

Town of Morrisville

2018 Parks + Recreation Comprehensive Master Plan

April 24, 2018

Morrisville
Live connected. Live well.

McAdams

pros consulting
Inspiring Communities to Lead Forward

ETC Institute

ACKNOWLEDGMENTS

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1 EXECUTIVE SUMMARY

1 EXECUTIVE SUMMARY

INTRODUCTION

The Town of Morrisville's newest logo, "Live connected. Live well." reinforces the Town's commitment to provide a high quality of life for a diverse population of residents, visitors and businesses. As part of this value system, the Town provides a comprehensive range of parks, recreation facilities and programs for residents and visitors to enjoy. These parks, facilities and programs add to the quality of life enjoyed by Morrisville residents and are made possible by visionary leadership, a commitment to excellence and community involvement. This update to the 2011 Parks and Recreation Comprehensive Plan is a testament to such leadership. This plan provides a framework for future growth and improvements across the park system and supports decisions regarding parkland and facilities, programs, operations and finances.

The master planning process is one of transparency, community engagement and data-driven recommendations developed through an analytical and Level of Service (LOS) approach. From the initial inventory and analysis through the implementation plan, the project team engaged the community, stakeholders, the parks and recreation advisory board and Department staff. While researching recreation trends and understanding the Town's demographics the project team used the existing conditions to evaluate the Level of Service and operational standards of the Department's parks and facilities. Finally, the project team, in conjunction with department staff, developed and prioritized recommendations to improve the recreational offerings provided for a ten-year planning horizon.

This plan is organized into the following chapters:

- Demographics + Trends
- Inventory + Analysis
- Community Engagement
- Benchmarking + Level of Service
- Recommendations
- Action + Implementation

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DEMOGRAPHICS + RECREATION TRENDS

The demographic analysis uses data from the US Census Bureau and the Environmental Systems Research Institute, Inc. (ESRI). The project team used this data to analyze the population within the Town of Morrisville and for perspective, the population with a one-mile buffer surrounding the Town. The analysis summarizes Morrisville's population growth, age segments, racial and ethnic composition and household income.

POPULATION GROWTH

Morrisville's population is growing at a rate faster than the total US population. When the Town performed a Special Census population count in 2015, there were 23,699 residents in Morrisville. Using population forecasting as detailed in Chapter 3 Demographics + Trends, the approximate population of Morrisville in 2017 was 25,678 residents and that number is projected to increase to 39,106 by 2032. The average annual growth rate of the Town is currently 3.8 percent per year, four times higher than the average annual growth rate of the US. While the annual growth rate is expected to decline in the coming years, in 2032, Morrisville is still projected to have an average annual growth rate three times that of the nation. Morrisville's population is projected to nearly double in the period between 2010 and 2032.

The growth projections for the one-mile buffer surrounding Morrisville mirror those in Town, but at a slightly lower growth rate. The buffer area has 60,323 residents with the population projected to reach 88,124 by 2032.

POPULATION CHARACTERISTICS

Morrisville's age segment trends younger than both the one-mile buffer and the nation. This trend is expected to continue over the next 10 years and in 2023 it is projected that 19 percent of Morrisville's population will be over the age of 55.

The 2017 estimates show that 48% of the Town's population falls into the White Alone category, while the Asian category (34%) represents the largest minority. When looking at the buffer area's population, 57% falls into the White Alone category; while the Asian category (28%) represents the largest minority. The predictions for 2032 expect that both populations will continue to diversify even more over the next 15 years.

HOUSEHOLD INCOME

The Town's ($87,464) and one-mile buffer area's ($92,582) median household incomes are both well above the national average ($56,124). Similarly, when analyzing per capita incomes, both Morrisville ($42,398) and the surrounding service area ($45,999) exhibit much higher averages than the US ($30,820).

SUMMARY OF FINDINGS

Demographic projects provide insight into the way Morrisville can be expected to change in the future. Notable demographic trends in Morrisville include the rapidly growing population, a lower proportion of senior residents than seen nationally and significant growth of Indian and South East Asian populations.

These trends point towards pursuing recreation trends that serve younger and more diverse populations and ensuring that the Town acquires parkland in order to meet the growing population demand and meet minimum level of service recommendations.

NATIONAL + LOCAL TRENDS IN RECREATION

The Trends Analysis provides an understanding of both national and local recreational trends, examining national trends in sport and fitness participation and the local sports & market potential. It is important to note that all trends are based on current and/or historical patterns of participation rates.

Most popular sport and recreational activities nationally:

- Fitness Walking
- Treadmill
- Free/Hand Weights

Most participated in team sports nationally:

- Golf
- Basketball
- Tennis

Both the Town and its surrounding one-mile buffer area exhibit above average market potential for sport and leisure activities. The following lists summarize the local market potential index data, which compares the demand for recreational activities of residents for the targeted area to the national averages.

Top recreational activities in Morrisville:

- Hiking
- Soccer
- Jogging/Running

Top recreational activities in the one-mile buffer area compared to the national averages:

- Yoga
- Jogging/Running
- Soccer

INVENTORY + ANALYSIS

PARKLAND

The Town owns and manages a variety of parkland throughout Morrisville. The Town categorizes all park acreage into three categories: Active and managed parks, undeveloped park space/ open space and other maintained acreage. All data reported below was provided by the Town's Parks, Recreation and Cultural Resources Department and is relevant as of December 2017.

Currently the Town owns 206 acres of parkland, 127 acres of that are active or managed parks.

2017 PARKS	CLASSIFICATION	ACREAGE
Cedar Fork District Park	Community Park	34.45
Morrisville Community Park	Community Park	34.85
Indian Creek Greenway & Trailhead	Community Park	4.73
Church Street Park	Community Park	24.8
Shiloh Park & Luther Green Center	Neighborhood Park	8.07
Cedar Fork Community Center Outdoors Space	Neighborhood Park	6.2
Northwest Park	Neighborhood Park	5.07
Morrisville Aquatics & Fitness Center	Special Use	4.91
Crabtree Creek Nature Park	Pocket Park	2.4
Historic Christian Church	Special Use	1.24
Ruritan Park	Pocket Park	0.41
Sarah Woody Jenkins Park	Pocket Park	0.25
Total Acreage		**127.38 Acres**

Figure 1
Active or Managed Town Parks

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PARK CLASSIFICATIONS

Park classifications group parks which share similar sizes, types of facilities and service radii to provide guidelines for staffing, programming and infrastructure needs. This plan proposes amendments to current classifications based on Morrisville's own context and park system and proposes additional park classifications that may be helpful when further defining standards for existing or future parks. Proposed classifications and classification of all existing parks are included here.

Park types include:

- Pocket Park
- Sports Complex
- Neighborhood Park
- Special Use Park/ Facility
- Community Park
- Greenbelts / Multi-use Paths
- Regional Park
- Open Space / Natural Area

FACILITIES

For the purposes of this comprehensive plan, facilities are considered buildings or structures whose primary purpose is recreation. Such facilities include recreation centers, senior centers, environmental education centers, community centers, aquatics centers, etc. Multi-use paths, side paths and greenways are also considered facilities. To understand the overall recreation offerings throughout the Town, this plan also reviewed public recreation facilities within one mile of the Town limits and private recreation facilities both within Town limits and within one mile of Town limits.

Currently, the Morrisville Aquatics and Fitness Center (10,030 square feet of indoor area), the Cedar Fork Community Center (16,833 square feet of indoor area), and the Historic Christian Church (1,634) are considered facilities, totaling 28,497 square feet of indoor recreation space.

Morrisville will need to add a total of 40,587 square feet of facilities space by 2027 to keep the desired level of service and meet future demand.

Top three facilities identified by the Priority Investment Rating from the scientific survey analysis:

- Indoor Aquatics/Swimming Facility
- Nature Parks
- Greenway Trails System

SUMMARY OF FACILITY FINDINGS

When analyzing facilities offered by the Town of Morrisville the facilities for which the highest number of residents have a need and were most important to households were a robust greenway trail system, nature parks and aquatics/swimming facility (indoor). Focusing on these three facilities would provide the greatest benefit for the largest number of residents within the Town.

RECREATION PROGRAM

An analysis of existing program offerings allow the plan to provide guidance for both short-term and long-term recreation program goals in a financially sustainable and achievable manner. The plan considers connections to key market forces such as demographics, community trends and desires, peer benchmarks and facilities.

The Town is in a unique position to not only improve the quality of life for residents, but to connect the communities it serves and support local efforts and partnership opportunities. The purpose of the recreation program section is to ensure that programs align with and reflect community needs and the vision and mission established throughout the planning process.

The project team used responses from the statistically valid survey, community input and a detailed program analysis to determine the area's demand for certain recreation programs.

The results of the priority investment rating are summarized below.

Top Priorities for Youth Investment for Programs/Activities:

- Swimming
- Fitness Programs / Classes
- Outdoor Music / Concerts

Top Priorities for Adult Investment for Programs/Activities:

- Fitness Programs / Classes
- Outdoor Music / Concerts
- Walking for Exercise

FINANCIAL + FUNDING

The financial analysis looks at budget, pricing policies, user fees, current revenue generating mechanisms and related opportunities, grants and revenue forecasts. The Department was compared against national standards and best practice agencies.

The Department's budget shows a general trend of increasing the budget, while maintaining cost recovery goals for their programs.

To find the cost recovery percentage, divide Department revenue by the department budget. To find the full cost recovery percentage, divide the revenue by the sum of estimated maintenance and the budget.

REVENUE & EXPENSES: TOTAL COST RECOVERY					
	2013	2014	2015	2016	2017
Revenue	$925,324	$955,330	$103,5677	$982,796	$1,007,977
Budget	$1,496,295	$1,661,138	$1,737,847	$1,623,760	$1,728,506
Cost Recovery	61.8%	57.5%	59.6%	60.5%	58.3%
Estimated Maintenance	$600,000	$600,000	$600,000	$600,000	$600,000
Full Cost Recovery	44.1%	42.2%	44.3%	44.2%	43.3%

Figure 2
Revenue & Budget: Total Cost Recovery

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COMMUNITY ENGAGEMENT

Throughout the master planning process, a robust community engagement process was facilitated to gain input from a diverse representation of the community. Feedback gained through the public input process informed and directed the overall vision of this Master Plan and guided many of the recommendations herein. The project team engaged the MPRCRD, the Parks and Recreation Advisory Committee, the Leadership Committees, Town Council and the general public. In addition to these direct engagement meetings, the project team in coordination with MPRCRD, mailed a scientific survey to households throughout the Town.

The project team met with the Morrisville Town Council twice, once during the initial kickoff of the master planning process and once after the inventory and analysis portion of the master plan was completed. In addition, the team met with Department staff and various stakeholders throughout the planning process. There were three opportunities for the public to provide input - once in early 2017, once during Springfest and finally at the Independence Day celebration. The team employed several strategies for gathering public input including more or less boards, a SWOT analysis, free-form dialogue, favorites boards and park experiential boards.

The top reason Morrisville residents value and use their public parks as recorded at public input meetings was overwhelmingly health and fitness followed by social and community. Morrisville residents value the public park system most for health and fitness related uses and strongly desire integrated health and fitness aspects within their recreational offerings.

The project team met separately with the Parks and Recreation Advisory Committee to solicit direct feedback during a visioning session. Throughout this visioning session, the discussion and questions presented by the Advisory Committee were founded in providing a diverse, broad and inclusive set of park experiences. The Advisory Committee indicated the need for Morrisville to provide a connected parks and trail systems which service immediate community needs.

The top reason Morrisville residents value and use their public parks as recorded at public input meetings was overwhelmingly for health and fitness reasons.

The project team, with ETC Institute administering the survey, mailed a survey packet to a random sample of households in the Town of Morrisville. Each survey packet contained a cover letter, a copy of the survey and a postage-paid return envelope. 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 most meaningful results from the community outreach survey are the Priority Investment Rating scores which calculate the need for specific programs and facilities. The results from this process are described above in the executive summary and in detail in Chapters Four and Five of this plan.

BENCHMARKING + LEVEL OF SERVICE

The benchmarking and level of service provide quantitative comparisons for the Department to measure program and facility offerings against.

BENCHMARKING ANALYSIS

The project team and MPRCRD identified operating metrics to benchmark against comparable park and recreation agencies. The goal of the analysis is to evaluate how Morrisville is positioned among peer agencies as it applies to efficiency and effective practices. The below chart summarizes peer communities.

AGENCY	STATE	POP.	JURISDICTION SIZE (SQ. MI.)	POP. PER SQ. MI.	CAPRA ACCREDITED (YEAR)
Allen Parks & Rec.	TX	97,807	27.11	3,608	Tbd (2018)
Alpharetta Parks & Rec.	GA	62,298	27.00	2,307	Yes (1999)
Apex Parks, Rec., & Cultural Resources	NC	48,982	21.60	2,268	No
Wake Forest Parks, Rec., & Cultural Resources	NC	41,157	17.25	2,386	Tbd (2018)
Holly Springs Parks & Rec.	NC	33,181	16.63	1,995	No
Matthews Park, Rec, & Cultural Resource	NC	30,008	17.00	1,765	No
Morrisville Parks, Rec, & Cultural Resources	NC	25,678	10.00	2,568	Yes (2014)
Fairfax Parks & Rec	VA	24,146	6.30	3,833	Yes (2016)

Figure 3
Comparative Benchmark Agencies

PARK ACREAGE

Morrisville has the second lowest number of park sites (8) and total acres owned or managed (207). Morrisville ranks towards the bottom of the park acreage comparison with 8.1 acres of parkland per 1,000 residents, which is below the national median for similar-sized agencies of 9.6 acres per 1,000 residents.

TRAIL MILEAGE

With Morrisville's completion of 2.4 miles of new greenway in early 2018, the level of service offering will increase from the next-to-last among benchmark communities (not pictured), to be equal with Wake Forest at the median. Benchmark agencies, as a whole, are providing low levels of service for trail mileage, as no agency is above the national best practice of 1.5 miles of trail per 1,000 residents.

FULL TIME EQUIVALENTS (FTES) PER 10,000 RESIDENTS

Morrisville is just below the benchmark median, while exceeding the national median for staffing levels, with 12.9 FTEs per 10,000 residents. This is significant because, unlike all other agencies but one, Morrisville does not currently include maintenance staff in the Parks and Recreation department which accounts 25%-40% of staff for agencies with maintenance staff.

FTES PER 10,000 RESIDENTS (INCLUDING MAINTENANCE)

By including maintenance FTEs, Morrisville rises near the top of the study, trailing only Allen's 22.7 and Fairfax's 16.6 FTEs per 10,000 residents.



OPERATING BUDGET

Morrisville is just below the benchmark median, but slightly higher than the national median for spending per resident. While a lower expense per resident can suggest efficiencies in operation, it can also signal limited program offerings, lower maintenance levels, maintenance in another division (as is the case with Morrisville), or lighter marketing efforts. In these cases, the evaluation of optimal per capita spending must take the unique situation and the intent of the agency into consideration.

ADJUSTED OPERATING BUDGET

Under this comparison, the Morrisville numbers include an approximate annual allocation of $600,000 as maintenance. Morrisville falls below the median of total operating expense per resident at $92.16, ranking below Holly Springs and above Apex.

NON-TAX REVENUES

There is a large discrepancy in revenue-generating capabilities among benchmark agencies, with Morrisville falling just below the benchmark median for earned income generated per resident ($38.27); however, the Town earns $15 more per resident than the national median for similar-sized agencies.

OPERATIONAL COST RECOVERY

The benchmark median of approximately 40% cost recovery is consistent with best practices for parks and recreation agencies nationwide. NRPA reports the upper quartile for similar-sized agencies at 46%. Morrisville is at the second highest cost recovery rate among its peers (56%), without including maintenance costs. Towns that outsource maintenance tend to have cost recovery levels between 40-50% and Morrisville is operating at best practice levels.

CAPITAL BUDGET EXPENSES

The median benchmark agency is averaging around $650,000 annually in capital investment. Morrisville is investing approximately $2,000,000 per year in capital improvements, which is impressive considering this ranks alongside the benchmark agencies serving much larger communities; however, data from the NRPA suggests this rate of spending is just below the national median for similar agencies.

PROGRAM PARTICIPATION

Most benchmark agencies generate between 0.7-1.5 program participations per resident, with Allen (6.28) and Wake Forest (0.24) representing the polar outliers in the study. Currently, Morrisville is just below the benchmark median with a rate of 0.74 participations per resident.

INDOOR RECREATION SPACE

Morrisville's 1.14 square feet per resident is below the benchmark median as well as the generally accepted national best practice of 1.5 square feet of indoor space per resident.

SUMMARY OF FINDINGS

The department is offering low levels of service for park acreage and trail mileage. Staffing levels for the Town are sufficient when the park maintenance staff in another department are included in the analysis. The Department has strong cost recovery and per capita revenue generation. Morrisville has lower levels of program participation per capita which may be related to limited indoor recreation space.

LEVEL OF SERVICE

The Level of Service (LOS) standard matrix displays inventory for Morrisville Parks and Recreation and other similar providers. Totaling the inventory and applying Morrisville's population illustrates the current LOS for the Town. LOS provides a tool for setting goals, anticipating need and measuring success over time. The LOS will evolve over time as the program life-cycles and community demographics change.

The LOS analysis is based on parks, facilities and amenities offered within Town limits. The project team looked at only public access amenities available to Town residents, such as Lake Crabtree County Park (owned and managed by Wake County). These service levels do not account for private recreational facilities and amenities because they are not available to the general public.

CALCULATION BASIS			2017 MORRISVILLE INVENTORY (25,678 population)	
Item	Units	Per Population	Current LOS	Current Morrisville Offering
PARKLAND				
Developed Parks	Acres	1000	4.96	127.38
Undeveloped Parks and Open Space	Acres	1000	3.09	79.45
Total Park Acres	Acres	1000	8.05	206.83
GREENWAYS				
Greenway*	Miles	1000	0.33	8.6
OUTDOOR AMENITIES				
Picnic Shelter/Pavilion	Sites	1000	0.23	6
Ball Field	Fields	1000	0.16	4
Multi-Purpose Field (Soccer, Lacrosse, Rugby, Football)	Fields	1000	0.47	12
Basketball Courts	Courts	1000	0.12	3
Tennis Courts	Courts	1000	0.23	6
Cricket Green	Courts	1000	0.16	4
Playgrounds	Sites	1000	0.23	6
INDOOR FACILITIES				
Indoor Aquatic/Recreation/Community Center Space	SF	1	1.11	28,497

Figure 4
Level of Service Standards

1

RECOMMENDATIONS

This Parks and Recreation Master Plan has developed a set of recommendations to guide Department operations and facility improvements over the next 10 years and beyond, based on data gathered, community input and visioning sessions with Town staff and the Parks and Recreation Advisory Committee. Recommendations are provided for parkland, facilities, programs, operations, staffing and finances and take the form of a vision statement followed by specific goals and objectives. This section also articulates the Department's overarching purpose, vision and mission.

DEPARTMENT PURPOSE

The Town of Morrisville Parks, Recreation and Cultural Resources Department is recognized for enriching the community by providing unique and exciting parks, facilities and programs for all ages, while connecting its residents to each other, the outdoors and local history. This Parks and Recreation Master Plan serves as a framework for the Department to improve the quality of life for residents, create connections between the Town's communities and support local efforts and partnership opportunities.

DEPARTMENT VISION

The existing vision for the Department was refined through the master planning process to present the Department's needs for the a ten-year horizon based on input gathered through the planning process:

Helping Morrisville become the Triangle's standard for livable communities by:

- Creating advocates by engaging the community in an ongoing conversation about benefits and values of parks and recreation.
- Responding to change with creativity, technology and innovation.
- Taking purposeful steps in the pursuit of quality parks, recreation facilities and programs.

DEPARTMENT MISSION

The following mission statement is how Department staff will implement their vision:

To enrich the Morrisville community by creating quality recreation experiences, celebrating our local culture and enhancing our natural resources.

VISION, GOALS + OBJECTIVES

PARKLAND VISION

Work creatively within land constraints and partner with surrounding communities to connect local parks with open space corridors resulting in an integrated park and trail system. We will manage our parks and open spaces for the purpose of providing recreation experiences, organizing gathering spaces, connecting to nature, enhancing neighborhood connectivity and promoting active lifestyles.

Goal (1)

Acquire and develop land strategically to create great park experiences for the community.

Objective (1.1) Create a network of parks and open space corridors that connect civic, employment, commercial, religious and residential destinations.

Objective (1.2) Develop a robust park system with adequate acreage and various park types which are equally distributed throughout the Town.

Objective (1.3) Identify, acquire and develop land that is most suitable for park development.

Objective (1.4) Identify and prioritize capital improvement targets for existing parks for the next 1-5, 5-10 and 10+ years while leveraging current land resources.

Objective (1.5) Create destination parks, trails, open space, natural areas and amenities that offer unique experiences focused on fostering social and community interaction, promoting healthy lifestyles and exposing residents to nature.

Objective (1.6) Establish facility, park, infrastructure design and maintenance standards to uphold quality of user experience and fiscal sustainability.

Objective (1.7) Expand opportunities for new developments to incorporate open space to help the Town reach open space goals.

Objective (1.8) Refine maintenance standards to uphold quality of user experience, maximize existing facility resources and promote fiscal sustainability best practice in the industry. This needs to be completed every five years. This requires the staff to update policies and procedures on a scheduled basis. Ensure that they create maximum flexibility for the staff in the field to do their work in a timely manner and they meet the needs of residents.

FACILITIES VISION

The Department will develop educational and signature recreation facilities that create a sense of place and provide diverse opportunities to participate in recreation activities, connect to nature, socialize through community events and experience programs and passive recreation both indoors and out.

Goal (2)

Develop diverse and unique facility offerings to provide programming, active and passive recreation opportunities that appeal to a range of users and differentiate the Town by service offerings.

Objective (2.1) Develop adequate facilities to meet growing program needs.

Objective (2.2) Develop individual business plans for each signature facility (and park) in Morrisville.

Objective (2.3) Develop health and wellness opportunities in each park facility managed by the Town of Morrisville.

Objective (2.4) Incorporate ADA improvements in Town of Morrisville parks and recreation facilities.

Objective (2.5) Consider program themes with facility updates to maximize use and value.

Objective (2.6) Consider improving another special event site.

Objective (2.7) Establish the highest level of brand, character and safety standards along trails.



Outdoor Splash Park
City of Burbank

PROGRAMS VISION

Broaden program services to appeal to diverse users and offer opportunities for new experiences to increase the value of the Town of Morrisville Parks and Recreation to the community. Programs will center on sports and leagues, family recreation, health and wellness and community-wide special events.

Goal (3)

Develop program plans for each park and facility that promote health and wellness and maximize value, use and appreciation for the park or the recreational facility.

Objective (3.1) Continue to support and encourage a culture of exceptional customer service.

Objective (3.2) Implement an integrated Program Plan for the entire Town system that aligns programs provided with market demand.

Objective (3.3) Incorporate consistent program guiding principles into all programs developed by Town of Morrisville Parks.

Objective (3.4) Determine cost recovery goals to inform pricing decisions.

Objective (3.5) Continue to grow current events and identify new opportunities to host community-wide special events..

Objective (3.6) Develop business plans for all core program areas.

Objective (3.7) Continue to grow the Department's marketing and outreach efforts.



Environmental Science Learning
Burien's Seahurst Park

OPERATIONS + STAFFING VISION

The Department will develop systems, policies and procedures that maximize Department resources and enable staff to manage their respective functions to achieve the outcomes that the community desires.

Goal (4)

Empower and prepare staff with the resources and support needed to be successful based on established outcomes desired.

Objective (4.1) Continue to follow the Commission for Accreditation of Parks and Recreation Agencies (CAPRA) standards to keep up with best practices in the industry. This needs to be completed every five years and requires staff to update policies and procedures on a scheduled basis.

Objective (4.2) Develop leaders through effective training, mentoring and established opportunities for career growth.

Objective (4.3) Encourage creativity, innovation and demonstration of “service focused” employees.

Objective (4.4) Work toward combining Public Works Parks Maintenance Division with Town of Morrisville Parks, Recreation and Cultural Resources Department.

Objective (4.5) Develop a stronger volunteer system that builds advocacy and support for Morrisville’s parks, facilities and recreation program offerings.

Objective (4.6) Develop strong partnerships to cultivate recreation advocates and leverage resources.



Program Guide
Morrisville Parks, Recreation and Cultural Resources

FINANCIAL VISION

The Department will ensure long-term financial sustainability and provide well documented, accurate and timely finance information to the Town Council and staff that meets all the state requirements for effective reporting and supports the financial principles determined in this Parks and Recreation Master Plan.

Goal (5)

Model fiscal responsibility, accountability and integrity to be a sustainable park and recreation department.

Objective (5.1) Develop a long term financial plan that is consistent with the goals and objectives of Town of Morrisville and supports the initiatives and strategies as reflected in approved plans. Department goals and objectives, which affect park-operating funds need to be consistent with fund availability and financial projections.

Objective (5.2) Management of the Operating Fund for budgeting purposes will be at a cost/revenue center level so that each program and function is reviewed annually for revenue projections and expenditure need.

ACTION PLAN

The project team developed an implementation plan with prioritized action items to track and measure progress in meeting goals and objectives . The recommendations presented in Chapter VI have been further refined into strategies and prioritized as short (1-5 years), mid (5-10 years), long-term (10+ years) and on-going action items. Action items receiving higher priority are those supported by significant community input, or are items that have been delayed or postponed in the past but have significant bearing on achieving the goals of this plan.

In addition, each prioritized action item assigns a responsible party to foster accountability within the department. Finally, a performance measure enables the agency to track, recognize and share success.



Public Greenway
Boomer Cafe



2 INTRODUCTION

2 INTRODUCTION

MASTER PLAN OVERVIEW

PROJECT BACKGROUND

The Town of Morrisville's newest motto and logo "Live connected. Live well." reinforces the Town's commitment to providing a high-quality of life for a diverse population of residents, visitors and businesses. As part of this value system, the Town provides a comprehensive range of parks, recreation facilities and programs for residents and visitors to enjoy. These parks, facilities and programs add to the quality of life enjoyed Morrisville residents and are made possible by visionary leadership, a commitment to excellence and community involvement.

This 2017 Parks and Recreation Master Plan follows in the footsteps of the previous comprehensive parks and recreation master plans from 2002, 2006 and 2011 and provides a guiding vision for a ten-year planning horizon. This plan is in response to the rapidly growing population and overwhelming public demand for recreational experiences provided through parks, facilities, greenways and programs found in Morrisville. The plan will act as a resource for the public to understand current facility and program offerings and presents what is planned in years to come. Through broad public input, staff and advisory committee input, household surveying and local recreational trends analysis, the plan is a window into how Morrisville residents value and use their parks and recreation system. It provides the public, Department staff and decision makers with a living document to help guide and prioritize project implementation, measure department staff and manage internal departmental structure and processes. Finally, this Master Plan provides decision makers with a framework for prioritizing park and recreation investments.

The plan sets forth goals and Level of Service (LOS) standards so the Town Council, the public and Department staff and management can measure progress. These goals and LOS measures will ensure that the Department is providing the park experiences, facilities and programs residents have come to expect.

Specifically, this Master Plan looks carefully at existing and future recreation needs and desires of the Morrisville community to provide internal guidance for the Morrisville Parks, Recreation and Cultural Resources Department (referred to herein as the Department). This plan will guide the Department in the creation, implementation and recommendations for recreation-based capital improvements, programming, land acquisition, funding for future budgets and provides a framework for policy and financial decision making. This 2017 Parks and Recreation Master Plan is comprised of several components:



2

MASTER PLANNING PROCESS

The master planning process is one of transparency, community engagement and data driven recommendations developed through an analytical and Level of Service (LOS) approach. From the initial inventory and analysis through to the implementation plan, the project team engaged the community, stakeholders and Department staff, while researching recreation trends and understanding the Town's demographics. The project team used the existing conditions to evaluate the current level of service and operational standards of the Department's parks and facilities. Next, the Department vision and mission was refined and goals and objectives were defined. Finally, the project team, in conjunction with Department staff, developed and prioritized recommendations to improve the recreational offerings provided for a ten year planning horizon.

INTRODUCTION

The project team explored the local and regional identity of Morrisville to gain a deeper understanding of the historical, environmental and social aspects of the area. Such aspects give us insight into Morrisville's intrinsic qualities and community values that inform recommendations that are unique and specific to the Town. As part of this task, the team reviewed current demographics and growth trends critical to the planning process given Morrisville's rapid growth juxtaposed with limited land area for expansion. Furthermore, since this master plan is an update to the 2011 Master Plan, previous goals and objectives were reviewed to determine if they had been met and executed since developed.

DEMOGRAPHICS + TRENDS

The project team completed a demographic and trends analysis using current ESRI data (Environmental Systems Research Institute, Inc.) and the 2015 Special Census population count. National and local recreation trends were evaluated and cross-referenced with both the Town's demographics and local Market Potential Index (MPI) data to draw conclusions about current and future recreation trends and participation levels. Such data serves as the basis for parkland and facility recommendations.

INVENTORY + ANALYSIS

The project team reviewed the history of the Town's Parks and Recreation Department to understand past planning efforts and the department's evolution. Comprehensive plans, specific park master plans and long-range recreation planning were reviewed to gain a comprehensive understanding of the plans that guide the growth and development of the Town. It is the goal of this Master Plan that the recommendations presented herein will be seamlessly integrated with all Town plans.

An inventory, evaluation and assessment of public parks, facilities, operations and finances was completed. Parks, along with undisturbed open space, all Home Owners Association (HOA) recreational offerings such as pools and tennis courts and private commercial recreational offerings within the Town limits were inventoried and documented via GIS mapping. The inventory of Town of Morrisville owned and operated facilities was compared to national standards provided by the National Parks and Recreation Association and other benchmarking agencies to establish a base-line assessment of the existing LOS the Town is providing and LOS compared to comparable agencies. The assessment methodology is detailed in Chapter 4.

The team also completed a detailed program assessment and financial assessment to evaluate current program offerings and the financial state of the department. The program analysis evaluates five key program metrics including age segments served, life-cycle stage, classification of service, cost recovery, cost of service and pricing strategies. The financial assessment analyzes budget, pricing policies, revenue forecast and grant opportunities to help fund future improvements. All analysis was followed by a visioning session where the team met with Department staff and the Advisory Committee to help structure the future direction for the department. The visioning session resulted in goals and objectives for future parks, facilities, programs, operations and finances.

COMMUNITY ENGAGEMENT

The project team performed a robust public input process which gathered input from Town Council, Department staff, the Advisory Committee and Morrisville residents. The process was designed to be transparent, equitable and engage the widest range of residents from a demographic and interest level as was possible.

The engagement process consisted of:

- Three public input meetings
- Two focused workshops with the Parks, Recreation and Cultural Resource Leadership Committees
- One visioning session with the Leadership Committees
- One visioning session and two input meetings with the Parks and Recreation Advisory Committee
- Two Town Council meetings to solicit feedback held at the kickoff and mid-point of the Master Planning process. These were followed by two additional meetings, one to present draft recommendations for comment, followed by a final presentation
- A statistically valid household survey issued to Morrisville residents that provides a 95% accuracy rate.

BENCHMARKING + LEVEL OF SERVICE

Level of Service (LOS) and Benchmarking are methods to evaluate current and future service levels compared to national standards and best practices as well as comparable agencies. LOS standards is a matrix displaying inventory for Morrisville parkland, facilities and amenities. By totaling the inventory and applying Morrisville's population, we can understand the current LOS the Town is providing and project future needs for a ten-year planning horizon.

Benchmarking of comparable agencies provides a peer comparison for the existing state of the department and recreational offerings and also established LOS standards for the ten-year planning horizon. Peer agencies were selected based on criteria such as population size, land area, percent minority population and income. Metrics for parks, trails, acreage, staffing, budget and recreation programs are evaluated for each peer agency which informs the development of an appropriate LOS standard specific to the Town. Such standards are population based so target metrics can evolve to meet demands of Morrisville's rapid population growth.



Lake Crabtree County Park
Wake County Gov.

2

RECOMMENDATIONS + IMPLEMENTATION PLAN

The recommendations and prioritized implementation plan provide a framework to guide park, facility, open space and programming improvements for the future. It is structured to guide decision-making for programs, facilities and Department policy. It should be noted that the programming recommendations form an update to the existing Recreation Program Plan and can be used as a stand-alone document. Each recommendation is prioritized as short term (1-5 years), mid-term (5-10 years) or long-term (>10 years). Criteria for recommendation prioritization vary based on the item's context and range from land availability to financial implications. This information can be found in Chapter 7. The implementation plan concludes with a list of outcome measures to ensure the Department staff and management are executing on the action items, achieving the goals of this master plan and sharing their successes.

Chapters 2 through 6 of this plan form the data gathering, synthesis and analysis portion of this Master Plan. The data is intended to be broad in nature and intentionally uses multiple sources and viewpoints to form a comprehensive picture. Chapters 7 through 8 of the plan form recommendations for use as a framework to guide improvements to Morrisville's park and recreation system. The plan is created for a 10-year planning horizon.

TECHNICAL SOURCES

While the detailed methodology used for each piece of the master plan is outlined in the chapters to follow, a summary of technical data used throughout this document is listed below:

- Population data provided by the 2015 special census completed by the Town
- Park, community centers and open space acreage and facility data provided by the Department
- National and local demographic trends gathered from Environmental Systems Research Institute, Inc. (ESRI)
- National, state and local sport and recreation trends gathered by American Sports Data, Inc. Super Study of Sports Participation (ASD),
- Senate Joint Resolution 1229 – A Joint resolution honoring Jeremiah Morris, founder of the town of Morrisville, on the town's 150th anniversary
- Recommended Level of Service (LOS) standards from the National Recreation and Park Association
- A statistically valid survey randomly sent households using mail, Internet or phone to maximize the overall level of response.
- Benchmark data gathered from comparable national and local agencies.
- Financial data gathered directly from input provided by the Town.
- Park, greenway, program and financial assessment data collected by the Department as part of the Master Planning process.
- Existing adopted plans and policy that impact the 2018 Parks and Recreation Master Plan.

REGIONAL + LOCAL IDENTITY

HISTORY + CONTEXT

The once sleepy Town of Morrisville has grown rapidly in the last two decades resulting in a thriving suburban community with a diverse population and healthy civic life. The Town's origin is agricultural in nature. Farms and livestock dominated the economy and landscape of this small town located near Raleigh, the state capital of North Carolina and Durham, a dominant force in the tobacco industry. Beginning in 1850, a series of commercial and technological improvements began to change the economy and landscape of Morrisville.

In 1850, the North Carolina Railroad planned a rail expansion to pass through the area between Raleigh and Durham. Jeremiah Morris, who the town is named in honor of, dedicated three acres of land to house the "Morrisville Station." This leadership enabled businesses to begin selling farmers' goods to markets outside of the Triangle Region and coastal areas. This, followed by technological improvement initiated Morrisville's growth and expansion. In 1852, Jeremiah Morris established the first post office and became the postmaster, responsible for the mail distribution facility, enforcement of the organization's rules and procedures, establishment of letter carrier routes and supervisor of letter carriers and clerks.

The North Carolina Railroad established Wake County's second railroad in 1856 and the extension served Cary, Garner, Auburn and Morrisville. This expansion further increased commerce opportunities for Morrisville.

The Civil War took its toll on North Carolina and the nation from 1861 through 1865. From April 13th through April 15th, 1865, one month before the end of the war, Morrisville became a part of one of the largest Confederate surrenders of the Civil War with the Battle at Morrisville Station. Union General Kilpatrick forced the retreat of Confederate troops using artillery and cavalry from the heights overlooking Morrisville Station. Confederate troops left supplies behind and withdrew wounded soldiers to Durham. The two armies met at Bennett Place on April 17th, 1865 to begin the largest surrender of the war.



Civil War Reenactment
Morrisville, North Carolina

A year after this historic event, the Morrisville Baptist Church was established near the intersection of Church Street and Morrisville Carpenter Road. From this point forward, the Town began to grow with at least six general stores, various churches, a hotel, a sawmill and varied businesses by the mid-1870's. It was in this decade that Morrisville's original charter was ratified on March 3rd, 1875. In the year of 1880, Morrisville's population was still only 165 residents compared to Raleigh's population of 9,265 residents.

On May 9th, 1933, the Town repealed and ratified a new charter. On April 3rd, 1947, the Town approved a new charter with a population of approximately 220 residents. These ratifications illustrate the Town's early beginnings of policy documents acting as living documents which respond to the wants and needs of the public.

From 2000 to 2015, there was an increase of 18,472 residents, a staggering 453% increase in the Town's population. With a population in 2017 of approximately 25,678, Morrisville is hardly the agricultural town it once was.

The next leap of technology and civic vision was the construction of the Raleigh-Durham Airport. Eastern Airlines President Captain Eddie Rickenbacker urged Wake County, Durham County and the cities of Raleigh and Durham to build an airport together. "Do not allow civic jealousies or selfish motives to creep into a project that means so much to all of you," Rickenbacker said in 1940. During World War II, from 1943 to 1948, the federal government operated the airport. It was not until 1955 that RDU opened its first terminal. Over the decades, major airlines began to service out of RDU. Today, RDU ranks as the nation's second fastest growing airport, servicing over 11 million people in 2016. This international airport connects the Triangle to international cultures and markets across the globe. Located 4.5 miles northeast of Morrisville, the Town is a globally connected community.

In 1976, Morrisville purchased the former Christian Church which was used as the Town Hall located on 222 Church Street. Today, this building functions as a rentable community space.

On May 12th, 1986, the original Town Seal was adopted. Recently, on December 2nd, 2016, Morrisville unveiled their newest logo.

Due to the founding of Research Triangle Park, the growth of Morrisville's population has progressed exponentially since the 1990s. These numbers show that from 2000 to 2015, there was an increase of 18,472 residents, a staggering 453% increase in the Town's population. No longer the small town of 220 residents in 1950, Morrisville is a diversified community tethered to global industry. With a population in 2017 of approximately 25,678, Morrisville is hardly the agricultural town it once was. From the original founding, to the advent of the train, airplane, computer and a connected internet, the Town of Morrisville continues to foster growth through the promise of quality living and connection to a global community.

NATURAL RESOURCES + THE ENVIRONMENT

The Town of Morrisville is located in the Piedmont region of North Carolina near the transitional zone to the Coastal Plain, providing unique landforms such as low hills and meandering rivers and streams. The Town straddles two of North Carolina's major watersheds, the Neuse River and the Cape Fear River. The Town's largest stream is Crabtree Creek, which flows into Lake Crabtree, a flood control reservoir, just outside of Morrisville's Town Limits. Smaller streams, stormwater outflows and nonpoint source stormwater feed Crabtree Creek. The North Carolina Department of Environmental Quality (NC DEQ) ranks Crabtree Creek as Class C waters and Nutrient Sensitive Waters (NSW). Class C waters are rated for secondary recreation where body contact with water is infrequent and where aquatic wildlife propagation is viable. The NSW ranking refers to waters needing additional nutrient management due to excessive growth of microscopic or macroscopic vegetation. Some smaller streams within Morrisville are ranked as Water Supply Streams.



Crabtree Trail and Pedestrian Bridge near Anderson Point Park,
Image from Raleigh Nature

Due to its unique location in the transitional area from Piedmont to Coastal Plain, Morrisville contains many rich soils. The mix of sandy coastal soil types and clay piedmont soil types creates a proliferation of loamy soil types in Morrisville, many of which are ranked as prime farmland soils.

By actively conserving open space, promoting tree conservation and protecting natural areas, these lands can be used for active or passive recreational uses.

2

PAST PLANNING EFFORTS

OVERVIEW

Morrisville has experienced phenomenal growth and in response, the Town has developed policies to guide recreational planning both in the short and long-term planning horizons. The Town of Morrisville first adopted a Greenway Master Plan in 2001. Greenway corridors were planned within natural environmental areas like floodplains or stream buffers and within existing utility easements. This is a popular area for municipalities to locate greenways because Federal and State regulation prohibit certain types of development within environmentally sensitive areas. However, complexities exist when developing greenway trails within flood prone areas because of poor soils or periodic flooding damage prevents complexities.

In 2002, the Town adopted the first Comprehensive Parks, Recreation, Greenways and Open Space Plan. The Greenway Master Plan was updated and combined with the 2006 Parks, Recreation, Greenways and Open Space Comprehensive Master Plan.

The 2009 Transportation Plan mapped road improvements and identified future opportunities for alternative means of transportation. This plan is currently under review and an updated 2018 Transportation Plan will be presented to Council in 2018. The updated Transportation Plan will focus on roadways, multi-use paths, greenways and bicycle and pedestrian facilities as well as future transit routes and facilities. The 2009 Transportation Plan and the 2017 Parks and Master Plan overlap with many shared recreation elements such as greenway planning, multi-modal transportation options, locating parks and facilities near public transportation options, or securing funding for land conservation.

The Town updated the 2006 Parks and Recreation Master Plan with the 2011 Parks and Recreation Master Plan. This plan established several key ideas vital for park planning. Foremost, this plan defined the hierarchy and classification of parks to align with NRPA standards of mini, neighborhood, community, regional, special-use and greenway parks. (This information can be found on page 17 of the 2011 Master Plan). The plan highlights Town-owned park land, open space and recreation facilities and whether the land is developed, undeveloped or open space. The plan also highlights what facilities and programs are offered at each park. The plan then analyses private recreational facilities and programs within Morrisville and in neighboring agencies to understand the diversity of private recreational offerings in the area.

The primary objectives of the 2006 and 2011 Park and Recreation Master Plan and status of implementation are detailed in Chapter 4 Inventory and Analysis.



3 DEMOGRAPHICS + TRENDS

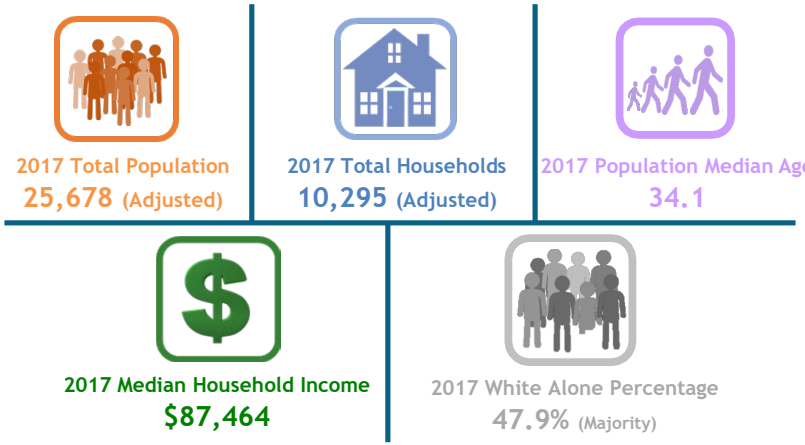
3 DEMOGRAPHICS + TRENDS

LOCAL DEMOGRAPHICS

DEMOGRAPHIC ANALYSIS

The Demographic Analysis provides an understanding of the population within the Town of Morrisville, North Carolina and its surrounding area. This analysis is reflective of the Town's total population and key characteristics such as age segments, income levels, race and ethnicity. Morrisville's demographic figures are then compared to the population within the allotted one-mile buffer surrounding the Town as well as the US population. This allows for a comparison of the city limits to the area immediately surrounding the Town. The trends included in this portion often reference national trends, so US demographics provide a point of reference for how these national trends may play out at the local level.

It is important to note that future projections are based on historical patterns thus unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final population projections.



Typically, the consulting team uses a methodology for demographic analysis based on raw demographic data obtained from the US Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI). ESRI is the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializes in population projections and market trends. The magnitude of difference between the population projections extrapolated by ESRI for 2015 and the 2015 Special Census conducted by the Town were significant enough that an adjustment in the data was needed:

ESRI projection of population within the Town limits for 2015: 22,218 Residents

Special Census population count within Town limits for 2015: 23,699 Residents

Ratio between the 2015 ESRI estimate and the 2015 special census estimate (23,699 / 22,218) = 1.067

The difference in the data could be due to several factors, including recent land annexation not yet updated in the ESRI database, local conditions contributing to a growth rate stronger than projected and/or higher than normal margins of error due to the relatively small size of the Town limits.

ACCURACY OF ESRI DATA PROJECTIONS

ESRI has a team of demographers, statisticians and economists who use a wide variety of public and private data sources to develop a detailed picture of local population, economic, housing and business characteristics. Projections are necessarily derived from current events and past trends. The past and present are known; the future must be extrapolated from this knowledge base. Even though projections represent the unknown, they are not uninformed.

ESRI revises its forecasts annually to draw on the latest data. However, the data can be enhanced with personal knowledge of an area to provide the qualitative, anecdotal detail that is not captured in a national database. It is incumbent on the data user and the producers to incorporate as much information as possible when assessing local trends, especially for areas subject to "boom-bust" cycles or natural disasters.

RATIO ANALYSIS METHOD TO ADJUST ESRI NUMBERS TO THE SPECIAL CENSUS

In order to compare and contrast the Town limits and one-mile buffer segments, demographic projections must come from the same data set. In 2015, the Town completed a special census to understand the current population. However, there was not a Special Census completed for the one-mile buffer at the same time as the special census for the town limits. The ESRI data, however, is consistent and is used to compare and contrast between the two geographic segments.

The purpose of the ratio analysis is to correct the magnitude (i.e., number) of the ESRI analysis to the level represented in the special census, while still relying upon ESRI's more robust analytics of the relative size (i.e., proportion) of demographic segments and ability to predict trends into the future. To that end, the ratio analysis has been applied to demographic measures of magnitude (i.e., number), including population, number of households, population by gender, by age, by race and by ethnicity.

ADJUSTED ESRI RATIO	
2015 Special Census population estimate within the Town limits:	23,699
2015 ESRI population estimate within the Town limits:	22,218
Ratio between the 2015 ESRI estimate and the 2015 Special Census estimate (23,699 / 22,218) =	1.067
i.e., to correct the ESRI number, multiply it by the ratio (22,218 * 1.067) =	23,699

Figure 1
Population Adjustment per Special Census

Applying the ratio multiplier of 1.067 to ESRI estimates helps correct the projections to better represent the magnitude of the special census.

All raw data was acquired from ESRI in August 2017 and reflects actual numbers as reported in the Census and estimates for 2017 and 2022 as obtained by ESRI. Straight line linear regression was utilized for projected 2027 and 2032 demographics based on the adjusted data set. The result of the linear regression gave a population projection of 25,678 for 2017 population that served as the basis of the demographic analysis.

3

POPULATION

The Town and one-mile buffer area have both recently experienced increases (4.23% and 3.67% respectively, per year) in population growth. Using the adjusted data, the plan is based on a town population estimate of 25,678 residents; while the buffer area is estimated at upwards of 60,327 individuals. Projecting ahead, the total populations of both Morrisville and its surrounding service area are expected to continue increasing over the next 15 years. Based on predictions through 2032, the Town is expected to have just above 39,100 residents living within 15,298 households (Figures 2 and 4); while the one-mile buffer area is projected to have an estimated 88,124 individuals living within 34,264 households (Figures 3 and 5).

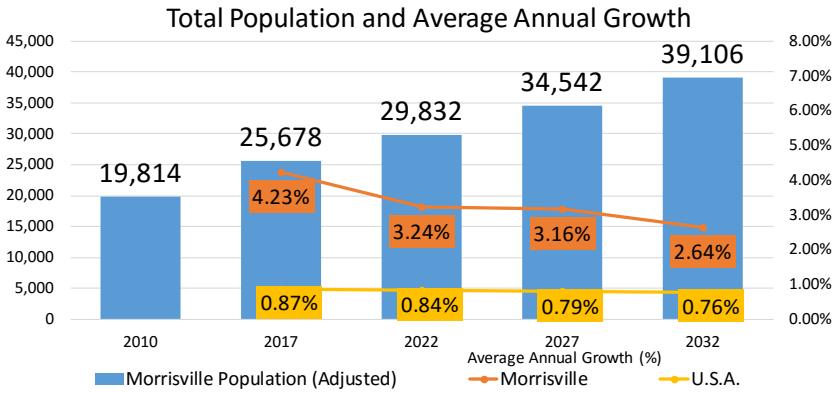


Figure 2
Local Population/Avg. Annual Growth

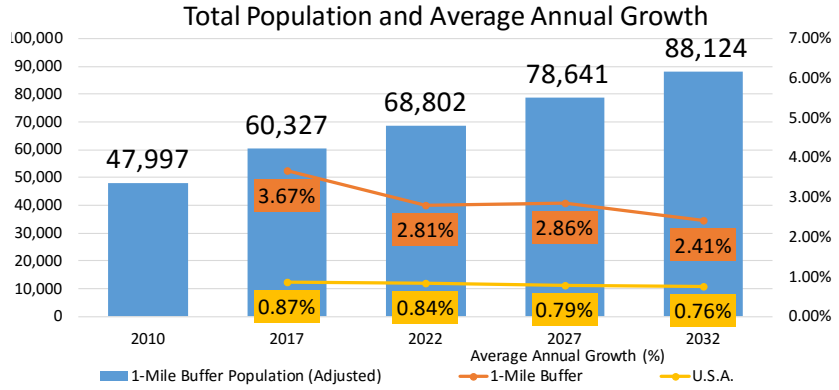


Figure 3
1-Mile Buffer Total Population/ Avg. Annual Growth

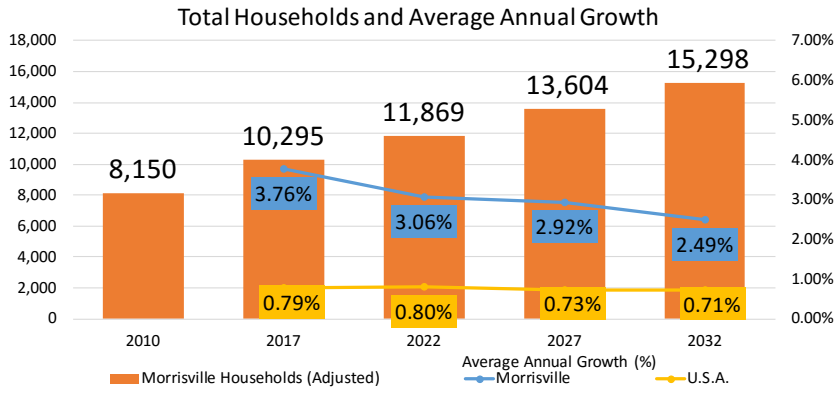


Figure 4
Local Households/ Avg. Annual Growth

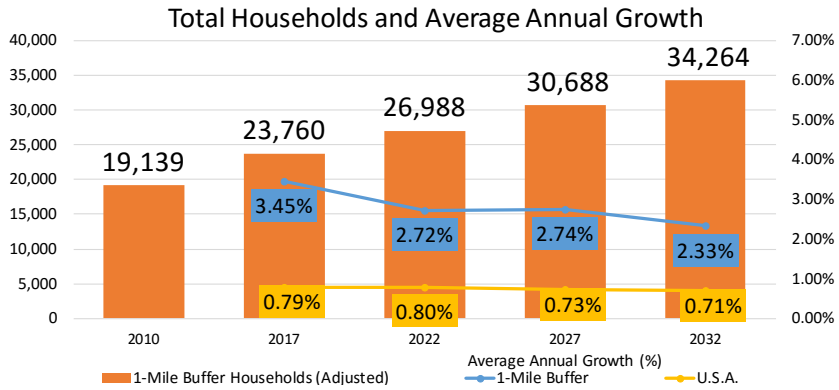


Figure 5
1-Mile Buffer Total Household/ Avg. Annual Growth

AGE SEGMENT

Evaluating the populations by age segments, the Town and its surrounding one-mile buffer area are both rather young compared to the national age segment distribution. The US currently has 72% of its total population under the age of 55, while Morrisville and its surrounding service area have 85% and 82% (respectively). This variation is also reflected in the populations' median age. The Town and its one-mile buffer area have median ages of 34.1 and 35.5 years old (respectively), compared the national median age of 38.2 years old.

When looking forward, both the Town and buffer area's populations are projected to undergo an aging trend. The 55+ age segments are projected to continue increasing over the next 15 years. This is partially assumed to be an outcome of the latter of the Baby Boomer generation shifting into the senior age groups.

As the Baby Boomer generation ages, the population of the United States over the age of 55 will continue to grow. Due to the growth of this age segment and increasing life expectancy, it is useful to further segment the "senior" population beyond the traditional 55+ designation.

Within the field of parks and recreation, there are two different 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 reached, variability of health and wellness can be marked. For example, a 57-year-old may be struggling with rheumatoid arthritis and need different recreation opportunities than a healthy 65-year old who is running marathons once a year. Therefore, it may be more useful to divide this age segment into "Active," "Low-Impact," and/or "Social" seniors.

