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# Table of Contents

CHAPTER ONE - EXECUTIVE SUMMARY ........................................................................ 1
  1.1 INTRODUCTION ................................................................................................................ 1
  1.2 KEY FINDINGS ................................................................................................................... 2
  1.3 VISION, MISSION & KEY RECOMMENDATIONS .............................................................. 5
  1.4 CONCLUSION .................................................................................................................... 8

CHAPTER TWO - COMMUNITY INPUT ........................................................................... 9
  2.1 FOCUS GROUP/STAKEHOLDER SUMMARY ................................................................. 9
  2.2 COMMUNITY NEEDS ASSESSMENT SURVEY ............................................................. 18
  2.3 DEMOGRAPHIC ANALYSIS AND MARKET DEFINITION .............................................. 38

CHAPTER THREE - INVENTORY OF PHYSICAL ASSETS AND CONDITION ASSESSMENT 51
  3.1 INVENTORY OF PHYSICAL ASSETS AND CONDITION ASSESSMENT ............................ 51

CHAPTER FOUR - EQUIPMENT INVENTORY & REPLACEMENT SCHEDULE .......... 56

CHAPTER FIVE - SERVICE PROVIDER ANALYSIS ....................................................... 57

CHAPTER SIX - EXISTING STANDARDS ..................................................................... 60
  6.1 EXISTING STANDARDS FOR TOWN OF BROWNSBURG ............................................. 60
  6.2 EXISTING STANDARDS FOR TOWN OF BROWNSBURG, BROWN & LINCOLN TOWNSHIPS
      IN 2009 62

CHAPTER SEVEN - PRIORITY NEEDS ASSESSMENT ...................................................... 63
  7.1 FACILITY/AMENITY PRIORITY RANKINGS ............................................................... 65
  7.2 FACILITY/AMENITY VOTE IN FAVOR RANKING FOR AMENITIES ............................. 70
  7.3 PROGRAM PRIORITY RANKINGS ............................................................................... 74

CHAPTER EIGHT - ACQUIRING, DEVELOPING & MAINTAINING PROPERTY ........... 75
  8.1 LAND ACQUISITION POLICY ................................................................................... 75
  8.2 PARK DESIGN PRINCIPLES .................................................................................... 75
  8.3 MAINTENANCE STANDARDS .................................................................................. 89

CHAPTER NINE - ORGANIZATIONAL ANALYSIS ........................................................... 103
  9.1 CURRENT PROGRAM ANALYSIS ........................................................................... 103
  9.2 OPERATIONAL REVIEW AND STAFFING STANDARDS .......................................... 118

CHAPTER TEN - FINANCIAL PLAN ............................................................................. 122
  10.1 FINANCIAL ASSESSMENT .................................................................................. 122
  10.2 POTENTIAL CAPITAL PROJECTS .......................................................................... 131
  10.3 CAPITAL IMPROVEMENTS PROGRAM .................................................................... 134
  10.4 FINANCING A BOND ISSUE ................................................................................ 135
  10.5 FUNDING AND REVENUE STRATEGIES ............................................................. 136
CHAPTER ONE - EXECUTIVE SUMMARY

1.1 INTRODUCTION

The Brownsburg Parks and Recreation Department (BPRD) desired to develop a Business Plan to create a business strategy on how they would like to operate their park and recreation system for the future. PROS Consulting was hired to develop the Business Plan and incorporate strategies to implement the plan over the next three to five years.

The goals established in developing the Business Plan centered on the following components:

- Confirm the vision and mission of the Department to support a business management operational model
- Incorporate community input from Town Leadership, Elected Officials, Park Board, community focus groups and community-wide survey
- Review the demographics and trends in the market place to determine where program or facility changes are needed based on a changing community
- Inventory of the physical assets and develop a condition assessment of parks
- Inventory other service providers and analyze their services and prices
- Establish the Market Definition of Brownsburg by age segment and race/ethnicity
- Visioning and core program assessment
- Evaluate current programs and services
- Evaluating operation standards and staffing requirements including updated policies
- Develop a Partnership and Management Strategy
- Develop a Financial Plan
- Develop the Business Plan Report

The Business Plan addresses each of these components and assesses where the Department is currently and how to move them in a direction that will achieve the desired level of financial sustainability while also meeting the unmet needs of the Brownsburg community. The goal is to reposition the Department to operate in a proactive manner versus a reactive manner as well as move it from an effort based culture to an outcome based culture.

The Business Plan recommendations are achievable with the support of the Town Manager, Town Council and the Park Board. The Department has the leadership and skill level to implement the Business Plan over the next three to five years if given the opportunity to act on the recommendations in the Business Plan. The Department could be one of the leading agencies in Indiana in efficiency and cost recovery levels met if the plan is fully developed. The work will not be easy but all the parts need to work together to achieve the desired results. The staff is poised and positioned to implement the Business Plan as stated with final acceptance an approval of Town Council and the Park Board.
1.2 KEY FINDINGS

1.2.1 HOUSEHOLD SURVEY

The Town of Brownsburg conducted a Parks and Recreation Needs Assessment Survey during April and May of 2010 to help establish priorities for the future improvement of parks and recreation facilities, programs and services within the community. The goal was to obtain a total of at least 315 completed surveys. This goal was far exceeded, with a total of 453 surveys having been completed. The results of the random sample of 453 households have a 95% level of confidence with a precision of at least +/-4.6%. Key findings include:

- Of the 83% of households that have visited Town of Brownsburg parks during the past year, 93% rated the overall condition of the parks as either excellent (33%) or good (60%). Seven percent (7%) of households rated the parks as fair, and less than 1% of households rated the parks as poor.

- Of the 29% of households that have participated in Town of Brownsburg recreation programs during the past 12 months, 89% rated the programs as either excellent (24%) or good (65%). Eleven percent (11%) of households rated the parks as fair, and no respondents rated the parks as poor.

- The parks and recreation facilities that the highest percentage of households has a need for are: walking and biking trails (76%), nature center and trails (62%), large community parks (58%), outdoor swimming pools/water parks (58%), small neighborhood parks (51%), playground equipment (50%), and green space and natural areas (50%).

- The sports and recreation programs that the highest percentage of households has a need for are: adult fitness and wellness programs (48%), nature programs and exhibits (38%), community special events (37%), water fitness programs (34%), and youth learn to swim programs (33%).

- The items that respondents feel are most important to develop are: develop new walking/biking trails and connect existing trails (42%), develop a new outdoor swimming pool (39%), develop a new recreation center (32%), and acquire open space for passive activities (31%). It should also be noted that developing a new outdoor swimming pool had the highest percentage of respondents select it as their first choice as the item they feel it’s most important to develop.

- The indoor programming spaces that the highest percentage of households would use are: walking and running track (56%), weight room/cardiovascular equipment area (50%), leisure pool (48%), and aerobics/fitness/dance class space (46%).

- Eighty-one percent (81%) of respondents would pay some amount of additional property taxes to improve the Brownsburg parks and recreation system.

- Respondents would allocate $34 out of every $100 to the development of a new recreation/aquatic center. The remaining $66 were allocated as follows: improvements / maintenance to existing parks, pools, sports, and recreation facilities ($26), acquisition and development of walking and biking trails ($20),
acquisition of new park land and open space ($10), construction of new sports fields
($6), and “other” ($4)

- Sixty-four percent (64%) of respondents would either vote in favor (34%) or might vote in favor (30%) of a bond referendum to fund the acquisition, improvement, and development of parks, recreation facilities, trails and cultural facilities most important to their household (Figure 33). In addition, only 9% of respondents would vote against the tax referendum, and 27% indicated “not sure”

1.2.2 GENERAL OBSERVATIONS AND COMMENTS ABOUT PARKS FOR THE TOWN OF BROWNSBURG

- Parks need to have consistent maintenance standards
- Improved signage to get to parks and in the parks are needed
- Existing trails in the city are not marked as trails and signed as such
- Parks need to be classified and signed as neighborhood parks, community parks and special use parks
- Loop trails and existing trails need to have mile markers along the trail
- Trails need to be classified as loop, linear B&O Trail, off street trail and nature trails
- The Town should consider a lease management agreement with Lincoln Township on the management of Lincoln Park site and make improvements to the site so that it can be used in a more productive manner

1.2.3 PRIORITY NEEDS ASSESSMENT

The purpose of the Facility and Program Needs Assessment is to provide a prioritized list of facility/amenity needs and recreation program needs for the residents of the Town of Brownsburg. The Needs Assessment evaluates both quantitative and qualitative data. Quantitative data includes the statistically valid Community Survey, which asked 453 households located in the Brownsburg area to list unmet needs and rank their importance. Qualitative data includes resident feedback obtained in Focus Group meetings and Key Leader Interviews.

The information in the Facility and Program Needs Assessment is supplemented with the recommended Level of Service Standards to develop the strategic recommendations to identify the facilities/amenities and programs of highest priority for the community. These priorities will play a vital role in dictating the sequence and extent of implementation of the projects identified in the Business Plan.

A weighted scoring system was used to determine the priorities for parks and recreation facilities/amenities and recreation programs. For instance, as noted below, a weighted value of 3 for the unmet desires means that out of a total of 100%, a value of 30% would be attributed to unmet desires or support identified in the survey. This scoring system considers the following:

- Community Survey
Town of Brownsburg

- Unmet desires for facilities and recreation programs – This is used as a factor from the total number of households mentioning whether they have a need for a facility/program and the extent to which their desires for facilities and recreation programs have been met. Survey participants were asked to identify their desire for or support of 26 different facilities and 25 recreation programs. Weighted value of 3.

- Importance ranking for facilities and recreation programs – This is used as a factor of the importance allocated to a facility or program by the community. Each respondent was asked to identify the top four most important facilities and recreation programs. Weighted value of 3.

- Consultant and Steering Committee Evaluation

  - Factor derived from the consultant evaluation of program and facility priority based on survey results, demographics, trends and overall community input. Weighted value of 4.

These weighted scores were then summed to provide an overall score and priority ranking for the system as a whole. The results of the priority ranking were tabulated into three categories: High Priority (1), Medium Priority (2), and Low Priority (3).

<table>
<thead>
<tr>
<th>Facility/Amenity Priority Rankings</th>
<th>Overall Ranking</th>
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</thead>
<tbody>
<tr>
<td>Walking and biking trails</td>
<td>1</td>
</tr>
<tr>
<td>Outdoor swimming pools / water parks</td>
<td>2</td>
</tr>
<tr>
<td>Indoor fitness and exercise facilities</td>
<td>3</td>
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<tr>
<td>Nature center and trails</td>
<td>4</td>
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<tr>
<td>Indoor swimming pools / leisure pool</td>
<td>5</td>
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<tr>
<td>Indoor running / walking track</td>
<td>6</td>
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<tr>
<td>Large community parks</td>
<td>7</td>
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<tr>
<td>Off-leash dog parks</td>
<td>8</td>
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<tr>
<td>Playground equipment</td>
<td>9</td>
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<tr>
<td>Greenspace and natural areas</td>
<td>10</td>
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<tr>
<td>Small neighborhood parks</td>
<td>11</td>
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<tr>
<td>Indoor lap lanes for exercise swimming</td>
<td>12</td>
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<tr>
<td>Golf course</td>
<td>13</td>
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<tr>
<td>Youth soccer fields</td>
<td>14</td>
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<tr>
<td>Senior center</td>
<td>15</td>
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<tr>
<td>Youth baseball fields</td>
<td>16</td>
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<tr>
<td>Indoor basketball / volleyball courts</td>
<td>17</td>
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<tr>
<td>Indoor sports fields (baseball, soccer, etc.)</td>
<td>18</td>
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<tr>
<td>Outdoor basketball courts</td>
<td>19</td>
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<tr>
<td>Mountain bike park</td>
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<tr>
<td>Outdoor tennis courts</td>
<td>21</td>
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<tr>
<td>Youth football fields</td>
<td>22</td>
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<tr>
<td>Youth softball fields</td>
<td>23</td>
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<tr>
<td>Skateboarding parks</td>
<td>24</td>
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<tr>
<td>Disc Golf</td>
<td>25</td>
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<tr>
<td>Adult softball fields</td>
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<table>
<thead>
<tr>
<th>Program Priority Rankings</th>
<th>Overall Ranking</th>
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<tbody>
<tr>
<td>Adult fitness and wellness programs</td>
<td>1</td>
</tr>
<tr>
<td>Youth Learn to Swim programs</td>
<td>2</td>
</tr>
<tr>
<td>Nature programs and exhibits</td>
<td>3</td>
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<tr>
<td>Water fitness programs</td>
<td>4</td>
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<tr>
<td>Community special events</td>
<td>5</td>
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<tr>
<td>Youth sports programs</td>
<td>6</td>
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<tr>
<td>Adult sports programs</td>
<td>7</td>
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<tr>
<td>Trips to special attractions and events</td>
<td>8</td>
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<tr>
<td>Preschool programs / early childhood</td>
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<td>Youth fitness and wellness programs</td>
<td>10</td>
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<td>Golf lessons / clinics</td>
<td>11</td>
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<tr>
<td>Gymnastics and tumbling programs</td>
<td>12</td>
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<tr>
<td>Senior programs</td>
<td>13</td>
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<tr>
<td>Youth summer camp</td>
<td>14</td>
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<tr>
<td>Youth art, dance, performing arts</td>
<td>15</td>
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<tr>
<td>Outdoor challenge programs</td>
<td>16</td>
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<tr>
<td>Golf leagues</td>
<td>17</td>
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<tr>
<td>Before and After school programs</td>
<td>18</td>
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<tr>
<td>Tennis lessons, clinics and leagues</td>
<td>19</td>
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<tr>
<td>Adult art, dance, performing arts</td>
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<tr>
<td>Cycling programs</td>
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<td>Martial arts programs</td>
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<td>Programs for people with disabilities</td>
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<tr>
<td>Hockey</td>
<td>24</td>
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<tr>
<td>Figure Skating</td>
<td>25</td>
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1.2.4 FINANCING

The estimated cost of the capital improvements program is $40,085,000. The operating fees and charges may be adjusted to cover 50% of the operations and maintenance costs, but are not sufficient to fund the capital projects. The capital program will require a bond issue to finance the projects. The three major projects are a recreation center that could be 70% self-supporting, a sports complex that should be 50% self-supporting, and an aquatics center that is projected to be 70% self-supporting.

The Community Needs Assessment Survey indicated that citizens are willing to pay an additional $6 to $8 per month for park and recreation infrastructure. The additional taxes would generate $342,000 to $456,000 annually that could be used for capital projects.

Interest has been expressed in merging the Department’s operations with Brown and Lincoln Townships. If merged, an additional $6 and $8 per month in tax revenues would generate annual revenues of $634,000 to $845,000, respectively. The additional revenues would support $5.2 million to $10.5 million bond issues that could be used for capital projects.

The Financial Analysis includes a list of potential revenue sources that should be explored to increase the Department’s funding.

The Department needs additional policies to guide the Department forward in managing to financial sustainability. Policies needed to support the Department include pricing policies, sponsorships and partnership policies, and volunteer policies.

1.3 VISION, MISSION & KEY RECOMMENDATIONS

1.3.1 VISION

The following vision presents how the Town of Brownsburg Parks and Recreation desires to be viewed in the future:

“The Vision for Brownsburg Park and Recreation Department is to provide high quality parks, recreation facilities and programs that citizens and visitors desire and will support financially that creates a community of choice to live, work and play now and for future generations.”

1.3.2 MISSION

The following is the mission of the Town of Brownsburg Parks and Recreation which describes how the Department will achieve the vision:

“Our mission is to maximize all available resources to deliver quality parks, recreation facilities and programs through effective partnerships with other service providers to help meet the quality of life expectations of Town residents, which builds community pride, and supports the economic goals of the community. We will measure our success by providing access and connections to trails, parks, sports and recreation facilities, both indoor and outdoor, that meet the needs of our citizens and visitors to our community.”
1.3.3 COMMUNITY VISION FOR LAND ACQUISITION

“Our vision for park lands and open space is to acquire the appropriate level of park type experiences to meet the equity of access levels desired by the community for neighborhood parks, community parks, connected trails and sports fields in the Town.”

1.3.3.1 GOAL

Acquire 11 acres per 1,000 residents with a balance of neighborhood and community parks, as well as connected trails.

Strategies

- Acquire and develop neighborhood and community parks in underserved areas of the Town as a first priority with neighborhood parks as a second priority
- Develop, with Brownsburg Schools, recreation sports facilities that incorporate the Town’s needs with the School District’s needs while meeting an economic sports tourism goal for the Town
- Adopt parkland and trail standards as outlined in the Strategic Business Plan to meet existing and future population needs of Brownsburg for the next 10 years
- Update Williams and Arbuckle Parks with new site master plans and adding updated amenities that the community desires in other parks in the Town
- Develop maintenance and horticulture standards for parks and the Town and design to these standards
- Protect the natural areas in the Town working with conservation partners

1.3.4 COMMUNITY VISION FOR RECREATION FACILITIES

“Our vision for recreation facilities in Brownsburg is to provide for the needs of the all residents based on the public survey results and amenity standards desired that support the existing and future populations of the Town.”

1.3.4.1 GOAL

Meet the recreation and amenity standards outlined in the Strategic Business Plan to support a variety of users and experiences in the Town.

Strategies

- Aggressively build recreation facilities to meet the community’s expectations for indoor and outdoor recreation facilities
- Customize recreation design of parks and recreational facilities to create a sense of the place that is representative of the community of Brownsburg
- Develop a capacity demand assessment of available sports facilities, gyms and courts within the school district to determine availability if any within existing school facilities and with the expected growth of Brownsburg so as to not to develop any unnecessary spaces to serve the recreation needs of residents in the Town
• Incorporate program spaces for active senior/retiree services, community meeting and program space in any new recreational facilities developed
• Develop a partnership program plan for all recreation facilities developed
• Add core program staff to program recreation facilities if developed
• Develop a trail system that connects major attractions in the Town, parks, schools, and the community to build a connected system and promotes wellness and fitness in the Town

1.3.5 COMMUNITY VISION FOR RECREATION PROGRAM SERVICES
“Our vision for recreation program services in Brownsburg is to develop a set of core recreation services that support the recreation needs and facilities developed in the Town while complementing other providers in the most cost-effective manner possible.”

1.3.5.1 GOAL
Establish eight (8) core service programs over a 10-year period.

Strategies
• Develop core programs in fitness and wellness, special events, youth after school and summer related programs, outdoor adventure / nature education, aquatics, seniors, and youth and adult sports
• Develop a recreation program plan for the Town that is outlined for a year in advance
• Develop program standards for all programs provided by the Town
• Incorporate volunteer support as a core business to develop advocacy for programs and recreation facilities
• Develop a marketing plan, brand, and communication strategy for parks and recreation in the Town

1.3.6 COMMUNITY VISION FOR OPERATIONS AND FINANCING
“Our vision for operations and financing of Brownsburg Park and Recreation will be to maximize every available financial resource to meet the expectations of residents of the community for parks and recreation services.”

1.3.6.1 GOAL
Create a well-funded sustainable park system to meet the community’s expectations for parks, recreation facilities and programs and implement the funding strategies outlined in the Strategic Business Plan.

1.3.6.2 STRATEGIES & TACTICS
• Develop four (4) dedicated funding sources for parks and recreation in the Town
• Seek a bond issue to support the development of the system in the next 10 years
• Continue to update policies and procedures to manage the system forward
• Seek public/private partnerships in the development of the park and recreation system
• Seek to combine Lincoln and Brown Townships into a Park District/Territory as a unified funding source for parks and recreation development in the community
• Develop a balanced system of park and recreation professional staffing to maintain and manage the system to the expectations of the community and creates a high level of appreciation and respect for the Department
• Develop technology needs for the Department

1.4 CONCLUSION

The Business Plan outlines a process to help manage the system forward in the most cost effective manner while increasing operational revenues to become more sustainable.

The recommendations are attainable but will require strong support by Town Council, Town Manager and the Park Board. The staff is poised and ready to implement these recommendations listed in the Business Plan given the support from Town Council. The market is in place to support these recommendations to build a park and recreation system that everyone can be proud of in Brownsburg. The goals are sound to achieve a level of cost recovery that will be one of the best in Indiana. Establishing performance measures to track the results of the implementation of this Business Plan will be paramount in demonstrating to Town Council, the Park Board and the community the positive effects that can come from good business planning in the managing of parks and recreation services in Brownsburg now and for the future.
CHAPTER TWO - COMMUNITY INPUT

2.1 FOCUS GROUP/STAKEHOLDER SUMMARY

In developing the Brownsburg Parks and Recreation Business Plan (BPRD), PROS conducted two days of community focus group and stakeholder meetings to test some of the key issues raised. Forty-seven (47) community members participated in the focus group meetings. The following information was obtained from the focus group meetings.

2.1.1 STRENGTHS OF THE BROWNSBURG PARKS AND RECREATION SYSTEM THAT THE BUSINESS PLAN SHOULD BUILD ON FOR THE FUTURE

The community appreciates the programs provided to the community by the Department. Community members feel that Arbuckle Park provides a great variety of recreation activities, but they would like to see more parks in the Town, especially in Lincoln and Brown Townships. The community would like to see a connected trails system in the Town. People feel the parks are well maintained. The community feels the parks and recreation system is headed in the right direction. Community comments were as follows:

- The Department maintains the parks very well
- The Department has a lot of special events that people love and enjoy and they should continue to provide
- Arbuckle is a great park for the Town
- Publication efforts are great and people are looking for the Spark publication now for activities and events for their families and themselves to participate in
- Seniors are starting to depend on the park and recreation system more for their activities
- The park system has changed in the right direction over the past year, and the Department had a lot of resources going to the recreation center that now can be funneled into maintaining the parks better
- Brownsburg is a established community and the parks can add a lot of value to the Town if given the opportunity to be developed properly
- The Director is a real strength for the Park and Recreation Department
- The Department has a tight sense of community and people respond well to the staff efforts to provide programs in the Town and the staff tries to meet the community needs
- The Town has some great parks and beautiful properties but is in need of additional park and recreation sites
- The Department needs to use what we have better and gain more momentum through developing more activities for people to participate in for themselves and their families
• Need more parks and a connected trails system
• The Department has done a lot with very little money
• Lincoln and Brown Townships need parks as well and the Business Plan needs to address this for the future
• The parks system has always had good people who are dedicated to serving this community well
• The Town only has one key park that has any brand recognition and that is Arbuckle Park
• The Easter Egg Hunt and the other special events are really great
• The programs that the system provides are really good and need to continue

2.1.2 VALUED MOST ABOUT PARKS AND RECREATION SERVICES IN BROWNSBURG
The community values the parks and trails, as well as special events that bring people together. Members of the community value youth sports, well maintained parks, well designed recreation programs, and the recreation center when it was open.

• People want more trails in the Town and value trails as a recreation amenity
• Connected trails throughout the Town are valued and more is needed
• People value youth sports in the Town
• People in Brownsburg value special events that bring our community together
• People value well maintained parks
• The community values recreation programs and more is needed
• The recreation center when it was available was valued and needs to be reconsidered for the future
• One centralized sports park would be valued and is desired for football, rugby, girls softball and adult softball where there is ample parking
• Our community values trails and parks, but more are needed

2.1.3 GENERAL PERCEPTIONS OF THE PARK AND RECREATION SYSTEM THAT NEED IMPROVEMENT
The community would like to see Brown and Lincoln Townships contribute to the development and cost to maintain a great park system for Brownsburg. Citizens would like to see more parks added to the system. Members of the community would like to see a sports park to serve the needs of residents but also host local and regional tournaments which would add to the economic impact of the community.

A trail system throughout the Town is desired by the community, and that the community needs to be educated on the value of having a great parks system for livability and for enhancing property values. The community sees the need for a quality aquatics center and recreation center for the future. People would like to see more programs offered to people
of all ages, not just for youth sport groups. A multi-use sports complex with softball, baseball, soccer and rugby fields located in one location is needed. People felt supportive that the community will support a $7-$9 a month fee on a $200,000 house for a quality parks and recreation system.

- Need to combine Brown and Lincoln Townships into the Town of Brownsburg to help pay for the needed improvements in parks and recreation services
  - There is some fear of annexation if no parks or services are planned for those Townships
  - The Department needs to educate the community on how much people in the community pay for parks in these Townships which is nothing
  - Brown and Lincoln Township should help pay for the parks system not just the Town of Brownsburg even though they use the services
  - Need land on the north side in Lincoln Township as well as Brown Township to support their needs for these Townships to support consolidation
  - A Park District Territory for Brown Township, Lincoln Township and Town of Brown Township should be created similar to the Fire Department

- There is a strong desire for a sports complex in the Town to serve youth and adults
  - The Little League is looking to have a long term lease with the Town on a sports complex if the land can be acquired
  - Need a host rugby facility to bring events to Brownsburg as well as serve the users living in Brownsburg

- Need to look at the economic value of sport tournaments for the community and the region for the future to support our hotels

- The parks system is highly important to residents, but more parks and services are needed similar to what is provided in Plainfield

- There is a lot of duplication of costs in the community that needs to be worked out in providing community facilities between the schools and what the park system needs. The schools needs to open up their facilities more to the park system

- The parks are an important economic component for our community and it has to be made a priority for the Town Council to act on these needs that are lacking for the system as a whole

- Need to convince people of the value of a great parks system in this community because a lot of people do not understand what a great park system will do for the community

- The Recreation Center closing was a real downer and it had a high level of users from all ages. It was a wake-up call to our community that if we want something we need to support it

- The $7 to $9 is a reasonable amount of money that people are capable of investing on a monthly basis for a great park system
- The community enjoys the loop trails in the park
- Need a few more playgrounds that are closer to the picnic shelters in parks
- A lot of people see the parks as a valued commodity for our community, but want more of a system than the way it is designed today
- The north side of Town needs parks and there is nothing up there at this point
- If we are going to bond the park system, then we should do the whole thing to build it right the first time
- Plainfield has led the way with their aquatic center and a community center that many people point to as a good benchmark to follow
- The Town has been trying to get a pool since 1958 and nothing has been done yet which is inexplicable
- The Town is outgrowing the facilities including the school spaces available
- There is a limit on what business can do to support parks, the community has to step up
- The Town needs a central park site to put all the resources into one park
- Need a lot more trails and more safe route to schools trails in the Town
- The park system needs to acquire land to get access to their impact fees that have been approved
- The B&O is the greatest connection to other communities and is in an ideal situation for Brownsburg to be supportive of acquiring their section of the trail to support this connection
- The park system is too sports focused and we need to provide other programs in the community that address all age groups
  - All youth needs in our the community need to be addressed not just sports
- Need a recreation center and an aquatic center
- Need to address the needs of seniors

2.1.4 KEY OUTCOMES FROM THE BUSINESS PLAN

The community would like to see the Business Plan address what is most needed in the community, how to fund it, and how to educate the community on what a great park system can do for the Town. Citizens would like the Business Plan to address what are the key programs needed, as well as what recreation facilities and amenities are most needed for the community.

The community would like to see the Park System be on par with the other Departments in the Town. People would like to see the consolidation of the other Townships in the Town to help support the entire needs of the community being served. The community recognizes the Department has been underfunded and they would like to see the Department improve its value to the Town Council through an effective visioning plan and implementation plan.
This planning will create support and advocacy to develop the system in the next five years. Lastly, all ages need to be addressed in the Business Plan and how to address their needs for the future.

- A vision and implementation plan to see how the money will work for developing a quality parks system
- Need to spend the money the Department has collected to show the community where the money is going to build continued support
- The annexation of Lincoln and Brown Township into Brownsburg to help pay for the park system would be a good thing
- The park system has to be viewed as an economic tool for the community for the future
- Safety has to be a factor in the design of all future trails and parks
- The Town needs to build on other success stories around the country that can be applied here in Brownsburg but also what is going well here in Hendricks County
  - Explain the benefits of a great park system and sell it to the community
  - The vision has to be shared based on the values of the community and how a great park system would benefit everyone
- The Town should look at the local option income tax for parks in the Town to help pay for it
- A lot of people in the community do not know what the Department offers and what the Department is trying to accomplish. The community needs to be educated on this once the Business Plan is approved
- A pool of some type is really needed in the community
  - The Town does not need to have a fancy pool like Plainfield but something that really works for our community
- Partnerships are required today and the Park System should partner with anybody that makes sense to create the parks, recreation facilities, and programs desired by the community
- A key outcome would be a connected trail system
  - The linked trail system is a good thing and the community will support when it is developed. The trail system needs to be signed to let people know that they are on a connected trail
  - Maybe through White Lick Creek a trail could be developed
  - Need more walking trails and picnic areas in the community
- The Department needs the right funding model in place and the right income to debt ratio
2.1.5 KEY PROGRAM SERVICES THAT NEED TO BE ADDRESSED
The community would like to see the Department provide more programs for people with disabilities, senior citizens, nature education and outdoor recreation programs, after school and summer camps for kids, special events, arts programs, and health and fitness programs for the future.

- Disabled populations needs are missing and should be considered for future programming
- Retired citizens programs are needed in the Town
- Nature programs, outdoor education programs and outdoor recreation related programs are needed
- Programs to benefit the community in the form of health and fitness activities is needed
- Need to focus on the best program practices from other communities and how they address their community’s needs
- The Park System needs to continue to provide special events, fitness programs, aquatic programs, after school and summer programs for kids
- More adult programs in the arts and in sports for young adults who live in our community are needed. There is too much focus on youth and if we want young adults to live in our community we have to provide them with recreation opportunities as well
- The Town needs to address family programs
- Create more sports tournaments to bring in dollars into the community
- The Department needs to focus on health and fitness for youth and adults

2.1.6 KEY RECREATION FACILITIES AND/OR AMENITIES NEEDED IN TOWN
The community feels a recreation center with a fitness center and indoor walking track is needed along with an aquatic center, a signature sports park, and walking and bicycle trails are the most needed facilities.

- Recreation center and aquatic center
- The Town needs a great signature park
  - Avon Lake is a great example of a great park which we could use like that here in Brownsburg
- Need sports facilities in the community
- The Town needs a multi-generational recreational facility
- The Town really needs a community pool
- Bike and walking trails are needed to move people through the community safely
- The recreation amenities that people need the most are meeting rooms, fitness rooms and a gym will be the most used
- Need an indoor walking and running track
- Sports complex for adults and youth

2.1.7 OPERATIONAL AND MAINTENANCE ISSUES THAT THE DEPARTMENT NEEDS TO ADDRESS IN TOWN

General park improvements need to be made on an on-going basis. General maintenance needs to be improved on sports fields. Lastly, playgrounds need to be improved.

- Arbuckle needs to be improved
- Need more money for park improvements
- Need to have a master schedule on gym times available
- Need to have multi-purpose sports fields that can be scheduled
- Better playground equipment is needed in the Town
- The parks need to have more amenities that are also diverse to serve a wide level of age groups

2.1.8 AREAS OF THE SYSTEM IN NEED OF FUNDING (SUCH AS TRAIL DEVELOPMENT, LAND ACQUISITION, PARK MAINTENANCE, PROGRAM SERVICES, & FACILITY DEVELOPMENT)

Most people feel the system is underfunded. Many believe the system needs more staff in general including more maintenance staff and program staff to meet the needs of the community.

- Sports are “pay to play” now and the community is willing to pay more if they receive more
- There will always be people who vote against something in Brownsburg, but some believe people will support trails and a recreation center if given the opportunity
- Parks need to have a good combination of self-directed recreation and organized recreation with a combination of taxes and user fees to support the system
- All areas of the system need improvements. Staffing levels are low for a Town of this size with 6 fulltime staff. Additional program staff is needed to drive more programs for youth in the Town. Maintenance staff is needed to improve the quality of the existing parks
- The Department needs to acquire parks now to be able to use the impact fee money available
- Additional funding for sports fields is needed
2.1.9 DO YOU FEEL THE DEPARTMENT IS ADEQUATELY FUNDED? WHAT FUNDING SOURCES DO YOU FEEL THE COMMUNITY WOULD MOST SUPPORT? I.E. BOND ISSUE, IMPACT FEES, SALES TAX INCREASE, PROPERTY TAX INCREASE, USER FEES

The community will support the parks if the price is reasonable and if the improvements have wide age segment appeal and provide a good return on investment. Some people felt it would be a tough time to ask people to pay for parks with the national economy issues at hand but there is never a good time.

- Trail connectivity is critical and funding for trails is needed
- Look for opportunities for partnering with other communities to provide services to Brownsburg residents
  - It will be tough to bring other communities together, such as Clermont, with Brownsburg
- People will support something that makes good sense and provides a return on investment. The key is the message and the detail behind what is being asked for people to support
- People will probably not support a bond issue in this economic downturn and uncertainty
- No, it is not a good time for a bond issue, but there never is a good time
- Many believe people will pay more for a parks system if given the opportunity
- This community will support something that makes sense. The park system has never asked for a bond issue and believe people will invest in it

2.1.10 IF YOU COULD CHANGE ONE THING ABOUT THE SYSTEM OVER THE NEXT TEN YEARS WHAT WOULD IT BE?

People would like to see the Town add walking and biking trails. Many residents would like to see a recreation center added in the Town. Quality facilities and parks developed in the future and quality civic space that everyone can be proud of in the community are desired.

- Add quality walking and biking trails
- Develop a true recreation center for all ages to enjoy
- The older generation is the most vocal against the value of parks in the community, so you have to provide something for them
- Develop a system all of us would be proud of in the next five years
- Develop an aquatic facility
- Whatever the system develops, it needs to be well done and managed well so the community can see the value behind developing future facilities
- More staff to develop additional programs in Town is needed to take care of what the Department already owns
- The Town Council needs to support parks and civic spaces better than they do now
- The community needs to understand what a good park system can do for this Town

2.1.11 SERVICES AND PROGRAMS THAT NEED TO BE A PRIORITY AND RECEIVE THE MOST ATTENTION

Additional park land is needed, as well as stronger leadership in the community to support parks. The Department needs to get the whole community and businesses to understand the value of parks economically. The Town needs to develop more leaders who support parks to get behind the system in the future.

- Additional land for more parks is critical to the success of the community for the future
  - The parks system needs to be forward thinking and not just playing catch-up all the time; however, this will require some investment which hasn’t been a priority in the past from Town Council
  - Brownsburg is behind Avon, Plainfield, and Danville in Hendricks County in developing and supporting parks for this community
- Better access in and out of Arbuckle would be a good improvement to have developed
- May need to consider increasing the tax in the Town to support parks
- Public private partnerships are needed to build the park system for the future
- The leadership in Plainfield created a great system, but they have a good tax base to draw on
- For this community to support parks, more advocates are required who have a good vision and a plan on what is needed before people will support it
- The population in Hendricks is changing and new people expect more of the parks system than in the past

2.1.12 OTHER COMMENTS

- Need a Town Council that supports parks
- The airport created a strong commercial tax base for Plainfield which Brownsburg does not have
- Need to annex the ground where Ronald Regan Road is going to capture the property values that can support parks
- Need to embrace the opportunity to get Brown Township and Lincoln Township involved in the Town of Brownsburg to support future parks and recreation opportunities, which would help all three entities
- The Town must develop a strategy for parkland on the north side
- Wide range of new income opportunities need to be explored to support parks
- Development of a Brownsburg Park Foundation is needed and should be developed
2.2 COMMUNITY NEEDS ASSESSMENT SURVEY

The Town of Brownsburg conducted a Parks and Recreation Needs Assessment Survey during April and May of 2010 to help establish priorities for the future improvement of parks and recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout the Brownsburg area, including the Town of Brownsburg, Brown Township, and Lincoln Township. The survey was administered by a combination of mail and phone.

