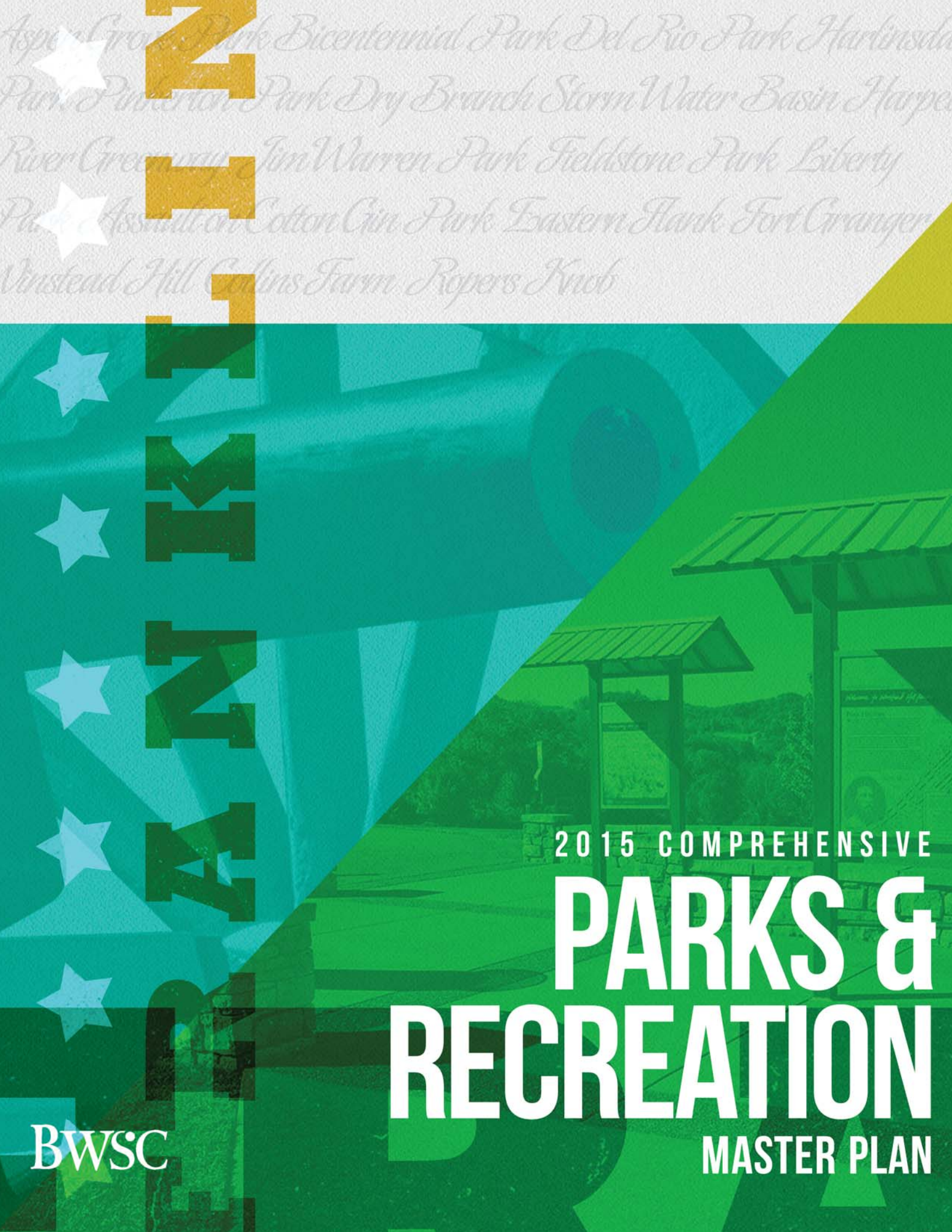

2015 COMPREHENSIVE

PARKS & RECREATION

MASTER PLAN

BWSC

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ACKNOWLEDGMENTS

The City of Franklin Comprehensive Parks and Recreation Master Plan was completed by the City of Franklin Parks Department with planning and technical assistance provided by a consulting team led by Barge, Waggoner, Sumner and Cannon, Inc. Special thanks go to the many City staff and elected officials, residents, community organizations and leaders, park users and stakeholders in providing valuable insight, support and input throughout the planning process.

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1.0 Executive Summary

1.1 Introduction

Franklin, Tennessee has a unique blend of history and new growth. It was founded in 1799 and named after Benjamin Franklin. One of the bloodiest wars in the Civil War took place here, bringing thousands of historic tourists each year to visit the site of the Battle of Franklin, Carnton Plantation, the Carter House, and many other historic locations throughout the City.

In 2009, The National Trust for Historic Preservation awarded Franklin the prestigious title of Distinctive Destination for offering an authentic visitor experience by combining dynamic downtowns, cultural diversity, attractive architecture, and a strong commitment to historic preservation. In the same year, the American Planning Association named the Downtown Franklin area a Top Ten Great Neighborhood for the Downtown Franklin's outstanding historic character and architecture and meaningful protection measures the City has adopted to ensure Franklin's unique sense of place is not compromised by future growth and development.

Franklin is a part of the Nashville-Davidson-Murfreesboro-Franklin, TN, Metropolitan Statistical Area (MSA), an MSA designated for statistical use by the United States Census Bureau and other agencies. The area is the 36th largest MSA in the United States (population of 1.7 million) and is the largest metropolitan area in the state of Tennessee, although Nashville is the second largest city in the state to Memphis.

Franklin is located in Williamson County, approximately 30 miles south of Nashville. Williamson County (population 198,501) is Tennessee's fastest growing county in population and job growth. Over half of the Nashville region's largest publicly traded companies call Franklin and Williamson County home, including Nissan North America. For three years in a row 33% of the fastest growing companies in Tennessee have been based in Franklin and/or Williamson County.

> The total population of the City of Franklin has grown from 62,487 in 2010 to 67,602 in 2014, an increase of approximately 8.4%. This trend is projected to continue, with an estimated 74,772 in 2019, reaching 88,348 by 2029.

To meet the needs of a growing population and to continue to make the City an attractive place to call home for residents and businesses alike, the City of Franklin Parks Department initiated the development of a Comprehensive Parks and Recreation Master Plan in the Fall of 2014. The following pages include the Executive Summary and the detailed analysis, findings and recommendations of the study.

Franklin State of the City address April 22, 2015

1.2 Plan Outline and Planning Process

The planning team led by Barge, Waggoner, Sumner and Cannon, Inc. (BWSC) was retained by the City in August 2014, to conduct this study. The planning process included the following steps:

- Conducted community outreach to gain input in the process through a statistically valid survey, focus group discussions, and community meetings.
- Collected and evaluated information related to the inventory of existing City recreational facilities and programs.
- Collected and evaluated information regarding existing recreational programs and facilities provided by other groups, such as other public, voluntary, and private facilities, including schools.
- Collected and evaluated information related to past and projected changes in the City's population and demographics, as well as evaluated emerging trends in parks and recreation facilities and programs.
- Evaluated the current administration and finances of the City of Franklin Parks Department (CoF Parks).
- Compared existing recreation land and facilities to state and national standards. Using standards, community input, and population projections, prepared a summary of current parks and recreation shortfalls and future needs through the development of Level of Service Standards.
- Made presentations to stakeholder groups regarding the importance of the parks to the quality of life and economic vitality in Franklin and on the Park Land Dedication Ordinance.
- Prepared recommendations for refurbishment and expansion of existing facilities, as well as for new facilities, trails, and programs.
- Prepared recommendations for capital improvements and financial reporting pertaining to future capital, operational, and developmental needs.
- Developed a draft new Park Land Dedication Ordinance.
- Developed a 10-year implementation plan, including CoF Parks vision and mission, guiding principles, key themes, and a vision for the future of Park Land and Trails, Programming and Operations, Facilities, and staffing.

The project was initiated on September 15, 2014, with a kick-off meeting between the planning team and CoF Parks staff. The stakeholder outreach process took place in November and December 2014, with focus group discussions, community meetings, and completion of the statistically valid survey. Stakeholder presentations on quality of life and the Park Land Dedication Ordinance took place in early February 2015.

Work on analysis and developing recommendations continued through early March 2015, when a day-long workshop was conducted with CoF Parks staff to refine the Vision, Mission, and Strategic Implementation Action Plan. The results of the statistically valid survey were presented to the Board of Mayor and Aldermen (BOMA) in April 2015. A draft report was submitted to CoF Parks in early May 2015. The draft plan was presented to BOMA in June 2015, and a revised draft was presented in November 2015. The plan was revised again and submitted to BOMA in January 2016 for consideration for approval.

1.3 Public Outreach and Survey

The stakeholder outreach for the project consisted of four basic components: a series of focus group discussions, a public meeting, a statistically valid survey, and presentations in the community related to the value of parks on quality of life, as well as on the Park Land Dedication Ordinance. This section presents the results of the stakeholder input.

FOCUS GROUPS

Steve Fritts addressing Focus Group

The planning team and CoF Parks staff conducted 12 focus group discussions in Franklin in November and early December 2014. Approximately 125 people total participated in the focus groups. The focus groups were selected based on the CoF Parks' desire to hear from specific interest groups in the City.

Connectivity was the one issue that was a common priority among all of the groups. Some of the suggestions include:

- Create a "riverwalk" along the Harpeth River to connect Eastern Flank, Pinkerton, downtown, Bicentennial, Harlinsdale, and the County's Franklin Recreation Complex.
- Connectivity from neighborhoods to parks and between parks is a problem.
- Connectivity from downtown to nearby parks should be a priority, in particular from downtown to Harlinsdale and The Factory, downtown to Pinkerton, and downtown to Jim Warren.
- Connectivity from the Cool Springs area to downtown should be considered.

Focus Group planning meeting

Some of the key comments that were common among many of the groups include the following:

- The area east of I-65 in general and the southeast portion of the City are underserved by parks, and the plan should include provisions for long-term acquisition of land and development of parks to serve a growing population.
- Consideration should be given to developing smaller parks that are close to neighborhoods and high-density business parks.
- Complete improvements at Bicentennial Park.
- Existing and any new park facilities should be fully accessible to people of all abilities and provide park amenities specifically targeted to those with limited ability.
- Challenging trails that could accommodate mountain biking should be considered.
- A park focusing on nature, possibly a true nature center, would be desirable.
- Historic parks are an important part of the park system for residents and visitors alike.

PUBLIC WORKSHOPS

First public meeting at Franklin City Hall

On November 12, 2014, a communitywide public meeting was held at Franklin City Hall. There were approximately 30 people in attendance, including City staff and members of the consultant team. A presentation was made to the group that outlined the process and schedule for the study, information about the existing park system and current level of service, budget information for CoF Parks, and projected population growth.

Following the presentation, the group was asked to respond to a series of six questions. The responses offered by the attendees to each question were recorded on a flip chart. Following completion of the questions, a prioritization exercise was conducted. Each participant was given four colored adhesive dots and asked to place them on the responses that they felt were most important.

The highest priority comment, with 23 dots, is a new Battlefield (Historic) Park at Carter House and Columbia Avenue (Carters Hill Battlefield Park). The second highest priority, with 15 dots, is the creation of a "Riverwalk." This refers to the creation of a multi-use path along the Harpeth River extending from the County's Judge Fulton Park to the North to the Eastern Flank Battlefield Park to the South and possibly beyond.

PRESENTATIONS


Dr. John Crompton speaking at public meeting

On February 3, 2015, Dr. John Crompton (member of the BWSC planning team), a Distinguished Professor at Texas A&M University, visited Franklin and made three public presentations. The first was at the "Breakfast With the Mayors," a quarterly event organized by Franklin Tomorrow. Approximately 400 people were in attendance. Dr. Crompton's presentation focused on the economic impact that parks have in communities.

At midday, Dr. Crompton made a presentation to the City-sponsored Design Professionals Group which is made up of design professionals and local developers. This presentation focused on the Park Land Dedication Ordinance.

In the afternoon, Dr. Crompton presented to a large group on the topic of the Economic Impact of Greenways and Parks. Dr. Crompton presented information from his research that there was broad consensus that the presence of a greenway trail in a neighborhood had no negative impact on saleability or price of adjoining homes and that increases in value due to the trail were directly related to the accessibility of the trail from the home.

STATISTICALLY VALID SURVEY

BWSC team member ETC/Leisure Vision conducted a City of Franklin Community Interest and Opinion Survey in the Fall of 2014 to help establish park and recreation priorities within the City of Franklin. The survey was designed to obtain statistically valid results from households throughout the City of Franklin. The survey was administered by mail, web, and phone.

ETC/Leisure Vision worked extensively with City of Franklin officials in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to help plan the future system.

A six-page survey was mailed to a random sample of 3,000 households throughout the City of Franklin. Approximately three days after the surveys were mailed, each household that received a survey also received an automated voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed, ETC/Leisure Vision began contacting households by phone. Those who had indicated they had not returned the survey were given the option of completing it by phone.

The goal was to obtain a total of at least 400 completed surveys. ETC/Leisure Vision exceeded that goal with a total of 730 surveys completed. The number of surveys completed is a remarkable result given that the survey was conducted during a holiday period. The results of the random sample of 730 households have a 95% level of confidence with a precision rate of at least +/-3.6%. A copy of the survey instrument can be found in Appendix I. The following pages summarize major survey findings.

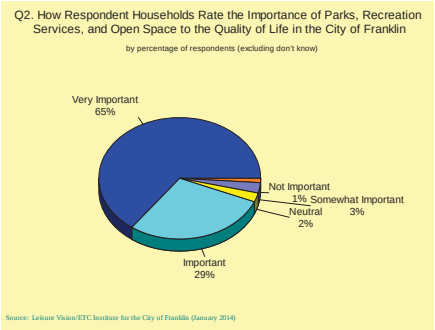
Some key overall observations from the survey include:

- Parks, recreation facilities, and open space are very important to the quality of life in Franklin.
- Usage of parks and recreation areas is high, with high ratings for the condition of the parks.
- CoF Parks is the prime community provider of outdoor and indoor recreation services (which is interesting as the Department does not provide indoor facilities; this tells us that the residents do not recognize whether a facility located in the City is owned by the City or the County).
- Very satisfied ratings with the overall value that the park system provides residents are high compared with the national benchmark.
- Needs are high for a number of trails, open space, nature areas, and facilities.
    - » 87% - sidewalks for walking, biking and running
    - » 78% - paved trails linking parks, schools, etc.
    - » 77% - natural areas for open space
- Needs are high for a number of parks and recreation facilities.
    - » 62% - indoor fitness and exercise facilities
    - » 55% - playgrounds
    - » 48% - outdoor swimming pools
- Conservation of park resources is the most important development guideline in planning and developing parks.

In terms of funding their vision for the Franklin Parks system, the following were key observations from the survey:

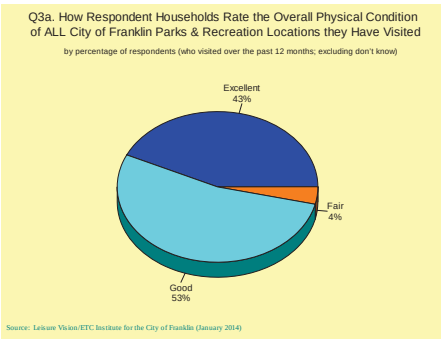
- Developing trails is most important initiative to fund.
- Respondents support balanced approach for allocations of $100.
    - » $30 for acquisition and development of walking and biking trails
    - » $29 to maintain and improve parks and facilities
    - » $18 for acquisition of park land and open space
- A majority of respondents were either very willing or somewhat willing to pay some increase in taxes to fund the types of improvements most important to their households, with a high 'not sure' response.

Other specific major findings include the following:



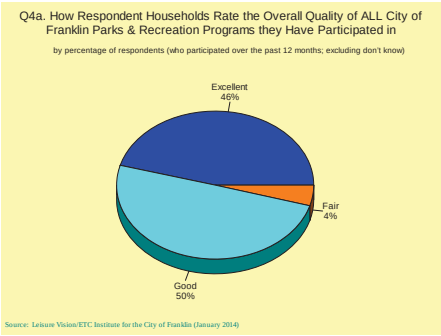
How Respondent Households Rate the Importance of Parks, Recreation Services, and Open Space to the Quality of Life in the City of Franklin: Sixty-five percent (65%) of respondent households rate the overall importance of parks, recreation services, and open space as very important to the quality of life in Franklin. Other ratings include: important (29%), somewhat important (3%), neutral (2%), and not important (1%).

City of Franklin Parks and Recreation Locations Respondent Households Have Visited During the Past 12 Months: Seventy-two percent (72%) of respondent households have visited Pinkerton Park over the past 12 months. Other parks and recreation locations visited include: Jim Warren Park (54%), the Park at Harlinsdale Farm (45%), and Fort Granger Park (29%).



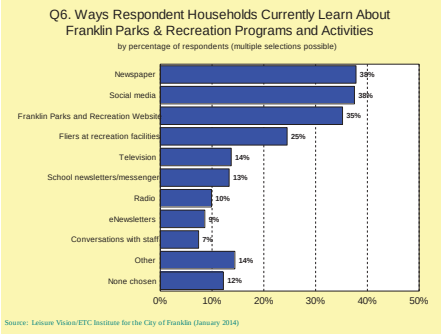
How Respondent Households Rate the Overall Physical Condition of ALL City of Franklin Parks and Recreation Locations They Have Visited Over the Past 12 Months: Fifty-three percent (53%) of respondents who have visited City of Franklin Parks and Recreation locations rated the overall physical condition as good. Other ratings include: excellent (43%) and fair (4%). The national benchmark for an "Excellent" rating is 34%, so the Franklin system is well ahead in this category.

Programs or Activities of the City of Franklin Parks and Recreation Department That Respondent Households Have Participated in During the Past 12 Months: Sixty-five percent (65%) of respondent households have participated in walking and running trails over the past 12 months. Other programs or activities respondents have participated in include: Farmers Market (60%); community events (45%); fitness and wellness programs (24%); and arts, culture, and historical programs (21%).

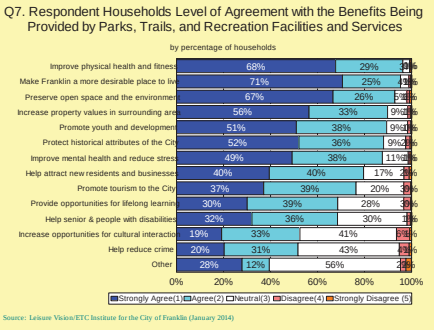


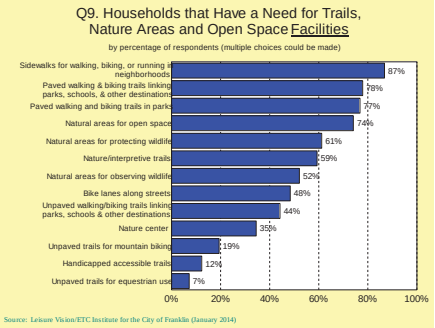
How Respondent Households Rate the Overall Quality of ALL City of Franklin Parks and Recreation Programs They Have Participated in Over the Past 12 Months: Fifty percent (50%) of respondent households who participated in programs rated the overall quality as good. Other ratings include: excellent (46%) and fair (4%). The national benchmark for Excellent is 35%.

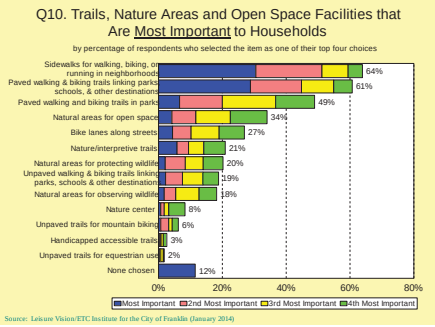
Service Providers That Respondent Households Have Used for Indoor and Outdoor Recreation Activities During the Last 12 Months: Sixty-five percent (65%) of respondent households have used the City of Franklin Parks and Recreation Department for indoor and outdoor recreation activities during the past 12 months. Other organizations used include: Williamson County Parks and Recreation Department (60%), Homeowners Associations Park and Facilities (46%), and YMCA (35%).

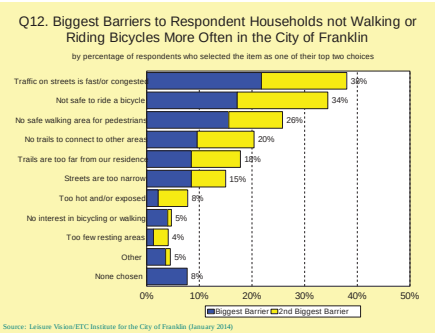


Ways Respondent Households Currently Learn About Franklin Parks and Recreation Programs and Activities: Thirty-eight percent (38%) of respondent households indicated that they learn about the City of Franklin Parks and Recreation programs and activities through the newspaper. Other ways include: social media (38%), Franklin Parks and Recreation website (35%), and flyers at recreation facilities (25%).









Respondent Households Level of Agreement With the Benefits Being Provided by Parks, Trails, and Recreation Facilities and Services: Based on the percentage of respondents who either "strongly agree" or "agree," 97% agree with the benefit of improved physical health and fitness. Other similar levels of agreement include: make Franklin a more desirable place to live (96%), preserve open space and the environment (93%), increase property values in surrounding area (89%), and promote youth and development (89%).

Benefits That Are Most Important to Respondent Households: Based on the sum of respondent households' top three choices, 71% indicated the benefit of improved physical health and fitness was the most important to their household. Other most important benefits include: make Franklin a more desirable place to live (46%), and preserve open space and the environment (45%).

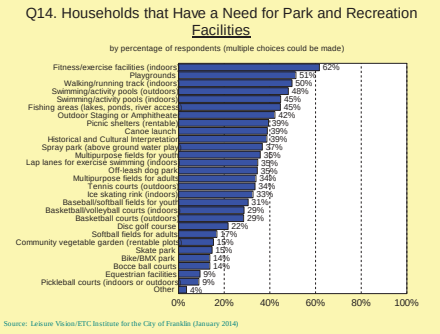
Households That Have a Need for Trails, Nature Areas, and Open Space Facilities: Eighty-seven percent (87%), or 20,867 households, indicated a need for sidewalks for walking, biking, or running in neighborhoods. Other most needed items include: paved walking and biking trails linking parks, schools, and other destinations (78%, or 18,727 households); paved walking and biking trails in parks (77%, or 18,463 households); and natural areas for open space (74%, or 17,814 households).

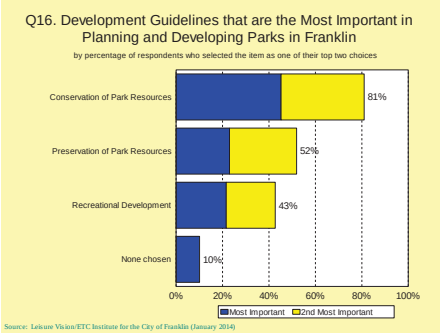
Trails, Nature Areas and Open Space Facilities That Are Most Important to Households: Based on the sum of respondent households' top four choices, 64% indicated sidewalks for walking, biking, or running in neighborhoods as the most important facility. Other most important facilities include: paved walking and biking trails linking parks, schools, and other destinations (61%); paved walking and biking trails in parks (49%); and natural areas for open space (34%).

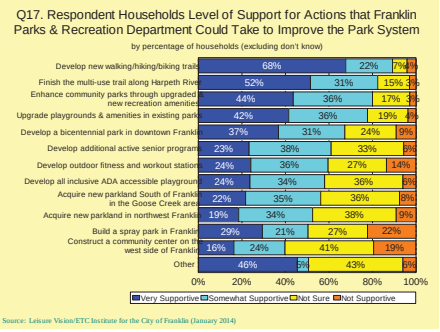
Reasons That Prevent Respondent Households From Walking or Riding Bicycles in the City of Franklin More Often: Fifty-one percent (51%) of households indicated that they are prevented from walking or riding bicycles in the City of Franklin more often because traffic on streets is fast or congested. Other reasons include: not safe to ride a bicycle (43%), no trails to connect to other areas (39%), no safe walking area for pedestrians (36%), streets are too narrow (29%), and trails are too far from our residence (27%).

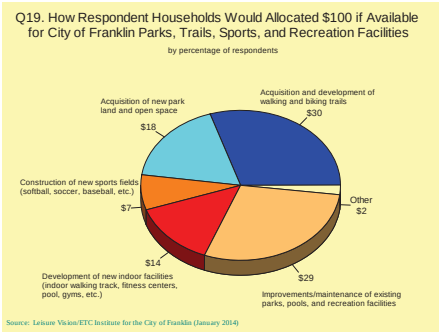
Biggest Barriers to Respondent Households not Walking or Riding Bicycles More Often in the City of Franklin: Based on the sum of respondent households' top two choices, 38% indicated traffic on streets is fast or congested as the biggest barrier. Other barriers include: not safe to ride a bicycle (34%), no safe walking area for pedestrians (26%), no trails to connect to other areas (20%), trails are too far from our residence (18%), and streets are too narrow (15%).

Are You Aware That the City of Franklin Is Working With Other Communities in the Area to Plan a Regional System of Trails and Open Space for Walking, Biking, and Horseback Riding, and to Protect Plant and Animal Habitat? Eighty-five percent (85%) of respondent households indicated that they were not aware, and 15% of households indicated that they were aware of the initiative.









Households that Have a Need for Parks and Recreation Facilities: Sixty-two percent (62%, or 14,833 households) indicated a need for indoor fitness and exercise facilities. Other most needed facilities include: playgrounds (51%, or 12,357 households), indoor walking and running track (50%, or 11,948 households), outdoor swimming activities/pools (48%, or 11,563), and indoor swimming activities/pools (45%, or 10,746 households).

Parks and Recreation Facilities That Are Most Important to Households: Based on the sum of respondent households' top four choices, (38%) indicated indoor fitness and exercise facilities as the most important. Other most important facilities include: playgrounds (29%), fishing areas (21%), and an off-leash dog park (21%).

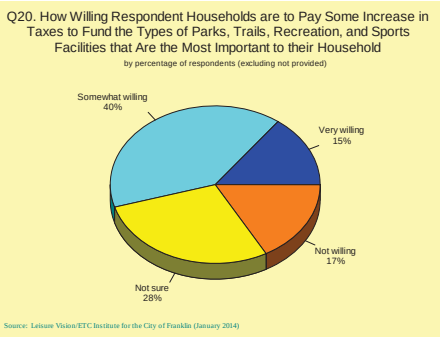
Development Guidelines That Are the Most Important in Planning and Developing Parks in Franklin: Based on the sum of respondent households' top two choices, 81% indicated that conservation of park resources was the most important. Other most important development guidelines include: preservation of park resources (52%), and recreational development (43%).

Respondent Households' Level of Support for Actions That Franklin Parks and Recreation Department Could Take to Improve the Park System: Based on the percentage of respondents who indicated that they were "very supportive" or "somewhat supportive," 90% indicated that they were supportive of the City of Franklin Parks and Recreation Department to develop new walking, hiking, and biking trails. Other similar levels of support include: finish the multi-use trail along the Harpeth River (83%), enhance community parks through upgraded and new recreation amenities (80%), and upgrade playgrounds and amenities in existing parks (78%).

Items Respondent Households Indicated as the Most Important for the City of Franklin Parks and Recreation Department to Develop: Based on the sum of respondent households' top three choices, 57% indicated that the most important item for the City of Franklin Parks and Recreation Department to develop is new walking, hiking, and biking trails. Other most important items include: finish developing the trail along the Harpeth River (37%), enhance community parks through upgraded and new recreation amenities (29%), upgrade playgrounds and amenities in existing parks (27%), and develop a bicentennial park in Downtown Franklin (26%).

How Respondent Households Would Allocate $100 if Available for City of Franklin Parks, Trails, Sports, and Recreation Facilities: Respondents would allocate the majority of the money to both acquisition and development of walking and biking trails ($30) and improvements and maintenance of existing parks, pools, and recreation facilities ($29). Respondents would allocate the remaining funds in the following manner: acquisition of new park land and open space ($18), development of new indoor facilities ($14), construction of new sports fields ($7), and other means ($2).

How Willing Respondent Households Are to Pay Some Increase in Taxes to Fund the Types of Parks, Trails, Recreation, and Sports Facilities That Are the Most Important to Their Household: Forty percent (40%) of respondent households indicated that they are somewhat willing to pay some increase in taxes to fund the types of parks, trails, recreation, and sports facilities that are the most important



to their households. Other levels of willingness include: not sure (28%), not willing (17%), and very willing (15%).

Respondent Household Satisfaction With the Overall Value Their Household Receives From the City of Franklin Parks and Recreation Department: Forty-four percent (44%) indicated that they were somewhat satisfied with the overall value their households received from the City of Franklin Parks and Recreation Department. Other ratings include: very satisfied (40%), neutral (13%), and somewhat dissatisfied (3%). National benchmark is 38% very satisfied; over 35% of households with and without children indicated very satisfied.

PUBLIC MEETINGS

The original draft master plan was presented to the public in August 2015, and the revised plan was presented in November 2015.

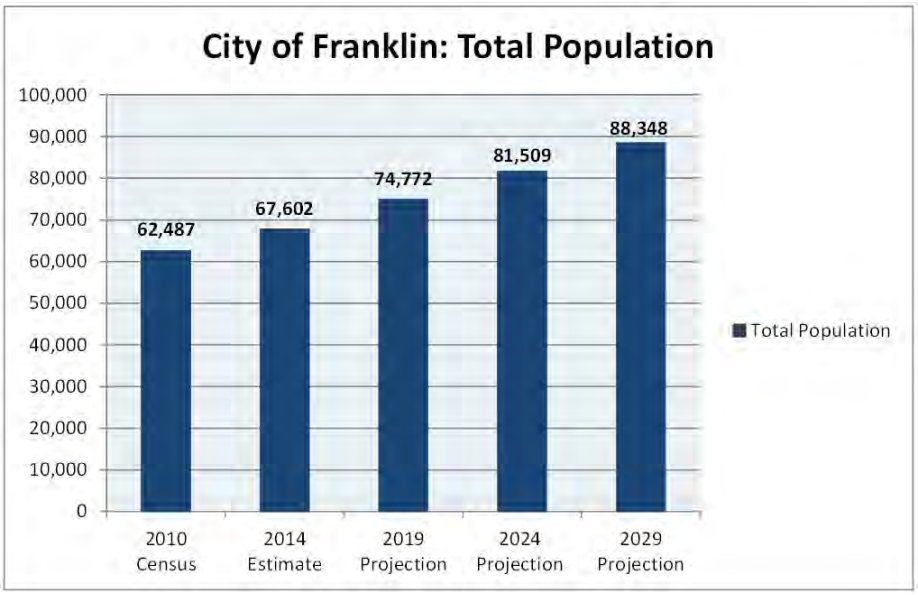
1.4 Demographics and Recreation Trends Analysis

DEMOGRAPHICS

The total population of the City of Franklin recently underwent a significant increase of approximately 8.2%, from 62,487 in 2010 to 67,602 in 2014. The current estimated population is projected to rapidly grow to 74,772 in 2019 and reach 88,348 by 2029. The expected significant population growth over the 10-year planning period will put increasing use pressure on the facilities and programs in the park system.

The current estimate for 2014 depicts the City of Franklin as family-oriented, as approximately 70% of total households are represented as families.

Between 2010 and 2014, total population in the City of Franklin increased by approximately 8.2%.



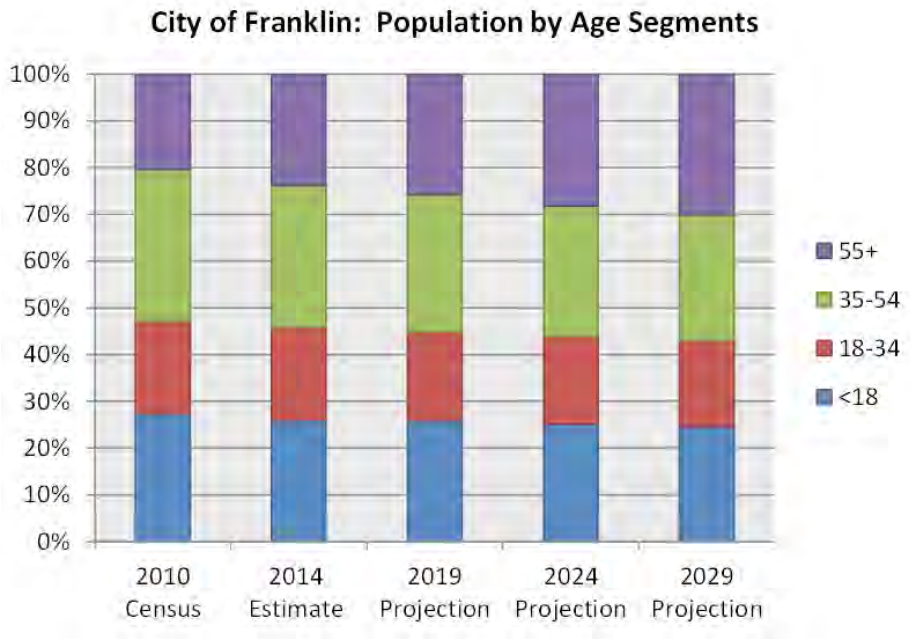
According to U.S. Census reports, the total number of households in the target area has grown by approximately 8.4%, from 24,040 in 2010 to 26,062 in 2014. The City of Franklin's total households are expected to increase to 34,166 households by 2029.

The City of Franklin's median household income ($84,125) and per capita income ($42,867) are well above the state and national averages.

Based on the 2010 Census, the population of the target area is slightly younger (36.7 years) than the median age of the U.S. (37.2 years). Projections show that by 2029, the City of Franklin will experience an aging trend, as the 55+ age group is the only age segment expected to reflect growth.

The estimated 2014 population of the City of Franklin is 83.38% White Alone and 6.79% Black Alone. In 2010, the Hispanic/Latino ethnicity accounted for 7.62% of the City's total population. Future projections show that by 2029, the overall composition of the population will remain relatively unchanged.

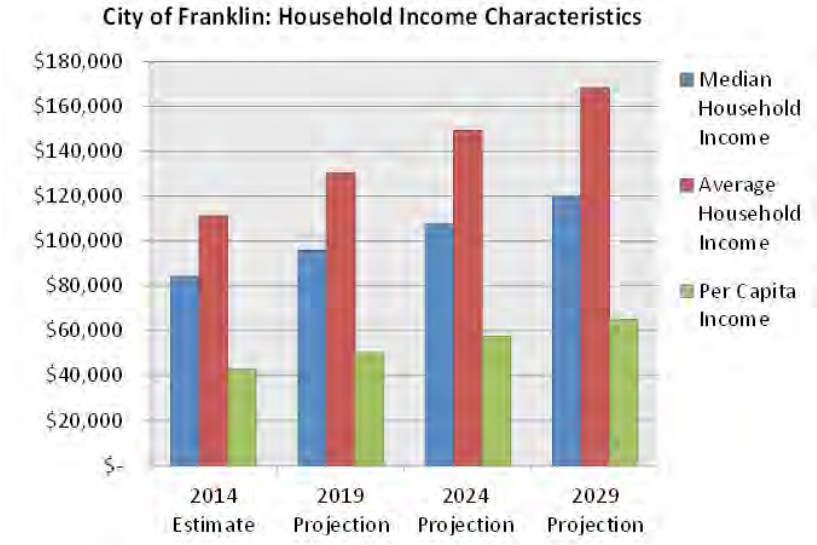
Forecasts of the target area through 2029 expect a slight decrease in the White Alone category (79.64%), minimal growth among Black Alone (6.81%), Asian (6.17%), and Some Other Race (4.87%), and a small increase in people of Hispanic Origin (10.88%).



HOUSEHOLDS AND INCOME

The City of Franklin's income characteristics demonstrate steady growth trends. The median household income is estimated to be $84,125 in 2014. It is projected to grow to $119,396 by 2029. The median household income represents the earnings of all persons age 16 years or older living together in a housing unit. The per capita income is also projected to increase from $42,867 in 2014 to $64,944 by 2029.

Median household income in Franklin is projected to increase to $119,396 by the year 2029.



RECREATION TRENDS

The Sports & Fitness Industry Association (SFIA) Sports, Fitness & Recreational Activities Topline Participation Report 2014 was utilized to evaluate national sport and fitness participatory trends. SFIA is the number one source for sport and fitness research. The study is based on online interviews carried out in January and February of 2014 from more than 19,000 individuals and households.

Walkers at Pinkerton Park

Information released by SFIA's 2014 Study of Sports, Fitness, and Leisure Participation reveals that the most popular sports and recreational activities include: fitness walking, treadmill, running/jogging, free weights, and bicycling. Most of these activities appeal to both young and old alike, can be done in most environments, are enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of their social advantages. For example, although fitness activities are mainly self-directed, people enjoy walking and biking with other individuals because it can offer a degree of camaraderie.

Fitness walking has remained the most popular activity of the past decade by a large margin. Walking participation, according to data available in 2013, reported over 117 million Americans had walked for fitness at least once.

From a traditional team sport standpoint, basketball ranks highest among all sports, with nearly 24 million people reportedly participating in 2013. Team sports that have experienced significant growth in participation are rugby, lacrosse, field hockey, ice hockey, gymnastics, beach volleyball, and ultimate Frisbee–all of which have experienced double-digit growth over the last five years. Most recently, rugby, field hockey, and lacrosse underwent the most rapid growth among team sports from 2012 to 2013. This has significance in Franklin as rugby and lacrosse popularity are mirroring the national trend; there are currently no facilities in Franklin to accommodate these sports.

Rugby and lacrosse are rapidly growing in popularity, and currently no facilities in Franklin accommodate these sports.

The tables on the following page show sport and leisure market potential data from ESRI. A Market Potential Index (MPI) measures the probable demand for a product or service in the target area. The MPI shows the likelihood that an adult resident of the City will participate in certain activities when compared to the U.S. national average. The national average is 100; therefore, numbers below 100 would represent a lower-than-average participation rate, and numbers above 100 would represent higher-than-average participation rate. The City is compared to the national average in three (3) categories—general sports by activity, fitness by activity, and money spent on miscellaneous recreation.

The City of Franklin demonstrates high market potential index numbers for all categories. These high index numbers, paired with the above-average income characteristics of residents, are very promising from a programming standpoint. The Department has strong potential to generate revenues from programs by capitalizing on the favorable earning ability of the service area and the residents' willingness to spend money on recreational activities, as exhibited by the market potential index figures.

As observed in the tables that follow, the listed sport and leisure trends are most prevalent for residents within the City of Franklin. Cells highlighted in yellow indicate the top three (or more in case of a tie) scoring activities based on the purchasing preferences of residents.

GENERAL SPORTS MARKET POTENTIAL

Franklin Participatory Trends - General Sports

Activity	MPI
Baseball	112
Basketball	112
Football	103
Golf	135
Soccer	112
Softball	108
Tennis	137
Volleyball	107

FITNESS MARKET POTENTIAL

Franklin Participatory Trends - Fitness

Activity	MPI
Aerobics	127
Jogging/Running	144
Pilates	123
Swimming	119
Walking for Exercise	114
Weight Lifting	140
Yoga	134

MONEY SPENT ON MISCELLANEOUS RECREATION

FRANKLIN PARTICIPATORY TRENDS - MONEY SPENT ON RECREATION	
Activity	MPI
Spent on sports/rec equipment in last 12 months - $1-99	117
Spent on sports/rec equipment in last 12 months - $100-249	120
Spent on sports/rec equipment in last 12 months - $250+	123
Attended sports event	134
Attended sports event: baseball game (MLB reg season)	140
Attended sports event: basketball game (college)	132
Attended sports event: basketball game (NBA reg season)	141
Attended sports event: football game (college)	145
Attended sports event: football game (NFL Mon/Thurs)	143
Attended sports event: football game (NFL weekend)	143
Attended sports event: high school sports	120
Attended sports event: ice hockey (NHL reg season)	141
Went on overnight camping trip in last 12 months	105
Visited a theme park in last 12 months	130
Went to zoo in last 12 months	125

1.5 Park, Trail and Facility Overview and Analysis

The City's current inventory of parks and recreation facilities includes 18 parks totaling 706.6 acres. The City currently classifies parks as Active, Passive and Historic. Of the 18 parks, 3 are Active, 7 are Passive, and 8 are Historic. Table 1.1 below shows the current park inventory by classification, along with their acreages and number of facilities at each.

NAME	CLASSIFICATION	ACRES	PAVILIONS	FOOTBALL FIELDS	MULTI-PURPOSE FIELDS (FORMAL PLAY ONLY)	BASEBALL FIELDS	ADULT SOFTBALL FIELDS	BASKETBALL COURTS	TENNIS COURTS	PLAYGROUNDS	OFF-LEASH DOG PARKS	SKATEBOARD AREAS	SAND VOLLEYBALL	TRAILS	OUTDOOR POOLS
Jim Warren Park	Active	65	2	4	4	12		1	8	2		1		2.5	
Liberty Park	Active	85	2			3				1	1				
Fieldstone Park	Active	37	2		1		4			1					
	Total	187													
Dry Branch Wetland	Passive	6												.3	
Harpeth River Greenway	Passive	.5												.5	
The Park at Harlinsdale Farm	Passive	200								1	1				
Pinkerton Park	Passive	34	3							2				1	
Bicentennial Park	Passive	19	1												
Del Rio Park	Passive	.8	1							1					
Aspen Grove Park	Passive	14	1							1				.8	
	Total	274.3													
Collins Farm Park	Historic	3													
Eastern Flank Battlefield	Historic	110													
Fort Granger Park	Historic	14.8												1	
Ropers Knob	Historic	49.5												1	
Winstead Hill Park	Historic	61												.75	
Assault on Cotton Gin Park	Historic	1													
City Cemetery	Historic	1.8													
Rest Haven Cemetery	Historic	4.2													
	Total	245.3													
	TOTAL	**706.6**	**12**	**4**	**5**	**15**	**4**	**1**	**8**	**9**	**2**	**1**	**0**	**7.85**	**0**

Table 1.1 Park Classification

The following are some key observations regarding the existing parks, trails and facilities.

- Parks are of reasonably high quality, well-maintained, and well-managed.
- Historic Parks make up over 1/3 of the total park acreage, and they are a prized and valuable resource in the City.
- Very few parks and recreation departments across the country manage and maintain the number of Civil War-era Historic Parks as CoF Parks does.
- Although Historic Parks partially serve this need, a lack of parks exist serving as "neighborhood" parks in walking distance (¼ mile) of residential neighborhoods.

Del Rio Park


The Park at Harlinsdale Farm

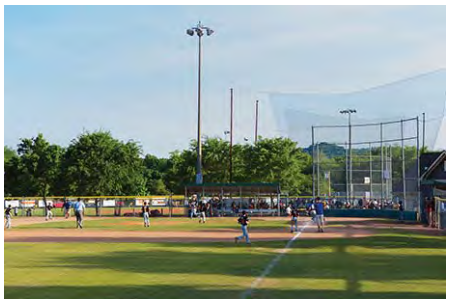

Jim Warren Park


Liberty Park


Jim Warren Skate Plaza

- The City's policy of not developing or accepting donations of land through park land dedication parks that are less than 5 acres in size could impact future development of parks that serve residential neighborhoods.
- The addition of recreational amenities to the Historic Parks to serve more users is desirable, but could be hampered due to concerns about incompatibility of use and damaging historic resources.
- The city does not have a true "regional" park that provides a wide variety of recreational experiences and that serves a more regional population.
- The eastern and southeastern areas of the city are underserved by all types of parks.
- The city has an alarming lack of multi-use trails compared to other cities in the region and the state. Existing trails are only short loops within existing parks.
- The Harpeth River is a tremendous resource for the City, but its use as a recreational asset has been to date limited.
- The city is totally dependent upon Williamson County Parks and Recreation to provide indoor recreation facilities and soccer facilities for city residents. There are two neighborhood parks, two community parks, and two special use parks (sports complexes) that serve the recreational needs of city residents; Williamson County facilities inside the city will be counted in determining the Level of Service Standards for the city in order not to duplicate services.
- CoF Parks does not have a joint use agreement with the Franklin Special School District for joint use of facilities. There could be great benefit of such an agreement, including the potential for joint development of recreational facilities.
- No City or County facilities located in the city can accommodate lacrosse, rugby, ultimate Frisbee, and other sports played on large multi-purpose fields.
- Pinkerton Park serves in many ways as the "Central" park for the City; however, future development is limited due to much of the park being in the floodplain of the Harpeth River.
- The current master plan for Bicentennial Park is outdated. The major flood event in 2010 revealed that components of the plan are not feasible due to the potential for damage due to flooding. This park has great potential for hosting special events, thereby taking some pressure these events may cause off the downtown area.
- Harlinsdale has the potential to become a "signature" park, but upgrades of existing facilities and the addition of new recreational amenities has been slow in coming. A conservation easement on the property limits construction of certain facilities. A new equestrian arena began construction in 2015, thanks to the efforts of Friends of Franklin Parks.
- There are operational issues at Liberty Park due to slow field drying time for the baseball fields; about 25% of game days are missed due to rain. Although some progress has been made, there are still a number of recreation amenities included in the park master plan that have not been developed.
- The only current access to Roper's Knob Historic Park is through an existing subdivision (residential) neighborhood with no public parking area. It is hoped that area development will provide access through the Park Land Dedication Ordinance.
- Jim Warren Park has significant operational issues related to the fact that the park is the primary location for football and baseball facilities for the city, has the only skate park in the city, and is the location for CoF Parks' only maintenance facility.

1.6 Programs Assessment and Overview



Jim Warren Park - Youth Baseball

Fieldstone Park Ballfields

Groundbreaking for Equestrian Arena at Harlinsdale - currently under construction

The City of Franklin provides public programs and activities to its citizens by direct involvement of their professional staff in conducting special events and outdoor activities and by coordinating the resources existing in the community via the nonprofit sport associations and the many organizations that conduct activities using City facilities. Generally, the City Department is a facilities-based system which provides for active and passive forms of leisure use. Passive activities are provided for in the well-maintained parks, historic properties, and greenways and trails, with the more active recreational pursuits taking place on athletic fields, skate parks, tennis courts, and general open areas in the parks.

Many locations also include programming support components such as restrooms, concession facilities, picnic areas, and playgrounds. The City of Franklin and Williamson County Parks and Recreation Departments have a coordinated approach in the provision of parks and recreation facilities and programs. Professionals in both agencies work to avoid the duplication of programs and facilities. They provide and administer activities and services that they are individually best suited to provide based on the facilities they operate or the personnel resources assigned. Indoor recreation facilities and programming spaces are generally provided by the County to area residents.

The following are some key observations regarding programs.

- Williamson County Parks and Recreation provides all indoor recreation programming and most outdoor recreation programming, including all soccer programs for the residents of Franklin.
- Williamson County provides adult softball programming at the City-owned and maintained Fieldstone Park.
- Youth athletics programming in the City is provided by the nonprofit groups Franklin Baseball and Franklin Cowboys (football and cheerleading) through formal leases of facilities at Jim Warren Park.
- CoF Parks programming is primarily limited to special events held in the parks. The events are run by the Department or by for-profit and nonprofit organizations such as businesses, churches, other City Departments and schools which can reserve parks for that purpose. Attendance at these events surpassed 36,000 in calendar year 2014.
- The CoF Parks Department will be responsible for hiring staff to maintain and program the facility for three years. Friends of Franklin Parks will begin to program the facility with full-time staffing starting the fourth year.

1.7 Administration and Finances

The City of Franklin Parks Department is organized under a Parks Director who manages all aspects of the Department and its 33 full-time and 18 part-time and seasonal positions as recorded in the 2015 budget. The Department has four main divisions of concentration: 1) Office of the Director, 2) Parks and Recreation, 3) Facilities, and 4) Grounds and Landscaping.

The City of Franklin organizes its annual general fund budget showing allocations for Personnel, Operating, and Capital. The Parks Department is positioned under one of three primary operating units in the City Economic and Community Development Unit. This division of City government has six departments listed in the 2015 fiscal year budget.

The City's overall budget, including all funds, was generally $90,500,000 with the City's general fund budget for FY 2015 amounting to approximately $56,000,000. The Parks Department was funded in the budget for FY 2015 at the level of $3,508,174, which represents 6.2% of the general fund budget. This allocation provides $2,145,933 for personnel expenses, or 72.6% of the budget, and $1,362,241 for non-personnel operating expenses, which represents 23.3% of the budget. Each of the past fiscal years, the Parks Department has seen an increase in their annual allocation to support the growing number of participants and demand for its parks.

The total operating expense (non-capital) budgeted dollars per capita is $51.89 using the 2014 population figure of 67,602 for the City of Franklin. This is significantly less than the per capita spending in the five cities examined in the benchmarking exercise done for this study (See Section 3.5). The lowest per capita spending among the five is in James City/County, Virginia at $70.24, and the highest was $256.03 in Allen, Texas. The average per capita spending among the five cities was $179.67. A major factor in this discrepancy could be that these five benchmark cities average an operating cost recovery of 52% of their operating budgets through fees and charges while CoF Parks' operating cost recovery is 1%.

There are some benefits of a low-cost recovery structure that are not easily evident, however. One example of this is the Franklin Baseball and Franklin Cowboys organizations when asked to partner with the City to provide funds for capital projects for improvements to the facilities they lease from the City. This funding is not accounted for in this analysis.

In terms of capital funding, no general fund capital dollars were provided to the Parks Department in the FY 2015 budget. However, over the last several years, projects related to the quality-of-life elements that CoF Parks is responsible for have been funded by the use of the Hotel-Motel Tax Fund. A total of $800,000 was identified to be spent from this fund for historic property improvements and other park facilities during 2015. The total budget for the Hotel-Motel Tax Fund for FY 2015 is $3,100,577.

Another potential source of capital funding is the Adequate Facilities Tax that the City levies on new commercial development. This fund must be used for City park, fire, police and sanitation projects. The Board of Mayor and Aldermen budget from this fund annually at their discretion between the eligible departments. CoF Parks has not received capital funding from this source since Liberty Park was constructed in the early 2000s.

The provisions of the City's Park Land Dedication Ordinance also provide a source of funds for purchase of park land and capital funding. The ordinance allows developers to pay a fee in lieu of dedicating and/or developing land for public parks. As of May 2015, the fund had a balance of $2,491,967 available for such purposes. One of the goals of this Master Plan is to make a recommendation regarding the best use of these funds.

1.8 Park, Trails and Facility Development Plan

This section brings the research and analysis and community outreach phases together to present recommendations for the future of CoF Parks over the next ten years. It includes a summary of the needs assessment and recommends improvements to the parks and trails over the planning period. It includes summaries of recommendations for parks, trails, and facilities over the planning period; provides recommendations for a revised Park Land Dedication Ordinance; and includes a capital improvement plan, potential funding profile, and a basis for increases in operations and maintenance costs as new and upgraded parks and facilities are added to the system.

QUALITY OF LIFE

The community survey clearly spells out how important the citizens of Franklin believe parks and open space are to quality of life. Dr. John Crompton's local presentations in February 2015 reinforced how important parks are to the quality of life and economic vitality and growth in a community.

The findings from the survey and Dr. Crompton's research align. Parks, trails, and open space are a key factor in keeping residents happy and healthy, convincing today's new businesses to continue to locate in Franklin, and attract retirees. The recommendations in this section will also align with these findings by focusing on the new parks, facilities, and trails that are in most demand by the residents.

PARK CLASSIFICATIONS

The current park classification system (Active, Passive, and Historic) used by Franklin does not adequately describe the function and value of the parks, does not align with national and benchmark Level of Service Standards, and does not

NAME	CLASSIFICATION	ACRES	PAVILIONS	FOOTBALL FIELDS	MULTI-PURPOSE FIELDS (FORMAL PLAY ONLY)	BASEBALL FIELDS	ADULT SOFTBALL FIELDS	BASKETBALL COURTS	TENNIS COURTS	PLAYGROUNDS	OFF-LEASH DOG PARKS	SKATEBOARD AREAS	SAND VOLLEYBALL	TRAILS	OUTDOOR POOLS
Bicentennial Park	Community	19	1												
Jim Warren Park	Community	65	2	4	4	12		1	8	2		1		2.5	
Liberty Park	Community	85	2			3				1	1				
Pinkerton Park	Community	34	3							2				1.0	
	Total	203													
Assault on Cotton Gin Park	Historic	1													
Collins Farm Park	Historic	3													
Eastern Flank Battlefield	Historic	110													
Fort Granger Park	Historic	14.8												1.0	
Ropers Knob	Historic	49.5												1.0	
Winstead Hill Park	Historic	61												.75	
City Cemetery	Historic	1.8													
Rest Haven Cemetery	Historic	4.2													
	Total	245.3													
Del Rio Park	Neighborhood	.8	1							1					
Aspen Grove Park	Neighborhood	14	1							1				.8	
	Total	14.8													
Dry Branch Wetland	Preserves/Greenways	6												.3	
Harpeth River Greenway	Preserves/Greenways	.5												.5	
	Total	6.5													
The Park at Harlinsdale Farm	Signature	200								1	1				
	Total	200													
Fieldstone Park	Special Use	37	2		1		4			1					
	Total	37													
	TOTAL	**706.6**	**12**	**4**	**5**	**15**	**4**	**1**	**8**	**9**	**2**	**1**	**0**	**7.85**	**0**

Table 1.2 City of Franklin Inventory Breakdown

NAME	CLASSIFICATION	ACRES	BASKETBALL COURTS	OUTDOOR POOL	RACQUETBALL COURTS	TENNIS COURTS	SAND VOLLEYBALL COURTS	SOCCER FIELDS	SOFTBALL FIELDS	NOTES
Franklin Rec Complex & Judge Fulton Greer Park	Community	33.80	2	1	2	6	2	5		
Cheek Park	Community	26.04						2	1	
	Total	59.84								
Academy Park	Neighborhood	7.07	2					1		
Strahl Street Park	Neighborhood	0.74								
	Total	7.81								
Franklin Girl's Softball Complex	Special-Use	20.03							4	
Soccer Complexes East-West / Robert A. Ring Soccer Complex	Special-Use	91.59						36		1 indoor soccer field
	Total	111.62								
	TOTAL	**179.27**	**4**	**1**	**2**	**6**	**2**	**44**	**5**	

Table 1.3 Williamson County Inventory Breakdown

categorize them in accordance with the accepted practices in determining Park Land Dedication requirements. Therefore, it is recommended that the classification system be changed to one that better describes the role that each park has in the system and that facilitates the development of Level of Service Standards and the Park Land Dedication Ordinance.

Table 1.2 on the previous page and 1.3 on this page illustrate the City of Franklin park inventory and Williamson County parks that are included in the Level of Service Standards for this plan with their new classifications.

LEVEL OF SERVICE STANDARDS

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

These standards should be viewed as a conservative guide for future planning purposes. The standards are to be coupled with conventional wisdom and judgment related to the particular situation and needs of the community. By applying these facility standards to the population of the City of Franklin, gaps and surpluses in park and facility/amenity types are revealed. There are areas where the City of Franklin does not meet the current and/or future needs of the community.

Table 1.4 on the following page shows the recommended Level of Service Standards for Franklin. Please note that the standards include the combined acreage and amenities for the Williamson County Parks located within the limits of the City of Franklin.

In terms of park type, the most pressing current (2014) need is for Neighborhood and Regional Parks and for Preserves/ Greenways. Franklin currently has only two Neighborhood Parks totaling 14.8 acres, so this deficit is clearly evident. Franklin currently does not have a Regional Park, and the development of such a park must be balanced against other needs in the system. The deficit of Trails is evident by the surprising lack of multi-use trail miles in the system and the unmet demand for trails as expressed by the survey respondents. The needs for these park types continue to increase over the planning period to 2024 as population grows.

Table 1.4 Level of Service Standards

Franklin Level of Service Standards

PARKS:		2014 Inventory - Developed Facilities								2014 Facility Standards		2019 Facility Standards		2024 Facility Standards	
Park Type		City of Franklin Inventory	Williamson County Inventory	Total Inventory	Current Service Level based upon population			Recommended Service Levels; Revised for Local Service Area		Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed
Neighborhood Parks	acres per	14.80	7.81	22.61	0.33	acres per	1,000	1.00	acres per 1,000	Need Exists	45 Acre(s)	Need Exists	52 Acre(s)	Need Exists	59 acres per
Community Parks	acres per	203.00	59.84	262.84	3.89	acres per	1,000	2.00	acres per 1,000	Meets Standard	- Acre(s)	Meets Standard	- Acre(s)	Meets Standard	- acres per
Regional Parks	acres per	-	-	-	-	acres per	1,000	3.00	acres per 1,000	Need Exists	203 Acre(s)	Need Exists	224 Acre(s)	Need Exists	245 acres per
Signature Parks	acres per	200.00	-	200.00	2.96	acres per	1,000	3.00	acres per 1,000	Need Exists	3 Acre(s)	Need Exists	24 Acre(s)	Need Exists	45 acres per
Special Use Park	acres per	37.00	111.62	148.62	2.20	acres per	1,000	2.00	acres per 1,000	Meets Standard	- Acre(s)	Need Exists	1 Acre(s)	Need Exists	14 acres per
Preserves/Greenways	acres per	6.50	-	6.50	0.10	acres per	1,000		acres per 1,000	Meets Standard	- Acre(s)	Meets Standard	- Acre(s)	Meets Standard	- acres per
Historical Parks	acres per	245.30	-	245.30	3.63	acres per	1,000		acres per 1,000	Meets Standard	- Acre(s)	Meets Standard	- Acre(s)	Meets Standard	- acres per
Total Park Acres	acres per	**706.60**	**179.27**	**885.87**	**13.10**	**acres per**	**1,000**	**11.00**	**acres per 1,000**	**Meets Standard**	**- Acre(s)**	**Meets Standard**	**- Acre(s)**	**Need Exists**	**11 acres per**
OUTDOOR AMENITIES:															
Pavilions	site per	11.00	-	11.00	1.00	site per	6,146	1.00	site per 5,000	Need Exists	3 Sites(s)	Need Exists	4 Sites(s)	Need Exists	5 Sites(s)
Football Fields	field per	4.00	-	4.00	1.00	field per	16,901	1.00	field per 10,000	Need Exists	3 Field(s)	Need Exists	3 Field(s)	Need Exists	4 field per
Multi-Purpose Fields	field per	5.00	44.00	49.00	1.00	field per	1,380	1.00	field per 5,000	Meets Standard	- Field(s)	Meets Standard	- Field(s)	Meets Standard	- field per
Baseball Fields	field per	15.00	-	15.00	1.00	field per	4,507	1.00	field per 5,000	Meets Standard	- Field(s)	Meets Standard	- Field(s)	Need Exists	1 field per
Youth Softball Fields	field per	-	4.00	4.00	1.00	field per	16,901	1.00	field per 8,000	Need Exists	4 Field(s)	Need Exists	5 Field(s)	Need Exists	6 field per
Adult Softball Fields	field per	4.00	1.00	5.00	1.00	field per	13,520	1.00	field per 10,000	Need Exists	2 Field(s)	Need Exists	2 Field(s)	Need Exists	3 field per
Basketball Courts	court per	1.00	4.00	5.00	1.00	court per	13,520	1.00	court per 8,000	Need Exists	3 Court(s)	Need Exists	4 Court(s)	Need Exists	5 court per
Tennis Courts	court per	8.00	6.00	14.00	1.00	court per	4,829	1.00	court per 4,000	Need Exists	3 Court(s)	Need Exists	5 Court(s)	Need Exists	6 court per
Playgrounds	site per	15.00	-	15.00	1.00	site per	4,507	1.00	site per 2,500	Need Exists	12 Site(s)	Need Exists	15 Site(s)	Need Exists	18 site per
Off Leash Dog Parks	site per	2.00	-	2.00	1.00	site per	33,801	1.00	site per 20,000	Need Exists	1 Site(s)	Need Exists	2 Site(s)	Need Exists	2 site per
Skateboard Areas	site per	1.00	-	1.00	1.00	site per	67,602	1.00	site per 70,000	Meets Standard	- Site(s)	Need Exists	0 Site(s)	Need Exists	0 site per
Sand Volleyball	site per	-	2.00	2.00	1.00	site per	33,801	1.00	site per 8,000	Need Exists	6 Site(s)	Need Exists	7 Site(s)	Need Exists	8 site per
Trails	miles per	7.85	-	7.85	0.12	miles per	1,000	0.25	miles per 1,000	Need Exists	9 Mile(s)	Need Exists	11 Mile(s)	Need Exists	13 miles per
Outdoor Pools	site per	-	1.00	1.00	1.00	site per	67,602	1.00	site per 20,000	Need Exists	2 Site(s)	Need Exists	3 Site(s)	Need Exists	3 site per
Recreation/Gymnasium (Square Feet)	SF per	-	89,000.00	89,000.00	1.32	SF per	person	2.00	SF per person	Need Exists	46,204 Square Feet	Need Exists	60,544 Square Feet	Need Exists	74,018 Square Feet

2014 Estimated Population	67,602
2019 Estimated Population	74,772
2024 Estimated Population	81,509

Notes:

Pavilions include first come/first serve and rental

Historic Parks inventory include battlefields, historic property, and cemeteries

Williamson County inventory include amenities from parks only within Franklin City limits (Academy Park, Cheek Park, Franklin Girl's Softball Complex, Judge Fulton Greer Park, Robert A. Ring Soccer Complex, Strahl Street Park, Soccer Complexes East/West)

Bicentennial Park classified as Community Park per master plan updates

The Park at Harlinsdale Farm classified as Signature Park per master plan updates

Williamson County recreation/gymnasium square footage inventory include the Franklin Recreation Center (48,000), the Indoor Soccer area (22,000), and the Academy Park Recreation Center (19,000)

PARK EQUITY/SERVICE AREAS

Close-to-home park space is an important element in providing quality recreation experiences and in increasing the health and fitness of the community residents. Generally accepted standards for how far people are comfortable walking to a park indicate ¼ mile is acceptable and ½ mile is the maximum people are typically willing to walk. Figure 1.1 below illustrates a ¼-mile and ½-mile radius around all of the existing Franklin and Williamson County Parks that serve Franklin residents. As the figure shows, the areas around Downtown Franklin are reasonably well served at the outer ½-mile limit if sidewalks are available. It also shows that the eastern and southeastern parts of the city are underserved by parks. Currently, growth of residential and commercial development is occurring in these parts of the city as well. Therefore, the priority for acquisition of land and development of parks, particularly neighborhood and community parks, should be concentrated in the eastern and southeastern portions of the city.

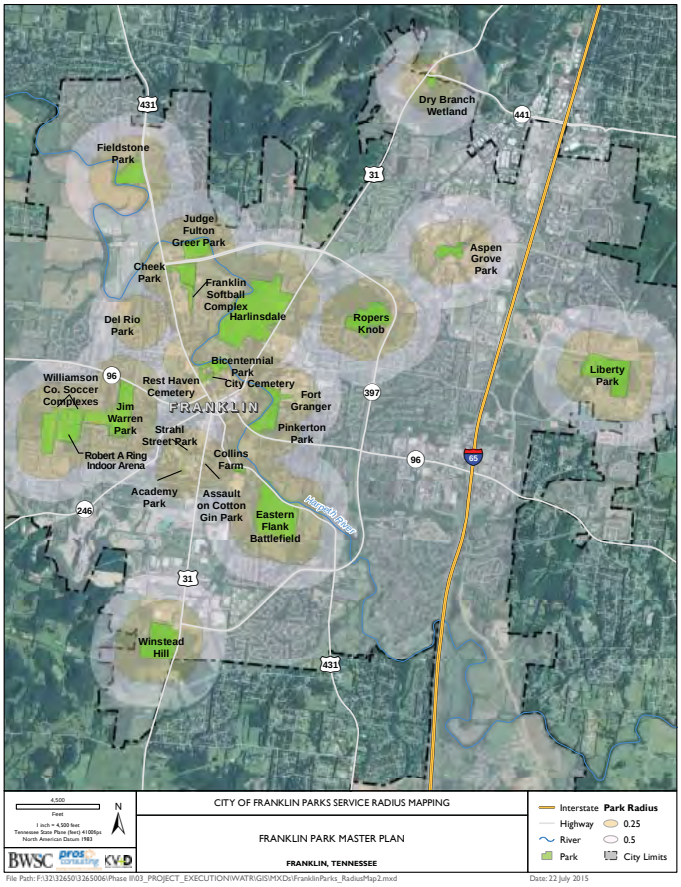


Figure 1.1 Radius Mapping

PRIORITIZATION OF NEEDS

The purpose of the Facility and Trail Priority Rankings is to provide a prioritized list of facility needs and trail needs for the community served by CoF Parks.

This rankings model evaluated both quantitative and qualitative data. Quantitative data includes the statistically valid community survey, which asked residents of Franklin to list unmet needs and rank their importance. Qualitative data includes resident feedback obtained in community input and demographics and trends.

A weighted scoring system was used to determine the priorities for parks and recreation facilities and trails. For instance as noted below, a weighted value of 3 for the unmet desires means that out of a total of 100%, unmet needs make up 30% of the total score. Similarly, importance-ranking makes up 30% too, while consultant evaluation makes up 40% of the total score, thus adding up to a total of 100%.

As seen in Table 1.5, fitness/exercise facilities (indoor), spray park (aboveground water play), fishing areas (lakes, ponds, river access), outdoor staging area or amphitheater, and playgrounds were the community's top five facility priorities.

Facility Priority Rankings	Overall Ranking
Fitness/exercise facilities (indoor)	1
Spray park (aboveground water play)	2
Fishing areas (lakes, ponds, river access)	3
Outdoor staging or amphitheater	4
Playgrounds	5
Walking/running track (indoor)	6
Off-leash dog park	7
Canoe launch	8
Swimming/activity pools (outdoor)	9
Community vegetable garden (rentable plots)	10
Ice skating rink (indoor)	11
Historical and cultural interpretation	12
Swimming/activity pools (indoor)	13
Lap lanes for exercise swimming (indoor)	14
Picnic shelters	15
Tennis courts (outdoor)	16
Disc golf course	17
Basketball courts (outdoor)	18
Multi-purpose fields for youth	19
Multi-purpose fields for adults	20

Table 1.5 Facility Priority Rankings (*continues on next page*)

Facility Priority Rankings	Overall Ranking
Basketball/volleyball courts (indoor)	21
Bocce ball courts	22
Bike/BMX park	23
Baseball/softball fields for youth	24
Equestrian facilities	25
Softball fields for adults	16
Skate park	27
Pickleball courts (indoor our outdoor)	28

As seen in Table 1.6 below, sidewalks for walking, biking or running in neighborhoods; paved walking/biking trails linking parks, schools, and other destinations; bike lanes along streets; and paved walking and biking trails in parks were the top four priorities for the community.

Trail Priority Rankings	Overall Ranking
Sidewalks for walking, biking, or running in neighborhoods	1
Paved walking/biking trails linking parks, schools, and other destinations	2
Bike lanes along streets	3
Paved walking and biking trails in parks	4
Natural areas for protecting wildlife	5
Natural areas for open space	6
Unpaved walking/biking trails linking parks, schools, and other destinations	7
Natural areas for observing wildlife	8
Nature/interpretive trails	9
Nature center	10
Unpaved trails for mountain biking	11
Accessible trails	12
Unpaved trails for equestrian use	13

Table 1.6 Trail Priority Rankings

PARKS AND FACILITIES

This section contains recommendations for the acquisition of land for the addition of new parks and facilities and improvements at existing parks. Highlights of the recommendations are listed.

Land Acquisition

- Acquire a minimum of 100 acres over the planning period for new parks. The first acquisition should be a minimum of 50 acres. The land should be in the east and southeast portion of the city, within the urban growth boundary.
- The use of a City-owned 180-acre parcel in this area for parks and recreation could potentially meet this need. This parcel is planned for a future city wastewater treatment facility that will require 14-20 acres of the parcel.
- Due to the lack of Neighborhood parks, opportunities for acquiring (through Park Land Dedication or acquisition) land for neighborhood parks in underserved areas should also be a priority over the planning period.

New Parks

- Develop the 18-acre Carter's Hill Battlefield Park and make initial improvements.
- Develop a new East/Southeast Multi-Purpose Park on the minimum of 50 acres recommended to be acquired (or on the city-owned 180-acre parcel) in the east or southeast portion of the city. The park would include a minimum of 8 lighted multi-purpose rectangular sports fields that could be used for football, lacrosse, rugby, and soccer. The Franklin Cowboys football program would move from Jim Warren Park to this new park when completed. This park should have a range of passive uses as well to serve as a Community Park for neighborhoods in this area. A master plan should be developed for the park once the site is identified to guide phased development of the park.