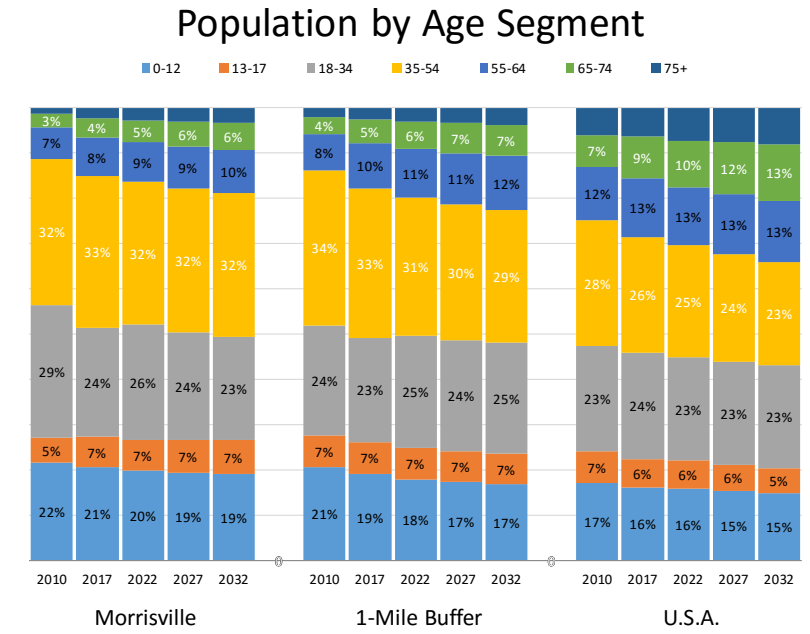


Figure 6
Population by Age Segment

3

RACE + ETHNICITY

In analyzing race, both Morrisville and its one-mile buffer area current populations are more diverse than the national population. The 2017 estimates show that 48% of the Town's population falls into the White Alone category, while the Asian category (34%) represents the largest minority. When looking at the buffer area's population, 57% falls into the White Alone category; while the Asian category (28%) represents the largest minority. The predictions for 2032 expect that both populations will continue to diversify even more over the next 15 years (Figure 7). Based on the 2010 Census, those of Hispanic/Latino origin currently represent just above 6% of the Town and buffer area's total populations. The Hispanic/Latino population is expected to stay relatively unchanged throughout 2032.

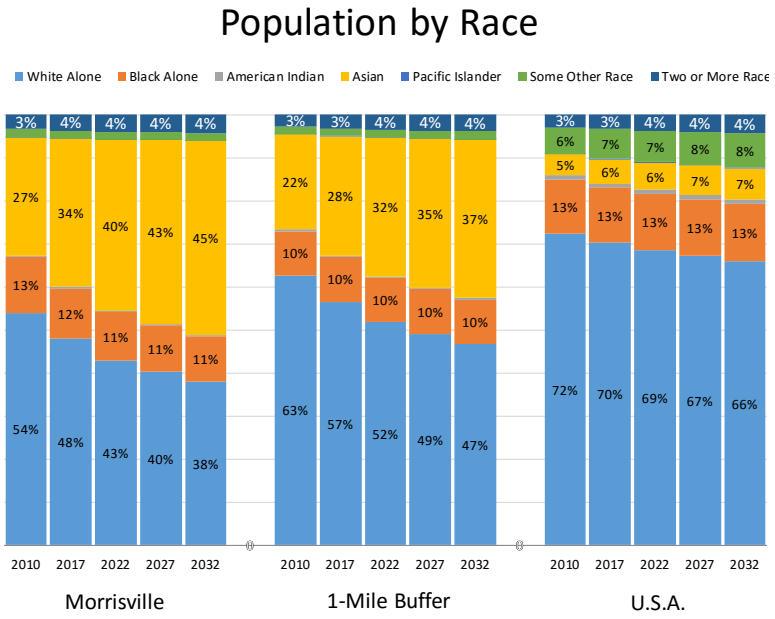


Figure 7
Population by Race

HOUSEHOLD INCOME

As seen in Figure 8, the Town's ($87,464) and one-mile buffer area's ($92,582) median household incomes are both well above the national average ($56,124). Similarly, when analyzing per capita incomes, both Morrisville ($42,398) and the surrounding service area ($45,999) exhibit much higher averages than the US ($30,820).

With the Town's median household incomes and per capita income both being well above the national averages, these are strong indicators that Morrisville's disposable income is relatively high. This means Morrisville and its surrounding residents are more likely to spend money on recreational activities than the average U.S. citizen.

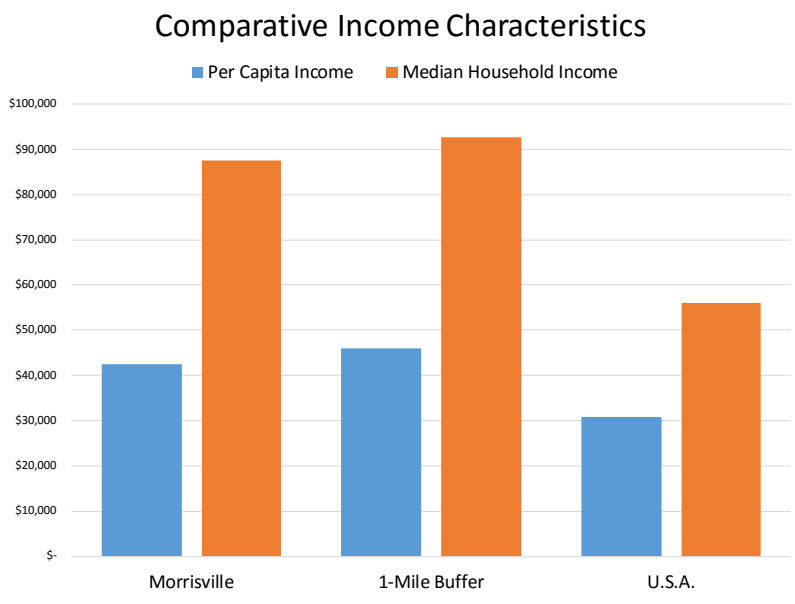


Figure 8
Comparative Income Characteristics

NATIONAL TRENDS IN RECREATION

TRENDS ANALYSIS

The trends Analysis provides an understanding of both national and local recreational trends. This analysis examines national trends in sport and fitness participation and the local sports and market potential. It is important to note that all trends are based on current and/or historical patterns of participation rates.

METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) annual report (Sports, Fitness & Recreational Activities Topline Participation Report 2017) was utilized when evaluating the following trends. The study is based on survey findings carried out in 2016 and the beginning of 2017 by the Physical Activity Council, which conducted a total of 24,134 online interviews – 11,453 individual and 12,681 household surveys. A sample size of 24,134 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of 5% has a confidence interval of plus or minus 0.31 percentage points under 95% confidence interval. Using a weighting technique, the total population figure used in this study is 296,251,344 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 US.



Youth Athletics
The Zone

NATIONAL TRENDS ANALYSIS SUMMARY

The following table summarizes the findings from the Sports & Fitness Industry Association's (SFIA) 2017 Sports, Fitness and Leisure Activities Topline Participation Report. The number of "inactives" decreased slightly, those 'active to a healthy level' on the rise. "Inactives" down 0.2% in 2016, from 81.6 million to 81.4 million and approximately one-third of Americans (ages 6+) are active to a healthy level.

Number of "inactives" decreased slightly, those 'active to a healthy level' are on the rise.

Most popular sport and recreational activities:

- Fitness Walking (107.9 million)
- Treadmill (52.0 million)
- Free/Hand Weights (51.5 million)

Most participated in team sports:

- Golf (24.1 million)
- Basketball (22.3 million)
- Tennis (18.1 million)

Activities most rapidly growing over last five years:

- Stand-up Paddling – up 181%
- Adventure Racing – up 150%
- Non-traditional/Off-road Triathlon – up 108%
- Rugby – up 82%

Activities most rapidly declining over last five years:

- In-line Roller Skating – down 28%
- Touch Football – down 26%
- Ultimate Frisbee – down 25%

3

NATIONAL TRENDS IN GENERAL FITNESS

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 people to improve their health by engaging in an active lifestyle. 0.4% more people were reported being active to a healthy level and inactivity rates decreased by 0.2% in 2016. 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 nearly anyone with no time restrictions.

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 people to improve their health by engaging in an active lifestyle

The most popular fitness activity by far is fitness walking, which had about 107.9 million participants in 2016, despite a 1.8% decrease from the previous year. Other leading fitness activities based on total number of participants include treadmill (52 million), hand weights (51.5 million), running/jogging (47.4 million), stationary cycling (36.1 million) and weight/resistance machines (35.8 million).

Over the last five years, the activities growing most rapidly are non-traditional/off-road triathlons (108.2%), trail running (59.7%), traditional road triathlons (40.8%), high impact aerobics (35.8%) and Tai Chi (24.6%). For that same time frame, the activities that underwent the most decline include boot camp style cross training (-14.6%), weight/resistant machines (-9.6%), running/jogging (-5.3%) and fitness walking (-4.3%).

NATIONAL TRENDS IN OUTDOOR RECREATION

Results from the Participation Report demonstrate a dichotomy of growth and attrition among 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 limited by time restraints.

In 2016, the most popular activities, in terms of total participants, from the outdoor/adventure recreation category include day hiking (42.1 million), road bicycling (38.4 million), freshwater fishing (38.1 million) and camping within ¼ mile of vehicle/home (26.5 million).

From 2011-2016, adventure racing (149.5%), BMX bicycling (58.5%), traditional climbing (46.5%) and backpacking overnight (31.5%) have undergone the largest increases. More recently, activities growing most rapidly in the last year were BMX bicycling (15.4%), day hiking (13.1%), traditional climbing (8.5%) and recreational vehicle camping (7.9%).

NATIONAL TRENDS IN AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport and all aquatic activities have experienced strong participation growth among the US population. In 2016, fitness swimming was the absolute leader in overall participation (26.6 million) for aquatic activities, due in large part to its broad, multi-generational appeal. In the most recent year, competition swimming reported the strongest growth (16.5%) among aquatic activities, followed by aquatic exercise (14.6%) and fitness swimming (1.1%).

Aquatic exercise also has a strong participation base and has experienced steady growth since 2011. Aquatic exercise has paved the way as a less stressful form of physical activity, while allowing similar benefits as land-based exercises, including aerobic fitness, resistance training, flexibility and better balance. Doctors are now recommending aquatic exercise for injury rehabilitation, mature patients and patients with bone or joint problems, due to the significant reduction of stress placed on weight-bearing joints, bones, muscles and the effect of the water in reducing swelling from injuries.

NATIONAL TRENDS IN WATER SPORTS + ACTIVITIES

The most popular water sports and activities based on total participants in 2016 were canoing (10 million), recreational kayaking (10 million) and snorkeling (8.7 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 could potentially have a higher participation rate in water activities than a region that has long winter seasons or experiences drought.



Youth Aquatics
Everyone Active

3

LOCAL TRENDS IN RECREATION

METHODOLOGY

This section shows sport and leisure market potential data from ESRI. The market potential index (MPI) measures the probable demand for a product or service within the Town of Morrisville as well as its surrounding one-mile buffer area. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the US National average. The national average is 100, therefore numbers below 100 would represent a lower than average participation rate and numbers above 100 would represent higher than average participation rate. The service area is compared to the national average in four categories – general sports, fitness, outdoor activity and commercial recreation.

LOCAL TRENDS ANALYSIS SUMMARY

Both the Town and its surrounding one-mile buffer area exhibit above average market potential for sport and leisure activities. The following table summarizes the local market potential index data, which compares the demand for recreational activities of residents for the targeted area to the national averages.

Top recreational activities in Morrisville compared to the national averages:

- Hiking (MPI 156)
- Soccer (MPI 149)
- Jogging/Running (MPI 146)

Top recreational activities in the 1-mile buffer area compared to the national averages:

- Yoga (MPI 168)
- Jogging/Running (MPI 165)
- Soccer (MPI 156)

LOCAL SPORT + MARKET POTENTIAL

Overall, both the Town of Morrisville and its surrounding service area demonstrate above average market potential index (MPI) numbers; this is particularly noticeable when assessing the fitness and commercial recreation market potential tables. All the activities from both the fitness market potential tables and both commercial recreation market potential tables have MPI scores of 100+. These overall high MPI scores show that Morrisville and its surrounding residents have a rather strong participation presence when it comes to recreational activities. This becomes significant for when the Town considers building new facilities or starting up new programs, giving them a strong tool to estimate resident attendance and participation. The complete Demographics and Trends analysis, along with local sport and market potential, are found in the appendix.



Youth Soccer
FC KC Soccer Club

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4 INVENTORY + ANALYSIS

4 INVENTORY + ANALYSIS

INTRODUCTION

PARKS, RECREATION AND CULTURAL RESOURCES DEPARTMENT

This chapter provides a snapshot of the current state of parks and recreation with regards to facilities provided, programs offered, existing performance measures, policies and operations. This section also evaluates whether the Town has met the goals and objectives of the 2011 Master Plan.

HISTORY + BACKGROUND

Since the Department's inception, the agency has established seven actively maintained parks, three community centers and approximately 70 acres of preserved open space in addition to providing a wide array of youth, teen, adult and senior program offerings.

Today, the Department plays a leading role in providing facilities and services that directly contribute to the quality of life, health and well-being of the Town's residents. From simple recreational play, to staying active or to improving social bonds and celebrating the arts and culture, the role parks play is taking on increasing importance in Morrisville and across the nation. As such, the Department continues to refine the services they provide and improve the facilities they operate.

SERVICE TO COMMUNITY

The Department has developed a culture of service to the community. Development and implementation of athletic, recreation and cultural programs and events, as well as planning and construction of parks, greenways and recreation facilities in accordance with the Department's comprehensive master plans demonstrate this commitment. The Department further reinforces this commitment as seen through maintaining accreditation by the Commission for Accreditation of Park and Recreation Agencies (CAPRA) for excellence in operation and service. Accreditation is an efficient means of achieving high-quality services and experiences while providing assurance to the public that the agency meets national standards of best practice. The accreditation validates the well-administered, professional services and ensures high-quality customer service. Accreditation also opens opportunities for external financial support and savings to the public, solidifies external recognition of government service, provides a means for agency accountability through metrics to measure success and creates an inter-agency culture of best practice, teamwork and pride and on-going improvement.

4

2011 PARKS AND RECREATION MASTER PLAN

On July 26th, 2011, the Town of Morrisville adopted their third Parks and Recreation Master Plan. The 2011 Master Plan was an update to the 2006 Parks, Recreation, Greenways and Open Space Master Plan and was developed to identify recreational needs for the following five to ten years. The 2011 Master Plan also identified objectives and action items which established direction to staff and tied future decisions related to parks and recreation issues to the objective within the plan.

THE 2011 MASTER PLAN IDENTIFIED THE FOLLOWING OBJECTIVES:

- Objective 1: Provide adequate parkland, greenways and preserved open space.
- Objective 2: Create high quality recreation experiences for the community.
- Objective 3: Provide professional and well-trained staff to maintain high quality customer service to the public.
- Objective 4: Provide well-maintained and safe parks, programs and facilities.
- Objective 5: Ensure cost-effective use of available resources in delivering services to the community.
- Objective 6: Provide an environment that encourages volunteer participation with the department.

The 2011 Master Plan also identified action items and methods by which to achieve the stated objectives. In the column to the right are items that were to be implemented and a status update on those items. Items not yet addressed will be incorporated into the implementation plan for this 2017 Master Plan update. Items that are no longer a priority will be removed from the goals and

DEPARTMENTAL OBJECTIVES	
Objective	**Status**
Provide adequate parkland, greenways and preserved open space.	On-going
Create high-quality recreation experiences for the community.	On-going
Provide professional and well-trained staff to maintain high-quality customer service to the public.	On-going
Provide well maintained and safe parks, programs and facilities.	On-going
Ensure cost-effective use of available resources in delivering services to the community.	On-going
Provide an environment that encourages volunteer participation with the department.	On-going
Clearly define maintenance and storage areas with landscape buffers, signage, bollards and rope, etc.	On-going

PARKLAND OBJECTIVES	
Objective	**Status**
Crabtree Creek Nature Park (Complete master plan)	In Progress
Northwest Park (Complete master plan)	Completed
Future RTP Park on Church Street (Complete master plan)	Completed
Cedar Fork Elementary Fields (Complete joint use agreement)	Completed
Pursue alternative funding opportunities to acquire and construct parks and greenways throughout the Town	On-going
Work with the Planning Department to recommend an amendment to the development ordinance to expand riparian buffer rules from 50 feet to 100 feet	No Longer Priority
Create a Town standard specifically for greenway signage and a wayfinding system	In Progress
Future RTP Park on Church Street (Complete build-out)	Completed
Cedar Fork Elementary Fields (In use for programs)	Completed
Shiloh Greenway (Complete master plan and build-out)	Completed
Identify possibilities to utilize open space in front of aquatics and fitness center	Completed
Identify an area in either the existing parks or future parks to accommodate a full-size cricket field.	Completed
Establish a friends of greenways stewardship program	In Progress
Begin Crabtree Creek / Hatcher Creek Greenway design	Completed
Determine what type of activities can be conducted behind the swimming pool at the aquatics and fitness center.	Completed
NW Park (Complete build out)	Completed
Crabtree/Hatcher Creek Greenway Construction	In Progress

ATHLETIC OBJECTIVES	
Objective	**Status**
Create an advertising signage program for athletic fields	Completed
Investigate alternative gymnasium opportunities for Town use	Completed
Establish a youth flag football program	Not Started
Expand opportunities for adult athletic programs	In Progress
Implement a soccer field rotation schedule to improve facility conditions	Completed

AQUATICS & FITNESS OBJECTIVES	
Objective	**Status**
Establish tennis league / challenge ladder	Completed
Annually evaluate equipment for efficiency of space	On-going
Update the audio system in the aerobics rooms at the aquatics and fitness center	Completed
Provide a volleyball league or other programs for teens.	In Progress
Analyze feasibility of expanding operational hours at the aquatics and fitness center	Completed
Provide programming to increase age diversity	Completed
Replace the blower for the pool bubble	Completed
Repair or resurface the tennis courts and basketball court	Completed
Provide a child care program at the aquatics and fitness center.	No Longer Priority

RECREATION & CULTURAL RESOURCES OBJECTIVES	
Objective	**Status**
Research costs and additional revenue generated if the front room of CFCC were to be converted into a classroom	Completed
Evaluate potential uses and programming of the Christian Church and old fire station	Completed
Create a year-round school study program	No Longer Priority

PARKLAND OBJECTIVES	
Objective	**Status**
Identify potential aesthetic and maintenance upgrades to existing facilities.	On-going
Provide staff with training opportunities to improve skills and service to the community.	On-going
Conduct regular customer surveys.	On-going
Research and pursue funding sources to supplement Department operating costs.	On-going
Continue preparations and develop a schedule for Department accreditation.	Completed
Implement a joint use agreement with Wake County Schools for the use of the athletic field area at Cedar Fork Elementary School.	Completed
Identify opportunities to obtain additional gymnasium space to facilitate growing demands.	Completed
Develop a recreation program and facilities plan to outline operations, needs and priorities for the community.	In Progress
Renew lease agreement for use of the soccer fields at Cedar Fork District Park.	Completed

PARKLAND

OVERVIEW

Morrisville owns and manages a variety of parkland throughout Morrisville. The Town categorizes all park acreage into three categories: Active and managed parks, undeveloped park space/ open space and other maintained acreage. All data reported below was provided by the Town's Parks, Recreation and Cultural Resources Department is relevant as of December 2017.

Currently the Town owns 206 acres of parkland, 127 acres are active or maintained parks.

As seen in the table to the right, Morrisville has added 37.31 acres of active parkland since the 2011 Master Plan was completed. Church Street Park, a popular, community sized park was designed and completed. The Town also master planned and built Northwest Park, offering walking trails, playgrounds and a picnic shelter thoughtfully integrated with sustainable stormwater control devices.

EXISTING PARKS AND OPEN SPACE MAP

The Existing Public Parkland and Open Space map shown on the next page indicates locations of active and managed parks, undeveloped park space/open space and other maintained acreage. This map is a snapshot of existing parkland throughout the Town of Morrisville and within a one-mile buffer offset. The intent of this map is to communicate what adjacent municipal parkland and facilities are within one mile from the borders of Morrisville. This one-mile distance represents how long a resident would be willing to walk or bike for public parks and which adjacent parks might be in competition with Morrisville parks.

2011 PARKS	ACREAGE
Cedar Fork District Park	34.45
Morrisville Community Park	34.85
Indian Creek Trailhead & Open Space	4.73
Shiloh Park	8.07
Morrisville Aquatics & Fitness Center	4.91
Crabtree Creek Nature Park	2.4
Ruritan Park	0.41
Sarah Woody Jenkins Park	0.25
Total	**90.07**

2017 PARKS	ACREAGE
Cedar Fork District Park	34.45
Morrisville Community Park	34.85
Indian Creek Greenway & Trailhead	4.73
Church Street Park	24.8
Shiloh Park & Luther Green Center	8.07
Cedar Fork Community Center Outdoors Space	6.2
Northwest Park	5.07
Morrisville Aquatics & Fitness Center	4.91
Crabtree Creek Nature Park	2.4
Historic Christian Church	1.24
Ruritan Park	0.41
Sarah Woody Jenkins Park	0.25
Total Acreage	**127.38 Acres**

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EXISTING PUBLIC PARKS AND FACILITIES WITHIN 1 MILE OF MORRISVILLE

Morrisville
Live connected. Live well.

Shiloh Park
Church Street Park
Northwest Park
Lake Crabtree County Park
Cedar Fork Community Center Outdoors Space
Waterford Open Space
Historic Christian Church
Sarah Woody Jenkins Park
Ruritan Park
Cedar Fork District Park
Indian Creek Greenway
Carpenter Park
Addison Place Open Space
Crabtree Creek Nature Park
Town Open Space
Morrisville Square Open-Space
Indian Creek Trailhead
Morrisville Community Park
Cary Tennis Park
Morrisville Aquatic and Fitness Center
Black Creek Greenway Trailhead Park
Green Hope Elementary School and Park
Robert V. Godbold Park
Preston Fields
Fred G. Bond Metro Park

LEGEND

Public Recreation Parks and Facilities in Morrisville

- Special Use Facility
- Active Parks or Managed Sites
- Undeveloped Parks and Open Space
- Other Maintained Areas
- Existing Town of Morrisville Park

Public Recreation Parks and Facilities Within 1 Mile of Morrisville

- Existing Parks
- Existing Park Parcel

- Streams
- Water Bodies
- Morrisville Town Limits
- Morrisville Town Limits 1-mile Buffer
- Parcels

0 750 1,500 3,000 4,500 6,000 Feet

1 in = 1,500 ft

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PARK CLASSIFICATION SYSTEM

In developing design principles for parks, each park must be programmed, planned and designed to meet the needs of its service area and classification within the overall park and recreation system. In this context, programming refers to facilities or amenities that support unstructured or staff-managed recreation programs. The program for a site can include elements such as ball fields, spray parks, shelters, restrooms, game courts, trails, natural resource stewardship, open meadows, nature preserves or interpretive areas. These types of amenities are categorized as lead or support amenities. The needs of the population of the park it is intended to serve should be considered and accommodated at each type of park.

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

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

DEFINITIONS USED IN PARK CLASSIFICATION

Parkland: Overarching term used to describe developed or undeveloped acreage dedicated to public recreation.

Open Space: Parkland that is undeveloped and in its undisturbed state. It may include parkland that is reserved for conservation or future development.

Land Usage: The percentage of space identified for either passive use or active use in a park.

Facility: Refers to a building or structure whose primary purpose is recreation. Such facilities include recreation centers, senior centers, environmental education centers, community centers, etc. For the purposes of this master plan, multi-use paths, side paths and greenways are considered facilities.

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

Amenity: Refers to support or accessory structures within parks (restrooms, picnic shelters, shade structures) as well as programmed park elements such as walking trails, play equipment, seating opportunities, etc.

Programming: Can include active or passive recreation. Active programming refers to recreation that is organized and planned with preregistration by the user. Examples of active programming include sports leagues, day camps and aquatics. Passive programming is self-directed by the user at their own pace. Examples of passive programming include playground usage, picnicking, reading, or dog walking.

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



Splash Park + Outdoor Pool
Cedar Fork Resort

PARK CLASSIFICATION

Presented in the Appendix is an updated park classification system previously defined by the 2011 Master Plan and based on National Recreation and Park Association (NRPA) standards. Park classifications group parks which share similar sizes, types of facilities and service radii to provide guidelines for staffing, programming and infrastructure needs for an individual type. This plan proposes amendments to those classifications based on Morrisville's own context and park system and additional park classifications that may be helpful when further defining standards for existing or future parks.

Using a park's acreage, each park is classified as either a neighborhood park, community park, or regional park. This metric is based on NRPA standards and best practices and is associated with a service area that can be overlaid on a map of Morrisville's jurisdictional limits to show adequate service coverage as well as geographical deficiencies. Park classifications can also be applied to Level of Service (LOS) standards to quantify the number of acres a community should provide of each park classification per population (i.e. for every 1,000 people, 2 acres of neighborhood park are required). LOS standards are discussed in greater detail and established in Chapter 6.

PARK TYPES INCLUDE:

- Pocket Park
- Sports Complex
- Neighborhood Park
- Special Use Park/ Facility
- Community Park
- Greenbelts / Multi-use Paths
- Regional Park
- Open Space / Natural Area

Shown on the next pages, Morrisville's parks, facilities and open space are categorized by park type with and size. In addition, the park classification categories depict each park type and is shown with the typical park size ranges, service area and level of service standards. Following these tables is a complete list of developed recreation facilities as of 2017. Park classifications are described in full in Appendix 'B'.

PARK TYPE	PARK SIZE	SERVICE AREA	LOS STANDARD AC/1,000 PEOPLE
Pocket Park	0-3 Ac.	.25 Mi.	.25 Ac.
Neighborhood Park	3-10 Ac.	.5 Mi.	2 Ac.
Community Park	10-150 Ac.	2 Mi.	5 Ac.
Regional Park	>100 Ac.	50 Mi.	NA
Sports Complex	Varies	Varies	Varies
Special Use Park/Facility	Varies	Varies	Varies
Greenbelts/Multi-Use Path	Linear	Varies	Varies
Open Space/Natural Area	Varies	Varies	Varies

PARK NAME	PARK ACREAGE
Pocket Park	
Crabtree Creek Nature Park	2.4 Ac.
Ruritan Park	0.41 Ac.
Sarah Woody Jenkins Park	0.25 Ac.
Neighborhood Park	
Cedar Fork Community Center Outdoor Space	6.20 Ac.
Shiloh Park & Luther Green Center	8.07 Ac.
Northwest Park	5.07 Ac.
Indian Creek Trailhead	4.73 Ac.
Community Park	
Cedar Fork District Park	34.45 Ac.
Church Street Park	24.8 Ac.
Morrisville Community Park	34.85 Ac.
Special-Use Park	
Morrisville Aquatics and Fitness Center	4.91 Ac.
Historic Christian Church	1.24 Ac.
Total Park Acreage	**127.38 Ac.**

OPEN SPACE PARK NAME	PARK ACREAGE
Undeveloped/Open Space	
Addison Place Open Space	3.38 Ac.
Town Open Space (Formerly TTA Property)	10 Ac.
Morrisville Square Open Space	10.32 Ac.
Waterford Open Space	8.6 Ac.
Crabtree Creek Nature Park	34.5 Ac.
Indian Creek Greenway	12.65 Ac.
Total Undeveloped/Open Space Park Acreage	**79.45 Ac.**

TOTAL INVENTORY	PARK ACREAGE
	206.83 Ac.

EXISTING PARK SERVICE AREA

Morrisville
Live connected. Live well.

Shiloh Park
Church Street Park
Northwest Park
Cedar Fork Community Center Outdoors Space
Waterford Open Space
Historic Christian Church
Sarah Woody Jenkins Park
Ruritan Park
Cedar Fork District Park
Crabtree Creek Nature Park
Addison Place Open Space
Indian Creek Trailhead
Town Open Space
Morrisville Square Open Space
Morrisville Community Park
Morrisville Aquatic and Fitness Center

LEGEND

Public Recreation Facilities in Morrisville

- Special Use Facility
- Active Parks or Managed Sites
- Undeveloped Parks and Open Space
- Other Maintained Areas
- Morrisville Town Limits
- Existing Town of Morrisville Park

- Streams
- Water Bodies
- Morrisville Town Limits
- Parcels

Existing Park Service Areas

- Pocket Park 0.25 Mile Service Radius
- Neighborhood Park 0.5 Mile Service Radius
- Community Park 2 Mile Service Radius

0 500 1,000 2,000 3,000 4,000 Feet
1 in = 1,000 ft

N

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LEVEL OF SERVICE STANDARDS

This chapter further inventories individual, key amenities, facility and miles of trails which serve as the basis for the LOS analysis in Chapter 6. Level of Service (LOS) standards is a matrix displaying recreation-based inventory. By totaling the inventory and applying Morrisville's population we can understand the current level of service for the Town of Morrisville and future project needs.

The LOS matrix on the shown here provides parkland information offered within the Town limits. The project team reviewed only publicly accessible parks available to Town residents (such as Shiloh Park). Please note these service levels do not account for private recreational facilities and amenities because they are not truly available to the general public.

Chapter 6 includes a discussion of the Town's level of service in the future based on current population growth projections.

CALCULATION BASIS			2017 MORRISVILLE INVENTORY (25,678 population)	
Item	Units	Per Population	Current LOS	Current Morrisville Offering
PARKLAND				
Developed Parks	Acres	1000	4.96	127.38
Undeveloped Parks and Open Space	Acres	1000	3.09	79.45
Total Park Acres	Acres	1000	8.05	206.83
GREENWAYS				
Greenway*	Miles	1000	0.33	8.6
OUTDOOR AMENITIES				
Picnic Shelter/Pavilion	Sites	1000	0.23	6
Ball Field	Fields	1000	0.16	4
Multi-Purpose Field (Soccer, Lacrosse, Rugby, Football)	Fields	1000	0.47	12
Basketball Courts	Courts	1000	0.12	3
Tennis Courts	Courts	1000	0.23	6
Cricket Green	Courts	1000	0.16	4
Playgrounds	Sites	1000	0.23	6
INDOOR FACILITIES				
Indoor Aquatic/ Recreation/Community Center Space	SF	1	1.11	28,497

4

INDIVIDUAL PARK ASSESSMENT

The project team conducted an inventory and qualitative analysis of existing parks and the amenities and facilities therein to evaluate the existing state of Town managed parks, facilities and community centers. This evaluation, in conjunction with a robust public input process, will help guide the recommendations presented in this Master Plan.

This inventory has two distinct pieces: a physical inventory of what recreation infrastructure is present at the various parks and a qualitative analysis to assess the character of the park.

The inventory portion is a numerical quantity of elements and can serve the public in understanding what the various parks have to offer. The qualitative analysis evaluated the condition of facilities and elements within the various parks to understand what the perceived character of the park is. To gauge the overall experience of the park the project team asked several qualitative questions using a scoring system to quantify existing conditions.

For each criterion listed below, the project team addressed several questions with a corresponding point system to rate each criterion as excellent, good, fair or poor. Each question is worded in a way so if fully met then a score of one is received, if partially met then a half-point is received and if not met, then a score of zero is received. After individual criteria scores are defined through the scoring system, the numbers are added together to form the overall score.

The Park Rating Key represents the evaluation of each assessment topic for a specific park. An example of scores are shown below.

EXCELLENT scores indicate the park meets nearly all assessment criteria.

GOOD scores indicate the park meets most assessment criteria.

FAIR scores indicate the park meets some assessment criteria.

POOR scores indicates the park meets little to none of the assessment criteria.

In addition to the quantitative park assessments, the general condition of specific park elements (playgrounds, courts and fields, buildings, etc.) were qualitatively assessed. The team reviewed the functionality of sports fields and courts (turf condition, surface condition of courts, adequacy of drainage, condition of fences and nets, lighting, etc.), condition and safety of playgrounds and the condition and character of buildings. A summary of these findings can be found in the Appendix.



ASSESSMENT TOPICS

The quantitative assessment rates parks and the two existing community centers on five topics:

Accessibility was evaluated to understand how users move internally throughout the site. The evaluation focused on several key ideas including pedestrian access to and throughout a park, with an emphasis on ADA accessibility and providing equal physical access to site elements.

Signage was evaluated in terms of visibility, clarity, multi-language text and overall consistency with Town branding. Signage cues users to various recreation opportunities, offers rules for park use, educates and generally contributes to the overall comfort and perceived safety of a park.

Access, linkage and safety examines overall connectivity to the larger park system and how safe the park appears to be. The evaluation focused on elements like greenway connectivity, nearby traffic calming techniques, views within and to adjacent properties, or the presence of safety hazards.

Sense of place captures a park's aesthetic, or the apparent sense of pride. It examines how the community uses the park and how the park relates back to the community. Observations determine whether the park contains elements that promote physical activity, historical or environmental interpretation and perceptions of safety. Elements that may contribute to this determination include wi-fi availability, seating options, cleanliness and landscaping.

Sustainability examines how well the park integrates sustainable technologies into the built environment. The assessment used criteria such as renewable building materials, recycling, integrated stormwater management or community gathering nodes to determine the score.

Each Town managed park, facility, or community center was evaluated on the same criteria. A point system based on responses for each criterion resulted in ranks for each as excellent, good, fair, or poor. Each question is worded in a way so if fully met then a score of one is received, if partially met a half-point is received and if not met, a score of zero is received. After individual criteria scores are defined, these numbers are added together to form the overall score.

In addition to the quantitative park assessments, the general condition of specific park elements (playgrounds, courts and fields, buildings, etc.) were qualitatively assessed. The project team reviewed the functionality of sports fields and courts (turf condition, surface condition of courts, adequacy of drainage, condition of fences and nets, lighting, etc), the condition and safety of playgrounds and the condition and character of buildings.

4

21.5
/48
FAIR

OVERALL RATING

5
/11
FAIR

ACCESS, LINKAGE + SAFETY

8
/12
GOOD

SENSE OF PLACE

3
/9
FAIR

ACCESSIBILITY

3
/5
GOOD

SIGNAGE

2.5
/11
POOR

SUSTAINABILITY

MORRISVILLE AQUATICS AND FITNESS CENTER (MAFC)

ADDRESS:
1301 Morrisville Parkway Morrisville, NC 27560

PARK CLASSIFICATION:
Special Use Facility

PARK ACREAGE:
4.91 Acres

KEY INVENTORY:
- 1 Indoor/Outdoor Swimming Pool
- 1 Wading Pool
- 1 Multi-use Indoor Aerobic Studio
- 1 Cardiovascular Training Area
- 2 Racquetball Courts
- 1 Weight Training Room
- 1 Basketball Court
- 3 Tennis Courts
- 1 Male + 1 Female Locker Room
- 1 Conference/Training Room
- 1 Unisex Sauna
- 1 Family Restroom/Dressing Room





OVERALL IMPRESSION
This multi-purpose recreational facility affords users the opportunity to get into the gym, participate in morning yoga, peddle your way to fitness, swim in the pool or just relax in the dry sauna. In addition to indoor and outdoor facilities, Morrisville Aquatics and Fitness Center offers a variety of recreation programs throughout the year for all age groups and is conveniently located on Morrisville Parkway near Davis Drive.

The Aquatics and Fitness Center is undergoing a significant renovation. Built over 30 years ago, the facility could improve ADA accessibility and is showing signs of wear and tear. The renovations planned will include new pool lanes and pool play area, new locker rooms and support some additional programming.

PERCEIVED STRENGTHS OF THIS PARK
Although slightly dated, the Aquatics and Fitness Center exterior is well maintained and welcoming. MAFC offers Morrisville residents and users a variety of fitness, athletics, strength training and aquatic facilities. The robust program offerings provide a variety of programs ranging from Tai Chi, spin, step, water aerobics to Senior Flex and Balance classes.

PERCEIVED WEAKNESSES OF THIS PARK
Outdoor athletic facilities appear to be in poor condition and are not connected through walkways making the indoor and outdoor spaces feel unconnected. The site appears to offer few, if any, indoor or outdoor ADA accessible facilities. The facilities in disrepair limit program offerings for tennis and basketball. Renovations to the outdoor areas should be considered..

4

30
/48
GOOD

OVERALL RATING

8
/11
GOOD

ACCESS, LINKAGE + SAFETY

8.5
/12
EXCELLENT

SENSE OF PLACE

6
/9
GOOD

ACCESSIBILITY

2.5
/5
FAIR

SIGNAGE

5
/11
FAIR

SUSTAINABILITY

CEDAR FORK COMMUNITY CENTER

ADDRESS:
1050 Town Hall Drive Morrisville, NC 27560

PARK CLASSIFICATION:
Special Use Facility

PARK ACREAGE:
6.2 Acres (Shared Land With Cedar Fork Elementary School)

KEY INVENTORY:

- 1 Shared Gym
- 2 Shared Youth Soccer Fields
- 2 Classrooms
- 1 Conference Room
- 1 Shared Playground
- 1 Shared Outdoor Basketball Court





OVERALL IMPRESSION
The Cedar Fork Community Center offers an expansive menu of indoor recreation programs ranging from art classes, Senior day trips, Bingo or Martial Arts to teaching English as a Secondary Language. The Community Center is connected to Cedar Fork Elementary School and can provide for indoor recreation needs or youth-based outdoor athletics and play.

PERCEIVED STRENGTHS OF THIS PARK
The Community Center offers a wide variety of indoor recreation programs for youth and seniors alike. The Community Center and Elementary School operate with a joint-use agreement. The school has access to the gym and outdoor areas during school hours while Morrisville residents have access to these facilities after school hours. The Town has all day use of the classroom and conference room.

PERCEIVED WEAKNESSES OF THIS PARK
Outdoor park facilities do not feel inviting because there is a lack of pedestrian paths, seating options or signage to cue users where park facilities are and what rules exist. Some of the play equipment is outdated and courts and fields are in need of repair. Attention to improve aesthetic park character as well as turf grass management would improve the overall attractiveness and functionality of the park.

4

17
/48
FAIR
OVERALL RATING

4.5
/11
FAIR
ACCESS, LINKAGE + SAFETY

5
/12
FAIR
SENSE OF PLACE

1
/9
POOR
ACCESSIBILITY

1.5
/5
FAIR
SIGNAGE

5
/11
FAIR
SUSTAINABILITY

CEDAR FORK DISTRICT PARK

ADDRESS:
228 Aviation Parkway Morrisville, NC 27560

PARK CLASSIFICATION:
Community Park

PARK ACREAGE:
34.45 Acres

KEY INVENTORY:

- 1 Restroom Building And Covered Seating Area
- 7 Multi-Use Fields
- 1 Cricket Field



OVERALL IMPRESSION
As Morrisville's largest park dedicated to athletic recreational activities, Cedar Fork District Park offers youth, teen and adult multi-use fields and a cricket field for Morrisville residents and visitors. This park also serves to control regional flooding along Crabtree Creek and is important in maintaining water quality.

PERCEIVED STRENGTHS OF THIS PARK
The number of athletic fields offer users the opportunity for pick-up games, programmed youth, teen and adult athletics and scheduled tournaments. Parking and number of fields appear to accommodate large crowds and significant users.

PERCEIVED WEAKNESSES OF THIS PARK
Cedar Fork District Park primarily provides athletic play opportunities and in doing, seems to miss an opportunity to provide a broader range of recreational opportunities to attract a greater user base. The park seems disconnected from the larger park system because of a lack of pedestrian connectors. It should be noted a greenway is currently under construction to enhance pedestrian connectivity. The gravel parking and lack of internal walkways results in a park that offers no ADA accessible means of travel throughout the park. Opportunities exist to improve overall park aesthetic, pedestrian connectivity, way finding, integration and enhancement of natural features and diversity of facilities.

4

38.5
/48
EXCELLENT
OVERALL RATING

8
/11
GOOD
ACCESS, LINKAGE + SAFETY

10.5
/12
EXCELLENT
SENSE OF PLACE

8
/9
EXCELLENT
ACCESSIBILITY

3.5
/5
GOOD
SIGNAGE

8.5
/11
EXCELLENT
SUSTAINABILITY

CHURCH STREET PARK

ADDRESS:
5800 Cricket Pitch Way Morrisville, NC 27560

PARK CLASSIFICATION:
Community Park

PARK ACREAGE:
24.8 Acres

KEY INVENTORY:

- 1 Restroom/Storage Building
- 2 Picnic Shelter with Picnic Tables
- 3 Tennis Courts with Lighting
- 1 Cricket/Multi-Use Field
- 1 (2-5) Year-old Playground
- 1 (5-12) Year-old Playground
- 2 Covered Bleachers
- 1 Walking/Jogging Trail
- Connection To Shiloh Greenway





OVERALL IMPRESSION
As one of Morrisville's newest parks, Church Street Park invites residents and users into a welcoming park atmosphere and provides opportunities for athletic play, passive recreation or group gatherings. This park houses the Triangle's only regulation-sized cricket field which was made possible by funding from a PARTF grant, a Land and Water Conservation Grant and municipal funding.

PERCEIVED STRENGTHS OF THIS PARK
This park excels at integrating nature and public recreation through stormwater best management practices, habitat preservation and defined play areas. Here, residents have a diversity of recreational opportunities from athletics to free play. This park also offers a connection to Shiloh Greenway.

PERCEIVED WEAKNESSES OF THIS PARK
Though new, this park shows signs of poor drainage along the central green and misses opportunities to connect users through wi-fi and educational signage on sustainable stormwater management, the history of the land or other cultural narratives.

4

21.5
/48
FAIR
OVERALL RATING

5
/11
FAIR
ACCESS, LINKAGE + SAFETY

5
/12
FAIR
SENSE OF PLACE

1.5
/9
POOR
ACCESSIBILITY

3
/5
GOOD
SIGNAGE

7
/11
GOOD
SUSTAINABILITY

CRABTREE CREEK NATURE PARK

ADDRESS:
151 Keybridge Drive Morrisville, NC 27560

PARK CLASSIFICATION:
Community Park

PARK ACREAGE:
36.9 Acres

KEY INVENTORY:
- 1 Multi-Use Field
- 1 Temporary Cricket Net/Batting Cage





OVERALL IMPRESSION
Crabtree Creek Nature Park offers an intimate area for unstructured or league play on a single multi-use field with a cricket pitch. This park is often used as a practice facility for youth cricket leagues.

PERCEIVED STRENGTHS OF THIS PARK
This park allows residents opportunities for free play and unprogrammed cricket games. Park enhancements and improvements are anticipated soon and may include a nature center, interpretive walking trails, a playground and trail connections to Cedar Fork District Park. As of the date of this Master Plan, the Town is clearing a path for the greenway trail connection with an estimated completion date in 2018. Development of a conceptual master plan will be completed as part of this process.

PERCEIVED WEAKNESSES OF THIS PARK
Currently, the park offers few recreational opportunities, has low connectivity to adjacent parks (such as Cedar Fork District Park) and does not engage the natural environment through trails, signage or other means. In addition, the park shows signs of wear and tear and lacks a comfort station, restrooms or shelters.

4

35.5
/48
GOOD

OVERALL RATING

9
/11
EXCELLENT

ACCESS, LINKAGE + SAFETY

10.5
/12
EXCELLENT

SENSE OF PLACE

6.5
/9
GOOD

ACCESSIBILITY

3.5
/5
GOOD

SIGNAGE

6
/11
GOOD

SUSTAINABILITY

MORRISVILLE COMMUNITY PARK

ADDRESS:
1520 Morrisville Parkway Morrisville, NC 27560

PARK CLASSIFICATION:
Community Park

PARK ACREAGE:
34.85 Acres

KEY INVENTORY:

- 1 Restroom / Concession Building
- 1 Gazebo With 4 Picnic Tables
- 1 Picnic Shelter with 12 Tables
- 1 Restroom/Storage Building Near Playgrounds
- 1 Multi-purpose Field
- 1 Adult Softball Field
- 1 T-Ball Field
- 1 Youth Baseball Field
- 2 Batting Cage Areas
- 1 (2-5) Year-old Playground
- 1 (5-12) Year-old Playground
- 1 Walking Trail
- 1 Greenway Trail Head
- 1 Maintenance Building



OVERALL IMPRESSION
As Morrisville's most frequented park, this recreational area offers a great opportunity for t-ball, little league baseball and adult softball. While there is a strong focus on athletics, the park offers a great playground for children and is part of the Hatcher Creek Greenway trail. This park was partially funded by a PARTF grant.

PERCEIVED STRENGTHS OF THIS PARK
This park excels in providing athletic recreational opportunities and has one large picnic shelter offering covered seating for large groups. This park appears to be well maintained with an overall inviting and aesthetic character. The diversity of recreational offerings and overall walkability and connectivity of Hatcher Creek Greenway appeals to a broad user base.

PERCEIVED WEAKNESSES OF THIS PARK
Wear and tear is evident in areas of the restroom building. The restroom/storage building near the playgrounds appears to need significant improvements or replacement. Areas of the park miss an opportunity to educate users on environmental issues like stream restoration or wetland ecology. There is evidence of mild erosion and standing water indicative of drainage concerns. Connectivity to Morrisville Parkway and adjacent multi-family housing to the south is limited.

4

27
/48
GOOD

OVERALL RATING

6
/11
GOOD

ACCESS, LINKAGE + SAFETY

10.5
/12
EXCELLENT

SENSE OF PLACE

4.5
/9
FAIR

ACCESSIBILITY

3.5
/5
GOOD

SIGNAGE

2.5
/11
POOR

SUSTAINABILITY

SHILOH PARK + LUTHER GREEN CENTER

ADDRESS:
922 Church Street Morrisville, NC 27560

PARK CLASSIFICATION:
Neighborhood Park

PARK ACREAGE:
8.07 Acres

KEY INVENTORY:

- 1 Luther Green Community Center
- 1 Picnic Shelter with 12 Tables
- 1 Historic Tobacco Barn Structure
- Restroom Facility with Storage
- Baseball Field
- Basketball Court
- 1 (2-5) Year-old Playground
- 1 (5-12) Year-old Playground
- Batting Cage
- Multi-purpose Field



OVERALL IMPRESSION
Shiloh Park is a great area to bring family and friends for a day of outdoor fun and can accommodate groups at the outdoor pavilion or ball fields. In 2013, Morrisville relocated a historic tobacco barn dated back to the 1940's onto park property.

PERCEIVED STRENGTHS OF THIS PARK
This park excels at offering a diverse range of recreational opportunities for all age groups and allows many users to enjoy the outdoor pavilion, multi-use fields, playgrounds or basketball hoops. The relocated historic Tobacco Barn honors the Town's history and allows visitors an opportunity to reconnect with the past.

PERCEIVED WEAKNESSES OF THIS PARK
Areas of the park show signs of heavy use and some boundaries of the park have poorly defined borders which allow unsightly views to off-site property.

4

36
/48
EXCELLENT
OVERALL RATING

9
/11
EXCELLENT
ACCESS, LINKAGE + SAFETY

11
/12
EXCELLENT
SENSE OF PLACE

7
/9
GOOD
ACCESSIBILITY

3.5
/5
GOOD
SIGNAGE

7.5
/11
GOOD
SUSTAINABILITY

INDIAN CREEK GREENWAY + TRAILHEAD

ADDRESS:
101 Town Hall Drive Morrisville, NC 27560

PARK CLASSIFICATION:
Community Park

PARK ACREAGE:
4.73 Acre Park
12.65 Acre Greenway
17.38 Acres Total

KEY INVENTORY:

- 1 Restroom Facility
- 2 Brick Picnic Shelters W/4 Tables Each
- 1 Playground Structure (2-5)
- 1 Playground Structure (5-12)
- Historic Informational Signage
- Arboretum Of Specimen Trees
- 1 Nature Observation Deck
- 1 Greenway Trailhead



OVERALL IMPRESSION
This intimate park and 1.8-mile greenway trailhead is centrally located near Morrisville Town Hall and demonstrates the Town's commitment to connecting people, place and the environment through an interconnected system of parks and greenways.

PERCEIVED STRENGTHS OF THIS PARK
This park excels at linking Morrisville together through an integrated trail network that brings users to the Town Center. The park and greenway provides opportunities for walking, jogging, bicycling, family play, small group gatherings or just a quiet place to eat lunch. This park helps engage residents through informational signage about the history and ecology of the area.

PERCEIVED WEAKNESSES OF THIS PARK
Being in close proximity to Town Hall, this park has an opportunity to provide Morrisville employees and residents a space which fosters social connections and builds a strong sense of community in the heart of Morrisville. With proximity to Town Hall and other civic buildings, this park would benefit from Wi-fi to attract Town employees between and after hours.

4

36
/48
EXCELLENT
OVERALL RATING

7.5
/11
GOOD
ACCESS, LINKAGE + SAFETY

8.5
/12
GOOD
SENSE OF PLACE

6
/9
GOOD
ACCESSIBILITY

4
/5
EXCELLENT
SIGNAGE

10
/11
EXCELLENT
SUSTAINABILITY

NORTH WEST PARK

ADDRESS:
998 Parkside Valley Drive Morrisville, NC 27560

PARK CLASSIFICATION:
Neighborhood Park

PARK ACREAGE:
5.07 Acres

KEY INVENTORY:

- 1 (2-5) Year-old Playground
- 1 (5-12) Year-old Playground
- 1 Picnic Shelter with 8 Picnic Tables
- Permeable Parking Lot
- Interpretative Signage
- 1 Walking Trail
- 4 Sustainable Stormwater Control Devices



OVERALL IMPRESSION
North West Park creates a unique recreational experience through a direct connection to nature. The meandering trail, nestled into a wooded setting and two playgrounds offers an exceptional place for youth play groups to meet at the picnic shelter.

PERCEIVED STRENGTHS OF THIS PARK
North West Park is an excellent example of a park which serves day-to-day recreation needs of the immediate community. This neighborhood park offers passive recreational opportunities or youth play in a quiet setting off Parkside Valley Drive. The park engages users through environmental education and uses signage to explain sustainable park features. The park appears to be well maintained and in good condition offering adequate way finding signage to promote a safe play environment.

PERCEIVED WEAKNESSES OF THIS PARK
The park appears to need regular landscape maintenance as many of the shrubs and trees show signs of stress and under-watering.

4

RURITAN PARK

10.5
/48
POOR
OVERALL RATING

1.5
/11
POOR
ACCESS, LINKAGE + SAFETY

5
/12
FAIR
SENSE OF PLACE

0
/9
POOR
ACCESSIBILITY

1
/5
POOR
SIGNAGE

3
/11
FAIR
SUSTAINABILITY

ADDRESS:
100 Morrisville Carpenter Road Morrisville, NC 27560

PARK CLASSIFICATION:
Pocket Park

PARK ACREAGE:
0.41 Acres

KEY INVENTORY:
- 1 Multi-use Field



OVERALL IMPRESSION
This small, grassy park is owned by the Ruritan Club but is maintained by the Town. Historically functioning as the main event space in Morrisville, the park now appears to serve the immediate neighborhood and offers passive recreation opportunities through an unprogrammed lawn area.

PERCEIVED STRENGTHS OF THIS PARK
Located in an established neighborhood, Morrisville's oldest park offers a simple open space area for gatherings or free play.

PERCEIVED WEAKNESSES OF THIS PARK
This park appears to miss an opportunity to act as a historic gateway or landmark into Morrisville and the lack of park improvements or programmed/defined spaces indicates there is little investment in the park. Improved parking or pedestrian access coupled with simple improvements or programmed space would greatly enhance usability of the space. However, without ownership over the park, the Town will need to evaluate how much authority they have to make significant improvements, or discontinue maintenance of the park.

4

10.5
/48
POOR

OVERALL RATING

1.5
/11
POOR

ACCESS, LINKAGE + SAFETY

5
/12
FAIR

SENSE OF PLACE

0
/5
POOR

ACCESSIBILITY

0.5
/5
POOR

SIGNAGE

3.5
/11
FAIR

SUSTAINABILITY

SARAH WOODY JENKINS PARK

ADDRESS:
1117 Chapel Hill Rd Morrisville, NC 27560
(Within Easement)

PARK CLASSIFICATION:
Pocket Park

PARK ACREAGE:
0.25 Acres

KEY INVENTORY:

- 2 Picnic Tables
- Memorial marker





OVERALL IMPRESSION
This pocket park is named in memory of Sarah Woody Jenkins, a former Town employee. Located in a key area near the intersection of Chapel Hill Road and Aviation Parkway, this park is highly visible yet it provides little recreation value.

PERCEIVED STRENGTHS OF THIS PARK
Located within the railroad right-of-way, the park symbolizes a connection to the people and history of Morrisville.

PERCEIVED WEAKNESSES OF THIS PARK
The adjacency to busy roads and railroad tracks makes the park feel unsafe, dangerous for free play and disconnected from people, the environment and businesses. The park is largely inaccessible as there are no sidewalks connecting to the site making the two picnic tables unusable on a day-to-day basis. The park lacks opportunities for programmed recreational activities or space for facilities.

