



Town of Brownsburg, Indiana

# ECONOMIC DEVELOPMENT STRATEGIC PLAN



Adopted May 23, 2019



# TABLE OF CONTENTS

|   |           |
|---|-----------|
| <b>INTRODUCTION .....</b>                 | <b>1</b>  |
| Executive Summary .....                   | 3         |
| How to Read the Plan .....                | 5         |
| Planning Process .....                    | 6         |
| Outreach .....                            | 6         |
| <b>COMMUNITY CONTEXT .....</b>            | <b>7</b>  |
| Brownsburg Highlights .....               | 9         |
| <b>ECONOMIC CORE OBJECTIVES.....</b>      | <b>5</b>  |
| <b>CORRIDOR PLANS .....</b>               | <b>51</b> |
| Main Street Corridor Plan .....           | 53        |
| Ronald Reagan Parkway Corridor Plan ..... | 57        |
| <b>APPENDIX .....</b>                     | <b>63</b> |
| Demographic Analysis.....                 | 65        |
| Employment and Labor Force .....          | 71        |
| Economic Market Analysis.....             | 72        |
| Policy Review .....                       | 82        |
| Steering Committee Meeting Notes.....     | 86        |



# ACKNOWLEDGMENTS

## **Town Council**

Brian Jessen  
Dennis Dawes  
Chris Worley  
Ashley Bacsu  
Travis Tschaenn

## **Redevelopment Commission**

Troy Austin  
Matthew Simpson  
Matthew Browning  
Jeff Gracey  
Jennifer Mulligan  
Barry Gardner

## **Economic Development Commission**

Joseph Dunbar  
Robert McLaughlin  
Michael Dowden

## **Economic Development Strategic Plan**

### **Steering Committee**

Abbe Hohmann  
Barry Gardner  
Brett Scowden  
Dennis Dawes  
Jason Lawson  
Jason Steimann  
John Rabold  
Kasey Coler  
Kathryn Ransburg  
Lindsey Jackson  
Michel Eisenhower  
Mike Arnould  
Robert Jessen  
Robert McLaughlin  
Ron Mathews  
Ryan McNeely  
Tony Hill

### **Town Staff**

Gregory Anderson, AICP,  
Economic Development  
Director  
Wendi Hudson,  
Executive Assistant

## **Prepared by**

Houseal Lavigne Associates  
188 W Randolph Street  
Suite 200  
Chicago, Illinois 60601  
(312) 372-1008  
[www.hlplanning.com](http://www.hlplanning.com)



## **Plan Adoption**

Economic Development  
Commission  
Adoption Date:  
April 17, 2019

Town Council  
Adoption Date:  
May 23, 2019

Resolution 2019-09



# 01

---

## INTRODUCTION

---

**This document presents the Economic Development Strategic Plan (EDSP) for the Town of Brownsburg, Indiana. The Plan is intended to set forth the core objectives, strategies, and actions for the future economic growth and development of the Town over the next five-year period. As a guidance document, the Plan provides a showcase of the present economic opportunities and strengths in Brownsburg. It gives targeted direction for future investment needs with a focus on how to attract, retain, and grow businesses in the Town, and support the local workforce. The Plan is ultimately a tool for Brownsburg to take proactive steps towards economic development policies and programs, and successfully meet the challenges of the local economy.**



## EXECUTIVE SUMMARY

The Town of Brownsburg's Economic Development Strategic Plan (EDSP) is a detailed policy document intended to guide the economic development of the Town over the next five years. Preparation of the contents of the EDSP required detailed community background and market analysis; figures from this study are provided in the Appendix to this document.

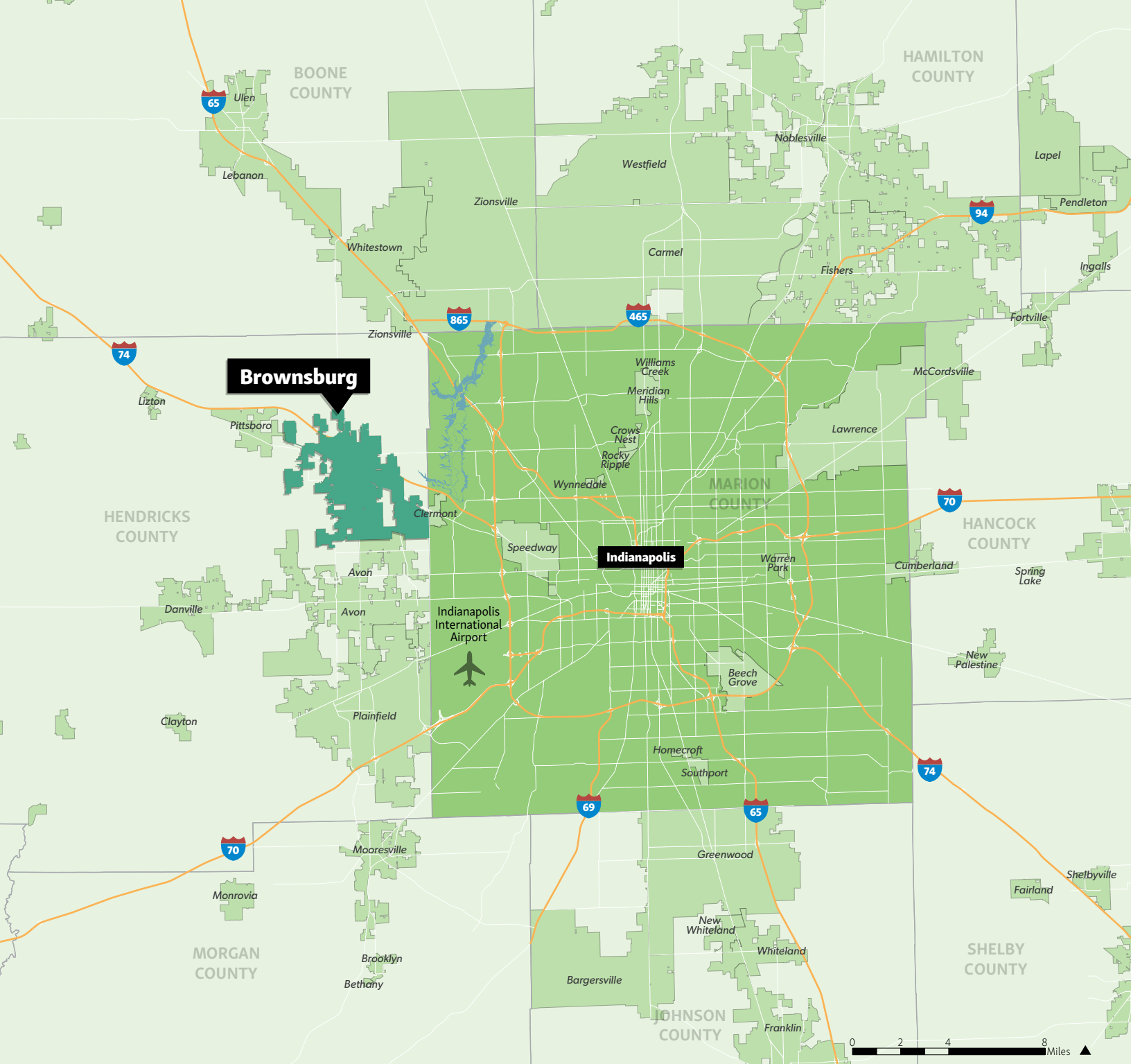
The Community Context section presents Brownsburg's highlights, aligns the Plan with other important Town plans and initiatives, incorporates public engagement in the Plan process and includes a summary of community strengths, weaknesses, opportunities, and threats.

The Core Objectives section outlines the central goals of the Economic Development Strategic Plan, to:

- ◆ Support Existing Businesses,
- ◆ Invest in the Workforce,
- ◆ Strengthen the Tax Base, and
- ◆ Target Key Business Sectors.

Each core objective is discussed with potential opportunities for long-range support of current and new economic development approaches and strategies to meet each economic development objective. Actions sections lists the individual actions steps for every plan strategy. Actions are described in categories (with icons described below) and are in short-term range (within the next two years) and long-term range (within 5 years), based on the plan's five-year outlook.

In conclusion, the Town of Brownsburg's Economic Development Strategic Plan presents implementation plans that focus on two areas in Brownsburg: Main Street and Ronald Reagan Parkway. The corridor plans are intended to provide development recommendations to facilitate the future economy of these locations and balance community needs at the present and for future economic growth.



Town of Brownsburg, Indiana  
**Regional Setting**

# HOW TO READ THE PLAN

## DEFINITIONS

Jargon can cause confusion when reading any document. This section is intended to minimize difficulty in comprehension and use of this Plan by defining key terms used throughout. Understanding the terms below provides a greater understanding of the intent of the EDSP.

## CORE OBJECTIVES

Core objectives are value based statements that are not necessarily measurable.

### Example

"...a Town containing a balanced variety of business types."

## STRATEGIES

Strategies are more specific, measurable statements of desired ends.

### Example:

"...increase the number of motorsports businesses in Brownsburg."

## ACTIONS

Actions are detailed policies, programs, or projects for individuals or groups to undertake and complete to ensure the achievement of a strategy.

### Example:

"...maintain online presence for economic development on the official Town website."

## ACTION ITEMS



**Land & Infrastructure Development** - actions that focus on growth, land use, and infrastructure improvements such as identifying opportunities for new development or upgrading roadways.



**Marketing & Networking** - actions that focus on increasing awareness of Brownsburg's assets such as publicizing economic development plans or facilitating connections such as between employers and workers to expand its workforce.



**Partnerships** - actions that focus on collaboration between two or more entities such as between the City and the Brownsburg Chamber of Commerce to enhance communication and planning within the business community.



**Education, Training & Business Resources** - actions that focus on developing the skills of students and workers, creating opportunities for hands-on job experiences, and facilitating the transition of students into the work environment, such as launching an internship program for students to gain experience in their desired field with a Brownsburg company.



**Data Collection & Studies** - actions that focus on gathering data or conducting studies to better understand the existing conditions and needs of Brownsburg, such as assembling jobs and land use data on existing businesses to determine which businesses could benefit from tax abatements.



**Funding Incentives** - actions that focus on creating methods to fund City programs and projects, such as implementing tax increment financing incentives to logistics and transportation companies that need infrastructure expansions.

## PLANNING PROCESS

**Project Kickoff.** The project kicked-off with a meeting with Town staff and members of the Steering Committee to discuss the overall direction of the Economic Development Strategic Plan and any current issues facing economic development in the Town. This step laid the initial foundation for further research and analysis.

**Background Report.** The Planning Team conducted research and analysis on employment, demographics, and development providing a foundation for future recommendations. The analysis revealed the trends, supply, demand, and potential for various economic markets, such as industrial, office, retail, hotel, and motorsports uses.

**Visioning Workshops.** Based on findings from Background Report and discussions with the staff and the Steering Committee, initial concept plans were designed for the two study areas. These plans were then reviewed and discussed with the Steering Committee.

**Draft EDSP Presentation.** The draft Economic Development Strategic Plan, including all core objectives, strategies, and recommendations, was presented to Town Staff, the Steering Committee, the Redevelopment Commission, and the Economic Development Commission for initial review, comments, and revisions.

**Adoption.** Feedback received from the draft presentations is incorporated into the final Economic Development Strategic Plan, and presented to the public and Town Council for adoption through resolution.

## OUTREACH

Community input is critical to the planning process and ensuring that community needs are met. Several meetings with the Steering Committee from Kickoff to the draft Plan were conducted. In general, each meeting included a review of the deliverable followed by a discussion with and key questions from the Steering Committee. Some also included workshop activities to garner specific feedback.

Two open houses events were held to collect feedback on the plan prior to final adoption. The input received during open house meetings provides valuable public insight on the plan's content and informed modifications to the final plan document.

A detailed summary of the Outreach meetings and events may be found in the Appendix.

# 02

---

## COMMUNITY CONTEXT

---

**A critical step in the planning process is developing an understanding of the community and its local context.**

**This section provides background information on economic development factors, including an overview of the Town’s demographics and trends related to the targeted growth sectors. Collectively, this information creates a profile of the Brownsburg economy and the influences that shape the Economic Development Strategic Plan. For more information and detailed assessment of existing conditions refer to the Appendix.**



## **BROWNSBURG HIGHLIGHTS**

### **A GROWING POPULATION**

Brownsburg is one of the fastest growing municipalities in Indiana. The Town's population has grown by over 27 percent since 2010, increasing from 21,817 to 27,743. This rapid growth brings many new opportunities to the Town and surrounding areas and provides a solid population base to support future economic growth.

### **EXCELLENT ROAD CONNECTIONS**

Brownsburg is situated at the junctions of Interstate 74, and major routes State Road 136 and Green Street. The completion of the newest section of Ronald Reagan Parkway in December 2017 provides a route between Interstate 70 and Interstate 74 and will eventually connect to Interstate 65 in the north. Direct access to a strong road network is a major advantage that is unique to Brownsburg.

### **A GREAT PLACE TO LIVE**

Brownsburg has been recognized twice in the last 10 years by CNN Money Magazine as one of the "100 Best Places to Live" in the United States. The high quality of life in Brownsburg is a source of pride for the Town and its residents.

### **TOP-RATED SCHOOLS**

Brownsburg Community School Corporation has received top honors as the number one school corporation in Indiana, based upon Indiana Statewide Testing for Educational Progress (ISTEP) scores for each of the past three years. It is ranked as an "All A" district for the past six straight years. It is also the largest "All A" school district in Indiana. In 2018, the graduation rate in Brownsburg was at 98.3 percent. Growing enrollment in Brownsburg schools has been met with quality educational practices and small class sizes. Great schools benefit the entire Town and help draw young families to the community.

### **AFFORDABLE HOUSING**

Brownsburg is growing and building the diversity of its housing stock and housing options. While the median home value has risen over the past decade, moderate home prices that support workforce housing remain an economic advantage to the community and its residents.

### **NEW DEVELOPMENT**

Brownsburg is seeing historic levels of investment in the Town, with new high-quality, mixed use development in the downtown, a variety of new and expanded commercial and retail options along commercial corridors, expanded schools, and the new Hendricks Regional Health Brownsburg Hospital – an 110,000 square foot facility, which opened its doors in January 2018.

## DEMOGRAPHIC OVERVIEW

An analysis of Brownsburg’s demographic conditions guides the informs economic fundamentals and provides the necessary background information for developing market-viable strategies and actions. A snapshot of Brownsburg demographics is presented here, with additional figures contained in the appendix as part of the Background Report.

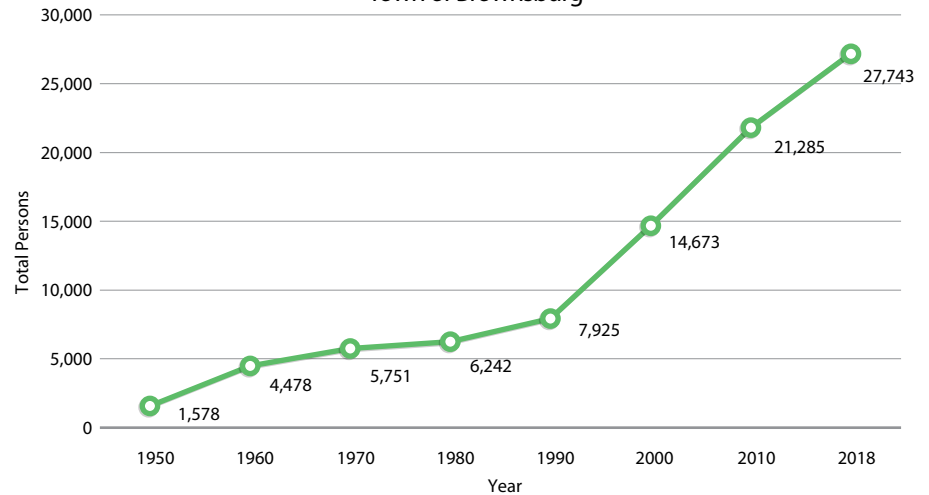
### Population & Households

Brownsburg’s total population is growing. The Town has increased by 5,926 residents since the 2010 U.S. Census and is projected to increase by another 3,037 residents over the next five years, representing a compound annual growth rate of 2.1 percent. By comparison, the Indianapolis-Carmel-Anderson Metropolitan Statistical Area (MSA) is projected to grow by a compound annual growth rate of 1.1 percent over the same period.

### Age Characteristics

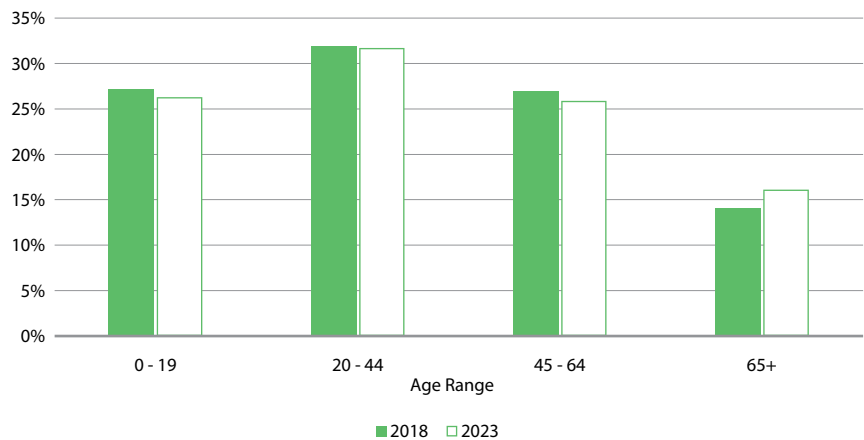
Brownsburg consistently attracts residents in the age cohort comprised of those aged 25 to 44 years. While the population in the 20-24-year bracket is lower, likely due to students leaving the community to attend college, this cohort is returning to Brownsburg to live. The Town’s median age increased by over two years from 2010 to 2017 and is projected to continue to increase through 2022. This is typical of Hendricks County’s aging demographic, a growing segment of the population over age 65. Growth in the older population is an indication that residents are seeking to stay in the community and “age in place,” while increases in the youth age group (18 and under) shows that younger families are investing in and moving into Brownsburg.

Population Change (1950 - 2018)  
Town of Brownsburg



Source: U.S. Census Bureau, Houseal Lavigne Associates

Age Distribution (2018 & 2023)  
Town of Brownsburg



Source: ESRI Business Analysis, Houseal Lavigne Associates

## Educational Attainment

Brownsburg’s residents have a high level of educational attainment. The majority in Brownsburg have a high school diploma or equivalent (93.6 percent). This is higher than the MSA (89.6 percent) and the state (88.3 percent). The percent of the population in Brownsburg with a college degree (Associates degree at minimum), is 47 percent. Again, this is higher than the MSA and the State at nearly about 42 percent and 34 percent, respectively. The educational attainment of a community’s population is an important factor for business retention and attraction. Educational attainment in Brownsburg can also be attributed to the quality local public-school system.

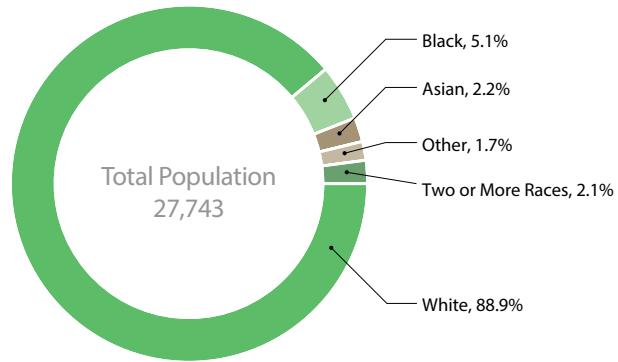
## Race and Ethnicity

The racial composition of Brownsburg residents is becoming more diverse. Minority populations are projected to increase their population share through 2023.

## Income

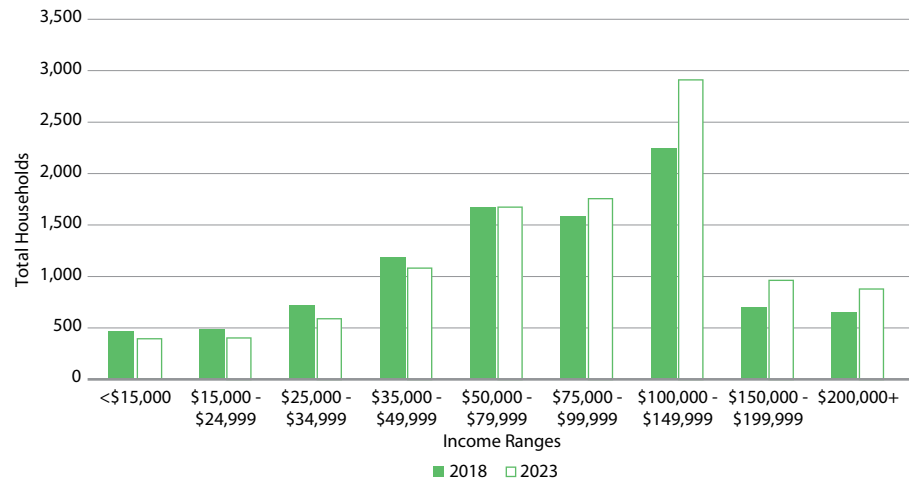
The Town’s median household income in 2018 is estimated at \$79,582 and is projected to increase by 14 percent from 2018 to 2023. Households earning higher incomes (\$75,000+) are projected to increase the most in this period. Multiple factors influence this trend, including higher-income households moving to Brownsburg as well as existing households increasing their incomes.

Racial Composition (2018)  
Town of Brownsburg



Source: ESRI Business Analysis, Houseal Lavigne Associates

Income Distribution by Households (2018 & 2023)  
Town of Brownsburg



Source: ESRI Business Analysis, Houseal Lavigne Associates

## Employment

In December 2018, according to Bureau of Labor Statistics data, the unemployment rate in Brownsburg was 2.6 percent. Brownsburg has consistently performed better than the state averages and the averages for Indianapolis.

Brownsburg has a diverse representation of industries employing a growing labor force, including all workers who work in the Town of Brownsburg. A review of the most recent industry breakdowns by North American Industry Classification System (NAICS) reveals that there are three sectors that employed over 1,000 employees and comprise the largest industries in Brownsburg.

These largest employers include Retail Trade, Accommodation and Food Services, and Transportation and Warehousing. These industries are followed by employers in Health Care and Social Assistance, and Educational Services, which employed over 800 employees each.

Employment analysis reveals the top basic employment sectors, which are key sectors for growth in Brownsburg. In order, they are Transportation and Warehousing; Arts, Entertainment, and Recreation; and Accommodation and Food Services, closely followed by Retail Trade.

Any additional growth in these basic sectors are contributors to the overall Brownsburg economy. The analysis also revealed the industries including Health Care and Social Assistance; Professional, Scientific, and Technical Services; and Information also have the capacity for high-impact growth.

| Employment by Industry   |              |             |              |             |            |             |  |
|--|--------------|-------------|--------------|-------------|------------|-------------|--|
|  | 2015         |             | 2024         |             | Change     |             |  |
| Agriculture, Forestry, Fishing & Hunting                           | 7            | 0.0%        | 7            | 0.0%        | -          | 0.0%        |  |
| Mining   | 0            | 0.0%        | 0            | 0.0%        | -          | 0.0%        |  |
| Utilities  | 0            | 0.0%        | 0            | 0.0%        | -          | 0.0%        |  |
| Construction   | 487          | 5.1%        | 536          | 5.6%        | 49         | 0.5%        |  |
| Manufacturing  | 210          | 2.2%        | 205          | 2.2%        | (5)        | 0.0%        |  |
| Wholesale Trade  | 248          | 2.6%        | 228          | 2.4%        | (20)       | -0.2%       |  |
| Retail Trade   | 1,935        | 20.3%       | 1925         | 20.2%       | (10)       | -0.1%       |  |
| Transportation & Warehousing                                       | 1,322        | 13.9%       | 1402         | 14.7%       | 80         | 0.8%        |  |
| Information  | 71           | 0.7%        | 62           | 0.6%        | (9)        | -0.1%       |  |
| Finance & Insurance  | 330          | 3.5%        | 323          | 3.4%        | (7)        | -0.1%       |  |
| Real Estate, Rental & Leasing                                      | 43           | 0.5%        | 48           | 0.5%        | 5          | 0.0%        |  |
| Professional, Scientific & Tech Services                           | 287          | 3.0%        | 298          | 3.1%        | 11         | 0.1%        |  |
| Management of Companies & Enterprises                              | 3            | 0.0%        | 3            | 0.0%        | -          | 0.0%        |  |
| Administrative & Support & Waste Management & Remediation Services | 425          | 4.5%        | 453          | 4.7%        | 28         | 0.3%        |  |
| Educational Services   | 878          | 9.2%        | 862          | 9.0%        | (16)       | -0.2%       |  |
| Health Care & Social Assistance                                    | 933          | 9.8%        | 964          | 10.1%       | 31         | 0.3%        |  |
| Arts, Entertainment & Recreation                                   | 267          | 2.8%        | 274          | 2.9%        | 7          | 0.1%        |  |
| Accommodation & Food Services                                      | 1,579        | 16.6%       | 1633         | 17.2%       | 54         | 0.5%        |  |
| Other Services (except Public Administration)                      | 225          | 2.4%        | 226          | 2.4%        | 1          | 0.0%        |  |
| Public Administration  | 269          | 2.8%        | 281          | 2.9%        | 12         | 0.1%        |  |
| <b>Industry (NAICS Code)</b>                                       | <b>9,519</b> | <b>100%</b> | <b>9,730</b> | <b>100%</b> | <b>211</b> | <b>0.0%</b> |  |

Source: ESRI Business Analyst; Houseal Lavigne Associates

## PLANS, STUDIES AND REPORTS

The Town of Brownsburg invests in plans, studies, and reports, which are intended to guide economic development and has adopted many plans and ordinances that direct community development (e.g. planning, infrastructure, parks, and transportation). The Town's plans are vital to inform the Economic Development Strategic Plan, and to ensure that the contents of the plan align with other community goals and visions. The corridor plans for Main Street and the Ronald Reagan Parkway, contained in this report, are intended to align with the Town of Brownsburg Comprehensive Plan, including ongoing updates to this plan, for future land use. A summary of those plans, studies, and reports is contained in the appendix.

## ECONOMIC DEVELOPMENT PROGRAMS AND INCENTIVES

Brownsburg is a proactive community with robust programs offering incentives to applicants from various aspects of the business community. The following list provides a glance of some of the current incentives and policies used by the Town. A further breakdown of local current economic development policies is contained in the appendix.

### Shop Small

Founded by American Express in 2010, Small Business Saturday® is held every year on the Saturday after Thanksgiving. The Town of Brownsburg has participated in Small Business Saturday for the past five years.

### Business Retention and Expansion Visits

Business Retention and Expansion Visits or BRE Visits are an important way for the Town to get in touch with local businesses to learn and understand current issues and needs, and to respond with programs and incentives accordingly.

### Welcome Business Campaign

Brownsburg directs resources to welcome new businesses to the community through staff outreach and the Chamber of Commerce.

### Façade Improvement Grants

The Façade Improvement Grant program is funded through Tax Increment Financing (TIF) district funds. The Town will participate in up to half of the cost, up to \$15,000, for improving the exterior of commercial buildings within or connected to a TIF District. These types of exterior improvements are valuable to the local economy, not only providing an improved community aesthetic, but also directly increasing Town revenues.

### Workforce Development – Training/Educational Grants

The Town offers grants to businesses that provide of skill enhancement and educational opportunities to their employees.

### Tenant Lease Assistance Incentive Program

The Tenant Lease Assistance Incentive Program provides lease assistance to startup companies, to bring in new businesses, and to assist in retaining expanding businesses in the Town.

### Tax Deductions and Abatements

Real property, personal property, or vacant buildings, located outside of a TIF district, can be eligible for tax deductions or abatements. Real property deductions or abatements can be granted for new construction, rehabilitation, and a building vacant for more than one year, up to a limit of the increase in assessed value attributable to the new construction, rehabilitation, or occupancy. Personal property deductions or abatements can be granted to any manufacturing equipment that has never previously been taxed in Indiana, or for personal property such as

laboratory equipment and computers used in experimental research and development laboratories. Vacant building deductions or abatements can be granted for a building that is zoned for commercial or industrial purposes and has been unoccupied for at least one year.

### Business Loan Program

The Town of Brownsburg can issue direct loans to users or developers for the cost of acquisition, construction, or installation of economic development or pollution control facilities, including land, machinery, or equipment, with the loans to be secured by the pledge of one or more taxable or tax-exempt bonds or other secured or unsecured debt obligations of the users or developers.

### Utility Connection Fee Assistance

The Utility Connection Fee Assistance Program allows businesses to receive a future reimbursement for certain utility connection/tap fees associated with a new facility or expansion of an existing facility. Connection fees are limited in size, may include the water availability fee, sewer availability fee, and water connection fee.

### Business Relocation Assistance Program

The Town's Business Relocation Program can provide financial assistance to certain qualifying businesses that relocate to a location within the corporate limits of the Town of Brownsburg from a previous location outside of the Town.

## COMMUNITY OUTREACH

Community input is critical to the planning process and ensuring that community needs are met. Several meetings with the Steering Committee from Kickoff to the Final Plan were conducted. In general, each meeting included a review of the deliverable followed by a discussion with and key questions from the Steering Committee. Some also included workshop activities to garner specific feedback. A detailed summary of the Steering Committee meetings can be found in the Appendix.

