



**Pendleton / Fall Creek Township  
Parks and Recreation  
Department**



**2021-2025**

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**Master Plan**



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## CHAPTER ONE – INTRODUCTION

Pendleton/Fall Creek Township Parks and Recreation (“Department”) has evolved over the last 102 years to include Fall Creek Township and the Town of Pendleton. The Board of Parks and Recreation (“Board”) oversees the Department’s management of more than 270 acres of parkland, including the Fall Creek Golf Club and Falls Park. The Alvin D. Brown Memorial Pool and sports complex are in Falls Park. The system supports various recreational programs, activities, and special events from similar providers within the jurisdiction each year. The park system invites over 30,000 visitors to the park and facilities annually, including participants in third party athletic leagues and tournaments.

In 2020, the Board and Department had to pivot to managing a pandemic known as COVID-19, a highly contagious respiratory disease caused by the SARS-CoV-2 virus and easily spread indoors. Parks and trails all across the country saw a sharp increase in their use. Locally, the response included operational discussions on what facilities could be open to ensure safe use. The following are some of the changes to operations adapted for the evolving situation and the community’s needs.

- The Alvin D. Brown Memorial Pool closed for the season - due to much lower occupancy limits, expenditures would increase, but revenues would not achieve the cost recovery level on account of Covid-19.
- Golf could continue due to the nature of play being more spread out over many acres. As a result, golf had a great summer; visitors had a choice of one or two patrons per cart.
- The Department hosted an athletic tournament in early July. Teams brought their own sanitizing stations for the dugouts. No bleachers were available (to help with social distancing); spectators and players brought their own chairs.
- The Department power washes and sanitizes equipment regularly, placing hand sanitizing stations at various locations. Restrooms are kept open and cleaned daily.
- Rentals facilities are open and are cleaned nightly, or after each rental.

The staff’s responsiveness to the changing environment was and is impressive, and the public has openly appreciated all efforts. Staff expertise, including one as an Emergency Medical Technician, has been a big help, and all have contributed to keeping spaces available for residents to use.

There will be some protocols carried forward as it has been part of the processes in the past, but not with the same level of frequency. Funding the extra costs will need to be accounted for in future budgets. Pool openings will be monitored regularly and occupancy factors taken into account. Cleaning protocols are being carried over at a higher frequency.

### 1.1 MASTER PLAN GOALS

The 2020-2024 Pendleton Fall Creek Township Parks and Recreation Master Plan (“Plan”) provides the Board and Department a roadmap for addressing community needs over the next five years. This plan details the current state of the system while identifying focus areas based on a comprehensive assessment of community priorities. The Department has done an excellent job of addressing community needs since its last master plan in 2015.

The Planning Team sought community input to identify community needs and visions for the parks and recreation system. Community input was received via focus groups, key stakeholder interviews, public forums, and an online community survey. The information gathered from the community engagement process was combined with technical research to produce the final Master Plan.

This Plan establishes recommendations for the Board and Department to achieve the vision the community has for the park and recreation system and achieve greater financial sustainability without sacrificing the value of the park assets and amenities or reducing the level of experiences and services available to residents and visitors.

The goals of the Plan include:

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

## 1.2 PROJECT PROCESS

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

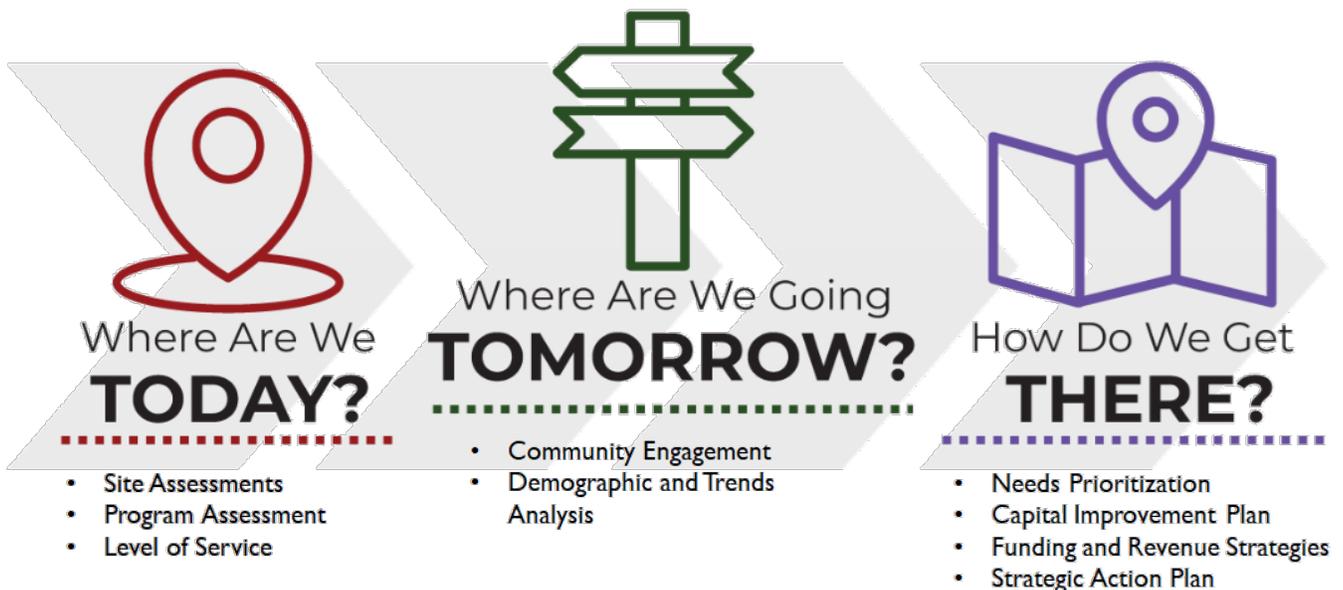


Figure 1: Process Graphic

## 1.3 RECOMMENDATIONS

### 1.3.1 VISION

*“To be the reason people Live, Play and Visit.”*

### 1.3.2 MISSION

*“To provide spaces to gather and create life-long memories.”*

### 1.3.3 CORE VALUES

- Building Community Spaces
- Diversity, Equity, & Inclusion
- Fun
- Stewardship

### 1.3.4 PILLARS TO BUILD ON

- **Conservation:** We will respect our natural lands and preserve the value of our flora and fauna in our parks
- **Sustainability:** We will be fiscally responsible and stewards of entrusted funds and always look for ways to reduce any dependence on tax dollars where possible.
- **Placemaking:** We will create great park spaces and experiences that inspire our community to take pride in their parks and love them.
- **Health and Wellness:** We will build health and wellness opportunities into our park design and the programs we deliver to create a healthy community of users.
- **Outstanding Customer Service:** We will treat all customers with respect and provide the best experience as possible.

### 1.3.5 STRATEGIC ACTION PLAN

The Strategic Action Plan with prioritized action items is outlined below. The recommendations presented have been further refined into strategies and prioritized as short-term(1-2 years), mid-term (2-4 years), long-term (5+ years), and on-going action items. For Strategies & Tactics, short-term is indicated with “ST,” mid-term with “MT,” long-term with “LG” and on-going with “OG”. Action items receiving higher priority are those supported by significant community input or are items that have been delayed or postponed in the past but have significant bearing on achieving the goals of this plan. Additionally, high priority items can immediately improve the function and efficiency of the Department, have longer lead times and support additional funding, revenue recovery and land acquisition as the basis for meeting other more detailed objectives.

KEY:

ST - SHORT-TERM (1-5 YEARS)

MT - MID-TERM (5-10 YEARS)

LG - LONG-TERM (10+ YEARS)

OG - ONGOING



### 1.3.1 KEY AREAS OF FOCUS FOR THIS PLANNING PERIOD

#### PARKS

**Goal:** Develop the park district to meet the needs of the community as it grows by updating existing infrastructure acquiring land for additional parks, and to build trail connectivity to key locations within the service area.

#### Strategies & Tactics:

- Identify land for trail access and seek to secure via perpetual easement, purchase or lease. (ST)
- Increase Americans with Disability Act mandated (ADA) accessibility by developing a multi-year funded approach to addressing items within the ADA Transition Plan. (ST)
- Continue to update aging playground features with new inclusive playground features and ADA Accessibility. (ST/MT)
- Update aging playground features by the Brown Memorial Pool with new inclusive playground features and ADA accessibility. (ST/MT)
- Continue to remove diseased and dying trees in key areas where there are assets and public access. (ST/MT)
- Develop a wayfinding signage system that directs visitors on the roads and on the trails to key locations in the park district. (MT)
- Identify and develop access points along Fall Creek for kayaking and canoeing when water levels are appropriate. (MT)
- Identify locations for additional natural trails where mountain biking and hiking can coexist. (MT)
- Remove and relocate current basketball and tennis courts to increase play, sustainability, and increase multi-use to the Level of Service Standards. (MT)
- Increase developed trails to meet the Level of Service Standards of 3.5 miles of paved trails per 1,000 residents and natural trails to four miles per 1,000 population. (MT/LT)
- Address aging pedestrian bridges to bring up to standard and improve ADA access when replacing bridges. (MT/LT)
- Work with the Town and Township to educate residents on land acquisition and trail development. (OG)

#### FACILITIES

**Goal:** Enhance existing facilities and provide for the unmet needs of the community as identified in the public survey results that support existing and future populations of the district.

#### Strategies & Tactics:

- Fall Creek Golf Course:
  - Enhance operations with new programming and technology that attracts younger players to foster lifelong participation (ST)
  - Continue to develop multi-generational outings for lifelong players to mentor new golf enthusiasts (ST)
  - Address low areas that hold water to remove unplayable areas (ST/MT)
  - Continue to innovate with partnerships and events that bring a new experience to members and visitors (OG)
- Brown Memorial Pool:
  - Develop standards and policies to reduce revenue loss of rainy days. (ST)
  - Develop enhanced rental packages including Birthday Party, Corporate Rentals, and Private Events. (ST)
  - If staff can support, extend weekend hours until Labor Day. (ST)

- Enhance program opportunities with events for user groups such as youth swim lessons, master swim, swim teams, and aquatics group fitness classes. (ST/MT)
- Develop a strategy to address the pool's age and leisure water play features. (MT/LT)
- Community Building & Pendleton Historic Museum:
  - Update the Community Building to increase rentals and guest experiences including technology for audio visual needs. (MT)
  - Continue to partner with the volunteers of the Pendleton Historical Museum to maintain historical facilities and preserve the cultural heritage of Pendleton and Fall Creek Township. (OG)
- Additional Park System Structures:
  - Replace aging roofs on facilities identified in the site assessment with metal roofs to decrease maintenance and increase the life of the asset. (ST)
- As demand for indoor recreation increases with the population, the Board and Department should work with the schools for access to indoor recreation spaces until such a time where indoor recreation spaces can be developed in the district. (OG)
- Explore the feasibility of indoor recreation spaces such as a recreation center/aquatic center with local partners and leadership. (LT)

## RECREATION

**Goal:** Continue partnerships for programs and explore expanding current internal program offerings in areas that address a need or provide greater opportunity to enhance the lives of residents and visitors.

### Strategies & Tactics:

- Enhance Organizational Partnerships
  - Review current partnership agreements to ensure equitable benefits to all parties involved. (ST)
  - Improve reporting on set measurable outcomes, communication, safety, and marketing of partnerships. (ST/OG)
  - Set and define standards for outside events to ensure event safety (e.g. road closure standards), event cost recovery to the Department (e.g. permit fees), and cross promotion (e.g. dedicated space on Department webpage). (ST)
- Enhance volunteer recruiting, tracking, training, and recognition program. (ST)
- Increase programming opportunities through partnerships contracts (revenue share) of programs ran in parks with a current focus on nature programs, youth programs, senior programs and adult fitness programs. (MT)
- Hire a part-time team member to increase Department offered activities and coordinate with contracted partners. (MT)
  - Develop core program areas as identified in the priority ratings from survey input, demographics, and trends and promote to the public seeking instructors/contractors. (MT)
  - Develop program cost recovery standards to program classifications of essential programs, important programs, and value-added programs to continue fiscal stewardship. (MT)
- Develop a Program & Events Plan. (LT)
- Increase staff levels to support the Program & Event Plan. (LT)
- Develop a recreation program/event evaluation to be distributed after internal and external services. (LT)

## OPERATIONS & FINANCE

**Goal:** Create a well-funded sustainable park system to meet the need and expectations of the community and implement new dedicated funding sources for capital development.



### Strategies & Tactics:

- Develop and organize revenue and expense accounts and line items with common terminology across all budgets to assist in tracking within the Clerk Treasurer's existing financial software. (ST)
- Seek to increase full-time staff to enhance customer experience, maintain reporting, financials, and build Department brand. (ST)
- Develop a new Pendleton/Fall Creek Township Parks and Recreation brand moving away from a specific facility name (i.e. Falls Park) that includes the Town, Township, golf, pool, trails, and the future developments within the District. (ST/MT)
- Develop a pricing policy to provide direction to staff on appropriately determining price of participation and set pricing for services at fair market value with resident discounts for contributing to asset preservation through taxes. (ST)
- Research a software system to provide automation of reports and finances for the entire system, including online purchases/reservations and schedule development. (ST)
- Develop a method to track deferred maintenance and a strategy to address existing maintenance needs and limit adding necessary maintenance items to the list. (ST/OG)
- Develop a marketing and promotions annual plan for Department services and events in the park. (ST)
  - Focus on digital marketing efforts on social media, website, Town website and email. (ST)
  - Research and purchase technology to support social media postings and analytics. (ST)
  - Enhance social media standards focused on telling your story. (ST)
  - Update and enhance website. (MT)
- Investigate and develop two (2) more dedicated funding sources for parks and recreation in the system. (ST/MT)
  - Work with elected officials to seek dedicated funding sources for land acquisition, facility development, operations and staffing needs. (ST)
  - Develop a Zone Improvement Plan and recreation impact fee as a dedicated funding source to support the growth of Pendleton/Fall Creek Township Parks and Recreation Department. (ST)
  - Seek to implement a Food & Beverage Tax to fund capital improvements and operations. (MT)
  - Develop an earned income policy to go after other revenues to support operational and capital needs such as naming rights, sponsorship and grants. (MT)
- Develop a Cost Benefit Analysis for all new opportunities to ensure all services are sustainable. (OG)
- Regularly review fees and charges to ensure that industry cost increases are reflected in Department pricing. (OG)

1.4 MASTER PLAN APPROVAL – BOARD OF PARKS AND RECREATION

PARK BOARD MASTER PLAN ACCEPTANCE RESOLUTION

WHEREAS, the Pendleton/Fall Creek Township Park and Recreation Board is aware of the parks and recreation needs of the residents of Indiana, and

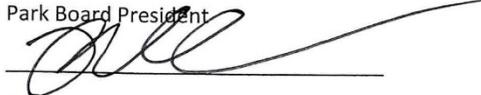
WHEREAS, the Board realizes the importance of sound planning in order to meet the needs of its citizens,

NOW, THEREFORE, BE IT RESOLVED THAT THE PARK AND RECREATION BOARD, by unanimous declaration, does adopt the Park and Recreation Master Plan as its official plan for the next five years, for the growth and development of parks and recreational opportunities in Indiana.

Passed and signed this day of April 28, 2021.

ATTEST:

Park Board President



Town Attorney





## CHAPTER TWO – TOWN OF PENDLETON/FALL CREEK TOWNSHIP PROFILE

This Chapter is the community profile of the jurisdiction and provides a foundation of the existing conditions. This chapter contributes to the analysis in all subsequent chapters.

### 2.1 PLANNING AREA

The Town of Pendleton and Fall Creek Township are in the southern part of Madison County in central Indiana, approximately 30 miles northeast of Indianapolis. The planning area includes 12.25mi<sup>2</sup> of Pendleton and 35.77mi<sup>2</sup> of Fall Creek Township. The service area is primarily agriculture, even though it is only a short drive from Interstate 69 and eight miles south of the City of Anderson.

#### 2.1.1 HISTORY OF RECREATION IN PENDLETON

The following is a brief description of the history of the Town of Pendleton and Fall Creek Township Park system.

- **1818-1820:** During the industrial revolution, the water resource attracted mills. These mills created a dumping ground around the Falls Park area of today.
- **1918:** The “Father of Falls Park,” B.F. Phipps proposed a tax levy to support the old falls and stone quarry into a public park.
- **1919:** The Town purchased land after the donation of a parcel from Falls Cannery to construct the first bathhouse near the falls.
- **1920:** A small section of water opened as a pool just below the falls.
- **1927:** Additional land was added to the park. The property could only be used as a park. It was also contingent upon not having any lease agreements for a dance hall.
- **1928:** The lighthouse was added in the center of the lagoon/duck pond. Five years later, the lighthouse began to lean.
- **1931:** Bridge piers were removed, and the bathhouse remodeled.
- **1936:** Land for baseball field was acquired.
- **1940-1947:** Local organizations form, organize, donate, and install various park amenities.
- **1950s:** Baseball continues to grow with the formation of the Pendleton Junior Baseball Association, an additional baseball field was built, and the concession stand was remodeled.
- **1969:** Pollution closed the original freshwater pool, which sparks the formation of Pendleton Park and Recreation.
- **1972:** The Town Board, established Pendleton Parks and Recreation.
- **1974:** The service area extended to Fall Creek Township. Today the managing body is called the Board of Parks and Recreation (“Board”).
- **1979:** The Alvin Brown Memorial Pool opened. It was named after the founder of the Conservation Club that was formed in 1946.
- **1981:** Renovations to the original bathhouse created the Pendleton Museum in Falls Park.
- **1990:** Forty-four acres were purchased and the locals refer to it as the North 40. This land currently provides natural landscapes, trails, Red Barn for rentals, restrooms, and a North entrance to the park.
- **2003:** The lighthouse was rebuilt, and the Sports Complex was opened.
- **2011:** Twenty-three more acres were purchased near Water and East street.
- **2014:** The golf course was purchased by the Town of Pendleton while the new park office and maintenance facilities were being built. Nineteen acres were also added to the Falls Park by the Bicentennial Nature Trust Program.

## 2.2 NATURAL CHARACTERISTICS

Historic Pendleton and Falls Park could not be a better backdrop for residents and visitors. The natural area that has been preserved along Prairie Creek and Fall Creek demonstrates the importance residents have placed on their natural environment. The Fall Creek Golf Club has a great location along Fall Creek as well, and when placed up for sale, the Town of Pendleton knew that continuing the preservation that began so long ago would need to include this asset. The wooded areas, rolling terrain as you get closer to the creeks provide an open, yet close-to-nature feel for golfers and residents that visit the site for recreation and dining.

The local waterways are a magnet for residents and visitors alike. Prairie Creek flows from the northeast into Falls Park as part of the Carrol K. McGullough Drain connecting to Fall Creek. Fall Creek enters Falls Park from the east and bends to the northwest before heading southwest to the falls.

The flooded quarry and falls at the main entrance of Falls Park, just north of Historic Downtown Pendleton, serve as a community gathering space, recreational area, and an area for patrons to reconnect with nature. The related flood plains and wetlands along the lower areas approaching the creek, provide a scenic setting, making the trails that cut through this area a weekly escape enjoyed by residents. The residents and visitors to Pendleton value the intentional efforts to blend the natural environment and man-made recreational features in the park.

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### 2.2.1 TOPOGRAPHY

The Department is located in the Tipton Till Plain which is characterized by flat rolling plains with elevations between 820 feet to 880 feet above sea level. The land variation, after glacier sculpting, was mostly developed through water erosion. The next noticeable topographic delineation comes from raised land for the CSX Corporation working railroad.

The service area land is mostly limestone, gravels, sands, and clay, and has been commercially extracted in many surrounding areas around the park. These natural resource depleted areas could become ideal additions to parkland for recreation purposes.



2.2.2 FLOODPLAINS AND WETLANDS

The crown jewel of Pendleton and Fall Creek Township is Fall Creek, which meanders approximately three miles through Pendleton. The creek enters the east side at an elevation of 860 feet and exits town boundaries around 822 feet, creating the falls within Falls Park. The Town also has Prairie Creek and some identified wetlands and two small ponds.

Prairie Creek, a tributary to Fall Creek, is mostly in the North 40 wetlands, which is a significant percentage of the park’s acreage. The North 40 supports habitat for wildlife and assists with flood control for the surrounding area. The Town of Pendleton participates in the Federal Emergency Management Agency (“FEMA”) Nation Flood Program, with 70 percent of the park acreage considered flood plan and most of the surrounding regions draining into Fall Creek.

Foster’s Branch is a legal drain of the westside of the town. Plans for this corridor may include a stormwater cleansing system with integrated trails.

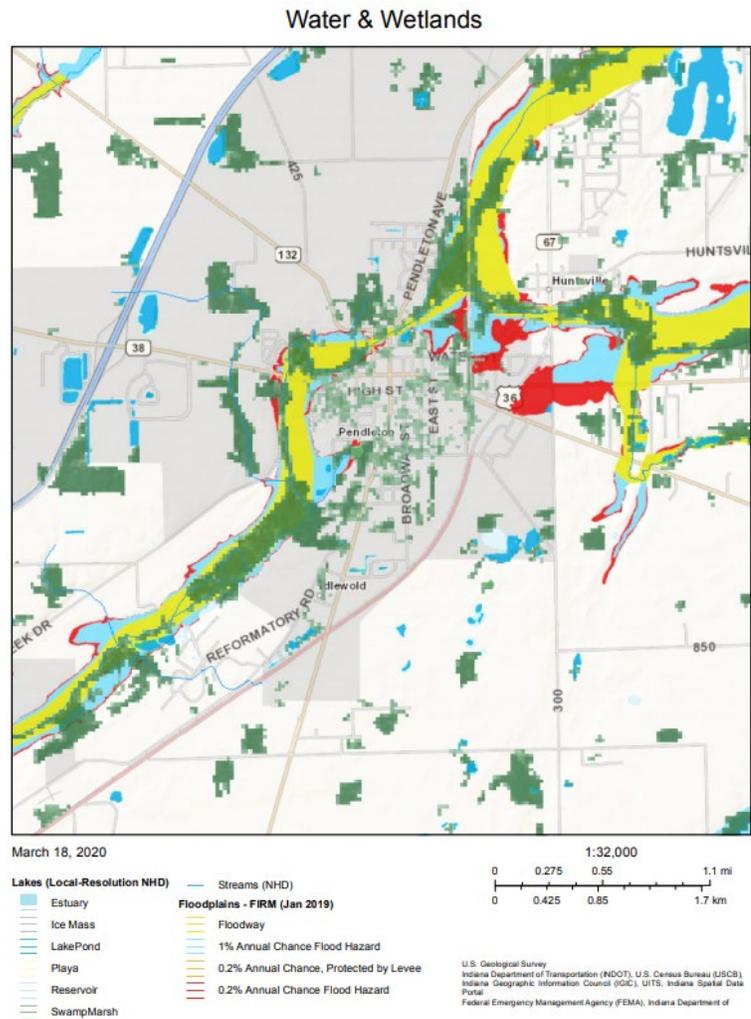


Figure 2: Wetlands & Water



### 2.2.3 ENVIRONMENTAL SHIFTS

In May of 2019, a tornado caused considerable damage to assets and vegetation in the Pendleton/Fall Creek Township Parks and Recreation District. The damage within Falls Park included the loss of mature trees along the creek and falls. The trees, vegetation, and wooded areas adjacent to waterways are less dense than pre-tornado. Vegetated buffers and tree plantings are being reestablished. These efforts will help protect local waterways and begin rebuilding the tree canopy that was lost. The increased vegetation will also bring back the more aesthetic elements of the park that have made it a destination over the decades.

A large number of dead ash trees are present around the park trails. Many are in dangerous condition and are marked for removal. The tornado severely damaged several large mature trees, including large sycamore and ginkgo trees present near the falls and entrance to the park.

An emphasis should be put on tree planting efforts to help begin growing the next generation’s shade trees.

A large number of invasive plants are present along the trails and creek bank. Understory vegetation is mostly overgrown invasive honeysuckle. Removal would provide better access both physically and visually to the natural park topography and natural features. Vegetation needs to be thinned and cut back around existing structures and along the trails along the eastern edge of the lighthouse to create better access both physically and visually to park features.

### 2.2.4 CLIMATE

Pendleton and Fall Creek Township have the typical hot and humid summers, making the Falls in Falls Park famous during the summers to cool off. It is no surprise that January is the coldest month with average lows around 19 degrees Fahrenheit and July being the hottest month with averages around 84 degrees Fahrenheit. The average annual precipitation is over 101 inches, and at times this can fluctuate to extremes causing flooding. The table below shows monthly averages and records for the Town of Pendleton (Source: The Weather Channel Website - weather.com).

Date	Average Low	Average High	Record Low	Record High	Average Precipitation
January	19°	34°	-23°	69°	2.51"
February	23°	39°	-19°	75°	2.35"
March	31°	50°	-7°	84°	3.30"
April	41°	62°	16°	90°	3.86"
May	51°	72°	23°	96°	4.44"
June	61°	81°	36°	106°	4.28"
July	64°	84°	42°	105°	4.43"
August	62°	83°	30°	102°	3.36"
September	54°	76°	26°	102°	2.97"
October	43°	64°	16°	99°	3.09"
November	35°	51°	-4°	80°	3.78"
December	23°	38°	-22°	75°	3.16"

Figure 3: Average Temperatures

2.2.5 NATURAL RESOURCES

The following trees have been identified as the most prevalent within the Town of Pendleton:

- Maple 29%
- White ash 17%
- Sugar maple 12%
- Silver maple 13%
- Eastern redbud 11%

The following invasive plant and animal species were found within the Town:

- Autumn olive
- Bag worms
- Bush honeysuckle
- Emerald ash borer
- Garlic mustard
- Japanese beetles
- Japanese honeysuckle
- Winter creeper

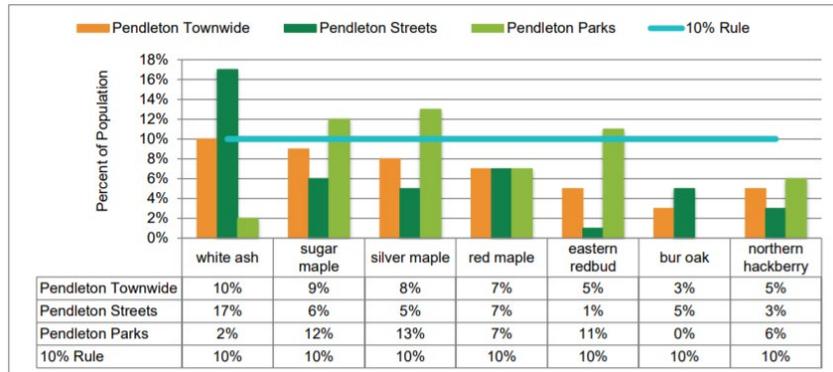


Figure 4: Town of Pendleton Tree Inventory

The Town also completed a plan for Urban Forestry Management in 2017 which included the Falls Park and Fall Creek Golf Club.

2.2.6 SOILS

Dominated by Mahalassville silty clay loam, Fall Creek Township’s soil composition is a result of its geology and hydrology. This fertile soil is unsuitable for building. However, south of Fall Creek is Fox silt loam. The land is suitable for anything. While immediately to the north and west of the creek, Miami soils, wetter than Fox, can support minimal development. The rest of the service area north and west of Fall Creek is Brookston silty clay loam, which is considered less than ideal for development.

Less than 20 acres within Falls Park are buildable to the correct soil conditions with Miami silt loams/Fox silt loams. These 20 acres of good soil also have areas of a flood plain or steep topography surrounding the creek which further reduces the ability to develop Falls Park. A few limited areas suitable for building have been identified near the north entrance.

The remaining areas of the park include Homer and Eel silt loams considered prime farmland if drained. This soil is not ideal for building; however, it provides a better opportunity for development than the dominating Mahalassville silty clay loam.



Figure 5: Region Soils Map



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### 2.2.7 DEVELOPMENT

The Town has experienced an increase in developer's interest in building homes in the Town. This observation identifies why it is important for the Town to consider the implications of additional residents on the parks system. Currently the Town has an undeveloped property north of the sports complex in Falls Park. The undeveloped property is referred to as the Bicentennial Land (Bicentennial State Grant Award).

The property is wooded and east of Prairie Creek with areas that hold a significant amount of moisture following rain events. This land will have minimal development with natural trails connecting into Falls Park. This site provides the community with additional parkland and recreation opportunities, as natural trails were identified as a number two priority in the community needs survey.

### 2.3 GOVERNANCE

The Town of Pendleton is unique in its governance of the parks and recreation system. In 1972, the Town established the Parks and Recreation Department under Indiana Code 36-10-3 (Appendix A). By 1974, the jurisdiction of the district expanded to include all unincorporated areas of Fall Creek Township under Indiana Code 36-10-3-36 and represented in Town of Pendleton Code Chapter 94 and Section 94.01 (Appendix), forming Pendleton / Fall Creek Township Parks and Recreation. The area of the district became part of the Department.

This unique governance model can go unnoticed unless you are part of local government and were in Pendleton at the time the district expanded to include Fall Creek Township. The Town has discussed defining and documenting the relationship between the Town, the Township and the Department for the purpose of educating new leaders in local government and the public, in general. A park board orientation guide could benefit new residents serving on the Board and in other elected and appointed positions. Certain information from the guide could be placed online for public viewing.

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#### 2.3.1 TOWN OF PENDLETON & DEPARTMENTS

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

- Town Council
  - Five (5) Members
- Town Manager
- Clerk-Treasurer
- Town Judge
- Boards & Commissions
  - Board of Stormwater Management
  - Board of Zoning Appeals
  - Historic Preservation Commission
  - Park and Recreation Board
  - Plan Commission
  - Redevelopment Commission
  - Redevelopment Authority
  - Utility Rate Advisory Board
  - Urban Forestry Committee
  - Waterworks Board
  - 1820 Society

- Departments
  - Town Court
  - Utility Office
  - Clerk-Treasurer's Office
  - Town Manager
  - Planning Department
  - Street Department
  - Electric Department
  - Water Department
  - Park Department

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### 2.3.2 FALL CREEK TOWNSHIP

The Fall Creek Township has the following government administration positions:

- Township Board
  - Three (3) Members
- Township Trustee

## 2.4 EDUCATION FACILITIES

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### 2.4.1 PUBLIC SCHOOLS

- Elementary Schools (3)
- Middle Schools (1)
- High Schools (1)

Schools have been identified throughout this process as potential partners and stakeholders for the Department's plans. The schools within the Town are within walking distance from Falls Park and should be considered when designing new trails. In addition to trail design, the school system partnership could include joint programs/events, marketing, volunteers, outdoor laboratory space, indoor recreational space, extracurricular space, or reward trips.

## 2.5 COMMUNITY INDUSTRY

The largest industries within the Town are:

- Educational Services, Health Care, and Social Assistance (26.1%)
- Retail trade (11.5%)
- Manufacturing (10.6%)
- Public Administration (10.2%)
- Arts, Entertainment, Recreation, Accommodation and Food Services (7.6%)  
(livability.com)

Pendleton/Fall Creek supports two business parks, Pendleton Business Park and Falls Pointe Business Park. The close proximity to Interstate 69 (I69) is attracting residents and businesses. The Town's strategic focus on the I69 Corridor as an opportunity that could be capitalized on for growth. What makes this area attractive is the small-town charm; easy interstate access; parks and schools; and close proximity to the Indianapolis Metropolitan Area. This will attract more residents and the Department needs to grow commensurate with the Town.

The development of a new facility by a similar provider demonstrates a greater understanding of location based on data for anticipated residential growth. The Klipsch-Card Athletic Facility will be coming to Falls Pointe Business Park. This facility is 115,000ft<sup>2</sup> of tennis courts and gymnastics center in partnership with Community Hospital.

## 2.6 PARKS AND RECREATION

The Department maintains 277 acres of developed parkland, with an additional 16.61 undeveloped acres. The undeveloped property is the Bicentennial Land north of the sports complex. There are currently two parks in the system. The Department has four (4) full-time staff and two (2) part-time staff. Community volunteers supplement these positions for various Department needs.

### 2.6.1 PARK INVENTORY

#### FALLS PARK

Falls Park (184 acres) is located in north of Historic Downtown Pendleton with playgrounds, sports fields, and swimming access. This historic park has a museum, fishing pond, shelters, and trails. The North 40, west of the railroad tracks, creates a perfect blend of human-made and natural environment for the community. The most recent addition is the Bicentennial Land, property north of the Sports Complex and east of the tracks. This new land is planned for natural trail development.



Figure 6: Falls Park Map

### FALL CREEK GOLF CLUB

Fall Creek Golf Club, formerly the Idlewood Country Club, is an 18-Hole golf course that features mature trees, rolling hills, small greens, and generous fairways. Originally built as a nine-hole course in 1920, the course expanded to 18-holes under the McCarty family's ownership. The McCarty family sold the facilities and land around 1944-45 to Dr. Joe Shirley. About a year later, a corporation purchased the course under the name of Idlewold Golf and Country Club Inc.. In 2009, the Town of Pendleton purchased the golf course changing the name to Fall Creek Golf Club.

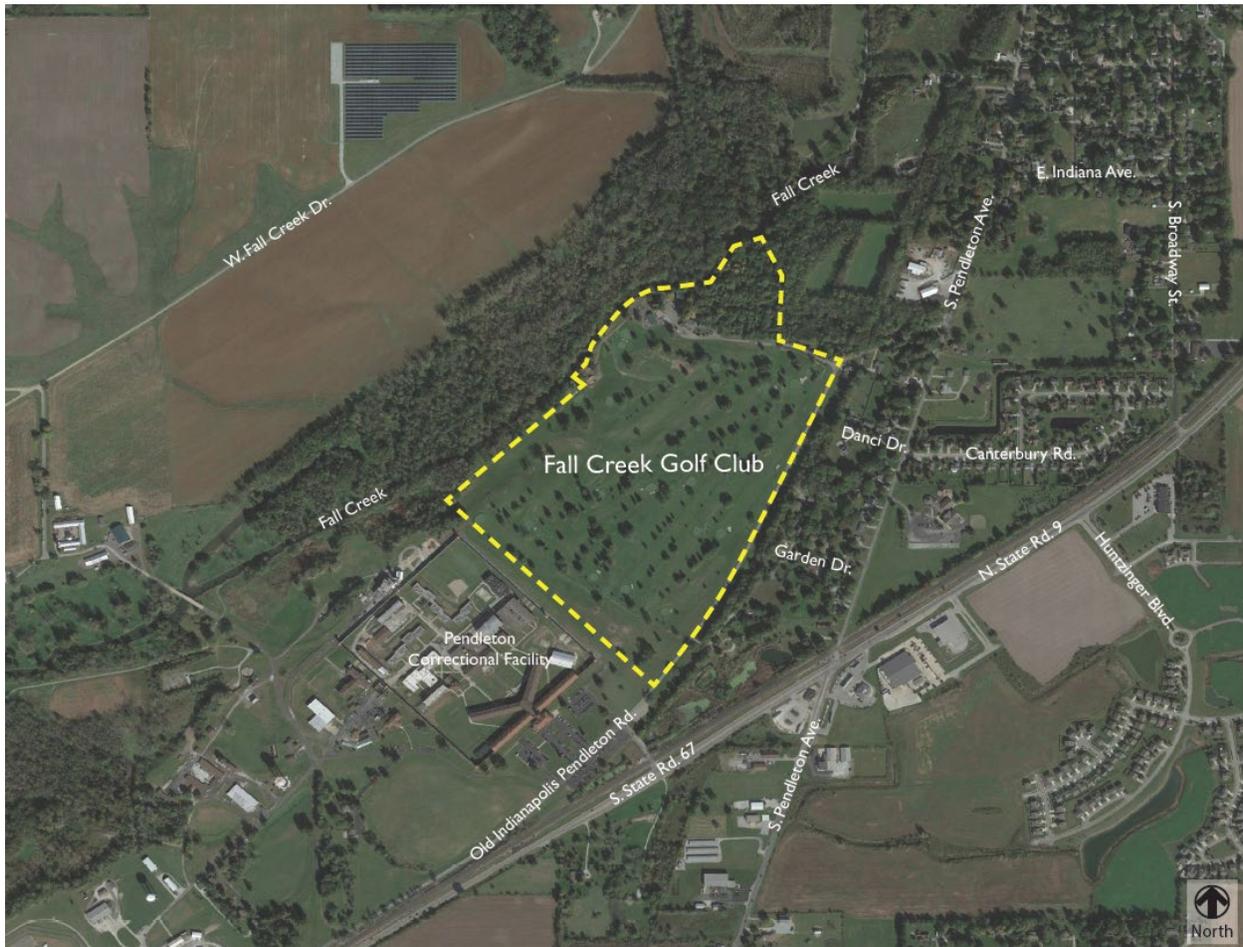


Figure 7: Fall Creek Golf Club Aerial Map



TRAILS MAP

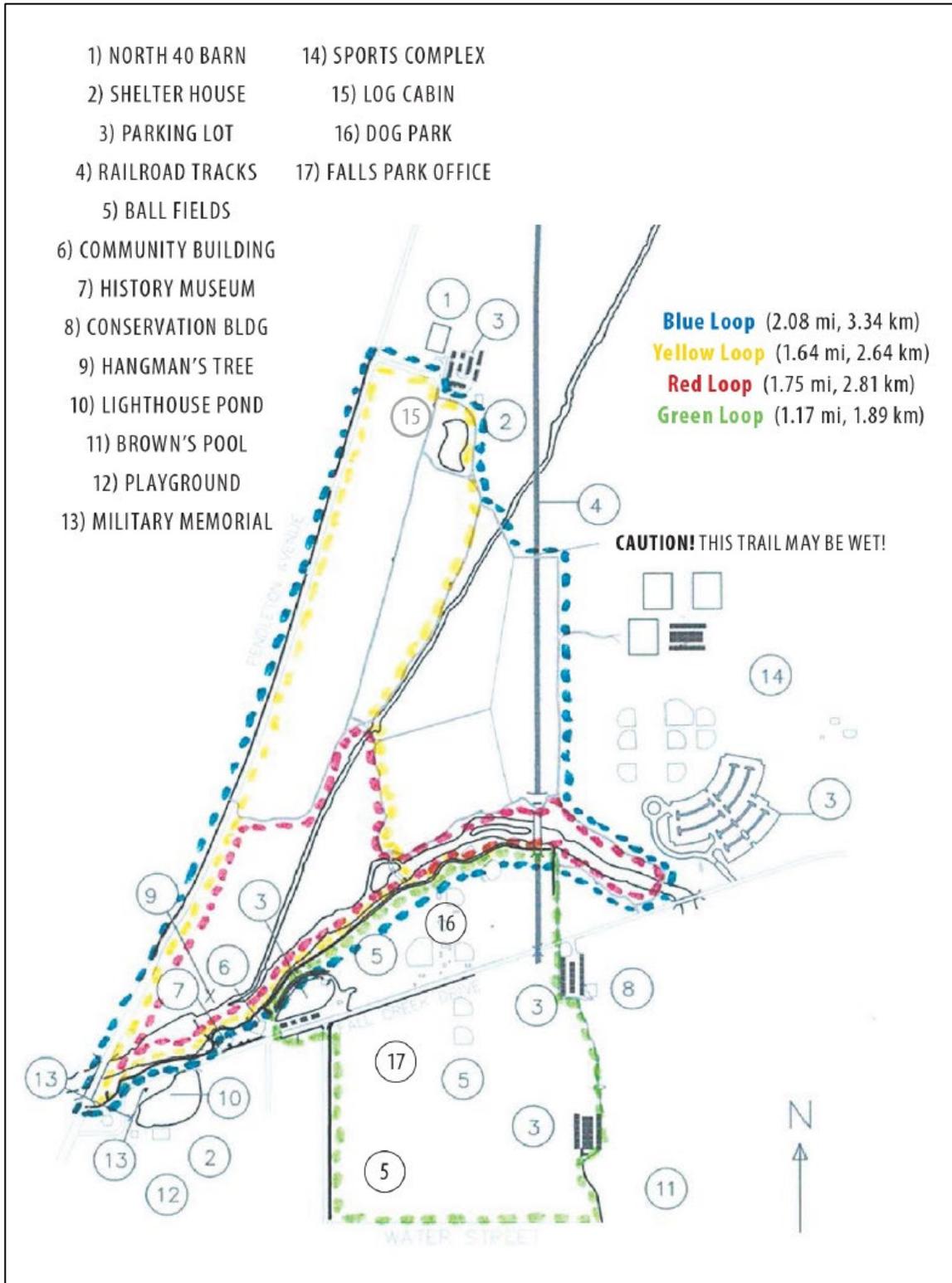


Figure 9: Falls Park Trail Map

## 2.7 MAN-MADE, HISTORICAL AND CULTURAL FEATURES

### 2.7.1 TRANSPORTATION

The Town has established a robust transportation network. This network includes State Road 38, State Road 9, State Road 67, United States 36, and Interstate 69, which connect Indianapolis, Anderson, Noblesville, New Castle, and Greenfield.

The majority of Pendleton’s population lives within biking and walking distance to Falls Park. Falls Park is the heart of the community and is connected to the historic downtown. The residents within the District take great pride and ownership in the park system, which will support the future development plans of neighborhood connections of the trail system. This will help Falls Park continue to be the hub of the community while connecting even more residents to the network. Trail maintenance and development is the residence priority for future growth. The Town developed a Bicycle and Pedestrian Master Plan in June 2017 to encourage active living, which will intern build a healthier workforce to attract business and industry, provide an alternative transportation option, and more.



Figure 10: Madison County Bikeways

Turnpike Triangle and Fall Creek Trace are two county bikeways that run within or adjacent to Falls Park. With no abandoned rail lines, the 2016-2020 Indiana Statewide Outdoor Recreation Plan identifies Madison County and Pendleton along a Potential Visionary Trail in Figure 6.2 “Visionary Trail System Map” on page 95. Coordinating efforts between the Town and the State for priority locations to develop the trail and help increase efforts towards State Strategies. One State Strategy is to improve coordination of trail development, planning, and design at the local, State, and federal levels.

### 2.7.2 CULTURAL EVENTS

Falls Park also hosts community events from April to November almost every weekend. These events are with partnerships of local organizations such as Lions’ Club, Correctional Industrial Facility for Special Olympics, Main Street Pendleton, Kiwanis, Kevin Carey Foundation, Century and a Half Club, Pendleton Business Association, Answers for Adalyn, and Pendleton Height High School.

### 2.7.3 PENDLETON HISTORICAL MUSEUM

The Pendleton Historical Museum is located within Falls Park. This Museum demonstrates the importance the Town and Fall Creek Township residents place on the Cultural Heritage. It is home to photos, artifacts, and writings from the late 19th century to the middle 20th century. A site on the National Register of Historic Places, the facility is rich with history capturing images and artifacts depicting the downtown, schools, library, railroad, Falls Park, residents, and everyday life from early years.

The facility's rich history is shared with visitors and students from May through October each year. Also, events hosted by Falls Park have been great opportunities for the Museum to be open and invite visitors in without a fee.

Donations are accepted. Several events are also centered around the Museum, including Christmas Open House, Sundays on the Porch, small musical performances, and private tours can be scheduled. The Pendleton Historical Museum is operated by volunteers who appreciate the cultural heritage and continue to ensure that it is preserved for generations to come.



### 2.8 ACCESSIBILITY AND UNIVERSAL DESIGN

As Identified by the Town, the American with Disabilities Act (ADA) Transition Plan was updated in December 2015. The following information comes directly from this last update, the property of the Town and the Madison County Council of Governments.

The Department maintains the Town's public green space. They have an array of facilities with something for everyone. There are natural park areas as well as more active park areas, such as a skate park. Parkland has been set aside for sports, recreation, leisure, and recreation. Parks and recreation have facilities for many uses, located throughout the Town.

1. Divisions: administration, staffing, maintenance.
2. Programs and Services: facility rentals.

Town of Pendleton policies, practices, and procedures must be accessible. Accessibility includes advertisement, eligibility, participation, physical access, transportation, systems and communication. Suppose a barrier removal is judged unduly burdensome. In that case, the Town of Pendleton must consider other options for providing access to ensure that individuals with disabilities receive the benefits and services of the program or activity. In choosing a method of providing program access, the Town of Pendleton will give priority to the one that results in the most integrated setting appropriate to encourage interaction among all users, including ones with disabilities. In complying with ADA requirements, the Town of Pendleton provides equality of opportunity but does not guarantee equality of results.

It should be noted that this section is not intended to be a self-evaluation. A completed self-evaluation is included in **this section**. There should be a priority for removing barriers to provide programmatic access for the public. All facilities of a public entity that provide programs, activities, and services can be ranked based on the following criteria. Each of these criteria has equal importance with no single criteria having priority over another:

- Level of use by the public: facilities that receive a high level of public use TITLE II REQUIREMENTS PENDLETON.ADA.TRANSITION. PLAN 11



- Social need: facilities that meet social needs such as senior centers, cooling centers, etc.
- Citizen rights: facilities where services are provided to exercise citizen rights such as voting centers, access to elected offices, etc.
- Citizen responsibilities: facilities where fees are paid, where permits, licenses, and services are obtained, and where there is access to services, such as building permits
- Program uniqueness: some programs are unique to a building, facility, or park and cannot occur at another location
- Geographic distribution: by selecting a range of facilities that are distributed throughout the community, it can ensure maximum access for all residents
- Identified complaints: efforts should focus on identified accessibility complaint

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#### 2.8.1 ADA PUBLIC NOTICE

The Town will not discriminate against qualified individuals with disabilities on the basis of disability in its access to services, programs or activities.

(A) **Employment.** The town does not discriminate on the basis of disability in its hiring or employment practices and complies with all regulations as outlined by the U.S. Equal Employment Opportunity Commission under Title I of the ADA.

(B) **Effective communication.** The town will, upon request, provide appropriate aids and services leading to effective participation for people with disabilities to participate equally in the town's programs, services and activities. Anyone who requires an auxiliary aid or service for effective participation or modification of policies or procedures to participate in a service, program, or activity, contact the office of the ADA Coordinator as soon as possible but no later than 48 hours before the scheduled event.

(C) **Modifications to policies and procedures.** The town will make all reasonable modifications to policies and programs to ensure that people with disabilities have an equal opportunity to enjoy all of its programs, services and activities. The Americans with Disabilities Act does not require the town to take any action that would fundamentally alter the nature of its services or programs or impose an undue financial or administrative burden to the town. Complaints regarding a service, program or activity of the town that is not accessible to persons with disabilities should be directed to the ADA Coordinator.

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

(E) **Procedures.** The town has adopted an internal grievance procedure providing for prompt and equitable resolution of complaints alleging any action prohibited by the U.S. Department of Justice regulations implementing Title II of the Americans with Disabilities Act ("ADA"). Title II states, in part, that "no otherwise qualified disabled individual shall, solely by reason of such disability, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination in programs, services or activities sponsored by a public entity".

(1) **File the grievance.** Complete the town's grievance form. Grievance forms can be found on the town website ([www.town.pendleton.in.us](http://www.town.pendleton.in.us)) or in the ADA Coordinator's office.

A grievance may be communicated in writing, by e-mail, by fax or by telephone, but must follow the format of the town's grievance form. (b) A grievance concerning the accessibility of the town's services, programs or activities should be addressed to: the Town Manager and/or Town Council President.

**(2) Acknowledgment.** A grievance should be filed within 90 days after the grievant party becomes aware of the alleged violation. The ADA Coordinator will send an acknowledgement of receipt of the grievance within 12 working days.

**(3) Informal resolution.** Following the filing of a grievance, the ADA Coordinator shall determine whether, and to what extent, an investigation of the grievance is warranted. Any resulting investigation shall be conducted by the ADA Coordinator or his/her designee. In the case of a property or access issue, the grievance will also be investigated by the town's property manager. A thorough investigation affords all interested persons and their representatives an opportunity to submit evidence relevant to a grievance. The ADA Coordinator will complete the investigation within 60 calendar days of receipt of the grievance. If appropriate, the ADA Coordinator will arrange to meet with the grievant to discuss the matter and attempt to reach an informal resolution of the grievance. Any informal resolution of the grievance shall be documented in the ADA Coordinator file and the case will be closed.

**(4) Written determination.** If an informal resolution of the grievance is not reached in division (E)(3), within 60 calendar days of receipt of the grievance, a written determination as to the validity of the complaint, and description of the resolution, if appropriate, shall be forwarded by the ADA Coordinator to the Executive Officer for approval.

**(5) (a) Final determination and resolution.** The ADA Coordinator shall communicate the determination and resolution to the grievant within 90 calendar days of receipt of the grievance, unless the Executive Officer authorizes additional time for further consideration of the grievance. Any authorized extension of time will be communicated to the grieving. Any request for reconsideration of the response to the grievance shall be at the discretion of the Executive Officer. **(b)** If the grievant is not satisfied with the town's handling of the grievance at any stage of the process, or does not wish to file a grievance through the town's ADA Title II grievance procedures, the grievant may file a complaint directly with the U. S. Department of Justice or other appropriate state or federal agency. Use of the town's grievance procedure is not a prerequisite to the pursuit of other remedies. **(c)** The resolution of any specific grievance will require consideration of varying circumstances, such as the specific nature of the disability; the nature of the access to services, programs, or facilities at issue, the essential eligibility requirements for participation; the health and safety of others; and the degree to which an accommodation would constitute a fundamental alteration to the service, program or facility, or cause an undue hardship to the town. Accordingly, the resolution by the town of any one grievance does not constitute a precedent upon which the town is bound or upon which other complaining parties may rely.

**(6) File maintenance.** The town's ADA Coordinator shall maintain ADA grievance files for three years. (Ord. 2012-05, passed 5-3-12)

Ada Contact:  
Scott Reske  
Town Manager  
Town of Pendleton  
100 West State Street  
Pendleton, Indiana 46064  
(765) 778.2173



### 2.8.2 SELF ASSESSMENT SUMMARY

The following is the ADA Self-Assessment Summary from the 2015 ATA Transition Plan and updates that have been made since the plan was completed.

#### FALLS PARK - MAINTENANCE BUILDING - 460 FALLS PARK DRIVE

Construction for the new Maintenance Building and Park office was finished in 2015. The facility is home to the Department staff offices, meeting space, restrooms, including the front desk. Attached to the Office is the park maintenance garage. When the ADA Transition Plan was updated, the parking lot to the building was not complete. This was noted to be addressed. The parking lot is completed with asphalt, there are the appropriate number of accessible and van accessible spaces, and appropriately designated.

#### FALLS PARK - COMMUNITY BUILDING AND SURROUNDING AREA - 229 FALLS PARK DRIVE

The area of Falls Park that surrounds the Community Building includes a large number of amenities and recreational activities for the community including: playground equipment, a pond, shelter houses, open Space, trails, and monuments. As one of the primary areas of falls park, this area is considered a high priority for modification. Although a majority of the parking areas have accessible parking spaces, almost none of the lots have van accessible parking spaces. It must be ensured that each parking lot have at least one van accessible parking space marked. Other modifications include modest restroom upgrades with the exception of the restroom nearest the playground area. Accessible walkways are needed to amenities including playground, shelters, and restroom. It is suggested that these modifications can all be made within two to three years.

#### FALLS PARK - CONSERVATION BUILDING - 537 NORTH PENDLETON AVENUE

The Conservation Building is currently being rented by the Pendleton YMCA during the week and is available to be rented by the general public on the weekends. Overall, the facility is fairly accessible. Some improvements should be made to the entrance, including increasing the width of the pathway to the front door and replacing door handles to ones that can be operated with a closed fist. There are some issues with threshold heights and reach ranges that should be corrected. The restrooms Have minor improvements that are needed, including the need for door handles to be operable with a closed fist. For the soap dispenser and hand dryer to be lowered to a usable height in the men's restroom. Due to the nature of this facility, it is recommended that this facility be considered a moderate priority.

#### BROWN MEMORIAL POOL AND SURROUNDING AREA - 529 EAST WATER STREET

There are not a large number of recommended modifications for this facility. Many are programmatic changes that can be made easily. Physical improvements Include the following: creating a handicap accessible public facilities shower in the women's restroom; lowering all reach heights to an accessible height; replacing door and gate handles to accessible ones; lowering countertops to accessible heights; replacing the existing drinking fountain with an accessible drinking fountain. Some restroom and signage improvements are also needed. Because the future of the pool is unclear, it is recommended that the improvements to this facility are considered a moderate priority. If the Park Board commits to keeping the pool open, it is recommended that ADA improvements coincide with other facility improvements and upgrades.

**FALLS PARK - SPORTS COMPLEX - 615 FALLS PARK DRIVE**

The Sports Complex is actively used by Pendleton Junior Baseball, Pendleton Junior Football League, and the Falls Park Adult Softball Leagues. The facility was constructed in the 2000's so modifications that are needed are minimal. The drinking fountains at the facility need modifications to be ADA compliant. Minor issues were found at the facilities near the football fields. For example, the concession stand counter is too high and the knee depth is too small. A programmatic change can overcome this issue. The restroom facilities had stalls that were not operable with a closed fist, and the knee depth at the sinks were not compliant. The Park Board should consider replacing one of the sinks with an accessible one. The major issue at this facility is the lack of an accessible pathway between accessible parking and the T-ball/Pony Fields, and also the lack of an accessible pathway between the T-ball/Pony Fields and the concession stand/restroom area. Because the Sports Complex hosts so many visitors, it is highly recommended as a top priority for modification.

**FALLS PARK - NORTH 40 - IS LOCATED ON NORTH PENDLETON AVENUE**

There are very few modifications needed at this part of Falls Park. At the restroom facilities, the doors should be marked with ADA signage, and the sinks in both the men's and women's restrooms should be replaced with an ADA accessible sink. Please note that the Red Barn was not inventoried inside. The Red Barn is not being rented out to the general public, but there is poor access from the parking area and drive. The shelter does not have an accessible pathway to it from the parking area.

**PENDLETON HISTORICAL MUSEUM - FALLS PARK - 233 FALLS PARK DRIVE**

Although there are not a large number of recommended modifications, several of the modifications are either cost or time intensive. Leading up to the entrance of the facility, a tactile strip must be installed before the transition from sidewalk ramp to parking lot and the area in front of the entrance must be leveled to have a slope less than two percent in all directions. The entrance itself requires a reduction in the threshold, and the door handle should be replaced.

The museum has already installed a lift for access to the second floor. The door for the lift does not provide adequate pull-side wall clearance for access. If possible, it is recommended that the opening direction of the door be switched for compliance. Alternatively, the wall that is impeding the wall clearance could be removed. Due to the complexity of this issue, the timeline for modifications allows three to five years for completion. There are two restrooms that require similar modifications. Either both can be upgraded or they can be labeled as unisex restrooms with at least one of the two being converted for ADA accessibility. Considering that the southeast restroom already has grab bars installed, it would cost less to modify. The sinks in both restrooms do not comply with the minimum apron height or the maximum sink rim height. The major issue for the restrooms is the inability for either sink to be compliant. Overall, the facility is fairly close to meeting the standards and is recommended as a moderate priority.



#### FALL CREEK GOLF CLUB - 250 REFORMATORY ROAD

The pro shop at the fall creek golf club is not accessible. The highest priority modification recommended for This facility is the provision of an alternative route or Installation of a ramp to the front entrance. The entrance itself requires a reduction in the threshold and door Resistance as well. Once inside the facility, the counter is too high. However, it does not present any major concerns for a programmatic modification. The main focus for the pro shop interior is the restroom. Due to complications with the men's restroom width of path to fixtures, it is recommended that the women's restroom be converted to an accessible unisex restroom and the men's restroom be converted to a unisex restroom. Focusing on the women's restroom can provide significant cost savings since the modifications are far less cost and time intensive.

Similarly, the restaurant for the Golf Club has significant compliance issues. Although the building has three accessible parking spaces yet none of them are marked as van accessible. Repaved parking at the Golf Club and also installed the van accessible parking space at that time. Access to the front entrance is also a concern for this building. The golf course pro shop has a new ADA accessible ramp, the ramp that is installed for the restaurant is too steep, has a very high cross slope, and is not wide enough for public access. Modifying the entrance ramp will significantly improve the building's access. Still, the entrance and restroom also prevent moderate challenges that must be resolved.

There are a several high priority, cost and time intensive modifications at the Fall Creek Golf Club that must be completed for compliance. Due to the nature of the facility and the restaurant, it is recommended as a high priority for the Town.

#### FITNESS & SOCCER FIELDS - FALLS PARK - 400 BLOCK OF EAST WATER STREET

The Soccer fields and fitness was added in 2019 which includes, fitness equipment, soccer field goals, benches, portable restrooms, and a loop trail (approximately one half a mile) that connects to the office through an opening in the woods. There are minimal modifications needed to the newly created assets. There needs to be an access walkway to the fitness equipment and to the soccer fields. If portable restrooms are used, ensure that one is ADA accessible.

2.8.3 COMPLETED SELF-EVALUATION FOR DEPARTMENT ASSETS

FALLS PARK

Item/Location	Standard	Existing Condition	Modification
Parking	At least 1 accessible space per 25 standard spaces and 1 van accessible space in all cases.	3 accessible spaces; 2 van accessible spaces; accessible spaces closest to entry and marked with International Handicapped Symbol; no pull-up space; accessible aisles marked.	No modifications necessary at this time.
On-street Parking	Accessible spaces closest to door; space for unloading.	No on street parking or spaces for unloading.	No modifications necessary at this time.
Accessible Entrance	Pathway from accessible space to entry free of obstructions, stairs, and min 48" wide.	Pathway from accessible space to entry free of obstructions and greater than 48" wide.	No modifications necessary at this time.
Clearance and Ramps	8.3% max slope, tactile strip, 5x5' top landing, 4x4' bottom landing, and level, contiguous grade break.	Small shelter house ramp has [xx]% slope; no tactile strip; 5x5' landing; 4x4' bottom landing; and level contiguous grade break.  Ramp at gazebo has [xx]% slope; no tactile strip; 5x5' landing; 4x4' bottom landing; and level contiguous grade break.	No modifications necessary at this time.
Ramp Rails	Ramps longer than 6' have rails on both sides 34-38" high; path between rails at least 48" wide; handrail 4-6" perimeter; ramps must be non-slip	<b>**need to measure ramp rails.</b>	<b>**need to measure ramp rails.</b>
Entrance	Accessible entry available and marked, including on all inaccessible entries. Min door width 32", max threshold 0.5", usable with closed fist.	No entry doors at this location.	No modifications necessary at this time.
Access to Services	Access to all public spaces from accessible path of travel, directly accessible, and min path width of 36".	Access to public paces from accessible route of travel, directly accessible with 40" path width.	No modifications necessary at this time.
Floors	Flooring must be securely attached at the edges, with thresholds max 0.5"; max 48" reach heights, max 7" riser height and 11" step depth.	Large shelter house has 60" reach; 0.5" threshold.	Lower reach in large shelter to 48".
Doors	Max 5 lbs. force to open and 48" door handle, min 32" door opening, 18" wall space on pull-side of door, and door handle operable with closed fist.	All public doors in compliance.	No modifications necessary at this time.

Figure 11: Falls Park Completed Self-Evaluation



## COMMUNITY BUILDING AND OPEN SPACE

Item/Location	Standard	Existing Condition	Modification
Parking	At least 1 accessible space per 25 standard spaces and 1 van accessible space in all cases.	There is at least 1 accessible space per 25 spaces. Van accessible spaces are available.	No modifications are necessary at this time.
On-street Parking	Accessible spaces closest to door; space for unloading	There is no on street parking on this site. There is space for unloading by the front door.	No modifications are necessary at this time.
Accessible Entrance	Pathway from accessible space to entry free of obstructions, stairs, and min 48" wide	Pathway from accessible space to entry is free of obstructions, stairs; pathway is 74" wide.	No modifications are necessary at this time.
Clearance and Ramps	8.3% max slope, tactile strip, 5x5' top landing, 4x4' bottom landing, and level, contiguous grade break	Slope is 11.40%; no tactile strip; top landing is not 5x5'; there is a 4x4' bottom landing and level, contiguous grade break.	Replace concrete slope adjacent to front door to meet ADA requirements.
Ramp Rails	Ramps longer than 6' have rails on both sides 34-38" high; path between rails at least 48" wide; handrail 4-6" perimeter; ramps must be non-slip	Ramp is no longer than 6' so handrail is not required.	No modifications are necessary at this time.
Entrance	Accessible entry available and marked, including on all inaccessible entries. Min door width 32", max threshold 0.5", usable with closed fist.	No accessible entry available. Door width 35"; threshold 0.5"; door operable with a closed fist.  Interior entry door width is 35" wide but door is not operable with a closed fist.	Replace interior door knob with one that is operable with a closed fist.
Access to Services	Access to all public spaces from accessible path of travel, directly accessible, and min path width of 36".	Direct access to all public spaces; route of travel is at least 36" wide.	No modifications necessary at this time.
Floors	Flooring must be securely attached at the edges, with thresholds max 0.5"; max 48" reach heights, max 7" riser height and 11" step depth.	Flooring is securely attached at edges and thresholds are 0.5" or less; reach heights in kitchen are over 51".	Reduce reach heights in kitchen to 48".
Doors	Max 5 lbs. force to open and 48" door handle, min 32" door opening, 18" wall space on pull-side of door, and door handle operable with closed fist.	Doors to kitchen has 36" door opening; 0" wall space on pull-side of door; door handle not operable with a closed fist;  Door to admin assistant has 35" door opening; 7" wall space on pull-side of door; door handle not operable with closed fist.  Door to superintendent office has 31" door opening; 18" wall space on pull-side of door; door handle not operable with closed fist.	Replace interior door handles to

Figure 12: Community Building and Open Space

COMMUNITY BUILDING AND OPEN SPACE CONTINUED

Visual Characteristics	Contrasting background and lettering, non-script typeface, non-glare finish, with Braille	There are no signs at this location.	No modifications necessary at this time.
Seats, Tables, Counters	Space available for wheelchair seating, counter and table height 28-34", knee height min 27"	Kitchen counter has space available for wheelchair seating; counter height is 36"; knee height is 34"; knee depth is 3."  Window counter for kitchen is 42" high; knee height is 41"; knee depth is 2."	The counter height should be lowered to be 28-34" high.
Drinking Fountain	Clear space 30x48", max sink depth 19", max fountain height 36", min 27" apron, and min 8" knee depth, operable with closed fist.	No drinking fountain at this facility.	No modifications necessary at this time.
Restrooms	Accessible bathroom available and marked with International Handicapped Symbol, min 32" door opening, 48" max door handle, min 36" path to fixtures, max 5 lbs. door force, 5x5' stall, grab bars, 17-19" toilet seat height. Sinks have clear space 30x48", max depth 19", max height 34", min 29" apron, min 17" knee depth, max 48" high soap/dryer, max 40" high mirror.	Community Building:  An accessible restroom is not available in the Community Building; restrooms are not marked with signage; door openings are only 30" wide; door handle height is 36"; door force is less than 5 lbs; path to fixtures is only 28".  Lavatory in both the men's and women's restrooms do not have clear space; 12" sink depth; sink height 31"; 30" sink apron; 18" knee depth, max 48" high soap/dryer; mirror in women's restroom is 50" high.  Stalls are not operable with a closed fist; 5x5 stall clearance is not available; grab bars are available; toilet seat height is appropriate at 18".  Lion's Club Restroom Pavilion:  Slope to access restrooms is 11% for the men's and 15" for the women's; there is no 5x5' landing or 4x4' clear space; An accessible restroom is not available in the Lion's Club Restroom Pavilion. No ADA signage is available; door opening is 28" wide; 38" path to fixtures; door weight less than 5 lbs.;  Clear space in front of lavatory is not 30x48"; sink depth is 15"; sink height is 31"; sink apron is 29" high; knee depth is 9"; faucet not operable with closed fist; no mirrors in either restroom.  Grab bars not installed around toilet; toilet seat is 18";  Red Diamond Restrooms:	Restrooms at the community building should be remodeled into one unisex restroom that is ADA accessible.  The Park Board should consider removing the Lion's Club restrooms and Red Diamond restrooms and constructing a new restroom facility.

Figure 13: Community Building and Open Space Continued



SPORTS COMPLEX BASEBALL

Item/Location	Standard	Existing Condition	Modification
Parking	At least 1 accessible space per 25 standard spaces and 1 van accessible space in all cases.	**Need to recount spaces in parking lot since it was paved and striped.	**Need to recount spaces in parking lot since it was paved and striped.
On-street Parking	Accessible spaces closest to door; space for unloading.	No on-street parking available.	No modifications necessary at this time.
Accessible Entrance	Pathway from accessible space to entry free of obstructions, stairs, and min 48" wide.	Pathway from accessible space to entry is free of obstructions and stairs; pathway is approximately 120" wide.	No modifications necessary at this time.
Clearance and Ramps	8.3% max slope, tactile strip, 5x5' top landing, 4x4' bottom landing, and level, contiguous grade break.	**Measure ramp at Field 2.	**Measure ramp at Field 2.
Ramp Rails	Ramps longer than 6' have rails on both sides 34-38" high; path between rails at least 48" wide; handrail 4-6" perimeter; ramps must be non-slip.	**Measure ramp at Field 2.	**Measure ramp at Field 2.
Entrance	Accessible entry available and marked, including on all inaccessible entries. Min door width 32", max threshold 0.5", usable with closed fist.	There are no formal entry doors at this location.	No modifications necessary at this time.
Access to Services	Access to all public spaces from accessible path of travel, directly accessible, and min path width of 36".	Directly accessible, with access to all public spaces.	No modifications necessary at this time.
Floors	Flooring must be securely attached at the edges, with thresholds max 0.5"; max 48" reach heights, max 7" riser height and 11" step depth.	No flooring at this facility.	No modifications necessary at this time.
Doors	Max 5 lbs. force to open and 48" door handle, min 32" door opening, 18" wall space on pull-side of door, and door handle operable with closed fist.	Door takes more than 5 lbs. of force to open; 37" door handle height; door opening 33"; 36" wall space on pull-side of door; door handle operable with closed fist.	No modifications necessary at this time.
Visual Characteristics	Contrasting background and lettering, non-script typeface, non-glare finish, with Braille.	No signage at this facility.	No modifications necessary at this time.
Seats, Tables, Counters	Space available for wheelchair seating, counter	42" width of aisles; spaces available for wheelchair seating but not designated;	No modifications necessary at this time.