FACILITIES

OVERVIEW

For the purposes of this comprehensive plan, facilities are considered buildings or structures whose primary purpose is recreation. Such facilities include recreation centers, senior centers, environmental education centers, community centers, aquatics centers, etc. Multi-use paths, side paths and greenways are also considered facilities.

Currently, the Morrisville Aquatics and Fitness Center (10,030 square feet of indoor area), the Cedar Fork Community Center (16,833 square feet of indoor area), and the Historic Christian Church (1,634 square feet of indoor area) are considered facilities, totaling 28,497 square feet of indoor recreation space in the Town. According to the park classifications established above, the Morrisville Aquatics and Fitness Center can also be classified as a special use facility and Cedar Fork Community Center can be classified as a Neighborhood Park. In the near future the Historic Christian Church will be programmed for recreation activities. Each facility contributes to the level of service for the classification for which it qualifies.

The multi-use trail and greenway network includes 14.5 miles of paved trail. The Comprehensive Transportation Plan currently underway designates two types of paved multi-use trail: greenways and multi-use paths. Greenways are designed for both transportation and recreational purposes and multi-use paths are paths associated with an existing road right of way, similar to a widened sidewalk.

There are currently 6.2 miles of constructed greenway and an additional 2.6 miles of greenway to be constructed in 2018, for a total of 8.6 greenway miles contributing to Morrisville's level of service. There are 5.96 miles of paved multi-use paths. These two measured together contribute to Morrisville's 14.5 miles of total trail miles. For the purposes of this plan, only the 8.6 current and future greenway miles contributed to the Level of Service analysis as there is no national standard of comparison for other urban sidepaths and trails.

The Aquatics and Fitness Center is undergoing a significant renovation. Built over 30 years ago, the facility could improve ADA accessibility and is showing signs of wear and tear. The renovations planned will include new pool lanes and pool play area, new locker rooms and support some additional programming.

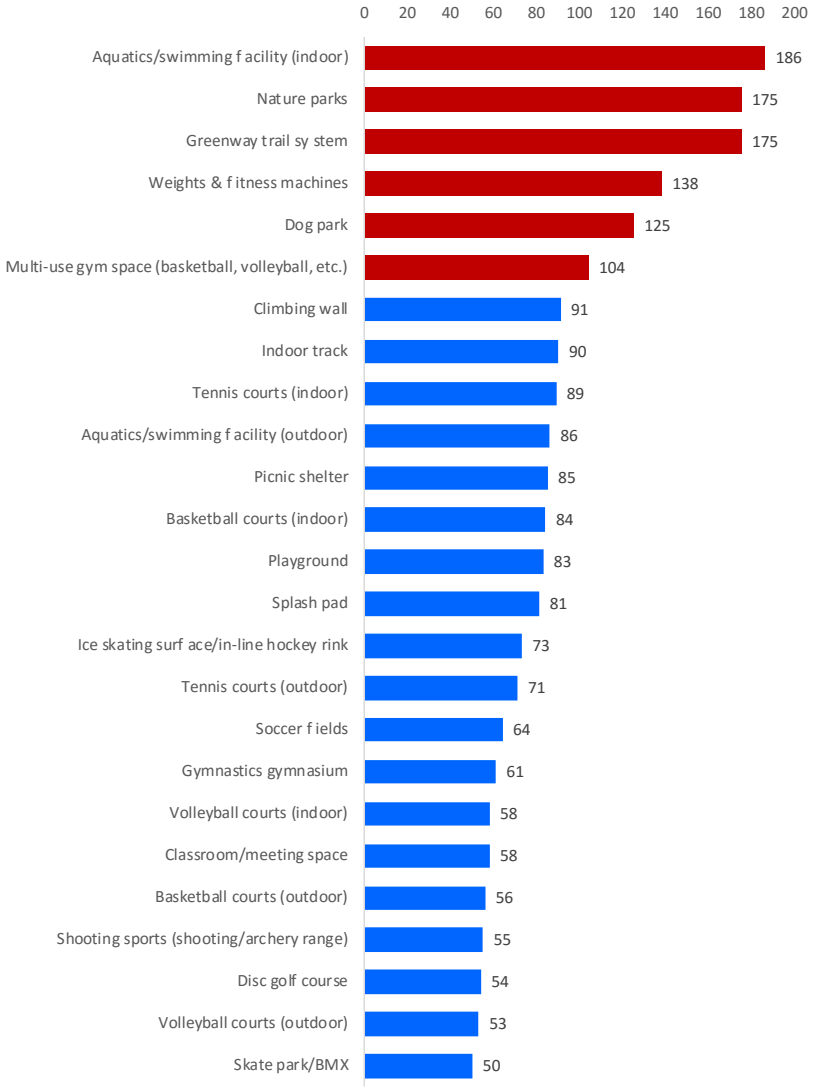
One of the most significant limitations to expansion of the Department's programs is adequate facility space. Staff, advisory committee members and residents expressed this limitation throughout the community engagement process.

The Cedar Fork Community Center (16,833 square feet) provides indoor recreation programs through a joint use agreement with Wake County Public Schools. While the programs are diverse, capacity is limited by shared use with the elementary school, relegating some community use to after school hours. One of the most significant limitations to expansion of the Department's programs is adequate facility space. Staff, advisory committee members and residents expressed this limitation throughout the community engagement process. The statistically valid survey revealed overcrowding as the number two response when asked why they do not use recreational programs or facilities offered by the Town. The survey also revealed aquatics and indoor swimming facilities, greenway trails, weights and fitness machines and multi-use gym space were listed as top priorities for investment. To improve recreation and program offerings, facility space would clearly need to expand.

Currently, the Town provides 1.14 square feet of indoor recreation space per person. The National Recreation and Parks Association (NRPA) recommends 1.5 square feet per person, suggesting the Town is deficient with its current 28,497 square feet of indoor recreation space. Based on the community engagement process, significant demand for additional recreation space to expand program offerings, and the benchmark community LOS standard (see Chapter 6), this plan further sets forth a LOS standard (Chapter 6) tailored to Morrisville's needs of two square feet of indoor recreation space per person, which is a general measure intended to capture multiple uses within a facility. Based on this standard, the Town is currently deficient by 22,859 square feet and will be deficient by 40,587 square feet by 2027. This plan recommends that increasing the square footage of facilities space be a priority since it is essential for expansion of programs and meeting community needs.

Based on the statistically valid survey results, the priority investment rating for facilities indicate the following elements be given priority as additional indoor recreation space is constructed:

- Aquatics/swimming facility (indoor)
- Nature parks
- Greenway trail system
- Weights & fitness machines
- Dog park
- Multi-use gym space



Top Priority for Investment - Facilities and Amenities
Based on the Priority Investment Rating

ADDITIONAL RECREATION MAPPING

To understand the overall recreation offerings throughout the Town, this plan also reviewed public recreation facilities within one mile of the Town limits and private recreation facilities both within Town limits and within one mile of Town limits. It is common for Morrisville residents to have access to recreation facilities provided by private Home Owner's Associations (HOA's), have memberships with private commercial fitness centers such as Planet Fitness or O2 Fitness, or use public recreation facilities in adjacent municipalities. It is equally as common for residents of adjacent communities to frequent Morrisville's public parks. This plan considers all these possibilities to gain a comprehensive understanding of the regional recreation market. Based on input from Town staff and community members, it should be the focus of the Town to offer priority access to Town residents, reflected in fee structures and priority registration. While many private HOA facilities and commercial facilities exist within the Town, it is the goal of this plan to focus on recreation opportunities publicly available to Town residents for three reasons: 1) it is the responsibility of the Town to provide the most equitable level of service across the Town; 2) public recreation facilities often have fewer barriers to entry such as membership fees, allowing a greater percentage of residents to participate or have access to facilities; and 3) this plan represents the vision and mission of the department.

The map discussed in the previous paragraph are included in the body of this chapter and in the Appendix.

EXISTING PUBLIC + PRIVATE RECREATION FACILITIES WITHIN 1 MILE OF MORRISVILLE

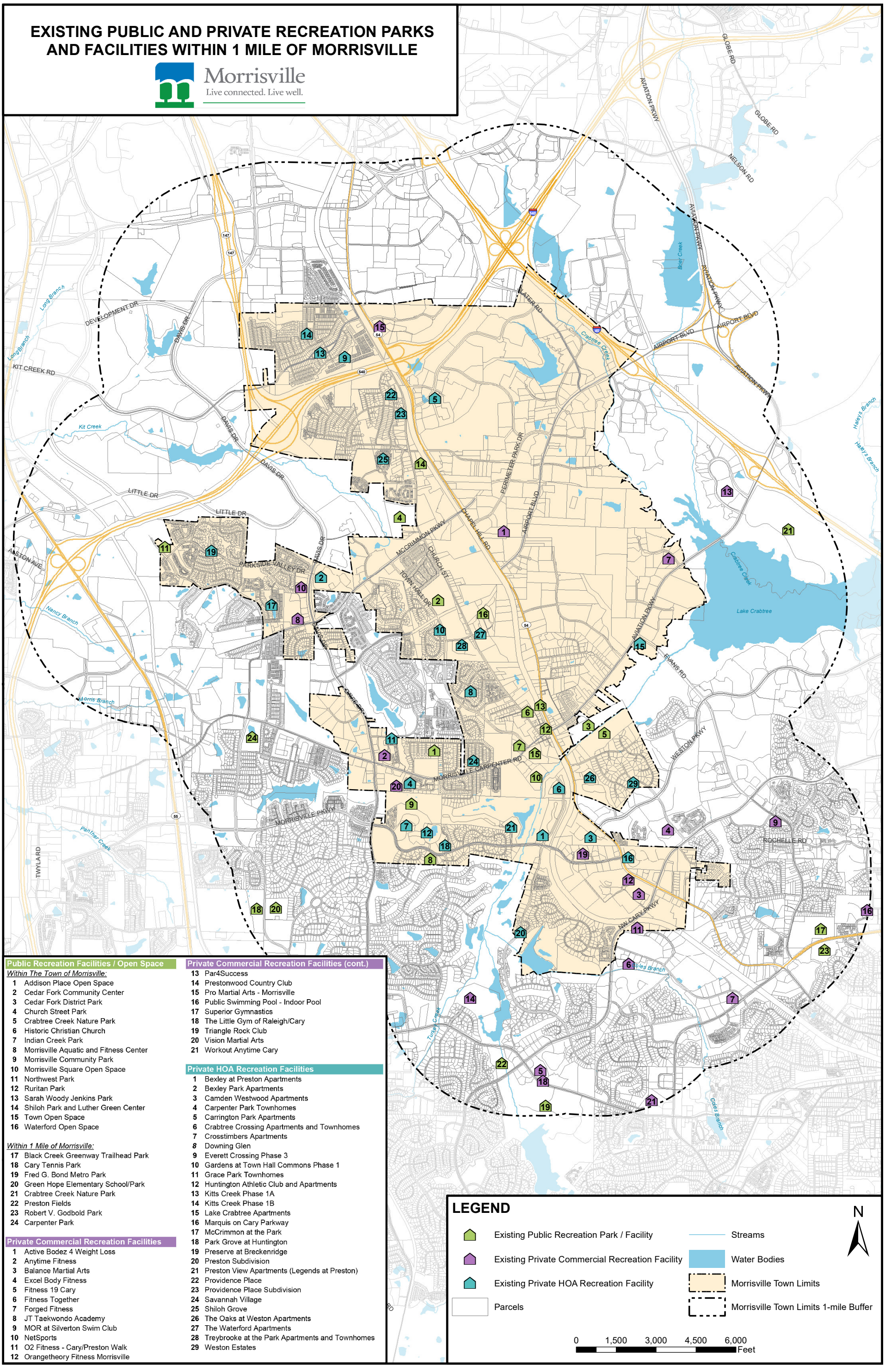
This following map is a snapshot of both public and private recreation facilities throughout the Town and within a one-mile buffer offset. The intent of this map is to communicate the recreational opportunities Morrisville residents currently have access to within the Town and surrounds. This map is broad in nature and includes surrounding municipal parks, private commercial facilities (ex. Anytime Fitness, O2 Fitness, Preston Country Club, etc.) and private homeowner's association recreation facilities (ex. the neighborhood clubhouse, the pool, tennis courts, etc.). This is a dynamic map and is subject to change as businesses open and close and private communities offer different facilities as of June 2017.

In addition, this map illustrates private commercial recreational opportunities Morrisville residents currently have access to within Town limits and surrounding municipalities.

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EXISTING PUBLIC AND PRIVATE RECREATION PARKS AND FACILITIES WITHIN 1 MILE OF MORRISVILLE

Morrisville
Live connected. Live well.



Public Recreation Facilities / Open Space

Within The Town of Morrisville:

1 Addison Place Open Space
2 Cedar Fork Community Center
3 Cedar Fork District Park
4 Church Street Park
5 Crabtree Creek Nature Park
6 Historic Christian Church
7 Indian Creek Park
8 Morrisville Aquatic and Fitness Center
9 Morrisville Community Park
10 Morrisville Square Open Space
11 Northwest Park
12 Ruritan Park
13 Sarah Woody Jenkins Park
14 Shiloh Park and Luther Green Center
15 Town Open Space
16 Waterford Open Space

Within 1 Mile of Morrisville:

17 Black Creek Greenway Trailhead Park
18 Cary Tennis Park
19 Fred G. Bond Metro Park
20 Green Hope Elementary School/Park
21 Crabtree Creek Nature Park
22 Preston Fields
23 Robert V. Godbold Park
24 Carpenter Park

Private Commercial Recreation Facilities

1 Active Bodez 4 Weight Loss
2 Anytime Fitness
3 Balance Martial Arts
4 Excel Body Fitness
5 Fitness 19 Cary
6 Fitness Together
7 Forged Fitness
8 JT Taekwondo Academy
9 MOR at Silverton Swim Club
10 NetSports
11 O2 Fitness - Cary/Preston Walk
12 Orangetheory Fitness Morrisville

Private Commercial Recreation Facilities (cont.)

13 Par4Success
14 Prestonwood Country Club
15 Pro Martial Arts - Morrisville
16 Public Swimming Pool - Indoor Pool
17 Superior Gymnastics
18 The Little Gym of Raleigh/Cary
19 Triangle Rock Club
20 Vision Martial Arts
21 Workout Anytime Cary

Private HOA Recreation Facilities

1 Bexley at Preston Apartments
2 Bexley Park Apartments
3 Camden Westwood Apartments
4 Carpenter Park Townhomes
5 Carrington Park Apartments
6 Crabtree Crossing Apartments and Townhomes
7 Crosstimbers Apartments
8 Downing Glen
9 Everett Crossing Phase 3
10 Gardens at Town Hall Commons Phase 1
11 Grace Park Townhomes
12 Huntington Athletic Club and Apartments
13 Kitts Creek Phase 1A
14 Kitts Creek Phase 1B
15 Lake Crabtree Apartments
16 Marquis on Cary Parkway
17 McCrimmon at the Park
18 Park Grove at Huntington
19 Preserve at Breckenridge
20 Preston Subdivision
21 Preston View Apartments (Legends at Preston)
22 Providence Place
23 Providence Place Subdivision
24 Savannah Village
25 Shiloh Grove
26 The Oaks at Weston Apartments
27 The Waterford Apartments
28 Treybrooke at the Park Apartments and Townhomes
29 Weston Estates

LEGEND

- Existing Public Recreation Park / Facility
- Existing Private Commercial Recreation Facility
- Existing Private HOA Recreation Facility
- Parcels
- Streams
- Water Bodies
- Morrisville Town Limits
- Morrisville Town Limits 1-mile Buffer

N

0 1,500 3,000 4,500 6,000 Feet

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PROGRAM ASSESSMENT

INTRODUCTION

A comprehensive recreation plan typically considers an assessment and recommendations for a department's program offerings. Such analysis 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 Town including program descriptions, financial data, website content, web survey feedback, demographic information and discussions with staff. This report addresses the program offerings from a systems perspective for the entire portfolio of programs, as well as individual program information.

FRAMEWORK

Analysis of existing program offerings allows this plan to provide guidance for both short-term and long-term recreation program goals in a financially sustainable and achievable manner. This plan will consider connections to key market forces such as demographics, community trends and desires, peer benchmarks and facilities. The goal is to address access, community alignment and health and wellness outcomes within recreation programming in the Town of Morrisville, while providing the framework for future assessment and tracking of progress.

STRATEGIC DIRECTION

The Town of Morrisville Parks, Recreation and Cultural Resources is in the unique position to not only improve the quality of life for residents, but to connect the communities it serves and support local efforts and partnership opportunities. The purpose of the Recreation Program Plan is to ensure that programs align with and reflect community needs and the vision and mission established through the Master Plan process.

COMMUNITY NEEDS

The Department programs over 200 acres of developed and undeveloped parkland and nearly 8.6 miles of greenway trail within a concentrated area in North Carolina's Wake County. The Town itself is growing quickly in terms of population, while facing geographic growth constraints amid the greater Raleigh-Durham metropolitan area. In comparison with its peers, residents of the Town participate in programs at a rate slightly under the median. The benchmarking analysis of participation in Department programs is depicted in the chart below:

AGENCY	POP.	TOTAL PROGRAM PARTICIPANTS	PARTICIPATIONS PER RESIDENT
Allen	97,807	614,354	6.28
Fairfax	24,146	35,000	1.45
Apex	48,982	65,000	1.33
Holly Springs	33,181	26,349	0.79
Morrisville	25,678	19,100	0.74
Alpharetta	62,298	42,837	0.69
Wake Forest	41,157	9,782	0.24
*Note: Matthews participation figures were not available at time of study			

A statistically valid survey administered to Town residents in 2017, identified the following as the top eight youth recreation priorities: swimming, fitness programs and classes, outdoor music concerts, special events, music lessons, camps, painting and drawing classes and basketball. The prioritization rankings for investment in youth programs and activities is depicted in the chart below.

TOP PRIORITIES FOR YOUTH INVESTMENT FOR PROGRAMS AND ACTIVITIES:

- Swimming (182)
- Fitness Programs/Classes (143)
- Outdoor Music/Concerts (132)
- Special Events/Family Festivals (130)
- Music Lessons/Class (124)
- Camps (Summer/School Break (113)
- Painting/Drawing Classes (109)
- Basketball (107)

TOP PRIORITIES FOR ADULT INVESTMENT FOR PROGRAMS AND ACTIVITIES:

- Fitness Programs/Classes (199)
- Outdoor Music/Concerts (170)
- Walking for Exercise (159)
- Special Events/Family Festivals (148)
- Swimming (133)

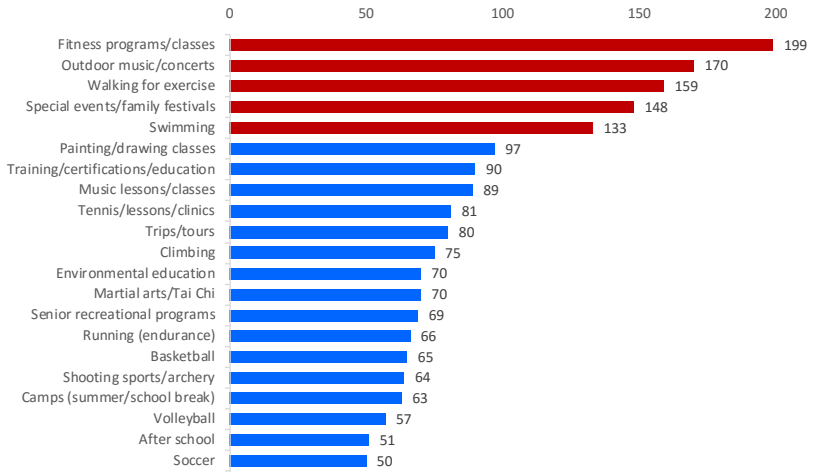


Figure 3: Top Priorities for Investment for Programs and Activities - Adult Based on the Priority Investment Rating

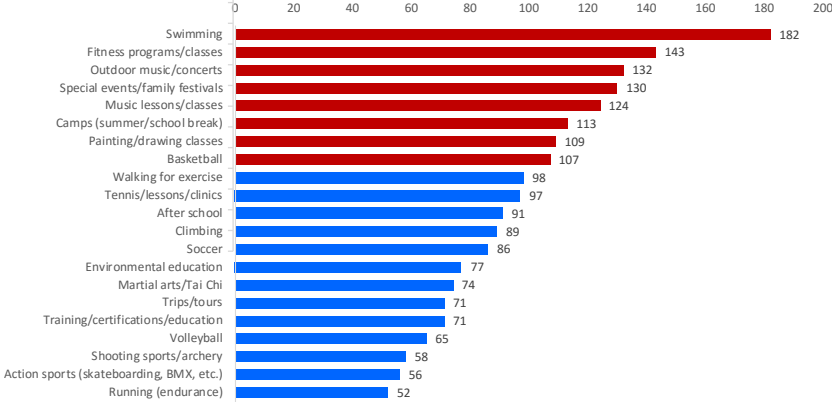


Figure 2: Top Priorities for Investment for Programs and Activities - Youth Based on the Priority Investment Rating

METHODOLOGY

After taking into consideration the strategic direction and community context, the Recreation Program Assessment looks at programming offerings in two ways. First, an inventory of programs is collected and each program is categorized into a core program area. Each is analyzed based on five key program metrics, including:

- Age segment(s) served
- Life-cycle stage
- Classification of service
- Cost recovery and cost of service
- Pricing strategy

Second, the full program mix is considered. This includes both how the program offerings are delivered and communicated in the marketplace, as well as the overall program development process, including:

- Standards and performance measures
- Staffing levels
- Marketing and promotions
- Relationships with volunteers and partners

CORE PROGRAM AREAS

Identifying core program areas based on current and future needs creates 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 with focusing on what is most important. Program areas are considered as core if they meet most 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.

Based on meeting a majority of these criteria, Department staff identified the following core program areas:

AQUATICS

Aquatics programs are activities in the water including instructional fitness, lap swim, therapeutic, free play, special events, groups and classes. The primary goal is to provide a safe and comfortable aquatic environment for all ages through means of recreation, leisure and fitness. These programs should offer skill development and instruction at market value, while special programming, groups, or events have a goal for full cost recovery.

FITNESS

These programs provide exercise, fitness, wellness activities and education to promote healthy lifestyles for all ages. The primary goal is to offer programs and facilities for all age segments to have a measurable positive impact on physical and mental health for the community. These entry-level programs are offered at low or no cost, while advanced skills programs and specialized facilities target achievement of full cost recovery.

MEMBERSHIPS/DAILY USE

Membership and daily use programs provide facility, equipment and recreation programs for the development of skills and knowledge that promote a healthy active lifestyle. The primary goal is to provide a safe and comfortable fitness and aquatic environment that connects the community to a healthy lifestyle and to their neighbors. Programs should incorporate partnerships that lead to more opportunities for memberships while providing quality programming and instruction.

PRESCHOOL

Preschool programs are intended to teach children fundamentals such as colors, counting and science while providing a safe place for children to socialize and recreate. The goal is to help develop children into confident and competent individuals through a fun-filled environment, introduce them to a classroom environment and prepare them for kindergarten by exploring various themes and interactive play.

YOUTH

Youth programs are intended to provide children a safe environment while introducing them to variety of recreational games and activities. The primary goal is to offer a safe, secure and healthy environment for children to socialize and gain experience in various educational and sport activities, resulting in positive health and wellness outcomes.

ADULTS

Adult programs include exercise, fitness, art, music and education classes to help encourage an active lifestyle along with skill building. The primary goal is to provide a wide variety of recreational programming for a diverse community. These programs also offer adults an opportunity to socialize and build on previous skills and/or learn new skills.

SENIOR ADULTS

These programs provide a gathering mechanism for seniors to socialize. The primary goal is to offer an opportunity for socialization while introducing them to new games and activities and promoting awareness of other programs and opportunities the Town offers.

SENIOR DAY TRIPS

These programs provide various day trips to seniors visiting different locations and venues within a 60-mile radius. The primary goal of these programs is to expose seniors to new locales and destinations while providing an opportunity for socialization in a safe and assisted outing.

YOUTH ATHLETICS

Youth athletic programs teach the basics of various sports through volunteer based recreational leagues. These leagues consist of skill development-based practices that take place prior to game participation. The goal is to provide equal playing time for all participants to enjoy the team environment emphasizing sportsmanship and fun.

ADULT ATHLETICS

Adult athletic programs provide participants the opportunity to engage in activities to improve health through athletic competition. The primary goal is to provide recreational sports programming for a diverse community while offering an opportunity to build on previous skills and/or learn new skills. The programs provide an opportunity for socialization and physical exercise while participating in sports related activities.

SPECIAL EVENTS

Special events include events and festivals throughout the year that encourage family participation, enjoyment regardless of age and the opportunity to interact at the individual's comfort level. The primary goal is to host festivals and events that provide opportunities to create experiences that bring the community together for individuals and families alike and that events can be multi-generational in their opportunities for participation.

KEY PROGRAM METRICS

Currently, the Department offers over 160 different programs across all core program areas. Each core program area or individual program has been analyzed using five key program metrics. These metrics can help staff assess the relative success of different program offerings and make decisions about how each individual program fits into the overall program mix. For ease of tracking, a simple example matrix has been included in the recommendations section that can be used as a base for future program performance measurement.

4

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. 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 program, to gain a more nuanced view of the data.

Based on the age demographics noted previously in this report, current programs seem to be well-aligned with the community's age profile. However, the Teen segment may be slightly underserved. This is common in agencies across the nation and may be due to lack of need in this age segment, as they are often served by other school or extracurricular activities.

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 business planning for individual programs to provide insight on a program's expected life-cycle or long-term duration.

AGES SERVED Segments are marked 'p' for primary market and 's' for secondary market.						
CORE PROGRAM AREA	PRESCHOOL (5 AND UNDER)	ELEMENTARY (6-12)	TEENS (13-17)	ADULT (18+)	SENIOR (55+)	ALL AGES PROGRAMS
Aquatics	P	P	S	P	P	
Fitness		S	S	P	P	
Memberships + Daily Usage	S	S	S	P	P	
Preschool	P	S				
Youth	S	P	S			
Teen		S	P	S		
Adult			S	P	P	
Senior Adult				S	P	
Senior Day Trips					P	
Youth Athletics	S	P	S			
Adult Athletics				P	S	
Special Events						P

LIFE-CYCLE ANALYSIS

A Program life-cycle analysis involves reviewing each program offered by the Town of Morrisville Parks, Recreation and Cultural Resources 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 life cycle 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.

The life-cycle analysis depicts a slightly skewed trend, with too many programs in the Introduction stage. This could indicate that a batch of fresh new programs are just now being tested, with the goal to have the majority move forward. Alternatively, it could indicate that programs are not robust enough and do not have enough consistent participation to continue through the program pipeline. Having too many programs in this stage risks participants getting frustrated with lack of consistency in offerings.

The Mature stage anchors a program portfolio. To achieve a stable foundation, 40% of programs should fall into this category and the Department is close to achieving this goal. Of note in both the Growth and Mature stages is the factor that space constraints can limit growth of participation numbers in a program.

Currently, few programs are in the Decline and Saturation stage and this is a positive indication that under-performing programs are not being sustained for too long. While there are exceptions, most programs in the Saturation and Decline stages are ready to retire. Staff should complete a Program Life-cycle 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.

LIFE-CYCLE STAGE	DESCRIPTION	ACTUAL PROGRAM DISTRIBUTION		RECOMMENDED DISTRIBUTION
Introduction	New program; modest participation	28.9%	67.1% total	50-60% total
Take-off	Rapid participation growth	2.2%		
Growth	Moderate, but consistent population growth	10.8%		
Mature	Slow participation growth	49.6%	21.9%	40%
Saturation	Minimal to no participation growth; extreme competition	5.8%	10.9% total	0-10% total
Decline	Declining participation	2.9%		

LIFE-CYCLE STAGES

	ESSENTIAL PROGRAMS	IMPORTANT PROGRAMS	VALUE ADDED PROGRAMS
DESCRIPTION	-Part of the organizational mission -Serves a majority of the community -"We must offer this program."	-Important to the community -Serves large portions of the community -"We should offer this program."	-Enhanced community offerings -Serves niche groups -"It is nice to offer this program."
PUBLIC INTEREST; LEGAL MANDATE; MISSION ALIGNMENT	-High public expectation	-High public expectation	-High individual and interest group expectation
FINANCIAL SUSTAINABILITY	-Free, nominal or fee tailored to public needs -Requires public funding	-Fees cover some direct costs -Requires a balance of public funding and cost recovery target	-Fees cover most direct and indirect costs -Some public funding as appropriate
BENEFITS (HEALTH, SAFETY, PROTECTION OF ASSETS, ETC.)	-Substantial public benefit (negative consequence if not provided)	-Public and individual benefit	-Primarily individual benefit
COMPETITION IN THE MARKET	-Limited or no alternate providers	-Alternate providers unable to meet demand or need	-Alternative providers readily available
ACCESS	-Open access by all	-Open access -Limited access to specific users	-Limited access to specific users
DESIRED COST RECOVERY	-None to moderate	-Moderate	-High to complete
DESIRED SUBSIDY	-High to complete	-Moderate	-Little to none
BEST PRACTICE COST RECOVERY GOAL	-0-50%	-30-75%	-75-100%

PROGRAM CLASSIFICATION

Conducting a classification of services informs how each program serves the goals and objectives of each program and the organization. How a program is classified can help determine the most appropriate management, pricing, funding and marketing strategies.

Program classifications are based on the degree to which the program provides a public benefit versus a private benefit. Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, legal mandates and financial sustainability, personal benefit, competition in the marketplace and access by participants. The following table describes each of the three program classifications in these terms.

Currently, the Town of Morrisville Parks, Recreation and Cultural Resources Department has approximately 29% of programs classified as Essential, 44% classified as Important and 27% classified as value-added. This strikes a well-balanced mix of programs for the public and private good, as the Value-added programs can help to contribute to the many free programs and events offered in the Essential category.

	ESSENTIAL	IMPORTANT	VALUE-ADDED
Current Program Distribution	14%	58%	28%
Ideal Distribution	25%	50%	25%
Cost Recovery Goal	0% - 50%	50% - 75%	75% - 100+%

COST RECOVERY + COST OF SERVICE

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.

CURRENT COST RECOVERY BY CORE PROGRAM AREA

Current cost recovery goals and actual cost recovery numbers are shown below. It should be noted that these numbers are very strong. However, while the actual cost recovery realized includes direct costs such as program supplies, equipment, labor and some facility costs, the indirect costs of maintenance and general administration are not reflected in this cost recovery number. Even so, both the goal development, tracking of data and strong numbers reflect a level of diligence on the part of staff that is uncommon in parks and recreation agencies in general.



COST RECOVERY GOAL BEST PRACTICE

Cost recovery targets should reflect the degree to which a program provides a public versus private good. Programs providing public benefits (i.e. Essential programs) should be subsidized more by the Town. Programs providing private benefits (i.e., Value-added programs) should seek to recover costs and/or generate revenue for other services.

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; therefore, cost recovery for these programs should be higher than essential programs at 30% to 75% cost recovery. 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 more than 100%.

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

- Classify all programs and services based on the public or private benefit they provide (as noted in the previous section).
- Conduct a COS Analysis to calculate full cost of each program.
- 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.

REVENUE + BUDGET: TOTAL COST RECOVERY					
	2013	2014	2015	2016	2017
Revenue	$925,324	$955,330	$1,035,677	$982,796	$1,007,977
Budget	$1,496,295	$1,661,138	$1,737,847	$1,623,760	$1,728,506
Cost Recovery	61.8%	57.5%	59.6%	60.5%	58.3%
Estimated Maintenance	$600,000	$600,000	$600,000	$600,000	$600,000
Full Cost Recovery	44.1%	42.2%	44.3%	44.2%	43.3%

UNDERSTANDING FULL COST OF SERVICE (COS)

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. In the past, Morrisville has calculated cost recovery using only direct costs of individual programs as shown in the following chart. This plan recommends changing that practice.

COST RECOVERY		
CORE PROGRAM AREA	COST RECOVERY GOAL	ACTUAL COST RECOVERY FOR MOST RECENT FY
Aquatics	100%	435%
Fitness	100%	NA
Memberships & Daily Use	NA	98%
Preschool	100%	246%
Youth	100%	253%
Teen	100%	100%
Adult	100%	100%
Senior Adult	25%	42%
Senior Day Trips	100%	96%
Youth Athletics	100%	192%
Adult Athletics	100%	108%
Special Events	0%	NA

OPERATIONS + STAFFING

OVERVIEW

While this comprehensive plan did not undertake a detailed operations assessment, the visioning session and statistically valid survey revealed strengths and weaknesses of the Department's operations, policies and procedures, that warrant discussion. These observations are focused on maintaining high-quality customer service the Department boasts, improving communication within the Department and community and refining policy and procedures as they relate to ensuring efficient and effective operations Department-wide.

The Department's deep commitment to providing high-quality services is demonstrated through staff training and leadership, CAPRA Accreditation, established performance measures and regular satisfaction surveys. The Town of Morrisville's department is one of the few agencies in the nation to achieve CAPRA Accreditation. While difficult to achieve, this accreditation is a testimony to the diligent analysis, tracking and management of key performance data and ability to stay abreast of trends in the industry. That said, this plan acknowledges staff input related to staffing constraints, inconsistent or deficiencies in maintenance and frustrations with volunteer policies. Throughout input sessions with staff, the team observed fewer full time equivalent staff (FTEs) are employed than may be needed. Many staff are performing roles outside of their primary function and no succession plans exist. Further, the benchmarking exercise (Chapter 6) reveals that Morrisville ranks just above the median of FTEs per 10,000 population and rank at the median among their benchmark communities. When maintenance staff are removed from the FTE calculation of benchmarked agencies, Morrisville ranks second for FTEs per 10,000 population. This suggests staff levels may be adequate, but the roles and responsibilities of staff members could be evaluated for proper training and efficiency. A further analysis of benchmarking is provided in Chapter 6.

The Town of Morrisville's department is one of the few agencies in the nation to achieve CAPRA Accreditation. While difficult to achieve, this accreditation is a testimony to the diligent analysis, tracking and management of key performance data and ability to stay abreast of trends in the industry.

Park maintenance, currently provided by the Public Works, presents challenges with coordination and maintaining consistent standards. Further, more managing growth with new parks and additional maintenance needs is difficult. Integration of park maintenance under the authorization of the Parks, Recreation and Cultural Resources Department could allow for improved communication and efficiencies, more clearly defined maintenance standards, enhanced consistency across all parks and development performance measures such as unit cost of maintenance per acre of parkland, all resulting in higher physical and experiential quality.

The volunteer network within the Department has not been as successful as desired according to Town staff. Volunteer positions have little incentive for retention, are dependent on individuals with seasonal or limited availability and often are accompanied by attitudes of obligation rather than a service-oriented commitment. This plan explores the possibility of developing a stronger volunteer system. Specifically, the concept of building advocates for parks and recreation could be further explored. There appears to be a general lack of enthusiasm among greater community for parks

and recreation. Attitudes are reflective of entitlement rather than advocacy. Advocates are community voices that support decisions favoring parks and recreation through advisory committees, voting and connecting with Town Council. Strong volunteer and partnership plans can build a network of advocates developed through communication, meaningful partnerships, beneficial relationships and planning.

Finally, the statistically valid survey reveals shortcomings with both communication internal to the Department and external with the community. This is primarily reflected by the lack of information reaching residents. The number one reason preventing survey respondents from using Town parks or facilities is lack of information on recreational opportunities offered (as illustrated on the table to the right). This is further reinforced when asked which ways respondents learn about programs and activities: word of mouth was the number one answer, followed by the website maintained by the Town. This plan explores ways to better communicate within the Department and to improve communications with the community through enhanced marketing and public relations.

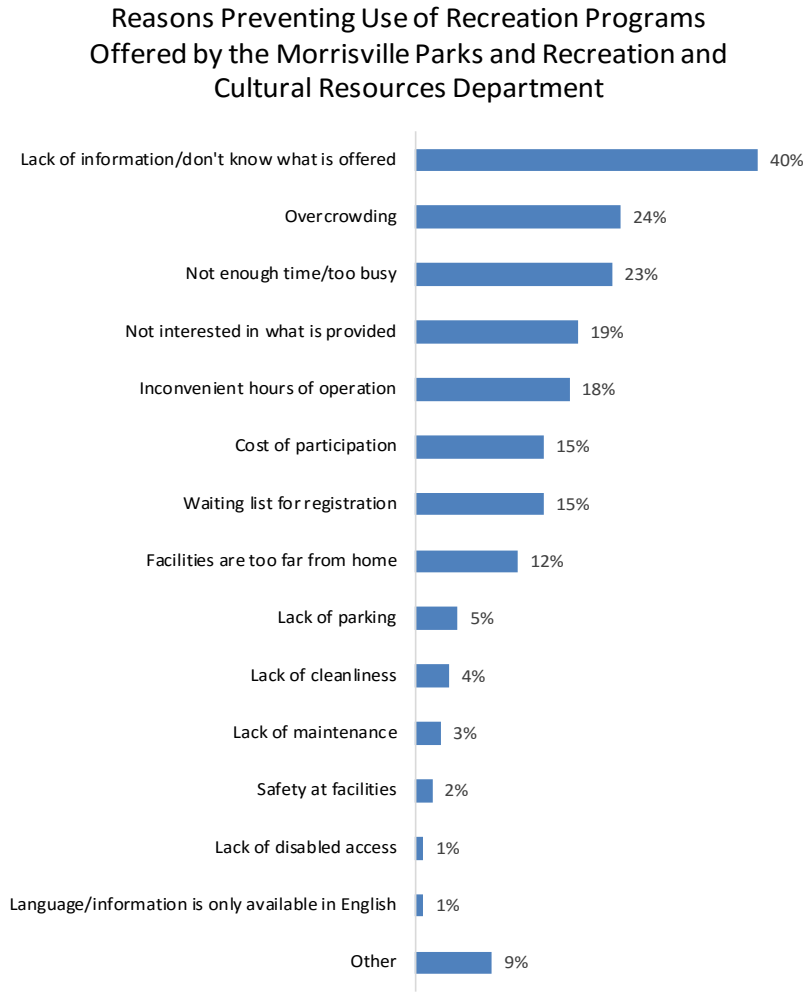


Figure 3
Reasons Prevention Use of Recreation Programs - ESRI

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FINANCIAL + FUNDING ASSESSMENT

INTRODUCTION

The financial analysis looks at budget, pricing policies, user fees, current revenue generating mechanisms and related opportunities, grants and revenue forecasts. The Department was compared against national standards and best practice agencies.

There are three primary goals for the analysis:

- Understand the financial dynamics to further advance Department operations
- Review funding and accounting practices with an objective of accurate financial fund tracking and useful financial information for strategic decision-making
- Seek opportunities to improve the financial sustainability of the Department

Several funding strategies and options can be identified through the review and analysis that work within and alongside community values. These strategies range from changes in fees and charges, updated partnership agreements, exploration of additional grants and sponsorships and identification of new potential earned income sources.

CURRENT FINANCIAL PRACTICES

ANNUAL BUDGET TRENDS

The annual budget over the past five years has seen an overall upward trend, with the total budget increasing by ~17.6% over this period. The exception was in fiscal year 2016, when the total budget decreased by ~6%.

DEPARTMENTAL BUDGET BY DIVISION					
ACCOUNT	TOTAL	ADMIN.	ATHLETICS	CFCC	M.A.F.C.
2017 Total	**$1,959,207**	**$1,318,550**	**$137,600**	**$260,857**	**$242,200**
Personnel	$1,538,000	$1,098,000	$30,000	$200,000	$210,000
Operating	$421,207	$220,550	$107,600	$60,857	$32,200
Capital Outlay	$-				
2016 Total	**$1,749,360**	**$1,170,236**	**$123,668**	**$244,206**	**$211,250**
Personnel	$1,437,000	$1,049,000	$30,000	$179,000	$179,000
Operating	$312,360	$121,236	$93,668	$65,206	$32,250
Capital Outlay	$-				
2015 Total	**$1,759,894**	**$1,210,125**	**$93,080**	**$226,679**	**$213,721**
Personnel	$1,408,081	$1,048,081	$30,000	$170,000	$160,000
Operating	$335,524	$162,044	$63,080	$56,679	$53,721
Capital Outlay	$16,289				
2014 Total	**$1,708,120**	**$1,059,655**	**$120,918**	**$213,073**	**$258,003**
Personnel	$1,306,605	$966,605	$30,000	$160,000	$150,000
Operating	$345,044	$93,050	$90,918	$53,073	$108,003
Capital Outlay	$56,471				
2013 Total	**$1,665,646**	**$1,031,616**	**$109,587**	**$215,029**	**$176,618**
Personnel	$1,262,222	$926,222	$26,000	$160,000	$150,000
Operating	$270,628	$105,394	$83,587	$55,029	$26,618
Capital Outlay	$132,796				

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REVENUE TRENDS

While the budget has generally increased, cost recovery has remained consistent, with recovery values in the mid-sixty percent. The exception to this was in 2014, when the total cost recovery for the Department was 74%. Currently, parks maintenance occurs in the Public Works Department, so this cost recovery number is not inclusive of full operating costs. The estimated parks maintenance budget is $600,000 for the fiscal year 2017. If this number is incorporated into the Department numbers, the cost recovery becomes very consistent, between 42-44%. This is still a very strong cost recovery number for a department of this size. The below table details these trends.

REVENUE & EXPENSES: TOTAL COST RECOVERY					
	2013	2014	2015	2016	2017
Revenue	$925,324	$955,330	$103,5677	$982,796	$1,007,977
Budget	$1,496,295	$1,661,138	$1,737,847	$1,623,760	$1,728,506
Cost Recovery	61.8%	57.5%	59.6%	60.5%	58.3%
Estimated Maintenance	$600,000	$600,000	$600,000	$600,000	$600,000
Full Cost Recovery	44.1%	42.2%	44.3%	44.2%	43.3%

Figure 4
Revenue & Budget: Total Cost Recovery

USER FEE TRENDS

Over the past five years, since fiscal year 2012, usage fees have generally increased. Generally the fees have increased by between 10-30% for most programs over the five-year period. Many, however, have stayed the same while some fees decreased. Examples include the Cedar Fork Early Release Program and monthly adult fitness memberships. This shows that department staff are taking metrics such as ability to pay, program classification and market competition into account when pricing programs. In addition, user fees are well-tracked in a single spreadsheet. This enables the user to identify trends over time.

The Department has a “fees & charges policy” and a “sponsorships policy” that help guide decision-making around fees, revenue and other types of earned income.

The complete Financial + Funding Assessment can be found within the Appendix and details specific financial sustainability strategies, funding and revenue strategies.

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5 COMMUNITY ENGAGEMENT

5 COMMUNITY ENGAGEMENT

INTRODUCTION

PROCESS

Throughout the Master Planning process, a robust community engagement process was facilitated to gain input from a diverse representation of the community. Feedback gained through the public input process informed and directed the overall vision of this Master Plan and guided many of the recommendations herein. The project team engaged the MPRCRD, the Parks and Recreation Advisory Committee, the Leadership Committees, Town Council and the general public. In addition to these direct engagement meetings, the project team in coordination with MPRCRD, mailed a scientific community interest and opinion survey to households throughout the Town. Each community input meeting and the results are summarized below.

Council Meetings

The project team met with the Morrisville Town Council twice; once during the initial kickoff of the master planning process and once after the inventory and analysis portion of the master plan was completed. During the first meeting, the project team presented the Master Planning process, general community strategies and the results of the demographics and trends analysis. At the second council meeting, the project team presented public feedback received thus-far and the recreational program assessment. During both sessions, the project team fielded questions and concerns from Council members and received direction which helped guide the Master Plan.

PUBLIC INPUT

COMMUNITY INPUT

The first meeting for public input was conducted on April 26th, 2017 at Cedar Fork Community Center. The second community meeting was held on May 13th, 2017 at SpringFest, a popular Morrisville festival held at Town Hall. Finally, the third public meeting was held on July 3rd, 2017 at the Independence Day Celebration in Morrisville Community Park. The three primary methods to solicit public input included, a “Community Value” board, a facility and program “More-or-Less” board and a “Park Experience Board”. In addition to these boards, the project team utilized the Existing Parks, Recreation and Open Space map and a Benefit of Parks pamphlet to highlight current recreational offerings and educate the public on benefits of experiencing parks.

The Community Value board defines five, broad value systems and asks Morrisville residents to rate the perceived most important value system. Each value system is wide-ranging and contains a list of recreational facilities typically found within each system. The “most important” value system reveals the greatest reason for park appreciation and use. Residents were asked to place one dot in the box corresponding to the value system they feel is the most important. This information is used to further define what residents value in their parks to guide park decision making and investment.

The five Community Value categories include:

- Health + Fitness
- Social + Community
- Environmental
- Culture, Arts + History
- Education + Technology

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The top reason Morrisville residents value and use their public parks as recorded at public input meetings was overwhelmingly “Health and Fitness” followed by “Social & Community”. Residents strongly desire integrated health and fitness aspects within their recreational offerings.

The second input strategy were two “More or Less” boards used to prioritize specific facility investment. One input board dealt specifically with park facilities while the other board dealt with park programs. Residents were instructed to place three dots in either category, voting for more or less of each facility or program type.

The facility “More or Less” board exercise revealed that several park facilities are highly sought after. The number one facility residents want to see more of are splash parks. Splash parks or “spray-grounds” are playground areas that integrate water features for residents to play in. These splash parks can be a separate, specialty park to draw a large user base or can be added onto existing parks. The second most sought-after park facility is nature parks. Nature parks can be programmed with walking or jogging trails, passive elements such as picnic tables or benches or separately, can be managed as conservation area. These parks demonstrate, protect or enhance high quality environmental features and are located to preserve specific natural areas and limit impacts from programming and infrastructure.

The programs “More or Less” boards revealed data that reinforces the values discerned from the Community Values board. Residents want to see more athletic programming and specialty community wide programming. These programs align with the values of health + fitness and social + community.

Additionally, the project team asked residents what park they visit the most. The top three parks most frequented by the public were Cedar Fork Community Center, Church Street Park and Morrisville Aquatics and Community Center. Two of these facilities are Community Centers with robust program offerings while Church Street Park offers a large variety of recreational opportunities. This suggests a high interest in indoor recreational programs, youth/adult athletics, opportunities in close proximity to places of residence and a variety of recreational opportunities.

LEADERSHIP + ADVISORY COMMITTEE

LEADERSHIP COMMITTEES

The first leadership meeting was held on May 16th, 2017. This leadership committee was comprised of MPRCRD Department Staff, maintenance representatives from the Maintenance Department, liaisons to the public, the Planning Director and various other municipal leaders. The project team gave an overview of the master planning process, presented the initial results of the demographics and trends analysis and initial strategies.

SWOT ANALYSIS

The team utilized a SWOT analysis to capture specific departmental feedback regarding perceived strengths, weaknesses, threats and opportunities facing three focus areas:

- Parks, Facilities + Maintenance
- Operations + Staffing
- Programs

PARKS, FACILITIES + MAINTENANCE (SWOT)

Strengths

- Currently the Town Council land banks pro-actively when land becomes available and has an active payment-in-lieu used to fund recreational offerings through the Recreational Development Fund.
- The Parks, Recreation and Cultural Resources Department strives to communicate effectively and respectfully with the public and is quick to respond to high priority community needs.
- While capacity issues exist, Morrisville provides a diverse range of park facilities and recreation offerings and has kept up with recreational demand and the growing and diversifying population.
- The Morrisville Aquatics + Fitness Center acts as a community space for a diverse range of people to come together and interact.
- Church Street Park offers the only professional sized cricket field in the Triangle. This unique market differentiator has the potential to draw a national user base.

Weaknesses

- There appears to be a lack of athletic fields, indoor basketball courts/flexible gym spaces and group shelters available. In addition, the only community center is attached to the middle school and is thus a shared space. Additionally, available maintenance for parks is severely limited. Staff has kept track with the current pace of required maintenance but as parks age they require higher maintenance and increased demand must be met with an increase in full time staff.
- The general fund currently supplies the maintenance budget. Maintenance shares some material costs with Public Works but maintains no formal direct communication line between the Parks and Recreation Department.

- There appears to be few specialty facility offerings like skate parks, splash pads or dog parks and current offerings in surrounding agencies like Wake County are unknown. Splash-pads appeal to a niche market while zero entry pools and pool programming can serve a larger demographic. In addition, staff noted a desire for more dog parks.
- Parking at current facilities is often limited, has little room to expand and cannot service large gatherings. This necessitates the need for pedestrian access to parks via walking, biking, public transportation or other methods.

Opportunities

- The Town needs to safely connect parks, facilities and residential points of interest via greenways and multi-use paths. Here, staff noted the opportunity for pocket parks along the greenway associated with the Wake Technical Community College expansion.
- Additionally, the Town needs to conduct an analysis for the most successful parks and program offering and for the economic benefits parks bring to an area.
- The Town needs stronger tools to implement goals / action plans and stay on course of an approved Master Plan. There is also a need to conduct an analysis to understand where the most dense development is occurring and provide recreation facilities in that area.

Threats

- There appears to be a limited number of outdoor parks, facilities and available open space and staff members which in-turn limits the Town's ability to increase program offerings. In addition, overall connectivity and accessibility is limited by parking, public transportation and language barriers.
- Land acquisition costs are very high (staff has seen price per acre of up to $350,000) and limits of the UDO prohibit certain recreational incentives. All fee-in-lieu from the Recreation Development Fund must go towards buying new land, building new parks or expanding existing facilities but cannot be used by the Town to refurbish or maintain existing parks or facilities.
- The Cedar Form Community Center is located on the site of Cedar Fork Elementary School. The Town does not own the property, but rather has use of this facility and adjoining fields through a joint use agreement with Wake County Schools. The Community Center agreement expires in 2028. The Town also has a similar arrangement for the use of Cedar Fork District Park. This park is owned by Wake County and the town has the right to manage and use the site through an interlocal agreement that expires in 2032. While these agreements could be renewed, the long-term use may be subject to changes outside of Town control.

OPERATIONS + STAFFING (SWOT)

Strengths

- The Town offers competitive pay to staff members to compete with larger municipalities and can retain quality, full-time employees.
- The Morrisville Aquatics and Recreation Center hires talented, knowledgeable and professional staff members which enables the Town to offer higher-level programming and services.
- There is consistent support for adults volunteering to coach youth athletics.
- The Department is efficient and offers a large variety of programs with the current level of staff members.

Weaknesses

- The leadership committee feels the Department is understaffed. In addition, many programs are at maximum capacity and there is little room to expand services or cover all the desired programs.
- The current sponsorship policy does not appear to be effective because few people or organizations are sponsoring programs or facility improvements. In addition, any sponsorship donations intended for the Parks and Recreation department go to the general fund unless specifically earmarked for a specific use.
- Recreation centers are understaffed during typical work hours as volunteers are not available and full-time staff are hosting various programs.

Opportunities

- There is citizen interest to volunteer but staff members indicate there is a lot of training and up-front preparation work associated with volunteering. In addition, those who do volunteer do not consistently return creating an inefficient use of paid staff member time. The Youth Leadership Council was noted as a dependable volunteer group with consistent, reliable volunteers. There are opportunities to develop volunteer network with improved personnel retention.

Threats

- There is a high demand for on-the-job knowledge at the community centers and few available staff members.
- Volunteers are often unavailable during peak hours or appear to have a non-committal nature.
- With an increase in growth, it is challenging to administer programs when overwhelmed by administrative work.

5

PROGRAMMING (SWOT)

Strengths

- The department successfully added a diverse range of programs, incentives and partnerships which create programs for a diverse range of peoples through efficient schedule management.
- Youth programming is always full and is the most successful series of programs. As a result, demand is greater than capacity.
- Partnerships between agencies have seen success like the existing Wake County Social Services lunch program, paddle boarding, Fit Moms and affordable full-day summer camps.
- Staff members have seen success and higher participation rates when tennis and swimming programs are scheduled on the same day.

Weaknesses

- There is a disconnect between what citizens think the Department offers and actual services offered. There is consensus between staff members that there needs to be a better way to disseminate information about programs offered.
- There is a perceived need for adult programs and non-traditional programs that would warrant finding specialty instructors.

Opportunities

- Nature based programs can increase as the Greenway Master Plan and Active Kids Strategic Plan is implemented.
- Staff members believe that basketball, track and aquatic programs can double in size and demand will still fill the classes.
- There is an opportunity to have valuable input on the website redesign and to communicate the values and offering of the Parks and Recreation Department.

Threats

- Cedar Fork Elementary School is now offering after-school programs that compete directly with Departmental offerings and required physical indoor space like the gym or classrooms.
- Neighboring agencies like Raleigh, Cary or Durham each offer a set of programs that compete with Morrisville. Staff members agree it is critical to cooperate with surrounding agencies and to offer both traditional and unique programs that are a market differentiator like youth and adult cricket classes.

VISIONING SESSION

The visioning session was held after all public input, the inventory and analysis portion and the programming assessment was complete. The project team, MPRCRD and the leadership committees discussed overall Department vision, goals and objectives for the 10-year planning horizon.