## SWOT ANALYSIS

As part of the stakeholder engagement process, a SWOT Analysis was conducted to identify the strengths, weaknesses, opportunities and threats to the local economy. The matrix below highlights key findings under each category, with identified strengths and weaknesses defined as related to internal Town factors, and opportunities and threats related to external factors.

|  |  |
|--|--|
| <h3>STRENGTHS</h3>   | <h3>WEAKNESSES</h3>  |
| <p><b>Governed by Internal Factors</b></p> <ul style="list-style-type: none"> <li>Transportation linkages (Interstate &amp; highway access)</li> <li>Quality of public infrastructure</li> <li>Quality of public schools</li> <li>Low crime, safety</li> <li>Small town feel</li> <li>Quality healthcare options</li> <li>Low cost of living</li> <li>Presence of Lucas Oil Raceway</li> <li>New incubators/shared work spaces</li> <li>Growing mixed-use development in Downtown</li> <li>Town of Brownsburg incentive policies</li> </ul>  | <p><b>Caused by Internal Factors</b></p> <ul style="list-style-type: none"> <li>Infrastructure must be expanded to accommodate growth</li> <li>Workforce housing supply needs to grow</li> <li>Skilled workforce needed to fill labor demands</li> <li>Not enough local shopping options (groceries and restaurants)</li> <li>Must retain support for small businesses in Town</li> <li>Town needs to establish an identity</li> <li>Few local visitor attractions</li> <li>Older developments in Town must integrate with new development</li> <li>Local post-secondary educational opportunities are limited</li> <li>Cost of expanding &amp; maintaining public infrastructure</li> </ul> |
| <h3>OPPORTUNITIES</h3>   | <h3>THREATS</h3>   |
| <p><b>Depend upon External Factors</b></p> <ul style="list-style-type: none"> <li>Solid partnerships between Economic Development agencies &amp; stakeholders</li> <li>Leveraging the benefits associated with Lucas Oil Raceway and motorsports industries</li> <li>Proximity to Indianapolis &amp; Indianapolis International Airport</li> <li>Lots of undeveloped land in Town &amp; within growth boundary</li> <li>Investment in road revitalization &amp; streetscape projects</li> <li>New industrial development opportunities (logistics, light assembly)</li> <li>Quality of life attracts young families to the Town</li> <li>Brownsburg Town Center</li> <li>Existing rail infrastructure</li> </ul> | <p><b>Controlled by External Factors</b></p> <ul style="list-style-type: none"> <li>Changing shopping &amp; travelling patterns</li> <li>Demographics are shifting as population ages</li> <li>Retail and services spending leakage to other communities</li> <li>Must continue to draw a skilled workforce of new graduates</li> <li>Land owners not being on board for redevelopment projects</li> <li>Town's tax base must stay diverse &amp; continue to diversify</li> <li>Reliance on external capital/investment (particularly for commercial/retail goods)</li> </ul>  |

# 03

---

## ECONOMIC CORE OBJECTIVES

---

**This chapter identifies and highlights four core objectives as part of the Economic Development Strategic Plan. Each of these objectives are explored in detail in the pages that follow:**

- A) Support Existing Businesses**
- B) Invest in the Workforce**
- C) Strengthen the Tax Base**
- D) Target Key Business Sectors**



# CORE OBJECTIVE A SUPPORT EXISTING BUSINESSES

*By initiating the process of developing an Economic Development Strategic Plan (EDSP), the Town of Brownsburg (the "Town") has taken the lead role in being an advocate for the local economy. The enhancement of the current business environment—including all existing industries and jobs—is essential to the Town's prosperity.*

*The strategies that follow include a variety of techniques and opportunities for facilitating growth and expansion and retaining local business. Each strategy is followed by actions identified to address the core objective, and in this case, to support Brownsburg's existing businesses.*



## Strategies

The following strategies are intended to help implement the Core Objective.

1. Assisting Small Business
2. Partner with the Business Community
3. Publicize Brownsburg
4. Build on Existing Business Resources
5. Collect Business Data

## Actions Key

-  Land & Infrastructure Development
-  Marketing & Networking
-  Partnerships
-  Education, Training & Business Resources
-  Data Collection & Studies
-  Funding Incentives

# STRATEGY A.1

## Assisting Small Businesses

Small businesses are the heart of Brownsburg’s economy. However, the process of establishing and operating a small business is multifaceted and requires an understanding of complex ideas including financing, cash flow, a range of rules and regulations, and general business management.

These complexities can challenge even the best small business owners. The availability of business resources and assistance opportunities is essential for existing small businesses to continue to operate and new endeavors to effectively get off the ground. Any effort to support and assist the small business community in Brownsburg can help the entire local economy, attract new businesses, and create opportunities for a small business to prosper. Resources for small businesses should be comprehensive, easily accessible, and widely disseminated to local small-business owners.

### ACTIONS

#### ***Provide Management Support***

- Partner with major employers to start an educational program for small-business owners to learn about business management and setup from local executives or business leaders with specialized knowledge.



#### ***Furnish Technical Assistance***

- Establish a group of technical assistance advisers made up of local experts, including accountants, real estate brokers, attorneys, chamber members, local commissioners, and SCORE (a non-profit Central Indiana organization focused on fostering small business communities). Provide open office hours or an option to request an appointment through the Town’s website.



#### ***Assist with Marketing***

- Continue working with the Brownsburg Chamber of Commerce and other local organizations to recruit and promote small businesses. Participate in Small Business Saturday using the Small Business Administration’s free marketing materials.



#### ***Present Funding Resources***

- Identify grants and other funding sources specific to starting a small business to help local startups get up and running. Further develop these resources on the Town’s website.



#### ***Foster University Collaboration***

- Coordinate with local universities and institutions to offer a comprehensive range of classes and coursework related to entrepreneurship, business management, and starting a business.



## STRATEGY A.2

### Partner with the Business Community

Time and again, the public-private partnership is touted as a successful model for economic development projects. The benefits accrued through partnering with the business community serve both the project and the wider local economy. Collaboration with local developers in the Brownsburg community is an effective way for the Town to achieve its goals and keep capital in the community. Property owners, local businesses, and developers can all engage in new investment programs with this approach. Ultimately the business community will be integral to the Town of Brownsburg's ability to be proactive in economic development efforts.

## ACTIONS

### *Organizational Partnerships*

- The Brownsburg Chamber of Commerce and Hendricks County Economic Development Partnership are clear partners for economic growth, and Town officials and staff should regularly attend their meetings and participate in local events. These types of organizations are often the most effective conduits for communication and planning within the business community. Maintaining relationships with these agencies should be standard operating protocol.



### *Merchant Group Partnerships*

- Locally focused business district associations, sometimes called "merchant associations" or "business improvement zones," are a mechanism for business owners to share in and accomplish mutually beneficial outcomes like group marketing, maintenance, and security. The Town should encourage the formation of these groups and provide direction in their creation. Once formed, the Town should participate in local events and maintain relationships with each group.



### *Individual Business Partnerships*

- The Town should actively welcome collaboration and partnerships with individual businesses and business owners, providing economic development programming materials via the Town's website. Further sustain these relationships by hosting an event, such as a roundtable or forum, with major employers annually.



### *Institutional Partnerships*

- Evaluate opportunities for free or reduced higher education coursework in business or related fields for existing small business owners meeting established criteria.



## STRATEGY A.3

### Publicize Brownsburg

The Town of Brownsburg should have dedicated resources engaged in supporting the business community. The most effective approach to municipal economic development is two-pronged: 1) Creating and managing an ongoing business recruitment, retention, and expansion program, and 2) Getting the word out. Publicizing the initiatives and incentives for existing businesses and for those industries coming from outside of the community provides a competitive advantage. Marketing the community's local programs, and other location advantages, opens up potential business investments that may otherwise locate elsewhere.

This approach will require the commitment of Town staff, elected and appointed officials, and local business organizations, like the Brownsburg Chamber of Commerce. The Town's economic development program should also include Hendricks County Economic Development Partnership and Hendricks County and State of Indiana agency coordination. This on-going promotional effort—with multiple collaborators—will create, in effect, a "Brownsburg community sales force," and will be most effective through negotiations and discussions that takes advantage of the strengths each party brings to the table.

## ACTIONS

### **Upgrade Web Presence**

The Town of Brownsburg should develop a website dedicated to Economic Development to support program awareness, provide a platform for public information, and a one-stop-shop for the local business community, the region, and beyond.



### **Program Awareness**

- Before the Town of Brownsburg reassesses current models for media or advertising promotion, it will be necessary to reflect on the contents of this plan. Knowing exactly what the Town has to offer to the current business community and to prospective businesses will help focus and target publicity campaigns. Opportunity is what the Town is selling or advertising with their economic development program. The direction for each promotion or community endorsement needs to be based on the opportunity that is relevant to the targeted audience or industry sector. The awareness of the connection between that program opportunity and the greater business community is key.



### **Program Publicity**

- There are numerous options when it comes to marketing. Research all local options for spreading the word about the Town's economic development plans and then expand those options regionally, nationally, and even globally. There are many online engagement opportunities, including social media, online news media, and advertising solutions. Research and appraisal of present marketing strategies, and evaluation of new ideas and methods, should be an ongoing project for Town staff, with insight from community collaborators. Consider short-term contracts for outside marketing assistance, that call for reevaluation on a more frequent basis.



### **Targeting Prospects**

- In addition to generalized information that is made public on the Town website and Economic Development websites, an approach to marketing Brownsburg's competitive advantage to key businesses, business owners, and property owners is fundamental to the overall vision of this plan. Brownsburg should actively promote itself to the types of employers that the Town wants to attract, with a focus on the Town's major competitive advantages. Staff should attend trade shows in key market sectors, and focus time and money spent on marketing to websites, magazines, and media outlets centered on those sectors.



## STRATEGY A.4

### Build on Existing Business Resources

Economic development programs typically rely on a finite number of tools to carry out their mission to attract, retain and expand business. The Town of Brownsburg should continue to focus on opportunities to expand their support to existing businesses by exploring new programs and elements to add to current resources. The importance of ongoing, institutionalized retention and expansion programs cannot be understated. Some of these business resources may be in use already but can be enhanced or used more effectively to get better results. Others may be more novel approaches for Brownsburg—such as land banking—and require additional research and amassing of support for their implementation.

## ACTIONS

### Evaluate Business Resources

- The Town of Brownsburg can demonstrate support and commitment to the local business community with a comprehensive assessment of the resources and tools available. Working with the Town's Economic Development Commission, staff can evaluate and prioritize various economic development strategies and funding mechanisms. Staff should evaluate the effectiveness of County income taxes, tax increment finance (TIF) districts, impact fees, and capital improvement programs on redevelopment, business retention and expansion. An assessment which includes the benefits and perceived negatives of the economic tools in use, should be performed and made available online.



### Identify Problems and Risks

- The economy in Brownsburg has characteristics unique to itself. The evaluation of business resources should be accompanied by a straightforward review of any difficulties impacting the community. The specific problems can be categorized as either community-wide problems that can be addressed locally, or those that impact a wider region. Are there certain sectors or specific businesses that are at risk of closing or facing other reductions? At a micro-economic level, staff should identify the problems or specific business owners that are affecting individual properties for redevelopment. These problems or risks, once recognized, are more likely to be overcome through better planning and programming.



### Strengthen BR/E Program

- Plans such as this document provide the necessary insight that the Town of Brownsburg can utilize to grow its Business Retention and Expansion Program (BR/E). Key market areas are pinpointed as those businesses sectors and industries that have the potential be impacted the most by BRE outreach. Having a target audience also makes it easier to market Brownsburg efficiently. Brownsburg should be well-prepared to introduce prospective or growing businesses to available real estate, workforce, and business resources, though data collection, publicly-presented studies, and target capital investment programs that expand necessary infrastructure and services.



### Consolidate Land Parcels

- It is key for the Town of Brownsburg to keep a local real estate and property inventory. These are locations where opportunities exist for advancement. The Town should use incentives, such as tax abatements, strategically to encourage infill or redevelopment in prime locations. Another method available to the Town is the consolidation of parcels of land for redevelopment and economic development purposes. A community land bank has the advantage of offering development at a variety of scales. It is more flexible to serve a diversity of markets and users that can partner with the Town, offer development alternatives, and provide returns on the Town's investment in its infrastructure and local community.



## STRATEGY A.5

### Collect Business Data

Cumulatively, the support that the Town of Brownsburg provides to the local business community is wide-ranging and comes in many forms of effort and engagement. Because of the intricacy of economic development programming, there is a great need for tracking this information.

## ACTIONS

### **Collect Business Data**

- It should be a priority for the Town of Brownsburg to assemble jobs and land use data on existing businesses in the community. In addition to local business data, incentives provided to businesses, including tax abatements and TIF financing, can be documented and tied to outcomes.



### **Support Business Registration**

- It is in the best interest of the Town and business community to support the development of a business registration program that establishes and maintains a list of the businesses that are in Town. Business registration benefits the community through authenticating and recording local businesses, protecting both business owners and the interests of local consumers. Access to business registration information will provide data for improved business resources support and economic development planning efforts.



### **Conduct Economic Studies**

- Whenever feasible, the Town should invest in economic or planning studies to create opportunities for attraction, expansion, and retention of companies to Brownsburg. Examples of recent studies that have been identified in the Town of Brownsburg Strategic Plan 2018-2022 include a Tech Corridor Study with emphasis on Biotech opportunities, specific-industry studies (such as motorsports sector), and retail gap analysis.



# CORE OBJECTIVE B INVEST IN THE WORKFORCE

*Having a skilled workforce is critical to a community's ability to attract and retain high-quality employers which in turn strengthen its economy. Employers want to be certain that potential new hires come job-ready with either existing knowledge or the competency to obtain training to get the job done. Companies are generally willing to pay higher wages and offer benefits to such employees, serving to further the local economy. The strategies and associated actions discussed below provide direction for guiding and growing a skilled workforce in Brownsburg.*



## Strategies

The following strategies are intended to help implement the Core Objective.

1. Utilize Local Talent
2. Foster Entrepreneurship
3. Establish Partnership
4. Collect Workforce Data
5. Housing Strategy



## Actions Key

-  Land & Infrastructure Development
-  Marketing & Networking
-  Partnerships
-  Education, Training & Business Resources
-  Data Collection & Studies
-  Funding Incentives

## STRATEGY B.1

### Utilize Local Talent

Brownsburg has a well-educated population where nearly 38 percent have at least a bachelor's degree and overall 94 percent have a high school diploma or equivalent. Educational attainment is a key factor for employers who pay higher wages for both professional and trade positions. Brownsburg has an established pool of talented individuals that it can promote to incentivize new companies and businesses to locate in the Town. New businesses offering competitive salaries and benefits can also help keep the Town's talented workforce in Brownsburg, as a majority (85 percent) of the workforce-eligible population leaves the community to go to work.

## ACTIONS

### *Internships*

- Work with local companies and organizations to launch an internship program that matches local students with companies and programs. This allows students to experience work in a desired field while working for a local Brownsburg company.



### *College Credit*

- Coordinate with local school districts, colleges, and universities to provide crossover coursework where high school students can take classes that offer higher education credit at local institutions. This will help prepare them for college life and potentially enter the job market sooner.



### *Mentor Program*

- Expand workforce programming to help older, experienced workforce members (those nearing retirement or currently retirement eligible) to remain in the workforce if they choose. The program can also be used as a mentoring program for younger residents in the workforce.



## STRATEGY B.2

### Foster Entrepreneurship

Knowledgeable, well-educated workers are not only able to find careers with quality employers, but they can also create their own opportunities. People in Brownsburg may have the resolve and ideas to start a new company, but most do not have the resources to do so. Fostering entrepreneurship in Brownsburg can be a strategic approach to increasing office sector and potentially major employment development in the Town.

Entrepreneurial communities flourish due to a delicate mix of conditions, of which incremental progress (trial and error) is central. Local governments working to partner with startups also need to embrace this method of growth. Brownsburg can lead efforts to establish itself as community that supports entrepreneurs and small, local businesses.

## ACTIONS

### **Entrepreneurship Program**

- Utilizing strategic corporate and educational partnerships, establish a comprehensive entrepreneurial program to support the creation and growth of businesses. The program will signal to individuals with a desire to start a business that Brownsburg has the resources and the desire to help them establish and grow in the Town.



### **Entrepreneurial Network**

- Develop an entrepreneurs' network and enhance the existing programs and networks to accelerate small-business startups across the Town. The network should allow startups in Brownsburg to connect and share ideas and resources.



### **Startup Spaces**

- Allow for live-work spaces, shared-use facilities, incubator spaces, and other types of development oriented toward innovation and entrepreneurship, particularly in and along Main Street. A growing network of coworking facilities in downtown communities providing support for existing independent contractors, small businesses, and small-business startups will help develop Brownsburg as a welcoming place for entrepreneurs. Examples in the Town at present include Elevate Brownsburg, and Start Up On Main Street.



### **Assess Advantages**

- Regularly evaluate assets within the Town for starting a new business to ensure they are promoted and supported to help increase Brownsburg's competitive advantage in the region. Conduct periodic assessments to identify competitive advantages for attracting emerging industries.



## STRATEGY B.3

### Establish Partnerships

Key businesses in the Brownsburg region such as Lucas Oil Raceway, Home Goods, and Guitar Center employ a significant portion of the Brownsburg workforce. Each of these businesses has key hiring requirements for new employees; this information is vital to workforce training organizations. These partners can also be invited to establish programs together with the Town. Partnering with these companies to set up a training/internship program with high school students and recent graduates would help provide potential employees that directly meet their criteria.

## ACTIONS

### **Career Day**

- Partner with local schools, such as Hendricks College Network, to host “Career Days” to connect students with local businesses from various industries showcasing careers. A career day will show what businesses in the Brownsburg community are doing and help garner interest from the student population.



### **Job Shadow**

- Create and promote a Town-wide job shadowing program that allows local students to explore different careers available in Brownsburg. Job shadowing is more immersive than a Career Day and provides students with hands-on real-world job experiences.



### **Apprenticeship Program**

- Establish an apprenticeship program to directly connect high school and community college students, such as from Apprentice University or Ivy Tech, to local trade companies. Existing trade businesses will have the opportunity to train their next generation of workers ensuring competency and consistency.



### **Employer-Community Inclusiveness**

- Coordinate with large employers to foster greater transparency and a sense of openness with the communities surrounding them. This could include cosponsored community events, factory tours, or other events and programs to support interaction.



## STRATEGY B.4

### Collect Workforce Data

The support that the Town of Brownsburg provides to the local business community through workforce development comes in many forms of effort and engagement. Because of the intricacy of economic development programming, it is essential to track these efforts.

## ACTIONS

### Collect Workforce Data

- It should be a priority for the Town of Brownsburg to assemble data on the community's workforce, including jobs held and jobs available. The Town should keep track of updates from the Department of Workforce Development and HCEDP on workforce studies (including skills analysis and available workers). In addition to local workforce data, Business Retention and Expansion (BR/E) program interactions between businesses and Town staff or commissions for workforce training and development purposes can be documented and tied to outcomes.



## STRATEGY B.5

### Housing Strategy

Future housing demand in the Town of Brownsburg will continue to grow as the number of households in the community climbs. An economy must match that growth with ample workforce housing options. Workforce housing is of a quality and cost that support the demands of the working population. A variety of types of housing is also required to accommodate the needs of the existing population and help attract new contributors to the local economy, whether single-unit detached homes, or attached and multiunit homes. The demand for additional housing options also is dependent on tenure mix: a combination of owner-occupied and renter-occupied housing options. Over 80 percent of the households in Brownsburg are owner-occupied. However, national trends show a continuing increase in the desire for renter-occupied housing, and this trend will likely influence Brownsburg's future housing development. Providing diverse housing options will help attract new residents, house the workforce, and allow new and current Brownsburg residents to remain in the community as they progress through various stages of life.

## ACTIONS

### *Housing Assessments*

- The housing stock in Brownsburg is relatively modern with 67 percent of all housing units being built since 1990. The local quantity, quality, and affordability of homes has an impact on the entire economy. Housing analysis indicated strong demand for both higher value homes, and demand from lower-income groups for affordable housing options. Senior living options are also important as the older segment of the population grows.

Housing assessments should analyze the local housing market to understand strengths, weaknesses, and needs to help prioritize future residential development. Individualized housing market studies and assessments should be used to identify the types and tenures of housing missing and needed in Brownsburg.



### *Provide Housing Guidance*

- Future residential projects in Brownsburg can meet local housing needs efficiently and effectively when they coordinate with and receive guidance from the Town. The assistance provided to private landowners and developers as they work to build and renovate the housing stock ensures that emerging trends, issues, and potential projects related to housing are taken into consideration. A housing handout based on Town housing studies should be distributed to developers to use when inquiring about future residential projects.



### *Encourage Housing Variety*

- An increase in housing options in Brownsburg will address a number of priorities for the community, including supporting workforce development. Multi-family developments can provide a variety of high-demand alternatives to single-family homes. Multi-family housing can provide starter homes for new families, easily-maintained homes for aging residents, and affordable options for lower income households. As a policy, quality, affordable housing units should be provided by developers when supported through housing analysis.



### *Support Transportation Options*

- As opportunities become available for expanded transportation options in Brownsburg, it is the intention to support viable implementation of transportation alternatives to support local employers and their workforces, such as public transit, ridesharing, bicycle, or pedestrian options, and to minimize the impact of heavy travel on public infrastructure.



# CORE OBJECTIVE C STRENGTHEN THE TAX BASE

*By advancing on the core objectives identified in the Economic Development Strategic Plan (EDSP), the Town of Brownsburg demonstrates a commitment to the economic well-being and prosperity of the community. A thriving community benefits from a tax base that grows and changes over time and includes a mix of users. Small- to large-scale businesses increase and strengthen the local economy by contributing to the revenue of the local government, which in turn, supports the wider community.*

*The strategies that follow include various approaches intended to build on the existing real property base in Brownsburg. Each strategy is followed by actions identified to address the core objective, and in this case, to build on and strengthen Brownsburg’s tax base.*



## Strategies

The following strategies are intended to help implement the Core Objective.

1. Maintain and Enhance Community
2. Organize Pad-Ready Development Sites
3. Provide Development Desk Services
4. Collect Property and Real Estate Data

### Actions Key

-  Land & Infrastructure Development
-  Marketing & Networking
-  Partnerships
-  Education, Training & Business Resources
-  Data Collection & Studies
-  Funding Incentives



## STRATEGY C.1

### Maintain and Enhance the Community

The Town of Brownsburg is positioned to attract and retain businesses that may have other competitive options for locating in different communities throughout the area, region and state. Economic development is primarily a competitive endeavor, and the ability of a community to stand out can come down to simple factors including the quality and appearance of a place. Industries, and their workforces, are attracted to engaging and pleasing environments to both work and live. Well-established, successful companies with the credentials sought by many cities and towns can afford to measure a community by appraising its aesthetics. These are businesses that Brownsburg should be attracting through its community programs.

#### ACTIONS

##### *Enhance Public Places*

- The Town of Brownsburg should prioritize the look and feel of high-quality public places and streetscapes on main corridors, including commercial and business areas. Enhancements along major roadways, such as sidewalks, landscaping, perennials, and banners, should both improve upon and unify the Town's appearance.



##### *Better Building Façades*

- Both the look and feel of the community are impacted by the form and exterior of buildings in the Town. In particular, buildings visible from the public right-of-way have the greatest impact. The Town should evaluate and expand its façade improvement program where feasible. The program should assist in renovating or rehabilitating commercial buildings, and support the work of the Brownsburg Improvement Committee, which promotes the social welfare interests of the community through the preservation, protection and redevelopment of Brownsburg's traditional downtown area.



##### *Signage*

- Planning efforts to enact sign ordinances and to reduce nonconforming signs in a community can have a dramatic impact. Reducing visual blight improves the quality of the public realm, and the Town of Brownsburg should pursue strategies that reduce overall nonconforming signage in favor of higher quality sign products.

Green Street and Main Street provide continuous roadway connections between Brownsburg's two interchanges, regional commercial areas, and Downtown Brownsburg/Signage along this business loop should be prioritized, including installation of wayfinding signs along this route.



##### *Community Engagement and Ownership*

- Community enhancement groups or "Friends of..." groups are a means to maintain and operate local clean-up and neighborhood maintenance programs. Community enhancement groups can work side-by-side with Town officials, chambers of commerce and merchant groups to ensure the sustainability of a beautiful community that contributes to hometown pride and Brownsburg's identity.

The Town should expand upon programs like the Countywide Spring Clean-up, Earth Day-Community Clean-up, Tox-Away Days, and Yard Waste Recycling, and work with Town administration to institute an beautification awards program for commendable properties.



## STRATEGY C.2

### Organize Pad-Ready Development Sites

Directing new development to appropriate sites is essential for managing growth within a community. While Brownsburg has generous amount of undeveloped land room to grow, much of this area is not yet primed for immediate investment. As a result, many “market-ready” sites would require costly infrastructure projects for them to be considered pad-ready. New development should be focused on vacant or underutilized infill sites within Brownsburg near existing infrastructure, roads and utilities. Infill projects have a substantial return on investment per acre when the cost of infrastructure investment is considered as a factor. The tax base can grow more quickly by centering investment in the Town.

Focusing new and careful investment along Ronald Reagan Parkway will also help provide large sites that can be pad-ready and align with growing industry sectors. New companies and industries will be able choose where to locate based on a marketed, easily identifiable properties that are primed for development.

## ACTIONS

### ***Prioritize Infill Projects***

- The Town should consider existing infrastructure capacities and identify areas that are best served by current investments, making them well-situated for economically feasible investment. Similar strategies for capitalizing on existing services include permitting multiple users on lots of record and accommodating denser infill in areas where higher-density is warranted. The Town of Brownsburg should arrange for pad-ready development sites with pre-approved development plans and infrastructure connections to encourage infill activity and new business development in the Town’s commercial areas and denser neighborhood areas, such as in Brownsburg Station, along Northfield Drive, North Green Street, and at the end of Maplehurst Drive.



### ***New Opportunities on Ronald Reagan Parkway***

- The Town of Brownsburg should target new development along the Ronald Reagan Parkway corridor to directly benefit from the new connection between Interstate 70 and Interstate 74. In this area there is an abundance of available land, and the investment has been made to the roadway. An engineering feasibility study for utility expansions, such as sanitary sewer, storm sewer, or water, may be an investment that is warranted by the Town as future development pressure arises. Development plans should require substantial investment on the part of the developer, however the permitting process and the utility plans can be expedited by conducting preliminary studies on this area.



### ***Champion Future Land Reserves***

- Pressure for greenfield development in Brownsburg, due to the cost-savings of building on undeveloped ground, can be addressed by the Town in a measured and practical approach that provides room for future generations to grow. Today’s open space areas may one day be considered vital. The Town should consider establishment of zones outside the existing urban footprint where large scale development is limited or restricted. This reserve should be those areas that typically are less suited to development, either due to location or relative costliness to serve the area with infrastructure or other services.



### ***Be a Hub for Technology***

- Support the development of a robust network of technology-supportive infrastructure, including 5G telecommunications, fiber optics, and new innovative systems. Partner with utility providers where potential exists for major expansions, through coordinated master plan review. Ensure the development of resilient utility systems, including supportive provision of services for new and existing technology firms.



## STRATEGY C.3

### Provide Development Desk Services

A staffed Development Desk separate from the standard permit counter can provide the business community with quick access to feedback on development opportunities available. One strategy for responding to inquiries from developers, business owners, and real estate professionals is to have a site-identification program that provides a publicly available and complete assessment of priority sites. Site selection services that are provided by nonprofit agencies are often a useful baseline, however the Town has an additional interest in the careful management of public investments. Providing local site selection services allows for prioritization and the inclusion of important development factors, such as local incentive programs, permitting, review and other entitlements or regulations. Combining this desk with planning and approvals information is an efficient way to be business-friendly. In addition, Town-wide plans, such as land-use plans that support the efforts of economic development strategies, must be kept up-to-date to reflect the public vision for Brownsburg.

## ACTIONS

### *Continue Partnership with Hendricks County Economic Development Partnership*

- The Hendricks County Economic Development Partnership (HCEDP) is a local non-profit public-private economic development partnership involving major employers, local governments, chambers of commerce, and other organizations throughout Hendricks County. It acts as a collaborative resource for the business community and investors in the County region. The Town of Brownsburg should continue – and bolster – the relationship with the HCEDP to share data regarding available properties included as part of the Town’s site inventory.



### *Examine Land Use Plans*

- The Comprehensive Plan for land use in the Town of Brownsburg is the expression of community interests with a complete, long-range evaluation of opportunities and constraints. Comprehensive land use plans provide the feedback for both planners and economic development managers to make informed decisions and convey realistic information to businesses. In addition to regular updates to the land use plan, the Town zoning map should reflect the land use designations of the most recent Comprehensive Plan.



### *Conduct Personal Interviews*

- Some of the information required for site selection assessments – such as general conditions, tenant occupancy, and rent – may require personal interviews, which should ask specific questions and provide detailed responses. The HCEDP survey tool should be using in conjunction with personal interviews to identify issues and opportunities, and existing business conditions. Data collected should be evaluated and mapped to determine if the industries identified as key markets can be better accommodated.