Leisure Vision worked extensively with Town of Brownsburg officials, as well as members of the PROS Consulting project team in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

In April 2010, surveys were mailed to a random sample of 1,600 households throughout the Brownsburg area. Approximately three days after the surveys were mailed each household that received a survey also received an automated voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed Leisure Vision began contacting households by phone. Those who indicated they had not returned the survey were given the option of completing it by phone.

The goal was to obtain a total of at least 315 completed surveys. This goal was far exceeded, with a total of 453 surveys having been completed. The results of the random sample of 453 households have a 95% level of confidence with a precision of at least +/- 4.6%. The following pages summarize the survey findings.
2.2.1 VISITING TOWN OF BROWNSBURG PARKS DURING THE PAST 12 MONTHS

Eighty-three percent (83%) of households have visited Town of Brownsburg parks during the past 12 months (Figure 1).

Figure 1 - Visiting Town of Brownsburg Parks During the Past 12 Months

2.2.2 OVERALL CONDITION OF TOWN OF BROWNSBURG PARKS VISITED

Of the 83% of households that have visited Town of Brownsburg parks during the past year, 93% rated the overall condition of the parks as either excellent (33%) or good (60%). Seven percent (7%) of households rated the parks as fair, and less than 1% of households rated the parks as poor (Figure 2).

Figure 2 - Overall Condition of Town of Brownsburg Parks Visited
2.2.3 PARTICIPATION IN RECREATION PROGRAMS DURING THE PAST 12 MONTHS

Twenty-nine percent (29%) of households have participated in Town of Brownsburg recreation programs during the past 12 months (Figure 3).

Figure 3 - Participation in Recreation Programs During the Past 12 Months

2.2.4 NUMBER OF RECREATION PROGRAMS PARTICIPATED IN OVER THE PAST 12 MONTHS

Of the 29% of households that have participated in Town of Brownsburg recreation programs during the past 12 months, 64% have participated in two or more programs during that time (Figure 4).

Figure 4 - Number of Recreation Programs Participated in Over the Past 12 Months
2.2.5 PRIMARY REASONS FOR PARTICIPATING IN RECREATION PROGRAMS

Of the 29% of households that have participated in Town of Brownsburg recreation programs during the past 12 months, 62% have participated because of the location of the program/facility, 41% have participated because their friends participate in the program, and 37% have participated because of the fees charged for the class (Figure 5).

2.2.6 OVERALL QUALITY OF RECREATION PROGRAMS

Of the 29% of households that have participated in Town of Brownsburg recreation programs during the past 12 months, 89% rated the programs as either excellent (24%) or good (65%). Eleven percent (11%) of households rated the parks as fair, and no respondents rated the parks as poor.

Figure 5 - Primarily Reasons for Participating in Recreation Programs

Figure 6 - Overall Quality of Recreation Programs
2.2.7 WAYS RESPONDENTS LEARN ABOUT PROGRAMS AND ACTIVITIES

The Parks Department Brochure (61%) is the most frequently mentioned way respondents have learned about Town of Brownsburg programs and activities. Other frequently mentioned ways respondents learn about Town programs and activities are: from friends and neighbors (38%), newspaper (34%), and Parks and Recreation Department website (23%) (Figure 7).

![Figure 7 - Ways Respondents Learn About Programs and Activities](image)

2.2.8 PAYING ACTIVITY/PROGRAM COSTS THROUGH TAXES AND FEES

Over 50% of respondents feel that the costs of adult instructional programs and adult recreation sports programs should be paid 100% through fees. Thirty-six percent (36%) of respondents feel that the costs of community special events should be paid at least 75% through taxes (Figure 8).

![Figure 8 - Paying Activity/Program Costs Through Taxes and Fees](image)
2.2.9 REASONS PREVENTING THE USE OF PARKS, FACILITIES OR PROGRAMS MORE OFTEN

The reasons preventing the highest percentage of households from using parks, facilities and programs more often are: “too busy” (41%), “program or facility not offered” (24%), “program times are not convenient” (21%), and “not interested” (21%) (Figure 9).

![Figure 9 - Reasons Preventing the Use of Parks, Facilities or Programs More Often](image)

2.2.10 OVERALL LEVEL OF SATISFACTION WITH THE PARKS AND RECREATION DEPARTMENT

Forty-eight percent (48%) of respondents are either very satisfied (18%) or somewhat satisfied (30%) with the overall value their household receives from the Town of Brownsburg Parks and Recreation Department. In addition, only 7% of respondents indicated being either very dissatisfied (1%) or somewhat dissatisfied (6%) with the value received from the Parks and Recreation Department (Figure 10).

![Figure 10 - Overall Level of Satisfaction with the Parks and Recreation Department](image)
2.2.11 NEED FOR PARKS AND RECREATION FACILITIES

The parks and recreation facilities that the highest percentage of households have a need for are: walking and biking trails (76%), nature center and trails (62%), large community parks (58%), outdoor swimming pools/water parks (58%), small neighborhood parks (51%), playground equipment (50%), and green space and natural areas (50%) (Figure 11).

2.2.12 NEED FOR PARKS AND RECREATION FACILITIES IN THE BROWNSBURG AREA

From a list of 26 parks and recreation facilities, respondents were asked to indicate all of the ones that members of their household have a need for. Figure 12 shows the estimated number of households in the Brownsburg area that have a need for various parks and recreation facilities, based on 9,091 households in the Brownsburg area.

Figure 11 - Need for Parks and Recreation Facilities

Figure 12 - Need for Parks and Recreation Facilities in the Brownsburg Area
2.2.13 HOW WELL ARE PARKS AND RECREATION FACILITIES MEETING THE NEEDS

For all 26 parks/facilities, less than 55% of households with a need for parks/facilities feel that their needs are being completely met (Figure 13).

![Figure 13 - How Well Parks and Recreation Facilities Meet Needs](image13.png)

2.2.14 BROWNSBURG HOUSEHOLDS WITH THEIR FACILITY NEEDS BEING 50% MET OR LESS

From a list of 26 parks and recreation facilities, households that have a need for parks/facilities were asked to indicate how well these types of parks/facilities in the Town of Brownsburg meet their needs. Figure 14 shows the estimated number of households in the Brownsburg area whose needs for parks/facilities are only being 50% met or less, based on 9,091 households in the Brownsburg area.

![Figure 14 - Brownsburg Households with Their Facility Needs Being 50% Met or Less](image14.png)
2.2.15 MOST IMPORTANT PARKS AND RECREATION FACILITIES

Based on the sum of their top four choices, the parks and recreation facilities that are most important to households are: walking and biking trails (47%), outdoor swimming pools/water parks (34%), large community parks (23%), playground equipment (23%), and indoor fitness and exercise facilities (22%). It should also be noted that walking and biking trails had the highest percentage of respondents select it as their first choice as the most important park/facility (Figure 15).

2.2.16 NEED FOR SPORTS AND RECREATION PROGRAMS

The sports and recreation programs that the highest percentage of households has a need for are: adult fitness and wellness programs (48%), nature programs and exhibits (38%), community special events (37%), water fitness programs (34%), and youth learn to swim programs (33%) (Figure 16).
2.2.17 NEED FOR SPORTS AND RECREATION PROGRAMS IN THE BROWNSBURG AREA

From a list of 25 sports and recreation programs, respondents were asked to indicate all of the ones that members of their household have a need for. Figure 17 shows the estimated number of households in the Brownsburg area that have a need for sports and recreation programs, based on 9,091 households in the Brownsburg area.

![Figure 17 - Need for Sports and Recreation Programs in the Brownsburg Area](image)

**Q12a. Estimated Number of Households in the Brownsburg Area That Have a Need for Sports and Recreation Programs**

![Q12a Diagram]

Source: Leisure Vision/ETC Institute (April 2019)

2.2.18 HOW WELL SPORTS AND RECREATION PROGRAMS MEET NEEDS

For all 25 programs, less than 20% of households with a need for programs feel that their needs are being completely met (Figure 18).

![Figure 18 - How Well Sports and Recreation Programs Meet Needs](image)
2.2.19 BROWNSBURG HOUSEHOLDS WITH THEIR PROGRAM NEEDS BEING 50% MET OR LESS

From a list of 25 sports and recreation programs, households that have a need for programs were asked to indicate how well those programs meet their needs. Figure 19 shows the estimated number of households in the Brownsburg area whose needs for programs are only being 50% met or less, based on 9,091 households in the Brownsburg area.

2.2.20 MOST IMPORTANT SPORTS AND RECREATION PROGRAMS

Based on the sum of their top four choices, the sports and recreation programs that are most important to households are: adult fitness and wellness programs (30%), community special events (24%), youth learn to swim programs (22%), nature programs and exhibits (19%), and youth sports programs (19%). It should also be noted that adult fitness and wellness programs and youth learn to swim programs had the highest percentage of respondents select them as their first choice as the most important program (Figure 20).
2.2.21 PROGRAMS CURRENTLY PARTICIPATED IN MOST OFTEN AT TOWN FACILITIES

Based on the sum of their top four choices, the programs that households currently participate in most often at Town of Brownsburg facilities are: community special events (19%), youth sports programs (11%), and youth learn to swim programs (8%). It should also be noted that community special events had the highest percentage of respondents select it as their first choice as the program they participate in most often at Town of Brownsburg facilities (Figure 21).

2.2.22 LEVEL OF SATISFACTION WITH VARIOUS PARKS AND RECREATION SERVICES

The services that the highest percentage of respondents are very or somewhat satisfied with are: maintenance of parks (80%), number of parks (68%), quality of outdoor athletic fields (49%), and number of Town baseball/softball fields (49%) (Figure 22).
2.2.23 PARKS AND RECREATION SERVICES THAT SHOULD RECEIVE THE MOST ATTENTION

Based on the sum of their top three choices, the services respondents think should receive the most attention from Town officials over the next two years are: number of walking/biking trails (34%), maintenance of parks (31%), Town youth programs (17%), and availability of information on Town programs and facilities (17%). It should also be noted that maintenance of parks had the highest percentage of respondents select it as their first choice as the parks and recreation service they think should receive the most attention from Town officials over the next two years (Figure 23).

2.2.24 PAYING FOR THE COSTS OF MAINTAINING YOUTH SPORTS FIELDS

Seventy-six percent (76%) of respondents feel a combination of user fees and taxes should be used to pay for the costs of maintaining youth sports fields (Figure 24).
2.2.25 LEVEL OF SUPPORT FOR ACTIONS TO IMPROVE THE PARKS AND RECREATION SYSTEM

There are three actions that over 70% of respondents are either very or somewhat supportive of taking to improve the parks and recreation system: develop new walking/biking trails and connect existing trails (82%), upgrading existing neighborhood and community parks (75%), and acquire open space for passive activities (71%) (Figure 25).

2.2.26 MOST IMPORTANT ITEMS FOR THE TOWN OF BROWNSBURG TO DEVELOP

Based on the sum of their top three choices, the items that respondents feel are most important to develop are: develop new walking/biking trails and connect existing trails (42%), develop a new outdoor swimming pool (39%), develop a new recreation center (32%), and acquire open space for passive activities (31%). It should also be noted that developing a new outdoor swimming pool had the highest percentage of respondents select it as their first choice as the item they feel it’s most important to develop (Figure 26).
2.2.27 USE OF INDOOR PROGRAMMING SPACE
The indoor programming spaces that the highest percentage of households would use are: walking and running track (56%), weight room/cardiovascular equipment area (50%), leisure pool (48%), and aerobics/fitness/dance class space (46%) (Figure 27).

2.2.28 INDOOR PROGRAMMING SPACES USED MOST OFTEN
Based on the sum of their top four choices, the indoor programming spaces that households would use most often are: walking and running track (41%), leisure pool (39%), weight room/cardiovascular equipment area (33%), and aerobics/fitness/dance class space (29%). It should also be noted that leisure pool had the highest percentage of respondents select it as their first choice as the indoor programming space their household would use most often (Figure 28).
2.2.29 FREQUENCY OF VISITING A NEW RECREATION CENTER

Eighty-one percent (81%) of households would visit a new recreation center with the features they most prefer at least once a month. This includes 39% of households that would visit the center several times per week, 17% who would visit the center once a week, 20% who visit the center a few times a month, and 5% who would visit the center monthly. Only 5% of households indicated they would never use the recreation center (Figure 29).

![Figure 29 - Frequency of Visiting a New Recreation Center](source)

2.2.30 COSTS OF OPERATING A NEW RECREATION CENTER

Thirty-seven percent (37%) of respondents feel the costs of operating a new recreation center should be funded mostly from user fees, and 35% feel the costs should be funded mostly from taxes (Figure 30). Fourteen percent (14%) of respondents feel the costs should be funded 100% through user fees, 3% feel the costs should be funded 100% through taxes, and the remaining 11% indicated “don’t know.”

![Figure 30 - Costs of Operating a New Recreation Center](source)
2.2.31 PAYING ADDITIONAL TAXES TO IMPROVE THE PARKS AND RECREATION SYSTEM

Eighty-one percent (81%) of respondents would pay some amount of additional property taxes to improve the Brownsburg parks and recreation system (Figure 31).

![Figure 31 - Paying Additional Taxes to Improve the Parks and Recreation System](image1)

2.2.32 ALLOCATION OF $100 AMONG VARIOUS PARKS, TRAILS AND RECREATION FACILITIES

Respondents would allocate $34 out of every $100 to the development of a new recreation/aquatic center. The remaining $66 were allocated as follows: improvements / maintenance to existing parks, pools, sports, and recreation facilities ($26), acquisition and development of walking and biking trails ($20), acquisition of new park land and open space ($10), construction of new sports fields ($6), and “other” ($4) (Figure 32).

![Figure 32 - Allocation of $100 Among Various Parks, Trails and Recreation Facilities](image2)
2.2.33 VOTING TO FUND PARK AND RECREATION FACILITIES AND SERVICES

Sixty-four percent (64%) of respondents would either vote in favor (34%) or might vote in favor (30%) of a bond referendum to fund the acquisition, improvement, and development of parks, recreation facilities, trails and cultural facilities most important to their household (Figure 33). In addition, only 9% of respondents would vote against the tax referendum, and 27% indicated “not sure”.

Q26. Voting on a Bond Referendum to Fund the Acquisition, Improvement, and Development of Parks, Recreation Facilities, Trails and Cultural Facilities That Are Most Important to Households

by percentage of respondents

Vote in Favor: 34%
Might Vote in Favor: 30%
Not Sure: 27%
Vote Against: 9%

Source: Leisure Vision/ETC Institute (April 2010)

Figure 33 - Voting to Fund Park and Recreation Facilities and Services

2.2.34 NUMBER OF PEOPLE IN HOUSEHOLD

Q1. Demographics: Number of People in Household

by percentage of respondents

Two: 31%
Three: 17%
Four: 24%
Five+: 18%
One: 10%

Source: Leisure Vision/ETC Institute (April 2010)
2.2.35 AGES OF PEOPLE IN HOUSEHOLD

Q2. Demographics: Ages of People in Household
by percentage of household occupants

- Under 5 years: 12%
- 5-9 years: 10%
- 10-14 years: 7%
- 15-19 years: 6%
- 20-24 years: 5%
- 25-34 years: 17%
- 35-44 years: 15%
- 45-54 years: 12%
- 55-64 years: 9%
- 65+ years: 7%

Source: Leisure Vision/ETC Institute (April 2010)

2.2.36 LOCATION OF RESIDENCE

Q3. Demographics: Which One of the Following Best Describes the Location of Your Residence
by percentage of respondents

- Brownsburg: 41%
- Brown Township: 24%
- Lincoln Township: 35%

Source: Leisure Vision/ETC Institute (April 2010)
2.2.37 AGE OF RESPONDENTS

Q27. Demographics: Age of Respondents
by percentage of respondents

- Under 35: 33%
- 35 to 44: 21%
- 45 to 54: 20%
- 55 to 64: 14%
- 65+: 12%

Source: Leisure Vision/ETC Institute (April 2010)

2.2.38 GENDER OF RESPONDENTS

Q28. Demographics: Gender
by percentage of respondents

- Male: 41%
- Female: 59%

Source: Leisure Vision/ETC Institute (April 2010)
2.3 DEMOGRAPHIC ANALYSIS AND MARKET DEFINITION

The Demographic Analysis provides an understanding of the general populace of the Town of Brownsburg. This analysis demonstrates the overall size of total population by specific age segment, race and ethnicity, and the overall economic status and disposable income characteristics of the residents through household income statistics. It is important to note that while the demographic analysis evaluates the population characteristics based on the jurisdictional boundaries of the Town, it is not uncommon to experience surplus and leakage within the consumer goods market – including recreation and entertainment – in metropolitan areas. This means that in the eye of the consumer and/or participant, jurisdictional boundaries can be inconsequential.

Additionally, all future projections are based on historical trends. All demographic projections should be utilized with the understanding that unforeseen circumstances at the time of the projections could have a significant bearing on the validity of the final projections.

2.3.1 BROWNSBURG DEMOGRAPHIC OVERVIEW

The Town of Brownsburg has evolved from a northwestern suburban town of Indianapolis to the “Best Place to Live” in Indiana, and number 33 nationally, as determined by CNN Money Magazine. Located less than 15 miles from downtown Indianapolis, the Town has nearly doubled since 1990, growing to an estimated 18,304 people today.
The Town of Brownsburg has grown at a mild pace over the last decade. From 2000 to 2009, the total population grew by only 2.52%, from a reported 14,250 to the current population of 18,304. This modest gain is expected to continue over the next five years, increasing to a projected 20,225 by 2014 (annual growth rate of 2.04%). Although growth is generally tepid in most areas during economic downturns, the Town’s allure – ranked #1 place to live in Indiana – positions itself for modest growth potential.

Gender composition currently has a higher percentage of female residents (51.4%) and this trend is projected to remain constant.

The population by major age segment demonstrates a common aging trend many municipalities are facing. At the time of the Census 2000, the 55+ populace was 58.3% as large as the Under-20 populace; it is expected that this gap is closing and will continue to do so over the next five years – this ratio is estimated to be 74.8% currently, with a projection of 85.1% by 2014. The 55+ population comprised of only 18.2% of the population in 2000 but is expected to grow to approximately 24.0% in the next 5 years (2014). Although this is on par with national statistics, a 6% increase over a 15-year span is rather significant.

The Town of Brownsburg is not a diverse populace. Currently, race and ethnicity is predominantly comprised of persons identified as white (97.0%); only two other racial segments comprise 1.0% of the total population – Asian or Pacific Islander and those reporting two or more races. It is expected that the Town will remain relatively unchanged over the next five years as it has since Census 1990. The biggest shift is witnessed in the ethnicity of the Town, where those persons classified as being of Hispanic/Latino origin of any race has grown exponentially since 1990. However, due to the small numbers, this ethnic group still only represents 1.70% of the total population.

The income characteristics do exhibit above average trends when compared to the state and national averages and are projected to increase, albeit marginally, in the upcoming years. The Town’s median household income was $54,494 in 2000 and is currently estimated at $74,825. These numbers compare favorably with the national (median household income of $54,719) and state averages (median household income of $48,010 in 2008).
2.3.2 METHODOLOGY
Demographic data used for the analysis was obtained from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in March 2010 (i.e. Source: ESRI; 2010 03), and reflects actual numbers as reported in the 1990/2000 Census and demographic projections for 2009 and 2014 as estimated by ESRI.

2.3.2.1 RACE AND ETHNICITY DEFINITIONS
The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2000 data on race are not directly comparable with data from the 1990 Census and earlier censuses; caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2000) definitions and nomenclature are used within this chapter of the Business Plan.

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

#### 2.3.3.1 POPULATION

The Town of Brownsburg has grown at a moderate yet steady pace over the last two decades. From 1990 to 2000, the population grew by 4.4% annually; 2000 to 2009 experienced a slowdown in growth to an annual rate of 2.9%. Although currently in an economic downturn in which relocation stagnates in most areas, it is projected that the Town will continue to add residents over the next five years at a rate of 2.1% per year.

These annual growth rates translate into a doubling in total population from 1990 to 2014 ([Figure 35](#)). Typically, such growth places an added burden on service industries – of which parks and recreation is a subset of – due to the inability of funding to keep pace with the increase in demand. Due to the current economic downturn, it is possible for funding to actually decrease; this would be an indirect relationship between the potential participatory base of the Parks and Recreation Department and the resources available.

![Population Trends; Town of Brownsburg](#)  

*Figure 35 –Total Population Trends*
2.3.3.2 AGE SEGMENT

Population by major age segment demonstrates an aging trend that although is not outside of the national norm, is significant for the Town approach to future delivery of parks and recreation. The 55+ population is projected to comprise 23.9% of the population by 2014. This is similar to nationwide trends that point to a growth pattern in the 55+ age group as a result of increased life expectancies and the baby boomer population entering that age group. However, it will also mean that the Town will have to proactively plan its facilities and program offerings to cater to this active adult population.

The Under-35 segment of the population is estimated to account for only 48.3% of the current populace, down from 53.2% at the time of Census 2000. Although this young adult and youth segment is shrinking, demographic data does indicate that the Town is full of young families. This is evident with the largest segments consisting of the ages 25-34 and 35-44 years of age. This family movement combined with the active adults desire to “stay young” and contribute to an increased quality of life makes it imperative that the Parks and Recreation Department to focus on and continue to provide youth based programming as a means to attract younger families and fresh job seekers.

In general, such diverse population compositions require systems to provide a wide variety of recreational, health and wellness, educational and entertainment options focused on family activities as well as active adult programming. This includes programs that will place a heavy emphasis on community wide special events, performing arts, therapeutic
recreation programs, life skill programs, family activities such as biking, walking, and swimming, and general entertainment and leisure activities.

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Age 0 - 4 Years</td>
<td>687</td>
<td>1,263</td>
<td>1,390</td>
<td>1,517</td>
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<tr>
<td>Age 5 - 9 Years</td>
<td>804</td>
<td>1,321</td>
<td>1,335</td>
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<td>Age 10 - 14 Years</td>
<td>822</td>
<td>1,089</td>
<td>1,298</td>
<td>1,416</td>
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<tr>
<td>Age 15 - 19 Years</td>
<td>768</td>
<td>857</td>
<td>1,353</td>
<td>1,295</td>
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<tr>
<td>Age 20 - 24 Years</td>
<td>549</td>
<td>697</td>
<td>1,134</td>
<td>1,315</td>
</tr>
<tr>
<td>Age 25 - 34 Years</td>
<td>1,543</td>
<td>2,497</td>
<td>2,322</td>
<td>2,652</td>
</tr>
<tr>
<td>Age 35 - 44 Years</td>
<td>1,717</td>
<td>2,512</td>
<td>2,633</td>
<td>2,589</td>
</tr>
<tr>
<td>Age 45 - 54 Years</td>
<td>1,177</td>
<td>1,641</td>
<td>2,816</td>
<td>2,933</td>
</tr>
<tr>
<td>Age 55 - 64 Years</td>
<td>840</td>
<td>958</td>
<td>1,938</td>
<td>2,387</td>
</tr>
<tr>
<td>Age 65 - 74 Years</td>
<td>723</td>
<td>799</td>
<td>1,006</td>
<td>1,375</td>
</tr>
<tr>
<td>Age 75 - 84 Years</td>
<td>313</td>
<td>668</td>
<td>731</td>
<td>708</td>
</tr>
<tr>
<td>Age 85+ Years</td>
<td>135</td>
<td>218</td>
<td>347</td>
<td>364</td>
</tr>
<tr>
<td>Total</td>
<td>10,079</td>
<td>14,520</td>
<td>18,304</td>
<td>20,207</td>
</tr>
<tr>
<td>Median Age</td>
<td>34.2</td>
<td>33.3</td>
<td>36.3</td>
<td>35.9</td>
</tr>
</tbody>
</table>

Figure 37 - Population by Age Segment and Median Age (Source: ESRI 2010 03)

2.3.3.3 GENDER

The gender distribution for the Town is typical of national statistics, with the split slightly skewed towards the female population. Female totals account for approximately 51.4% of the population (Figure 38). This distribution is projected to remain constant throughout the next five years.
Recreational trends from the last few years indicate that, on average, Americans participate in a sport or recreational activity of some kind at a relatively high rate (65%). Female participation rates, however, are slightly lower than their male counterparts – 61% of females participate at least once per year in a sport or recreational activity compared to a 69% participation rate of men. According to recreational trends research performed in the industry over the past twenty years, the top ten recreational activities for females are currently:

- Walking
- Aerobics
- General exercising
- Biking
- Jogging
- Basketball
- Lifting weights
- Golf
- Swimming
- Tennis

The top ten recreational activities for males are:

- Golf
- Basketball
- Walking
- Jogging
- Biking
- Lifting weights
- Football
- Hiking
- Fishing
- Hunting

While men and women share a desire for six of the top ten recreational activities listed above, men claim to participate in their favorite activities more often than women in any ninety-day span. With more women not only comprising a larger portion of the general populace during the mature stages of the lifecycle, but also participating in recreational activities further into adulthood, a relatively new market has appeared over the last two decades.

This mature female demographic is opting for less team oriented activities which dominate the female youth recreational environment, instead shifting more towards a diverse
selection of individual participant activities, as evident in the top ten recreational activities mentioned above.

### 2.3.3.4 RACE AND ETHNICITY
Racial composition of a populace provides guidance for decision making based on historical and cultural heritage. In the case of Brownsburg, very little diversity exists – 97.0% of the populace is categorized as white. No other category accounts for more than 1.0% of the population (Figure 39).

To put the racial composition in perspective, current estimates place the white populace at 17,718 persons; the next closest category is comprised of those persons classified as Asian or Pacific Islander and those that claim two or more races – each group is estimated to have 183 people.
Ethnicity as it pertains to those classified as Hispanic/Latino origin of any race is relatively nominal as well. However, based on a percentage increase, this segment has experienced the greatest percentage increase of all since the Census 1990. The Hispanic/Latino populace has increased by nearly 1000% since 1990; this growth however only account for a total of 311 persons currently, or 1.7% of the total population (Figure 40).

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>White Alone</td>
<td>9,909</td>
<td>14,142</td>
<td>17,718</td>
<td>19,537</td>
</tr>
<tr>
<td>Black Alone</td>
<td>4</td>
<td>44</td>
<td>55</td>
<td>61</td>
</tr>
<tr>
<td>American Indian Alone</td>
<td>21</td>
<td>29</td>
<td>37</td>
<td>40</td>
</tr>
<tr>
<td>Asian or Pacific Islander Alone</td>
<td>46</td>
<td>131</td>
<td>183</td>
<td>243</td>
</tr>
<tr>
<td>Some Other Race Alone</td>
<td>6</td>
<td>58</td>
<td>91</td>
<td>121</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>95</td>
<td>131</td>
<td>183</td>
<td>222</td>
</tr>
<tr>
<td>Hispanic Origin</td>
<td>30</td>
<td>174</td>
<td>311</td>
<td>384</td>
</tr>
</tbody>
</table>

Figure 40 – Population Trends by Race and Ethnic Origins (Source: ESRI 2010 03)

2.3.3.5 PARTICIPATION TRENDS BY RACE/ETHNICITY

The white population as a whole participates in a wide range of activities, including both team and individual sports of a land and water based variety; however, the white populace has an affinity for outdoor non-traditional sports.

Ethnic minority groups in the United States are strongly regionalized and urbanized, with the exception of Native Americans, and these trends are projected to continue. Different ethnic groups have different needs when it comes to recreational activities. Ethnic minority groups, along with Generations X and Y, are coming in ever-greater contact with white middle-class baby-boomers with different recreational habits and preferences. This can be a sensitive subject since many baby-boomers are the last demographic to have graduated high school in segregated environments, and the generational gap magnifies numerous ideals and values differences which many baby-boomers are accustomed to. This trend is projected to increase as more baby-boomers begin to retire, and both the minority and youth populations continue to increase.

Hispanic and Latino Americans have strong cultural and community traditions with an emphasis placed on the extended family, many times gathering in large recreational groups where multiple activities geared towards all age segments of the group may participate. Large group pavilions with picnicking amenities and multi-purpose fields are integral in the communal pastime shared by many Hispanics.

Utilizing the Ethnicity Study performed by American Sports Data, Inc., a national leader in sports and fitness trends, participation rates among recreational and sporting activities were analyzed and applied to the two major race/ethnic groups in the Town – those classified as white and of Hispanic/Latino origin.

A participation index was also reviewed. An index is a gauge of likelihood that a specific ethnic group will participate in an activity as compared to the U.S. population as a whole.
An index of 100 signifies that participation is on par with the general population; an index less than 100 means that the segment is less likely to participate, more than 100 signifies the group is more likely than the general public to participate.

The most popular activities for those classified as **white** in terms of total participation percentage, the percentage by which you can multiply the entire population by to arrive at activity participation of at least once in the past twelve months, are:

- Recreational Swimming – 38.9% participation rate (38.9% of the population has participated at least once in the last year);
- Recreational Walking – 37.0% participation rate;
- Recreational Bicycling – 20.6% participation rate;
- Bowling – 20.4% participation rate;
- Treadmill Exercise – 19.1% participation rate;

High participation percentages in freshwater fishing (17.3% participation rate), hiking (17.2% participation rate), and tent camping (17.2% participation rate) demonstrate the high value that the Caucasian population places on outdoor activities. Sailing (Index of 124), kayaking (Index of 121), and golf (Index of 120) are three activities that the Caucasian population is more likely to participate in than the general public.

The five most popular activities for those of **Hispanic/Latino** descent are:

- Recreational Swimming – 33.2% participation rate;
- Recreational Walking – 31.2% participation rate;
- Recreational Bicycling – 19.7% participation rate;
- Bowling – 18.5% participation rate;
- Running/Jogging – 18.0% participation rate;

In terms of participation index, the Hispanic populace is more than twice as likely as the general population to participate in boxing (Index of 264), very likely to participate in soccer (Index of 177), and more likely to participate in paintball (Index of 155) than any other ethnic group. For comparison reasons, although Hispanics are nearly twice as likely to participate in soccer as any other race, only 9.0% of the Hispanic population participated in the sport at least once in the last year.
2.3.3.6 HOUSEHOLDS AND INCOME

The Town’s household count has changed from 5,366 as reported in Census 2000 to an estimated 6,979 in 2009; a change of 2.9% annually. The five-year projection places household totals at 7,783 in 2014, a projected change of 2.2% annually from the 2009 total. Average household size is currently estimated at 2.58 persons, compared to 2.65 in the year 2000. The number of families in the current year is 5,102 in the market area.

Currently, 72.8% of the 7,545 housing units in Brownsburg are owner occupied; 19.7% are renter occupied, and 7.5% are vacant. In 2000, there were 5,574 housing units with 76.9% owner occupied, 19.3% renter occupied and 3.7% vacant.

Home values statistics are:

- Median home value (2009) in Brownsburg is $163,907, compared to a median home value of $162,279 for the U.S.
  - It is projected that in 2014 the median home value will increase by an annual rate of 2.2%, reaching $182,802
  - From 2000 to 2009, median home value changed by 3.14 percent annually

Household income characteristics all outpace the national averages; statistics are:

- Current median household income is $74,825, compared to $54,719 for all U.S. households
  - Median household income is projected to reach $79,503 by 2014
  - In 2000, median household income was $54,494; median household income was reported as $39,490 in 1990

- Current average household income is $86,779, compared to $71,437 for all U.S. households
  - Average household income is projected to reach $89,153 in 2014
  - In 2000, average household income was $61,859; average household income was reported as $45,245 in 1990

- Current per capita income is $33,271, compared to the U.S. per capita income of $27,277
  - The per capita income is projected to be $34,462 in 2014
  - In 2000, the per capita income was $23,196; 1990 the per capita income was reported as $15,909
In terms of disposable income – income available for household and personal expenditures after all applicable taxes – Brownsburg has an estimated average disposable income of $68,367. Average disposable income – or discretionary income available to the consumer – extrapolates to $5,697 per month for households. In affirmation of the infusion of up-and-coming families and young professionals into the Town, average disposable income by age of householder ranks as follows:

- Age of householder 45-54 – $78,399 average disposable income
- Age of householder 35-44 – $75,957 average disposable income
- Age of householder 55-64 – $71,264 average disposable income
- Age of householder 25-34 – $63,339 average disposable income
- Age of householder 65-74 – $57,202 average disposable income
- Age of householder <25 – $53,375 average disposable income
- Age of householder 75+ – $49,014 average disposable income

Typically, the economy’s performance has a trickle down affect on recreation – a poor performing economy leads to less disposable income by requiring individuals and families to dedicate larger sums of money to necessities and less to discretionary items. However, based on the average disposable income estimated for Brownsburg and the typical household expenditures, this does not seem to be the case.
When viewed in context with average household expenditures, the disposable income available for Brownsburg residents does not appear to be a threat to entertainment and recreational spending. Household spending on all entertainment and recreation ranks a respectable sixth out of eighteen categories (Figure 42). On average, entertainment and recreation spending accounts for approximately 4.9% of household budgets. Interestingly, the top ranked and 5th ranked categories – retail goods and food away from home, respectively – meet discretionary needs of the consumer. The top five categories – retail goods, shelter/housing, food at home, health care, and food away from home – account for 78.8% of all household expenditures.
CHAPTER THREE - INVENTORY OF PHYSICAL ASSETS AND CONDITION ASSESSMENT

3.1 INVENTORY OF PHYSICAL ASSETS AND CONDITION ASSESSMENT

An assessment of the physical assets and condition assessment was conducted by PROS on April 26, 2010 for each park in the system. The following pros and cons for each property is detailed based on PROS experience in having managed, operated and assessed thousands of parks over the last 35 years.

