



INDIAN TRAIL
PARKS & RECREATION

PARKS &
RECREATION

STRATEGIC

MASTER

PLAN

UPDATE

2021

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ACKNOWLEDGEMENTS

We would like to thank the many citizens, staff, and community groups who provided extensive community input for the development of this Parks and Recreation Strategic Master Plan (2019) and the Strategic Master Plan Update (2021). The efforts of this community will continue to ensure the success of Indian Trail Parks & Recreation.

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Chapter One - EXECUTIVE SUMMARY

1.1 INTRODUCTION

The Town of Indian Trail (“Town”) sought to complete its first ever Parks and Recreation Strategic Master Plan (“Plan”) since it starting developing parks and amenities in the Town. IN 2017, PROS Consulting INC. was chosen to help to develop this plan which would assess and prioritize community needs and thus guide the growth and development of the Town’s parks and recreational facilities. This planning process was intended to build on the original Parks and Greenway Master Plan developed in 2010 and established goals and strategies as well as design standards and classifications. The plan was delivered to the Town in a final draft stage in 2019.

Given the fast-paced population growth, and consequently the ever-increasing need for a variety of parks and recreation opportunities in Indian Trail as well as the huge changes brought about by the pandemic, the Department wanted to ensure the community’s vision and values for the future were most relevant and up to date. With that in mind, they elected to update the 2019 Plan in late 2020-2021 and revised the following sections:

- Chapter 2 - Community Profile: 2.1, 2.2, & 2.3
- Chapter 3 - Public Engagement: 3.1 & 3.2
- Chapter 4 - Parks, Facilities, and Program Analysis: 4.2, 4.3, & 4.4
- Chapter 5 - Action Plan and Strategic Master Plan Development: 5.1 & 5.2

The goal was to develop a plan that is:

1. Community values-driven
2. Prioritized
3. Financially Feasible
4. An effective way to communicate the impact that parks and recreation have on enhancing community livability and quality of life.



The following executive summary outlines the key findings, analysis and recommendations outlined as a part of this plan to help shape the future of Indian Trail’s parks and recreation.

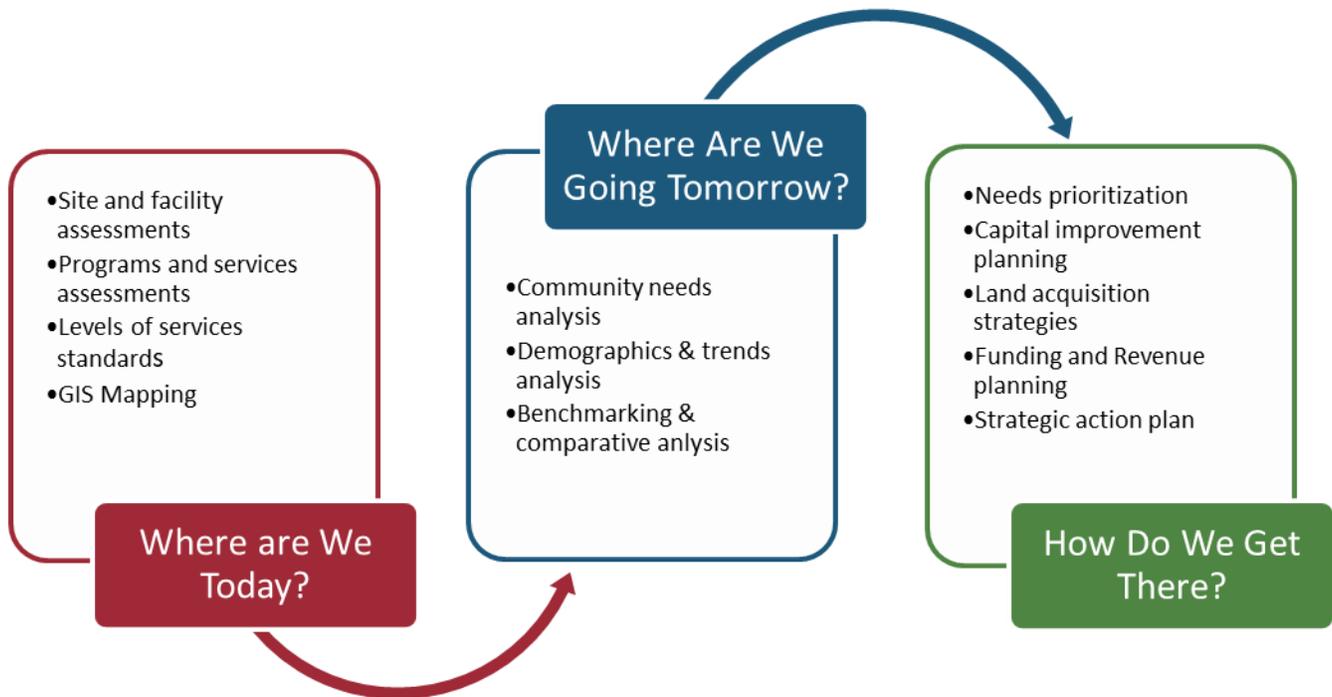
1.2 STRATEGIC PLAN OBJECTIVES

The goals and objectives associated with this Master Plan include:

- Engage the Indian Trail community, leadership, and stakeholders through an innovative, public outreach process to build a shared vision for parks, facilities, and recreation services.
- Utilize a wide variety of data sources and best practices including a statistically-valid survey to predict trends and patterns of use and how to address unmet needs in the Town of Indian Trail.
- Determine unique Level of Service Standards, validated by local data, to develop appropriate actions regarding parks, recreation programs and facilities that reflects the Town’s strong commitment in providing high quality recreational activities for the community.
- Align with NRPA’s three pillars of Conservation, Health and Wellness and Social Equity through innovation and “next” practices for the Town to achieve the strategic objectives and recommended actions, goals, objectives and implementation strategies outlined in the plan.
- Create a realistic, prioritized implementation road map that is clear, concise and adaptable action plan to ensure long-term success and financial sustainability for the Town’s parks, recreation programs and facilities, as well as action steps to support the family-oriented community and businesses that call Indian Trail home.

1.3 PLANNING PROCESS

The Parks and Recreation Strategic Master Plan will create a clear set of objectives that will provide direction to Department staff and the Town of Indian Trail Council for a short-term, mid-term and long-term range. There are numerous steps in the project, with the following key areas of focus being foundation components.



1.4 VISION, MISSION, AND ORGANIZATIONAL VALUES

1.4.1 VISION - WHAT WE WANT TO BE KNOWN FOR

“To be a trendsetting agency that transforms lives.”

1.4.2 MISSION - HOW WE PLAN TO GET THERE

“We are dedicated to enriching our community through memorable experiences.”

1.4.3 CORE VALUES

- **Sense of Community:** Not just diversity or equity or inclusion for some but also a true sense of belonging for all.
- **Inclusive Customer Service:** Focus on the entire experience not just the customer service in the moment.
- **Health and Wellness:** Ensure the community’s physical, mental and emotional well-being are a focus through all offerings.
- **Innovation:** Have an organizational culture that values new ideas and continues to move resources to meet the changing needs of our customer, community and staff.
- **Fun:** To provide quality experiences that bring joy to all.

1.5 KEY GOALS & RECOMMENDATIONS

1.5.1 STRATEGIC MASTER PLAN UPDATE GOALS (2021)

- Expand our offerings to offer new and innovative offerings to address the growth in our community.
- Attract participants to new programs and offerings; identify and reduce barriers of participation.
- Increase awareness and opportunities of offerings and facilities.
- Develop measurable annual revenue goals for programs, rentals, events and sponsorship.
- Create and encourage active engagement with our residents.
- Actively and equitably pursue the identified needs in the Level of Service (LOS) from the Masterplan.
- Develop and equitably distribute parks, amenities, and facilities to continue our trendsetting ways.
- Celebrate diversity, embrace equity and create a welcoming environment for all.

1.5.2 STRATEGIC MASTER PLAN UPDATE “BIG MOVES” (2021)

- Equitably prioritize land acquisition and park development as the Town grows
- Expand for local and regional trail connectivity
- Feasibility Study / Business Plan for a multi-gen Recreation Center
- Invest in branding and storytelling to the current and future community
- Prioritize park maintenance plan to take care of what we have

Chapter Two - COMMUNITY PROFILE

2.1 INTRODUCTION

The Town of Indian Trail (“Town”) Parks and Recreation Department (“Department”) selected PROS Consulting, INC. to update the Strategic Master Plan (“Plan”). The primary purpose of this Plan update is to get a better understanding of current market conditions as well as community perception in moving towards a post-pandemic future for the Town.

A key component of the Plan update process is a Demographic & Recreation Trends Analysis. This analysis will help provide a thorough understanding of the demographic makeup of residents within the Town, as well as national and local recreational trends.



2.2 DEMOGRAPHIC ANALYSIS

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

2.2.1 DEMOGRAPHIC OVERVIEW (2020-2035)

Population:

- 42,006 people live in Indian Trail
- The Town is expected to grow to an estimated 55,390 residents by 2035

Race & Ethnicity:

- 77% of the population is White Alone
- 11% of the population is Black Alone
- 12% of the population is of Hispanic/Latino origin



Age:

- Median age: 35.2 years old
- By 2035, the 55+ age segment will encompass 23% of the population

Income:

- Median household income: \$83,992
- Median household income is well above state and national averages

2.2.2 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in September 2020 and reflects actual numbers as reported in the 2010 Census.

ESRI then estimates the current population (2020) as well as a 5-year projection (2025). PROS utilized straight line linear regression to forecast demographic characteristics for 2030 and 2035. The Town boundaries shown below were utilized for the demographic analysis. (See Figure 1)

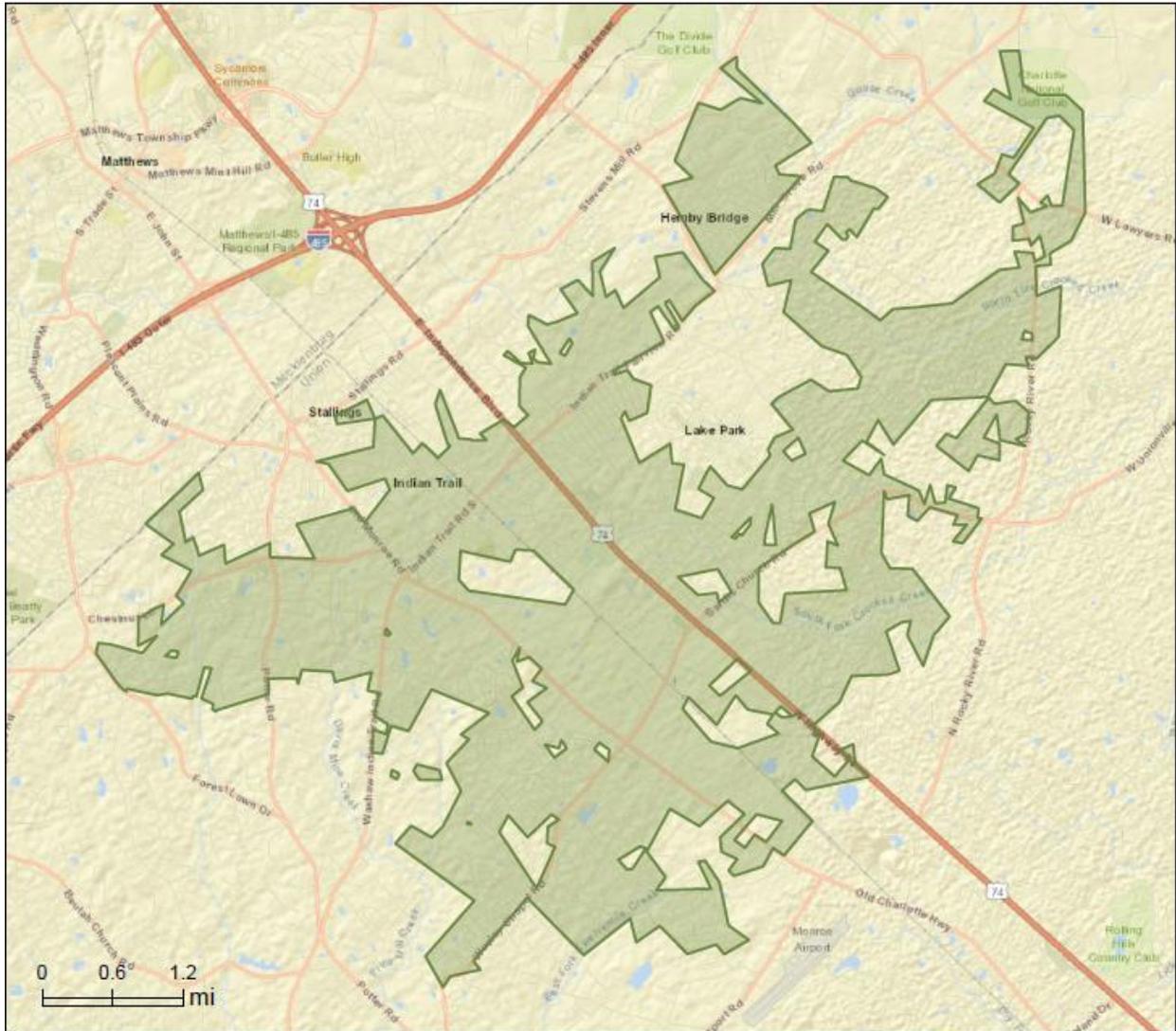


Figure 1: Town Boundaries

2.2.3 INDIAN TRAIL TOWN POPULACE

POPULATION

The Town’s population has experienced a notable growing trend in recent years, increasing 24.68% from 2010 to 2020 (2.47% per year). This is more than triple the national annual growth rate of 0.81% (from 2010-2020). Similar to the population, the total number of households also experienced an increase in recent years (22.96% since 2010).

Currently, the population is estimated at 42,006 individuals living within 13,759 households. Projecting ahead, the total population and total number of households are both expected to continue growing at an above average rate over the next 15 years. Based on 2035 predictions, the Town’s population is expected to have 55,390 residents living within 17,940 households. (See Figures 2 & 3)

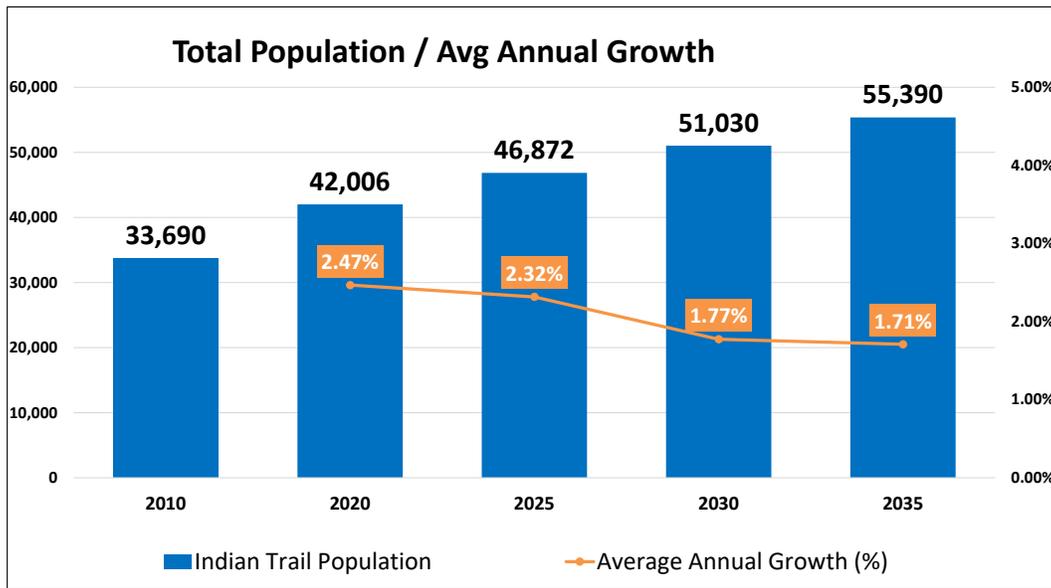


Figure 2: Total Population Projections

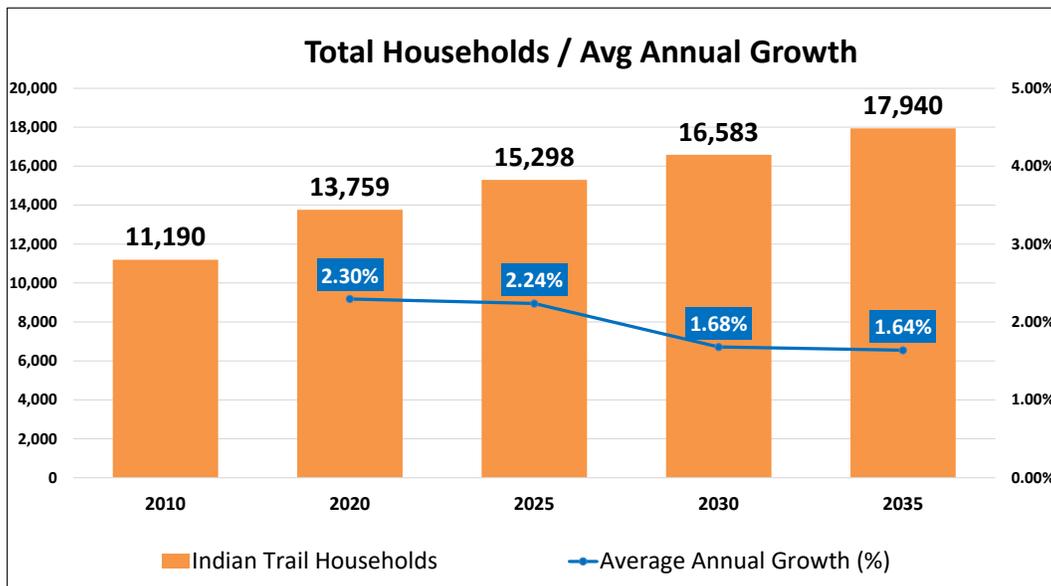


Figure 3: Total Household Projections

AGE SEGMENT

Evaluating the Town’s total population by age segments, it exhibits a rather young population, with approximately 80% of its residents being under the age of 55-years old. The population has a median age of 35.2 years old which is significantly younger than the U.S. median age of 38.5 years. Assessing the population as a whole, the Town is projected to continue slowly aging for the foreseeable future.

Over the next 15 years, the 55+ population is expected to grow an additional 4%, totaling 23% of the Town’s population. This is largely due to the increase in life expectancy coinciding with the remainder of the Baby Boomer generation shifting into the senior age groups. (See Figure 4).

Due to the continued growth of the older age segments, it is useful to further segment the “Senior” population beyond the traditional 55+ designation. Within the field of parks and recreation, there are two commonly used ways to partition this age segment. One is to simply segment by age: 55-64, 65-74, and 75+.

However, as these age segments are engaged in programming, the variability of health and wellness can be a more relevant factor. For example, a 55-year-old may be struggling with rheumatoid arthritis and need different recreational opportunities than a healthy 65-year-old who is an active tennis player competing in senior tournaments. Therefore, it may be more useful to divide this age segment into “Active,” “Low-Impact,” and/or “Social” Seniors.

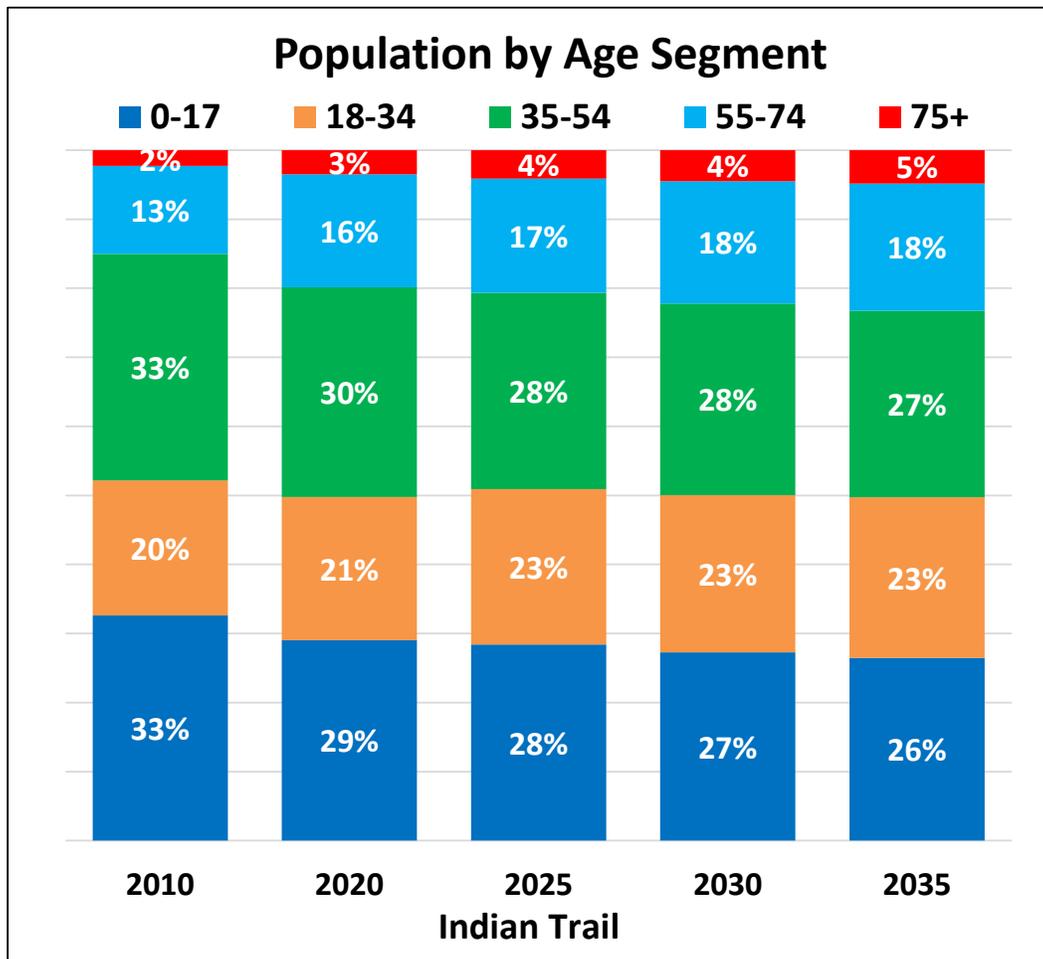


Figure 4: Population by Age Segments

RACE AND ETHNICITY DEFINITIONS

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

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

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

RACE

Analyzing race, the Town’s current population is predominantly White Alone. The 2020 estimate shows that 77% of the population falls into the White Alone category, with Black Alone (11%) representing the largest minority. The racial diversification of the Town is closely aligned with the national population, which is approximately 70% White Alone, 13% Black Alone, and 7% Some Other Race. The predictions for 2035 expect the population to continue diversifying with the White Alone population decreasing, accompanied by minor increases to all other race categories. (Figure 5)

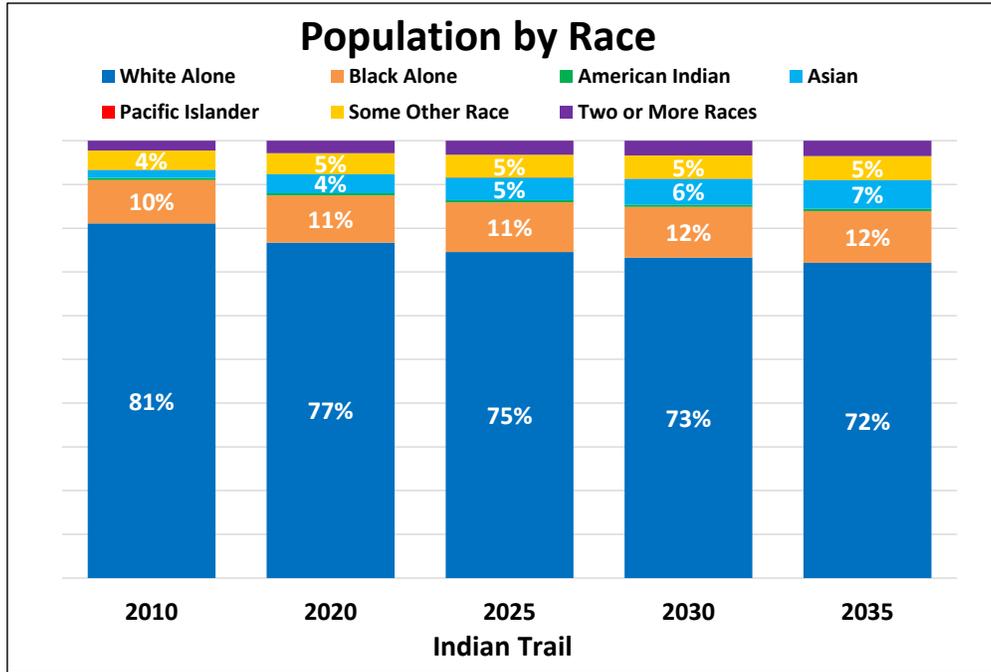


Figure 5: Population by Race

ETHNICITY

The Town’s population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition is viewed independently from race. It is important to note that individuals who are Hispanic/Latino in ethnicity can also identify with any of the racial categories from Figure 5.

Based on the 2010 Census, those of Hispanic/Latino origin represent approximately 12% of the Town’s current population, which is roughly 2/3 the national average (19% Hispanic/Latino). The Hispanic/ Latino population is expected to grow minimally, increasing to 14% of the Town’s total population by 2035. (Figure 6)

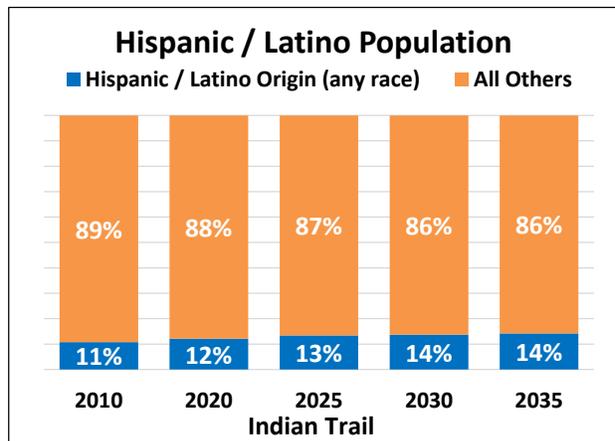


Figure 6: Population by Ethnicity

HOUSEHOLD INCOME

As seen in **Figure 7**, the Town’s per capita income (\$33,373) is marginally higher than state (\$31,145) and national (\$34,136) averages. Median household income is the total of all income earned by people over the age of 16 living under the same roof. The Town’s median household income (\$83,992) far exceeds state (\$54,889) and national (\$62,203) averages and is a function of larger household sizes in Indian Trail (3.05 per household) compared to state (2.48 per household) and national averages (2.58 per household).

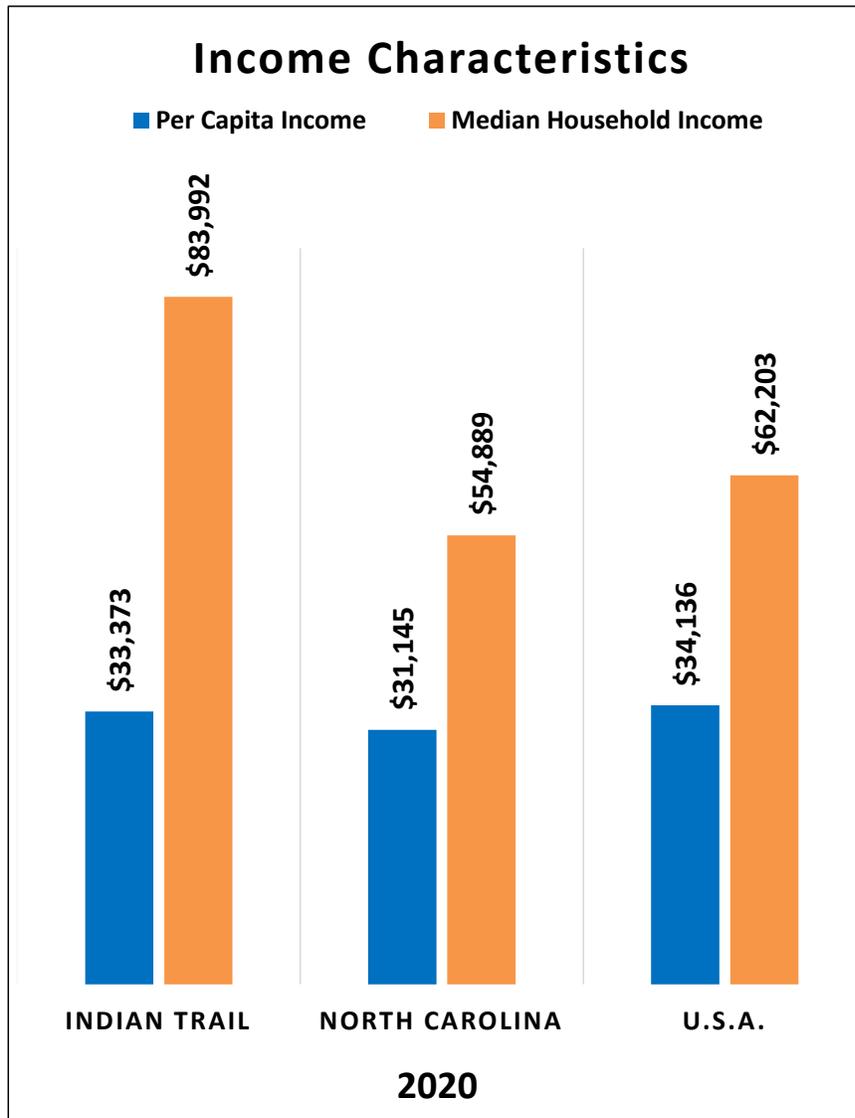


Figure 7: Income Characteristics

2.2.4 DEMOGRAPHIC COMPARATIVE SUMMARY

The table below is a summary of the Town’s demographic figures. These figures are then compared to the state and U.S. populations. This type of analysis allows the Town to see how their population compares on a local and national scale. The highlighted cells represent key takeaways from the comparison between the Town and the national population.

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

2020 Demographic Comparison		Indian Trail	North Carolina	U.S.A.
Population	Annual Growth Rate (2010-2020)	2.47%	1.26%	0.81%
	Projected Annual Growth Rate (2020-2035)	2.12%	1.13%	0.74%
Households	Annual Growth Rate (2010-2020)	2.30%	1.26%	0.80%
	Average Household Size	3.05	2.48	2.58
Age Segment Distribution	Ages 0-17	29%	22%	22%
	Ages 18-34	21%	23%	23%
	Ages 35-54	30%	26%	25%
	Ages 55-74	16%	23%	23%
	Ages 75+	3%	6%	7%
Race Distribution	White Alone	76.7%	65.8%	69.4%
	Black Alone	10.8%	21.7%	13.0%
	American Indian	0.5%	1.3%	1.0%
	Asian	4.3%	3.3%	5.9%
	Pacific Islander	0.0%	0.1%	0.2%
	Some other Race	4.8%	5.1%	7.1%
	Two or More Races	2.8%	2.8%	3.6%
Hispanic/Latino Population	Hispanic / Latino Origin (any race)	12.1%	10.0%	18.8%
	All Others	87.9%	90.0%	81.2%
Income Characteristics	Per Capita Income	\$33,373	\$31,145	\$34,136
	Median Household Income	\$83,992	\$54,889	\$62,203

Figure 8: Demographic Comparative Summary Table

DEMOGRAPHIC SUMMARY

- The Town's recent **population annual growth rate** (2.47%) is approximately three times higher than the U.S.'s (0.81%) growth rate.
- The Town's **household annual growth rate** (2.30%) is also significantly higher than the national average (0.80%).
- When assessing **age segments**, the Town exhibits a much younger population than the national age segment distribution.
- The Town's **racial distribution** roughly mirrors that of the national population distribution, with just a slightly greater White Alone population.
- Indian Trail's percentage of **Hispanic/Latino population** (12.1%) is approximately 2/3 of the national average (18.8%).
- The Town's **median house income** (\$83,992) is significantly greater than both state (\$54,889) and national (\$62,203) averages.

2.2.5 DEMOGRAPHIC IMPLICATIONS

While it is important not to generalize recreation needs and priorities based solely on demographics, the analysis suggests some potential implications for the Town.

First, with the population expecting significant growth for the foreseeable future, it is suggested that the Town should continue the upkeep of existing facilities in addition to planning to expand facility space and program offerings in order to accommodate the growing population.

Second, the Town's overall young population may indicate the need to provide more programs and services for the 0-17-year-old segment. Such a focus could also potentially attract more young families to move to Indian Trail. However, it will also be important to continue providing services for the growing senior population.

Third, the Town's above average median household income suggests the likelihood that its residents live in multigenerational or dual income households. The Department should be mindful of this when pricing programs, facility rentals, admissions, and events to ensure they are financially sustainable.

Finally, the Town should ensure its growing and diverse population is included in its offerings, marketing and communications and public outreach.

2.3 RECREATIONAL TRENDS ANALYSIS

The Trends Analysis provides an understanding of national, and local recreational trends. Trends data used for this analysis was obtained from Sports & Fitness Industry Association's ("SFIA"), National Recreation and Park Association ("NRPA"), and ESRI. All trends data is based on current and/or historical participation rates or statistically-valid survey results.

2.3.1 NATIONAL TRENDS IN RECREATION

METHODOLOGY

The SFIA's *Sports, Fitness & Recreational Activities Topline Participation Report 2020* was utilized in evaluating the following trends:

- National Recreation Participatory Trends
- Core vs. Casual Participation Trends



The study is based on findings from surveys carried out in 2019 by the Physical Activity Council ("PAC"), resulting in a total of 18,000 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 18,000 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.32 percentage points at a 95 percent confidence level. Using a weighting technique, survey results are applied to the total U.S. population figure of 302,756,603 people (ages six and older).

The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S. This study looked at 122 different sports/activities and subdivided them into various categories including: sports, fitness, outdoor activities, aquatics, etc.

CORE VS. CASUAL PARTICIPATION

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

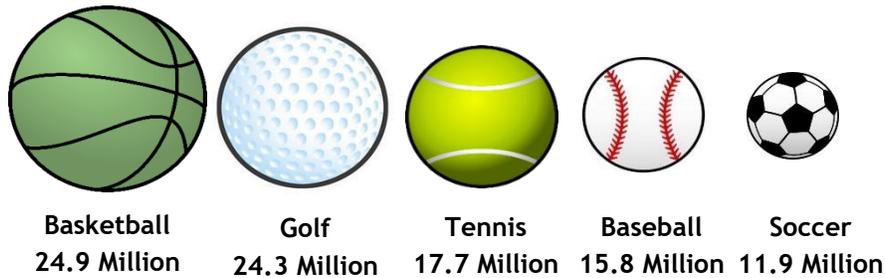
In a given activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than casual participants. This may also explain why activities with more core participants tend to experience less pattern shifts in participation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

2.3.2 NATIONAL SPORT AND FITNESS PARTICIPATORY TRENDS

NATIONAL TRENDS IN GENERAL SPORTS PARTICIPATION LEVELS

The sports most heavily participated in the United States were Basketball (24.9 million) and Golf (24.3 million), which have participation figures well in excess of the other activities within the general sports category. Followed by Tennis (17.7 million), Baseball (15.8 million), and Outdoor Soccer (11.9 million).

The popularity of Basketball, Golf, and Tennis can be attributed to the ability to compete with relatively small number of participants. Basketball’s success can also be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game. Even though Golf has experienced a recent decrease in participation in the last 5-years, it still continues to benefit from its wide age segment appeal and is considered a life-long sport. In Addition, target type game venues or Golf Entertainment Venues (e.g. Top Golf) have increased drastically (84.7%) as a 5-year trend. The emergence of Golf Entertainment, such as Top Golf, has helped increase participation for golf as an activity outside of traditional golf course environments.



FIVE-YEAR TREND

Since 2014, Golf Entertainment Venues (84.7%), Pickleball (40.5%), and Flag Football (23.1%) have emerged as the overall fastest growing sports. During the last five-years. Similarly, Baseball (20.2%) and Indoor Soccer (17.8%) have also experienced significant growth. Based on the trend from 2014-2019, the sports that are most rapidly declining include Ultimate Frisbee (-49.4%), Squash (-23.4%), Touch Football (-21.5%), Badminton (-15.1%), and Tackle Football (-14.6%).

ONE-YEAR TREND

In general, the most recent year shares a similar pattern with the five-year trends; with Boxing for Competition (8.2%), Golf- Entertainment Venues (6.7%), and Pickleball (4.8%) experiencing the greatest increases in participation this past year. However, some sports that increased rapidly over the past five years have experienced recent decreases in participation, such as Rugby (-10.8%) and Gymnastics (-1.5%). Other sports including Ultimate Frisbee (-15.5%), Sand Volleyball (-7.8%), Roller Hockey (-6.8%), and Touch Football (-6.3) have also seen a significant decrease in participate over the last year.

CORE VS. CASUAL TRENDS IN GENERAL SPORTS

Highly participated in sports, such as Basketball, Baseball, and Slow Pitch Softball, have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). In the past year, Ice Hockey and Softball -Fast Pitch have increased core participation. While less mainstream sports, such as Boxing for Competition, Roller Hockey, Badminton, and Racquetball have larger casual participation base. These participants may be more inclined to switch to other sports or fitness activities. *Please see Appendix C for full Core vs. Casual Participation breakdown.*

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Basketball	23,067	24,225	24,917	8.0%	2.9%
Golf (9 or 18-Hole Course)	24,700	24,240	24,271	-1.7%	0.1%
Tennis	17,904	17,841	17,684	-1.2%	-0.9%
Baseball	13,152	15,877	15,804	20.2%	-0.5%
Soccer (Outdoor)	12,592	11,405	11,913	-5.4%	4.5%
Golf (Entertainment Venue)	5,362	9,279	9,905	84.7%	6.7%
Softball (Slow Pitch)	7,077	7,386	7,071	-0.1%	-4.3%
Football, (Flag)	5,508	6,572	6,783	23.1%	3.2%
Volleyball (Court)	6,304	6,317	6,487	2.9%	2.7%
Badminton	7,176	6,337	6,095	-15.1%	-3.8%
Soccer (Indoor)	4,530	5,233	5,336	17.8%	2.0%
Football, (Touch)	6,586	5,517	5,171	-21.5%	-6.3%
Football, (Tackle)	5,978	5,157	5,107	-14.6%	-1.0%
Gymnastics	4,621	4,770	4,699	1.7%	-1.5%
Volleyball (Sand/Beach)	4,651	4,770	4,400	-5.4%	-7.8%
Track and Field	4,105	4,143	4,139	0.8%	-0.1%
Cheerleading	3,456	3,841	3,752	8.6%	-2.3%
Pickleball	2,462	3,301	3,460	40.5%	4.8%
Racquetball	3,594	3,480	3,453	-3.9%	-0.8%
Ice Hockey	2,421	2,447	2,357	-2.6%	-3.7%
Ultimate Frisbee	4,530	2,710	2,290	-49.4%	-15.5%
Softball (Fast Pitch)	2,424	2,303	2,242	-7.5%	-2.6%
Lacrosse	2,011	2,098	2,115	5.2%	0.8%
Wrestling	1,891	1,908	1,944	2.8%	1.9%
Roller Hockey	1,736	1,734	1,616	-6.9%	-6.8%
Boxing for Competition	1,278	1,310	1,417	10.9%	8.2%
Rugby	1,276	1,560	1,392	9.1%	-10.8%
Squash	1,596	1,285	1,222	-23.4%	-4.9%

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%)
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Figure 9: General Sports Participatory Trends



NATIONAL TRENDS IN GENERAL FITNESS

PARTICIPATION LEVELS

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of options that are relatively inexpensive to participate in and can be performed by most individuals. The most popular general fitness activities amongst the U.S. population include: Fitness Walking (111.4 million), Treadmill (56.8 million), Free Weights (51.4 million), Running/Jogging (49.5 million), and Stationary Cycling (37.1 million).



Fitness Walking
111.4 Million



Treadmill
56.8 Million



Dumbbell Free Weights
51.4 Million



Running/Jogging
49.5 Million



Stationary Cycling
37.1 Million

FIVE-YEAR TREND

Over the last five years (2014-2019), the activities growing most rapidly are Trail Running (46.0%), Yoga (20.6%), Cross Training Style Workout (20.2%), and Stationary Group Cycling (17.5%). Over the same time frame, the activities that have undergone the biggest decline include: Traditional Triathlon (-9.2%), Running/Jogging (-8.7%), Free Weights (-8.3%), and Fitness Walking (-1.0%).

ONE-YEAR TREND

In the last year, activities with the largest gains in participation were Trail Running (9.9%), Dance, Step, & Choreographed Exercise (7.0%), and Yoga (6.0%). From 2018-2019, the activities that had the largest decline in participation were Traditional Triathlons (-7.7%), Non-Traditional Triathlon (-7.4%), Bodyweight Exercise (-2.8%), and Running/Jogging (-2.6%).

CORE VS. CASUAL TRENDS IN GENERAL FITNESS

The most participated in fitness activities all have a strong core users base (participating 50+ times per year). These fitness activities include: Fitness Walking, Treadmill, Free Weights, Running/Jogging, Stationary Cycling, Weight/Resistant Machines, and Elliptical Motion/Cross Training, all having 48% or greater core users. *Please see Appendix C for full Core vs. Casual Participation breakdown.*

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Fitness Walking	112,583	111,001	111,439	-1.0%	0.4%
Treadmill	50,241	53,737	56,823	13.1%	5.7%
Free Weights (Dumbbells/Hand Weights)	56,124	51,291	51,450	-8.3%	0.3%
Running/Jogging	54,188	50,770	49,459	-8.7%	-2.6%
Stationary Cycling (Recumbent/Upright)	35,693	36,668	37,085	3.9%	1.1%
Weight/Resistant Machines	35,841	36,372	36,181	0.9%	-0.5%
Elliptical Motion Trainer	31,826	33,238	33,056	3.9%	-0.5%
Yoga	25,262	28,745	30,456	20.6%	6.0%
Free Weights (Barbells)	25,623	27,834	28,379	10.8%	2.0%
Dance, Step, & Choreographed Exercise	21,455	22,391	23,957	11.7%	7.0%
Bodyweight Exercise	22,390	24,183	23,504	5.0%	-2.8%
Aerobics (High Impact/Intensity Training HIIT)	19,746	21,611	22,044	11.6%	2.0%
Stair Climbing Machine	13,216	15,025	15,359	16.2%	2.2%
Cross-Training Style Workout	11,265	13,338	13,542	20.2%	1.5%
Trail Running	7,531	10,010	10,997	46.0%	9.9%
Stationary Cycling (Group)	8,449	9,434	9,930	17.5%	5.3%
Pilates Training	8,504	9,084	9,243	8.7%	1.8%
Cardio Kickboxing	6,747	6,838	7,026	4.1%	2.7%
Boot Camp Style Cross-Training	6,774	6,695	6,830	0.8%	2.0%
Martial Arts	5,364	5,821	6,068	13.1%	4.2%
Boxing for Fitness	5,113	5,166	5,198	1.7%	0.6%
Tai Chi	3,446	3,761	3,793	10.1%	0.9%
Barre	3,200	3,532	3,665	14.5%	3.8%
Triathlon (Traditional/Road)	2,203	2,168	2,001	-9.2%	-7.7%
Triathlon (Non-Traditional/Off Road)	1,411	1,589	1,472	4.3%	-7.4%

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%)
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Figure 10: General Fitness National Participatory Trends



NATIONAL TRENDS IN OUTDOOR RECREATION PARTICIPATION LEVELS

Results from the SFIA report demonstrate a contrast of growth and decline in participation regarding outdoor/adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or within a group, and are not as limited by time constraints. In 2019, the most popular activities, in terms of total participants, from the outdoor/adventure recreation category include: Day Hiking (49.7 million), Road Bicycling (39.4 million), Freshwater Fishing (39.2 million), and Camping within ¼ mile of Vehicle/Home (28.2 million), and Recreational Vehicle Camping (15.4 million).



Hiking
(Day)
49.7 Million



Bicycling
(Road)
39.4 Million



Fishing
(Freshwater)
39.2 Million



Camping
(<¼mi. of Car/Home)
28.2 Million



Camping
(Recreational Vehicle)
15.4 Million

FIVE-YEAR TREND

From 2014-2019, BMX Bicycling (55.2%), Day Hiking (37.2%), Fly Fishing (20.1%), Salt Water Fishing (11.6%), and Mountain Bicycling (7.2%) have undergone the largest increases in participation. The five-year trend also shows activities such as In-Line Roller Skating (-20.5%), Archery (-11.7%), and Adventure Racing (-9.5%) experiencing the largest decreases in participation.

ONE-YEAR TREND

The one-year trend shows activities growing most rapidly being BMX Bicycling (6.1%), Day Hiking (3.8%), and Birdwatching (3.8%). Over the last year, activities that underwent the largest decreases in participation include: Climbing (-5.5%), In-Line Roller Skating (-4.4%), and Camping with a Recreation Vehicle (-3.5%).

CORE VS. CASUAL TRENDS IN OUTDOOR RECREATION

A majority of outdoor activities have experienced participation growth in the last five- years. Although this a positive trend, it should be noted that all outdoor activities participation, besides adventure racing, consist primarily of casual users. This is likely why we see a lot of fluctuation in participation numbers, as the casual users likely found alternative activities to participate in. *Please see Appendix C for full Core vs. Casual Participation breakdown.*

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Hiking (Day)	36,222	47,860	49,697	37.2%	3.8%
Bicycling (Road)	39,725	39,041	39,388	-0.8%	0.9%
Fishing (Freshwater)	37,821	38,998	39,185	3.6%	0.5%
Camping (< 1/4 Mile of Vehicle/Home)	28,660	27,416	28,183	-1.7%	2.8%
Camping (Recreational Vehicle)	14,633	15,980	15,426	5.4%	-3.5%
Fishing (Saltwater)	11,817	12,830	13,193	11.6%	2.8%
Birdwatching (>1/4 mile of Vehicle/Home)	13,179	12,344	12,817	-2.7%	3.8%
Backpacking Overnight	10,101	10,540	10,660	5.5%	1.1%
Bicycling (Mountain)	8,044	8,690	8,622	7.2%	-0.8%
Archery	8,435	7,654	7,449	-11.7%	-2.7%
Fishing (Fly)	5,842	6,939	7,014	20.1%	1.1%
Skateboarding	6,582	6,500	6,610	0.4%	1.7%
Roller Skating, In-Line	6,061	5,040	4,816	-20.5%	-4.4%
Bicycling (BMX)	2,350	3,439	3,648	55.2%	6.1%
Climbing (Traditional/Ice/Mountaineering)	2,457	2,541	2,400	-2.3%	-5.5%
Adventure Racing	2,368	2,215	2,143	-9.5%	-3.3%
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%)	

Figure 11: Outdoor / Adventure Recreation Participatory Trends



NATIONAL TRENDS IN AQUATICS PARTICIPATION LEVELS

Swimming is deemed as a lifetime activity, which is most likely why it continues to have such strong participation. In 2019, Fitness Swimming was the absolute leader in overall participation (28.2 million) amongst aquatic activities, largely due to its broad, multigenerational appeal.



FIVE-YEAR TREND

Assessing the five-year trend, all aquatic activities have experienced growth. Aquatic Exercise stands out having increased (22.7%) from 2014-2019, most likely due to the ongoing research that demonstrates the activity’s great therapeutic benefit, followed by Fitness Swimming (11.5%) and Competition Swimming (4.1%).

ONE-YEAR TREND

From 2018-2019, Competitive Swimming (-7.3%) was the only aquatic activity that declined in participation. While both Aquatic Exercise (6.4%) and Fitness swimming (2.3%) experienced increases when assessing their one-year trend.

CORE VS. CASUAL TRENDS IN AQUATICS

All aquatic activities have undergone increases in participation over the last five years, primarily due to large increases in casual participation (1-49 times per year). From 2014 to 2019, casual participants for Aquatic Exercise (35.7%), Competition Swimming (22.7%), and Fitness Swimming (18.4%) have all grown significantly. However, all core participation (50+ times per year) for aquatic activities have decreased over the last five-years. *Please see Appendix C for full Core vs. Casual Participation breakdown.*

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Swimming (Fitness)	25,304	27,575	28,219	11.5%	2.3%
Aquatic Exercise	9,122	10,518	11,189	22.7%	6.4%
Swimming (Competition)	2,710	3,045	2,822	4.1%	-7.3%
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%)	

Figure 12: Aquatic Participatory Trends

NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

PARTICIPATION LEVELS

The most popular water sports / activities based on total participants in 2019 were Recreational Kayaking (11.4 million), Canoeing (8.9 million), and Snorkeling (7.7 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has a long winter season or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can greatly influence water activity participation.



Kayaking
11.4 Million



Canoeing
9.0 Million



Snorkeling
7.7 Million



Jet Skiing
5.1 Million



Sailing
3.6 Million

FIVE-YEAR TREND

Over the last five years, Stand-Up Paddling (29.5%) and Recreational Kayaking (28.5%) were the fastest growing water activity, followed by White Water Kayaking (9.9%) and Surfing (8.9%). From 2014-2019, activities declining in participation most rapidly were Water Skiing (-20.1%), Jet Skiing (-19.6%), Scuba Diving (-13.7%), Wakeboarding (-12.7%), and Snorkeling (-12.5%).

ONE-YEAR TREND

Similarly, to the five-year trend, Recreational Kayaking (3.3%) and Stand-Up Paddling (3.2%) also had the greatest one-year growth in participation, from 2018-2019. Activities which experienced the largest decreases in participation in the most recent year include: Boardsailing/Windsurfing (-9.7%), Sea Kayaking (-5.5%), and Water Skiing (-4.8%).

CORE VS. CASUAL TRENDS IN WATER SPORTS/ACTIVITIES

As mentioned previously, regional, seasonal, and environmental limiting factors may influence the participation rate of water sport and activities. These factors may also explain why all water-based activities have drastically more casual participants than core participants, since frequencies of activities may be constrained by uncontrollable factors. These high causal user numbers are likely why a majority of water sports/activities have experienced decreases in participation in recent years. *Please see Appendix C for full Core vs. Casual Participation breakdown.*

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Kayaking (Recreational)	8,855	11,017	11,382	28.5%	3.3%
Canoeing	10,044	9,129	8,995	-10.4%	-1.5%
Snorkeling	8,752	7,815	7,659	-12.5%	-2.0%
Jet Skiing	6,355	5,324	5,108	-19.6%	-4.1%
Sailing	3,924	3,754	3,618	-7.8%	-3.6%
Stand-Up Paddling	2,751	3,453	3,562	29.5%	3.2%
Rafting	3,781	3,404	3,438	-9.1%	1.0%
Water Skiing	4,007	3,363	3,203	-20.1%	-4.8%
Surfing	2,721	2,874	2,964	8.9%	3.1%
Wakeboarding	3,125	2,796	2,729	-12.7%	-2.4%
Scuba Diving	3,145	2,849	2,715	-13.7%	-4.7%
Kayaking (Sea/Touring)	2,912	2,805	2,652	-8.9%	-5.5%
Kayaking (White Water)	2,351	2,562	2,583	9.9%	0.8%
Boardsailing/Windsurfing	1,562	1,556	1,405	-10.1%	-9.7%
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%)	

Figure 13: Water Sports / Activities Participatory Trends

2.3.3 LOCAL SPORT AND LEISURE MARKET POTENTIAL

MARKET POTENTIAL INDEX (MPI)

The following charts show sport and leisure market potential data for Indian Trail, as provided by ESRI. A Market Potential Index (MPI) measures the probable demand for a product or service within the defined service areas. The MPI shows the likelihood that an adult resident living within the Town will participate in certain activities when compared to the U.S. national average. The national average is 100 and numbers below 100 would represent lower than average participation rates while and numbers above 100 would represent higher than average participation rates. The service area is compared to the national average in four (4) categories - general sports, fitness, outdoor activity, and commercial recreation.

It should be noted that MPI metrics are only one data point used to help determine community trends; thus, programmatic decisions should not be based solely on MPI metrics.

Overall, when analyzing the Town’s MPIs, the data demonstrates well above average market potential index (MPI) numbers. This is particularly noticeable when analyzing the general sports and fitness market potential charts, which show all activities scoring well above 100. When assessing the outdoor activity and commercial recreation MPI charts, a majority of these activities also scored above the national average (100) including: Attended Sport Event (130), Backpacking (124), and Bicycling (121).

These overall above average MPI scores show that the Town residents have a rather strong participation presence when it comes to recreational offerings, especially pertaining to sport and fitness activities. This becomes significant when the Parks and Recreation Department considers starting up new programs or building new facilities, giving them a strong tool to estimate resident attendance and participation.

As seen in the charts below, the following sport and leisure trends are most prevalent for residents within the Town. The activities are listed in descending order, from highest to lowest MPI score. High index numbers (100+) are significant because they demonstrate that there is a greater potential that residents within the service area will actively participate in offerings provided by the Town’s Parks and Recreation Department.

GENERAL SPORTS MARKET POTENTIAL

The general sports MPI chart reveals that overall, the Town’s residents are most likely to participate in Volleyball (135 MPI), Baseball (129 MPI), and Soccer (128 MPI) when compared to the national average.

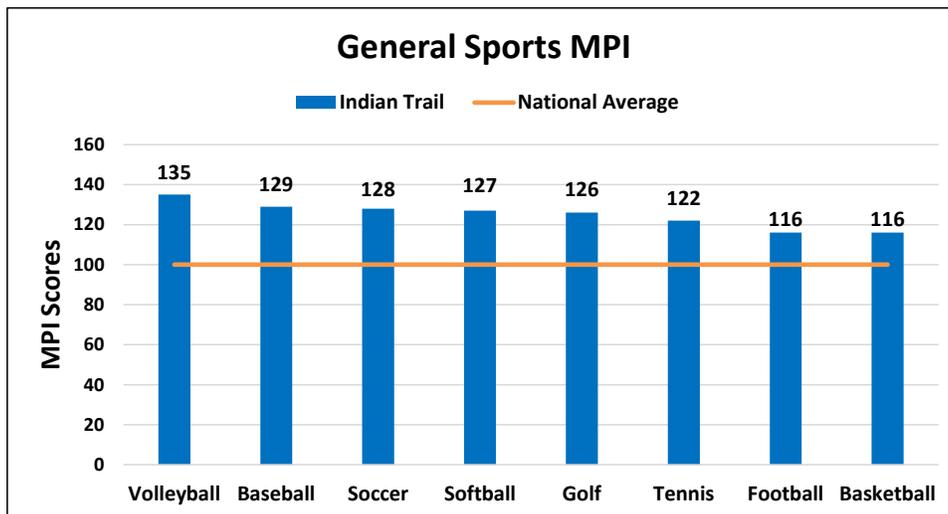


Figure 14: Indian Trail General Sports Participation Trends

FITNESS MARKET POTENTIAL

Overall, the fitness MPI chart reflects the second highest collective MPI scores amongst the four assessed categories, with Jogging/Running (136 MPI), Weight Lifting (128 MPI), and Swimming (127 MPI) all scoring well above the national average (100).

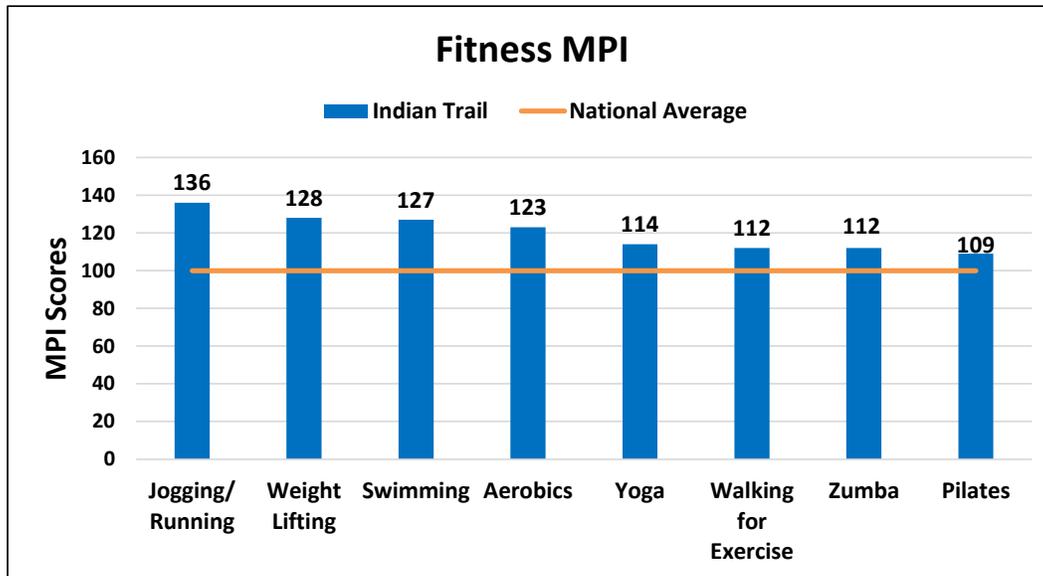


Figure 15: Indian Trail Fitness Participation Trends

OUTDOOR ACTIVITY MARKET POTENTIAL

When analyzing Figure 16, Boating (129 MPI), Backpacking (124 MPI), and Road Bicycling (121 MPI) scored the highest amongst all outdoor activities. While Horseback Riding (95 MPI) and Canoeing/Kayaking (94 MPI) rounded out the least participated in activities, both slightly below the national average.

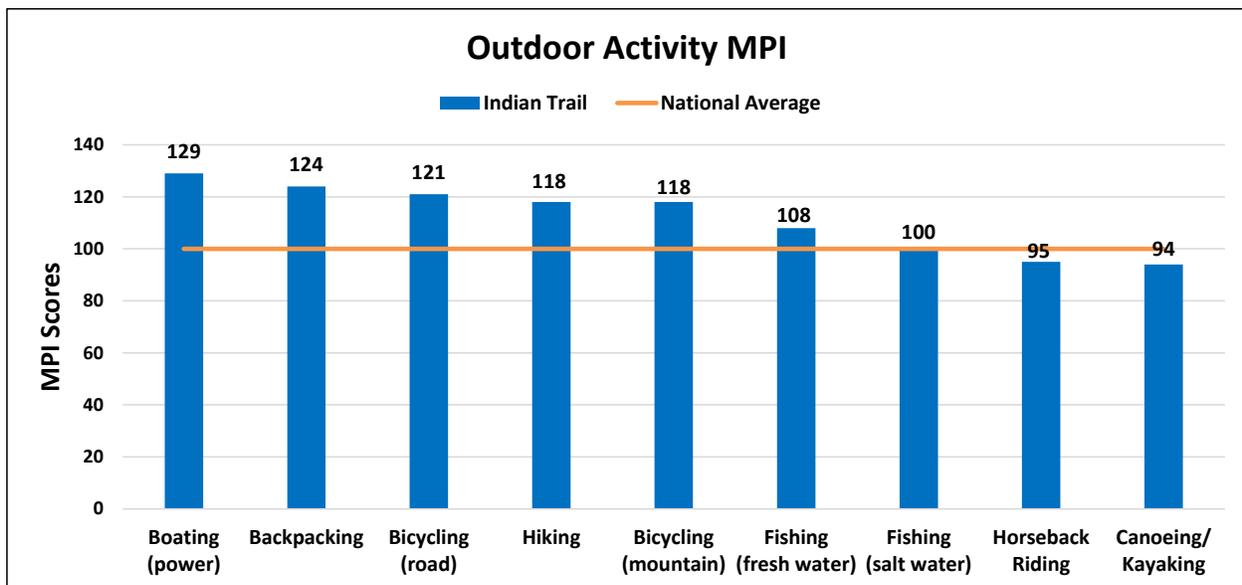


Figure 16: Indian Trail Outdoor Activity Participation Trends

COMMERCIAL RECREATION MARKET POTENTIAL

The commercial recreation MPI chart shows “Attended sports event” (131 MPI), “Spent \$250+ on sports/rec equipment” (130 MPI), and “Visited a Zoo” (130 MPI) as the top three activities among Town residents when compared to the national average.