### *Inventory Development*

- The information collected from HCEDP, personal interviews and insights, and market analysis, should be organized into a site selection inventory or development catalog, includes lot sizes, building square footages, condition, utility details, driveway access information. This catalog can be expanded to include property photos. Pad-ready site data can include any engineering plans or details on entitlements. The inventory should be updated regularly.



## STRATEGY C.4

### Collect Property and Real Estate Data

The support that the Town of Brownsburg provides to strengthen the current tax base relies on accurate and updated information for quick access and informed decision-making. From pad-ready sites, to land use maps, and site selection inventories, there is a wealth of valuable material for use in economic development efforts.

#### ACTIONS

##### *Collect Property and Real Estate Data*

- It should be a priority for the Town of Brownsburg to collect property and real estate data, including market data and property data with vacant, built and underbuilt classification. In addition to local property transactions, interactions between businesses and Town staff or commissions can be documented and tied to outcomes. Changes in the total property assessments from quarter to quarter are useful to see where economic development actions are making a difference.





# CORE OBJECTIVE D TARGET KEY BUSINESS SECTORS

Key industry sectors in the Town of Brownsburg have grown and are projected to continue growing over the next five years. These industries employ a significant number of the Town’s workforce and act as key contributors to Brownsburg’s expanding economy. This chapter highlights the existing conditions of each market and its potential in the coming years. Specific recommendations are identified to utilize that potential. The five key markets-motorsports, hotel and accommodations, logistics, healthcare, and retail are discussed in detail.

## Strategies

The following are key business sectors for the Town of Brownsburg to target for development:

1. Motorsports
2. Retail Trade
3. Hotel Accommodations
4. Healthcare
5. Logistics

## Actions Key

-  Land & Infrastructure Development
-  Marketing & Networking
-  Partnerships
-  Education, Training & Business Resources
-  Data Collection & Studies
-  Funding Incentives

## LAND USE AND ECONOMIC GROWTH IN BROWNSBURG

The key to economic growth in the identified key markets lies in understanding the different areas of Brownsburg that can accommodate growth. Brownsburg has unique location advantages that make it a competitive place for business development, and the following economic development placetypes convey the locations for commercial and business/employment areas. These districts are intended to illustrate general development opportunity and are mapped for two corridors areas in the next chapter.

### Economic Development Placetypes

Brief descriptions are provided below for each economic development placetype, along with a table that identifies where a variety of businesses would be permitted as either a primary or complementary use throughout the Town.

### Commercial Placetypes

#### Neighborhood Commercial/Mixed Use

Neighborhood Commercial and Mixed Use areas are intended for smaller-scale retail and service-commercial areas geared toward providing for the daily shopping, service, and convenience needs of surrounding neighborhoods. Mixed uses consist of primarily commercial/retail uses on the ground floor with residential and/or office uses located on the upper floors.

#### Corridor Commercial

Corridor Commercial areas are typically organized in a linear fashion and include a blend of neighborhood-oriented commercial retail, offices, smaller regional commercial retail, service uses and multi-family uses.

#### Regional Commercial

Regional Commercial areas are intended to accommodate larger commercial shopping centers and developments that serve a more regional function, drawing on a customer base that extends beyond the Town limits.

## Business/Employment Placetypes

### Flex/Light Industrial

Flex/Light Industrial areas are intended to accommodate a variety of uses ranging from light assembly, logistics facilities, low intensity fabrication operations, research and technology industry applications, intense commercial service uses, and more.

### Industrial/Manufacturing

Industrial/Manufacturing areas are major, regional employment areas of concentrated manufacturing and industrial land uses which cannot be easily mixed with other types of uses.

### Corporate Campus

Corporate Campus areas can accommodate a wide variety of commercial and industrial/employment uses, however preference should be given to establishing high-quality research/business park uses in a campus like setting, grouped around amenities or related industries.

## Primary and Complementary Development

Each target sector is divided into business types that are defined as either Primary or Complementary businesses. The table identifies different business types and how each fit into the six different economic development placetypes. A solid dot {●} indicates a Primary development within a given area, while a hollow dot {○} indicates a Complementary development that would best accompany other primary businesses within a given area.

### Maintain Flexibility

Areas identified as flexible development areas are provided in the Ronald Reagan Parkway Corridor. These districts are meant to reflect areas where the Town may find reason to exercise discretion regarding land use plans. This is due to the largely undeveloped nature of the surrounding areas, granting more options for final land use. Developments in this area may choose to petition the Town with master plans based on Planned Development ordinance requirements.

|                                      | Neighborhood Commercial / Mixed Use | Corridor Commercial | Regional Commercial | Flex / Light Industrial | Industrial / Manufacturing | Corporate Campus |
|--------------------------------------|-------------------------------------|---------------------|---------------------|-------------------------|----------------------------|------------------|
| <b>Commercial</b>                    |                                     |                     |                     |                         |                            |                  |
| <b>Motorsports</b>                   |                                     |                     |                     |                         |                            |                  |
| Auto Part Retailer                   |                                     | ●                   | ●                   |                         |                            |                  |
| Auto Parts Supplier                  |                                     |                     |                     | ●                       | ●                          |                  |
| Auto Racing Organization             |                                     |                     |                     | ○                       | ○                          | ●                |
| Auto Repair Shops                    |                                     | ●                   |                     | ●                       | ○                          |                  |
| Auto Sales                           |                                     | ●                   | ●                   | ●                       |                            |                  |
| Auto Accessory Maker                 |                                     |                     |                     | ●                       | ●                          |                  |
| Race Track                           |                                     |                     |                     | ●                       |                            |                  |
| Racing School                        |                                     |                     |                     | ●                       |                            |                  |
| Vehicle Modification                 |                                     |                     |                     | ●                       | ●                          |                  |
| <b>Hospitality</b>                   |                                     |                     |                     |                         |                            |                  |
| Hotel                                |                                     |                     | ●                   |                         |                            | ○                |
| Extended Stay Hotel                  |                                     |                     | ●                   |                         |                            | ○                |
| Resort Hotel                         |                                     |                     | ●                   |                         |                            |                  |
| Conference Hotel                     |                                     |                     |                     |                         |                            | ○                |
| Casino Hotel                         |                                     |                     | ●                   |                         |                            |                  |
| <b>Health Care</b>                   |                                     |                     |                     |                         |                            |                  |
| Hospital                             |                                     |                     | ○                   |                         |                            | ●                |
| Outpatient Clinic / Health Center    | ○                                   | ●                   | ●                   |                         |                            | ○                |
| Nursing Home / Assisted Living       | ○                                   |                     |                     |                         |                            | ○                |
| <b>Retail Trade</b>                  |                                     |                     |                     |                         |                            |                  |
| Strip Retail                         | ○                                   | ●                   |                     |                         |                            |                  |
| Neighborhood Retail                  | ○                                   | ●                   |                     |                         |                            |                  |
| Lifestyle Retail                     |                                     | ●                   | ●                   |                         |                            |                  |
| Community Retail                     |                                     | ●                   |                     |                         |                            |                  |
| Power Retail                         |                                     |                     | ●                   |                         |                            |                  |
| Regional Mall                        |                                     |                     | ●                   |                         |                            |                  |
| Super-Regional Mall                  |                                     |                     | ●                   |                         |                            |                  |
| <b>Office</b>                        |                                     |                     |                     |                         |                            |                  |
| <b>Offices</b>                       |                                     |                     |                     |                         |                            |                  |
| Office                               |                                     | ●                   | ●                   | ○                       | ○                          | ●                |
| Office Park                          |                                     |                     |                     |                         |                            | ●                |
| <b>Industrial</b>                    |                                     |                     |                     |                         |                            |                  |
| <b>Logistics</b>                     |                                     |                     |                     |                         |                            |                  |
| Transportation Or Freight Management |                                     |                     |                     | ●                       | ●                          | ○                |
| Contract Warehousing                 |                                     |                     |                     | ●                       | ●                          |                  |
| Freight Consolidation                |                                     |                     |                     |                         | ●                          |                  |
| Distribution / Fulfillment Center    |                                     |                     |                     |                         | ●                          | ○                |
| <b>Light Industrial</b>              |                                     |                     |                     |                         |                            |                  |
| Manufacturing                        |                                     |                     |                     | ●                       | ●                          |                  |
| Research + Development               |                                     |                     | ○                   | ●                       | ●                          | ●                |
| <b>Residential</b>                   |                                     |                     |                     |                         |                            |                  |
| <b>Multi-Unit Residential</b>        |                                     |                     |                     |                         |                            |                  |
| Mixed Use Residential                | ●                                   |                     | ○                   |                         |                            |                  |
| Multifamily                          |                                     |                     | ○                   |                         |                            |                  |

● Primary Land Use

○ Complementary Land Use

## STRATEGY D.1 MOTORSPORTS

**Motorsports** is the Brownsburg area's strongest local attraction with two of the country's major motorsports tracks located within a ten-mile radius of the Town. Both Lucas Oil Raceway and Indianapolis Motor Speedway play a significant role in Brownsburg's economy. Events held at each raceway generate hundreds of thousands of visitors every year producing significant economic impact.

### Lucas Oil Raceway

Lucas Oil Raceway sits just three miles from downtown Brownsburg. The Raceway opened in 1960 as a drag strip, but an oval track was completed the following year. The Raceway can seat 30,000 with average event hosting 5,000-10,000 spectators. The NHRA helped build the track and also hosts the U.S. Nationals, their most prestigious event, at the Raceway. Nationals is considered the most-popularly attended and historic drag racing event in the world, with 120,000-150,000 fans attending the four-day event. NHRA has 7 racetrack divisions across the United States and Canada, and Lucas Oil Raceway is one of 17 racetracks in the North Central division. Three other NHRA tracks are located in Indiana, one in Terre Haute and two in Lyons. ARCA is another motorsports organization that also hosts a racing series at Lucas Oil Raceway.

### Indianapolis Motor Speedway

The Indianapolis Motor Speedway is a century-old racing circuit located just outside of Indianapolis, less than ten miles from downtown Brownsburg. The stadium has over 257,000 permanent seats and a maximum capacity of around 400,000 people. The Speedway boasts major racing events such as the IndyCar Grand Prix and the Indy 500.

The Speedway regularly hosts races that range in the tens of thousands. The Indy 500 has a national and international draw which in a single day has drawn up to 300,000 attendees. The Speedway also hosts non-racing events such as Lights at the Brickyard, a holiday light display hosted on the infield and track and marketed toward the public during the holiday season.



## Motorsports-Related Industries

The following motorsports-related industries are very diverse and have a relationship with automotive industries and/or racing sports. Some of the business types identified may also cross over into traditional automotive-related uses.

### **Auto parts retailer**

Auto parts retailers sell automotive parts and accessories direct to consumer.

### **Auto parts supplier**

Auto parts suppliers manufacture and distribute automotive parts and accessories on a wholesale basis or direct to auto makers.

### **Auto racing organization**

Auto racing organizations are engaged in the business and sport of auto racing. Operations may include mechanical support for racing vehicles and related office functions.

### **Auto repair shops**

Auto repair shops, also called garages or workshops, are establishments where automobiles are repaired by auto mechanics and technicians.

### **Auto sales**

Auto sales businesses are engaged in the retail sale of new and used vehicles, noncommercial trucks, or recreational vehicles, and may include incidental auto maintenance and repair services.

### **Auto accessory maker**

Auto accessory makers manufacture non-essential automotive accessories or add-on components, such as covers, mats, electronics, etc.

### **Race track**

Race tracks are large open or enclosed spaces used for racing activities or competitions and include seats for spectators.

### **Racing school**

Racing schools provide High Performance Driver Education (HPDE) and conduct driver education on dedicated race tracks, providing instruction on high speed driving techniques.

### **Vehicle modification**

Vehicle modification businesses provide customization to automobiles, including modifications to change a vehicle's appearance, functionality, or accessibility.

## **MOTORSPORTS ACRONYMS**

**NHRA** – National Hot Rod Association

**NASCAR** – National Association for Stock Car Auto Racing

**SCCA** – Sports Car Club of America

**ARCA** – Automobile Racing Club of America

**INDYCAR** - The sanctioning body for IndyCar Series

## Market Context

In order to maintain Lucas Oil Raceway, partnering and coordinating with existing motorsports, auto-oriented, and other related businesses are critical priorities for Brownsburg. These compatible businesses support and in some cases partner with the Raceway. Establishing regular communication with these businesses to address their needs as well as creating opportunities for them to grow is a priority.

Attraction of new motorsports-related businesses is also vital, including car builders, general mechanics, and software developers. Technology is continually being integrated into automobiles and this includes the racing industry. This is not only the case for the operation of the vehicle itself but even more so for diagnostics and analytics. Identifying businesses in these sectors and subsequently identifying spaces for them to open shop in Brownsburg is a critical opportunity for the Town. These spaces should be close to Lucas Oil Raceway, or even on-site, and could be integrated into or developed near car builders and mechanics shops for collaboration and innovation. Incubators for motorsports-related businesses are also provide opportunities for startups in Brownsburg to get off the ground.

## ACTIONS

### Build Local Partnerships

- Take advantage of local agencies, organizations, and private companies to foster and develop a business community centered on Motorsports.



### Host Industry Events

- Organize and host events to connect local businesses and provide resources focused on awareness and education on the opportunities surrounding Motorsports in Brownsburg.



### Develop Education Connections

- Evaluate opportunities for connecting local Motorsports industries with educational institutions in business or technical fields related to the industry.



### Identify Areas for Growth

- The land use table below indicates prime areas for Motorsports growth areas in the Town of Brownsburg.



|                          | Neighborhood Commercial / Mixed Use | Corridor Commercial | Regional Commercial | Flex / Light Industrial | Industrial / Manufacturing | Corporate Campus |
|--------------------------|-------------------------------------|---------------------|---------------------|-------------------------|----------------------------|------------------|
| <b>Commercial</b>        |                                     |                     |                     |                         |                            |                  |
| <b>Motorsports</b>       |                                     |                     |                     |                         |                            |                  |
| Auto Parts Retailer      |                                     | ●                   | ●                   |                         |                            |                  |
| Auto Parts Supplier      |                                     |                     |                     | ●                       | ●                          |                  |
| Auto Racing Organization |                                     |                     |                     | ○                       | ○                          | ●                |
| Auto Repair Shops        |                                     | ●                   |                     | ●                       | ○                          |                  |
| Auto Sales               |                                     | ●                   | ●                   | ●                       |                            |                  |
| Auto Accessory Maker     |                                     |                     |                     | ●                       | ●                          |                  |
| Race Track               |                                     |                     |                     | ●                       |                            |                  |
| Racing School            |                                     |                     |                     | ●                       |                            |                  |
| Vehicle Modification     |                                     |                     |                     | ●                       | ●                          |                  |



### Case Study: Holly Hill, Florida Economic Development

“Holly Hill is a small city in eastern Florida with a population of approximately 11,700. In recent decades, the city’s economy has benefitted from its proximity to Daytona Beach, which is known as a motorsports mecca. Each year, thousands of tourists descend upon **Daytona Beach** for motorsports events such as the Daytona 500, the Rolex 24, the Coke Zero 400, and Daytona Beach Bike Week. Recognizing that the motorsports industry was a natural fit for its community, Holly Hill Economic Development (HHED) undertook a strategy aimed at attracting motor vehicle-related businesses to the city. These efforts have resulted in six such businesses locating in Holly Hill over the past two years.

One such business is Beannie’s Motorsports. In order to help recruit the business, HHED began by providing the business with detailed data on the community’s demographics, resources, and assets. This included statistics on both the number of permanent residents in Holly Hill and the significant number of tourists who visit the community each year. Then, HHED staff worked to modify an overlay district in order to allow for a motorcycle company to locate there.

HHED regularly provides other alternative incentives to businesses looking to locate to Holly Hill. For instance, it is not uncommon for HHED to bring the mayor and chamber of commerce representatives together to meet with prospective businesses. In addition, HHED often arranges for business-to-business introductions and facilitates local supply chain integration. Ultimately, Holly Hill Economic Development’s motor vehicle-based marketing strategy has paid dividends for the community and its tax base. As HHED management noted, ‘Our businesses have been tremendously pleased with the traffic that brings in a lot of interest in the area.’”

Source: International Economic Development Council. *More than Money: Alternative Incentives that Benefit Companies and Communities*. Copyright 2015.

## STRATEGY D.2 RETAIL TRADE

The **Retail Trade** sector in Brownsburg is the largest employment sector in the Town, with projections for the industry to continue to build and grow substantially. This target sector comprises both store (brick-and-mortar) or non-store (portable, delivery, or advertising) retailers, however for the purposes of the discussion herein, the focus for Brownsburg's retail sector is on high-visibility, store-based retailers.

### Types of Retail Centers

A retail store or property's primary intended use is to promote, distribute or sell products and services to the general public. It will often be in high-traffic or easily accessible areas. Retail buildings are configured for the display of merchandise or the interaction of company sales personnel with others. Retail buildings can be used for various sales opportunities, including, but not limited to, stand-alone (e.g., convenience and department stores), store fronts, strip retail (i.e., no anchors), neighborhood, community, regional, and super-regional malls, power centers, factory-outlet centers, and fashion or specialty centers.

#### **Strip Retail**

A strip retail center is an attached row of stores or service outlets managed as a coherent retail entity, with on-site parking usually located in front of the stores. Open canopies may connect the storefronts, but a strip center does not have enclosed walkways linking the stores. A strip center may be configured in a straight line or have an "L" or "U" shape.

#### **Neighborhood Retail**

Provides for the sales of convenience goods (e.g., food, drugs, etc.) and personal services (e.g., laundry, dry cleaning, etc.) for day-to-day living needs of the immediate neighborhood with a supermarket being the principal tenant. In theory, the typical Gross Leasable Area (GLA) is 50,000 square feet. In practice, the GLA may range from 30,000 to 100,000 square feet.

#### **Lifestyle Retail**

An upscale, specialty retail, main-street concept shopping center. An open center, usually without anchors, about 300,000 square feet GLA or larger, located near affluent neighborhoods, includes upscale retail, trendy restaurants, and entertainment retail. Lifestyle centers are typically nicely landscaped with convenient parking located close to the stores.

#### **Community Retail**

Typically offers a wider range of apparel and other soft goods than neighborhood centers. Among the more common anchors are supermarkets, super drugstores, and discount department stores. Community retail center tenants sometimes contain value-oriented big-box category dominant retailers selling such items as apparel, home improvement/furnishings, toys, electronics, or sporting goods. The size of such a center ranges from 100,000 to 350,000 square feet.

#### **Power Retail**

The power retail center typically consists of several freestanding (unconnected) anchors and only a minimum amount of small specialty tenants and range in size from 250,000 to 600,000 square feet. It is dominated by several large anchors, including discount department stores, off-price stores, warehouse clubs, or "category killers," (i.e., stores that offer tremendous selection in a particular merchandise category at low prices).

#### **Regional Mall**

Provides shopping goods, general merchandise, apparel, and furniture and home furnishings in full depth and variety. It is built around the full-line department store, with a minimum GLA of 100,000 square feet, as the major drawing power. For even greater comparative shopping, two, three, or more department stores may be included. In theory, a regional center has a GLA of 400,000 square feet and may range from 300,000 to more than 1,000,000 square feet. Regional centers in excess of 750,000 square feet GLA with three or more department stores are considered Super Regional.

#### **Super-Regional Mall**

Like a regional mall, but because of its larger size, a super-regional mall has more anchors, a deeper selection of merchandise, and draws from a larger population base. As with regional malls, the typical configuration is as an enclosed mall, frequently with multiple levels.

## Market Context

Purchasing power in the Town of Brownsburg and its extended trade areas indicate that a significant amount of new retail space could enter the market, in the range of about 385,000 square feet of new retail space by 2023. This represents an added 77,000 square feet per year over the next five-year period.

A benefit to retail development in Brownsburg is that it contains both existing retail areas, such as along Main Street, and potential retail areas, such as near Ronald Reagan Parkway, both of which are easily accessible by various roadways including Green Street, U.S. Route 136 and Interstate 74. These corridors provide opportunities for great visibility, which is an essential element for a successful retail product.

Smaller retail properties in more urban areas typically require or benefit from multimodal access such as sidewalks, bike lanes and public transit stops. The Main Street corridor presents this opportunity and is located close to new multifamily development in Downtown Brownsburg. These Downtown residents provide a new market for Main Street’s retail development. Along Ronald Reagan Parkway, there is potential for larger regional retail mall development which can draw from the larger trade area.

## ACTIONS

### Identify Leakage

- Periodically conduct retail gap surveys to uncover where retail needs are being met locally and to identify the types of stores and shops that are drawing spending dollars outside the Town. Unmet demand indicates new opportunities to approach and entice new retailers to Brownsburg.



### Tailor Marketing Packages

- When a retailer is identified as a desirable addition to Brownsburg’s retail market, distribute marketing materials to those specific retailers, including community profile information and maps. Maintain a list of businesses and franchises for Business Retention and Expansion efforts.



### Assist Local Retailers

- Provide information on effective sales plans, online sales, and other educational resources for local small-scale retail business as part of a business retention strategy, and continue to support Small Business Saturday®.



### Identify Areas for Growth

- The land use table below indicates prime areas for Retail Trade growth areas in the Town of Brownsburg.



### Retail Site Assessments

- Identify up to three locations based on retail potential to include in marketing packages to retailers. Conduct the assessment with the assistance of local real estate and planning experts.



|                     | Neighborhood Commercial / Mixed Use | Corridor Commercial | Regional Commercial | Flex / Light Industrial | Industrial / Manufacturing | Corporate Campus |
|---------------------|-------------------------------------|---------------------|---------------------|-------------------------|----------------------------|------------------|
| <b>Commercial</b>   |                                     |                     |                     |                         |                            |                  |
| <b>Retail Trade</b> |                                     |                     |                     |                         |                            |                  |
| Strip Retail        | ○                                   | ●                   |                     |                         |                            |                  |
| Neighborhood Retail | ○                                   | ●                   |                     |                         |                            |                  |
| Lifestyle Retail    |                                     | ●                   | ●                   |                         |                            |                  |
| Community Retail    |                                     | ●                   |                     |                         |                            |                  |
| Power Retail        |                                     |                     | ●                   |                         |                            |                  |
| Regional Mall       |                                     |                     | ●                   |                         |                            |                  |
| Super-Regional Mall |                                     |                     | ●                   |                         |                            |                  |

## STRATEGY D.3 HOTEL ACCOMMODATIONS

As a market focus area or key market, **Hotel Accommodations** are a prospective growth sector. Given Brownsburg's location and proximity to Indianapolis and especially the two raceways, the Town captures a share of regional business and recreational visitors, particularly during events and peak demand. Further, Brownsburg businesses directly generate additional room nights. A further examination of the Brownsburg hotel market provides support based on data from Smith Travel Research in the Appendix.

The following hotel properties are currently located in Brownsburg:

### Quality Inn & Suites Brownsburg Indianapolis West

This hotel is the longest operating and oldest in the Town, opening in May 1994. It became affiliated with the Quality Inn brand in May 2014. It is designated Midscale Class and has the second-highest number of rooms at 75. Hotels are classified based on chain affiliation or, if it is an independent hotel, by average daily rate (ADR). All hotels in Brownsburg are chain-affiliated and thus receive the classification of their individual chain. In terms of location, the Quality Inn is classified as an Interstate/Highway Hotel due to its direct adjacency to Interstate 74 and Highway 267.

### Super 8 Brownsburg Indianapolis Area

The Super 8 opened in June 1994 making it the second longest operating hotel. It became affiliated with the Super 8 brand in December 2001. It is the only Economy Class hotel in the Town, and it has the smallest number of rooms at 46. The Super 8 is also an Interstate/Highway Hotel, as it is also near Interstate 74 and Highway 267.

### Comfort Suites Brownsburg

The Comfort Suites Brownsburg is the second newest hotel in the Town, opening in July 2000. It is also the first of two Upper Midscale classed hotels in Brownsburg with a total of 70 rooms. Comfort Suites, located just south of Interstate 74 and west of the Super 8, falls under the Interstate/Highway Class.

### Hampton Inn Suites Brownsburg

The Hampton Inn is Brownsburg's newest and largest hotel, opening in July 2006 with its current affiliation. It is the second Upper Midscale class hotel and it has 83 total rooms. The Hampton Inn is north of Interstate 74 and west of the Quality Inn and thus is Brownsburg's fourth Interstate/Highway class hotel.

### Hotel Types

The following hotel types are differentiated by their primary function or amenities. Short-term lodging establishments in the hospitality industry may offer food and beverage services, recreational services, conference rooms and convention services, laundry services, parking, and other services.

#### *Hotel*

Standard hotel or motel operations provide basic accommodations for short-term lodging of guests.

#### *Extended Stay Hotel*

Extended stay hotel operations focus on attracting guests for extended periods or stays and quote weekly or monthly rates.

#### *Resort Hotel*

Resort hotel operations provide accommodations with additional amenities for leisure travelers and may be considered a destination in themselves. These properties are typically larger than standard hotels.

#### *Conference Hotel*

Conference hotels have a major focus on provision of conference centers or facilities, in addition to regular hotel operations.

#### *Casino Hotel*

Casino hotels primarily engage in the provision of gaming or casino facilities, in addition to regular hotel operations.



## Market Context

The Town of Brownsburg should prioritize expansion and development in the hotel industry. There are so many economic impacts that hotels and hotel jobs bring to an area, including the fiscal impact to the community tax base, the consumption of local services by the hotel and guests, and the generated economic impact of local wages to the Town. Brownsburg has a major tourism economy in the motorsports events and needs to continue to build on the momentum of that industry. The business of event attendees, and those working and participating in motorsports and related concessions, can be captured and served locally.

In addition to local tourism dollars, the Town has another locational advantage in its access to the Interstate and major travel routes. Interstate/Highway-classed hotels provide valuable assets to the local economy, and the demand for hotel stays reflects an overall increase that is not solely associated with major events and draws. The last new hotel that was built in Brownsburg was over a decade ago, and growth in this sector is palpable due to the synthesis of development opportunities unique to the Town and building demand.

## ACTIONS

### Employ Tax Incentives

- Hotel developments can require additional incentives and development opportunities in comparison to other key sectors in Brownsburg. Public-private partnerships, performance-based equity investments, and current local incentive programs, can assist in hotel attraction to the community.



### Leverage Local Taxes

- The Town of Brownsburg should explore leveraging revenues from local taxes for qualified hotel projects that benefit the Town, such as a convention center and hotel project.



### Market Brownsburg as a Destination

- Hotel products are attracted to destinations, and Brownsburg has clear attractions. Selling Brownsburg to hotel investors is an achievable action due to the Town's proximity to Lucas Oil Raceway and Indianapolis Motor Speedway, the Indianapolis metro area, Interstate connections, and its growing community.



### Identify Areas for Growth

- The land use table below indicates prime areas for Hotel Accommodations areas in the Town of Brownsburg.



|                     | Neighborhood Commercial / Mixed Use | Corridor Commercial | Regional Commercial | Flex / Light Industrial | Industrial / Manufacturing | Corporate Campus |
|---------------------|-------------------------------------|---------------------|---------------------|-------------------------|----------------------------|------------------|
| <b>Commercial</b>   |                                     |                     |                     |                         |                            |                  |
| <b>Hospitality</b>  |                                     |                     |                     |                         |                            |                  |
| Hotel               |                                     |                     | ●                   |                         |                            | ○                |
| Extended Stay Hotel |                                     |                     | ●                   |                         |                            | ○                |
| Resort Hotel        |                                     |                     | ●                   |                         |                            |                  |
| Conference Hotel    |                                     |                     |                     |                         |                            | ○                |
| Casino Hotel        |                                     |                     | ●                   |                         |                            |                  |

## STRATEGY D.4 HEALTHCARE

The market focus area or key market in **Healthcare** represents a newer venture for the Town of Brownsburg, and a departure from traditional markets.

### Hendricks Regional Health Hospital

Recent expansion of the Hendricks Regional Health network includes the new Hendricks Regional Health Brownsburg Hospital at the junction of Ronald Reagan Parkway and Interstate 74. This brand-new development signals a shift in the historical location of health-related services in the Town. Prior to this new hospital, healthcare facilities were primarily clustered in proximity to the junction of Interstate 74 and Green Street. Indiana University Health centers for physicians and urgent care services are presently located in that area.

### Types of Healthcare Facilities

Healthcare facility types are meant to be broad categories to avoid limiting options for healthcare access for Brownsburg and the region; all primarily provide healthcare services to the public.

#### *Hospital*

Hospitals are the most complex of healthcare facilities and comprise a wide range of services, including diagnostics and treatment, inpatient and outpatient care, emergency rooms, and clinical laboratories or imaging.

#### *Outpatient Clinic/Health center*

Outpatient healthcare facilities come in a range of forms, including but not limited to physicians' or specialists' offices, medical clinics, urgent care, day surgery facilities, or physical therapists. Their primary trait is that the health center assists patients only on an outpatient basis.

#### *Nursing Home/Assisted Living*

Nursing homes can provide short or long-term healthcare for patients undergoing convalescence due to injury rehab, illness, or old age, that do not require hospitalization. Nursing homes may include intermediate or skilled nursing units, or Alzheimer's special care units.