Figure 14: Sports Complex Baseball

Drinking Fountain	Clear space 30x48", max sink depth 19", max fountain height 36", min 27" apron, and min 8" knee depth, operable with closed fist.	Drinking fountain 33" high; 28" high fountain apron; operable with a closed fist; knee depth 9"; does not operate.	Raise fountain 1".
Restrooms	Accessible bathroom available and marked with International Handicapped Symbol, min 32" door opening, 48" max door handle, min 36" path to fixtures, max 5 lbs. door force, 5x5' stall, grab bars, 17-19" toilet seat height. Sinks have clear space 30x48", max depth 19", max height 34", min 29" apron, min 17" knee depth, max 48" high soap/dryer, max 40" high mirror.	Accessible restroom available and marked with International Symbol of Accessibility; 35" door width; door requires less than 5 lbs. force to open; door handle 40" high and operable with closed fist; 63" wide path to fixtures; 5x5' clearance; grab bars installed; toilet seat 18" high. Sink clearance greater than 30x48"; 14" sink depth; 17" knee depth; 33" sink height; 31" sink apron; soap/dryer reachable; mirror 40" high.	No modifications necessary at this time.

Figure 15: Sports Complex Baseball Continued



SPORTS COMPLEX-FOOTBALL

Item/Location	Standard	Existing Condition	Modification
Parking	At least 1 accessible space per 25 standard spaces and 1 van accessible space in all cases.	13 accessible spaces, 8 van accessible; closest to entryway; marked with International Symbol of Accessibility.	No modifications necessary at this time.
On-street Parking	Accessible spaces closest to door; space for unloading	No on-street parking available.	No modifications necessary at this time.
Accessible Entrance	Pathway from accessible space to entry free of obstructions, stairs, and min 48" wide	Pathway from accessible parking space to entry is free of obstructions, stairs, and is a minimum of 48" wide.	No modifications necessary at this time.
Clearance and Ramps	8.3% max slope, tactile strip, 5x5' top landing, 4x4' bottom landing, and level, contiguous grade break	There are no ramps at this facility.	No modifications necessary at this time.
Ramp Rails	Ramps longer than 6' have rails on both sides 34-38" high; path between rails at least 48" wide; handrail 4-6" perimeter; ramps must be non-slip	There are no ramp rails at this facility.	No modifications necessary at this time.
Entrance	Accessible entry available and marked, including on all inaccessible entries. Min door width 32", max threshold 0.5", usable with closed fist.	Accessible entry to the facility is marked and has enough clearance.	No modifications are necessary at this time.
Access to Services	Access to all public spaces from accessible path of travel, directly accessible, and min path width of 36".	All public spaces are directly accessible.	No modifications are necessary at this time.
Floors	Flooring must be securely attached at the edges, with thresholds max 0.5"; max 48" reach heights, max 7" riser height and 11" step depth.	Flooring consists of concrete and asphalt. Thresholds are less than 0.5."	No modifications are necessary at this time.
Doors	Max 5 lbs. force to open and 48" door handle, min 32" door opening, 18" wall space on pull-side of door, and door handle operable with closed fist.	The only doors with public access are at the restroom facility. The data for those doors can be found under the restrooms section.	No modifications necessary at this time.
Visual Characteristics	Contrasting background and lettering, non-script typeface, non-glare finish, with Braille	The only signage available is at the restroom facilities. The data for these doors can be found under the restrooms section.	No modifications necessary at this time.

Figure 16: Sports Complex Football

Seats, Tables, Counters	Space available for wheelchair seating, counter and table height 28-34", knee height min 27"	No fixed seating; 44" counter height; 43" knee height; 30" knee width; 3" knee depth	Counter is too high and knee depth is too small; maybe do a programmatic modification?
Drinking Fountain	Clear space 30x48", max sink depth 19", max fountain height 36", min 27" apron, and min 8" knee depth, operable with closed fist.	30x48" clear space available; Drinking fountain 32" high; 26" high fountain apron; operable with a closed fist; knee depth 17".	Raise fountain 1".
Restrooms	Accessible bathroom available and marked with International Handicapped Symbol, min 32" door opening, 48" max door handle, min 36" path to fixtures, max 5 lbs. door force, 5x5' stall, grab bars, 17-19" toilet seat height. Sinks have clear space 30x48", max depth 19", max height 34", min 29" apron, min 17" knee depth, max 48" high soap/dryer, max 40" high mirror.	Accessible restroom available and marked with International Symbol of Accessibility; 33" door width; door requires less than 5 lbs. force to open; door handle 38: high and operable with a closed fist; 72" wide path to fixtures; stalls are not operable with a closed fist; stall clearance is 5x5; grab bars installed; height of toilet 19"; 30x48" clear floor space by sink; 16" sink depth; 32" sink rim height; 28" apron; 9" knee depth; sink operable with a closed fist; soap/dryer reach usable; mirror 40" high.	Stalls are not operable with a closed fist.  Knee depth at sinks is only 9" and should be modified to meet 17" minimum.

Figure 17: Sports Complex Football Continued



## North Entrance and Trails

Item/Location	Standard	Existing Condition	Modification
Parking	At least 1 accessible space per 25 standard spaces and 1 van accessible space in all cases.	2 accessible spaces, 2 van accessible; closest to entryway; marked with International Symbol of Accessibility; Pull-up space available.	No modifications necessary at this time.
On-street Parking	Accessible spaces closest to door; space for unloading.	No on-street parking available.	No modifications necessary at this time.
Accessible Entrance	Pathway from accessible space to entry free of obstructions, stairs, and min 48" wide.	Pathway from accessible space to entry is free of obstructions and stairs, firm/sturdy, and 55" wide.	No modifications necessary at this time.
Clearance and Ramps	8.3% max slope, tactile strip, 5x5' top landing, 4x4' bottom landing, and level, contiguous grade break.	There are no ramps at this facility.	No modifications necessary at this time.
Ramp Rails	Ramps longer than 6' have rails on both sides 34-38" high; path between rails at least 48" wide; handrail 4-6" perimeter; ramps must be non-slip.	There are no ramps at this facility.	No modifications necessary at this time.
Entrance	Accessible entry available and marked, including on all inaccessible entries. Min door width 32", max threshold 0.5", usable with closed fist.	Accessible entry to the park is marked and has enough clearance.	No modifications necessary at this time.
Access to Services	Access to all public spaces from accessible path of travel, directly accessible, and min path width of 36".	Directly accessible, with access to all public spaces.	No modifications necessary at this time.
Floors	Flooring must be securely attached at the edges, with thresholds max 0.5"; max 48" reach heights, max 7" riser height and 11" step depth.	Packed gravel flooring.	No modifications necessary at this time.
Doors	Max 5 lbs. force to open and 48" door handle, min 32" door opening, 18" wall space on pull-side of door, and door handle operable with closed fist.	The only doors with public access are at the restroom facility. The data for these doors can be found under the restrooms section.	No modifications necessary at this time.
Visual Characteristics	Contrasting background and lettering, non-script typeface, non-glare finish, with Braille.	There is no signage at this facility.	No modifications necessary at this time.
Seats, Tables, Counters	Space available for wheelchair seating, counter	No fixed seating at shelter house; accessible picnic tables are available by request through the park office.	No modifications necessary at this time.

Figure 18: North Entrance and Trails

Drinking Fountain	Clear space 30x48", max sink depth 19", max fountain height 36", min 27" apron, and min 8" knee depth, operable with closed fist.	No drinking fountain at this facility.	No modifications necessary at this time.
Restrooms	Accessible bathroom available and marked with International Handicapped Symbol, min 32" door opening, 48" max door handle, min 36" path to fixtures, max 5 lbs. door force, 5x5' stall, grab bars, 17-19" toilet seat height. Sinks have clear space 30x48", max depth 19", max height 34", min 29" apron, min 17" knee depth, max 48" high soap/dryer, max 40" high mirror.	Accessible restroom available but not marked with International Symbol of Accessibility; 33" door width; door requires less than 5 lbs. force to open; Door handle 40" high and operable with closed fist; 46" path width to fixtures; stalls operable with a closed fist and have 5x5' clearance; grab bars installed; toilet seat 18" high. Sink clearance greater than 30x48"; sink operable with a closed fist; 21" sink depth; 14' knee depth; 31" sink height; 28" sink apron; soap/dryer not reachable; no mirrors.	Mark restroom doors with ADA signage.  Sink depth is 21"; should be 19".

Figure 19: North Entrance and Trails Continued



## BROWN MEMORIAL POOL

Item/Location	Standard	Existing Condition	Modification
Parking	At least 1 accessible space per 25 standard spaces and 1 van accessible space in all cases.	4 accessible spaces, 4 van accessible; closest to entryway; marked with International Symbol of Accessibility; approximately 100' from entry; No pull up space; accessible aisles marked.	No modifications necessary at this time.
On-street Parking	Accessible spaces closest to door; space for unloading	No on street parking available.	No modifications necessary at this time.
Accessible Entrance	Pathway from accessible space to entry free of obstructions, stairs, and min 48" wide	Pathway from accessible space to entry is free of obstructions and stairs, firm/sturdy, and 86" wide	No modifications necessary at this time.
Clearance and Ramps	8.3% max slope, tactile strip, 5x5' top landing, 4x4' bottom landing, and level, contiguous grade break	The pool ramp has a 5' landing with a bottom grade break; 8% slope.	No modifications necessary at this time.
Ramp Rails	Ramps longer than 6' have rails on both sides 34-38" high; path between rails at least 48" wide; handrail 4-6" perimeter; ramps must be non-slip	Rail to park entrance on both sides, 43" high; path 34" wide; non-slip; 22" handrail perimeter. Rail to pool ramp only on one side; 42" high rail.	Remove rails or lower to 38" high; increase path between rails to 48" wide; reduce handrail perimeter to 6".  Add second rail to pool ramp; lower rail 4";
Entrance	Accessible entry available and marked, including on all inaccessible entries. Min door width 32", max threshold 0.5", usable with closed fist.	Entrance to facilities is listed under restrooms.	No modifications necessary at this time.
Access to Services	Access to all public spaces from accessible path of travel, directly accessible, and min path width of 36".	Directly accessible with access to all public spaces, 36" wide path, except for shower in restrooms which is only 31" wide.	Create a handicap accessible shower in women's restroom.
Floors	Flooring must be securely attached at the edges, with thresholds max 0.5"; max 48" reach heights, max 7" riser height and 11" step depth.	Securely attached at edges with thresholds at 0.5"; 53" reach heights; no steps.	Lower reach heights to 48".
Doors	Max 5 lbs. force to open and 48" door handle, min 32" door opening, 18" wall space on pull-side of door, and door handle operable with closed fist.	Doors to pool deck require less than 5 lbs. of force to open; door width 41"; 0" of wall clearance; door handle 42" high and operable with closed fist.  Gate to kiddie pool 33" door opening clearance; 18" clear wall space; opens with less than 5 lbs. force; 36" high handle; not operable with a closed fist.	Since there is no wall clearance, make a programmatic change and keep door to pool deck open during operating hours.  Replace handle of kiddie pool gate to be operable with a closed fist.

Figure 20: Brown Memorial Pool

BROWN MEMORIAL POOL CONTINUED

Visual Characteristics	Contrasting background and lettering, non-script typeface, non-glare finish, with Braille	Restrooms do not have ADA signage.	Include ADA signage at both restrooms.
Seats, Tables, Counters	Space available for wheelchair seating, counter and table height 28-34", knee height min 27"	Counter at pool entrance has a 42" counter height; 36" knee height; 30" knee width; 2" knee depth.  Counter at concession stand has 42" counter height; 36" knee height; 30" knee width; 2" knee depth.	Replace entrance and concession stand counters to meet minimums or consider programmatic change.
Drinking Fountain	Clear space 30x48", max sink depth 19", max fountain height 36", min 27" apron, and min 8" knee depth, operable with closed fist.	30x48" clear space; 5" sink depth; 41" sink rim height; 39" apron height; 4" knee depth; operable with a closed fist;	Lower sink rim height 5" and increase knee depth 4" or consider replacing fountain with one that meets ADA requirements.
Restrooms	Accessible bathroom available and marked with International Handicapped Symbol, min 32" door opening, 48" max door handle, min 36" path to fixtures, max 5 lbs. door force, 5x5' stall, grab bars, 17-19" toilet seat height. Sinks have clear space 30x48", max depth 19", max height 34", min 29" apron, min 17" knee depth, max 48" high soap/dryer, max 40" high mirror.	Accessible restroom available but not marked with International Handicapped Symbol; 40" door opening; 42" high door handle that is operable with a closed fist; 37" pathway to fixtures; men's restroom door force greater than 5 lbs.  Lavatory clear floor space 30x48"; 20" sink depth; 35" sink rim height; 33" apron height; 12" knee depth; operable with closed fist; soap/dryer reach usable; 43" mirror height in women's restroom.  Stalls are not operable with closed fist; 5x5' stall clearance; no grab bars installed in women's restroom; 21" toilet seat height.	Mark restrooms with International Handicapped Symbol; Decrease men's restroom door force to less than 5 lbs.  Decrease sink depth by 1"; lower sink rim by 1"; increase knee depth by 5"; lower mirror by 3" in women's restroom.  Replace stall handles to be operable with closed fist; install grab bars in women's restroom; lower toilet seats by 2".

Figure 21: Brown Memorial Pool Continued



## CONSERVATION BUILDING

Item/Location	Standard	Existing Condition	Modification
Parking	At least 1 accessible space per 25 standard spaces and 1 van accessible space in all cases.	4 accessible spaces, 4 van accessible; closest to entryway; marked with International Symbol of Accessibility;	No modifications necessary at this time.
On-street Parking	Accessible spaces closest to door; space for unloading	No on street parking available.	No modifications necessary at this time.
Accessible Entrance	Pathway from accessible space to entry free of obstructions, stairs, and min 48" wide	Pathway from accessible space to entry is free of obstructions and stairs, firm/sturdy, but only 39" wide	Increase width of path to 48".
Clearance and Ramps	8.3% max slope, tactile strip, 5x5' top landing, 4x4' bottom landing, and level, contiguous grade break	6.3% slope; 5x5' landing; perpendicular and contiguous grade break without tactile strip; necessary for access to building	No modifications necessary at this time.
Ramp Rails	Ramps longer than 6' have rails on both sides 34-38" high; path between rails at least 48" wide; handrail 4-6" perimeter; ramps must be non-slip	Rails on both sides, 34" high; path 39" wide; non-slip; [0"] handrail perimeter <b>**check on 0" handrail perimeter.</b>	<b>Increase handrail perimeter to 4-6".</b>
Entrance	Accessible entry available and marked, including on all inaccessible entries. Min door width 32", max threshold 0.5", usable with closed fist.	Accessible entry not marked; door opening width 33", 40" pull-side clearance, 0.75" threshold, 26" high door handle that is not operable with a closed fist; door requires less than 5 lbs. of force to open; 0.25" doormat.	Mark door as accessible; replace door handle with one operable with a closed fist.
Access to Services	Access to all public spaces from accessible path of travel, directly accessible, and min path width of 36".	Directly accessible with access to all public spaces, 36" wide path.	No modifications necessary at this time.
Floors	Flooring must be securely attached at the edges, with thresholds max 0.5"; max 48" reach heights, max 7" riser height and 11" step depth.	Flooring securely attached at edges, threshold at 0.75"; 60" reach heights; no steps.	Lower flooring threshold to 0.25-0.5". Lower reach heights to 48" (including defibrillator and paper towel holder.

Figure 22: Conservation Building

CONSERVATION BUILDING CONTINUED

Doors	Max 5 lbs. force to open and 48" door handle, min 32" door opening, 18" wall space on pull-side of door, and door handle operable with closed fist.	Door requires more than 5 lbs. of force to open; 31" high door handle; 33" door opening; 43" wall space on pull-side door; handle not operable with closed fist.  Door requires less than 5 lbs. of force to open; 36" high door handle; 32" door opening; 4" of wall space on pull-side door; handle not operable with closed fist.	Modify doors to open with less than 5 lbs. of force; replace door handle with one operable with a closed fist.  Increase pull-side door clearance; replace handle with one operable with closed fist.
Visual Characteristics	Contrasting background and lettering, non-script typeface, non-glare finish, with Braille	Sign finish has no glare; letters and background contrast and are not script; no braille lettering.	Include braille for signage.
Seats, Tables, Counters	Space available for wheelchair seating, counter and table height 28-34", knee height min 27"	No fixed seating; 36" counter height; 35" knee height; 35" knee width; 19" knee depth	Lower counter to 34" or consider programmatic modification.
Drinking Fountain	Clear space 30x48", max sink depth 19", max fountain height 36", min 27" apron, and min 8" knee depth, operable with closed fist.	No drinking fountain available.	No modifications necessary at this time.
Restrooms	Accessible bathroom available and marked with International Handicapped Symbol, min 32" door opening, 48" max door handle, min 36" path to fixtures, max 5 lbs. door force, 5x5' stall, grab bars, 17-19" toilet seat height. Sinks have clear space 30x48", max depth 19", max height 34", min 29" apron, min 17" knee depth, max 48" high soap/dryer, max 40" high mirror.	Accessible restroom available but not marked with International Symbol of Accessibility; 34" door opening; 34" high door handle but not operable with a closed fist; 36" path to fixtures; door force less than 5 lbs.  Stalls operable with closed fist; 5x5' stall clearance; grab bars installed; 18" height of toilet seat.  Lavatories have 30x48" clear space; 16" depth of sink; 34" sink rim; 30" to bottom of apron; operable with closed fist; 10" knee depth; soap/dryer reach is not usable in men's restroom; height of mirror 40".	Modify restroom signage to include the International Symbol of Accessibility; replace door handle with one operable with a closed fist; increase lavatory knee depth to 17"; lower soap/dryer dispenser to usable height in men's restroom.

Figure 23: Conservation Building Continued



2.8.4 ASSURANCE OF COMPLAINE

**ASSURANCE OF ACCESSIBILITY COMPLIANCE WITH:  
ARCHITECTURAL BARRIERS ACT of 1968 (As Amended);  
SECTION 504 OF THE REHABILITATION ACT OF 1973 (As Amended);  
AND TITLE II OF THE AMERICANS WITH DISABILITIES ACT OF 1990  
(As Amended)**

The Pendleton/Fall Creek Township  
Parks and Recreation Board (Applicant) has read the guidelines for  
compliance with the Architectural Barriers Act of 1968 (As Amended); Section 504 of the  
Rehabilitation Act of 1973 (As Amended); and Title II of the Americans with Disabilities Act  
of 1990 (As Amended) and will comply with the applicable requirements of these Acts.

SIGNATURE   
APPLICANT PRESIDENT

Bryan R. Williams  
(President's printed name)

SIGNATURE 

BRIAN SCICK  
(Secretary's printed name)

DATE April 14, 2021

## 2.9 SOCIAL AND ECONOMIC FACTORS

A key component of the Plan is a Market Analysis which helps provide a thorough understanding of the demographic makeup of residents within Pendleton & Fall Creek Township, as well as national, regional, and local recreational trends.

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

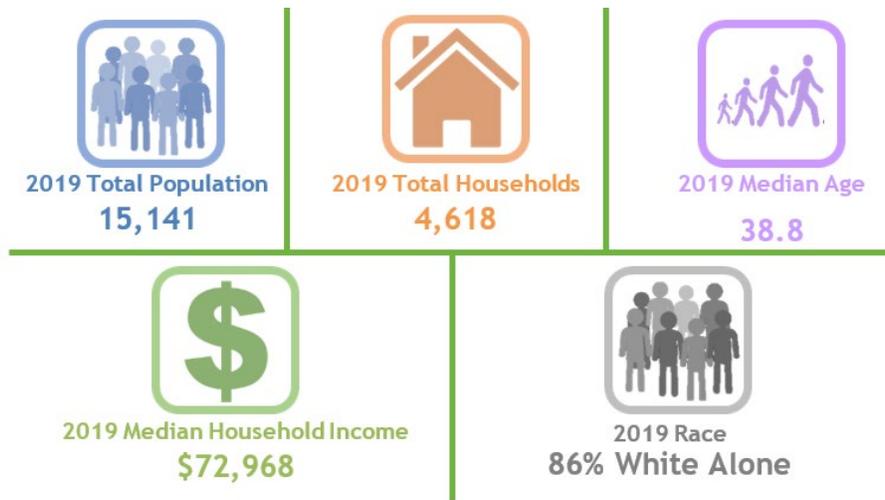
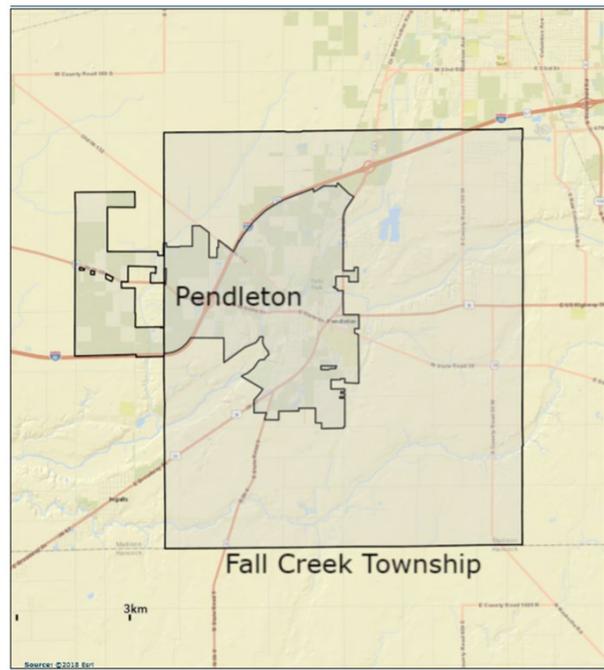


Figure 24: District Demographics

### 2.9.1 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in August 2019 and reflects actual numbers as reported in the 2010 Census as well as estimates for 2019 and 2024 as obtained by ESRI. Straight line linear regression was utilized for 2029 and 2034 projections. The District’s boundaries shown to the right were utilized for the demographic analysis.





## RACE AND ETHNICITY DEFINITIONS

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

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

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

2.9.2 SERVICE AREA POPULACE

POPULATION

District’s population had a steady decrease of .27% from 2010 to 2019 (-.03% per year). This is tremendously below the national annual growth rate of 0.85% (from 2010-2019), though it is moderately below the state average of .52% annually (from 2010-2019). Contrary to the population, the total number of households has increased in recent years (2.7% since 2010).

Currently, the population is estimated at 27,743 individuals living within 10,294 households. Future projections show the total population and total number of households are both expected to continue growing over the next 15 years at an above average rate. Based on 2033 predictions, the Town is expected to have 36,975 residents living within 13,586 households. (See Figures 26 & 27)

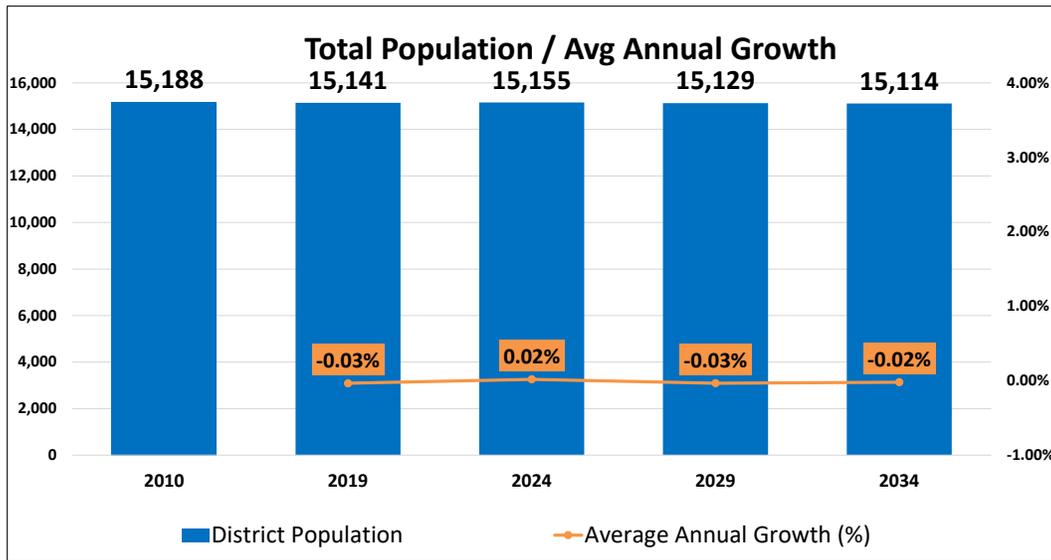


Figure 26: Total Population

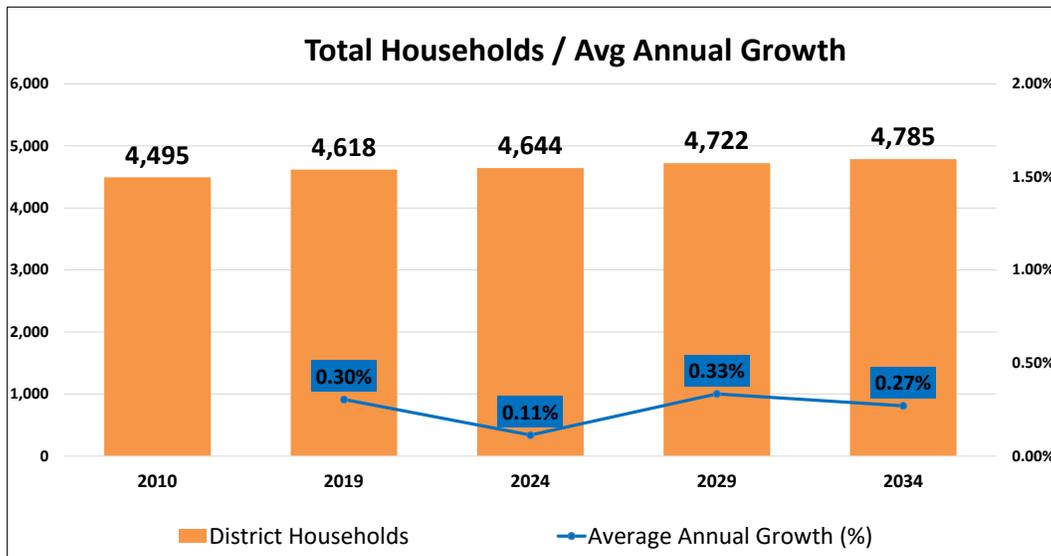


Figure 27: Total Number of Households



### AGE SEGMENT

Currently the District has an aging population. The age segments of 0-17 and 35-54 are expected to decrease. The District's age segment will likely follow the national trend with individuals over the age of 55 starting to increase over the next 15 years. 0-17 and 35-54 age segments are on a declining trend for the next 15 years. The service area has a median age of 38.8 years which is older than the U.S. median age of 37.1 years. Assessing the population as a whole, the District is projected to continue its current aging trend over the next 15 years, with the 55 and older population increasing to 32% of the total population, followed by individuals aged 18-34 (28%). (Figure 28).

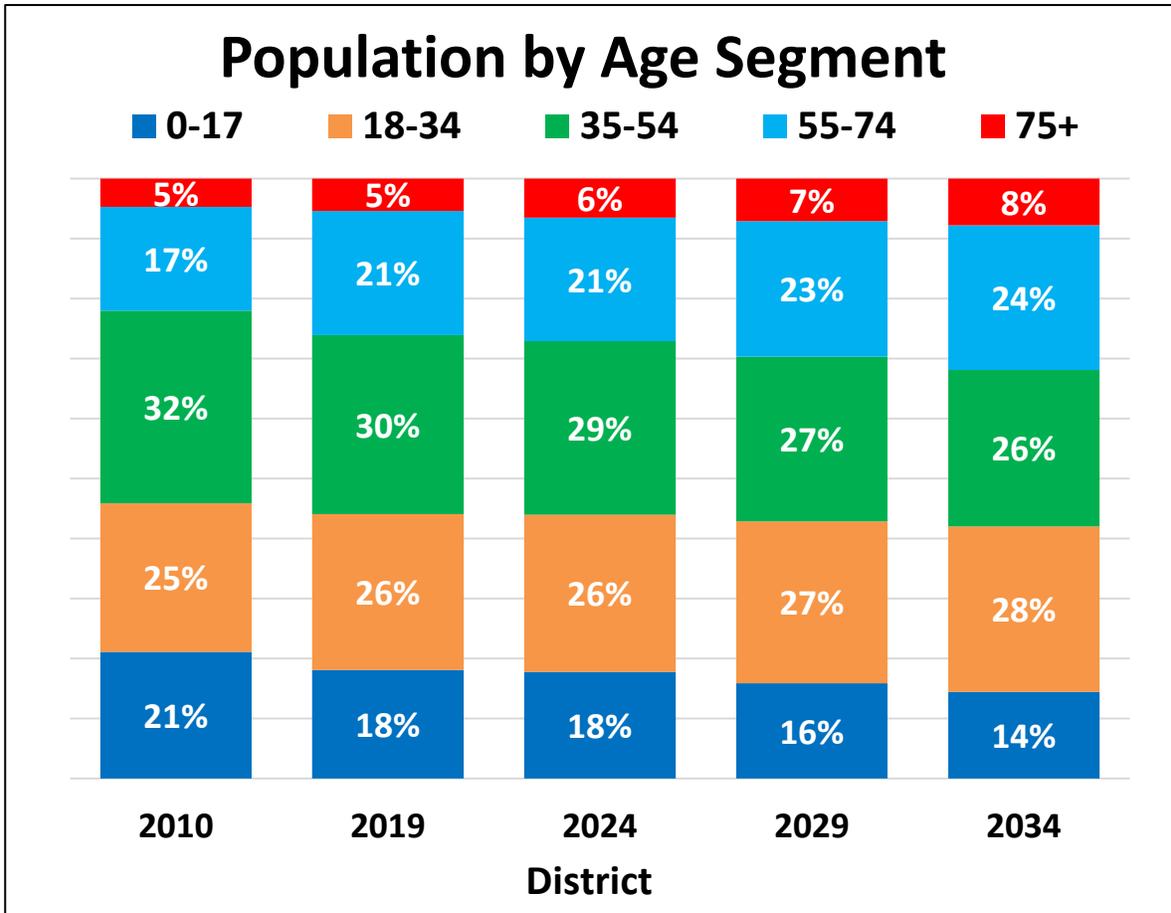


Figure 28: District Population by Age Segments

**RACE**

Analyzing race, the District’s current population is primarily White Alone. The 2019 estimate shows that 86% of the population falls into the White Alone category, while Black Alone (11%) represents the largest minority group. The District is slightly more diverse than the Indiana’s Black Alone (9.6%) population. However, when compared to the National population, which is approximately 70% White Alone, 13% Black Alone, and 7% Some Other Race, the District is less diverse. The predictions for 2034 expect the District population to maintain the current make up with only a 2% decrease in the White Alone population compared to 2019. (Figure 29).

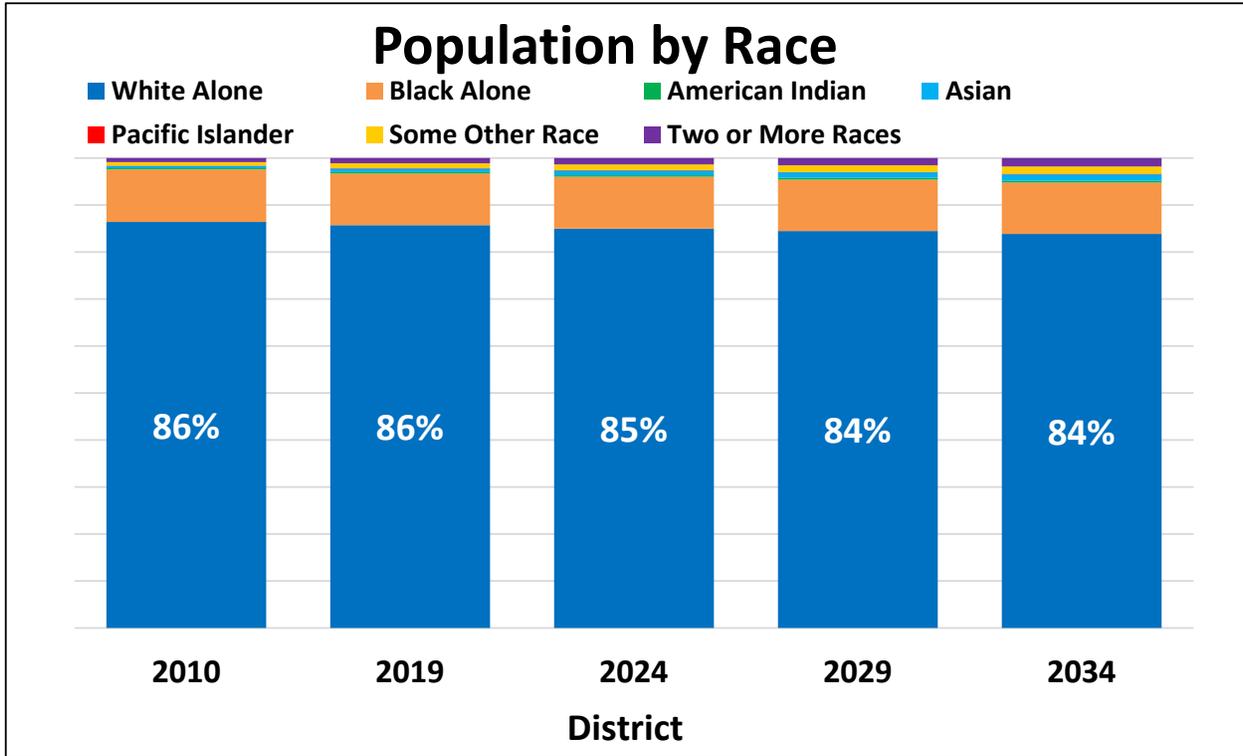


Figure 29: District Population by Race

**ETHNICITY**

The Department population was also assessed based on Hispanic/Latino ethnicity, which, by the Census Bureau definition, is viewed independently from race. It is important to note that individuals who are Hispanic/Latino in ethnicity can also identify with any of the racial categories from above. Based on the current estimate for 2019, those of Hispanic/Latino origin represent 3% of the service area’s current population, which is much lower than the national average (18% Hispanic/ Latino). The Hispanic/Latino population is expected to grow only 1% over the next 15 years. (Figure 30).

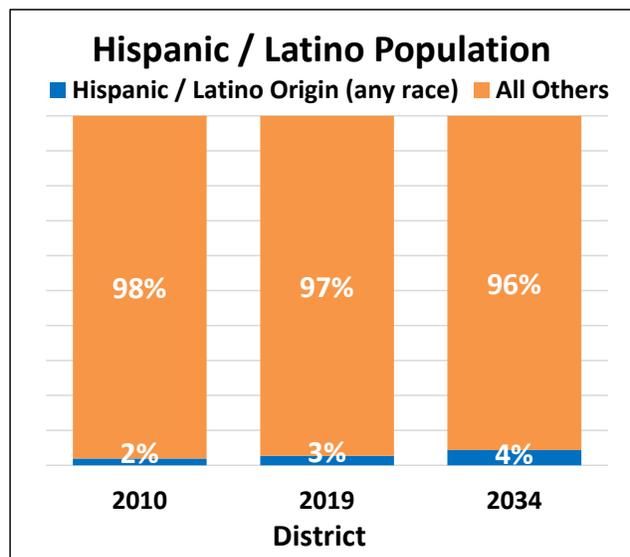


Figure 30: Population by Ethnicity



### HOUSEHOLD INCOME

District's median household income (\$72,968) is significantly higher than the state (\$55,380) and national (\$60,548) levels. While the District's per capita income (\$26,239) is slightly lower than both the state (\$28,921) and national (\$33,028) level.

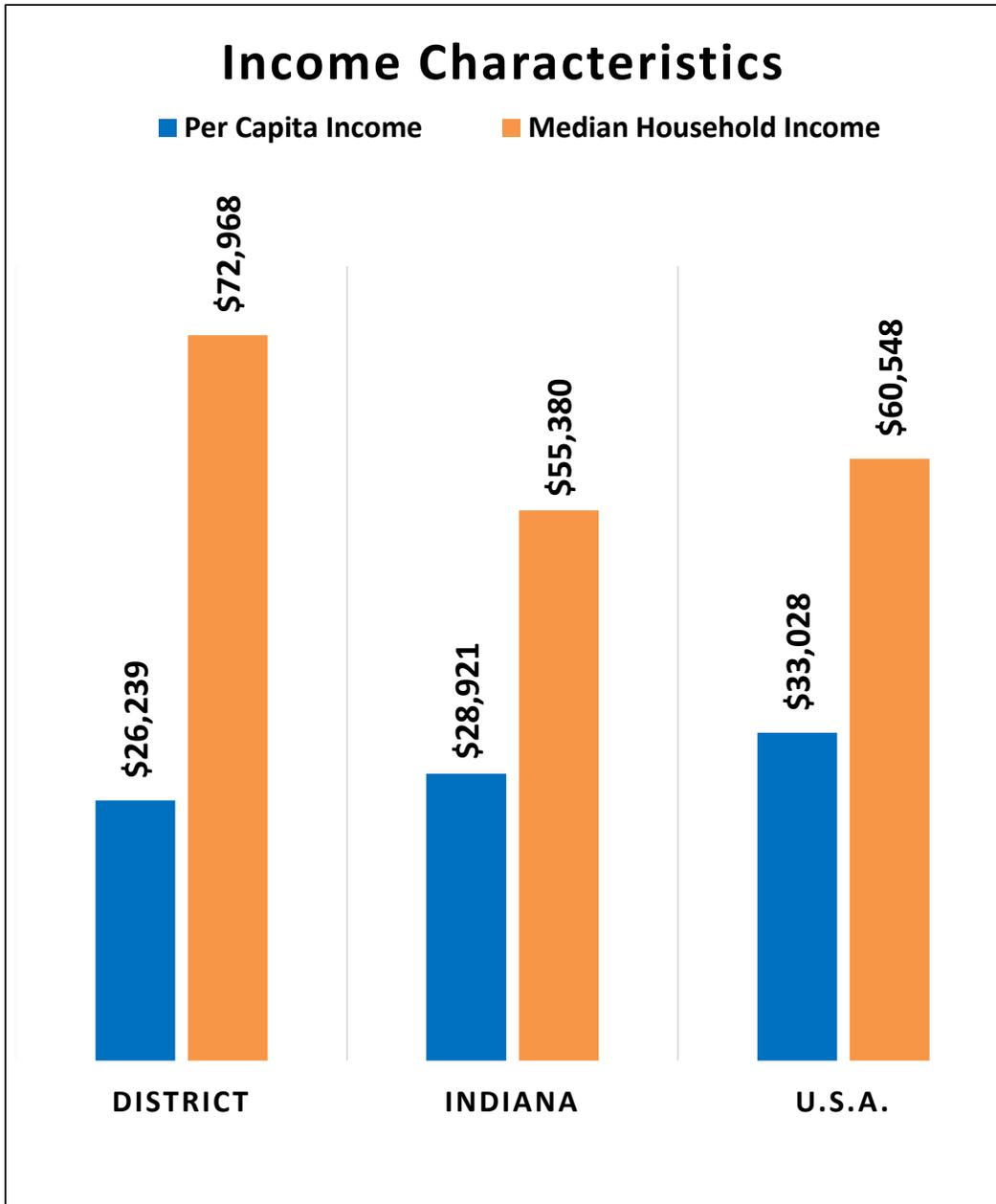


Figure 31: Income Characteristics

2.9.3 DISTRICT DEMOGRAPHIC COMPARATIVE SUMMARY

The table below is a summary of the District’s demographic figures. These figures are then compared to the state and U.S. populations to enable a local and national comparison of their demographics. The highlighted cells represent key takeaways from the comparison between the District’s and the national population.

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

Table 1: District Demographic Comparison

2019 Demographic Comparison		District	Indiana	U.S.A.
Population	Annual Growth Rate (2010-2019)	-0.03%	0.52%	0.85%
	Projected Annual Growth Rate (2019-2034)	-0.01%	0.57%	0.90%
Households	Annual Growth Rate (2010-2019)	0.30%	0.53%	0.80%
	Average Household Size	2.52	2.52	2.59
Age Segment Distribution	Ages 0-17	18%	23%	22%
	Ages 18-34	26%	23%	23%
	Ages 35-54	30%	25%	25%
	Ages 55-74	21%	23%	23%
	Ages 75+	5%	7%	7%
Race Distribution	White Alone	85.7%	81.7%	69.6%
	Black Alone	11.0%	9.6%	12.9%
	American Indian	0.3%	0.3%	1.0%
	Asian	0.8%	2.5%	5.8%
	Pacific Islander	0.1%	0.0%	0.2%
	Some other Race	1.0%	3.2%	7.0%
	Two or More Races	1.1%	2.5%	3.5%
Hispanic/Latino Population	Hispanic / Latino Origin (any race)	2.7%	7.3%	18.6%
	All Others	97.3%	92.7%	81.4%
Income Characteristics	Per Capita Income	\$26,239	\$28,921	\$33,028
	Median Household Income	\$72,968	\$55,380	\$60,548

#### 2.9.4 KEY DEMOGRAPHIC FINDINGS

- The **annual growth rate** of the District's **population** (-.03%) is excessively under the national (0.85%) rate and the state's (0.52%) annual rate.
- District **household annual growth rate** (0.30%) is less than the national (0.80%) average and state's (0.53%) household growth rate.
- When assessing **age segments**, currently the District has (5%) a higher percentage of 0-17 and 35-54 age distributions in comparison with the state of Indiana. The population is expected to follow the national aging trend with an increase in population of the 55+ age segment over the next 15 years, however, age 0-17 will continue to decrease over the next 15 years indicating less families moving into the District.
- The District's **racial distribution** is very limited in its diversity.
- The District's percentage of **Hispanic/Latino population** (2.7%) is well below the national level (18.6%).
- The District's **per capita income** (\$26,239) is below average while the **median household income** (\$72,968) is well above average compared to the state. income characteristics (\$28,921 & \$55,380, respectively).

#### 2.10 RECREATION TRENDS ANALYSIS

##### 2.10.1 NATIONAL TRENDS IN RECREATION

The Sports & Fitness Industry Association's (SFIA) *Sports, Fitness & Recreational Activities Topline Participation Report 2019* was utilized in evaluating the following trends:

- National Sport and Fitness Participatory Trends
- Core vs. Casual Participation Trends
- Participation by Generation
- Non-Participant Interest by Age Segment



The study is based on findings from surveys carried out in 2018 by the Physical Activity Council (PAC), resulting in a total of 20,069 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 20,069 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.31 percentage points at a 95 percent confidence interval. Using a weighting technique, survey results are applied to the total U.S. population figure of 300,652,039 people (ages six and older). The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S. Detailed analysis of national and local trends can be found in **Appendix B**.

**EXPECTED LOCAL PARTICIPATION**

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

**GENERAL SPORTS MARKET POTENTIAL**

When analyzing the general sports MPI chart, Volleyball (107 MPI), Softball (105 MPI), and Basketball (102 MPI) are the most popular sports amongst the Department’s residents when compared to the national average.

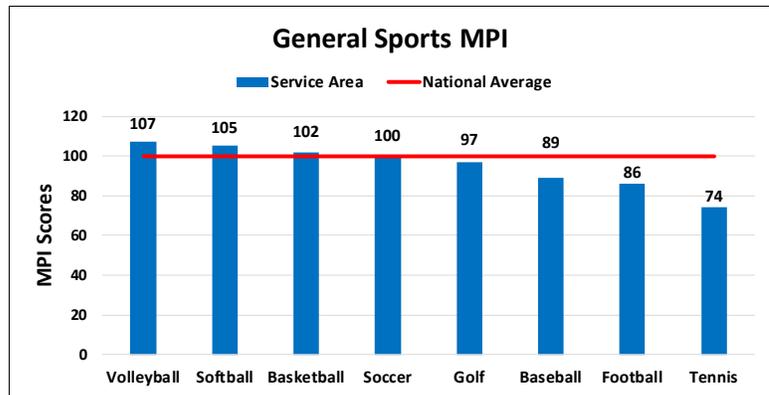


Figure 32: General Sports MPI

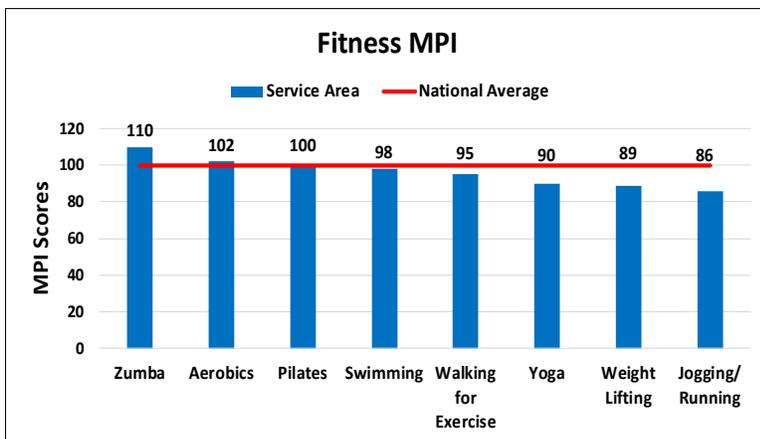


Figure 33: Fitness MPI

**FITNESS MARKET POTENTIAL**

The fitness MPI chart shows Zumba (110 MPI), Aerobics (102 MPI), and Pilates (100 MPI) as the most popular activities amongst the area served.

**OUTDOOR ACTIVITY MARKET POTENTIAL**

When analyzing the outdoor activity MPI chart, horseback riding (113), boating (power) (112 MPI) and fishing (109 MPI) are the most popular activities amongst the Department’s residents when compared to the national average.

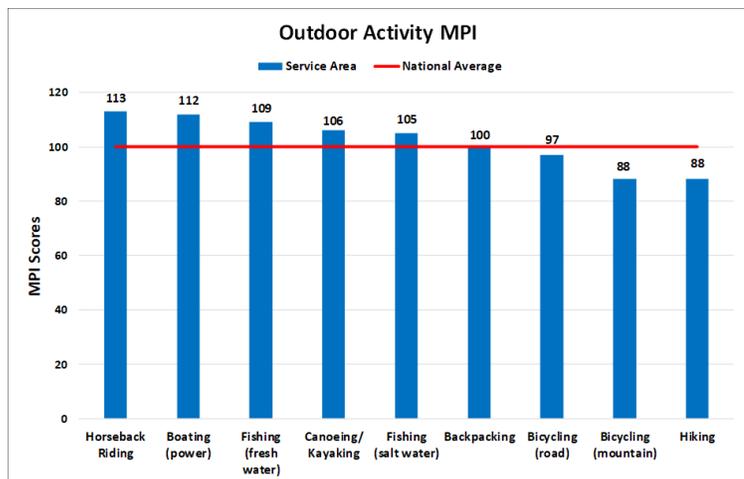


Figure 34: Outdoor Activity MPI



## CHAPTER THREE – COMMUNITY ENGAGEMENT

### 3.1 FOCUS GROUPS

As part of the Plan process, focus groups, stakeholder interviews and public forums were conducted between May-November of 2019. The goal was to help lay a foundation for identifying community issues, concerns, and keys themes. The focus groups, steering committee, and stakeholder interviews help craft question topics that would be beneficial for the online community survey. A facilitation guide was developed that included a series of questions that spurred conversation and follow-up questions were asked as appropriate. A total of 22 Steering Committee Members, four stakeholder interviews, and 47 Community Members attended public engagement opportunities.

#### 3.1.1 SYNTHESIS

Focus group participants value the Department, especially when it comes to Falls Park. Participants appreciate the various amenities, history, beauty, safety, and location of this community gem. The participants enjoy the Golf Course, Ball Diamond, Green Space, and trails. The Department's relationship with Civic Organizations has also brought value to the park system. These organizations run festivals, farmers market, parades and events near or in the park.

These strengths also have an opportunity to improve. The participants found key themes of areas that create opportunities for the future of the Department. Key Themes include expanding trails, updating aging amenities, alternative funding, new facilities, increase marketing, potential programs and increasing safety.

Participants were then asked, "If you could change just one thing about the system over the next 10 years, what would it be?" The focus group participants recognize the top priority for this Master Plan as Indoor Facility Space, Land Acquisition, Outdoor facility improvements, programs, increasing the financial strength of the system and preserving the small-town charm.

#### 3.1.2 FINDINGS

##### **Expanding/Maintaining Trails:**

- Increase accessibility to areas of the park that are not currently
- Increase walkability and connectivity in Town and Township
- Create a bike friendly community
- Increase activity in North 40 acres of Falls Park
- Increase caution for safety as trails are developed

##### **Updating Aging Amenities**

- Alvin D. Brown memorial Aquatic Center
- Facility Improvements
  - Restrooms
  - Community Building - enhance technology and interior
  - Concession Stand - Enhancements
- Creek banks repaired and consider removing the dam
- Soccer Fields to become a dedicated complex
- Update Playgrounds and individual play features
- Remove dead Ash Trees

- Change parking flow for increased safety
- Park grills need to be replaced
- Golf Course Club House could be updated

#### Alternative Funding

- Revenue generating opportunities
  - Rental Facilities
    - Red Barn become a rental facility
  - Partnership Agreements
- Increase budget for increase staff needs, maintenance, and growth of the service area
- Pool passes sold to everyone
- Partnership with YMCA expanded
- Concession Stand enhancements
- Special Event Permits
- Increase Public/Private Partnerships

#### New Facilities

- Splash Pad
- Community Center
  - Winter activities
  - Senior activities
  - Rental opportunities
- Nature Center
- Basketball Courts
- Pickleball Courts
- Water Fountains
- Dog Fountains
- Amphitheater

#### Increase Marketing

- Wayfinding signs from Interstate to Golf Course - Currently exist for Falls Park
- Wayfinding signs throughout trail/park system
- Increase presence on Social Media
- Create an information hub for all civic organizations that utilize park property with website
- Expand Marketing for Golf - capture the essence of the new craft pub at the location
- Increase Marketing for Park System and Services

#### Potential Programming

- Senior Programs
- Nature programs
- Partnership Programs
- Log Cabin Project move to park management

#### Increase Safety

- Trail Safety: Lighting, Signage, Call Boxes
- Lightning detection system for outdoor spaces
- Parking flow in the park changed to increase safety for children



### 3.2 FIRST PUBLIC FORUM

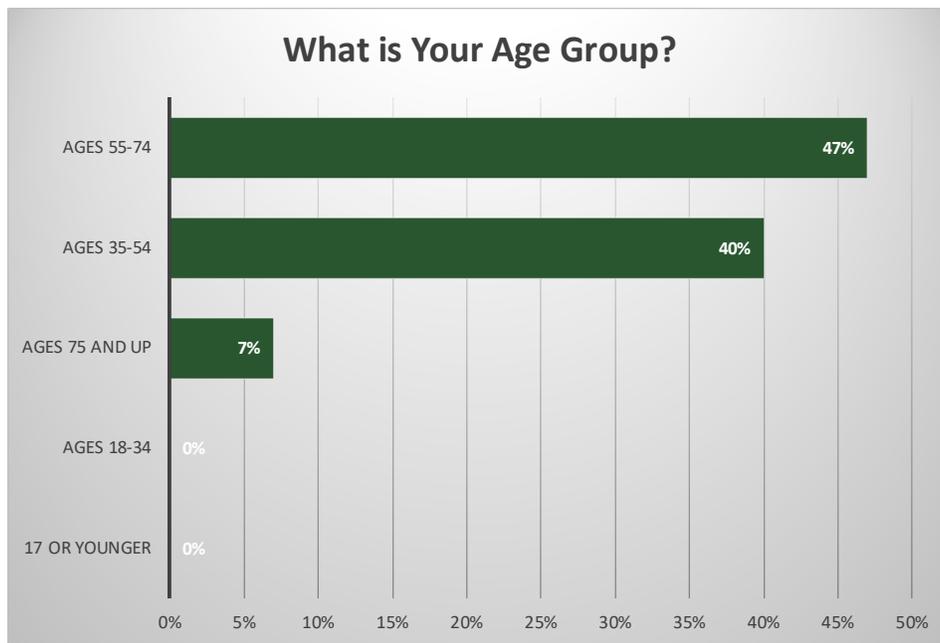
In tandem with the focus group interviews, the planning team also hosted a public forum designed to further engage residents of the community. The public forum was an open call to the public to share the Parks and Recreation Master Plan process, as well as an opportunity for residents to offer feedback on the recreation and parks system through live polling devices and communication boards.

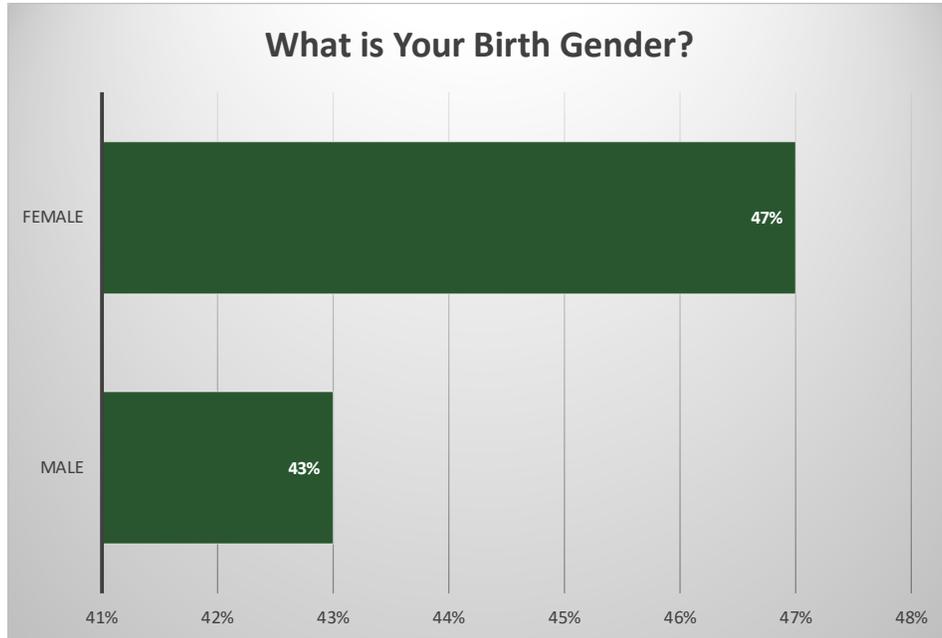
#### LIVE POLLING EXERCISE

One key approach for soliciting feedback from attendees of the public forum was through live polling of the audience. Using the responses of the focus group, the planning team developed questions within a PowerPoint presentation to gain an understanding of community needs. Following the initial presentation, each attendee used a polling device (i.e. ‘clicker’) to answer a series of questions related to usage and need for parks, trails, facilities, and programs. The following charts share the survey results from the live polling portion of the public forum meeting.

#### LIVE POLLING DEMOGRAPHICS:

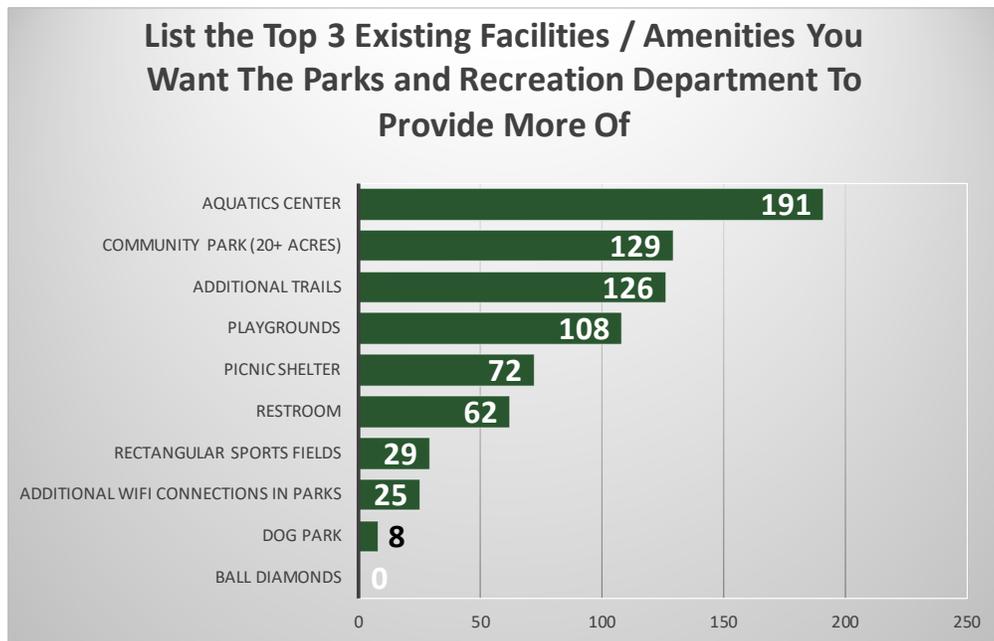
Participant demographics represented for our live polling activity included 47% ages 55-74, 40% ages 35-54 and 7% of ages 75+ with 47% female and 43% male





**QUESTION 1: LIST THE TOP 3 EXISTING FACILITIES / AMENITIES YOU WANT THE PARKS AND RECREATION DEPARTMENT TO PROVIDE MORE OF?**

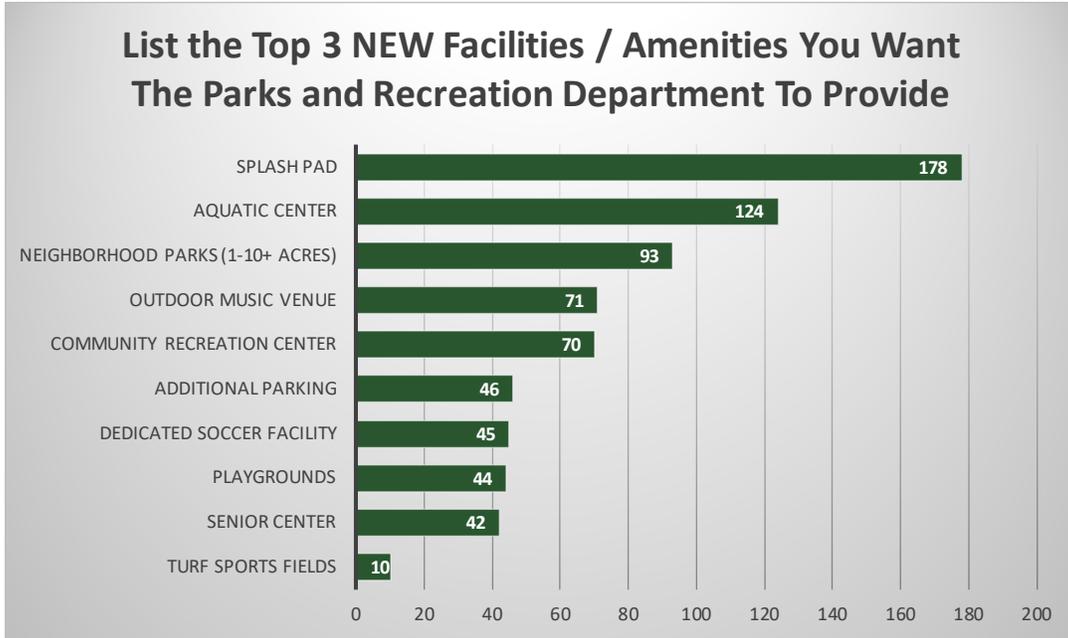
Collectively, the responses identified aquatic center (191 pts.), community parks (20+ acres) (129 pts.) and additional trails (126 pts.) as the top three existing facility or amenity they want the Department to provide more of. In addition, playgrounds (108 pts.) were also highly favored by polling participants.





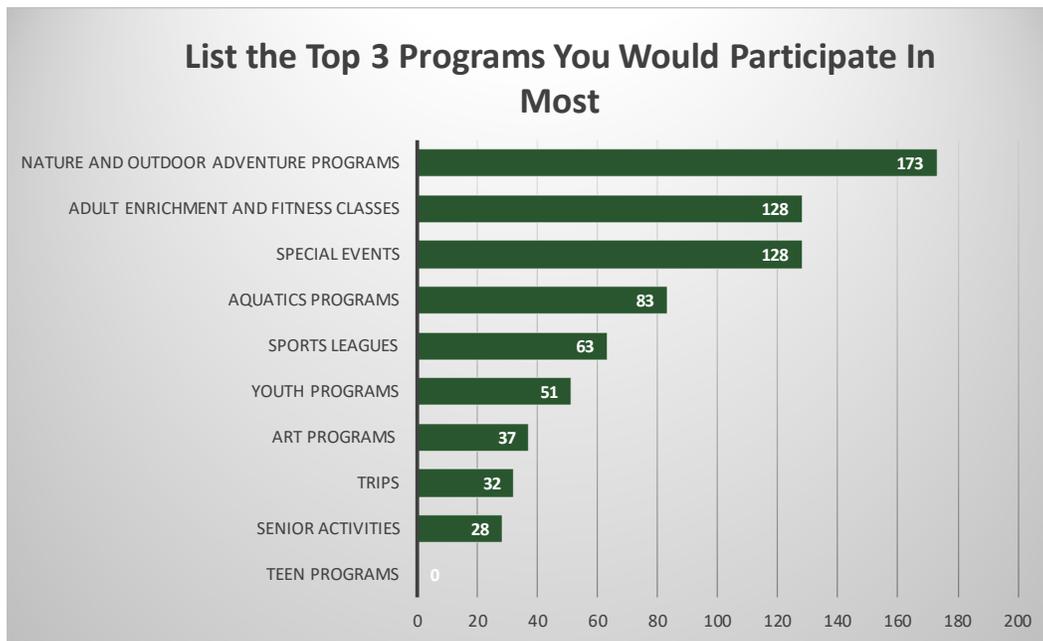
**QUESTION 2: LIST THE TOP 3 NEW FACILITIES / AMENITIES YOU WANT THE PARKS AND RECREATION DEPARTMENT TO PROVIDE?**

Collectively, the responses identified the addition of a splash pad (178 pts.), a new aquatic center (124 pts.), and neighborhood parks (1-10+ acres) as the top new facilities or amenities they want the Department to provide.



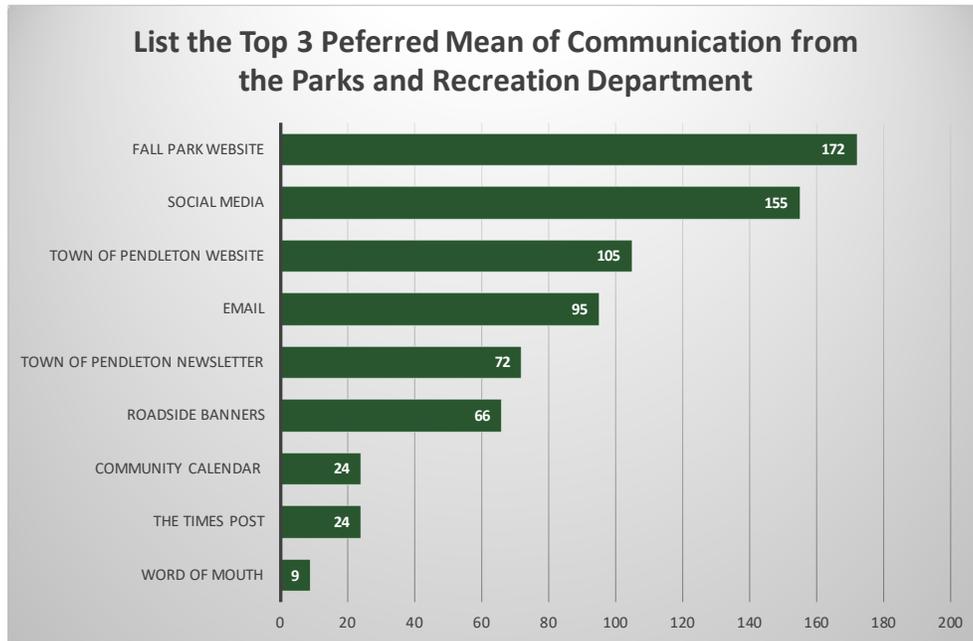
**QUESTION 3: LIST THE TOP 3 PROGRAMS YOU WOULD PARTICIPATE IN THE MOST?**

The responses show that special nature and outdoor adventure programs (173 pts.), adult enrichment and fitness classes (128 pts.), and special events (128 pts.) as the top three favored programs.



**QUESTION 4: LIST THE TOP 3 PREFERRED MEANS OF COMMUNICATION FROM THE PARKS AND RECREATION DEPARTMENT.**

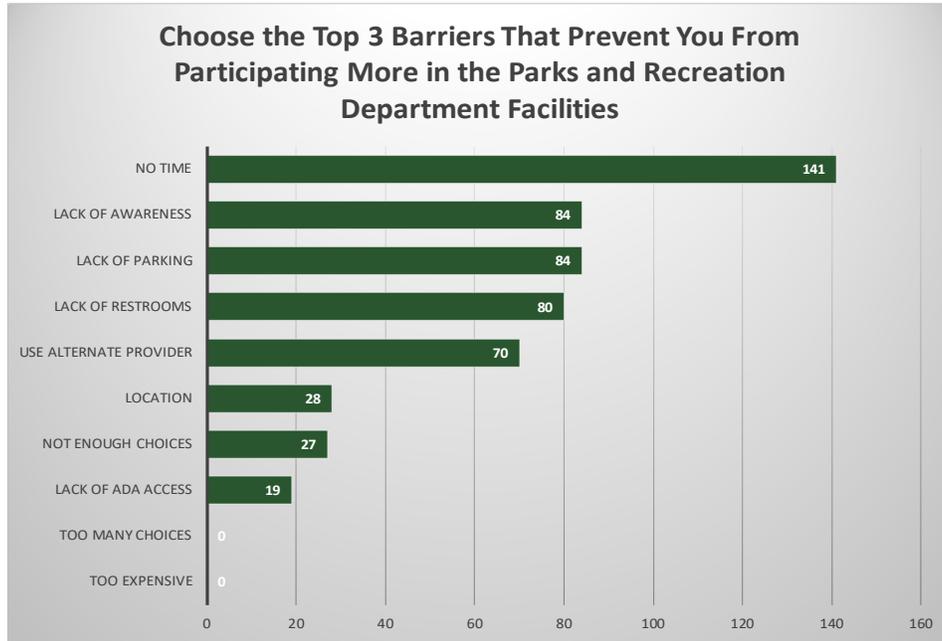
Falls Park website (172 pts.) and social media (155 pts.) are the top two preferred communication methods. Communications through the Town of Pendleton website (105 pts.), email (95 pts.) and Town of Pendleton newsletter (72 pts.) are still considered a strong communication tool with the live polling participants.