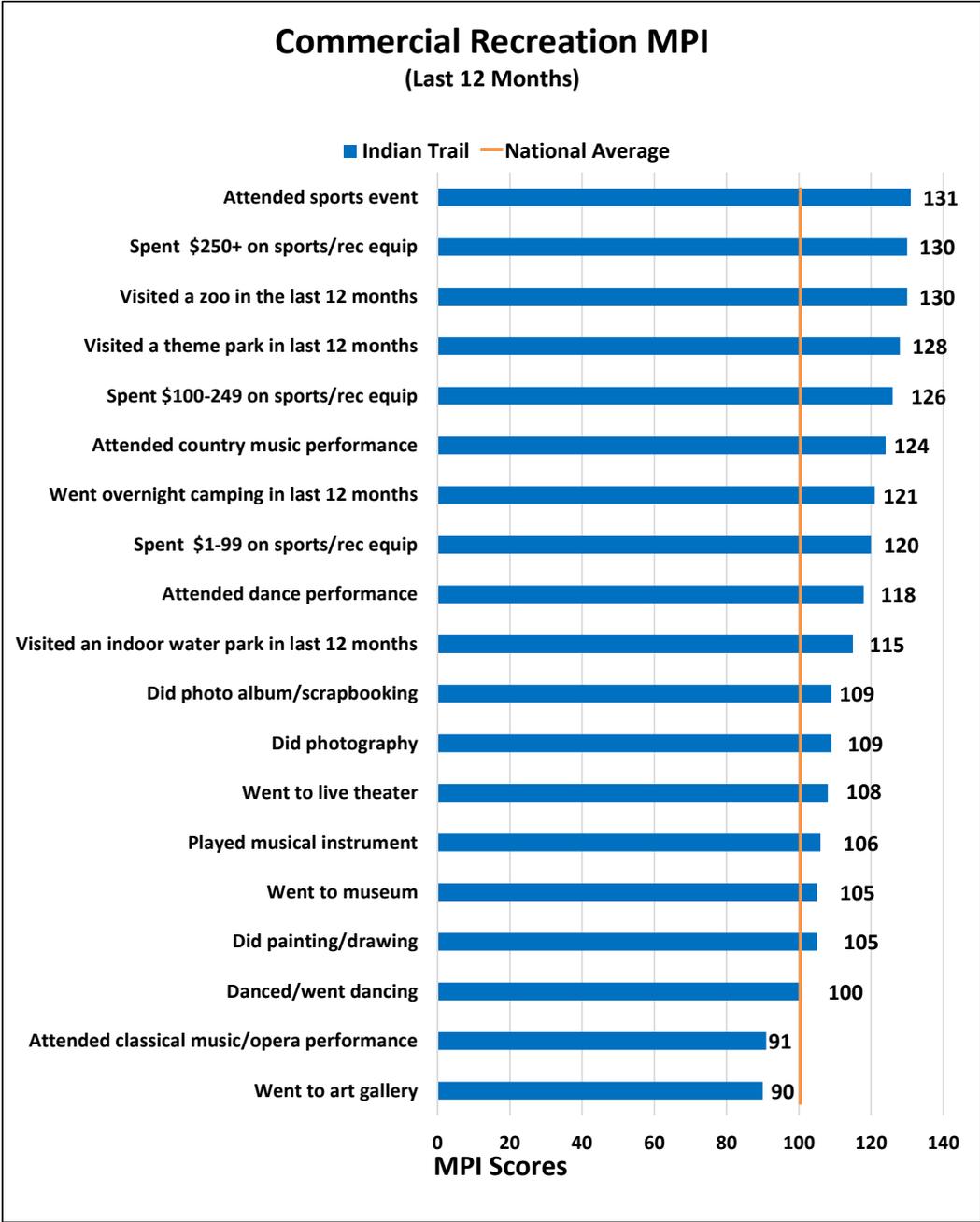


Figure 17: Indian Trail Commercial Recreation Participation Trends

LOCAL RECREATION TRENDS SUMMARY

Overall, the Town's residents demonstrate participation trends that have above average potential index numbers in all four categories (general sports, fitness, outdoor activity, and commercial recreation). Activities of particular interest include:

- Participation in sports such as volleyball, baseball/softball, and soccer
- Fitness related programming in cardio, weight training, and aquatic classes
- Outdoor programming in areas such as backpacking/hiking and biking (road & mountain)
- Money spent on attending sporting events and buying sporting equipment

Moving forward, it will be important for the Department to continue offering its existing program offerings while also considering some of these new recreational opportunities for its residents and/or partner with other organizations who can to ensure resident needs are being met.

2.4 BENCHMARK ANALYSIS

2.4.1 METHODOLOGY

Indian Trail Parks & Recreation staff and the PROS team identified operating metrics to benchmark against comparable parks and recreation agencies. The goal of the analysis is to evaluate how Indian Trail is positioned among peer agencies.

The benchmark assessment is organized into specific categories based on peer agency responses to targeted questions that lend an encompassing view of each system’s operating metrics in comparison to Indian Trail. In addition, portions of the benchmark comparison are supplemented by national data from similar-sized municipalities (serving 20K-50K residents) based on the National Parks and Recreation Association’s (“NRPA”) Park Metrics database or recommended best practice standards.

Information used in this analysis was obtained directly from each participating benchmark agency. Due to differences in how each system collects, maintains, and reports data, variances may exist. These variations can impact the per capita and percentage allocations, and the overall comparison must be viewed with this in mind. The benchmark data collection for all systems was complete as of January 2018, and it is possible that information may have changed since the original collection date. The information sought was a combination of operating metrics that factor budgets, staffing levels, and inventories. In some instances, the information was not tracked or not available.

All of the benchmark agencies are local peers from the state of North Carolina. The **Figure 18** below lists each benchmark agency in the study, arranged by population density, and reveals key characteristics of each jurisdiction. Indian Trail ranks near the top of benchmark agencies for population size (39,372) and population density (1,790 residents per sq. mi.), while it has the second largest jurisdiction size (22 sq. mi.).

Agency	State	Jurisdiction Type	Population	Jurisdiction Size (Sq. Mi.)	Population per Sq. Mi.
Pineville Parks & Recreation	NC	Town	8,593	3.50	2,455
Cornelius Parks, Arts, Rec, & Culture	NC	Town	29,500	12.08	2,442
Indian Trail Parks & Recreation	NC	Town	39,372	22.00	1,790
Matthews Parks, Rec, & Cultural Res.	NC	Town	30,008	17.00	1,765
Huntersville Parks & Recreation	NC	Town	57,145	40.64	1,406
Waxhaw Parks & Recreation	NC	Town	16,700	12.01	1,391

Figure 18: Benchmark Overview

It should be noted that Indian Trail formalized its Parks and Recreation Department as recently as 2014, which is a significant factor to be kept in mind when comparing to peer agencies that have been in existence much longer. Overall, the following comparisons generally depict Indian Trail as ranking well below its peers in many categories and the intent of the analysis is to provide context as to what performance metrics the Department should strive to achieve as it continues to grow and develop.



2.4.2 BENCHMARK COMPARISON

PARK ACREAGE

The following table provides a general overview of each system’s park acreage. Indian Trail has the second lowest number of park sites (3) and third lowest total acres owned or managed (203). Further dissecting park acreage, Indian Trail has the second highest percentage of developed acreage (50%), providing a very equitable balance of natural and developed acres. Assessing level of service for park acres, Indian Trail ranks at the bottom of the study with 5.16 acres of parkland per 1,000 residents, which is also well below the national median for similar-sized agencies of 9.6 acres per 1,000 residents. As previously stated, it should be noted that Indian Trail has a relatively new Parks and Recreation Department, which plays a large factor in when assessing park acreage and trail miles.

Agency	Population	Total Park Sites	Total Acres Owned or Managed	Total Developed Acres	Developed Acres as % of Total	Total Acres per 1,000 Residents
Pineville Parks & Recreation	8,593	2	213	82	38%	24.79
Huntersville Parks & Recreation	57,145	10	753	300	40%	13.18
Cornelius Parks, Arts, Rec, & Culture	29,500	14	370	250	68%	12.54
Waxhaw Parks & Recreation	16,700	6	140	62	44%	8.37
Matthews Parks, Rec, & Cultural Res.	30,008	9	158	48	30%	5.27
Indian Trail Parks & Recreation	39,372	3	203	101	50%	5.16
<i>NRPA Median for Agencies Serving 20K-50K Residents = 9.6 Acres per 1,000 Residents</i>						

Figure 19: Total Acreage

TRAIL MILEAGE

The information below explores the types of trails, total mileage, and level of service for trails within each system. By comparing total trail mileage to the population of the service area, the level of service provided to the community can be determined, which is expressed as trail miles for every 1,000 residents. As seen below, Indian Trail ranks near the bottom for total trail mileage, although it does offer a good variety of soft and paved trails. Indian Trail has the lowest total trail mileage per capita (0.07 miles per 1,000) among benchmark agencies. This level of service for trail mileage is also significantly lower than the national best practice of 0.5-1.0 mile of trail per 1,000 residents.

Agency	Population	Soft Trail Miles	Paved Trail Miles	Total Trail Miles	Trail Miles per 1,000 Residents
Cornelius Parks, Arts, Rec, & Culture	29,500	5.3	9.7	15.0	0.51
Huntersville Parks & Recreation	57,145	6.4	1.9	8.3	0.15
Matthews Parks, Rec, & Cultural Res.	30,008	1.8	2.0	3.8	0.12
Waxhaw Parks & Recreation	16,700	0.5	1.5	2.0	0.12
Pineville Parks & Recreation	8,593	-	1.0	1.0	0.12
Indian Trail Parks & Recreation	39,372	0.8	2.0	2.8	0.07
<i>Best practice is 0.5-1.0 trail miles per 1,000 residents</i>					

Note: Indian Trail has 2.3 miles of additional trails planned by 2020.

Figure 20: Total Trail Miles

FTE'S PER 10,000 RESIDENTS

This section compares levels of staffing for each system by comparing full-time equivalents (FTEs) to total population. Total FTEs per 10,000 residents is a key performance metric that assesses how well each agency is equipped, in terms of human resources, to serve its jurisdiction. Among peer agencies, Indian Trail ranks last in staffing relative to the population served, with 3.30 FTEs per 10,000 residents. The national median for similar-sized agencies is 8.5 FTEs per 10,000, which is well above the current staffing level for Indian Trail. *Note some agency, such as Waxhaw and Indian Trail, utilize Public Works to carryout park maintenance while other agencies have dedicated park maintenance staff.*

Agency	Population	Total FTEs	FTEs per 10,000 Residents
Pineville Parks & Recreation▪	8,593	9	9.89
Cornelius Parks, Arts, Rec, & Culture▪	29,500	18	6.10
Huntersville Parks & Recreation▪	57,145	28	4.85
Matthews Parks, Rec, & Cultural Res.*	30,008	14	4.50
Waxhaw Parks & Recreation*	16,700	7	4.19
Indian Trail Parks & Recreation*	39,372	13	3.30
<i>NRPA Median for Agencies Serving 20K-50K Residents = 8.5 FTEs per 10,000 Residents</i>			

▪ FTE's include dedicated park maintenance staff

* FTE's include Public Works staff that is utilized for park maintenance

Figure 21: Total FTE's

VOLUNTEERS

Volunteers are critical to the livelihood of parks and recreation agencies, so it is important to assess how well each agency is utilizing volunteers to offset operational costs. In order to provide the most effective comparison, total hours contributed were converted to total volunteer FTEs, then compared to the population served to understand how significant volunteer contributions are for each agency. With only 0.03 volunteer FTEs per 10,000 residents, Indian Trail ranks next to last among peer agencies, which signals an opportunity to develop a more robust volunteer program resulting in stronger outreach for volunteers.

Agency	Population	Total Volunteer FTEs	Volunteer FTEs per 10,000 Residents
Cornelius Parks, Arts, Rec, & Culture	29,500	5.10	1.73
Huntersville Parks & Recreation	57,145	2.89	0.51
Waxhaw Parks & Recreation	16,700	0.40	0.24
Indian Trail Parks & Recreation	39,372	0.12	0.03
Pineville Parks & Recreation	8,593	0.01	0.02

Note: Matthews volunteer FTEs were not available at time of study.

Figure 22: Total Volunteer FTE's

OPERATING BUDGET

Benchmark agencies reported a wide range of annual operating expenditures, from \$2.5 million (Huntersville) to \$458,000 (Pineville). Dividing the annual operational budget by each service area’s population allows for a comparison of how much each agency is spending per resident. Indian Trail ranks last among peer agencies with \$32 spent on operations per resident. This is also significantly lower than the national median for similar sized agencies, which is \$88 of operational expense per resident. While a lower expense per resident can suggest efficiencies in operation, it can also signal limited program offerings, lower maintenance standards, and/or limited staffing levels. All of which can be expected for a young agency.

Agency	Population	Total Operating Expense	Operating Expense per Resident
Cornelius Parks, Arts, Rec, & Culture	29,500	\$ 1,879,926	\$ 63.73
Waxhaw Parks & Recreation	16,700	\$ 914,944	\$ 54.79
Pineville Parks & Recreation	8,593	\$ 457,785	\$ 53.27
Huntersville Parks & Recreation	57,145	\$ 2,549,134	\$ 44.61
Matthews Parks, Rec, & Cultural Res.	30,008	\$ 1,309,860	\$ 43.65
Indian Trail Parks & Recreation	39,372	\$ 1,246,334	\$ 31.66
<i>NRPA Median for Agencies Serving 20K-50K Residents = \$87.57 Operating Expense per Resident</i>			

Figure 23: Total Operating Expense

NON-TAX REVENUES

By comparing each agency’s annual non-tax revenue to the population, the annual revenue generated on a per resident basis can be determined. As seen below, there is a large discrepancy in revenue-generating capabilities among benchmark agencies. Indian Trail represents the low end of the study for earned income generated per resident (\$5.33) when compared to the national median for revenue generation (approximately \$23) per resident for similar-sized agencies. The low level of non-tax revenue for Indian Trail is significant because it may indicate a greater reliance on tax dollars from the general fund and hinders the overall financial sustainability of the Department.

Agency	Population	Total Non-Tax Revenue	Revenue per Resident
Pineville Parks & Recreation	8,593	\$ 255,100	\$ 29.69
Cornelius Parks, Arts, Rec, & Culture	29,500	\$ 797,617	\$ 27.04
Matthews Parks, Rec, & Cultural Res.	30,008	\$ 524,682	\$ 17.48
Huntersville Parks & Recreation	57,145	\$ 661,798	\$ 11.58
Indian Trail Parks & Recreation	39,372	\$ 209,973	\$ 5.33
Waxhaw Parks & Recreation	16,700	\$ 52,961	\$ 3.17
<i>NRPA Median for Agencies Serving 20K-50K Residents = \$23.33 Revenue per Resident</i>			

Figure 24: Total Non-Tax Revenue

OPERATIONAL COST RECOVERY

Operational cost recovery is a key performance indicator, arrived at by dividing total non-tax revenue by total operating expense, which measures how well each Department’s revenue generation covers the total cost of operations. The current 17% cost recovery for Indian Trail ranks second to last among benchmark peers and is below the national median of 30% cost recovery for similar agencies. This is performance measure that should be tracked over time and is expected to improve as revenue generation for the Department strengthens and operational efficiencies are achieved.

Agency	Total Non-Tax Revenue	Total Operating Expense	Operational Cost Recovery
Pineville Parks & Recreation	\$ 255,100	\$ 457,785	56%
Cornelius Parks, Arts, Rec, & Culture	\$ 797,617	\$ 1,879,926	42%
Matthews Parks, Rec, & Cultural Res.	\$ 524,682	\$ 1,309,860	40%
Huntersville Parks & Recreation	\$ 661,798	\$ 2,549,134	26%
Indian Trail Parks & Recreation	\$ 209,973	\$ 1,246,334	17%
Waxhaw Parks & Recreation	\$ 52,961	\$ 914,944	6%
<i>NRPA Median for Agencies Serving 20K-50K Residents = 30% Cost Recovery</i>			

Figure 25: Operational Cost Recovery

MARKETING DOLLARS

Marketing budgets of parks and recreation agencies are typically lesser than those of the private sector, as the industry as a whole is slowly realizing the value of investing in marketing and the potential return on investment (ROI) that can be achieved. In relation to other points of comparison in the benchmark analysis, this is one area where Indian Trail is performing well, as the marketing budget is trending up and the total dollars spent on marketing per capita (\$0.47) is just below the median.

Per the statistically-valid survey, “Lack of Awareness” is the largest barrier to participation with 45% respondents choosing that. Thus, in order to increase participation rates and, consequently, revenue generation, it is essential that the Department continues to invest in marketing resources and diversify its marketing mix.

Agency	Population	Total Marketing Expense (2016)	Total Current Marketing Budget (2017)	Marketing Dollars per Capita (2017 Budget)
Pineville Parks & Recreation	8,593	\$ 12,000	\$ 12,000	\$ 1.40
Matthews Parks, Rec, & Cultural Res.	30,008	\$ 24,500	\$ 25,000	\$ 0.83
Cornelius Parks, Arts, Rec, & Culture	29,500	\$ 12,177	\$ 15,107	\$ 0.51
Indian Trail Parks & Recreation	39,372	\$ 12,211	\$ 18,488	\$ 0.47
Huntersville Parks & Recreation	57,145	\$ 11,903	\$ 12,000	\$ 0.21
Waxhaw Parks & Recreation	16,700	\$ 7,800	\$ 2,215	\$ 0.13

Figure 26: Marketing Dollars per Capita

PROGRAM PARTICIPATION

This section assesses program participation for each agency by comparing total program participations to the population of each service area to determine the average participation rate per resident. Program activity is measured in *participations* (versus *participants*), which accounts for each time a resident participates in a program and allows for multiple participations per resident. This is another performance metric that Indian Trail is doing relatively well on, as it's one-to-one ratio of participations to residents represents the benchmark median.

Agency	Population	Total Program Participations	Participations per Resident
Cornelius Parks, Arts, Rec, & Culture	29,500	53,500	1.81
Indian Trail Parks & Recreation	39,372	41,787	1.06
Huntersville Parks & Recreation	57,145	8,725	0.15
Pineville Parks & Recreation	8,593	1,024	0.12
Waxhaw Parks & Recreation	16,700	300	0.02

Note: Matthews participations were not available at time of study.

Figure 27: Total Program Participation

PROGRAM REVENUES

As an additional indicator of revenue-generating capabilities of benchmark agencies, the total program revenue of each agency was compared to total residents within each jurisdiction. Indian Trail ranks last among peers, with less than \$5 in program revenue per resident. While this is less than optimal, it is partly due to the lack of indoor recreation space available to the Department for year-round programming.

Agency	Population	Total Program Revenue	Program Revenue per Resident
Cornelius Parks, Arts, Rec, & Culture	29,500	\$ 682,512	\$ 23.14
Matthews Parks, Rec, & Cultural Res.	30,008	\$ 454,364	\$ 15.14
Huntersville Parks & Recreation	57,145	\$ 304,964	\$ 5.34
Indian Trail Parks & Recreation	39,372	\$ 183,852	\$ 4.67

Note: Pineville and Waxhaw program revenues were not available at time of study.

Figure 28: Total Program Revenue

PROGRAM COST RECOVERY

Similar to the overall cost recovery, each agency’s recovery levels for programs were assessed by dividing total program revenues by the cost to provide them. Indian Trail ranks third among peer agencies, as it is achieving profitability in its program delivery. While 152% cost recovery for programs is promising, the Department should strive to increase the overall volume of recreation program participation, which will allow the Department to take advantage of profitable margins and efficiencies gained through economies of scale.

Agency	Total Program Revenue	Total Operating Expense for Programs	Cost Recovery for Programs
Cornelius Parks, Arts, Rec, & Culture	\$ 682,512	\$ 248,800	274%
Huntersville Parks & Recreation	\$ 304,964	\$ 182,551	167%
Indian Trail Parks & Recreation	\$ 183,852	\$ 121,000	152%
Matthews Parks, Rec, & Cultural Res.	\$ 454,364	\$ 447,500	102%

Note: Pineville and Waxhaw program revenues were not available at time of study.

Figure 29: Cost Recovery for Programs

INDOOR RECREATION SPACE

Assessing the available indoor community / recreation center space among benchmark agencies, all of the peer agencies, including Indian Trail, are providing inadequate levels of service. By dividing the existing square footage by the total population, the amount of indoor space available per resident can be determined. Currently, Indian Trail offers approximately 2,363 square feet of indoor recreation space located within the three community rooms of the Town Hall building. This put them well below the benchmark median as well as the generally accepted national best practice of 1.5-2.0 sq. ft. of indoor space per resident.

Agency	Population	Total Indoor Recreation Facilities	Total Sq. Ft. Indoor Rec Facilities	Sq. Ft. per Resident
Matthews Parks, Rec, & Cultural Res.	30,008	3	36,240	1.21
Cornelius Parks, Arts, Rec, & Culture	29,500	3	34,600	1.17
Huntersville Parks & Recreation	57,145	4	36,300	0.64
Indian Trail Parks & Recreation	39,372	1	2,363	0.06
Waxhaw Parks & Recreation	16,700	2	250	0.01
<i>National Best Practice = 1.5-2.0 Square Feet of Indoor Space per Resident</i>				

Note: Pineville indoor recreation square footage was not available at time of study.

Figure 30: Indoor Recreation Square Footage

CAPITAL BUDGET

The table below reveals the annual capital budget from 2016-2018, as well as the three-year average budget, for each agency. Indian Trail is investing just under one million dollars per year in capital improvements, which is third highest amongst benchmark agencies, but still below the national rate of spending for similar agencies (\$2.8 million). However, Indian Trail is trending positively, with continuous growth in capital investment over the last three years.

Agency	CIP Expense 2016	CIP Budget 2017	CIP Budget 2018	Avg Annual CIP Expenses/ Budget
Cornelius Parks, Arts, Rec, & Culture	\$ 668,681	\$ 4,103,599	\$ 3,217,650	\$ 2,663,310
Waxhaw Parks & Recreation	\$ -	\$ 1,547,628	\$ 492,497	\$ 1,020,063
Indian Trail Parks & Recreation	\$ 400,396	\$ 621,821	\$ 1,830,396	\$ 950,871
Matthews Parks, Rec, & Cultural Res.	\$ 877,300	\$ 273,500	\$ 550,000	\$ 566,933
Huntersville Parks & Recreation	\$ 135,110	\$ 111,000	\$ 77,000	\$ 107,703
Pineville Parks & Recreation	\$ 15,341	\$ 68,625	\$ -	\$ 41,983
<i>NRPA Median for Agencies Serving 20K-50K Residents = \$2.8M CIP Budget</i>				

Note: As of 6/30/18 Indian Trail has \$11,873,510 in Capital Investment within the Parks System (Including land acquisitions, equipment, development and improvements)

Note: Bond approved for \$8.5M in 2012 and \$5.63M bond planned in FY 2019

Figure 31: CIP Budgets

2.4.3 SUMMARY OF BENCHMARK FINDINGS

Overall, Indian Trail ranks slightly below average when compared to benchmark peers that are more established. A significant factor to consider is that Indian Trail's Parks and Recreation Department is a fairly new one having been in existence for less than 5 years, so the overall low rankings in relation to the other benchmark agencies are somewhat expected. To that point, as the Department continues to develop, it is important for the system to focus on improving operational efficiencies and enhancing revenue generation in relation to benchmark agencies, in addition to attaining comparable levels of service for park assets.

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

One area of the benchmark analysis where Indian Trail demonstrates success is in its program delivery. The Department is generating good program participation, as well as achieving overall profitability in delivering programs. The benchmark comparison also reflects the Department's commitment to investing in the marketing of its offerings, as Indian Trail ranks in the middle of the pack for dollars spent per capita on marketing, with the annual budget trending upward.

Another area Indian Trail illustrates success is in capital improvements within the system, as the current level of investment ranks third amongst other peer agencies. Even though Indian Trail is still positioned below the national best practice, the capital budget has been on a gradual incline over the last three years, which is consistent with a young growing system.

Overall, the benchmark comparison highlights many areas of improvement for the Department to reflect upon. While improving its ranking among peers in many of the performance metrics compared in this analysis should be a priority, it must be expected that achieving this will take time and the Department should identify small victories along the way that will guide Indian Trail in realizing larger performance goals for the system.

Chapter Three PUBLIC ENGAGEMENT

3.1 STAKEHOLDER FOCUS GROUPS & KEY LEADERSHIP INTERVIEWS

3.1.1 OVERVIEW

To establish a better understanding of the current state of the Town’s parks and recreational offerings and to help determine the needs and priorities for the future, the Consulting Team conducted a series of public engagement meetings. These took place in October 2020 and included several focus groups, interviews, and a public form. In light of the ongoing Covid-19 pandemic, all public engagement was conducted virtually via Zoom. Over 75 users participated throughout this process including:

- Athletic Group Leaders
- Indian Trail Parks & Recreation Department Staff
- Indian Trail Town Staff
- Local Business Owners
- Local Government Officials
- Local School Principals
- Parks, Art, Recreation and Culture (PARC) Committee Members
- Park users and program/special event participants
- Religious Leaders
- Union County Parks & Recreation Department Staff

These meetings covered various topics including: park system strengths, department opportunities, and top community priorities. Based on feedback from these stakeholder interviews and focus groups, the following key themes regarding the Department and Indian Trail’s park system emerged. **It should be noted, however, this summary reflects responses provided by participants and comments do not necessarily constitute consultant recommendations.**



The following key themes are not provided in any prioritized order:

3.1.2.SYNTHESIS AND KEY THEMES

STRENGTHS OF THE TOWN OF INDIAN TRAIL PARKS & RECREATION SYSTEM

The Town has a wide variety of program offerings. A common theme brought forward by most stakeholders relates to their appreciation for the Department’s large array of program opportunities. The Department’s programming incorporates all-age groups and populations (E.g., people with disabilities, seniors, etc.).

Special Events are valued by the community. The Town’s Parks and Recreation Department is known throughout the community for hosting inclusive special events that bring everyone together. These events are highly attended and enjoyed by the community in Indian Trail and beyond (E.g., “Family Fun Day”)

Crooked Creek Park is highly utilized. Stakeholders commended the Department on the cleanliness and excellent condition of Crooked Creek Park. This signature park provides residents with numerous offerings and recreation opportunities. Crooked Creek Park is primarily known by its users for its first-class amenities (E.g., ADA playground, baseball/softball diamonds, dog park, fitness equipment).



OPPORTUNITIES FOR THE TOWN OF INDIAN TRAIL PARKS & RECREATION SYSTEM

Additional athletic fields are needed. All stakeholders agree that athletics are important to the Town and with the population expected to continue increasing, more field space is necessary. By adding additional rectangular and diamond fields, the Department can provide adequate down time for existing fields to help them rest and prolong their useful life.

Alternate funding sources required. Given the noted competition for capital dollars and financial limitations resulting from the Covid-19 pandemic, stakeholders are aware that any identified “unmet need” through the Master Plan Update process will most likely be in direct competition with other Town service capital planning projects. In order to provide the needed services identified from this Master Plan, stakeholders believe it will be important to look at alternative funding mechanisms in addition to just those that directly affect the tax base. Two strategies in particular were mentioned and supported by various stakeholders: local business sponsorships and a new bond referendum.



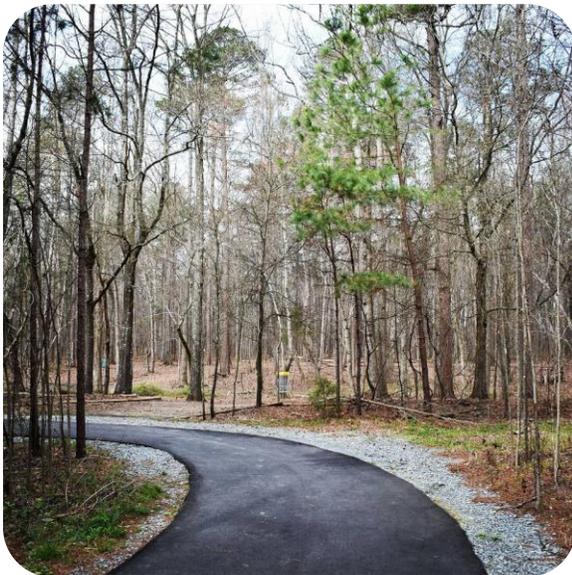
Explore potential locations for water recreation. Water-based activities such as fishing and kayaking/canoeing don’t currently exist in Indian Trail. Multiple residents indicated that they have a need for such water recreation activities and would like the Department to consider adding these activities as offerings the Town could provide.

TOP PRIORITIES PERTAINING TO THE PARKS SYSTEM

Indoor recreation space is lacking. All stakeholders agree that Union County as a whole has limited indoor recreation space, specifically in Indian Trail. Moving forward, residents would like to see a multi-generational indoor community center. Several users stated that they would want a dedicated senior area/programming within the community center as well as multi-purpose rooms which could be utilized for various programs throughout the day. Such a facility could address several community needs (E.g., basketball courts, fitness center, walking track) and help bring the community together, which is important to residents.

Acquire/develop more land. After talking with residents, it is evident that the Town is continuing to grow. In order to help ensure the Town’s population doesn’t outgrow its existing park system, additional park land is needed. Specifically, users are interested in more passive/open space that can be utilized for leisure recreation.

Limited connectivity throughout town. Another common theme amongst stakeholders was their desire for increased connectivity. Additional trails and greenways are of high importance to this community. The most frequently mentioned were walking and hiking trails, followed by biking trails. Collaboration between the Town and the Carolina Thread Trail was mentioned as a potential partnership opportunity.



3.1.3/FREQUENTLY MENTIONED TOPICS

The following section identifies all topics that were mentioned throughout the public engagement process more than once. The themes listed below are in descending order, from topics most frequently mentioned to topics least frequently mentioned.



STRENGTHS OF THE TOWN OF INDIAN TRAIL PARKS & RECREATION SYSTEM

1. The Department has a wide variety of program offerings for all ages
2. Indian Trail’s Special Events are valued by the community and strongly attended
 - a. E.g., Family Fun Day, Halloween events
3. Crooked Creek Park is highly utilized and offers a variety of amenities
4. The Department does a great job of marketing/branding and has a strong public awareness
5. The Department has been very creative throughout Covid-19 pandemic, balancing public safety and providing innovative offerings
6. Great collaboration with other entities
 - a. E.g., Library, Public Schools

OPPORTUNITIES FOR THE TOWN OF INDIAN TRAIL PARKS & RECREATION SYSTEM

1. The Department should acquire/develop more land specifically for passive open space
2. Increase connectivity between parks, neighborhoods, and the downtown area
 - a. More trails of all types: E.g., biking, walking, hiking, BMX, greenways
3. The Town/County needs more indoor recreation space
 - a. E.g., Multi-generational community center
4. Expand existing/add additional playgrounds throughout the Town
5. Add Additional athletic fields/diamonds in order to give existing fields time to rest
 - a. E.g., Multi-purposes rectangular fields, Baseball/softball diamonds
6. Explore potential areas for water recreation
 - a. E.g., Fishing pond, Kayaking/canoeing, Float trips (tubing)
7. Identify possible “signature” special event for Indian Trail
 - a. E.g., Heritage Festival, Concert series
8. Explore additional funding/revenue generating sources
 - a. E.g., Bonds, Grants, Sponsorships from local businesses
9. Continue growing existing partnerships while also building new partnerships
10. Build a designated outdoor learning center for youth
 - a. Utilized by youth organizations and/or field trips (E.g., Boy/girl Scouts, Boys/girls club)

TOP PRIORITIES PERTAINING TO THE PARKS SYSTEM

1. Multi-generational indoor recreation space with a senior component
2. Department to acquire/develop more land specifically for passive open space
 - a. Leisure recreation
3. Greenway/trail development, possibly explore partnership with Carolina Thread Trail
4. Don’t let the population outgrow the park system
 - a. Continue to add amenities (E.g., playgrounds, sport fields, etc.)
5. Cohesiveness of the community through multi-generational special events/programs
6. Explore other funding opportunities
 - a. E.g., Developer Impact Fee, Bond, Sales Tax, Tax increase

3.2 ELECTRONIC SURVEY

3.2.1 METHODOLOGY

PROS Consulting conducted an online survey (powered by SurveyMonkey) to gain a better understanding of the characteristics, preferences, and satisfaction levels of Indian Trail Parks and Recreation users. The survey was open for five weeks, from November 2nd through December 7th 2020. To assist in eliminating any language barriers, the survey was available in both English (743) and Spanish (9) and received a total of 752 responses. This was more than double the response rate from the previous 2018 online survey which received 359 responses.

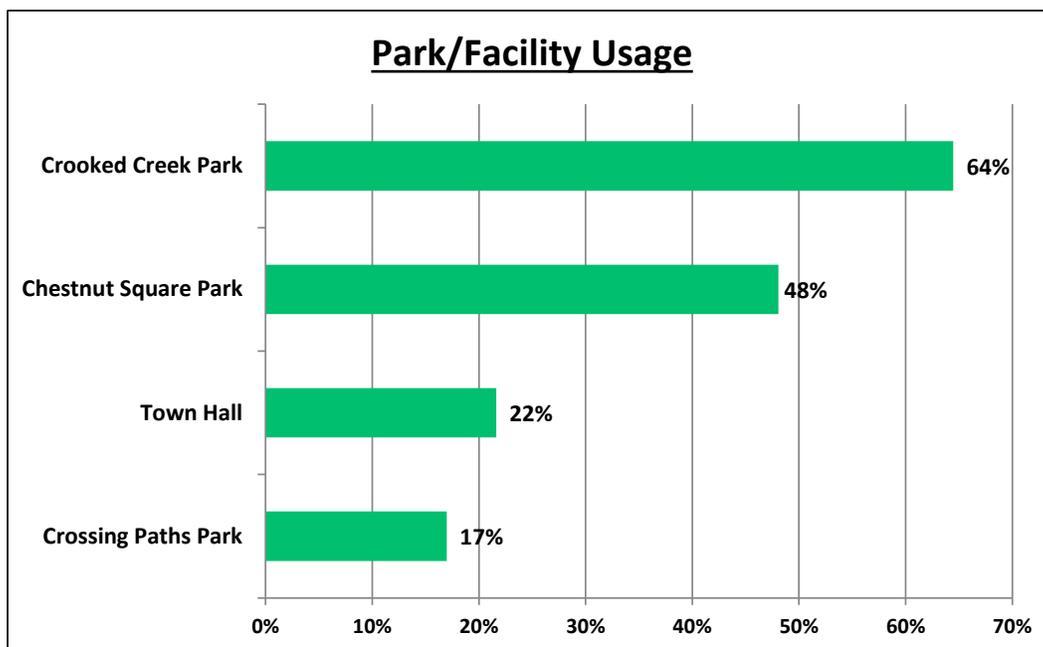
This online survey mirrored the previous statistically-valid survey and online survey conducted back in 2018. This allowed residents who may have not participated in the 2018 surveys an opportunity to be part of the community input process. It also gives the Department a good benchmark tool to gauge how resident needs and perspectives of the Department have changed over the last two-years in light of the town’s growing population and having been through the Covid-19 pandemic.

3.2.2 FINDINGS

The results from both the English and Spanish surveys were tabulated and combined into the following findings.

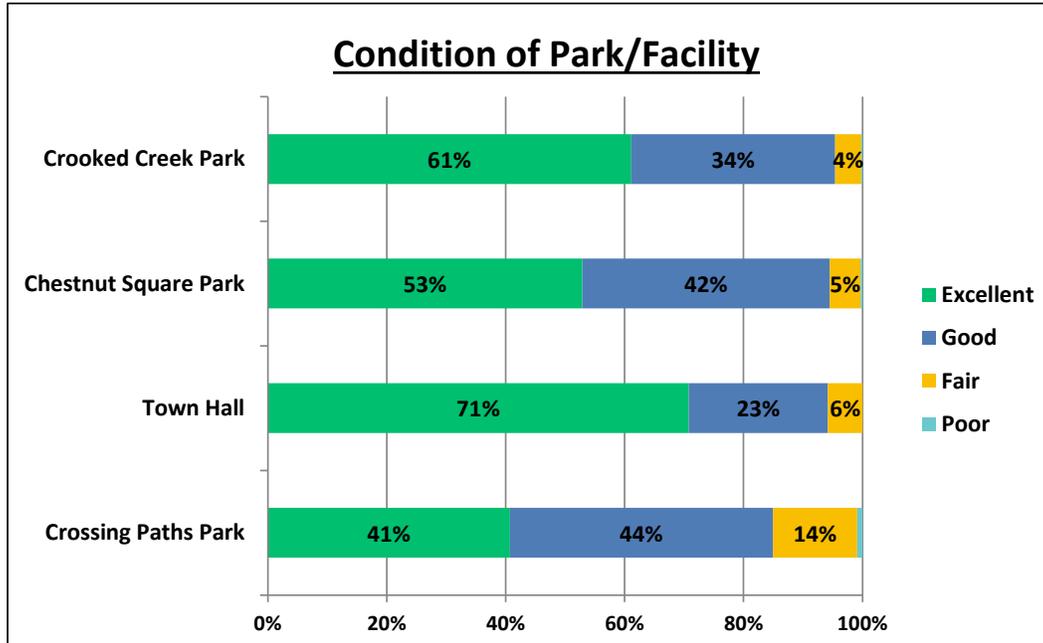
INDICATE IF YOU OR ANY MEMBER OF YOUR HOUSEHOLD HAVE USED ANY OF THE PARKS/FACILITIES LISTED BELOW DURING THE PAST 12 MONTHS, PRIOR TO THE COVID-19 PANDEMIC

The top visited park/facility by respondents was Crooked Creek Park (64%), followed by Chestnut Square Park (48%) and Town Hall (22%). Crossing Paths Park was the least visited park, with only 17% of survey respondents visiting it in the last year.



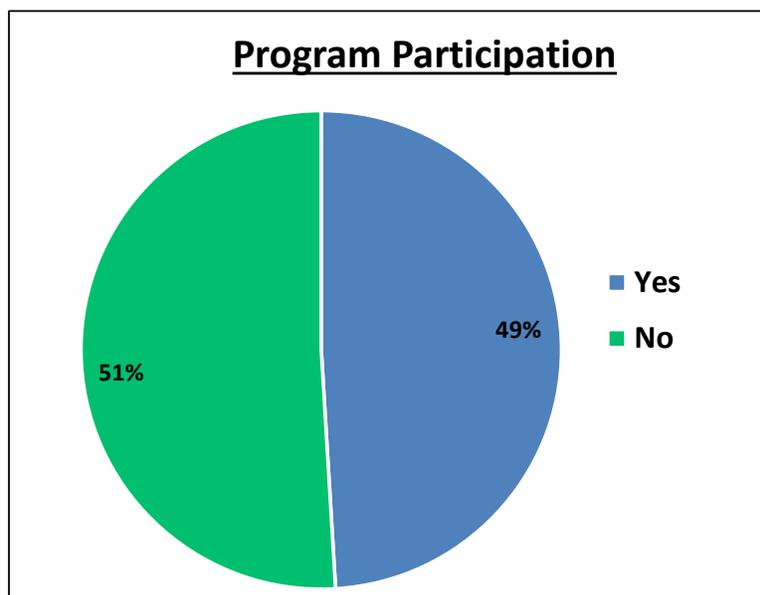
IF YOU OR ANY MEMBER OF YOUR HOUSEHOLD HAVE USED ANY OF THE PARKS/FACILITIES LISTED BELOW, RATE THE CONDITION OF THE PARK/FACILITY.

In combining ratings of “Excellent” and “Good”, respondents indicated the highest level of satisfaction with Crooked Creek Park (95%) and Chestnut Square (95%). Town Hall and Crossing Paths Park both received high satisfactory percentages, 94% and 85% respectively.



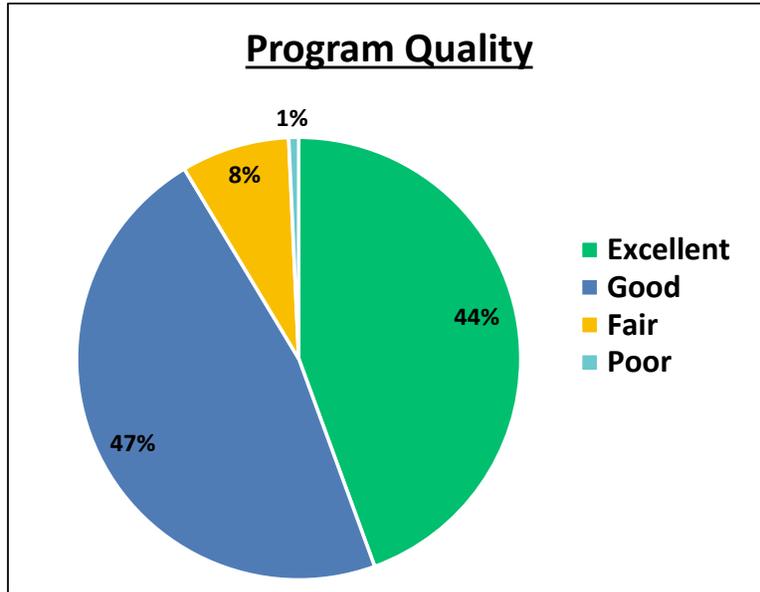
IN LIGHT OF COVID19, HAS YOUR HOUSEHOLD PARTICIPATED/WOULD HAVE PARTICIPATED IN ANY RECREATION PROGRAMS OR ACTIVITIES OFFERED BY INDIAN TRAIL PARKS AND RECREATION DURING THE PAST 12 MONTHS?

Just under half of survey respondent households (49%) have participated in a program offered by Indian Trail Parks & Recreation within the last year.



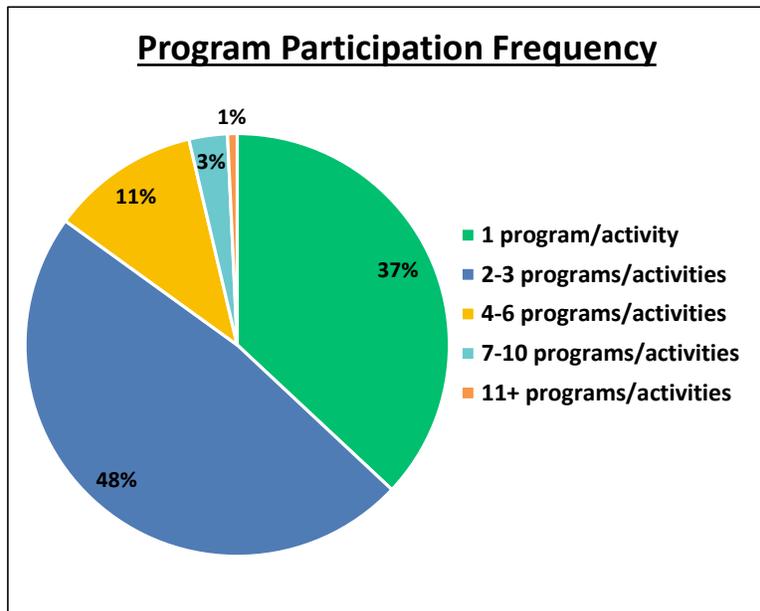
HOW WOULD YOU RATE THE OVERALL QUALITY OF ALL THE INDIAN TRAIL PROGRAMS OR ACTIVITIES IN WHICH YOUR HOUSEHOLD HAS PARTICIPATED?

For those respondents who have participated in a program offered by Indian Trail Parks & Recreation, 91% gave a satisfactory rating of either Excellent (44%) or Good (47%), while the remaining 9% of participants rated the programs Fair (8%) or Poor (1%).



HOW MANY DIFFERENT RECREATION PROGRAMS OR ACTIVITIES OFFERED BY INDIAN TRAIL PARKS AND RECREATION HAS YOUR HOUSEHOLD PARTICIPATED IN WITHIN THE LAST 12 MONTHS (PRE COVID19)?

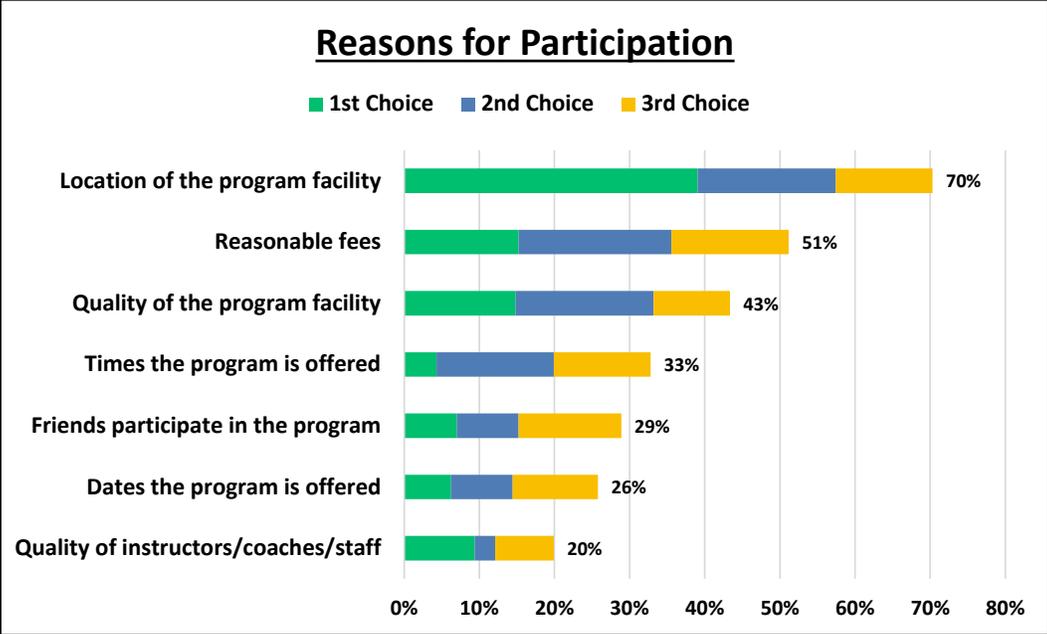
The most frequently given responses regarding the number of programs/activities households have participated in during the last year include 2-3 programs (48%), 1 program (37%), and 4-6 programs (11%). The least frequent responses include 7-10 programs (3%) and 11+ programs (1%).



WHAT ARE THE THREE PRIMARY REASONS WHY YOUR HOUSEHOLD HAS PARTICIPATED IN INDIAN TRAIL'S PARKS & RECREATION PROGRAMS OR ACTIVITIES?

The top three reasons respondents participate in Indian Trail Parks & Recreation programs/activities are location, fees and quality facilities.

The most popular reason is location of program facilities are convenient (70%), programs/activities have reasonable fees (51%), and the quality of program facilities (43%). The least cited reasons that increase participation included quality of instructors/coaches (20%) and dates that programs are offered (26%).



INDICATE IF YOU OR ANY MEMBER OF YOUR HOUSEHOLD HAS A NEED FOR EACH TYPE OF FACILITY/AMENITY LISTED BELOW.

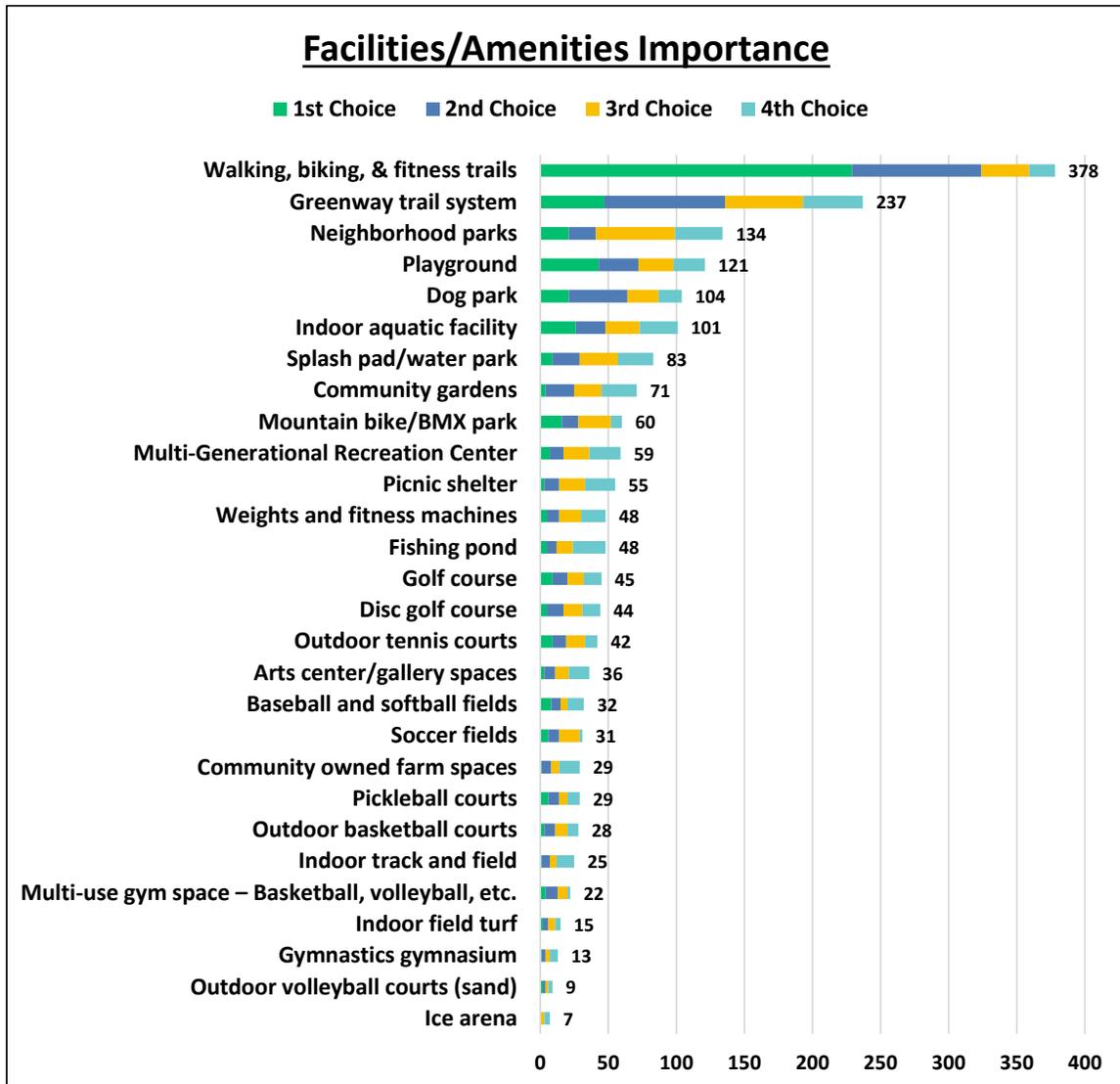
The chart below reveals the number of survey participants who answered “Yes, my household has a need”. This helps to identify facilities/amenities with the highest level of community need. Walking, biking, & fitness trails, greenway trail system, and neighborhood parks ranked highest in terms of resident needs.

Facility/Amenity	Is there Need? Yes
Walking, biking, & fitness trails	459
Greenway trail system	361
Neighborhood parks	358
Playground	270
Picnic shelter	263
Indoor aquatic facility	253
Splash pad/water park	248
Multi-Generational Recreation Center	229
Weights and fitness machines	215
Dog park	205
Fishing pond	204
Multi-use gym space – Basketball, volleyball, etc.	155
Community gardens	150
Arts center/gallery spaces	140
Outdoor tennis courts	139
Disc golf course	131
Mountain bike/BMX park	130
Outdoor basketball courts	126
Ice arena	125
Golf course	123
Indoor track and field	120
Soccer fields	109
Outdoor volleyball courts (sand)	106
Community owned farm spaces	95
Baseball and softball fields	94
Gymnastics gymnasium	79
Indoor field turf	75
Pickleball courts	65

Total Responses: 523

WHICH FOUR OF THE FACILITIES LISTED BELOW DO YOU THINK ARE MOST IMPORTANT TO MEMBERS OF YOUR HOUSEHOLD?

Survey respondents indicated that the most important facilities/amenities to their households were walking, biking, and fitness, trails (378), greenway trail system (237), neighborhood parks (134), playground (121), and dog park (104). The least important facilities/amenities indicated were ice arena (7), outdoor volleyball courts (9), gymnastics gymnasium (13), indoor turf field (15), and multi-use gym space (22).



INDICATE IF YOU OR ANY MEMBER OF YOUR HOUSEHOLD HAS A NEED FOR EACH TYPE OF FACILITY/AMENITY LISTED BELOW.

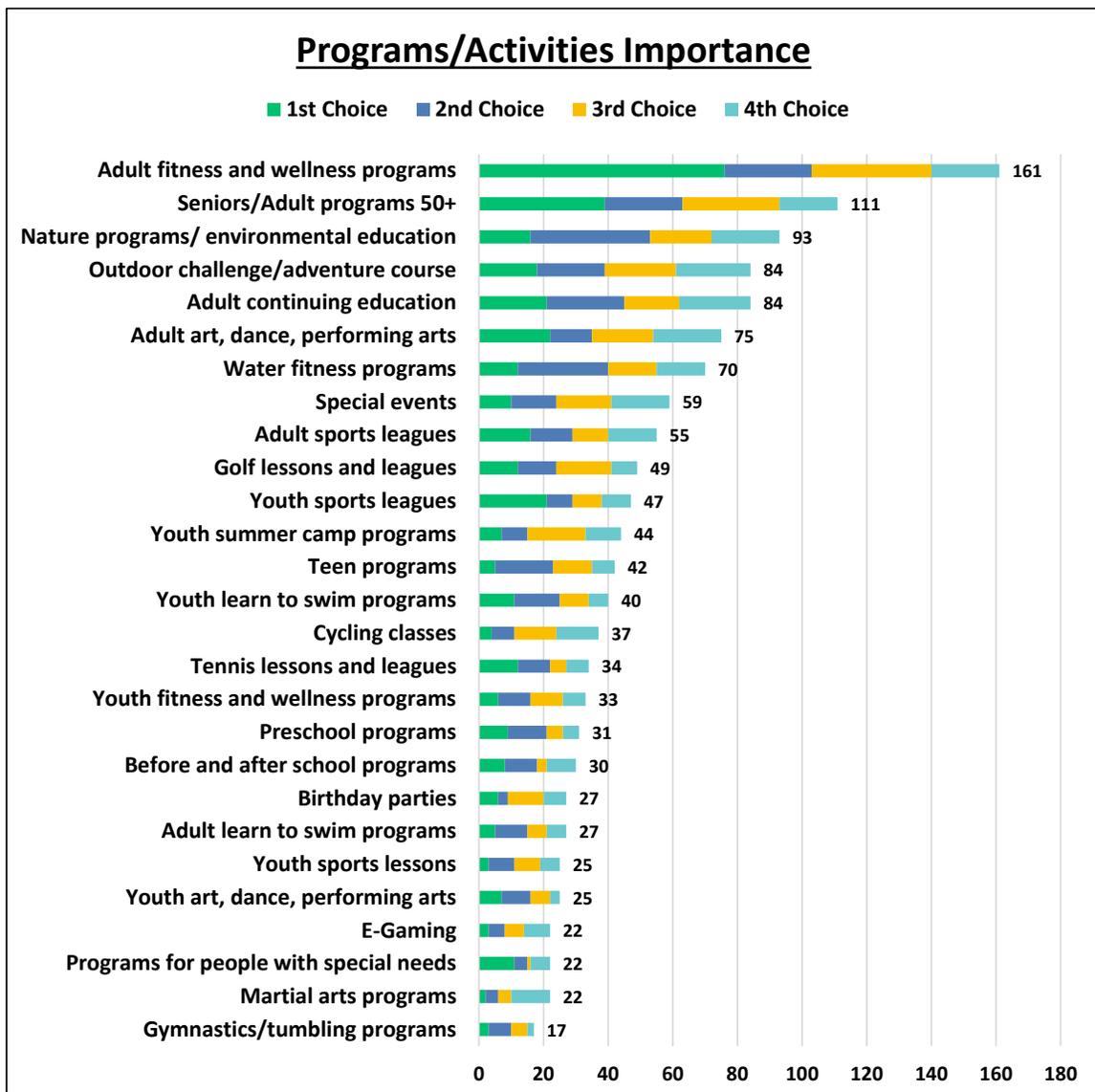
The table below reveals the number of survey participants who answered “yes, my household has a need”. This helps to identify recreational programs with the highest level of community need. Adult fitness and wellness programs, outdoor challenge/adventure course, and nature programs/environmental education ranked highest in terms of need.

Program/Activity	Is there Need? Yes
Adult fitness and wellness programs	254
Outdoor challenge/adventure course	171
Nature programs/environmental education	165
Special events	154
Seniors/Adult programs 50+	148
Adult continuing education	140
Adult sports leagues	136
Water fitness programs	125
Adult art, dance, performing arts	124
Youth sports leagues	110
Youth summer camp programs	102
Golf lessons and leagues	99
Youth fitness and wellness programs	95
Cycling classes	95
Youth sports lessons	89
Youth learn to swim programs	88
Birthday parties	82
Teen programs	77
Youth art, dance, performing arts	77
Tennis lessons and leagues	66
Martial arts programs	63
Gymnastics/tumbling programs	54
Adult learn to swim programs	53
Before and after school programs	53
Programs for people with special needs	49
Preschool programs	46
E-Gaming	42

Total Responses: 419

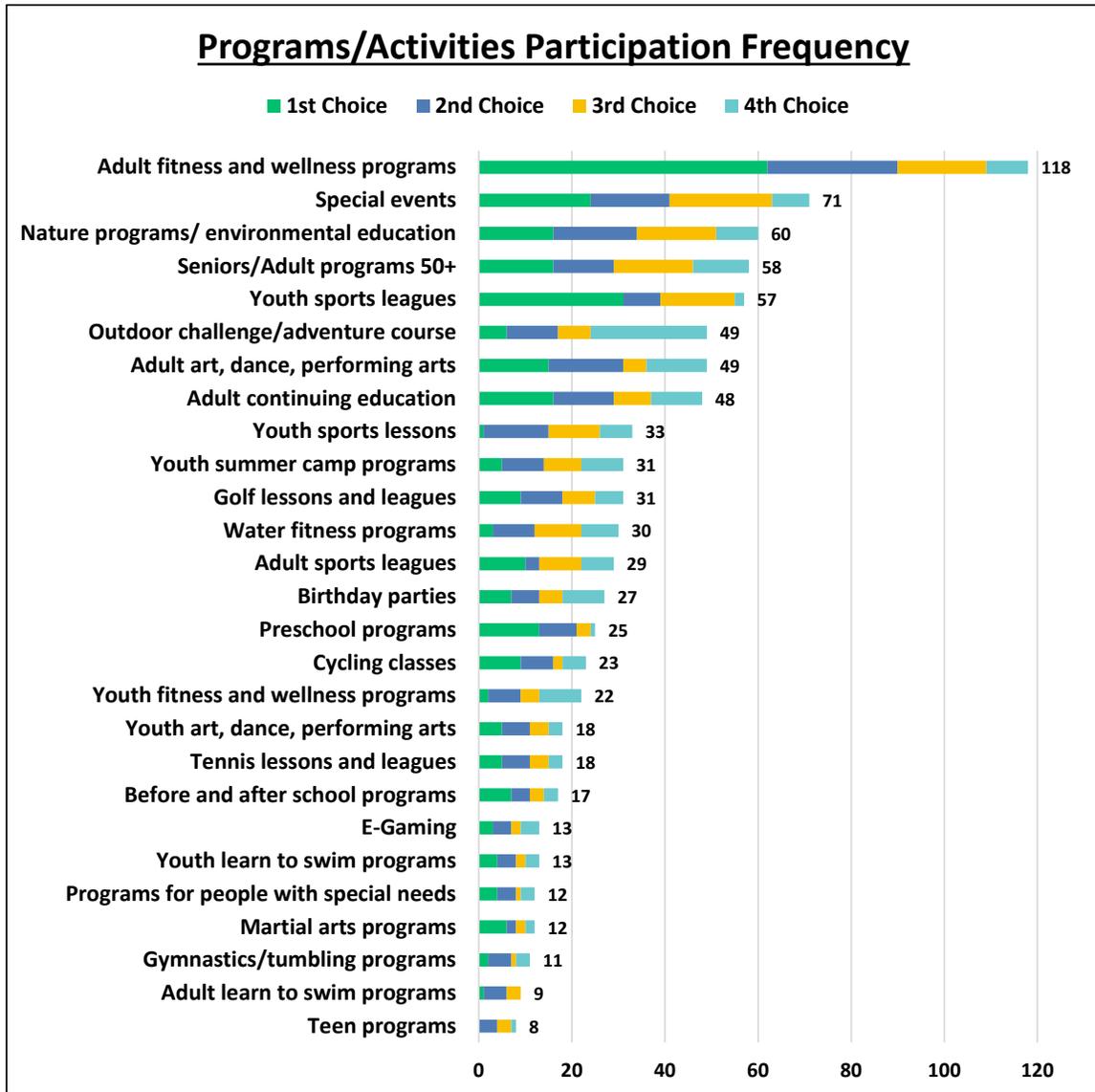
WHICH FOUR OF THE PROGRAMS/ACTIVITIES LISTED BELOW DO YOU THINK ARE MOST IMPORTANT TO MEMBERS OF YOUR HOUSEHOLD?

Survey respondents indicated that the most important programs/activities to their households were adult fitness and wellness programs (161), seniors/adult programs 50+ (111), and nature programs/environmental education (93). The least important programs/activities indicated were gymnastics/tumbling programs (17), martial arts programs (22), programs for people with special needs (22), and E-gaming (22). It is also important to understand that programs that are usually rated the highest tend to serve a much broader audience (e.g., Adult fitness and wellness or Seniors / Adult Programs 50+) while programs that are rated low are much more specific ones (e.g., Martial Arts / E-gaming) or tailored to a smaller group (e.g., People with special needs). It is, thus, important for Indian Trail’s staff to ensure that they balance a broader community importance with being inclusive with programs for smaller groups.