ADVISORY COMMITTEE

The project team met separately with the Parks and Recreation Advisory Committee at three key milestones throughout the process. The first meeting was held at the first public input meeting on April 26th. Here, the committee assisted in answering questions and informing the public about the Master Planning process. Following the visioning session with MPRCRD staff, the second meeting was held midway through the process to discuss community input, demographics, staff and council feedback and initial visioning.

Throughout this visioning session, the discussion and questions presented by the Advisory Committee were founded in providing a diverse, broad and inclusive set of park experiences. The Advisory Committee indicated the need for Morrisville to provide a connected parks and trail system to service immediate community needs. While meeting existing level of service requirements is important, they expect users from outside of Morrisville to also use Town parks, trails and facilities.

The Advisory Committee noted the need for providing inclusive, ADA parks with opportunities for special-need populations. Facilities which would service an often-marginalized demographic group of children and teens. Parks, facilities and programs should address this need. There is a perceived need for providing facilities and programs geared towards active adults and seniors.

The Committee agreed that integrating technology into parks is a forward-thinking idea. They expressed interest in being able to set up a lap-top or charge your phone in a park which could help draw more people, perceivably millennials, out into nature and the larger community. Technology can also be used to advertise Morrisville Parks and Recreation to help build a positive, well-known reputation and brand image. Social media and specific target marketing campaigns can help engage the community, increase park usage and solidify the value parks bring to a community. In addition, parks and facilities should be kept-up to date and offer a variety of experiences.

The Advisory Committee noted the perceived exceptional budgeting the Parks and Recreation Department currently utilizes. The Committee recommended using the excellent bond rating the Town currently has and to use bonds that are currently available for creating unique and lasting parks, facilities and programs. They recommended a study for assessing the value a greenway or park could bring to an area to help support park investment.

The third meeting with the committee was held to discuss the preliminary draft of the plan. Here, the committee reviewed all recommendations and action plans to ensure the vision was aligned with Morrisville values. During this independent meeting, team representatives presented the draft Master Plan and attendees asked questions regarding its structure and content. The meeting was followed by a comment period where advisory committee members provided feedback on the draft Master Plan. All comments received have been integrated into the final document.

5

SCIENTIFIC HOUSEHOLD SURVEY

OVERVIEW

The project team, with ETC Institute administering the survey, mailed a survey packet to a random sample of households in the Town of Morrisville. Each survey packet contained a cover letter, a copy of the survey and a postage-paid return envelope. 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.

To prevent people who were not residents of the Town 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 400 residents. This goal was met, with a total of 407 residents completing the survey. The overall results for the sample of 407 households have a precision of at least +/-4.8% at the 95% level of confidence. The complete statistically valid survey and data can be found in the Appendix.

FACILITY NEEDS

Respondents were asked to identify if their household had a need for parks and recreation facilities and amenities and rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various facilities.

The three types of recreation facilities or parks with the highest percentage of households that indicated a need for the facility were:

- Greenway trail system (72%)
- Nature parks (68%)
- Aquatics/swimming facility (indoor) (60%)

When ETC Institute analyzed the needs in the community, facilities, greenway trail system and nature parks had a need that affected more than 6,000 households. ETC Institute estimates a total of 3,265 households in the Town of Morrisville that have unmet needs for an indoor aquatics/swimming facility.

FACILITY IMPORTANCE

In addition to assessing the needs for each facility, ETC Institute assessed the importance that residents placed on each facility. Based on the sum of respondents’ top four choices, the three most important facilities to residents were:

- Greenway trail system (40%
- Aquatics/swimming facility (indoor) (34%)
- Nature parks (33%).

PRIORITIES FOR FACILITY INVESTMENTS

The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool to evaluate the priority that should be placed on parks, trails, recreational facilities and services. The PIR equally weights: (1) the importance that residents place on facilities and (2) how many residents have unmet needs for the facility. Details regarding the methodology for this analysis are provided in Section 2 of the ETC Survey Report found in the Appendix.

Based the Priority Investment Rating (PIR), the following six facilities/amenities were rated as high priorities for investment:

- Aquatics/swimming facility (indoor) (PIR=186)
- Nature parks (PIR 175)
- Greenway trail system (PIR 175)
- Weights & fitness machines (PIR 138)
- Dog park (PIR 125)
- Multi-use gym space (basketball, volleyball, etc.) (PIR 104)

The chart to the right shows the Priority Investment Rating for each of the facilities/amenities that were assessed on the survey.

This quantifiable rating provides decisions makers a tool to prioritize investments from high to low. By investing in facilities with a high PIR, the Town would provide recreational facilities for the greatest number of residents in the most cost-responsible method.

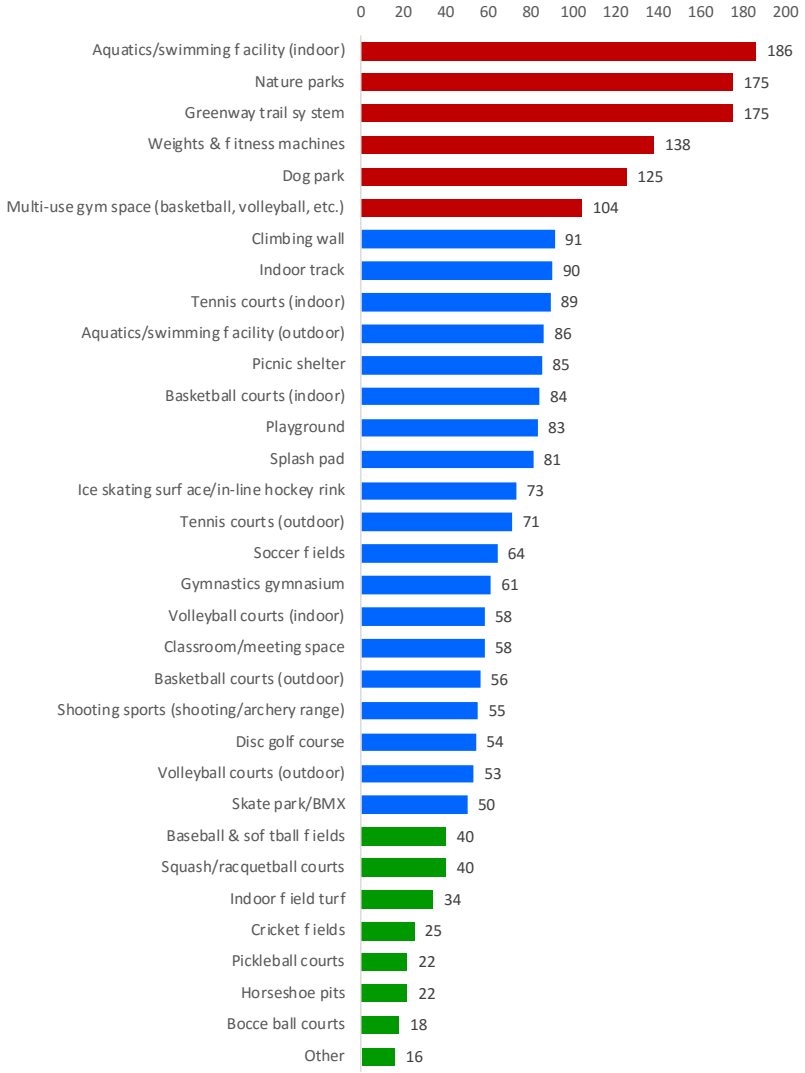


Figure 1 - Top Priorities for Investment for Facilities
Based on the Priority Investment Rating (PIR)

5

PROGRAMMING NEEDS AND PRIORITIES

Respondents were asked to identify if their household had a need for parks and recreation programs and to rate how well their needs for each program were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had "unmet" needs for each program.

The three programs with the highest percentage of households that had needs were: walking for exercise (60%), fitness programs/classes (56%) and swimming (55%). When ETC Institute analyzed the needs in the community, two programs, walking for exercise and fitness programs/classes, had a need that affected more than 5,000 households. ETC Institute estimates that a total of 3,506 households have unmet needs for outdoor music/concerts and 3,474 households have unmet needs for adult fitness and wellness programs. The estimated number of households that have unmet needs for each of the programs that were assessed is shown in the chart on the following page. In addition to assessing the needs for each program, ETC Institute also assessed the importance that youth and adults place on each program.

Based on the sum of respondents' top four choices, the three most important programs to youth were:

- Swimming (22%)
- Camps (summer/school break) (14%)
- Basketball (13%)

The three most important programs to adults were

- Fitness programs/classes (37%)
- Walking for exercise (37%)
- Special events/family festivals (28%

PRIORITIES FOR PROGRAMMING INVESTMENTS

The chart shown on the next page illustrates the Adult programming Priority Investment Rating (PIR) for each of the programs that were rated.

Based on the priority investment rating (PIR), the following five programs were rated as "high priorities" for investment among adults:

- Fitness programs/classes (PIR 199)
- Outdoor music/concerts (PIR 170)
- Walking for exercise (PIR 159)
- Special events/family festivals (PIR 148)
- Swimming (PIR 133)

The chart shown on the next page illustrates the Youth programming Priority Investment Rating (PIR) for each of the programs that were rated.

Based on the priority investment rating (PIR) the following eight programs were rated as "high priorities" for investment among youth:

- Swimming (PIR 182)
- Fitness programs/classes (PIR 143)
- Outdoor music/concerts (PIR 132)
- Special events/family festivals (PIR 130)
- Music lessons/classes (PIR 124)
- Camps (summer/school break) (PIR 113)
- Painting/drawing classes (PIR 109)
- Basketball (PIR 107)

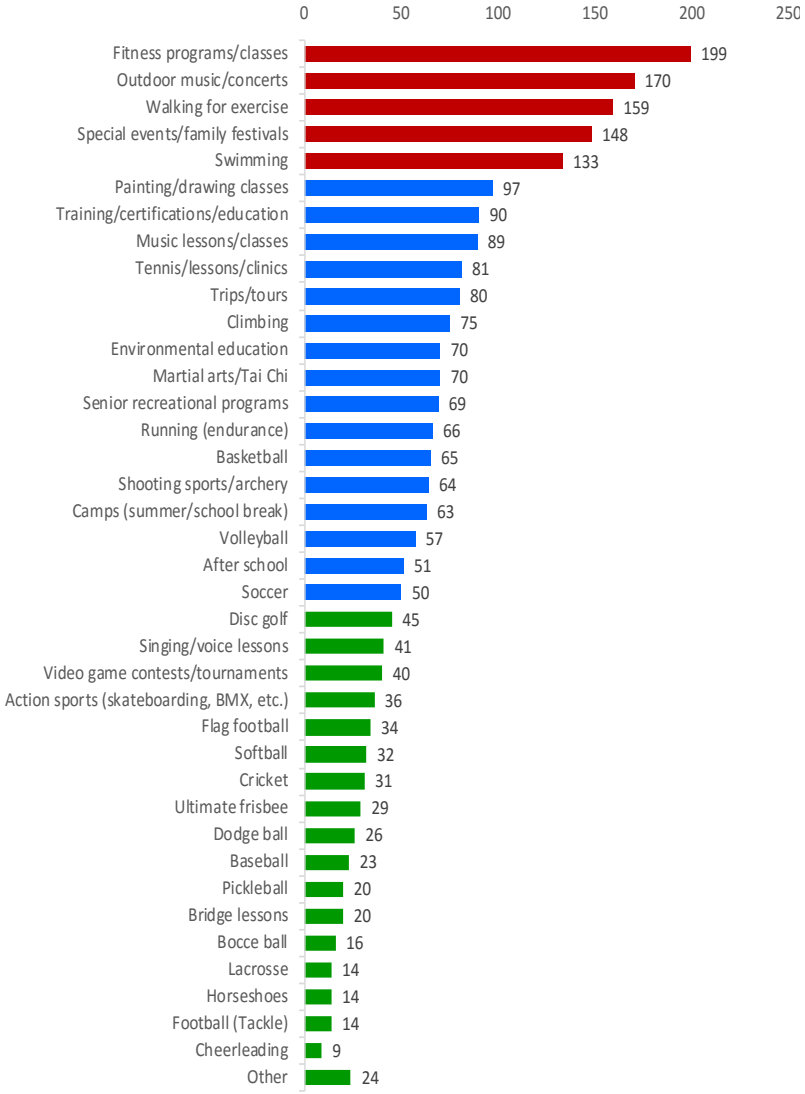


Figure 2 - Top Priorities for Investment for Programs and Activities - Adults
Based on the Priority Investment Rating (PIR)

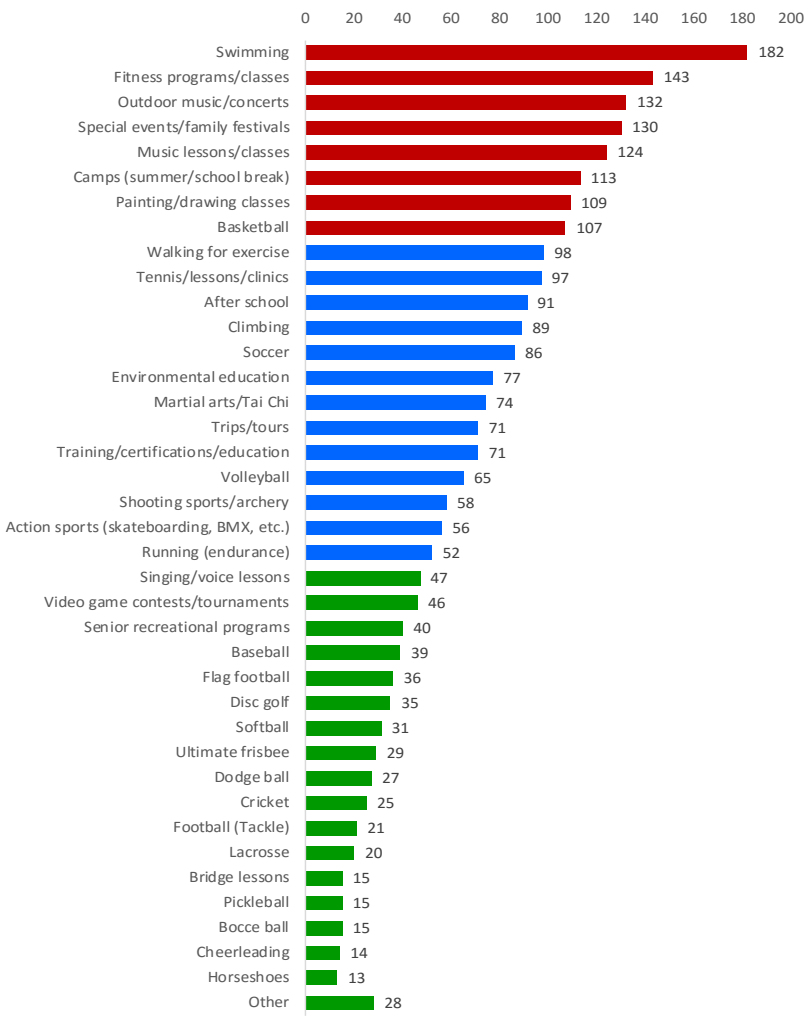


Figure 3 - Top Priorities for Investment for Programs and Activities - Youth
Based on the Priority Investment Rating (PIR)

5

CONCLUSION

When analyzing the park elements offered by the Town of Morrisville, a robust greenway trail system, nature parks and aquatics/swimming facility (indoor) were most important to households and are the most needed by residents. Focusing on these three amenities would provide the greatest benefit for the largest number of residents within the Town. These three elements align with perceived community values of using parks for health and fitness reasons. Providing an aquatics/swimming facility or community building will meet recreational deficiencies as seen in staff feedback and the household survey. In addition, these park elements will allow for a more the ability to offer a robust menu of program offerings. MPRCRD is planning an expansion of the Aquatics and Fitness Center indoor swimming pool which will help meet recreational deficiencies.

When analyzing the programs offered by the Town, walking for exercise, fitness programs/classes and swimming were the programs most important to households and are the most needed by residents. Continuing to focus on these three types of programs will give the Town the ability to serve the largest number of households. Ensuring the Town's scope of programming encompasses the greatest number of households ensures funding is allocated for the greatest public benefit possible. Program offerings are based on available facilities and amenities and are often limited by the size or quantity facilities. These three programs reflect community values of health and fitness within public recreational program offerings.

MPRCRD feels the Department is understaffed and thought that adding additional staff members will help provide the highest quality of service to taxpayer. Citizens and members of the public noted the broad range of programs and talented staff who serves the public.

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6 BENCHMARKING + LEVEL OF SERVICE

6 BENCHMARKING + LEVEL OF SERVICE

BENCHMARKING AGAINST COMPARABLE AGENCIES

METHODOLOGY

The team and Morrisville Parks, Recreation and Cultural Resources identified operating metrics to benchmark against comparable park and recreation systems. The goal of the analysis is to evaluate how Morrisville is positioned among peer agencies as it applies to efficiency and effectiveness practices.

The benchmark assessment is organized into specific categories based on peer agency responses to targeted questions that lend an encompassing view of each system's operating metrics in comparison to Morrisville. In addition, the benchmark comparison is fortified by national data from similar-sized cities based on the National Parks and Recreation Association's (NRPA) Park Metrics database and/or recommended best practice standards.

Information used in this analysis was obtained directly from each participating agency. Variances may exist due to differences in how each system collects, maintains and reports data. An example of this is Allen, Texas, which has a 6,500-seat arena they manage and a 33-hole golf course which affects these numbers. 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 October 2017 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. The benchmark numbers' comparisons are to the median value of the responses, which is different from a comparison of the mean, or average, of the responses. Using the median minimizes the impact on the comparison from communities that score very high or very low on the benchmarking data points.

In some instances, the information was not tracked or not available. The table below lists each benchmark agency in the study, arranged by population size and key characteristics of each jurisdiction. The overview indicates which agencies have achieved, or are in the process of completing, CAPRA accreditation along with the year of origination. Most benchmark agencies are local peers from the state of North Carolina, along with three other comparable agencies from outside the state. Morrisville represents the second smallest population (25,678) and jurisdiction size (10 sq. mi.) and ranks third in population density (2,568 residents per sq. mi.).

AGENCY	STATE	POP.	JURISDICTION SIZE (SQ. MI.)	POP. PER SQ. MI.	CAPRA ACCREDITED (YEAR)
Allen Parks & Rec.	TX	97,807	27.11	3,608	TBD (2018)
Alpharetta Parks & Rec.	GA	62,298	27.00	2,307	Yes (1999)
Apex Parks, Rec. & Cultural Resources	NC	48,982	21.60	2,268	No
Wake Forest Parks, Rec. & Cultural Resources	NC	41,157	17.25	2,386	TBD (2018)
Holly Springs Parks & Rec.	NC	33,181	16.63	1,995	No
Matthews Park, Rec. & Cultural Resources	NC	30,008	17.00	1,765	No
Morrisville Parks, Rec. & Cultural Resources	NC	25,678	10.00	2,568	Yes (2014)
Fairfax Parks & Rec.	VA	24,146	6.30	3,833	Yes (2016)

Figure 1
Comparative Benchmark Agencies

PARK ACREAGE

The table on the right provides a general overview of each system's park acreage. Morrisville has the second lowest number of park sites (8) and total acres owned or managed (207). Morrisville falls just below the median for both acres per 1,000 residents for both developed and undeveloped land. Assessing level of service for park acres,Morrisville ranks towards the bottom of the study with 8.1 acres of parkland per 1,000 residents, which is also below the national median for similar-sized agencies of 9.6 acres per 1,000 residents.

GREENWAY TRAIL MILEAGE

Trail mileage level of service is determined by comparing total trail mileage to the population of the service area, which is expressed as trail miles for every 1,000 residents. With Morrisville's completion of 2.4 miles of new greenway in early 2018, the level of service offering will increase from the next-to-last among benchmark communities to a tie with Wake Forest at the median. Benchmark agencies are providing low levels of service for trail mileage, as no agency is above the national best practice of 1.5 miles of trail per 1,000 residents. The Town also plans for sidepaths, which are sidewalks and paths adjacent to road rights of way and provide important connections to parks and the greenway system. Sidepaths were not considered as part of the benchmarking analysis as there is no national standard for a level of service for this type of path.

AGENCY	POPULATION	TOTAL NUMBER OF PARKS	TOTAL PARK ACRES	TOTAL ACRES DEVELOPED	TOTAL ACRES PER 1,000 RESIDENTS
Fairfax	24,146	32	488	80	20.2
Wake Forest	41,157	12	691	293	16.8
Holly Springs	33,181	5	553	307	16.7
Alpharetta	62,298	16	832	516	13.4
Allen	97,807	54	1191	894	12.2
Apex	48,982	14	558	407	11.4
Morrisville	25,678	8	207	127	8.1
Matthews	30,008	9	158	48	5.3
NRPA Median for Agencies Serving 20K-50K Residents = 9.6 Acres per 1,000 Residents NRPA Upper Quartile for Agencies Serving 20K-50K Residents = 15.4 Acres per 1,000 Residents					

Figure 2
Park Acreage

AGENCY	POPULATION	SOFT TRAIL MILES	PAVED TRAIL MILES	TOTAL TRAIL MILES	TRAIL MILES PER 1,000 RESIDENTS
Fairfax	24,146	19.0	8.0	27.0	1.12
Allen	97,807	1.5	64.9	66.4	0.68
Holly Springs	33,181	-	-	13.0	0.39
Morrisville	25,678	-	8.6	8.6	0.33
Wake Forest	41,157	2.9	10.5	13.5	0.33
Apex	48,982	5.0	9.0	14.0	0.29
Alpharetta	62,298	5.8	11.3	17.0	0.27
Matthews	30,008	1.8	2.0	3.8	0.12
National Best Practice = 1.5 Trail Miles per 1,000 Residents					

Figure 3
Greenway Trail Mileage

FULL TIME EQUIVALENT (FTE'S) PER 10,000 RESIDENTS

This benchmark 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, Morrisville is just below the benchmark median, while exceeding the national median for staffing levels, with 12.9 FTEs per 10,000 residents. This is significant because, unlike all other agencies but one, Morrisville does not currently include maintenance staff in the Parks and Recreation department which accounts 25%-40% of staff for agencies with maintenance staff.

FTE'S PER 10,000 RESIDENTS EXCLUDING MAINTENANCE

In order to provide a more level comparison and demonstrate the staffing implications of insourcing maintenance, the table to the right adjusts FTE levels to exclude maintenance for each agency. By removing maintenance FTEs, Morrisville rises near the top of the study, trailing only Allen's 16.1 FTEs per 10,000 residents.

Agency	Population	Total FTEs*	FTEs per 10,000 Residents
Allen	97,807	222	22.7
Fairfax	24,146	40	16.6
Holly Springs	33,181	48	14.5
Alpharetta	62,298	89	14.3
Morrisville*	25,678	33	12.9
Apex	48,982	40	8.2
Wake Forest	41,157	27	6.7
Matthews*	30,008	14	4.5
NRPA Median for Agencies Serving 20K-50K Residents = 8.5 FTEs per 10,000 Residents NRPA Upper Quartile for Agencies Serving 20K-50K Residents = 17 FTEs per 10,000 Residents * Indicates a Department that does not include maintenance staff in the Parks and Recreation Department			

Figure 4
Full-Time Equivalents per 10,000 Residents

Agency	Population	Total FTEs less Maintenance Staff	FTEs per 10,000 Residents (excluding Maintenance)
Allen	97,807	157	16.1
Morrisville	25,678	33	12.9
Fairfax	24,146	30	12.4
Alpharetta	62,298	68	10.9
Holly Springs	33,181	28	8.4
Apex	48,982	25	5.1
Matthews	30,008	14	4.5
Wake Forest	41,157	16	4.0
NRPA Median for Agencies Serving 20K-50K Residents = 8.5 FTEs per 10,000 Residents			

Figure 5
Full-Time Equivalents Excluding Maintenance Staff per 10,000 Residents

6

OPERATING BUDGET

Benchmark agencies reported a wide range of annual operating expenditures, from $23.9 million (Allen) to $1.3 million (Matthews). Dividing the annual operational budget to the service area's population allows for a comparison of how much each agency is expending per resident. Morrisville is just below the benchmark median, but slightly higher than the national median, for spending per resident. While a lower expense per resident can suggest efficiencies in operation, it can also signal limited program offerings, lower maintenance standards (maintenance in another division, as is the case with Morrisville), or lighter marketing efforts, so the evaluation of optimal per capita spending must take into consideration the unique situation and intent of the agency.

The first table shown on the right shows operating expenses on an annual and per resident basis, with the note that maintenance costs, managed by Public Works, are not included in the budget.

The second table shown on the right shows the same operating expense metrics, but the Morrisville number now includes that approximately $600,000 allocated annually for Public Works to maintain park properties. This allows for more straightforward comparison to benchmark agencies.

AGENCY	POPULATION	TOTAL OPERATING EXPENSE	OPERATING EXPENSE PER RESIDENT
Allen	97,807	$23,941,778	$244.79
Fairfax	24,146	$5,070,507	$209.99
Alpharetta	62,298	$8,127,231	$130.46
Holly Springs	33,181	$4,175,832	$125.85
Apex	48,982	$3,618,740	$73.88
Morrisville	25,678	$1,766,374	$68.79
Wake Forest	41,157	$2,577,241	$62.62
Matthews*	30,008	$1,309,860	$43.65
NRPA Median for Agencies Serving 20K-50K Residents = $87.57 Operating Expense per Resident; NRPA Upper Quartile for Agencies Serving 20K-50K Residents = $163.47 Operating Expense per Resident			
*Morrisville's and Mathew's' operating expenditures do not include maintenance.			

Figure 6
Operating Expense/Resident

AGENCY	POPULATION	TOTAL OPERATING EXPENSE	OPERATING EXPENSE PER RESIDENT
Allen	97,807	$23,941,778	$244.79
Fairfax	24,146	$5,070,507	$209.99
Alpharetta	62,298	$8,127,231	$130.46
Holly Springs	33,181	$4,175,832	$125.85
Morrisville*	25,678	$2,366,374	$92.16
Apex	48,982	$3,618,740	$73.88
Wake Forest	41,157	$2,577,241	$62.62
Matthews**	30,008	$1,309,860	$43.65
NRPA Median for Agencies Serving 20K-50K Residents = $87.57 Operating Expense per Resident; NRPA Upper Quartile for Agencies Serving 20K-50K Residents = $163.47 Operating Expense per Resident			
* Morrisville's expenditures include an estimated $600,000 in maintenance work done by Public Works. **Mathew's' expenditures do not include maintenance.			

Figure 7
Operating Expense with Maintenance Allocation/Resident

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. Unlike the previous analyses of staffing and operational expenditures, the location of maintenance staff in the public works department does not have a direct impact on revenue generation. As seen to the right, there is a large discrepancy in revenue-generating capabilities among benchmark agencies, with Morrisville falling just below the benchmark median for earned income generated per resident ($38.27); however, the Town earns $15 more per resident than the national median for similar-sized agencies.

CAPITAL BUDGET EXPENSES

The second table on the right reveals the annual capital budget expenditures from 2014-2016, as well as the three-year average expense for each agency. The median benchmark agency is averaging around $650 thousand annually in capital investment. Morrisville is investing approximately $2 million per year in capital improvements, which is impressive considering this ranks alongside the benchmark agencies serving much larger communities; however, data from the NRPA suggests this rate of spending is just below the national median for similar agencies.

AGENCY	POPULATION	TOTAL NON-TAX REVENUE	REVENUE PER RESIDENT
Allen	97,807	$15,487,964	$158.35
Fairfax	24,146	$2,100,000	$86.97
Holly Springs	33,181	$1,605,957	$48.40
Alpharetta	62,298	$2,703,163	$43.39
Morrisville	25,678	$982,795	$38.27
Apex	48,982	$905,258	$18.48
Matthews	30,008	$524,682	$17.48
Wake Forest	41,157	$593,158	$14.41
NRPA Median for Agencies Serving 20K-50K Residents = $23.33 Revenue per Resident. NRPA Upper Quartile for Agencies Serving 20K-50K Residents = $59.44 Revenue per Resident			

Figure 8
Non-Tax Revenues

AGENCY	CIP EXPENSE 2014	CIP EXPENSE 2015	CIP EXPENSE 2016	AVG ANNUAL CIP EXPENSE 2014-2016
Allen	$475,508	$2,186,319	$9,138,442	$3,933,423
Apex	$4,007,074	$4,610,379	$1,290,044	$3,302,499
Morrisville	$2,405,223	$1,872,360	$1,872,010	$2,049,864
Alpharetta	$746,000	$659,000	$936,000	$780,333
Fairfax	$411,951	$525,925	$600,862	$512,913
Wake Forest	$931,416	$296,181	$16,080	$414,559
Matthews	$316,101	$192,036	$336,009	$281,382
Holly Springs	$208,800	$159,345	$164,920	$177,688
NRPA Median for Agencies Serving 20K-50K Residents = $2.8M CIP Budget NRPA Upper Quartile for Agencies Serving 20K-50K Residents = $6M CIP Budget				

Figure 9
Capital Budget

6

OPERATIONAL COST RECOVERY

Operational cost recovery is arrived at by dividing total non-tax revenue by total operating expense and measures how well each department's revenue generation covers the total cost of operations. The benchmark median of approximately 40% cost recovery is consistent with best practices for parks and recreation agencies nationwide; NRPA reports the upper quartile for similar-sized agencies at 46%.

The second table shown on the right shows Morrisville at the second highest cost recovery rate among its peers (56%), without including maintenance costs. Towns that outsource maintenance tend have cost recovery levels between 40-50% and Morrisville is at best practice levels. The second table to the right shows the same cost recovery metrics, but the Morrisville number now includes that approximately $600,000 allocated annually for Public Works to maintain park properties. In this comparison, Morrisville still has the second highest cost recovery rate (42%) among benchmark agencies, which again represents best practice levels.

AGENCY	TOTAL NON-TAX REVENUE	TOTAL OPERATING EXPENSE	OPERATIONAL COST RECOVERY
Allen	$15,487,964	$23,941,778	65%
Morrisville*	$982,795	$2,366,374	42%
Fairfax	$2,100,000	$5,070,507	41%
Matthews**	$524,682	$1,309,860	40%
Holly Springs	$1,605,957	$4,175,832	38%
Alpharetta	$2,703,163	$8,127,231	33%
Apex	$905,258	$3,618,740	25%
Wake Forest	$593,158	$2,577,241	23%
NRPA Median for Agencies Serving 20K-50K Residents = 30% Cost Recovery. NRPA Upper Quartile for Agencies Serving 20K-50K Residents = 46% Cost Recovery			
*Morrisville's expenditures includes an estimated $600K in maintenance that is outsourced to Public Works **Matthews' operating expenditures do not include maintenance			

Figure 10
Operational Cost Recovery with Annual Maintenance Allocation/Resident

AGENCY	TOTAL NON-TAX REVENUE	TOTAL OPERATING EXPENSE	OPERATIONAL COST RECOVERY
Allen	$15,487,964	$23,941,778	65%
Morrisville*	$982,795	$1,766,374	56%
Fairfax	$2,100,000	$5,070,507	41%
Matthews**	$524,682	$1,309,860	40%
Holly Springs	$1,605,957	$4,175,832	38%
Alpharetta	$2,703,163	$8,127,231	33%
Apex	$905,258	$3,618,740	25%
Wake Forest	$593,158	$2,577,241	23%
NRPA Median for Agencies Serving 20K-50K Residents = $87.57 Operating Expense per Resident; NRPA Upper Quartile for Agencies Serving 20K-50K Residents = $163.47 Operating Expense per Resident			
*Morrisville's and Mathewes' operating expenditures do not include maintenance.			

Figure 11
Operational Cost Recovery without Maintenance Allocation/Resident

PROGRAM PARTICIPATION

This portion 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. Most benchmark agencies generate between 0.7-1.5 program participations per resident, with Allen (6.28) and Wake Forest (0.24) representing the polar outliers in the study. Currently, Morrisville is just below the benchmark median with a rate of 0.74 participations per resident.

AGENCY	POPULATION	TOTAL PROGRAM PARTICIPATIONS	PARTICIPATIONS PER RESIDENT
Allen	97,807	614,354	6.28
Fairfax	24,146	35,000	1.45
Apex	48,982	65,000	1.33
Holly Springs	33,181	26,349	0.79
Morrisville	25,678	19,100	0.74
Alpharetta	62,298	42,837	0.69
Wake Forest	41,157	9,782	0.24
*Note: Matthews participation figures were not available at time of study			

Figure 12
Program Participation

INDOOR RECREATION SPACE

Assessing the available indoor community / recreation center space among benchmark agencies, many of the peer agencies, including Allen, Texas, are providing a superb level of service. By dividing the existing square footage by the total population, Morrisville's 1.14 square feet per resident is below the benchmark median as well as the generally accepted national best practice of 1.5 square feet of indoor space per resident.

This analysis includes aquatics in the measure of indoor recreation space. Some agencies including Fairfax, Holly Springs, Matthews and Alpharetta do not offer aquatic indoor space. If the analysis had not included aquatics, Morrisville's LOS would likely have fallen lower in the benchmarking rankings.

AGENCY	NUMBER OF INDOOR RECREATION FACILITIES	SQ. FT. OF INDOOR RECREATION FACILITIES	AVG. SIZE OF INDOOR RECREATION FACILITIES (SQ. FT.)	SQ. FT. PER RESIDENT
Allen	6	361,501	60,250	3.70
Fairfax	2	56,000	28,000	2.32
Holly Springs	3	55,132	18,377	1.66
Matthews	3	36,240	12,080	1.21
Morrisville	3	26,863	9,758	1.14
Alpharetta	4	29,273	16,711	1.07
Apex	1	45,000	45,000	0.92
Wake Forest	3	19,157	6,386	0.47
National Best Practice = 1.5-2.0 Square Feet of Indoor Space per Resident				

Figure 13
Indoor Recreation Space

6

SUMMARY OF BENCHMARK FINDINGS

The following paragraph summarizes key findings and implications for the Town of Morrisville's Parks, Recreation and Cultural Resources Department derived from the benchmark analysis:

The Department is offering low levels of service for park acreage and trail mileage when compared to the current population. Increasing the level of service should be a top priority of the Department, especially considering the population is expected to rapidly grow by 35% over the next ten years, which will lead to an even larger deficiency in level of service for parkland assets.

Morrisville is currently offering a level of service above the benchmarking median, but below the national standard.

Staffing levels for the Town appear to be sufficient; however, the location of maintenance staff in another department presents a challenge in comparing the Department to peers. The location of maintenance staff outside of the Department may be something the Department explores based on cost and availability to address user's problems in a quick and efficient manner. Although the lack of maintenance expenses within the Department lessens the burden on the operational budget and enhances cost recovery, the project team recommends that the Department considers a maintenance management plan to evaluate overall operational effectiveness and the value of separating departments.

Morrisville is achieving strong cost recovery Department-wide and solid per capita revenue generation based on the size of the Department and type of facilities they manage. The Department's cost recovery is above the national median. Even including parks-related maintenance costs from public works, the Department's cost recovery is still above average when compared to other agencies nationwide. It will be important for the department to maintain, or improve, financial sustainability as the population in its service area continues to rapidly grow and demands for recreation continue to increase.

The Town's commitment to capital investment is evident in that it is spending on improvements at a similar level to benchmark agencies that serve much larger populations. However, based on the anticipated level of service needs for additional park acreage in the near future, the Department should refocus some of its capital spending towards land acquisition, as 100% of the current capital budget is dedicated to development of existing assets.

Compared to its peers, Morrisville has lower levels of program participation on a per resident basis. The Department should continue to track participation rates to ensure that levels are increasing over time, especially with the expected growth of the community in the near future. Lower participation rates in programming could also be a product of limited indoor space available to residents, considering recreational facilities serve as a hub for programmatic activity and help mitigate the challenges of seasonality. The Department should also continually assess and evaluate its program offerings to ensure they meet community interest and demand and that marketing efforts for programs are effective.

LEVEL OF SERVICE STANDARDS

OVERVIEW

The Level of Service (LOS) standard is a metric used to determine deficits or surpluses of parkland and facilities the Department provides based on Morrisville's population. The analysis begins with an inventory of existing facilities, then synthesizes the benchmarking analysis, national standards, and staff and community input to create a tailored LOS standard for Morrisville. The final output is the 2017 and 2027 levels of service which show deficits and surpluses in parkland and facilities based on current and future population projections. In this way, the LOS ratio provides a metric for determining future park and facility needs based on future population growth. It also provides a standard for comparison among communities.

METHODOLOGY

The LOS analysis uses a ratio of the number or amount of a facility or parkland per 1,000 residents of Morrisville. For example, the Town offers 6 playgrounds throughout the park system. Based on the 2017 population projection of 25,678 Morrisville residents, the Town offers 0.23 playgrounds per 1,000 residents. Using the standard of one unit per 1,000 people outputs a LOS number that is reasonably managed and easily understood. The formula for calculating a level of service is as follows:

$$Level\ of\ Service\ = \left(\frac{Facility\ number\ or\ park\ acrage}{Population}\right)\ X\ 1000$$

Three LOS measures contribute to the creation of a LOS standard tailored to the Town of Morrisville. The current Morrisville Inventory LOS serves as a baseline for parkland and facilities currently offered to the Town's residents. The Benchmarking Analysis LOS uses the median of benchmarking agency responses when the information is available. The National Recreation and Parks Association Median uses data gathered from communities nationwide to create national best practices for LOS.

These three LOS measures (current inventory, benchmarking, and national standards) were synthesized, along with input from the community and Town staff, to create the unique LOS Standard for Morrisville. This LOS standard is included in the "LOS Standard" column under the "Morrisville's Recommended LOS for 2017 Population" heading in the table included in this section.

Using population projections for the 10-year planning horizon, the LOS recommendation can account for future park and facility needs in the Town of Morrisville. This is achieved by comparing Morrisville's tailored LOS Standard to a projected population of 34,542 in 2027.

CALCULATION BASIS The Level of Service (LOS) is a measure to determine deficits or surpluses of parkland and facilities the Department provides based on Morrisville's population. The analysis begins with an inventory of existing facilities, then synthesizes the benchmarking analysis, national standards, and staff and community input to create a tailored LOS standard for Morrisville. The final output is the 2017 and 2027 Levels of Service which show deficits and surpluses in parkland and facilities based on current and future population projections.			**2017 MORRISVILLE INVENTORY** (25,678 population)		**BENCHMARKING ANALYSIS + NATIONAL LOS STANDARDS**				**MORRISVILLE RECOMMENDED LOS FOR 2017 POPULATION** Based on benchmarking, National Standards, and Community Input			**2027 PROJECTED LOS** (34,542 population)		
					Benchmarking Analysis Median* ** Comparisons to communities similar to Morrisville		**National Recreation and Parks** Association Median Standards across all communities							
Item	Units	Per Population	Current LOS	Current Morrisville Offering	LOS Standard	Total Units to Meet LOS Standard	LOS Standard	Total Units to Meet LOS Standard	LOS Standard	Total Needs for LOS Standard	Surplus or Deficit to Meet LOS Standard	LOS Standard	Total Future Needs for LOS Standard	Surplus or Deficit to Meet LOS Standard
PARKLAND														
Developed Parks	Acres	1000	4.96	127.38	7.7	197.72	9	231.10	7.6	195.15	-67.77	7.6	262.52	-135.14
Undeveloped Parks and Open Space	Acres	1000	3.09	79.45	4.5	115.55	1	25.68	2	51.36	28.09	2	69.08	10.37
Total Park Acres	Acres	1000	8.05	206.83	12.8	328.68	9.6	246.51	9.6	246.51	-39.68	9.6	331.60	-124.77
GREENWAYS														
Greenway*	Miles	1000	0.33	8.6	0.33	8.47	1.5	38.52	0.45	11.56	-2.96	0.45	15.54	-6.94
OUTDOOR AMENITIES														
Picnic Shelter/Pavilion	Sites	1000	0.23	6	-	-	0.2	6	0.3	7.70	-2	0.3	10.36	-5
Ball Field	Fields	1000	0.16	4	-	-	0.2	6	0.2	5.14	-2	0.2	6.91	-3
Multi-Purpose Field (Soccer, Lacrosse, Rugby, Football)	Fields	1000	0.47	12	-	-	0.2	6	0.2	5.14	6	0.2	6.91	5
Basketball Courts	Court	1000	0.12	3	-	-	0.5	13	0.25	6.42	-4	0.25	8.64	-6
Tennis Courts	Court	1000	0.23	6	-	-	0.5	13	0.3	7.70	-2	0.3	10.36	-5
Cricket Green	Court	1000	0.16	4	-	-	-	-	0.2	5.14	-1	0.2	6.91	-3
Playgrounds	Site	1000	0.23	6	-	-	0.5	13	0.3	7.70	-2	0.3	10.36	-5
INDOOR FACILITIES														
Indoor Aquatic/ Recreation/ Community Center Space	SF	1	1.11	28,497	1.14	29,272.92	1.5	38,517	2	51,356	-22,859	2	69,084	-40,587

DISCUSSION

The LOS Standard tailored for the Town of Morrisville tends to reflect standards set forth in the benchmarking analysis or national standards, but in some cases deviates from those measures. This section provides context around the selection of the LOS Standards used for this analysis.

PARKLAND

The national standard for parkland is 9.6 acres per 1,000 residents. The Town of Morrisville adopts this standard for its total park acres LOS but adjusts the ratio of developed parkland to undeveloped parkland. The justification for a developed parkland LOS Standard that is lower than the national median is based on the proximity of developed parkland offered by neighboring jurisdictions, and County and State parks. Though the Town neither manages nor plans for these parks, residents of the Town benefit from their use. Therefore, there is less burden on the Department to provide parkland. Furthermore, the Town of Morrisville is landlocked by neighboring jurisdictions, and the parcels potentially available for parks acquisition and development are limited in both size and number. The plan acknowledges this by recommending a LOS standard for an acreage of developed parkland that is lower than both the national standard and the benchmarking analysis median. Even with this limitation, the Town is already meeting is 10-year planning horizon for undeveloped parkland, at a LOS standard twice the national average.

GREENWAYS

The greenway system in Morrisville and surrounding jurisdictions is extensive. There are few opportunities to develop greenways with dedicated rights of way. Side paths present greater feasibility of expansion.

This LOS analysis includes only greenway mileage. A greenway is a multi-use trail found in both urban and rural settings which is typically set aside for recreational use or environmental protection. Additionally, a greenway trail may have its own right of way. The Town of Morrisville also has a "side path" designation which includes paths that are part of an existing road right of way. For the purposes of this plan, side paths do not contribute to the greenway LOS in part because there is no national standard or benchmarking standard to inform the Town's LOS standard. Though they are excluded from the LOS, the Town acknowledges the importance of side paths in connecting residents to their park system.

Nevertheless, the town remains committed to expanding its greenway system. The LOS Standard included in this plan is approximately 1/3 of the national recommendation for trail mileage per 1,000 people, but at 0.45 miles per 1,000, is higher than the 0.33 miles per 1,000 residents median achieved by the benchmarking communities.

Ultimately, this plan's proposed LOS standard reflects the planned future greenways recommended in the 2011 Parks and Recreation Master Plan, which based its greenway recommendations on extensive past greenway specific planning efforts. A summary of that plan's recommendation and the current recommendation can be found in the table included here.

PLANNED GREENWAYS IN 2011 PARKS AND RECREATION MASTER PLAN	PLANNED MILEAGE RECOMMENDED FOR REMOVAL	COMPLETED GREENWAY CONSTRUCTION	MILEAGE REMAINING	THIS PLAN'S LOS STANDARD FOR FUTURE CONSTRUCTION
16.7	1.5	8.6	6.6	6.94

OUTDOOR AMENITIES

The Town's LOS standards tend to be lower than the national recommendations for outdoor amenities such as picnic shelters, ball fields, and playgrounds. This discrepancy is due to the wide variety and availability of amenities offered by adjacent communities, private homeowners' associations, and private commercial offerings. The benchmarking analysis did not request this level of detailed information from benchmarking communities so there is no benchmarking LOS recommendation for these amenities.

The Town's recommended LOS standard is above the national standard for picnic shelters and below the national standard for playgrounds. These amenities may be offered by the Town or homeowners' associations and tend to be accessed by individuals within walking distance of the amenity. The LOS standard for these two amenities is similar since they are typically programmed together. The LOS for ballfields and courts fall below the national recommendations for LOS based on public input that showed minimal demands for this amenity and indicated that the needs are mostly met.

There currently is no national standard for the LOS for cricket greens as cricket is an emerging trend and there is not yet enough data to create a standard for that amenity. The Town's level of service standard for cricket greens is 0.2 per 1,000 people and is based on a combination of demographic trends information, staff input, and community input. It currently matches the Town's LOS standard for baseball fields, which mirrors the national standard at 0.2 facilities per 1,000 residents. In Morrisville, cricket is equally, if not more popular than other field sports, so a LOS similar to those offerings is appropriate.

INDOOR FACILITIES

Three facilities are contributing to Morrisville's indoor facility LOS, the Cedar Fork Community Center at 16,833 square feet, the Historic Christian Church which will soon be used for recreational programming at 1,634 square feet, and the Morrisville Aquatics and Fitness Center, at 10,030 square feet. This plan recommends a LOS standard of 2 square feet per resident, more than both the 1.5 square foot per resident national standard and the 1.14 square foot per resident benchmarking analysis standard.

The indoor facility LOS standard is kept high because the Morrisville Aquatics and Fitness Center is contributing to this measure, and many of the benchmarking communities (Apex, Fairfax, Holly Springs, Matthews, and Alpharetta) and communities around the country, do not offer aquatics. If Morrisville were to remove the square footage of aquatics floor area, the existing LOS would only be 0.66 square feet per resident, the second lowest of the benchmarking agencies. Thus, the higher recommended LOS standard offsets the square footage of aquatics floor area not provided by many agencies. Furthermore, square footage of indoor recreation space is the primary limitation for program expansion to meet current and future demands. Providing a LOS standard that is higher than benchmarking agencies and the national standard will offset aquatic floor area, providing adequate indoor recreation space for program expansion. The number is high to account for both the Town's aquatics needs and gymnasium and classroom space needs.

SUMMARY

For Morrisville to maintain the LOS standard outlined in this plan, the Town will need to acquire 124.77 acres of parkland, construct 6.94 miles of greenway, and 40,587 square feet of indoor recreation space within the next 10 years.

The Town has the opportunity to reach the greenway and indoor facility LOS standard over the next 10 years with current plans for developing new indoor facilities and greenway trails. These include the proposed recreation center in the Town Core area and greenways identified in the draft transportation plan.

The largest anticipated challenge will be meeting the LOS deficit of 124.77 acres of total parkland, including developed and undeveloped parkland. Chapter 7 includes recommendations for how the Town can work toward achieving and maintain the parkland acreage per 1,000 residents level of service.

The community's outdoor amenity needs also appear to be within reach over a 10-year planning horizon. The greatest outdoor amenity needs over the next 10 years are for basketball courts (6 needed), and picnic shelters, tennis courts, and playgrounds (5 needed). The Town also estimates a need of three ball fields and three cricket greens in the next 10 years. There is currently a surplus of five multi-purpose fields across the system. These fields fulfill a wide variety of recreation needs providing space for soccer, lacrosse, rugby, football, and other sports.



7 RECOMMENDATIONS

7 RECOMMENDATIONS

DEPARTMENT VISION

INTRODUCTION

This plan has developed a set of recommendations to guide Department operations and facility improvements over the next 10 years and beyond, based on the data gathered, community input and visioning sessions with Town staff and the Parks and Recreation Advisory Committee. Recommendations are provided for parkland, facilities, operations, staffing and finances and take the form of a vision statement followed by specific goals and objectives for bringing the vision to fruition. Each goal confirms the vision and mission, while the objectives indicate how the goal will be accomplished. The following chapter will further prioritize each goal, assign a responsible party and establish a performance measure to keep the team accountable enabling the Department to track, recognize and share successes.

The Town of Morrisville Parks, Recreation and Cultural Resources Department is in the unique position to not only improve the quality of life for residents, but to connect the communities it serves and support local efforts and partnership opportunities. The purpose of establishing a department vision and mission is to ensure recommendations are aligned with both community and department values.

PURPOSE

The Town of Morrisville Parks, Recreation and Cultural Resources Department is recognized for enriching the community by providing unique and exciting parks, facilities and programs for all ages, while connecting its residents to each other, the outdoors and local history. This Parks and Recreation Master Plan serves as a framework for the Department to improve the quality of life for residents, create connections between the Town's communities and support local efforts and partnership opportunities.

VISION

The existing vision for the Department was refined to present the Department's desires for the next ten-year planning horizon based on input gathered through the planning process:

Helping Morrisville become the Triangle's standard for livable communities by:

- Creating advocates by engaging the community in an ongoing conversation about benefits and values of parks and recreation.
- Responding to change with creativity, technology and innovation.
- Taking purposeful steps in the pursuit of quality parks, recreation facilities and programs.

MISSION

The following mission statement is how Department staff will implement their vision:

"To enrich the Morrisville community by creating quality recreation experiences, celebrating our local culture and enhancing our natural resources."

7

COMMUNITY VALUES

- Health and Fitness – Implementing a park system that offers parkland and facilities that promote physical, mental and emotional health.
- Social and Community – Providing diverse opportunities for social interaction, community events and gathering spaces to foster feelings of belonging and community pride.
- Environmental – Developing parks in a way that enhances water quality, preserves natural habitat and connects users to nature.

ORGANIZATIONAL VALUES

- **Equity** – Identifying future parkland that provides equal distribution and access to parks regardless of a residents' geographic location or demographic.
- **Connectivity** – Connecting parks safely with civic, employment, commercial, worship, or residential destinations.
- **Efficiency** – Managing operations, employees, finances and other resources to maximize existing facilities and programs.
- **Collaboration** – Working with current and future partners toward achieving mutual goals through shared ideas of teamwork, participation and commitment to public service.
- **Innovation** – Operating with a sense of possibility and using an inventive approach in delivering high quality services to our community.
- **Leadership** – Becoming the leaders necessary to achieve excellence while establishing bold visions, investing in others and assuming personal responsibility for results.
- **Service** – Working in creative and resourceful ways to provide safe, quality services for everyone, while recognizing our responsibilities of stewardship with available resources.

DEPARTMENT NAME

"Town of Morrisville Parks and Recreation"

Through the visioning session, it was determined that shortening the name of the department from Parks, Recreation and Cultural Resources to simply Parks and Recreation, better represented the overall role of the Department and is a more concise name consistent with current trends in department branding across the nation. Currently, the Department's role regarding arts, culture and history includes offering limited arts programs, organizing local annual events such as the Fourth of July and Spring Fest and managing a few facilities with historic significance such as Shiloh Park and the Historic Christian Church. The shortened name encompasses recreation facilities and a variety of programming which includes the arts, history and culture. This shortened name is a truer representation of the Department's focus.

GOALS + OBJECTIVES

PARKLAND

VISION

Work creatively within land constraints and partner with surrounding communities to connect local parks with open space corridors resulting in an integrated park and trail system. We will manage our parks and open spaces for the purpose of providing recreation experiences, organizing gathering spaces, connecting to nature, enhancing neighborhood connectivity and promoting active lifestyles.

Goal (1)

Acquire and develop land strategically to create great park experiences for the community.

Objective (1.1) Create a network of parks and open space corridors that connect civic, employment, commercial, religious and residential destinations.

Morrisville has an opportunity to embrace a Parks and Recreation Master Plan which would result in a system of parks connected through multi-use paths and open space corridors that provide safe connections between parks, civic, cultural, employment and residential destinations. When planning trails and connections, the Town should consider the location of existing and future parkland to ensure park and transportation planning efforts such as the Comprehensive Transportation Plan currently underway, are well coordinated. This should include close collaboration with adjacent municipalities and other partners that border Morrisville.

With limited parking at most existing park facilities, additional multi-use path connections and bike routes will provide safe alternatives to vehicular transportation. In addition to practical connectivity considerations, a well-connected park system will provide facilities that contribute to individual overall health and wellness. As part of any greenway planning exercise, the Town should establish guidelines for trails that describe degree of difficulty, heart healthy impact and interpretative signage so users will use these trails appropriately within their capabilities.

As of 2011, the Town of Morrisville planned an extensive multi-use path network that will exceed 58 miles of side paths and greenways. Currently, approximately 8.6 miles of greenway have been constructed since the approval of the 2002 Master Plan. A Comprehensive Transportation Master Plan was developed concurrently with this plan and greenways were included with that effort to coordinate with the wider transportation network.

Objective (1.2) Develop a robust park system with adequate acreage and various park types which are equally distributed throughout the Town.