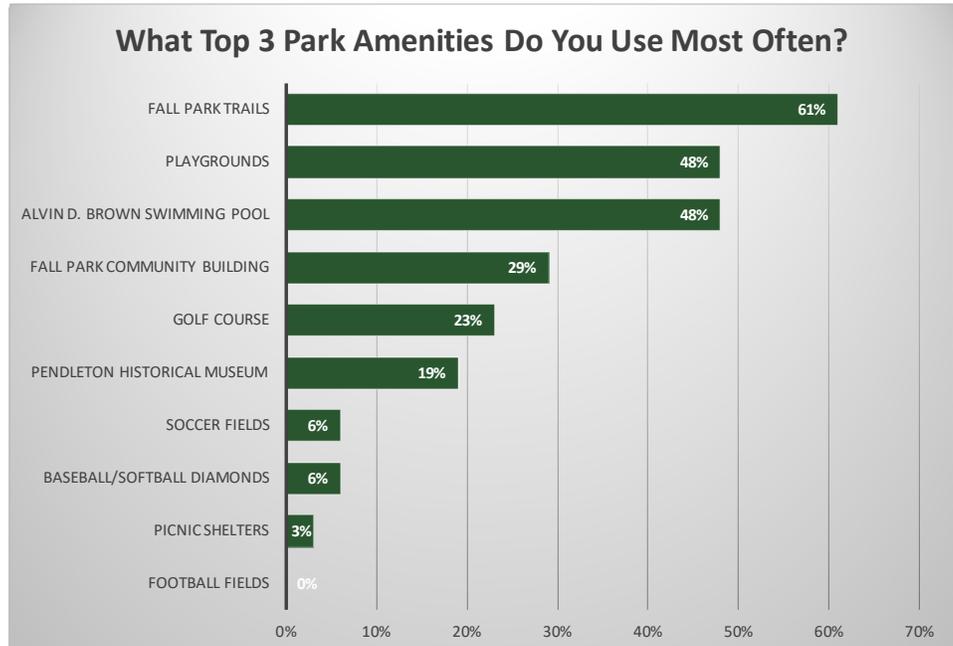
**QUESTION 5: CHOOSE YOUR TOP 3 BARRIERS THAT PREVENT YOU FROM PARTICIPATING MORE IN THE PARKS AND RECREATION DEPARTMENT FACILITIES.**

No time (141 pts.) was the number one response of barriers preventing participants from using the Departments facilities. Lack of awareness (84 pts.), lack of parking (84 pts.) and lack of restrooms (80 pts.) were also marked high as barriers to park facilities.



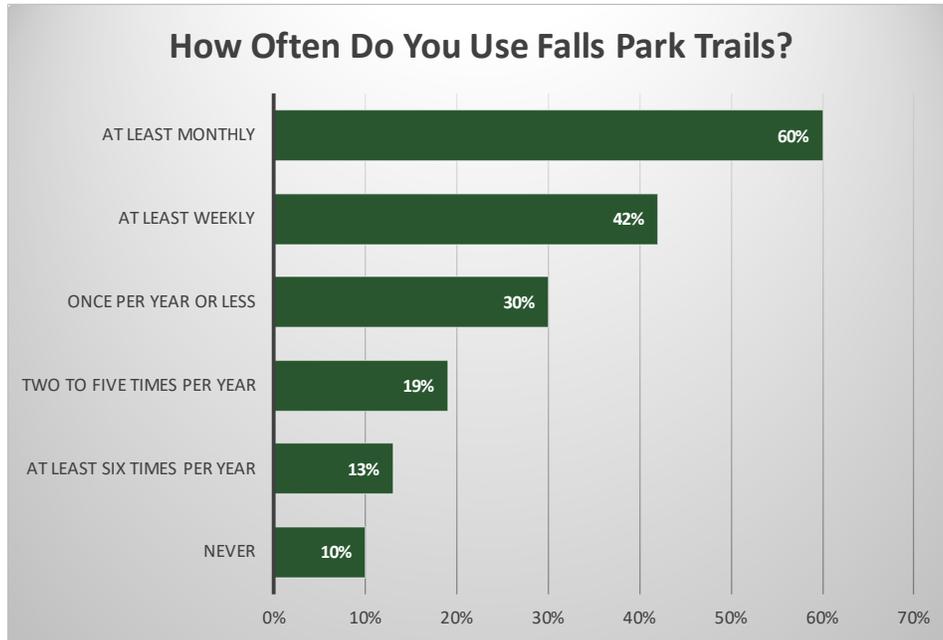
**QUESTION 6: CHOOSE THE TOP 3 PARK AMENITIES USED MOST OFTEN.**

The responses identified Fall Park trails (61%), Alvin D. Brown Memorial Pool (48%) and playgrounds (48%) as their top three most used facilities. Around 20% of the responses also use the golf course, Falls Park Community Building, and the Pendleton Historical Museum.



**QUESTION 7: HOW OFTEN DO YOU USE FALLS PARK TRAILS?**

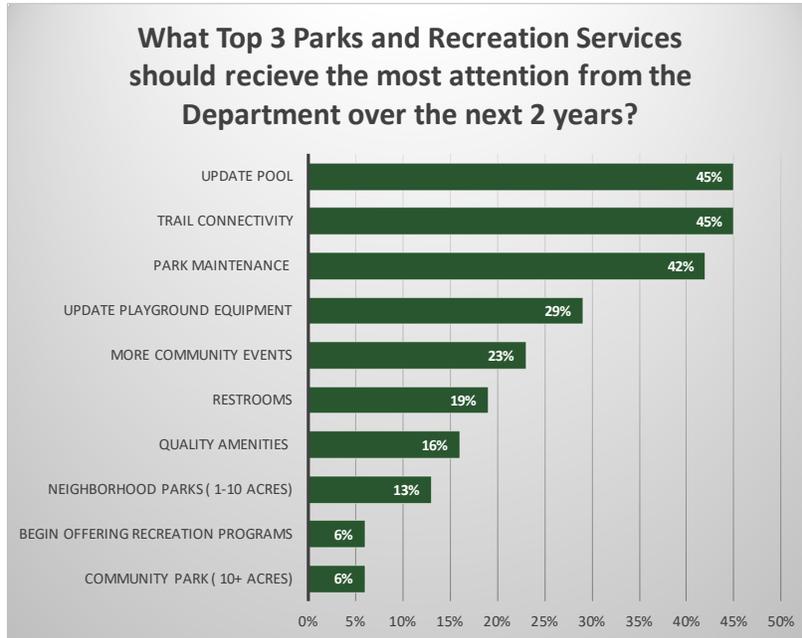
Falls Park trails was the number one use from the response in question six. 60% of the respondents use the trails at least monthly, 42% use it at least once a week, and 30% once a year.





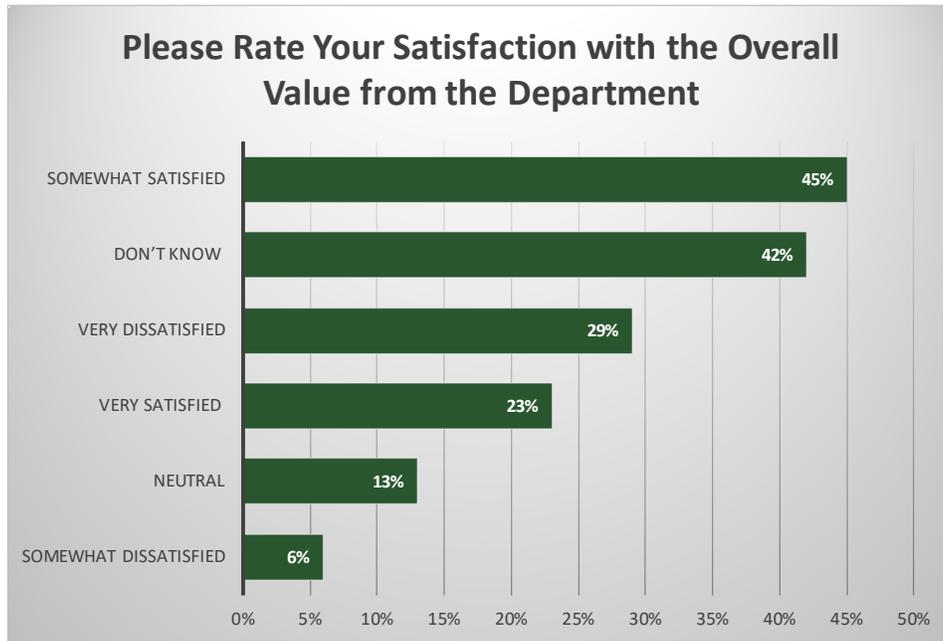
**QUESTION 8: WHAT TOP 3 PARKS AND RECREATION SERVICES SHOULD RECEIVE THE MOST ATTENTION FROM THE DEPARTMENT OVER THE NEXT 2 YEARS?**

Respondents believe updating the pool (45%) and increasing trail connectivity (45%) should be considered top priorities for the Department in the next two years. They also believe park maintenance (42%) needs to receive the most attention. Participants also believe the Department should focus on updating playground equipment (29%), increasing community events (23%) and improving or increasing restrooms (19%) in the parks should be considered.



**QUESTION 9: PLEASE RATE YOUR SATISFACTION WITH THE OVERALL VALUE FROM THE DEPARTMENT.**

Participants in the live polling exercise are split on satisfaction with Pendleton/Fall Creek Township Parks and Recreation Department. A total of 67% are somewhat to very satisfied. Which demonstrates the recognized value of the system. This also provides an opportunity to improve standards in a sustainable manner to gauge improvement over time.



### COMMUNICATION BOARD EXERCISES

Residents had the opportunity to participate in four stations within the Community Building where the planning team had communication boards. Two communication boards had various pictures, one of programs and one with facilities, that participants could use stickers to identify which ones they would like to see in the system. A large map was available for participants to draw future parks, trails and parkland. The last board was set up as a question and answer station to identify what “one thing” residents would change to the system.

#### 3.2.2 FACILITY COMMUNICATION BOARD

Residents had the opportunity to suggest which facilities they would like to see as part of the Master Plan. Each participant had five stickers to place on their selections. There were 28 options for residents to select. There were six selections that stood out.

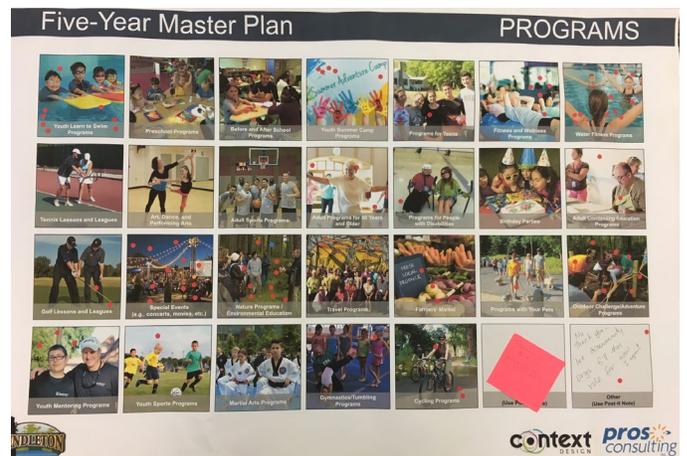
- Splashpad (14)
- Outdoor Swimming Pool/Water Park (13)
- Indoor Swimming Pool/Leisure Pool (10)
- Greenspace and Natural Area (9)
- Walking and Biking Trails (8)
- Nature Center (7)



#### 3.2.3 PROGRAMS COMMUNITY BOARD

The community also had the opportunity to select potential programs they would like to see if the Pendleton/Fall Creek Township Parks and Recreation Department were to offer programming. Four areas were favored by participants.

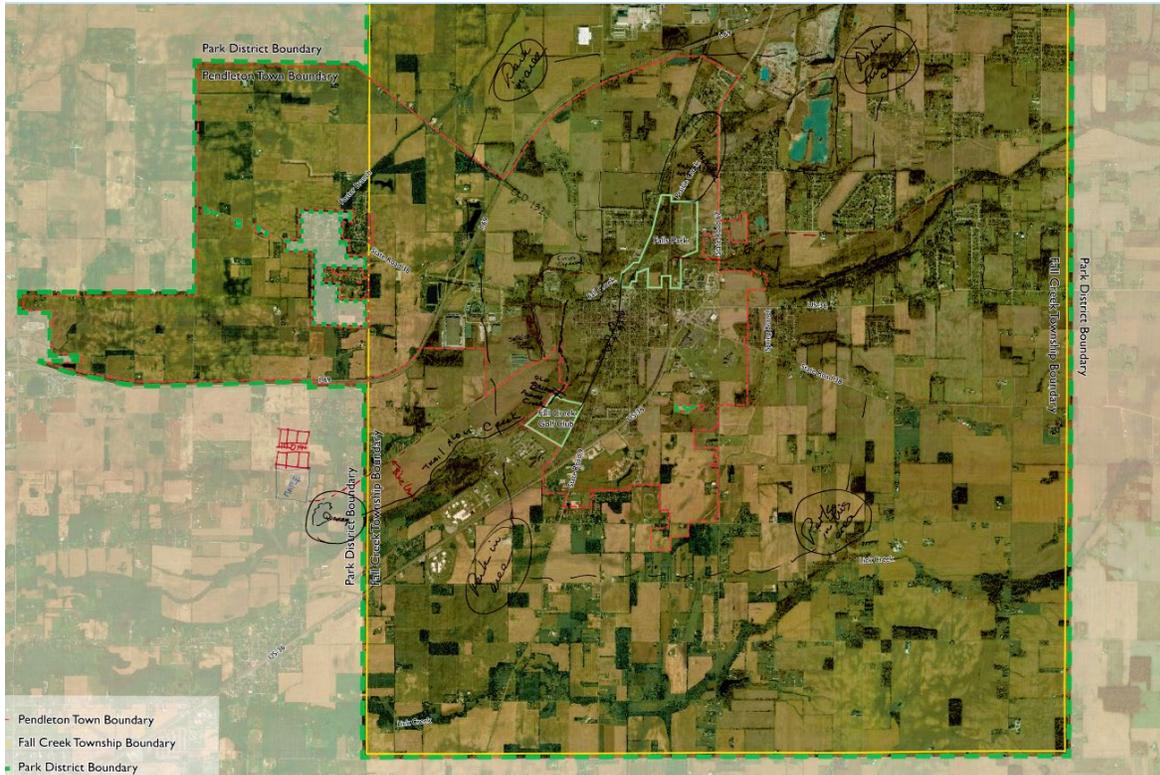
- Special Events (11)
- Nature Programs (10)
- Water Fitness Programs (10)
- Youth Learn to Swim Lessons (8)



As for a special note, four individuals supported a written in comment, “No Thank You, let community organizations continue to fill this role for now.”

### 3.2.4 MAP COMMUNITY BOARD

The participants walked through many options on the map. One resident proposed a series of satellite parks in the township that were connected by a trail system that fed back into Falls Park. Other residents highlighted that a trail connection was needed between the golf course and Falls Park. The Indiana Department of Transportation (INDOT) wetland mitigation property on the north side of Falls Park was identified as a property to be acquired, as well as the old State quarry property at the corner of County Road 650 West and Fall Creek Drive in Green Township. Residents also highlighted that the Irving Materials site in the northeast side of the service area be considered for acquisition for a future park site.



### 3.3 SECOND PUBLIC MEETING

The second public forum was held on Tuesday, November 12<sup>th</sup>, 2019 at 4:30pm with Steering Committee and 6:30pm with the public. The meetings were held within the Pendleton/Fall Creek Township Park Office. The consulting team updated the Steering Committee and community attendees on findings and progress in the process of the Parks and Recreation Master Plan, what they heard through the community engagement process, and what they found out through the community online survey. Approximately 19 community members and 10 Steering Committee members attended the meetings.

### 3.4 COMMUNITY INPUT CONCLUSION

The community input opportunities place a highlight on the Department’s strength in beauty, location, safety, and history. The community wants to see trails increase, year-round recreation opportunities with recreation center, a plan for the aquatic center, alternative revenue sources, and increased program opportunities.

The insight gathered from the community input is essential to the planning process. This part of the process helps the consulting team gain an understanding of community values. These values (strengths, opportunities, and priority) form into emerging themes across focus group and interviews. These emerging themes are part of the foundation used to form questions for the online survey.

When analyzing current facilities offered by the Department, hiking trails (natural surface) Historical facilities, outdoor basketball courts, and paved walking/biking trails are within the top priorities that already exist. For facilities not offered by the Department, boating/canoeing/kayaking facilities, mountain bike trails (natural surfaces), indoor volleyball and basketball courts, indoor swimming pool, community recreation center, and outdoor spray park are among the top priority facilities. Focusing on the top priorities that currently do not exist would provide the greatest benefit for the largest number of residents within the service area.

The community already participates and appreciates programs offered by the Department: adult softball, aquatics, and golf. The programs that were the most important to households were adult fitness and wellness programs, special events, water fitness, nature programs, farmers market, youth sports programs and outdoor adventure. Focusing on these identified top priorities as the Department works with outside organizations and when deciding to expand internal offerings would give the ability to serve the largest number of households that have a need for the programming.

The survey results in combination with the all other forms of community input, form the vision, direction, and recommendations in the Plan.

### 3.5 ONLINE SURVEY

As part of the community input process, the consulting team conducted an on-line survey (powered by SurveyMonkey) for a better understanding of the characteristics, preferences, and satisfaction levels of Pendleton/Fall Creek Township residents in relation to facilities, amenities and recreation programs/services. The survey was available from September 28 through November 8 and received a total of 335 responses. The survey link was distributed by the Town and Department through social media, email and news outlets. Survey results were tabulated and data that was pertinent to the future direction and in supporting the recommendations can be found in the next section. The entire survey results can be found in **Appendix D**.



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#### 3.5.1 USE AND CONDITION OF PARKS AND FACILITIES

Ninety-two percent (92%) of respondents indicated they visited the Falls during the past 12 months. Other areas of Falls Parks and facilities used include: Lighthouse Pond (80%), playground equipment (65%), and Natural trails in the North 40 (55%). The park amenity used the least was Disc Golf (8%).

Most respondents who visited parks, amenities and facilities in Pendleton/Fall Creek Township indicated the overall condition of park facilities were “excellent” or “good” (82%). The top three benefits to the survey participants that use the park with the selection of “Strongly Agree” or “Agree” were provide places for people to enjoy the outdoors (99.7%), makes Pendleton & Fall Creek Township a more desirable place to live (99.1%) and preserve open space and natural areas (97.0%).

**Level of maintenance:** (83%) of the respondents are satisfied with the maintenance of the park properties. The last question of the survey identified a few areas of improvement for the Department including trails maintenance, updating playground equipment and increasing safety mulch.

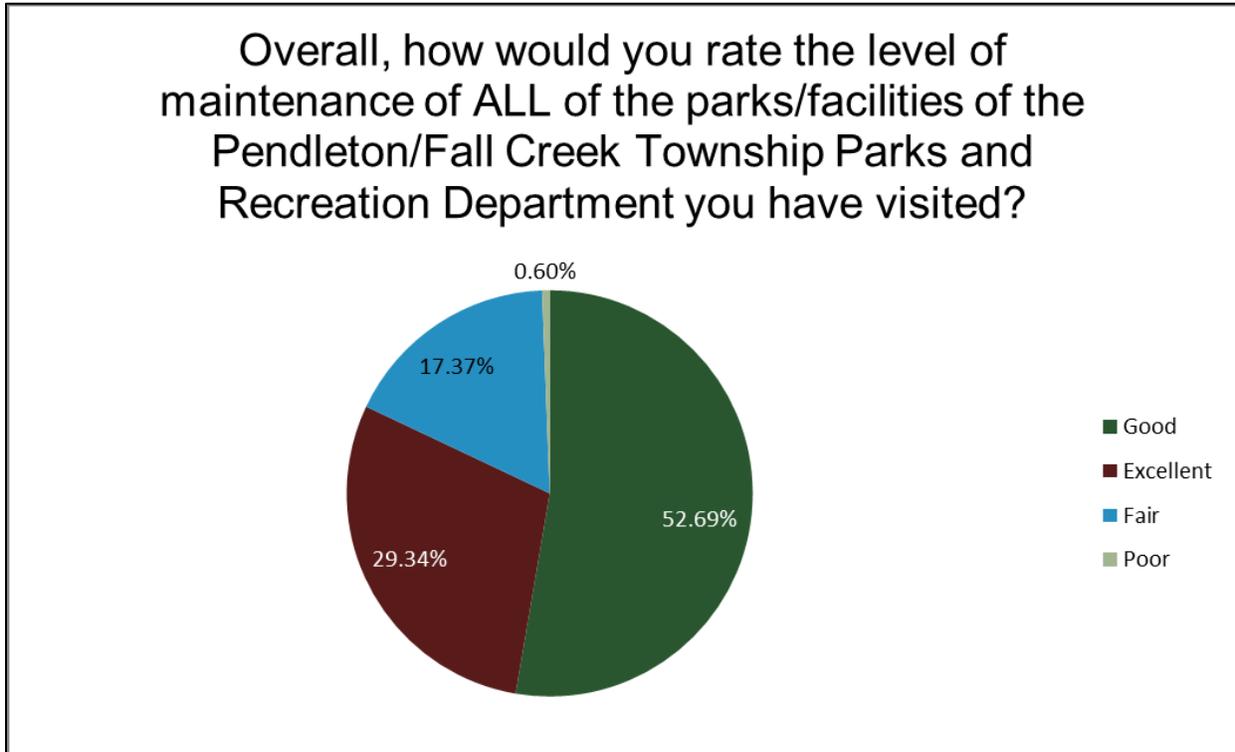


Figure 35: Maintenance Level of all Parks and Facilities



### 3.5.2 FACILITY NEEDS AND PRIORITIES

**Facility Needs:** Respondents were asked to identify if their household had a need for 27 parks facility and amenities and rate how well their needs for each were currently being met. The surveyed participants identified their highest unmet need.

The top four unmet need for facilities and amenities with the highest percentage of households that indicated a need for the facility were: Paved walking/biking trails (85%), large community parks (10+ acres) (83%), picnic facilities (83%), and natural areas/wildlife habitats (79%).

Facility/Amenity	Is there Need? Yes
Paved walking/biking trails	85%
Large community parks ( 10 + acres)	83%
Picnic facilities	83%
Natural areas/wildlife habitats	79%
Playgrounds	77%
Community recreation center	74%
Mountain bike and hiking trails (natural surfaces)	72%
Boating/canoeing/kayaking facilities	70%
Indoor walking and running tracks	65%
Outdoor spray park	62%
Outdoor amphitheater	61%
Historical facilities	61%
Indoor swimming pool	60%
Small neighborhood parks (1-10 acres)	59%
Botanical gardens/arboretum	54%
Dog park	47%
Camping facilities	40%
Indoor volleyball and basketball courts	36%
Senior center	35%
Outdoor basketball courts	35%
Baseball and softball fields	35%
Golf Course	32%
Soccer/Football/Lacrosse field	30%
Pickleball Courts	28%
Outdoor tennis courts	27%
Skateboard park	15%
Artificial turf fields	12%
<b>Total Responses:</b>	<b>332</b>

Figure 36: Facility Needs

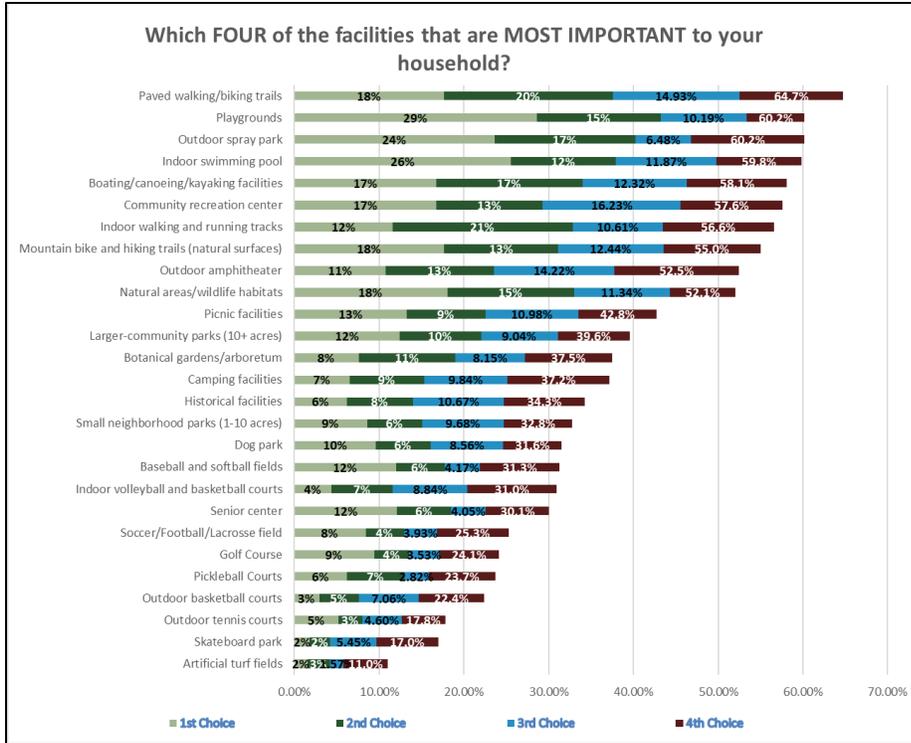


Figure 37: Facility Importance

**Facility Importance:** In addition to assessing the needs for each facility, the survey also assessed the importance that residents placed on each facility. Based on the sum of respondents' top four choices, the most important facilities to residents were: paved walking and biking trails (64.7%), playgrounds (60.2%), outdoor spray park (60.2%) and indoor swimming pool (59.8%). The percentage of residents who selected each facility as one of their top four choices is shown in the table below.

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

Based on the Priority Investment Rating (PIR), the table shows nine facilities were rated as high priorities for investment

When looking at the low PIR it is either the facility/amenity already exists and satisfying the need or there is not as much interest in the specific facility/amenity.

Facility/Amenity Priority Rankings	Overall Ranking
Boating/canoeing/kayaking facilities	1
Mountain bike and hiking trails (natural surfaces)	2
Historical facilities	3
Indoor volleyball and basketball courts	4
Outdoor basketball courts	5
Indoor swimming pool	6
Community recreation center	7
Paved walking/biking trails	8
Outdoor spray park	9
Camping facilities	10
Botanical gardens/arboretum	11
Outdoor amphitheater	12
Playgrounds	13
Natural areas/wildlife habitats	14
Large community parks	15
Senior center	16
Indoor walking and running tracks	17
Soccer/Football/Lacrosse field	18
Picnic facilities	19
Pickleball Courts	20
Dog park	21
Small neighborhood parks (1-10 acres)	22
Skateboard park	23
Baseball and softball fields	24
Golf Course	25
Outdoor tennis courts	26
Artificial turf fields	27

Figure 38: Facility Priority



### 3.5.3 PROGRAMMING NEEDS AND PRIORITIES

**Programming Needs:** Respondents were also asked to identify if their household had a need for various programs and rate how well their needs for each program were currently being met.

The four programs with the highest percentage of households that had needs were: farmers market (87%), adult fitness and wellness programs (68%), special events (58%), and outdoor adventure programs (50%).

**Program Importance (Bottom chart):** Based on the sum of respondents' top four choices, the most important programs to residents were: farmers market (82.4%), adult fitness and wellness programs (73.8%), special events (64.7%) and outdoor adventure (62%).

Programs	Is there Need? Yes
Farmers Market	87%
Adult fitness and wellness programs	68%
Special events	58%
Outdoor adventure programs	50%
Water fitness programs	45%
Nature programs	45%
Youth learn-to-swim programs	40%
Youth sports programs	40%
Youth summer camp programs	39%
Youth fitness and wellness	37%
Teen Programs	31%
Youth art, dance, performing arts	29%
After school programs	27%
Adult art, dance, performing arts	27%
Opportunities for individuals with disabilities	27%
Young adult programs	26%
Pre-School programs	22%
Senior fitness and wellness programs (60+)	21%
Senior day trips (60+)	19%
Adult day tips	17%
Bird watching	16%
Senior sports (60+)	13%
Before school programs	12%
Responses	324

Figure 39: Program Needs

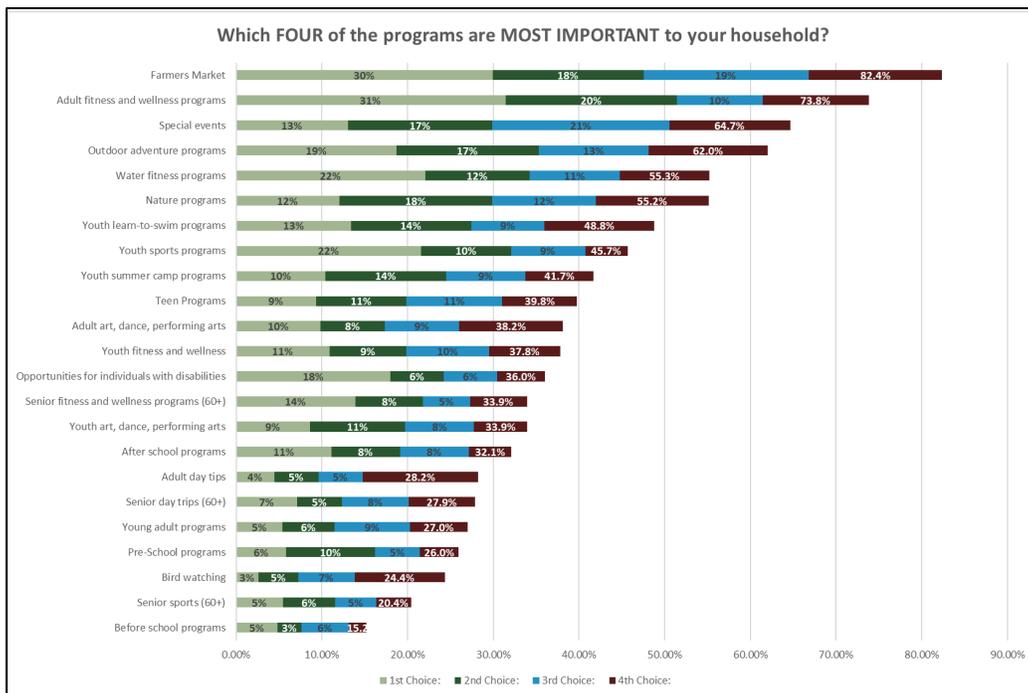


Figure 40: Program Importance

**Priorities for Programming Investments:** It is important to know that the Department currently offers limited programming centered around facilities including the sports complex for softball, aquatics, and the golf course with lessons and leagues. Based on the priority investment rating (PIR), which was described briefly above, the following seven programs were rated as “high priorities” for investment:

- Adult fitness and wellness programs
- Special events
- Water fitness programs
- Nature programs
- Farmers Market
- Youth sports programs
- Outdoor adventure programs

Program Priority Rankings	Overall Ranking
Adult fitness and wellness programs	1
Special events	2
Water fitness programs	3
Nature programs	4
Farmers Market	5
Youth sports programs	6
Outdoor adventure programs	7
Youth summer camp programs	8
Teen Programs	9
Opportunities for individuals with disabilities	10
Youth fitness and wellness	11
Adult art, dance, performing arts	12
Senior fitness and wellness programs (60+)	13
Youth art, dance, performing arts	14
After school programs	15
Youth learn-to-swim programs	16
Pre-School programs	17
Young adult programs	18
Senior day trips (60+)	19
Adult day tips	20
Bird watching	21
Before school programs	22
Senior sports (60+)	23

Figure 41: Program Priority

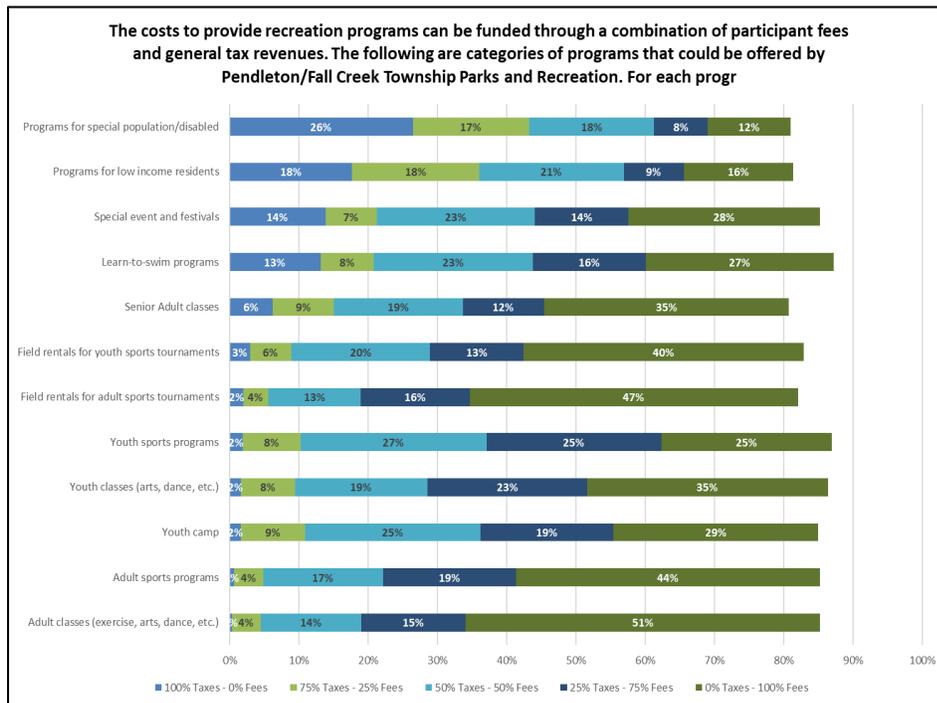


Figure 42: Taxes Versus User Fees

**Taxes vs. User Fees:**

The responses have placed programs for special population/disability, programs for low income residents, and special events as their highest rated to be supported by taxes. With the addition of senior adult classes and learn-to-swim lessons, which helps paint the picture of the importance of social equity in the community.



### 3.5.4 ACTION SUPPORT

**Major Action Support:** Development of a new community recreation center has the strongest “Very Supportive” selection. However, combining “Very Supportive” and “Somewhat Supportive,” connecting recreation, retail, and public spaces via trails came in first with conducting bank restoration along falls creek as a second most supported major action.

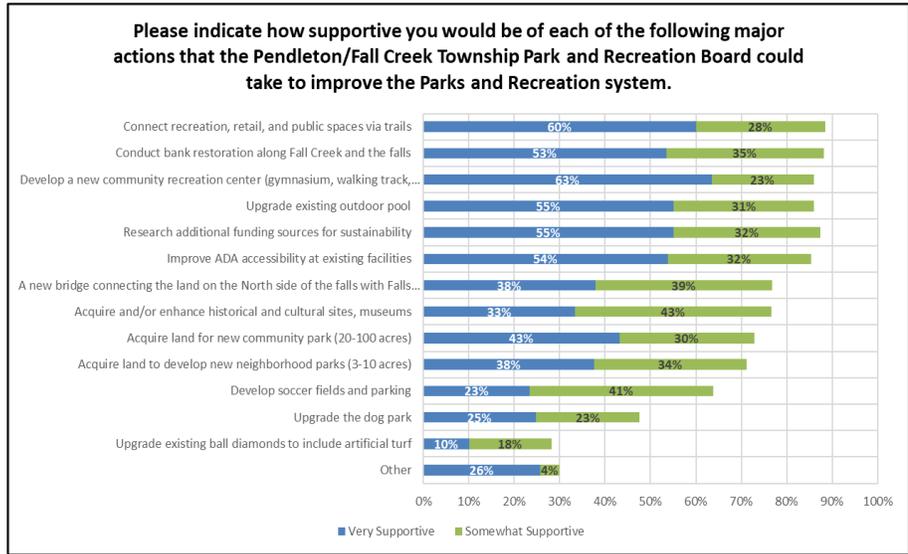


Figure 43: Support for Major Actions

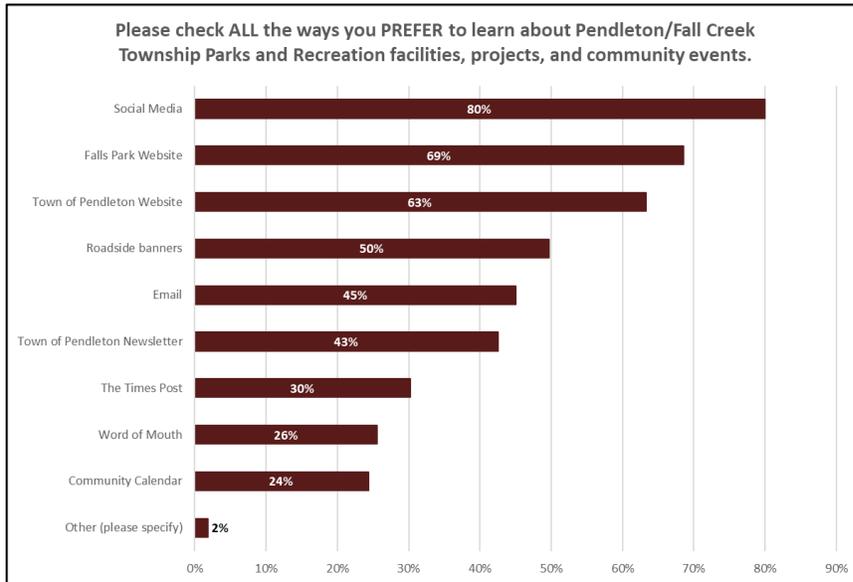


Figure 44: Preferred Communication

### Preferred Communication:

The majority of the respondents are currently relying on digital marketing to get updates including social media, Falls Park website, and the Town website. However, (50%) still use the roadside banners for updates.

**Charging Non-Resident Fees:** Sixty-three percent (63%) of the respondents strongly or somewhat agree that a charging a slightly higher fee for non-residents should be introduced in the fee structure. This would essentially be for people outside of the Town of Pendleton and Fall Creek Township.

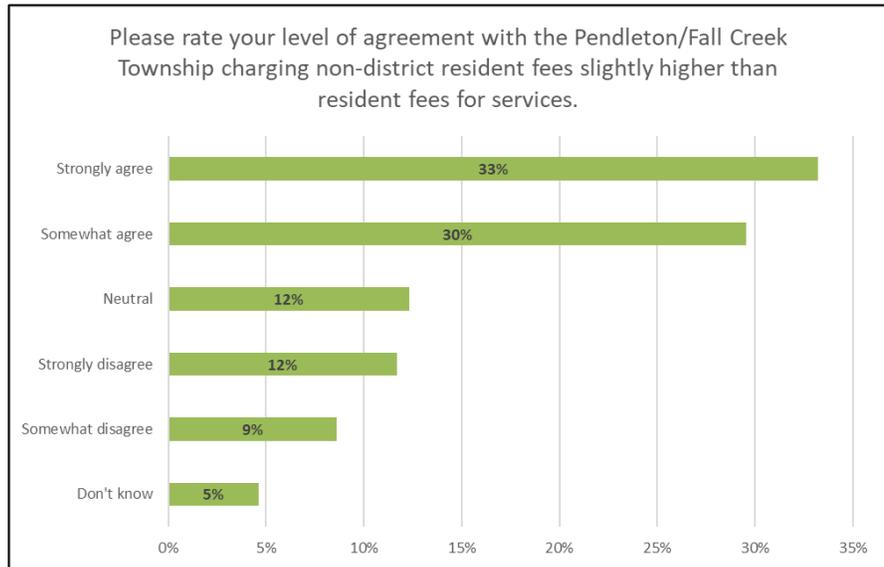


Figure 45: Resident and Non-Resident Fees

**MOST WILLING to Fund with your Tax Dollars:** The top four items respondents are most willing to support with tax dollars would be development of a new community center, develop additional trails for connectivity, upgrade existing outdoor, bank restoration along the falls.

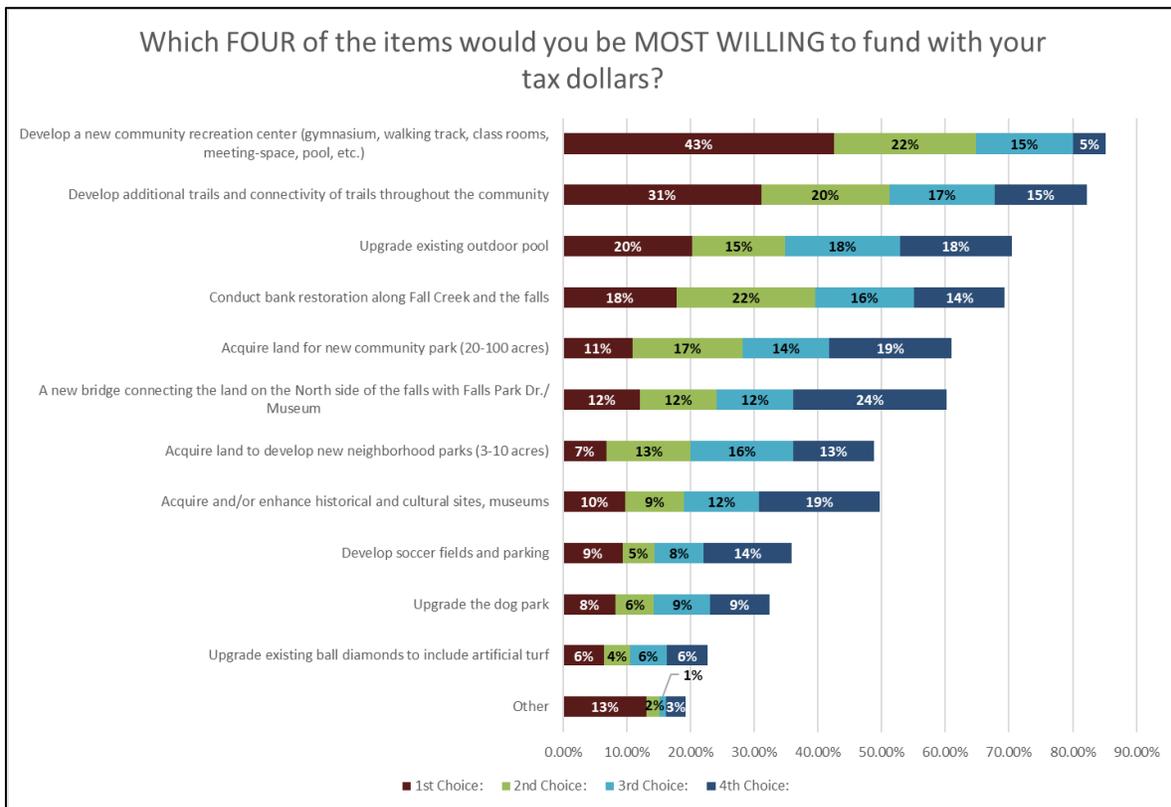


Figure 46: Most Willing to Fund with Tax Dollars



## CHAPTER FOUR – PARK, FACILITY AND PROGRAM ANALYSIS

### 4.1 SITE ASSESSMENTS

#### 4.1.1 FALLS PARK

Falls Park is a 184-acre property is located with its southern edge running along East Water Street just west of North Pendleton Avenue including the soccer fields (east of East Street) and Alvin D. Brown Memorial Pool east of the train tracks. The park property has both Prairie Creek and Falls Creek that travel through the property. Its amenities include:

- Sports complex (baseball/softball/football)
- Basketball court
- Soccer fields
- Playgrounds
- Dog park
- Outdoor pool
- Disc golf course
- Seven miles of paved and natural trails
- Seven rentable shelters
- Two ponds
- Four pedestrian bridges over the creeks
- The community building
- The Pendleton Historic Museum (home to several events/activities)

#### ASSESSMENT AND OBSERVATIONS

This assessment was primarily based on a site visit to observe features, conduct inventory/analysis on-site and the casual observation of residents using the features. The assessment team used their intimate knowledge of the system to evaluate park features and conditions:

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

#### BUILDINGS AND STRUCTURES

Overall, these facilities are aging structures that are structurally sound. The overall condition varies from structure to structure.

- Shelters have convenient features around them and can accommodate various gathering sizes. There are signs of deteriorating wood and new roofs are needed soon. The North 40 shelter could be replaced with a metal structure that compliments the old red barn.
- Bridges will need repair and replacement based on the current condition. Some deck boards and railings are sagging. The fall bridge is in need of replacement and is not accessible. The bridge over Fall Creek at the sports complex is in good condition and provides unique views.
- The buildings within Falls Park such as the Community Building, the Conservation Building, restrooms, should be renovated to include new furnishings and technology. The structures at the sports complex are mostly in good condition and being utilized for events and local participation. The old red barn is an opportunity to enhance use through renovation and ADA compliance. This could become a revenue stream from the investment.

#### PLAYGROUNDS

The 1950's era playground by the Falls and Conservation Building are nostalgic but non-compliant with safety standards.

- The tornado damage was severe in the Falls area and thus revisioning the space was necessary. Some creative reuse as non-play elements and new play elements have been added for the enjoyment of the community. The reimagined area has received great community support in redevelopment of the area. While still ongoing, the outcome will be an area that new memories will be made by families and friends.
- The Playground elements by the Conservation Building need to be replaced with compliant components. Relocating these elements to areas in the same location that do not flood will increase the enjoyment and wood mulch surfacing should be added for safety.

#### FURNISHINGS AND SIGNAGE

Site furnishings also need better placement in the long term. There are great opportunities to enhance the overall look, feel and flow of the park with site furnishings.

- Signage needs a wider variety and larger signs per a uniform standard to communicate a variety of messaging to all user groups. Sign standards will assist in easy recognition.
- Picnic tables are generally in good condition. Additional ADA accessible picnic tables need to be provided in nodes with walkways in key gathering locations of the park.
- Benches are spread throughout the park and there are additional opportunities for new placed along the creeks, duck pond, boardwalk, falls area, and trails at key focal points.
- Lighting is adequate in most areas of the park. Consider updating the lighting to LED for greater efficiency. Updating lighting in the park to the historic lamp posts from the entrance into the falls area.

#### PAVED AREAS

Pavement areas vary in condition and grade. There are several areas of the park receiving updates to parking, trails and pathways.

- Parking areas need minor asphalt repair, resealing and new parking striping. Drainage improvements could increase the life of pavements in several areas of the park. Walkways can be enhanced by grading to ADA standards in several areas. The Falls area has been receiving updates and improvements recently.
- Trails are in generally good condition with some cracking and shifting. Sealing these cracks will prolong the life of these pathways. The soccer fields have a newly paved walking track around them installed in 2019. The boardwalk at the duck pond has substantial cracking and is being improved.
- When replacing stairs within the park, use concrete, metal or composite materials to allow for longer lifecycle and less maintenance.

#### ATHLETICS AND GAMES

The Department has several athletic and games amenities within Falls Park including baseball and softball diamonds, outdoor basketball court, disc golf course, volleyball court and outdoor swimming pool.

- Sports fields are generally in good condition, with good drainage. Appears diamond 3 had a significant amount of water flow off the infield and into the dugouts. Also, electric outlet caps are missing on several of the fields near the seating areas. Needs increased shade options for users and spectators.
- Basketball Court is in fair condition, some cracking in the surface, but goals and nets are in good condition.



- Disc Golf Holes in poor condition, but flooding is a problem throughout the course. Signage not clear.
- Tennis Court Pad is in poor condition, no nets or fences present and cracks throughout the playing surface. Appears to have been abandoned.
- Volleyball Court is in poor condition, although poles were present, no nets were up and the court was completely overgrown with grass.
- Brown Memorial Pool is approaching its full life. In its current condition, many improvements will be needed to bring it back into tip-top shape. The decision needs to be made regarding to invest in the facility or to invest into a new facility.

#### VEGETATION AND OPEN SPACES

A large number of dead ash trees are present in and around the park trails. Many are in a dangerous condition and are marked for removal. Very nice large sycamore and ginkgo trees were present near the falls and entrance to the park. Several large mature trees were severely damaged by the tornado. Tree planting efforts should begin to plant the next generations shade trees and canopy.

A large number of invasive plants are present along the trails. Understory vegetation is largely overgrown invasive honeysuckle. Removal would provide better access both physically and visually to the park natural topography and enhance features. Vegetation needs to be thinned and cut back around existing structures and along the trails along eastern edge of duck pond to create better access both physically and visually to the park features.

#### ACCESSIBILITY

The following notes and assessment for accessibility and universal design considerations were created based on a field observation visit. During the visit, there were several park users enjoying the spaces that were not damaged by the tornado and the areas that were damaged had contractors and volunteers removing debris and making repairs.

Overall improvements to be ADA compliant:

- Some pathway grades appear to be too steep
- Provide accessible paths to key focal points
- Provide accessible paths to all site furnishings and shelters
- Replace existing furnishings with ADA compliant furnishings
  - Benches, dog waste stations, picnic tables and areas, etc.
- Update signage to accommodate multiple languages including braille
- Accessible paths to playground and playground surfacing
- Better access from the parking area to the falls area along the river overlook
- Accessible path from football fields to bathrooms

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#### 4.1.2 FALL CREEK GOLF CLUB

Fall Creek Golf Club, formerly the Idlewood Country Club, is an 18-Hole golf course which features mature trees, rolling hills, small greens and generous fairways. Since being purchased, there have been improvements to the clubhouse including the contract for Sahm's Smokehouse Grill to provide all food and beverages.

#### BUILDINGS AND STRUCTURES

Generally, the public and customer used buildings and structures are in good condition. The ramp to the clubhouse and restaurant appears to need updated to meet ADA standards. The maintenance building

and the pumphouse are aging and need gutters along with the pumphouse being open and exposed to the elements.

#### PLAYGROUND

There is not a playground at this location.

#### FURNISHINGS AND SIGNAGE

- Tables are generally in good condition. Not in use as part of the game of golf.
- Benches are generally in good condition, although some have peeling paint.
- Lighting is limited at present and existing lighting should be enhanced and converted to LED lights if functionally possible.

#### PAVED AREAS

Generally, the parking lot is in fair condition. Cracking is present and needs to be re-striped. It appears the facility may need more parking. The course does not have a full path and areas where it exists are also in fair condition.

#### ATHLETICS AND GAMES

Signification topography that provides interest and challenge. Consider implementing more native grass areas to limit mowing.

#### VEGETATION AND OPEN SPACES

The golf course is mostly open with tree lines between fairways. The wooded area along the creek and north of the clubhouse have dead and damaged trees that may become an issue.

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#### 4.1.3 INVENTORY MAPS

As part of the assessment, and to be used with the Level of Service in **Section 4.3**, inventory maps were created for assets within the park system. Each map has a legend that identifies the asset or amenities within the property. For Falls Park, there are several maps specific to the following areas:

- Falls Park - Entrance (Falls Area & Playground)
- Falls Park - North 40
- Falls Park - East (Event & Soccer Area)
- Falls Park - Sports Complex
- Falls Park - Conservation Building and Pool
- Falls Park - Fitness & Soccer Fields

## FALLS PARK ENTRANCE (FALLS AREA & PLAYGROUND)

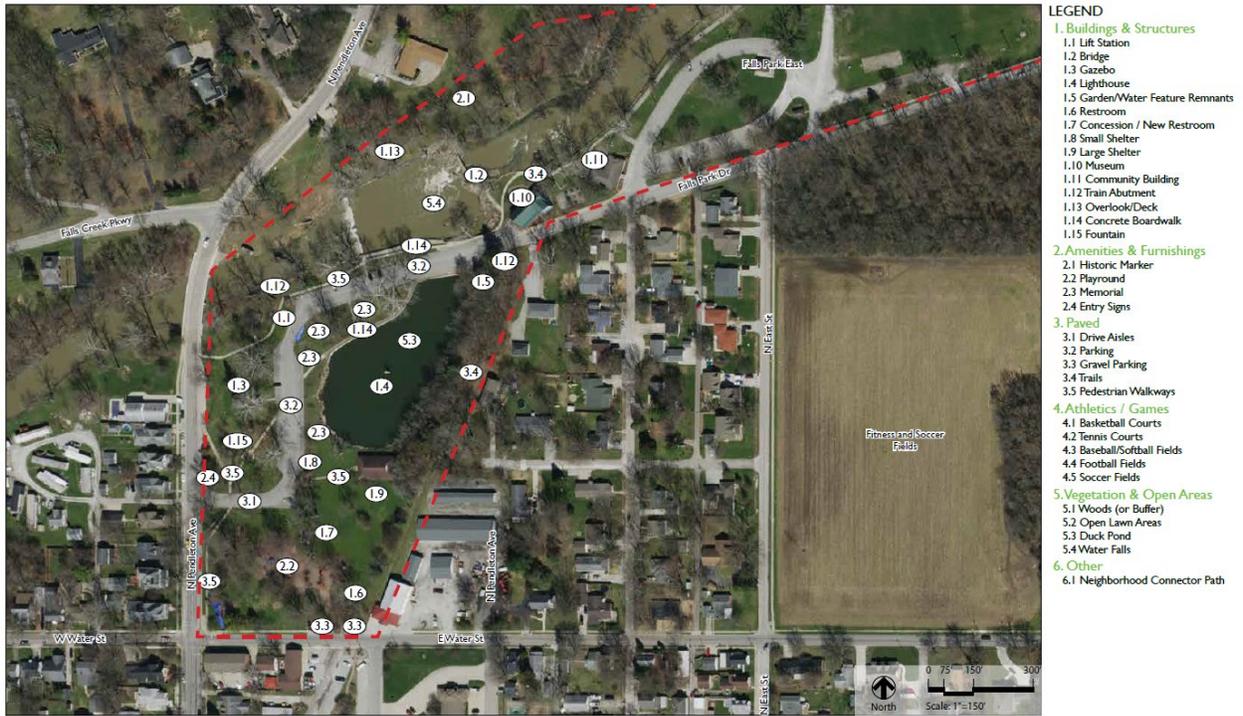


Figure 47: Falls Park Entrance Site Map

## FALLS PARK - EVENT & SOCCER AREA



Figure 48: Falls Park Event & Soccer Area Site Map

FALLS PARK - NORTH 40

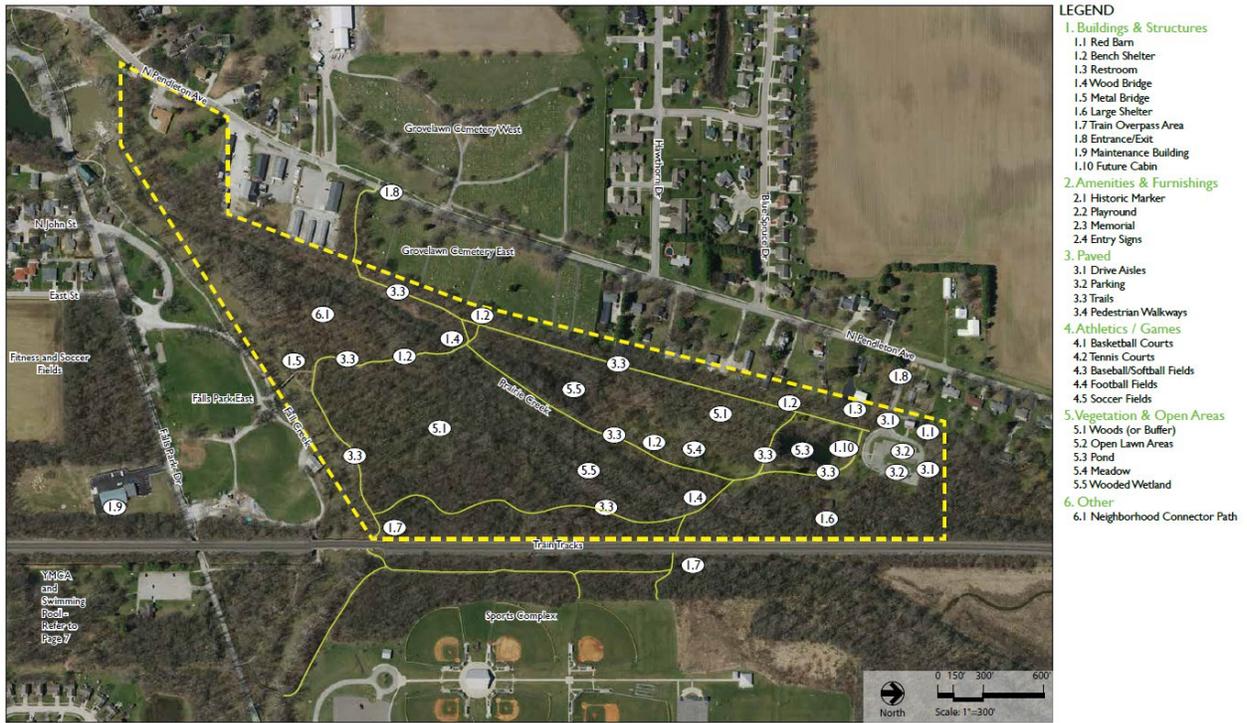


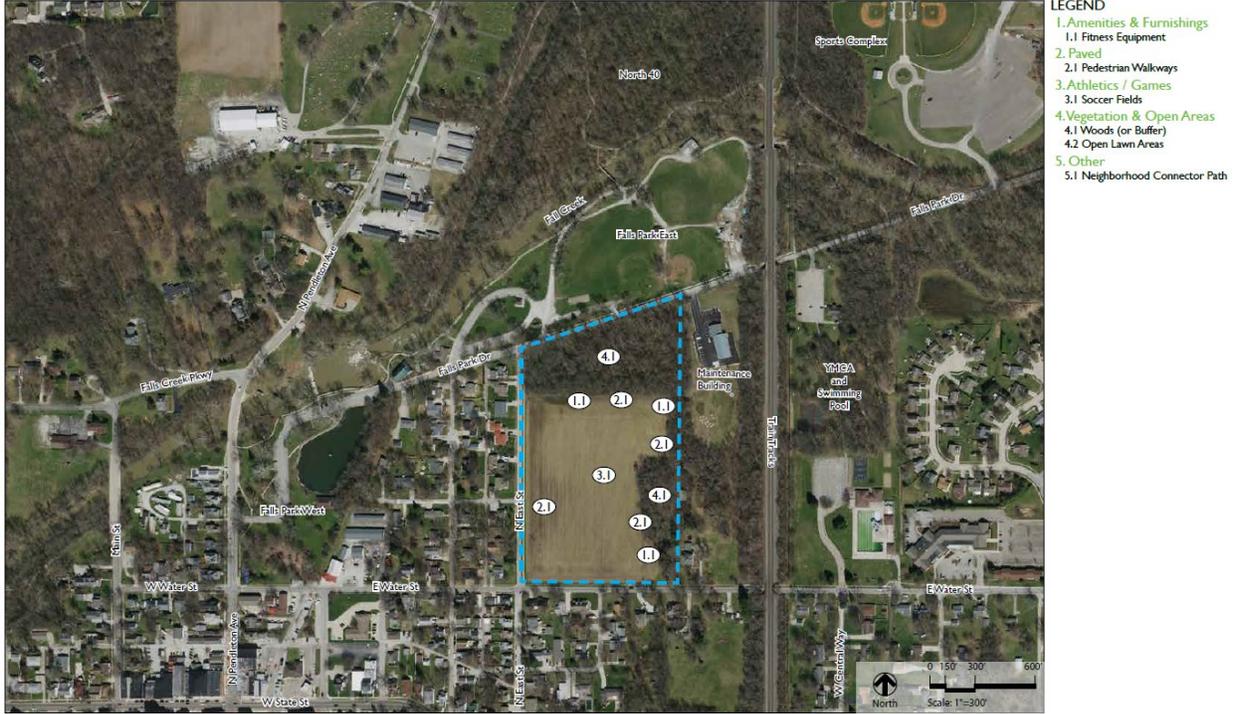
Figure 49: Falls Park North 40 Site Map

FALLS PARK - SPORTS COMPLEX



Figure 50: Falls Park Sports Complex Site Map

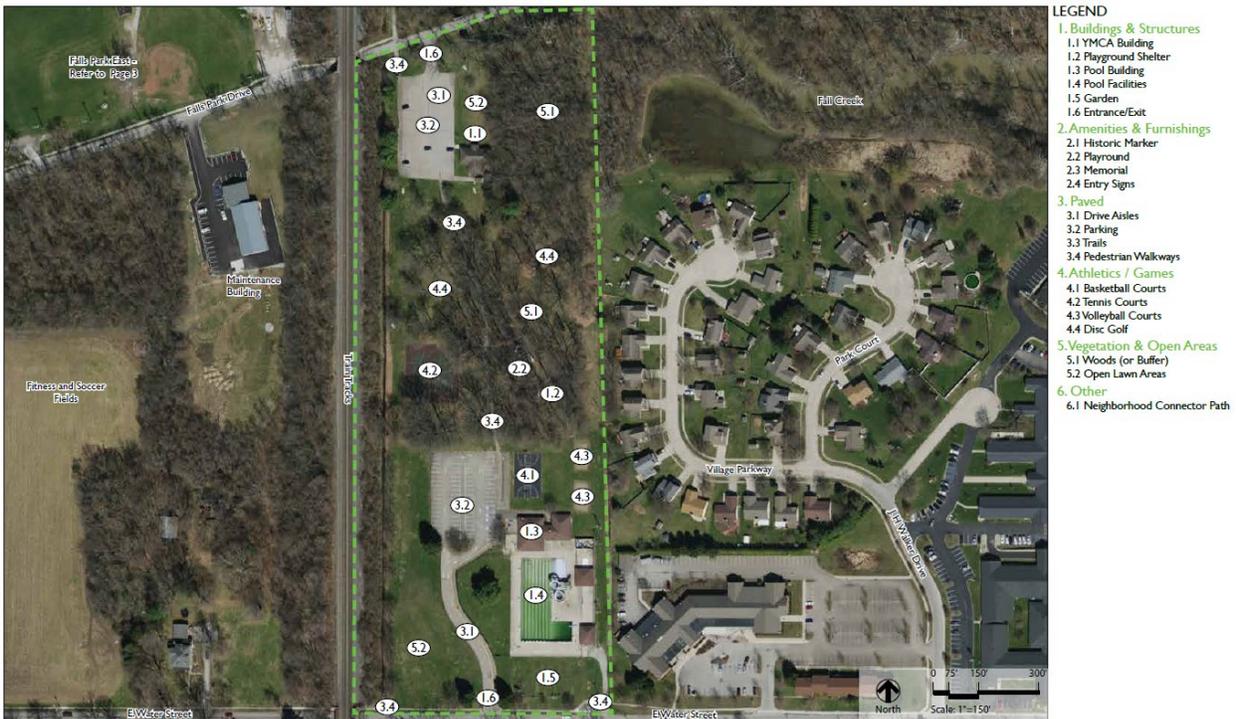
## FALLS PARK - FITNESS AND SOCCER AREA



- LEGEND**
- 1. Amenities & Furnishings
    - 1.1 Fitness Equipment
  - 2. Paved
    - 2.1 Pedestrian Walkways
  - 3. Athletics / Games
    - 3.1 Soccer Fields
  - 4. Vegetation & Open Areas
    - 4.1 Woods (or Buffer)
    - 4.2 Open Lawn Areas
  - 5. Other
    - 5.1 Neighborhood Connector Path

Figure 51: Falls Park Fitness and Soccer Area Site Map

## FALLS PARK CONSERVATION BUILDING AND POOL



- LEGEND**
- 1. Buildings & Structures
    - 1.1 YMAA Building
    - 1.2 Playground Shelter
    - 1.3 Pool Building
    - 1.4 Pool Facilities
    - 1.5 Garden
    - 1.6 Entrance/Exit
  - 2. Amenities & Furnishings
    - 2.1 Historic Marker
    - 2.2 Playground Marker
    - 2.3 Memorial
    - 2.4 Entry Signs
  - 3. Paved
    - 3.1 Drive Aisles
    - 3.2 Parking
    - 3.3 Trails
    - 3.4 Pedestrian Walkways
  - 4. Athletics / Games
    - 4.1 Basketball Courts
    - 4.2 Tennis Courts
    - 4.3 Volleyball Courts
    - 4.4 Disc Golf
  - 5. Vegetation & Open Areas
    - 5.1 Woods (or Buffer)
    - 5.2 Open Lawn Areas
  - 6. Other
    - 6.1 Neighborhood Connector Path

Figure 52: Falls Park Conservation Building and Pool Site Map

FALL CREEK GOLF CLUB

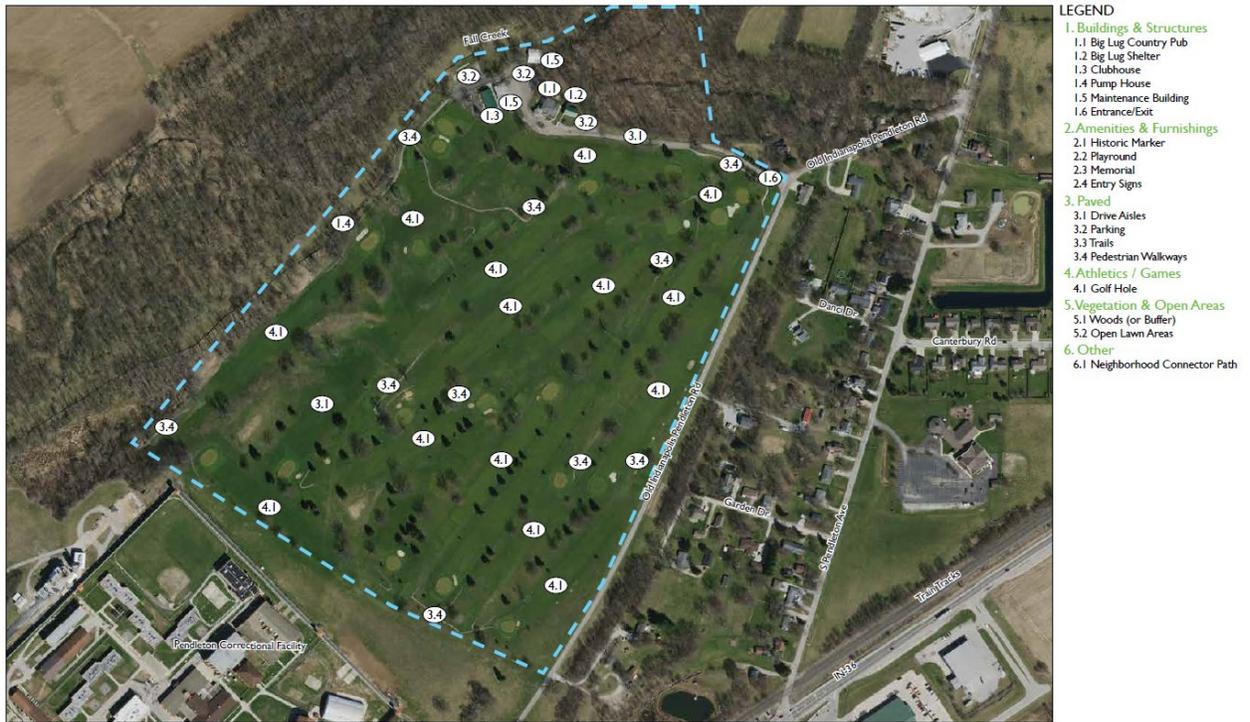


Figure 53: Fall Creek Golf Club Site Map



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## 4.2 RECREATION PROGRAM ASSESSMENT

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### 4.2.1 EVALUATING THE CURRENT SYSTEM: PROGRAMS

The consulting team reviewed best practices, potential challenges and opportunities of three programing management options; enhancing organization partnerships for programs, advancing partnerships & supplementing with park programs, and development of a program division.