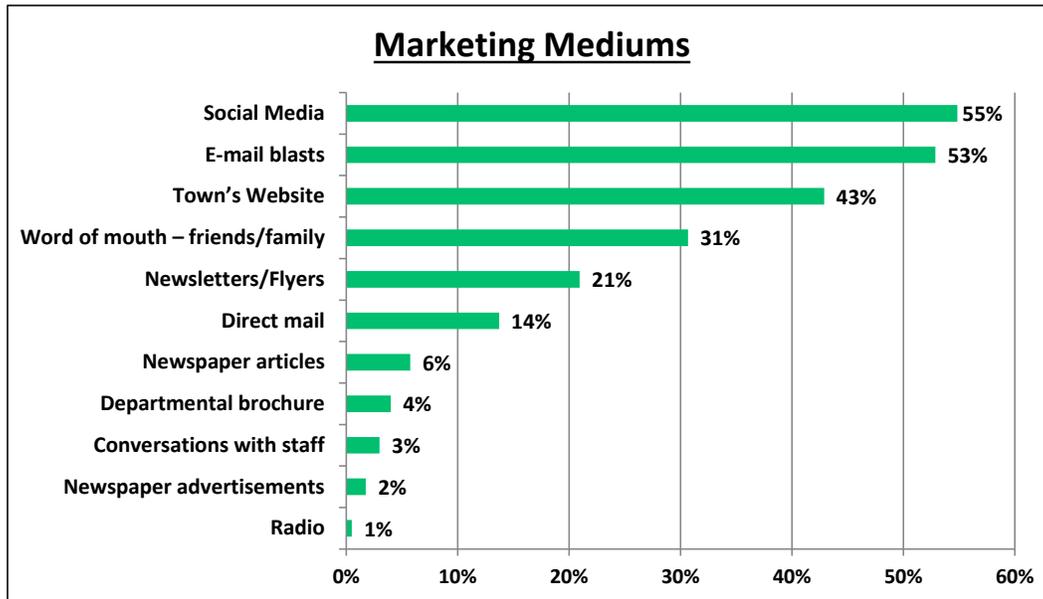
WHICH FOUR OF THE PROGRAMS/ACTIVITIES LISTED BELOW DO YOU PARTICIPATE IN MOST OFTEN?

Survey respondents indicated that the programs/activities their households most frequently participate in are adult fitness and wellness programs (118), special events (71), and nature/environmental education programs (60). The programs/activities that their households least frequently participate in are teen programs (8), adult learn to swim programs (9), and gymnastics/tumbling programs (11).



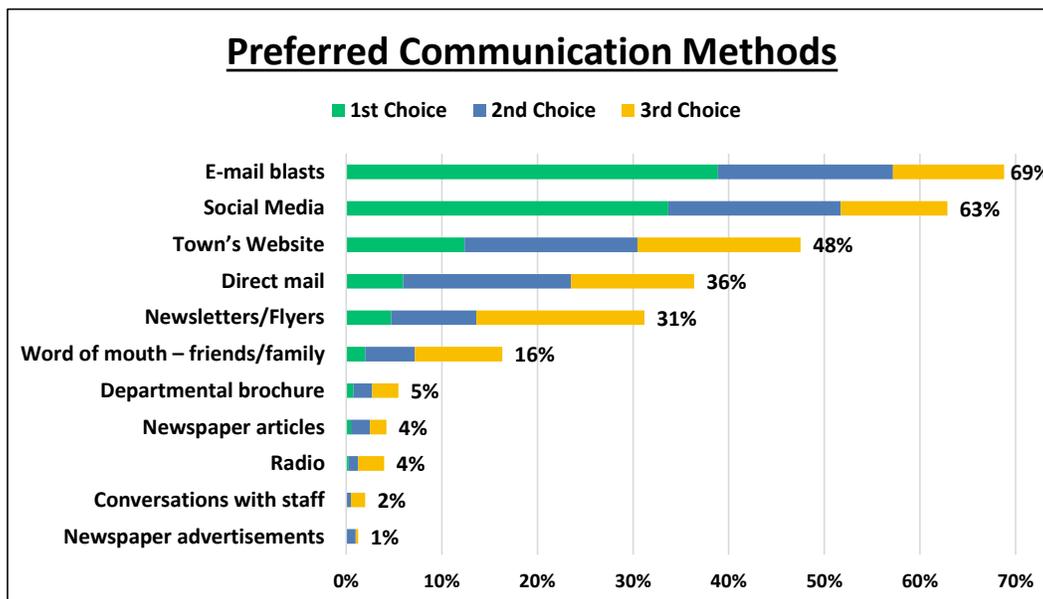
HOW DOES YOUR HOUSEHOLD LEARN ABOUT INDIAN TRAIL PARKS & RECREATION PROGRAMS, FACILITIES, AND SERVICES?

The most effective marketing methods for survey participants are all digital, which may have further increased due the primarily online nature of offerings during the pandemic, social media (55%), E-mail blasts (53%), and Town’s website (43%). The least effective mediums are radio (1%), newspaper advertisements (2%), conversations with staff (3%).



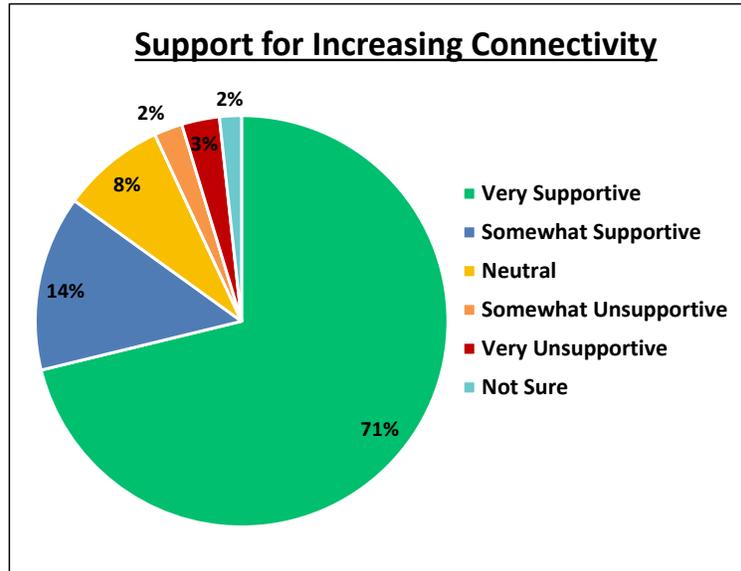
WHICH THREE OF THE METHODS FROM THE LIST BELOW ARE YOUR MOST PREFERRED WAYS OF LEARNING ABOUT TOWN RECREATION PROGRAMS, FACILITIES, AND SERVICES?

The most preferred marketing methods for survey respondents are E-mail blasts (69%), social media (63%), and Town’s website (48%). The least preferred mediums are newspaper advertisements (1%), conversations with staff (2%), radio (4%), and newspaper articles (4%).



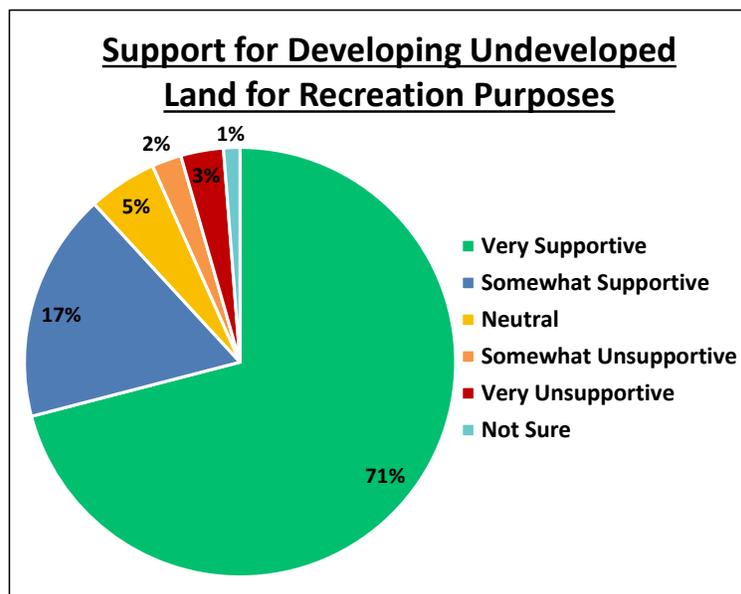
HOW SUPPORTIVE WOULD YOU BE OF THE TOWN INCREASING CONNECTIVITY AND WALKABILITY BETWEEN PARKS?

A large majority (approximately 85%) of survey respondents would be very supportive or somewhat supportive with the Town increasing connectivity and walkability between parks. Less than 5% of those surveyed were unsupportive to some level (somewhat unsupportive or very unsupportive), while the remaining 10% were neutral (8%) or not sure (2%). Connectivity and walkability continue to be one of the top priorities in communities nationwide and its importance has only increased during the pandemic.



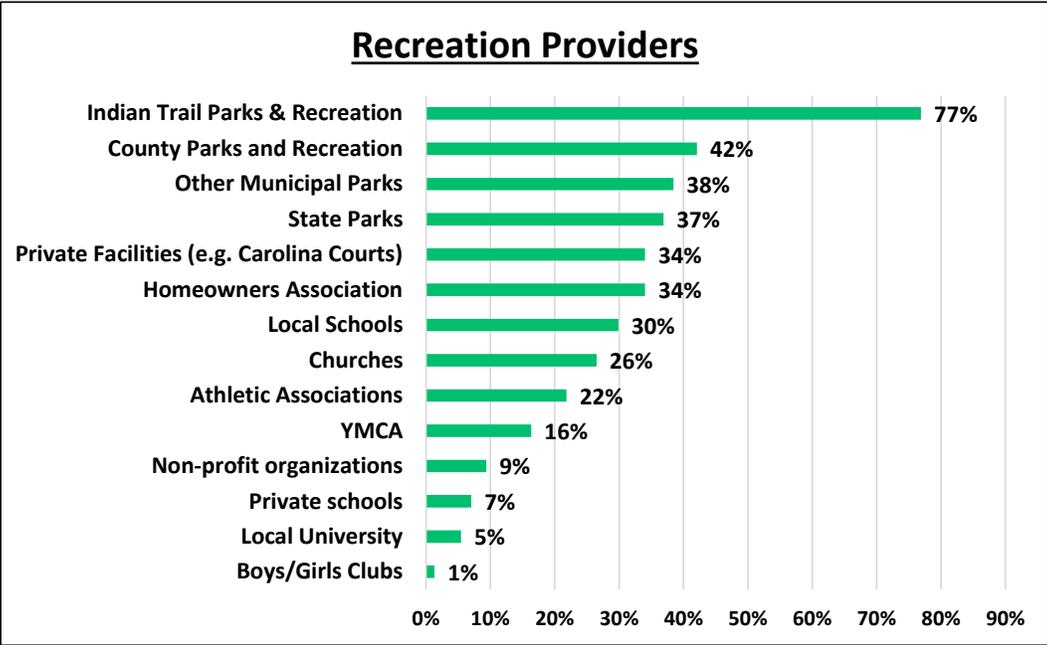
HOW SUPPORTIVE WOULD YOU BE OF THE TOWN DEVELOPING UNUSED/UNDEVELOPED LAND WITHIN THE TOWN FOR RECREATION PURPOSES?

Roughly 88% of survey participants would be very supportive or somewhat supportive of the Town developing unused/undeveloped land within the Town for recreation purposes. Approximately 5% of those surveyed were unsupportive to some level (somewhat unsupportive or very unsupportive), while the remaining 6% were neutral (5%) or not sure (1%).



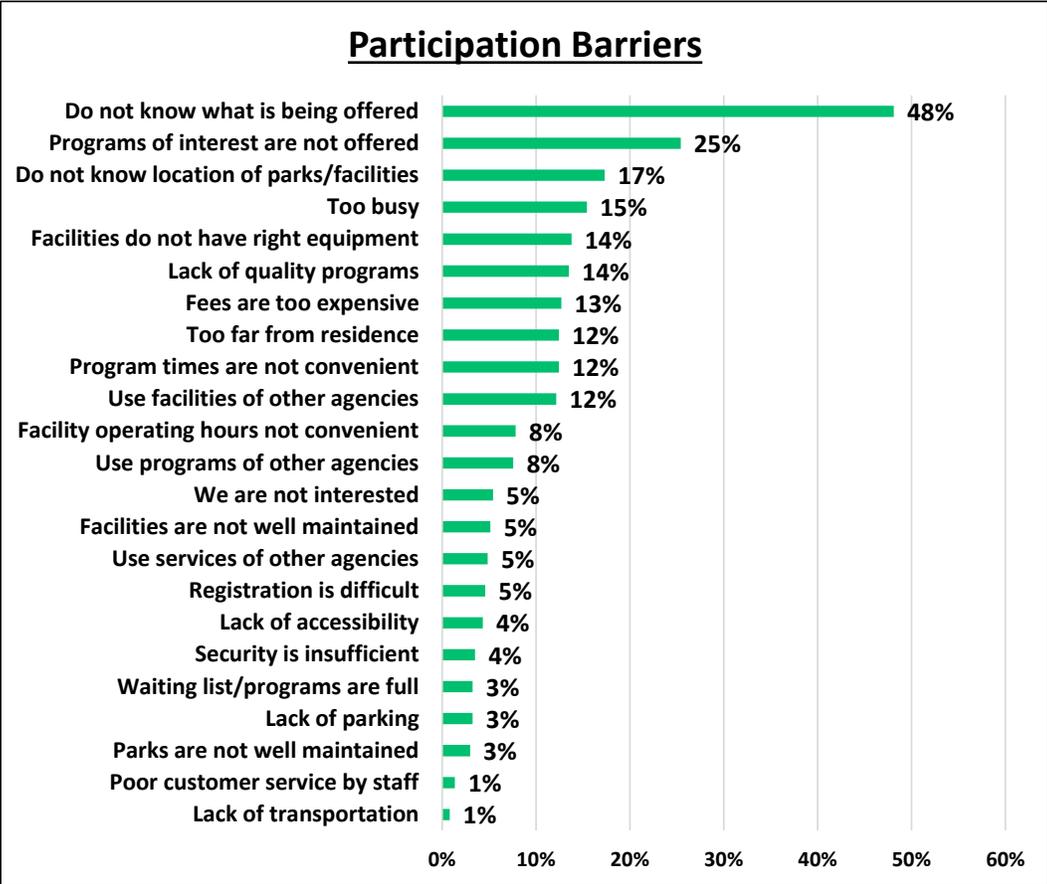
WHICH OF THE FOLLOWING ORGANIZATIONS DO YOU AND MEMBERS OF YOUR HOUSEHOLD USE FOR PARKS AND RECREATION PROGRAMS AND FACILITIES?

The most utilized organizations for recreation programs and facilities among respondents were Indian Trail Parks & Recreation (77%) followed by County Parks and Recreation (42%), Other Municipal Parks (38%), and State Parks (37%).



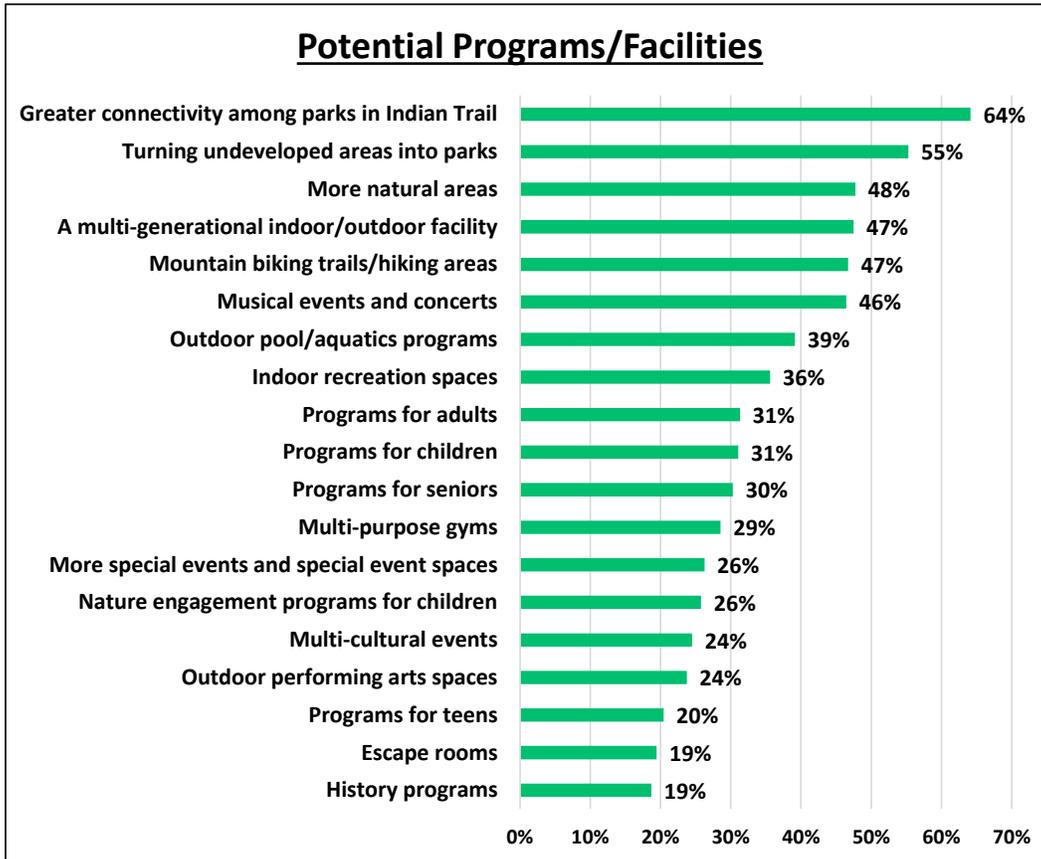
WHICH OF THE FOLLOWING REASONS PREVENT YOU OR OTHER MEMBERS OF YOUR HOUSEHOLD FROM USING RECREATION PROGRAMS AND FACILITIES OFFERED BY INDIAN TRAIL PARKS & RECREATION MORE OFTEN?

Residents are most deterred from using Indian Trail parks more frequently due to not knowing what is being offered (48%), programs of interest not being offered (25%), not knowing the location of parks/facilities (17%), and being too busy (15%). It should be noted that a lack of awareness as a barrier to participation is not unique to Indian Trail. In fact, it is consistently one of the top three barriers to participation in such surveys done nationwide.



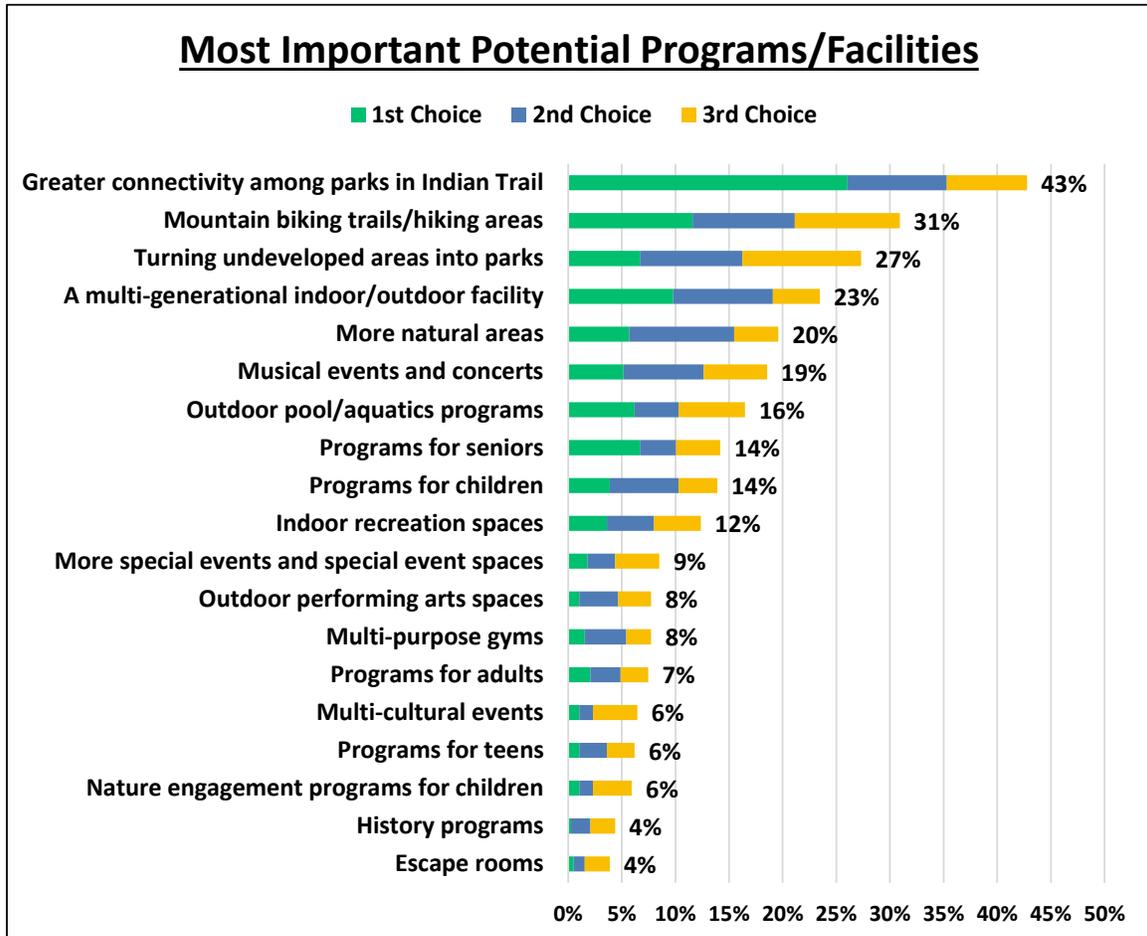
THE TOWN IS CONSIDERING THE POSSIBILITY OF DEVELOPING NEW PROGRAMS, AMENITIES, AND FACILITIES. FROM THE FOLLOWING LIST OF POTENTIAL ITEMS THE TOWN COULD DEVELOP, WHICH OF THE ITEMS WOULD YOU OR MEMBERS OF YOUR HOUSEHOLD USE?

Approximately 64% of those surveyed indicated that they would utilize greater connectivity among parks in Indian Trail, followed by turning undeveloped areas into parks (55%), more natural areas (48%), a multi-generational indoor/outdoor facility (47%), and mountain biking trails/hiking areas (47%).



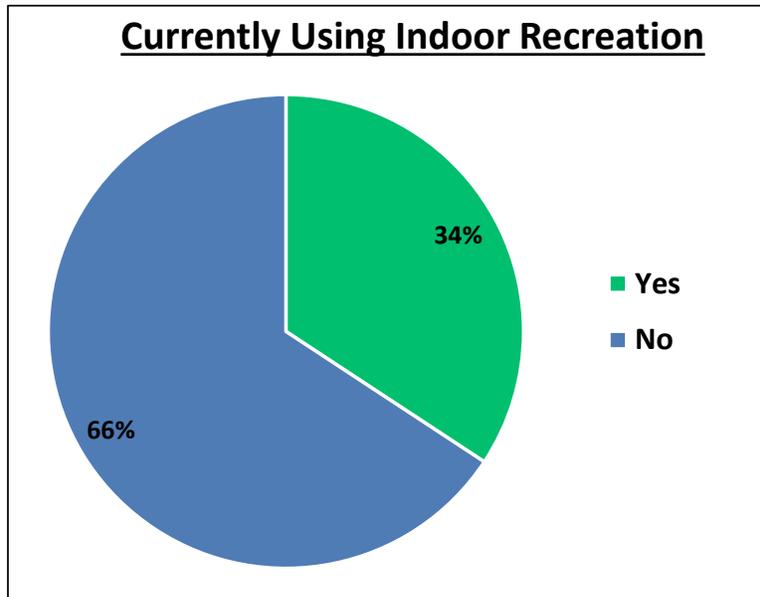
WHICH THREE OF THE POTENTIAL PROGRAMS, AMENITIES, AND FACILITIES THAT THE TOWN COULD DEVELOP FROM THE LIST BELOW ARE MOST IMPORTANT TO YOUR HOUSEHOLD?

Nearly half of those surveyed (43%) indicated that greater connectivity among parks in Indian Trail was one of their top three most important programs/amenities/facilities for the Town to develop; followed by mountain biking trails/hiking areas (31%), turning undeveloped areas into parks (27%) and multi-generational indoor/outdoor facility (23%).



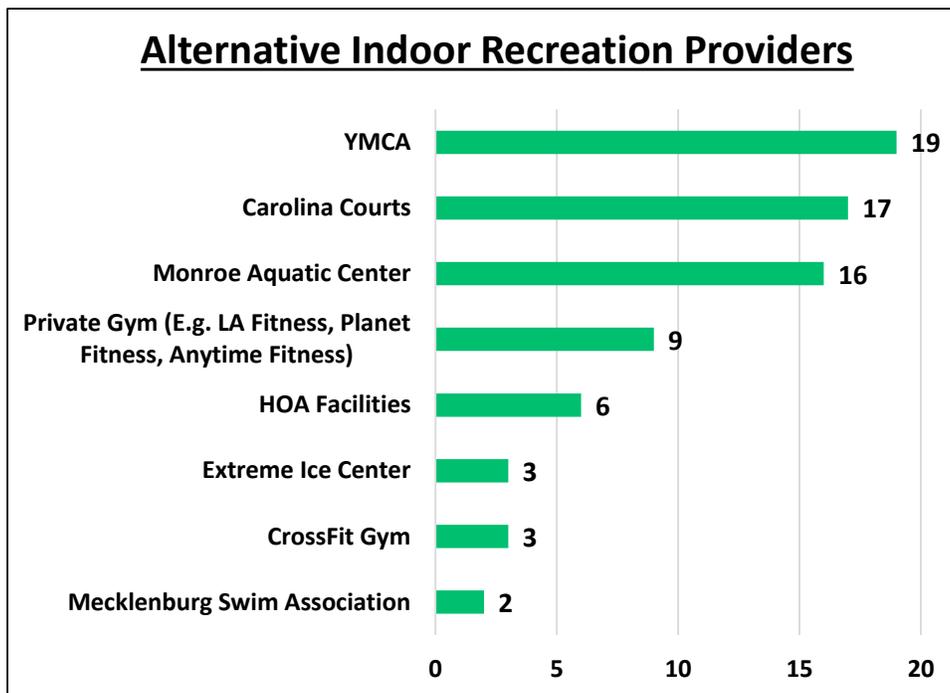
ARE YOU OR OTHER MEMBERS OF YOUR HOUSEHOLD CURRENTLY USING ANY INDOOR RECREATION, SPORTS, FITNESS, OR AQUATIC FACILITIES?

Almost 2 out of 3 respondent households are currently not using any indoor facility for recreational, sport, fitness, and/or aquatic purposes with only 34% stating that they did



SPECIFY WHAT FACILITIES YOU WERE REFERENCING IN THE PREVIOUS QUESTION.

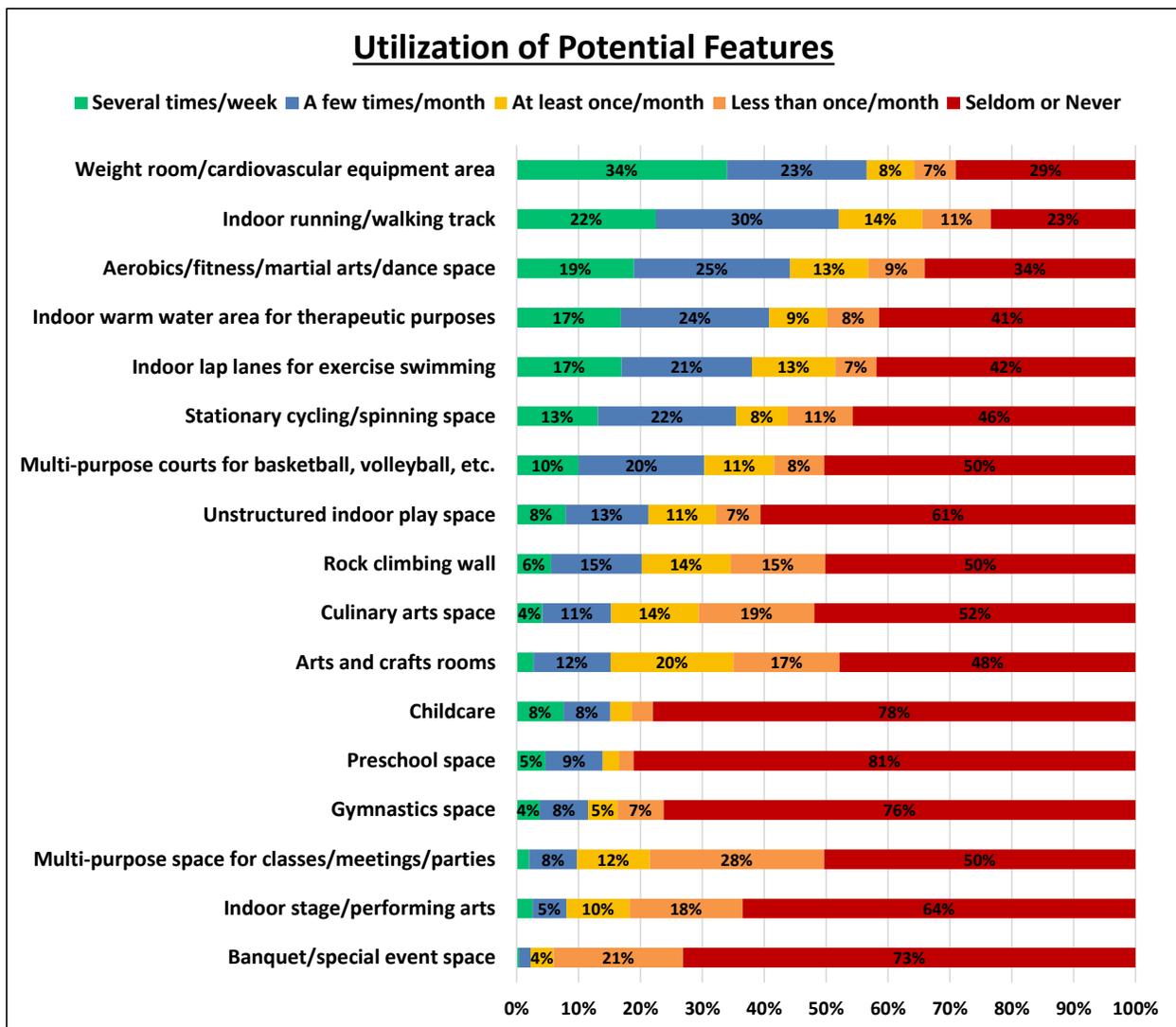
Survey participants who answered “Yes” to question 1.2.20 were asked to specify what facility they were utilizing. Below are the most frequently given responses.



INDIAN TRAIL IS CONSIDERING DEVELOPING A NEW MULTI-GENERATIONAL COMMUNITY RECREATION CENTER AT CROOKED CREEK PARK. LISTED BELOW ARE POTENTIAL FEATURES THAT COULD BE INCORPORATED INTO THE DESIGN OF A MULTI-GENERATIONAL COMMUNITY RECREATION CENTER. PLEASE INDICATE APPROXIMATELY HOW OFTEN YOU OR MEMBERS OF YOUR HOUSEHOLD WOULD USE EACH OF THESE FEATURES.

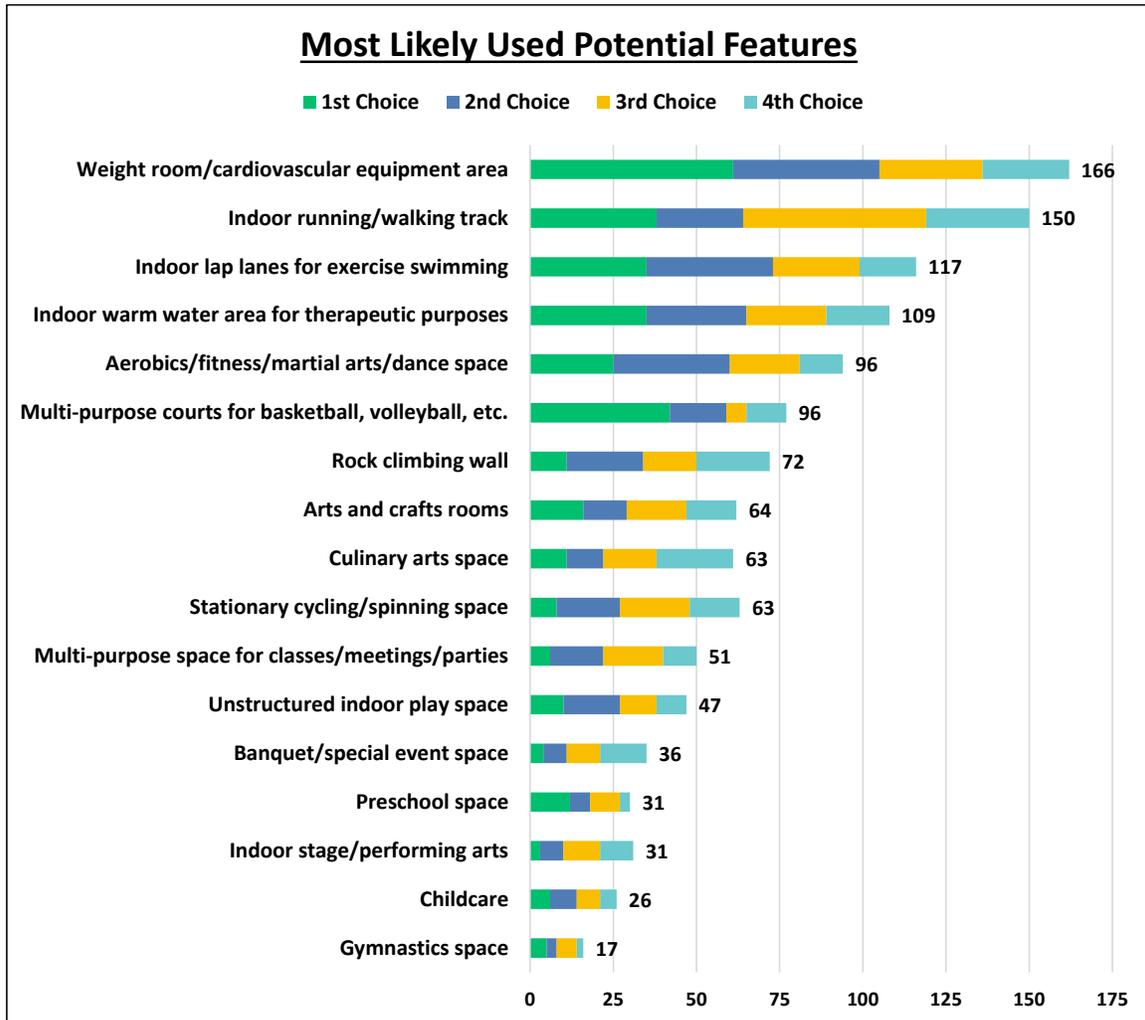
In combining “several times/week” and “a few times/month” weight room/cardiovascular equipment area (57%), indoor running/walking track (52%), and aerobics/fitness/martial arts/dance space (44%) were identified as the most frequently utilized amenities. These are the kinds of amenities that typically get the most usage and one of the key benefits of memberships as stated by users nationwide.

Features that were projected to receive the least amount of use by survey respondents include banquet/special event space (2%), indoor stage/performing arts (8%), and multi-purpose space for classes/meetings/parties (10%).



WHICH FOUR OF THE FEATURES LISTED BELOW WOULD YOU OR MEMBERS OF YOUR HOUSEHOLD BE MOST LIKELY TO USE IF THEY WERE INCLUDED IN THE MULTI-GENERATIONAL COMMUNITY RECREATION CENTER?

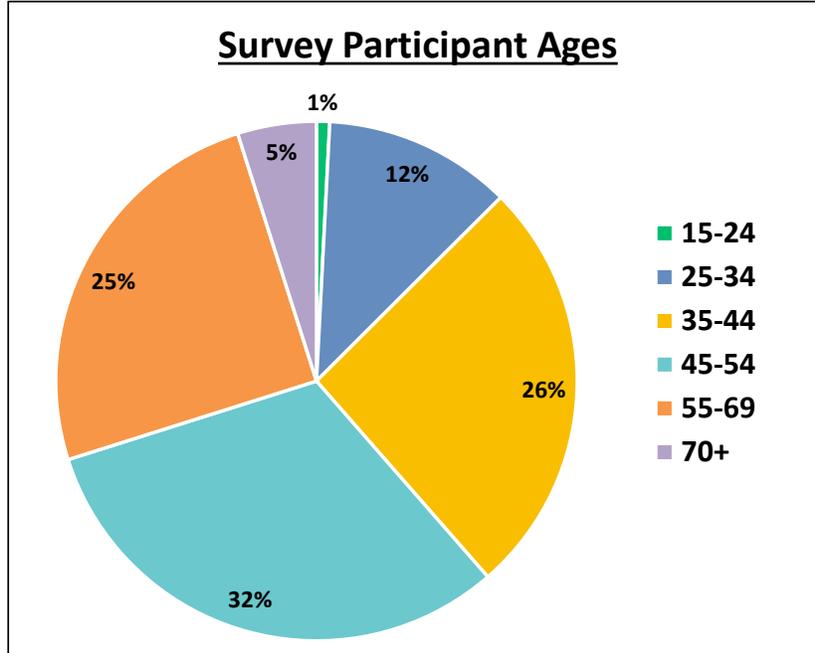
Based on the features listed below, survey respondents indicated that they were most likely to use a weight room/cardiovascular equipment area (166), indoor running/walking track (150), and indoor lap lanes for exercise swimming (117). Amenities least likely to be utilized include gymnastics space (17), childcare (26), indoor stage/performing arts (31), and preschool space (31).



3.2.3 DEMOGRAPHICS

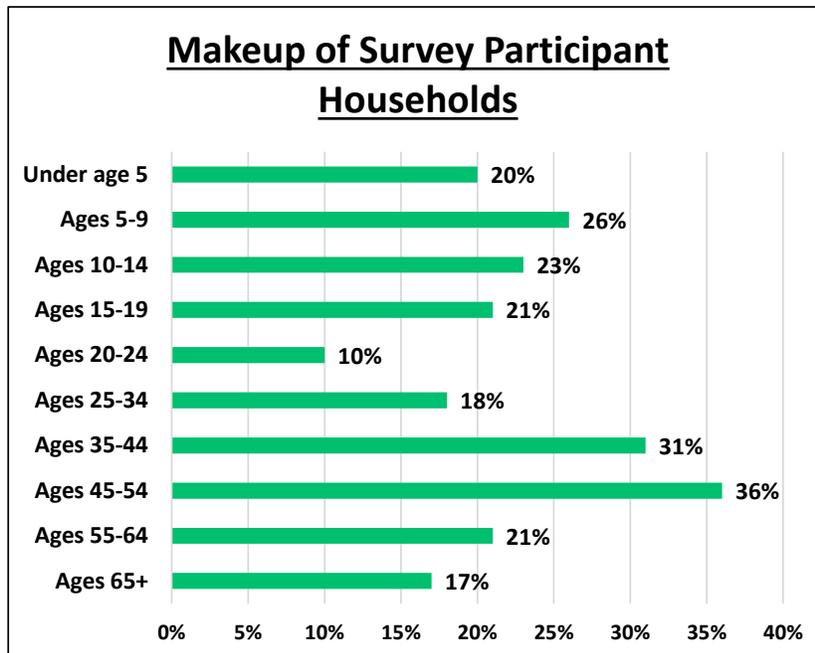
WHAT IS YOUR AGE?

The youngest survey participant was 15-years-old and the oldest was 79-years-old, with the median age of survey respondents being 49-years-old



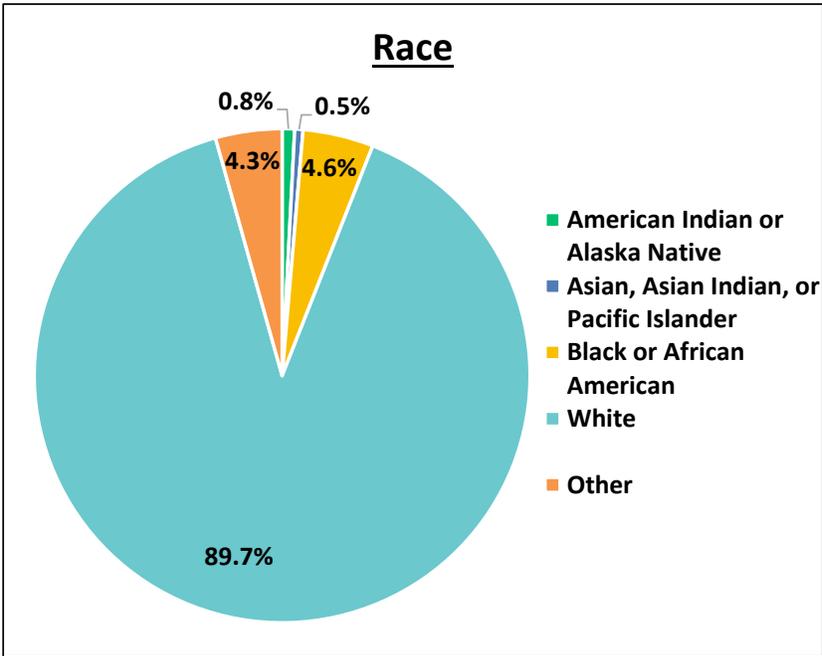
COUNTING YOURSELF, HOW MANY OTHER AGE GROUPS ARE REPRESENTED IN YOUR HOUSEHOLD?

The chart below reveals the makeup of survey respondent households by age segments. A majority of participants were middle-aged to older adults with children between the ages of 0-19 years-old.



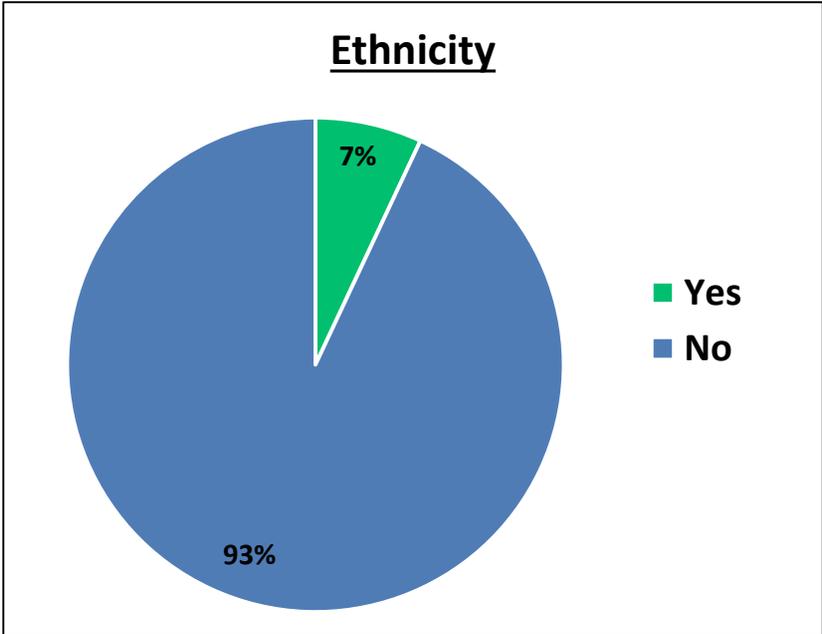
WHICH OF THE FOLLOWING BEST DESCRIBES YOUR RACE?

Analyzing race, the survey participants were predominantly White Alone (89.7%), with Black or African American (4.6%) and Other (4.3%) representing the largest minorities.



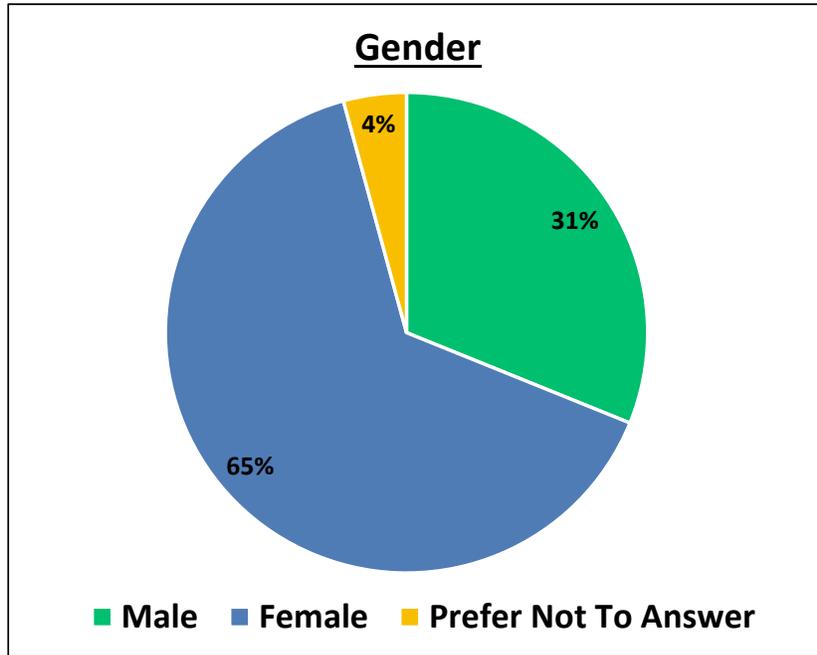
ARE YOU OF SPANISH, HISPANIC, OR LATINO ANCESTRY?

Approximately 7% of all survey respondents were of Hispanic/Latino ancestry.



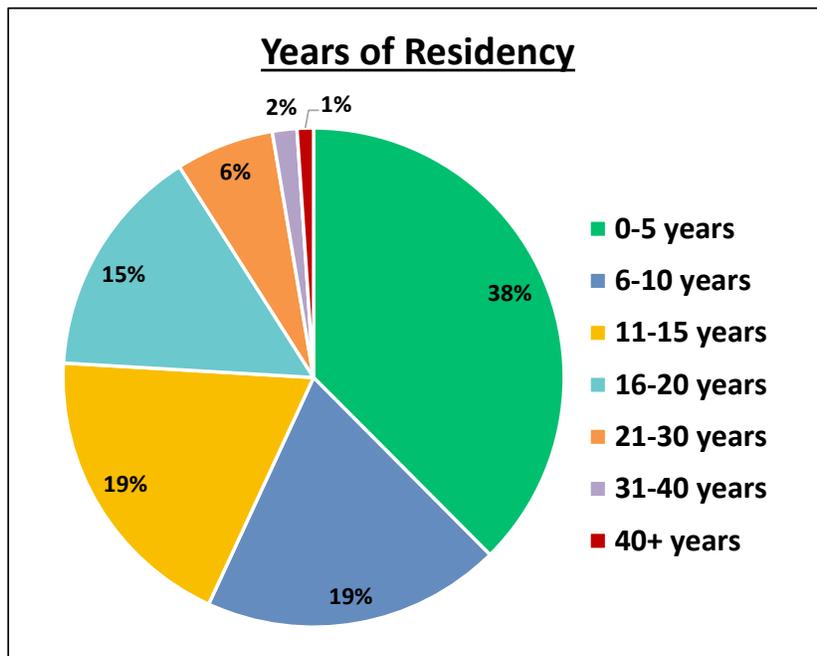
WHAT IS YOUR GENDER?

Approximately 2 out of 3 survey respondents were female, while the remaining third were either male (31%) or preferred not to answer (4%).



HOW LONG HAVE YOU LIVED IN THE TOWN OF INDIAN TRAIL? (YEARS)

Roughly 2 out of 5 survey participants have lived in the Town of Indian Trail for 5-years or less, followed by another 38% residing in the Town for 6-10-years (19%) and 11-15-years (19%).



3.3 STATISTICALLY VALID NEEDS ANALYSIS SURVEY

3.3.1 METHODOLOGY

ETC Institute mailed a survey packet to a random sample of households in the Town of Indian Trail. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it on-line at www.IndianTrailSurvey.org.

Ten days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of Indian Trail from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed on-line did not match one of the addresses selected for the sample, the on-line survey was not counted.

The goal was to obtain completed surveys from at least 350 residents. The goal was exceeded with a total of 426 residents completing the survey. The overall results for the sample of 426 households have a precision of at least +/-4.7% at the 95% level of confidence. Note: ETC’s full survey results can be found in Appendix D.

3.3.2 SURVEY SUMMARY

PARK USAGE AND RATING

The top visited park /facility by respondents was Crooked Creek Park (51%), followed by Chestnut Square Park (31%). Crossing Paths Park (11%) was the least visited park by survey respondents. In combining ratings of Excellent and Good, respondents indicated the highest level of satisfaction with Crooked Creek Park and Crossing Paths Park, both receiving a 98%. Chestnut Square Park also received a high satisfactory percentage of 94%.

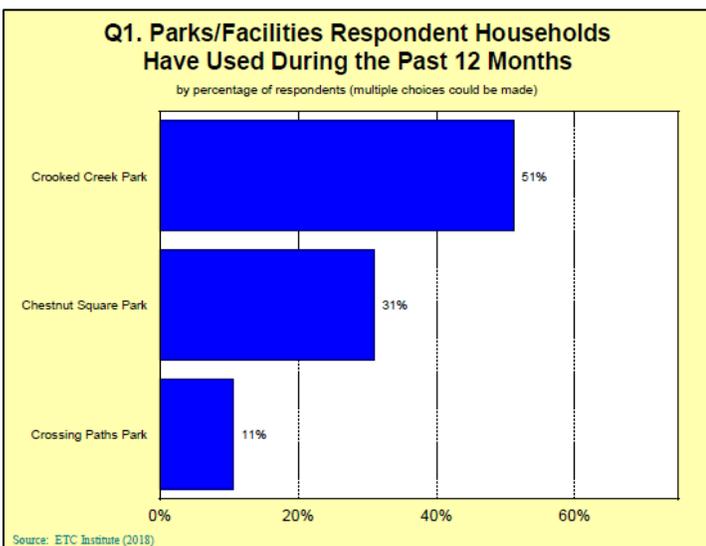


Figure 33: Park/Facility Usage

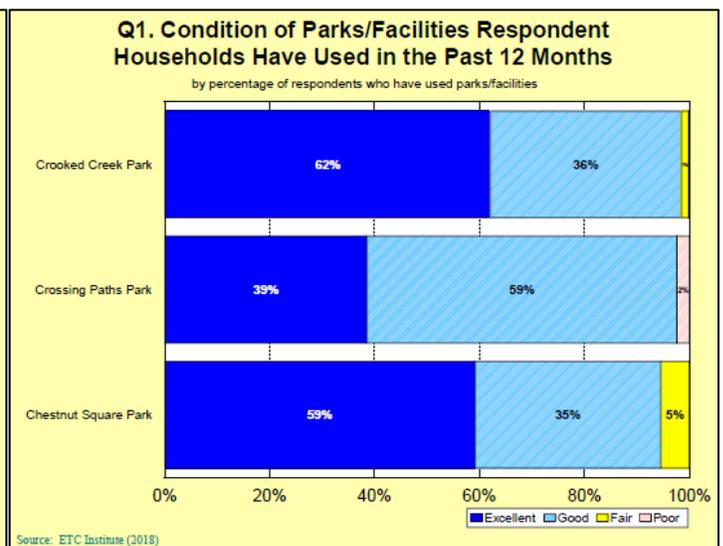


Figure 32: Park/Facility Conditions

PROGRAM USAGE AND RATING

Roughly 16% of survey respondent households have participated in a program offered by Indian Trail Parks & Recreation with the last year. Of those respondents, 91% gave a satisfactory rating of either Excellent (29%) or Good (62%), while the remaining 9% rated the programs Fair.

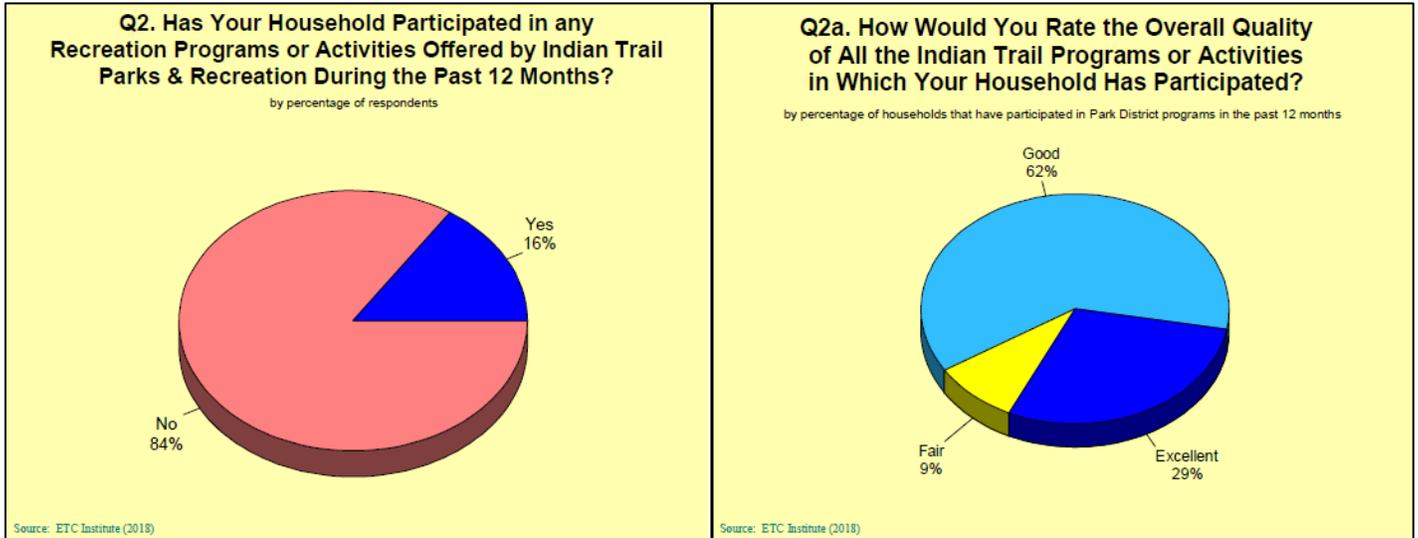


Figure 35: Recreation Program Participation

Figure 34: Quality of Programs

PROGRAM PARTICIPATION FREQUENCY

The most frequently given responses regarding the number of programs/activities households have participated in during the last year include 2-3 programs (54%), 1 program (30%), and 4-6 programs (14%). The least frequent responses include 7-10 programs (0%) and 11+ programs (2%).

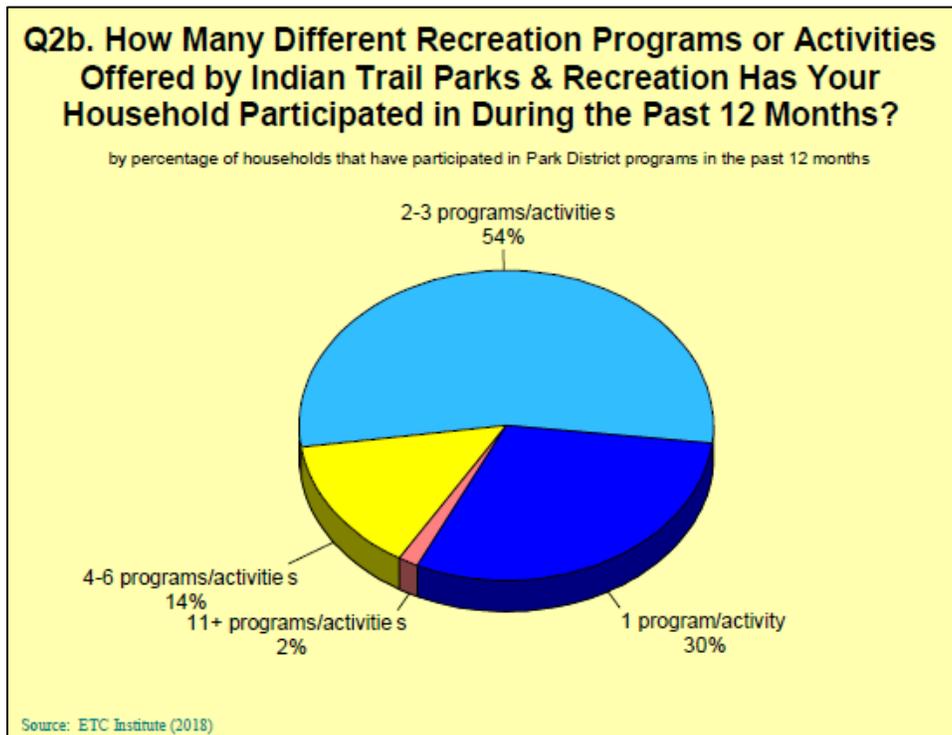


Figure 36: Total Number of Program Participated In

REASONS FOR PARTICIPATION

Respondents participate in Indian Trail Parks & Recreation programs/activities because the location of program facilities are convenient (61%), times program is offered (42%), and dates the programs are offered are convenient (36%). The least cited reasons that increase participation included other (8%) and quality of instructors/coaches (21%).

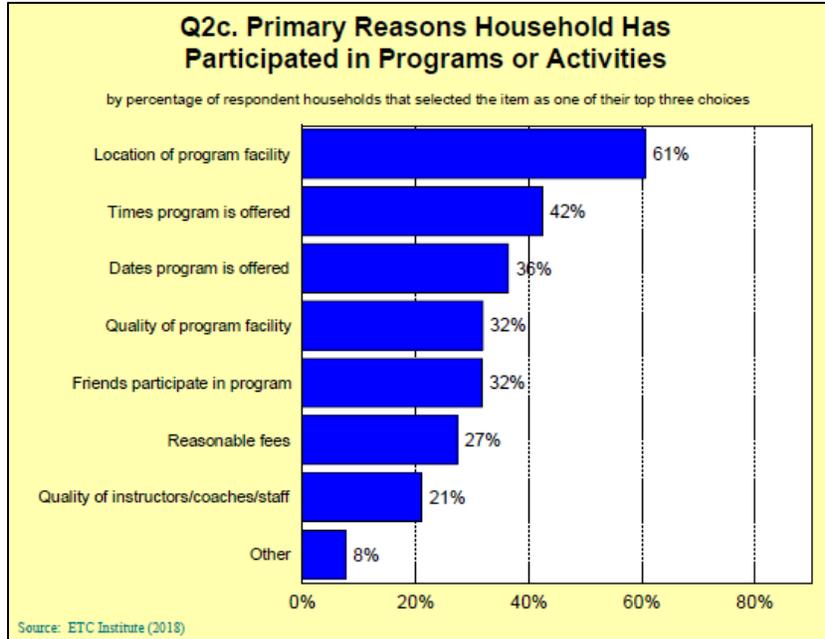


Figure 37: Reasons for Participation

MARKETING

The most effective marketing methods for survey participants are word of mouth- friends/family (43%), social media (42%), newsletters/flyers (40%) and Town’s website (38%). The least effective mediums are radio (2%), conversations with staff (2%), and Department brochure (7%).

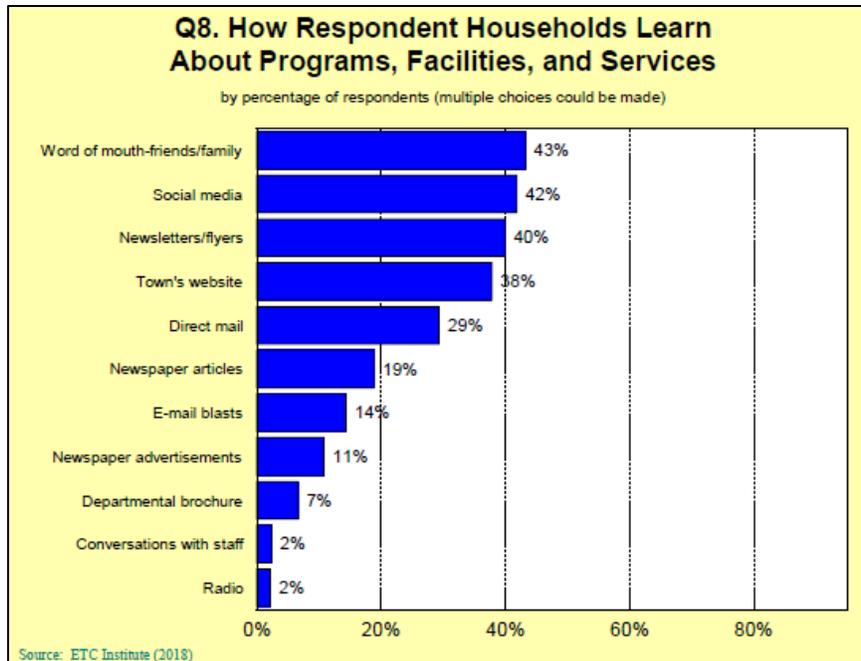


Figure 38: Popular Marketing Mediums

RECREATION PROVIDERS

The most utilized organizations for recreation programs and facilities among respondents were Indian Trail Parks & Recreation (52%) and Homeowners Association (32%), followed by Other Municipal Parks (29%), Local Schools (26%), and County Parks and Recreation (26%).