Improvements to Existing Parks

Bicentennial Park

- Continue development of Bicentennial Park. Improvements recommended for this park include environmental remediation work on the privately owned Worley property, repairs/renovation to the pavilion earthwork, and utility upgrades. It is recommended that the site be re-master planned to maximize the use and value of this very important park close to Downtown Franklin.

Miscellaneous Park Improvements

The following improvements are recommended at locations to be determined by the CoF Parks staff.

- Improved play structures, addition of outdoor fitness equipment and addition of basketball and tennis courts.
- Improved restrooms at Harlinsdale, Eastern Flank and Winstead Hill.
- Addition of WiFi in highly used parks.
- Addition of public art.

Splash Pads

- Build two splash pads over the planning period, either one in the new East/Southeast Multi-Purpose Park and one in an existing park, or both in existing parks.

Nature Interpretive Displays

- Nature interpretive displays should be added at existing parks. The first should be installed at the Eastern Flank Battlefield Events Center.

Jim Warren Park

The major change recommended at Jim Warren is moving the Franklin Cowboys football program to the recommended new East/Southeast Multi-Purpose Park. It is recommended that a master plan be prepared for redevelopment of Jim Warren with these elements to be built over the planning period:

- Removal of the existing football fields.
- Addition of two baseball fields for 7-8 year olds.
- Addition of a "universal" playground (accessible to all ages and abilities).
- Addition of "miracle" baseball field (accessible to all ages and abilities).
- Expansion of the existing skate park to add features for beginner and intermediate skaters.
- Potential addition of a splash pad.
- Evaluation of maintenance area needs.
- Reconfiguration of parking and pedestrian/vehicle access as may be needed.

Harlinsdale Park

- Prepare a business plan for Harlinsdale Park to maximize the value, use and revenue potential for the park.
- Consideration should be given to adding equestrian warm-up arenas.
- The park should provide multiple program experiences, including an amphitheater to maximize its use and revenue capability.

Other Improvements

Miscellaneous improvements are recommended across the system to include:

- Consider the development of other recreation amenities such as a dog park with off-leash capabilities, outdoor amphitheater, fishing areas, swimming pool, tennis courts, equestrian areas, and sports courts.
- Determine what parks could support these amenities, and update the existing master plans for those parks.
- Update existing amenities in parks to complement new amenities to broaden the experiences of users.
- Develop mini-business plans for updated or new facilities.

Maintenance Facilities

- Conduct an internal review of current and future maintenance needs given the recommendations of this plan, and develop a plan for expansion of maintenance facilities to accommodate growth in the system.

Historic Cemetery Repairs and Improvements

- Seed funding should be included in this plan for matching grants and incentives for private groups to assist in repairs and improvements to the cemeteries.

Facilities

Indoor Recreation Facility

- The City should approach Williamson County to explore a partnership to identify a site and build a new indoor facility in Franklin. Based on the Level of Service Standard, the facility should be approximately 74,000 square feet, but a detailed needs assessment and program should be developed for the facility during the planning period.

TRAILS AND BLUEWAYS

This section contains the recommendations for development of trails and blueways in the city. See Figure 1.2, Franklin Greenway Network on page 25. Highlights of the recommendations are as follows:

Multi-Use Trails

Design, acquire easements, and construct the following multi-use trail segments (not listed in order of priority for implementation) totaling a minimum of ten miles over the planning period.

- Eastern Flank Battlefield Park to Pinkerton Park/Collins Farm to Carter's Hill, connecting Eastern Flank Battlefield's internal trail system to Franklin's most heavily used trails at Pinkerton Park. This section also includes nearly a mile of trails and sidewalks providing pedestrian access between Eastern Flank Battlefield Park and Carter's Hill Park (Franklin's two most important Historic Parks).
- Pinkerton Park to Bicentennial Park and the Park at Harlinsdale Farm.
- Aspen Grove to Mack Hatcher Parkway, approximately half a mile of 12-foot wide asphalt trail, proposed to connect the existing greenway segment at Aspen Grove Park via a trail adjacent to the Legends Golf Club to existing trails at Mack Hatcher Memorial Parkway.
- The Park at Harlinsdale Farm to Cheek Park and Judge Fulton Greer Park.
- Bicentennial to Jim Warren Park.
- Eastern Flank to Five Mile Creek.
- Five Mile Creek to Robinson Lake and Ladd Park.

As is consistent with the City of Franklin's Parks and Recreation and other public facilities, the level of quality of the proposed greenway system is envisioned to be quite high, particularly the trail along the Harpeth River. The "Riverwalk" section of the plan from Eastern Flank Battlefield connecting through Pinkerton Park to Bicentennial Park, the Park at Harlinsdale Farm, Cheek Park (Williamson County Park), Judge Fulton Greer

Park (Williamson County Park) to the Williamson County Recreation Center (Williamson County Park) is envisioned as a lighted, 12-foot-wide concrete trail section with intermittent sections of boardwalk, as grade and engagement with the river requires. The quality of this segment is envisioned to be patterned after that of the Tennessee Riverpark in Chattanooga, Tennessee.

Mountain Bike Trails

- It is recommended that the City partner with local mountain bike associations to design and build trails at Liberty Park and on park land dedication property that is not suitable for other development.

Blueways

- It is recommended that the five access points identified in the City's Canoe Access Plan be installed during the planning period.

PARK LAND DEDICATION

A part of the scope of this study was to prepare a revised Park Land Dedication Ordinance. The proposed draft ordinance can be found in Appendix II. The ordinance was drafted by Dr. John Crompton, Distinguished Professor and Regents Professor, Texas A&M University, a recognized expert in park land dedication research.

The dedication requirement in the draft ordinance compromise three elements:

- A land requirement
- A fee-in-lieu alternative to the land requirement
- A parks development fee

The draft ordinance includes provisions for these as well as credits for privately developed park and recreation amenities, timing for the City spending the fee-in-lieu funds and reimbursement provisions, provisions for developers to construct public parks in lieu of paying the fees, and park land dedication guidelines and requirements.

The proposed draft ordinance will go through extensive staff review prior to being presented to the Board of Mayor and Aldermen for consideration. The ordinance as written would remove the current park land dedication requirement from Section 5.5.5-5.5.9 of the Franklin Zoning Ordinance and establish a title in the Franklin Municipal Code on park land dedication and park facilities credits. The adoption of the ordinance will be undertaken by BOMA separately from the adoption of this plan. It is certain that the draft included in this plan will be revised prior to adoption.

CAPITAL IMPROVEMENT PLAN (CIP)

This Capital Needs Report is a projection of physical improvements to the park system. The Master Plan document identifies several potential funding sources, and this report provides a vision for spending to support the desired outcomes of the plan, subject to BOMA's priorities. A key recommendation of the plan is to "develop a dedicated capital improvement program for the Department and seek several funding sources to help support it." No actual expenditures are made until they are included in the annual budget and/or reviewed and approved by the Franklin Board of Mayor and Aldermen.

One of the primary responsibilities of the Department administration is to preserve and protect existing City park system assets. The community survey, conducted as part of the Master Plan, found that residents expect the park system to be well-maintained. With this mandate in mind, a comprehensive CIP will need to provide necessary funding for the ongoing capital maintenance or replacement of existing assets while allocating funds for new parks and recreation facilities. Additionally, capital improvements with the ability to contribute to cost recovery goals should be given priority over projects that would represent new operational costs with minimal to no offsetting revenue.

The recommendation of completion of a comprehensive CIP should be developed and implemented as a working document, updated at least annually to reflect actual revenue collections, refined cost projections, and potential changes in community or park system needs. The total cost of capital improvements outlined in this Capital Needs Report far exceed the revenue projections from current funding streams. Available opportunities for new funding sources and/or partnerships to help share costs will need to be explored to accelerate new capital development during the planning period. The consulting team recognizes that the City does not have these capital revenue dollars to implement many of the capital items. The goal is to try and make as many improvements as possible over the next 10 years, while recognizing it may be difficult to accomplish.

The costs included herein are rough order of magnitude estimates and are subject to change once specifics for each recommended project are refined and finalized. In addition, they are in 2015 dollars; there could be significant increases in cost over the 10-year planning period due to inflation and construction market factors.

The summary table, Table 1.7, on page 26 presents the capital funding needs that are a result of the recommendations of this plan.

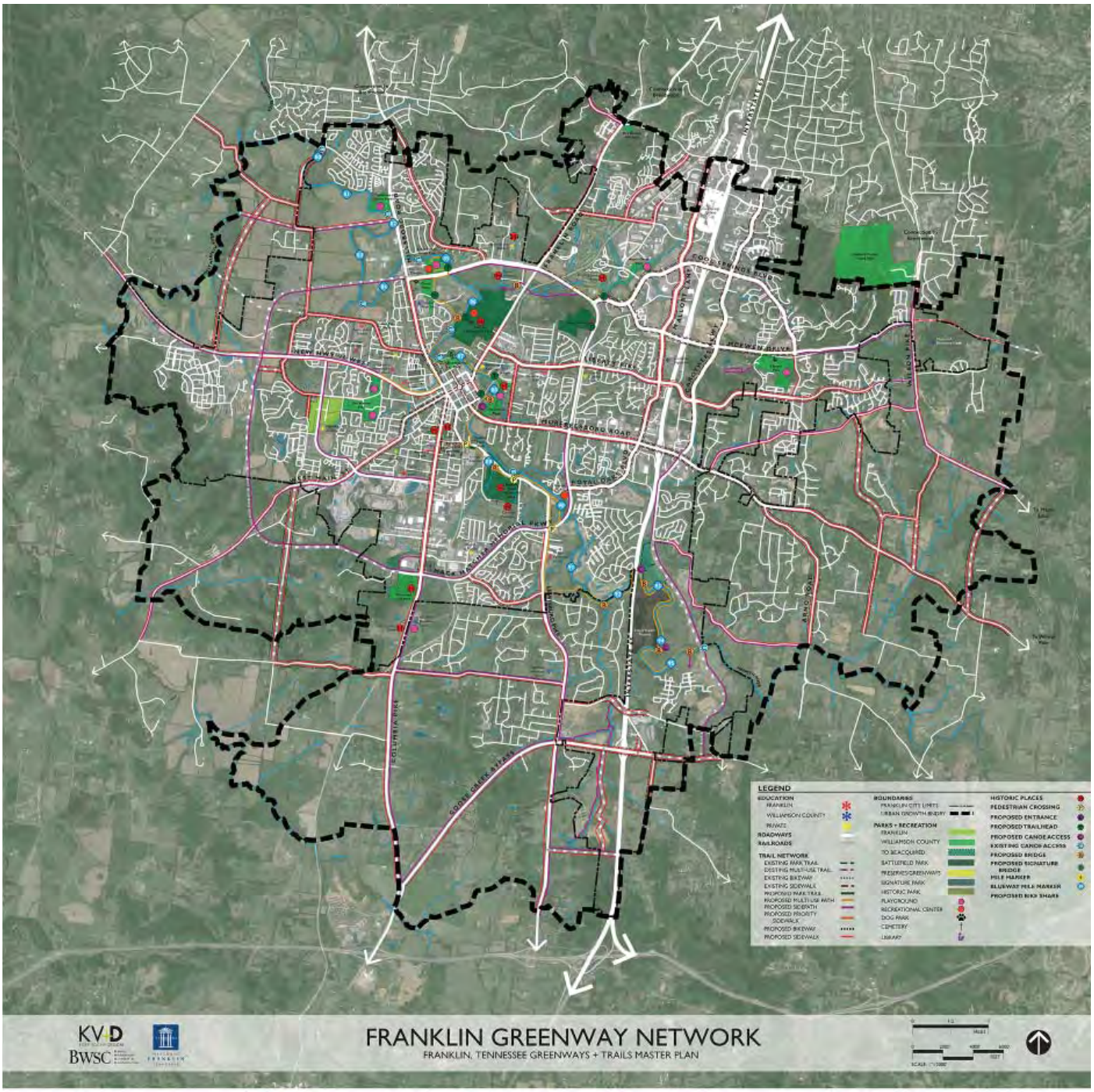


Figure 1.2 Franklin Greenway Network

Projects	Budgeted	Unfunded
Greenway Trails		**$31,349,262**
Eastern Flank to Pinkerton		$6,447,105
Pinkerton to Harlinsdale		$6,789,811
Aspen Grove to Mack Hatcher		$907,255
Harlinsdale to Fulton Greer		$652,944
Bicentennial to Jim Warren		$1,074,712
Eastern Flank to Five Mile		$6,915,768
5 Mile to Ladd Park		$8,561,667
Mountain Bike Trails		**$200,000**
Mountain bike and pump trails		$200,000
Blueways		**$125,000**
Add 5 canoe access points		$125,000
New Parks	**$116,290**	**$13,236,550**
Carter's Hill Battlefield Park	$116,290	$36,550
East/Southeast Multi-Purpose Park		
Survey/Design		$1,200,000
Construction		$12,000,000
Bicentennial Park	**$638,200**	**$335,000**
Update Master Plan		$20,000
Environmental work consulting fees	$163,700	
Pavilion repairs, earthwork, utilities	$474,500	
Restroom construction		$165,000
Pavers for parking sections		$150,000
Park at Harlinsdale Farm		**$6,125,000**
Main barn renovation		$600,000
Hayes House restoration		$425,000
Maintenance building		$200,000
North barn renovation		$500,000
House restoration		$400,000
Tennessee Walking Horse Museum		$4,000,000
Jim Warren Park		**$2,625,000**
Update Master Plan		$25,000
Demo/Relocate Football Fields		$100,000
Two 7-8 Year Old Baseball Fields		$600,000
Expand Skate Park		$400,000
Miracle Field		$750,000
Universal Playground		$750,000

Projects	Budgeted	Unfunded
Liberty Park		**$55,000**
Multi-purpose field renovation		$55,000
Eastern Flank Battlefield Park	$55,000	**$124,546**
Rock wall completion	$55,000	
Nature interpretive displays		$75,000
Fiber project		$49,546
Miscellaneous Additions to Parks		**$2,150,000**
Miscellaneous Additions to Parks		$1,750,000
Improved Restrooms/WiFi		$400,000
Splash Pads		**$600,000**
Add Two Splash Pads		$600,000
Maintenance Facilities		**$1,000,000**
Improvements/Additions to Facilities		$1,000,000
Cemetery Repairs		**$200,000**
Repairs and improvements		$200,000
New Indoor Facility		**$8,425,000**
Needs Assessment and Programming		$100,000
Design/Construct Facility		$8,325,000
Notes: New indoor facility construction assumes a 50% contribution from Williamson County		
CAPITAL PROJECTS	**$809,490**	**$66,550,358**
Total Budgeted and Unfunded		**$67,359,848**

Table 1.7 - 2015-2024 Capital Improvement Summary

FUNDING SOURCES

There are a variety of potential funding sources for the capital improvement plan. The following is a summary of these sources:

- City funds
- Park Land Dedication fund
- Hotel-Motel Tax
- Adequate Facilities Tax
- Capital fund
- Bond issue

GRANTS

- Tennessee Department of Environment and Conservation Local Parks and Recreation Fund Grants
- Tennessee Department of Transportation (TDOT) Enhancement Grants
- Nashville Area Metropolitan Planning Organization Congestion Mitigation Air Quality Program (CMAQ) Grants
- Historic Grants

OTHER POTENTIAL FUNDING SOURCES

- Friends of Franklin Parks
- Franklin's Charge
- Williamson County

OPERATIONS AND MAINTENANCE COSTS

As miles of trail and new parks and facilities are added to the system, operations and maintenance costs will increase. Unit costs are provided in Section 4.9.3 of the document that will assist the Department in planning and budgeting for the increased costs as new trail miles, parks, and facilities are added to the system.

1.9 Implementation Plan

In developing a master plan, it is important to establish a vision and mission for the Department to guide its efforts for the future. The Vision says what the Department wants to be known for and the Mission indicates how we get there.

The following section outlines the goals and specific strategies for four key areas of the Franklin Parks Department. The recommendations are meant to serve as a guide and should be flexible to adapt to changing trends and needs over time. This will ensure that the Master Plan truly serves as a living document, which is dynamic and proactively meeting community needs and vision.

A table that provides details concerning the group in CoF Parks that is responsible for each tactic, the date work will begin on implementing it, and performance measures for each tactic can be found in Appendix III. The following provides a summary of the key elements of the plan.

VISION AND MISSION

The following vision presents how the City of Franklin Parks Department desires to be viewed in the future.

> "Franklin Parks Department's vision is to provide high-quality, accessible parks, historic sites, trails and recreation amenities that will create positive recreational healthy experiences for all residents and visitors of the City that makes living, working and playing in Franklin the City of choice for the region."

MISSION

The following is the mission for how the City of Franklin Parks Department will implement the vision.

> "Franklin Parks Department is an essential service established to improve the quality of life for all residents of the City by proactively responding to changing demographics and emerging trends while also maximizing all available resources to enhance each resident's health, and promote economic vitality and long-term sustainability now and for future generations."

Guiding Principles

- Sustainable Practices
- Partnerships to Support Capital and Operational Needs
- Health as Our Fundamental Purpose
- The Common Good
- Excellence

Key Themes

- Community Health and Wellness
- Take Care of What We Own
- Financial Sustainability
- Building Community Relationships
- Youth Engagement and Activity
- Organizational Readiness

COMMUNITY VISION FOR PARK LAND AND TRAILS

"Our vision for park land, historic properties, and trails is to maintain a high-quality, diverse and balanced park system that makes all parks, trails and historic sites a place of civic pride that supports healthy and active lifestyles for people of all ages."

Goal

Our goal for park land is to achieve 12 acres per 1,000 population, with a balance of active and passive parks distributed as equitably as possible throughout the city.

COMMUNITY VISION FOR FACILITIES

"Our vision for indoor and outdoor recreation facilities is to provide spaces that support the program needs of the City, in partnership with Williamson County, to build social, fitness, environmental and sports opportunities for people of all ages."

Goal

Develop a program plan with the County and determine how much indoor facility space is needed, as well as location, and how to fund the development of these facilities in the most cost-effective manner.

COMMUNITY VISION FOR PROGRAMMING

"Our vision for programming is to reach out to people of all ages to encourage them to experience Franklin Parks through well-designed programs that create lifetime users."

Goal

Determine what core programs will be developed and managed by Franklin Parks in the most cost-effective manner.

COMMUNITY VISION FOR OPERATIONS AND STAFFING

"Our vision for operations, financing and staffing is to ensure the proper level of care for managing the system is in place for the safety of patrons and visitors to the parks and recreation facilities."

Goal

Implement funding sources to support the operational needs of the Department based on community expectations and determine the right staffing levels based on the '*right* person, for the *right* job, with the *right* skill set, for the *right* pay' to achieve the outcomes desired by BOMA and residents.

2.0 Community Outreach

The stakeholder outreach for the project consisted of three basic components; a series of focus group discussions, a public meeting, and a statistically valid survey. This section presents the results of the stakeholder input.

2.1 Focus Groups

Focus group meetings

The planning team and City of Franklin Parks staff conducted 12 focus group discussions in Franklin in November and early December, 2014. Approximately 125 people total participated in the focus groups. The focus groups were selected based on the City of Franklin Parks' desire to hear from specific interest groups in the City. Therefore, the questions that were asked varied from group to group based on their area of interest. The following is a listing of the focus groups that were a part of the process:

- Sports Organizations (Franklin Baseball, Franklin Cowboys Football, etc.)
- Franklin Housing Authority
- Board of Mayor and Aldermen and Planning Commission
- City of Franklin Design Review Team (team that reviews development proposals)
- Preservation Groups (Heritage Foundation, Franklin's Charge, Battle of Franklin Trust, etc.)
- Franklin Tomorrow (nonprofit advocacy group for a shared vision for Franklin)
- Friends of Franklin Parks (nonprofit parks advocacy group)
- Business Community (local chamber, business leaders)
- Development Community (design professionals, developers)
- Education (Franklin Special School District Superintendent)
- Tree Commission and Sustainability Commission

Connectivity was the one issue that was a common priority among all of the groups. Some of the suggestions included:

- Create a "riverwalk" along the Harpeth River to connect Eastern Flank, Pinkerton, downtown, Bicentennial, Harlinsdale, and the County's Franklin Recreation Complex.
- Connectivity from neighborhoods to parks and between parks is a problem.
- Connectivity from downtown to the nearby parks should be a priority, in particular from downtown to Harlinsdale and The Factory, downtown to Pinkerton, and downtown to Jim Warren.
- Connectivity from the Cool Springs area to downtown should be considered.

Focus group meetings

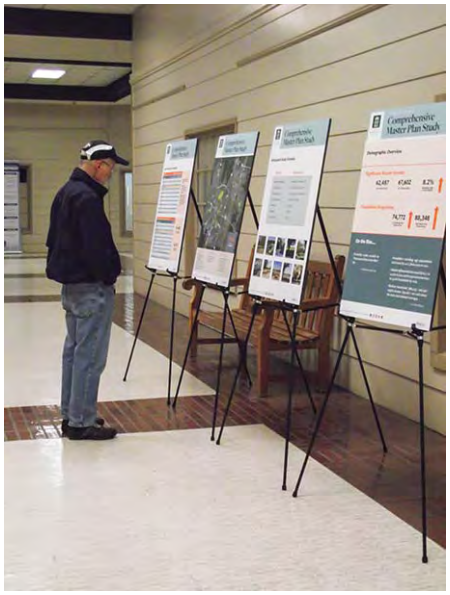
Some of the key comments that were common among many of the groups include the following:

- The area east of I-65 in general and the southeastern portion of the City are underserved by parks, and the plan should include provisions for long-term acquisition of land and development of parks to serve a growing population.
- Consideration should be given to developing smaller parks that are close to neighborhoods and high-density business parks.
- Complete improvements at Bicentennial Park.
- Existing and any new park facilities should be fully accessible to people of all abilities and provide park amenities specifically targeted to those with limited ability.
- Challenging trails that could accommodate mountain biking should be considered.
- A park focusing on nature, possibly a true nature center, would be desirable.
- Historic parks are an important part of the park system for residents and visitors alike.

There were comments received during the focus group discussions with the sports organizations regarding needs and issues related to football, baseball, and Jim Warren Park in particular that will be considered and addressed in the recommendations. Likewise, the focus group discussion with the development community focused almost exclusively on the Park Land Dedication Ordinance. Their comments will be considered in the recommendations.

The meeting notes for all of the focus group discussions can be found in Appendix IV of this document.

2.2 Public Workshops



Public meetings

COMMUNITYWIDE MEETING

On November 12, 2014, a communitywide public meeting was held at Franklin City Hall. Approximately 30 people attended, including City staff and members of the consultant team. A presentation was made to the group that outlined the process and schedule for the study, information about the existing park system and current level of service, budget information for CoF Parks, and projected population growth.

Following the presentation, the group was asked to respond to a series of six questions. The responses offered by the attendees to each question were recorded on a flip chart. Following completion of the questions, a prioritization exercise was conducted. Each participant was given four colored adhesive dots and asked to place them on the responses that they felt were most important.

Below are the questions and responses received. The number in parentheses beside each response indicates the number of colored dots that were placed on that response. Responses with no parentheses received no dots.

1. **What is your opinion of the quality of existing park and recreation facilities?**
   - Trail quality at Harlinsdale
   - Variety of trail lengths/elevation
   - Active parks = high standard
   - Quality vs. variety
   - Good job on partnering
   - High-quality employees
2. **What improvements do you think are most needed at existing park and recreation facilities?**
   - More trails (6)
   - Further development of bicentennial (6)
   - Trails at Ropers Knob (3)
   - Pedestrian bridges across Harpeth (3)
   - Arena at Harlinsdale (1)
   - More canoe access (1)
   - Reimagine plan for Harlinsdale (1)
   - Remove overgrowth from trails at Eastern Flank
   - Increased horse activity at Harlinsdale
   - Fort Granger – better access
   - Restroom improvement at Harlinsdale and Battlefield
   - Amphitheater at Harlinsdale
   - WiFi in parks
   - Water features
   - Public art
   - Connectivity

Public meetings

3. **What, if any, new recreation programs are needed?**
   - Equestrian education
   - City should focus on facilities, not programs
   - Programs that encourage biking
   - Canoe/kayak instruction
4. **What, if any, new park and recreation facilities are needed?**
   - Battlefield Park at Carter House and Columbia Avenue (23)
   - Riverwalk (15)
   - Urban pocket parks (2)
   - Neighborhood pocket parks (2)
   - Bike share (1)
   - Vulcan conversion to park (1)
   - Nature center/arboretum
   - Playground in urban core and community gardens
   - Develop the old junkyard
   - New trail facilities
   - Splash pads
   - Dog parks
5. **In your opinion, where should any new park and recreation facilities be located within the City?**
   - South of Franklin and Goose Creek (2)
   - Passive park in front of Monticello (2)
   - Battlefield land (2)
   - East side to Berry Farms to Ladd Park-Cool Springs (1)
   - Land adjustment to Ropers Knob
   - East of I-65
6. **What do you think is the most important new segment/link/connection that should be added to the City's greenway/multi-use trail system?**
   - Link all parks within Mack Hatcher Loop (6)
   - Downtown connection to Harlinsdale and The Factory (4)
   - Connections to Brentwood (4)
   - Franklin to Pinkerton via Fort Granger (2)
   - Neighborhoods to schools (1)
   - Ropers Knob to Cool Springs Blvd. (1)
   - Bridge over river at Harlinsdale (1)
   - Aspen Grove to Mack Hatcher link

As the list shows, the highest priority comment, with 23 dots, is a new Battlefield (Historic) Park at Carter House and Columbia Avenue. In late November, after the public meeting, local preservation groups, including Franklin's Charge, the Battle of Franklin Trust, and Save Our Battlefield, presented a proposal to the BOMA to convey to the City approximately 18 acres of land adjacent to the Carter House along Columbia Avenue for a new Historic Park. The proposal requests a $1.5 million payment from the City over seven years to the preservation groups for the property. The total price paid by the preservation groups for the property is approximately $6.9 million. It is expected that BOMA will act on this request in 2016.

The second highest priority, with 15 dots, is the creation of a "Riverwalk." This refers to the creation of a multi-use path along the Harpeth River, extending from the County's Judge Fulton Park to the north to the Eastern Flank Battlefield Park to the south and possibly beyond.

No other comment received double digit responses.

DR. CROMPTON'S PRESENTATIONS

On February 3, 2015, Dr. John Crompton (member of the BWSC consultant team), a Distinguished Professor at Texas A&M University, visited Franklin and made three public presentations. The first was at the "Breakfast With the Mayors," a quarterly event organized by Franklin Tomorrow. Approximately 400 people attended. Dr. Crompton's presentation focused on the economic impact of parks in communities.

Presentation by Dr. John Crompton at Franklin City Hall

At midday, Dr. Crompton made a presentation to the City-sponsored Design Professionals Group, which is made up of design professionals and local developers. This presentation focused on the Park Land Dedication Ordinance. The well-attended presentation was very comprehensive and covered the following topics:

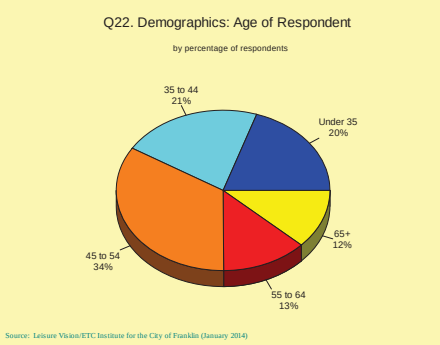
- Principles of park land dedication
- Dedication of land versus fee-in-lieu
- Political case for park land dedication
- Legal basis
- How park land dedication requirements must be calculated based on the law
- Credits for privately developed park amenities
- Reimbursement provisions
- Time limitations for spending fee-in-lieu funds
- Limitations on the type of land that can be dedicated

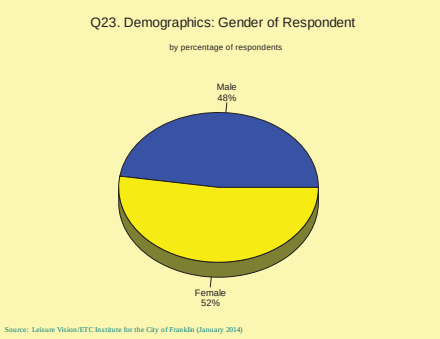
Dr. Crompton fielded questions from the group, and no comments or questions brought to light any significant concerns or issues among the attendees.

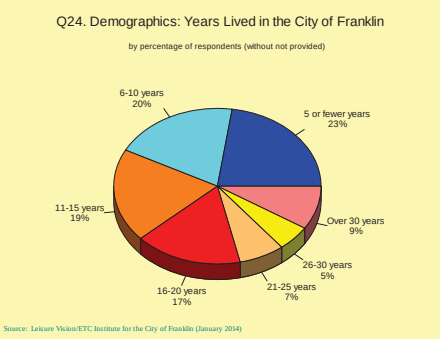
In the afternoon, Dr. Crompton presented to a large group on the economic impact of greenways and parks. Dr. Crompton presented information from his research that broad consensus shows that the presence of a greenway trail in a neighborhood had no negative impact on saleability or price of adjoining homes, and that increases in value due to the trail were directly related to accessibility of the trail from the home.

One particular study that he shared dealt with premiums on home sale prices in three neighborhoods along the Barton Creek Greenbelt in Austin, TX. In the Barton neighborhood along the trail, the premium for a location on the greenbelt ranged from $32,300 to $48,000, representing between 14.6% and 21.8% of the average price of all Barton neighboring homes. In the Travis neighborhood, the premium for location on the greenbelt ranged from $13,000 to $17,800, representing between 5.5% and 7.6% of the average price of all Travis neighborhood homes. In the Lost Creek Neighborhood, there was no difference in price for homes on the greenbelt. The reason for this was that the trail was in a deep ravine and could not be accessed from the homes in the neighborhood. The study showed that annual property taxes received by the City increased by $58,000 per year due to increased property values of the homes along the trail. Dr. Crompton pointed out that the only people who would pay the premium for the homes were those who appreciated the value that the trail provided.

2.3 Citizen Survey Results







OVERVIEW OF THE METHODOLOGY

BWSC team member ETC/Leisure Vision conducted a City of Franklin Community Interest and Opinion Survey in the Fall of 2014 to help establish park and recreation priorities within the City of Franklin. The survey was designed to obtain statistically valid results from households throughout the City of Franklin. The survey was administered by mail, web, and phone.

The planning team worked extensively with City of Franklin officials in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to help plan the future system.

A six-page survey was mailed to a random sample of 3,000 households throughout the City of Franklin. Approximately three days after the surveys were mailed, each household that received a survey also received an automated voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed, ETC/Leisure Vision began contacting households by phone. Those who had indicated they had not returned the survey were given the option of completing it by phone.

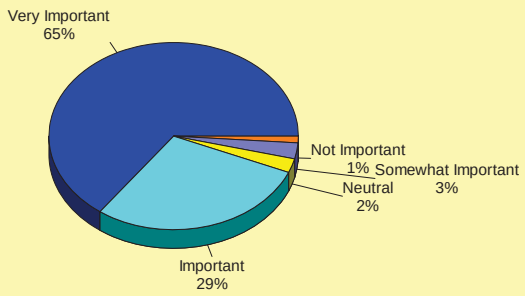
The goal was to obtain a total of at least 400 completed surveys. ETC/Leisure Vision exceeded that goal with a total of 730 surveys completed. The results of the random sample of 730 households have a 95% level of confidence, with a precision rate of at least +/-3.6%.

The following pages summarize major survey findings.

MAJOR FINDINGS

Q2. How Respondent Households Rate the Importance of Parks, Recreation Services, and Open Space to the Quality of Life in the City of Franklin

by percentage of respondents (excluding don't know)



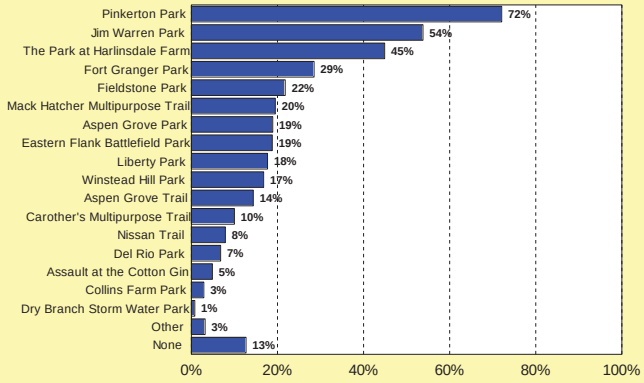
Source: Leisure Vision/ETC Institute for the City of Franklin (January 2014)

Q2. How Respondent Households Rate the Importance of Parks, Recreation Services, and Open Space to the Quality of Life in the City of Franklin

Sixty-five percent (65%) of respondent households rate the overall importance of parks, recreation services, and open space as very important to the quality of life in Franklin. Other ratings include: important (29%), somewhat important (3%), neutral (2%), and not important (1%).

Q3. City of Franklin Parks & Recreation Locations Respondent Households Have Visited During the Past 12 Months

by percentage of respondents (multiple selections possible)



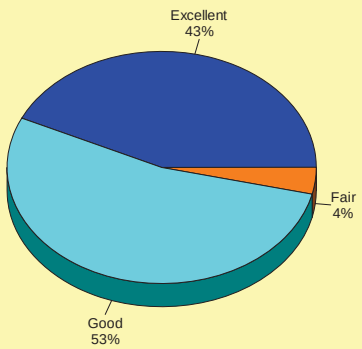
Source: Leisure Vision/ETC Institute for the City of Franklin (January 2014)

Q3. City of Franklin Parks & Recreation Locations Respondent Households Have Visited During the Past 12 Months

Seventy-two percent (72%) of respondent households have visited Pinkerton Park over the past 12 months. Other parks and recreation locations visited include: Jim Warren Park (54%), the Park at Harlinsdale Farm (45%), and Fort Granger Park (29%).

Q3a. How Respondent Households Rate the Overall Physical Condition of ALL City of Franklin Parks & Recreation Locations they Have Visited

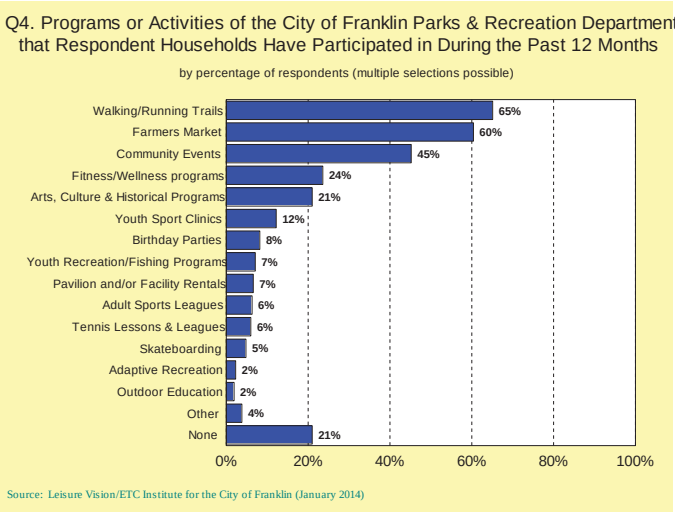
by percentage of respondents (who visited over the past 12 months; excluding don't know)



Source: Leisure Vision/ETC Institute for the City of Franklin (January 2014)

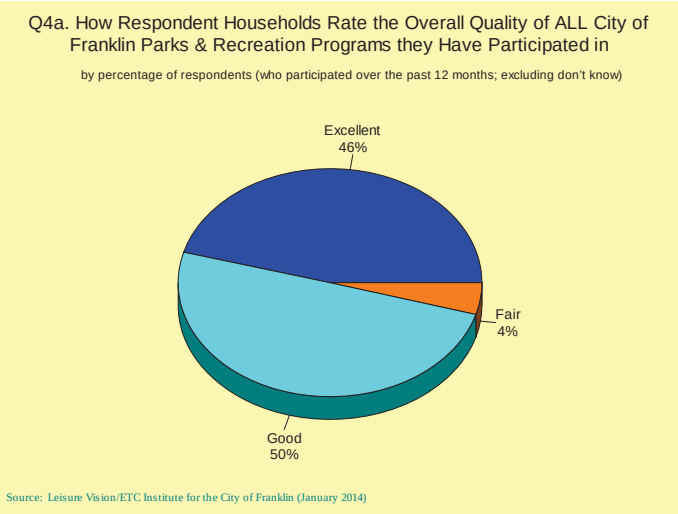
Q3a. How Respondent Households Rate the Overall Physical Condition of ALL City of Franklin Parks & Recreation Locations They Have Visited Over the Past 12 Months

Fifty-three percent (53%) of respondents who have visited City of Franklin Parks and Recreation locations rated the overall physical condition as good. Other ratings include: excellent (43%) and fair (4%).



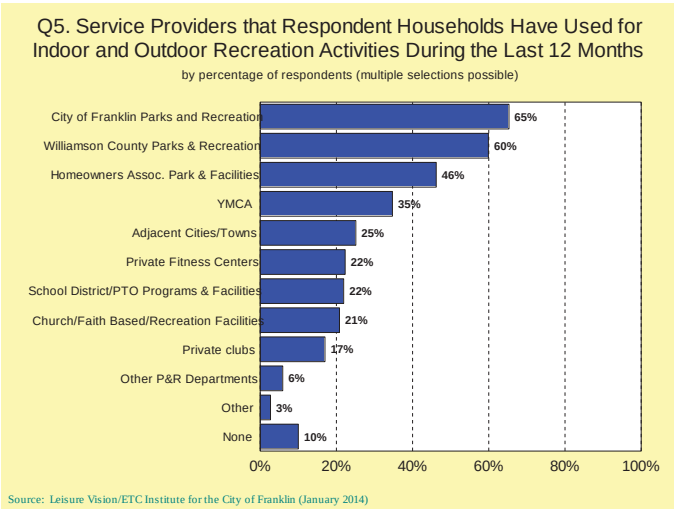
Q4. Programs or Activities of the City of Franklin Parks & Recreation Department that Respondent Households Have Participated in During the Past 12 Months

Sixty-five percent (65%) of respondent households have participated in walking and running trails over the past 12 months. Other programs or activities respondents have participated in include: Farmers Market (60%); community events (45%); fitness and wellness programs (24%); and arts, culture, and historical programs (21%).



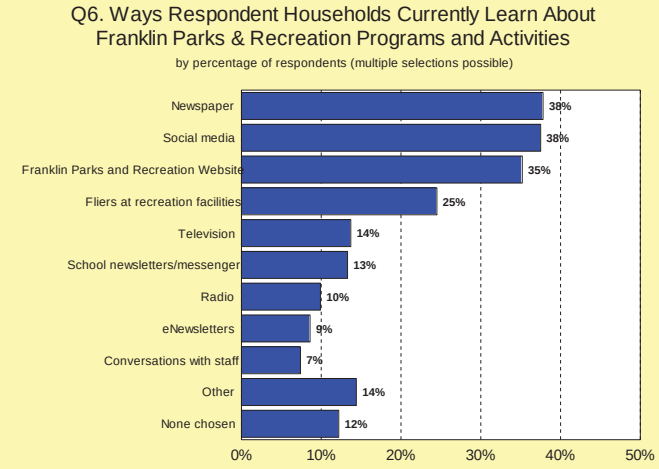
Q4a. How Respondent Households Rate the Overall Quality of ALL City of Franklin Parks & Recreation Programs They Have Participated in Over the Past 12 Months

Fifty percent (50%) of respondent households who participated in programs rated the overall quality as good. Other ratings include: excellent (46%) and fair (4%).



Q5. Service Providers That Respondent Households Have Used for Indoor and Outdoor Recreation Activities During the Last 12 Months

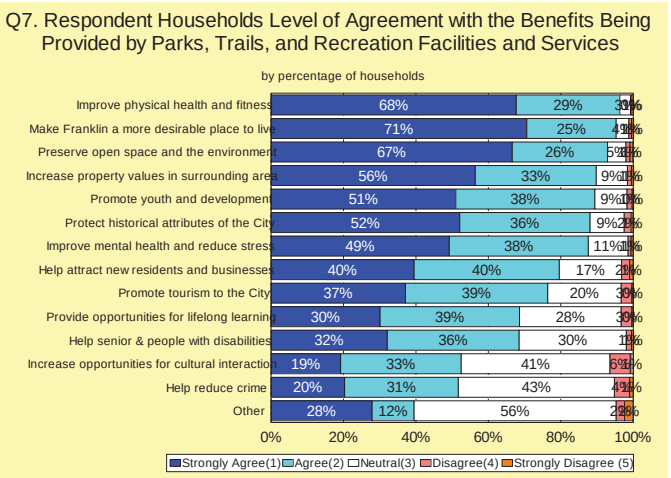
Sixty-five percent (65%) of respondent households have used the City of Franklin Parks and Recreation Department for indoor and outdoor recreation activities during the past 12 months. Other organizations used include: Williamson County Parks and Recreation Department (60%), Homeowners Associations Park and Facilities (46%), and YMCA (35%).



Source: Leisure Vision/ETC Institute for the City of Franklin (January 2014)

Q6. Ways Respondent Households Currently Learn About Franklin Parks & Recreation Programs and Activities

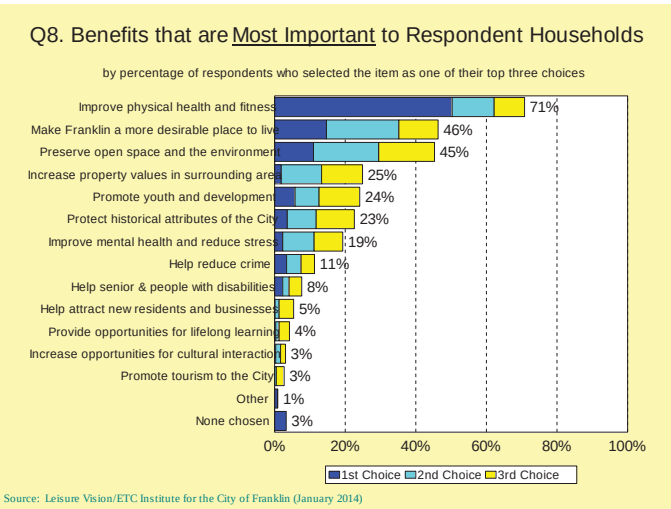
Thirty-eight percent (38%) of respondent households indicated that they learn about the City of Franklin Parks and Recreation programs and activities through the newspaper. Other ways include: social media (38%), Franklin Parks and Recreation website (35%), and flyers at recreation facilities (25%).



Source: Leisure Vision/ETC Institute for the City of Franklin (January 2014)

Q7. Respondent Households Level of Agreement With the Benefits Being Provided by Parks, Trails, and Recreation Facilities and Services

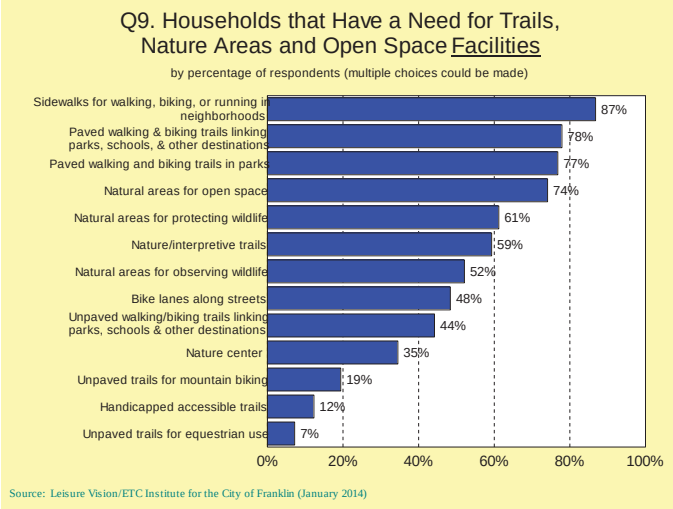
Based on the percentage of respondents who either "strongly agree" or "agree," 97% agree with the benefit of improved physical health and fitness. Other similar levels of agreement include: make Franklin a more desirable place to live (96%), preserve open space and the environment (93%), increase property values in surrounding area (89%), and promote youth and development (89%).



Source: Leisure Vision/ETC Institute for the City of Franklin (January 2014)

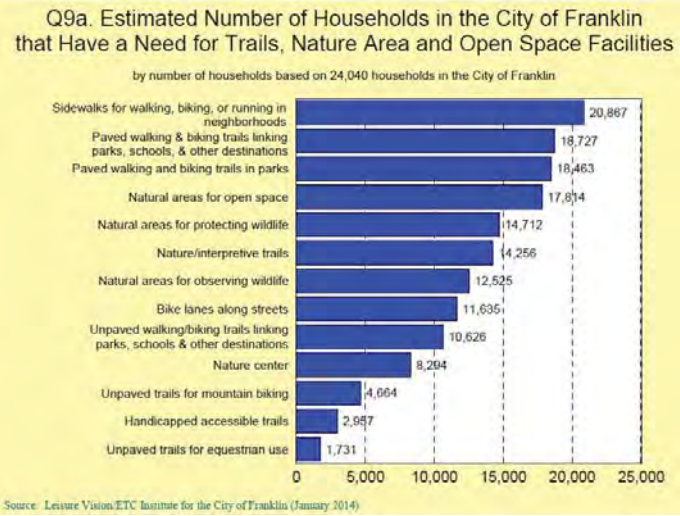
Q8. Benefits That are Most Important to Respondent Households

Based on the sum of respondent households' top three choices, 71% indicated the benefit of improved physical health and fitness was the most important to their household. Other most important benefits include: make Franklin a more desirable place to live (46%), and preserve open space and the environment (45%).



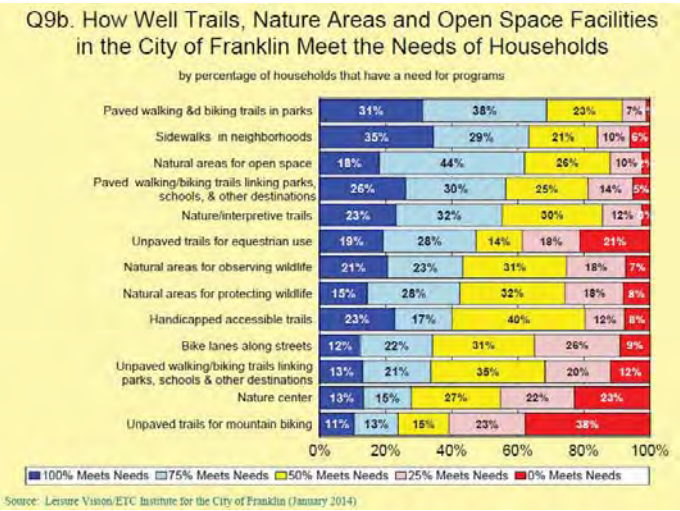
Q9. Households That Have a Need for Trails, Nature Areas and Open Space Facilities

Eighty-seven percent (87%), or 20,867 households, indicated a need for sidewalks for walking, biking, or running in neighborhoods. Other most needed items include: paved walking and biking trails linking parks, schools, and other destinations (78%, or 18,727 households); paved walking and biking trails in parks (77%, or 18,463 households); and natural areas for open space (74%, or 17,814 households).



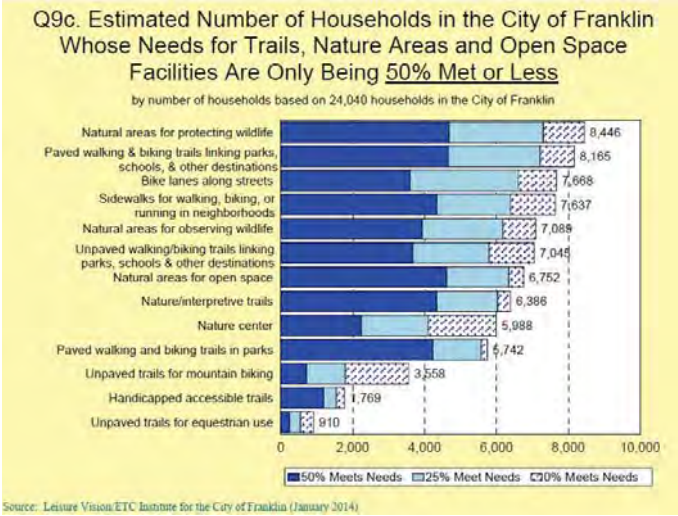
Q9a. Estimated Number of Households in the City of Franklin that Have a Need for Trails, Nature Area and Open Space Facilities

In number of households, 20,867 households indicated a need for sidewalks for walking, biking, or running in neighborhoods. Other most needed items include: paved walking and biking trails linking parks, schools, and other destinations (18,727 households); paved walking and biking trails in parks (18,463 households); and natural areas for open space (17,814 households).



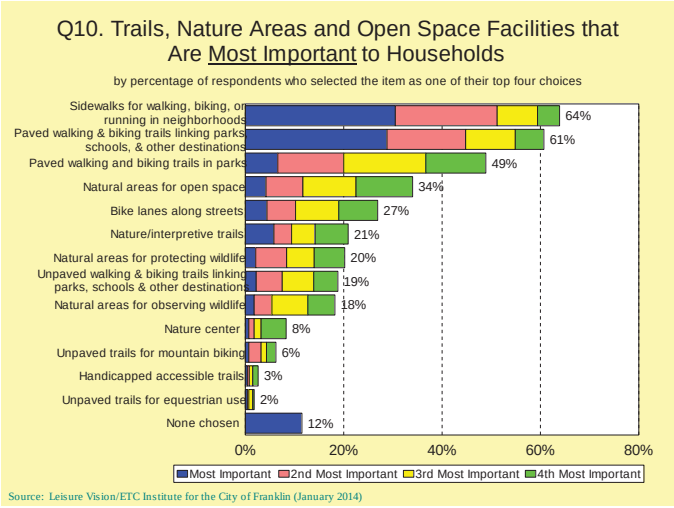
Q9b. How Well Trails, Nature Areas and Open Space Facilities in the City of Franklin Meet the Needs of Households

This question indicates that paved walking and biking trails in parks is the highest met need while unpaved trails for mountain biking is the least met need. The highest need from Question 9 was for sidewalks in neighborhoods; they are the second highest met need in this question which indicates a majority of respondents (64%) believe that their need for sidewalks are at least 75% met.



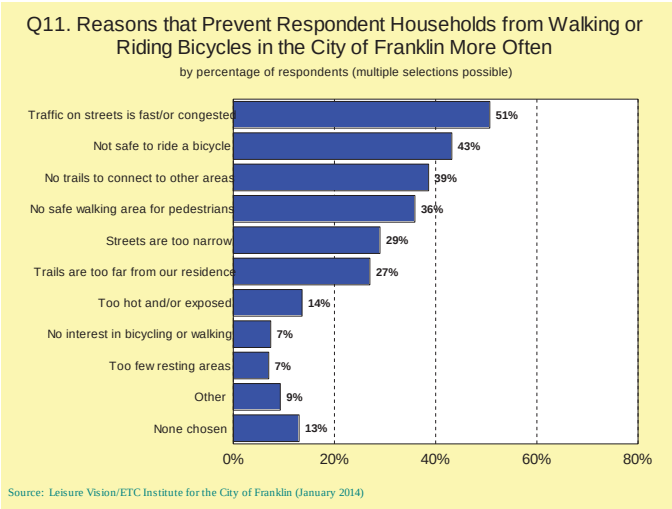
Q9c. Estimated Number of Households in the City of Franklin Whose Needs for Trails, Nature Areas and Open Space Facilities Are Only Being 50% Met or Less

This is a different way to show the data from Question 9b by displaying the needs that are being met 50% or less.



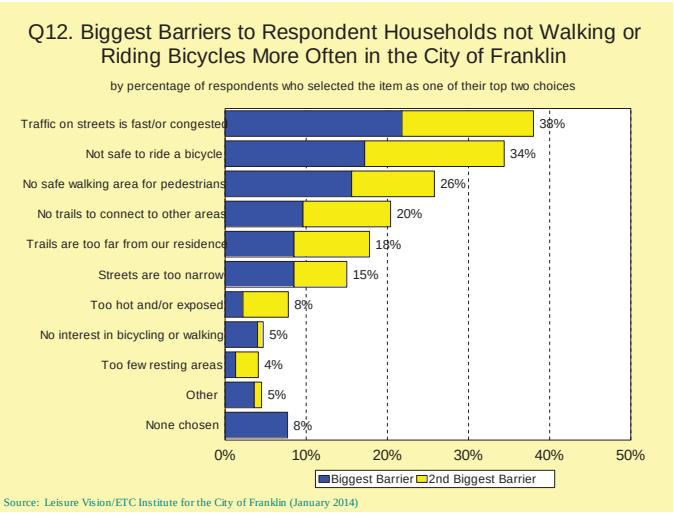
Q10. Trails, Nature Areas and Open Space Facilities That Are Most Important to Households

Based on the sum of respondent households' top four choices, 64% indicated sidewalks for walking, biking, or running in neighborhoods as the most important facility. Other most important facilities include: paved walking and biking trails linking parks, schools, and other destinations (61%); paved walking and biking trails in parks (49%); and natural areas for open space (34%).



Q11. Reasons That Prevent Respondent Households From Walking or Riding Bicycles in the City of Franklin More Often

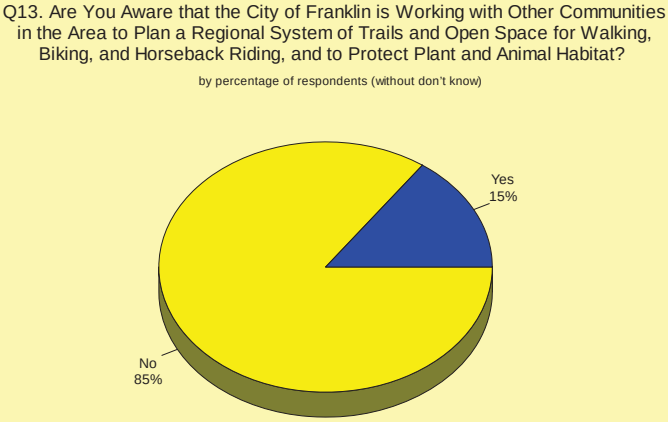
Fifty-one percent (51%) of households indicated that they are prevented from walking or riding bicycles in the City of Franklin more often because traffic on streets is fast or congested. Other reasons include: not safe to ride a bicycle (43%), no trails to connect to other areas (39%), no safe walking area for pedestrians (36%), streets are too narrow (29%), and trails are too far from our residence (27%).



Source: Leisure Vision/ETC Institute for the City of Franklin (January 2014)

Q12. Biggest Barriers to Respondent Households Not Walking or Riding Bicycles More Often in the City of Franklin

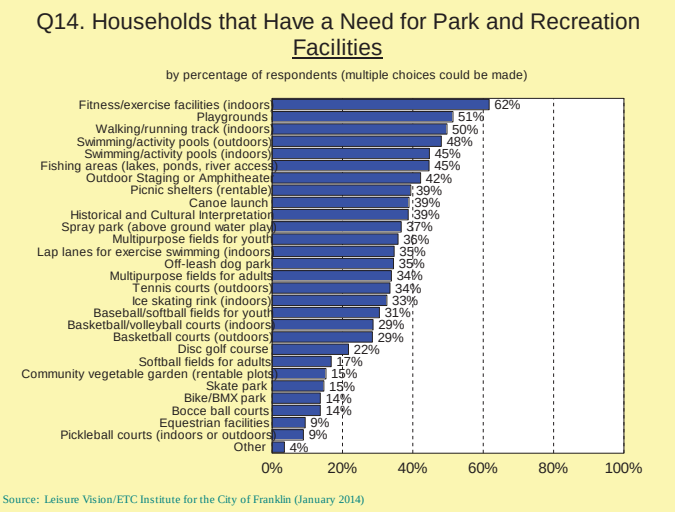
Based on the sum of respondent households' top two choices, 38% indicated traffic on streets being fast or congested as the biggest barrier. Other barriers include: not safe to ride a bicycle (34%), no safe walking area for pedestrians (26%), no trails to connect to other areas (20%), trails are too far from our residence (18%), and streets are too narrow (15%).



Source: Leisure Vision/ETC Institute for the City of Franklin (January 2014)

Q13. Are You Aware That the City of Franklin is Working With Other Communities in the Area to Plan a Regional System of Trails and Open Space for Walking, Biking, and Horseback Riding, and to Protect Plant and Animal Habitat?

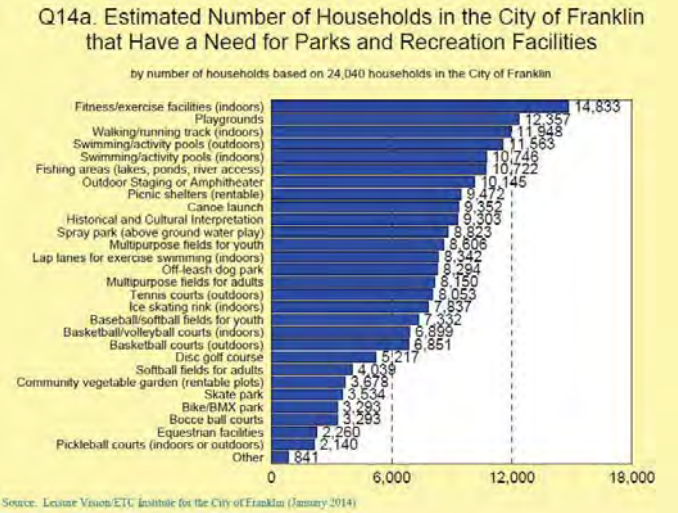
Eighty-five percent (85%) of respondent households indicated that they were not aware, and 15% of households indicated that they were aware of the initiative.



Source: Leisure Vision/ETC Institute for the City of Franklin (January 2014)

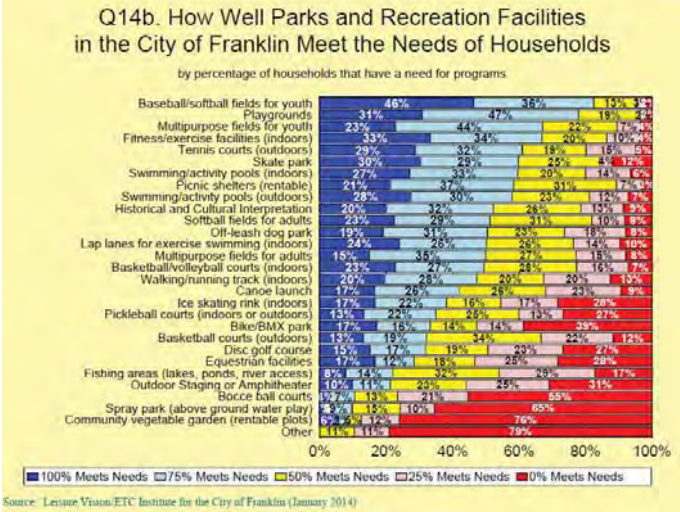
Q14. Households That Have a Need for Parks and Recreation Facilities

Sixty-two percent (62%, or 14,833 households) indicated a need for indoor fitness and exercise facilities. Other most needed facilities include: playgrounds (51%, or 12,357 households), indoor walking and running track (50%, or 11,948 households), outdoor swimming activities/ pools (48%, or 11,563), and indoor swimming activities/pools (45%, or 10,746 households).



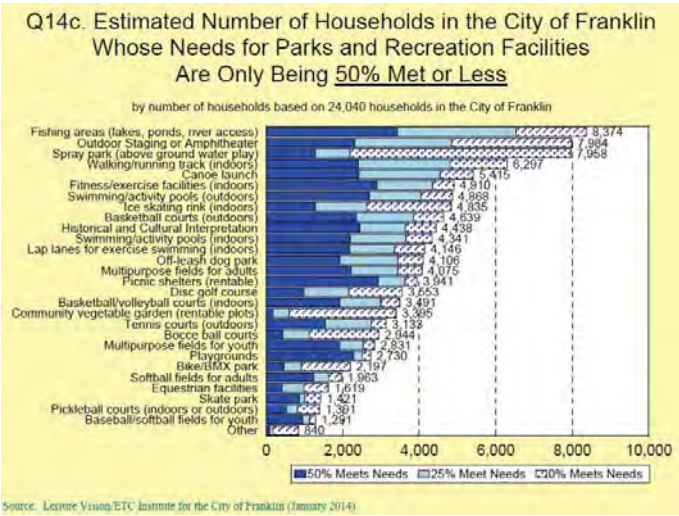
Q14a. Estimated Number of Households in the City of Franklin that Have a Need for Parks and Recreation Facilities

In number of households, 14,833 households indicated a need for indoor fitness and exercise facilities. Other most needed facilities include: playgrounds (12,357 households), indoor walking and running track (11,948 households), outdoor swimming activities/pools (11,563), and indoor swimming activities/pools (10,746 households).



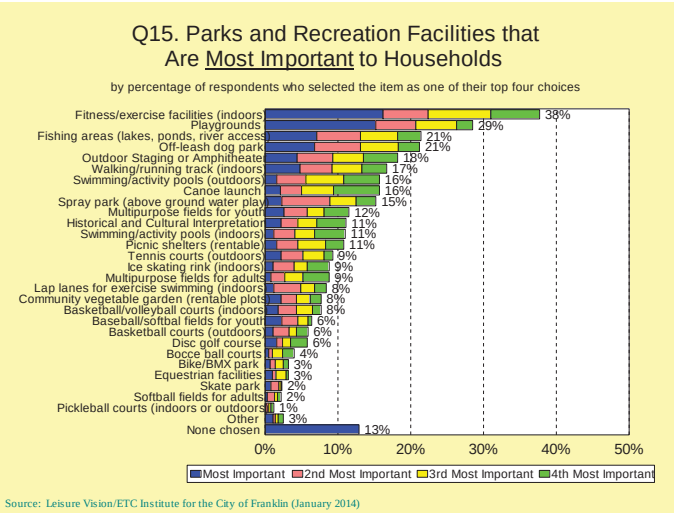
Q14b. How Well Parks and Recreation Facilities in the City of Franklin Meet the Needs of Households

This question provides information for how well household needs are being met for facilities. Playgrounds are the second most needed facility (Question 14a) and are the second highest met need, which indicates that this important need is being met at least 75% for 78% of households. Other observations are that needs for baseball/softball and multi-purpose fields for youth are being met at a high level.



Q14c. Estimated Number of Households in the City of Franklin Whose Needs for Parks and Recreation Facilities Are Only Being 50% Met or Less

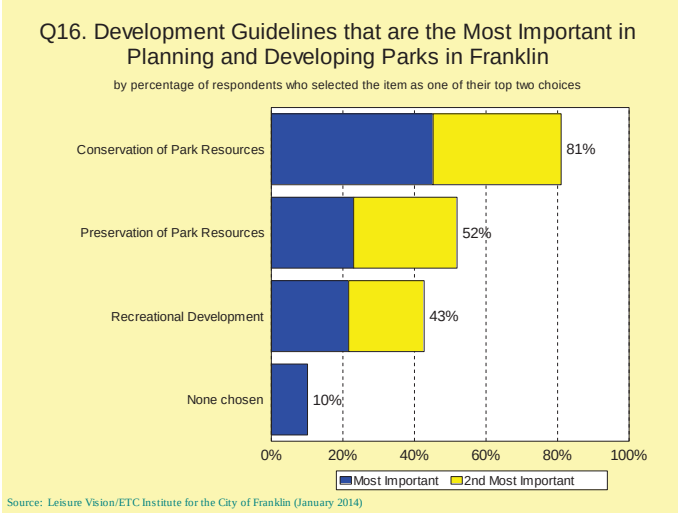
Once again, this is a different way to display the results from Question 14b by showing the households whose needs are being met 50% or less. The number one facility (fishing areas) only represents 35% of the total households.



Source: Leisure Vision/ETC Institute for the City of Franklin (January 2014)

Q15. Parks and Recreation Facilities That Are Most Important to Households

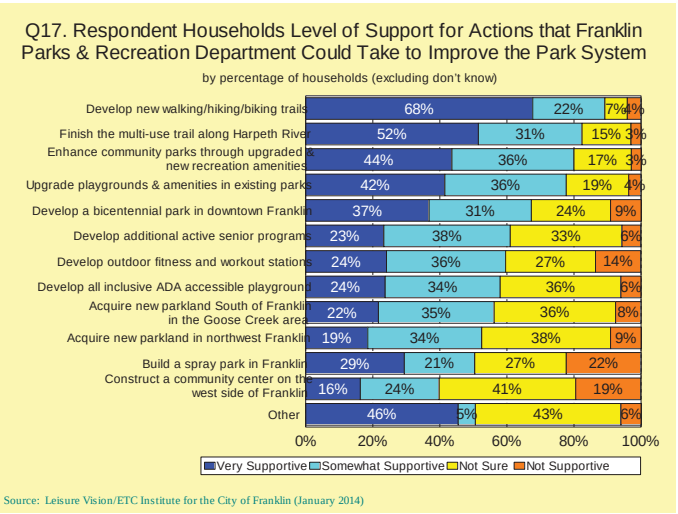
Based on the sum of respondent households' top four choices, (38%) indicated indoor fitness and exercise facilities as the most important. Other most important facilities include: playgrounds (29%), fishing areas (21%), and an off-leash dog park (21%).



Source: Leisure Vision/ETC Institute for the City of Franklin (January 2014)

Q16. Development Guidelines That Are the Most Important in Planning and Developing Parks in Franklin

Based on the sum of respondent households' top two choices, 81% indicated that conservation of park resources was the most important. Other most important development guidelines include: preservation of park resources (52%) and recreational development (43%).



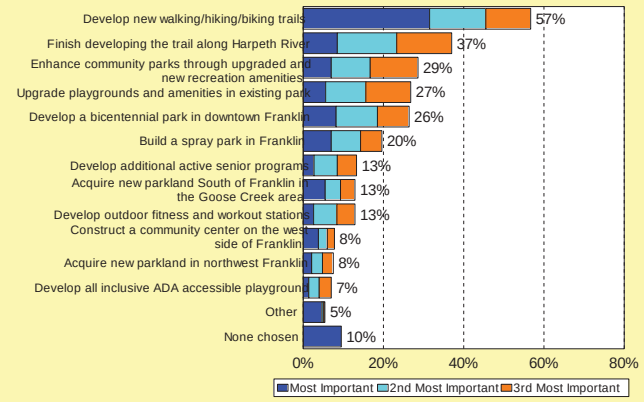
Source: Leisure Vision/ETC Institute for the City of Franklin (January 2014)

Q17. Respondent Households Level of Support for Actions That Franklin Parks Department Could Take to Improve the Park System

Based on the percentage of respondents who indicated that they were "very supportive" or "somewhat supportive," 90% indicated that they were supportive of the City of Franklin Parks and Recreation Department to develop new walking, hiking, and biking trails. Other similar levels of support include: finish the multi-use trail along the Harpeth River (83%), enhance community parks through upgraded and new recreation amenities (80%), and upgrade playgrounds and amenities in existing parks (78%).

Q18. Items Respondent Households Indicated as the Most Important for the City of Franklin Parks & Recreation Department to Develop

by percentage of respondents who selected the item as one of their top three choices



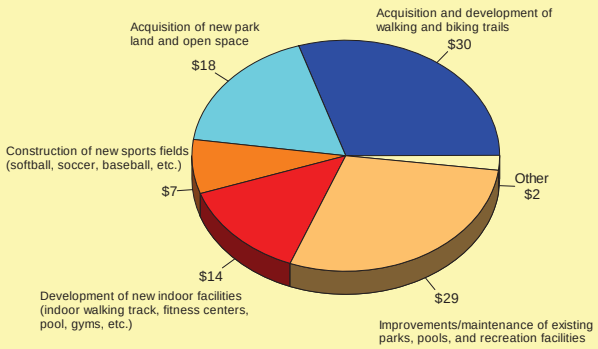
Source: Leisure Vision/ETC Institute for the City of Franklin (January 2014)

Q18. Items Respondent Households Indicated as the Most Important for the City of Franklin Parks Department to Develop

Based on the sum of respondent households' top three choices, 57% indicated that the most important item for the City of Franklin Parks and Recreation Department to develop is new walking, hiking, and biking trails. Other most important items include: finish developing the trail along the Harpeth River (37%), enhance community parks through upgraded and new recreation amenities (29%), upgrade playgrounds and amenities in existing parks (27%), and develop a bicentennial park in Downtown Franklin (26%).