## Market Context

Demographically, Brownsburg is aging. While the population of the Town and nearby region has a level of choice when it comes to health-care options, demand for secondary and tertiary care services such as specialist care are typically higher in demand for older segments of the population. Currently, almost 10 percent of Brownsburg’s employees work in jobs in the healthcare and social assistance sector. Nationwide, the healthcare industry is a growing sector of the economy.

Opportunities exist for horizontal business integration across the healthcare sector. Hospital-related services such as pharmacies, medical supply stores and social services, among others, gain economies of scale by locating closer to hospital areas. There is ample land in the areas near the new Hendricks Regional Health Brownsburg Hospital for growth and expansion in these parallel markets.

In addition to the opportunities gained through demand and market growth, the Town of Brownsburg should encourage health partnerships between the Town and healthcare agencies. The provision of health services by the Town can be enriched through collaborative efforts with various healthcare and social assistance providers.

## ACTIONS

### Evaluate Primary Care Access

- Mapping out the location of primary care physicians in the Brownsburg area can assist in determining what areas may be struggling with access to primary and preventative care and develop a picture of the resources required to increase primary care options.



### Healthcare Advancement

- Participate in state-wide and national programs that promote innovation and progress in healthcare, such as conventions, professional organizations, and interest groups.



### A Leader in Good Health

- Brownsburg should continue to support healthy activities and recreational options in the Town through support of local health agencies, Town of Brownsburg Parks and Recreation, fostering an environment of good health.



### Identify Areas for Growth

- The land use table below indicates prime areas for Healthcare in the Town of Brownsburg.



|                                   | Neighborhood Commercial / Mixed Use | Corridor Commercial | Regional Commercial | Flex / Light Industrial | Industrial / Manufacturing | Corporate Campus |
|-----------------------------------|-------------------------------------|---------------------|---------------------|-------------------------|----------------------------|------------------|
| <b>Commercial</b>                 |                                     |                     |                     |                         |                            |                  |
| <b>Health Care</b>                |                                     |                     |                     |                         |                            |                  |
| Hospital                          |                                     |                     | ○                   |                         |                            | ●                |
| Outpatient Clinic / Health Center | ○                                   | ●                   | ●                   |                         |                            | ○                |
| Nursing Home / Assisted Living    | ○                                   |                     |                     |                         |                            | ○                |

## STRATEGY D.5 LOGISTICS

As a market focus area or key market, **Logistics** has a strong basis for growth rooted in the existing and new features of an excellent transportation network.

### Ronald Reagan Parkway

The completion of the Brownsburg section of Ronald Reagan Parkway linking Interstate 70 and Interstate 74 represents the culmination of a project that has been envisioned since the mid-1980s. Prior to this project, the Town of Brownsburg already offered clear advantage to distributors and transportation and logistics businesses. The new direct access to Interstate 74 and additional proximity linkage to Indianapolis work in the community's favor.

### Eaglepoint Business Park

The current concentration in this sector is demonstrated by the presence of several top employers, centered around Eaglepoint Business Park. Among those enterprises represented in the Town, there are major distribution centers for Home Goods, Guitar Center, Sur La Table, TMC Transportation, as well as a service center for Old Dominion Freight. Currently, more than 13 percent of Brownsburg's employees work in jobs classifications in the transportation and warehousing sector.

### Types of Logistics Operators

The following are general types of logistics businesses. Due to the rapidly changing nature of the industry this is not meant to be a conclusive list.

#### **Transportation or freight management**

Transportation or freight management operators provide third-party logistics and are contracted to facilitate the transportation of goods and cargo. Their facilities may support storage and movement of ISO containers (standardized intermodal containers), exchangeable containers, and semi-trailers and offer incidental warehousing of goods and materials and related office functions.

#### **Contract warehousing**

Contract warehousing provides services for shipping, receiving and storage of goods on a contract basis with an emphasis on storage that occurs over a defined duration of time.

#### **Freight consolidation**

Freight consolidation or load consolidation services provide third-party logistics to consolidate or combine goods or materials from multiple customers in order to share or bundle transportation. These providers are typically more labor-intensive operations in comparison to container shipping.

#### **Distribution/Fulfillment center**

Distribution or fulfillment centers provide warehousing facilities that store finished goods for shipment to retailers, wholesalers, or direct customer order fulfillment. Shipments may be in pallets, cases, or in individual packaging. Transportation activities are of a very high volume.



## Market Context

Ronald Reagan Parkway provides a new route that links Brownsburg to Interstate 70. This connection results in a shorter trip distance and trip time to Indianapolis International Airport. This new road network is a game-changing development for Brownsburg's economy. The Town is more poised than ever to capture new investment in industries that require logistical settings for their operations.

Projections for market share growth over the next decade are conservative with estimates of only one percent growth of overall total employment, however these estimates are missing baseline information on two very important factors: 1) the road network improvements, and 2) the large tracts of undeveloped land along the Ronald Reagan Parkway that can be activated by new access options. The future market share in this sector is likely to be higher as new businesses are attracted to the area.

## ACTIONS

### Leverage Location

- Direct marketing to large-scale suppliers and distribution centers can assist in attracting logistics businesses to Brownsburg. The Town has regional access to major metropolitan markets via Interstate connections, Ronald Reagan Parkway, and it is less than 15 miles from Indianapolis International Airport to Town Hall. Major suppliers and distributors of all types of goods look for locations with built-in shipping and transportation options, and Brownsburg can reasonably claim a significant share of the regional transportation industry.



### Cluster Logistics Operations

- Logistics businesses rely on transportation networks to receive and distribute goods to easily and quickly reach suppliers and customers. They can also help attract and retain employees through transportation connections that make access to employment easier for workers. Clustering businesses close to transportation connections enhances supply chain efficiency and improves the productivity of logistics operations.



### Expand Infrastructure Investment

- Careful and strategic investment in public infrastructure can provide an environment for business growth and development. Logistics and transportation companies require reliable infrastructure systems and tax increment financing incentives should be expanded to logistics clustered areas.



### Identify Areas for Growth

- The land use table below indicates prime areas for Logistics areas in the Town of Brownsburg.



|                                      | Neighborhood Commercial / Mixed Use | Corridor Commercial | Regional Commercial | Flex / Light Industrial | Industrial / Manufacturing | Corporate Campus |
|--------------------------------------|-------------------------------------|---------------------|---------------------|-------------------------|----------------------------|------------------|
| <b>Industrial</b>                    |                                     |                     |                     |                         |                            |                  |
| <b>Logistics</b>                     |                                     |                     |                     |                         |                            |                  |
| Transportation Or Freight Management |                                     |                     |                     | ●                       | ●                          | ○                |
| Contract Warehousing                 |                                     |                     |                     | ●                       | ●                          |                  |
| Freight Consolidation                |                                     |                     |                     |                         | ●                          |                  |
| Distribution / Fulfillment Center    |                                     |                     |                     |                         | ●                          | ○                |

# CORE OBJECTIVES ACTION TABLE

The actions outlined for each Core Objective in the Economic Development Strategic Plan are listed in the Action Table, including interpretations and estimates for each individual action.

Time Frame for starting each action could be immediate, however long term actions may necessitate a longer delivery or “roll-out” due to complexity.

Program Investment refers to a rough guide on implementation costs, with Town staff time considered the most minimal investment for an individual action.

Priority of each action is based on an assessment of Action Type, Time Frame, and Program Investment. However, each action holds importance or value in its own right.

|   | Action Type | Time Frame | Program Investment | Priority |
|---|-------------|------------|--------------------|----------|
| <b>Core Objective A: Supporting Existing Businesses</b>   |             |            |                    |          |
| <b>Strategy A1: Assisting Small Business</b>              |             |            |                    |          |
| Provide Management Support                                | Ⓢ Ⓣ         | ST         | \$                 | ◇        |
| Furnish Technical Assistance                              | Ⓣ           | ST         | \$                 | ◇        |
| Assist With Marketing                                     | Ⓢ Ⓣ         | ST         | \$                 | ◇◇◇      |
| Present Funding Resources                                 | Ⓢ           | ST         | \$                 | ◇◇◇      |
| Foster University Collaboration                           | Ⓣ Ⓢ         | ST         | \$                 | ◇        |
| <b>Strategy A.2: Partner With The Business Community</b>  |             |            |                    |          |
| Organizational Partnerships                               | Ⓢ           | ST         | \$                 | ◇◇       |
| Merchant Group Partnerships                               | Ⓢ           | ST         | \$                 | ◇        |
| Individual Business Partnerships                          | Ⓢ           | ST         | \$\$               | ◇◇       |
| Institutional Partnerships                                | Ⓢ Ⓣ         | ST         | \$                 | ◇        |
| <b>Strategy A.3: Publicize Brownsburg</b>                 |             |            |                    |          |
| Upgrade Web Presence                                      | Ⓢ           | ST         | \$\$               | ◇◇◇      |
| Program Awareness   | Ⓢ           | ST         | \$                 | ◇◇◇      |
| Program Publicity   | Ⓢ           | ST         | \$\$               | ◇◇◇      |
| Targeting Prospects                                       | Ⓢ           | ST         | \$\$               | ◇        |
| <b>Strategy A.4: Build On Existing Business Resources</b> |             |            |                    |          |
| Evaluate Business Resources                               | Ⓢ Ⓣ Ⓛ       | ST         | \$                 | ◇        |
| Identify Problems And Risks                               | Ⓢ           | ST         | \$                 | ◇◇       |
| Strengthen BR/E Program                                   | Ⓢ Ⓣ         | ST         | \$                 | ◇◇       |
| Consolidate Land Parcels                                  | Ⓢ Ⓣ Ⓛ       | LT         | \$\$\$             | ◇        |
| <b>Strategy A.5: Collect Business Data</b>                |             |            |                    |          |
| Collect Business Data                                     | Ⓢ Ⓣ         | ST         | \$                 | ◇◇       |
| Support Business Registration                             | Ⓢ           | LT         | \$                 | ◇◇       |
| Conduct Economic Studies                                  | Ⓢ           | LT         | \$\$               | ◇◇       |
| <b>Core Objective B: Invest in the Workforce</b>          |             |            |                    |          |
| <b>Strategy B.1: Utilize Local Talent</b>                 |             |            |                    |          |
| Internships   | Ⓢ Ⓣ         | ST         | \$                 | ◇◇       |
| College Credit  | Ⓢ Ⓣ         | ST         | \$                 | ◇◇       |
| Mentor Program  | Ⓣ           | ST         | \$                 | ◇        |
| <b>Strategy B.2: Foster Entrepreneurship</b>              |             |            |                    |          |
| Entrepreneurship Program                                  | Ⓢ Ⓣ         | ST         | \$                 | ◇        |
| Entrepreneurial Network                                   | Ⓢ           | ST         | \$                 | ◇        |
| Startup Spaces  | Ⓢ Ⓣ         | ST         | \$\$               | ◇◇       |
| Assess Advantages   | Ⓢ Ⓣ         | ST         | \$                 | ◇◇       |
| <b>Strategy B.3: Establish Partnerships</b>               |             |            |                    |          |
| Career Day  | Ⓢ Ⓣ Ⓢ       | ST         | \$                 | ◇        |
| Job Shadow  | Ⓣ Ⓢ         | ST         | \$                 | ◇        |
| Apprenticeship Program                                    | Ⓣ Ⓢ         | ST         | \$                 | ◇◇       |
| Employer-Community Inclusiveness                          | Ⓢ           | ST         | \$                 | ◇        |
| <b>Strategy B.4: Collect Workforce Data</b>               |             |            |                    |          |
| Collect Workforce Data                                    | Ⓢ           | ST         | \$                 | ◇◇       |
| <b>Strategy B.5: Housing Strategy</b>                     |             |            |                    |          |
| Housing Assessments                                       | Ⓢ           | ST         | \$                 | ◇◇       |
| Provide Housing Guidance                                  | Ⓢ           | ST         | \$                 | ◇        |
| Encourage Multifamily Housing                             | Ⓢ Ⓣ         | ST         | \$\$               | ◇◇       |
| Support Transportation Options                            | Ⓢ           | ST         | \$\$               | ◇◇       |

|  | Action Type | Time Frame | Program Investment | Priority |
|--|-------------|------------|--------------------|----------|
|--|-------------|------------|--------------------|----------|

**Core Objective C: Strengthen The Tax Base**

**Strategy C.1: Maintain And Enhance The Community**

|                                    |  |    |      |     |
|------------------------------------|--|----|------|-----|
| Enhance Streetscapes               |  | LT | \$\$ | ◇◇◇ |
| Better Building Facades            |  | LT | \$   | ◇◇◇ |
| Signage                            |  | ST | \$   | ◇◇  |
| Community Engagement And Ownership |  | ST | \$   | ◇   |

**Strategy C.2: Organize Pad-Ready Development Sites**

|  |  |    |        |     |
|--|--|----|--------|-----|
| Prioritize Infill Projects                 |  | ST | \$     | ◇◇◇ |
| New Opportunities On Ronald Reagan Parkway |  | LT | \$\$\$ | ◇◇◇ |
| Champion Future Land Reserves              |  | LT | \$     | ◇◇  |
| Be a Hub for Technology                    |  | LT | \$     | ◇◇  |

**Strategy C.3: Provide Development Desk Services**

|                                 |  |    |      |     |
|---------------------------------|--|----|------|-----|
| Continue Partnership With HCEDP |  | ST | \$   | ◇◇  |
| Examine Land Use Plans          |  | ST | \$\$ | ◇◇  |
| Conduct Personal Interviews     |  | ST | \$   | ◇   |
| Inventory Development           |  | ST | \$   | ◇◇◇ |

**Strategy C.4: Collect Property And Real Estate Data**

|                                       |  |    |    |    |
|---------------------------------------|--|----|----|----|
| Collect Property And Real Estate Data |  | ST | \$ | ◇◇ |
|---------------------------------------|--|----|----|----|

**Core Objective D: Target Key Business Sectors**

**Strategy D.1: Motorsports**

|                               |  |    |      |     |
|-------------------------------|--|----|------|-----|
| Build Local Partnerships      |  | ST | \$   | ◇   |
| Host Industry Events          |  | ST | \$\$ | ◇   |
| Develop Education Connections |  | ST | \$   | ◇◇  |
| Identify Areas For Growth     |  | ST | \$   | ◇◇◇ |

**Strategy D.2: Retail Trade**

|                           |  |    |      |     |
|---------------------------|--|----|------|-----|
| Identify Leakage          |  | ST | \$\$ | ◇◇◇ |
| Retail Site Assessments   |  | ST | \$   | ◇◇◇ |
| Tailor Marketing Packages |  | ST | \$   | ◇   |
| Assist Local Retailers    |  | ST | \$   | ◇◇◇ |
| Identify Areas For Growth |  | ST | \$   | ◇◇◇ |

**Strategy D.3: Hotel Accommodations**

|                                    |  |    |      |     |
|------------------------------------|--|----|------|-----|
| Employ Tax Incentives              |  | ST | \$\$ | ◇◇  |
| Leverage Local Taxes               |  | ST | \$\$ | ◇◇◇ |
| Market Brownsburg As A Destination |  | ST | \$   | ◇   |
| Identify Areas For Growth          |  | ST | \$   | ◇◇◇ |

**Strategy D.4: Healthcare**

|                              |  |    |      |     |
|------------------------------|--|----|------|-----|
| Evaluate Primary Care Access |  | ST | \$   | ◇   |
| Healthcare Advancement       |  | ST | \$   | ◇   |
| A Leader In Good Health      |  | ST | \$\$ | ◇◇  |
| Identify Areas For Growth    |  | ST | \$   | ◇◇◇ |

**Strategy D.5: Logistics**

|                                  |  |    |        |     |
|----------------------------------|--|----|--------|-----|
| Leverage Location                |  | ST | \$\$   | ◇◇  |
| Cluster Logistics Operations     |  | LT | \$     | ◇◇  |
| Expand Infrastructure Investment |  | LT | \$\$\$ | ◇◇◇ |
| Identify Areas For Growth        |  | ST | \$     | ◇◇◇ |

**Action Items**

- Land & Infrastructure Development
- Marketing & Networking
- Partnerships
- Education, Training & Business Resources
- Data Collection & Studies
- Funding Incentives

**Time Frame**

- ST Short Term (0 to 2 Years)
- LT Long Term (0 to 5 Years)

**Program Investment**

- \$ Low (Staff Time)
- \$\$ Medium (Less than \$50,000)
- \$\$\$ High (Over \$50,000)

**Priority**

- ◇ Normal
- ◇◇ Important
- ◇◇◇ Critical

# 04

---

## CORRIDOR PLANS

---

**Corridor plans for two study areas, the Main Street corridor and Ronald Reagan Parkway corridor, are presented in this chapter. The intention of the corridor plans is to provide sketches, concepts, and market recommendations for strategic development or redevelopment. The corridor plans also illustrate how the Town's key market sectors can integrate into these areas.**



## MAIN STREET CORRIDOR PLAN

Main Street (US Route 136) in Brownsburg has a long history as both a destination and a major thoroughfare. Established in the early 1800s, the road served as the route connecting Crawfordsville and Indianapolis. As the Town of Brownsburg grew, the corridor developed over time into the early Brownsburg Business District. The original Brownsburg Public Library opened on Main Street at the corner of Adams Street in 1918 backed by the community and with the assistance of Carnegie library funding. Over time, commercial, residential, and other various uses located along the corridor, stretching from Green Street to the east, and today most of the buildings that front on Main Street are used by commercial businesses. The changing pattern of uses contributes to a diversity of structure types, including mid-century and older historic homes used as venues for shops and services, some strip mall development, and newer commercial infill.

## PROFILE

### Façade Improvements

A growing list of businesses up and down Main Street have successfully implemented façade improvements with the assistance of Façade Improvement Grants issued by the Brownsburg Improvement Committee. Under this program businesses are eligible for a grant for up to half the cost (up to \$15,000 for a \$30,000 project) for improving the exterior of downtown commercial buildings. Businesses including Nelson Jewelers, Wilkinson Insurance, Mowery Heating and Cooling, and Ace Hardware, have improved the appearance and aesthetic along Main Street.

### Rail Corridor

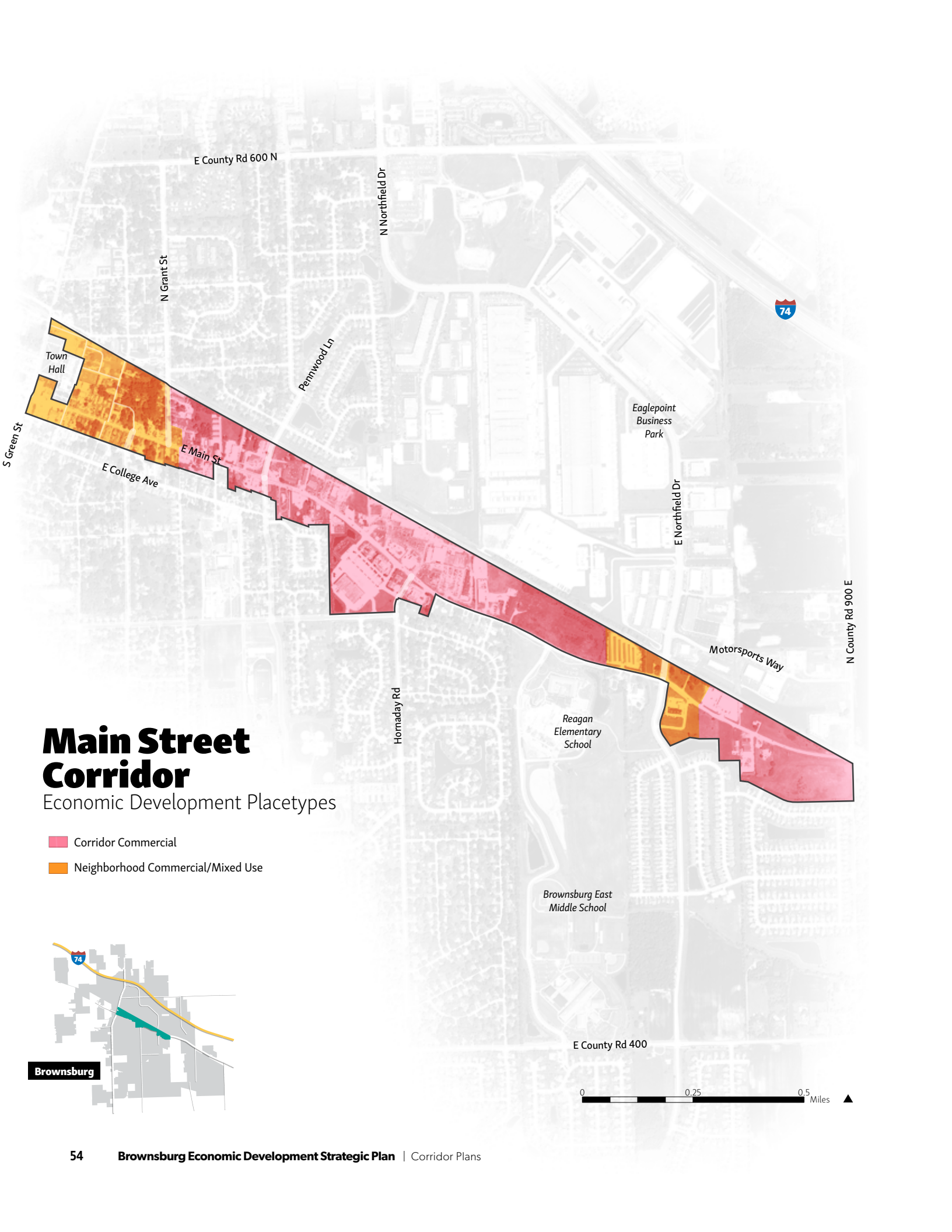
The CSX rail corridor runs parallel to Main Street on its north side, closer to downtown, and crosses to the south of the road at the intersection of County Road 900 E, with INDOT plans to improve the rail crossing currently underway. Land uses backing to the rail corridor do not directly benefit from the rail line. The location of this active rail corridor creates a unique environment with narrower land parcels on the north side of the road between Green Street and County Road 900 E, which are well suited as commercial areas.

### Development Opportunity

Main Street, classified as a principal arterial by the thoroughfare plan, runs east to west connecting the downtown at Green Street, to a vibrant industry park at Northfield Drive, and runs further east to Ronald Reagan Parkway. Many factors signal the Main Street corridor is primed for continued development and redevelopment. These include the reconstruction of Green Street, major investment into the downtown as a mixed-use development with 380 new apartment units, the Town Hall (opened in 2006), a new Hendricks County Bank on the corner of Main Street and Green Street, and major road network improvements to the east. Building on successes downtown, and its locational advantage of being situated between downtown and industry anchors to the east, Main Street will continue to be a focus for economic growth for the Town of Brownsburg.

## MAIN STREET CONCEPTS AND MARKET RECOMMENDATIONS

The area concepts and market recommendations for Main Street are based on market study, the Town's long-range Land Use Plan, by-right zoning provisions, and are informed through public input received throughout the planning process. Individual sectors that provide the appropriate fit for the unique area, the land, and the economic indicators are identified and discussed. Development concepts for Main Street are illustrated through maps and schematics.

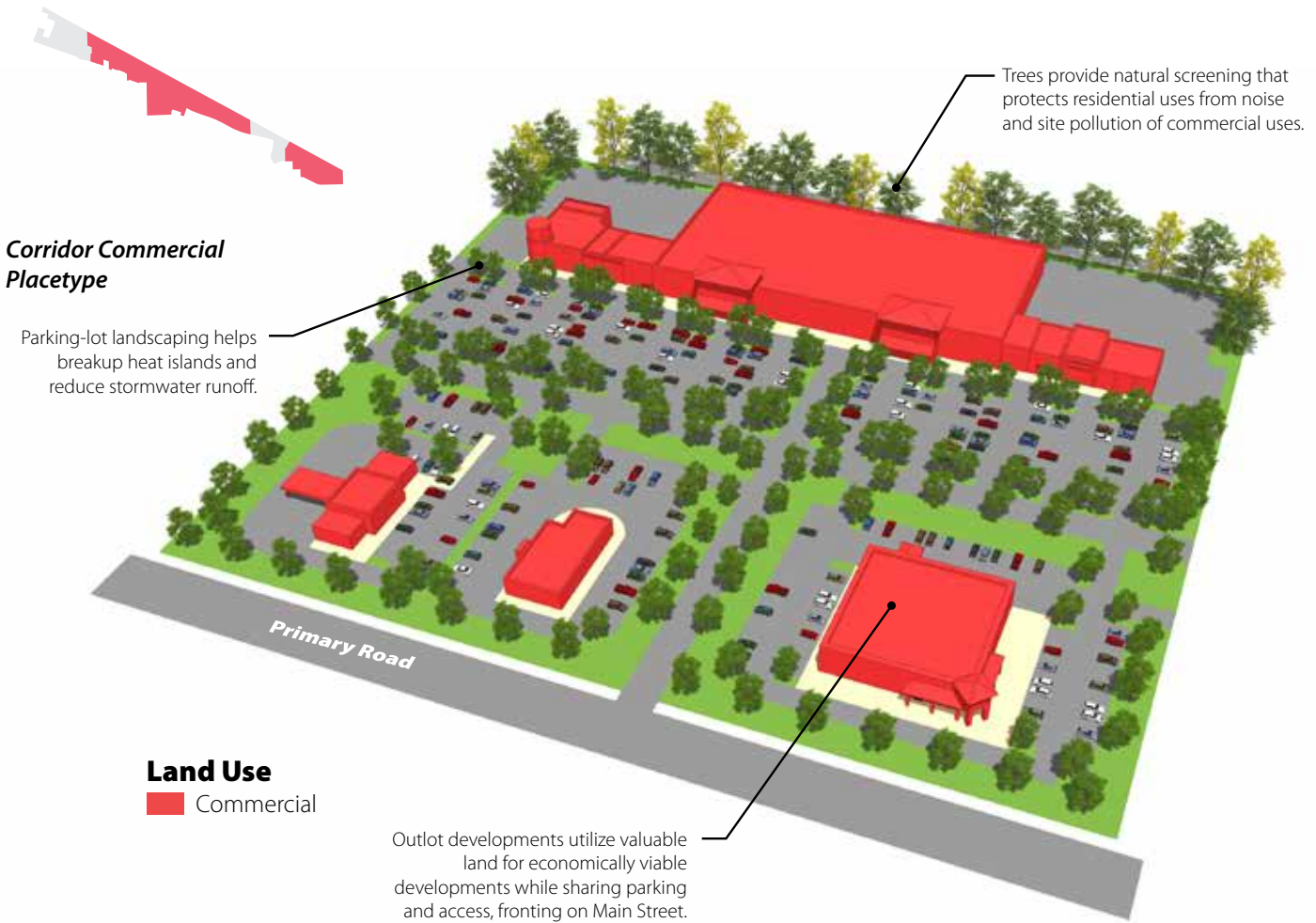


# Main Street Corridor

Economic Development Placetypes

- Corridor Commercial
- Neighborhood Commercial/Mixed Use





**Corridor Commercial Placetype**

Parking-lot landscaping helps breakup heat islands and reduce stormwater runoff.

**Land Use**  
■ Commercial

Outlot developments utilize valuable land for economically viable developments while sharing parking and access, fronting on Main Street.

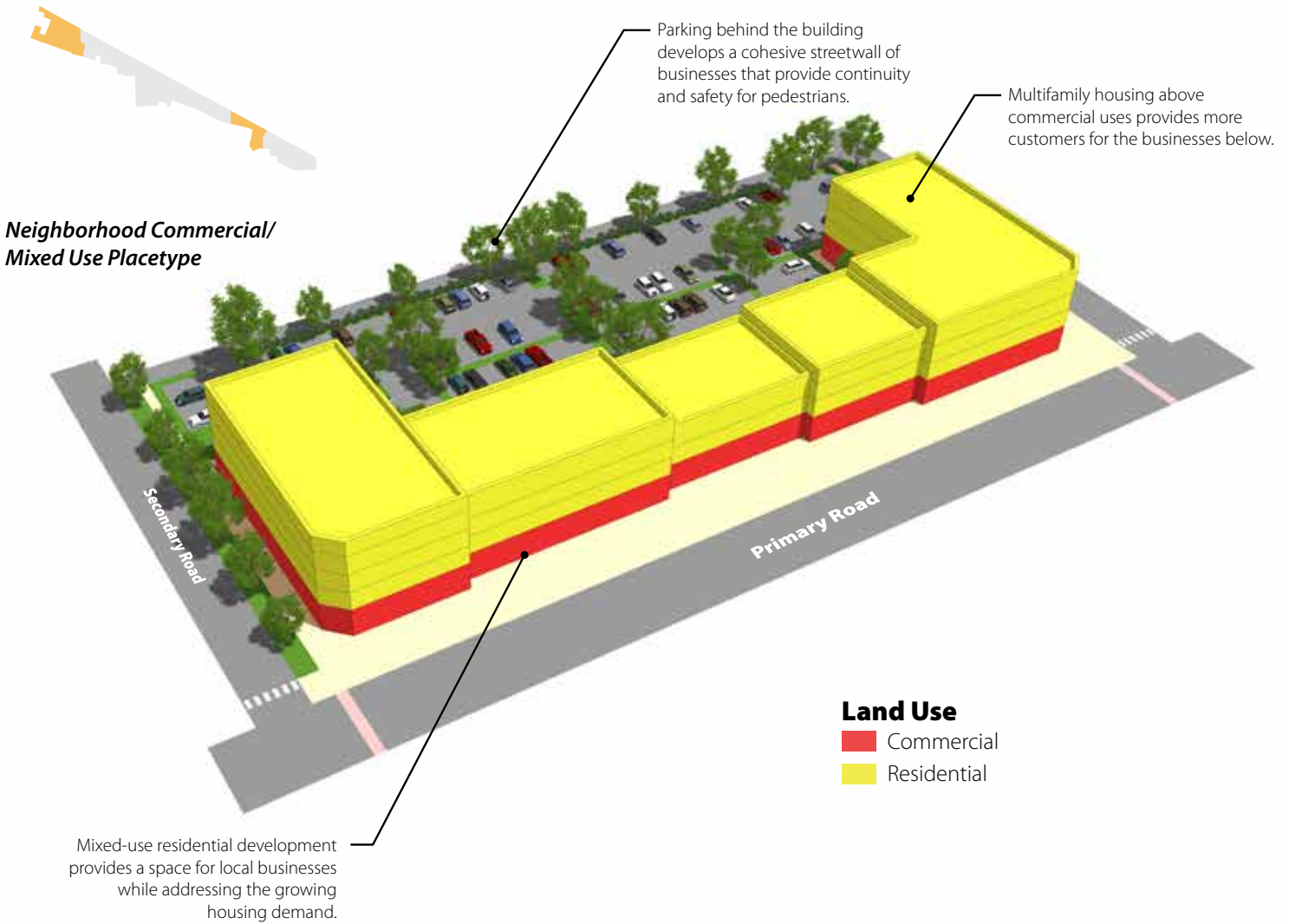
Trees provide natural screening that protects residential uses from noise and site pollution of commercial uses.