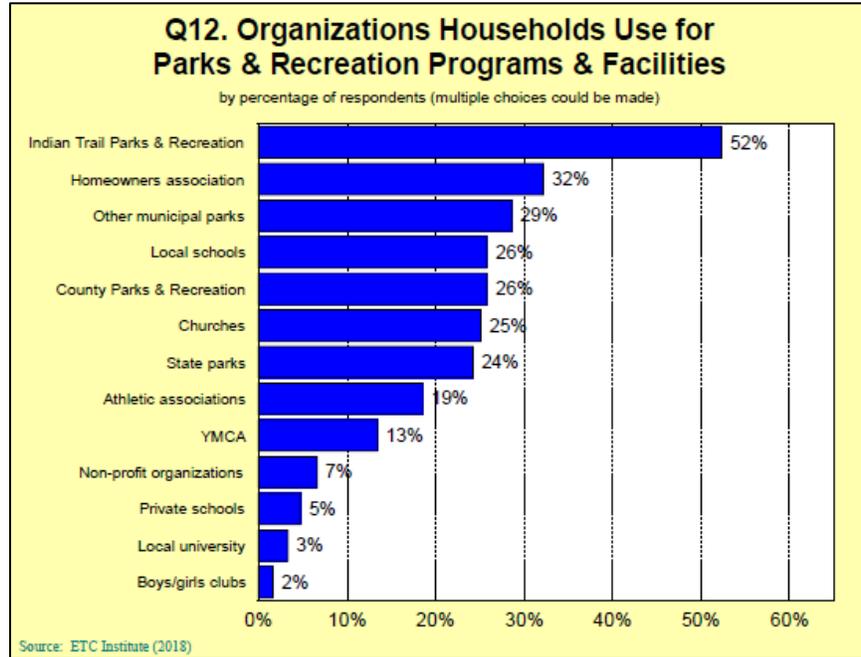


Figure 39: Recreational Organizations

PARTICIPATION BARRIERS

Residents are most deterred from using Indian Trail parks more frequently due to not knowing what is being offered (45%), being too busy (26%), programs of interest are not offered (22%), and not knowing the location of parks/facilities (21%). This is fairly consistent with trends observed nationwide.

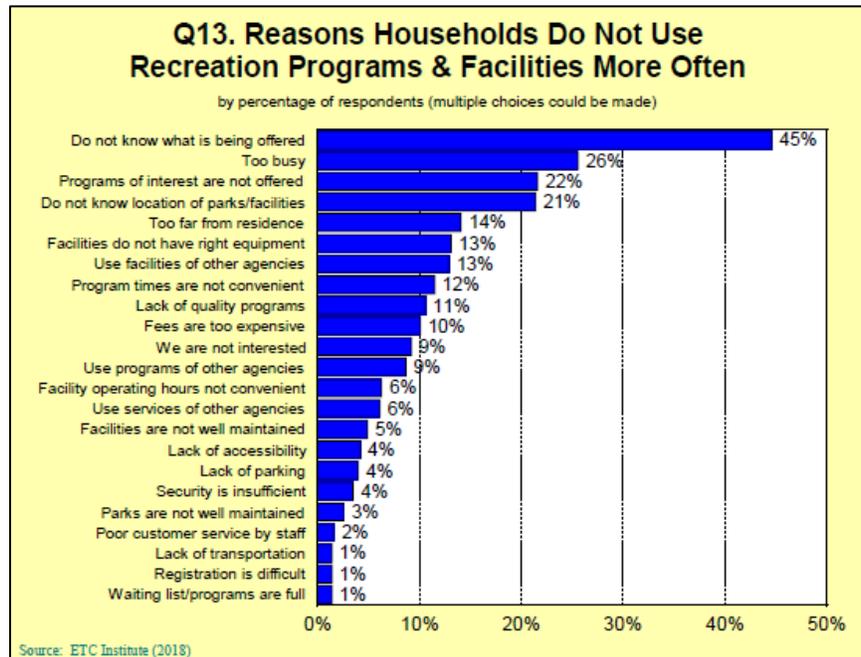


Figure 40: Deterrents for Parks and Recreation

POTENTIAL PROGRAMS/FACILITIES

Approximately 49% of those surveyed indicated that they would utilize a multi-generational indoor/outdoor facility within Indian Trail followed by musical events and concerts (43%) and greater connectivity among parks in Indian Trail. Least sought-after programs, amenities, and facilities were other (7%), escape rooms (15%), history programs (16%), and outdoor performing arts spaces (18%).

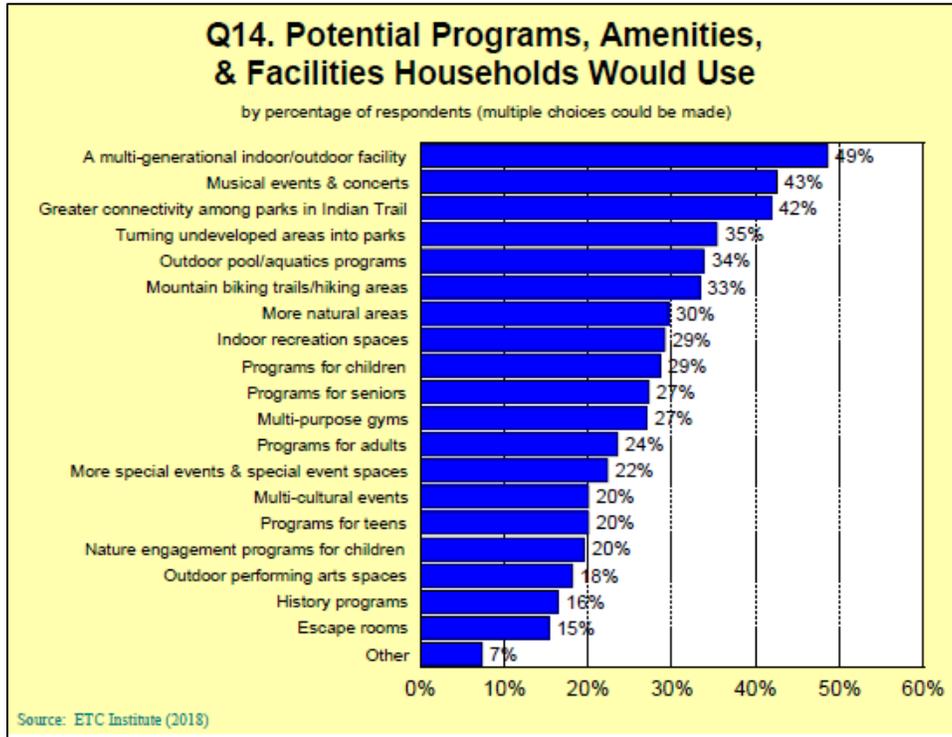


Figure 41: Potentially Used Programs/Amenities/Facilities

Chapter Four - PARKS, FACILITIES, AND PROGRAM ANALYSIS

This chapter of the report provides an in-depth analysis of the parks facilities and programs provided by the Department. Individual components of this comprehensive assessment include the following:

- Park Classifications
- Park/Facility Inventory & Assessment
- Level of Service (LOS)
- GIS Equity Mapping
- Recreation Program Assessment
- Facility & Program Priority Rankings
- Capital Improvement Plan
- Funding & Revenue Strategies

4.1 PARK CLASSIFICATIONS

The following section explains the various park classification definitions as utilized in this report. This provides a fundamental understanding of the current state of the Towns parks.

4.1.1 PARK MODELS

Mini Park: The smallest unit of a park system and is used to typically address limited and isolated needs of residents within a ¼ mile of its location. This type of park is usually accessed on foot and does not typically include parking. Mini Parks are usually located in higher density areas where accessibility through sidewalks and greenways are present and is therefore vitally important. Mini parks are usually up to one acre in size. Input from neighborhood residents, or potential park users, is important for the development of this park type. Elements in Mini Parks are often similar to Neighborhood Parks. The recommended level of service is 1 acre per 1000 people. Mini parks are for passive use such as seating, picnicking, and tot lots and are designed for all ages and are part of a residential, retail or office development.



Neighborhood Park: These cater to both active and passive recreation needs at a neighborhood level. These facilities are much more visible compared to Mini Parks. These facilities serve as an area of ½ mile radius. The optimal size of a Neighborhood park ranges from 5-10 acres in size and usually requires parking of 7-10 spaces. Activities in a neighborhood park could include active recreation facilities such as tennis, volleyball, basketball and playgrounds. Passive activity can also be accommodated with trails, tot lots, picnic areas, benches and open space.

Community Park: This provide a wider range of amenities than Neighborhood Parks while preserving unique landscapes and Open Space. Community Parks serve and area of ½ to 3-mile radius. Generally, 20 to 50 acres, a community park is centrally located within its park service area with consideration given to surrounding land uses, safety, access, and land availability. Accessible to multiple neighborhoods with activities for the entire family, a community park should contain active and passive recreation opportunities that may include fields, courts, trails, playgrounds, and open space. Community parks may also include a municipal swimming pool or community center. The service radius for a community park is 2-3 miles.



District/Regional Park: Approximately 40 - 200 acres in size, district parks are centrally located within a reasonable driving distance to the community it serves and are typically part of an area with natural beauty or ornamental quality. The optimum size is 80-150 acres. The District/Regional park model contains large areas for passive recreation use such as nature trails, picnicking, boating, fishing, camping, interpretive center, and large open spaces. Facilities for active games (i.e. softball, basketball, tennis) may also be provided. These active facilities are usually heavily programmed and used by leagues and other users for organized sports. The service radius for a District/Regional park is 5-10 miles. These parks usually are not located near residential areas due to the levels of noise and light they generate.



Greenways: A Greenway is a linear open space established along either a natural corridor, such as a riverfront, stream valley, or ridge line Overland along a railroad right-of-way converted to recreational use along a canal, scenic road or other route. It is a natural or landscaped course for pedestrian or bicycle passage or an open-space connector linking parks, nature preserves, cultural features, or historic sites with each other and with populated areas; are linear parks of land left in a natural state that provide enjoyable corridors for walking, jogging, skating and biking. The term greenway comes from the 'green' in green belt and the 'way' in parkway, implying a recreational or pedestrian use rather than a typical street corridor, as well as an emphasis on introducing or maintaining vegetation in a location where such vegetation is otherwise lacking. Some greenways include community gardens as well as typical park-style landscaping of trees and shrubs. They also tend to have a mostly contiguous pathway and resemble linear parks.

4.2 EXISTING PARK AND FACILITY INVENTORY AND ASSESSMENT

The following section captures the current park and facility inventory for the Indian Trail park system. This accompanied by the LOS and equity maps will help in identifying any possible gaps or overlaps in services.

4.2.1 CROOKED CREEK PARK

PARK ACREAGE: 135.25 AC

PARK CATEGORY: District/Regional Park

DESCRIPTION: Indian Trail's largest Park: Crooked Creek is home to both passive and active elements for all age groups. The ballfields opened in 2015 and have been solidly booked and almost every weekend for tournament play for intown and out of town tournaments. The high-quality fields and state of the art support facilities have quickly become a regional draw for softball and baseball tournament play in the Charlotte Metro area. Other elements of the park serve not only Indian Trail residents but also surrounding communities. The off-leash dog park, woodlands playground, outdoor fitness equipment, disk golf course and splash pad have a broad appeal. Shelters in the park are booked from April to November. Crooked Creek Park is Indian Trail's premier park and is also the park system's largest revenue generator. The park also includes a walking trail network that weaves through the site's existing mature forest. Adjacent to the disc golf course, a dog park is located with key card access and requires a yearly membership for access to ensure that all pets are properly vaccinated before entry into the park. Crooked Creek is also comprised of a large area of undeveloped acreage that could lend itself to future park expansion.

Both softball and baseball are played at this complex. League play is not offered through the Town of Indian Trail at this park. The park is typically reserved on week nights beginning March 1 and ending mid-November. Tournaments run by outside organizations are scheduled almost every weekend during the March - November play window. Outside organizations also run two adult softball weeks on weeknights. Leagues and practices encompass an age range of 6-over 55. The facility mostly used for softball and baseball practices by reservation only. The park is reserved by both in and out of town organizations.

EXISTING PARK ELEMENTS

- 4 Softball/Baseball Fields (Lighted)
- 8 sets of metal bleachers: +/- 192 seats
- 18 Hole Disc Golf course
- Large & Small Dog Park
- Outdoor Fitness Equipment
- Playground
- ADA Playground
- Splash Pad
- 2 Small shelter & Restroom
- Grill
- 2 Medium Shelters
- Walking Trails
- Restroom/Concessions & Scorers Tower
- 2 Batting Cages
- 3 Permanent corn hole boards
- 2 Bocce ball courts
- Foosball
- Outdoor Ping pong table
- Borrow Boxes (leisure activity equipment)
- Maintenance Building
- Parking = +/- 442 Spaces (paved & gravel)



PHYSICAL CONSTRAINTS & EVALUATIONS

- A. Staff have noted, as park amenities expand, the combination of large tournaments and resident use could create a problem with parking. Parking lot expansion may become a top priority for the park. Unpaved overflow areas could be considered occasional peak parking situations.
- B. With the expansion of tournament play, additional fields could be needed to take advantage of larger tournament opportunities.
- C. It has also been noted by staff that the park is not very bike friendly and could use more paved trails.
- D. Minor drainage and grading improvements could be made with the ballfields to reduce maintenance and improve field quality.
- E. Staff have also expressed the need for a space that could be programmed for large groups with additional storage to house equipment needed to host these types of events.
- F. Additional staff could also be used to help facilitate further programming and assist with existing activities at the park.
- G. ADA access could also be re-evaluated around the park to ensure that the disabled population can fully access all elements of the park.
- H. Crooked Creek park has all the elements that you would expect to see in a District / Regional Park. It provides a variety of activities that serve an expansive part of the population. The park also has a high potential for growth and the room to expand and accommodate future park system needs. If designed correctly, the park could become a regional draw by adding elements unique to Indian Trail, as well as expanding on an already vibrant ballfield tournament draw.



PARK POTENTIAL

1. Future expansion to include more parking and an additional ballfield complex could be completed to the western part of the site as topography (viewed from union county GIS) does not look to be a major constraint. There is a stream the bisects the site from North to South, that may need to be bridged to connect future site development.
2. Taking the opportunity to save forest canopy by providing nature learning, challenge course trails, and or biking trails could be another use of the site existing mature forest. With rapid development in the area, the park's value as natural/open space rises exponentially as time passes and large forested tracks are purchased by developers.
3. By taking advantage of parking and the availability of expanded parking, Crooked Creek could become a trail head for future greenways. The park is also adjacent to many residential developments which could foster further connectivity to future trails and park space for residents. There is also a stream at the Southern property boundary that may serve as a connection point for trails across the larger landscape.
4. Crooked Creek has the potential to be a community defining activity hub for Indian Trail residents. The site is at a crossroads, it could become an expanded sports complex with increased softball/baseball tournament facilities or continue its legacy as a District park with passive and active park features that meets the recreation needs for most of the community's demographic segments.
5. As the park's tournament footprint expands staff have identified the addition of scoreboards as a potential upgrade for the future. Especially, with fields already being setup with scoreboard capability.
6. Continue to connect the park to the community thru greenways, sidewalks, and bike lanes. Crooked Creek has also been identified as a destination on the previously adopted Carolina Thread Trail route through Indian Trail. Efforts to connect the Thread Trail to the park should be considered in future planning and budgeting exercises.

4.2.2 CHESTNUT SQUARE PARK

PARK ACREAGE: 23.89 AC

PARK CATEGORY: Community Park

DESCRIPTION: Located across from the newly built government complex, Chestnut Square Park provides mostly active recreation to Indian Trail residents. Bounded by Nelson Lemmond Dr. to South and Chestnut Parkway to the North the park is divided into active and passive nodes. South of Nelson Lemmond Drive is the passive part of the park containing walking trails, a playground and open space adjacent to Matthews Indian Trail Rd. The node North of Lemmond Drive contains the sites active recreation, which includes; a gymnasium, multipurpose fields, sand volley ball courts and tennis courts. There is also a central green in this area with restrooms, shelters and seating for gatherings. All shelters are aesthetically pleasing and in great condition. The ability for users to play tennis and/or volleyball at night and control lights up to 10 pm is a popular park feature.

The indoor facility (Carolina Courts) on site is owned and operated by an independent vendor and not under the control of the Parks and Recreation Department but does provide a valuable asset to Indian Trail and complements the park with indoor recreation opportunities. In 2013 the Town of Indian Trail created a public/private partnership with Carolina Courts. This 48,000 square foot indoor sports facility has the capability to hold 8 full size basketball courts and volleyball courts. The facility serves as a major sports tourism destination attracting teams from up and down the east coast for a variety of tournaments. Throughout the year they will host 25 tournaments and currently have over 1,200 athletes competing in each sports season.

Carolina Courts has also become the Pickleball destination both in Indian Trail and Union County. They currently have 12 courts and run leagues and instructional play weekly. As part of the agreement the Town of ITPR Department is able to program throughout the year inside the facility. Over the years ITPR have offered a variety of programs including Movie Nights, School Day Out Offerings, Summer Camps, the Cultural Arts Festival, Parents Night Out, Family Night, etc. In addition to programming, all Indian Trail residents are able to access the facility at no charge.

EXISTING PARK ELEMENTS

- 3 Tennis Courts (Lighted)
- 4 Sand Volleyball courts (Lighted)
- 3 Small shelters
- Grill
- Restrooms
- 2 Multi-purpose fields (lighted)
- Playground
- Walking Trail (paved & gravel)
- Parking = +/- 335 spaces (paved)
+/- 77 striped parallel spaces along Chestnut Parkway
- Carolina Courts (not owned by Indian Trail)
- 8 or more Indoor Basketball & Volleyball courts
- Café



PHYSICAL CONSTRAINTS & EVALUATIONS

- A. All park area has been developed with no room for future expansion.
- B. The existing playground seems disconnected from the main park facility. Staff have commented that it is too far from the athletic fields.
- C. Staff have also requested upgrades to the multi-purpose field which include, synthetic turf, netting system, scoreboard, and football goal posts. These items are in line with providing the ability to use the fields year-round with no “rest” time for the fields; as the fields receive heavy usage.
- D. Staff have also seen a need for more on-site storage space to accommodate for activities and events on site.
- E. The amenities provided on site (restroom building, shelters, benches, and lights) make this site perfect for an athletic facility. At times parking has been seen to be an issue when events are going in Carolina Courts and at the field complex.
- F. There has been some comment that the playground is not appropriate for older children and that it needs an expanded variety of equipment to meet the needs of all age groups visiting the site.
- G. Picnic areas could use additional tables and seating as the shelters adjacent to the tennis courts and volleyball courts have no furniture.
- H. There are some concerns with the existing trail system not being ADA compliant in certain areas. There is a desire from the community and staff to address universal accessibility as well, by adding inclusive playground elements.
- I. Trails need to be upgraded in areas to make them more accessible to residents.
- J. Staff have commented that for vendor events there are not enough electrical outlets in the multi-purpose field area, as well as no vehicle access to the fields for maintenance or special events (gate needed).



PARK POTENTIAL

1. Future expansion could be achieved with the purchase of property adjacent to the Northeast site boundary. Topography on these parcels could be challenging but the area adjacent to the park could be easily graded to accommodate additional multipurpose fields or parking.
2. Additional shelters and picnic areas could be added to the forested/natural areas containing the park's trail system. The open area adjacent to Matthews Indian Trail Road could also be an additional area for expansion of shelter/picnic options.
3. Trails could use an upgrade in area by providing new gravel and when budget allows paving.
4. To upgrade the venue for larger events, there is a need for strategically placed electrical outlets as well as a need for more parking.
5. There is also an opportunity to provide ornamental planting in and around the storm pond to make it a feature of the walking trail.

4.2.3 CROSSING PATHS PARK

PARK ACREAGE: 2.43 AC

PARK CATEGORY: Mini Park

DESCRIPTION: Crossing Path's Park is a direct reflection of Indian Trail's history, as it located off Blythe Drive where the rail road intersects Indian Trail Road, close to the geographic center of the Town's origins. The park displays signage and monumentation that reflect the towns roots as part of a trade route running from Petersburg Virginia to Waxhaw. The Park contains an Amphitheater with a sloping green for concerts and events. This passive park has ample benches for seating and a picnic area with a grill for small gatherings. A playground tucked into the Northern corner of the park makes this a great destination for a family gathering.

EXISTING PARK ELEMENTS

- Amphitheater
- Events lawn
- Walking path
- Playground
- Picnic area with Grill
- On street parking = +/- 30 spaces
Parking at adjacent Indian Trail Administrative Building = +/- 33 spaces



PHYSICAL CONSTRAINTS & EVALUATIONS

- A. Fully developed with little room to expand and add future large amenities.
- B. Parking is a challenge for events or concerts and requires the use of parking lots at the Cultural Arts Center, Sherriff Office and Town Administrative Building.
- C. Staff have commented that there is limited lighting for evening events and not a vendor friendly space.
- D. There is no on-site storage for equipment needed for stage events.
- E. Residents have requested a vending machine, additional parking, outdoor fitness equipment and activities for older age children.

PARK POTENTIAL

1. Park educational pieces could be better viewed if a hardscape promenade was created adjacent to the signage to create a history walk.
2. The picnic area could provide a better outdoor experience if it were covered with some type of shade structure.
3. There is room for expansion of storage space in the Southeast corner of the site. The Northwest part of the site could also be reworked to provide restroom/storage facility if existing evergreen screening is removed.
4. The park could be further developed with additional landscape plantings incorporating other historical elements into the walk circling the lawn area.
5. As development intensifies in this area and downtown Indian Trail continues to grow, Crossing Paths Park will become more important as an activated urban space. The parks amenities and programs should evolve accordingly to meet the needs of a growing population and an ever-densifying urban core. It will also be important to provide better pedestrian and bike connections to the park thru the continued development of the sidewalk network in the downtown core.

4.2.4 TOWN HALL COMMUNITY ROOMS

COMMUNITY ROOMS: 2,361 Sq. Ft.

ADDRESS: 315 Matthews-Indian Trail Road.

DESCRIPTION: Indian Trail recently opened their new Town Hall in December 2017 which offers three community rooms. Each room is available for rental and is equipped with tables and seating to accommodate a wide variety of events. In the first year of the new Town Hall being open the community rooms have held 300+ events/gathers. These rentals have ranged from birthday parties, graduations, baby showers, corporate training seminars, HOA meetings, weddings, etc.



Additionally, these rooms are also utilized for recreational programming space. In these rooms the Parks & Recreation Department provide a wide range of programs for preschool children all the way up to senior citizens. Some of these programs that take place include: Mini Chefs, Crafty Kids, Coffee and Cards, Mahjong Monday, Breakfast with Santa, Pancakes for princesses, Open Mic night, Trivia Night, Marshmallow madness and many more. These rooms have proven to be a great addition to what is offered to the community.

EXISTING FACILITY ELEMENTS

- 3 Rentable Rooms
 - Small Room
 - Cultural Arts Room
 - Large Room
- Kitchen
- Wall-Mounted Television
- Audio Visual Equipment



4.2.5 GREENWAYS AND TRAILS

MILES OF PAVED TRAILS: 1 MILE

MILES OF UNPAVED TRAILS: .75 MILES



EXISTING GREENWAYS/TRAILS

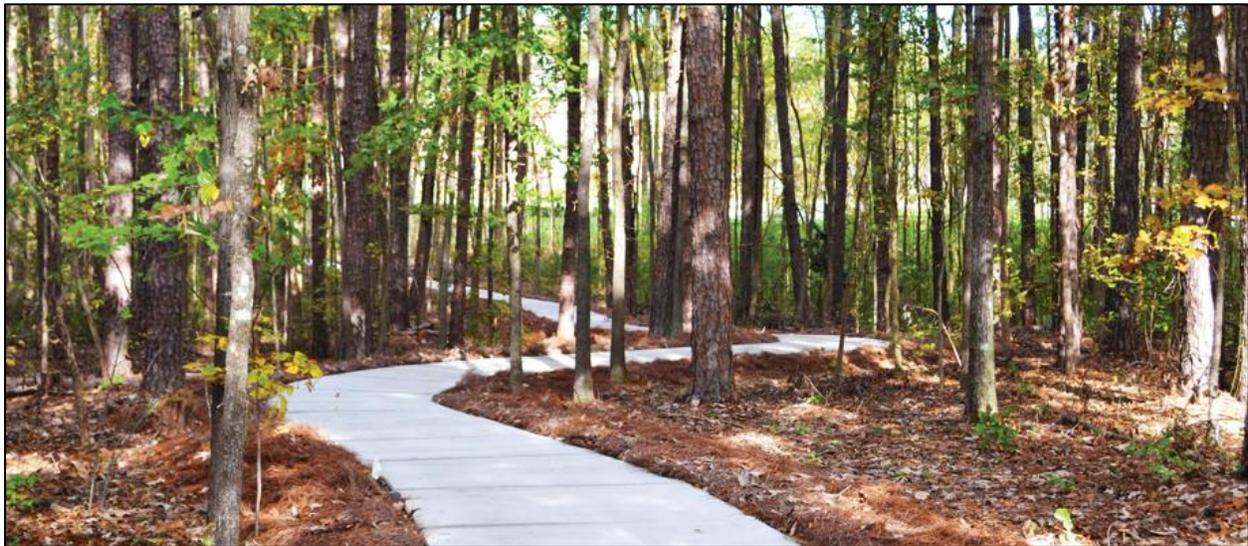
- Crooked Creek Park
- Chestnut Square Park
- Southfork Greenway (in design phase)
- Secrets Shortcut MP (in design phase)

PHYSICAL CONSTRAINTS & EVALUATIONS

- A. Gaps between new development and open land. The sidewalk and trail network have not caught up with the pace of development in Indian Trail.
- B. East Monroe Expressway has created a 2nd continental divide and could provide a challenge to connect new Greenway and trail networks across this express into other developing communities in the area. This possible barrier should be taken into consideration with the planning of future pedestrian and bicycle connectivity.

GREENWAY/TRAIL SYSTEM POTENTIAL

1. Continue efforts to develop the Town’s previously defined Trails, Greenways and Pedestrian Plans. Leverage these plans in efforts to acquire funds for design, land acquisition and construction of the proposed network connecting residents to existing and future park space.
2. Continue to design and execute the previously adopted Carolina Thread Master Plan connecting Indian Trail to a larger trail network and park amenities to the North, South and West of the Town.



UNDEVELOPED PARK PROPERTIES

The town of Indian Trail owns 11 properties that are ear marked for future park development. Most are Mini Park size. The following property PIN numbers and their acreages are included in the Level of Service inventory.

07057324A, 07081229, 07081230, 07081231, 07090015B, 07090006K, 07093464B, 07132042, 07132042A, 07090015A, 07042002E

4.2.6 PRIVATE SUBDIVISION PARKS/OPEN SPACE

In addition to the parks, trails, and greenways provided by Indian Trail’s Parks and Recreation Department, several larger HOA’s provide Indian Trail residents with recreation opportunities through HOA parks, sport courts, swimming pools, and open spaces. A few notable communities have been identified below.

BRANDON OAKS

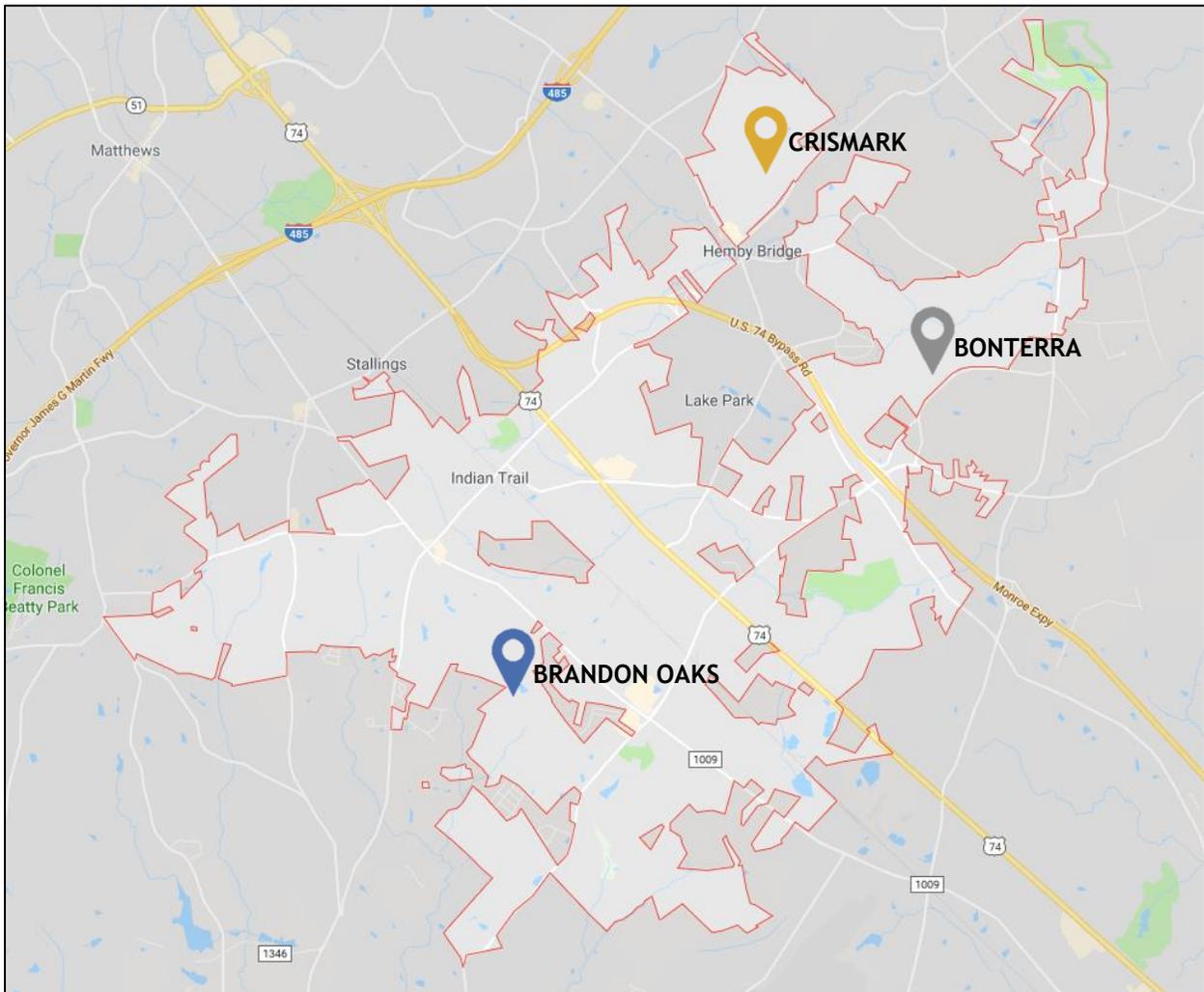
- Parcel #1 (9.5 Acres): swimming pool, tennis courts, basketball court, and open space
- Parcel #2 (4.5 acres): swimming pool, tennis court, volleyball court, and open space
- Parcel #3 (.85 Acres): open space

BONTERRA

- Parcel #1 (6.4 Acres): open space, tennis courts, and playground
- Parcel #2 (4.2 Acres): open space and horse pastures
- Parcel #3 (4.8 Acres): open space, playground, and basketball court

CRISMARK

- Parcel #1 (2.6 Acres): tennis courts and open space



4.3 LEVEL OF SERVICE STANDARDS

Level of Service (LOS) standards is a matrix displaying inventory for Indian Trail Parks and Recreation as well as other similar providers. By totaling the inventory and applying Indian Trail's total population projections, we can understand the current level of service.

The LOS can help support investment decisions related to parks, facilities, and amenities. The LOS can and will change over time as the program lifecycles change and demographics of a community change.

The recommended standards were evaluated using 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) 2020 Study of Sports, Fitness, and Leisure Participation as it applies to activities that occur in the United States and in the Indian Trail area, community and stakeholder input, findings from the prioritized needs assessment report and general observations. This information allowed standards to be customized for Indian Trail.

These standards should be viewed as a 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 service area, gaps and surpluses in park and facility/amenity types are identified.

Note: The standards that follow are based upon population figures for 2020 and 2025.



Current Inventory						Current LOS			Recommended Standard			Current Needs			Five-Year Need Forecast			Ten-Year Need Forecast			Fifteen-Year Need Forecast		
Item	Indian Trail	Union County	Schools	Other Public Providers	Total Inventory	Service Level Based on Current Population			Recommended Service Levels for Study Area			Assessment	Additional Need		Assessment	Additional Need		Assessment	Additional Need		Assessment	Additional Need	
PARKLAND																							
Mini Parks	1.20	-	-	0.40	1.60	0.04	acres per	1,000	0.25	acres per	1,000	Need Exists	9	Acres	Need Exists	10	Acres	Need Exists	11	Acres	Need Exists	12	Acres
Neighborhood Parks	-	-	-	11.70	11.70	0.28	acres per	1,000	1.50	acres per	1,000	Need Exists	51	Acres	Need Exists	59	Acres	Need Exists	65	Acres	Need Exists	71	Acres
Community Parks	40.80	17.40	-	57.06	115.26	2.74	acres per	1,000	3.00	acres per	1,000	Need Exists	11	Acres	Need Exists	25	Acres	Need Exists	38	Acres	Need Exists	51	Acres
District/Regional Parks	59.00	-	-	265.00	324.00	7.71	acres per	1,000	5.00	acres per	1,000	Meets Standard	-	Acres	Meets Standard	-	Acres	Meets Standard	-	Acres	Meets Standard	-	Acres
Total Developed Park Acres	101.00	17.40	-	334.16	452.56	10.77	acres per	1,000	9.75	acres per	1,000	Meets Standard	-	Acres	Need Exists	4	Acres	Need Exists	45	Acres	Need Exists	87	Acres
Undeveloped Acres	102.89	-	-	-	102.89	2.45	acres per	1,000	0.00	acres per	1,000	Meets Standard	-	Acres	Meets Standard	-	Acres	Meets Standard	-	Acres	Meets Standard	-	Acres
Total Park Acres	203.89	17.40	-	334.16	555.45	13.22	acres per	1,000	9.75	acres per	1,000	Meets Standard	-	Acres	Meets Standard	-	Acres	Meets Standard	-	Acres	Meets Standard	-	Acres
TRAILS																							
Paved Trails/Walkways	1.27	0.30	0.40	6.85	8.82	0.21	miles per	1,000	0.60	miles per	1,000	Need Exists	16.39	Miles	Need Exists	19.31	Miles	Need Exists	21.80	Miles	Need Exists	24.42	Miles
Unpaved Trails	0.75	-	-	-	0.75	0.02	miles per	1,000	0.10	miles per	1,000	Need Exists	3.45	Miles	Need Exists	3.94	Miles	Need Exists	4.35	Miles	Need Exists	4.79	Miles
OUTDOOR FACILITIES																							
Shelters/Pavilions	8	2	-	6	16	1	site per	2,625	1	site per	3,000	Meets Standard	-	Sites	Meets Standard	-	Sites	Need Exists	1	Sites	Need Exists	2	Sites
Rectangular Fields (Football, Soccer, Multipurpose)	1	1	5	13	20	1	field per	2,154	1	field per	5,000	Meets Standard	-	Fields	Meets Standard	-	Fields	Meets Standard	-	Fields	Meets Standard	-	Fields
Ball Diamonds	4	2	3	10	19	1	field per	2,240	1	field per	5,000	Meets Standard	-	Fields	Meets Standard	-	Fields	Meets Standard	-	Fields	Meets Standard	-	Fields
Basketball Courts	-	-	1	3	4	1	court per	11,202	1	court per	10,000	Meets Standard	-	Courts	Need Exists	1	Courts	Need Exists	1	Courts	Need Exists	2	Courts
Tennis Courts	3	-	3	10	16	1	court per	2,710	1	court per	4,000	Meets Standard	-	Courts	Meets Standard	-	Courts	Meets Standard	-	Courts	Meets Standard	-	Courts
Playgrounds	4	1	4	14	23	1	site per	1,846	1	site per	2,500	Meets Standard	-	Sites	Meets Standard	-	Sites	Meets Standard	-	Sites	Meets Standard	-	Sites
Dog Parks	1	-	-	1	2	1	site per	21,003	1	site per	25,000	Meets Standard	-	Sites	Meets Standard	-	Sites	Need Exists	0	Sites	Need Exists	0	Sites
Outdoor Pools	-	-	-	2	2	1	site per	21,003	1	site per	25,000	Meets Standard	-	Sites	Meets Standard	-	Sites	Need Exists	0	Sites	Need Exists	0	Sites
INDOOR FACILITIES																							
Indoor Recreation/Gymnasium (Sq. Ft.)	2,361	-	-	48,000	50,361	1.20	SF per person		1.75	SF per person		Need Exists	23,150	Sq. Ft.	Need Exists	31,665	Sq. Ft.	Need Exists	38,942	Sq. Ft.	Need Exists	46,572	Sq. Ft.
Indoor Aquatics (Sq. Ft.)	-	-	-	27,824	27,824	0.66	SF per person		0.50	SF per person		Meets Standard	-	Sq. Ft.	Meets Standard	-	Sq. Ft.	Meets Standard	-	Sq. Ft.	Meets Standard	-	Sq. Ft.

2020 Estimated Population	42,006
2025 Estimated Population	46,872
2030 Estimated Population	51,030
2035 Estimated Population	55,390

Notes:
 Population is based on Indian Trail Town limits
 School inventory has been reduced to 25% of total amount due to the lack of accessibility to the general public.
 Other inventory is calculated based on an estimated 15 min drive time from Indian Trail (e.g. Union County, Town of Stallings etc.)

4.4 EQUITY MAPPING

Service area maps (equity maps) and standards assist staff and key leadership when: assessing where services are offered; determining equitable service distribution and delivery across the Indian Trail's service area; the effectiveness of the service as it compares to the demographic densities.

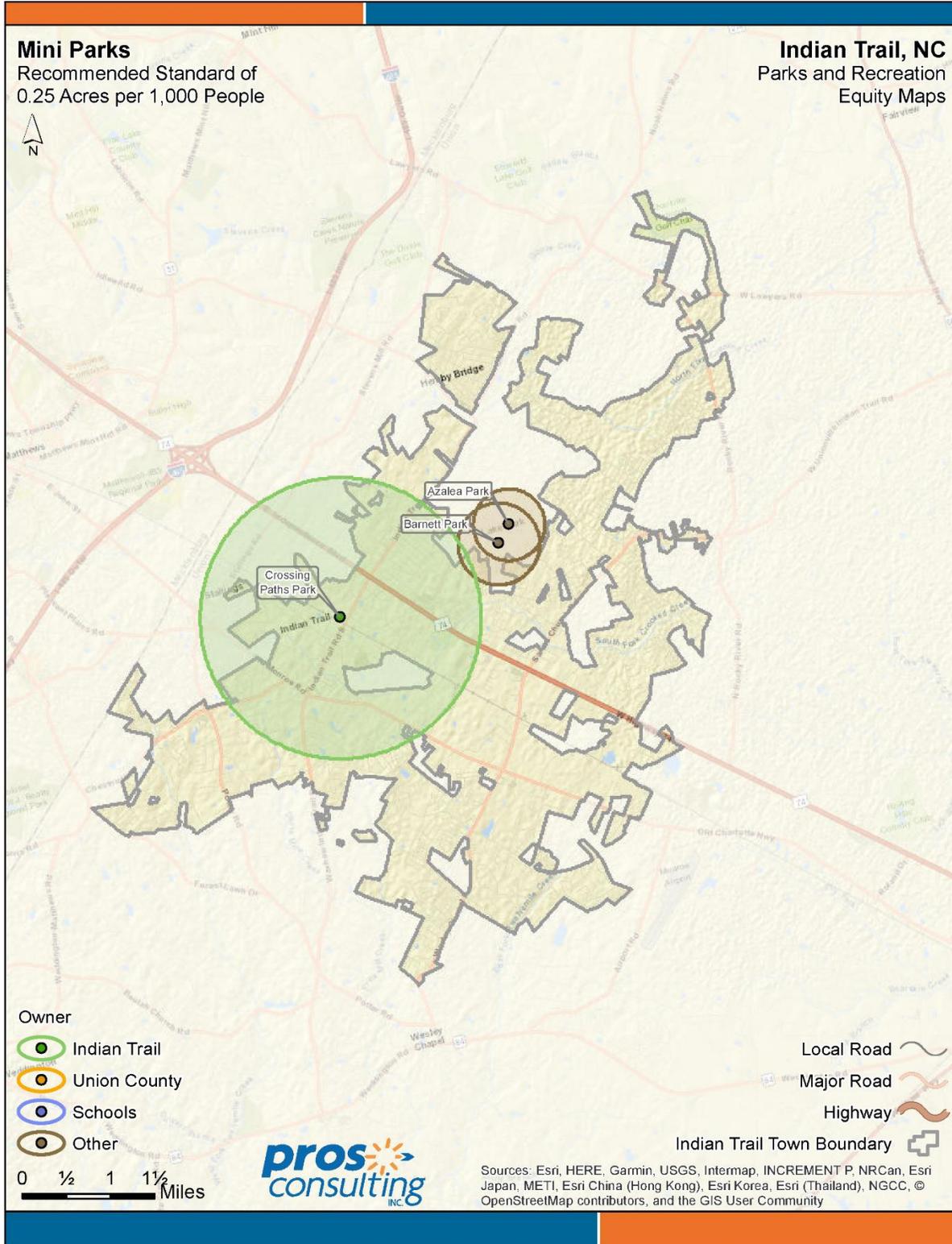
In addition, guideline reviews with reference to population enables Indian Trail to assess gaps in services and overlaps with respect to a specific facility or amenity. This examination allows the Department to make appropriate capital improvement/development decisions based upon need for a system as a whole and the consequences that may have on a specific area. Service area maps were developed for each of the following major assets:

- Mini Parks
- Neighborhood Parks
- Community Parks
- District/Regional Parks
- Paved Trails/Walkways
- Unpaved Trails
- Shelters/Pavilions
- Rectangular Fields
- Ball Diamonds
- Basketball Courts
- Tennis Courts
- Sand Volleyball
- Playgrounds
- Dog Parks
- Outdoor Pools
- Splash Pad
- Indoor Recreation/Gymnasium
- Indoor Aquatics

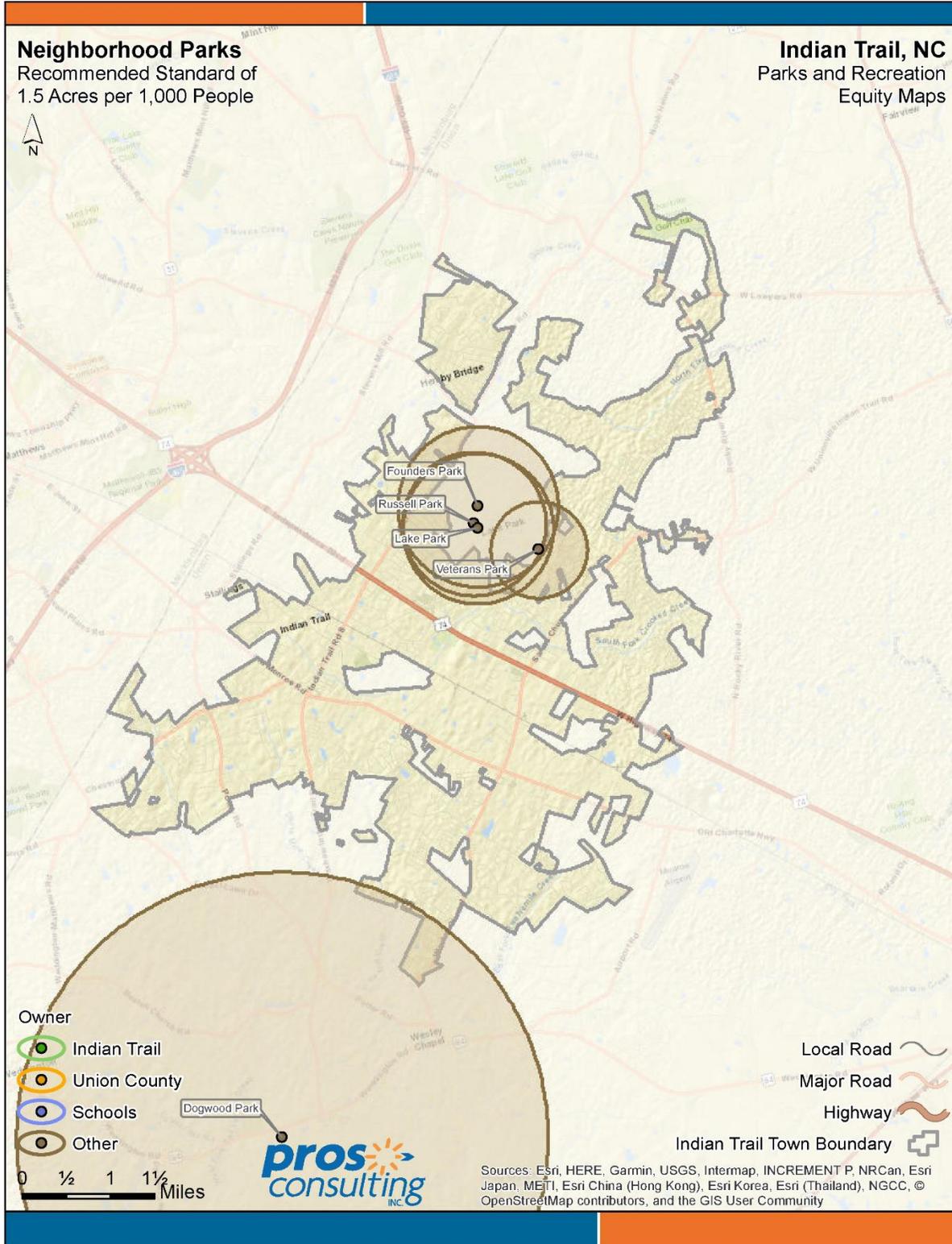
The 2020 estimated population and projected 2025 population as reported by Environmental Systems Research Institute, Inc. (ESRI) is the source used for the development of the standard. Estimated population for 2020 is 42,006 while the 2025 population is projected at 46,872.

The shaded areas in the equity maps indicate the service level (e.g. the population being served by that park type/amenity) as outlined in the facility/amenity levels of service matrix. Thus, the central point inside the ring indicates the location of the facility or amenity. The ring extends to how far that amenity serves the population. This is based on the number of amenities at that location, the levels of established service standards, and the density of the population.