Q19. How Respondent Households Would Allocated $100 if Available for City of Franklin Parks, Trails, Sports, and Recreation Facilities

by percentage of respondents



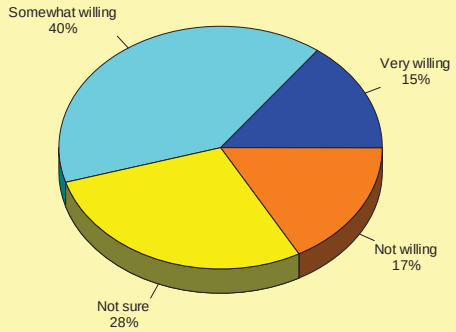
Source: Leisure Vision/ETC Institute for the City of Franklin (January 2014)

Q19. How Respondent Households Would Allocate $100 if Available for City of Franklin Parks, Trails, Sports, and Recreation Facilities

Respondents would allocate the majority of the money to both acquisition and development of walking and biking trails ($30) and improvements and maintenance of existing parks, pools, and recreation facilities ($29). Respondents would allocate the remaining funds in the following manner: acquisition of new park land and open space ($18), development of new indoor facilities ($14), construction of new sports fields ($7), and other means ($2).

Q20. How Willing Respondent Households are to Pay Some Increase in Taxes to Fund the Types of Parks, Trails, Recreation, and Sports Facilities that Are the Most Important to their Household

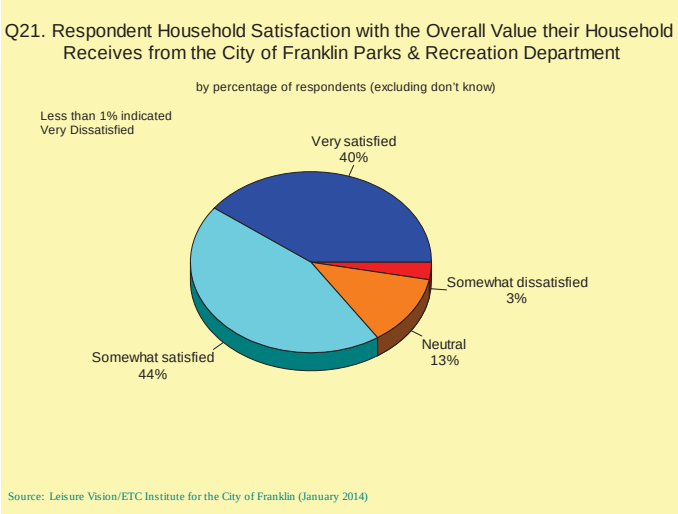
by percentage of respondents (excluding not provided)



Source: Leisure Vision/ETC Institute for the City of Franklin (January 2014)

Q20. How Willing Respondent Households Are to Pay Some Increase in Taxes to Fund the Types of Parks, Trails, Recreation, and Sports Facilities That Are the Most Important to their Household

Forty percent (40%) of respondent households indicated that they are somewhat willing to pay some increase in taxes to fund the types of parks, trails, recreation, and sports facilities that are the most important to their households. Other levels of willingness include: not sure (28%), not willing (17%), and very willing (15%).



Q21. Respondent Household Satisfaction With the Overall Value Their Household Receives From the City of Franklin Parks Department

Forty-four percent (44%) indicated that they were somewhat satisfied with the overall value their households received from the City of Franklin Parks Department. Other ratings include: very satisfied (40%), neutral (13%), and somewhat dissatisfied (3%).

3.0 Research and Analysis (Existing Resources)

This section of the document provides information regarding the current City of Franklin recreation facilities and programs; an analysis of current and projected demographics for the community; a review of projected recreation trends that could influence the recommendations; benchmarking of Franklin against five peer park and recreation departments; and a description of the current administration, organization, and financial information for the Department.

3.1 Regional Context

Battle of Franklin Overlook at Winstead Hill Park

Franklin, Tennessee, has a unique blend of history and new growth. It was founded in 1799 and named after Benjamin Franklin. One of the bloodiest wars in the Civil War took place here, bringing thousands of historic tourists each year to visit the site of the Battle of Franklin, Carnton Plantation, Carter House, and many other historic locations throughout the City. In 2009, The National Trust for Historic Preservation awarded Franklin the prestigious title of Distinctive Destination for offering an authentic visitor experience by combining dynamic downtowns, cultural diversity, attractive architecture, and a strong commitment to historic preservation. In the same year, the American Planning Association named the Downtown Franklin area a Top Ten Great Neighborhood for Downtown Franklin's outstanding historic character and architecture and meaningful protection measures the City has adopted to ensure Franklin's unique sense of place is not compromised by future growth and development.

Franklin is a part of the Nashville-Davidson–Murfreesboro–Franklin, TN, Metropolitan Statistical Area, a Metropolitan Statistical Area (MSA) designated for statistical use by the United States Census Bureau and other agencies. The area is the 36th largest MSA in the United States (population of 1.7 million) and is the largest metropolitan area in the state of Tennessee, although Nashville is the second largest city in the state to Memphis.

Franklin is located in Williamson County, approximately 30 miles south of Nashville. Williamson County (population 198,501) is Tennessee's fastest-growing county in population and job growth. Over half of the Nashville region's largest publicly traded companies call Franklin and Williamson County home, including Nissan North America. For three years in a row, 33% of the fastest growing companies in Tennessee have been based in Franklin and/or Williamson County.

Figure 3.1 on the next page shows the location of Franklin in Middle Tennessee. I-65 runs through the eastern portion of the City from north to south, while SR 840, a 4-lane interstate-type southern bypass road around Nashville, runs just south of the city limits. The Harpeth River runs for approximately 40 miles through Williamson County and bisects the City of Franklin from southeast to northwest.

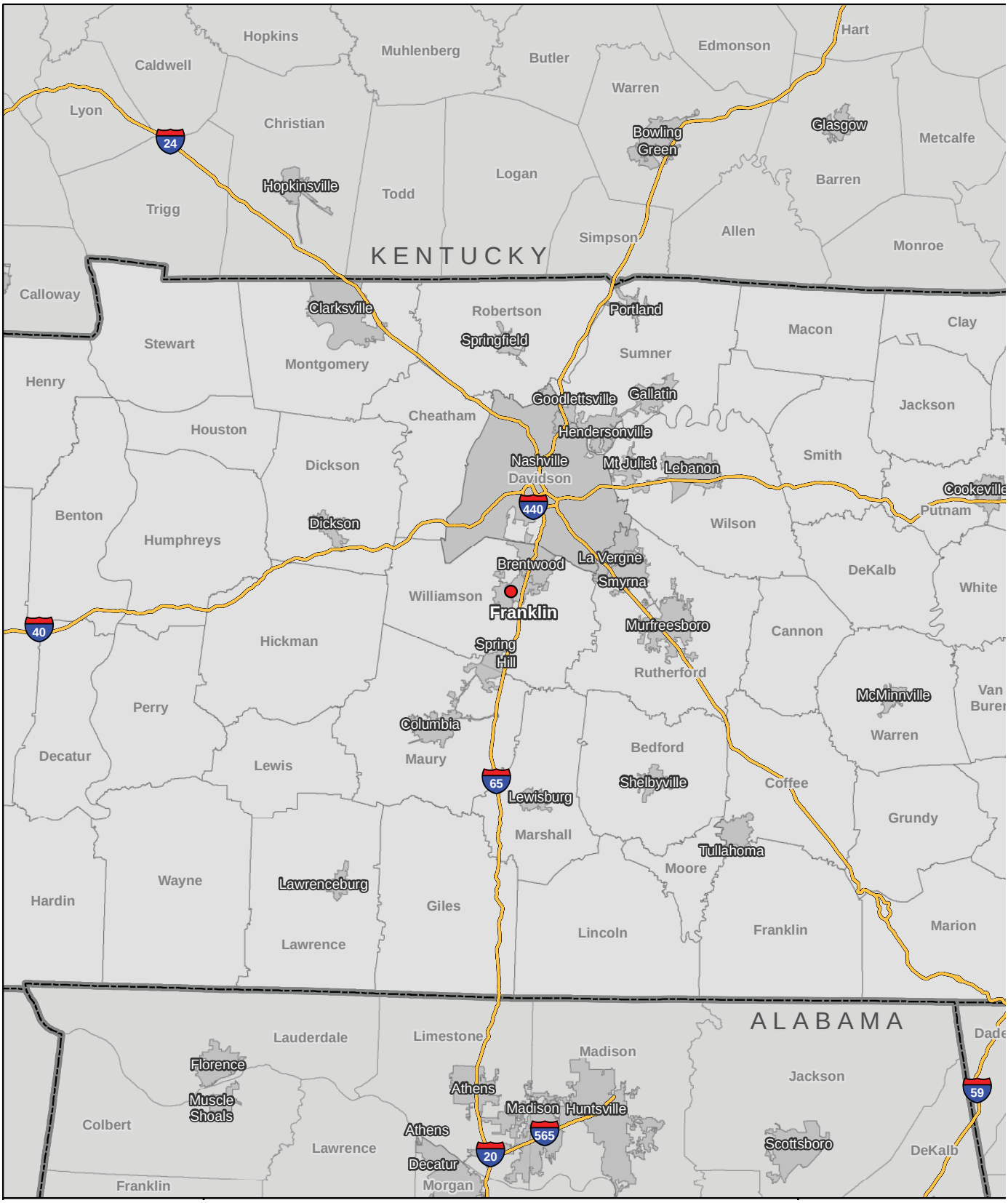


Figure 3.1 Regional Context

3.2 Existing Parks and Recreation Facilities

The City's current inventory of parks and recreation facilities includes 18 parks totaling 706.6 acres. The City currently classifies parks as Active, Passive, and Historic. Of the 18 parks, 3 are Active, 7 are Passive and 8 are Historic. Table 3.1 shows the current park inventory by classification, along with their acreages. Figure 3.2 shows the locations of the parks in the city.

This section provides a brief description of each City-owned park, along with key components of master plans that have been completed but not implemented; documentation of existing greenways, trails, and open space in the city; descriptions of Williamson County parks and recreation facilities located within the city limits; private recreation facilities in the city; and information regarding school facilities.

A detailed evaluation of the condition, ADA compliance, and identification of any deferred maintenance at existing parks was not a part of the scope of this study. Each park was visited by the planning team, and all were found to be in good condition. The residents of Franklin reflected this in the survey; 86% of respondents rated the overall condition of existing Franklin parks as either "good" or "excellent."

Table 3.1
City of Franklin
Park Inventory

NAME	CLASSIFICATION	ACRES	PAVILIONS	FOOTBALL FIELDS	MULTI-PURPOSE FIELDS (FORMAL PLAY ONLY)	BASEBALL FIELDS	ADULT SOFTBALL FIELDS	BASKETBALL COURTS	TENNIS COURTS	PLAYGROUNDS	OFF-LEASH DOG PARKS	SKATEBOARD AREAS	SAND VOLLEYBALL	TRAILS	OUTDOOR POOLS
Jim Warren Park	Active	65	2	4	4	12		1	8	2		1		2.5	
Liberty Park	Active	85	2			3				1	1				
Fieldstone Park	Active	37	2		1		4			1					
	Total	187													
Dry Branch Wetland	Passive	6												.3	
Harpeth River Greenway	Passive	.5												.5	
The Park at Harlinsdale Farm	Passive	200								1	1				
Pinkerton Park	Passive	34	3							2				1	
Bicentennial Park	Passive	19	1												
Del Rio Park	Passive	.8	1							1					
Aspen Grove Park	Passive	14	1							1				.8	
	Total	274.3													
Collins Farm Park	Historic	3													
Eastern Flank Battlefield	Historic	110													
Fort Granger Park	Historic	14.8												1	
Ropers Knob	Historic	49.5												1	
Winstead Hill Park	Historic	61												.75	
Assault on Cotton Gin Park	Historic	1													
City Cemetery	Historic	1.8													
Rest Haven Cemetery	Historic	4.2													
	Total	245.3													
	TOTAL	**706.6**	**12**	**4**	**5**	**15**	**4**	**1**	**8**	**9**	**2**	**1**	**0**	**7.85**	**0**

Figure 3.2 Park Locations in the City

3.2.1 Parks and Recreation Facilities

Aspen Grove Park

Bicentennial Park

Aspen Grove Park

The 14-acre Aspen Grove Park is a passive park located in the Cool Springs area on Aspen Grove Boulevard. The park contains a paved trail that loops around the park and along Spencer Creek. Restroom facilities and a pavilion with a built-in barbecue pit are located on-site. Aspen Grove Park was a joint project between the City of Franklin, the Cool Springs Rotary Club, and Duke Realty Corporation. The park is a popular place particularly during lunch for the thousands of employees working in the Cool Springs area. Amenities include a large covered pavilion, restrooms, and a children's playground.

Bicentennial Park

The 19-acre Bicentennial Park is Franklin's newest park. The site of a former boot factory, the passive park lies within the floodplain of the Harpeth River. The first phase of the project that was recently completed included the extension of Third Avenue through the site to Hillsboro Road, a connection from the new road to Fourth Avenue, a new iconic bridge over Sharp's Branch, the Point Park overlook of the Harpeth River, lighting, on-street parking, and landscaping. The second phase will include construction of a multi-use path along the Harpeth River from Hillsboro Road to North Margin Street, which will be completed in 2016. The multi-use path trail is an important piece in the issue of interconnectivity among the city's parks and roadways, particularly a connection to The Factory to the east.

Bicentennial Park is located immediately adjacent to the historic City and Rest Haven Cemeteries. The combined acreage of Bicentennial Park and the cemeteries provides for an important 25-acre open space within two blocks of historic Downtown Franklin.

Future phases of the park include renovation of an existing pavilion remaining from the boot factory, restroom, river overlooks, stormwater enhancements, and other passive park improvements. The overall Master Plan for the park is shown below. Completion of the Master Plan for Bicentennial Park is a priority for the city residents, based on the results of the survey.

Del Rio Park

Dry Branch Water Quality Wetlands Park

Fieldstone Park Pavilion

Fieldstone Park Ballfield

Del Rio Park

The .8-acre Del Rio Park is located in the Rogersshire Subdivision. It is a small neighborhood passive park off of Del Rio Pike. Amenities at Del Rio Park include a gazebo, playground, and picnic table with a grill. The park is fully developed.

Dry Branch Water Quality Wetlands Park

Dry Branch Water Quality Wetlands Park is located in the northern part of the city limits on the corner of Moores Lane and Franklin Road. This 6-acre passive and rustic park has a natural walking path with interpretive signage and view corridors for bird watching. The park also functions as a stormwater quality basin. There are limited amenities and no restrooms or parking are available.

Fieldstone Park

This 37-acre active park is located along Hillsboro Road north of downtown. The Harpeth River forms the western boundary of the park, which is adjacent to the large Fieldstone Farms residential development. The facility consists of four adult softball fields, a concession stand, and restrooms. The Williamson County Parks and Recreation Department coordinates adult softball programs at the Complex. The park also provides two picnic pavilions, with large grills and a playground area nearby. The park is fully developed.

The Park at Harlinsdale Farm

Harlinsdale Farm has been called the most significant historic farm associated with the modern Tennessee Walking Horse industry. In 1933, W.W. Harlin established the farm on the northern outskirts Franklin in the early days of the fledgling Tennessee Walking Horse Industry. As famous as the farm itself was its prized stallion Midnight Sun. This famous horse became the first repeat World Grand Champion. The success of Midnight Sun in the ring and as a sire has never been matched by any other Tennessee Walking Horse. Even today, most champion Walking Horses trace their lineage to Midnight Sun.

From the 1940s, the farm served mainly as a breeding operation, run by the Harlin Family. In 2004, the Harlin family expressed interest in selling the 200-acre farm to the City of Franklin, understanding that the property would be developed as a passive park while maintaining and protecting the Walking Horse history. The City of Franklin readily agreed and began an extensive public planning process to design the master plan that would reflect the history of the farm, while including the wants and needs of the public. The original master plan for the park can be seen in Figure 3.3 on the next page.

The City opened the park's first phase for the community's enjoyment on September 22, 2007. All activities at the park are limited to passive activities such as walking and picnicking. Park entrance onto the 200 acres is located inside the public parking area. The park is closed from dark to dawn daily. Harlinsdale is the largest park in terms of acreage in the park system.

In 2013, the Friends of Franklin Parks, LLC (FOFP) undertook an initiative to return active equestrian opportunities to the farm. FOFP is a nonprofit formed in 2001 with a mission to develop and improve public park facilities within the city.

Figure 3.3 Original Master Plan

The Park at Harlinsdale Farm

This initiative would involve the design and construction of a multi-purpose equestrian arena, additional/updated stall space in existing barns, and new paddock areas. The construction would be funded through the private fundraising efforts of FOFP, who developed detailed plans for the facilities. In November 2014, FOFP and the City entered into a lease agreement, allowing the construction of the facilities. FOFP will be responsible for construction and will operate the facilities upon completion. Groundbreaking was held on February 3, 2015. Figure 3.4 depicts the master plan for these facilities, and Figure 3.5 provides a rendering of the improvements.

Current amenities located at Harlinsdale include a ½-acre dog park, a 3-acre fishing pond (catch-and-release), temporary restroom facilities, a 5K soft track (turf) for walking or running, and public parking (located near the main entrance).

The Harpeth River forms the northern boundary of the park site. The park is just downstream of Bicentennial Park and is directly across Franklin Road from The Factory, making the park an important future link in the city's greenways and trails system.

Figure 3.4
Park at Harlinsdale Farm Master Plan

Figure 3.5
Rendering of Equestrian Arena

Jim Warren Park

Liberty Park

Jim Warren Park

Jim Warren Park is a 58-acre active park located on Boyd Mill Avenue just west of downtown. The park is the home of the Franklin Baseball Club and Franklin Cowboys youth organizations. Franklin Baseball Club runs the youth baseball program for the City under a lease agreement. Franklin Cowboys runs the youth football program under a similar lease agreement. The park is also the home to the Department's administrative offices and central maintenance operations. The park is the center of active youth sports in Franklin and is fully developed. Current park amenities include:

- 2 pavilions (1 enclosed)
- 12 lighted baseball fields
- 4 football fields
- 2 multi-purpose fields
- 2 playgrounds
- 8 tennis courts
- 2 ½-mile walking trail
- Skatepark (16,000 square feet)
- 1 outdoor basketball court
- 1 catch-and-release pond
- Open informal play space
- Restrooms/concession

The park experiences very heavy use, particularly in the fall, when baseball and football programs are simultaneously in full swing, making parking inadequate. Another issue with park operations is that football fields are separated by almost 2,000 feet, with eight baseball fields in between, which makes for operational problems. The two largest football fields on the eastern portion of the park do not have adjacent restroom/concessions facilities. Since concessions sales are important to the Franklin Cowboys organization, games are concentrated on the two fields on the west, which do have restrooms/concessions. This places great stress on the fields' turf. The park only has two fields for the 7 and 8 age groups. In 2014, there were 17 teams in this age group, placing overwhelming demand on these fields.

Liberty Park

Liberty Park is an 84.6-acre active park on Turning Wheel Road (off Liberty Pike). It is the only City park east of I-65. The park includes three tournament play baseball fields, concession stand and restrooms, batting cages, a 10-hole disc golf course, and an inclusive playground. The City of Franklin Parks Department and Franklin Baseball Club host organized recreational baseball games and tournaments yearly in the spring, summer, and fall. The baseball fields at the park do not dry quickly after rains. City of Franklin Parks staff estimate that 25% of game days are missed due to rain.

Included in the master plan for future phases of the park are tennis courts, pavilions, restrooms, a skate park, hiking/biking trails, and a covered amphitheater with natural terrain/sloped seating for approximately 400.

Pinkerton Park

Pinkerton Park

The 34-acre Pinkerton Park is located on Murfreesboro Road east of downtown and is the most heavily used passive park in the park system. The Harpeth River is along the west side of the park, while Fort Granger (historic park) lies to the north. Amenities at the park include restrooms, two playgrounds (including the "Tinkerbell" playground), three picnic pavilions, picnic tables and grills, open informal play space, and a 1-mile paved pedestrian trail surrounding the entire park. The Sue Douglas Berry Memorial pedestrian bridge connects the downtown area with Pinkerton Park. While the park has plenty of open space, no additional amenities are currently planned at the park.

3.2.2 Historic Parks

Franklin is very unique in many ways, particularly when it comes to its historic parks. Few towns across the United States have preserved so much of their Civil War battlegrounds as Franklin has. Additionally, most Civil War battlegrounds are preserved as units of the federal National Park Service. In Franklin, these battlegrounds are preserved within the City's park system.

On November 30, 1864, Confederate General John Bell Hood led the 30,000-man Army of Tennessee on a frontal assault against the entrenched Federal defenders under Union General John Schofield. The Union troops were entrenched along a 2-mile line on the southern and western edge of Downtown Franklin. The Battle of Franklin was a bitter defeat for the Confederacy and decimated the Army of Tennessee.

Around 10,000 men were casualties on both sides, approximately 7,000 Confederate. Fourteen Confederate generals (six killed or mortally wounded, seven wounded, and one captured) and 55 regimental commanders were part of the casualties. Following another decisive defeat at the subsequent Battle of Nashville, the Army of Tennessee never fought again as an effective force.

Eight historic parks in Franklin preserve portions of the battlefield and provide interpretive and passive recreation experiences for residents and the many visitors who come to Franklin specifically to experience these historic parks. This section describes these existing parks.

Assault on Cotton Gin Park

Assault on Cotton Gin Park

This 1-acre Historic Park includes a monument to the Assault on the Cotton Gin during the Battle of Franklin. The historical marker at the site contains the following:

"Into this area rushed elements of four Confederated division on November 30, 1864, as they assaulted the Federal lines near the Carter cotton gin. Crossed largely by troops from Maj. Gen. Patrick Cleburne's Division, the area was flooded by men from Maj. Gen. Samuel French's division, and some from Maj. Gen. John Brown's and Maj. Gen. Edward Walthall's division. The Southern troops charged forward, crashing into the section of the Federal line between Columbia Pike and the gin held by Brig. Gen. James Reilly's Brigade. Two Pieces of Ohio artillery just to the north, near the cotton gin, inflicted horrific Confederate losses. Yet the assault led by Cleburne's troops broke the Federal lines and vicious hand-to-hand fighting erupted."

There are no restrooms, parking, or other facilities at the park.

City and Rest Haven Cemeteries

Collins Farm Park

Eastern Flank Battle Park

City and Rest Haven Cemeteries

City Cemetery is a 1.8-acre historic park bounded by North Margin Street on the south, North Third Street to the east, and North Fourth Street to the west. Use of the cemetery began in 1811 by both African American and Caucasian citizens of Franklin until just prior to the Civil War when Rest Haven Cemetery was created in 1855. Rest Haven is 4.2 acres, located across North Fourth Street from City Cemetery. Both cemeteries are adjacent to Bicentennial Park, and were placed on the National Register for Historic Places in 2012. City Cemetery is believed to have between 285 and 373 marked graves on the west side and as many as 300 unmarked African American graves to the east. Rest Haven is believed to have at least 475 marked graves, possibly more, as African Americans were excluded from this cemetery. Wonderful stone walls surround much of the two cemetery boundaries.

In 2014, maintenance of the cemeteries was transferred to the Parks Department, and a grant was secured from the Tennessee Historical Commission to conduct an assessment. The assessment was conducted by the Chicora Foundation, who issued their report in September 2014. The report lists the condition of both cemeteries as "desperate." It notes that the stone walls are in need of repair, gates and ironwork require extensive repair, and over 80% of the monuments in both require preservation intervention. It further states, "Simply put, after years of ignoring problems and deferring preservation activities, the City of Franklin is facing a massive maintenance responsibility." The report lists five "critical preservation issues" that should be addressed.

Following issuance of the report, the City applied for and has received a grant to map the gravesites in the cemeteries. It is clear that further actions will have to be taken by the City in light of the condition of the cemeteries and the recommendations of the assessment.

Collins Farm Park

Collins Farm is a 3-acre historic park near the Eastern Flank Battle Park and Carnton Plantation. The property has limited vehicle access and amenities.

William C. Collins (1823-1895), the manager of Carnton Plantation during the Civil War, and his wife, Lucy Allen Birch Collins (1824-1909), lived in the house in the park. Following the Battle of Franklin, the house served as a field hospital and several soldiers were temporarily buried in the garden. They were later re-interred in the McGavock Cemetery.

Eastern Flank Battle Park

The Eastern Flank Battle Park is a 110-acre historic park located off Lewisburg Pike just south of Downtown Franklin. The park is intended as the centerpiece for interpretation of the Battle of Franklin. The site was formerly the Country Club of Franklin Golf Course. When the site was threatened by development in 2004, efforts were quickly made to preserve the site. In November 2005, after significant fundraising efforts had taken place, the property was acquired with funds from the City and funds raised by Franklin's Charge, a nonprofit coalition of a number of preservation groups and organizations.

The park includes a Loop Road through the site, 20 interpretive signs and three kiosks, natural walking trails, and open space. The Eastern Flank Event Facility has indoor space available to rent for special occasions or meetings.

Eastern Flank Battle Park

Fort Granger

Winstead Hill Park

Immediately adjacent to the park is the Carnton Plantation. Carnton was built in 1826 by former Nashville Mayor Randal McGavock. The house was used as a Confederate field hospital during and following the Battle of Franklin. The restored home is owned and operated by the Battle of Franklin Trust. They also operate a visitor's center adjacent to the home. Also adjacent to the park is the McGavock Confederate Cemetery. The nearly 1,500 Confederate soldiers buried there were casualties of the Battle of Franklin. Since 1905 the cemetery has been maintained by the Franklin Chapter of the United Daughters of the Confederacy.

A master plan for the Eastern Flank Battle Park was completed in April 2008 by the well-respected preservation planning firm John Milner and Associates. The plan's recommended approach is "rehabilitation" of the site to preserve and enhance the historic landscape features that contribute to interpretation of the Battle of Franklin, the McGavock family's history and use of the site, and the agricultural heritage of the region. The plan called for removal of selected contemporary post-Civil War features and interpretation of key missing landscape features from the period of the battle. Much of the rehabilitation and enhancement recommendations have been implemented, including the system of paths for pedestrian circulation through the park.

Fort Granger Park

Fort Granger (14.5 acres) is located behind Pinkerton Park and is on the banks of the Harpeth River opposite downtown.

Fort Granger was built in late 1862 to early 1863 by Union troops, following their initial occupation of Nashville and points south. Located on a bluff (Figuer's Hill) along the Harpeth River, Fort Granger was 781 feet long and 346 wide, covering about 12 acres when originally constructed. The fort first saw action in 1863 and then fell into disuse until the Battle of Franklin. Union General John Schofield used the fort as his command post during the battle where Union artillery batteries fired upon advancing Confederate forces.

A walking trail in the park leads to an overlook of the south part of the city. Surrounding the perimeter of the site are trenches dug by Civil War Troops. Various locations along the south and southwest hillside provide spectacular views of Franklin.

Winstead Hill Park

Winstead Hill Park is located south of Downtown Franklin on Columbia Highway and consists of 61 acres. The park has a 0.75-mile walking trail, parking area, restroom facilities, open space, and tranquil wooded areas.

General John Bell Hood's Confederate troops formed on Winstead Hill before the Battle of Franklin. A memorial to the Army of Tennessee stands on the hill. The overlook features a large military map and memorials to the Confederate generals who died in the battle in 1864.

Ropers Knob Park

Roper's Knob is a 49.5-acre historic park located along Mack Hatcher Parkway at its intersection with Cool Springs Boulevard. The Heritage Foundation purchased the Knob for preservation, placed a preservation easement on the property and donated it to the City of Franklin in 2007.

Roper's Knob Park
© 2015 Google Earth

The historical marker at the site contains the following:

"The large hill immediately to the south, which rises more than 900 feet above sea level, played an important role in the Civil War. Used as a signal station by Union troops, Roper's Knob was a key communications link between Nashville and points south and between Franklin and Murfreesboro. After Middle Tennessee was occupied by Federal troops in early 1862, the hill was crowned with entrenchments and an octagonal log blockhouse. A sophisticated pulley system helped lift artillery to the summit. The knob, along with nearby Fort Granger, helped guard the Tennessee & Alabama Railroad. Roper's Knob was not occupied at the time of the Battle of Franklin."

The only current access to Roper's Knob Historic Park is through an existing subdivision (residential) neighborhood with no public parking area. A local developer recently purchased 200 acres surrounding the park, and it is expected that access to the park will be achieved through the entitlement and Park Land Dedication Ordinance process as the property is developed.

3.2.3 Greenways and Open Space

The Franklin Parks and Recreation system includes a number of popular trails and greenways. These trails form the beginnings of a well-integrated and comprehensive trail system, but the system remains a bit disjointed with only a few trail systems connected to one another. With the goal of maximizing connections between parks, trails, neighborhoods and Downtown Franklin, existing trails have not just been inventoried, but they have also been analyzed for their potential to connect to additional parks and to the overall trail system.

Mack Hatcher Trail—2 miles paved multi-use trails

- Mack Hatcher trail currently runs from Cool Springs Boulevard to Highway 96 (and a little beyond) along the inside edge of Mack Hatcher.
- The trail at Mack Hatcher has the potential to be the main artery of the trail system. The planned future extensions of Mack Hatcher could help the trail system form a complete loop around the downtown core of Franklin and could link a number of isolated parks, including the adjacent (and underutilized) Roper's Knob Park and the historic Winstead Hill Park, as well as a proposed park/trail system at Sawmill Creek and nearby development at the corner of Columbia Pike and Mack Hatcher.

Carothers Road Trails—2.5 miles paved multi-use trails

- The multi-purpose trail at Carothers Road extends from a wide sidewalk condition at its northern extents north of Baker's Bridge Road to a multi-purpose trail condition through the southern portion of Cool Springs and then, again as a sidewalk condition, southward across Highway 96.
- This trail has the potential to link significant Cool Springs developments, including Ovation, Franklin Park, and the future Columbia State Community College Campus, to developments at the far southern edge of Franklin, such as Ladd Park and Berry Farms. These areas are currently the most significant Franklin developments that are the most isolated from the Franklin Parks and Recreation System. Through proposed trail at the Ovation Development, this could also link the greenway system to Liberty Park, Franklin's easternmost park.

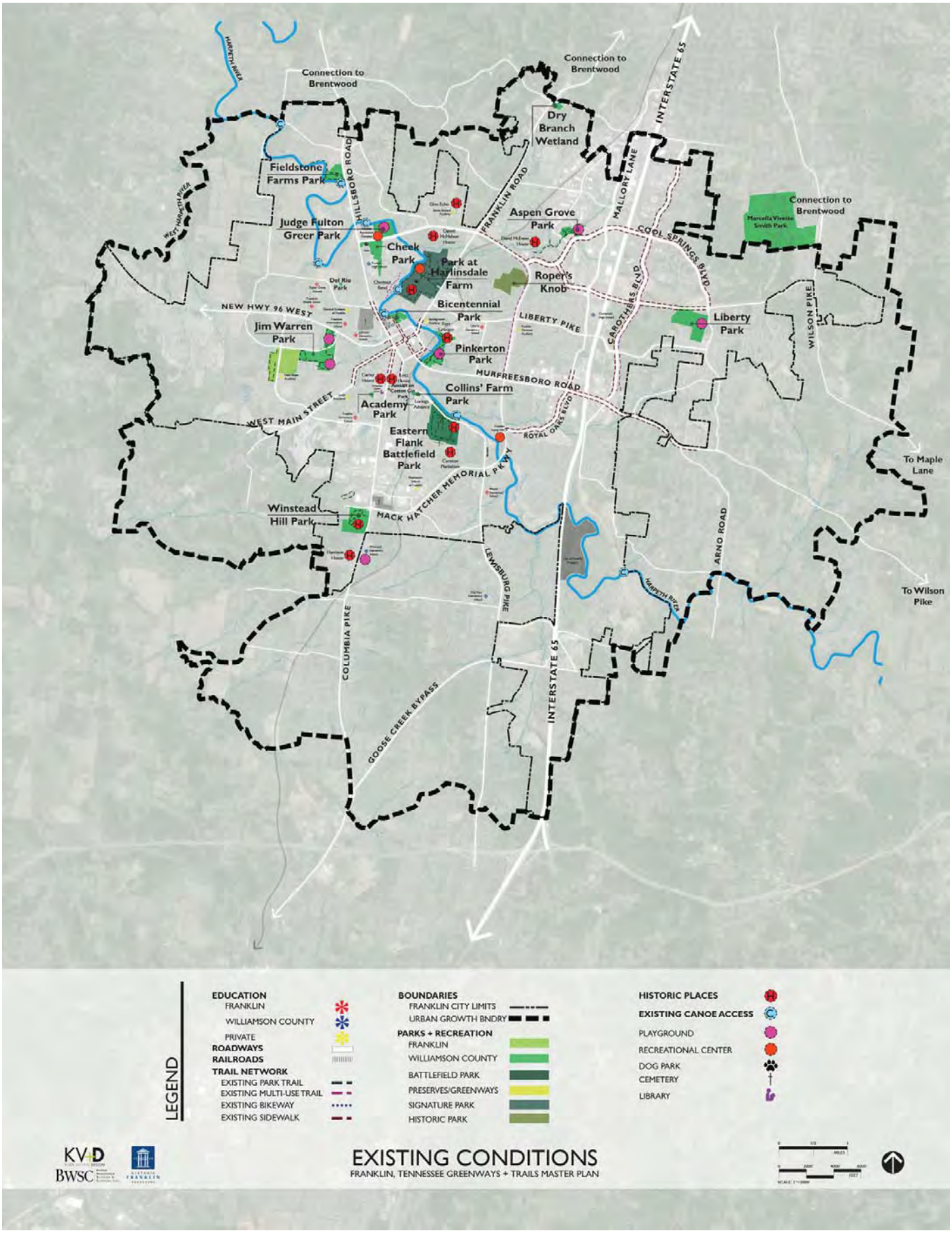


Figure 3.6 Franklin Greenway Network

Aspen Grove Park Trails

Jim Warren Park Trails

Fort Granger Park Trails

Harlinsdale Park Trails

Dry Branch Park Trails

Aspen Grove Park Trails—1.3 miles paved trail

- The park at Aspen Grove has trails that connect the Aspen Grove area of Cool Springs to several Cool Springs commercial properties, including some along Cool Springs Boulevard. The trail extends to the south side of Aspen Grove Drive.
- The Aspen Grove Trails and their extension to the south could connect to the Mack Hatcher Trail and through Mack Hatcher to the overall greenway system.

Jim Warren Park Trails—2.25 miles paved trails

- Jim Warren Park has an internal system of trails that connects to several neighborhoods and their sidewalks and to New Highway 96 West sidewalks.
- Through the connection to New Highway 96 West, the Jim Warren Park Trails could connect to westernmost Franklin developments such as West Haven and, through the planned extension of Mack Hatcher, to the overall greenways and trails system.

Pinkerton Park Trails—1 mile paved fitness trail

- Pinkerton Park has a very popular internal trail system with trails that connect up the hill to the historic Fort Granger Park and with a bridge across the Harpeth River to the core of Downtown Franklin.
- The trails at Pinkerton Park have the potential to continue south (either over or under Highway 96) along the Harpeth and, with a proposed bridge connection, to eventually cross the Harpeth and connect to the historic Civil War site at Eastern Flank Battlefield Park. The bridge across the Harpeth River provides connection to Downtown Franklin, but a rail line and the density of Downtown Franklin may make a desired connection to Bicentennial Park somewhat difficult.

Fort Granger Park Trails—.5 miles paved trails, natural trails, boardwalks

- A system of trails, bridges, and boardwalks at Fort Granger Park allows users to access several interpretive historical markers at this fort that was an active part of the Battle of Franklin in the Civil War. These trails also connect down the hill and to the south to Pinkerton Park.
- Fort Granger trails could potentially link westward along the Harpeth River toward Franklin Road and to Downtown Franklin. Grade and a potential rail crossing might make this connection challenging and connections from the adjacent Pinkerton Park to Downtown Franklin more attractive.

Harlinsdale Park Trails—4 miles natural turf trails

- Harlinsdale Park is a large-scale park with mown trails and other trails throughout. This is a destination park for passive recreation and is the home of several planned events.
- The Trails at Harlinsdale could potentially have a bridge connection over the Harpeth River to the trails at Chestnut Bend and beyond to the trails at Judge Fulton Greer Park. Harlinsdale could also link, through connections along Franklin Road or through trails to Bicentennial Park, to Downtown Franklin.

Dry Branch Park Trails—.25 miles natural trails and boardwalks

- The internal trail system at Dry Branch Park are the northernmost trails just at the edge of Franklin and Brentwood.
- Connecting the Dry Branch Park Trails through potential trails along Franklin Road would tie northern developments like Gateway Village to the trail system and could serve as a link between Franklin trails and future Brentwood trails.

Bicentennial Park Trails

Bicentennial Park Trails

Bicentennial Park Trails—.25 miles walks and trails

- Bicentennial Park is currently a short trail segment along the Harpeth River.
- This Park could potentially be the central hub and trailhead of the entire Franklin Greenways and Trail System. The existing trails currently connect to Chestnut Bend Trails and beyond to Williamson County Parks Cheek Park and Judge Fulton Greer Park. Bicentennial is also geographically close to Harlinsdale Park and could connect via trails along Franklin Road or more directly over a proposed bridge connection over the Harpeth. Bicentennial could also connect, through sidewalks or through new trails along the Harpeth, through Downtown Franklin and to Pinkerton Park and beyond.

Judge Fulton Greer/Cheek Park Trails (Williamson County Parks)—1.6 miles paved multi-use trails

- Judge Fulton Greer Park is home to the Williamson County Recreation Center. Cheek Park has a number of county athletic fields, a dog park, and is adjacent to the current Columbia State Community College Williamson County Campus. The Trails at the County's Judge Fulton Greer Park and Cheek Park connect to the City's Bicentennial Park through the Chestnut Bend trails along the Harpeth.
- The facilities at these parks make them important to link to the overall greenways and trails system. These parks also are the nearest point and a potential connection to development in the northeast corner of Franklin, including Fieldstone Farms.

Winstead Hill Park—0.75 miles paved walking trails

- Winstead Hill Park is a Historic Park where Confederate General Hood planned and executed the assault on Eastern Flank Battlefield and the Carter House during the Battle of Franklin. The Park has several historic monuments and interpretive elements, but also has approximately 0.75 miles of paved walking trails through the wooded hillside.
- Winstead Hill Park could be a nice destination on the trail system and could easily tie to proposed trails along the Mack Hatcher Parkway.

Eastern Flank Battlefield Park—2.0 miles paved multi-use trails

- This Historic Park is home to the Carnton Plantation, Cemetery, and Visitors Center. It is also a former golf course with over 2 miles of cart paths converted to multi-use trails and walks.
- Eastern Flank Battlefield Park is the southern limit of the proposed "River Walk" section of the Franklin Parks greenway system connecting Eastern Flank, Pinkerton, Bicentennial, and Harlinsdale Parks. It will also be a hub for future trails heading to the southern limits of Franklin connecting the Ladd Park and Berry Farms developments.

Nissan Trails—2.3 mile paved trail loop

- 2.3 miles of existing public trails at the Nissan Headquarters in Cool Springs provides walking trails in the emerging business center east of I-65.
- These trails have the potential to link to the overall trail system via connections to trails at Carothers.

Liberty Park—0.5 mile paved trail loop

- A half mile loop at Liberty Park serves as a walking opportunity for park users and as a passive park destination. Liberty Park is home to ball fields and disc golf and the trail loop is a nice addition to the services provided at the park.
- Will provide walking trails in the emerging area east of I-65 in the Cool Springs area. Can tie to the Franklin Parks Trail System through proposed trails through the planned Ovation development.

This Comprehensive Parks and Recreation Master Plan seeks to give the Franklin Parks and Recreation Department the best tools available to guide and shape the parks and recreation system. Certainly, those tools should include accurate digital mapping of the existing and proposed trail system. A key component of this digital mapping is a mapped catalogue of all trail easements and park land dedicated to the City of Franklin since adoption of Park Land Dedication requirements for any new residential development.

2010 Greenways and Open Space Master Plan Progress

In 2010 the City of Franklin adopted a Greenway and Open Space Master Plan to direct the development of greenways and guide the location of future parks in Franklin. The 2010 Master Plan included a strong community engagement component and used community input, as well as the knowledge of Parks and Recreation staff and other City staff to create goals and specific project recommendations to improve the City's system of parks and greenways. Several projects have been completed since the January 2010 adoption of the current Greenway and Open Space Master Plan. Most significantly, trails along the improved section of Mack Hatcher have been constructed. As mentioned, Mack Hatcher has the potential to be a major arterial connection for the City of Franklin Trail System. Recent and future construction of this trail will be essential in completing the plan.

The top three priorities from the 2010 Master Plan, however, have not been completed. These projects include development of a trail from Bicentennial Park/the Park at Harlinsdale Farm to Franklin High School/Williamson County Parks, development of a trail from Downtown Franklin to Jim Warren Park, and development of a trail from Eastern Flank Battlefield Park to Pinkerton Park. These priorities were strongly supported by the community during the development of the 2010 Greenway and Open Space Master Plan. Through collection of community input for this plan, these projects continue to be top priorities for residents of the City of Franklin and will continue to be priorities in the new Master Plan.

3.2.4 Williamson County Existing Parks and Recreation Facilities

The Williamson County Parks and Recreation Department was organized well before the City of Franklin established a department. In large part, this is why the traditional roles of municipal and county park and recreation departments across the country are reversed in Williamson County. Typically, municipal (City) departments provide indoor recreation facilities and indoor and outdoor programming. In this case, Williamson County provides all of the indoor facilities and programming that serve the residents of Franklin. The City has no indoor recreation facilities except for a 2,000-square-foot building housing meeting space, located at the Eastern Flank Battlefield Park. Table 3.2 on the next page provides details of the facilities.

Early in this planning process, the planning team was advised that the City of Franklin Parks Department did not want to duplicate services with Williamson County Parks. There has been a traditional division of responsibility for the provision of recreation facilities and programming that has worked well and should not be changed. As aforementioned, the City neither owns nor operates indoor facilities and relies on the County to provide these. Likewise, the City does not have fields or

run programming for soccer. The County provides these facilities and runs the soccer programs. Another area of cooperation is adult softball. Williamson County runs the adult softball program at the City-owned and maintained Fieldstone Park.

Because of this somewhat unique arrangement, the Williamson County Park and Recreation facilities located within the corporate limits of the City of Franklin will be included in the Level of Service Standards for this study. This section provides a description of these facilities. Figure 3.7 on the following page displays the locations of the Williamson County Parks facilities that are included in the Level of Service analysis.

Academy Park

This 7.07-acre park is located near the intersection of Columbia Pike and Everbright Street south of downtown. The park includes two gymnasiums, outdoor horseshoe pits, a lighted multi-purpose field, playground, concessions, and restrooms.

Cheek Park

Cheek Park is a 26.04-acre park located near the Intersection of Hillsboro Road and Claude Yates Drive, behind Franklin High School. The park has a lighted baseball field, two lighted soccer fields, playground, walking trail, concessions, and restrooms.

Franklin Girls' Softball Complex

This 20.03-acre park is located adjacent to Cheek Park. The park has four lighted softball fields that are used for Girls Softball, a pavilion, concessions, and restrooms.

Judge Fulton Greer Park and Franklin Recreation Complex

These parks which are next to each other total 33.80 acres located near the intersection of Hillsboro Road and Mack Hatcher Parkway north of downtown. The Harpeth River forms the northern and eastern boundaries of the site. The centerpiece of the park is a 48,000-square-foot recreation center. The center includes a two-court gymnasium, fitness center, classrooms, sitting service, indoor and outdoor pool, locker rooms, racquetball courts, and an indoor walking track. Other outdoor facilities located at the park include five lighted soccer fields, six lighted

Table 3.2 Williamson County Inventory Breakdown

NAME	CLASSIFICATION	ACRES	BASKETBALL COURTS	OUTDOOR POOL	RACQUETBALL COURTS	TENNIS COURTS	SAND VOLLEYBALL COURTS	SOCCER FIELDS	SOFTBALL FIELDS	NOTES
Franklin Rec Complex & Judge Fulton Greer Park	Community	33.8	2	1	2	6	2	5		
Cheek Park	Community	26.04						2	1	
	Total	59.84								
Academy Park	Neighborhood	7.07	2					1		
Strahl Street Park	Neighborhood	0.74								
	Total	7.81								
Franklin Girl's Softball Complex	Special-Use	20.03							4	
Soccer Complexes East-West / Robert A. Ring Soccer Complex	Special-Use	91.59						36		1 indoor soccer field
	Total	111.62								
	TOTAL	**179.27**	**4**	**1**	**2**	**6**	**2**	**44**	**5**	

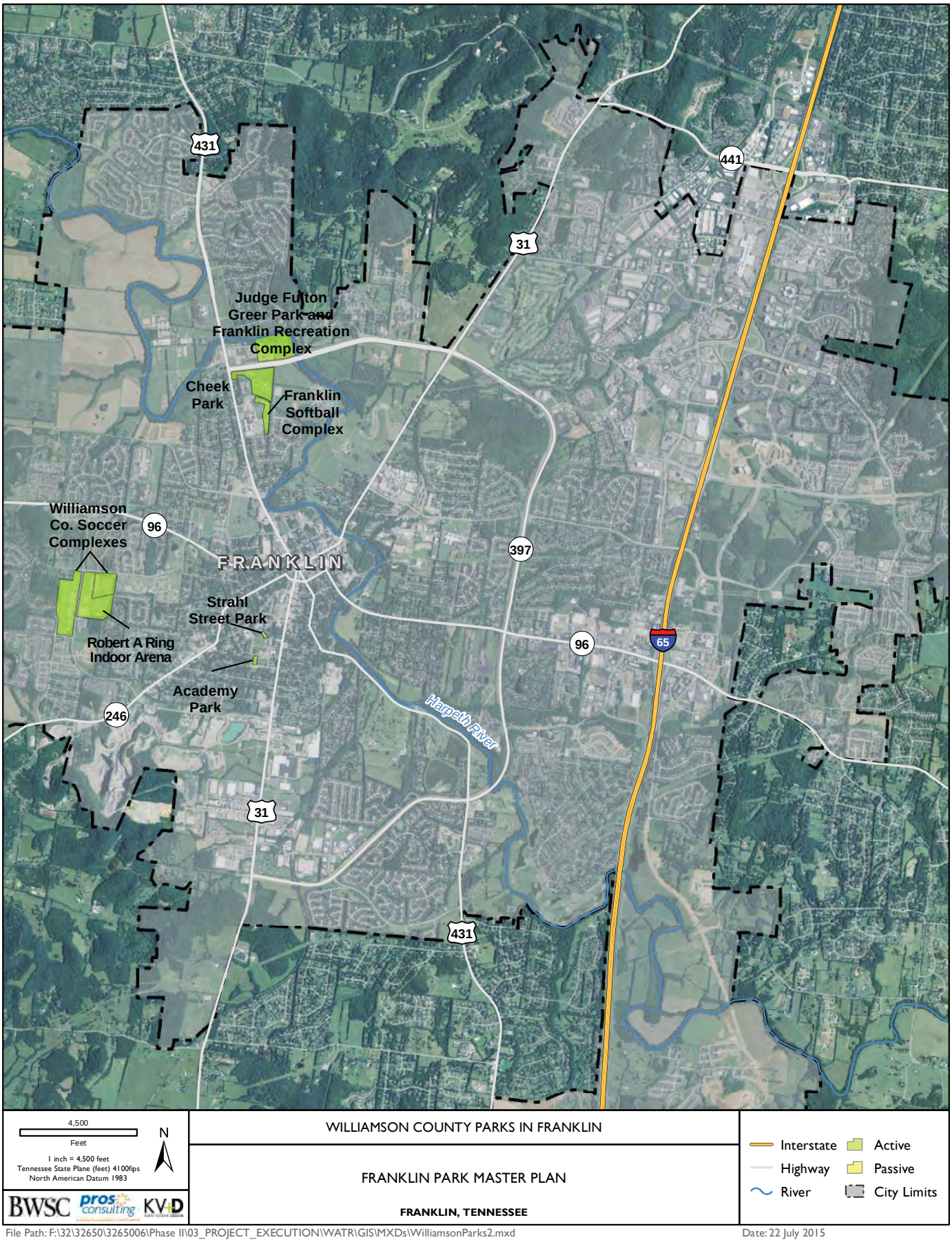


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Figure 3.7 Williamson County Park Facilities

tennis courts, two sand volleyball courts, a walking trail, and picnic areas. The center also houses the administrative offices of the Williamson County Parks and Recreation Department.

Strahl Street Park

This 0.74-acre neighborhood park is located off Columbia Pike, two blocks south of old Franklin Optimist Gym. Park amenities include a playground, pavilion, open play space, and restrooms. During our focus group discussions, we learned that this park serves the needs of the surrounding community well, particularly those who live in public housing nearby.

Soccer Complexes East-West and Robert Ring Indoor Soccer Complex

This 91.59-acre complex serves a major role in meeting the soccer needs of the community. It has 36 outdoor soccer fields and a 22,000-square-foot indoor soccer complex. The park is located adjacent to Jim Warren Park off Boyd Mill Avenue.

3.2.5 Private Facilities

There are a multitude of private facilities which help to serve the recreational needs of the citizens of Franklin. The listing of these, along with the amenities they offer, can be found in Table 3.3 on the next page. Because these are private facilities and are not available to the general public, these facilities will not be included as park assets in the Level of Service analysis and establishment of standards; however, they could influence it.

As the table shows, there are a number of facilities located in residential neighborhoods. Developers in Franklin have long known that the provision of these amenities makes the developments much more attractive to potential home buyers. In some cases, these facilities have been provided as part of the negotiations with the City regarding the Park Land Dedication Ordinance. Current City policy does not allow for the City to accept park land unless it is five acres in size or larger. Dialogue during the focus group discussions with developers indicated a willingness to investigate the potential for the City accepting even existing recreation facilities smaller than five acres and potentially having the Homeowner Associations continue to maintain them. This will be evaluated as part of the study.

One of the private facilities bears individual mention. The A Game Sports indoor facility includes six basketball courts. In conversations with Gordon Hampton, the Director of the Williamson County Parks and Recreation Department, he made special mention that if this facility was not in the County, they would have a shortage of gym space.

3.2.6 Schools

There are two school systems that serve the residents of Franklin. The City's Franklin Special School District serves students K-8 who live in the city. They serve approximately 3,800 students in eight separate school buildings. The District has its own taxing authority, one of a handful of school districts across the State of Tennessee who do.

Williamson County Schools provides education for city residents for grades 9-12. There are two high schools that serve the children of Franklin—Franklin High School and Centennial High School.

City of Franklin Parks does not currently have a joint use agreement with either school district; therefore, the school recreation facilities will not be included in the Level of Service analysis or standards. The team conducted a focus group discussion with the Superintendent of the Franklin Special School District regarding a potential joint use agreement between City of Franklin Parks and the District. The Superintendent was supportive of the idea and agreed that this study will recommend that negotiations take place to establish one. No similar discussions have yet taken place with Williamson County Schools.

Table 3.3 Non-City Park Facilities

Existing Non-City Owned Facility	Acreage	Historic/Active/Passive	Pavilions	Restroom	Drinking Fountain	Playground	Formal/Informal-Open	Lake, Pond, River, Stream	Skate Park	Tennis Courts	Basketball Courts	Football	Baseball	Soccer	Adult Softball	Batting Cages	Trails	Volleyball	Concessions	Indoor Track	Multi-Purpose Fields	Fitness Center	Indoor Pool	Outdoor Pool	Racquetball Courts	Ice Rink	Artificial Turf
Fieldstone Farms Swim and Tennis										4														Y			
Fieldstone Farms Clubhouse (NB)																								Y			
Fieldstone Park		A	2	Y	Y	1	I								4												
Vanderbilt Legends Golf Club				Y																							
Forest Crossing Golf Club				Y																							
Westhaven Residents Club (NB)										2														Y			
Westhaven Golf Club				Y						2														Y			
Avalon (NB)						1																		Y			
Willow Springs (NB)																								Y			
The Woods (NB)						1				2														Y			
Inglehame Farms (NB)																								Y			
Carronbridge (NB)						1				2														Y			
Maple Wood (NB)										2	1																
Buckingham Park (NB)						2				2														Y			
Falcon Creek (NB)										2														Y			
Hurtsbourne (NB)																								Y			
McKays Mill (NB)																								Y			
Taramore (NB)						1				2														Y			
The Commons (NB)										2														Y			
Sullivan Farms (NB)						1																		Y			
Spencer Hall (NB)						1																		Y			
Founders Pointe (NB)						1																		Y			
Villages of Clovercroft (NB)						1																		Y			
Ralston Glen (NB)																								Y			
Franklin Green (NB)																								Y			
Westhaven Golf Club				Y																							
Nashville Golf and Athletic Club				Y																							
A-Game Facility				Y	Y						6							12	Y			Y				2	Y
D-1 Fitness Facility				Y	Y																	Y					Y
Brentwood YMCA				Y	Y					2	2							2		Y	Y	Y	Y	Y			
Franklin YMCA				Y	Y						2									Y	Y	Y	Y	Y			
Maryland Farms YMCA										14										Y		Y	Y	Y			
Franklin Athletic Club				Y	Y													Y				Y					Y
Quest Performance				Y	Y																	Y					Y
Brownland Farm - Equestrian Facility																											
Williamson County Ag-Expo Park	110																										
Southwind Apartments										2														Y			
Carrington Hills Apartments						1				1														Y			
Alara River Apartments																								Y			
Alara Cool Springs Apartments																								Y			
Venue at Cool Springs Apartments																								Y			
Farms at Cool Springs Apartments										2														Y			
Viera at Cool Springs						1				1														Y			
Ashton Brook Apartments						1																		Y			
Gateway Apartments																								Y			
Brentwood Pointe Apartments										1	1													Y			
Brentwood Landings Apartments										2														Y			
Wyndchase Aspen Grove Apartments						1																		Y			
Parkside Aspen Grove Apartments																								Y			
Dwell Apartments																								Y			
Sussex Downs Apartments										1														Y			
Ashley Court Apartments						1																		Y			
Meadowview Apartments						1				2														Y			
Orleans Apartments										2														Y			
Laurelwood Apartments																								Y			
Hardison Hills																								Y			

3.3 Programs and Special Events

The City of Franklin provides public programs and activities to its citizens by direct involvement of their professional staff in conducting special events and outdoor activities and by coordinating the resources existing in the community via the nonprofit sports associations and the many organizations that conduct activities using City facilities. Generally, the City Department is a facilities-based system which provides for active and passive forms of leisure use. Passive activities are provided for in the well-maintained parks, historic properties, and greenways and trails, with the more active recreation pursuits taking place on athletic fields, skate parks, tennis courts, and general open areas in the parks. Many locations also include programming support components such as restrooms, concession facilities, picnic areas, and playgrounds.

The City of Franklin and Williamson County Parks and Recreation Departments have a coordinated approach in the provision of parks and recreation facilities and programs. Professionals in both agencies work to avoid the duplication of programs and facilities. They provide and administer those activities and services they individually are best suited for, based on the facilities they operate or the personnel resources assigned. Indoor recreation facilities and programming spaces are generally provided by the County to area residents.

Jim Warren Park Ballfields

Liberty Park Ballfields

ATHLETICS

The City of Franklin Parks Department provides well-maintained athletic facilities for the enjoyment of their residents. The facilities consist of six athletic areas located in Liberty Park, Fieldstone Park, and Jim Warren Park, and are used primarily for youth league play and tournaments. The Parks Department provides all daily maintenance of the facilities, including the provision of lights for evening utilization. Youth sports leagues are provided by two nonprofit volunteer associations—the Franklin Baseball Club and the Franklin Cowboys Association. Athletic training and educational programs are provided to all ages as early as age four in tee ball to the more advanced and competitive adolescents in baseball, football, and cheerleading. These organizations have a five-year agreement with the Department to provide these programs using City facilities. In a similar agreement, the City also provides organized softball leagues and tournaments for adults through Williamson County Parks and Recreation. Over 1,700 children are actively involved each year in these worthwhile activities.

All City athletic facilities, including tennis courts and a cross-country running course, are available for group use by the general public and are scheduled with contractual groups being given priority via the parks athletic division.

Jim Warren Skate Plaza

Liberty Park Disc Golf

The Park at Harlinsdale Farm

Assault on Cotton Gin Park

ACTIVE RECREATION

Parks throughout the city have component facilities that provide for other non-programmed active and passive leisure experiences. A very popular skatepark facility in Jim Warren Park is open to the general public as a nonsupervised, skate-at-your-own-risk facility and offers both challenging skill areas and beginner slopes in an attractive and fenced venue. Likewise Disc Golf, one of the country's fastest growing sports for individual and tournament play, is provided in Franklin's recreational offerings.

SPECIAL EVENTS

The City of Franklin Parks Department provides a variety of exciting special events year-round to the residents and tourists visiting the historic city. These events are provided through three separate means:

- Directly by the Department staff
- By organizations and the general public through park reservations
- By a contractual lease agreement for more specific programs

Each year, Department staff creates a calendar of events that caters to all ages and interests through its scheduled annual activities. For many years, the Department has conducted some 14 events ranging from movies in the park, kids shows, and art festivals to the popular Touch a Truck event. In all, thousands of people have the opportunity to participate in activities that can enrich their lives and simply enjoy a beautiful day in the outdoors.

The Department opens its parks up to both for-profit and nonprofit organizations, including businesses, churches, other departments, and schools to make a reservation and conduct activities which are often open to the participation of the general public. Attendance at these functions surpassed 36,000 in calendar year 2014 and is sure to increase in future years. The park and facilities used in these events are prepared and maintained by the Department.

The City owns, operates, and maintains facilities for equestrian and other public uses at its Park at Harlinsdale Farm. The City of Franklin has contracted through a lease agreement with the Friends of Franklin Parks, LLC, and Franklin Tomorrow to provide for equestrian programming and special events at this facility. The Friends organization provides equestrian activities and shows using the barn, arena, and paddock areas in the approximate five acres of the large park. In addition to the special equestrian programs, the Friends have conducted very popular music performances for the general public.

HISTORIC PARKS AND AUDIO TOUR

The City of Franklin has created an effective interpretive program that provides the visiting public with information on the many historic properties operated and maintained by the City of Franklin and their partner preservation organizations. Using their cell phones, visitors can learn about the people, the culture, and the events that occurred on properties located within the city, such as the Eastern Flank Battlefield, the Cotton Gin Assault, and the many cemeteries now under the stewardship of the City of Franklin. This leisure program is available free of charge to the general public and provides an informative and educational passive form of recreation.

3.4 Demographics and Trends Analysis

Demographic analysis provides an understanding of the population within the City of Franklin, Tennessee. This analysis is reflective of the total population and its key characteristics, such as age segments, income levels, race, and ethnicity.

It is important to note that future projections are all based on historical patterns and unforeseen circumstances. As the study is conducted, changes in demographic data may have a significant bearing on the validity of the final projections.

DEMOGRAPHIC OVERVIEW

Franklin's population is estimated to reach 88,348 by 2029, with total households projected to increase to 34,155.

The total population of the City of Franklin recently underwent a significant increase of approximately 8.2%, from 62,487 in 2010 to 67,602 in 2014. The current estimated population is projected to rapidly grow to 74,772 in 2019 and reach 88,348 by 2029.

The current estimate for 2014 depicts the City of Franklin as family-oriented, as approximately 70% of total households are represented as families.

According to U.S. Census reports, the total number of households in the target area has grown by approximately 8.4%, from 24,040 in 2010 to 26,062 in 2014. The City of Franklin's total households are expected to increase to 34,166 households by 2029.

The City of Franklin's median household income ($84,125) and per capita income ($42,867) are well above the state and national averages.

Based on the 2010 Census, the population of the target area is slightly younger (36.7 years) than the median age of the U.S. (37.2 years). Projections show that by 2029, the City of Franklin will experience an aging trend, as the 55+ age group is the only age segment expected to reflect growth.

The estimated 2014 population of the City of Franklin is 83.38% White Alone and 6.79% Black Alone. In 2010, the Hispanic/Latino ethnicity accounted for 7.62% of the city's total population. Future projections show that by 2029, the overall composition of the population will remain relatively unchanged. Forecasts of the target area through 2029 expect a slight decrease in the White Alone category (79.64%), minimal growth among Black Alone (6.81%), Asian (6.17%), and Some Other Race (4.87%), and a small increase in people of Hispanic Origin (10.88%).

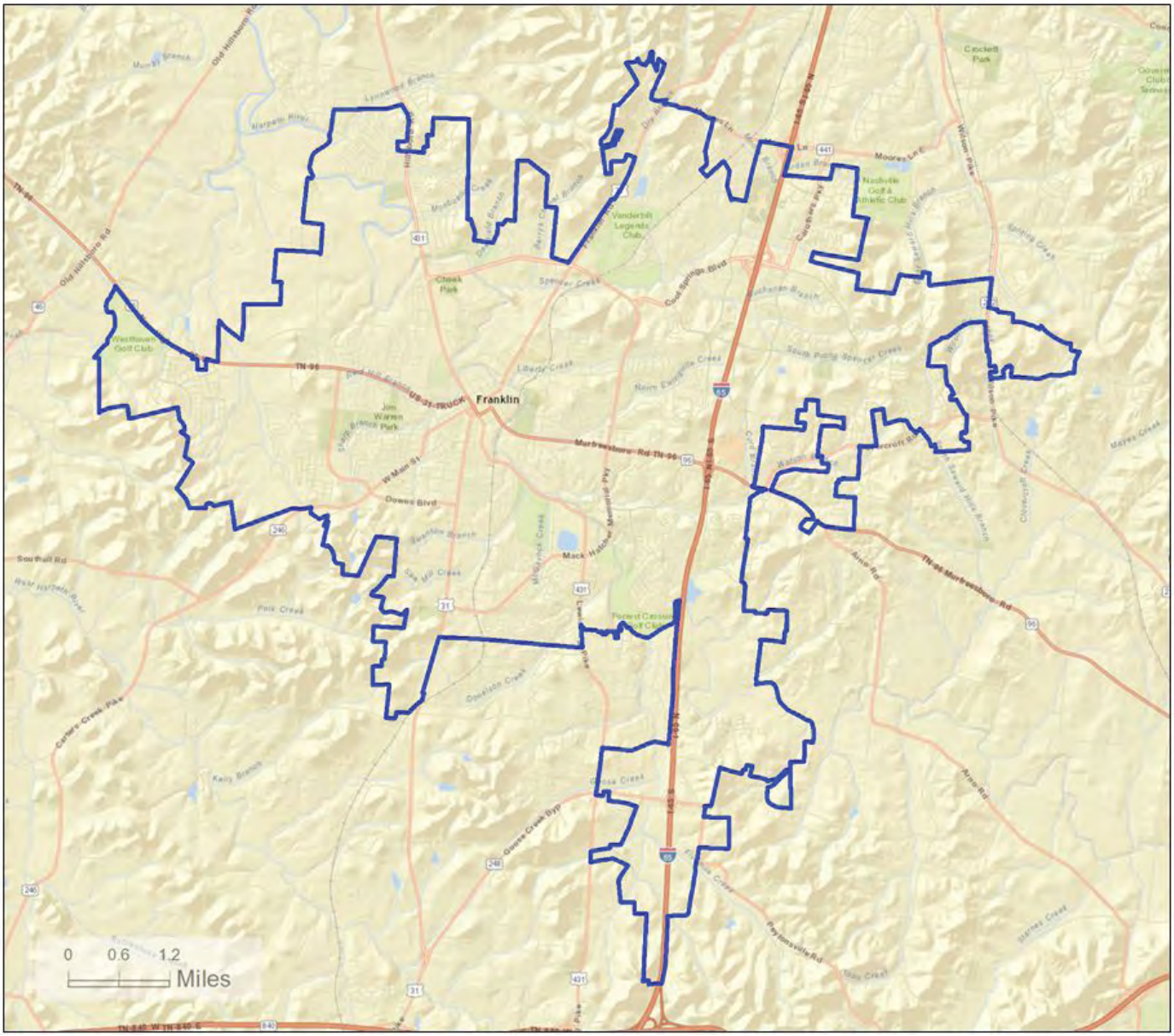


Figure 3.8 City of Franklin Service Area Boundaries

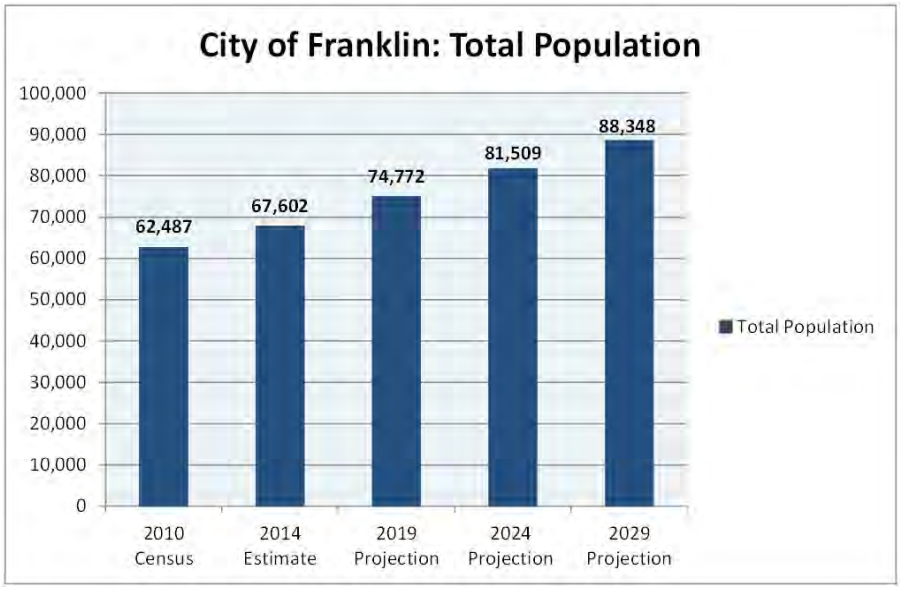
METHODOLOGY

Demographic data used for the analysis was obtained from the 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 2014 and reflects actual numbers as reported in the 2010 Census and estimates for 2014 and 2019 as obtained by ESRI. Straight line linear regression was utilized for projected 2024 and 2029 demographics. The City of Franklin geographic boundary was utilized as the demographic analysis boundary shown in Figure 3.8.

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 below. The 2010 Census data on race are not directly comparable with data from the 2000 Census and earlier censuses. Caution must be used when interpreting changes in the racial composition of the U.S. population over time. The latest (2010 Census) 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 Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.



CITY OF FRANKLIN POPULACE

Population

City of Franklin has observed rapid growth in recent years. From 2010 to 2014, the target area's total population experienced a notable increase of 8.2%, or an annual rate of about 2%. This is significantly more than the national population growth average, which is approximately 0.7% annually. Projecting ahead, the city is expected to continue to undergo significant growth over the next 15 years. Based on predictions through 2029, the target area is expected to have approximately 88,348 residents living within 34,166 households (Figure 3.9).

