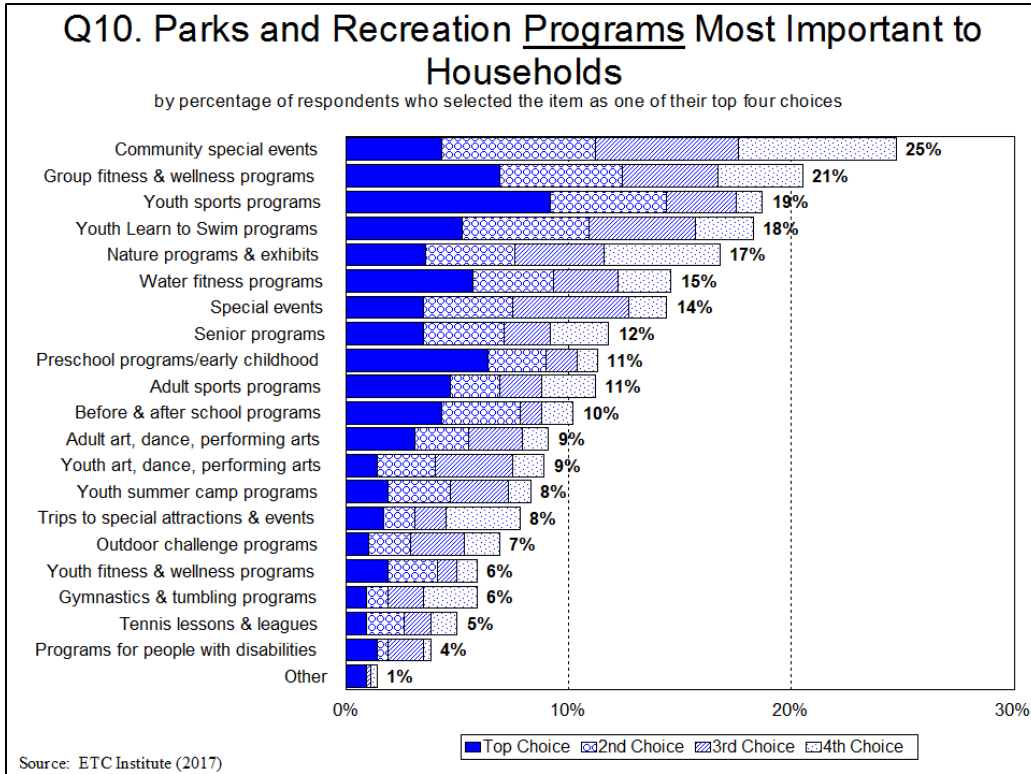


Figure 16 - Program Importance

Priorities for Programming Investments. Based on the priority investment rating (PIR), which was described briefly above, the following nine programs were rated as “high priorities” for investment:

- Group fitness and wellness programs (PIR=183)
- Community special events (PIR=180)
- Nature programs and exhibits (PIR=162)
- Water fitness programs (PIR=147)
- Youth sports programs (PIR=134)
- Youth Learn to Swim programs (PIR=129)
- Adult sports programs (PIR=122)
- Special events (PIR=119)
- Senior programs (PIR=102)

The chart below shows the Priority Investment Rating (PIR) for each of the 21 programs that were rated.

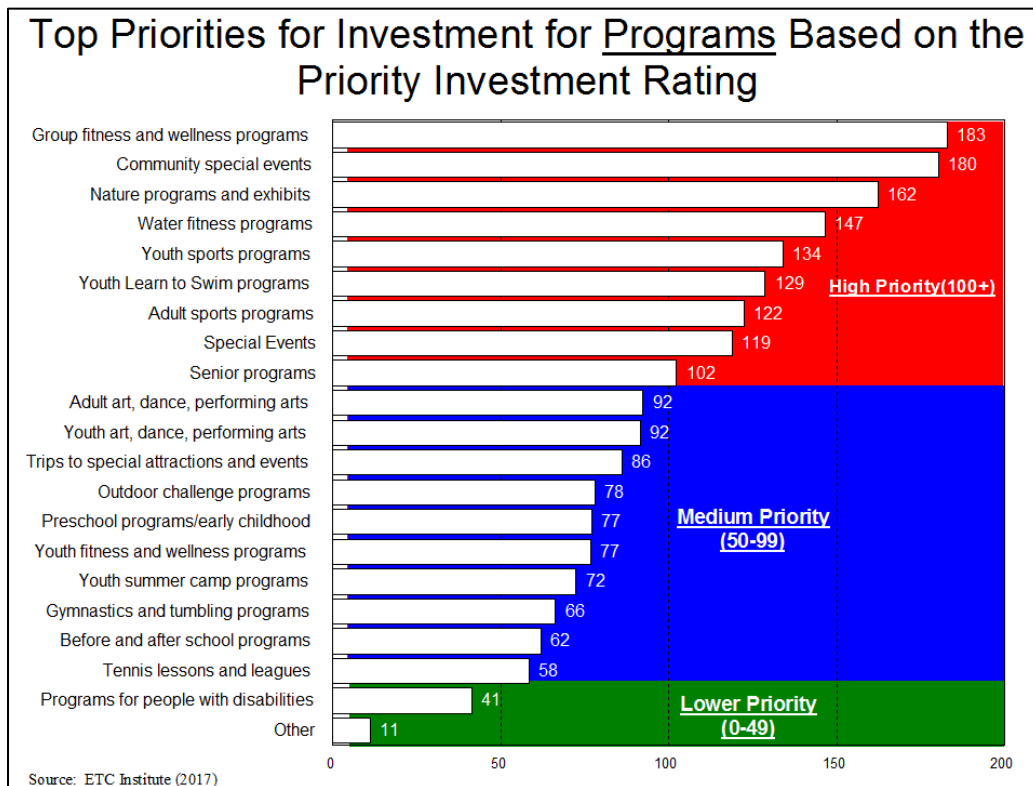


Figure 17 - Programming Priorities

3.6.9 CONCLUSIONS AND RECOMMENDATIONS

When analyzing the facilities offered by the Town of Brownsburg, walking and biking trails, outdoor swimming pools/water parks, nature centers and trails, and indoor fitness and exercise facilities are the items for which the highest number of residents has a need. The facilities that were the most important to households were walking and biking trails, outdoor swimming pools/water parks, and nature centers and trails. Focusing on walking and biking trails and outdoor swimming pools/water parks would provide the greatest benefit for the largest number of residents within the Town.

When analyzing the programs offered by the Town, community special events, group fitness and wellness programs, special events, and nature programs and exhibits are the programs for which the highest number of residents has a need. The programs that were the most important to households were community special events, group fitness and wellness programs, and youth sports programs. Focusing on group fitness and wellness programs will give the Town the ability to serve the largest number of households that have a need for the program. Ensuring that the Town's scope of programming encompasses the greatest number of households ensures funding is appropriately allocated to give the community the greatest benefit possible.

In order to ensure that the Town of Brownsburg continues to meet the needs and expectations of the community, ETC Institute recommends that the Town sustain and/or improve the performance in areas that were identified as "high priorities" by the Priority Investment Rating (PIR). The facilities and programs with the highest PIR ratings are listed on the following page.

Facility Priorities

- Walking and biking trails (PIR=160)
- Outdoor swimming pools/water parks (PIR=154)
- Indoor fitness and exercise facilities (PIR=116)
- Indoor swimming pools/leisure pools (PIR=116)
- Nature centers and trails (PIR=105)
- Indoor running/walking tracks (PIR=104)

Programming Priorities

- Group fitness and wellness programs (PIR=183)
- Community special events (PIR=180)
- Nature programs and exhibits (PIR=162)
- Water fitness programs (PIR=147)
- Youth sports programs (PIR=134)
- Youth Learn to Swim programs (PIR=129)
- Adult sports programs (PIR=122)
- Special events (PIR=119)
- Senior programs (PIR=102)

CHAPTER FOUR – PARK, FACILITY AND PROGRAM ANALYSIS

4.1 SITE ASSESSMENTS

4.1.1 ARBUCKLE ACRES PARK

Arbuckle Acres Park is a 51-acre triangular shaped property located with its southern edge running along Lucas Drive just west of Green Street with the White Lick Creek running through its center. Its amenities include a baseball complex, lighted basketball and tennis courts, 1.3 miles of trails with eight-foot wide asphalt paths, and a playground shielded with a canopy of trees. The Park also includes seven rentable shelters, a large open area that is the home to several recreational activities, practices and organized events and two walking bridges over White Lick Creek.

GENERAL NOTES AND VARIOUS CONSIDERATIONS

The following notes are important considerations regarding the park, but don't necessarily align with a particular assessment category below.

Arbuckle Acres Park has several prominent features with clear user groups. For example, the Baseball/Softball fields are frequently used for league play by children from throughout the community. Also, the walking trail is used by walkers and joggers regularly.

ASSESSMENT AND OBSERVATIONS

This assessment was primarily based on a site visit to observe features, conduct inventory/analysis on-site and the casual observation of residents using the features. The assessment team used a basic 4-level grading system to evaluate park features and conditions: 1, Excellent - 4, Poor.

See Assessment charts for additional details in **Appendix E**.

BUILDINGS AND STRUCTURES

Overall, these facilities received grades in the 1 to 2 range based on the age of the structures, overall condition and amenities offered. Each of the rentable shelters have convenient features and can accommodate varying gathering sizes.

Only the Pavilion has ADA accessibility to the tables available. The location of the restroom is in good proximity to the Upper Playground but located far away from the rest of the Park's features. The Basketball Courts, Tennis Courts and Baseball Concessions area need long-term improvements.

ACCESS AND SECURITY

This category received a grade of 2. Police visibility to buildings and features is good for the upper southern section of the Park but could use enhancements in the lower northern section and along the wooded trails.

PLAYGROUND

The playground received grades mostly in the 2 to 3 range based on the features offered and current condition. Both the Upper Playground and Lower Playgrounds have typical usage wear on components and surfacing. The paint on some of the features in the Upper Playground is chipped and scuffed, and the surfaces of the ground material are not ADA accessible.

FURNISHINGS AND SIGNAGE

These amenities received grades ranging from 2 to 3. The park needs a wider variety of signage per a uniform standard to communicate a variety of messaging to all user groups. Site furnishings also need better placement in the long term.

For example, additional ADA accessible picnic tables need to be provided in each of the shelters and the shade structures around both the Upper and Lower Playgrounds provide no ADA access.

PAVED AREAS

Paved Areas received a grade of 3 based mostly on condition. As with most park properties parking locations, drop-off access, and parking quantity are all important features. The condition of the parking areas and drive aisles are good; however, the parking around Bundy Lodge needs shade and vegetation. Lighting is present in most areas in and out of parking but could be more consistent in coverage and would be beneficial for safety along the wooded trail.

ATHLETICS AND GAMES

These amenities received grades ranging from 1 to 3. The Baseball Fields are a well utilized and maintained feature. The current location has poor access to parking and pathways. The Basketball Courts and Tennis Courts need various long-term improvements including repairs to the playing surfaces.

VEGETATION AND OPEN SPACES

Natural features received a grade of 2. Overall the park features numerous large shade trees, buffering and excellent shaded areas along woodland trails, and flexible passive open lawn areas. However, there is an abundance of unutilized open space in the Park. Better uses can be found particularly for the large open space along the southern portion of the park.

ACCESSIBILITY

The following notes and assessment for Accessibility and Universal design considerations were created based on a field observation visit with a 2-person team. The setting was good weather with numerous visitors using various areas of the park. No major programming or event was taking place at the time.

Overall improvements to be ADA compliant:

- replace the picnic tables in the shelters with accessible picnic tables
- provide accessible paths to Baseball Fields
- provide accessible paths to all site furnishings
- replace existing furnishings with ADA compliant furnishings
 - i.e. benches, dog waste stations, picnic tables, etc.
- update signage to accommodate multiple languages including braille

4.1.2 STEPHENS PARK

Stephens Park is a small 3-acre property located south of Williams Drive where it intersects with Stephens Drive, just west of South Green Street. The Park is home to one picnic shelter, one bay of swings and a playground structure.

GENERAL NOTES AND VARIOUS CONSIDERATIONS

The following notes are important considerations regarding the park, but don't necessarily align with a particular assessment category below.

Stephens Park has the feel of a small private park with very limited features and amenities. It consists of a gravel entrance and parking circle, a portable toilet, one light pole and assorted trees of varying sizes.

ASSESSMENT AND OBSERVATIONS

This assessment was primarily based on a site visit to observe features, conduct inventory/analysis on-site and the casual observation of residents using the features. The assessment team used a basic 4-level grading system to evaluate park features and conditions: 1, Excellent - 4, Poor.

See Assessment charts for additional details in **Appendix E**

BUILDINGS AND STRUCTURES

Overall, these facilities received grades in the 2 range based on the age of the structure, overall condition and amenities offered. The single rentable shelter has convenience features and can accommodate varying gathering sizes. The shelter has limited ADA accessibility to the grill and no ADA accessible picnic tables. There is no permanent restroom structure, only a portable toilet near the entrance.

ACCESS AND SECURITY

This category received a grade of 3. Police visibility is present from the entrance to the shelter from the entry area, but security cameras are needed.

PLAYGROUND

The playground received grades 3 range based on the features offered and current condition. The Playground has typical usage wear on components and surfacing. There Playground is not ADA accessible and is made up of wood fiber with no permanent edging.

FURNISHINGS AND SIGNAGE

These amenities received grades of 3. The park needs a wider variety of signage per a uniform standard to communicate a variety of messaging to all user groups. Site furnishings are extremely minimal and do not utilize the full size of the park. For example, they are all grouped directly around the shelter, this hinders the encouragement of users to explore the entire Park.

PAVED AREAS

Paved Areas received a grade of 4 based mostly on condition. Currently there are no paved areas, only the gravel entrance and circle drive with undefined parking.

ATHLETICS AND GAMES

These amenities received grades ranging from 4. No athletics or games are present in the Park.

VEGETATION AND OPEN SPACES

Natural features received a grade of 3. Overall the park features several large shade trees, buffering and shade the park edges, and flexible passive open lawn areas. However, there is an abundance of unutilized open space. Better uses can be found particularly for the large open space on either side of the Play Structure and Swing Bays.

ACCESSIBILITY

The following notes and assessment for Accessibility and Universal design considerations were created based on a field observation visit with a 2-person team. The setting was good weather with numerous visitors using various areas of the park. No major programming or event was taking place at the time.

Overall improvements to be ADA compliant:

- replace the picnic tables in the shelters with accessible picnic tables
- provide accessible paths to shelter, play structure and swing bay.
- provide accessible paths to all site furnishings
- replace existing furnishings with ADA compliant furnishings
 - i.e. benches, dog waste stations, picnic tables, drinking fountains, etc.
- update signage to accommodate multiple languages including braille

4.1.3 WILLIAMS PARK

Williams Park is an 80-acre property located east of the White Lick Creek and west of South Locust Street at West Foxwood Drive. The Park is home to the Watermill Splash Pad and Blast-Off Playground. It is the largest Park in Brownsburg. It also includes the 0.79-mile Maple Ridge Trail, a nature trail with offshoots in the wooded area running along White Lick Creek. The Park also includes six rentable shelters, a second playground abutting the splash pad, 4 Half-Court Basketball Courts, large open grass spaces and a paved 0.78-mile track running around the perimeter of the Park.

GENERAL NOTES AND VARIOUS CONSIDERATIONS

The following notes are important considerations regarding the park, but don't necessarily align with a particular assessment category below.

Williams Park has several prominent features with clear user groups. For example, the splash pad is frequently used by children from throughout the community on hot summer days. Also, the perimeter track is used by walkers and joggers regularly. During the assessment process, a few topics were discussed that should be noted in considering the assessment and life cycle/capital improvement recommendations. The design team considered how else the large passive spaces within the park could be used. A second influencing topic was the peripheral connections to the surrounding neighborhoods and the Maple Ridge Trail and its other connections.

ASSESSMENT AND OBSERVATIONS

This assessment was primarily based on a site visit to observe features, conduct inventory/analysis on-site and the casual observation of residents using the features. The assessment team used a basic 4-level grading system to evaluate park features and conditions: 1, Excellent - 4, Poor.

See Assessment charts for additional details in **Appendix E**.

BUILDINGS AND STRUCTURES

Overall, these facilities received grades in the 2 to 4 range based on the age of the structures, overall condition and amenities offered. Each of the rentable shelters have convenient features and can accommodate varying gathering sizes.

Shelters 1, 5 and 6 have limited ADA accessibility to the grills. The Maintenance / Restroom Building A serves the current needs for staff, storage, etc. with the potential need to expand or add another facility as the overall park system expands. The location of the restrooms in Maintenance / Restrooms Buildings A and B are in good proximity to most features, but not the Basketball Courts and Shelters 1 and 6. The Basketball Courts and Blast Off Playground need long-term improvements.

ACCESS AND SECURITY

This category received a grade of 3. Police visibility to buildings and features from the interior drive aisles is sufficient.

PLAYGROUND

The playground received grades mostly in the 2 to 4 range based on the features offered and current condition. The Blast-Off Playground has typical usage wear on components and surfacing. The boards making up the structures within the Blast-Off Playground are warped, and the surfaces of the ground material are worn and missing in some areas.

FURNISHINGS AND SIGNAGE

These amenities received grades ranging from 2 to 4. The park needs a wider variety of signage per a uniform standard to communicate a variety of messaging to all user groups. Site furnishings also need better placement in the long term. For example, the grills on shelters 1, 5 and 6 need to be better connected to the shelters themselves to provide better ADA access.

PAVED AREAS

Paved Areas received a grade of 3 based mostly on condition. As with most park properties parking locations, drop-off access, and parking quantity are all important features. The condition of the parking areas and drive aisles are good; however, the length of the drives can encourage users to drive faster than is safe. Lighting is present in most areas in and out of parking but could be more consistent in coverage and would be beneficial for safety along the perimeter trail.

ATHLETICS AND GAMES

These amenities received grades ranging from 1 to 4. The splash pad is a well utilized and maintained feature. The current location has good access to parking and pathways. The Basketball Courts need various long-term improvements including better access to parking / drop-off, lighting systems and repairs to the playing surface.

VEGETATION AND OPEN SPACES

Natural features received a grade of 3. Overall the park features numerous large shade trees, buffering and shade along woodland trails, and flexible passive open lawn areas. Overall, there is an abundance of unutilized open space. Better uses can be found particularly for the large open space along the southwestern portion of the park.

ACCESSIBILITY

The following notes and assessment for Accessibility and Universal design considerations were created based on a field observation visit with a 2-person team. The setting was good weather with numerous visitors using various areas of the park. No major programming or event was taking place at the time.

Overall improvements to be ADA compliant:

- replace the picnic tables in the shelters with accessible picnic tables
- provide accessible paths to basketball courts and grills
- provide accessible paths to all site furnishings
 - i.e. grills
- replace existing furnishings with ADA compliant furnishings
 - i.e. benches, dog waste stations, picnic tables, drinking fountains, etc.
- update signage to accommodate multiple languages including braille

4.2 RECREATION PROGRAM ASSESSMENT

4.2.1 EVALUATING THE CURRENT SYSTEM: PROGRAMS

As part of the master planning process, the consulting team performed a Recreation Program Assessment of the programs and services offered by the Town. The assessment offers an in-depth perspective of program and service offerings and helps identify strengths, weaknesses, and opportunities regarding programming. The assessment also assists in identifying/confirming core programs, program gaps within the community, key system-wide issues, areas of improvement, and future programs and services for residents.

The consulting team based these program findings and comments from a review of information provided by the Town including program descriptions, financial data, website content, survey feedback, demographic information, and discussions with staff. This narrative addresses the program offerings from a systems perspective for the entire portfolio of programs, as well as individual program information.

4.2.2 FRAMEWORK

Brownsburg Parks currently operates with the following vision, mission, and values in mind:

VISION

“To enhance the quality of life in Brownsburg and further its economic development goals to create a community of choice to live, work and play now and for future generations.”

MISSION

“To maximize resources in providing beautiful parks, recreation activities and quality facilities to the Brownsburg community that enhance residents' health and promote economic vitality for long-term sustainability.”

VALUES

- **Inclusion:** We embrace different ways of thinking to ensure we help build a community for everyone.
- **Growth:** We challenge ourselves to have a bigger impact on the community.
- **Integrity:** We strive to build the respect and trust of the community.
- **Relationships:** We build relationships to connect with our community.
- **Wellness:** We improve our well-being so we can create opportunities for community members to live a healthy lifestyle.

Several key themes are prevalent that provide a basis for the Town's recreation program provision such as quality of life, economic development, health promotion, community, and relationships. This means that the Department is intentional with its recreation programming. With no designated indoor recreation facility, the Department strives to be a community partner to facilitate access. Programs provide an opportunity for participants to have fun, learn new skills, and develop friendships and life-long leisure interests.

4.2.3 CORE PROGRAM AREAS

The Department has several *core program areas* that create a focus around specific activities of community importance. Public recreation is challenged by the premise of being all things to all people. The philosophy of the core program area assists staff, policy makers, and the public focus on what is most important. Program areas are considered *core* if they meet a majority of the following categories:

- The program area has been provided for a long period of time (over 4-5 years) and/or is expected by the community.
- The program area consumes a relatively large portion (5% or more) of the organization's overall budget.
- The program area is offered 3-4 seasons per year.
- The program area has wide demographic appeal.
- There is a tiered level of skill development available within the programs area's offerings.
- There is full-time staff responsible for the program area.
- There are facilities designed specifically to support the program area.
- The organization controls a significant percentage (20% or more) of the local market.

4.2.4 EXISTING CORE PROGRAM AREAS

In consultation with Town staff, the consulting team identified the following core program areas currently being offered:

ACTIVE ADULTS/SENIOR PROGRAMS

The active adults/senior programs core program area includes low-impact fitness classes for individuals 50 and over. This core program area aims to provide high quality, low cost physical and social activities in an inclusive environment; address unmet needs and services for the 50 and over demographic; share resources with the private and non-profit sector through partnerships and sponsorships to strengthen programming; and recover direct and a portion of indirect operational costs. Example programs include:

- Ballroom dancing
- Cardio classic
- Trips
- Walking Club

ADULT SPORTS/PROGRAMS

The adult sports/programs core program area includes sports programming geared toward individuals 18 and older. These programs are not yet fully offered by the Department as only one activity is provided (Iron-Man month long). This core program area aims to address the gaps in adult sports and recreation services within the community by creating more programs that combine social and physical benefits while achieving full cost recovery.

AQUATICS

The aquatics core program area includes swim lessons, open swim, water aerobics, and scuba lessons. This core program area aims to retain and advance swim students through all 6 levels of the Red Cross Learn to Swim program and to maximize current facility availability to create more family, essential, and specialized skill building programs. Example events include:

- Learn to swim
- Scuba diving lessons
- Water aerobics

BEFORE & AFTER SCHOOL ENRICHMENT (B.A.S.E.)

The B.A.S.E. core program area includes two major programs that strive to continuously provide participants mental, emotional, social, and physical growth through daily enriching experiences and opportunities within a safe environment. This core program area aims to provide a safe, caring, out of school environment for children; support Brownsburg's families by providing quality childcare and create enriching environments through the development of caring and compassionate leaders; further integrate STEAM (Science, Technology, Engineering, Arts and Math) and life skill building into daily offerings; and retain a minimum of 90% of total user base while recovering 100% of direct and indirect operational costs. The two programs include:

- B.A.S.E. - serving Kindergarten through 5th grades
- P.E.A.K. (Promoting Enrichment, Adventure, and Knowledge) - serving 6th - 8th grades

FITNESS & WELLNESS

The fitness & wellness core program area includes fitness classes for young and old while promoting all abilities. This core program area aims to offer high-quality, market value fitness instruction in a supportive, inclusive environment; support the private fitness sector by addressing unmet needs for a variety of health, wellness, and fitness programming; and achieve full cost recovery. Example fitness & wellness programs include:

- Hatha yoga
- Morning fitness
- Women on weights

OUTDOOR/NATURE PROGRAMS

The outdoor/nature core program area includes activities that integrate the natural environment into programming opportunities. This core program area aims to connect families to the natural environment within the park system through fun, creative, educational, and low or no cost nature and outdoor adventure programming. Example outdoor/nature programs include:

- All about birds
- Hayrides
- Winter animals hike

SPECIAL EVENTS

The special events core program area includes community events that bring together families and organizations. This core program area aims to provide innovative events that strengthen community ties and support the community's businesses and organizations while achieving a minimum of 20% cost recovery through sponsorships. Example special events include:

- Blues and BBQ
- Easter egg hunt
- Summer Concerts
- Christmas Under the Stars

CAMPS

The camps core program area includes B.A.S.E. Extended Break Camps and Adventure Camp. This core program area aims to diversify camp offerings by creating specialized camps geared toward sports and STEAM (Science, Technology, Engineering, Arts and Math); increase enrollment within core Adventure camps (6-12 year olds) by 10% each year; expand on Teen Adventure Series (12-16 year olds) offerings that create service oriented, life skill, and character building opportunities; and achieve full cost recovery. Example summer enrichment programs include:

- Adventure camps (tiny trekkers, explorers, pathfinders, and trailblazers)
- Extended break camps

YOUTH SPORTS/PROGRAMS

The youth sports/programs core program area includes instructional classes and other youth programs. This core program area aims to supplement the well-established youth sports organizations by addressing unmet youth sports programming needs and establishing grassroots level programming that teach youth the basic physical skills they need to progress through the different youth sport levels while achieving full cost recovery. Example youth sports/programs include:

- Little Hoop stars
- Soccer
- Sports camps

4.2.5 COMMUNITY NEEDS (RECREATION PROGRAMS)

A statistically-valid community survey was distributed in 2017 to ascertain the community's preferences for recreation programming. Three critical questions were asked that formulate programmatic focus areas:

1. Do you have a need for a given program?
2. If yes, how well is your need being met currently?
3. How important is a given program to you and your household?

PROGRAM NEED

Community residents identified three program areas that stood out above all other programmatic areas:

- Community special events
- Group fitness and wellness programs
- Nature programs and exhibits

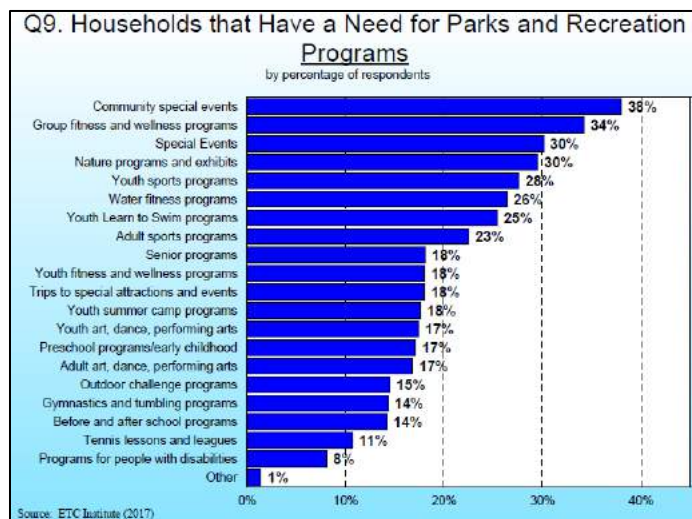


Figure 18 - Program Need

Both of those program areas are identified core program areas for the Department. However, it should be noted that the Department does not have a recreation center and so it relies on other entities for indoor recreation space.

PROGRAM UNMET NEED

Respondents also responded to the same list as **Figure 19** but identified how well their needs are currently being met. The five-point scale used helps identify truly *unmet* needs (50% met or less). Of the three programs identified by the community as the most “needed” programs, the following lists them in order of “unmet” need:

1. Nature programs and exhibits (85%)
2. Group fitness and wellness programs: (77%)
3. Community special events: (56%)

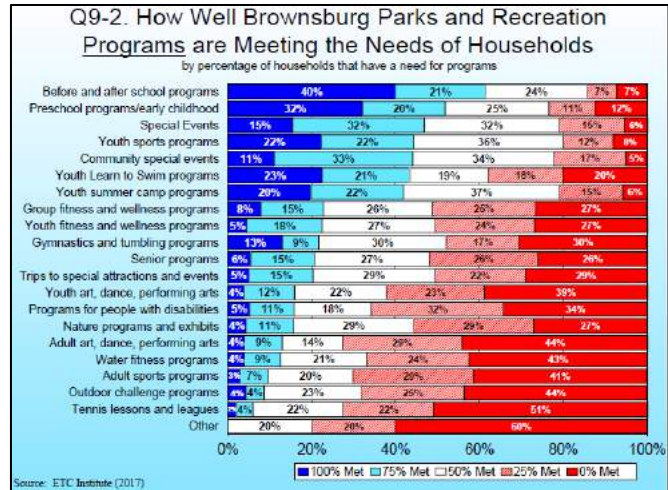


Figure 19 - Program Unmet Need

Additionally, only two program areas were reported to have over 50% met need. This indicates that there are a lot of community program needs in general.

PROGRAM IMPORTANCE

After analyzing programmatic needs, respondents identified how important the various program areas are to their household. Seven program areas were statistically above every other area:

1. Community special events
2. Group fitness and wellness programs
3. Youth sports programs
4. Youth learn to swim programs
5. Nature programs and exhibits
6. Water fitness programs
7. Senior programs

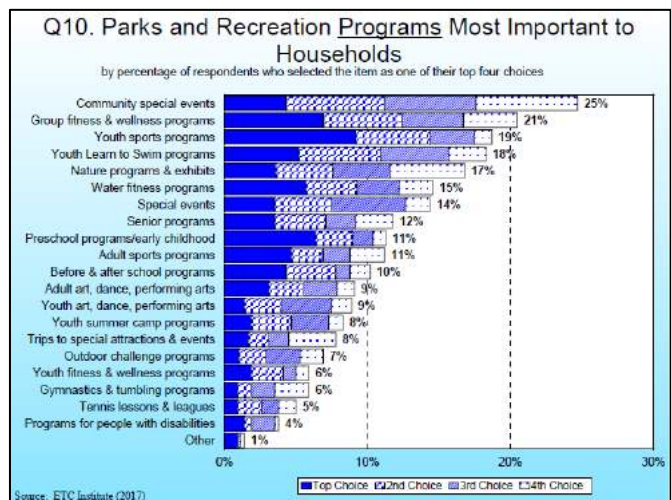


Figure 20 - Program Importance

Out of the “most important” list, all programs are offered by the Department. Two themes remain prevalent after analyzing **Figure 28**: 1) the Department’s reliance on other entity’s indoor recreation space is critical to continue delivering services deemed most important to the community and 2) continuing to integrate nature programming and outdoor exhibits within the system is necessary.

FOCUS AREAS

Analyzing the previous three questions together, Priority Investment Ratings (PIR) were developed that provides the Town three tiers (high, medium, and low) in terms of programmatic priority magnitude. **Figure 21** provides a hierarchy that the Town should refer to when considering new program investments in the future.

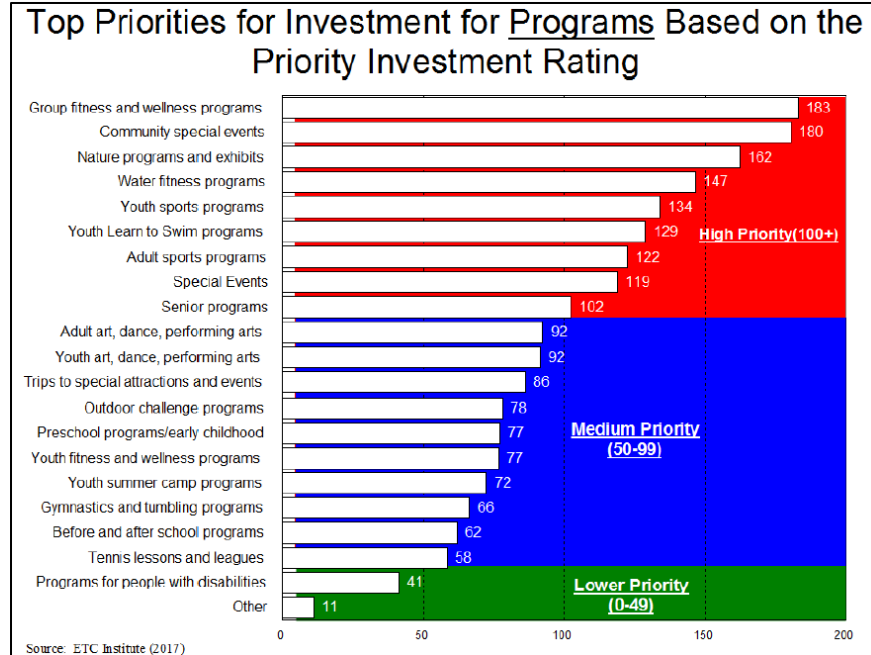


Figure 21 - Priority Investment Rating (Programs)

4.2.6 CORE PROGRAM AREA RECOMMENDATIONS

EVALUATE CORE PROGRAM AREA RELEVANCE REGULARLY

These existing core program areas provide a generally well-rounded and diverse array of programs that serve the community at present. Based upon the observations of the consulting team and demographic and recreation trends information, Brownsburg staff should evaluate core program areas and individual programs, ideally on an annual basis, to ensure offerings are relevant to evolving demographics and trends in the local community. Implementing additional surveys to program participants and the larger community is a good way to help differentiate between national vs. local trends and ensure the Town's programs are relevant to the local user.

ENSURE CORE PROGRAMS HAVE DEDICATED PROGRAMMING SPACE

After evaluating the existing programmatic inventory and the community's program preferences (and demographics), it is clear that the Town's programs are oriented well to serve the community; however, using other providers for pools and indoor recreation space must be maintained. The community has a high desire for indoor activities and if space were to ever be limited to the Department, it would hinder the Department's ability to deliver many of its services.

STRENGTHEN ADULT SPORTS

The Department is beginning to offer adult sports as a core program area; however, it is recommended to pursue at least five different activities that would fall into this core program area to fully strengthen the core program focus.

4.2.7 PROGRAM STRATEGY ANALYSIS

AGE SEGMENT ANALYSIS

The table below depicts each core program area and the most prominent age segments they serve. Primary (noted with a ‘P’) and Secondary (noted with an ‘S’) markets are identified for each core program area. Looking at blank boxes will help Brownsburg examine potentially “underserved” age segments.

Core Program Area	Preschool (<5)	Elem. School (6-12)	Teens (13-19)	Adult (18+)	Active Adult (55-69)	Seniors (70+)	All Ages
Active Adults/Senior Programs				S	P	P	
Adult Sports/Programs				P	S	S	
Aquatics	P	P	S	S	S	S	
B.A.S.E.		P	P				
Fitness & Wellness				S	P	S	
Outdoor/Nature Programs							P
Special Events							P
Summer Enrichment	S	P	S				
Youth Sports/ Programs	P	P	S				

Table 2 - Core Program Area Age Segment Analysis

Based on the Town’s demographics, there will be an aging trend experienced over the next 15 years. As such, it will become more important to transition to older adults being a *primary* market segment in more than one core program area. Additionally, it is important to examine *all ages* programming because great park and recreation systems attract new families into the community. Additionally, the Town is still projected to have a large <18 age segment over the next 15 years. It will be crucial for the Department to maintain a pulse for what young families are seeking in terms of recreation activities. It may be beneficial to pursue “parent-child” program opportunities. Program staff should include this information when creating or updating program plans for individual programs.

PROGRAM LIFECYCLE

A program lifecycle analysis involves reviewing each program offered by the Town to determine the stage of growth or decline for each. This provides a way of informing strategic decisions about the overall mix of programs managed by the Town to ensure that an appropriate number of programs are “fresh” and that relatively few programs, if any, need to be discontinued. This analysis does not need to be based on strict quantitative data but, rather, can be based on staff members’ knowledge of their program areas. The following table shows the percentage distribution of the various lifecycle categories of the Town’s programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff.

Lifecycle Stage		Description	Actual Program Distribution		Recommended Distribution
1st Stage	Introduction	New program; modest participation	23%	57%	50-60%
	Take-Off	Rapid participation growth	12%		
	Growth	Moderate, but consistent participation growth	22%		
2nd Stage	Mature	Slow participation growth	38%	38%	40%
3rd Stage	Saturation	Minimal to no participation growth; extreme competition	3%	5%	0-10%
	Decline	Declining participation	2%		

Table 3 - Program Lifecycle Distribution

Figure 22 indicates the Town does a good job with recreation programming. All lifecycle stages fall within the recommended best practice distribution. Since the 1st stage should typically contain the most number of programs, it will be important for the Department to continue transitioning those programs into the maturation stage before beginning new programs. Similarly, even with only 5% of programs identified in the *Saturation* and *Decline* stages, it is necessary to examine those programs to identify if they are candidates for sunset or if they need to be re-programmed to move back into the *Growth* or *Mature* stage. Programs identified in the 3rd lifecycle stage include:

- Month-long Triathlon
- Summer concert series
- Trailblazers adventure camp (Teens)

Given these three programs, it is necessary for the Town to identify if these programs can be re-programmed or if they are constrained by space requirements, theme, or market competition.

Town staff should complete a Program Lifecycle Analysis on an annual basis and ensure that the percentage distribution continues to closely align with desired performance. Figure 32 can assist staff with completing a Program Lifecycle Analysis.

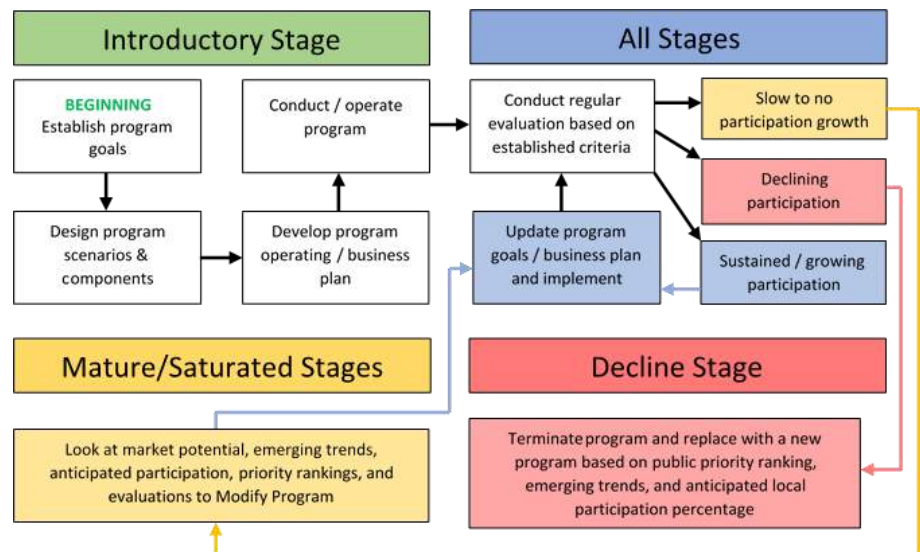


Figure 22 - Program Lifecycle Decision Matrix

4.2.8 PROGRAM CLASSIFICATION

Conducting a classification of services for all programs informs how each program attributes to fulfilling the Town’s mission. It is important to recognize the goals and objectives of each core program area, who the program areas serve, and how the program areas should be funded with regard to tax dollars and/or user fees and charges. How a program is classified can help to determine the most appropriate management, funding, and marketing strategies.

Program classifications are based on the degree to which the program provides a public benefit versus a private benefit. Public benefit can be described as everyone receiving the same level of benefit with equal access, whereas private benefit can be described as the user receiving exclusive benefit above what a general taxpayer receives.

The consulting team uses a classification method based on three indicators: Essential, Important, and Value-Added. Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, legal mandates, financial sustainability, personal benefit, competition in the marketplace, and access by participants. Figure 23 describes each of the three program classifications.

	<i>ESSENTIAL Programs</i>	<i>IMPORTANT Programs</i>	<i>VALUE-ADDED Programs</i>
<i>Public interest; Legal Mandate; Mission Alignment</i>	<ul style="list-style-type: none"> • <i>High public expectation</i> 	<ul style="list-style-type: none"> • <i>High public expectation</i> 	<ul style="list-style-type: none"> • <i>High individual and interest group expectation</i>
<i>Financial Sustainability</i>	<ul style="list-style-type: none"> • <i>Free, or nominal fee tailored to public needs</i> • <i>Requires public funding</i> 	<ul style="list-style-type: none"> • <i>Fees cover some direct costs</i> • <i>Requires a balance of public funding and a cost recovery target</i> 	<ul style="list-style-type: none"> • <i>Fees cover most direct and indirect costs</i> • <i>Some public funding as appropriate</i>
<i>Benefits (i.e., health, safety, protection of assets).</i>	<ul style="list-style-type: none"> • <i>Substantial public benefit (negative consequence if not provided)</i> 	<ul style="list-style-type: none"> • <i>Public and individual benefit</i> 	<ul style="list-style-type: none"> • <i>Primarily individual benefit</i>
<i>Competition in the Market</i>	<ul style="list-style-type: none"> • <i>Limited or no alternative providers</i> 	<ul style="list-style-type: none"> • <i>Alternative providers unable to meet demand or need</i> 	<ul style="list-style-type: none"> • <i>Alternative providers readily available</i>
<i>Access</i>	<ul style="list-style-type: none"> • <i>Open access by all</i> 	<ul style="list-style-type: none"> • <i>Open access</i> • <i>Limited access to specific users</i> 	<ul style="list-style-type: none"> • <i>Limited access to specific users</i>

Figure 23 - Classification of Services Criteria Definitions

Another way to describe these three classifications is to analyze the degree to which the program provides a community versus an individual benefit. These categories can then be correlated to the Essential, Important, and Value-added classifications (Figure 24).

	<i>Classification</i>	<i>Typical CR</i>	<i>Notes</i>
I	PURE COMMUNITY	0-25%	Basic services intended to be accessible and of benefit to all; supported wholly or significantly by tax subsidies.
III	MIX	25-75%	Benefit accrued to both individual and general public interests, but to a significant individual advantage.
V	PURE INDIVIDUAL	75-100%+	Exclusive benefit received by individual(s) and not the general public; individual pays at least the full cost of service provision.

Figure 24 - Program Cost Recovery by Classification Definitions

The following figure shows how the two classification systems correlate, and includes example programs that fall into each category. To increase granularity, the classification system is expanded into five categories for the Town to consider in the future.

I		II		III		IV		V	
<i>Essential</i>				<i>Important</i>				<i>Value-Added</i>	
PURE COMMUNITY		MOSTLY COMMUNITY		MIX		MOSTLY INDIVIDUAL		PURE INDIVIDUAL	
Basic services intended to be accessible and of benefit to all; supported wholly or significantly by tax subsidies.		Benefit accrued to both the general public and individual interests, but to a significant community advantage.		Benefit accrued to both individual and general public interests, but to a significant individual advantage.		Nearly all benefit received by individual(s), with benefit provided to the community only in a narrow sense.		Exclusive benefit received by individual(s) and not the general public; individual pays at least the full cost of service provision.	
Summer Concert Series		Party in the Park		Summer Enrichment Camps		Wildlife Habitat Workshop		Scuba Diving Lessons	
<i>Cost Recovery</i>									
0%		25%		50%		75%		100% 100%+	

Figure 25 - Program Cost Recovery by Classification

With assistance from staff, a classification of programs and services was conducted for all of the recreation programs offered by the Town (Figure 26). The programs were classified using a three-tiered system. Approximately 10% of all programs were categorized as Essential, which was the least of the three categories. Value-Added had the most with 57% followed by Important with 33%. This range indicates that current Town programming is largely individual benefit-driven, meaning, there is most likely more of a focus on cost recovery.

Core Area	Program	Program Classification			
		Essential	Important	Value-Added	
Active Adults/Senior Programs	Fall Hiking Trip			X	
	Chicago Shopping Trip			X	
	Ballroom Dancing			X	
	Yoga/Stretch		X		
	Cardio Classic		X		
	Pathfinders Walking Club	X			
	Columbus Architecture Tour			X	
	Phantom of the Opera			X	
	Cubs Baseball Games (2)			X	
	Kick-off to Pathfinders		X		
Adult Sports Programs	Iron-Man Month Long			X	
Aquatics	Water Aerobics		X		
	Learn to Swim		X		
	Pre-school Swim Lessons		X		
	Parent/Child Swim Lessons		X		
	Scuba Diving Lessons			X	
	Bubblemaker Experience			X	
	Open Swim		X		
B.A.S.E.	PEAK		X		
	B.A.S.E.		X		
Fitness & Wellness	Morning Fitness			X	
	Evening Yoga			X	
	Group Fitness Totals			X	
	POUND			X	
	Hatha Yoga		X		
	Women on Weights		X		
	Stroller Strength			X	
Outdoor/Nature Programs	Wag & Win Dog Training			X	
	The Hunt for Pirate Williams Treasure			X	
	Food Doesn't grow in Supermarkets			X	
	T. Rex Model Building			X	
	Winter Animals Hike			X	
	Wildlife Habitat Workshop			X	
	All About Birds			X	
	Picnic For Ants			X	
	Wildlife Explorers			X	
	Hayrides			X	
	Fall Tree Sale			X	
	True Pure Brave Art			X	
	Special Events	Father Daughter Dance			X
		Mother Son Dance			X
Easter Egg Hunt		X			
Summer Concert Series		X			
4th of July - Indy Jazz Orchestra		X			
Blues and BBQ			X		
Trail and Treat			X		
Christmas under the Stars		X			
Party in the Park		X			
Breakfast with the Grinch				X	
Summer Fun Run		X			
Summer Enrichment	Tiny Trekkers		X		
	Explorers		X		
	Pathfinders		X		
	Trailblazers		X		
	Extended Break Camps		X		
Youth Sports/Programs	Hoop Stars			X	
	Tennis			X	
	T-Ball			X	
	Soccer			X	
	Sports Camp			X	
Total Program Percentage By Classification		10%	33%	57%	
Classification Cost Recovery Target		CR Target: 0-25%	CR Target: 25-75%	CR Target: 75-100+%	

Figure 26 - Program Classification

The Department operates under a business plan and has identified cost recovery targets for its Core Program Areas. Determining cost recovery performance and using it to inform pricing decisions involves a three-step process:

1. Classify all programs and services based on the public or private benefit they provide (as completed in the previous section)
2. Conduct a cost of service analysis to calculate the full cost of each program (as completed by the Department)
3. Establish a cost recovery percentage, through Town policy, for each program or program type based on the outcomes of the previous two steps, and adjust program prices accordingly (as denoted by the Department’s business plan)

The following provides more detail on steps 2 & 3 above.

UNDERSTANDING THE FULL COST OF SERVICE

To develop specific cost recovery targets, full cost of accounting needs to be created on each class or program that accurately calculates direct and indirect costs. Cost recovery goals are established once these numbers are in place, and program staff should be trained on this process.

A cost of service analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead) costs. Completing a cost of service analysis not only helps determine the true and full cost of offering a program, but provides information that can be used to price programs based upon accurate delivery costs. **Figure 27** illustrates the common types of costs that must be accounted for in a cost of service analysis.



Figure 27 - Program Cost Recovery Model

The methodology for determining the total cost of service involves calculating the total cost for the activity, program, or service, then calculating the total revenue earned for that activity. Costs (and revenue) can also be derived on a per unit basis. Program or activity units may include:

- Number of participants;
- Number of tasks performed;
- Number of consumable units;
- Number of service calls;
- Number of events;
- Required time for offering program/service.

Agencies use cost of service analyses to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by the Town between one another. Cost recovery goals are established once cost of service totals have been calculated.

CURRENT COST RECOVERY

With regard to Brownsburg’s programs, services, and events, the method and mechanism used to document cost recovery utilizes both *direct* and *indirect* costs. **Figure 28** below shows current cost recovery levels based on the most recent fiscal year data. Six areas meet or exceed the current cost recovery goal; however, three areas are not in alignment: adult sports/programs, fitness & wellness, and outdoor/nature programs. When examining the Department’s program classifications, adult sports/programs are classified as “value-added,” fitness & wellness programs are largely classified as “value-added,” and outdoor/nature programs are all classified as “value-added.” This indicates that factors such as appropriate pricing, participation, marketing, and program costs are affecting the cost recovery. However, when examining the program lifecycle, outdoor/nature programs are relatively newer programming so they are most likely still establishing its user base. However, adult sports/programs and fitness & wellness activities are more mature so a deeper analysis into the cost recovery of those specific activities is warranted.

Core Program Area	Current Cost Recovery Goal	Actual Cost Recovery
Active Adults	70-100%	97%
Adult Health, Fitness, and Education Services	100%	
Adult Sports	100%	0%
Aquatics	80% - 100%	141%
B.A.S.E.	50% - 100%	137%
Fitness & Wellness	100%	66%
Life Skill	100%	
Outdoor/Nature Programs	100%	32%
Rental Facilities	100%	
Senior Citizens	50-75%	
Special Events	20% - 50%	42%
Sport Events	100%	
Summer Enrichment	50% - 100%	176%
Youth Services	50-100%	
Youth Sports	50%	102%

Figure 28 - Program Cost Recovery Goals

PRICING

The pricing of programs should be established based on the cost of service analysis, overlaid onto programs areas or specific events, and strategically adjusted according to market factors and/or policy goals.

Overall, the degree to which pricing strategies are used currently is consistent, but not expansive. Current pricing tactics include residency, weekday/weekend, by market rate (competition), by cost recovery goals, and by customers' ability to pay.

Adding additional pricing strategies not currently employed such as by age segment, prime/non-prime time, group discounts, and by location would be useful to help stabilize usage patterns and help with cost recovery for higher quality amenities and services.

Pricing Tactic	Active Adults/ Senior Programs	Adult Sports/ Programs	Aquatics	B.A.S.E.	Fitness & Wellness	Outdoor/ Nature Programs	Special Events	Summer Enrichment	Youth Sports/ Programs
Age Segment									
Family/Household Status									
Residency	✓	✓			✓	✓	✓		
Weekday/Weekend					✓	✓		✓	
Prime/Non-Prime Time									
Group Discounts									
By Location									
By Competition (Market Rate)	✓		✓	✓	✓		✓	✓	✓
By Cost Recovery Goals	✓	✓	✓	✓	✓	✓	✓	✓	✓
By Customer's Ability to Pay	✓		✓	✓				✓	

Table 4 - Program Pricing Tactic

Additionally, some of pricing strategies used for one core program area may be useful in another area as well. For example, weekday/weekend pricing may be useful for aquatics and special events. Other example pricing strategies from peer agencies include military, emergency responder personnel and police, or education (teacher) discounts.

Staff should continue to monitor the effectiveness of the various pricing strategies they employ and make adjustments as necessary within the policy frameworks that guide the overall pricing philosophies. It is also important to continue monitoring for yearly competitor and other service providers benchmarking.

4.2.10 PROGRAM STRATEGY RECOMMENDATIONS

In general, Brownsburg’s program staff should continue with its cycle of evaluating programs on both individual merit as well as the program mix as a whole. This can be completed at one time on an annual basis, or in batches at key seasonal points of the year, as long as each program is checked once per year. The following tools and strategies can help facilitate this evaluation process:

PROGRAM EVALUATION CYCLE

Using the age segment and lifecycle analyses, and other established criteria, program staff should evaluate programs on an annual basis to determine program mix.

PROGRAM DECISION-MAKING MATRIX

When developing program plans and strategies, it is useful to consider all of the core program areas and individual program analyses. Lifecycle, age segmentation, classification, and cost recovery goals should all be tracked, and this information along with the latest demographic trends and community input should be factors that lead to program decision-making. A simple, easy-to-use tool similar to the table below will help compare programs and prioritize resources using multiple data points, rather than relying solely on cost recovery. In addition, this analysis will help staff make an informed, objective case to the public when a program in decline is retired.

Program	Core Program Area	Age Segment	Lifecycle	Classification	Cost Recovery	Other Factors

EXAMINE COST RECOVERY GOALS BY CORE PROGRAM AREA

Due to three Core Program Areas being out of the desired cost recovery range, a deeper analysis is warranted to determine if:

- Barriers exist to reaching the cost recovery goal (such as space, facility costs, participation, etc.)
- Program price is appropriate given the cost recovery goal
- Certain programs should be stopped because they are deemed financially unfeasible

4.2.11 PROGRAM STANDARDS AND PERFORMANCE MEASUREMENT

The relationship between meeting the needs of the community, achieving the Department’s mission, and executing service delivery is of critical importance. With an understanding of this important dynamic, the following section provides an analysis of the service system and includes building on the strong foundation that already exists within the Town’s recreation programs and events. Based on the consulting team’s observations, and staff input, Brownsburg’s program offerings are similar to other systems of its size, and the Department implements robust program standards and performance measurement.