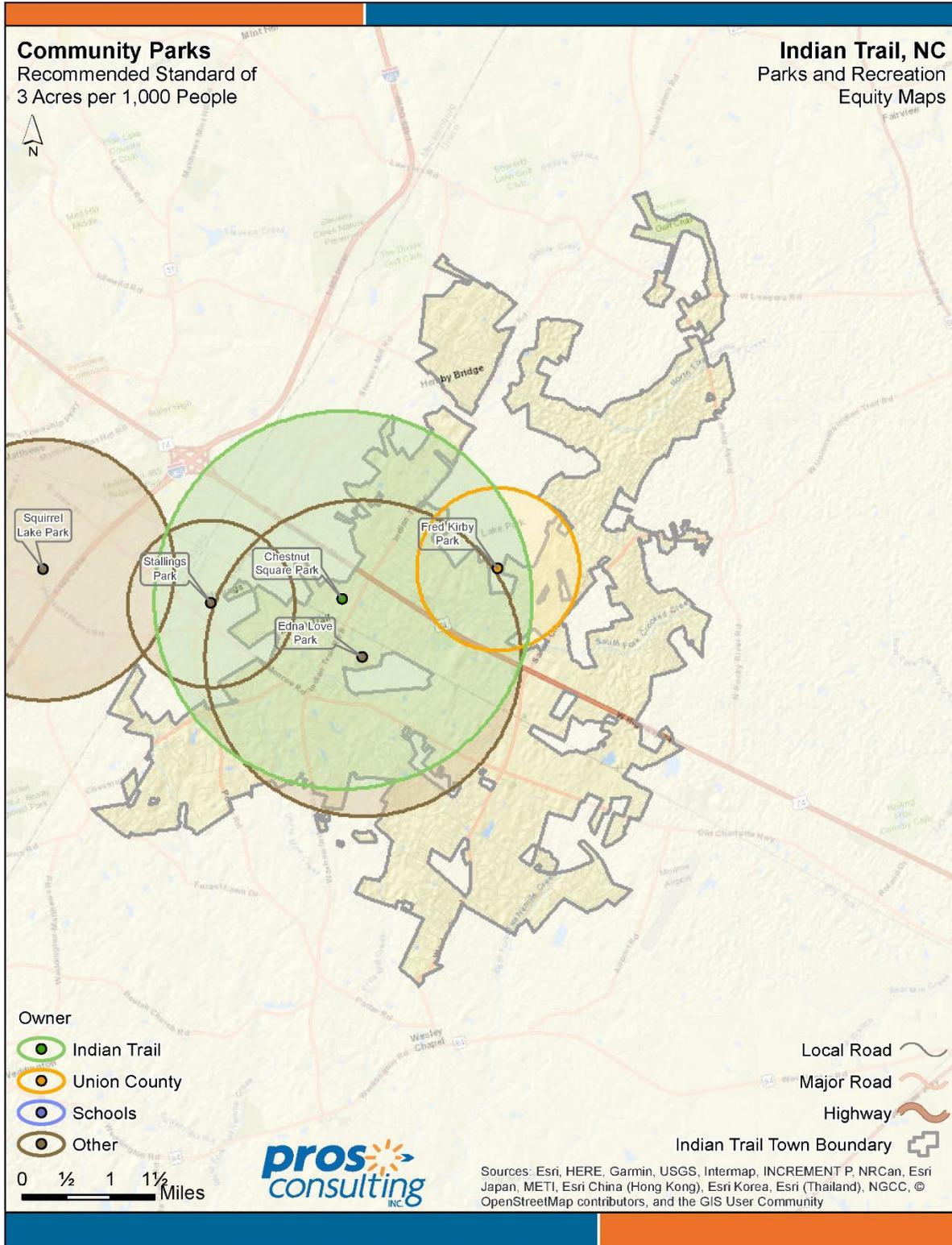
4.4.1 MINI PARKS



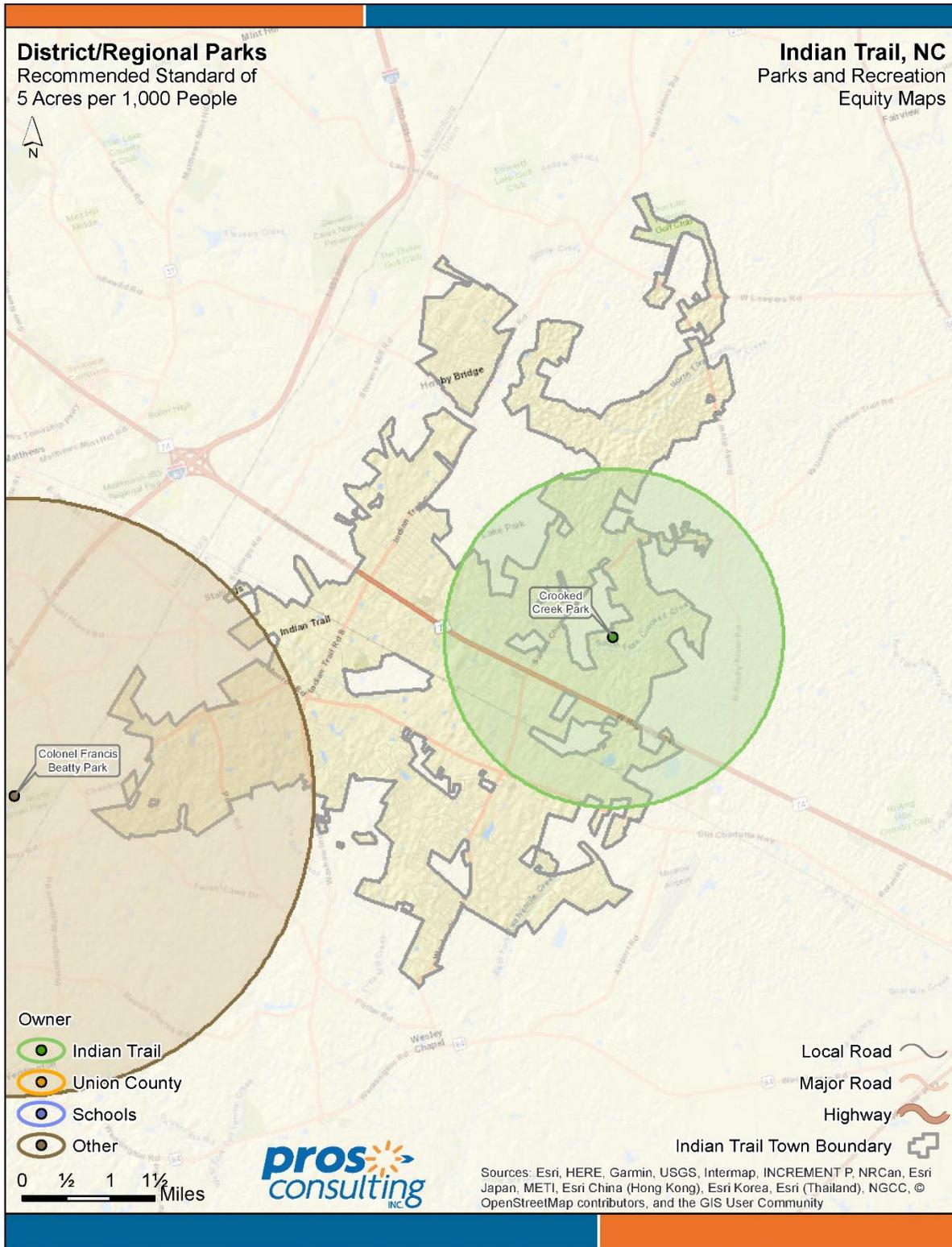
4.4.2 NEIGHBORHOOD PARKS



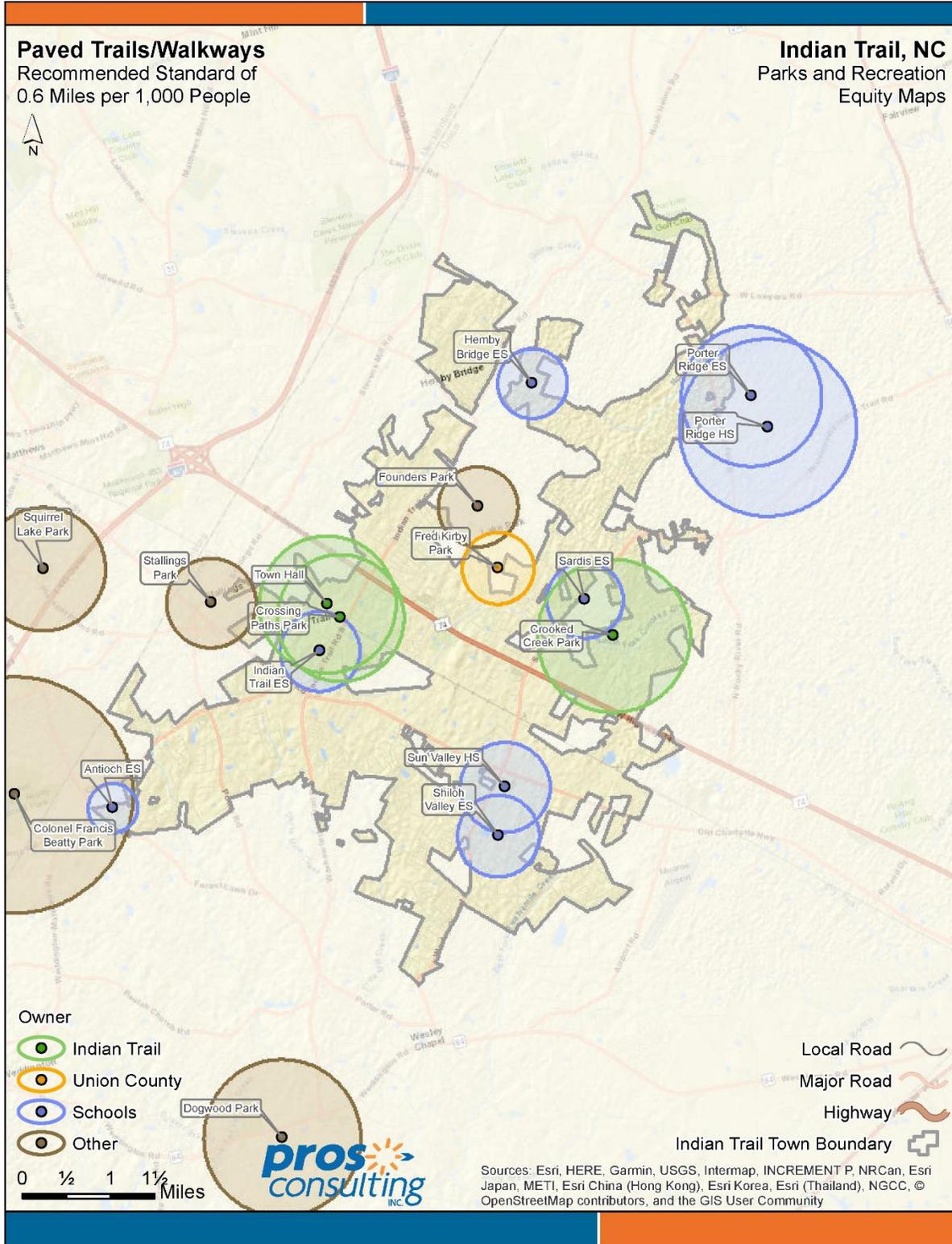
4.4.3 COMMUNITY PARKS



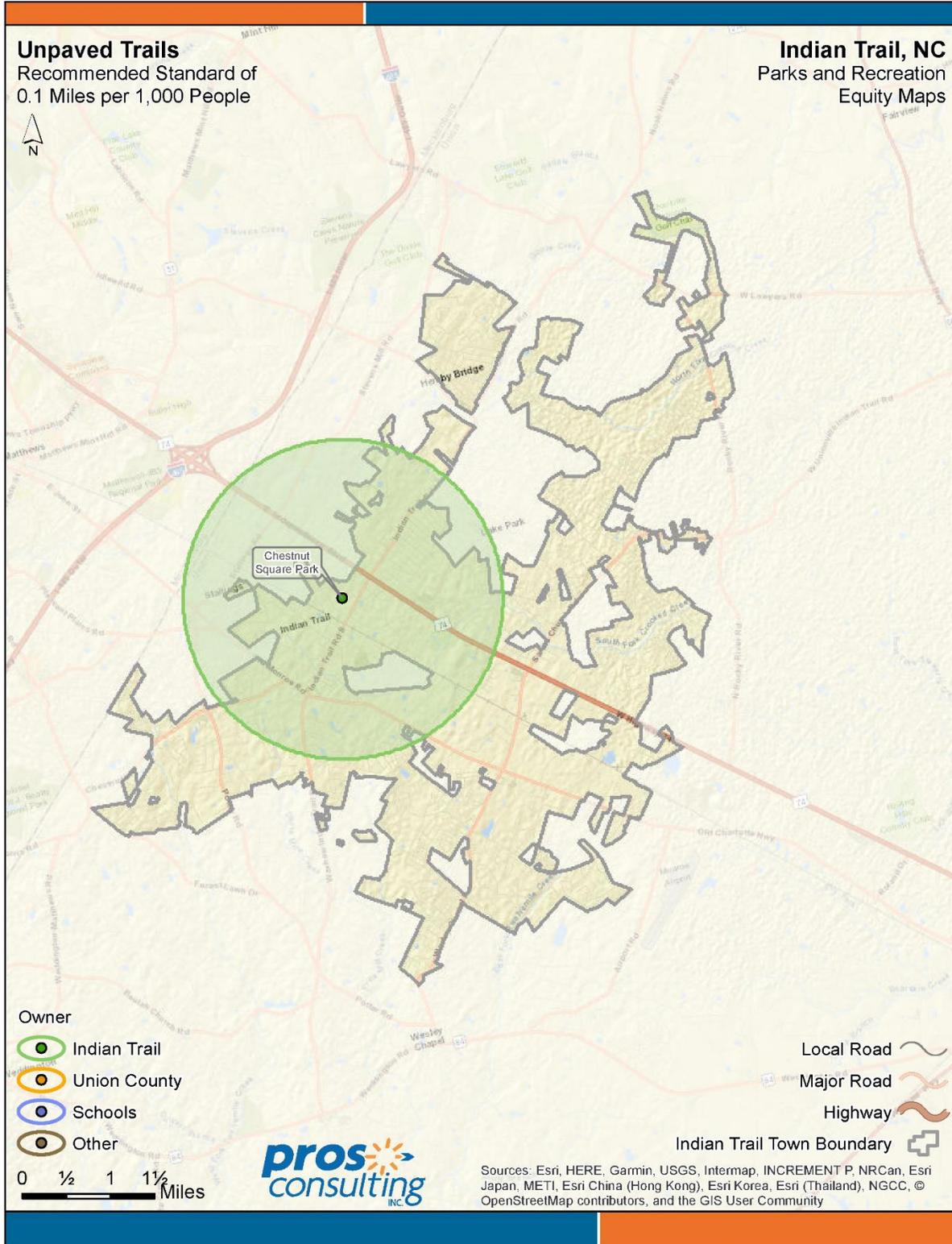
4.4.4 DISTRICT/REGIONAL PARKS



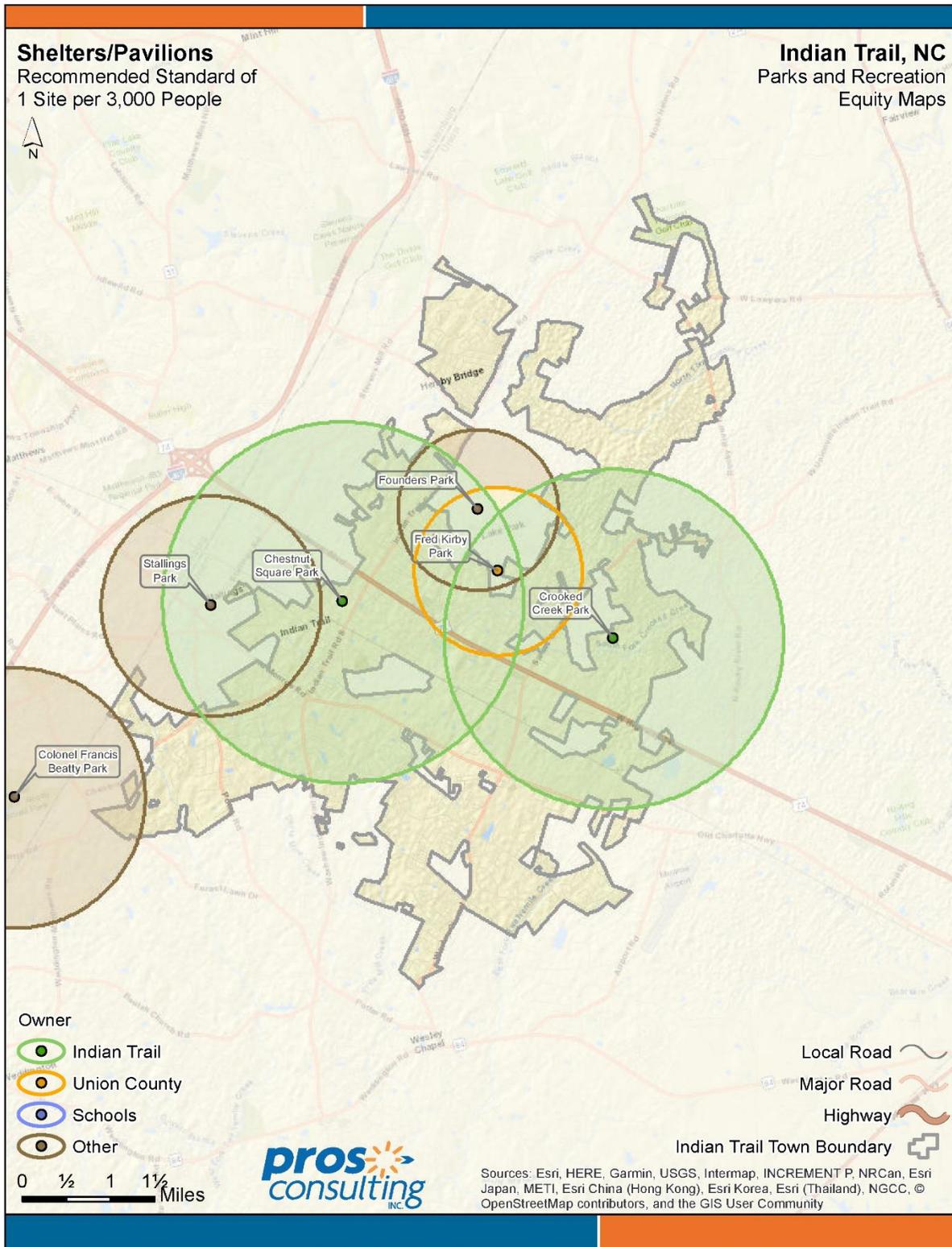
4.4.5 PAVED TRAILS/WALKWAYS



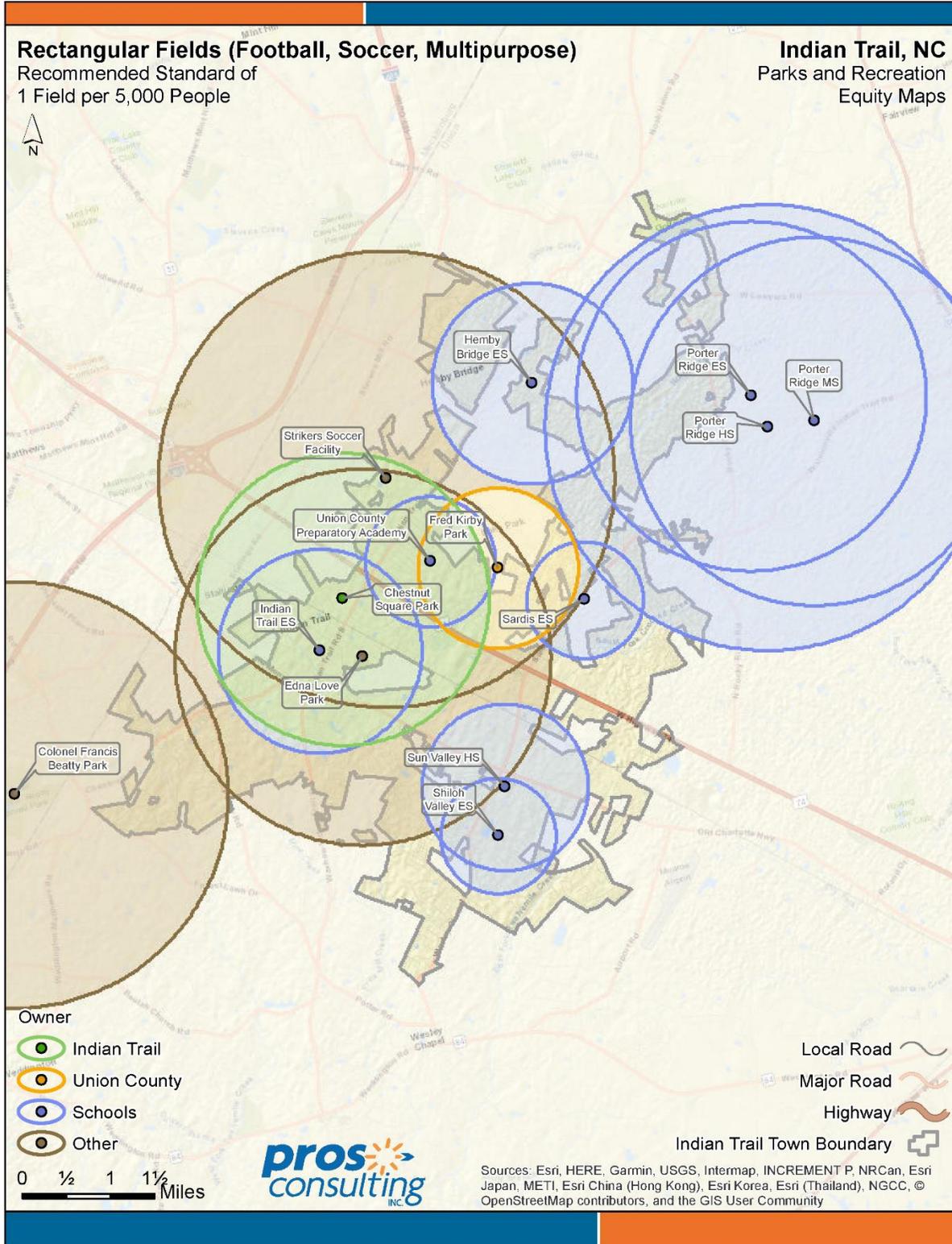
4.4.6 UNPAVED TRAILS



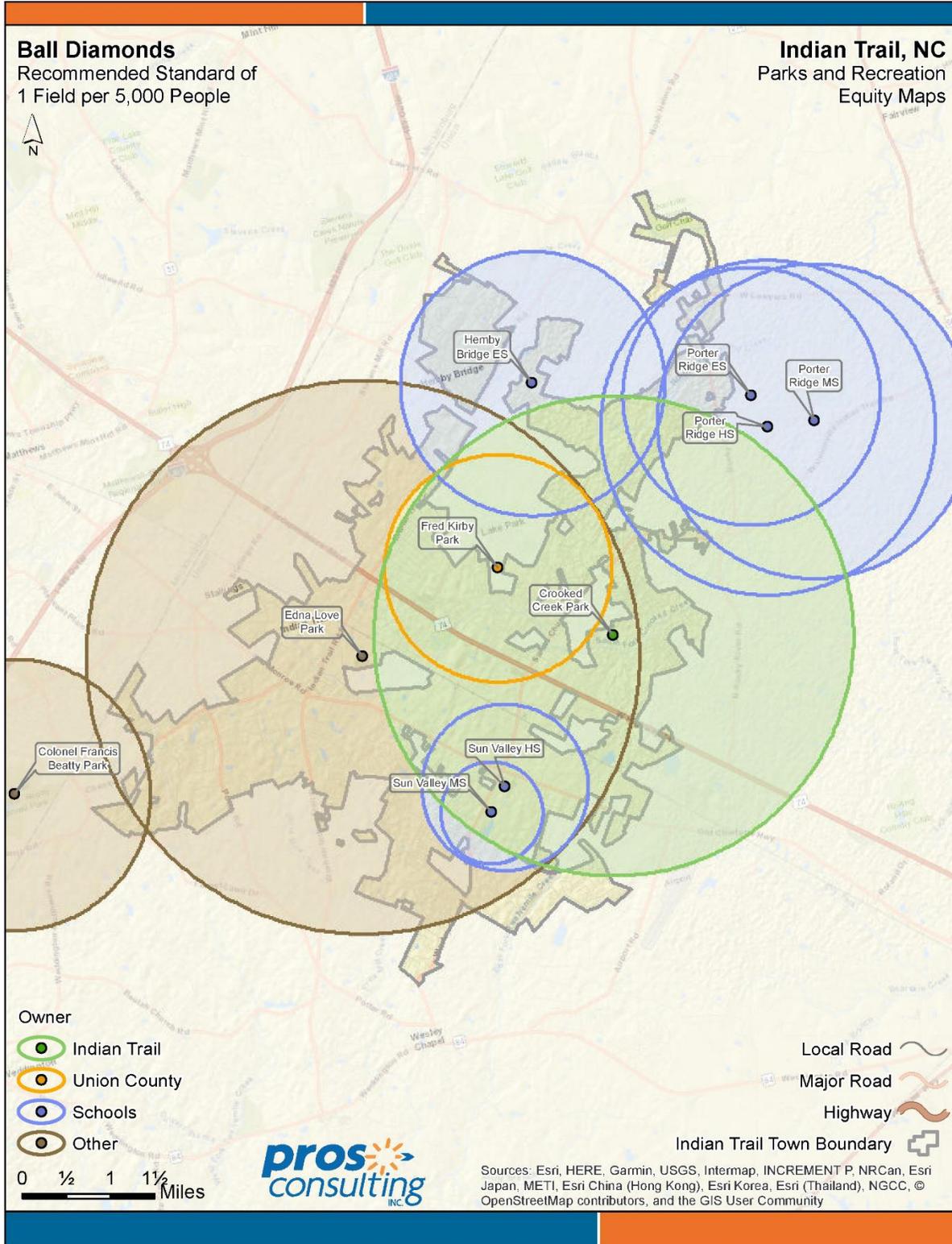
4.4.7 SHELTERS/PAVILIONS



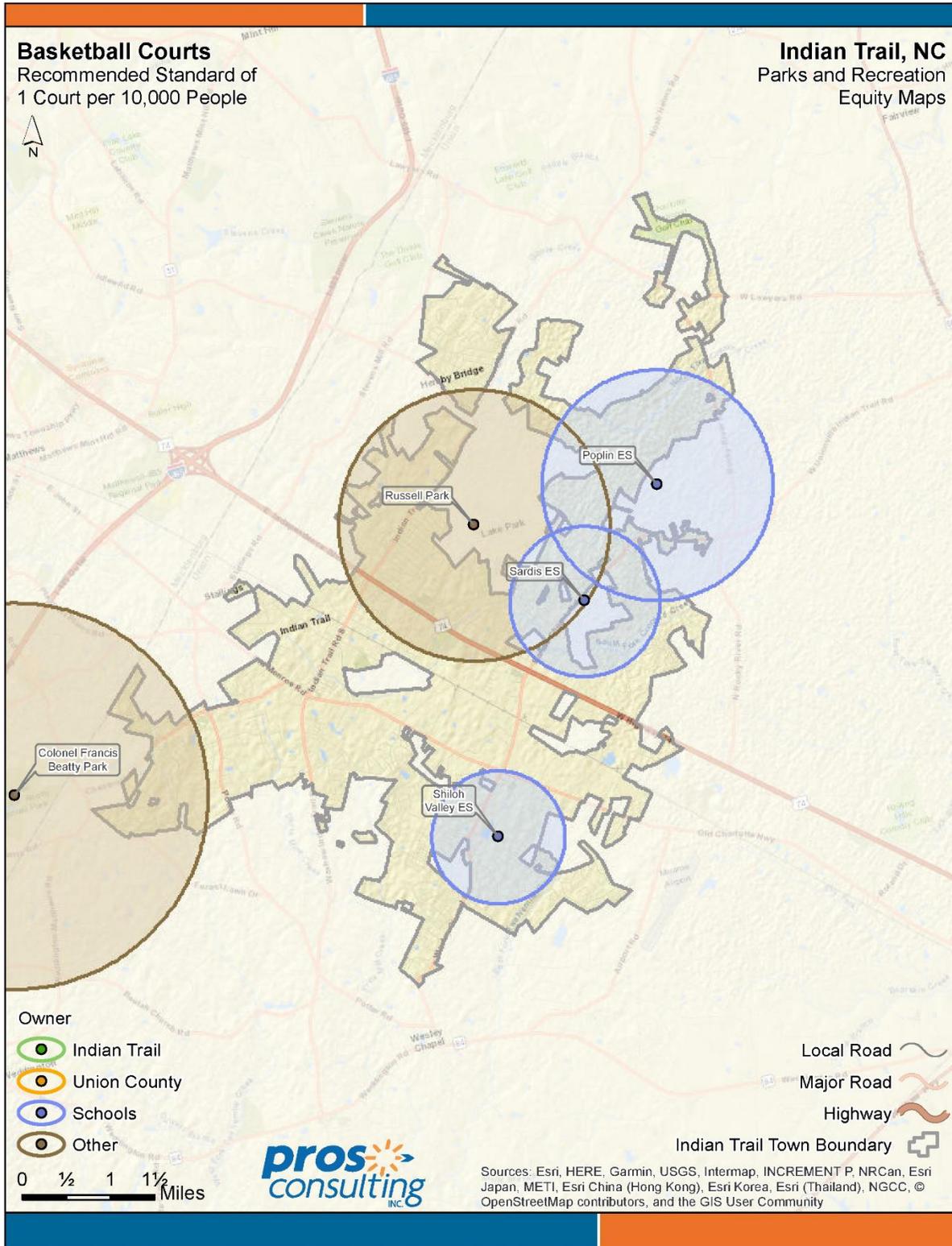
4.4.8 RECTANGULAR FIELDS



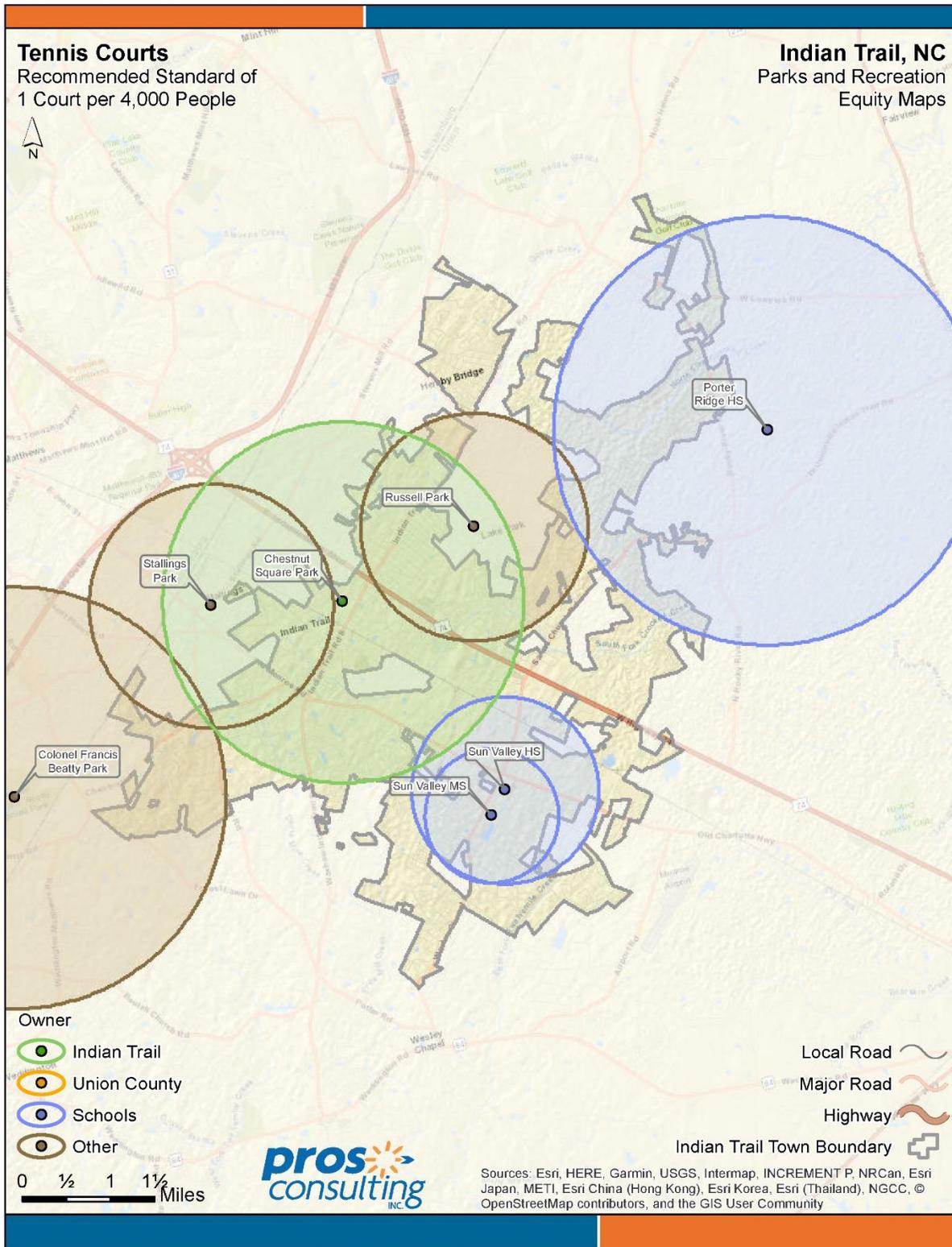
4.4.9 BALL DIAMONDS



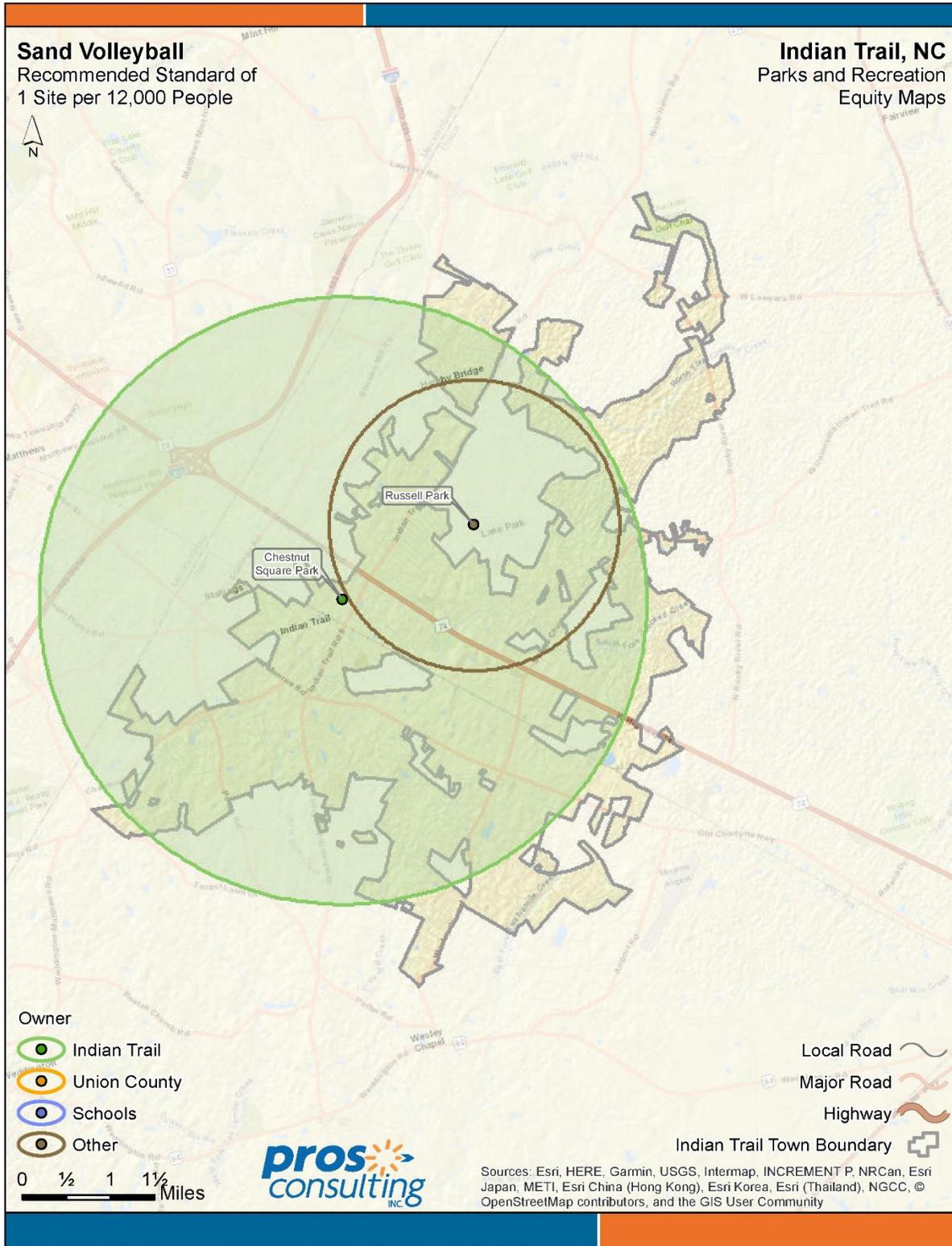
4.4.10 BASKETBALL COURTS



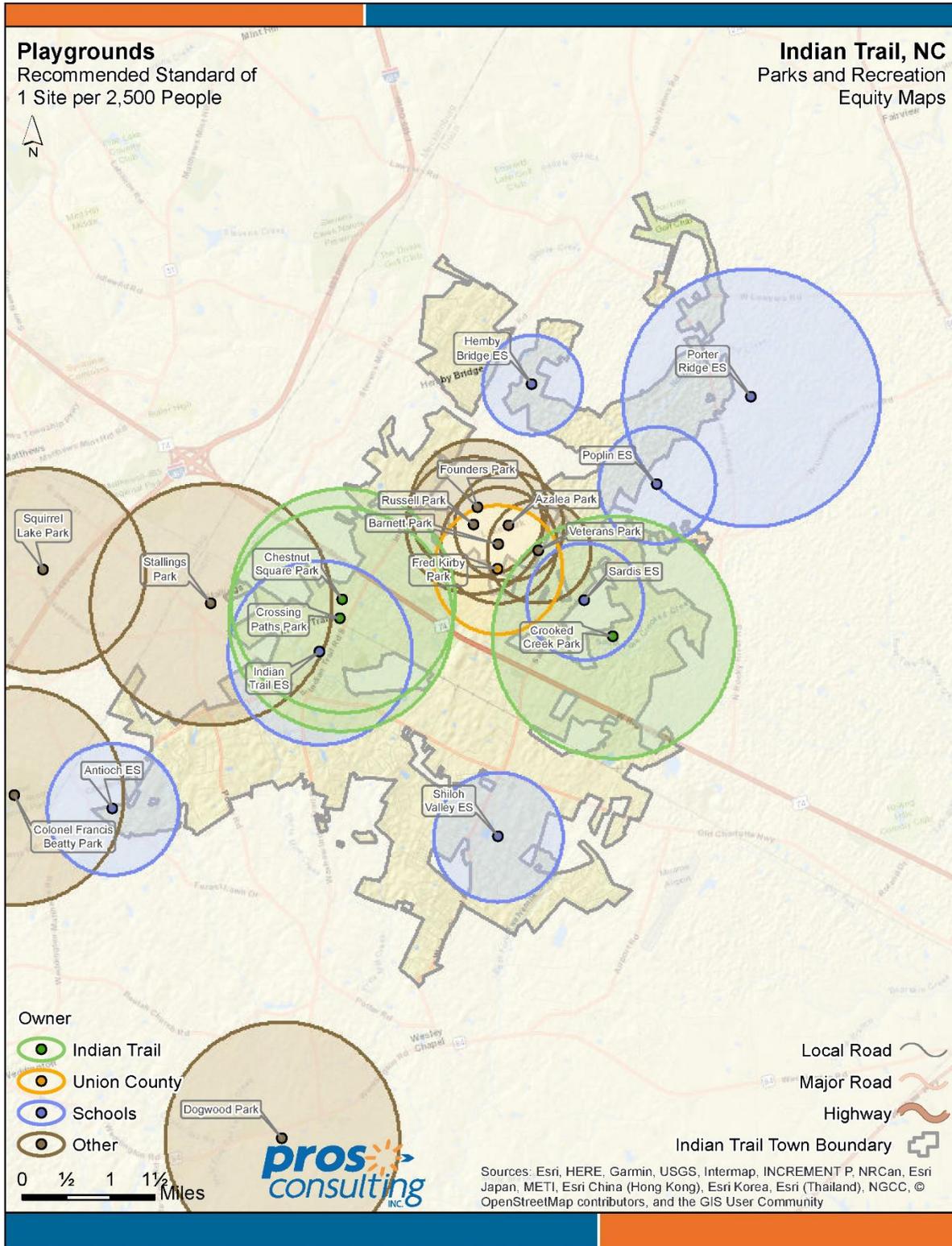
4.4.11 TENNIS COURTS



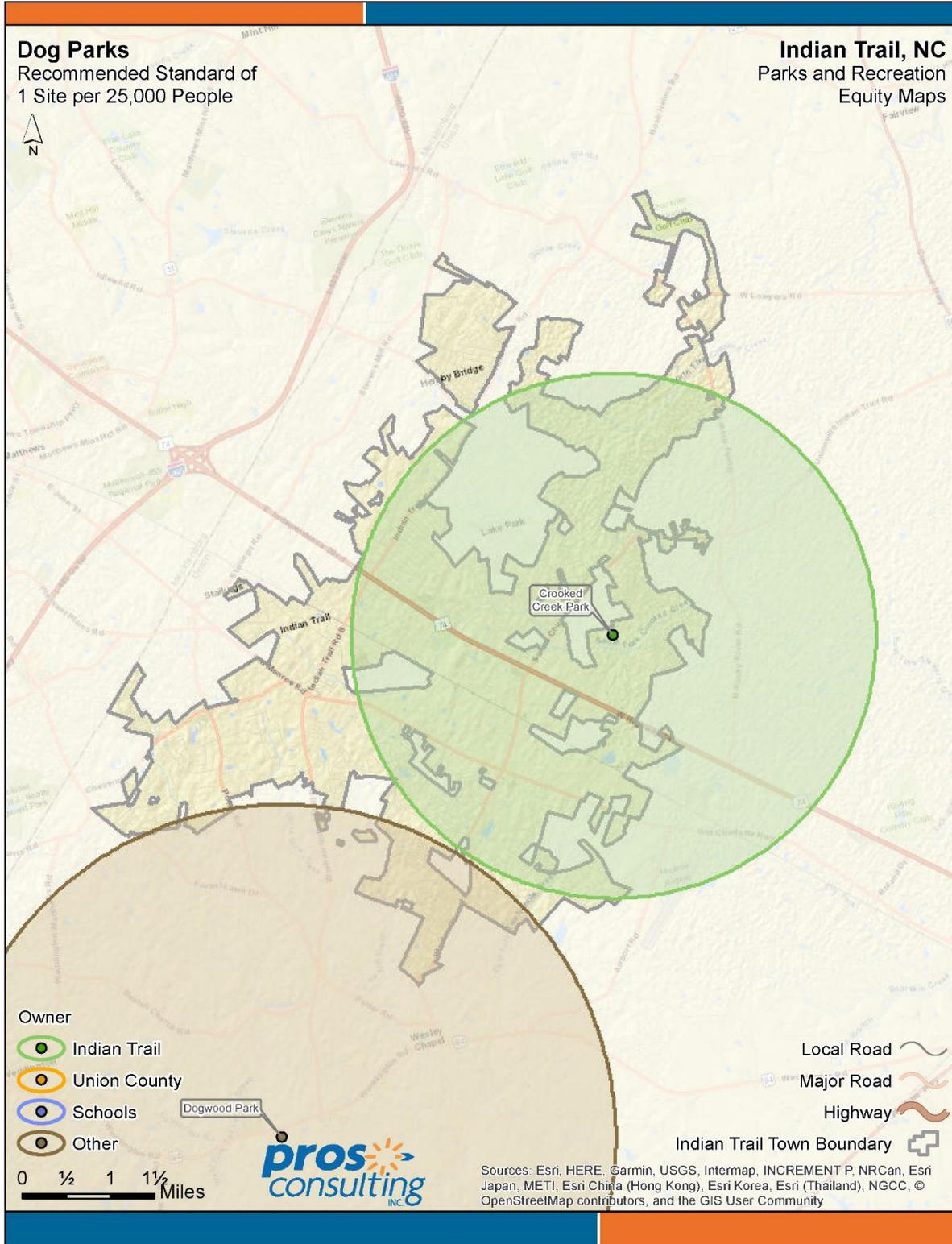
4.4.12 SAND VOLLEYBALL COURTS



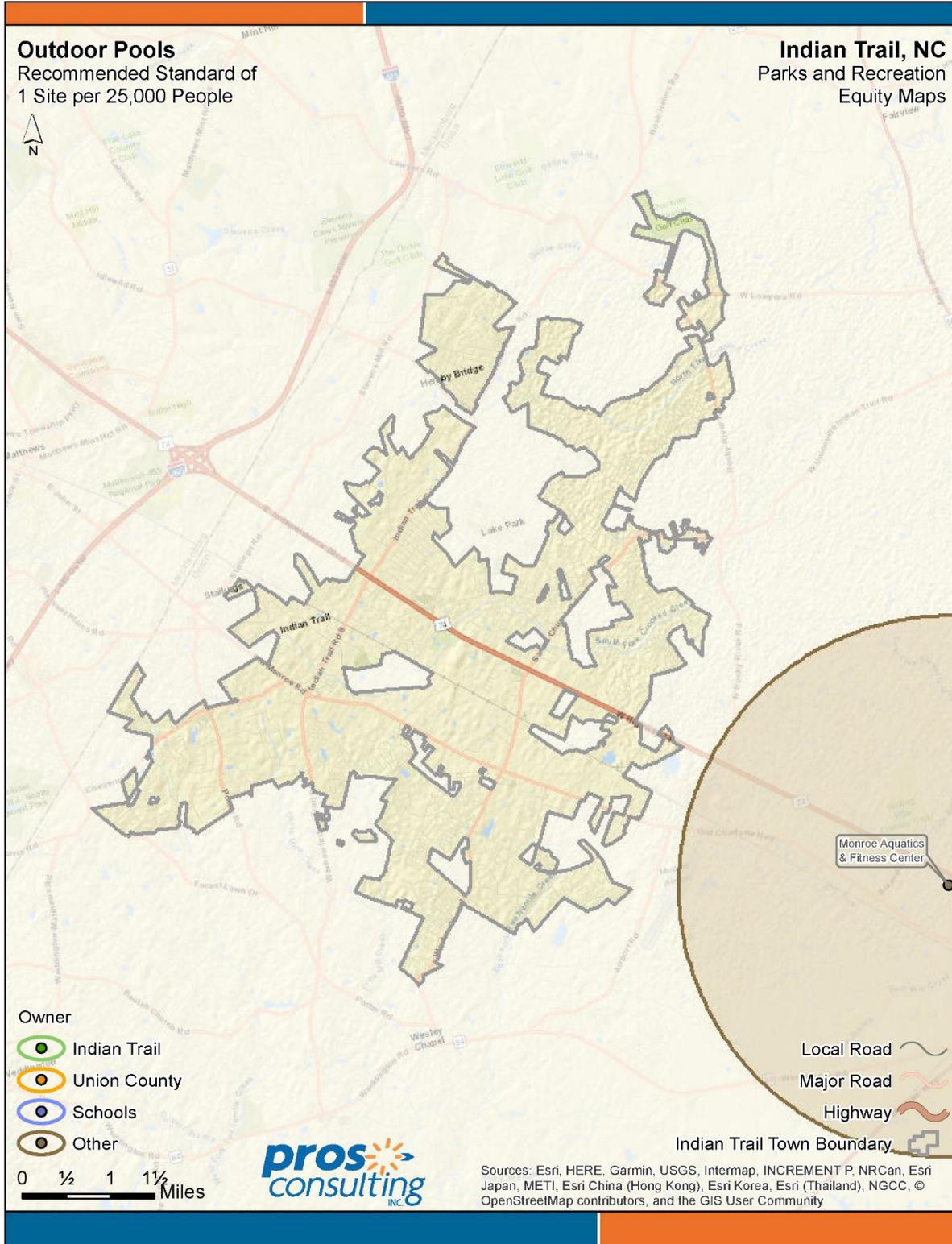
4.4.13 PLAYGROUNDS



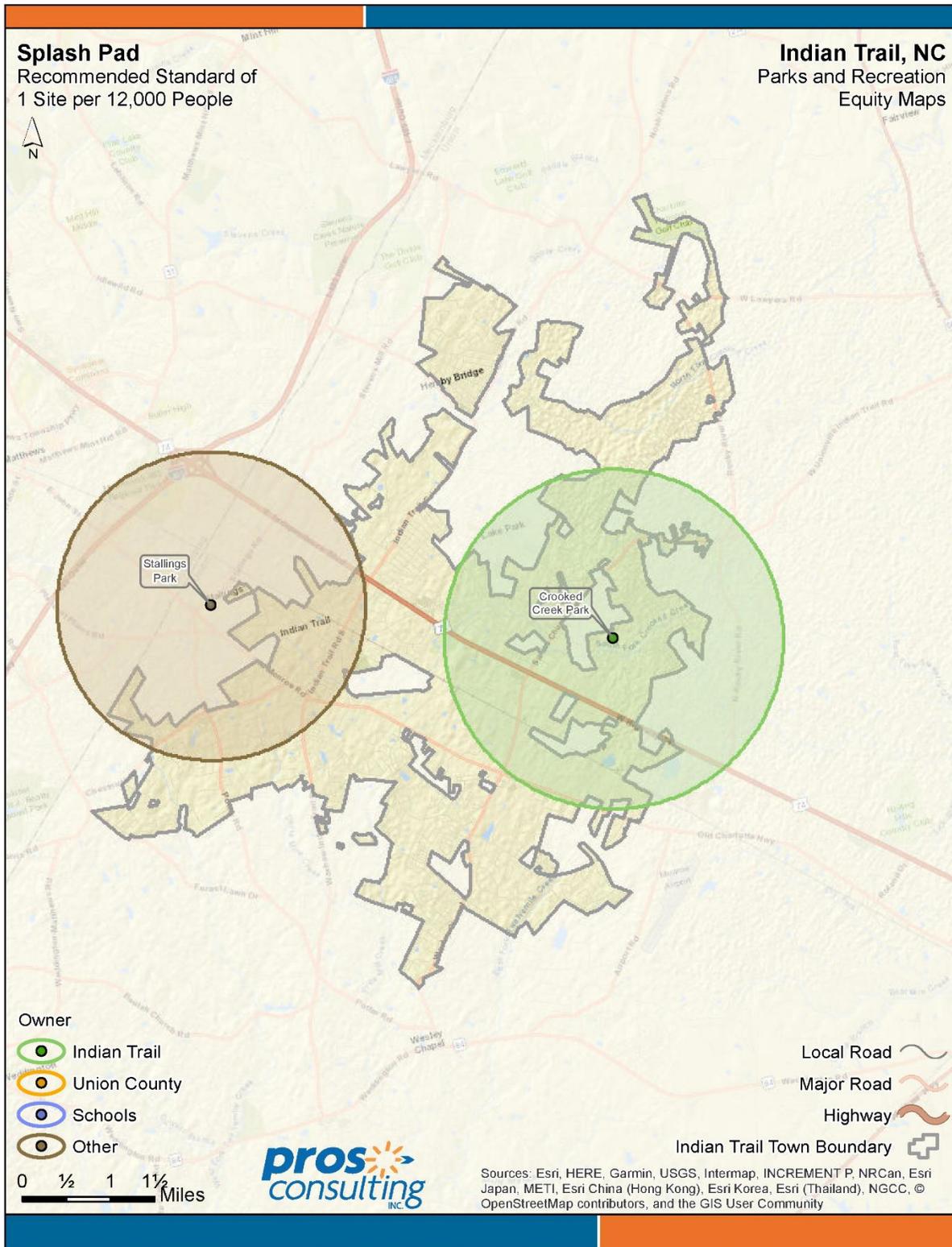
4.4.14 DOG PARKS



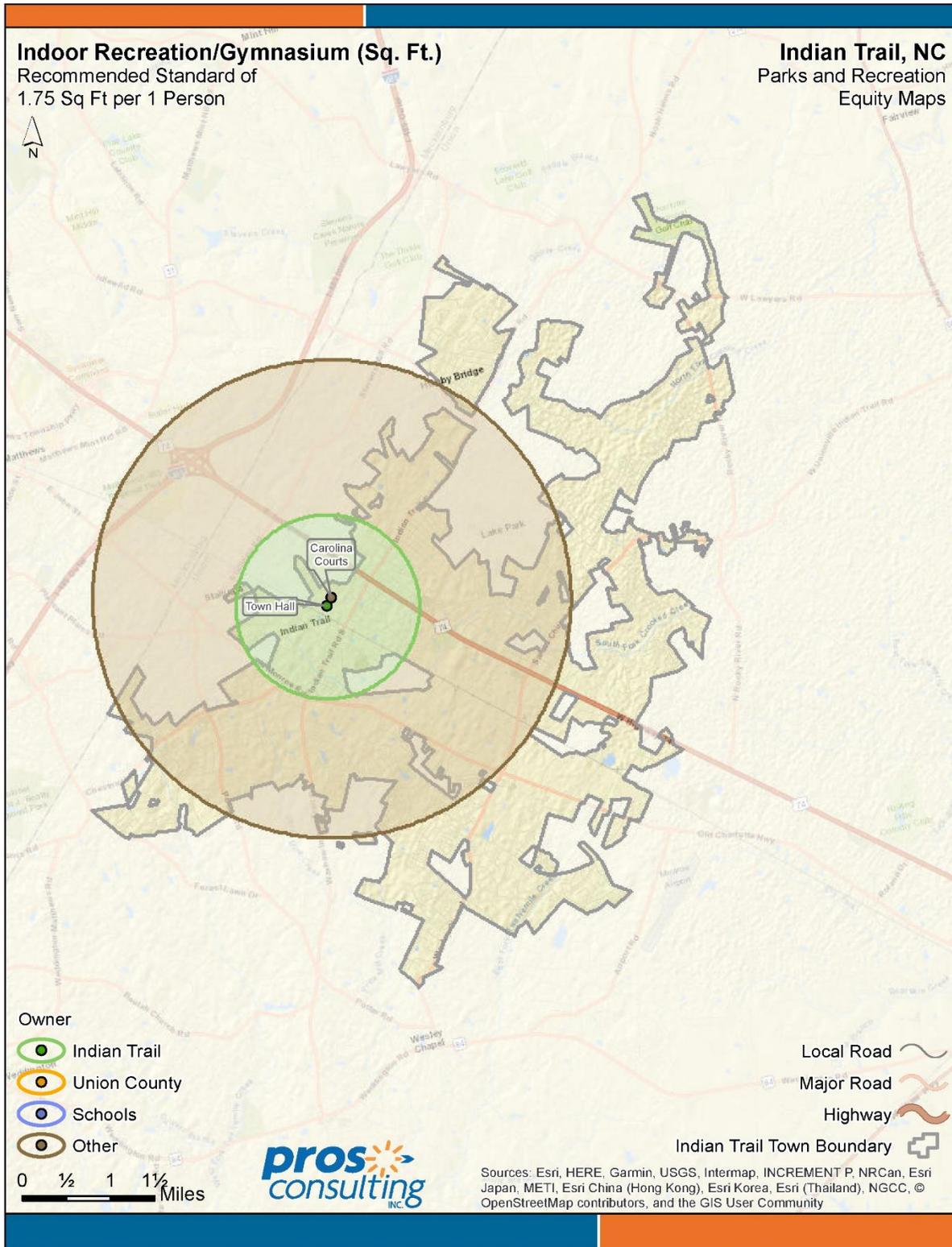
4.4.15 OUTDOOR POOLS



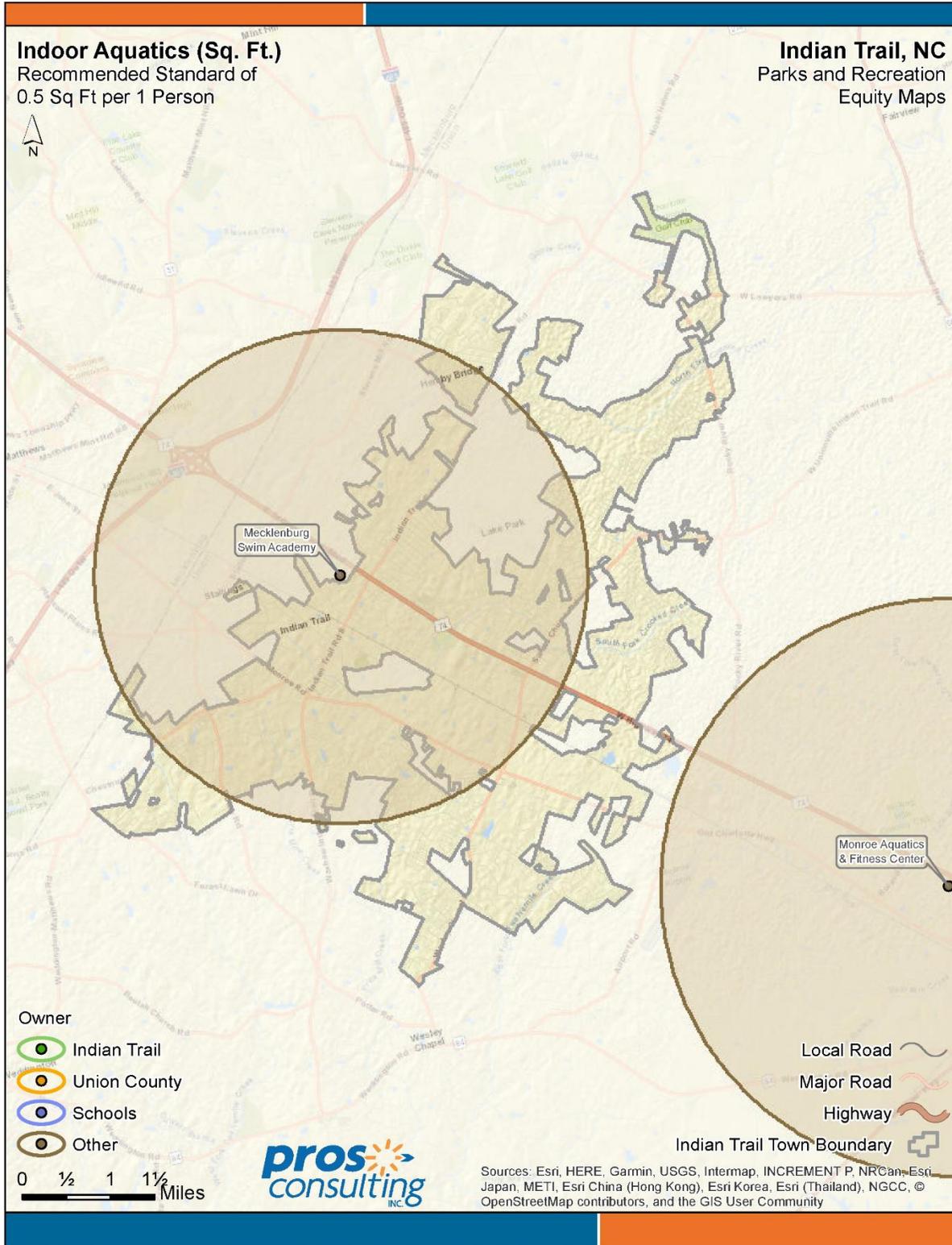
4.4.16 SPLASH PAD



4.4.17 INDOOR RECREATION/GYMNASIUM



4.4.18 INDOOR AQUATICS



4.5 RECREATION PROGRAM ASSESSMENT

4.5.1 INTRODUCTION

As part of the Parks and Recreation Strategic Master Plan process, the consulting team performed a Recreation Program Assessment of the programs and services offered by the Department. The assessment offers an in-depth perspective of program and service offerings and helps identify strengths, weaknesses, and opportunities regarding programming. The assessment also assists in identifying core programs, program gaps within the community, key system-wide issues, areas of improvement, and future programs and services for residents.

The consulting team based these program findings and comments from a review of information provided by the Department's staff including program descriptions, financial data, partnership agreements, promotion methods, etc. This report addresses the program offerings from a systems perspective for the entire portfolio of programs, as well as individual program information.



4.5.2 PROGRAM ASSESSMENT OVERVIEW

The Department offers a wide gamut of programs ranging from sports leagues to summer camps and fitness classes to special events. The following section is a brief overview of all program offerings provided by the Department.

Below are some overall observations that stood out when analyzing the program assessment sheets:

- Overall the **program descriptions** effectively communicate the key benefits and goals of each Core Program Area.
- **Age segment distribution** is good, but needs to be annually monitored to ensure program distribution aligns with community demographics.
- **Program lifecycles:** Approximately 42% of the system's current programs are categorized in the Introduction Stage; while 13% of programs fall into the Decline Stage. A complete description of Lifecycle Stages can be found in **Section 1.7**.
- The Department's **volunteer program** allows residents to easily get involved and give back to the community through various volunteer opportunities; special events, programs, etc.
- From a **marketing and promotions** standpoint, the staff utilizes a variety of marketing methods when promoting their programs including: print and online program guides, the Town's website, brochures and flyers, email blasts, in-facility promotions/signage, and social media as a part of the marketing mix. Additionally, a custom app, SMS marketing, and QR codes are recommended.
 - Better identify marketing Return on Investment for all marketing initiatives
 - Opportunity to increase the number of cross-promotions.
- Currently, **customer feedback methods** are rather limited and seldom utilized. Moving forward, it is highly recommended that the Department begins incorporating user feedback as a key performance measure that can be tracked over time.

- Specifically, in-park/on-site surveys and website comments were listed as highly recommended feedback tools by staff.
- **Pricing strategies** are varied across the board. Currently, the different approaches used are cost recovery rates, competition (market) rates, customers’ ability to pay rates, and residency rates. These are good practices and must be continued but there is an opportunity to better incorporate variable pricing strategies system-wide. In addition, it is essential to understand current cost of service in order to determine ideal cost recovery goals.
- **Financial performance measures** such as cost recovery goals aren’t currently being utilized by the Department. Moving forward, it is recommended for staff to factor in all direct and indirect costs pertaining to programming. A focus on developing consistent earned income opportunities would be beneficial to the Department’s overall quest for greater fiscal sustainability.

4.5.3 EXISTING CORE PROGRAM AREAS

Public recreation is challenged by the premise of being all things to all people. To help achieve the mission, it is important to identify Core Program Areas based on current and future needs to create a sense of focus around specific program areas of greatest importance to the community. The philosophy of the Core Program Area assists staff, policy makers, and the public focus on what is most important. Program areas are considered as Core if they meet a majority of the following categories:

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

In consultation with Department staff, the planning team identified the following Core Program Areas currently being offered:

1. Preschool
2. Youth Sports
3. Adult Sports
4. Senior Programs
5. Summer Camps
6. Arts & Culture
7. Special Events

PRESCHOOL

The Preschool Core Program Area provides a variety of themed programs that are conducted in-house or contracted out; and are targeted for children ages 2-5, along with their parent/guardian. These classes offer an opportunity for preschoolers to create their own projects, gain knowledge on new topics, and meet new friends. The goal of this Core Program Area is to enhance each child's fine motor skills and socialization in each class. Examples of Preschool Programs include:

- Mini Chefs
- Nature Kids
- Lil Gardeners
- Crafty Kids
- Breakfast with Santa



YOUTH SPORTS

The Youth Sports Core Program Area coordinates and facilitates youth sport lessons, clinics, and leagues either in-house or through partnerships with local organizations. Team sports help players learn respect for others, their team mates, coaches, and officials. The goal of this Core Program Area is to provide youth the opportunity to learn a sport, while also developing motor skills, hand eye coordination, and confidence. Examples of Youth Sport Programs include:

- ITAA Athletic Leagues
- PRAA Athletic Teams
- Start Smart Sports
- Youth Golf Lessons
- Quick Start Tennis Clinic



ADULT SPORTS

The Adult Sports Core Program Area provides residents 18+ the opportunity to participate in sport leagues. Sport leagues offer continuous options for exercise and fitness for participants. The goal of this Core Program Area is to provide adults the opportunity to learn a sport, while also producing revenue through field rentals and program registration. Examples of Adult Sport Programs include:

- Adult 6v6 Soccer League
- Adult Kickball League
- Adult Coed Softball League



SENIOR PROGRAMS

The Senior Core Program Area provides residents 55+ a variety of social, fitness, wellness, and learning activities; through a combination of in-house and contracted instructor lead classes. The goal of this Core Program Area is to create an atmosphere where seniors of all ages and interests can feel useful and alive. Examples of Senior Programs include:

- Learn IT
- Mahjong Monday
- Field Trips
- Craft Activity
- Coffee and Cards



SUMMER CAMPS

The Summer Camps Core Program Area provides a variety of themed camps for children ranging in ages 2.5-5 years old and 8-11 years old. These summer camps are provided to the community with the intent of gaining knowledge in a specialized area, further developing cognitive and fine motor skills, and focusing on the importance of teamwork. The goal of this Core Program Area is to provide the community with a variety of programs that interests multiple age groups, while also promoting physical activity and the importance of nutrition. Examples of Summer Camp Programs include:

- Robotics Camp
- Nature Kids
- Sporty Shorty
- N Zone Sports Multipurpose Camps
- TOT Space Camp



ARTS & CULTURE

The Arts and Culture Core Program Area provides a variety of art related programs, activities, classes and events, geared to all ages. The goal of this Core Program Area is to create an atmosphere for citizens to express themselves through words or art, while utilize their talents in a positive way (e.g. beautification, education, inspiration). Examples of Arts & Culture Programs include:

- Cultural Arts Festival
- Community Art Projects
- Water Color
- Clay and Glaze
- Open Mic



SPECIAL EVENTS

The Special Events Core Program Area provides a unique opportunity for residents to interact with the Town, local business, vendors, and other community members. There are 20+ Special Events hosted each year. The goal of this Core Program Area is to cater to all age segments of the community. Examples of Special Events include:

- July 4th Parade
- Halloween Spooktacular
- Family Fun Day
- Concert Series
- Hop to It



4.5.4 DEMOGRAPHICS AND TRENDS

DEMOGRAPHICS

Based on population data from the Environmental Systems Research Institute (ESRI) and PROS' analysis of the data, the Town's population has experienced a significant growing trend, and is currently estimated at 39,372 individuals. Based on predictions through 2032, the Town is expected to have 52,826 residents living within 17,074 households.

The population of Indian Trail is predominately White Alone. The 2017 estimates show that 78% of the Town's population falls into the White Alone category, while the Black Alone category (11%) represents the largest minority and 12% are of Hispanic/Latino ethnicity. Future projections show that by 2032 the overall composition of population will become slightly more diverse. Forecasts of the target area through 2032 project a minor decrease in the White Alone population (to 74%), coinciding with increases in all other race segments.

The median household income (\$72,316) for the Town of Indian Trail is well above the state and national averages, while the per capita income (\$29,104) is in line with state and national averages. The overall composition of the population is relatively young. An estimated 81% falls under the age of 55, with 50% of that being less than 35 years old. Projecting ahead, the Town's population is expected to experience a slight aging trend. The 55+ age segment is projected to continue increasing an additional 4% through 2032, while the 0-12 and 35-54 age segments will decrease by 3% each.

The Core Program Areas listed in **Section 1.3** are currently well-suited to address the programmatic needs of the current population demographic. The Town should be mindful of higher than average income levels when pricing program offerings and special events, while taking into account lower income residents who fall outside the averages. As the population continues to age, the program mix should continue being assessed on a regular basis to ensure both active and inactive adults at 55+ have program opportunities. As these demographics change, the relative importance of each program area may evolve as well.

NATIONAL RECREATION TRENDS

Information released by Sports & Fitness Industry Association's (SFIA) 2017 Study of Sports, Fitness, and Leisure Activities Topline Participation Report reveals that the most popular sport and recreational activities include:

- Fitness walking
- Treadmill
- Free weights
- Running/jogging
- Stationary cycling

From a traditional team sport standpoint, basketball ranks highest among all sports, with approximately 22.3 million people reportedly participating in 2016. Golf and Tennis round out the top three. Sports that have experienced significant growth in participation over the past five years are:

- Rugby
- Boxing
- Roller hockey
- Squash
- Lacrosse

According to the Physical Activity Council, an "inactive" is defined as an individual that doesn't take part in any physical activity. Over recent years, the number of inactive individuals has decreased from 81.6 million in 2015 to 81.4 million in 2016.

RECOMMENDATIONS

These existing Core Program Areas provide a generally well-rounded and diverse array of programs that serve the community at present. Based upon the observations of the planning team and demographic and recreation trends information, the Department staff should evaluate Core Program Areas and individual programs, ideally on an annual basis, to ensure offerings are relevant to evolving demographics and trends in the fast-growing community in Indian Trail.

Implementing additional surveys to program participants and the larger community is a good way to help differentiate between national vs. local trends and ensure the Town's programs are relevant to the local user.

4.5.5 AGE SEGMENT ANALYSIS

The table below depicts each Core Program Area and the most prominent age segments they serve. Recognizing that many Core Program Areas serve multiple age segments, Primary (noted with a ‘P’) and Secondary (noted with an ‘S’) markets are identified.

Core Program Area	Preschool (5 & under)	Elementary (Grade K-5)	Middle School (Grades 6-8)	High School (Grades 9-12)	Adult (18+)	Senior (65+)	Families
Preschool	P				P	S	P
Youth Sports	P	P	P	S			
Adult Sports					P	P	S
Senior Programs					P	P	S
Summer Camps	P	P	P		S		S
Art and Culture	S	S	P	P	P	S	S
Special Events	P	P	P	S	P	P	P

Figure 42: Programs by Age Segment

For this report, an Age Segment Analysis was completed by Core Program Area, exhibiting an over-arching view of the age segments served by different program areas, and displaying any gaps in segments served. It is also useful to perform an Age Segment Analysis by individual programs, in order to gain a more nuanced view of the data. Based on the age demographics noted previously in this report, current programs seem to be fairly well-aligned with the community’s age profile. With roughly 51% of the Indian Trail’s population falling between the ages of 18-54 years old, it is fitting that the Adult segment is highly catered to.

That being said, the lack of primary programs dedicated to both high school and family segments is noticeable. Moving forward, it is recommended that the Department considers introducing new programs to address any unmet needs. With Indian Trail overall being a young community, offering an adequate number of family programs is essential for the Departments success.

Additionally, program coordinators/managers should include this information when creating or updating program plans for individual programs. An Age Segment Analysis can also be incorporated into Mini Business Plans for comprehensive program planning.



4.5.6 PROGRAM LIFECYCLE ANALYSIS

A Program Lifecycle Analysis involves reviewing each program offered by the Department to determine the stage of growth or decline for each. This provides a way of informing strategic decisions about the overall mix of programs managed by the agency to ensure that an appropriate number of programs are “fresh” and that relatively few programs, if any, need to be discontinued.

This analysis is not based on strict quantitative data but, rather, is based on staff members’ knowledge of their program areas. The following table shows the percentage distribution of the various lifecycle categories of the Town’s programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff members.

Lifecycle Stage	Description	Actual Program Distribution	Recommended Distribution
Introduction	New program; modest participation	42%	50-60% total
Take-Off	Rapid participation growth	12%	
Growth	Moderate, but consistent population growth	17%	
Mature	Slow participation growth	12%	40%
Saturation	Minimal to no participation growth; extreme competition	5%	0-10% total
Decline	Declining participation	13%	

Figure 43: Programs by Lifecycle Stages

The Lifecycle Analysis depicts a rather skewed trend, with a large number of programs falling in the Introduction stage (42%), and not enough in the Mature stage (12%). While this distribution is somewhat expected by younger agencies, the Department needs to ensure that new programs make their way out of the Introduction stage and are sustainable enough to reach the Mature stage or are repositioned to introduce other programs. This stage anchors a program portfolio and to achieve a stable foundation, roughly 40% of programs should fall into the Mature category.

Approximately 18% of all programs are in the Decline and Saturation stages, which shows concern that underperforming programs are likely sustained for too long. If a program is in Saturation stage, it may not necessarily need to be retired - it could be that it is a legacy program that is beloved by the community or are capped due to lack of program space to expand into which is a current limitation in Indian Trail.

It is useful to look at attendance trends - do you have fewer participants over the last few offerings? If so, the community may be looking for a different type of program. While there are exceptions, most programs in the Saturation and Decline stages are ready to retire.

Staff should complete a Program Lifecycle Analysis on an annual basis and ensure that the percentage distribution closely aligns with desired performance. Furthermore, the Town could include annual performance measures for each Core Program Area to track participation growth, customer retention, and percentage of new programs as an incentive for innovation and alignment with community trends.

4.5.7 PROGRAM CLASSIFICATION

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

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

PROS uses a classification method based on three indicators: Essential, Important, and Value-Added. Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, legal mandates, financial sustainability, personal benefit, competition in the marketplace, and access by participants. The following table describes each of the three PROS program classifications in these terms.

Program Classification Metrics	ESSENTIAL Programs	IMPORTANT Programs	VALUE-ADDED Programs
<i>Public interest; Legal Mandate; Mission Alignment</i>	<ul style="list-style-type: none"> • <i>High public expectation</i> 	<ul style="list-style-type: none"> • <i>High public expectation</i> 	<ul style="list-style-type: none"> • <i>High individual and interest group expectation</i>
<i>Financial Sustainability</i>	<ul style="list-style-type: none"> • <i>Free, nominal or fee tailored to public needs</i> • <i>Requires public funding</i> 	<ul style="list-style-type: none"> • <i>Fees cover some direct costs</i> • <i>Requires a balance of public funding and a cost recovery target</i> 	<ul style="list-style-type: none"> • <i>Fees cover most direct and indirect costs</i> • <i>Some public funding as appropriate</i>
<i>Benefits (i.e., health, safety, protection of assets).</i>	<ul style="list-style-type: none"> • <i>Substantial public benefit (negative consequence if not provided)</i> 	<ul style="list-style-type: none"> • <i>Public and individual benefit</i> 	<ul style="list-style-type: none"> • <i>Primarily individual benefit</i>
<i>Competition in the Market</i>	<ul style="list-style-type: none"> • <i>Limited or no alternative providers</i> 	<ul style="list-style-type: none"> • <i>Alternative providers unable to meet demand or need</i> 	<ul style="list-style-type: none"> • <i>Alternative providers readily available</i>
<i>Access</i>	<ul style="list-style-type: none"> • <i>Open access by all</i> 	<ul style="list-style-type: none"> • <i>Open access</i> • <i>Limited access to specific users</i> 	<ul style="list-style-type: none"> • <i>Limited access to specific users</i>

Figure 44: Program Classification Metrics

With assistance from Department staff, a classification of programs and services was conducted for all of the recreation programs offered by the Department. The results are presented in the table below. Approximately 27% of programs were deemed Essential by Department staff, with 32% considered to be Important, and the remaining 42% being Value-Added.

This program area classification breakdown is relatively favorable. It is recommended to have a 20% (Essential), 40% (Important), 40% (Value-Added) distribution amongst all programs. Requiring a majority of programs to have high cost recovery percentages.

