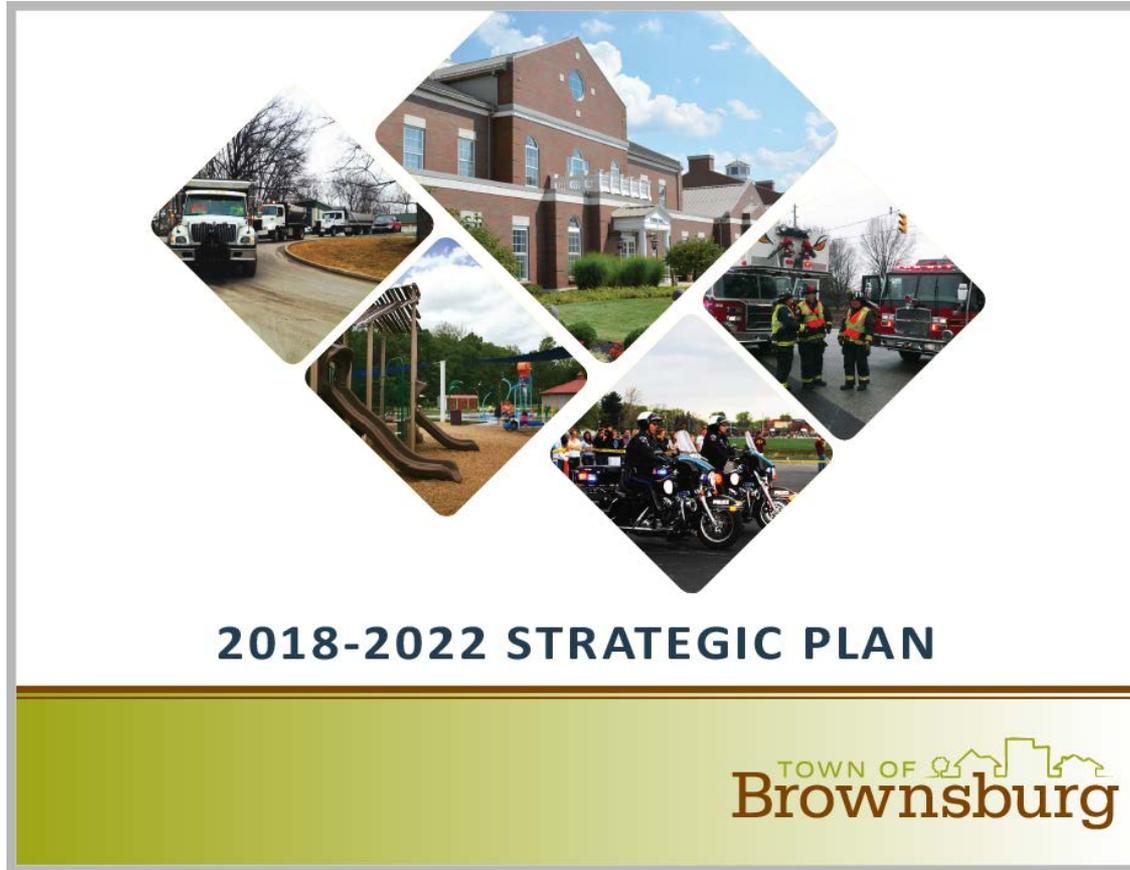


Strategic Plan Update

2018-2022 Plan Update

May 24, 2018



Town of Brownsburg Strategic Plan

In April 2014, the Town Council motioned to adopt the Town of Brownsburg's first ever strategic plan.



The Town of Brownsburg Strategic Plan outlines the priorities and long-term goals of the Town and how they address the major issues facing our community. The plan is a living document that will evolve as we meet our challenges and as new ones emerge. The plan will help us not only focus our day-to-day tasks to those activities that will ensure realization of the Town's Vision, but will allow us to measure and communicate our progress along the way.

The Strategic Plan was created with input provided by residents through surveys, from the Town Council, and from Town staff. Nine key focus areas emerged and guide the plan.

Purpose of the Strategic Plan

- Communicates goals and objectives to the organization's constituents.
- Gives Town staff an organized "To Do" list which is published for the community's reference (in the Budget Document).
- Helps department heads make decisions about putting resources to specific goals and measuring efficiency of efforts (performance measures).
- Incorporates input of Council, Staff and Community Survey which fosters a sense of ownership in the plan.
- Ensures the most effective use is made of the organization's resources by focusing the resources on the key priorities.
- Provides a base from which progress can be measured and establishes a mechanism for informed change when needed.
- Increases productivity from increased efficiency and effectiveness.
- Solves major problems.