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### 4.2.2 FRAMEWORK

The Board is looking to the future for the Department and seeking options to develop more recreation programs and services. Currently, the Department has a few partnerships to manage specific programs. Young Men’s Christian Association (YMCA), South Madison Community Schools operate baseball and softball, Pendleton Youth Soccer Association, Pendleton Jr Baseball, and Pendleton Rugby all use park facilities to run programs for the community. The Department also operates programs in house such as aquatics, golf, and adult softball.

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### 4.2.3 LOCAL TRENDS & SERVICE AREA NEEDS

Currently, the Department is mostly a facility provider for similar providers and civic groups to run programming and host special events. As a small Department, the recreation program provision has been developed to improve quality of life, economic development, health promotion, community, and relationships. An in-depth local at local demographics and trends can be found near the beginning of this Plan, the following are the high and medium priorities identified by survey responses. The highest-ranking programs include:

- Adult fitness and wellness
- Special events
- Water fitness
- Nature
- Farmers Market
- Youth sports
- Outdoor adventure

The middle priority from the Community Input Survey includes:

- Youth summer camp
- Teen
- Opportunities for individuals with disabilities
- Youth fitness and wellness
- Adult art, dance, performing arts
- Senior fitness and wellness (60+)
- Youth art, dance, performing arts
- After school

#### 4.2.4 PROGRAM ASSESSMENT RECOMMENDATION SUMMARY

The consulting team believes there are three potential directions the Department could go when addressing programs for the community. These potential options could be considered steps for a long-term plan to build a Program Division.

The first step should be updating and creating policy for partnerships processes, volunteers' guidelines and requirements, and community event permits. These updates have the ability to increase revenue, increase quality and consistency for all activities going on in the entire park system.

The second option would be to address all the items in the first option while supplementing with more programs that are not currently being offered in the community. These could be conducted by seasonal, part-time, contractors or even volunteers to get the programs rolling.

The last step, if applicable, would be to hire and develop an entire Program Division. Program division will need to find a funding source to get started, but has the greatest potential to meeting community needs while developing a revenue source to support those needs.

As the Department evolves to provide more programming, a Marketing Plan should be developed which includes a brand, goals, and increase awareness of the park system.

#### OPTIONS TO ENHANCE RECREATIONAL PROGRAMS AND SERVICES

In assessing the Department's ability to transition from a few recreational programs to a full recreation division can be accomplished by continuing the current level of programming and consider implementation of Option A B or C as resources become available.

#### OPTION A: ENHANCING PARTNERSHIPS AND VOLUNTEERS

This option creates an opportunity to enhance current processes being used by the Department with little impact to the staff, management of Department, and/or budget. However, with updated policies and consistency developed across partnerships and volunteers, the Department may see an improvement in revenue and a reduction in expenses.

#### PARTNERSHIPS AND VOLUNTEERING

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

#### BEST PRACTICES IN VOLUNTEER MANAGEMENT

In developing the policy, some best practices that the Department should be aware of in managing volunteers include:

- Involve volunteers in cross-training to expose them to various organizational functions and increase their skill. This can also increase their utility, allowing for more flexibility in making work assignments, and can increase their appreciation and understanding of the Department.
- Ensure a Volunteer Coordinator (a designated program staff member with volunteer management responsibility) and associated staff stay fully informed about the strategic direction of the agency



overall, including strategic initiatives for all divisions. Periodically identify, evaluate, or revise specific tactics the volunteer services program should undertake to support the larger organizational mission.

- A key part of maintaining the desirability of volunteerism in the agency is developing a good reward and recognition system. The consulting team recommends using tactics similar to those found in frequent flier programs, wherein volunteers can use their volunteer hours to obtain early registration at programs, or discounted pricing at certain programs, rentals or events, or any other Department function. Identify and summarize volunteer recognition policies in a Volunteer Policy document.
- Regularly update volunteer position descriptions. Include an overview of the volunteer position lifecycle in the Volunteer Manual, including the procedure for creating a new position.
- Add end-of-lifecycle process steps to the Volunteer Manual to ensure that there is formal documentation of resignation or termination of volunteers. Also include ways to monitor and track reasons for resignation/termination and perform exit interviews with outgoing volunteers when able.

In addition to number of volunteers and volunteer hours, categorization and tracking volunteerism by type and extent of work, is important:

- **Regular volunteers:** Those volunteers whose work is considered to be continuous, provided their work performance is satisfactory and there is a continuing need for their services.
- **Special event volunteers:** Volunteers who help with a particular event with no expectation that they will return after the event is complete.
- **Episodic volunteers:** Volunteers who help with a particular project type on a recurring or irregular basis with no expectation that they will return for other duties.
- **Volunteer interns:** Volunteers who have committed to work for the agency to fulfill a specific higher-level educational learning requirement.
- **Community service volunteers:** Volunteers who are volunteering over a specified period of time to fulfill a community service requirement.

The Department should encourage employees to volunteer themselves in the community. Exposure of staff to the community in different roles (including those not related to Parks and Recreation) will raise awareness of the agency and its volunteer program. It also helps staff understand the role and expectations of a volunteer if they can experience it for themselves.

#### PARTNERSHIPS

The Department currently works with partners to manage the restaurant at the golf course, provide programming to the youth as well as lease space to the schools. The Department should develop a centralized database for tracking partnerships and assigning management to oversee the desired outcomes are reached. As with tracking of volunteer hours, tracking partnerships helps show leadership the Department’s ability to make budget decisions and how well the staff are able to leverage resources.

Table 2: Partnerships

Organization	Partnership Terms	Financial
Madison Community Schools	Middle School Softball/Baseball (Rental)	\$3,000 per season

Sahms (Big Lug County Pub)	(Rental/Revenue Share) Restaurant	3.5% of sales above \$16,000 or (\$12,000/yr.) and 15% of all golf outing food
JR Baseball Association	Non-profit baseball/softball (Program)	\$14/player
Pendleton Youth Soccer Association	Soccer (Program)	\$3.50/player per season (2) seasons
Pendleton Rugby	Rugby (Program)	\$8.00/player
Young Men’s Christian Association	(Rental/Programs) Camps	\$4,500.00 (year) and shared Revenue on specific programs

In many instances, partnerships are inequitable to the public agency and do not produce reasonable shared benefits between parties.

The recommended policies will promote fairness and equity within the existing and future partnerships while helping staff to manage against potential internal and external conflicts. Certain partnership principles must be adopted by the Department for existing and future partnerships to work effectively. These partnership principles are as follows:

- All partnerships require a working agreement with measurable outcomes and will be evaluated on a regular basis. This should include reports to the agency on the performance and outcomes of the partnership including an annual review to determine renewal potential.
- All partnerships should track costs associated with the partnership investment to demonstrate the shared level of equity.
- All partnerships should maintain a culture that focuses on collaborative planning on a regular basis, regular communications, and annual reporting on performance and outcomes to determine renewal potential and opportunities to strengthen the partnership.

Additional partnerships can be pursued and developed with other public entities such as neighboring cities, colleges, state or federal agencies; nonprofit organizations; as well as with private, for-profit organizations. Partnerships may include event management in Falls Park, where other organizations facilitate the event on park property. Updating a community event permit should consider all the increase cost for the Department associated with the event, such as increased maintenance for set up and clean up. These increases could be covered by a permit application fee to cover the cost of increased staff expense.

**POLICY BEST PRACTICE FOR ALL PARTNERSHIPS**

All partnerships developed and maintained by the Department should adhere to common policy requirements. These include:

- Each partner will meet with or report to Department’s staff on a regular basis to plan and share activity-based costs and equity invested.
- Partners will establish measurable outcomes and work through key issues to focus on for the coming year to meet the desired outcomes.
- Each partner will focus on meeting a balance of equity agreed to and track investment costs accordingly.



- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes.
- If conflicts arise between partners, the Department -appointed lead, along with the other partner's highest-ranking officer assigned to the agreement, will meet to resolve the issue(s) in a timely manner. Any exchange of money or traded resources will be made based on the terms of the partnership agreement. Each partner will meet with the other partner's respective board or managing representatives annually, to share updates and outcomes of the partnership agreement.

#### POLICY RECOMMENDATIONS FOR PUBLIC/PRIVATE PARTNERSHIPS

The recommended policies and practices for public/private partnerships that may include businesses, private groups, private associations, or individuals who desire to make a profit from use of Department facilities or programs are detailed below. These can also apply to partnerships where a private party wishes to develop a facility on park property, to provide a service on publicly-owned property, or who has a contract with the agency to provide a task or service on the agency's behalf at public facilities. These unique partnership principles are as follows:

- Upon entering into an agreement with a private business, group, association or individual, Department staff and political leadership must recognize that they must allow the private entity to meet their financial objectives within reasonable parameters that protect the mission, goals and integrity of the Department.
- As an outcome of the partnership, the Department must receive a designated fee that may include a percentage of gross revenue dollars less sales tax on a regular basis, as outlined in the contract agreement.
- The working agreement of the partnership must establish a set of measurable outcomes to be achieved, as well as the tracking method of how those outcomes will be monitored by the agency. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the agency, 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.
- If applicable, the private contractor will provide a working management plan annually that they will follow to ensure the outcomes desired by the Department. The management plan can and will be negotiated, if necessary. Monitoring of the management plan will be the responsibility of both partners. The agency must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved and the terms of the partnership agreement are adhered to.
- The private contractor cannot lobby agency advisory or governing boards for renewal of a contract. Any such action will be cause for termination. All negotiations must be with the Parks and Recreation Director, the Board or their designee.
- The agency 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 highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal counsels. If none can be achieved, the partnership shall be dissolved.

#### 4.2.5 OPTION B: ADVANCING PARTNERSHIPS & SUPPLEMENTING WITH PARK PROGRAMS

The Department could also supplement with additional small programs that could be run by volunteers, part-time staff, seasonal staff member or contracted partnership to increase the offerings. Areas from the survey and public input that could have a need/want could include nature programs, senior programs, and/or adult fitness and wellness activities. Steps to start developing programs can be found below.

##### DEVELOPING CORE PROGRAM AREAS

Development of a strong core area identifies the Department's knowledge of local, national and regional trends. It also confirms the community input and desire to improve the quality of life.

To help achieve the mission, it is important to identify core program areas based on current and future needs to create 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. The philosophy of the core program area is to assist staff, policy makers, and the public to focus on what is most important. Program areas are considered as core if they meet a majority of the following categories:

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

##### CORE PROGRAM AREA RECOMMENDATIONS

Under this option, staff should evaluate core program areas and individual programs, ideally on an annual basis, to ensure offerings are relevant to evolving demographics and trends in the local community. Starting small, the consulting team identifies five core program areas including those currently offered (Aquatics & Golf):

1. Active Adults
2. Aquatics
3. Golf
4. Nature/Outdoor Programs, and
5. Youth

The Youth core area is already established through current partnership agreements as well as aquatics through Alvin D. Brown Memorial Pool and golf through Fall Creek Golf Club.

Developing and implementing a written formal program development process, core program area standards, and a quality control audit process will help set the foundation to increase demand for



services, grow participation, and keep quality standards in place to retain customers. An example of quality control that could be added to the system would be setting participation, cancellation rates, satisfaction levels and customer retention rate goals for each core program area.

### PROGRAM CLASSIFICATION

Conducting a classification of services informs how each program serves the overall organization mission, the goals and objectives of each core program area, and how the program should be funded with regard to tax dollars and/or user fees and charges. How a program is classified can help to determine the most appropriate management, funding, and marketing strategies.

The chart below identifies where the community could potentially support incoming programs and how they are funded from the community input survey.

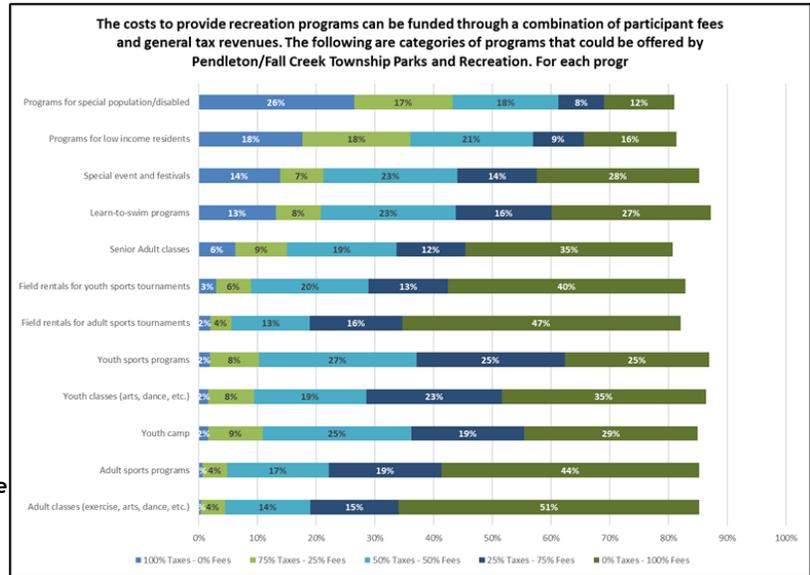
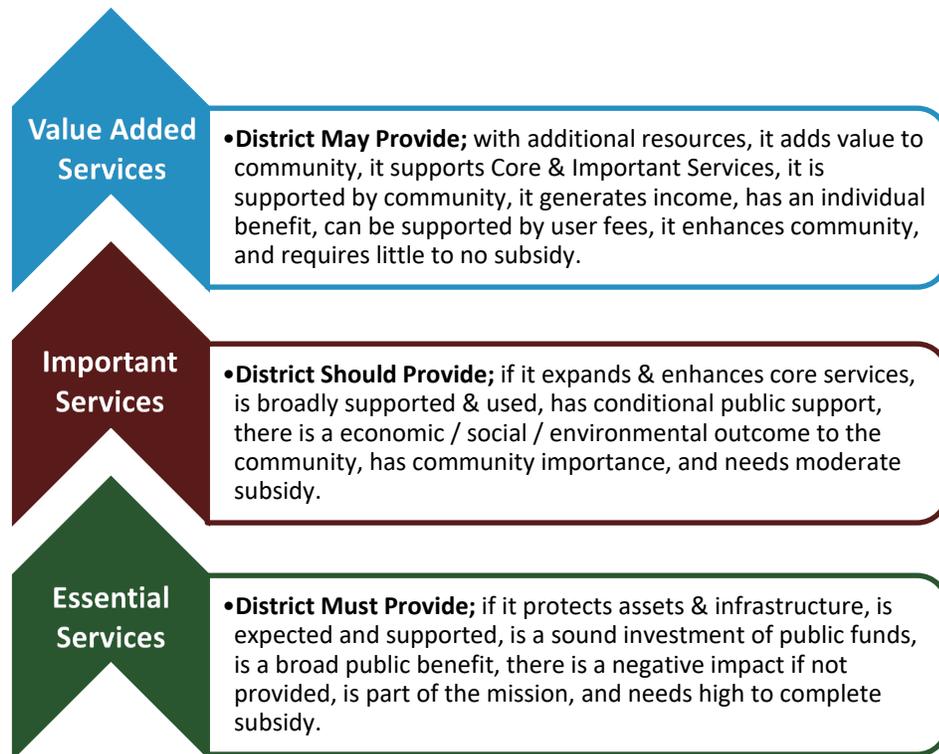


Figure 54: Taxes vs Fee Based Program Support

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



As the Department continues to evolve to better meet the community's needs, there could be an added benefit to managing the services if they all were classified according to the Cost Recovery Model for Sustainable Services depicted in Figure 55.



Figure 55: Cost Recovery Model

Given the broad range of cost recovery goals (i.e. 0% - 40% for Essential Services or 40% to 80% for Important Services), it would be helpful to further distribute programs internally within sub-ranges of cost recovery as depicted in the chart above. This will allow for programs to fall within an overall service classification tier while still demonstrating a difference in expected / desired cost recovery goals based on a greater understanding of the program’s goals e.g. Pure Community services versus Mostly Community Services (under Essential Services) or Community and Individual Mix versus Mostly Individual Mix (under Important Services).

### COST RECOVERY

Cost recovery targets should be identified for each Core Program Area, at least, and for specific programs or events where realistic. The previously identified Core Program Areas would serve as an effective breakdown for tracking cost recovery metrics including administrative costs. Theoretically, staff should review how programs are grouped for similar cost recovery and subsidy goals to determine if current practices still meet management outcomes.

Determining cost recovery performance and using it to make informed pricing decisions involves a three-step process:

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

The following provide more detail on steps two & three.

#### UNDERSTANDING THE FULL COST OF SERVICE

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

A Cost of Service Analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead) costs. Completing a Cost of Service Analysis not only helps determine the true and full cost of offering a program, but it also provides information that can be used to price programs based upon accurate delivery costs. **Figure 56** illustrates the common types of costs that must be accounted for in a Cost of Service Analysis.



Figure 56: Cost of Service Model

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

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

Agencies use Cost of Service Analysis to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by the Department between one another. Cost recovery goals are established once Cost of Service totals have been calculated. Program staff should be trained on the process of conducting a Cost of Service Analysis and the process undertaken on a regular basis.

**COST RECOVERY BEST PRACTICES**

Cost recovery targets should reflect the degree to which a program provides a public versus individual good. Programs providing public benefits (i.e. Essential programs) should be subsidized more by the Department; programs providing individual benefits (i.e., Value-Added programs) should seek to recover costs and/or generate revenue for other services. To help plan and implement cost recovery policies, the consulting team has developed the following definitions to help classify specific programs within program areas.

- **Essential Programs**-category are critical to achieving the organizational mission and providing community-wide benefits and, therefore, generally receive priority for tax-dollar subsidization.
- **Important or Value-Added** program classifications generally represent programs that receive lower priority for subsidization.
  - **Important** programs contribute to the organizational mission but are not essential to it; therefore, cost recovery for these programs should be high (i.e., at least 80% overall).
  - **Value-Added** programs are not critical to the mission and should be prevented from drawing upon limited public funding, so overall cost recovery for these programs should be near or in excess of 100%.

**PRICING**

Table 3: Pricing Strategies

Pricing Strategies	
Age Segments	Group Discounts
Family/Household Status	By Location
Residency	By Competition
Weekday/Weekend	By Cost Recovery Goals
Prime/ Non-Prime Times	By Customers Ability to Pay

There are a number of ways to develop pricing strategies. Developing a pricing strategy with varying options are useful to help stabilize usage patterns and help with cost recovery for higher quality amenities and services. Staff should continue to monitor the effectiveness of the various pricing strategies they employ and make adjustments as necessary. It is also important to continue monitoring for yearly competitor and other service providers benchmarking.



## AGE SEGMENTS

Potential opportunities exist in creating programs for specific age segments that would have specific messages and marketing to attract participants. Staff should continue to monitor demographic shifts and program offerings to ensure that the needs of each age group are being met.

It would be best practice to establish a plan including what age segment to target, establish the message, which marketing methods to use, create the social media campaign, and determine what to measure for success before allocating resources towards a particular effort.

## MINI BUSINESS PLAN

The consulting team recommends that Mini Business Plans (2-3 pages) for each Core Program Area be updated on a yearly basis. These plans should evaluate the Core Program Area based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, cost of service, pricing strategy for the next year, and marketing strategies that are to be implemented. If developed regularly and consistently, they can be effective tools for budget construction and justification processes in addition to marketing and communication tools. See **Appendix F** for more details.

## PROGRAM DEVELOPMENT & DECISION-MAKING MATRIX

When developing program plans and strategies, it is useful to consider all of the Core Program Areas and individual program analysis discussed in this Program Opportunity Plan. Age Segment, Classification, and Cost Recovery Goals should all be tracked, and this information along with the latest demographic trends and community input should be factors that lead to program decision-making. The Department should compare programs and prioritize resources using multiple data points, rather than relying solely on cost recovery. If the program / service is determined to have strong priority, appropriate cost recovery, good age segment appeal, good partnership potential, and strong market conditions the next step is to determine the marketing methods using the figure in **Appendix F**.

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### 4.2.6 OPTION C: DEVELOPMENT OF A PROGRAM DIVISION

The final options that the Department could consider would be developing a Program Division for the community, utilizing all the information and data from above. This option could be developed as a long-term goal, implementing steps by starting to improve policies and procedures with current contractors, partnerships, and leases for the first year. As those areas strengthen, begin supplementing a few more programs that the team has capacity to complete or find new partners that can run new programs, all the while working towards finding the right leadership to develop a Program Division over a two to five-year period.

## STAFFING

Developing a program division would include the information above with the addition of a full-time staff member who will have the capacity to manage all programs, partnerships, and staff associated with the program area. Many organizations with similar demographics and size of the Park System utilize the Aquatic Manager as the Recreation Director or Coordinator. During the winter season, this staff member would be running a few programs, but mostly planning and preparing for spring and summer months.

## DIVISION TECHNOLOGY

To increase marketing, program sales, rentals, and park communication to the general public outside of your everyday users, the Department needs to research and invest into a park program software system. There are systems in place that can be paid by an annual fee or a percentage of income. These software

systems have the ability to support point of sale, memberships, reservations, and registrations. The right software system could be utilized across all areas which includes the park, pool, sports complex and even some times golf. These systems will help track financial, capacity, cancellations, and other reports necessary to review with public officials and the Board of Parks and Recreation.

**FUNDING OPTIONS**

- **Taxes:** Tax payers pay the salary of the Program Director or Coordinator while the programs revenue cover the cost of all indirect and direct cost of each program run.
- **Agreements & Permits:** Partnership agreements and Community Event Permits (Contract) not associated with pool, sports complex, or golf course could pay for the Full Time Program Director or Coordinator. While program revenue would pay for direct and indirect cost of each program which would include seasonal or part-time staff.
- **Programs:** This option may not be obtainable for the first few years as the Department gets programs off and running. Program revenue pays for all costs of the Division including the Program Director or Coordinator.

**PROGRAM EVALUATION CYCLE (WITH LIFECYCLE STAGES)**

Using the Age Segment and Lifecycle analysis, and other established criteria, program staff should evaluate programs on an annual basis to determine program mix. This can be incorporated into the Program Operating/Business Plan process. A diagram of the program evaluation cycle and program lifecycle can be found below. During the introductory stages program staff should establish program goals, design program scenarios and components, and develop the program operating/business plan. All stages of the lifecycle will conduct/operate the program and conduct regular evaluations to determine the future of the program.

If participation levels are still growing, continue to provide the program. When participation growth is slow to no growth, or competition increases, staff should look at modifying the program to re-energize the customers to participate. When program participation is consistently declining, staff should terminate the program and replace it with a new program based on the public’s priority ranking, in activity areas that are trending, while taking into consideration the anticipated local participation in Section 2.10.

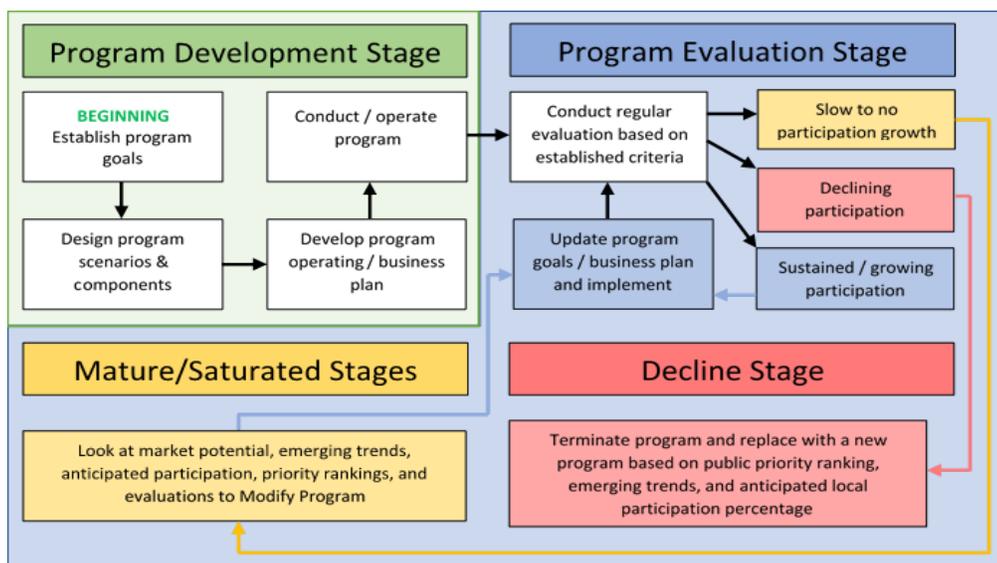


Figure 57: Evaluation Cycle with Program Lifecycle Logic Matrix



**PROGRAM LIFECYCLE RECOMMENDATION**

After three years of running programs, lifecycle goals with a specific percentage in mind should be developed. Introduction, Take-off and Growth stage should be about 50-60% of the total programs being offered by the Department. These programs are meant to progress through the lifecycle stages as the demographics and trends of the community shift. Mature stage programming includes programs that are slowly or not growing. These programs should be around 40% of your program offerings. Saturation and decline stage programming should be around 10% of your portfolio. It is a natural progression for programs to eventually evolve into saturation and decline. However, if programs reach these stages rapidly, it could be an indication that staff may be “over-tweaking” their offerings, the quality does not meet expectations or there is not as much of a demand for the programs.

Table 4: Lifecycle Recommended Distribution

Program Lifecycle Distribution		
Life Cycle Stage	Description	Best Practice Distribution
Introduction	New programs, modest participation	50-60%
Take-off	Rapid participation growth	
Growth	Moderate, but consistent population growth	
Mature	Slow participation growth	40%
Saturated	Minimal to no participation growth; extreme competition	0-10%
Decline	Declining participation	

**4.2.7 MARKETING AND PROMOTION**

Pendleton/Fall Creek Townships should increase marketing and promotions no matter which direction they take for programs. Effective communication strategies require striking an appropriate balance between the content with the volume of messaging while utilizing the “right” methods of delivery. It is recommended that the Department develop a marketing plan for Parks and Recreation that factors in current successes with centralized and decentralized processes that complements any efforts of the Department, Town and Township.

A strategic marketing plan should address the following:

- Target audiences/markets identification
- Key messages for each target market
- Communication channels/media for each target market
- Graphic identity and use protocols
- Style handbook for all marketing material
- Social media strategies and tactics
- Communication schedule (content calendar)
- Marketing roles and responsibilities
- Staffing requirements

An effective marketing plan must build upon and integrate with supporting plans, such as this master plan, and directly coordinate with organization priorities. The plan should also provide specific guidance

as to how the Department's identity and brand is to be consistently portrayed across the multiple methods and deliverables used for communication.

#### DEVELOPING A BRAND

Pendleton/Fall Creek Township brand needs to be developed to unify Falls Park with the entire Department. The development of a new logo and Department title will also help connect all areas of the Department including the pool, golf and the sports complex to the current Falls Park identity. This brand will help expand revenue opportunities, increase awareness outside of the current users of Falls Park and support both town and township identity throughout the system.

#### CURRENT MARKETING METHODS

As a part of the community input survey a question was asked respondents to check all the ways they prefer to learn about Pendleton/Fall Creek Township Parks and Recreation facilities, projects, and community events. The top three were digital information options, social media, Falls Park website and Town of Pendleton website. The Town should engage residents in the preferred methods.



## WEBSITE

The current website highlights Falls Park, but the Department is so much more. The mobile friendly website is good and a key tool in today’s times of increased smartphone utilization. The Banner section, front and center, is a great place to highlight your upcoming events, parks, golf, pool, and sports complex. The “About Us” section should first highlight your mission, vision and values, then proceed into Park History. Another potential area to be explored is adding a partnership page, a volunteer page, and supporting organization page such as the Friends of Fall Park, Friends of Library, Historic Fall Creek Pendleton Settlement, Main Street Pendleton, and Pendleton Historic Museum.

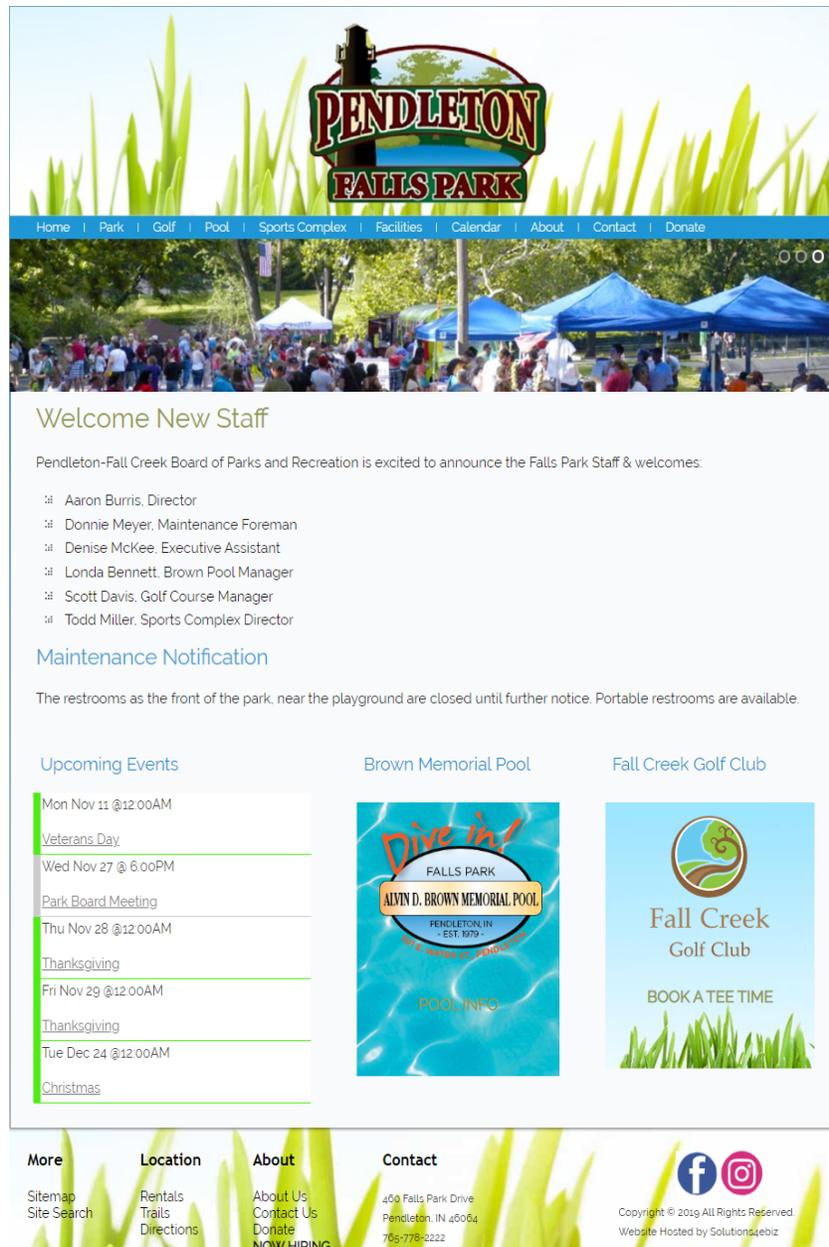


Figure 58: Falls Park Website

## SOCIAL MEDIA

The Town of Pendleton and Fall Creek Township has minimal use of Web 2.0 technology with Facebook and Instagram. The Instagram account has 11 posts and 338 followers. The key to successful implementation of a social network is to move the participants from awareness to action and creating greater user engagement. This could be done by:



- Allowing controlled ‘user generated content’ by encouraging users to send in their pictures from the Department’s special events or programs
- Introducing Facebook-only promotions to drive greater visitation to Facebook
- Leverage the website to obtain customer feedback for programs, parks and facilities and customer service
- Expand opportunities for Crowdsourcing information on an ongoing basis. Crowdsourcing is use for a call out of all types of resources such as man power, volunteers, and equipment to help accomplish your set goal.
  - Some existing resources include [mindmixer.com](http://mindmixer.com) and [peakdemocracy.com](http://peakdemocracy.com) which can be evaluated if the Department has the resources and can utilize it on an on-going basis.
  - Crowdsourcing options could include printing program guides or developing marketing material
- Provide opportunities for Donations or Crowdfunding through the website. Crowdfunding is a monetary call out to complete a project or meet a goal.
  - [kickstarter.org](http://kickstarter.org) / [indiegogo.com](http://indiegogo.com) / [razoo.com](http://razoo.com) these sites help bring small amounts of money together to create needed capital.
- Maximize the website’s revenue generating capabilities
- Conduct annual website strategy workshop with the staff to identify ways and means that the website can support the Department’s Social Media Trends



## SOCIAL MEDIA USERS

Over the last decade, social media has become one of the Country’s fastest growing trends. With only ten percent of the country using social media in 2008; today, an estimated seventy-nine percent of the U.S. population is currently using some form of social media. With such a large percentage of the population using these online media platforms in their daily lives, it becomes essential for the Department to take advantage of these marketing opportunities. Social media can be a useful and affordable tool to reach current and potentially new

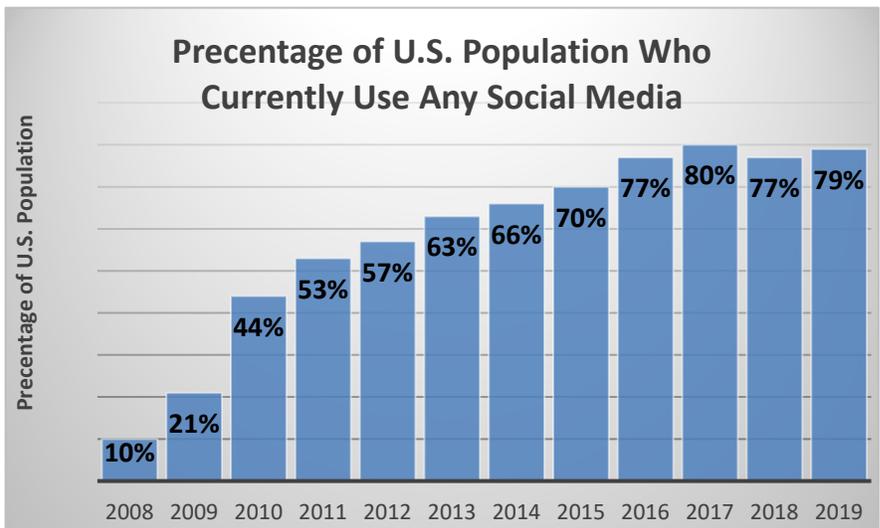


Figure 59: Percentage of Population Using Social Media

Source: <https://www.statista.com/statistics/273476/percentage-of-us-population-with-a-social-network-profile/>

system users. Such platforms as Facebook, YouTube, Instagram, Pinterest, Twitter or LinkedIn are

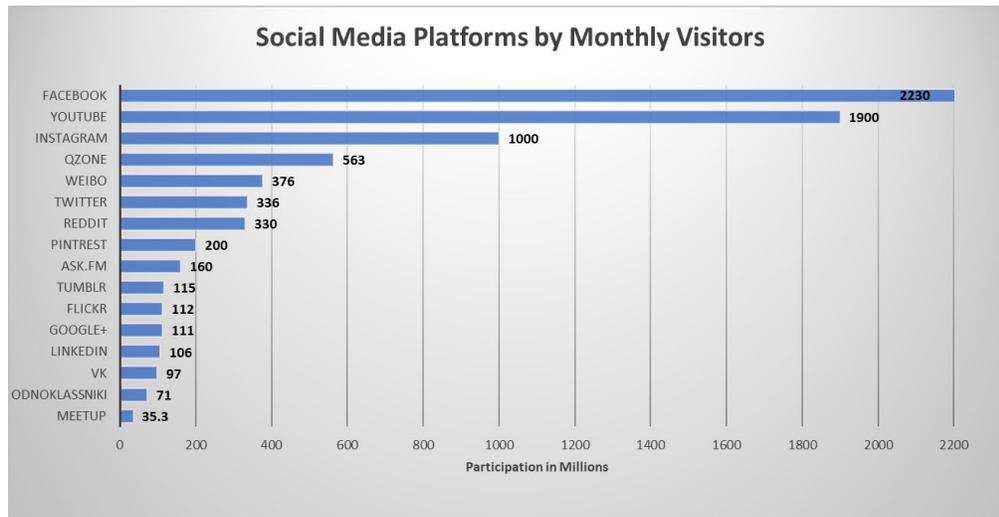


Figure 60: Social Media Platforms by Monthly Visitors

Source: <https://www.dreamgrow.com/top-15-most-popular-social-networking-sites/>

extremely popular with not only today’s youth but also young and middle-aged adults.

### SOCIAL MEDIA PLATFORMS

Below is a chart that depicts the most frequently used social media sites throughout the world. As of August 2019, Facebook stands out as the most heavily trafficked social media platform, with an estimated 2.2 billion visitors per month. With YouTube coming in second with 1.9 billion visitors per month.

### MEDIUMS USED TO ACCESS THE INTERNET

The following image is taken directly from Statista.com depicts the number of internet users in the United States, number of available Wi-Fi locations and internet penetration in the US. Only 10% of surveyed adults state they do not use the internet in 2019. As of 2018 Statista, the United States has the largest online market in the world with 312 million users.

Source: <https://www.statista.com/topics/2237/internet-usage-in-the-united-states/>

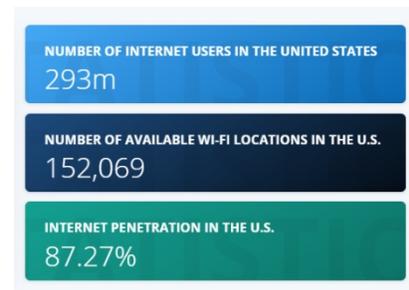


Figure 61: Mediums Used to Access Internet

#### 4.2.8

### 4.3 LEVEL OF SERVICE STANDARDS

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

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

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

According to the LOS, there are multiple needs to be met in Pendleton/Fall Creek Township to properly serve the community today and in the future. The existing level of service meets best practices and recommended service levels for many items; however, paved and unpaved trails standards have increased due to the community's wants and needs.

For indoor amenities, Pendleton and Fall Creek Township do not currently have indoor recreational space other than the community building used for small meetings and rentals and the conservation building which is a partnership lease with the YMCA. Both of these spaces could not support an increase in recreational activities at this time.

The standards that follow are based upon population figures for 2019 and 2024, the latest estimates available at the time of analysis.



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**Pendleton Level of Standards**

2019 Inventory - Developed Facilities										Current Facility Needs		Forecasted Five-Year Facility Needs	
Inventory:	Pendleton Inventory	Total Inventory	Current Service Level based upon population			Recommended Service Levels			Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	
<b>PARKS:</b>													
Falls Park (Regional Park)	184.00	184.00	12.15	acres per	1,000	12.00	acres per	1,000	Meets Standard	Acre(s)	Meets Standard	- Acre(s)	
Fall Creek Golf Club (Special Use Park)	90.00	90.00	5.94	acres per	1,000	5.94	acres per	1,000	Meets Standard	Acre(s)	Meets Standard	- Acre(s)	
<b>Total Developed Acres</b>	<b>277.00</b>	<b>277.00</b>	<b>18.29</b>	<b>acres per</b>	<b>1,000</b>	<b>18.29</b>	<b>acres per</b>	<b>1,000</b>	<b>Meets Standard</b>	<b>Acre(s)</b>	<b>Meets Standard</b>	<b>- Acre(s)</b>	
<b>TRAILS:</b>													
Paved Trails	3.50	3.50	0.23	miles per	1,000	0.30	miles per	1,000	Need Exists	1 Mile(s)	Need Exists	1 Mile(s)	
Unpaved Trails	4.00	4.00	0.26	miles per	1,000	0.30	miles per	1,000	Need Exists	1 Mile(s)	Need Exists	1 Mile(s)	
<b>OUTDOOR AMENITIES:</b>													
Picnic Shelters	7.00	7.00	1.00	site per	2,163		site per	2,000	Meets Standard	- Sites(s)	Meets Standard	- Sites(s)	
Ball Fields	8.00	8.00	1.00	field per	1,893	1.00	field per	4,000	Meets Standard	- Field(s)	Meets Standard	- Field(s)	
Multi-Use Field (Soccer/Lacrosse/Football/Rugby)	3.00	3.00	1.00	field per	5,047		field per	4,000	Meets Standard	- Field(s)	Meets Standard	- Field(s)	
Outdoor Basketball Courts	2.00	2.00	1.00	court per	7,571		court per	2,500	Meets Standard	- Court(s)	Meets Standard	- Court(s)	
Disc Golf	1.00	1.00	1.00	course per	15,141		course per	5,000	Meets Standard	- Court(s)	Meets Standard	- Court(s)	
Pickleball Courts	-	2.00	1.00	court per	7,571		court per	5,000	Meets Standard	- Court(s)	Meets Standard	- Court(s)	
Playground	2.00	2.00	1.00	site per	7,571		site per	2,500	Meets Standard	- Site(s)	Meets Standard	- Site(s)	
Dog Park	1.00	1.00	1.00	site per	15,141	1.00	site per	40,000	Meets Standard	- Site(s)	Meets Standard	- Site(s)	
Sand Volleyball	2.00	2.00	1.00	site per	7,571	1.00	site per	15,000	Meets Standard	- Site(s)	Meets Standard	- Site(s)	
Outdoor Pool	1.00	1.00	1.00	site per	15,141	1.00	site per	20,000	Meets Standard	- Site(s)	Meets Standard	- Site(s)	
<b>Population Data</b>													
2019 Estimated Population	15,141												
2024 Estimated Population	15,155												

Table 5 - Pendleton/Fall Creek Level of Service



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## CHAPTER FIVE – FINANCIAL ANALYSIS AND FUNDING STRATEGIES

### 5.1 INTRODUCTION

The financial analysis of the Department is an important part of the Plan process. It demonstrates the overall fiscal approach by the Board and implemented by the Department. Available information was reviewed to assess the financial situation of the Department. This analysis includes cost recovery to present the Department’s fiscal management. The analysis uses national standards for cost recovery goals to provide context for the Department’s current cost recovery. Understanding revenues, expenditures, and cost recovery help guide future financial decisions regarding programs and facilities. The revenues, expenditures, and capital funds analyzed identify trends and assess the Department’s financial position.

### 5.2 METHODOLOGY

This analysis reviews Falls Park Revenue/Expense Reports for the Department, Fall Creek Golf Club (“Golf”), and Alvin D. Brown Memorial Swimming Pool (“Pool”) for fiscal years 2014 through 2018. The consulting team also reviewed the pricing structure including user fees and revenue sources. The Department does not have an updated Capital Improvement Plan (CIP), however has the Action Plan from the last Master Plan that includes large Department project expenses.

#### 5.2.1 DEPARTMENT FINANCIAL TRENDS

The Department’s financial trends show total revenues and operational expenditures, excluding capital improvement expenditures, for fiscal years 2014 through 2018. Figure 62: The data indicates that the revenue (-32%) and expenses (-2%) have decreased in the past five years. Cost containment is a best practice, however increasing earned income will assist an improving in cost recovery.

Department Revenues & Expenditures						
Category	FY14	FY15	FY16	FY17	FY18	Increase or (Decrease)
Revenues	\$57,475	\$55,393	\$63,769	\$53,487	\$38,917	-32%
Expenditures	\$106,578	\$110,454	\$174,787	\$100,969	\$104,936	-2%
Cost Recovery	54%	50%	36%	53%	37%	

Figure 62: Department Revenues and Expenditures

Figure 63: The data indicates that revenue (1%) and expenses (14%) have increased over the past five years. Golf is the closest to reaching 100% cost recovery and should develop a plan to achieve the cost recovery goal.

Fall Creek Golf Club Revenues & Expenditures						
Category	FY14	FY15	FY16	FY17	FY18	Increase or (Decrease)
Revenues	\$260,635.50	\$293,058.87	\$266,197.10	\$255,990.59	\$262,731.05	1%
Expenditures	\$266,034.78	\$239,092.95	\$287,461.62	\$287,544.83	\$303,872.99	14%
Cost Recovery	98%	123%	93%	89%	86%	

Figure 63: Fall Creek Golf Club Revenues and Expenditures



Figure 64 indicates that revenue for Pool is up (88%) and expenses (33%) over the past five years. With an aging facility, the Department will have to be very creative in increasing revenues to support the needed repairs and replacements of the outdoor pool to reach their cost recovery goal of 100%.

Alvin D. Brown Pool Revenues & Expenditures						
Category	FY14	FY15	FY16	FY17	FY18	Increase or (Decrease)
Revenues	\$73,856.66	\$112,869.51	\$160,610.71	\$128,270.04	\$138,778.29	88%
Expenditures	\$106,578.01	\$110,454.25	\$174,786.74	\$141,292.61	\$141,459.06	33%
Cost Recovery	69%	102%	92%	91%	98%	

Figure 64: Alvin D. Brown Memorial Pool Revenues and Expenditures

### 5.2.2 COST RECOVERY

#### DEPARTMENT

The overall Department cost recovery has been between 54% and 36% for years analyzed, as shown in Figure 65. NRPA Metrics has the median cost recovery at 28%. Figure 16 shows the Department’s cost recovery (Red dashed line) is trending downward. This analysis indicates that there are challenges within existing revenue sources, and solutions should be explored.

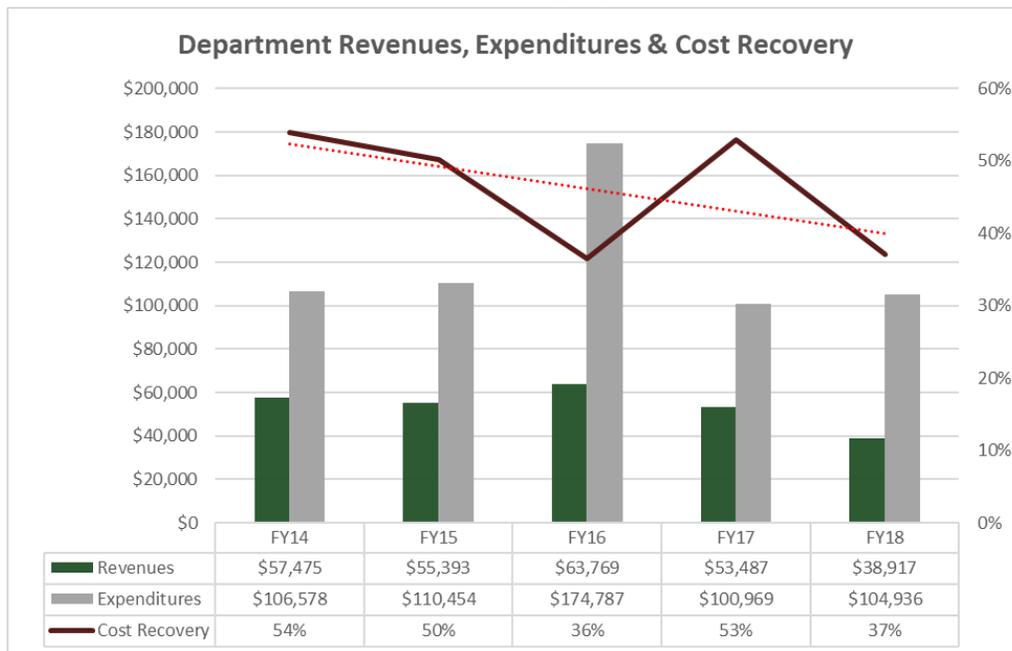


Figure 65: Department Cost Recovery

FALL CREEK GOLF CLUB

Fall Creek Golf Club cost recovery has been between 123% and 86 percent for years analyzed as shown in **Figure 66**. As a Non-reverting fund, the golf goal should be 100% Cost Recovery, however Cost Recovery (Red dashed line) is trending downward. This can be indicative of weather dependency for outdoor facilities.

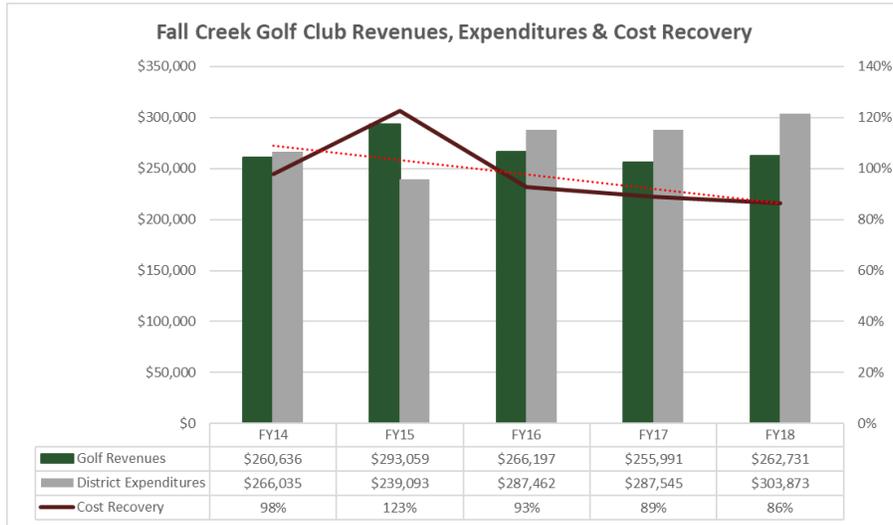


Figure 66: Fall Creek Golf Club Cost Recovery

ALVIN D. BROWN MEMORIAL SWIMMING POOL

The overall Pool cost recovery has been between 69 % and 102 percent for years analyzed as shown in **Figure 67**. As an enterprise fund, the cost recover goals should be at 100%. the Pool’s cost recovery (Red dashed line) is trending upward. Department should identify areas of success with the Pool and duplicate them to increase the revenue opportunities reaching 100% cost recovery.

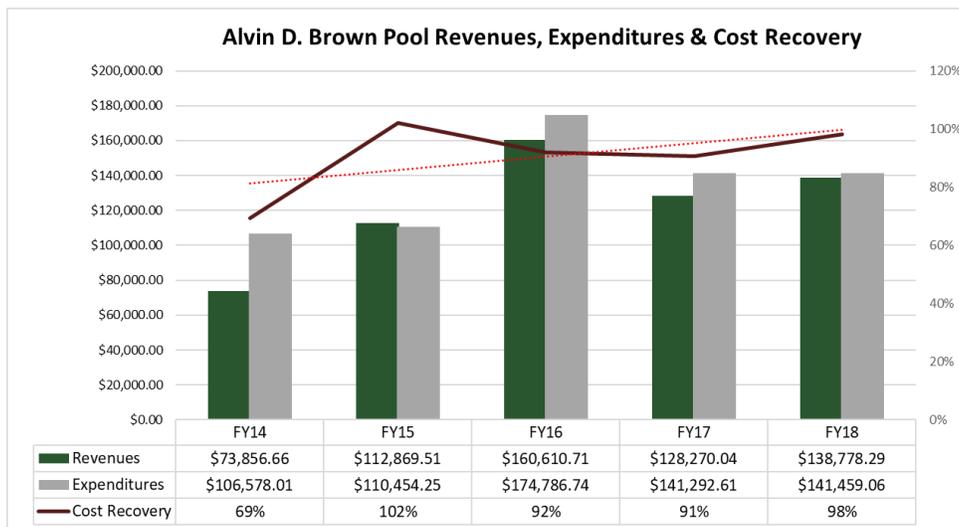


Figure 67: Alvin D. Brown Pool Cost Recovery



## DEPARTMENT FINANCIAL TRENDS CONCLUSION

The Department’s financial trends show that revenues are very positive throughout all three budget series while expenditures are slowly increasing in operating the Golf Club and the Pool. As for the Department budget, expenses have been consistent except for 2016 when expenses were high. Staff should continue to explore cost containment measures, including outsourcing and repurposing underutilized amenities and programs to help redirect revenues and expenditures.

The Department could seek out opportunities for dedicated funding sources and new revenue generation through inhouse programs and services. The Department should review fees and charges annually to determine if there is a need to increase prices. If fees have not been adjusted for two or more years, staff should look at all costs and identify the cost of providing the service. Once identified, the Department should chart a two to three-year course of action to get prices to where they cover expenses. This will decrease the impact to customers.

The Department should seek to define and maintain cost recovery goals for the Department, each division, and each facility. This is a form of measurement that will help identify what is working well and what is not for better data-driven decisions moving forward.

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### 5.2.3 REVENUES

#### DEPARTMENT

This analysis includes General Funds for the Department revenue and has been combined into the following revenue categories:

- Building Income
- Activities/Events Revenue
- Sports Complex
- Miscellaneous Income

**Figure 68** shows the Department’s revenues for fiscal year 2018. The Department relies heavily on building income and the Sports Complex to generate the revenue. Activities and Events are very low and should be considered as an area to increase revenue.

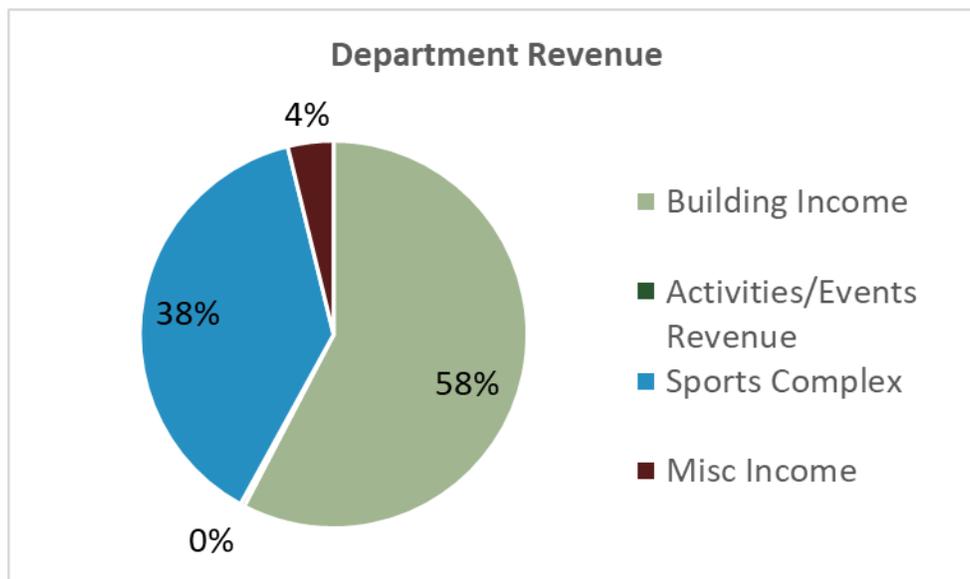


Figure 68: Department Revenue

FALL CREEK GOLF CLUB REVENUE

This analysis of golf revenue represented 14 different lines, The consulting team matched like categories by color in **Figure 69**. From 2018, golf revenue has been close to their goal of 100% cost recovery. However, the Department needs to find ways to increase revenue about 14% to reach the break even point.

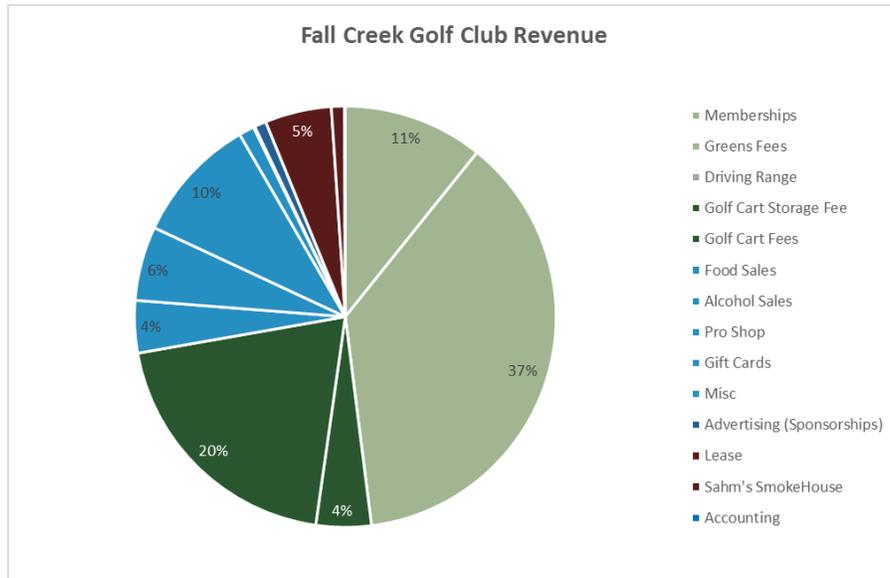


Figure 69: Fall Creek Golf Club Revenue



### ALVIN D. BROWN MEMORIAL SWIMMING POOL REVENUE

This analysis of the pool identifies admissions, including swim tags and twilight, as 57% of the revenue. Other revenues, 4% by activities include swim lessons and fitness swimming, 20% by concessions, 13% in sponsorships, 6% in rentals (Birthday Party, Private Rentals, and Chair Rental), and 4% in service and sales. As an aquatic facility, the pool's revenue is 100% weather dependant. The Department should consider policy changes such as hours of operations, rates, and staffing that could prevent loss of revenue on days pop-up showers exist.

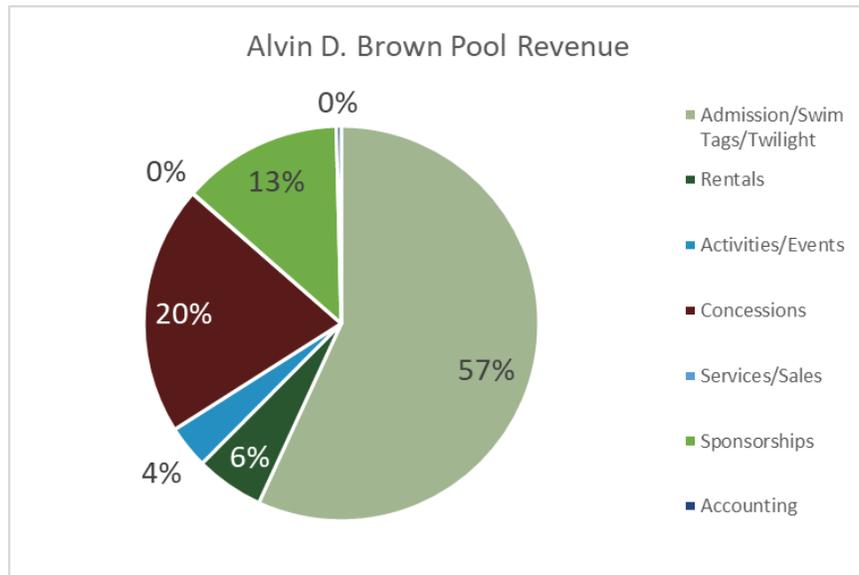


Figure 70: Alvin D. Brown Pool Revenues

### REVENUES SUMMARY

Department revenue has decreased across all revenue opportunities about 56% over the past five years except Property Tax. Programs and activities have decreased 98% over the past five years with misc. income having decreased 72%. The YMCA Program revenue was not represented in 2017 and 2018 which had seven times the increase over a two-year period.

Department Revenue Summary						
Category	FY14	FY15	FY-16	FY-17	FY-18	Increase or (Decrease)
Building Rental Income	\$29,555.19	\$27,198.47	\$26,055.45	\$27,334.55	\$22,431.05	-24%
YMCA Programs	\$0.00	\$1,268.35	\$8,991.33			609%
Sports Complex Income	\$15,102.50	\$16,995.37	\$14,092.00	\$18,021.80	\$14,858.50	-2%
Misc. Income	\$5,265.00	\$4,380.78	\$5,638.65	\$2,286.32	\$1,486.96	-72%
Program/Activities Revenue	\$7,552.00	\$5,550.00	\$8,991.33	\$5,844.38	\$140.00	-98%
District Revenue	\$57,474.69	\$55,392.97	\$63,768.76	\$53,487.05	\$38,916.51	-32%
Property Tax Revenue	\$288,346.22	\$284,530.62	\$301,770.13	\$314,757.25	\$334,861.56	16%
Total Revenue	\$345,820.91	\$339,923.59	\$365,538.89	\$368,244.30	\$373,778.07	8%

Figure 71: Revenue Summary

**DEPARTMENT REVENUES CONCLUSION**

The Department revenues without property tax have continuously decreased by 32% from 2014 to 2018. Recreation program revenues, currently not offered often by the Department, have a high potential to boost revenues. Even if the park staff does not have the tools/staff to create quality programs, they could consider developing contracts with a revenue split with local organizations and businesses. With several events hosted in the park by Civic organization and non-profits, the Department should find an event fee or application fee that assists with the increased wear and tear on the park's amenities and time of maintenance staff. Facility rentals are one of the top revenue generators in the Department. Recently, the Department put in an annual increase of \$5.00 for rentals with weekday rates, Friday rates, weekend/holiday rates. Non-Profits have a flat fee. There may be an opportunity to consider hourly rentals on days staff can flip the space. As well as, increase non-profits weekend/Holiday rates where there is the most significant opportunity to book rentals and increase revenue.

**5.2.4 EXPENDITURES**

**DEPARTMENT**

This analysis includes larger categories that capture the expenditure accounts identified within the Department's budget. **Figure 72** shows a basic break down of 2018 expenditures while **Figure 73** has a more detailed look over the past five years. The expenditures in red identify a decrease and are viewed as positive. The expenditure percentage in black identified an increase and not viewed as positive.

- Building Rentals
- Sports Complex
- Remaining Park Expenses
- Administrative Expenses
- Payroll Expenses

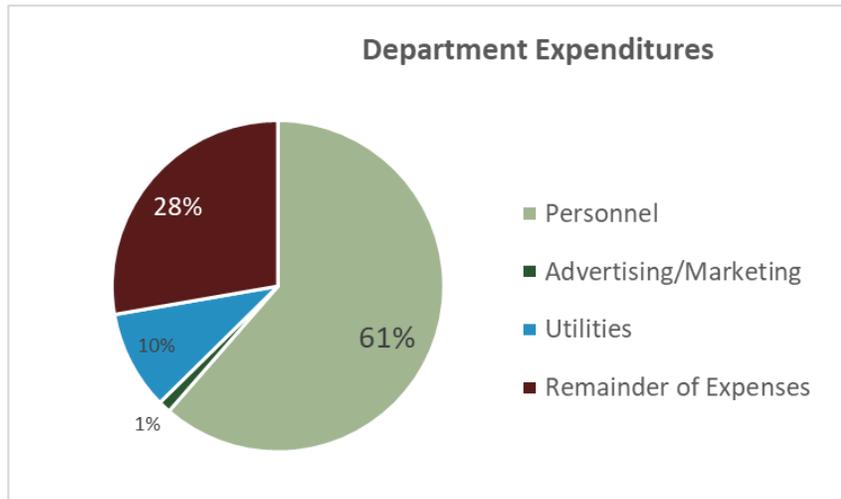


Figure 72: Department Expenditures



The Gazebo, Maintenance barn/office, Red Barn, Sport Complex and Administration expenditures have increased over the past five years. A significant reduction in cost for the conservation building and Community Building have been noted over the past five years with a slight reduction in Remainder of Park Expenses and Payroll Expenses.