**Retail Commercial**

Main Street has the market potential to accommodate significant new retail development. Denser retail development, often combined in residential mixed-use buildings, starts near downtown at the intersection of Green Street. Main Street can benefit from a walkable, pedestrian-friendly environment that meets the retail needs of downtown residents, including residents of new mixed-use redevelopment that added 380 multifamily units less than a quarter mile away in 2018. The corridor is well served by sidewalks on both sides of the road from Green Street to Hornaday Road.

Retail sector analysis determined that the Town of Brownsburg trade area could support 300,000 square feet of additional retail through 2022, and that nearly three times that much could be supported by the trade area encompassed in a five-mile radius. Other major retail expansion elsewhere in Brownsburg includes a 165,000 square feet retail center at Brownsburg Station on West Northfield Drive. New retail expansion in the Main Street corridor can work towards filling remaining retail supply needs. The future of Main Street retail can include new infill and the retrofitting of some existing structures, with both mixed-use or standalone retail, and parking area outlot development.

New structures on the corridor should be oriented toward the sidewalk, continuing to improve the Main Street people-oriented experience, and parking areas should be provided to the rear of buildings.



**Neighborhood Commercial/  
Mixed Use Placetype**

Parking behind the building develops a cohesive streetwall of businesses that provide continuity and safety for pedestrians.

Multifamily housing above commercial uses provides more customers for the businesses below.

Mixed-use residential development provides a space for local businesses while addressing the growing housing demand.

**Land Use**  
■ Commercial  
■ Residential

**Mixed Use Residential**

The Main Street corridor has traditionally combined commercial businesses side-by-side with residential homes located along the street. Many older homes have converted to business uses, particularly close to the downtown. As Main Street continues to be a focus of redevelopment for business, new residential development can integrate to support commercial uses and to meet growing housing demand. Market study indicates a need for both affordable housing options and rental units, and the Brownsburg Housing Study Overview (2016) also identified a lack of necessary rental units, and higher demands

due to the growing senior population. Mixed-use buildings with ground floor retail space and upper-level apartments can meet growing demand, while turning Main Street into a destination where people live, shop, eat, stroll, and gather. The location of the former Marsh grocery store presents a large redevelopment opportunity close to downtown that could accommodate mixed-use residential development. This site is close to the intersection of Main Street and Hornaday Road. This location is identified as an opportunity site for new neighborhood mixed use environment, which can be accomplished though both infill on parking outlots, and redevelopment of vacant sites.

## RONALD REAGAN PARKWAY CORRIDOR PLAN

Ronald Reagan Parkway represents the future for new investment and development in Brownsburg. As of December 2017, the Parkway connects Interstate 70, near Indianapolis International Airport, to Interstate 74, and extends north. Planning is currently underway for the next segment of the Parkway, north of 56<sup>th</sup> Street (East County Road 600 N) to East County Road 1000 N. The route will eventually link up with Interstate 65 and thus provide Brownsburg improved connections to three major US Interstate highways, I70, I74, and I65. The Parkway was developed in conjunction with Hendricks County, the Towns of Brownsburg, Avon and Plainfield, the Indianapolis Airport Authority, and the Metropolitan Planning Organization.

The Ronald Reagan Parkway presents a tremendous opportunity for Brownsburg. The improved transportation network creates new development potential for expansive greenfield areas. The Town of Brownsburg extended the North Beltway Economic Development Area in 2012 to include approximately 2,143 acres of land in proximity to the Parkway, including Lucas Oil Raceway. This tax increment financing district is intended to build on the development potential, by providing the funding for infrastructure improvements to serve available and vacant lands.

## PROFILE

### I-74 INTERCHANGE

The key intersection along Ronald Reagan Parkway is at the interchange with Interstate 74 (Exit 68). The new Hendricks Regional Health Brownsburg Hospital is located on the northwest corner of the interchange. Other lands adjacent to the interchange are largely undeveloped and identified in the long-range land use plans as regional commercial or corporate campus areas, and essentially would be suitable for the development of a mix uses which promote job growth and provide employer, resident and visitor amenities. These types of uses may include commercial businesses, offices, hotels, institutional, and light industrial development.

## EXISTING DEVELOPMENT

Due to its recent construction, there are few developed parcels directly along the Ronald Reagan Parkway at present. The CSX rail corridor continues via an underpass through the area, south of US 136. In this area the land along the rail corridor is primarily undeveloped. In the southeast, the Lucas Oil Raceway occupies large tracts of land owned by the National Hot Rod Association. The area surrounding the raceway to the west and to the south is undeveloped, as agricultural or commercial camp ground sites. A second key development along the Parkway is the new Hendricks Regional Health Brownsburg Hospital which opened in January 2018. The surrounding areas also include a small number of single-family homes. New development in the area should grow with regards to the existing context and build on the advantages of the two key anchors, the raceway and the hospital.

## DEVELOPMENT OPPORTUNITY

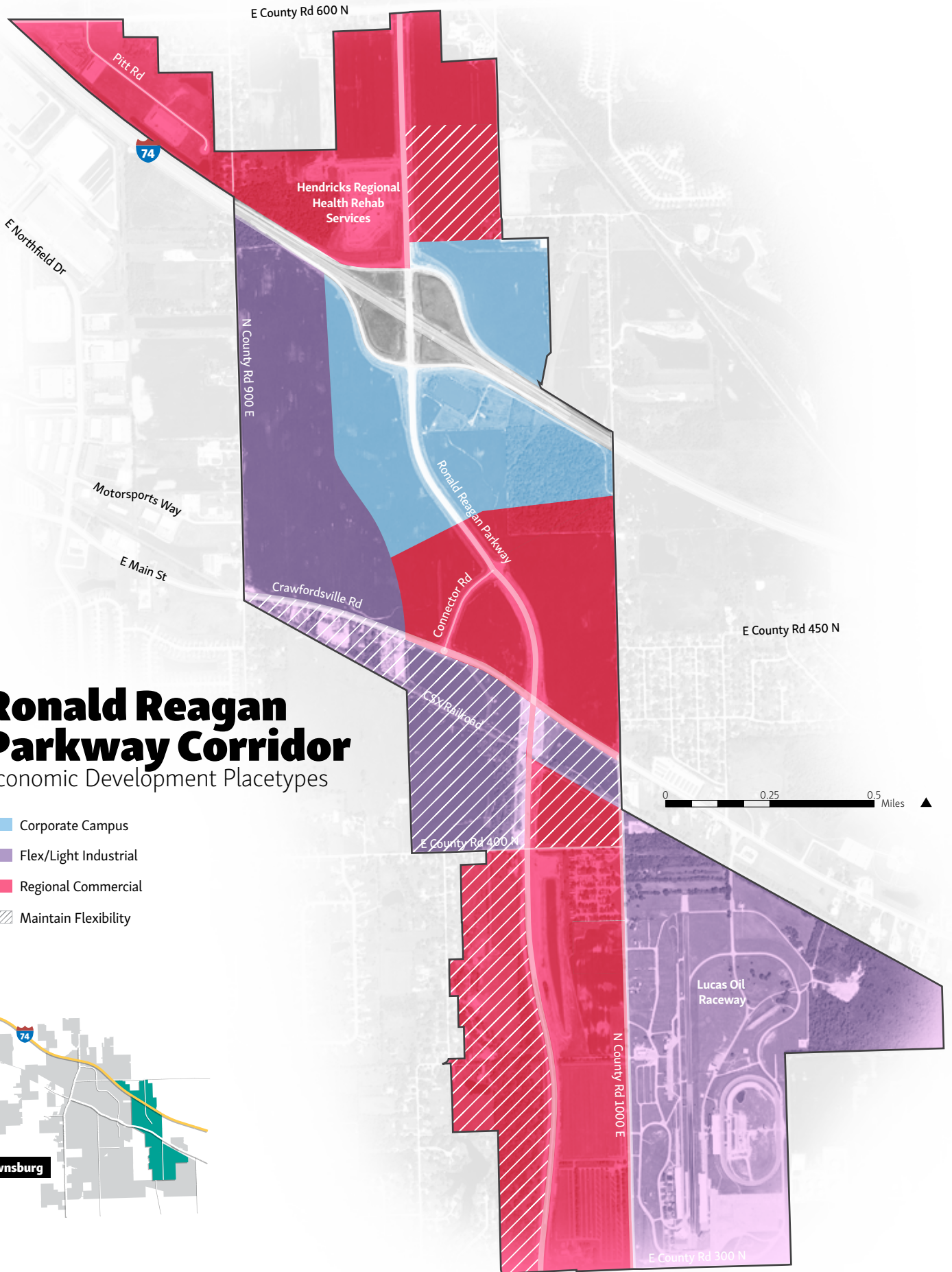
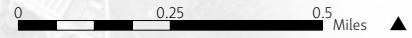
Ronald Reagan Parkway, classified as a principal arterial by the thoroughfare plan, runs north to south from 56th Street to East County Road 300 N, crossing over E Main Street. Within the Town boundaries, the Parkway connects the south side of Brownsburg, where it crosses over the B&O Trail, to the I-74 interchange, and residential areas off 56<sup>th</sup> Street.

The area surrounding Ronald Reagan Parkway is ideally suited for growth in the identified key markets, including industries that would benefit from the advantage of a great road network, large development parcels, and proximity to Lucas Oil Raceway. The Comprehensive Plan for this area anticipates long-range development would support commercial mixed use, corporate office campus, research and development, motorsports, logistics, light industrial and flex-space users, and multi-unit residential. Ronald Reagan Parkway is poised to become a main driver of economic growth for the Town of Brownsburg.

# Ronald Reagan Parkway Corridor

## Economic Development Placetypes

- Corporate Campus
- Flex/Light Industrial
- Regional Commercial
- Maintain Flexibility



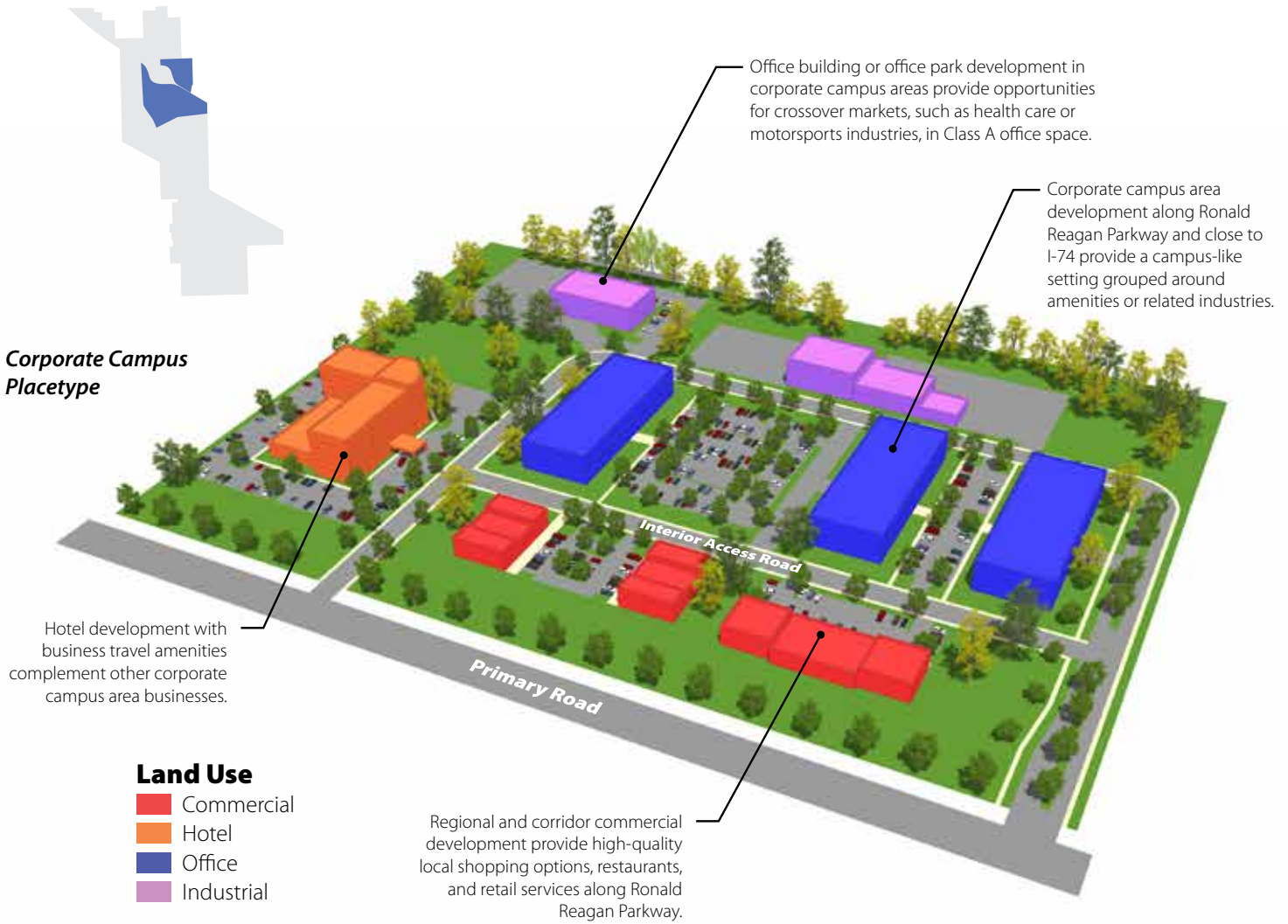
## RONALD REAGAN PARKWAY CONCEPTS AND MARKET RECOMMENDATIONS

The area concepts and market recommendations for Ronald Reagan Parkway are based on market study and the Town's long-range Land Use Plan and are informed by public input received throughout the planning process. It is likely that the zoning provisions in these areas may be amended, or that new development will use the Planned Development (PD) zoning process for medium or large-scale developments to use flexible development standards. Individual sectors that provide the appropriate fit for the unique area, the land, and the economic indicators are identified and discussed. Development concepts for Ronald Reagan Parkway are illustrated through maps and schematics.

### Regional Retail Commercial

Regional retail development describes retail businesses that draw from a larger market area extending beyond the Town of Brownsburg. They are typically located along major road corridors, such as Ronald Reagan Parkway, and near prominent road intersections making them easily accessible to passenger vehicle traffic. Visibility is also a key factor to locating a retail store, and the Interstate 74 interchange at Ronald Reagan Parkway as well as the rest of the parkway corridor offers great visibility for businesses.

Retail types that are well-suited near the Ronald Reagan Parkway include regional malls, power retail centers, or lifestyle retail centers. These larger-scale retail development types typically range in excess of 250,000 square feet. Purchasing power in Brownsburg and its extended trade areas indicate that, over the next five-year period, a build out of 77,000 square feet per year can be supported by trade areas. Lifestyle retail centers are upscale in development and other retail types should expect to reflect a higher development aesthetic in these prominently visible areas.



## Hospitality

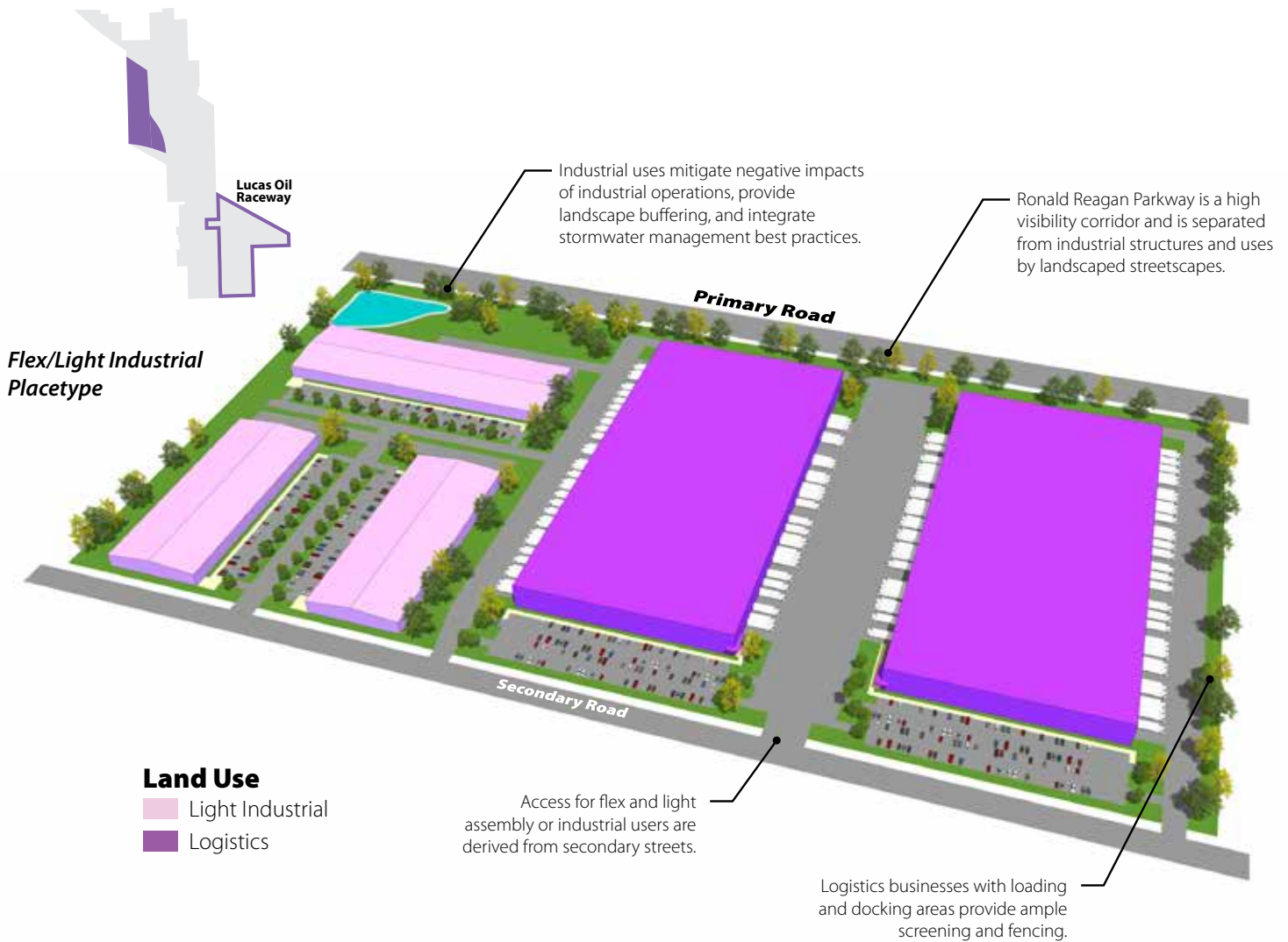
Brownsburg has abundant land suitable for hotel development, particularly along the Ronald Reagan Parkway corridor and proximate to Interstate 74. These include areas that can support regional commercial development and areas designated as corporate campus districts, which could integrate hotel development that is complementary to other businesses. Hotels with added amenities, such as conference rooms or business center spaces, are examples of hotels that can fit and complement higher-quality development in prominent land use areas. The Town may also explore the potential for a local convention center with an attached hotel along the corridor.

## Office Development

The areas in Brownsburg that are designated as corporate campus are intended to support office buildings and office park development, in addition to other complementary uses. Market study indicates that the office real estate market is performing moderately at present, and demand for office space may be met by existing inventory in the region. However, the supply of high-quality, Class A office spaces is low, and demand for better office space can be met in prime corporate campus areas. Those office users that crossover into key market sectors, such as a motorsports business, or a health care-related business, may be ideal performers in today's market.

## Multifamily

As the local population grows and changes, rising demand for additional homes contributes to a strong housing market in Brownsburg. Multi-unit properties that provide a diverse range of housing types, including affordable apartments, senior living, and lifestyle options can complement development along Ronald Reagan Parkway. Multifamily buildings should integrate with compatible regional commercial development.



## Industrial

Industrial opportunities in Brownsburg are growing, and the Town has been diligent in efforts to respond to new development pressures. The most visible industrial park in the community is the Eaglepoint Business Park, and several top employers in the Town, including Home Goods, Guitar Center, and Sur La Table operate there. At present there is limited land in the business park for further expansion of new businesses. Areas adjacent to Eaglepoint Business Park include land designated for light industrial users. These developments will have prime access to Ronald Reagan Parkway and the interconnected network of interstate highways, however industrial structures and uses will be less visible from the parkway or interstate in comparison to corporate campus development.

Business logistics is not the only industry that is targeted for industrial expansion. While light Industrial areas in Brownsburg are not meant to accommodate heavy manufacturing or high intense industrial users, the Town strives to accommodate research and development uses, light assembly and tech industries, light manufacturing, and other employment opportunities for the Town. Industrial uses must mitigate any negative impacts on adjacent areas through design standards requirements, including setbacks, screening, buffers, stormwater management, and more. Infrastructure investments shall be evaluated to strategically support and attract further private investment and ensure adequate capacity. The image of Brownsburg as an outstanding environment for business can be strengthened through attractive, high-quality industrial development.

## Motorsports

With the Lucas Oil Raceway situated adjacent to Ronald Reagan Parkway, and the Indianapolis Motor Speedway located just six miles away, motorsports-related tourism and businesses are a constant in Brownsburg. Motorsports businesses come from many sectors, from retail sales of motorsports products to racing teams and mechanics. The form of development may be suited to a commercial retail space, an office, or require large flex spaces that may feature loading docks or vehicle bays. These may be suited in either commercial or business/employment areas.

---

# APPENDIX

---

**The Appendix contains supplemental data and analysis to inform the Economic Development Strategic Plan. The purpose of the background data is to provide the local and regional market context to develop cogent strategies that fit Brownsburg’s unique setting. The background analysis aims to distinguish Brownsburg’s competitive advantages. With this information, the appendix supports Town efforts to focus on specific industries for targeted marketing and other economic development strategies and approaches, and it is intended to offer statistics and facts to facilitate informed public decision-making.**

**The appendix includes demographic analysis, employment and labor force characteristics, detailed market analysis, and a review of local policy documents. Market analysis provides a breakdown of key business sectors, and real estate trends in retail, office, industrial, hotel and tourism markets, and compares them to regional trends.**



## DEMOGRAPHIC ANALYSIS

The following section describes the Town of Brownsburg's basic demographic characteristics and, where appropriate, provides comparisons to regional and state figures. The data sources for the demographic analysis include ESRI Business Analyst data, U.S. Census Bureau (2000, 2010), and American Community Survey (2016 five-year estimates).

## POPULATION AND HOUSEHOLDS

Brownsburg's total population is growing at a rapid rate. In 2018, the population count was at 27,366. The number of residents has more than tripled since 1990, and since the 2010 U.S. Census the population increased by 5,926 people. The projections for 2023 see an increase by another 3,037 people in the next five years, representing a compound annual growth rate of 2.1 percent. This growth rate (CAGR) represents the average amount of change per year over that period. By comparison, the Indianapolis-Carmel-Anderson MSA is projected to grow by a compound annual growth rate of 1.1 percent over the same five-year period.

### Population & Households (Brownsburg & Indianapolis MSA)

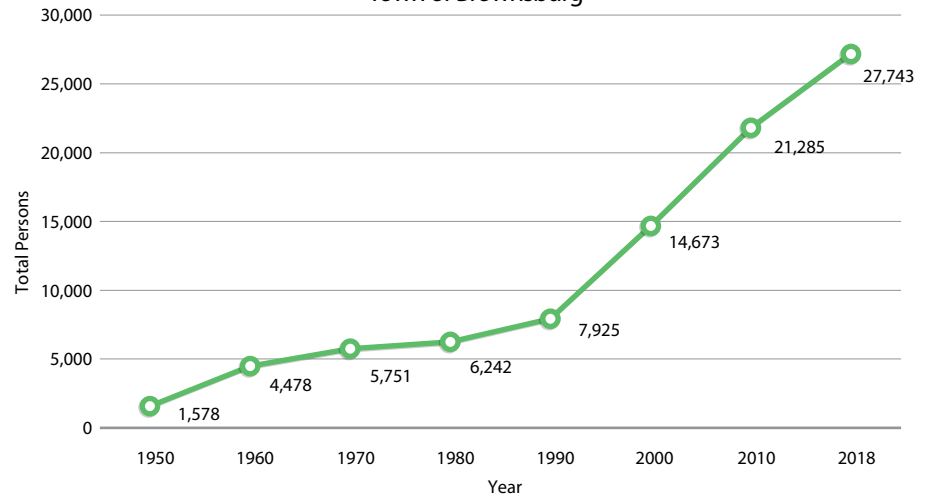
| Brownsburg              |        |          |          | Change, 2018-2023 |       |
|-------------------------|--------|----------|----------|-------------------|-------|
|                         | 2010   | 2018     | 2023     | Total             | CAGR  |
| Population              | 21,817 | 27,743   | 30,780   | 3,037             | 2.10% |
| Households              | 8,164  | 10,294   | 11,399   | 1,105             | 2.06% |
| Average household size  | 2.64   | 2.66     | 2.68     | 0.02              | 0.15% |
| Median age              | 35.9   | 38.2     | 39.2     | 1.0               | 0.52% |
| Median household income |        | \$79,582 | \$90,711 | \$ 11,129         | 2.65% |

| Indianapolis-Carmel-Anderson MSA |           |           |           | Change, 2018-2023 |       |
|----------------------------------|-----------|-----------|-----------|-------------------|-------|
|                                  | 2010      | 2018      | 2023      | Total             | CAGR  |
| Population                       | 1,887,877 | 2,053,679 | 2,166,707 | 113,028           | 1.08% |
| Households                       | 732,184   | 791,951   | 833,522   | 41,571            | 1.03% |
| Average household size           | 2.53      | 2.54      | 2.55      | 0.01              | 0.08% |
| Median age                       | 35.8      | 37.1      | 37.7      | 0.6               | 0.32% |
| Median household income          |           | \$58,470  | \$68,818  | \$10,348          | 3.31% |

Source: ESRI Business Analyst, US Census Bureau

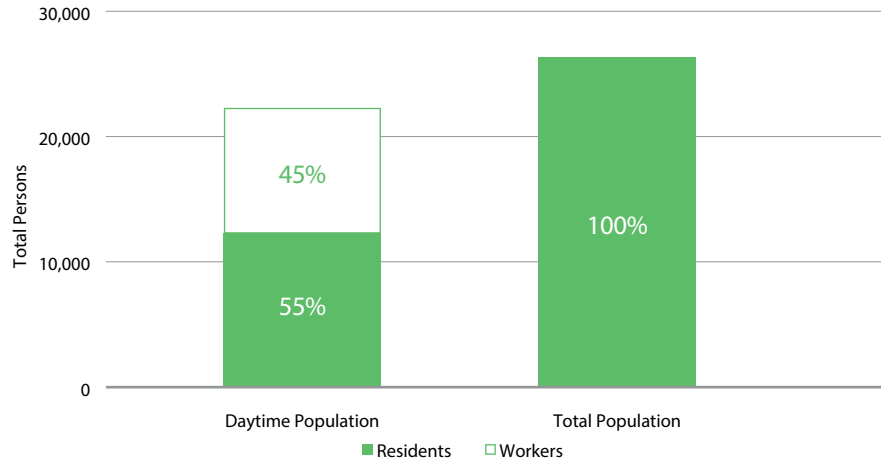
Population Change (1950 - 2018)  
Town of Brownsburg



Source: U.S. Census Bureau, Houseal Lavigne Associates

Daytime population for Brownsburg on an average weekday is estimated at 22,303. This figure accounts for the residents that work or otherwise remain in Brownsburg, added in with workers and others entering and leaving the City. The estimated daytime population includes 45 percent workers (or non-residents). Just under half (46 percent) of Brownsburg’s population leaves the community for work or other reasons each day. The daytime population counts illustrate that the population of the City drops during the day by 6,946 persons, or 26 percent.