Town of Brownsburg Strategic Plan

What is Brownsburg's Mission/Vision Statement?

The **Vision** of the Brownsburg Community is to foster a family environment, promote new and existing business development, create a stable property tax structure and provide a variety of educational, employment, and recreational opportunities.



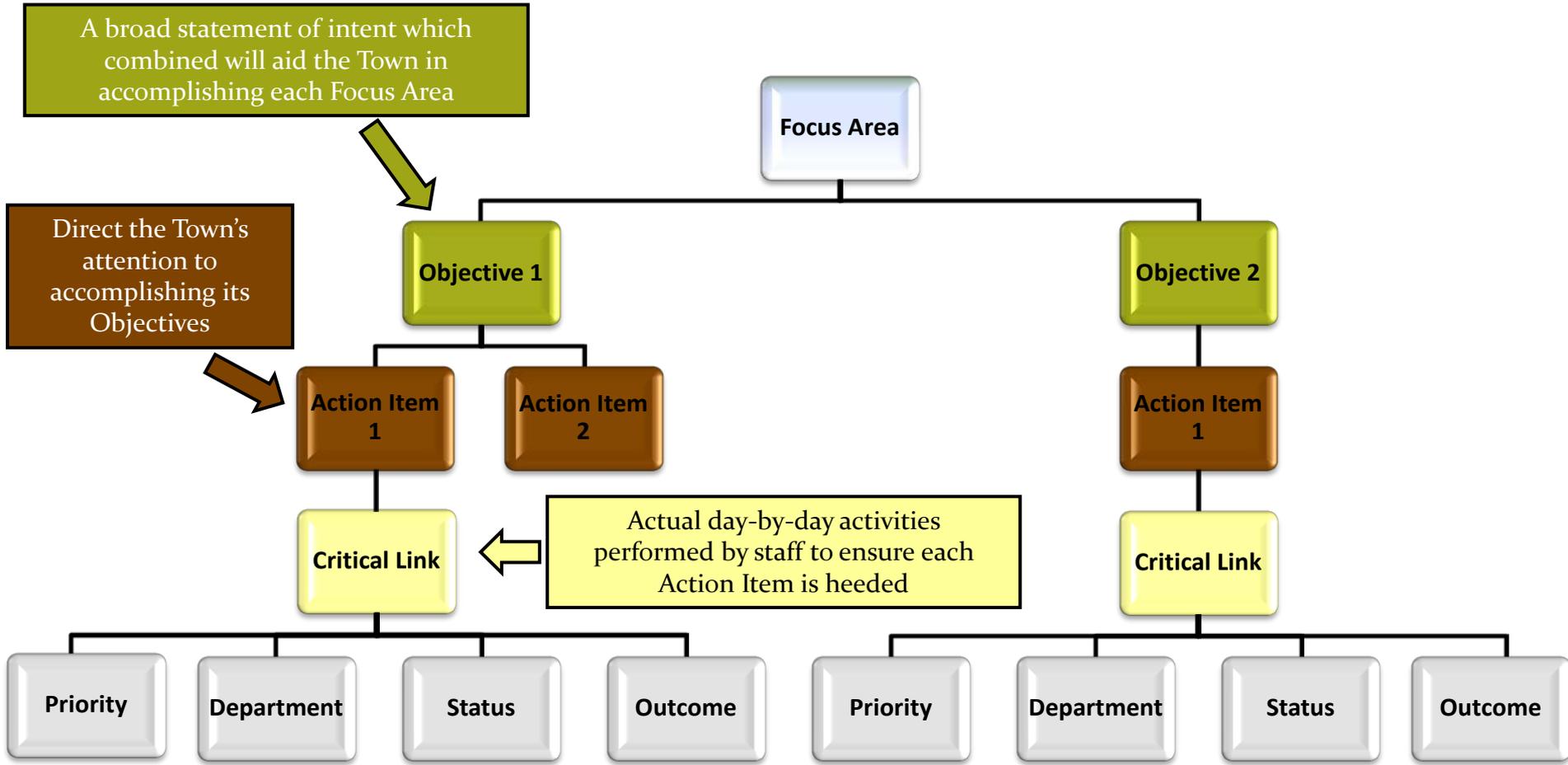
What are Brownsburg's Focus Areas in support of its Mission/Vision Statement?