Department Expenditures						
Department	FY-14	FY-15	FY15-16	FY-17	FY-18	Increase or (Decrease)
Building Rentals	\$19,231.58					
Conservation Building		\$6,929.24	\$6,388.05	\$1,687.02	\$1,900.00	-73%
Community Building		\$8,648.52	\$7,395.73	\$7,151.46	\$6,655.99	-23%
Gazebo		\$605.57	\$628.78	\$673.22	\$676.25	12%
Maintenance Barn/Office	\$0.00	\$4,296.45	\$4,866.77	\$5,160.09	\$4,691.87	9%
Red Barn/North 40		\$1,733.40	\$1,630.85	\$2,600.32	\$1,736.96	0%
Sports Complex		\$5,009.32	\$6,114.43	\$4,052.13	\$7,094.85	42%
Remainders of Park Expenses	\$75,942.70	\$54,572.67	\$75,652.32	\$62,593.76	\$74,553.14	-2%
Administration Expenses	\$29,606.45	\$20,159.14	\$14,824.70	\$25,670.47	\$38,004.30	28%
Payroll Expenses	\$221,740.02	\$196,062.09	\$211,692.97	\$206,824.83	\$215,282.91	-3%
TOTAL	\$346,520.75	\$298,016.40	\$329,194.60	\$316,413.30	\$350,596.27	1%

Figure 73: Department Expenditures

#### NON-REVERTING EXPENDITURES

This analysis includes both Fall Creek Golf Club and Brown Pool Expenditures which were broken down by Payroll and other expenses. The expenditures in red identify a decrease and are viewed as positive. The expenditure percentage in black identified an increase and not viewed as positive.

Fall Creek Golf Club Expenditures						
Fall Creek Golf Club	FY-14	FY-15	FY-16	FY-17	FY-18	Increase or (Decrease)
Payroll Expenses	\$129,382.73	\$124,545.31	\$142,095.95	\$149,935.64	\$136,007.57	5%
Other Expenses	\$136,652.05	\$114,547.64	\$145,365.67	\$137,609.19	\$167,865.42	23%
TOTAL	\$266,034.78	\$239,092.95	\$287,461.62	\$287,544.83	\$303,872.99	14%
Percentage Personal Services	49%	52%	49%	52%	45%	49%

Alvin D. Brown Pool Expenditures						
Brown Pool	FY-14	FY-15	FY-16	FY-17	FY-18	Increase or (Decrease)
Payroll Expenses	\$46,370.08	\$49,583.61	\$70,573.52	\$60,616.16	\$64,423.35	39%
Other Expenses	\$60,207.93	\$60,870.64	\$104,213.22	\$80,676.45	\$77,035.71	28%
TOTAL	\$106,578.01	\$110,454.25	\$174,786.74	\$141,292.61	\$141,459.06	33%
Percentage Personal Services	44%	45%	40%	43%	46%	43%

Figure 74: Fall Creek Golf Club & Alvin D. Brown Pool Expenses

Figures 74, 75 & 76 shows the Non-Reverting Expenditures with the percentage of expenses accounted for by personnel services. Over the past five years, all areas increased expenses. Brown Pool in 2018 reflected 46% of the costs in payroll when their best year they only spent 40% of costs on payroll. This is an area that could be reviewed. Rainy day schedules when there is a reduction in participation in the pool can reduce the number of staff needed at the facility. The Non-reverting expenses reflect between 45%-46% of the budgets are spent on payroll. However, both are under 1% in marketing expenses which could have a better return on investment.

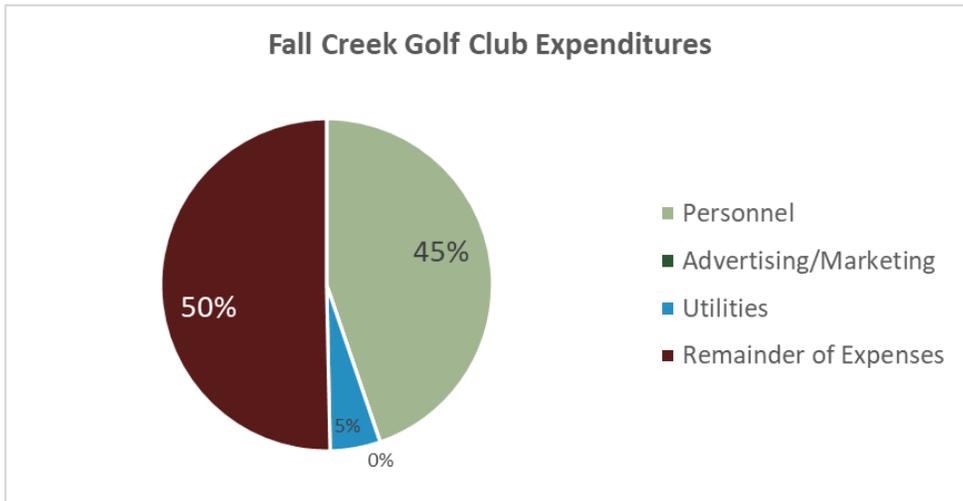


Figure 765: Fall Creek Golf Club Expenditure

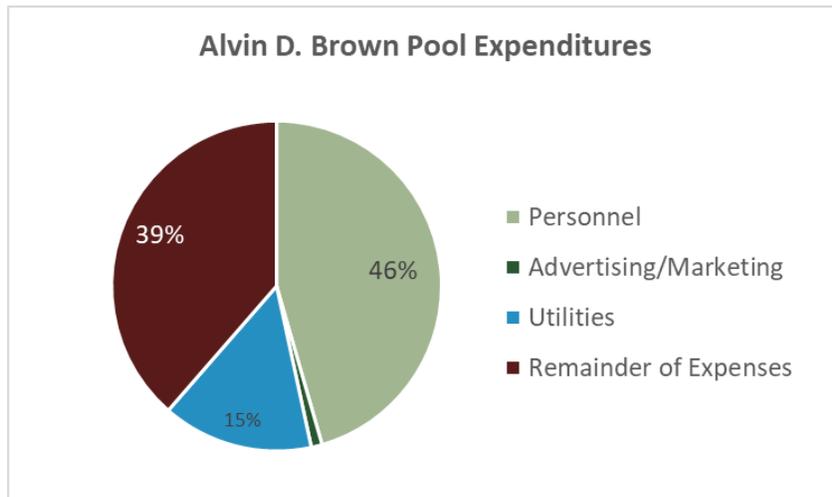


Figure 756: Alvin D. Brown Pool Expenditures



### 5.2.5 CAPITAL EXPENDITURES

Currently, the Department does not have a Capital Improvement Plan (CIP), however they have been using Action Plan items found in 2015-2019 Master Plan. The plan indicates year, location, action items, potential partnerships and funding resources.

#### Action Plan

Year	Location	Action Item	Potential Partnerships	Funding Source
2015	Falls Park System	Develop wayfinding signage for the park (maps that show park amenities, trails, etc.)	Park Board	Budget
	Falls Park System	Develop a Bicycle and Pedestrian Plan for the Community and follow recommendations.	Pendleton Planning Department & Park Board	Grant
	The Falls Area	Upgrade Community Building after Park Office moves to new facility.	Park Board	Budget
	The Falls Area	Prepare site plan for area between the Community Building and the railroad tracks (old red diamond/babe ruth/maintenance barn area). Reconfigure parking, build ADA compliant restrooms, and consider adding additional shelter houses and a dog park.	Park Board	Bond
	The Falls Area	Prepare site plan for the area of the park closest to Downtown Pendleton to help connect the Falls Park to the downtown area.	Planning Department, Main Street Pendleton & Park Board	Grant
	The Sports Complex	Begin plans for East Expansion of the Sports Complex, which will support soccer fields and other athletic activities. Include a new entrance off of State Road 67 that aligns with Candlewood Drive.	Park Board & Town of Pendleton	Bond/Grant
	Brown Memorial Pool	Continue upgrades and renovations to Brown Memorial Pool (paint and repair fencing, add pool deck amenities like new chairs and umbrellas).	Park Board	Bond
	Fall Creek Golf Club	Install a Foot Golf course.	Park Board	Budget

Figure 77: 2015-19 Master Plan Action Plan - Year 2015

**Action Plan**

Year	Location	Action Item	Potential Partnerships	Funding Source
2016	The Hite Property	Develop a site plan for an amphitheater, walking path/fitness path, and connection to Falls Park Pond along Hallowell Avenue.	Park Board	LWCF Grant
	North 40	Enclose shelter house and add concrete floor.	Park Board	Budget
	Brown Memorial Pool	Begin upgrades and renovations to the Brown Memorial Pool (add some splash pad pieces).	Park Board	Budget
	Fall Creek Golf Club	Install pond at golf course for irrigation and drainage purposes.	Park Board	Budget
2017	Conservation Building	Renovate the Conservation Building.	Park Board	Budget
	Brown Memorial Pool	Continue upgrades and renovations to Brown Memorial Pool (investigate slide repairs or replacement).	Park Board	Budget

Figure 78: 2015-19 Master Plan Action Plan - Years 2016-2017

Year	Location	Action Item	Potential Partnerships	Funding Source
2018	The Falls Area	Clean up pond area (dredge pond, repair and replace sidewalk around pond and parking lot, upgrade historic lighting).	Park Board	Budget
	Brown Memorial Pool	Continue upgrades and renovations to Brown Memorial Pool (add additional splash pad pieces if others were successful).	Park Board	Bond
2019	Falls Park System	Identify a site and develop plans for a Community Center.	Park Board & Town of Pendleton	Bond
	Brown Memorial Pool	Continue upgrades and renovations to Brown Memorial Pool (upgrade playground equipment, basketball courts, and sand volleyball courts).	Park Board	Budget

Figure 79: 2015-19 Master Plan Action Plan - Years 2018-2019

**Trails Projects**

Identified Projects
Connect Falls Park to Fall Creek Golf Club with multi-use trail.
Sidewalk/trail improvements along Huntsville Road/Fall Creek Drive east of the railroad tracks.
Walking trail around the Sports Complex.
Multi-use trail along Huntsville Road to Hickory Hills neighborhoods.
Trail system on newly acquired bicentennial property on the north side of the Sports Complex.
Improve trail on new bicentennial property north of the falls and consider improving bridge over the falls.

Figure 80: 2015-19 Master Plan Action Plan - Trails Projects



### 5.3 CONCLUSIONS

When considering all of the data reviewed, staff conversation and analysis, It is essential to tie in additional knowledge of operations that may be addressed in other technical reports, as many have financial implications. The following recommendations impact expenditures and, in some instances, will have an impact on revenues as well.

- Fall Creek Golf Club greens fees generated almost half of the revenue in 2015. Golf, however, it is a weather-dependent operation which can impact the income from year to year. The Department has a contract for services onsite with Sahm's SmokeHouse, which is open year round. The agreement has a set monthly rental with a percent rent component to the agreement where the Department receive a percentage of the revenue once the tenant has reached a certain amount in food and beverage sales per week.
- Alvin D. Brown Memorial Swimming Pool has made strides in attempting to increase cost recovery, with an 88% revenue increase from 2014. As the pool ages with increase maintenance expenses and weather become a significant factor in generating revenue. An area that can be improved would be increasing activities with lessons for a fee (establishing a scholarship fund for families that cannot afford the price), group fitness classes, master swim team, and youth swim team. Birthday party packages may need to have a price increase or remove the free visit as part of the package offer. The private rentals could have more of a breakdown with a lap lane rental rate that could support local sports team conditioning while programs are running, such as swimming lessons or aqua walking/jogging class. Also, if staffing can help weekend hours through labor day, the Department can increase the potential of 11 more weekend admissions revenue.
- Developing and organizing revenue and expense with similar line item numbers and titles would help the Department with consistency across all three budget areas. Each cost center has a payroll as a category, which is a great start. In 2019, the Sports Complex was removed from the Department into its budget, this will be great for monitoring cost recovery for that specific location and its amenities.
- Better quality services and facilities create better financial sustainability in operations but require upfront investments to achieve the goals. In essence, spending funds to improve the system and services will have an impact on increasing expenses at first. They will also have a positive effect on participation, brand perception, and revenues as long as services are quality and priced appropriately. Focusing on improving internal operations can also have a positive impact on quality, participation, and revenues.
- The Department needs to conduct a cost-benefit analysis for all new opportunities. This includes the Department initiatives and the initiatives of potential partners. It is best practice for the Department to develop partnerships with other similar providers in facility and program areas where the Department cannot afford to take on the full cost of service alone. The current collaboration with the YMCA could be expanded for facilities and programs/services for the community.
- An essential tool that should be developed and updated annually by the Department is a Capital Improvement Plan or a financial road map for expected significant expenses over the next five years. These expenses can include building repairs, new or repairing restrooms, updating playground, and updating the community building. This tool can help the Board and Department balance significant expenses over the years, verses all assets falling apart in the same fiscal year.

- The Department should also research a point of sale system that can be used for all revenue areas. Having one system could reduce your merchant cost, run reports, and see trends across the Pool, Golf, Sports Complex, Rentals, and potential future programs. One system can increase the ease of participants, increase the ease of staff cross-training, and create a standard for the Finance Committee to set realistic goals and see patterns of sales, participation, rentals usage, facility schedules, and program schedules.
- The Department will need to implement dedicated funding sources to assist with the overall priorities of the community to avoid having an aging underutilized park system. With planned growth in the area of residents, the time is to get out in front of the growth to capture revenue and avoid an underutilized aging system. The Department should implement the funding strategies identified in this report, where appropriate. The top two funding strategy opportunities are Recreation Impact Fees and establishing a Food & Beverage Tax.
- The priorities from the survey results identifies high, medium, and low priorities. It is recommended that the Department adopt the following approach to avoid getting into priorities that may negatively impact the sustainability of the Department.
  - High Priorities: For facilities and programs identified as high priority investments, the Department should look to initiate these on their own as long as resources allow.
  - Medium Priorities: For facilities and programs that are recognized as medium priorities, the Department should seek partners to share the costs in addressing these needs in the community.
  - Low Priorities: For facilities and programs identified as low priority investments, the Department should encourage special interest groups to seek out additional partners that could be enhanced with Department involvement to help provide these services. This approach will help the Department stay focused on the greater impacts and avoid expending resources towards priorities that will not yield as high of a return on the Department's investment.



## 5.4 FUNDING AND REVENUE STRATEGIES

Park and Recreation systems across the United States today are learning 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. The Department is also seeking to identify a diverse approach to funding parks and recreation services and facilities. To address this, funding strategies for the Department to explore can be found in the recommendations.

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 events, Brown Pool, and for Falls Park, a natural and historic gem.

The consulting team feels that some (if not all of these sources) should be considered as an option to support the capital and operational needs of the service area and should be outlined in the Master Plan. Many of these funding sources may not be approved by the Town or have never been used but should be pursued through legislative means should the Department see the value in pursuing these funding sources). The Department has currently created funding, however can still re-evaluated or explored further as the Department grows.

### EXTERNAL FUNDING SOURCES

**Corporate Sponsors:** This revenue-funding source allows corporations to invest in the development or enhancement of new or existing facilities in park systems. Sponsorships are also highly used for programs and events. Currently, working with Community Hospital for the Sports Complex.

**Crowdfunding:** Fairly new web-based source which aggregates funds from a group of people who are willing to support a specific project, be it program related or facility related. Some sites that successfully do that are [www.kickstarter.org](http://www.kickstarter.org) and [www.razoo.com](http://www.razoo.com).

**Partnerships:** Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a Parks and Recreation Department, or a private business and a municipal agency. Two partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities and asset management, based on the strengths and weaknesses of each partner. The Department is currently working with YMCA and Youth Sport Organizations.

**Conservancies:** These are organized fund raising and operational groups who raise money for individual signature parks and or attractions such as zoo's, regional parks. There are over two thousand conservancies in the United States now.

**Foundations/Gifts:** These dollars are raised from tax-exempt, non-profit organizations established with private donations in promotion of specific causes, activities, or issues. They offer a variety of means to

fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of items, etc. The Department is currently working with South Madison Community Foundation.

**Private Donations:** Private Donations may also be received in the form of funds, land, facilities, recreation equipment, art or in-kind services. Donations from local and regional businesses as sponsors for events or facilities should be pursued.

**Friends Groups:** These groups are formed to raise money typically for a single focus purpose that could include a park facility or program that will better the community as a whole and their special interest. The Department is currently working with Museum Board and Friends of Falls Park.

**Irrevocable Remainder Trusts:** These trusts are set up with individuals who typically have more than a million dollars in wealth. They will leave a portion of their wealth to the Town in a trust fund that allows the fund to grow over a period of time and then is available for the Town to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.

**Volunteerism:** The revenue source is an indirect revenue source in that persons donate time to assist the Department in providing a product or service on an hourly basis. This reduces the Town's cost in providing the service plus it builds advocacy into the system. The Department is currently working with Friends of Falls Park, Lions Club, Kiwanis, Residents, Scouts of America, Best Buddies, South Madison Community Drug Coalition, and Intersect.

**Special Fundraisers:** Many park and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects.

#### CAPITAL FEES FUNDING SOURCES

**Capital fees:** Capital fees are added to the cost of revenue producing facilities such as golf courses, pools, recreation centers, hospitality centers and sports complexes and are lifted off after the improvement is paid off. This funding strategy is an opportunity for the Department to explore the feasibility of implementation.

**Dedicated, Development and Re-development Fees:** These fees are assessed for the development of residential properties with the proceeds to be used for parks and recreation purposes, such as open space acquisitions, community park site development, neighborhood park development, regional park acquisition and development, etc. Additionally, redevelopment fees are attained from the property tax increase that comes from the development of trails, signature parks and destination facilities. The Department could explore the feasibility of this funding strategy.

**Impact fees:** These fees are on top of the set user rate for accessing facilities such as golf courses, recreation centers and pool facilities to support capital improvements that benefit the user of the facility. Retail Impact fees are based on retail development like hotels on parks system land. This funding strategy is an opportunity for the Department to explore the feasibility of implementation.

#### USER FEES FUNDING SOURCES

**Recreation Service Fees:** This is a dedicated user fee, which can be established by a local ordinance or other government procedures for the purpose of constructing and maintaining recreation facilities. The fee can apply to all organized activities, which require a reservation of some type or other purposes, as defined by the local government. The fee allows participants an opportunity to contribute toward the upkeep of the facilities being used. The Department should explore once they have decided upon the direction to introduce programs into the community.



**Fees/Charges:** The Department must position its fees and charges to be market-driven and based on both public and private facilities. The potential outcome of revenue generation should relate to national trends of park and recreation agencies, which generate an average 35% to 50% of operating expenditures. This could include daily fees for access to public owned facilities and parks.

**Ticket Sales/Admissions:** This revenue source is on accessing facilities for self-directed activities such as pools, ballparks and entertainment facilities. These user fees help off-set operational costs. The Department currently implements this funding strategy through pool admission, golf and greens fees with a donation base admission for the Museum. The Department can continue to explore this option when permitting tournaments at the Sports Complex.

**Permits (Special Use Permits):** These special permits allow individuals to use specific park property for financial gain. The Department either receives a set amount of money or a percentage of the gross service that is being provided. Permit fees are often implemented when organization run community events on park property to help offset the indirect cost of the events with increased usage of the land and park amenities.

**Reservations:** This revenue source comes from the right to reserve specific public property for a set amount of time. The reservation rates are usually set and apply to group picnic shelters, meeting rooms for weddings, reunions and outings or other types of facilities for special activities. The Department currently implements this funding strategy.

#### GRANT FUNDING SOURCES

**Land & Water Conservation Fund:** LWCF is a grant administered by the State. The funds come from the Federal Government that is received for drilling rights off the cost of the United States. Up to 50 % reimbursement for outdoor recreation projects. All recommended projects are first approved through Indiana. Currently the process was used in the past by the Department and would consider again with the right project.

**Recreational Trail Program:** For development of urban trail linkages, trail head and trailside facilities; maintenance of existing trails; restoration of trail areas damaged by usage; improving access for people with disabilities; acquisition of easements and property; development and construction of new trails; purchase and lease of recreational trail construction and maintenance equipment; environment and safety education programs related to trails. The Department has applied for this grant in the North-40 area in the early 2000's.

**Next Level Trails:** (NLT) is designed to incentivize collaborative efforts to accelerate trail connections. The DNR Division of Outdoor Recreation will administer the program in conjunction with the Indiana Department of Transportation. The Department may consider once the development outside of the park needs to be connected in key locations through the Town and Township.

**Local Nonprofit Foundation Grants:** These nonprofit foundations raise money through community foundations for parks and help support local park foundations on a local and regional level. The Department has implemented this funding strategy in the past and may consider for future projects.

**Partnership Enhancement Monetary Grant Program:** Partnership Enhancement Monetary Grant Program, administered by the National Tree Trust. Matching grants are available on a 50/50 cost share basis. Funds are available for projects which promote public awareness in support of tree planting, maintenance, management, protection and cultivation of trees in rural, community and urban settings.

These are small grants ranging from \$500 to \$20,000. The Department should consider applying for these funds.

**Community and Urban Forestry Assistance (CUF-A) Grant:** The objective of this funding opportunity is to inventory, plan, evaluate, educate, and plant trees. The only allowable costs for this grant program include the cost of (1) tree inventories, (2) management plans and ordinance updates, (3) purchase of trees, (4) planting trees, and (5) urban forestry educational programming, publications, signage, etc. to encourage comprehensive urban forest management and better public understanding of urban forestry topics. As of this Plan's development, the Department has an application submitted for this funding source.

**Historic Preservation Fund:** DHPA receives funding under the Historic Preservation Fund (HPF) Program, which is administered by the U.S. Department of the Interior, National Park Service. The HPF Program helps to promote historic preservation and archaeology in Indiana. The Department should consider exploring this option.

**NRPA Grant & Funding Resources:** The National Recreation and Park Association (NRPA) periodically posts information about grant and fundraising opportunities that are available for park and recreation agencies. Grant opportunities are posted in areas of conservation, environmental/habitat, programming, social issue initiatives, Art and facility/amenity development. The Department should consider this funding source.

**IPRA Foundation Scholarships:** Professional Development Scholarships, Leisure Studies Grants, and Scholarships for Children of IPRA members. The Department should consider this for professional development for the full-time staff.

**IDNR Community and Urban Forestry Program:** Indiana Division of Forestry's Community Urban Forestry Program provides guidance and grants to communities for development and caretaking of urban forests. An urban tree canopy is part of a community's infrastructure and creates valuable environmental, economic, and social benefits. Well-managed urban forests pay back nearly three times the cost to plant and maintain them. Funds are made available to Indiana communities for public tree inventories and management planning, tree planting, education and outreach materials, and other related projects depending of funding source priorities.

**Land Trust:** Many systems have developed land trusts to help secure and fund the cost for acquiring land that needs to be preserved and protected for greenway purposes. This could be a good source to look to for acquisition of future lands. The Department currently implements this funding strategy when opportunities are available through the community foundation.

#### TAX SUPPORT FUNDING SOURCES

**Property Taxes:** Ad valorem taxes on real property. The Department currently implements this funding strategy.

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



**Sales Tax:** This tax is very popular in high traffic tourism type cities and with county and state parks. The Department may want to explore this funding strategy.

**Food and Beverage Tax:** The tax is usually associated with convention and tourism bureaus. However, since parks and recreation agencies manage many of Falls Park and Sport Complex which has the high potential to attract tourism, a partnership development with local tourism agency should be developed.

#### FRANCHISES AND LICENSES

**Pouring Rights:** Private soft drink companies that execute agreements with organizations for exclusive pouring rights within facilities. A portion of the gross sales goes back to the organization. The Department needs to follow up with current vendor agreements to make sure they are receiving the expected funding.

**Concession Management:** Concession management is from retail sales or rentals of soft goods, hard goods, or consumable items. The Department works with baseball to run Sports Complex concessions. This funding source should be reviewed to ensure there is an equitable share of utilities and space.

**Private Concessionaires:** This funding source is a contract with a private business to provide and operate desirable recreational activities financed, constructed and operated by the private sector, with additional compensation paid to the organization. The Department has been seeking community input for food trucks in Falls Park.

**Greenway Utility:** Greenway utilities are used to finance acquisition of greenways and development of the greenways by selling the development rights underground for the fiber optic types of businesses. The Department should consider this funding source while planning for future development.

**Naming Rights:** Many cities and counties have turned to selling the naming rights for new buildings or renovation of existing buildings and parks for the development cost associated with the improvement. The Department allows baseball to use this funding source on park property, however should consider developing policy to protect the Department for future requests.

**Land Leases:** Many communities across the United States have allowed land leases for commercial retail operations along trails as a source of funding. The communities that have used land lease look for retail operations that support the needs of recreation users of the trails. This includes coffee shops, grill and food concessions and small restaurants, ice cream shops, bicycle shops, farmers markets and small local businesses. The land leases provide revenue to maintain the trails and/or to be used for in-kind matching. The Department has a well-organized lease with Sham's Smokehouse.

**Easements:** This revenue source is available when the Town's allows utility companies, businesses or individuals to develop some type of an improvement above ground or below ground on their property for a set period of time and a set dollar amount to be received by the Town on an annual basis. The Department has implemented this funding strategy in the past.

**Advertising Sales:** This revenue source is for the sale of tasteful and appropriate advertising on park and recreation related items such as in an organization's print materials, on scoreboards, dasher boards and other visible products or services that are consumable or permanent and exposes the product or service to many people. The Department currently implements this funding strategy, however could develop a stronger strategy packages to increase revenue.

**Interlocal Agreements:** Contractual relationships entered between two or more local units of government and/or between a local unit of government and a non-profit organization for the joint

usage/development of sports fields, regional parks, or other facilities. The Department currently implements this funding strategy.



## CHAPTER SIX - BENCHMARK ANALYSIS

### 6.1 METHODOLOGY

The consulting team and the Department identified operating metrics to benchmark against comparable parks and recreation agencies, which may have included golf course operations, older aquatics facility operations, and increase development on athletic fields. The goal of the analysis is to evaluate how the Department is positioned among peer agencies as it applies to efficiency and effective practices.

The benchmark assessment is organized into specific categories based on peer agency responses to targeted questions that lend an encompassing view of each system’s operating metrics compared to the Department. Also, portions of the benchmark comparison are fortified by national data from similar-sized municipalities (serving less than 20,000 residents) based on the National Parks and Recreation Association’s (NRPA) Park Metrics database or recommended best practice standards.

Information used in this analysis was obtained directly from each participating benchmark agency. Due to differences in how each system collects, maintains, and reports data, variances may exist. These variations can impact the per capita and percentage allocations, and the overall comparison must be viewed with this in mind. The benchmark data collection for all systems was complete as of December 2019, and information may have changed since the original collection date. The information sought was a combination of operating metrics that factor budgets, staffing levels, and inventories. In some instances, the information was not tracked or not available.

**Figure 81** lists each benchmark agency in the study, arranged by population density, and reveals each jurisdiction's critical characteristics.

Most of the benchmark agencies are local peers from the State of Indiana and one Illinois agency that was included as a best practice agency. The Department ranks near the benchmark median for population size (15,141) and near the bottom in population density (358 residents per sq. mi.), while it has the second-largest jurisdiction size (42.27 sq. mi.).

Agency	State	Jurisdiction Type	Population	Jurisdiction Size (Sq. Mi.)	Population per Sq. Mi.
Danville Parks and Recreation	Indiana	Town	9,001	5.00	1,800
New Haven-Adams Twp. Parks & Recreation Dept.	Indiana	City/Township	16,790	24.50	685
Mooresville Park and Recreation	Indiana	Town/Township	13,098	22.60	580
Channahon Park District	Illinois	Special District - Park District	16,282	45.03	362
Pendleton/Fall Creek Township Parks and Recreation	Indiana	Town/Township	15,141	42.27	358

**Figure 81: Benchmark Jurisdictions Overview**

## 6.2 BENCHMARK COMPARISON

### 6.2.1 PARK ACREAGE

The following table provides a general overview of each system’s park acreage. Pendleton/Fall Creek Township Parks and Recreation has the lowest number of park sites (2) and the median for total acres owned or managed (284). Further dissecting park acreage, the Department has the highest percentage of developed acres (98%). The Department considers all of Falls Park developed due to trails being maintained in the North 40. The North 40 provides a very equitable balance of natural and developed acres. Assessing the level of service for park acres, Pendleton/Fall Creek ranks in the middle of the study with 18.76 acres of parkland per 1,000 residents, which is above the national median for similar-sized agencies of 11.8 acres per 1,000 residents.

Agency	Population	Total Number of Parks	Residents per Park	Total Acres Owned or Managed	Total Developed Acres	Percentage of Developed Acres	Total Acres per 1,000 Residents
Channahon Park District	16,282	20	814	552.14	522.8	95%	33.91
New Haven-Adams Twp. Parks & Recreation Dept.	16,790	17	988	343	245	71%	20.43
Pendleton/Fall Creek Township Parks and Recreation	15,141	2	7,571	284	277	98%	18.76
Danville Parks and Recreation	9,001	5	1,800	165.41	100	60%	18.38
Mooreville Park and Recreation	13,098	5	2,620	184	154	84%	14.05
<i>NRPA Median for Agencies Serving less than 20,000 = 11.8 Acres per 1,000 Residents</i>							

Figure 82: Park Acres

### 6.2.2 TRAIL MILEAGE

The information below explores the types of trails, total mileage, and service level for trails within each system. By comparing total trail mileage to the service area’s population, the level of service provided to the community can be determined, which is expressed as trail miles for every 1,000 residents. As seen below, the Department ranks near the median for total trail mileage, offering a variety of soft and paved trails. The Department has the second-highest total trail mileage per capita (0.50 miles per 1,000) among benchmark agencies. This level of service for trail mileage is within the national best practice of 0.5-1.0 mile of trail per 1,000 residents.

Agency	Population	Soft Trail Miles	Paved Trail Miles	Total Trail Miles	Trail Miles per 1,000 Residents
Danville Parks and Recreation	9,001	7.0	3.0	10.0	1.11
Pendleton/Fall Creek Township Parks and Recreation	15,141	4.0	3.5	7.5	0.50
Channahon Park District	16,282	4.9	3.4	7.8	0.48
Mooreville Park and Recreation	13,098	-	3.0	3.0	0.23
New Haven-Adams Twp. Parks & Recreation Dept.	16,790	-	3.0	3.0	0.18
<i>Best Practice is 0.5-1.0 trail miles per 1,000 Residents</i>					

Figure 83: Trail Milage



### 6.2.3 FTE'S PER 10,000 RESIDENTS

This section compares staffing levels for each system by comparing full-time equivalents (FTEs) to the total population. Total FTEs per 10,000 residents is a key performance metric that assesses how well each agency is equipped to serve its jurisdiction in terms of human resources. Among peer agencies, the Department ranks at the bottom in staffing relative to the population served, with 6.49 FTEs per 10,000 residents. The national median for similar-sized agencies is 9.6 FTEs per 10,000.

Agency	Population	Total FTEs	FTEs per 10,000 Residents
Channahon Park District	16,282	51.00	31.32
Mooreville Park and Recreation	13,098	28.05	21.42
Danville Parks and Recreation	9,001	12.50	13.89
New Haven-Adams Twp. Parks & Recreation Dept.	16,790	17.00	10.13
Pendleton/Fall Creek Township Parks and Recreation	15,141	9.82	6.49
<i>NRPA Median for Agencies Serving Less than 20,000 Residents = 9.6 FTEs per 10,000 Residents</i>			

Figure 84: FTEs Per 10,000 Residents

### 6.2.4 OPERATING BUDGET

Benchmark agencies reported a wide range of annual operating expenditures, from \$4.6 million (Channahon) to \$440 thousand (Danville). Dividing the yearly operational budget by each service area's population allows for a comparison of how much each agency is spending per resident. The Department ranks near the bottom among peer agencies, with \$52.57 spent on operations per resident. This is also significantly lower than the national median for similar agencies, which is \$78.69 of operational expense per resident. While a lower expense per resident can suggest efficiencies in operation, it can also signal limited program offerings, lower maintenance standards, and inadequate staffing levels.

Agency	Population	Total Operating Expense	Operating Expense per Resident
Channahon Park District	16,282	\$ 4,678,165	\$ 287.32
New Haven-Adams Twp. Parks & Recreation Dept.	16,790	\$ 1,307,006	\$ 77.84
Mooreville Park and Recreation	13,098	\$ 930,590	\$ 71.05
Pendleton/Fall Creek Township Parks and Recreation	15,141	\$ 795,928	\$ 52.57
Danville Parks and Recreation	9,001	\$ 440,000	\$ 48.88
<i>NRPA Median for Agencies Serving Less than 20,000 Residents = \$78.69 Operating Expense per Resident</i>			

Figure 85: Operating Budget

6.2.5 NON-TAX REVENUES

By comparing each agency’s annual non-tax revenue to the population, the yearly income generated per resident basis can be determined. As seen below, there is a large discrepancy in revenue-generating capabilities among benchmark agencies, with Pendleton/Fall Creek representing the low end of the study for earned income generated per resident (\$29.09) above the National median of \$24.92 per resident for similar-sized agencies. The median level of non-tax revenue for the Department may indicate a balanced reliance on tax dollars from the general fund and financial sustainability of the Department.

Agency	Population	Total Non-Tax Revenue	Revenue per Resident
Channahon Park District	16,282	\$ 2,945,351	\$ 180.90
Mooreville Park and Recreation	13,098	\$ 795,978	\$ 60.77
Danville Parks and Recreation	9,001	\$ 425,000	\$ 47.22
Pendleton/Fall Creek Township Parks and Recreation	15,141	\$ 440,426	\$ 29.09
New Haven-Adams Twp. Parks & Recreation Dept.	16,790	\$ 368,192	\$ 21.93
<i>NRPA Median for Agencies Serving Less than 20,000 Residents = \$24.92 Revenue per Resident</i>			

Figure 86: Non-Tax Revenues

6.2.6 OPERATIONAL COST RECOVERY

Operational cost recovery is a key performance indicator, arrived by dividing total non-tax revenue by total operating expense, which measures how well each Department’s revenue generation covers the total cost of operations. The current cost recovery 55% for the Department ranks near the bottom among benchmark peers; however, it is well above the national median of 30% cost recovery for similar agencies. This is a performance measure that should be tracked over time and expected to improve as revenue generation for the Department strengthens and operational efficiencies are achieved.

Agency	Total Non-Tax Revenue	Total Operating Expense	Operational Cost Recovery
Danville Parks and Recreation	\$ 425,000	\$ 440,000	97%
Mooreville Park and Recreation	\$ 795,978	\$ 930,590	86%
Channahon Park District	\$ 2,945,351	\$ 4,678,165	63%
Pendleton/Fall Creek Township Parks and Recreation	\$ 440,426	\$ 795,928	55%
New Haven-Adams Twp. Parks & Recreation Dept.	\$ 368,192	\$ 1,307,006	28%
<i>NRPA Medina for Agencies Serving Less than 20,000 Residents = 30% Cost Recovery</i>			

Figure 87: Operational Cost Recovery



### 6.2.7 MARKETING DOLLARS

Marketing budgets of parks and recreation agencies are typically lesser than those of the private sector, as the industry as a whole slowly realizes the value of investing in marketing and the potential return on investment (ROI) that can be achieved. Concerning other comparisons in the benchmark analysis, The Department is at the bottom of the study (\$0.40). Ideally, the Department will develop a Marketing Plan to invest in the optimal marketing mix. This may enhance non-tax revenue generation to support long term financial sustainability.

Agency	Population	Total Marketing (Expenses 2018)	Total Marketing (Expenses 2019)	Marketing Dollars per Capita (2019 Budget)
Danville Parks and Recreation	9,001	\$25,000	\$25,000	\$2.78
Channahon Park District	16,282	\$26,495	\$34,750	\$2.13
New Haven-Adams Twp. Parks & Recreation Dept.	16,790	\$18,000	\$23,000	\$1.37
Mooresville Park and Recreation	13,098	\$6,702	\$14,000	\$1.07
Pendleton/Fall Creek Township Parks and Recreation	15,141	\$5,745	\$6,000	\$0.40

Figure 88: Marketing Dollars

## 6.3 FUTURE DEVELOPMENTS

The Department is in the process of developing a Capital Improvement Plan and Program Plan. The Capital Improvement Plan will most likely start immediately after completing this Plan; however, the Program Plan may be more than five years from development. The data below will assist the Department on understanding Benchmarks CIP and Program potentials.

### 6.3.1 CAPITAL BUDGET

The table below reveals the annual capital budget from 2014-2018, as well as the average budget, for each agency. The national rate of spending for similar agencies (\$127,600 per year). Danville Parks and Recreation use 70% for renovations and 20% in acquisitions. Channahon Parks Department uses 75% for renovation and 25% for acquisition. Other agencies did not report where CIP was spent between renovation, development, acquisitions and other.

Agency	CIP Budget 2014	CIP Budget 2015	CIP Budget 2016	CIP Budget 2017	CIP Budget 2018	Avg Annual CIP Budget
Channahon Park District	\$ 297,816	\$ 537,612	\$ 464,478	\$ 1,025,860	\$ 541,569	\$ 573,467
Danville Parks and Recreation	\$ -	\$ 678,000	\$ 800,000	\$ 50,000	\$ 150,000	\$ 419,500
New Haven-Adams Twp. Parks & Recreation	\$ -	\$ -	\$ -	\$ 53,300	\$ 65,700	\$ 59,500
Mooresville Park and Recreation	\$ 94,341	\$ 13,424	\$ 3,695	\$ -	\$ -	\$ 37,153
<i>NRPA Median for Agencies Serving Less than 20,000 Residents = \$127,600 CIP Budget</i>						

Figure 89: Capital Budget

## 6.4 SUMMARY OF BENCHMARK FINDINGS

Compared to benchmark peers, the Department ranks from top to bottom in the metrics analyzed during this study. The Department is currently in the process of developing increased marketing efforts, a capital improvement plan, and potentially a program plan. It is essential for the system to focus on improving operational efficiencies and enhancing revenue generation concerning benchmark agencies and attaining comparable levels of service for park assets.

Full-Time Equivalence (FTEs) is low for the Department, which could affect the Department's overall ability to maintain or enhance service deliveries, including maintenance, operations of special use facilities such as the aquatic center and golf course, and future programs/events.

A key performance indicator that will be crucial to track and improve on, over time, is operational cost recovery. Increasing this cost recovery percentage will significantly improve the financial health of the system. Recovering a more sustainable level of operational costs through earned income (i.e., non-tax revenues) as an overarching goal should also result in better positioning among benchmark peers for many other performance metrics.

An opportunity exists for increasing capital improvements within the system, as the current level of investment is being developed, leverage peer agencies, and national best practices funding to increase the potential budget to improve the system. For better direction as to where the Department should invest in the future, it will be necessary as part of the Plan to establish and assess recommended levels of service for parks, amenities, and facilities to understand priorities for capital improvements moving forward. While an increase in capital investment requires significant funding, there are many non-traditional sources for funding such improvements that the Department could, and should, pursue in advancing the system.

Overall, the benchmark comparison highlights many areas of improvement and development for the Department to reflect upon. Improving the Department's ranking among peers in many of the performance metrics compared in this analysis should be a priority. It should be understood that achieving this will take time, and the Department should identify small victories along the way that will guide the Department in realizing larger performance goals for the system.



## CHAPTER SEVEN – CAPITAL IMPROVEMENT PLAN

The work items identified in the CIP are beyond the scope of the Department’s routine maintenance and operating budget, covering non-routine major maintenance such as replacement, refurbishing, renovations, etc. Additionally, the plan establishes an implementation strategy to handle liabilities, correct high maintenance areas, and allows for an ongoing preventative maintenance program. The planning period of five years was used to identify projects. In some instances, the Department may take longer to ensure the Department has the funds to address these improvements and development.

### 7.1 APPROACH TO THE CAPITAL IMPROVEMENT PLAN (CIP)

The approach to developing the CIP is a three-tier plan that acknowledges the current fiscal realities, potential changes to existing funding, acquiring alternative funding sources, and the importance of continued philanthropic community support. Each tier is defined below and reflects different assumptions about available resources.

- **Critical Projects** prioritizes spending within existing budget targets. This alternative intends to refocus and make the most of existing resources with the primary goal being for the Department to maintain the level of service. The actions associated with this fiscally responsible approach to address current maintenance needs and anticipated maintenance at existing parks and facilities and will be funded through existing funding sources and alternative funding.
- **Sustainable Projects** describes the extra services or capital improvement that should be undertaken when additional funding is available. This includes strategically enhancing existing capital assets that would require additional operational or capital funding. The Department should evaluate and analyze potential sources of additional revenue, including but not limited to partnerships, naming rights, impact fees, grants, and capital bond funding, if appropriate, to help fund the improvements.
- **Visionary Projects** represent the complete set of services and facilities identified by the community. It is a long-range look at the level of service and lifecycle replacement to address future needs and deficiencies. In this Plan, the Visionary Projects address aging facilities to improve operational effectiveness and the overall sustainability of the park and recreation system. Funding for visionary projects would be derived from partnerships, private investments, and capital bond funding, if appropriate.

7.1.1 CRITICAL PROJECTS (PRIORITY TO ADDRESS)

Critical Actions (Priority to address)	Location	Description	Source of Need
<b>Buildings &amp; Structures</b>			
Bridges	North 40 (over Prairie Creek)	Replace bridge, potential naming rights or Eagle Scout project.	Site Assessment
Pond Area	North 40	Improve access and views, clean pond edge, overlook, and water quality.	Site Assessment, Community Input
Gazebo	Falls Park West	Update for ADA guidelines (slope and uneven concrete).	Site Assessment
Falls Bridge	Falls Park West	Remove bridge or replace (not safe or ADA accessibility)	Site Assessment
Falls Overlook	Falls Park West	Remove or replace (not safe or ADA accessibility, flood & tomado damage).	Site Assessment
Bridge	Sports Complex, Fall Creek	Keep approached graded for ADA compliance, lip.	Site Assessment
Sports Complex General	Sports Complex	Replace missing outlet caps.	Site Assessment
YMCA Building	Conservation/YMCA	Add gutters and update ADA entrance.	Site Assessment
<b>Playgrounds</b>			
Playground (South Duck Pond)	Falls Park West	Revision of space due to tornado, increase playground safety, playground surface safety, and ADA accessibility.	Site Assessment, Community Input
Playground (YMCA)	Conservation/YMCA	Relocation of space due to flooding, increase playground safety, playground surface safety, and ADA accessibility.	Site Assessment, Community Input
<b>Pavements</b>			
Parking Lot	Falls Park (All)	Increase parking organization, enhance pedestrian access, add wheel stops (\$50/per), and re-locate flag pole.	Site Assessment, Community Input
Fitness Equipment	Fitness/Soccer Fields	Add ADA accessible pathways.	Site Assessment, Community Input
<b>Furnishings &amp; Signage</b>			
Duck Pond Boardwalk	Falls Park West	Repair cracked and shifting sections of boardwalk. Bring to code with railings.	Site Assessment
Stairs	Falls Park (All)	Continuous Maintenance: Replacement of stairs should be done with concrete, metal or composite following ADA guidelines.	Site Assessment
Lighting	Falls Park (All)	Convert lighting to LED.	Site Assessment, Community Input
<b>Other</b>			
Dead Trees (Ash)	Falls Park (All)	Continuous maintenance: remove dead tree (\$900/per) replace with diverse forest.	Site Assessment, Community Input
Invasive Plant Species	North 40	Continuous Maintenance: tasks available for volunteer groups.	Site Assessment
Vegetation Management	Falls Park (All)	Cut back and thin out near structures, trails and features.	Site Assessment, Community Input
Train Overpass Lighting	North 40, Meadow Area	Dark even in the day time, consider lighting and creative use of the space.	Site Assessment, Community Input
Basketball Courts	Falls Park East	Relocate, updated to ADA guidelines.	Site Assessment, Survey
Disc Golf	Conservation/YMCA	Remove or relocate, updated to ADA guidelines.	Site Assessment
Tennis Courts	Conservation/YMCA	Remove or relocate, updated to ADA guidelines.	Site Assessment
Volleyball Courts	Conservation/YMCA	Remove or relocate, updated to ADA guidelines.	Site Assessment

Figure 90: Critical Projects



## 7.1.2 SUSTAINABLE PROJECTS

SUSTAINABLE ACTIONS (Improve what we have)	Location	Description	Source of Need
<b>Buildings &amp; Structures</b>			
Bench Shelters	North 40	Add metal roof, potential donor/naming opportunities. Average \$10/sq. ft. (est.144 sq. ft.)	Site Assessment
Restroom Facility	Falls Park (All)	New metal roof, new paint, add stall doors and dividers, children's changing tables, soap dispenser, hand dryer, and automatic lights locks, ADA accessibility (Replace or renovate).	Site Assessment Community Input
Bridges	North 40, over Fall Creek	Update decking and remove vegetation encroaching. Provide better drainage on trail leading up to bridge.	Site Assessment, Community Input
Large Shelter	Falls Park (All)	Replace roof with metal (\$10/sq. ft.) or replace structure with a metal structure. Add concrete pad, accessible route, improve drainage and provide vandal resistant electrical fixtures.	Site Assessment
Small Shelter	Falls Park West, south end	New metal roof (water drainage) (\$10/sq. ft.) & repair brick façade; incorporate as a garden feature (too small to be a picnic shelter).	Site Assessment
Ramp Sahn's SmokeHouse/ Club House	Fall Creek Golf Course	Update ramp to ADA guidelines.	Site Assessment, Community Input
Golf Maintenance Buildings	Fall Creek Golf Course	Added gutters and ADA accessibility.	Site Assessment
Pump Building	Fall Creek Golf Course	Add doors, gutters and ADA accessibility.	Site Assessment
Golf Course	Fall Creek Golf Course	Upgrade to ADA accessibility.	Site Assessment, Community Input
<b>Playgrounds</b>			
Playground	Sports Complex	Improve drainage, keep safety surface to standards, and add ADA accessibility.	Site Assessment, Community Input
<b>Pavements</b>			
Parking Lot	North 40	Minor asphalt repairs, resealing (\$0.25/Sq.Ft.) and new parking striping. Improve drainage to expand pavement life.	Site Assessment
Sahn's SmokeHouse	Fall Creek Golf Course	Consider additional parking options.	Site Assessment
<b>Furnishings &amp; Signage</b>			
Wayfinding Signs	Falls Park (Road & Trail)	Develop a signage standard and location system for users to be able identify locations of facilities and amenities within the park.	Site Assessment, Community Input
Picnic Tables	Falls Park (All)	Creating picnic areas near activity areas, add ADA accessible tables (\$800/table).	Site Assessment
<b>Other</b>			
Baseball Field 3	Sports Complex	Improve drainage (\$800/acre).	
Soccer Fields	Fitness/Soccer	Consider drain tiles and reseeding (\$800/acre).	Site Assessment

Figure 91: Sustainable Projects

7.1.3 VISIONARY PROJECTS

VISIONARY ACTIONS (New opportunities)	Location	Description	Source of Need
<b>Buildings &amp; Structures</b>			
Lift Station	Falls Park West	Remove lift station not in use.	Site Assessment
Light House	Falls Park West	Consider lighting.	Site Assessment
Large Shelter	Falls Park West, Duck Pond	Consider new terrace off north side to provide additional picnic area.	Site Assessment
Museum	Falls Park West, south of falls	Add gutters to building.	Site Assessment
Restrooms	Fall Creek Golf Course/Soccer Fields	Construct permanent restrooms where temporary restrooms are used.	Site Assessment
<b>Furnishings &amp; Signage</b>			
Benches	Falls Park (All)	Add park benches throughout the park, annual painting as needed.	Site Assessment
Lamp Posts	Falls Park West	Consider historic lamps (look) with LED lights.	Site Assessment
<b>Other</b>			
Fence	Falls Park	Consider a fence around maintenance yard, add trail connecting soccer field to main park area.	Site Assessment
Dog Park	Falls Park	Consider adding trees, rotation turf areas, add dog equipment and ADA path.	Site Assessment
Trees	Falls Park (All)	Tree replacement, tree additions plan, and increased shade.	Site Assessment

Figure 92: Visionary Projects



## CHAPTER EIGHT – STRATEGIC RECOMMENDATIONS

### 8.1 VISION

*“To be the reason people Live, Play and Visit.”*

### 8.2 MISSION

*“To provide spaces to gather and create life-long memories.”*

### 8.3 CORE VALUES

- Building Community Spaces
- Diversity, Equity & Inclusion
- Fun
- Stewardship
- Diversity, Equity, & Inclusion

#### 8.3.1 PILLARS TO BUILD ON

- **Conservation:** We will respect our natural lands and preserve the value of our flora and fauna in our parks
- **Health, Wellness:** We will build health and wellness opportunities into our park design and the programs we deliver to create a healthy community of users.
- **Outstanding Customer Service:** We will treat all customers with respect and provide the best experience as possible.
- **Placemaking:** We will create great park spaces and experiences that inspire our community to take pride in their parks and love them.
- **Sustainability:** We will be fiscally responsible and stewards of entrusted funds and always look for ways to reduce any dependence on tax dollars where possible.

### 8.4 STRATEGIC ACTION PLAN

The Strategic Action Plan with prioritized action items is outlined below. The recommendations presented have been further refined into strategies and prioritized as short-term(1-2 years), mid-term (2-4 years), long-term (5+ years), and on-going action items. For the Strategies & Tactics, short-term is indicated with “ST,” mid-term with “MT,” long-term with “LG” and on-going with “OG”. Action items receiving higher priority are those supported by significant community input or are items that have been delayed or postponed in the past but have significant bearing on achieving the goals of this plan. Additionally, high priority items can immediately improve the function and efficiency of the Department, have longer lead times and support additional funding, revenue recovery and land acquisition as the basis for meeting other more detailed objectives.

KEY:

ST - SHORT-TERM (1-5 YEARS)

MT - MID-TERM (5-10 YEARS)

LG - LONG-TERM (10+ YEARS)

OG - ONGOING

#### 8.4.1 KEY AREAS OF FOCUS FOR THIS PLANNING PERIOD

##### PARKS

**Goal:** Develop the park district to meet the needs of the community as it grows by updating existing infrastructure acquiring land for additional parks, and to build trail connectivity to key locations within the service area.

##### Strategies & Tactics:

- Identify land for trail access and seek to secure via perpetual easement, purchase or lease. (ST)
- Increase Americans with Disability Act mandated (ADA) accessibility by developing a multi-year funded approach to addressing items within the ADA Transition Plan. (ST)
- Continue to update aging playground features with new inclusive playground features and ADA Accessibility. (ST/MT)
- Update aging playground features by the Brown Memorial Pool with new inclusive playground features and ADA accessibility. (ST/MT)
- Continue to remove diseased and dying trees in key areas where there are assets and public access. (ST/MT)
- Develop a wayfinding signage system that directs visitors on the roads and on the trails to key locations in the park district. (MT)
- Identify and develop access points along Fall Creek for kayaking and canoeing when water levels are appropriate. (MT)
- Identify locations for additional natural trails where mountain biking and hiking can coexist. (MT)
- Remove and relocate current basketball and tennis courts to increase play, sustainability, and increase multi-use to the Level of Service Standards. (MT)
- Increase developed trails to meet the Level of Service Standards of 3.5 miles of paved trails per 1,000 residents and natural trails to four miles per 1,000 population. (MT/LT)
- Address aging pedestrian bridges to bring up to standard and improve ADA access when replacing bridges. (MT/LT)
- Work with the Town and Township to educate residents on land acquisition and trail development. (OG)

##### FACILITIES

**Goal:** Enhance existing facilities and provide for the unmet needs of the community as identified in the public survey results that support existing and future populations of the district.

##### Strategies & Tactics:

- Fall Creek Golf Course:
  - Enhance operations with new programming and technology that attracts younger players to foster lifelong participation (ST)
  - Continue to develop multi-generational outings for lifelong players to mentor new golf enthusiasts (ST)
  - Address low areas that hold water to remove unplayable areas (ST/MT)
  - Continue to innovate with partnerships and events that bring a new experience to members and visitors (OG)
- Brown Memorial Pool:
  - Develop standards and policies to reduce revenue loss of rainy days. (ST)
  - Develop enhanced rental packages including Birthday Party, Corporate Rentals, and Private Events. (ST)



- If staff can support, extend weekend hours until Labor Day. (ST)
- Enhance program opportunities with events for user groups such as youth swim lessons, master swim, swim teams, and aquatics group fitness classes. (ST/MT)
- Develop a strategy to address the pool's age and leisure water play features. (MT/LT)
- Community Building & Pendleton Historic Museum:
  - Update the Community Building to increase rentals and guest experiences including technology for audio visual needs. (MT)
  - Continue to partner with the volunteers of the Pendleton Historical Museum to maintain historical facilities and preserve the cultural heritage of Pendleton and Fall Creek Township. (OG)
- Additional Park System Structures:
  - Replace aging roofs on facilities identified in the site assessment with metal roofs to decrease maintenance and increase the life of the asset. (ST)
- As demand for indoor recreation increases with the population, the Board and Department should work with the schools for access to indoor recreation spaces until such a time where indoor recreation spaces can be developed in the district. (OG)
- Explore the feasibility of indoor recreation spaces such as a recreation center/aquatic center with local partners and leadership. (LT)

## RECREATION

**Goal:** Continue partnerships for programs and explore expanding current internal program offerings in areas that address a need or provide greater opportunity to enhance the lives of residents and visitors.

### Strategies & Tactics:

- Enhance Organizational Partnerships
  - Review current partnership agreements to ensure equitable benefits to all parties involved. (ST)
  - Improve reporting on set measurable outcomes, communication, safety, and marketing of partnerships. (ST/OG)
  - Set and define standards for outside events to ensure event safety (e.g. road closure standards), event cost recovery to the Department (e.g. permit fees), and cross promotion (e.g. dedicated space on Department webpage). (ST)
- Enhance volunteer recruiting, tracking, training, and recognition program. (ST)
- Increase programming opportunities through partnerships contracts (revenue share) of programs ran in parks with a current focus on nature programs, youth programs, senior programs and adult fitness programs. (MT)
- Hire a part-time team member to increase Department offered activities and coordinate with contracted partners. (MT)
  - Develop core program areas as identified in the priority ratings from survey input, demographics, and trends and promote to the public seeking instructors/contractors. (MT)
  - Develop program cost recovery standards to program classifications of essential programs, important programs, and value-added programs to continue fiscal stewardship. (MT)
- Develop a Program & Events Plan. (LT)
- Increase staff levels to support the Program & Event Plan. (LT)
- Develop a recreation program/event evaluation to be distributed after internal and external services. (LT)

OPERATIONS & FINANCE

**Goal:** Create a well-funded sustainable park system to meet the need and expectations of the community and implement new dedicated funding sources for capital development.

**Strategies & Tactics:**

- Develop and organize revenue and expense accounts and line items with common terminology across all budgets to assist in tracking within the Clerk Treasurer’s existing financial software. (ST)
- Seek to increase full-time staff to enhance customer experience, maintain reporting, financials, and build Department brand. (ST)
- Develop a new Pendleton/Fall Creek Township Parks and Recreation brand moving away from a specific facility name (i.e. Falls Park) that includes the Town, Township, golf, pool, trails, and the future developments within the District. (ST/MT)
- Develop a pricing policy to provide direction to staff on appropriately determining price of participation and set pricing for services at fair market value with resident discounts for contributing to asset preservation through taxes. (ST)
- Research a software system to provide automation of reports and finances for the entire system, including online purchases/reservations and schedule development. (ST)
- Develop a method to track deferred maintenance and a strategy to address existing maintenance needs and limit adding necessary maintenance items to the list. (ST/OG)
- Develop a marketing and promotions annual plan for Department services and events in the park. (ST)
  - Focus on digital marketing efforts on social media, website, Town website and email. (ST)
  - Research and purchase technology to support social media postings and analytics. (ST)
  - Enhance social media standards focused on telling your story. (ST)
  - Update and enhance website. (MT)
- Investigate and develop two (2) more dedicated funding sources for parks and recreation in the system. (ST/MT)
  - Work with elected officials to seek dedicated funding sources for land acquisition, facility development, operations and staffing needs. (ST)
  - Develop a Zone Improvement Plan and recreation impact fee as a dedicated funding source to support the growth of Pendleton/Fall Creek Township Parks and Recreation Department. (ST)
  - Seek to implement a Food & Beverage Tax to fund capital improvements and operations. (MT)
  - Develop an earned income policy to go after other revenues to support operational and capital needs such as naming rights, sponsorship and grants. (MT)
- Develop a Cost Benefit Analysis for all new opportunities to ensure all services are sustainable. (OG)

Regularly review fees and charges to ensure that industry cost increases are reflected in Department pricing. (OG)



## APPENDIX A – INDIANA CODE FOR PARKS AND RECREATION

### IC 36-10-3

#### Chapter 3. General Park and Recreation Law

### IC 36-10-3-1

#### Application of chapter

Sec. 1. This chapter applies to the following units:

- (1) All counties.
- (2) All municipalities.

As added by Acts 1981, P.L.309, SEC.110. Amended by Acts 1981, P.L.319, SEC.1; P.L.354-1985, SEC.1; P.L.227-1986, SEC.1; P.L.157-1991, SEC.2.

### IC36-10-3-2

#### Definitions

Sec.2.As used in this chapter:

"Board" refers to a park and recreation board.

"Department" refers to department of parks and recreation.

"District" means the area within the jurisdiction of a department.

As added by Acts 1981, P.L.309, SEC.110.

### IC 36-10-3-3

#### Department of parks and recreation; creation; transfer of property to park and recreation board

Sec. 3. (a) The fiscal body of a unit may adopt an ordinance creating a department of parks and recreation and repealing in the ordinance or resolution prior ordinances or resolutions creating separate park and recreation authorities. The department consists of a park and recreation board, a superintendent, and other personnel that the board determines.

(b) After a board has been created, all books, papers, documents, and other property of former park and recreation authorities shall be transferred to and become the property of the board.

As added by Acts 1981, P.L.309, SEC.110. Amended by P.L.354-1985, SEC.2; P.L.11-1987, SEC.34; P.L.157-1991, SEC.3.

### IC 36-10-3-4

#### Municipal board; membership; ex officio members; additional members

Sec. 4. (a) A city board consists of four (4) members to be appointed by the city executive. The members shall be appointed on the basis of their interest in and knowledge of parks and recreation, but no more than two (2) members may be affiliated with the same political party. In addition, the creating ordinance may provide for one (1) or two (2) ex officio members, those being:

- (1) a member of the governing body of the school corporation selected by that body;
- (2) a member of the governing body of the library district selected by that body; or

(3) both subdivisions (1) and (2).

(b) A town board consists of four (4) members to be appointed by

the town legislative body. The members shall be appointed on the basis of their interest in and knowledge of parks and recreation. Except as provided in section 4.1 of this chapter, not more than two (2) members may be affiliated with the same political party. Members of the board must be residents of the district. In addition, the creating ordinance may provide for one (1) or two (2) ex officio members, those being:

(1) a member:

(A) of the governing body of the school corporation selected by that body; or

(B) designated by the governing body of the school corporation;

(2) a member of the governing body of the library district selected by that body; or

(3) both subdivisions (1) and (2).

(c) A county board shall be appointed as follows:

(1) Two (2) members shall be appointed by the judge of the circuit court.

(2) One (1) member shall be appointed by the county executive.

(3) Two (2) members shall be appointed by the county fiscal body.

The members appointed under subdivisions (1), (2), and (3) shall be appointed on the basis of their interest in and knowledge of parks and recreation, but no more than one (1) member appointed under subdivisions (1) and (3) may be affiliated with the same political party. In a county having at least one (1) first- or second-class city, the creating ordinance must provide for one (1) ex officio board member to be appointed by the executive of that city. The member appointed by the city executive must be affiliated with a different political party than the member appointed by the county executive. However, if a county has more than one (1) such city, the executives of those cities shall agree on the member. The member serves for a term coterminous with the term of the appointing executive or executives.

(d) Ex officio members have all the rights of regular members, including the right to vote. A vacancy in an ex officio position shall be filled by the appointing authority.

(e) Neither a municipal executive nor a member of a county fiscal body, county executive, or municipal fiscal body may serve on a board.

(f) The creating ordinance in any county may provide for:

(1) the county cooperative extension coordinator;

(2) the county extension educator; or

(3) a member of the county extension committee selected by the committee;

to serve as an ex officio member of the county board, in addition to the members provided for under subsection (c).

(g) The creating ordinance in a county having no first- or second-class cities may provide for a member of the county board to be selected by the board of supervisors of a soil and water conservation district in which a facility of the county board is located. The



member selected under this subsection is in addition to the members provided for under subsections (c) and (f).

As added by Acts 1981, P.L.309, SEC.110. Amended by Acts 1981, P.L.320, SEC.1; P.L.207-1984, SEC.1; P.L.157-1991, SEC.4; P.L.40-1993, SEC.68; P.L.271-1993, SEC.1; P.L.2-1995, SEC.138; P.L.64-1998, SEC.3; P.L.128-2007, SEC.1.

IC 36-10-3-4.1

Town board; waiver of requirements

Sec. 4.1. A town legislative body may, by a majority vote, waive any or all of the following requirements of a town board member under section 4(b) of this chapter:

- (1) The requirement that a member of the town board be affiliated with a political party.
- (2) The requirement that not more than two (2) of the four (4) members of the town board be affiliated with the same political party.

A town legislative body may vote for a waiver only if the waiver is necessary due to the absence of persons who are willing to serve on the town board and who satisfy any or all of the requirements.

As added by P.L.128-2007, SEC.2.

IC 36-10-3-5

Board of park and recreation; initial appointments; vacancy

Sec. 5. (a) Initial appointments to a municipal board are as follows:

- (1) One (1) member for a term of one (1) year.
- (2) One (1) member for a term of two (2) years.
- (3) One (1) member for a term of three (3) years.
- (4) One (1) member for a term of four (4) years.

As a term expires, each new appointment is for a four (4) year term. All terms expire on the first Monday in January, but a member continues in office until his successor is appointed.

(b) Initial appointments to a county board are as follows:

- (1) The circuit court judge's appointments are for one (1) and three (3) year terms, respectively.
- (2) The county executive's appointment is for a two (2) year term.
- (3) The county fiscal body's appointments are for two (2) and four (4) year terms, respectively.

As a term expires, each new appointment is for a four (4) year term. All terms expire on the first Monday in January, but a member continues in office until his successor is appointed.

(c) An appointing authority shall make initial appointments within ninety (90) days after the creation of the department.

(d) If an appointment for any new term is not made by the first Monday in April, the incumbent shall serve another term.

(e) In making initial appointments under subsections (a) or (b), an appointing authority, in order to provide continuity of experience and programs, shall give special consideration to the appointment of members from previous park or recreation boards.

(f) If a vacancy on the board occurs, the appointing authority shall appoint a person to serve for the remainder of the unexpired term.

As added by Acts 1981, P.L.309, SEC.110. Amended by Acts 1981, P.L.320, SEC.2.

IC 36-10-3-6

Board of park and recreation; removal; procedure

Sec. 6. A member may be removed only for cause, upon specific written charges filed against him. The charges shall be filed with and heard by the appointing authority, unless the appointing authority is bringing the charges. If the appointing authority is bringing the charges, the unit's fiscal body shall appoint a hearing officer. The person to hear the charges shall fix a date for a public hearing and give public notice at least ten (10) days in advance of the hearing. At the hearing the member is entitled to present evidence and argument and to be represented by counsel.

As added by Acts 1981, P.L.309, SEC.110. Amended by Acts 1981, P.L.320, SEC.3.

IC 36-10-3-7

Board of park and recreation; advisory member

Sec. 7. If a municipality is located in a county having a county board, the municipal and county boards may each designate a member to sit with the other board in an advisory capacity.

As added by Acts 1981, P.L.309, SEC.110. Amended by Acts 1981, P.L.320, SEC.4.

IC 36-10-3-8

Board of park and recreation; regular and special meetings; election of officers; quorum

Sec. 8. (a) All meetings of the board are open to the public. The board shall fix the time and place of its regular meetings, but it shall meet at least quarterly.

(b) Special meetings of the board may be called by the president or by any two (2) members by written request to the secretary. The secretary shall send to each member, at least two (2) days before a special meeting, a written notice fixing the time, place, and purpose of the meeting. Written notice of a special meeting is not required if the time of the special meeting is fixed at a regular meeting or if all members are present at the special meeting.

(c) At its first regular meeting each year the board shall elect a president and a vice president. The vice president may act as president during the absence or disability of the president. The board may select a secretary either from within or outside its membership.

(d) A majority of the members constitutes a quorum. Action of the board is not official unless it is authorized by at least three (3) members present and acting.

As added by Acts 1981, P.L.309, SEC.110.

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IC 36-10-3-9



Board of park and recreation; compensation

Sec. 9. (a) The members of the board may receive a salary in an amount fixed by the fiscal body.

(b) If the board determines that members or employees should attend a state, regional, or national conference dealing with park and recreation problems, the board may authorize the payment of the actual expenses involved in attending the conference. However, the amount must be available as part of the board's appropriation.

(c) A fiscal body may appropriate and approve a per diem allowance to a member of a board for attending a meeting of the board.

(d) The unit shall provide suitable quarters for holding meetings and conducting the work of the board.

As added by Acts 1981, P.L.309, SEC.110. Amended by Acts 1981, P.L.320, SEC.5; P.L.238-1997, SEC.1.

IC 36-10-3-10

Board of park and recreation; duties

Sec. 10. (a) The board shall:

(1) exercise general supervision of and make rules for the department;

(2) establish rules governing the use of the park and recreation facilities by the public;

(3) provide police protection for its property and activities, either by requesting assistance from state, municipal, or county police authorities, or by having specified employees deputized as police officers; the deputized employees, however, are not eligible for police pension benefits or other emoluments of police officers;

(4) appoint the necessary administrative officers of the department and fix their duties;

(5) establish standards and qualifications for the appointment of all personnel and approve their appointments without regard to politics;

(6) make recommendations and an annual report to the executive and fiscal body of the unit concerning the operation of the board and the status of park and recreation programs in the district;

(7) prepare and submit an annual budget in the same manner as other executive departments of the unit; and

(8) appoint a member of the board to serve on another kind of board or commission, whenever a statute allows a park or recreation board to do this.

(b) In a municipality, the board shall fix the compensation of officers and personnel appointed under subsections (a)(4) and (a)(5), subject to IC 36-4-7-5 and IC 36-4-7-6.