Figure 3.9 Total Population

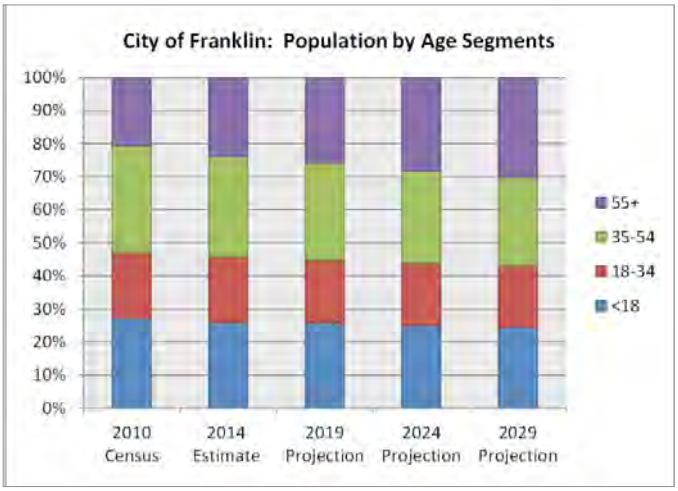


Figure 3.10 Population by Age Segment

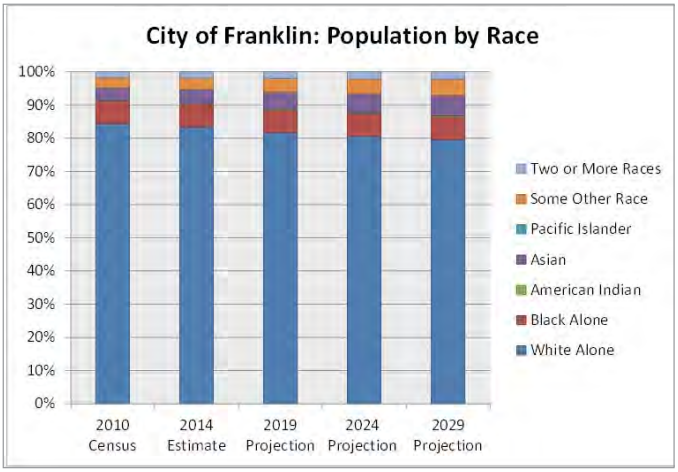


Figure 3.11 Population by Race

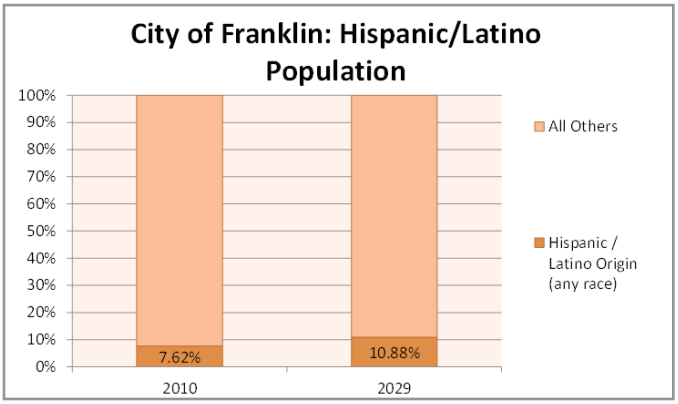


Figure 3.12 Percentage of Hispanic/Latinos

Age Segment

When evaluating the distribution by age, the City of Franklin is somewhat balanced between youth, young adult, family, and senior populations. In 2014, the highest segment by population is the 35-54 age group, representing 30.4%, and the lowest is the 18-34 segment, which constitutes 19.8% of the population.

Over time, the overall composition of the population of the city will follow an aging trend. Future projections through 2029 show that each age segment, except the 55+ group, will experience small, but steady, decreases in size as compared to the population as a whole. The 55+ segment is expected to gradually grow to represent approximately 30.1% of the population by 2029. This will make the senior population the single largest age segment. This is consistent with general national trends where the 55+ age group has been growing as a result of increased life expectancies and the baby boomer population entering that age group (Figure 3.10).

Race and Ethnicity

When analyzing race and ethnicity, the diversity of the service area is limited. The 2014 estimate shows that the vast majority of the population falls into the White Only (83.38%), with Black Only (6.79%) representing the largest minority. Those of Hispanic/Latino origin comprise 7.62% of the current population. Projections for 2029 expect the city to experience little change, with the majority White Only population slightly dropping to 79.64%, while the Black Only (6.81%), Asian (6.17%), and Some Other Race (4.87%) categories expect minimal growth. The Hispanic/Latino population is expected to increase to 10.88% of the total by 2029 (Figure 3.11 and Figure 3.12).

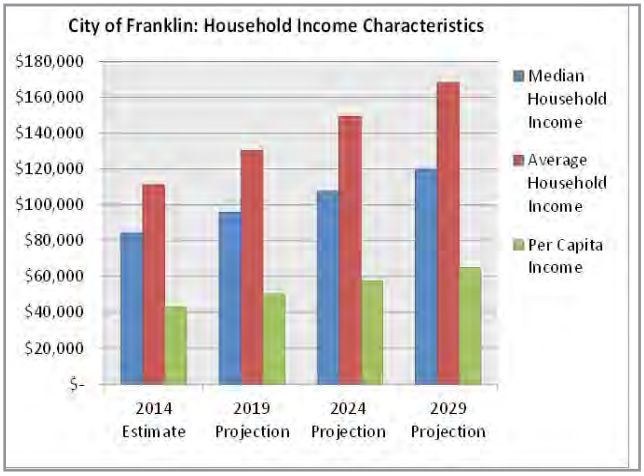


Figure 3.13 Household Income Characteristics

Households and Income

City of Franklin's income characteristics demonstrate steady growth trends. The median household income is estimated to be $84,125 in 2014. It is projected to grow to $119,396 by 2029. The median household income represents the earnings of all persons age 16 years or older living together in a housing unit. The per capita income is also projected to increase from $42,867 in 2014 to $64,944 by 2029 (Figure 3.13).

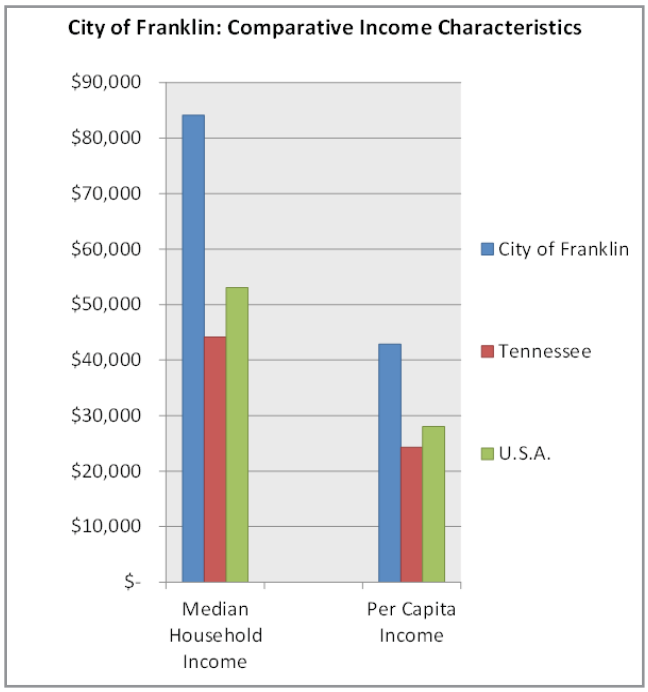


Figure 3.14 Comparative Income Characteristics

As observed in Figure 3.14, City of Franklin's median household income is well above the state ($44,140) and national ($53,046) averages. The target area's per capita income is also much higher than state ($24,294) and national ($28,051) averages. The fact that the income characteristics are well over the state and national averages indicates the presence of disposable income and greater price elasticity.

TRENDS ANALYSIS

The following tables summarize the findings from the Sports & Fitness Industry Association's (SFIA) 2014 Sports, Fitness and Leisure Activities Topline Participation Report. The local market potential index data compares the demand for recreation activities and spending of the City of Franklin's residents to the national averages.

SUMMARY OF NATIONAL PARTICIPATORY TRENDS ANALYSIS
1. Number of "inactives" decreased slightly, those active to a healthy level on the rise a. Inactives down 0.4% in 2013, from 80.4 million to 80.2 million b. Approximately one-third of Americans (ages 6+) are active to a healthy level
2. Most popular sport and recreation activities a. Fitness walking (117 million) b. Running/jogging (54 million) c. Treadmill (48 million)
3. Most participated-in team sports a. Basketball (23.7 million) b. Tennis (17.7 million) c. Baseball (13.3 million)
4. Activities most rapidly growing over last five years a. Adventure racing (up 159%) b. Nontraditional/off-road triathlon (up 156%) c. Traditional/road triathlon (up 140%) d. Squash (up 115%) e. Rugby (up 81%)
5. Activities most rapidly declining over last five years a. Wrestling (down 45%) b. In-line roller skating (down 40%) c. Touch football (down 32%) d. Horseback riding (down 29%) e. Slow-pitch softball (down 29%)

SUMMARY OF LOCAL MARKET POTENTIAL INDEX ANALYSIS
1. City of Franklin exhibits above average market potential for sport and leisure activities
2. Top recreation activities in Franklin compared to the national average a. Attended football game – college b. Jogging/running c. Attended football game – NFL

Table 3.4 SFIA Findings

The Sports & Fitness Industry Association (SFIA) Sports, Fitness & Recreational Activities Topline Participation Report 2014 was utilized to evaluate national sports and fitness participatory trends. SFIA is the top source for sports and fitness research. The study is based on online interviews carried out in January and February of 2014 from more than 19,000 individuals and households.

Information released by SFIA's 2014 Study of Sports, Fitness, and Leisure Participation reveals that the most popular sports and recreation activities include: fitness walking, treadmill, running/jogging, free weights, and bicycling. Most of these activities appeal to both young and old alike, can be done in most environments, are enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of their social advantages. For example, although fitness activities are mainly self-directed, people enjoy walking and biking with other individuals because it can offer a degree of camaraderie.

Fitness walking has remained the most popular activity of the past decade by a large margin. According to data available in 2013, over 117 million Americans had walked for fitness at least once.

From a traditional team sport standpoint, basketball ranks highest among all sports, with nearly 24 million people reportedly participating in 2013. Team sports that have experienced significant growth in participation are rugby, lacrosse, field hockey, ice hockey, gymnastics, beach volleyball, and ultimate Frisbee – all of which have experienced double digit growth over the last five years. Most recently, rugby, field hockey, and lacrosse underwent the most rapid growth among team sports from 2012 to 2013.

In the past year, there has been a slight decrease (0.4%) of "inactives" in America, from 80.4 million in 2012 to 80.2 million in 2013. According to the Physical Activity Council, an "inactive" is defined as an individual that doesn't take part in any "active" sport. Even more encouraging is that an estimated 33.9% of Americans above the age of six are active to a healthy level, taking part in a high calorie-burning activity three or more times per week.

NOTE: In 2012, the Sports & Fitness Industry Association came into existence after a two-year strategic review and planning process with a refined mission statement-- "To Promote Sports and Fitness Participation and Industry Vitality." The SFIA was formerly known as the Sporting Goods Manufacturers Association (SGMA).

National Participatory Trends - General Sports											
Activity	Participation Levels						% Change				
	2008	2009	2010	2011	2012	2013	12-13	11-13	10-13	09-13	08-13
Baseball	15,539	14,429	14,198	13,561	12,976	13,284	2.4%	-2.0%	-6.4%	-7.9%	-14.5%
Basketball	26,108	25,131	25,156	24,790	23,708	23,669	-0.2%	-4.5%	-5.9%	-5.8%	-9.3%
Cheerleading	3,192	3,070	3,134	3,049	3,244	3,235	-0.3%	6.1%	3.2%	5.4%	1.3%
Field Hockey	1,122	1,092	1,182	1,147	1,237	1,474	19.2%	28.5%	24.7%	35.0%	31.4%
Football, Flag	7,310	6,932	6,660	6,325	5,865	5,610	-4.3%	-11.3%	-15.8%	-19.1%	-23.3%
Football, Tackle	7,816	7,243	6,850	6,448	6,220	6,165	-0.9%	-4.4%	-10.0%	-14.9%	-21.1%
Football, Touch	10,493	9,726	8,663	7,684	7,295	7,140	-2.1%	-7.1%	-17.6%	-26.6%	-32.0%
Gymnastics	3,975	3,952	4,418	4,824	5,115	4,972	-2.8%	3.1%	12.5%	25.8%	25.1%
Ice Hockey	1,871	2,018	2,140	2,131	2,363	2,393	1.3%	12.3%	11.8%	18.6%	27.9%
Lacrosse	1,092	1,162	1,423	1,501	1,607	1,813	12.8%	20.8%	27.4%	56.0%	66.0%
Racquetball	4,611	4,784	4,603	4,357	4,070	3,824	-6.0%	-12.2%	-16.9%	-20.1%	-17.1%
Roller Hockey	1,569	1,427	1,374	1,237	1,367	1,298	-5.0%	4.9%	-5.5%	-9.0%	-17.3%
Rugby	654	720	940	850	887	1,183	33.4%	39.2%	25.9%	64.3%	80.9%
Soccer (Indoor)	4,487	4,825	4,920	4,631	4,617	4,803	4.0%	3.7%	-2.4%	-0.5%	7.0%
Soccer (Outdoor)	13,996	13,957	13,883	13,667	12,944	12,726	-1.7%	-6.9%	-8.3%	-8.8%	-9.1%
Softball (Fast Pitch)	2,331	2,476	2,513	2,400	2,624	2,498	-4.8%	4.1%	-0.6%	0.9%	7.2%
Softball (Slow Pitch)	9,660	9,180	8,477	7,809	7,411	6,868	-7.3%	-12.1%	-19.0%	-25.2%	-28.9%
Squash	659	796	1,031	1,112	1,290	1,414	9.6%	27.2%	37.1%	77.6%	114.6%
Tennis	17,749	18,546	18,719	17,772	17,020	17,678	3.9%	-0.5%	-5.6%	-4.7%	-0.4%
Track and Field	4,604	4,480	4,383	4,341	4,257	4,071	-4.4%	-6.2%	-7.1%	-9.1%	-11.6%
Ultimate Frisbee	4,459	4,636	4,571	4,868	5,131	5,077	-1.1%	4.3%	11.1%	9.5%	13.9%
Volleyball (Court)	7,588	7,737	7,315	6,662	6,384	6,433	0.8%	-3.4%	-12.1%	-16.9%	-15.2%
Volleyball (Sand/Beach)	4,025	4,324	4,752	4,451	4,505	4,769	5.9%	7.1%	0.4%	10.3%	18.5%
Wrestling	3,335	3,170	2,536	1,971	1,922	1,829	-4.8%	-7.2%	-27.9%	-42.3%	-45.2%
NOTE: Participation figures are in 000's for the US population ages 6 and over											
Legend:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)				

Table 3.5 General Sports Participatory Trends

NATIONAL TRENDS IN GENERAL SPORTS

Basketball, a game originating in the U.S., is the most heavily participated sport among the traditional "bat and ball" sports, with almost 24 million estimated participants. Popularity can be attributed to the ability to compete with a relatively small number of participants, the limited amount of equipment needed, and the limited space requirements – the last of which makes basketball the only traditional sport that can be played at the majority of American dwellings as a driveway pickup game.

As observed in Table 3.5, since 2008, squash and other niche sports like lacrosse and rugby have experienced strong growth. Squash has emerged as the overall fastest growing sport, as participation levels have increased by nearly 115% over the last five years. Based on survey findings from 2008 to 2013, rugby and lacrosse have also experienced significant growth, increasing by 80.9% and 66% respectively. Other sports with notable growth in participation over the last five years were field hockey (31.4%), ice hockey (27.9%), gymnastics (25.1%), and beach volleyball (18.5%). From 2012 to 2013, the fastest growing sports were rugby (33.4%), field hockey (19.2%), lacrosse (12.8%), and squash (9.6%). During the last five years, the sports that are most rapidly declining include wrestling (45.2% decrease), touch football (down 32%), and slow-pitch softball (28.9% decrease).

In terms of total participants, the most popular activities in the general sports category in 2013 include basketball (23.7 million), tennis (17.7 million), baseball (13.3 million), outdoor soccer (12.7 million), and slow-pitch softball (6.9 million). Although three out of five of these sports have been declining in recent years, the sheer number of participants demands the continued support of these activities.

NATIONAL TRENDS IN AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport. Swimming activities have remained very popular among Americans, and both competition and fitness swimming have experienced an increase in participation. Fitness swimming is the absolute leader in multigenerational appeal, with over 26 million reported participants in 2013, a 13.5% increase from the previous year (Table 3.6).

NOTE: In 2011, recreation swimming was separated into competition and fitness categories in order to better identify key trends.

Aquatic exercise has a strong participation base, but has recently experienced a downward trend. Aquatic exercise has paved the way for a less stressful form of physical activity, allowing similar gains and benefits to land-based exercise, including aerobic fitness, resistance training, flexibility, and better balance. Doctors have begun recommending aquatic exercise for injury rehabilitation, mature patients, and patients with bone or joint problems due to the significant reduction of stress placed on weight-bearing joints, bones, muscles, and also the effect that the pressure of the water has in reducing swelling of the injured area.

National Participatory Trends - Aquatics											
Activity	Participation Levels						% Change				
	2008	2009	2010	2011	2012	2013	12-13	11-13	10-13	09-13	08-13
Aquatic Exercise	9,512	8,965	8,947	9,042	9,177	8,483	-7.6%	-6.2%	-5.2%	-5.4%	-10.8%
Swimming (Competition)	N/A	N/A	N/A	2,363	2,502	2,638	5.4%	11.6%	N/A	N/A	N/A
Swimming (Fitness)	N/A	N/A	N/A	21,517	23,216	26,354	13.5%	22.5%	N/A	N/A	N/A
NOTE: Participation figures are in 000's for the US population ages 6 and over											
Legend:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)				

Table 3.6 Aquatic Participatory Trends

NATIONAL TRENDS IN GENERAL FITNESS

National participatory trends in general fitness have experienced some strong growth in recent years. Many of these activities have become popular due to an increased interest among people to improve their health by engaging in an active lifestyle. These activities also have very few barriers to entry, providing a variety of activities that are relatively inexpensive to participate in and can be performed by nearly anyone with no time restrictions.

The most popular fitness activity by far is fitness walking, which had over 117 million participants in 2013. This change represents 2.9% increase from the previous year. Other leading fitness activities based on number of participants include running/jogging (over 54 million), treadmill (48.1 million), and hand free weights (43.2 million), and weight/resistant machines (36.3 million).

Over the last five years, the activities that are growing most rapidly are high impact aerobics (up 47.1%), yoga (up 36.9%), running/jogging (up 31.9%), cardio kickboxing (28.7% increase), and group stationary cycling (up 27.8%). Most recently, from 2012 to 2013, the largest gains in participation were in boxing for fitness (8.7% increase), Tai Chi (up 8.3%), and high-impact aerobics (up 7.1%) (Table 3.7).

National Participatory Trends - General Fitness											
Activity	Participation Levels						% Change				
	2008	2009	2010	2011	2012	2013	12-13	11-13	10-13	09-13	08-13
Aerobics (High Impact)	11,780	12,771	14,567	15,755	16,178	17,323	7.1%	10.0%	18.9%	35.6%	47.1%
Aerobics (Low Impact)	23,283	24,927	26,431	25,950	25,707	25,033	-2.6%	-3.5%	-5.3%	0.4%	7.5%
Aerobics (Step)	9,423	10,551	11,034	10,273	9,577	8,961	-6.4%	-12.8%	-18.8%	-15.1%	-4.9%
Boxing for Fitness	N/A	N/A	4,788	4,631	4,831	5,251	8.7%	13.4%	9.7%	N/A	N/A
Calisthenics	8,888	9,127	9,097	8,787	9,356	9,356	0.0%	6.5%	2.8%	2.5%	5.3%
Cross-Training	N/A	N/A	N/A	7,706	7,496	6,911	-7.8%	-10.3%	N/A	N/A	N/A
Cardio Kickboxing	4,905	5,500	6,287	6,488	6,725	6,311	-6.2%	-2.7%	0.4%	14.7%	28.7%
Elliptical Motion Trainer	24,435	25,903	27,319	29,734	28,560	27,119	-5.0%	-8.8%	-0.7%	4.7%	11.0%
Fitness Walking	110,204	110,882	112,082	112,715	114,029	117,351	2.9%	4.1%	4.7%	5.8%	6.5%
Free Weights (Barbells)	25,821	26,595	27,194	27,056	26,688	25,641	-3.9%	-5.2%	-5.7%	-3.6%	-0.7%
Free Weights (Dumbells)	N/A	N/A	N/A	N/A	N/A	32,309	N/A	N/A	N/A	N/A	N/A
Free Weights (Hand Weights)	N/A	N/A	N/A	N/A	N/A	43,164	N/A	N/A	N/A	N/A	N/A
Martial Arts	6,818	6,643	6,002	5,037	5,075	5,314	4.7%	5.5%	-11.5%	-20.0%	-22.1%
Pilates Training	9,039	8,770	8,404	8,507	8,519	8,069	-5.3%	-5.1%	-4.0%	-8.0%	-10.7%
Running/Jogging	41,097	42,511	46,650	50,061	51,450	54,188	5.3%	8.2%	16.2%	27.5%	31.9%
Stair Climbing Machine	13,863	13,653	13,269	13,409	12,979	12,642	-2.6%	-5.7%	-4.7%	-7.4%	-8.8%
Stationary Cycling (Group)	6,504	6,762	7,854	8,738	8,477	8,309	-2.0%	-4.9%	5.8%	22.9%	27.8%
Stationary Cycling (Recumbent)	11,104	11,299	11,459	11,933	11,649	11,159	-4.2%	-6.5%	-2.6%	-1.2%	0.5%
Stationary Cycling (Upright)	24,918	24,916	24,578	24,409	24,338	24,088	-1.0%	-1.3%	-2.0%	-3.3%	-3.3%
Stretching	36,235	36,299	35,720	34,687	35,873	36,202	0.9%	4.4%	1.3%	-0.3%	-0.1%
Tai Chi	3,424	3,315	3,193	2,975	3,203	3,469	8.3%	16.6%	8.6%	4.6%	1.3%
Treadmill	49,722	50,395	52,275	53,260	50,839	48,166	-5.3%	-9.6%	-7.9%	-4.4%	-3.1%
Weight/Resistant Machines	38,844	39,075	39,185	39,548	38,999	36,267	-7.0%	-8.3%	-7.4%	-7.2%	-6.6%
Yoga	17,758	18,934	20,998	22,107	23,253	24,310	4.5%	10.0%	15.8%	28.4%	36.9%
NOTE: Participation figures are in 000's for the US population ages 6 and over											
Legend:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)				

Table 3.7 General Fitness Participatory Trends

NATIONAL TRENDS IN GENERAL RECREATION

Results from the SFIA's Topline Participation Report demonstrate increased popularity among Americans in numerous general 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 limited by time restraints. In 2013, the most popular activities in the general recreation category include road bicycling (over 40 million participants), freshwater fishing (nearly 38 million participants), and day hiking (over 34 million participants).

From 2008 to 2013, general recreation activities that have undergone very rapid growth are adventure racing (up 159%), nontraditional/off-road triathlons (up 156%), traditional/road triathlons (up 139.9%), and trail running (up 49.7%). In-line roller skating, horseback riding, and skateboarding have all seen a substantial drop in participation, decreasing by 40%, 29.4%, and 21.8% respectively over the last five years (Table 3.8).

National Participatory Trends - General Recreation											
Activity	Participation Levels						% Change				
	2008	2009	2010	2011	2012	2013	12-13	11-13	10-13	09-13	08-13
Adventure Racing	809	1,005	1,214	1,202	1,618	2,095	29.5%	74.3%	72.6%	108.5%	159.0%
Archery	6,180	6,368	6,323	6,471	7,173	7,647	6.6%	18.2%	20.9%	20.1%	23.7%
Bicycling (Mountain)	7,242	7,367	7,152	6,989	7,265	8,542	17.6%	22.2%	19.4%	15.9%	18.0%
Bicycling (Road)	38,527	39,127	39,730	39,834	39,790	40,888	2.8%	2.6%	2.9%	4.5%	6.1%
Bicycling (BMX)	1,896	1,858	2,090	1,958	1,861	2,168	16.5%	10.7%	3.7%	16.7%	14.3%
Camping (Recreational Vehicle)	16,343	16,977	16,651	16,282	15,903	14,556	-8.5%	-10.6%	-12.6%	-14.3%	-10.9%
Camping (Within 1/4 Mile of Vehicle/Home)	32,531	34,012	32,667	31,961	31,454	29,269	-6.9%	-8.4%	-10.4%	-13.9%	-10.0%
Climbing (Sport/Indoor/Boulder)	4,642	4,541	4,542	4,445	4,355	4,745	9.0%	6.7%	4.5%	4.5%	2.2%
Climbing (Traditional/Ice/Mountaineering)	2,175	2,062	2,017	1,904	2,189	2,319	5.9%	21.8%	15.0%	12.5%	6.6%
Fishing (Fly)	5,849	5,755	5,523	5,581	5,848	5,878	0.5%	5.3%	6.4%	2.1%	0.5%
Fishing (Freshwater)	42,095	40,646	39,911	38,864	39,002	37,796	-3.1%	-2.7%	-5.3%	-7.0%	-10.2%
Fishing (Saltwater)	14,121	13,054	12,056	11,896	12,000	11,790	-1.8%	-0.9%	-2.2%	-9.7%	-16.5%
Golf	28,571	27,103	26,122	25,682	25,280	24,720	-2.2%	-3.7%	-5.4%	-8.8%	-13.5%
Hiking (Day)	31,238	32,542	32,534	33,494	34,519	34,378	-0.4%	2.6%	5.7%	5.6%	10.1%
Horseback Riding	11,457	10,286	9,782	9,335	8,423	8,089	-4.0%	-13.3%	-17.3%	-21.4%	-29.4%
Hunting (Bow)	3,770	3,974	4,067	4,271	4,354	4,079	-6.3%	-4.5%	0.3%	2.6%	8.2%
Hunting (Handgun)	2,734	2,575	2,493	2,690	3,112	3,198	2.8%	18.9%	28.3%	24.2%	17.0%
Hunting (Rifle)	10,490	10,729	10,632	10,479	10,485	9,792	-6.6%	-6.6%	-7.9%	-8.7%	-6.7%
Hunting (Shotgun)	8,638	8,611	8,276	8,370	8,426	7,894	-6.3%	-5.7%	-4.6%	-8.3%	-8.6%
Roller Skating, In-Line	10,211	8,942	8,128	7,451	6,647	6,129	-7.8%	-17.7%	-24.6%	-31.5%	-40.0%
Shooting (Sport Clays)	4,199	4,232	4,291	4,296	4,544	4,479	-1.4%	4.3%	4.4%	5.8%	6.7%
Shooting (Trap/Skeet)	3,523	3,519	3,489	3,453	3,591	3,784	5.4%	9.6%	8.5%	7.5%	7.4%
Skateboarding	8,118	7,580	7,080	6,318	6,227	6,350	2.0%	0.5%	-10.3%	-16.2%	-21.8%
Target Shooting (Handgun)	12,551	12,919	12,485	13,638	15,418	14,370	-6.8%	5.4%	15.1%	11.2%	14.5%
Target Shooting (Rifle)	12,769	12,916	12,637	13,032	13,853	13,023	-6.0%	-0.1%	3.1%	0.8%	2.0%
Trail Running	4,537	4,845	4,985	5,373	5,806	6,792	17.0%	26.4%	36.2%	40.2%	49.7%
Triathlon (Non-Traditional/Off Road)	543	634	798	819	1,075	1,390	29.3%	69.7%	74.2%	119.2%	156.0%
Triathlon (Traditional/Road)	943	1,148	1,593	1,686	1,789	2,262	26.4%	34.2%	42.0%	97.0%	139.9%
NOTE: Participation figures are in 000's for the US population ages 6 and over											
Legend:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)				

Table 3.8 General Recreation Participatory Trends

LOCAL SPORT AND MARKET POTENTIAL

The 3.9 tables show sport and leisure market potential data from ESRI. A Market Potential Index (MPI) measures the probable demand for a product or service in the target area. The MPI shows the likelihood that an adult resident of the city will participate in certain activities when compared to the U.S. national average. The national average is 100; therefore, numbers below 100 would represent a lower-than-average participation rate, and numbers above 100 would represent higher-than-average participation rate. The city is compared to the national average in three categories – general sports by activity, fitness by activity, and money spent on miscellaneous recreation.

The City of Franklin demonstrates high market potential index numbers for all categories. These high index numbers, paired with the above-average income characteristics of residents, are very promising from a programming standpoint. The Department has strong potential to generate revenues from programs by capitalizing on the favorable earning ability of the service area and the residents' willingness to spend money on recreational activities, as exhibited by the market potential index figures.

The sport and leisure trends in the table below are most prevalent for residents within the City of Franklin. Cells highlighted in yellow indicate the top three (or more in case of a tie) scoring activities based on the purchasing preferences of residents.

General Sports Market Potential

FRANKLIN PARTICIPATORY TRENDS - GENERAL SPORTS	
Activity	MPI
Participated in Baseball	112
Participated in Basketball	112
Participated in Football	103
Participated in Golf	135
Participated in Soccer	112
Participated in Softball	108
Participated in Tennis	137
Participated in Volleyball	107

Fitness Market Potential

FRANKLIN PARTICIPATORY TRENDS - FITNESS	
Activity	MPI
Participated in Aerobics	127
Participated in Jogging/Running	144
Participated in Pilates	123
Participated in Swimming	119
Participated in Walking for Exercise	114
Participated in Weight Lifting	140
Participated in Yoga	134

Money Spent on Miscellaneous Recreation

FRANKLIN PARTICIPATORY TRENDS -MONEY SPENT ON RECREATION	
Activity	MPI
Spent on sports/rec equipment in last 12 months - $1-99	117
Spent on sports/rec equipment in last 12 months - $100-249	120
Spent on sports/rec equipment in last 12 months - $250+	123
Attended sports event	134
Attended sports event: baseball game (MLB reg season)	140
Attended sports event: basketball game (college)	132
Attended sports event: basketball game (NBA reg season)	141
Attended sports event: football game (college)	145
Attended sports event: football game (NFL Mon/Thurs)	143
Attended sports event: football game (NFL weekend)	143
Attended sports event: high school sports	120
Attended sports event: ice hockey (NHL reg season)	141
Went on overnight camping trip in last 12 months	105
Visited a theme park in last 12 months	130
Went to zoo in last 12 months	125

Table 3.9 Participatory Trends

3.5 Benchmarking

BWSC team member PROS Consulting, along with City of Franklin Parks, identified operating metrics to be benchmarked to comparable industry-leading parks and recreation systems nationwide. The benchmark agencies selected for analysis included jurisdictions with demographic characteristics similar to the City of Franklin, as well as departments that were finalists or winners of the NRPA Gold Medal Award in recent years. The complexity in this analysis was ensuring direct comparison through a methodology of statistics and ratios in order to provide comparable information, as best as possible.

It must be noted that the benchmark analysis is only an indicator based on the information provided. Data for the City of Franklin Parks Department was obtained internally and included figures from Franklin's inventory, budget and planning documents, and lease agreements. Information for benchmark agencies was originally sourced from the NRPA's PRORAGIS database, then communicated with each department to allow the opportunity to update or correct the retrieved data. Every effort was made, in working directly with the benchmark agencies, to obtain the most credible information and organize the data in a consistent and comparable format. The information sought was a combination of operating metrics with budgets, staffing, supporting plans, and inventories. In some instances, the information was not tracked or not available. The attributes considered for selection of comparable agencies included:

- Population size
- Income characteristics
- Jurisdiction type
- Winner or finalist of NRPA Gold Medal Award

Careful attention was paid to incorporate a mix of systems that are comparable industry leaders, and they include those in Table 3.10 below.

Agency	State	Jurisdiction Type	Pop	Median HH Inc	NRPA Gold Medal
Franklin Parks & Recreation Dept	TN	city	67,602	$84,125	-
Allen Parks & Recreation Dept.	TX	city	91,429	$101,966	Finalist 2014 Finalist 2013
Carmel Clay Parks & Recreation Dept.	IN	city	86,439	$107,505	Finalist 2014
Greenville Parks & Recreation Dept.	SC	city	61,397	$41,553	
James City County Parks & Recreation Dept.	VA	county	70,516	$76,767	Winner 2012
Roswell Recreation, Parks, Historic & Cultural Affairs Dept.	GA	city	91,168	$79,385	Finalist 2014
Westerville Parks & Recreation Dept.	OH	city	36,665	$84,095	Winner 2013

Table 3.10 Benchmark Agencies

Due to differences in how each system collects, maintains, and reports data, variances exist. These variations have an impact on the per capita and percentage allocations within the budget, and hence, the overall comparison must be viewed with this in mind. Also, despite repeated attempts to obtain missing information, there may be some portions where the data provided by the benchmarked systems was incomplete.

The benchmark data collection for all systems was done as of December 2014. While it is possible that there may have been changes or updates in the data provided, in order to ensure consistency in data collection, the original figures obtained at that time have been used in the benchmark.

The goal was to evaluate where City of Franklin Parks is positioned among peer agencies as it applies to efficiency and effectiveness practices. The benchmark assessment is organized into specific categories and questions to obtain data that offers an encompassing view of each system's operating metrics in comparison to City of Franklin Parks.

GENERAL COMPARATIVE OF SYSTEMS

This section provides a general overview of each system within the benchmark analysis. The table below describes the jurisdiction population, size, and density, as well as the total number of park sites and annual park attendance.

System	Jurisdiction Size (Sq. Miles)	Jurisdiction Population	Population Per Square Mile	Total Number of Park Sites	Total Annual Park Attendance
Franklin	30.1	67,602	2,246	18	n/a
Allen	27.1	91,429	3,374	66	1,577,000
Carmel Clay	49.1	86,439	1,760	15	n/a
Greenville	29.0	61,397	2,117	39	1,000,000
James City County	142.0	70,516	497	18	2,163,533
Roswell	41.0	91,168	2,224	25	211,624
Westerville	13.0	36,665	2,820	52	858,000

Table 3.11 General Comparative of Systems

The City of Franklin is one of the smaller agencies in terms of jurisdiction size and population, ranking in the bottom half of benchmark agencies for both. Although the City of Franklin is small in comparison, it has one of the highest ratios for population density among benchmarked systems. Interestingly, the two smallest jurisdictions (Westerville and Allen), based on square mileage, report the highest total number of park sites. Information available on annual park attendance reveals that James City County and Allen are well above the curve in annual turnout.

SYSTEM ACREAGES AND TRAIL MILES

This section compares the total acreage and total trail miles managed by each agency. These totals are further dissected to identify the percentage of developed acres and current level of service per 1,000 population for park acres and trail miles.

Although Franklin is the third smallest city in the benchmark in terms of overall population, the Parks Department ranks in the top half of the benchmark in total acreage and park acres per 1,000 population. Furthermore, the Department is tied for second among benchmark agencies for percentage of developed acres, which indicates that the Department has strong park land assets in its inventory. One area where the system lags behind other agencies is in total trail miles and trail mileage per capita, which are both last in the benchmark comparison.

System	Population of City/ Jurisdiction	Total Acres Owned or Managed by System	Total Developed Acres	Percentage of Developed Acres	Total Park Acres Per 1,000 Pop.	Total Trail Miles	Trail Miles per 1,000 Pop.
Franklin	67,602	701	523	75%	10.36	7.85	0.12
Allen	91,429	1,910	889	47%	20.90	58.00	0.63
Carmel Clay	86,439	505	177	35%	5.84	16.00	0.19
Greenville	61,397	352	324	92%	5.73	16.36	0.27
James City County	70,516	1,622	357	22%	23.00	43.45	0.62
Roswell	91,168	912	684	75%	10.00	45.20	0.50
Westerville	36,665	617	389	63%	16.83	32.25	0.88

Table 3.12 Acreage and Trail Miles

ANNUAL OPERATING BUDGET AND COST RECOVERY

This portion covers two parts, the annual budget and cost recovery. Budget items in this section include the most recent figures available for operating expenses and capital expenditures for each agency. Operating expenses are compared to the population of each jurisdiction to determine the operational cost per capita. The operational cost recovery is arrived at by dividing total non-tax revenue by total operating expense. The operational cost recovery is a critical performance indicator that measures how well each department's revenue generation covers the total operating costs.

System	Jurisdiction Population	Total Non-Tax Revenues	Total Operating Expenses	Capital Budget	Revenue Per Capita	Operating Expenses Per Capita	Operating Cost Recovery
Franklin	67,602	$ 38,947	$ 3,508,174	$ 1,365,000	$ 0.58	$ 51.89	1%
Allen	91,429	$ 14,035,923	$ 23,408,923	$ 5,030,724	$ 153.52	$ 256.03	60%
Carmel Clay	86,439	$ 8,514,366	$ 9,985,902	$ 3,039,902	$ 98.50	$ 115.53	85%
Greenville	61,397	$ 2,372,000	$ 10,321,327	$ 2,475,000	$ 38.63	$ 168.11	23%
James City County	70,516	$ 2,765,680	$ 4,953,264	$ 1,617,437	$ 39.22	$ 70.24	56%
Westerville	36,665	$ 3,789,991	$ 10,575,385	$ 1,168,086	$ 103.37	$ 288.43	36%

* Note: Allen, Carmel-Clay, James City County, and Westerville capital budget figures as a 3-year average

* Note: Roswell figures unavailable

Table 3.13 Budget Details and Cost Recovery

Based on expenditure figures, Allen Parks and Recreation is well ahead of the field in spending on operations and capital improvements. They are also the second highest spender in terms of operating expense per capita, trailing only Westerville Parks and Recreation at nearly $290 per resident in operational expenditures. Although Franklin owns the smallest operational and capital budgets, it does lead the benchmark in efficiency of operational expense per capita, spending only $52 per resident.

The most notable anomaly in the previous chart is evidenced by the lack of revenue for the City of Franklin Parks and, subsequently, a minuscule cost recovery level. While this discrepancy makes comparison highly disparate, analyzing the other benchmark agencies is useful as an example for Franklin if it aims to enhance its revenue-earning power in the future. Allen is, again, the leader in sheer volume, with over $14 million in revenue and more than $150 gained per resident. Perhaps the best model among benchmark agencies is the Carmel Clay Parks and Recreation Department, which has strong revenue generation that is well-proportioned to the operational cost, garnering a very efficient 85% cost recovery.

DISTRIBUTION OF EXPENDITURES

This section reveals how expenditures for each system are allocated for personnel, operations, capital, and other. Franklin demonstrates a favorable distribution of expenditures, based on the fact that personnel costs fall into the mean of the group, and there is a clear effort to invest in capital improvements.

System	Distribution of Expenditures			
	Personnel	Operations	Capital	Other
Franklin	63.00%	32.00%	5.00%	
Allen	38.10%	61.70%	0.20%	
Carmel Clay	60.30%	39.40%	0.30%	
Greenville	64.60%	26.40%	3.00%	6.00%
James City County	85.00%	13.00%	2.00%	
Westerville	65.00%	28.00%	7.00%	

*Note: Rosw ell figures unavailable.

Table 3.14 Distribution of Expenditures

COST PER MAINTAINED ACRE

This category assesses the cost to maintain each park system. This figure is obtained by taking the operational budget and dividing it by the amount of maintained acres. This does not take into account the total amount of acreage for each system.

System	Total Operating Expenses	Total Developed Acres	Cost Per Maintained Acre
Franklin	$ 3,508,174	523	$ 6,707
Allen	$ 23,408,923	889	$ 26,320
Carmel Clay	$ 9,985,902	177	$ 56,418
Greenville	$ 10,321,327	324	$ 31,856
James City County	$ 4,953,264	357	$ 13,875
Westerville	$ 10,575,385	389	$ 27,186

*Note: Rosw ell figures unavailable.

Table 3.15 Cost per Maintained Acre

The previous chart highlights one of the best strengths of the Department, which rests in its efficiency in maintaining park land. Franklin's cost per acre is considerably lower than all other agencies in the benchmark, which is even more impressive because the Department boasts an above-average amount of developed acres. It will be a key challenge to continue to thrive on efficiency as the Department continues to invest in capital improvements that will require additional operational and maintenance expenses in the future.

FULL-TIME EQUIVALENTS

This section compares levels of staffing for each system by comparing full-time equivalents (FTEs) to total population and developed park acres. When comparing staffing levels to the overall population of each service area, Franklin is by far the most efficient agency in the benchmark. However, this level of efficiency is achieved by the minimal amount of FTEs present, comparatively, which is mostly due to the lack of programming offered through the Department.

System	Total FTE	Population	Total FTE per 1,000 Pop.
Franklin	47.4	67,602	0.70
Allen	212.6	91,429	2.32
Carmel Clay	199.7	86,439	2.31
Greenville	122.0	61,397	1.99
James City County	101.0	70,516	1.43
Westerville	125.0	36,665	3.41

*Note: Roswell figures unavailable.

Table 3.16 FTE per 1,000 Population

In terms of developed acres per FTE, Franklin's representation is again skewed because of much lower staffing levels. Agencies in the benchmark with more typical program curriculums averaged just under three developed acres per FTE.

System	Total FTE	Developed Acres	Developed Acre per FTE
Franklin	47.4	523	11.04
Allen	212.6	889	4.18
Carmel Clay	199.7	177	0.89
Greenville	122.0	324	2.66
James City County	101.0	357	3.53
Westerville	125.0	389	3.11

*Note: Roswell figures unavailable.

Table 3.17 Developed Acre per FTE

COMMUNITY/RECREATION CENTERS

The table below compares the total square footage of community/recreation centers to each jurisdiction's population. This identifies the current level of service for recreation centers of each system in terms of available square feet of center space per person. The 1.32 square feet of space per population that is available within the City of Franklin falls just below the other benchmark agencies, which reported an average of approximately 1.5 square feet of center space per resident.

System	Total Square Footage of Community / Recreation Centers	Population	Square Feet per Population
Franklin	89,000	67,602	1.32
Allen	25,000	91,429	0.27
Carmel Clay	194,409	86,439	2.25
James City County	100,000	70,516	1.42
Roswell	105,057	91,168	1.15
Westerville	96,591	36,665	2.63

*Note: Greenvile figures unavailable

*Note: Franklin square footage figure is attributed Williamson County facilities

Table 3.18 Community/Recreation Center Level of Service

COST RECOVERY GOALS

This category shows the cost recovery goals for each system. Some have cost recovery goals and others do not.

System	Cost Recovery Goals						
Franklin							
Allen	System 70%						
Carmel Clay	Monon Community Center 100%	Extended School Enrichment 100%	System 80%				
James City County	System 50%						
Westerville	System 40-50%	Recreation 65-75%	Senior Center 5-15%	Facilities 75-90%	Highland Park Aquatic Center 85-100%	Aquatic Center 85-100%	Parks 0-5%

Table 3.19 Cost Recovery Goals

OPERATING SOURCES

This section shows how each system sources its operating funds. While an established general fund is important to funding operations, departments should strive to find alternative sources of financial support.

System	Source of Operating Funds						
Franklin	Jurisdiction General Fund	Special Funds (Hotel / Motel)	Agency Fees and Charges				
Allen	Jurisdiction General Fund - 100%						
Carmel Clay	Jurisdiction General Fund - 23.5%	Agency Fees and Charges - 75.8%	Sponsorships - 0.7%				
Greenville	Jurisdiction General Fund - 64%	Agency Fees and Carges - 22%	Special Use Taxes - 14%				
James City County	Jurisdiction General Fund - 49%	Agency Fees and Charges - 51%					
Westerville	Jurisdiction General Fund - 46%	Agency Fees and Charges - 44%	Tax Levy - 9%	State Grants - 1%			

*Note: Roswell figures unavailable

Table 3.20 Sources of Operating Funds

NON-TAX REVENUE SOURCES

The table below reveals the variety of sources from which each agency generates non-tax revenues. As expected, Franklin's lack of programming severely limits the variety of non-tax revenue generation.

System	Source of Non-Tax Revenues						
	Facility Entry Fees / Memberships	Program Fees and Charges	Facility Rentals	Facility, Property, or ROW Leases	Concessions / Resale Items	Sale of Real Property	Other
Franklin			61.00%	39.00%			
Allen	6.72%	58.19%	9.11%	0.17%	16.82%		7.75%
Carmel Clay	42.60%	50.00%	2.40%		3.90%		1.10%
Greenville	60.00%	15.00%	5.00%		20.00%		
James City County	27.00%	46.00%	21.00%	1.00%	2.00%		3.00%
Westerville	55.50%	36.00%	5.00%		3.40%		0.10%

Table 3.21 Non-Tax Revenue Sources

SUPPORTING PLANS

This section describes what types of supporting plans each system has in place.

System	Types of Supporting Plans					
Franklin	Sponsorship Policy	Greenway and Open Space Master Plan	Capital Improvement Plan			
Allen	City of Allen Strategic Plan	Parks, Recreation, and Open Space Master Plan	City of Allen Public Art Master Plan	Six Cities Trail Master Plan	City of Allen Trail Plan	Linear Greenbelt / Park Study
Carmel Clay	Parks and Recration Open Space Plan	Bike Master Plan	Maintenance / Operational Plan	Monon Community Center Business Plan		
James City County	JCC Division of Parks & Recreation Master Plan Update					
Westerville	Master Plan	Strategic Plan	Fees and Charges Policy	Scholarship Policy	Marketing Plan	

*Note: Greenville and Roswell information unavailable.

Table 3.22 Supporting Plans

3.6 Administration and Finances

3.6.1 Administration and Organization

The City of Franklin was incorporated in 1799 and has operated under a Board of Mayor and Alderman form of government as approved by the State of Tennessee Charter since 1903. All policy and legislative authority is provided by this board, which consists of an elected Mayor and eight other elected Aldermen. Aldermen serve as representatives of four political subdivisions (wards), and four are elected in an at-large capacity. The City has achieved a triple A bond rating from Moody's and the Standard and Poor's rating services for the past several years as evidence of its strong financial position.

Under the authority of Article V, Section 5 of the City Code entitled "Board Action and Procedures," the legislative body has the authority to create departments, and in 1991, the board created the Department of Parks. The City of Franklin's administrative structure consists of three distinct operating areas.

- Governance & Management/Public Safety
- Finance & Administration
- Economic & Community Development

The Parks Department is organized under the division of Economic & Community Development.

The City of Franklin Parks Department, which is responsible for both parks and recreation, can be classified as a department that is a natural resources-based system responsible for not only the properties but also all the activities, events, and programs associated with the park system. Each year, the Department conducts special events in these parks and coordinates hundreds of other events conducted by the community. A primary component of the Department's recreational offerings relates to the use of both rectangular and diamond athletic facilities as well as the open-space areas that are used for general purposes. These fields and open spaces require not only expert turf and sports field specialists but those who are also trained and experienced in electrical and lighting, plumbing, paving and fencing, and general landscaping.

In addition to these athletic fields and the extensive special event schedule, the Department is responsible for the maintenance and care required on special recreational facilities within each park, from dog parks and a skatepark to the more traditional structural facilities such as tennis, basketball, playgrounds, and the many public pavilions. With a major share of the city's total tree canopy residing in the parks and open space, the positioning of an arborist in the Department is appropriate. The Department's most significant other addition to its recent responsibilities is in the area of care for the historic cemeteries.

The Department is organized under a Parks Director who manages all aspects of the Department and its 33 full-time and 18 part-time and seasonal positions as recorded

in the 2015 budget. The Department has four main divisions of concentration, as listed in the organizational chart, Figure 3.15, on the following page: 1) Office of the Director, 2) Parks and Recreation, 3) Facilities, and 4) Grounds & Landscaping.

1. The Office of the Director oversees all administrative aspects of the Department, such as public presentations, budget management, personnel issues, long- and short-range planning, contractual management, and reporting activities with the City Administrator and his staff, coordination duties with all City departments, and the many nonprofit organizations partnering with the Department, just to name some of the most time-consuming responsibilities.
2. The Parks and Recreation area is managed by a Superintendent and is responsible for all programming and maintenance necessary to conduct the many activities. This involves working with the sports organizations leasing the City's athletic facilities, conducting citywide special events, scheduling facility usage for the public, and coordinating with other departments that also are involved with non-park activities in the city. The unit is also responsible for the day-to-day care of the athletic fields to make sure they are safe and ready for play and the other programmed spaces often requiring setup and takedown.
3. The Facilities unit under the leadership of the Facilities Superintendent maintains all the Department's physical infrastructure involved in keeping facilities and areas maintained, such as those existing in the skate park, the parks' walkways, the drinking fountains, trash and recycling receptacles, bleachers, picnic tables, park lighting, and playgrounds and the ongoing safety inspections. Work tasks usually are encompassed in the skill trade areas with nonroutine maintenance being handled by outside contractors.
4. The Grounds and Landscape unit under the direct administration of the Parks Director is responsible for all tasks associated with grounds maintenance, park landscaping, and the care of the urban forest. The extent of responsibility exceeds the park boundaries in the care of all City trees on public property. This includes all passive and active park areas, including the historic properties and cemeteries requiring turf mowing, edging, shrub and flower beds, herbicide and pest management, and the many more tasks that make the Franklin parks presentable to the general public and its visitors.

The Parks Department has legal agreements established for the operation of programmed athletics by two nonprofit youth associations and one established with the Williamson County Parks and Recreation Department for youth and adult softball. In addition to the agreements to provide athletic programming, the Department has established an agreement with Franklin Tomorrow and Friends of the Parks to operate and program a portion of the Harlinsdale Park facility as an equestrian facility. Working together with these nonprofits in an open and transparent manner, sharing participation numbers, budgets, and specific needs and requirements, is an efficient way to serve the general public's structured recreational needs.

The Department has recently produced a fairly comprehensive operations and procedures manual which guides the activities of employees in their communication with the general public as it relates to programming and maintenance. This unification of information helps everyone communicate consistently, both internally and externally, the policies, park rules, and procedures of the Department.

The City has recently established by ordinance a Sponsorship Program as a means to facilitate corporate and other private contributions and in-kind support through the use of appropriate recognition for specific public improvements, properties, and special events. This program includes guidelines and procedures for obtaining approval and the expectations of the City that are to be met and the benefits that might be provided to the sponsor. While this program is at its infancy it can be expected that it will provide significant benefit in the future to departmental programs and projects.

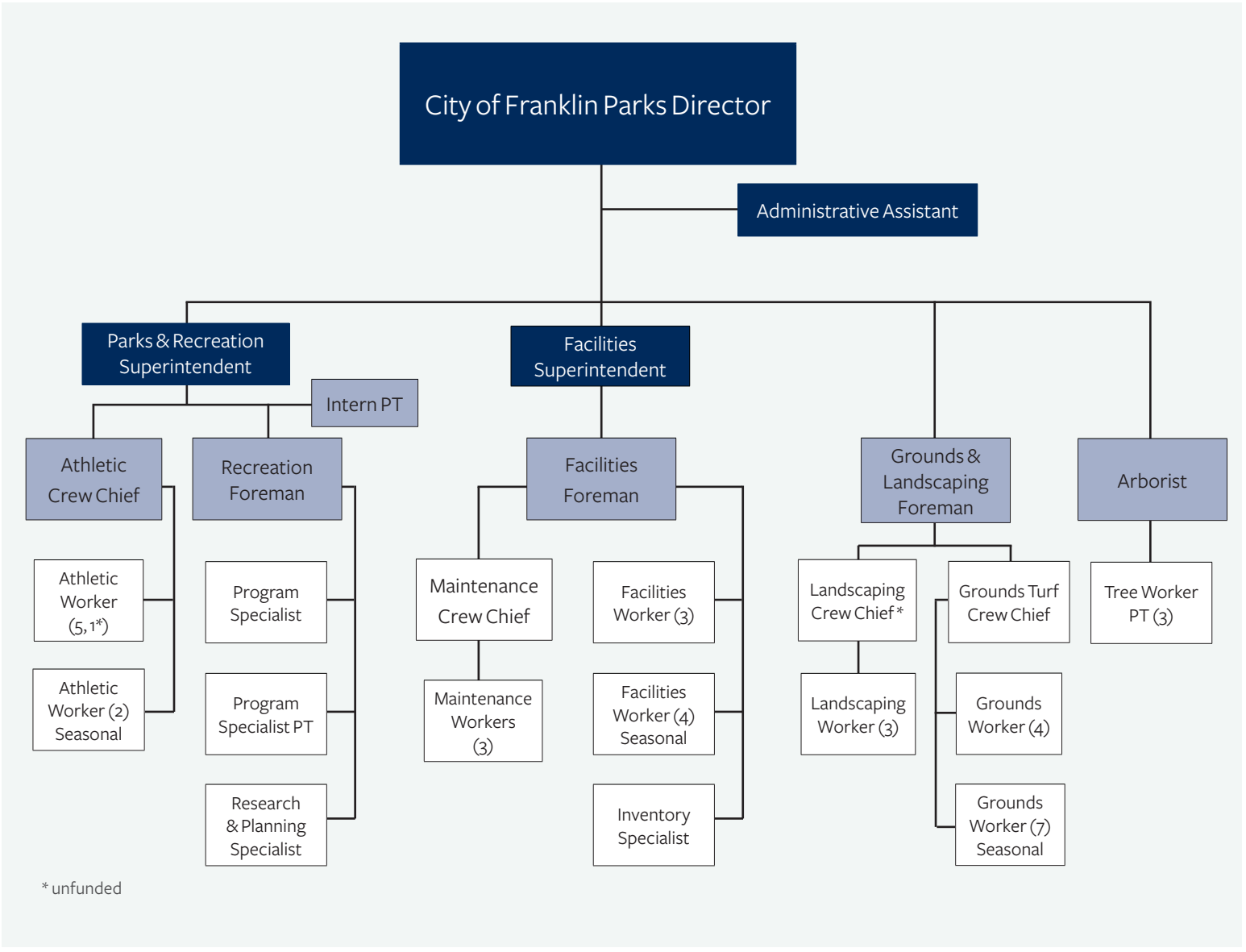


Figure 3.15 Department Organization Chart

CITY QUALITY OF LIFE EXPERIENCES INITIATIVES THAT DIRECTLY RELATE TO THE PARKS DEPARTMENT

The established goals for the current year are published annually in the Franklin City Budget and help to focus the attention of the Parks Department individual work units and their employees.

Franklin will promote a strong arts, cultural, and historical community to serve the citizens of Franklin as well as visitors to our community.

Goal: To increase participation by 10% annually at permitted arts and cultural events in Franklin.

Goal: Increase annually the number of events that satisfy all the criteria identified on the application for permit.

Franklin citizens will perceive that they have excellent/good parks, recreation and amenities.

Goal: To increase the percentage of Franklin citizens who perceive they have excellent/good parks, recreation, and amenities.

Goal: To increase the walkability index score for Franklin.

Goal: To become a more bicycle-friendly community.

Goal: To increase inventory of transit hubs, park-and-ride sites, and alternative services in Franklin.

Goal: To exceed the National Recreation and Parks Association standard for park space within a community (current standard is six acres per 1,000 citizens of park space).

3.6.2 Budgets

The City of Franklin organizes its annual general fund budget (Table 3.23 on the following page) showing allocations for Personnel, Operating, and Capital. The Parks Department is positioned under one of three primary operating units of City government, the Economic and Community Development Unit. This division of City government has six departments listed in the 2015 fiscal year budget.

The City's overall budget including all funds was generally $90.5 million with the City's general fund budget for FY'15 amounting to approximately $56 million. The Parks Department was funded in the budget for FY'15 at the level of $3,508,174, which represents 6.2% of the general fund budget. This allocation provides $2,145,933 for personnel expenses, or 72.6% of the budget, and $1,362,241 for non-personnel operating expenses, which represents 23.3% of the budget.

In each of the past fiscal years, the Parks Department has seen an increase in their annual allocation to support the growing number of participants and demand for its parks. The budget is organized around the seven functional areas of the Department shown at left.

Programming Division	$129,003
Facilities and Maintenance	$452,396
Administration	$342,685
Landscape Division	$103,720
Grounds Division	$66,020
Athletic Division	$182,625
Urban Forestry	$83,792
Total Operating Budget Allocation: $1,362,241	

These numbers include funding for any equipment, machinery, vehicles, computers, and any other large expenditure that are less than $25,000.

The total noncapital budgeted dollars per capita is $51.89, using the 2014 population figure of 67,602 for the City of Franklin.

There were no general fund capital dollars allocated to the Parks Department in the FY '15 budget however.

GENERAL FUND
PARKS

	Actual 2012	Actual 2013	Budget 2014	Estd 2014	Budget 2015
PERSONNEL					
81100 Salaries & Wages	1,181,444	1,267,180	1,488,418	1,327,851	1,589,093
81400 Employee Benefits	520,454	558,647	566,492	544,024	556,840
TOTAL PERSONNEL	**1,701,898**	**1,825,827**	**2,054,910**	**1,871,875**	**2,145,933**
OPERATIONS					
82100 Transportation Services	6,577	7,760	8,350	8,680	8,700
82200 Operating Services	8,149	11,758	15,000	15,000	14,100
82300 Notices Subscriptions Publications	75,781	65,362	42,945	43,530	44,880
82400 Utilities	228,482	200,754	216,100	178,420	180,865
82500 Contractual Services	1,840	5,055	34,927	35,084	37,900
82600 Repair & Maintenance Services	105,472	100,063	92,390	115,750	87,250
82700 Employee Programs	6,355	7,360	10,175	9,915	11,950
82800 Professional Development/Travel	13,725	12,528	23,875	25,710	30,935
83100 Office Supplies	9,416	10,003	10,080	11,900	14,310
83200 Operating Supplies	59,404	59,291	70,950	71,700	71,700
83300 Fuel & Mileage	56,183	58,735	56,000	60,850	61,000
83500 Machinery & Equipment (<$25,000)	79,567	129,590	98,310	91,771	71,315
83600 Repair & Maintenance Supplies	148,150	167,983	200,850	205,150	235,000
84000 Operational Units	16,747	7,014	374,150	123,881	265,403
85100 Property & Liability Costs	34,326	(2,337)	40,371	49,620	52,180
85200 Rentals	8,311	13,225	12,260	12,420	13,830
85300 Permits	954	450	670	700	720
86000 Debt Service and Lease Payments	0	0	45,355	43,912	160,203
TOTAL OPERATIONS	**859,439**	**854,594**	**1,352,758**	**1,103,993**	**1,362,241**
CAPITAL					
89300 Improvements	0	136,165	34,500	34,500	0
89500 Machinery & Equipment (>$25,000)	36,471	28,451	0	0	0
TOTAL CAPITAL	**36,471**	**164,616**	**34,500**	**34,500**	**0**
TOTAL EXPENDITURES	**2,597,808**	**2,845,037**	**3,442,168**	**3,010,368**	**3,508,174**

Table 3.23 General Fund Parks

Revenue Budget

The source of the Parks Department revenues can be summarized as being from leased agreements with nonprofits for the use of athletic fields and from permit fees for the use of other park spaces by individuals and community organizations. The FY'15 budget had predicted $45,310 would be received from these fees at the end of the year. The City established the sum of $223,103 in the revenue budget for grants that are expected during the year.

3.6.3 Fees and Charges

User Fee Analysis

User fees are fees paid by a user of recreational facilities or programs to offset the costs of services provided by the Department in operating a park or a recreation facility, or in delivering programs. Currently, the City of Franklin Parks Department provides an array of quality special events and athletic programs to its residents and the surrounding community. From a user fee standpoint, the City does not actively seek earned income. The Department does earn revenue through the rental of pavilions, special event fees, athletic events, as well as two lease agreements with two independent sports leagues.

In 2014, the City of Franklin Parks Department held 143 events, which is a significant number of programs. The revenue from these events includes the facility's fees for each event, as well as a nonrefundable application fee. They also charge a security deposit, but these are almost always returned to the user and are not included in the revenue numbers. The Parks Department created $26,267 from special events for the 2014 calendar year.

Regarding athletic events, the City of Franklin Parks Department earned $2,700 in revenue through the rental of athletic facilities for the 2014 calendar year.

In Franklin, independent sports leagues are organized and run by local volunteers to provide organized team sports play for local youth. The Parks Department cosponsors youth sports activities with the leagues by maintaining facilities and supplying lighting, but does not maintain equipment or supplies. One of these lease agreements is with the Franklin Cowboys Association, the youth football program which uses the fields at Jim Warren Park football area. The second lease agreement is with the Franklin Baseball Club for use of the Jim Warren Park baseball fields and the Liberty Park baseball fields. In 2015, both lease agreements will be updated.

The breakdown of these revenues is shown below:

FRANKLIN PARKS DEPARTMENT EARNED INCOME	
Revenue Source	Amount
Franklin Cowboys Association Lease (2011)	$1,575.71
Franklin Baseball Club Lease (2011)	$3,689.62
Pavilion Rentals	$4,715.00
Special Events	$26,267.00
Athletic Events	$2,700.00
TOTAL	**$38,947.33**

Note: Pavilion Rentals, Special Events, and Athletic Events Fees from 2014 Numbers; Franklin Baseball Club and Franklin Cowboys Association Fees from 2007-2011 Lease Agreement (Both Lease Agreements Being Updated in 2015)

In Franklin, facility usage is greatly underpriced. However, increasing user fees is not a priority at this time, and the City is in good standing with both Franklin Cowboys and Franklin Baseball Club. If user fees are increased, a perception of "value" needs to be instilled in the community for the benefits the City is providing to the user for exclusive use. Future fees could be charged by the Department based on cost-recovery goals for the parks and core recreation services, based on the level of exclusivity the user receives compared to the general taxpayer.

3.6.4 Park Land Dedication

The City of Franklin Zoning Ordinance includes Section 5.5.4, Dedication of Public Land for Parks and Greenways/Blueways; the full text of the current dedication ordinance can be found in Appendix II. In addition to the standards for open space set-asides required elsewhere in the ordinance, the ordinance requires new residential or mixed-use developments with ten or more dwelling units to dedicate land to the City for use as public parks or greenways/blueways. The amount of land to be dedicated is as follows:

- 1,200 square feet per dwelling unit for the first 35 principal dwelling units
- 600 square feet for each additional principal dwelling unit beyond the first 35

Accessory dwelling units are exempt; developments proposed in phases shall be considered as a single development for the purposes of applying the standards.

The planning team has been unable to determine the basis for the 1,200- and 600-square-foot requirement.

The ordinance includes a series of requirements for the nature of land to be dedicated, including contiguity, usability, shape, location, access, and topography. Dedication of land is reviewed and approved as a part of a Development Plan or Preliminary Plat, as applicable.

The ordinance also contains a provision to allow for fee in lieu of dedication. Payment of fees in lieu of dedication may be accepted by request of the developer and with the approval of the City. In the following circumstances, the City may require fee-in-lieu:

1. All or part of the land is not suitable for public recreation and open space.
2. The recreational needs of the proposed development can be met by other park, greenway, or recreational facilities planned to be constructed by the City within reasonable proximity to the development.
3. The amount of park land required to be dedicated is too small to provide adequate recreational opportunities or to be efficiently maintained by the City.
4. Existing park land in the area is adequate to serve the development.

With regard to item 3 above, the City's current policy is not to accept a park land dedication less than five acres in size due to maintenance cost concerns. In order for a development to be required to dedicate five acres, it would have to include a minimum of 328 dwelling units.

In the event of a dispute between an applicant who wants to make payment of fee-in-lieu and a recommendation by City of Franklin Parks that facilities should be provided, BOMA will make the final decision.

The value of the fee-in-lieu is determined via an appraisal or documentation of fair market value by other means acceptable to the City, as set forth in the ordinance. The ordinance contains language regarding settlement of disagreements as to the amount of the payment.

The ordinance requires that all payments received must be used only for the "acquisition or development of public parks, greenways/blueways, open space sites and related facilities."

As of May 2015, the park land dedication fund balance was $2,491,967. No funds have been expended since that date.

The current legal standards for park land dedication are based on the Nollan vs. California Coastal Commission and Dolan vs. City of Tigard, Oregon Supreme Court decisions regarding land use decisions conditioning approval of development on the dedication of property to public use. The U.S. Supreme Court developed a standard for evaluating takings claims arising in the context of "exactions," or land use decisions conditioning approval of development on the dedication of property to public use under what has become known as the Nollan-Dolan test. A reviewing court must assess whether an "essential nexus" exists between the governmental interest advanced as the justification for the restriction and the condition imposed on the property owner. Where a sufficient nexus is present, the degree of the exactions demanded must have a "rough proportionality" to the projected impact of the applicant's proposed development.

The City has the responsibility to prove that the park land dedication requirement and the fee-in-lieu of provision is reasonable and is "roughly proportional" to the impact of the development. It appears that the City's current ordinance does not currently do that; there does not seem to be any firm basis for the 1,200 square feet for the first 35 dwelling units and the 600 square feet for each beyond the first 35.

Currently, the City's ordinance only requires either dedication of land or fee-in-lieu of based on the value of that land. This does not represent the true cost of providing park services based on the impact of the development, because it does not include the entire cost of fully constructing new parks. The Supreme Court decisions allow for payments to include the full cost of developing park land.

It is clear from discussions with City staff, information obtained from the stakeholder input sessions, and a review of the ordinance by Dr. John Crompton (expert on such ordinances who is a part of the planning team) that the current ordinance is "broken" and needs to be revamped. During the stakeholder input phase, a focus group was held with the City-sponsored Design Professionals Group which includes not only design professionals but members of the development community in Franklin. The following is a summary of some of the key issues raised during the meeting.

- The fees-in-lieu of dedication of land make higher density apartment projects not feasible; on one project, the fees totaled over $10,000 per dwelling unit.
- Could a new ordinance contain a provision for a credit for the value of recreation facilities built on-site?
- One person asked if it would be possible to start a "land bank" of a large piece of land that developers would incrementally buy for park land.
- The new ordinance should be clear cut and fair such that "special agreements" with the Parks Department do not have to be worked out each time.
- There are park land and facilities in existing developments that have a public access easements allowing public

access that the City does not own because they will not take ownership of a park less than five acres in size.

- When asked if the group thought that developers who have existing public access easements on park space would be interested in deeding the land to the City, the reaction of the group was positive. It was suggested that HOA's who currently maintain the park space may be willing to continue to do so even if the City owned the land.
- The study should consider acquisition of land outside the current city limits within the urban growth boundary. There is undeveloped land there that could be purchased now at a reasonable price.
- The ordinance should include a fair and equitable formula that gives credit for the development of private recreation facilities in developments as they serve recreation needs in the community.
- When asked what developments should be exempt from the ordinance, the following were offered:
    - » Affordable housing
    - » Properties that are difficult to develop, such as brownfields
    - » Assisted living
- Commercial developments are now exempt; one person commented that there should be some contribution to park land dedication by commercial developments.

On February 3, 2015, Dr. Crompton made a presentation to the Design Professionals Group in Franklin; this is discussed in Section 2.2.

3.6.5 Facilities Tax

In addition to the Park Land Dedication Ordinance and the Hotel-Motel Tax (discussed in Section 3.6.2), the City has another mechanism in place for funding park development. The Adequate Facilities Tax is intended to "assure the provision of adequate park, police, fire safety, and sanitation facilities to serve new development in the City by requiring each new development to pay a tax proportionate to the need for new facilities created by such development, the proceeds of which shall be used exclusively to fund capital improvements made necessary by new growth."

The tax applies to both residential and nonresidential developments. The current tax rates are:

- **Residential** – $.89 per gross square foot to include heated and unheated
- **NonResidential** - $1.18 per gross square foot
- **Other Residential** - $.71 per square foot (includes apartments, condos, townhomes, and duplexes)

The estimated Adequate Facilities Taxes collected in 2014 were $2,457,833.

Budgeting of the tax proceeds on an annual basis is at the discretion of the BOMA. They can apportion/prioritize the funding towards any park, police, fire safety, and sanitation project which they feel is a top priority in any given year. The last park project to receive funding from this revenue stream was the development of Liberty Park in the early 2000s. Thus, the BOMA has felt that City departments other than CoF Parks had more pressing capital improvement needs from this fund for over a decade.

3.6.6 Hotel Motel Tax

The City of Franklin collects a privilege tax on occupancy of hotel rooms within the city. Bed and breakfast-type accommodations are exempt from the tax if they have fewer than five rooms for rent. The tax levy is 4% of the cost of the room per night; operators receive a 2% discount of the total monthly tax due if the tax payment is submitted on time.

While the ordinance states that the proceeds are to be designated and used for such purpose as the BOMA may by ordinance direct, the proceeds have typically been used for purposes that promote and support tourism, including parks. CoF Parks received $761,963 for planning and capital improvements from the fund in 2014. The total budget for expenditures from the tax fund for 2015 is $3,100,577, of which $810,000 is budgeted for parks. Expenditures listed specifically for Parks and Recreation included Harlinsdale Farm Entrance Road, placement of Civil War artillery carriages, and trail work at Eastern Flank Battlefield.

3.6.7 NRPA Accreditation

The City of Franklin desires to provide the highest standards for quality of life and the benefits that are derived by providing an efficient and effective parks and recreation delivery system. Therefore, CoF Parks has expressed an interest in pursuing and attaining at some point the standards set forth by the Commission for Accreditation of Park and Recreation Agencies (CAPRA). The national standards that are set forth by this body through their comprehensive accreditation process is not unlike the process found in other municipal services in education, police, fire or emergency management. As might be expected, CAPRA accreditation assures policy makers, Department staff, the general public, and taxpayers that an accredited park and recreation agency has been independently evaluated against established benchmarks as delivering a high level of quality.