Based on the Level of Service standards presented in Chapter 6, the Town currently is deficient by nearly 40 acres in meeting the NRPS level of service standards for recommended acreage of parkland per population for the year of 2017. To keep pace with the projected population growth, in total, this plan recommends the Town acquire 124.77 acres of parkland over the next ten years to maintain a LOS standard of 9.6 acres per 1,000 residents. Given the visible gaps in service in northeastern areas of the Town, we recommend at least one new park be located and developed in

this area (see Land Acquisition Search Area map in the Appendix). This plan recommends the remaining park acreage be a mixture of various park sizes and types distributed where needs arise. The Department should consider the future Town Center community space be dedicated to meet neighborhood and special use park recommendation.

Objective (1.3) Identify, acquire and develop land that is most suitable for park development.

Due to Morrisville's geographic location, limited opportunities for parkland expansion exist. When opportunities do present themselves, it is the goal of this plan that land suitable for specific park uses and facilities be acquired rather than land with little development potential such as sites with unsuitable soils, large amounts of bedrock, flood-prone areas, or wetlands. Site suitability is related to the anticipated end use of a property. The existence of any of the above areas would not preclude a property from being acquired for a park but would indicate that the property needs special consideration to determine whether the existence of these sensitive areas interferes with the desired use of the property or raises permitting or costs concerns.

A greenprinting exercise would examine what land is available for acquisition within the Town limits. In coordination with the Planning Department, this plan would identify vacant parcels within further evaluation. The outcome of a greenprinting exercise would be identifying parcels that are highly suited for development as a park to inform decisions regarding land acquisition. A parcel-specific scoring system or other method could be developed to identify land most suitable for development as a park. Criteria for a park to rank highly may include adjacency to existing park land, proximity to destinations, linkages with trails and open space corridors, the presence of legal access and acreage sufficient to serve development needs and the absence of jurisdictional waters, sensitive habitats, floodplain, undevelopable soils and steep slopes.

Objective (1.4) Identify and prioritize capital improvement targets for existing parks for the next 1-5, 5-10 and 10+ years while leveraging current land resources.

Given limited land availability for park expansion, this plan recommends strategies to enhance existing assets through upgrades, expansions and improved maintenance of existing facilities. By maintaining an asset management plan with life-cycle replacement schedules, the Department can better govern annual capital investments in existing parks and facility infrastructure and ensure sufficient funding is allocated to such improvements. Based on the park inventories completed in Chapter IV, we are making the following park specific recommendations for incorporation into a capital improvements plan.

The following estimate of probable cost is preliminary and based upon quantity estimates. It should be used to develop preliminary budgets and verified with additional information prior to being used as the basis for decision making. These estimates have been developed with no control over unforeseen subsurface conditions, the cost of labor and materials, the general contractor's or any subcontractor's method of determining prices or competitive bidding and market conditions. This estimate is made based on experience, qualifications and best judgment. This plan cannot and does not guarantee that proposals, bids or actual construction costs will not vary from this or subsequent cost estimates.

Cedar Fork District Park

Upgrades such as structures and additional impervious surfaces are limited by the park's location within a regulated floodplain.

Item	Low Cost Estimate	High Cost Estimate
Improve curb-appeal by installing additional plant material	$300,000	$500,000
Replace outdated structures	$250,000	$400,000
Replace outdated amenities such as athletic goals, signage and kiosks. Signage and kiosk display will follow standards from the Overall Signage Plan slated for 2018 implementation. Cost ranges assume installation of up to 20 way-finding signs.	$250,000	$400,000
Replace site furnishings (trash receptacles, benches, etc.).	$80,000	$120,000
Regrade and refresh gravel lots and roads to improve drainage (assumes renovation of 300 spaces).	$450,000	$565,500
Install wheel stops (QTY: 300)	$21,000	$27,000
Clearly define maintenance and storage areas with fencing, landscape buffers, signage, bollards and rope, etc.	$150,000	$200,000
Total	**$1,501,000**	**$2,212,000**

Church Street Park

Church Street Park is a newer Town park opened in 2015. As such, few improvements or upgrades aside from annual maintenance are required at this time. The Town should consider expansion of the park to adjacent parcels if available, resulting in greater diversity of recreational offerings, the potential to host larger community events and a regional-scale park. An assessment plan and life-cycle replacement schedule should be developed to account for upcoming park or facility improvements and upgrades.

Crabtree Nature Park

See park master plan in the Appendix of this document. The master plan was based on readily available GIS data as a planning tool for future improvements. Prior to implementation of the park master plan, a detailed jurisdictional waters determination, geologic assessment and regulatory review should be completed, along with a park-specific feasibility / master plan report that includes public input, review of the permitting process, a more detailed conceptual planning and a refined cost estimate.

Morrisville Community Park

See park master plan in the Appendix of this document. The master plan was based on readily available GIS data as a planning tool for future improvements. Prior to implementation, a detailed jurisdictional waters determination, geologic assessment and regulatory review should be completed, along with a park-specific feasibility / master plan report that includes public input, review of the permitting process, a more detailed conceptual planning and a refined cost estimate.

Shiloh Park + Luther Green Center

Shiloh Park is reaching the end of its life-cycle and showing signs of disrepair and outdated amenities. This plan recommends the Town undertake a master plan process to determine which facilities should remain, which should be removed and replace with modern amenities supporting current recreation trends, how edges and borders of the park should be treated and based on demand, determine if conversion to synthetic turf would enhance playability and programming. Input from community partners can be incorporated into the master planning process.

Indian Creek Greenway + Trailhead

Item	Low Cost Estimate	High Cost Estimate
Add signage to better identify and advertise the arboretum (assumes 5 signs)	$7,500	$10,000
Provide replacement with or addition of ADA / Adaptive play equipment	$75,000	$150,000
Add additional interpretive signage to promote education on topics of the Town's choosing (assumes 3 signs)	$6,000	$9,000
Total	**$88,500**	**$169,000**

Northwest Park

Northwest Park opened in 2016 as the Town's newest park. Few upgrades aside from increasing annual maintenance are necessary to keep this a first-rate park. Landscape elements such as trees, shrubs, ground covers and mulch appear to be unhealthy or severely worn. The landscape contractor should be addressing any plant material that has perished in accordance with their one-year warranty established in the construction contract.

Ruritan Park

Park ownership should be addressed first and foremost. The park is currently under the ownership of the Ruritan Club, who has one remaining member. While the opportunity still exists, this plan recommends the Town coordinate with their attorney and the current land owner to resolve ownership, hopefully transferring legal ownership to the Town.

If the Town is granted ownership, the Department can consider developing the park with amenities and programmed spaces. Given the current lack of programmed activities in Ruritan park and limited opportunities for simple improvements, this plan recommends the Town undertake a master planning project to identify the highest and best use for the project. The master plan should consider connectivity, parking, implications of future transportation projects, expansion through acquisition of adjacent parcels and buildings and facilities that promote program recommendations contained herein.

Sarah Woody Jenkins Park
This plan recommends the park either be decommissioned with the monument relocated to another civic site or transitioned into a monument / historic marker as a gateway into Morrisville's downtown. A detailed study of these options would evaluate which is more viable from an ownership and maintenance perspective and which is most appealing to the community and decision makers.

For parks that have not been fully implemented or need extensive repairs and replacements that have reached the end of their life-cycle, this plan recommends park master plans be developed to revitalize and activate spaces based on current trends. This will keep parks modern and ensure existing park acreage is maximized. As part of this master plan, we have included park master plans for Morrisville Community Park Phase III and Crabtree Creek Nature Park. We recommend additional master plans be completed for Cedar Fork Community Center, Shiloh Park and Ruritan Park.

Finally, continue to maximize partnerships with schools and other organizations. This plan recommends developing an action plan for renewing long-term leases and joint use agreements. Specifically, joint use agreements must be renewed for Cedar Fork Community Center and Cedar Fork District Park.

Objective (1.5) Create destination parks, trails, open space, natural areas and amenities that offer unique experiences focused on fostering social and community interaction, promoting healthy lifestyles and exposing residents to nature.

Given the competitive recreation market found within the Triangle, Morrisville must offer unique experiences to attract residents, businesses and visitors. This means staying informed about emerging recreation trends, modern technologies in design and construction (i.e. green infrastructure and synthetic turf), current health challenges and position within the marketplace. The Department can review annual recreation publications and competitor offerings and apply emerging trends that differentiate the Town within the marketplace through park improvements and development of special-use facilities. This will enhance the economic potential of the Department while reinforcing Morrisville as a competitive recreation provider.

New construction methods and materials for recreation facilities have been developed that improve environmental quality, maximize playability and enhance curb appeal. Concepts such as green infrastructure, sustainability and adaptive play can be directly applied to park design and construction. This plan recommends the Town prioritize their natural turf fields most in need of maintenance and identify at least two natural turf fields for conversion to synthetic turf over the next ten years to maximize playability and reduce maintenance.

Finally, the Department can partner with local schools, non-profits and health care providers to understand what current health challenges can be addressed through recreation. Whether tackling obesity or depression, improved access to parks has the potential

to enhance physical and mental health through opportunities for physical fitness, connection to the outdoors and a social network of support. As demonstrated by the statistically valid survey, residents find facilities such as greenway trail systems, aquatics and weights and fitness some of the most important. An intentional balance of active and passive recreation opportunities in conjunction with preservation of open space can target a range of current health concerns and have a direct impact on reducing the cost of health care in a community. Parks can also serve as a setting for recreation therapy which targets restoration, remediation or rehabilitation to improve function and independence through recreation resources and opportunities.

Objective (1.6) Establish facility/infrastructure design and maintenance standards to uphold quality of user experience and fiscal sustainability.

A set of consistent, comprehensive design standards that consider safety, wayfinding, sustainability, plant pallet, materiality and revenue potential should be developed to address user experience by age range for a variety of site contexts. These design standards should establish a high standard of place making for the built park environment. Design standards should be assigned to each of the park classifications outlined within this master plan and closely coordinated with the proposed level of maintenance. Some of the design standards such as wayfinding signage, site furnishings and landscape materials should be consistent across all park classifications, resulting in a park system that appears visually congruent. Design standards should be consistent to display the Town's brand, while flexible enough to provide a variety of unique user experiences. Current trends suggest design guidelines should consider crime prevention through environmental design (CPTED), spaces intended for flexibility of use with both self-directed and organized activities and principals of sustainability such as locally sourced materials, solar aspect or green infrastructure.

Objective (1.7) Expand opportunities for new developments to incorporate open space that would help the Town reach open space goals.

Due to the limited options for parkland expansion within the Town of Morrisville, this plan recommends that the Town use the existing provisions in the UDO to acquire land from residential developers instead of accepting payment-in-lieu of land dedication. This would be determined on a project-by-project basis where there is enough land to allow for both uses. While payment-in-lieu funds have been used in the past to develop parks on land owned by the Town, more land resources are needed to meet the growing demands. Acreage protected under this ordinance would count toward the projected acreage of open space needed for the next 10 years.

Decisions regarding parkland acquisition as part of new development should refer to the parkland suitability study which is recommendation 1.3. The Town should only accept land that meets the requirements of the parkland suitability study for the intended park development. This will avoid the possibility of acquiring land that is unsuitable for the intended park developments and therefore will not contribute to the Towns' level of service offerings.

Objective (1.8) Refine maintenance standards to uphold quality of user experience, maximize existing facility resources and promote fiscal sustainability.

Ensuring maintenance management plans are current, effective and supported by adequate staff is critical to managing a park's system that is attractive, inviting and fosters feelings of safety. Further, given the number of aging amenities and limited opportunity for land acquisition for new facilities, a stronger focus on asset management and maintaining existing parks could lead to improved fiscal sustainability. An improved management schedule with defined maintenance standards can extend the life-cycle of assets, improve safety, increase playability and enhance the visual appeal of parks and facilities. This plan recommends each park's maintenance plan be updated to reflect maintenance standards, schedules and appropriate staffing levels. Such plans may include seasonal fluctuations in maintenance schedules and staffing to account for increased play and visitation during warmer months. A more detailed maintenance plan for each park classification can be developed to meet the desired design, horticultural, life-cycle standards and appropriate levels of staffing. Finally, this plan recommends a feasibility study be completed to evaluate the potential benefits of transitioning maintenance responsibilities to the Parks and Recreation Department. Potential benefits are discussed in greater detail under Objective 4.5.

7

FACILITIES

VISION

Develop educational and signature recreation facilities that create a sense of place and provide diverse opportunities to participate in recreation activities, connect to nature, socialize through community events and experience programs and passive recreation both indoors and out.

Goal (2)

Develop diverse and unique facility offerings to provide programming, active and passive recreation opportunities that appeal to a range of users and differentiate the Town by service offerings.

Objective (2.1) Develop adequate facilities to meet growing program needs.

Based on the results of both community input and the level of service exercise, the programming across the Town is significantly limited by availability of facility space. Based on the current level of service, this plan recommends the Town add approximately 45,000 square feet of indoor recreation space within the next ten years. The Department should consider meeting this recommendation by committing to constructing the 45,000-square foot community center proposed within the Town Center area. Additional facility space could be provided by the wetland education center (+/- 10,000 SF).

Objective (2.2) Develop individual business plans for each signature facility (and park) in Morrisville.

Signature facilities (and parks) have potential to attract visitors regionally and generate revenue. As such, operational structure and efficiency is critical to their success. A business plan should be developed for each existing or future signature facility outlining the market position, operations and maintenance standards and procedures, pricing policies (rentals, classes, programs, etc.), expenditures and revenue potential. Specifically, a financial assessment should be completed and incorporated into each business plan to establish unit costs to operate and maintain the facility. The staff responsible for the business plan should use this metric to measure operational efficiency on an annual basis.

Staff members should receive training on the development of a business plan and assigned a park at which to develop and implement a business plan. Progress reports adhering to each business plan should be delivered quarterly and a work plan developed annually.

Objective (2.3) Develop health and wellness opportunities in each park facility managed by the Town of Morrisville.

As mentioned earlier, recreation facilities (and parks) have great potential to address current health and wellness challenges. As indicated by the statistically valid survey, residents continue to value and seek opportunities to use weights and fitness facilities, greenway trails and multi-use gym space. The survey results also indicate such facilities are a high priority investment for the Town. Trails rank as one of the top preferred facilities for improving fitness; just 30 minutes of simple exercise such as walking, or jogging can reduce the risk of heart disease. This plan recommends providing infrastructure for organized and self-directed, heart healthy activity, such as loop trails and fitness stations.

Wellness infrastructure can be combined with other recreational programming to target multi-generational use. While youth are at soccer practice, parents can walk loop trails for daily exercise; programmed boot camps can offer more challenging fitness options. Facilities can be combined with organized wellness programming, or smart-phone apps and signage to increase visibility and accessibility of health and wellness programs.

Objective (2.4) Incorporate ADA improvements in Town of Morrisville parks and recreation facilities.

Compliance with the American Disabilities Act (ADA) is not only a legal requirement, it's the right thing to do, especially when promoting all-inclusive recreation opportunities. Further, the Commission for Accreditation of Parks and Recreation Agencies (CAPRA) requires an ADA existing facility and site access audit. For each existing facility, this plan recommends the Department continue to track ADA compliance. Where facilities are non-compliant, the Department should develop a plan for improvements to complete upgrades meeting current ADA standards. Compliance in restrooms should be a priority for the improvement plan. For all future facilities, this plan recommends establishing ADA standards from early in the process to avoid any costly redesign or permit delays. Finally, for both renovations such as the Aquatic Center and future facilities, additional emphasis should be given not only to meeting minimum ADA standards, but to incorporate ADA improvements and special needs programming into facility design so recreation opportunities for all ages and ability levels are provided.

Objective (2.5) Consider program themes with facility updates to maximize use and value.

Based on the results of the survey, there is a strong desire for programming and facilities supporting water-based play, environmental education, access to nature and health and fitness. For both existing and future facility planning, this plan recommends identifying additional facilities that target these programs. Understanding programming needs from early in the design process ensures facilities are designed to support desired programs, developed and maintained to enhance overall user experience and facility fee strategies are aligned with quality of experience and amenities offered.

This plan recommends the design of future facilities be closely coordinated with program managers so that an age-segment matrix for each facility is developed. This will allow planners to determine which populations are underserved so the design process can better consider program potential of proposed facilities. This ensures program offerings are aligned with the natural and physical space

and amenities offered by each facility. For facilities with planned improvements, upgrades and expansions, a mix of new and old programming can enhance usability of the space based on current trends in programming and recreation.

Objective (2.6) Consider improving another special event site within the Town of Morrisville that can support larger groups and additional events, serve an increased proportion of Town users and facilitate social connections between residents.

Much of the feedback received through the community engagement process revealed the desire for additional community events requiring facilities that can support large crowds. Prior to developing plans for special event venues, the Department should solicit input from the community to determine events that are most desired. From the survey responses, the Department can gain an understanding of special facility needs required to support such events. Venues may need to consider flexible uses with spaces of various sizes, adequate gathering space to accommodate large crowds, adequate parking, sufficient connections for light and sound equipment, a “back stage” or “green room”, truck access, food and other amenities required to support a variety of events year-round. This plan recommends adding another special event site as an expansion to an existing park (ideally, Church Street Park if the adjacent land is acquired) or to the proposed Town Center.

Objective (2.7) Establish the highest level of brand, character and safety standards along trails.

A trail system is the backbone of a community’s open space network, connecting people to civic, religious, recreation, employment and residential destinations. The physical appearance of the trail system should reflect its importance to the community. Developing high design standards for the trail system will allow the Department to maintain a network of trails that are safe, visually appealing, comfortable and educational. Design standards should be developed for trailheads and typical trail cross-sections and should incorporate amenities such as restrooms, signage, seating opportunities, environmental/ cultural / historic education, drinking fountains and parking along greenways and at trailheads. Like design standards for parks, trail standards should incorporate CPTED principals, enhanced maintenance practices, branding, environmental sustainability and cost per mile of trail to construct and maintain.

Objective (2.8) Ensure facilities and parks have a strong identity, character and theming, rooted in the Town's cultural, history, natural features or brand.

While design standards promote a consistent visual language across the park system, it is important they also allow flexibility, so each facility may express the unique qualities and character of place. This may take the form of theming, unique or specimen materials, art, technology, or sensory experiences. Inspiration for facility narratives may be derived from the Town's history, cultural identity, milestone events, nature, geology or other place-based qualities and thus facility and program themes should be linked to historic, natural and cultural identity.

Public art is often found within park settings and facilities, fostering creativity, expression and identity. Too often public art is an after-thought, falling short of funding and dedicated physical space. Thus, such installations must be intentional and well planned. Art, like any amenity, has an initial capital cost as well as long term maintenance implications. This plan recommends establishing a public art budget for acquisition and maintenance to ensure adequate funding for public art installations. Further, this plan recommends an element of public art be incorporated into park and trail design guidelines. The Department may choose to collaborate with local artists for specific pieces or projects and partner with local art, history and cultural organizations to stimulate advocacy for expression within parks.

Finally, Morrisville enjoys a reputation of innovation supported by tech-savvy entrepreneurs. This plan recommends this reputation be reflected through its park system. While "technology" scored lowest as a community value, this plan interprets a low preference for technology in parks as a lack of understanding about how technology can be used in parks. This plan recommends the Department leverage local technology and innovation to educate and incorporate elements of technology into park facilities to promote education, interaction and engage and inspire users. Through mobile phone apps, technology can provide park-specific adventure challenges, educational opportunities, event promotion and gather data on park usage. This plan recommends the Department select a local partner to develop and launch a pilot project to better understand the application of technology to improve park experiences.

7

PROGRAMS

VISION

Broaden program services to appeal to diverse users and offer opportunities for new experiences to increase the value of the Town of Morrisville Parks and Recreation to the community. Programs will center on sports and leagues, family recreation, health and wellness and community-wide special events.

Goal (3)

Develop program plans for each park and facility that promote health and wellness and maximize value, use and appreciation for the park or the recreational facility.

Objective (3.1) Continue to support and encourage a culture of exceptional customer service through customer service standards, quality management methods and adequate staffing levels.

The relationship between meeting the needs of the community, achieving the agency mission and executing service delivery is of critical importance. With an understanding of this important dynamic, the Department can build on the service foundation that already exists within the Town's recreation programs and events. Based on the consulting team's observations, the Town's program offerings are sufficient for a system of its size, but enhancements to performance management practices would yield overall improvements to the services provided to the community.

The Department's interactions with the public should communicate the values and culture of the Town of Morrisville and its focus on customer service. This can be accomplished through development of internal and external customer service standards, combined with employee on-boarding and consistent training for all employees.

Customer Service Standards:

The practice of using program standards is essential for agencies desiring to perform at high levels and that aspire to be community and industry leaders. One of the most significant issues in managing a recreation program system includes the challenges faced with the complexity associated with thousands of service transactions, in-person and online, from multiple staff members dealing with a diverse audience at a variety of facilities within the system. Currently the Department does a good job of measuring participation numbers, program success rate, program cancellation rate and participant to staff ratios and customer satisfaction, mainly through post-program surveys or anecdotal comments. An additional metric to consider is customer retention levels, which can be captured at registration or on the program survey.

Surveys can be very useful indicators of success if used in the right way – keeping the number of questions to a minimum and avoiding survey fatigue. A pre-program survey, used alongside a post-program survey, can help measure change, as can recurring user surveys. Another way to collect customer feedback includes lost customer surveys. The Department currently uses focus groups and statistically valid surveys to collect information on residents who are not regular users of parks programs and services; these can serve to substantiate the more informal surveys and are useful with leadership and key decision-makers.

Quality Management Methods:

In addition to measuring satisfaction, it is useful to have procedures in place to ensure that core program standards are being met across the spectrum of program offerings. This is particularly important when managing part-time, contractor and seasonal staff. While all staff should be trained to perform to a core set of standards, it is useful to have extra training and checks in place for staff who are not as regularly exposed to the standards as full-time staff are. For staff who are delivering programs that require an extra layer of health and safety knowledge or training, such as vehicle drivers or lifeguards, training and quality checks should be extra rigorous. In general, Morrisville does a good job of maintaining quality standards, offering training and tracking performance.

Currently, the Town has systems in place to:

- Regularly and consistently update policies and procedures
- Check on the quality of instructors
- Develop lesson plans (for selected programs)
- Evaluate programs
- Train staff in basic life safety
- Train staff in customer service
- Marketing training
- Diversity training, with a focus on aging adults, to meet demographic changes
- Review full-time, part-time and seasonal staff performance

Additional performance or quality standards for the Town to consider implementing include:

- Enhanced life safety training
- Specialty skill training
- Training on tracking/calculating cost of service and cost of facility operations
- Provide continuing education opportunities

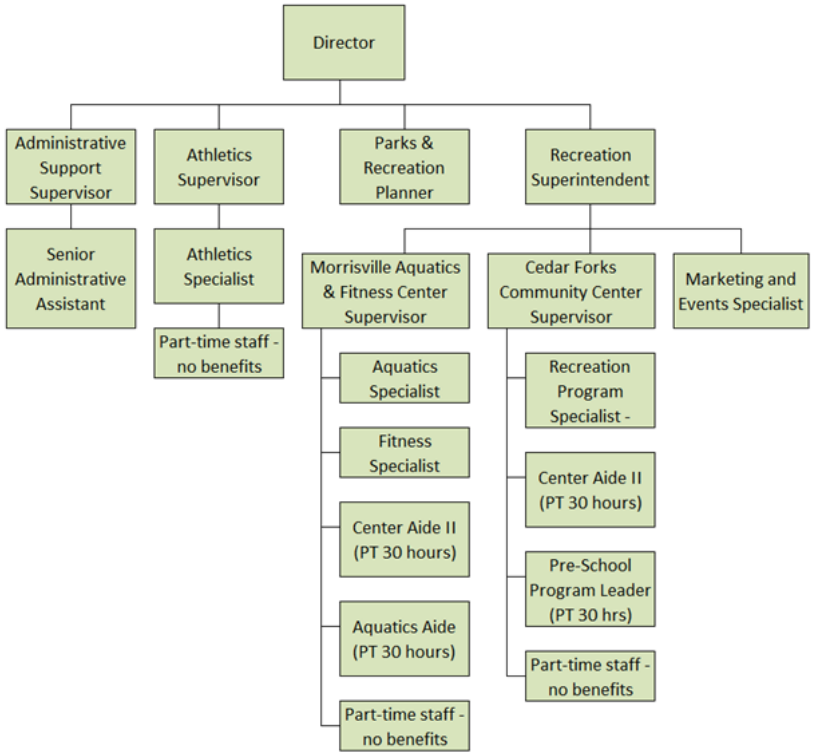
Staffing Levels:

Across the agency, staffing levels within the Town of Morrisville Parks, Recreation and Cultural Resources Department are average to above average when compared with peers. Currently, the Department has 33 Full-time equivalent (FTE) staff. This correlates to 12.9 FTE per 10,000 population. Morrisville does not include maintenance staff in FTE calculations. In order to provide an accurate comparison with benchmarking communities, the chart below compares FTEs excluding maintenance staff from all jurisdictions.

Nationwide, the National Recreation and Park Association median for an agency serving 20k-50k residents is 8.5 per 10,000 population and the upper quartile is 17 FTE per 10,000 population. The benchmark table on the following page shows how the Town compares with its peers when maintenance staff are included. It is important to note that every agency has variations in facilities and staffing that can affect the FTE numbers. The chart on the following page shows the Department's organizational structure, current as of spring 2018.

Given that technology has changed the ways in which the public interacts with both parks and people, the Department should consider the use or development of a real-time, geocoded customer service app that would allow customers to comment on their experiences as they occur. This enables timely resolution of any issues and positive comments provide good marketing communications opportunity with the larger community.

Agency	Population	Total FTEs less Maintenance Staff	FTEs per 10,000 Residents (excluding Maintenance)
Allen	97,807	157	16.1
Morrisville	25,678	33	12.9
Fairfax	24,146	30	12.4
Alpharetta	62,298	68	10.9
Holly Springs	33,181	28	8.4
Apex	48,982	25	5.1
Matthews	30,008	14	4.5
Wake Forest	41,157	16	4.0
NRPA Median for Agencies Serving 20K-50K Residents = 8.5 FTEs per 10,000 Residents			

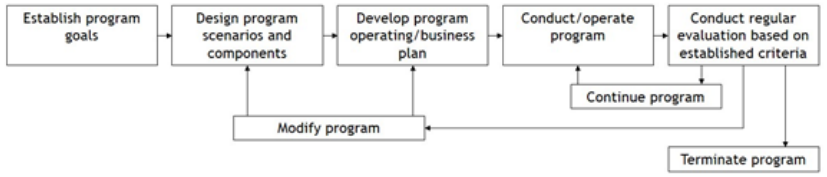


Objective (3.2) Implement an integrated Program Plan for the entire Town of Morrisville system that aligns programs provided with market demand and the needs of the community, as well as the amenities in each park to maximize its use and value.

Implementing additional surveys to program participants and the larger community is a good way to help differentiate national versus local trends ensuring the Town's programs are relevant to local users. Survey results can be used to inform development of new program offerings.

Based upon the observations of the planning team and demographic and recreation trends information, Town Parks staff should evaluate core program areas and individual programs, ideally on an annual basis, to ensure offerings are relevant to evolving demographics and trends in the local community. Over a 2 to 3-year timeframe, programs should begin to move through the pipeline for a more balanced distribution of programs across the life-cycle. Program review should also include a determination of ratio of resident versus non-resident participants.

Using the age segment, life-cycle analysis, classification and other established key program metrics, program staff should evaluate programs on an annual basis to determine program mix. A diagram of the program evaluation cycle can be found below:



Objective (3.3) Incorporate consistent program guiding principles into all programs developed by Town of Morrisville Parks.

When developing program plans and strategies, it is useful to consider all the Core Program Areas and individual program analysis discussed in this Program Assessment. Life-cycle, age segment, classification and cost recovery goals should be tracked. This information, along with the latest demographic trends and community input are factors that will aid program decision-making. Other factors could include participation, satisfaction, cancellation rate, recurring users, or any mitigating factor notes such as space constraints.

Based on the community demographics, peer benchmarking and community input, the overall mix of programs offered by Town of Morrisville Parks, Recreation and Cultural Resources Department is aligned with the community profile. The Town's recreation program staff should begin a cycle of evaluating programs on individual merit as well as the program mix. This can be completed at one time on an annual basis, or in batches at key seasonal points of the year, as long as each program is checked once per year.

A simple tool such as the table below will help compare programs and prioritize resources using multiple data points, rather than relying solely on cost recovery. In addition, this analysis will help staff make an informed and objective case to the public when a declining program but beloved by a few, is retired.

Program	Core Program Area	Age Segment	Lifecycle	Classification	Cost Recovery	Other Factors

Objective (3.4) Determine Cost Recovery goals to inform pricing decisions.

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

- Classify all programs and services based on the public or private benefit they provide (as noted in the previous section).
- Conduct a Cost of Service Analysis to calculate the full cost of each program.
- 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.

7

Understanding Full Cost of Service:

To develop specific cost recovery targets a full cost of accounting must be created for each class or program, accurately calculating direct and indirect costs. Cost recovery goals are established once these numbers are in place and program staff should be trained on this process. The figure below illustrates the common types of costs that must be accounted for in a Cost of Service Analysis. Completing a Cost of Service Analysis not only helps determine the true and full cost of offering programs but provides information that can be used to price programs based on accurate costs.

The methodology for determining the full 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.

PRICING STRATEGIES										
	Age Segment	Family / Household Status	Residency	Weekday / Weekend	Prime / Non-Prime Time	Group Discounts	By Location	By Competition (Market Rate)	By Cost Recovery Goals	By Customer's Ability to Pay
Core Program Area	Different prices offered for different ages	Different prices offered for family / household groups	Different prices for resident vs non-resident	Different prices for different days of the week	Different prices for different times of the day	Different prices for groups	Different prices at different locations	Competitors' prices influence your price	Dept. cost recovery goals influence your price	Scholarships, subsidies, discounted rates offered for low-income
Aquatics			X	X		X		X	X	X
Fitness	X	X	X				X	X	X	X
Memberships & daily usage			X			X		X	X	X
Preschool			X					X	X	X
Youth			X					X	X	X
Teen			X					X	X	X
Adult			X					X	X	X
Senior Adult				X					X	X
Senior Day Trips			X					X	X	X
Youth Athletics			X					X	X	X
Adult Athletics			X					X	X	X

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 benchmark different programs provided by the Department between one another. Cost recovery goals are established once Cost of Service totals have been calculated. Program staff should be trained on the process of conducting this analysis and the process should be undertaken on a regular basis.

Pricing:
The pricing of programs should be established based on the Cost of Service Analysis, overlaid onto programs areas or specific events and strategically adjusted according to market factors and/or policy goals. There are several different pricing strategies that can be employed to maximize market opportunities and fulfill user/participation goals.

Overall, the degree to which pricing strategies are used currently is robust. A few pricing strategies that could be used more often are family/household status, resident/nonresident rates, weekday/weekend rates and prime/non-prime time rates. Discounts for families encourage the marketing brand of the Town of Morrisville recreation amenities be family-oriented. Resident/non-resident rates show the value Morrisville residents receive for their tax dollars. The weekday/weekend and prime/non-prime strategies can stabilize usage patterns to help with cost recovery for more popular amenities.

Additionally, some of pricing strategies used for one core program area may be useful in another area as well. For example, group discount pricing may be useful for Senior Day Trips. Other example pricing strategies from peer agencies include military, emergency responder personnel and police, or teacher discounts. The right pricing program will ensure that those with the ability and willingness to pay do so, while those needing assistance can still participate.

Staff should continue to monitor the effectiveness of the various pricing strategies they employ and adjust as necessary within the policy frameworks that guide the overall pricing philosophies. Continued and consistent monitoring of competitors and complementary service providers will help ensure that pricing is in line with the marketplace. The table below details pricing methods currently in place by the core program area.

Objective (3.5) Continue to grow current events and identify new opportunities to host community-wide special events within the Town of Morrisville parks system for regional economic impact.

Special events are one of the most popular programs that Town of Morrisville currently provides. Based on input gathered through community meetings and the statistically valid survey, additional events such as music and concerts were also one of the most desired recreation programs. Special events also support a community's economic development and revenue goals as many participants travel from outside the Town limits and spend money in the town while they are visiting.

This plan recommends that the Department convene a meeting of regional event providers to determine types of events that satisfy a regional or national market demand and are appropriate for Town of Morrisville facilities. These may include mud runs, cycling races, or other organized competitive recreation events. In collaboration with Town staff and the Chamber of Commerce, the Town can track the economic impacts of current local, regional and national events within the parks system.

Objective (3.6) Develop Business Plans for all core program areas to maximize their efficiency and productivity.

This plan recommends that Mini Business Plans (2-3 pages) for each Core Program Area be updated on a yearly basis. These plans should evaluate the Core Program Area based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, cost of service, pricing strategy for the next year and marketing strategies that are to be implemented. If developed regularly and consistently, they can be effective tools for budget construction and justification processes in addition to marketing and communication tools. Each plan should identify performance metrics and goals. Using additional survey methods, performance can be tracked against goals to understand perceived levels of service. Such feedback should be incorporated into the Mini Business Plan process.

These mini-business plans should align core program areas with use and design of parks and facilities to maximize the spaces developed and to encourage increased use of parks and facilities available. They should incorporate partnerships to leverage community resources. By partnering with small business and individual contractors, the Department provides positive economic impact to private business in the community without competing for participation.

Objective 3.7. Continue to grow the Department's marketing and outreach efforts to target current and potential users through additional mediums and technology.

The Department currently communicates with residents using media such as seasonal program guides (print and online), the Town website, fliers and brochures, email lists, public service announcements, road signs and marquees, newsletters, verbal communication with staff, in-facility signage and social media channels such as Facebook and Twitter.

Inadequate marketing and communication with the community has been cited in the community survey and in focus groups as an area for improvement. Effective communication strategies require striking an appropriate balance between the content and the volume of messaging while utilizing the "right" methods of delivery. The Town has several areas of focus that could be addressed in communications. The Department should rely upon multiple types of media to deliver those messages. Similarly, the community must perceive the interconnectedness of the whole messaging process. It is recommended that the Town develop a strategic marketing plan specifically for parks, recreation and events that complement the Town's marketing strategy.

A strategic marketing plan should address the following:

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

The strategic marketing plan for the Town's parks, recreation, programs, services and events should integrate with and complement the overall Town of Morrisville marketing plan. An effective marketing plan must build upon and integrate with supporting plans, such as this master plan and directly coordinate with organization priorities. The plan will also provide specific guidance as to how the Town's identity and brand is to be consistently portrayed across the multiple methods and deliverables used for communication.

To support this effort, the Department should identify the appropriate staff to receive marketing training. Training may include how to best utilize marketing strategies and data to design and adjust programs and operations for increased participation and visibility. Once skills are developed, staff can establish priority segments to target in terms of new program/service development and communication tactics. This training can be integrated with a culture of quality management and communication to grow awareness of Town parks, facilities and program services. Consistent with the Department's emphasis on service, performance measures for marketing should be developed and tracked to evaluate

effectiveness of the marketing and branding initiatives. Tracking may be conducted through increased use of customer surveys, web-based metrics, or return on investment (ROI).

Communication and successful information delivery will contribute to overall awareness and advocacy for the park system. The Department should identify and target only the most effective ways in which users would like to receive communication via digital mediums to enhance word of mouth. The Department may want to consider the feasibility and effectiveness of live streaming options for special events using tools such as Periscope (through Twitter) or others.

OPERATIONS + STAFFING

VISION

Develop systems, policies and procedures that maximize Department resources and enable staff to manage their respective functions to achieve the outcomes that the community desires.

Goal (4)

Empower and prepare staff with the resources and support needed to be successful based on established outcomes desired.

Objective (4.1) Continue to follow Commission for Accreditation of Parks and Recreation Agencies (CAPRA) standards to keep up with best practice in the industry. This needs to be completed every five years. This requires the staff to update policies and procedures on a scheduled basis. Ensure that they create maximum flexibility for the staff in the field to do their work in a timely manner and they meet the needs of residents.

The Town of Morrisville Parks is one of the few agencies in the nation to achieve CAPRA Accreditation. While difficult to achieve, this certification is a testimony to the diligent analysis, tracking and management of key performance data and ability to stay abreast of trends in the industry. To maintain the culture that has led to Accreditation, staff should be trained on CAPRA requirements and standards on an annual basis as these standards consistently change. There are 155 specific standards associated with CAPRA

Accreditation. This plan recommends the Department assign responsibilities for CAPRA metric tracking and outcomes and train staff on how to effectively work within policies and procedures to maximize their contribution to the Town of Morrisville park system. All assignments should be documented in each staff's job description as well as in their evaluation process on how well they achieved those standards in the work performed. Performance measures need to be stated and reported out on a six-month basis on how well the organization is achieving the outcomes desired and managed against if they are not.

Updating the website and use of social media through an annual technology plan would improve internal communication, transparency and accountability. The Department should work to improve system communications in general, if nothing more than via regular reports and a performance score card for the measurable outcomes they desire to achieve. Success can be shared through establishment of a communication network that involves middle managers reporting performance outcomes monthly to keep abreast of performance against goals and standards throughout the year.

Objective (4.2) Develop leaders through effective training, mentoring and established opportunities for career growth.

This plan recommends assessing training needs of all staff to help fulfill recommendations herein and implement additional training of staff to meet those needs. Ideally each staff member should have a training strategy outlined for them individually and included in their annual evaluation on how well they completed those training opportunities. This will help grow the organizational strengths and capabilities and help to position the staff member for future job growth opportunities within the organization. An established organizational hierarchy that allows for career growth and differentiation helps retain employees and promote quality service. The Department should provide leadership opportunities to all employees that align with and develop core competencies and skills sets required for leadership and supervisory positions.
Agencies often lose sight of the value of having a succession plan in place for key positions in the system, resulting in challenges and burdens if unforeseen staffing levels suddenly change. A succession plan for key positions should be developed and workload management tracked to ensure that some people are not overloaded while others are not. Any internal staffing plan should recognize those areas that are understaffed and work toward staffing up to meet workload demands.

Objective (4.3) Encourage creativity, innovation and demonstration of "service focused" employees.

The Department should enable, encourage, recognize and celebrate innovation and calculated risk-taking and follow "best and next practices" in park and recreation management. One method is to establish non-salary based incentives that recognize exceptional contributions to providing high quality services across the Department. This strategy aligns with the Department's deep commitment to providing excellent services in parks and recreation.

Objective (4.4) Work toward combining Public Works Parks Maintenance Division with Town of Morrisville Parks, Recreation and Cultural Resources Department.

Currently, maintenance of parks and related facilities is completed by Public Works. In a town the size of Morrisville, combining Parks Maintenance and Parks and Recreation has the potential to lead to operational efficiencies and cost savings, while streamlining potentially isolated communications and providing additional customer service opportunities for the parks.
To properly analyze this opportunity, a feasibility study should be completed to identify the full cost of service and operations by incorporating all maintenance staff and upkeep into one operational budget. If the project moves forward, care should be taken to mitigate any negative organizational change impacts on the culture and employees. In addition, a new operations and organizational plan should be developed and implemented and job descriptions updated to reflect new or changing roles.

(4.5) Develop a stronger volunteer system that builds advocacy and Objective support for Morrisville's parks, facilities and recreation program offerings.

Today's realities require the majority of public park and recreation departments to seek productive and meaningful partnerships with both community organizations and individuals to deliver quality and seamless services to their residents. These relationships should be mutually beneficial to each party to better meet overall community needs and expand the positive impact of the agency's mission. Meaningful volunteerism and effective partnerships are key strategy areas for the Department to meet the needs of the community in the years to come. When managed with respect and used strategically, volunteers can serve as advocates for the Town of Morrisville Parks, Recreation and Cultural Resources Department and its offerings.

Currently, the Department does a good job of tracking individual volunteers as well as volunteer hours. The Department has formally adopted volunteer policies and has a volunteer program currently under development. Tracking all volunteer hours in this way can be used in budget discussions to show how well the Town is able to leverage limited resources. Engaging and rewarding volunteers will enhance community ownership and pride in the recreation programs and facilities the Department provides.

Staff should be trained on best practices for volunteer engagement and management (see Appendix), including the use of surveys, regular check-ins, on-boarding and exit interviews and recognition programs. These practices encourage multi-tier volunteer engagements that extend the number of hours each volunteer invests in Morrisville.

There is both potential and interest in the Department to better leverage the community volunteer base in the Town of Morrisville. Recently, the parks and recreation industry has seen an increase in volunteerism through retirees. Retirees often have greater availability, reliability and come with skills developed in previous careers, enabling them to act as volunteer managers and mentors. Additionally, with the large number of college students seeking internships and real-world experience, recruiting could extend to any one of the local colleges and universities.

By developing a volunteer management plan, with a dedicated staff point person assigned volunteer and partner tracking responsibility, the Department can ensure all volunteers and volunteer hours are tracked along with partners and partner resources leveraged (dollar value of partnering, in kind donations).

Objective (4.6) Develop strong partnerships to cultivate recreation advocates and leverage resources.

The recommended policies will promote fairness and equity within the existing and future partnerships while helping staff to manage against potential internal and external conflicts. Certain partnership principles should be adopted by the Town for existing and future partnerships to work effectively.

These partnership principles are as follows:

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

Additional partnerships can be pursued and developed with other public entities such as neighboring cities, colleges, state or federal agencies; nonprofit organizations; as well as with private, for-profit organizations. There are recommended standard policies and practices that will apply to any partnership and those that are unique to relationships with private, for-profit entities.

Partnership Opportunities

These recommendations are an overview of existing partnership opportunities available to the Town of Morrisville, as well as a suggested approach to organizing partnership pursuits. This is not an exhaustive list of all potential partnerships but can be used as a tool of reference own priorities in partnership development. The following five areas of focus are recommended:

- Operational Partners: Other entities and organizations that can support the efforts of the Town to maintain facilities and assets, promote amenities and park usage, support site needs, provide programs and events and/or maintain the integrity of natural/cultural resources through in-kind labor, equipment, or materials.
- Vendor Partners: Service providers and/or contractors that can gain brand association and notoriety as a preferred vendor or supporter of the Town Parks in exchange for reduced rates, services, or some other agreed upon benefit.
- Service Partners: Nonprofit organizations and/or friends groups that support the efforts of the agency to provide programs and events and/or serve specific constituents in the community collaboratively.
- Co-Branding Partners: Private, for-profit organizations that can gain brand association and notoriety as a supporter of the Town in exchange for sponsorship or co-branded programs, events, marketing and promotional campaigns and/or advertising opportunities.
- Resource Development Partners: A private, nonprofit organization whose primary purpose is to leverage private sector resources, grants, other public funding opportunities and resources from individuals and groups within the community to support the goals and objectives of the agency on mutually agreed strategic initiatives.

7

FINANCES

VISION

Ensure long-term financial sustainability and provide well documented, accurate and timely finance information to the Town Council and staff that meets all the state requirements for effective reporting and supports the financial principles determined in this Parks and Recreation Master Plan.

Goal (5)

Model fiscal responsibility, accountability and integrity to be a sustainable parks and recreation department.

Objective (5.1) Develop a long term financial plan that is consistent with the goals and objectives of Town of Morrisville and supports the initiatives and strategies as reflected in approved plans. Department goals and objectives, which affect park-operating funds need to be consistent with fund availability and financial projections.

Town of Morrisville Parks currently has robust tracking measures in place for financial metrics, with strong cost recovery numbers and sound fiscal management and responsibility. There are two ways for the Department to maintain this financial sustainability. The first way is to continue to incorporate financial sustainability principles and the second is to diversify funding options. Like the Town of Morrisville Parks, a growing number of municipalities have developed policies on pricing of services, cost recovery rates and partnership agreements for programs and facilities provided to the community. These agencies have developed strong partnerships that are fair and equitable in the delivery of services based on who receives the service, for what purpose, for what benefit and for what costs.

In addition, agencies have learned to use parks and recreation facilities, amenities, programs and events to create economic development. Well maintained and active park and recreation facilities and amenities keep property values high around parks and along trails through increased use, positive maintenance practices and the engagement of citizens in an active civic life. Diverse recreation facilities and events can drive people and athletic tournaments into the region, fueling spending on hotel rooms and increasing expenditures in tourism, restaurants and retail areas.

Creating a strong earned income policy will allow the Department to seek additional funding sources outside of taxes and user fees. This requires the Department to focus on other acceptable funding options that fit into the value system of the community that can be applied to the Department

Financial Sustainability Strategies

There are two ways for the Department to achieve financial sustainability. The first way is to incorporate sustainability principles and the second is to create more funding options. To professionally manage the business elements of a park and recreation agency, there are areas of emphasis in which the park system must be proficient. These areas include the following:

- Fundraising
- Partnering
- Government Finance
- Cost Recovery
- Enterprise Management
- Operational Management

Strengthening a combination of these elements can result in greater financial sustainability. Strategies in the Appendix looks more closely at best practices for each element.

Funding & Revenue Strategies

Park and Recreation systems across the United States today need to have a clear understanding of all funding options available to them and how to apply them to the agency. Funding options must fit into the community's value system for them to be effective. While each funding source has a cost benefit, staff should understand the cost to create the funding source versus the returned value from the fund. Park and Recreation systems no longer rely on taxes as their sole revenue option but have developed new and diverse sources of revenue options to help support capital and operational needs.

A growing number of municipalities have developed policies on pricing of services, cost recovery rates and partnership agreements for programs and facilities provided to the community. These agencies know how to create revenue through enhanced income services and the development of strong partnerships.

This plan recommends that the Town of Morrisville consider the establishing a Business Development office to seek grants, alliances, partnerships and sponsorship including earned income opportunities. Funding sources should be integrated into park and facility business plans as financial resources for new construction, upgrades and maintenance. Having a business development office totally focused on earned income for the Department will help to deliver better services as it applies to implementing improved park maintenance, program and facility services

Objective (5.2) Management of the Operating Fund for budgeting purposes will be at a cost/revenue center level so that each program and function is reviewed annually for revenue projections and expenditure need.

This plan recommends the Town incorporate a cost of service model that all staff can understand and provide input into to determine a unit cost. A unit cost is described as the cost to maintain an acre of property, a sports field, a mile of trail or a specific program cost to a user. Having the cost of service in place will help the Department regulate subsidized services and operate in the most cost-effective manner.



8 ACTION + IMPLEMENTATION PLAN

OBJECTIVES, STRATEGIES + PERFORMANCE

INTRODUCTION

An implementation plan with prioritized action items is outlined below. The recommendations presented in Chapter six have been further refined into strategies and prioritized as short (1-5 years), mid (5-10 years), long-term (10+ years) and on-going action items. In the charts below, short term is indicated with an "S," mid-term with "M," long-term with "L" and on-going with "O". Action items receiving higher priority are those supported by significant community input or are items that have been delayed or postponed in the past but have significant bearing on achieving the goals of this plan. Additionally, high priority items can immediately improve the function and efficiency of the department, have longer lead times and support additional funding, revenue recovery and land acquisition as the basis for meeting other more detailed objectives.

Each prioritized action item assigns a responsible party to foster accountability within the department. Finally, a performance measure enables the agency to track, recognize and share success. It is important to note that performance measures have not been developed for all strategies. Performance measures only apply to strategies with metrics that regularly measure success. They have not been developed nor do they apply to strategies where the strategy is to simply complete the action item (indicated by "NA" for Not Applicable).

Key:

- ST – Short-Term (1-5 years)
- MT – Mid-Term (5-10 years)
- LG – Long-Term (10+ years)
- OG – Ongoing

PARKLAND

(1) Goal: Acquire and develop land strategically to create great park experiences for the community.

Objectives		Strategy / Tactics	Group	Priority	Performance Measure
1.1	**Create a network of parks and open space corridors that connect civic, employment, commercial, religious and residential destinations.**	Review alternative transportation routes (bike + pedestrian) for park access and ensure parks are safely accessible to mitigate limited parking and vehicular access.	P+R, Planning	MT	• All parks are serviced by a pedestrian path or greenway connection
		Continue partnerships on multi-use/greenway trail development and management with adjacent municipalities and other partners.	P+R, Planning	OG	• Total number of miles of greenway trails per recommended Level of Service standard • 4 additional miles constructed by 2027
		Coordinate future land acquisition for parks with multi-use trail/greenway access and connectivity.	P+R, Planning	OG	Land acquisition has a min. 1 connection to a pedestrian path or greenway
		Coordinate the Parks and Recreation Master Plan with the Transportation Master Plan to ensure recommendations mutually support goals and objectives.	P+R, Planning	OG	NA

Objectives		Strategy / Tactics	Group	Priority	Performance Measure
1.2	**Develop a robust park system with adequate acreage and various park classification, equally distributed throughout the Town.**	Acquire 135 acres of parkland over the next ten years with a variety of park classifications contributing to the overall total acreage of parkland.	P+R, Planning	ST, MT	135 acres of parkland has been acquired by 2028

Objectives		Strategy / Tactics	Group	Priority	Performance Measure
1.3	**Identify, acquire and develop land that is most suitable for park development.**	Complete a greenprinting exercise to determine what land is available for land acquisition	P+R, Planning	ST	NA
		Develop priorities for land acquisition that target expansion of existing facilities, new park sites which service underserved areas of Town, or highly rated parcels from the evaluation process.	P+R, Planning	ST	NA
		Develop a method of evaluating available land to identify sites most suitable for park development.	P+R, Planning	OG	NA

Objectives		Strategy / Tactics	Group	Priority	Performance Measure
1.4	**Identify and prioritize capital improvement targets for existing parks for the next 1-5, 5-10 and 10+ years while leveraging current land resources.**	Develop and maintain an asset management plan with a life-cycle replacement schedule to govern capital investment in existing parks and facility infrastructure to demonstrate to the community improvements needed through public investment (levy, etc.)	P+R, Parks Maintenance, Public Works	ST	Update asset management plan annually
		Develop park master plans for aging parks to renovate, revitalize and activate spaces based on current trends to ensure existing park acreage is maximized.	P+R, Consultant	ST	NA
		• Request sufficient funding in the capital improvements program to address identified life-cycle needs. • Monitor existing facility investment needs over time. • Consider establishing annual budget allocated to upgrades and improvements. • Dedicate CIP funds to the improvements listed by park in the recommendations section of this master plan.	P+R, Public Works	ST, OG	Life-cycle replacement schedule updated annually.
		Develop action plan for renewing long-term leases and joint use agreements.	P+R	MT	NA

Objectives		Strategy / Tactics	Group	Priority	Performance Measure
1.5	**Create destination parks, trails, open space, natural areas and amenities that offer unique experiences focused on fostering social and community interaction, promoting healthy lifestyles and exposing residents to nature.**	Classify parks based on the approved classification outlined in the Master Plan and design to it.	P+R	ST, OG	NA
		Complete an on-going review of recreational offerings by adjacent communities and private providers to ensure new facilities are competitive and provide “unique” experiences.	P+R	MT, OG	Review of regional recreation offerings completed annually
		Provide upgraded or new facilities to meet emerging market demands, contribute to public health, the regional economy and help achieve financial sustainability.	P+R	MT, OG	Annual review of market gaps identified
		Identify opportunity for construction of or conversion to artificial turf multi-use fields to improve playability and increase athletic programming potential as a differentiator.	P+R, Consultant	MT	Complete up to 2 turf conversion projects within the next 10 years.

Objectives		Strategy / Tactics	Group	Priority	Performance Measure
1.6	**Establish facility/ infrastructure design and maintenance standards to uphold quality of user experience and fiscal sustainability.**	Develop CEPTED (Crime Prevention Through Environmental Design) standards for all future parks and incorporate into existing maintenance practices.	P+R	ST	NA
		Develop design guidelines to address safety, branding/wayfinding, environmental sustainability, flexibility of use, costs, appropriate revenue development, etc. Incorporate flexibility to address different user experiences by age segment and site contexts.	P+R	ST	NA
		Develop standards for site furnishings, plant pallet, building materials and site design to establish a high standard of place making for the built park environment.	P+R, Public Works	ST	NA
		Broaden the definition of outdoor recreation to consider the environmental, economic and community gathering components of green infrastructure.	P+R	MT	NA
		Monitor existing facility upgrade needs and new facility needs over time including the cost of staffing to maintain these parks and facilities properly.	P+R, Public Works	OG	NA
		Develop program plans for each park design that could be self-directed or organized activities.	P+R	OG	NA

Objectives		Strategy / Tactics	Group	Priority	Performance Measure
1.7	**Expand opportunities for new developments to incorporate open space that would help the Town reach open space goals.**	Acquire land as parkland during new development instead of accepting payment-in-lieu in accordance with existing UDO provisions.	P+R, Planning	MT, LT	# Acres preserved for parkland through acquisition from new developments.
		Cross reference acquired land with parkland suitability study to ensure that parkland will contribute to the Town's level of service measures.	P+R	MT, LT	Level of service improvements achieved on land acquired as part of new development.