Town of Brownsburg Strategic Plan

Focus Areas reflect broad areas that the Town Council wishes staff to focus on for any given year or for a multi-year timeframe. These areas consider priorities of the Comprehensive Plan, other master plans, citizen surveys and input from Council and staff. The nine focus areas are as follows:

1. **Focused Community Development** - Preserve a sustainable and affordable quality of life while protecting the environment through proper planning and development of open space.
2. **Improved Community Image** - Create an improved aesthetic appearance of the Town in order to foster resident pride and regard for self and Town as well as to create an attractive locale for prospective investments in the form of new businesses and residents.
3. **Proactive Economic Development and Marketing** - Foster an environment that makes the Town of Brownsburg an attractive location for quality, living-wage paying jobs and growth industry and business.
4. **Environmental Sustainability** - Assess and implement best practices that will respect the environment and minimize the long-term impact on the community's natural resources.
5. **Fiscally Sound Administration and Financial Management** - Ensure stringent accountability to Town Council, residents, and other stakeholders through sound decision-making and proper financial methods.
6. **Modernized and Planned Infrastructure** - Improve and maintain existing infrastructure to leverage opportunities for new infrastructure that will ensure the Town is prepared for the future needs of its residents.
7. **Enhanced Public Safety** - Proactively safeguard our community as our family by providing principled police services.
8. **Excellent Quality of Life** - Foster an excellent quality of life that makes Brownsburg a community of choice that is a desirable and attractive place to live and do business.
9. **Government Effectiveness and Transparency** - Cultivate government effectiveness and transparency that will build the public's trust and enhance the resident's experience with Town staff and facilities.

Town of Brownsburg Strategic Plan



Examples of New Additions

Focus Area

Objective

Action Item

Critical Link

FOCUS AREA 1: Focused Community Development - Preserve a sustainable and affordable quality of life while protecting the environment through proper planning and development of open space.

OBJECTIVE 1.4: Create a unique brand for the Town which will help to attract new investments, tourism, employers, and residents				
ACTION ITEM 1.4.1: Encourage compliance by all property owners with adopted land use regulations				
	Critical Link	Department(s)	Status	Outcome
1	Adopt a Minimum Housing Standard	Development Services	Drafts of a Minimum Housing Standard have been developed and working group has been formed to present a revised draft to Town Council	The adoption of a Minimum Housing Standard would assist the Town's Compliance Coordinator in addressing blighted properties throughout Town

FOCUS AREA 2: Improved Community Image - Create an improved aesthetic appearance of the Town in order to foster resident pride and regard for self and Town as well as to create an attractive locale for prospective investments in the form of new businesses and residents.

OBJECTIVE 2.7: Maintain all park properties according to the approved maintenance standards				
ACTION ITEM 2.7.1: All zone 1, which include entrances and landscaped areas within the park system, be maintained to the highest maintenance standard (level 1)				
	Critical Link	Department(s)	Status	Outcome
6	Develop a plan for the snow and/or ice removal on certain greenways and multi-use paths	Parks, Street	Parks, Street and Town Administration work together on a plan to ensure timely removal of snow and ice on key multi-use paths throughout Town	Greenways and multi-use paths that can be enjoyed throughout all four seasons

Examples of New Additions

FOCUS AREA 5: Fiscally Sound Administration & Financial Management - Ensure stringent accountability to Town Council, residents, and other stakeholders through sound decision-making and proper financial methods.

OBJECTIVE 5.2: Maintain sound financial practices, which meet all applicable standards and direct the Town's financial resources toward meeting our goals

ACTION ITEM 5.2.5: Use all available funding sources to finance capital improvement projects consistent with Town priorities

	Critical Link	Department(s)	Status	Outcome
2	Consider reestablishment of the Town's Cumulative Capital Development (CCD) rate on a periodic basis	Administration	CCD rate trends downward each year, Town staff evaluate the viability of reestablishing it at .05 in the context of the impact of the reestablishment on the overall tax rate	Reestablishment of the CCD ensures the maximum amount of revenue available to the Town for certain capital items such as vehicles and computer equipment

OBJECTIVE 5.7: Ensure proper management of all Human Resource functions

ACTION ITEM 5.7.2: Promote wellness among Town employees

	Critical Link	Department(s)	Status	Outcome
1	Develop plan that encourages employee wellness and assists the Town in controlling health care expenses	Administration, HR	HR staff researching possible ways to encourage employee wellness	Lower absenteeism and medical claims costs for the Town's self-insured medical plan

Examples of New Additions

FOCUS AREA 6: Modernized and Planned Infrastructure - Improve and maintain existing infrastructure and leverage opportunities for new infrastructure that will ensure the Town is prepared for the future needs of its residents.