Every park and recreation agency, whatever its focus or field of operation, is rightfully concerned with the efficiency and effectiveness of its operations. With the importance of park and recreation programs and services to the quality of life, each agency has an essential role in the lives of the people it serves. CAPRA accreditation is a quality assurance and quality improvement process demonstrating an agency's commitment to its employees, volunteers, patrons, and community. This section provides a summary of the process to be followed and the essential standards that must be addressed in the process. In review of the facilities, programs, organizational policies, and other areas addressed in the accreditation process, a preliminary identification of potential areas that may need to be addressed is included in this section. The first step in pursuit of national accreditation is to complete the self-assessment, which is required by the Commission. This assessment is to be completed by the agency seeking accreditation and is intended to be the guide that will identify the true areas of improvement in order for the agency to achieve accreditation. The accreditation body uses a book entitled *Management of Parks and Recreation Agencies* (2010), 3rd Edition, as a guide for their recommendations and standards.

Areas to be addressed in the process fall under one of the following 10 categories or divisions of emphasis.

1. Agency Authority, Role, and Responsibility
2. Planning
3. Organization and Administration
4. Human Resources
5. Financial Management
6. Programs and Services Management
7. Facility and Land Use Management
8. Public Safety, Law Enforcement, and Security
9. Risk Management
10. Evaluation, Assessment, and Research

In each of these divisions is found the various standards that must be met and documented with evidence of compliance before accreditation will be granted.

General Overview of the Accreditation Process

Accreditation is based on an agency's compliance with the 151 standards for national accreditation. To achieve accreditation, an agency must comply with all 37 Fundamental Standards listed below, and at least 85 percent of the remaining 114 standards.

CAPRA accreditation is a five-year cycle that includes three phases:

1. Development of the agency self-assessment report
2. The on-site visitation
3. The Commission's review and decision

The on-site visitation follows the agency's development of its self-assessment report. If accreditation is granted by the Commission at its meeting following the on-site visit, the agency will develop a new self-assessment report and be revisited every five years. Within each of the four years between on-site visits, the agency will submit an annual report that addresses its continued compliance with the accreditation standards.

The steps involved in the accreditation process, as provided by the Commission, are as follows:

1. Preliminary Application

When CoF Parks is ready, submit the preliminary application's $100 application fee. This will indicate your intent to go forward with the accreditation process.

2. Self-Assessment

The agency undertakes a self-assessment study. This is the key phase because it engages the entire agency (employees, volunteers, citizen boards, and committees) in assessing the agency's effectiveness and efficiency. The agency has 24 months from the date of the preliminary application to submit their completed self-assessment workbook.

3. Visitation/On-site Evaluation

A peer review is performed by a Commission-approved visitation team to validate the degree to which the agency meets each applicable standard. The team prepares a report based on the findings of their on-site review. The agency is responsible for paying travel and related expenses for the team members.

4. Accreditation

Based upon the total review process, the Commission makes the decision to 1) accredit, 2) accredit with conditions, 3) defer decision, or 4) deny accreditation. Once accreditation is granted, an agency must repeat a similar process every five years in order to maintain its accreditation.

5. Annual Report

Once accredited, agencies are required to submit annual reports. The annual report identifies any significant changes within the agency relating to the accreditation standards.

The agency is responsible for submitting the annual report, along with an annual fee based on a sliding scale fee, at the beginning of each calendar year. A notice will be sent out to the agency contacts in January, with a link to the online Annual Report form, and an invoice will be sent to the agency for the fee.

Standards (As provided by the Commission)

For the purposes of achieving accreditation, a standard is a statement of desirable practice as set forth by experienced professionals. The standards are not a quantitative measure of the local availability of funds, lands, personnel, etc., and should be distinguished from other types of standards which address specific elements, such as open space standards which are population-based, and playground equipment standards which are product-based. These qualitative standards for accreditation are comprehensive, dealing with all aspects of agency operations.

The standards provide an effective and credible means of evaluating a park and recreation agency's overall system. The standards apply to all park and recreation systems, inasmuch as they are considered to be the elements for effective and efficient operations. Most agencies administer both park and recreation functions; however, some agencies only administer recreation programs and services, not park systems, and others only administer park systems, not recreation programs and services. Additionally, the jurisdictional structure of agencies differs throughout the country, with many agencies operating under municipal authority, while others operate under county, park district, or other structures. Further, the standards apply to agencies of all sizes in terms of personnel, budget, and population served. It is recognized that each community is unique and may meet the standards in differing ways.

As previously mentioned, there are 37 basic and fundamental standards that have been identified in 2014 that must be achieved and documented without exception as part of the overall requirements to the accreditation body. The following is a listing of these essential standards.

1. Source of Authority
2. Mission
3. Agency Goals and Objectives
4. Vision
5. Administrative Policies and Procedures
6. Agency Relationships
7. Involvement in Local Planning
8. Parks and Recreation System Master Plan
9. Strategic Plan
10. Community Involvement
11. Organizational Structure
12. Internal Communication
13. Public Information Policy and Procedure
14. Management Information Systems
15. Personnel Policies and Procedures Manual
16. Code of Ethics
17. Equal Opportunity Employment and Workforce Diversity
18. Background Investigation
19. Staff Qualifications
20. Job Analyses for Job Descriptions
21. Chief Administrator
22. Fiscal Policy
23. Comprehensive Revenue Policy
24. Fiscal Management Procedures
25. Purchasing Procedures
26. Accounting System
27. Independent Audit
28. Annual or Biennial Budget
29. Recreation Programming Plan
30. Program Objectives
31. Outreach to Diverse Underserved Populations
32. Maintenance and Operations Management Standards
33. Codes, Laws, and Ordinance
34. Authority to Enforce Laws by Law Enforcement Officers
35. General Security Plan
36. Risk Management Plan and Procedures
37. Systematic Evaluation Processes

Areas That May Need to Be Addressed

The agency's self-assessment process is intended to uncover the weaknesses that would prevent an agency from achieving accreditation and provide an opportunity to develop the requirements that would meet the intended standards. In the development of this comprehensive Master Plan, considering

that the planning team was not tasked to do a detailed analysis on each standard, it appears CoF Parks is well on its way to satisfying most of the accreditation requirements. With the understanding that the agency's self-assessment will be the true gauge of readiness to pursue the process, the following is a very preliminary list of topics where additional work by the Department may be necessary.

- Department Advisory Board
- Consistent, Formalized Annual Review
- Mission and Vision
- Goals and Objectives
- Operational Procedures
- New Facilities Feasibility Studies
- Site Plans
- Organizational Structure
- Department Marketing Plans
- Management Technology Applications
- Leadership Succession Plans
- Volunteer Development and Management
- Revenue Policy
- Emergency Communication Plans
- Recreation Programming Plans and Objectives
- Maintenance Management Standards
- System Evaluation Plan

4.0 Park, Trails and Facility Development Plan

This section of the document brings the research and analysis and community outreach phases together to present the recommendations for the future of the City of Franklin Parks over the next 10 years. It includes a summary of the needs assessment and sets priorities for improvements to the parks and trails over the planning period. It includes summaries of the recommendations for parks, trails, and facilities over the planning period, provides recommendations for a revised Park Land Dedication Ordinance and includes a capital improvement plan, a potential funding profile, and a basis for increases in operations and maintenance costs as new and upgraded parks and facilities are added to the system.

4.1 Quality of Life

The community survey clearly spells out how important the citizens of Franklin believe parks and open space are to the quality of life in Franklin; 94% of respondents said that parks, recreation and open space were either very important (65%) or important (29%) to the quality of life in Franklin. Further, 97% strongly agreed or agreed that parks provided the benefit of improved physical health and fitness in the community; the second most important benefit rated by the respondents was that parks make Franklin a more desirable place to live.

In Dr. Crompton's presentation to the Breakfast With the Mayors in February 2015, he presented the following conclusions. Through his research, he has found that when people are asked to write down the place they would like to live, given their "druthers" (for example, their preferred place, ignoring practical concerns such as a job, family, language, and heritage) and are asked to write in one sentence why they picked that place, more than 80% of participants will cite some park, recreational, cultural, or environmental ambiance dimension in their responses.

Dr. Crompton noted that there are more than 10,000 economic development groups competing to attract businesses and that today's most sought-after new businesses were "information factories" whose main asset is highly educated professional employees. He stated that an increased quality of "place" is extremely important to retain and attract knowledge workers and new companies. Other key factors he noted were:

- Beyond a threshold salary level, people are persuaded to relocate by quality of life factors rather than money.
- No matter how "quality of life" is defined, parks, recreation, and open space are part of it.
- There are no great cities in this world that do not have a great park (recreation and culture) system.
- "Disamenity compensation" – companies located where there is only mediocre quality of life have to pay higher wages to attract the same quality worker (and vice versa).

He also noted a sometimes overlooked economic development strategy is the recruitment of "G.R.A.M.P.I.E.S": Growing number of Retired Active Moneyed People In Excellent Shape. He noted that these people must have an amenity-rich community, especially in terms of recreation, socialization, and active lifestyle.

The findings from the survey and Dr. Crompton's research align—Franklin's parks, trails, and open space are a key factor in keeping residents happy and healthy, convincing today's new businesses to continue to locate in Franklin, and attracting retirees. The recommendations in this section will also align with these findings by focusing on the new parks, facilities, and trails that are most in demand by the residents.

4.2 Park Classifications

The current park classification system (Active, Passive and Historic) used by Franklin does not adequately describe the function and value of the parks, does not align with national and benchmark level of service standards, and does not categorize them in accordance with the accepted practices in determining Park Land Dedication requirements. Therefore, it is recommended that the classification system be changed to one that better describes the role each park has in the system and that facilitates the development of level of service standards and the Park Land Dedication Ordinance. The following are the proposed classifications and a description of each.

4.2.1 Mini Parks

Mini Parks are the smallest park classification and are used to address limited, isolated, or unique recreational needs. Examples of Mini Parks include isolated development areas, unique recreational opportunities, landscaped public use areas, scenic overlooks, and play areas adjacent to downtown shopping districts. There is no minimum acreage requirement for a Mini Park; however, they must be large enough to provide for facilities that can cater to the recreation needs of the immediate neighborhood (not just open space) and be located in walking distance of dense residential and commercial developments.

4.2.2 Linear Parks

Linear Parks are areas that are developed for one or more varying modes of recreational use, such as hiking, biking, horseback riding, or canoeing.

4.2.3 Neighborhood Parks

Neighborhood Parks are the basic unit of the park system and serve as a recreational and social focus of a neighborhood, with both passive and active activities. They are not intended to be used for programmed activities that result in overuse, noise, parking problems, and congestion. They should be geared for those living within the service area. A Neighborhood Park accommodates a variety of ages, including children, adults, and seniors. These parks are usually not smaller than five acres in size and are developed centrally within the neighborhood to encompass a service radius of ½ mile. Neighborhood Parks primarily facilitate recreational activities, including play structures, sitting areas, and open space. Ideally, these parks are linked to the neighborhood and to each other by a pathway or walk system and respond to the need for basic recreational amenities close to home.

4.2.4 Community Parks

Community Parks are larger in size and serve a broader purpose than neighborhood parks. Their focus is on meeting the recreational needs of several neighborhoods or large sections of the community, as well as preserving unique landscapes and open

spaces. They allow for group activities and offer other recreational opportunities not feasible, nor desirable, at the neighborhood level. As with Neighborhood Parks, they should be developed for both active and passive recreation activities. Optimal size for a community park should exceed 25 acres. Design features might include large play structures, informal fields for youth play, tennis courts, volleyball courts, horseshoe areas, swimming pools, disc golf, trails, group picnic areas, open space and unique landscapes/features, nature study areas, ornamental gardens, and facilities for cultural activities such as plays and concerts in the park.

4.2.5 Regional Parks

Regional parks serve a larger purpose than Community Parks. Regional Parks are larger in size and have more amenities than community-level parks. They attract users for longer time due to their size and features. Regional Parks typically include features such as playgrounds, shelters, walking trails, and athletic facilities.

4.2.6 Signature Parks

Signature Parks are parks which the entire community recognizes as its most important facility. The Signature Park is one which really creates an image of who the community is and what it represents. The Signature Park has the full complement of passive and active recreational activities and creates a high level of earned income. Examples would be the Golden Gate Park in San Francisco, Fairmont Park in Philadelphia, Central Park in New York, Millennium Park in Chicago, Grant Park in Chicago, and White River State Park in Indianapolis.

4.2.7 Special Use Parks

Special Use Parks are designed to serve the entire community with specialized facilities such as a sports complex, golf course, or aquatic facility. Size is determined by the demand for the facilities located there and their space requirements. A golf course may require 150 acres, an athletic complex may require 100 acres and so on. Location of Special Use Parks has to be carefully planned to ensure that access, traffic control, lighting issues, and noise issues do not negatively impact neighborhoods.

4.2.8 Preserves/Greenway Parks

Preserves/Greenway Parks are created to preserve land as undeveloped green corridors for use as wildlife habitat and natural areas that can include trails in and around communities. These parks often follow natural drainage ways or utilize land that is not developable (such as floodways/floodplains), thus they require minimum maintenance and capital improvement dollars. Trails are a great addition to these parks and are a great way to link neighborhoods within the community.

4.2.9 Historic Parks

Historic Parks are created to preserve the Civil War battlefields, historic cemeteries, and other potentially significant lands in the city. These parks serve a unique role in the city by preserving the battlefield and cemetery land, providing programmed historic interpretation, attracting tourists, and providing for passive recreation opportunities such as trails and open play space. Historic Parks also function as Neighborhood and Community Parks.

4.2.10 City of Franklin and Williamson County Parks Inventory by Classification

Based on this classification system, the following two tables (4.1 and 4.2) categorize both the City of Franklin and Williamson County parks located within the city limits according to the new classification system.

NAME	CLASSIFICATION	ACRES	PAVILIONS	FOOTBALL FIELDS	MULTI-PURPOSE FIELDS (FORMAL PLAY ONLY)	BASEBALL FIELDS	ADULT SOFTBALL FIELDS	BASKETBALL COURTS	TENNIS COURTS	PLAYGROUNDS	OFF-LEASH DOG PARKS	SKATEBOARD AREAS	SAND VOLLEYBALL	TRAILS	OUTDOOR POOLS
Bicentennial Park	Community	19	1												
Jim Warren Park	Community	65	2	4	4	12		1	8	2		1		2.5	
Liberty Park	Community	85	2			3				1	1				
Pinkerton Park	Community	34	3							2				1	
	Total	203													
Assault on Cotton Gin Park	Historic	1													
Collins Farm Park	Historic	3													
Eastern Flank Battlefield	Historic	110													
Fort Granger Park	Historic	14.8												1	
Ropers Knob	Historic	49.5												1	
Winstead Hill Park	Historic	61												.75	
City Cemetery	Historic	1.8													
Rest Haven Cemetery	Historic	4.2													
	Total	245.3													
Del Rio Park	Neighborhood	.8	1							1					
Aspen Grove Park	Neighborhood	14	1							1				.8	
	Total	14.8													
Dry Branch Wetland	Preserves/ Greenways	6												.3	
Harpeth River Greenway	Preserves/ Greenways	.5												.5	
	Total	6.5													
The Park at Harlinsdale Farm	Signature	200								1	1				
	Total	200													
Fieldstone Park	Special Use	37	2		1		4			1					
	Total	37													
	TOTAL	**706.6**	**12**	**4**	**5**	**15**	**4**	**1**	**8**	**9**	**2**	**1**	**0**	**7.85**	**0**

Table 4.1 City of Franklin Inventory Breakdown

One particular item related to the classification for Franklin's existing parks bears mention. The Planning Team and CoF Parks staff engaged in multiple conversations regarding the classification of Harlinsdale Park as a Signature Park. It is acknowledged that Harlinsdale in its current state does not function as a Signature Park. Due to the historic role of the horse industry in Franklin, the size of the park, its location close to Downtown Franklin, and plans for the future of the park, it was agreed that Harlinsdale has the true potential to indeed develop into a Signature Park for Franklin.

NAME	CLASSIFICATION	ACRES	BASKETBALL COURTS	OUTDOOR POOL	RACQUETBALL COURTS	TENNIS COURTS	SAND VOLLEYBALL COURTS	SOCCER FIELDS	SOFTBALL FIELDS	NOTES
Franklin Rec Complex & Judge Fulton Greer Park	Community	33.80	2	1	2	6	2	5		
Cheek Park	Community	26.04						2	1	
	Total	59.84								
Academy Park	Neighborhood	7.07	2					1		
Strahl Street Park	Neighborhood	0.74								
	Total	7.81								
Franklin Girl's Softball Complex	Special Use	20.03							4	
Soccer Complexes East-West/Robert A. Ring Soccer Complex	Special Use	91.59						36		1 indoor soccer field
	Total	111.62								
	TOTAL	**179.27**	**4**	**1**	**2**	**6**	**2**	**44**	**5**	

Table 4.2 Williamson County Inventory Breakdown

4.3 Level of Service Standards

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

As part of the Master Plan, evaluation of the park facility standards used a combination of resources. These resources included:

- National Recreation and Park Association (NRPA) guidelines
- Recreation activity participation rates reported by the Sports & Fitness Industry Association's (SFIA) 2013 Study of Sports, Fitness, and Leisure Participation as it applies to activities that occur in the United States and the Franklin area
- Community and stakeholder input
- Findings from the communitywide statistically valid survey
- General observations

This information allowed standards to be customized for the City of Franklin.

Bicentennial Park

These standards should be viewed as a conservative guide for future planning purposes. The standards are to be coupled with conventional wisdom and judgment related to the particular situation and needs of the community. By applying these facility standards to the population of the City of Franklin, gaps and surpluses in park and facility/amenity types are revealed. There are areas where the City of Franklin does not meet the current and/or future needs of the community.

Table 4.3 (page 104) shows the recommended Level of Service Standards for Franklin. Please note that the standards include combined acreage and amenities for the Williamson County Parks located within the limits of the City of Franklin.

The standards include a recommended service level based on acreage for each type of park (except for Historic Parks and Greenways/Preserves), for total park acreage and for important outdoor amenities (such as pavilions, football fields, multi-purpose fields) based on quantity. The standards include a current level of service based on 2014 population and a recommended service level in 2019 and 2024 based on population growth projections.

As noted above, no Level of Service Standard is included for Historic Parks, although their total acreage of 245.3 is included in the total inventory of 706.6 acres. No Level of Service Standard is recommended for the Historic Parks due to their specialized nature, unique character, importance to the City. The fact that there are no accepted service level standards for these unique parks, and that the ability to add land for these parks is strictly based on availability of land within the bounds of the Battle of Franklin. The facility assets/amenities, such as trails and shelters, are counted towards the service standard for each of the facility assets (for example, trails in the parks are counted towards the total trail miles in the system).

Likewise, no Level of Service Standard is set forth for Preserves/Greenways in terms of acreage. Preserves are unique in that they typically have very little access or

facilities, and require little maintenance and primarily function as open space or environmental preservation areas. The standards do provide for a service level for greenways in terms of miles of trails.

As can be seen in the table, the "Facility Standards" column identifies whether a park type or outdoor amenity "Meets Standard" (in black) or "Need Exists" (in red), based on the recommended service level.

In terms of the overall recommended service level of 12 acres of park land per 1,000 population, the current inventory of 706.6 acres meets this standard. As population grows, an additional 11 acres is needed by 2019 and an additional 81 acres is needed by 2024, for a total additional 92 acres of park land needed.

Del Rio Park

As shown in the "2014 Facility Standards" column, because there is an acreage standard for each type of park (except Historic and Preserves), a "Need Exists" is shown for several types of park, although the overall recommended service level is met. This provides a guide for the type of parks that should be developed in the future.

In terms of Park Type, the most pressing current (2014) need is for Neighborhood and Regional Parks. Franklin currently has only two Neighborhood Parks, totaling 14.8 acres, so this deficit is clearly evident. Franklin currently does not have a Regional Park, and the development of such a park must be balanced against other needs in the system. The needs for these park types continue to increase over the planning period to 2024 as population grows.

In terms of outdoor amenities, needs currently exist in every category except for multi-purpose fields (thanks to Williamson County's large soccer complex), baseball fields, and skateboard areas. This information provides an opportunity to illustrate why the standards should be flexible and that recommendations for new or expanded facilities must consider all factors, not just the Level of Service Standards.


Jim Warren Skate Plaza

It is expected that the Williamson County soccer complex will continue to be dedicated almost exclusively to soccer programming. There are currently no multi-purpose fields in Franklin that can be used for sports such as lacrosse, rugby, and ultimate Frisbee, three sports in which participation is growing and that growth is expected to continue. The skate park at Jim Warren Park was designed and built to accommodate skaters with higher skill levels. Less experienced and skilled skaters cannot fully utilize the facility. Therefore, a segment of the skating population is underserved, although the recommended Level of Service Standard is met.

In terms of amenities, the greatest need is for trails and playgrounds. The deficit of trails is evident by the surprising lack of multi-use trail miles in the system and the unmet demand for trails as expressed by the survey respondents.

The Level of Service Standard also does not take into account the need for relocation or expansion of existing outdoor amenities at existing parks that are not operating or functioning properly due to poor design, intensive use pressure, and other factors. There are also subsets of the Outdoor Amenities categories that could be underserved, even though the primary category meets the standard. An example of this is the various field sizes required by youth baseball. A 13-year-old cannot play on a baseball field that is sized for a 7-year-old and vice versa. These are several examples why the Level of Service Standards should serve as a guide for future development of parks and outdoor amenities and not as a prescriptive road map.

Table 4.3 Recommended Level of Service Standards

Franklin Level of Service Standards

PARKS:		2014 Inventory - Developed Facilities								2014 Facility Standards			2019 Facility Standards		2024 Facility Standards	
Park Type		City of Franklin Inventory	Williamson County Inventory	Total Inventory	Current Service Level based upon population			Recommended Service Levels; Revised for Local Service Area		Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed		Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed
Neighborhood Parks	acres per	14.80	7.81	22.61	0.33	acres per	1,000	1.00	acres per 1,000	Need Exists	45	Acre(s)	Need Exists	52 Acre(s)	Need Exists	59 acres per
Community Parks	acres per	203.00	59.84	262.84	3.89	acres per	1,000	2.00	acres per 1,000	Meets Standard	-	Acre(s)	Meets Standard	- Acre(s)	Meets Standard	- acres per
Regional Parks	acres per	-	-	-	-	acres per	1,000	3.00	acres per 1,000	Need Exists	203	Acre(s)	Need Exists	224 Acre(s)	Need Exists	245 acres per
Signature Parks	acres per	200.00	-	200.00	2.96	acres per	1,000	3.00	acres per 1,000	Need Exists	3	Acre(s)	Need Exists	24 Acre(s)	Need Exists	45 acres per
Special Use Park	acres per	37.00	111.62	148.62	2.20	acres per	1,000	2.00	acres per 1,000	Meets Standard	-	Acre(s)	Need Exists	1 Acre(s)	Need Exists	14 acres per
Preserves/Greenways	acres per	6.50	-	6.50	0.10	acres per	1,000		acres per 1,000	Meets Standard	-	Acre(s)	Meets Standard	- Acre(s)	Meets Standard	- acres per
Historical Parks	acres per	245.30	-	245.30	3.63	acres per	1,000		acres per 1,000	Meets Standard	-	Acre(s)	Meets Standard	- Acre(s)	Meets Standard	- acres per
Total Park Acres	acres per	**706.60**	**179.27**	**885.87**	**13.10**	**acres per**	**1,000**	**11.00**	**acres per 1,000**	**Meets Standard**	**-**	**Acre(s)**	**Meets Standard**	**- Acre(s)**	**Need Exists**	**11 acres per**
OUTDOOR AMENITIES:																
Pavilions	site per	11.00	-	11.00	1.00	site per	6,146	1.00	site per 5,000	Need Exists	3	Sites(s)	Need Exists	4 Sites(s)	Need Exists	5 Sites(s)
Football Fields	field per	4.00	-	4.00	1.00	field per	16,901	1.00	field per 10,000	Need Exists	3	Field(s)	Need Exists	3 Field(s)	Need Exists	4 field per
Multi-Purpose Fields	field per	5.00	44.00	49.00	1.00	field per	1,380	1.00	field per 5,000	Meets Standard	-	Field(s)	Meets Standard	- Field(s)	Meets Standard	- field per
Baseball Fields	field per	15.00	-	15.00	1.00	field per	4,507	1.00	field per 5,000	Meets Standard	-	Field(s)	Meets Standard	- Field(s)	Need Exists	1 field per
Youth Softball Fields	field per	-	4.00	4.00	1.00	field per	16,901	1.00	field per 8,000	Need Exists	4	Field(s)	Need Exists	5 Field(s)	Need Exists	6 field per
Adult Softball Fields	field per	4.00	1.00	5.00	1.00	field per	13,520	1.00	field per 10,000	Need Exists	2	Field(s)	Need Exists	2 Field(s)	Need Exists	3 field per
Basketball Courts	court per	1.00	4.00	5.00	1.00	court per	13,520	1.00	court per 8,000	Need Exists	3	Court(s)	Need Exists	4 Court(s)	Need Exists	5 court per
Tennis Courts	court per	8.00	6.00	14.00	1.00	court per	4,829	1.00	court per 4,000	Need Exists	3	Court(s)	Need Exists	5 Court(s)	Need Exists	6 court per
Playgrounds	site per	15.00	-	15.00	1.00	site per	4,507	1.00	site per 2,500	Need Exists	12	Site(s)	Need Exists	15 Site(s)	Need Exists	18 site per
Off Leash Dog Parks	site per	2.00	-	2.00	1.00	site per	33,801	1.00	site per 20,000	Need Exists	1	Site(s)	Need Exists	2 Site(s)	Need Exists	2 site per
Skateboard Areas	site per	1.00	-	1.00	1.00	site per	67,602	1.00	site per 70,000	Meets Standard	-	Site(s)	Need Exists	0 Site(s)	Need Exists	0 site per
Sand Volleyball	site per	-	2.00	2.00	1.00	site per	33,801	1.00	site per 8,000	Need Exists	6	Site(s)	Need Exists	7 Site(s)	Need Exists	8 site per
Trails	miles per	7.85	-	7.85	0.12	miles per	1,000	0.25	miles per 1,000	Need Exists	9	Mile(s)	Need Exists	11 Mile(s)	Need Exists	13 miles per
Outdoor Pools	site per	-	1.00	1.00	1.00	site per	67,602	1.00	site per 20,000	Need Exists	2	Site(s)	Need Exists	3 Site(s)	Need Exists	3 site per
Recreation/Gymnasium (Square Feet)	SF per	-	89,000.00	89,000.00	1.32	SF per	person	2.00	SF per person	Need Exists	46,204	Square Feet	Need Exists	60,544 Square Feet	Need Exists	74,018 Square Feet

2014 Estimated Population	67,602
2019 Estimated Population	74,772
2024 Estimated Population	81,509

Notes:

Pavilions include first come/first serve and rental

Historic Parks inventory include battlefields, historic property, and cemeteries

Williamson County inventory include amenities from parks only within Franklin City limits (Academy Park, Cheek Park, Franklin Girl's Softball Complex, Judge Fulton Greer Park, Robert A. Ring Soccer Complex, Strahl Street Park, Soccer Complexes East/West)

Bicentennial Park classified as Community Park per master plan updates

The Park at Harlinsdale Farm classified as Signature Park per master plan updates

Williamson County recreation/gymnasium square footage inventory include the Franklin Recreation Center (48,000), the Indoor Soccer area (22,000), and the Academy Park Recreation Center (19,000)

4.4 Park Equity/Service Areas

Close-to-home park space is an important element in providing quality recreation experiences and in increasing the health and fitness of community residents. People will walk down the street to a park after dinner to exercise or let their children play, but are much less likely to do so if they have to get in a car. Generally accepted standards for how far people are comfortable walking to a park indicate ¼ mile is acceptable, and ½ mile is the maximum people are typically willing to walk. This assumes that there is a safe sidewalk or trail that can be used; otherwise, the distance does not matter as people will not walk when it is not safe.

Figure 4.1 illustrates a ¼-mile and ½-mile radius around all of the existing Franklin and Williamson County Parks that serve Franklin residents. While this figure does not present a clear picture of walking distance because sidewalks do not serve all neighborhoods in Franklin, it does give a perspective on how well the park locations are potentially serving the residents of Franklin who may wish to walk to a park.

As the figure shows, the areas around Downtown Franklin are reasonably well served at the outer ½-mile limit if sidewalks are available. It also shows that the eastern and southeastern parts of the City are underserved by parks. Currently, growth of residential and commercial development is occurring in these parts of the City as well. Therefore, the priority for acquisition of land and development of parks, particularly neighborhood and community parks, should be concentrated in the eastern and southeastern portions of the City.

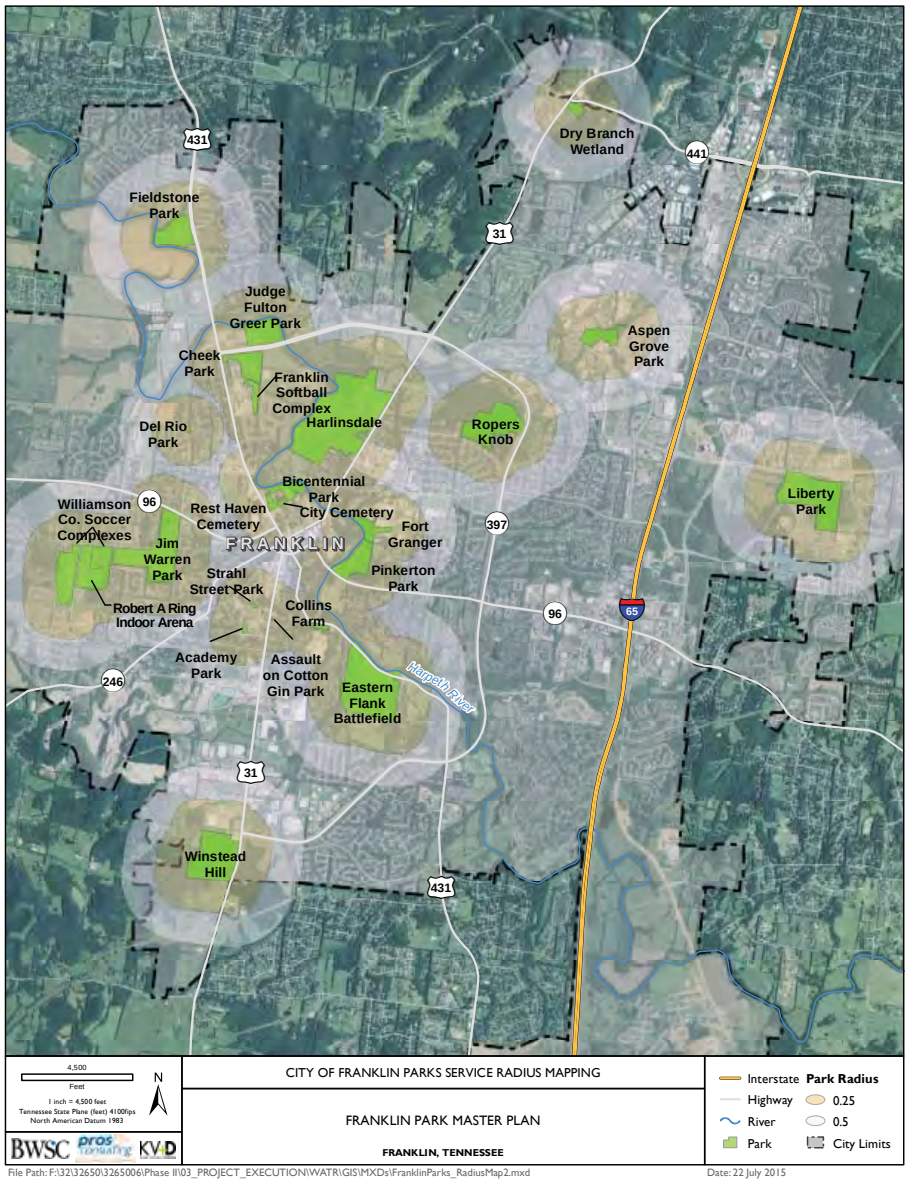


Figure 4.1 Radius Mapping

4.5 Prioritization of Needs

The purpose of the Facility and Trail Priority Rankings is to provide a prioritized list of facility needs and trail needs for the community served by the City of Franklin Parks Department.

This rankings model evaluated both quantitative and qualitative data. Quantitative data includes the statistically valid community survey, which asked residents of Franklin to list unmet needs and rank their importance. Qualitative data includes resident feedback obtained in community input and demographics and trends.

A weighted scoring system was used to determine priorities for parks and recreation facilities and trails. For instance, as noted below, a weighted value of 3 for the unmet desires means that out of a total of 100%, unmet needs make up 30% of the total score. Similarly, importance-ranking makes up 30% too, while Consultant Evaluation makes up 40% of the total score, thus adding up to a total of 100%.

This scoring system considers the following:

Community Survey

- Unmet needs for facilities and trails – This is used as a factor from the total number of households mentioning whether they have a need for a facility/trail and the extent to which their need for facilities/trails has been met. Survey participants were asked to identify this for 28 different facilities and 13 trails. Weighted value of 3.
- Importance ranking for facilities and trails – This is used as a factor from the importance allocated to a facility/trail by the community. Each respondent was asked to identify the top four most important facilities and trails. Weighted value of 3.
- Planning Team Evaluation
- Factor derived from the consultant's evaluation of facility and trail priority based on survey results, demographics, trends, standards, and overall community input. Weighted value of 4.

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

The combined total of the weighted scores for Community Unmet Needs, Community Importance, and Consultant Evaluation is the total score based on which the facility and trail priority is determined.

As seen below, Fitness/exercise facilities (indoor), Spray park (aboveground water play), Fishing areas (lakes, ponds, river access), Outdoor staging area or amphitheater, and Playgrounds were the top five facility priorities for the community.

Facility Priority Rankings	Overall Ranking
Fitness/exercise facilities (indoor)	1
Spray park (above ground water play)	2
Fishing areas (lakes, ponds, river access)	3
Outdoor staging or amphitheater	4
Playgrounds	5
Walking/running track (indoor)	6
Off-leash dog park	7
Canoe launch	8
Swimming/activity pools (outdoor)	9
Community vegetable garden (rentable plots)	10
Ice skating rink (indoor)	11
Historical and cultural interpretation	12
Swimming/activity pools (indoor)	13
Lap lanes for exercise swimming (indoor)	14
Picnic shelters	15
Tennis courts (outdoor)	16
Disc golf course	17
Basketball courts (outdoor)	18
Multi-purpose fields for youth	19
Multi-purpose fields for adults	20
Basketball/volleyball courts (indoor)	21
Bocce ball courts	22
Bike/BMX park	23
Baseball/softball fields for youth	24
Equestrian facilities	25
Softball fields for adults	16
Skate park	27
Pickleball courts (indoor our outdoor)	28

While the top priority from the survey is Fitness/exercise facilities (indoor), there are some issues that will likely result in this not being the top priority in the final recommendations.

The City of Franklin currently does not own or operate any indoor facilities; they rely on Williamson County to provide indoor facilities and programming. It is highly likely that this will continue into the future. Since the provision of such programming to Franklin residents by Williamson County is so seamless, it is very likely that many respondents to the survey were not aware that the City does not operate the County's indoor facilities. It is clear from the survey results and the Level of Service Standards that a need exists for additional indoor facilities in Franklin. Given competing needs and the City's current posture with respect to operating indoor facilities, development of an indoor facility would have to be dependent upon an agreement with Williamson County to partner in its development. Since such an agreement is not totally in the City's control, the priority for development of an indoor facility may be pushed into the latter years of the planning period.

As seen in the table, Sidewalks for walking, biking or running in neighborhoods; Paved walking/biking trails linking parks, schools and other destinations; Bike lanes along streets; and Paved walking and biking trails in parks were the top four priorities for the community.

An example of how the weighted scoring system was calculated, and particularly how the unmet needs component of it influences the rankings, is the Plagrounds ranking of number 5 on the list while they were ranked as the 2nd most needed and most important facilities in Questions 14 and 15 in the survey. Question 14b of the survey asked how well household needs were being met by facilities, including playgrounds. Thirty-one percent of respondents indicated their needs were being met 100% by the existing playgrounds. This put playgrounds as the 24th place unmet need out of 27 facilities (3rd from the bottom). This unmet need ranking pushed playgrounds down on the facility priority rankings based on the weighted scoring system.

Trail Priority Rankings	Overall Ranking
Sidewalks for walking, biking, or running in neighborhoods	1
Paved walking/biking trails linking parks, schools, and other destinations	2
Bike lanes along streets	3
Paved walking and biking trails in parks	4
Natural areas for protecting wildlife	5
Natural areas for open space	6
Unpaved walking/biking trails linking parks, schools, and other destinations	7
Natural areas for observing wildlife	8
Nature/interpretive trails	9
Nature center	10
Unpaved trails for mountain biking	11
Accessible trails	12
Unpaved trails for equestrian use	13

4.6 Parks and Facilities

This section contains the recommendations for the acquisition of land for the addition of new parks and facilities and improvements at existing parks.

One recommendation included in the Implementation Plan in Section 5 of this document bears mention here. It is recommended that the City of Franklin enter into a joint use agreement with the Franklin Special School District. This arrangement could have multiple benefits including the potential for joint development of facilities. The school district owns vacant land that may not be needed in the future for school expansion or construction. Development of recreation facilities jointly with the school district could have very positive benefits to the community and serve a role in meeting the needs as set forth in this plan.

In terms of priorities for parks and facilities, the top priority recommendations are for land acquisition and completion of projects in existing parks that are not fully developed, particularly Bicentennial Park and The Park at Harlinsdale Farm.

4.6.1 Land Acquisition

It is recommended that the City acquire a minimum of 100 acres over the planning period for new parks. The first acquisition should be a minimum of 50 acres. In accordance with input received during the community outreach and the evaluation of park equity, the land should be in the east and southeast portion of the city within the urban growth boundary. The initial minimum 50-acre parcel should be topographically suited to the development of sports fields and other community park uses. Due to the lack of Neighborhood Parks, opportunities for acquiring, through Park Land Dedication or acquisition, land for Neighborhood Parks in underserved areas should also be a priority over the planning period. The initial acquisition could potentially be met by the use of an existing City-owned parcel (see Section 4.6.2)

4.6.2 New Parks

Carter's Hill Battlefield Park

This plan recommends that the City develop, maintain, and provide capital funds for approximately 18 acres of American Civil War battlefield land. The property is located along Columbia Avenue (U.S. Highway 31), generally running between East Fowlkes Street and Strahl Street on the west side of Columbia Avenue and running immediately south by Cleburne Street on the east side of Columbia Avenue.

In November 2014, community leaders from the battlefield preservation groups approached the City with a proposal that in exchange for $1.5 million from the City, the City would receive 11 properties valued at $6.97 million. This property, along with property already owned by the City and the State of Tennessee (Carter House), would comprise a 20-acre battlefield park (Carter's Hill, shown below) to be operated by the City of Franklin.

There are several improvements that would initially be made including a crosswalk on Columbia Avenue, split rail fencing, a 950-foot asphalt trail, trash receptacles, interpretive

Carter's Hill Battlefield Park Rendering

signage, a gravel parking area, electrical work, water to the site, and landscaping. An archaeological study would also be conducted. The addition of the park would also require the addition of a new grounds worker to the CoF Parks staff.

A formal budget request for the project was made to BOMA on March 13, 2015; it is expected that BOMA will take some action on this in 2016.

East/Southeast Multi-Purpose Park

This new park would be built on the minimum of 50 acres recommended to be acquired in the east or southeast portion of the City, or on a City-owned parcel 180 acres in size located between I-65 and the Harpeth River just south of Robinson Lake (Figure 4.2 shown on the next page) The parcel is planned to be used as the site of a future City wastewater treatment plant that would use 14-20 acres of the 38 acres of the site that is out of the floodplain, so that the balance of the site could potentially be used for a park. An addtional 80 acres of floodplain land to the north may be available for passive recreation use through an agreement yet to be negotiated with a developer. It is recommended that the City seriously consider this option for the new park.

The park would include a minimum of eight lighted multi-purpose rectangular sports fields that could be used for football, lacrosse, rugby, and soccer. The Franklin Cowboys football program would move from Jim Warren Park to this new park when completed. The park should include other recreation amenities that are shown in deficit in the Level of Service Standards including playground, sand volleyball, basketball courts, walking trails, splash pad, or others. This park should function as a Community Park to serve neighborhoods in this area. An evaluation of maintenance needs systemwide should be done to evaluate if a second maintenance facility should be added in this park. A master plan should be developed for the park once the property is identified to guide phased development of the site. The master plan should be designed to allow for simultaneous use of the sports fields and the other recreation amenities in order to provide for the broadest recreation benefit to the community.

4.6.3 Improvements to Existing Parks

Bicentennial Park

Recommended improvements to this park include environmental remediation work on the privately owned Worley property, repairs/renovation to the pavilion structure (concrete work, painting of the structure, dry fire suppression system, electrical improvements, and handrails), earthwork, and utility upgrades. Because of the 2010 flood, the existing master plan for the site is no longer feasible. It is recommended that the site be re-master planned to maximize the use and value of this very important park close to Downtown Franklin.

Park at Harlinsdale Farm

It is recommended that a business plan be developed for Harlinsdale Park to maximize the value, use, and revenue potential for the park. Consideration should be given to adding equestrian warm-up arenas. The park should provide multiple program experiences including an amphitheater to maximize its use and revenue capability. The Department should continue its partnership with Friends of Franklin Parks in the development of Harlinsdale. A groundbreaking took place for the equestrian arena in February 2015, which will be funded and built by Friends of Franklin Parks. The City is funding the Program Specialist for Harlinsdale the first three years and then the goal is for Friends of Franklin Parks to take over the full programming operations. CoF Parks will continue to provide maintenance.

Specific improvements recommended for Harlinsdale as set forth in the Master Plan include the following:

- Renovations to the Main Barn
- Restoration of the Hayes House
- Renovations to the North Barn
- Restoration of houses
- Design and construction of a Tennessee Walking Horse Museum

Jim Warren Park

As noted in Section 3, there are operational issues at Jim Warren that need to be addressed as a part of the plan. The major change recommended at Jim Warren is moving the Franklin Cowboys football program to the recommended new East/Southeast Multi-Purpose Park. Once this begins with the acquisition of land for the new park, it is recommended that a master plan be prepared for the redevelopment of Jim Warren to include the following elements to be built over the planning period:

- Removal of the existing football fields
- Addition of two baseball fields for 7-8 year olds
- Addition of a “universal” (accessible to all ages and abilities) playground
- Addition of “miracle” baseball field (accessible to all ages and abilities)

Figure 4.2 Parcel for New Park

- Expansion of the existing skate park to add features for beginner and intermediate skaters
- Potential addition of a splash pad
- Evaluation of maintenance area needs
- Reconfiguration of parking and pedestrian/vehicle access as may be needed

Liberty Park

Improvements recommended at Liberty Park include the renovation of the multi-purpose field.

Eastern Flank Battlefield Park

There was interest in the survey and other community outreach in a nature center. After significant discussion with parks staff, it was decided that there were other more pressing priorities than a new nature center facility, but due to the lack of programming for nature-based activities, that interpretive displays should be added to existing parks. These displays would highlight the features of the natural environment at an existing park. The first should be installed at the Eastern Flank Battlefield Events Center. Additional recommended improvements at Eastern Flank include the completion of the rock wall and completion of the fiber project.

Miscellaneous Park Improvements

The following improvements are recommended at locations to be determined by the CoF Parks staff.

- Improved play structures, addition of outdoor fitness equipment, and addition of basketball and tennis courts
- Improved restrooms at Harlinsdale, Eastern Flank and Winstead Hill
- Addition of WiFi in highly used parks
- Addition of public art

Other improvements are recommended across the system to include:

- Consider the development of other recreation amenities to include a dog park with off-leash capabilities, outdoor amphitheater, fishing areas, swimming pool, tennis courts, equestrian areas, and sports courts.
- Determine what parks could support these amenities and update the existing master plans for those parks.
- Update existing amenities in parks to complement new amenities to broaden the experiences of users.
- Develop mini-business plans for any updated or new facility.

Splash Pads

One of the most highly requested new facilities in the survey and the other means of public outreach is the addition of splash pads (zero depth water features). It is recommended that two splash pads be added over the planning period, either one in the new East/Southeast Multi-Purpose Park and one in an existing park or both in existing parks.

Maintenance Facilities

It is recommended that CoF Parks conduct an internal review of current and future maintenance needs, given the recommendations of this plan and develop a plan for expansion of maintenance facilities to accommodate growth in the system. The evaluation should consider expansion of the existing maintenance facilities at Jim Warren as it is redeveloped or the addition of a satellite maintenance facility at the new East/Southeast Multi-Purpose Park or elsewhere as may be appropriate.

Cemetery Repairs and Improvements

In its report, Assessment of Two City of Franklin Cemeteries (September 2014), the Chicora Foundation conducted a comprehensive assessment of the condition of Rest Haven and City Cemeteries and provided a detailed list of priorities for management, repair, improvements, and maintenance of the cemeteries. While the document did not include a comprehensive estimate of costs for recommended repairs, renovations, and improvements, it did note that costs would be substantial, including $700,000 alone for restoration of monuments.

Over the course of the planning period, the Implementation Plan in Section 5 contains some tactics regarding the cemeteries. As a minimum, seed funding should be included in this plan for matching grants and incentives for private groups to assist in repairs and improvements to the cemeteries.

4.6.4 Facilities

Indoor Recreation Facility

The number one need for park and recreation facilities expressed by respondents in the survey was for indoor fitness and exercise facilities. The Level of Service Standard identifies a need for a 74,018-square-foot indoor facility by 2024. While the City does not currently operate indoor facilities and there is no plan to do so in the future, there is clearly a need for additional indoor facilities based on the survey and the Level of Service Standard.

Williamson County Parks and Recreation has recently partnered with the City of Nolensville to build a new recreation center in Nolensville. They are splitting the cost 50/50. The County will run and pay for operations when it is open. In conversations with the Williamson County Director, it appears that a similar arrangement could potentially be possible in Franklin.

It is recommended that the City approach Williamson County to explore a partnership to identify a site and build a new indoor facility in Franklin. If the land acquired for the new East/Southeast Multi-Purpose Park is large enough and in the proper location, it could be a good site for the facility. Based on the Level of Service Standard, the facility should be approximately 74,000 square feet, but a detailed needs assessment and program should be developed for the facility during the planning period.

4.7 Trails and Blueways

4.7.1 Multi-Use Trails

The community survey and other means of stakeholder outreach yielded a number of facts and opinions specifically related to the importance of the development of greenways. Key trail related results from the outreach include:

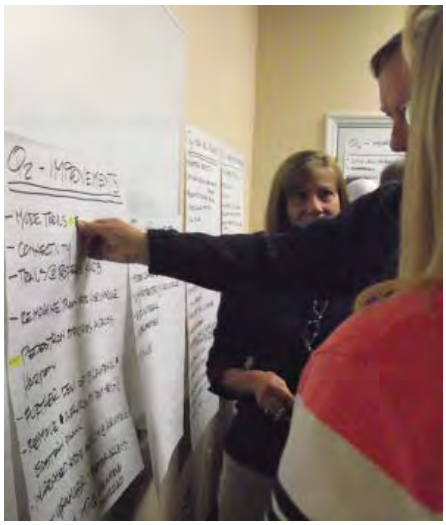
- 65% of survey respondents have used walking or running trails in the last 12 months (top result of any category).
- Strong responses indicate the need for additional trails.
- Chief concerns for trails are user safety and current lack of connectivity.
- 90% of households indicate they are very supportive (68%) or somewhat supportive (22%) of developing new walking, hiking, and biking trails (top priority of any category).
- 57% of households indicated this is the most important endeavor for Franklin Parks and Recreation Department (top priority), and an additional 37% indicated that the development of a Harpeth River Trail is the most important (second ranked priority).
- The second highest priority for new recreation facilities expressed in the communitywide public meeting was the development of a "riverwalk" along the Harpeth River.
- When asked how to allocate parks and recreation money, acquisition of walking and biking trails was most supported.

The survey results point to the number one priority of this Master Plan, the development of a multi-use trail network connecting parks, neighborhoods, and Downtown Franklin. This section contains recommendations for development of the greenway trail, mountain bike trail, and blueways network over the planning period.

Trail Definitions

The following trail definitions are consistent with those included in the AASHTO Guide for the Development of Bicycle Facilities.

- **Shared Use Paths** - Paved multi-use trails that are dedicated trails and are envisioned to be separated from roads.
- **Side Paths** - Paved multi-use trails needed in linking the population of the City of Franklin, or trails may make more sense to be constructed directly in conjunction with road or other infrastructure projects. The trail at Mack Hatcher Parkway is a perfect example of this. This trail is crucial to the interconnectivity of the overall trail system, but the construction of this trail will be more efficient in conjunction with the construction of the extension of Mack Hatcher. It will not be possible until the land acquisition required for the extension of this road is complete.
- **Bikeways and Sidewalks** - These trails may vary somewhat in nature, but are needed to connect neighborhoods to trail systems.



Greenways and Trails Master Plan Goals

In conjunction with the administration of a community survey, this Master Plan also collected data and opinions from a series of public meetings, stakeholder meetings, and meetings with City staff and officials to identify the desired goals for the Master Plan and for greenways as a subset of the Master Plan. These primary goals were identified as specifically related to greenways and trails:

- Connect Eastern Flank Battlefield Park to the Williamson County Recreation Center along the Harpeth River
- Connect the proposed Carter's Hill Park to the trails system to create the opportunity for an interpretive walk from Eastern Flank Battlefield Park to the Carter House
- Complete the Aspen Grove Greenway and connect to the Mack Hatcher Loop.
- Connect downtown to Jim Warren Park
- Create trails to connect the southeastern limits of the city to the rest of Franklin.

With these goals in mind, the City of Franklin Comprehensive Parks and Recreation Master Plan recommends the implementation of a multi-use path and side path system in seven trail segments. The seven segments combine to create over 10 miles of public trails proposed to be implemented over 10 years. The multi-use paths and side paths are designed to link the City of Franklin and create a true alternative transportation option. The multi-use path and side path routes will be linked to neighborhoods and other trail user concentration by bikeways and sidewalks. These bikeways and sidewalks, while also important, are not as important as the multi-use paths and side paths.

The segments included herein are not listed in order of priority. Each trail segment is identified on the Greenways and Trails Master Plan and is shown in greater detail on the trail segment plans. The multi-use paths and side paths are divided into seven segments as shown on the following pages.

NOTE:

The descriptions and maps depicting the various trail segments in this section should be viewed as very conceptual in nature. They are intended to illustrate an overall vision for meeting the stakeholder's expressed priorities for this plan, the development of a trail along the Harpeth River, and increased connectivity across the City.

The locations of each trail segment in this plan will be subject to further extensive stakeholder input, survey, and design before any final decision is made on their actual locations (such as which side of the river or street).

Likewise, the priorities for implementation of any segment of the system have not been determined. The locations of each trail segment and the priorities for implementation will be a decision made in the future by the Mayor and Board of Aldermen.

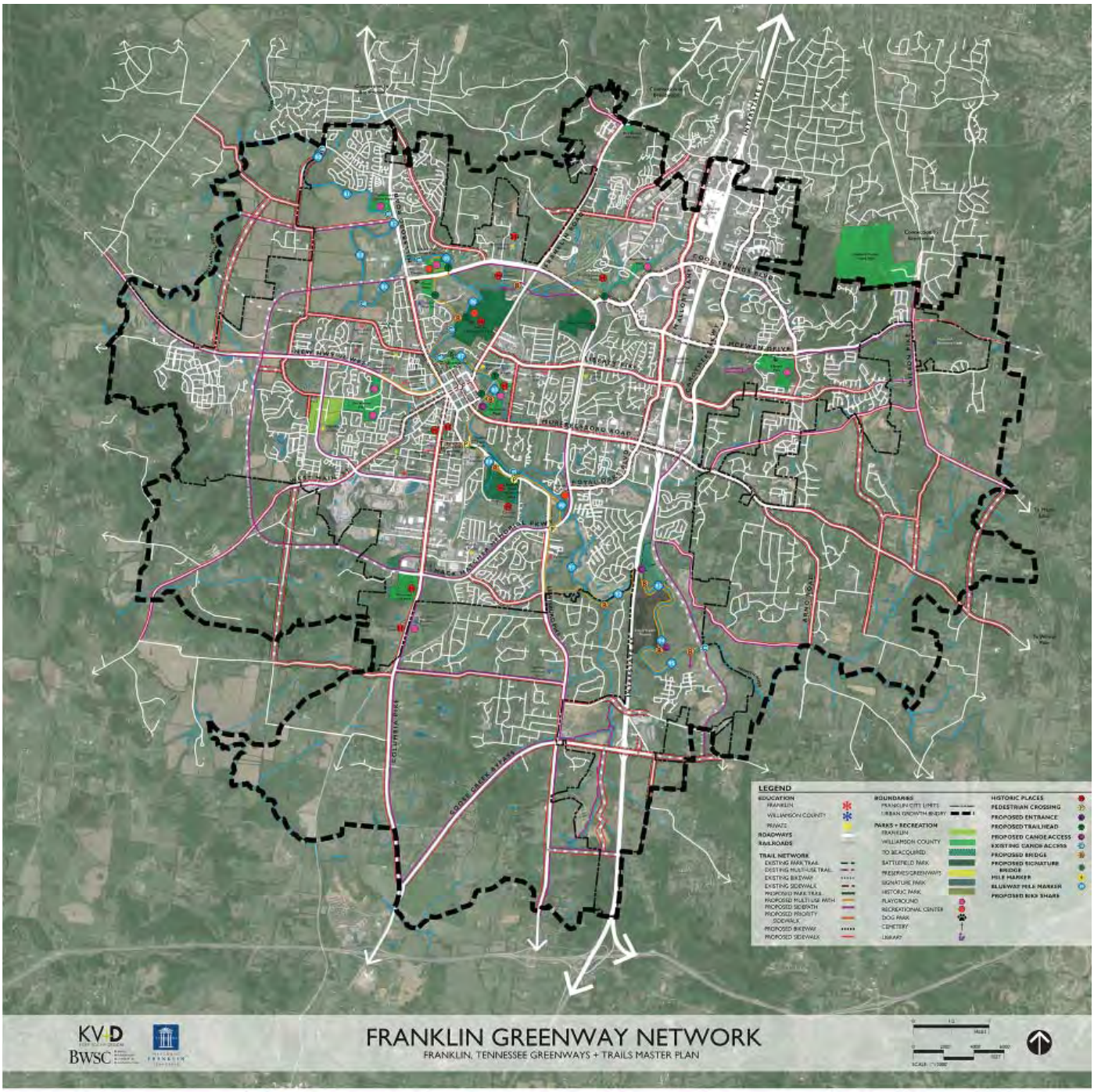


Figure 4.3 Greenway Network

Figure 4.4

Eastern Flank Battlefield Park to Pinkerton Park/Collins Farm to Carter's Hill

Trail Description:

This segment would connect Eastern Flank Battlefield and its internal trail system to Franklin's most heavily used trails in Pinkerton Park. This trail begins by connecting Eastern Flank, via a small stream crossing and a trail along the south side of Lewisburg Pike, to the historic park property known as Collins Farm. From here the trail would turn north and would run alongside Thompson Alley and would continue to the Harpeth River. Once reaching the river, the trail would run parallel with the railroad through the Harpeth River floodway where the trail would hug the western side of the river as it runs generally northward. This section of trail would need to be an elevated boardwalk between the river and the railroad due to the steep terrain. The boardwalk would extend approximately half way to Murfreesboro Road/ Highway 96 to a point where the terrain allows for the trail to be at grade along a shelf above the river. The trail would then revert to a boardwalk condition and would continue under the Murfreesboro Road Bridge to a series of switchback ramps parallel to the river to gain elevation to the existing pedestrian bridge across the river connecting to the existing trails in Pinkerton Park.

It should be noted that the amount of land available between the river and the railroad is quite narrow. More detailed study is needed to determine if the trail can be built completely outside of railroad right-of-way. If it cannot, the viability of this route would be in jeopardy due to the challenges associated with building trails in railroad right-of-ways. Hydrologic studies would also be required to demonstrate that the trail, bridges, and boardwalks can be built without impacting flood elevations. Should railroad or environmental impacts prove to be insurmountable on the west side of the river, alternate trail routes will have to be evaluated in order to meet the goal of a continuous trail system along the river.

Additional features of this segment include a sidepath connecting Eastern Flank Battlefield Park to the proposed Carter's Hill Battlefield Park via sidewalks from Collins Farm Park to the proposed Carter's Hill Battlefield Park.

Trail Highlights:

- Trail at EFBP along Lewisburg Pike – 2,100 linear feet with Foot Bridge
- Trail from EFBP to Collin's Farm Park, through Collin's Farm Park to Thompson Alley – 1,730 linear feet
- Trail from Thompson Alley to Hwy 96 – 2,310 linear feet including: +/- 1,480-linear foot boardwalk at railroad and under Hwy 96 Bridge
- Trail from Hwy 96 to existing Pinkerton Park Pedestrian Bridge – 1,725 linear feet including switchback up trail to pedestrian bridge
- Trailhead and kiosk at Margin Street
- 12-foot wide concrete trail and elevated boardwalk
- Light standards every 40 feet
- Guardrails where needed
- High quality amenities such as benches, trash receptacles, railings, public art, landscaping

Figure 4.4 illustrates this segment.

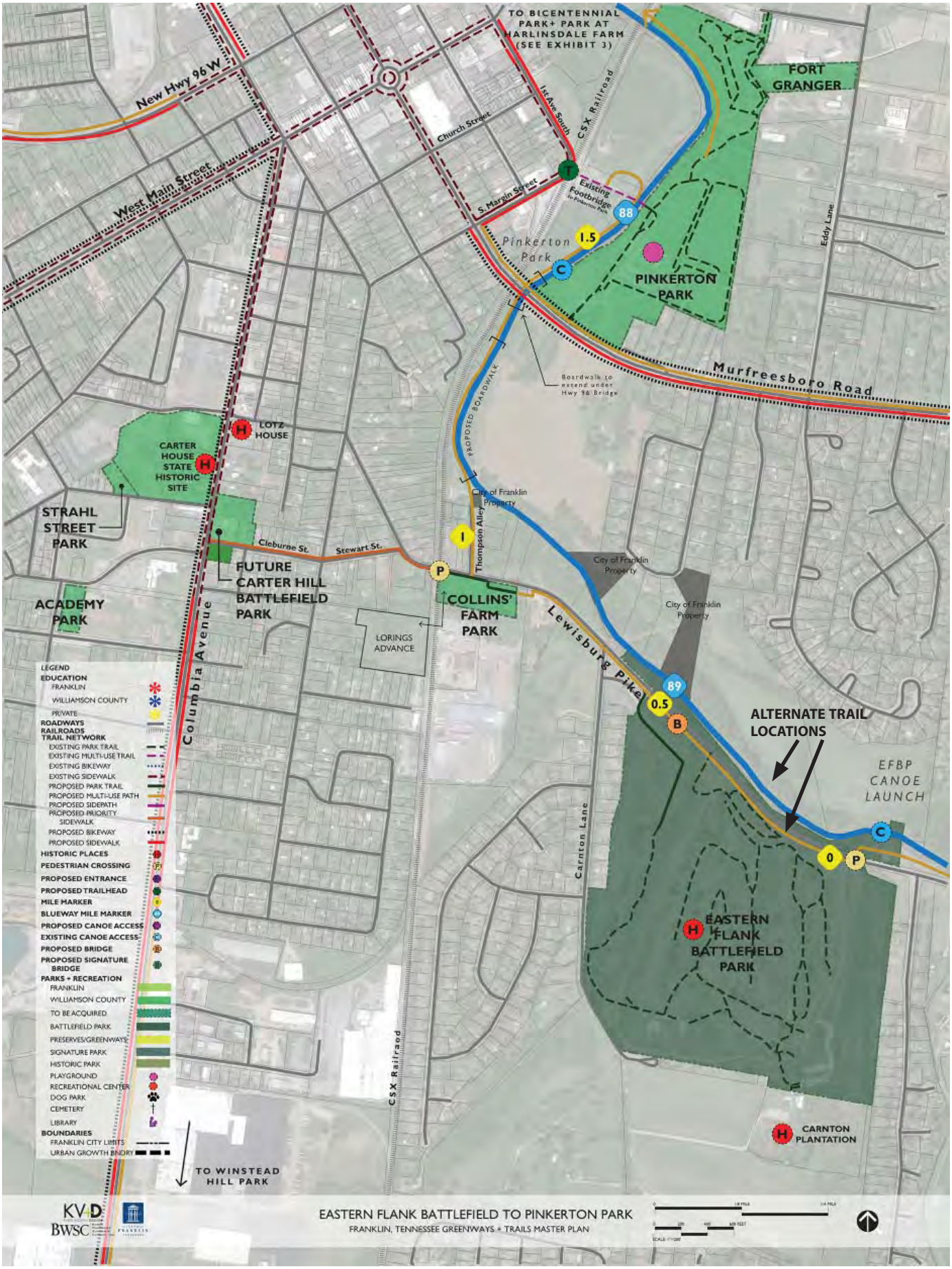


Figure 4.4 Eastern Flank Battlefield Park to Pinkerton Park/Collins Farm to Carter's Hill

Figure 4.5

Pinkerton Park to Bicentennial Park and the Park at Harlinsdale Farm

Trail Description:

From the existing trails at Pinkerton Park, the Greenway would again head north and west along the banks of the Harpeth, this time hugging a small shelf below Fort Granger as the trail approaches Downtown Franklin. City-owned property on the north side of the Harpeth and the Battleground Academy property provide trailhead opportunities. A crosswalk over Franklin Road would be required and these would connect via sidewalk to Downtown Franklin.

The Greenway continues west along the north bank of the Harpeth until it is across the Harpeth River from Bicentennial Park. At this location the trail would head southward via a bridge over the Harpeth to Bicentennial Park. Bicentennial Park has an existing connection to Chestnut Bend trails.

Trail Highlights:

- Pinkerton Park existing trail improvements (1,600 linear feet lighting and rails)
- Trail from existing Pinkerton Park trails to CSX Railroad - 1,600 linear feet
- Trail shelter from rail traffic debris at CSX Railroad
- Trailhead and kiosk with permeable parking at Daniels Drive
- Trail from CSX Railroad to Bicentennial Park - 3,100 linear feet
- Crosswalk at Franklin Road
- Trail from Bicentennial Park to Hillsboro Road - 1,500 linear feet
- Bridge from Bicentennial Park to the trail on the east side of the River
- Overlook at 1st Avenue and Bridge Street
- 12-foot concrete trail
- Light standards every 40 feet
- High-quality amenities such as benches, trash receptacles, railings, public art, landscaping

Figure 4.5 illustrates this segment.

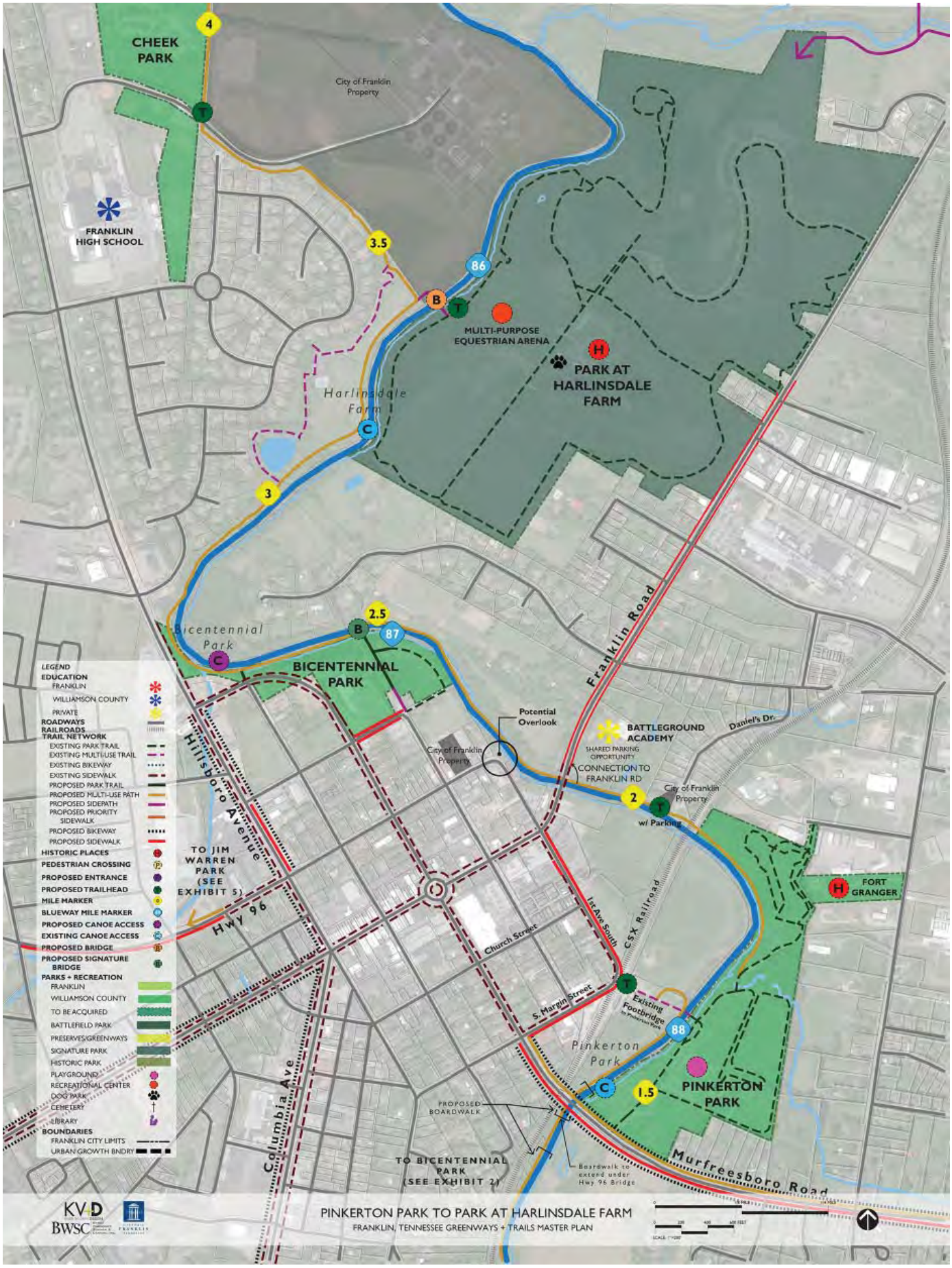


Figure 4.5 Pinkerton Park to Bicentennial Park and the Park at Harlinsdale Farm

Figure 4.6

Aspen Grove to Mack Hatcher Parkway

Trail Description:

Approximately half a mile of 12-foot-wide asphalt trail is proposed to connect the existing greenway segment at Aspen Grove Park via a trail adjacent to the Legends Golf Club to existing trails at Mack Hatcher Memorial Parkway. By connecting Aspen Grove to Mack Hatcher, an existing trail section is linked to the Mack Hatcher loop that will connect Cool Springs to the rest of the greenways and trails system and, eventually, to Downtown Franklin.

Trail Highlights:

- Trail from existing trails at Aspen Grove under the Parkway and connecting to existing trails at Mack Hatcher Parkway - 2,600 linear feet
- Trail spur from existing trails at Aspen Grove to Cool Springs Boulevard - 450 linear feet
- Trailhead at trail spur and Cool Springs Boulevard
- 12-foot asphalt trail - lighting or rails, consistent with existing Aspen Grove Greenway

Figure 4.6 illustrates this segment.