Daytime Population vs. Total Population (2018)  
Town of Brownsburg



Source: ESRI Business Analysis, Houseal Lavigne Associates

## AGE COHORTS

The Town’s median age increased by 2.3 years from 2010 to 2018 and is projected to continue to increase through 2023 to a median age of 39.2 years. The total population is projected to grow in all but one age cohort – the 20- to 24-year old cohort has a slight decrease that may be representative of college-aged students studying away from Brownsburg.

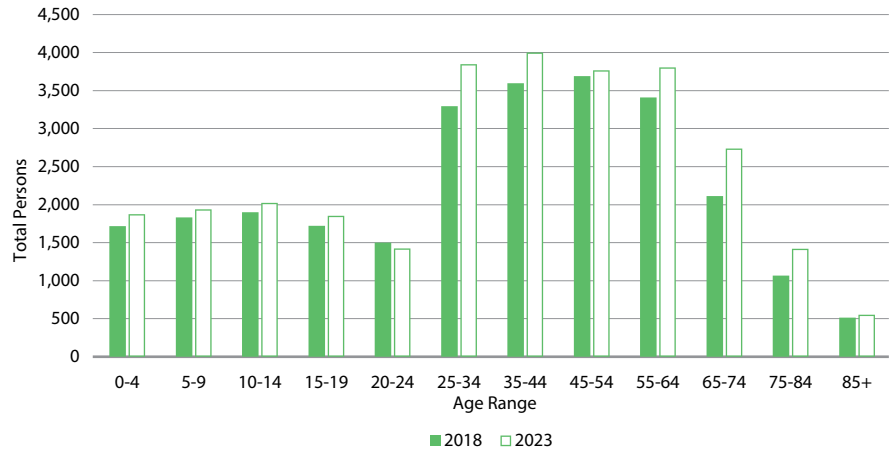
### Brownsburg, Age Cohorts

| Age   | 2018  | 2023  | Change, 2018-2023 |        |
|-------|-------|-------|-------------------|--------|
|       |       |       | Total             | CAGR   |
| 0-4   | 1,718 | 1,876 | 158               | 1.78%  |
| 5-9   | 1,833 | 1,937 | 104               | 1.11%  |
| 10-14 | 1,900 | 2,026 | 126               | 1.29%  |
| 15-19 | 1,722 | 1,854 | 132               | 1.49%  |
| 20-24 | 1,502 | 1,425 | -77               | -1.05% |
| 25-34 | 3,295 | 3,848 | 553               | 3.15%  |
| 35-44 | 3,597 | 4,001 | 404               | 2.15%  |
| 45-54 | 3,689 | 3,766 | 77                | 0.41%  |
| 55-64 | 3,412 | 3,806 | 394               | 2.21%  |
| 65-74 | 2,114 | 2,738 | 624               | 5.31%  |
| 75-84 | 1,068 | 1,422 | 354               | 5.89%  |
| 85+   | 516   | 552   | 36                | 1.36%  |

Source: U.S. Census Bureau, Houseal Lavigne Associates

Increases in all age groupings are largely offset by the growing total share of the population over age 65. The total share of the population in the 65+ group is projected to grow from 14.0 percent to 16.1 percent by 2023. Growth in the older population is an indication that residents are seeking to stay in the community and “age in place,” while increases in the youth age group (19 and under) shows that families with children are investing in and moving into Brownsburg. Both equate to the need and demand for housing, amenities, community facilities, and programming catering to both younger and older segments of the population.

Total Population by Age (2018 & 2023)  
Town of Brownsburg



Source: ESRI Business Analysis, Houseal Lavigne Associates

## RACE AND ETHNICITY

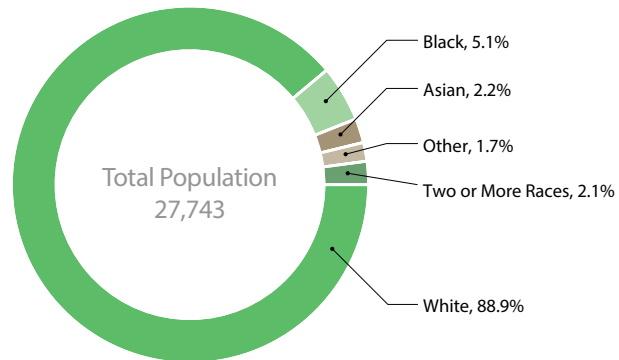
The racial composition of Brownsburg residents is becoming more diverse. Minority populations are projected to increase their population share through 2023. Population identifying as White (as defined by the U.S. Census) makes up the largest population share. The Hispanic or Latino population (of any race) in Brownsburg is projected to increase from 3.7 percent to 4.6 percent from 2018 to 2023.

Race and Ethnicity, Brownsburg (2018-2023)

| Race and Ethnicity    | 2018  | 2023   | Change, 2018-2023 |        |
|-----------------------|-------|--------|-------------------|--------|
|                       |       |        | Total             | CAGR   |
| White Alone           | 88.9% | 86.30% | -2.60%            | -0.59% |
| Black Alone           | 5.1%  | 6.50%  | 1.40%             | 4.97%  |
| Asian Alone           | 2.2%  | 2.70%  | 0.50%             | 4.18%  |
| Some Other Race Alone | 1.7%  | 2.10%  | 0.40%             | 4.32%  |
| Two or More Races     | 2.1%  | 2.40%  | 0.30%             | 2.71%  |

Source: ESRI Business Analyst, Houseal Lavigne Associates

Racial Composition (2018)  
Town of Brownsburg



Source: ESRI Business Analysis, Houseal Lavigne Associates

## INCOME

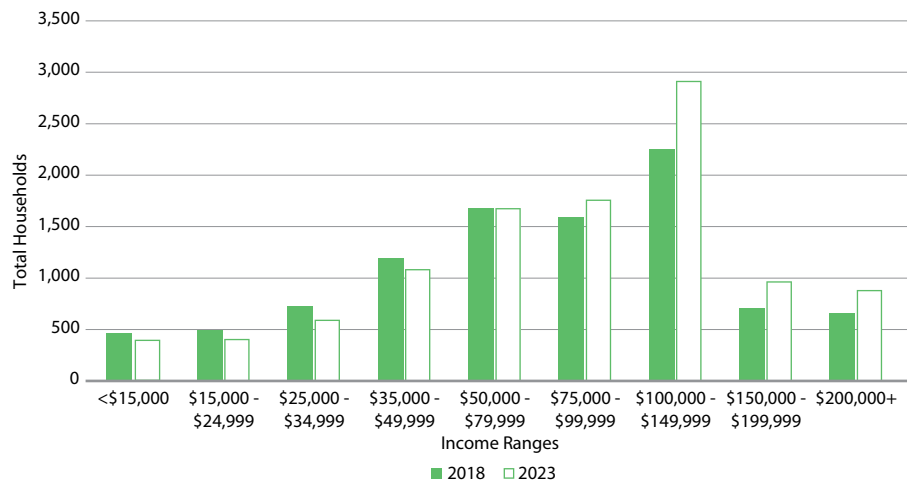
The Town's median household income is projected to increase by 14 percent from 2018 to 2023, from \$79,582 to \$90,711. While median income is expected to increase at a greater rate in Indianapolis (15 percent) and the Indianapolis-Carmel-Anderson MSA (18 percent), median incomes remain substantially higher in Brownsburg. Households earning higher incomes (\$75,000+) are projected to increase the most from 2018 to 2023. Multiple factors influence this trend, including higher-income households moving to Brownsburg as well as existing households increasing their incomes.

### Income, Brownsburg (2018-2023)

| Income group          | 2018  | 2023  | Change, 2018-2023 |        |
|-----------------------|-------|-------|-------------------|--------|
|                       |       |       | Total             | CAGR   |
| <\$15,000             | 466   | 401   | -65               | -2.96% |
| \$15,000 - \$24,999   | 488   | 417   | -71               | -3.10% |
| \$25,000 - \$34,999   | 721   | 605   | -116              | -3.45% |
| \$35,000 - \$49,999   | 1,187 | 1,096 | -91               | -1.58% |
| \$50,000 - \$74,999   | 1,675 | 1,689 | 14                | 0.17%  |
| \$75,000 - \$99,999   | 1,589 | 1,772 | 183               | 2.20%  |
| \$100,000 - \$149,000 | 2,246 | 2,926 | 680               | 5.43%  |
| \$150,000 - \$199,999 | 705   | 978   | 273               | 6.77%  |
| \$200,000+            | 656   | 893   | 237               | 6.36%  |

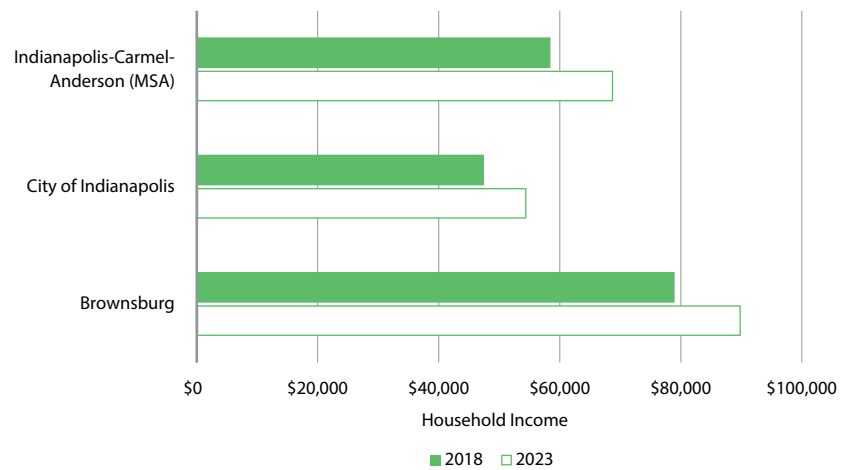
Source: ESRI Business Analyst

### Income Distribution by Households (2018 & 2023) Town of Brownsburg



Source: ESRI Business Analysis, Houseal Lavigne Associates

### Median Household Income (2018 & 2023) Indianapolis MSA, City of Indianapolis, Town of Brownsburg



Source: ESRI Business Analysis, Houseal Lavigne Associates

## EDUCATIONAL ATTAINMENT

The majority of people in Brownsburg have, at a minimum, a high school diploma or equivalent (93.6 percent). This exceeds attainment of the same population segment in the Indianapolis-Carmel-Anderson MSA, which is at 89.6 percent. The number of Brownsburg residents with a college degree (Associate's degree at minimum) is at 47.1 percent. Again, this is higher than the MSA at 42.0 percent. The educational attainment of a community's population is an important factor for business retention and attraction. Educational attainment in Brownsburg can also be attributed to the quality local public-school system.

## HOUSING

The housing analysis determines the impact of housing cost burden for current Brownsburg residents on housing demand and includes projections for new housing demand that will continue to increase over the next five years.

Present housing demand analysis compares existing occupied housing units to households within a range that matches incomes to home values or rental rates. The ranges are created so that home values or rental rates align with household incomes to prevent a housing cost burden (defined as spending more than 30 percent of annual income on housing). In the tables that follow, the Demand column identifies additional housing needed to support the households in that income/valuation range with a positive value. A negative value indicates an excess of units based on the number of households in that range.

### Population 25+, Education Attainment (2018)

| Level of education           | Brownsburg | Indianapolis MSA |
|------------------------------|------------|------------------|
| Less than 9th Grade          | 2.2%       | 3.1%             |
| 9th - 12th Grade, No Diploma | 4.3%       | 7.2%             |
| High School Graduate         | 22.4%      | 23.2%            |
| GED/Alternative Credential   | 1.8%       | 4.6%             |
| Some College, No Degree      | 22.3%      | 19.8%            |
| Associate Degree             | 8.8%       | 8.0%             |
| Bachelor's Degree            | 26.0%      | 21.9%            |
| Graduate/Professional Degree | 12.3%      | 12.1%            |

Source: U.S. Census Bureau, Housecall Lavigne Associates

### Owner-Occupied Cost Burden, Brownsburg (2016)

| Income group           | Households | Units | Value                  | Demand |
|------------------------|------------|-------|------------------------|--------|
| Less than \$5,000      | 18         | 132   | \$0 to \$14,999        | -114   |
| \$5,000 to \$9,999     | 8          | 15    | \$15,000 to \$29,999   | -7     |
| \$10,000 to \$14,999   | 54         | 67    | \$30,000 to \$44,999   | -13    |
| \$15,000 to \$19,999   | 175        | 24    | \$45,000 to \$59,999   | 151    |
| \$20,000 to \$24,999   | 167        | 49    | \$60,000 to \$74,999   | 118    |
| \$25,000 to \$34,999   | 504        | 800   | \$75,000 to \$104,999  | -296   |
| \$35,000 to \$49,999   | 914        | 2,096 | \$105,000 to \$149,999 | -1182  |
| \$50,000 to \$74,999   | 1,131      | 2,124 | \$150,000 to \$224,999 | -993   |
| \$75,000 to \$99,999   | 1,068      | 766   | \$225,000 to \$299,999 | 302    |
| \$100,000 to \$149,999 | 1,616      | 408   | \$300,000 to \$449,999 | 1208   |
| \$150,000 or more      | 961        | 135   | \$450,000 or more      | 826    |

Source: American Community Survey 2016

### Renter-Occupied Cost Burden, Brownsburg (2016)

| Income group         | Households | Units | Rent             | Demand |
|----------------------|------------|-------|------------------|--------|
| Less than \$5,000    | 187        | 0     | \$0 to \$124     | 187    |
| \$5,000 to \$9,999   | 76         | 0     | \$125 to \$249   | 76     |
| \$10,000 to \$14,999 | 68         | 3     | \$250 to \$374   | 65     |
| \$15,000 to \$19,999 | 128        | 27    | \$375 to \$499   | 101    |
| \$20,000 to \$24,999 | 93         | 135   | \$500 to \$624   | -42    |
| \$25,000 to \$34,999 | 476        | 582   | \$625 to \$874   | -106   |
| \$35,000 to \$49,999 | 522        | 933   | \$875 to \$1249  | -411   |
| \$50,000 to \$74,999 | 348        | 379   | \$1250 to \$1874 | -31    |
| \$75,000 or more     | 359        | 74    | \$1875 or more   | 285    |

Source: American Community Survey 2016

For owner-occupied households, there is a strong indication of demand for higher value (\$225,000+) homes, with 90 percent of unmet demand appearing in this high range. The remaining housing demand for owner-occupied housing is in the lower-priced (\$45,000-\$74,999) range.

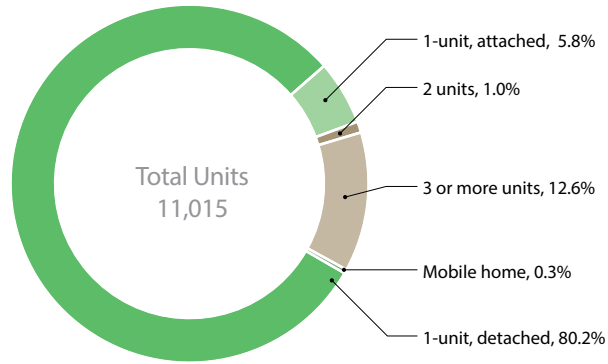
Renter-occupied households have a greater demand among lower-income groups, with 60 percent of unmet demand falling in this category. Renter-occupied households earning over \$75,000 annually make up the remaining 40 percent of rental unit demand. However, recent mixed-use residential construction along Green Street has added more than 370 units to the market and is not accounted for in the most recently available data, which is 2016 data.

Future housing demand estimates are based on projected household growth. There are 1,105 new households projected for Brownsburg by 2023, which adds to the demand for new housing units. Brownsburg homes are relatively newer, with 74 percent of Brownsburg homes being built after 1980, and removals or demolitions to the housing stock will contribute nominally to new demand. Vacancy rates are low, and projected to total 6.4 percent in 2023, including both owner- and renter-occupied units. Homeowner vacancy rates were 1.3 percent in 2016. Renter-occupied unit vacancies tend to be more variable and contribute the most to total vacancy rates.

Projections for 2023 estimate 12,162 total housing units in the Town of Brownsburg, which is an increase from the 2018 total of 11,015. The current breakdown of housing types in Brownsburg include 80 percent single-unit detached homes and 20 percent attached or multi-unit homes, and projections for 2023 shift this distribution to 75.5 percent and 24.5 percent, respectively. This trend is expected, as the median age of the US population has been increasing, average household sizes have also decreased, and demand for larger single-unit detached homes is seeing a downward trend.

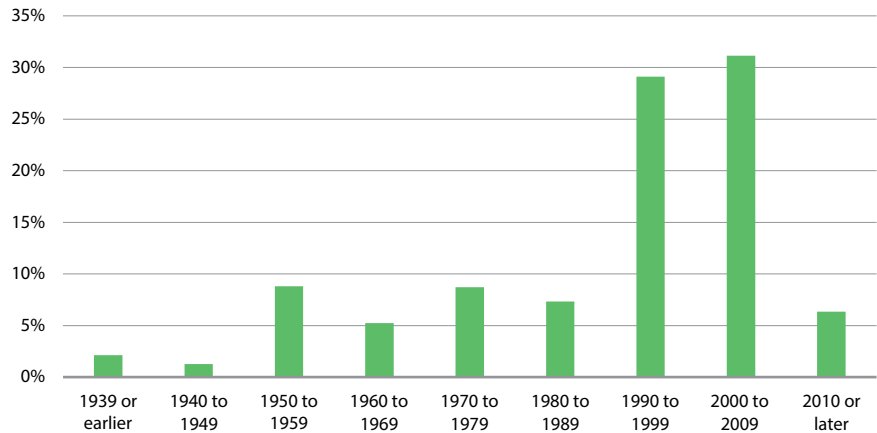
Thus, over the five-year period there is added demand for 1,147 new housing units, 866 of which are single-unit detached homes, and 281 of which are attached or multifamily units. This averages 173 new single-unit detached homes and 56 new attached or multifamily units per year over the five-year period. Of these total units, there is a demand for a total of 252 affordable housing units by 2023.

Housing Units by Type (2016)  
Town of Brownsburg



Source: U.S. Census Bureau, Houseal Lavigne Associates

Housing Units by Year Built (2016)  
Town of Brownsburg



Source: U.S. Census Bureau, Houseal Lavigne Associates

## EMPLOYMENT AND LABOR FORCE

### UNEMPLOYMENT

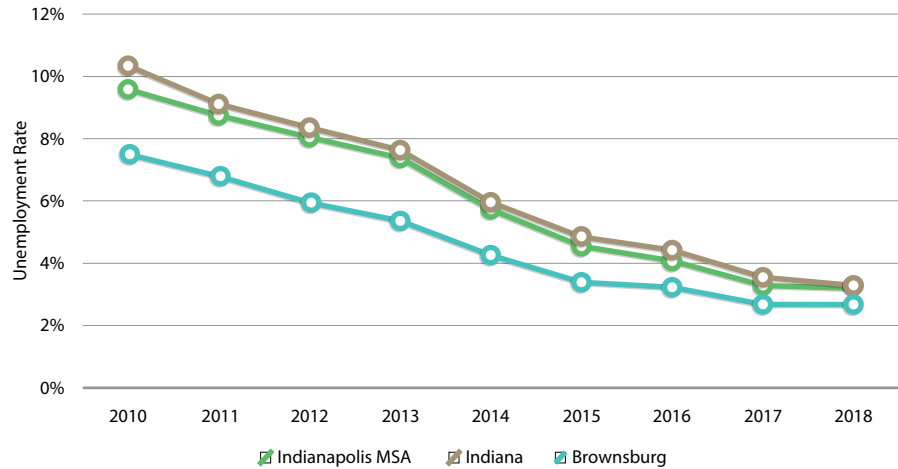
In December 2018, according to Bureau of Labor Statistics data, the unemployment rate in Brownsburg was 3.0 percent. Unemployment figures, including in Indianapolis-Carmel-Anderson MSA and State of Indiana comparison areas, have steadily declined since 2010, and following the 2008 Recession. Brownsburg has consistently performed better than the state averages, and the averages for Indianapolis.

### EMPLOYMENT AND LABOR FORCE CHARACTERISTICS

Brownsburg has a diverse representation of industries employing a growing labor force, including all workers who work in the Town of Brownsburg. A review of the most recent industry breakdowns by North American Industry Classification System (NAICS), reveals that there are three sectors that employed over 1,000 employees and comprise the largest industries in Brownsburg. These include Retail Trade, Accommodation and Food Services, and Transportation and Warehousing. These industries are followed by employers in Health Care and Social Assistance, and Educational Services, which employed over 800 employees each.

An economic base analysis is necessary to further uncover the comparative advantage of these industries in comparison to the region. The Town's growth depends on its basic economic sectors, which export goods and services to other regions or cities. The Location Quotient Ratio is a method used to identify basic employment in the Town of Brownsburg and is a ratio of the amount of employment in each industry to the amount of employment in the State of Indiana in the same industry. A Location Quotient greater than 1.00

Unemployment Rates (2010 - 2018)  
Indiana, Indianapolis MSA, and Town of Brownsburg



Source: Bureau of Labor Statistics, Houseal Lavigne Associates

### Location Quotient Analysis, Brownsburg (2010-2015)

| Industry (NAICS Code)                                      | 2010 Employee Count | % Share | 2015 Employee Count | % Share | 2010-2015 % Change | Location Quotient Ratio |
|--|---------------------|---------|---------------------|---------|--------------------|-------------------------|
| Agriculture, Forestry, Fishing and Hunting                 | 3                   | 0.0%    | 5                   | 0.1%    | 66.7%              | 0.12                    |
| Mining, Quarrying, and Oil and Gas Extraction              | 0                   | 0.0%    | 0                   | 0.0%    | 0.0%               | 0.00                    |
| Utilities  | 1                   | 0.0%    | 0                   | 0.0%    | -100.0%            | 0.00                    |
| Construction   | 233                 | 3.2%    | 475                 | 5.4%    | 103.9%             | 1.23                    |
| Manufacturing  | 379                 | 5.3%    | 206                 | 2.4%    | -45.6%             | 0.13                    |
| Wholesale Trade  | 216                 | 3.0%    | 242                 | 2.8%    | 12.0%              | 0.65                    |
| Retail Trade   | 1,375               | 19.2%   | 1,784               | 20.4%   | 29.7%              | 1.89                    |
| Transportation and Warehousing                             | 899                 | 12.5%   | 1,156               | 13.2%   | 28.6%              | 3.13                    |
| Information  | 67                  | 0.9%    | 62                  | 0.7%    | -7.5%              | 0.50                    |
| Finance and Insurance                                      | 236                 | 3.3%    | 321                 | 3.7%    | 36.0%              | 1.09                    |
| Real Estate and Rental and Leasing                         | 57                  | 0.8%    | 40                  | 0.5%    | -29.8%             | 0.41                    |
| Professional, Scientific, and Technical Services           | 232                 | 3.2%    | 269                 | 3.1%    | 15.9%              | 0.81                    |
| Management of Companies and Enterprises                    | 2                   | 0.0%    | 3                   | 0.0%    | 50.0%              | 0.03                    |
| Administration & Support, Waste Management and Remediation | 161                 | 2.2%    | 402                 | 4.6%    | 149.7%             | 0.76                    |
| Educational Services                                       | 804                 | 11.2%   | 850                 | 9.7%    | 5.7%               | 1.09                    |
| Health Care and Social Assistance                          | 706                 | 9.8%    | 810                 | 9.3%    | 14.7%              | 0.67                    |
| Arts, Entertainment, and Recreation                        | 258                 | 3.6%    | 250                 | 2.9%    | -3.1%              | 2.35                    |
| Accommodation and Food Services                            | 1,098               | 15.3%   | 1,402               | 16.1%   | 27.7%              | 1.94                    |
| Other Services (excluding Public Administration)           | 259                 | 3.6%    | 196                 | 2.2%    | -24.3%             | 0.81                    |
| Public Administration                                      | 189                 | 2.6%    | 261                 | 3.0%    | 38.1%              | 0.75                    |
| <b>Total</b>   | <b>7,175</b>        |         | <b>8,734</b>        |         | <b>21.7%</b>       |                         |

Source: U.S. Census Bureau, Houseal Lavigne Associates

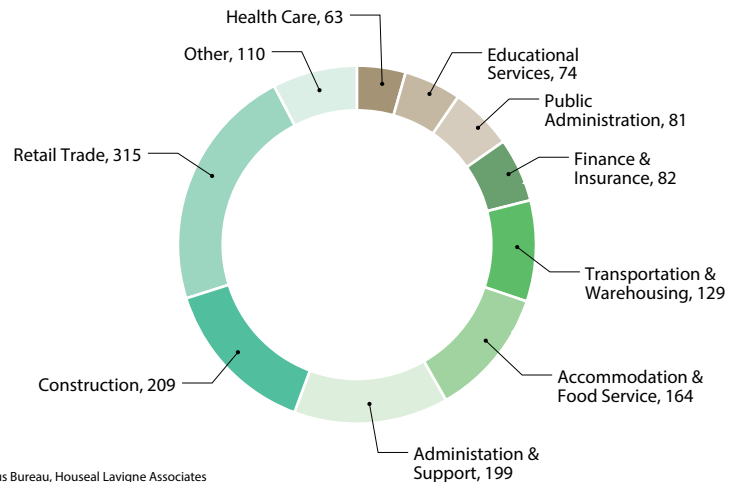
indicates a basic employment sector that contributes to the productivity and growth of the local economy. These basic employment sectors also contribute a multiplier effect to jobs in the region. For Brownsburg, any expected change in basic employment will correspond to a change in total employment at the rate of 3.32 jobs for every one job in the basic employment sectors. This compares to the multiplier rate of the Indianapolis-Carmel-Anderson MSA of 6.33.

The top basic employment sectors, which are key sectors for growth in Brownsburg, in order, are Transportation and Warehousing, Arts, Entertainment, and Recreation, and Accommodation and Food Services, closely followed by Retail Trade. Any additional growth in these sectors are contributors to the overall Brownsburg economy and have a multiplier effect. A focus should also be placed greatly on those sectors that are approaching a Location Quotient of 1.00. These sectors can become greater contributors as their market share of employment increases. In particular, the industries including Health Care and Social Assistance, Professional, Scientific, and Technical Services, and Information, also have the capacity for high impact growth.

## ECONOMIC MARKET ANALYSIS

The market analysis is a comprehensive examination of the Town of Brownsburg’s economy at present, its competitive advantage in the region, and opportunities for further economic development and growth. Individual industry sectors are researched, and real estate demand, supply, absorption and vacancies are identified in retail, office and industrial markets.

Competitive Effect by Industry (2010-2015)  
Number of Job Added in Brownsburg Beyond State Growth Rate



Source: U.S. Census Bureau, Houseal Lavigne Associates

## BUSINESS SECTOR ANALYSIS

### Key Business Sectors

The Employment analysis identified key sectors that include Transportation and Warehousing, Arts, Entertainment, and Recreation, Accommodation and Food Services, and Retail Trade. A further refined analysis of industry sectors includes Shift Share Analysis to evaluate the components of the local economy that are driving economic growth. The analysis identifies where Brownsburg has a competitive advantage, in comparison to the larger economy of the State of Indiana, used for broad comparison purposes.

The shift-share comparative analysis illustrates whether a specific industry has faster or slower employment growth than that larger economy. The first indicator is the effect of growth in the overall State economy, which helps isolate the influence of employment changes that can be attributed to overall growth rates. The figures indicate that almost 40 percent of job growth in Brownsburg, in the five-year

study period 2010 to 2015, can be broadly attributed to overall economic growth, rather than changes in local conditions. The industries that are most impacted, in terms of the proportion of jobs generated in each industry using this analysis, are Manufacturing, Real Estate and Rental and Leasing, and Information industries. As the State economy has grown, so have these industries, and they would likely be less sensitive to changes in local economic development policies.