3.1.1 ARBUCKLE PARK

3.1.1.1 STRENGTHS

- Second largest park in the system
- Oldest and most recognized park in the system
- Amenities serve a wide level of users
- Lower trail system and bridge over the creek is well done
- Shelters have been upgraded for 6 of the 7 shelters in the park over the past three years
- Special event site for many activities held by the Department and other organizations in the Town
- Parking lot improvement just completed on Huber Trail

3.1.1.2 WEAKNESSES

- Parking area next to the railroad tracks is in need of improvement
- Front entrance redesign is needed to become more pedestrian friendly
- Walkway located along the street is too narrow and should be made a trail
- Lack of use by the Department of the Lions Club Lodge
- Parking areas are in need of improvement
- Shelter improvements to no. 3 shelter in the park is needed
- Updated maintenance shop is needed
- Bollards are dangerous and should be replaced with a décor type of fence
- There is limited ADA access to trails and some shelters
- More security is needed because of blind spots in the park
- Enhanced roadway signs are needed
- Park lacks a consistent color theme throughout the park
• Tennis courts are in need of repair and a practice wall should be added
• A turn lane or fan land is needed to access into the park
• Electrical upgrades are needed in the park
• Trees are in need of pruning and trimming

3.1.1.3 OPPORTUNITIES FOR ENHANCEMENT

• Need an updated master plan
• Small amphitheatre for the site to host music in the parks and special events should be considered
• Replace two (2) sets of playground equipment that are outdated in the park
• Enhance the last wood shelter in the playground area and consider a sprayground for the site as well
• Improve park signage in the park and consider one-way traffic through the park
• Add new fence to the playground area and along the railroad tracks
• Make the trail ADA accessible
• Enhance parking along the railroad tracks
• Develop an interpretive teaching area down along the stream area next to one of the shelters
• Make an improved front entrance design
• Widen the trail along the roadway and in the park to 10 to 12 feet
• Add a universal fully accessible playground in the park
• Add a new roof and siding to the Barn in the park
• Take out the bollards and replace with attractive fencing
• Add security cameras in the parks
• Update the tennis court surfaces in the park, spray-paint the fences and add Quick Start courts
• Remove outdated park furniture not being used in the park
• Remove red fencing along the railroad tracks
• Develop a tree management plan in the park
• Add improved parking along the railroad tracks
• Remove all outdated play structures
• Name the trail in the park
• Electrical improvements are needed in the park
3.1.2 WILLIAMS PARK

3.1.2.1 STRENGTHS
- Largest park in the system
- Picnic shelters and restrooms in the park are a strength
- Loop trail in the park
- Gazebo is a strength but located in the wrong area of the park
- Maple Ridge Trail and Nature area is a great asset for the park

3.1.2.2 WEAKNESSES
- 8’ foot loop trail is too narrow and needs to be made wider to 10 to 12 feet
- Gazebo location is difficult to have special ceremonies located so close the entrance and the road
- Leather’s Playground “Blast-off” needs to be replaced
- Sand volleyball courts are not used and should be removed
- Picnic shelters need to be closer to playground areas and restrooms
- Road is very narrow and many people drive off the road and it creates ruts along side of the road
- Nature trail is not designed to National Park Service specifications which would add a lot of value and safety to the trail
- Needs to have electricity in the park to be used for special events
- Improved signage to the park is needed

3.1.2.3 OPPORTUNITIES FOR ENHANCEMENT
- Park needs an updated master plan and a new theme
- Replace Blast off playground
- Remove the Gazebo and replace it in another area of the park with formal gardens to add value to the amenity
- Create a “fit to play center” in the park
- Consider a water play feature in the park by and near the picnic facility
- Restrooms need to be upgraded
- Need improved nature trail signage and redesign of the trail to make it more safer in certain areas of the park as well as consider paving parts of the trail
- Trail foliage needs to be trimmed back
- Add electricity to the park to support more special events in the park
- Widen the walking trail to 10’ to 12’
- Widen the park road to a standard street road
- Create a center piece attraction in the park
- Create sidewalks to trails, to shelters, to restrooms and to playgrounds in the park that feel connected
- Update the color scheme in the park

### 3.1.3 STEPHENS PARK

#### 3.1.3.1 STRENGTHS
- Nice size neighborhood park
- Shelter available with small parking lot in the park
- Park was well maintained

#### 3.1.3.2 WEAKNESSES
- Lack of signage to the park from the road
- Poor visibility from the street
- No real park design for the park
- Lack of a good parking lot and sidewalk to the shelter
- No theme for the park

#### 3.1.3.3 OPPORTUNITIES FOR ENHANCEMENT
- Needs a master plan for the parks site
- Could be an excellent dog park site
- An opportunity exists to purchase the vacant lot to the east of the park as an access point off of SR-267
- Shelter needs to be upgraded with sidewalks and improved parking lot
- Improved signage along the street and in the park is needed

### 3.1.4 CARDINAL DELAWARE PROPERTY

#### 3.1.4.1 STRENGTHS
- Location next to the elementary school and close to a trail along the street next to the park
- Nice piece of property (12 acres) for a multi-use sports field park

#### 3.1.4.2 WEAKNESSES
- Not very good ingress and egress into the site
• Lack of parking exists now
• Too close to a neighborhood to light the site for sports games
• Lack of utilities to the site for restrooms

3.1.4.3 OPPORTUNITIES FOR ENHANCEMENT
• Needs a master plan for the site
• Could be used as a adult multi-field purpose sports site for rugby, adult soccer, flag football
• Needs to have improved parking and restrooms
• Need to include in the design access route to the B&O railroad and could act as a trailhead site
• Site needs to be graded
• A loop trail could be added to the site with mile markers

3.1.5 GENERAL OBSERVATIONS AND COMMENTS ABOUT PARKS FOR THE TOWN OF BROWNSBURG
• Parks need to have consistent maintenance standards
• Improved signage to get to parks and in the parks are needed
• Existing trails in the city are not marked as trails and signed as such
• Parks need to be classified and signed as neighborhood parks, community parks and special use parks
• Loop trails and existing trails need to have mile markers along the trail
• Trails need to be classified as loop, linear B&O Trail, off street trail and nature trails
• The Town should consider a lease management agreement with Lincoln Township on the management of Lincoln Park site and make improvements to the site so that it can be used in a more productive manner
The equipment inventory and replacement schedule needs to be updated on a yearly basis. The intent of having this replacement schedule is to help the staff to be as efficient as possible and reduce the amount of downtime due to old and outdated equipment. Each piece of equipment listed has a lifecycle and the Department desires to have an approved schedule for replacement and a dedicated funding source they can count on to ensure they can achieve the level of efficiency desired based on acquiring the equipment as outlined. The equipment list was prepared by the staff and was incorporated into the 2011 budget the Town Manager prepared for the Town Council.

<table>
<thead>
<tr>
<th>Year</th>
<th>Make/Model/Description</th>
<th>Targeted Replacement Date</th>
<th>Estimated Cost</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>2002 Ford F350 Pump truck</td>
<td>2012</td>
<td>55,000.00</td>
<td>All prices due to increase with time</td>
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<tr>
<td>1999</td>
<td>1999 3/4 ton Chevy truck</td>
<td>2011</td>
<td>36,000.00</td>
<td></td>
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<td>1994</td>
<td>CASE backhoe 480E</td>
<td>2012</td>
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<td>2005</td>
<td>2005 Dodge Durango</td>
<td>2013</td>
<td>36,000.00</td>
<td></td>
</tr>
<tr>
<td>2000 John Deere tractor</td>
<td>2014</td>
<td>36,000.00</td>
<td></td>
<td></td>
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<tr>
<td>4600 John Deere tractor</td>
<td>2013</td>
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<td></td>
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<td>10' baler</td>
<td>2012</td>
<td>15,000.00</td>
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<td></td>
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<td>2012</td>
<td>3,000.00</td>
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</tr>
<tr>
<td>5' grader box</td>
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<td>1,000.00</td>
<td>As needed/depends on use</td>
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</tr>
<tr>
<td>5' yard rake</td>
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<td>5' aerator</td>
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<td>10,000.00</td>
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<tr>
<td>6' Dixie Chopper</td>
<td>2014</td>
<td>9,000.00</td>
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<td>16' Compro trailer</td>
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<tr>
<td>16' Circle-C trailer</td>
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<td>3,000.00</td>
<td>As needed/depends on use</td>
<td></td>
</tr>
<tr>
<td>12' homemade trailer</td>
<td>2012</td>
<td>2,000.00</td>
<td>As needed/depends on use</td>
<td></td>
</tr>
<tr>
<td>4x4 Gator</td>
<td>2012</td>
<td>13,000.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5' Road broom</td>
<td>2012</td>
<td>3,500.00</td>
<td>As needed/depends on use</td>
<td></td>
</tr>
<tr>
<td>8' homemade trash trailer</td>
<td>2012</td>
<td>1,000.00</td>
<td>As needed/depends on use</td>
<td></td>
</tr>
<tr>
<td>8' truck salt spreader</td>
<td>2012</td>
<td>8,000.00</td>
<td>As needed/depends on use</td>
<td></td>
</tr>
<tr>
<td>5' yard roller</td>
<td>2012</td>
<td>500.00</td>
<td>As needed/depends on use</td>
<td></td>
</tr>
<tr>
<td>Rakes</td>
<td>As needed/depends on use</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shovels</td>
<td>As needed/depends on use</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bolt cutters</td>
<td>As needed/depends on use</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jacks</td>
<td>As needed/depends on use</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wrenches</td>
<td>As needed/depends on use</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Air compressor</td>
<td>2012</td>
<td>700.00</td>
<td>As needed/depends on use</td>
<td></td>
</tr>
<tr>
<td>Weed eaters</td>
<td>2012</td>
<td>300.00</td>
<td>As needed/depends on use</td>
<td></td>
</tr>
<tr>
<td>Bow saws</td>
<td>2012</td>
<td>300.00</td>
<td>As needed/depends on use</td>
<td></td>
</tr>
<tr>
<td>Drillers</td>
<td>As needed/depends on use</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Saws</td>
<td>As needed/depends on use</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Generator</td>
<td>2012</td>
<td>2,000.00</td>
<td>As needed/depends on use</td>
<td></td>
</tr>
<tr>
<td>Welder</td>
<td>2012</td>
<td>3,000.00</td>
<td>As needed/depends on use</td>
<td></td>
</tr>
</tbody>
</table>

**Parks Department Equipment**

- Blade sharpener: As needed/depends on use
- Chain sharpener: As needed/depends on use
- Desk: As needed/depends on use
- Computer: As needed/depends on use
- Refrigerator: As needed/depends on use
- File cabinets: As needed/depends on use
- FAX machine: As needed/depends on use
CHAPTER FIVE - SERVICE PROVIDER ANALYSIS

PROS evaluated the major direct and indirect competitors in the Brownsburg area to ultimately compare against the activities and programs identified in the market definition area. This allows the Department to determine price points for future feasibility of a recreation and or aquatic center as well as program services the Department will be providing. Direct competitors are those agencies that are public, not-for-profit or private offering the same type of services, and could also include indirect competitors that compete for a substantial amount of time and discretionary income of the target markets that the Department is providing services to as well. The analysis of competition included: location, service offering, pricing, and attraction. The relative market share can be estimated by integrating competitor amenities and locations into GIS drive time analysis and origin destination matrix mapping as part of the feasibility study process. This data will graphically depict potential usage patterns based on normalized drive time standards via ArcGIS mapping tools.

For aquatic facilities, the surrounding areas of Brownsburg have three different sites. Two of which, Splash Island Indoor and Outdoor, are located in Plainfield on Vestal Road. The other, Gill Family Aquatic Center, is located in Danville. Avon and Brownsburg do not have aquatic centers in their communities. Splash Island is a large facility with many amenities including waterslides, children’s interactive play area, and 6-lane competition pool with a diving well. Although the indoor and outdoor facilities hold different hours, they have the same prices at:

- Resident
  - Adult: $6
  - Youth/ Senior: $5
  - Preschool: $4

- Non-Resident
  - Adult: $8
  - Youth/ Senior: $7.25
  - Preschool: $5.50

Gill Family Aquatic Center has some of the same amenities as Splash Island and is closer to Brownsburg. The Center also has the option to become a member for an individual or a family. For example:

- Resident
  - Day Pass: $5
  - Twilight Pass: $3
  - Single Season Pass: $125
  - Family of 4 Season Pass: $225
• Non-Resident
  o Day Pass: $7
  o Twilight Pass: $3.50
  o Single Season Pass: $150
  o Family of 4 Season Pass: $250

For public recreation centers, Danville and Plainfield lead the way again in facilities. They are also the only two that have facilities in their towns. Plainfield Recreation Center is the same center where their “Splash Island” is located. They also are associated and do programming with Plainfield Youth Athletic Center. Plainfield has a common fitness center with many programs for adults and youth. Admission and membership fees are as follows:

• Resident
  o Adult admission: $6
  o Adult membership: $299/year
  o Child admission: $5
  o Family membership: $535/year

• Non-Resident
  o Adult admission: $8.50
  o Adult membership: $420/year
  o Child admission: $7.25
  o Family membership: $760/year

Danville Recreation and Fitness Center has the common fitness center just like Plainfield, but it seems to gear its programs more towards adults with many sport leagues and more fitness classes offered. Their membership rates are less expensive than Plainfield and are as follows:

• Resident
  o Single: $240/year plus $25 fee to join
  o Couple: $450/year plus $40 fee to join
  o Family of 4: $650/year plus $40 fee to join

• Non-Resident
  o Single: $250/year plus $25 fee to join
  o Couple: $475/year plus $40 fee to join
  o Family of 4: $700/year plus $40 fee to join

In Brownsburg and the surrounding areas there are many private fitness centers, though there are some repeats throughout each of the towns. Snap fitness, Brownsburg Fitness, Curves and Anytime Fitness were among the popular ones. Though, Curves is geared for
women and Snap Fitness and Anytime Fitness have no preference for their clients. One of the newer facilities, LA Fitness which is located in Avon, has many amenities including a Juice Bar, Sauna, sports leagues and over 25 fitness classes taught. A few of the fitness centers also include free tanning with a membership such as Plainfield’s Capital Sports Wellness Center, Anytime Fitness and Plainfield Gym and Fitness. Also, some have online training and wellness websites that come with a membership such as Snap Fitness and Anytime Fitness. Plainfield Gym and Fitness has the least expensive memberships for singles, couples, and families. Though, Plainfield’s Capitol Sports Wellness Center is close behind in low prices.

For athletic complexes and game fields, Avon has 3 different complexes/programs, Plainfield has one and Brownsburg has a couple of fields with rental ability. Plainfield Youth Athletic Complex is a very nice sports complex with 4 different core sports programs areas. These include soccer, baseball, football and cheerleading. Avon has AJAA that provides many programs for youth that includes: baseball, softball, football, cheerleading, running, volleyball and basketball. Avon’s Town Hall Park also has an 18-hole Disc Golf Course which is very unique for this area. Avon is the only town that has a Disc Golf Course. Fusion Soccer Academy is geared towards youth and is located in Avon and Brownsburg. Between both of the towns there are 12 soccer fields. Brownsburg also has multi-purpose fields that can be rented at Williams Park and Arbuckle Acres Park along with a sand volleyball court and ball field. Brownsburg and Danville do not have an athletic complex like Plainfield and Avon.

There are many parks shelters that can be rented in the surrounding areas of Brownsburg. Avon Town Hall Park provides the most pricing options out of all of the park shelter options. They differentiate whether the renter is Corporate, Single or Non-profit, while the others just need to know if you are a town resident or not. All shelters charge more for non-residents, which is a common theme with facilities, recreation centers and aquatic centers. Among the least expensive shelters was in Danville at North Park and Ellis Park. It charges $25 and $40 a day respectively for a resident. Some of the more expensive facilities were in Plainfield at Friendship Gardens to rent out the Gazebo and Franklin and Swinford Park to rent shelters. Common amenities provided at most shelters are picnic tables, charcoal grills, restrooms and electricity.
CHAPTER SIX - EXISTING STANDARDS

6.1 EXISTING STANDARDS FOR TOWN OF BROWNSBURG

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

PROS evaluated park facility standards using a combination of resources. These resources included: National Recreation and Park Association (NRPA) guidelines, recreation activity participation rates reported by American Sports Data as it applies to activities that occur in the United States and the Brownsburg area, community and stakeholder input, findings from the prioritized needs assessment report and general observations by PROS. This information allowed standards to be customized to the Town of Brownsburg (Figure 43), as well as the Town of Brownsburg combined with Lincoln Township and Brown Township (Figure 44).

These facility standards should be viewed as a guide. The standards are to be coupled with conventional wisdom and judgment related to the particular situation and needs of the community. By applying these facility standards to the population of Brownsburg, gaps and surpluses in park and facility/amenity types are revealed. As one can see there are many needs to be met in the Town of Brownsburg, as well as Lincoln and Brown Townships to meet the needs of the community now and in the future. The standards outlined are not aggressive but are very conservative and will provide the residents of the Brownsburg community a good park and recreation system. The Elected officials and key leaders in the community must look at these standards from an economic perspective as they are high competition with other communities in Hendricks County who have positioned themselves well and invested in their park and recreation system extensively over the last ten years to attract more residents and businesses to build their tax base to support infrastructure needs of their community beyond schools. Brownsburg as been recognized as a very livable community to live in based on many national publications but to keep that status parks, trails and recreation facilities and programs play a part in that assessment for the future.
### PARKS:

<table>
<thead>
<tr>
<th>Park Type</th>
<th>Brownsburg Inventory</th>
<th>Total Combined Inventory</th>
<th>Current Service Level based upon population</th>
<th>Recommended Service Levels; Revised for Local Service</th>
<th>2009 Facility Standards</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Neighborhood Parks (Acres) 2 - 10 acres</td>
<td>4 9 0.5 acres per 1,000</td>
<td>10 1 acres per 1,000</td>
<td>Need Exists 10 Acre(s)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Parks (Acres) 10 - 100 acres</td>
<td>144 144 7 acres per 1,000</td>
<td>30 9 acres per 1,000</td>
<td>Need Exists 30 Acre(s)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Open Space Areas</td>
<td>14 14 1 acres per 1,000</td>
<td>5 1 acres per 1,000</td>
<td>Need Exists 5 Acre(s)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Park Acres</td>
<td>162 167 9 acres per 1,000</td>
<td>46 11 acres per 1,000</td>
<td>Need Exists 46 Acre(s)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### OUTDOOR AMENITIES:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Playgrounds</td>
<td>5 5</td>
<td>1 1 structure per 3,876</td>
<td>3,000 Need Exists 1 Structures(s)</td>
<td>1 1 Structure(s)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outdoor Pool</td>
<td>1 n/a</td>
<td>1 1 site per n/a</td>
<td>30,000 Need Exists 1 Site(s)</td>
<td>1 1 Site(s)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shelters</td>
<td>16</td>
<td>1 1 structure per n/a</td>
<td>4,000 Need Exists 5 Field(s)</td>
<td>5 5 Field(s)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Walking, Nature, Bike and/or Exercise Trail</td>
<td>3.35 3 0.2 miles per 1,000</td>
<td>10,000 Need Exists 4 Mile(s)</td>
<td>Meets Standard</td>
<td>4 Mile(s)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Baseball Fields</td>
<td>5 5</td>
<td>1 1 field per 3,876</td>
<td>4,000 Meets Standard Field(s)</td>
<td>Field(s)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Softball Fields</td>
<td>1 n/a</td>
<td>1 1 field per n/a</td>
<td>4,000 Need Exists 5 Field(s)</td>
<td>5 5 Field(s)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Soccer Fields</td>
<td>1 n/a</td>
<td>1 1 field per n/a</td>
<td>4,000 Need Exists 5 Field(s)</td>
<td>5 5 Field(s)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Multipurpose Fields</td>
<td>3 3</td>
<td>1 1 field per 6,460</td>
<td>10,000 Meets Standard Field(s)</td>
<td>Field(s)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outdoor Basketball Courts</td>
<td>4 4</td>
<td>1 1 court per 4,845</td>
<td>2,500 Need Exists 4 Court(s)</td>
<td>Court(s)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tennis Courts</td>
<td>2 2</td>
<td>1 1 court per 9,691</td>
<td>6,000 Need Exists 1 Court(s)</td>
<td>Court(s)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Off Leash Areas</td>
<td>1 n/a</td>
<td>1 1 site per n/a</td>
<td>30,000 Need Exists 1 Site(s)</td>
<td>Site(s)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Skateparks</td>
<td>1 n/a</td>
<td>1 1 site per n/a</td>
<td>50,000 Meets Standard Site(s)</td>
<td>Site(s)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aquatic Center/Indoor Pool (Square Feet)</td>
<td>16 16 0.5 SF per person</td>
<td>9,691 Need Exists 9,691 Square Feet</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recreation/Fitness Center Space (Square Feet)</td>
<td>144 144 1.5 SF per person</td>
<td>29,072 Need Exists 29,072 Square Feet</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

**Note:** Based on the estimated population in 2009 at 19,381

Figure 43 - Town of Brownsburg Facility/Amenity Standards
## 6.2 EXISTING STANDARDS FOR TOWN OF BROWNSBURG, BROWN & LINCOLN TOWNSHIPS IN 2009

### PARKS:

<table>
<thead>
<tr>
<th>Park Type</th>
<th>Current 2009 Inventory</th>
<th>Total Combined Inventory</th>
<th>Current Senice Level based upon population</th>
<th>Recommended Service Levels; Revised for Local Service Area</th>
<th>Meet Standard/Need Exists</th>
<th>Additional Facilities/Amenities Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neighborhood Parks (Acres 2 - 10 acres)</td>
<td>4 9 0.5 acres per 1,000</td>
<td>11 acres per 1,000</td>
<td>Need Exists 24 acres per 1,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Parks (Acres 10 - 100 acres)</td>
<td>144 144 7 acres per 1,000</td>
<td>9 acres per 1,000</td>
<td>Need Exists 152 acres per 1,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Open Space Areas</td>
<td>14 14 1 acres per 1,000</td>
<td>14 acres per 1,000</td>
<td>Need Exists 16 acres per 1,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Park Acres</td>
<td>162 187 9 acres per 1,000</td>
<td>187 acres per 1,000</td>
<td>Need Exists 194 acres per 1,000</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### OUTDOOR AMENITIES:

<table>
<thead>
<tr>
<th>Outdoor Amenities</th>
<th>2009 Town of Brownsburg, Brown Township &amp; Lincoln Township Standards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Playgrounds</td>
<td></td>
</tr>
<tr>
<td>Outdoor Pool</td>
<td></td>
</tr>
<tr>
<td>Shelters</td>
<td></td>
</tr>
<tr>
<td>Walking, Nature, Bike and/or Exercise Trail</td>
<td></td>
</tr>
<tr>
<td>Baseball Fields</td>
<td></td>
</tr>
<tr>
<td>Softball Fields</td>
<td></td>
</tr>
<tr>
<td>Soccer Fields</td>
<td></td>
</tr>
<tr>
<td>Multipurpose Fields</td>
<td></td>
</tr>
<tr>
<td>Outdoor Basketball Courts</td>
<td></td>
</tr>
<tr>
<td>Tennis Courts</td>
<td></td>
</tr>
<tr>
<td>Off-Leash Areas</td>
<td></td>
</tr>
<tr>
<td>Skateparks</td>
<td></td>
</tr>
<tr>
<td>Aquatic Center/Indoor Pool (Square Feet)</td>
<td></td>
</tr>
<tr>
<td>Recreation/Fitness Center Space (Square Feet)</td>
<td></td>
</tr>
</tbody>
</table>

Note: Based on the estimated population for Brownsburg (19,381), Brownsburg Township (9,000) and Lincoln Township (4,500) for a total of 32,881

Figure 44 - Town of Brownsburg, Brown Township & Lincoln Township Facility/Amenity Standards
CHAPTER SEVEN - PRIORITY NEEDS ASSESSMENT

The purpose of the Facility and Program Needs Assessment is to provide a prioritized list of facility/amenity needs and recreation program needs for the residents of the Town of Brownsburg. The Needs Assessment evaluates both quantitative and qualitative data. Quantitative data includes the statistically valid Community Survey, which asked 453 households located in the Brownsburg area to list unmet needs and rank their importance. Qualitative data includes resident feedback obtained in Focus Group meetings and Key Leader Interviews.

The information in the Facility and Program Needs Assessment is supplemented with the recommended Level of Service Standards to develop the strategic recommendations to identify the facilities/amenities and programs of highest priority for the community. These priorities will play a vital role in dictating the sequence and extent of implementation of the projects identified in the Business Plan.

A weighted scoring system was used to determine the priorities for parks and recreation facilities/amenities and recreation programs. For instance, as noted below, a weighted value of 3 for the unmet desires means that out of a total of 100%, a value of 30% would be attributed to unmet desires or support identified in the survey. This scoring system considers the following:

- Community Survey
  - Unmet desires for facilities and recreation programs – This is used as a factor from the total number of households mentioning whether they have a need for a facility/program and the extent to which their desires for facilities and recreation programs have been met. Survey participants were asked to identify their desire for or support of 26 different facilities and 25 recreation programs. Weighted value of 3.
  - Importance ranking for facilities and recreation programs – This is used as a factor of the importance allocated to a facility or program by the community. Each respondent was asked to identify the top four most important facilities and recreation programs. Weighted value of 3.

- Consultant and Steering Committee Evaluation
  - Factor derived from the consultant evaluation of program and facility priority based on survey results, demographics, trends and overall community input. Weighted value of 4.

These weighted scores were then summed to provide an overall score and priority ranking for the system as a whole. The results of the priority ranking were tabulated into three categories: High Priority (1), Medium Priority (2), and Low Priority (3).

The combined total of the weighted scores for Community Unmet Needs, Community Importance, and Consultant Evaluation is the total score based on which the Facility/Amenity and Program Priority is determined.
Since this is a community-wide survey, it is obvious that amenities that benefit the widest demographic cross-sections of the community would tend to be ranked higher than those that serve a niche market. It is, therefore, typical in such assessments nationwide that broad categories, such as trails or neighborhood parks, tend to rank higher than individual facilities or programs.

Figures 45-49 show the overall ranking, which takes into account total survey respondents, as well as individual priorities for Town of Brownsburg, Lincoln Township, Brown Township and a comparison of total rankings to individual geographic areas.

Figures 50-53 show the Will Vote-in-Favor of Amenities Ranking, Might Vote-in-Favor Ranking, and Not Sure Which Way to Vote, as well as a comparison to the survey respondent ranking.

Figure 54 shows the overall program priority ranking.
### 7.1 FACILITY/AMENITY PRIORITY RANKINGS

#### 7.1.1 OVERALL RANKING

Figure 45 shows that walking and biking trails, outdoor swimming pools/water parks, and indoor fitness and exercise facilities were the top three facilities/amenities ranked by total survey responses. These were followed by nature center and trails, indoor swimming pools/leisure pool, and indoor running/walking track.

<table>
<thead>
<tr>
<th>Facility/Amenity Priority Rankings</th>
<th>Overall Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walking and biking trails</td>
<td>1</td>
</tr>
<tr>
<td>Outdoor swimming pools / water parks</td>
<td>2</td>
</tr>
<tr>
<td>Indoor fitness and exercise facilities</td>
<td>3</td>
</tr>
<tr>
<td>Nature center and trails</td>
<td>4</td>
</tr>
<tr>
<td>Indoor swimming pools / leisure pool</td>
<td>5</td>
</tr>
<tr>
<td>Indoor running / walking track</td>
<td>6</td>
</tr>
<tr>
<td>Large community parks</td>
<td>7</td>
</tr>
<tr>
<td>Off-leash dog parks</td>
<td>8</td>
</tr>
<tr>
<td>Playground equipment</td>
<td>9</td>
</tr>
<tr>
<td>Greenspace and natural areas</td>
<td>10</td>
</tr>
<tr>
<td>Small neighborhood parks</td>
<td>11</td>
</tr>
<tr>
<td>Indoor lap lanes for exercise swimming</td>
<td>12</td>
</tr>
<tr>
<td>Golf course</td>
<td>13</td>
</tr>
<tr>
<td>Youth soccer fields</td>
<td>14</td>
</tr>
<tr>
<td>Senior center</td>
<td>15</td>
</tr>
<tr>
<td>Youth baseball fields</td>
<td>16</td>
</tr>
<tr>
<td>Indoor basketball / volleyball courts</td>
<td>17</td>
</tr>
<tr>
<td>Indoor sports fields (baseball, soccer, etc.)</td>
<td>18</td>
</tr>
<tr>
<td>Outdoor basketball courts</td>
<td>19</td>
</tr>
<tr>
<td>Mountain bike park</td>
<td>20</td>
</tr>
<tr>
<td>Outdoor tennis courts</td>
<td>21</td>
</tr>
<tr>
<td>Youth football fields</td>
<td>22</td>
</tr>
<tr>
<td>Youth softball fields</td>
<td>23</td>
</tr>
<tr>
<td>Skateboarding parks</td>
<td>24</td>
</tr>
<tr>
<td>Disc Golf</td>
<td>25</td>
</tr>
<tr>
<td>Adult softball fields</td>
<td>26</td>
</tr>
</tbody>
</table>

*Figure 45 - Facility/Amenity Overall Priority Ranking*
### 7.1.2 TOWN OF BROWNSBURG RANKING

*Figure 46* shows that walking and biking trails, outdoor swimming pools/water parks, and large community parks were the top three facilities/amenities ranked by the Town of Brownsburg. These were followed by playground equipment, nature center and trails, and indoor fitness and exercise facilities.

<table>
<thead>
<tr>
<th>Facility/Amenity Priority Rankings</th>
<th>Ranking - Brownsburg</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walking and biking trails</td>
<td>1</td>
</tr>
<tr>
<td>Outdoor swimming pools / water parks</td>
<td>2</td>
</tr>
<tr>
<td>Large community parks</td>
<td>3</td>
</tr>
<tr>
<td>Playground equipment</td>
<td>4</td>
</tr>
<tr>
<td>Nature center and trails</td>
<td>5</td>
</tr>
<tr>
<td>Indoor fitness and exercise facilities</td>
<td>6</td>
</tr>
<tr>
<td>Small neighborhood parks</td>
<td>7</td>
</tr>
<tr>
<td>Indoor swimming pools / leisure pool</td>
<td>8</td>
</tr>
<tr>
<td>Off-leash dog parks</td>
<td>9</td>
</tr>
<tr>
<td>Greenspace and natural areas</td>
<td>10</td>
</tr>
<tr>
<td>Indoor running / walking track</td>
<td>11</td>
</tr>
<tr>
<td>Indoor lap lanes for exercise swimming</td>
<td>12</td>
</tr>
<tr>
<td>Golf course</td>
<td>13</td>
</tr>
<tr>
<td>Youth soccer fields</td>
<td>14</td>
</tr>
<tr>
<td>Youth baseball fields</td>
<td>15</td>
</tr>
<tr>
<td>Outdoor basketball courts</td>
<td>16</td>
</tr>
<tr>
<td>Indoor basketball / volleyball courts</td>
<td>17</td>
</tr>
<tr>
<td>Senior center</td>
<td>18</td>
</tr>
<tr>
<td>Youth football fields</td>
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</tr>
<tr>
<td>Outdoor tennis courts</td>
<td>20</td>
</tr>
<tr>
<td>Indoor sports fields (baseball, soccer, etc.)</td>
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</tr>
<tr>
<td>Mountain bike park</td>
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</tr>
<tr>
<td>Youth softball fields</td>
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<tr>
<td>Adult softball fields</td>
<td>24</td>
</tr>
<tr>
<td>Skateboarding parks</td>
<td>25</td>
</tr>
<tr>
<td>Disc Golf</td>
<td>26</td>
</tr>
</tbody>
</table>

*Figure 46 - Facility/Amenity Town of Brownsburg Priority Ranking*
### 7.1.3 BROWN TOWNSHIP RANKING

Figure 47 shows that walking and biking trails, outdoor swimming pools/water parks, and playground equipment were the top three facilities/amenities ranked by Brown Township. These were followed by large community parks, indoor swimming pools/leisure pool, and indoor fitness and exercise facilities.

<table>
<thead>
<tr>
<th>Facility/Amenity Priority Rankings</th>
<th>Ranking - Brown Township</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walking and biking trails</td>
<td>1</td>
</tr>
<tr>
<td>Outdoor swimming pools / water parks</td>
<td>2</td>
</tr>
<tr>
<td>Playground equipment</td>
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<tr>
<td>Large community parks</td>
<td>4</td>
</tr>
<tr>
<td>Indoor swimming pools / leisure pool</td>
<td>5</td>
</tr>
<tr>
<td>Indoor fitness and exercise facilities</td>
<td>6</td>
</tr>
<tr>
<td>Indoor running / walking track</td>
<td>7</td>
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<tr>
<td>Nature center and trails</td>
<td>8</td>
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<tr>
<td>Greenspace and natural areas</td>
<td>9</td>
</tr>
<tr>
<td>Small neighborhood parks</td>
<td>10</td>
</tr>
<tr>
<td>Off-leash dog parks</td>
<td>11</td>
</tr>
<tr>
<td>Golf course</td>
<td>12</td>
</tr>
<tr>
<td>Indoor lap lanes for exercise swimming</td>
<td>13</td>
</tr>
<tr>
<td>Outdoor basketball courts</td>
<td>14</td>
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<tr>
<td>Youth baseball fields</td>
<td>15</td>
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<tr>
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<td>16</td>
</tr>
<tr>
<td>Mountain bike park</td>
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<tr>
<td>Senior center</td>
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</tr>
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<td>Outdoor tennis courts</td>
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</tr>
<tr>
<td>Adult softball fields</td>
<td>22</td>
</tr>
<tr>
<td>Youth softball fields</td>
<td>23</td>
</tr>
<tr>
<td>Youth football fields</td>
<td>24</td>
</tr>
<tr>
<td>Disc Golf</td>
<td>25</td>
</tr>
<tr>
<td>Skateboarding parks</td>
<td>26</td>
</tr>
</tbody>
</table>

Figure 47 - Facility/Amenity Brown Township Priority Ranking
### Facility/Amenity Priority Rankings

<table>
<thead>
<tr>
<th>Facility/Amenity Priority Rankings</th>
<th>Ranking - Lincoln Township</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walking and biking trails</td>
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<tr>
<td>Nature center and trails</td>
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</tr>
<tr>
<td>Large community parks</td>
<td>4</td>
</tr>
<tr>
<td>Playground equipment</td>
<td>5</td>
</tr>
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<td>6</td>
</tr>
<tr>
<td>Small neighborhood parks</td>
<td>7</td>
</tr>
<tr>
<td>Greenspace and natural areas</td>
<td>8</td>
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<tr>
<td>Indoor running / walking track</td>
<td>9</td>
</tr>
<tr>
<td>Indoor swimming pools / leisure pool</td>
<td>10</td>
</tr>
<tr>
<td>Off-leash dog parks</td>
<td>11</td>
</tr>
<tr>
<td>Golf course</td>
<td>12</td>
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<tr>
<td>Indoor lap lanes for exercise swimming</td>
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<td>Senior center</td>
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<td>Youth softball fields</td>
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<tr>
<td>Mountain bike park</td>
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<td>Youth soccer fields</td>
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</tr>
<tr>
<td>Youth football fields</td>
<td>22</td>
</tr>
<tr>
<td>Skateboarding parks</td>
<td>23</td>
</tr>
<tr>
<td>Indoor sports fields (baseball, soccer, etc.)</td>
<td>24</td>
</tr>
<tr>
<td>Disc Golf</td>
<td>25</td>
</tr>
<tr>
<td>Adult softball fields</td>
<td>26</td>
</tr>
</tbody>
</table>

**Figure 48 - Facility/Amenity Lincoln Township Priority Ranking**

### 7.1.4 LINCOLN TOWNSHIP RANKING

*Figure 48* shows that walking and biking trails, outdoor swimming pools/water parks, and nature center and trails were the top three facilities/amenities ranked by Lincoln Township. These were followed by large community parks, playground equipment, and indoor fitness and exercise facilities.
7.1.5 COMPARISON TO OVERALL RANKING

Figure 49 shows the comparison to the overall ranking of the Town of Brownsburg, Brown Township, and Lincoln Township. Of note, walking and biking trails was ranked number one (1) and outdoor swimming pools/water parks was ranked number two (2) by the Town of Brownsburg, Brown Township, and Lincoln Township.

The rankings of one facility/amenity are relative to that of the others in the list and there can be cases where one would witness variations in the overall rankings versus those of the cumulative individual cross-tabs that comprise the overall rankings. While the consultant evaluation does try to balance the incongruities of the individual survey responses, in order to retain the statistical validity and the integrity of the community-driven process it does not completely alter the rankings and that would explain deviation between the individual geographic areas and the overall response summary.