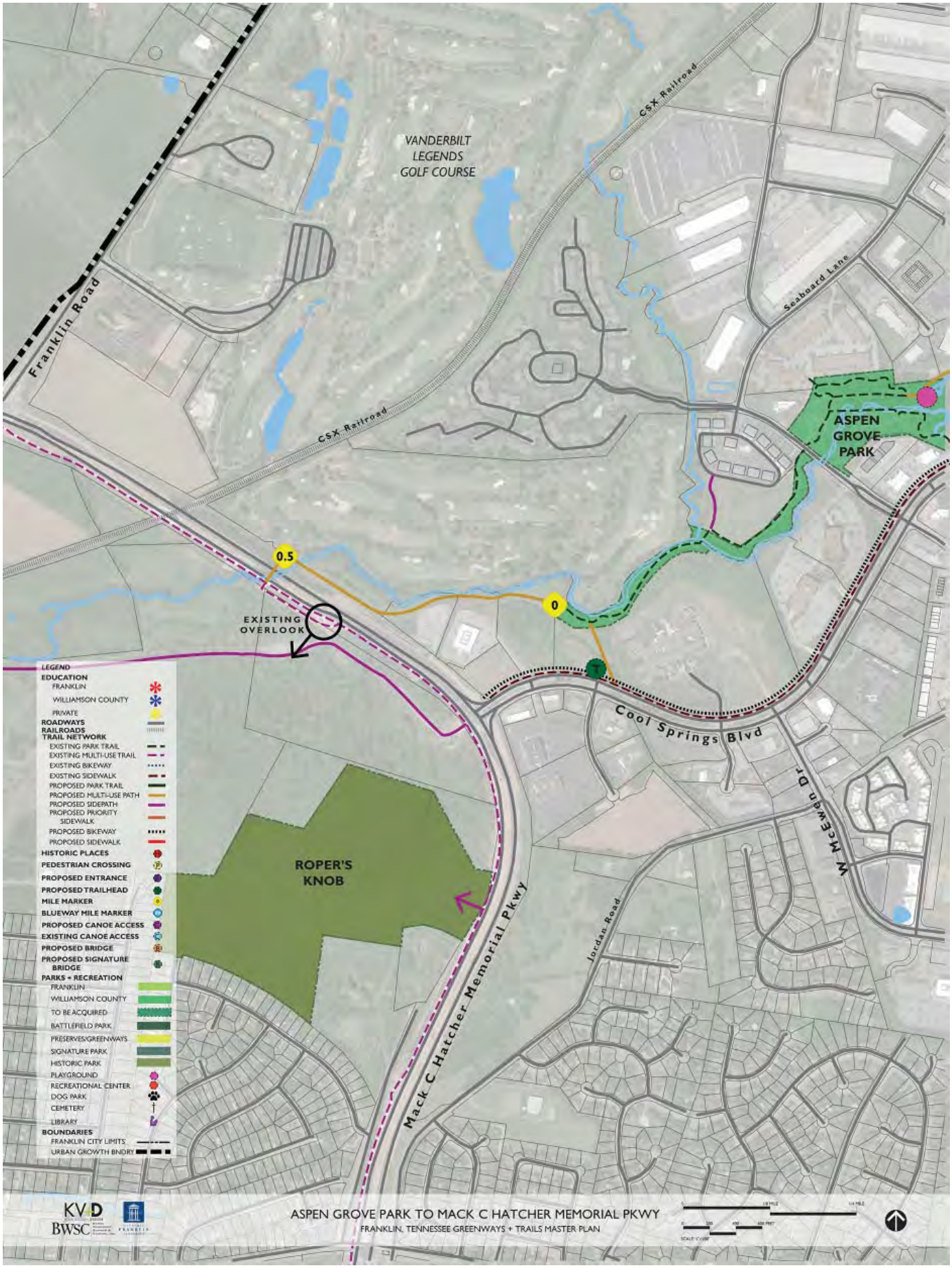


Figure 4.6 Aspen Grove to Mack Hatcher Parkway

Figure 4.7

The Park at Harlinsdale Farm to Cheek Park and Judge Fulton Greer Park

Trail Description:

This trail segment connects large sections of existing trails including private trails through the Chestnut Bend neighborhood open space along the Harpeth and Williamson County trails through Cheek Park and Judge Fulton Greer Park. A bridge to connect the internal trails at the Park at Harlinsdale Farm to the Chestnut Bend trail is proposed, as well as trailheads and sign kiosks at Harlinsdale, at Cheek Park, and at Judge Fulton Greer Park.

Trail Highlights:

- Trail from Judge Fulton Greer Park to Hillsboro Road (currently excluded)
- Bridge from the Park at Harlinsdale Farm to existing Chestnut Bend Trail
- Trailhead and kiosk at bridge from the Park at Harlinsdale Farm to existing Chestnut Bend Trail
- Trailhead and kiosk at Cheek Park
- Trailhead and kiosk at Judge Fulton Greer Park
- 12-foot concrete trail
- Light standards every 40 feet
- High-quality amenities such as benches, trash receptacles, railings, public art, landscaping

Figure 4.7 illustrates this segment.

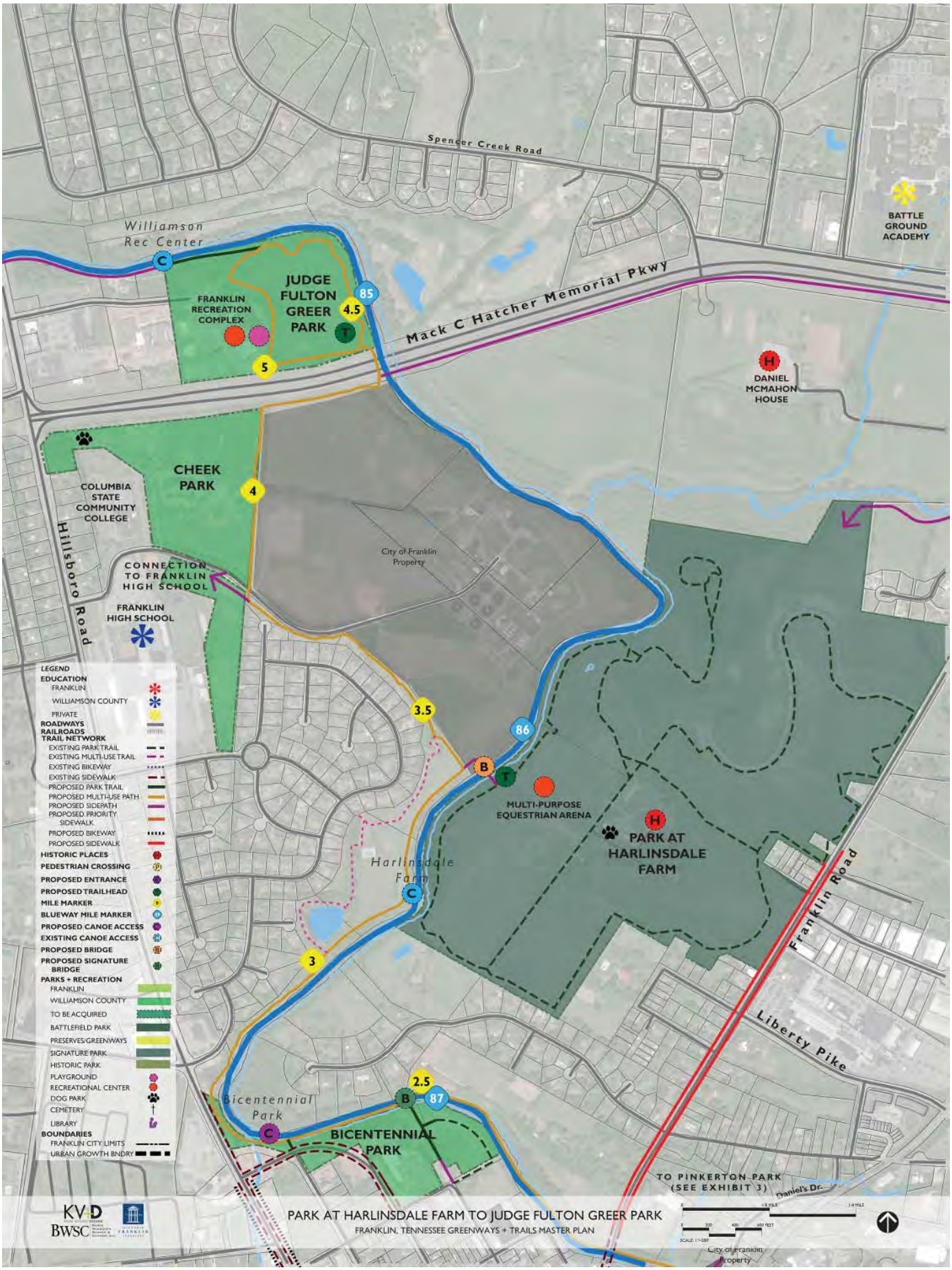


Figure 4.7 The Park at Harlinsdale Farm to Cheek Park and Judge Fulton Greer Park

Figure 4.8

Bicentennial to Jim Warren Park

Trail Description:

This trail is proposed to connect Bicentennial Park and Downtown Franklin to Jim Warren Park just west of downtown. This trail was identified as a priority in the 2010 Greenways and Open Space Master Plan and continues to be a desired link to Jim Warren Park's internal trail system and athletic fields.

Trail Highlights:

- Trail from Bicentennial Park to Jim Warren Park - 3,130 linear feet
- Crosswalks at New Highway 96 West
- 12-foot concrete trail without lighting or rails

Figure 4.8 illustrates this segment.

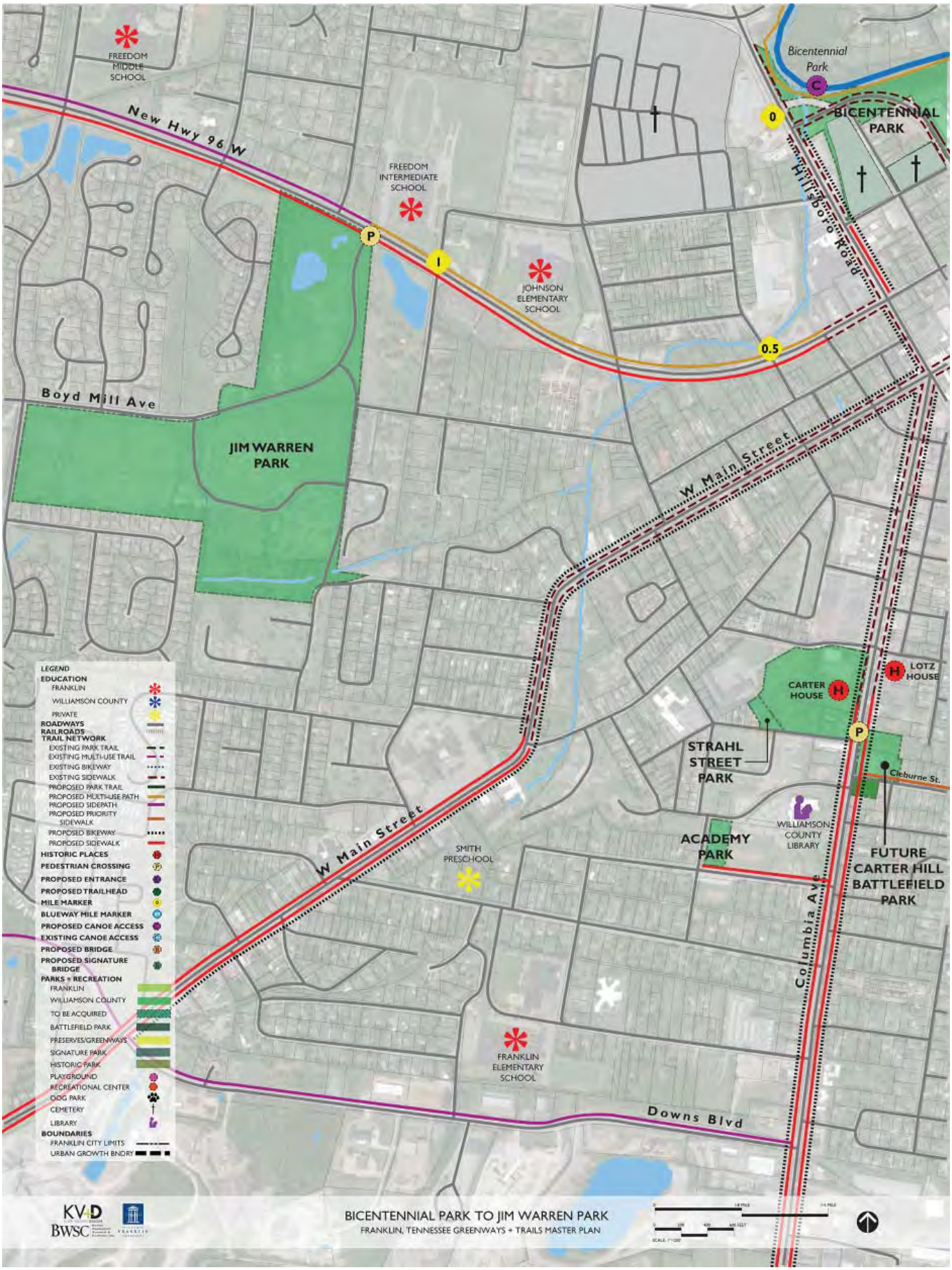


Figure 4.8 Bicentennial to Jim Warren Park

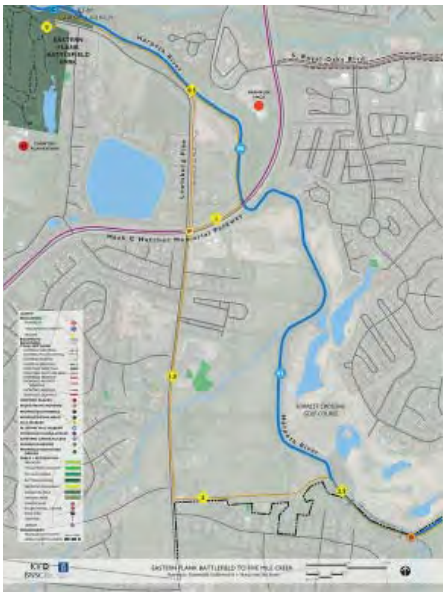


Figure 4.9

Eastern Flank to Five Mile Creek

Trail Description:

With the connection from Eastern Flank to the County Recreation Center complete, the focus of the next greenway segments will be to connect this trail to more of the city. Segment 6 will travel from EFBP canoe launch along the southern side of the Harpeth River and travel generally south to Mack Hatcher Parkway. At Mack Hatcher, the trail will connect to the proposed Mack Hatcher Trail and through it, this trail will eventually connect to much of Franklin including the Aspen Grove Trail Section (Segment 1) and through it to Cool Springs.

The intersection of Mack Hatcher and Lewisburg Pike will be particularly difficult to manage, but an at-grade crossing is proposed at this traffic light. From Mack Hatcher, the trail will continue south along Lewisburg Pike until it heads east near the intersection of Donelson Creek Parkway along the southern edge of the Waters Edge development to the Harpeth River. The trail will again stay along the south side of the Harpeth until Five Mile Creek. A bridge crossing to the East side of Five Mile Creek provides an opportunity to connect via easements south to Berry Farms.

Trail Highlights:

- Trail from Eastern Flank Battlefield to Mack Hatcher Parkway - 5,350 linear feet
- Trail from Mack Hatcher Parkway to Lewisburg Pike at Donelson Creek Parkway - 5,300 linear feet
- Trail from Donelson Creek Parkway to the Harpeth River - 2,800 linear feet
- Trail from the Harpeth River to Five Mile Creek - 1,400 linear feet (50% boardwalk)
- Bridge over Five Mile Creek
- 12-foot concrete trail
- Intermittent boardwalk and guardrails for the entire length

Figure 4.9 illustrates this segment.

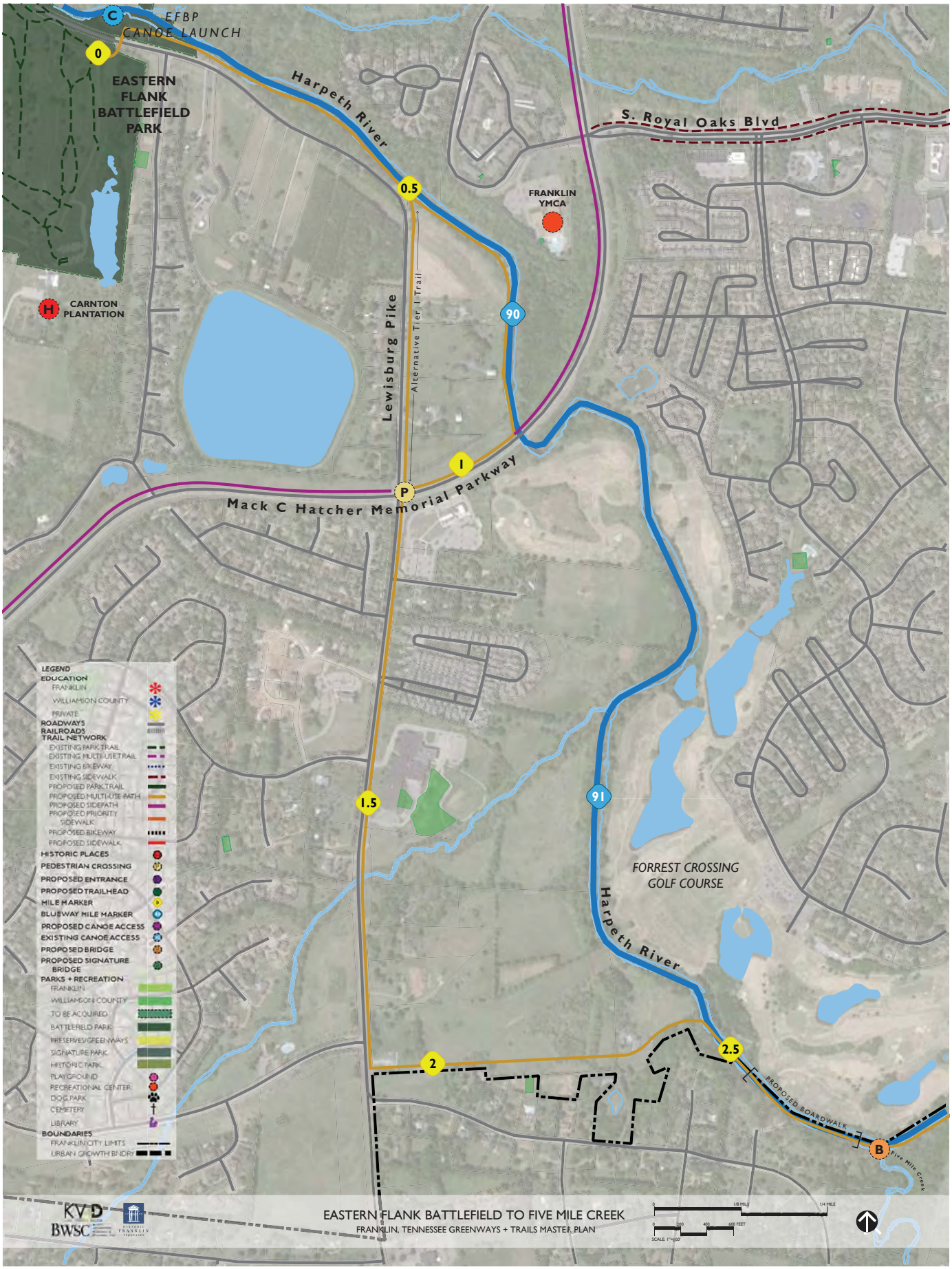


Figure 4.9 Eastern Flank to Five Mile Creek

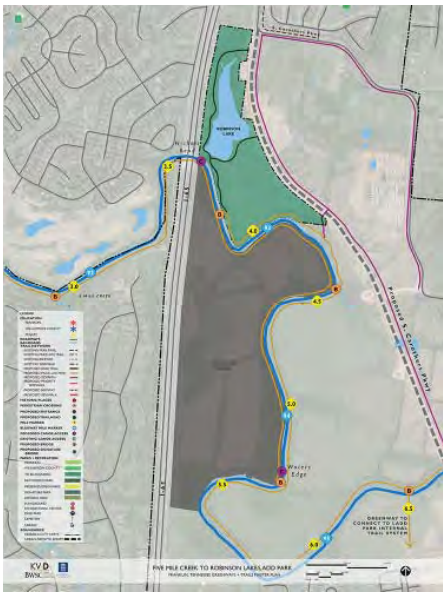


Figure 4.10

Five Mile Creek to Robinson Lake and Ladd Park

Trail Description:

From the east side of Five Mile Creek, the trail will continue along the south side of the Harpeth River. The trail will pass under the I-65 bridge over the Harpeth River. At the proposed Robinson Lake Park, a bridge will again cross the Harpeth and connect to a proposed trail system at Robinson Lake Park. Robinson Lake is proposed to be connected via greenway to Cool Springs, with trails built in conjunction with improvements to Carothers Parkway south of Highway 96. From Robinson Lake Park, the trail will stay on the north side of the Harpeth and head south. Another bridge crossing over the Harpeth will take the trail to the Ladd Park development.

Trail Highlights:

- Trail from Five Mile Creek to Robinson Lake Park - 4,850 linear feet
- Bridge over Harpeth River to Robinson Lake Park
- Trail from Robinson Lake to existing trails at Ladd Park - 13,500 linear feet
- Bridge over Harpeth River at Ladd Park
- 12-foot concrete trail
- Intermittent boardwalk and guardrails for the entire length

Figure 4.10 illustrates this segment.

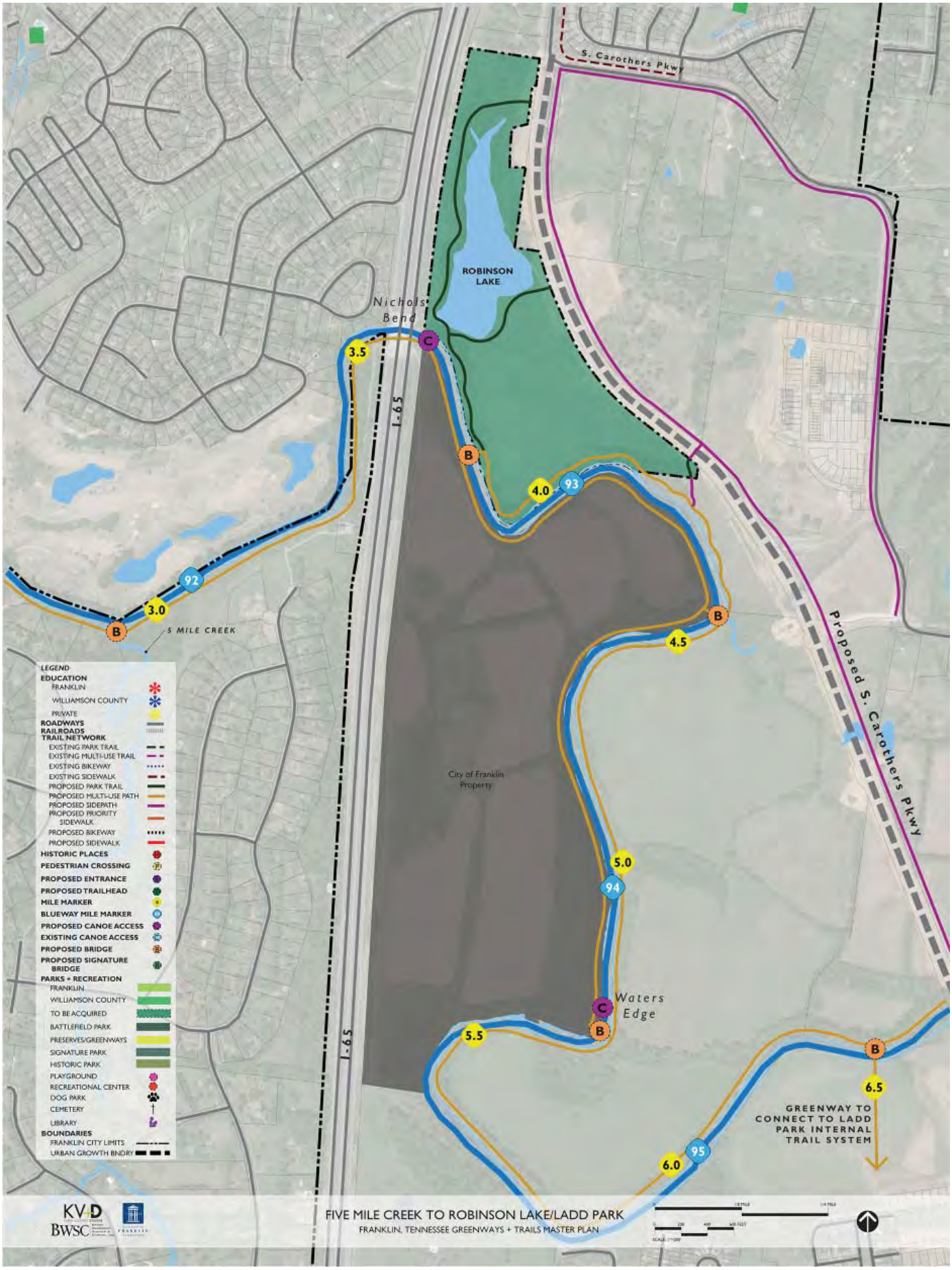


Figure 4.10 Five Mile Creek to Robinson Lake and Ladd Park

Tennessee Riverpark Precedent Images

The following table presents a summary of the various trail segments.

Greenway Trail Segment Summary	Trail Length	
Trail Segment	**Feet**	**Miles**
Eastern Flank Battlefield Park to Pinkerton Park, including trail segment from EFBP along Lewisburg Pike, priority sidewalks from Collins Farm to Carter's Hill Park.	9,665	1.83
Pinkerton Park to Bicentennial Park and the Park at Harlinsdale Farm	11,250	2.13
Aspen Grove to Mack Hatcher Parkway	5,400	1.02
The Park at Harlinsdale Farm to Cheek Park and Judge Fulton Greer Park	8,750	1.66
Bicentennial to Jim Warren Park	6,000	1.14
Eastern Flank to Five Mile Creek	14,000	2.65
Five Mile Creek to Robinson Lake and Ladd Park	18,850	3.57
TOTAL TRAILS	73,915	14.00

Trail Design Standards

As is consistent with the City of Franklin's Parks and Recreation and other public facilities, the level of quality of the proposed greenway system is envisioned to be quite high, particularly the trail along the Harpeth River. The "riverwalk" section of the plan from Eastern Flank Battlefield connecting through Pinkerton Park to Bicentennial Park, the Park at Harlinsdale Farm, Cheek Park (Williamson County Park), Judge Fulton Greer Park (Williamson County Park) to the Williamson County Recreation Center (Williamson County Park) is envisioned as a lighted, 12-foot wide concrete trail section with intermittent sections of boardwalk as grade and engagement with the river requires.

The quality of this segment is envisioned to be patterned after that of the Tennessee Riverpark in Chattanooga. The Tennessee Riverpark not only includes the trail, but also trailheads and parks along the route that provide for a well-rounded outdoor recreation experience. Precedent images of the Tennessee Riverpark are presented for reference. The other trail segments are proposed primarily to be asphalt, with concrete paving where necessary in floodways. A description of the basic design elements of each segment is included with each segment description.

4.7.2 Mountain Bike Trails

During the course of the community outreach, there were several suggestions to add more challenging pedestrian trails from a topographic standpoint and to consider adding mountain bike trails. It is recommended that the City partner with local mountain bike associations to design and build trails at Liberty Park and on park land dedication property that is not suitable for other development. There are many success stories with partnerships like this; the Legacy Parks Foundation has partnered with local mountain bike clubs to build a network of 42 miles of trail in the Urban Wilderness in south Knoxville, Tennessee.

4.7.3 Blueways

It is recommended that the City continue its efforts to develop canoe/kayak access points and improve access to the Harpeth River in order to create a Blueway through the city. Figure 4.11, prepared by CoF Parks, illustrates the planned canoe/kayak access points along the Harpeth. Recent progress has been made with the installation of an access point across from Eastern Flank Battlefield and at Harlinsdale Park. Access points at Rizer Point and Ladd Park (private developments) are planned for 2016 as a part of Park Land Dedication memorandums of agreement with the developers.

In April 2015, Franklin Fire, GIS, and City of Franklin Parks Departments marked the Harpeth River with signage from Ladd Farms to Cotton Lane. These reflective signs now mark every mile on the river going downstream. They also collected GPS coordinates for each sign installed. This will allow paddlers on the river an idea of where their takeout is, or most importantly, where they go should an emergency arise. Bridge signage will also go up at every bridge crossing facing downstream with the name of the road and corresponding mile marker number (example-MACK HATCHER 90.2).

It is recommended that the five proposed access points shown in Figure 4.11 be installed during the planning period.

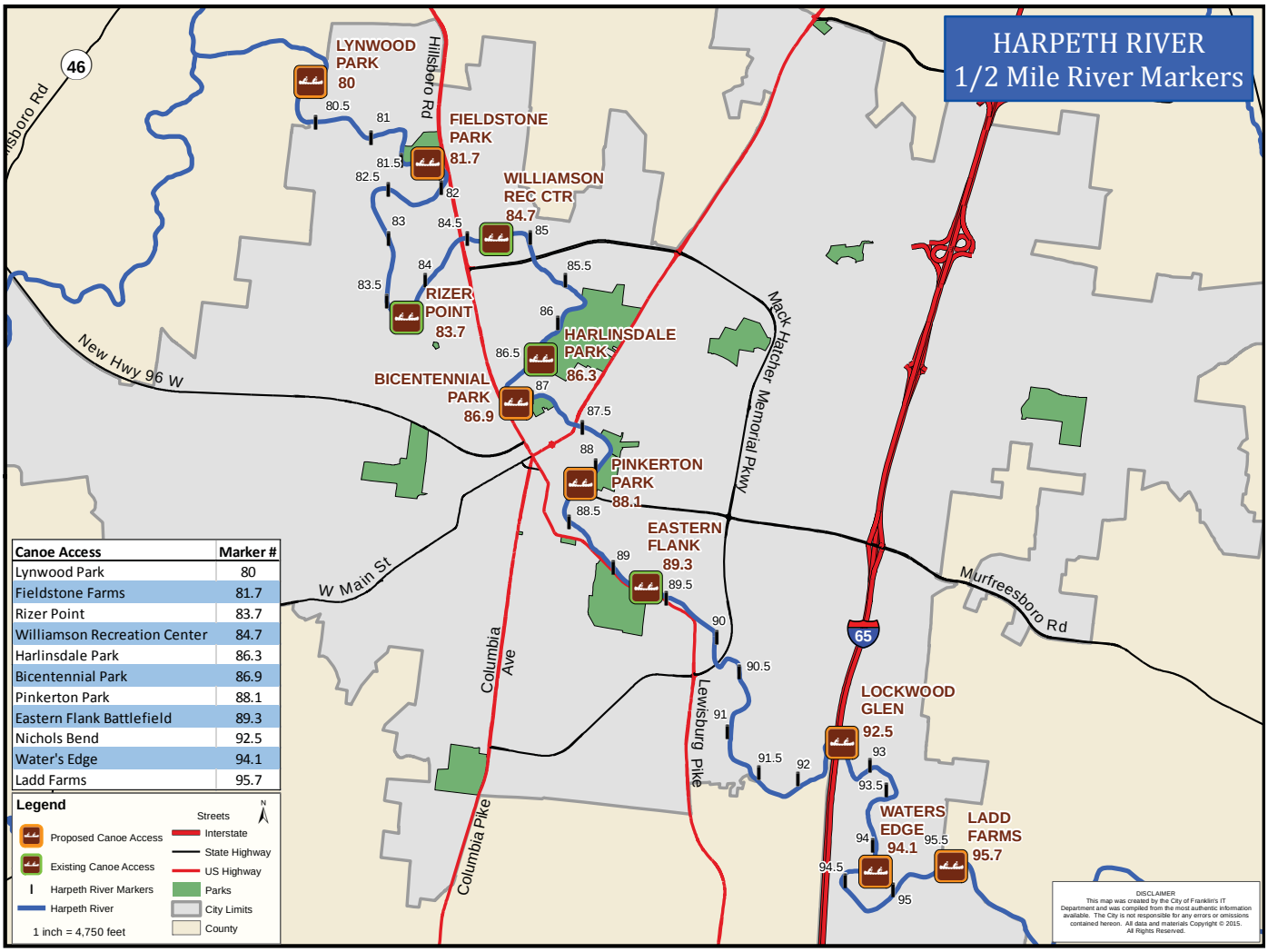


Figure 4.11 Harpeth River Access Points

4.8 Park Land Dedication

A part of the scope of this study was to prepare a revised Park Land Dedication Ordinance. The proposed draft ordinance can be found in Appendix II. The ordinance was drafted by Dr. John Crompton, Distinguished Professor and Regents Professor, Texas A&M University. Much of the information regarding preparation of the ordinance in this section is taken from the publication *Parkland Dedication Ordinances in Texas: A Missed Opportunity*, authored by Dr. Crompton and published by AgriLife Extension, The Texas A&M University System.

The current legal standards for park land dedication are based on the Nollan vs. California Coastal Commission and Dolan vs. City of Tigard, Oregon, Supreme Court decisions regarding land use decisions conditioning approval of development on the dedication of property to public use. This is discussed in Section 3.6.4 within this document. The draft ordinance takes into account these legal standards. The following four broad criteria may be used to assess the constitutionality of a Park Land Dedication Ordinance:

- The method of calculating a park land dedication requirement must demonstrate that it is proportionate to the need created by the new development.
- The ordinance must adhere to the nexus principle.
- A time limit must be set for expending fee-in-lieu.
- The scope and range of the ordinance must be delineated.

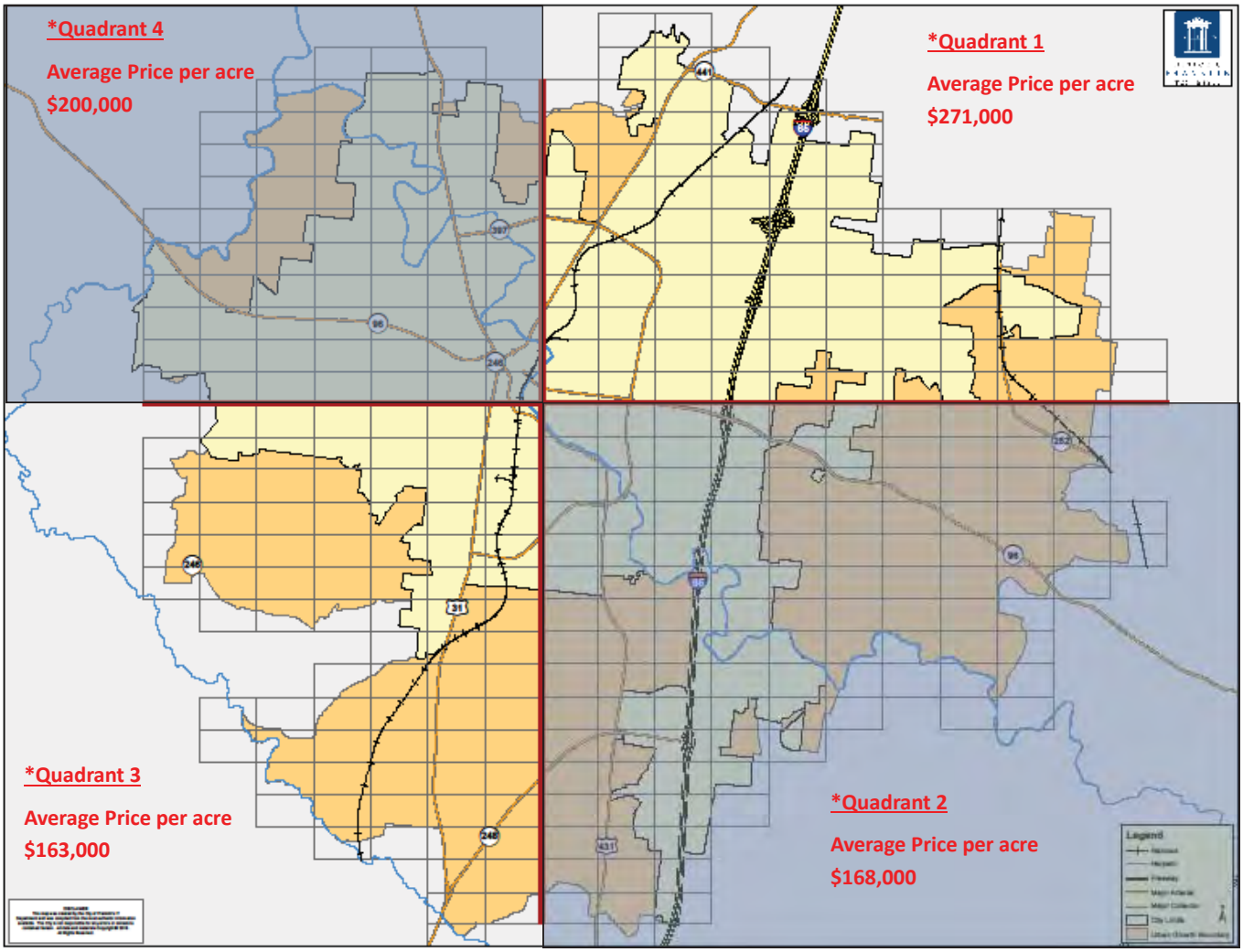


Figure 4.12 Quadrants

In terms of proportionality, the most widely accepted approach to meeting this is to assume that new residents will require the same level of service as the existing residents. The nexus principle is the rationale that land or fees dedicated must be used according to a park system plan that divides the jurisdiction into geographic districts. In Franklin, the City has divided the area into four quadrants and has calculated the average price of land within these quadrants. Figure 4.12 on the previous page shows the quadrants and the current average price of land within each (provided by the City of Franklin).

The level of service calculation must be used not for all parks, but only for parks that primarily serve neighborhoods. Thus, athletic complexes and other such parks cannot be used in determining the current level of service. In this case, the level of service used in calculating the ordinance included Neighborhood, Community, Preserves, and Historic Parks. The Historic Parks function, and are used, by residents as Neighborhood Parks. Since we are counting the acreage of the Williamson County Parks that are within the city limits of Franklin in the Level of Service Standards, the acreages of the county parks in these categories are a part of the calculation as well. The following are the parks and acreages used in the calculations by quadrant.

Quadrant 1	Acreage	Category
Aspen Grove Park	19.0	Neighborhood
Dry Branch Wetland	5.9	Preserves
Fort Granger	15.0	Historic
Liberty Park	83.3	Community
Pinkerton Park	27.9	Community
Ropers Knob	58.7	Historic
Total Quadrant 1	209.7	

Quadrant 2	Acreage	Category
Eastern Flank Battlefield	113.3	Historic

Quadrant 3	Acreage	Category
Assault on Cotton Gin Park	0.5	Historic
Collins Farm	3.2	Historic
Eastern Flank Battlefield	1.2	Historic
Winstead Hill	72.5	Historic
Academy Park	7.07	Neighborhood
Strahl Street Park	0.7	Neighborhood
Total Quadrant 3	**85.2**	

Quadrant 4	Acreage	Category
Bicentennial Park	16.2	Community
City Cemetery	1.8	Historic
Del Rio Park	1.1	Neighborhood
Jim Warren Park	87.0	Community
Pinkerton Park	4.0	Community
Rest Haven Cemetery	4.2	Historic
Franklin Rec/Judge Fulton Greer	33.8	Community
Cheek Park	26.04	Community
Total Quadrant 4	174.2	

The dedication requirement in a Park Land Dedication Ordinance should compromise three elements:

- A land requirement
- A fee-in-lieu alternative to the land requirement
- A parks development fee

The draft ordinance includes provisions for these as well as credits for privately developed park and recreation amenities, timing for the City of Franklin spending the fee-in-lieu funds and reimbursement provisions, provisions for developers to construct public parks in lieu of paying the fees and park land dedication guidelines and requirements.

On the following page are the calculations in the proposed ordinance for Quadrant 1 that is included in Appendix 1. Quadrant 1 is the area east and north of Downtown Franklin. The term "DU" in the calculation is an acronym for "Dwelling Unit."

It is very important to note that this calculation (and the ones for the other three quadrants in Appendix 1 of the draft ordinance) shows the **maximum potential park dedication fee** that would be allowable under the accepted methods for calculating them in accordance with the legal basis for the ordinance. **It will be the responsibility of the Board of Mayor and Aldermen to set the fees at the levels that they deem appropriate.**

Quadrant 1		
Population	22,373	
Acres of parks	209.7	
Service level (people per acre)	107	
People per dwelling unit	2.4	
Service level (DUs per acre)	44.5	
Cost of 1 acre of land	$271,000	
Cost for park land per DU		**$6,090**
Park development cost	$1,183,029	
Total DUs, 22,373 / 2.4	9.322	
Cost for park development per DU		**$127**
Total park dedication fee per DU		**$6,217**

The basic steps involved in this example calculation are as follows:

- Divide the city into geographic quadrants, estimating the population in each quadrant. In this case GIS and Census data show a 2014 population of approximately 22,373 people in Quadrant 1.
- Determine the average cost of land in the quadrant: the City provided the latest estimated cost in each quadrant. For Quadrant 1, the estimated cost is $271,000 per acre.
- Identify the amount of park land in each quadrant: in this quadrant, 209.7 acres.
- Calculate how many people per acre of park land in the quadrant: 22,373 population divided by 209.7 acres of park land equals 107 people per acre.
- Determine the number of dwelling units per acre of park land by dividing the average number of people per dwelling unit (taken from the 2010 Census data) into the number of people per acre (107 divided by 2.4 equals 44.5 DUs per acre). This number would determine the amount of land a developer would have to dedicate under the land requirement. In the case of Quadrant 1, the dedication requirement would be 978.9 square feet of land for each dwelling unit (43,560 divided by 44.5).
- Calculate the current cost of park land per dwelling unit ($271,000 divided by 44.5 DUs per acre equals $6,090 per DU).
- Calculate the park development costs. This was done by developing a generic site plan for a five-acre neighborhood park and estimating the cost of its development. The basis for this can be found in Appendix 2 of the draft ordinance. The park development cost is the same for all four quadrants.
- Calculate the estimated dwelling units in the quadrant (dividing the total population of 22,373 by the average number of people per dwelling unit of 2.4); in this case there are 9,322 dwelling units in the quadrant.
- Calculate the cost for park development per dwelling unit (dividing the number of dwelling units in the quadrant into the total estimated park development cost of $1,127,388); in this case, the number is $127 per dwelling unit.
- Add the cost of park land per dwelling unit ($6,090) to the cost for park development per dwelling unit ($127) to derive the total park dedication fee-in-lieu of land dedication of $6,217 per dwelling unit.

The proposed draft ordinance will go through extensive staff review prior to a presentation to the Board of Mayor and Aldermen for consideration. The ordinance as written would remove the current park land dedication requirement from Section 5.5.5-5.5.9 of the Franklin Zoning Ordinance and establish a Title in the Franklin Municipal Code on park land dedication and park facilities credits.

The ordinance will be considered for adoption separate from this plan; adoption of the plan by BOMA will not constitute adoption of the Park Land Dedication Ordinance.

4.9 Capital Improvement Plan

This section contains data regarding the funding necessary for implementation of the recommendations made in this plan. It also outlines potential funding opportunities and guidelines for estimating future operations and maintenance costs as new facilities are brought online over the course of the planning period.

4.9.1 Capital Improvement Plan

This Capital Needs Report is a projection of physical improvements to the park system. The Master Plan document identifies several potential funding sources and this report provides a potential vision for spending to support the desired outcomes of the plan. A key recommendation of the plan is to "develop a dedicated capital improvement program for the Department and seek several funding sources to help support it." No actual expenditures are made until they are included in the annual budget and/or reviewed and approved by the Franklin Board of Aldermen.

One of the primary responsibilities of the Department administration is to preserve and protect existing City park system assets. The community survey, conducted as part of the Master Plan, found that residents expect the park system to be well-maintained. With this mandate in mind, a comprehensive CIP will need to provide necessary funding for the ongoing capital maintenance or replacement of existing assets while allocating funds for new parks and recreation facilities. Additionally, capital improvements with the ability to contribute to cost recovery goals should be given priority over projects that would represent new operational costs with minimal to no offsetting revenue.

The recommendation of completion of a comprehensive CIP should be developed and implemented as a working document, and updated at least annually to reflect actual revenue collections, refined cost projections, and potential changes in community or park system needs. The total cost of capital improvements outlined in this Capital Needs report far exceed the revenue projections from current funding streams. Available opportunities for new funding sources and/or partnerships to help share costs will need to be explored to accelerate new capital development during the planning period. The consulting team recognizes that the City does not have these capital revenue dollars to implement many of the capital items. The goal is to try and make as many improvements as possible over the next 10 years, while recognizing it may be difficult to accomplish.

The costs included herein are rough order of magnitude estimates and are subject to change once specifics for each recommended project are refined and finalized. In addition, they are in 2015 dollars; there could be significant increases in cost over the 10-year planning period due to inflation and construction market factors.

Table 4.4 on the next page presents the vision for capital funding needs that are a result of the recommendations of this plan. A more detailed estimate of the magnitude of costs for the greenway trail segments can be found in Appendix V of this document.

The priorities for spending to support the various desired outcomes of this plan will be set in the future by the BOMA.

4.9.2 Funding Sources

There are a variety of potential funding sources for the capital improvement plan. This section covers the potential sources.

Park Land Dedication Fund

As of May 2015, the Park Land Dedication fund balance was $2,491,967. No funds have been expended since that date. It is expected that approximately $2,000,000 in additional fees will be placed in this fund in 2016 as a result of a new developments, bringing the total to $4,491,967. The amounts accruing to this fund each year are totally dependent on new housing starts. Therefore, it is difficult to predict the amount of additional funds that may be available during the remainder of the planning period.

Hotel-Motel Tax

The total budget for expenditures from the 2015 tax fund is $3,100,577, of which $810,000 is budgeted for parks. Allocation of funding for parks is done annually at the discretion the Board of Mayor and Aldermen.

Adequate Facilities Tax

The amount of money in this fund is totally dependent on the amount of commercial development that occurs each year in the city. In 2014, the city collected $2,457,833 from this source. No money from this fund has gone to parks since the early 2000s.

Projects	Budgeted	Unfunded
Greenway Trails		**$31,349,262**
Eastern Flank to Pinkerton		$6,447,105
Pinkerton to Harlinsdale		$6,789,811
Aspen Grove to Mack Hatcher		$907,255
Harlinsdale to Fulton Greer		$652,944
Bicentennial to Jim Warren		$1,074,712
Eastern Flank to Five Mile		$6,915,768
5 Mile to Ladd Park		$8,561,667
Mountain Bike Trails		**$200,000**
Mountain bike and pump trails		$200,000
Blueways		**$125,000**
Add 5 canoe access points		$125,000
New Parks	**$116,290**	**$13,236,550**
Carter's Hill Battlefield Park	$116,290	$36,550
East/Southeast Multi-Purpose Park		
Survey/Design		$1,200,000
Construction		$12,000,000
Bicentennial Park	**$638,200**	**$335,000**
Update Master Plan		$20,000
Environmental work consulting fees	$163,700	
Pavilion repairs, earthwork, utilities	$474,500	
Restroom construction		$165,000
Pavers for parking sections		$150,000
Park at Harlinsdale Farm		**$6,125,000**
Main barn renovation		$600,000
Hayes House restoration		$425,000
Maintenance building		$200,000
North barn renovation		$500,000
House restoration		$400,000
Tennessee Walking Horse Museum		$4,000,000
Jim Warren Park		**$2,625,000**
Update Master Plan		$25,000
Demo/Relocate Football Fields		$100,000
Two 7-8 Year Old Baseball Fields		$600,000
Expand Skate Park		$400,000
Miracle Field		$750,000
Universal Playground		$750,000

Projects	Budgeted	Unfunded
Liberty Park		**$55,000**
Multi-purpose field renovation		$55,000
Eastern Flank Battlefield Park	$55,000	**$124,546**
Rock wall completion	$55,000	
Nature interpretive displays		$75,000
Fiber project		$49,546
Miscellaneous Additions to Parks		**$2,150,000**
Miscellaneous Additions to Parks		$1,750,000
Improved Restrooms/WiFi		$400,000
Splash Pads		**$600,000**
Add Two Splash Pads		$600,000
Maintenance Facilities		**$1,000,000**
Improvements/Additions to Facilities		$1,000,000
Cemetery Repairs		**$200,000**
Repairs and improvements		$200,000
New Indoor Facility		**$8,425,000**
Needs Assessment and Programming		$100,000
Design/Construct Facility		$8,325,000
Notes: New indoor facility construction assumes a 50% contribution from Williamson County		
CAPITAL PROJECTS	**$809,490**	**$66,550,358**
Total Budgeted and Unfunded		**$67,359,848**

Table 4.4
2015-2024 Capital Improvement Plan

Bond Issue

The availability of bond funds to pay for land acquisition and development of parks is dependent on the City's available bonding capacity and priorities for those funds as set by the Board of Mayor and Aldermen.

Local Park and Recreation Fund Grants

This grant funding is administered by the Tennessee Department of Environment and Conservation. The money comes from a fee placed on real estate transfers across the state. The grants are typically awarded annually and are a 50/50 match. The maximum grant amount is $250,000. If awarded a grant, the project has to be completed and the grant closed out before another grant will be awarded. Therefore, receipt of a grant can only be anticipated a minimum of every two years.

Tennessee Department of Transportation Enhancement Grants

The primary means of grant funding for trail projects across the state is Enhancement Grants through Tennessee Department of Transportation (TDOT). These grants fund trail projects that have an alternative transportation component. According to TDOT, the maximum grant amount is typically $1 million. TDOT will fund multiphase projects so funding can be obtained while a previous grant-funded project is not fully complete. These grants come with a lot of bureaucracy and costs. The environmental clearance, right-of-way certification, and plans review and approval processes are particularly cumbersome and time-consuming. In addition, TDOT requires Construction Engineering and Inspection services to be provided during construction of the projects. This can add 10% or more to the cost of the project. A grant award every two years under this program would be optimistic.

Congestion Mitigation Air Quality Program (CMAQ)

Congestion Mitigation Air Quality Program (CMAQ) grants are administered through the Nashville Area Metropolitan Planning Organization. The purpose of the CMAQ program is to fund transportation projects or programs that will contribute to attainment or maintenance of the national ambient air quality standards (NAAQS) for ozone, carbon monoxide (CO), and particulate matter (PM). The CMAQ program supports two important goals of the Department of Transportation: improving air quality and relieving congestion. While these goals are not new elements of the program, they are strengthened in a new provision added to the CMAQ statute by SAFETEA-LU, establishing priority consideration for cost-effective emission reduction and congestion mitigation activities when using CMAQ funding.

Friends of Franklin Parks

This 501(c)(3) friends organization raises funds to support the Franklin Parks Department. They are currently funding the construction of the equestrian arena at Harlinsdale and could be expected to contribute to other projects in the future.

Franklin's Charge

This and other preservation organizations have been very instrumental in raising funds and obtaining grants to acquire land, and preserve and develop battlefield land in Franklin. Their most recent efforts include the preservation of the Carter's Hill Battlefield Park.

Historic Grants

With the help from Franklin's Charge and other preservation groups, grants have been obtained in the past from a number of historic and battlefield preservation organizations.

Williamson County

There is a possibility for partnering with Williamson County to jointly fund recreation projects in the future. Williamson County has historically partnered with municipalities in the County for this purpose and may, therefore, have funding assistance available.

4.9.3 Operating and Maintenance Costs

As miles of trail and new parks and facilities are added to the system, operations and maintenance costs will increase. The following unit costs will assist the Department in planning and budgeting for the increased costs as new trail miles, parks, and facilities are added to the system.

General Park Maintenance

On a per-acre basis, including direct and indirect costs for mowing, picking up trash, cleaning sidewalks, parking lots, restroom cleaning, sports courts care, and general upkeep, the following will apply. Costs are shown on an annual basis.

- **Level 1 Maintenance:** $14,000 to $18,000 per acre. This is the highest level of care, which would include sports fields, destination facilities like golf courses, and public spaces like a city hall.
- **Level 2 Maintenance:** $9,000 to $12,000 per acre. This will include what most systems manage in terms of Neighborhood, Historic, and Community parks.
- **Level 3 Maintenance:** $4,500 to $6,000 per acre. This would be for spaces such as regional parks and river parks.
- **Level 4 Maintenance:** $900 to $1,200 per acre. This would be for preserves/natural areas.

Trails

Paved trail maintenance can be expected to run $12,000 to $14,000 per mile, which includes some police patrols. Non-paved trails average about $3,000 to $4,000 per mile if they are managed correctly.

Playgrounds

If maintained and inspected properly, the cost range is $3,500 to $5,000 per year, depending on the playground's size.

Reservable Shelters

Cost is $3,000 to $6,000 per year, depending on the size of the shelter and how many times it is reserved each year.

Splashpads

The cost range is $15,000 to $30,000 per year, depending on the splash pad's design and how much water is used.

Equestrian Trails and Mountain Bike Trails

Cost range is $5,000 to $7,000 per mile per year if they are maintained properly.

Indoor Recreation Centers

The cost range is $8 to $9 per square foot for maintenance, and utility cost is $3 to $4 per square foot. It is estimated that full operations would be $15 to $30 per square foot. Maintenance and utilities will vary greatly depending upon things like pools and gymnasium sizes, and so it will be crucial to budget based on the actual size and composition of the facility.

Landscape Maintenance

This typically runs approximately $1.25 to $2 per square foot depending on how intensive the landscape is and the desired quality.

5.0 Implementation Plan

In developing a master plan, it is important to establish a vision and mission for the Department to guide its efforts for the future. A "Vision" says what the Department wants to be known for and a Mission indicates how we get there.

This section outlines the goals and specific strategies for four key areas of the City of Franklin Parks Department. The recommendations are meant to serve as a guide and should be flexible to adapt to changing trends and needs over time. This will ensure that the Master Plan truly serves as a living document which is dynamic and proactively meeting the community needs and vision.

A table describing each tactic and the COF Parks group responsible, the date work will begin on implementation, and performance measures for each tactic can be found in Appendix III.

5.1 Vision and Mission

VISION

The following vision presents how the City of Franklin Parks Department desires to be viewed in the future.

"Franklin Parks Department's vision is to provide high-quality, accessible parks, historic sites, trails and recreation amenities that will create positive recreational healthy experiences for all residents and visitors of the city that makes living, working, and playing in Franklin the city of choice for the region."

MISSION

The following is the mission for how the City of Franklin Parks Department will implement the vision.

"Franklin Parks Department is an essential service established to improve the quality of life for all residents of the City by proactively responding to changing demographics and emerging trends, while also maximizing all available resources to enhance each resident's health, promote economic vitality and long-term sustainability now and for future generations."

GUIDING PRINCIPLES

- Sustainable Practices
- Partnerships to Support Capital and Operational Needs
- Health as Our Fundamental Purpose
- The Common Good
- Excellence

KEY THEMES

- Community Health and Wellness
- Take Care of What We Own
- Financial Sustainability
- Building Community Relationships
- Youth Engagement and Activity
- Organizational Readiness

5.2 Community Vision for Park Land and Trails

"Our vision for park land, historic properties, and trails is to maintain a high-quality, diverse and balanced park system that makes all parks, trails and historic sites a place of civic pride that supports healthy and active lifestyles for people of all ages."

GOAL

Our goal for park land is to achieve 12 acres per 1,000 population, with a balance of active and passive parks distributed as equitably as possible throughout the city.

STRATEGIES AND TACTICS

Create a long-term park land acquisition strategy to support acquiring park land in underserved areas of the city, along with park-related improvements to meet the unmet recreation needs of the community, as outlined in the citizen survey as part of this Master Plan.

- Acquire land in the eastern part of the city along or near I-65 and the southeastern portion of the city.
- Create a balance of neighborhood parks, regional parks, and greenways and trails throughout the city.
- Acquire and develop 10 miles of greenways and trails over the next ten years.
- Develop a new Battlefield Park at Carter's Hill Park.
- Acquire/develop new Historic Parks as opportunities arise.

Update the master plan for Bicentennial Park to complete improvements due to flood events.

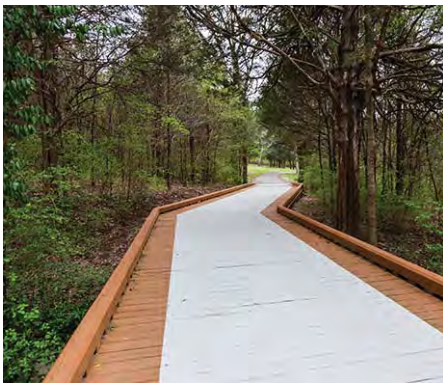
- Construct a multi-use path along the Harpeth River from Hillsboro to North Margin Street.
- Develop Bicentennial Park to include a pavilion, restrooms, river overlooks, stormwater enhancements, and other passive elements in the park.
- Develop a program plan for Bicentennial Park.

Develop a fully accessible parks system to serve people with disabilities and provide park amenities to those with limited ability.

- Determine which parks receive the greatest use, and update these parks first for accessibility and access.
- Consider the development of a universal park for people of all ages and disabilities to enjoy in the city.
- Develop accessible trails for people with disabilities that are hard surface and soft surface.

Develop a business plan for Harlinsdale Park to maximize the value, use, and revenue potential for the park.

- Consider adding warm-up arenas to Harlinsdale Park.
- Develop an equestrian program plan to increase activity at the park.
- Design the park to provide multiple program experiences, including an amphitheater in the park to maximize its use and revenue capability.



Implement the trails recommendations in this plan.

- Consider developing trails to accommodate mountain biking in park land dedication lands.
- Consider developing BMX and Pump track trails in the parks.
- Implement a minimum of one mile of a trail per year over the next 10 years. Quality should be similar to Chattanooga's Tennessee Riverpark.
- Develop trail design standards and incorporate maintenance standards for trails in the city.

Connect the system by linking Mack Hatcher Loop trail to all existing parks and connecting downtown to Harlinsdale Park, The Factory, and Brentwood Parks and an east/west connection to the Cool Springs area.

- Increase trail access links to schools and the existing parks to expand the trail system throughout the city.
- Add pedestrian bridges to help support trail access and connectivity to parks.
- Create greater access to Ft. Granger via a trail connection from Franklin to Pinkerton.

Update and modernize amenities in parks to increase the value of the user experience.

- Add improvements in parks, such as improved play structures, outdoor fitness-type equipment, expansion of basketball courts, and tennis courts in the community.
- Add improved restrooms at Harlinsdale and Battlefield Park, WiFi in highly used parks, and public art where appropriate.
- Create additional water features, like spraygrounds in parks, as well as canoe and kayak access to the river.

Develop nature-based interpretation/programming in existing parks that can provide environmental education and outdoor recreation in one setting.

- Develop a program plan for nature-based interpretation.
- Select parks to deploy the programming.
- Seek to partner with a local conservancy to raise money for the programming cost or an existing friends group.

Update the City's land dedication ordinance to support open space acquisition and development, as recommended by Dr. John Crompton.

- Seek to change the ordinance, as outlined by Dr. John Crompton, and adoption by BOMA.
- Dedicate the dollars for acquisition of park land, greenways, trails, and blueways in underserved areas of the city.
- Identify land for the next regional park for the system using land dedication monies.

Improve functional operation and delivery of programs at Jim Warren Park.

- Acquire land east of I-65 (or use existing City-owned 180-acre parcel) and move football program to a new park to include a minimum of eight multi-purpose fields that can accommodate football, lacrosse, rugby, Ultimate Frisbee, etc.
- Build a minimum of two additional baseball fields to accommodate 7-8 year old children at Jim Warren.
- Expand the skate park to add an element for less-experienced or younger skaters, as well as add a bike component.
- Update master plan for Jim Warren Park to determine best use for the remaining football fields.
- Develop a "miracle field" and universal playground when football moves from Jim Warren and provide for public transit access.

Evaluate other existing City-owned land for potential park use or repurpose for a designated recreation use.

- Work with other departments of the city on unused land and how these lands could be repurposed for park use.
- Master plan small parcels of flood control lands for neighborhood parks.

5.3 Community Vision for Facilities

"Our vision for indoor and outdoor recreation facilities is to provide spaces that support the program needs of the City, in partnership with Williamson County, to build social, fitness, environmental and sports opportunities for people of all ages."

GOAL

Develop a program plan with the County and determine how much indoor facility space is needed, as well as location, and how to fund the development of these facilities in the most cost-effective manner.

STRATEGIES AND TACTICS

Develop a facilities plan with the County for the next 10 years to meet unmet recreation needs and determine how best to fund these facilities.

- Determine which programs will drive each facility's design that will meet the unmet needs of the community.
- Determine how the facilities will be operated and funded as part of a business plan.
- Seek outside funding sources to develop and operate these facilities.

Develop and update partnership and lease agreements for facilities so that they are fair and equitable over the next five years.

- Develop a true cost of service for each partnership and sports league, determine how much the City is supporting the partnership financially, and how best to change the subsidy levels to be more fair.
- For all partnerships proposed and partnership agreements in place, develop a cost of service assessment, which should be completed on the front end of the project and updated every five years.
- Track measurable outcomes of both partners as part of the agreement on an annual basis.

Determine the role of the City in developing future recreation facilities based on the citizen survey, which outlines fitness and walking facilities, indoor pool, and an ice rink as a high priority.

- Work with the County on how best to approach the development of these facilities and where they should be located; explore partnering opportunities with the County for construction and operation.
- Develop a feasibility/business plan for each type of facility to determine how best to develop and operate.
- Determine who should operate the facility.

Consider the development of other recreation amenities to include a dog park with off-leash capabilities, outdoor amphitheater, spray park, more multi-purpose fields, fishing areas, swimming pool, tennis courts, equestrian areas, and sports courts.

- Determine what parks could support these amenities and update the existing master plans for those parks.
- Update existing amenities in parks to complement new amenities to broaden the experiences of users.
- Develop mini-business plans for any updated or new facility.

Develop a life-cycle and maintenance management plan to determine what areas of the system need to be upgraded to support higher levels of productivity and use and a stronger user experience.

- Develop a maintenance management plan to determine the appropriate levels of staffing needed for the existing parks system and for the expanded parks system. This includes an equipment replacement fund.
- Add amenities to parks to support the population of people who live around the park.
- Determine the level of assistance and associated costs (maintenance, staff, etc.) that the City provides in support of youth sports programming in parks to ensure that the level of support is fair and equitable and does not result in entitlement.

Develop a forestry plan for the Parks Department to implement best practices in care of street trees and park trees throughout the city.

- Revisit the tree banking fund and how to implement a higher level of funding to plant new trees.
- Establish best practices in tree management care and pruning for street trees and park trees.
- Establish a dedicated fund for street trees and care in the city.
- Maintain a 10-year tree canopy cover goal for the city at 40%.
- Establish an economic value for tree inventory in the City and evaluate the standard against NRPA.

Develop a Capital Improvement Fund for the Department through various funding sources.

- Seek BOMA approval for dedicated funding for capital improvements for parks and trails through a combination of funding sources.
- Consider asking voters for capital improvement dollars to maintain the system and build new parks and trails in areas currently underserved.
- Create a maintenance endowment for parks and trails through partnership agreements in place.

Determine storage and maintenance space needs of the Department, based on maintenance standards desired, protection of equipment, and working conditions of employees.

- Determine where maintenance storage is needed and how much space is required.
- Develop a maintenance shop operational plan based on best practices to enhance efficiency and productivity of staff and equipment.
- Develop an implementation plan to support maintenance operations as new parks are created and the appropriate level of staffing and type of staff are determined.

5.4 Community Vision for Programming

"Our vision for programming is to reach out to people of all ages to encourage them to experience Franklin Parks through well-designed programs that create lifetime users."

GOAL

- Determine what core programs will be developed and managed by Franklin Parks in the most cost-effective manner.

STRATEGIES AND TACTICS

Develop core recreation programs in the following areas: special events, biking, outdoor adventure, adaptive recreation, and health and wellness.

- Determine the Department's role of the core programs outlined and how they would be managed and funded.
- Determine if the programs are core essential, important, value-added, and how they would be priced to meet user needs.
- Determine where these programs would be located and how they would be managed, either by contract or by public employees.

Increase awareness of the value of recreation services in the Department and include in branding of the system.

- Determine what role the parks system should play in the delivery of program services and how much of the market they want to control.
- Determine the lead and/or support functions the Department will play in the delivery of recreation services to people currently not served by Williamson County.
- Update a marketing strategy for program services to increase resident awareness and inspire them to use these services for themselves and their families.

Continue providing high-quality special events in the city, recognizing the city's current capacity and ability to host high-quality events.

- Develop a special events strategy for the city that shows an annual calendar and educates the community on all the special events the Parks Department provides.

5.5 Community Vision for Operations and Staffing

"Our vision for operations, financing, and staffing is to ensure that the proper level of care for managing the system is in place for the safety of patrons and visitors to the parks and recreation facilities."

GOAL

Implement funding sources to support the operational needs of the Department based on community expectations and determine the right staffing levels based on the *right person*, for the *right job*, with the *right skill set*, for the *right pay* to achieve the outcomes desired by BOMA and residents.

STRATEGIES AND TACTICS

Develop a funding plan that determines all available funding sources, and implement at least five new funding sources annually to support the Department.

- Develop a land dedication fund and funding for land appraisals.
- Develop new funding sources based on the values of the community.
- Determine what polices need to be updated to support the development of new funding sources and how to keep these dollars within the Department.

Consider adding a business development office to create and manage the development of these funding sources for the Department.

- Develop an earned income strategy for the Department for covering operational and capital costs.
- Develop a partnership plan for the system, with appropriate policies for public/public partners, public/private partners, and public not-for-profit partners.
- Develop an effective pricing policy.

Determine what the organizational design of the Department should be based on the implementation of the Master Plan.

- Determine the levels of staff needs for implementation of the Master Plan based on expected outcomes.
- Determine funding options to cover these costs from all available sources.
- Develop operational standards for all staff based on the outcomes desired through tracking of performance indicators.
- Consider a dedicated organizational component for operations and maintenance of the Historic Parks, either in or apart from the Department.

Determine opportunities for rental income within the system.

- Determine true costs of service and level of subsidy desired for rental sites.
- Update pricing policy to reflect a subsidy level that is fair to users based on public good and private good.
- Price services based on the value of the experience for rental facilities and best practices.
- Determine actual cost of special events and price accordingly.

Develop a marketing and branding plan for the park system that includes updated signage, rules, interpretive signs, and appropriate markers.

- Develop a marketing and branding plan for the agency.
- Consider adding "recreation" to the City of Franklin Parks Department.
- Incorporate all elements of signage, use of social media, and website management on how the brand will be presented across all elements of the system.

Market the value of Franklin Parks to user and residents of the city.

- Develop a marketing plan that implements a communication and branding plan for programming, parks, trails, signage, social media, and education materials.
- Track the economic impact of parks on property values, sports tourism in the city, and return on investment for improvements created.
- Determine the value of existing partnerships and how much the City is supporting these partnerships, and how the City should be positioned by the partner, based on the level of contribution they are spending.

Seek adequate funding for financing the Department to meet the community's expectations for providing adequate parks, recreation facilities, and program services that position Franklin the "City of Choice" to live in the region.

- Seek a balance of tax dollars and earned income support that meets the expectations of the community in the delivery of parks, recreation facilities, and programs to keep the Department financially sustainable.
- Determine with BOMA the appropriate level of tax funding for the Department, based on meeting the goals of the Master Plan.
- Determine if voter support will be presented as an option to move the Master Plan recommendations along at a faster pace.

Determine the role of Friends of Franklin Parks or a new conservancy in the development of parks in the city.

- Determine how the capital improvements needed that are outlined in the Master Plan will be funded over the next ten years by Friends of Franklin Parks or a conservancy versus the city.
- Determine what role partners can play in developing these capital improvements.

Develop a strong volunteer corps to support staff in the system and enhance customer service.

- Create a volunteer coordinator position within the system.
- Seek to have volunteers cover 15% of the hours needed to operate the system.
- Recruit and train volunteers on the system and how they can add value to implementing this Master Plan.

Develop performance measures for demonstrating to elected officials the level of productivity and efficiency the Department is achieving each year.

- Develop at least 15 performance indicators for the Department and implement 5 the first year and up to 15 by the fifth year.
- Teach and train staff on how to track and implement performance measures in the system and report them effectively.
- Post results on a quarterly basis to the staff and the public.

Establish an implementation plan and funding strategy for repairs and ongoing maintenance at Rest Haven and City Cemeteries.

- Establish a conservancy and develop plan for raising funds for repairs and perpetual maintenance.
- Identify grant opportunities for repairs on an annual basis.
- Seek capital funding from BOMA for critical immediate repairs.
- Develop budgets for short- and long-term improvements.