The practice of using program standards is essential for agencies desiring to perform at high levels and that aspire to be community and industry leaders. One of the most significant issues in managing a recreation program system includes the challenges faced with the complexity associated with service transactions (in-person and online), from multiple staff members, within the organization and with outside partners, and dealing with a diverse audience at a variety of locations within the system. Basically, it is a challenge to bring consistency to park and recreation agencies.

However, Brownsburg has done a terrific job meeting consistency challenges that many agencies struggle to achieve. There are only two areas that the consultant team has identified as need areas for the Department to enhance their already strong performance measurement process:

1. Enhance the focus on customer retention and program cancelation
2. Implement a training process that provides support for staff to understand full cost of ownership/service delivery

Even though a minimal number of programs have been canceled in the last two years, program cancelation rate is not an identified performance metric for the Department. This may be because of the very low number; however, adopting a program cancelation rate as a key performance indicator (KPI) would strengthen this already strong area. Customer retention should have an increased focus. The Department does not track customer retention percentages or conduct lost customer/user surveys. An important feedback opportunity exists when users decide to leave a program. They can provide valuable insight into programs that need to be improved or can simply reinforce that they achieved what they desired to achieve out of program participation and no longer require continued participation (which would provide additional validation to the Department).

Reinforcing the cost recovery discussion from the previous section, there is currently no training in place for calculating cost of service or facility operations. Since the Department has outlined cost recovery goals by Core Program Area, it is critical that all recreation staff understand how to calculate *direct* and *indirect* costs for programs. This is crucial in assessing whether or not a program should continue. Additionally, understanding these principles can help program staff create new programs while calculating the financial implications before the program even starts. **Figures 29-31** present the program creation worksheet staff utilize to help reinforce total cost of service delivery and the corresponding program implications. This worksheet will strengthen the Department’s understanding of calculating costs if formalized training is associated.

Pre-Program Set-up (please attach supporting documents in Program File)										
Pre-Event: (Media, Timeline, Volunteers, etc)										
Day of: (Include map if applicable, Timeline, etc)										
Clean-up (Timeline, Volunteers list, Supplies to return, etc)										
Additional things to consider?										
Actuals										
Actual Staff Hourly Rate:		x (# of SM)		x # of hours		x	\$0.00	0.0765	\$0.00	
Prep Time Staff		x (# of SM)		x # of hours		x	\$0.00	0.0765	\$0.00	
Actual Contract Amount Per		x	MinParticipants			---	\$0.00		\$0.00	
Full Time Staff Member Leading Program	No									
								Total Actual Expenses:	\$0.00	
Actual Supplies Purchased:										
				From:			Price Per	Qty.	Total	
									\$0.00	
									\$0.00	
									\$0.00	
									\$0.00	
									\$0.00	
									\$0.00	
								Total Projected Supply Expenses:	\$0.00	
Supplies In Stock:										
Total Expenses:	\$0.00	30%	=	\$0.00						
# Participants		x Fee	#DIV/0!	#DIV/0!						
Grants/Sponsorships				\$0.00						
				Loss/Gain =	#DIV/0!					
Program Contacts										
Name:				Duties:				Phone Number:		
Name:				Duties:				Phone Number:		
Name:				Duties:				Phone Number:		
Name:				Duties:				Phone Number:		
Name:				Duties:				Phone Number:		

Figure 30 - Brownsburg Budget Planning Template Step 2

<p>Post-Program Set-up (please attach supporting documents in Program File)</p> <p>Pre-Event: (Media, Timeline, Volunteers, etc) What would you do differently next year?</p>
<p>Day of: (Include map if applicable, Timeline, etc) What would you do differently next year?</p>
<p>Recap Clean-up (Timeline, Volunteers list, Supplies to return, etc) What would you do differently next year?</p>
<p>Overall what worked and what didn't?</p>

Figure 31 - Brownsburg Budget Planning Template Step 3

4.2.12 PROGRAM STANDARDS RECOMMENDATIONS

The consultant team recommends the following regarding program standards:

ENHANCE FOCUS ON LOST CUSTOMERS/USERS

Identify outreach methods that will solicit feedback from “lost” customers/users. Additionally, adopt retention rates as a KPI to trigger the lost customer/user feedback process.

PROVIDE SUPPORT FOR UNDERSTANDING TOTAL COSTS FOR DELIVERING SERVICES

Train staff on how to calculate a full cost of facility operations and service. Strengthen staff support by adopting and implementing a recreation program creation worksheet/process.

4.2.13 MARKET COMPETITION

An important consideration for program service provision and pricing is the market. Market competition is a key indicator of pricing services and whether or not an organization should create and offer a specific program. When analyzing the Department’s market competition, approximately 8% of all programs are considered to have “high” market competition. The remaining 92% was separated into medium (44%) and low (47%). It is encouraging that the highest percentage falls within the low market competition category. This indicates the Department is smart about its program portfolio. The 8% within the high market competition category should be evaluated in tandem with cost recovery performance, lifecycle, and classification to understand if they should still be offered or if structural or philosophical changes are necessary.

WHY THE COMMUNITY PARTICIPATES

Town residents were asked to identify why they participate in Department recreation programs/activities (Figure 32). The number one reason is program facility location. Given the market competition analysis, it is important for the Department to continue providing programs in locations that do not have a lot of market competition and that are close to users. Additionally, national recreation trends indicate that many activities are experiencing differential participation trends depending on the *core* or *casual* user. Given that community residents indicate program dates and times as the second and third most prevalent reason for participation, the Department will need to keep abreast of recreation trends and how they affect the actual program structure. Losing focus on the association between trends and how programs are physically delivered will hurt program participation within Brownsburg.

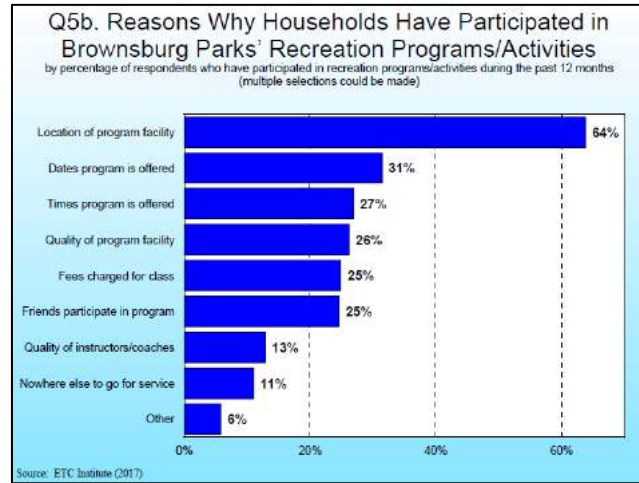


Figure 32 - Why the Community Participates in Department Programs/Activities



Park Director assisting Cub Scouts

4.2.14 PARTNERSHIP MANAGEMENT

Today's realities require most public park and recreation departments to seek productive and meaningful partnerships with both community organizations and individuals to deliver quality and seamless services to their residents. These relationships should be mutually beneficial to each party to better meet overall community needs and expand the positive impact of the agency's mission. Effective partnerships are a key strategy area for the Town to meet the needs of the community in the years to come.

PARTNERSHIP OPPORTUNITIES

Brownsburg currently maintains a list/database of all partner organizations and they have consistent written agreement process for all partnerships in place. These recommendations are both an overview of existing partnership opportunities available to the Town, as well as a suggested approach to continue organizing partnership pursuits. This is not an exhaustive list of all potential partnerships that can be developed/enhanced, but can be used as a tool of reference for the Town. The following five areas of focus are recommended:

1. **Operational Partners:** Other entities and organizations that can support the efforts of the Town to maintain facilities and assets, promote amenities and park usage, support site needs, provide programs and events, and/or maintain the integrity of natural/cultural resources through in-kind labor, equipment, or materials.
2. **Vendor Partners:** Service providers and/or contractors that can gain brand association and notoriety as a preferred vendor or supporter of the Town in exchange for reduced rates, services, or some other agreed upon benefit.
3. **Service Partners:** Nonprofit organizations and/or friends groups that support the efforts of the agency to provide programs and events, and/or serve specific constituents in the Town collaboratively.
4. **Co-Branding Partners:** Private, for-profit organizations that can gain brand association and notoriety as a supporter of the Town in exchange for sponsorship or co-branded programs, events, marketing and promotional campaigns, and/or advertising opportunities.
5. **Resource Development Partners:** A private, nonprofit organization with the primary purpose to leverage private sector resources, grants, other public funding opportunities, and resources from individuals and groups within the Town to support the goals and objectives of the agency on mutually agreed strategic initiatives.



Senior Fitness Class

4.3 LEVEL OF SERVICE STANDARDS

Level of Service (LOS) standards are guidelines that define service areas based on population that support investment decisions related to parks, facilities, and amenities. LOS standards can and will change over time as the program lifecycles change and demographics of a community change.

The consulting team evaluated park facility standards using a combination of resources. These resources included market trends, demographic data, recreation activity participation rates, community and stakeholder input, NRPA PRORAGIS data, the community online survey, and general observations. This information allowed standards to be customized to the Town of Brownsburg.

It is important to note that these LOS standards should be viewed as a guide. The standards are to be coupled with conventional wisdom and judgment related to the particular situation and needs of the community. By applying these standards to the population of Brownsburg, gaps or surpluses in park and facility types are revealed.

According to the LOS, there are multiple needs to be met in the Town of Brownsburg to properly serve the community today and in the future. The existing level of service meets and exceeds best practices and recommended service levels for many items; however, there are several areas that do not meet recommended standards. Although Brownsburg meets the standards for total park acres, there is a deficit for neighborhood park and community park acreage. The Department does have a lot of undeveloped acreage which, when developed, could alleviate the park acreage deficit.

For outdoor amenities, Brownsburg shows a shortage of ball fields (both baseball and softball), playgrounds pickleball courts, dog parks, sand volleyball courts, unpaved hiking trails, and a skate park. It should be noted, however, that as of the writing of this document, the Department has plans to construct a dog park, a playground, 6 pickleball courts, a picnic shelter along with 0.82 miles of paved trail within the system. In terms of indoor space, Brownsburg has a shortage of approximately 52,500 ft. of indoor recreation space.

The standards that follow are based upon population figures for 2018 and 2023, the latest estimates available at the time of analysis.

Brownsburg Parks Level of Standards

2018 Inventory - Developed Facilities										Current Facility Needs		Anticipated Future Park Development 2018 - 2023			Forecasted Five-Year Facility Needs				
Inventory:	Brownsburg Parks	Brownsburg Schools	Other Provider	Total Inventory	Current Service Level based upon population		Recommended Service Levels			Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	Project	Adding Inventory	Removing Inventory	Total 2018-2023	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed		
PARKS:																			
Neighborhood Parks	3.24			3.24	0.12	acres per	1,000	1.00	acres per	1,000	Need Exists	25	Acre(s)			-	Need Exists	28	Acre(s)
Community Parks	148.70			148.70	5.36	acres per	1,000	9.00	acres per	1,000	Need Exists	101	Acre(s)	Tague Property	51.70	51.70	Need Exists	77	Acre(s)
Special Use	36.45			36.45	1.31	acres per	1,000	1.28	acres per	1,000	Meets Standard	-	Acre(s)			-	Need Exists	3	Acre(s)
Total Developed Park Acres	188.39	-	-	188.39	6.79	acres per	1,000	11.28	acres per	1,000	Need Exists	125	Acre(s)			-	Need Exists	159	Acre(s)
Undeveloped Parkland	110.99	-	-	110.99		acres per	1,000		acres per	1,000	Meets Standard	-	Acre(s)			-	Meets Standard	-	Acre(s)
Total Park Acres	299.38	-	-	299.38	8.10	acres per	1,000	11.28	acres per	1,000	Need Exists	14	Acre(s)			-	Need Exists	48	Acre(s)
TRAILS:																			
Paved Trails	5.42			5.42	0.20	miles per	1,000	0.50	miles per	1,000	Need Exists	8	Mile(s)	White Lick Creek Greenway	0.82	0.82	Need Exists	9	Mile(s)
Unpaved Trails	0.61			0.61	0.02	miles per	1,000	0.25	miles per	1,000	Need Exists	6	Mile(s)		-	-	Need Exists	7	Mile(s)
OUTDOOR AMENITIES:																			
Picnic Shelters	14.00	-	1.00	15.00	1.00	site per	1,850	1.00	site per	2,000	Meets Standard	-	Sites(s)	Cardinal Park	1.00	1.00	Meets Standard	-	Sites(s)
Pavilion	1.00	-	-	1.00	1.00	site per	27,743	1.00	site per	10,000	Need Exists	2	Sites(s)		-	-	Need Exists	2	Sites(s)
Baseball Fields	4.00	1.00	-	5.00	1.00	field per	5,549	1.00	field per	4,000	Need Exists	2	Field(s)		-	-	Need Exists	3	Field(s)
Softball Fields	-	1.00	5.00	6.00	1.00	field per	4,624	1.00	field per	4,000	Need Exists	1	Field(s)		-	-	Need Exists	2	Field(s)
Multi-Use Field (Soccer/Lacrosse/Football/Rugby)	3.00	4.25	20.00	27.25	1.00	field per	1,018	1.00	field per	4,000	Meets Standard	-	Field(s)		-	-	Meets Standard	-	Field(s)
Outdoor Basketball Courts	4.00	9.00	-	13.00	1.00	court per	2,134	1.00	court per	2,500	Meets Standard	-	Court(s)		-	-	Meets Standard	-	Court(s)
Tennis Courts	2.00	6.00	-	8.00	1.00	court per	3,468	1.00	court per	5,000	Meets Standard	-	Court(s)		-	-	Meets Standard	-	Court(s)
Pickleball Courts	2.00			2.00	1.00	court per	13,872	1.00	court per	5,000	Need Exists	4	Court(s)	Stephens Park	6.00	6.00	Meets Standard	-	Court(s)
Playground (Youth & Tot)	5.00	3.25	-	8.25	1.00	site per	3,363	1.00	site per	2,500	Need Exists	3	Site(s)	Cardinal Park	1.00	1.00	Need Exists	3	Site(s)
Dog Park	-	-	-	-	1.00	site per	#DIV/0!	1.00	site per	40,000	Need Exists	1	Site(s)	Cardinal Park	1.00	1.00	Meets Standard	-	Site(s)
Sand Volleyball	-	-	-	-	1.00	site per	#DIV/0!	1.00	site per	15,000	Need Exists	2	Site(s)		-	-	Need Exists	2	Site(s)
Skate Board Park	-	-	-	-	1.00	site per	#DIV/0!	1.00	site per	40,000	Need Exists	1	Site(s)		-	-	Need Exists	1	Site(s)
Splashpad	1.00	-	-	1.00	1.00	site per	27,743	1.00	site per	20,000	Meets Standard	-	Site(s)		-	-	Meets Standard	-	Site(s)
RECREATION SPACE:																			
Indoor Recreation/Aquatic Recreation Space	-	-	-	-	-	SF per person	2.00	SF per person	2.00	SF per person	Need Exists	55,486	Square Feet		-	-	Need Exists	61,560	Square Feet
2018 Estimated Population	27,743																		
2023 Estimated Population	30,780																		

Notes:
 Other providers include Brownsburg Girls Softball League, United Soccer Alliance of Indiana, and Hendricks Community Soccer School inventory reduced to a quarter inventory of the total inventory due to the availability to the general public

Table 5 - Brownsburg Level of Service

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CHAPTER FIVE – CAPITAL IMPROVEMENT PLAN

Table 6 illustrates the Brownsburg Parks capital improvement plan for the next five years by project type. A comprehensive CIP can be found in **Appendix F** depicting the project title, project type and cost associated with each project.

PROJECT TYPE	TOTAL BUDGET	% OF TOTAL CIP	# OF PROJECTS
Asset Management	\$ 1,344,700.00	5.94%	8
Block/Special Parks	\$ 966,100.00	4.26%	3
Community Parks	\$ 3,740,500.00	16.51%	4
Equipment	\$ 743,831.00	3.28%	11
Land Acquisition	\$ 7,000.00	0.03%	1
Neighborhood Parks	\$ 3,085,600.00	13.62%	3
Recreation Facilities	\$ 3,590,000.00	15.85%	2
Strategic Planning	\$ 193,500.00	0.85%	4
Trails, Greenways & Ped.	\$ 8,980,920.00	39.65%	4
	\$ 22,652,151.00	100%	40

Table 6 - Brownsburg Parks Capital Improvement Plan

5.1 FUNDING AND REVENUE STRATEGIES

Park and Recreation systems across the United States today have learned to develop a clear understanding of how to manage revenue options to support parks and recreation services in a municipality based on the limited availability of tax dollars. Park and Recreation systems no longer rely on taxes as their sole revenue option but have developed new sources of revenue options to help support capital and operational needs.

A growing number of municipalities have developed policies on pricing of services, cost recovery rates and partnership agreements for programs and facilities provided to the community. They also have developed strong partnerships that are fair and equitable in the delivery of services based on whom receives the service, for what purpose, for what benefit and for what costs. In addition, agencies have learned to use parks and recreation facilities, amenities, programs and events to create economic development as it applies to keeping property values high around parks and along trails through increased maintenance, adding sports facilities and events to drive tournaments into the region that create hotel room nights and increase expenditures in restaurants and retail areas. They have learned to recognize that people will drive into their community for good recreation facilities such as sports complexes, pools, and for special events if presented correctly and are well managed.

In Brownsburg, some of these policies, revenue sources and management practices are not in place and should be considered for the future. PROS has outlined several options for the Town to consider. In any event PROS feels that some if not all of these sources should be considered as an option to support the capital and operational needs of the Brownsburg Parks and Recreation Department and should be outlined in the Master Plan.

5.1.1 FUNDING SOURCES FOR CAPITAL IMPROVEMENT DOLLARS AND OPERATIONS

The following financial options outline opportunities for the Town to consider in supporting the recommended capital improvements that will be outlined in the Master Plan as well as operational costs associated with managing the system for the future. Many of these funding sources may not be allowed now by the Town or have never been used but should be pursued through legislative means should the Town see the value in pursuing these funding sources.

General Obligation Bond: A general obligation bond is a municipal bond secured by a taxing authority such as the Town to improve public assets that benefits the municipal agency involved that oversee the parks and recreation facilities.

General Obligation Bonds should be considered for the park and recreation facility projects; such as updates to a community park, trails, community centers, aquatic centers, or a sports complex. PROS recognizes that these type of improvements will require voter approval and based on the results of the last ten years of planning efforts in the Town there is strong support in the community to support these types of improvements through some level of a bond issue. Improvements to parks should also be covered by these funding sources because there is very little operational revenues associated with these parks to draw from and some of the Town parks improvements are in need of upgrades and renovations limiting the uses of other revenue sources. These parks help frame the Town’s image and benefit a wide age segment of users and updating these parks will benefit the community as a whole and stabilize neighborhoods and other areas of the Town. Over the last 10 years across the United States over 90% of park and recreation bond issues have passed in cities and towns when offered to the community to vote to support the community needs for parks and recreation. This is according to Trust for Public Land research.

FEDERAL GOVERNMENT FUNDING SOURCES

Governmental Funding Programs: A variety of funding sources are available from federal and state government for park-related projects. For example, the Land and Water Conservation Fund funding program has been reinstated for 2014 levels at 150 million and can provide capital funds to state and local governments to acquire, develop, and improve outdoor recreation areas. Federal Community Development Block Grant (CDBG) funds are used to support open space related improvements including redevelopment and new development of parks and recreation facilities. Transportation Enhancement Funds available through federal transportation bills, can be used for trail and related green space development, AmeriCorps Grants can be used to fund support for park maintenance. Most transportation funding require a 20% match by the Town and for Safe Routes to School Funds require no match by the Town.

CDBG (Community Development Block Grants) funds are used by many cities and towns to enhance parks. These funds should be used to support the re-development of major facilities based on its location in the Town and what it will do to enhance the neighborhood and schools surrounding the park which is the purpose for CDBG monies.

AmeriCorps Grants support park maintenance and cleanup of drainage areas where trails are located and small neighborhood parks in the Town.

Land and Water Conservation Fund (LWCF) Grants: This federal funding source was established in 1965 to provide “close-to-home” park and recreation opportunities to residents throughout the United States. Money for the fund comes from the sale or lease of nonrenewable resources, primarily federal offshore

oil and gas leases and surplus federal land sales. LWCF grants can be used by communities to build a variety of parks and recreation facilities, including trails and greenways.

LWCF funds are annually distributed by the National Park Service to the states. Communities must match LWCF grants with 50-percent of the local project costs through in-kind services or cash. All projects funded by LWCF grants must be used exclusively for recreation purposes, in perpetuity.

LWCF funds are created to preserve, develop, and renovate outdoor recreation facilities. Focus is on America's Great Outdoors Initiative. New or renovation of pavilions, playgrounds or play areas, ball fields, bleachers, multi-purpose courts, parking facilities, pathways and trails, roads, signs, and tennis courts. Federal Funds-Average Award is \$70,000.

Wetlands Reserve Program: The U.S. Department of Agriculture provides direct payments to private landowners who agree to place sensitive wetlands under permanent easements. This program can be used to fund the protection of open space and greenways within riparian corridors.

Watershed Protection and Flood Prevention (Small Watersheds) Grants: The USDA Natural Resource Conservation Service (NRCS) provides funding to state and local agencies or nonprofit organizations authorized to carry out, maintain, and operate watershed improvements involving less than 250,000 acres. The NRCS provides financial and technical assistance to eligible projects to improve watershed protection, flood prevention, sedimentation control, public water-based fish and wildlife enhancements, and recreation planning. The NRCS requires a 50-percent local match for public recreation, and fish and wildlife projects.

Urban and Community Forestry Assistance Program: The USDA provides small grants of up to \$10,000 to communities for the purchase of trees to plant along city streets and for greenways and parks. To qualify for this program, a community must pledge to develop a street-tree inventory, a municipal tree ordinance, a tree commission, committee or department, and an urban forestry-management plan.

Small Business Tree-Planting Program: The Small Business Administration provides small grants of up to \$10,000 to purchase trees for planting along streets and within parks or greenways. Grants are used to develop contracts with local businesses for the plantings.

Economic Development Grants for Public Works and Development of Facilities: The U. S. Department of Commerce, Economic Development Administration (EDA), provides grants to states, counties, and cities designated as redevelopment areas by EDA for public works projects that can include developing trails and greenway facilities. There is a 30-percent local match required, except in severely distressed areas where federal contribution can reach 80 percent.

National Recreational Trails Program: These grants are available to government and nonprofit agencies, for amounts ranging from \$5,000 to \$50,000, for the building of a trail or piece of a trail. It is a reimbursement grant program (sponsor must fund 100% of the project up front) and requires a 20% local match. This is an annual program with an application deadline at the end of January. The available funds are split such that 30% goes toward motorized trails, 30% to non-motorized trails, and 40% is discretionary for trail construction.

Design Arts Program: The National Endowment for the Arts provides grants to states and local agencies, individuals and nonprofit organizations for projects that incorporate urban design, historic preservation, planning, architecture, landscape architecture, and other community improvement activities, including greenway development. Grants to organizations and agencies must be matched by a 50-percent local contribution. Agencies can receive up to \$50,000.

5.1.2 TAX PAYER OR DEVELOPER SOURCES OF REVENUE

Recreation and Park Impact Fees: Impact fees from developers generally provide some capital funds but rarely are they sufficient to provide full funding of large projects. Brownsburg has just recently updated their Impact Fee Ordinance as part of this planning effort and should be updated every five years based on the growth of Brownsburg.

Internal Park Improvement Fund: This funding source is created from a percentage of the overall park admissions to attractions such as sport complexes, golf courses, special events in a park and would allow a percentage usually in the 3-5% of gross revenues to be dedicate to the park or recreation facility for existing and future capital improvements. This funding source is used for sports complexes, aquatic parks, campgrounds, and fee-based parks. This type of user fee generally does not require voter approval but is set up in a dedicated fund to support the existing attraction for future maintenance and improvements.

Tax Allocation or Tax Increment District: Commonly used for financing redevelopment projects. A Tax Allocation District (TAD) involves the issuance of tax-exempt bonds to pay front-end infrastructure and eligible development costs in partnership with private developers. As redevelopment occurs in the Town, the “tax increment” resulting from redevelopment projects is used to retire the debt issued to fund the eligible redevelopment costs. The public portion of the redevelopment project funds itself using the additional taxes generated by the project. TADs can be used to fund park improvements and development as an essential infrastructure cost. These funds would work well in the downtown park redevelopment and in trail development.

Developer Cash-in-Lieu of meeting the Open Space Requirement: Ordinances requiring the dedication of open space within developments to meet the park and recreation needs of the new residents often have provisions allowing cash contribution to substitute for the land requirement.

Facility Authority: A Facility Authority is sometimes used by park and recreation agencies to improve a specific park or develop a specific improvement such as a stadium, large recreation center, large aquatic center, or sports venue for competitive events. Repayment of bonds to fund the project usually comes from a sales tax in the form of food and beverage. A facility Authority could oversee improvements for the large facilities; such as an aquatic center and sports field complex. The Town could seek out a private developer to design build a field house facility for the Town with the Town paying back these costs over a 20 year period. The Facility Authority would include representation from the schools, the Town and private developers.

Transient Occupancy Tax (Bed Tax): This funding source is used by many cities and towns to fund improvements to parks from hotels that benefit from the parks in the form of sporting events where participants stay in hotels when they use Town owned sports complexes or competitive facilities. The Transient Occupancy Taxes are typically set at 3-5% on the value of a hotel room a 1% sales tax that can be dedicated for park and recreation improvement purposes as well. Because of the value that parks could provide in the way of events, sports, entertainment and cultural events hotels in the area that benefit could be set up with a portion of their occupancy funds going to support park and recreation related improvements. Tracking the economic value back to the hotels is important to build trust with the Hotel business community.

Food and Beverage Tax: This 1/8% sales tax is currently used by cities and towns across the United States and usually requires voter approval. Brownsburg has this funding source in place now. These dollars can come from the local community as well as visitors to the Town to help pay for a bond to

finance future park and recreation related improvements. Food and Beverage Taxes are very well accepted in most communities.

Capital Improvement Fee: A capital improvement fee can be added to an admission fee to a recreation facility or park attraction to help pay back the cost of developing the facility or attraction. This fee is usually applied to golf courses, aquatic facilities, recreation centers, stadiums, amphitheaters, and special use facilities such as sports complexes. The funds generated can be used either to pay back the cost of the capital improvement on a revenue bond that was used to develop the facility. Capital improvement fees normally are \$5 per person for playing on the improved site or can be collected as a parking fee or admission fee.

Lease Back: Lease backs are a source of capital funding in which a private sector entity such as a development company buys the park land site or leases the park land and develops a facility such as a park, recreation attraction, recreation center, pool, or sports complex; and leases the facility back to the municipality to pay off the capital costs over a 20 to 30 year period. This approach takes advantage of the efficiencies of private sector development while relieving the burden on the municipality to raise upfront capital funds. This funding source is typically used for recreation and aquatic type facilities, stadiums, civic buildings, and fire stations. **Grand Park in Westfield used this funding option to develop their three field indoor soccer complex.**

5.1.3 FUNDING SOURCES FOR OPERATIONAL DOLLARS

Land Leases/Concessions: Land leases and concessions are public/private partnerships in which the municipality provides land or space for private commercial operations that will enhance the park and recreational experience in exchange for payments to help reduce operating costs. They can range from food service restaurant operations, Cell Towers, hotels, to full management of recreation attractions. Leases usually pay back to the Town a percentage of the value of the land each year in the 15% category and a percentage of gross from the restaurant or attractions. They also pay sales tax and employee income tax to the Town. This funding method was used by the City of Indianapolis for the lease of Rick's Boatyard Café at Eagle Creek Park.

Admission to the Park: Many park and recreation systems in the United States have admission fees based on per car, per bike and per person basis to access a park that can be used to help support operational costs. Car costs range from \$3 to \$5 a car and \$2 dollars a bicycle or \$2 dollars a person. This would really only apply to regional parks or special use sports complexes in the Town if it is considered. This fee may be useful for large events and festivals that have the capability to be set up as a fee based park at least on weekends. Eagle Creek Park has a entrance fee to access this park on a daily or yearly basis.

Parking Fee: Many parks that do not charge an admission fee will charge a parking fee. Parking rates range from \$3 to \$4 dollars a day. This funding source could work for helping to support special events, festivals and sports tournaments.

User Fees: User fees are fees paid by a user of recreational facilities or programs to offset the costs of services provided by the Department in operating a park, a recreation facility or in delivering programs and services. A perception of "value" has to be instilled in the community by the parks and recreation staff for what benefits the Town is providing to the user. As the Department continues to develop new programs, all future fees should be charged based on cost recovery goals developed in a future Pricing Policy. The fees for the parks and/or core recreation services are based on the level of exclusivity the user receives compared to the general taxpayer. It is recommended that user fees for programs be

charged at market rate for services to create value and operational revenue for the Parks and Recreation Department. Brownsburg Parks and Recreation uses this funding source now very well.

Corporate Naming Rights: In this arrangement, corporations invest in the right to name an event, facility, or product within a park or recreation facility in exchange for an annual fee, typically over a ten-year period. The cost of the naming right is based on the impression points the facility or event will receive from the newspapers, TV, websites, and visitors or users to the park. Naming rights for park and recreation facilities are typically attached to sports complexes, amphitheaters, recreation centers, aquatic facilities, stadiums, and events. Naming rights are a good use of outside revenue for parks, recreation facilities or special attractions in the Town.

Corporate Sponsorships: Corporations can also underwrite a portion or all of the cost of an event, program, or activity based on their name being associated with the service. Sponsorships typically are title sponsors, presenting sponsors, associate sponsors, product sponsors, or in-kind sponsors. Many agencies seek corporate support for these types of activities.

Advertising sales on sports complexes, scoreboards, gym floors, trash cans, playgrounds, in locker rooms, at dog parks, along trails, flower pots, and as part of special events held in the Town to help support operational costs have been an acceptable practice in parks and recreation systems for a long time and should be considered by the Town to support operational costs.

Maintenance Endowment Fund: This is a fund dedicated exclusively for a park's maintenance, funded by a percentage of user fees from programs, events, and rentals and is dedicated to protect the asset where the activity is occurring.

Park and Recreation Revenue Revolving Fund: This is a dedicated fund to be used for park purposes only that is replenished on an ongoing basis from various funding sources such as grants, sponsorships, advertising, program user fees and rental fees within the park system. This has worked well in many cities and towns across the United States and is used well in Brownsburg Parks and Recreation.

Permit Fees: This fee is incorporated for exclusive reservations for picnic shelters, sports fields, special events that are provided by the Town and competition tournaments held in Town by other organizations who make a profit off of Town owned facilities. Permit fees include a base fee for all direct and indirect costs for the Town to provide the space on an exclusive basis plus a percentage of the gross for major special events and tournaments held on Town owned permitted facilities. These dollars could be applied to the Recreation and Park Revolving Fund if developed to help support park improvements and operations.

5.1.4 PRIVATE FUNDING SOURCES

Business/Citizen Donations: Individual donations from corporations and citizens can be sought to support specific improvements and amenities.

Private Foundation Funds: Nonprofit community foundations can be strong sources of support for the Department and should be pursued for specific park and recreation amenities. The Department should consider developing a good parks foundation.

Nonprofit Organizations: Nonprofit organizations can provide support for green space and parks in various ways. Examples include:

- **Conservancy or Friends Organization:** This type of nonprofit is devoted to supporting a specific park like the Sports Complex or Downtown Park. These Park Conservancy's or Friends Groups are

a major funding source for parks in the United States and should be considered for the parks and recreation facilities in Brownsburg.

- **Greenway Foundations:** Greenway foundations focus on developing and maintaining trails and green corridors on a Town-wide basis. The Town could seek land leases along their trails as a funding source, in addition to selling miles of trails to community corporations and nonprofits in the Town. The development rights along the trails can also be sold to local utilities for water, sewer, fiber optic, and cable lines on a per mile basis to support development and management of these corridors. Indianapolis Greenway Foundation has a specific Greenway Trail license plate they have had in place for over 25 years to help support the development and maintenance of trails in the Town.

5.1.5 VOLUNTEER SOURCES

Adopt-a- Area of a Park: In this approach local neighborhood groups or businesses make a volunteer commitment to maintaining a specific area of a park. Adopt-an-area of a Park arrangements are particularly well-suited for the Department.

Adopt-a-Trail: This is similar to Adopt-a-Park but involves sponsorship of a segment of a trail (e.g., one mile) for maintenance purposes.

Community Service Workers: Community service workers are assigned by the court to pay off some of their sentence through maintenance activities in parks, such as picking up litter, removing graffiti, and assisting in painting or fix up activities. Most workers are assigned 30 to 60 hours of work. This would seem to be a good opportunity for the parks to work with the sheriff's or Town's police department on using community service workers.

Greenway Trail Land Leases: Many communities across the United States have allowed land leases for commercial retail operations along trails as a source of funding. The communities that have used land leases look for retail operations that support the needs of recreation users of the trails. This includes coffee shops, grill and food concessions, small restaurants, ice cream shops, bicycle shops, farmers markets and small local business. The land leases provide revenue to maintain the trails and/or to be used for in-kind matching. The City of Indianapolis has used this funding source well along the Monon Trail.

Tax Increment Financing (TIF Funds): The concept behind the tax increment financing is that taxes in a designated area are frozen and the redevelopment that occurs in the blighted, conservation, or economic development area will increase the assessed valuation of the property and generate new property tax revenues. The increase can be used on an annual basis to retire revenue bonds issued to finance redevelopment costs. A great deal of development is required to generate sufficient revenues to make it work. This could be a source for development of the future planned Multigenerational Community Center in Brownsburg.

Local Private-Sector Funding: Local industries and private businesses may agree to provide support for greenway development through one or more of the following methods:

- Donations of cash to a specific greenway segment.
- Donations of services by businesses and corporations to reduce the cost of greenway implementation, including equipment and labor to construct and install elements of a specific greenway.

- Reductions in the cost of materials purchased from local businesses that support greenway implementation and can supply essential products for facility development.

State Water Management Funds: Funds established to protect or improve water quality could apply to a greenways/trails project if a strong link exists between the development of a greenway and the adjacent/nearby water quality. Possible uses of these funds include the purchase of critical strips of land along rivers and streams for protection, which could then also be used for greenways; develop educational materials, displays; or for storm water management.

VOLUNTEER ASSISTANCE AND SMALL-SCALE DONATION PROGRAMS

Greenway Sponsors: A sponsorship program for greenway amenities allows for smaller donations to be received both from individuals and businesses. The program must be well planned and organized, with design standards and associated costs established for each amenity. Project elements that may be funded can include mile markers, call boxes, benches, trash receptacles, entry signage and bollards, and picnic areas.

Volunteer Work: Community volunteers may help with greenway construction, as well as conduct fundraisers. Organizations that might be mobilized for volunteer work include the Boy Scouts and Girl Scouts.

Estate Donations: Wills, estates, and trusts may be also dedicated to the appropriate agency for use in developing and/or operating the greenway system as well as for park development similar to the Tagg Property.

GRANTS THROUGH PRIVATE FOUNDATIONS AND CORPORATIONS

Many communities have solicited greenway funding from a variety of private foundations and other conservation-minded benefactors. Some of these grants include:

REI Environmental Grants: Recreational Equipment Incorporated awards grants to nonprofit organizations interested in protecting and enhancing natural resources for outdoor recreation. The company calls on its employees to nominate organizations for these grants, ranging from \$500 to \$8,000, which can be used for the following:

- Protect lands and waterways and make these resources accessible to more people.
- Better utilize or preserve natural resources for recreation.
- Increase access to outdoor activities.
- Encourage involvement in muscle-powered recreation.
- Promote safe participation in outdoor muscle-powered recreation, and proper care for outdoor resources.

Coors Pure Water 2000 Grants: Coors Brewing Company and its affiliated distributors provide funding and in-kind services to grassroots organizations that are working to solve local, regional and national water-related problems. Coors provides grants, ranging from a few hundred dollars to \$50,000, for projects such as river cleanups, aquatic habitat improvements, water quality monitoring, wetlands protection, pollution prevention, water education efforts, groundwater protection, water conservation and fisheries.

World Wildlife Fund Innovative Grants Program: This organization awards small grants to local, regional and statewide nonprofit organizations to help implement innovative strategies for the conservation of natural resources. Grants are offered to support projects that accomplish one or more of the following:

(1) conserve wetlands; (2) protect endangered species; (3) preserve migratory birds; (4) conserve coastal resources; and (5) establish and sustain protected natural areas, such as greenways.

Innovative grants can help pay for the administrative costs for projects including planning, technical assistance, legal and other costs to facilitate the acquisition of critical lands; retaining consultants and other experts; and preparing visual presentations and brochures or other conservation activities. The maximum award for a single grant is \$10,000.

Bikes Belong: Bikes Belong coalition is sponsored by members of the American Bicycle Industry. The grant program is a national discretionary program with a small budget, to help communities build TEA-21-funded projects. They like to fund high-profile projects and like regional coalitions. An application must be supported by the local bicycle dealers (letters of support should be attached). Bikes Belong also offers advice and information on how to get more people on bikes. Government and nonprofit agencies are eligible and no match is required. The maximum amount for a grant proposal is \$10,000. Applications may be submitted at any time and are reviewed as they are received.

Wal-Mart Foundation: This foundation supports local community and environmental activities and educational programs for children (among other things). An organization needs to work with the local store manager to discuss application. Wal-Mart Foundation only funds 501(c)3 organizations.

Partnership Development Agreement: Each partner would develop their respective facilities based on set design guidelines with the Town managing all the site elements. Partners would work collectively to promote the site as a whole versus individual amenities. This process was successful for Papago Park, located in the City of Phoenix, Arizona. The site included a major league spring training facility and minor league baseball complex, zoo, botanical gardens, history museum, and other attractions on site.

Community Forest and Open Space Program: Federal Grant with Estimated Total Program Funding of \$3,150,000. Individual grant applications may not exceed \$400,000. The program pays up to 50% of the project costs and requires a 50% non-federal match. Eligible lands for grants funded under this program are private forests that are at least five acres in size, suitable to sustain natural vegetation, and at least 75% forested.

5.1.6 OPERATIONAL FUNDING COSTS OPPORTUNITIES

There are numerous revenue sources to draw from to support operational and management costs that include long term capital replacement costs. The following are funding options to consider in operations of the system.

Concessions: Concessions can be leased out to a private operator for a percentage of gross profits. Typically, 15%-18% of gross profits for concessions of a profit operator, or a managing agency over a park site could manage concessions.

Field Permits: The Town can issue recreational use permits for activities, practice or games. Permits should cover the operational cost of each field and management costs. If a private operator desires to rent the site for a sporting tournament for private gain, the Town should provide a permit fee plus a percentage of gross from the event for the exclusive use of the fields.

Food and Equipment Sponsors: Official drink and food sponsors can be utilized for the Town. Each official drink and food sponsor pays back to the Town a set percentage of gross. Typically, this is 15%-20% of costs for being the official product and receiving exclusive pouring and food rights to the complex. Likewise official equipment sponsors work well for trucks, mowers, and tractors.

Advertising Revenue: Advertising revenue can come from the sale of ads on banners in the parks. The advertising could include trashcans, trail markers, visitor pull trailers, special event trailers, and in restrooms.

Wi-Fi Revenue: The Town can set up a Wi-Fi area whereby a Wi-Fi vendor is able to sell the advertising on the Wi-Fi access banner to local businesses targeting the users of the site. This revenue has amounted to \$20,000-\$50,000 in revenue for similar systems.

Cell Tower: Cell tower leases can be used. This revenue source would support \$35,000-\$50,000 annually for the site if cell towers in areas needing cell towers.

Volunteerism: The revenue source is an indirect revenue source in that persons donate time to the Town to assist in providing a product or service on an hourly basis. This reduces the Town's cost in providing the service plus it builds advocacy for the Town.

Special Fundraiser: Many agencies hold special fundraisers on an annual basis to help cover specific programs and capital projects to be dedicated to a facility or the Town as a whole.

Web-page Revenue: The Town could advertise on its web page to help support online media.



Special Event - Easter Egg Hunt

CHAPTER SIX – STRATEGIC RECOMMENDATIONS

6.1 VISION

“To enhance the quality of life in Brownsburg and further its economic development goals to create a community of choice to live, work and play now and for future generations.”

6.2 MISSION

“To maximize resources in providing beautiful parks, recreation activities and quality facilities to the Brownsburg community that enhance residents' health and promote economic vitality for long-term sustainability.”

6.3 CORE VALUES

- **Inclusion:** We embrace different ways of thinking to ensure we help build a community for everyone.
- **Growth:** We challenge ourselves to have a bigger impact on the community.
- **Integrity:** We strive to build the respect and trust of the community.
- **Relationships:** We build relationships to connect with our community.
- **Wellness:** We improve our well-being so we can create opportunities for community members to live a healthy lifestyle.

6.3.1 PILLARS TO BUILD ON

- **Sustainability:** We will be fiscally responsible and stewards of entrusted funds and always look for ways to reduce any dependence on tax dollars where possible.
- **Placemaking:** We will create great park spaces and experiences that inspire our community to take pride in their parks and love them.
- **Health, Wellness:** We will build health and wellness opportunities into our park design and the programs we deliver to create a healthy community of users.
- **Conservation:** We will respect our natural lands and preserve the value of our flora and fauna in our parks.
- **Performance excellence:** We will focus on measurable outcomes to demonstrate efficiency and effectiveness in our work.
- **Outstanding Customer Service:** We will treat all customers with respect and provide the best experience as possible.
- **Creativity and Innovation:** We will seek to be creative and innovative in our work to maximize the resources we have.
- **Accountability and Integrity:** We will hold ourselves to the highest standard of accountability and integrity in everything we do.

6.4 STRATEGIC ACTION PLAN

6.4.1 KEY AREAS OF FOCUS IN THIS PLANNING PERIOD

“BIG ROCKS”

- Develop a connected trail system.
- Develop a park on the north side of Highway 74.
- Develop a Multigenerational Community Center/Aquatic Component.
- Development of the Tague Property for the next large community park.
- Find new dedicated funding sources to move the park system forward.
- Improve existing Infrastructure to make all parks special and inviting.

6.4.2 PARKS

Goal 1: Develop and maintain quality parks and experiences for people of all ages in an equitable manner throughout the community to achieve 11 acres of parkland per 1,000 residents of which we will develop up to 70% of our park land for recreation purposes while protecting the remaining acres for conservation purposes.

STRATEGIES:

1.1 Continue to develop a connected trail system that links the neighborhoods in Brownsburg so that it allows all residents to be able to access a park or trail within a 10-minute walk.

- 1.1.1 Continue to develop the White Lick Creek Trail Corridor on the north side of I-74 and the South Side of I-74 and link neighborhoods to the trails.
- 1.1.2 Continue to develop the B & O Railroad Corridor east and west of Brownsburg with other local Town partners.
- 1.1.3 Develop a series of loop trails off the key spine trails to link neighborhoods together throughout the Town.
- 1.1.4 Build walking trails within parks to give users an opportunity to strengthen their health and wellness.
- 1.1.5 Link trails to Downtown Brownsburg to support the center of the Town businesses and the future community center.
- 1.1.6 This Strategic Master Plan will be incorporated as part of the 2019 Town of Brownsburg Transpiration Plan as it applies to trail connectivity.

1.2 Seek to acquire parkland on the north side of I-74 for a community park to give residents a quality community park in that area of the Town.

- 1.2.1 Design and develop a community park that is accessible, convenient, safe, beautiful and provide multifunctional public spaces and recreation experiences that creates a sense of place for residents in that part of the Town.
- 1.2.2 Tie the future community park to a future trail so all residents can access the park in a safe manner.
- 1.2.3 Develop the community park to support residents’ needs for quality park amenities that are not provided to that area of the Town.
- 1.2.4 Develop conservation plans for all community parks and stream corridor parks with natural areas in them.

- 1.2.5 Develop a stronger partnership with Brown Township for connection to future park sites north of I-74.
- 1.2.6 Future development should be coordinated with other Townships to help eliminate non-resident fees.

1.3 Develop the Tague Property into a new community park on the west side of Brownsburg to serve the community's recreational needs in that part of the Town.

- 1.3.1 Develop a 10 year master site plan for the park to serve all ages and create a sense of place.
- 1.3.2 Consider the park site to meet sport fields needs in the Town.
- 1.3.3 Ensure the park links to White Lick Creek and provides an access corridor into Arbuckle Commons.
- 1.3.4 Develop the park to support a recreation community center if Arbuckle Park cannot be used for that site.
- 1.3.5 Provide the necessary resources required to build, maintain, and operate the park in a sustainable manner.
- 1.3.6 Create a business plan for the park once the park design has started to properly determine the cost to operate and maintain the park for the future.
- 1.3.7 Create and leverage partnership opportunities in the park to grow the capital and programmatic inventories and effectively utilize limited Town resources.

1.4 Partner and develop with Brownsburg Schools a recreation facility plan to try and meet the needs of all recreation needs in the Town for the next ten years.

- 1.4.1 Work with the School District to create an inventory of sports fields needs in the School District and the Town to meet the growing demand for youth sports fields in the Town.
- 1.4.2 Jointly develop facilities that can share usage to maximize the value of public dollars for sports fields in the Town.
- 1.4.3 Develop a joint use agreement with the school district on how to better maximize the use of existing and future school and park fields in the Town.

6.4.3 FACILITIES

Goal 2: Develop a Multi-generational community center for people of all ages that can operate in a financially sustainable manner.

STRATEGIES

2.1 Work with the community to complete the pre-design plan for the proposed Community Center and establish the right location, size and amenities to meet the indoor recreation needs of the community by the end of 2019 fiscal year.

- 2.1.1 If determined to be the desired funding strategy by the Park Board and Town Council, seek voter approval for a multigenerational community center in 2020.
- 2.1.2 Work with local recreation and fitness partners to not duplicate their efforts but compliment their established businesses in the Town.
- 2.1.3 Complete the partnership plan with IU Health West to support the community center development in the Town.
- 2.1.4 Ensure the location of the community center is easily accessible and provides an economic value to the Town.

2.2 Develop the community center operational plan in 2021 and 2022 if financially feasible.

- 2.2.1 Develop the final design for the community center and determine the true cost to develop and operate. Develop the community center design based on core programs and effective management policies.
- 2.2.2 Seek bids for the construction of the facility.
- 2.2.3 Implement the development of the community center over a two-year period and incorporate the established design principles for the site.
- 2.2.4 Look to hire staff to operate and maintain the community center nine months out to put all the key components in place for a successful opening.
- 2.2.5 Incorporate all partnerships desired into the building and ensure their developed spaces open on time with the community center opening.
- 2.2.6 Create a marketing plan for the community center with communication strategies to fulfill a great opening and first year of operations.
- 2.2.7 Track all user types to demonstrate the wide age segment appeal of users of the facility.

2.3 Update all existing park amenities over the next ten years to keep the image and positive use of parks intact.

- 2.3.1 Seek a stronger dedicated funding source for existing park improvements.
- 2.3.2 Update all play structures throughout the Town over the next ten years.
- 2.3.3 Incorporate new park amenities such as sports courts, sports fields, splash pads, restrooms, pathways, and picnic areas in the parks
- 2.3.4 Update all signs and landscaping in the parks through a beautification plan.
- 2.3.5 Ensure equitable access for all in all parts of the Town.
- 2.3.6 Update the park maintenance management plan to ensure the proper care of the parks is built into the operational budget to maximize their use and value to the community.
- 2.3.7 Invest in improvements to Williams' Blast Off Playground and Arbuckle Playground.
- 2.3.8 Continue invasive species subtraction.

6.4.4 PROGRAMS

Goal 3: Develop and implement creative park and recreation programs that target all residents in the Town to maximize the community's appreciation for quality park and recreation experiences.

STRATEGIES

3.1 Continue to build on existing core programs that include special events, after school programs, summer camps, nature education, outdoor adventure and adult sports programs across the Town.

- 3.1.1 Seek to find park and recreation type facilities through school sites, existing park sites and private providers spaces to host programs for all groups in the Town.
- 3.1.2 Look to partner with other providers to provide rentable space, host new core programs and resources for seniors, arts, people with disabilities and fitness related activities.
- 3.1.3 Continue to not compete with other service providers in the Town but compliment their efforts through planned coordination.
- 3.1.4 Implement a needs-based approach to community recreation programming across the Town.
- 3.1.5 Develop Pickleball courts and programs in the Town.

3.2 Partner with local health and wellness providers to provide fitness programs in parks and at local fitness centers.

- 3.2.1 Develop programs with local fitness gym providers to support group fitness programs such as Pilates, yoga, senior fitness and youth fitness type programs.
- 3.2.2 Develop fitness types of events in the Town to include walk/fun runs, yoga in the parks, health fairs and other type of group gathering competitions within the Town.
- 3.2.3 Develop outdoor fitness equipment in parks for people to use along trails or around splash pads and playgrounds to encourage more fitness related opportunities for people in the parks.

3.3 Develop new core programs in environmental education, active senior adult programs, arts and outdoor adventure using existing park facilities in the Town.

- 3.3.1 Develop one new core program a year over the next five years to bring greater awareness to the parks and recreation system in Brownsburg.
- 3.3.2 Seek to develop a mini-business and marketing plans for each core program area and how to develop it and capture the market for that program area.
- 3.3.3 Work with existing or new partners to provide the opportunity to host a program site or develop jointly with the Brownsburg Parks System for the future.
- 3.3.4 Create an annual event fair for new program areas to allow the community to come out and try these programs before they sign up for them.

6.4.5 FINANCE

Goal 4: Seek dedicated funding sources to support parks and recreation in Brownsburg Parks for the next ten years.

STRATEGIES

4.1 Create resilient, diverse, stable and predictable funding and earned income strategies for the next ten years for Brownsburg Parks.

- 4.1.1 Develop a Business and Partnership Development Office to create more capital and operational revenue for the Department.
- 4.1.2 Seek voter approval for the community center and site specific amenities through a combination of a bond, sales taxes and property taxes.
- 4.1.3 Update the park impact fee every three-five years
- 4.1.4 Update the pricing policy every three years against a cost recovery goal.
- 4.1.5 Develop business plans for every core program area and park facility to maximize its value and use.
- 4.1.6 Design parks and facilities to produce operational revenue through a business plan.
- 4.1.7 Ensure all partnership agreements are equitable to both parties and updated every two years.

4.2 Identify new partners who can help bring capital and operating dollars to a program or recreation facility on the front end of a project.

- 4.2.1 List out all for profit potential partners and not-for-profit partners to determine where they can provide opportunities in the parks to serve a larger audience of users.
- 4.2.2 Seek to create sports facilities for adults that can be self-sustaining as it applies to indoor and outdoor facilities.

- 4.2.3 Develop a grant funding process to help seek new grant funding sources that match the park and recreation needs in the Town.

4.3 Establish a Park Foundation that works alongside the Park Board in raising funds for capital projects and land acquisition.

- 4.3.1 Develop an effective Park Foundation to support needed capital projects defined within the Strategic Master Plan by prioritizing and developing one project a year as part of the park system.
- 4.3.2 Seek out the development of a park foundation to help bring new resources to the community through one special event a year and through individual contributions.

6.4.6 STAFFING

Goal 5: Continue to recruit, hire and retain highly engaged, driven and innovative staff to deliver quality parks, recreation facilities and programs in the Town that demonstrate the best of public services.

STRATEGIES

5.1 Create an innovative, efficient and effective organizational structure that is responsive to changing community needs.

- 5.1.1 Functionally align staffing resources to deliver recreation programs and services in the Town.
- 5.1.2 Develop staffing standards for number of park acres that the Department manages as well as facilities and programs the Department manages.
- 5.1.3 Keep a balance of FTEs so that staff turnover does not put stress on the system.
- 5.1.4 Add park and recreation staff as needed to support the community needs and service expectations of residents.

5.2 Recruit and retain qualified recreation program and facility management staff and invest in continued training and support.

- 5.2.1 Foster appropriate staffing levels, development and training to support recreation programs and services.
- 5.2.2 Implement mandatory training programs for all staff in business practices, cost accounting, customer service and hospitality training, program development and marketing of services.
- 5.2.3 Foster organizational development through relationships with local universities to hire the best seasonal staff possible.
- 5.2.4 Enhance opportunities for recognition for all levels of staff and volunteers working in the system.
- 5.2.5 Create team building opportunities (e.g. Motivational Speakers, Group Outings) to grow the work culture that is funded privately by sponsors or the foundation.