ESSENTIAL Programs	IMPORTANT Programs	VALUE-ADDED Programs
<ul style="list-style-type: none"> • Mini Chefs • Nature Kids • Lil Gardeners • Crafty Kids • Breakfast with Santa • Soccer Shots • Robotics Camp • Disc Golf Day Camp • Free Exhibit Space • Art related Events • School Exhibits • Open Mic • Hop To IT • July 4th Parade • Christmas Parade • Halloween Spooktacular 	<ul style="list-style-type: none"> • Elf in the Woods • Ghouls & Goodies • Yoga Tales • Mini Doodlers • Twoosy Doodlers • Monthly Trips • Yoga in the Park • Get FIT in the Park • Coffee and Cards • Nature Kids • TOT Dino Camp • Arbor Day • Cultural Arts Festival • Pottery Sale • Community Art Projects • Concert Series • Family Fun Day • National Night Out • Family Fall Fest 	<ul style="list-style-type: none"> • Youth Golf Lessons • Quick Start Tennis Clinic • McClure Speed and Agility Clinic • Disc Golf Day Camp • Pitch, Hit, & Run • Adult 6v6 Soccer League • Adult Kickball League • Adult Coed Softball League • Special Interest Tours • Higher level Fitness • Crafts • Sporty Shorty • Jump Bunch Sports & Fitness for Kids • N Zone Sports Multipurpose Camps • TOT Space Camp • Sport-a-Day Camp • Abs Soccer Camp • Clay and Glaze • Girl Scout Clay Badge • Water Color • Mommy and Me • Cross Town 5K • Movie Series • Paws in the Park Dog Festival • Pottery Sale

Figure 45: Programs by Classification



4.5.8 COST OF SERVICE & COST RECOVERY

Cost recovery targets should be identified for each Core Program Area, at minimum, and for specific programs or events where possible. The previously identified Core Program Areas would serve as an effective breakdown for tracking cost recovery metrics, which would theoretically group programs with similar cost recovery and subsidy goals.

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

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

The following provides more detail on steps 2 & 3.

UNDERSTANDING THE FULL COST OF SERVICE

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

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



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

- Number of participants
- Number of tasks performed
- Number of consumable units
- Number of service calls
- Number of events

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

CURRENT COST RECOVERY

Currently, cost recovery performance is not tracked at a program level. PROS recommend using Core Program Areas as a basis for categorization. Cost recovery targets should be identified for each program area, at least, and for specific programs or events if necessary. The previously identified core programs would serve as an effective breakdown for tracking cost recovery metrics, which would theoretically group programs with similar cost recovery and subsidy goals.

Targets should reflect the degree to which the program area provides a public versus private good. Programs providing public benefits should be subsidized more; programs providing private benefits should seek to recover costs and/or generate revenue for other services. Generally, value-added programs, which are less critical to the organizational mission, should aim to yield a higher cost recovery rate to sustain them, leaving the limited tax-based appropriations to fund core-essential programs.

To assist in the planning and implementing of cost recovery policies, PROS has developed the following definitions presented in the table below to help classify specific programs within program areas.

Category	ESSENTIAL Programs	IMPORTANT Programs	VALUE-ADDED Programs
<i>Description</i>	<ul style="list-style-type: none"> • <i>Part of the organizational mission</i> • <i>Serves a majority of the community</i> • <i>“We must offer this program”</i> 	<ul style="list-style-type: none"> • <i>Important to the community</i> • <i>Serves large portions of the community</i> • <i>“We should offer this program”</i> 	<ul style="list-style-type: none"> • <i>Enhanced community offerings</i> • <i>Serves niche groups</i> • <i>“It is nice to offer this program”</i>
<i>Desired Cost Recovery</i>	<ul style="list-style-type: none"> • <i>None to Moderate</i> • <i>0%-15%</i> 	<ul style="list-style-type: none"> • <i>Moderate</i> • <i>25%-35%</i> 	<ul style="list-style-type: none"> • <i>High to Complete</i> • <i>90%-100%</i>
<i>Desired Subsidy</i>	<ul style="list-style-type: none"> • <i>High to Complete</i> • <i>85%-100%</i> 	<ul style="list-style-type: none"> • <i>Moderate</i> • <i>65%-75%</i> 	<ul style="list-style-type: none"> • <i>Little to None</i> • <i>0-10%</i>

Figure 46: Cost Recovery Classifications

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

4.5.9 SPONSORS / PARTNERS AND VOLUNTEERS

SPONSORS / PARTNERS

Currently, the Department has a handful of partnerships with various organizations such as Union County 4-H Cooperative Extension, Carolina Courts, the Lions Club, Indian Trail Athletic Association, the Rotary Club, etc. These organizations have either verbal or written agreements with the Department to assist with providing volunteers, promoting programs, running programs, etc.

In order to truly sell the potential benefits of partnering with the system, there is a need to for a strong focused sponsorship campaign. Currently, the Department offers a tiered sponsorship program which allows local and regional business owners the opportunity to partner with the Town. Sponsorship levels, benefits, and opportunities are all highlighted within their sponsorship brochures. Moving forward, it is highly recommended that the Department continues to provide detailed listings of participation numbers and user demographics for each event. This assists potential sponsors in identify how well the park system participants align with the sponsor’s target market and choose the right fit for them.”

Additionally, these metrics will also help the Department evaluate its return on investment (ROI) for sponsorships / partnerships for various events. Additionally, it would be beneficial for the Department to publish these metrics on the website and promote them aggressively.

Other recommendations for Sponsorship include:

SPONSOR RECOGNITION

Recognizing all existing or past sponsors for their support would strengthen working relationships with sponsors. The brochure’s imagery could provide illustrations of promotions that may have been done or could be done to demonstrate sponsorship positioning. The Department should consider adding a page in the brochure thanking all of their current partners.

Sponsorship Levels	
<p>Silver Level \$1,000-\$2,500</p> <p>Benefits Include:</p> <ul style="list-style-type: none"> • Naming Rights of Facility • Name Printed on Sign at Facility • Name on All Marketing Regarding the Courts 	<p>Chestnut Square Park</p> <p>Tennis Courts \$2,500</p> <p>Volleyball Courts \$1,500</p>
<p>Platinum Level + \$5,000</p> <p>Benefits Include:</p> <ul style="list-style-type: none"> • Naming Rights of Facility • Name Printed on Sign at Facility • Name on All Marketing Regarding the Facility 	<p>Chestnut Square Park</p> <p>Multi-Purpose Fields \$5,500 per field</p> <p>Crooked Creek Park</p> <p>Softball/Baseball Field \$6,500 per field</p> <p>Walking and Biking Trail \$5,500</p> <p>Destination Playground \$6,000</p> <p>Concession Stand \$5,000</p>
<p>Gold Level \$3,000-\$5,000</p> <p>Benefits Include:</p> <ul style="list-style-type: none"> • Naming Rights of Facility • Name Printed on Sign at Facility • Name on All Marketing Regarding the Facility 	<p>Chestnut Square Park</p> <p>Park Shelter \$4,500</p> <p>Playground \$4,000</p> <p>Walking Trail \$3,000</p> <p>Crooked Creek Park</p> <p>Park Shelter \$4,500</p> <p>Dog Park \$3,500</p>



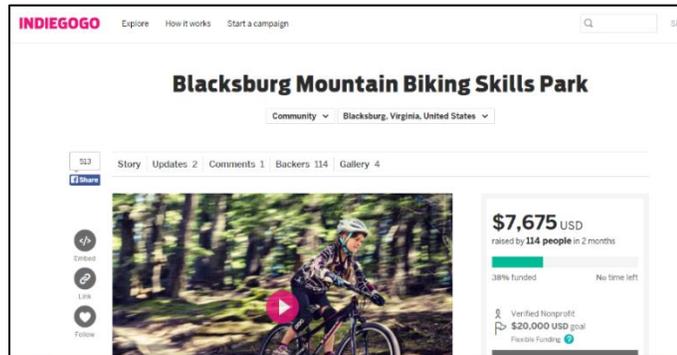
PACKAGE OFFERINGS

It has been seen that the greater the opportunities to package the offerings, the more the likelihood of selling sponsorship. Packaging sponsorship opportunities for Events as well as Signature Parks and Facilities including the Dan Daniel Memorial Park, Coates Bark Park, Ballou Park, the Recreation Centers, Nature Center, etc. could be a viable option to provide additional sponsor value as well.

Providing sample packaging options that tie-in some signature special events with some of the smaller events would ensure that the staff up-sells events that may not be sold otherwise, while the partners receive more bang for their buck.

CROWDFUNDING

Crowdfunding websites such as Kickstarter.com, Razoo.com, Indiegogo, etc. have extremely successful examples of public agencies that have successfully partnered and raised revenue to build or enhance parks and facilities, offer programs and even design marketing materials. The Town of Blacksburg recently raised over \$7,600 for a Mountain Biking Skills Park matching grant with the Virginia Department of Conservation and Recreation.



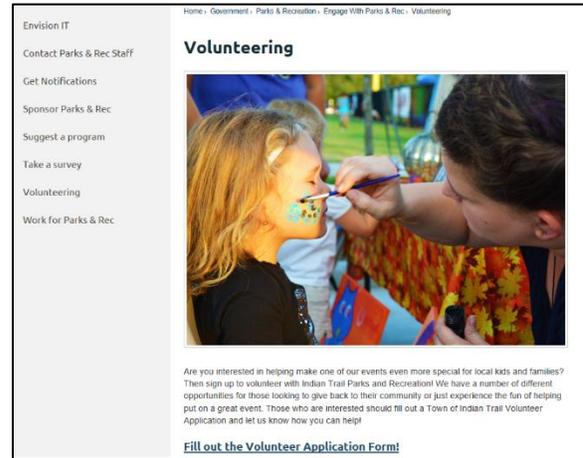
<https://www.indiegogo.com/projects/blacksburg-mountain-biking-skills-park>

4.5.10 VOLUNTEERS

VOLUNTEER PROGRAM

The Department currently offers several volunteer opportunities which allow residents to give back to the community. Such organizations as Local Boy/Girl Scout Troops, the Union West Rotary Club, Roch Harbor Church, and the Lions Club provide volunteers to assist with various special events hosted by Town of Indian Trail.

The PROS team encourages the Department to foster a system-wide approach to volunteer recruitment and management. Ensuring streamlined procedures and standardized guidelines for volunteer management are critical to making volunteers an effective complement to paid personnel and a valuable asset in reducing operational costs. When managed with respect and used strategically, volunteers can also serve as the primary advocates for the Department and its offerings.



A key part of maintaining the desirability of volunteerism in the Department is developing a good reward and recognition system. The consultant team recommends using tactics similar to those found in frequent flier programs, wherein volunteers can use their volunteer hours to obtain early registration at programs, or discounted pricing at certain programs, rentals or events, or any other Department function.

Other best practices that the Department should be aware of in managing volunteers include:

- Identify volunteer opportunities system-wide, develop job descriptions and acceptance conditions for volunteers (such as background checks).
- Utilize online sources such as www.volunteermatch.org to recruit volunteers.
- Develop a tracking system to quantify the number of volunteer hours according to program area and specific function and document cost savings in more detailed ways.
- Develop documented volunteer recruitment, retention, and recognition systems.
- Involve volunteers in cross-training to expose them to various departmental functions and increase their skill. This can also increase their utility, allowing for more flexibility in making work assignments, and can increase their appreciation and understanding of the Department.
- Add steps to formally document resignation or termination of volunteers. Also, include ways to monitor and track reasons for resignation/termination.

4.5.11 MARKETING PLATFORMS

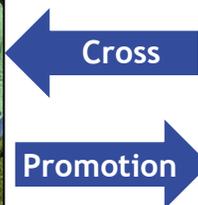
MARKETING

This section reviews the Department’s marketing and promotions as gleaned from the program worksheets. The number and types of mediums used are certainly varied through the system. Developing a true branding plan to create and propagate a message that resonates will be important to maximize the effectiveness of the marketing mediums listed below.

As stated in the program assessment worksheets provided by staff, most programs are promoted via the Print and Online Program Guide, the Website, Flyers and Brochures, Email Blast, Special Events, and In-Facility Promotional Signage. There are also some instances of social media promotions, such as Facebook and Instagram posts. Areas of opportunity mentioned most frequently include building an App, and begin using SMS Marketing and QR Codes.

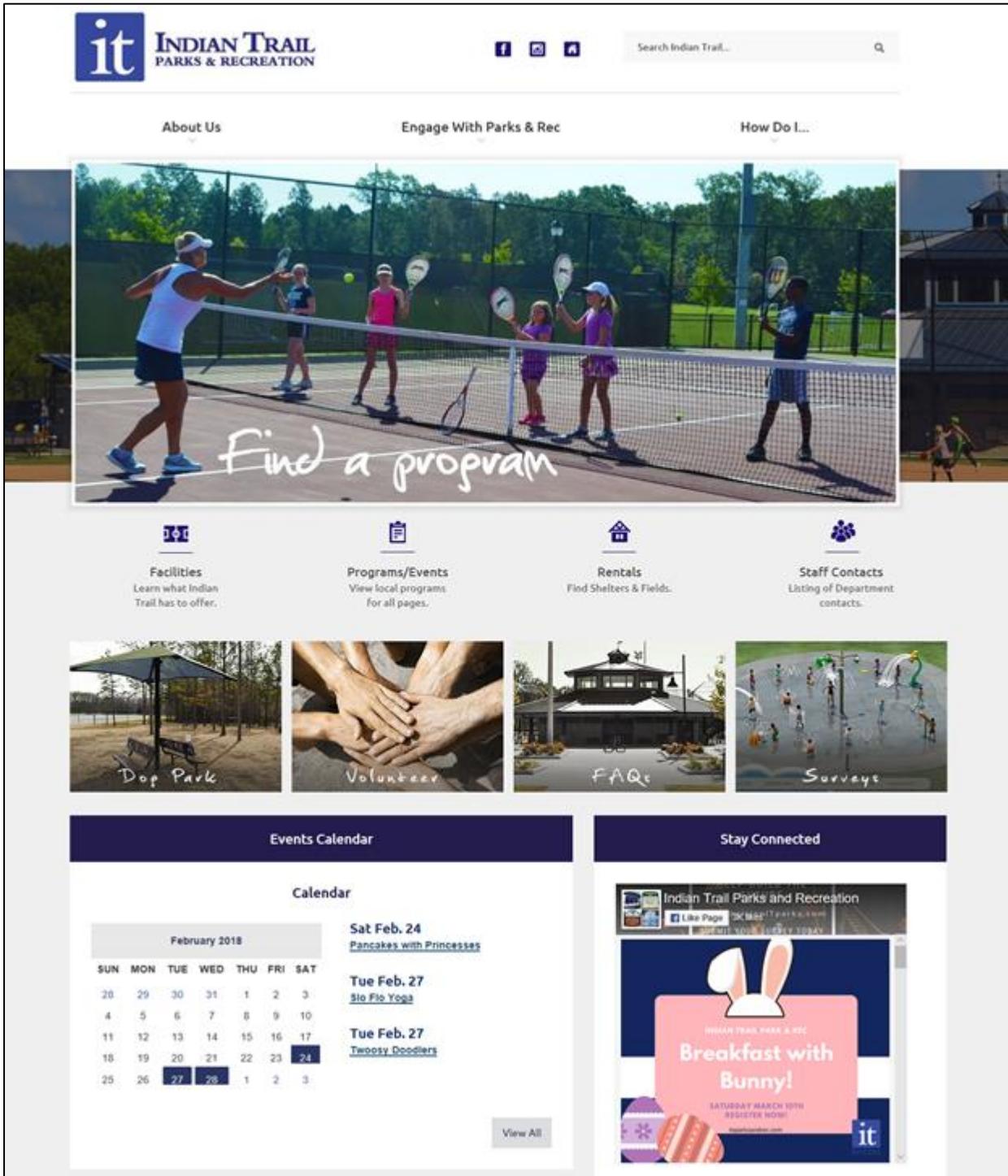
Given the limited marketing dollars available, it would be helpful for the Department to undertake a marketing return on investment (ROI) assessment to evaluate the effectiveness of the marketing mediums undertaken and tailor future marketing spending to focus on the most effective mediums. This could be done by ensuring every registrant and as many on-site users as possible are asked ‘How did you hear about us?’ Tying the participant responses to marketing mediums would allow for a better understanding of marketing spending and enable greater effectiveness of existing ones while eliminating non-effective mediums.

Cross promoting at special events would be highly recommended. It is imperative that the Department take advantage of the presence of high numbers of relative captive audience in the special event environment to promote its other offerings, programs, facilities and rentals. Similar cross-promoting programs targeted towards the same age group audiences too should be highly encouraged. An example would be cross-promoting the Hop to IT Easter Egg Hunt at Mini Chefs classes, and vice versa.



WEBSITE

The current website is user-friendly and quick links on the Parks and Recreation homepage make it easy for the user to access desired information. The mobile friendly website is a good addition and a key tool in today's times of increased smartphone utilization. The events calendar is a good practice which directly drives users' attention to upcoming programs, meetings, or activities residents may have not previously known about.



The use of Web 2.0 technology must be increased beyond what is currently used: Facebook and Instagram to other mediums such as YouTube, Twitter, and/or Pinterest. The key to successful implementation of a social network is to move the participants from awareness to action and creating greater user engagement. This could be done by:



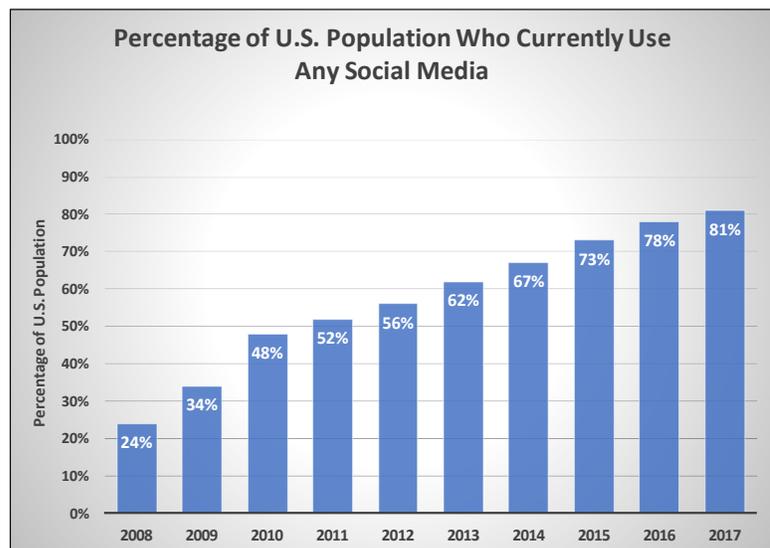
- Allowing controlled ‘user generated content’ by encouraging users to send in their pictures from the Department’s special events or programs
- Introducing Facebook-only promotions to drive greater visitation to Facebook
- Leverage the website to obtain customer feedback for programs, parks and facilities and customer service
- Expand opportunities for Crowd-sourcing information on an ongoing basis
 - Some existing resources include www.mysidewalk.com and www.peakdemocracy.com which can be evaluated if the agency has the resources and can utilize it on an on-going basis
- Provide opportunities for Donations or Crowd-funding through the website
 - www.kickstarter.org / www.indiegogo.com / www.razoo.com for Crowd funding options including printing program guides or developing marketing material
- Maximize the website’s revenue generating capabilities
- Conduct annual website strategy workshop with the staff to identify ways and means that the website can support the Department



4.5.12 SOCIAL MEDIA TRENDS

SOCIAL MEDIA USERS

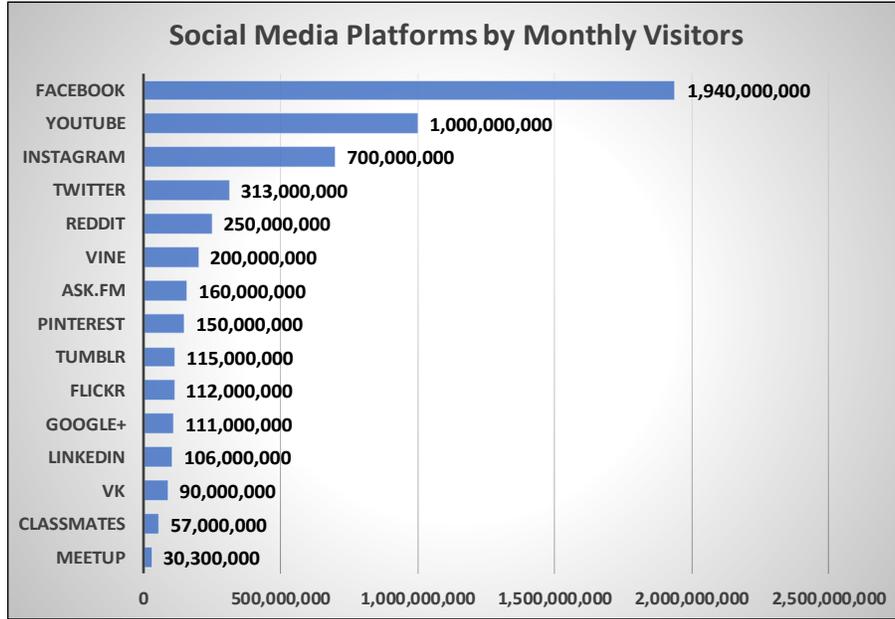
Over the last decade, social media has become one of the county’s fastest growing trends. With only 24% of the country using social media in 2008; today, an estimated 81% of the U.S. population is currently using some form of social media. With such a large percentage of the population using these online media platforms in their daily lives, it becomes essential for the Department to take advantage of these marketing opportunities. Social media can be a useful and affordable tool to reach current and potentially new system users. Such platforms as Facebook, YouTube, Instagram, and Twitter are extremely popular with not only today’s youth but also young and middle-aged adults.



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

SOCIAL MEDIA PLATFORMS

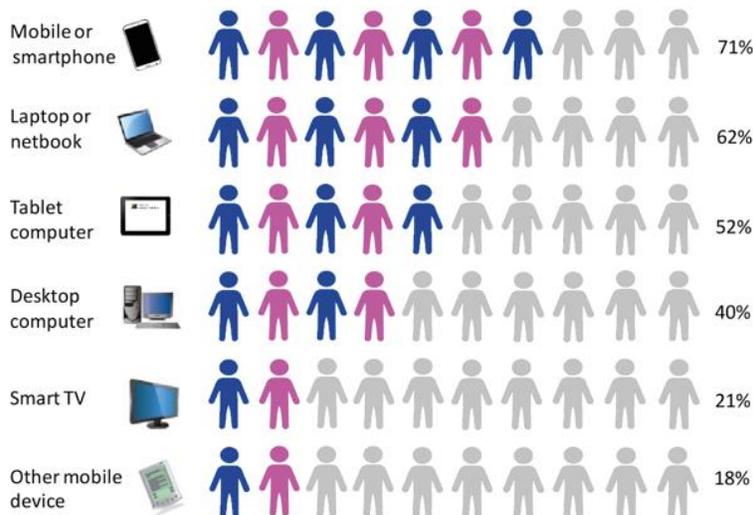
Below is a chart that depicts the most frequently used social media sites throughout the world. As of March 2017, Facebook stands out as the most heavily trafficked social media platform, with an estimated 1.9 billion visitors per month. That is nearly double and triple the number of monthly visitors YouTube and Instagram receive (respectively).



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

MEDIUMS USED TO ACCESS THE INTERNET

The following graphic depicts the various devices used to access the internet. With 71% of internet users utilizing smartphones, it is crucial that all websites offer a mobile friendly option. Additionally, with smartphones being so heavily used, social media sites have become even easier to access and more frequently visited. The Department should be mindful of these trends when creating their marketing mix.



Source: Office for National Statistics (ONS) 2016

4.5.13 CUSTOMER SERVICE AND FEEDBACK

Customer service is at the root of the success of any organization. A true community-service organization prides itself on identifying its customers' preferences and acting in accordance to help fulfill their needs. In order to do this, an ongoing and system-wide feedback mechanism is of vital importance and the Department's willingness to undertake an extensive customer service training initiative for its staff is a big step in the right direction.

Currently, there is not a system wide approach to customer feedback, with only a select few Core Program Areas collecting user feedback at this time. Post-program evaluations, user surveys, website comments, and online-surveys are sporadically used across the system but not consistently conducted. It would be recommended to provide customer service training to the entire staff in order to effectively identify and address customer issues as well as enhance the user experience.



4.6 FACILITY / AMENITY AND PROGRAM PRIORITY RANKING

The purpose of the Facility and Program Priority Rankings is to provide a prioritized list of facility/amenity needs and recreation program needs for the Indian Trail community.

This rankings model evaluated both quantitative and qualitative data. Quantitative data includes the statistically valid Community Survey, which asked residents 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/amenities and recreation programs. For instance, as noted below a weighted value of 3 for the Unmet Desires means that out of a total of 100%, unmet needs make up 30% of the total score. Similarly, importance-ranking also makes up 30%, while Consultant Evaluation makes up 40% of the total score, thus totaling 100%.

This scoring system considers the following:

- Community Survey
 - Unmet needs for facilities and recreation programs - This is used as a factor from the total number of households mentioning whether they have a need for a facility/ program and the extent to which their need for facilities and recreation programs has been met. Survey participants were asked to identify this for 27 different facilities/ amenities and 27 recreation programs.
 - Importance ranking for facilities - This is used as a factor from the importance allocated to a facility or program by the community. Each respondent was asked to identify the top four most important facilities and recreation programs.
- Consultant Evaluation
 - Factor derived from the consultant's evaluation of program and facility priority based on survey results, demographics, trends and overall community input.

The weighted scores were as follows:

- 60% from the statistically valid community survey results.
- 40% from consultant evaluation using demographic and trends data, community focus groups and public meetings and levels of service.

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/Amenity and Program Priority is determined.

As seen below, Walking, biking, & fitness trails, Greenway trail system, Indoor aquatic facility, Splash pad/water park, and Weights & fitness machines are the top five highest facility/amenity priorities in Indian Trail.

Facility/Amenity Priority Rankings (Rankings are a result of the Statistically Valid Survey)	Overall Ranking
Walking, biking, & fitness trails	1
Greenway trail system	2
Indoor aquatic facility	3
Splash pad / water park	4
Weights & fitness machines	5
Dog park	6
Neighborhood parks	7
Fishing pond	8
Playground	9
Community gardens	10
Multi-use gym space (e.g. basketball, volleyball)	11
Indoor track & field	12
Picnic shelter	13
Golf course	14
Mountain bike / BMX park	15
Outdoor basketball courts	16
Community owned farm spaces	17
Arts center / gallery spaces	18
Soccer fields	19
Outdoor tennis courts	20
Gymnastics gymnasium	21
Disc golf course	22
Indoor field turf	23
Ice arena	24
Baseball & softball fields	25
Outdoor volleyball courts (sand)	26
Pickleball Courts	27

Figure 47: Facility/Amenity Priority Rankings

As seen below, Adult fitness & wellness programs, Senior/adult programs 50+, Water fitness programs, Adult continuing education, and Nature programs/environmental education are the top five highest program priorities in Indian Trail.

Program Priority Rankings (Rankings are a result of the Statistically Valid Survey)	Overall Ranking
Adult fitness & wellness programs	1
Seniors / adult programs 50+	2
Water fitness programs	3
Adult continuing education	4
Nature programs / environmental education	5
Adult sports leagues	6
Teen programs	7
Youth learn to swim programs	8
Adult art, dance, performing arts	9
Outdoor challenge / adventure course	10
Youth sports leagues	11
Special events	12
Youth fitness & wellness programs	13
Youth summer camp programs	14
Golf lessons & leagues	15
Cycling classes	16
Before & after school programs	17
Preschool programs	18
Youth sports lessons	19
Birthday parties	20
Gymnastics / tumbling programs	21
Youth art, dance, performing arts	22
Tennis lessons & leagues	23
Adult learn to swim programs	24
E-gaming	25
Martial arts programs	26
Programs for people with special needs	27

Figure 48: Program Priority Rankings

4.6.1 CONCLUSION

As Department and its offerings continue to grow, it will be crucial for staff to ensure key metrics are being tracked and monitored on an annual basis. The Recreational Program Assessment will assist the Department in doing so. Below are some overall significant takeaways that were identified throughout the Program Assessment Analysis:

- The Department has identified the following as **Core Program Areas**:
 - Preschool
 - Youth Sport
 - Adult Sport
 - Senior
 - Summer Camp
 - Arts & Culture
 - Special Events
- **Age segment distribution** is heavily catering to programming for *adults*. The Department needs to ensure segments such as *high school* and *families* aren't being underserved.
- **Program Lifecycles**: Currently, the Introduction stage holds approximately 42% of the system's program offerings. Moving forward, the Department needs to make sure these programs make their way out of the Introduction stage and in the Take-Off, Growth, and Mature stages. For those that do not mature, the staff should look to either repurpose or retire specified programs.
- The current **Program Classification** breakdown is relatively favorable, with approximately 27% of programs being identified as Essential, 32% considered to be Important, and the remaining 42% deemed Value-Added.
- The Department should utilize these classifications when generating **Cost Recovery Goals**.
- The Department's existing **volunteer program** allows residents to get involved through various special events and programs. Staff should ensure volunteer opportunities are promoted and easily available to residents.
- From a **marketing and promotions** standpoint, the Department uses a variety of marketing methods when promoting their programs. Most common methods utilized are print and online program guides, the Town's website, email blasts, and brochures/flyers. It is recommended that the staff keep its marketing mix consistent throughout all Core Program Areas.
- The **Priority Rankings** identify 27 different facilities/ amenities and 27 recreation programs. Facilities and programs are listed in descending order from highest to lowest unmet community need/importance level.
 - Top 3 Facilities/Amenities
 - Walking, biking, & fitness trails
 - Greenway trail system
 - Indoor aquatic facility
 - Top 3 Recreational Programs
 - Adult fitness & wellness programs
 - Senior/adult programs 50+
 - Water fitness programs

4.7 CAPITAL IMPROVEMENT PLAN

This capital improvement plan reflects community needs identified in the staff and stakeholder meetings, the public input process, household survey, demographics, prioritized facility and program needs analysis, and physical analysis. The capital improvement plan focuses on two specific types of capital costs: new parks and recreation facilities needed to satisfy recommended Levels of Service; and renovation or improvements to existing parks and facilities. Costs reflected in the plan are based on itemized costs contained in Appendix E. The itemized costs provided allow any given portion of a park or facility to be analyzed. Through a quick review of the estimate, individual line items costs can be identified and modified or removed as needed. All cost estimates provided here and within Appendix D are based on 2018 costs.

In addition to providing information associated with the budgetary capital costs, this plan also provides priorities based on the statistically valid community survey results and from consultant evaluation using demographics and trend data, community focus groups, and public meetings. This information is presented along with recommendations for current and future capital funds allocations.

4.7.1 ACTION PLAN - FACILITIES COST SUMMARY

Note: Cost data was derived by average market prices determined during the development of this master plan. Prices may vary due to local market conditions.

1-5 YEAR PRIORITIES (2019-2024)		
NO.	DESCRIPTION	SUBTOTAL
1	IMPROVEMENTS TO EXISTING PARKS	
A	Crooked Creek Improvements	\$2,500,000
	SUBTOTAL	\$2,500,000
2	GREENWAYS	
A	NCDOT Bike Ped Trail Project (ongoing)	\$0
	SUBTOTAL	\$0
3	NEW PARKS AND FACILITIES	
A	New Mini Park	\$713,581
B	New Neighborhood Park	\$0
	SUBTOTAL	\$713,581
4	PROGRAMMING	
A	Expansion & Addition of Program Initiatives	\$40,000
	SUBTOTAL	\$40,000
	TOTAL 1-5 YEAR PRIORITY SUMMARY	\$3,253,581

5-10 YEAR PRIORITIES (2024 - 2029)		
NO.	DESCRIPTION	SUBTOTAL
1	IMPROVEMENTS TO EXISTING PARKS	
A	Crossing Paths	\$540,728
	SUBTOTAL	\$540,728
2	GREENWAYS	
A	2 Miles of New Paved Greenway Trail	\$3,800,000
	SUBTOTAL	\$3,800,000
3	NEW PARKS AND FACILITIES	
A	New Mini Parks	\$1,006,576
B	New Neighborhood Parks	\$2,986,661
	SUBTOTAL	\$3,993,237
TOTAL 5-10 YEAR PRIORITY SUMMARY		\$9,898,136

10-15 YEAR PRIORITIES (2029-2034)		
NO.	DESCRIPTION	SUBTOTAL
1	IMPROVEMENTS TO EXISTING PARKS	
B	Chestnut Square Park	\$ 720,073
	SUBTOTAL	\$720,073
2	GREENWAYS	
A	2 Miles of New Greenway	\$3,800,000
	SUBTOTAL	\$3,800,000
3	NEW PARKS AND FACILITIES	
A	New Mini Parks	\$1,006,576
B	New Neighborhood Parks	\$2,986,661
C	New Community Parks	\$7,042,637
	SUBTOTAL	\$11,035,874
TOTAL 10-15 YEAR PRIORITY SUMMARY		\$18,475,585

4.8 FUNDING AND REVENUE STRATEGIES

4.8.1 INTRODUCTION

Park and Recreation systems nationwide recognize the importance of diversifying revenue sources to offset the often shrinking or stagnant tax dollars available to meet growing levels of service. For small, but fast growing, agencies such as Indian Trail, the need to develop additional dedicated funding sources is critical to ensure long term financial sustainability and ensure a high level of service with a well-maintained system.

Given below are a handful of funding and revenue strategies that the Department have recently utilized in addition to several alternative options for the Department to consider. These have been developed based on conversations with the town staff and using their feedback about implementation feasibility for the different funding options that could help support capital and operational needs.

4.8.2 AWARDED FUNDING SOURCES & SPONSORSHIP DOLLARS

GRANTS

The Town of Indian Trail has done a commendable job pursuing and successfully obtaining grant funding to serve the variety of community needs. In the spring of 2017 the Department was awarded a Connect NC grant in the amount of \$172,125. The Connect NC Bond package, approved in March 2016, included one-time funding of \$3 million for parks and recreation grants to benefit children and/or veterans with disabilities. The program is administered through the N.C. Division of Parks and Recreation and the N.C. Parks and Recreation Trust Fund. The Town has successfully designed and constructed the first Accessible playground in Union County with the help of this grant.

In the fall of 2015 Indian Trail was awarded a Park and Recreation Trust Fund (PARTF) grant in the amount of \$156,400. The Parks and Recreation Trust Fund (PARTF) provides dollar-for-dollar matching grants to local governments for parks and recreational projects to serve the public. PARTF is the primary source of funding to build and renovate facilities in the state parks as well as to buy land for new and existing parks. This grant helped the Department design and construct a Disc golf course, splash pad, outdoor fitness equipment, and additional walking trails.



Also, in the fall of 2015 the Town was awarded a grant to install PlayPrints throughout Chestnut Square Park. The North Carolina Recreation and Park Association (NCRPA) collaborated with Blue Cross and Blue Shield of North Carolina (BCBSNC) to build healthier communities by providing this opportunity. PlayPrints are ground markings of colorful shapes, images, and games painted on open pavement. Research shows that children who visit playgrounds with markings take part in a greater amount of physical activity during recess than children at unmarked playgrounds.



In the spring of 2014 the Department was awarded a Healthy Eating Grant in the amount of \$4,500 from Blue Cross Blue Shield. This grant helped the Department provide healthy food options in the concession stand of Crooked Creek Park.

SPONSORSHIP / PARTNERSHIPS

This continues to be an area of growth for the Department to pursue with respect to incremental revenue generation. During fiscal year 2016-2017 Sponsorship revenue accounted for 25% of the Department’s revenue. This is on par by national standards where the 2017 NRPA Field Report benchmark study revealed that earned income comprises about 25% of an agency’s revenues.



Indian Trail achieves this through a variety of areas including event sponsors, banners in the park, and equipment sponsorship. Since creating their sponsorship program, the Department has had 23 local businesses purchase a banner for Crooked Creek Park. It is a testament to their successful partnerships that nearly all of these sponsors have renewed their relationship with Indian Trail since.

Currently, two of Crooked Creek Park’s ball diamonds and fitness equipment are sponsored by a local sports medicine and orthopedics company (OrthoCarolina). This partnership provides opportunities to speak to the public about offerings and interact with park visitors.

Special Events have been another successful area where the Department runs over 20 events annually and the majority of them have a title sponsor. The title sponsorship allows the organization to be printed on all of Indian Trail’s marketing materials as well as setup a tent during the event. Examples of previous title sponsors include: a local dentist office, animal hospital, car dealership, and insurance company.



LIST OF EXISTING/PREVIOUS SPONSORS

Event Sponsors	Park Banner Sponsors
• EMI Supply Inc	• The Fun House
• Pleasant Plains Dentistry	• Publix
• Indian Trail Dodge Chrysler, Jeep Ram	• EMI Supply Inc
• Indian Trail Animal Hospital	• Coca Cola
• Air Central of the Carolinas	• Waste Pro
• Capital Dealership of Indian Trail	• Indian Trail Hardware
• Farm Bureau Insurance of Indian Trail	• Pita Pit (Peppita, LLC)
• D-BAT (Developing Belief Attitude & Tradition)	• S.T.E.P.S. Development Academy
Equipment Sponsors	• Ms. Dee Dee’s After School Care and My First School
• OrthoCarolina	• The Learning Center
• Waste Pro	• Extreme Ice Center
• Coca Cola	• OrthoCarolina
• Carolinas Healthcare System	• The Trail House
	• MetLife
	• Mia Famiglia (Pizza Towers LLC)

4.8.3 FUNDING SOURCES FOR CAPITAL IMPROVEMENT DOLLARS AND OPERATIONS

In addition to what the Department is currently doing, the following financial options could help support the recommended capital improvements outlined in the Master Plan as well as operational costs associated with managing the system for the future.

General Obligation Bond: A general obligation bond is a municipal bond secured by a taxing authority such as the Town of Indian Trail or Union County to improve public assets that benefits the municipal agency involved that oversee the parks and recreation facilities.

Indian Trail has successfully passed them in the past and they should continue to be considered for the park and recreation facility projects emerging from this Master Plan such as, a multigenerational recreation center, a sports complex or park development and / or improvements. Parks help frame Indian Trail's image and benefit a wide age segment of users and updating some parks will benefit the community as a whole and stabilize neighborhoods. According to research by Trust for Public Land, over the last 10 years across the United States over 90% of park and recreation bond issues have passed in cities when offered to the community to vote to support the community needs for parks and recreation.

Governmental Funding Programs: A variety of funding sources are available from federal and state government for park-related projects. For example, the Land and Water Conservation Fund program has \$900 million and can provide capital funds to state and local governments to acquire, develop, and improve outdoor recreation areas. Federal Community Development Block Grant (CDBG) funds are used to support open space related improvements including redevelopment and new development of parks and recreation facilities. Transportation Enhancement Funds available through SAFETELU, the current federal transportation bill, can be used for trail and related green space development, AmeriCorps Grants can be used to fund support for park maintenance.

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



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

AmeriCorps Grants should be pursued by the Department to support park maintenance and cleanup of drainage areas where trails are located and small neighborhood parks in Indian Trail.



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

Recreation Impact Fees: There are several agencies that have implemented recreation impact fees to help alleviate the deficiencies in park land and greenways levels of service. Impact fees generally provide some capital funds but rarely are they sufficient to provide full funding of large projects.

Internal Park Improvement Fund: This funding source is created from a percentage of the overall park admissions to attractions such as sport complexes or special events in the park and would allow a percentage, usually in the 3%-5% of gross revenues, to be dedicated to the park for existing and future capital improvements. This funding source is used for sports complexes, aquatic parks, recreation center, golf courses, and fee-based parks. This type of user fee generally does not require voter approval, but is set up in a dedicated fund to support the existing attraction for future maintenance and improvements.

Tax Allocation or Tax Increment District: Commonly used for financing redevelopment projects. A Tax Allocation District (TAD) involves the issuance of tax-exempt bonds to pay front-end infrastructure and eligible development costs in partnership with private developers. As redevelopment occurs in Indian Trail, the “tax increment” resulting from redevelopment projects can be used to retire the debt issued to fund the eligible redevelopment costs. The public portion of the redevelopment project funds itself using the additional taxes generated by the project. TADs can be used to fund park improvements and development as an essential infrastructure cost. The City of Valparaiso, IN has used this funding source extensively for their redevelopment of the downtown area and has made a huge impact on the image and impact to parks and business in the downtown area.

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

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

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

Transient Occupancy Tax: This funding source is used by many agencies to fund improvements to parks from hotels that benefit from the parks and Transient Occupancy Taxes are typically set at 7%-8% on the value of a hotel room with a 1% sales tax that can be dedicated for park and recreation improvement purposes. Because of the value that parks could provide in the way of events, sports, entertainment and cultural events hotels in the area that benefit could be set up with a portion of their occupancy funds going to support park and recreation related improvements. This funding source could be implemented progressively as the Department increases the number of events it sponsors. Tracking the economic value back to the hotels is important to build trust with the business community.

Food and Beverage Tax: These dollars can come from the local community as well as visitors to Indian Trail to help pay for a bond to finance future park and recreation related improvements. Food and Beverage Taxes are very well accepted in most Midwest communities.

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

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

4.8.4 FUNDING SOURCES FOR OPERATIONAL DOLLARS

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

Parking Fee: Many parks that do not charge an admission fee will charge a parking fee. Parking rates range from \$3 to \$4 a day. This funding source could work for helping to support special events, festivals and tournaments.

User Fees: User fees are fees paid by a user of recreational facilities or programs to offset the costs of services provided by the agency in operating a park, a recreation facility or in delivering programs and services. For services where the Department believes they cannot move forward on adequate user fees to obtain the cost recovery goals, consideration of contracting with a not-for-profit and/or private company to help offset service costs should be pursued. This would save the Town dollars in their operational budgets while still ensuring the community receives the service to keep the quality of life at a high standard.

Corporate Sponsorships - Corporations can also underwrite a portion or all of the cost of an event, program, or activity based on their name being associated with the service. Typically, sponsorships are title sponsors, presenting sponsors, associate sponsors, product sponsors, or in-kind sponsors. Many agencies seek corporate support for these types of activities and these can be viable especially for signature parks such as Crooked Creek Park or its amenities

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

- Example: Charleston County Parks and Recreation (<https://www.ccprc.com/1796/Event-Sponsorship>) has well established frameworks for sustained sponsorship opportunities by providing packaged choices of offerings
- City of Santa Barbara (http://www.santabarbaraca.gov/gov/depts/parksrec/recreation/sponsor_opportunities.asp).

Crowdfunding - A fairly new web-based source that aggregates funds from a group of people who are willing to support a specific project, be it program related, or facility related. Some sites that successfully do this are www.kickstarter.org, www.razoo.com, etc. In addition, NRPA has its own crowdfunding platform www.fundyourpark.org that Indian Trail can apply to with a specific project.



Partnerships - Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a city department, or a private business and a city agency. Two partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities and asset management, based on the strengths and weaknesses of each partner.

Example: A relevant example includes the Muskingum Recreation Center that is being developed in Zanesville, Ohio. This is a partnership between the Muskingum County Community Foundation (MCCF), the Muskingum Family Y (MFY), Genesis HealthCare System, and Ohio University Zanesville (OUZ) (<http://www.muskingumrecreationcenter.org/>).



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



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

Park Revolving Fund: This is a dedicated fund to be used for park purposes only that is replenished on an ongoing basis from various funding sources such as grants, sponsorships, advertising, program user fees and rental fees within the park.

Permit Fees: This fee is incorporated for exclusive reservation for picnic shelters, sports fields, special events, and competition tournaments by other organizations. Permit fees include a base fee for all direct and indirect costs for the agency to provide the space on an exclusive basis plus a percentage of the gross for major special events and tournaments held on owned permitted facilities. Alcohol permits should be explored and if determined worthwhile, added to these permits which would generate more dollars for these special use areas. These dollars could be applied to the Park Revolving Fund to help support park improvements.

4.8.5 PRIVATE FUNDING SOURCES

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

Private Foundation Funds: Nonprofit community foundations can be strong sources of support for the Department and should be pursued for specific park and recreation amenities.

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

- **Conservancy or Friends Organization:** This type of nonprofit is devoted to supporting a specific park. These Park Conservancy's or Friends Groups are a major funding source for parks in the United States and should be considered for Indian Trail's parks and recreation facilities.
- **Greenway Foundations:** Greenway foundations focus on developing and maintaining trails and green corridors on a city-wide basis. The Department could seek land leases along trails as a funding source, in addition to selling miles of trails to community corporations and nonprofits in Indian Trail. The development rights along the trails can also be sold to local utilities for water, sewer, fiber optic, and cable lines on a per mile basis to support development and management of these corridors. Indianapolis Greenway Foundation has been very successful in raising matching funds for development of trails in the city of Indianapolis and has shown through empirical data the positive impact of greenways to property values in its vicinity.

4.8.6 VOLUNTEER SOURCES

Volunteerism - The revenue source is an indirect revenue source as persons donate time to assist the Department in providing a product or service on an hourly basis. This reduces the city's cost in providing the service plus it builds advocacy into the system.

- Example: The City of San José Parks, Recreation and Neighborhood Services has leveraged a very unique volunteer relationship by utilizing graduates from The Harvard Business School to identify potential sponsorship value of its inventory and craft a compelling message for potential sponsors - all on a pro-bono basis (http://www.hbsanc.org/cp_home.html?aid=1142). There could be potential opportunities of this sort with any of the educational institutions, including Mira Costa College, Palomar Community College, or University of California San Diego.

Adopt-an-Area of a Park or a Park: In this approach, local neighborhood groups or businesses make a volunteer commitment to maintaining a specific area of a park.

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



Community Service Workers: Community service workers are assigned by the court to pay off some of their sentence through maintenance activities in parks, such as picking up litter, removing graffiti, and assisting in painting or fix up activities. Most workers are assigned 30 to 60 hours of work.

Chapter Five - ACTION PLAN AND STRATEGIC MASTER PLAN DEVELOPMENT

5.1 DEVELOP VISION, MISSION, AND GOALS

Based on key findings identified throughout the planning process, the consultant team and Department staff conducted a strategic work session to develop the vision and mission statements, as well as the core values and community priorities that will guide the Department in the future. These strategies and tactics are part of a living document that will help provide clear direction for the Department moving forward.

5.1.1 VISION - WHAT WE WANT TO BE KNOWN FOR

“To be a trendsetting agency that transforms lives.”

5.1.2 MISSION - HOW WE PLAN TO GET THERE

“We are dedicated to enriching our community through memorable experiences.”

5.1.3 CORE VALUES

- **Sense of Community:** Not just diversity or equity or inclusion for some but also a true sense of belonging for all.
- **Inclusive Customer Service:** Focus on the entire experience not just the customer service in the moment.
- **Health and Wellness:** Ensure the community’s physical, mental and emotional well-being are a focus through all offerings.
- **Innovation:** Have an organizational culture that values new ideas and continues to move resources to meet the changing needs of our customer, community and staff.
- **Fun:** To provide quality experiences that bring joy to all.

5.1.4 STRATEGIC MASTER PLAN UPDATE GOALS (2021)

- Expand our offerings to offer new and innovative offerings to address the growth in our community.
- Attract participants to new programs and offerings; identify and reduce barriers of participation.
- Increase awareness and opportunities of offerings and facilities.
- Develop measurable annual revenue goals for programs, rentals, events and sponsorship.
- Create and encourage active engagement with our residents.
- Actively and equitably pursue the identified needs in the Level of Service (LOS) from the Masterplan.
- Develop and equitably distribute parks, amenities, and facilities to continue our trendsetting ways.
- Celebrate diversity, embrace equity and create a welcoming environment for all.

5.2 STRATEGIC ACTION PLAN

5.2.1 STRATEGIC MASTER PLAN UPDATE “BIG MOVES” (2021)

- Equitably prioritize land acquisition and park development as the Town grows
- Expand for local and regional trail connectivity
- Feasibility Study / Business Plan for a multi-gen Recreation Center
- Invest in branding and storytelling to the current and future community
- Prioritize park maintenance plan to take care of what we have

Chapter Six CONCLUSION

This Park and Recreation Master Plan is the first such document since Indian Trail started building parks and recreation amenities. It is meant to be a forward thinking and proactive approach based on the town’s growing population and desire to continue attracting a vibrant demographic to Indian Trail.

The key for Indian Trail as it embarks on this path to growth is to build on its strengths with high positive community sentiment towards them, an innovative approach to storytelling and outreach and focus on the wide variety of diverse and inclusive offerings while focusing on continuous improvement and adapting to meet the evolving community needs.

Going forward, there will ups and downs in the economy but with its emphasis on planning, prioritizing its core offerings, setting effective pricing policies, maximizing outreach, and engaging local/regional partners, the department is well positioned to weather the uncertainties and emerge stronger from it.

Lastly, it is important to remember that this Master Plan is a roadmap and the success of the plan will hinge heavily on the focus on implementation. Town-wide buy-in will result in successful implementation which in turn will set the agency on course to regional and national success among best-in-class parks and recreation agencies and continue to make Indian Trail an appealing place for all to live, work and place.

APPENDIX A - CORE VS CASUAL PARTICIPATION TRENDS

6.1.1 GENERAL SPORTS

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
#	%	#	%	#	%			
Basketball	23,067	100%	24,225	100%	24,917	100%	8.0%	2.9%
<i>Casual (1-12 times)</i>	7,321	32%	9,335	39%	9,669	39%	32.1%	3.6%
<i>Core(13+ times)</i>	15,746	68%	14,890	61%	15,248	61%	-3.2%	2.4%
Golf (9 or 18-Hole Course)	24,700	100%	24,240	100%	24,271	100%	-1.7%	0.1%
Tennis	17,904	100%	17,841	100%	17,684	100%	-1.2%	-0.9%
Baseball	13,152	100%	15,877	100%	15,804	100%	20.2%	-0.5%
<i>Casual (1-12 times)</i>	4,295	33%	6,563	41%	6,655	42%	54.9%	1.4%
<i>Core (13+ times)</i>	8,857	67%	9,314	59%	9,149	58%	3.3%	-1.8%
Soccer (Outdoor)	12,592	100%	11,405	100%	11,913	100%	-5.4%	4.5%
<i>Casual (1-25 times)</i>	6,622	53%	6,430	56%	6,864	58%	3.7%	6.7%
<i>Core (26+ times)</i>	5,971	47%	4,975	44%	5,050	42%	-15.4%	1.5%
Softball (Slow Pitch)	7,077	100%	7,386	100%	7,071	100%	-0.1%	-4.3%
<i>Casual (1-12 times)</i>	2,825	40%	3,281	44%	3,023	43%	7.0%	-7.9%
<i>Core(13+ times)</i>	4,252	60%	4,105	56%	4,048	57%	-4.8%	-1.4%
Football, Flag	5,508	100%	6,572	100%	6,783	100%	23.1%	3.2%
<i>Casual (1-12 times)</i>	2,838	52%	3,573	54%	3,794	56%	33.7%	6.2%
<i>Core(13+ times)</i>	2,669	48%	2,999	46%	2,989	44%	12.0%	-0.3%
<i>Core Age 6 to 17 (13+ times)</i>	1,178	52%	1,578	54%	1,590	56%	35.0%	0.8%
Volleyball (Court)	6,304	100%	6,317	100%	6,487	100%	2.9%	2.7%
<i>Casual (1-12 times)</i>	2,759	44%	2,867	45%	2,962	46%	7.4%	3.3%
<i>Core(13+ times)</i>	3,545	56%	3,450	55%	3,525	54%	-0.6%	2.2%
Badminton	7,176	100%	6,337	100%	6,095	100%	-15.1%	-3.8%
<i>Casual (1-12 times)</i>	5,049	70%	4,555	72%	4,338	71%	-14.1%	-4.8%
<i>Core(13+ times)</i>	2,127	30%	1,782	28%	1,756	29%	-17.4%	-1.5%
Football, Touch	6,586	100%	5,517	100%	5,171	100%	-21.5%	-6.3%
<i>Casual (1-12 times)</i>	3,727	57%	3,313	60%	3,065	59%	-17.8%	-7.5%
<i>Core(13+ times)</i>	2,859	43%	2,204	40%	2,105	41%	-26.4%	-4.5%
Soccer (Indoor)	4,530	100%	5,233	100%	5,336	100%	17.8%	2.0%
<i>Casual (1-12 times)</i>	1,917	42%	2,452	47%	2,581	48%	34.6%	5.3%
<i>Core(13+ times)</i>	2,614	58%	2,782	53%	2,755	52%	5.4%	-1.0%
Football, Tackle	5,978	100%	5,157	100%	5,107	100%	-14.6%	-1.0%
<i>Casual (1-25 times)</i>	2,588	43%	2,258	44%	2,413	47%	-6.8%	6.9%
<i>Core(26+ times)</i>	3,390	57%	2,898	56%	2,694	53%	-20.5%	-7.0%
<i>Core Age 6 to 17 (26+ times)</i>	2,590	43%	2,353	44%	2,311	47%	-10.8%	-1.8%
Gymnastics	4,621	100%	4,770	100%	4,699	100%	1.7%	-1.5%
<i>Casual (1-49 times)</i>	2,932	63%	3,047	64%	3,004	64%	2.5%	-1.4%
<i>Core(50+ times)</i>	1,689	37%	1,723	36%	1,695	36%	0.4%	-1.6%
Volleyball (Sand/Beach)	4,651	100%	4,770	100%	4,400	100%	-5.4%	-7.8%
<i>Casual (1-12 times)</i>	3,174	68%	3,261	68%	2,907	66%	-8.4%	-10.9%
<i>Core(13+ times)</i>	1,477	32%	1,509	32%	1,493	34%	1.1%	-1.1%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

6.1.2 GENERAL SPORTS (CONTINUED)

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
Track and Field	4,105	100%	4,143	100%	4,139	100%	0.8%	-0.1%
<i>Casual (1-25 times)</i>	1,797	44%	2,071	50%	2,069	50%	15.1%	-0.1%
<i>Core(26+ times)</i>	2,308	56%	2,072	50%	2,070	50%	-10.3%	-0.1%
Cheerleading	3,456	100%	3,841	100%	3,752	100%	8.6%	-2.3%
<i>Casual (1-25 times)</i>	1,841	53%	2,039	53%	1,934	52%	5.1%	-5.1%
<i>Core(26+ times)</i>	1,615	47%	1,802	47%	1,817	48%	12.5%	0.8%
Pickleball	2,462	100%	3,301	100%	3,460	100%	40.5%	4.8%
<i>Casual (1-12 times)</i>	1,459	59%	2,011	61%	2,185	63%	49.8%	8.7%
<i>Core(13+ times)</i>	1,003	41%	1,290	39%	1,275	37%	27.1%	-1.2%
Racquetball	3,594	100%	3,480	100%	3,453	100%	-3.9%	-0.8%
<i>Casual (1-12 times)</i>	2,435	68%	2,407	69%	2,398	69%	-1.5%	-0.4%
<i>Core(13+ times)</i>	1,159	32%	1,073	31%	1,055	31%	-9.0%	-1.7%
Ice Hockey	2,421	100%	2,447	100%	2,357	100%	-2.6%	-3.7%
<i>Casual (1-12 times)</i>	1,129	47%	1,105	45%	1,040	44%	-7.9%	-5.9%
<i>Core(13+ times)</i>	1,292	53%	1,342	55%	1,317	56%	1.9%	-1.9%
Ultimate Frisbee	4,530	100%	2,710	100%	2,290	100%	-49.4%	-15.5%
<i>Casual (1-12 times)</i>	3,448	76%	1,852	68%	1,491	65%	-56.8%	-19.5%
<i>Core(13+ times)</i>	1,082	24%	858	32%	799	35%	-26.2%	-6.9%
Softball (Fast Pitch)	2,424	100%	2,303	100%	2,242	100%	-7.5%	-2.6%
<i>Casual (1-25 times)</i>	1,158	48%	1,084	47%	993	44%	-14.2%	-8.4%
<i>Core(26+ times)</i>	1,266	52%	1,219	53%	1,250	56%	-1.3%	2.5%
Lacrosse	2,011	100%	2,098	100%	2,115	100%	5.2%	0.8%
<i>Casual (1-12 times)</i>	978	49%	1,036	49%	1,021	48%	4.4%	-1.4%
<i>Core(13+ times)</i>	1,032	51%	1,061	51%	1,094	52%	6.0%	3.1%
Wrestling	1,891	100%	1,908	100%	1,944	100%	2.8%	1.9%
<i>Casual (1-25 times)</i>	941	50%	1,160	61%	1,189	61%	26.4%	2.5%
<i>Core(26+ times)</i>	950	50%	748	39%	755	39%	-20.5%	0.9%
Roller Hockey	1,736	100%	1,734	100%	1,616	100%	-6.9%	-6.8%
<i>Casual (1-12 times)</i>	1,181	68%	1,296	75%	1,179	73%	-0.2%	-9.0%
<i>Core(13+ times)</i>	555	32%	437	25%	436	27%	-21.4%	-0.2%
Boxing for Competition	1,278	100%	1,310	100%	1,417	100%	10.9%	8.2%
<i>Casual (1-12 times)</i>	1,074	84%	1,118	85%	1,204	85%	12.1%	7.7%
<i>Core(13+ times)</i>	204	16%	192	15%	212	15%	3.9%	10.4%
Rugby	1,276	100%	1,560	100%	1,392	100%	9.1%	-10.8%
<i>Casual (1-7 times)</i>	836	66%	998	64%	835	60%	-0.1%	-16.3%
<i>Core(8+ times)</i>	440	34%	562	36%	557	40%	26.6%	-0.9%
Squash	1,596	100%	1,285	100%	1,222	100%	-23.4%	-4.9%
<i>Casual (1-7 times)</i>	1,209	76%	796	62%	747	61%	-38.2%	-6.2%
<i>Core(8+ times)</i>	388	24%	489	38%	476	39%	22.7%	-2.7%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

6.1.3 GENERAL FITNESS

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Fitness Walking	112,583	100%	111,001	100%	111,439	100%	-1.0%	0.4%
<i>Casual (1-49 times)</i>	35,694	32%	36,139	33%	36,254	33%	1.6%	0.3%
<i>Core(50+ times)</i>	76,889	68%	74,862	67%	75,185	67%	-2.2%	0.4%
Treadmill	50,241	100%	53,737	100%	56,823	100%	13.1%	5.7%
<i>Casual (1-49 times)</i>	22,525	45%	25,826	48%	28,473	50%	26.4%	10.2%
<i>Core(50+ times)</i>	27,716	55%	27,911	52%	28,349	50%	2.3%	1.6%
Free Weights (Dumbbells/Hand Weights)	56,124	100%	51,291	100%	51,450	100%	-8.3%	0.3%
<i>Casual (1-49 times)</i>	18,195	32%	18,702	36%	19,762	38%	8.6%	5.7%
<i>Core(50+ times)</i>	37,929	68%	32,589	64%	31,688	62%	-16.5%	-2.8%
Running/Jogging	51,127	100%	49,459	100%	50,052	100%	-2.1%	1.2%
<i>Casual (1-49 times)</i>	23,083	45%	24,399	49%	24,972	50%	8.2%	2.3%
<i>Core(50+ times)</i>	28,044	55%	25,061	51%	25,081	50%	-10.6%	0.1%
Stationary Cycling (Recumbent/Upright)	35,693	100%	36,668	100%	37,085	100%	3.9%	1.1%
<i>Casual (1-49 times)</i>	18,255	51%	19,282	53%	19,451	52%	6.6%	0.9%
<i>Core(50+ times)</i>	17,439	49%	17,387	47%	17,634	48%	1.1%	1.4%
Weight/Resistant Machines	35,841	100%	36,372	100%	36,181	100%	0.9%	-0.5%
<i>Casual (1-49 times)</i>	14,590	41%	14,893	41%	14,668	41%	0.5%	-1.5%
<i>Core(50+ times)</i>	21,250	59%	21,479	59%	21,513	59%	1.2%	0.2%
Elliptical Motion/Cross Trainer	31,826	100%	33,238	100%	33,056	100%	3.9%	-0.5%
<i>Casual (1-49 times)</i>	15,379	48%	16,889	51%	17,175	52%	11.7%	1.7%
<i>Core(50+ times)</i>	16,448	52%	16,349	49%	15,880	48%	-3.5%	-2.9%
Yoga	25,262	100%	28,745	100%	30,456	100%	20.6%	6.0%
<i>Casual (1-49 times)</i>	14,802	59%	17,553	61%	18,953	62%	28.0%	8.0%
<i>Core(50+ times)</i>	10,460	41%	11,193	39%	11,503	38%	10.0%	2.8%
Free Weights (Barbells)	25,623	100%	27,834	100%	28,379	100%	10.8%	2.0%
<i>Casual (1-49 times)</i>	9,641	38%	11,355	41%	11,806	42%	22.5%	4.0%
<i>Core(50+ times)</i>	15,981	62%	16,479	59%	16,573	58%	3.7%	0.6%
Dance, Step, Choreographed Exercise	21,455	100%	22,391	100%	23,957	100%	11.7%	7.0%
<i>Casual (1-49 times)</i>	13,993	65%	14,503	65%	16,047	67%	14.7%	10.6%
<i>Core(50+ times)</i>	7,462	35%	7,888	35%	7,910	33%	6.0%	0.3%
Bodyweight Exercise	22,390	100%	24,183	100%	23,504	100%	5.0%	-2.8%
<i>Casual (1-49 times)</i>	8,970	40%	9,674	40%	9,492	40%	5.8%	-1.9%
<i>Core(50+ times)</i>	13,420	60%	14,509	60%	14,012	60%	4.4%	-3.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)				
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)			