Objectives		Strategy / Tactics	Group	Priority	Performance Measure
1.8	**Refine maintenance standards to uphold quality of user experience, maximize existing facility resources and promote fiscal sustainability.**	Develop cost-benefit criteria for investing in deferred maintenance and upgrades to existing facility infrastructure.	P+R, Public Works	ST	NA
		Partner with Public Works to establish maintenance management plans, standards and schedules for each park to extend useful life of assets.	P+R, Public Works	ST	NA
		Consider transitioning Public Works maintenance responsibilities to the Parks department. Complete feasibility study identifying pros and cons of transition.	P+R, Public Works, Town Manager	ST	NA
		Identify opportunity for construction of or conversion to artificial turf multi-use fields to improve playability and increase athletic programming potential as a differentiator.	P+R, Consultant	MT	Complete up to 2 turf conversion projects within the next 10 years.

FACILITIES

(2) Goal: Develop diverse and unique facility offerings to provide programming, active and passive recreation opportunities that appeal to a range of users and differentiate the Town by service offerings.

Objectives		Strategy / Tactics	Group	Priority	Performance Measure
2.1	**Develop adequate facilities to meet growing program needs.**	• Support development and implementation of Town Core Vision Plan and the wetland education center • Council adoption and commitment of 45,000 SF community center and 36-acre wetland center with 10,000 SF education center.	P+R, Town Council	ST	NA

Objectives		Strategy / Tactics	Group	Priority	Performance Measure
2.2	**Develop individual business plans for each signature facility (and park) in Morrisville.**	Train staff how to develop individual park and facility business plans and hold them accountable to manage to them.	P+R	MT	Staff to attend annual business plan training.
		Incorporate cost of service into each business plan to establish unit costs to operate and maintain the sites.	P+R	MT	Park is operated within the unit cost established.
		Report out quarterly the results of each business plan based on a work plan developed on a yearly basis.	P+R	MT	Quarterly reports distributed.

Objectives		Strategy / Tactics	Group	Priority	Performance Measure
2.3	**Develop health and wellness opportunities in each park facility managed by the Town of Morrisville.**	Create organized and self-directed heart healthy programming into each park.	P+R	MT	NA
		• Combine wellness infrastructure with other recreational amenities to target multi-generational use. • Develop outdoor fitness area around playgrounds so parents can exercise while they supervise their children.	P+R	MT	NA
		• Coordinate park amenity and facility improvements with organized wellness programming or smart-phone apps and signage to increase visibility and accessibility of health and wellness programs. • Develop outdoor fitness events in parks and along trails • Promote heart healthy events in parks	P+R	MT, LT	Target number of wellness programs (or ratio of traditional programs to wellness programs) met annually.

Objectives		Strategy / Tactics	Group	Priority	Performance Measure
2.4	**Incorporate ADA improvements in Town of Morrisville parks and recreation facilities.**	• Complete an audit of existing facilities for ADA compliance. • Continue to track ADA compliance.	P+R, Consultant, Public Works	ST, OG	Annual audit complete
		Address ADA improvements as each park is master planned and redeveloped.	P+R, Consultant	ST	NA
		Make restroom ADA improvements as a priority.	P+R, Consultant, Public Works	ST	NA
		Incorporate ADA improvements and special needs programming into the Aquatic Center renovation.	P+R	MT	NA

Objectives		Strategy / Tactics	Group	Priority	Performance Measure
2.5	**Consider program themes with facility updates to maximize use and value.**	Identify opportunities for additional facilities to target water-based play, environmental education, access to nature and health and fitness.	P+R Programs	MT	NA
		Develop age segment matrix for each facility to determine who is left out of the experience by design and programs offered in the facility.	P+R	OG	NA
		With upcoming improvements and upgrades, offer mix of new and old programming that is enhanced by improvements. Align program offerings with the natural and physical space and amenities offered by the park.	P+R	OG	NA
		Ensure park master plans for aging facilities include programming associated with proposed improvements.	P+R	OG	NA
		Develop a facility fee strategy that links quality of experience and amenities to fees.	P+R	ST, OG	NA

Objectives		Strategy / Tactics	Group	Priority	Performance Measure
2.6	**Consider improving another special event site within the Town of Morrisville that can support larger groups and additional events, serve an increased proportion of Town users and facilitate social connections between residents.**	• Solicit community input regarding desired types of events through a survey or other means. • Based on the most desired events, develop a list of special facility needs required to support additional and larger events.	P+R	ST	Target for increased number of community events met.
		Consider adding another special event site in one of the regional parks or proposed Town Center that can support additional / larger events.	P+R	LT	SF of new event space constructed.
		Incorporate different sizes and unique types of gathering spaces into improvement / master plans.	P+R, Consultants	OG	NA

Objectives		Strategy / Tactics	Group	Priority	Performance Measure
2.7	**Establish the highest level of brand, character and safety standards along trails.**	Develop a trail management plan for all trail heads within Town of Morrisville Parks and management sites	P+R, Public Works	ST	NA
		Establish guidelines for trails that describe degree of difficulty, heart healthy impact and interpretative signage so users will use these trails appropriately within their capabilities	P+R, Planning	ST	NA
		Incorporate amenities such as restrooms, signage, seating opportunities, environmental / cultural / historic education, drinking fountains, parking along multi-use paths/greenways and at trailheads.	P+R	MT, LT	NA
		Develop agency-wide standards to address: safety, branding, environmental sustainability, heart healthy habitats, cost per mile of trail and CPTED principles.	P+R	MT, OG	Use cost per mile of trail as target for capital project funding.
		Continue to brand the unique character of the trails within the system through implementation of design standards.	P+R	MT, OG	NA

Objectives		Strategy / Tactics	Group	Priority	Performance Measure
2.8	**Ensure facilities and parks have a strong identity, character and theming, rooted in the Town's cultural uniqueness, history, natural features or brand.**	Allow flexibility within design standards for each facility to express the unique qualities and character of place.	P+R	ST	NA
		• Collaborate with local artists to incorporate elements of public art into park facilities. Partner with local art, history and cultural organizations to stimulate advocacy for expression within parks. • Identify potential partners for funding and creation of art installations. • Develop budget allocation for public art.	P+R	MT	NA
		• Leverage local technology and innovation to educate and incorporate elements of technology into park facilities to educate, engage and inspire users. • Identify potential partners for technological collaborations. • Begin Pilot project to explore and promote technology in parks.	ST	NA	Results of customer service application meet established goals / score for park users evaluating perceived quality of experience, adequacy of park maintenance and cleanliness, or report vandalism and safety concerns
		Link facility and program themes to other comprehensive planning initiatives and supporting organizations such as historic preservation, environmental conservation, the Town Center Plan and arts councils.	P+R	OG	NA

PROGRAMS

(3) Goal: Develop program plans for each park and facility that promote health and wellness and maximize value, use and appreciation for the park or the recreational facility.

Objectives		Strategy / Tactics	Group	Priority	Performance Measure
3.1	**Continue to support and encourage a culture of exceptional customer service through customer service standards, quality management methods and adequate staffing levels.**	Develop internal and external customer service standards and evaluation tools including an on-boarding program that effectively communicates the values and culture of Town of Morrisville Parks and its focus on customer service.	P+R Programs	ST	• Customer satisfaction • Recurring customers • Response time to questions / issues • Successful resolution of issues
		Make staff training and development an ongoing process for all levels of employees and volunteers.	P+R Programs, Administrative Operations	OG	• Number of staff trained in customer service. • Number of hours of customer service training • Customer satisfaction
		Consult with expert to better understand benefits of real-time, geocoded customer service app	P+R Programs	MT	Customer service app in place by the end of 2020

Objectives		Strategy / Tactics	Group	Priority	Performance Measure
3.2	**Implement an integrated Program Plan for the entire Town of Morrisville system that aligns programs provided with market demand and the needs of the community, as well as the amenities in each park to maximize its use and value.**	Undertake a demand analysis of existing programs offered within Town of Morrisville service area in the core program areas the system provides.	P+R Programs	OG	• Core program area analysis annually • Demographics vs. age segments • Pricing vs. household income
		Annually track, review and update monitoring program to track the need to modify programs over time.	P+R Programs	OG	• Performance measure goals spreadsheet
		Develop a phased implementation plan for the modification of existing programs and the roll out new programs over 2-3 years, with the goal of moving current programs in Introduction stage through the program life-cycle pipeline.	P+R Programs	ST	• Distribution of program life-cycle • Implementation plan in place • Staff use of implementation plan
		Determine Town of Morrisville's role in regional service delivery (essential, important, value-added) especially as it applies to their existing core services and active recreation pursuits.	P+R Programs	ST, OG	• Distribution of program classification • Similar provider scan annually
		• Conduct annual customer satisfaction surveys of program participants to track retention. • Track specifically retention of residents versus non-residents.	P+R Programs	ST, OG	• Retention rates

Objectives		Strategy / Tactics	Group	Priority	Performance Measure
3.3	**Incorporate consistent program guiding principles into all programs developed by Town of Morrisville Parks.**	• Classify all programs as Core/Essential, Important, Value-added, etc. • Update the pricing policy to reflect the public and private good of a service.	P+R	OG	Policy reviews performed annually.
		Use program assessment key metrics and template to track programs and analyze once per year	P+R	OG	Yearly evaluation performed based on established matrix template
		Update polices for programs such as pricing, scholarships and partnership development.	P+R	ST, OG	Annual program policy performed
		Track national and regional trends for recreation services and how they may apply to Town of Morrisville Parks	P+R	OG	Trending programs tracked

Objectives		Strategy / Tactics	Group	Priority	Performance Measure
3.4	**Determine cost recovery goals to inform pricing decisions.**	Complete a cost of service analysis for all programs that have a fee falling into the important and value-added classification	P+R Programs	ST, OG	Cost of service model set up and operating in 2019 to track cost per experience, cost per hour, cost per program, cost per league.
		Develop a cost recovery plan for all programs that have a fee falling into the important and value-added classification	P+R Programs	MT, OG	Establish a recovery goal for each core program area and facility in the system by the end of 2019
		Develop a pricing policy that supports cost recovery goals	P+R Programs	MT, OG	Meeting / not meeting cost recovery goals

Objectives		Strategy / Tactics	Group	Priority	Performance Measure
3.5	**Continue to grow current events and identify new opportunities to host community-wide special events within the Town of Morrisville parks system for regional economic impact.**	Convene a meeting of regional event providers to determine the types of events that satisfy a regional or national market demand.	P+R	ST, OG	• Number of event partnerships • Event participation • Event satisfaction
		Track the economic impacts of current local, regional and national events within the Parks system.	P+R	MT, OG	• Event participation • Event revenue • Outside visitor participation • Hours/$ spent in Town limits

Objectives		Strategy / Tactics	Group	Priority	Performance Measure
3.6	**Develop business plans for all core program areas to maximize their efficiency and productivity.**	Create mini-business plans for each core program area.	P+R Programs, Administrative Operations	MT, OG	• Mini-business plans created • Revenue trends assess • Annual reviews / updates performed
		Align business plans for each core program area with use and design of parks and facilities.	P+R Programs	OG	• Facility usage numbers • Cost recovery by facility

Objectives		Strategy / Tactics	Group	Priority	Performance Measure
3.7	**Continue to grow the Department's marketing and outreach efforts to target current and potential users through additional mediums and technology.**	• Incorporate stronger performance measures including tracking marketing ROI when demonstrating effectiveness of the marketing and branding initiatives. • Consider extending marketing to social media platforms such as Nextdoor Neighbor	P+R Programs, Administrative Operations	ST	• Track number of social media followers • Budget/ participation ratio
		Enhance staff training on utilizing marketing strategies and data to design and adjust programs and operations for increased participation and visibility	P+R Programs, Administrative Operations	ST, OG	Number of staff hours trained
		Incorporate a culture of quality management and communication to grow awareness of Town parks and programs services	P+R Programs, Administrative Operations	MT, OG	Customer satisfaction (via surveys)
		Identify and target only the most effective ways in which users would like to be communicated via digital mediums to enhance word of mouth.	P+R Programs	OG	• Regular surveys • Focus groups
		Consider the feasibility and effectiveness of live streaming options for special events using tools such as Periscope (through Twitter) or others.	P+R Programs	ST	Number of Social media followers
		Revise all internal, external and digital department materials to reflect new department name	P+R Programs, Administrative Operations	ST	Former name phased out of publications
		Update the website and use of social media through an annual technology plan.	Administrative Operations	MT	Technology plan in place

OPERATIONS + STAFFING

(4) Goal: Empower and prepare staff with the resources and support needed to be successful based on established outcomes desired.

Objectives		Strategy / Tactics	Group	Priority	Performance Measure
4.1	**Continue to follow Commission for Accreditation of Parks and Recreation Agencies (CAPRA) standards to keep up with best practice in the industry. This needs to be completed every five years. This requires the staff to update policies and procedures on a scheduled basis. Ensure that they create maximum flexibility for the staff in the field to do their work in a timely manner and they meet the needs of residents.**	Train staff on CAPRA requirements and assign responsibilities for CAPRA metric tracking and outcomes.	Administrative Operations	ST, OG	• Number of staff with CAPRA training • Percent of CAPRA metrics met
		Train staff on how to effectively work within policies and procedures to maximize their contribution to Town of Morrisville.	Administrative Operations	MT	• Number of staff with policy training • Number of policy issues (decreasing)
		Work to improve system communications via quarterly reports. Establish a communication network that involves middle managers regarding posting performance outcomes monthly.	Administrative Operations	LT, OG	Monthly performance metric review
		Review industry best practices every five years.	P+D	OG	Updated policies and procedures.

Objectives		Strategy / Tactics	Group	Priority	Performance Measure
4.2	**Develop leaders through effective training, mentoring and established opportunities for career growth.**	Update/identify core competencies and skills sets required for leadership and supervisory positions.	Administrative Operations	ST	• Employee satisfaction • In-house promotions
		Develop a succession plan for key positions in the system.	Administrative Operations	ST, OG	• Succession plan in place • Staff continuous education
		Establish an organizational hierarchy that allows for career growth and differentiation to retain employees and promote quality service.	Administrative Operations	ST, OG	• Employee retention • In-house promotions
		Develop a stronger staff training program to improve more effective use of the agency's financial system.	Administrative Operations	MT	• Increasing financial metrics • Number of staff identifying as competent in financial measurement
		Hold staff accountable through effective performance measures that are annually focused.	Administrative Operations	OG	Annual performance review year-on-year trends
		Develop a continuous improvement model for staff to center on for the services they provide.	Administrative Operations	OG	• Participation rates • Customer satisfaction
		Track workload management to ensure that people are not overloaded while others are not. Recognize that some areas are understaffed and work toward staffing up.	Administrative Operations	OG	Number hours staff overtime
		Provide leadership opportunities to all employees.	Administrative Operations	OG	• Employee development plan in place • Succession plan in place

Objectives		Strategy / Tactics	Group	Priority	Performance Measure
4.3	**Encourage creativity, innovation and demonstration of "service focused" employees.**	Establish non-salary-based incentives for recognizing exceptional contributions to providing high quality services across the department.	Administrative Operations	ST	• Employee satisfaction • Customer satisfaction • Department recognition among peers
		Follow "best and next practices" in park and recreation management.	Administrative Operations	ST, OG	• Conference attendance • Annual trends assessment
		Enable, encourage, recognize and celebrate innovation and calculated risk-taking.	Administrative Operations	OG	• Try/fail & try/succeed attempts (increasing)

Objectives		Strategy / Tactics	Group	Priority	Performance Measure
4.4	**Work toward combining Public Works Park Maintenance with Town of Morrisville Parks, Recreation & Cultural Resources.**	• Complete feasibility study to understand benefits and challenges of consolidation. • Identify full cost of service and operations by incorporating all maintenance staff and upkeep into operational budget.	Administrative Operations	ST	• ECost recovery • Employee satisfaction
		Combine maintenance workforce with Parks, Recreation and Cultural Resources.	Administrative Operations	MT	• Cost of service • Cost recovery

Objectives		Strategy / Tactics	Group	Priority	Performance Measure
4.5	**Develop a stronger volunteer system that builds advocacy and support for Morrisville's parks, facilities and recreation program offerings.**	Develop a volunteer management plan and set a staff point person with dedicated hours toward this goal	P+R	ST, OG	Annual review of volunteer plan
		Recruit retirees to develop volunteer and part-time employee base with greater availability, reliability and ability to act as volunteer managers / mentors.	Administrative Operations	OG	• Number of volunteer hours • Volunteer retention rate
		Train field staff on best practices for volunteer engagement and management.	P+R	ST, OG	• Number of staff trained on volunteer management • Number of training hours on volunteer management • Volunteer satisfaction
		Incorporate more exposure and enhance cross marketing and communication between volunteers and staff.	P+R	MT	• Staff hours on volunteer management
		Ensure volunteer record keeping systems are coordinated so that it is easy to determine who is volunteering and where.	P+R	ST	Volunteer hours/staff hours on volunteer management ratio
		Increase multi-tier volunteer engagements to extend the number of hours each volunteer invests in Town of Morrisville.	P+R	MT	• Number of volunteer hours • Number of volunteer locations
		Regularly solicit volunteer input on satisfaction levels regarding volunteering and other feedback that strengthen Town of Morrisville Parks services to the community.	P+R Programs	OG	Volunteer satisfaction (surveys, interviews)
		Determine feasibility of providing regular volunteers such as youth coaches with adequate training to become highly-qualified long-term volunteers.	P+R	MT	• Number of returning volunteer coaches • Participant satisfaction survey for coaches

Objectives		Strategy / Tactics	Group	Priority	Performance Measure
4.6	**Develop strong partnerships to cultivate recreation advocates and leverage resources.**	Identify existing or potential partners and gauge interest.	P+R	ST	NA
		Develop a partnership policy outlining performance measures and outcomes, communications and deliverables.	P+R	ST, OG	NA
		Establish partnership agreements with interested partners	P+R	MT	NA

FINANCING

(4) Goal: Model fiscal responsibility, accountability and integrity to be a sustainable park and recreation agency.

Objectives		Strategy / Tactics	Group	Priority	Performance Measure
5.1	**Develop a long term financial plan that is consistent with the goals and objectives of Town of Morrisville Parks and support the initiatives and strategies as reflected in approved plans. Agency goals and objectives, which affect park-operating funds to be consistent with fund availability and financial projections.**	Identify both current operational budget and cost of outsourced maintenance with Public Works to gain a better understanding of total cost recovery.	Administrative Operations	ST	• Estimate of maintenance • Past and future maintenance projections
		Use a minimum of a three-year financial management plan for the general operations and capital funds. Total projections need to be up to 10 years.	Administrative Operations	ST, OG	• 3-year management plan in place • Capital improvement plan in place • Forecast vs. actuals
		Establish a Parks Foundation in developing more earned income and volunteer opportunities to help staff implement park specific master plans.	Administrative Operations	LT	• Number of volunteers • Money earned income
		Ensure financial stability through short and long term financial forecasting.	Administrative Operations	OG	Revenue projections vs. actuals
		Continue to use and enhance a system wide approach to developing the yearly operational budget involving key staff.	Administrative Operations	OG	• Regular budget meetings and updates • Staff satisfaction
		Adhere to the organization's cost recovery plan and pricing philosophy.	Administrative Operations	OG	• Cost recovery goals vs. actuals • Number of staff trained in cost recovery and cost of service calculations

Objectives		Strategy / Tactics	Group	Priority	Performance Measure
5.2	**Management of the Operating Fund for budgeting purposes will be at a cost/revenue center level so that each program and function is reviewed annually for revenue projections and expenditure needs.**	Help staff in the field to determine their true unit costs to produce a unit of service.	Administrative Operations	ST, OG	• Number of staff trained on cost of service calculations • Staff use of cost of service and cost recovery
		Where possible, each cost center will produce some income to keep expenditures to the lowest possible levels.	Administrative Operations	ST, OG	• 3-year management plan in place • Capital improvement plan in place • Forecast vs. actuals



9 APPENDIX

APPENDIX A

DEMOGRAPHIC TRENDS + ANALYSIS

CHAPTER ONE MARKET ANALYSIS

1.1 DEMOGRAPHIC ANALYSIS



The Demographic Analysis provides an understanding of the population within the Town of Morrisville, North Carolina and its surround area. This analysis is reflective of the Town's total population, and its key characteristics such as age segments, income levels, race, and ethnicity. Morrisville's demographic figures are then compared to the population within the allotted 1-mile buffer surrounding the Town as well as the US population. This type of analysis allows Morrisville to see how their population compares on a local and national scale.

It is important to note that future projections are all based on historical patterns and unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

1.1.1 TOWN OF MORRISVILLE DEMOGRAPHIC OVERVIEW



2017 Total Population
25,678 (Adjusted)



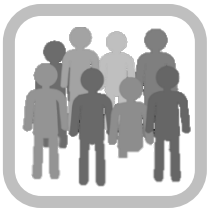
2017 Total Households
10,295 (Adjusted)



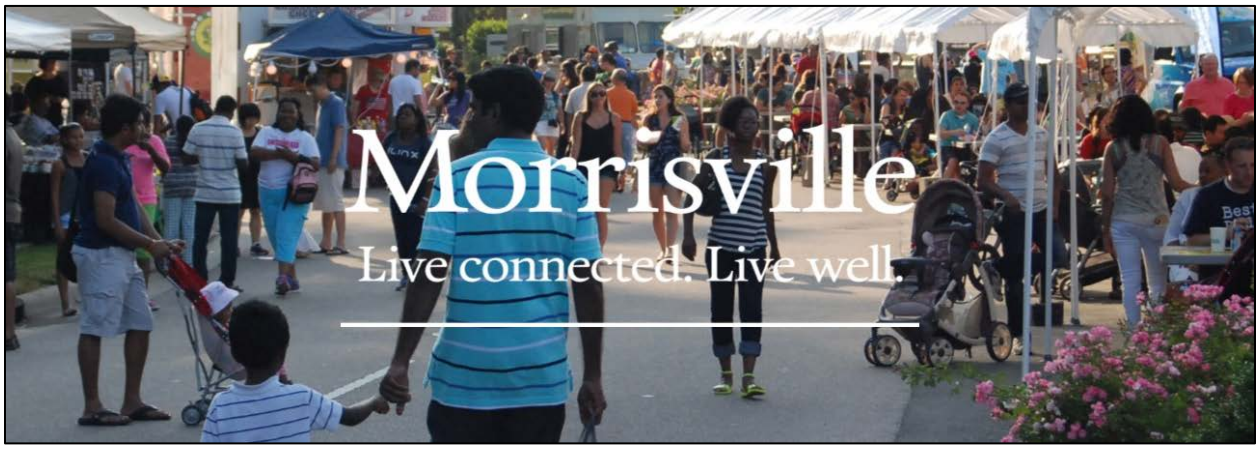
2017 Population Median Age
34.1



2017 Median Household Income
$87,464



2017 White Alone Percentage
47.9% (Majority)



1.1.2 METHODOLOGY

Typically, the consulting team uses a methodology for demographic analysis based on raw 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. However, the magnitude of difference between the population projections extrapolated by ESRI for 2015 and the 2015 Special Census were high enough that an adjustment in the data was needed:

- ESRI projection of population within the town limits for 2015: 22,218
- Special Census population count within town limits for 2015: 23,699

The difference in the data could be due to several factors, including recent land annexation not yet updated in the ESRI database, local conditions contributing to a growth rate stronger than projected, and/or higher than normal margins of error due to the relatively small size of the town limits.

ACCURACY OF ESRI DATA PROJECTIONS

ESRI has a team of demographers, statisticians, and economists who use a wide variety of public and private data sources to develop a detailed picture of local population, economic, housing, and business characteristics. Projections are necessarily derived from current events and past trends. The past and present are known; the future must be extrapolated from this knowledge base. Even though projections represent the unknown, they are not uninformed.

ESRI revises its forecasts annually to draw on the latest data. However, this data can be enhanced with personal knowledge of an area to provide the qualitative, anecdotal detail that is not captured in a national database. It is incumbent on the data user and the producers to incorporate as much information as possible when assessing local trends, especially for areas that are subject to "boom-bust" cycles or natural disasters.

RATIO ANALYSIS METHOD TO ADJUST ESRI NUMBERS TO THE SPECIAL CENSUS

In order to compare and contrast the town limits and 1-mile buffer segments, demographic projections must come from the same data set. However, there was not a special census completed for the 1-mile buffer at the same time as the special census for the town limits was completed in April 2015. The ESRI data, however, is consistent and could be used to compare and contrast between the two geographic segments.

The purpose of the ratio analysis is to correct the magnitude (i.e., number) of the ESRI analysis to the level represented in the special census, while still relying upon ESRI's more robust analytics of the relative size (i.e., proportion) of demographic segments and ability to predict trends into the future. To that end, the ratio analysis has been applied to demographic measures of magnitude (i.e., number), including population, number of households, population by gender, by age, by race, and by ethnicity.

2015 Special Census population estimate within the town limits:	23,699
2015 ESRI population estimate within the town limits:	22,218
Ratio between the 2015 ESRI estimate and the 2015 special census estimate (23,699 / 22,218) =	1.067
*i.e., to correct the ESRI number, multiply it by the ratio (22,218 * 1.067) =*	*23,699*

Applying the ratio multiplier of 1.067 to ESRI estimates helps correct the projections to better represent the magnitude of the special census.

All raw data was acquired from ESRI in August 2017 and reflects actual numbers as reported in the 2010 Censuses, and estimates for 2017 and 2022 as obtained by ESRI, and as adjusted using the ratio analysis method previously described. Straight line linear regression was utilized for projected 2027 and 2032 demographics based on the adjusted data set. Both sets of boundaries (Town limits and 1-mi buffer) that were utilized for the demographic analysis are shown below in **Figure 1**.

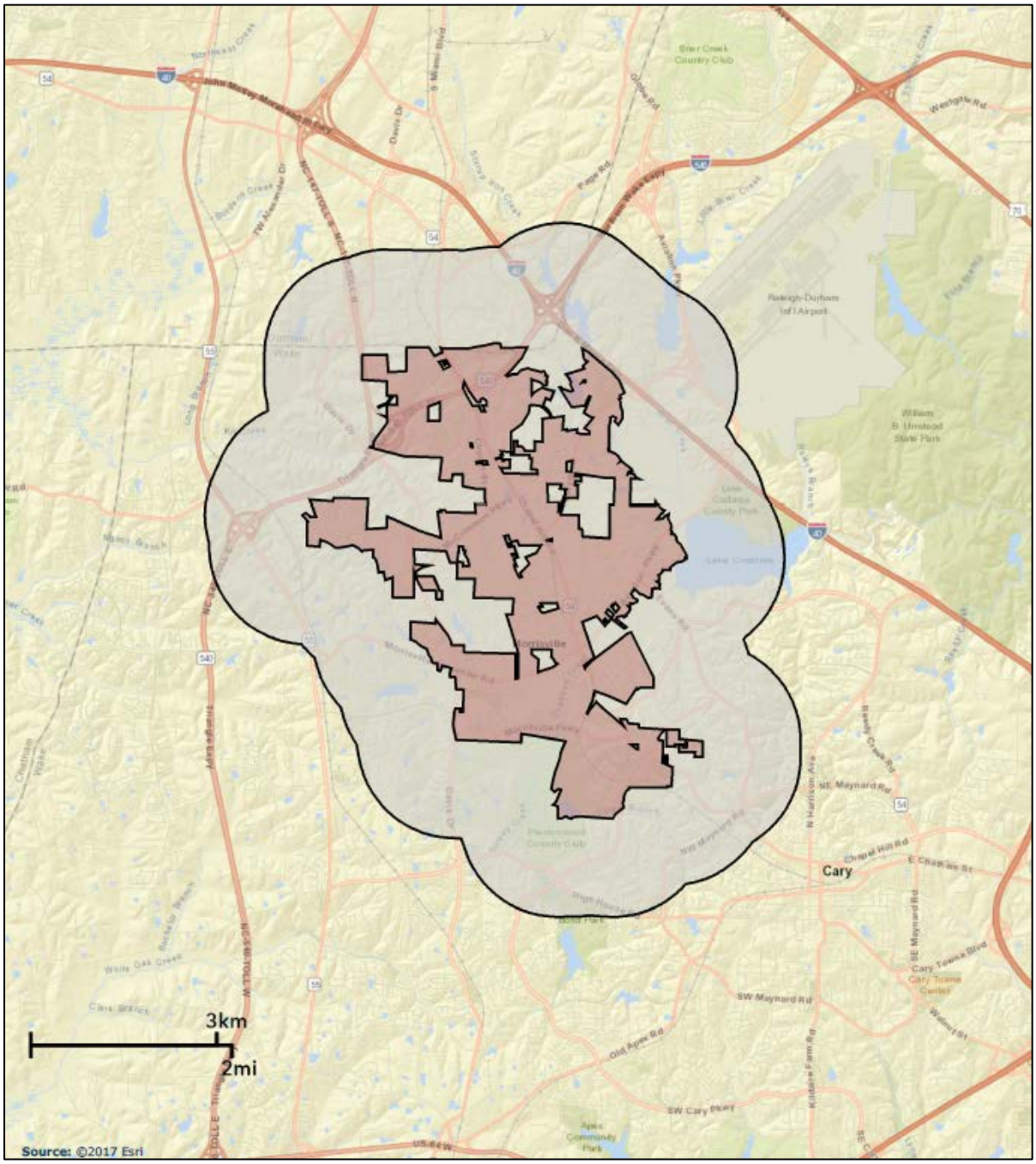


Figure 1: Morrisville's Town/1-Mile Buffer Boundaries

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; 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

1.1.3 TOWN OF MORRISVILLE POPULACE

POPULATION & HOUSEHOLDS

The Town and 1-mile buffer area both have recently experienced increases (4.23% and 3.67% respectively, per year) in population growth. Currently, the Town is estimated to have 25,678 residents; while the buffer area is estimated at upwards of 60,327 individuals. Projecting ahead, the total populations of both Morrisville and its surrounding service area are expected to continue increasing over the next 15 years. Based on predictions through 2032, the Town is expected to have just above 39,100 residents living within 15,298 households (**Figures 2 & 4)**; while the 1-mile buffer area is projected to have an estimated 88,124 individuals living within 34,264 households (**Figures 3 & 5).**

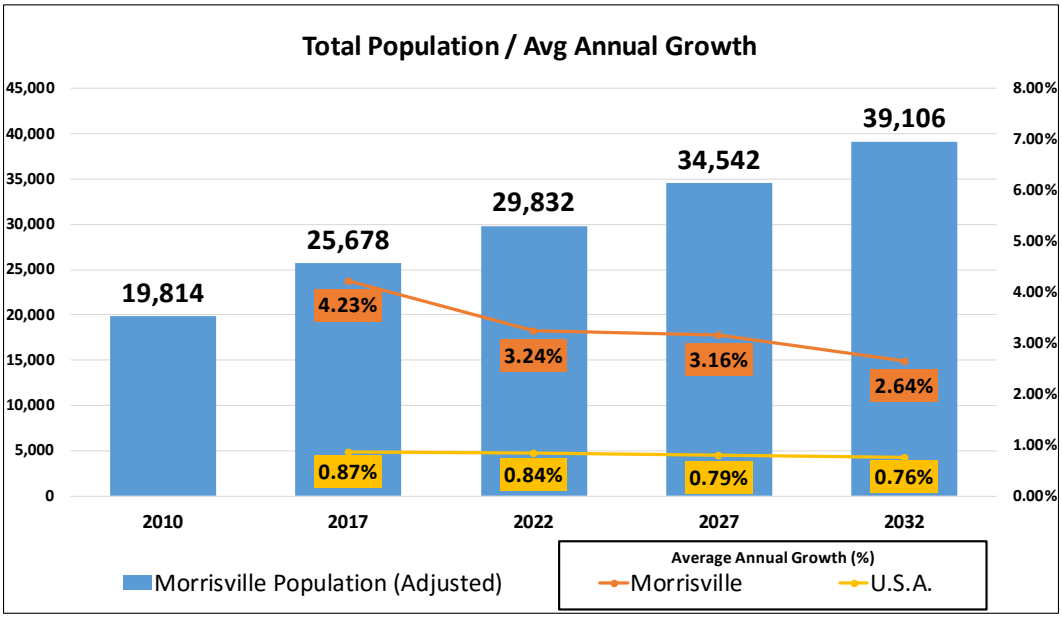


Figure 2: Town of Morrisville Total Population

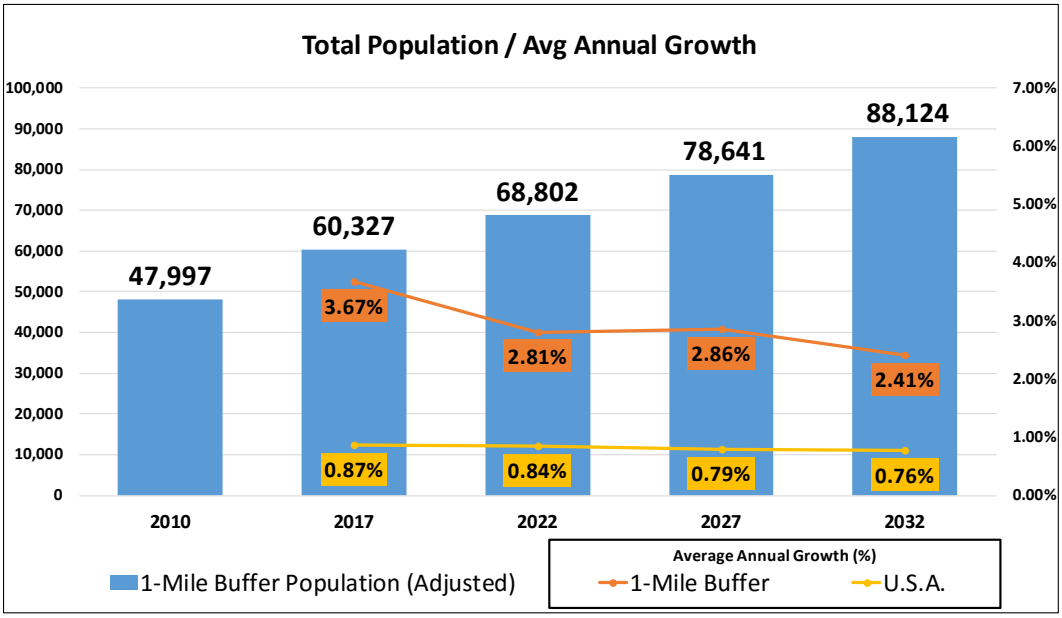


Figure 3: 1-Mile Buffer Area Total Population

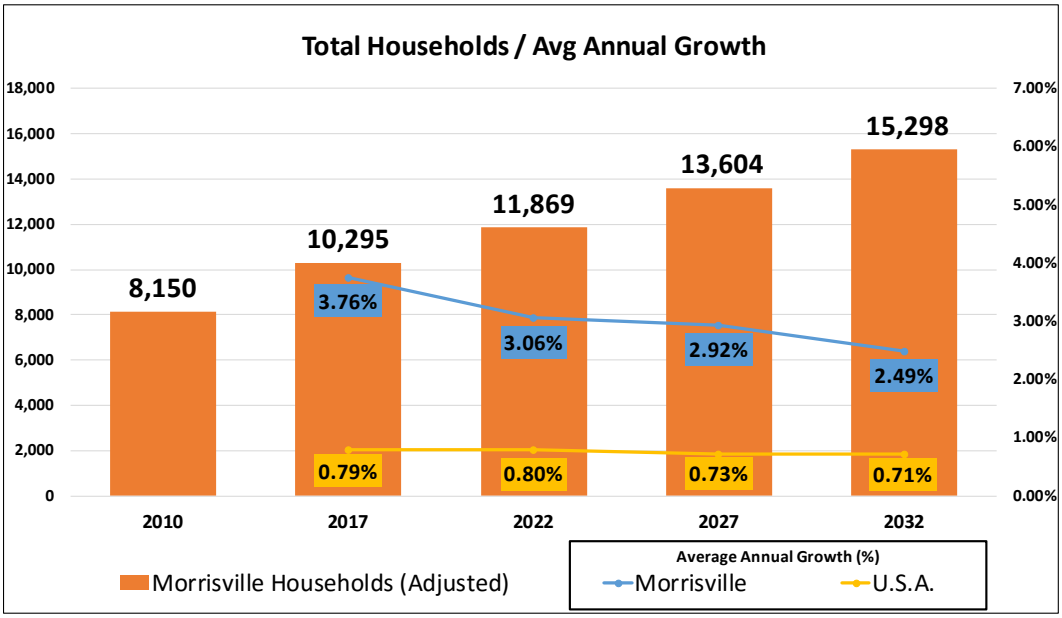


Figure 4: Town of Morrisville Total Number of Households

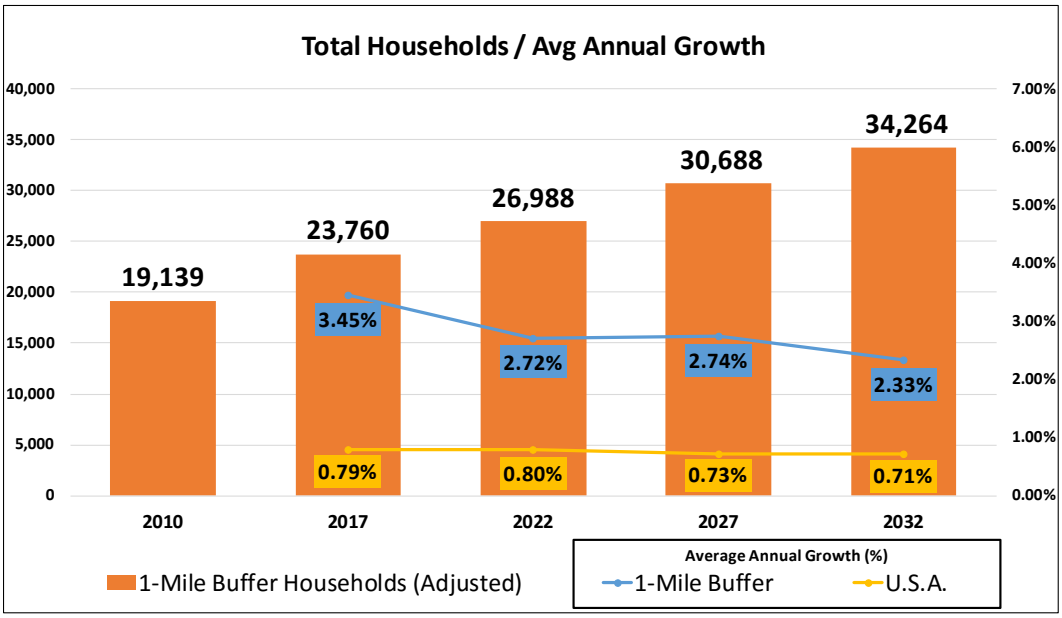


Figure5: 1-Mile Buffer Area Total Number of Households

AGE SEGMENT

Evaluating the populations by age segments, the Town and its surround 1-mile buffer area are both rather young compared to the national age segment distribution. The US currently has 72% of its total population under the age of 55, while Morrisville and its surround service area have 85% and 82% (respectively). This variation is also reflected in the populations' median age. The Town and 1-mile buffer area have median ages of 34.1 and 35.5 years old (respectively). Compared the national median age of 38.2 years old.

When looking forward, both the Town and buffer area's populations are projected to undergo an aging trend. The 55+ age segments are projected to continue increasing over the next 15 years. This is partially assumed to be an outcome of the latter of the Baby Boomer generation shifting into the senior age groups (**Figure 6).**

As the Baby Boomer generation ages, the population of the United States over the age of 55 will continue to grow. Due to the growth of this age segment and increasing life expectancy, it is useful to further segment the "Senior" population beyond the traditional 55+ designation.

Within the field of parks and recreation, there are two different 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 reached, variability of health and wellness can be marked. For example, a 57-year-old may be struggling with rheumatoid arthritis and need different recreation opportunities than a healthy 65-year old who is running marathons once a year. Therefore, it may be more useful to divide this age segment into "Active," "Low-Impact," and/or "Social" Seniors.

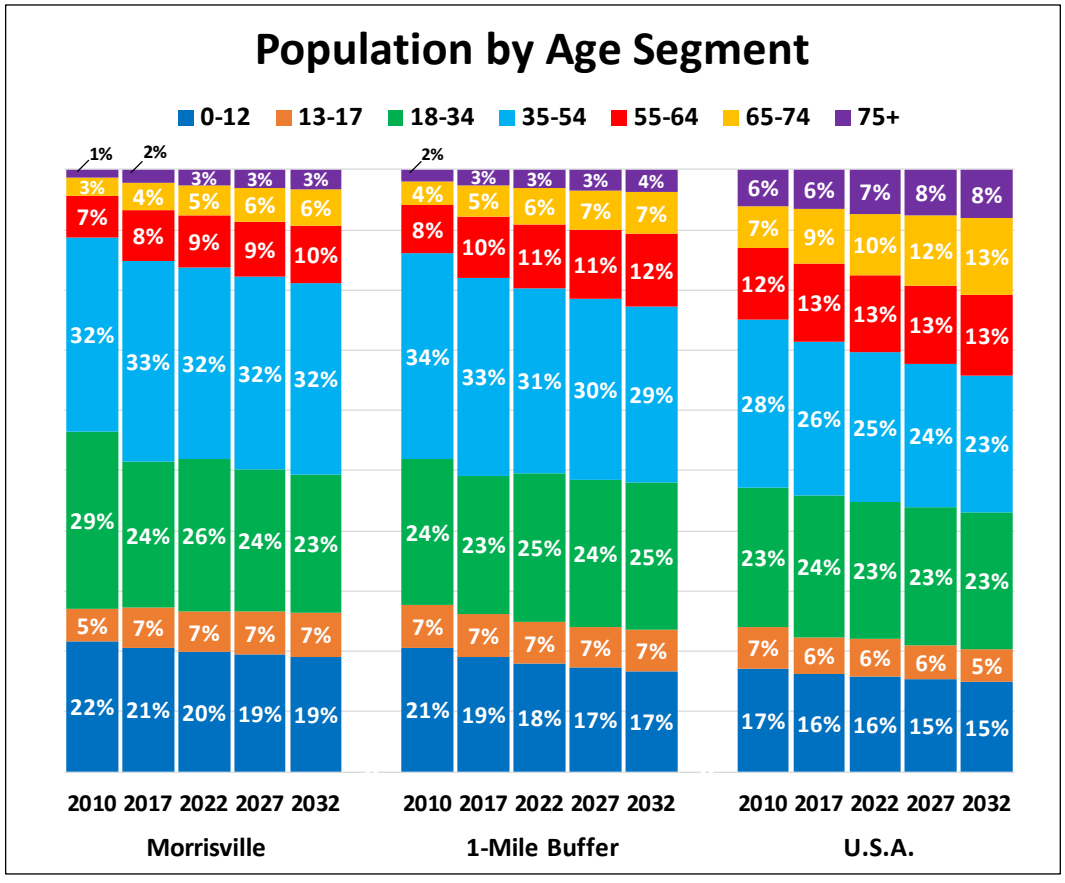


Figure 6: Population Age by Segments

RACE AND ETHNICITY

In analyzing race, both Morrisville and its 1-mile buffer area current populations are more diverse than the national population. The 2017 estimates show that 48% of the Town's population falls into the White Alone category, while the Asian category (34%) represents the largest minority. When looking at the buffer area's population, 57% falls into the White Alone category; while the Asian category (28%) represents the largest minority. The predictions for 2032 expect that both populations will continue to diversify even more over the next 15 years. (**Figure 7)** Based on the 2010 Census, those of Hispanic/Latino origin currently represent just above 6% of the Town and buffer area's total populations. The Hispanic/Latino population is expected to stay relatively unchanged throughout 2032. (**Figure 8)**

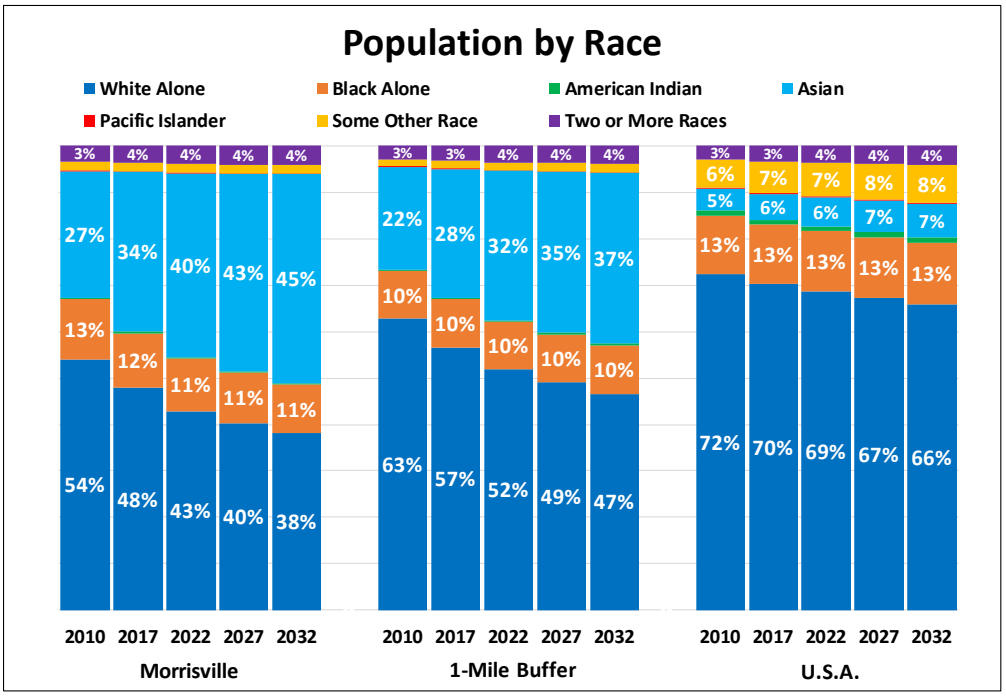


Figure 7: Population by Race

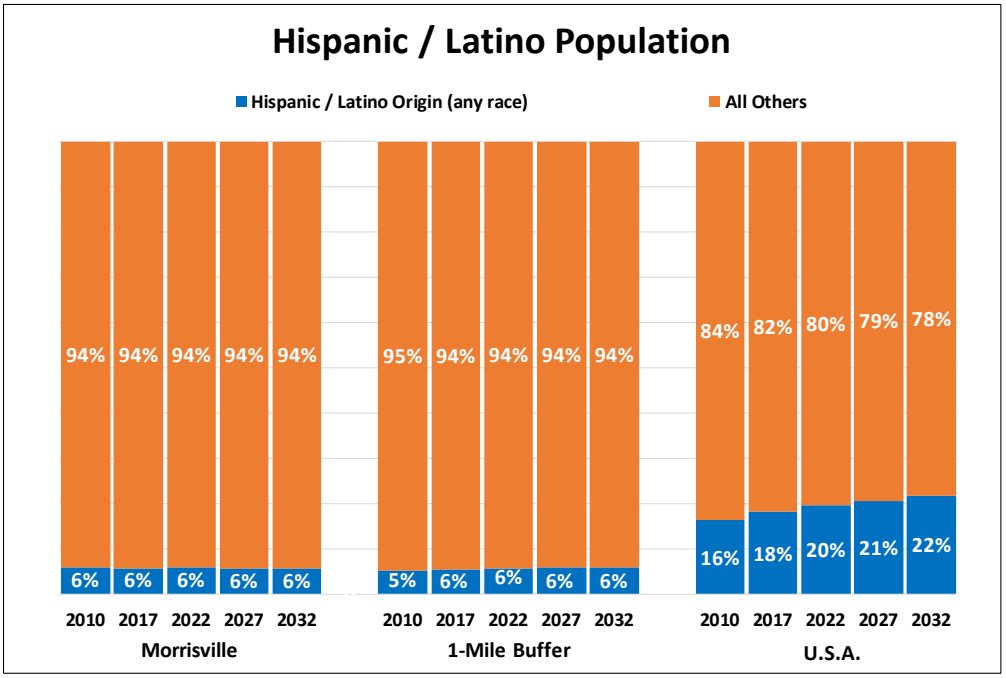


Figure 8: Population by Ethnicity

HOUSEHOLD INCOME

As seen in **Figure 9**, the Town's ($87,464) and 1-mile buffer area's ($92,582) median household incomes are both well above the national average ($56,124). Similarly, when analyzing per capita incomes, both Morrisville ($42,398) and the surround service area ($45,999) exhibit much higher averages than the US ($30,820).

With the Town's median household incomes and per capita income both being well above the national averages, these are strong indicators that Morrisville's disposable income is relatively high. This means Morrisville and its surrounding residents are more likely to be spending money on recreational activities compared to the average U.S. citizen.

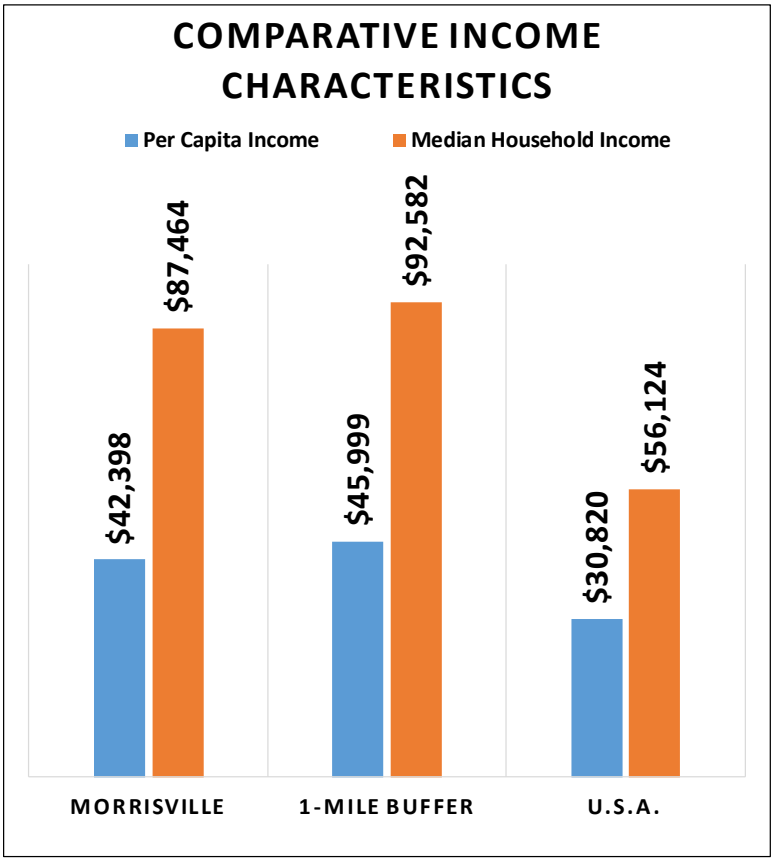


Figure 9: Comparative Income Characteristics

1.2 TRENDS ANALYSIS

The Trends Analysis provides an understanding of both national and local recreational trends. This analysis examines National Trends in Sport and Fitness Participation and Local Sports & Market Potential. It is important to note that all trends are based on current and/or historical patterns of participation rates.

1.2.1 NATIONAL TRENDS IN RECREATION

METHODOLOGY

The Sports & Fitness Industry Association's (SFIA*) annual report (Sports, Fitness & Recreational Activities Topline Participation Report 2017)* was utilized when evaluating the following trends. The study is based on survey findings carried out in 2016 and the beginning of 2017 by the Physical Activity Council, which conducted a total of 24,134 online interviews – 11,453 individual and 12,681 household surveys. A sample size of 24,134 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.31 percentage points under 95 percent confidence interval. Using a weighting technique, the total population figure used in this study is 296,251,344 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 US.

NATIONAL TRENDS ANALYSIS SUMMARY

The following table summarizes the findings from the Sports & Fitness Industry Association's (SFIA) 2017 Sports, Fitness and Leisure Activities Topline Participation Report.

Summary of National Participatory Trends Analysis
1. Number of "inactives" decreased slightly, those 'active to a healthy level' on the rise a. "Inactives" down 0.2% in 2016, from 81.6 million to 81.4 million b. Approximately one-third of Americans (ages 6+) are active to a healthy level
2. Most popular sport and recreational activities a. Fitness Walking (107.9 million) b. Treadmill (52.0 million) c. Free/Hand Weights (51.5 million)
3. Most participated in team sports a. Golf- 2015 data* (24.1 million) b. Basketball (22.3 million) c. Tennis (18.1 million)
4. Activities most rapidly growing over last five years a. Stand-Up Paddling – up 181% b. Adventure Racing – up 150% c. Non-traditional/Off-road Triathlon – up 108% d. Rugby – up 82%
5. Activities most rapidly declining over last five years a. In-line Roller Skating – down 28% b. Touch Football – down 26% c. Ultimate Frisbee – down 25% d. Jet Skiing – down 24%

NATIONAL SPORT AND FITNESS PARTICIPATORY TRENDS

NATIONAL TRENDS IN GENERAL SPORTS

The sports most heavily participated in for 2016 were golf (24.1 million in 2015) and basketball (22.3 million), which have participation figures well in excess of the other activities in the general sports category. The popularity of golf and basketball can be attributed to the ability to compete with relatively small number of participants. Golf also benefits from its wide age segment appeal, and is considered a life-long sport. Basketball's success can be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game.