5.3 Develop a strong volunteer corps of community members to help deliver programs and events in the Town.

- 5.3.1 Seek to achieve 15% of the total operational hours needed to support the Department be completed by volunteers.
- 5.3.2 Seek to recruit train and place volunteers in the system to help supplement staff needs for the future.
- 5.3.3 Establish best practices in volunteer recruitment, placement and training.

APPENDIX A – NATIONAL AND LOCAL TRENDS

CORE VS. CASUAL PARTICIPATION

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency. Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. For instance, core participants engage in most fitness and recreational activities more than 50 times per year, while for sports, the threshold for core participation is typically 13 times per year. In a given activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than casual participants. This may also explain why activities with more core participants tend to experience less pattern shifts in participation rates than those with larger groups of casual participants.

In recent years, the percent of core participants has decreased in nearly every sport/activity as casual participation continues to become more common among today's generation. This is expected to be a result of several factors including time restraints, financial barriers, and the introduction of new activities. All of these factors are contributing to participants trying out new activities and casually participating in a wide variety of sports and recreation endeavors versus the former trend of dedicating all of one's time and finance to one (or two) activities.

INACTIVITY RATES / ACTIVITY LEVEL TRENDS

SFIA also categorizes participation rates by intensity, dividing activity levels into five categories based on the caloric implication (i.e., high calorie burning, low/med calorie burning, or inactive) and the frequency of participation (i.e., 1-50 times, 50-150 times, or above) for a given activity. Participation rates are expressed as 'super active' or 'active to a healthy level' (high calorie burning, 151+ times), 'active' (high calorie burning, 50-150 times), 'casual' (high calorie burning, 1-50 times), 'low/med calorie burning', and 'inactive'. These participation rates are then assessed based on the total population trend over the last five years, as well as breaking down these rates by generation.

NATIONAL SPORT AND FITNESS PARTICIPATORY TRENDS

NATIONAL TRENDS IN GENERAL SPORTS

The sports most heavily participated in the United States were Golf (23.8 million in 2016) and Basketball (23.4 million), which have participation figures well in excess of the other activities within the general sports category. The popularity of Golf and Basketball can be attributed to the ability to compete with relatively small number of participants. Even though Golf has experienced a recent decrease in participation, it still continues to benefit from its wide age segment appeal and is considered a life-long sport. Basketball's success can be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game.

Since 2012, Rugby and other niche sports, like Boxing, Lacrosse, and Roller Hockey have seen strong growth. Rugby has emerged as the overall fastest growing sport, as it has seen participation levels rise by 82.8% over the last five years. Based on the five-year trend, Boxing for Competition (42.6%), Lacrosse (35.1%), and Roller Hockey (34.2%) have also experienced significant growth. In the most recent year, the fastest growing sports were Boxing for Competition (13.1%) and Pickleball (11.3%).

During the last five years, the sports that are most rapidly declining include Ultimate Frisbee (-39.1%), Touch Football (-22.8%), Tackle Football (-16.0%), and Racquetball (-13.4%). For the most recent year,

Ultimate Frisbee (-14.9%), Badminton (-12.6%), Gymnastics (-10.7%), and Volleyball-Sand/Beach (-9.9%) experienced the largest declines.

In general, the most recent year shares a similar pattern with the five-year trends. This suggests that the increasing participation rates in certain activities have yet to peak in sports like Rugby, Lacrosse, Field Hockey, and Competitive Boxing. However, some sports that increased rapidly over the past five years have experienced recent decreases in participation, including Squash, Ice Hockey, Roller Hockey and Volleyball-Sand/Beach. The reversal of the five-year trends in these sports may be due to a relatively low user base (ranging from 1-5 million) and could suggest that participation in these activities may have peaked.

CORE VS. CASUAL TRENDS IN GENERAL SPORTS

The most popular sports, such as Basketball and Baseball, have a larger core participant base (engaged 13+ times annually) than casual participant base (engaged at least 1 time annually). Less mainstream, less organized sports such as Ultimate Frisbee, Roller Hockey, Squash, and Boxing for Competition have larger casual participation. Although these sports increased in participation over the last five years, the newcomers were mostly casual participants that may be more inclined to switch to other sports or fitness activities, resulting in the declining one-year trends.

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2012	2016	2017	5-Year Trend	1-Year Trend
Golf * (2011, 2015, and 2016 data)	25,682	24,120	23,815	-7.3%	-1.3%
Basketball	23,708	22,343	23,401	-1.3%	4.7%
Tennis	17,020	18,079	17,683	3.9%	-2.2%
Baseball	12,976	14,760	15,642	20.5%	6.0%
Soccer (Outdoor)	12,944	11,932	11,924	-7.9%	-0.1%
Softball (Slow Pitch)	7,411	7,690	7,283	-1.7%	-5.3%
Football, Flag	5,865	6,173	6,551	11.7%	6.1%
Badminton	7,278	7,354	6,430	-11.7%	-12.6%
Volleyball (Court)	6,384	6,216	6,317	-1.0%	1.6%
Football, Touch	7,295	5,686	5,629	-22.8%	-1.0%
Soccer (Indoor)	4,617	5,117	5,399	16.9%	5.5%
Football, Tackle	6,220	5,481	5,224	-16.0%	-4.7%
Volleyball (Sand/Beach)	4,505	5,489	4,947	9.8%	-9.9%
Gymnastics	5,115	5,381	4,805	-6.1%	-10.7%
Track and Field	4,257	4,116	4,161	-2.3%	1.1%
Cheerleading	3,244	4,029	3,816	17.6%	-5.3%
Racquetball	4,070	3,579	3,526	-13.4%	-1.5%
Pickleball	N/A	2,815	3,132	N/A	11.3%
Ultimate Frisbee	5,131	3,673	3,126	-39.1%	-14.9%
Ice Hockey	2,363	2,697	2,544	7.7%	-5.7%
Softball (Fast Pitch)	2,624	2,467	2,309	-12.0%	-6.4%
Lacrosse	1,607	2,090	2,171	35.1%	3.9%
Wrestling	1,922	1,922	1,896	-1.4%	-1.4%
Roller Hockey	1,367	1,929	1,834	34.2%	-4.9%
Rugby	887	1,550	1,621	82.8%	4.6%
Field Hockey	1,237	1,512	1,596	29.0%	5.6%
Squash	1,290	1,549	1,492	15.7%	-3.7%
Boxing for Competition	959	1,210	1,368	42.6%	13.1%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

*2017 information not available for **Golf**. Information to be released by National Golf Foundation. Participation figures above reflect 2011, 2015, and 2016 data.

Table 7 - General Sports National Participatory Trends

NATIONAL TRENDS IN GENERAL FITNESS

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of options that are relatively inexpensive to participate in and can be performed by most individuals.

The most popular fitness activity, by far, is Fitness Walking, which had about 110.8 million participants in 2017, increasing 2.7% from the previous year. Other leading fitness activities based on total number of participants include Treadmill (52.9 million), Free Weights (52.2 million), Running/Jogging (50.7 million), Weight/Resistance Machines (36.2 million), and Stationary Cycling (36.0 million).

Over the last five years, the activities growing most rapidly are Non-Traditional / Off-Road Triathlons (74.7%), Trail Running (57.6%), and Aerobics (32.7%). Over the same time frame, the activities that have undergone the most decline include: Boot Camps Style Cross Training (-11.3%), Stretching (-7.5%), and Weight/Resistance Machines (-6.9%).

In the last year, activities with the largest gains in participation were Triathlon Non-Traditional/Off Road (10.1%), Running/Jogging (7.1%), and Trail Running (6.6%). From 2016-2017, the activities that had the most decline in participation were Traditional/Road Triathlon (-8.9%), Cardio Kickboxing (-3.0%), and Calisthenics/Bodyweight Exercise (-2.6%).

CORE VS. CASUAL TRENDS IN GENERAL FITNESS

It should be noted that many of the activities that are rapidly growing have a relatively low user base, which allows for more drastic shifts in terms of percentage, especially for five-year trends. Increasing casual participants may also explain the rapid growth in some activities. For instance, core/casual participation trends showed that over the last five years, casual participants increased drastically in Non-Traditional/ Off Road (119.6%) and Tai Chi (26.9%), while the core participant base of both activities experienced significantly less growth.

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2012	2016	2017	5-Year Trend	1-Year Trend
Fitness Walking	114,029	107,895	110,805	-2.8%	2.7%
Treadmill	50,839	51,872	52,966	4.2%	2.1%
Free Weights (Dumbbells/Hand Weights)	N/A	51,513	52,217	N/A	1.4%
Running/Jogging	51,450	47,384	50,770	-1.3%	7.1%
Weight/Resistant Machines	38,999	35,768	36,291	-6.9%	1.5%
Stationary Cycling (Recumbent/Upright)	35,987	36,118	36,035	0.1%	-0.2%
Stretching	35,873	33,771	33,195	-7.5%	-1.7%
Elliptical Motion Trainer*	28,560	32,218	32,283	13.0%	0.2%
Free Weights (Barbells)	26,688	26,473	27,444	2.8%	3.7%
Yoga	23,253	26,268	27,354	17.6%	4.1%
Calisthenics/Bodyweight Exercise	N/A	25,110	24,454	N/A	-2.6%
Choreographed Exercise	N/A	21,839	22,616	N/A	3.6%
Aerobics (High Impact)	16,178	21,390	21,476	32.7%	0.4%
Stair Climbing Machine	12,979	15,079	14,948	15.2%	-0.9%
Cross-Training Style Workout	N/A	12,914	13,622	N/A	5.5%
Stationary Cycling (Group)	8,477	8,937	9,409	11.0%	5.3%
Trail Running	5,806	8,582	9,149	57.6%	6.6%
Pilates Training	8,519	8,893	9,047	6.2%	1.7%
Cardio Kickboxing	6,725	6,899	6,693	-0.5%	-3.0%
Boot Camp Style Cross-Training	7,496	6,583	6,651	-11.3%	1.0%
Martial Arts	5,075	5,745	5,838	15.0%	1.6%
Boxing for Fitness	4,831	5,175	5,157	6.7%	-0.3%
Tai Chi	3,203	3,706	3,787	18.2%	2.2%
Barre	N/A	3,329	3,436	N/A	3.2%
Triathlon (Traditional/Road)	1,789	2,374	2,162	20.8%	-8.9%
Triathlon (Non-Traditional/Off Road)	1,075	1,705	1,878	74.7%	10.1%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

*Cardio Cross Trainer is merged to Elliptical Motion Trainer

Table 8 - General Fitness National Participatory Trends

NATIONAL TRENDS IN OUTDOOR RECREATION

Results from the SFIA report demonstrate a contrast of growth and decline in participation regarding outdoor / adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or within a group, and are not as limited by time constraints.

In 2017, the most popular activities, in terms of total participants, from the outdoor / adventure recreation category include: Day Hiking (44.9 million), Road Bicycling (38.8 million), Freshwater Fishing (38.3 million), and Camping within ¼ mile of Vehicle/Home (26.2 million).

From 2012-2017, BMX Bicycling (83.4%), Adventure Racing (56.3%), Backpacking Overnight (38.3%), and Day Hiking (30.1%) have undergone the largest increases in participation. Similarly, in the last year, activities growing most rapidly include: BMX Bicycling (10.0%), Backpacking Overnight (8.1%), and Day Hiking (6.6%).

The five-year trend shows activities declining most rapidly were In-Line Roller Skating (-20.7%), Camping within ¼ mile of Home/Vehicle (-16.5%), and Birdwatching (-9.2%). More recently, activities experiencing the largest declines were Adventure Racing (-15.7%), Traditional Climbing (-9.4%), and In-Line Roller Skating (-2.1%).

CORE VS. CASUAL TRENDS IN OUTDOOR RECREATION

National participation trends for outdoor activities is on the rise; however, In-Line Roller Skating and Freshwater Fishing only experienced increases in *casual* participation over the last five years. Any decline in participation over the last five years was mainly ascribed to decreases in core participants for activities such as In-Line Roller Skating (-32.6%), Skateboarding (-10.7%), Road Bicycling (-10.4%), Camping Recreational Vehicle (-10.0%), and Archery (-3.2%).

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2012	2016	2017	5-Year Trend	1-Year Trend
Hiking (Day)	34,519	42,128	44,900	30.1%	6.6%
Bicycling (Road)	39,790	38,365	38,866	-2.3%	1.3%
Fishing (Freshwater)	39,002	38,121	38,346	-1.7%	0.6%
Camping (< 1/4 Mile of Vehicle/Home)	31,454	26,467	26,262	-16.5%	-0.8%
Camping (Recreational Vehicle)	15,903	15,855	16,159	1.6%	1.9%
Fishing (Saltwater)	12,000	12,266	13,062	8.9%	6.5%
Birdwatching (>1/4 mile of Vehicle/Home)	13,535	11,589	12,296	-9.2%	6.1%
Backpacking Overnight	7,933	10,151	10,975	38.3%	8.1%
Bicycling (Mountain)	7,265	8,615	8,609	18.5%	-0.1%
Archery	7,173	7,903	7,769	8.3%	-1.7%
Fishing (Fly)	5,848	6,456	6,791	16.1%	5.2%
Skateboarding	6,227	6,442	6,382	2.5%	-0.9%
Roller Skating, In-Line	6,647	5,381	5,268	-20.7%	-2.1%
Bicycling (BMX)	1,861	3,104	3,413	83.4%	10.0%
Adventure Racing	1,618	2,999	2,529	56.3%	-15.7%
Climbing (Traditional/Ice/Mountaineering)	2,189	2,790	2,527	15.4%	-9.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Table 9 - Outdoor Recreation National Participatory Trends

NATIONAL TRENDS IN AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport, which is most likely why it has experienced such strong participation growth among the American population. In 2017, Fitness Swimming is the absolute leader in overall participation (27.1 million) for aquatic activities, due in large part to its broad, multigenerational appeal. In the most recent year, Fitness Swimming reported the strongest growth (2.0%) among aquatic activities, while Aquatic Exercise and Competitive Swimming experienced decreases in participation.

Aquatic Exercise has had a strong participation base of 10.4 million, however it also has recently experienced a slight decrease in participants (-1.1%). Based on previous trends, this activity could rebound in terms of participation due largely to ongoing research that demonstrates the activity's great therapeutic benefit coupled with increased life expectancies and a booming senior population. Aquatic Exercise has paved the way as a less stressful form of physical activity, while allowing similar benefits as land-based exercises, such as aerobic fitness, resistance training, flexibility, and balance. Doctors are still recommending Aquatic Exercise for injury rehabilitation, mature patients, and patients with bone or joint problems. Compared to a standard workout, Aquatic Exercise can significantly reduce stress placed on weight-bearing joints, bones, and muscles, while also reducing swelling.

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2012	2016	2017	5-Year Trend	1-Year Trend
Swimming (Fitness)	23,216	26,601	27,135	16.9%	2.0%
Aquatic Exercise	9,177	10,575	10,459	14.0%	-1.1%
Swimming (Competition)	2,502	3,369	3,007	20.2%	-10.7%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Table 10 - Aquatic National Participatory Trends

CORE VS. CASUAL TRENDS IN AQUATIC ACTIVITY

While all activities have undergone increases in participation over the last five years, most recently, casual participation (1-49 times) is increasing much more rapidly than core participation (50+ times). For the five-year timeframe, casual participants of Competition Swimming increased by 56.2%, Aquatic Exercise by 24.8%, and Fitness Swimming by 21.0%. However, core participants of Competition Swimming decreased by -6.5% and Aquatic Exercise declined by -4.6% (from 2012 to 2017).

NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

The most popular water sports / activities based on total participants in 2017 were Recreational Kayaking (10.5 million), Canoeing (9.2 million), and Snorkeling (8.3 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has long winter seasons or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can greatly influence water activity participation.

Over the last five years, Stand-Up Paddling (138.9%) was by far the fastest growing water activity, followed by White Water Kayaking (33.1%), Recreational Kayaking (28.7%), and Sea/Tour Kayaking (20.8%). Although the five-year trends show water sport activities are getting more popular, the most recent year shows a different trend. From 2016-2017 Stand-Up Paddling Recreational Kayaking reflect much slower increases in participation (3.3% and 5.2%), while White Water Kayaking (-2.0%), Sea/Tour Kayaking (-5.4%) both show decreases in participation numbers.

From 2012-2017, activities declining most rapidly were Jet Skiing (-22.6%), Water Skiing (-19.4%), and Wakeboarding (-10.8%). In the most recent year, activities experiencing the greatest declines in participation included: Boardsailing/Windsurfing (-9.4%), Canoeing (-8.2%), and Scuba Diving (-7.6%).

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2012	2016	2017	5-Year Trend	1-Year Trend
Kayaking (Recreational)	8,187	10,017	10,533	28.7%	5.2%
Canoeing	9,813	10,046	9,220	-6.0%	-8.2%
Snorkeling	8,664	8,717	8,384	-3.2%	-3.8%
Jet Skiing	6,996	5,783	5,418	-22.6%	-6.3%
Sailing	3,841	4,095	3,974	3.5%	-3.0%
Water Skiing	4,434	3,700	3,572	-19.4%	-3.5%
Rafting	3,756	3,428	3,479	-7.4%	1.5%
Stand-Up Paddling	1,392	3,220	3,325	138.9%	3.3%
Wakeboarding	3,368	2,912	3,005	-10.8%	3.2%
Kayaking (Sea/Touring)	2,446	3,124	2,955	20.8%	-5.4%
Scuba Diving	2,781	3,111	2,874	3.3%	-7.6%
Surfing	2,545	2,793	2,680	5.3%	-4.0%
Kayaking (White Water)	1,878	2,552	2,500	33.1%	-2.0%
Boardsailing/Windsurfing	1,372	1,737	1,573	14.7%	-9.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Table 11 - Water Sports/Activities National Participatory Trends

CORE VS. CASUAL TRENDS IN WATER SPORTS / ACTIVITIES

As mentioned previously, regional, seasonal, and environmental limiting factors may influence the participation rate of water sport and activities. These factors may also explain why all water-based activities have more casual participants than core participants, since frequencies of activities may be constrained by uncontrollable factors.

ACTIVITY BY GENERATION

Analyzing participation by age for recreational activities reveals that fitness and outdoor sports were the most common activities across all generations. Breaking down activity level by generation shows a converse correlation between age and healthy activity rates.

Generation Z (born 2000+) were the most active, with only 17.6% identifying as inactive. Approximately 65% of individuals within this generation were active in 2017; with 26.3% being active to a healthy level, 18.5% being active & high calorie, and 20.1% being casual active & low/med calorie.

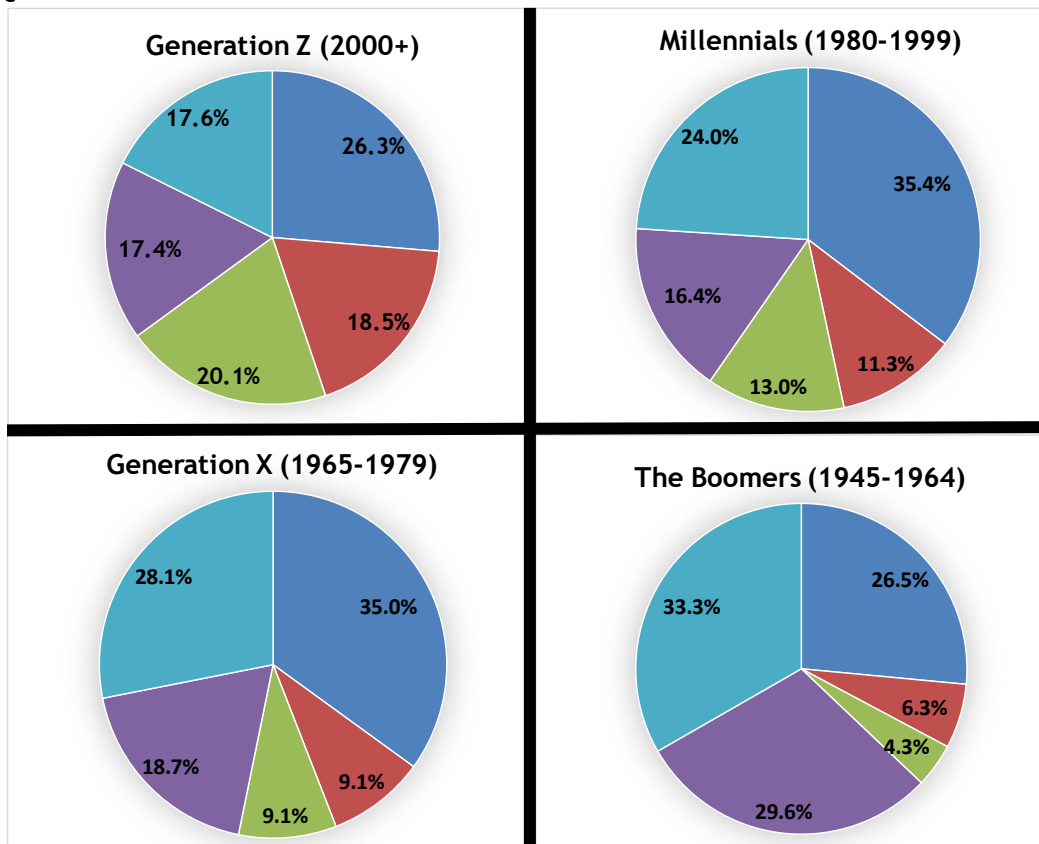
Almost half (46.7%) of **millennials (born 1980-1999)** were active to a healthy level (35.4%) or active & high calorie (11.3%), while 24.0% claimed they were inactive. Even though this inactive rate is much higher than Generation Z's (17.6%), it is still below the national inactive rate (28%).

Generation X (born 1965-1979) has the second highest active to a healthy level rate (35.0%) among all generations, only being 0.4% less than Millennials. At the same time, they also have the second highest inactive rate, with 28.1% not active at all.

The Boomers (born 1945-1964) were the least active generation, with an inactive rate of 33.3%. This age group tends to participate in less intensive activities. Approximately 34% claimed to engage in casual & low/med calorie (4.3%) or low/med calorie (29.6%) burning activities.

2017 PARTICIPATION RATES BY GENERATION
US population, Ages 6+

■ Active to a Healthy Level
 ■ Active & High Calorie
 ■ Casual & Low/Med Calorie
 ■ Low/Med Calorie
 ■ Inactive



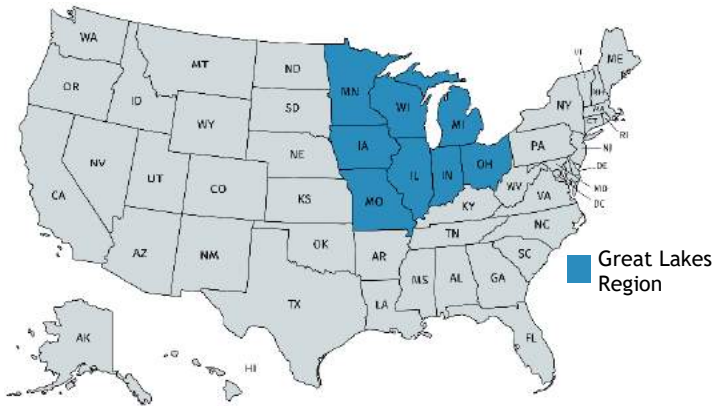
*Times per year: Casual (1-50), Active (51-150), Active to Healthy Level (151+)

Figure 33 - 2017 Participatory Rates by Generation

NATIONAL AND REGIONAL PROGRAMMING TRENDS

PROGRAMS OFFERED BY PARK AND RECREATION AGENCIES (GREAT LAKES REGION)

NRPA's *Agency Performance Review 2018* summarizes key findings from NRPA Park Metrics, which is a benchmark tool that compares the management and planning of operating resources and capital facilities of park and recreation agencies. The report contains data from 1,069 park and recreation agencies across the U.S. as reported between 2015 and 2017.



The report shows that the typical agencies (i.e., those at the median values) offer 161 programs annually, with roughly 60% of those programs being fee-based activities/events.

According to the information reported to the NRPA, the top five programming activities most frequently offered by park and recreation agencies, both in the U.S. and regionally, are described in the table below (Table 12). A complete comparison of regional and national programs offered by agencies can be found in Figure 34.

When comparing Great Lakes agencies to the U.S. average, team sports, themed special events, fitness enhancement classes, and health and wellness education were all identified as top five most commonly provided program areas offered regionally and nationally.

Top 5 Most Offered Core Program Areas (Offered by Parks and Recreation Agencies)	
U.S. (% of agencies offering)	Great Lakes Region (% of agencies offering)
<ul style="list-style-type: none"> Team sports (86%) 	<ul style="list-style-type: none"> Themed special events (84%)
<ul style="list-style-type: none"> Themed special events (84%) 	<ul style="list-style-type: none"> Team sports (81%)
<ul style="list-style-type: none"> Social recreation events (81%) 	<ul style="list-style-type: none"> Social recreation events (81%)
<ul style="list-style-type: none"> Fitness enhancement classes (78%) 	<ul style="list-style-type: none"> Health and wellness education (78%)
<ul style="list-style-type: none"> Health and wellness education (78%) 	<ul style="list-style-type: none"> Fitness enhancement classes 76%

Table 12 - Most Offered Core Program

In general, Great Lakes park and recreation agencies offered programs at a very similar rate as the national average. However, based on a discrepancy threshold of 5% or more, Great Lakes agencies are offering natural and cultural history activities at a higher rate than the national average. Contradictory, the Great Lakes Region is trailing the national average in regards to team sports.

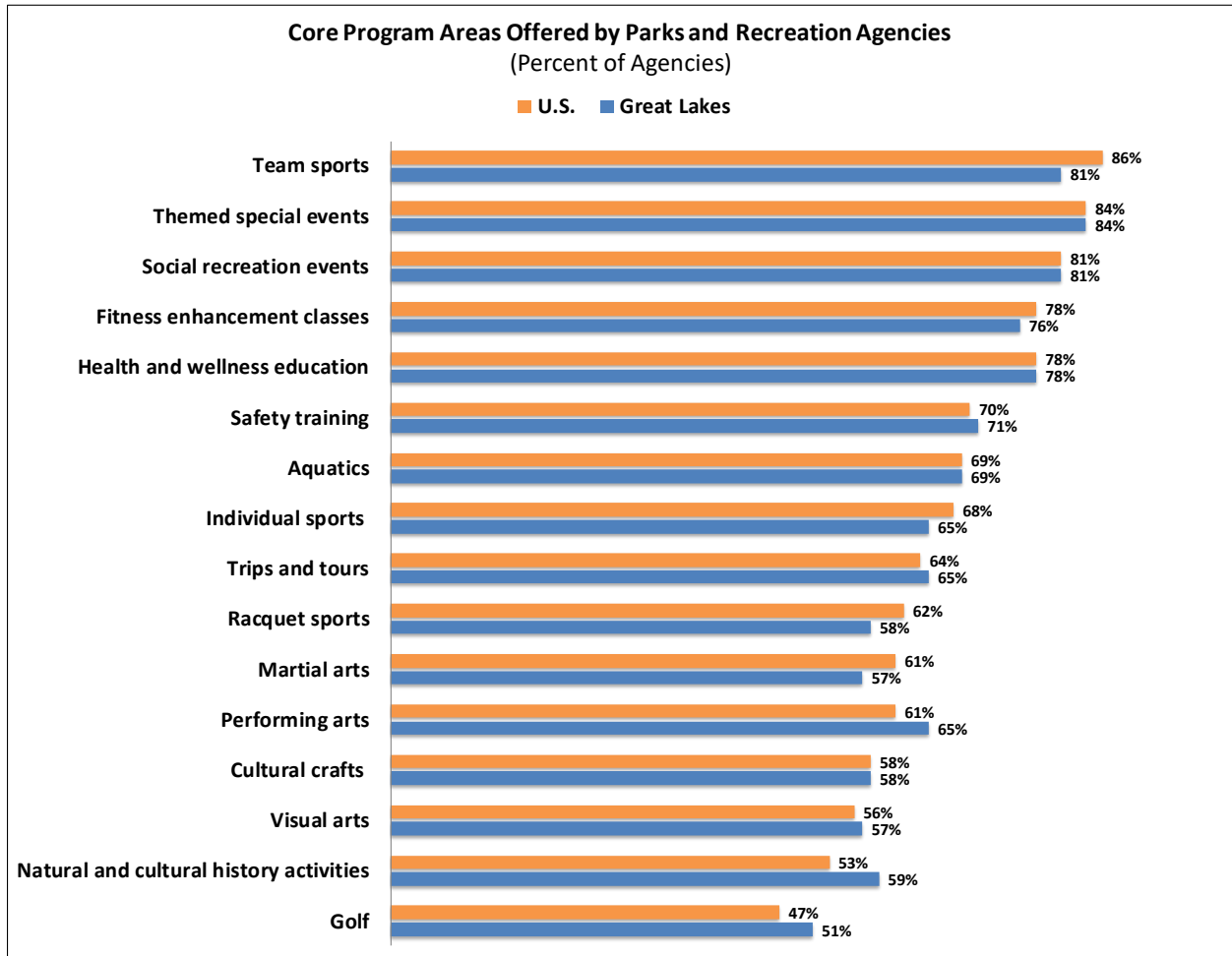


Figure 34 - Programs Offered by Parks and Recreation Agencies

TARGETED PROGRAMS FOR CHILDREN, SENIORS, AND PEOPLE WITH DISABILITIES

For better understanding of targeted programs by age segment, the NRPA also tracks program offerings that cater specifically to children, seniors, and people with disabilities, on a national and regional basis. This allows for further analysis of these commonly targeted populations. According to the 2018 NRPA Agency Performance Review, approximately 79% of agencies offer dedicated senior programming, while 62% of park and recreation agencies provide adaptive programming for individuals with disabilities.

Based on information reported to the NRPA, the top three activities that target children, seniors, and/or people with disabilities most frequently offered by park and recreation agencies are described in the table below (Table 13). A complete comparison of regional and national programs offered by agencies can be found in Figure 35.

Top 3 Most Offered Core Program Areas (Targeting Children, Seniors, and/or People with Disabilities)	
U.S. (% of agencies offering)	Great Lakes Region (% of agencies offering)
<ul style="list-style-type: none"> Summer camp (84%) 	<ul style="list-style-type: none"> Summer camp (84%)
<ul style="list-style-type: none"> Senior programs (79%) 	<ul style="list-style-type: none"> Senior programs 79%
<ul style="list-style-type: none"> Teen programs (63%) 	<ul style="list-style-type: none"> Teen programs (63%)

Table 13 - Top Three Most Offered Core Program Areas

Agencies in the Great Lakes tend to offer targeted programs at an almost identical rate as the national average. The only significant discrepancy is when it comes to preschool and before school program, which the Great Lakes Region offers at a higher rate than the national average.

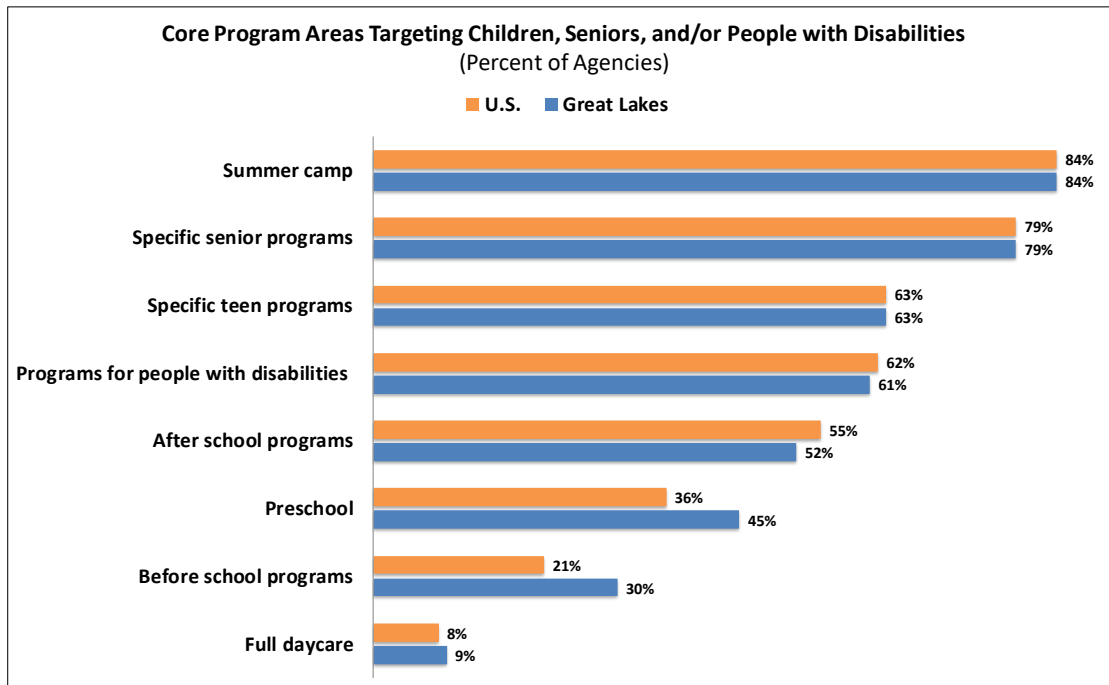


Figure 35 - Targeted Programs for Children, Seniors and/or People with Disabilities

LOCAL SPORT AND LEISURE MARKET POTENTIAL

MARKET POTENTIAL INDEX (MPI)

The following charts show sport and leisure market potential data for the Town’s service area, as provided by ESRI. A Market Potential Index (MPI) measures the probable demand for a product or service within the Town. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the U.S. national average. The national average is 100; therefore, numbers below 100 would represent lower than average participation rates, and numbers above 100 would represent higher than average participation rates. The Town is compared to the national average in four (4) categories - general sports, fitness, outdoor activity, and commercial recreation.

Overall, the Town demonstrates extremely high market potential index (MPI) numbers. When analyzing the general sports, fitness, and commercial recreation market potential charts, a significant number of activities within these categories have MPI scores above the national average (100). For example, in assessing the fitness activity market potential chart, a majority of activities also have above average scores with only Zumba and Aerobics below the national average.

These overall high MPI scores show that Brownsburg residents are very active and have a rather strong participation presence when it comes to recreational activities. This becomes significant when the Town considers starting up new programs or building new facilities, giving them a strong tool to estimate resident attendance and participation.

As seen in the charts below, the following sport and leisure trends are most prevalent for residents within the Town. The activities are listed in descending order, from highest to lowest MPI score. High index numbers (100+) are significant because they demonstrate that there is a greater potential that residents within the service area will actively participate in offerings provided by Brownsburg Parks.

GENERAL SPORTS MARKET POTENTIAL

When analyzing the general sports MPI chart, Golf (127 MPI), Softball (114 MPI), and Volleyball (111 MPI) are the most popular sports amongst Town residents when compared to the national average.

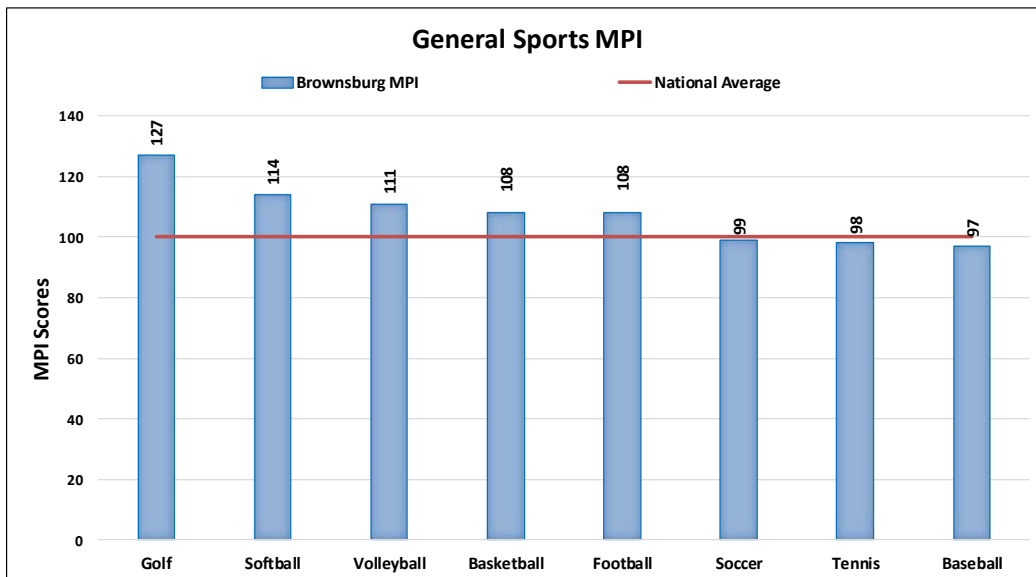


Figure 36 - General Sports MPI

FITNESS MARKET POTENTIAL

The fitness MPI chart shows Swimming (120 MPI), Jogging/Running (114 MPI), and Walking for Exercise (112 MPI) as the most popular activities amongst Brownsburg residents when compared to the national average.

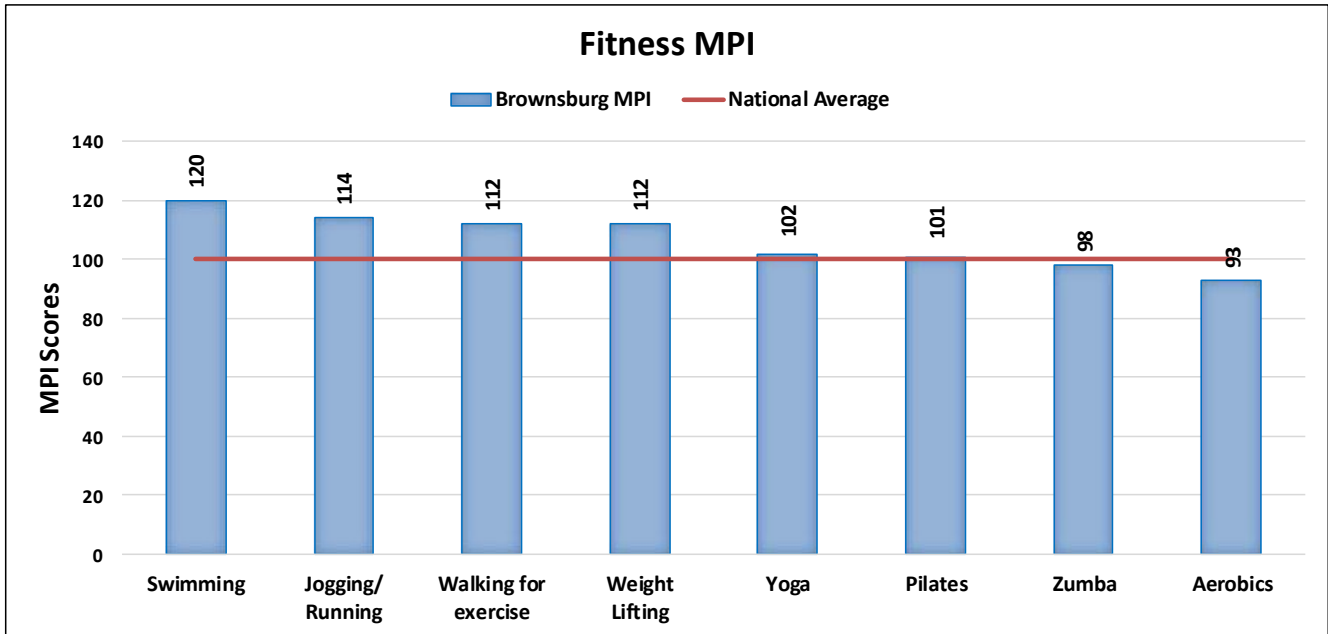


Figure 37 - Fitness MPI

OUTDOOR ACTIVITY MARKET POTENTIAL

When analyzing the outdoor activity MPI chart, Fresh Water Fishing (120 MPI), Power Boating (113 MPI), and Road Bicycling (112 MPI) are the most popular activities amongst Town residents when compared to the national average.

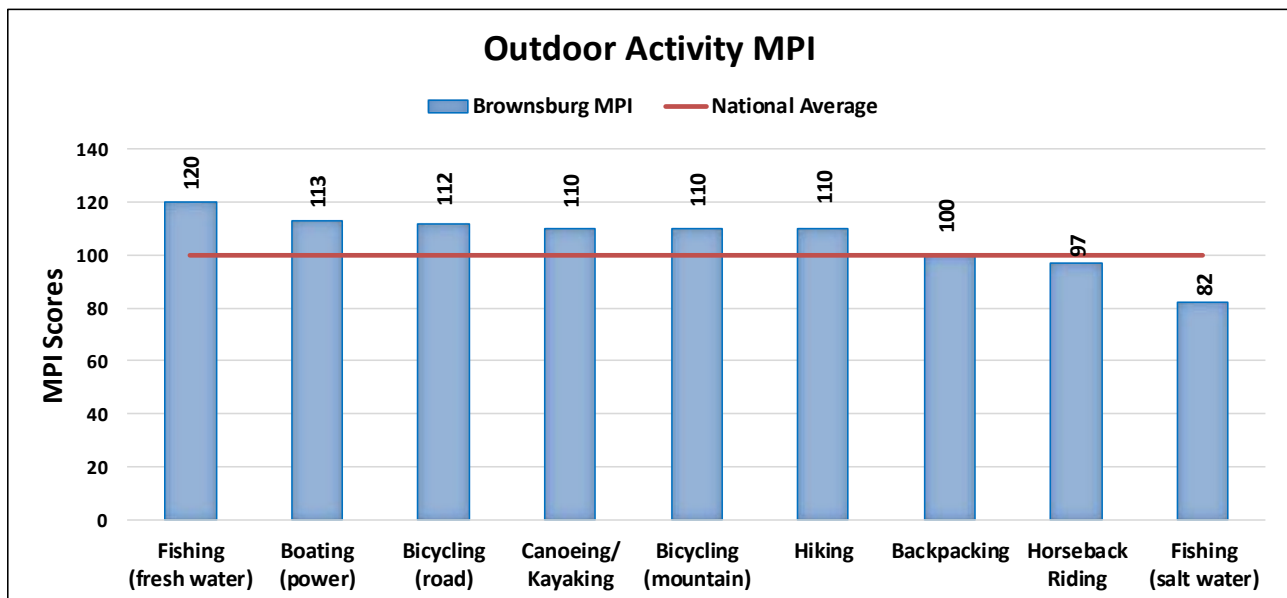


Figure 38 - Outdoor Activity MPI

COMMERCIAL RECREATION MARKET POTENTIAL

The commercial recreation MPI chart shows Visited a zoo in the last 12 months (132 MPI), Spent \$250+ on sports/rec equipment (127 MPI), and Visited theme park 5+ times in last 12 months (127 MPI) as the most popular activities amongst Brownsburg residents when compared to the national average.

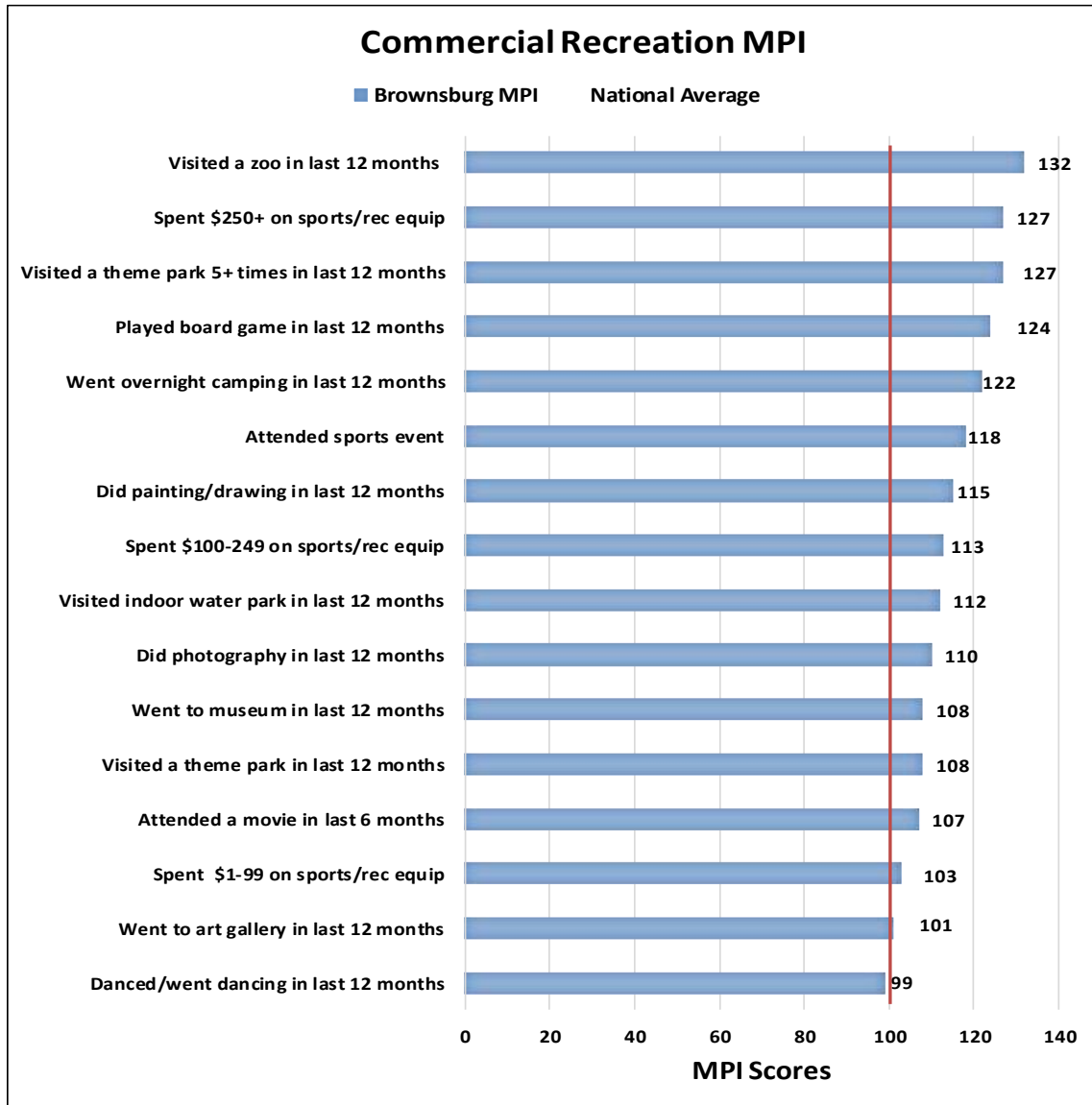
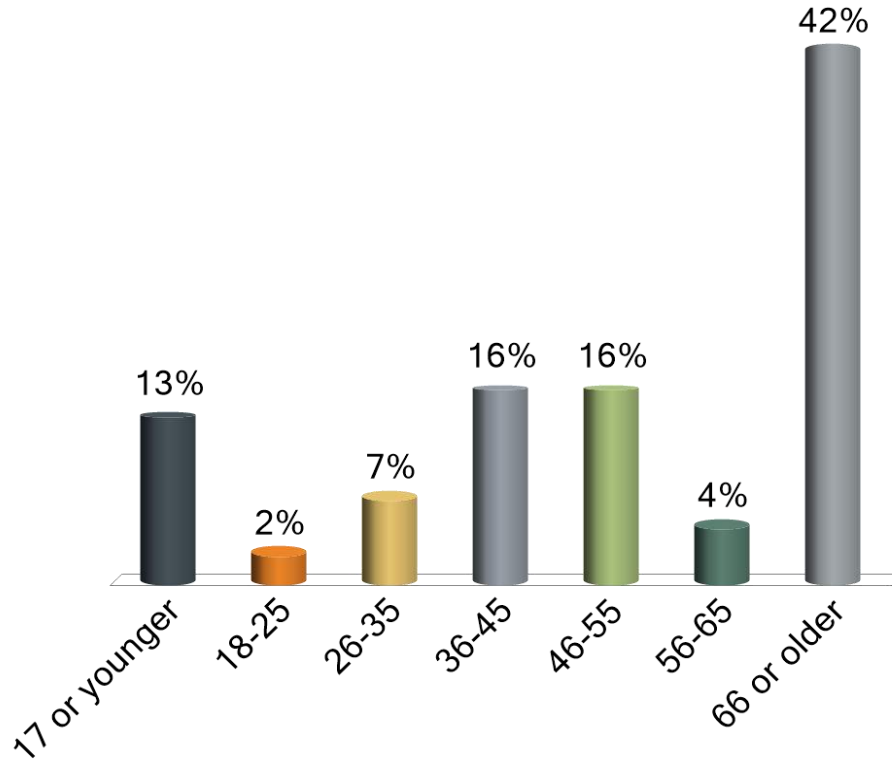


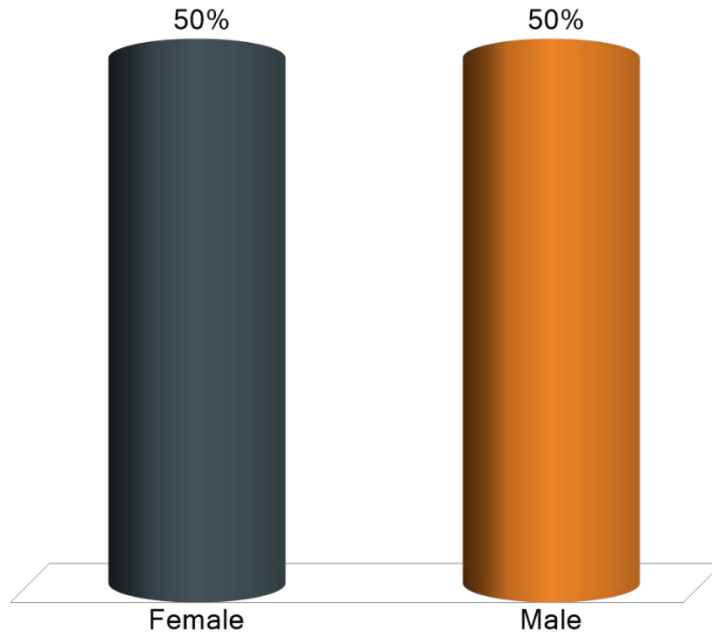
Figure 39 - Commercial Recreation MPI

APPENDIX B - FIRST PUBLIC FORUM LIVE POLLING RESULTS
QUESTIONS

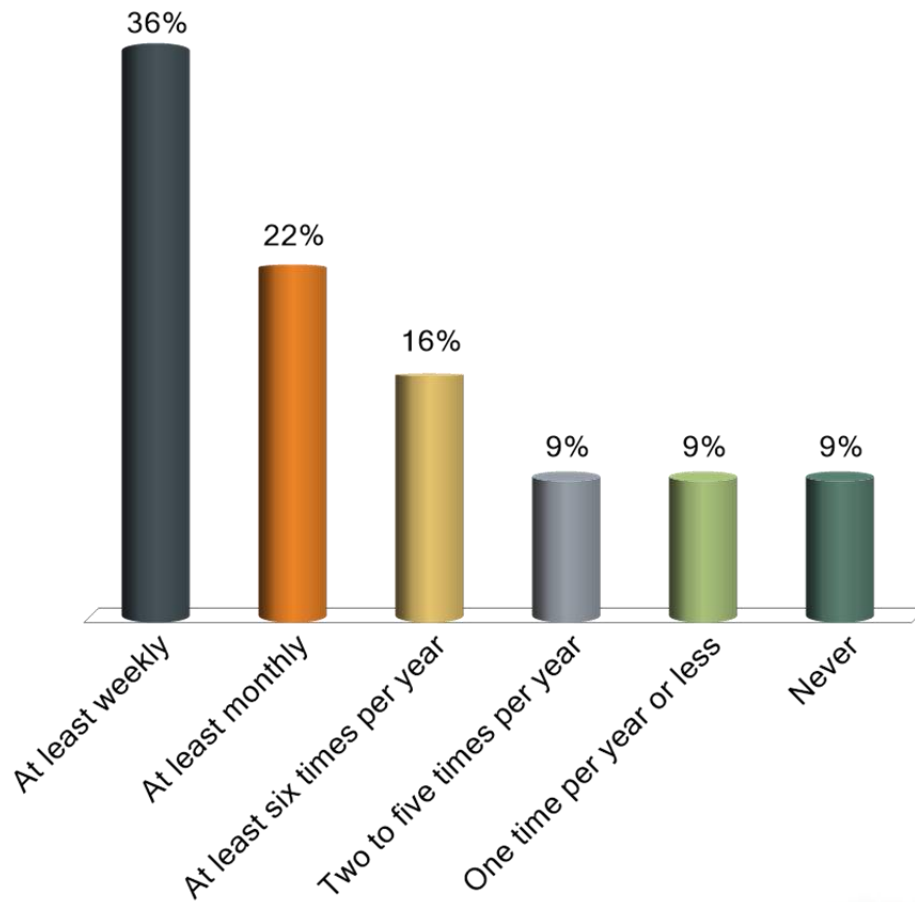
WHAT IS YOUR AGE GROUP



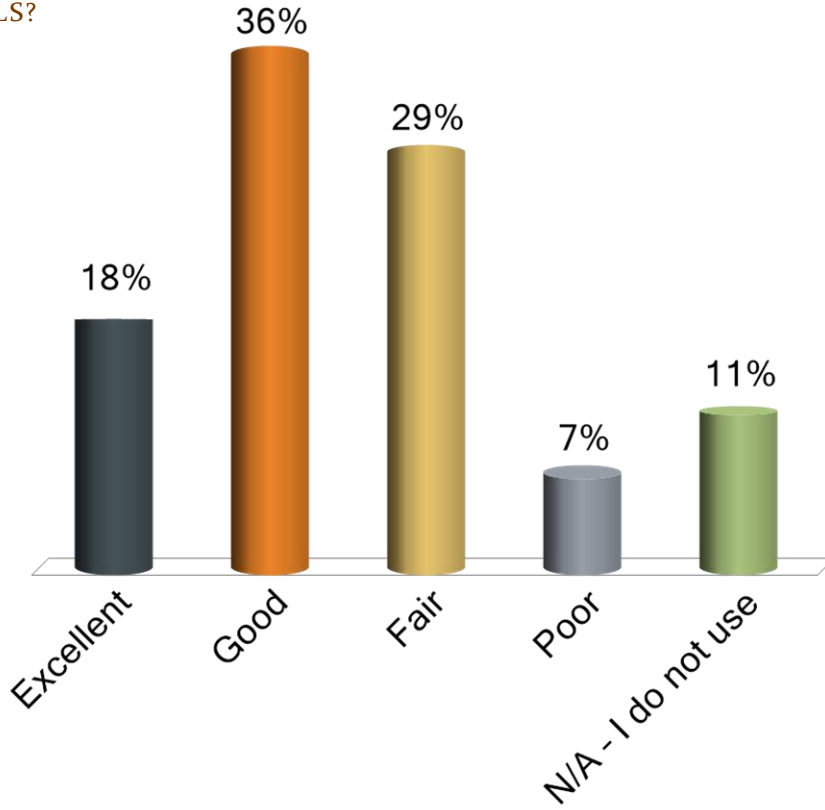
WHAT IS YOUR GENDER



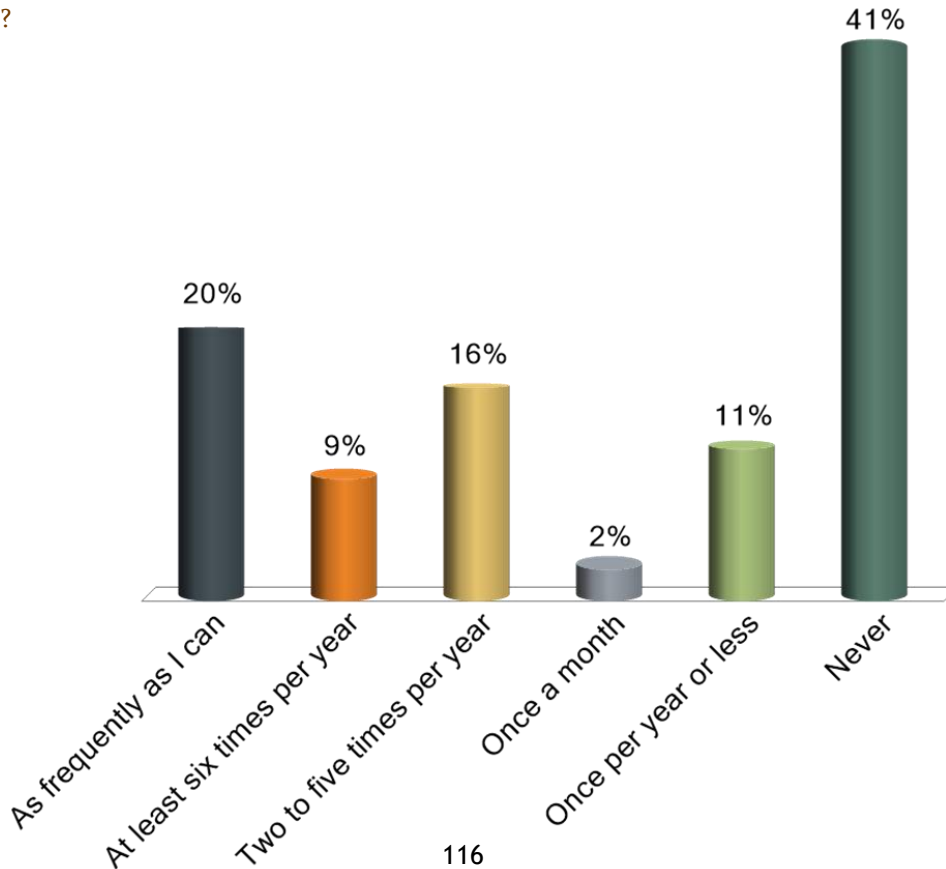
HOW OFTEN DO YOU USE THE TOWN OF BROWNSBURG PARKS OR TRAIL SYSTEM?