6.1.4 GENERAL FITNESS (CONTINUED)

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Aerobics (High Impact/ Intensity Training)	19,746	100%	21,611	100%	22,044	100%	11.6%	2.0%
<i>Casual (1-49 times)</i>	10,242	52%	11,828	55%	12,380	56%	20.9%	4.7%
<i>Core(50+ times)</i>	9,504	48%	9,783	45%	9,665	44%	1.7%	-1.2%
Stair Climbing Machine	13,216	100%	15,025	100%	15,359	100%	16.2%	2.2%
<i>Casual (1-49 times)</i>	7,679	58%	9,643	64%	10,059	65%	31.0%	4.3%
<i>Core(50+ times)</i>	5,537	42%	5,382	36%	5,301	35%	-4.3%	-1.5%
Cross-Training Style Workout	11,265	100%	13,338	100%	13,542	100%	20.2%	1.5%
<i>Casual (1-49 times)</i>	5,686	50%	6,594	49%	7,100	52%	24.9%	7.7%
<i>Core(50+ times)</i>	5,579	50%	6,744	51%	6,442	48%	15.5%	-4.5%
Trail Running	7,531	100%	10,010	100%	10,997	100%	46.0%	9.9%
Stationary Cycling (Group)	8,449	100%	9,434	100%	9,930	100%	17.5%	5.3%
<i>Casual (1-49 times)</i>	5,353	63%	6,097	65%	6,583	66%	23.0%	8.0%
<i>Core(50+ times)</i>	3,097	37%	3,337	35%	3,347	34%	8.1%	0.3%
Pilates Training	8,504	100%	9,084	100%	9,243	100%	8.7%	1.8%
<i>Casual (1-49 times)</i>	5,131	60%	5,845	64%	6,074	66%	18.4%	3.9%
<i>Core(50+ times)</i>	3,373	40%	3,238	36%	3,168	34%	-6.1%	-2.2%
Cardio Kickboxing	6,747	100%	6,838	100%	7,026	100%	4.1%	2.7%
<i>Casual (1-49 times)</i>	4,558	68%	4,712	69%	4,990	71%	9.5%	5.9%
<i>Core(50+ times)</i>	2,189	32%	2,126	31%	2,037	29%	-6.9%	-4.2%
Boot Camp Style Training	6,774	100%	6,695	100%	6,830	100%	0.8%	2.0%
<i>Casual (1-49 times)</i>	4,430	65%	4,780	71%	4,951	72%	11.8%	3.6%
<i>Core(50+ times)</i>	2,344	35%	1,915	29%	1,880	28%	-19.8%	-1.8%
Martial Arts	5,364	100%	5,821	100%	6,068	100%	13.1%	4.2%
<i>Casual (1-12 times)</i>	1,599	30%	1,991	34%	2,178	36%	36.2%	9.4%
<i>Core(13+ times)</i>	3,765	70%	3,830	66%	3,890	64%	3.3%	1.6%
Boxing for Fitness	5,113	100%	5,166	100%	5,198	100%	1.7%	0.6%
<i>Casual (1-12 times)</i>	2,438	48%	2,714	53%	2,738	53%	12.3%	0.9%
<i>Core(13+ times)</i>	2,675	52%	2,452	47%	2,460	47%	-8.0%	0.3%
Tai Chi	3,446	100%	3,761	100%	3,793	100%	10.1%	0.9%
<i>Casual (1-49 times)</i>	2,053	60%	2,360	63%	2,379	63%	15.9%	0.8%
<i>Core(50+ times)</i>	1,393	40%	1,400	37%	1,414	37%	1.5%	1.0%
Barre	3,200	100%	3,532	100%	3,665	100%	14.5%	3.8%
<i>Casual (1-49 times)</i>	2,562	80%	2,750	78%	2,868	78%	11.9%	4.3%
<i>Core(50+ times)</i>	638	20%	782	22%	797	22%	24.9%	1.9%
Triathlon (Traditional/Road)	2,203	100%	2,168	100%	2,001	100%	-9.2%	-7.7%
Triathlon (Non-Traditional/Off Road)	1,411	100%	1,589	100%	1,472	100%	4.3%	-7.4%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

6.1.5 OUTDOOR/ADVENTURE RECREATION

National Core vs Casual Participatory Trends - Outdoor / Adventure Recreation								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Hiking (Day)	36,222	100%	47,860	100%	49,697	100%	37.2%	3.8%
Bicycling (Road)	39,725	100%	39,041	100%	39,388	100%	-0.8%	0.9%
<i>Casual (1-25 times)</i>	19,269	49%	20,777	53%	20,796	53%	7.9%	0.1%
<i>Core(26+ times)</i>	20,456	51%	18,264	47%	18,592	47%	-9.1%	1.8%
Fishing (Freshwater)	37,821	100%	38,998	100%	39,185	100%	3.6%	0.5%
<i>Casual (1-7 times)</i>	19,847	52%	21,099	54%	20,857	53%	5.1%	-1.1%
<i>Core(8+ times)</i>	17,973	48%	17,899	46%	18,328	47%	2.0%	2.4%
Camping (< 1/4 Mile of Vehicle/Home)	28,660	100%	27,416	100%	28,183	100%	-1.7%	2.8%
Camping (Recreational Vehicle)	14,633	100%	15,980	100%	15,426	100%	5.4%	-3.5%
<i>Casual (1-7 times)</i>	7,074	48%	9,103	57%	8,420	55%	19.0%	-7.5%
<i>Core(8+ times)</i>	7,559	52%	6,877	43%	7,006	45%	-7.3%	1.9%
Fishing (Saltwater)	11,817	100%	12,830	100%	13,193	100%	11.6%	2.8%
<i>Casual (1-7 times)</i>	6,999	59%	7,636	60%	7,947	60%	13.5%	4.1%
<i>Core(8+ times)</i>	4,819	41%	5,194	40%	5,246	40%	8.9%	1.0%
Birdwatching (>1/4 mile of Vehicle/Home)	13,179	100%	12,344	100%	12,817	100%	-2.7%	3.8%
Backpacking Overnight	10,101	100%	10,540	100%	10,660	100%	5.5%	1.1%
Bicycling (Mountain)	8,044	100%	8,690	100%	8,622	100%	7.2%	-0.8%
<i>Casual (1-12 times)</i>	3,707	46%	4,294	49%	4,319	50%	16.5%	0.6%
<i>Core(13+ times)</i>	4,336	54%	4,396	51%	4,302	50%	-0.8%	-2.1%
Archery	8,435	100%	7,654	100%	7,449	100%	-11.7%	-2.7%
<i>Casual (1-25 times)</i>	7,021	83%	6,514	85%	6,309	85%	-10.1%	-3.1%
<i>Core(26+ times)</i>	1,414	17%	1,140	15%	1,140	15%	-19.4%	0.0%
Fishing (Fly)	5,842	100%	6,939	100%	7,014	100%	20.1%	1.1%
<i>Casual (1-7 times)</i>	3,638	62%	4,460	64%	4,493	64%	23.5%	0.7%
<i>Core(8+ times)</i>	2,204	38%	2,479	36%	2,521	36%	14.4%	1.7%
Skateboarding	6,582	100%	6,500	100%	6,610	100%	0.4%	1.7%
<i>Casual (1-25 times)</i>	3,882	59%	3,989	61%	4,265	65%	9.9%	6.9%
<i>Core(26+ times)</i>	2,700	41%	2,511	39%	2,345	35%	-13.1%	-6.6%
Roller Skating (In-Line)	6,061	100%	5,040	100%	4,816	100%	-20.5%	-4.4%
<i>Casual (1-12 times)</i>	4,194	69%	3,680	73%	3,474	72%	-17.2%	-5.6%
<i>Core(13+ times)</i>	1,867	31%	1,359	27%	1,342	28%	-28.1%	-1.3%
Bicycling (BMX)	2,350	100%	3,439	100%	3,648	100%	55.2%	6.1%
<i>Casual (1-12 times)</i>	1,205	51%	2,052	60%	2,257	62%	87.3%	10.0%
<i>Core(13+ times)</i>	1,145	49%	1,387	40%	1,392	38%	21.6%	0.4%
Climbing (Traditional/Ice/Mountaineering)	2,457	100%	2,541	100%	2,400	100%	-2.3%	-5.5%
Adventure Racing	2,368	100%	2,215	100%	2,143	100%	-9.5%	-3.3%
<i>Casual (1 times)</i>	1,004	42%	581	26%	549	26%	-45.3%	-5.5%
<i>Core(2+ times)</i>	1,365	58%	1,634	74%	1,595	74%	16.8%	-2.4%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

6.1.6 AQUATICS

National Core vs Casual Participatory Trends - Aquatics								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Swimming (Fitness)	25,304	100%	27,575	100%	28,219	100%	11.5%	2.3%
<i>Casual (1-49 times)</i>	16,459	65%	18,728	68%	19,480	69%	18.4%	4.0%
<i>Core(50+ times)</i>	8,845	35%	8,847	32%	8,739	31%	-1.2%	-1.2%
Aquatic Exercise	9,122	100%	10,518	100%	11,189	100%	22.7%	6.4%
<i>Casual (1-49 times)</i>	5,901	65%	7,391	70%	8,006	72%	35.7%	8.3%
<i>Core(50+ times)</i>	3,221	35%	3,127	30%	3,183	28%	-1.2%	1.8%
Swimming (Competition)	2,710	100%	3,045	100%	2,822	100%	4.1%	-7.3%
<i>Casual (1-49 times)</i>	1,246	46%	1,678	55%	1,529	54%	22.7%	-8.9%
<i>Core(50+ times)</i>	1,464	54%	1,367	45%	1,293	46%	-11.7%	-5.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	

6.1.7 WATER SPORTS/ACTIVITIES

National Core vs Casual Participatory Trends - Water Sports / Activities								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Kayaking (Recreational)	8,855	100%	11,017	100%	11,382	100%	28.5%	3.3%
Canoeing	10,044	100%	9,129	100%	8,995	100%	-10.4%	-1.5%
Snorkeling	8,752	100%	7,815	100%	7,659	100%	-12.5%	-2.0%
<i>Casual (1-7 times)</i>	6,935	79%	6,321	81%	6,192	81%	-10.7%	-2.0%
<i>Core(8+ times)</i>	1,818	21%	1,493	19%	1,468	19%	-19.3%	-1.7%
Jet Skiing	6,355	100%	5,324	100%	5,108	100%	-19.6%	-4.1%
<i>Casual (1-7 times)</i>	4,545	72%	3,900	73%	3,684	72%	-18.9%	-5.5%
<i>Core(8+ times)</i>	1,810	28%	1,425	27%	1,423	28%	-21.4%	-0.1%
Sailing	3,924	100%	3,754	100%	3,618	100%	-7.8%	-3.6%
<i>Casual (1-7 times)</i>	2,699	69%	2,596	69%	2,477	68%	-8.2%	-4.6%
<i>Core(8+ times)</i>	1,225	31%	1,159	31%	1,141	32%	-6.9%	-1.6%
Stand-Up Paddling	2,751	100%	3,453	100%	3,562	100%	29.5%	3.2%
Rafting	3,781	100%	3,404	100%	3,438	100%	-9.1%	1.0%
Water Skiing	4,007	100%	3,363	100%	3,203	100%	-20.1%	-4.8%
<i>Casual (1-7 times)</i>	2,911	73%	2,499	74%	2,355	74%	-19.1%	-5.8%
<i>Core(8+ times)</i>	1,095	27%	863	26%	847	26%	-22.6%	-1.9%
Surfing	2,721	100%	2,874	100%	2,964	100%	8.9%	3.1%
<i>Casual (1-7 times)</i>	1,645	60%	1,971	69%	2,001	68%	21.6%	1.5%
<i>Core(8+ times)</i>	1,076	40%	904	31%	962	32%	-10.6%	6.4%
Wakeboarding	3,125	100%	2,796	100%	2,729	100%	-12.7%	-2.4%
<i>Casual (1-7 times)</i>	2,199	70%	1,900	68%	1,839	67%	-16.4%	-3.2%
<i>Core(8+ times)</i>	926	30%	896	32%	890	33%	-3.9%	-0.7%
Scuba Diving	3,145	100%	2,849	100%	2,715	100%	-13.7%	-4.7%
<i>Casual (1-7 times)</i>	2,252	72%	2,133	75%	2,016	74%	-10.5%	-5.5%
<i>Core(8+ times)</i>	893	28%	716	25%	699	26%	-21.7%	-2.4%
Kayaking (Sea/Touring)	2,912	100%	2,805	100%	2,652	100%	-8.9%	-5.5%
Kayaking (White Water)	2,351	100%	2,562	100%	2,583	100%	9.9%	0.8%
Boardsailing/Windsurfing	1,562	100%	1,556	100%	1,405	100%	-10.1%	-9.7%
<i>Casual (1-7 times)</i>	1,277	82%	1,245	80%	1,112	79%	-12.9%	-10.7%
<i>Core(8+ times)</i>	285	18%	310	20%	292	21%	2.5%	-5.8%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	

APPENDIX B – INTERVIEWS, FOCUS GROUP, PUBLIC FORUM RESPONSES AGGREGATED

6.1.9 STRENGTHS

Q1. WHAT ARE THE CURRENT STRENGTHS OF THE INDIAN TRAIL PARKS SYSTEM?

- Love the variety of offerings
- People love the parks
- Special events are well liked and attended
- We have the sports covered for the most part
- Great variety of program offerings
- Offer a variety of programs for all age groups and are really well done
- Doing things that are different from those around us E.g., ADA playground
- Always adding new things and trying to do something else
 - E.g., Turf field or new programs
- Have fewer parks but do a great job maintaining them
- Town’s special events are great
 - E.g., Family Fun Day etc. help bring people together
- Responsive to the community and very customer focused
- Management and public awareness of programs is very strong
- Done a great job during Covid-19 to balance public safety and provide offerings
 - E.g., Pop events, eSports, Virtual programs
- Ensure all events are safe for the citizens
- Branding has been very good
 - E.g., IT logo is very visible and consistently recognized
- Offerings are very affordable even for those outside of Indian Trail staff
- Utilize playground at Crooked Creek and it’s a great asset
- Partnerships
 - With the library for programming and story walks
 - With the public school - special event tied with the PTA that was very successful
- Pre-Covid-19, the special events were great and very well-liked by the community
 - Halloween events
 - Family Fun Day
 - Mayor’s Tree Initiative
- Pop-up events have been great fun and have created such a fun town and a place where everyone wants to be
- Love the Dog Park
- Basketball / Carolina Courts etc.
- Have built a strong infrastructure for tournaments
- Crooked Creek Park is a shining jewel in the system
- Concerts at Crossing Paths Park were very popular pre pandemic too
- Wide variety of offerings for every age group
- Crooked Creek Park - variety of interests and opportunities are amazing
- Creativity of the staff especially during the pandemic has been commendable
 - Craft bag pickup & preschool programs have been fantastic
- Great attitude for collaborations and partnerships with other entities
- Programming is phenomenal and serves all ages
- Staff does a phenomenal job with marketing and social media and the enthusiasm has been great

6.1.10 OPPORTUNITIES

Q2. WHAT OPPORTUNITIES SHOULD THE PARKS AND RECREATION DEPARTMENT CONSIDER MOVING FORWARD?

- Need more parks: don't have a traditional park with passive open spaces
- Original Park Bond had a fishing pond that hasn't been done and would like to see that added
- How do we preserve land in different parts of Indian Trails?
- Biking and walking trails and opportunities to walk in a peaceful / safe way
 - Need to be mindful that with any new development that there will be maintenance costs as well
- Public Works building to help support the parks
- If we expand, where do we expand?
 - Land acquisition in underserved areas
- Identify from the community for what else is needed
- Need more trails / lakes
 - Have not been good stewards of trail connectivity and need to focus on that too
 - Need more trails to walk to destination
- Will need more playground equipment
- More pets and dog parks
- Need more land
 - E.g., Likes the idea of passive parks and open space
- Artificial turf fields are expensive but maintenance is much lesser in the future years
- Don't have any indoor recreation facilities e.g., basketball courts etc.
- More fishing and kayaking opportunities
- Don't have a museum type of facility
- Would the voters be interested in another bond?
- Explore earned income with local businesses with sponsors etc.
- Don't have a true signature event for Indian Trail
 - E.g., Ham and Yam Festival in Smithville
 - Explore the heritage of the Town with the Native American roots
- Share examples from other towns
- Would love a community center with meeting rooms / indoor basketball courts etc.
 - Next to Town Hall
 - Existing parking
 - Have a 1-acre land available that can have a multi-story space available
- Chestnut Park - need 2 more multi-purpose sports fields
- What else can be put at Crooked Creek Park?
 - Fishing pond
 - Bicycle / BMX Trail etc.
- What other land does the Town own that can be developed?
 - Explore other properties that the Town owns
- Need more playground areas for kids
- Stay unique how we have in the past
 - Don't just have the typical swing set etc. for off the shelf stuff
- Would love to have fewer parks but well designed and unique
- More multipurpose rectangular sports fields
 - Pre-pandemic fields are rented throughout
 - Turf fields and / or Bermuda fields and lighting features
- Need more fields for play to allow for fields to get some rest
- More passive open spaces for picnicking / throwing a frisbee etc.

- More baseball fields needed particularly in Union County
- More events for kids that are 10 and older
- Continue to tell the story
 - Text messaging to get word out
 - Video capabilities
- Continue to explore other revenue opportunities as staff has been doing
 - Sponsors for Dog Parks etc.
- Outdoor Learning Center for kids
 - Destination to learn outdoors and enhance the kids' learning experience
- Show future careers and help make the kids future ready
- Lacking sidewalks and walkable access to the parks
- Lacking a homeless and women's shelter
- More wooded walking trails
- Additional water play area / splash pad
- Expanding the playground
- More shade structures at all playgrounds
- More partnerships with the library to help pick up things at any time
- More shuffle board and horseshoes
- More bike lanes in Indian Trail
- More land banking for future parks and open space in Indian Trail
- Explore opportunities for fishing similar to Squirrel Lake in Davidson
- Funding opportunities
 - Sponsorships
 - Other partnerships
 - Grant options - find a good grant writer; partner grant writing with public schools
- More abilities for live music venues etc.
- Concert series
- The scout groups would love a place for overnight camping with a nature theme
 - Possibly at Crooked Creek / Nature Center / Pavilion etc.
- Continue to partner with schools to partner with them and bring programming there
- Venue spaces for artists and creative spaces / cultural arts
 - Cultural Arts Center / Cultural Arts displays in schools
- Public Art in our parks
- Fishing opportunities
- Outdoor fitness equipment in the parks
- Offerings for adults as well
- More greenways
- Special Events - potential for sponsors as well
- Indoor multi-purpose Recreation Facility - Union County
- County can only go to unincorporated areas and need connector piece for regional trail connectivity
- Find more opportunities for people to volunteer
- Climbing walls

6.1.11 TOP PRIORITIES

Q3. WHAT IS YOUR ONE TOP PRIORITY YOU HOPE THE PARKS AND RECREATION DEPARTMENT IMPLEMENTS FROM THIS PLANNING PROCESS?

- Need more parks and ensure we acquire / preserve the land
 - Supportive of a Parks Bond for land acquisition and connectivity
- Multi-generational opportunities
- Multi-function recreation center with components for seniors as well
- Supportive of a bond issue and leave it to the voters
 - If people know what they will be getting out of it, they will support it
- 100% supportive of the Parks Bond as long as it has something for everyone
 - Walking trails
 - Promoting healthy lifestyle
 - Seniors / ADA access
- Multi-generational community center
- More passive parks and a fishing pond
- Fishing pond at Crooked Creek
- Adding to the amenities that we are offering - playground and multipurpose rectangular fields
- Continue the path forward with what the community's high priorities
- Actually, implement the plan - don't shelve it
- Need more park land to add another park in another part of town
- Outdoor basketball court
- Add different types of amenities besides what we already have: E.g., swimming / BMX etc.
- More free open space for passive recreation
- Ensure as new things get added, we retain the unique identify and not just off the shelf stuff
- Prioritize the tax payers' needs over those outside the Town Boundaries
- Need a new park in town with a sports complex
- Senior Center / Multigenerational center
- Sidewalks with wider roads, turning lanes etc.
- Greenways for pedestrians and bikes to connect the community
- Senior Center / Intergenerational programs
- Senior Center
- Multigenerational Center and programming
- Help improve the quality of life in Indian Trail and attract people to town
- Cohesiveness of the community - help bring people together
- Importance of cultural arts - community space where people can come together for cultural arts and enrichment
- Music venue for bands and concerts
- Don't let population outgrow park system
- Anything that connects the community to the schools for whole-child/whole person development
- Greenways and trail development
- Keep it special and unique as the growth happens
- Indoor spaces for recreation and athletics: E.g., Gym space / basketball / running / fitness etc.
- Council support of Bond and indoor recreation center
- Staff to provide comparative tax rates for other agencies in Union County
- Explore other funding opportunities: Developer Impact Fee, Bond, Sales Tax / Tax increase
- Recommend Feasibility Study for a multi-generational recreation center
- Address potential partnerships and connectivity - Greenways / Carolina Thread Trail

APPENDIX C – ONLINE SURVEY ADDITIONAL COMMENTS

6.1.12 PLEASE SHARE ANY ADDITIONAL COMMENTS THAT YOU HAVE FOR THE INDIAN TRAIL PARKS AND RECREATION DEPARTMENT

1	I really enjoy the parks!!
2	Need a safe place to go on a ten-mile bike ride.
3	I would pay more in taxes if we could have places like the Riverwalk in Rock Hill and all the amenities there. Gladly. We need more ways to get around than driving a car. Traffic is getting worse. I would ride my bike throughout Indian Trail if it was safe, but it's a death warrant now
4	While I appreciate the new aquatic center for swimming only, it would be very nice to have times for a water aerobics program. Preferably one that would be offered at night or weekends.
5	Indian Tr needs to focus more on controlling the number of houses being built & traffic issues than building more playgrounds & rec halls
6	I drive to ride or ride through Indian Trail on the road to get to Purser Hulsey park to ride my bike on trails. Don't forget about the island of Indian trail annexation known as Bent Creek. Indian trail does continue to the other side of Hemby Bridge.
7	Special Needs parent would love activities for my autistic son. Would love to have further expansion on parks. Love the parks and continued work that y'all are doing.
8	I am a prisoner in my house because the traffic and irresponsible public health
9	Please please do this. Our town needs and can support this!
10	Have been driving to Meck County to utilize their greenway systems for exercise. Would love to see Union build the same
11	Waste of money. Private industry should build it. We have an indoor place called Carolina Courts that was GIVEN town money thus allowing residents to use. Build roads not gyms! Loser for everyone on that council.
12	Thank you! We appreciate all efforts for future community use!
13	Need more walking trails, greenways.
14	Thank you for making sure our common interests are prioritized and met.
15	Thank you for keeping our parks so beautifully maintained even during this crisis. When we were allowed, we enjoyed going several times a week to escape the house to walk/bike ride or even just picnic at both chestnut park and crooked creek. We were able to create such fond memories during this trying time because of our parks. Thank you for keeping the parks clean, safe and well maintained.
16	When my oldest started kindergarten, I wrote to IT Town Council requesting sidewalks to walk/bike with my kids to school. My eldest is now in college and the sidewalks were just completed about two months ago. No wonder so many people are the size of small houses here!!!
17	Excited to see what you come up with!
18	Indoor activities unappealing due to COVID

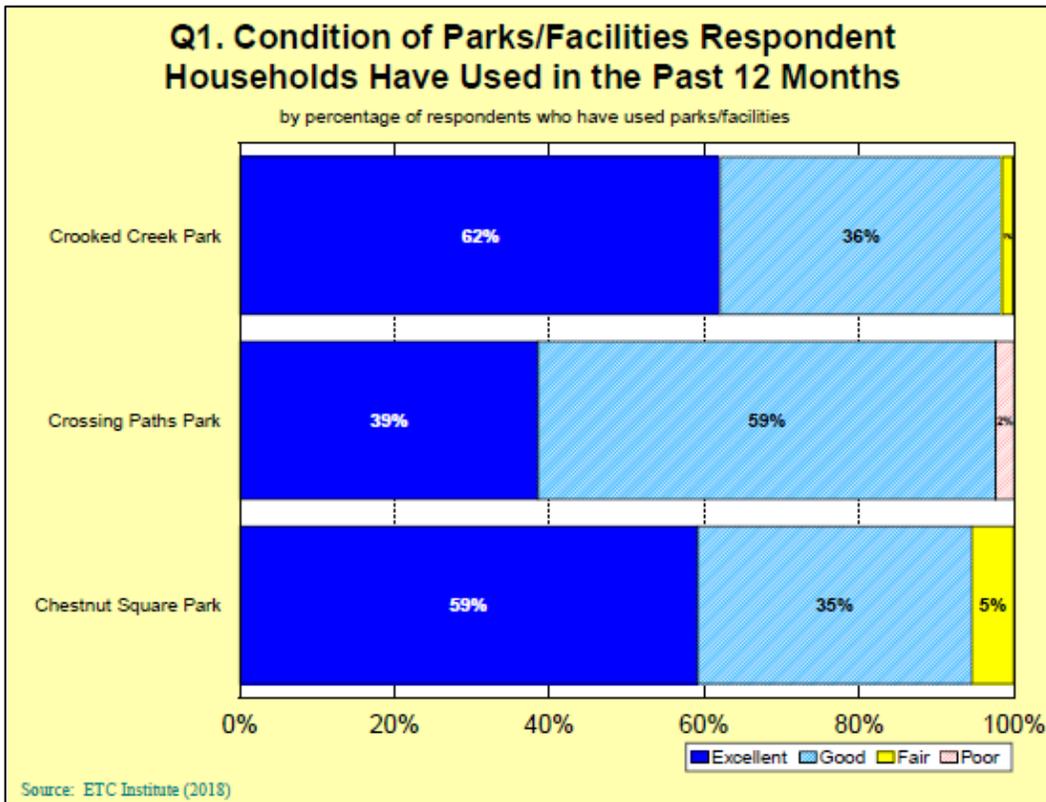
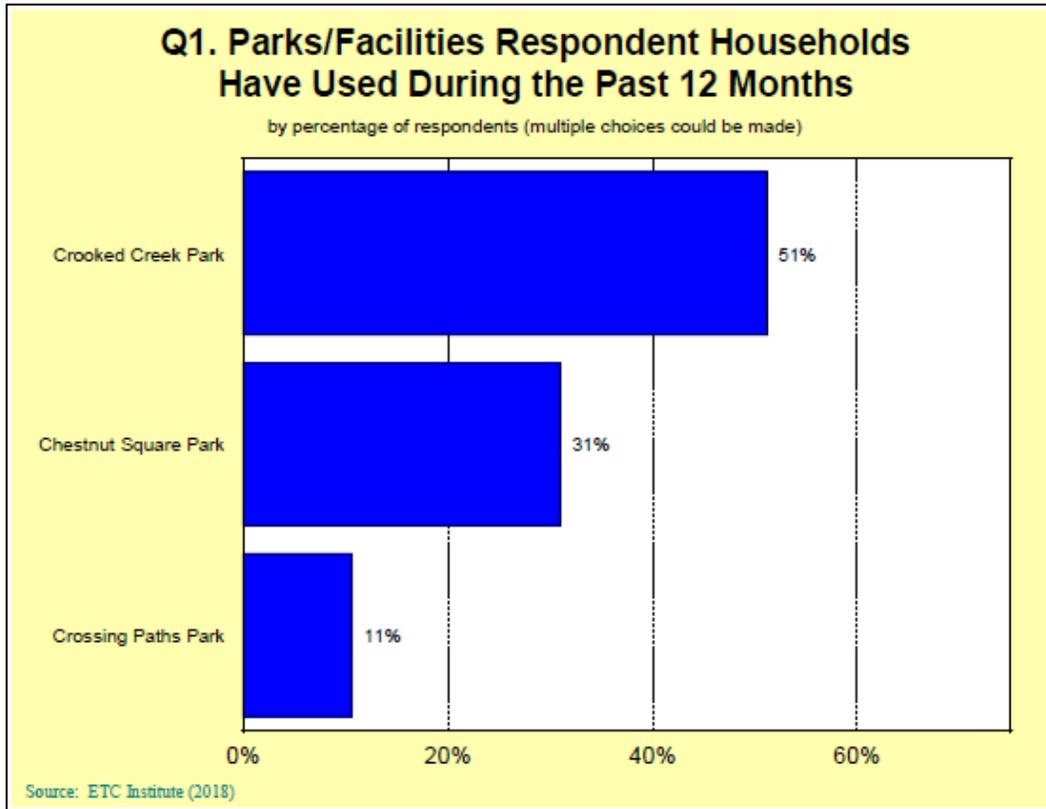
19	Thanks!!
20	Please delete me from your e-mail, we moved to New Mexico so we can no longer visit Indian Trail, maybe just as a Visitor. Thank you for ALL the Info. from our OLD Home town. Again, thank you Poulton
21	We would love to have a facility where all ages can come together in a safe atmosphere and have things to do as a family or a safe hangout for older kids. Here is an example https://sonnysplace.com/attractions/
22	an aquatic center would be great
23	We would like to have a senior center. There are a lot of seniors in the area that would use it.
24	Like that the community information gets emailed out and makes it easy to keep up with what is happening. Would like to see dog obedience and/or therapy training classes. Had this in Rockingham county parks Virginia. They partnered with trainers and used park facilities for the programs. The therapy dog certification training was great.
25	Need a YMCA
26	Our area desperately needs a way of offering help to families of special needs kids! My son has autism (age 5) and I know of so many other kids who also live in Indian trail and would love to utilize special needs programs or equipment.
27	We love Indian Trail :)
28	Love it and the parks
29	If the Multi-generational center is like the Monroe Aquatic Center, I would really appreciate that once we have Covid-19 precautions lessened. I live dance cardio classes, swim lessons, and the walking track at MAC.
30	More diverse activities would be welcoming
31	We have great things such as Carolina courts, extreme ice center and nice outdoor fields and parks but a real need for a skateboard park as there aren't any close to us
32	widen roads, ENFORCE NO BURNING RULE!
33	We would really love to see something more for bikes, we know a lot of our neighbors who like us make endless circles around the neighborhood which is not as much fun as getting on greenway or MTB trail. We very much hope this will one day happen in IT. Thank you for all you do for the town!
34	Like small community vibes.
35	we live in Stallings but has few recreational opportunities. we always use Indian Trail. well organized and well-advertised. excellent staff and planning.
36	We would love a great place for fishing!
37	I don't want to see the town ever use eminent domain to take property from residents.
38	Recent move from area with great public green spaces and great free use outdoor swim and ice rink facilities. Hours of operation are key (e.g., early swims...) Making I.T. more walkable would

	be a great asset--I am reading park "inter-connectivity" to mean this. My dog loves to swim--a fenced area with a decorative/doggie pond would be wonderful, as would a walking/running track have integrated into one of the parks. Nothing fancy, just open to public. I also miss the wide array of ceramic, painting/drawing, photography, woodworking, glass/jewelry instruction that was available through Parks and Rec. Would love that kind of programming. Right now, pursuing some things through community colleges, so maybe redundant? Not sure. Has to be cost reasonable...
39	Increase and update the roads that will lead to whatever you build
40	Appreciate the Town's planning and park development outreach efforts.
41	What is needed is a place like Matthew sports plex Also outdoor basketball courts so the teenagers don't have to play in the developments where they can likely get into trouble
42	We need sidewalks to connect our great community. We would walk to Carolina Courts and Sun Valley if we had pedestrian friendly paths and safe sidewalks and street crossings.
43	No need for additional services and higher taxes
44	Older neighborhoods/subdivisions need monetary help connecting to greenways/sidewalks/paths to other newer neighborhoods
45	Thanks!!
46	I can't say enough about the caliber of our P&R staff, how much we enjoy all three parks and look forward to future programs and facilities. Thank you for all you do.
47	Don't raise taxes for this stuff please. It available right down the street at YMCA
48	Need Indian Trail signs-flags in downtown and areas of Indian Trail
49	love IT!
50	Thank you for your work! Would love more things for my age group - learning, skills, crafts, woodworking skills!
51	We need treetop challenge. We think Carolina courts is too expensive. We need a gym like Monroe aquatic center in Indian trail. On north side of 74, too much on south of 74.
52	I would like to see better, cleaner more usable parks and rec facilities. Ones that support indoor area for times of inclement weather. Facilities that can support baseball and softball fields and or cages for practice.
53	Please indoor swim (not just for youth swim club), indoor gym, more connectivity between parks, greenways with miles to run/ bike, and more youth areas to play!!!
54	We have 4boys. We love Troop 276, ITAA, VFW, sun valley schools & early college. Activities we like: We drive to Waxhaw to use their outdoor skate park and To Gastonia to the outdoor Poston pump track. Also, Francis Beatty IN Matthew's has a great bike/walking trail. An indoor jump place would also be nice. Outdoor water park with slides/diving boards. Active things for school

	age & teens. Let's have places for adults and kids to stay active and fit. Promote wellness and movement.
55	Great town amenities, but I have to travel to other counties to go mountain biking with family and friends. A lot of the facilities have a lot of land that could be developed into great bike trails. The Tarheel Trailblazers is a local nonprofit that help develop trails.
56	I would love to have a town pool as there are many residents that don't have pool access in their neighborhoods, I live in holly park and we don't have a community pool. Having moved from upstate NY where we had many public pools to choose from in the summer.
57	I think it is great that there is a recreation focus, but someone should wake up and realize traffic is a HUGE issue. All we do is add growth, and try to add recreation but no one ever addresses traffic.
58	I love Indian trail and will always do my best to support the town!
59	I appreciate that you want to build a new facility but there's a huge population you have neglected for years. There is only one area that can be used by special needs adults and children. The playground at Crooked Creek is a great start but it's still not safe for people with autism or a disability where they run off. We need more facilities that provide activities and areas that work for people with special needs.
60	Only moved here 3 months ago
61	We answered a similar survey many years ago, and it came out the population wanted more MTB trails etc. but nothing has been done.
62	Sidewalks! I have an email I sent to IT when my 19-year-old was in kindergarten asking for wide sidewalks to walk or bike ride my kids to Sardis Elementary. A roundabout was just completed outside my subdivision and it is still perilous to attempt to walk to Crooked Creek Park, which is now behind Sardis Elementary. A broad sidewalk is needed on Sardis Church Rd and the sidewalk on Unionville-Indian Trail Rd MUST be maintained. I get whipped in the face by grass weeds when I ride my bike up to Walmart. We are trying to be healthy for ourselves AND the environment in spite of Indian Trail's indifference to either. Fast food chains, car/tire shops & storage units are all IT planners/Town Council care about!!
63	Fix the roads infrastructure desperately needed
64	We would absolutely love more parks. My husband is a runner and would kill for a gravel running path.
65	We truly need more pickleball courts indoor and outdoor. Also, Carolina Courts offers free use for some sports but not pickleball. They used to. It would be wonderful to get free pickleball back at CCIT.
66	The Parks are lovely & well kept. What's missing is more programming. Theatre, dancing, current events, cultural info, philosophy, Great Books, since 1970 these countries have changed, study Korean War, study History of coffee, beginning linguistics, calligraphy, making websites, meaning of colors in marketing, etc.
67	we need a place for youth swimming lessons that isn't so expensive

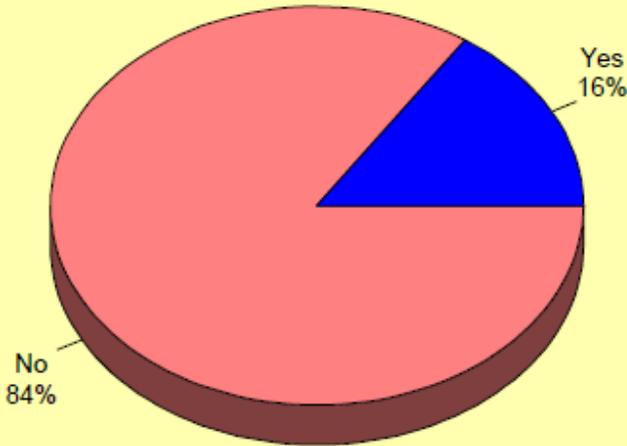
68	I live in Monroe but like the park and visit it 2 to 3 times a week to walk.
69	I am hoping but not confident that with the dozens of apartment complexes being built in Indian Trail that someone in the city had the forethought of having the apartment developers pay for more and better infrastructure in our town with the growth explosion that is soon to happen. I would be vehemently against raising our tax levels to cover a multi-generational building when it should have been negotiated with the apartment developers. Just be accountable for our critical tax dollars please!
70	Would love to see outdoor/indoor pickleball courts and racquetball courts
71	We need better park and playground access in the Sun Valley area!
72	We are not interested in paying extra taxes for these recreational facilities we have not used and will never use. We do not like paying for frills that are not necessary for the function of the Town of Indian Trail.
73	The Town does an outstanding job. Always nice to have additional facilities but maintaining what we have now should be the priority.
74	Edna love park needs major upgrades to dugouts and facilities. Updated parking would be nice as well.
75	I want basketball courts and go cart tracks
76	Make classes or activities more affordable. Present classes offered are too expensive for most families

APPENDIX D - FULL STATISTICALLY VALID SURVEY RESULTS



Q2. Has Your Household Participated in any Recreation Programs or Activities Offered by Indian Trail Parks & Recreation During the Past 12 Months?

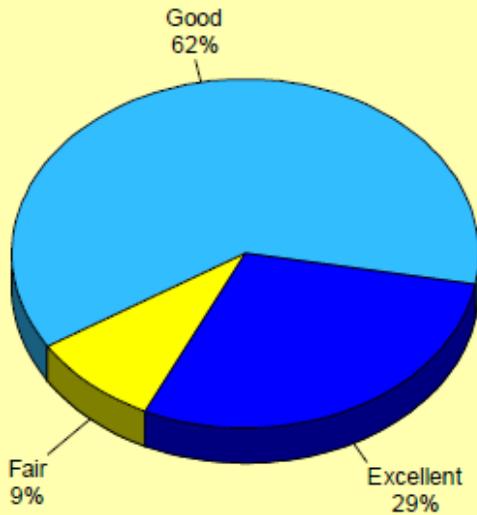
by percentage of respondents



Source: ETC Institute (2018)

Q2a. How Would You Rate the Overall Quality of All the Indian Trail Programs or Activities in Which Your Household Has Participated?

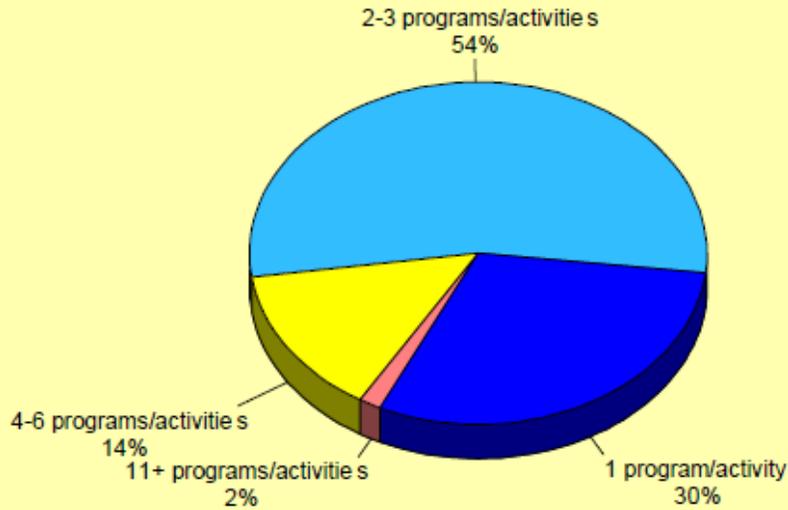
by percentage of households that have participated in Park District programs in the past 12 months



Source: ETC Institute (2018)

Q2b. How Many Different Recreation Programs or Activities Offered by Indian Trail Parks & Recreation Has Your Household Participated in During the Past 12 Months?

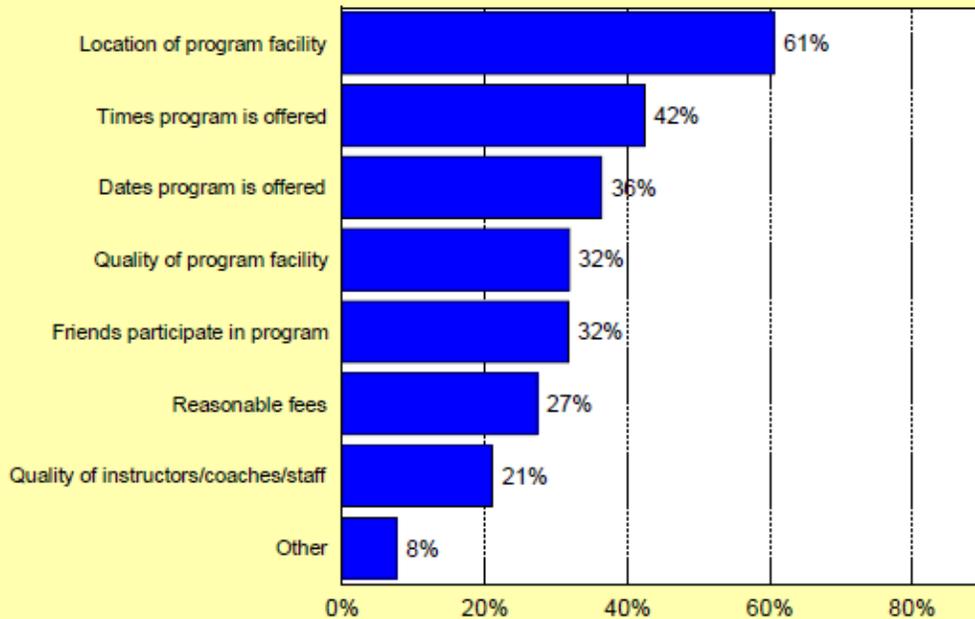
by percentage of households that have participated in Park District programs in the past 12 months



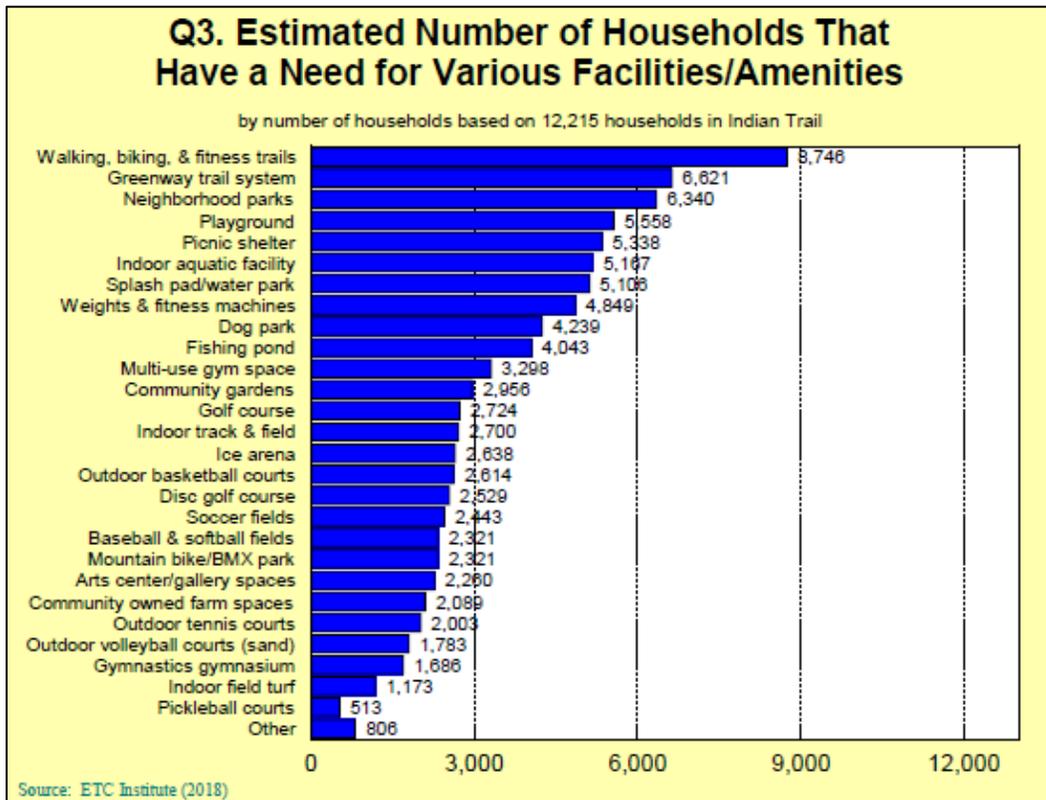
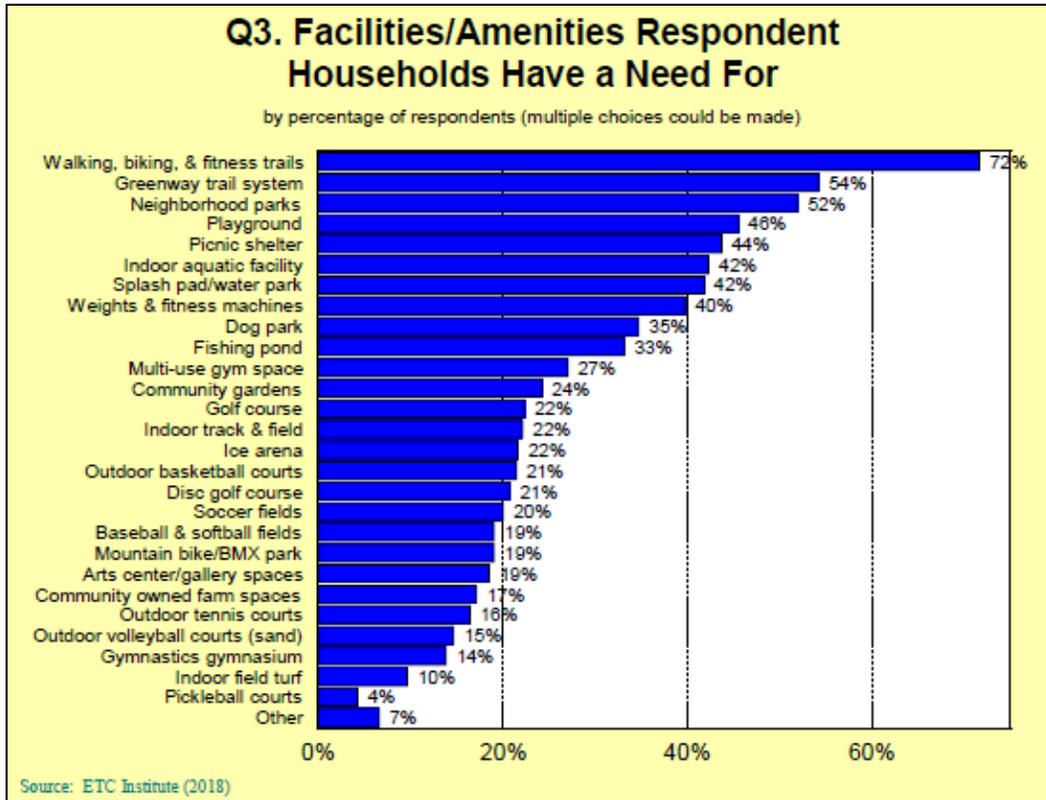
Source: ETC Institute (2018)

Q2c. Primary Reasons Household Has Participated in Programs or Activities

by percentage of respondent households that selected the item as one of their top three choices

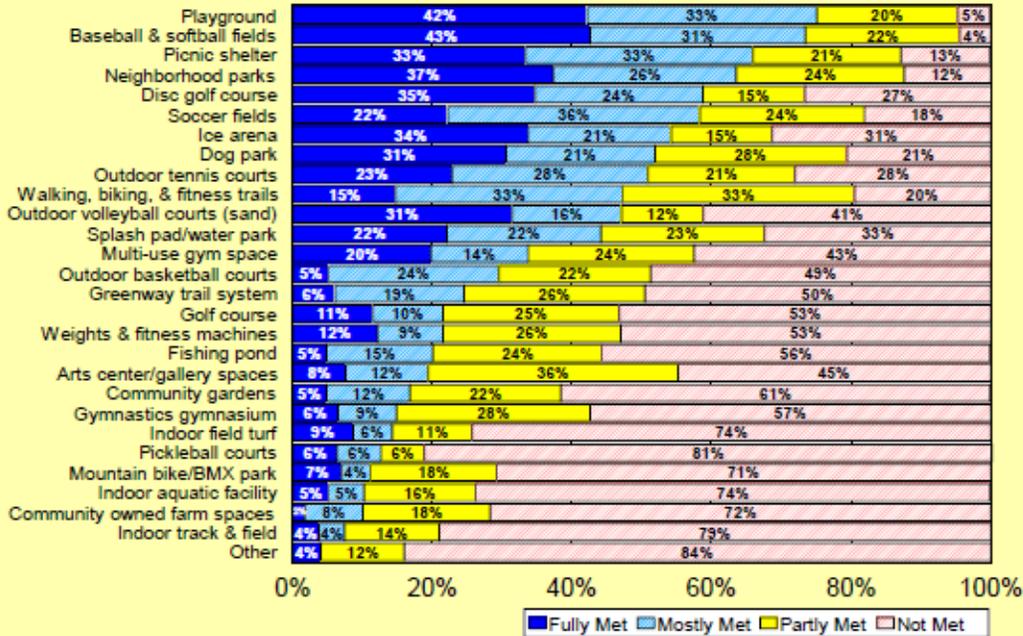


Source: ETC Institute (2018)



Q3. How Well Parks and Recreation Facilities/Amenities Meet the Needs of Respondent Households

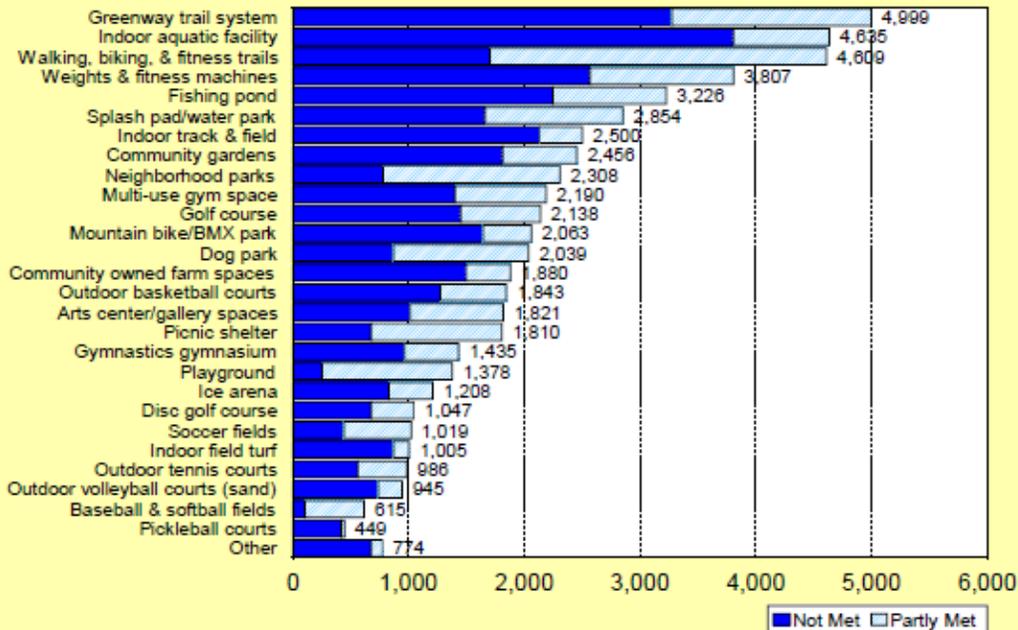
by percentage of respondents with a need for facilities/amenities



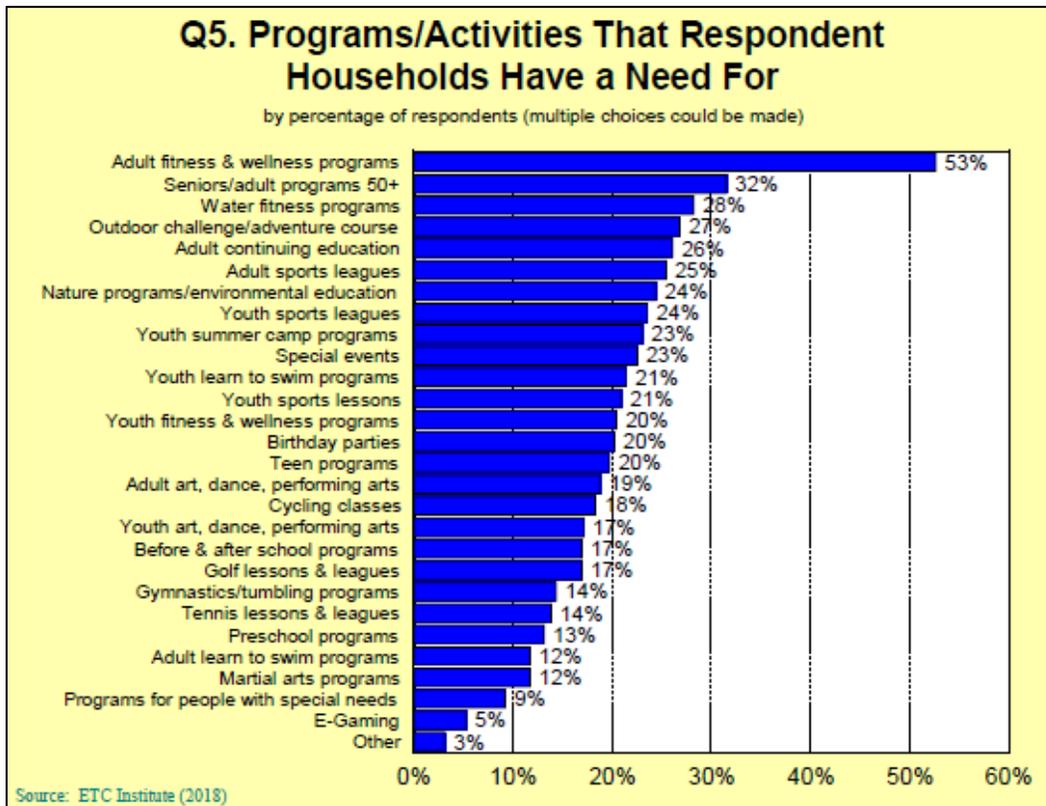
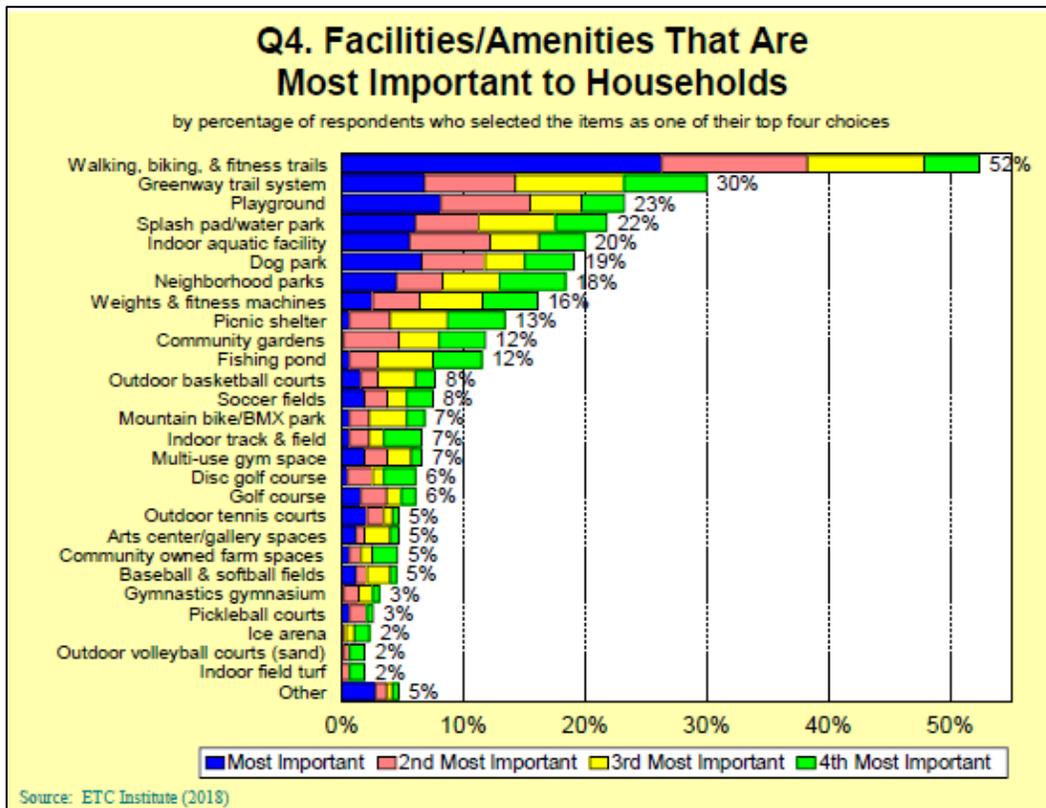
Source: ETC Institute (2018)

Q3. Estimated Number of Households Whose Needs for Facilities/Amenities Are Being Partly Met or Not Met

by number of households based on 12,215 households in Indian Trail

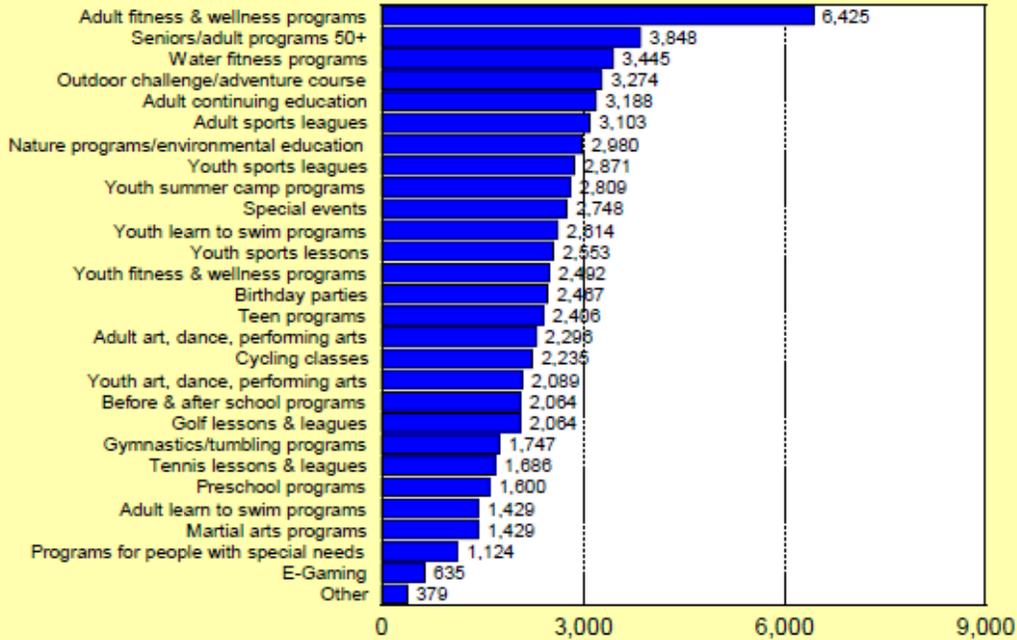


Source: ETC Institute (2018)



Q5. Estimated Number of Households That Have a Need for Various Programs/Activities

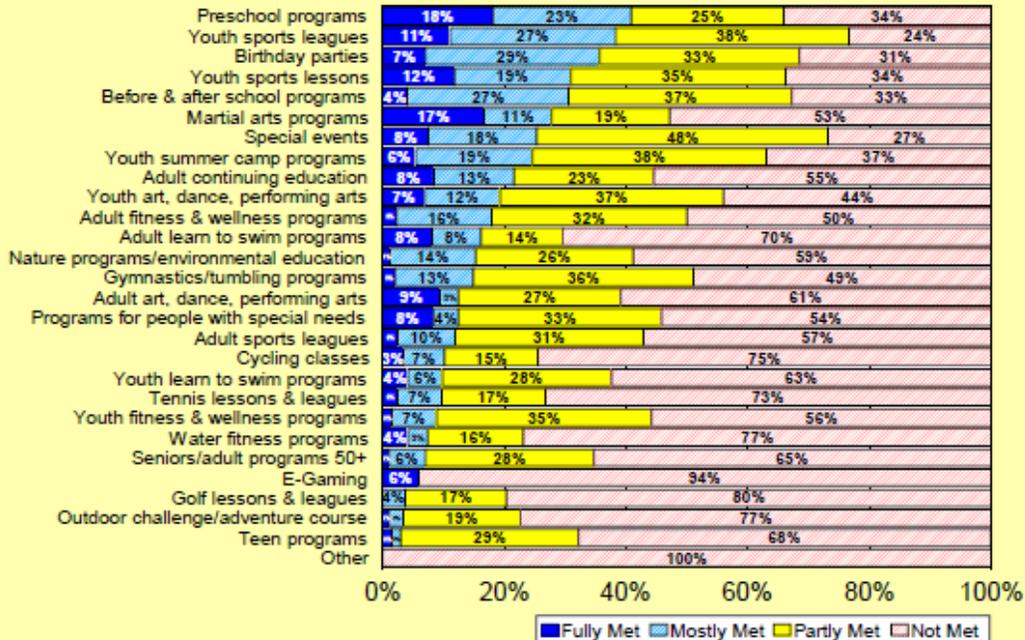
by number of households based on 12,215 households in Indian Trail