Since 2011, rugby and other niche sports, like boxing, roller hockey, and squash, have seen strong growth. Rugby has emerged as the overall fastest growing sport, as it has seen participation levels rise by 82.4% over the last five years. Based on the five-year trend, boxing (62%), roller hockey (55.9%), squash (39.3%), lacrosse (39.2%), cheerleading (32.1%) and field hockey (31.8%) have also experienced significant growth. In the most recent year, the fastest growing sports were gymnastics (15%), rugby (14.9%), sand volleyball (14.7%), Pickleball (12.3%), and cheerleading (11.7%).

During the last five years, the sports that are most rapidly declining include touch football (-26%), ultimate Frisbee (-24.5%), racquetball (-17.9%), and tackle football (-15%). Ultimate Frisbee and racquetball are losing their core participants while touch football and tackle football are experiencing attrition of its casual participant base. For the most recent year, ultimate Frisbee (-16.7%), touch football (-12.3%), tackle football (-11.9%), and boxing have undergone the largest decline.

In general, the most recent year shares a similar pattern with the five-year trends; suggesting that the increasing rates for participation in certain activities have not yet reached their peaks in sports like rugby, sand volleyball, and ice hockey. However, four sports that increased rapidly over the past five years have undergone decline in 2016, including lacrosse, field hockey, squash, and boxing for competition. The reversal of the five-year trends in these sports may be due to a relatively low user base (about 1 million) and could suggest that participation in these activities may have peaked. Exiting individuals from these declining activities are mostly causal participants that may switch to a variety of other sports or fitness activities.

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2011	2015	2016	11-16	15-16
Golf (2015 data*)	26,122	24,700	24,120	-7.7%	-2.3%
Basketball	24,790	23,410	22,343	-9.9%	-4.6%
Tennis	17,772	17,963	18,079	1.7%	0.6%
Baseball	13,561	13,711	14,760	8.8%	7.7%
Soccer (Outdoor)	13,667	12,646	11,932	-12.7%	-5.6%
Softball (Slow Pitch)	7,809	7,114	7,690	-1.5%	8.1%
Badminton	7,135	7,198	7,354	3.1%	2.2%
Volleyball (Court)	6,662	6,423	6,216	-6.7%	-3.2%
Football, Flag	6,325	5,829	6,173	-2.4%	5.9%
Football, Touch	7,684	6,487	5,686	-26.0%	-12.3%
Volleyball (Sand/Beach)	4,451	4,785	5,489	23.3%	14.7%
Football, Tackle	6,448	6,222	5,481	-15.0%	-11.9%
Gymnastics	4,824	4,679	5,381	11.5%	15.0%
Soccer (Indoor)	4,631	4,813	5,117	10.5%	6.3%
Track and Field	4,341	4,222	4,116	-5.2%	-2.5%
Cheerleading	3,049	3,608	4,029	32.1%	11.7%
Ultimate Frisbee	4,868	4,409	3,673	-24.5%	-16.7%
Racquetball	4,357	3,883	3,579	-17.9%	-7.8%
Pickleball	N/A	2,506	2,815	N/A	12.3%
Ice Hockey	2,131	2,546	2,697	26.6%	5.9%
Softball (Fast Pitch)	2,400	2,460	2,467	2.8%	0.3%
Lacrosse	1,501	2,094	2,090	39.2%	-0.2%
Roller Hockey	1,237	1,907	1,929	55.9%	1.2%
Wrestling	1,971	1,978	1,922	-2.5%	-2.8%
Rugby	850	1,349	1,550	82.4%	14.9%
Squash	1,112	1,710	1,549	39.3%	-9.4%
Field Hockey	1,147	1,565	1,512	31.8%	-3.4%
Boxing for Competition	747	1,355	1,210	62.0%	-10.7%
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 10: General Sports Participatory Trends

NATIONAL TRENDS IN GENERAL FITNESS

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 people to improve their health by engaging in an active lifestyle – 0.4% more people were reported being active to a healthy level and inactivity rate decreased by 0.2% in 2016. 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 nearly anyone with no time restrictions.

The most popular fitness activity by far is fitness walking, which had about 107.9 million participants in 2016, despite a 1.8% decrease from the previous year. Other leading fitness activities based on total number of participants include treadmill (52 million), hand weights (51.5 million), running/jogging (47.4 million), stationary cycling (36.1 million), and weight/resistance machines (35.8 million).

Over the last five years, the activities growing most rapidly are non-traditional / off-road triathlons (108.2%), trail running (59.7%), traditional road triathlons (40.8%), high impact aerobics (35.8%), and tai chi (24.6%). For the same time frame, the activities that have undergone the most decline include boot camp style cross training (-14.6%), weight/resistant machines (-9.6%), running/joggings (-5.3%), and fitness walking (-4.3%).

In the last year, activities with the largest gains in participation included stair climbing machine (13.9%), bodyweight exercise (13.4%), and cross training style workout (10.3%). From 2015 to 2016, the activities that had the most decline in participation were Barre (-7.1%), hand weights (-5.9%), stretching (-5.6%), and boxing for fitness (-4.5%).

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2011	2015	2016	11-16	15-16
Fitness Walking	112,715	109,829	107,895	-4.3%	-1.8%
Treadmill	53,260	50,398	51,972	-2.4%	3.1%
Free Weights (Dumbbells/Hand Weights)	N/A	54,716	51,513	N/A	-5.9%
Running/Jogging	50,061	48,496	47,384	-5.3%	-2.3%
Stationary Cycling (Recumbent/Upright)	36,341	35,553	36,118	-0.6%	1.6%
Weight/Resistant Machines	39,548	35,310	35,768	-9.6%	1.3%
Stretching	34,687	35,776	33,771	-2.6%	-5.6%
Elliptical Motion Trainer	29,734	32,321	32,218	8.4%	-0.3%
Free Weights (Barbells)	27,056	25,381	26,473	-2.2%	4.3%
Yoga	22,107	25,289	26,268	18.8%	3.9%
Calisthenics/Bodyweight Exercise	N/A	22,146	25,110	N/A	13.4%
Choreographed Exercise	N/A	21,487	21,839	N/A	1.6%
Aerobics (High Impact)	15,755	20,464	21,390	35.8%	4.5%
Stair Climbing Machine	13,409	13,234	15,079	12.5%	13.9%
Cross-Training Style Workout	N/A	11,710	12,914	N/A	10.3%
Stationary Cycling (Group)	8,738	8,677	8,937	2.3%	3.0%
Pilates Training	8,507	8,594	8,893	4.5%	3.5%
Trail Running	5,373	8,139	8,582	59.7%	5.4%
Cardio Kickboxing	6,488	6,708	6,899	6.3%	2.8%
Boot Camp Style Cross-Training	7,706	6,722	6,583	-14.6%	-2.1%
Martial Arts	5,037	5,507	5,745	14.1%	4.3%
Boxing for Fitness	4,631	5,419	5,175	11.7%	-4.5%
Tai Chi	2,975	3,651	3,706	24.6%	1.5%
Barre	N/A	3,583	3,329	N/A	-7.1%
Triathlon (Traditional/Road)	1,686	2,498	2,374	40.8%	-5.0%
Triathlon (Non-Traditional/Off Road)	819	1,744	1,705	108.2%	-2.2%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 11: General Fitness National Participatory Trends

NATIONAL TRENDS IN OUTDOOR RECREATION

Results from the Participation Report demonstrate a dichotomy of growth and attrition among 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 limited by time restraints.

In 2016, the most popular activities, in terms of total participants, from the outdoor / adventure recreation category include day hiking (42.1 million), road bicycling (38.4 million), freshwater fishing (38.1 million), and camping within ¼ mile of vehicle/home (26.5 million).

From 2011-2016, adventure racing (149.5%), BMX bicycling (58.5%), traditional climbing (46.5%), and backpacking overnight (31.5%) have undergone the largest increases. More recently, activities growing most rapidly in the last year were BMX bicycling (15.4%), day hiking (13.1%), traditional climbing (8.5%), and recreational vehicle camping (7.9%).

The five-year trend shows activities declining most rapidly were in-line roller skating (-27.8%), camping within ¼ mile of home/vehicle (-17.2%), and bird watching (-11.3%). The recent year trend experiences a relatively smaller decline but includes similar activities as the five-year trend. The activities experiencing declines were bird watching (-11.5%), in-line roller skating (-10.7%), fly fishing (-5.7%), and camping within ¼ mile of home/vehicle (-4.6%).

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2011	2015	2016	11-16	15-16
Hiking (Day)	33,494	37,232	42,128	25.8%	13.1%
Bicycling (Road)	39,834	38,280	38,365	-3.7%	0.2%
Fishing (Freshwater)	38,864	37,682	38,121	-1.9%	1.2%
Camping (< 1/4 Mile of Vehicle/Home)	31,961	27,742	26,467	-17.2%	-4.6%
Wildlife Viewing (>1/4 Mile of Home/Vehicle)	21,495	20,718	20,746	-3.5%	0.1%
Camping (Recreational Vehicle)	16,282	14,699	15,855	-2.6%	7.9%
Fishing (Saltwater)	11,896	11,975	12,266	3.1%	2.4%
Birdwatching (>1/4 mile of Vehicle/Home)	13,067	13,093	11,589	-11.3%	-11.5%
Backpacking Overnight	7,722	10,100	10,151	31.5%	0.5%
Bicycling (Mountain)	6,989	8,316	8,615	23.3%	3.6%
Archery	6,471	8,378	7,903	22.1%	-5.7%
Fishing (Fly)	5,581	6,089	6,456	15.7%	6.0%
Skateboarding	6,318	6,436	6,442	2.0%	0.1%
Roller Skating, In-Line	7,451	6,024	5,381	-27.8%	-10.7%
Climbing (Sport/Indoor/Boulder)	4,445	4,684	4,905	10.3%	4.7%
Bicycling (BMX)	1,958	2,690	3,104	58.5%	15.4%
Adventure Racing	1,202	2,864	2,999	149.5%	4.7%
Climbing (Traditional/Ice/Mountaineering)	1,904	2,571	2,790	46.5%	8.5%
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: Outdoor / Adventure Recreation Participatory Trends

NATIONAL TRENDS IN AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport, and all aquatic activities have experienced strong participation growth among the American population. In 2016, fitness swimming is the absolute leader in overall participation (26.6 million) for aquatic activities, due in large part to its broad, multigenerational appeal. In the most recent year, competition swimming reported the strongest growth (16.5%) among aquatic activities, followed by aquatic exercise (14.6%) and fitness swimming (1.1%).

Aquatic exercise also has a strong participation base, and has experienced steady growth since 2011. Aquatic exercise has paved the way as a less stressful form of physical activity, while allowing similar benefits as land-based exercises, including aerobic fitness, resistance training, flexibility, and better balance. Doctors are now recommending aquatic exercise for injury rehabilitation, mature patients, and patients with bone or joint problems, due to the significant reduction of stress placed on weight-bearing joints, bones, muscles, and also the effect of the water in reducing swelling from injuries.

National Participatory Trends - Aquatics					
Activity	**Participation Levels**			**% Change**	
	2011	**2015**	**2016**	**11-16**	**15-16**
Swimming (Fitness)	21,517	26,319	26,601	23.6%	1.1%
Aquatic Exercise	9,042	9,226	10,575	17.0%	14.6%
Swimming (Competition)	2,363	2,892	3,369	42.6%	16.5%
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: Aquatic Participatory Trends

NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

The most popular water sports / activities based on total participants in 2016 were canoeing (10 million), recreational kayaking (10 million), and snorkeling (8.7 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 could potentially have a higher participation rate in water activities than a region that has long winter seasons or experiences drought. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of weather patterns and that regional accessibility can greatly improve, or diminish, participation in water activities.

Over the last five years, stand-up paddling (up 181%) was by far the fastest growing water activity, followed by white water kayaking (50.6%), sea / touring kayaking (49.7%), recreational kayaking (36.3%), and boardsailing / windsurfing (25.5%). Although the five-year trends show water sports / activities are getting more popular, the most recent year reflects a much slower increase in general -- stand-up paddling by 6.6%, recreational kayaking by 5.5%, and surfing by 3.4%.

From 2011-2016, activities declining most rapidly were jet skiing (-23.6%), water skiing (-20%), and rafting (-17.2%). In the most recent year, activities experiencing the greatest declines in participation included rafting (-11.7%), wakeboarding (-9.7%), jet skiing (-7.7%), and water skiing (-6.3%).

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2011	2015	2016	11-16	15-16
Canoeing	10,170	10,236	10,046	-1.2%	-1.9%
Kayaking (Recreational)	7,347	9,499	10,017	36.3%	5.5%
Snorkeling	9,312	8,874	8,717	-6.4%	-1.8%
Jet Skiing	7,574	6,263	5,783	-23.6%	-7.7%
Sailing	3,797	4,099	4,095	7.8%	-0.1%
Water Skiing	4,626	3,948	3,700	-20.0%	-6.3%
Rafting	4,141	3,883	3,428	-17.2%	-11.7%
Stand-Up Paddling	1,146	3,020	3,220	181.0%	6.6%
Kayaking (Sea/Touring)	2,087	3,079	3,124	49.7%	1.5%
Scuba Diving	2,866	3,274	3,111	8.5%	-5.0%
Wakeboarding	3,517	3,226	2,912	-17.2%	-9.7%
Surfing	2,481	2,701	2,793	12.6%	3.4%
Kayaking (White Water)	1,694	2,518	2,552	50.6%	1.4%
Boardsailing/Windsurfing	1,384	1,766	1,737	25.5%	-1.6%
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 14: Water Sports / Activities Participatory Trends

1.2.2 LOCAL TRENDS IN RECREATION

METHODOLOGY

This section shows sport and leisure market potential data from ESRI. A Market Potential Data (MPI) measures the probable demand for a product or service within the Town of Morrisville as well as its surrounding 1-mile buffer area. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the US National average. The national average is 100, therefore numbers below 100 would represent a lower than average participation rate, and numbers above 100 would represent higher than average participation rate. The service area is compared to the national average in four (4) categories – general sports, fitness, outdoor activity, and commercial recreation.

LOCAL TRENDS ANALYSIS SUMMARY

The following table summarizes the local market potential index data, which compares the demand for recreational activities of residents for the targeted area to the national averages.

Summary of Local Market Potential Index Analysis
1. Both the Town and its surrounding 1-mile buffer area exhibit above average market potential for sport and leisure activities
2. Top recreational activities in Morrisville compared to the national averages a. Participated in Hiking (MPI-156) b. Participated in Soccer (MPI-149) c. Participated in Jogging/Running (MPI-146)
3. Top recreational activities in the 1-mile buffer area compared to the national averages a. Participated in Yoga (MPI-168) b. Participated in Jogging/Running (MPI-165) c. Participated in Soccer (MPI-156)

LOCAL SPORT AND MARKET POTENTIAL

Overall, both the Town of Morrisville and its surround service area demonstrate above average market potential index (MPI) numbers; this is particularly noticeable when assessing the fitness and commercial recreation market potential tables. All of the activities from both the fitness market potential tables and both of the commercial recreation market potential tables have MPI scores of 100+. These overall high MPI scores show that Morrisville and its surrounding residents have a rather strong participation presents when it comes to recreational activities. This becomes significant for when the Town considers building new facilities or starting up new programs; giving them a strong tool to estimate resident attendance and participation.

As seen in the tables below, the following sport and leisure trends are most prevalent for residents within the Town and its surrounding service area. The activities are listed in descending order, from highest to lowest number of estimated participants amongst the population. High index numbers (100+) are significant because they demonstrate that there is a greater potential that residents of the service area will actively participate in offerings provided by Morrisville Parks, Recreation, & Cultural Resources Department.

GENERAL SPORTS MARKET POTENTIAL

Local Participatory Trends - General Sports				
Activity	Estimated Participants	% of Population		MPI
		Morrisville	USA	
Golf	1,808	10.8%	9.2%	**118**
Basketball	1,694	10.1%	8.3%	**122**
Soccer	954	5.7%	3.8%	**149**
Tennis	925	5.5%	4.0%	**139**
Baseball	807	4.8%	4.6%	**105**
Football	643	3.8%	4.6%	**82**
Softball	607	3.6%	3.4%	**106**
Volleyball	448	2.7%	3.3%	**82**

Figure 15: Town of Morrisville General Sports Participation Trends

Local Participatory Trends - General Sports				
Activity	Estimated Participants	% of Population		MPI
		1-Mile Buffer	USA	
Golf	4,597	11.0%	8.7%	**126**
Basketball	4,019	9.6%	8.4%	**114**
Soccer	2,815	6.7%	4.3%	**156**
Tennis	2,406	5.8%	3.8%	**151**
Football	2,127	5.1%	5.1%	**100**
Baseball	1,828	4.4%	4.6%	**96**
Softball	1,535	3.7%	3.3%	**113**
Volleyball	1,427	3.4%	3.3%	**102**

Figure 16: 1-Mile Buffer Area General Sports Participation Trends

FITNESS MARKET POTENTIAL

Local Participatory Trends - Fitness				
Activity	Estimated Participants	% of Population		MPI
		Morrisville	USA	
Walking for exercise	4,820	28.8%	26.7%	**108**
Jogging/running	3,231	19.3%	13.2%	**146**
Swimming	3,007	17.9%	15.4%	**116**
Weight lifting	2,190	13.1%	9.9%	**132**
Aerobics	1,927	11.5%	8.5%	**136**
Yoga	1,474	8.8%	7.0%	**125**
Pilates	574	3.4%	2.7%	**124**

Figure 17: Town of Morrisville Fitness Participation Trends

Local Participatory Trends - Fitness				
Activity	Estimated Participants	% of Population		MPI
		1-Mile Buffer	USA	
Walking for exercise	12,985	31.1%	27.0%	**115**
Jogging/running	9,265	22.2%	13.5%	**165**
Swimming	7,584	18.2%	15.6%	**117**
Weight lifting	6,090	14.6%	10.1%	**144**
Yoga	5,337	12.8%	7.6%	**168**
Aerobics	4,566	10.9%	8.3%	**132**
Pilates	1,688	4.0%	2.6%	**151**

Figure 18: 1-Mile Buffer Area Fitness Participation Trends

OUTDOOR ACTIVITY MARKET POTENTIAL

Local Participatory Trends - Outdoor Activity				
Activity	Estimated Participants	% of Population		MPI
		Morrisville	USA	
Hiking	2,591	15.5%	9.9%	**156**
Bicycling (road)	2,229	13.3%	9.9%	**134**
Fishing (fresh water)	1,394	8.3%	12.4%	**67**
Canoeing/kayaking	917	5.5%	5.6%	**98**
Bicycling (mountain)	849	5.1%	3.9%	**131**
Boating (power)	671	4.0%	5.3%	**75**
Backpacking	661	3.9%	3.0%	**129**
Fishing (salt water)	504	3.0%	3.9%	**76**
Horseback riding	245	1.5%	2.5%	**59**

Figure 19: Town of Morrisville Outdoor Participation Trends

Local Participatory Trends - Outdoor Activity				
Activity	Estimated Participants	% of Population		MPI
		1-Mile Buffer	USA	
Hiking	6,210	14.9%	10.4%	**143**
Bicycling (road)	5,846	14.0%	10.3%	**136**
Fishing (fresh water)	3,547	8.5%	12.0%	**71**
Canoeing/kayaking	2,654	6.4%	5.8%	**110**
Bicycling (mountain)	2,534	6.1%	4.1%	**148**
Backpacking	1,953	4.7%	3.2%	**145**
Boating (power)	1,940	4.6%	5.0%	**92**
Fishing (salt water)	1,428	3.4%	4.1%	**83**
Horseback riding	761	1.8%	2.3%	**79**

Figure 20: 1-Mile Buffer Area Outdoor Participation Trends

COMMERCIAL RECREATION MARKET POTENTIAL

Local Participatory Trends - Commercial Recreation				
Activity	Estimated Participants	% of Population		MPI
		Morrisville	USA	
Attended a movie in last 6 months	11,740	70.1%	59.4%	**118**
Attended sports event	4,772	28.5%	22.8%	**125**
Visited a theme park in last 12 months	3,793	22.6%	17.5%	**129**
Went to museum in last 12 months	2,967	17.7%	12.3%	**144**
Played board game in last 12 months	2,567	15.3%	12.8%	**120**
Visited a zoo in last 12 months	2,497	14.9%	11.1%	**134**
Went overnight camping in last 12 months	2,334	13.9%	11.9%	**117**
Did photography in last 12 months	2,253	13.4%	10.1%	**133**
Went to art gallery in last 12 months	1,683	10.0%	7.4%	**135**
Spent $250+ on sports/rec equip	1,466	8.7%	7.3%	**120**
Danced/went dancing in last 12 months	1,425	8.0%	7.5%	**106**
Spent $100-249 on sports/rec equip	1,415	8.4%	6.1%	**137**
Spent $1-99 on sports/rec equip	1,112	6.6%	5.7%	**115**
Did painting/drawing in last 12 months	1,091	6.5%	6.1%	**107**
Visited a theme park 5+ times in last 12 months	753	4.5%	3.8%	**118**
Visited indoor water park in last 12 months	505	3.0%	3.0%	**101**

Figure 21: Town of Morrisville Commercial Recreation Participation Trends

Local Participatory Trends - Commercial Recreation				
Activity	Estimated Participants	% of Population		MPI
		1-Mile Buffer	USA	
Attended a movie in last 6 months	29,345	70.3%	59.1%	**119**
Attended sports event	10,571	25.3%	19.9%	**127**
Visited a theme park in last 12 months	10,007	24.0%	17.9%	**134**
Went to museum in last 12 months	7,488	17.9%	12.3%	**145**
Played board game in last 12 months	6,931	16.6%	13.5%	**123**
Visited a zoo in last 12 months	6,470	15.5%	11.5%	**135**
Went overnight camping in last 12 months	6,181	14.8%	12.1%	**122**
Did photography in last 12 months	5,705	13.7%	10.5%	**131**
Went to art gallery in last 12 months	4,148	9.9%	7.4%	**134**
Spent $250+ on sports/rec equip	3,863	9.3%	7.8%	**119**
Danced/went dancing in last 12 months	3,529	8.5%	7.7%	**111**
Spent $100-249 on sports/rec equip	3,166	7.6%	6.3%	**121**
Spent $1-99 on sports/rec equip	3,132	7.5%	6.3%	**119**
Did painting/drawing in last 12 months	2,872	6.9%	6.3%	**110**
Visited a theme park 5+ times in last 12 months	2,403	5.8%	4.1%	**141**
Visited indoor water park in last 12 months	1,455	3.5%	2.9%	**121**

Figure 22: 1-Mile Buffer Area Commercial Recreation Participation Trends

APPENDIX B

PARKS CLASSIFICATIONS

PARK CLASSIFICATIONS

Pocket Park

According to the NRPA, a pocket park is a small outdoor space, usually less than 0.25 acres up to 3 acres, most often located in an urban area surrounded by commercial buildings or houses. Pocket parks are small, urban open spaces that serve a variety of functions, such as: small event space, play areas for children, spaces for relaxing and socializing, taking lunch breaks, etc. Successful pocket parks have four key qualities: they are accessible; allow people to engage in activities; are comfortable spaces that are inviting; and are sociable places. In general, pocket parks offer minimal amenities on site and are not designed to support programmed activities. The service area for pocket parks is usually less than a quarter-mile and they are intended for users within close walking distance of the park.

This type of park is not commonly found in a public park system, and is normally designed, constructed and maintained as a common's area within a Homeowner's Association.

Neighborhood Park

A neighborhood park is between 3-10 acres in size and has a .5-mile service radius, however, some Neighborhood Parks are determined by use and facilities offered and not by size alone. These parks are often the most used on a day-to-day basis as they offer a variety of recreational and community opportunities close to neighborhoods in which people work and play. These parks are integrated into the pattern of the community, often have little to no parking to promote walkable communities, are tied into the greenway system and provide important nodes within the larger open space pattern. Other features include:

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

- Parking: Design should include widened on-street parking area adjacent to park. Goal is to maximize usable park space. As necessary, provide 5-10 spaces within park including handicap spaces. Traffic calming devices encouraged next to park.
- Lighting: Security only. Lighting on all night for security.
- Naming: Consistent with the Town's ordinances for naming of parks, or park may be named after a prominent or historic person, event, or natural landmark.
- Other: Customized to demographics of neighborhood; safety design meets established Crime prevention through environmental design (CPTED) standards; integrated color scheme throughout.

Community Park

A community park is between 10 and 30 acres in size but can be as large as 100 acres, has a 2-mile service radius and serves the local community. Community Parks are intended to be accessible to multiple neighborhoods and should focus on meeting community-based recreational needs, as well as preserving unique landscapes and open spaces. This park types offer a larger variety of outdoor recreational opportunities such multiple athletic fields or a combination of multiple uses. These parks should offer passive and active recreational opportunities and can preserve natural habitat. It is important to link these community parks within the pattern of green space as they offer a broader variety of park facilities. These parks have four significant amenities with an approximate length of stay of two to three-hour experience.

- Site Selection: On two collector streets minimum and preferably one arterial street. If near arterial street, provide natural or artificial barrier. Minimal number of residences abutting site. Preference is streets on four sides, or three sides with school or municipal use on fourth side. Encourage trail linkage to other parks
- Length of stay: Two to three hours experience
- Amenities: Four signature amenities at a minimum: (e.g., trails, sports fields, large shelters/ pavilions, community playground for ages 2-5 and 5-12 with some shaded elements, recreation center, pool or family aquatic center, sports courts, water feature); public restrooms with drinking fountains, ample parking, and security lighting. Amenities are ADA compliant. Sport Fields and Sport Complexes are typical at this park.
- Revenue facilities: One or more (e.g. pool, sports complex, pavilion)
- Land usage: 65 percent active and 35 percent passive
- Programming: Minimum of four essential program services (e.g. sports, day camps, aquatics)
- Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities may require Level 1 maintenance
- Parking: Sufficient to support the amenities; occupies no more than 10 percent of the park. Design should include widened on-street parking area adjacent to park. Goal is to maximize usable park space. Traffic calming devices encouraged within and next to the park
- Lighting: Amenity lighting includes sport field light standards. Security lighting on dual system with 50 percent of lights off at a set time and 50 percent on all night for security.

- Signage: Directional signage and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility.
- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at park entrances and throughout park.
- Naming: Consistent with the Town's naming right ordinance, may be named after a prominent or historic person, event, or natural landmark.
- Other: Strong appeal to surrounding neighborhoods; integrated color scheme throughout the park; partnerships developed with support groups, schools and other organizations; loop trail connectivity; linked to Regional Park, trail or recreation facility; safety design meets established CPTED standards.

Regional Park

Regional Parks, are typically larger than 100 acres in size and serve a very broad range of people. These parks offer large scale recreational opportunities and tend to offer mostly passive recreation such as boating, camping, nature education or exploration. Regional parks can be managed as nature preserves and can protect high-quality natural areas from development. These large tracts of land can offer unique recreational opportunities suited to larger areas such as disk golf, mountain biking or equestrian riding while still offering more traditional recreational opportunities like playgrounds, play lawns, athletic complexes or firing ranges.

- Site Selection: Prefer location which can preserve natural resources on-site such as wetlands, streams, and other geographic features or sites with significant cultural or historic features. Significantly large parcel of land. Access from public roads capable of handling anticipated traffic.
- Length of stay: All day experience.
- Amenities: 10 to 12 amenities to create a signature facility (e.g. golf course, tennis complex, sports complex, lake, regional playground, 3+ reservable picnic shelters, camping, outdoor recreation/extreme sports, recreation center, pool, gardens, trails, zoo, specialty facilities); public restrooms with drinking fountains, concessions, restaurant, ample parking, special event site. Sport Fields and Sport Complexes are typical at this park. See details in Sport Complex classification and Appendix A – Sport Field Amenities for more information.
- Revenue facilities: More than two; park designed to produce revenue to offset operational costs.
- Land usage: Up to 50 percent active/50 percent passive.
- Programming: More than four recreation experiences per age segment with at least four core programs provided.
- Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities may require Level 1 maintenance.
- Parking: Sufficient for all amenities. Traffic calming devices encouraged within and next to park.
- Lighting: Amenity lighting includes sport field light standards. Security lighting on dual system with 50 percent of lights off at a set time and 50 percent on all night for security.

- Signage: Directional signage and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility.
- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at park entrances and throughout park.
- Naming: Consistent with the Town's naming ordinance, may be named after a prominent or historic person, event, or natural landmark.
- Other: Safety design may meet CPTED safety standards; integrated materials throughout the park; linked to major trails systems, public transportation available, concessions, food and retail sales available, dedicated site managers on duty. Telephone/Cable TV conduit available.

Special Use Park/Facility

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

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

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

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

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

Additional Features of Special Use Facilities include:

- Size of park: Depends upon facilities and activities included. Their diverse character makes it impossible to apply acreage standards.
- Service radius: Depends upon facilities and activities included. Typically serves special user groups while a few serve the entire population.
- Site Selection: Given the variety of potential uses, no specific standards are defined for site selection. As with all park types, the site itself should be located where it is appropriate for its use.

- Length of stay: varies by facility.
- Amenities: varies by facility.
- Revenue facilities: Due to nature of certain facilities, revenue may be required for construction and/or annual maintenance. This should be determined at a policy level before the facility is planned and constructed.
- Land usage: varies by facility.
- Programming: varies by facility.
- Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities (i.e., rose gardens) will require Level 1 maintenance.
- Parking: On-street or off-street parking is provided as appropriate. Design should include widened on-street parking area adjacent to park. Goal is to maximize usable park space. As necessary, provide a minimum of five to 10 spaces within park including handicap spaces. Traffic calming devices encouraged next to park.
- Lighting: Security or amenity only. Lighting on dual system with 50 percent of lights off at a set time and 50 percent on all night for security.
- Signage: Directional signage and facility/amenity regulations to enhance user experience.
- Landscape Design: Appropriate design to enhance the park theme/use/experience.
- Naming: Follows Town ordinance for naming or may be named after a prominent or historic person, event, or natural landmark.
- Other: Integrated color scheme throughout the park; safety design meets established crime prevention through environmental design (CPTED) standards. Cable TV conduit as appropriate.

Greenbelts /Multi-use Paths

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

- Size: Typically, at least 30-foot width of unencumbered land for a Greenbelt. May include a trail to support walk, bike, run, equestrian type activities. Typically, an urban trail is 10-foot wide to support pedestrian and bicycle uses. Trails incorporate signage to designate where a user is located and where the trials connect in the Town.
- Site Selection: Located consistent with approved Trails Master Plan.
- Amenities: Parking and restrooms at major trailheads. May include small parks along the trail

- Maintenance standards: Demand based maintenance with available funding.
- Lighting: Security lighting at trailheads is preferred. Lighting on dual system with 50 percent of lights off at a set time and 50 percent on all night for security.
- Signage: Mileage markers at half mile intervals. Interpretive kiosks as deemed appropriate.
- Landscape Design: Coordinated planting scheme in urban areas. Limited or no planting in open space areas.
- Other: Connectivity to parks or other Town attractions and facilities is desirable.

Open Space/Natural Area

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

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

Sports Complexes

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

Sport field design includes appropriate field distances for each sport's governing body and support amenities designed to produce revenue to offset operational costs. Signature sports complexes include enhanced amenities such as artificial turf, multipurpose field benches and bleachers, scoreboards, amplified sound, scorer's booths, etc. Enhanced amenities would be identified through discussion between Town and Schools and or sports associations and dependent upon adequate funding. Additional features include:

- Size of park: Preferably 40 or more acres for stand-alone complexes.
- Service radius: Determined by community demand.

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

APPENDIX C

PARK EVALUATION + RESOURCE INVENTORY

Morrisville Aquatics and Recreation Center

Address: 1301 Morrisville Pkwy., Morrisville, NC 27560

Park & Facility Assessment

Accessibility

Rating (Fair)			Assessment Criteria	Notes
Yes	Partial	No		
			Parking	
x			Does parking appear to be ADA accessible?	ADA parking spaces appear to be well marked.
			Access	
x			Do ramps, stairs, paths and trails appear to be ADA accessible?	
			Comfort Facilities	
x			Do restrooms appear to be ADA accessible?	
		x	Do drinking fountains appear to be ADA accessible (acceptable reach range and require little to no tight grasping or pinching to operate) and along an ADA route?	Indoor drinking fountains do not appear to conform with ADA accessibility standards and there are no drinking fountains outside.
		x	Are ADA seating opportunities provided?	There appears to be no outdoor seating options at the sport court areas.
			Facilities	
		x	Do site elements throughout the park appear to be ADA accessible (fields, playgrounds, etc.)?	There appears to be multiple obstacles to ADA accessibility in reaching outdoor recreation facilities.
		x	Do play structures and play components appear to offer ADA options?	Structures appear worn and do not offer ADA options.
		x	Do play structures appear to have an ADA accessible ground surface?	There appear to be no ADA connections between outdoor facilities.
		x	Do play structures appear to have ADA ramps or transfer systems?	Outdoor structures appear quite old.
3			9 Points Total , 0-2.25 = Poor, 2.25-5=Fair, 5-7.5=Good, 7.5-9=Excellent	

Signage

Rating (Good)			Assessment Criteria	Notes
Yes	Partial	No		
x			Is there park signage at entry ways?	Entry signage appears to be inconsistent with Town standards.
x			Are park rules posted in a visible area?	
		x	Does signage appear to be consistent with Town branding?	Primary building signage appears to be inconsistent with Town standards.
x			Are signs visible from sidewalks or right-of-way?	
		x	Are park signs in multiple languages?	Park signs do not appear to be in multiple languages.
3			5 Points Total , 0-1.25 = Poor, 1.25-2.5=Fair, 2.5-3.75=Good, 3.75-5=Excellent	

Access, Linkage & Safety

Rating (Fair)			Assessment Criteria	Notes
Yes	Partial	No		
x			Does the park have well defined borders and feel safe?	The park appears to have a well defined landscape buffer with an open, welcoming entrance.
x			Are there sidewalks connecting to the park?	
x			Is this park connected to the larger park system via a network of trails and walks?	
x			Are there traffic calming devices (traffic signals, crosswalks, signage, landscaping) to safely allow pedestrians to cross	
		x	Does the park appear walkable with an integrated trail network?	The site appears highly fragmented with few ADA paths connecting site elements.
		x	Does the park appear to be open and free of isolated and unsafe areas?	The community center is open but the rear athletic fields feel inaccessible.
		x	Does the park appear to have enough acreage for the intended use?	There is room for additional or higher quality facilities.
		x	Does the park appear to be free of safety hazards?	At time of site visit there appears to be trash in the park.
		x	Does the site appear to have adequate lighting?	Outdoor fields are not lit.
		x	Are there emergency phones in the park?	
x			Does there appear to be Wi-Fi offered at the park?	This facility appears to be one of the only facilities within the park system to offer free Wi-Fi to users.
5			11 Points Total , 0-2.75 = Poor, 2.75-5.5=Fair, 5.5-8.25=Good, 8.25-11=Excellent	

Sense of Place

Rating (Good)			Assessment Criteria	Notes
Yes	Partial	No		
x			Is the park clean and free of litter, debris, etc.?	
x			Does the park appear to be well maintained?	
x			Does there appear to be a sense of pride/ ownership in the park?	
		x	Are there multiple seating options?	Seating is very limited throughout the outdoor fields.
x			Are there waste receptacles?	
		x	Is there attractive landscaping throughout the park?	There is little well-maintained and landscaped areas throughout the site.
		x	Are there large mature trees and opportunities for shade on site?	There are few large trees on site.
x			Are there refreshments/vending machines at the park?	
x			Does the park have unique site elements or characteristics?	
		x	Is the history of the site/local area presented or available via information kiosks?	No signage is present.
x			Is there a mix of recreational uses to support a broad demographic?	
x			Does the park appear to support a range of diverse cultural recreation opportunities?	
8			12 Points Total , 0-3 = Poor, 3-6=Fair, 6-9=Good, 9-12=Excellent	

Sustainability

Rating (Poor)			Assessment Criteria	Notes
Yes	Partial	No		
		x	Are there renewable energy sources utilized in the park (i.e. solar panels, water re-use, etc.)?	
		x	Are durable, natural, recycled and locally sourced materials used throughout the park?	
x			Does the park promote physical activity?	
		x	Does the park promote alternate forms of transportation (biking, roller blading, running, etc.)?	
		x	Does landscaping appear to utilize a diverse plant palette of mostly native / adaptive / pollinator species?	
		x	Is stormwater runoff handled on site and appear to use best management practices of capturing, slowing and purifying runoff?	
		x	Are unique environmental features like wetlands, prime natural areas or streams protected and celebrated?	
		x	Does the park educate the public about the values of natural resources protection (environmental education)?	
	x		Are there recycling options on site?	There appear to be recycling options inside but none outdoors.
x			Does the park offer a place for community gathering and interaction?	
		x	Are there free play areas for users to interact with nature through unstructured play?	
2.5			11 Points Total , 0-2.75 = Poor, 2.75-5.5=Fair, 5.5-8.25=Good, 8.25-11=Excellent	

Overall Score

21.5	48 1-12=Poor, 12-24=Fair, 24-36=Good, 36-48=Excellent

Park Inventory

Facility	Quantity
Swimming pool & wading pool	1
Multi-use indoor aerobic studio	1
Male, female & family sauna	1
Racket ball courts	2
Weight and cardio room	1
Basketball court	1
Tennis courts	3
Male & female locker room	1
Conference/training room	1

General Facility Conditions

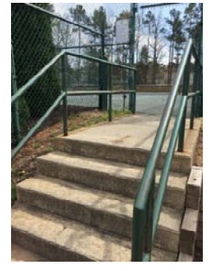
Sport Fields & Courts	
Does water appear to drain adequately off playing fields?	Yes
Does the turf grass appear to be healthy and dense?	Turfgrass appears to have weeds and bare spots throughout.
Are fields free of trash and debris?	Common areas are well maintained.
Do the fields appear to be well marked with paint?	Paint on the tennis courts and basketball court appears to be used
Is there field lighting?	There is no field lighting for the tennis or basketball courts.
Is athletic field fencing in good condition?	Yes
Does the lighting appear to be in good condition?	There appears to be lighting around the tennis court but none for
Do nets and equipment appear to be in good condition?	Nets and equipment exhibit evidence of heavy wear and tear.
Do court surfaces appear to be in good condition?	Court surfaces appear highly fractured and show signs of heavy
Playgrounds	
Does the play equipment appear to be in good condition?	NA
Is there adequate safety surface underneath and around the play structures?	NA
Does there appear to be adequate fall zones around play equipment?	NA
Is the playground free of litter or dangerous debris?	NA
Does the playground feel inviting and safe?	NA
Is equipment free of protrusion hazards (hardware, etc.)?	NA
Is playground free of trip hazards (tree stumps, rocks, etc.)?	NA
Buildings	
Do the buildings appear to be in good condition?	The building appears to be very well maintained and shows some
Do the fixtures and finishes appear to be new and visually appealing?	No
Are any aspects of the buildings functionality not in working condition?	The building appears to function properly.
Do the buildings generally reflect a consistent visual character typical of Town parks?	The building reflects an older architectural style and may be perceived as out-of-date.
Do interior facilities appear to be well maintained and functional?	The interior is very clean and appears to be in very good condition.
Does there appear to be adequate space for programming?	Programming space appears to be inadequate.

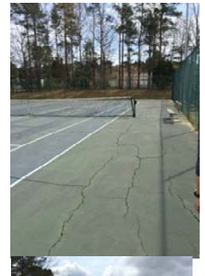
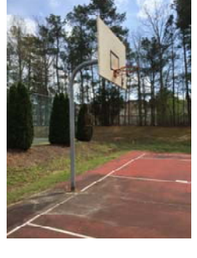
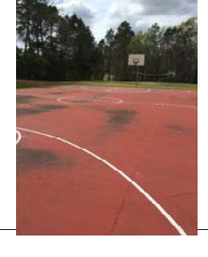
Site Imagery







Cedar Fork Community Center

Address: 1050 Town Hall Dr., Morrisville, NC 27560

Park & Facility Assessment

Accessibility

Rating (Good) Yes	Partial	No	Assessment Criteria	Notes
			Parking	
x			Does parking appear to be ADA accessible?	
			Access	
x			Do ramps, stairs, paths and trails appear to be ADA accessible?	
			Comfort Facilities	
x			Do restrooms appear to be ADA accessible?	
x			Do drinking fountains appear to be ADA accessible (acceptable reach range and require little to no tight grasping or pinching to operate) and along an ADA route?	
x			Are ADA seating opportunities provided?	
		x	Facilities	
		x	Do site elements throughout the park appear to be ADA accessible (fields, playgrounds, etc.)?	Site elements appear disjointed and have no pedestrian connectivity access.
x			Do play structures and play components appear to offer ADA options?	The outdoor playground appears worn and old.
		x	Do play structures appear to have an ADA accessible ground surface?	Safety surface appears worn and old.
			Do play structures appear to have ADA ramps or transfer systems?	Play structures do not appear to be ADA accessible.
6			9 Points Total , 0-2.25 = Poor, 2.25-5=Fair, 5-7.5=Good, 7.5-9=Excellent	

Signage

Rating (Fair) Yes	Partial	No	Assessment	Notes
		x	Is there park signage at entry ways?	There appears to be inconsistent Parks and Recreation signage at the main entry.
x			Are park rules posted in a visible area?	
x			Does signage appear to be consistent with Town branding?	
	x		Are signs visible from sidewalks or right-of-way?	
		x	Are park signs in multiple languages?	Park signs do not appear to be in multiple languages.
2.5			5 Points Total , 0-1.25 = Poor, 1.25-2.5=Fair, 2.5-3.75=Good, 3.75-5=Excellent	

Access, Linkage & Safety

Rating (Good) Yes	Partial	No	Assessment	Notes
x			Does the park have well defined borders and feel safe?	
x			Are there sidewalks connecting to the park?	
x			Is this park connected to the larger park system via a network of trails and walks?	
x			Are there traffic calming devices (traffic signals, crosswalks, signage, landscaping) to safely allow pedestrians to cross streets leading to the park?	
		x	Does the park appear walkable with an integrated trail network?	There appear to be few, if any connecting trails throughout the exterior.
x			Does the park appear to be open and free of isolated and unsafe areas?	
x			Does the park appear to have enough acreage for the intended use?	
x			Does the park appear to be free of safety hazards?	
		x	Does the site appear to have adequate lighting?	Outdoor fields are not lit.
		x	Are there emergency phones in the park?	
x			Does there appear to be Wi-Fi offered at the park?	
8			11 Points Total , 0-2.75 = Poor, 2.75-5.5=Fair, 5.5-8.25=Good, 8.25-11=Excellent	

Sense of Place

Rating (Excellent) Yes	Partial	No	Assessment	Notes
x			Is the park clean and free of litter, debris, etc.?	
x			Does the park appear to be well maintained?	
x			Does there appear to be a sense of pride/ ownership in the park?	
		x	Are there multiple seating options?	The exterior park offers few, if any seating options.
x			Are there waste receptacles?	
	x		Is there attractive landscaping throughout the park?	The park offers few well landscaped areas.
x			Are there large mature trees and opportunities for shade on site?	
x			Are there refreshments/vending machines at the park?	
x			Does the park have unique site elements or characteristics?	
		x	Is the history of the site/local area presented or available via information kiosks?	No signage is present.
x			Is there a mix of recreational uses to support a broad demographic?	
x			Does the park appear to support a range of diverse cultural recreation opportunities?	
8.5			12 Points Total , 0-3 = Poor, 3-6=Fair, 6-9=Good, 9-12=Excellent	

Sustainability

Rating (Fair) Yes	Partial	No	Assessment	Notes
x			Are there renewable energy sources utilized in the park (i.e. solar panels, water re-use, etc.)?	
		x	Are durable, natural, recycled and locally sourced materials used throughout the park?	Little investment into the interior or exterior appears to have been done recently.
x			Does the park promote physical activity?	
		x	Does the park promote alternate forms of transportation (biking, roller blading, running, etc.)?	
		x	Does landscaping appear to utilize a diverse plant palette of mostly native / adaptive / pollinator species?	The park does not appear to integrate stormwater management.
		x	Is stormwater runoff handled on site and appear to use best management practices of capturing, slowing and purifying runoff?	
		x	Are unique environmental features like wetlands, prime natural areas or streams protected and celebrated?	
		x	Does the park educate the public about the values of natural resources protection (environmental education)?	
x			Are there recycling options on site?	
x			Does the park offer a place for community gathering and interaction?	
x			Are there free play areas for users to interact with nature through unstructured play?	
5			11 Points Total , 0-2.75 = Poor, 2.75-5.5=Fair, 5.5-8.25=Good, 8.25-11=Excellent	

Overall Score

30	48 1-12=Poor, 12-24=Fair, 24-36=Good, 36-48=Excellent

Park Inventory

Facility	Quantity
Indoor flex space	1
Shared gym	1
Classroom and conference room	1
Shared youth & teen soccer fields	5
Shared playground	1
Shared basketball court	1
Walking/jogging gravel track	1

General Facility Conditions

Sport Fields & Courts	
Does water appear to drain adequately off playing fields?	Yes
Does the turf grass appear to be healthy and dense?	Turfgrass appears to have weeds and bare spots throughout and are rated as poor to fair.
Are fields free of trash and debris?	Yes
Do the fields appear to be well marked with paint?	Paint on the athletic fields appear to be faded and shows signs of
Is there field lighting?	No
Is athletic field fencing in good condition?	There does not appear to be fencing around the athletic fields.
Does the lighting appear to be in good condition?	NA
Do nets and equipment appear to be in good condition?	Nets and equipment exhibit evidence of wear and tear.
Do court surfaces appear to be in good condition?	The basketball court exhibit signs of surface cracking.
Playgrounds	
Does the play equipment appear to be in good condition?	The playground appears to be in fair but has limited visibility.
Is there adequate safety surface underneath and around the play structures?	Safety surface appears to be adequate.
Does there appear to be adequate fall zones around play equipment?	Fall zones appear to be adequate.
Is the playground free of litter or dangerous debris?	Yes
Does the playground feel inviting and safe?	No
Is equipment free of protrusion hazards (hardware, etc.)?	Yes
Is playground free of trip hazards (tree stumps, rocks, etc.)?	Yes
Buildings	
Do the buildings appear to be in good condition?	The building appears to be in very good condition.
Do the fixtures and finishes appear to be new and visually appealing?	All fixtures and finished appear to be in good condition.
Are any aspects of the buildings functionality not in working condition?	Building appear to function but shows some internal signs of
Do the buildings generally reflect a consistent visual character typical of Town parks?	The building is a good example of traditional architecture and
Do interior facilities appear to be well maintained and functional?	Interior spaces appear clean and well maintained.
Does there appear to be adequate space for programming?	Space appears to be very limited but additional programming.