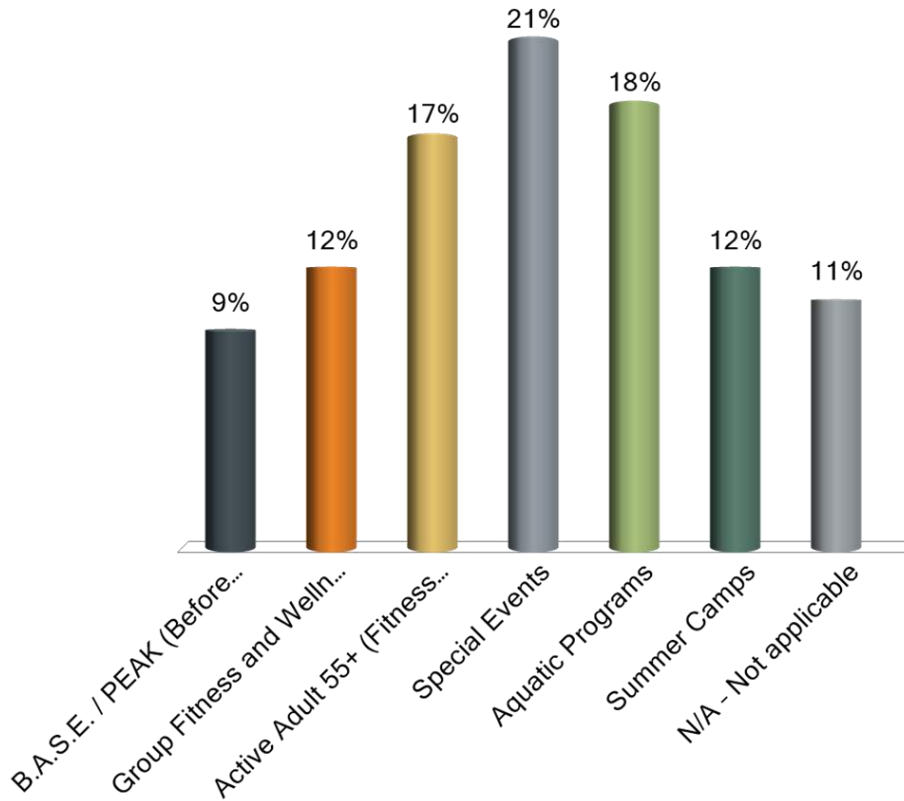
HOW WOULD YOU RATE THE OVERALL QUALITY OF THE TOWN OF BROWNSBURG PARKS AND TRAILS?



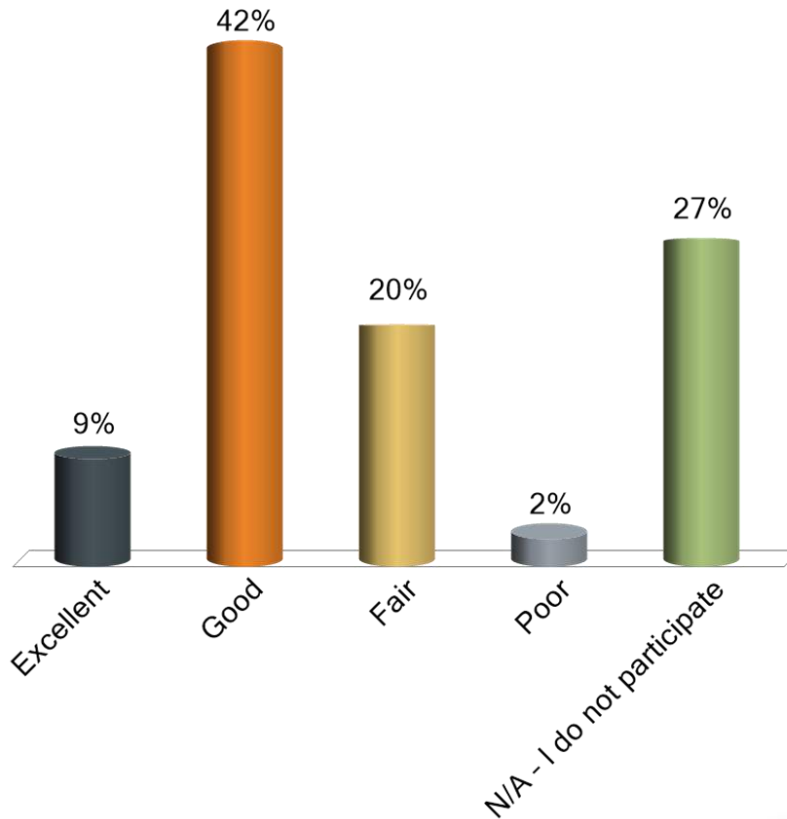
HOW OFTEN DO YOU PARTICIPATE IN ANY BROWNSBURG PARKS RECREATION PROGRAMS?



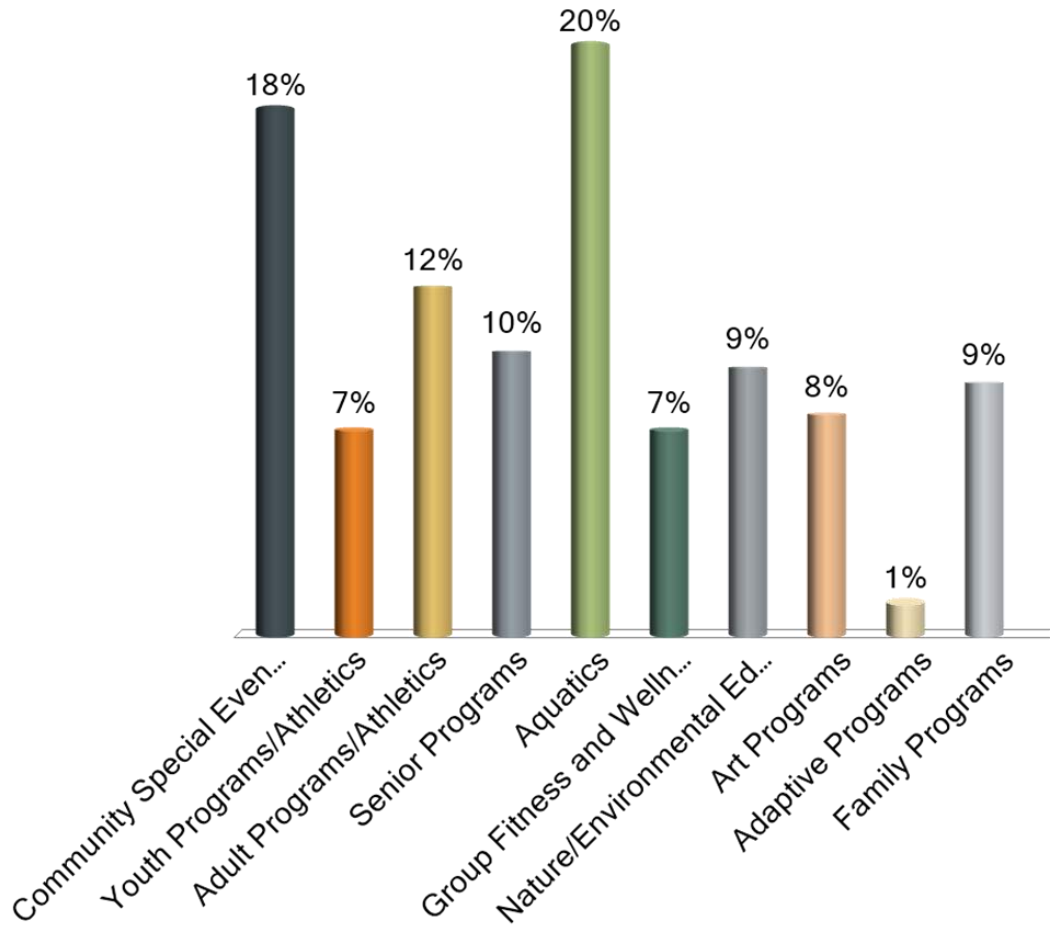
WHAT PROGRAMS ARE THE TWO MOST IMPORTANT TO YOU AND YOUR FAMILY?



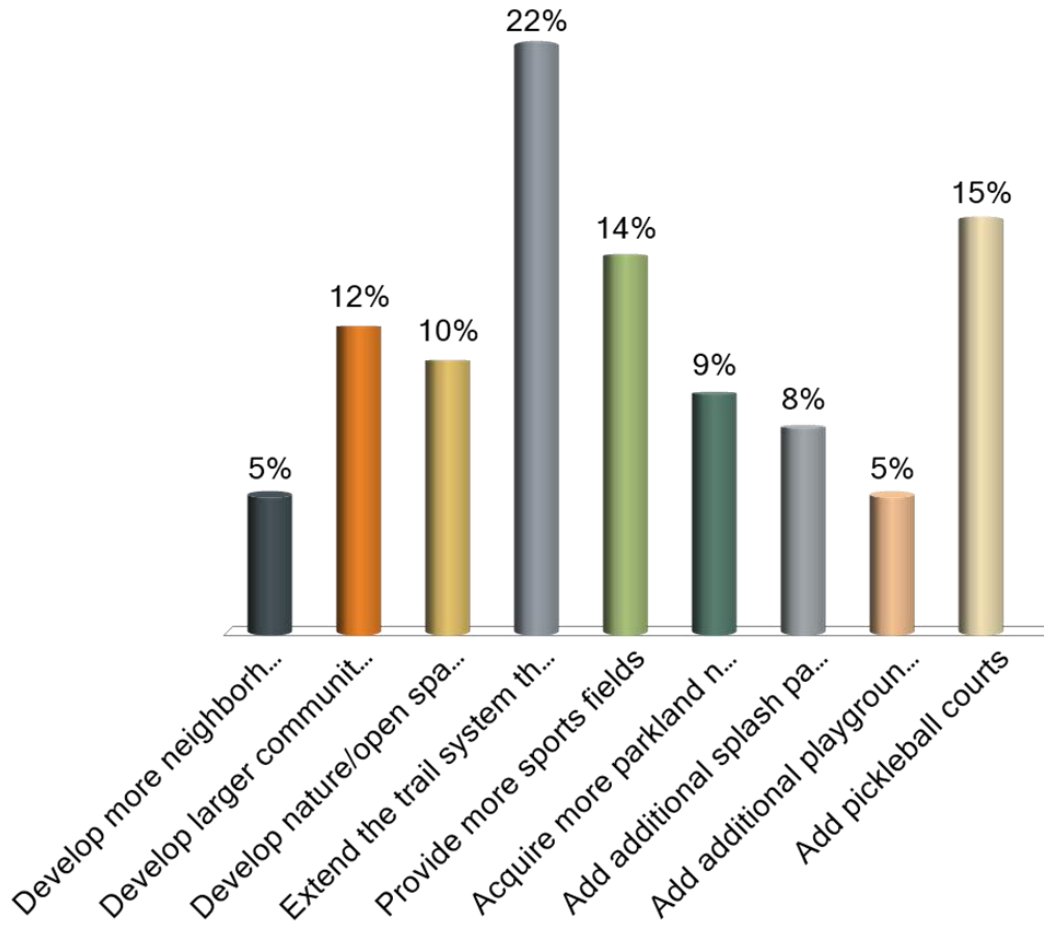
HOW WOULD YOU RATE THE OVERALL QUALITY OF BROWNSBURG PARKS PROGRAMS AND SPECIAL EVENTS



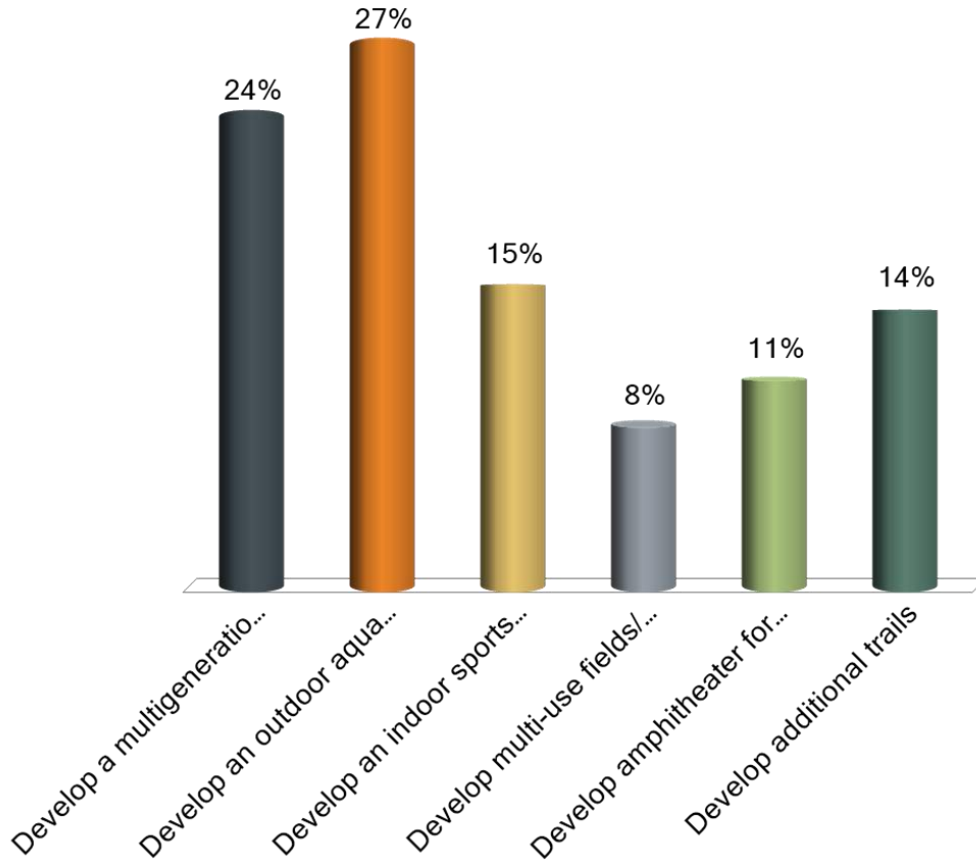
WHAT TYPES OF PROGRAMS/SERVICES ARE YOU MOST INTERESTED IN? (SELECT ALL THAT APPLY)



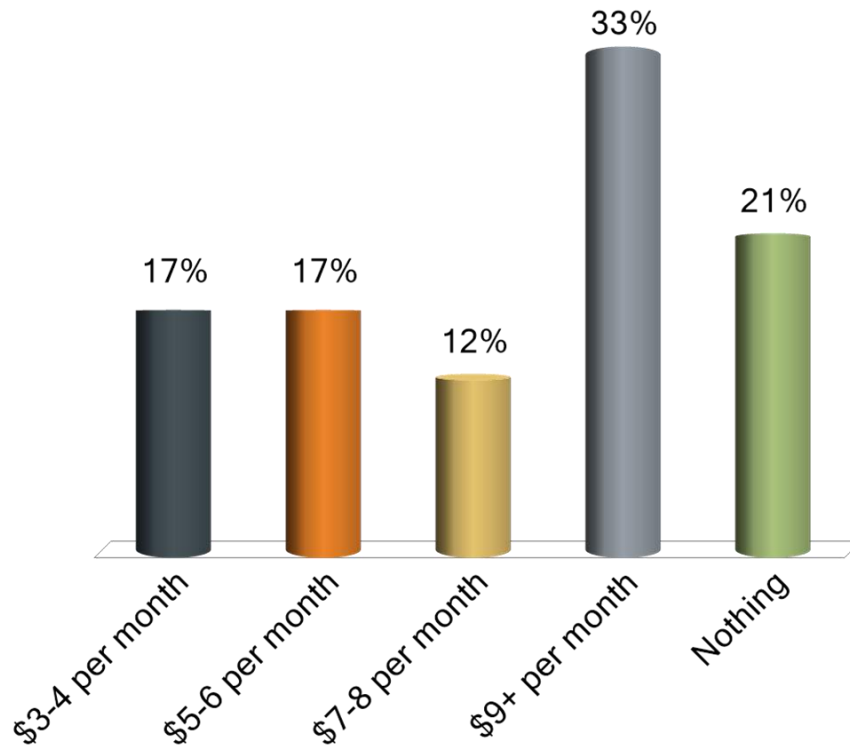
WHAT ARE YOUR TOP TWO PRIORITIES FOR PARKS?



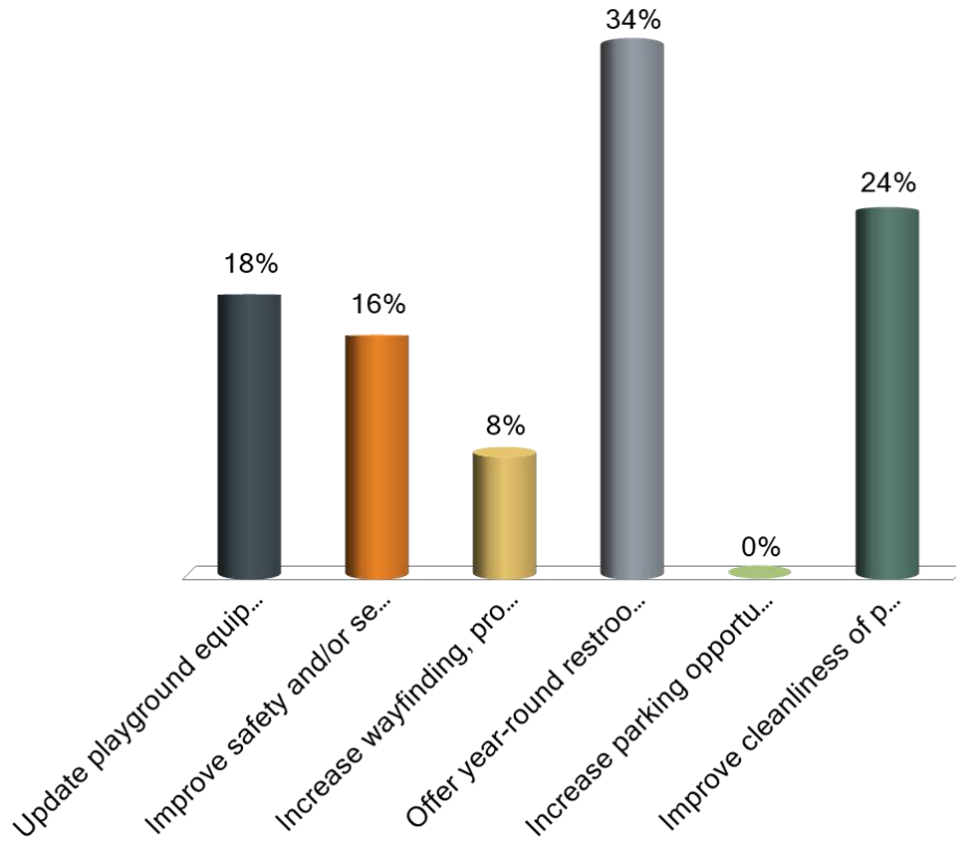
WHAT ARE YOUR TOP TWO PRIORITIES FOR RECREATION FACILITIES?



WHAT WOULD BE THE MAXIMUM AMOUNT OF ADDITIONAL TAX REVENUE YOU WOULD BE WILLING TO PAY TO IMPROVE THE BROWNSBURG PARKS SYSTEM?

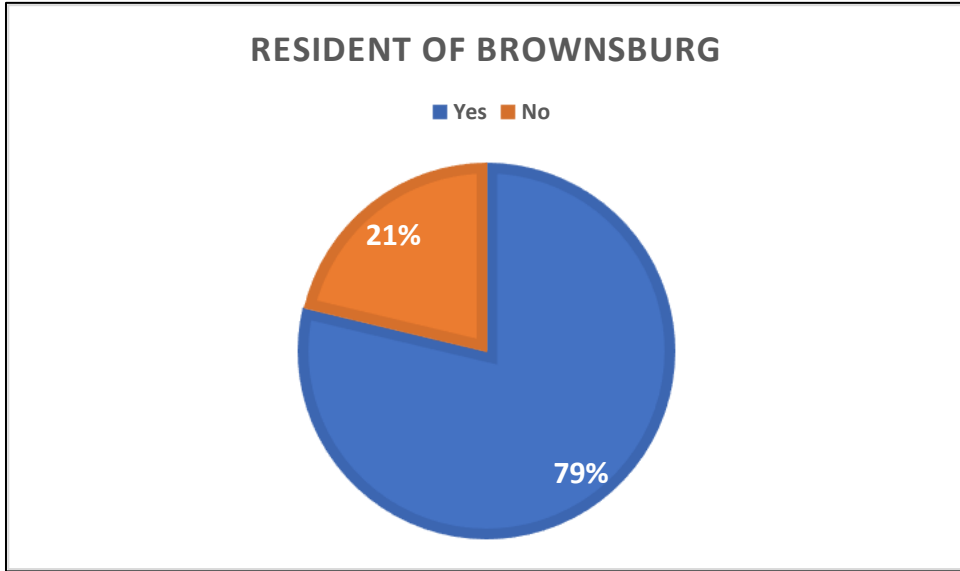


IF YOU COULD IMPROVE ONE THING ABOUT THE CURRENT CONDITION OF THE PARK SYSTEM, WHICH ONE WOULD YOU CHOOSE?

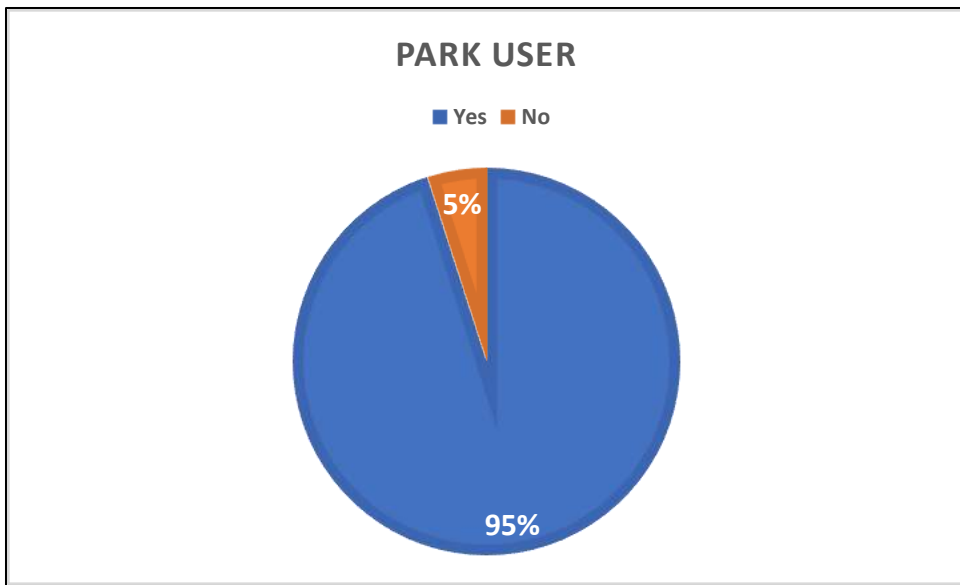


APPENDIX C – INTERCEPT SURVEY RESULTS
COMMUNITY

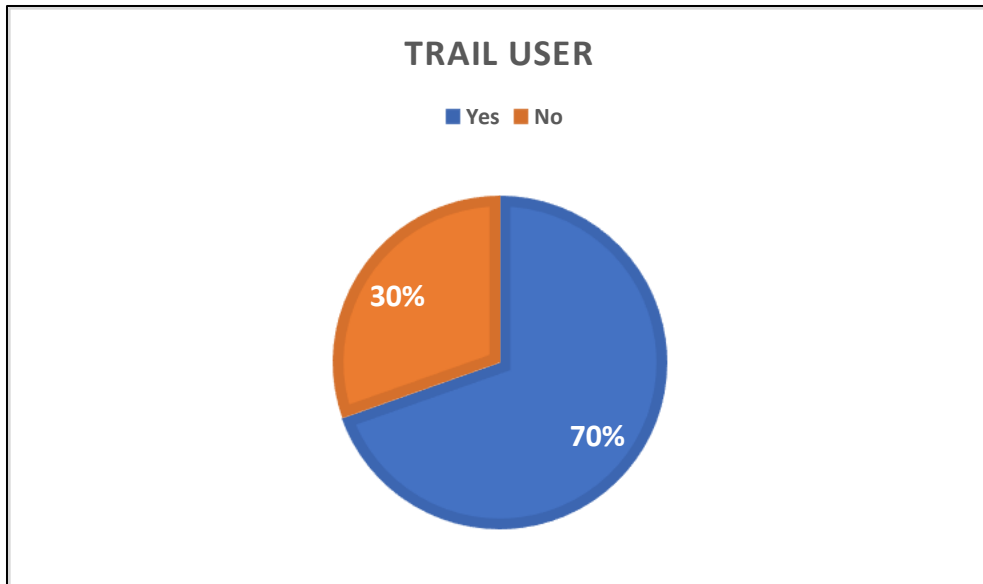
ARE YOU A RESIDENT OF BROWNSBURG?



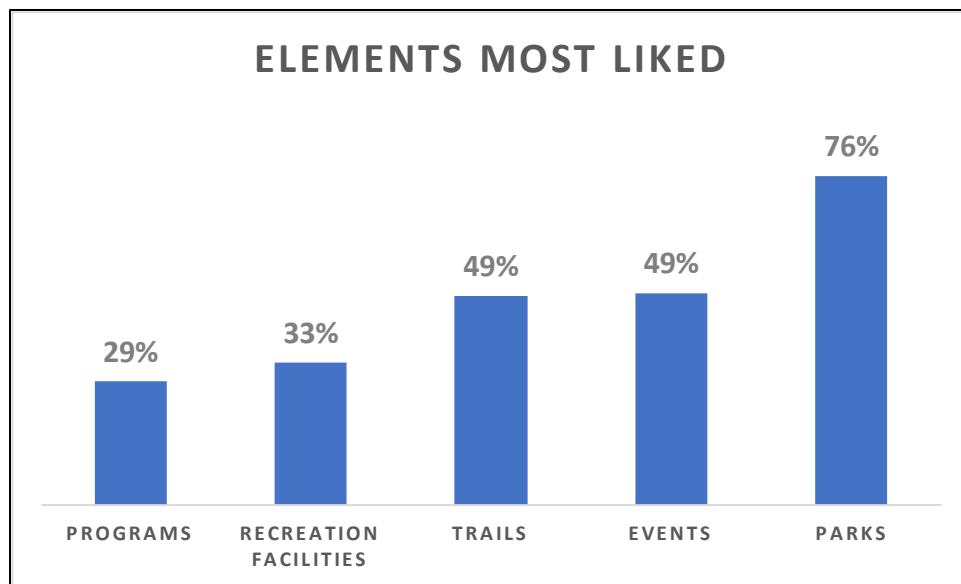
ARE YOU A PARK USER?



ARE YOU A TRAIL USER?



IF YES, WHAT ELEMENTS DO YOU LIKE MOST ABOUT BROWNSBURG PARK SYSTEM.



WHAT AREAS CAN BROWNSBURG PARKS IMPROVE AS WE DEVELOP THE STRATEGIC MASTER PLAN?

- More activities for toddlers in the afternoons
- Possibly a pool and/or lazy river
- Community pool and recreation center
- Recreation center for families
- Programs that promote knowledge of the parks
- Add more family events to attend. They are great when done!
- I think they do a wonderful job as it is.
- Trails and connections to trails
- Love the playground and sprayground
- Replace the exercise class that Jana used to teach Tuesday/Thursday mornings
- keep doing what you are doing
- Community pool and a lazy river would be amazing
- More events
- parks
- postcard mailers
- Water park like Plainfield
- more trips
- more areas to the west side
- A pool
- improve trails
- bigger play area
- expansion and maintenance
- Nature trails, toddler friendly play areas
- more staff
- better & easier website
- full aquatic center, softball, baseball diamonds
- more activities on Sundays.
- Help B&O Trail be finished
- more facilities for sports
- disc golf area
- rec center
- Have summer camp all day for 4 & 5 yrs old
- play areas & trails
- Stevens
- trail connectivity
- more community events & full-time preschool
- waterslide park pool
- pool
- Arbuckle Park
- connecting trails
- pool, community center, sidewalks
- Everything looks great!
- connecting Brownsburg north of I-74.
- fishing areas

- I'm not sure. Parks are awesome!
- no complaints
- parks
- parks
- more trails and parks
- Community Events
- More restrooms & Water Fountains
- Traffic
- Another Splash Pad
- More Senior Activities
- Qi Gong classes
- We love the Splash Pad - A pool would be great!
- Add more park space
- Longer splash pad hours
- More Parks
- Just stop messing with Arbuckle Park-Ball Fields.
- parks
- more toddler size equipment and events
- Trails to main street and plainfield
- more indoor areas when weather is bad
- Need a park south/west of summer ridge
- Doing wonderful, more shelters
- We love attending all of the various events, keep up the variety
- We are very pleased with Williams Park
- Advertisement, social media, pickleball courts
- More splash pads, rec center
- need a pool
- connect paths to parks and B&O trail
- public pool/would love a public pool
- they are all great
- I wish there was more shade at the splash pad for parents
- community center - public pool - aquatic programs
- pool/bigger water park
- spray mosquitoes by creek, water features, fountains
- a public pool
- Aquatic Center, batting cages
- public pool
- more play areas for older kids (6-12)
- a pool/water park
- nothing from what I can see. I love their parks
- another trailhead for B&O, more in town restaurants
- more places to sit at the splash pad
- Wilber Property
- Parking/traffic flow
- add a recreation center in town
- more water activities

WHAT IS THE "ONE THING" THAT NEEDS THE MOST ATTENTION?

- More information about he the events.
- Something closer to the north side
- Keeping up with the trails
- Restroom cleaning, especially at Splash Pad. Graffiti inside Blast Off
- It's hard to find parking sometimes
- take trips to St. Louis Cards/Reds like you used to
- Bike trails to B&O Trail
- More awareness about events. Have loved all the events we have attended.
- Lazy river
- trash/pollution
- rec center
- Clean water ways
- B&O bike ride
- special needs/accessibility/sensory friendly events
- safety of areas
- programs
- indoor shelter areas
- Blast Off needs a little attention / trails - more
- rental availability
- Arbuckle look overgrown this year
- more bike trails
- rec center
- more Kona Ice trucks
- trail connectivity
- water park/ splash pad too small
- waterslide pool
- parking
- indoor facility for rec programs like basketball, volleyball, etc.
- events for mom/kids events evenings & weekends
- I believe you are doing a great job - so many choices. Parks are super clean.
- just a little updating :)
- parking
- nothing. They're great!
- have no complaints
- recreation facilities
- trail
- parking
- outdoor swimming facility
- trails and pool
- Trails
- Some sort of shade over the activity areas; slides get so hot they burn the legs!!
- Traffic
- Restrooms
- We would like a Rec Center!
- More space/parks in other areas of town

- We need a pool!
- More Parks
- Those that thought up the strange entrance & "charges" just because they wanted to.
- trails
- toddler involvement
- Everything seems well maintained - keep it up
- Shade in Williams Park
- Pool
- Potentially more programs for 3 and younger
- Mulch/weed upkeep on park play areas
- public pool
- I'd love to see a rec center
- connect paths to parks and B&O trail
- shade spots
- we are completely happy
- public pool
- adding a community center
- Arbuckle, very overgrown
- more evening programs/weekdays
- Pedestrian/Bike connectivity in town
- The splash pad next to the trails and park

LET US KNOW HOW YOU FEEL ABOUT THE QUALITY OF THE FOLLOWING:

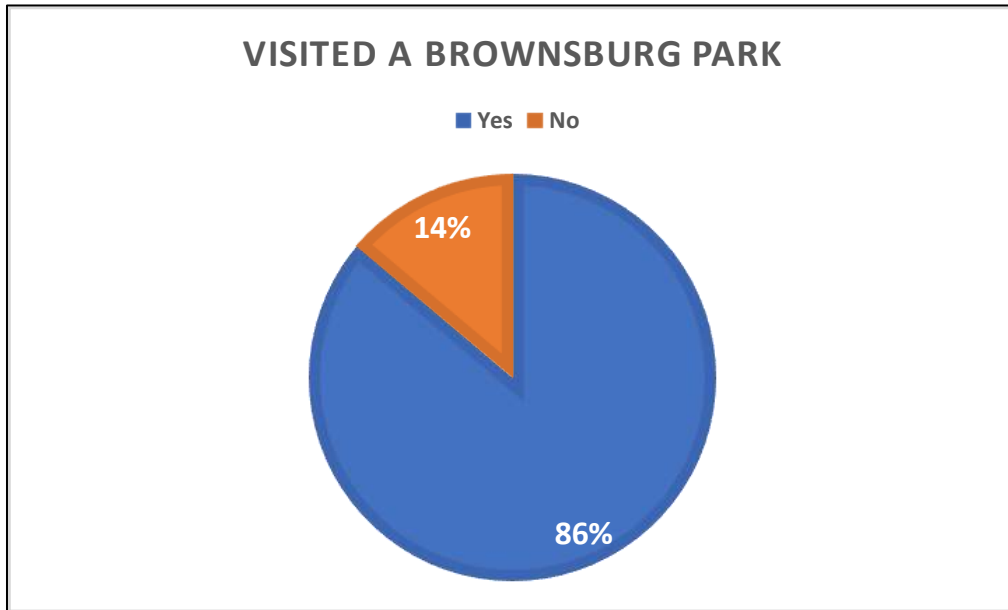
Item	Excellent or Good	Needs Improvement	No Opinion
Parks	95%	1%	4%
Facilities	87%	4%	9%
Splash Pad	83%	3%	14%
Shelters	80%	1%	19%
Trails	78%	4%	19%
Blast Off Park	76%	6%	17%
Special Events	66%	2%	32%
Bundy Lodge	44%	0%	56%
Youth Programs	44%	2%	55%
Summer Camps	43%	1%	55%
B.A.S.E. Program	43%	2%	55%
Youth Sports Programs	39%	2%	59%
Cultural/Arts Programs	39%	3%	58%
Nature Programs	38%	1%	61%
Outdoor Classroom	35%	2%	62%
Preschool Programs	34%	1%	65%
Aquatic Programs	31%	8%	61%
Adult Sports Programs	24%	6%	70%
Senior Programs	20%	2%	78%

OTHER COMMENTS

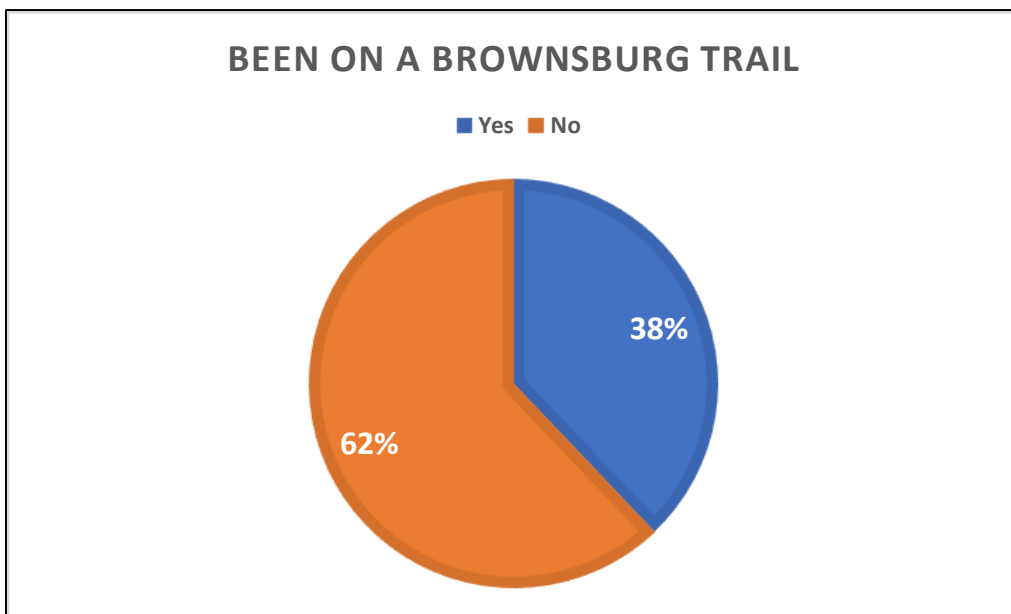
- Improve the ways of communication about the events, such as emails, sms, etc.
- Great park and event
- You guys rock!
- The Blast off Park needs more shade. It is always hot for the kids to play on :)
- we enjoy the fun runs for Hendricks County Parks.
- Thank you for making our town top shelf!
- more cubs game
- We love that Brownsburg is always making improvements to their park areas.
- We are new to the area.
- more events. Look for Brandon Whyde for music festivals and concerts
- I really WANT to do more of these things
- I love working for the parks!
- splash pad hours extended
- need rec center
- more evening yoga classes. more youth swimming lessons. I'm sad about the changes to Arbuckle Acres - *otherwise awesome more open swim for families dog park so exciting
- Thank you!
- We love the BASE program & Adventure camps! The staff is amazing!!
- sidewalk accessibility to trails. need community center for more open schedule regarding aquatic programs. Love the Splash pads! :) Thanks for all you do!
- I am excited about the new parks coming to Brownsburg.
- The trails are awesome!!
- New to area
- Wish we had a Rec Center again.
- You do great for our community
- I am very upset as to what happened to Arbuckle Park. Changes - not always good for all the people.
- Blast Off Park needs shade for kids and adults
- Myself and grandchildren enjoy Brownsburg Parks
- just moved to area, have not been exposed to most of above programs
- beautiful town hall area
- We love Brown Base
- wish there was more sports programs for 3 and 4 year olds
- additional lighting on trails and throughout the parks
- excited about all the new development
- zipline
- My kids love the splash pads. I love how clean the parks are.
- Enjoy your town
- I loved this. Found this online and thought I'd try it. I'm so glad to have taken my grandkids to the splash pad
- I am excited about the new parks coming to Brownsburg

YOUTH

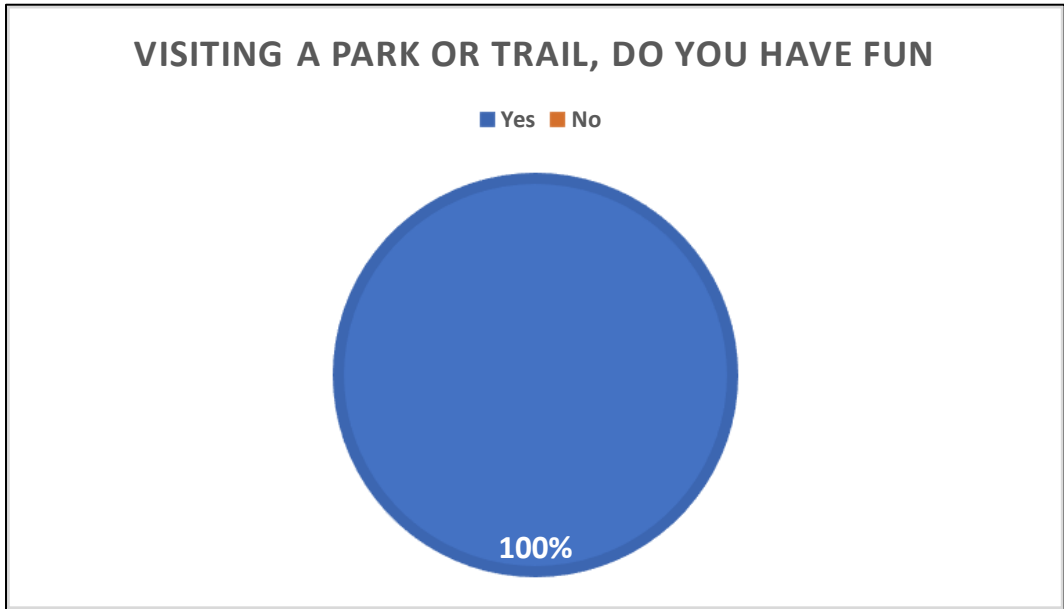
HAVE YOU EVER BEEN TO WILLIAMS PARK, ARBUCKLE ACRES, OR STEPHENS PARK



BEEN ON A BROWNSBURG TRAIL



VISITING A PARK OR TRAIL, DO YOU HAVE FUN

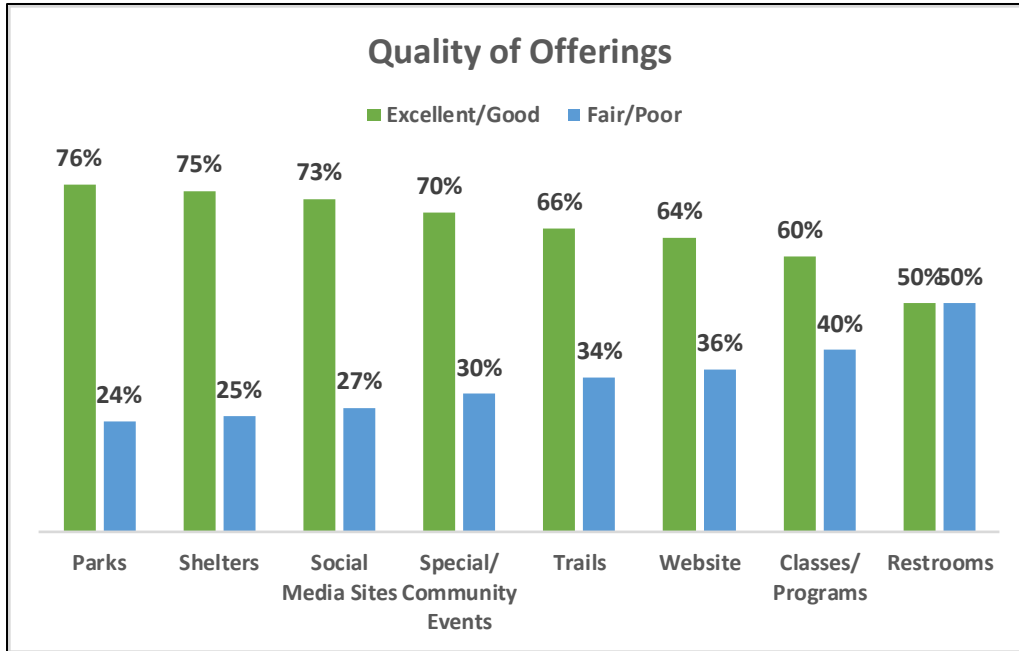


PLEASE SELECT ALL OF THE BROWNSBURG PARKS ACTIVITIES AND FEATURES YOU ENJOY

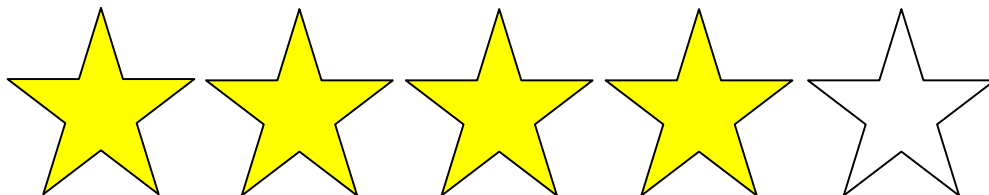
Please select all of the Brownsburg Parks activities and features you enjoy:	
Activity	Number of Youth Respondents
Swimming	26
Splash Pad	25
Playgrounds	22
Bicycling	21
Camps	20
Concerts	17
Picnics	16
Basketball	16
Soccer	16
BASE	15
Volleyball	14
Walking or Running on Trails	13
Nature Programs	13
Tennis	11
Football	11
Baseball or Softball	10

APPENDIX D – ONLINE SURVEY RESULTS

PLEASE RATE THE QUALITY OF THE FOLLOWING BROWNSBURG PARKS OFFERINGS:



HOW WOULD YOU RATE THE OVERALL CUSTOMER SERVICE YOU RECEIVE FROM BROWNSBURG PARKS STAFF?



WHICH STATEMENT MOST REFLECTS YOUR OPINION?

Opinion Statements	
Future park development should focus on passive recreation (natural areas, picnic areas, open lawns)	6%
Future park development should focus on active recreation (fields for organized sports, playgrounds, splash pads, trails)	40%
Future park development should be an equal mix of passive and active recreation spaces	54%

HOW WELL DO YOU FEEL THE PROGRAMS BELOW MEET YOUR FAMILY'S NEEDS?

Programs	Excellent or Good	Fair	Poor	N/A
Community/Special Events	67%	22%	2%	9%
Youth Programs	43%	22%	10%	26%
Family Programs	46%	28%	6%	20%
Sports Programs	31%	22%	18%	29%
Health and Wellness Programs	42%	31%	8%	19%
Nature Programs	40%	30%	8%	21%
Aquatics	11%	28%	37%	25%
Adult Programs	33%	30%	12%	25%
Senior Programs	15%	12%	11%	62%
STEAM Programs (Science, Technology, Engineering, Arts, Math)	17%	27%	14%	41%
Arts Programs	22%	31%	13%	34%
Adaptive Programs	13%	16%	8%	63%

HOW WELL DO YOU FEEL THE FACILITIES/AMENITIES BELOW MEET THE NEEDS OF YOUR FAMILY?

Amenities	Excellent or Good	Fair	Poor	N/A
Shelters	77%	17%	2%	5%
Playgrounds	75%	16%	2%	7%
Natural Areas	71%	24%	2%	2%
Trails	66%	25%	4%	4%
Athletic Multi-Use Fields	35%	20%	20%	25%
Basketball Courts	34%	22%	17%	27%
Community Gardens	26%	34%	17%	22%
Tennis/Pickleball Courts	23%	19%	27%	32%
Aquatic Facilities	17%	25%	40%	17%
Indoor Community/Recreation Facilities	13%	19%	53%	15%
Dog Park	10%	10%	30%	50%
Indoor Banquet Hall/Wedding Venue	8%	13%	31%	48%
Adventure Sports Venues (Skate Parks, Mountain Biking, BMX, etc)	5%	8%	45%	41%
Outdoor Wedding Venue	5%	11%	28%	56%

WHICH TWO AMENITIES ARE MOST IMPORTANT TO YOUR FAMILY? SELECT THE MOST IMPORTANT (FIRST CHOICE) AND SECOND MOST IMPORTANT (SECOND CHOICE).

Top Most Important Amenity	Number of Respondents
Aquatic Facilities	80
Indoor Community/Recreation Facilities	66
Trails	43
Natural Areas	40
Athletic Multi-Use Fields	31
Playgrounds	29
Tennis/Pickleball Courts	16
Dog Park	15
Adventure Sports Venues (Skate Parks, Mountain Biking, BMX, etc)	5
Basketball Courts	3
Outdoor Wedding Venue	2
Shelters	1
Indoor Banquet Hall/Wedding Venue	1

HOW SHOULD BROWNSBURG PARKS BE INVOLVED WITH YOUTH SPORTS IN THE COMMUNITY? (YOU MAY SELECT MORE THAN ONE ANSWER.)

Brownsburg Parks Involvement with Youth Sports	Number of Respondents
By providing multipurpose indoor/outdoor spaces to self-governed youth sports organizations	97
By providing instructional sports programs that prepare youth for competitive sports run by outside organizations	60
The Park Board and Brownsburg Parks should focus resources on other recreational needs of the community	49
The Park Board and Brownsburg Parks should govern and oversee youth sports organizations, including providing space for all youth sports	28
Other	9

WOULD YOU SUPPORT THE TOWN OF BROWNSBURG EXPLORING THE CREATION OF A YOUTH SPORTS COMMISSION THAT WOULD BE OPERATED BY A BOARD CONSISTING OF REPRESENTATIVES FROM ALL BROWNSBURG YOUTH SPORTS ORGANIZATIONS?