Achieve NRPA accreditation within five years.

- Develop and implement plan to achieve accreditation.

Establish a joint use agreement with the Franklin Special School District.

- Consider the development of a joint use agreement on park school property.
- If agreeable, consider using school property, both indoor and outdoor, during non-school times.

6.0 Conclusion

The Franklin Parks Department is a tremendous resource to the community for people of all ages and interests. The Department is highly respected by the community and delivers a well-managed park system to the taxpayers of Franklin. It serves a vital role as the steward over park land of national importance, the Historic Parks of the Battle of Franklin.

The population in Franklin is projected to be 74,772 in 2019, an increase of 51% since the last Master Plan was completed in 2004. It is critical that significant investment be made in the park system in order to meet the needs of a substantially growing population and to maintain the quality of life that is so prized in Franklin.

The recommendations in this plan place a priority on completing parks that are not built out (finishing what has been started), implementation of an aggressive greenway and trails program to provide connectivity across the city, capitalizing on an opportunity to expand the Historic Park land, and providing new and updated parks to meet unmet demand and improve operational efficiencies in the system. The challenges are grand in terms of the financing cost to support these needs, especially in light of competing needs for new transportation and other infrastructure. The draft Park Land Dedication ordinance included in the plan can be one vehicle to provide needed additional funding.

Parks provide a resource that will be preserved in perpetuity and will provide generations a place to enjoy the outdoors, develop skills, and enjoy the social and wellness benefits that park and recreation services provide to the community. It will take strong leadership and strong support from the taxpayers of Franklin to achieve the ambitious goals set forth in this plan. When implemented, the plan will provide residents and incredible environment to live, work, and play and provide economic benefits for all.

Let the implementation begin!

Appendix I
Community Interest and Opinion Survey

Appendix I Community Interest and Opinion Survey

Community Interest and Opinion Survey: Let your voice be heard today!

The City of Franklin Parks & Recreation Department would like your input to help determine park and recreation priorities for our community. This survey will take 10-15 minutes to complete. When you are finished, please return our survey in the enclosed postage-paid, return-reply envelope. Your responses will remain completely confidential. We greatly appreciate your time!

1. How many people in your household are:

Under age 5 ____	Ages 15-19 ____	Ages 35-44 ____	Ages 55-64 ____
Ages 5-9 ____	Ages 20-24 ____	Ages 45-54 ____	Ages 65+ ____
Ages 10-14 ____	Ages 25-34 ____		

2. How important are parks, recreation services, and open space to the quality of life in the City of Franklin?

____ (5) Very Important
____ (4) Important
____ (3) Neutral
____ (2) Somewhat Important
____ (1) Not Important
____ (9) Don't Know

3. From the following list, please check ALL of the City of Franklin Parks & Recreation locations that you and members of your household have visited during the past 12 months.

_____ (01) Aspen Grove Park
_____ (02) Aspen Grove Trail
_____ (03) Jim Warren Park
_____ (04) Assault at the Cotton Gin
_____ (05) Winstead Hill Park
_____ (06) Del Rio Park
_____ (07) Fieldstone Park
_____ (08) Fort Granger Park
_____ (09) Pinkerton Park
_____ (10) The Park at Harlinsdale Farm
_____ (11) Collins Farm Park
_____ (12) Eastern Flank Battlefield Park
_____ (13) Dry Branch Storm Water Park
_____ (14) Liberty Park
_____ (15) Carother's Multipurpose Trail
_____ (16) Mack Hatcher Multipurpose Trail
_____ (17) Nissan Trail
_____ (18) Other: _____
_____ (19) None [please go to Question #4]

3a. How would you rate the overall physical condition of ALL City of Franklin Parks & Recreation locations you have visited over the past 12 months?

_____ (1) Excellent
_____ (2) Good
_____ (3) Fair
_____ (4) Poor

4. From the following list, please check ALL the programs or activities offered by the City of Franklin Parks & Recreation Department that you or members of your household have participated in during the past 12 months.

_____ (01) Adaptive Recreation
_____ (02) Adult Sports Leagues
_____ (03) Skateboarding
_____ (04) Arts, Culture & Historical Programs
_____ (05) Community Events
_____ (06) Farmers Market
_____ (07) Birthday Parties
_____ (08) Fitness/Wellness Programs
_____ (09) Tennis Lessons & Leagues
_____ (10) Youth Sport Clinics
_____ (11) Pavilion and/or Facility Rentals
_____ (12) Walking/Running Trails
_____ (13) Youth Recreation/Fishing Programs
_____ (14 Outdoor Education
_____ (15) Other: _____
_____ (16) None [please go to Q5]

4a. How would you rate the overall quality of ALL City of Franklin Parks & Recreation programs you have participated in over the past 12 months?

_____ (1) Excellent
_____ (2) Good
_____ (3) Fair
_____ (4) Poor

5. From the following list, please check ALL the service providers that you or members of your household have used for indoor and outdoor recreation activities during the last 12 months.

_____ (01) City of Franklin Parks & Recreation
_____ (02) Adjacent cities/towns
_____ (03) Other P&R departments
_____ (04) Private Clubs
_____ (05) YMCA
_____ (06) School District/PTO Programs & Facilities
_____ (07) Church/Faith Based/Recreation Facilities
_____ (08) Homeowners Assoc. Parks & Facilities
_____ (09) Private Fitness Centers
_____ (10) Williamson County Parks & Recreation
_____ (11) Other: _____
_____ (12) None

6. From the following list, please check the ways that you and your household currently learn about Franklin Parks and Recreation programs and activities?

____ (01) Television
____ (02) Conversations with staff
____ (03) Franklin Parks and Recreation Website
____ (04) Radio
____ (05) Newspaper
____ (06) School newsletters/messenger
____ (07) Social media
____ (08) eNewsletters
____ (09) Fliers at recreation facilities
____ (10) Other: _____

7. The following are some of the benefits that you and your household may receive from parks, trails, and recreation facilities and services. For each potential benefit, please indicate your level of agreement with the benefits being provided by parks, trails, and recreation facilities by circling the corresponding number.

Benefits		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
A.	Improve physical health and fitness	1	2	3	4	5
B.	Help reduce crime	1	2	3	4	5
C.	Make Franklin a more desirable place to live	1	2	3	4	5
D.	Preserve open space and the environment	1	2	3	4	5
E.	Increase property values in surrounding area	1	2	3	4	5
F.	Improve mental health and reduce stress	1	2	3	4	5
G.	Increase opportunities for people of different cultures to interact	1	2	3	4	5
H.	Help attract new residents and businesses	1	2	3	4	5
I.	Protect historical attributes of the City	1	2	3	4	5
J.	Promote tourism to the City	1	2	3	4	5
K.	Promote youth and development	1	2	3	4	5
L.	Provide opportunities for lifelong learning	1	2	3	4	5
M.	Help senior & people with disabilities	1	2	3	4	5
N.	Other: _____	1	2	3	4	5

8. Which THREE of the BENEFITS from the list in Question #7 are most important to you and members of your household? [Using the letters in Question #7 above, please write in the letters below for your 1st, 2nd, and 3rd choices, or circle 'NONE.']

1st:____ 2nd:____ 3rd:____ NONE

9. Please indicate if YOU or any member of your HOUSEHOLD has a need for each of the trails, nature areas and open space facilities listed below by <u>circling YES or NO</u> next to the trails, nature areas, open space facilities, etc.

If YES, please rate how well existing park and recreation amenities in Franklin meet your household's needs on a scale of 5 to 1, where 5 means "100% Meets Needs" and 1 means "Does Not Meet Needs" of your household.

Type of Facility		Do You Have a Need for this Facility?		<u>If YES You Have a Need</u>, How Well Are Your Needs Being Met?				
		Yes	No	100% Met	75% Met	50% Met	25% Met	0% Met
A.	Nature/interpretive trails	Yes	No	5	4	3	2	1
B.	Paved walking and biking trails linking parks, schools, and other destinations	Yes	No	5	4	3	2	1
C.	Sidewalks for walking, biking, or running in neighborhoods	Yes	No	5	4	3	2	1
D.	Unpaved walking and biking trails linking parks, schools and other destinations	Yes	No	5	4	3	2	1
E.	Natural areas for observing wildlife	Yes	No	5	4	3	2	1
F.	Natural areas for protecting wildlife	Yes	No	5	4	3	2	1
G.	Natural areas for open space	Yes	No	5	4	3	2	1
H.	Unpaved trails for equestrian use	Yes	No	5	4	3	2	1
I.	Unpaved trails for mountain biking	Yes	No	5	4	3	2	1
J.	Paved walking and biking trails in parks	Yes	No	5	4	3	2	1
K.	Bike lanes along streets	Yes	No	5	4	3	2	1
L.	Handicapped accessible trails	Yes	No	5	4	3	2	1
M.	Nature center	Yes	No	5	4	3	2	1

10. Which FOUR of the facilities from the list in Question #9 are most important to your household? [Please write in the letters below for your 1st, 2nd, 3rd, and 4th choices using the letters in Question #9 above, or circle NONE.]

1st:____ 2nd:____ 3rd:____ 4th:____ NONE

11. From the following list, please CHECK ALL the reasons that keep you or other members of your household from walking or riding bicycles more often in the City of Franklin.

___(01) Streets are too narrow
___(02) No safe walking area for pedestrians
___(03) Not safe to ride a bicycle
___(04) No trails to connect to other areas
___(05) No interest in bicycling or walking
___(06) Too few resting areas
___(07) Too hot and/or exposed
___(08) Trails are too far from our residence
___(09) Traffic on streets is fast/or congested
___(10) Other: _____

12. Which <u>TWO</u> of the reasons listed above do you feel are the biggest barriers to members of your household walking or riding bicycles more often in the City of Franklin? [Write in the numbers below for your 1st and 2nd choice using the numbers from the list in question #11 above.]

1st:_____ 2nd:_____

13. Are you aware that the City of Franklin is working with other communities in the area to plan a regional system of trails and open space for walking, biking, and horseback riding, and to protect plant and animal habitat?

____(1) Yes ____(2) No

14. Please indicate if YOU or any member of your HOUSEHOLD has a need for each of the park and recreation amenities listed below by circling YES or NO next to the park/facility.

If YES, please rate how well existing park and recreation amenities in Franklin meet your household's needs on a scale of 5 to 1, where 5 means "100% Meets Needs" and 1 means "Does Not Meet Needs" of your household.

Type of Facility		Do You Have a Need for this Facility?		If YES You Have a Need, How Well Are Your Needs Being Met?				
		Yes	No	100% Met	75% Met	50% Met	25% Met	0% Met
A.	Community vegetable garden (rentable plots)	Yes	No	5	4	3	2	1
B.	Fishing areas (lakes, ponds, river access)	Yes	No	5	4	3	2	1
C.	Off-leash dog park	Yes	No	5	4	3	2	1
D.	Picnic shelters (rentable)	Yes	No	5	4	3	2	1
E.	Playgrounds	Yes	No	5	4	3	2	1
F.	Spray park (above ground water play)	Yes	No	5	4	3	2	1
G.	Basketball courts (outdoors)	Yes	No	5	4	3	2	1
H.	Basketball/volleyball courts (indoors)	Yes	No	5	4	3	2	1
I.	Baseball/softball fields for youth	Yes	No	5	4	3	2	1
J.	Bike/BMX park	Yes	No	5	4	3	2	1
K.	Bocce ball courts	Yes	No	5	4	3	2	1
L.	Disc golf course	Yes	No	5	4	3	2	1
M.	Fitness/exercise facilities (indoors)	Yes	No	5	4	3	2	1
N.	Ice skating rink (indoors)	Yes	No	5	4	3	2	1
O.	Lap lanes for exercise swimming (indoors)	Yes	No	5	4	3	2	1
P.	Pickleball courts (indoors or outdoors)	Yes	No	5	4	3	2	1
Q.	Tennis courts (outdoors)	Yes	No	5	4	3	2	1
R.	Skate park	Yes	No	5	4	3	2	1
S.	Multipurpose fields for adults	Yes	No	5	4	3	2	1
T.	Multipurpose fields for youth	Yes	No	5	4	3	2	1
U.	Softball fields for adults	Yes	No	5	4	3	2	1
V.	Equestrian facilities	Yes	No	5	4	3	2	1
W.	Swimming/activity pools (outdoors)	Yes	No	5	4	3	2	1
X.	Canoe launch	Yes	No	5	4	3	2	1
Y.	Swimming/activity pools (indoors)	Yes	No	5	4	3	2	1
1.	Walking/running track (indoors)	Yes	No	5	4	3	2	1
2.	Outdoor Staging or Amphitheater	Yes	No	5	4	3	2	1
3.	Historical and Cultural Interpretation	Yes	No	5	4	3	2	1
4.	Other:_____	Yes	No	5	4	3	2	1

15. Which FOUR of the facilities from the list in Question #14 are *most important* to your household? [Using the letters and numbers in the left hand column of Question #14 above, please write in the letters and numbers below for your 1st, 2nd, 3rd, and 4th choices, or circle 'NONE'.]

1st: _____ 2nd:_____ 3rd: _____ 4th: _____ NONE

16. In master planning parks in the City, the City of Franklin needs to balance preservation, conservation, and recreational development issues. The following are definitions of each of these planning and development principles for parks in Franklin

(A) **Preservation of Park Resources -** Protection of significant sensitive natural, cultural, historic and scenic resources should be of prime importance in planning the park, even if that means that recreational development is NOT allowed. This option would place the greatest value on protecting sensitive natural, cultural and scenic resources even if that meant that no recreational development was allowed.

(B) **Conservation of Park Resources -** Protection of natural, cultural, and scenic resources should be of prime importance in planning the park while providing limited recreational development such as greenways and blueways. This option would place value on protecting natural, cultural, and scenic resources in the park, while balancing it with limited recreational development.

(C) **Recreational Development –** Development of passive and active recreation facilities including sports facilities on land suitable for construction should be emphasized. This option would place the greatest value on development of passive and active recreation facilities in the park, even if it impacted natural, cultural, and scenic resources.

From the above definitions of planning and development guidelines, please write in the letters below for the TWO guidelines that you think are MOST IMPORTANT in planning and developing parks in Franklin. [Please write in the letters below for your 1st and 2nd choices using the letters in Question #16 above, or circle NONE.]

_____ 1st Most Important

_____ 2nd Most Important

None

17. Following are major actions that Franklin Parks and Recreation Department could take to improve the park system. Please indicate whether you would be very supportive, somewhat supportive, or not supportive of each action by circling the number next to the action.

How supportive are you of having Franklin Parks & Recreation:	Very Supportive	Somewhat Supportive	Not Sure	Not Supportive
(A) Acquire new parkland South of Franklin in the Goose Creek area	1	2	3	4
(B) Acquire new parkland in northwest Franklin	1	2	3	4
(C) Develop new walking/hiking/biking trails	1	2	3	4
(D) Build a spray park in Franklin	1	2	3	4
(E) Construct a community center on the west side of Franklin	1	2	3	4
(F) Develop outdoor fitness and workout stations	1	2	3	4
(G) Develop a bicentennial park in downtown Franklin	1	2	3	4
(H) Enhance community parks through upgraded and new recreation amenities	1	2	3	4
(I) Finish developing the multi-use trail along Harpeth River	1	2	3	4
(J) Upgrade playgrounds and amenities in existing parks	1	2	3	4
(K) Develop additional active senior programs	1	2	3	4
(L) Develop all inclusive ADA accessible playground	1	2	3	4
(M) Other: _____	1	2	3	4

18. Which THREE of these items are MOST IMPORTANT to your household for the City of Franklin Parks & Recreation Department to develop? [Write in the letters below using the letters from the list in Question #17 above, or circle 'None'.]

_____ Most Important _____ 2nd Most Important _____ 3rd Most Important NONE

19. If an additional $100 were available for City of Franklin <u>parks, trails, sports, and recreation facilities</u>, how would you allocate the funds among the categories of funding listed below? [Please be sure your total adds up to $100.]

$_____ Improvements/maintenance of existing parks, pools, and recreation facilities

$_____ Acquisition of new park land and open space

$_____ Construction of new sports fields (softball, soccer, baseball, etc.)

$_____ Acquisition and development of walking and biking trails

$_____ Development of new indoor facilities (indoor walking track, fitness centers, pool, gyms, etc.)

$_____ Other: _____

$ 100 TOTAL

20. Local tax revenues help fund the City of Franklin Parks and Recreation Department. How willing would you be to pay some increase in taxes to fund the types of parks, trails, recreation, and sports facilities that are most important to you and your household?

_____ (1) Very willing
_____ (2) Somewhat willing
_____ (3) Not sure
_____ (4) Not willing

21. Overall, how satisfied are you with the overall value your household receives from the City of Franklin Parks and Recreation Department?

_____ (1) Very satisfied
_____ (2) Somewhat Satisfied
_____ (3) Neutral
_____(4) Somewhat Dissatisfied
_____(5) Very Dissatisfied
_____(9) Don't know

<u>DEMOGRAPHICS</u>:

22. What is your age? _____

23. What is your gender? _____ (1) Male _____ (2) Female

24. How many years have you lived in the City of Franklin?

____ (1) 5 or fewer years
____ (2) 6-10 years
____ (3) 11-15 years
____ (4) 16-20 years
____ (5) 21-25 years
____ (6) 26-30 years
____ (7) Over 30 years

This concludes the survey. Thank you for your time.

Please Return Your Completed Survey in the Enclosed Return-Reply Envelope Addressed to: ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061

The address information on the right will
ONLY be used to help identify areas with special interests.

Appendix II Park Land Dedication Ordinance

Appendix II Park Land Dedication Ordinance

ORDINANCE 2015-XX

TO BE TITLED: "AN ORDINANCE TO AMEND THE CITY OF FRANKLIN MUNICIPAL CODE BY CREATING TITLE 25 CHAPTER 4 RELATING TO PARKS AND THE DEDICATION OF PUBLIC LAND FOR PARKS."

WHEREAS, the City of Franklin's policy is that new growth in residential development should pay for itself and not inflict costs on existing City of Franklin tax payers; and

WHEREAS, the City of Franklin values public park land as an important community amenity and a central tenet of quality of life for its citizens, thereby requiring park land dedication or fees-in-lieu for new residential development; and

WHEREAS, operating and maintenance costs for public park land of less than five acres is not cost effective for the City; and

WHEREAS, private improvements in new developments are encouraged to provide park-like amenities to be enjoyed by those residing within the development; and

WHEREAS, removing Section 5.5.4-5.5.9 from the Franklin Zoning Ordinance and establishing a Title in the Franklin Municipal Code on park land dedication and park facilities credits will provide latitude to City staff in achieving recreational facilities within private developments that meet the intent of this Chapter.

WHEREAS, Whereas the City of Franklin has adopted by Council action the Franklin Park and Recreation Master Plan, which provides planning policy and guidance for the development of a municipal park and recreation system for the City of Franklin; and

WHEREAS, the plan has assessed the need for park land and park improvements to serve the residents of Franklin; and

WHEREAS, the plan has carefully assessed the level of service provided by the park and recreation system, and the City wishes to retain that level of service by establishing a dedication and/or fee in lieu based on individual dwelling units created by each new development so new dwelling units bear their proportionate share of the cost of retaining the current level of service; and whereas park land dedication requirements and park development fee assessments are based on the mathematical formulas and allocations set forth in this ordinance.

NOW, THEREFORE, BE IT ORDAINED by the Board of Mayor and Aldermen of the City of Franklin, Tennessee, that Title 25, Chapter 4 of the Municipal Code shall be created to read as follows:

Title 25: Requirements for Park Land Dedication and Development.

25-A. Purpose.

1. Provide park facilities as a function of subdivision and site development in the City of Franklin.
2. It is hereby declared by the Board of Mayor and Aldermen that parks are necessary and in the public welfare, and that the only adequate procedure to provide for parks is by integrating such requirements into the procedure for planning and developing property or subdivisions in the City, whether such development consists of new construction on vacant land or rebuilding and remodeling of structures on existing residential property.
3. Parks providing for a variety of outdoor recreational opportunities have to be located within convenient distances from a majority of the residences to be served. The park quadrants established by the City of Franklin shall be prima facie proof that any park located therein is within such a convenient distance from any residence located therein. The primary cost of parks shall be borne by the developers of residential property who, by reason of the proximity of their property to such parks, shall be the primary beneficiaries of such facilities.
4. Therefore, the following requirements are adopted to effect the purposes stated above.

25-B. Applicability.

This section applies to the development of land for residential use located within the City of Franklin.

25-C. Requirements.

1. Generally, the development of residential property dwelling units must address the following requirements pursuant to this section: 1) dedication of land for park use or payment of a fee in lieu thereof and, 2) payment of a development fee for parks or construction of the park improvements to which such fee relates. Requirements herein are based on actual dwelling units for an entire development. Increases or decreases in final unit count may require an adjustment in fees paid or land dedicated. If the actual number of dwelling units exceeds the original estimate, additional park land and additional park development fees may be required in accordance with the requirements in this Section.
2. The schedule of fees and required land dedications is attached hereto as Appendix I and incorporated and made a part of this Section for all purposes. The identification of park quadrants is as shown on a map in the City's 2015 Comprehensive Park and Recreation Master Plan referenced herein and incorporated by reference and a copy of said map is attached hereto as Appendix II. If a contiguous residential development lies within two or more of the park quadrants, the development will be considered to be in the quadrant containing the largest amount of square footage of land in the development.

3. Land Dedication

   a. The amount of land to be dedicated and platted for park land purposes shall be as set forth in Appendix I.

   b. The total amount of land dedicated for the development shall be dedicated to the City in fee simple:

      i. Prior to the issuance of any building permits for multi-family development,

      ii. Concurrently with the final plat for a single phase development,

      iii. For a phased development the entire park shall be either platted concurrently with the plat of the first phase of the development or,

      iv. The developer may provide the City with financial security against the future dedication by providing an irrevocable letter of credit, or other alternative financial guarantee such as a cash deposit in the amount equal to the number of acres park land required and in a form acceptable to the City. The amount of the financial guarantee shall be the amount of fee in lieu of land dedication as set forth in Appendix I. The financial guarantee will be released to the developer, without interest, upon the filing of the final plat for the subsequent phase that dedicates the required park land.

4. Fee in Lieu of Land. In lieu of dedicating park land for parks, a developer may be required to meet some or all of the park land dedication requirements through payment of a fee in lieu thereof in amounts as set forth in Appendix I. Such fees shall be due at the same time as fees are due for final platting or for issuance of a building permit, whichever occurs first.

5. City Final Approval. The Board of Mayor and Aldermen (BOMA) shall have the final authority in determining how much, if any, land or fee may be accepted in lieu of required land dedication. The City may, from time to time, require that a fee be submitted in lieu of land dedication in amounts as set forth in Appendix I. Likewise, the City may, from time to time, require that land be dedicated in amounts as set forth in Appendix I and that no fee in lieu of land will be accepted.

6. Approval Process for Park Land Dedication.

   a. Land Dedications Equal or Exceeding Five Acres, and Dedications of Floodplains and Greenways. For any proposed required park land dedication equaling or exceeding five (5) acres of land or equaling or exceeding payment of a fee in lieu thereof, or for any proposed land dedication containing floodplain or greenway, the landowner must:

      i. Obtain a recommendation from the City's Department Review Team (DRT), and

      ii. Obtain approval from the Planning Commission pursuant to the plat approval procedures as set forth elsewhere in the City Code of Ordinances

b. Dedications of Less Than Five Acres Not Including Floodplains or Greenways. For any proposed park land dedication less than five (5) acres of land or the payment of a fee in lieu thereof, or for any proposed land dedication containing floodplain or greenway, the City Administrator or his/her designee is authorized to accept and approve same if the following criteria are met:

i. The proposed dedication or fee provides a sufficient amount of park land existing in the park quadrant of the proposed development for required park land dedication;

ii. Where the proposed dedication is insufficient for a park site, some or all of the dedication requirements may be in the form of a fee in amounts as set forth in Appendix I; Determination of acceptability of a proposed park land dedication is based upon the City of Franklin's 2015 Comprehensive Park and Recreation Master Plan, as may be amended from time to time; and

iii. The proposed development of the park is consistent with City of Franklin's 2015 Comprehensive Park and Recreation Master Plan, as may be amended form time to time.

7. Park Development Fee.

In addition to the land dedication requirements for parks, there are also park development fees established herein sufficient to develop parks in ways that meet the City of Franklin's standards. The amount of development fees assessed to a developer subject to this section for parks is as shown in Appendix I. The cost of park development on which this amount is based is described in Appendix III. The process for the approval and collection of development fees shall be the same as for the park land dedication requirements to which the development relates, and shall be processed simultaneously with the park land dedication requirements.

8. Construction of Park Improvements in Lieu of Development Fee.

A developer may elect to construct required park improvements in lieu of paying the associated development fee as set forth herein. In such event:

a. A park site plan, developed in cooperation with the Parks Department staff, is submitted and approved by the City's Development Review Team (DRT) upon submission of final plat or upon application for a building permit, whichever is applicable.

b. Detailed plans and specifications for park improvements hereunder shall be due and processed in accordance with the procedures and requirements pertaining to public improvements for final plats and for building permit issuance, whichever is applicable.

c. All plans and specifications shall meet or exceed the City's standards in effect at the time of the submission.

d. If the improvements are constructed on land that has already been dedicated to

and/or is owned by the City, then the Developer must post payment and performance bonds to guarantee the payment to subcontractors and suppliers and to guarantee the developer completes the work in accordance with the approved plans, specifications, ordinances, and other applicable laws.

e. The construction of all improvements must be completed in accordance with the requirements relating to the construction of public improvements for final plats and issuance of building permits, whichever is applicable. This includes guaranteeing performance in lieu of completing the park improvements prior to final plat approval. Notwithstanding any other applicable ordinances, park improvements shall be completed within two years from the date of approval.

f. Completion and Acceptance – Park development will be considered complete and a Certificate of Completion will be issued after the following requirements are met:

   i. Improvements have been constructed in accordance with the Approved Plans;

   ii. All park land upon which the improvements have been constructed has been dedicated as required under this section; and

   iii. All manufacturers' warranties have been provided for any equipment installed in the park as part of these improvements.

g. Upon issuance of a Certificate of Completion, the developer warrants the improvements for a period of one (l) year.

h. The developer shall be liable for any costs required to complete park development if:

   i. Developer fails to complete the improvements in accordance with the approved plans; or

   ii. Developer fails to complete any warranty work.

9. Submitting fee. Any fees required to be paid pursuant to this section shall be remitted:

   a. Prior to the issuance of any building permits for multi-family development; or

   b. Upon submission of each final plat for single family, duplex or townhouse development.

10. Use of Fees. Fees may be used only for the acquisition or development of park facilities in parks located within the same quadrant as the development.

11. Reimbursement for City Acquired Park Land.

    BOMA may from time to time acquire land for parks in or near an area of actual or potential development. If the City does acquire park land in a particular quadrant, the City may require subsequent dedications to be in fee-in lieu-of-land only in that quadrant. This will be to reimburse the City for the cost(s) of acquisition.

12. Credit for Private Park and Recreation Amenities.

    a. Up to 50% of the park dedication and development requirement may at the discretion of the City, be fulfilled by privately owned and maintained park and recreation facilities. Credit for private parkland must meet the standards of the Parkland Dedication and Development Guidelines concerning adequate size, character and location. Examples include a swimming pool, recreation center building, National Playground Standards playground, sprayground, outdoor fitness course, athletic fields or courts, multi-purpose sports fields, improved greenways not identified in adopted City Plans, or other park facilities as approved by the City Administrator.

    b. Private facilities may be restricted to the use and enjoyment of residents of the particular development or subdivision. However, such areas shall be maintained by and deeded to a homeowners' association, or trustee. The homeowners are liable for the payment of maintenance fees and capital assessments, and unpaid homeowners' fees and assessments will be a lien on the property of the delinquent homeowners.

13. Revision of Fees

    The City shall review the fees established and amount of land required shown in Appendix I at least once every three (3) years.

25-D Prior Dedication or Absence of Prior Dedication.

If a dedication requirement arose prior to enactment or amendment of this Title 25, subsequent development for the subject tract to which the dedication requirement applies may be subject to vesting. Depending on the circumstances, additional dedication may be required for the increase in dwelling units from what was originally proposed.

25-E Comprehensive Plan Considerations.

1. The City's 2015 Comprehensive Park Recreation Master Plan is intended to provide a guide upon which to base its recommendations. Because of the need to consider specific characteristics in the site selection process, the park locations indicated in the Plan are general. The actual locations, sizes, and number of parks will be determined when development occurs or when sites are acquired by the City, including by donations.

2. Park quadrants are established in the City's 2015 Comprehensive Park Recreation Master Plan as a component of the City's Plan, and indicate service areas for parks.

25-F Special Fund; Right to Refund.

1. All park land dedication fees will be deposited in a fund referenced to the park quadrant to which it relates.

2. The City shall account for all fees in lieu of land and all development fees paid under this Section with reference to the individual plat(s) involved. Any fees paid for such purposes

must be expended by the City within five (5) years from the date received by the City for acquisition and/or development of a park. Such funds shall be considered to be spent on a first-in, first-out basis. If not so expended, the landowners of the property on the expiration of such period shall be entitled to a prorated refund of such sum, computed on a square footage of area basis. The owners of such property must request such refund within one (1) year of entitlement, in writing, or such right shall be barred.

25-G Park Land Guidelines and Requirements.

1. Parks shall be easy to access and open to public view so as to benefit area development, enhance the visual character of the City, protect public safety and minimize conflict with adjacent land uses. The following guidelines and requirements shall be used in designing parks and adjacent development.
2. Any land dedicated to the City under this section must be suitable for park and recreation uses. The dedication shall be free and clear of any and all liens and encumbrances that interfere with its use for park purposes. The City Administrator or his/her designee shall determine whether any encumbrances interfere with park use. Minerals may be reserved from the conveyance provided that there is a complete waiver of the surface use by all mineral owners and lessees. A current title report must be provided with the land dedication. The property owner shall pay all taxes or assessments owed on the property up to the date of acceptance of the dedication by the City. A tax certificate from the Tax Assessor shall be submitted with the dedication or plat.
3. Consideration will be given to land that is in the floodplain or may be considered "floodable" even though not in a federally regulated floodplain as long as, due to its elevation, it is suitable for park improvements. Sites should not be severely sloping or have unusual topography which would render the land unusable for recreational activities.
4. Land in floodplains or designated greenways will be considered on a three-for-one basis. Three acres of floodplain or greenway will be equal to one acre of park land. The City Administrator shall have final authority on acceptance of land in floodplains.
5. Where feasible, park sites shall be located adjacent to greenways and/or schools in order to encourage shared facilities and joint development of new sites.
6. Park sites shall be proximate to residential areas in a manner that serves the greatest number of users and shall be located to minimize users having to cross arterial roadways to access them.
7. Where appropriate, sites with existing trees or other scenic elements are preferred.
8. Detention / retention areas may not be used to meet dedication requirements, but may be accepted in addition to the required dedication. If accepted as part of the park by the City Administrator, the detention / retention area design must meet specific parks specifications.

9. Where park sites are adjacent to greenways, schools, or existing or proposed subdivisions, access ways may be required to facilitate public access to provide public access to parks.
10. It is desirable that fifty percent (50%) of the perimeter of a park abut a public street.

25-H Warranty Required.

1. All materials and equipment provided to the City shall be new unless otherwise approved in advance by the City Administrator or his/her designee and that all work will be of good quality, free from faults and defects, and in conformance with the designs, plans, specifications, and drawings, and recognized industry standards. This warranty, any other warranties express or implied, and any other consumer rights, shall inure to the benefit of the City only and are not made for the benefit of any party other than the City.
2. All work by the developer or landowner not conforming to these requirements, including but not limited to unapproved substitutions, may be considered defective.
3. This warranty is in addition to any rights or warranties expressed or implied by law.
4. Where more than a one (l) year warranty is specified in the applicable plans, specifications, or submittals for individual products, work, or materials, the longer warranty shall govern.
5. This warranty obligation may be covered by any performance or payment bonds tendered in compliance with this Ordinance.
6. If any of the work performed by developer or landowner is found or determined to be either defective, including obvious defects, or otherwise not in accordance with this ordinance, the designs, plans, drawings or specifications within one (l) year after the date of the issuance of a certificate of Final Completion of the work or a designated portion thereof, whichever is longer, or within one (l) year after acceptance by the City of designated equipment, or within such longer period of time as may be prescribed by law or by the terms of any applicable special warranty required by this ordinance, developer shall promptly correct the defective work at no cost to the City.
7. During the applicable warranty period and after receipt of written notice from the City to begin corrective work, developer shall promptly begin the corrective work. The obligation to correct any defective work shall be enforceable under this Code of Ordinances. The guarantee to correct the defective work shall not constitute the exclusive remedy of the City, nor shall other remedies be limited to the terms of either the warranty or the guarantee.
8. If within twenty (20) calendar days after the City has notified developer of a defect, failure, or abnormality in the work, developer has not started to make the necessary corrections or adjustments, the City is hereby authorized to make the corrections or adjustments, or to order the work to be done by a third party. The cost of the work shall be paid by developer.

9. The cost of all materials, parts, labor, transportation, supervision, special instruments, and supplies required for the replacement or repair of parts and for correction of defects shall be paid by Developer, its contractors, or subcontractors or by the surety.

10. The guarantee shall be extended to cover all repairs and replacements furnished, and the term of the guarantee for each repair or replacement shall be one (l) year after the installation or completion. The one (l) year warranty shall cover all work, equipment, and materials that are part of the improvements made under this section of the ordinance.

APPENDIX I

PARK LAND DEDICATION FEES

QUADRANT 1

Population:	22,273	
Acres of parks:	209.7	
Service level:	107 people per acre	
People per dwelling unit:	2.4	
Service level:	44.5 DUs per acre	
Cost of 1 acre of land:	$271,000	
Cost for park land per DU:		**$6,090**
Park development cost:	$1,183,029	
Total DUs, 23,959 / 2.4:	9,322	
Cost for park development per DU:		**$127**
Total park dedication fee per DU:		**$6,217**

QUADRANT 2

Population:	13,436	
Acres of parks:	113.3	
Service level:	119 people per acre	
People per dwelling unit:	2.4	
Service level:	49.5 DUs per acre	
Cost of 1 acre of land:	$168,000	
Cost for park land per DU:		**$3,394**
Park development cost:	$1,183,029	
Total DUs, 14,388 / 2.4:	5,995	
Cost for park development per DU:		**$212**
Total park dedication fee per DU:		**$3,606**

QUADRANT 3

Population:	10,750
Acres of parks:	85.2
Service level:	126 people per acre
People per dwelling unit:	2.4
Service level:	52.5 DUs per acre

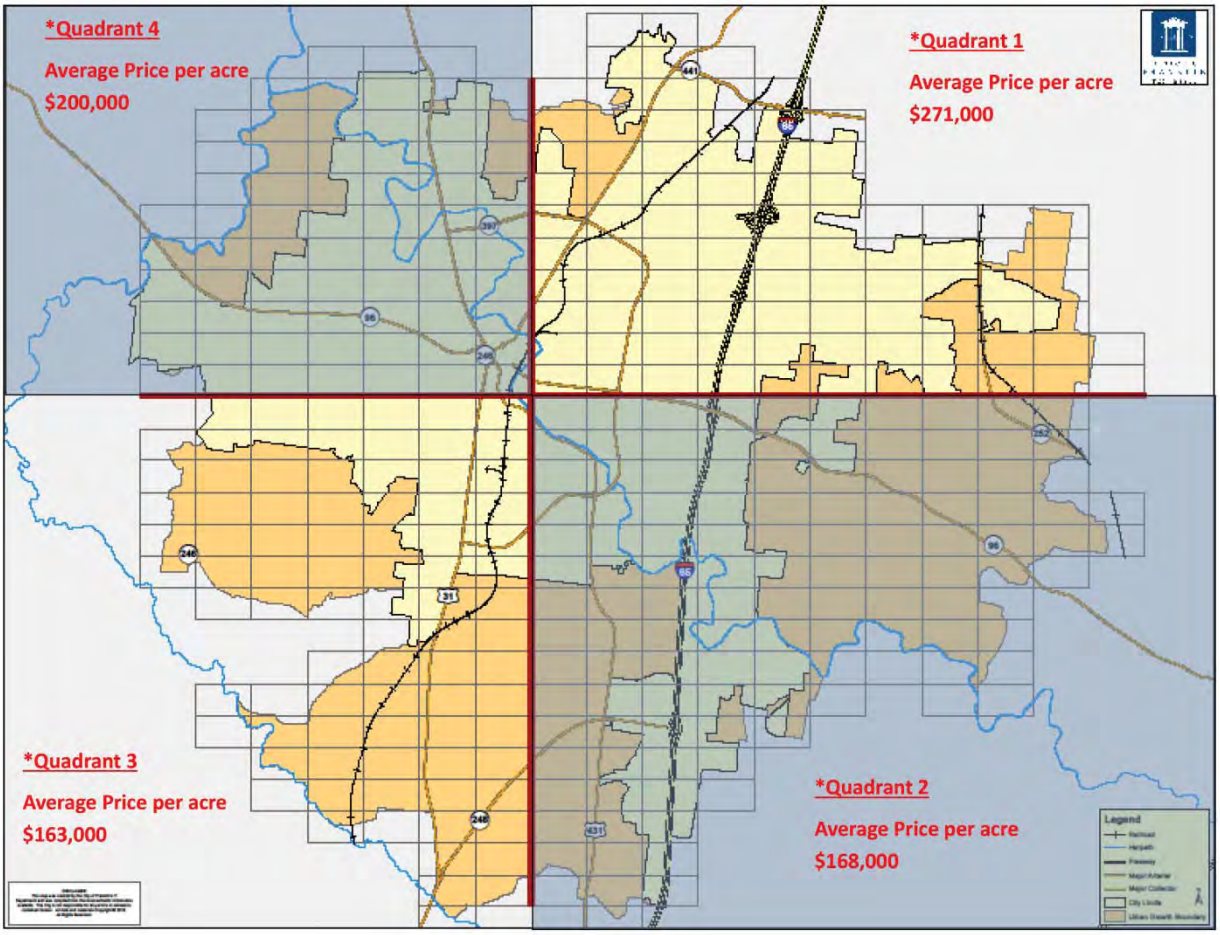
Cost of 1 acre of land:	$163,000	
Cost for park land per DU:		**$3,104**
Park development cost:	$1,183,029	
Total DUs, 11,512 / 2.4:	4,479	
Cost for park development per DU:		**$264**
Total park dedication fee per DU:		**$3,368**

QUADRANT 4

Population:	21,043	
Acres of parks:	174.1	
Service level:	121 people per acre	
People per dwelling unit:	2.4	
Service level:	50 DUs per acre	
Cost of 1 acre of land:	$200,000	
Cost for park land per DU:		**$4,000**
Park development cost:	$1,183,029	
Total DUs, 23,959 / 2.4:	8,768	
Cost for park development per DU:		**$135**
Total park dedication fee per DU:		**$4,135**

APPENDIX II

PARK LAND QUADRANT MAP



APPENDIX III

PARK DEVELOPMENT COST

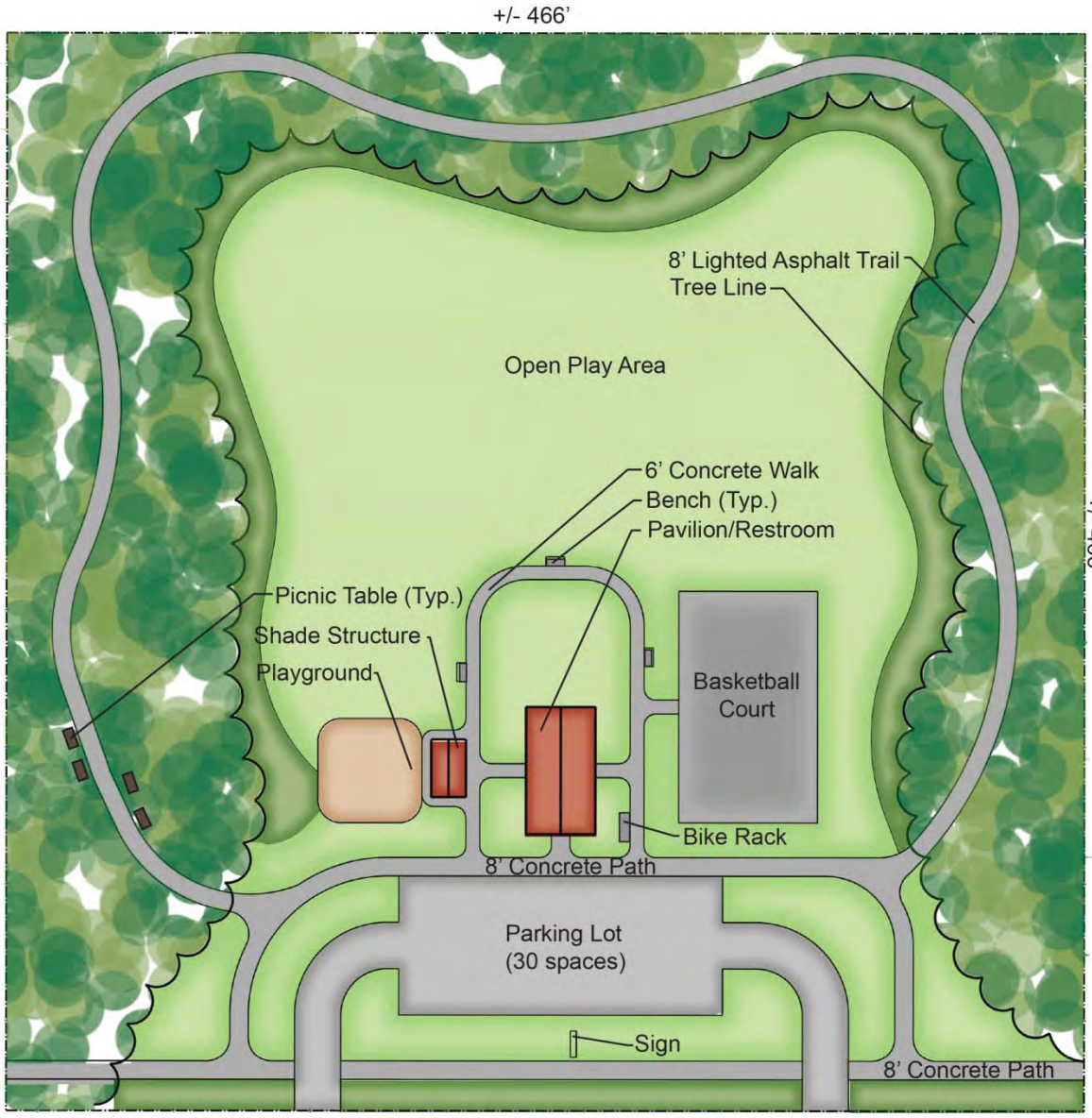
This appendix contains the basis for the park development costs used in the calculations in Appendix 1. The park development costs are based on a typical 5 acre Neighborhood Park with basic amenities such as parking, a shelter, restroom, playground, a basketball court, lighted walking trail, open play space and site furnishings. The estimated costs include site preparation, utilities and storm drainage.

A generic site plan (without reference to a particular site) was developed to base an Opinion of Probable Cost on. The generic site plan can be found on the following page.

The Opinion of Probable Cost was developed based on the following key assumptions:

- The site would be reasonably level by Franklin standards such that extensive earthwork would not be necessary and that no rock would be encountered in the excavation.
- Half the site (2.5 acres) would be cleared; it is assumed the site would not have mature trees
- A cut of 3 feet would be needed on ½ the site and a fill of 3 feet would be needed on the other ½ such that earthwork would balance.
- Water and sewer service would be available at the street in front of the park.
- Entry drives and parking area would be curbed; parking lot paved with asphalt.
- Landscape and lawn irrigation would be provided for the site.
- Where possible, quantities were taken off to include in the opinion of cost; when not possible allowances are provided.

The Opinion of Probable cost was developed using historical data for park construction by a design firm with extensive park design experience. The Opinion of Probable Cost can be found on the page following the site plan.



Franklin Generic Neighborhood Park
Scale: 1:60

City of Franklin Neighborhood Park
Opinion of Probable Construction Costs
Generic Concept Plan for 5 Acre Park
April, 2015

BWSC Barge Waggoner Sumner & Cannon, Inc.

Description	Qty.	Unit	Unit Price	Total
Site Preparation				
Clearing & Grubbing	2.5	AC	$1,500.00	$3,750.00
Earthwork - Excavation	6,050	CY	$6.00	$36,300.00
Erosion Control	1	AL	$10,000.00	$10,000.00
Subtotal Site Preparation				**$50,050.00**
Pavement				
Standard Duty Asphalt - Entry Drive and 30 Space Parking Lot	1,528	SY	$17.50	$26,740.00
Aggregate	1,528	SY	$10.50	$16,044.00
Pavement Markings	1	AL	$2,000.00	$2,000.00
Concrete Extruded Curb	752	LF	$8.00	$6,016.00
Traffic/Parking Signage	1	LS	$1,000.00	$1,000.00
6' Concrete Sidewalks	400	SF	$6.00	$2,400.00
8' Concrete Sidewalks	6,600	SF	$6.00	$39,600.00
8' Asphalt Trail	1,066	SY	$24.00	$25,584.00
Subtotal Pavement				**$119,384.00**
Water				
4" DIP Domestic Water Pipe	120	LF	$25.00	$3,000.00
Water Meter	1	EA	$2,000.00	$2,000.00
Fire Hydrant Assembly	1	EA	$6,500.00	$6,500.00
Backflow Preventer	2	EA	$4,000.00	$8,000.00
Hot Box	1	AL	$4,000.00	$4,000.00
Subtotal Water				**$23,500.00**
Sanitary Sewer				
6" PVC Sanitary Line	120	LF	$35.00	$4,200.00
4' Dia. Sanitary Manhole	1	EA	$6,000.00	$6,000.00
Cleanout	1	EA	$50.00	$50.00
Subtotal Sanitary Sewer				**$10,250.00**
Storm Water				
18" RCP	200	LF	$100.00	$20,000.00
Catch Basins	2	EA	$3,000.00	$6,000.00
Headwalls	2	EA	$2,800.00	$5,600.00
Subtotal Storm Water				**$31,600.00**
Site Lighting & Electrical				
Parking Lot Lights - Single Head	4	EA	$5,950.00	$23,800.00
Asphalt Walking Trail Lighting at 50' on center	24	EA	$4,000.00	$96,000.00
Area Lighting Single Head	4	EA	$4,000.00	$16,000.00
1" PVC Conduit	2,000	LF	$15.50	$31,000.00
Wire	8,000	LF	$5.90	$47,200.00
Site Electrical Distribution	1	LS	$10,000.00	$10,000.00
Subtotal Site Lighting & Electrical				**$224,000.00**
Buildings/Structures				
30' x 40' Pavilion With Slab	1,200	SF	$55.00	$66,000.00
Restroom attached to Pavilion	300	SF	$150.00	$45,000.00
Subtotal Buildings/Structures				**$111,000.00**
Site Amenities				
Playground With Rubberized Surface	1	LS	$100,000.00	$100,000.00
Playground Seating Shade Cover	1	AL	$15,000.00	$15,000.00
Basketball court	1	AL	$40,000.00	$40,000.00
Benches With Pad	6	EA	$1,500.00	$9,000.00
Trash Receptacles	3	EA	$1,200.00	$3,600.00
Drinking Fountain	1	EA	$5,000.00	$5,000.00
Picnic Tables, Grill, Trash receptacle	4	EA	$4,000.00	$16,000.00
Bike Rack	1	EA	$1,500.00	$1,500.00
Subtotal Site Amenities				**$190,100.00**
Landscaping				
Canopy Trees	40	EA	$400.00	$16,000.00
Ornamental Trees	20	EA	$250.00	$5,000.00
Shrubs	170	EA	$24.00	$4,080.00
Groundcover	100	EA	$10.00	$1,000.00
Seed	3	AC	$4,800.00	$12,000.00
Irrigation	100,000	SF	$0.50	$50,000.00
Subtotal Miscellaneous				**$88,080.00**
Miscellaneous				
Park Sign	1	AL	$2,500.00	$2,500.00
Subtotal Miscellaneous				**$2,500.00**
			Subtotal	**$850,464.00**
			Contractor General Conditions & Mobilization @ 8%	**$68,037.12**
			Subtotal	**$918,501.12**
			10% Contingency	**$137,775.17**
			Subtotal	**$1,056,276.29**
			Survey and Design	**$126,753.15**
			Design and Construction Total	**$1,183,029.44**

Legend

EA	Each
LS	Lump Sum
AL	Allowance
SF	Square feet
AC	Acre

Appendix III
Implementation Action Plan

Appendix III Implementation Action Plan

City of Franklin Parks Department
Parks Master Plan

HISTORIC
FRANKLIN
TENNESSEE

Strategic Implementation Action Plan

May, 2015

Vision
The following vision presents how the City of Franklin Parks Department desires to be viewed in the future:

> ***Vision Statement:*** *"Franklin Parks Department's vision is to provide high quality, accessible parks, historic sites, trails and recreation amenities that will create positive recreational healthy experiences for all residents and visitors of the City that makes living, working and playing in Franklin the City of choice for the region."*

Mission
The following is the mission for how the City of Franklin Parks Department will implement the vision:

> *"Franklin Parks Department is an essential service established to improve the quality of life for all residents of the City by proactively responding to changing demographics and emerging trends while also maximizing all available resources to enhance each resident's health, promote economic vitality and long-term sustainability now and for future generations."*

Guiding Principles
- Sustainable Practices
- Partnerships to Support Capital and Operational Needs
- Health as our Fundamental Purpose
- The Common Good
- Excellence

Key Themes
- Community Health and Wellness
- Take Care of What We Own
- Financial Sustainability
- Building Community Relationships
- Youth Engagement and Activity
- Organizational Readiness

Community Vision for Park Land and Trails: "Our vision for park land, historic properties, and trails is to maintain a high quality, diverse and balanced park system that makes all parks, trails and historic sites a place of civic pride that supports healthy and active lifestyles for people of all ages."

Goal: Our goal for park land is to achieve 12 acres per 1,000 population with a balance of active and passive parks distributed as equitably as possible throughout the City.

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
1.1	Create a long term park land acquisition strategy to support acquiring park land in underserved areas of the City along with park related improvements to meet the unmet recreation needs of the community as outlined in the citizen survey as part of this master plan.	• Acquire land in the eastern part of the City along or near I-65 and the southeastern portion of the City			• Establish land acquisition strategy by the end of 2015 for Southeastern portion of the City
		• Create a balance of neighborhood parks, regional parks and greenways and trails throughout the City			• By the end of 2025, create a balance of neighborhood parks, regional parks and greenways and trails across the City
		• Acquire and develop 10 miles of greenways and trails over the next ten years			• Develop at least 1 mile a year of trails over the next ten years
		• Develop new Battlefield Park at Carter's Hill Park			• New Battlefield Park at Carter's Hill will be developed by 2020

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
	1.1 Continued	• Acquire/develop new Historic Parks as opportunities arise			• Establish a Historic Park Committee to evaluate Historic Park value and return on investment and cost to the Department as part of the acquisition process in 2016
1.2	Update the Master Plan for Bicentennial Park to complete improvements due to flood events.	• Construct a multi-use path along the Harpeth River from Hillsboro to North Margin Street			• Multi-use Path completed by 2020
		• Develop Bicentennial Park to include a pavilion, restrooms, river over looks, storm water enhancements and other passive elements in the park			• Master Plan updated and development completed by 2020
		• Develop a program plan for Bicentennial Park			• Develop a program plan in 2016 for planners to incorporate into the design

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
1.3	Develop a fully accessible parks system to serve people with disabilities and provide park amenities to those with limited ability.	• Determine which parks receive the greatest use and update these parks first for accessibility and access			• Evaluate ADA guidelines for each park by 2018 and start a transition process for the next 7 years to make all parks accessible by 2025
		• Consider the development of a Universal Park for people of all ages and disabilities to enjoy in the City			• Develop a conceptual design for a Universal Park in 2016. Seek outside funding to build the park in 2017 and build the park in 2018
		• Develop accessible trails for people with disabilities that are hard surface and soft surface			• Determine which trails will serve the most users and develop design guidelines and specifications in 2017. Develop the accessible trails in 2018

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
1.4	Develop a business plan for Harlinsdale Park to maximize the value, use and revenue potential for the park.	• Consider adding warm up arenas to Harlinsdale Park			• Business Plan and design of the park is created in 2016 with implementation in 2017
		• Develop an equestrian program plan to increase activity at the park			• Develop equestrian plan in 2016 as part of the business plan for the park
		• Design the park to provide multiple program experiences including an amphitheater in the park to maximize its use and revenue capability			• Design of the park completed in 2016 with implementation and development completed by 2019
1.5	Implement the trails recommendations in this plan.	• Consider developing trails to accommodate mountain biking in parkland dedication lands			• Work with the Mountain Bike Community on land dedication sites and develop a design that allows for all levels of users to enjoy. Build the trials in 2018
		• Consider developing BMX and Pump track trails in the parks			• Develop Mountain Bike Park in 2018 that includes a BMX and Pump Track

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
	1.5 Continued	• Implement a minimum of 1 mile of a trail per year over the next 10 years; first priority will be a Riverwalk along the Harpeth from Fulton Greer Park to Eastern Flank; quality shall be similar to Chattanooga's Tennessee Riverpark			• One mile of trail is designed and constructed each year of the plan with the Riverwalk being the first trail constructed
		• Develop trail design standards and incorporate maintenance standards for trails in the City			• As part of the design of the trails, incorporate design standards and determine the maintenance costs to go with it and ensure the money is added to the budget to support the standards of care desired

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
1.6	Connect the system by linking Mack Hatcher Loop trail to all existing parks and connecting downtown to Harlinsdale Park, the Factory and Brentwood Parks and an east/west connection to the Cool Springs area.	• Increase trail access links to schools and the existing parks to expand the trail system throughout the City			• Develop a dedicated amount of money to develop trails throughout the Ciity in 2016 and seek federal money for safe routes to schools to link schools to the trails system over the next ten years
		• Add pedestrian bridges to help support trail access and connectivity to parks			• Incorporate pedestrian bridges into the construction costs and develop them as trails are developed each year
		• Create greater access to Ft. Granger via a trail connection from Franklin to Pinkerton			• Design a trail connection to Ft. Granger when that trail is designed and constructed by 2025

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
1.7	Update and modernize amenities in parks to increase the value of the user experience.	• Add improvements in parks such as improved play structures at parks, outdoor fitness type equipment, expansion of basketball courts and tennis courts in the community			• Develop amenities that improve user experiences as part of each park redesign that support unmet needs outlined in the survey as part of the master plan process
		• Add improved restrooms at Harlinsdale and Battlefield Park, WiFi in highly used parks and public art where appropriate			• Develop a restroom priority plan for the system and add wayfinding to parks with high levels of usage

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
	1.7 Continued	• Create additional water features in parks, such as spraygrounds, as well as canoe and kayak access to the river			• Develop a river access plan for a canoe and kayak launch facility that could incorporate paddle sports as well as part of the trail development along the river in 2017. Determine the best locations for spraygrounds in the City and prioritize the development in 2016

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
1.8	Develop nature based interpretation/programming in existing parks that can provide environmental education and outdoor recreation in one setting.	• Develop a program plan for nature based interpretation			• Program plan developed for nature education and interpretation as part of 2016 program plan
		• Select parks to deploy the programming			• Tie nature education plan to new park master plans to activate the parks and bring in additional users to the system
		• Seek to partner with a local conservancy to raise money for the programming cost or an existing Friends Group			• Share the program plan for nature education with a local friends groups or conservancy willing to help raise money to create the program and staff it properly in 2017

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
1.9	Update the City's land dedication ordinance to support open space acquisition and development as recommended by Dr. John Crompton.	• Seek to change the ordinance as outlined by Dr. John Crompton and adopt it by City Council			• Land dedication ordinance changes introduced in 2015 with implementation in 2016
		• Dedicate the dollars for acquisition of park land, greenways, trails and blueways in underserved areas of the City			• Build a land acquisition fund for the next three years and start acquiring land in 2018 to meet the unmet needs of residents for parks in underserved areas of the City
		• Identify land for the next regional park for the system using land dedication monies			• Determine the land desired and start the process to buy the park in pieces through a willing land owner over a period of five years

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
1.10	Improve functional operation and delivery of programs at Jim Warren Park	• Acquire land east of I-65 and move football program to a new park to include a minimum of 8 multi-purpose fields that can accommodate football, lacrosse, rugby, Ultimate Frisbee, etc.			• Acquire land for the sports complex in 2016
		• Build a minimum of 2 additional baseball fields to accommodate 7-8 year olds at Jim Warren			• Redesign the park and develop the park in 2017 and 2018 with opening in fall of 2018
		• Expand the skate park to add an element for less experienced or younger skaters, as well as add a bike component			• Redesign the skateboard park in 2017 and make the necessary improvements in 2018
		• Update Master Plan for Jim Warren Park to determine best use for the remaining football fields			• Master Plan updated in 2017
		• Develop a "Miracle Field" and universal playground when football moves from Jim Warren and provide for public transit access			• Miracle Field designed in 2017 and built in 2018

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
1.11	Evaluate other existing City-owned land for potential park use or repurpose for a designated recreation use.	• Work with other departments of the City on un-used land and how these lands could be re-purposed for park use			• Develop a land use plan of City owned properties by other departments that could be made available to parks to support unmet needs of residents in the City
		• Master plan small parcels of flood control lands for neighborhood parks			• As the City develops the greenways program along the flood control properties, create neighborhood parks for underserved areas of the City

Community Vision for Facilities: "Our vision for indoor and outdoor recreation facilities is to provide spaces that support the program needs of the City, in partnership with Williamson County, to build social, fitness, environmental and sports opportunities for people of all ages."

Goal: Develop a program plan with the County and determine how much indoor facility space is needed, as well as location, and how to fund the development of these facilities in the most cost effective manner.

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
2.1	Develop a facilities plan with the County for the next ten years to meet unmet recreation needs and determine how best to fund these facilities.	• Determine which programs will drive each facility's design that will meet the unmet needs of the community			• Meet with the County in 2015 and review the Master Plan and facility needs that are outlined to determine who's role is to develop these facilities over the next year and create a action strategy for how that gets accomplished. Share with city council and elected officials of the county

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
	2.1 Continued	• Determine how the facilities will be operated and funded as part of a business plan			• Develop a feasibility study and business plan for each new revenue producing facility before it is built to ensure that operating dollars are available to operate and maintain the facility
		• Seek outside funding sources to develop and operate these facilities			• Develop a revenue plan with each business plan and determine which funding sources will support the values of the community and increase cost recovery levels for the facility

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
2.2	Develop and update partnership and lease agreements for facilities so they are fair and equitable over the next five years.	• Develop a true cost of service for each partnership and sports league, determine how much the City is supporting the partnership financially and how best to change the subsidy levels to be more fair			• Cost of service assessment is completed on each partnership group and then used to negotiate any changes into existing agreements
		• For all partnerships proposed and partnership agreements in place, develop a cost of service assessment, which should be completed on the front end of the project and updated every five years			• Cost of service completed for all partnerships on the front end of the relationship so that fairness and equity is presented and agreed to eliminate any entitlement
		• Track measureable outcomes of both partners as part of the agreement on an annual basis			• Establish at least five measureable outcomes for both partners involved in the agreement

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
2.3	Determine the role of the City in developing future recreation facilities based on the citizen survey, which outlines fitness and walking facilities, indoor pool and an ice rink as a high priority.	• Work with the County on how best to approach the development of these facilities and where they should be located; explore partnering opportunities with the County for construction and operation			• Determine with the County the facilities that best will meet unmet needs of the city and county and determine priority. Develop a funding strategy and develop one facility every five years jointly
		• Develop a feasibility / business plan for each type of facility to determine how best to develop and operate			• A feasibility and business plan will be developed based on design concepts to ensure operational cost and operating revenue are in place before development occurs
		• Determine who should operate the facility			• Based on location and core line of business determine who should operate the facility being developed as part of the business plan

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
2.4	Consider the development of other recreation amenities to include a dog park with off leash capabilities, outdoor amphitheater, spray park, more multi-purpose fields, fishing areas, swimming pool, tennis courts, equestrian areas, and sports courts.	• Determine what parks could support these amenities and update the existing master plans for those parks			• Update at least one master plan a year to incorporate these amenities that are missing
		• Update existing amenities in parks to complement new amenities to broaden the experiences of users			• Update existing park amenities as outlined and prioritized in the citizen survey in the Master Plan
		• Develop mini-business plans for any updated or new facility			• Develop a mini-business plan for each amenity prior to development to keep the Department financially sustainable
2.5	Develop a lifecycle and maintenance management plan to determine what areas of the system need to be upgraded to support higher levels of productivity and use and a stronger user experience.	• Develop a maintenance management plan to determine the appropriate levels of staffing needed for the existing parks system and for the expanded park system this includes an equipment replacement fund			• Lifecycle and maintenance management plan completed by end of 2016 so all business plans and feasibility studies reflect these costs accurately. Update every five years
Strategy		**Tactics**	**Group**	**Start Date**	**Performance**

			Responsible		Measure
	2.5 Continued	• Add amenities to parks to support the population of people who live around the park			• Develop a demographic assessment around each park or facility within a 10 minute drive time to determine who lives in the area and what the needs of the community are for that area that the park can support
		• Determine the role that the City supports in maintenance in supporting costs of sports in parks to the level that is fair and equitable and does not support entitlement			• Determine true cost for what level the City is contributing to sports and make adjustments in maintenance costs if the agreements are not fair and equitable

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
2.6	Develop a forestry plan for the Department to implement best practices in care of street trees and park trees throughout the City.	• Revisit the tree banking fund and how to implement a higher level of funding to plant new trees			• Tree bank fund needs to have a set target of funding to meet a planting schedule desired. Seek new funding sources for the Tree Bank Fund
		• Establish best practices in tree management care and pruning for street trees and park trees			• Follow best practices in tree preventative maintenance as it applies to pruning schedules for street trees which should be every six or seven years
		• Establish a dedicated fund for street trees and care in the City			• Determine which funding source would best serve the development of street trees and dedicate it to parks to plant and manage street trees in 2016
		• Maintain a 10 year tree canopy cover goal for the City at 40%			• Track every three years where the tree canopy is in meeting the 40% goal

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
	2.6 Continued	• Establish an economic value for tree inventory in the City and evaluate the standard against NRPA			• Use a standard tree value published by TPL for the value of street trees in Franklin and against NRPA standards

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
2.7	Develop a Capital Improvement Fund for the Department through various funding sources.	• Seek City Council approval for dedicated funding for capital improvements for parks and trails through a combination of funding sources			• Continue to seek several dedicated funding sources for capital improvements for parks and trails and update every five years
		• Consider asking voters for capital improvement dollars to maintain the system and build new parks and trails in areas underserved by parks and trails			• Consider asking voters in 2018 for a capital improvement levy for parks and trails based on updated master plans for specific parks
		• Create a maintenance endowment for parks and trails through partnership agreements in place			• A maintenance endowment fund is created for each new development created over the next ten years at 3-5% of the asset value put away to support enhancements when they arise

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
2.8	Determine storage and maintenance space needs of the Department based on maintenance standards desired, protection of equipment and working conditions of employees.	• Determine where maintenance storage is needed and how much space is required			• As part of the maintenance management plan develop a maintenance storage program to keep equipment well maintained and extend the asset lifecycle of each piece
		• Develop a maintenance shop operational plan based on best practices to enhance efficiency and productivity of staff and equipment			• As part of the maintenance management plan develop a shop operations plan to maximize staff efficiency and productivity of all equipment
		• Develop an implementation plan to support maintenance operations as new parks are created and the appropriate level of staffing and type of staff needed			• Develop a maintenance management plan for each park created that incorporates maintenance standards tied to staffing costs and equipment cost

Community Vision for Programming: "Our vision for programming is to reach out to people of all ages to encourage them to experience Franklin Parks through well designed programs that create lifetime users."

Goal: Determine what core programs will be developed and managed by Franklin Parks in the most cost effective manner.

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
3.1	Develop core recreation programs in the following areas: special events, biking, outdoor adventure, adaptive recreation and health and wellness.	• Determine the Department's role of the core programs outlined and how they would be managed and funded			• Determine which programs support public unmet needs first and develop them as part of the 2016 budget
		• Determine if the programs are core essential, important and value added and how they would be priced to meet user needs			• All programs will be classified by the end of 2015 so when they come online they will be priced appropriately
		• Determine where these programs would be located and how they would be managed by contract or by public employees			• Determine the cost recovery goal for each program area and determine through cost of service what is the best way to deliver the program in the most efficient manner
Strategy		**Tactics**	**Group**	**Start Date**	**Performance**
			Responsible		**Measure**
3.2	Increase awareness of the value of recreation services in the Department and include in branding of the system.	• Determine what role the Parks system should play in the delivery of program services and how much of the market they want to control			• Brand the Department by the programs provided to activate higher levels of resident use and enhance the value of core services to people of all ages
		• Determine the lead and/or support functions the Department will play in the delivery of recreation services to people currently not served by Williamson County			• Based on each core service, work out an agreement with the County on who leads and supports these programs as they are being developed
		• Update a marketing strategy for program services to increase resident awareness and inspire them to use these services for themselves and their families			• Develop a marketing plan for the Department to build awareness and support for the services provided in 2016

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
3.3	Continue providing high quality special events in the City, while managing toward the City's current capacity and ability to host high quality events.	• Develop a special events strategy for the City that shows an annual calendar and educates the community all the special events the Parks Department provides			• Determine the special events the Department will own and develop those fully. Develop a special events calendar in 2016

Community Vision for Operations and Staffing: "Our vision for operations, financing and staffing is to ensure the proper level of care for managing the system is in place for the safety of patrons and visitors to the parks and recreation facilities."

Goal: Implement funding sources to support the operational needs of the Department based on community expectations and determine the right staffing levels based on the "right person," "for the right job," "with the right skillset," "for the right pay" to achieve the outcomes desired by the City Council and residents.