As added by Acts 1981, P.L.309, SEC.110.

IC 36-10-3-11

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Board of park and recreation; powers

Sec. 11. (a) The board may:

(1) enter into contracts and leases for facilities and services;

(2) contract with persons for joint use of facilities for the operation of park and recreation programs and related services;

(3) contract with another board, a unit, or a school corporation for the use of park and recreation facilities or services, and a township or school corporation may contract with the board for the use of park and recreation facilities or services;

(4) acquire and dispose of real and personal property, either within or outside Indiana;

(5) exercise the power of eminent domain under statutes available to municipalities;

(6) sell, lease, or enter into a royalty contract for the natural or mineral resources of land that it owns, the money received to be deposited in a non-reverting capital fund of the board;

(7) engage in self-supporting activities as prescribed by section 22 of this chapter;

(8) contract for special and temporary services and for professional assistance;

(9) delegate authority to perform ministerial acts in all cases except where final action of the board is necessary;

(10) prepare, publish, and distribute reports and other materials relating to activities authorized by this chapter;

(11) sue and be sued collectively by its legal name, as the "\_\_\_\_\_ (unit's name) Park and Recreation Board", with service of process being had upon the president of the board, but costs may not be taxed against the board or its members in any action;

(12) invoke any legal, equitable, or special remedy for the enforcement of this chapter, a park or recreation ordinance, or the board's own action taken under either; and

(13) release and transfer, by resolution, a part of the area over which it has jurisdiction for park and recreational purposes to park authorities of another unit for park and recreational purposes upon petition of the park or recreation board of the acquiring unit.

(b) The board may also lease any buildings or grounds belonging to the unit and located within a park to a person for a period not to exceed fifty (50) years. The lease may authorize the lessee to provide upon the premises educational, research, veterinary, or other proper facilities for the exhibition of wild or domestic animals in wildlife parks, dining facilities, swimming facilities, golf courses, skating facilities, dancing facilities, amusement rides generally found in amusement parks, or other recreational facilities. A lease may be made for more than one (1) year only to the highest and best bidder, after notice that the lease will be made has been given by publication in accordance with IC 5-3-1.

(c) Notwithstanding subsection (b), the board may lease buildings or grounds belonging to the unit for a period of more than one (1) year without soliciting the highest and best bidder or providing notice under IC 5-3-1 if:

(1) the buildings or grounds are leased to an Indiana nonprofit corporation;

(2) the buildings or grounds are operated as a public golf course; and

(3) the golf course remains subject to rules and regulations promulgated by the board.

As added by Acts 1981, P.L.309, SEC.110. Amended by Acts 1981, P.L.320, SEC.6; P.L.228-1986, SEC.1; P.L.35-1990, SEC.72; P.L.328-1995, SEC.1.



IC 36-10-3-12

Board of park and recreation; public or private sale of personal property declared to be surplus

Sec. 12. The board may sell, or order sold through a designated representative, by public or private sale, any personal property that the board has declared to be surplus at a regular or special meeting and has declared to have an aggregate appraised value of five thousand dollars (\$5,000) or less. Whenever the board decides to sell at a private sale, the board must employ a qualified appraiser to determine a reasonable selling price for each kind of surplus item and must publish, in the manner provided in IC 5-3-1:

- (1) the fact that a private sale will be held;
- (2) the location of the sale;
- (3) the dates of the beginning and end of the sale;
- (4) the time of day during which the sale will take place;
- (5) the kinds of items to be sold at the sale; and
- (6) the price of each kind of item, which may not be less than the reasonable selling price determined by the qualified appraiser.

If the board decides to sell at a public sale, the board shall conduct the sale in the manner provided by law for the unit.

As added by Acts 1981, P.L.309, SEC.110.

IC 36-10-3-13

Superintendent of parks and recreation; appointment; qualifications; incumbents

Sec. 13. (a) This subsection applies to counties and towns. The board may appoint a superintendent of parks and recreation. The board may not consider political affiliation in the selection of the superintendent.

(b) This subsection applies to cities. If a superintendent of parks and recreation is appointed, the superintendent shall be appointed under IC 36-4-9-2 without considering political affiliation.

(c) If there is more than one (1) superintendent of any park or recreation department involved at the time the creating ordinance is adopted, the board may appoint only one (1) superintendent for the new department.

(d) The superintendent must:

- 
- (1) be qualified by training or experience in the field of parks and recreation; or
  - (2) have a certification or an advanced degree in the field of parks and recreation.

(e) An incumbent performing park and recreation functions in a supervisory capacity at the time a unit adopts a creating ordinance under this chapter is eligible for appointment as superintendent or as an assistant, but he must have the required training, experience, or certification.

As added by Acts 1981, P.L.309, SEC.110. Amended by Acts 1981, P.L.320, SEC.7; P.L.157-1991, SEC.5.

IC 36-10-3-14

Superintendent of parks and recreation; duties

Sec. 14. Under the direction of the board, the superintendent shall:

- (1) propose annually a plan for the operation of the department;
- (2) administer the plan as approved by the board;
- (3) supervise the general administration of the department;
- (4) keep the records of the department and preserve all papers and documents of the department;
- (5) recommend persons for appointment as assistants if the board determines there is a need;
- (6) appoint the employees of the department, subject to the approval of the board, according to the standards and qualifications fixed by the board and without regard to political affiliation;
- (7) prepare and present to the board an annual report; and
- (8) perform other duties that the board directs.

As added by Acts 1981, P.L.309, SEC.110.

IC 36-10-3-15

Assistant superintendent of parks and recreation; appointment; qualifications; duties

Sec. 15. (a) If the board determines that the size of the department's operation requires assistants for the superintendent, the board may appoint, upon the recommendation of the superintendent, one (1) or more assistants. The board shall determine their qualifications on a basis similar to that prescribed for the superintendent.

(b) Assistants are directly responsible to the superintendent and shall perform the duties specified by the superintendent.

As added by Acts 1981, P.L.309, SEC.110.

IC 36-10-3-16

Officers' and employees' bonds and crime policies

Sec. 16. (a) Every officer and employee who handles money in the performance of duties as prescribed by this chapter shall execute an official bond for the term of office or employment before entering upon the duties of the office or employment.

(b) The fiscal body of the unit may under IC 5-4-1-18 authorize the purchase of a blanket bond or crime insurance policy endorsed to include faithful performance to cover all officers' and employees' faithful performance of duties. The amount of the bond or crime insurance policy shall be fixed by the fiscal body and, in the case of a municipality, must be approved by the executive.

(c) All official bonds shall be filed and recorded in the office of the county recorder of the county in which the department is located.

(d) The commissioner of insurance shall prescribe the form of the bonds or crime policies required by this section.



As added by Acts 1981, P.L.309, SEC.110. Amended by P.L.201-1988, SEC.1; P.L.49-1995, SEC.12.

IC 36-10-3-17

Advisory council and special committees; composition; selection; duties; reports

Sec. 17. (a) The board may create an advisory council and special committees composed of citizens interested in parks and recreation.

(b) In selecting an advisory council or special committees, the board shall give consideration to the groups in the community particularly interested in parks and recreation. In a resolution creating an advisory council or a special committee, the board shall specify the terms of its members and the purposes for which it is created.

(c) The advisory council or a special committee shall:

(1) study the subjects and problems specified by the board and recommend to the board additional problems in need of study;

(2) advise the board concerning these subjects, particularly as they relate to different areas and groups in the community; and

(3) upon the invitation of the board, sit with and participate in the deliberations of the board, but without the right to vote.

(d) The advisory council or a special committee shall report only to the board and shall make inquiries and reports only in those areas specified by the board's resolution creating the council or committee.

As added by Acts 1981, P.L.309, SEC.110.

IC 36-10-3-18

Gifts, donations, and subsidies; approval; disposition

Sec. 18. (a) The board may accept gifts, donations, and subsidies for park and recreational purposes. However, a gift or transfer of property to the board may not be made without its approval.

(b) A gift or grant of money shall be deposited in a special non-reverting fund to be available for expenditure by the board for purposes specified by the grantor. The disbursing officer of the unit may draw warrants against the fund only upon vouchers signed by the president and secretary of the board.

As added by Acts 1981, P.L.309, SEC.110. Amended by Acts 1981, P.L.320, SEC.8.

IC 36-10-3-19

Special taxing district for purposes of levying special benefit taxes;

determination of revenues necessary for expenditures not covered by issuance of bonds

Sec. 19. (a) The territory within the boundaries of the unit comprises a special taxing district for the purpose of levying special benefit taxes for park and recreational purposes as provided in this chapter.

(b) The fiscal body of the unit shall determine and provide the revenues necessary for the operation of the department or for capital expenditures not covered by the issuance of bonds by:

(1) a specific levy to be used exclusively for these purposes;

(2) a special appropriation; or

(3) both of these methods.

As added by Acts 1981, P.L.309, SEC.110.

IC 36-10-3-20

Special non-reverting capital fund; purposes; withdrawals

Sec. 20. (a) Upon the request of the board, the fiscal body of the unit may establish, by ordinance, a special non-reverting capital fund for the purposes of acquiring land or making specific capital improvements. The fiscal body may include in the board's annual budget an item and an appropriation for these specific purposes.

(b) Money placed in the non-reverting capital fund may not be withdrawn except for the purposes for which the fund was created, unless the fiscal body repeals the ordinance. The fiscal body may not repeal the ordinance under suspension of the rules.

As added by Acts 1981, P.L.309, SEC.110. Amended by P.L.358-1987, SEC.1.

IC 36-10-3-21

Cumulative building fund; establishment; levy of tax; collection of tax

Sec. 21. (a) The board may establish a cumulative building fund under IC 6-1.1-41 to provide money for:

- (1) building, remodeling, and repair of park and recreation facilities; or
- (2) purchase of land for park and recreation purposes.

In addition to the requirements of IC 6-1.1-41, before a fund may be established, the proposed action must be approved by the fiscal body of the unit.

(b) To provide for the cumulative building fund, the unit's fiscal body may levy a tax in compliance with IC 6-1.1-41 not to exceed one and sixty-seven hundredths cents (\$0.0167) on each one hundred dollars (\$100) of assessed valuation of taxable property within the unit.

(c) The tax shall be collected and held in a special fund known as the unit's park and recreation cumulative building fund.

As added by Acts 1981, P.L.309, SEC.110. Amended by Acts 1981, P.L.45, SEC.93; P.L.358-1987, SEC.2; P.L.17-1995, SEC.42; P.L.6-1997, SEC.231.

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IC 36-10-3-22

Fees for particular activities; special funds; deposits; withdrawals

Sec. 22. (a) Park and recreation facilities and programs shall be made available to the public free of charge as far as possible. However, if it is necessary in order to provide a particular activity, the board may charge a reasonable fee.

(b) The unit's fiscal body may establish by ordinance, upon request of the board:

(1) a special non-reverting operating fund for park purposes from which expenditures may be made as provided by ordinance, either by appropriation by the board or by the unit's fiscal body; or



(2) a special non-reverting capital fund for the purpose of acquiring land or making specific capital improvements from which expenditures may be made by appropriation by the unit's fiscal body.

The unit's fiscal body shall designate the fund or funds into which the unit's fiscal officer (or county treasurer) shall deposit fees from golf courses, swimming pools, skating rinks, or other major facilities requiring major expenditures for management and maintenance. Money received from fees other than from major facilities or received from the sale of surplus property shall be deposited by the unit's fiscal officer (or county treasurer) either in the special non-reverting operating fund or in the non-reverting capital fund, as directed by the board. However, if neither fund has been established, money received from fees or from the sale of surplus property shall be deposited in the unit's general fund. Money from either special fund may be disbursed only on approved claims allowed and signed by the president and secretary of the board.

(c) Money placed in the special non-reverting capital fund may not be withdrawn except for the purposes for which the fund was created, unless the fiscal body repeals the ordinance establishing the fund. The fiscal body may not repeal the ordinance under suspension of the rules.

(d) Money procured from fees or received from the sale of surplus property under section 12 of this chapter shall be deposited at least once each month with the fiscal officer of the unit.

As added by Acts 1981, P.L.309, SEC.110. Amended by P.L.372-1983, SEC.1.

IC 36-10-3-23

Acquisition of real property; resolution; improvements; notice; option or contract; appraisal; hearing

Sec. 23. (a) This section applies only to:

- (1) the acquisition of real property; or
- (2) a work of improvement;

that will be financed by the issuance of bonds.

(b) If the board decides to:

(1) acquire land for any of the purposes prescribed in this chapter, either by purchase or by appropriation, and in

conjunction with the acquisition to proceed with a work of improvement authorized by this chapter;

(2) acquire real property without proceeding at the time with a work of improvement; or

(3) proceed with a work of improvement where the real property has been already secured;

it shall adopt a resolution stating the purpose, describing the land to be acquired, the manner of acquisition, and, in the case of an appropriation, the other land that may be injuriously affected, or describing the lands already acquired and intended to be used in connection with the proposed work of improvement.

(c) If a work of improvement is provided for in the resolution, the board shall have preliminary plans and specifications and an estimate of the cost of the proposed work prepared by the engineer selected to do the work. The resolution must be open to inspection by all persons interested in or affected by the appropriation of land or the construction of the work. The board shall have notice of the resolution and its contents published in accordance with IC 5-3-1. The notice must state a date on which the board will

receive or hear remonstrances from persons interested in or affected by the proceedings and on which it will determine the public utility and benefit.

(d) Notice shall be sent by certified mail to each owner of land to be appropriated under the resolution, using the owner's address as shown on the tax duplicates. In addition, notice of the land to be appropriated shall be published in accordance with IC 5-3-1. All persons affected in any manner by the proceedings, including all taxpayers in the district, are considered notified of the pendency of the proceedings and of all subsequent acts, hearings, adjournments, and orders of the board by the original notice by publication.

(e) In the resolution and notice, separate descriptions of each piece or parcel of land are not required, but it is a sufficient description of the property purchased, to be purchased, or to be appropriated or damaged to give a description of the entire tract by a platted description or by metes and bounds, whether the land is composed of one (1) or more lots or parcels and whether it is owned by one (1) or more persons. If the land or a part of it is to be acquired by purchase, the resolution must also state the maximum proposed cost.

(f) The board may, at any time before the adoption of the resolution:

(1) obtain from the owner or owners of the land an option for its purchase; or

(2) enter into a contract for its purchase upon the terms and conditions that the board considers best.

The option or contract is subject to the final action of the board confirming, modifying, or rescinding the resolution and to the condition that the land may be paid for only out of the special fund resulting from the sale of bonds as provided by this chapter.

(g) If the board decides to acquire any lots or parcels of land by purchase, the board shall appoint two (2) qualified appraisers to appraise the fair market value of the land. Each appraiser must be professionally engaged in making appraisals or be trained as an appraiser and licensed as a broker under IC 25-34.1. The appraisers may not be interested directly or indirectly in any land that is to be acquired under the resolution or that may be injured or incur local benefits. The appraisers shall take an oath that they have no interest in the matter and that they will honestly and impartially make the valuation. The appraisers shall return the appraisers' separate appraisals to the board not more than thirty (30) days after the date of their appointment. The appraisals shall be filed with and become a part of the record of the proceeding.

(h) The board may not take an option on the land or enter into a contract to purchase it at a price greater than the average of the two (2) appraisals received under subsection (g). The title to land to be acquired under the resolution, whether by purchase or appropriation, does not vest until the land is paid for out of the special fund established by the sale of bonds as provided in this chapter. Any indebtedness or obligation of any kind incurred by the board due to the acquisition of land or to construction work shall be paid out of the funds under the control of the board and is not an indebtedness or obligation of the unit.

(i) At the time fixed for the hearing, or at any time before the hearing, an owner of land to be appropriated under the resolution or injuriously affected or a person owning real or personal property located in the district may file a written remonstrance with the secretary of the board.

(j) At the hearing, which may be adjourned from time to time, the board shall hear all persons interested in the proceedings and all remonstrances that have been filed. After considering the evidence,



the board shall take final action determining the public utility and benefit of the proposed project by confirming, modifying, or rescinding the resolution. The final action shall be recorded and is final and conclusive upon all persons.

As added by Acts 1981, P.L.309, SEC.110. Amended by Acts 1981, P.L.320, SEC.9; P.L.170-2003, SEC.18.

IC 36-10-3-24

Bonds; purpose; denominations; interest exempt from taxation; limitations

Sec. 24. (a) In order to raise money to pay for land to be acquired for any of the purposes named in this chapter, to pay for an improvement authorized by this chapter, or both, and in anticipation of the special benefit tax to be levied as provided in this chapter, the board shall cause to be issued, in the name of the unit, the bonds of the district. The bonds may not exceed in amount the total cost of all land to be acquired and all improvements described in the resolution, including all expenses necessarily incurred in connection with the proceedings, together with a sum sufficient to pay the costs of supervision and inspection during the period of construction of a

work. The expenses to be covered in the bond issue include all expenses of every kind actually incurred preliminary to acquiring the land and the construction of the work, such as the cost of the necessary record, engineering expenses, publication of notices, preparation of bonds, and other necessary expenses. If more than one (1) resolution or proceeding of the board under section 23 of this chapter is confirmed whereby different parcels of land are to be acquired, or more than one (1) contract for work is let by the board at approximately the same time, the cost involved under all of the resolutions and proceedings may be included in one (1) issue of bonds.

(b) The bonds may be issued in any denomination not less than one thousand dollars (\$1,000) each, in not less than five (5) nor more than forty (40) annual series. The bonds are payable one (1) series each year, beginning at a date after the receipt of taxes from a levy made for that purpose. The bonds are negotiable. The bonds may bear interest at any rate, payable semiannually. After adopting a resolution ordering bonds, the board shall certify a copy of the resolution to the unit's fiscal officer. The fiscal officer shall prepare the bonds, and the unit's executive shall execute them, attested by the fiscal officer.

(c) The bonds and the interest on them are exempt from taxation as prescribed by IC 6-8-5-1. Bonds issued under this section are subject to the provisions of IC 5-1 and IC 6-1.1-20 relating to:

(1) the filing of a petition requesting the issuance of bonds;

(2) the right of:

(A) taxpayers and voters to remonstrate against the issuance of bonds in the case of a proposed bond issue described by IC 6-1.1-20-3.1(a); or

(B) voters to vote on the issuance of bonds in the case of a proposed bond issue described by IC 6-1.1-20-3.5(a);

(3) the appropriation of the proceeds of the bonds and approval by the department of local government finance; and

(4) the sale of bonds at public sale for not less than their par value.

(d) The board may not have bonds of the district issued under this section that are payable by special taxation when the total issue for that purpose, including the bonds already issued or to be issued, exceeds

two percent (2%) of the adjusted value of the taxable property in the district as determined under IC 36-1-15. All bonds or obligations issued in violation of this subsection are void. The bonds are not obligations or indebtedness of the unit, but constitute an indebtedness of the district as a special taxing district. The bonds and interest are payable only out of a special tax levied upon all the property of the district as prescribed by this chapter. The bonds must recite the terms upon their face, together with the purposes for which they are issued.

As added by Acts 1981, P.L.309, SEC.110. Amended by P.L.6-1997, SEC.232; P.L.90-2002, SEC.517; P.L.219-2007, SEC.144; P.L.146-2008, SEC.793.

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#### IC 36-10-3-25

Bonds; notice; hearing; ordinance approving issue

Sec. 25. (a) Before bonds may be issued under section 23 of this chapter, the board shall give notice of a public hearing to disclose the purposes for which the bond issue is proposed, the amount of the proposed issue, and all other pertinent data.

(b) The board shall have published in accordance with IC 5-3-1 a notice of the time, place, and purposes of the hearing.

(c) After the public hearing and before additional proceedings on the bond issues, the board must obtain an ordinance approving the bond issue from the unit's fiscal body.

As added by Acts 1981, P.L.309, SEC.110. Amended by Acts 1981, P.L.45, SEC.94.

#### IC 36-10-3-26

Bonds; disposition of proceeds

Sec. 26. All proceeds from the sale of bonds issued under section 24 of this chapter shall be kept in a separate fund. The fund shall be used to pay for land and other property acquired and for the construction of a work under the resolution, including all costs and expenses incurred in connection with the project. The fund may not be used for any other purpose. The fund shall be deposited as provided in this chapter. A surplus remaining from the proceeds of the bonds after all costs and expenses are paid shall be paid into and becomes a part of the park district bond fund.

As added by Acts 1981, P.L.309, SEC.110.

#### IC 36-10-3-27

Levy of special tax on real and personal property; park district bond fund

Sec. 27. (a) In order to raise money to pay all bonds issued under section 24 of this chapter, the board shall levy annually a special tax upon all of the real and personal property located in the district sufficient to pay the principal of the bonds as they mature, including accrued interest. The board shall have the tax to be levied each year certified to the auditor of the county in which the district is located at the time for certification of tax levies. The tax shall be collected and enforced by the county treasurer in the same manner as other taxes are collected and enforced.



(b) As the tax is collected, it shall be accumulated and kept in a separate fund to be known as the park district bond fund. The tax shall be applied to the payment of the district bonds and interest as they mature and may not be used for another purpose.

As added by Acts 1981, P.L.309, SEC.110.

IC 36-10-3-28

Primary obligation on bond

Sec. 28. If a board or district is discontinued under section 3 of this chapter, the primary obligation on its bonds is not affected, and the unit assumes liability for the payment of the bonds according to their terms.

As added by Acts 1981, P.L.309, SEC.110.

IC 36-10-3-29

Joint department of parks and recreation; creation; eligibility; agreement; amendments

Sec. 29. (a) Two (2) or more units may create a joint department of parks and recreation.

(b) Only a unit that has by ordinance created a department under this chapter is eligible to participate in the creation of a joint department.

(c) The boards of the units that desire to create a joint department must agree upon the use of facilities, personnel, the distribution and raising of financial support, and other matters. The agreement may provide:

- (1) for a joint district and joint board to supersede the separate districts and boards; or
- (2) that the separate districts and boards be maintained.

After agreement has been reached, the fiscal body of each unit must adopt an ordinance approving the terms of the agreement before the agreement becomes final. The ordinances may not be passed under suspension of the rules.

(d) Failure of one (1) of the units to adopt the ordinance within ninety (90) days after the agreement has been reached voids the arrangement for all parties. However, the remaining parties may proceed with a new agreement.

(e) Amendments to an agreement may be made by adoption of an ordinance by the fiscal body of each unit.

As added by Acts 1981, P.L.309, SEC.110.

IC 36-10-3-30

Joint board of parks and recreation; organization and function; powers and duties; executive committee, membership, authority, and limitations

Sec. 30. (a) A joint board shall be organized and shall function in the same manner as a separate board. The joint board consists of all the members of the separate boards. Two-thirds (2/3) of the members constitute a quorum, and official action must be authorized by two-thirds (2/3) of the members. The joint board has all of the powers and duties of a separate board under this chapter, including the authority to issue bonds of the joint district.

(b) The joint board may create an executive committee composed of an equal number of members from each participating unit. The executive committee has all of the authority and limitations of the joint board, except that official action by the executive committee must be authorized by each member of the committee. In addition, an executive committee member may demand that an issue be submitted to the joint board.

As added by Acts 1981, P.L.309, SEC.110.

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IC 36-10-3-31

Joint board of parks and recreation; budget request; disposition of money appropriated

Sec. 31. (a) The joint board shall determine its total budget request. The members of each participating unit shall present to their fiscal body the total budget and shall state the amount chargeable to their unit by the terms of the agreement and ordinance. If their fiscal body does not appropriate an amount sufficient to meet the unit's proportionate share, the joint board may:

(1) reduce the expenditures attributable to that unit; or

(2) treat the reduced appropriation as a repudiation of the agreement and terminate the relationship according to section 32 of this chapter.

(b) Money appropriated by the participating units shall be deposited in a joint park and recreation board fund in the custody of the fiscal officer of the participating unit making the largest appropriation to the fund. Money may be withdrawn from the fund only upon vouchers signed by the president and secretary of the joint board.

As added by Acts 1981, P.L.309, SEC.110.

IC 36-10-3-32

Joint board of parks and recreation; withdrawal of participating unit; termination; distribution of money remaining in fund; continuation of obligation

Sec. 32. (a) A participating unit may withdraw from a joint department at the end of a fiscal year by repealing its adopting ordinance and filing a copy of the repealing ordinance with the other participating units.

(b) The joint board may by resolution terminate the participation of a unit when the unit does not contribute its proportion of the total budget agreed upon in the original agreement and ordinance. The termination occurs at the end of the fiscal year in which the joint board makes its finding.

(c) At the conclusion of the fiscal year in which a withdrawal or termination occurs, the joint board shall equitably distribute to participating units all money remaining in the fund.

(d) A withdrawal does not alter the obligation of the units and the joint board to continue to levy and collect special benefit taxes to provide debt service on all outstanding bonds of the joint district.

(e) If a unit has appropriated money for payment to a joint board that has been discontinued, the money shall be placed in the fund of the board of that unit. If the separate board no longer exists, the money shall be deposited in the general fund of the unit.

As added by Acts 1981, P.L.309, SEC.110.



IC 36-10-3-33

Extension of service to unincorporated area; request; petition

Sec. 33. (a) A request to a municipality to extend park and recreation service to the unincorporated area of a township in which

the municipality is located or in a township adjacent to the township in which the municipality is located may be made by at least the number of registered voters required under IC 3-8-6-3 to place a candidate on the ballot in that area or township and who reside in that area or township, unless the area is already located within another park district.

(b) The request must be made by petition to the board of the municipality and must:

- (1) state the reasons for the need of service;
- (2) specify the unincorporated area or township to be served; and
- (3) include the signatures and addresses of the petitioners.

As added by Acts 1981, P.L.309, SEC.110. Amended by P.L.12-1995, SEC.132.

IC 36-10-3-34

Extension of service to unincorporated area; public hearing; notice; approval or rejection; joint board

Sec. 34. (a) The board shall fix a date for a public hearing on each petition filed under section 33 of this chapter. The board shall publish in accordance with IC 5-3-1 a notice of the time, place, and purpose of the hearing. The cost of the notice shall be paid by the petitioners.

(b) After the public hearing has been held, the board may by resolution approve the petition and recommend an ordinance accomplishing its objectives to the municipal fiscal body. The secretary or a member of the board shall present the petition and ordinance to the fiscal body at its first meeting after approval of the petition. However, if the board rejects the petition, it may not be presented to the fiscal body.

(c) If the board involved is a joint board, the petition must also be approved by the members from the municipality involved, and then the petition and ordinance shall be presented to the fiscal body of the municipality involved.

As added by Acts 1981, P.L.309, SEC.110. Amended by Acts 1981, P.L.45, SEC.95.

IC 36-10-3-35

Extension of service to unincorporated area; approval of petition and adoption of ordinance; election; notice; ballot; cost and expense of election

Sec. 35. (a) If the fiscal body approves the petition and adopts the ordinance presented under section 34 of this chapter, the ordinance takes effect.

(b) After the adoption of the ordinance, the fiscal body shall certify the question under IC 3-10-9-3 to the county election board of the county containing the greatest percentage of population of the municipality and fix a date for a special election to be held not later than ninety (90) days after adoption. However, if a primary, general, or municipal election will be conducted in each precinct in the

affected area not later than six (6) months after the ordinance is adopted, the special election shall be conducted on the same day as the primary, general, or special election. The election shall be held by the county election board in the area described in the petition. IC 3-10-8-6 applies to the special election. Any voter residing in the affected area may vote in the election.

(c) The county election board shall give public notice of the special election in accordance with IC 3-10-2-2.

(d) The ballot must be in the form prescribed by IC 3-10-9-4 and must state "Shall park and recreation services be extended?"

(e) If the special election is not conducted at a general election, municipal election, or primary election, the fiscal body shall appropriate a sum sufficient to defray the cost of the ballots and to pay the expense of the election as prescribed by IC 3. The appropriation may be from the general fund or by transfer from the operating budget of the department.

As added by Acts 1981, P.L.309, SEC.110. Amended by Acts 1981, P.L.45, SEC.96; P.L.3-1987, SEC.568; P.L.3-1993, SEC.280; P.L.3-1997, SEC.471.

#### IC 36-10-3-36

Extension of service to unincorporated area; area to become part of district; appointment of member to board; application of chapter

Sec. 36. (a) If a majority of those voting in a special election vote under section 35 of this chapter for the extension of park and recreation services, then at the beginning of the next fiscal year the area becomes part of the district of the department.

(b) At the time the area becomes part of the district, the circuit judge of the county shall appoint a member from the area to the board. The member shall be appointed with the same qualifications and for the same term as other members and has the same powers and duties. If the petition of more than one (1) area is approved, the circuit judge shall make the selection of members so as to maintain the bipartisan character of the board as far as possible. As each additional member is appointed, the quorum of the board is increased by one (1).

(c) The board has the same powers and duties to provide park and recreation service to the area as it has for the municipality, and this chapter applies as fully to the area to which service is extended as it applies to a municipality. However, the board need not provide service to the area before revenues from the area are available.

As added by Acts 1981, P.L.309, SEC.110.

#### IC 36-10-3-37

Extension of service to unincorporated area; property subject to levy; certification of rate; review; issuance of bond

Sec. 37. (a) After a favorable special election under section 35 of this chapter, all property in the area to which service is extended is subject to the same levy for park and recreational purposes as other property within the district. After determining the levy for park and recreational purposes, the fiscal body of the municipality shall certify the rate to be applied to the area in the same manner as all other municipal levies are certified. In reviewing the park and recreation levy, all reviewing authorities shall



treat the levy on the district property as a single levy so that the ultimate rate of tax for park and recreation purposes on all property in the district is identical.

(b) The authority of the board to issue bonds under sections 23 through 28 of this chapter includes all property in the area to which service is extended, but bonds may not be issued upon property in the area to which service is extended that do not obligate other property in the district to the same degree. After determining the levy for the park district bond fund, the board shall certify the rate to be applied to the area in the same manner as the rate to be applied to property in the municipality.

As added by Acts 1981, P.L.309, SEC.110.

IC 36-10-3-38

Application of section; annexed territory; levy for park and recreational purposes

Sec. 38. (a) This section applies in a county having a population of more than three hundred thousand (300,000) but less than four hundred thousand (400,000).

(b) This section applies only if a municipality annexes territory that is part of a district under this chapter.

(c) Any annexed territory that is in the district before the effective date of the annexation ordinance remains a part of the district, and the property in the annexed territory is subject to the same levy for park and recreational purposes as other property within the district. The annexing municipality may not impose an additional levy on the property in the annexed territory for park and recreational purposes.

As added by Acts 1981, P.L.309, SEC.110. Amended by P.L.56-1988, SEC.15; P.L.12-1992, SEC.190.

IC 36-10-3-39

Application of section; discharge of firearm or shooting of arrow with bow, Class B misdemeanor; hunting, firearm sport, or archery area

Sec. 39. (a) This section applies only to parks within the jurisdiction of a county board.

(b) A person who knowingly discharges a firearm or shoots an arrow with a bow into or inside a park commits a Class B misdemeanor.

(c) This section does not apply to an area that the board designates as a hunting, firearm sport, or archery area.

As added by Acts 1981, P.L.309, SEC.110.

IC 36-10-3-40

Issuance of bonds payable from county innkeeper's tax

Sec. 40. As an alternative to issuing bonds under section 24 of this chapter, the board may issue bonds payable from the county innkeeper's tax. The issuance of the bonds must be initiated by a resolution of the commission established by IC 6-9-7-2, recommending the issuance of the bonds and their purpose. Bonds that are payable from the innkeeper's tax imposed under IC 6-9-7 must be retired before August 1, 1999.

As added by P.L.74-1986, SEC.7. Amended by P.L.85-1993, SEC.5.

IC 36-10-3-41

Approval of bond issuance by county council; reduction of innkeeper's tax rate

Sec. 41. The bonds may not be issued until they have been approved by the county council. After the county council has approved the issuance of the bonds, the county council may not reduce the innkeeper's tax rate below a rate that would produce one and twenty-five hundredths (1.25) times the highest annual debt service on the bonds to their final maturity, based on an average of the immediately preceding three (3) years tax collections, if the tax has been levied for the last preceding three (3) years. If the tax has not been levied for the last preceding three (3) years, the county council may not reduce the rate below a rate which would produce one and twenty-five hundredths (1.25) times the highest debt service, based upon a study by a qualified public accountant or financial advisor.

As added by P.L.74-1986, SEC.8.

IC 36-10-3-42

Hearing; appropriation of proceeds; sale

Sec. 42. (a) The board shall hold a hearing as required by section 25 of this chapter. The board shall appropriate the proceeds of the bonds as required by law for special taxing district bonds.

(b) IC 6-1.1-20-1, IC 6-1.1-20-2, and IC 6-1.1-20-5 apply to the issuance of the bonds.

(c) The bonds may be sold at public sale in accordance with IC 5-1-11 or may be sold at a negotiated sale.

As added by P.L.74-1986, SEC.9. Amended by P.L.25-1995, SEC.92.

IC 36-10-3-43

Certification of debt service schedule; time for retirement of bonds

Sec. 43. After the sale of the bonds the secretary of the board shall certify to the county auditor a debt service schedule for the bonds. The schedule must provide that bonds that are payable from the innkeeper's tax imposed under IC 6-9-7 are retired before August 1, 1999.

As added by P.L.74-1986, SEC.10. Amended by P.L.85-1993, SEC.6.

IC 36-10-3-44

Lease or contracts for performance of historical pageants and admissions and maintenance of facilities

Sec. 44. The board may enter into a lease or contracts with not-for-profit corporations providing detailed terms and conditions for:

- (1) the performance of historical pageants and entertainments; and
- (2) the charging of admissions and maintenance of the facilities.

The contract must not extend for a longer term than the term of the bonds.

As added by P.L.74-1986, SEC.11.

IC 36-10-3-45

Sections not to be repealed during period of outstanding bonds

Sec. 45. The general assembly covenants that it will not repeal or amend:



- (1) IC 6-9-7-6;
- (2) IC 6-9-7-7;
- (3) IC 36-10-3-40;
- (4) IC 36-10-3-41;
- (5) IC 36-10-3-42; and
- (6) IC 36-10-3-43;

in a manner that would adversely affect owners of the bonds as long as the bonds are outstanding.

As added by P.L.74-1986, SEC.12.

## APPENDIX B – NATIONAL AND LOCAL TRENDS

### CORE VS. CASUAL PARTICIPATION

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency. Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. For instance, core participants engage in most fitness and recreational activities more than 50 times per year, while for sports, the threshold for core participation is typically 13 times per year.

In a given activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than casual participants. This may also explain why activities with more core participants tend to experience less pattern shifts in participation rates than those with larger groups of casual participants.

### INACTIVITY RATES / ACTIVITY LEVEL TRENDS

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

### NATIONAL SPORT AND FITNESS PARTICIPATORY TRENDS

#### NATIONAL TRENDS IN GENERAL SPORTS

The most heavily participated in sports in the United States were Basketball (24.2 million) and Golf (23.8 million in 2017), which have participation figures well in excess of the other activities within the general sports category. This was followed by Tennis (17.8 million), Baseball (15.9 million), and Soccer (11.4 million).

Even though Golf has experienced a recent decrease in participation, it still continues to benefit from its wide age segment appeal and is considered a life-long sport. Basketball’s success can be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game.

Since 2013, Roller Hockey (33.6%) and Rugby (31.9%) have emerged as the overall fastest growing sports. During the last five-years, Baseball (19.5%), Cheerleading (18.7%), and Flag Football (17.1%) have also experienced significant growth. Based on the five-year trend, the sports that are most rapidly declining include Ultimate Frisbee (-46.6%), Touch Football (-22.7%), Tackle Football (-16.4%), Badminton (-11.4%), and Outdoor Soccer (-10.4%).

In general, the most recent year shares a similar pattern with the five-year trends; with Pickleball (5.4%), Basketball (3.5%), and Baseball (1.5%) experiencing the greatest increases in participation this past year. However, some sports that increased rapidly over the past five years have experienced recent decreases in participation, such as Roller Hockey (-5.5%). Other sports including Squash (-13.9%) and Ultimate Frisbee (-13.3%) have also seen a significant decrease in participate over the last year.



### CORE VS. CASUAL TRENDS IN GENERAL SPORTS

Highly participated in sports, such as Basketball, Baseball, and Slow Pitch Softball, have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). While less mainstream sports, such as Ultimate Frisbee, Roller Hockey, Squash, and Boxing for Competition have larger casual participation base. These participants may be more inclined to switch to other sports or fitness activities, which is likely why they have all experienced a decline in participation this past year.

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Golf (9 or 18-Hole Course)	24,720	23,829	N/A	N/A	N/A
Basketball	23,669	23,401	24,225	2.3%	3.5%
Tennis	17,678	17,683	17,841	0.9%	0.9%
Baseball	13,284	15,642	15,877	19.5%	1.5%
Soccer (Outdoor)	12,726	11,924	11,405	-10.4%	-4.4%
Softball (Slow Pitch)	6,868	7,283	7,386	7.5%	1.4%
Football, Flag	5,610	6,551	6,572	17.1%	0.3%
Badminton	7,150	6,430	6,337	-11.4%	-1.4%
Volleyball (Court)	6,433	6,317	6,317	-1.8%	0.0%
Football, Touch	7,140	5,629	5,517	-22.7%	-2.0%
Soccer (Indoor)	4,803	5,399	5,233	9.0%	-3.1%
Football, Tackle	6,165	5,224	5,157	-16.4%	-1.3%
Volleyball (Sand/Beach)	4,769	4,947	4,770	0.0%	-3.6%
Gymnastics	4,972	4,805	4,770	-4.1%	-0.7%
Track and Field	4,071	4,161	4,143	1.8%	-0.4%
Cheerleading	3,235	3,816	3,841	18.7%	0.7%
Racquetball	3,824	3,526	3,480	-9.0%	-1.3%
Pickleball	N/A	3,132	3,301	N/A	5.4%
Ultimate Frisbee	5,077	3,126	2,710	-46.6%	-13.3%
Ice Hockey	2,393	2,544	2,447	2.3%	-3.8%
Softball (Fast Pitch)	2,498	2,309	2,303	-7.8%	-0.3%
Lacrosse	1,813	2,171	2,098	15.7%	-3.4%
Wrestling	1,829	1,896	1,908	4.3%	0.6%
Roller Hockey	1,298	1,834	1,734	33.6%	-5.5%
Rugby	1,183	1,621	1,560	31.9%	-3.8%
Squash	1,414	1,492	1,285	-9.1%	-13.9%
Boxing for Competition	1,134	1,368	1,310	15.5%	-4.2%

NOTE: Participation figures are in 000's for the US population ages 6 and over

<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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## NATIONAL TRENDS IN GENERAL FITNESS

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Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of options that are relatively inexpensive to participate in and can be performed by most individuals. The most popular general fitness activities amongst the U.S. population include: Fitness Walking (111.1 million), Treadmill (53.7 million), Free Weights (51.3 million), Running/Jogging (49.5 million), and Stationary Cycling (36.7 million).

Over the last five years (2013-2018), the activities growing most rapidly are Trail Running (47.4%), Aerobics (24.8%), Barre (21.8%), Stair Climbing Machine (18.8%), and Yoga (18.2%). Over the same time frame, the activities that have undergone the biggest decline include: Dumbbell Free Weights (-12.0%), Running/Jogging (-8.7%), Fitness Walking (-5.3%), Traditional Triathlon (-4.2%), and Boot Camps Style Cross Training (-3.1%).

In the last year, activities with the largest gains in participation were Trail Running (9.4%), Yoga (5.1%), and Elliptical Motion Trainer (3.0%). From 2017-2018, the activities that had the largest decline in participation were Non-Traditional Triathlon (-15.5%), Running/Jogging (-2.6%), and Cross-Training Style Workout (-2.1%).

## CORE VS. CASUAL TRENDS IN GENERAL FITNESS

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It should be noted that many of the activities that are rapidly growing have a relatively low user base, which allows for more drastic shifts in terms of percentage, especially for five-year trends. Increasing casual participants may also explain the rapid growth in some activities. All of the top trending fitness activities, for the one-year and five-year trend, consist primarily of casual users. This is significant, as casual users are much more likely to switch to alternative activities compared to a core user.



National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Fitness Walking	117,351	110,805	111,101	-5.3%	0.3%
Treadmill	48,166	52,966	53,737	11.6%	1.5%
Free Weights (Dumbbells/Hand Weights)	58,267	52,217	51,291	-12.0%	-1.8%
Running/Jogging	54,188	50,770	49,459	-8.7%	-2.6%
Stationary Cycling (Recumbent/Upright)	35,247	36,035	36,668	4.0%	1.8%
Weight/Resistant Machines	36,267	36,291	36,372	0.3%	0.2%
Elliptical Motion Trainer	30,410	32,283	33,238	9.3%	3.0%
Yoga	24,310	27,354	28,745	18.2%	5.1%
Free Weights (Barbells)	25,641	27,444	27,834	8.6%	1.4%
Bodyweight Exercise	N/A	24,454	24,183	N/A	-1.1%
Dance, Step, & Choreographed Exercise	N/A	22,616	22,391	N/A	-1.0%
Aerobics (High Impact)	17,323	21,476	21,611	24.8%	0.6%
Stair Climbing Machine	12,642	14,948	15,025	18.8%	0.5%
Cross-Training Style Workout	N/A	13,622	13,338	N/A	-2.1%
Trail Running	6,792	9,149	10,010	47.4%	9.4%
Stationary Cycling (Group)	8,309	9,409	9,434	13.5%	0.3%
Pilates Training	8,069	9,047	9,084	12.6%	0.4%
Cardio Kickboxing	6,311	6,693	6,838	8.4%	2.2%
Boot Camp Style Cross-Training	6,911	6,651	6,695	-3.1%	0.7%
Martial Arts	5,314	5,838	5,821	9.5%	-0.3%
Boxing for Fitness	5,251	5,157	5,166	-1.6%	0.2%
Tai Chi	3,469	3,787	3,761	8.4%	-0.7%
Barre	2,901	3,436	3,532	21.8%	2.8%
Triathlon (Traditional/Road)	2,262	2,162	2,168	-4.2%	0.3%
Triathlon (Non-Traditional/Off Road)	1,390	1,878	1,589	14.3%	-15.4%

NOTE: Participation figures are in 000's for the US population ages 6 and over

<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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**NATIONAL TRENDS IN OUTDOOR RECREATION**

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

In 2018, the most popular activities, in terms of total participants, from the outdoor/adventure recreation category include: Day Hiking (47.9 million), Road Bicycling (39.0 million), Freshwater Fishing (39.0 million), and Camping within ¼ mile of Vehicle/Home (27.4 million), and Recreational Vehicle Camping (16.0 million).

From 2013-2018, BMX Bicycling (58.6%), Day Hiking (39.2%), Fly Fishing (18.1%), Backpacking Overnight (16.2%), and Recreational Vehicle Camping (9.8%) have undergone the largest increases in participation.

The five-year trend also shows activities such as In-Line Roller Skating (-17.8%), Birdwatching (-12.8%), Camping within ¼ mile of Home/Vehicle (-6.3%), and Road Bicycling (-4.5%) experiencing the largest decreases in participation.

The one-year trend shows activities growing most rapidly being Day Hiking (6.6%), Camping within ¼ mile of Home/Vehicle (4.4%), and Fly Fishing (2.2%). Over the last year, activities that underwent the largest decreases in participation include: Adventure Racing (-12.4%), In-Line Roller Skating (-4.3%), and Overnight Backpacking (-4.0).

**CORE VS. CASUAL TRENDS IN OUTDOOR RECREATION**

A large majority of outdoor activities have experienced participation growth in the last five- years, with In-Line Roller Skating, Birdwatching, Camping within ¼ mile of Home/Vehicle, and Road Bicycling being the only activities decreasing in participation. Although this a positive trend for outdoor activities, it should be noted that a large majority of participation growth came from an increase in casual users. This is likely why we see a lot more activities experiencing decreases in participation when assessing the one-year trend, as the casual users likely found alternative activities to participate in.

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Hiking (Day)	34,378	44,900	47,860	39.2%	6.6%
Bicycling (Road)	40,888	38,866	39,041	-4.5%	0.5%
Fishing (Freshwater)	37,796	38,346	38,998	3.2%	1.7%
Camping (< 1/4 Mile of Vehicle/Home)	29,269	26,262	27,416	-6.3%	4.4%
Camping (Recreational Vehicle)	14,556	16,159	15,980	9.8%	-1.1%
Fishing (Saltwater)	11,790	13,062	12,830	8.8%	-1.8%
Birdwatching (>1/4 mile of Vehicle/Home)	14,152	12,296	12,344	-12.8%	0.4%
Backpacking Overnight	9,069	10,975	10,540	16.2%	-4.0%
Bicycling (Mountain)	8,542	8,609	8,690	1.7%	0.9%
Archery	7,647	7,769	7,654	0.1%	-1.5%
Fishing (Fly)	5,878	6,791	6,939	18.1%	2.2%
Skateboarding	6,350	6,382	6,500	2.4%	1.8%
Roller Skating, In-Line	6,129	5,268	5,040	-17.8%	-4.3%
Bicycling (BMX)	2,168	3,413	3,439	58.6%	0.8%
Climbing (Traditional/Ice/Mountaineering)	2,319	2,527	2,541	9.6%	0.6%
Adventure Racing	2,095	2,529	2,215	5.7%	-12.4%

NOTE: Participation figures are in 000's for the US population ages 6 and over

<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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### NATIONAL TRENDS IN AQUATIC ACTIVITY

Swimming is deemed as a lifetime activity, which is most likely why it continues to have such strong participation. In 2018, Fitness Swimming was the absolute leader in overall participation (27.6 million) amongst aquatic activities, largely due to its broad, multigenerational appeal.

Assessing the five-year trend, all aquatic activities have experienced growth. Aquatic Exercise stands out having increased 24.0% from 2013-2018, most likely due to the ongoing research that demonstrates the activity’s great therapeutic benefit, followed by Competitive Swimming (15.4%) and Fitness Swimming (4.6%).

Similar to the five-year trend, all aquatic activities also experienced growth regarding the one-year trend. Fitness Swimming (1.6%) had the largest increase in 2018, with Competitive Swimming (1.3%) and Aquatic Exercise (0.6%) not far behind.

### CORE VS. CASUAL TRENDS IN AQUATIC ACTIVITY

All aquatic activities have undergone increases in participation over the last five years, primarily due to large increases in casual participation (1-49 times per year). From 2013 to 2018, casual participants of Competition Swimming increased by 45.5%, Aquatic Exercise by 40.0%, and Fitness Swimming by 10.7%. However, all core participation (50+ times per year) for aquatic activities have decreased over the last five-years.

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Swimming (Fitness)	26,354	27,135	27,575	4.6%	1.6%
Aquatic Exercise	8,483	10,459	10,518	24.0%	0.6%
Swimming (Competition)	2,638	3,007	3,045	15.4%	1.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

**NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES**

The most popular water sports / activities based on total participants in 2018 were Recreational Kayaking (11.0 million), Canoeing (9.1 million), and Snorkeling (7.8 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has long winter seasons or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can greatly influence water activity participation.

Over the last five years, Stand-Up Paddling (73.3%) was by far the fastest growing water activity, followed by Recreational Kayaking (26.4%), White Water Kayaking (19.4%), Boardsailing/Windsurfing (17.5%), and Sea/Tour Kayaking (4.1%). From 2013-2018, activities declining in participation most rapidly were Surfing (-21.4%), Water Skiing (-20.0%), Jet Skiing (-17.0%), Wakeboarding (-15.7%), and Rafting (-11.3%).

Contradicting the five-year trend, Surfing was the fastest growing of all water sports/activities increasing 7.2% in 2018. Recreational Kayaking (4.6%) and Stand-Up Paddling (3.8%) also had a spike in participation this past year. Activities which experienced the largest decreases in participation in the most recent year include: Wakeboarding (-7.0%), Snorkeling (-6.8), and Water Skiing (-5.9%).

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Kayaking (Recreational)	8,716	10,533	11,017	26.4%	4.6%
Canoeing	10,153	9,220	9,129	-10.1%	-1.0%
Snorkeling	8,700	8,384	7,815	-10.2%	-6.8%
Jet Skiing	6,413	5,418	5,324	-17.0%	-1.7%
Sailing	3,915	3,974	3,754	-4.1%	-5.5%
Stand-Up Paddling	1,993	3,325	3,453	73.3%	3.8%
Rafting	3,836	3,479	3,404	-11.3%	-2.2%
Water Skiing	4,202	3,572	3,363	-20.0%	-5.9%
Surfing	3,658	2,680	2,874	-21.4%	7.2%
Scuba Diving	3,174	2,874	2,849	-10.2%	-0.9%
Kayaking (Sea/Touring)	2,694	2,955	2,805	4.1%	-5.1%
Wakeboarding	3,316	3,005	2,796	-15.7%	-7.0%
Kayaking (White Water)	2,146	2,500	2,562	19.4%	2.5%
Boardsailing/Windsurfing	1,324	1,573	1,556	17.5%	-1.1%

NOTE: Participation figures are in 000's for the US population ages 6 and over

<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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**CORE VS. CASUAL TRENDS IN WATER SPORTS / ACTIVITIES**

As mentioned previously, regional, seasonal, and environmental limiting factors may influence the participation rate of water sport and activities. These factors may also explain why all water-based activities have drastically more casual participants than core participants, since frequencies of activities may be constrained by uncontrollable factors. These high causal user numbers are likely why a majority of water sports/activities have experienced decreases in participation in recent years



## ACTIVITY BY GENERATION

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

**Generation Z (born 2000+)** were the most active, with only 17.9% of the population identifying as inactive. Approximately 81% of individuals within this generation were deemed high calorie burning in 2018; with 36.7% being active high calorie and 34.1% being casual high calorie.

Almost half (42.0%) of **millennials (born 1980-1999)** were active to a healthy level (35.4%) or active & high calorie (11.3%), while 24.0% claimed they were inactive. Even though this inactive rate is much higher than Generation Z's (17.6%), it is still below the national inactive rate (28%).

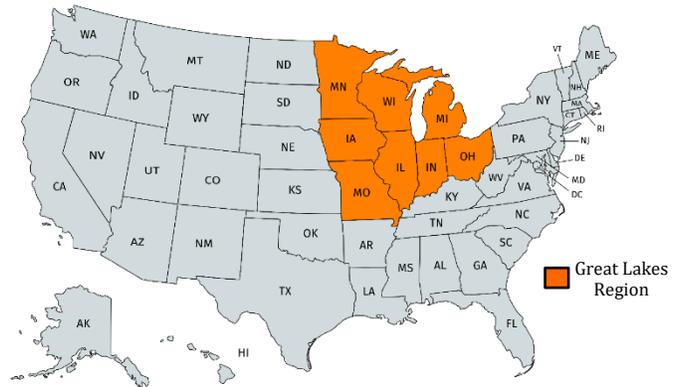
**Generation X (born 1965-1979)** has the second highest active to a healthy level rate (35.0%) among all generations, only being 0.4% less than Millennials. At the same time, they also have the second highest inactive rate, with 28.1% not active at all.

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

NATIONAL AND REGIONAL PROGRAMMING TRENDS

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

NRPA’s *Agency Performance Review 2019* summarize key findings from NRPA Park Metrics, which is a benchmark tool that compares the management and planning of operating resources and capital facilities of park and recreation agencies. The report contains data from 1,075 park and recreation agencies across the U.S. as reported between 2016 and 2018.



Based on this year’s report, the typical agency (i.e., those at the median values) offers 175 programs annually, with roughly 63% of those programs being fee-based activities/events.

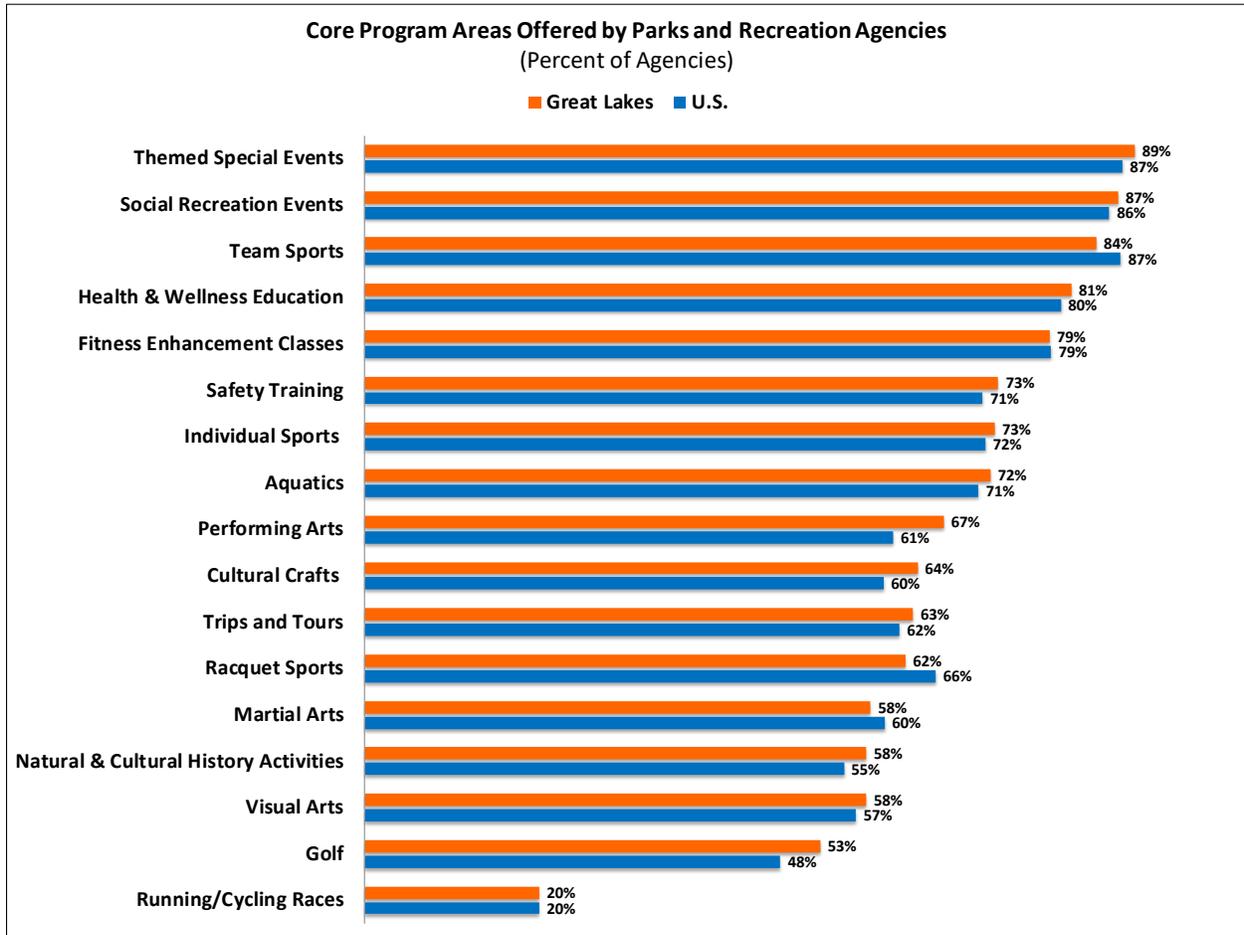
According to the information reported to the NRPA, the top five programming activities most frequently offered by park and recreation agencies, both in the U.S. and regionally, are described in the table below. A complete comparison of regional and national programs offered by agencies can be found on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

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

Top 5 Most Offered Core Program Areas (Offered by Parks and Recreation Agencies)	
Great Lakes (% of agencies offering)	U.S. (% of agencies offering)
<ul style="list-style-type: none"> <li>Themed Special Events (89%)</li> </ul>	<ul style="list-style-type: none"> <li>Themed Special Events (87%)</li> </ul>
<ul style="list-style-type: none"> <li>Social Recreation Events (87%)</li> </ul>	<ul style="list-style-type: none"> <li>Team Sports (87%)</li> </ul>
<ul style="list-style-type: none"> <li>Team Sports (84%)</li> </ul>	<ul style="list-style-type: none"> <li>Social Recreation Events (86%)</li> </ul>
<ul style="list-style-type: none"> <li>Health &amp; Wellness Education (81%)</li> </ul>	<ul style="list-style-type: none"> <li>Health &amp; Wellness Education (79%)</li> </ul>
<ul style="list-style-type: none"> <li>Fitness Enhancement Classes (79%)</li> </ul>	<ul style="list-style-type: none"> <li>Fitness Enhancement Classes (77%)</li> </ul>



Overall, Great Lakes Region parks and recreation agencies are very similar to the U.S. average regarding program offerings. However, utilizing a discrepancy threshold of +/-5% (or more), Great Lakes agencies are currently offering Performing Arts and Golf programs at a higher rate than the national average.



TARGETED PROGRAMS FOR CHILDREN, SENIORS, AND PEOPLE WITH DISABILITIES

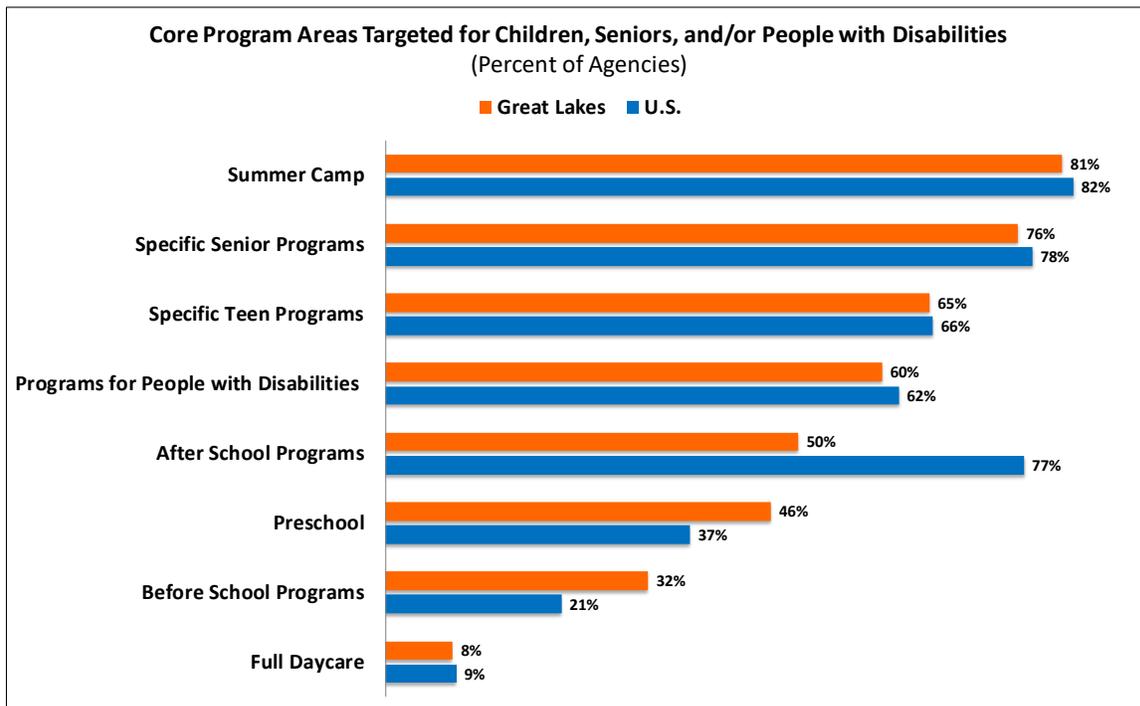
For a better understanding of targeted programs (programs that cater to a specific age segment, demographic, etc.), NRPA also tracks program offerings that are dedicated specifically to children, seniors, and people with disabilities. This allows for further analysis of these commonly targeted populations on a national and regional basis.

Based on information reported to the NRPA, the top three targeted programs offered by park and recreation agencies, nationally and regionally, are described in the table below. A complete comparison of regional and national targeted program offerings can be found below.

Top 3 Most Offered Core Program Areas (Targeting Children, Seniors, and/or People with Disabilities)	
Great Lakes (% of agencies offering)	U.S. (% of agencies offering)
<ul style="list-style-type: none"> <li>Summer Camp (81%)</li> </ul>	<ul style="list-style-type: none"> <li>Summer Camp (82%)</li> </ul>
<ul style="list-style-type: none"> <li>Senior Programs (76%)</li> </ul>	<ul style="list-style-type: none"> <li>Senior Programs (78%)</li> </ul>
<ul style="list-style-type: none"> <li>Teen Programs (65%)</li> </ul>	<ul style="list-style-type: none"> <li>After School Programs (77%)</li> </ul>

Figure 30: Top 3 Core Target Program Areas

Agencies in the Great Lakes Region tend to offer targeted programs at a lower rate than the national average. Great Lakes agencies are currently offering After School Programs at a significantly lower rate than the national average. Preschool Programs, and Before School Programs





## LOCAL SPORT AND LEISURE MARKET POTENTIAL

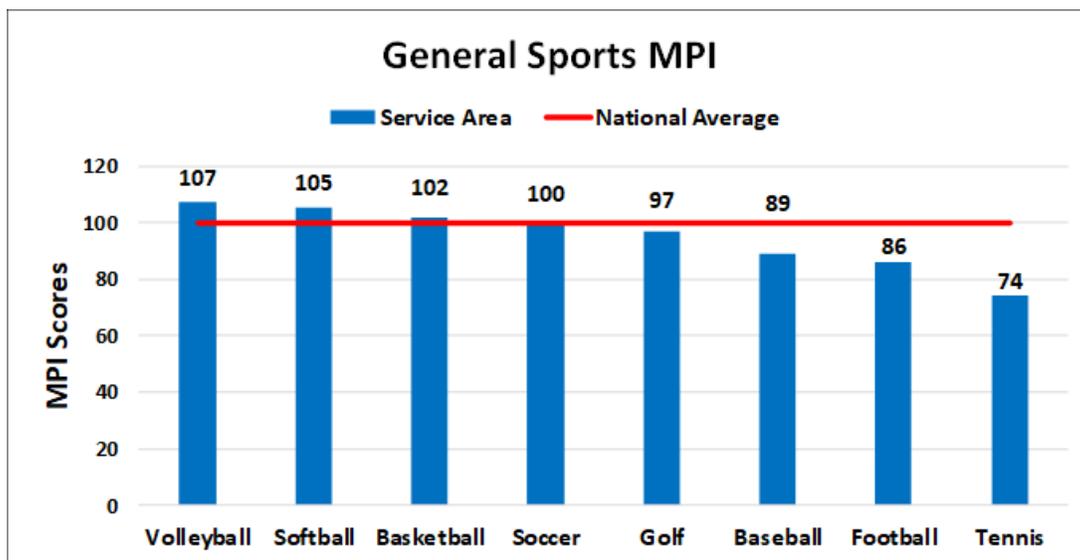
### MARKET POTENTIAL INDEX (MPI)

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

Overall, the Department demonstrates above average MPI numbers for at least three activities in each category, this is particularly noticeable when analyzing tennis, swimming and horseback riding. General sports, fitness and outdoor activities reflect three to five activities within each category having an MPI score greater than 100. Analyzing MPI for commercial recreation, six activity scored above the national average.

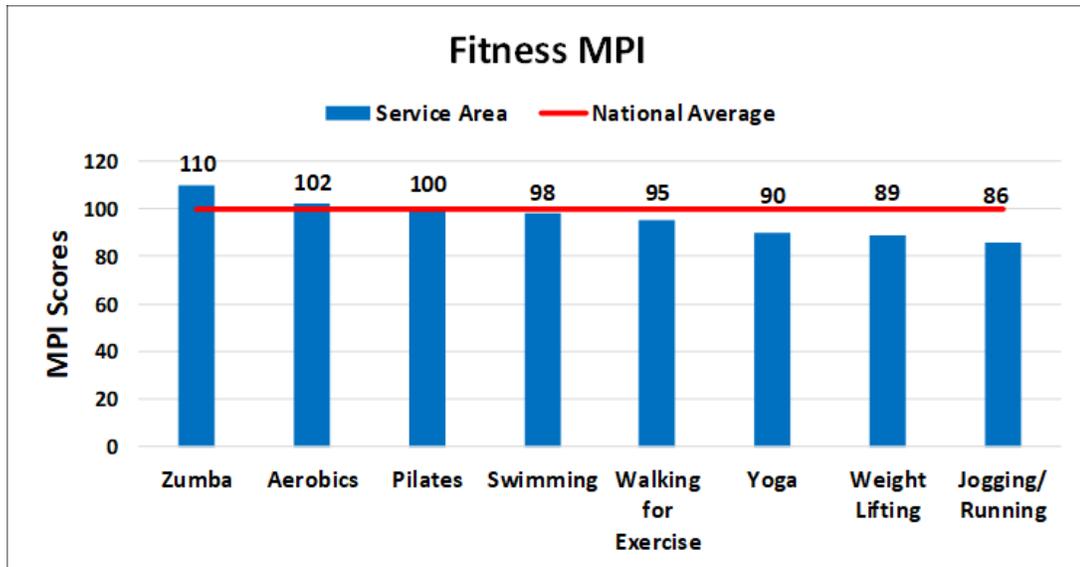
The areas with above average MPI scores show that the Department’s residents have a participation presence when it comes to specific recreational activities. This becomes significant when the Department considers starting up new programs or building new facilities, giving them a strong tool to estimate resident attendance and participation.