<table>
<thead>
<tr>
<th>Facility/Amenity Priority Rankings</th>
<th>Overall Ranking</th>
<th>Ranking - Brownsburg</th>
<th>Ranking - Brown Township</th>
<th>Ranking - Lincoln Township</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walking and biking trails</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Outdoor swimming pools / water parks</td>
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<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Indoor fitness and exercise facilities</td>
<td>3</td>
<td>6</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Nature center and trails</td>
<td>4</td>
<td>5</td>
<td>8</td>
<td>3</td>
</tr>
<tr>
<td>Indoor swimming pools / leisure pool</td>
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<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Indoor running / walking track</td>
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<tr>
<td>Large community parks</td>
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<td>3</td>
<td>4</td>
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<tr>
<td>Off-leash dog parks</td>
<td>8</td>
<td>9</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>Playground equipment</td>
<td>9</td>
<td>4</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Greenspace and natural areas</td>
<td>10</td>
<td>10</td>
<td>9</td>
<td>8</td>
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<tr>
<td>Small neighborhood parks</td>
<td>11</td>
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<td>7</td>
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<tr>
<td>Indoor lap lanes for exercise swimming</td>
<td>12</td>
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<td>13</td>
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<tr>
<td>Golf course</td>
<td>13</td>
<td>13</td>
<td>12</td>
<td>12</td>
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<tr>
<td>Youth soccer fields</td>
<td>14</td>
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<td>20</td>
<td>21</td>
</tr>
<tr>
<td>Senior center</td>
<td>15</td>
<td>18</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>Youth baseball fields</td>
<td>16</td>
<td>15</td>
<td>15</td>
<td>17</td>
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<tr>
<td>Indoor basketball / volleyball courts</td>
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<tr>
<td>Indoor sports fields (baseball, soccer, etc.)</td>
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<tr>
<td>Outdoor basketball courts</td>
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<tr>
<td>Mountain bike park</td>
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<td>22</td>
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<tr>
<td>Outdoor tennis courts</td>
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<tr>
<td>Youth softball fields</td>
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<tr>
<td>Skateboarding parks</td>
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<td>25</td>
<td>26</td>
<td>23</td>
</tr>
<tr>
<td>Disc Golf</td>
<td>25</td>
<td>26</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>Adult softball fields</td>
<td>26</td>
<td>24</td>
<td>22</td>
<td>26</td>
</tr>
</tbody>
</table>

Figure 49 - Facility/Amenity Comparison to Overall Priority Ranking
### 7.2 FACILITY/AMENITY VOTE IN FAVOR RANKING FOR AMENITIES

#### 7.2.1 WILL VOTE-IN-FAVOR RANKING FOR AMENITIES

Figure 50 shows that walking and biking trails, outdoor swimming pools/water parks, and indoor fitness and exercise facilities were the top three facilities/amenities ranked by those who will vote-in-favor. These were followed by large community parks, nature center and trails, and indoor swimming pools/leisure pool.

<table>
<thead>
<tr>
<th>Facility/Amenity Priority Rankings</th>
<th>Ranking - Vote in Favor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walking and biking trails</td>
<td>1</td>
</tr>
<tr>
<td>Outdoor swimming pools / water parks</td>
<td>2</td>
</tr>
<tr>
<td>Indoor fitness and exercise facilities</td>
<td>3</td>
</tr>
<tr>
<td>Large community parks</td>
<td>4</td>
</tr>
<tr>
<td>Nature center and trails</td>
<td>5</td>
</tr>
<tr>
<td>Indoor swimming pools / leisure pool</td>
<td>6</td>
</tr>
<tr>
<td>Playground equipment</td>
<td>7</td>
</tr>
<tr>
<td>Greenspace and natural areas</td>
<td>8</td>
</tr>
<tr>
<td>Off-leash dog parks</td>
<td>9</td>
</tr>
<tr>
<td>Indoor running / walking track</td>
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<td>11</td>
</tr>
<tr>
<td>Indoor lap lanes for exercise swimming</td>
<td>12</td>
</tr>
<tr>
<td>Golf course</td>
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<td>Youth baseball fields</td>
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<td>Indoor basketball / volleyball courts</td>
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<tr>
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</tr>
<tr>
<td>Indoor sports fields (baseball, soccer, etc.)</td>
<td>21</td>
</tr>
<tr>
<td>Senior center</td>
<td>22</td>
</tr>
<tr>
<td>Youth softball fields</td>
<td>23</td>
</tr>
<tr>
<td>Disc Golf</td>
<td>24</td>
</tr>
<tr>
<td>Skateboarding parks</td>
<td>25</td>
</tr>
<tr>
<td>Adult softball fields</td>
<td>26</td>
</tr>
</tbody>
</table>

Figure 50 - Facility/Amenity Ranking by Will Vote-in-Favor
7.2.2 MIGHT VOTE-IN-FAVOR FOR AMENITIES

Figure 51 shows that walking and biking trails, outdoor swimming pools/water parks, and large community parks were the top three facilities/amenities ranked by those who **might vote-in-favor**. These were followed by playground equipment, indoor fitness and exercise facilities, and indoor swimming pools/leisure pool.

<table>
<thead>
<tr>
<th>Facility/Amenity Priority Rankings</th>
<th>Ranking - Might Vote in Favor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walking and biking trails</td>
<td>1</td>
</tr>
<tr>
<td>Outdoor swimming pools / water parks</td>
<td>2</td>
</tr>
<tr>
<td>Large community parks</td>
<td>3</td>
</tr>
<tr>
<td>Playground equipment</td>
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</tr>
<tr>
<td>Indoor fitness and exercise facilities</td>
<td>5</td>
</tr>
<tr>
<td>Indoor swimming pools / leisure pool</td>
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<tr>
<td>Nature center and trails</td>
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<tr>
<td>Greenspace and natural areas</td>
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<tr>
<td>Outdoor basketball courts</td>
<td>13</td>
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<tr>
<td>Indoor lap lanes for exercise swimming</td>
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<td>Youth baseball fields</td>
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<tr>
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<td>Youth football fields</td>
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<tr>
<td>Skateboarding parks</td>
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</tr>
<tr>
<td>Disc Golf</td>
<td>26</td>
</tr>
</tbody>
</table>

Figure 51 - Facility/Amenity Ranking by Might Vote-in-Favor
7.2.3 NOT SURE WHICH WAY TO VOTE

Figure 52 shows that walking and biking trails, playground equipment, and outdoor swimming pools/water parks were the top three facilities/amenities ranked by those who were not sure which way to vote. These were followed by nature center and trails, large community parks, and small neighborhood parks.

<table>
<thead>
<tr>
<th>Facility/Amenity Priority Rankings</th>
<th>Ranking - Not Sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walking and biking trails</td>
<td>1</td>
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<tr>
<td>Playground equipment</td>
<td>2</td>
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<td>Outdoor swimming pools / water parks</td>
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<tr>
<td>Nature center and trails</td>
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<td>Large community parks</td>
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<tr>
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<td>Golf course</td>
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<td>Indoor lap lanes for exercise swimming</td>
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<td>Youth soccer fields</td>
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<td>Outdoor basketball courts</td>
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<td>Outdoor tennis courts</td>
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<tr>
<td>Indoor sports fields (baseball, soccer, etc.)</td>
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<td>Youth football fields</td>
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<tr>
<td>Skateboarding parks</td>
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<tr>
<td>Adult softball fields</td>
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</tr>
<tr>
<td>Disc Golf</td>
<td>26</td>
</tr>
</tbody>
</table>

Figure 52 - Facility/Amenity Ranking by Not Sure Which Way to Vote
### 7.2.4 COMPARISON TO THE SURVEY RESPONDENT RANKING

Figure 53 shows the comparison to the overall ranking. Of note, walking and biking trails was ranked number one (1) by Vote-in-Favor, Might Vote-in-Favor and Not Sure Which Way to Vote.

<table>
<thead>
<tr>
<th>Facility/Amenity Priority Rankings</th>
<th>Overall Ranking</th>
<th>Ranking - Vote in Favor</th>
<th>Ranking - Might Vote in Favor</th>
<th>Ranking - Not Sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walking and biking trails</td>
<td>1</td>
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<td>1</td>
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<td>Outdoor swimming pools / water parks</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Indoor fitness and exercise facilities</td>
<td>3</td>
<td>3</td>
<td>5</td>
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<tr>
<td>Nature center and trails</td>
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<td>5</td>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td>Indoor swimming pools / leisure pool</td>
<td>5</td>
<td>6</td>
<td>6</td>
<td>9</td>
</tr>
<tr>
<td>Indoor running / walking track</td>
<td>6</td>
<td>10</td>
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<tr>
<td>Large community parks</td>
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<td>4</td>
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<tr>
<td>Off-leash dog parks</td>
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<td>Playground equipment</td>
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<td>Greenspace and natural areas</td>
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<td>Small neighborhood parks</td>
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<td>8</td>
<td>6</td>
</tr>
<tr>
<td>Indoor lap lanes for exercise swimming</td>
<td>12</td>
<td>12</td>
<td>14</td>
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<td>Golf course</td>
<td>13</td>
<td>13</td>
<td>11</td>
<td>13</td>
</tr>
<tr>
<td>Youth soccer fields</td>
<td>14</td>
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<td>16</td>
<td>15</td>
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<tr>
<td>Senior center</td>
<td>15</td>
<td>22</td>
<td>20</td>
<td>11</td>
</tr>
<tr>
<td>Youth baseball fields</td>
<td>16</td>
<td>14</td>
<td>15</td>
<td>21</td>
</tr>
<tr>
<td>Indoor basketball / volleyball courts</td>
<td>17</td>
<td>15</td>
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<td>19</td>
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<tr>
<td>Indoor sports fields (baseball, soccer, etc.)</td>
<td>18</td>
<td>21</td>
<td>19</td>
<td>22</td>
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<tr>
<td>Outdoor basketball courts</td>
<td>19</td>
<td>16</td>
<td>13</td>
<td>17</td>
</tr>
<tr>
<td>Mountain bike park</td>
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<td>Outdoor tennis courts</td>
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<td>Youth football fields</td>
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<tr>
<td>Youth softball fields</td>
<td>23</td>
<td>23</td>
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<tr>
<td>Skateboarding parks</td>
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<td>Disc Golf</td>
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<td>24</td>
<td>26</td>
<td>26</td>
</tr>
<tr>
<td>Adult softball fields</td>
<td>26</td>
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<td>24</td>
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</tr>
</tbody>
</table>

Figure 53 - Comparison to the Survey Respondent Ranking
7.3 PROGRAM PRIORITY RANKINGS

Figure 54 shows that adult fitness and wellness programs, youth learn-to-swim programs, and nature programs and exhibits were the top three programs ranked by total survey responses. These were followed by water fitness programs, community special events, and youth sports programs.

<table>
<thead>
<tr>
<th>Program Priority Rankings</th>
<th>Overall Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult fitness and wellness programs</td>
<td>1</td>
</tr>
<tr>
<td>Youth Learn to Swim programs</td>
<td>2</td>
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<tr>
<td>Nature programs and exhibits</td>
<td>3</td>
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<tr>
<td>Water fitness programs</td>
<td>4</td>
</tr>
<tr>
<td>Community special events</td>
<td>5</td>
</tr>
<tr>
<td>Youth sports programs</td>
<td>6</td>
</tr>
<tr>
<td>Adult sports programs</td>
<td>7</td>
</tr>
<tr>
<td>Trips to special attractions and events</td>
<td>8</td>
</tr>
<tr>
<td>Preschool programs / early childhood</td>
<td>9</td>
</tr>
<tr>
<td>Youth fitness and wellness programs</td>
<td>10</td>
</tr>
<tr>
<td>Golf lessons / clinics</td>
<td>11</td>
</tr>
<tr>
<td>Gymnastics and tumbling programs</td>
<td>12</td>
</tr>
<tr>
<td>Senior programs</td>
<td>13</td>
</tr>
<tr>
<td>Youth summer camp</td>
<td>14</td>
</tr>
<tr>
<td>Youth art, dance, performing arts</td>
<td>15</td>
</tr>
<tr>
<td>Outdoor challenge programs</td>
<td>16</td>
</tr>
<tr>
<td>Golf leagues</td>
<td>17</td>
</tr>
<tr>
<td>Before and After school programs</td>
<td>18</td>
</tr>
<tr>
<td>Tennis lessons, clinics and leagues</td>
<td>19</td>
</tr>
<tr>
<td>Adult art, dance, performing arts</td>
<td>20</td>
</tr>
<tr>
<td>Cycling programs</td>
<td>21</td>
</tr>
<tr>
<td>Martial arts programs</td>
<td>22</td>
</tr>
<tr>
<td>Programs for people with disabilities</td>
<td>23</td>
</tr>
<tr>
<td>Hockey</td>
<td>24</td>
</tr>
<tr>
<td>Figure Skating</td>
<td>25</td>
</tr>
</tbody>
</table>

Figure 54 – Program Priority Ranking
CHAPTER EIGHT - ACQUIRING, DEVELOPING & MAINTAINING PROPERTY

8.1 LAND ACQUISITION POLICY

The following policy for land acquisition should be considered by the Department to help the Town acquire needed park land for the future that allows the Department to buy land based on a set criterion versus because an opportunity came along:

- The proposed land supports an unmet need in the community and is located in an underserved area of the community for that classification of park
- The land is adjacent to an existing park or trail and will provide greater access for the community to enjoy the resource
- The land supports a recreation facility need in the community such as a recreation center, aquatic center, sports complex which is an unmet need.
- The land supports a connectivity route for an existing or future trail extension
- The land is adjacent to a school where the value can be maximized by the school and the Parks Department for needed programs
- The land supports and environmental endangered area in the Town and needs to be protected
- The land is donated and it meets one of the top six criteria listed

8.2 PARK DESIGN PRINCIPLES

In developing design principles for parks it is important that each park be programmed, planned, and designed to meet the needs of its service area and classification within the overall park and recreation system. The term programming, when used in the context of planning and developing parkland, refers to a list of uses and facilities and does not always include staff-managed recreation programs. The program for a site can include such elements as ball fields, spray parks, shelters, restrooms, game courts, trails, natural resource stewardship, open meadows, nature preserves, or interpretive areas. These types of amenities are categorized as lead or support amenities. The needs of the population of the park it is intended to serve should be considered and accommodated at each type of park.

Park Design Principles in this document should apply to existing and future parks needing Master Plans.

Every park, regardless of type, needs to have an established set of outcomes. Park planners /designers design to those outcomes, including operational and maintenance costs associated with the design outcomes.

Each park classification category serves a specific purpose, and the features and facilities in the park must be designed for the number of age segments the park is intended to serve, the desired length of stay deemed appropriate, and the uses it has been assigned. Recreation needs and services require different design standards based on the age segments that make up the community that will be using the park. A varying number of age
segments will be accommodated with the park program depending on the classification of the park. The age segments are:

- Ages 2-5
- Ages 6-8
- Ages 9-12
- Ages 13-17
- Ages 18-24
- Ages 25-34
- Ages 35-44
- Ages 45-54
- Ages 55-64
- Ages 65-75
- Ages 76+

### 8.2.1 Definitions Used in the Park Design Principles

**Land Usage:** The percentage of space identified for either passive use or active use in a park. A park master plan should follow land usage recommendations.

**Programming:** Can include active or passive (i.e, none). Active means it is organized and planned with pre-registration by the user. Examples of active programming include sports leagues, day camps, and aquatics. Passive programming is self-directed by the user at their own pace. Examples of passive programming include playground usage, picnicking, Disc golf, reading, or walking the dog.

**Maintenance Standards:** Three maintenance levels are generally defined. The difference between levels is frequency of maintenance as determined by funding availability. Maintenance Standards have these general characteristics.

- **Level 1 Maintenance** – High profile areas where the entire area is visible to foot traffic such as entrances to community centers, signature facilities, and areas where funding permits a higher level of maintenance. Example of maintenance activities include: Mowing and edging twice per week, 95 percent turf coverage at start of season with 5 percent weeds and 0 percent bare area, edging once per week, tree pruning cycle once annually, litter pickup twice per week.

- **Level 2 Maintenance** – Moderate to heavy use typical of most parks. Example maintenance activities include: Mowing and edging once per week, 88 percent turf coverage at start of season with 8 percent weeds and 4 percent bare area, tree pruning cycle every seven years, litter pickup once per week.

- **Level 3 Maintenance** – Typical for low usage parks or when funding is limited. Example maintenance activities include: Mowing and edging every 10 days, 80 percent turf coverage at start of season with 20 percent weeds, edging once per week or every 2 weeks in off-season, tree pruning cycle every 10 years, litter pickup every other week.

In areas where turf does not impact quality of experience (i.e., dog parks) or non-landscaped open space areas, demand-based maintenance is provided according to funding availability.
**Park/Facility Classifications:** Includes Neighborhood Park, Community Park, Regional Park, Sports Complex Facility, Special Use Park/Facility, Greenbelts/Trails/Paseos, and Open Space/Natural Area. Appendix A identifies sport field amenities.

**Revenue Facilities:** These include facilities that charge to play on them in the form of an access fee, player fee, team fee, or permit fee. These could include pools, golf courses, tennis courts, recreation centers, sport field complexes, concession facilities, hospitality centers, reservable shelters, outdoor or indoor theatre space, and special event spaces.

**Signature Facility/Amenity:** This is an enhanced facility or amenity which is viewed by community as deserving of special recognition due to its design, location, function, natural resources, etc.

Design Principles for each park classification follow.

### 8.2.2 NEIGHBORHOOD PARK

A neighborhood park should be three to 10 acres; however, some Neighborhood Parks are determined by use and facilities offered and not by size alone. The service radius for a neighborhood park is one half mile or six blocks. Neighborhood Parks should have safe pedestrian access for surrounding residents; parking may or may not be included but if included accounts for less than ten cars and provides for ADA access. Neighborhood Parks serve the recreational and social focus of the adjoining neighborhoods and contribute to a distinct neighborhood identity.

- **Size of park:** Three to 10 acres (usable area measured). Preferred size is eight acres
- **Service radius:** 0.5 mile radius
- **Site Selection:** On a local or collector street. If near an arterial street, provide natural or artificial barrier. Where possible, next to a school. Encourage location to link subdivisions and linked by trails to other parks
- **Length of stay:** One hour experience or less
- **Amenities:** One signature amenity (e.g. major playground, spray ground park, sport court, gazebo); no restrooms unless necessary for signature amenity; may include one non-programmed sports field; playgrounds for ages 2-5 and 5-12 with some shaded elements; no reservable shelters; loop trails; one type of sport court; no non-producing/unused amenities; benches, small picnic shelters next to play areas. Amenities are ADA compliant
- **Landscape Design:** Appropriate design to enhance the park theme/use/experience
- **Revenue facilities:** none
- **Land usage:** 85 percent active/15 percent passive
- **Programming:** Typically none, but a signature amenity may be included which is programmed
- **Maintenance Standards:** Provide the highest level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities may require Level 1 maintenance
• Signage: Directional signage and facility/amenity regulations to enhance user experience

• Parking: Design should include widened on-street parking area adjacent to park. Goal is to maximize usable park space. As necessary, provide 5-10 spaces within park including handicap spaces. Traffic calming devices encouraged next to park

• Lighting: Security or amenity only. Lighting on dual system with 50 percent of lights off at a set time and 50 percent on all night for security

• Naming: Consistent with the Town’s ordinances for naming of parks, or may be named after a prominent or historic person, event, or natural landmark

• Other: Customized to demographics of neighborhood; safety design meets established CPTED standards; integrated color scheme throughout

8.2.3 COMMUNITY PARK

Community Parks are intended to be accessible to multiple neighborhoods and should focus on meeting community-based recreational needs, as well as preserving unique landscapes and open spaces. Community Parks are generally larger in scale than neighborhood parks, but smaller than regional parks and are designed typically for residents who live within a three mile radius. When possible, the park may be developed adjacent to a school. Community Parks provide recreational opportunities for the entire family and often contain facilities for specific recreational purposes: athletic fields, swimming pool, tennis courts, extreme sports amenity, recreation center, loop trails, picnic areas, reservable picnic shelters, sports courts, permanent restrooms, large turfed and landscaped areas and a playground or spray ground. Passive outdoor recreation activities such as meditation, quiet reflection, and wildlife watching also take place at Community Parks.

Community Parks generally range from 20 to 100 acres depending on the community. Community Parks serve a larger area – radius of one to three miles and contain more recreation amenities than a Neighborhood Park.

• Size of park: 20 to 60 acres normally. Can be up to 100 acres (usable area measured).

• Service radius: One to three mile radius

• Site Selection: On two collector streets minimum and preferably one arterial street. If near arterial street, provide natural or artificial barrier. Minimal number of residences abutting site. Preference is streets on four sides, or three sides with school or municipal use on fourth side. Encourage trail linkage to other parks

• Length of stay: Two to three hours experience

• Amenities: Four signature amenities at a minimum: (e.g., trails, sports fields, large shelters/ pavilions, community playground for ages 2-5 and 5-12 with some shaded elements, recreation center, pool or family aquatic center, sports courts, water feature); public restrooms, ample parking, and security lighting. Amenities are ADA compliant. Sport Fields and Sport Complexes are typical at this park.

• Revenue facilities: One or more (e.g. pool, sports complex, pavilion)
- Land usage: 65 percent active and 35 percent passive
- Programming: Minimum of four essential program services (e.g. sports, day camps, aquatics)
- Maintenance Standards: Provide the highest level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities may require Level 1 maintenance
- Parking: Sufficient to support the amenities; occupies no more than 10 percent of the park. Design should include widened on-street parking area adjacent to park. Goal is to maximize usable park space. Traffic calming devices encouraged within and next to the park
- Lighting: Amenity lighting includes sport field light standards. Security lighting on dual system with 50 percent of lights off at a set time and 50 percent on all night for security
- Signage: Directional signage and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility
- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at park entrances and throughout park
- Naming: Consistent with the Town’s naming right ordinance, may be named after a prominent or historic person, event, or natural landmark
- Other: Strong appeal to surrounding neighborhoods; integrated color scheme throughout the park; partnerships developed with support groups, schools and other organizations; loop trail connectivity; linked to Regional Park, trail or recreation facility; safety design meets established CPTED standards. Telephone/Cable TV conduit.

### 8.2.4 REGIONAL PARK

A regional park serves a large area of several communities, residents within a town, city or county, or across multiple counties. Depending on activities within a regional park, users may travel as many as 60 miles for a visit. Regional parks include recreational opportunities such as soccer, softball, golf, boating, camping, conservation-wildlife viewing and fishing. Although regional parks usually have a combination of passive areas and active facilities, they are likely to be predominantly natural resource-based parks.

A common size for a regional park is 100 to 1,000 acres but some parks can be 2,000 to 5,000 acres in size. A regional park focuses on activities and natural features not included in most types of parks and often based on a specific scenic or recreational opportunity. Facilities could include those found in a Community Park and have specialized amenities such as an art center, amphitheater, boating facility, golf course, or natural area with interpretive trails. Regional parks can and should promote tourism and economic development. Regional parks can enhance the economic vitality and identity of the entire region. Eagle Creek Park is a regional park.

- Size of park: 100 to 1,000 acres
- Service radius: Three mile or greater radius
- Site Selection: Prefer location which can preserve natural resources on-site such as wetlands, streams, and other geographic features or sites with significant cultural or historic features. Significantly large parcel of land. Access from public roads capable of handling anticipated traffic.
- Length of stay: All day experience
- Amenities: 10 to 12 amenities to create a signature facility (e.g. golf course, tennis complex, sports complex, lake, regional playground, 3+ reservable picnic shelters, camping, outdoor recreation/extreme sports, recreation center, pool, gardens, trails, zoo, specialty facilities); public restrooms, concessions, restaurant, ample parking, special event site. Sport Fields and Sport Complexes are typical at this park. See details in Sport Complex classification and Appendix A – Sport Field Amenities for more information
- Revenue facilities: More than two; park designed to produce revenue to offset operational costs
- Land usage: Up to 50 percent active/50 percent passive
- Programming: More than four recreation experiences per age segment with at least four core programs provided
- Maintenance Standards: Provide the highest level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities may require Level 1 maintenance
- Parking: Sufficient for all amenities. Traffic calming devices encouraged within and next to park
- Lighting: Amenity lighting includes sport field light standards. Security lighting on dual system with 50 percent of lights off at a set time and 50 percent on all night for security
- Signage: Directional signage and facility/amenity regulations to enhance user experience, May include kiosks in easily identified areas of the facility
- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at park entrances and throughout park
- Naming: Consistent with the Town’s naming ordinance, may be named after a prominent or historic person, event, or natural landmark
- Other: Safety design may meet CPTED safety standards; integrated color scheme throughout the park; linked to major trails systems, public transportation available, concessions, food and retail sales available, dedicated site managers on duty. Telephone/Cable TV conduit.

8.2.5 SPORTS COMPLEX
Sports complexes at Community Parks, Regional Parks, and stand-alone Sports Complexes are developed to provide four to 16 fields or courts in one setting. A sports complex may
also support extreme sports facilities, such as BMX and skateboarding. Sports Complexes can be single focused or multi-focused and can include indoor or outdoor facilities to serve the needs of both youth and adults. Outdoor fields should be lighted to maximize value and productivity of the complex. Agencies developing sports complexes focus on meeting the needs of residents while also attracting sport tournaments for economic purposes to the community.

Sport field design includes appropriate field distances for each sport’s governing body and support amenities designed to produce revenue to offset operational costs.

Signature sports complexes include enhanced amenities such as artificial turf, multipurpose field benches and bleachers, scoreboards, amplified sound, scorer’s booths, etc. Enhanced amenities would be identified through discussion between Town and Schools and or sports associations and dependent upon adequate funding.

- Size of park: Preferably 40 or more acres for stand-alone complexes
- Service radius: Determined by community demand
- Site Selection: Stand-alone sports complexes are strategically located on or near arterial streets. Refer to community or regional Park sections if sport complex located within a park. Preference is streets on four sides, or three sides with school or municipal use on fourth side.
- Length of stay: Two to three hours experience for single activities. Can be all day for tournaments or special events
- Amenities: Four to sixteen fields or sports courts in one setting; public restrooms, ample parking, turf types appropriate for the facility and anticipated usage, and field lighting. Amenities are ADA compliant.
- Revenue facilities: Four or more (e.g. fields, concession stand, picnic pavilion)
- Land usage: 95 percent active and 5 percent passive
- Programming: Focus on active programming of all amenities
- Maintenance Standards: Provide the highest level maintenance with available funding. Plan for Level 1 and sometimes 2 level of maintenance standards at signature facility
- Parking: Sufficient to support the amenities. Traffic calming devices encouraged within and next to park
- Lighting: Amenity lighting includes sport field light standards. Security lighting on dual system with 50 percent of lights off at a set time and 50 percent on all night for security
- Signage: Directional signage and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility
- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at entrances and throughout complex
• Naming: Consistent with the Town’s naming ordinance, may be named after a prominent or historic person, event, or natural landmark

• Other: Integrated color scheme throughout the park; safety design meets established CPTED standards. Telephone/Cable TV conduit.

8.2.6 SPECIAL USE PARK/FACILITY

Special Use facilities are those spaces that don’t fall within a typical park classification. A major difference between a Special Use facility and other parks is that they usually serve a single purpose whereas other park classifications are designed to offer multiple recreation opportunities. It is possible for a Special Use facility to be located inside another park. Special Use facilities generally fall into three categories:

**Historic/Cultural/Social Sites** – unique local resources offering historical, educational, and cultural opportunities. Examples include historic downtown areas, commercial zones, plaza parks, performing arts parks, arboretums, display gardens, performing arts facilities, indoor theaters, churches, and amphitheaters. Frequently these are located in Community or Regional Parks

**Golf Courses** – Nine and 18-hole complexes with ancillary facilities such as club houses, driving ranges, program space and learning centers. These facilities are highly maintained and support a wide age level of males and females. Programs are targeted for daily use play, tournaments, leagues, clinics and special events. Operational costs come from daily play, season pass holders, concessions, driving range fees, earned income opportunities and sale of pro shop items

**Indoor Recreation Facilities** – specialized or single purpose facilities. Examples include community centers, senior centers and community theaters. Frequently these are located in Community or Regional Parks

Outdoor Recreation facilities – Examples include aquatic parks, disk golf, skateboard, BMX, and dog parks, which may be located in a park

• Size of park: Depends upon facilities and activities included. Their diverse character makes it impossible to apply acreage standards

• Service radius: Depends upon facilities and activities included. Typically serves special user groups while a few serve the entire population

• Site Selection: Given the variety of potential uses, no specific standards are defined for site selection. As with all park types, the site itself should be located where it is appropriate for its use.

• Length of stay: varies by facility

• Amenities: varies by facility

• Revenue facilities: Due to nature of certain facilities, revenue may be required for construction and/or annual maintenance. This should be determined at a policy level before the facility is planned and constructed

• Land usage: varies by facility
- Programming: varies by facility

- Maintenance Standards: Provide the highest level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities (i.e., rose gardens) will require Level 1 maintenance

- Parking: On-street or off-street parking is provided as appropriate. Design should include widened on-street parking area adjacent to park. Goal is to maximize usable park space. As necessary, provide five to 10 spaces within park including handicap spaces. Traffic calming devices encouraged next to park

- Lighting: Security or amenity only. Lighting on dual system with 50 percent of lights off at a set time and 50 percent on all night for security

- Signage: Directional signage and facility/amenity regulations to enhance user experience

- Landscape Design: Appropriate design to enhance the park theme/use/experience

- Naming: Follows Town ordinance for naming or may be named after a prominent or historic person, event, or natural landmark

- Other: Integrated color scheme throughout the park; safety design meets established CPTED standards. Telephone/Cable TV conduit as appropriate.

8.2.7 GREENBELTS/TRAILS/PASEOS

Greenbelts/Trails/Paseos are recognized for their ability to connect people and place and often include either paved or natural trails. Trails can also be loop trails in parks. Linking neighborhoods, parks, recreation facilities, attractions, and natural areas with a multi-use trail fulfills two guiding principles simultaneously: protecting natural areas along river and open space areas and providing people with a way to access and enjoy them. Multi-use trails also offer a safe, alternative form of transportation; provide substantial health benefits, habitat enhancements for plants and wildlife, and unique opportunities for outdoor education and cultural interpretation.

- Size: Typically at least 30-foot width of unencumbered land for a Greenbelt or Paseo. May include a trail to support walk, bike, run, equestrian type activities. Typically an urban trail is 10-foot wide to support pedestrian and bicycle uses. In open space areas, trails include 2-feet of decomposed granite on both sides of the trail for walkers, bicyclists. Trails incorporate signage to designate where a user is located and where the trials connect in the Town.

Equestrian uses can occur in both urban and open space settings by adding 10 more feet of space to separate equestrian usage from pedestrian/bike usage. In urban settings, equestrian use includes five foot of decomposed granite plus a five foot landscaped separation from the pedestrian/bike trail. In open space settings, equestrian use includes five foot of harrowed soil plus a five foot natural separation from the pedestrian/bike trail

- Site Selection: Located consistent with approved Trails Master Plan
• Amenities: Parking and restrooms at major trailheads. May include small parks along the trail
• Maintenance standards: Demand based maintenance with available funding
• Lighting: Security lighting at trailheads and high use areas. Lighting on dual system with 50 percent of lights off at a set time and 50 percent on all night for security
• Signage: Mileage markers at half mile intervals. Interpretive kiosks as deemed appropriate
• Landscape Design: Coordinated planting scheme in urban areas. Limited or no planting in open space areas
• Other: Connectivity to parks or other Town attractions and facilities is desirable

8.2.8 OPEN SPACE/NATURAL AREA
Open Space/Natural Areas are undeveloped but may include natural or paved trails. Grasslands under power line corridors are one example; creek areas are another. Open Space contain natural resources that can be managed for recreation and natural resource conservation values such as a desire to protect wildlife habitat, water quality and endangered species. Open Space also can provide opportunities for nature based, unstructured, low-impact recreational opportunities such as walking and nature viewing.

• Amenities: May include paved or natural trails, wildlife viewing areas, mountain biking, disc golf, interpretation and education facilities
• Maintenance standards: Demand-based maintenance with available funding. Biological management practices observed.
• Lighting: None
• Signage: Interpretive kiosks as deemed appropriate
• Landscape Design: Generally none. Some areas may include landscaping, such as entryways or around buildings. In these situations, sustainable design is appropriate.

8.2.9 SPORT FIELD AMENITIES
Basic sport field amenities provided by the Town are listed below.

8.2.9.1 BASEBALL FIELD AMENITIES - YOUTH SIZE
• Field size: Preferred: 225-foot outfield fence with 10-foot warning track with 4-foot high outfield fence. Alternate: 215-foot outfield fence with 8-foot high outfield fence.
• Baselines and infield: 60-foot and 70-foot skinned baseline w/ base sleeves w/ grass infield. Ball field mix extends from backstop down sidelines to fence opening at end of dugout. Home plate included. Bases specified by Town and provided by user groups.
• Permanent backstop. 2-foot high concrete block w/ safety padding and 18-foot vertical fence (black vinyl coated chain link).

• Fencing: 8-foot high fence (black vinyl coated chain link) from backstop to end of skinned infield. On 225-foot field, 4-foot high sideline and outfield fence (black vinyl coated chain link). On 215-foot field, outfield fence increases to 8-foot high. Yellow safety top on outfield fence. Foul poles at outfield fence. 12-foot wide dual-gate opening on one sideline fence for field maintenance equipment access.

• Concrete block bin: 6-foot by 6-foot for ball field mix located adjacent to 12-foot fence opening.

• Dugout: 21-foot by 7-foot including 15-foot long players bench with backrest. 8-foot high fencing around dugout. Dugout opens onto field at home base side of dugout. 2-foot safety wing fencing inside dugout to prevent foul ball entry. Slatted roof over dugout.

• Raised pitching mound with two pitching rubbers (46-foot and 50-foot to home plate). Equipment installed by Town maintenance staff.

• Interior warm up/practice pitching mound along sideline fences backing up to outfield fence (46-foot distance from pitching rubber to plate). Slats or padding in fence to maintain fence longevity.

• Three row bleachers (21-foot long) on concrete pad both baselines.

• 12-foot by 8-foot concrete pad for storage box. Equipment storage unit funded by user group – approved and installed by Town maintenance staff on same side as field mix bin.

• Conduit and pull boxes from power source to backstop, and from backstop to outfield field for future scoreboard. Scoreboard/controller provided by user group.

• Field lighting at community and regional parks.

• Concrete behind dugouts and in dugouts connected to park walkways on all fields.

• Quick disconnect for water behind pitcher’s mound.

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8.2.9.2 BASEBALL FIELD AMENITIES – ADULT SIZE

• Field size: 320-foot down the foul line and 385-foot in center field. Includes 10-foot warning track,

• Baselines and infield: 90-foot skinned baseline w/ base sleeves w/ grass infield. Ball field mix extends from backstop down sidelines to fence opening at end of dugout. Home plate included. Bases specified by Town and provided by user groups.

• Permanent backstop. 2-foot high concrete block w/ safety padding and 18-foot vertical fence (black vinyl coated chain link).
- Fencing: 8-foot high fence (black vinyl coated chain link) from backstop to end of skinned infield. 4-foot high sideline and outfield fence (black vinyl coated chain link). Yellow safety top on outfield fence. Foul poles at outfield fence. 12-foot wide dual-gate opening on one sideline fence for field maintenance equipment access.
- Concrete block bin: 6-foot by 6-foot for ball field mix located adjacent to 12-foot fence opening.
- Dugout: 27-foot by 9-foot including 21-foot long players bench with backrest. 8-foot high fencing around dugout. Dugout opens onto field at home base side of dugout. 2-foot safety wing fencing inside dugout to prevent foul ball entry. Slatted roof over dugout.
- Raised pitching mound with pitching rubbers 60-foot, 6-inches to home plate). Equipment installed by Town maintenance staff.
- Interior warm up/practice pitching mound along sideline fences near outfield fence (60-foot, 6-inches to home plate). Slats or padding in fence to maintain fence longevity.
- Three row bleachers (21-foot long) on concrete pad both baselines.
- 12-foot by 8-foot concrete pad for storage box. Equipment storage unit funded by user group – approved and installed by Town maintenance staff on same side as field mix bin.
- Conduit and pull boxes from power source to backstop, and from backstop to outfield field for future scoreboard. Scoreboard/controller provided by user group.
- Field lighting at community and regional parks.
- Concrete behind dugouts and in dugouts connected to park walkways on all fields.
- Quick disconnect for water behind pitcher’s mound.