Supportive of Creation of a Youth Sports Commission	Number of Respondents
Yes	82
No	16
Unsure, need more details	69
Other	4

WHAT THINGS KEEP YOU FROM VISITING BROWNSBURG PARKS FACILITIES AND PROGRAMS MORE FREQUENTLY? (YOU MAY SELECT MORE THAN ONE ANSWER.)

Barriers	Number of Respondets
Lack of facilities/amenities	78
Too busy	56
Not aware of programs/services offered	54
Program times are not convenient	51
Not interested in offered programs	32
Prefer other recreation providers	18
Quality of facilities	15
Quality of programs	11
Pricing/user fees too high	11
Lack of accessibility	9
Quality of parks	8
Poor customer service	3

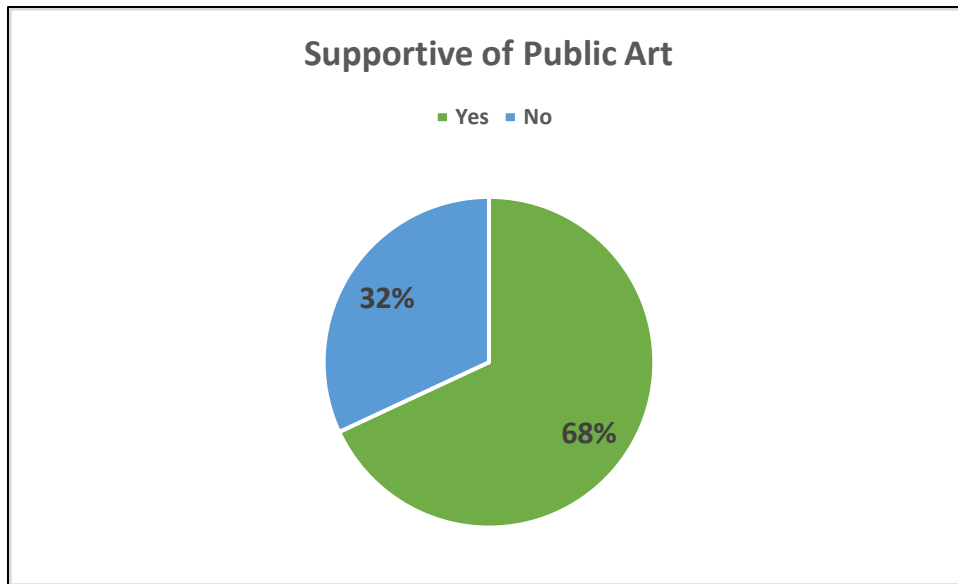
WHAT ARE THE TOP THREE (3) WAYS YOU LEARN ABOUT BROWNSBURG PARKS PROGRAMMING AND FACILITIES?

Marketing Methods	Total Respondents of Combined Three Choices
Parks Social Media Sites	121
Recreation Guide (The Adventurer)	110
Parks Website	83
Word of Mouth (friends, neighbors)	75
Flyers in Brownsburg Schools Efolder	30
Enewsletter (The Hub)	23
Electronic Sign on Parks Office Building	22
Newspaper Articles	17
Radio/TV	7
Active Registration Site	6
Flyers on the Brownsburg Library message screens	4
Video ads at Brownsburg Theater	0

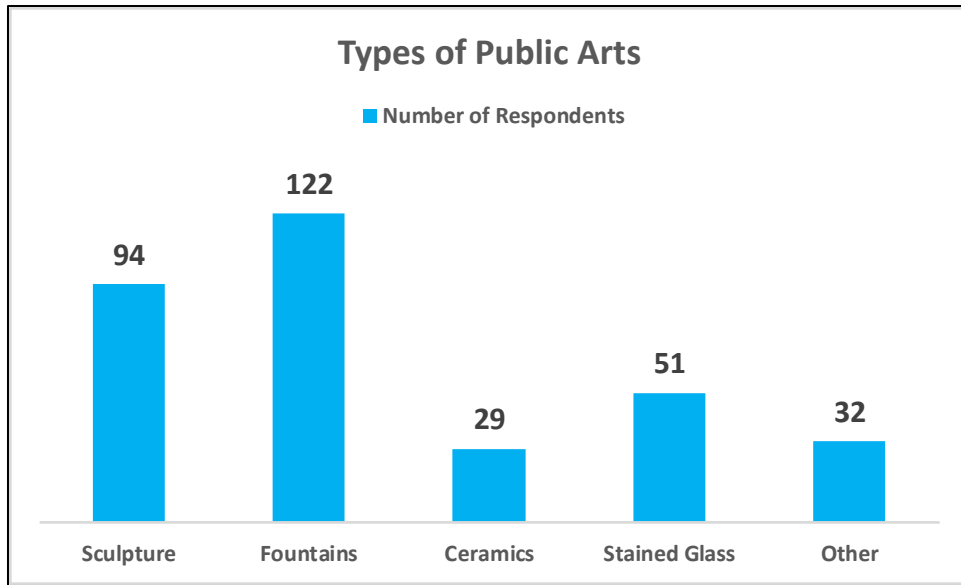
PLEASE HELP BROWNSBURG PARKS IMPROVE OUR PROGRAMMING. WHAT TYPE OF MUSIC WOULD YOUR FAMILY PREFER TO LISTEN TO AT AN OUTDOOR CONCERT? CHECK ALL THAT APPLY.

Music Genre	Number of Respondents
A mix of Country, Pop and Rock	94
Rock	59
Pop	56
Country	41
Soul/Rhythm and Blues	40
Classical Music	30
Show Tunes/Standards	26
Other	18

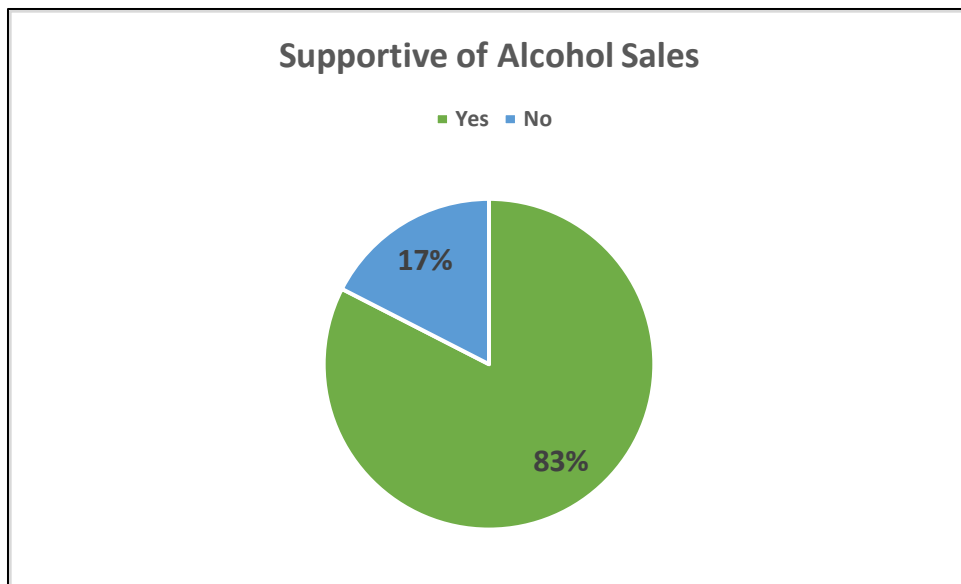
WOULD YOU SUPPORT BROWNSBURG PARKS' EFFORTS TO INCLUDE PUBLIC ART WITHIN THE PARK SYSTEM USING PUBLIC FUNDS?



WHAT TYPES OF PUBLIC ART WOULD YOU LIKE TO SEE WITHIN THE PARK SYSTEM?



WOULD YOU SUPPORT HAVING BEER AND WINE AVAILABLE FOR SALE AT SELECT EVENTS ON PARKS PROPERTY? FOR EXAMPLE, A BEER/WINE TENT AVAILABLE DURING OUTDOOR CONCERTS.



IMAGINE BROWNSBURG PARKS NEEDED TO REDUCE ITS BUDGET. FROM THE OPTIONS BELOW, SELECT YOUR FIRST, SECOND AND THIRD CHOICE FOR MAKING BUDGET CUTS.

Top Choices for Budget Cuts	Number of Respondents
Reduce the number of fitness/educational programs offered.	133
Reduce the number of hours facilities are open.	106
Reduce special or community events programming.	101
Reduce other programming such as nature, aquatics, and youth and family services.	71
Keep existing parks and facilities but provide lower level of maintenance.	62

IF BROWNSBURG PARKS RECEIVED A \$1 MILLION GRANT TO DEVELOP AND MAINTAIN PARKS, FACILITIES AND PROGRAMS, HOW WOULD YOU PREFER BROWNSBURG PARKS PRIORITIZE SPENDING THE MONEY? SELECT YOUR FIRST, SECOND AND THIRD CHOICE FOR PRIORITIZING SPENDING.

If \$1 Million Grant was Received, How Should Brownsburg Park Prioritize	Number of Respondents
Development of New Facilities/Amenities	128
Maintenance/Renovation of Existing Facilities/Amenities	108
Trail Expansion	90
Land Acquisition	64
Natural/Habitat Protection	55
Programming Expansion	47

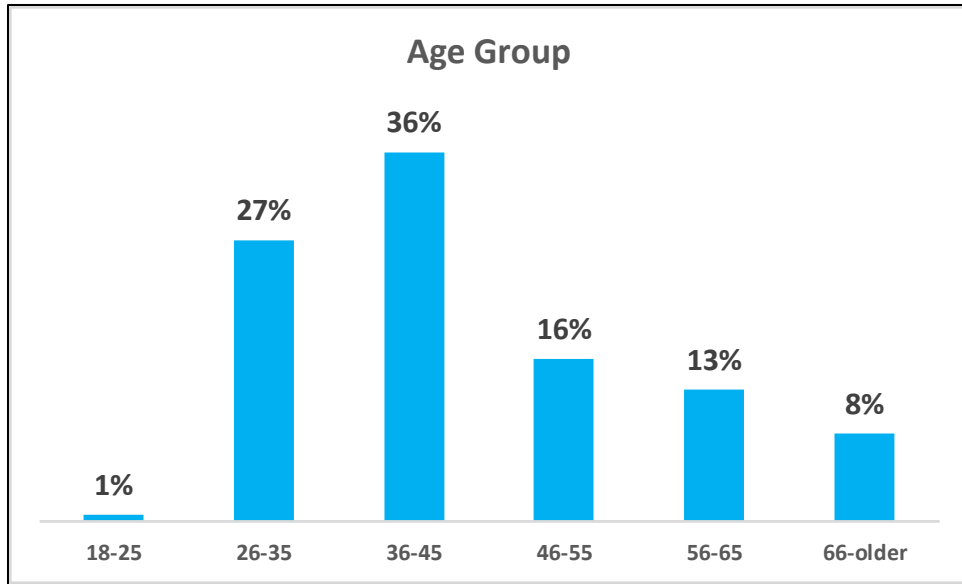
THE BROWNSBURG TOWN COUNCIL APPROVED BROWNSBURG PARKS' REQUEST TO FUND PRE-DESIGN SERVICES FOR A MULTIGENERATIONAL COMMUNITY CENTER. HOW SHOULD THE CONSTRUCTION OF A POTENTIAL MULTIGENERATIONAL COMMUNITY CENTER BE FUNDED?

How Should the Construction of a Potential Multigenerational Community Center be Funded	Number of Respondents
A Combination of Tax and Non-Tax Revenue	120
Non-tax Revenue (ie, Fundraising, Grant, Sponsorships)	39
Tax Revenue	7

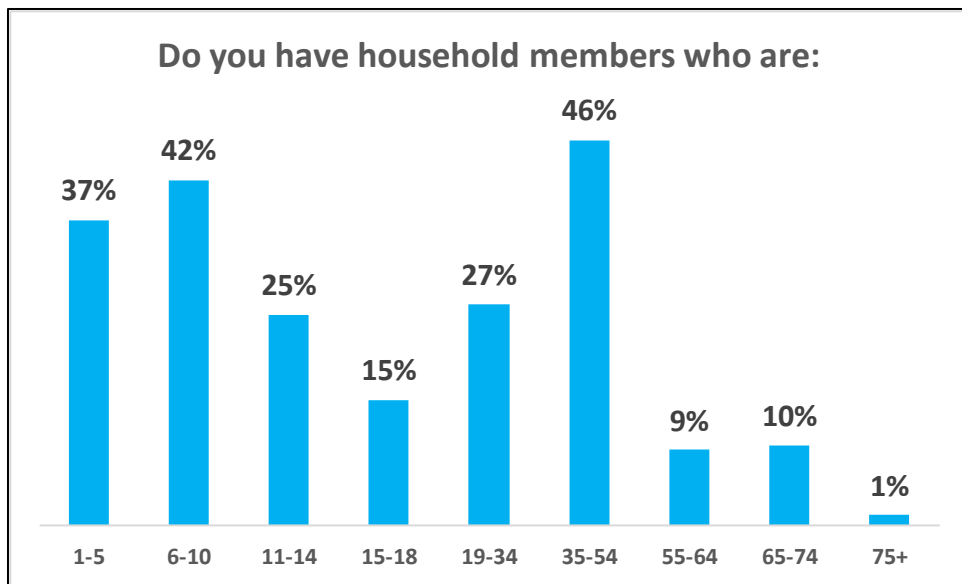
HOW SHOULD IMPROVEMENTS TO UNDEVELOPED PARK PROPERTY BE FUNDED?

How Should the Improvements to Undeveloped Park Property be Funded	Number of Respondents
A Combination of Tax and Non-Tax Revenue	114
Non-tax Revenue (ie, Fundraising, Grant, Sponsorships)	40
Tax Revenue	12

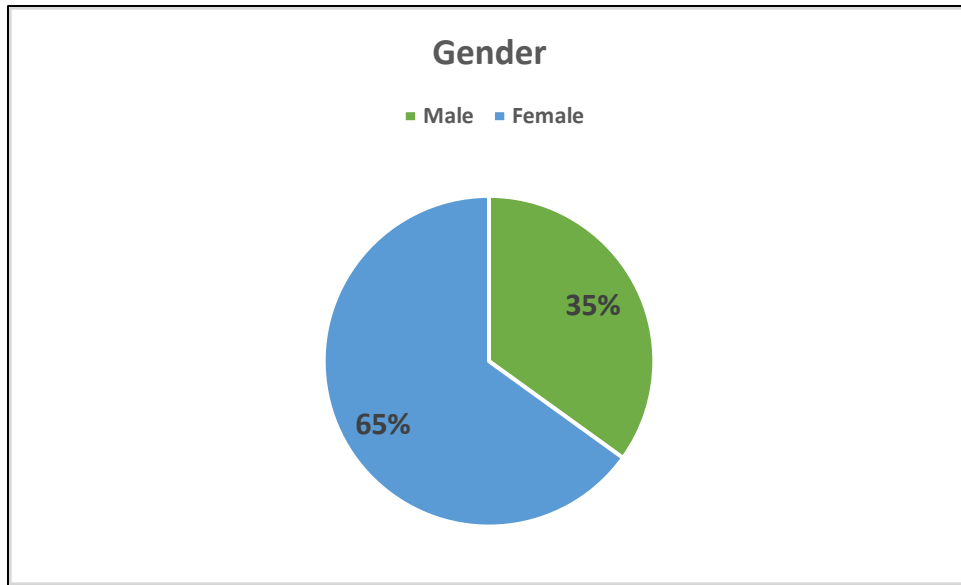
HOW OLD ARE YOU?



DO YOU HAVE HOUSEHOLD MEMBERS WHO ARE:



WHAT IS YOUR GENDER?



APPENDIX E – PARK ASSESSMENTS

ARBUCKLE ACRES



LEGEND

1. Buildings & Structures

- 1.1 Arbuckle Acres Pavilion
- 1.2 Shelter 2
- 1.4 Shelter 4
- 1.5 Shelter 5
- 1.6 Shelter 6
- 1.7 Shelter 7
- 1.8 Shelter 8
- 1.9 Bundy Lodge
- 1.10 Maintenance Bldg. A
- 1.11 Maintenance Bldg. B
- 1.12 Restroom
- 1.13 Bridges over Creek

2. Playground

- 2.1 Upper Playground
- 2.2 Lower Playground
- 2.3 Shade Structure
- 2.4 Swings (2 bays)
- 2.5 Swings (4 bays)
- 2.6 Play Structure
- 2.7 Rock Structure

3. Furnishings & Signage

- 3.1 Signage
- 3.2 Site Furnishing
- 3.3 Water Fountain

4. Paved

- 4.1 Drive Aisles
- 4.2 Parking
- 4.3 Trails
- 4.4 Pedestrian Walkways

5. Athletics / Games

- 5.1 Basketball Courts
- 5.2 Tennis Courts
- 5.3 Baseball/Softball Fields

6. Vegetation & Open Areas

- 6.1 Woods (or Buffer)
- 6.2 Open Lawn Areas

7. Other

- 7.1 Neighborhood Connector Path

Assessment Inventory Key Plan
Arbuckle Acres Park

Town of Brownsburg | 2018 Parks Master Plan Update





LEGEND

1. Buildings & Structures

- 1.1 Arbuckle Acres Pavilion
- 1.2 Shelter 2
- 1.4 Shelter 4
- 1.5 Shelter 5
- 1.6 Shelter 6
- 1.7 Shelter 7
- 1.8 Shelter 8
- 1.9 Bundy Lodge
- 1.10 Maintenance Bldg. A
- 1.11 Maintenance Bldg. B
- 1.12 Restroom
- 1.13 Bridges over Creek

2. Playground

- 2.1 Upper Playground
- 2.2 Lower Playground
- 2.3 Shade Structure
- 2.4 Swings (2 bays)
- 2.5 Swings (4 bays)
- 2.6 Play Structure
- 2.7 Rock Structure

3. Furnishings & Signage

- 3.1 Signage
- 3.2 Site Furnishing
- 3.3 Water Fountain

4. Paved

- 4.1 Drive Aisles
- 4.2 Parking
- 4.3 Trails
- 4.4 Pedestrian Walkways
- 4.5 Stairs to Lower Park Level

5. Athletics / Games

- 5.1 Basketball Courts
- 5.2 Tennis Courts
- 5.3 Baseball/Softball Fields

6. Vegetation & Open Areas

- 6.1 Woods (or Buffer)
- 6.2 Open Lawn Areas

7. Other

- 7.1 Neighborhood Connector Path

**Assessment Inventory Key Plan - Enlargement I
Arbuckle Acres Park**



Town of Brownsburg | 2018 Parks Master Plan Update





- LEGEND**
- 1. Buildings & Structures**
 - 1.1 Arbuckle Acres Pavilion
 - 1.2 Shelter 2
 - 1.4 Shelter 4
 - 1.5 Shelter 5
 - 1.6 Shelter 6
 - 1.7 Shelter 7
 - 1.8 Shelter 8
 - 1.9 Bundy Lodge
 - 1.10 Maintenance Bldg. A
 - 1.11 Maintenance Bldg. B
 - 1.12 Restroom
 - 1.13 Bridges over Creek
 - 2. Playground**
 - 2.1 Upper Playground
 - 2.2 Lower Playground
 - 2.3 Shade Structure
 - 2.4 Swings (2 bays)
 - 2.5 Swings (4 bays)
 - 2.6 Play Structure
 - 2.7 Rock Structure
 - 3. Furnishings & Signage**
 - 3.1 Signage
 - 3.2 Site Furnishing
 - 3.3 Water Fountain
 - 4. Paved**
 - 4.1 Drive Aisles
 - 4.2 Parking
 - 4.3 Trails
 - 4.4 Pedestrian Walkways
 - 5. Athletics / Games**
 - 5.1 Basketball Courts
 - 5.2 Tennis Courts
 - 5.3 Baseball/Softball Fields
 - 6. Vegetation & Open Areas**
 - 6.1 Woods (or Buffer)
 - 6.2 Open Lawn Areas
 - 7. Other**
 - 7.1 Neighborhood Connector Path

Assessment Inventory Key Plan - Enlargement 2
Arbuckle Acres Park



Town of Brownsburg | 2018 Parks Master Plan Update





Wooded Trails along White Lick Creek



Basketball and Tennis Courts



Primary Pavilion



Upper Playground



Baseball/Softball Diamonds



Primary Lawn Open Space & Bundy Lodge



Lower Park Entrance



Park Drive

General Site Photos
Arbuckle Acres Park

Town of Brownsburg | 2018 Parks Master Plan Update





Ball Diamonds / ADA Accessibility



Shade Structures / ADA Accessibility



Primary Shelter / ADA Table Accessibility



East Ped Bridge / Damaged Protective Barrier



Basketball Courts / Surfacing & Cracking



Tennis Courts / Surfacing & Cracking



Pavilion Stairway / Trip Hazards



Outbuildings / Various Levels of Disrepair



Tennis Courts / Wear & Tear



Fencing / Various Condition Issues



Playground Equipment / Wear & Tear



Drainage / Various Improvements

Site Photos Notes/Issues
Arbuckle Acres Park

Town of Brownsburg | 2018 Parks Master Plan Update



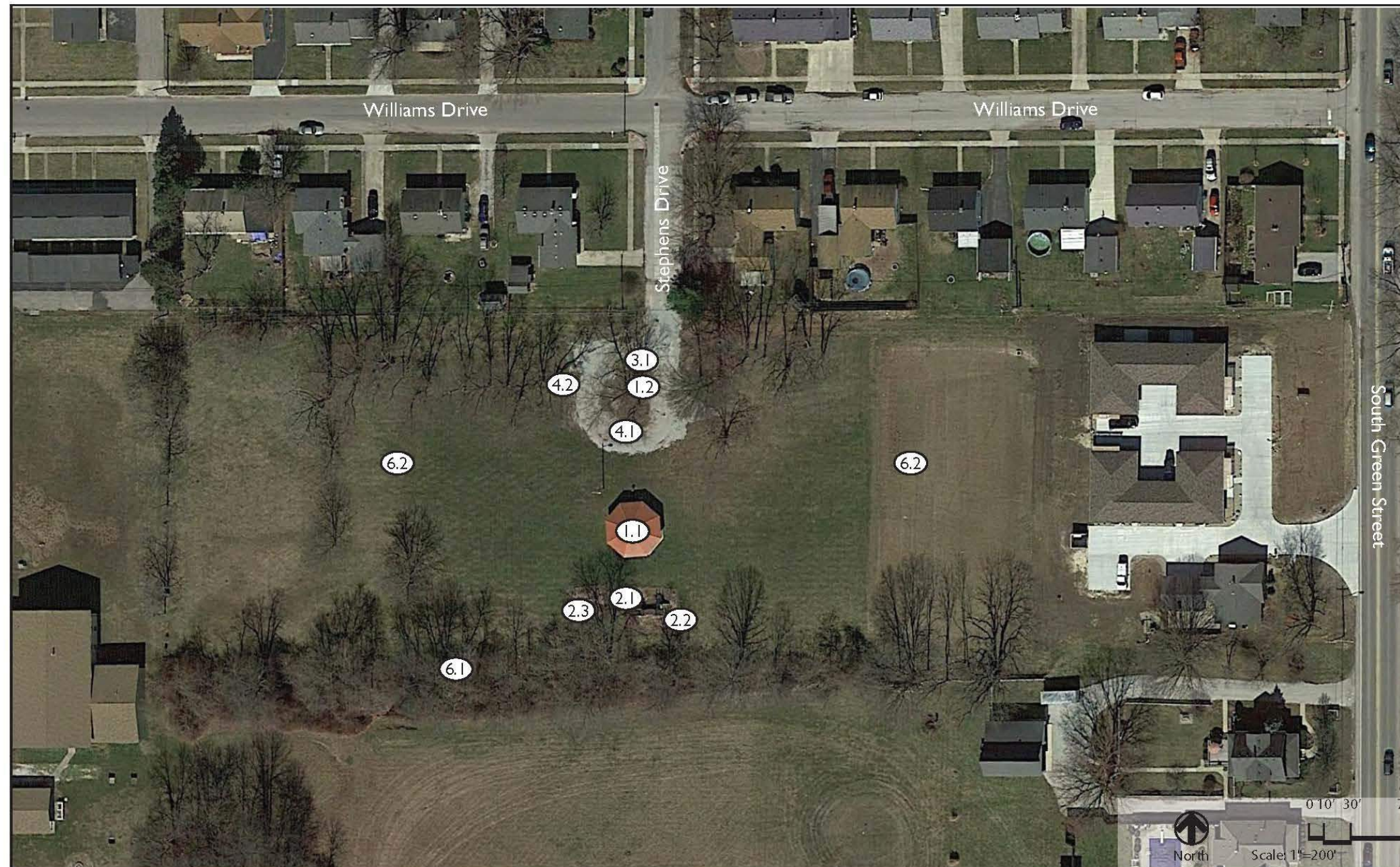
Arbuckle Acres Park

Buildings & Structures						
Park Feature	Grade	Grade Notes	General Notes	Field Visit Notes	ADA Assessment	Opportunities & Improvements
Arbuckle Acres Pavilion	4	Appears to be a new structure in excellent condition.	Structure appropriate for large groups. Includes large number of picnic tables, though not ADA accessible.	Shelter is in good condition, however the picnic tables are not fully accessible, with the exception of one.	1. Single ADA route available. 2. Tables not ADA accessible.	1. Increase lighting along perimeter pathways 2. Increase ADA accessibility to picnic tables.
Shelter 2	3	Minor wear along gutters and rusting at the corner posts of the structure.	Structure is appropriate for small groups only, good access to the Upper Playground and rear access to the lower northern section of the park via wooden stairs.	Shelter is in good condition, however the picnic tables are not fully accessible.	1. Single ADA route available. 2. No ADA accessible picnic tables provided.	
Shelter 4	4	Shelter is in excellent condition and includes a fire pit.	Good access to parking and views. Access to grill and food preparation station also good.	Shelter is in good condition, however the picnic tables are not fully accessible.	1. Single ADA route available. 2. No ADA accessible picnic table provided.	
Shelter 5	3	Shelter is in good condition.	Good access to parking and views. Access to grill, but no food preparation station included.	Shelter is in good condition, however the picnic tables are not fully accessible.	1. Single ADA route available. 2. No ADA accessible picnic table provided.	
Shelter 6	3	Shelter is in good condition.	Good access to drive and parking. Access to grill, but no food preparation station included.	Shelter is in good condition, however the picnic tables are not fully accessible.	1. Single ADA route available. 2. Tables not ADA accessible.	
Shelter 7	3	Shelter is in good condition.	Good access to drive and parking. Access to grill and food preparation station. Also includes a fire pit.	Shelter is in good condition, however the picnic tables are not fully accessible.	1. Single ADA route available. 2. Tables not ADA accessible.	
Shelter 8	3	Shelter is in good condition.	Good access to drive aisle but parking is not well defined. Grill is accessible but no food preparation station is provided.	Shelter is in good condition, however the picnic tables are not fully accessible.	1. Single ADA route available. 2. Tables not ADA accessible.	
Maintenance Bldg. A	3				1. ADA route available.	
Maintenance Bldg. B	3				1. ADA route available.	
Restroom	3		Structure in good condition.		1. Multiple ADA routes available two sides.	
Bridges over Creek	4		Minor damage to the rail along the eastern edge of the eastern bridge.		1. Multiple ADA routes available two sides.	

Playgrounds						
Park Feature	Grade	Grade Notes	General Notes	Field Visit Notes	ADA Assessment	Opportunities & Improvements
Structures	2	Some plastic components beginning to crack from usage. Some components worn or fading. Minor cleaning and painting touch up needed.	1. Playground was lightly used during visit. Shade is desirable for families to gather at both Upper and Lower Playgrounds. 2. Overall the playgrounds are in fair shape. The playground provides different play opportunities for different ages. The wood fiber surfaces are not ADA accessible. Maintenance is needed to repair minor damage and clean the equipment.			1. Updated equipment or replacement for Upper Playground and a Play Structure in the Lower Playground would likely be welcome and used by the community. 2. Providing plantings around the play areas would improve the aesthetic.
Equipment Accessibility	3	No ADA compliant swings provided. Swings on both the Upper and Lower playgrounds are not on Accessible Route and no accessible surface surrounding. General edge conditions in this area create safety and maintenance problems.		1. Surface and accessibility issues throughout.	1. Equipment is not surrounded by accessible surface.	
Surfacing	3	Surface is all wood fiber and require maintenance to maintain a consistent depth and edge.				
Surface Accessibility	3	Not ADA accessible.				
Planted Areas	3	No plantings are present around either playground area, but tree canopies do provide shade.				1. Phase in native woodland floor plantings as a part of the sensory experience of play.

Furnishings & Signage						
Park Feature	Grade	Grade Notes	General Notes	Field Visit Notes	ADA Assessment	Opportunities & Improvements
Rules & Regulatory Signage	2	Need numerous signs at strategic locations clearly stating policies. Consider multi-lingual.		1. Very important to establish signage standards: entrance, trail, identity (unique pylon shape), interpretive, directory, building, site specific, small scale custom. 2. Most furnishings do not provide ADA accessibility.	No signage in braille.	1. Locate furnishings along trails, edges, entrances, and position to take advantage of: people watching, nicely framed views in / out of the park, quick access to ada accessible features. 2. Establish full range of sign types and scales with a common identity. This can aide in the improvement of numerous maintenance and management challenges and support programming and revenue generation potential.
Entry Signage	2					
Wayfinding	4	None present.			No signage in braille.	
Interpretive Signage	4	None present.			No signage in braille.	
Picnic Tables	2				1. Wood picnic tables not accessible. 2. Plastic tables are accessible.	
Grills	2	Good Conditions				
Trash Receptacles	2	Need uniformity and strategic locations.	Many have cracked lids or are rusted.			
Pet Waste Stations	3	Need many more		1. A few exist, but more are needed. More could be added at strategic locations.		
Bike Racks	4	None present.		No bike racks present.		
Benches	3	Well placed, could use updating	The wood benches are uncomfortable.	Well placed for views and in comfortable locations	Access to benches is not ADA accessible along the wooded trail section.	
Swings	2	Ongoing management and maintenance.	Could improve the location and orientations.			
Water Fountains	2	In good condition, but additional fountains in the lower north and eastern sections are needed.		3 fountains present. However, they are all situated in the Upper section of the Park and all on the western side. Additional fountains in the lower section and along the wooded trail would be recommended.		

STEPHENS PARK



LEGEND

- 1. Buildings & Structures**
 - 1.1 Shelter 1
 - 1.2 Portable Toilet
- 2. Playground**
 - 2.1 Playground
 - 2.2 Shade Structure
 - 2.3 Swings (1 bay)
 - 2.5 Play Structure
- 3. Furnishings & Signage**
 - 3.1 Signage
 - 3.2 Site Furnishing
- 4. Paved**
 - 4.1 Drive Aisles
 - 4.2 Parking
- 5. Vegetation & Open Areas**
 - 6.1 Woods (or Buffer)
 - 6.2 Open Lawn Areas

Assessment Inventory Key Plan
Stephens Park

Town of Brownsburg | 2018 Parks Master Plan Update





Park Entrance



Entry Signage



Shelter with Grill



Play Structure



Single Swing Bay



Parking Area



Western Open Lawn Area



Eastern Open Lawn Area

General Site Photos Arbuckle Acres Park

Town of Brownsburg | 2018 Parks Master Plan Update





Primary Shelter / ADA Accessibility



Play Structure / ADA Accessibility, Utilization



Swings / Condition & ADA Accessibility



Parking / ADA Accessibility



Playground / Various Condition Issues



Drainage / Underutilized Infrastructure



Restrooms / No permanent facilities



Parking / Limited Availability



Pathways / No Ped or Bike Amenities



General Upkeep



Lighting / Unscripted



Entry / Underdeveloped Arrival

Site Photos Notes/Issues Arbuckle Acres Park

Town of Brownsburg | 2018 Parks Master Plan Update

Stephens Park

Buildings & Structures						
Park Feature	Grade	Grade Notes	General Notes	Field Visit Notes	ADA Assessment	Opportunities & Improvements
Shelter 1	3			Shelter is good condition, however the picnic tables and the grill are not fully accessible.	1. No ADA route available. 2. Grill is not accessible. 3. Tables not ADA accessible.	1. Increase lighting throughout. 2. Increase ADA accessibility to the shelter, the picnic tables and the grill.
Portable Toilet	4		Used by grounds crew from Parks Department as their office for the Park.	Would benefit from direct access from a paved parking area.	1. ADA route available. 2. Restroom accessible stall and sink.	

Playgrounds						
Park Feature	Grade	Grade Notes	General Notes	Field Visit Notes	ADA Assessment	Opportunities & Improvements
Structures	3	Some plastic components beginning to crack from usage. Some components worn or fading. Minor cleaning and painting touch up needed.	1. Playground is not heavily used. 2. Overall the playground is in fair shape. The playground provides limited play opportunities for different ages. Maintenance is needed to repair minor damage and clean the equipment.		1. Not ADA Accessible	1. Updated equipment or replacement of the playground would likely be welcome and used by the community. 2. Providing plantings around the play areas would improve the aesthetic.
Equipment Accessibility	4	No ADA compliant swings provided. General edge conditions in this area create safety and maintenance problems.			1. Not ADA Accessible	
Surfacing	4	Playground Surface is wood fiber with undefined edges.		Undefined edges are allowing weeds to creep into the play area.	1. Not ADA Accessible	
Surface Accessibility	4	Surface is not ADA accessible.			1. Not ADA Accessible	
Planted Areas	4	No plantings are present around playground area.				

Furnishings & Signage						
Park Feature	Grade	Grade Notes	General Notes	Field Visit Notes	ADA Assessment	Opportunities & Improvements
Rules & Regulatory Signage	4	Need numerous signs at strategic locations clearly stating policies. Consider multi-lingual.	Very limited signage present. Entry sign and one leaning sign designating a no parking area.	1. Most furnishings do not provide ADA accessibility.	No signage in braille.	1. Locate furnishings along edges, entrances, and position to take advantage of: people watching, nicely framed views in / out of the park, quick access to ada accessible features. 2. Establish full range of sign types and scales with a common identity. This can aide in the improvement of numerous maintenance and management challenges and support programming and revenue generation potential.
Entry Signage	2					
Wayfinding	4				No signage in braille.	
Interpretive Signage	4				No signage in braille.	
Picnic Tables	3				1. No accessible route. 2. Wood picnic tables not accessible.	
Grills	3	1 grill present but not ADA accessible.				
Trash Receptacles	2	Need uniformity and strategic locations.	Only one receptacle present in fair condition.			
Pet Waste Stations	4	None present		No pet waste stations present.		
Bike Racks	4			No bike racks present.		
Benches	4		Metal benches not shaded and material gets hot.	Not heavily used or placed in comfortable locations.		
Swings	2	Ongoing management and maintenance.	Could improve the location and orientations.			
Water Fountains	4			3 fountains present. 1 at each of the restrooms and one along the perimeter trail along the northern edge of the park. An additional fountain along the southern perimeter trail would be recommended.	No pavement around drinking fountains.	

WILLIAMS PARK



LEGEND

1. Buildings & Structures

- 1.1 Shelter 1
- 1.2 Shelter 2
- 1.3 Shelter 3
- 1.4 Shelter 4
- 1.5 Shelter 5
- 1.6 Shelter 6
- 1.7 Restroom/Maintenance Bldg. A
- 1.8 Restroom/Maintenance Bldg. B
- 1.9 Splash Pad Control Structure

2. Playground

- 2.1 Playground
- 2.2 Blast Off Playground
- 2.3 Shade Structure
- 2.4 Swings (2 bays)
- 2.5 Swings (4 bays)
- 2.6 Playground Surfacing
- 2.7 Climbing Structure

3. Furnishings & Signage

- 3.1 Signage
- 3.2 Site Furnishing
- 3.3 Water Fountain

4. Paved

- 4.1 Drive Aisles
- 4.2 Parking
- 4.3 Trails
- 4.4 Pedestrian Walkways

5. Athletics / Games

- 5.1 Half-Court Basketball
- 5.2 Aquatic Splash Pad

6. Vegetation & Open Areas

- 6.1 Woods (or Buffer)
- 6.2 Open Lawn Areas
- 6.3 Pollinator Garden
- 6.4 Large Tree

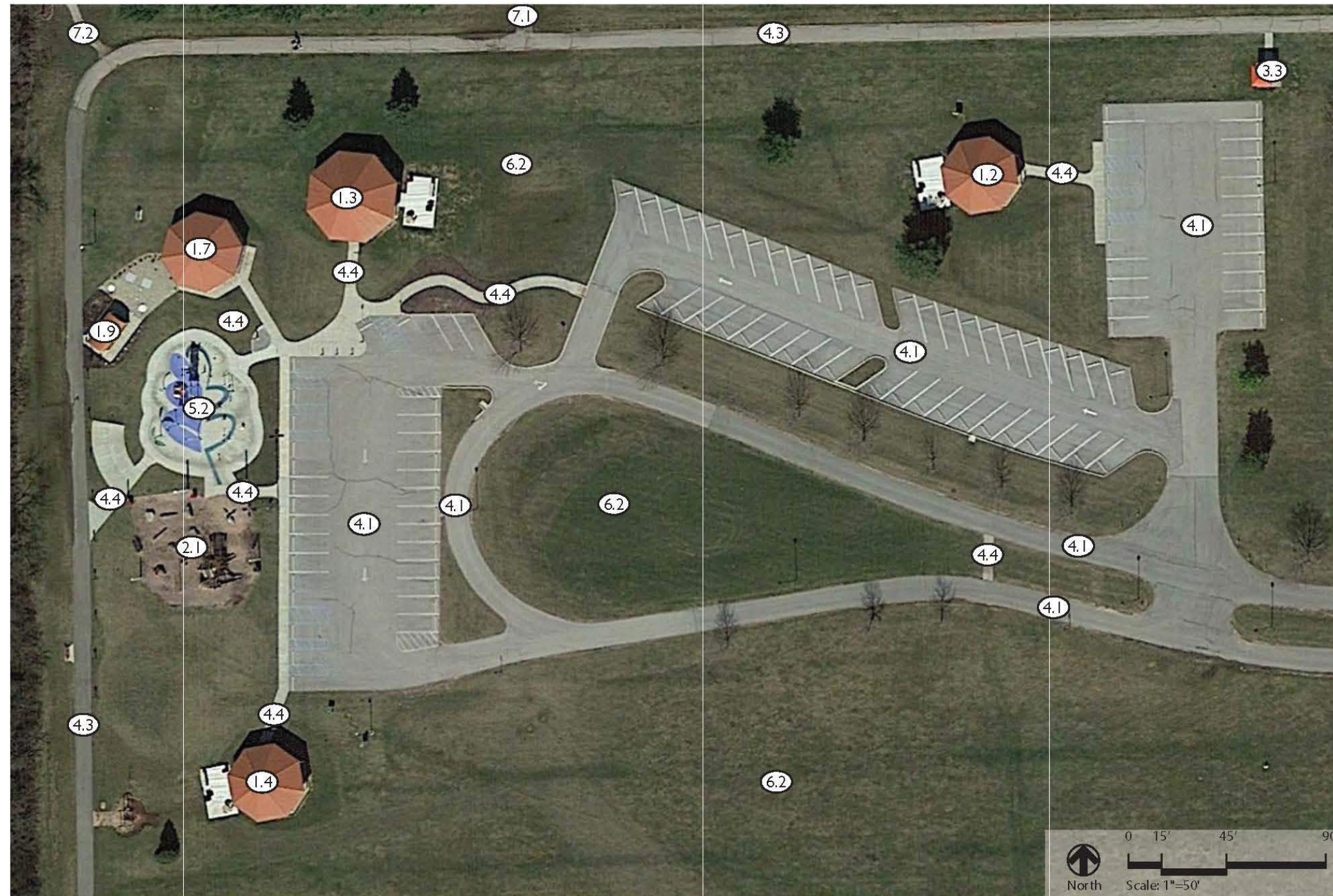
7. Other

- 7.1 Neighborhood Connector Path
- 7.2 Maple Ridge Trailhead
- 7.3 Veterans Memorial

Assessment Inventory Key Plan
Williams Park

Town of Brownsburg | 2018 Parks Master Plan Update





LEGEND

1. Buildings & Structures

- 1.1 Shelter 1
- 1.2 Shelter 2
- 1.3 Shelter 3
- 1.4 Shelter 4
- 1.5 Shelter 5
- 1.6 Shelter 6
- 1.7 Restroom/Maintenance Bldg. A
- 1.8 Restroom/Maintenance Bldg. B
- 1.9 Splash Pad Control Structure

2. Playground

- 2.1 Playground
- 2.2 Blast Off Playground
- 2.3 Shade Structure
- 2.4 Swings (2 bays)
- 2.5 Swings (4 bays)
- 2.6 Playground Surfacing
- 2.7 Climbing Structure

3. Furnishings & Signage

- 3.1 Signage
- 3.2 Site Furnishing
- 3.3 Water Fountain

4. Paved

- 4.1 Drive Aisles
- 4.2 Parking
- 4.3 Trails
- 4.4 Pedestrian Walkways

5. Athletics / Games

- 5.1 Half-Court Basketball
- 5.2 Aquatic Splash Pad

6. Vegetation & Open Areas

- 6.1 Woods (or Buffer)
- 6.2 Open Lawn Areas
- 6.3 Pollinator Garden
- 6.4 Large Tree

7. Other

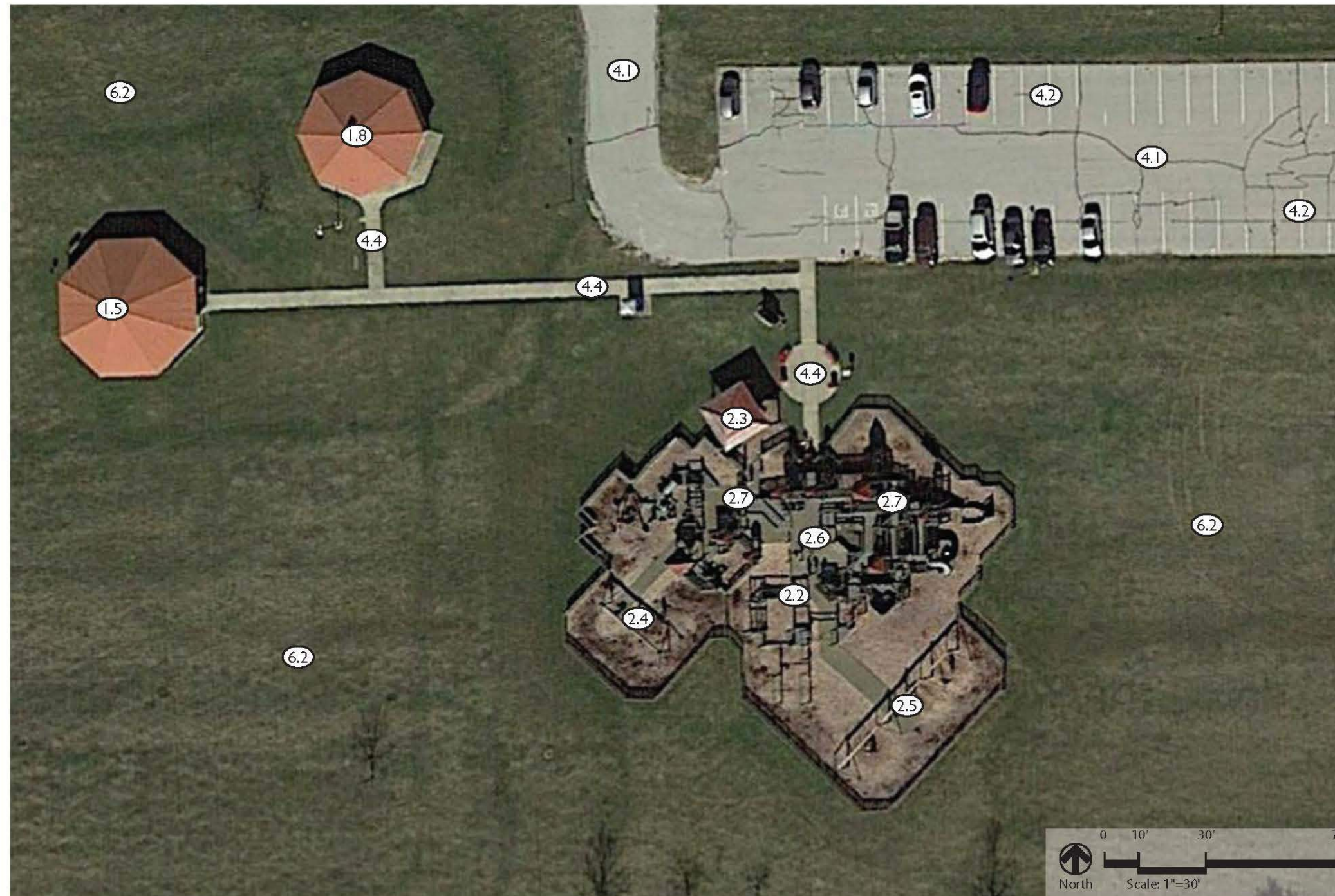
- 7.1 Neighborhood Connector Path
- 7.2 Maple Ridge Trailhead
- 7.3 Veterans Memorial

**Assessment Inventory Key Plan - Enlargement I
Williams Park**



Town of Brownsburg | 2018 Parks Master Plan Update





LEGEND

1. Buildings & Structures

- 1.1 Shelter 1
- 1.2 Shelter 2
- 1.3 Shelter 3
- 1.4 Shelter 4
- 1.5 Shelter 5
- 1.6 Shelter 6
- 1.7 Restroom/Maintenance Bldg. A
- 1.8 Restroom/Maintenance Bldg. B
- 1.9 Splash Pad Control Structure

2. Playground

- 2.1 Playground
- 2.2 Blast Off Playground
- 2.3 Shade Structure
- 2.4 Swings (2 bays)
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3. Furnishings & Signage

- 3.1 Signage
- 3.2 Site Furnishing
- 3.3 Water Fountain

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- 4.1 Drive Aisles
- 4.2 Parking
- 4.3 Trails
- 4.4 Pedestrian Walkways

5. Athletics / Games

- 5.1 Half-Court Basketball
- 5.2 Aquatic Splash Pad

6. Vegetation & Open Areas

- 6.1 Woods (or Buffer)
- 6.2 Open Lawn Areas
- 6.3 Pollinator Garden
- 6.4 Large Tree

7. Other

- 7.1 Neighborhood Connector Path
- 7.2 Maple Ridge Trailhead
- 7.3 Veterans Memorial

**Assessment Inventory Key Plan - Enlargement 2
Williams Park**



Town of Brownsburg | 2018 Parks Master Plan Update





Blast Off Playground



Splash Pad and Playground



Basketball Courts



Southwest Open Lawn Area



Perimeter Trail

General Site Photos
Williams Park

Town of Brownsburg | 2018 Parks Master Plan Update





Basketball Courts / ADA Access



Shelter Tables / Condition & Accessibility



Stand-alone Swing / ADA Access



Blast Off / Activity-Event Compliance



Basketball Courts / Surfacing & Cracking



Blast Off / Various Play Equipment Shortfalls



Basketball Courts / Subsurface Issues



Wooded Trail Area / Condition of Amenities



Open Space / Underutilized Opportunities



Blast Off / Various Surfacing & ADA Shortfalls



Furnishings / General Wear & Tear

Site Photos Notes/Issues Williams Park

Town of Brownsburg | 2018 Parks Master Plan Update



Williams Park

Buildings & Structures						
Park Feature	Grade	Grade Notes	General Notes	Field Visit Notes	ADA Assessment	Opportunities & Improvements
Shelter 1	3			Opportunity for an additional access route from the perimeter trail. Shelter is good condition, however the picnic table are not fully accessible.	1. Single ADA route available. 2. Grill is not accessible. 3. Tables not ADA accessible.	1. Increase lighting along perimeter trail. 2. Increase ADA accessibility to grills and provide ADA accessible picnic tables.
Shelter 2	3			Opportunity for an additional access route from the perimeter trail. Shelter is good condition, however the picnic tables within the interior of the structure are not fully accessible.	1. Single ADA route available. 2. Grill is accessible. 3. Only one ADA accessible picnic table provided.	
Shelter 3	3			Opportunity for an additional access route from the perimeter trail. Shelter is good condition, however the picnic tables within the interior of the structure are not fully accessible.	1. Single ADA route available. 2. Grill is accessible. 3. Only one ADA accessible picnic table provided.	
Shelter 4	3			Opportunity for an additional access route from the perimeter trail. Shelter is good condition, however the picnic tables within the interior of the structure are not fully accessible.	1. Single ADA route available. 2. Grill is accessible. 3. Only one ADA accessible picnic table provided.	
Shelter 5	3		Far enough from roads to pose patrol and security issues.	Shelter is good condition, however the picnic table are not fully accessible.	1. Single ADA route available. 2. Grill is not accessible. 3. Tables not ADA accessible.	
Shelter 6	3		Far enough from roads to pose patrol and security issues.	Shelter is good condition, however the picnic table are not fully accessible.	1. Single ADA route available. 2. Grill is not accessible. 3. Tables not ADA accessible.	
Restroom/Maintenance Bldg. A	3		Used by grounds crew from Parks Department as their office for the Park.	Would benefit from direct access to the splash pad.	1. ADA route available. 2. Restroom accessible stall and sink.	
Restroom/Maintenance Bldg. B	3				1. ADA route available. 2. Restroom accessible stall and sink.	
Splash Pad Control Structure	4		New structure in excellent condition.	Maintenance individual on site mentioned continued issues with maintaining the splash pad.	1. Multiple ADA routes available two sides. 2. Tables not ADA accessible.	

Playgrounds						
Park Feature	Grade	Grade Notes	General Notes	Field Visit Notes	ADA Assessment	Opportunities & Improvements
Structures	3 and 1	Some plastic components beginning to crack from usage. Some components worn or fading. Minor cleaning and painting touch up needed. Warped boards and surface deterioration in Blast Off Playground.	1. Playground is heavily used. Shade is desirable for families to gather. 2. Overall the playground is in good shape. The playground provides different play opportunities for different ages. The resilient surface is damaged from usage and age on the Blast Off playground. Maintenance is needed to repair minor damage and clean the equipment.			1. Updated equipment or replacement of the Blast Off playground would likely be welcome and used by the community. 2. Providing plantings around the play areas would improve the aesthetic. 3. Utilizing the open space in the southwest portion of the park for additional playground that span to an older age group.
Equipment Accessibility	2	No ADA compliant swings provided. Swing on western edge for the park is not on Accessible Route and no accessible surface surrounding. General edge conditions in this area create safety and maintenance problems.		1. Swing on western edge of park, surface and accessibility issues. Also it is not in close proximity to rest of equipment	1. There is a 2" lip between path and safety surface. 2. Swing is not surrounded by accessible surface	
Surfacing	3	Playground next to splash pad is mulch. Blast Off surface is showing age and wear. Surface is cracked and deteriorating in several places.				
Surface Accessibility	3				1. The splash pad playground playground surfacing is not ADA compliant. 2. Some areas of the Wood fiber surface around in the Blast Off playground are not compliant	
Planted Areas	3	No plantings are present around either playground area.				1. Phase in native woodland floor plantings as a part of the sensory experience of play.

Furnishings & Signage						
Park Feature	Grade	Grade Notes	General Notes	Field Visit Notes	ADA Assessment	Opportunities & Improvements
Rules & Regulatory Signage	4	Need numerous signs at strategic locations clearly stating policies. Consider multi-lingual.		1. Very important to establish signage standards: entrance, trail, identity (unique pylon shape), interpretive, directory, building, site specific, small scale custom. 2. Most furnishings do not provide ADA accessibility.	No signage in braille.	1. Locate furnishings along trails, edges, entrances, and position to take advantage of: people watching, nicely framed views in / out of the park, quick access to ada accessible features. 2. Establish full range of sign types and scales with a common identity. This can aide in the improvement of numerous maintenance and management challenges and support programming and revenue generation potential.
Entry Signage	3				No signage in braille.	
Wayfinding	-				No signage in braille.	
Interpretive Signage	-				No signage in braille.	
Picnic Tables	2				1. No accessible route. 2. Wood picnic tables not accessible. 3. Plastic tables are accessible.	
Grills	3					
Trash Receptacles	2	Need uniformity and strategic locations.	Many have cracked lids or are rusted.			
Pet Waste Stations	3			1. Several exist. More could be added at strategic locations.	No pavement around dog waste stand.	
Bike Racks	1			No bike racks present.		
Benches	3		Metal benches not shaded and material gets hot.	Not heavily used or placed in comfortable locations.		
Swings	2	Ongoing management and maintenance.	Could improve the location and orientations.			
Water Fountains	2			3 fountains present. 1 at each of the restrooms and one along the perimeter trail along the northern edge of the park. An additional fountain along the southern perimeter trail would be recommended.	No pavement around drinking fountains.	