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
4.1	Develop a funding plan that determines all available funding sources and implement at least five new funding sources annually to support the Department.	• Develop a land dedication fund and funding for land appraisals			• Update the land dedication fund as outlined by John Crompton in the Master Plan
		• Develop new funding sources based on the values of the community			• Develop up to 30 funding sources to support park and program services over the next 10 years
		• Determine what polices need to be updated to support the development of new funding sources and how to keep these dollars within the Department			• Develop a updated pricing policy, partnership policy and earned income policy in 2016

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
4.2	Consider the development of a business development office to create and manage the development of these funding sources for the Department.	• Develop an earned income strategy for the Department for covering operational and capital costs			• Hire a business development staff position to submit on earned income and grants for the Department in 2016
		• Develop a partnership plan for the system with appropriate policies for public/public partners, public/private partners and public not-for-profit partners			• Outline all partners and classify them in 2015. Then create a policy for each type of partnership and work with each partner to establish a working agreement
		• Develop an effective pricing policy			• Update the pricing policy in 2016 based on classification of services

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
4.3	Determine what the organizational design of the Department should be based on the implementation of the Master Plan.	• Determine the levels of staff needs for implementation of the Master Plan based on expected outcomes			• Update the organizational chart to reflect a more functional design and add key positions for Business Development, Recreation Services, Forestry and Marketing
		• Determine funding options to cover these costs from all available sources			• New funding sources should be created to fund the four key positions for the Department from earned income opportunities
		• Develop operational standards for all staff based on the outcomes desired through tracking of performance indicators			• Develop a minimum of 10 performance indicators for the Department and five for each division
		• Consider a dedicated organizational component for operations and maintenance of the Historic Parks either in or apart from the Department			• Develop a Historic Parks position to work with all historic groups as part of the dedicated funding for historic parks

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
4.4	Determine opportunities for rental income within the system.	• Determine the true cost of service and level of subsidy desired for rental sites			• Implement a true cost of service for each rental site and price based on classification of services and value received
		• Update pricing policy to reflect a subsidy level that is fair to users based on public good and private good			• Price rental facilities at 100%+ cost for groups who make money off of City owned property I 2016
		• Price services based on the value of the experience for rental facilities and best practices			• Determine direct and indirect costs and price base on cost recovery goal in 2016
		• Determine actual cost of special events and price accordingly			• Determine direct and indirect costs and price events based on a cost recover goal in 2016

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
4.5	Develop a marketing and branding plan for the park system that includes updated signage, rules, interpretive signs and appropriate markers.	• Develop a marketing and branding plan for the agency			• Marketing plan completed in 2016 an implemented in 2017
		• Consider adding "recreation" to the City of Franklin Parks Department			• To broaden the City's brand for parks, consider using recreation more in service provided and maybe the Department's name
		• Incorporate all elements of signage, use of social media, and website management on how the brand will be presented across all elements of the system			• Marketing plan will address proper usage of social media and highlight the value the Department provides to the citizens of Franklin

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
4.6	Market the value of Franklin Parks to user and residents of the City	• Develop a marketing plan that implements a communication and branding plan for programming, parks, trails, signage, social media and education materials			• Marketing Plan completed in 2016 and implemented in 2017
		• Track the economic impact of parks on property values, sports tourism in the City and return on investment for improvements created			• Start the process to measure the economic impact of parks and recreation on the City in 2016
		• Determine the value of existing partnerships and how much the City is supporting these partnerships and how the City should be positioned by the partner based on the level of contribution they are spending			• Track partnership agreements and their value and report out annual the value of these partnerships

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
4.7	Seek adequate funding for financing the Department to meet the community's expectations for providing adequate parks, recreation facilities and program services that position Franklin the "City of Choice" to live in the region.	• Seek a balance of tax dollars and earned income support that meets the expectations of the community in the delivery of parks, recreation facilities and programs to keep the Department financially sustainable			• Determine what level of tax support and fee support the Department desires in 2016 and build a strategy to accomplish this over the next three years
		• Determine with BOMA the appropriate level of tax funding for the Department based on meeting the goals of the Master Plan			• Demonstrate the capital needs and operational costs to support the development of those improvements and present a cost recovery plan to the BOMA for the 2017 budget
		• Determine if voter support will be presented as an option to move the master plan recommendations along at a faster pace			• Determine when a voter levy election would be set up and develop a local committee to head up the plan to raise money and inform citizens of the value of the plan
Strategy		**Tactics**	**Group**	**Start Date**	**Performance**

			Responsible		Measure
4.8	Determine the role of Friends of Franklin Parks or a new Conservancy in the development of parks in the City.	• Determine how the capital improvements needed outlined in the master plan will be funded over the next ten years by Friends of Franklin Parks or a conservancy versus the City			• Determine what role each fundraising group can contribute to implementing the Master Plan improvements
		• Determine what role partners can play in developing these capital improvements			• Develop a strategy so that groups don't step or compete against each other for resources from the same audience

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
4.9	Develop a strong Volunteer Corp to support staff in the system and enhance customer service.	• Create a volunteer coordinator position within the system			• Develop a volunteer coordinator position in the 2016 budget to help support parks, forestry and recreation services
		• Seek to have volunteers cover 15% of the hours needed to operate the system			• Track volunteer time and use these hours at $18.50 a hour for in-kind grants match money
		• Recruit and train volunteers on the system and how they can add value to implementing this master plan			• Develop a recruitment and training and placement program for volunteers in 2016

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
4.10	Develop performance measures for demonstrating to elected officials the level of productivity and efficiency the Department is managing to each year.	• Develop at least 15 performance indicators for the Department and implement five the first year and up to 15 by the fifth year			• Develop five performance indicators in 2016
		• Teach and train staff on how to track and implement performance measures in the system and report them effectively			• Teach staff how to properly track performance measures and report them out every three months
		• Post results on a quarterly basis to the staff and the public			• Post results in-house and publically through the annual report

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
4.11	Establish an implementation plan and funding strategy for repairs and on-going maintenance at Rest Haven and City Cemeteries	• Establish a Conservancy and develop plan for raising funds for repairs and perpetual maintenance			• Conservancy will be developed for the park system for cemeteries in 2016 and implemented in 2017
		• Identify grant opportunities for repairs on an annual basis			• Evaluate all grant opportunities and prioritize in 2016
		• Seek capital funding from BOMA for critical immediate repairs			• Develop a capital improvement prioritized list in 2015 for 2016
		• Develop budgets for short and long term improvements			• Develop and implement a short term capital plan and long term capital plan with funding agreed to by the end of 2015

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
4.12	Achieve NRPA Accreditation within 5 years.	• Develop and Implement plan to achieve accreditation			• NRPA Accreditation completed and submitted by 2018
4.13	Establish a joint use agreement with the Franklin Special School District.	• Consider the development of a joint use agreement on park school property			• Joint use agreement completed with the school system in 2016
		• If agreeable, consider using school property, both indoor and outdoor, during non-school times			• Develop a program plan for schools with an agreement in 20i6 for implementation in 2017

Appendix IV
Meeting Notes

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BWSC Barge Waggoner Sumner & Cannon, Inc.

MEETING NOTES

Date of Meeting: 11/12/2014

Project: Franklin, Tennessee - Comprehensive Park Master Plan

Subject: Public Meeting

Meeting Location: City Hall – Community Room

Participants: See attendance sheet

- What is your opinion of the quality of existing park and recreation facilities?
    - Trail Quality at Harlinsdale
    - Variety of Trail Lengths/Elevation
    - Active Parks = High Standard
    - Quality vs. Variety
    - Good Job on Partnering
    - High Quality Employees
- What improvements do you think are most needed at existing park and recreation facilities?
    - More Trails (6)
    - Further Development of Bicentennial (6)
    - Trails at Ropers Knob (3)
    - Pedestrian Bridges across Harpeth (3)
    - Arena at Harlinsdale (1)
    - More Canoe Access (1)
    - Reimagine Plan for Harlinsdale (1)
    - Remove Overgrowth from Trails at Eastern Flank
    - Increased Horse Activity at Harlinsdale
    - Fort Granger – Better Access
    - Restroom Improvement at Harlinsdale and Battlefield
    - Amphitheater at Harlinsdale
    - WiFi in Parks
    - Water Features
    - Public Art
    - Connectivity
- What, if any, new recreation programs are needed?
    - Equestrian Education
    - City Should Focus on Facilities, Not Programs
    - Programs that Encourage Biking
    - Canoe/Kayak Instruction

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- What, if any, new park and recreation facilities are needed?
    - Battlefield Park at Carter House and Columbia Avenue (23)
    - River Walk (15)
    - Urban Pocket Parks (2)
    - Neigborhood Pocket Parks (2)
    - Bike Share (1)
    - Vulcan Conversion to Park (1)
    - Nature Center/Arboretum
    - Playground in Urban Core and Community Gardens
    - Develop the Old Junkyard
    - New Trail Facilities
    - Splash Pads
    - Dog Parks
- In your opinion, where should any new park and recreation facilities be located within the City?
    - South of Franklin and Goose Creek (2)
    - Passive Park in Front of Monticello (2)
    - Battlefield Land (2)
    - East Side to Berry Farms to Ladd Park-Cool Springs (1)
    - Land Adjustment to Ropers Knob
    - East of I-65
- What do you think is the most important new segment/link/connection that should be added to the City's greenway/multi-use trail system?
    - Link All Parks within Mack Hatcher Loop (6)
    - Downtown Connection to Harlinsdale and The Factory (4)
    - Connections to Brentwood (4)
    - Franklin to Pinkerton via Fort Granger (2)
    - Neighborhoods to Schools (1)
    - Ropers Knob to Cool Springs Blvd (1)
    - Bridge over River at Harlinsdale (1)
    - Aspen Grove to Mack Hatcher Link
    - Eastern

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November 12, 2014

Public Meeting

Franklin Parks Comprehensive Master Plan

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MEETING NOTES

Date of Meeting: 11/10/2014

Project: Franklin, Tennessee - Comprehensive Park Master Plan

Subject: Focus Group with the Education Community

Meeting Location: Parks Office

Participants: See attendance sheet

- Dr. Snowden believes that formalizing a joint use agreement with the Special School District is a great idea. It's a win/win situation for both parties.
- Some issues to consider with a potential agreement include: coordination with special events, agreement on maintenance on front-end, helps with land expansion problems.
- Both parties agree the Master Plan should present the agreement as a consideration.
- Snowden notes the Parks Department's lack of tennis courts.
- Franklin Parks partners with SSD for field days.
- SSD has the following sports: Football, Baseball, Basketball, soccer, tennis, volleyball, track club, competitive cheer, wrestling, and golf.
- Dr. Snowden is the SSD superintendent. Six at-large board members.
- The system has approximately 3,800 students.
- Coaches are not as possessive.
- Schools use the park's tennis courts.
- Disc golf at Franklin Elementary across road from kickball field.
- Page Middle School baseball is asking for use of city fields
- FSSD was created by special act of legislature and has taxing authority
- The Parks Department, Police, and Fire Department all get money from the facility tax on the new development.
- How do you balance growth between parks and schools?
- Does anything city wide need to be added?
- The schools currently maintain their facilities.

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November 10, 2014

Focus Group – Education

Franklin Parks Comprehensive Master Plan

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MEETING NOTES

Date of Meeting: 11/10/2014

Project: Franklin, Tennessee - Comprehensive Park Master Plan

Subject: Focus Group with Franklin Housing Authority

Meeting Location: FHA Community Room

Participants: See attendance sheet

- Spanish translation should be made available.
- Connectivity: off-street bike paths are needed as well as path connections.
- 4 foot bike path on streets are not safe per FHA.
- Several residents at Reddick Tower love to walk.
- Questions were asked about Harlinsdale use and Friends of Franklin fundraising.
- The backside entrance to Fort Granger was discussed. How do we make it more visual appealing? Heavy presence of industrial park nearby.
- Parks serve the minority Franklin population very well.
- Cattle paths are present in most parks.
- Basketball courts would be a nice addition.
- There's connectivity issue between parks close to downtown (example: Pinkerton and Harlinsdale)
- The biggest goal is to "connect residents and tourists to the parks."
- It is important to emphasize the parks. Many people do not know Ft. Grainger is there. It needs an improved entry.
- At Pinkerton Park, the swings for disabled children are not accessible.
- Need connectivity from downtown to Harlinsdale and/or "The Factory." People are walking through yards and along railroad tracks.
- Question: Does the department offer bird watching?
- Highway 96 West towards West Haven has three schools, neighborhoods and parks that need improved connections.

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November 10, 2014

Focus Group – Franklin Housing Authority

Franklin Parks Comprehensive Master Plan

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MEETING NOTES

Date of Meeting: 11/10/2014

Project: Franklin, Tennessee - Comprehensive Park Master Plan

Subject: Focus Group with Sports Organizations

Meeting Location: Parks Office

Participants: See attendance sheet

BASEBALL:

- Franklin Baseball adjusts yearly number caps in relation to the number of facilities available. They are not as aggressive in seeking out additional participants.
- Baseball incorporates ages 4 – 18 serving 1200 people per year across all leagues.
- Baseball plays both Cal Ripken and Babe Ruth.
- There is a shortage in Baseball fields during the summer. 10 games per field.
- Baseball and Football has a great relationship with the Parks Department.
- Baseball fees start at $60 and cap at $185 for older age groups.
- Equipment is furnished by the programs except for helmets.
- Franklin Baseball is the biggest Cal Ripken league in the State – Top 5 in the region.
- There are 26 teams of 9 year olds that play on Memorial Day weekend through BPA or USSSA.
- There are no residence requirements given by the City.
- Sundays are reserved for practice.
- 75% of the kids in Brentwood are 12 years old and younger, while 60% are 13 and older for all groups.
- No hotels are near Jim Warren, which is a problem with tournaments.
- 1/3 of helmets get replaced each year.
- Football is running a slight surplus each year.
- The football program runs from mid-June – November.

FOOTBALL:

- Football has 4 – 18 teams with field space being adequate: 2 – 80 yard fields, 2 – 100 yard fields.
- 370 – 475 kids in the program.
- Home games take place every weekend with 4 teams per field.
- Younger teams use actual fields because cleats are not used.
- New concessions/restroom facilities are needed.

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- Opportunities are available in the long-term for private partnerships.
- Football plays surrounding counties: Rutherford, Williamson and parts of Davidson.
- Current program belongs to the Tennessee Youth Football League, largest football program in Middle Tennessee – 12 teams, all 501c3
- Franklin Cowboys has been in the community for 44 years.
- Football fees start at $110 and cap at $175 for older age groups.
- Equipment gets replace frequently.
- Fees are not raised often.
- Ages 9 and 10 are the largest groups
- During the year there are 2 preseason games, 8 regular games, and 3 postseason games.

BOTH PROGRAMS:

- Suggestions include need for additional parking (sometimes nearly 2,500 parents for football), address the overuse of facilities, additional facilities for lacrosse, park east of Interstate 65, connectivity to local hotels.
- City of Brentwood has 16 multi-purpose fields, 11 are located in one complex.
- High population of inner city kids surrounds Jim Warren Park.
- Programs limit headaches as much as possible for the Parks Department.
- Parks Department still has oversight control.
- Both Football and Baseball conduct background checks on coaches.

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November 10, 2014

Focus Group – Sports Organizations

Franklin Parks Comprehensive Master Plan

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MEETING NOTES

Date of Meeting: 11/11/2014

Project: Franklin, Tennessee - Comprehensive Park Master Plan

Subject: Focus Group with the Business Community

Meeting Location: City Hall – BOMA Room

Participants: See attendance sheet

- Connectivity continues to stay strong as an important topic.
- Ensure that parks allow for wheelchair access and ease – cement finish.
- Transportation should be heavily considered when connectivity is brought into the recommendations.
- Horseback trails and stalls would garner area interest.
- Questions were asked about local dog parks and the idea of additional locations.
- Discussions were made about the importance of parks like Aspen Grove in relation to business parks.
- Equine sports could be an important new feature to Franklin Parks.
- Security at Bicentennial Park is a popular concern.
- Trails need to be interconnected with safety as top concern for cyclists.
- Partnerships with local organizations such as YMCA and the two school systems.
- Pickleball, cricket and mountain biking are popular suggestions for additional programs.

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November 11, 2014

Focus Group – Business Community

Franklin Parks Comprehensive Master Plan

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MEETING NOTES

Date of Meeting: 11/11/2014

Project: Franklin, Tennessee - Comprehensive Park Master Plan

Subject: Focus Group with the Design Review Team

Meeting Location: City Hall – BOMA Room

Participants: See attendance sheet

- Fritts asked the assembled group what they value most in regards to Franklin Parks.
    - Accessibility to Harlinsdale, Jim Warren Park, Pinkerton, etc.
    - Historic Preservation (i.e. Harlinsdale)
    - Parks scale and size
    - Open space within an urban context in mind
    - Parkland east of Interstate 65
    - Playground that meet disability needs
    - Multi-use trail in southeast Franklin
    - Connectivity across the City
    - Canoe access
    - Well-maintained parkland
    - Connection from Franklin Parks to Crockett Park (Brentwood)
- Collaboration must be maintained across City Departments.
- Parking is sometimes difficult during high traffic days (tournaments, etc.)
- Additional emergency call boxes have been discussed in the past.
- Franklin holds great strength in hosted tournaments.
- Access to information on bike routes would be beneficial.
- What are the missing links in regards to greenway trails?
    - Battlefield Park to Pinkerton or one with another park.
    - Aspen Grove to Harlinsdale Park connection
    - Connection outside of Mack Hatcher Parkway in the next 10 years
    - Multi-use trails for nearby hotels
    - Harpeth River greenway and its connection to nearby downtown parks
    - Emergency markers for 911 situations.
- What are possible areas for new parkland?
    - South of Carothers development
    - Berry Farms area
    - Southwest of Winstead Hills
    - Any area that is available for mountain biking
    - Backside of Roper's Knob

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    - Park at Five Points
- Additional pavilions are needed as well as overlooks.
- Fritts then asked if the DRT had any design recommendations.
    - City needs to complete Master Plan at Bicentennial Park.
    - Pedestrian connection at Pinkerton backside
- Are there any missing facilities or programs?
    - Golf course
    - RV or tent sites, besides the agricultural center at Peytonsville Road
    - Splash parks
    - A facility of unique size for large events
    - Nature center

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November 11, 2014

Focus Group – Design Review Team

Franklin Parks Comprehensive Master Plan

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MEETING NOTES

Date of Meeting: 11/17/2014

Project: Franklin, Tennessee - Comprehensive Park Master Plan

Subject: Focus Group with BOMA

Meeting Location: City Hall – BOMA Room

Participants: See attendance sheet

- Alderman Petersen asked Fritts about how many surveys will be sent out to obtain the needed 400 count.
- BOMA agreed that CoF lacks active parks in its system.
- Questions were asked about how benchmark cities will be assessed.
- Fritts discussed and BOMA agreed that duplication of services between CoF and Williamson County is not desired.
- Fritts revealed that BWSC/CoF Parks met with Dr. Snowden (FSSD) and that a joint use agreement with the system is probable.
- Key outcomes of the Master Plan desired by BOMA:
    - Identify a void where recreation is needed.
    - Plan should revisit the need for pocket parks (Petersen). Should the Parks Office be responsible for maintenance? Size?
    - Identify long-range goals that assess the rapid growth – connectivity among parks and neighborhoods. What are the areas of new parkland? (Moore)
    - How efficient is CoF Parks? What are the trends? (McLendon)
    - What are we not aniticipating?
- People need an authenticate space that's designed for them (Blanton).
- Ensure all facilities are up-to-date and ADA designed.
- Mindy Tate discussed the all-inclusive park that is planned by Franklin Tomorrow.
- Trails should be connected but not located near backyards (Petersen). Residents have complained. Stuckey encouraged BOMA to stay open to any connectivity. Overall, BOMA agreed that connectivity along the Harpeth River is conceptually okay.
- It's common for kids to play in streets, because space is not available.
- BOMA needs flexible and adaptable facilities.
- Winstead Hill – open space is not useable.
- Trails are needed at Ladd Park

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November 17, 2014

Focus Group – BOMA

Franklin Parks Comprehensive Master Plan

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MEETING NOTES

Date of Meeting: 11/18/2014

Project: Franklin, Tennessee - Comprehensive Park Master Plan

Subject: Focus Group with Franklin Tomorrow

Meeting Location: Police Department

Participants: See attendance sheet

- Plan should say how funding should come down the road for a Harpeth River Greenway.
- Restrooms need to be updated and appropriate for individuals with disabilities.
- Parkland Ordinance needs serious revisions. Are we looking at other channels to fund it?
- Questions were asked whether HOA parks were included in the park inventory list.
- Questions were also asked why the Urban Growth Boundary is not included. Fritts conclude that it's easier to plan before annexation actually takes place.
- Neighborhood parks should be mapped out and planned around developed arriving in Franklin.
- Existing assets are not fully utilized – how do we encourage true value? i.e. Bicentennial Park.
- Connectivity discussion – use of easements like sewer and water.
- Key Connections: 1) Neighborhood/Pocket Parks (2) Downtown to Del Rio Park (3) Cool Springs to Downtown
- Consultants should look to Greenville, SC and its train system (120 miles).

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MEETING NOTES

Date of Meeting: 11/20/2014

Project: Franklin, Tennessee - Comprehensive Park Master Plan

Subject: Focus Group with Friends of Franklin Parks

Meeting Location: Parks Office

Participants: See attendance sheet

- In April 2011, under the auspices of its existing 501(c)3 designation, Franklin Tomorrow formed a non-profit limited liability company, Friends of Franklin Parks, LLC.
- The entity is directed by a board of governors. Our mission is to bridge the gap between the services and amenities offered by government funding and those that allow us to take full advantage of the incredible natural and historic resources of our community.
- Connection of public trails to private development is an issue.
- 2008 – Zoning change required trails in public row.
- Plan should use cities that Franklin is competing against for economic development, instead of peer cities.
- Proximity to Nashville affects company decision to locate here.
- Harlinsdale is the group's 1st priority; Bicentennial – 2nd priority.
- A priority for the Parks Department should be to finish master plans that have been done.
- Possible Connections: Pinkerton to Eastern Flank along the Harpeth River, Fairway Crossing to Williamson County Recreation Center.
- New parkland space should be focused on south Franklin and east of Interstate 65.
- The group suggested an increase in diversity regarding the types of parks for senior and individuals with disabilities.
- Look an interpretive uses of existing facilities.
- The Parks Department needs more challenging trails, especially mountain bike trails.
- Ovation in Brentwood will have 4 miles of mountain biking trails.
- There's 59 acres available for trails at Winstead Hill.
- BOMA was to hear RTP Grant for equestrian trails at Harlinsdale.
- Equestrian work is a $30 million business in Williamson County.
- Friends of Franklin Parks hope to establish a horse museum at Harlinsdale.
- Friends of Franklin Parks is having discussions with schools – second and third graders – to provide a classroom type setting for students at Harlinsdale. The class would inform students on equestrian history and show them various uses of horses.
- Raise the Roof is the fundraising means for Friends of Franklin Parks. Private and Corporate donors exist as fundraising drivers.

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- Additional money is needed from BOMA.
- Something that is needed might be a nature park (birds, etc.)

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MEETING NOTES

Date of Meeting: 12/03/2014

Project: Franklin, Tennessee - Comprehensive Park Master Plan

Subject: Focus Group with the Design Professionals

Meeting Location: City Hall Training Room

Participants: See attendance sheet

- Fritts started the discussion by asking "What elements of the Parkland Dedication Ordinance (PDO) are not working well?' The following is a summary of the comments received.
- The fees in lieu of dedication of land make higher density apartment projects not feasible; on one project the fees totaled over $10,000 per dwelling unit.
- Could the new ordinance contain a provision for a credit for the value of recreation facilities built on site?
- There is interest on the developer side to provide the required park space and facilities on-site.
- One person asked if it would be possible to start a "land bank" of a large piece of land that developers would incrementally buy for parkland.
- The new ordinance should be clear cut and fair such that "special agreements" with the Parks Department do not have to be worked out each time.
- There are parkland and facilities in existing developments that have a public access easements allowing public access that the City does not own because they will not take ownership of a park less than 5 acres in size (BWSC/KVD will attempt to identify these working with the GIS and Parks Departments).
- Fritts said that the issue of the City not owning parkland under 5 acres will be on the table in the study. There has been a lot of interest expressed in the meetings regarding smaller neighborhood parks to serve an increasingly dense development of the City.
- Fritts asked if the group thought that developers who have existing public access easements on park space would be interested in deeding the land to the City. The reaction of the group was positive. It was suggested that HOA's who currently maintain the park space may be willing to continue to do so even if the City owned the land.
- There should be some credit for affordable housing. Are there examples in other cities where this is done?
- One person said that there seems to be some double dipping. The City has a Facilities Tax that is supposed to help fund Parks, Police and Fire. Clayton said that no Facilities Tax money has been used for parks since 2005 when Liberty Park was built. How should the fact that developers have to pay the Facilities Tax be factored into the PDO requirement?

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- The study should consider acquisition of land outside the current City Limits within the Urban Growth boundary. There is undeveloped land there that could be purchased now at a reasonable price.
- The ordinance should include a fair and equitable formula that gives credit for the development of private recreation facilities in developments as they serve recreation needs in the community.
- One person commented that close-to-home park space is important to public health; someone might walk to a park nearby after dinner but would not get in their car to travel to one.
- One person said that there is a lot of un-developable floodplain land along the Harpeth River that should be considered for park development; they thought that such land in developments should be credited in some way against the PDO requirement.
- Sidewalks that are provided in developments should be credited towards the PDO requirement.
- Vernon said that the PDO should provide incentives for private development. His Department worked on a draft PDO revision that he will provide to BWSC.
- One person said that private developers can bring park facilities in private developments to market quicker and cheaper than government; there should be a credit towards the PDO for these private facilities.
- Fritts noted that the study would not include privately owned and maintained parks in developments in the Level of Service standards. This is an industry accepted standard approach.
- Someone asked if there could be a credit towards the PDO if a park facility is deeded to the City and an HOA maintained it.
- There was interest expressed to have Dr. Crompton to come to Franklin soon and do a presentation on economic impact of parks and his research on what works and does not with PDO's in other communities.
- Clayton asked what projects should be exempt from the PDO?
    - Affordable housing
    - Properties that are difficult to develop, e. g. brownfields
    - Assisted living
    - Commercial developments are now; there should be some contribution to PDO by commercial developments
- Clayton asked if the Parkland Dedication should be applied to infill developments in and around the urban core.
    - Should come up with a holistic value of land
    - Parkland Dedication in high land cost areas is a real problem
    - No one provided a definitive answer one way or another

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December 3, 2014

Focus Group – Design and Development Professionals

Franklin Parks Comprehensive Master Plan

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12-3-14
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MEETING NOTES

Date of Meeting: 12/11/2014

Project: Franklin, Tennessee - Comprehensive Park Master Plan

Subject: Focus Group with Battlefield Preservation Commission and Historic Zoning

Meeting Location: City Hall – Old Police Training Room

Participants: See attendance sheet

- Fritts informally noted that the City might want to look at a comprehensive wayfinding program. Amanda Sloan informed BWSC that a way finding plan is currently being implemented by the City.
- The group gathered advises the consultants to look at other cities that include battlefields so more can be learned about how historic parks are classified, managed and accounted for in Level of Service standards in other communities.
- Franklin's battlefields are owned by the City; most other communities' significant battlefields are owned by the Federal Government. This is an important distinction. It was noted that the National Park Service was approached several years ago about owning and operating battlefield parks in Franklin. It is believed that the NPS felt that the City and preservation groups were doing such a good job that they did not need Federal assistance to preserve the sites.
- Concern was expressed about Fritts' initial observation of a disparity in active park numbers and acreage versus passive and historic parks. Fritts noted that this is a very preliminary observation and that no recommendations on Level of Service standards and new parks would be made until all the data (including the survey) is compiled and analyzed.
- Small urban parks are needed.
- Plans are underway to enlarge the Cotton Gin Park to approximately 20 acres around Carter's Hill. Clayton has a map of the properties to be acquired (provided to BWSC following the meeting). The preservation groups recently made a formal request to the BOMA for funding this. Amanda will provide the funding proposal document to BWSC (received 12/12/14).
- Improvements/additions to current park system?
    - Improved interruption at Collins/Grainger
    - Improved accessibility/connectivity
    - Riverwalk along the Harpeth River
    - Chain of discovery points linked by sidewalk/trail
    - Access from Downtown to Eastern Flank
    - Connectivity through greenways, blueways, city parks and historic parks

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    - Need education on value of trails (NIMBY)
    - Environmental education
- Top priority for historic park expansion – Carter Hill/Columbia corridor
- Public art would be a nice addition throughout the city's park system.
- Need for an active park in SE quadrant.
- Overall needs in Franklin:
    - Connectivity
    - Pocket parks
    - Natural playground
    - Wi-Fi accessibility
    - Exercise stations
    - Mile markers on trails
    - Community gardens

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December 11, 2014

Focus Group – Battlefield Preservation and Historic Zoning

Franklin Parks Comprehensive Master Plan

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12-11-14
BATTLEFIELD PRESERVATION

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MEETING NOTES

Date of Meeting: 12/11/2014

Project: Franklin, Tennessee - Comprehensive Park Master Plan

Subject: Focus Group with Tree Commission and Sustainability Commission

Meeting Location: Parks Office

Participants: See attendance sheet

- What's valued most about the parks system in Franklin?
    - Active parks
    - Quality
    - Activities that mirror the City of Brentwood
    - Integration of natural rivers (canoe expansion)
- What improvements should CoF Parks pursue?
    - Inner-connectivity via riverwalk and/or bike access
    - SE quadrant needs an active park
- Any programs, amenities, facilities that CoF Parks lack?
    - Additional access to Harpeth River (i.e. Lewisburg Pike)
    - Greenway inner-connectivity
- What should the Master Plan address?
    - Trail system
    - Active park in SE quadrant
    - Neighborhood/pocket park
- From a sustainability standpoint, what can the park system do?
    - Continue the Tree Bank at Harlinsdale
    - Continue to reuse tree clippings for walk paths
    - Evaluate sustainability goals when developing new facilities

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December 11, 2014

Focus Group – Tree Commission and the Sustainability Commission

Franklin Parks Comprehensive Master Plan

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MEETING NOTES

Date of Meeting: 11/5/2015

Project: Franklin, Tennessee - Comprehensive Park Master Plan

Subject: Public Meeting (BOMA revisions)

Meeting Location: City Hall Training Center

Participants: See attendance sheet

- **Q -** What does an alternative mean? **A -** It is an option with trails on both sides of the river.
- **Q -** Why is the trail not using existing sidewalks as alternatives? Save money. Experience of trail users was considered. Safety!
- **Q -** Can you explain the decision to break apart? Misunderstood the ordinance was decoupled from the plan? Working through issues and formulas.
- **Q -** What does dedication mean - comment from Alderman Martin. **A -** Steve described the process.
- **Q -** What is the final decision about Lancaster Drive (my street)? It is still there. **A -** There has been no final decision made. It is a future option as a potential trail connection. It will be decided in the future my BOMA. At this point, it is a line on a map.
- **Q –** I have not seen an evaluation of the disruption of the impacted communities. i.e., Lancaster Drive. No, we have not done a study as a conceptual plan. This is not a risk assessment.
- **Q –** Has anyone looked at Lancaster Drive physically and have you seen any problems? **A -** Gary answered that yes, he had. Yes, we have physically looked at it.
- You all have considered the experience of the trail user, but not the experience of the property owner. (Applause) Steve answered yes we have. No one has talked to them.
- Pipe dreams damage property values - applause. That is what they are upset about.
- 161 Lancaster is probably most affected by current layout shown. This location will be flooded. There is a sewer main running down the easement, a 24 inch water main. Power line overhead. In all discussion, very little has been shown to property owners and values. The appreciation of value is important. If selling in the next 10 years, anyone interested might not buy. He said this is a road not on a beaten path. Try out other alternatives.
- **Q -** Michael Greer - What was the main driver to get rid of the priorities. Because we did not have enough information or enough input from BOMA. Connectivity is an amenity for him. He has lived in a lot of cities. Excited about connection to a trail system. Excited

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about this for his neighborhood. He lives in Ladd Park. He wants a trail behind his house. This is his personal preference. He is looking at results of other neighborhoods such as Sylvan Park. Firm believer in trails. He wants to know where he stands on the priority list. Huge deal for him. **A -** Steve - please let BOMA know of his interest.

- James McCan (Sturbridge Point) - regarding Pinkerton Park. This riverwalk will destroy wildlife. Dangerous at night. Homeless campout. Environmental cancer in the county.
- **Q –** When will there be an environmental study done? Is there an EIS that goes along with this that talks about what happens during construction, and traffic along the river? **A -** Steve said that segments will be evaluated relative to impact to the Harpeth River. No impact study as a result of this plan. **Q –** What if the segments present a conflict and break connectivity. **A -** We will look at the overall routes and ID any potentially sensitive areas to avoid breaks.
- Priority 1 to shared path makes people less fearful. Still as a concept shows that this is what we are recommending. **Q –** Why not use sidewalk instead of trail. Beer bottles, police chasing them off - problems to the neighborhood. **A -** Steve - it is a concept. We never asked them. **A -** Objects to the problems it will bring. Sidewalks along Franklin Road are being shown.
- Stuckey - Franklin Road is a high priority with BOMA with no funds to go further. It is going on right now. All capital projects are a menu. Compare recommendations to what we can afford to do. We don't do environmental, etc., until we have the funds and the feedback to move forward. BOMA prioritizes the menu, review financial policies, match, move into development. We are intentionally not putting things out there with a priority. Demands on the same funds.
- **A -** Will trails be policed? **A -** If the network is implemented, we will have a security element.
- Astounded on connectivity when had to shut down a major highway to get to Harlinsdale. We need sidewalks not connectivity.
- 30-year residence of Sturbridge Point still has no connectivity or sidewalks to get anywhere. Concerned about along the river. Sidewalk from Sturbridge Point to Square, Kroger, Park.
- Mayor Moore - we are doing exactly that. He was responding to question about Highway 96. It is designed and funded with construction in spring of 2016 - applause.
- Lady who keeps standing up with not being called on - put a sidewalk in first so they won't be interfered with.
- In favor of both. Chestnut Bend is successful. Improves the area with access, exercise, and safety. Trails don't mean crime is going to happen. Faith in police department.
- Clay Perry - resident of downtown. 430 Main Street. Connectivity in general. In favor of it. Has visited Carmel and Greeneville. This an amenity a lot of residents expect in a community. Getting to parks is essential. Family in Heath Place and Yorktown - they are in favor of it. He is for it.

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- Vicky Dunham - Love Chestnut Bend trails. Great idea. Relates to neighbors' concerns. Residents will lose their privacy. **Q -** Are their guidelines on how close to a house it will be. Screening, fencing, lessening impacts will be a part of the design scheme.
- Ewingville Drive - **Q -** what about the flooding and the impacts on the trails. **A -** Little or no impact due to the construction and design techniques.
- Ben Johnson, Ewingville Drive - Trail head. The drive is a 17 foot wide street. Worried about the traffic coming in with a trailhead there. Street won't hold traffic.
- 23-year resident of Franklin - strongly in favor of more connectivity. Studies show that greenways and trails improve neighborhoods. This will be a much nicer city with greenways and blue ways. Won't bring in drugs or problems.
- Sturbridge - City told them that it would not be on their side. Is there any possibility of that option being taken out. They have been told this. They purchased their private property and don't want it on the City's menu. Please take the options off. Things will go through committee and they will never know. How do we appeal to get things taken off. **A -** You have taken the first step in letting the elected officials know.
- Recent visitor to Nova Scotia. There is trash everywhere in our city. We need to take more pride in what we have. He knows that it is a side issue.
- Roselle Hughes - Lancaster Drive. Taught her granddaughter to drive her bike on Chestnut Bend. These residents bought their property knowing the trails were there. Lancaster bought property knowing they had privacy. I will impact all residents on the street. Sidewalk from downtown to Harlinsdale is important. Harlinsdale is designated passive with focus on equine. **Q -** Why has an amphitheater never been added to Harlinsdale?
- Linda Dunn - Lancaster Drive. Close to Franklin Road. We are not against the trails systems, but if you come to Lancaster Drive and see the site, you would understand their concerns.
- Don't understand the benefit. Lives on Elizabeth. **Q -** Who are we serving by coming across Lancaster? No real reason to come through our neighborhood.
- Betty Ann Hatch - longtime resident of Williamson Co. Lives in Charlton Green. They want their privacy. Not tourists coming through their back yard.
- Martin Dunn - 40 years on Lancaster Drive. Congratulated BOMA on being able to represent them for another term. Lives a few houses down where the trail will come through. Obvious that consultants have not looked at it thoroughly. Power lines, man holes. Worst part is that the entire area is in the floodplain. Part between Lancaster Drive and Harlinsdale is being purchased as part of the mitigation process, which has strict FEMA rules. You can't obstruct or put up a fence in the floodway. He read the rules. 12 foot concrete trail is really a road. Can't fill the area. **Q -** How will you construct a trail in this area? Have you checked with FEMA?
- Monty McInturff - 52 year resident of Franklin. Knows Franklin. Town is growing really quickly whether we like it or not. Thankful for elected officials who are thinking about this. This is a discussion of something really wonderful and do something positive. Brentwood

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didn't protect Maryland Farms. Thankful that we preserved Harlinsdale and are looking to connect a way to get there through trails. Lucky to have leadership.

- Cheryl (Mrs. Tennessee) - Younger generation wants to be outdoors. Pretty soon we are going to be buying your homes and we want communal and doing things together. Big selling point for us. She is a marathon runner with few options for a place to run. She uses Brentwood and has found that to be a great experience.
- Feasibility study connected to FEMA. Our taxes were used for this study. **Q -** Why didn't you ask FEMA first and save my taxpayer money?
- 410 Murfreesboro Road. 40-acre farm. Interested in the outdoors. Appreciate and respect the 40-acre farm in husband's family over 100 years. Her son will be inheriting their home. That is what roots are. Purchased farm out of father's estate. Don't want walkway through the property. Cherish privacy. If you want property on the river, invest in it.
- James McCan speaking again - privileged in being a Franklin resident. The gem is Franklin; not raceways, roadways, driveways, buildings. Global business man. Picked Franklin to live here. He is retired. The gem is the Harpeth River.
- Involved in the outdoors. 25-year resident. Love the outdoors. Property backs up to River on Lancaster. Has a lot of wildlife. Trails will disturb the wildlife immensely. Can't find a place to deer hunt. Why do you want to disturb the area - leave it as is.
- Mindy Tate - mentioned study groups with peer cities. Love the discussion. Looking to the future. She lives in Carnton Square. 110-acre park in her back yard. Love to see the connectivity. Since 2011, the citizens have asked for connectivity. We need to continue the discussion as a community to build up the community and listen to solutions to put together a network to serve the entire community. Will be glad to share information from Carmel, Chattanooga, or Greeneville. Chattanooga people offered to come talk to us.
- Bob Pitts - was not going to talk, but you keep egging me on. Listening to the entire group, no one said that they are opposed to connectivity or trails somewhere. Make it simple for BOMA, 4 subdivisions and 40-acre farm that don't want you on their side of the river. We bought it because we liked it that way. For all you bike riders and trail walkers, know it is a pastoral view. If you want a trail, he suggests putting it on the other side of the river. Those who aren't vested don't care where. Sounds like a good deal (from a supporter of the trail).
- We do want a trail; act like it is your back yard and make your decision. We want trails and a beautiful city. Private property was purchased for a variety of reasons, don't base on how the line looks on the map.
- Eddie Jackson, Sturbridge Point. Paid money to have their own common area. Will lose animals, destroy neighborhood. Already have had people coming there to walk down to the river. Set fires, etc. Fine as long as not in my back yard.
- Lan Hallam - Sturbridge for 28 years. Speaking to BOMA now. Focus groups didn't include the subdivision people who were impacted by the trails. They were not notified. Last meeting they found out one week before. Lancaster just now found it out. **Q -** Have

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you walked it all? To Gary. **A -** Yes, I have. **Q -** Water from Yorktown and Charlton Green drains to this area. We will take out forrestry. He is in construction. Will destroy the ecology to the river. Walkers will think the open area is a park and there is a liability to the property owners. Will the City protect them? Would rather have taxes reduced instead of paying for a 1 and 3/4 trail.

- Doug Sharpe - resident of Franklin and GS&P employee. Needs have been identified. Encouraging BOMA to deal with this proactively. Don't do anything. Let's get something done. **Q -** What has been done relative to a community scale playground? The community has grown and needs have grown. He recommends another playground identified in the playground. Be an inclusive playground.
- Lancaster Drive - proposed route is 40-feet from his back yard. Thank you for allowing this meeting so people can express their views.
- Not opposed to connectivity. Just opposed to being in their neighborhood. Put it where you impact the fewest people. He lives on Lancaster Drive.
- Michael Greer - Didn't come here to talk about other subdivisions. He wanted his elected official to hear that he wants a trail in Ladd Park. Respects everyone's opinions.
- Wants an amphitheater in Harlinsdale. Natural amphitheater in the original plan for Harlinsdale. We are not constructing one.
- **Q -** Where do we go from here? Mechanism that the most affected get to vote. What is the process? **A -** Eric - as we move into priorities. We will integrate the public. There will be more of a community discussion as priorities are set. Willingness of a neighborhood will probably be a significant factor.
- **Q -** How will we be told about this? We know people are organized and interested. **A -** We communicate in as many avenues as we can.
- Seems like the City is not strong in changing anything. We need to get BOMA to remove it so we won't have trail in Lancaster hanging over us.
- Margaret Martin - she has heard the ones in her Ward. She is for the trail. She has trail in her yard. Regardless of what she wants, she will do what she can to prevent it from going through their yards. We need to work together to get this done.
- Becky Sharber - was here to catch up on what is going on. She asked Eric how to stay involved. BOMA is discussing this in December. Continue discussion with alderman until December. Discussion is not action. Eric - speak to alderman. Discussion will occur on December 8 at work session. It is about a broader version; not about specific choices. Work session is an open time. Meeeting starts at 5:00 on December 8. Don't know when decision will be made. Please sign in and leave your information. Contact BOMA, Eric, City.
- Will BOMA be able to remove things. Eric - completely up to BOMA. Won't have at work session.
- Meeting in 2002. They were promised that they would hear us. We haven't been heard yet. The plan has proceeded. **Q -** When will you hear us?

211 Commerce Street, Suite 600
Nashville, TN 37201
615.254.1500
615.255.6572
bargewaggoner.com

- Ann Peterson - there are 8 alderman; 4 at large. Say something to everyone, particularly the at large alderman. Every person will have a vote.
- Sturbridge Pont - Mary Plummer. 48-year resident. **Q -** Does the amount include property acquisition? **A -** Steve - yes for easement acquisition based on historical costs.
- **Q -** Does Park track number of people use certain parks. **A -** Yes, it is more of a traffic study. Yes, we have a good idea. Jim Warren and Liberty most used because of active. Pinkerton is most for passive.
- **Q -** Who are at large alderman?
- **Q -** Can they request FEMA study be done? Not at master plan level but as segments are considered.
- **Q -** Why can't you go across the street onto property City owns.
- **Q -** How is it safe to have people crossing Lancaster.
- Part of the plan include sidewalks. Big difference in users of sidewalk vs multi-use path.
- **Q -** How can you determine what it will cost unless you do the FEMA study?

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Name (Print)	Organization (Citizen, if appropriate)	Email
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Roxie Marston	Ewingville Dr	d a "
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bill rye	"	bilrye@gmail.com
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Mary Hood	Harpeth Meadows Subdivision	3hoods@bellsouth.net
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[illegible]		Fairfax Place
Cheryl Brehm	Mrs Tennessee	MrsTnAmerica2015@gmail.com
Margot Stein	Trace Realty	tracerealty@mindspring.com
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Michael Grier	B.L. Harbert Int.	mgrier@blharbert.com
PAM SPAULDING	HARPETH MEADOWS	tna@comcast.net

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Ken + AnneMarie Buettner	1046 Lewisburg Pike	KenBuettner@comcast.net
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Sue Jackson	Sturbridge Pt	sgjtennis@gmail.com
Dorie Bolze	Harpeth River W Ass'n	dorie.bolze@harpethriver.org

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Name (Please Print)	Organization (Citizen, if appropriate)	Email
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MARTIN DUNN	HARPETH MEADOWS	CHARTINDUNN@BELLSOUTH.NET
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Brian Harper		
Betty Dale Mullins	Charlton Green	bdb885@aol.com
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Lynn Plummer	Harpeth Meadows	nanapof8@bellsouth.net
Robert Plummer	Harpeth Meadows	bobp2@bellsouth.net
ELLEN BORCHERS	CHARLTON GREEN	ellenborchers@gmail.com
Nathan Gaw	Visit Franklin	nate@visitfranklin.com
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BWSC | BARGE WAGGONER SUMNER & CANNON, INC.

Name (Please Print)	Organization (Citizen is Fine)	Email
Mary Quinn	None	—
Tracy Hall	Citizen	
Chris Wallace	Citizen	
Wallace Gillespie	Citizen - 161 Lancaster Dr.	Ph. 615-794-0280
Victoria Dunham	Citizen - 169 Lancaster Dr	vrdunham@comcast.net
Jack + Shelia Whitenton	citizen	Sewanee55@AOL.com
Bill Smith	Citizen	
Mary Ann Dotson	Citizen	
Matt McEntuff	Friend of Franklin Parks	
Bobby Potts	Citizen - 207 Southridge	bpotts@whitewaste
Deb Nevarello	VRI	Deb evarello@yr.com
George & Dare Hatcher	citizens	
Carolyn Savage	Citizen	COS1034@gmail.com
Betty Anne Hatch	Citizen	baHatch@att.net
Ron Dooley	"	
Billy Dooley	"	billiedooley@att.net
Roger Borchers	"	BORCHERS.ROGER@GMAIL.COM

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Name	Organization	Email
Valerie Golden	Citizen	

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November 5, 2015

Public Meeting

Franklin Parks Comprehensive Master Plan

Name	Organization (Citizen, if appropriate)	Email
Emily Jean Lawson	Concerned Citizens for Preservation of the Harpeth River	~~[illegible]~~
Susan Hilgendorf	" " " "	SJHilgendorf@Comcast.Net
Margaret Martin	City	
Charles Lynn Jones	Sturbridge Sub.	CLJones17@gmail.com
Charles & Janice Brush	Ewingville Area	cabrush@Bellsouth.Net
Ann Petersen	Alderman	annpetersen@comcast.net
Cornelia Pierson	Charlton Green	caqmhj05@comcast.net
Millard Pierson	Charlton Green	
Don Johnson	Ewingville Drive	
Mitch & Donna Underwood	Sturbridge Point	
Ralph Colaberdino	Harpeth Meadows	RColaberdino@gmail.com
Jene Crowell	410 Murf. Rd	jcrowell@crowellland Crowell.com

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November 5, 2015

Public Meeting

Franklin Parks Comprehensive Master Plan

Name (Please Print)	Organization (Citizen, if appropriate)	Email
Mindy Tate	Franklin Tomorrow / Citizen	mindy@franklintomorrow.org
Jim Bradley	191 Starbrick Rd	James Brad[illegible] @comcast.net
Milton Crowell	410 Mulfreesboro Rd	mcrowell@crowellandcrowell.com
Mike Skinner	City of Franklin	Michael.skinner@franklintn.gov
John Green	109 Cumberland Pkwy	Greeniii@reactrac.com
JEFF Price	Citizen	jeffprice.ua94@gmail.com
Hoyd Thompson	citizen	
Michelle Fretz	citizen	
Lynn Hallum	Citizen	LynnHallum195@Comcast.net
Hoyer Hallum	Citizen	HoyerHallum70@ " "
Micah Wood	citizen	micah.wood1@gmail.com
FORD, SETH	AXIOS / FARMSPACE	seth@axios6.com

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Name	Organization	Email
ERNIE BACON		ebacon224@gmail.com
Jason Colwell		Jasonj12870@yahoo.com
Lynn Hallum	homeowner	/
Hope Hallum	" "	
Joan Braden		
Jim Braden		
Heidi Wolfe	STURBRIDGE	point.
Susan Williams	Charlton Green	susanwilliams1@moc.com
Anne Snow	Ewingville Drive	cams44@att.net
Melissa Peterson	Resident / City of Franklin	you know me!
Greg Carson	Resident / City of Franklin	
Ed Ossi	118 LANCASTER DR.	eossiii@comcast.net

BWSC Barge Waggoner Sumner & Cannon, Inc.

Name	Organization	Email
Rhonda Mulroy	Sturbridge	RhondaMulroy@Gmail.com
Millard Jefferson	Charlton Green	mhjefferson@comcast.net
Donna Hamer	Sturbridge	wswds w08@comcast.net
Robert Charles	Sturbridge	rhschwab@bellsouth.net

HISTORIC FRANKLIN TENNESSEE

Parks Master Plan Public Meeting
Thursday, November 5, 2015

Name Bill & JoAnn Dawson **Email** bledawson@bellsouth.net jdawson@kuntingroup.com

Street Address 143 Lancaster Dr.

Comment:

Please do not put a "trail" through Lancaster Dr.
We have lived on Lancaster 30+ years.
We live there because it is a quiet dead end st. with little traffic.

*Not opposed to connectivity — go along isolated, not private property side of river... where no one's property is adversely affected.

HISTORIC FRANKLIN TENNESSEE

Parks Master Plan Public Meeting
Thursday, November 5, 2015

Name Rorelle Hughes **Email** rorelle12308@comcast.net

Street Address 122 Lancaster Dr. Franklin, TN 37064

Comment:

Issue #1 - Chestnut Hill existing trails (which were present when homes purchased) and Franklin Rd sidewalk + streetscape would give connection from Bicentennial to Harlinsdale without disrupting ~~Harpeth~~ meadows - ~~a trail crossing over Lancaster Drive would be highly adverse to ALL existing residents of Harpeth Meadows~~ -

Issue #2 - Priority ~~to complete~~ sidewalk from downtown to Factory and Harlinsdale (was made evident during Pilgrimage)

~~Issue #3 - Harlinsdale designated passive park for residents~~ - (Equine focus) why has an amphitheater been added to plan?

Ask to take out of Master Plan

HISTORIC FRANKLIN TENNESSEE

Parks Master Plan Public Meeting
Thursday, November 5, 2015

Name Roxie Marston **Email** MarsCreek@aol.com

Street Address 129 Ewingville Drive

Comment:

The trail on the Ewingville (north side) is opposed: 1) safety of neighborhood 2) erosion of due to tree removal in building; 3) impact of unpredictable flooding among great concerns. 4) property value falls Destroys environment (5) harm of wildlife: deer, coyote, etc Resident on Ewingville since 1968.

HISTORIC FRANKLIN TENNESSEE

Parks Master Plan Public Meeting
Thursday, November 5, 2015

Name Doug SHARP Email doug_sharpe@bellsouth.net

Street Address 306 ADDISON AVE

Comment:

PRIORITIZE & LOCATE AN INCLUSIONARY - COMMUNITY SCALE PLAYGROUND

HISTORIC FRANKLIN TENNESSEE

Parks Master Plan Public Meeting
Thursday, November 5, 2015

Name Doug SHARP Email doug_sharpe@bellsouth.net

Street Address 306 ADDISON AVE

Comment: PROVIDE FULL INCENTIVES FOR DEVELOPERS OF ANY SIZE PROJECT TO GAIN 100% CREDITS. RE FUNDS IN LIEU OF PARKLAND DEDICATION, 100% CREDIT IS PROPOSED ONLY IF 5 AC OR MORE IN A COMBINATION OF GREENWAY AND OR NEIGHBORHOOD PARK. THEY GIVE 100% CREDIT FOR ANY NEW DEVELOPMENT* PROVIDING TRAIL (THATS PART OF CITY PLAN) OR A NEIGHBORHOOD PARK OF A CERTAIN SMALLER SIZE NEIGHBORHOOD

*REGARDLESS OF DEV. SIZE

HISTORIC FRANKLIN TENNESSEE

Parks Master Plan Public Meeting
Thursday, November 5, 2015

Name Terry Dotson **Email** tndots@aol.com

Street Address 165 Lancaster Dr

Comment:

Against

HISTORIC FRANKLIN TENNESSEE

Parks Master Plan Public Meeting
Thursday, November 5, 2015

Name Becky Crowell **Email**

Street Address 108 Overgrove Drive

Comment:

NO!!!

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FRANKLIN
TENNESSEE

Parks Master Plan Public Meeting
Thursday, November 5, 2015

Name Susan Williams **Email** susanwilliams1@mac.com

Street Address 105 Ashlawn Ct.

Comment:

I live in Charlton Green and I am in favor of a trail on our side of the river that I can use for exercise and connection to Eastern Flank and downtown. I know that I am not alone but our group is not as vocal. I believe that my property value will be improved and my security will not be affected.

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Parks Master Plan Public Meeting
Thursday, November 5, 2015

Name Bob Plummer **Email** bobp2@bellsouth.net

Street Address 126 Lancaster Dr.

Comment:

Why is the Amphitheater being put at the end of Harlinsdale in "Residents back yard" and not the other end

Parks Master Plan Public Meeting
Thursday, November 5, 2015

Name Anne Snow **Email** cams44@att.net

Street Address 135 Ewingville Drive

Comment:

Any proposal that adversely affects many established neighberhoods needs to be rethought. I think the whole riverwalk project is way too expensive. Money should be spent for streets, water, etc. Why do we need a riverwalk?

Parks Master Plan Public Meeting
Thursday, November 5, 2015

Name CAROLYN SAVAGE **Email** COSI1344@GMAIL.COM

Street Address 107 TARRAGON COURT 37064

Comment:

Of course we know and have spoken to our alderman. What does the map on the easel have to do with what we have discussed? If this map is just a proposal will it change again or not? I think this entire meeting is just for show.

already behind the curve when it comes to trails, greenways and a riverwalk, in comparison to other cities of our size.

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Parks Master Plan Public Meeting
Thursday, November 5, 2015

Name Mindy Tate Email mindy@franklintomorrow.org

Street Address 1115 Carnton Ln. Apt Franklin TN 37065

Comment:

Thousands of people used a temporary walkway from downtown Franklin to the Park at Harlinsdale Farm during Pilgrimage Festival with little disruption to the residents and traffic pattern. Effective access to our parks requires that we start somewhere. Build a segment to show the quality of the product. We are

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Parks Master Plan Public Meeting
Thursday, November 5, 2015

Name Bob Pitts **Email** bpitts@[illegible].com

Street Address 207 Stowbridge Dr, Stowbridge Dr.

Comment:

My principal interest is Trails & Walkways. I specifically oppose any trail on the highway 96 side of the Harpeth River from the 96 bridge to the Canoe launch behind Stowbridge. It infringes on private farm land and subdivision open spaces. It would not be heavily used, mostly to residents & maintaining security in the over

Taking of private property. Historically, Tourism traffic will linger more than the Columbia Pike Fair-Carter thing like those the battlefield area. They will ultimately move down Lewisburg Pike if they drive or walk to the Eastern Flank battlefield and the Carnton House. It's simply a waste of public funds and an intrusion on private property and of no real value for tourism promotion. It may look great to planners and a few local walkers but would be a poor choice.

We have been assured by the mayor that no decisions have been made on final trail locations & that they will be discussed with citizens once feasibility study is completed. Obviously, after the December public forum was held.

Safety – Security – I, too, am concerned at the back of my house being open to a public space. One of our considerations in purchasing a house was the private space behind us and the security of knowing that people didn't have ready access from the rear.

We enjoy the wild life – deer and turkey – that are often seen feeding. What will happen to them? I know many people enjoy a nature walk – but will these animals be there if their habitat is modified? Will construction run them off?

What about the flood waters?

We have lived with our backs to the Harpeth since moving to Franklin in 1967 – first in Monticello and now in Sturbridge. I have witnessed the river's rise and fall many times in those years, but have not been discouraged to relocate away from it. I experienced the flood of 1975 when the waters were lapping on the back of our house in Monticello.

In Sturbridge, my house is probably the farthest from the river (of those houses on the river side). I know the flood of 2010 was an unusual event – but the water then was up on the trees in my back yard 4 to 6 feet, and was within feet of my driveway and house. However, the 2010 flood is not the only time in the approximately 15 years that we have lived where we are now and had water in our backyard. This has occurred several times.

I'm a fiscal conservative. I believe that you should have the money in hand before you spend it, and that you keep more than you think you'll need in reserve.

What will be the expense of the clean-up of the mud and debris after high waters? What about washout of pathways? Hey, what about general clean-up? What about emergency access should someone be injured?

Also, what about the expense of the project? Is the cost of procurement of the land in the projected figures? Are my taxes going to be raised to pay for the disruption of my privacy?

Could my tax dollars, and those of all of us here in the room and in the entire city, be put to better use? Or perhaps, could these tax dollars even be reduced?

Appendix V
Trail Segment Analysis

TRAIL SEGMENT ANALYSIS

Job Name: City of Franklin Parks and Recreation Master Plan- Greenway Masterplan
Location: Franklin, TN

Quantity	Description-Base Bid	Unit	Unit Price	Total
Eastern Flank Battlefield Park to Pinkerton Park (Tier 1 Primary Trail Segment 1)				
3.06	Land Acquisition	AC	$ 50,000.00	$ 153,000
1	Mobilization/Demobilization	LS	$ 125,000.00	$ 125,000
1	Erosion and Sediment Control	LS	$ 50,000.00	$ 50,000
25,200	12' wide Concrete Trail at Eastern Flank Battlefield Park along Lewisburg Pike (2100 LF)	SF	$ 5.50	$ 138,600
15,600	12' wide Concrete Trail from Eastern Flank Battlefield Park to Collins' Farm Park (1300 LF)	SF	$ 5.50	$ 85,800
5,160	12' wide Concrete Trail from Collins' Farm Park to Thompson Alley (430 LF)	SF	$ 5.50	$ 28,380
6,960	12' wide Concrete Trail from Lewisburg Pike to end of Thompson Alley (580 LF)	SF	$ 5.50	$ 38,280
14,640	12' wide Boardwalk from end of Thompson Alley (1220 LF)	SF	$ 60.00	$ 878,400
4,680	12' wide Concrete Trail from boardwalk to Hwy 96 Bridge (390 LF)	SF	$ 5.50	$ 25,740
3,120	12' wide Boardwalk below Hwy 96 Bridge (260 LF)	SF	$ 60.00	$ 187,200
19,020	12' wide from boardwalk at Hwy 96 to Pinkerton Pedestrian Bridge (1585 LF)	SF	$ 5.50	$ 104,610
1	Margin Street Kiosk	LS	$ 7,500.00	$ 7,500
1	Small bridge at Eastern Flank Battlefield Park (75' Span)	LS	$ 100,000.00	$ 100,000
198	Light Posts (40' o.c.)	EA	$ 4,500.00	$ 888,750
4,000	Guardrail	LF	$ 150.00	$ 600,000
1	Trail Shelter	EA	$ 18,000.00	$ 18,000
1	Earthwork	LS	$ 638,500.00	$ 638,500
1	Site Furnishings (benchs, trash receptacles, etc.)	LS	$ 45,000.00	$ 45,000
1	Landscaping	LS	$ 202,500.00	$ 202,500
0.33	Land Acquisition (priority sidewalks)	AC	$ 50,000.00	$ 16,500
14,400	8' wide concrete walk from Collins Farm to Carter's Hill Park (1,800 LF priority sidewalk)	SF	$ 5.00	$ 72,000
	SUBTOTAL 1			**$ 4,403,760**
	Survey and Design (12% of Subtotal)			$ 528,451
	Construction & Engineering Inspections (CEI) (10% of Subtotal)			$ 440,376
	SUBTOTAL 2			**$ 5,372,587**
	Contingency (20% of Subtotal 2)			$ 1,074,517
	TOTAL			**$ 6,447,105**
Pinkerton Park to Bicentennial Park and the Park at Harlinsdale Farm - (Tier 1 Primary Trail Segment 2)				
8.51	Land Acquisition	AC	$ 50,000.00	$ 425,419
1	Mobilization/Demobilization	LS	$ 100,000.00	$ 100,000
1	Erosion and Sediment Control	LS	$ 47,500.00	$ 47,500
15,360	12' wide Concrete Trail from Pinkerton Park to CSX Railroad (1,280 LF)	SF	$ 5.50	$ 84,480
29,760	12' wide Concrete Trail from CSX Railroad to Bicentenniual Park (2,480 LF)	SF	$ 5.50	$ 163,680
18,000	12' wide Concrete Trail from Bicentennial Park to Hillsboro Road (1,500 LF)	SF	$ 5.50	$ 99,000
13,800	12' wide Concrete Trail from Bicentennial Park to the Park at Harlinsdale Farm (1,150 LF)	SF	$ 5.50	$ 75,900
1	Daniels Drive Trailhead with Permeable Paver Parking	LS	$ 50,000.00	$ 50,000
1	Daniels Drive Kiosk	LS	$ 7,500.00	$ 7,500
1	Bridge from Bicentennial Park to the Park at Harlinsdale Farm (300' Span)	LS	$ 300,000.00	$ 300,000
1	Trail Shelter for CSX Railroad rail traffic debris	EA	$ 25,000.00	$ 25,000
9	Existing Pinkerton Trail Lighting Improvements (Poles spaced 40' o.c.)	EA	$ 4,500.00	$ 39,375
160	Light Posts (40' o.c.)	EA	$ 4,500.00	$ 721,125
6,410	Guardrail (One Side)	LF	$ 150.00	$ 961,500
3,840	12' wide Wood Boardwalk from Pinkerton Park to CSX Railroad (320 LF) (Elevated) (20% of 1,600 LF trail segment)	SF	$ 60.00	$ 230,400
7,440	12' wide Wood Boardwalk from CSX Railroad to Bicentennial Park (620LF) (Elevated) (20% of 3,100 LF trail segment)	SF	$ 60.00	$ 446,400
625	Wood Overlook at 1st Avenue and Bridge Street	SF	$ 50.00	$ 31,250
700	Painted Pedestrian Crosswalk at Franklin Road (10' wide crossing)	SF	$ 7.60	$ 5,320
1	Earthwork	LS	$ 605,000.00	$ 605,000
1	Site Furnishings (benchs, trash receptacles, etc.)	LS	$ 37,500.00	$ 37,500
1	Landscaping	LS	$ 181,500.00	$ 181,500
	SUBTOTAL 1			**$ 4,637,849**
	Survey and Design (12% of Subtotal)			$ 556,542
	Construction & Engineering Inspections (CEI) (10% of Subtotal)			$ 463,785
	SUBTOTAL 2			**$ 5,658,176**
	Contingency (20% of Subtotal 2)			$ 1,131,635
	TOTAL			**$ 6,789,811**
Aspen Grove to Mack Hatcher Parkway (Tier 1 Primary Trail Segment 3)				
1.49	Land Acquisition	AC	$ 50,000.00	$ 74,610
1	Mobilization/Demobilization	LS	$ 15,000.00	$ 15,000
1	Erosion and Sediment Control	LS	$ 8,500.00	$ 8,500
25,200	12' wide Concrete Trail from Aspen Grove to Mack Hatcher Pkwy (2,100 LF)	SF	$ 5.50	$ 138,600
6,000	12' wide Concrete Trail from Aspen Grove to Cool Springs Blvd (500 LF)	SF	$ 5.50	$ 33,000
1	Cool Springs Trail Spur Kiosk	LS	$ 7,500.00	$ 7,500
1	Earthwork	LS	$ 250,000.00	$ 250,000
1	Site Furnishings (benchs, trash receptacles, etc.)	LS	$ 17,500.00	$ 17,500
1	Landscaping	LS	$ 75,000.00	$ 75,000
	SUBTOTAL 1			**$ 619,710**
	Survey and Design (12% of Subtotal)			$ 74,365
	Construction & Engineering Inspections (CEI) (10% of Subtotal)			$ 61,971
	SUBTOTAL 2			**$ 756,046**
	Contingency (20% of Subtotal 2)			$ 151,209
	TOTAL			**$ 907,255**

The Park at Harlinsdale Farm to Cheek Park and Judge Fulton Greer Park - (Tier 1 Primary Trail Segment 4)				
1	Mobilization/Demobilization	LS	$ 8,500.00	$ 8,500
1	Erosion and Sediment Control	LS	$ 5,000.00	$ 5,000
1	Chestnut Bend Kiosk	LS	$ 7,500.00	$ 7,500
1	Cheek Park Kiosk	LS	$ 7,500.00	$ 7,500
1	Judge Fulton Greer Kiosk	LS	$ 7,500.00	$ 7,500
1	Bridge from the Park at Harlinsdale Farm to Chestnut Bend (300')	LS	$ 300,000.00	$ 300,000
1	Earthwork	LS	$ 70,500.00	$ 70,500
1	Site Furnishings (benchs, trash receptacles, etc.)	LS	$ 22,500.00	$ 22,500
1	Landscaping	LS	$ 17,000.00	$ 17,000
	SUBTOTAL 1		**SUBTOTAL 1**	**$ 446,000**
	Survey and Design (12% of Subtotal)			$ 53,520
	Construction & Engineering Inspections (CEI) (10% of Subtotal)			$ 44,600
	SUBTOTAL 2		**SUBTOTAL 2**	**$ 544,120**
	Contingency (20% of Subtotal 2)			$ 108,824
	TOTAL		**TOTAL**	**$ 652,944**
Bicentennial to Jim Warren Park - (Tier 1 Primary Trail Segment 5)				
1.81	Land Acquisition	AC	$ 50,000.00	$ 90,393
1	Mobilization/Demobilization	LS	$ 12,000.00	$ 12,000
1	Erosion and Sediment Control	LS	$ 5,000.00	$ 5,000
37,800	12' wide Concrete Trail from Bicentennial Park to Jim Warren Park (3,150 LF)	SF	$ 5.50	$ 207,900
500	Painted Pedestrian Crosswalk at Hwy 96 (10' wide)	SF	$ 7.60	$ 3,800
1	Earthwork	LS	$ 300,000.00	$ 300,000
1	Site Furnishings (benchs, trash receptacles, etc.)	LS	$ 25,000.00	$ 25,000
1	Landscaping	LS	$ 90,000.00	$ 90,000
	SUBTOTAL 1			**$ 734,093**
	Survey and Design (12% of Subtotal)			$ 88,091
	Construction & Engineering Inspections (CEI) (10% of Subtotal)			$ 73,409
	SUBTOTAL 2			**$ 895,593**
	Contingency (20% of Subtotal 2)			$ 179,119
	TOTAL			**$ 1,074,712**
Eastern Flank to Five Mile Creek - (Tier 1 Primary Trail Segment 6)				
8.01	Land Acquisition	AC	$ 50,000.00	$ 400,310
1	Mobilization/Demobilization	LS	$ 107,000.00	$ 107,000
1	Erosion and Sediment Control	LS	$ 35,000.00	$ 35,000
52,800	12' wide Concrete Trail from Eastern Flank Battlefield Park Dam to Mack Hatcher Parkway (4,400 LF)	SF	$ 5.50	$ 290,400
63,600	12' wide Concrete Trail from Mack Hatcher Parkway to Donelson Creek Parkway (5,300 LF)	SF	$ 5.50	$ 349,800
30,000	12' wide Concrete Trail from Donelson Creek Parkway to Harpeth River (2,500 LF)	SF	$ 5.50	$ 165,000
10,500	12' wide Concrete Trail from Harpeth River to Five Mile Creek (875 LF)	SF	$ 5.50	$ 57,750
10,500	12' wide Wood Boardwalk from Harpeth River to Five Mile Creek (875 LF) (Elevated) (50% of 1,500 LF trail segment)	SF	$ 60.00	$ 630,000
6,538	Guardrail (One Side)	LF	$ 150.00	$ 980,625
1	Bridge over Five Mile Creek (50' Span)	LS	$ 50,000.00	$ 50,000
1	Earthwork	LS	$ 1,235,000.00	$ 1,235,000
1	Site Furnishings (benchs, trash receptacles, etc.)	LS	$ 52,500.00	$ 52,500
1	Landscaping	LS	$ 370,500.00	$ 370,500
	SUBTOTAL 1			**$ 4,723,885**
	Survey and Design (12% of Subtotal)			$ 566,866
	Construction & Engineering Inspections (CEI) (10% of Subtotal)			$ 472,389
	SUBTOTAL 2			**$ 5,763,140**
	Contingency (20% of Subtotal 2)			$ 1,152,628
	TOTAL			**$ 6,915,768**
5 Mile Creek to Robinson Lake and Ladd Park - (Tier 1 Primary Trail Segment 7)				
10.42	Land Acquisition	AC	$ 50,000.00	$ 520,833
1	Mobilization/Demobilization	LS	$ 150,000.00	$ 150,000
1	Erosion and Sediment Control	LS	$ 50,000.00	$ 50,000
43,800	12' wide Concrete Trail from Five Mile Creek to Robinson Lake Park (3,650 LF)	SF	$ 5.50	$ 240,900
145,800	12' wide Concrete Trail from Robinson Lake Park to Ladd Park (12,150 LF)	SF	$ 5.50	$ 801,900
11,400	12' wide Wood Boardwalk from Five Mile Creek to Robinson Lake Park (950 LF) (Elevated) (20% of 4,750 LF trail segment)	SF	$ 60.00	$ 684,000
16,200	12' wide Wood Boardwalk from Robinson Lake Park to Ladd Park (1,350 LF) (Non-Elevated) (10% of 13,500 LF trail segment)	SF	$ 40.00	$ 648,000
1	Bridge over Harpeth River at Robinson Lake Park (300' Span)	LS	$ 300,000.00	$ 300,000
1	Bridge over Harpeth River at Ladd Park (300' Span)	LS	$ 300,000.00	$ 300,000
1	Bridge over Five Mile Creek (50' Span)	LS	$ 70,000.00	$ 70,000
1	Earthwork	LS	$ 1,495,000.00	$ 1,495,000
1	Site Furnishings (benchs, trash receptacles, etc.)	LS	$ 139,000.00	$ 139,000
1	Landscaping	LS	$ 448,500.00	$ 448,500
	SUBTOTAL 1			**$ 5,848,133**
	Survey and Design (12% of Subtotal)			$ 701,776
	Construction & Engineering Inspections (CEI) (10% of Subtotal)			$ 584,813
	SUBTOTAL 2			**$ 7,134,723**
	Contingency (20% of Subtotal 2)			$ 1,426,945
	TOTAL			**$ 8,561,667**
			PROJECT TOTAL	**$31,349,261**

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