OBJECTIVE 6.11: Ensure well-maintained roadways throughout the Town

ACTION ITEM 6.11.3: Evaluate lighting of roadways and intersections throughout the Town

	Critical Link	Department(s)	Status	Outcome
1	Assess lighting at roadways and intersections throughout the Town, making improvements where necessary	Administration, Street	Street Department makes lighting improvements to underlit areas on a case by case basis as the budget allows	Improve visibility along roadways and/or at intersections that may be underlit to increase safety
2	Consider “no truck traffic/local deliveries only” designations on certain Town roadways	Administration, Street	Town to consider updated municipal code to identify certain “no truck traffic/local deliveries only” roadways	Encourages truck traffic on roadways designed for that type of traffic. Thus reducing wear and tear on other roadways and improving traffic and overall safety and mobility in the Town

OBJECTIVE 6.12: Execute capital improvement projects that address growth and economic development demands consistent with the Comprehensive Plan

ACTION ITEM 6.12.4: S. Green Street Improvement Project

	Critical Link	Department(s)	Status	Outcome
1	Complete design phase & ROW acquisitions, issue call for bids, and complete project	Administration	Project has received preliminary approval for funding by the Metropolitan Planning Organization (MPO). Next steps will be to complete design phase & ROW acquisitions. Construction estimated to start in 2022 with completion in 2023	Will help improve traffic flow, safety, walkability, and image in the downtown area

Examples of New Additions

FOCUS AREA 8: Excellent Quality of Life - Foster an excellent quality of life that makes Brownsburg a desirable and attractive place to live and do business.

OBJECTIVE 8.1: Manage a comprehensive recreation program which remains responsive to quality needs and remains responsive to customer service

ACTION ITEM 8.1.1: Develop, maintain and evaluate tools to measure quality of recreation, facility, customer service and satisfaction

Critical Link	Department(s)	Status	Outcome
4 Update the Department’s Strategic Master Plan (2019-2023) and implementation schedule	Parks	Proposals are currently under review. Next steps include authorization to proceed from Park Board and the development of a steering committee	A strategic plan with clear actions that will steer staff in the future management and development of the park system

FOCUS AREA 9: Government Effectiveness & Transparency – Cultivate government effectiveness and transparency that will build the public’s trust and enhance the resident’s experience with Town staff and facilities.

OBJECTIVE 9.1: Build a community in which residents and businesses are informed about local issues and Town programs and services

ACTION ITEM 9.1.2: Publish and distribute information regarding Town programs and services, Town Council actions and policy issues

Critical Link	Department(s)	Status	Outcome
3 Highlight key financial and special project information on Town website and other communication mediums	Administration	The budget and downtown project information currently available on website, examine other opportunities to convey emerging financial and project information	Improved transparency on financial matters and projects of high public interest

Examples of New Additions

- **Other New Additions**

- Creating an Economic Development Strategic Plan (EDSP) – in progress
- Completing an annual review of the Unified Development Ordinance (UDO)
- Continuing the investment of TIF funds into façade grants
- Organize and implement annual Brownsburg Farmers Market
- Explore other seasonal events that could take place on the Town Hall Green
- Develop a Water Master Plan to assess Town water needs, capacities, and strategies
- Update 2012 Wastewater Master Plan to assess Town treatment needs, capacities, and strategies
- Analyze potential for incorporating green infrastructure elements into upcoming capital projects

- **New Capital Improvement Projects**

- College Ave. and Odell St. drainage improvement project
- Green St. and Main St. (US 136) intersections improvements
- Safety improvements at the intersection of Ronald Reagan Parkway and CR 400 North
- North Central Downtown (Phase 4) Sewer Separation Project
- Improvements to the intersection of CR 900 East and US 136
- B & O Trail Tunnel at CR 300 North
- South Green Street improvement project
- Roundabouts at the following intersections:
 - S. Green Street and Airport Road
 - CR 300 North and Hornaday Road
 - Airport Road and Hornaday Road

Examples of Other Changes

- **Updated department names**
 - Planning & Zoning now Development Services, Economic Development added
- **Removed items that are no longer applicable**
 - Develop a mobile app – company hosting app no longer provides that service
 - Work toward Award Certificate from International Town Managers Association Center for Performance – award program canceled
 - Develop Downtown Redevelopment Plan – pursuing more comprehensive Economic Development Strategic Plan (EDSP)
- **Removed items that have been completed**
 - Expand Northfield Drive West to US 136
 - Expand Northfield Drive East from 56th Street to US 136
 - Complete Ronald Reagan Parkway link from I-74 interchange to CR 300 North
 - Complete renovation of Tilden Road including sewer separation project
 - Create a user friendly website for Brownsburg Parks
 - Implement Town University program
 - 56th Street water main extension project
 - Water emergency ordinance
 - Hired Compliance Coordinator
 - Hired Economic Development Director
 - Updated all job descriptions, periodic review will continue
 - Created Unified Development Ordinance (UDO) – reviewed annual

Questions?