APPENDIX F – COMPREHENSIVE CAPITAL IMPROVEMENT PLAN

Project No.	Project Title	Project Type	Thru 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Beyond 2023	TOTAL
17-004-AA	Arbuckle Acres Fiber Extension	Equipment	\$ 37,331	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 37,331
17-007-CP	Cardinal Park & RTP Development, Ph. 1	Neighborhood Parks	\$ 1,626,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,626,400
17-009-OT	Pedestrian Crossings Around Schools (Des. 1601045)	Trails, Greenways & Ped.	\$ 206,000	\$ 610,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 816,800
17-010-OT	Community Center Pre-Design	Recreation Facilities	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,000
17-011-WM	Williams Park Circle	Community Parks	\$ 31,500	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 111,500
17-012-WM	Williams Park Outdoor Classroom Expansion	Block/Special Parks	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
17-013-WL	White Lick Creek Greenway, Ph. 1	Trails, Greenways & Ped.	\$ 83,320	\$ 17,200	\$ 2,240,000	\$ -	\$ -	\$ -	\$ -	\$ 2,340,520
17-014-BO	B&O Trail Crossing at Co. Rd. 300 N. (Des. 1601061)	Trails, Greenways & Ped.	\$ 112,600	\$ -	\$ 920,000	\$ -	\$ -	\$ -	\$ -	\$ 1,032,600
17-016-OT	Northfield Commons, Lot 5 Acquisition	Land Acquisition	\$ -	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000
18-001-MP	2019-2023 Parks Strategic Master Plan	Strategic Planning	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000
18-003-MA	Magee Property Development (Trailhead)	Block/Special Parks	\$ -	\$ -	\$ 42,800	\$ 438,300	\$ -	\$ -	\$ -	\$ 481,100
18-004-AA	Arbuckle Acres Entry Feature Sign	Equipment	\$ 95,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 95,500
18-007-AA	White Lick Creek Stabilization	Asset Management	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ 1,030,000	\$ -	\$ 1,075,000
19-001-BO	Surveillance Cameras Along B&O Corridor	Equipment	\$ -	\$ 42,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 42,000
19-002-CP	Cardinal Park, Ph. 2	Neighborhood Parks	\$ 68,200	\$ 641,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 709,200
19-003-CP	Cardinal Park, Ph. 3	Neighborhood Parks	\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 750,000
19-004-AA	Resurfacing Maintenance Facility	Asset Management	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
19-005-ST	Stephens Park Development	Block/Special Parks	\$ -	\$ 55,000	\$ 240,000	\$ 175,000	\$ -	\$ -	\$ -	\$ 470,000
19-006-MP	Tague & West Wynne Farms Master Plans	Community Parks	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000
19-007-WF	West Wynne Farms Development	Community Parks	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 85,000	\$ 909,000	\$ 994,000
19-008-AA	Maintenance Building at Arbuckle Acres, Ph. 2	Asset Management	\$ -	\$ -	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ 70,000
19-009-OT	Bikeshare Program, Ph. 1	Equipment	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
19-010-AA	Arbuckle Acres 'Little Tikes' Playground Replacement	Equipment	\$ -	\$ 74,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 74,000
19-011-AA	Bundy Lodge Patio Enhancements	Asset Management	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000
19-012-OT	2003 Ford F550 Superduty Dump Truck (#71) Replacement	Equipment	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
19-013-OT	Surveillance Camera Implementation (Multiple Locations)	Equipment	\$ -	\$ -	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 175,000
19-014-OT	Park Foundation Formation	Strategic Planning	\$ -	\$ 15,000	\$ 15,000	\$ 15,000	\$ 10,000	\$ 7,500	\$ -	\$ 62,500
20-001-WM	Blast-Off Playground Re-Launch	Asset Management	\$ -	\$ -	\$ 86,000	\$ -	\$ -	\$ -	\$ -	\$ 86,000
20-002-TG	Tague Property Development	Community Parks	\$ -	\$ -	\$ 150,000	\$ 185,000	\$ 1,408,000	\$ -	\$ 817,000	\$ 2,560,000
20-003-WL	White Lick Creek Greenway, Ph. 2	Trails, Greenways & Ped.	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ 4,716,000	\$ 4,791,000
20-004-OT	2011 Ford F350 Pickup Replacement	Equipment	\$ -	\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ 45,000
20-005-AA	Pavement Preservation (Fog Seal) Arbuckle Acres	Asset Management	\$ -	\$ -	\$ 14,500	\$ -	\$ -	\$ -	\$ -	\$ 14,500
20-006-AA	Community Center Development	Recreation Facilities	\$ -	\$ -	\$ 1,500,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 1,700,000	\$ 3,500,000
21-001-OT	2012 Ford F250 Pickup Replacement	Equipment	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ 40,000
21-002-WM	Pavement Preservation (Fog Seal) Williams Park	Asset Management	\$ -	\$ -	\$ -	\$ 13,200	\$ -	\$ -	\$ -	\$ 13,200
21-003-BO	Pavement Preservation (Fog Seal) B&O Trail	Asset Management	\$ -	\$ -	\$ -	\$ 21,000	\$ -	\$ -	\$ -	\$ 21,000
22-001-OT	John Deere Gator, 4x4 w/ Roll Bar	Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ 15,000
22-002-MP	2022 Zone Improvement Plan & Recreation Impact Fee Update	Strategic Planning	\$ -	\$ -	\$ -	\$ -	\$ 31,000	\$ -	\$ -	\$ 31,000
23-001-OT	Mini Bus	Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000	\$ 45,000
23-002-MP	2024-2028 Parks Master Plan	Strategic Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ 60,000

Thru 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Beyond 2023	TOTAL
\$ 2,390,851	\$ 1,777,000	\$ 6,278,300	\$ 1,027,500	\$ 1,624,000	\$ 1,332,500	\$ 8,222,000	\$ 22,652,151

APPENDIX G – PARK STANDARDS

The supporting images, furnishings, and palettes that follow capture the desired character and quality of the Brownsburg Parks system. These selections intend to communicate an overall aesthetic that informs ongoing design decisions. The site furnishings and site lighting shown here intentionally offer latitude in the style of the amenities, including options that lean traditional, timeless, and contemporary.

When considering these standards, it is important to keep in mind the principles of placemaking and contextual design inspiration. Brownsburg Parks desires diversity in the character of places and spaces it offers to its residents. The character of furnishings and amenities should “speak” to the vocabulary of each place. Similarly, the plant palette should be intentionally biodiverse, native, and hardy in its selections while leaving room for splash-color and wow-factor in highlight areas where attention is warranted.

SITE AMENITIES

BENCH



Basis: Lily Bench, Victor Stanley
Finish: Powder coated frame, Wood slats
Features: dual armrests, 6' or 8' length



Basis: Parc Vue Bench, Landscape Forms
Finish: Powder coated frame, Metal slats
Features: Dual armrests, 6' or 8' length



Basis: Plainwell Bench, Landscape Forms
Finish: Powder coated frame, Wood slats
Features: Dual armrests, 6' or 8' length

PEDESTRIAN / PARK LIGHTS



Basis: Ashbery Light, Landscape Forms
Finish: Powder coated cast aluminum poles
Features: Tenon mounted lights



Basis: Hi-Glo Lights, Landscape Forms
Finish: Powder coated cast aluminum poles
Features: LED cartridge lights



Basis: Omega, Sternberg
Finish: Spun Aluminum bell styled dome, Powder coated cast aluminum poles
Features: LED cartridge lights

SITE AMENITIES

BOLLARDS



Basis: Annapolis Bollard, Landscape Forms
 Finish: Powder coated steel
 Features: Embedded or removable, lighted or standard



Basis: Decatur Bollard, Sternberg
 Finish: Powder coated cast aluminum
 Features: lighted or standard



Basis : Ashbery Bollard, Landscape Forms
 Finish: Powder coated steel
 Features: Embedded or removable, lighted or standard

FIELD LIGHT POLES AND FIXTURES



Basis: Musco Sports Lighting Light-Structure System or equivalent product
 Finish: Black powder coated metal pole
 Features: LED luminaires



Basis: Scarborough Receptacle, Landscape Forms
 Finish: Powder coated metal side panels with vertical straps



Basis: Chase Park Receptacle, Landscape Forms
 Finish: Powder coated metal side panels with vertical straps

RECYCLING / LITTER RECEPTACLES

BIKE RACKS



Basis: Inverted U Shaped Bicycle Rack, Victor Stanley
 Finish: Powder coated steel frame
 Features: Surface mounted, 2 bikes.



Basis: Bola Bike Rack, Landscape Forms
 Finish: Satin electro-polish, stainless Steel Tubing
 Features: Surface mounted, 2 bikes.



Basis: Cycle Sentry, Landscape Forms
 Finish: steel shotblasted, etched, phosphatized, powder-coated
 Features: Surface mounted, 8 bikes.

SITE AMENITIES

DRINKING FOUNTAINS



Basis: Elkay Outdoor EZH2O Bottle filling Station
Finish: Powder coated over corrosion resistant stainless steel
Features: Bi-Level Pedestal, Non-filtered, Non-refrigerated

ORNAMENTAL FENCE



Basis: Ameristar Montage Commercial
Finish: Powder coated steel fence
Features: Vertical pickets double-top rail and flush top, 4' height for edge establishment, 8' height for security



Basis: Ameristar Aegis II, Genesis Style
Finish: Powder coated steel fence
Features: Vertical pickets double-top rail and flush top, 4' height for edge establishment, 8' height for security

CHAIN LINK FENCE



Basis: Ameristar Permacoat Chain-Link Fence or similar product.
Finish: Black or green vinyl coated
Features: Only to be used for low visibility areas that require security.

SITE STRUCTURES

SHELTER / PAVILION



This shelter is currently located at Arbuckle Park and is representative of the aesthetic and quality for recommended shelters.



Basis: Poligon SSH 12
 Finish: Powder coated steel columns and frames
 Features: Hip Roof Square Shelter, 12' x 12', Two column gable ended rectangular shelter



Basis: Poligon SQR 30
 Finish: Powder coated steel column and frame members
 Features: Square shelter, 30' x 30', four-sided hip roof



Basis: Poligon Marquee
 Finish: Powder coated steel columns and frame members
 Features: Rectangular hipped structure with clerestory, 30' x 64', four-sided hip roof

SITE STRUCTURES

PLAY EQUIPMENT



Neighborhood Level Playground, 0-50 children, 2-12 year old age group. Surfaces can include playground tiles, poured-in-place play surfacing or wood fiber play surface.



Community Level Playground, 50-70 children, 2-12 year old age group. Surfaces can include playground tiles, poured-in-place play surfacing or wood fiber play surface.



Signature Level Playground, 75+ children, 2-12 year old age group. Surfaces can include playground tiles, poured-in-place play surfacing or wood fiber play surface.



Nature Play Playground, 0-75 children, 2-12 year old age group. Surfaces include wood fiber play surface.

MATERIALS AND FINISHES

CONCRETE



Basis: Medium to Fine Textured broom finish; Draw a soft bristle broom across float-finished concrete surface perpendicular to line of traffic to provide a uniform fine line texture. No edge tooling.

PAVERS



Basis: Belden Brick Sand Hills Pavers
Features: 2³/₄" Thickness Recommended.
For use in specialty entrances that have light to moderate pedestrian traffic only.



Basis: Artline Concrete Paver, Unilock
Features: Solid Concrete interlocking paving unit with long clean lines for minimalist outdoor designs for use in informal or rustic park areas, or along paths to highlight a naturalistic aesthetic

MATERIALS AND FINISHES

TRAILS



Basis: Asphalt surface to be used for larger primary trails.



Basis: Compacted Aggregate surface to be used for minor and more secluded trails.

WALLS



Basis: Rivercrest Wall, Unilock
Features: Stacked stone look for use in informal or rustic park areas, or along paths to highlight a naturalistic aesthetic



Basis: Unilock Sienastone, Unilock
Features: Uniform engineered look for use around bridges or a more formal setting. Used to create a modern or engineered aesthetic

SIGNAGE

INTERPRETIVE SIGNAGE



Basis: Interpretive signage is an important element of passive outdoor education for those who do not have formal education or knowledge about how landscapes work.

Features: Relate information to the lives of your audience and to their life experience; Make what you say, show or do relevant to your audience; Information is not interpretation, but all interpretation includes information; The aim of interpretation is revelation and provocation, not instruction; Interpretation for children should not be a dilution of that for adults -they need their own; Involve people intellectually, emotionally and physically



WAYFINDING SIGNAGE



Basis: Wayfinding systems are measured by how users experience an environment and how the communicative elements facilitate getting from point A to point B.

Features: Wayfinding systems should reassure users, create a welcoming and enjoyable environment and, ideally, provide answers to potential queries before users have to ask for assistance. Wayfinding systems can also indicate where users should not go. A successful wayfinding system should provide information for users to: confirm they are at the correct start or finish point of an individual journey; identify their location within a building or an external space; reinforce they are traveling in the right direction orient themselves within a building or an external space; understand the location and any potential hazards; identify their destination on arrival; and escape safely in an emergency.



TREE PALETTE

DECIDUOUS



Acer rubrum
Red Maple
Height: 40'-70'
Spread: 30'-50'



Acer saccharum
Sugar Maple
Height: 40'-80'
Spread: 30'-60'



Carya illinoensis
Hardy Pecan
Height: 75-100'
Spread: 40-70'



Carya ovata
Shagbark Hickory
Height: 70-90'
Spread: 50-70'



Celtis occidentalis
Hackberry
Height: 40-60'
Spread: 40-60'

TREE PALETTE

DECIDUOUS CONTINUED



Liquidambar styraciflua
 Sweet Gum
 Height: 60-80'
 Spread: 40-60'



Liriodendron tulipifera
 Tulip Tree
 Height: 60-90'
 Spread: 30-50'



Nyssa sylvatica
 Black Gum
 Height: 30-50'
 Spread: 20-30'



Platanus occidentalis
 American Sycamore
 Height: 75-100'
 Spread: 75-100'



Populus deltoides
 Eastern Cottonwood
 Height: 50-80'
 Spread: 35-60'

TREE PALETTE

DECIDUOUS CONTINUED



Quercus alba
White Oak
Height: 50-80'
Spread: 50-80'



Quercus bicolor
Swamp White Oak
Height: 50-60'
Spread: 50-60'



Quercus palustris
Black Gum
Height: 30-50'
Spread: 20-30'



Quercus rubra
Red Oak
Height: 75-100'
Spread: 50-75'



Tilia americana
American Linden
Height: 50-80'
Spread: 30-50'

TREE PALETTE

DECIDUOUS CONTINUED



Ulmus americana
 American Elm
 Height: 60-80'
 Spread: 40-70'

CONIFEROUS



Juniperus virginiana
 Red Cedar
 Height: 30-65'
 Spread: 8-25'



Picea abies
 Norway Spruce
 Height: 40-60'
 Spread: 25-30'



Picea pungens
 Norway Spruce
 Height: 40-60'
 Spread: 25-30'

TREE PALETTE

ORNAMENTAL



Cercis canadensis
Eastern Redbud
Height: 20-30'
Spread: 25-35'



Cornus florida
Flowering Dogwood
Height: 15-30'
Spread: 15-30'



Cornus kousa
Kousa Dogwood
Height: 15-30'
Spread: 15-30'



Crataegus viridis
Green Hawthorn
Height: 25-35'
Spread: 25-35'



Malus 'Prairiefire'
Flowering Crabapple
Height: 15-20'
Spread: 15-20'

PLANT PALETTE

GATEWAYS / ENTRY



Basis: Groundcover or perennial bed highlighting entry, ornamental or multi-stem can be used to frame the entry. The plant palette should be simple, using only one type of groundcover, a few types of perennials and a single tree type.

TRANSITIONS TO CITY STREETS



Basis: A single row of flowering shrubs or a low evergreen hedge. The plant palette should consist of a single plant type.

SCREENING



Basis: A tall evergreen hedge comprised of one type of tree or a mass planting of a number of different types of evergreen trees or shrubs.

GENERAL PARK AESTHETIC



Basis: Scattered areas of deciduous trees surrounding larger areas of open lawn.

APPENDIX H - 2014-2018 ACTION PLAN COMPLETION STATUS

The following action plan is from the previous 2014-2018 strategic master plan. The chart below shows the strategies and tactics and their completion status. This demonstrates how Brownsburg's Strategic Master Plan document is implemented and does not simply sit on the shelf once completed.

Strategy	Tactics	Completion Status
Administration	Establish the selection criteria for park foundation board members and call for applications.	Consultant selected and contract in place. Board approved scope of service and contract on 3/21/19.
	Acquire 16 + more acres of land in the park system	Completed
	Seek out and acquire a capital partner for the Recreation Center.	Working on partnership with IU Health including design details, priorities, and capital contributions. - IN PROGRESS
	Develop a naming rights policy and naming programs for the recreation center.	Developed a naming policy draft. Currently being reviewed by legal. Next step will be Park Board review. IN PROGRESS
	Work with Town Planner to identify and protect sensitive areas of Town.	Complete/Ongoing
	Complete the Recreational Trails Program and Safe Routes to Schools trail construction	Completed
	Create action matrix for Master Plan goals and update Park Board quarterly	Completed
	Continued land acquisition to alleviate the deficit associated with level of service in the Zone Improvement Plan	Completed
	Complete the design of cardinal property construction documents	Completed
	Develop a name for the Cardinal property and park signage	Completed
	2017 Annual Report	Completed
	Manage HR issues if they develop	Completed/Ongoing
	Update Budget numbers to include better-defined categories in Impact Fee Fund and create a new enterprise fund for the youth services	Completed

	Develop depreciation schedule and amount that needs to be placed into reserve for asset replacement each year, begin to budget for this in 2017 budget.	<i>Depreciation schedule developed, need to develop replacement fund policy with Park Board and Clerk Treasurer. - IN DEVELOPMENT</i>
	Review and update ordinances for Parks	Completed/Ongoing
	Review policies for relevance and efficiency	Completed/Ongoing
	Find applicants to serve on the Impact Fee Review Board (if necessary) and conduct orientation.	Completed
	Tree City USA currently under review by Arbor Day Foundation	Completed

Strategy	Tactics	Completion Status
<u>Parks/ Grounds/ Development</u>	Fully utilize the Maintenance Edge Program including details of work done, parts, laborer hours, laborer costs, purchases, etc.	Completed
	Develop a trail maintenance schedule	Completed/Ongoing
	Install new playground equipment in Williams Park	Completed
	Continue to update and install park signage	Completed/Ongoing
	Plant trees in September as required for the Urban Forestry Management	Completed/Ongoing
	Create a weekly work plan the week prior and discuss it in Park Operation Meetings	Completed/Ongoing
	Oversee RTP Trail Construction	Completed/Ongoing
	Oversee Cardinal Property Construction	Completed
	Develop the outdoor classroom	Completed
	Implement the Urban Forestry Management Plan 2015 Action Items	Completed/Ongoing
	Repair acts of vandalism within 4 days and graffiti within 24 hours of notice or being reported	Ongoing

	Service all picnic tables prior to peak season (check/replace hardware, sand graffiti/carvings, nails hammered in, staples removed, and stain if necessary)	Ongoing
	Maintain landscaping at the Gateway	Contracted Out - Ongoing
	Conduct part-time/temporary orientation including safety videos	Ongoing
	Oversee the development of the B&O Trail (300 N-RRPKWY)	Completed
	Oversee the façade improvements of Bundy Lodge	Completed

Strategy	Tactics	Completion Status
<u>Recreation/ Facility Management</u>	Increase the Brownsburg Parks visibility with increased events for the Recreation Outreach Trailer	Re-evaluation the recreation trailer outreach program to be included in 3 year recreation plan (2019-2021).
	Implement the volunteer program including training and recognition for implementation	Editing volunteer handbook. Instituted background checks through SSCI per policy.
	Plan, customize, and implement customer service training for all part-time/temporary staff	Completed/Ongoing
	Forecast a Recreation Plan for 2018 & 2019	Completed
	Implement transition to the Active Network Registration Software	Completed
	Establish analytics for each program/event for improved decision making	Ongoing
	Establish electronic sign-in and tracking of the participants of B.A.S.E.	Completed
	Increase program/event revenue generation 10% in 2018	Complete/Ongoing
	Update evaluations for all programs/events and promote to obtain 10-15% response rate from participants	Complete/Ongoing

	Reestablish the archery program	To be implemented at outdoor classroom and included as a goal in 3 year recreation plan (2019-2021).
	Develop at least one new program in each of the core areas each year (2016&2017) and implement them in a quality sustainable manner.	Completed/Ongoing
	Refresh and improve the quality of the Special Events	Completed/Ongoing
	Young Adult and Adult Sports Programs (flag football, volleyball, bubble soccer)	In progress - to be included in 3 year recreation plan (2019-2021).
	Research adult beverage permits to include; contacting other departments to find out process, paperwork, agreements, regulations, and ordinances. Provide a narrative summary with recommendation to Director & Asst. Director	Temporary Beer and Wine permit policy draft has been developed. Being presented to Park Board and Town Council in Spring 2019.
	Create a Marketing Plan for events and largest revenue generating programs with measurements to maximize media avenues and revenues	Complete/Ongoing
	Arbor Day Event	Completed/Ongoing
	Staff need to spend more time developing programs, planning for success and finding the right staff to implement the programs rather than doing them themselves.	Completed/Ongoing

Strategy	Tactics	Completion Status
<p><u>Communication</u></p>	<p>Create and monitor communications to the followers that demonstrates that Brownsburg Parks is living its mission statement. Use the following categories and seek out information from staff responsible for progress: beautifying parks, updating parks, maintaining parks to a high standard, recreation program development, setting up programs, running programs, evaluating programs for improvement, developing facilities, maintaining facilities, updating facilities, The public enjoying our parks/programs/events/facilities, residents getting healthy, economic impact (ribbon cuttings Staff attends, food & beverage), Promoting businesses, establishing policies for long term sustainability.</p>	<p>Completed/Ongoing</p>

APPENDIX I – 2019-2023 ACTION PLAN

Brownsburg Parks and Recreation Strategic Master Plan



Action Plan

March 2019

VISION: WHAT WE WANT TO BE KNOWN FOR

“To enhance the quality of life in Brownsburg and further its economic development goals to create a community of choice to live, work and play now and for future generations.”

MISSION: HOW WE PLAN TO GET THERE

“To maximize resources in providing beautiful parks, recreation activities and quality facilities to the Brownsburg community that enhance residents' health and promote economic vitality for long-term sustainability.”

CORE VALUES

- **Inclusion:** We embrace different ways of thinking to ensure we help build a community for everyone.
- **Growth:** We challenge ourselves to have a bigger impact on the community.
- **Integrity:** We strive to build the respect and trust of the community.
- **Relationships:** We build relationships to connect with our community.
- **Wellness:** We improve our well-being so we can create opportunities for community members to live a healthy lifestyle.

PILLARS TO BUILD ON

- **Sustainability:** We will be fiscally responsible and stewards of entrusted funds and always look for ways to reduce any dependence on tax dollars where possible.
- **Placemaking:** We will create great park spaces and experiences that inspire our community to take pride in their parks and love them.
- **Health, Wellness:** We will build health and wellness opportunities into our park design and the programs we deliver to create a healthy community of users.
- **Conservation:** We will respect our natural lands and preserve the value of our flora and fauna in our parks
- **Performance excellence:** We will focus on measurable outcomes to demonstrate efficiency and effectiveness in our work.
- **Outstanding Customer Service:** We will treat all customers with respect and provide the best experience as possible.
- **Creativity and Innovation:** We will seek to be creative and innovative in our work to maximize the resources we have.
- **Accountability and Integrity:** We will hold ourselves to the highest standard of accountability and integrity in everything we do.

OUR BIG ROCKS TO IMPLEMENT: KEY AREAS OF FOCUS IN THIS PLANNING PERIOD

- Develop a connected trail system.
- Develop a park on the north side of Highway 74.
- Develop a Multigenerational Community Center/Aquatic Component.
- Development of the Tague Property for the next large community park.
- Find new dedicated funding sources to move the park system forward.
- Improve existing Infrastructure to make all parks special and inviting.

PARKS

Goal 1: Develop and maintain quality parks and experiences for people of all ages in an equitable manner throughout the community to achieve 11 acres of parkland per 1,000 residents of which we will develop up to 70% of our park land for recreation purposes while protecting the remaining acres for conservation purposes.

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
1.1 Continue to develop a connected trail system that links the neighborhoods in Brownsburg so that it allows all residents to be able to access a park or trail within a 10-minute walk.	1.1.1 Continue to develop the White Lick Creek Trail Corridor on the north side of I-74 and the South Side of I-74 and link neighborhoods to the trails.	Director, A.D. - Ops & Dev.	2018	Finish design, acquire necessary property, and identify funding sources
	1.1.2 Continue to develop the B & O Railroad Corridor east and west of Brownsburg with other local Town partners.	Director, A.D. - Ops & Dev./B&O Trail Association/Hendricks County	2021	Develop partnership/inter-local agreement
	1.1.3 Develop a series of loop trails off the key spine trails to link neighborhoods together throughout the Town.	Director, A.D. - Ops & Dev./Development Services	Ongoing	Updated Transportation Plan
	1.1.4 Build walking trails within parks to give users an opportunity to strengthen their health and wellness.	Director, A.D. - Ops & Dev.	2018	Implement in new park design/construction
	1.1.5 Link trails to Downtown Brownsburg to support the center of the Town businesses and the future community center.	Director, A.D - Ops & Dev.	2018	Complete White Lick Creek Greenway ph. 1

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
1.2 Seek to acquire parkland on the north side of I-74 for a community park to give residents a quality community park in that area of the Town.	1.2.1 Design and develop a community park that is accessible, convenient, safe, beautiful and provide multifunctional public spaces and recreation experiences that creates a sense of place for residents in that part of the Town.	Director, A.D. - Ops & Dev., Town Manager, Park Board, Town Council	2022	Acquire property and develop Site Master Plan with community input
	1.2.2 Tie the future community park to a future trail so all residents can access the park in a safe manner.	Director, A.D. - Ops & Development	2022	Acquire property and design connection
	1.2.3 Develop the community park to support residents needs for quality park amenities that are not provided to that area of the Town.	Director, A.D. - Ops & Dev., Town Manager, Park Board, Town Council	2022	Acquire property and develop Site Master Plan with community input
	1.2.4 Develop conservation plans for all community parks and stream corridor parks with natural areas in them.	Director, A.D. - Ops & Development	2022	Develop Natural Resources Management Plan
	1.2.5 Develop a stronger partnership with Brown Township for connection to future park sites north of I-74.	Director, Park Board, Town Council, Town Manager	2022	Discussion on inter-local agreement
	1.2.6 Future development should be coordinated with other Townships to help eliminate non-resident fees.	Director, Park Board, Town Manager, Town Council	2022	Inter-local agreement with Lincoln and Brown Townships

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
<p>1.3 Develop the Tague Property into a new community park on the west side of Brownsburg to serve the community’s recreational needs in that part of the Town.</p>	<p>1.3.1 Develop a 10 year master site plan for the park to serve all ages and create a sense of place.</p>	<p>Director, A.D. - Ops & Dev., Town Manager, Park Board and Town Council</p>	<p>2019</p>	<p>Community stakeholder meetings, identify funding sources and finalize plan</p>
	<p>1.3.2 Consider the park site to meet sport fields needs in the Town.</p>	<p>Director, A.D. - Ops & Development, Youth Sports Advisory Group</p>	<p>2020</p>	<p>Meetings with youth sports organizations</p>
	<p>1.3.3 Ensure the park links to White Lick Creek and provides an access corridor into the Town Center.</p>	<p>Director, A.D. - Ops & Dev.</p>	<p>2021</p>	<p>Site Master Plan and White Lick Creek phase 2 design</p>
	<p>1.3.5 Provide the necessary resources required to build, maintain, and operate the park in a sustainable manner.</p>	<p>A.D. - Ops & Dev.</p>	<p>2021</p>	<p>Update and use Maintenance Management Plan as standard</p>
	<p>1.3.6 Create a business plan for the park once the park design has started to properly determine the cost to operate and maintain the park for the future.</p>	<p>Director, A.D. - Ops & Dev., A.D. - Recreation</p>	<p>2021</p>	<p>Finalize business plan with core programming and projected revenue</p>
	<p>1.3.7 Create and leverage partnership opportunities in the park to grow the capital and programmatic inventories and effectively utilize limited Town resources.</p>	<p>A.D.s - Ops & Dev. And Recreation</p>	<p>2022</p>	<p>Partnership agreements with Park Foundation, Friends Group, Hendricks County Parks, DNR</p>

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
<p>1.4 Partner and develop with Brownsburg Schools a recreation facility plan to meet community recreation needs in the Town for the next ten years.</p>	<p>1.4.1 Work with the School District and youth sports organizations to identify sports fields needs in the Town to meet the growing demand for youth sports.</p>	<p>Director, Town Manager, Park Board, Town Council, BCSC Superintendent & Board</p>	<p>2019</p>	<p>Youth Sports advisory group consisting of representatives from all youth sports to help identify needs.</p>
	<p>1.4.2 Jointly develop facilities that can share usage to maximize the value of public dollars for sports fields in the Town.</p>	<p>Director, Town Manager, Park Board, Town Council, BCSC Superintendent & Board</p>	<p>Ongoing</p>	
	<p>1.4.3 Develop a joint use agreement with the school district on how to better maximize the use of existing and future school and park fields in the Town.</p>	<p>Director, Town Manager, Park Board, Town Council, BCSC Superintendent & Board</p>	<p>2019</p>	

FACILITIES

Goal 2: Develop a Multi-generational community center for people of all ages that can operate in a financially sustainable manner.

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
2.1 Work with the community to complete the pre-design plan for the proposed Community Center and establish the right location, size and amenities to meet the indoor recreation needs of the community by the end of 2019 fiscal year.	2.1.1 Seek voter approval for a multigenerational community center in 2020.	Director, Town Manager, Park Board, Town Council	2020	
	2.1.2 Work with local recreation and fitness partners to not duplicate their efforts but compliment their established businesses in the Town.	Director, A.D. - Recreation	2020	Include in pre-design input phase and programming plan when constructed.
	2.1.3 Complete the partnership plan with IU Health to support the community center development in the Town.	Director, Town Manager	2020	Capital contribution agreement and maintenance agreement for ongoing operations
	2.1.4 Ensure the location of the community center is easily accessible and provides an economic value to the Town.	Director	2019	Design for Arbuckle Acres Park

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
2.2 Develop the community center operational plan in 2021 and 2022 if financially feasible.	2.2.1 Develop the final design for the community center and determine the true cost to develop and operate. Develop the community center design based on core programs and effective management policies.	Director, A.D. - Recreation and Ops & Dev.	2020	Approval from Park Board and Town Council to proceed with full design
	2.1.2 Seek bids for the construction of the facility.	Director, A.D. - Ops & Dev.	2020	RFP released for construction services
	2.1.3 Implement the development of the community center over a two-year period and incorporate the established design principles for the site.	Director, A.D. - Recreation and Ops & Dev.	2021-2023	Complete full design and facility business plan.
	2.1.4 Look to hire staff to operate and maintain the community center nine months out to put all the key components in place for a successful opening.	Director	2021	Complete facility business plan to identify key staff needed for start-up.
	2.1.5 Incorporate all partnerships desired into the building and ensure their developed spaces open on time with the community center opening.	Director, A.D. - Recreation and Ops & Dev.	2021	Establish shared use agreements.
	2.1.6 Create a marketing plan for the community center with communication strategies to fulfill a great opening and first year of operations.	Director, A.D. - Recreation and Ops & Dev., C.E.M.	2021	Complete facility business plan including marketing strategies and tactics.
	2.1.7 Track all user types to demonstrate the wide age segment appeal of users of the facility.	A.D. - Recreation, Business Services Manager	2022	Establish consistent reporting system and analysis.

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
2.3 Update all existing park amenities over the next ten years to keep the image and positive use of parks intact.	2.3.1 Seek a stronger dedicated funding source for existing park improvements.	Director	2020	
	2.3.2 Update all play structures throughout the Town over the next ten years.	A.D. - Ops & Dev.	2019	Integrate in Capital Budget each year.
	2.3.3 Incorporate new park amenities such as sports courts, sports fields, splash pads, restrooms, pathways, and picnic areas in the parks	Director, A.D. - Ops & Dev.	2020	Complete design documents.
	2.3.4 Update all signs and landscaping in the parks through a beautification plan.	A.D. - Ops & Dev.	2019	Complete and maintain a sign inventory.
	2.3.5 Ensure equitable access for all in all parts of the Town.	A.D. - Ops & Dev.	2019	Apply Universal Design principles to all facility updates when possible.
	2.3.6 Update the park maintenance management plan to ensure the proper care of the parks is built into the operational budget to maximize their use and value to the community.	A.D. - Ops & Dev.	2019	Updating maintenance time tracker spreadsheet based on recent data and new facilities coming online.
	2.3.7 Invest in improvements to Williams' Blast Off Playground and Arbuckle Playground.	Director, A.D. - Ops & Dev.	2019	Complete Blast Off Playground Re-launch campaign using community involvement.
	2.3.8 Continue invasive species eradication.	A.D. - Ops & Dev.	2020	Implement in annual budget and hire full time natural resource supervisor.

PROGRAMS

Goal 3: Develop and implement creative park and recreation programs that target all residents in the Town to maximize the community's appreciation for quality park and recreation experiences.

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
3.1 Continue to build on existing core programs that include special events, after school programs, summer camps, nature education, outdoor adventure and adult sports programs across the Town.	3.1.1 Seek to find park and recreation type facilities through school sites, existing park sites and private providers spaces to host programs for all groups in the Town.	A.D. - Recreation, RM, RC	2019	Establish partnerships, co-sponsorships and contracts. Program inventory of current services.
	3.1.2 Look to partner with other providers to provide rentable space, host new core programs and resources for seniors, arts, people with disabilities and fitness related activities.	A.D. - Recreation, RM, RC	2019	Annual program lifecycle assessment.
	3.1.3 Continue to not compete with other service providers in the Town but compliment their efforts through planned coordination.	A.D. - Recreation	2019	Assess program gaps and overlaps annually.
	3.1.4 Implement a needs-based approach to community recreation programming across the Town.	A.D. - Recreation, RC	2019 - 2021	2021 Recreation Needs Assessment
	3.1.5 Develop Pickleball courts and programs in the Town.	A.D. - Recreation and Ops & Dev.	2020	Complete Stephens Park upgrades

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
<p>3.2 Partner with local health and wellness providers to provide fitness programs in parks and at local fitness centers.</p>	<p>3.2.1 Develop programs with local fitness gym providers to support group fitness programs such as Pilates, yoga, senior fitness and youth fitness type programs.</p>	<p>A.D. - Recreation, RC, Fitness Instructors</p>	<p>2019</p>	
	<p>3.2.2 Develop fitness related events in the Town to include walk/fun runs, yoga in the parks, health fairs and other type of group gathering e competitions within the Town.</p>	<p>A.D. - Recreation, RC</p>	<p>2019</p>	
	<p>3.2.3 Develop outdoor fitness equipment in parks for people to use along trails or around splash pads and playgrounds to encourage more fitness related opportunities for people in the parks.</p>	<p>A.D. - Recreation and Ops & Dev.</p>	<p>2019</p>	<p>Implement in new design of undeveloped properties</p>

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
<p>3.3 Develop new core programs in environmental education, active senior adult programs, arts and outdoor adventure using existing park facilities in the Town.</p>	<p>3.3.1 Develop one new core program a year over the next five years to bring greater awareness to the parks and recreation system in Brownsburg.</p>	<p>Recreation Coordinator, Assistant Manager, Manager</p>	<p>2019</p>	<p>Complete Recreation Plan</p>
	<p>3.3.2 Seek to develop a mini-business and marketing plans for each core program area and how to develop it and capture the market for that program area.</p>	<p>A.D. - Recreation, C.E.M.</p>	<p>2019</p>	<p>Complete Recreation Plan</p>
	<p>3.3.3 Work with existing or new partners to provide the opportunity to host a program site or develop jointly with the Brownsburg Parks System for the future.</p>	<p>A.D. - Recreation, C.E.M., RC</p>	<p>2019</p>	
	<p>3.3.4 Create an annual event fair for new program areas to allow the community to come out and try these programs before they sign up for them.</p>	<p>A.D. - Recreation and Recreation team</p>	<p>2020</p>	

FINANCE

Goal 4: Seek dedicated funding sources to support parks and recreation in Brownsburg Parks for the next ten years.

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
4.1 Create resilient, diverse, stable and predictable funding and earned income strategies for the next ten years for Brownsburg Parks.	4.1.2 Seek voter approval for the community center and site specific amenities through a combination of a bond, sales taxes and property taxes.	Director, Town Manager	2020	
	4.1.3 Update the park impact fee every three-five years.	A.D. - Ops & Dev.	2022	Update Zone Improvement Plan
	4.1.4 Update the pricing policy every three years against a cost recovery goal.	A.D. - Recreation	2019	
	4.1.5 Develop business plans for every core program area and park facility to maximize its value and use.	A.D. - Recreation and Ops & Dev.	2020	
	4.1.6 Design parks and facilities to produce operational revenue..	A.D. - Recreation and Ops & Dev.	2020	
	4.1.7 Ensure all partnership agreements are equitable to both parties and updated every two years.	A.D. - Recreation and Ops & Dev., C.E.M.	2020	
	4.1.8 Establish a Capital Improvement Fund to allow for certain revenue to be set aside for the purpose of future land acquisition or specific capital improvements.	Director	2020	Develop asset replacement schedule that details savings needed for Capital Improvement Fund.

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
<p>4.2 Identify new partners who can help bring capital and operating dollars to a program or recreation facility on the front end of a project.</p>	<p>4.2.1 List out all for profit potential partners and not-for-profit partners to determine where they can provide opportunities in the parks to serve a larger audience of users.</p>	<p>A.D. - Recreation and Ops & Dev., C.E.M.</p>	<p>2019</p>	
	<p>4.2.2 Seek to create sports facilities for adults that can be self-sustaining as it applies to indoor and outdoor facilities.</p>	<p>A.D. - Recreation and Ops & Dev.</p>	<p>2020</p>	
	<p>4.2.3 Develop a grant funding process to help seek new grant funding sources that match the park and recreation needs in the Town.</p>	<p>Director, C.E.M.</p>	<p>2020</p>	

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
<p>4.3 Establish a Park Foundation that works alongside the Park Board in raising funds for capital projects and land acquisition.</p>	<p>4.3.1 Develop an effective Park Foundation to support needed capital projects defined within the Strategic Master Plan by prioritizing and developing one project a year as part of the park system.</p>	<p>Director, C.E.M.</p>	<p>2019</p>	<p>Park Foundation Strategic Plan</p>
	<p>4.3.2 Seek out the development of a park foundation to help bring new resources to the community through one special event a year and through individual contributions.</p>	<p>Director, C.E.M.</p>	<p>2019</p>	<p>Park Foundation Board established</p>

STAFFING

Goal 5: Hire and retain the best staff possible to deliver quality parks, recreation facilities and programs in the Town that demonstrate the best of public services.

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
5.1 Create an innovative, efficient and effective organizational structure that is responsive to changing community needs.	5.1.1 Functionally align staffing resources to deliver recreation programs and services in the Town.	Director, A.D. - Recreation	2019	Update Organizational Chart
	5.1.2 Develop staffing standards for number of park acres that the Department manages as well as facilities and programs the Department manages.	Director, A.D. - Ops & Dev.	2019	
	5.1.3 Keep a balance of FTEs so that staff turnover does not put stress on the system.	A.D. - Recreation and Ops & Dev.	2019	
	5.1.4 Add park and recreation staff as needed to support the community needs and service expectations of residents.	Director, A.D. - Recreation and Ops & Dev.	2019	

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
5.2 Recruit and retain qualified recreation program and facility management staff and invest in continued training and support.	5.2.1 Foster appropriate staffing levels, development and training to support recreation programs and services.	A.D. - Recreation, R.M.	2019	
	5.2.2 Implement mandatory training programs for all staff in business practices, cost accounting, customer service and hospitality training, program development and marketing of services.	Director, A.D. - Recreation and Ops & Dev., C.E.M., Admin. Services Mgr.	2019	
	5.2.3 Foster organizational development through relationships with local universities to hire the best seasonal staff possible.	Director, A.D. - Recreation and Ops & Dev., C.E.M., Admin. Services Mgr.	2019	Establish recruitment plan and partnerships.
	5.2.4 Enhance opportunities for recognition for all levels of staff and volunteers working in the system.	Director, A.D. - Recreation and Ops & Dev., C.E.M., Admin. Services Mgr.	2019	
	5.2.5 Create team building opportunities (e.g. Motivational Speakers, Group Outings) to grow the work culture that is funded privately by sponsors or the foundation.	Director, A.D. - Recreation and Ops & Dev., C.E.M., Admin. Services Mgr.	2019	

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
<p>5.3 Develop a strong volunteer corps of community members to help deliver programs and events in the Town.</p>	<p>5.3.1 Seek to achieve 15% of the total operational hours needed to support the Department be completed by volunteers.</p>	<p>C.E.M., A.D. - Recreation and Ops & Dev.</p>	<p>2019</p>	
	<p>5.3.2 Seek to recruit train and place volunteers in the system to help supplement staff needs for the future.</p>	<p>C.E.M., A.D. - Recreation and Ops & Dev.</p>	<p>2019</p>	
	<p>5.3.3 Establish best practices in volunteer recruitment, placement and training.</p>	<p>C.E.M., A.D. - Recreation and Ops & Dev.</p>	<p>2019</p>	

APPENDIX J – 2010 BUSINESS PLAN – MAINTENANCE STANDARDS

utilities. Building includes shelving, electrical, three-partition sink with hot water, and separate sink for hand washing. Facility built to health code requirements. Equipment supplied by user group.

8.3 MAINTENANCE STANDARDS

Based on data collected during site visits, maintenance standards for Brownsburg Parks and Recreation (BPRD) were developed in both qualitative and quantitative formats, organized by three Levels of Service. Maintenance standards can change by season and month depending on the type of park area level of use. Standards will be calculated by time and equipment proposed for all parks in the system.

This format provides guidance in terms of understanding the required work activities and elements in a descriptive manner that then can be quantified numerically. Following are descriptions of the levels of service and both qualitative and quantitative maintenance standards as proposed for all parks in the system.

8.3.1 LEVEL ONE MAINTENANCE STANDARDS AND DEFINITIONS FOR PARKS

- Turf Maintenance – high profile areas (small areas, entire area visible to foot traffic)
 - Mowing will occur 2 times/week
 - Mowing heights
 - 2 ½ “ during warm season (day time highs consistently above 75 degrees)
 - Edging of all turf perimeters will occur 1 time/week
 - 95% turf coverage
 - 3% weed infestation for existing areas (all efforts should be made to keep new areas 100% weed free)
 - 2% bare area
 - Remove grass clippings if visible
 - Aerate 1 time/year (additionally if needed)
 - Inspect thatch layer regularly and remove as needed
 - Test soil and water annually
 - Additional testing will occur if deemed necessary
 - Soil moisture will be consistent
 - No wet areas
 - No dry areas
 - Firm enough for foot and mower traffic
 - Apply wetting agents to assist in uniform soil moisture
 - Hand water as needed



- Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours
 - Fertilize (3) times per year
 - Top dress/over seed once a year
- Tree and Shrub Maintenance
 - Prune/trim trees and shrubs as dictated by species twice annually during spring and fall
 - Remove sucker growth annually
 - Test soil annually to insure application of appropriate nutrients as needed
 - Apply fertilizer to plant species according to their optimum requirements as needed or yearly
 - Inspect regularly for insects and diseases. Respond to outbreaks within 48 hours
 - Place 2” of organic mulch around each tree within a minimum 18” ring
 - Place 2” of organic mulch around shrub beds to minimize weed growth
 - Remove hazardous limbs and plants immediately upon discovery
 - Remove dead trees and plant material immediately unless located within an environmental area
 - Remove or treat invasive plants within 5 days of discovery
 - Flower bed maintenance done yearly
 - Fertilize once a year
 - Pond maintenance done yearly and inspect weekly
 - Water features maintained weekly
 - Invasive plant removal annually
- Storm Cleanup
 - Inspect drain covers at least twice monthly, before rain and immediately after flooding
 - Remove debris and organic materials from drain covers immediately
 - Maintain water inlet height at 100% of design standard
- Irrigation Systems
 - Inspect irrigation systems at least once per month or computer monitors as necessary
 - Initiate repairs to non-functioning systems within 24 hours of discovery
 - Back flow testing done annually

- Litter Control
 - Pick up litter and empty containers at least once daily or as needed
 - Remove leaves and organic debris once a week or as necessary
- Playground Maintenance
 - Audit each playground to insure compliance with the current version of ASTM Performance Standard F1487 and the Consumer Product Safety Commission “Handbook for Public Playground Safety”
 - Complete low-frequency playground inspections at least bi-monthly or as required. All low-frequency inspections are to be completed by a Certified Playground Safety Inspector (CPSI). Complete safety-related repairs immediately, and initiate other repairs within 48 hours of discovery
 - Complete high-frequency inspections at least weekly
 - Grooming surface three times weekly, nine months a year
- Hard Surface Maintenance
 - Remove debris and glass immediately upon discovery
 - Remove sand, dirt, and organic debris from walks and hard court surfaces weekly
 - Remove trip hazards from pedestrian areas immediately upon discovery
 - Paint fading or indistinct instructional / directional signs annually
 - Blow grass clippings after mowing around hard surfaces
 - Remove grass growing in cracks as needed
- Outdoor Court Maintenance
 - Inspect tennis and basketball courts at least once monthly. Complete all repairs within 48 hours of discovery
 - Repaint lines at least once each year
 - Replace basketball nets when frayed, broken, or removed
 - Maintain basketball goal posts, backboards, rims, tennis net posts, fencing, and hardware to original design specifications
- Trail Maintenance
 - Inspect hard and soft surface trails at least once monthly
 - Remove dirt, sand, and organic debris from hard surfaces at least once weekly
 - Remove organic debris from soft surfaces at least once weekly
 - Maintain a uniform 3-4” depth of compacted material on soft surface trails at all times



- Graffiti removed weekly
- Remove overhanging branches within 84" of the trail surface at least twice annually
- Mechanically or chemically control growth 24" on either side of the trails
- Inspect signs, benches, and other site amenities at least once monthly. Complete repairs within 10 days of discovery
- Inspect and make necessary repairs to lighting systems at least once monthly
- Repair / replace bulbs to maintain lighting levels to design specifications at all times
- Site Amenity Maintenance
 - Inspect benches, trash containers, picnic tables and grills, bicycle racks, flag poles, drinking fountains, and other site amenities at least monthly. Complete repairs within 24 hours of discovery
 - Cleaning, scrub and power wash of amenities twice yearly
 - Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours
- Athletic fields grounds maintenance (Baseball, Soccer, Softball and Rugby)
 - Fields that are dedicated to softball, baseball, soccer and rugby only
 - Use mower capable of "striping" the turf
 - Mowing will occur twice weekly
 - Mowing heights
 - 2" during cool season (day time highs consistently below 75 degrees)
 - Edging of field perimeters will occur twice monthly
 - 95% turf coverage at the start of every season
 - 80% turf coverage after play begins
 - 5% weed infestation
 - 0% bare area at the start of every season
 - 15% bare and weak areas will be acceptable after play begins
 - Apply pre-germinated seed to heavily worn areas after every tournament
 - Remove grass clippings if visible
 - Aerate 3 times annually
 - Spot aerate high use areas as needed
 - Inspect thatch layer regularly and remove as needed

- Test soil and water annually
 - Additional testing will occur if deemed necessary
- Soil moisture will be consistent
 - No wet areas
 - No dry areas
 - Firm enough for foot and mower traffic
 - Apply wetting agents to assist in uniform soil moisture
 - Hand water as needed
- Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours
- Fertilize monthly
- Aerate and over seed yearly
- Fence and Gate Maintenance
 - Inspect fences, gates, and bollards at least twice annually. Complete safety-related repairs immediately. Complete other repairs within 48 hours of discovery
 - Annually free fence of debris
- Sign Maintenance
 - Inspect sign lettering, surfaces, and posts at least once monthly
 - Repair / replace signs to maintain design and safety standards within 24 hours of discovery
 - Clean signs twice a year
 - Cut back plant material annually or more if needed
- Pest Control
 - In accordance with the Department's Integrated Pest Management Program (IPM), problem areas are inspected monthly and remedied immediately upon discovery
- Vandalism and Graffiti Removal
 - Initiate repairs immediately upon discovery. Document and photograph damage as necessary
- Picnic Shelters
 - Reserved units cleaned and litter removed prior to and after each reservation
 - Minor repairs are made immediately upon discovery
 - Non-reserved units are cleaned weekly by power washing, or as necessary



- Lighting Security/Area
 - Foot-candle levels will be maintained to preserve original design
 - Inspect once monthly
 - Repairs/bulb replacement will be completed within 24 hours of discovery
- Aquatic Center Standards, when a pool is developed
 - Vacuum pool weekly
 - Manually check water chemistry every two hours of operation
 - Check water electronically on a continuous basis
 - Water checked for temperature, chlorine, and pH
 - Check flow rates every 2 hours of operation
 - Water checked for clarity on a continuous basis
 - Clean concrete areas daily
 - Repaint pool tank every two years
 - Pressure wash concrete areas weekly
 - Clean restrooms two times daily
 - Inspect facility and associated equipment daily
 - Maintain all equipment per manufacturers suggestions
 - Inspect sand filter annually
- Broken Equipment Standard
 - Broken equipment shall be repaired immediately, as staff is capable and parts are available when noticed or reported
 - If staff is not able to repair, the broken equipment will be signed and roped off with emergency tape indicating that the amenity is broken, not to be used, and if and when it will be repaired
- Lifecycle Replacement
 - The Town has developed a lifecycle replacement program that must be built into the Capital Improvement Program based on contractor and product specifications
- Concession Standards (outdoor) when developed in the future
 - Concession facilities cleaned, wiped down, and sanitized before opening
 - Electrical appliances checked for compliance and repaired if damaged
 - Lights checked and repaired as needed
 - Concession operating permits secured before opening
 - Appliances cleaned thoroughly before opening

- Prices for concessions will be posted
- Cash registers tested to ensure they work properly
- Circuit breakers tested prior to opening
- Cleaning and sanitization supplies on hand before opening
- Pick up debris daily
- Closing Concession Standards (outdoor)
 - Equipment cleaned thoroughly
 - Supplies removed and discarded
 - Electricity should be turned off
 - Refrigerators and cables turned off and sealed
 - Facility floors, sinks, and counters cleaned thoroughly
 - Hoses cleaned and drained
 - Kitchen cleaned thoroughly
 - Inspections of standards will occur monthly
- Open Space Standard
 - Maintain natural appearance to open space areas
 - Remove trees and branches that pose a hazard to the users of the area
 - Respond to disease and insect outbreaks within 24 hours of identification
 - Inspect areas monthly
 - Remove and clean dump sites within 48 hours of identification
 - Post and maintain appropriate signage for each individual area
 - Implement strategies to assist in reducing the stand of non-native invasive plants by 5% annually
 - No large branches or debris will be allowed in parks and along perimeters

8.3.2 LEVEL TWO MAINTENANCE STANDARDS FOR PARKS

Maintenance standards can change by season and month depending on the park and level of use. Standards will be calculated by time and equipment needed to develop the required operation budgets. The difference between Level 1 and Level 2 standards is the frequency rate.