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



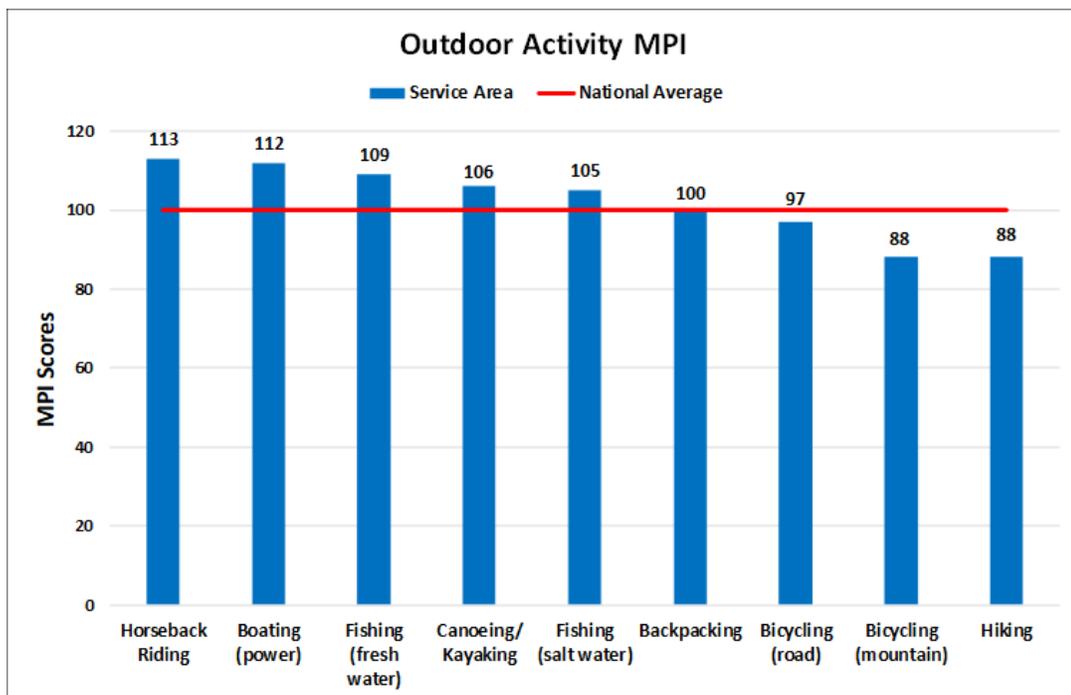
**FITNESS MARKET POTENTIAL**

The fitness MPI chart shows Zumba (110 MPI), Aerobics (102 MPI), and Pilates (100 MPI) as the most popular activities amongst the area served.



**OUTDOOR ACTIVITY MARKET POTENTIAL**

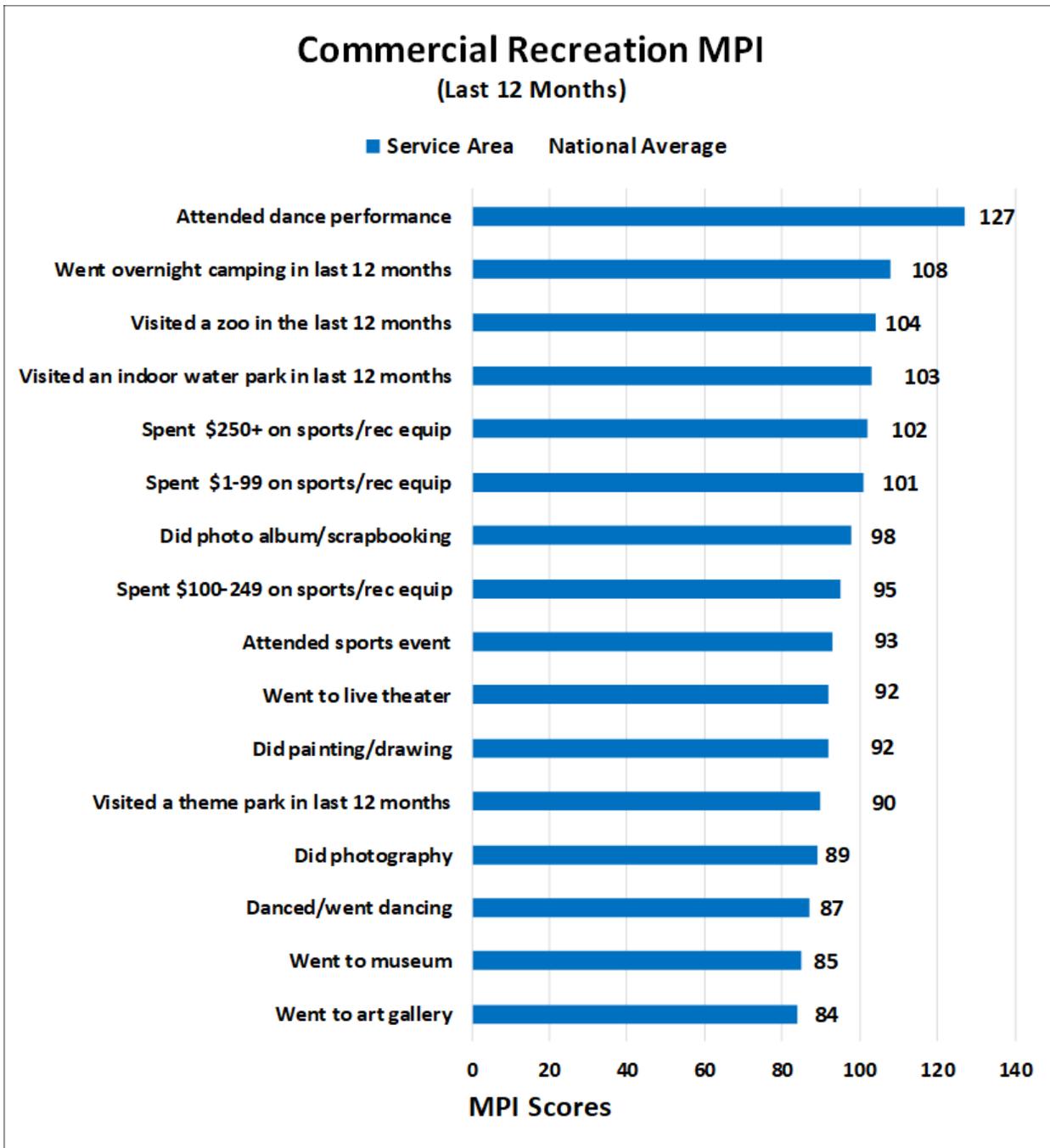
When analyzing the outdoor activity MPI chart, horseback riding (113), boating (power) (112 MPI) and fishing (109 MPI) are the most popular activities amongst the Department’s residents when compared to the national average.





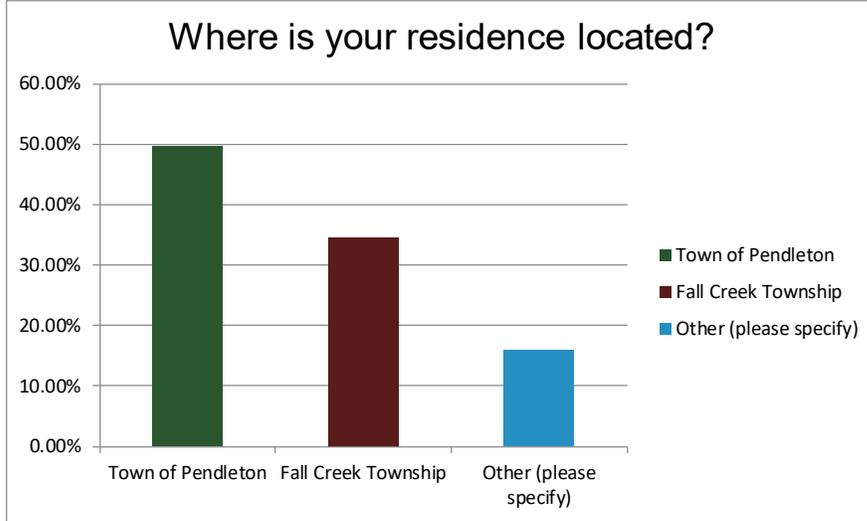
### COMMERCIAL RECREATION MARKET POTENTIAL

The commercial recreation MPI chart shows attended dance performance (127 MPI), went overnight camping in last 12 months (108 MPI), and visited a zoo in the last 12 months (104 MPI) as the most popular activities amongst the Department’s residents when compared to the national average.

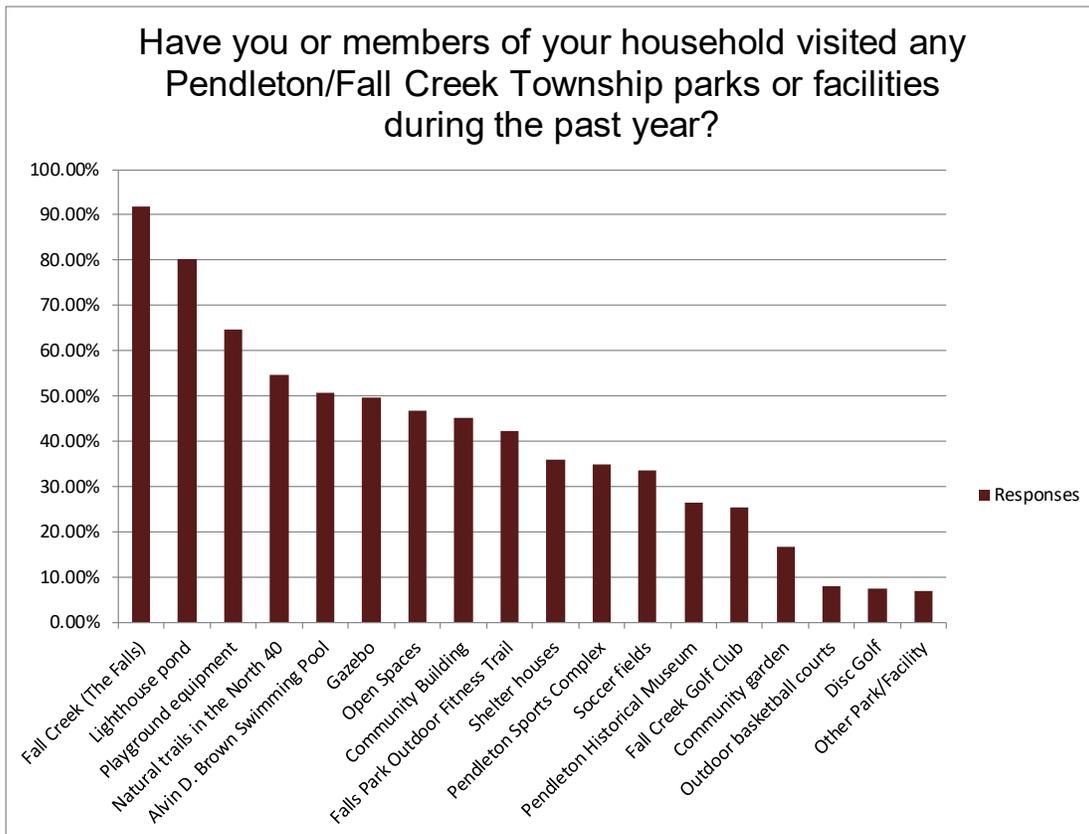


APPENDIX C – ONLINE SURVEY RESULTS  
COMMUNITY

WHERE IS YOUR RESIDENCE LOCATED?

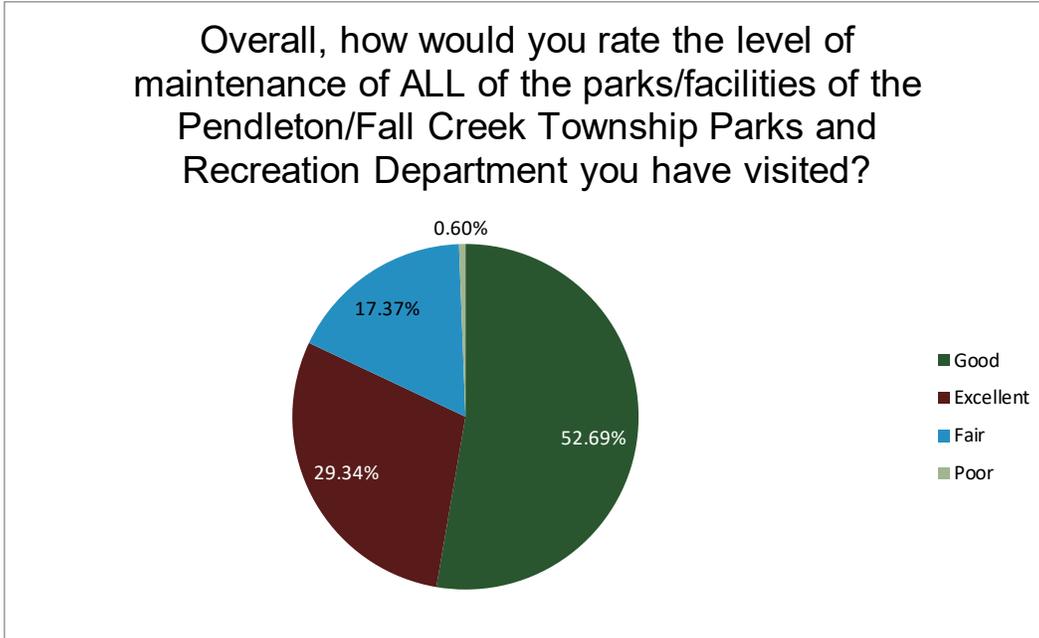


HAVE YOU OR MEMBERS OF YOUR HOUSEHOLD VISITED ANY THE DEPARTMENT PARKS OR FACILITIES DURING THE PAST YEAR?

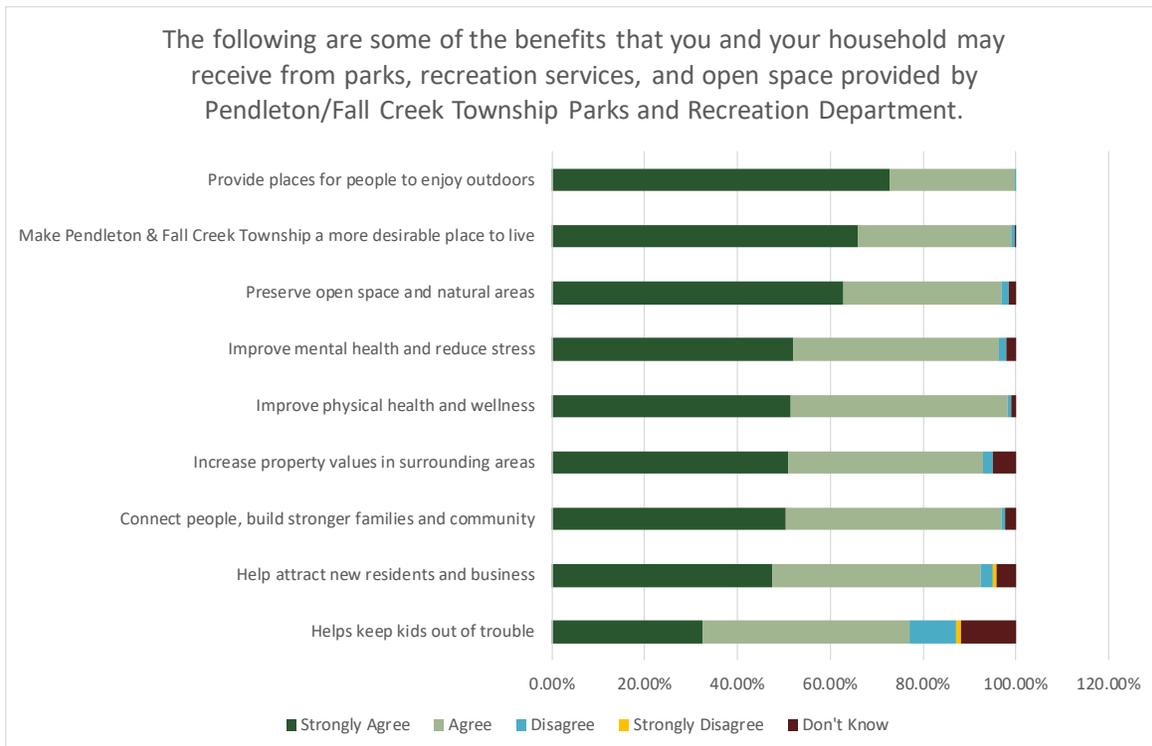




OVERALL, HOW WOULD YOU RATE THE LEVEL OF MAINTENANCE OF ALL OF THE PARKS/FACILITIES OF PENDLETON/FALL CREEK TOWNSHIP PARKS AND RECREATION DEPARTMENT YOU HAVE VISITED?



THE FOLLOWING ARE SOME OF THE BENEFITS THAT YOU AND YOUR HOUSEHOLD MAY RECEIVE FROM PARKS, RECREATION SERVICES, AND OPEN SPACES PROVIDED BY PENDLETON/FALL CREEK TOWNSHIP PARKS AND RECREATION DEPARTMENT.

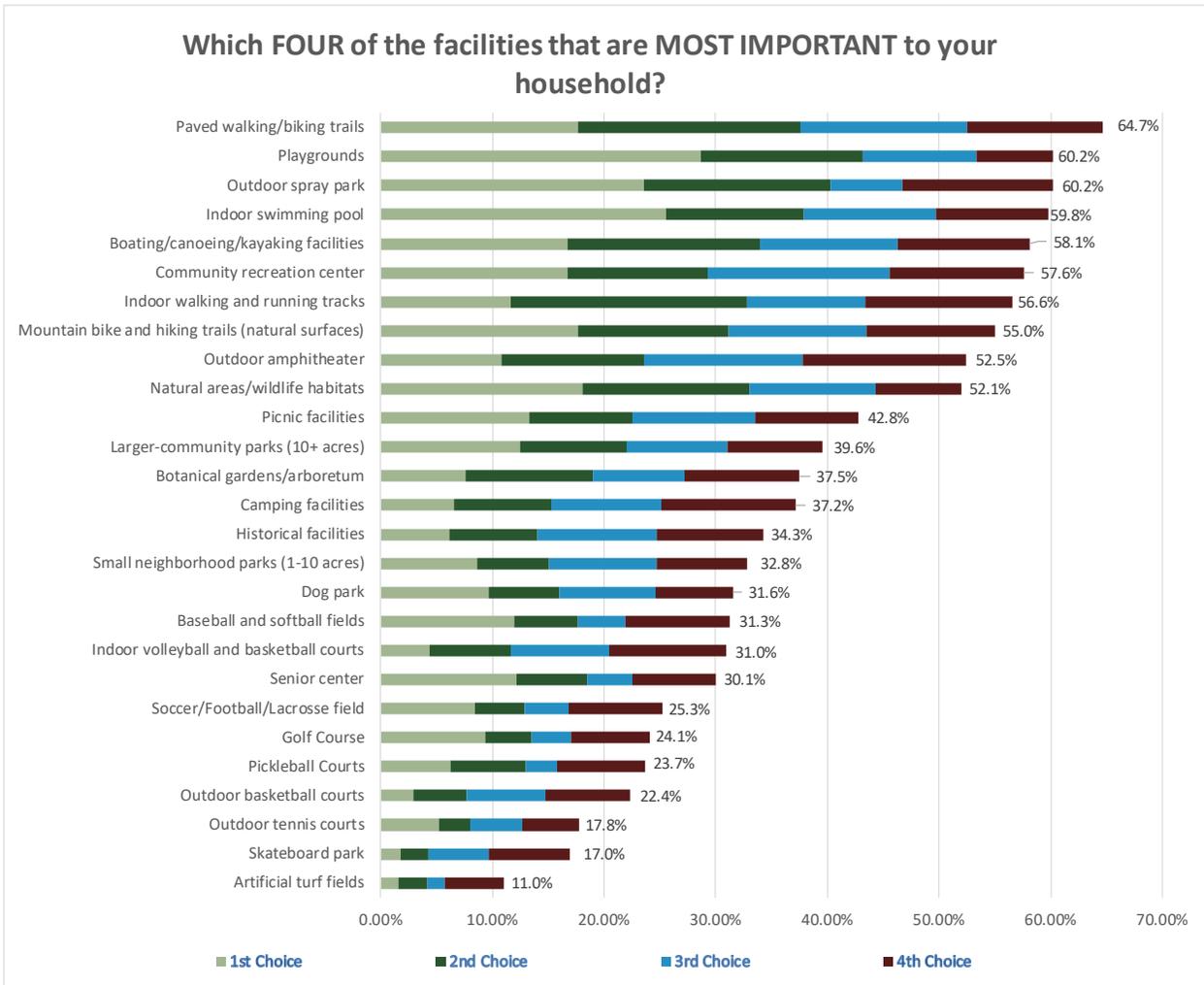


HOUSEHOLD NEEDS FOR EACH OF THE PARKS AND RECREATION FACILITIES

Facility/Amenity	Is there Need? Yes
Paved walking/biking trails	85%
Large community parks ( 10 + acres)	83%
Picnic facilities	83%
Natural areas/wildlife habitats	79%
Playgrounds	77%
Community recreation center	74%
Mountain bike and hiking trails (natural surfaces)	72%
Boating/canoeing/kayaking facilities	70%
Indoor walking and running tracks	65%
Outdoor spray park	62%
Outdoor amphitheater	61%
Historical facilities	61%
Indoor swimming pool	60%
Small neighborhood parks (1-10 acres)	59%
Botanical gardens/arboretum	54%
Dog park	47%
Camping facilities	40%
Indoor volleyball and basketball courts	36%
Senior center	35%
Outdoor basketball courts	35%
Baseball and softball fields	35%
Golf Course	32%
Soccer/Football/Lacrosse field	30%
Pickleball Courts	28%
Outdoor tennis courts	27%
Skateboard park	15%
Artificial turf fields	12%
<b>Total Responses:</b>	<b>332</b>



WHICH FOUR OF THE FACILITIES THAT ARE MOST IMPORTANT TO YOUR HOUSEHOLD?

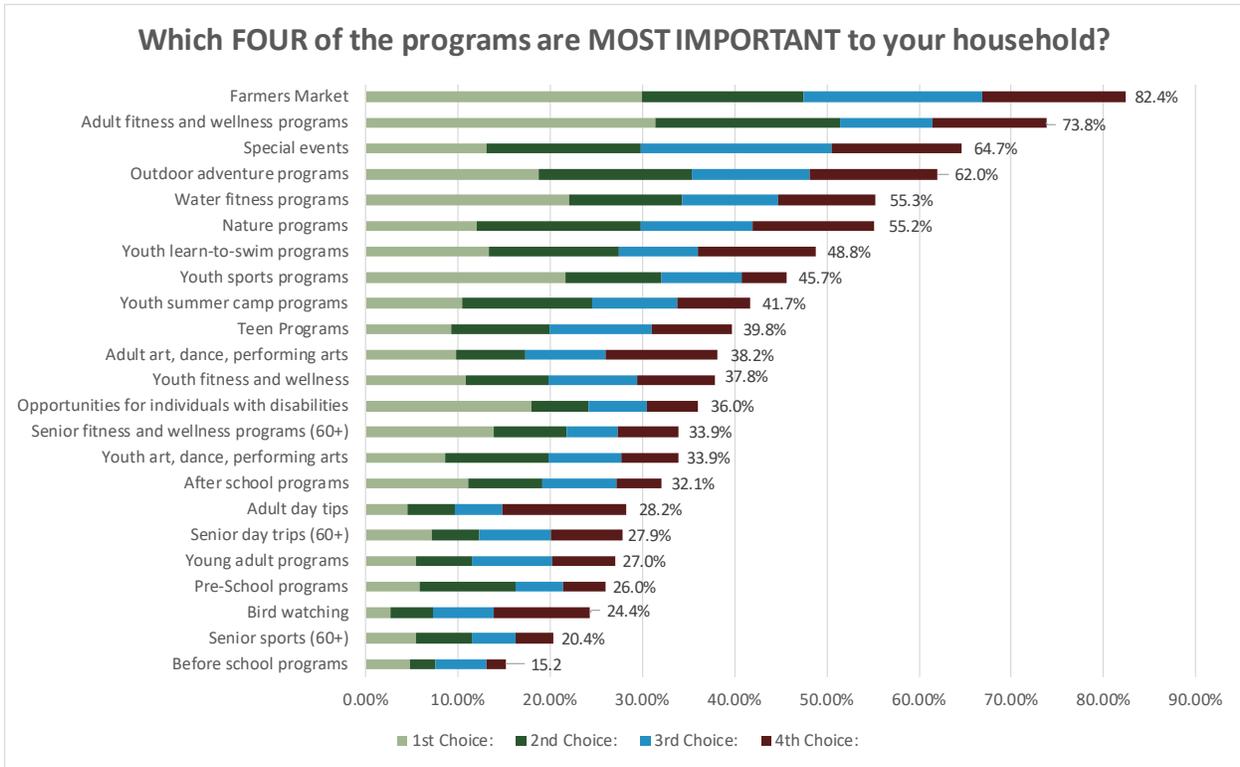


HOUSEHOLD NEEDS FOR EACH RECREATION PROGRAM

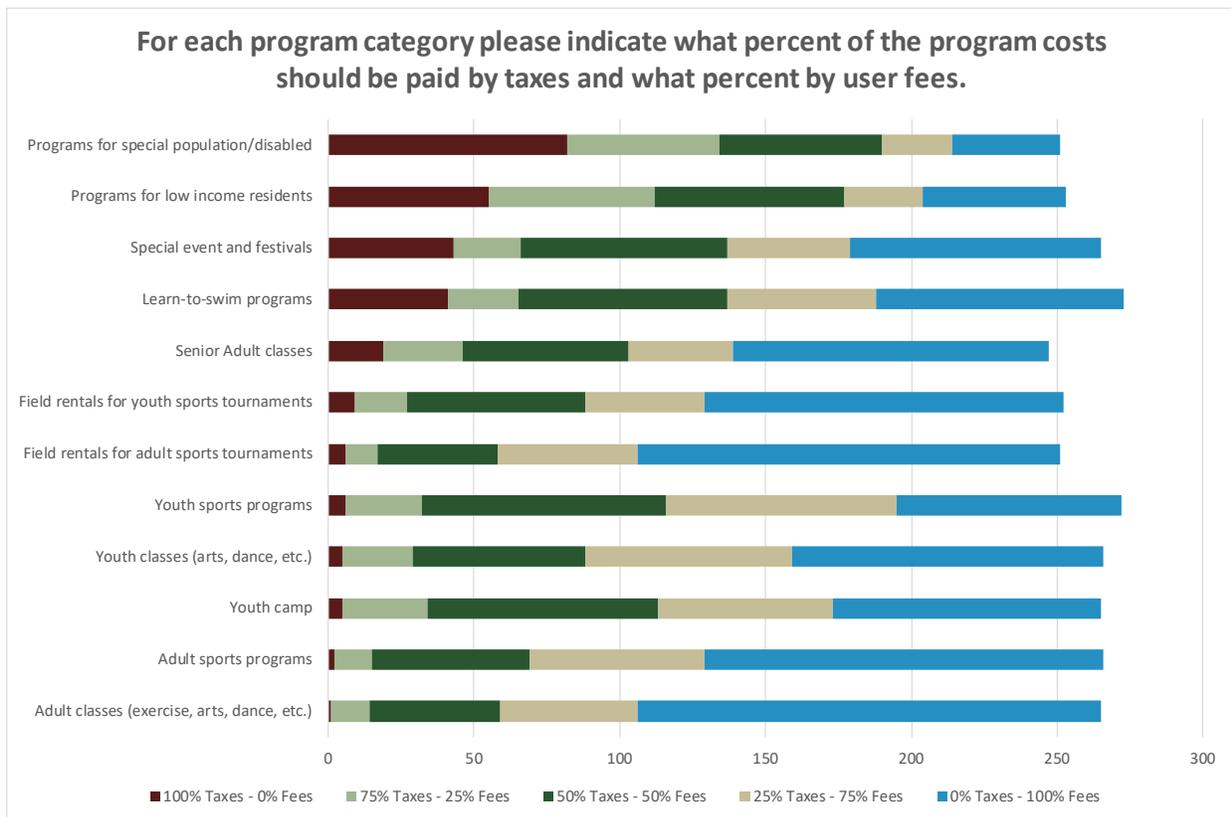
<b>Programs</b>	<b>Is there Need? Yes</b>
Farmers Market	87%
Adult fitness and wellness programs	68%
Special events	58%
Outdoor adventure programs	50%
Water fitness programs	45%
Nature programs	45%
Youth learn-to-swim programs	40%
Youth sports programs	40%
Youth summer camp programs	39%
Youth fitness and wellness	37%
Teen Programs	31%
Youth art, dance, performing arts	29%
After school programs	27%
Adult art, dance, performing arts	27%
Opportunities for individuals with disabilities	27%
Young adult programs	26%
Pre-School programs	22%
Senior fitness and wellness programs (60+)	21%
Senior day trips (60+)	19%
Adult day tips	17%
Bird watching	16%
Senior sports (60+)	13%
Before school programs	12%
<b>Responses</b>	<b>324</b>



WHICH FOUR OF THE PROGRAMS ARE MOST IMPORTANT TO YOUR HOUSEHOLD



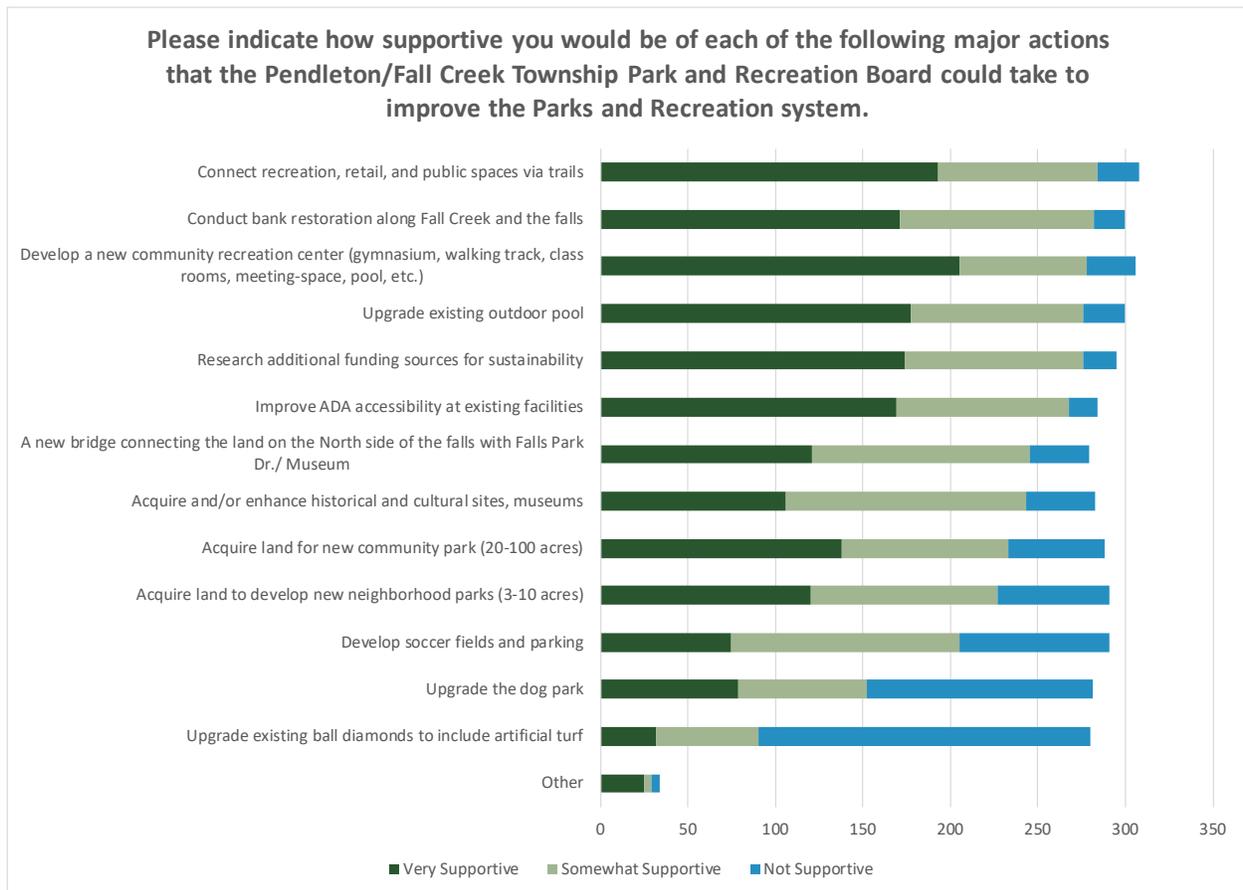
FOR EACH PROGRAM CATEGORY PLEASE INDICATE WHAT PERCENT OF THE PROGRAM COSTS SHOULD BE PAID BY TAXES AND WHAT PERCENT BY USER FEES.



NEED FOR TRAIL CONNECTION

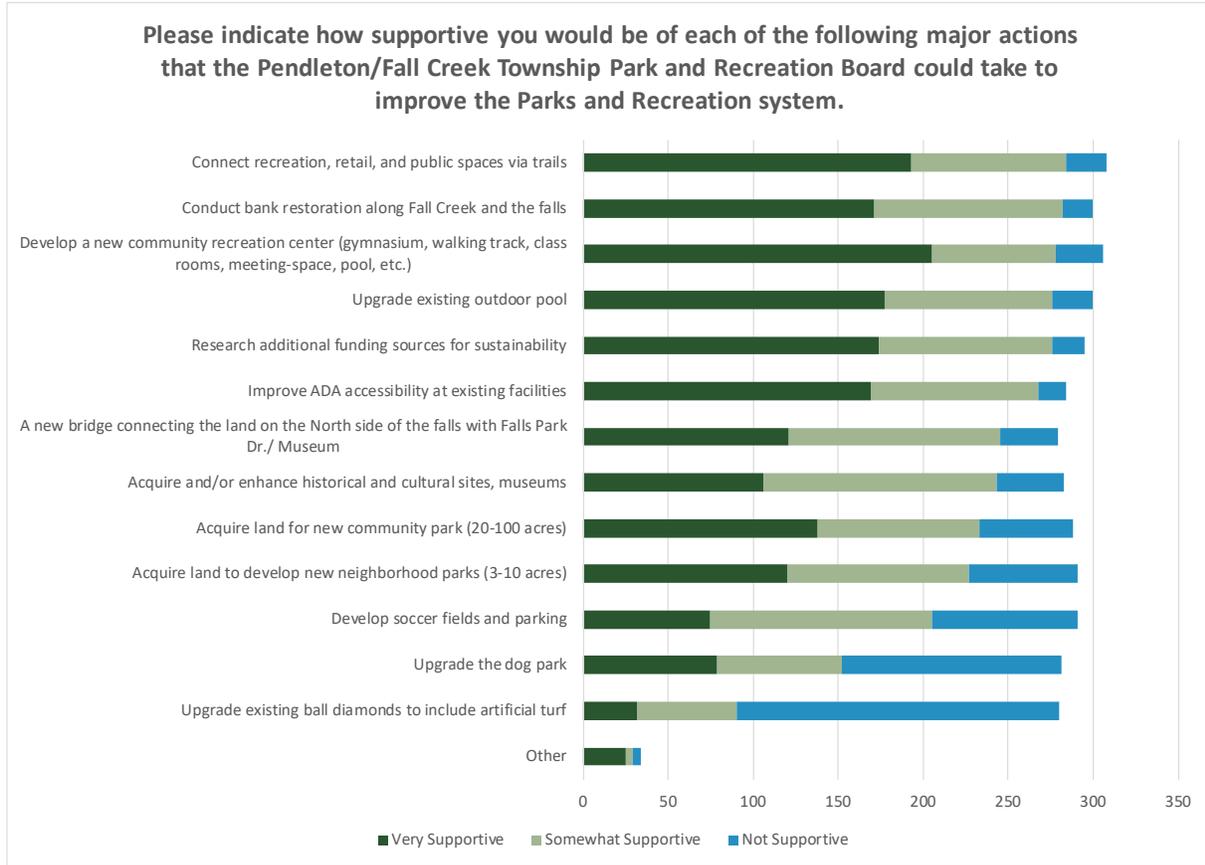
Trail Connection	Is there Need? Yes
Parks	164
Restaurants	142
Stores	134
Entertainment Venues	117
Schools	108
Other	10
<b>Responses</b>	<b>301</b>

PLEASE INDICATE HOW SUPPORTIVE YOU WOULD BE OF EACH OF THE FOLLOWING MAJOR ACTIONS THAT PENDLETON/FALL CREEK TOWNSHIP PARKS AND RECREATION BOARD COULD TAKE TO IMPROVE THE PARKS AND RECREATION SYSTEM.

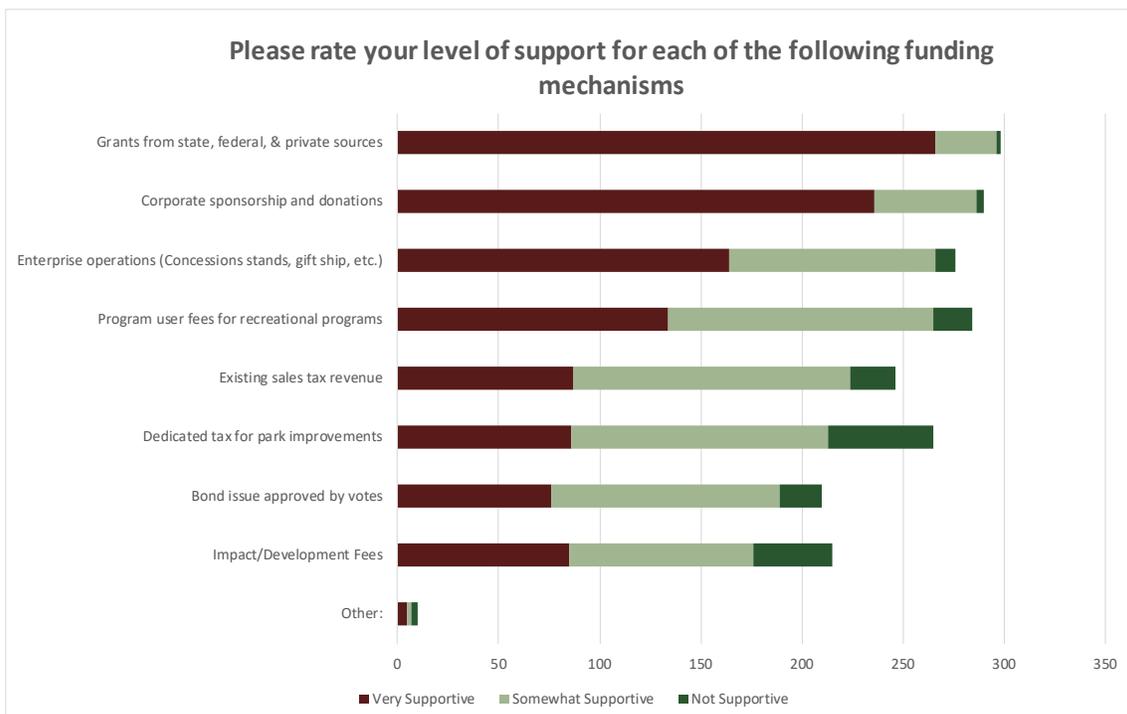




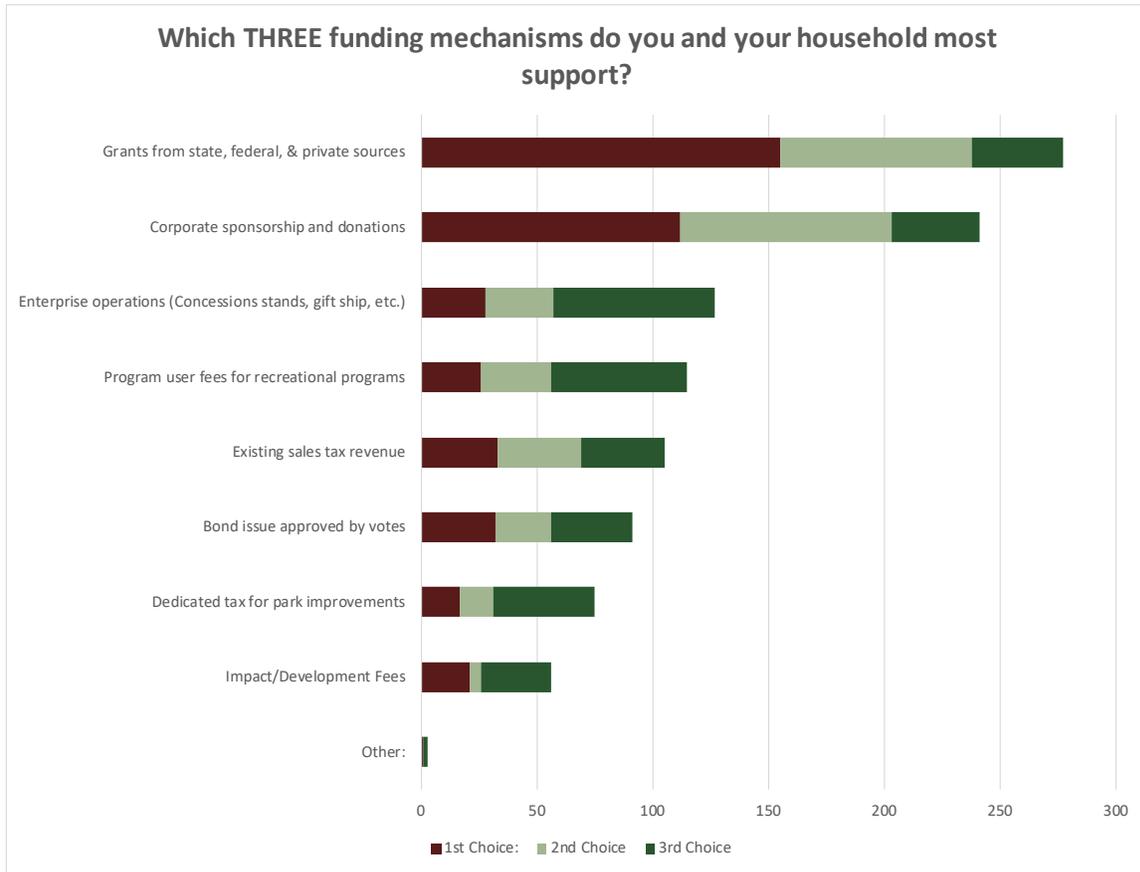
**WHICH FOUR OF THE ITEMS WOULD YOU BE MOST WILLING TO FIND WITH YOUR TAX DOLLARS?**



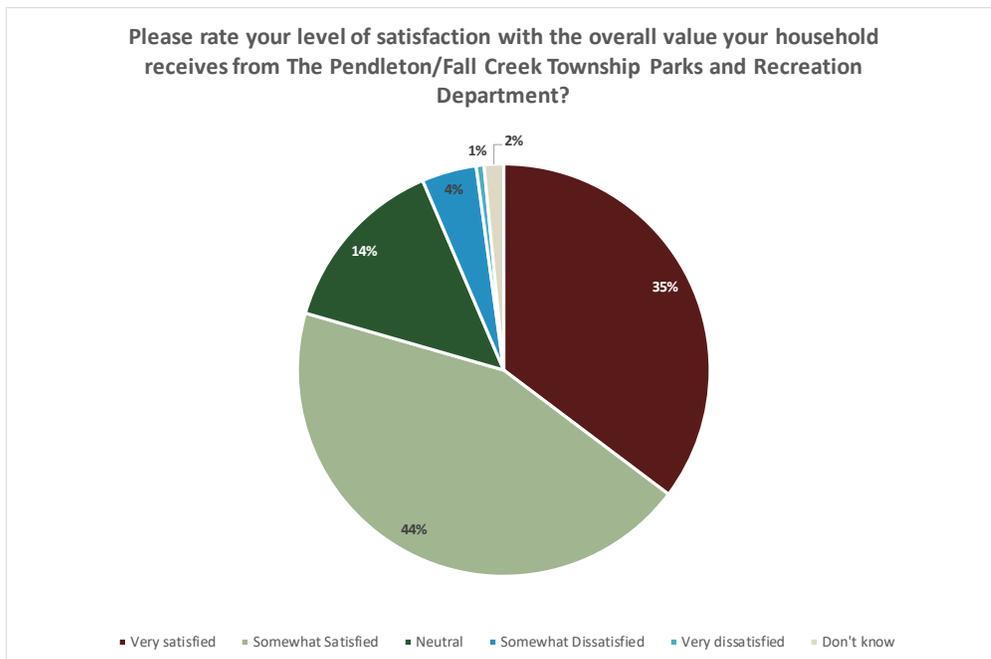
**PLEASE RATE YOUR LEVEL OF SUPPORT FOR EACH OF THE FOLLOWING FUNDING MECHANISMS**



WHICH THREE FUNDING MECHANISMS DO YOU AND YOUR HOUSEHOLD MOST SUPPORT?

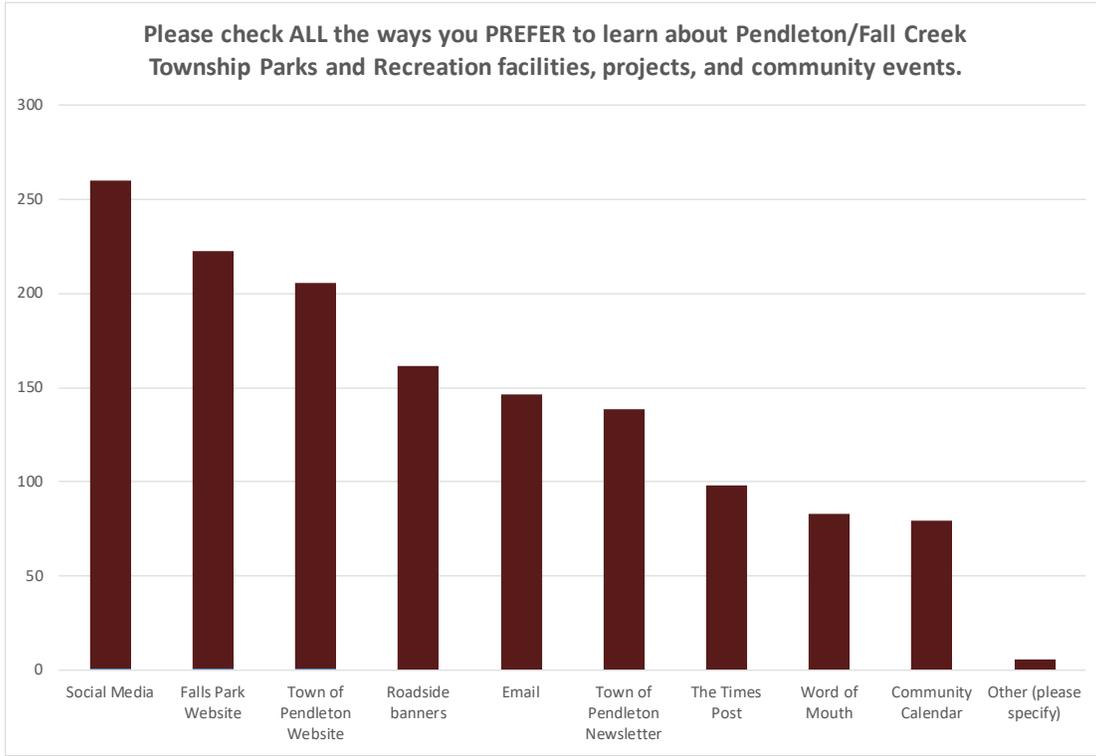


PLEASE RATE YOUR LEVEL OF SATISFACTION WITH OVERALL VALUE YOUR HOUSEHOLD RECEIVES FROM PENDLETON/FALL CREEK TOWNSHIP PARKS AND RECREATION DEPARTMENT

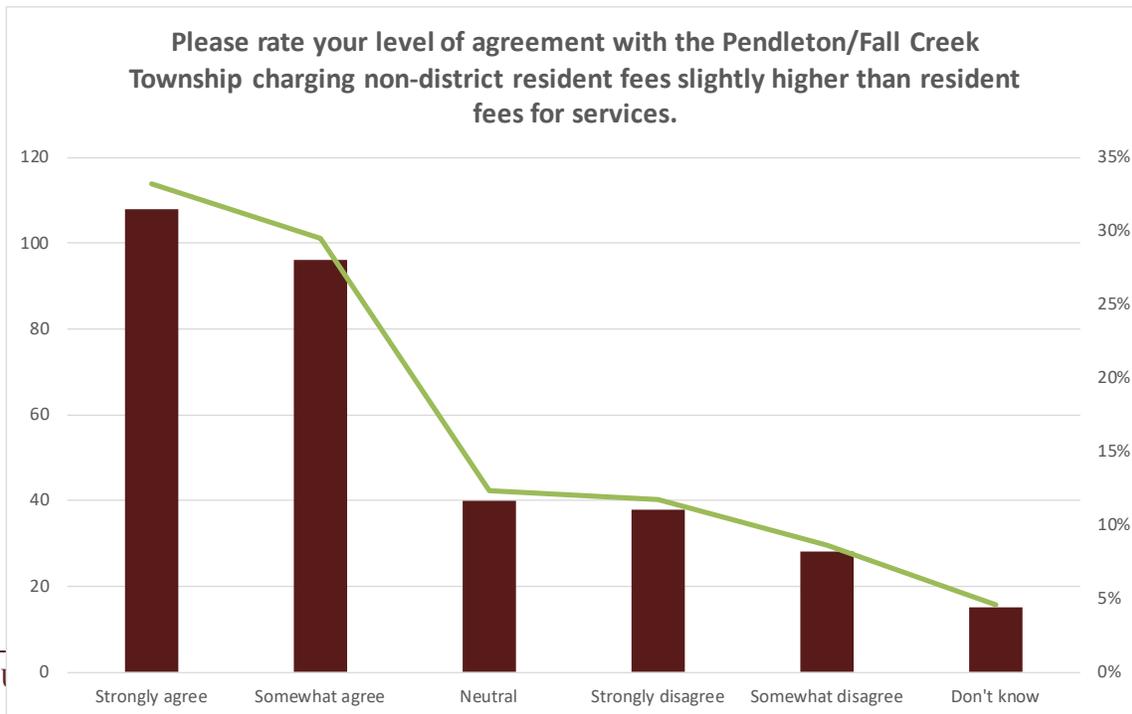




PLEASE CHECK ALL THE WAYS YOU PREFER TO LEARN ABOUT PENDLETON/FALL CREEK TOWNSHIP PARKS AND RECREATION FACILITIES, PROJECTS, AND COMMUNITY EVENTS.



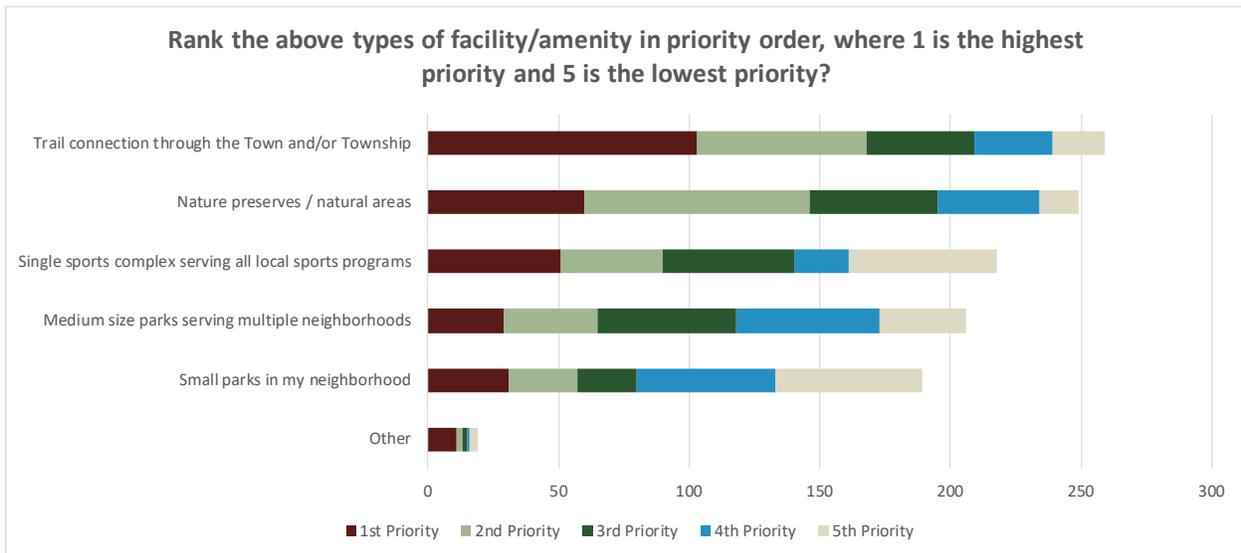
PLEASE RATE YOUR LEVEL OF AGREEMENT WITH THE THE DEPARTMENT CHARGING NON-RESIDENT FEES SLIGHTLY HIGHER THAN RESIDENT FEES FOR SERVICES



HOW

Park Type	Is there Need? Yes
Nature preserves / natural areas	208
Trail connection through the Town and/or Township	207
Single sports complex serving all local sports programs	141
Medium size parks serving multiple neighborhoods	116
Small parks in my neighborhood	91
Other	11
<b>Responses</b>	<b>309</b>

RANK THE ABOVE TYPES OF FACILITY/AMENITY IN PRIORITY ORDER, WHERE 1 IS THE HIGHEST PRIORITY AND 5 IS THE LOWEST PRIORITY?





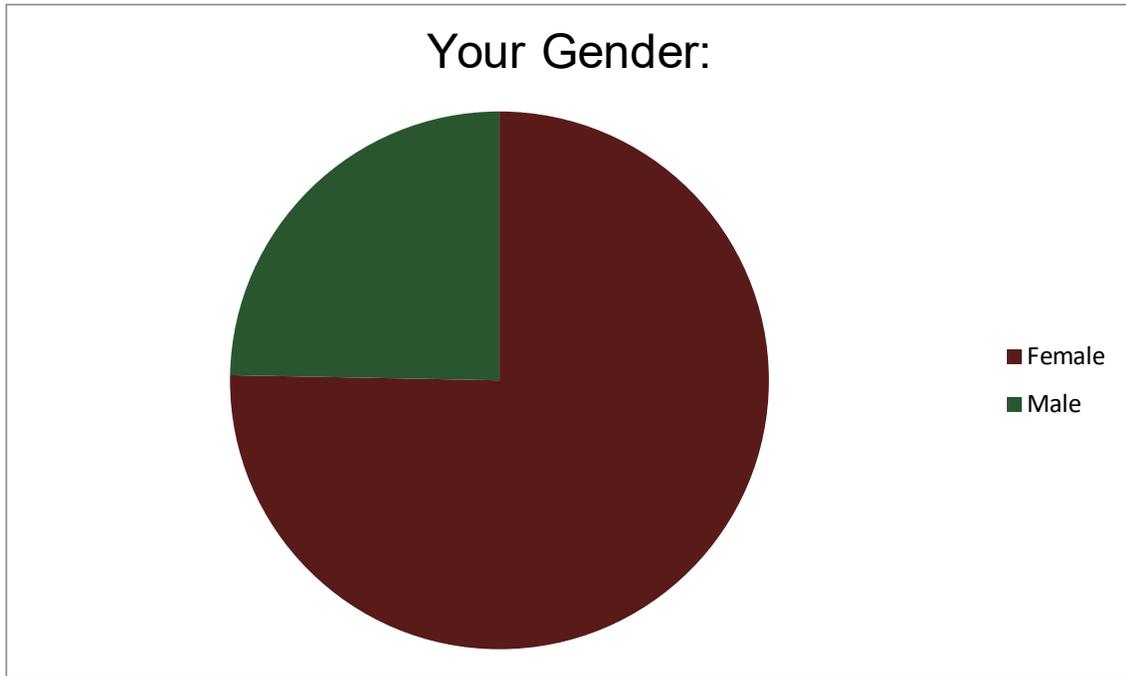
PARTICIPATING HOUSEHOLD COMPOSITION

<b>Participating Household Composition</b>	
<b>Age Segments</b>	<b>Household Breakdown</b>
Under 5 years	110
5-9 years	132
10-14 years	101
15-19 years	99
20-24 years	41
25-34 years	121
35-44 years	216
45-54 years	141
55-59 years	42
60-64 years	56
65-74 years	49
75+ years	15

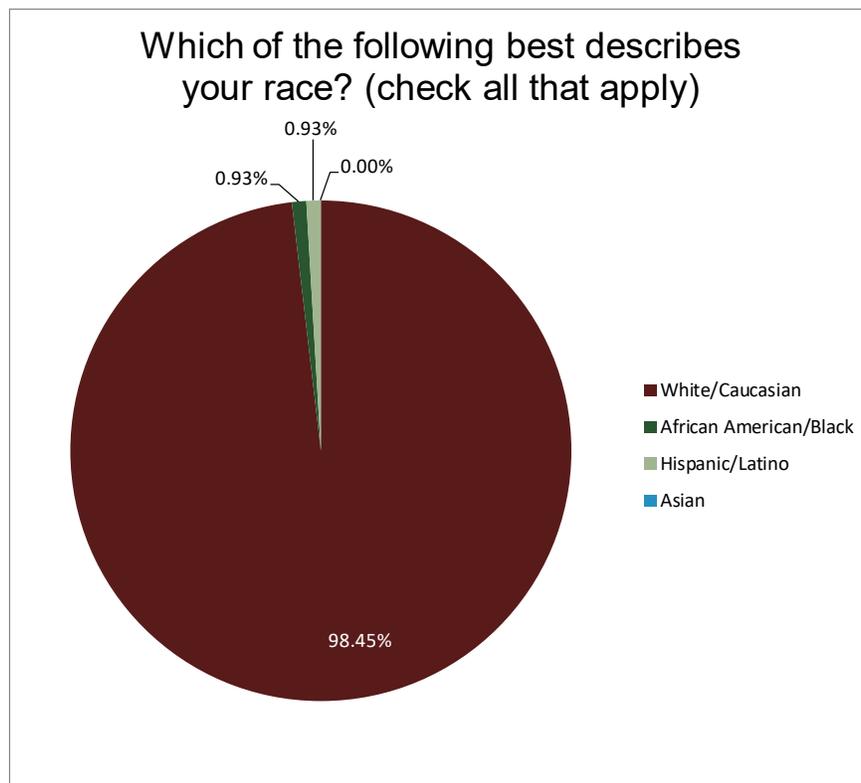
WHAT IS YOUR AGE?

<b>What is Your Age?</b>	
10-14 years	0.00%
15-19 years	0.62%
20-24 years	0.62%
25-34 years	18.63%
35-44 years	32.61%
45-54 years	21.74%
55-59 years	6.83%
60-64 years	9.32%
65-74 years	8.39%
75+ years	1.24%

WHAT IS YOUR GENDER?

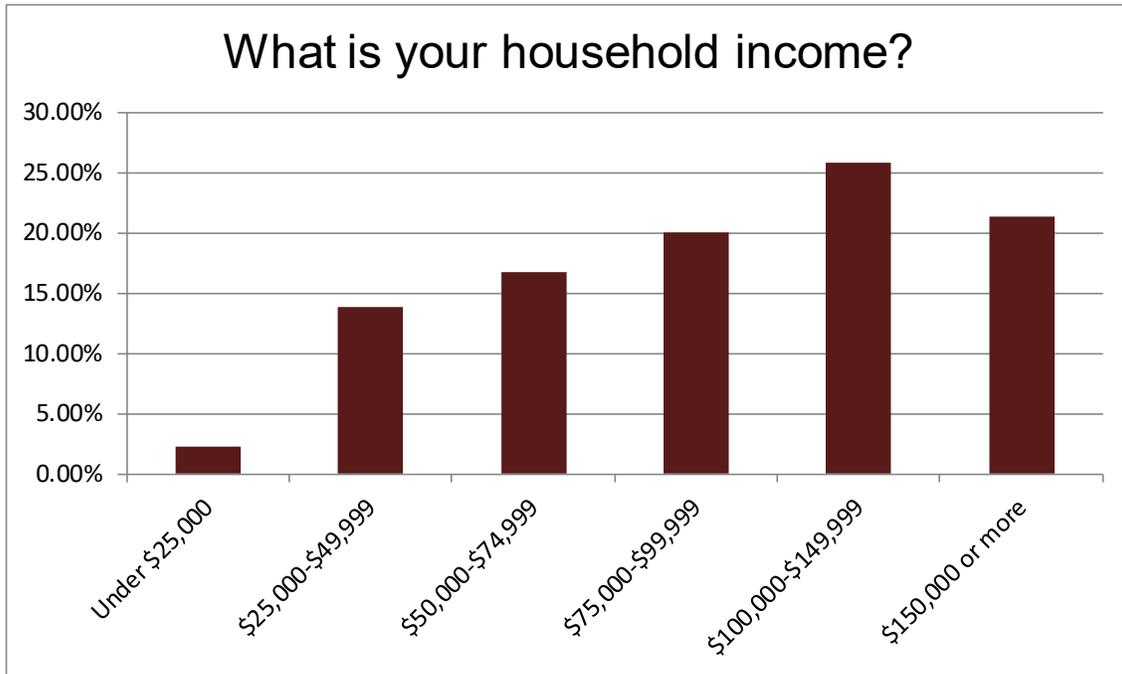


WHICH OF THE FOLLOWING BEST DESCRIBES YOUR RACE?





WHAT IS YOUR HOUSEHOLD INCOME?



PLEASE SHARE ANY ADDITIONAL IDEAS OR SUGGESTIONS YOU HAVE TO ENHANCE PARKS AND RECREATION

- Replace the old equipment with up to date pieces, keep the mulch at the required safety level under the swings and slides. Bring all items in away from the road for safety of the children.
- Keep hand soap and paper towels in the bath rooms for sanitary purposes.
- Add some additional picnic table for seating.
- We love going to the park.
- Please continue to support Browns pool!
- There is another park my family visits and they have constant music that plays throughout the park. It makes for a really nice atmosphere!
- A central location or a place where most parents and children would be gathered daily would be a great spot for this.
- Refurbishing Community building
- Cleaning up creek
- Deal with weeds & clean up at closed buildings.... PNC, HARDWARE STORE Etc.
- I just wanted to say thank you for your commitment to our community! My family lives very near our existing park/playground area, so that informed some of my answers– especially regarding our need for “small neighborhood parks”. I am fully in support of this idea, though!
- We need to make our park an accessible destination for other communities - this would benefit the local businesses, as well.
- Pendleton needs to stand out and use the features of our park that are not found in other communities - the falls are beautiful. Is there something that can be done similar to the downtown Riverwalk in Fort Wayne - with water/play features that are built into the falls?
- The maintenance or upgrading of Brown's pool is the utmost importance in my family.

- We would like to see the park maintained a little better.
- Recently, a homeless man started living in a tent behind the ball park. More recently, people have offered him jobs that he refuses to work, people are concerned that he is drunk & sleeping on trial benches & urinating in public. Public urination, Public intoxication violations are misdemeanors. Camping length of stay in state parks is no more than 14 consecutive days. If homeless people won't accept help or work - they need to seek public shelters NOT community parks where they can endanger children & all other hikers
- Town boards and employees need to listen to residents. They are becoming enemies of the people. They are public servants, not rulers, and should act accordingly.
- I would love to see more people be drawn to Pendleton due to our park equipment and resources we have to offer. I think a splash pad would draw TONS of families from different counties to Pendleton to play (which in turn gives money back to our town while they are here if they eat or shop). I also think an inside, nice gym like those you see in surrounding counties with indoor pools, workout equipment, and more would be incredibly useful and beneficial to our community.
- Fix the red slide
- Splash park.
- Movie night in the park, movies at the pool, dog swim for last day of season at the pool. Family camping events per school - younger children would probably have stronger interest...
- With the storm damage, replace trees that bloom in different times of the year. Not just spring blooms. The Korean Bee tree flowers late summer early fall this is a time when food is very limited.
- Please dedicate paid employees or develop a volunteer crew to maintain the trails. I would gladly devote time to be a part of a volunteer crew. I love the existing trails, but they are not well maintained.
- Outdoor fitness equipment like they have in Europe.
- Outdoor cafes along the falls
- Better events that are showcasing a desired culture of organic and natural living in rural community.
- Keep Pendleton uniqueness in area. Biking trail and paved paths for healthier life.
- Don't raise taxes
- Love these ideas but don't raise our taxes. There are other ways to fund these projects. We love the park!!
- Please keep Brown Pool open longer each year. It really is the best.
- Please create more natural areas of trails and hiking.
- Please create more bike paths. Please make a safe way for bikes and pedestrians to cross the big highway on the east side of town.
- Indoor community pool
- An indoor gym for basketball, volleyball and total wellness would be a huge benefit to our community? An overpass with a bike/walk trail to the parks from Hickory Hills and surrounding areas would be awesome!
- More parking in town for those of us who own small struggling businesses in town - would be huge!
- Splash pad and Indoor handicap warm swimming pool open all year
- Improvement of playground equipment, mountain biking trails,
- Improving soccer facilities by moving and creating a soccer complex within the sports complex.
- Creating an indoor sports facility to accommodate youth sports practices or leagues.
- Splash pad, indoor pool
- Better lighting in the park



- You are doing a great job. I just think the traffic congestion should be mitigated before the Town adds any amenities that will draw more people into Town.
- Get the word out on community events. The methods now are not consistent or thorough or always timely
- Provide a cool place to camp!
- The nature trails in the park need to have better walking surfaces. The large gravel is not comfortable to walk on.
- They are great trails if they were upgraded to a smoother surface.
- Invest more in youth sports programs, soccer fields, and more into basketball, especially for girls. Currently, there's only the YMCA for girls. We need a sports complex center; I know one is being built but it has no pool. Personally, I'd much rather pay fees to attend a private pool than to use our current public pool.
- Also, there needs to be a walk way or connection of the high school and middle school for kids who walk. Crossing state road 67 is dangerous, there is a lot of traffic, and a lot of kids walk. There needed to be a walk way there before one over 69 was ever considered. Families move to communities who provide a good school system and ways for their children to safely get there. Currently, we only have a good school system.
- When looking at youth sports - consider more no traditional sports such as running, cycling, swimming.
- Outdoor swimming park
- Community arts, cultural programming, amphitheater, arts/sculpture garden, etc...
- Five million Americans are employed in arts and culture-related industries. The sector has expanded faster than the total economy every year since 2012, and its contribution to GDP is greater than agriculture or transportation. Economic growth in arts and culture is widespread across the nation. (Louisiana was the only state to see a decrease in 2016.) And the arts have consistently run a trade surplus for the U.S., delivering more cultural goods and services abroad than the nation imports.
- Arts and culture are essential for economic growth and happy, healthy communities :)
- Splash Pad
- Lazy River
- Would play miniature Golf if had a course!
- Upgrade maintenance at Browns pool. If Pendleton built a pool complex like Carmel, it would attract many people and be a source of funding for future projects. But it starts with maintaining current facility. Locker rooms are horrible, along with other easily upgraded maintenance. I know Browns has declined in attendance, but that is largely due to the availability of better upgraded facilities in close proximity. Browns is needed in this community, let's upgrade it!
- Keep supporting the Community Garden; it was great this year!
- Falls Park is one of the crown jewels of our community and is a huge draw to the town. I think that the greatest thing we could add would be to restore the old Opera House into a venue for community music and arts events--including a community band, community theater, and also availability for private rental for recitals and events. The location is perfect and I think this would be an awesome way to use that building.
- Develop the woods just east of the new CSW facility to include military training styled obstacle course connected by a woodchip lined walking/ running trail
- If possible, I'd love to see daily fishing permits issued for the pond/creek within the park - it would also be a great way to generate some revenue. Additionally, the people fishing often leave huge messes/trash at the pond and by the falls. I'd like to see that addressed as well. Citations/fines could be given. So, signage about littering should be added as well. That pond is a main focal point of the park, whether walking or driving through and it looks rather trashy far too often.
- Please be mindful of sustainability costs in bringing in recreation programs and new facilities. I'd prefer higher quality and impeccable maintenance to simply "more" offerings.