8.2.9.3 SOFTBALL FIELD AMENITIES – YOUTH SIZE

- Baselines and infield: 50-foot and 60-foot baseline w/ base sleeves on completely skinned infield. Home plate included. Bases specified by Town and provided by user groups.
- Permanent backstop. 2-foot high concrete block w/ safety padding and 18-foot vertical fence (black vinyl coated chain link).
- Fencing: 8-foot high fence (black vinyl coated chain link) from backstop to end of skinned infield. On 225-foot field, 4-foot high sideline and outfield fence (black
vinyl coated chain link). On 215-foot field, outfield fence increases to 8-foot high. Yellow safety top on outfield fence. Foul poles at outfield fence. 12-foot wide dual-gate opening on one sideline fence for field maintenance equipment access.

- Concrete block bin: 6-foot by 6-foot for ball field mix located adjacent to 12-foot fence opening.
- Dugout: 21-foot by 7-foot including 15-foot long players bench with backrest. 8-foot high fencing around dugout. Dugout opens onto field at home base side of dugout. 2-foot safety wing fencing inside dugout to prevent foul ball entry. Slatted roof over dugout.
- No pitching mound. Three pitching rubbers (30-foot/35-foot/40-foot to home plate). Equipment installed by Town maintenance staff.
- Interior warm up/practice pitching area along sideline fences backing up to outfield fence (30-foot/35-foot/40-foot to home plate distance from pitching rubber to plate). Slats or padding in fence to maintain fence longevity.
- Three row bleachers (21-foot long) on concrete pad both baselines.
- 12-foot by 8-foot concrete pad for storage box. Equipment storage unit funded by user group – approved and installed by Town maintenance staff on same side as field mix bin.
- Conduit and pull boxes from power source to backstop, and from backstop to outfield field for future scoreboard. Scoreboard/controller provided by user group.
- Field lighting at community and regional parks.
- Concrete behind dugouts and in dugouts connected to park walkways on all fields.
- Quick disconnect for water behind pitcher’s mound.
- Bomber system for watering infield preferred.

8.2.9.4 SOFTBALL FIELD AMENITIES – ADULT SIZE

- Field size: 300-foot outfield fence with 10-foot warning track and 8-foot high outfield fence.
- Baselines and infield: 60-foot/ 65-foot/ 70-foot/ 80-foot baseline w/ base sleeves on skinned infield. Home plate included. Bases specified by Town and provided by user groups.
- Permanent backstop. 2-foot high concrete block w/ safety padding and 18-foot vertical fence (black vinyl coated chain link).
- Fencing: 8-foot high fence (black vinyl coated chain link) from backstop to end of skinned infield. 8-foot high sideline and outfield fence (black vinyl coated chain link).
Town of Brownsburg

link). Foul poles at outfield fence. 12-foot wide dual-gate opening on one sideline fence for field maintenance equipment access.

- Concrete block bin: 6-foot by 6-foot for ball field mix located adjacent to 12-foot fence opening.
- Dugout: 27-foot by 9-foot including 21-foot long players bench with backrest. 8-foot high fencing around dugout. Dugout opens onto field at home base side of dugout. 2-foot safety wing fencing inside dugout to prevent foul ball entry. Slatted roof over dugout.
- No pitching mound. Two pitching rubbers (50-foot /54-foot to home plate). Equipment installed by Town maintenance staff.
- Three row bleachers (21-foot long) on concrete pad both baselines.
- 12-foot by 8-foot concrete pad for storage box. Equipment storage unit funded by user group – approved and installed by Town maintenance staff on same side as field mix bin.
- Conduit and pull boxes from power source to backstop, and from backstop to outfield field for future scoreboard. Scoreboard/controller provided by user group.
- Field lighting at community and regional parks.
- Concrete behind dugouts and in dugouts connected to park walkways on all fields.
- Quick disconnect for water behind pitcher’s mound.
- Bomber system for watering infield preferred.

8.2.9.5 MULTIPURPOSE FIELDS (SOCCER/FOOTBALL/LACROSSE/FIELD HOCKEY)

- Field size: Regulation field – 360-foot by 240-foot. Limited space field– 210-foot by 150-foot. 25-foot buffer on same plane as field with no obstructions or drainage fixtures. Buffer applies to both field sizes.
- Goals: Portable, with size specified by user group and provided by Town.
- No bleachers or players benches.
- Field lighting at community and regional parks.

8.2.9.6 RESTROOM/CONCESSION BUILDING

- Restroom: typically installed at 1 per 20 acres of Community Park, Regional Park, or Sports Complex. Minimum of one restroom at parks with programmed fields.
- Concession Building: Provided when three or more fields exist at a Community Park or Regional Park. Owned by Town. Rental agreement required for user group use of facility, which includes cost of building depreciation, building upkeep, and
utilities. Building includes shelving, electrical, three-partition sink with hot water, and separate sink for hand washing. Facility built to health code requirements. Equipment supplied by user group.

8.3 MAINTENANCE STANDARDS

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

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

8.3.1 LEVEL ONE MAINTENANCE STANDARDS AND DEFINITIONS FOR PARKS

- Turf Maintenance – high profile areas (small areas, entire area visible to foot traffic)
  - Mowing will occur 2 times/week
  - Mowing heights
    - 2 ½ " during warm season (day time highs consistently above 75 degrees)
  - Edging of all turf perimeters will occur 1 time/week
  - 95% turf coverage
  - 3% weed infestation for existing areas (all efforts should be made to keep new areas 100% weed free)
  - 2% bare area
  - Remove grass clippings if visible
  - Aerate 1 time/year (additionally if needed)
  - Inspect thatch layer regularly and remove as needed
  - Test soil and water annually
    - Additional testing will occur if deemed necessary
  - Soil moisture will be consistent
    - No wet areas
    - No dry areas
    - Firm enough for foot and mower traffic
    - Apply wetting agents to assist in uniform soil moisture
    - Hand water as needed
o Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours

o Fertilize (3) times per year

o Top dress/over seed once a year

• Tree and Shrub Maintenance

o Prune/trim trees and shrubs as dictated by species twice annually during spring and fall

o Remove sucker growth annually

o Test soil annually to insure application of appropriate nutrients as needed

o Apply fertilizer to plant species according to their optimum requirements as needed or yearly

o Inspect regularly for insects and diseases. Respond to outbreaks within 48 hours

o Place 2” of organic mulch around each tree within a minimum 18” ring

o Place 2” of organic mulch around shrub beds to minimize weed growth

o Remove hazardous limbs and plants immediately upon discovery

o Remove dead trees and plant material immediately unless located within an environmental area

o Remove or treat invasive plants within 5 days of discovery

o Flower bed maintenance done yearly

o Fertilize once a year

o Pond maintenance done yearly and inspect weekly

o Water features maintained weekly

o Invasive plant removal annually

• Storm Cleanup

o Inspect drain covers at least twice monthly, before rain and immediately after flooding

o Remove debris and organic materials from drain covers immediately

o Maintain water inlet height at 100% of design standard

• Irrigation Systems

o Inspect irrigation systems at least once per month or computer monitors as necessary

o Initiate repairs to non-functioning systems within 24 hours of discovery

o Back flow testing done annually
• Litter Control
  o Pick up litter and empty containers at least once daily or as needed
  o Remove leaves and organic debris once a week or as necessary

• Playground Maintenance
  o Audit each playground to insure compliance with the current version of
    ASTM Performance Standard F1487 and the Consumer Product Safety
    Commission “Handbook for Public Playground Safety”
  o Complete low-frequency playground inspections at least bi-monthly or as
    required. All low-frequency inspections are to be completed by a Certified
    Playground Safety Inspector (CPSI). Complete safety-related repairs
    immediately, and initiate other repairs within 48 hours of discovery
  o Complete high-frequency inspections at least weekly
  o Grooming surface three times weekly, nine months a year

• Hard Surface Maintenance
  o Remove debris and glass immediately upon discovery
  o Remove sand, dirt, and organic debris from walks and hard court surfaces
    weekly
  o Remove trip hazards from pedestrian areas immediately upon discovery
  o Paint fading or indistinct instructional / directional signs annually
  o Blow grass clippings after mowing around hard surfaces
  o Remove grass growing in cracks as needed

• Outdoor Court Maintenance
  o Inspect tennis and basketball courts at least once monthly. Complete all
    repairs within 48 hours of discovery
  o Repaint lines at least once each year
  o Replace basketball nets when frayed, broken, or removed
  o Maintain basketball goal posts, backboards, rims, tennis net posts, fencing,
    and hardware to original design specifications

• Trail Maintenance
  o Inspect hard and soft surface trails at least once monthly
  o Remove dirt, sand, and organic debris from hard surfaces at least once
    weekly
  o Remove organic debris from soft surfaces at least once weekly
  o Maintain a uniform 3-4” depth of compacted material on soft surface trails
    at all times
• Graffiti removed weekly
• Remove overhanging branches within 84” of the trail surface at least twice annually
• Mechanically or chemically control growth 24” on either side of the trails
• Inspect signs, benches, and other site amenities at least once monthly. Complete repairs within 10 days of discovery
• Inspect and make necessary repairs to lighting systems at least once monthly
• Repair / replace bulbs to maintain lighting levels to design specifications at all times

• Site Amenity Maintenance
  • Inspect benches, trash containers, picnic tables and grills, bicycle racks, flag poles, drinking fountains, and other site amenities at least monthly. Complete repairs within 24 hours of discovery
  • Cleaning, scrub and power wash of amenities twice yearly
  • Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours

• Athletic fields grounds maintenance (Baseball, Soccer, Softball and Rugby)
  • Fields that are dedicated to softball, baseball, soccer and rugby only
  • Use mower capable of “striping” the turf
  • Mowing will occur twice weekly
  • Mowing heights
    • 2” during cool season (day time highs consistently below 75 degrees)
  • Edging of field perimeters will occur twice monthly
  • 95% turf coverage at the start of every season
  • 80% turf coverage after play begins
  • 5% weed infestation
  • 0% bare area at the start of every season
  • 15% bare and weak areas will be acceptable after play begins
  • Apply pre-germinated seed to heavily worn areas after every tournament
  • Remove grass clippings if visible
  • Aerate 3 times annually
  • Spot aerate high use areas as needed
  • Inspect thatch layer regularly and remove as needed
• Test soil and water annually
  ▪ Additional testing will occur if deemed necessary
• Soil moisture will be consistent
  ▪ No wet areas
  ▪ No dry areas
  ▪ Firm enough for foot and mower traffic
  ▪ Apply wetting agents to assist in uniform soil moisture
  ▪ Hand water as needed
• Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours
• Fertilize monthly
• Aerate and over seed yearly

• Fence and Gate Maintenance
  o Inspect fences, gates, and bollards at least twice annually. Complete safety-related repairs immediately. Complete other repairs within 48 hours of discovery
  o Annually free fence of debris

• Sign Maintenance
  o Inspect sign lettering, surfaces, and posts at least once monthly
  o Repair / replace signs to maintain design and safety standards within 24 hours of discovery
  o Clean signs twice a year
  o Cut back plant material annually or more if needed

• Pest Control
  o In accordance with the Department’s Integrated Pest Management Program (IPM), problem areas are inspected monthly and remedied immediately upon discovery

• Vandalism and Graffiti Removal
  o Initiate repairs immediately upon discovery. Document and photograph damage as necessary

• Picnic Shelters
  o Reserved units cleaned and litter removed prior to and after each reservation
  o Minor repairs are made immediately upon discovery
  o Non-reserved units are cleaned weekly by power washing, or as necessary
• Lighting Security/Area
  o Foot-candle levels will be maintained to preserve original design
  o Inspect once monthly
  o Repairs/bulb replacement will be completed within 24 hours of discovery

• Aquatic Center Standards, when a pool is developed
  o Vacuum pool weekly
  o Manually check water chemistry every two hours of operation
  o Check water electronically on a continuous basis
  o Water checked for temperature, chlorine, and pH
  o Check flow rates every 2 hours of operation
  o Water checked for clarity on a continuous basis
  o Clean concrete areas daily
  o Repaint pool tank every two years
  o Pressure wash concrete areas weekly
  o Clean restrooms two times daily
  o Inspect facility and associated equipment daily
  o Maintain all equipment per manufacturers suggestions
  o Inspect sand filter annually

• Broken Equipment Standard
  o Broken equipment shall be repaired immediately, as staff is capable and parts are available when noticed or reported
  o If staff is not able to repair, the broken equipment will be signed and roped off with emergency tape indicating that the amenity is broken, not to be used, and if and when it will be repaired

• Lifecycle Replacement
  o The Town has developed a lifecycle replacement program that must be built into the Capital Improvement Program based on contractor and product specifications

• Concession Standards (outdoor) when developed in the future
  o Concession facilities cleaned, wiped down, and sanitized before opening
  o Electrical appliances checked for compliance and repaired if damaged
  o Lights checked and repaired as needed
  o Concession operating permits secured before opening
  o Appliances cleaned thoroughly before opening
Prices for concessions will be posted
Cash registers tested to ensure they work properly
Circuit breakers tested prior to opening
Cleaning and sanitization supplies on hand before opening
Pick up debris daily

Closing Concession Standards (outdoor)
- Equipment cleaned thoroughly
- Supplies removed and discarded
- Electricity should be turned off
- Refrigerators and cables turned off and sealed
- Facility floors, sinks, and counters cleaned thoroughly
- Hoses cleaned and drained
- Kitchen cleaned thoroughly
- Inspections of standards will occur monthly

Open Space Standard
- Maintain natural appearance to open space areas
- Remove trees and branches that pose a hazard to the users of the area
- Respond to disease and insect outbreaks within 24 hours of identification
- Inspect areas monthly
- Remove and clean dump sites within 48 hours of identification
- Post and maintain appropriate signage for each individual area
- Implement strategies to assist in reducing the stand of non-native invasive plants by 5% annually
- No large branches or debris will be allowed in parks and along perimeters

8.3.2 LEVEL TWO MAINTENANCE STANDARDS FOR PARKS

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

Turf Maintenance
- Mowing will occur once weekly
- Mowing heights
  - 2½” during cool season (day time highs consistently below 75 degrees)
Edging of all turf perimeters will occur weekly during season and every 2 weeks in off-season
- 88% turf coverage
- 8% weed infestation
- 4% bare area will be acceptable after play begins
- Remove grass clippings if visible
- Aerate once annually in low use areas
- Aerate twice annually in high use areas (additional if needed)
- Inspect thatch layer regularly and remove as needed
- Test soil and water annually
  - Additional testing will occur if deemed necessary
- Soil moisture will be consistent
  - No wet areas
  - No dry areas
  - Firm enough for foot and mower traffic
  - Apply wetting agents to assist in uniform soil moisture
  - Hand water as needed
- Inspect weekly for insects, disease, and stress, and respond to outbreaks within 24 hours
- Fertilize twice yearly

**Tree and Shrub Maintenance**
- Prune/trim trees and shrubs as dictated by species at least once annually
- Apply fertilizer to plant species only if plant health dictates
- Remove sucker growth as needed
- Inspect regularly for insects and diseases. Respond to outbreaks within 48 hours
- Place 2” of organic mulch around each tree within a minimum 18” ring
- Place 2” of organic mulch around shrub beds to minimize weed growth
- Remove hazardous limbs and plants immediately upon discovery
- Remove dead trees and plant material within 30 days of discovery
- Remove or treat invasive plants yearly

**Storm Cleanup**
- Inspect drain covers at least once monthly and immediately after flooding occurs
o Remove debris and organic materials from drain covers within every other month
o Inspect and clean drains before forecasted storms begin
o Maintain water inlet height at 100% of design standard
o Invasive plant removal once a year or as needed
o Drain system maintenance done once a year

• Irrigation Systems
  o Inspect irrigation systems a minimum of once per month and as necessary
  o Initiate repairs to non-functioning systems within 48 hours of discovery
  o Annual back flow inspection done yearly

• Litter Control
  o Pick up litter and empty containers at least every other day or as needed
  o Remove leaves and organic debris once a week

• Playground Maintenance
  o Audit each playground to insure compliance with the current version of ASTM Performance Standard F1487 and the Consumer Product Safety Commission “Handbook for Public Playground Safety”
  o Complete low-frequency playground inspections at least bi-monthly or as required. All low-frequency inspections are to be completed by a Certified Playground Safety Inspector (CPSI). Complete safety-related repairs immediately and initiate other repairs within 48 hours of discovery
  o Complete high-frequency inspections at least weekly
  o Grooming surface two times weekly

• Hard Surface Maintenance
  o Remove debris and glass immediately upon discovery
  o Remove sand, dirt, and organic debris from walks, lots, and hard surfaces every 30 days
  o Remove trip hazards from pedestrian areas immediately upon discovery
  o Paint fading or indistinct instructional/directional signs every other year
  o Remove grass in the cracks monthly

• Outdoor Court Maintenance
  o Inspect basketball courts at least once monthly. Complete repairs within 10 days of discovery
  o Repaint lines at least once every 2 years
  o Replace basketball nets within 10 days when frayed, broken, or removed
• Maintain basketball goal posts, backboards, rims, fencing, and hardware to original design specifications. Complete repairs within 10 days of discovery

• Trail Maintenance
  o Inspect hard and soft surface trails at least once monthly
  o Remove dirt, sand, and organic debris from hard surfaces at least once monthly
  o Remove organic debris from soft surfaces at least once monthly
  o Maintain a uniform 2-4” depth of compacted material on soft surface trails
  o Mechanically or chemically control growth 24” on either side of the trails
  o Remove overhanging branches within 84” of the trail surface at least once annually
  o Inspect signs, benches, and other site amenities at least once monthly. Complete repairs within 10 days of discovery

• Site Amenity Maintenance
  o Inspect benches, trash containers, picnic tables, grills, bicycle racks, drinking fountains, and other site amenities at least monthly. Complete repairs within 5 days of discovery
  o Cleaning and washing annually
  o Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours

• Athletic Field Grounds Maintenance (baseball, soccer, softball, and rugby)
  o Fields that are dedicated to soccer, baseball, softball and rugby only
  o Mowing will occur twice weekly
  o Mowing heights
    ▪ 2 ½” during cool season (day time highs consistently below 75 degrees)
    ▪ 3” during warm season (day time highs consistently above 75 degrees)
  o Edging of all field perimeters will occur once monthly
  o 80% turf coverage at the start of every season
  o 65% turf coverage after play begins
  o 20% weed infestation
  o 5% bare area at the start of every season
  o 15% bare and weak areas will be acceptable after play begins
  o Remove grass clippings if visible
• Aerate once annually
• Inspect thatch layer regularly and remove as needed
• Test soil and water annually
  ▪ Additional testing will occur if deemed necessary
  ▪ Soil moisture will be consistent
• No wet areas
• No dry areas
• Firm enough for foot and mower traffic
• Inspect weekly for insects, disease, and stress, and respond to outbreaks within 24 hours

• Fence and Gate Maintenance
  • Inspect fences, gates, and bollards at least once annually. Complete safety-related repairs immediately, and complete other repairs within 5 days of discovery
  • Clean debris annually

• Sign Maintenance
  • Inspect sign lettering, surfaces, and posts at least once every 3 months
  • Repair/replace signs to maintain design and safety standards within 5 days of discovery
  • Clean sign once a year

• Pest Control
  • In accordance with the Department’s Integrated Pest Management Program (IPM), inspect problem areas monthly and remedy immediately upon discovery

• Vandalism and Graffiti Removal
  • Initiate repairs immediately upon discovery. Document and photograph damage as necessary

• Picnic Shelters
  • Reserved units cleaned and litter removed prior to and after each reservation
  • Minor repairs are made immediately upon discovery
  • Non-reserved units are cleaned bi-weekly, or as necessary

• Lighting Security/Area
  • Inspect quarterly
  • Repairs/bulb replacement will be completed within 72 hours of discovery
8.3.3 LEVEL THREE MAINTENANCE STANDARDS FOR PARKS

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

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

8.3.4 MAINTENANCE ITEMS FOR WATER PARKS

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

8.3.4.1 MINIMUM STANDARD

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

- Customer Service
  - Safety and directional signs are properly positioned
  - Entrance is clearly visible with appropriately placed road signs to access the water park
  - Entrance is well landscaped with a “Welcome To” sign in place
  - Parking lot is clean and well maintained
  - Parking lot has designated handicapped slots
  - Area surrounding water park is neatly groomed and landscaped
  - Maintenance building is neat and clean

- Buildings and structures
  - Bathhouse and restrooms floors should be disinfected daily
  - Pool decks should be rinsed daily
  - Buildings and structures shall be maintained in good repair at all times in a fashion which is consistent with fire and safety codes and regulations.
• Tools, supplies and equipment will be organized in an orderly fashion.

• Chemical storage shall be reported to the Department on an annual basis as part of SARA III reporting requirements. All chemicals shall be stored in a fashion consistent with local/state storage recommendations.

• Restrooms shall be checked at least hourly on a daily basis and maintained in a manner to provide clean and sanitary facilities. Soap, towels, toilet issue, etc., shall be provided in adequate quantities at all times.

• Water Park (when developed)
  o Check the operation of the recirculation pump and motor daily.
  o Check the operation of the disinfectant and pH chemical feeder daily.
  o Check the filter operation, read the pressure gauges, and backwash, if necessary daily.
  o For all closed filters, manually release the air daily.
  o Skimmer strainer baskets must be cleaned daily.
  o Clean the bottom of the pool and manually skim debris from the surface daily.
  o Measure and record the chlorine or bromine residual and the pH at least twice a day.

• The staff shall keep true, accurate, and complete records of water park maintenance, chemical applications, and safety inspections.

• Planters (All areas planted with ornamental plants, and having a definable border)
  o Planters shall be maintained free of trash and debris such as (e.g., paper, drinking cans, bottles, fallen limbs and leaves, and etc.)
  o Planters shall be maintained free of weeds or grass by mechanical, manual or chemical means.
  o Plant material (e.g., trees, shrubbery and ground covering) in planters shall be trimmed for protection from wind, insect damage, and appearance.
  o Various planting areas throughout the facility will be cultivated, weeded, pruned, and fertilized regularly, with at least 2 replanting programs for annuals scheduled yearly.

• Irrigation (All equipment required to irrigate all areas of the property)
  o Repair or replace all heads, valves, control equipment, wiring and pipe as needed to maintain the proper operation of the irrigation system on an ongoing basis.

• Fences (All fences, chain links, walls, or barbed wire on or within boundaries of the property)
  o Repair all broken or damaged fencing as necessary.
o Immediately repair or replace all fences, gates and locking devices as needed for the protection of the water park

- Parking, Sidewalks and Hardscape
  o All sidewalks, patios, and concrete paths must be kept edged. Edging around valve boxes, meter boxes, backflow preventers, etc., shall be done as needed to ensure there is no obstruction of play or maintenance from growth around these areas
  o Any change in the physical characteristics of the water park or the modification of any portion of the grounds or structures, shall only be undertaken with the direct approval of the Department
  o Trash and refuse shall be collected daily and removed from the property as necessary to ensure minimal problems from refuse odors, insects, etc.

- Park Amenities and Slides
  o All slides are inspected on a daily basis for problems. Slides are waxed on a yearly basis
  o All in-park amenities are inspected daily and repaired as needed
  o Sand in play areas are raked daily as it applies to play areas and volleyball areas
  o Picnic areas washed down daily prior to visitors the water park and tables inspected for repairs
  o Lazy river painted and repaired yearly as needed
  o Park pool painted and striped on a yearly basis
  o All tubes are inspected weekly

8.3.5 DOG PARKS MAINTENANCE (WHEN DEVELOPED)

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

9.1 CURRENT PROGRAM ANALYSIS

The PROS team performed an assessment of the recreation program offerings of the Town of Brownsburg Parks and Recreation Department (BPRD). The Recreation Program Assessment offers an in-depth perspective of the recreation program offerings and helps identify strengths, weaknesses, opportunities and threats in programming. The Assessment also assists in identifying core programs, program gaps within the community, key system-wide issues and areas of improvement and in determining future program offerings for residents.

The consulting team based these program findings and comments from program assessment review of the program guide, website review and discussions with the park and recreation director and staff.

This report addresses the program offerings from a systems perspective for the entire repertoire of programs, as well as individual program information. It identifies key issues and presents recommendations for these issues, while also offering recommendations to elevate the core programs to the next level.

9.1.1 PROGRAM ASSESSMENT AND OVERVIEW

The Department offers a wide gamut of programs ranging from adult sports leagues to special events. An evaluation of the overall program offering indicates that the recreation program offerings are at a higher level in comparison to most agencies nation-wide.

Some overall observations from the program assessment are as follows:

- The program descriptions do a good job promoting the benefits of participation but they are inconsistent at times based on a review of the program guides
- Age segment distribution is good, but can be improved. One area of improvement is the high school age programs that need to be addressed; more senior programs are needed, family programs and outdoor adventure/education programs. This is primarily due to a lack of program staff and a consistent recreation facility space to operate programs within.
- Program lifecycles. A large number of programs lie in the growth stage of their lifecycle, which is encouraging. Overall, the programs lifecycle balance is satisfactory and must be continued.
- There are several similar providers with the majority of them being neighboring agencies including the City of Avon, the City of Danville, the City of Plainfield and the YMCA in Avon being the closest ones. A host of private providers offer some similar activities but they are limited to single focus programs primarily in aquatics and fitness.
- Program performance measures are tracked in several areas, though it is inconsistent system-wide.
**Programs such as Swim lessons and Summer Day Camp do not have as many performance measures as the other program areas like Special Events. Customer satisfaction rates are tracked, while customer retention rate is one performance measure that is not tracked very frequently.**

- **Good volunteer support** exists for Youth Sports Leagues in the Town which the Department provides sports fields for baseball, rugby and some soccer, softball practice areas. There is good volunteer support for Town sponsored special events. However, there seems to be an absence of a system-wide volunteer management approach as well as limited tracking of volunteer hours due to lack of staff availability.

- **From a partnership standpoint**, there are good internal partnerships and cooperation with other Town Departments, such as the Clerk Treasurer, Purchasing, Planning, Grant Writer, and Town Managers office. Outside Departments such as the Library and Police Departments also provide very cooperative services.

- **From a marketing and promotions standpoint**, the staff undertakes a limited variety of promotions with a number of programs using the program guide called (Spark), the Town’s website, no use of social networks yet, some flyers, emails, marquees, newsletters, and direct mail as a part of the marketing mix. Additionally the Department for the future needs to do the following:
  - Better identify marketing Return on Investment for all marketing initiatives to track impact on programs and future facilities to be developed.
  - Opportunity to increase the number of cross-promotions with the Town and other service providers tracking a similar audience.
  - Need to create Department-specific social network accounts (Facebook, Twitter).
  - Use of Web 2.0 technologies including micro-blogging, blogs / webinars / podcasts could be expanded.

- **Most commonly used customer feedback methods** are post program evaluations, user surveys and the Website.
  - Pre-program surveys are non-existent. Pre-program surveys are useful to gauge potential user interest before offering programs so as to limit cancellation rates and maximize resources. The Department does do post evaluations.
  - Lost customer surveys would also be a valuable addition, particularly for programs with high attrition rates. By utilizing available information for all past and present users, the staff can track lost customers on an annual basis. These could then be surveyed to identify reasons for customer drop-outs.
  - On-going online surveys through www.surveymonkey.com too could be employed to complement the surveys done through the Website.
• **Pricing strategies** are varied across the board and the most commonly used strategies are to price by competition (market rate) or residency. These are good practices and must be continued but there is an opportunity to better incorporate strategies factoring in Cost Recovery Goals based on direct and indirect cost of delivery of the service.

• **Financial performance measures** are at a much higher level in comparison to most agencies. There is a far greater awareness of the cost per experience and cost recovery, which also factors indirect costs within the price which is a good management tool to follow. The Department must continue on this same path as it seeks to achieve greater fiscal sustainability.

The balance of age segment program distribution is good but it can be improved. An area that stands out is the lack of program distribution for high school age programs, which is among the toughest age groups to program for. Best practice systems nationwide tend to have this in the 12% - 13% range of programs provided.

The demographics report depicts that the U-18 age group comprises 29% of the total population currently and it is projected to further increase slightly to 32% in the next 10 years. However, the program distribution by age segment needs more programming dedicated to other age segments.

The rest of the age segment distribution is definitely better in comparison to some agencies PROS reviews. One way to obtain even greater balance would be to review the age segment distribution on an annual basis. Also, rather than categorizing the 55+ market as one program area, the trend is moving toward having two to three segments of older adults. The Department must look into further splitting program offerings into 45–54, 55–65 and the 65–75 and the older segments.

9.1.1.1 LIFECYCLE ANALYSIS
The program assessment included a lifecycle analysis by PROS with conversations with staff members. This assessment was not based on quantitative data, but based according to staff’s knowledge of their program areas. The following list shows the percentage distribution of the various lifecycle categories of the Department’s recreation programs.

- Introduction stage (New program; modest participation) – 20%.
- Take off stage (Rapid participation growth) – 14%.
- Growth stage (Moderate, but consistent participation growth) – 40%.
- Mature stage (Slow participation growth) – 19%.
- Saturation stage (Minimal to no participation growth; extreme competition) – 5%.
- Decline stage (Declining participation) – 2%.

These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed in the program guide.

The lifecycles indicate a good balance with 74% programs being in the Introduction to Growth stage, with especially 40% programs being in the Growth stage itself, which is very encouraging. The consulting team recommends a percentage of 60% combined in the
introduction, take off and growth stages which the Department exceeds. For the Department, this percentage is at 74% which indicates that they are right on target.

One area that must be tracked is the 19% of programs in the mature stage to ensure that programs do not start getting saturated or declining. Based on discussions with staff, there is an on-going process to evaluate program participation and trends to ensure that program offerings continue to meet the community’s needs. Based on discussions with the staff, there is also a sense that the growth in some program areas are hindered due to limited availability of program space.

The overall strategy includes moving more Mature and Saturated programs to the Introductory stage and continuing to add newer programs based on community needs and trends. Additionally, programs in the Decline stage must be closely reviewed to evaluate repositioning them or eliminating them in the future. Staff should complete a lifecycle review on an annual basis and ensure that the percentage distribution closely aligns with desired performance. Furthermore, the Department could include a performance measure of percentage of total number of new programs offered annually as an incentive for more innovation.

An example of promoting innovation in the recreation program development culture could include developing a network of national best-in-class agencies and creating an on-line discussion about programming trends.

From a strategic perspective, based on continuous increases in programs, the Department needs to identify ways to increase capacity for recreation programs through increased facility use with new or expanded facilities and partnerships / leases or agreements with similar providers to carve out distinct market niches for the future that can be moved into a future recreation facility.

9.1.1.2 CORE PROGRAMS

PROS believes in the importance of identifying core programs based on current and future needs. This assists in creating a sense of focus around specific program areas of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people, especially in a community such as Brownsburg. The core program philosophy assists staff in being able to focus on what is most important. Programs are categorized as core programs if they meet a majority of the following categories:

- The program has been provided for a long period of time (over 4-5 years).
- Offered 3-4 sessions per year.
- Wide demographic appeal.
- Includes 5% or more of recreation budget.
- Includes a tiered level of skill development.
- Requires full-time staff to manage the program area.
- Has strong social value.
- High level of customer interface exists.
• High partnering capability.
• Facilities are designed to support the program.

During the programming meeting with the staff, the following core program areas were identified:

• Facility Rentals (Fields)
• Facility Rentals (Town Hall)
• Fitness Related Programs
• Adult Sports Programs
• Summer Camp
• Swim Classes
• Youth Sports Clinics and Events
• Adult Sports Leagues
• Special Events
• Senior Programs

Based on the Citizens Survey the following core program areas are a priority:

• Adult fitness and wellness programs-High
• Community Special Events-High
• Youth Learn to Swim programs-High
• Nature programs-High
• Youth Sports programs-High
• Water fitness programs-High
• Preschool programs and early childhood programs-Medium
• Adult sports programs-Medium
• Golf Lessons/clinics-Medium
• Trips to special attractions and events-Medium
• Senior Programs-Medium
• Youth Summer Camp programs-Medium
• Youth fitness and wellness programs-Medium
• Golf Leagues and programs-Medium
• Gymnastics and tumbling programs-Medium
• Youth art, dance and performing arts-Medium
• Outdoor challenge programs-Low
• Before and after school programs-Low
- Tennis lessons, clinics and leagues-Low
- Adult art, dance and performing arts-Low
- Cycling programs-Low
- Martial Arts programs-Low
- Programs for people with disabilities-Low
- Hockey-Low
- Figure skating-Low

9.1.1.3 RECOMMENDED NEW CORE PROGRAMS
New program areas to add until there is some permanent recreation facility to program services from in the future:

- Outdoor skills / Adventure programs (Adventure Trips, 5K races, Bi-athlons, Triathlons etc.).
- Volunteerism
- Family Programs
- Middle School and High School Aged Programs

While PROS understands, that staffing resources or availability of space may hinder some of the program growth efforts, it is essential that the staff commit to a concerted effort towards expanding / repositioning these core program areas in the coming years when new facilities come on line.

Nationally, Outdoor skills / adventure programming is a growing trend and this could be an area that has the potential to become a core program. Program types can include rock climbing, canoeing, kayaking, paragliding, dirt biking, driving off-road vehicles, running, and triathlons. The staff can add in outdoor adventure trips too as a new program area.

From a running / triathlon standpoint, there is an opportunity to create a branded special event for the Department in conjunction with the Eagle Creek Park. The Department does provide fun runs in conjunction with other City and County Departments in the summer in the form of 5K’s / 10 K’s.

While there is limited volunteer support and the Department is well appreciated in the community, there is an absence of a system-wide program that focuses on volunteer recruitment and retention. Focusing on volunteerism as a core program in order to build greater advocacy and support in the system as well as control operational costs would be a recommended approach. More details on this will be provided in the Policies on – Partnerships / Sponsorships and Volunteers.
9.1.2 PARTNERS/SPONSORS AND VOLUNTEERS
Currently, there is a good level of support for some of the special events but not adequate system-wide sponsor / partner support. In order to truly sell the uniqueness of Brownsburg and the potential benefits of partnering with the system, there is a need to develop a sponsorship policy, brochure and a proposal for tiered sponsorship levels. By detailing the event calendar, participation metrics and user demographics, the Department will provide potential sponsors an opportunity to identify how well the park system participants align with the sponsor’s target market and choose the right fit for them. These metrics will also help the Department evaluate its return on investment (ROI) for sponsorships / partnerships for various events. Some other recommendations would be to publish these metrics on the website and promote them aggressively.

Sponsor Recognition - Recognizing all existing or past sponsors for their support would certainly help build goodwill. The brochure’s images could provide some sample images of promotions that may have been done or could be done. The images should also focus on reflecting the diversity of the participant base in Brownsburg as well.

Tiered Sponsorship Levels - It is essential to create tiered levels of sponsorship in order to allow all potential sponsors the ability to choose the level of support they wish to exhibit. Another area to be evaluated is that of Naming Rights for special-use facilities or complexes.

Volunteers - The Department must seek to establish a volunteer coordinator or allocate a set portion of a staff member’s time towards volunteer management. The focus of this position is to create a branded volunteer program and develop a system-wide approach to targeting and utilizing volunteers. Additionally, they must seek to enhance the desirability of volunteering for the Department’s programs and events by developing a good reward and recognition system, similar to Frequent Flier airline programs. Volunteers can use their volunteer hours to obtain early registration at programs, or discounted pricing at certain programs, rentals or events or for use at future recreation facilities to be built. Other avenues include creating a volunteer section on the website as well as in “Spark” the program guide. Staff should also quantify the labor dollars and operational cost savings that volunteers provide to the Department and this should be communicated to all partners, stakeholders and community members as well as used for in-kind support in grants.
**Package Offerings** - It has been seen that the greater the opportunities to package the offerings, the more the likelihood of selling sponsorship. Providing sample packaging options that tie-in some signature special events such as festivals and with some of the less popular events would ensure that the staff up-sells events that may not get sold otherwise, while the partner gets more bang for their buck.