- Turf Maintenance
 - Mowing will occur once weekly
 - Mowing heights
 - 2½ " during cool season (day time highs consistently below 75 degrees)



- Edging of all turf perimeters will occur weekly during season and every 2 weeks in off-season
- 88% turf coverage
- 8% weed infestation
- 4% bare area will be acceptable after play begins
- Remove grass clippings if visible
- Aerate once annually in low use areas
- Aerate twice annually in high use areas (additional if needed)
- Inspect thatch layer regularly and remove as needed
- Test soil and water annually
 - Additional testing will occur if deemed necessary
- Soil moisture will be consistent
 - No wet areas
 - No dry areas
 - Firm enough for foot and mower traffic
 - Apply wetting agents to assist in uniform soil moisture
 - Hand water as needed
- Inspect weekly for insects, disease, and stress, and respond to outbreaks within 24 hours
- Fertilize twice yearly
- Tree and Shrub Maintenance
 - Prune/trim trees and shrubs as dictated by species at least once annually
 - Apply fertilizer to plant species only if plant health dictates
 - Remove sucker growth as needed
 - Inspect regularly for insects and diseases. Respond to outbreaks within 48 hours
 - Place 2" of organic mulch around each tree within a minimum 18" ring
 - Place 2" of organic mulch around shrub beds to minimize weed growth
 - Remove hazardous limbs and plants immediately upon discovery
 - Remove dead trees and plant material within 30 days of discovery
 - Remove or treat invasive plants yearly
- Storm Cleanup
 - Inspect drain covers at least once monthly and immediately after flooding occurs

- Remove debris and organic materials from drain covers within every other month
- Inspect and clean drains before forecasted storms begin
- Maintain water inlet height at 100% of design standard
- Invasive plant removal once a year or as needed
- Drain system maintenance done once a year
- Irrigation Systems
 - Inspect irrigation systems a minimum of once per month and as necessary
 - Initiate repairs to non-functioning systems within 48 hours of discovery
 - Annual back flow inspection done yearly
- Litter Control
 - Pick up litter and empty containers at least every other day or as needed
 - Remove leaves and organic debris once a week
- Playground Maintenance
 - Audit each playground to insure compliance with the current version of ASTM Performance Standard F1487 and the Consumer Product Safety Commission “Handbook for Public Playground Safety”
 - Complete low-frequency playground inspections at least bi-monthly or as required. All low-frequency inspections are to be completed by a Certified Playground Safety Inspector (CPSI). Complete safety-related repairs immediately and initiate other repairs within 48 hours of discovery
 - Complete high-frequency inspections at least weekly
 - Grooming surface two times weekly
- Hard Surface Maintenance
 - Remove debris and glass immediately upon discovery
 - Remove sand, dirt, and organic debris from walks, lots, and hard surfaces every 30 days
 - Remove trip hazards from pedestrian areas immediately upon discovery
 - Paint fading or indistinct instructional/directional signs every other year
 - Remove grass in the cracks monthly
- Outdoor Court Maintenance
 - Inspect basketball courts at least once monthly. Complete repairs within 10 days of discovery
 - Repaint lines at least once every 2 years
 - Replace basketball nets within 10 days when frayed, broken, or removed



- Maintain basketball goal posts, backboards, rims, fencing, and hardware to original design specifications. Complete repairs within 10 days of discovery
- Trail Maintenance
 - Inspect hard and soft surface trails at least once monthly
 - Remove dirt, sand, and organic debris from hard surfaces at least once monthly
 - Remove organic debris from soft surfaces at least once monthly
 - Maintain a uniform 2-4" depth of compacted material on soft surface trails
 - Mechanically or chemically control growth 24" on either side of the trails
 - Remove overhanging branches within 84" of the trail surface at least once annually
 - Inspect signs, benches, and other site amenities at least once monthly. Complete repairs within 10 days of discovery
- Site Amenity Maintenance
 - Inspect benches, trash containers, picnic tables, grills, bicycle racks, drinking fountains, and other site amenities at least monthly. Complete repairs within 5 days of discovery
 - Cleaning and washing annually
 - Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours
- Athletic Field Grounds Maintenance (baseball, soccer, softball, and rugby)
 - Fields that are dedicated to soccer, baseball, softball and rugby only
 - Mowing will occur twice weekly
 - Mowing heights
 - 2 ½" during cool season (day time highs consistently below 75 degrees)
 - 3" during warm season (day time highs consistently above 75 degrees)
 - Edging of all field perimeters will occur once monthly
 - 80% turf coverage at the start of every season
 - 65% turf coverage after play begins
 - 20% weed infestation
 - 5% bare area at the start of every season
 - 15% bare and weak areas will be acceptable after play begins
 - Remove grass clippings if visible

- Aerate once annually
- Inspect thatch layer regularly and remove as needed
- Test soil and water annually
 - Additional testing will occur if deemed necessary
 - Soil moisture will be consistent
- No wet areas
- No dry areas
- Firm enough for foot and mower traffic
- Inspect weekly for insects, disease, and stress, and respond to outbreaks within 24 hours
- Fence and Gate Maintenance
 - Inspect fences, gates, and bollards at least once annually. Complete safety-related repairs immediately, and complete other repairs within 5 days of discovery
 - Clean debris annually
- Sign Maintenance
 - Inspect sign lettering, surfaces, and posts at least once every 3 months
 - Repair/replace signs to maintain design and safety standards within 5 days of discovery
 - Clean sign once a year
- Pest Control
 - In accordance with the Department's Integrated Pest Management Program (IPM), inspect problem areas monthly and remedy immediately upon discovery
- Vandalism and Graffiti Removal
 - Initiate repairs immediately upon discovery. Document and photograph damage as necessary
- Picnic Shelters
 - Reserved units cleaned and litter removed prior to and after each reservation
 - Minor repairs are made immediately upon discovery
 - Non-reserved units are cleaned bi-weekly, or as necessary
- Lighting Security/Area
 - Inspect quarterly
 - Repairs/bulb replacement will be completed within 72 hours of discovery



8.3.3 LEVEL THREE MAINTENANCE STANDARDS FOR PARKS

Maintenance Standards can change by season and month depending on the type of park and level of use. Standards will be calculated by time and equipment needed to develop required operation budgets.

- Turf Maintenance (dog parks)
 - Mowing will occur once every 10 days
 - Mowing heights
 - 2½” during cool season (day time highs consistently below 75 degrees)
 - 50% turf coverage
 - Up to 50% weed coverage for existing
 - Up to 20% bare area
 - Safety of hazard only action

8.3.4 MAINTENANCE ITEMS FOR WATER PARKS

The Department shall establish and implement a maintenance program to assure safe and enjoyable water park conditions.

8.3.4.1 MINIMUM STANDARD

The Department shall establish and administer programs for all areas of the water parks. These shall be maintained in good condition in conformance with the Department’s minimum standards. The policies that will govern minimum standards for maintenance operations include but not are limited to:

- Customer Service
 - Safety and directional signs are properly positioned
 - Entrance is clearly visible with appropriately placed road signs to access the water park
 - Entrance is well landscaped with a “Welcome To” sign in place
 - Parking lot is clean and well maintained
 - Parking lot has designated handicapped slots
 - Area surrounding water park is neatly groomed and landscaped
 - Maintenance building is neat and clean
- Buildings and structures
 - Bathhouse and restrooms floors should be disinfected daily
 - Pool decks should be rinsed daily
 - Buildings and structures shall be maintained in good repair at all times in a fashion which is consistent with fire and safety codes and regulations.

- Tools, supplies and equipment will be organized in an orderly fashion
- Chemical storage shall be reported to the Department on an annual basis as part of SARA III reporting requirements. All chemicals shall be stored in a fashion consistent with local/state storage recommendations
- Restrooms shall be checked at least hourly on a daily basis and maintained in a manner to provide clean and sanitary facilities. Soap, towels, toilet issue, etc., shall be provided in adequate quantities at all times.
- Water Park (when developed)
 - Check the operation of the recirculation pump and motor daily
 - Check the operation of the disinfectant and pH chemical feeder daily
 - Check the filter operation, read the pressure gauges, and backwash, if necessary daily
 - For all closed filters, manually release the air daily
 - Skimmer strainer baskets must be cleaned daily
 - Clean the bottom of the pool and manually skim debris from the surface daily
 - Measure and record the chlorine or bromine residual and the pH at least twice a day
- The staff shall keep true, accurate, and complete records of water park maintenance, chemical applications, and safety inspections
- Planters (All areas planted with ornamental plants, and having a definable border)
 - Planters shall be maintained free of trash and debris such as (e.g., paper, drinking cans, bottles, fallen limbs and leaves, and etc.)
 - Planters shall be maintained free of weeds or grass by mechanical, manual or chemical means
 - Plant material (e.g., trees, shrubbery and ground covering) in planters shall be trimmed for protection from wind, insect damage, and appearance
 - Various planting areas throughout the facility will be cultivated, weeded, pruned, and fertilized regularly, with at least 2 replanting programs for annuals scheduled yearly
- Irrigation (All equipment required to irrigate all areas of the property)
 - Repair or replace all heads, valves, control equipment, wiring and pipe as needed to maintain the proper operation of the irrigation system on an ongoing basis
- Fences (All fences, chain links, walls, or barbed wire on or within boundaries of the property)
 - Repair all broken or damaged fencing as necessary



- Immediately repair or replace all fences, gates and locking devices as needed for the protection of the water park
- Parking, Sidewalks and Hardscape
 - All sidewalks, patios, and concrete paths must be kept edged. Edging around valve boxes, meter boxes, backflow preventers, etc., shall be done as needed to ensure there is no obstruction of play or maintenance from growth around these areas
 - Any change in the physical characteristics of the water park or the modification of any portion of the grounds or structures, shall only be undertaken with the direct approval of the Department
 - Trash and refuse shall be collected daily and removed from the property as necessary to ensure minimal problems from refuse odors, insects, etc.
- Park Amenities and Slides
 - All slides are inspected on a daily basis for problems. Slides are waxed on a yearly basis
 - All in-park amenities are inspected daily and repaired as need
 - Sand in play areas are raked daily as it applies to play areas and volleyball areas
 - Picnic areas washed down daily prior to visitors the water park and tables inspected for repairs
 - Lazy river painted and repaired yearly as needed
 - Park pool painted and striped on a yearly basis
 - All tubes are inspected weekly

8.3.5 DOG PARKS MAINTENANCE (WHEN DEVELOPED)

- Mow park at least once a week at 3 inches
- Pick up trash on a daily basis in parking lots
- Clean restroom at least once a week
- Inspect signage on how to use the park properly
- Move dog areas every two weeks to keep areas from getting beat down
- Grade parking lot on a monthly basis or as needed
- Inspect fencing on a weekly basis
- Inspect safety lighting on a weekly basis

APPENDIX K – 2017 MAINTENANCE MANAGEMENT PLAN



Parks and Recreation Maintenance Management Plan

July 2017



Acknowledgements

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CHAPTER ONE – EXECUTIVE SUMMARY

1.1 INTRODUCTION

The Brownsburg Parks and Recreation Department (Brownsburg Parks) has seen a growth within its community over the last several years. Situated in Hendricks County, IN, the Town of Brownsburg serves approximately 27,031 residents which is an increase of nearly 5,500 people since 2010. To keep up with the growing population, Brownsburg Parks has undertaken several planning efforts to identify how to best continue meeting community need. As populations continue to increase, the demand for parks, programs, and recreational services also increases. Therefore, Brownsburg Parks identified an opportunity to develop a Maintenance Management Plan (MMP) to outline a path forward in terms of the system’s operations and maintenance.

Brownsburg Parks has successfully alleviated over two million dollars in deferred maintenance from the system. Now that the system is developing new amenities, it is the desire of the Park Board and staff to avoid accumulation of deferred maintenance and deteriorating facilities that negatively impact the quality of services provided. Putting that desire into a plan of action is the premise of developing the Maintenance Management Plan. A detailed approach to planned maintenance of the system will ultimately provide staff with a valuable tool to make sound decisions and inform the Town of day-to-day operational needs as the evolution continues. The goal of the Maintenance Management Plan is to support managing existing Town assets to the highest level of productivity, longevity, and efficiency. PROS Consulting worked with Brownsburg Parks staff throughout the process to make sure the Maintenance Management Plan addressed their desired outcomes.



This Maintenance Management Plan helps the department deliver on Brownsburg Parks’ mission and vision statements, as it relates to providing well maintained assets in a fiscally responsible manner. The mission and vision statements are as follows:

1.1.1 MISSION STATEMENT

“To maximize resources in providing beautiful parks, recreation activities, and facilities to the Brownsburg community that enhances the residents’ health and promotes economic vitality for long-term sustainability.”

1.1.2 VISION STATEMENT

“To enhance the quality of life in Brownsburg and further its economic development goals to create a community of choice to live, work and play now and for future generations.”

1.2 PROJECT PROCESS

The goal of the Maintenance Management Plan is to support managing both the current parks system along with positioning for future growth and amenities. The process for developing the Maintenance Management Plan consists of the following elements:

- Kick-off Meeting
- Site Assessments
- Maintenance Standards and Cost Analysis
- Maintenance Strategies
- Draft Report
- Final Report

The following project objectives were determined for the Maintenance Management Plan:

- Establish priorities of department leadership in terms of operations and maintenance
- Evaluate existing maintenance and asset management elements and requirements for all Department-managed facilities
- Identify maintenance practices and principles for the desired maintenance outcomes required for each site to support positive recreation use and support efficient use of resources
- Create appropriate frequency standards for all maintenance tasks and compare to current practices
- Recommend an operational budget required to support the maintenance needs of the Department
- Develop a systematic approach to scheduling both short- and long-term work (i.e., weekly priority lists along with monthly/annual work schedules) so as to remain proactive and avoid needs falling off the radar
- Developing contractor objectives and accountability (for at least mowing and landscape management, including pollinator garden)
- Develop system inventory of maintained vs owned acres, square footage, etc. to identify unit costs along with the system requirements to maintain (i.e., staffing)
- Identify a preferred % breakdown of Department, contracted, and volunteer use
- Identify volunteer use and requirements for operations and maintenance and create a project list
- Review and clarify design standards for various amenities

1.3 KEY RECOMMENDATIONS

The following recommendations are listed as **high priority** (first year) **medium priority** (second and third year), and **low but necessary** (fourth and fifth year):

1.3.1 HIGH PRIORITY (FIRST YEAR)

- Adopt the methodology, concept and general direction of the maintenance standards as presented in this plan and continue to address maintenance impacts as new areas and facilities are added. **High Priority**
- Develop realistic annual goals and objectives to be included in the staff work programs for both park maintenance and serve as the baseline for performance measurements and evaluations. Budget maintenance costs based on standards to achieve the goals and outcomes desired as well as budgeting by park. **High Priority**

- Tracking productivity of maintaining amenities in each park needs to be made a priority. **High Priority**
- As amenities are added to existing parks or new parks are developed, the cost to maintain those new or added amenities needs to be calculated in advance of them coming online and added to the maintenance operational budget versus expecting the system to absorb those costs. **High Priority**
- Supply costs need to be tracked, integrated into FacilityDude (maintenance software), and added to the cost of service assessment on a yearly basis to create true cost accounting of direct and indirect costs applied to a unit costs. **High Priority**
- Develop a performance process that evaluates the right person for the right job with the right skill set for the right pay to achieve the right outcome. This will keep the maintenance costs in check. **High Priority**
- Additional design principles should be added to the process that includes designing for experiences, age segments, and maintenance costs. **High Priority**
- Staff will need to be trained on cost of service modeling in order to update the anticipated maintenance operational budget as the system evolves. **High Priority**
- All partnership agreements must include cost of service data to ensure the partnership is equitable between/among all those involved. It is recommended that the cost of service data includes an overall partnership cost recovery goal. **High Priority**

1.3.2 MEDIUM PRIORITY (SECOND AND THIRD YEAR)

- On-site intercept (“caught in the act”) surveys of user satisfaction levels should be conducted at least 2 times a year. **Medium Priority**
- Improve more consistent signage in some parks and trails to allow for greater positive use. Incorporating heart healthy trail signs and distances would be great to add to the trails. **Medium Priority**
- An equipment lifecycle program must continue to be followed and implemented for vehicles, mowers, and support equipment and budgeted for annually. Brownsburg Parks has made this a priority in the past and needs to continue. **Medium Priority**
- Tracking the available hours of staff to be assigned to maintenance tasks needs to be made a priority to ensure deficiencies do not impede productivity. **Medium Priority**
- Outdoor covered storage needs to be increased to maintain large equipment. **Medium Priority**
- CIP contains major replacement/renovation projects including:
 - a. Blast-Off Playground wood treatment/replacement **Medium Priority**
 - b. Williams Park gazebo removal/replacement **Medium Priority**

1.3.3 **LOW BUT NECESSARY PRIORITY (FOURTH AND FIFTH YEAR)**

- Address surface repairs for maintenance building outside grounds. **Low but Necessary**
- Reconfirm maintenance zones by park. **Low but Necessary**
- Develop a Natural Resources Management Plan. **Low but Necessary**
- Continue to renovate park shelters to create a consistent operations and maintenance schedule. **Low but Necessary**
- Identify alternative means to reduce stage set-up and tear-down time by full time staff. **Low but Necessary**
- Update park signage. **Low but Necessary**



CHAPTER TWO – SITE ASSESSMENTS

The consultant team conducted in-person site assessments in February 2017. This assessment establishes a base-line understanding and “snapshot” of the system’s existing conditions, amenities, and implications for operations and maintenance. This assessment will be utilized with other technical research to assist with the final Maintenance Management Plan.

2.1 METHODOLOGY

The consultant team used a site assessment form to document each park visited. The form includes:

- General site description
- Site amenities
- Site condition
- Design and usage
- Access and connectivity
- Signage
- Community support
- Any identified corrective actions needed
- Strengths, weaknesses, and opportunities

Park conditions were rated using a differential scale of excellent, good, fair, or poor. The table below provides the condition descriptions utilized in this analysis.

Scale of Conditions	
Assessment Finding	General Description
Excellent	Facilities/amenities are in excellent condition and feature little or no maintenance problems noted. Facilities do not feature any major design issues that contribute to diminished use or maintenance.
Good	Facilities/amenities are in good condition and feature only minor maintenance problems. Generally, most maintenance issues with these facilities appear to be the result of age and/or heavy use. Facilities may only feature minor design issues that contribute to diminished use or maintenance (i.e. drainage, structural, utilities, etc.).
Fair	Facilities/amenities are in fair condition and indicate ongoing maintenance problems. Generally, most maintenance issues with these facilities appear to be the result of age and heavy use. Some maintenance issues may be compounding over time due to being deferred because of budget and/or resource limitations. Facilities may only feature minor design issues that contribute to diminished use or maintenance (i.e. drainage, structural, utilities, etc.).
Poor	Facilities/amenities are in poor condition and clearly show ongoing maintenance problems that ultimately may result in suspended use for repair/replacement. Maintenance issues with these facilities are the result of age and heavy use, and generally are compounding over time due to being deferred because of budget and/or resource limitations. Facilities may feature major design issues that contribute to diminished use or maintenance (i.e. drainage, structural, utilities, etc.).

The following established sites were assessed during the tour:

- Arbuckle Acres Park
- B&O Trail
- Gateway
- Park Office Property
- Stephens Park
- Williams Park

The following owned, yet undeveloped, sites were assessed during the tour:

- 23-Acre Property (West Wynne Farms)
- Cardinal Property
- MaGee Property
- Northfield Drive Pond

2.2 SYSTEM SUMMARY

2.2.1 STRENGTHS

- The Department has land-banked acres that can be used for future development
- There is a common branding theme among the three established park sites
- The system receives year-round use
- There is a concerted effort to add ADA accessible features to existing parks
- The B&O Trail is well-maintained
- More natural features are being added to the parks including pollinator gardens
- Maintenance operations are based out of a central shop
- Security cameras are used to help curb vandalism and protect assets
- Undeveloped properties do not require an intensive maintenance effort each year
- There is strong community support for special events that the Department runs and assists with
- Shelter upgrades have been completed at Arbuckle Acres and are scheduled to begin at Williams Park in the Spring
- The system offers many different experiences including programmed spaces, passive areas, hard surface trails, soft surface trails, and water features
- The current zone maintenance system seems to be working well
- The Department recently contracted mowing operations which has freed up time for staff to work on preventative maintenance, upgrades, complete inspections, and other capital projects

2.2.2 WEAKNESSES

- The Department does not have a community center to dedicate to its programs and services for people of all ages
- There is a lack of trailheads for the B&O Trail
- Environmental management is not strong as part of operations, which has led to hazardous trees and invasive species
- There are many ash trees that have to be removed along the B&O Trail and within park sites due to the emerald ash borer (EAB)
- Park signage needs updated and improved across the system including rules, wayfinding, and interpretive.
- The system is in need of more multi-functional sports fields

- There are different designs for:
 - Shelters
 - Playgrounds
 - Benches
- The equipment stored outside is uncovered
- There is not a true equipment replacement schedule developed (one is in development though)
- Park sites have issues with consistent temporary closings (i.e., limiting access to certain park areas) in terms of the physical process of limiting access
- There are social trails off of Maple Ridge Trail located in Williams Park
- Mulching Blast-Off Playground seems to be a long task for maintenance staff given the amount of mulch needed and the single entry/exit point
- Capacity for some in-house activities that other agencies utilize is non-existent (note: this is a comparative statement and the maintenance management plan will illustrate feasibility of doing these tasks) such as:
 - Repairing playground surfaces
 - Growing flowers and vegetation for horticulture
- The gazebos at Williams Park are not actively maintained and will pose a safety hazard to park users; however trash is still removed and the surrounding landscaping maintained
- Consistent daily work planning is weak which puts pressure on staff when “pop ups” occur
- Work order management system is inconsistently used, or in some cases, not maximized
- There is a need for seasonal employees to be better fit for physical labor in order to successfully complete job responsibilities

2.2.3 RECOMMENDATIONS

- Create trailheads for B&O Trail access
- Create an equipment replacement schedule
- Develop a replacement schedule/plan for shelter houses and playground equipment
- Improve parking (i.e., expand parking in high use parks to reduce grass parking, and formalize parking areas in other parks to replace gravel) at parks such as Stephens and Williams
- Crime Prevention Through Environmental Design (CPTED) standards need to continue to be incorporated into the existing parks
- Enhance current maintenance standards for forestry operations
- Enhance signage and wayfinding on B&O Trail
- Adopt standards for existing sites:
 - Limited access/temporary site closures
 - Bench construction
 - Playground construction
 - Signage
 - Equipment storage
- Adopt standards for potential future sites:
 - Dog parks
 - Athletic fields
 - Horse trails
- Formalize maintenance agreement with the Town for Gateway area to reduce “gray areas” and/or ensure the required Department operations and maintenance duties/tasks are understood by staff

- Conduct an available vs. required hours analysis
- Increase advertising efforts for seasonal employee recruitment
- Revisit “Facility Dude” order of operations and available software (i.e., mobile app, car mounts for tablets)
- Continue to increase volunteerism efforts to foster ownership by citizens and increase park system pride; additionally, post volunteer opportunities to Department website
- Consider contracting horticulture services
- Develop performance measures for work order management (e.g., percentage of work orders that are PM, percentage of work orders closed within one week, etc.)
- Develop a project list specific for Eagle Scout and volunteer projects; additionally, post list(s) to Department website
- Adjust employees’ schedules to increase responsiveness to issues during high use times each week of peak season and special events as needed
- Coordinate with the B&O Trail Association regarding a future trail marking system



2.3 SITE ASSESSMENTS

2.3.1 ARBUCKLE ACRES PARK

Arbuckle Acres Park is the oldest park in Brownsburg. The park is home for the Department’s summer concert series, Brownsburg Little Leagues’ youth baseball leagues, and tennis courts (among other amenities). Additionally, the White Lick Creek runs through the park giving users a beautiful backdrop when using shelters and the hard surface trails.

Location: 200 N Green Street

Size: 68 acres

Typology/Classification: Community Park

Site Description	
Signage Available	Highway/roadway site identification; marked entrance
Current Maintenance Level	I, II, and III
Recommended Maintenance Level	I (entrance), II (majority of park), III (natural areas)
Condition	Good
Seasonal Use and Usage Level	4-season use; heavy usage level
Site Access	Public road
Access Conditions	Well-maintained
Community Support for Site	Highly supportive
Corrective Action(s) Needed	<ol style="list-style-type: none"> 1. Repave lower park hard surface path 2. Stump grind removed ash trees 3. Repair lower park staircase 4. Remove Winter Creeper invasive species 5. Repave maintenance building parking (if new building is constructed)
Current Maintenance Activities	Weed and tree management, invasive species management, mowing (contracted), trash, signage, equipment and amenity monitoring and repair, mobile stage management, snow/ice removal, debris removal, monitoring areas for closures, event set-up and tear-down, restroom cleaning, maintenance shop management, horticulture, herbicide/pesticide application, arbor management, trail management, Bundy Lodge maintenance

STRENGTHS

- This park has a lot of community awareness; additionally, people from outside of the community make it a point to stop at this park when they are in the area
- Multiple user experiences exist on-site
- Shelter upgrades are taking place which is bringing them up to a new standard
- Maintenance staff report having a good amount of equipment; it's not to the desired level but it is improving
- Shelters recently received updates (2009-2014)
- Added updated playground amenities
- Bundy Lodge façade improvements including patio and seating wall
- The Lion's Club currently leases the Bundy Lodge Building
- Winter Creeper invasive species issue is being addressed by environmental consultant and training staff to address it moving forward (located on the hillside in between the upper and lower levels)

WEAKNESSES

- This site will be affected by private development as the sports fields will be relocated to another location in the system and more parking will be included on-site
- Winter Creeper is beginning to overtake trees
- Additional maintenance time will be required to address EAB-related issues and Winter Creeper
- Lack of covered outdoor storage on-site
- The shop space is small with no dedicated fabrication area causing staff to spend time shuffling equipment to make space
- Lion's Club does not contribute to outside maintenance of the leased Bundy Building
- Parks maintain railroad easement along tracks

OPPORTUNITIES

- Expanded maintenance operations and storage
- Equipment replacement schedule
- Story trail loop added to existing hard surface trails
- Enhanced maintenance agreement with Lion's Club



Gate closure and temporary closure



Upgraded design standards



Winter Creeper (invasive species) and example needed stump removal



Exposed outdoor equipment storage and reduced fabrication area due to indoor storage needs

2.3.2 B&O TRAIL

The B&O Trail is a hard surface multi-use trail that travels through several communities. The Brownsburg section represents 2.8 miles and 29.8 acres. There are 1.86 miles paved with just under one mile left to be paved in 2017. Along the trail there are two benches, four dog waste stations, and a shelter house located along the trail. The trail is a popular location for walkers, runners, bikers, and those exercising their pets. The trail will be expanding which will increase the mileage the Department is responsible for.

Location: E County Road 300 N to Green Street

Size: 1.86 miles

Typology/Classification: Trail

Site Description	
Signage Available	Safety; Usage regulations and restrictions
Current Maintenance Level	I
Recommended Maintenance Level	I
Condition	Good
Seasonal Use and Usage Level	3-season use; moderate-heavy usage level *Occasional winter use with cross country skiing
Site Access	Public road; private easement
Access Conditions	Unreliable access due to no true trailheads
Community Support for Site	Highly supportive
Corrective Action(s) Needed	1. Ash tree removal 2. Larger print signage required
Current Maintenance Activities	Weed and tree management, crack sealing, mowing (contracted), trash, signage, dog bags

STRENGTHS

- The B&O Trail Association planted flowers
- There is strong community support for the trail
- There is a dedicated stoplight for trail users
- Hard surface is maintained to good condition
- The overall trail length will be expanding to increase overall length and connectivity

WEAKNESSES

- Weed control is difficult along the trail
- No common property line widths leads to encroachment difficulties
- Wetlands alongside trail will lead to increased mosquito issues (Town does mosquito control)
- Homeowners mow over native flowers
- No dedicated trailhead(s)

OPPORTUNITIES

- Pavement repairs can be better scheduled once machine is available so these activities can be done in-house
- Enhanced signage (wayfinding and rules/regulations) would benefit the users
- Increased amenities along the trail including fitness equipment and benches would enhance the user experience



Current maintenance practice is to mow biweekly along the trail, 50' in from each access point



Example trail “nodes” that include increased maintenance activities and amenities



Example trail signage with smaller font and color fading



Dedicated trail stoplight and shelter house

2.3.3 GATEWAY

Gateway was a Bicentennial project and it is part of the Town of Brownsburg’s “beautification initiative” as it is situated at an entry point off of I-74. It is located on Town land, not necessarily park-owned land.

Location: Near I-74 and N Green Street Intersection

Size: 2 acres

Typology/Classification: Linear Park

Site Description	
Signage Available	Interpretive
Current Maintenance Level	I
Recommended Maintenance Level	I
Condition	Excellent
Seasonal Use and Usage Level	3-season use; usage undetermined
Site Access	Public road
Access Conditions	Unreliable access due to missing connections
Community Support for Site	Somewhat supportive
Corrective Action(s) Needed	1. Concrete repair due to salting (this is not a Department responsibility due to the maintenance contract)
Current Maintenance Activities	Trash, flag care, snow removal, debris blowing, concrete care (contracted), flower beds (contracted), mowing (contracted), equipment/amenity care

STRENGTHS

- Contracted services for concrete, flower beds, and mowing reduces maintenance onus on Department staff; however, Department staff should regularly inspect the work of contractors to ensure quality control
- Part of the Town's "beautification initiative"
- Creates a signature piece demonstrating that quality of life is important to the community

WEAKNESSES

- Not fully connected to other areas of Town
- Limited parking on-site
- "Gray" areas for Department maintenance staff regarding bridge maintenance and clearing and what happens when contracts expire
- Town manages contracts (except for mowing)

OPPORTUNITIES

- Can represent a true trailhead for the Town's trail system



Current maintenance practice is to mow biweekly along the trail; however, mowing will most likely be elevated to weekly in 2017 since it is a Level 1 maintenance zone/activity

2.3.4 PARK OFFICE PROPERTY

The Parks Department moved from 326 N Green Street to 402 E Main Street toward the end of 2016. The Department now owns the buildings and property instead of renting/leasing the property like it had before. The park office building is approximately 6,698ft² and the property also includes storage space for recreation program equipment and other Department decorations and needed items.

Location: 402 E Main Street

Size: .57 acres

Typology/Classification: Other (Main Office Complex)

Site Description	
Signage Available	Marked entrance
Current Maintenance Level	I
Recommended Maintenance Level	I
Condition	Good
Seasonal Use and Usage Level	4-season use; moderate public use (for program registrations and such), high staff use
Site Access	Public road
Access Conditions	Well-maintained, reliable access
Community Support for Site	Moderately supportive
Corrective Action(s) Needed	<ul style="list-style-type: none"> • Parking lot resurfacing and striping • Interior settlement crack repairs
Current Maintenance Activities	Trash, snow removal, debris blowing, parking lot maintenance, mowing (contracted), equipment/amenity care

STRENGTHS

- The Department owns the buildings and property
- The main building has space to grow into in terms of staff space and office storage
- Maintenance staff assisted with constructing interior walls and the front desk which adds to the Department’s image
- The parking lot is scheduled to be resurfaced and restriped
- Pollinator gardens are scheduled to be developed on-site to reduce mowing
- The existing main sign is scheduled to be replaced with a digital sign

WEAKNESSES

- The interior floors are sloped due to foundation supports
- Some interior rooms have cracks on the walls due to the foundation
- The main offices are only open 8am-4pm (but remain open during lunch)

OPPORTUNITIES

- The office building should have a planned maintenance program established and created in Facility Dude
- Additional staff work stations in the 1st floor conference room would create additional staff space
- A commitment to outside beautification projects would help prepare the site for a future buyer



Outbuilding equipment and Department storage space



Internal Department storage space



Main office building and existing sign that will be replaced by a digital sign



Basement foundation supports and example interior wall crack

2.3.5 STEPHENS PARK

Stephens Park is a small neighborhood park that is currently home to a playground, swing set, and open space for passive recreation use. This park has a conceptual design that shows enhancements including a potential dog park, Pickleball/tennis courts, and formalized parking.

Location: S Stephen Drive

Size: 3 acres

Typology/Classification: Neighborhood Park

Site Description	
Signage Available	Marked entrance
Current Maintenance Level	II
Recommended Maintenance Level	II
Condition	Fair
Seasonal Use and Usage Level	3-season use; moderate usage level
Site Access	Public road
Access Conditions	Moderately maintained
Community Support for Site	Somewhat supportive (not much support for or against)
Corrective Action(s) Needed	<ol style="list-style-type: none"> 1. Playground equipment updates/repainting 2. Parking lot formalized/gravel re-spread 3. Drainage improved at entry point
Current Maintenance Activities	Weed and tree management, mowing (contracted), trash, signage, equipment/amenity care

STRENGTHS

- Open space for practice
- Close proximity to neighborhoods
- Free picnic shelter for family gatherings
- Lighting available on-site
- Nice entry identification sign

WEAKNESSES

- Lack of parking
- Lack of community awareness
- Not ADA compliant from entry to parking to park amenities
- Lack of directional signage to park from neighborhood

OPPORTUNITIES

- The park can be redesigned to include Pickleball/tennis courts, restrooms, and an enhanced playground



Stephens Park entry and site amenities

2.3.6 WILLIAMS PARK

Williams Park is Brownsburg’s largest park. There are two different playgrounds on-site as well as basketball courts, reservable shelters, open space for practice and passive recreation, restrooms, a splash pad, walking loop trail, and nature trail. This is a true community gem and is well-used and supported by community residents.

Location: 940 S Locust Lane

Size: 79 acres (48 of which are woods)

Typology/Classification: Community Park

Site Description	
Signage Available	Marked entrance
Current Maintenance Level	I, II, III
Recommended Maintenance Level	I (entrance), II (majority of park), III (natural areas)
Condition	Good
Seasonal Use and Usage Level	4-season use; heavy usage level
Site Access	Public road
Access Conditions	Well-maintained
Community Support for Site	Highly supportive
Corrective Action(s) Needed	<ol style="list-style-type: none"> 1. Repair Blast-Off playground surface 2. Re-stain Blast-Off wood features 3. Repair broken Blast-Off handrails 4. Repaint splash pad ground paint 5. Continue to reduce chemical exposure risks 6. Remove access to “social trails”
Current Maintenance Activities	Weed and tree management, mowing (contracted), trash, signage, equipment and amenity monitoring and repair, snow/ice removal, flower beds, war memorial monument, debris removal, flag care, water quality control

STRENGTHS

- One entrance/exit to Blast-Off Playground makes it desirable for families
- Two ADA accessible swings
- Five security cameras located on-site
- Daily water testing/weekly water testing (sent off) conducted for splash pad
- Nature-themed playground
- 1-mile nature trail
- Many shelters available for reservations
- Pollinator garden
- Splash pad drains to stormwater even when it is turned off
- Park loop trails and sections of the road recently repaved

WEAKNESSES

- Blast-Off Playground is made out of wood which requires a lot of maintenance
- Blast-Off Playground is aging and is in need of a high level of recurring maintenance and repairs
- Not a lot of shade available for Blast-Off Playground and splash pad
- Poor park drainage
- Blast-Off Playground slides needs replaced every year due to damage
- Entry point gazebos (i.e., the physical structures) are not maintained (including graffiti) and may lead to user safety concerns
- Only three of the reservable shelters have electricity
- Chemical storage could be improved inside the park office building
- Lack of splash pad seating
- Lack of trail signage
- Erosion issues lead to trail closures (in wooded area) caused by neighborhood drainage
- Nature social trails (i.e., trails established over time by consistent off-trail use)
- Many dead trees subject to removal proximate to the trail
- Lack of parking bumpers at Alpha parking lot (this allows vehicles to drive off pavement into grass which creates additional maintenance)

OPPORTUNITIES

- With the strong community support for Blast-Off Playground, it would make for another great community restoration project
- Removal of the entry gazebos and replaced with natural areas/rain gardens would enhance the nature theme that already exists with the pollinator gardens
- Increased seating and shade would enhance the user experience
- Enhanced forestry management would increase public safety
- Work with Stormwater to create an education erosion control system in wooded area to alleviate the issue that has caused trails to be closed due to safety



Two playgrounds with different themes are located on-site



Needed surface and amenity repairs at Blast-Off Playground



Needed wood repairs at Blast-Off Playground



Pollinator gardens and natural areas



Faded signs at Williams Park



Differential bench design standards



Splash pad and associated "pump house"



Williams Park boasts natural areas, both wooded and open space



"Alpha Shelter" on the outskirts of the park and vehicle tire marks outside of the parking lot boundaries

2.3.7 UNDEVELOPED “LAND-BANKED” PROPERTIES

The Town of Brownsburg Parks and Recreation Department has additional properties located throughout the community that can be developed to address current and future Level of Service (LOS) standards. Current maintenance activities are limited at these locations; however, it is important to identify and consider future maintenance activities based upon conceptual designs and aspirations for the properties.

Location: Various

Size: Approximately 62 acres spread across four properties

Typology/Classification: Undeveloped

23-Acre Property – West Wynne Farms (23 acres)	
Current Maintenance Activities	Bush hog twice each year
Potential Site Development	Trail head for B&O trail; horse trail; open space; playground; multipurpose fields
Limitations/Considerations	Utilities should be readily available due to proximity to neighborhood



There is an access easement from the road connecting to the main property

Cardinal Property (15 acres)	
Current Maintenance Activities	Mowed (contracted); fertilize; weed management
Potential Site Development	Dog park; multi-use field; parking; restrooms; nature prairie; splash pad (dry retention system); trail
Limitations/Considerations	Next to elementary school; property line access to neighbors; all utilities need run into property



The Department is currently stockpiling fill dirt for future property development

MaGee Property (12 acres)	
Current Maintenance Activities	Bush hog twice each year
Potential Site Development	Trail head for B&O trail; short-term parking; future pocket park (nature play, outdoor fitness circuit)
Limitations/Considerations	Poor drainage and no current access to utilities



The MaGee property will provide another access point to the B&O trail

Northfield Drive Pond (12 acres)	
Current Maintenance Activities	Bush hog twice each year
Potential Site Development	Nature preserve
Limitations/Considerations	Future site development may lead to maintenance issues regarding water quality and habitat preservation



The undeveloped Northfield Drive Pond area

CHAPTER THREE – STAFF INTERVIEWS

The consultant team conducted one-on-one interviews with maintenance staff to understand their viewpoint on current operations and maintenance procedures. This information is used in tandem with the site assessments to provide a baseline context for the Maintenance Management Plan. Staff were asked questions that fed into three categories: Strengths, Weaknesses, and Opportunities. The following is a summary of the responses.

3.1 STRENGTHS

- The Department has contracted mowing which has allowed us to do other things now
- We are able to obtain certifications (e.g., certified to do tree risk/hazard assessment)
- We understand what maintenance tasks need to get done and when
- Our zone maintenance system is working

3.2 WEAKNESSES

- We do not have capacity to grow vegetation in-house
- The process for Facility Dude is a bit difficult (classifications, craft, entering actuals)
- We all aren't on the same page with technology
- There's a lot of steps involved in reporting and it takes a lot of time; sometimes it may take 2-3 hours to enter work orders
- Mulching consumes a lot of time at Blast-off Playground
- There aren't any work orders for invasives and poison ivy
- When summer hits, it is easy to get a month or two months behind in terms of work reporting
- When we're short staffed, we are short staffed
- We didn't have enough people last year to handle power washing the shelters, and doing more "sprucing up" of the place
- Winter Creeper eradication efforts
- Our biggest challenges are the pop ups (trees falling on fences, events coming up, the stage, equipment breakdowns)
- We do not spend enough time on forestry and trees
- The budget changes all the time
- We have a lack of covered outdoor storage

3.3 OPPORTUNITIES

- Hiring a P/T horticulturist to take care of flower beds
- We need a stronger recruitment process and identification & hiring of seasonals
- Come up with a comprehensive maintenance schedule for the splash pad (and talk about the unforeseen maintenance activities)
- Facility Dude could be utilized better (e.g., mobile phone app, planned maintenance, etc.)
- The Surface tablets can be utilized better for in-field maintenance documentation
- Refine the work order creation process (i.e., generating a work order, handing it to the staff, closing it out)
- We can ramp up our volunteer efforts
- We can create performance measures and goals (e.g., planned maintenance vs. work orders)
- We can contract out our flower bed maintenance
- Better utilization of scheduling (i.e., seasonals, safety meetings, inspections, compliance, etc.)

CHAPTER FOUR – MAINTENANCE STANDARDS

Brownsburg Parks uses a zone management approach to operations and maintenance activities. That is, each park site (whether developed or undeveloped) is given at least one “zone” classification. The zones are used to clarify maintenance assignments and roles/responsibilities for staff. Within each zone, there is a different *levels* of service. Levels of service relates to the frequency of which a maintenance standard is applied to that certain park element. Levels of service most often are dictated by the magnitude of use of the element and are directly related to the ability to fund that particular frequency.

Levels - General Definition:

- **Level 1 Park Elements** - Very high intense maintenance applications usually associated with high use/high participation elements that predominately provide upper gradient programs and services. Any element that has a very high safety risk exposure (i.e., play equipment, splashpads/spraygrounds) are considered Level 1. Additionally, certain environmentally-sensitive Conservation/Natural Resource Management Areas are considered Level 1.
- **Level 2 Park Elements** - High level maintenance applications usually associated with reasonably high developed and high visitation that accommodates structured recreational gradient programs and services.
- **Level 3 Park Elements** - Moderate to low maintenance applications usually associated with moderate to low levels of development and visitation.

The following *Frequency Tables* represent the Levels of Service for Brownsburg Parks *if* everything within the system was maintained at a Level 1, 2, or 3 respectively.



4.1 SYSTEM-WIDE LEVEL 1 FREQUENCY TABLE

Maintenance Activity Information			Level 1					
Work Program	Core	Purpose	Frequency	Unit (Daily, Weekly, Monthly, Yearly)	Number of Units Per Year	Number of Hours Each Unit	Hours	FTE
Routine/Scheduled	General Turf	Turf Mowing - Main Areas	1	Weekly	29	22	638	0.31
Routine/Scheduled	General Turf	Turf Mowing - Fringe	1	Weekly	29	6	174	0.08
Routine/Scheduled	General Turf	String Trimming - Main Areas	1	Weekly	29	10	290	0.14
Routine/Scheduled	General Turf	String Trimming - Fringe	1	Weekly	29	4	116	0.06
Routine/Scheduled	General Turf	Aeration	2	Yearly	1	6	12	0.01
Routine/Scheduled	General Turf	Fertilization	2	Yearly	1	8	16	0.01
Routine/Scheduled	General Turf	Irrigation	1	Weekly	29	3	87	0.04
Routine/Scheduled	General Turf	Contract Supervision/Audit	1	Weekly	29	1	29	0.01
Routine/Scheduled	Arboriculture	Tree Removal/Clean-up	1	Monthly	12	14	168	0.08
Routine/Scheduled	Arboriculture	Tree Trimming	2	Yearly	1	14	28	0.01
Routine/Scheduled	Arboriculture	Tree Planting	2	Yearly	4	4	32	0.02
Routine/Scheduled	Arboriculture	Tree Water/Care	1	Weekly	12	8	96	0.05
Routine/Scheduled	Litter	Litter Removal - Peak	1	Daily	210	3	630	0.30
Routine/Scheduled	Litter	Litter Removal - Non Peak	3	Monthly	4	2	24	0.01
Preventative	Playground	Compliance Audit	0	Yearly	1	2	0	0.00
Preventative	Playground	Playground Inspection	1	Weekly	52	2	104	0.05
Routine/Scheduled	Playground	Surface Cleaning	1	Weekly	52	3	156	0.08
Repair/Rehab	Playground	Surfacing Repair	2	Yearly	1	6	12	0.01
Repair/Rehab	Playground	Equipment Repair	1	Monthly	8	6	48	0.02
Routine/Scheduled	Playground	Mulch Grooming	1	Weekly	52	2	104	0.05
Routine/Scheduled	Playground	Mulch Installation	2	Yearly	1	16	32	0.02
Preventative	Splash Pad	Daily Inspection	1	Daily	112	4	448	0.22
Preventative	Splash Pad	Weekly Inspection	1	Weekly	16	28	448	0.22
Preventative	Splash Pad	Monthly Inspection	1	Monthly	4	2	8	0.00
Preventative	Splash Pad	Bi-Annually Inspection	2	Yearly	1	12	24	0.01
Routine/Scheduled	Splash Pad	Surface Cleaning	1	Daily	112	1	112	0.05
Repair/Rehab	Splash Pad	Equipment Repair	1	Monthly	5	15	75	0.04
Repair/Rehab	Splash Pad	Surface Repair	1	Yearly	1	24	24	0.01
Preventative	Park/Site Amenities	Inspection	1	Daily	365	2	730	0.35
Repair/Rehab	Park/Site Amenities	Repair	1	Weekly	32	4	128	0.06
Routine/Scheduled	Park/Site Amenities	Clean/Power Wash	6	Yearly	1	30	180	0.09
Preventative	Signs	Inspection	1	Weekly	52	2	78	0.04
Repair/Rehab	Signs	Repair/Replace	1	Yearly	1	2	2	0.00
Routine/Scheduled	Signs	Clean	1	Monthly	12	2	24	0.01
Routine/Scheduled	Picnic Shelter	Clean Shelter (Peak Season)	1	Daily	210	4	840	0.40
Routine/Scheduled	Picnic Shelter	Clean Shelter (Non-peak season)	3	Monthly	4	2	24	0.01
Routine/Scheduled	Picnic Shelter	Power Wash Shelter	2	Yearly	1	30	60	0.03
Routine/Scheduled	Picnic Shelter	Clean Grills (Peak Season)	1	Daily	210	2	420	0.20
Routine/Scheduled	Picnic Shelter	Clean Grills (Non-peak season)	3	Monthly	4	2	24	0.01
Preventative	Picnic Shelter	Inspection	1	Daily	365	1	365	0.18
Repair/Rehab	Picnic Shelter	Repair	1	Monthly	8	4	32	0.02
Preventative	Lighting	Inspection	1	Daily	365	1	365	0.18
Routine/Scheduled	Lighting	Clean Lights/Empty Light Covers	2	Yearly	1	2	4	0.00
Repair/Rehab	Lighting	Repair/Replace Bulbs	2	Yearly	1	2	4	0.00
Repair/Rehab	Vandalism & Graffiti	Repair/Removal	1	Weekly	52	4	208	0.10
Preventative	Hard Surface	Inspection	1	Daily	365	1	365	0.18
Routine/Scheduled	Hard Surface	Backpack Blowing	1	Monthly	12	4	48	0.02
Routine/Scheduled	Hard Surface	Snow Removal	1	Weekly	12	8	96	0.05
Routine/Scheduled	Hard Surface	Clean/Power Wash	1	Monthly	8	20	160	0.08
Preventative	Outdoor Court	Inspection	1	Daily	365	1	365	0.18
Repair/Rehab	Outdoor Court	Crack Sealing	2	Yearly	1	24	48	0.02
Routine/Scheduled	Outdoor Court	Painting	1	Yearly	1	1	1	0.00
Repair/Rehab	Outdoor Court	Equipment Repair/Replace	1	Monthly	8	2	16	0.01
Routine/Scheduled	Outdoor Court	Debris Removal	1	Daily	365	1	365	0.18
Preventative	Irrigation	Inspection	2	Weekly	52	1	104	0.05
Preventative	Irrigation	Backflow Testing	1	Weekly	29	2	58	0.03
Routine/Scheduled	Irrigation	Winterization Procedure	1	Yearly	1	2	2	0.00
Routine/Scheduled	Irrigation	Start-up Procedure	1	Yearly	1	2	2	0.00
Preventative	Natural Areas	Inspection	1	Weekly	52	2	78	0.04
Repair/Rehab	Natural Areas	Hazardous Tree/Branch Removal	1	Weekly	52	8	416	0.20
Routine/Scheduled	Natural Areas	Litter Removal	1	Weekly	52	1	52	0.03
Routine/Scheduled	Natural Areas	Invasive Species Removal	1	Weekly	52	2	104	0.05
Routine/Scheduled	Special Events	Event Set-up	1	Monthly	8	2	16	0.01
Routine/Scheduled	Special Events	Stage Set Up	1	Monthly	5	10	50	0.02
Routine/Scheduled	Special Events	Stage Tear Down	1	Monthly	5	10	50	0.02
Routine/Scheduled	Special Events	Site Clean Up	1	Monthly	5	12	60	0.03

4.2 SYSTEM-WIDE LEVEL 1 FREQUENCY TABLE CONTINUED

Maintenance Activity Information			Level 1					
Work Program	Core	Purpose	Frequency	Unit (Daily, Weekly, Monthly, Yearly)	Number of Units Per Year	Number of Hours Each Unit	Hours	FTE
Preventative	Trails	Inspection	1	Daily	365	1	365	0.18
Repair/Rehab	Trails	Surface Repair	1	Monthly	10	3	30	0.01
Routine/Scheduled	Trails	Debris Removal	2	Monthly	12	4	96	0.05
Routine/Scheduled	Trails	Snow Removal	1	Monthly	3	5	15	0.01
Routine/Scheduled	Trails	Mow Trail Edges	1	Weekly	29	4	116	0.06
Routine/Scheduled	Trails	Tree/Weeds Pruning	1	Weekly	29	4	116	0.06
Routine/Scheduled	Trails	Amenity Cleaning	1	Weekly	52	1	52	0.03
Repair/Rehab	Trails	Amenity Repair/Replace	1	Monthly	12	1	12	0.01
Preventative	Athletic Fields	Inspection	1	Daily	210	1	210	0.10
Routine/Scheduled	Athletic Fields	Turf Mowing - Peak	2	Weekly	16	4	128	0.06
Routine/Scheduled	Athletic Fields	Turf Mowing - Non Peak	1	Weekly	13	4	52	0.03
Routine/Scheduled	Athletic Fields	Aeration	2	Yearly	2	6	24	0.01
Routine/Scheduled	Athletic Fields	Fertilization	2	Yearly	2	10	40	0.02
Routine/Scheduled	Athletic Fields	Overseed/Top Dress	1	Yearly	1	3	3	0.00
Routine/Scheduled	Athletic Fields	Field Prep	3	Weekly	29	2	174	0.08
Routine/Scheduled	Athletic Fields	Line Painting	3	Weekly	29	2	174	0.08
Preventative	Restrooms	Peak - Inspection	2	Daily	210	1	420	0.20
Routine/Scheduled	Restrooms	Peak - Restock/Replace Toiletries	1	Daily	210	1	210	0.10
Routine/Scheduled	Restrooms	Peak - Restroom Cleaning	1	Daily	210	2	420	0.20
Repair/Rehab	Restrooms	Peak - Equipment Repair/Replace	1	Weekly	30	5	150	0.07
Preventative	Restrooms	Non Peak - Inspection	1	Daily	155	1	155	0.07
Routine/Scheduled	Restrooms	Non Peak - Restock/Replace Toiletries	1	Daily	155	1	155	0.07
Routine/Scheduled	Restrooms	Non Peak - Restroom Cleaning	1	Daily	155	2	310	0.15
Repair/Rehab	Restrooms	Non Peak - Equipment Repair/Replace	1	Monthly	4	2	8	0.00
Routine/Scheduled	Restrooms	Winterization/Opening	2	Yearly	1	8	16	0.01
Preventative	Dog Park	Inspection	1	Daily	365	1	365	0.18
Routine/Scheduled	Dog Park	Turf Mowing	1	Weekly	29	1	29	0.01
Routine/Scheduled	Dog Park	Surface Material Replenishment	2	Yearly	1	2	4	0.00
Routine/Scheduled	Dog Park	Waste and Litter Removal	1	Daily	365	1	365	0.18
Repair/Rehab	Dog Park	Fence and Surface Repair	2	Yearly	1	4	8	0.00
Routine/Scheduled	Dog Park	Tree and Shrub Maintenance	2	Weekly	52	2	208	0.10
Routine/Scheduled	Dog Park	Hose Down Surface	1	Daily	365	1	365	0.18
Repair/Rehab	Dog Park	Equipment Repair/Replace	1	Monthly	12	1	12	0.01
Routine/Scheduled	Dog Park	Turf Rotation	2	Yearly	1		0	0.00
Preventative	Horticulture	Inspection	2	Monthly	6	2	24	0.01
Routine/Scheduled	Horticulture	Weed Removal	1	Weekly	29	2	58	0.03
Routine/Scheduled	Horticulture	Flower/Shrub Planting	1	Yearly	1	8	8	0.00
Routine/Scheduled	Horticulture	Flower/Shrub Pruning	3	Yearly	1	12	36	0.02
Routine/Scheduled	Horticulture	Fertilization	1	Monthly	6	8	48	0.02
Routine/Scheduled	Horticulture	Pre-Emergence	2	Yearly	1	2	4	0.00
Routine/Scheduled	Horticulture	Edging	1	Monthly	12	8	96	0.05
Routine/Scheduled	Horticulture	Irrigation	2	Weekly	29	12	696	0.33
Routine/Scheduled	Horticulture	Mulch Grooming	1	Weekly	52	3	156	0.08
Routine/Scheduled	Horticulture	Mulch Installation	1	Yearly	1	12	12	0.01
Routine/Scheduled	Horticulture	Contract Supervision/Audit	1	Weekly	29	2	58	0.03
Routine/Scheduled	Undeveloped Areas	Bush Hog	0	Yearly	0	32	0	0.00
Preventative	Building	Inspection	3	Weekly	52	2	312	0.15
Routine/Scheduled	Building	Sweep Floors	3	Weekly	52	1	156	0.08
Routine/Scheduled	Building	Clean Windows	2	Monthly	12	1	24	0.01
Routine/Scheduled	Building	Dusting/Dust Removal	1	Weekly	52	2	104	0.05
Routine/Scheduled	Building	Litter Removal	2	Weekly	52	1	104	0.05
Routine/Scheduled	Building	Restrooms Cleaned, Sanitized, and Stocked	3	Weekly	52	1	156	0.08
Routine/Scheduled	Building	Interior Walls Cleaned	4	Yearly	1	4	16	0.01
Routine/Scheduled	Building	Exterior Walls Cleaned	2	Yearly	1	4	8	0.00
Repair/Rehab	Building	Ceiling Tiles Replacement	1	Yearly	1	1	1	0.00
Routine/Scheduled	Building	HVAC Inspections	1	Yearly	1	1	1	0.00
Repair/Rehab	Building	Interior Lights Replacement	1	Yearly	1	1	1	0.00
Repair/Rehab	Building	Exterior Lights Replacement	1	Yearly	1	2	2	0.00
Routine/Scheduled	Building	Alarm/Security Inspection	1	Yearly	1	2	2	0.00
Routine/Scheduled	Building	Gutters Cleaned	1	Yearly	1	2	2	0.00
Routine/Scheduled	Building	Electrical System Inspection	1	Yearly	1	1	1	0.00
Routine/Scheduled	Building	Plumbing System Inspection	1	Yearly	1	1	1	0.00
Routine/Scheduled	Building	Storage Organization	1	Monthly	12	6	72	0.03
Repair/Rehab	Building	Equipment Repairs	1	Monthly	12	1	12	0.01
*0" denotes As Needed								
					Total 16,857.0 8.10			