- Town officials need to back away from park, let the Board of Parks and Recreation run park. Need to address the needs of the 60% of taxpayers that do not live in city limits.
- Making sure there are more inclusive (for disabilities) recreation equipment. Sensory gardens or points of interests along trails and walking paths.
- Continuing to improve Browns pool. The best thing about our community and the MOST noticeable quality of life point when we move here a very long time ago was sidewalks, trails, and generally speaking a kept-up town. Those things keep people mobile and healthy and general aesthetics really has a lot to do with people overall state of mind. I hope these basic fundamentals are never lost.
- Annually the park should coordinate some neighborhood improvement days. We saw people come together after the storms; they would do it again. Sometimes people just need a hand as they might not be able to physically do the work. Some people might not have the money and the SMCF could coordinate some grant monies for “light” projects, basic painting, mulching etc. Those little things improve a community’s state of mind and adds to the overall experience of a town.
- The pool really needs to host an annual summer Luau gala as a fundraiser for continued monies to help the facility. The main building is old and continued improvements are needed and the revenue stream isn’t sustainable with a short summer. This was talked about during the SPALSH campaign but the committee did not move forward after the initial fundraising efforts.
- Great job on putting the survey out there and for the new restrooms, sidewalks, start of a soccer area.
- Speed enforcement thru the park
- Clean the disc Golf course and maybe upgrade the dog park by adding some equipment.
- I'd say that despite some reluctance by long time town residents, connecting the disparate neighborhoods and outlying areas of Pendleton to the town center and Falls Park via bikeable trails is a primary interest for us. We live on the other side of 69. As our children get older, we would absolutely love if there were a way for us to bike into town without staying on 38 the whole way. This is a dangerous ride with no shoulder for most of the way. We'd be likely to do so if there was a path of some sort.
- I may not live in town but my daughter goes to PES and I use the parks ~five days a week.
- The back trails are still blocked from tornado damage...
- Keep in mind we want to remain a small town and wish to cater to OUR residents and locals. I grew up here and am raising my children and grandkids here. Keep. It. Small. Town. !!!
- I would really like to see the bridge over the falls restored. I think it is correctly a detriment to our park. I would also like to see better quality hanging baskets in town. I think the flowers in the park should be improved and expanded.
- Community theater
- Use park funds to create infrastructure; use existing organizations to provide the services (manpower, management)
- If an outdoor amphitheater/stage area could be developed, would be a nice community idea once a month or so to invite a solid cover band, local winery, and food trucks to be a part of such an event. Belgian Horse Winery does this right on Wednesday evenings and their turnout, in the middle of nowhere, is fantastic.
- Keep the pond cleaned out and have aeration
- Thank you for your willingness to listen to those who live in the community. Our greatest need is a sidewalk from the south end of Pendleton Ave for easier access to downtown. It's very dangerous to send our kids, on bikes, to the park.
- A fee-based rope course, more trails - improvements to existing trails adding boardwalks to those commonly wet
- Comprehensive planning...look at examples like Golden Colorado. Make Fall Creek the focus for everything moving forward...it is the attraction. Make it usable and enjoyable...the more



outdoor activities the park Dept offers the better. I love the idea of a discovery park where kids can learn to be stewards for the parks future and adults can use it too.

- Events like an amphitheater are a great idea.
- Finding ways to put canoe adventures is awesome.
- The dog park is not much to be proud of.... chain link fence square...really...we can do better. Many things are simply done like basketball courts...just pick a spot and they can be done with little money and time.... all things come with parking. The parks Dept can and will lead us to everything that is great about this town.
- I think besides biking trails throughout Fall Creek, there should be large community areas for things like concerts, festivals, farmers market, and special events
- Somehow address the hole that keeps appearing in the yard in front of the historical museum when it floods.
- Preserving trails and kayaking boat ramp are my top requests
- Sidewalk extends by green bridge that leads to ballfields
- Better basketball courts. More trails to walk! Trail connectivity. Dog friendly downtown. More of a sustainability initiative. More parks!
- More rentable shelters, first come first serve isn't helpful when you have people cleaning their fish at a picnic table you want to use for a family gathering.
- Upgrading the park, sports complex, splash pad and walking areas for people to enjoy. Would also like more indoor basketball facilities and indoor pool instead of all the tennis courts for the new sports and health complex coming soon!
- Update Restrooms
- Water fountains!!! Please put in water by soccer fields. Kids could use access to refill and stay hydrated!!
- Fenced in play areas, or toddler play areas under roofed structure to stay out of direct sunlight for those with infants
- Please put in a splash pad!!!
- Concession Stand for the week ends!!
- We are so thankful for our town, parks, schools and festivals... We would love to help and support the progress of our town in any way! Thank you for this survey, and all of your hard work!
- See if we could work with the Boys and Girls club to improve our local club, and include a lot of the recreational things talked about in this survey. Anderson Boys club is closing their pool at the end of the year. We could improve our club to include a pool and close down Browns pool. Allowing more tax funds to be put back into the park, and accessing more grant money through the Boys and Girls Club to meet community needs.
- We would greatly benefit from a 50-meter indoor pool. Pendleton Swim Club has 100 members and is growing rapidly nearly tripling in size the last 3-4 years. They are running out of pool space and times at the high school with the 6 lanes, 25-yard pool. An indoor Olympic sized pool would benefit the entire community with water fitness, competitive youth swimming, a Masters team, learn to swim program, and water safety classes.
- Please develop trails that make it easier for resident's east of town to safely bike into town. Specifically, those neighborhoods along 36 and 38.
- Would love to see a splash pad put in!
- Swimming pool facility improvements. Indoor swimming pool. Less youth activity space, more for all ages.
- Safety around the pond would be nice. The playground being so close, kids tend to take if running toward the water and the fact that there is no barrier is scary.
- Removal of dam and restoration of falls.
- Purchase old tile/landfill site on Tile street and build a small park.
- Connect trail from golf course along fall creek to park on tile street.
- Splash pad area for kids somewhere.

- Keep up the good work.
- Hand and feet washing station by falls
- Use environmentally forward planning.
- Please look into reducing light pollution through dark sky initiatives, <https://www.darksky.org/>. Using fully shielded, certain color tones, and limiting unnecessary lighting, will benefit both human and animal populations. You can look up some cities that have dark sky initiatives, such as Flagstaff Arizona.
- When creating parking and trails, please consider the material. Gravel and permeable pavers allow water to drain through instead of washing off.
- Native plants that attract and support pollinators would be great (milkweed, Black-eyed Susan, and other perennials). What herbicides, pesticides, and fertilizers are used for the park? Can they run off into the creek contributing to pollution in the White River water shed? Are they affecting the bee and other pollinator population?
- It would be amazing to make Pendleton an environmentally forward community. It seems that Indiana is often lagging behind in such initiatives. “Green” community planning would make Pendleton stand out!
- Thank you for making a survey!
- Indoor/outdoor tennis and basketball courts
- Maintenance and beautification definitely need improvements. Those are the two most affordable and easily accomplished areas, yet are always let go now.
- We need a handicap accessible playground. Where everyone can play. Not everyone can play on a regular playground.
- Add lights to the soccer fields. The travel teams practice late at night and there is ZERO light on the field when it gets dark. For safety reasons these kids and parents NEED lights.
- Better parking in the park and bathrooms/concession stand for new soccer field
- Expand disc golf to an 18-hole course
- Take down the reading signs along circle near the creek. The lack of lighting at the playground area and within the park seems unsafe at night appreciate all the cleanup and the park is looking tidier than it has in years.
- We have a beautiful park, town and baseball facility. I see lots of money going to other towns. I think we have a great start already and would like to see more tournaments allowed to bring in income
- I’d like to see trail system connectivity from Falls Park to all of the schools, neighborhoods and shopping
- Maintenance of fountains, better lighting and updated facilities
- Keep up the good work. This past year has been incredible!
- Our town/park is in drastic need for a recreation center for teens. Our town and parks currently don’t offer much for teens to do and from the looks of all the vandalism in our park, that’s what keeps them busy.
- Clear the creeks to reduce flooding of trails; continue to add stone to trails; clear invasive plants and dead/dying Ash trees
- Pickleball courts (indoor and outdoor)
- Better playground equipment that is more interactive and new ground material like recycled tires or rubber so kids aren’t hurt.
- A small splash park incorporated into the playground would also be nice.
- More facilities for adults to be active that don’t require membership or at least are very minimal fees.
- More sidewalks and improve existing sidewalks in town.
- We are for anything that enhances physical fitness. We love that the parks Department has kept the trails clean, but would like more options. An indoor pool and fully equipped local fitness center would be amazing.



- a large community center or YMCA. A building for sport, playing, learning, before/after school care and community bonding. A space big enough for the community to gather in times of need such a tornado or informational meetings.
- Splash pad located at the old tennis ball courts would help utilize the playground in that area or locate a splash pad at the old playground restrooms where the water is already running to.
- Update the trail from the pool to YMCA building because it badly floods and was damaged by fallen trees during tornado.
- Acquire the old landfill on south main street for a satellite park
- You guys are doing a great job. We love the new walking path around the soccer fields. We are very fortunate to live very close to a wonderful park that we walk in daily. Don't let haters get you down!
- To clean up, replace the swings, improve the park and path by the Pool.
- To bring more money to town we need more restaurant development. It's not a monopoly. People my age spend stupid amounts of money eating out and they are leaving Pendleton to spend their money. We need to support new business not just protect current business.
- Also, a splash pad with concessions and a birthday rental area would be very popular. Charge out of county rental higher. Fishers does this and their rental facilities are very popular. I've rented several. Either update the community building or build a new one. People need places to rent for parties in town.
- The community itself is your biggest deterrent. Residents are very unfriendly and snobbish. People who don't live up to the people who run the town don't live up to their standard. They are your biggest problem. They aren't any better than anybody else. The school faculty is hateful and cliquish and play favorites. I could go on, but why bother?
- I stop on my way home from work to walk when the weather is nice. The amenities sound great, but I would no longer frequently enjoy the park if there was an entrance fee. If you plan on charging for the park/trails leave it alone:)
- would be cool to install that bridge from mill road water treatment area to go over fall creek and install walking trail that goes all the way to the new sports complex they are building by burger king
- In your demographics, you did not include those family members who frequently visit. I watch my grandchildren all summer and during breaks. We use the parks frequently.
- Outdoor movie once a month during warm weather, pet parade/Halloween parade, Fri/Sat DJ Dance/music area/ k burgers
- Adhering to the ADA is strongly encouraged. We are very lacking in this area.
- Fix the pond fountains and the green fountain and keep what we have maintained and working before expanding or considering opening another park property.
- Our family would love an indoor pool and an outdoor splash pad along with new playground equipment.
- Love the park and pool. Best library adult programming in the county and neighboring counties.
- Gravel on trails -lots of mud - elevated walkways in low areas - esp. along railroad track west side trail - can't use most of year once rains start
- Better toilet facilities near soccer fields and dog park
- I go to other towns for my daycare kids to play in playgrounds & splash pads.
- I think it is sad we don't have a bigger playground area with much better equipment & safer. Some of these towns are smaller communities with nicer areas.
- I wish there were more people that attended park mtgs.
- Indoor pool with swimming lessons for children, outdoor splash park or upgraded toddler/baby section at the current pool
- More shelter areas. Weekend attendants in park. Additional events like Sunday in the park.
- Less ducks and geese

- Build a boardwalk through the trail section that floods. Rebuild the bridge over the falls. De-junk...remove reading stations and miscellaneous stuff...too much stuff. Clean out all trash and junk on the trail that runs alongside cemetery. Remove wooden patio areas near falls.
- Dog park needs play equipment...things to run through and jump over.
- Tear down the old maintenance building.
- Walking/biking trails throughout the township to connect each other, improved farmer's market/community engagement, more/well-maintained restroom facilities throughout the park, improved playground, splash pad/water park facilities like surrounding communities, canoe/kayak launches along fall creek, additional lighting along walking trails especially the new paved trails and the paved trails along the creek
- We need to have a splash park and a fountain in the pond
- Would just like to be kept informed about facility updates. My husband and I do not feel like sports facilities benefit the entire population of the town and like to see program develop that can positively impact everyone in the community. Adding turf to an existing facility or adding more soccer fields when our community already is full of them.
- Personally, I'd love to see the road through the park become a one-way from the historic building to Pendleton Ave, just to cut down on car traffic allowing safer biking, running, walking for pedestrians. I applaud those working towards eliminating the gravel parking on Water St. we've had several close calls with our kids on bikes riding through the parking lot trying to get to the library or outdoor fitness trail. Cars FLY through on Water St and you cannot see if parked vehicles are reversing onto Water St as you ride behind the lot.
- find a way to include more of the Ingalls community. We are part of the area as well.
- The pool is such sad shape. It needs to be supported by the park
- Desperately need indoor pool for senior exercises. Y does not provide anymore
- Please require pool membership. None of the high schoolers will go to the pool because there are too many hooligans there. It's a small community pool, everyone should know one another. Eighty percent out of towners keeps Pendleton away.
- more fitness fun for adults at parks.

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#### 8.4.2 STEERING COMMITTEE HEADLINES

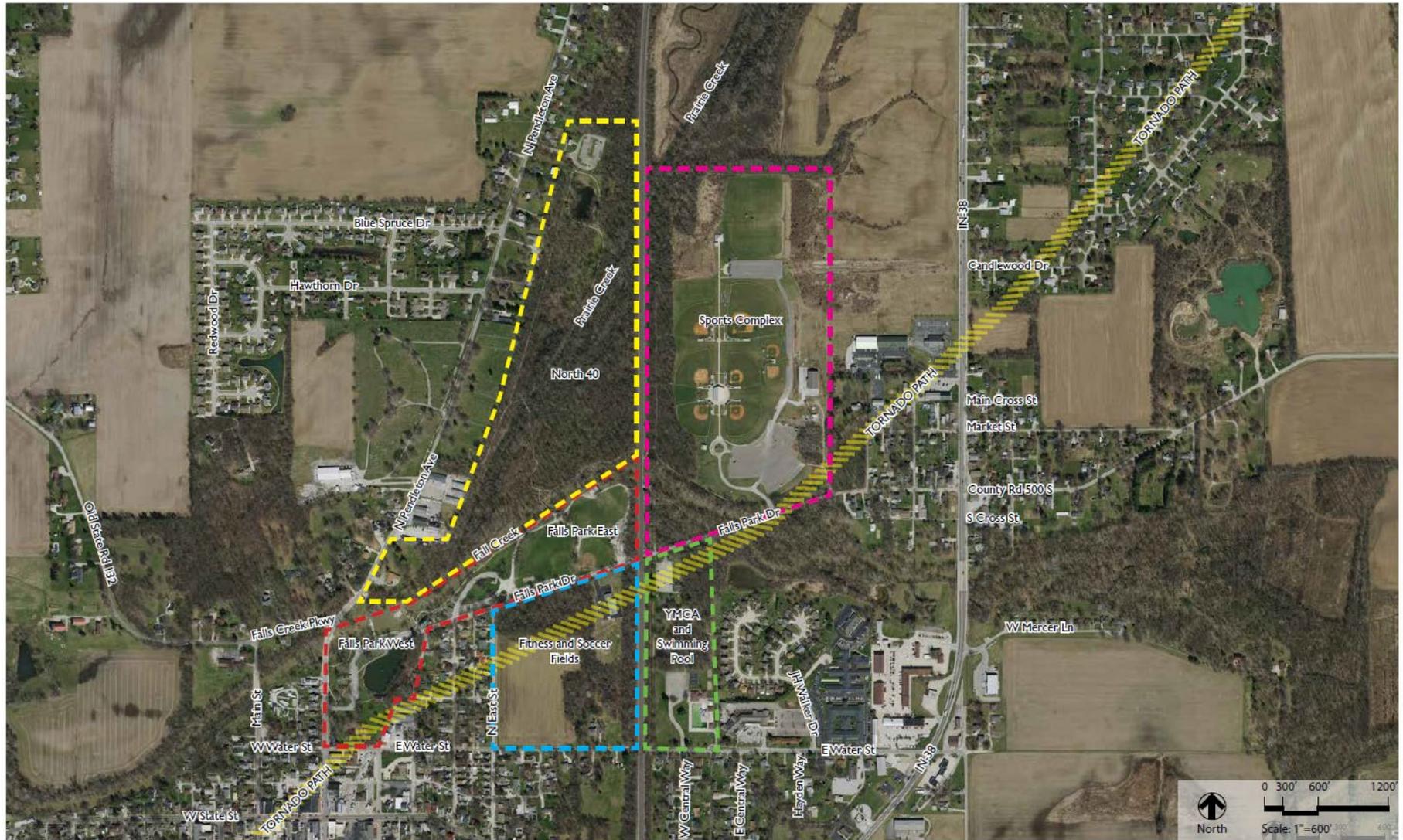
- More Services Than Ever Before by Parks in 2025
- Pendleton/Fall Creek Parks and Recreation Wins Sustainability prize for Biodiversity.
- Falls Park, Indy's Best Park System
- Park Facilities within Safe Walking Distance of Their Homes (1/4) Mile.
- Falls Park Continues to Be Our Crown Jewel
- Can Finally walk 15 miles without Looping Back
- Pendleton/Fall Creek Park and Recreation Department Aquatic Center is expanding...AGAIN!
- Indoor Facility Opens with Indoor Pool and Track
- Pendleton Park Reaches 1500-acre Goal with regional Park System
- Pendleton & Fall Creek township moves forward with park development remaining within available resources.
- Aquatic Center Opens
- Wetlands Walk Opens with five miles of trails
- Pendleton Realizes Funding Sources from New Business in Town's TIF Department
- New Community Center Opens
- Pendleton/Fall Creek Township Parks and Recreation Announces the Grand Opening of the New Aquatic Splash/Recreation Center!



- 
- Pendleton Falls Park enters into Partnership with Nestle's for Community Health on Aquatic/Recreation Center!
  - Pendleton Town Council Passes Impact Fees on New Builds.
  - New Partnership with Carter Express has naming rights to new Community Center
  - Aquatic Center Opens 2021
  - Pendleton continues growth with new Community Center & Aquatics Center
  - In 2023, Event Center Opens
  - Partnership between Town and Fall Creek Township, Parks, INDOT, and others link Community Parks Together.
  - Volunteers give 10,000 hours to park projects
  - In 2023, Aquatic Center opens
  - Pool Facility go indoors!
  - Increased Trails by 10%
  - New athletics facilities include a larger park with soccer fields for tournaments
  - Splash Park Opens! Then... Fundraising efforts fund Aquatics Center.
  - Park Trails link to the Town Golf Course.



APPENDIX D – PARK ASSESSMENTS  
THE DEPARTMENT PARKS OVERALL



## FALLS PARK - WEST



### LEGEND

- 1. Buildings & Structures**
  - 1.1 Lift Station
  - 1.2 Bridge
  - 1.3 Gazebo
  - 1.4 Lighthouse
  - 1.5 Garden/Water Feature Remnants
  - 1.6 Restroom
  - 1.7 Concession / New Restroom
  - 1.8 Small Shelter
  - 1.9 Large Shelter
  - 1.10 Museum
  - 1.11 Community Building
  - 1.12 Train Abutment
  - 1.13 Overlook/Deck
  - 1.14 Concrete Boardwalk
  - 1.15 Fountain
- 2. Amenities & Furnishings**
  - 2.1 Historic Marker
  - 2.2 Playground
  - 2.3 Memorial
  - 2.4 Entry Signs
- 3. Paved**
  - 3.1 Drive Aisles
  - 3.2 Parking
  - 3.3 Gravel Parking
  - 3.4 Trails
  - 3.5 Pedestrian Walkways
- 4. Athletics / Games**
  - 4.1 Basketball Courts
  - 4.2 Tennis Courts
  - 4.3 Baseball/Softball Fields
  - 4.4 Football Fields
  - 4.5 Soccer Fields
- 5. Vegetation & Open Areas**
  - 5.1 Woods (or Buffer)
  - 5.2 Open Lawn Areas
  - 5.3 Duck Pond
  - 5.4 Water Falls
  - 5.4 Water Falls
- 6. Other**
  - 6.1 Neighborhood Connector Path

**Assessment Inventory Key Plan**  
Falls Park - West

Pendleton Parks Comprehensive Plan



1.1



1.2



1.3



1.4



1.5



1.6



1.7



1.8



1.9



1.10



1.11



1.12



1.13



1.14



1.15



2.1

**LEGEND**

- 1. Buildings & Structures**
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  - 1.2 Bridge
  - 1.3 Gazebo
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  - 5.2 Open Lawn Areas
  - 5.3 Duck Pond
  - 5.4 Water Falls
- 6. Other**
  - 6.1 Neighborhood Connector Path



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**LEGEND**

- I. Buildings & Structures**
  - 1.1 Lift Station
  - 1.2 Bridge
  - 1.3 Gazebo
  - 1.4 Lighthouse
  - 1.5 Garden/Water Feature Remnants
  - 1.6 Restroom
  - 1.7 Concession / New Restroom
  - 1.8 Small Shelter
  - 1.9 Large Shelter
  - 1.10 Museum
  - 1.11 Community Building
  - 1.12 Train Abutment
  - 1.13 Overlook/Deck
  - 1.14 Concrete Boardwalk
  - 1.15 Fountain
- 2. Amenities & Furnishings**
  - 2.1 Historic Marker
  - 2.2 Playground
  - 2.3 Memorial
  - 2.4 Entry Signs
- 3. Paved**
  - 3.1 Drive Aisles
  - 3.2 Parking
  - 3.3 Gravel Parking
  - 3.4 Trails
  - 3.5 Pedestrian Walkways
- 4. Athletics / Games**
  - 4.1 Basketball Courts
  - 4.2 Tennis Courts
  - 4.3 Baseball/Softball Fields
  - 4.4 Football Fields
  - 4.5 Soccer Fields
- 5. Vegetation & Open Areas**
  - 5.1 Woods (or Buffer)
  - 5.2 Open Lawn Areas
  - 5.3 Duck Pond
  - 5.4 Water Falls
- 6. Other**
  - 6.1 Neighborhood Connector Path



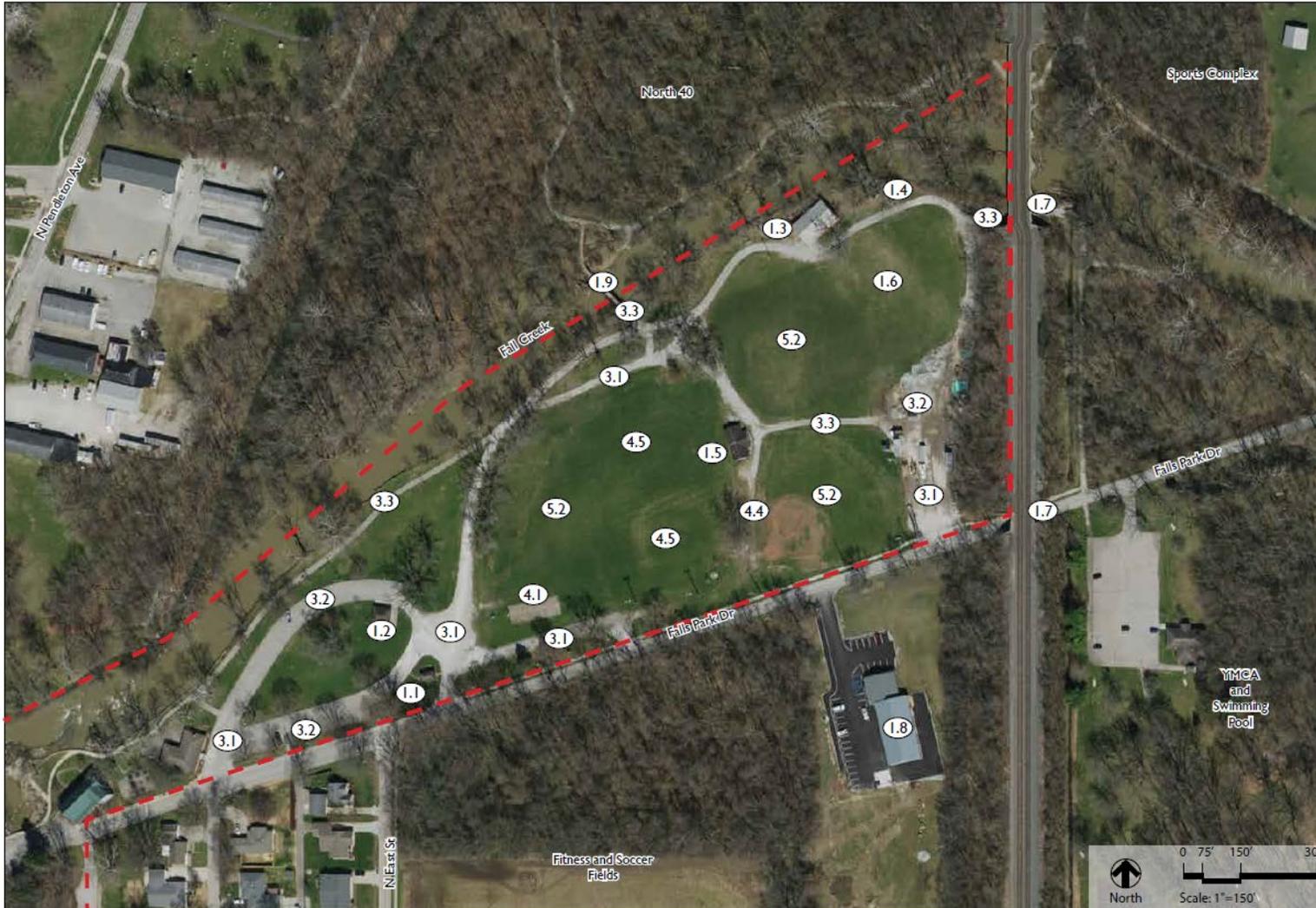
## FALLS PARK WEST (FALLS AREA & PLAYGROUND)

Buildings &			
Park Feature	General Notes	Field Visit Notes	ADA Assessment
Lift Station	We assumed this was a lift station. If no longer needed, consider demolition.	Roof is in good condition. Doors are damaged at the bottoms and need to be replaced. Flood damage along the foundation of the structure.	
Gazebo	Future updates could include additional garden plantings and updated ADA access.	Structurally sound. Uneven concrete around inner edge of the structure where settling has occurred. Roof in good condition.	Winding ramp appears too steep for ADA requirements.
Restroom @ Southeast edge of Playground	New restroom is being constructed. Assuming this building will be demolished once new restroom is completed.	Roof damaged, water fountains have been removed, new paint needed and gutters should be added. Interior of structure, peeling paint on floor, otherwise in fair condition.	No accessible path to the structure.
Central Concession Structure	This building has been demolished for the new restroom.	Shelter is structurally sound. Roof damage present. Cracks along the building foundation and in the concrete pad surrounding.	No accessible path to the structure.
Small Shelter @ Southern end of Parking Area	The size and position of this shelter makes use hard. It likely should be used as a design element and grounded with garden space and not a picnic shelter.	Roof damage present. Issues with tuck pointing on brick façade. Water is not draining at the center of the structure and is pooling in center.	ADA accessible.
Light House	Consider lighting and using water.	Not accessible for detail examination. Appears to be in good condition from the bands of the pond.	
Large Shelter @ Southern edge of Duck Pond	Large shelter has nice views to the lighthouse pond. A new terrace off the north side could provide additional picnic areas.	Roof exterior needs to be replaced. Slight damage from the tornado.	ADA accessible.
Museum south of Falls area		Structure in good shape. Needs gutters to be added to building.	ADA accessible.
Community Building		Structure in good shape.	ADA accessible.
Fall Bridge	While there may be public sentiments to keep, bridge does not meet code and removal could provide better views to the falls.	Structure in bad shape.	Not accessible.
Fall Overlook	Suggest removal of deck overlook.	Structure in bad shape, tornado and flood damages.	Not accessible.
Playgrounds			
Park Feature	General Notes	Field Visit Notes	ADA Assessment
Playground Area South of Duck Pond	1950's era playground is nostalgic but non-compliant with safety standards. Consider creative reused as non-play elements. The tornado damage is severe in this area and is it worth revisiting the space.	Equipment is outdated. Playground surfacing is too low and not compliant with current safety requirements. Drainage issues are present. Damage to existing equipment present. Tornado damage present.	No accessible paths to playground or within the playground surfacing.
Furnishings &			
Park Feature	General Notes	Field Visit Notes	ADA Assessment
Benches	Additional benches around playground, duck pond, boardwalk and falls.	Generally in good condition, although some have peeling paint in seating area at southwest corner of area.	
Park Signage	A new signage standards should be considered.	Signs are in good condition, but are generally undersized and difficult to read. Memorial tree signage needs to be improved as the chains around the tree trunk have started to cut into the bark.	
Lamp Posts	Consider using historic type lamp posts but with modern LED technology.	Should be converted to LED lights if functionally possible.	
Picnic tables	Consider focusing picnic areas in proximity to activity areas and provide ADA access.	Generally in good condition, although some have peeling paint. More benches are recommended and those located in the areas along the creeks and the ponds are in poor condition and are difficult to access.	
Paved			
Park Feature	General Notes	Field Visit Notes	ADA Assessment
Parking Lot	Current parking lot enhancements are in progress.	Generally in good condition, but increased organization of the parking areas are recommended with improved/added connections to the structures and the playground. Pedestrian access disappears along the street at the entry to the park on its western edge. No wheel stops present, should be added. Flag pole is located in a strange location within the parking lot.	Poor access from the parking area to the falls area along the river overlook.
Trails/Paths	Current improvements are in progress.	Generally in good condition with cracking and shifting of some of the concrete walks. On the eastern and southern edge of pond paths need to be organized to reduce erosion and open views to the pond.	
Boardwalk	Current improvements are in progress for the duck pond's boardwalk. Consider program uses and improvements for the boardwalk along the falls areas.	Substantial cracking and shifting of the duck pond board walk. The boardwalk along the falls are generally in good condition. Some code updates needed for railings.	
Stairs throughout		General maintenance is required, stairs around the duck pond need improvements.	



<b>Athletics / Games</b>			
<b>Park Feature</b>	<b>General Notes</b>	<b>Field Visit Notes</b>	<b>ADA Assessment</b>
None Present			
<b>Vegetation</b>			
<b>Park Feature</b>	<b>General Notes</b>	<b>Field Visit Notes</b>	<b>ADA Assessment</b>
Dead Trees	Start the next generation of canopy cover with a diversity of shade trees.	One dead ash tree was present at the southwest corner near the seating area. Also, a dead sycamore will need to be removed by the falls area. Very nice large sycamores and gingkos were present. The playground area was severely damaged by the tornado.	
General maintenance		Vegetation needs to be thinned and cut back around existing structures and along the trails along eastern edge of duck pond to create better access both physically and visually to the park features.	
<b>Other</b>			
<b>Park Feature</b>	<b>General Notes</b>	<b>Field Visit Notes</b>	<b>ADA Assessment</b>
Seating Area West of Lift Station	Updates needed. Consider relocation of garden to gazebo area or elimination. This location could be a good new shelter location.	Area hit by tornado and benches and plantings damaged.	No ADA accessible ground surface, loose gravel.
Picnic Grove Area	Provide some ADA accessible picnic tables.	Tables in good condition. Fountain not yet open, will need to access in follow-up visit.	No ADA accessible path to picnic table area.
Seating Area @ Southwest corner at intersection of Main St. and E. Water St.	Updates needed and "gateway" into the park and/or downtown should be considered. Relocate and focus garden areas to encourage more sitting and respites deeper in park.	Brink Pavement poor and uneven, Benches in poor condition, peeling paint. Tree damage from tornado.	Pavement is uneven making access difficult.
Rock garden	Recirculation of water for a feature and garden area could be useful for pond's water quality.	Signs of a previous rock garden and water element are evident. Trees heavily hit by tornado.	
Duck pond	Consider a bow fishing policy to protect park users and study ways to improve water quality.	Interesting water feature with rock outcroppings, boardwalk and steep embankments. Fisherman and women said fishing is good but there is a problem with bow fishing and leaving dead carp on the banks. Water quality could be improved.	

# FALLS PARK – EAST



- LEGEND**
- 1. Buildings & Structures**
    - 1.1 Restroom
    - 1.2 Shelter
    - 1.3 Maintenance Building
    - 1.4 Well House
    - 1.5 Concession
    - 1.6 Dog Park
    - 1.7 Train Bridge
    - 1.8 Large Maintenance Building
    - 1.9 Bridge
  - 2. Amenities & Furnishings**
    - 2.1 Historic Marker
    - 2.2 Playground
    - 2.3 Memorial
    - 2.4 Entry Signs
  - 3. Paved**
    - 3.1 Drive Aisles
    - 3.2 Parking
    - 3.3 Trails
    - 3.4 Pedestrian Walkways
  - 4. Athletics / Games**
    - 4.1 Basketball Courts
    - 4.2 Tennis Courts
    - 4.3 Baseball/Softball Fields
    - 4.4 Football Fields
    - 4.5 Soccer Fields
  - 5. Vegetation & Open Areas**
    - 5.1 Woods (or Buffer)
    - 5.2 Open Lawn Areas
  - 6. Other**
    - 6.1 Neighborhood Connector Path

**Assessment Inventory Key Plan**  
Falls Park - East

Pendleton Parks Comprehensive Plan



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**LEGEND**

**1. Buildings & Structures**

- 1.1 Restroom
- 1.2 Shelter
- 1.3 Maintenance Building
- 1.4 Well House
- 1.5 Concession
- 1.6 Dog Park
- 1.7 Train Bridge
- 1.8 Large Maintenance Building
- 1.9 Bridge

**2. Amenities & Furnishings**

- 2.1 Historic Marker
- 2.2 Playground
- 2.3 Memorial
- 2.4 Entry Signs

**3. Paved**

- 3.1 Drive Aisles
- 3.2 Parking
- 3.3 Trails
- 3.4 Pedestrian Walkways

**4. Athletics / Games**

- 4.1 Basketball Courts
- 4.2 Tennis Courts
- 4.3 Baseball/Softball Fields
- 4.4 Football Fields
- 4.5 Soccer Fields

**5. Vegetation & Open Areas**

- 5.1 Woods (or Buffer)
- 5.2 Open Lawn Areas

**6. Other**

- 6.1 Neighborhood Connector Path



## FALL PARK EAST (EVENT & SOCCER AREA)

Buildings &			
Park Feature	General Notes	Field Visit Notes	ADA Assessment
Restroom	Location of restroom in this park is good but replacement with an updated facility should be considered instead of renovation costs.	New door and new roof needed. Interior in poor condition, peeling paint on the floor.	Not ADA accessible
Shelter	Replace with a steel structure or wood timber structure with metal roof.	Lacks structural integrity. Bowing in the roof structure. Does have access to both power and water.	No ADA accessible ground surface, loose gravel.
New Maintenance Building	New maintenance building and yard with small community room. Consider privacy fence around yard and compost area and adding trail connections to soccer field and Falls Park.	Good conditions.	ADA accessible.
Old Maintenance Building	Severely damaged with a tornado. Demolish and buffering Falls Park from any structured would be advisable.	Tree fell and destroyed the building.	Not accessible.
Well House east of Old Maintenance Building	Assuming well house or lift station.	Fairly new condition.	No ADA accessible path.
Concession Area	Building does not seem needed, consider demolishing and allowing for additional open areas.	Roof damage present and power appears to have been shut off.	No ADA accessible path.
Dog Park	The addition of tree planting or shade elements would be good. Many dog parks need larger lawn areas and rotate uses on sides to not wear out the turf. Monitor in the future and increase size or relocate as needed.	Appears to be new, fenced area but no equipment for dogs to play on.	No ADA accessible path.
Playgrounds			
Park Feature	General Notes	Field Visit Notes	ADA Assessment
None Present			
Furnishings &			
Park Feature	General Notes	Field Visit Notes	ADA Assessment
Benches	More benches along the trails and at prominent intersections or overlooks would be appropriate.	Generally in good condition, although some have peeling paint.	
Park Signage	Develop sign standard and wayfinding signs.	Very limited signage present, need to increase wayfinding signage.	
Lamp Posts		Should be converted to LED lights if functionally possible.	
Picnic tables	Consider nodes of picnic tables for ADA accessibility.	Generally in good condition, although some have peeling paint.	Provide ADA accessible picnic areas.
Paved			
Park Feature	General Notes	Field Visit Notes	ADA Assessment
Parking Lot	Defining the vehicular parking areas would be advisable. Resurfacing of pavements and adding wheel stops and parking stripping would help delineate parking area and limit off road parking.	Generally in poor condition, but increased organization of the parking areas are recommended with improved/added connections to the structures, dog park and soccer fields and basketball court. Definition of where vehicular traffic stops and pedestrian only is unclear.	Poor access from the parking area to the falls area along the river overlook.
Trails/Paths	Add signage.	Generally in good condition.	
Athletics / Games			
Park Feature	General Notes	Field Visit Notes	ADA Assessment
Soccer Fields		Fields are in good condition, with good drainage.	No access to soccer fields.
Basketball Court	Court should be significantly improved, removed or located.	Court is too narrow. Surface has extensive cracking. Goal on east end of court appears to be above regulation height.	No ADA access to court.
Vegetation			
Park Feature	General Notes	Field Visit Notes	ADA Assessment
Dead Trees		Siberian Elms along northern edge of soccer fields should be phased out.	
General maintenance		Vegetation needs to be thinned and cut back along the rivers edge to open views.	
Other			
Park Feature	General Notes	Field Visit Notes	ADA Assessment
None Present			

# NORTH 40 ACRES



- LEGEND**
- 1. Buildings & Structures**
    - 1.1 Red Barn
    - 1.2 Bench Shelter
    - 1.3 Restroom
    - 1.4 Wood Bridge
    - 1.5 Metal Bridge
    - 1.6 Large Shelter
    - 1.7 Train Overpass Area
    - 1.8 Entrance/Exit
    - 1.9 Maintenance Building
    - 1.10 Future Cabin
  - 2. Amenities & Furnishings**
    - 2.1 Historic Marker
    - 2.2 Playground
    - 2.3 Memorial
    - 2.4 Entry Signs
  - 3. Paved**
    - 3.1 Drive Aisles
    - 3.2 Parking
    - 3.3 Trails
    - 3.4 Pedestrian Walkways
  - 4. Athletics / Games**
    - 4.1 Basketball Courts
    - 4.2 Tennis Courts
    - 4.3 Baseball/Softball Fields
    - 4.4 Football Fields
    - 4.5 Soccer Fields
  - 5. Vegetation & Open Areas**
    - 5.1 Woods (or Buffer)
    - 5.2 Open Lawn Areas
    - 5.3 Pond
    - 5.4 Meadow
    - 5.5 Wooded Wetland
  - 6. Other**
    - 6.1 Neighborhood Connector Path

**Assessment Inventory Key Plan  
North 40**

Pendleton Parks Comprehensive Plan



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**LEGEND**

**1. Buildings & Structures**

- 1.1 Red Barn
- 1.2 Bench Shelter
- 1.3 Restroom
- 1.4 Wood Bridge
- 1.5 Metal Bridge
- 1.6 Large Shelter
- 1.7 Train Overpass Area
- 1.8 Entrance/Exit
- 1.9 Maintenance Building
- 1.10 Future Cabin

**2. Amenities & Furnishings**

- 2.1 Historic Marker
- 2.2 Playground
- 2.3 Memorial
- 2.4 Entry Signs

**3. Paved**

- 3.1 Drive Aisles
- 3.2 Parking
- 3.3 Trails
- 3.4 Pedestrian Walkways

**4. Athletics / Games**

- 4.1 Basketball Courts
- 4.2 Tennis Courts
- 4.3 Baseball/Softball Fields
- 4.4 Football Fields
- 4.5 Soccer Fields

**5. Vegetation & Open Areas**

- 5.1 Woods (or Buffer)
- 5.2 Open Lawn Areas
- 5.3 Pond
- 5.4 Meadow
- 5.5 Wooded Wetland

**6. Other**

- 6.1 Neighborhood Connector Path



## NORTH 40 AREA

Buildings & Structures			
Park Feature	General Notes	Field Visit Notes	ADA Notes
Red Barn	Excellent potential rental facility for parties and gatherings or park programming space. Improved access and windows might be needed.	Appears to be structurally sound and well maintained. Roof is rusted. ADA access to the doors have recently been added.	Poor ADA access from the parking area and drive, needs improvements.
Small Shelters over park benches.	A metal roof would improve limit maintenance and increase the life span. These would make for good donor/naming opportunities and educational node.	Conditions vary, but generally in good condition.	
Restroom Facility at entrance to area.	New metal roof, new paint, add stall doors and dividers, children's changing tables, soap dispenser, hand dryer, and automatic lights and locks.	Appears to be structurally sound. Signs of lack of maintenance with overhanging vegetation, peeling paint, aging roof and graffiti.	Restroom facilities appear to meet interior ADA requirements.
Bridges over Prairie Creek	Needs to be replaced. Potential donor/naming opportunity and/or Eagle Scout project.	Sagging in areas, appear to be damaged by fallen tree, damage to the handrails.	
Bridges over Fall Creek	Update decking and remove vegetation encroaching. Provide better drainage on trail leading up to bridge.	Appears to be structurally sound. Deck boards are nearing the end of their life. Graffiti present, needs power washing.	
Entrance @ north end	Signage standards should be developed to be consistent. Crosswalks could be more visible with MUTCD signage.	Entrance in fair condition.	
Entrance @ south end of the Cemetery	A small park identity sign would be helpful and crosswalks could be more visible with MUTCD signage.	Entrance in fair condition, maintenance of the drainage structures along the south side of the entrance path needs improvement.	Ramp at entrance is not ADA compliant, ranges in slope from 8-10.5%, minor
Large Shelter @ east side of the north entry	Replace roof with metal or replace structure with a metal structure. Add concrete pad, accessible route, improve drainage and provide vandal resistant electrical fixtures.	The wood shelter appears to be structurally sound. Asphalt shingle roof and gravel pad. Appears to be a low area that collects water. Electrical service and lighting is a benefit.	No accessible path to the structure. Gravel pad is non-ADA compliant.
Pond Area	Unique environmental education opportunities and wildlife habitat possibilities. Provide better access and views, clean up pond edges, add overlooks, enhance water quality.	Pond that is created by a dam and about 1/2 acre in size. Access is limited due to overgrown understory and invasives. Water appears to be stagnant and water quality could be improved.	
Playgrounds			
Park Feature	General Notes	Field Visit Notes	ADA Assessment
None Present			
Furnishings & Signage			
Park Feature	General Notes	Field Visit Notes	ADA Assessment
Benches	Additional benches would be good along the trails and creeks.	Generally in good condition, although need to be repainted. Benches along the creek and pond need to be replaced.	
Park Signage Maps	Develop a signage standard.	All are missing at least some letters on the existing signs. The maps provide very limited information beyond the general shape of the trails.	
Wayfinding Signage	Develop a signage standard and location system for users to be able identify location for maintenance and emergency purposes.	The sign are inconsistent throughout the trail area and provide information that is not useful. Many have graffiti present. Additional wayfinding signage and standardization is recommended.	
Pavements			
Park Feature	General Notes	Field Visit Notes	ADA Assessment
Parking Lot	Minor asphalt repair is needed, resealing and new parking striping. Drainage improvements could increase the life of pavements.	Only one drain located within the parking area which creates ponding on the asphalt. One drain also present along the east access drive to the Red Barn, but placed in a poor location for drainage.	Poor access from the parking area to the Red Barn. Any improvements to buildings, shelters, stairs should follow current ADA
Trails	Considerations for a hierarchy of trail surfaces should be considered to provide a hierarchy of bicyclist, walkers, nature hiking, and ADA access. Provide additional creek access points to reduce worn paths and consider boardwalks within season woodland wetland areas.	There is a good system of trails that are largely gravel or dirt paths. Significant flooding occurs on trails with impassable puddling occurring in many areas and impact trail surfaces. There is a series of private access points to trails and park along the western edge that need better controls and oversight.	
Stairs	When replacing, use concrete, metal or composite materials to allow for longer life span and less maintenance.	General maintenance is required, stair generally can expect only an additional 5 years of life. Vegetation is growing between steps. Additional aggregate may mitigate these issues.	
Athletics / Games			
Park Feature	General Notes	Field Visit Notes	ADA Assessment
None Present			



## NORTH 40 AREA

Vegetation			
Park Feature	General Notes	Field Visit Notes	ADA Assessment
Ash/Dead Trees	Ash trees have been marked and are scheduled to be removed. Planting of a diverse forest as a replacement should be considered.	A large number of dead ash trees are present in and around the park trails. Many are in a dangerous condition and could injure users were they to collapse. Dead tree limbs need to be maintained in a more orderly fashion throughout.	
Invasive Plant Species	These ongoing maintenance efforts could be a good tasks for the Friends Groups, volunteers and Boy Scout projects.	A large number of invasive plants are present along the trails.(Multi-flora Rose, honeysuckle, mulberry, burning bush and euonymus) These invasives also create a wall of vegetation along the trails making it difficult to see views of the natural areas.	
General maintenance	These ongoing maintenance efforts could be a good tasks for the Friends Groups, volunteers and Boy Scout projects.	Understory vegetation is largely overgrown invasive honeysuckle. Removal would provide better access both physically and visually to the park, natural topography and enhance features.	
Other			
Park Feature	General Notes	Field Visit Notes	ADA Assessment
Tornado Damage		The tornado largely missed this area of the park. Damage was minimal.	
Flooding	Considerations for flooding and trail maintenance should be considered. Boardwalks within regularly flooded areas would help with year round access.	Many of the trails are susceptible to flooding and the lack of aggregate makes it difficult to navigate some of them. Maintenance of drainage structures needs improvement throughout.	
Train Overpass Area and Meadow Area	Very dark, even in day time. Consider lighting improvements.	Interesting Areas for potential creative use, although some graffiti present.	

## SPORTS COMPLEX



### LEGEND

- 1. Buildings & Structures**
  - 1.1 Shelter
  - 1.2 Large Concession
  - 1.3 Restroom
  - 1.4 Bridges
  - 1.5 Small Concession
  - 1.6 Entrance/Exit
- 2. Amenities & Furnishings**
  - 2.1 Historic Marker
  - 2.2 Playground
  - 2.3 Memorial
  - 2.4 Entry Signs
- 3. Paved**
  - 3.1 Drive Aisles
  - 3.2 Parking
  - 3.3 Trails
  - 3.4 Pedestrian Walkways
- 4. Athletics / Games**
  - 4.1 Basketball Courts
  - 4.2 Tennis Courts
  - 4.3 Baseball/Softball Fields
  - 4.4 Football Fields
  - 4.5 Soccer Fields
- 5. Vegetation & Open Areas**
  - 5.1 Woods (or Buffer)
  - 5.2 Open Lawn Areas
- 6. Other**
  - 6.1 Neighborhood Connector Path
  - 6.2 Private Gym

**Assessment Inventory Key Plan**  
Sports Complex

Pendleton Parks Comprehensive Plan



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**LEGEND**

**1. Buildings & Structures**

- 1.1 Shelter
- 1.2 Large Concession
- 1.3 Restroom
- 1.4 Bridges
- 1.5 Small Concession
- 1.6 Entrance/Exit

**2. Amenities & Furnishings**

- 2.1 Historic Marker
- 2.2 Playground
- 2.3 Memorial
- 2.4 Entry Signs

**3. Paved**

- 3.1 Drive Aisles
- 3.2 Parking
- 3.3 Trails
- 3.4 Pedestrian Walkways

**4. Athletics / Games**

- 4.1 Basketball Courts
- 4.2 Tennis Courts
- 4.3 Baseball/Softball Fields
- 4.4 Football Fields
- 4.5 Soccer Fields

**5. Vegetation & Open Areas**

- 5.1 Woods (or Buffer)
- 5.2 Open Lawn Areas

**6. Other**

- 6.1 Neighborhood Connector Path
- 6.2 Private Gym



## SPORTS COMPLEX

<b>Buildings &amp;</b>			
<b>Park Feature</b>	<b>General Notes</b>	<b>Field Visit Notes</b>	<b>ADA Assessment</b>
Small pedestrian bridge along entry drive		Good condition.	ADA access available from the drive.
Bridge over Fall Creek	Provides unique views of the creek.	Good condition. Keep approaches graded to comply with ADA lip requirements.	ADA access available from the drive.
Shelter	Replace and add additional steel shelters with concrete pads.	Metal roof structure in fair condition. No ground surface present/pavement. Poor condition of plywood on the outside of the structure.	Not accessible.
Large Concession/Bathroom Facility	Appears to be well design and maintained.	Good condition.	ADA accessible access.
Small Concession and Bathroom Facilities @ Football Field		Good condition, new roof on concession building.	ADA accessible access.
<b>Playgrounds</b>			
<b>Park Feature</b>	<b>General Notes</b>	<b>Field Visit Notes</b>	<b>ADA Assessment</b>
Small Playground among Baseball Fields	Needs safety surfacing and recommend some shade tree plantings.	Equipment in good condition. Drainage issues are present, the wood fiber has been washed out around the edges of the playground.	No accessible path to the playground or within the wood fiber surfacing.
<b>Furnishings &amp;</b>			
<b>Park Feature</b>	<b>General Notes</b>	<b>Field Visit Notes</b>	<b>ADA Assessment</b>
Benches		Generally in good condition, although some have peeling paint.	
Park Signage		Good signage present.	
Field and Pedestrian Lighting		Should be converted to LED lights if functionally possible.	
Picnic tables		Generally in good condition, although some have peeling paint.	
<b>Paved</b>			
<b>Park Feature</b>	<b>General Notes</b>	<b>Field Visit Notes</b>	<b>ADA Assessment</b>
Parking Lot		Generally in good condition.	ADA accessible.
Trails/Paths/Sidewalks	Use ADA compliant crushed stone when resurfacing aggregate trails.	Paved trails in generally in good conditions. Aggregate paths appear to have used #53 stone.	ADA accessible, however, connection from the football field to
<b>Athletics / Games</b>			
<b>Park Feature</b>	<b>General Notes</b>	<b>Field Visit Notes</b>	<b>ADA Assessment</b>
Baseball Fields	Study Field 3 drainage improvements or check if the underdrains are clogged.	Fields are generally in good condition, with good drainage. Appears Field 3 had a significant amount of waters flow off the infield and into the dugouts. Also, electric outlet caps are missing on several of the fields near the seating areas. Needs increased shade options for users.	ADA accessible.
Football Field		Field is in good condition.	No ADA access to the field from the concession/bathroom facilities.
<b>Vegetation</b>			
<b>Park Feature</b>	<b>General Notes</b>	<b>Field Visit Notes</b>	<b>ADA Assessment</b>
Trees	Additional trees in the common areas would be recommended.		
General maintenance		Vegetation needs to be thinned and cut back along the property edges.	
<b>Other</b>			
<b>Park Feature</b>	<b>General Notes</b>	<b>Field Visit Notes</b>	<b>ADA Assessment</b>
None Present			

## CONSERVATION BUILDING & ALVIN D. BROWN MEMORIAL SWIMMING POOL



### LEGEND

- 1. Buildings & Structures**
  - 1.1 YMCA Building
  - 1.2 Playground Shelter
  - 1.3 Pool Building
  - 1.4 Pool Facilities
  - 1.5 Garden
  - 1.6 Entrance/Exit
- 2. Amenities & Furnishings**
  - 2.1 Historic Marker
  - 2.2 Playground
  - 2.3 Memorial
  - 2.4 Entry Signs
- 3. Paved**
  - 3.1 Drive Aisles
  - 3.2 Parking
  - 3.3 Trails
  - 3.4 Pedestrian Walkways
- 4. Athletics / Games**
  - 4.1 Basketball Courts
  - 4.2 Tennis Courts
  - 4.3 Volleyball Courts
  - 4.4 Disc Golf
- 5. Vegetation & Open Areas**
  - 5.1 Woods (or Buffer)
  - 5.2 Open Lawn Areas
- 6. Other**
  - 6.1 Neighborhood Connector Path

**Assessment Inventory Key Plan**  
**YMCA & Alvin D. Brown Swimming Pool**

Pendleton Parks Comprehensive Plan



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2.2



3.2



3.4



3.4



4.1



4.2



4.3



5.1

**LEGEND**

- 1. Buildings & Structures**
  - 1.1 YMCA Building
  - 1.2 Playground Shelter
  - 1.3 Pool Building
  - 1.4 Pool Facilities
  - 1.5 Garden
  - 1.6 Entrance/Exit
- 2. Amenities & Furnishings**
  - 2.1 Historic Marker
  - 2.2 Playground
  - 2.3 Memorial
  - 2.4 Entry Signs
- 3. Paved**
  - 3.1 Drive Aisles
  - 3.2 Parking
  - 3.3 Trails
  - 3.4 Pedestrian Walkways
- 4. Athletics / Games**
  - 4.1 Basketball Courts
  - 4.2 Tennis Courts
  - 4.3 Volleyball Courts
  - 4.4 Disc Golf
- 5. Vegetation & Open Areas**
  - 5.1 Woods (or Buffer)
  - 5.2 Open Lawn Areas
- 6. Other**
  - 6.1 Neighborhood Connector Path



## CONSERVATION / YMCA BUILDING & POOL

<b>Buildings &amp;</b>			
<b>Park Feature</b>	<b>General Notes</b>	<b>Field Visit Notes</b>	<b>ADA Assessment</b>
YMCA Building		No gutters, consider adding. Appears to be well maintained.	ADA access to the front door needs to be updated.
Shelter @ Playground	Improve drainage to protect shelter.	Good condition, with some damage at the base of the posts and graffiti on inside of roof structure.	Not accessible.
Pool Building	Refer to detailed pool and pool building report		
Pool Facilities			
<b>Playgrounds</b>			
<b>Park Feature</b>	<b>General Notes</b>	<b>Field Visit Notes</b>	<b>ADA Assessment</b>
Playground	1950's era playground is nostalgic but non-compliant with safety standards. Consider creative reused as non-play elements. Study relocation to old tennis court area.	Needs to be moved to a better locations, was heavily flooded. The equipment is non-compliant with current safety regulations. Rubber mulch needs to be upgraded.	No accessible path to the playground or within the rubber mulch surfacing.
<b>Furnishings &amp;</b>			
<b>Park Feature</b>	<b>General Notes</b>	<b>Field Visit Notes</b>	<b>ADA Assessment</b>
Benches		Generally in good condition, although some have peeling paint.	
Park Signage		Good signage present.	
Lighting		Should be converted to LED lights if functionally possible.	
Picnic tables		Generally in good condition.	
<b>Paved</b>			
<b>Park Feature</b>	<b>General Notes</b>	<b>Field Visit Notes</b>	<b>ADA Assessment</b>
Parking Lot		Needs resurfaced and parking area defined.	ADA accessible.
Trails/Paths		Generally in good condition, but need better connection to playground. Also trail connecting the pool and YMCA building could be raised to allow for connections during flooded times.	ADA accessible.
<b>Athletics / Games</b>			
<b>Park Feature</b>	<b>General Notes</b>	<b>Field Visit Notes</b>	<b>ADA Assessment</b>
Disc Golf	Improve Tee and Hole and signage.	Holes in poor condition, but flooding is a problem throughout the course. Signage not clear.	Not ADA accessible.
Tennis Court	Confirm community's need and desires to maintain this asset. Appears to be abandoned, remove.	Court is in poor condition, no nets or fences present and cracks throughout the playing surface. Appears to have been abandoned.	ADA accessible access.
Basketball Court		Court is in fair condition, some cracking in the surface, but goals and nets in good condition.	ADA accessible access.
Volleyball Courts	Confirm community's need and desires to maintain this asset.	Court is in poor condition, although poles were present, no nets were up and the court was completely overgrown with grass.	No ADA accessible access.
<b>Vegetation</b>			
<b>Park Feature</b>	<b>General Notes</b>	<b>Field Visit Notes</b>	<b>ADA Assessment</b>
Dead Trees			
General maintenance			
<b>Other</b>			
<b>Park Feature</b>	<b>General Notes</b>	<b>Field Visit Notes</b>	<b>ADA Assessment</b>
None Present			

## BARNHART FIELDS



### LEGEND

- 1. Amenities & Furnishings
  - 1.1 Fitness Equipment
- 2. Paved
  - 2.1 Pedestrian Walkways
- 3. Athletics / Games
  - 3.1 Soccer Fields
- 4. Vegetation & Open Areas
  - 4.1 Woods (or Buffer)
  - 4.2 Open Lawn Areas
- 5. Other
  - 5.1 Neighborhood Connector Path

**Assessment Inventory Key Plan**  
Fitness and Soccer Fields

Pendleton Parks Comprehensive Plan



1.1



1.1



1.1



2.1



2.1



2.1



3.1

**LEGEND**

- 1. Amenities & Furnishings**
  - 1.1 Fitness Equipment
- 2. Paved**
  - 2.1 Pedestrian Walkways
- 3. Athletics / Games**
  - 3.1 Soccer Fields
- 4. Vegetation & Open Areas**
  - 4.1 Woods (or Buffer)
  - 4.2 Open Lawn Areas
- 5. Other**
  - 5.1 Neighborhood Connector Path



## FITNESS & SOCCER FIELDS

<b>Buildings &amp;</b>			
<b>Park Feature</b>	<b>General Notes</b>	<b>Field Visit Notes</b>	<b>ADA Assessment</b>
Fitness Equipment		Good condition, newly added.	No ADA accessibility on equipment or paths to the fitness areas.
<b>Playgrounds</b>			
<b>Park Feature</b>	<b>General Notes</b>	<b>Field Visit Notes</b>	<b>ADA Assessment</b>
N/A			
<b>Furnishings &amp;</b>			
<b>Park Feature</b>	<b>General Notes</b>	<b>Field Visit Notes</b>	<b>ADA Assessment</b>
Benches		Generally in good condition.	
Park Signage			
Portable Toilets		Fair Condition, but a permanent restroom facility would be preferable.	
<b>Paved</b>			
<b>Park Feature</b>	<b>General Notes</b>	<b>Field Visit Notes</b>	<b>ADA Assessment</b>
Trails/Paths		Asphalt path currently being added.	Non-ADA accessible.
<b>Athletics / Games</b>			
<b>Park Feature</b>	<b>General Notes</b>	<b>Field Visit Notes</b>	<b>ADA Assessment</b>
Soccer Fields	Consider drain tiles and reseeded to help maintain turf conditions.	Goals and benches are in good condition, there were signs of stunted grass growth due to water or poor soils. Field was soggy.	Not ADA accessible.
<b>Vegetation</b>			
<b>Park Feature</b>	<b>General Notes</b>	<b>Field Visit Notes</b>	<b>ADA Assessment</b>
Dead Trees		Dead trees were not observed in the north wetland area.	
General maintenance		Vegetation needs to be thinned and cut back along property edges.	
<b>Other</b>			
<b>Park Feature</b>	<b>General Notes</b>	<b>Field Visit Notes</b>	<b>ADA Assessment</b>
Wooded Wetland	Removes invasives and consider short environmental educational path and nodes. Replant with new diversity of trees.	The northern area is predominately wooded wetland and not accessible. Trees consist of dead ashes and others have significant tornado damage.	

## FALL CREEK GOLF CLUB



### LEGEND

- 1. Buildings & Structures**
  - 1.1 Big Lug Country Pub
  - 1.2 Big Lug Shelter
  - 1.3 Clubhouse
  - 1.4 Pump House
  - 1.5 Maintenance Building
  - 1.6 Entrance/Exit
- 2. Amenities & Furnishings**
  - 2.1 Historic Marker
  - 2.2 Playground
  - 2.3 Memorial
  - 2.4 Entry Signs
- 3. Paved**
  - 3.1 Drive Aisles
  - 3.2 Parking
  - 3.3 Trails
  - 3.4 Pedestrian Walkways
- 4. Athletics / Games**
  - 4.1 Golf Hole
- 5. Vegetation & Open Areas**
  - 5.1 Woods (or Buffer)
  - 5.2 Open Lawn Areas
- 6. Other**
  - 6.1 Neighborhood Connector Path

**Assessment Inventory Key Plan**  
Fall Creek Golf Club

Pendleton Parks Comprehensive Plan



1.1



1.2



1.3



1.4



1.5



1.5



2.4



3.2



3.4



4.1



4.1



4.1

**LEGEND**

**1. Buildings & Structures**

- 1.1 Big Lug Country Pub
- 1.2 Big Lug Shelter
- 1.3 Clubhouse
- 1.4 Pump House
- 1.5 Maintenance Building
- 1.6 Entrance/Exit

**2. Amenities & Furnishings**

- 2.1 Historic Marker
- 2.2 Playground
- 2.3 Memorial
- 2.4 Entry Signs

**3. Paved**

- 3.1 Drive Aisles
- 3.2 Parking
- 3.3 Trails
- 3.4 Pedestrian Walkways

**4. Athletics / Games**

- 4.1 Golf Hole

**5. Vegetation & Open Areas**

- 5.1 Woods (or Buffer)
- 5.2 Open Lawn Areas

**6. Other**

- 6.1 Neighborhood Connector Path



## FALL CREEK GOLF COURSE

<b>Buildings &amp;</b>			
<b>Park Feature</b>	<b>General Notes</b>	<b>Field Visit Notes</b>	<b>ADA Assessment</b>
Big Lug Golf Pub		Generally good condition. Appears they may need more parking.	While there are ADA parking spots and a
Big Lug Shelter		Generally good condition.	ADA access from the parking lot.
Clubhouse		Fair condition.	No ADA accessible access.
Maintenance Building		Poor condition, no gutters.	No ADA accessible access.
Pump Building		Poor condition, no doors or gutters, exposed to the elements.	No ADA accessible access.
<b>Playgrounds</b>			
<b>Park Feature</b>	<b>General Notes</b>	<b>Field Visit Notes</b>	<b>ADA Assessment</b>
N/A			
<b>Furnishings &amp;</b>			
<b>Park Feature</b>	<b>General Notes</b>	<b>Field Visit Notes</b>	<b>ADA Assessment</b>
Benches		Generally in good condition, although some have peeling paint.	
Signage			
Lighting		Limited lighting present, should be enhanced and converted to LED lights if functionally possible.	
Tables		Generally in good condition.	
<b>Paved</b>			
<b>Park Feature</b>	<b>General Notes</b>	<b>Field Visit Notes</b>	<b>ADA Assessment</b>
Parking Lot		Generally in fair condition. Cracking present and needs to be re-stripped.	ADA accessible.
Trails/Paths		Asphalt paths are in poor condition, significant cracking present, needs to be upgraded.	Limited ADA accessibility.
<b>Athletics / Games</b>			
<b>Park Feature</b>	<b>General Notes</b>	<b>Field Visit Notes</b>	<b>ADA Assessment</b>
Golf	Signification topography that provides interest and challenge. Consider implementing more native grass areas to limit mowing.	Course in good condition.	Not ADA accessible.
<b>Vegetation</b>			
<b>Park Feature</b>	<b>General Notes</b>	<b>Field Visit Notes</b>	<b>ADA Assessment</b>
Dead Trees			
General maintenance			
<b>Other</b>			
<b>Park Feature</b>	<b>General Notes</b>	<b>Field Visit Notes</b>	<b>ADA Assessment</b>
None Present			



## APPENDIX E- PROGRAM TOOL

### Marketing & Promotion Methods

Program Idea (Name or Concept): \_\_\_\_\_

Marketing Methods	Content Developed	Contact Information	Start Date
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Activity Guide			
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Website			
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Newspaper Article			
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Radio			
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Social Media			
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Flyers - Public Places			
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Newspaper Ad			
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Email Notification			
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Event Website			
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School Flyer/Newsletter			
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Television			
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Digital Sign			
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Friends & Neighbors Groups			
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Staff Promotion @ Events			
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Program Idea (Name or Concept): \_\_\_\_\_

#### Internal Factors

Priority Ranking:	High	Medium	Low

Program Area:	Core	Non-core

Classification	Essential	Important	Discretionary

Cost Recovery Range	0-40%	60-80%	80+%

Age Segment	Primary	Secondary

#### Sponsorship/Partnership

Potential Partnerships	Monetary	Volunteers	Partner Skill	Location/Space

Potential Sponsors	Monetary	Volunteers	Sponsor Skill	Location/Space

#### Market Competition

Number of Competitors: \_\_\_\_\_

Competitiveness	High	Medium	Low

Growth Potential	High	Low