The second market indicator looks at the mix of industries in Brownsburg, compared to the State of Indiana. The industrial mix indicates sectors that are growing faster or slower than others independent of overall job growth rates. Positive job growth in this column indicates Brownsburg is growing faster than overall comparison with the State. Negative job growth number indicates slower growth in that industry. The local support for industries in Transportation and Warehousing, and Accommodation and Food Services is evident in again in this analysis. Opportunities for growth exist

## Employment by Industry and Shift Share Analysis

| Industry (NAICS Code)                                      | 2010 Employee Count | % Share | 2015 Employee Count | % Share | 2010-2015 % Change | % Change in Share from 2010 to 2015 | Components of Local Employment Change |              |                       |              |                    |              |
|--|---------------------|---------|---------------------|---------|--------------------|-------------------------------------|---------------------------------------|--------------|-----------------------|--------------|--------------------|--------------|
|  |                     |         |                     |         |                    |                                     | State Overall Growth Effect           |              | Industrial Mix Effect |              | Competitive Effect |              |
|  |                     |         |                     |         |                    |                                     | %                                     | # Jobs       | %                     | # Jobs       | %                  | # Jobs       |
| Agriculture, Forestry, Fishing and Hunting                 | 3                   | 0.0%    | 5                   | 0.1%    | 66.7%              | 0.1%                                | 8.6%                                  | 0            | 8.3%                  | 0            | 49.7%              | 1            |
| Mining, Quarrying, and Oil and Gas Extraction              | 0                   | 0.0%    | 0                   | 0.0%    | 0.0%               | 0.0%                                | 8.6%                                  | 0            | 1.0%                  | 0            | -9.6%              | 0            |
| Utilities  | 1                   | 0.0%    | 0                   | 0.0%    | -100.0%            | 0.0%                                | 8.6%                                  | 0            | -14.6%                | 0            | -94.1%             | -1           |
| Construction   | 233                 | 3.2%    | 475                 | 5.4%    | 103.9%             | 2.2%                                | 8.6%                                  | 20           | 7.1%                  | 16           | 88.1%              | 205          |
| Manufacturing  | 379                 | 5.3%    | 206                 | 2.4%    | -45.6%             | -2.9%                               | 8.6%                                  | 33           | 7.1%                  | 27           | -61.4%             | -233         |
| Wholesale Trade  | 216                 | 3.0%    | 242                 | 2.8%    | 12.0%              | -0.2%                               | 8.6%                                  | 19           | -0.6%                 | -1           | 3.9%               | 9            |
| Retail Trade   | 1,375               | 19.2%   | 1,784               | 20.4%   | 29.7%              | 1.2%                                | 8.6%                                  | 119          | -1.8%                 | -25          | 22.9%              | 315          |
| Transportation and Warehousing                             | 899                 | 12.5%   | 1,156               | 13.2%   | 28.6%              | 0.7%                                | 8.6%                                  | 78           | 5.6%                  | 51           | 14.3%              | 129          |
| Information  | 67                  | 0.9%    | 62                  | 0.7%    | -7.5%              | -0.2%                               | 8.6%                                  | 6            | -13.4%                | -9           | -2.7%              | -2           |
| Finance and Insurance                                      | 236                 | 3.3%    | 321                 | 3.7%    | 36.0%              | 0.4%                                | 8.6%                                  | 20           | -7.2%                 | -17          | 34.6%              | 82           |
| Real Estate and Rental and Leasing                         | 57                  | 0.8%    | 40                  | 0.5%    | -29.8%             | -0.3%                               | 8.6%                                  | 5            | -6.1%                 | -3           | -32.4%             | -18          |
| Professional, Scientific, and Technical Services           | 232                 | 3.2%    | 269                 | 3.1%    | 15.9%              | -0.1%                               | 8.6%                                  | 20           | 3.5%                  | 8            | 3.8%               | 9            |
| Management of Companies and Enterprises                    | 2                   | 0.0%    | 3                   | 0.0%    | 50.0%              | 0.0%                                | 8.6%                                  | 0            | 19.7%                 | 0            | 21.7%              | 0            |
| Administration & Support, Waste Management and Remediation | 161                 | 2.2%    | 402                 | 4.6%    | 149.7%             | 2.4%                                | 8.6%                                  | 14           | 17.4%                 | 28           | 123.7%             | 199          |
| Educational Services                                       | 804                 | 11.2%   | 850                 | 9.7%    | 5.7%               | -1.5%                               | 8.6%                                  | 70           | -12.1%                | -98          | 9.2%               | 74           |
| Health Care and Social Assistance                          | 706                 | 9.8%    | 810                 | 9.3%    | 14.7%              | -0.5%                               | 8.6%                                  | 61           | -2.9%                 | -20          | 8.9%               | 63           |
| Arts, Entertainment, and Recreation                        | 258                 | 3.6%    | 250                 | 2.9%    | -3.1%              | -0.7%                               | 8.6%                                  | 22           | -15.2%                | -39          | 3.5%               | 9            |
| Accommodation and Food Services                            | 1,098               | 15.3%   | 1,402               | 16.1%   | 27.7%              | 0.8%                                | 8.6%                                  | 95           | 4.1%                  | 45           | 15.0%              | 164          |
| Other Services (excluding Public Administration)           | 259                 | 3.6%    | 196                 | 2.2%    | -24.3%             | -1.4%                               | 8.6%                                  | 22           | -1.3%                 | -3           | -31.7%             | -82          |
| Public Administration                                      | 189                 | 2.6%    | 261                 | 3.0%    | 38.1%              | 0.4%                                | 8.6%                                  | 16           | -13.5%                | -26          | 43.0%              | 81           |
| <b>Totals</b>  | <b>7,175</b>        |         | <b>8,734</b>        |         | <b>21.70%</b>      |                                     |                                       | <b>620</b>   |                       | <b>-67</b>   |                    | <b>1005</b>  |
| <b>Job Change 2010 to 2015</b>                             |                     |         |                     |         |                    |                                     |                                       | <b>39.8%</b> |                       | <b>-4.3%</b> |                    | <b>64.5%</b> |

Source: U.S. Census Bureau, Houseal Lavigne Associates

in Health Care and Social Assistance, and Educational Services. The industrial mix total change indicates that between 2015 and 2010, Brownsburg performed only slightly below the state growth rate for new jobs over the five-year period, at with 4 percent less job growth than the overall.

The final indicator is an approach to evaluate Competitive Effect, showing how Brownsburg performs in comparison to the larger State economy based on local competitive advantage. Of the three indicators in the shift-share analysis, this comparative effect is the most important because it can influence the previous two indicators. The local growth rate is evaluated minus the average growth rate for the State for each industry. The result shows that of the jobs added to the Brownsburg economy over the five-year period, almost 65 percent of those jobs

can be attributed to Brownsburg having some competitive advantage over other locations in the State of Indiana. Those industries with negative job growth, such as Manufacturing, Real Estate and Rental and Leasing, and Information, indicate that the competitive edge may not exist in those sectors. The growth sectors that are identified in this analysis, that also produce job numbers in the basic employment categories, are Retail Trade, Accommodation and Food Services, and Transportation and Warehousing.

In summary, between 2010 and 2015 Brownsburg increased total jobs by 22 percent, or 1,559 new jobs. Of these jobs, 40 percent can be attributed to the effect of the state economic growth, -4 percent can be attributed to the industrial mix effect, and 65 percent can be attributed to the competitive advantage of locating in the Town Brownsburg. These figures identify employment changes but do not provide answers to why they have changed. Significantly, the Indianapolis-Carmel Anderson MSA does not perform as well as Brownsburg in the same study, with state overall growth effect at 70 percent, industrial mix effect at -1 percent, and competitive advantage at 31 percent. Demonstrating that the market in Brownsburg performed better overall in the five-year period.

## Key Business Sectors Summary

The Employment Analysis and Market Analysis provide fundamental economic base analysis to support for economic development policies and initiatives to retain, attract and grow new businesses in key sectors. The following sectors provide basic employment opportunities to the economy, which in turn provide multipliers to the overall economy its other industries. Projected total employment figures are provided for 2024.

### Transportation and Warehousing

Brownsburg has an established Transportation and Warehousing industry, with projected employment expected to grow to 1,402 jobs by 2024. The added jobs represent a 2.2 percent annual growth rate in this industry.

Transportation and Warehousing businesses seek out industrial buildings with good transportation network access. Typically, logistics businesses demand larger traditional industrial buildings or flex buildings that can also accommodate professional office spaces. The real estate analysis for industrial building types informs future Transportation and Warehousing growth.

### Arts, Entertainment, and Recreation

Recreational tourism and entertainment are growth industries for Brownsburg, and these center on the support, success, and popularity of Motorsports. The Lucas Oil Raceway, and Indianapolis Motor Speedway, generate thousands of visitors each year. Projected employment in this industry is expected to grow to 274 jobs by 2024. This sector is essential to the local economy, new businesses that benefit from and add to the local attractions also improve overall economic standing.

| Projected Total Employment, Brownsburg (2024)                      |                |               |
|--|----------------|---------------|
| Industry (NAICS Code)  | Employee Count | % Share       |
| Retail Trade   | 1,925          | 19.8%         |
| Accommodation & Food Services                                      | 1,633          | 16.8%         |
| Transportation & Warehousing                                       | 1,402          | 14.4%         |
| Health Care & Social Assistance                                    | 964            | 9.9%          |
| Educational Services   | 862            | 8.9%          |
| Construction   | 536            | 5.5%          |
| Administrative & Support & Waste Management & Remediation Services | 453            | 4.7%          |
| Finance & Insurance  | 323            | 3.3%          |
| Professional, Scientific & Tech Services                           | 298            | 3.1%          |
| Public Administration  | 281            | 2.9%          |
| Arts, Entertainment & Recreation                                   | 274            | 2.8%          |
| Wholesale Trade  | 228            | 2.4%          |
| Other Services (except Public Administration)                      | 226            | 2.3%          |
| Manufacturing  | 205            | 2.1%          |
| Information  | 62             | 0.6%          |
| Real Estate, Rental & Leasing                                      | 48             | 0.5%          |
| Agriculture, Forestry, Fishing & Hunting                           | 7              | 0.1%          |
| Management of Companies & Enterprises                              | 3              | 0.0%          |
| <b>Totals</b>  | <b>9,731</b>   | <b>100.0%</b> |

Source: U.S. Census Bureau, Houseal Lavigne Associates

### Accommodation and Food Services

The Accommodation and Food Services sector in Brownsburg is a large employment segment that also has growth potential. Projected employment in this industry is expected to reach 1,633 jobs by 2024, at an annual growth rate of 1.7 percent. Hospitality trade is an important part of this sector that crosses categories to support local tourism and job growth. The tourism analysis informs future hotel development.

### Retail Trade

Retail trade in Brownsburg is the category with largest share of jobs overall, with projected employment expected to grow to 1,925 jobs by 2024. The added jobs represent a 0.85 percent annual growth rate in this industry from 2015 figures.

Retail trade contributes to basic employment totals for Brownsburg, and job growth in this category, in turn, has positive residuals for the entire Brownsburg economy. The real estate analysis for retail building types informs future Retail development.

### Health Care and Social Assistance

Health Care services is an industry that is seeing growing demand at a national level. By 2024, employment in this sector is expected to grow to 964 jobs, representing an annual growth rate of 2.0 percent. New development along the I-74 corridor, including the Hendricks Regional Health Hospital and the St. Vincent Ambulatory Care Center could increase this figure. Growth in this industry has the potential to grow into a market share large enough to influence overall local economic trends.

## REAL ESTATE ANALYSIS

The following real estate analysis provides the basis for future development opportunity in Industrial, Office and Retail real estate markets. The analysis is supported by data from CoStar, a provider of commercial real estate analytics.

### Retail

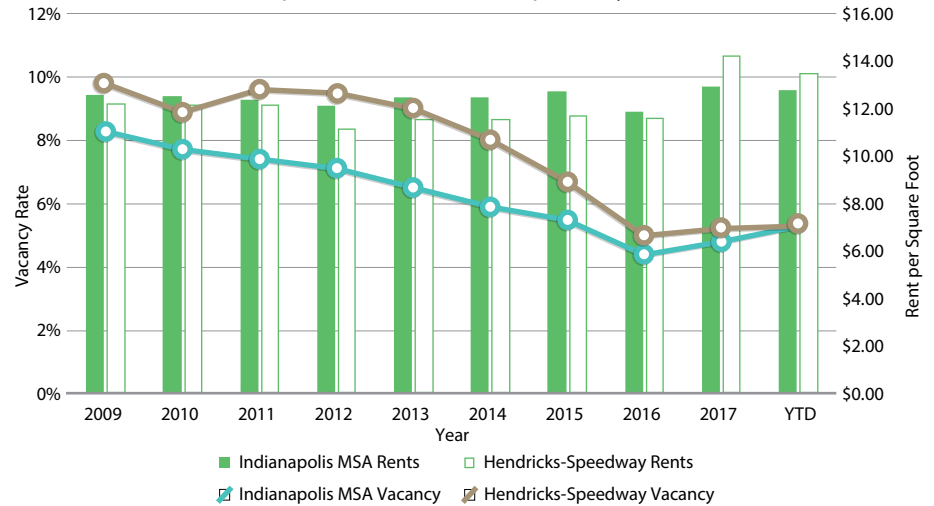
This section identifies trends and opportunities for the retail market in Brownsburg. It discusses existing conditions for the Indianapolis Metropolitan Statistical Area (MSA or "Metro Area"), appropriate submarkets, and the Town and their relationships to one another. It also identifies primary and secondary trade areas for both Main Street and Ronald Reagan Parkway.

### Metro Area Trends

Retail vacancy in the Indianapolis MSA is at 5.3 percent in 2018 YTD. This is an increase from 2017 when the vacancy rate was 4.8 percent, and from 2016 when vacancy rates were at their lowest in the ten-year period, at 4.3 percent. Vacancy rates steadily declined from 2009 to 2016. Presently, net absorption is negative for the Metro Area for the first time since 2009, indicating that retail move-outs are exceeding move-ins. While net absorption has fluctuated over the past decade, it remained positive from 2010 through 2017.

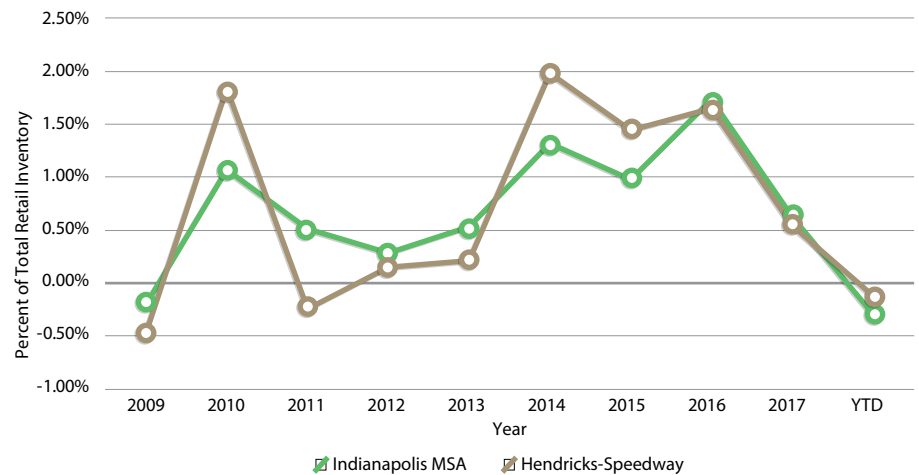
Retail rents are at \$12.64 per square foot in 2018 YTD, and while this is lower than the 2017 rents at \$13.10 per square foot, overall, they have been stable over the ten-year period and above \$12 per square foot. The MSA has added just over 260,000 square feet of retail space since 2017, in comparison to 1.36 million square feet added from 2016 to 2017. However, average inventory growth from year to year has typically been around 500,000 square feet per year.

Retail Rents & Vacancy (2009 - 2018)  
Indianapolis MSA & Hendricks-Speedway Submarket



Source: CoStar, Houseal Lavigne Associates

Retail Net Absorption (2009 - 2018)  
Indianapolis MSA & Hendricks-Speedway Submarket



Source: CoStar, Houseal Lavigne Associates

## Retail Demand

|  | Primary Trade Area |                  | Secondary Trade Area |                  |
|--|--------------------|------------------|----------------------|------------------|
|  | 2018               | 2023             | 2018                 | 2023             |
| Number of Households                   | 9,735              | 10,777           | 49,030               | 51,830           |
| Average Household Income               | \$ 95,380          | \$ 109,663       | \$ 83,877            | \$ 96,578        |
| Aggregate Household Income             | \$ 928,524,300     | \$ 1,181,838,151 | \$ 4,112,489,310     | \$ 5,005,637,740 |
| Retail Goods Spending                  | 16.5%              | 15.5%            | 16.5%                | 15.5%            |
| Resident Household Consumer Dollars    | \$ 153,206,510     | \$ 183,184,913   | \$ 678,560,736       | \$ 775,873,850   |
| Daytime Workers Retail Spending        | \$ 3,091,088       | \$ 3,195,088     | \$ 38,355,772        | \$ 39,029,105    |
| Trade Area Retail Spending Potential   | \$ 156,297,598     | \$ 186,380,001   | \$ 716,916,508       | \$ 814,902,955   |
| Average Sales per Square Foot          | \$ 275             | \$ 275           | \$ 275               | \$ 275           |
| Estimated Trade Area Demand for Retail | 568,355            | 677,745          | 2,606,969            | 2,963,283        |
| Trade Area Existing Retail Space       | 121,983            | 121,983          | 419,021              | 419,021          |
| Proposed Space                         |                    | 170,000          |                      | 341,789          |
| Potential Retail Demand (SF)           | 446,372            | 385,762          | 2,187,948            | 2,202,473        |

Source: CoStar, U.S. Census Bureau, Houseal Lavigne Associates

Recent changes to vacancy rates, rents and net absorption correlate to a decreasing retail market in the MSA. Total inventory in the MSA exceed 125 million square feet in 10,308 units. While the retail market tends to be more variable, as it is easily influenced by shifts in the economy, demand for retail in the MSA appears to be reaching a leveling out point, where total inventory is meeting market demand.

### Submarket Trends

Like in the MSA, retail market vacancies in the Submarket area have increased since 2016, with 2018 YTD vacancy rates of 5.2 percent, up from 4.6 percent in 2016. The current vacancy rate for the Submarket is lower than the 10-year average of 7.5 percent. Net absorption for the Submarket is currently negative, and is 160,000 square feet less than 2017, although it is significantly better than the net absorption in the Metro Area. Retail absorption has also fluctuated significantly since 2009, indicating some market instability.

Retail rents are higher than in the MSA at \$13.64 per square foot in 2018 YTD, however this is lower than the 2017 rents at \$14.27 per square foot, which were the highest in the ten-year period. The peak in rent rates in 2017 suggests the delivery of one or more large, high-quality retail spaces. The Submarket did not add any new retail inventory since 2017, when over 180,000 square feet were added. Average inventory growth from year to year has typically been around 80,000 square feet per year.

In general, the retail market for the Submarket has performed slightly better than the Metro Area. However, as vacancy rates increase and net absorption decreases, a similar slowing trend appears to be on the horizon. Total inventory in the MSA exceed 22 million square feet in 1,745 units. Growth in the retail market is again more variable, however areas in the Submarket may have the opportunity to capture underserved consumers that live or work nearer to their communities, as local residential populations are growing.

### Potential Need

The Retail Demand Table illustrates the methodology used to calculate retail demand for Brownsburg's Primary and Secondary Trade Areas. The Primary Trade Area includes the areas within the incorporated boundaries of the Town of Brownsburg. The Secondary Trade Area includes a five-mile radius area that is centered at the intersection of Main Street (US 136) and Ronald Reagan Parkway. This area encompasses all of Brownsburg as well as parts of Tilden, Clairmont, and Avon. Retail demand is forecasted based on household growth, household income, and consumer spending by households and daytime workers in each of these areas. Total retail spending potential is evaluated at a standardized average annual sales per square foot of \$275.

The Retail Demand Table shows that over 385,000 square feet of additional retail could be supported by the Primary Trade area through 2023. The Secondary Trade area could accommodate nearly three times that amount for the same time period. Both estimates account for existing vacant retail space and proposed new retail developments.

The Average Daily Room Rate (ADR) is a measure of the average rate paid for rooms sold. It is calculated by dividing room revenue by rooms sold. In April 2018, each hotel in the market area earned \$128.29 for every room sold. Comparatively, this is up nearly \$7.00 from April 2017, a 5.4 percent increase. When comparing April year-to-date (YTD), the ADR is \$4.00 higher than 2017, and even a few cents higher than the 2017 total, which could indicate an increasing ADR for 2018.

The revenue per available room (RevPAR) calculation is the total room revenue divided by the total supply for a market. This calculation considers both rented and unrented hotel rooms. The April YTD for 2018 is higher than the 2017 April YTD indicating an increasing market for 2018 with increased total demand and resulting in higher total revenues. Nine additional hotels with a total of 882 rooms were built between January 2017 and April 2018 in the market area. These new hotels and rooms coupled with steady demand have increased total revenues for April 2018 YTD compared to 2017. Visitors for prominent, regional events such as the Indy 500, Grand Prix, and the NHRA Nationals are projected to continue at high levels, which will help maintain or increase hotel-room demand.

### **Conclusion**

Retail markets in the Indianapolis MSA and Submarket are variable, and while the Submarket may have performed stronger than the Metro Area over recent years, both markets appear to be in a cooling off period. This is not uncommon and does not often hinder quality retail businesses from establishing in an area. However, the growth of online businesses like Amazon also continues to change the retail environment, impacting the stability of brick and mortar retail and big box retail markets.

Purchasing power in both the Primary and Secondary Trade Areas indicate that a significant amount of new retail space could be accommodated. Median incomes are high for the region, and existing retail space is significantly less than calculated spending power may support. Calculations also take into consideration existing vacant retail space and currently proposed spaces. The analysis indicates that the primary trade area could accommodate about 385,000 square feet of new retail space by 2023, or an added 77,000 square feet per year over the next five-year period. For perspective, a new Kroger store averages 76,000 to 130,000 square feet, depending on format, and a Walmart is 103,000 square feet. Brownsburg Station is a 170,000-square-foot, proposed retail power center slated to be completed in 2020. This project is intended to be built at the northwest end of Town on Northfield Drive, near the Lowes, and this new space figures into the retail demand calculations.

Primary and secondary trade areas are easily accessible by various roadways including Highway 267, U.S. Route 126 and Interstate 74. Easy automobile access to larger retail spaces is critical to their success, especially on along a highway. Smaller retail properties in more urban areas require multimodal access such as sidewalks, bike lanes and public transit stops. Main Street (US 136) includes sidewalks on both sides of the street for pedestrian access. Brownsburg also has 400 multifamily units under construction, most of which are in near proximity to potential retail development areas and corridors, and new residents will provide a market for retail development. The demand analysis, and these other access and development factors suggest that Brownsburg has the potential to accommodate significant retail growth.

## Office

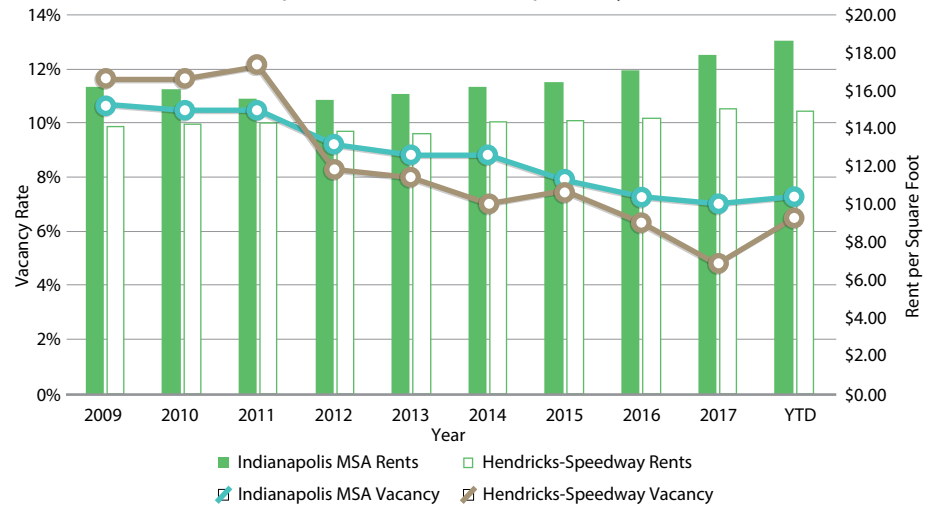
This section identifies trends and opportunities for the office market in Brownsburg. It discusses existing conditions for the Indianapolis Metropolitan Statistical Area (MSA or “Metro Area”), the Submarket, and the Town and the relationships between these areas.

### Metro Area Trends

Office market vacancy for the Indianapolis MSA is 7.3 percent, which is lower than the 2009-2018 YTD average of 8.8 percent. However, vacancies have increased very slightly from the previous year in 2017, when the vacancy rate was 7.1 percent. Net absorption for the MSA in 2018 YTD is nearly 800,000 square feet. This is higher than the 10-year average of 660,000 square feet. Rents are the highest they have been in a decade at \$18.81 per square foot. This is more than two dollars per square foot higher than the 10-year average of \$16.60 per square foot, and an increase from 2017 average rents of \$17.94 per square foot. The MSA has added just over 1 million square feet of office space since 2017. This is the largest amount of office space added to the market in a one-year period over the last decade. From 2016 to 2017, 840,000 square feet were added, however excluding the two most recent years, average inventory growth from year to year has typically been much lower, at 185,000 square feet per year.

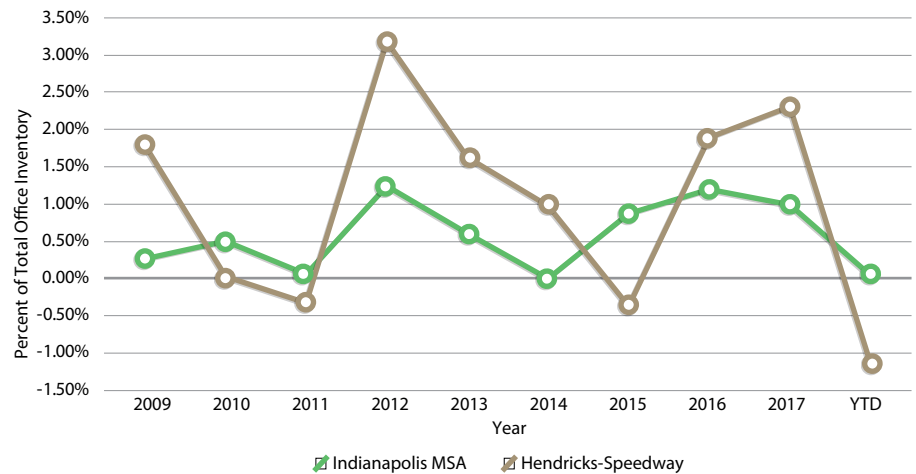
A declining vacancy rate and stable positive net absorption indicate a consistent, though slightly variable demand for office space in the Metro Area. Total inventory in the MSA exceed 105 million square feet in 5,607 units. Increasing rental rates indicate a desirability in the office market and reflect the variable demand that is growing, albeit slowly.

Office Rents & Vacancy (2009 - 2018)  
Indianapolis MSA & Hendricks-Speedway Submarket



Source: CoStar, Houseal Lavigne Associates

Office Net Absorption (2009 - 2018)  
Indianapolis MSA & Hendricks-Speedway Submarket



Source: CoStar, Houseal Lavigne Associates

### Submarket Trends

Similar to the Metro Area, the Submarket's office vacancy rate at 6.8 percent in 2018 YTD is lower than the 10-year average of 8.5 percent, but higher than the previous year in 2017 when it was 5.7 percent. Vacancy in the Submarket has fluctuated slightly over the past decade, but overall it has declined substantially from its peak of 11.8 percent in 2011. Net absorption in 2018 YTD is at -41,000 square feet, indicating that move-outs have exceeded move-ins, and this is about 90,000 square feet lower than the decade average, and 160,000 square feet lower than 2017 when move-ins exceeded move-outs. Unlike the MSA, rents decreased very slightly from 2017, from \$14.99 to \$14.69 per square foot. The Submarket has added just over 27,000 square feet of office space since 2017. This exceeds the average amount of office space added to the market in a one-year period over the last decade, but is only about 30 percent of the amount of space added between 2015 to 2017 when over 87,000 square feet were added.

Although vacancy rates are slightly lower, office real estate in the Submarket is not performing quite as well as in the Metro Area. Net absorption and construction are down. Fluctuations in the market data for the Submarket are more prevalent, and that may indicate general instability of the market.

### Potential Need

The Indiana Department of Workforce Development projects the MSA to have a net increase of just under 5,400 jobs between 2015 and 2024 among industries that typically use office space. Based on previous trends, it is predicted that the Submarket could capture 12 percent of the MSA's office job growth through 2024, and that Brownsburg could capture 15 to 22 percent of that job growth. However, significant local and regional economic changes could potentially alter this outcome.

### Office Demand, Brownsburg

|  | 2015-2024       |
|--|-----------------|
| Indianapolis Metro Office Job Growth               | 5,395           |
| Capturable Submarket Share                         | 12.0%           |
| Submarket Office Job Growth                        | 647             |
| Average Office Space/Worker (s.f.)                 | 250             |
| Office Space Need                                  | 161,859         |
| Submarket Excess Office Space                      | 398,382         |
| Submarket Excess Discounting for Class C Space     | 219,110         |
| Submarket Demand for New Space                     | (57,251)        |
| Capturable Space in Brownsburg - Low Estimate      | 15.0%           |
| Capturable Space in Brownsburg - High Estimate     | 22.0%           |
| <b>Demand for New Space - Low Estimate (s.f.)</b>  | <b>(8,588)</b>  |
| <b>Demand for New Space - High Estimate (s.f.)</b> | <b>(12,595)</b> |

Source: CoStar, U.S. Census Bureau, Houseal Lavigne Associates

The projected job growth equates to a need for 162,000 square feet over the next seven years in the Submarket area, using a median space per worker of 250 square feet. The Submarket has almost 400,000 square feet of existing vacant office space. The distribution of the quality of the office inventory in the Submarket is very different from industrial spaces; it is 2 percent Class A, 53 percent Class B, and 45 percent Class C. Real estate classes rank as follows: Class A spaces are above average quality, Class B spaces are of average quality, and Class C spaces are considered below average quality for the market. The office demand analysis discounts these ratios for lower quality Class C office building spaces from the total excess inventory. The fact that the amount of Class A space is very low in the Submarket does mean that demand for Class A space could be much higher than calculations can estimate.