4.3 SYSTEM-WIDE LEVEL 2 FREQUENCY TABLE

Maintenance Activity Information			Level 2					
Work Program	Core	Purpose	Frequency	Unit (Daily, Weekly, Monthly, Yearly)	Number of Units Per Year	Number of Hours Each Unit	Hours	FTE
Routine/Scheduled	General Turf	Turf Mowing - Main Areas	2	Monthly	8	22	352	0.17
Routine/Scheduled	General Turf	Turf Mowing - Fringe	2	Monthly	8	6	96	0.05
Routine/Scheduled	General Turf	String Trimming - Main Areas	2	Monthly	8	10	160	0.08
Routine/Scheduled	General Turf	String Trimming - Fringe	2	Monthly	8	4	64	0.03
Routine/Scheduled	General Turf	Aeration	1	Yearly	1	6	6	0.00
Routine/Scheduled	General Turf	Fertilization	1	Yearly	1	8	8	0.00
Routine/Scheduled	General Turf	Irrigation	2	Monthly	8	3	48	0.02
Routine/Scheduled	General Turf	Contract Supervision/Audit	1	Weekly	29	1	29	0.01
Routine/Scheduled	Arboriculture	Tree Removal/Clean-up	6	Yearly	1	14	84	0.04
Routine/Scheduled	Arboriculture	Tree Trimming	1	Yearly	1	14	14	0.01
Routine/Scheduled	Arboriculture	Tree Planting	1	Yearly	1	4	4	0.00
Routine/Scheduled	Arboriculture	Tree Water/Care	2	Monthly	3	8	48	0.02
Routine/Scheduled	Litter	Litter Removal - Peak	4	Weekly	30	3	360	0.17
Routine/Scheduled	Litter	Litter Removal - Non Peak	2	Monthly	4	2	16	0.01
Preventative	Playground	Compliance Audit	4	Yearly	1	2	8	0.00
Preventative	Playground	Playground Inspection	2	Monthly	12	2	48	0.02
Routine/Scheduled	Playground	Surface Cleaning	2	Monthly	12	3	72	0.03
Repair/Rehab	Playground	Surfacing Repair	1	Yearly	1	6	6	0.00
Repair/Rehab	Playground	Equipment Repair	6	Yearly	1	6	36	0.02
Routine/Scheduled	Playground	Mulch Grooming	2	Monthly	12	2	48	0.02
Routine/Scheduled	Playground	Mulch Installation	1	Yearly	1	16	16	0.01
Preventative	Splash Pad	Daily Inspection	3	Weekly	16	4	192	0.09
Preventative	Splash Pad	Weekly Inspection	1	Weekly	16	28	448	0.22
Preventative	Splash Pad	Monthly Inspection	1	Monthly	4	2	8	0.00
Preventative	Splash Pad	Bi-Annually Inspection	2	Yearly	1	12	24	0.01
Routine/Scheduled	Splash Pad	Surface Cleaning	1	Weekly	16	1	16	0.01
Repair/Rehab	Splash Pad	Equipment Repair	3	Yearly	1	15	45	0.02
Repair/Rehab	Splash Pad	Surface Repair	0	Yearly	0	24	0	0.00
Preventative	Park/Site Amenities	Inspection	2	Weekly	52	2	208	0.10
Repair/Rehab	Park/Site Amenities	Repair	2	Monthly	8	4	64	0.03
Routine/Scheduled	Park/Site Amenities	Clean/Power Wash	4	Yearly	1	30	120	0.06
Preventative	Signs	Inspection	2	Monthly	12	2	36	0.02
Repair/Rehab	Signs	Repair/Replace	0	Yearly	0	2	0	0.00
Routine/Scheduled	Signs	Clean	1	Monthly	8	2	16	0.01
Routine/Scheduled	Picnic Shelter	Clean Shelter (Peak Season)	4	Weekly	30	4	480	0.23
Routine/Scheduled	Picnic Shelter	Clean Shelter (Non-peak season)	2	Monthly	4	2	16	0.01
Routine/Scheduled	Picnic Shelter	Power Wash Shelter	1	Yearly	1	30	30	0.01
Routine/Scheduled	Picnic Shelter	Clean Grills (Peak Season)	4	Weekly	30	2	240	0.12
Routine/Scheduled	Picnic Shelter	Clean Grills (Non-peak season)	2	Monthly	4	2	16	0.01
Preventative	Picnic Shelter	Inspection	2	Weekly	52	1	104	0.05
Repair/Rehab	Picnic Shelter	Repair	6	Yearly	1	4	24	0.01
Preventative	Lighting	Inspection	2	Weekly	52	1	104	0.05
Routine/Scheduled	Lighting	Clean Lights/Empty Light Covers	1	Yearly	1	2	2	0.00
Repair/Rehab	Lighting	Repair/Replace Bulbs	1	Yearly	1	2	2	0.00
Repair/Rehab	Vandalism & Graffiti	Repair/Removal	2	Monthly	12	4	96	0.05
Preventative	Hard Surface	Inspection	2	Weekly	52	1	104	0.05
Routine/Scheduled	Hard Surface	Backpack Blowing	4	Yearly	1	4	16	0.01
Routine/Scheduled	Hard Surface	Snow Removal	2	Monthly	3	8	48	0.02
Routine/Scheduled	Hard Surface	Clean/Power Wash	6	Yearly	1	20	120	0.06
Preventative	Outdoor Court	Inspection	2	Weekly	52	1	104	0.05
Repair/Rehab	Outdoor Court	Crack Sealing	1	Yearly	1	24	24	0.01
Routine/Scheduled	Outdoor Court	Painting	0	Yearly	0	1	0	0.00
Repair/Rehab	Outdoor Court	Equipment Repair/Replace	6	Yearly	1	2	12	0.01
Routine/Scheduled	Outdoor Court	Debris Removal	2	Weekly	52	1	104	0.05
Preventative	Irrigation	Inspection	2	Monthly	12	1	24	0.01
Preventative	Irrigation	Backflow Testing	2	Monthly	8	2	32	0.02
Routine/Scheduled	Irrigation	Winterization Procedure	1	Yearly	1	2	2	0.00
Routine/Scheduled	Irrigation	Start-up Procedure	1	Yearly	1	2	2	0.00
Preventative	Natural Areas	Inspection	2	Monthly	12	2	36	0.02
Repair/Rehab	Natural Areas	Hazardous Tree/Branch Removal	2	Monthly	12	8	192	0.09
Routine/Scheduled	Natural Areas	Litter Removal	2	Monthly	12	1	24	0.01
Routine/Scheduled	Natural Areas	Invasive Species Removal	2	Monthly	12	2	48	0.02
Routine/Scheduled	Special Events	Event Set-up	6	Yearly	1	2	12	0.01
Routine/Scheduled	Special Events	Stage Set Up	3	Yearly	1	10	30	0.01
Routine/Scheduled	Special Events	Stage Tear Down	3	Yearly	1	10	30	0.01
Routine/Scheduled	Special Events	Site Clean Up	3	Yearly	1	12	36	0.02

4.4 SYSTEM-WIDE LEVEL 2 FREQUENCY TABLE CONTINUED

Maintenance Activity Information			Level 2						
Work Program	Core	Purpose	Frequency	Unit (Daily, Weekly, Monthly, Yearly)	Number of Units Per Year	Number of Hours Each Unit	Hours	FTE	
Preventative	Trails	Inspection	1	Weekly	52	1	52	0.03	
Repair/Rehab	Trails	Surface Repair	6	Yearly	1	3	18	0.01	
Routine/Scheduled	Trails	Debris Removal	1	Monthly	12	4	48	0.02	
Routine/Scheduled	Trails	Snow Removal	2	Yearly	1	5	10	0.00	
Routine/Scheduled	Trails	Mow Trail Edges	2	Monthly	8	4	64	0.03	
Routine/Scheduled	Trails	Tree/Weeds Pruning	2	Monthly	12	4	96	0.05	
Routine/Scheduled	Trails	Amenity Cleaning	2	Monthly	12	1	24	0.01	
Repair/Rehab	Trails	Amenity Repair/Replace	6	Yearly	1	1	6	0.00	
Preventative	Athletic Fields	Inspection	2	Weekly	30	1	60	0.03	
Routine/Scheduled	Athletic Fields	Turf Mowing - Peak	1	Weekly	16	4	64	0.03	
Routine/Scheduled	Athletic Fields	Turf Mowing - Non Peak	3	Monthly	3	4	36	0.02	
Routine/Scheduled	Athletic Fields	Aeration	1	Yearly	1	6	6	0.00	
Routine/Scheduled	Athletic Fields	Fertilization	1	Yearly	1	10	10	0.00	
Routine/Scheduled	Athletic Fields	Overseed/Top Dress	1	Yearly	1	3	3	0.00	
Routine/Scheduled	Athletic Fields	Field Prep	2	Weekly	29	2	116	0.06	
Routine/Scheduled	Athletic Fields	Line Painting	2	Weekly	29	2	116	0.06	
Preventative	Restrooms	Peak - Inspection	1	Daily	210	1	210	0.10	
Routine/Scheduled	Restrooms	Peak - Restock/Replace Toiletries	3	Weekly	30	1	90	0.04	
Routine/Scheduled	Restrooms	Peak - Restroom Cleaning	3	Weekly	30	2	180	0.09	
Repair/Rehab	Restrooms	Peak - Equipment Repair/Replace	2	Monthly	7	5	70	0.03	
Preventative	Restrooms	Non Peak - Inspection	3	Weekly	22	1	66	0.03	
Routine/Scheduled	Restrooms	Non Peak - Restock/Replace Toiletries	3	Weekly	22	1	66	0.03	
Routine/Scheduled	Restrooms	Non Peak - Restroom Cleaning	3	Weekly	22	2	132	0.06	
Repair/Rehab	Restrooms	Non Peak - Equipment Repair/Replace	2	Yearly	1	2	4	0.00	
Routine/Scheduled	Restrooms	Winterization/Opening	2	Yearly	1	8	16	0.01	
Preventative	Dog Park	Inspection	3	Weekly	52	1	156	0.08	
Routine/Scheduled	Dog Park	Turf Mowing	2	Monthly	7	1	14	0.01	
Routine/Scheduled	Dog Park	Surface Material Replenishment	1	Yearly	1	2	2	0.00	
Routine/Scheduled	Dog Park	Waste and Litter Removal	3	Weekly	52	1	156	0.08	
Repair/Rehab	Dog Park	Fence and Surface Repair	1	Yearly	1	4	4	0.00	
Routine/Scheduled	Dog Park	Tree and Shrub Maintenance	1	Weekly	52	2	104	0.05	
Routine/Scheduled	Dog Park	Hose Down Surface	3	Weekly	52	1	156	0.08	
Repair/Rehab	Dog Park	Equipment Repair/Replace	6	Yearly	1	1	6	0.00	
Routine/Scheduled	Dog Park	Turf Rotation	1	Yearly	1	0	0	0.00	
Preventative	Horticulture	Inspection	1	Monthly	6	2	12	0.01	
Routine/Scheduled	Horticulture	Weed Removal	2	Monthly	8	2	32	0.02	
Routine/Scheduled	Horticulture	Flower/Shrub Planting	1	Yearly	1	8	8	0.00	
Routine/Scheduled	Horticulture	Flower/Shrub Pruning	1	Yearly	1	12	12	0.01	
Routine/Scheduled	Horticulture	Fertilization	4	Yearly	1	8	32	0.02	
Routine/Scheduled	Horticulture	Pre-Emergence	1	Yearly	1	2	2	0.00	
Routine/Scheduled	Horticulture	Edging	1	Monthly	8	8	64	0.03	
Routine/Scheduled	Horticulture	Irrigation	1	Weekly	29	12	348	0.17	
Routine/Scheduled	Horticulture	Mulch Grooming	2	Monthly	12	3	72	0.03	
Routine/Scheduled	Horticulture	Mulch Installation	1	Yearly	1	12	12	0.01	
Routine/Scheduled	Horticulture	Contract Supervision/Audit	1	Weekly	29	2	58	0.03	
Routine/Scheduled	Undeveloped Areas	Bush Hog	0	Yearly	0	32	0	0.00	
Preventative	Building	Inspection	1	Weekly	52	2	104	0.05	
Routine/Scheduled	Building	Sweep Floors	1	Weekly	52	1	52	0.03	
Routine/Scheduled	Building	Clean Windows	1	Monthly	12	1	12	0.01	
Routine/Scheduled	Building	Dusting/Dust Removal	2	Monthly	12	2	48	0.02	
Routine/Scheduled	Building	Litter Removal	1	Weekly	52	1	52	0.03	
Routine/Scheduled	Building	Restrooms Cleaned, Sanitized, and Stocked	1	Weekly	52	1	52	0.03	
Routine/Scheduled	Building	Interior Walls Cleaned	2	Yearly	1	4	8	0.00	
Routine/Scheduled	Building	Exterior Walls Cleaned	1	Yearly	1	4	4	0.00	
Repair/Rehab	Building	Ceiling Tiles Replacement	1	Yearly	1	1	1	0.00	
Routine/Scheduled	Building	HVAC Inspections	1	Yearly	1	1	1	0.00	
Repair/Rehab	Building	Interior Lights Replacement	1	Yearly	1	1	1	0.00	
Repair/Rehab	Building	Exterior Lights Replacement	1	Yearly	1	2	2	0.00	
Routine/Scheduled	Building	Alarm/Security Inspection	1	Yearly	1	2	2	0.00	
Routine/Scheduled	Building	Gutters Cleaned	1	Yearly	1	2	2	0.00	
Routine/Scheduled	Building	Electrical System Inspection	1	Yearly	1	1	1	0.00	
Routine/Scheduled	Building	Plumbing System Inspection	1	Yearly	1	1	1	0.00	
Routine/Scheduled	Building	Storage Organization	6	Yearly	1	6	36	0.02	
Repair/Rehab	Building	Equipment Repairs	6	Yearly	1	1	6	0.00	
							Total	8,012.0	3.85

*"0" denotes As Needed

4.5 SYSTEM-WIDE LEVEL 3 FREQUENCY TABLE

Maintenance Activity Information			Level 3					
Work Program	Core	Purpose	Frequency	Unit (Daily, Weekly, Monthly, Yearly)	Number of Units Per Year	Number of Hours Each Unit	Hours	FTE
Routine/Scheduled	General Turf	Turf Mowing - Main Areas	1	Monthly	8	22	176	0.08
Routine/Scheduled	General Turf	Turf Mowing - Fringe	1	Monthly	8	6	48	0.02
Routine/Scheduled	General Turf	String Trimming - Main Areas	1	Monthly	8	10	80	0.04
Routine/Scheduled	General Turf	String Trimming - Fringe	1	Monthly	8	4	32	0.02
Routine/Scheduled	General Turf	Aeration	0	Yearly	0	6	0	0.00
Routine/Scheduled	General Turf	Fertilization	0	Yearly	1	8	0	0.00
Routine/Scheduled	General Turf	Irrigation	0	Yearly	0	3	0	0.00
Routine/Scheduled	General Turf	Contract Supervision/Audit	1	Weekly	29	1	29	0.01
Routine/Scheduled	Arboriculture	Tree Removal/Clean-up	4	Yearly	1	14	56	0.03
Routine/Scheduled	Arboriculture	Tree Trimming	0	Yearly	0	14	0	0.00
Routine/Scheduled	Arboriculture	Tree Planting	0	Yearly	0	4	0	0.00
Routine/Scheduled	Arboriculture	Tree Water/Care	3	Yearly	1	8	24	0.01
Routine/Scheduled	Litter	Litter Removal - Peak	2	Weekly	30	3	180	0.09
Routine/Scheduled	Litter	Litter Removal - Non Peak	1	Monthly	4	2	8	0.00
Preventative	Playground	Compliance Audit	2	Yearly	1	2	4	0.00
Preventative	Playground	Playground Inspection	1	Monthly	12	2	24	0.01
Routine/Scheduled	Playground	Surface Cleaning	1	Monthly	12	3	36	0.02
Repair/Rehab	Playground	Surfacing Repair	0	Yearly	0	6	0	0.00
Repair/Rehab	Playground	Equipment Repair	0	Yearly	0	6	0	0.00
Routine/Scheduled	Playground	Mulch Grooming	1	Monthly	12	2	24	0.01
Routine/Scheduled	Playground	Mulch Installation	0	Yearly	0	16	0	0.00
Preventative	Splash Pad	Daily Inspection	2	Weekly	16	4	128	0.06
Preventative	Splash Pad	Weekly Inspection	1	Weekly	16	28	448	0.22
Preventative	Splash Pad	Monthly Inspection	1	Monthly	4	2	8	0.00
Preventative	Splash Pad	Bi-Annually Inspection	2	Yearly	1	12	24	0.01
Routine/Scheduled	Splash Pad	Surface Cleaning	2	Monthly	4	1	8	0.00
Repair/Rehab	Splash Pad	Equipment Repair	1	Yearly	1	15	15	0.01
Repair/Rehab	Splash Pad	Surface Repair	0	Yearly	0	24	0	0.00
Preventative	Park/Site Amenities	Inspection	2	Monthly	12	2	48	0.02
Repair/Rehab	Park/Site Amenities	Repair	1	Monthly	8	4	32	0.02
Routine/Scheduled	Park/Site Amenities	Clean/Power Wash	2	Yearly	1	30	60	0.03
Preventative	Signs	Inspection	1	Monthly	12	2	18	0.01
Repair/Rehab	Signs	Repair/Replace	0	Yearly	0	2	0	0.00
Routine/Scheduled	Signs	Clean	4	Yearly	1	2	8	0.00
Routine/Scheduled	Picnic Shelter	Clean Shelter (Peak Season)	2	Weekly	30	4	240	0.12
Routine/Scheduled	Picnic Shelter	Clean Shelter (Non-peak season)	1	Monthly	4	2	8	0.00
Routine/Scheduled	Picnic Shelter	Power Wash Shelter	1	Monthly	12	30	360	0.17
Routine/Scheduled	Picnic Shelter	Clean Grills (Peak Season)	2	Weekly	30	2	120	0.06
Routine/Scheduled	Picnic Shelter	Clean Grills (Non-peak season)	1	Monthly	4	2	8	0.00
Preventative	Picnic Shelter	Inspection	1	Monthly	12	1	12	0.01
Repair/Rehab	Picnic Shelter	Repair	3	Yearly	1	4	12	0.01
Preventative	Lighting	Inspection	1	Monthly	12	1	12	0.01
Routine/Scheduled	Lighting	Clean Lights/Empty Light Covers	0	Yearly	0	2	0	0.00
Repair/Rehab	Lighting	Repair/Replace Bulbs	0	Yearly	0	2	0	0.00
Repair/Rehab	Vandalism & Graffiti	Repair/Removal	1	Monthly	12	4	48	0.02
Preventative	Hard Surface	Inspection	1	Monthly	12	1	12	0.01
Routine/Scheduled	Hard Surface	Backpack Blowing	2	Yearly	1	4	8	0.00
Routine/Scheduled	Hard Surface	Snow Removal	0	Yearly	0	8	0	0.00
Routine/Scheduled	Hard Surface	Clean/Power Wash	4	Yearly	1	20	80	0.04
Preventative	Outdoor Court	Inspection	2	Monthly	12	1	24	0.01
Repair/Rehab	Outdoor Court	Crack Sealing	0	Yearly	0	24	0	0.00
Routine/Scheduled	Outdoor Court	Painting	0	Yearly	0	1	0	0.00
Repair/Rehab	Outdoor Court	Equipment Repair/Replace	2	Yearly	1	2	4	0.00
Routine/Scheduled	Outdoor Court	Debris Removal	2	Monthly	12	1	24	0.01
Preventative	Irrigation	Inspection	1	Monthly	12	1	12	0.01
Preventative	Irrigation	Backflow Testing	1	Monthly	8	2	16	0.01
Routine/Scheduled	Irrigation	Winterization Procedure	1	Yearly	1	2	2	0.00
Routine/Scheduled	Irrigation	Start-up Procedure	1	Yearly	1	2	2	0.00
Preventative	Natural Areas	Inspection	1	Monthly	12	2	18	0.01
Repair/Rehab	Natural Areas	Hazardous Tree/Branch Removal	1	Monthly	12	8	96	0.05
Routine/Scheduled	Natural Areas	Litter Removal	1	Monthly	12	1	12	0.01
Routine/Scheduled	Natural Areas	Invasive Species Removal	1	Monthly	12	2	24	0.01
Routine/Scheduled	Special Events	Event Set-up	4	Yearly	1	2	8	0.00
Routine/Scheduled	Special Events	Stage Set Up	2	Yearly	1	10	20	0.01
Routine/Scheduled	Special Events	Stage Tear Down	2	Yearly	1	10	20	0.01
Routine/Scheduled	Special Events	Site Clean Up	2	Yearly	1	12	24	0.01

4.6 SYSTEM-WIDE LEVEL 3 FREQUENCY TABLE CONTINUED

Maintenance Activity Information			Level 3						
Work Program	Core	Purpose	Frequency	Unit (Daily, Weekly, Monthly, Yearly)	Number of Units Per Year	Number of Hours Each Unit	Hours	FTE	
Preventative	Trails	Inspection	2	Monthly	12	1	24	0.01	
Repair/Rehab	Trails	Surface Repair	4	Yearly	1	3	12	0.01	
Routine/Scheduled	Trails	Debris Removal	6	Yearly	1	4	24	0.01	
Routine/Scheduled	Trails	Snow Removal	1	Yearly	1	5	5	0.00	
Routine/Scheduled	Trails	Mow Trail Edges	1	Monthly	8	4	32	0.02	
Routine/Scheduled	Trails	Tree/Weeds Pruning	1	Monthly	12	4	48	0.02	
Routine/Scheduled	Trails	Amenity Cleaning	1	Monthly	12	1	12	0.01	
Repair/Rehab	Trails	Amenity Repair/Replace	3	Yearly	1	1	3	0.00	
Preventative	Athletic Fields	Inspection	1	Weekly	30	1	30	0.01	
Routine/Scheduled	Athletic Fields	Turf Mowing - Peak	3	Monthly	4	4	48	0.02	
Routine/Scheduled	Athletic Fields	Turf Mowing - Non Peak	2	Monthly	3	4	24	0.01	
Routine/Scheduled	Athletic Fields	Aeration	0	Yearly	0	6	0	0.00	
Routine/Scheduled	Athletic Fields	Fertilization	0	Yearly	0	10	0	0.00	
Routine/Scheduled	Athletic Fields	Overseed/Top Dress	0	Yearly	0	3	0	0.00	
Routine/Scheduled	Athletic Fields	Field Prep	1	Weekly	29	2	58	0.03	
Routine/Scheduled	Athletic Fields	Line Painting	1	Weekly	29	2	58	0.03	
Preventative	Restrooms	Peak - Inspection	3	Weekly	30	1	90	0.04	
Routine/Scheduled	Restrooms	Peak - Restock/Replace Toiletries	1	Weekly	30	1	30	0.01	
Routine/Scheduled	Restrooms	Peak - Restroom Cleaning	1	Weekly	30	2	60	0.03	
Repair/Rehab	Restrooms	Peak - Equipment Repair/Replace	1	Monthly	7	5	35	0.02	
Preventative	Restrooms	Non Peak - Inspection	1	Weekly	22	1	22	0.01	
Routine/Scheduled	Restrooms	Non Peak - Restock/Replace Toiletries	1	Weekly	22	1	22	0.01	
Routine/Scheduled	Restrooms	Non Peak - Restroom Cleaning	1	Weekly	22	2	44	0.02	
Repair/Rehab	Restrooms	Non Peak - Equipment Repair/Replace	1	Yearly	1	2	2	0.00	
Routine/Scheduled	Restrooms	Winterization/Opening	2	Yearly	1	8	16	0.01	
Preventative	Dog Park	Inspection	1	Weekly	52	1	52	0.03	
Routine/Scheduled	Dog Park	Turf Mowing	1	Monthly	7	1	7	0.00	
Routine/Scheduled	Dog Park	Surface Material Replenishment	0	Monthly	0	2	0	0.00	
Routine/Scheduled	Dog Park	Waste and Litter Removal	1	Weekly	52	1	52	0.03	
Repair/Rehab	Dog Park	Fence and Surface Repair	0	Monthly	0	4	0	0.00	
Routine/Scheduled	Dog Park	Tree and Shrub Maintenance	2	Monthly	12	2	48	0.02	
Routine/Scheduled	Dog Park	Hose Down Surface	1	Weekly	52	1	52	0.03	
Repair/Rehab	Dog Park	Equipment Repair/Replace	3	Yearly	1	1	3	0.00	
Routine/Scheduled	Dog Park	Turf Rotation	0	Yearly	0		0	0.00	
Preventative	Horticulture	Inspection	3	Yearly	1	2	6	0.00	
Routine/Scheduled	Horticulture	Weed Removal	1	Monthly	8	2	16	0.01	
Routine/Scheduled	Horticulture	Flower/Shrub Planting	0	Yearly	0	8	0	0.00	
Routine/Scheduled	Horticulture	Flower/Shrub Pruning	0	Yearly	0	12	0	0.00	
Routine/Scheduled	Horticulture	Fertilization	2	Yearly	1	8	16	0.01	
Routine/Scheduled	Horticulture	Pre-Emergence	0	Yearly	0	2	0	0.00	
Routine/Scheduled	Horticulture	Edging	2	Yearly	1	8	16	0.01	
Routine/Scheduled	Horticulture	Irrigation	2	Monthly	8	12	192	0.09	
Routine/Scheduled	Horticulture	Mulch Grooming	1	Monthly	12	3	36	0.02	
Routine/Scheduled	Horticulture	Mulch Installation	0	Yearly	0	12	0	0.00	
Routine/Scheduled	Horticulture	Contract Supervision/Audit	1	Weekly	29	2	58	0.03	
Routine/Scheduled	Undeveloped Areas	Bush Hog	2	Yearly	1	32	64	0.03	
Preventative	Building	Inspection	2	Monthly	12	2	48	0.02	
Routine/Scheduled	Building	Sweep Floors	2	Monthly	12	1	24	0.01	
Routine/Scheduled	Building	Clean Windows	6	Yearly	1	1	6	0.00	
Routine/Scheduled	Building	Dusting/Dust Removal	1	Monthly	12	2	24	0.01	
Routine/Scheduled	Building	Litter Removal	2	Monthly	12	1	24	0.01	
Routine/Scheduled	Building	Restrooms Cleaned, Sanitized, and Stocked	2	Monthly	12	1	24	0.01	
Routine/Scheduled	Building	Interior Walls Cleaned	1	Yearly	1	4	4	0.00	
Routine/Scheduled	Building	Exterior Walls Cleaned	0	Yearly	0	4	0	0.00	
Repair/Rehab	Building	Ceiling Tiles Replacement	1	Yearly	1	1	1	0.00	
Routine/Scheduled	Building	HVAC Inspections	1	Yearly	1	1	1	0.00	
Repair/Rehab	Building	Interior Lights Replacement	0	Yearly	0	1	0	0.00	
Repair/Rehab	Building	Exterior Lights Replacement	0	Yearly	0	2	0	0.00	
Routine/Scheduled	Building	Alarm/Security Inspection	1	Yearly	1	2	2	0.00	
Routine/Scheduled	Building	Gutters Cleaned	1	Yearly	1	2	2	0.00	
Routine/Scheduled	Building	Electrical System Inspection	1	Yearly	1	1	1	0.00	
Routine/Scheduled	Building	Plumbing System Inspection	1	Yearly	1	1	1	0.00	
Routine/Scheduled	Building	Storage Organization	3	Yearly	1	6	18	0.01	
Repair/Rehab	Building	Equipment Repairs	3	Yearly	1	1	3	0.00	
							Total	4,244.0	2.04

*"0" denotes As Needed

4.7 STANDARDS ANALYSIS

Realizing that the entire system is not maintained at a Level 1, 2, or 3; rather, the system contains various areas that are maintained at different levels, this section provides an understanding of the *hours*, *Full Time Equivalent (FTE)*, and *cost* associated with maintaining the Brownsburg Parks system.

4.7.1 SYSTEM-WIDE ANALYSIS

According to the maintenance standards and frequencies identified in this Maintenance Management Plan, the following hours and FTE would be required to maintain the system at the following levels:

- Level 1
 - 16,857 hours (13,363 without mowing)
 - 8.10 FTE (6.42 FTE without mowing)
- Level 2
 - 8,012 hours (6,269 without mowing)
 - 3.85 FTE (3.01 without mowing)
- Level 3
 - 4,244 hours (2.03 without mowing)
 - 2.04 FTE (1.67 without mowing)

Understanding that the system is not maintained at one level across the board, the current maintenance operations of Brownsburg Parks can be averaged as somewhere in between a Level 1 and Level 2 holistically. This conclusion is drawn from the number of current available hours for Brownsburg Parks staff. *Available* hours is different than *compensated* hours due to expected vacation, sick time, and other paid leave hours annually. Brownsburg Parks has 8,736 hours available to complete maintenance tasks when including the 2016 seasonal staff. This number does not include donated volunteer hours. The 8,736 hours available to Brownsburg Parks is approximately 1,856 hours short of the ideal programmed hours for the system.

When agencies report an hour deficit, or shortfall, it can be for a variety of reasons and indicate several things such as:

- The estimated hours tasks require for completion need to be adjusted/verified
- Although there are hours attributed to each maintenance task, there are some tasks that are not being completed to the identified/preferred standard
- Community preference for standard of care, or maintenance frequency, is higher than the current staffing level available hours

CHAPTER FIVE – MAINTENANCE COST ANALYSIS

The maintenance cost analysis is presented by park site:

- Arbuckle Acres
- B&O Trail
- Gateway
- Park Office
- Stephens
- Undeveloped Areas
- Williams

The Brownsburg Parks maintenance cost analysis is based on the maintenance standards applied to each facility. This maintenance cost analysis is designed to support the Department’s maintenance goals and strategies. This analysis will assist Department management in predicting labor needs, identifying the proper resources to fill those needs, and establishing a staffing structure that holds up to system growth.

5.1 PROCESS AND METHODOLOGY

The development of this analysis was accomplished through a review of the available information provided to document the financial and personnel resources required. The analysis presents a comprehensive approach to maintenance operations by park component and the cost to operate each component to meet the desired outcomes. Analysis of available information was performed and translated into a maintenance management model developed by PROS.

The analysis presents maintenance cost by identifying:

- All maintenance activities that occur within each park site
- The level, or frequency, each activity should occur
- The staff responsible for completing the activity
- The hours associated with completing each activity

5.1.1 ANALYSIS FORMAT

The information contained in this section represents a snapshot of the comprehensive information stored within an Excel Workbook that is monitored by Brownsburg Parks. This section presents the findings of the data collection and analysis, focusing on organizing the information into a quantifiable format. This information can be used by Brownsburg Parks as a decision-making tool as well as a management tool for implementing and monitoring recommendations. This section presents a park by park analysis and includes the following elements:

- Maintenance Tasks
- Labor Summary
- Zone Cost
- Indirect Cost

5.2 MAINTENANCE ANALYSIS

A Microsoft Excel maintenance model was developed to enter data, analyze work, and report the maintenance activities.

5.2.1 SYSTEM

The table below provides a full park system cost breakdown by park site and zone. All figures were calculated using equipment and material costs provided by the Department. Approximately \$212,289 is calculated as indirect costs. This number is added to the personnel cost (\$276,201) to calculate the total cost for maintaining the Brownsburg parks and recreation system (\$488,490).

Williams Park and Arbuckle Acres Park are the most expensive sites within the system to maintain and approximately 50% of all Department operations and maintenance costs are attributed to them. The other half of costs are spread across the trail system, Stephens Park, Gateway, the park office, and undeveloped areas (e.g., Cardinal Property, MaGee Property, etc.). Of note, costs were calculated for operating and maintaining a dog park and athletic fields at the Cardinal Property. As this park develops, the unit costs identified through this Maintenance Management Plan can be applied to estimate costs for bringing these new amenities on-line.

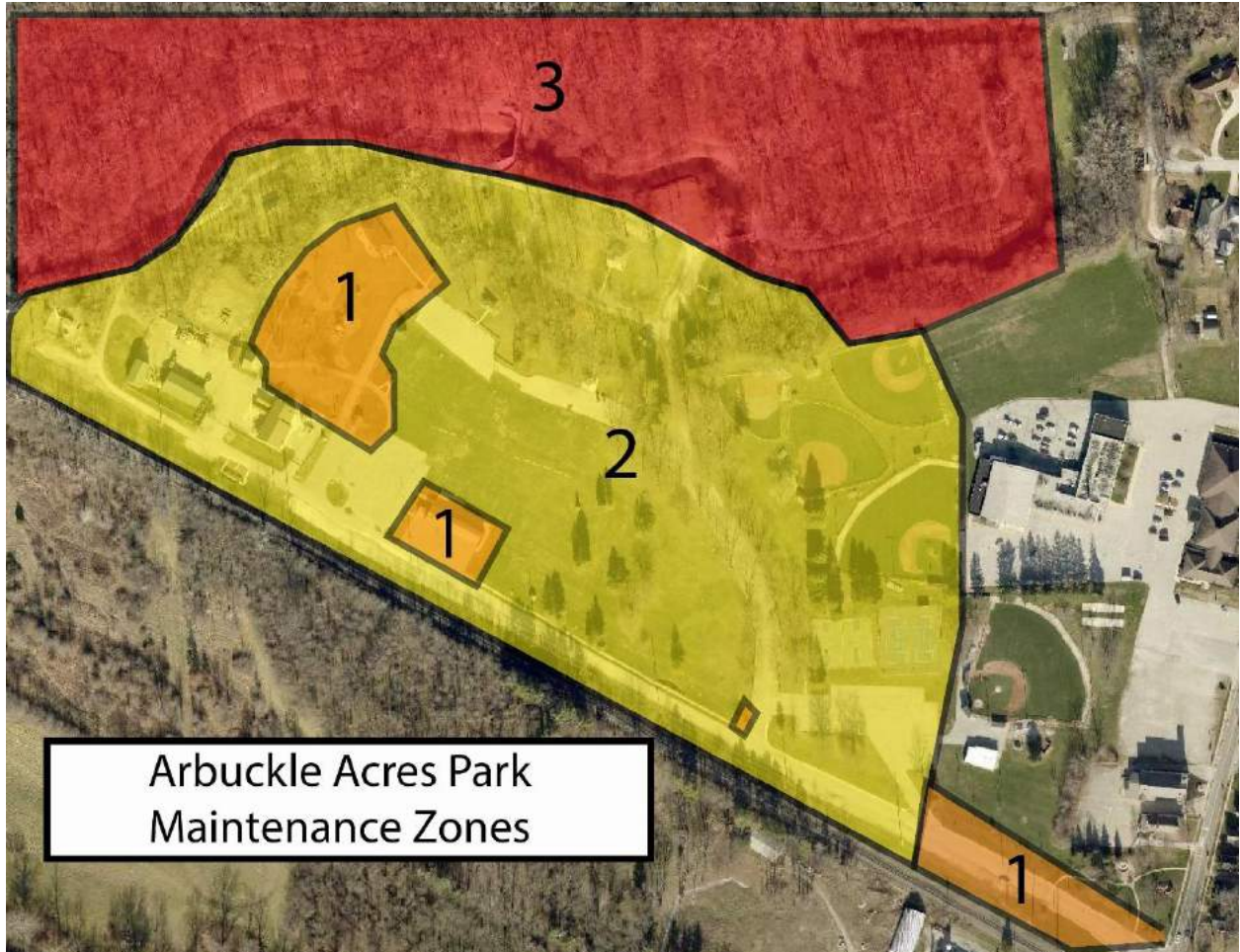
It should also be noted that the costs below reflect the current system as of July 2017. As management contracts change (potentially) in terms of mowing, flower beds, or even park sites themselves (e.g., Gateway), the figures below will also need to change commensurate with the increased or decreased operations and maintenance activities expected.

In total, Brownsburg Parks spends approximately \$1,765/acre including the undeveloped Zone 3 acres. When removing the Zone 3 acres, the cost increases to approximately \$4,000/acre. From the table below, Brownsburg Parks expends the most resources on Zone 1 areas in terms of per acre costs. This figure is comparatively high opposed to Zones 2 and 3 because of the Level 1 maintenance activities associated with Zone 1 areas.

System Zone Analysis					
	1	2	3	Subtotal	Total w/ Ind.
Arbuckle	\$50,510.23	\$34,209.29	\$11,716.37	\$96,435.89	\$170,562.24
B&O	\$0.00	\$13,229.66	\$0.00	\$13,229.66	\$23,398.77
Gateway	\$3,621.10	\$0.00	\$0.00	\$3,621.10	\$6,404.50
Park Office	\$11,642.69	\$0.00	\$0.00	\$11,642.69	\$20,591.95
Stephens	\$0.00	\$5,862.30	\$0.00	\$5,862.30	\$10,368.42
Undev.	\$0.00	\$0.00	\$3,618.45	\$3,618.45	\$6,399.81
Williams	\$71,510.76	\$35,049.73	\$12,790.20	\$119,350.69	\$211,090.72
Subtotal	\$137,284.78	\$88,350.99	\$28,125.02		
Total w/ Ind.	\$242,810.01	\$156,262.81	\$49,743.59		
Acres	10	101.25	143		
Per Acre w/o Ind.	\$13,728.48	\$872.60	\$196.68		
Per Acre w/ Ind.	\$24,281.00	\$1,543.34	\$347.86		

The following pages present the Zone management scheme used to manage the Brownsburg Parks system.

5.2.2 ARBUCKLE ACRES



5.2.3 B&O TRAIL



5.2.4 GATEWAY



5.2.5 PARK OFFICE



5.2.6 STEPHENS



Stephens Park Maintenance Zones

5.2.7 UNDEVELOPED AREAS



Cardinal Property Maintenance Zones



Magee Property Maintenance Zone



West Wynne Farms - South Maintenance Zone

5.2.8 WILLIAMS



5.3 KEY FINDINGS

The findings and key issues that must be addressed in this analysis include the following:

- Materials, equipment, and services should be documented to more accurately account for costs by maintenance activity.
- Increased maintenance activities should occur within natural resource areas.
- Time and equipment costs should be re-evaluated for Gateway to validate operations and maintenance costs.
- Adding formal athletic fields and a dog park to the Cardinal Property will add approximately \$60,000 to the system's budget accounting for personnel, equipment and materials, and overhead/administrative costs.

5.3.1 MAINTENANCE STRATEGIES

The following key maintenance strategies are provided to Brownsburg Parks:

- Train staff on maintenance standards and frequency levels and how that translate into operation costs to the Maintenance Divisions budget.
- Track the productivity of parks and park amenities to determine what standards are required and change standards as use falls off during the various seasons.
- Continue to seek out volunteer workers to supplement staff needs in parks for park maintenance.
- Increase the level of seasonals to augment existing full-time staffing levels.
- Track lifecycle maintenance needs in each park on a yearly basis based on repairs made.
- Continue to develop equipment specifications that create the greatest amount of efficiency for each park worker in the field.
- Develop stronger performance measures and indicators so staff can move from an effort based culture to an outcome based culture. Performance measures should focus on unit costs, staff productivity in the field, amenity usage, equipment costs and productivity, customer satisfaction, volunteer hours in parks, earned income created, and lifecycle maintenance care.
- Utilize a combination of FacilityDude and a "Weekly Lineup" to track actuals.
- Track the productivity of staff that includes drive time analysis and in-time work analysis for work performed in the field to fine-tune estimated maintenance task required hours.

CHAPTER SIX – OPERATIONAL IMPLEMENTATION PLAN

Based on the information presented in this document, it is recommended that the following strategies be implemented:

- **Strategy 1.** Continue to consider contract maintenance for areas where the return on investment (ROI) is not great especially in landscape and tree maintenance.
- **Strategy 2.** Adopt key performance indicators based on unit costs and FTE/maintained acre as tracked in the corresponding Excel maintenance tracker.
- **Strategy 3.** As the system grows and develops new amenities within the system, ensure the operating costs are considered before bringing the amenity on-line. It is recommended that Brownsburg Parks uses the Excel maintenance tracker to estimate current costs and adjust the annual budget request accordingly.
- **Strategy 4.** Integrate FacilityDude models into standard operating procedures (SOPs). Utilize the *Planned Maintenance* module for all maintenance tasks identified as preventative or scheduled/routine maintenance activities. All reactive maintenance activities (i.e., repair/rehab or “pop up”) should utilize the *Work Order* module. Additionally, integrate the mobile app into daily work routines to reduce work order input time and any potential delays in creating and closing work orders.
- **Strategy 5.** Review existing staffing levels and augment current service levels with appropriate seasonal and part-time labor. Additionally, review the staff time allocation located within the Excel maintenance tracker annually to validate and adjust current Frequency Levels based on staffing needs and/or budget constraints.
- **Strategy 6.** Elevate existing Frequency Levels in regards to natural resources and nature trails as the park system grows. National and local trends suggest these areas will continue to be critical community needs/desires for the foreseeable future.



CHAPTER SEVEN – CONCLUSION

Brownsburg Parks is a growing agency with land-banked property for future development. The Maintenance Management Plan aims to provide an understanding of what it takes to maintain the current system (to desired levels based on community expectations and maintenance outcomes) while preparing for future amenities and additional maintained parkland. Overall, Brownsburg parks maintains its system between a Level 1 and Level 2 which allows for a differential maintenance system in terms of areas maintained to a higher standard than others. Of note, undeveloped areas, and all areas deemed Zone 3, still require maintenance activities to be performed. It is important to both convey that notion to the community while also accounting for those activities within the annual parks budget.

Brownsburg Parks should also not overlook the importance of covered outdoor storage for major equipment. Large maintenance equipment requires a big capital expense to purchase and it is in the best interest of the Department to prolong the life expectancy of all major equipment. An unfortunate national trend in park maintenance operations is not having enough covered outdoor storage. It is even more important for smaller agencies to prolong equipment as replacement is hard to regularly do.

In all, given the identification of unit costs for the current system, Brownsburg Parks will now be able to project operations and maintenance implications for bringing new amenities and features on-line. It should be noted, however, that all unit costs identified through this Maintenance Management Plan process are in 2017 dollars. There is a time value of money and so it is important to update the Excel maintenance tracker workbook annually to accurately reflect current unit costs. Additionally, it is imperative to adjust the current maintenance staff levels commensurate with the growing system. Recommended adjustments can include increased available maintenance hours (via new hires, volunteerism, etc.), increasing operational efficiencies (via work order management system), and ensuring personnel, equipment, and material costs adhere to national best practices.



APPENDIX

7.1 EXAMPLE STANDARD OPERATING PROCEDURE BY CORE TASK

7.1.1 HORTICULTURE

Standards for *Horticulture* include all maintenance activities involving:

- Visual inspections
- Weed removal
- Flower/shrub planting and pruning
- Fertilization
- Pre-emergence
- Edging
- Irrigation
- Mulch installation and grooming

MAINTENANCE STANDARDS

The following standards are developed for *Horticulture* and include frequency (the number of times an activity will occur), unit (how often the frequency will occur), number of units per year (total number of days, weeks, months, or years the task will be performed annually), and staffing information presented in the form of number of bodies, estimated total hours spent for the activity annually, and associated FTE (one full time equivalent is equal to 2,080).

Maintenance Activity Information			Level 1						Level 2						Level 3					
Work Program	Core	Purpose	Frequency	Unit (Daily, Weekly, Monthly, Yearly)	Number of Units Per Year	Number of Hours Each Unit	Hours	FTE	Frequency	Unit (Daily, Weekly, Monthly, Yearly)	Number of Units Per Year	Number of Hours Each Unit	Hours	FTE	Frequency	Unit (Daily, Weekly, Monthly, Yearly)	Number of Units Per Year	Number of Hours Each Unit	Hours	FTE
Preventative	Horticulture	Inspection	2	Monthly	6	2	24	0.01	1	Monthly	6	2	12	0.01	3	Yearly	1	2	6	0.00
Routine/Scheduled	Horticulture	Weed Removal	1	Weekly	29	2	58	0.03	2	Monthly	8	2	32	0.02	1	Monthly	8	2	16	0.01
Routine/Scheduled	Horticulture	Flower/Shrub Planting	1	Yearly	1	8	8	0.00	1	Yearly	1	8	8	0.00	0	Yearly	0	8	0	0.00
Routine/Scheduled	Horticulture	Flower/Shrub Pruning	3	Yearly	1	12	36	0.02	1	Yearly	1	12	12	0.01	0	Yearly	0	12	0	0.00
Routine/Scheduled	Horticulture	Fertilization	1	Monthly	6	8	48	0.02	4	Yearly	1	8	32	0.02	2	Yearly	1	8	16	0.01
Routine/Scheduled	Horticulture	Pre-Emergence	2	Yearly	1	2	4	0.00	1	Yearly	1	2	2	0.00	0	Yearly	0	2	0	0.00
Routine/Scheduled	Horticulture	Edging	1	Monthly	12	8	96	0.05	1	Monthly	8	8	64	0.03	2	Yearly	1	8	16	0.01
Routine/Scheduled	Horticulture	Irrigation	2	Weekly	29	12	696	0.33	1	Weekly	29	12	348	0.17	2	Monthly	8	12	192	0.09
Routine/Scheduled	Horticulture	Mulch Grooming	1	Weekly	52	3	156	0.08	2	Monthly	12	3	72	0.03	1	Monthly	12	3	36	0.02
Routine/Scheduled	Horticulture	Mulch Installation	1	Yearly	1	12	12	0.01	1	Yearly	1	12	12	0.01	0	Yearly	0	12	0	0.00
Routine/Scheduled	Horticulture	Contract Supervision/Audit	1	Weekly	29	2	58	0.03	1	Weekly	29	2	58	0.03	1	Weekly	29	2	58	0.03

**"0" denotes As Needed

WORK TRACKING

Maintenance activities are broken into different *Maintenance Types*:

- 1) **Preventative:** Maintenance tasks that are performed to decrease the likelihood of something failing or transitioning into disrepair.
- 2) **Routine/Scheduled:** Maintenance tasks that are cyclical and are essential to on-going care and upkeep.
- 3) **Repair/Rehab:** Maintenance tasks that are performed to fix, restore, or replace.

WORK TRACKING PROCEDURE

FacilityDude is used for work order management. The *Planned Maintenance* module can include recurring work orders for all activities labeled "Preventative" or "Routine/Scheduled." All "Repair/Rehab" maintenance activities can be generated through the *Work Order* module.

WEEKLY LINEUP

As part of the work tracking effort, a *Weekly Lineup* can be created that will include a base set of “Preventative” and “Routine/Scheduled” tasks along with some built-in “flex” time for impending work orders. Staff can complete a weekly activities sheet at the end of their work week that will record hours associated with the performed tasks along with the tasks that were not performed, or *deferred* (for whatever reason). This information can then be added to the appropriate maintenance activities within the *Planned Maintenance* module by the FacilityDude administrators.

WORK ORDER MANAGEMENT

“Repair/Rehab” (or reactive maintenance) activities can be generated via the *Work Order* module. Work order requests will be submitted to the FacilityDude administrators and then created within the *Work Order* module as appropriate. Those assigned a work order are required to track the time and materials spent on the work order and report to the assigning FacilityDude administrator upon completion so he/she can update and officially close out the work order.

MAINTENANCE ACTIVITY PROCESSES

The following are best practices and the process in which maintenance activities should be conducted:

INSPECTION

Sites to be Inspected: *Arbuckle Acres, B&O, Stephens, Williams, Park Office*

- Inspection consists of visually examining horticulture areas for any damage due to trampling, disease, natural hazards, or other means.
- All identified horticulture deformities should be recorded and translated into a Work Order.

Tools and Equipment: *N/A*

WEED REMOVAL

Sites to be Weeded: *Arbuckle Acres, B&O, Stephens, Williams, Park Office*

- Weeding consists of hand pulling foreign vegetation within horticulture beds and surrounding areas.
- According to the adopted Master Plan, weed infestation should be no greater than 3% for Zone 1 areas and 8% for Zone 2 areas.

Tools and Equipment: *Gator/golf cart, hand tools*

FLOWER/SHRUB PLANTING AND PRUNING

Sites to be Addressed: *Arbuckle Acres, B&O, Stephens, Williams, Park Office*

- Flower/shrub planting should be seasonal and efforts should be made to plant vegetation according to the planting description provided for each type of flower/shrub.
- Pruning consists of “deadheading” spent flower heads and preparing shrubs for the winter season. Pruning will occur multiple times throughout the year and is dependent upon weather conditions and when vegetation blooms.

Tools and Equipment: *Gator/golf cart, hand tools, yard rake, tiller*

FERTILIZATION

Sites to be Fertilized: *Arbuckle Acres, B&O, Stephens, Williams, Park Office*

- Fertilization should occur once per month for Zone 1 areas, once per every six weeks for Zone 2 areas, and twice for Zone 3 areas during the six-month growing season.
- All efforts should be made to not fertilize after a hard rain or 24-hours before a known weather system in the area.

Tools and Equipment: *JD tractor/gator with sprayer/spreader*

PRE-EMERGENCE

Sites to be Addressed: *Arbuckle Acres, B&O, Stephens, Williams, Park Office*

- Pre-emergence is critical for both aesthetic and turf management reasons. All Zone 1 areas should receive treatment twice each year and Zone 2 areas should receive treatment at least once. Zone 3 areas are not subject for treatment.

Tools and Equipment: *JD tractor/gator with sprayer/spreader*

EDGING

Sites to be Edged: *Arbuckle Acres, B&O, Stephens, Williams, Park Office*

- Edging is critical to ensure hardscapes and softscapes are not impeded. Edging should occur at all turf perimeters.
- Edging should occur at least once per month for Zone 1 areas, once every six weeks for Zone 2, and twice per year for Zone 3 areas.

Tools and Equipment: *Gator, mechanic edger, hand edger*

IRRIGATION

Sites to be Irrigated: *Arbuckle Acres, B&O, Stephens, Williams, Park Office*

- Irrigation is helpful to provide vibrant flowers and shrubs throughout the year.
- Irrigation should be utilized as to allow a consistent soil moisture (i.e., not too wet or not too dry). Hand watering is required as needed. Irrigation should be done at least two times per week during the growing season for Zone 1 areas, monthly for Zone 2 areas, and at least twice per year for Zone 3 areas if rainfall is not adequate.

Tools and Equipment: *Gator with sprayer, water cans*

CONTRACT SUPERVISION/AUDIT

Sites to be Supervised: *Arbuckle Acres, B&O, Stephens, Williams, Park Office*

- Brownsburg Parks is currently exploring the possibility of contracting out maintenance activities for horticulture. If services are contracted out, it is imperative that visual inspections are made consistently to ensure contract objectives are met.

Tools and Equipment: *N/A*