The ability to offer a potential partner/sponsor the chance to maximize the experiential marketing opportunities they offer is a huge plus.

Also, it would be useful to develop and implement a partnership plan for the next five years to maximize existing resources and serve the community's needs. Identify potential partners, reasons for involvements and desired strategic outcomes from the given partnerships are important steps to bear in mind as the Department embarks on expanding the partner/sponsor base. Additionally, teaching and training staff to negotiate and manage partnerships will assist in empowering them and helping ensure the successful implementation of partnership/sponsorship agreements.

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**9.1.3 MARKETING AND PROMOTIONS**

This section reviews the Department’s marketing approaches, the “Spark” (program guide), the Website as well as key promotions and tactics.

Based on current marketing and promotions activities undertaken, virtually every program is promoted via the program guide, the website and through flyers and brochures.

Not many programs stated that they promote other activities provided by the Department which indicates the limited presence of cross-promotions at such programs. It is imperative that the Department take advantage of the presence of high numbers of relative captive audience in the special event environment to promote its other offerings, programs, amenities and rentals.

Another unutilized but effective and affordable means of promotion is ‘On-hold pre-programmed messages’ that highlight upcoming classes, events or key registration dates for everyone who calls in to the Department. These do not cost anything and can be set up as well as changed periodically as required by seasons, events or even programs.

**Emails blasts** are being currently used on a limited basis according to staff comments. There is an opportunity to expand them to other program areas system-wide in the future. Email blasts are a very useful promotions tool since they are cost-effective and offer the ability to customize the message to individual groups.

Additionally, the use of **Web 2.0 technology** is not employed but could be in the future. There is a need to create the Department’s own Facebook and Twitter account and create a strategy to maximize community engagement and solidify the Department’s brand. Additionally, there is an opportunity to expand into other elements of social networking **Blogging, Podcasting and Webinars**.

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**9.1.3.1 WEBSITE/ONLINE MEDIUMS**

The Department’s Website is a part of the overall Town’s Website and is thus exhibits consistent look and feel as the rest of the site. Overall, the website can do better in terms
of focusing more on a sales-approach than an awareness approach. Greater opportunities for call to action and driving user behavior would be useful in that regards.

The navigational tool bar has a listing of Home, About Us, Town Services, etc. This relates to overall Town government. It would be ideal if there were a separate micro-site altogether for the Department. It’s important for the users to be able to easily find out about programs and services that specifically relate to the Department. Additionally, it is important to also create unique social network accounts (Facebook, Twitter, YouTube channel) to promote the Department specifically and not have the parks and recreation information lost amidst the larger clutter of the Town’s information.

**Facebook** – Teens used to be the main target of this medium but it has rapidly moved on to middle aged adults and even older adults. The Department could utilize Facebook to:

- Provide a plethora of free and constantly updated information, including weekly calendar updates with events and programs.
- Control the message and identify how the target market responds to it.
- Display pictures and clips from special events.
  - Allow controlled ‘user generated content’ by encouraging users to send in their pictures from the Department special events or programs they participated in.
- Introduce Facebook-only promotions to drive greater visitation to Facebook.

**Twitter** – Can be updated daily/hourly with promo codes and special events.

**Blogs** – This could be written by alternating Park Board or staff members or could be ‘from the Director’s desk’ where upcoming events, past successes or plain community outreach could be undertaken. This is a very personalized form of communication and helps build an affinity for the staff and Department as a whole. However, blogs do offer an opportunity for almost instant feedback which may need to be controlled or monitored on a regular basis.

**Webinars / Podcasting** – These allow for a focused topic-based discussion where staff, Park Board members, other special interest groups and community members at large can participate in the creation of a webinar or podcast that may be of interest. These could reside on the website and users can be solicited on a monthly basis to provide feedback to identify the topics of most interest to them.

Overall, marketing efforts should follow a Department marketing plan, supplemented by the business plans for core programs and future facility operations.

**9.1.3.2 SMS TEXTING**

Current research shows that approximately 1,742 texts are sent and received per month by teenagers. Given that almost 30% (i.e. almost one out of three individuals in the Brownsburg service area is under the age of 19, there is an opportunity to target them through text messaging. By utilizing text messaging, the Department can also better track Return on Investment (ROI). Some specific advantages of utilizing SMS include:

- Using different short codes, one can track exactly where the customer saw the promotion – if it were via the newspaper, billboard, or television/radio commercial.
In using the short codes, the organization can determine which avenue of advertisement reaches the most customers.

- SMS prompts people to respond; thus, offering a promotion with a relatively short shelf life encourages people to act immediately that may not have otherwise.

### 9.1.4 CUSTOMER FEEDBACK

Customer service is at the root of the success of any organization. A true community-service organization prides itself on identifying its customers’ preferences and acting in accordance to help fulfill their needs. In order to do this, an ongoing and system-wide feedback mechanism is of vital importance.

Currently, the Department does not have a system-wide approach but rather a program-wise approach towards garnering customer feedback. Most of the feedback is limited to ‘Post-program evaluation’. Maximizing the use of the website, utilizing online survey tools such as [www.surveymonkey.com](http://www.surveymonkey.com) and incorporating pre-program feedback system-wide are recommended tactics for the Department staff to implement. Lost customer surveys too would be a useful addition to identify causes of attrition or dwindling program popularity, where applicable.

At the beginning of a year or a season, the Department could also conduct targeted ‘Open Houses’ to provide potential users an opportunity to preview the upcoming program offerings and provide feedback on the types of offerings they would be most interested in. This provides a constant input mechanism for programming ideas and ensures that offerings are need-based not personality based. Additionally, users are more likely to participate in programs that they have had a chance to provide input on.

It is important that the Department continue to capture the customer feedback data and develop a database that can be used over the years to track trends and changes. The feedback obtained must be communicated with the Parks Board and future staff so as to ensure an open and transparent process and one that looks at improving as a team without focusing on individual blame.

As for instructors, it is imperative to continue implementing quality control mechanisms to ensure effectiveness and build credibility. Outside of post-program customer feedback and occasional use of the website as well as in-park or on-site surveys, the Department does not undertake any mechanism of evaluating overall customer feedback as well as glean information pertaining to instructor quality. Having an on-going instructor quality check as well as establishing lesson plans at the beginning of each class would certainly help elevate the level of the offerings which would in turn enable the Department to further price the programs to its true value.

### 9.1.5 SERVICE SYSTEM REVIEW

The relationship between the service delivery process and program revenues is of critical importance. With an understanding of this important dynamic, the following section provides an analysis of the service system and includes building on the service foundation that already exists in the Department. As observed from the discussions with the staff, the community does seem to exhibit a relatively high level of satisfaction with the offerings
provided by BPRD. Based on the Consultant’s operational experience, too, the Department’s operations and program offerings are above average based on nationwide trends but more is needed to service the community better. This section is intended to move the Department to a higher level of sophistication in its service approaches and move it into the best practice realm where it aspires to be.

It is important for the Department to manage service as an overall system in which all program areas consistently apply similar service standards. This is first and foremost in working on continuously improving overall service excellence. One method to achieve this is to follow established standards for customer satisfaction. This can be accomplished through a cross functional ‘voice-of-the-customer’ team.

ISO 9000:2001 (International Standards Organization) develops standards for various industries worldwide. These are best-practice components that are employed across multiple industries as a mechanism of developing an overall excellent customer satisfaction system. The Department might consider adopting portions of these standards to improve customer satisfaction. These four components include:

- Top management commitment.
- On-going needs assessment of customers.
- Overall customer satisfaction system.
- Overall customer dissatisfaction system.

**Top management commitment** is demonstrated by allocating resources to continuously improve services, such as technology, registration system improvements, staffing to support excellent service, development of overall service training, and recognizing staff for excellent service. Part-time staffing recruitment, retention, salary and benefits are all typical areas to focus on for delivering excellent service. Top management should regularly review data relating to customer satisfaction. This can be achieved by including customer feedback as a regular discussion item in staff meetings.

The **Needs Assessment surveys** are a good starting point in determining customer needs. This formalized approach should be completed approximately every five years. In interim years, it is helpful to do less formal approaches in determining customer needs by core program areas through program evaluations, consumer advisory panels, secret shoppers, and focus groups. Good service systems identify future customer needs as well as current needs.

**Customer satisfaction rates** should be included as part of a performance measurement system. Results should be shared with the Parks Board, staff, and the public. It is important to ensure that the evaluation criteria match the key customer requirements which should be established for each program area. Customer satisfaction processes should occur not only with recreation programs, but also with general park maintenance and athletic field quality, new park design, and community events.

Another best-practice suggestion for enhancing the customer satisfaction process is to use the American Customer Satisfaction Index (ACSI) score criteria, developed at the University of Michigan. Their customer satisfaction index includes three overall satisfaction scores:
• How satisfied are customers with the Department overall?
• How likely will the customer repurchase the program or service?
• How likely will the customer refer the service to a friend?

The averages of all three percentages are then included as one overall score. These questions should be included on all surveys and program evaluations.

Survey questions need to correlate with the most important customer requirements. No standardized process exists for determining customer requirements. The most effective method to determine important customer requirements is through interviews/focus groups with customers. Staff input into the process is valuable as well; particularly staff who interface with customers on a regular basis.

Another component of excellent standards for customer satisfaction is the development of a system wide approach to handling **customer dissatisfaction**. Standards should exist for handling complaints and inquiries. Furthermore, if one does not already, then a database should exist that tracks all of the inquiries or comments about needed improvements. This information should be reviewed on a quarterly basis by the staff. Consistent suggestions for improvements or dissatisfaction areas should become a focus for the following year’s strategic objectives.

As mentioned previously, a voice-of-the-customer team can be responsible for overseeing the service system. This is a cross-functional team comprised of several staff interested in service quality and they assume responsibility for overseeing the organization’s service system.

This process ensures consistency in the customer experience throughout the entire organization. This team should have the responsibility of developing an overall customer satisfaction measurement system, the development of standards, and the development of customer requirements for core program areas. The team should also monitor customer service training.

The team should identify specifications for excellent service and develop an audit system to verify that specifications are being met by staff. The audit system could be performed by secret shoppers or staff members who do not have direct responsibility for an audited area. Audits can be as simple as a listing on a check list of important service requirements.

The voice-of-the-customer team can develop a Department-wide approach to service, supplemented by site-specific individual training and orientation.

### 9.1.6 QUALITY APPROACHES TO RECREATION PROGRAMMING

This is an area that is more applicable to high quality agencies such as BPRD, which aspire to be among the best of its kind in the state. As discussed with the staff, one of the most significant issues in managing a recreation program system includes the challenges faced with the complexity associated with thousands of service transactions, in-person and online, from several staff members dealing with a diverse audience at a variety of facilities within the system. Furthermore, the heavy reliance on part-time staff in the service delivery process creates even greater challenges. These dynamics result in significant program and service quality variation.
PROS recommends the Department track the best practices for recreation programming. This does not necessarily reflect the current practices or deficiencies in the system but is merely a listing of some key best practice areas that help ensure a high quality and consistent experience for customers. Recommendations addressing several of these best practice areas have been provided throughout this report.

### 9.1.6.1 RECREATION PROGRAM STANDARDS

In reviewing the program assessment information, there are limited numbers of performance measures used throughout the system to gauge performance. Recreation programs should have standard measures in place. Some examples include:

- Customer retention.
- Customer satisfaction toward the registration system.
- Specific cleanliness ratings.
- Cost recovery rates.
- Household percentage of program participation.
- Percent of programs in introduction and growth stage.
- Market penetration by age group.
- Program distribution by age group.

Currently, the organization does have program standards in place which are good but could be improved upon. Many of these standards should apply consistently to all programs. System-wide standards reduce service variation and provide customers with reliable and consistent service throughout the system. They help to reinforce to part-time and seasonal staff what is most important to customers and significantly help with the brand building process. Standards include such items as:

- Facility cleanliness standards.
- Safety standards.
- Signage standards.
- Program cancellation standards.
- Instructional quality standards, such as instructor toolkits.
- Internal communication standards for part-time and seasonal staff, such as instructors.
- Class minimums and maximums.
- Registration process standards.
- Telephone answering standards.
- Customer service standards.
9.1.6.2 ANNUAL REVIEW PROCESS OF PROGRAMS
Another method of ensuring quality programming is to develop an annual program review process, in which recreation staff presents their yearly goals for program areas to Park Board. This would include policy reviews, financial and registration performance, customer issues, and plans for the future. This helps to ensure good communication and cooperation for supporting divisions, such as parks, administration and technology as well.

9.1.6.3 DOCUMENTED PROGRAM DEVELOPMENT PROCESS
This is required in order to reduce service variation and assist in training new staff. This is a how-to process map that provides guidance to staff in consistently developing new programs. It will help to diminish the learning curve for new staff and reinforce program development as a core competency. This is created in a flow chart format showing the steps in the process for program development including writing class descriptions, process steps, hiring staff, using contractual employees, and the list of standards.

9.1.6.4 IDENTIFICATION OF CUSTOMER REQUIREMENTS
Staff should also identify customer requirements for core program areas. Again, this is important to emphasize with staff that directly interface with customers. Customer requirements relate to those service and product attributes that are most important to a customer. A core program area should include a listing of approximately five key customer requirements. For example, in a youth gymnastics program, key requirements could include: overall safety of the program, instructional quality, convenience and ease of registration, cost of the program, and skill development.

Key requirements should be identified by customers and can be included as part of an importance/performance matrix (asking what is most important and asking how BPRD is performing. Key requirements should be reinforced in the training process. Additionally, in developing surveys or program evaluations, the survey questions should relate to the key requirements.

9.1.6.5 SIMILAR PROVIDER/COMPETITOR ANALYSIS – BENCHMARKING WITH BEST-IN-CLASS AGENCIES
Another good practice includes a similar provider review. This includes identifying key competitors or similar providers of core program areas. Every two years or so, staff should develop a matrix of information to compare services in areas that have the greatest importance to customers. Benchmarking other nationally renowned agencies also can provide a process to continuously improve programming.

9.1.6.6 SYSTEMATIC APPROACH TO MEASURING CUSTOMER SATISFACTION
A systematic approach to measuring customer satisfaction. This should be conducted on a yearly basis to track improvement from year to year.
9.1.6.7 EMPLOYEE ORIENTATION PROGRAM / TRAINING PROGRAM
Employee Orientation and Training Program for staff, particularly customer service training needs to be developed for all staff to improve on the delivery of services.

9.1.6.8 TRENDS RESEARCH PROCESS
Trends research process to identify program opportunities for the future (e.g. American Sports Data).

9.1.6.9 ON-GOING POLICY REVIEW
This must be undertaken to ensure relevance and effectiveness of established policies.

9.1.6.10 INSTRUCTOR TOOL KIT
Instructor tool kit needs to be created by the staff that outlines information about the Department, including mission, vision, values, goals, organizational structure, roster of users, program guides, program standards, evaluation forms, registration forms, important phone numbers, name tags, thank you cards, program learning objectives and a first aid kit at a minimum.

9.1.6.11 ON-GOING PROCESS TO CONNECT PART-TIME PROGRAMMING STAFF WITH THE DEPARTMENT
On-going process to connect part-time programming staff with the Department through meetings, email, newsletters, staff recognition, and random visits by management as well as determining their job satisfaction.

9.1.6.12 ROOT CAUSE ANALYSIS
Root cause analysis to determine cause of turnover, quantifying resultant associated costs.
9.2 OPERATIONAL REVIEW AND STAFFING STANDARDS

9.2.1 OPERATIONAL REVIEW

PROS established an operational and staffing standards and costs for the full operations of the Park and Recreation system for the future. This will include hours of operation needed for, maintenance standards, staffing levels needed for programs, technology requirements, customer service requirements and administration based on established and agreed upon outcomes. Water safety personnel standards as dictated by all state and/or local codes and ordinances will also be determined based on the design and program for a future aquatic facility when a feasibility study is created. The Functional Organizational Structure is outlined as follows based on the staff levels required to meet the vision and goals for BPRD for the future. The following is a functional organizational chart with the hours required to meet the needs of the Department for the future.
### 9.2.1.1 FUNCTIONAL ORGANIZATIONAL CHART HOURS CALCULATION

#### Director

2,652.00  Director hours divided among the functions below

<table>
<thead>
<tr>
<th>Park Operations</th>
<th>Grnd Superintendent</th>
<th>Grounds Laborer</th>
<th>Temporary</th>
<th>Volunteer</th>
<th>Director</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintenance of Parks</td>
<td>490</td>
<td>894</td>
<td>672</td>
<td>155</td>
<td>53</td>
</tr>
<tr>
<td>Sports Field Maintenance</td>
<td>149</td>
<td>146</td>
<td>126</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tree care</td>
<td>255</td>
<td>249</td>
<td>201</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trail Maintenance</td>
<td>362</td>
<td>354</td>
<td>297</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Horticulture Maintenance</td>
<td>213</td>
<td>208</td>
<td>144</td>
<td>54</td>
<td></td>
</tr>
<tr>
<td>Snow Removal</td>
<td>234</td>
<td>229</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Parks Operation total by positions</strong></td>
<td><strong>1,703</strong></td>
<td><strong>2,080</strong></td>
<td><strong>1,440</strong></td>
<td><strong>155</strong></td>
<td><strong>107</strong></td>
</tr>
<tr>
<td><strong>Total Hours for Park Operations</strong></td>
<td><strong>5,485</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Recreation Services</th>
<th>Rec Superintendent</th>
<th>Rec Coordinator</th>
<th>Temporary</th>
<th>Intern</th>
<th>Director</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recreation Center Management</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>250</td>
<td>106</td>
</tr>
<tr>
<td>Aquatic Center Management</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Core Program Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Special Events</td>
<td>680</td>
<td>650</td>
<td>-</td>
<td>250</td>
<td>106</td>
</tr>
<tr>
<td>Fitness Services</td>
<td>20</td>
<td>27</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Adult Programs</td>
<td>200</td>
<td>140</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Nature Education/Outdoor Recreation</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Youth Services</td>
<td>661</td>
<td>604</td>
<td>3,520</td>
<td>50</td>
<td>149</td>
</tr>
<tr>
<td>Life Skill Programs</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Volunteer Management</td>
<td>100</td>
<td>80</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Family Services</td>
<td>26</td>
<td>138</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trips/Vacation Services</td>
<td>9</td>
<td></td>
<td>10</td>
<td></td>
<td>10</td>
</tr>
<tr>
<td><strong>Recreation Services Hours by positions</strong></td>
<td><strong>1,696</strong></td>
<td><strong>1,639</strong></td>
<td><strong>3,530</strong></td>
<td><strong>300</strong></td>
<td><strong>265</strong></td>
</tr>
<tr>
<td><strong>Total hours for Recreation Services</strong></td>
<td><strong>7,430</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Administrative Services

<table>
<thead>
<tr>
<th>Position</th>
<th>Rec Superintendent</th>
<th>Grnd Superintendent</th>
<th>Rec Coordinator</th>
<th>Admin. Asst</th>
<th>Director</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Hours for Administrative Services</td>
<td>375</td>
<td>25</td>
<td>130</td>
<td>2,396</td>
<td>1,485</td>
</tr>
</tbody>
</table>

## Total Hours for Park Operations

**Total # of Hours Spent Yearly**

<table>
<thead>
<tr>
<th>Position</th>
<th>Rec Superintendent</th>
<th>Grnd Superintendent</th>
<th>Rec Coordinator</th>
<th>Admin. Asst</th>
<th>Director</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Hours for Park Operations</td>
<td>4,411</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Park & Market Planning

<table>
<thead>
<tr>
<th>Position</th>
<th>Rec Superintendent</th>
<th>Grnd Superintendent</th>
<th>Rec. Coordinator</th>
<th>Admin. Asst</th>
<th>Director</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Hours for Park &amp; Market Planning</td>
<td>1,717</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Park Board Assistance

<table>
<thead>
<tr>
<th>Position</th>
<th>Jim Mangus</th>
<th>Tom Garrison</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Hours for Park &amp; Market Planning</td>
<td>1,717</td>
<td></td>
</tr>
</tbody>
</table>

## Park Board Totals

<table>
<thead>
<tr>
<th>Position</th>
<th>Director</th>
<th>HOURS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Hours</td>
<td>19,562</td>
<td></td>
</tr>
</tbody>
</table>

## Positions and Hours

<table>
<thead>
<tr>
<th>Positions</th>
<th>HOURS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>2,652</td>
</tr>
<tr>
<td>Recreation Superintendent</td>
<td>2,471</td>
</tr>
<tr>
<td>Grounds Superintendent</td>
<td>2,101</td>
</tr>
<tr>
<td>Recreation Coordinator</td>
<td>1,818</td>
</tr>
<tr>
<td>Administrative Assistant</td>
<td>2,496</td>
</tr>
<tr>
<td>Grounds Laborer</td>
<td>2,080</td>
</tr>
<tr>
<td>Temporary</td>
<td>4,970</td>
</tr>
<tr>
<td>Intern</td>
<td>300</td>
</tr>
<tr>
<td>Volunteers</td>
<td>155</td>
</tr>
<tr>
<td>Park Board</td>
<td>519</td>
</tr>
<tr>
<td>Total Hours</td>
<td>19,562</td>
</tr>
</tbody>
</table>
9.2.2 STAFFING STANDARDS
The Staffing standards to achieve the outcomes desired and the operating standards for maintenance and recreation services based on 1,650 working hours per employee, which removes hours for vacation, sick leave and holidays would require 11.2 positions versus the 6 FTE’s the Department currently employees. As one can see the Director is way overloaded with administrative responsibilities to do the existing work required let alone to build a first class parks system and this will require additional staff to support him through this transition process to build the system and maintain the operations currently.

The key staff positions that need to be hired in order of priority are as follows:

- Marketing position in 2012
- 1 Full Time maintenance person in 2012 to improve and raise the standards of the way the parks are maintained and the potential land purchases for parks that may come on-line.
- 1 year round seasonal staff maintenance person in 2012
- Additional program staff person in 2012
- Additional facility manager and program staff people in 2014 if a new recreation center comes on line
- There will be a need for additional space to house the Department in 2012
CHAPTER TEN - FINANCIAL PLAN

As part of the Business Plan, PROS Consulting LLC reviewed available budgets and financial information of the Department. The 2007, 2008, 2009 and 2010 actual and projected information and the proposed 2011 budget were used in the analysis. The potential capital projects are based on discussions with staff and the revenue, expenditures, and capital investments are based on the financial planning model inputs.

10.1 FINANCIAL ASSESSMENT

10.1.1 FINANCIAL OPERATIONS

The Department’s General Fund budget trend is shown in Figure 55. The personnel cost has decreased from 2007 and the Services cost has increased since 2007. The total budgets for historical years indicate minimum changes in actual expenditures. Figure 56 shows the Park Food & Beverage Fund expenditures. The Park Non-Reverting Fund (shown in Figure 57) has experienced a sharp decrease in expenditure due to the closing of the recreation center.
Figure 56 - Park Food & Beverage Fund Expenditures

Figure 57 - Park Non-Reverting Fund Expenditures
The Park Impact Fee Fund has no expenditures to date. **Figure 58** shows the estimated revenues for fiscal years 2009 through 2011.

![Figure 58 - Park Impact Fee Revenues](image)

The fund balances for the Park Funds at December 31, 2009, are shown in **Figure 59**.

<table>
<thead>
<tr>
<th></th>
<th>Parks Food &amp; Beverage Fund</th>
<th>Parks Non-Reverting Funds</th>
<th>Impact Fee</th>
<th>Total Beginning of Fiscal Year Fund Balances</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual 2009</td>
<td>$684,979</td>
<td>$306,478</td>
<td>$22,500</td>
<td>$1,013,957</td>
</tr>
</tbody>
</table>

![Figure 59 - Park Fund Balances](image)

The Department revenues for Fiscal Year Ending 2009 are shown in **Figure 60**. In FY2009, Food & Beverage Tax represented 60.47% of the total revenues. PROS estimated that the FY2010 revenues from Fee & Charges will be $81,000 less than FY2009 due to the closure of the recreation center. The major revenues for FY2009 are shown in **Figure 61**. The projected FY2010 revenues are shown in **Figure 62**.
### Revenue

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Amount</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fees and Charges</td>
<td>$251,909.12</td>
<td>32.87%</td>
</tr>
<tr>
<td>Interest</td>
<td>$9,647.09</td>
<td>1.26%</td>
</tr>
<tr>
<td>Food &amp; Beverage Tax</td>
<td>$463,496.22</td>
<td>60.47%</td>
</tr>
<tr>
<td>Grants</td>
<td>$38,599.64</td>
<td>5.04%</td>
</tr>
<tr>
<td>Donations</td>
<td>$2,789.16</td>
<td>0.36%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$766,441.23</strong></td>
<td><strong>100.00%</strong></td>
</tr>
</tbody>
</table>

Figure 60 - Park Revenues

### Revenue

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Amount</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aquatics Activities Fees</td>
<td>$38,933.00</td>
<td>16%</td>
</tr>
<tr>
<td>Summer Day Camps</td>
<td>$74,652.25</td>
<td>32%</td>
</tr>
<tr>
<td>Leagues</td>
<td>$18,485.00</td>
<td>8%</td>
</tr>
<tr>
<td>Fitness Programs</td>
<td>$10,985.00</td>
<td>5%</td>
</tr>
<tr>
<td>Gazebo Rentals</td>
<td>$11,685.00</td>
<td>5%</td>
</tr>
<tr>
<td>Memberships</td>
<td>$20,489.03</td>
<td>9%</td>
</tr>
<tr>
<td>Fitness Room</td>
<td>$19,256.12</td>
<td>8%</td>
</tr>
<tr>
<td>Meeting Room Rentals</td>
<td>$19,400.90</td>
<td>8%</td>
</tr>
<tr>
<td>Other Fee &amp; Charge Revenues</td>
<td>$22,812.07</td>
<td>10%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$236,698.37</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Figure 61 - 2009 Park Revenues from Fees & Charges

### Revenue

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Amount</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aquatics Activities Fees</td>
<td>$38,933.00</td>
<td>23%</td>
</tr>
<tr>
<td>Summer Day Camps</td>
<td>$74,652.25</td>
<td>45%</td>
</tr>
<tr>
<td>Leagues</td>
<td>$18,485.00</td>
<td>11%</td>
</tr>
<tr>
<td>Fitness Programs</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Gazebo Rentals</td>
<td>$11,685.00</td>
<td>7%</td>
</tr>
<tr>
<td>Memberships</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Fitness Room</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Meeting Room Rentals</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Other Fee &amp; Charge Revenues</td>
<td>$22,812.07</td>
<td>14%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$166,567.32</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Figure 62 - 2010 Park Revenues from Fees & Charges
10.1.2 TOWNSHIP ANNEXATION ANALYSIS

If the Town could annex the Brown Township and the Lincoln Township into the Department at a tax rate of $0.01 per $100 of assessed valuation, the Department would have additional $81,006 annually. Figure 63 shows the potential tax revenues. The analysis indicates that the annexation would produce approximately $81,006 annual to support parks operations and capital programs.

<table>
<thead>
<tr>
<th>Township</th>
<th>County</th>
<th>Assessment*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brown</td>
<td>Hendricks</td>
<td>$393,189,083</td>
</tr>
<tr>
<td>Lincoln</td>
<td>Hendricks</td>
<td>$416,873,433</td>
</tr>
</tbody>
</table>

Total Assessment $810,062,516

Sample Tax Rate Per $100 $0.0100

Potential Revenues $81,006.25

*Note from State of Indiana, 2010 Assessments
Certified Net Assessed Values by Unit, 2006-2010
Prepared by the Department of Local Government Finance, April 6, 2010

Figure 63 - Sample Annexation Tax Revenues
10.1.3 POTENTIAL REVENUE BASED ON SURVEY RESPONSES

The survey conducted as a part of the Business Plan indicated the respondents were willing to pay an additional $6.00 to $8.00 per month to develop and support Park and Recreation projects. **Figure 64** shows the potential tax rates that would result in a $6.00 and $8.00 a month tax increase on a $200,000 residence. An additional tax of $0.048 per $100 of assessment valuation would result in an $8.00 per month increase and an additional tax of $0.036 per $100 of assessment valuation would result in a $6.00 per month increase. The tax rates applied to the total assessed valuation for the Town of Brownsburg are shown in **Figure 65**. The additional taxes would generate between $342,265 and $456,353 annually for Parks and Recreation.

<table>
<thead>
<tr>
<th>Sample Cost of Tax Rate on a $200,000 Home in the Town of Brownsburg</th>
</tr>
</thead>
<tbody>
<tr>
<td>Home Value</td>
</tr>
<tr>
<td>$ 200,000.00</td>
</tr>
<tr>
<td>Tax Rate Per $100</td>
</tr>
<tr>
<td>$ 0.048</td>
</tr>
<tr>
<td>Annual Taxes</td>
</tr>
<tr>
<td>$ 9,600.00</td>
</tr>
<tr>
<td>Monthly Cost</td>
</tr>
<tr>
<td>$ 8.00</td>
</tr>
</tbody>
</table>

| Home Value                                      |
| $ 200,000.00                                    |
| Tax Rate Per $100                               |
| $ 0.036                                         |
| Annual Taxes                                    |
| $ 7,200.00                                      |
| Monthly Cost                                    |
| $ 6.00                                          |

**Figure 64 - Sample Additional Tax Rates for Parks and Recreation**

<table>
<thead>
<tr>
<th>Sample Revenues from Town of Brownsburg*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brownsburg Total Assessment</td>
</tr>
<tr>
<td>Tax Rate Per $100</td>
</tr>
<tr>
<td>Annual Taxes</td>
</tr>
</tbody>
</table>

| Brownsburg Total Assessment              | $ 950,736,813 |
| Tax Rate Per $100                         | $ 0.036       |
| Annual Taxes                             | $ 342,265.25  |

*Note from State of Indiana, 2010 Assessments
Certified Net Assessed Values by Unit, 2006-2010
Prepared by the Department of Local Government Finance, April 6, 2010

**Figure 65 - Sample New Tax Revenues for Parks and Recreation**
10.1.4 POTENTIAL TAX REVENUES BASED ON MERGED SYSTEM

If the park operations for the Town of Brownsburg, Brown Township, and Lincoln Township were merged, the tax rates from a $6.00 and $8.00 per month increase on a $200,000 residence would result in additional revenues of $633,887 and $845,183, respectively.

<table>
<thead>
<tr>
<th>Sample Revenues from Town of Brownsburg with Brown and Lincoln Townships at $6.00 and $8.00 Per Month Increase on a $200,000 Home</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brown Township</td>
</tr>
<tr>
<td>$ 393,189,083</td>
</tr>
<tr>
<td>Lincoln Township</td>
</tr>
<tr>
<td>$ 416,873,433</td>
</tr>
<tr>
<td>Town of Brownsburg</td>
</tr>
<tr>
<td>$ 950,736,813</td>
</tr>
<tr>
<td>Total Potential Assessment</td>
</tr>
<tr>
<td>$1,760,799,329</td>
</tr>
<tr>
<td>Tax Rate per $100</td>
</tr>
<tr>
<td>$ 0.036</td>
</tr>
<tr>
<td>Annual Taxes</td>
</tr>
<tr>
<td>$ 633,887.76</td>
</tr>
</tbody>
</table>

| Total Potential Assessment                                                    |
| $1,760,799,329                                                                |
| Tax Rate per $100                                                             |
| $ 0.048                                                                      |
| Annual Taxes                                                                  |
| $ 845,183.68                                                                 |

*Note from State of Indiana, 2010 Assessments
Certified Net Assessed Values by Unit, 2006-2010
Prepared by the Department of Local Government Finance, April 6, 2010

Figure 66 - Potential Additional Revenues from Merged Parks and Recreation System
10.1.5 SAMPLE TAX REVENUES SCENARIOS BASED ON MERGED SYSTEM

Three scenarios are shown in Figure 67 based on a merged park system. The scenarios show the results of tax rates per $100 at $0.01, $0.036, and $0.048.

<table>
<thead>
<tr>
<th>Sample Revenues from Town of Brownsburg with Brown and Lincoln Townships*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brown Township</td>
</tr>
<tr>
<td>$ 393,189,083</td>
</tr>
<tr>
<td>Lincoln Township</td>
</tr>
<tr>
<td>$ 416,873,433</td>
</tr>
<tr>
<td>Town of Brownsburg</td>
</tr>
<tr>
<td>$ 950,736,813</td>
</tr>
<tr>
<td>Total Potential Assessment</td>
</tr>
<tr>
<td>$ 1,760,799,329</td>
</tr>
<tr>
<td>Tax Rate per $100</td>
</tr>
<tr>
<td>$ 0.010</td>
</tr>
<tr>
<td>Annual Taxes</td>
</tr>
<tr>
<td>$ 176,079.93</td>
</tr>
<tr>
<td>Total Potential Assessment</td>
</tr>
<tr>
<td>$ 1,760,799,329</td>
</tr>
<tr>
<td>Tax Rate per $100</td>
</tr>
<tr>
<td>$ 0.036</td>
</tr>
<tr>
<td>Annual Taxes</td>
</tr>
<tr>
<td>$ 633,887.76</td>
</tr>
<tr>
<td>Total Potential Assessment</td>
</tr>
<tr>
<td>$ 1,760,799,329</td>
</tr>
<tr>
<td>Tax Rate per $100</td>
</tr>
<tr>
<td>$ 0.048</td>
</tr>
<tr>
<td>Annual Taxes</td>
</tr>
<tr>
<td>$ 845,183.68</td>
</tr>
</tbody>
</table>

*Note from State of Indiana, 2010 Assessments
Certified Net Assessed Values by Unit, 2006-2010
Prepared by the Department of Local Government Finance, April 6, 2010

Figure 67 - Potential Additional Revenues from Merged Parks and Recreation System

10.1.6 SAMPLE DEBT SERVICE CAPACITY FROM TAX REVENUES SCENARIOS

Based on the three scenarios, Figure 68 shows the potential debt service capacity from the rates at 100%, 90%, and 50% of potential additional tax revenues.

<table>
<thead>
<tr>
<th>Tax Rate Per $100</th>
<th>100% of Revenues Used for Debt Service</th>
<th>90% of Revenues Used for Debt Service</th>
<th>50% of Revenues Used for Debt Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>$ 0.010</td>
<td>$176,079.93</td>
<td>$2,194,345.16</td>
<td>$1,974,910.64</td>
</tr>
<tr>
<td>$ 0.036</td>
<td>$633,887.76</td>
<td>$7,899,642.58</td>
<td>$7,109,678.32</td>
</tr>
<tr>
<td>$ 0.048</td>
<td>$845,183.68</td>
<td>$10,532,856.77</td>
<td>$9,479,571.10</td>
</tr>
</tbody>
</table>

*Note: Assuming 20 Year Bonds at 5% interest rate

Figure 68 - Debt Service Capacity from Potential Additional Revenues
10.1.7 DEBT SERVICE CAPACITY FROM USE OF 50% OF FOOD AND BEVERAGE TAX REVENUES

Based on the three scenarios, Figure 69 shows the potential debt service capacity from the rates at, 25%, 50%, and 100% of potential tax revenues.

<table>
<thead>
<tr>
<th>Food and Beverage Tax Revenue</th>
<th>25% of Revenues Used for Debt Service</th>
<th>50% of Revenues Used for Debt Service</th>
<th>100% of Revenues Used for Debt Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>$463,000.00</td>
<td>$1,442,500.85</td>
<td>$2,885,001.69</td>
<td>$5,770,003.39</td>
</tr>
</tbody>
</table>

*Note: Assuming 20 Year Bonds at 5% interest rate*
10.2 POTENTIAL CAPITAL PROJECTS

Three facility projects were developed with staff: a recreation center, an aquatics center, and a sports complex.