The Office Demand Table shows the methodology for the calculating demand for office space. By 2024, demand for office space in the Submarket area is projected to be completely met by existing office space.

### Conclusion

The office market is performing steadily in the Indianapolis MSA, and subsequently is doing the same in Brownsburg. Vacancy rates are among the lowest in a decade, and rents in the Metro Area have increased, while Submarket rents have held strong. However, declining absorption rates in the Submarket area, and lower inventory growth rates indicate a slowing market. The quality of office space in the Submarket is predominantly Class B and Class C spaces, although two new 2018 spaces in downtown have increased Class A space by a combined 48,000 square feet. While excess vacant space in the Submarket would also capture the projected need for the next decade more than two times over, the analysis indicates that any demand for additional office space in Brownsburg, will likely be for better quality office space. This could prompt new development in Brownsburg, particularly if combined with development in a key market sector, such as health care.

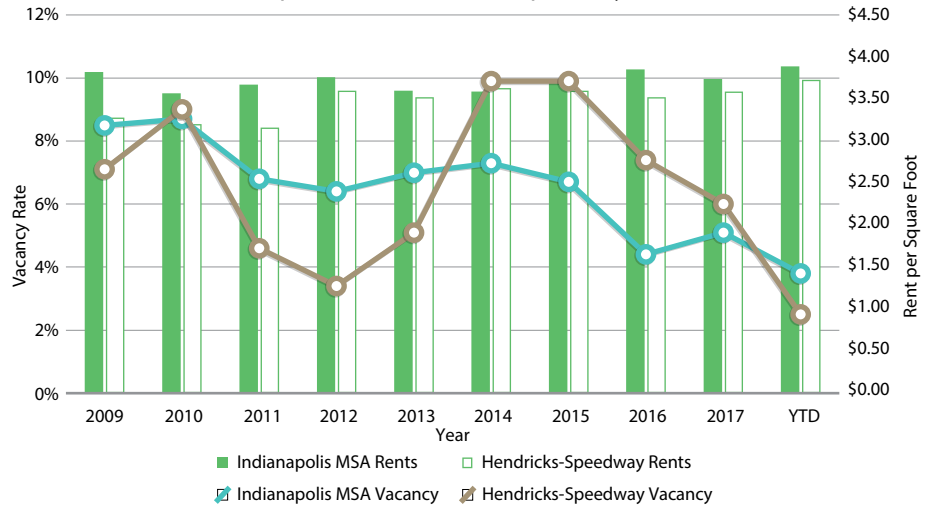
## Industrial

This section identifies trends and opportunities for the industrial market in Brownsburg. It discusses existing conditions for the Indianapolis Metropolitan Statistical Area (MSA or “Metro Area”), the Submarket, and the Town and the relationships between these areas. The Submarket for this market study is part of the MSA and encompasses Hendricks County and the “Speedway”. Speedway is bounded by Raceway Road, 56th Street, U.S. Routes 36 and 40, and the White River. The Town of Brownsburg is a part of the submarket and includes adjacent areas in the MSA from which the Town could capture potential businesses and customers.

### Metro Area Trends

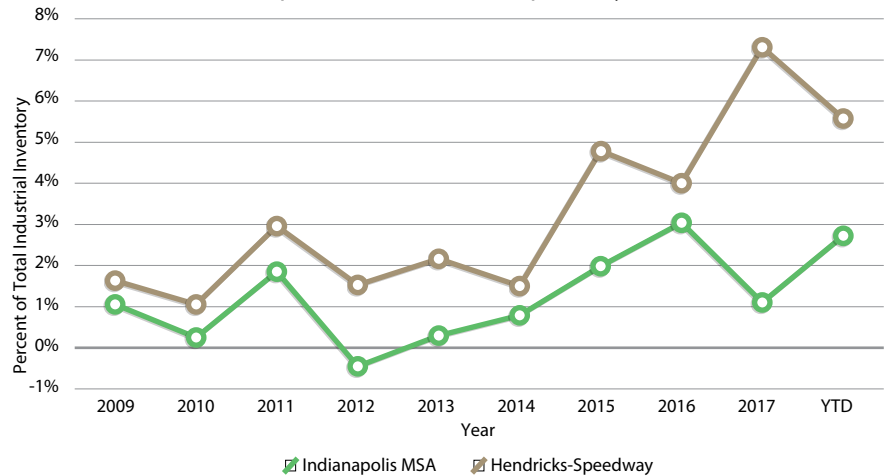
At 3.8 percent the Indianapolis MSA’s industrial vacancy rate in 2018 Year-to-Date (YTD) is lower than the 10-year average of 6.5 percent (2009-2018). This is a decrease of more than one percent from the 2017 vacancy rate of 5.1 percent. It is also the lowest vacancy rate the MSA has experienced since 2009. Net absorption refers to the amount of newly occupied space less the amount of space vacated over a given period. In the Metro Area, net absorption is increasing with a positive net of 8.76 million square feet in 2018 YTD, a growth of over 5.2 million square feet from the previous calendar year of 2017. Over the past decade, the industrial market for the MSA only experienced negative absorption in the year 2012. Rents are the highest they have been in the past decade at \$3.89/square foot. Although rents have fluctuated over the past ten years, the MSA has maintained rents above the lowest value of \$3.57/square foot since 2010.

Industrial Rents & Vacancy (2009 - 2018)  
Indianapolis MSA & Hendricks-Speedway Submarket



Source: CoStar, Houseal Lavigne Associates

Industrial Net Absorption (2009 - 2018)  
Indianapolis MSA & Hendricks-Speedway Submarket



Source: CoStar, Houseal Lavigne Associates

A declining vacancy rate and increasing absorption indicate a growing demand for industrial property in the Metro Area. Increasing rental rates also correlate to a strong and desirable market. A significant amount of square footage is under construction in the MSA as well, with total inventory exceeding 320 million square feet in 6,494 units.

### Submarket Trends

The Submarket’s industrial vacancy rate in 2018 YTD is 2.5 percent, much below the area’s ten-year average of 6.5 percent. Like in the MSA, the Submarket’s vacancy decreased substantial from the 2017 vacancy rate of 6 percent, continuing what has been a steady decline since 2015. Currently the Submarket’s absorption rate is over 3.4 million square feet, which is 1.6 million square feet higher than the 10-year average. However, the 2018 YTD absorption amount is lower than the 2017 net absorption rate by 975,000 square feet. Net absorption has fluctuated since 2009 but has consistently remained positive. Rent prices trend slightly lower in the Submarket than in the MSA. Construction of industrial space has averaged more than 2.3 million square feet per year since 2013, with over 1.1 million square feet added in 2018 YTD, with total inventory in the Submarket area exceeding 61 million square feet in 656 units.

Overall, the Submarket does appear as a viable location for continuing industrial growth within the Metro area, with a growing industrial inventory and low vacancy rates. Absorption rates are consistently higher than in the MSA, signaling persistent demand in the Submarket. Low vacancy rates in the overall MSA also present an opportunity for the Submarket to capture excess demand in the region, though new construction of industrial inventory.

| Industrial Demand, Brownsburg                      |                |
|--|----------------|
|  | 2015-2024      |
| Indianapolis Metro Industrial Job Growth           | 5,891          |
| Capturable Submarket Share                         | 15.0%          |
| Submarket Industrial Job Growth                    | 884            |
| Average Industrial Space/Worker (s.f.)             | 1,500          |
| Industrial Space Need                              | 1,325,531      |
| Submarket Excess Industrial Space                  | 1,533,627      |
| Submarket Excess Discounting for Class B/C Space   | 920,176        |
| Submarket Demand for New Space                     | 405,355        |
| Capturable Space in Brownsburg - Low Estimate      | 20.0%          |
| Capturable Space in Brownsburg - High Estimate     | 27.0%          |
| <b>Demand for New Space - Low Estimate (s.f.)</b>  | <b>81,071</b>  |
| <b>Demand for New Space - High Estimate (s.f.)</b> | <b>109,446</b> |

Source: CoStar, U.S. Census Bureau, Houseal Lavigne Associates

### Potential Need

There are two planned developments in Brownsburg that will affect industrial demand in the Town. Both are located on the east side of Brownsburg near Interstate 74 in an existing industrial area. The two properties are expected to provide over 1 million square feet and be available by 2020. Seven other properties are proposed just south of Indianapolis International Airport totaling more than 2.2 million square feet.

The Indiana Department of Workforce Development projects the MSA to have a net increase of roughly 6,000 jobs between 2015 and 2024 among industries that have historically occupied industrial spaces. Based on previous trends, it is predicted that the Submarket could capture 15 percent of the MSA’s industrial job growth through 2024, and that Brownsburg could capture 20 to 27 percent of that job growth. However, significant local and regional economic changes could potentially alter this outcome.

The projected job growth equates to a need for slightly more than 880,000 square feet over the next seven years in the Submarket area, which is evaluated based on national commercial buildings energy surveys on median space per worker. Currently, the Submarket already has over 1.5 million square feet of existing vacant industrial space. The distribution of the quality of the industrial inventory in the Submarket is 60 percent Class A, 25 percent Class B, and 15 percent Class C. Building class represents a quality rating that indicates the competitive ability of each building to attract tenants. The demand analysis discounts these ratios for lower quality Class B and Class C industrial building spaces from the total excess inventory, although the likelihood that the ratio of Classes B and C are even higher in the vacant industrial inventory.

The Industrial Demand Table shows the methodology for the calculating demand for industrial market space. By 2024, demand for industrial space in the Submarket area is projected at just over 405,000 square feet. Brownsburg is estimated to capture 80,000 to 110,000 square feet of this market demand.

## Conclusion

The industrial market is strong in the Indianapolis MSA and subsequently in Brownsburg as well. The declining vacancy rates, rising absorption rates, and increasing construction all agree with this characterization. Two new developments slated for completion in 2020 (just a mile away from Ronald Reagan Parkway) on the eastern edge of Brownsburg further support this notion. In the Town of Brownsburg demand does appear to exist for some new development of industrial space. However, this calculation does not account for new construction, including the two proposed Brownsburg projects with over 1 million square feet, or seven projects south of Indianapolis International Airport that have proposed over 2.2 million square feet total. These factors indicate that measured industrial investment will continue to provide opportunities for growth in Brownsburg over the next five years, especially as new industries are drawn to invest in the area.

## POLICY REVIEW

Current economic development initiatives as well as past plans and studies were reviewed to provide context to Brownsburg's existing policies and overall goals. This section summarized those items deemed pertinent to the Economic Development Strategic Plan.

### CURRENT ECONOMIC DEVELOPMENT POLICIES

The Town of Brownsburg offers several economic development programs and initiatives, summarized and described further below.

#### Business Loan Program

The Business Loan Program allows the Town to give loans to developers for the acquisition, construction, or installation of economic development or pollution-control facilities. These are limited to land, machinery, and equipment per Indiana State Law. Loans are funded through Indiana's Local Income Tax (LIT), Fund 444, and/or other appropriate means determined by the Town. The term of the loan is typically 10 years maximum and is based on the project's capital cost and the number of full-time equivalent (FTE) jobs created and retained. Brownsburg may loan up to \$20,000 per FTE job if the wage equals the regional average for its classification and \$25,000 if the wage is 105 percent of the regional wage average for its classification. The recipient's project will be reviewed annually for compliance as well as its quarterly report.

#### Façade Improvement Grant

The Brownsburg Improvement Committee (BIC) administers grants and loans from the Brownsburg Redevelopment Commission, including the Façade Improvement Grant. This grant is funded through the Economic Redevelopment (RDC/TIF) Fund, Fund 242, or other appropriate means determined by the Town. Half the cost of improving a building's façade, up to \$15,000, is available to properties in a Tax Increment Financing (TIF) District. The Grant has several additional eligibility requirements including being assessed as at least 50 percent commercial total floor space and the minimum total project cost must be \$2,000. Improvements to the façade must also meet general requirements including adherence to the Town's Design Guidelines and submittal of a project rendering.

#### Utility Connection Fee Assistance

The Utility Connection Fee Assistance program provides future reimbursement for specified utility/tap fees to businesses expanding an existing facility or building a new one. This program is funded by LIT or Fund 444. Brownsburg may provide reimbursement up to 50 percent of the Utility connection fee for meters up to two inches, not to exceed \$20,000, and up to 25 percent, no more than \$75,000, for meters greater than two inches. To receive assistance, an applicant must demonstrate development will create jobs and cause a financial burden that necessitates the assistance. Wage and hiring benchmarks must be met to achieve compliance for this assistance.

## Training/Educational Grant

The Training/Education Grant helps businesses provide training, education, and skill enhancement opportunities to its employees to improve their work and wages. It is funded by LIT, Fund 444, and/or other appropriate means determined by the Town. Companies can receive up to \$1,500 per employee over three years. For grants over \$25,000, the Town may determine to distribute funds in three equal installments over a three-year period. Eligibility requirements include employees be permanent and fulltime and the company provides additional benefits such as retirement and insurance. Annual wage and hiring benchmarks must be met to achieve compliance for this assistance. An annual report or tax return may also be required.

## Tenant Lease Assistance Incentive Program

The Tenant Lease Assistance Incentive Program helps cover a startup company's leasing costs to open new business and retain existing ones. It is funded by LIT, Fund 444, and/or other appropriate means determined by the Town. Both landlords and tenants have eligibility requirements. For landlords, their tenants are the designated recipient of any lease assistance and their facilities must be compliant with the Americans with Disabilities Act (ADA). Tenants must be a new business to Brownsburg or an expanding, existing business and are limited to one round of incentives within this program. To remain in the program, tenants must send an annual report of business information for review.

## PLANS, STUDIES, AND REPORTS

The Town of Brownsburg has numerous past plans, studies, and reports which have helped to guide the community over time and are essential to understanding the Town as it exists today. Given the importance of these planning efforts, past plans have been reviewed and analyzed to help guide preparation of the Economic Development Strategic Plan. As appropriate, the recommendations, findings, and direction of past plans will be incorporated within the planning process to establish a single, unifying document for Economic Development in Brownsburg. The following is a summary of those plans, studies, and reports deemed most relevant to the planning process.

### Brownsburg Comprehensive Plan

The Brownsburg Comprehensive Plan is a guiding document that establishes a vision for the future of Brownsburg primarily regarding future growth and development. The Plan is intended to assist Town officials and staff with decision making and policy regarding land use; residential, business, and growth areas; transportation and mobility; community facilities; parks, open spaces, and sustainability; and image, identity, and community character. This included dedicated focus area plans to guide growth in specific parts of the community and an implementation strategy. The Town of Brownsburg is in the process of updating the Comprehensive Plan in 2019.

The EDSP has been reviewed to be in alignment with the goals, objectives, and future land use plans contained in the updated Comprehensive Plan.

## 2018-2022 Strategic Plan

The 2018-2022 Strategic Plan defines important priorities and long-term goals for the Town of Brownsburg, intended to address major issues facing the community, and is an update to the 2014-18 Strategic Plan. It identifies nine key focus areas, each of which are supported by objectives, action items, and critical links necessary to meeting the Town's established vision. The nine key focus areas include:

1. Focused Community Development
2. Improved Community Image
3. Proactive Economic Development & Marketing
4. Environmental Sustainability
5. Fiscally Sound Administration & Financial Management
6. Modernized & Planned Infrastructure
7. Enhanced Public Safety
8. Excellent Quality of Life
9. Government Effectiveness & Transparency

The EDSP has been reviewed to be in alignment with the strategies contained in the updated Strategic Plan.

## Economic Development Incentive Policy (2018)

The original Economic Development Incentive Policy was adopted in 2013 with a recent update occurring in April 2018. The policy outlines clear direction on the incentives available to existing and potential businesses in Brownsburg. The incentives are intended to support and spur private investment and job creation in the Town. The seven available incentives include:

1. Real, Personal and Vacant Building Property Tax Deduction/Abatement: Exempts, for a specified time period, all or a portion of the property's assessed value that results from new investment from the property tax roll.
2. Business Loan Program: Can cover the cost of acquisition, construction, or installation of development or pollution control facilities.
3. Façade Improvement Grant: Allows commercial businesses in TIF Districts to update their building's exterior.
4. Utility Connection Fee Assistance: Reimburses qualifying businesses for applicable utility connection fees including, water or sewer availability.
5. Training/Educational Grant: Provides funding for skill enhancement and workforce education programs.
6. Tenant Lease Assistance Incentive Program: Assists with lease payments to attract new and retain existing businesses in Brownsburg.
7. Business Relocation Assistance Program: Assists a qualifying business with relocation expenses that relate to moving the business from outside of the community.

## Brownsburg Active Transportation Plan (2014)

The Town of Brownsburg's significant population growth over the past few decades along with its desire to continue to meet the population's needs sparked the development of the Brownsburg Active Transportation Plan. The Plan provides an overview of Brownsburg's existing pedestrian and bicycle infrastructure that includes its issues, opportunities, and assets. From the existing conditions the Town identified goals and objectives to build upon its assets and utilize its opportunities to complete its active transportation system. These include establishing bicycle and pedestrian connections between parks, fostering economic growth through the creation of bicycle- and pedestrian-related businesses, and developing signage to encourage bicycling and walking. All goals and objectives use Arbutle Acres as the hub of the entire active transportation system.

## 2020 Thoroughfare Plan (2009)

A part of the Town's Comprehensive Plan, the Thoroughfare Plan designates roads throughout Brownsburg as thoroughfares to establish appropriate transportation design standards in those areas. All existing and future transportation modes were considered not only in the designation of the thoroughfares but also in their design standards. Goals were established to ensure a safe and efficient transportation network for both motorized and nonmotorized transportation that supports a strong economy. Targeted objectives and specific actions were identified to implement and achieve those goals such as coordinating with other jurisdictions to secure funding for future projects and focusing transportation projects in economic development areas.

## Ronald Reagan Corridor Master Plan (2004)

The Ronald Reagan Corridor Master Plan was developed to address the then newly planned twelve-mile Ronald Reagan Parkway that extends east of Indianapolis. The Master Plan was a joint effort by Hendricks County, the Indianapolis Airport Authority, and the communities of Avon, Brownsburg, and Plainfield. The Master Plan includes land use recommendations to coordinate growth between independent municipalities along the corridor, roadway enhancements and physical design considerations, and access management practices based on engineering and traffic movement.

## Ronald Reagan Corridor Design Guidelines (2004)

The Ronald Reagan Corridor Design Guidelines were developed as a separate component of the Ronald Reagan Corridor Master Plan. The Design Guidelines are intended to influence the visual character and appearance of the parkway as it is constructed. This includes considerations for materials, gateway elements, bridge enhancements, lighting, traffic signal poles, wayfinding systems, multi-use trails, pedestrian amenities, median treatments, and parkway plantings. These standards will assist ensuring a high quality, cohesive appearance to the corridor even across multiple jurisdictions and communities.

## Parks and Recreation Strategic Master Plan

The Parks and Recreation Strategic Master Plan for outlines existing conditions of the Brownsburg's parks and recreation system including issues, opportunities, and strengths. Public input was gathered about peoples' use of the system and their ideas for its future. From these two items, a vision and goals for the Town's parks and recreation network were established. The goals were developed by Divisions of the Parks and Recreation Department: administration, parks, and recreation. Targeted actions and objectives were identified to maintain, update, and expand the system to meet the needs of existing and future users. The Town of Brownsburg is in the process of updating the plan in 2019

## Greenways Master Plan (2008)

The Greenways Master Plan was completed to identify and plan for greenways and trails within Brownsburg, recognizing the benefit of these amenities to quality of life and connectivity. This included an inventory and analysis of natural and transportation corridors within Brownsburg and the Lincoln and Brown Townships to inform long-term establishment of dedicated greenways and routes. The Plan includes design considerations, potential trail cross-sections, and recommendations to support greenway planning within Brownsburg.

## Brownsburg Housing Study Overview (2016)

The Brownsburg Housing Study reviewed demographics and housing trends within Brownsburg to help support long-term planning and decision making. The specific data and findings of this study will be appropriately considered and incorporated within this planning process to assist with development of the Economic Development Strategic Plan, as necessary.

Some specific findings of the study include:

1. Brownsburg continued strong population and household growth
2. Brownsburg is aging
3. Household incomes are higher than the Indianapolis Metropolitan Area average
4. Brownsburg has a strong rental market with low vacancy rates, but a lack of necessary products
5. The senior housing market is poised for strong growth
6. The for-sale market is at a peak, but there is a lack of supply
7. The new construction market is active and pricing is escalating
8. The developed lot supply is dwindling, but future lots should help meet demand
9. There is a need for more association-maintained for-sale housing

## Sanitary Sewer Master Plan Update (2012)

The 2012 Update to Brownsburg's Sanitary Sewer Master Plan was completed to outline recommendations for expansion of the sewer system based on growth projections and existing capacity. In particular, the development of a large area north of Interstate 74 was expected to place greater demand on the existing system. The primary recommendations include the addition of three regional lift stations within Brownsburg.

## Wastewater Treatment Plant Expansion Master Plan Update (2012)

Similar to the Sanitary Sewer Master Plan, the Wastewater Treatment Plant Expansion Master Plan was updated in 2012 to account for anticipated growth within the community as well as accommodation of increased flow from specific industrial users. The planning process included a review of the existing Wastewater Treatment Plant and system capacity to identify necessary long-term improvements. Recommendations include expansion of the Wastewater Treatment Plant within the existing site to increase capacity as well as on-site improvements to elements of the Plant system.

## Proposed Limited-Service Hotel Study (2017)

In 2016 the Town of Brownsburg enlisted HVS to conduct a market study to determine applicability of building a limited-service lodging facility on a 2-acre site along North Green Street by Interstate 74. The study was conducted under these specific parameters for the hotel: 80 rooms, 1,050-square-foot meeting space, dining area, lobby, market pantry, guest laundry room, and an outdoor patio. Necessary parking was also included in the analysis. For the existing hotel market, the report indicated that significant growth in occupancy and RevPAR since the recession (through 2016) due to several factors such as increased airport traffic, growing local economy, and strong compression from Grand Park and Downtown Indianapolis. The report determined that under the current market, the proposed hotel would stabilize at a profitable level.

## STEERING COMMITTEE MEETING NOTES

A Plan Steering Committee (SC) was formed to provide a public face to the planning process and demonstrate a commitment on behalf of the Town to seek meaningful input from beyond the walls of the Economic Development department. The SC has served as a community sounding board, meeting at key points along the process to discuss issues and the overall planning direction, as well as provide feedback for consideration by the Planning Commission and Town Council. The summaries of each meeting with the SC are selections of what was discussed and are not intended to be a complete transcript of what was said or recommendations on particular actions.

### KICKOFF MEETING

A total of 11 committee members, in addition to Greg Anderson, Wendi Hudson, and Houseal Lavigne Associates staff attended the initial Steering Committee meeting, which focused on four questions. The first two questions were intended to identify the top five economic development issues facing Brownsburg and, after discussion, to rank the top three issues identified by the entire group. Fourteen issues were listed, of which nine were chosen by at least one person as a top-three issue.

### Top Issues

| <b>Issues that received at least one vote:</b>   | <b>Votes</b> |
|--|--------------|
| Growth outpacing infrastructure development and the need to plan for the development of infrastructure to accommodate future growth. | 11           |
| Lack of skilled workforce and need to develop a sustainable business environment   | 6            |
| Leakage (i.e., people leaving Brownsburg for shopping and restaurants)   | 6            |
| Need to increase commercial tax base to better support public schools  | 5            |
| Lack of Town identity or branding  | 4            |
| Need to balance development geographically throughout Town   | 4            |
| Need to integrate old development with new development   | 2            |
| No culture of supporting local businesses  | 2            |
| Issues with multiple owners of land desired for development  | 1            |
| <b>Total</b>   | <b>41</b>    |

Source: Houseal Lavigne Associates

### Recommended Actions

Actions that committee members recommended to improve the economic development environment of the Town of Brownsburg include a focus on integrating workforce development into the public-school system, expanding the façade improvement program, developing quality-of-life assets (particularly a recreation center), completing the connectivity of trails, establishing a Town identity that makes Brownsburg a destination, and focusing on infill development at key gateway locations.

### Brownsburg's Strengths

When asked to enumerate, committee members identified Brownsburg's greatest strengths as:

1. Quality of public schools
2. Low crime, safety
3. Small town feel
4. Proximity to Indianapolis
5. Quality healthcare
6. Large amount of undeveloped land

### BACKGROUND REPORT PRESENTATION

The second meeting with the Steering Committee included a presentation of the Background Report of the Town followed by an open discussion on the Report's findings. The Report encompassed an overview of demographic and market trends and projections affecting Brownsburg. It focused on four key sections: Demographic Analysis, Policy Review, Tourism and Hotels, and a Market Overview. The Market Overview outlined the industrial, office, and retail markets.

### Policy Review

The SC noted that the Town's Real and Personal Property Program needed to be summarized in the Background Report. The program is governed by the State of Indiana and can be used for industrial, motorsports, and office uses. The SC also explained that the 2014-2018 Strategic Plan was being updated and should be updated accordingly as the 2018-2022 Strategic Plan.

## Tourism and Hotels

The Committee suggested included two additional sections regarding hotels in Brownsburg. The first was the effects of AirBnB on the hotel market as well as its effect on neighborhood housing. The second was to conduct a more-detailed service area analysis for the existing hotels. Other tourism comments were related to the motorsports industry, specifically Lucas Oil Raceway. Owners of the Raceway want their properties to become a full-service research and design facility. The SC asked how this desire would affect/factor into the Economic Development Strategic Plan.

## Market Overview

The Market Overview discussion surrounded retail uses on Main Street. Committee members noted the high vacancies on Main Street and suggested that poor facades could be a key cause of the vacancy. Members also stated that property owners are not using the Town's existing façade improvement program and that it is currently inactive for 2018. High lease rates on Main Street was another issue.

## VISIONING WORKSHOPS

Two separate visioning workshops were held with the Steering Committee to identify its vision for the Town's future in regard to economic development. The vision describes the overall image of the Town over the next five years, with a specific focus on the Main Street and Ronald Reagan Parkway Study Areas. In these two workshops, one for Main Street and the other for Ronald Reagan Parkway, the Steering Committee identified desired uses and design elements for the Study Areas by marking on maps in groups.

### Main Street

Steering Committee members noted that the first segment of the Main Street Study Area (Green Street to Hornaday Road) has to be completed before major changes can be made to the second segment (Hornaday Road to Ronald Reagan Parkway). A key idea from the visioning workshop was to create a Brewery District on Main Street with a few breweries interspersed with new restaurants. Staff noted that there is current interest for a few restaurants to expand into Brownsburg. Along Main Street the most desired land use was mixed-use residential, specifically for the first segment. The SC wanted to replace some of the single-family detached homes fronting Main Street with new mixed-use. Members also marked replacing the large-lot commercial businesses farther south with mixed-use as well. They also noted creating open space or a park behind new mixed-use development between Jefferson and Grant streets. For the second segment of Main Street the SC focused more on providing environmental and urban design features to stimulate future development. These include street trees lining both sides of Main Street as well as one pond or similar water feature on each side of the street. A roundabout was suggested for the Northfield Drive intersection.

In general, a mix of light industrial and big-box commercial uses were suggested for the second segment of Main Street as well.

### Ronald Reagan Parkway

As a largely vacant site, Steering Committee members noted that there is more opportunity in the Ronald Reagan Parkway Study Area. In the northern segment, members suggested a mix of big-box commercial and industrial uses. A hotel was marked at the southwest corner of the Interstate 74 interchange and single-family homes were placed at the northeast corner of the interchange. In the southern segment commercial uses were focused on the west side of the Parkway adjacent to Lucas Oil Raceway. Members also expressed the desire to keep the existing single-family homes on the west side of this segment. South of the U.S. Route 136 overpass SC members suggested leaving the area as open space.

## INITIAL DRAFT PRESENTATION

An initial draft of the Economic Development Strategic Plan (EDSP) was presented to the Steering Committee. An in-depth discussion highlighted SC edits to the draft, particularly in the Core Objectives Chapter. In this chapter, the SC commented that there should be more priority actions and strategies for each Core Objective and that they should be more specific and applicable to Brownsburg. Examples include the Brownsburg workforce training grant, Hendricks County's Project Lead the Way, and a business relocation program. In general, members thought the Plan could use additional/better photos along with additional graphics. They also suggested it be designed more as a marketing tool for attracting new businesses and developers.

## OPEN HOUSES

Two open houses were held to ensure the Brownsburg community had an opportunity to ask questions and provide comments about the EDSP. Both events were held in Council Chambers at Town Hall. When combined, the open houses welcomed over 70 attendees. Below is a summary of the input received.

- ◆ Need to include technology in the Plan: infrastructure, support, and high-tech businesses. Technology can be a huge barrier for small businesses. Not seeing enough focus on commercial business/offices
- ◆ Redevelopment on Main Street needs to incorporate drainage issues and mitigation
- ◆ Ensure that both Main Street and Ronald Reagan Parkway do not turn into U.S. Route 36 in Avon. Mixed-use is supported as long as it doesn't create a traffic nightmare. Some of the work Carmel is a good example with U.S. Route 31 and Keystone moving traffic well and still encouraging the business destination
- ◆ Any East Main Street work needs to correct U.S. Route 136 and County Road 900 E as well as Ronald Reagan Parkway and County Road 400 N
- ◆ The plan should consider a grade separation at Northfield East and CSX RR in the potential mixed-use area