Source: ETC Institute (2018)

Q5. How Well Programs/Activities Meet the Needs of Respondent Households

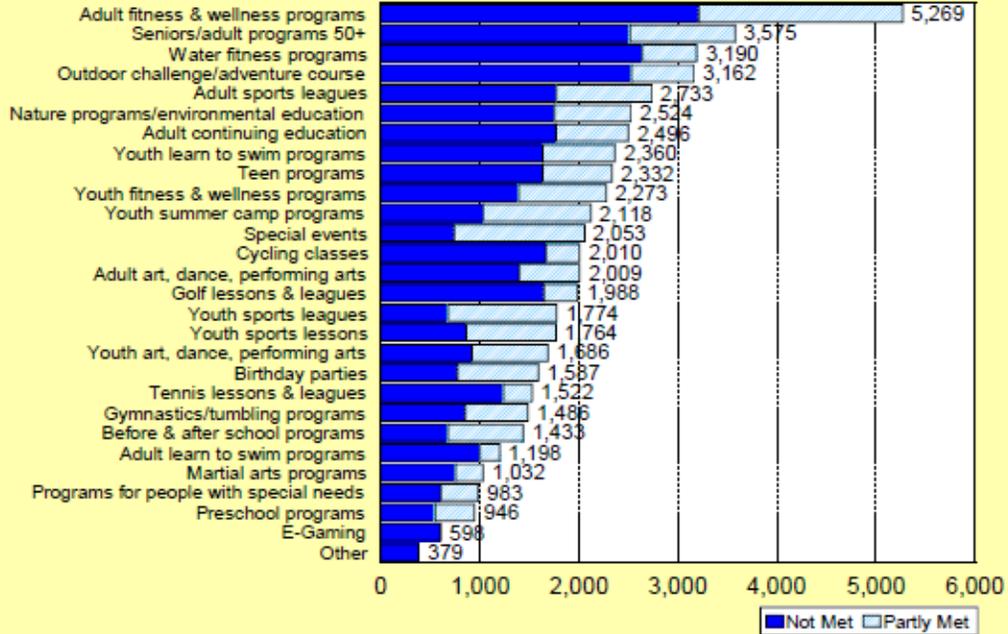
by percentage of respondents with a need for programs



Source: ETC Institute (2018)

Q5. Estimated Number of Households Whose Needs for Programs/Activities Are Being Partly Met or Not Met

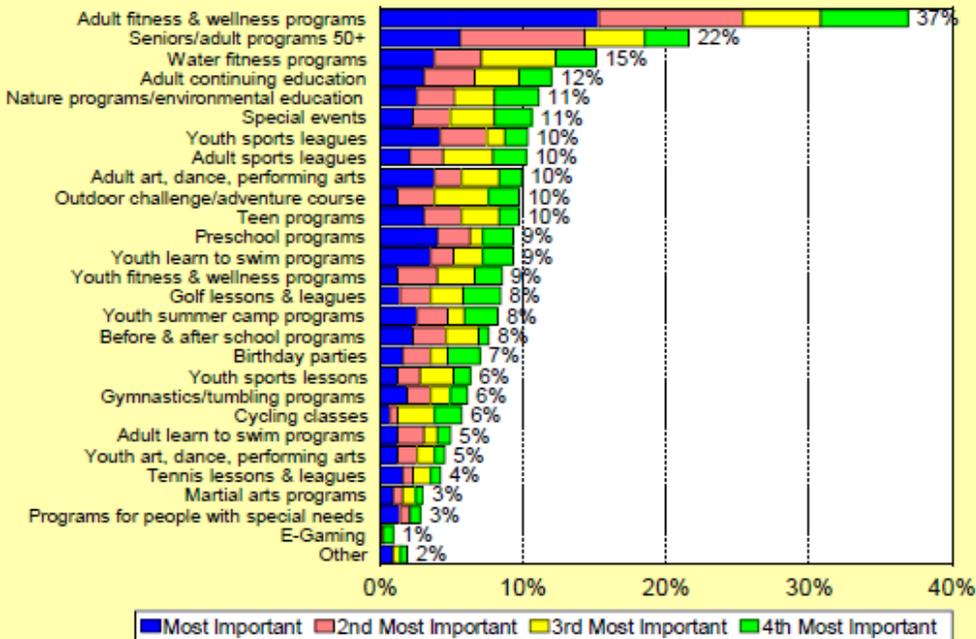
by number of households based on 12,215 households in Indian Trail



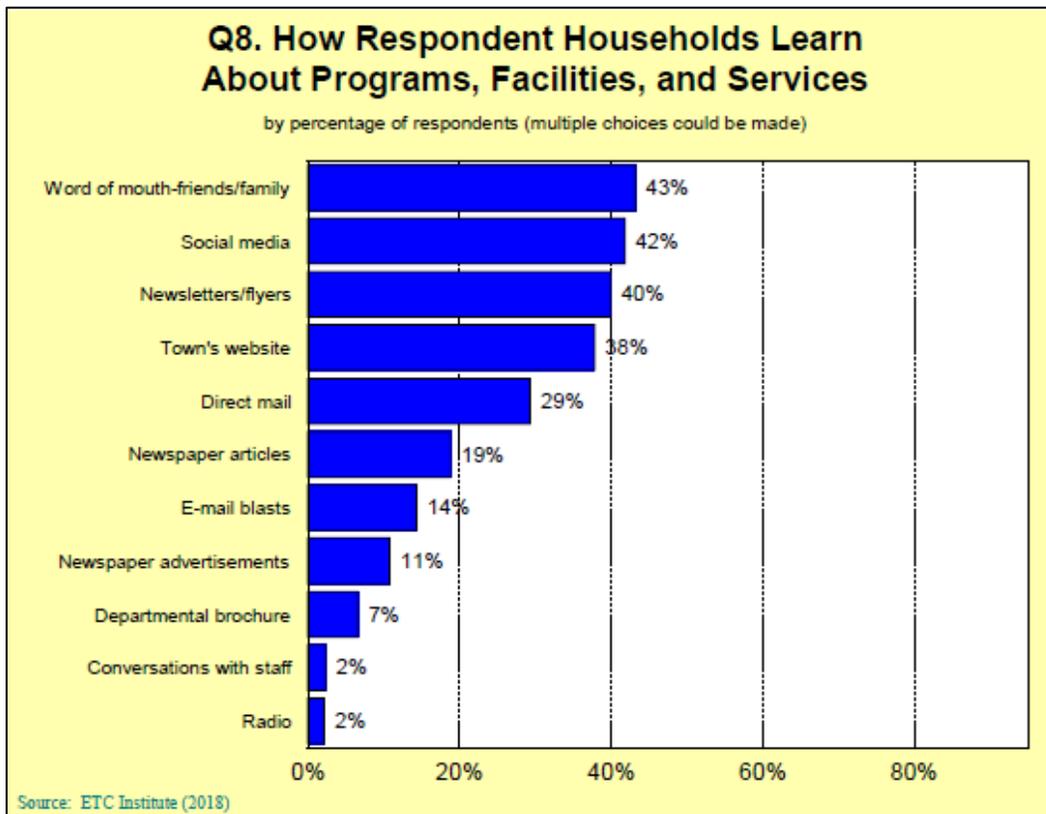
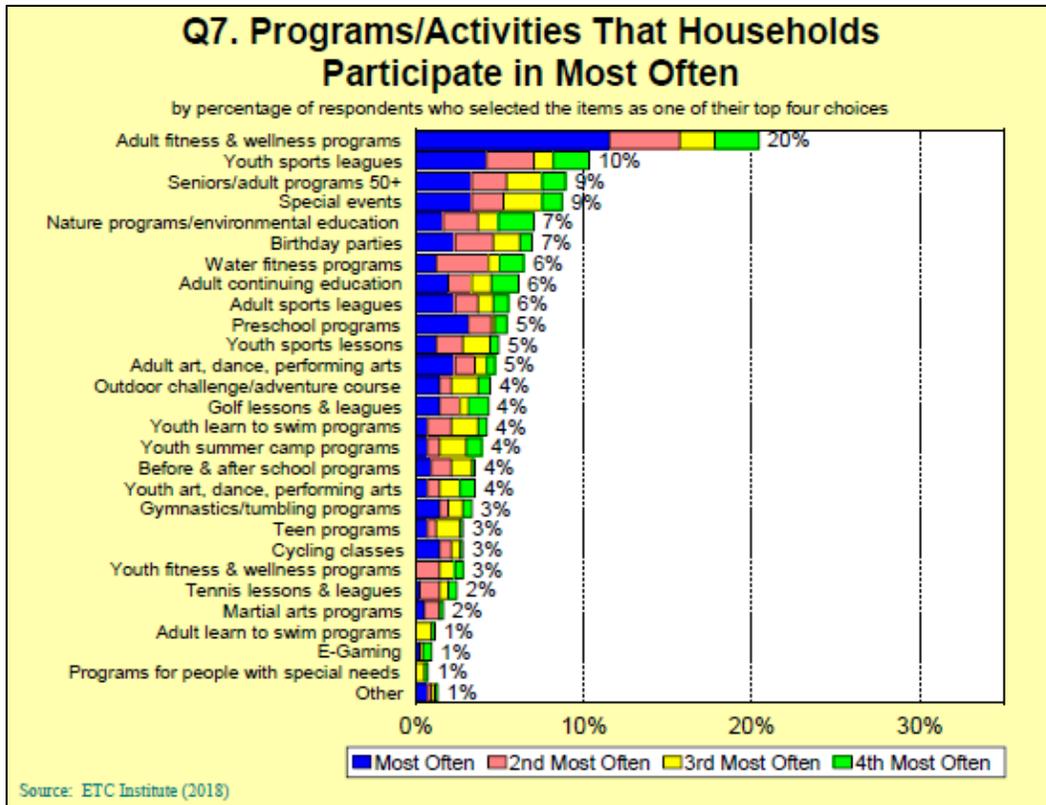
Source: ETC Institute (2018)

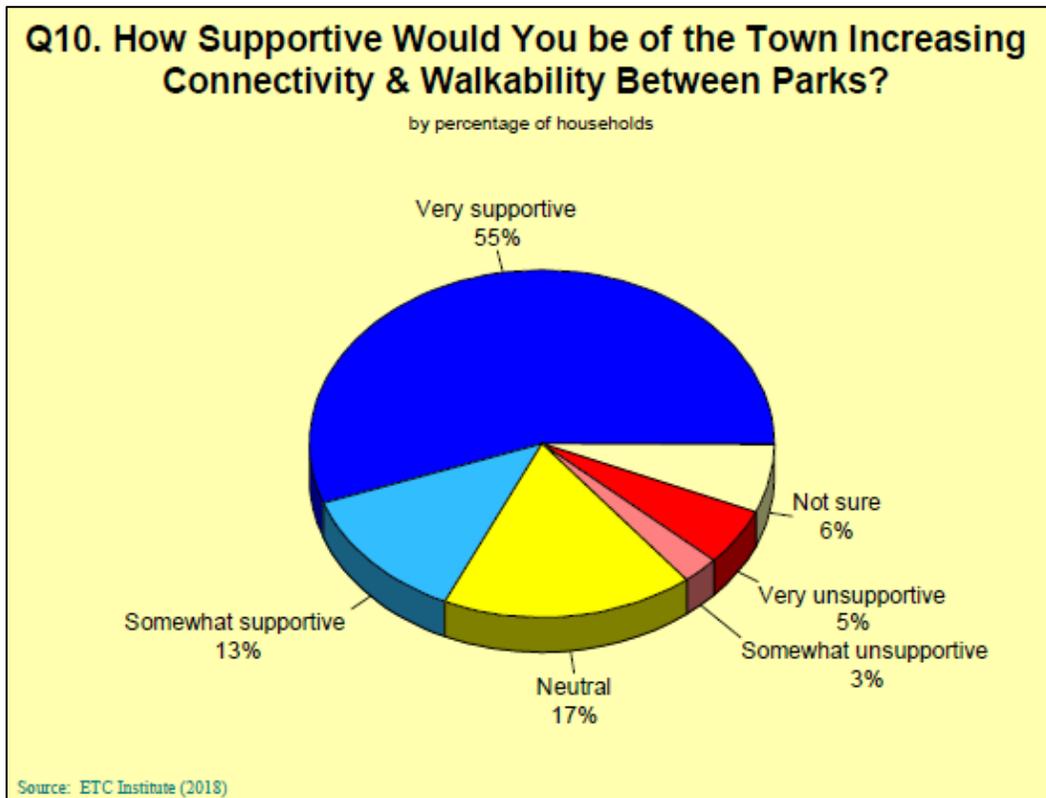
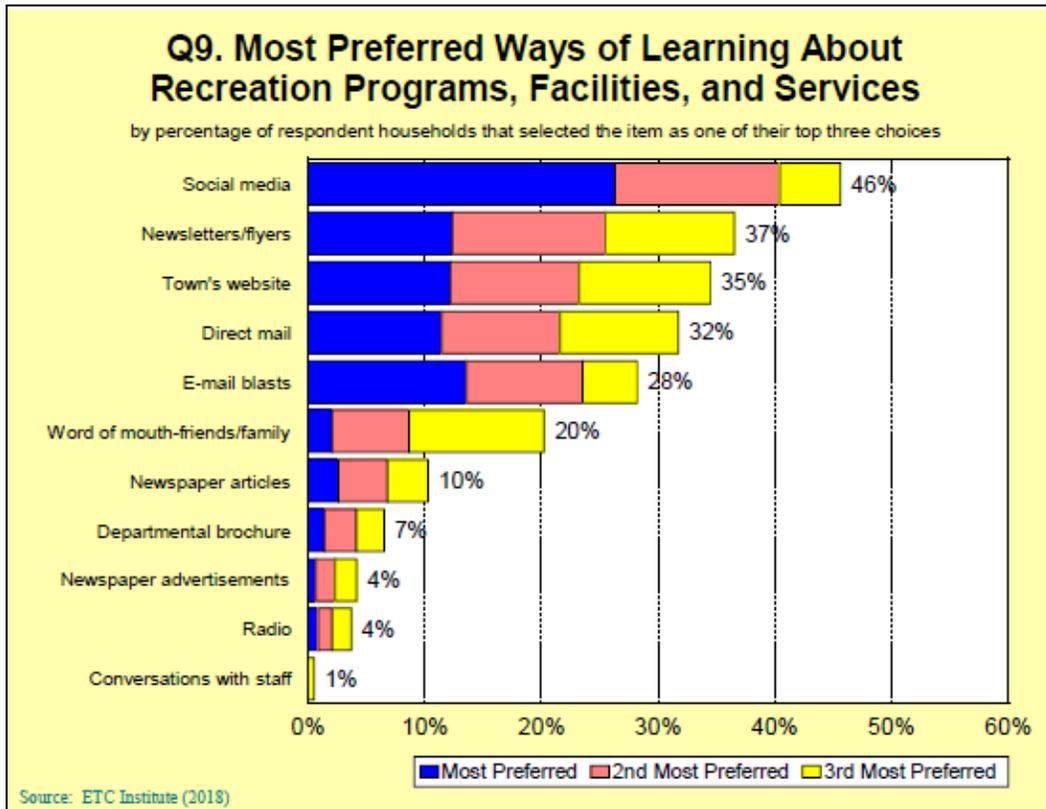
Q6. Programs/Activities That Are Most Important to Households

by percentage of respondents who selected the items as one of their top four choices

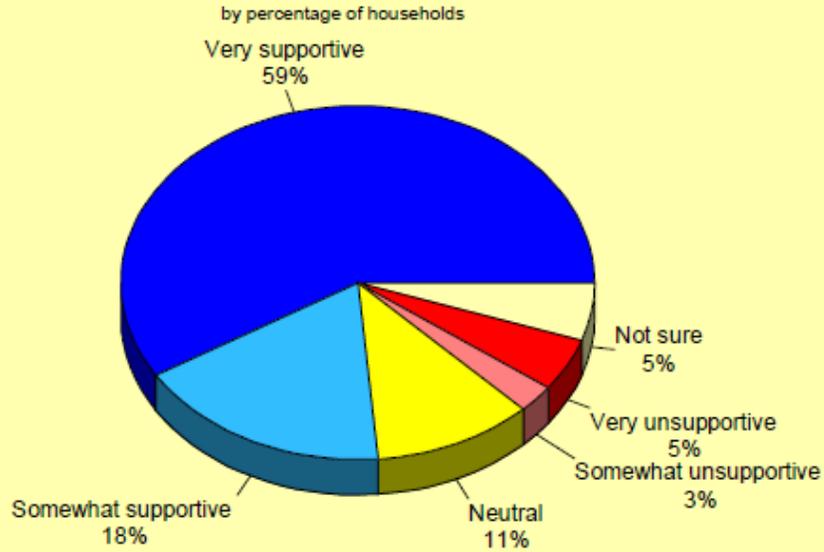


Source: ETC Institute (2018)





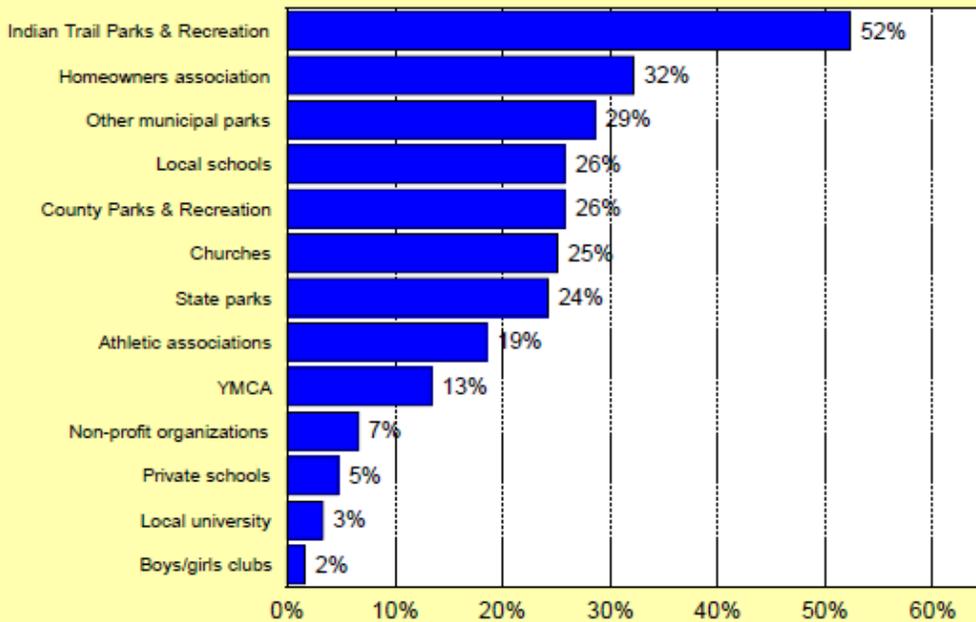
Q11. How Supportive Would You be of the Town Developing Unused/Undeveloped Land Within the Town for Recreation Purposes?



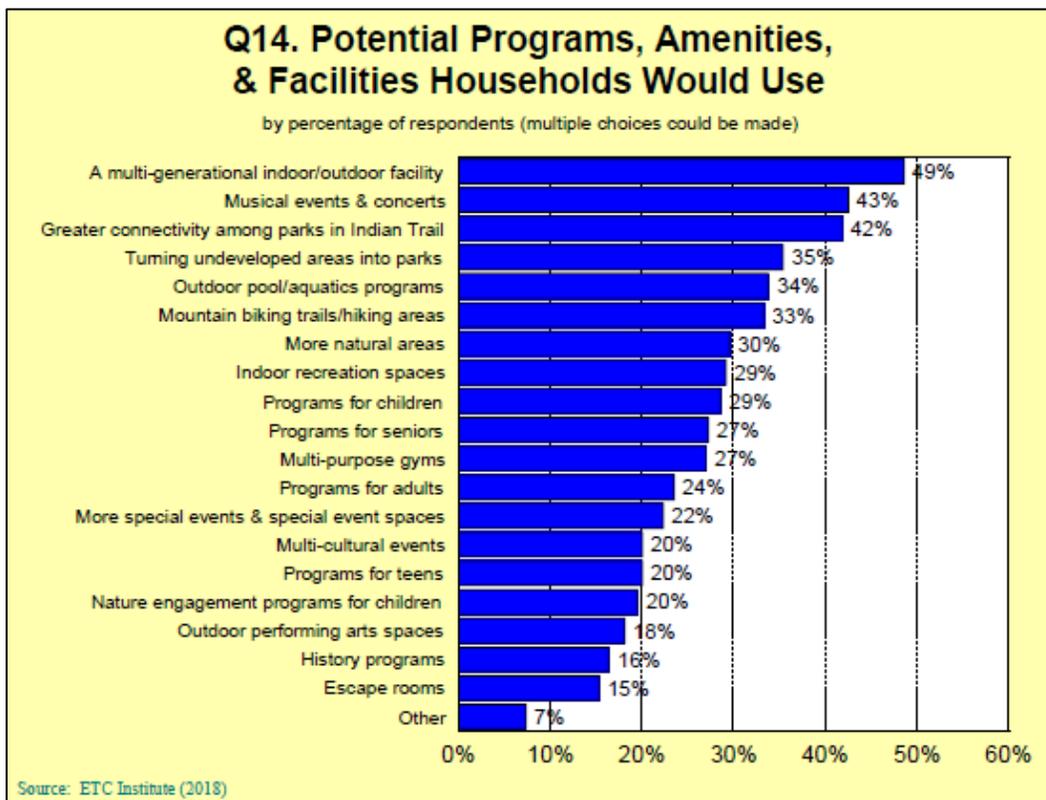
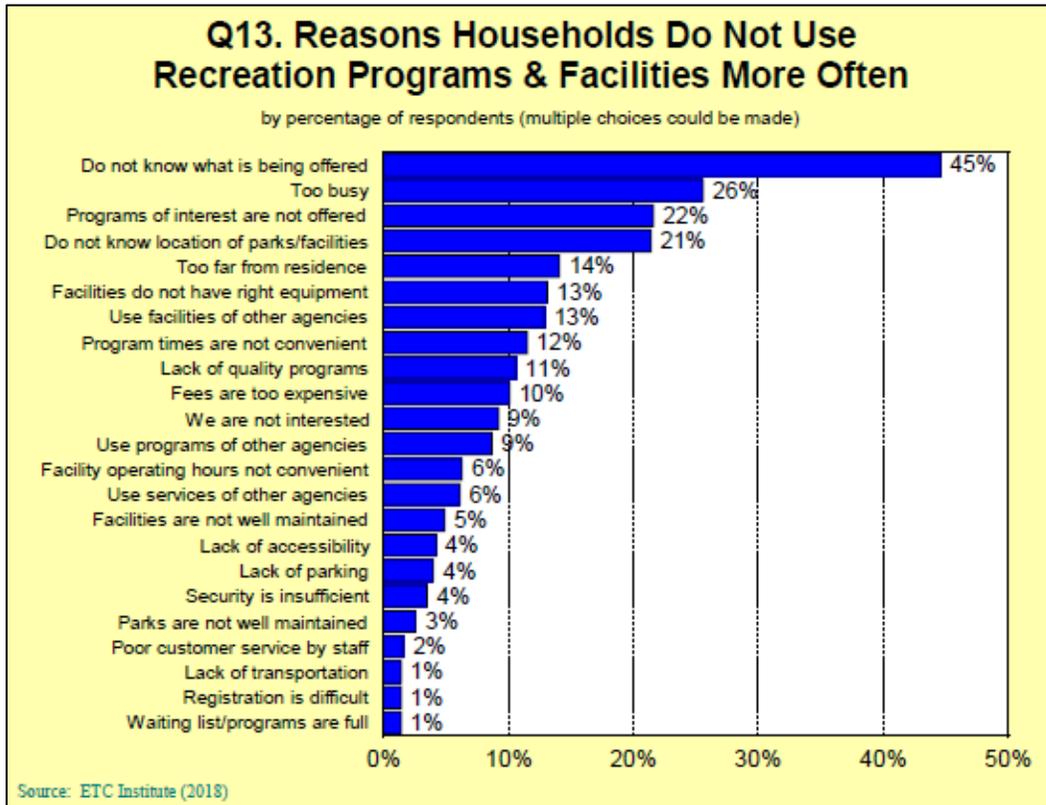
Source: ETC Institute (2018)

Q12. Organizations Households Use for Parks & Recreation Programs & Facilities

by percentage of respondents (multiple choices could be made)

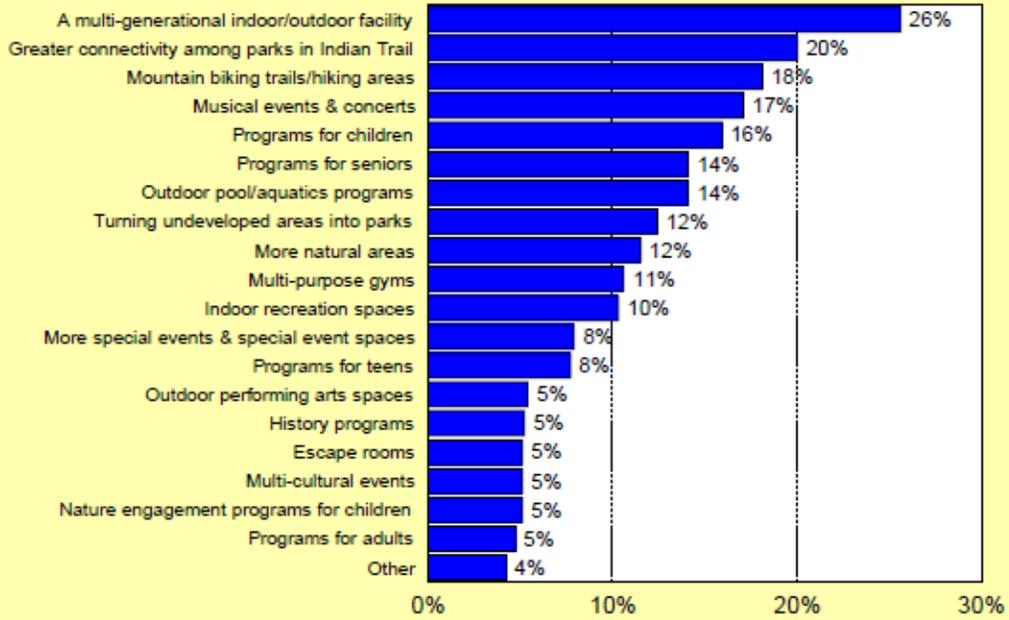


Source: ETC Institute (2018)



Q15. Potential Programs, Amenities, & Facilities That Are Most Important to Respondent Households

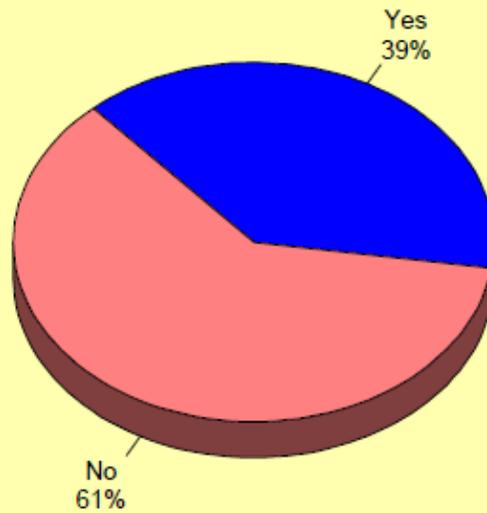
by percentage of respondents (sum of top three choices)



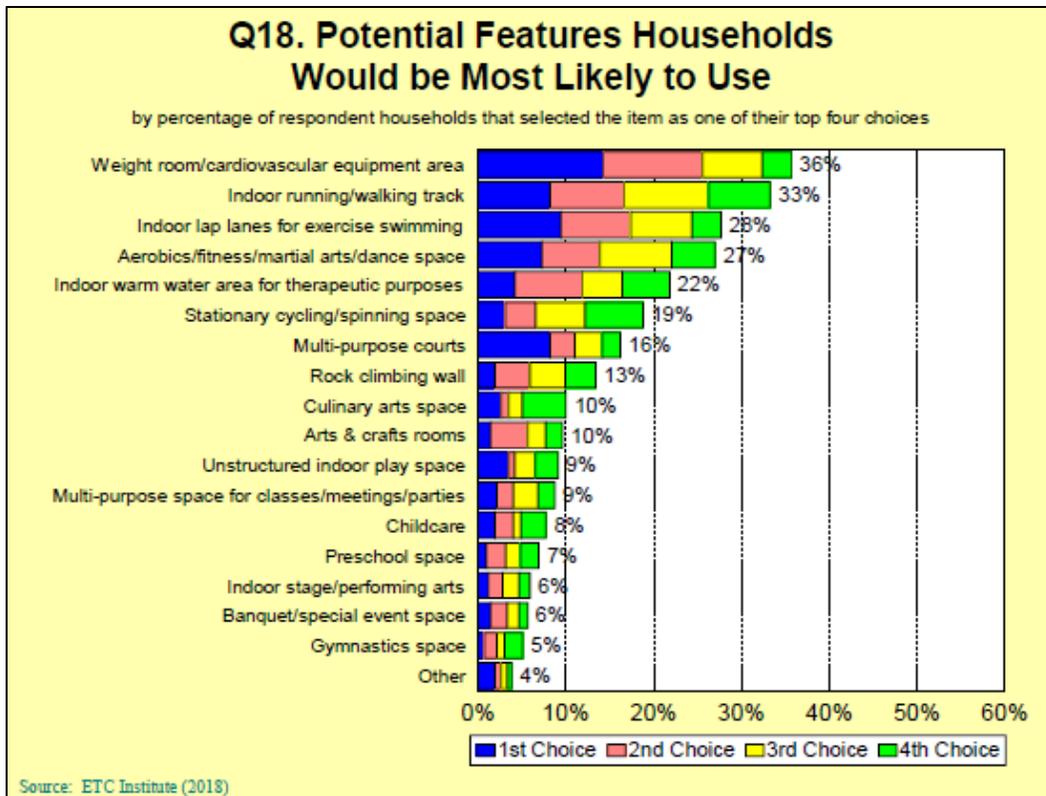
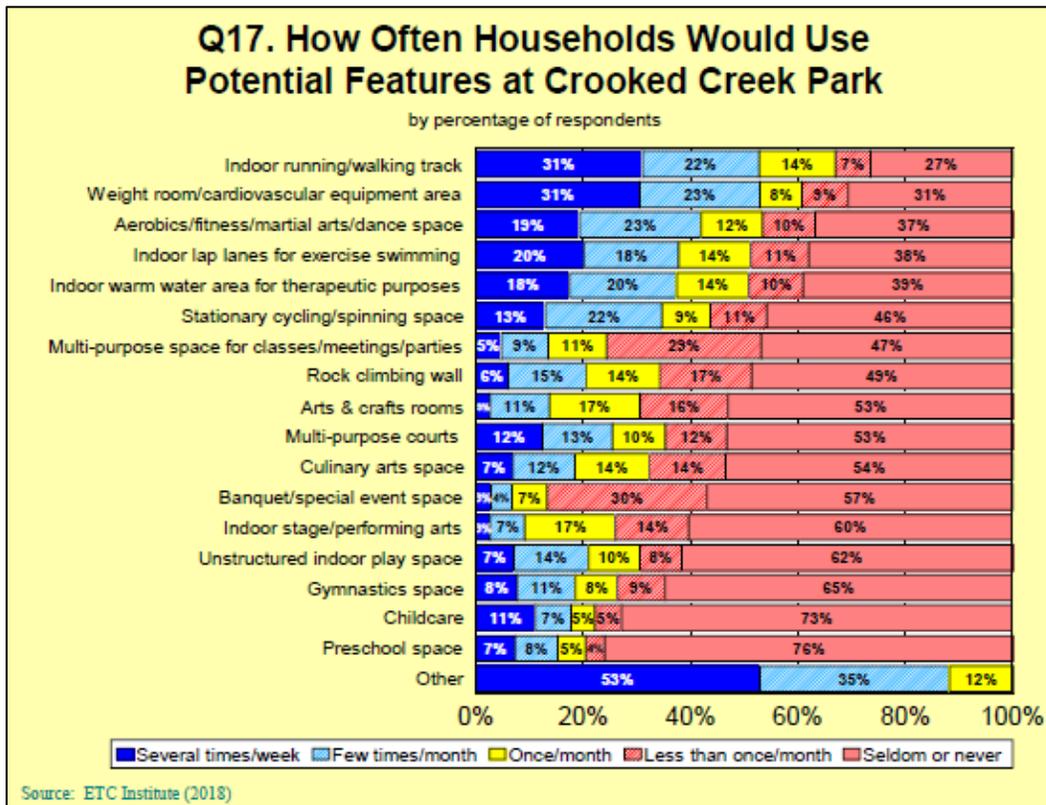
Source: ETC Institute (2018)

Q16. Are Respondent Households Currently Using Any Indoor Recreation, Sports, Fitness, or Aquatic Facilities?

by percentage of respondents

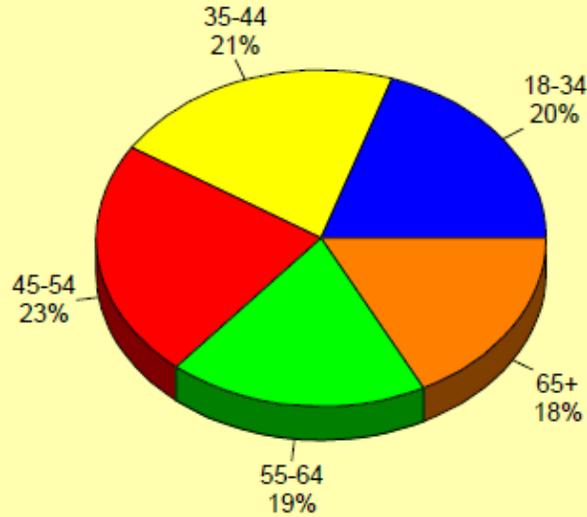


Source: ETC Institute (2018)



Q19. Demographics: What is your age?

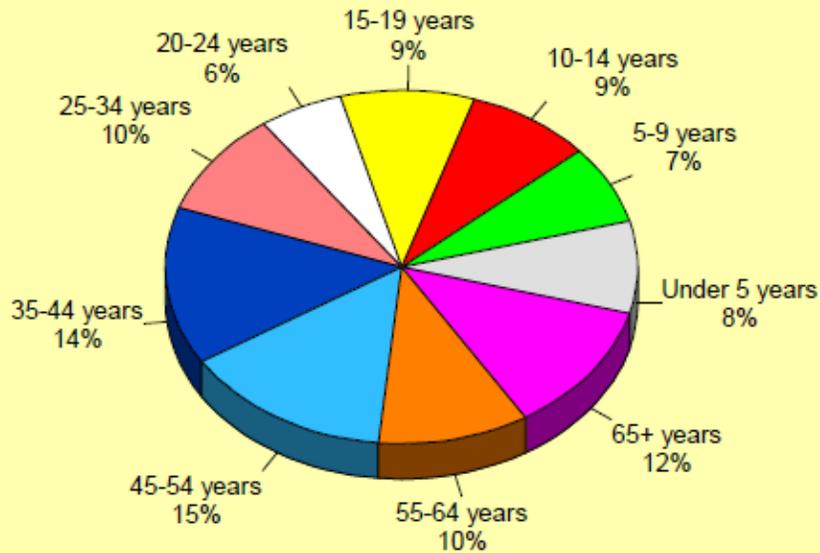
by percentage of respondents



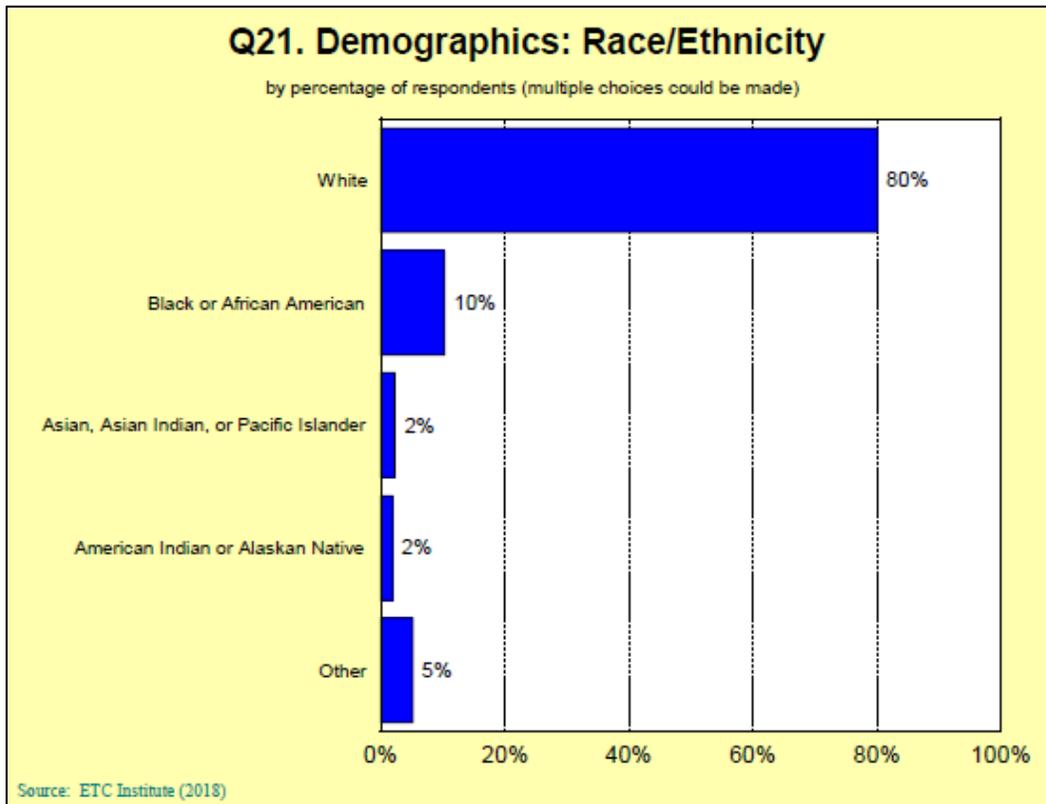
Source: ETC Institute (2018)

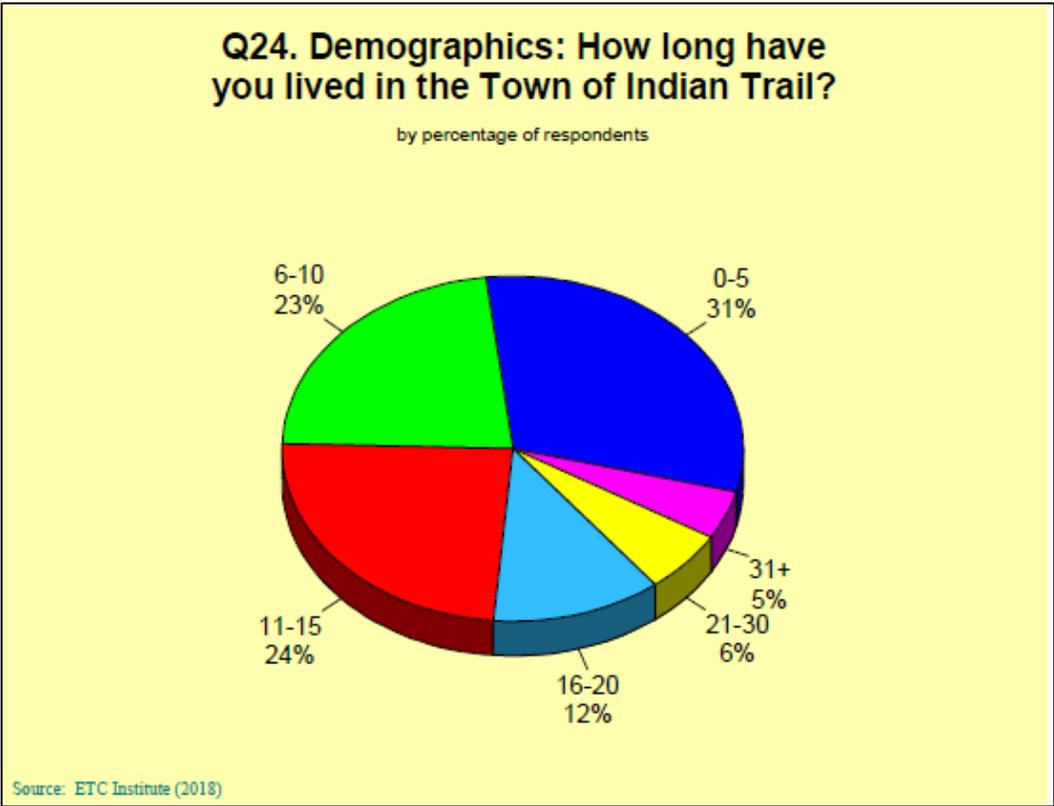
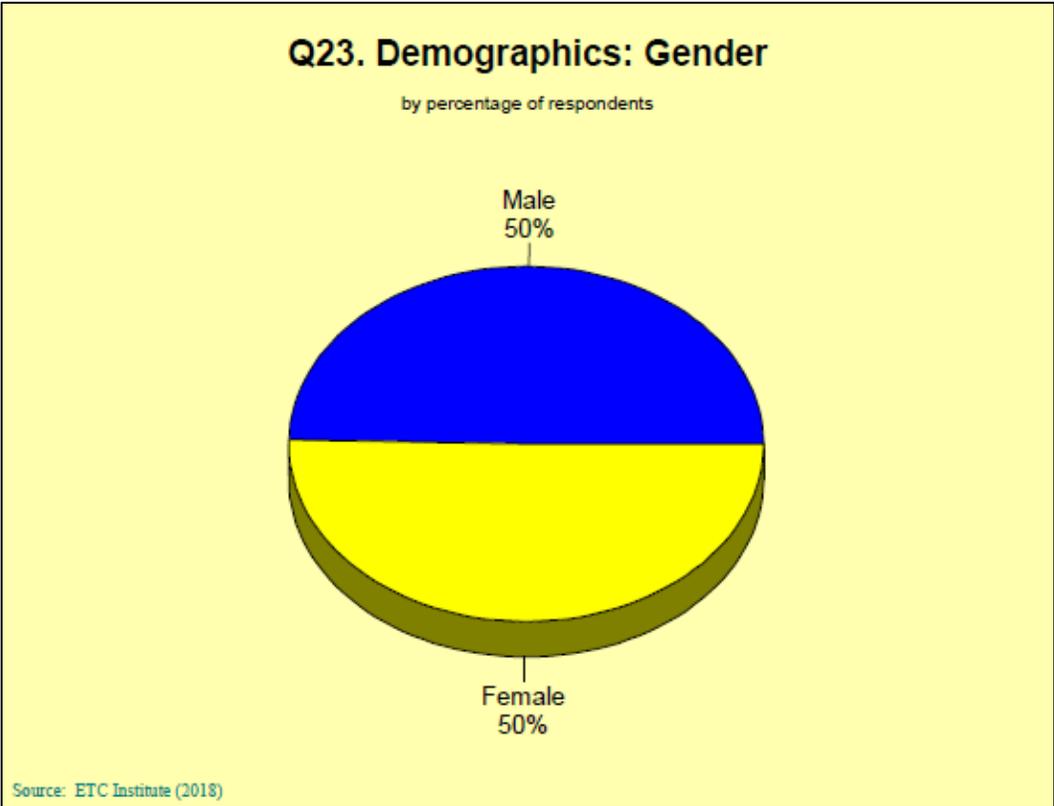
Q20. Demographics: Ages of People in Household

by percentage of household occupants



Source: ETC Institute (2018)





APPENDIX E – CAPITAL IMPROVEMENT PLAN BREAKDOWN

1-5 YEAR PRIORITIES (2019-2024)					
NO.	DESCRIPTION	QUANTITY	UNIT	UNIT COST	SUBTOTAL
1	IMPROVEMENTS TO EXISTING PARKS				
A	Crooked Creek Improvements	1	LS	@ \$2,500,000.00	\$2,500,000
	SUBTOTAL				\$2,500,000
2	GREENWAYS				
A	NCDOT Bike Ped Trail Project (ongoing)	4	MI	@ \$0.00	\$0
B	US 74 Multi-Use Path & South Fork Crooked Creek Greenway	1	LS	@ \$5,130,000.00	\$5,130,000
C	Price Mill Creek Greenway	1	LS	@ \$3,150,000.00	\$3,150,000
D	Brandon Oaks Dr. Bike Lanes & Neighborhood Connections	1	LS	@ \$262,500.00	\$262,500
	SUBTOTAL				\$8,542,500
3	INFRASTRUCTURE IMPROVEMENTS				
A	Unionville-Indian Trail & Sardis Rd. Intersection Improvement	1	LS	@ \$3,250,000.00	\$3,250,000
B	Indian Trail Complete Street	1	LS	@ \$3,922,000.00	\$3,922,000
	SUBTOTAL				\$7,172,000
4	NEW PARKS AND FACILITIES				
A	New Mini Park	1	LS	@ \$713,581.00	\$713,581
B	New Neighborhood Park	1	LS	@ \$0.00	\$0
	SUBTOTAL				\$713,581
5	PROGRAMMING				
A	Expansion & Addition of Program Initiatives	1	LS	@ \$40,000.00	\$40,000
	SUBTOTAL				\$40,000
TOTAL 1-5 YEAR PRIORITY SUMMARY					\$18,968,081

5-10 YEAR PRIORITIES (2024 - 2029)					
NO.	DESCRIPTION	QUANTITY	UNIT	UNIT COST	SUBTOTAL
1	IMPROVEMENTS TO EXISTING PARKS				
A	Crossing Paths	1	LS	@ \$540,728.00	\$540,728
	SUBTOTAL				\$540,728
2	GREENWAYS				
A	2 Miles of New Paved Greenway Trail	2	MI	@ \$1,900,000.00	\$3,800,000
	SUBTOTAL				\$3,800,000
3	INFRASTRUCTURE IMPROVEMENTS				
A	John St/Old Monroe Rd. (U-4714B) Widening	1	LS	@ \$38,100,000.00	\$38,100,000
B	Old Monroe Rd. Improvements	1	LS	@ \$27,400,000.00	\$27,400,000
C	Wesley Chapel-Stouts Rd. Widening	1	LS	@ \$31,900,000.00	\$31,900,000
	SUBTOTAL				\$97,400,000
4	NEW PARKS AND FACILITIES				
A	New Mini Parks	1	LS	@ \$1,006,576.00	\$1,006,576
B	New Neighborhood Parks	1	LS	@ \$2,986,661.00	\$2,986,661
	SUBTOTAL				\$3,993,237
TOTAL 5-10 YEAR PRIORITY SUMMARY					\$125,578,782

10-15 YEAR PRIORITIES (2029-2034)

NO.	DESCRIPTION	QUANTITY	UNIT	UNIT COST	SUBTOTAL	
1	IMPROVEMENTS TO EXISTING PARKS					
B	Chestnut Square Park	1	LS	@	\$720,073.00	\$ 720,073
	SUBTOTAL					\$720,073
2	GREENWAYS					
A	2 Miles of New Greenway	2	MI	@	\$1,900,000.00	\$3,800,000
	SUBTOTAL					\$3,800,000
3	NEW PARKS AND FACILITIES					
A	New Mini Parks	1	LS	@	\$1,006,576.00	\$1,006,576
B	New Neighborhood Parks	1	LS	@	\$2,986,661.00	\$2,986,661
C	New Community Parks	1	LS	@	\$7,042,637.00	\$7,042,637
	SUBTOTAL					\$11,035,874
TOTAL 10-15 YEAR PRIORITY SUMMARY					\$18,475,585	

Note: Cost data was derived by average market prices determined during the development of this master plan. Prices may vary due to local market conditions.

APPENDIX F - STRATEGY ACTION MATRIX (2019 ORIGINAL MASTER PLAN)

FOCUS AREA: PROGRAMS

GOAL: EXPAND OUR PROGRAMS TO OFFER NEW AND INNOVATIVE PROGRAMS TO ADDRESS THE GROWTH IN OUR COMMUNITY.

Strategy 1: Enhance services through increased partnerships with groups, organizations and other local departments.			
Tactic	Target Completion Date / Measure	Core Values	Budget Outlay
<ul style="list-style-type: none"> Evaluate needs assessment and determine program areas we are lacking. 	October 2019 / Create timetable for implementation	Inclusive Customer Sense of Community Service Fun Innovation Health and Wellness	Staff time
<ul style="list-style-type: none"> Create new partnership with Local IT elementary school to offer indoor program space 	June 2019 / signed agreement	Sense of Community Fun Innovation	Staff time
<ul style="list-style-type: none"> Develop partnership to provide a therapeutic recreation program to serve the special needs population. 	June 2019 / Signed agreement	Innovation Sense of Community Inclusive	Staff time

Strategy 2: Review all recent and past evaluations to determine more program areas			
Tactic	Target Completion Date / Measure	Core Values	Budget Outlay
<ul style="list-style-type: none"> Review past program offering evaluations and participation to better implement future plans. 	November 2019 / New program offering	Innovation Health and Wellness Sense of Community	Staff time
<ul style="list-style-type: none"> Create a survey to distribute to contractors to gather feedback 	November 2019 / Track quarterly	Sense of Community	Staff time

Strategy 3: Kick off 2019 with new offerings			
Tactic	Target Completion Date / Measure	Core Values	Budget Outlay
<ul style="list-style-type: none"> Expand Pre-K programs to offer more often once new staff is hired by adding 4 new classes a month. 	January 2019 / New offerings	Inclusive Customer Service Fun Innovation Sense of Community	Staff time and \$500 in program supplies
<ul style="list-style-type: none"> Evaluate past two years of camps and implement a new camp in June of 2019 that fits with our trends. 	April 2019 / New summer camp in 2019	Sense of Community	Staff time and \$1,000 in program supplies
<ul style="list-style-type: none"> Build Youth Programming to incorporate 12-16-year old 	March 2019 Marketing push to receive registration	Fun Innovation	\$3,000 in program supplies
<ul style="list-style-type: none"> Expand Health and wellness offerings for youth and adults. 	January 2019 Marketing push to receive registration	Health and Wellness Fun Innovation Sense of Community	\$1,500 in program supplies

Strategy 4: Grow our community events			
Tactic	Target Completion Date / Measure	Core Values	Budget Outlay
<ul style="list-style-type: none"> Evaluate 2018 Concert Series for future planning 	January 2019 / Implement changes to concert series	Innovation Health and Wellness Sense of Community	Staff time
<ul style="list-style-type: none"> Evaluate the 2018 Fall festival to possibly expand into a smaller version of family fun day. 	October 2019	Sense of Community Fun Innovation	\$15,000 in Community events
<ul style="list-style-type: none"> Evaluate and develop a regional sporting event. (Union County Kick ball, Softball Tournament, Cornhole tournament...) 	November 2019 / Track quarterly	Sense of Community	\$2000 Staff time

GOAL: INCREASE REVENUE BY 20% FOR IN HOUSE PROGRAMS

Strategy 1: Create a cost recovery target for all programs			
Tactic	Target Completion Date / Measure	Core Values	Budget Outlay
<ul style="list-style-type: none"> Update the program proposal and evaluation process 	January 2019	Innovation Inclusive Customer Sense	Staff time
<ul style="list-style-type: none"> Create lessons plans dictating costs for each session 	January 2019	Inclusive Customer Sense	Staff time
<ul style="list-style-type: none"> Plan further out to order supplies in bulk 	December 2018	Innovation	\$6,000 in program supplies
<ul style="list-style-type: none"> Expand Volunteer opportunities for programs. 	On going	Inclusive Customer Sense	\$500 in public outreach

Strategy 2: Create a new target audience			
Tactic	Target Completion Date / Measure	Core Values	Budget Outlay
<ul style="list-style-type: none"> Connect with all local home school groups and determine what they would like 	January 2019 / Scheduled program dates	Sense of Community Fun Innovation	\$1500 in Program Supplies Public outreach
<ul style="list-style-type: none"> Connect with 3 Preschools and 3 daycares about coming on site to provide a program. 	January 2019 / Agreements in place to implement	Sense of Community Fun Innovation	\$1500 in Program Supplies Public outreach

GOAL: ATTRACT PARTICIPANTS TO NEW PROGRAMS AND OFFERINGS

Strategy 1: Incentivize people to join via constant contact, social media through promotions, giveaways etc. (i.e. T-shirt, Disc golf disc, Free shelter)			
Tactic	Target Completion Date / Measure	Core Values	Budget Outlay
<ul style="list-style-type: none"> Setup tent at every event to capture participant information 	Ongoing / Track increased contacts from each event	Inclusive Customer Service Fun	\$2000 in Community Events
<ul style="list-style-type: none"> Work with Communications coordinator on all Town Newsletters to engage new contacts 	Ongoing	Inclusive Customer Service	Staff time
<ul style="list-style-type: none"> Include sponsors with department contests and giveaways 	Ongoing	Inclusive Customer Service Innovation	\$1,000 in Sponsorship supplies
<ul style="list-style-type: none"> Work on welcome packet for dog parks memberships (New format to gain program participants) 	January 2019 Implementation	Inclusive Customer Service Innovation	\$1,000 in Public outreach

FOCUS AREA: MARKETING AND COMMUNICATIONS

GOAL: INCREASE AWARENESS OF OFFERINGS AND FACILITIES. MEASURE BY FUTURE SURVEY RESPONDENT’S ANSWERS OF WHY THEY DO NOT PARTICIPATE.

Strategy 1: Collaborate with current and potential partnerships			
Tactic	Target Completion Date / Measure	Core Values	Budget Outlay
<ul style="list-style-type: none"> Adopt a marketing strategy that invites partnerships to help department reach our vision. 	January 2019	Innovation Sense of Community Fun	Staff Time
<ul style="list-style-type: none"> Promote the positive image of our department and public support for services with our partners. 	Ongoing	Innovation Sense of Community Health and Wellness	\$1,500 in Public Outreach
<ul style="list-style-type: none"> Increase the awareness that parks and programs improve the quality of life with our partners. 	Ongoing	Health and Wellness	\$1,500 in Public Outreach

Strategy 2: Track and communicate marketing return on investment (ROI)			
Tactic	Target Completion Date / Measure	Core Values	Budget Outlay
<ul style="list-style-type: none"> Evaluate our website to ensure it is user friendly 	December 2018	Innovation Inclusive Customer Service	Staff Time
<ul style="list-style-type: none"> Analyze Facebook Metrics every month 	November 2018	Inclusive Customer Service	Staff time
<ul style="list-style-type: none"> Analyze our constant contact metrics every month 	November 2018	Inclusive Customer Service	Staff time
<ul style="list-style-type: none"> Analyze print metrics quarterly 	March 2019	Inclusive Customer Service	Staff time

Strategy 3: Expand collection of user data for non-registered programs (e.g. special events attendance)			
Tactic	Target Completion Date / Measure	Core Values	Budget Outlay
<ul style="list-style-type: none"> Determine best opportunities to collect attendance data for special events and park visitors. 	Ongoing	Sense of Community Innovation	\$500 in Program Supplies
<ul style="list-style-type: none"> Offer an online survey post event 	January 2019	Sense of Community Innovation Inclusive Customer Service	Staff time

GOAL: CREATE AND ENCOURAGE ACTIVE ENGAGEMENT WITH OUR RESIDENTS.

Strategy 1: Offer 3 new opportunities for citizens to be involved and better informed			
Tactic	Target Completion Date / Measure	Core Values	Budget Outlay
<ul style="list-style-type: none"> Incentivize involvement with our PARC Committee 	Ongoing	Innovation Inclusive Customer Service	\$500 in Program Supplies
<ul style="list-style-type: none"> During National Night out offer Q&A table and recommendations 	Ongoing	Inclusive Customer Service	Staff time

FOCUS AREA: OPERATIONS AND MAINTENANCE

GOAL: ENSURE THAT THE PUBLIC HAVE AN EXCEPTIONAL EXPERIENCE

Strategy 1: Conduct participant experience surveys by facility			
Tactic	Target Completion Date / Measure	Core Values	Budget Outlay
<ul style="list-style-type: none"> Develop standardized surveys / site audit formats and customize to various areas 	Ongoing	Inclusive Customer Service	Staff Time
<ul style="list-style-type: none"> Crooked Creek Park 	Ongoing	Inclusive Customer Service	Staff Time
<ul style="list-style-type: none"> Crossing Paths Park 	Ongoing	Inclusive Customer Service	Staff Time
<ul style="list-style-type: none"> Town Hall community Rooms 	Ongoing	Inclusive Customer Service	Staff Time

Strategy 2: Create and maintain an asset inventory for all Town parks.			
Tactic	Target Completion Date / Measure	Core Values	Budget Outlay
<ul style="list-style-type: none"> Ensure all assets are cataloged and tracked to ensure lifecycle replacements can be achieved and funding is planned efficiently. 	March 2019	Inclusive Customer Service	Staff Time
<ul style="list-style-type: none"> Inspect parks on a weekly basis and keep record of each inspection. 	Ongoing	Inclusive Customer Service	Staff Time
<ul style="list-style-type: none"> Hold monthly meetings to discuss any necessary purchases or changes to equipment. 	Ongoing	Inclusive Customer Service	Staff Time
<ul style="list-style-type: none"> Use CAPRA Standards as model 	Ongoing	Inclusive Customer Service	Staff Time

Strategy 3: Improve park maintenance			
Tactic	Target Completion Date / Measure	Core Values	Budget Outlay
<ul style="list-style-type: none"> Review park maintenance schedules for prioritization and optimization. 	December 2019 / Update per CAPRA Standards	Health and Wellness Inclusive Customer Service	Staff Time
<ul style="list-style-type: none"> Formulate and implement park safety measures 	December 2019	Health and Wellness Inclusive Customer Service	Staff Time
<ul style="list-style-type: none"> Implement a volunteer park campaign. 	January 2019	Innovation Fun	Staff Time
<ul style="list-style-type: none"> Create a culture of learning and reflection for all part time and full-time staff through employee training. 	January 2019	Innovation Inclusive Customer service	\$1,000 in Staff Training
<ul style="list-style-type: none"> Use CAPRA Standards as model 	January 2019	Sense of Community Inclusive Customer service	Staff Time

FOCUS AREA: PARKS, TRAILS, & FACILITIES

GOAL: MAINTAIN THE LEVEL OF SERVICE (LOS) FROM THE MASTERPLAN

Strategy 1: Enhance trail connections and connectivity			
Tactic	Target Completion Date / Measure	Core Values	Budget Outlay
<ul style="list-style-type: none"> Leverage local funding with matching grant opportunities for trail connectivity. 	Ongoing	Health and Wellness	CIP
<ul style="list-style-type: none"> Consider all types of connectivity (recreation, alt. transportation, on road/off road) users, and surface types (mulch, dirt, asphalt, etc.) when planning for bikeways and trails. 	Ongoing	Health and Wellness	Grants/ CIP
<ul style="list-style-type: none"> Ensure Bikeways and Trails Plan Update reflects community needs 	Ongoing	Health and Wellness	Grants
<ul style="list-style-type: none"> Work with local municipalities to attempt connection points 	Ongoing	Health and Wellness	Staff Time

Strategy 2: Develop a plan to meet the standard of indoor recreation needs			
Tactic	Target Completion Date / Measure	Core Values	Budget Outlay
<ul style="list-style-type: none"> Conduct a feasibility study, including public input and operation plans for development of an indoor facility. 	Ongoing	Innovation Sense of Community Fun Health and Wellness	CIP
<ul style="list-style-type: none"> Identify potential partners/sponsors that could help establish this development 	Ongoing	Innovation Sense of Community Fun Health and Wellness	Staff Time

GOAL: CONTINUE TO DEVELOP A HIGH QUALITY, GEOGRAPHICALLY-BASED SYSTEM OF PARKS THROUGH-OUT TOWN

Strategy 1: Utilize Masterplan equity mapping to meet needs of residents			
Tactic	Target Completion Date / Measure	Core Values	Budget Outlay
<ul style="list-style-type: none"> Develop new parks on existing land-banked park property 	Ongoing	Fun Innovation Health and Wellness Inclusive customer Service Sense of Community	CIP
<ul style="list-style-type: none"> Acquire new park land 	Ongoing	Fun Innovation Health and Wellness Inclusive customer Service Sense of Community	CIP

GOAL: DEVELOP PARKS AND AMENITIES TO CONTINUE OUR TRENDSETTING WAYS

Strategy 1: Utilize Masterplan data to analyze trends			
Tactic	Target Completion Date / Measure	Core Values	Budget Outlay
<ul style="list-style-type: none"> Explore additional accessible features to enhance our current amenities 	Ongoing	Fun Innovation Health and Wellness Inclusive customer Service Sense of Community	CIP
<ul style="list-style-type: none"> Maintain open dialogue with park users on what future amenities they would like to see. 	Ongoing	Fun Innovation Health and Wellness Inclusive customer Service Sense of Community	Staff Time
<ul style="list-style-type: none"> Attend conferences and virtual roundtables to keep up with current trends 	Ongoing	Fun Inclusive Customer Service	Staff Training