10.2.1 RECREATION CENTER

The recreation center space and amenity assumptions are shown Figure 70. A recreation center of 40,600 square feet at $250 per square foot which include 18% for design, contingencies, furniture, fixtures and equipment would cost approximately $10,000,000. The operations, maintenance and revenue were prepared with the financial planning model prepared by PROS for the Brownsburg Parks and Recreation Department.

<table>
<thead>
<tr>
<th>Number of Spaces</th>
<th>Program Space</th>
<th>Size (Square Feet)</th>
<th>Total Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Gyms</td>
<td>7,000</td>
<td>14,000</td>
</tr>
<tr>
<td>3</td>
<td>Program Rooms</td>
<td>1,800</td>
<td>5,400</td>
</tr>
<tr>
<td>1</td>
<td>Conference Room</td>
<td>1,200</td>
<td>1,200</td>
</tr>
<tr>
<td>1</td>
<td>Office Space</td>
<td>2,000</td>
<td>2,000</td>
</tr>
<tr>
<td>1</td>
<td>Restroom/Lockers</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Common Area 16% of Total Area</td>
<td></td>
<td>5,600</td>
</tr>
<tr>
<td>1</td>
<td>AfterSchool / Day Care</td>
<td>2,400</td>
<td>2,800</td>
</tr>
<tr>
<td></td>
<td>Specialize / Dedicated space</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Fitness</td>
<td>4,000</td>
<td>6,000</td>
</tr>
<tr>
<td>1</td>
<td>Instructional Pool</td>
<td>3,600</td>
<td>3,600</td>
</tr>
<tr>
<td></td>
<td>Total Area</td>
<td></td>
<td>40,600</td>
</tr>
</tbody>
</table>

Figure 70 - Recreation Center Assumptions

The results of the Financial Planning model indicate the operating revenues would be $400,050 and the operations and maintenance expenditures would be $571,500 resulting in a 70% cost recovery after three or four years of start-up. The details are shown in the Facility Development #1 tab of the model. This is in-line with the community survey results developed as part of this Business Plan report.
10.2.2 SPORTS COMPLEX

The sports complex space and amenity assumptions are shown Figure 71. A sports complex of 140 acres would cost $10,000,000 for the improvements and $1,000,000 for the land purchase. The operations, maintenance and revenue were prepared with the financial planning model prepared by PROS for the Brownsburg Parks and Recreation Department.

<table>
<thead>
<tr>
<th>Sports Complex Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth Baseball</td>
</tr>
<tr>
<td>2 senior</td>
</tr>
<tr>
<td>8 Little League</td>
</tr>
<tr>
<td>2 t-ball</td>
</tr>
<tr>
<td>Multi-Purpose Fields - Four (4) to Eight (8) fields</td>
</tr>
<tr>
<td>1/2 Lighted Fields - wiring channels for full lighting</td>
</tr>
<tr>
<td>Amenities / Features</td>
</tr>
<tr>
<td>Concession</td>
</tr>
<tr>
<td>Restrooms</td>
</tr>
<tr>
<td>Offices</td>
</tr>
<tr>
<td>Storage</td>
</tr>
<tr>
<td>Parking for 350 - 400 cars / 1,200 people Including drives</td>
</tr>
<tr>
<td>140 Acres</td>
</tr>
<tr>
<td>Irrigation System</td>
</tr>
</tbody>
</table>

The results of the Financial Planning model indicate the operating revenues would be $229,750 and the operations and maintenance expenditures would be $459,496.80 resulting in a 50% cost recovery. The details are shown in the Facility Development #2 tab of the model. This is in line with the community survey results developed as part of this Business Plan report.
10.2.3 AQUATICS FACILITY

The aquatics facility asset and amenity assumptions are shown Figure 72. An aquatics center with a 1,700 bather capacity would cost $12,000,000 assuming the center is located on the sports complex land. The operations, maintenance and revenue were prepared with the financial planning model prepared by PROS for the Brownsburg Parks and Recreation Department.

<table>
<thead>
<tr>
<th>Amenity</th>
<th>Bathers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bather Capacity - 1,500 / 1,700</td>
<td>1700</td>
</tr>
<tr>
<td>70% Cost Recovery</td>
<td></td>
</tr>
<tr>
<td>Days Open 90 - 100 days</td>
<td></td>
</tr>
<tr>
<td>Shallow Water 70%</td>
<td>1200</td>
</tr>
<tr>
<td>Deep Water</td>
<td>500</td>
</tr>
<tr>
<td>control</td>
<td></td>
</tr>
<tr>
<td>entrance</td>
<td></td>
</tr>
<tr>
<td>restrooms</td>
<td></td>
</tr>
<tr>
<td>locker rooms</td>
<td></td>
</tr>
<tr>
<td>mechanical</td>
<td></td>
</tr>
<tr>
<td>storage</td>
<td></td>
</tr>
<tr>
<td>pool deck</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Amenity</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teen / Area</td>
<td>1</td>
</tr>
<tr>
<td>Five (5) Birthday Zones</td>
<td>5</td>
</tr>
<tr>
<td>Equipment / Amenities</td>
<td></td>
</tr>
<tr>
<td>Lazy River</td>
<td>1</td>
</tr>
<tr>
<td>Concession Stand</td>
<td>1</td>
</tr>
<tr>
<td>Two (2) Large Slides</td>
<td>2</td>
</tr>
<tr>
<td>Two (2) Drop Slides</td>
<td>2</td>
</tr>
<tr>
<td>In-water Playground</td>
<td>1</td>
</tr>
</tbody>
</table>

The results of the Financial Planning model indicate the operating revenues would be $581,600 and the operations and maintenance expenditures would be $830,850 resulting in a 70% cost recovery. The details are shown in the Facility Development #7 tab of the model. This goal is based on the results of the community survey developed as part of this Business Plan report.
10.3 CAPITAL IMPROVEMENTS PROGRAM

The Department has prepared a capital improvement program that includes the potential facility projects presented in Section 1.2. The planned projects with estimated costs are shown in Figure 73. The projects are not listed in priority order. The estimated cost of the capital program is $40,085,000.

<table>
<thead>
<tr>
<th>Capital Improvement Projects</th>
<th>Estimated Project Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Recreation/Community Center</td>
<td>$ 10,000,000</td>
</tr>
<tr>
<td>2. Aquatic Park</td>
<td>$ 12,000,000</td>
</tr>
<tr>
<td>3. Baseball/softball Complex</td>
<td>$ 10,000,000</td>
</tr>
<tr>
<td>4. Land Acquisition</td>
<td>$ 1,000,000</td>
</tr>
<tr>
<td>5. Trail development (4) miles of trail</td>
<td>$ 2,000,000</td>
</tr>
<tr>
<td>6. Improvements to Williams Park</td>
<td></td>
</tr>
<tr>
<td>• Add electricity to shelters</td>
<td>$ 25,000</td>
</tr>
<tr>
<td>• Add spray ground to picnic area</td>
<td>$ 450,000</td>
</tr>
<tr>
<td>• Replace playground “Blast Off”</td>
<td>$ 250,000</td>
</tr>
<tr>
<td>• Improve road, parking and path widening in the park</td>
<td>Not Available</td>
</tr>
<tr>
<td>7. Improvements to Arbuckle Park</td>
<td></td>
</tr>
<tr>
<td>• Repair Tennis Courts</td>
<td>Not Available</td>
</tr>
<tr>
<td>• Add Amphitheater</td>
<td>$ 1,000,000</td>
</tr>
<tr>
<td>• Add Spray ground to picnic area</td>
<td>$ 450,000</td>
</tr>
<tr>
<td>• Add Maintenance Shop</td>
<td>$ 350,000</td>
</tr>
<tr>
<td>• Shelter Improvements</td>
<td>$ 50,000</td>
</tr>
<tr>
<td>8. Additional Improvements</td>
<td></td>
</tr>
<tr>
<td>• Add dog park- Stephens Park</td>
<td>$ 50,000</td>
</tr>
<tr>
<td>• Enhancement to Cardinal Delaware Property ($150,000/acre)</td>
<td>$ 2,100,000</td>
</tr>
<tr>
<td>• Hornaday Road Trail Project</td>
<td>$ 360,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 40,085,000</strong></td>
</tr>
</tbody>
</table>

Figure 73 - Capital Improvement Program
### 10.4 FINANCING A BOND ISSUE

#### Brownsburg Cost of Capital Analysis

<table>
<thead>
<tr>
<th></th>
<th>Scenario 1</th>
<th>Scenario 2</th>
<th>Scenario 3</th>
<th>Scenario 4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Principal</strong></td>
<td>$10,532,857</td>
<td>$7,899,643</td>
<td>$13,420,950</td>
<td>$10,787,736</td>
</tr>
<tr>
<td><strong>Annual Interest Rate</strong></td>
<td>5.00% APR</td>
<td>5.00% APR</td>
<td>5.00% APR</td>
<td>5.00% APR</td>
</tr>
<tr>
<td><strong>Term (Years)</strong></td>
<td>20 Years</td>
<td>20 Years</td>
<td>20 Years</td>
<td>20 Years</td>
</tr>
<tr>
<td><strong>Annual Payments</strong></td>
<td>$845,183.68</td>
<td>$633,887.76</td>
<td>$1,076,931.79</td>
<td>$865,635.87</td>
</tr>
<tr>
<td><strong>Uses of Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross Principal</td>
<td>$10,532,857</td>
<td>$7,899,643</td>
<td>$13,420,950</td>
<td>$10,787,736</td>
</tr>
<tr>
<td>Costs of Issuance and Underwriter’s Discount</td>
<td>1.80%</td>
<td>1.80%</td>
<td>3.70%</td>
<td>3.70%</td>
</tr>
<tr>
<td>Disposit to Debt Service Reserve Fund</td>
<td>3.70%</td>
<td>3.70%</td>
<td>5.00%</td>
<td>5.00%</td>
</tr>
<tr>
<td>Available for Projects</td>
<td>$9,953,550</td>
<td>$7,465,162</td>
<td>$12,682,798</td>
<td>$10,194,411</td>
</tr>
</tbody>
</table>

#### Cost Ranges

<table>
<thead>
<tr>
<th>Cost Items</th>
<th>Low</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Costs of Issuance and Underwriter’s Discount</td>
<td>1.50%</td>
<td>2.00%</td>
</tr>
<tr>
<td>Disposit to Debt Service Reserve Fund</td>
<td>0.00%</td>
<td>5.00%</td>
</tr>
<tr>
<td>Municipal Bond Interest Rates</td>
<td>3.50%</td>
<td>5.00%</td>
</tr>
<tr>
<td>Term of Debt</td>
<td>20</td>
<td>25 Years</td>
</tr>
</tbody>
</table>

---

**Figure 74 - Cost of Capital Analysis**

**Figure 75 - Cost Ranges**

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**Figure 135**

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**Parks & Recreation Business Plan – DRAFT Report**
10.5 FUNDING AND REVENUE STRATEGIES

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

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

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

10.5.1 FUNDING SOURCES FOR CAPITAL IMPROVEMENT DOLLARS AND OPERATIONS

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

**General Obligation Bond:** A general obligation bond is a municipal bond secured by a taxing authority such as the Town of Brownsburg to improve public assets that benefits the municipal agency involved that oversee the parks and recreation facilities. The Town of Brownsburg has not done a General Obligation Bond for parks and recreation facilities for a very long time and based on the values that the community holds for parks and recreation facilities it should be considered to promote economic sustainability and livability in Brownsburg.

General Obligation Bonds should be considered for the park and recreation facility projects; such as, a recreation center or a sports complex. Improvements to parks should also be covered by these funding sources because there is very little operational revenues associated with these parks to draw from and these park improvements are in need of
upgrades and renovations limiting the uses of other revenue sources. These parks help frame the Town’s image and benefit a wide age segment of users and updating these parks will benefit the community as a whole and stabilize these neighborhoods. Over the last 10 years across the United States over 90% of park and recreation bond issues have passed in cities when offered to the community to vote to support the community needs for parks and recreation. This is according to Trust for Public Lands research.

**Governmental Funding Programs:** A variety of funding sources are available from federal and state government for park-related projects. For example, the Land and Water Conservation Fund funding program has been reinstated for 2010 levels at 150 million and can provide capital funds to state and local governments to acquire, develop, and improve outdoor recreation areas. Federal Community Development Block Grant (CDBG) funds are used to support open space related improvements including redevelopment and new development of parks and recreation facilities. Transportation Enhancement Funds available through SAFETELU, the current federal transportation bill, can be used for trail and related green space development, AmeriCorps Grants can be used to fund support for park maintenance.

**SAFETULU Funds** as well as Safe Routes To School Funds should be pursued for the trail improvements outlined in the plan. SAFETULU monies require a 20% match by the Town and Safe Routes to School Funds require no match by the Town.

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

**AmeriCorps Grants** should be pursued by the Parks Division to support park maintenance and cleanup of drainage areas where trails are located and small neighborhood parks in the Town.

**Federal Housing Grants** can also help support parks near federal housing areas and should be pursued if appropriate.

If applying for these grants is an issue, the Town staff should seek out a grant writer to write application.

**Park Impact Fees:** The Town has implemented park impact fees. As the current deficiencies in park and trail standards are met, these funds should help support the Department’s capital improvements. Impact fees generally provide some capital funds but rarely are they sufficient to provide full funding of large projects.

**Internal Park Improvement Fund:** This funding source is created from a percentage of the overall park admissions to attractions such as sport complexes or special events in the park and would allow a percentage usually in the 3-5% of gross revenues as be dedicate to the park for existing and future capital improvements. This funding source is used for sports complexes, aquatic parks, campgrounds, and fee based parks. This type of user fee generally does not require voter approval but is set up in a dedicated fund to support the existing attraction for future maintenance and improvements.
Tax Allocation or Tax Increment District: Commonly used for financing redevelopment projects. A Tax Allocation District (TAD) involves the issuance of tax-exempt bonds to pay front-end infrastructure and eligible development costs in partnership with private developers. As redevelopment occurs in the Town, the “tax increment” resulting from redevelopment projects is used to retire the debt issued to fund the eligible redevelopment costs. The public portion of the redevelopment project funds itself using the additional taxes generated by the project. TADs can be used to fund park improvements and development as an essential infrastructure cost. These funds would work well in the downtown redevelopment and in trail development the Town has proposed. The city of Valparaiso Indiana has used this funding source extensively for their redevelopment of the downtown area and has made a huge impact on the image and impact to parks and business in the downtown area.

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

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

Utility Lease Fee: Utility lease fees have been used to support parks in the form of utility companies supporting a park from utility easements, storm water runoff and paying for development rights below the ground. This funding source is derived from fees on property owners based on measures such as the amount of impervious surfacing as well as fees from utility companies having access through the park. It is used by many cities to acquire and develop greenways and other open space resources that provide improvements in the park or development of trails. Improvements can include trails, drainage areas, and retention ponds that serve multiple purposes such as recreation, environmental protection, and storm water management. This could be a source for the utilities to make a contribution to support the parks and trails in the future.

Transient Occupancy Tax: This funding source is used by many cities to fund improvements to parks from hotels that benefit from the parks and Transient Occupancy Taxes are typically set at 3-5% on the value of a hotel room a 1% sales tax that can be dedicated for park and recreation improvement purposes. Because of the value that parks could provide in the way of events, sports, entertainment and cultural events hotels in the area that benefit could be set up with a portion of their occupancy funds going to support park and recreation related improvements. This funding source should be implemented progressively as the Town increases the number of events it sponsors. Tracking the economic value back to the hotels
is important to build trust with the Hotel business community. This tax is similar to the Town’s Food and Beverage Tax for Parks and Recreation.

**Food and Beverage Tax:** This 1% tax is currently used by Brownsburg. These dollars can come from the local community as well as visitors to the Town to help pay for a bond to finance future park and recreation related improvements. Food and Beverage Taxes are very well accepted in most Midwest communities.

**Accumulated Building Funds:** The Park Board, under Indiana Code 36-10-3, can establish a Cumulative Building Fund for the Parks and Recreation Department. These funds can provide money for building, remodeling, and repairing park and recreation facilities. In addition, the Park Board can purchase land with the funds for park and recreation purposes. The Cumulative Building Fund must be proposed by the Park Board and then approved by the Town Council in order to levy the tax. The Cumulative Building Fund can provide capital funds that are best utilized for improvements to existing park and recreation amenities and facilities in the system.

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

**Lease Back:** Lease backs are a source of capital funding in which a private sector entity such as a development company buys the land or leases the park land and develops a facility such as a park, recreation attraction, recreation center, pool, or sports complex; and leases the facility back to the municipality to pay off the capital costs over a 30 to 40 year period. This approach takes advantage of the efficiencies of private sector development while relieving the burden on the municipality to raise upfront capital funds. This funding source is typically used for recreation and aquatic type facilities, stadiums, civic buildings, and fire stations.

**10.5.2 Funding Sources for Operational Dollars**

**Land Leases/Concessions:** Land leases and concessions are public/private partnerships in which the municipality provides land or space for private commercial operations that enhance the park and recreational experience in exchange for payments to help reduce operating costs. They can range from vending machines to food service operations to full management of recreation attractions.

**Admission to the Park:** Many park and recreation systems in the United States have admission fees on a per car, per bike, and per person basis to access a park that can be used to help support operational costs. Car costs range from $3 to $5 a car and $2 dollars a bicycle or $2 dollars a person. As a smaller community this may not be appropriate for Brownsburg at the present time but may be considered in the future. This fee may be useful for large events and festivals that have the capability to be set up as a fee based park at least on weekends.
Parking Fee: Many parks that do not charge an admission fee will charge a parking fee. Parking rates range from $3 to $4 dollars a day. This funding source could work for helping to support special events, festivals and tournaments.

User Fees: User fees are fees paid by a user of recreational facilities or programs to offset the costs of services provided by the Department in operating a park, a recreation facility or in delivering programs. In Brownsburg recreation programs are highly undervalued. A perception of “value” needs to be instilled in the community for what benefits the Town is providing to the user. Future fees could be charged by the Department based on cost recovery goals for the parks and or core recreation services based on the level of exclusivity the user receives compared to the general taxpayer. PROS would highly recommend that user fees for program be charged to create value and operational revenue for the Parks and Recreation Departments. If the Town feels that they cannot move forward on user fees to help offset operational costs then they might consider contracting with an area non-profit; such as a YMCA, to manage future recreation facilities and programs. The Town then could take the dollars they have invested in staff and in subsidized recreation facilities and use those dollars to support an improvement bond to make improvements to existing parks and or build new parks and recreation facilities with the existing dollars in their operational budgets. This would change the role of the Town to a facility provider versus a facility provider and a program operator.

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

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

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

Maintenance Endowment Fund: This is a fund dedicated exclusively for a park’s maintenance, funded by a percentage of user fees from programs, events, and rentals.

Park Revolving Fund: This is a dedicated fund to be used for park purposes only that is replenished on an ongoing basis from various funding sources such as grants, sponsorships, advertising, program user fees and rental fees within the park. The Town could establish a revolving fund supported by one or more funding sources identified in this section.
Permit Fees: This fee could be incorporated for exclusive reservation for picnic shelters, sports fields, special events and provided by the Town, and competition tournaments held in the Town by other organizations. Permit fees include a base fee for all direct and indirect costs for the Town to provide the space on an exclusive basis plus a percentage of the gross for major special events and tournaments held on Town owned permitted facilities. Alcohol permits could be added to these permits which would add more dollars for the Town for these special use areas. These dollars could be applied to the Park Revolving Fund to help support park improvements.

10.5.3 PRIVATE FUNDING SOURCES

Business/Citizen Donations: Individual donations from corporations and citizens can be sought to support specific improvements and amenities. The Town might consider trying to raise the money privately for the development of major facilities.

Private Foundation Funds: Nonprofit community foundations can be strong sources of support for the Department and should be pursued for specific park and recreation amenities. The Department does not have a parks foundation and it should consider developing one for the future or working under a community foundation in the Town to support park related programs and improvements.

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

- **Conservancy or Friends Organization**: This type of nonprofit is devoted to supporting a specific park. These Park Conservancy’s or Friends Groups are a major funding source for parks in the United States and should be considered for Brownsburg parks and recreation facilities.

- **Greenway Foundations**: Greenway foundations focus on developing and maintaining trails and green corridors on a town-wide basis. The Town could seek land leases along their trails as a funding source, in addition to selling miles of trails to community corporations and nonprofits in Brownsburg. The development rights along the trails can also be sold to local utilities for water, sewer, fiber optic, and cable lines on a per mile basis to support development and management of these corridors.

10.5.4 VOLUNTEER SOURCES

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

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

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

The Department lacks some additional policies to guide the Department forward in managing to financial sustainability. The following policies will support the Department in their efforts to price service correctly, seek earned income from outside sponsorships and manage volunteers in the most effective manner. Each policy will require Park Board Approval and Town Council Approval.

11.1 PRICING POLICY

11.1.1 VISION STATEMENT
“The Vision for Brownsburg Park and Recreation Department is to provide high quality parks, recreation facilities and programs that citizens and visitors desire and will support financially that creates a community of choice to live, work and play now and for future generations.”

11.1.2 PURPOSE
The BPRD is committed to providing outstanding parks and recreation experiences for the community, which shall include providing quality recreation programs, facilities and parks. It is necessary for BPRD to have a sound and consistent pricing policy that will serve as a management tool for establishing, implementing and evaluating various fees and revenue options. The establishment of a pricing policy may allow for additional programs and facilities to be made available that would enhance the level of service, or quality of programs. This also allows for BPRD to provide higher quality of services due to these limited operational dollars.

The new Pricing Policy for BPRD is designed to provide staff with consistent guidelines in pricing admissions, use of facilities, establishing program and service fees based on the individual benefits a user receives above a general taxpayer. The policy will help BPRD address revenue goals to support operational costs, provide greater fairness in pricing services to users, and help support the implementation of future programs, facilities and services. This Pricing Policy allows the BPRD users; staff and general taxpayers to better understand the philosophy behind pricing of a program or service. The Pricing Policy is based on the cost recovery goal for the service established by the BPRD Board to provide the service and whether the service is a public, merit, or private service.

11.1.3 ISSUES ADDRESSED
The pricing policy will help the BPRD in establishing appropriate program and service fees for the future operations and maintenance of the programs and facilities that are managed to help meet cost recovery goals established by the BPRD Board. A sound pricing justification, philosophy and effective data puts BPRD in a positive position when it comes to establishing justifiable pricing and fees to offset operational costs.
11.1.4 EXPECTED OUTCOMES AND BENEFITS

The guiding principles for the creation of an effective pricing policy are as follows:

- Accessibility, Fairness and Affordability
- Supplemental Funding
- Efficiency
- Achieve Cost Recovery Goals

11.1.5 DEFINITION OF TERMS:

**Public Services** are those services parks and recreation offer that provide all users the same level of opportunity to access the service. The level of benefit is the same to all users. Examples of public services are open public access to use a park, a playground, a trail or a picnic area that cannot be reserved. Public Services normally have low level or no user fees associated with their consumption. The cost for providing these services is borne by the general tax base.

**Merit Services** are services whereby the user receives a higher level of benefit than the general taxpayer. The taxpayer benefits as a whole because the service provides a more livable community and the service has a good public benefit as well. Examples of merit type services are swim lessons, youth sports, summer camp programs for youth, life skill programs and special events that promote healthy active lifestyles.

Merit Services can be priced using either a partial overhead pricing strategy or a variable cost pricing strategy. Partial overhead pricing strategies recover all direct operating costs and some determined portion of fixed indirect costs. The portion of fixed indirect costs not recovered by the price established represents the tax subsidy. Whatever the level of tax subsidy, BPRD staff needs to inform the users by letting them know that BPRD is investing a certain dollar amount and/or what percentage level of investment they are making in their experience.

**Private Services** are where only the user benefits. This is where BPRD needs to implement pricing services using a full cost recovery strategy. The price of this particular service is intended to recover all fixed costs and variable costs associated with providing the service. Examples of private services are food services for resale, retail services, and rental of space for weddings and business meetings, individual lessons and adult sports programs.

11.1.5.1 ACCESSIBILITY, FAIRNESS AND AFFORDABILITY

Equity and fairness means those who personally benefit from the service above what a general taxpayer receives should pay for that benefit and those who benefit the most should pay the most. Affordability should be based on benefit and ability to pay. This policy recognizes that affordability is in the eye of the user. The type of service and benefit received will directly determine the cost recovery level or pricing strategy to be used in the pricing of the services and products BPRD creates.
11.1.5.2 SUPPLEMENTAL FUNDING
Supplemental funding means that user fees and prices charged for admissions, programs, food services, retail services, rentals and special events will assist in the overall funding of the BPRD operations. The revenue produced through this will give BPRD the needed cash for operations, capital costs and marketing dollars to promote programs and services available to the community. These dollars can come from any source that supports operations and include grants, sponsorships, partnerships, permits, special rental uses and many other options. The BPRD staff looks for these opportunities whenever possible.

11.1.5.3 EFFICIENCY
BPRD staff can evaluate how the service is delivered and if it is delivered in the most effective and efficient manner based on the cost to deliver the service. Priorities to enhance user or visitor experiences are clearly defined because the services provided are clearly made visible and the priorities are established based on the direct user costs that are associated with the activities that users want. Pricing of services correctly can achieve six positive results:

- Reduces congestion and overcrowding
- Indicates user and visitor demand and support for the service
- Increases positive user and visitor feedback
- Provides encouragement to the private sector to invest in BPRD type programs through contracts that can bring greater revenue to the BPRD
- Ensures stronger accountability on BPRD staff and management of the service
- Creates multi-tiered pricing so users who want a higher level of quality can purchase it

11.1.5.4 DISTRIBUTION OF REVENUE FUNDS TO ACHIEVE COST RECOVERY GOALS
Distribution of Revenue means dollars generated from each activity are redistributed back to the area they came from to pay direct cost and indirect cost in some situations and for future improvements associated with a facility or activity. Examples would be sports leagues pay for improvements to the sport fields or aquatic users help make improvements to aquatic facilities.

The staff will document the cost of services provided through a costing model. The true cost of each activity is designated as direct and indirect costs associated with providing a product or service.

A review of all prices periodically is recommended to document the changes that have occurred within the products or services provided by BPRD. This will help staff to evaluate which program, product or service should have adjustments based on the Pricing Policy.

BPRD Board and staff will set prices for services based on the following process:

- What is the cost to provide the service and what is the cost on a per experience basis, hourly rate, or unit rate
Is the program or service a core program or non-core program based on the criteria established

Is the program a public, merit or private service based on the established criteria in the pricing policy and the level of personal benefit the user receives over what general taxpayer receives

Does this price support the cost recovery goal desired for the program or recreation facility to support sustainability

11.1.6 PRICING POLICY PROCEDURES

Key Elements in implementing the Pricing Policy include:

- Create value and price accordingly
- Know the costs (direct/indirect) and level of cost recovery goal the BPRD Board as established for that service
- Understand how the price established compares in the market place
- Price services correctly the first time
- Use differential pricing based on participant, product, and times to encourage greater use of the service or facility
- Educate staff, volunteers, boards and officials on the pricing methodology used
- Communicate price and BPRD cost to provide the service to users and how much the user paid to cover the cost of the service
- Eliminate entitlement pricing

11.1.6.1 ESTABLISH CORE SERVICE CRITERIA

- Does this program/service align with the BPRD’s Vision and Mission?
- The program/service meets at least one of the strategic directions of the BPRD as outlined in the business plan
- Full time staff or approved contractors are responsible for execution of the program
- The program has a strong social value that is part of a solution to an identified strategic direction
- The program has strong economic appeal and creates a strong return on investment for the BPRD system
- The program has a high partnering capability to enhance promotional opportunities or to offset operational costs
- The program/service currently meets the capacity performance measures developed by staff
- The program is in a growth or mature stage of its lifecycle and has proven to have long term participation appeal
- If the service is determined to be a core service:
• What classification does it fall under (Public, Private or Merit)?
• What is the true cost to provide the service and current level of subsidy?
• What is the current price of the service and what level of cost recovery does it support now? What pricing alternatives are currently being used?

11.1.6.2 ESTABLISH COST RECOVERY GOALS
Public Services – 0-10% of direct and indirect costs
Merit Services -20%-80% -of direct and indirect costs
Private Services- 80%-100% of the costs

Examples:
• Youth Services 50-100% of the direct and indirect costs
• Active Adult Services -70-100% of the total costs
• Senior Citizens Services-50 to 75% of the direct costs
• Rentals of Facilities-100% of the total costs
• Adult Health, Fitness and Education Services-100% of the total costs
• Life Skill programs-100% of the total costs
• Sport Programs (youth programs -50%, adult programs 100%, and events 100%)
• Aquatic Programs (80-100%) of cost
• Special Events (20 50% of the total costs)

11.1.6.3 USER LANGUAGE IN PRICING SERVICES
In pricing services the BPRD staff should inform users of what they are paying for and what the BPRD is paying for in the following type of sample language. “The $20 dollar you are paying for your child’s recreation experience is covering approximately 50% of the cost (total of $40) to provide this service for your child; the BPRD through the Town General Funds is investing the other $20 dollars in your child’s experience as part of this program.”

11.1.6.4 OTHER PRICING METHODOLOGIES TO CONSIDER IN PRICING SERVICES
Options to consider:
• Charging non-resident rates
• Prime time/non-prime time rates
• Group rates
• In season/off season rates
• Change the minimum numbers higher to hold program(low cost-high volume approach)to spread cost to more people while keeping price the same
• Reduce the quality of the program/service to keep existing price
• Change the contractor rates to make cost lower
• Questions for BPRD Staff to consider:
  • Can a sponsor/partner pick up a portion of the program costs?
  • Can BPRD offer the program/service in a less expensive venue?
  • Can BPRD reduce the discount levels for selected age segments?
  • Can BPRD use contractors for the service versus using public employees?
  • Can BPRD pay a lower rate to employees to provide service?
  • Can BPRD partner with a local agency to spread the costs?
  • Can BPRD graduate the price higher over a period of time? How long?
  • Can BPRD manage the site or program differently?
  • Can BPRD negotiate the rate versus keeping the established rate?

11.2 SPONSORSHIP POLICY

11.2.1 VISION STATEMENT
“The Vision for Brownsburg Park and Recreation Department is to provide high quality parks, recreation facilities and programs that citizens and visitors desire and will support financially that creates a community of choice to live, work and play now and for future generations.”

11.2.2 PURPOSE
The goal of this sponsorship policy is to provide guidelines for BPRD to gain support from external financial resources. It will establish procedures to coordinate efforts to seek sponsorships with the corporate community, business partners, and not for profit partners to enhance parks and recreations services and facilities in the Town. It is designed to ensure that all marketing of sponsorships support the BPRD’s goals for services to the community and remain responsive to the public’s needs and values. This Sponsorship Policy will recognize that corporate and business sponsorships provide an effective means of generating new revenues and alternative resources to support BPRD’s facilities and programs. The policy will ensure that the corporate, business or not for profit sponsorships will not result in any loss of BPRD’s jurisdiction or authority.

11.2.3 ISSUES ADDRESSED
The institution of the Sponsorship Policy will establish guidelines and principles to maintain flexibility in developing mutually beneficial relationships between the BPRD and corporate, business, and not for profit sectors.

The recognition for sponsorships must be evaluated to ensure BPRD is not faced with undue commercialism and is consistent with the scale of each sponsor’s contribution.
There will be restrictions on sponsors whose industries and products do not support the goals of the BPRD on the services provided to the community and to remain responsive to the public’s needs and values.

**11.2.4 ISSUES ADDRESSED**
The institution of the Sponsorship Policy will establish guidelines and principles to maintain flexibility in developing mutually beneficial relationships between the BPRD and corporate, business, and not for profit sectors.

The recognition for sponsorships must be evaluated to ensure BPRD is not faced with undue commercialism and is consistent with the scale of each sponsor’s contribution.

There will be restrictions on sponsors whose industries and products do not support the goals of the BPRD on the services provided to the community and to remain responsive to the public’s needs and values.

**11.2.5 EXPECTED OUTCOMES AND BENEFITS**
- Acquire revenue from sources to enhance BPRD programs and facilities
- Sponsorship is a way of contributing to the community while promoting the sponsor’s business and brand awareness
- A number of BPRD events, programs and amenities may take place in the community because of the sponsor’s financial contribution
- Sponsors will get a “return on sponsorship.” The sponsor looks forward to the Town and greater community becoming familiar with the sponsor and/or its services and becomes a customer through the partnership with BPRD
- Sponsorships help to raise the awareness of the BPRD and builds its image in the community
- Events, programs, facilities, plus maintenance of properties and park areas will be affordable to the community because of the financial contributions that sponsors can provide to the BPRD

**11.2.6 GUIDING PROCEDURE FOR IMPLEMENTATION AND MANAGEMENT**
- BPRD will put out annually an ad in the local newspaper to advertise the opportunities for sponsorships in the BPRD for the coming year.
- Seek sponsors directly via a proposal request by staff.
- BPRD may put their sponsorships out for auction at an auction event hosted by the BPRD. The following process will be required when BPRD is involved in a sponsorship:

**11.2.6.1 PROCESS SUBMITTAL**
- All proposals for sponsorship must be submitted in writing on a Sponsorship Proposal form to BPRD.
• The BPRD Director or his/her designee will review the proposal, present it to the Park and Recreation Board and together make a decision on the proposal.

• The BPRD Director will draft a sponsorship agreement. The agreement will include the contract relationship, the term and renewal opportunities; description of the program, facility, property, natural area or event to be sponsored; description of fees and/or benefits provided to BPRD, the marketing rights and benefits provided to the sponsor, termination provisions, and performance measures expected on behalf of the sponsor and BPRD.

• All sponsorships require payment in advance by the sponsors at the contract signing of the sponsorship agreement made out to BPRD.

• The BPRD Director may use, but is not limited to the following criteria when evaluating a sponsorship proposal; in all cases, the BPRD Director will have the prerogative to accept or reject a proposal:
  o Compatibility of the sponsor’s products, customers and promotional goals with BPRD’s goals.
  o The sponsor’s past record of involvement in BPRD and other community projects.
  o The timeliness or readiness of the sponsor to enter into an agreement.
  o The actual cash value, or in-kind goods or services of the proposal in relation to the benefit to the sponsor and BPRD.
  o Potential community support for or opposition to the proposal.
  o The operating and maintenance costs associated with the proposal on behalf of BPRD.
  o The sponsor’s record of responsible environmental stewardship.

• All sponsorship activities once approved will be coordinated by the BPRD Director.
  o The BPRD Director will be responsible to work with staff on making sure the terms of the agreement are followed as outlined.
  o Provide guidance to the sponsor regarding the interpretation and application of this policy.
  o Provide assistance and advice to staff of BPRD and the sponsors.
  o Review and assist in the development of the sponsorship agreement as requested.
  o Track and report the results and outcomes of the sponsorship agreement as outlined.

• All sponsors will have a responsible party and an executed agreement.
  o Each sponsor involved in the sponsorship will designate a person to be responsible for their portion of the contract and/or agreement.
The contract or agreement will outline appropriate terms and timeliness to be implemented by each party.

11.2.6.2 SPONSORSHIP PRICING POLICY PROCEDURES
Once the proposals have been submitted the staff will evaluate these proposals as outlined.

- Set objectives, baselines and articulate measurable objectives to be achieved with the sponsorship dollars.
- Know the sponsorship costs both (direct/indirect) and level of cost recovery as it applies to BPRD.
- Create a measurement plan and determine what will be measured and what measures will be used to demonstrate the effectiveness of the sponsorship.
- Implement the measurement plan—visibility, communications and visitor behavior.
- Calculate “return on sponsorship”—analyze, communicate and revise as needed.
- Meet with the sponsor to review the final contract and expectations with timelines to be completed
- All promotional pieces developed by the sponsor for their involvement with BPRD must be approved in advance before it goes public

11.2.6.3 EVALUATION OF THE SPONSORSHIP
Once the sponsorship effort has been completed staff from BPRD will meet with the sponsor to review the results and discuss changes that need to occur if appropriate and make a decision about supporting the next sponsorship effort. The results of the meeting will be presented to the BPRD Board.

11.2.7 SPONSORSHIP OPPORTUNITIES
The following opportunities have been identified as sponsorship opportunities for the coming year by the BPRD staff and Board:

- Program Guide
- Special Events in the parks
- Summer concert series
- Food for Programs and Events
- Drink Sponsor
- Event Sponsor
- Give-a-ways at events
- Mile of trail in the parks
- Adopt-a-kid
- Adopt-a-park
11.3 PARTNERSHIP POLICY

11.3.1 VISION STATEMENT
“The Vision for Brownsburg Park and Recreation Department is to provide high quality parks, recreation facilities and programs that citizens and visitors desire and will support financially that creates a community of choice to live, work and play now and for future generations.”

11.3.2 PURPOSE
This policy is designed to guide the process for BPRD in their desire to partner with private, non-profit, or other governmental entities for the development, design, construction and/or operation of possibly partnered recreational facilities and/or programs that may occur on BPRD owned or leased property.

The BPRD would like to identify for-profit, non-profit, and governmental entities that are interested in proposing to partner with the BPRD to develop recreational facilities and/or programs. A major component in exploring any potential partnership will be to identify additional collaborating partners that may help provide a synergistic working relationship in terms of resources, community contributions, knowledge, and political sensitivity. These partnerships should be mutually beneficial for all proposing partners including the BPRD, and particularly beneficial for the citizens of Brownsburg.

11.3.3 ISSUES ADDRESSED
The BPRD has developed partnerships over many years that have helped to support the management of parks and recreation facilities and programs services, while also providing educational and recreational opportunities for the citizens of Brownsburg. The recommended policy will promote fairness and equity within the existing and future partnerships while helping staff to manage against what may cause conflicts internally and externally. Certain partnership principles must be adopted by the BPRD Board for existing and future partnerships to work effectively. These partnership principles are as follows:
• All partnerships will require an upfront presentation to the BPRD Board that describes the reason for creation of the partnership and establishes an outcome that benefits each partner’s involvement.

• All partnerships will require a working agreement with measurable outcomes that hold each partner accountable to the outcomes desired and to each other and will be evaluated on a yearly basis with reports back to the BPRD Board on the outcomes of the partnership and how equitable the partnership remains.

• All partnerships will track direct and indirect costs associated with the partnership investment to demonstrate the level of equity each partner is investing.

• Each partner will not treat one another as a client-client relationship, but will create a partnership culture that focuses on planning together on a yearly basis or as appropriate; communicating weekly/or monthly on how the partnership is working; and annually reporting to each other’s board or owners on how well the partnership is working and the results of their efforts to the taxpayers of Brownsburg.

• Full disclosure by both partners to each other will be made available when issues arise.

• Annual informing of each other’s staff on the respective partner’s values and yearly goals and work plans so both partners are in-tune with issues the partners may be dealing with that could affect the partnership policy or agreement as it applies to finances, staffing, capital costs, political elements or changes in operating philosophies.

### 11.3.4 EXPECTED OUTCOMES AND BENEFITS

• Increased visibility
• Increase in services and programs
• Tax dollars spent on services are maximized through collaboration
• Public believes in and supports the role of BPRD in partnerships
• Promotes a positive image
• Public involvement enriches their understanding of BPRD
• Engaged public enhances current and future development of programs and facilities
• Provides alternatives for manpower, recreation sites, financial resources, supplies, materials, etc. for a more comprehensive system
• Shared vision and goals
• Allow us the opportunity to make a vision a reality
• Reach more people, provide more services, reduce expenditures and generate more revenue
• Eliminates duplication of efforts, strengthen communities and achieve greater outcomes
11.3.5 GUIDING PROCEDURES

11.3.5.1 PUBLIC/PUBLIC PARTNERSHIPS
The policy for public/public partnerships is evident with the BPRD based on their working with other cities, townships, schools, and other municipal services in the area. Working together on the development, sharing, and/or operating, parks and recreation facilities and programs will be as follows:

- Each partner will meet with the BPRD Board and staff annually to plan and share activity-based costs and equity invested by each partner in the partnership
- Partners will establish measurable outcomes and work through key issues to focus on for the coming year between each partner to meet the outcomes desired
- Each partner will focus on meeting a balance of 50% equity for each agreed partnership and track investment costs accordingly
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed
- Each partner will act as an agent for the other partner, thinking collectively as one, not two separate agencies for purposes of the agreement
- Each partner will meet with the other partner’s respective board or owner annually, to share results of the partnership agreement
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis
- If conflicts arise between partners, the Director or Chairperson of BPRD Board along with the other public agency’s highest ranking officer will meet to resolve the partnership issue. It should be resolved at the highest level or the partnership will be dissolved
- No exchange of money between partners will be made until the end of the partnership year. A running credit will be established that can be settled at the end of the planning year with one check or will be carried over to the following year as a credit with adjustments made to the working agreement to meet the 50% equity level desired

11.3.5.2 PUBLIC/NOT-FOR-PROFIT PARTNERSHIPS
The partnership policy for public/not-for-profit partnerships with BPRD and the not-for-profit community of service providers is seen in associations working together in the development and management of facilities and programs within the BPRD system. These principles are as follows:

- The not-for-profit partner agency or group involved with BPRD must first recognize that they are in a partnership with the Department to provide a public service or
good; conversely, the Department must manage the partnership in the best interest of the community as a whole, not in the best interest of the not-for-profit agency

- The partnership working agreement will be year-to-year and evaluated based on the outcomes determined for the partnership agencies or groups during the planning process at the start of the partnership year. At the planning workshop, each partner will share their needs for the partnership and outcomes desired. Each partner will outline their level of investment in the partnership as it applies to money, people, time, equipment, and the amount of capital investment they will make in the partnership for the coming year.

- Each partner will focus on meeting a balance of 50% equity or as negotiated and agreed upon as established in the planning session with the BPRD. Each partner will demonstrate to the other the method each will use to track costs, and how it will be reported on a monthly basis, and any revenue earned.

- Each partner will appoint a liaison to serve each partnering agency for communication purposes.

- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made, as needed.

- Each partner will act as an agent for the other partner to think collectively as one, not two separate agencies. Items such as financial information will be shared if requested by either partner when requested to support a better understanding of the resources available to the partnership.

- Each partner will meet the other’s respective board on a yearly basis to share results of the partnership agreement.

- If conflicts should arise during the partnership year, BPRD Director and the highest-ranking officer of the not-for-profit agency will meet to resolve the issue.

- It should be resolved at this level, or the partnership will be dissolved. No other course of action will be allowed by either partner.

- Financial payments by the not-for-profit agency will be made monthly to BPRD as outlined in the working agreement to meet the 50% equity level of the partnership.

**11.3.5.3 PUBLIC/PRIVATE PARTNERSHIPS**

The policy for public/private partnerships is relevant to BPRD and includes businesses, private groups, private associations, or individuals who desires to make a profit from use of Department facilities or programs. It would also be evident if the business, group, association, or individual wishes to develop a facility on park property, to provide a service on Department-owned property, or who has a contract with the Department to provide a task or service on the Department’s owned facilities. The partnership principles are as follows:

- Upon entering into an agreement with a private business, group, association or individual, BPRD Board and staff must recognize that they must allow that entity to make a profit.
• In developing a public/private partnership, the BPRD Board and staff, as well as the private partner will enjoy a designated fee from the contracting agency, or a designated fee plus a percentage of gross dollars less sales tax on a monthly, quarterly or yearly basis, as outlined in the contract agreement.

• In developing a public/private partnership, the Town, BPRD Board and staff, as well as contracted partners will establish a set of measurable outcomes to be achieved. A tracking method of those outcomes will be established and monitored by BPRD Staff and Board. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the Department, and overall coordination with the Department for the services rendered.

• Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year or multiple years.

• The private contractor will provide on a yearly basis a working management plan they will follow to ensure the outcomes desired by the BPRD Board and staff to achieve the goals of the partnership set out in the partnership recital. The work management plan can and will be negotiated, if necessary. Monitoring of the work management plan will be the responsibility of both partners. The BPRD Board and staff must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved.

• The Department has the right to advertise for private contracted partnership services, or negotiate on an individual basis with a bid process based on the professional level of the service to be provided.

• If conflicts arise between both partners, the Director of BPRD and the highest ranked officer from the other partnership will try to resolve the issue before going to each partner’s legal councils. If none can be achieved, the partnership shall be dissolved.

11.3.6 THE PARTNERING PROCESS
The steps for the creation of a partnership with the BPRD are as follows:

• BPRD will create a public notification process that will help inform any and all interested partners of the availability of partnerships with the BPRD. This will be done through notification in area newspapers, listing in the brochure, or through any other notification method that is feasible.

• The proposing partner takes the first step to propose partnering with the BPRD.

• To help in reviewing both the partnerships proposed, and the project to be developed in partnership, the BPRD asks for a Preliminary Proposal according to a specific format as outlined in Part Two - Proposed Partnership Outline Format.

• If initial review of a Preliminary Proposal yields interest and appears to be mutually beneficial based on the BPRD Mission and Goals, and the Selection Criteria, a BPRD staff or appointed representative will be assigned to work with potential partners.
• The BPRD representative is available to answer questions related to the creation of an initial proposal, and after initial interest has been indicated, will work with the proposing partner to create a checklist of what actions need to take place next. Each project will have distinctive planning, design, review and support issues. The BPRD representative will facilitate the process of determining how the partnership will address these issues. This representative can also facilitate approvals and input from any involved BPRD staff member, providing guidance for the partners as to necessary steps.

• An additional focus at this point will be determining whether this project is appropriate for additional collaborative partnering, and whether this project should prompt the BPRD to seek a Request for Proposal (RFP) from competing/collaborating organizations.

• Request for Proposal (RFP) Trigger: In order to reduce concerns of unfair private competition, if a proposed project involves partnering with a private "for profit" entity and a dollar amount greater than $5,000, and the BPRD has not already undergone a public process for solicitation of that particular type of partnership, the BPRD will request Partnership Proposals from other interested private entities for identical and/or complementary facilities, programs or services. A selection of appropriate partners will be part of the process.

• For most projects, a Formal Proposal from the partners for their desired development project will need to be presented for the BPRD’s official development review processes and approvals. The project may require approval by the Legal Council of the Town.

• Depending on project complexity and anticipated benefits, responsibilities for all action points are negotiable, within the framework established by law, to assure the most efficient and mutually beneficial outcome. Some projects may require that all technical and professional expertise and staff resources come from outside the BPRD’s staff, while some projects may proceed most efficiently if the BPRD contributes staff resources to the partnership.

• The partnership must cover the costs the partnership incurs, regardless of how the partnered project is staffed, and reflect those costs in its project proposal and budget. The proposal for the partnered project should also discuss how staffing and expertise will be provided, and what documents will be produced. If BPRD staff resources are to be used by the partnership, those costs should be allocated to the partnered project and charged to it.

  o Specific Partnership Agreements appropriate to the project will be drafted jointly. There is no specifically prescribed format for Partnership Agreements, which may take any of several forms depending on what will accomplish the desired relationships among partners. The agreements may be in the form of:

  o Lease Agreements

  o Management and/or Operating Agreements
10.1.3 Maintenance Agreements
10.1.4 Intergovernmental Agreements (IGAs)
10.1.5 Or a combination of these and/or other appropriate agreements

Proposed partnership agreements might include oversight of the development of the partnership, concept plans and project master plans, environmental assessments, architectural designs, development and design review, project management, and construction documents, inspections, contracting, monitoring, etc. Provision to fund the costs and for reimbursing the BPRD for its costs incurred in creating the partnership, facilitating the project’s passage through the Development Review Processes, and completing the required documents should be considered.

- If all is approved, the Partnership begins. The BPRD is committed to upholding its responsibilities to Partners from the initiation through the continuation of a partnership. Evaluation will be an integral component of all Partnerships. The agreements should outline who is responsible for evaluation; the types of measures used, and detail what will occur should the evaluations reveal Partners are not meeting their Partnership obligations.

### 11.3.7 EXISTING PARTNERSHIPS

List out existing partnerships with BPRD:
- Natural Valley Ranch
- Skyhawks Sports Camps

### 11.4 VOLUNTEER POLICY

#### 11.4.1 VISION STATEMENT

“The Vision for Brownsburg Park and Recreation Department is to provide high quality parks, recreation facilities and programs that citizens and visitors desire and will support financially that creates a community of choice to live, work and play now and for future generations.”

#### 11.4.2 PURPOSE

The purpose of the Volunteer Program is to offer opportunities for residents, organizations, and friends of BPRD to volunteer their skills and time in meaningful work that advances the ongoing programs of the BPRD.

The purpose of the BPRD’s Volunteer Policies is to support the Volunteer Program with guidance, structure and direction for staff and volunteers in the areas of:
- Rights of and responsibilities of individual volunteers
- Staff planning and volunteer training for meaningful work
- Personnel practices affecting volunteers
The BPRD may recommend guidelines and procedures that further support the Volunteer Program. Examples of possible guidelines and procedures are given at the end of this policy document. The BPRD may also develop a Volunteer Manual or Handbook to be provided to each volunteer.

Volunteer recruitment and retention must be addressed through creative procedures, which are of the utmost importance. Such procedures will be developed by BPRD staff, based on consultation with experienced volunteer coordinators in other similar organizations.

### 11.4.3 ISSUES ADDRESSED

The adoption of volunteer policies will address these issues:

- Indicate the importance of the Volunteer Program and individual volunteers within the Parks and Recreation Department
- Bring increased structure and predictability into the management of volunteers
- Require improved planning for volunteer activities and training for volunteers, within the ongoing programs of the Department
- Avoid misunderstandings and mistakes regarding volunteer personnel practices, especially with an increasing number of volunteers
- Development of advocacy to support BPRD’s role and focus in the delivery of the Department’s service

### 11.4.4 EXPECTED BENEFITS AND OUTCOMES

- A commitment by the BPRD to its Volunteer Program will yield increased volunteer accomplishments of necessary parks and recreation projects for which funding is not available
- A business-like approach to volunteer management will increase volunteer participation and satisfaction
- Communication of adopted volunteer personnel policies will assure volunteers of fair treatment while performing tasks
- Well-planned volunteer projects, combined with the necessary volunteer training, will generate increased motivation and greater contribution of time and skills
- Park advocacy among volunteers will increase as a natural outcome of the volunteer experience
- Stewardship volunteers will gain understanding and experience useful in communicating and demonstrating the importance of land stewardship to others in the community

### 11.4.5 VOLUNTEER PROGRAM POLICIES

These policies are organized within the following sections:

- Rights and Responsibilities of Individual Volunteers
- Volunteer Training and Safety
• Personnel Practices Affecting Volunteers

11.4.6 RIGHTS AND RESPONSIBILITIES OF INDIVIDUAL VOLUNTEERS

11.4.6.1 DEFINITION OF "VOLUNTEER"
A "volunteer" is anyone who, without compensation, performs a task at the direction of, and on the behalf of, the Parks and Recreation Department.

11.4.6.2 ORIENTATION
Volunteers shall be given an orientation to the Brownsburg Parks and Recreation Department that will include an introduction to the Board and its staff, the policies that guide the volunteer's relationship with the Department, (the Volunteer Manual), and the programs and plans within which volunteers may work.

11.4.6.3 NON-DISCRIMINATION
Participation as a volunteer for the Department all be open to any individual, and no individual shall be discriminated against or harassed based upon race, gender, sexual preference, marital or parental status, national origin, age, or mental or physical handicap.

11.4.6.4 MINIMUM AGE
The minimum age for volunteers on non-hazardous assignments is 14 years. Volunteers under the age of 18 must have the written consent of a parent or guardian before volunteering. The volunteer duties assigned to a minor will comply with all appropriate laws and regulations on child labor.

Special permission must be given for groups of individuals under the age of 14 (e.g. Cub Scouts) who wish to serve in a voluntary capacity for the Department. Adult supervision will be required for all of those under 14 years of age.

11.4.6.5 VOLUNTEER RECOGNITION
The BPRD has approved an annual Volunteer Recognition program which will be offered for each volunteer who has given a minimum of 10 hours in the preceding year.

11.4.6.6 DRESS CODE
Volunteers shall dress appropriately for the conditions and performance of their duties, and to present a good image to the community. Volunteers shall follow the current dress code adopted by the BPRD. The BPRD may charge a volunteer for work shirts that identify them as a BPRD Volunteer not to exceed $25.

11.4.7 VOLUNTEER TRAINING AND SAFETY

11.4.7.1 SUPERVISOR
Based on the volunteer's interests and strengths, as well as the needs of the Department, each volunteer will be assigned to work with a staff member or a trained and qualified adult
volunteer, who will provide training, guidance and supervision. The supervisor shall be available to the volunteer for consultation and assistance.

11.4.7.2 PLAN OF WORK
Each volunteer will be provided with a scope of work job description and assistance in understanding the expectations of her/his service.

11.4.7.3 TRAINING
The supervisor will provide the proper on-the-job training for each volunteer, and provide information and tools to perform her/his duties. Other training opportunities may arise in the form of workshops and meetings. Some activities may require the volunteer to have specific qualifications.

11.4.7.4 WORKING ALONE PROHIBITED
At no time shall any volunteer work alone at a work site. The volunteer's supervisor or an adult volunteer leader shall be present at all times.

11.4.7.5 SAFETY
Volunteers are responsible for:
- Supporting efforts to promote safe working conditions and habits
- Making full use of safety equipment and safeguards provided for assigned tasks
- Reporting immediately all unsafe work conditions to their supervisor

11.4.7.6 RESPONSIBLE STAFF MEMBER
A BPRD staff member or adult volunteer leader who is directly responsible for the project shall be on the premises or readily accessible, in case of an emergency or unanticipated need.

11.4.7.7 WORK SITE
The work site shall be provided with the necessary equipment, facilities, and space to enable the volunteer to effectively and comfortably perform her/his duties. Volunteer work sites are subject to the same safety requirements as are all Department work sites.

11.4.7.8 ACCESS TO PROPERTY AND MATERIALS
Volunteers shall have access to Department property and materials necessary to fulfill their duties, and shall receive training in the operation of any necessary equipment. Property and materials shall be used only when directly required for the volunteer's task.

11.4.7.9 ACCESS TO INFORMATION
Volunteers shall have access to information pertinent to the performance of their work assignments, except for information which the Department deems to be confidential.
11.4.7.10 HAZARD COMMUNICATION
Volunteers shall have access to the Department’s file of the Material Safety Data Sheets (MSDS) for known hazardous materials to which volunteers may be exposed through their work assignments. The MSDS file provides information on the chemicals that may be present, proper application of the chemicals, equipment necessary to handle them, and what to do in case of an emergency. Supervisors are required to provide the appropriate safety equipment.

11.4.8 PERSONNEL PRACTICES AFFECTING VOLUNTEERS

11.4.8.1 LENGTH OF VOLUNTEER SERVICE
Volunteers may leave the Department at any time. Volunteers are asked to notify their supervisor two weeks before leaving when at all possible.

11.4.8.2 DISMISSAL WITH OR WITHOUT CAUSE
Volunteers assist the Department at the sole discretion of the Department. Volunteers may be dismissed at any time at the discretion of the Department Director. No employment or any other contractual right is created by these policies.

11.4.8.3 BORROWING, LENDING, THEFT
No volunteers with the Department shall borrow or loan any Department materials or equipment. Theft of Department materials or equipment by a volunteer is cause for immediate dismissal.

11.4.8.4 DRUG OR ALCOHOL USE
Volunteers are subject to immediate dismissal if they are under the influence of drugs or alcohol while performing their volunteer duties.

11.4.8.5 ACCIDENT INSURANCE FOR VOLUNTEERS
Volunteers are included within the personal accident insurance coverage provided by BPRD.

11.4.8.6 INJURIES
If a volunteer is injured while volunteering, the accident should be reported at once to your supervisor. Medical assistance or treatment may be given if necessary.

11.4.8.7 EMERGENCIES
In a life-threatening emergency, tell your supervisor immediately. Remain calm and if necessary, call 911. Follow their instructions precisely while you await their arrival. Be prepared to give the location address, your name, and the nature of the emergency.
11.4.8.8 BACKGROUND CHECKING

Comprehensive background checking will be conducted on those volunteers who will be or could be assigned to work with minors, individuals with disabilities, and/or persons with frail and fragile physical conditions, or other circumstances as the Department deems necessary.

If the volunteer is under age 18, their signature on the background check authorization form must be accompanied by their parents or legal guardian’s signature in order to process the background check request.

11.4.9 EXAMPLES OF VOLUNTEER PROGRAM GUIDELINES AND PROCEDURES

Our goals are to provide volunteers with:

- Meaningful service to the community
- Assignment to a supportive, respectful work team
- Exchange of ideas with professionals in the field
- Understanding of agency operations

The BPRD seeks to match volunteers with the type of work that most interests the individual volunteer.

We strive to provide each volunteer with a well-rounded “hands on” experience that includes meaningful and rewarding work.

Volunteers are encouraged to develop their skills while serving with the Department, and to assume additional and greater responsibilities.

The Department and the volunteer may maintain appropriate records of volunteer experience that would assist the volunteer in future career opportunities.

11.4.10 VOLUNTEER JOBS AVAILABLE AT BPRD

The following volunteer jobs are available at the BPRD. Job descriptions will be made available when a volunteer registers for a job with the BPRD. Three levels of volunteer jobs will be made available to a volunteer. These include:

- Short term Volunteers who work a single event, program or daily project
- Operational Volunteers who support staff on a weekly basis up to 10 hours a week
- Advocate Volunteers who work year round in a host of jobs up to 40 hours a week
CHAPTER TWELVE - VISION, MISSION AND IMPLEMENTATION

12.1 VISION

The following vision presents how the Town of Brownsburg Parks and Recreation desires to be viewed in the future:

“The Vision for Brownsburg Park and Recreation Department is to provide high quality parks, recreation facilities and programs that citizens and visitors desire and will support financially that creates a community of choice to live, work and play now and for future generations.”

12.2 MISSION

The following is the mission of the Town of Brownsburg Parks and Recreation which describes how the Department will achieve the vision:

“Our mission is to maximize all available resources to deliver quality parks, recreation facilities and programs through effective partnerships with other service providers to help meet the quality of life expectations of Town residents, which builds community pride, and supports the economic goals of the community. We will measure our success by providing access and connections to trails, parks, sports and recreation facilities, both indoor and outdoor, that meet the needs of our citizens and visitors to our community.”

12.3 COMMUNITY VISION FOR LAND ACQUISITION

“Our vision for park lands and open space is to acquire the appropriate level of park type experiences to meet the equity of access levels desired by the community for neighborhood parks, community parks, connected trails and sports fields in the Town.”

12.3.1 GOAL

Acquire 11 acres per 1,000 residents with a balance of neighborhood and community parks, as well as connected trails.

12.3.1.1 STRATEGIES & TACTICS

- Acquire and develop neighborhood and community parks in underserved areas of the Town as a first priority with neighborhood parks as a second priority
  - Acquire and develop a balance of community parks over the next 10 years in underserved areas of the Town as well as in Lincoln and Brown Townships if merger takes place
  - Acquire and develop 2 signature community parks over the next 10 years in underserved areas of the Town
- Develop, with Brownsburg Schools, recreation sports facilities that incorporate the Town’s needs with the School District’s needs while meeting an economic sports tourism goal for the Town
Town of Brownsburg

- Develop with Brownsburg Schools Board and Administration a joint school sports facilities strategy that incorporate recreation amenities on school sites or in a future park site that would benefit youth and the community as a whole

- Adopt parkland and trail standards as outlined in the Strategic Business Plan to meet existing and future population needs of Brownsburg for the next 10 years
  - Seek out additional dedicated funding sources for park land acquisition to obtain the appropriate levels of property for parks and a connected trails system
  - Implement a tax referendum to support a bond issue to acquire park land and recreation improvements to meet the growing needs of the Town
  - Provide greater park access through the development of a connected trails system on both sides of I-74
  - Develop a land acquisition policy and criteria to meet the land standards desired based on land standards adopted by the Park Board and Town Council

- Update Williams and Arbuckle Parks with new site master plans and adding updated amenities that the community desires in other parks in the Town
  - Add new park amenities to serve a wider age segment and an updated playground at Williams Park
  - Update parking, roads, restrooms, picnic shelters, sports fields, signage, and add a pedestrian friendly entrance to Arbuckle Park
  - Provide more multi-functional sports fields where fields can be added on existing park property

- Develop maintenance and horticulture standards for parks and the Town and design to these standards
  - Develop a cost of service program for park maintenance and horticulture standards to determine what level of park maintenance the Town can support
  - Develop park design standards and tie them to maintenance standards in parks
  - Develop horticulture standards for the community as it applies to street trees, roadways, and the Downtown area of Brownsburg

- Protect the natural areas in the Town working with conservation partners
  - Map critical natural areas in the parks
  - Work with Town planners to preserve sensitive areas from development
  - Identify funding from conservation agencies to acquire natural and sensitive areas in the Town
12.4 COMMUNITY VISION FOR RECREATION FACILITIES

“Our vision for recreation facilities in Brownsburg is to provide for the needs of the all residents based on the public survey results and amenity standards desired that support the existing and future populations of the Town.”

12.4.1 GOAL
Meet the recreation and amenity standards outlined in the Strategic Business Plan to support a variety of users and experiences in the Town.

12.4.1.1 STRATEGIES & TACTICS
- Aggressively build recreation facilities to meet the community’s expectations for indoor and outdoor recreation facilities
  - Design multifunctional facilities for sports groups to support soccer, baseball, softball, lacrosse, basketball, football needs for youth and adults in the Town
  - Balance local needs with a regional focus that can support economic development for the Town
  - Develop an indoor multi-generational facility for people of all ages that incorporates aquatics, gyms, fitness-related facilities, program spaces, meeting spaces, senior/retiree spaces, teens spaces and creates a community gathering space for the Town
  - Develop an interactive outdoor nature-oriented facility to build outdoor recreation/adventure and nature education programs for youth and adults
  - Incorporate a feasibility study and business plan for each recreation facility developed to determine true cost to build, finance, operate and incorporate appropriate level of user fees to offset operations of the facilities developed
- Customize recreation design of parks and recreational facilities to create a sense of the place that is representative of the community of Brownsburg
  - Establish themes for recreation facilities based on the values of the Town
  - Design facilities to cover operational costs as much as possible
  - Develop a sports tourism strategy to coincide with recreational facility design
  - Design space and facilities to support regional special events to bring the community together
  - Seek to develop public/private partnerships with developers to build special-use facilities in the community where funding is not available to do it solely with the Town
- Develop a capacity demand assessment of available sports facilities, gyms and courts within the school district to determine availability if any within existing school facilities and with the expected growth of Brownsburg so as to not to develop any unnecessary spaces to serve the recreation needs of residents in the Town
  - Incorporate a capacity demand assessment with the School District facilities for sports groups to determine the level of availability needed by type of sport in the Town and determine the future needs based on population growth
- Incorporate program spaces for active senior/retiree services, community meeting and program space in any new recreational facilities developed
  - Work and partner with arts and life skill development related groups on the development of specific program space in any new recreation facility developed
  - Develop partnerships with all special interest groups for special designed program space to cover operational costs
  - Develop additional adult program space that includes meeting areas for the community
- Develop a partnership program plan for all recreation facilities developed
  - Develop specific program plans for aquatic facilities, community centers, sports complexes, and special-use facilities with special interest groups and other public recreation providers in the Town
  - Partner with other service providers such as sports groups or senior citizen provider to provide operational and capital costs for any new recreation facility where appropriate
  - Develop a pricing policy to support operational costs and cost recovery goals to build equity and fairness into operational use by special interest groups
- Add core program staff to program recreation facilities if developed
  - Add specifically trained staff in the special types of programs to be provided if any recreation facility that developed
  - Incorporate contract instructors and operators for all special-use facilities if created
- Develop a trail system that connects major attractions in the Town, parks, schools, and the community to build a connected system and promotes wellness and fitness in the Town
  - Work with B & O trail group to build access to Town residents on existing Town trails
o Develop specific fundraising strategies for development of trails in the Town including seeking grants to fund the acquisition and development of the Town’s system

o Develop a parks foundation to generate matching monies for trails in the Town

o Work with developers to design trail connections into developments to support the linkages needed for a connected system

12.5 COMMUNITY VISION FOR RECREATION PROGRAM SERVICES

“Our vision for recreation program services in Brownsburg is to develop a set of core recreation services that support the recreation needs and facilities developed in the Town while complementing other providers in the most cost-effective manner possible.”

12.5.1 GOAL
Establish eight (8) core service programs over a 10-year period.

12.5.1.1 STRATEGIES & TACTICS

- Develop core programs in fitness and wellness, special events, youth after school and summer related programs, outdoor adventure / nature education, aquatics, seniors, and youth and adult sports
  - Determine level of unmet need in the Town for each core program area and prioritize which programs to develop first
  - Tie core programs to core facilities to maximize their use
  - Develop a pricing policy for core programs to support operational costs and a cost recovery rate
  - Develop at least one or two new core programs each year over the next five years to develop a program base to support any new recreation facility developed

- Develop a recreation program plan for the Town that is outlined for a year in advance
  - Develop a recreation program plan with other service providers in the Town
  - Track age segments served and add new programs where groups are left out
  - Develop key special events around competition, food, art and entertainment

- Develop program standards for all programs provided by the Town
  - Incorporate education and recreation into design standards for all programs
  - Teach and trail fulltime, part-time, seasonal and contract staff on program standards
• Incorporate volunteer support as a core business to develop advocacy for programs and recreation facilities
  o Develop a volunteer policy and training manual
  o Recruit volunteers to support special events and programs in the Town
• Develop a marketing plan, brand, and communication strategy for parks and recreation in the Town
  o Develop an online registration system for people to access services
  o Develop a promotional plan to let residents know what programs are available and build on the existing program guide
  o Incorporate all promotional efforts in using the best technology available to promote the services available including a more effective Website, use of social networks, radio, and on-line links to other agencies
  o Hire or contract with someone to manage the marketing and promotional requirements of the park and recreation system

12.6 COMMUNITY VISION FOR OPERATIONS AND FINANCING

“Our vision for operations and financing of Brownsburg Park and Recreation will be to maximize every available financial resource to meet the expectations of residents of the community for parks and recreation services.”

12.6.1 GOAL
Create a well-funded sustainable park system to meet the community’s expectations for parks, recreation facilities and programs and implement the funding strategies outlined in the Strategic Business Plan.

12.6.1.1 STRATEGIES & TACTICS
• Develop four (4) dedicated funding sources for parks and recreation in the Town
  o Work with elected officials to seek dedicated funding sources for land acquisition, facility development, operations and staffing needs
  o Aggressively acquire park land to build to the acreage level per 1,000 residents and to access the impact fees available
  o Update the impact fee to allow fees to be used for development as well as acquisition of land
  o Develop an earned income policy to go after other revenues to support operational and capital needs
• Seek a bond issue to support the development of the system in the next 10 years
  o Seek voter support for a bond issue for park and recreation development
  o Seek someone to help the Town manage the campaign for parks and recreation in the community
Develop a bond steering committee to develop and promote the bond issue

• Continue to update policies and procedures to manage the system forward
  o Develop a pricing policy, partnership policy, sponsorship policy to support operational costs
  o Tie all policies to the Strategic Business Plan, as well as the comprehensive plan of the Town

• Seek public/private partnerships in the development of the park and recreation system
  o Consider public/private partnerships in the development of sports complexes, recreation centers, aquatic facilities and trails
  o Leverage developer impact fees to support park acquisition and allow for funds to be used for development of parks and beautification of the Town
  o Seek private funding for key projects in the system that are desired by the community through effective funding raising and grant opportunities
  o Develop a park foundation to raise match money for grants and needed recreation facilities in the Town

• Seek to combine Lincoln and Brown Townships into a Park District/Territory as a unified funding source for parks and recreation development in the community
  o Seek Town Council support to incorporate these two funding sources to build and operate the park and recreation system similar to what has occurred in fire and library services
  o Develop a multi-generational center with the combined funding sources as the first priority
  o Develop sports fields or an aquatic center as the second priority
  o Develop trails as the third priority

• Develop a balanced system of park and recreation professional staffing to maintain and manage the system to the expectations of the community and creates a high level of appreciation and respect for the Department
  o Develop appropriate levels of park maintenance, recreation and program staff for the future based on agreed to management standards
  o Add in all training and equipment requirements to develop the system appropriately
  o Develop appropriate levels of work space to support park and recreation staff needs including an effective maintenance facility

• Develop technology needs for the Department
  o Add a work order system for park maintenance
o Incorporate a Website that is user friendly and can perform online registration

o Develop a lifecycle management plan for assets owned by the Town to manage them for the future with appropriate levels of capital funding

CHAPTER THIRTEEN - CONCLUSION

Based on the analysis and discussions with the Town Council, Park Board and staff, the following recommendations and conclusions should be incorporated into implementing this Business Plan for the Department in the next five years.

- The Department needs the endorsement and adoption of the Business Plan to move the Department forward for the next five years from the Park Board and Town Council.

- The Department needs for the Park Board and Town Council to adopt the policies outlined in the Business Plan report to help manage the Department in a proactive manner versus a reactive manner.

- Several key staff positions will need to be hired in the near future to support implementing the Business Plan which will take the Town Manager and Town Council approval. These include a marketing position, a grounds maintenance position and a full time program staff person.

- Acquire the needed land for a future park and additional trails to access the impact fee dollars being collected by the Department.

- Seek voter support for a bond issue to support the development of a Recreation Community Center, additional trails, improvements to existing parks and equipment to meet the needs of the community in the May 2011 election. This will require the development of a Citizens Committee to be formed to inform residents of the issue and benefits associated with creating an up to date park and recreation system.

- Seek the support of Lincoln and Brown Townships to support the development of a well-designed and managed park and recreation system that can serve their needs as well as the needs of the Town residents in the future.

- The Department needs to develop a feasibility study for the development of the Recreation Center in the next two months to accurately calculate the costs and operating revenues based on a set concept and philosophy.

- The Department needs consistent program space to be leased or rented in the interim until a permanent facility is in place.

- Additional core recreation programs need to be added to the system in the future to reach more age segments not being served by users currently.

- Update master plans for Arbuckle, Williams, Stephens and Cardinal Parks.

The Town of Brownsburg has strong public support for a well-managed park and recreation system via the recent citizen survey. The Department is a very sound and well-managed system for the few individuals involved in managing the system today. The staff is very
conscientious about the delivery of high quality parks, recreation facilities and programs at the most cost effective manner.

The Business Plan outlines a process to help manage the system forward in the most cost effective manner while increasing operational revenues to become more sustainable.

The recommendations are attainable but will require strong support by Town Council, Town Manager and the Park Board. The staff is poised and ready to implement these recommendations listed in the Business Plan given the support from Town Council. The market is in place to support these recommendations to build a park and recreation system that everyone can be proud of in Brownsburg. The goals are sound to achieve a level of cost recovery that will be one of the best in Indiana. Establishing performance measures to track the results of the implementation of this Business Plan will be paramount in demonstrating to Town Council, the Park Board and the community the positive effects that can come from good business planning in the managing of parks and recreation services in Brownsburg now and for the future.