Site Imagery









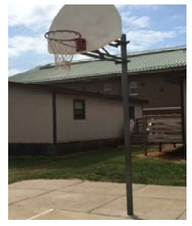














Cedar Fork District Park

Address: 228 Aviation Parkway, Morrisville, NC 27560

Park & Facility Assessment

Accessibility

Rating (Poor)			Assessment Criteria	Notes
Yes	Partial	No		
			Parking	
		x	Does parking appear to be ADA accessible?	There are no ADA parking space available.
			Access	
		x	Do ramps, stairs, paths and trails appear to be ADA accessible?	There are no ADA trails available.
			Comfort Facilities	
	x		Do restrooms appear to be ADA accessible?	Restrooms appear ADA accessible yet there does not appear to be ADA access to them.
	x		Do drinking fountains appear to be ADA accessible (acceptable reach range and require little to no tight grasping or pinching to operate) and along an ADA route?	Drinking fountains appear ADA accessible yet there does not appear ADA access to them and appear to leak and overflow.
		x	Are ADA seating opportunities provided?	
			Facilities	
		x	Do site elements throughout the park appear to be ADA accessible (fields, playgrounds, etc.)?	There are no internal trails including crushed gravel trails throughout the site.
		x	Do play structures and play components appear to offer ADA options?	There are opportunities to add multiple recreational uses here.
		x	Do play structures appear to have an ADA accessible ground surface?	
		x	Do play structures appear to have ADA ramps or transfer systems?	
1			9 Points Total , 0-2.25 = Poor, 2.25-5=Fair, 5-7.5=Good, 7.5-9=Excellent	

Signage

Rating (Fair)			Assessment Criteria	Notes
Yes	Partial	No		
		x	Is there park signage at entry ways?	Park signage is hard to see.
x			Are park rules posted in a visible area?	
	x		Does signage appear to be consistent with Town branding?	There appear to be inconsistencies with signage throughout.
		x	Are signs visible from sidewalks or right-of-way?	The park appears hidden from the ROW.
		x	Are park signs in multiple languages?	Park signs do not appear to be in multiple languages.
1.5			5 Points Total , 0-1.25 = Poor, 1.25-2.5=Fair, 2.5-3.75=Good, 3.75-5=Excellent	

Access, Linkage & Safety

Rating (Fair)			Assessment Criteria	Notes
Yes	Partial	No		
x			Does the park have well defined borders and feel safe?	
	x		Are there sidewalks connecting to the park?	There appear to be a sidewalk that leads to the park but no ADA path inside park grounds.
		x	Is this park connected to the larger park system via a network of trails and walks?	
x			Are there traffic calming devices (traffic signals, crosswalks, signage, landscaping) to safely allow pedestrians to cross streets leading to the park?	There appear to be no ADA path inside park grounds or traffic calming techniques.
		x	Does the park appear walkable with an integrated trail network?	There are no internal trails including crushed gravel trails throughout the site.
x			Does the park appear to be open and free of isolated and unsafe areas?	
x			Does the park appear to have enough acreage for the intended use?	
		x	Does the park appear to be free of safety hazards?	At time of site visit the trash can were over-flowing and construction activity was present.
		x	Does the site appear to have adequate lighting?	Athletic fields do not appear to be lit.
		x	Are there emergency phones in the park?	There are no emergency phones present.
		x	Does there appear to be Wi-Fi offered at the park?	
4.5			11 Points Total , 0-2.75 = Poor, 2.75-5.5=Fair, 5.5-8.25=Good, 8.25-11=Excellent	

Sense of Place

Rating (Fair)			Assessment Criteria	Notes
Yes	Partial	No		
		x	Is the park clean and free of litter, debris, etc.?	There appears to be evidence of trash in stream banks and throughout the site. Recycling bins appear to be overflowing at time of site visit.
	x		Does the park appear to be well maintained?	Sport field appear to be well maintained but there was evidence of old picnic tables and falling down fences and rope dividers throughout the site.
	x		Does there appear to be a sense of pride/ ownership in the park?	There does not appear to a high level of community involvement in the park.
		x	Are there multiple seating options?	
x			Are there waste receptacles?	
		x	Is there attractive landscaping throughout the park?	
x			Are there large mature trees and opportunities for shade on site?	
		x	Are there refreshments/vending machines at the park?	
		x	Does the park have unique site elements or characteristics?	The main focus is the athletic fields.
		x	Is the history of the site/local area presented or available via information kiosks?	No signage is present.
x			Is there a mix of recreational uses to support a broad demographic?	
x			Does the park appear to support a range of diverse cultural recreation opportunities?	
5			12 Points Total , 0-3 = Poor, 3-6=Fair, 6-9=Good, 9-12=Excellent	

Sustainability

Rating (Fair)			Assessment Criteria	Notes
Yes	Partial	No		
		x	Are there renewable energy sources utilized in the park (i.e. solar panels, water re-use, etc.)?	
		x	Are durable, natural, recycled and locally sourced materials used throughout the park?	
x			Does the park promote physical activity?	
		x	Does the park promote alternate forms of transportation (biking, roller blading, running, etc.)?	
x			Does landscaping appear to utilize a diverse plant palette of mostly native / adaptive / pollinator species?	
		x	Is stormwater runoff handled on site and appear to use best management practices of capturing, slowing and purifying runoff?	
		x	Are unique environmental features like wetlands, prime natural areas or streams protected and celebrated?	
		x	Does the park educate the public about the values of natural resources protection (environmental education)?	
x			Are there recycling options on site?	
x			Does the park offer a place for community gathering and interaction?	
x			Are there free play areas for users to interact with nature through unstructured play?	
5			11 Points Total , 0-2.75 = Poor, 2.75-5.5=Fair, 5.5-8.25=Good, 8.25-11=Excellent	

Overall Score

17	48 1-12=Poor, 12-24=Fair, 24-36=Good, 36-48=Excellent

Park Inventory

Facility	Quantity
Restroom building and covered seating area	1
Soccer Fields	10
Cricket Fields	3

General Facility Conditions

Sport Fields & Courts	
Does water appear to drain adequately off playing fields?	Yes
Does the turf grass appear to be healthy and dense?	Turfgrass appears to have weeds and bare spots throughout and are rated as poor to fair.
Are fields free of trash and debris?	Yes
Do the fields appear to be well marked with paint?	Paint on the athletic fields appear to be faded and shows signs of
Is there field lighting?	No
Is athletic field fencing in good condition?	There does not appear to be fencing around the athletic fields.
Does the lighting appear to be in good condition?	NA
Do nets and equipment appear to be in good condition?	Nets and equipment exhibit evidence of heavy wear and tear.
Do court surfaces appear to be in good condition?	There are no athletic courts present.
Playgrounds	
Does the play equipment appear to be in good condition?	The site is minimally developed and has no play structure.
Is there adequate safety surface underneath and around the play structures?	NA
Does there appear to be adequate fall zones around play equipment?	NA
Is the playground free of litter or dangerous debris?	NA
Does the playground feel inviting and safe?	NA
Is equipment free of protrusion hazards (hardware, etc.)?	NA
Is playground free of trip hazards (tree stumps, rocks, etc.)?	NA
Buildings	
Do the buildings appear to be in good condition?	The building appears old and shows sign of heavy use.
Do the fixtures and finishes appear to be new and visually appealing?	Fixtures and water fountains appear worn and show signs of
Are any aspects of the buildings functionality not in working condition?	Building appear to function but shows signs of wear and tear.
Do the buildings generally reflect a consistent visual character typical of Town parks?	The building architecture is traditional and shows signs of use.
Do interior facilities appear to be well maintained and functional?	NA
Does there appear to be adequate space for programming?	NA

Site Imagery



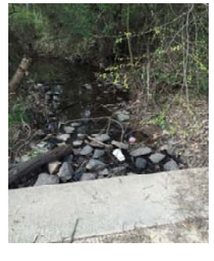














Church Street Park

Address: 5800 Cricket Pitch Way, Morrisville, NC 27560

Park & Facility Assessment

Accessibility

Rating (Excellent) Yes	Partial	No	Assessment Criteria	Notes
			Parking	
x			Does parking appear to be ADA accessible?	
			Access	
x			Do ramps, stairs, paths and trails appear to be ADA accessible?	
			Comfort Facilities	
x			Do restrooms appear to be ADA accessible?	
x			Do drinking fountains appear to be ADA accessible (acceptable reach range and require little to no tight grasping or pinching to operate) and along an ADA route?	
x			Are ADA seating opportunities provided?	
			Facilities	
x			Do site elements throughout the park appear to be ADA accessible (fields, playgrounds, etc.)?	
x			Do play structures and play components appear to offer ADA options?	
x			Do play structures appear to have an ADA accessible ground surface?	
		x	Do play structures appear to have ADA ramps or transfer systems?	
8			9 Points Total , 0-2.25 = Poor, 2.25-5=Fair, 5-7.5=Good, 7.5-9=Excellent	

Signage

Rating (Excellent) Yes	Partial	No	Assessment Criteria	Notes
x			Is there park signage at entry ways?	
	x		Are park rules posted in a visible area?	
x			Does signage appear to be consistent with Town branding?	
x			Are signs visible from sidewalks or right-of-way?	
		x	Are park signs in multiple languages?	
3.5			5 Points Total , 0-1.25 = Poor, 1.25-2.5=Fair, 2.5-3.75=Good, 3.75-5=Excellent	

Access, Linkage & Safety

Rating (Good) Yes	Partial	No	Assessment Criteria	Notes
x			Does the park have well defined borders and feel safe?	
x			Are there sidewalks connecting to the park?	
x			Is this park connected to the larger park system via a network of trails and walks?	
		x	Are there traffic calming devices (traffic signals, crosswalks, signage, landscaping) to safely allow pedestrians to cross streets leading to the park?	The sidewalk alignment allows pedestrian to enter the site freely but does not utilize a full crosswalk across the entry.
x			Does the park appear walkable with an integrated trail network?	
x			Does the park appear to be open and free of isolated and unsafe areas?	
x			Does the park appear to have enough acreage for the intended use?	
x			Does the park appear to be free of safety hazards?	
x			Does the site appear to have adequate lighting?	
		x	Are there emergency phones in the park?	
		x	Does there appear to be Wi-Fi offered at the park?	
8			11 Points Total , 0-2.75 = Poor, 2.75-5.5=Fair, 5.5-8.25=Good, 8.25-11=Excellent	

Sense of Place

Rating (Excellent) Yes	Partial	No	Assessment Criteria	Notes
x			Is the park clean and free of litter, debris, etc.?	
x			Does the park appear to be well maintained?	
x			Does there appear to be a sense of pride/ ownership in the park?	
x			Are there multiple seating options?	
x			Are there waste receptacles?	
x			Is there attractive landscaping throughout the park?	
	x		Are there large mature trees and opportunities for shade on site?	
x			Are there refreshments/vending machines at the park?	
x			Does the park have unique site elements or characteristics?	
		x	Is the history of the site/local area presented or available via information kiosks?	
x			Is there a mix of recreational uses to support a broad demographic?	
x			Does the park appear to support a range of diverse cultural recreation opportunities?	
10.5			12 Points Total , 0-3 = Poor, 3-6=Fair, 6-9=Good, 9-12=Excellent	

Sustainability

Rating (Excellent) Yes	Partial	No	Assessment Criteria	Notes
		x	Are there renewable energy sources utilized in the park (i.e. solar panels, water re-use, etc.)?	
	x		Are durable, natural, recycled and locally sourced materials used throughout the park?	
x			Does the park promote physical activity?	
x			Does the park promote alternate forms of transportation (biking, roller blading, running, etc.)?	
x			Does landscaping appear to utilize a diverse plant palette of mostly native / adaptive / pollinator species?	
x			Is stormwater runoff handled on site and appear to use best management practices of capturing, slowing and purifying runoff?	
x			Are unique environmental features like wetlands, prime natural areas or streams protected and celebrated?	
		x	Does the park educate the public about the values of natural resources protection (environmental education)?	There appear to be a lack of environmental education signage throughout the site.
x			Are there recycling options on site?	
x			Does the park offer a place for community gathering and interaction?	
x			Are there free play areas for users to interact with nature through unstructured play?	
8.5			11 Points Total , 0-2.75 = Poor, 2.75-5.5=Fair, 5.5-8.25=Good, 8.25-11=Excellent	

Overall Score

38.5	48 1-12=Poor, 12-24=Fair, 24-36=Good, 36-48=Excellent

Park Inventory

Facility	Quantity
Community center	1
Outdoor pavilion w/10 picnic tables	1
Tennis courts	3
2-5 Year old playground	1
5-12 Year old playground	1
Cricket Field	1
Covered bleachers	2
Walking/jogging trail	1

General Facility Conditions

Sport Fields & Courts	
Does water appear to drain adequately off playing fields?	Water appears to drain adequately throughout the site. There is evidence of soil drift and erosion along the main multi-use field indicating that there may not be enough drain inlets to capture the stormwater runoff.
Does the turf grass appear to be healthy and dense?	Turfgrass appears healthy and well maintained.
Are fields free of trash and debris?	Yes
Do the fields appear to be well marked with paint?	The tennis courts appear to be very well marked and maintained.
Is there field lighting?	The tennis courts appear to be well lit.
Is athletic field fencing in good condition?	Fencing around the tennis courts appears to be new and in good condition.
Does the lighting appear to be in good condition?	Lighting appears new and in good condition.
Do nets and equipment appear to be in good condition?	Yes
Do court surfaces appear to be in good condition?	Yes
Playgrounds	
Does the play equipment appear to be in good condition?	The playgrounds appear to be new and in very good condition.
Is there adequate safety surface underneath and around the play structures?	Safety surface appears to be adequate.
Does there appear to be adequate fall zones around play equipment?	Fall zones appear to be adequate.
Is the playground free of litter or dangerous debris?	Playgrounds appear well maintained.
Does the playground feel inviting and safe?	Yes
Is equipment free of protrusion hazards (hardware, etc.)?	Yes
Is playground free of trip hazards (tree stumps, rocks, etc.)?	Yes
Buildings	
Do the buildings appear to be in good condition?	The building and shade structures are new and are in very good
Do the fixtures and finishes appear to be new and visually appealing?	All fixtures and finishes appear to be in good condition.
Are any aspects of the buildings functionality not in working condition?	The building appears to function properly.
Do the buildings generally reflect a consistent visual character typical of Town parks?	Yes
Do interior facilities appear to be well maintained and functional?	Yes
Does there appear to be adequate space for programming?	Yes

Site Imagery

























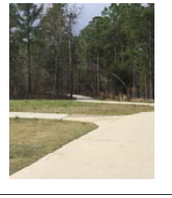












Crabtree Creek Nature Park

Address: 151 Keybridge Drive, Morrisville, NC 27560

Park & Facility Assessment

Accessibility

Rating (Poor) Yes	Partial	No	Assessment Criteria	Notes
			Parking	
x			Does parking appear to be ADA accessible?	
			Access	
	x		Do ramps, stairs, paths and trails appear to be ADA accessible?	
			Comfort Facilities	
		x	Do restrooms appear to be ADA accessible?	There are no built restroom facilities present.
		x	Do drinking fountains appear to be ADA accessible (acceptable reach range and require little to no tight grasping or pinching to operate) and along an ADA route?	There are no drinking fountains available.
		x	Are ADA seating opportunities provided?	There are no seating options available.
			Facilities	
		x	Do site elements throughout the park appear to be ADA accessible (fields, playgrounds, etc.)?	The park does not offer trails.
		x	Do play structures and play components appear to offer ADA options?	The park does not offer play structures.
		x	Do play structures appear to have an ADA accessible ground surface?	The park does not offer play structures.
		x	Do play structures appear to have ADA ramps or transfer systems?	The park does not offer play structures.
1.5			9 Points Total , 0-2.25 = Poor, 2.25-5=Fair, 5-7.5=Good, 7.5-9=Excellent	

Signage

Rating (Good) Yes	Partial	No	Assessment Criteria	Notes
x			Is there park signage at entry ways?	
x			Are park rules posted in a visible area?	
		x	Does signage appear to be consistent with Town branding?	While signage along the road is aesthetically nice, there is no signage internal to the site.
x			Are signs visible from sidewalks or right-of-way?	
		x	Are park signs in multiple languages?	Park signs do not appear to be in multiple languages.
3			5 Points Total , 0-1.25 = Poor, 1.25-2.5=Fair, 2.5-3.75=Good, 3.75-5=Excellent	

Access, Linkage & Safety

Rating (Fair) Yes	Partial	No	Assessment Criteria	Notes
x			Does the park have well defined borders and feel safe?	
x			Are there sidewalks connecting to the park?	
x			Is this park connected to the larger park system via a network of trails and walks?	
		x	Are there traffic calming devices (traffic signals, crosswalks, signage, landscaping) to safely allow pedestrians to cross streets leading to the park?	There does not appear to be traffic calming techniques along the road.
		x	Does the park appear walkable with an integrated trail network?	There are no trails present.
		x	Does the park appear to be open and free of isolated and unsafe areas?	
x			Does the park appear to have enough acreage for the intended use?	
x			Does the park appear to be free of safety hazards?	
		x	Does the site appear to have adequate lighting?	There is no on-site lighting.
		x	Are there emergency phones in the park?	There are no emergency phones present.
		x	Does there appear to be Wi-Fi offered at the park?	The park does not offer wi-fi.
5			11 Points Total , 0-2.75 = Poor, 2.75-5.5=Fair, 5.5-8.25=Good, 8.25-11=Excellent	

Sense of Place

Rating (Good) Yes	Partial	No	Assessment Criteria	Notes
x			Is the park clean and free of litter, debris, etc.?	
x			Does the park appear to be well maintained?	
x			Does there appear to be a sense of pride/ ownership in the park?	
		x	Are there multiple seating options?	
		x	Are there waste receptacles?	
		x	Is there attractive landscaping throughout the park?	
x			Are there large mature trees and opportunities for shade on site?	
		x	Are there refreshments/vending machines at the park?	
		x	Does the park have unique site elements or characteristics?	
		x	Is the history of the site/local area presented or available via information kiosks?	
	x		Is there a mix of recreational uses to support a broad demographic?	
	x		Does the park appear to support a range of diverse cultural recreation opportunities?	
5			12 Points Total , 0-3 = Poor, 3-6=Fair, 6-9=Good, 9-12=Excellent	

Sustainability

Rating (Good) Yes	Partial	No	Assessment Criteria	Notes
		x	Are there renewable energy sources utilized in the park (i.e. solar panels, water re-use, etc.)?	
x			Are durable, natural, recycled and locally sourced materials used throughout the park?	
x			Does the park promote physical activity?	
		x	Does the park promote alternate forms of transportation (biking, roller blading, running, etc.)?	
	x		Does landscaping appear to utilize a diverse plant palette of mostly native / adaptive / pollinator species?	
		x	Is stormwater runoff handled on site and appear to use best management practices of capturing, slowing and purifying runoff?	
	x		Are unique environmental features like wetlands, prime natural areas or streams protected and celebrated?	
		x	Does the park educate the public about the values of natural resources protection (environmental education)?	
x			Are there recycling options on site?	
x			Does the park offer a place for community gathering and interaction?	
x			Are there free play areas for users to interact with nature through unstructured play?	
7			11 Points Total , 0-2.75 = Poor, 2.75-5.5=Fair, 5.5-8.25=Good, 8.25-11=Excellent	

Overall Score

21.5	48 1-12=Poor, 12-24=Fair, 24-36=Good, 36-48=Excellent

Park Inventory

Facility	Quantity
Multi-use field	1
Batting Cage	1

General Facility Conditions

Sport Fields & Courts	
Does water appear to drain adequately off playing fields?	Yes
Does the turf grass appear to be healthy and dense?	Turfgrass appears to have weeds and bare spots throughout and are rated as poor to fair.
Are fields free of trash and debris?	Grasses areas appear free of trash and appear well mowed.
Do the fields appear to be well marked with paint?	The pitching mound present on the athletic fields appears to be
Is there field lighting?	No
Is athletic field fencing in good condition?	There does not appear to be fencing around the athletic fields.
Does the lighting appear to be in good condition?	There is no lighting present.
Do nets and equipment appear to be in good condition?	Nets and equipment exhibit evidence of wear and tear.
Do court surfaces appear to be in good condition?	There are no developed athletic courts present.
Playgrounds	
Does the play equipment appear to be in good condition?	NA
Is there adequate safety surface underneath and around the play structures?	NA
Does there appear to be adequate fall zones around play equipment?	NA
Is the playground free of litter or dangerous debris?	NA
Does the playground feel inviting and safe?	NA
Is equipment free of protrusion hazards (hardware, etc.)?	NA
Is playground free of trip hazards (tree stumps, rocks, etc.)?	NA
Buildings	
Do the buildings appear to be in good condition?	NA
Do the fixtures and finishes appear to be new and visually appealing?	NA
Are any aspects of the buildings functionality not in working condition?	NA
Do the buildings generally reflect a consistent visual character typical of Town parks?	NA
Do interior facilities appear to be well maintained and functional?	NA
Does there appear to be adequate space for programming?	NA

Site Imagery















Morrisville Community Park

Address: 1520 Morrisville Parkway, Morrisville, NC 27560

Park & Facility Assessment

Accessibility

Rating (Good) Yes	Partial	No	Assessment Criteria	Notes
			Parking	
x			Does parking appear to be ADA accessible?	
			Access	
x			Do ramps, stairs, paths and trails appear to be ADA accessible?	
			Comfort Facilities	
x			Do restrooms appear to be ADA accessible?	
	x		Do drinking fountains appear to be ADA accessible (acceptable reach range and require little to no tight grasping or pinching to operate) and along an ADA route?	Drinking fountains appear to ADA accessible but were not working at time of site visit.
		x	Are ADA seating opportunities provided?	There appear to be few ADA seating options.
			Facilities	
x			Do site elements throughout the park appear to be ADA accessible (fields, playgrounds, etc.)?	
x			Do play structures and play components appear to offer ADA options?	
x			Do play structures appear to have an ADA accessible ground surface?	
		x	Do play structures appear to have ADA ramps or transfer systems?	There appear to be few ADA play structures.
6.5			9 Points Total , 0-2.25 = Poor, 2.25-5=Fair, 5-7.5=Good, 7.5-9=Excellent	

Signage

Rating (Good) Yes	Partial	No	Assessment Criteria	Notes
x			Is there park signage at entry ways?	
	x		Are park rules posted in a visible area?	There are minimal park signs throughout the park.
x			Does signage appear to be consistent with Town branding?	
x			Are signs visible from sidewalks or right-of-way?	
		x	Are park signs in multiple languages?	Park signs do not appear to be in multiple languages.
3.5			5 Points Total , 0-1.25 = Poor, 1.25-2.5=Fair, 2.5-3.75=Good, 3.75-5=Excellent	

Access, Linkage & Safety

Rating (Excellent) Yes	Partial	No	Assessment Criteria	Notes
x			Does the park have well defined borders and feel safe?	
x			Are there sidewalks connecting to the park?	
x			Is this park connected to the larger park system via a network of trails and walks?	
x			Are there traffic calming devices (traffic signals, crosswalks, signage, landscaping) to safely allow pedestrians to cross streets leading to the park?	
x			Does the park appear walkable with an integrated trail network?	
x			Does the park appear to be open and free of isolated and unsafe areas?	
x			Does the park appear to have enough acreage for the intended use?	
x			Does the park appear to be free of safety hazards?	
x			Does the site appear to have adequate lighting?	
		x	Are there emergency phones in the park?	There are no emergency phones present.
		x	Does there appear to be Wi-Fi offered at the park?	The park does not offer wi-fi.
9			11 Points Total , 0-2.75 = Poor, 2.75-5.5=Fair, 5.5-8.25=Good, 8.25-11=Excellent	

Sense of Place

Rating (Excellent) Yes	Partial	No	Assessment Criteria	Notes
x			Is the park clean and free of litter, debris, etc.?	
x			Does the park appear to be well maintained?	
x			Does there appear to be a sense of pride/ ownership in the park?	
x			Are there multiple seating options?	
x			Are there waste receptacles?	
x			Is there attractive landscaping throughout the park?	
x			Are there large mature trees and opportunities for shade on site?	
x			Are there refreshments/vending machines at the park?	
x			Does the park have unique site elements or characteristics?	
		x	Is the history of the site/local area presented or available via information kiosks?	No signage is present.
	x		Is there a mix of recreational uses to support a broad demographic?	The primary use appears to be athletics but the existing playground offers youth recreation opportunities.
x			Does the park appear to support a range of diverse cultural recreation opportunities?	
10.5			12 Points Total , 0-3 = Poor, 3-6=Fair, 6-9=Good, 9-12=Excellent	

Sustainability

Rating (Good) Yes	Partial	No	Assessment Criteria	Notes
		x	Are there renewable energy sources utilized in the park (i.e. solar panels, water re-use, etc.)?	
x			Are durable, natural, recycled and locally sourced materials used throughout the park?	
x			Does the park promote physical activity?	
x			Does the park promote alternate forms of transportation (biking, roller blading, running, etc.)?	The park offers few multi-modal transportation options.
	x		Does landscaping appear to utilize a diverse plant palette of mostly native / adaptive / pollinator species?	
		x	Is stormwater runoff handled on site and appear to use best management practices of capturing, slowing and purifying runoff?	
	x		Are unique environmental features like wetlands, prime natural areas or streams protected and celebrated?	Natural areas appear to be protected yet do not encourage interaction and exploration.
		x	Does the park educate the public about the values of natural resources protection (environmental education)?	No signage is present.
x			Are there recycling options on site?	
x			Does the park offer a place for community gathering and interaction?	
x			Are there free play areas for users to interact with nature through unstructured play?	
7			11 Points Total , 0-2.75 = Poor, 2.75-5.5=Fair, 5.5-8.25=Good, 8.25-11=Excellent	

Overall Score

36.5	48 1-12=Poor, 12-24=Fair, 24-36=Good, 36-48=Excellent

Park Inventory

Facility	Quantity
Large Community Building w/restrooms and concessions	1
Outdoor Pavilion	1
Teen and youth baseball fields	3
Batting Area	1
Playground	1
Greenway trail head	1

General Facility Conditions

Sport Fields & Courts	
Does water appear to drain adequately off playing fields?	Yes
Does the turf grass appear to be healthy and dense?	Turfgrass appears healthy but there is evidence of weeds throughout.
Are fields free of trash and debris?	Fields appear free of trash or debris.
Do the fields appear to be well marked with paint?	Paint on the athletic fields appear to be faded and shows signs of
Is there field lighting?	There is field lighting on the baseball fields.
Is athletic field fencing in good condition?	Yes
Does the lighting appear to be in good condition?	The lighting appear to be in fair to good condition.
Do nets and equipment appear to be in good condition?	Nets and equipment appear to be in very good condition.
Do court surfaces appear to be in good condition?	Yes
Playgrounds	
Does the play equipment appear to be in good condition?	The playground appears to be in good condition and offers a
Is there adequate safety surface underneath and around the play structures?	Safety surface appears to be adequate.
Does there appear to be adequate fall zones around play equipment?	Fall zones appear to be adequate.
Is the playground free of litter or dangerous debris?	Yes
Does the playground feel inviting and safe?	The playground feels inviting, is open and provides shade for free play.
Is equipment free of protrusion hazards (hardware, etc.)?	Yes
Is playground free of trip hazards (tree stumps, rocks, etc.)?	Yes
Buildings	
Do the buildings appear to be in good condition?	Buildings appear to be in good condition but show signs of use.
Do the fixtures and finishes appear to be new and visually appealing?	Yes
Are any aspects of the buildings functionality not in working condition?	Yes
Do the buildings generally reflect a consistent visual character typical of Town parks?	Yes
Do interior facilities appear to be well maintained and functional?	There is evidence of use but appear to be in good condition.
Does there appear to be adequate space for programming?	Yes

Site Imagery





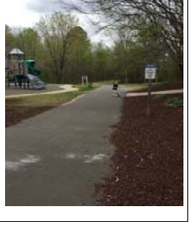











Shiloh Park & Luther Green Center

Address: 922 Church Street, Morrisville, NC 27560

Park & Facility Assessment

Accessibility

Rating (Fair)			Assessment Criteria	Notes
Yes	Partial	No		
			Parking	
x			Does parking appear to be ADA accessible?	
			Access	
x			Do ramps, stairs, paths and trails appear to be ADA accessible?	
			Comfort Facilities	
x			Do restrooms appear to be ADA accessible?	
		x	Do drinking fountains appear to be ADA accessible (acceptable reach range and require little to no tight grasping or pinching to operate) and along an ADA route?	The single drinking fountain appears to isolated from other site elements and did not function at time of site visit.
		x	Are ADA seating opportunities provided?	There appear to be few, if any ADA seating options beside the covered shade structure.
			Facilities	
x			Do site elements throughout the park appear to be ADA accessible (fields, playgrounds, etc.)?	
		x	Do play structures and play components appear to offer ADA options?	There does not appear to be ADA playground components.
	x		Do play structures appear to have an ADA accessible ground surface?	ADA ground surface appears to be uneven and compacted.
		x	Do play structures appear to have ADA ramps or transfer systems?	There does not appear to be ADA playground components.
4.5			**9 Points Total , 0-2.25 = Poor, 2.25-5=Fair, 5-7.5=Good, 7.5-9=Excellent**	

Signage

Rating (Good)			Assessment Criteria	Notes
Yes	Partial	No		
x			Is there park signage at entry ways?	
x			Are park rules posted in a visible area?	
	x		Does signage appear to be consistent with Town branding?	Signage appears to be inconsistent with Town standards.
x			Are signs visible from sidewalks or right-of-way?	
		x	Are park signs in multiple languages?	Park signs do not appear to be in multiple languages.
3.5			**5 Points Total , 0-1.25 = Poor, 1.25-2.5=Fair, 2.5-3.75=Good, 3.75-5=Excellent**	

Access, Linkage & Safety

Rating (Good)			Assessment Criteria	Notes
Yes	Partial	No		
	x		Does the park have well defined borders and feel safe?	There appear to be unsightly views to off-site properties along portions of the park.
x			Are there sidewalks connecting to the park?	
x			Is this park connected to the larger park system via a network of trails and walks?	
	x		Are there traffic calming devices (traffic signals, crosswalks, signage, landscaping) to safely allow pedestrians to cross streets leading to the park?	
		x	Does the park appear walkable with an integrated trail network?	There are concrete trails but there does not appear to be an integrated trail network.
x			Does the park appear to be open and free of isolated and unsafe areas?	
x			Does the park appear to have enough acreage for the intended use?	
x			Does the park appear to be free of safety hazards?	
		x	Does the site appear to have adequate lighting?	The multi-use fields do not appear to have lighting.
		x	Are there emergency phones in the park?	There does not appear to be emergency phones in the park.
		x	Does there appear to be Wi-Fi offered at the park?	There does not appear to be wi-fi offered at the park.
6			**11 Points Total , 0-2.75 = Poor, 2.75-5.5=Fair, 5.5-8.25=Good, 8.25-11=Excellent**	

Sense of Place

Rating (Excellent)			Assessment Criteria	Notes
Yes	Partial	No		
x			Is the park clean and free of litter, debris, etc.?	There appears to be evidence of graffiti.
x			Does the park appear to be well maintained?	The park is well maintained.
x			Does there appear to be a sense of pride/ ownership in the park?	
x			Are there multiple seating options?	
x			Are there waste receptacles?	
x			Is there attractive landscaping throughout the park?	
x			Are there large mature trees and opportunities for shade on site?	
	x		Are there refreshments/vending machines at the park?	There appears to be a concession stand but no public drinking fountains.
x			Does the park have unique site elements or characteristics?	
	x		Is the history of the site/local area presented or available via information kiosks?	
x			Is there a mix of recreational uses to support a broad demographic?	
x			Does the park appear to support a range of diverse cultural recreation opportunities?	
10.5			**12 Points Total , 0-3 = Poor, 3-6=Fair, 6-9=Good, 9-12=Excellent**	

Sustainability

Rating (Poor)			Assessment Criteria	Notes
Yes	Partial	No		
		x	Are there renewable energy sources utilized in the park (i.e. solar panels, water re-use, etc.)?	
		x	Are durable, natural, recycled and locally sourced materials used throughout the park?	
x			Does the park promote physical activity?	
		x	Does the park promote alternate forms of transportation (biking, roller blading, running, etc.)?	
		x	Does landscaping appear to utilize a diverse plant palette of mostly native / adaptive / pollinator species?	
		x	Is stormwater runoff handled on site and appear to use best management practices of capturing, slowing and purifying runoff?	
		x	Are unique environmental features like wetlands, prime natural areas or streams protected and celebrated?	
		x	Does the park educate the public about the values of natural resources protection (environmental education)?	
		x	Are there recycling options on site?	
x			Does the park offer a place for community gathering and interaction?	
	x		Are there free play areas for users to interact with nature through unstructured play?	
2.5			**11 Points Total , 0-2.75 = Poor, 2.75-5.5=Fair, 5.5-8.25=Good, 8.25-11=Excellent**	

Overall Score

27 — **48 1-12=Poor, 12-24=Fair, 24-36=Good, 36-48=Excellent**

Park Inventory

Facility	Quantity
Luther Green Community Center	1
Outdoor pavilion	1
Historic structure	1
Restroom facility w/concessions	1
Baseball field	1
Cricket fields	3
Basketball court	1
Playground	1
Batting cage	1
Multi-purpose field	1

General Facility Conditions

Sport Fields & Courts	
Does water appear to drain adequately off playing fields?	There appears to be evidence of some standing water.
Does the turf grass appear to be healthy and dense?	Turfgrass is not uniform and exhibits signs of heavy use.
Are fields free of trash and debris?	Yes
Do the fields appear to be well marked with paint?	The fields do not appear to be well marked with paint.
Is there field lighting?	No
Is athletic field fencing in good condition?	There does not appear to adequate fence sleeving on the chain link fence representing a possible safety hazard.
Does the lighting appear to be in good condition?	On site lighting appears old and worn.
Do nets and equipment appear to be in good condition?	Bleachers appear in poor condition and exhibit signs of
Do court surfaces appear to be in good condition?	Yes
Playgrounds	
Does the play equipment appear to be in good condition?	The equipment appears to be in good condition and is exhibiting
Is there adequate safety surface underneath and around the play structures?	Safety surface appears to be adequate.
Does there appear to be adequate fall zones around play equipment?	Fall zones appear to be adequate.
Is the playground free of litter or dangerous debris?	Yes
Does the playground feel inviting and safe?	Yes
Is equipment free of protrusion hazards (hardware, etc.)?	Yes
Is playground free of trip hazards (tree stumps, rocks, etc.)?	Yes
Buildings	
Do the buildings appear to be in good condition?	The building appears to be in good condition but exhibit signs of
Do the fixtures and finishes appear to be new and visually appealing?	The building shows sign of wear and tear.
Are any aspects of the buildings functionality not in working condition?	The building shows sign of wear and tear.
Do the buildings generally reflect a consistent visual character typical of Town parks?	Yes
Do interior facilities appear to be well maintained and functional?	Yes
Does there appear to be adequate space for programming?	Yes

Site Imagery






















Northwest Park

Address: 990 Parkside Valley Dr.

Park & Facility Assessment

Accessibility

Rating (Good) Yes	Partial	No	Assessment Criteria	Notes
			Parking	
x			Does parking appear to be ADA accessible?	
			Access	
x			Do ramps, stairs, paths and trails appear to be ADA accessible?	
			Comfort Facilities	
x			Do restrooms appear to be ADA accessible?	
x			Do drinking fountains appear to be ADA accessible (acceptable reach range and require little to no tight grasping or pinching to operate) and along an ADA route?	
	x		Are ADA seating opportunities provided?	
			Facilities	
	x		Do site elements throughout the park appear to be ADA accessible (fields, playgrounds, etc.)?	
		x	Do play structures and play components appear to offer ADA options?	play equipment does not appear to be ADA accessible
		x	Do play structures appear to have an ADA accessible ground surface?	
		x	Do play structures appear to have ADA ramps or transfer systems?	
6			9 Points Total , 0-2.25 = Poor, 2.25-5=Fair, 5-7.5=Good, 7.5-9=Excellent	

Signage

Rating (Excellent) Yes	Partial	No	Assessment Criteria	Notes
x			Is there park signage at entry ways?	
x			Are park rules posted in a visible area?	
x			Does signage appear to be consistent with Town branding?	
x			Are signs visible from sidewalks or right-of-way?	
		x	Are park signs in multiple languages?	
4			5 Points Total , 0-1.25 = Poor, 1.25-2.5=Fair, 2.5-3.75=Good, 3.75-5=Excellent	

Access, Linkage & Safety

Rating (Good) Yes	Partial	No	Assessment Criteria	Notes
x			Does the park have well defined borders and feel safe?	
x			Are there sidewalks connecting to the park?	
	x		Is this park connected to the larger park system via a network of trails and walks?	
x			Are there traffic calming devices (traffic signals, crosswalks, signage, landscaping) to safely allow pedestrians to cross streets leading to the park?	
	x		Does the park appear walkable with an integrated trail network?	
x			Does the park appear to be open and free of isolated and unsafe areas?	
x			Does the park appear to have enough acreage for the intended use?	
x			Does the park appear to be free of safety hazards?	
	x		Does the site appear to have adequate lighting?	
		x	Are there emergency phones in the park?	
		x	Does there appear to be Wi-Fi offered at the park?	
7.5			11 Points Total , 0-2.75 = Poor, 2.75-5.5=Fair, 5.5-8.25=Good, 8.25-11=Excellent	

Sense of Place

Rating (Good) Yes	Partial	No	Assessment Criteria	Notes
x			Is the park clean and free of litter, debris, etc.?	
x			Does the park appear to be well maintained?	
x			Does there appear to be a sense of pride/ ownership in the park?	
x			Are there multiple seating options?	
x			Are there waste receptacles?	
	x		Is there attractive landscaping throughout the park?	landscaping needs maintenance
	x		Are there large mature trees and opportunities for shade on site?	
		x	Are there refreshments/vending machines at the park?	
x			Does the park have unique site elements or characteristics?	
	x		Is the history of the site/local area presented or available via information kiosks?	provides good environmental signage
	x		Is there a mix of recreational uses to support a broad demographic?	
	x		Does the park appear to support a range of diverse cultural recreation opportunities?	limited rec opportunitites - primarily walking & community center
8.5			12 Points Total , 0-3 = Poor, 3-6=Fair, 6-9=Good, 9-12=Excellent	

Sustainability

Rating (Excellent) Yes	Partial	No	Assessment Criteria	Notes
x			Are there renewable energy sources utilized in the park (i.e. solar panels, water re-use, etc.)?	
x			Are durable, natural, recycled and locally sourced materials used throughout the park?	
x			Does the park promote physical activity?	
x			Does the park promote alternate forms of transportation (biking, roller blading, running, etc.)?	
x			Does landscaping appear to utilize a diverse plant palette of mostly native / adaptive / pollinator species?	
x			Is stormwater runoff handled on site and appear to use best management practices of capturing, slowing and purifying runoff?	
		x	Are unique environmental features like wetlands, prime natural areas or streams protected and celebrated?	
x			Does the park educate the public about the values of natural resources protection (environmental education)?	
x			Are there recycling options on site?	
x			Does the park offer a place for community gathering and interaction?	
x			Are there free play areas for users to interact with nature through unstructured play?	
10			11 Points Total , 0-2.75 = Poor, 2.75-5.5=Fair, 5.5-8.25=Good, 8.25-11=Excellent	

Overall Score

36	48 1-12=Poor, 12-24=Fair, 24-36=Good, 36-48=Excellent

Park Inventory

Facility	Quantity
2-5 Year Old Playground	1
5-12 Year Old Playground	1
Picnic shelter w/8 picnic tables	1
Walking Trail	1
Sustainable stormwater control devices	4

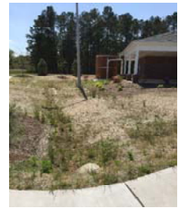
General Facility Conditions

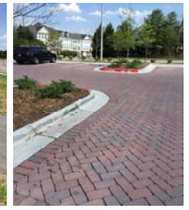
Sport Fields & Courts	
Does water appear to drain adequately off playing fields?	Water appears to adequately drain.
Does the turf grass appear to be healthy and dense?	Landsaped areas appear to be lacking proper irrigation and are in poor condition.
Are fields free of trash and debris?	Fields appear well maintained.
Do the fields appear to be well marked with paint?	There is no striping present.
Is there field lighting?	There is no lighting for the playground.
Is athletic field fencing in good condition?	Playground fence appears to be in good condition.
Does the lighting appear to be in good condition?	Vehicle surface area lighting appears to be in good condition.
Do nets and equipment appear to be in good condition?	
Do court surfaces appear to be in good condition?	
Playgrounds	
Does the play equipment appear to be in good condition?	
Is there adequate safety surface underneath and around the play structures?	
Does there appear to be adequate fall zones around play equipment?	
Is the playground free of litter or dangerous debris?	
Does the playground feel inviting and safe?	
Is equipment free of protrusion hazards (hardware, etc.)?	
Is playground free of trip hazards (tree stumps, rocks, etc.)?	
Buildings	
Do the buildings appear to be in good condition?	
Do the fixtures and finishes appear to be new and visually appealing?	
Are any aspects of the buildings functionality not in working condition?	
Do the buildings generally reflect a consistent visual character typical of Town parks?	
Do interior facilities appear to be well maintained and functional?	
Does there appear to be adequate space for programming?	

Site Imagery

















Indian Creek Greenway and Trailhead

Address: 101 Town Hall Drive, Morrisville, NC 27560

Park & Facility Assessment

Accessibility

Rating (Good) Yes	Partial	No	Assessment Criteria	Notes
			Parking	
x			Does parking appear to be ADA accessible?	
			Access	
x			Do ramps, stairs, paths and trails appear to be ADA accessible?	
			Comfort Facilities	
x			Do restrooms appear to be ADA accessible?	
x			Do drinking fountains appear to be ADA accessible (acceptable reach range and require little to no tight grasping or pinching to operate) and along an ADA route?	
	x		Are ADA seating opportunities provided?	
			Facilities	
x			Do site elements throughout the park appear to be ADA accessible (fields, playgrounds, etc.)?	
	x		Do play structures and play components appear to offer ADA options?	
x			Do play structures appear to have an ADA accessible ground surface?	
		x	Do play structures appear to have ADA ramps or transfer systems?	
7			9 Points Total , 0-2.25 = Poor, 2.25-5=Fair, 5-7.5=Good, 7.5-9=Excellent	

Signage

Rating (Good) Yes	Partial	No	Assessment Criteria	Notes
x			Is there park signage at entry ways?	
x			Are park rules posted in a visible area?	
	x		Does signage appear to be consistent with Town branding?	
x			Are signs visible from sidewalks or right-of-way?	
		x	Are park signs in multiple languages?	
3.5			5 Points Total , 0-1.25 = Poor, 1.25-2.5=Fair, 2.5-3.75=Good, 3.75-5=Excellent	

Access, Linkage & Safety

Rating (Excellent) Yes	Partial	No	Assessment Criteria	Notes
x			Does the park have well defined borders and feel safe?	
x			Are there sidewalks connecting to the park?	
x			Is this park connected to the larger park system via a network of trails and walks?	
x			Are there traffic calming devices (traffic signals, crosswalks, signage, landscaping) to safely allow pedestrians to cross streets leading to the park?	
x			Does the park appear walkable with an integrated trail network?	
x			Does the park appear to be open and free of isolated and unsafe areas?	
x			Does the park appear to have enough acreage for the intended use?	
x			Does the park appear to be free of safety hazards?	
x			Does the site appear to have adequate lighting?	
		x	Are there emergency phones in the park?	
		x	Does there appear to be Wi-Fi offered at the park?	
9			11 Points Total , 0-2.75 = Poor, 2.75-5.5=Fair, 5.5-8.25=Good, 8.25-11=Excellent	

Sense of Place

Rating (Excellent) Yes	Partial	No	Assessment Criteria	Notes
x			Is the park clean and free of litter, debris, etc.?	
x			Does the park appear to be well maintained?	
x			Does there appear to be a sense of pride/ ownership in the park?	
x			Are there multiple seating options?	
x			Are there waste receptacles?	
x			Is there attractive landscaping throughout the park?	
x			Are there large mature trees and opportunities for shade on site?	
		x	Are there refreshments/vending machines at the park?	
x			Does the park have unique site elements or characteristics?	
x			Is the history of the site/local area presented or available via information kiosks?	The historical marker displayed in this park appears to be the only historical marker throughout the park system.
x			Is there a mix of recreational uses to support a broad demographic?	
x			Does the park appear to support a range of diverse cultural recreation opportunities?	
11			12 Points Total , 0-3 = Poor, 3-6=Fair, 6-9=Good, 9-12=Excellent	

Sustainability

Rating (Good) Yes	Partial	No	Assessment Criteria	Notes
		x	Are there renewable energy sources utilized in the park (i.e. solar panels, water re-use, etc.)?	
x			Are durable, natural, recycled and locally sourced materials used throughout the park?	
x			Does the park promote physical activity?	
x			Does the park promote alternate forms of transportation (biking, roller blading, running, etc.)?	
x			Does landscaping appear to utilize a diverse plant palette of mostly native / adaptive / pollinator species?	
		x	Is stormwater runoff handled on site and appear to use best management practices of capturing, slowing and purifying runoff?	
x			Are unique environmental features like wetlands, prime natural areas or streams protected and celebrated?	
	x		Does the park educate the public about the values of natural resources protection (environmental education)?	While the park offers a nature observation deck there does not appear to be educational signage.
x			Are there recycling options on site?	
	x		Does the park offer a place for community gathering and interaction?	
	x		Are there free play areas for users to interact with nature through unstructured play?	
7.5			11 Points Total , 0-2.75 = Poor, 2.75-5.5=Fair, 5.5-8.25=Good, 8.25-11=Excellent	

Overall Score

38	48 1-12=Poor, 12-24=Fair, 24-36=Good, 36-48=Excellent

Park Inventory

Facility	Quantity
Restroom Facility	1
Brick picnic shelters	2
Playground	1
Nature observation deck	1
Greenway trailhead	1

General Facility Conditions

Sport Fields & Courts	
Does water appear to drain adequately off playing fields?	NA
Does the turf grass appear to be healthy and dense?	NA
Are fields free of trash and debris?	NA
Do the fields appear to be well marked with paint?	NA
Is there field lighting?	NA
Is athletic field fencing in good condition?	NA
Does the lighting appear to be in good condition?	NA
Do nets and equipment appear to be in good condition?	NA
Do court surfaces appear to be in good condition?	NA
Playgrounds	
Does the play equipment appear to be in good condition?	The equipment appears to be in good condition. Site furnishings appear to be new and in good condition.
Is there adequate safety surface underneath and around the play structures?	Safety surface appears to be adequate.
Does there appear to be adequate fall zones around play equipment?	Fall zones appear to be adequate.
Is the playground free of litter or dangerous debris?	The site appears to be very well maintained.
Does the playground feel inviting and safe?	Yes
Is equipment free of protrusion hazards (hardware, etc.)?	Yes
Is playground free of trip hazards (tree stumps, rocks, etc.)?	Yes
Buildings	
Do the buildings appear to be in good condition?	The restroom facility appears to be in good condition but shows signs of wear and tear.
Do the fixtures and finishes appear to be new and visually appealing?	Yes
Are any aspects of the buildings functionality not in working condition?	No
Do the buildings generally reflect a consistent visual character typical of Town parks?	The facilities appear to reflect most closely with Town standards.
Do interior facilities appear to be well maintained and functional?	Yes
Does there appear to be adequate space for programming?	Yes

Site Imagery







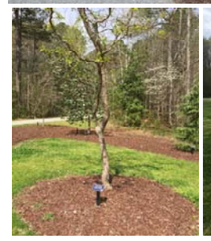






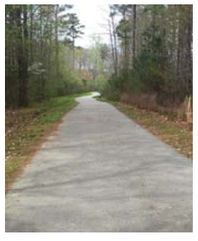














Ruritan Park

Address: 100 Morrisville Carpenter Road, Morrisville, NC 27560

Park & Facility Assessment

Accessibility

Rating (Poor) Yes	Partial	No	Assessment Criteria	Notes
			Parking	
		x	Does parking appear to be ADA accessible?	ADA parking spaces appear to be well marked.
			Access	
		x	Do ramps, stairs, paths and trails appear to be ADA accessible?	
			Comfort Facilities	
		x	Do restrooms appear to be ADA accessible?	
		x	Do drinking fountains appear to be ADA accessible (acceptable reach range and require little to no tight grasping or pinching to operate) and along an ADA route?	Indoor drinking fountains do not appear to conform with ADA accessibility standards and there are no drinking fountains outside.
		x	Are ADA seating opportunities provided?	There appears to be no outdoor seating options at the sport court areas.
			Facilities	
		x	Do site elements throughout the park appear to be ADA accessible (fields, playgrounds, etc.)?	There appears to be multiple obstacles to ADA accessibility in reaching outdoor recreation facilities.
		x	Do play structures and play components appear to offer ADA options?	
		x	Do play structures appear to have an ADA accessible ground surface?	There appear to be no ADA connections between outdoor facilities.
		x	Do play structures appear to have ADA ramps or transfer systems?	
0			9 Points Total , 0-2.25 = Poor, 2.25-5=Fair, 5-7.5=Good, 7.5-9=Excellent	

Signage

Rating (Poor) Yes	Partial	No	Assessment Criteria	Notes
		x	Is there park signage at entry ways?	Entry signage appears to be inconsistent with Town standards.
		x	Are park rules posted in a visible area?	
	x		Does signage appear to be consistent with Town branding?	Primary building signage appears to be inconsistent with Town standards.
	x		Are signs visible from sidewalks or right-of-way?	
		x	Are park signs in multiple languages?	
1			5 Points Total , 0-1.25 = Poor, 1.25-2.5=Fair, 2.5-3.75=Good, 3.75-5=Excellent	

Access, Linkage & Safety

Rating (Poor) Yes	Partial	No	Assessment Criteria	Notes
x			Does the park have well defined borders and feel safe?	The park appears to have a well defined landscape buffer with an open, welcoming entrance.
		x	Are there sidewalks connecting to the park?	
		x	Is this park connected to the larger park system via a network of trails and walks?	
		x	Are there traffic calming devices (traffic signals, crosswalks, signage, landscaping) to safely allow pedestrians to cross streets leading to the park?	
		x	Does the park appear walkable with an integrated trail network?	
x			Does the park appear to be open and free of isolated and unsafe areas?	
	x		Does the park appear to have enough acreage for the intended use?	
		x	Does the park appear to be free of safety hazards?	
		x	Does the site appear to have adequate lighting?	
		x	Are there emergency phones in the park?	
		x	Does there appear to be Wi-Fi offered at the park?	This facility appears to be one of the only facilities within the park system to offer free Wi-Fi to users.
1.5			11 Points Total , 0-2.75 = Poor, 2.75-5.5=Fair, 5.5-8.25=Good, 8.25-11=Excellent	

Sense of Place

Rating (Fair) Yes	Partial	No	Assessment Criteria	Notes
x			Is the park clean and free of litter, debris, etc.?	
x			Does the park appear to be well maintained?	
	x		Does there appear to be a sense of pride/ ownership in the park?	
		x	Are there multiple seating options?	
		x	Are there waste receptacles?	
x			Is there attractive landscaping throughout the park?	
x			Are there large mature trees and opportunities for shade on site?	
		x	Are there refreshments/vending machines at the park?	
	x		Does the park have unique site elements or characteristics?	
		x	Is the history of the site/local area presented or available via information kiosks?	
		x	Is there a mix of recreational uses to support a broad demographic?	
		x	Does the park appear to support a range of diverse cultural recreation opportunities?	
5			12 Points Total , 0-3 = Poor, 3-6=Fair, 6-9=Good, 9-12=Excellent	

Sustainability

Rating (Fair) Yes	Partial	No	Assessment Criteria	Notes
		x	Are there renewable energy sources utilized in the park (i.e. solar panels, water re-use, etc.)?	
		x	Are durable, natural, recycled and locally sourced materials used throughout the park?	
	x		Does the park promote physical activity?	
		x	Does the park promote alternate forms of transportation (biking, roller blading, running, etc.)?	
	x		Does landscaping appear to utilize a diverse plant palette of mostly native / adaptive / pollinator species?	
		x	Is stormwater runoff handled on site and appear to use best management practices of capturing, slowing and purifying runoff?	
		x	Are unique environmental features like wetlands, prime natural areas or streams protected and celebrated?	
		x	Does the park educate the public about the values of natural resources protection (environmental education)?	
		x	Are there recycling options on site?	There appear to be recycling options inside but none outdoors.
x			Does the park offer a place for community gathering and interaction?	
x			Are there free play areas for users to interact with nature through unstructured play?	
3			11 Points Total , 0-2.75 = Poor, 2.75-5.5=Fair, 5.5-8.25=Good, 8.25-11=Excellent	

Overall Score

10.5	48 1-12=Poor, 12-24=Fair, 24-36=Good, 36-48=Excellent

Park Inventory

Facility	Quantity
Multi-use field	1

General Facility Conditions

Sport Fields & Courts	
Does water appear to drain adequately off playing fields?	NA
Does the turf grass appear to be healthy and dense?	NA
Are fields free of trash and debris?	NA
Do the fields appear to be well marked with paint?	NA
Is there field lighting?	NA
Is athletic field fencing in good condition?	NA
Does the lighting appear to be in good condition?	NA
Do nets and equipment appear to be in good condition?	NA
Do court surfaces appear to be in good condition?	NA
Playgrounds	
Does the play equipment appear to be in good condition?	NA
Is there adequate safety surface underneath and around the play structures?	NA
Does there appear to be adequate fall zones around play equipment?	NA
Is the playground free of litter or dangerous debris?	NA
Does the playground feel inviting and safe?	NA
Is equipment free of protrusion hazards (hardware, etc.)?	NA
Is playground free of trip hazards (tree stumps, rocks, etc.)?	NA
Buildings	
Do the buildings appear to be in good condition?	NA
Do the fixtures and finishes appear to be new and visually appealing?	NA
Are any aspects of the buildings functionality not in working condition?	NA
Do the buildings generally reflect a consistent visual character typical of Town parks?	NA
Do interior facilities appear to be well maintained and functional?	NA
Does there appear to be adequate space for programming?	NA

Site Imagery













Sarah Wood Jenkins Park

Address: 10147-10207 Chapel Hill Road, Morrisville, NC 27560

Park & Facility Assessment

Accessibility

Rating (Poor) Yes	Partial	No	Assessment Criteria	Notes
			Parking	
		x	Does parking appear to be ADA accessible?	ADA parking spaces appear to be well marked.
			Access	
		x	Do ramps, stairs, paths and trails appear to be ADA accessible?	
			Comfort Facilities	
		x	Do restrooms appear to be ADA accessible?	
		x	Do drinking fountains appear to be ADA accessible (acceptable reach range and require little to no tight grasping or pinching to operate) and along an ADA route?	Indoor drinking fountains do not appear to conform with ADA accessibility standards and there are no drinking fountains outside.
		x	Are ADA seating opportunities provided?	There appears to be no outdoor seating options at the sport court areas.
			Facilities	
		x	Do site elements throughout the park appear to be ADA accessible (fields, playgrounds, etc.)?	There appears to be multiple obstacles to ADA accessibility in reaching outdoor recreation facilitates.
		x	Do play structures and play components appear to offer ADA options?	
		x	Do play structures appear to have an ADA accessible ground surface?	There appear to be no ADA connections between outdoor facilities.
		x	Do play structures appear to have ADA ramps or transfer systems?	
0			9 Points Total , 0-2.25 = Poor, 2.25-5=Fair, 5-7.5=Good, 7.5-9=Excellent	

Signage

Rating (Poor) Yes	Partial	No	Assessment Criteria	Notes
	x		Is there park signage at entry ways?	Entry signage appears to be inconsistent with Town standards.
		x	Are park rules posted in a visible area?	
		x	Does signage appear to be consistent with Town branding?	Primary building signage appears to be inconsistent with Town standards.
		x	Are signs visible from sidewalks or right-of-way?	
		x	Are park signs in multiple languages?	
0.5			5 Points Total , 0-1.25 = Poor, 1.25-2.5=Fair, 2.5-3.75=Good, 3.75-5=Excellent	

Access, Linkage & Safety

Rating (Poor) Yes	Partial	No	Assessment Criteria	Notes
		x	Does the park have well defined borders and feel safe?	The park appears to have a well defined landscape buffer with an open, welcoming entrance.
		x	Are there sidewalks connecting to the park?	
		x	Is this park connected to the larger park system via a network of trails and walks?	
		x	Are there traffic calming devices (traffic signals, crosswalks, signage, landscaping) to safely allow pedestrians to cross streets leading to the park?	
		x	Does the park appear walkable with an integrated trail network?	
	x		Does the park appear to be open and free of isolated and unsafe areas?	
x			Does the park appear to have enough acreage for the intended use?	
		x	Does the park appear to be free of safety hazards?	
		x	Does the site appear to have adequate lighting?	
		x	Are there emergency phones in the park?	
		x	Does there appear to be Wi-Fi offered at the park?	This facility appears to be one of the only facilities within the park system to offer free Wi-Fi to users.
1.5			11 Points Total , 0-2.75 = Poor, 2.75-5.5=Fair, 5.5-8.25=Good, 8.25-11=Excellent	

Sense of Place

Rating (Fair) Yes	Partial	No	Assessment Criteria	Notes
x			Is the park clean and free of litter, debris, etc.?	
x			Does the park appear to be well maintained?	
	x		Does there appear to be a sense of pride/ ownership in the park?	
		x	Are there multiple seating options?	
		x	Are there waste receptacles?	
x			Is there attractive landscaping throughout the park?	
x			Are there large mature trees and opportunities for shade on site?	
		x	Are there refreshments/vending machines at the park?	
	x		Does the park have unique site elements or characteristics?	
		x	Is the history of the site/local area presented or available via information kiosks?	
		x	Is there a mix of recreational uses to support a broad demographic?	
		x	Does the park appear to support a range of diverse cultural recreation opportunities?	
5			12 Points Total , 0-3 = Poor, 3-6=Fair, 6-9=Good, 9-12=Excellent	

Sustainability

Rating (Fair) Yes	Partial	No	Assessment Criteria	Notes
		x	Are there renewable energy sources utilized in the park (i.e. solar panels, water re-use, etc.)?	
x			Are durable, natural, recycled and locally sourced materials used throughout the park?	
		x	Does the park promote physical activity?	
		x	Does the park promote alternate forms of transportation (biking, roller blading, running, etc.)?	
	x		Does landscaping appear to utilize a diverse plant palette of mostly native / adaptive / pollinator species?	
	x		Is stormwater runoff handled on site and appear to use best management practices of capturing, slowing and purifying runoff?	
	x		Are unique environmental features like wetlands, prime natural areas or streams protected and celebrated?	
		x	Does the park educate the public about the values of natural resources protection (environmental education)?	
		x	Are there recycling options on site?	There appear to be recycling options inside but none outdoors.
		x	Does the park offer a place for community gathering and interaction?	
x			Are there free play areas for users to interact with nature through unstructured play?	
3.5			11 Points Total , 0-2.75 = Poor, 2.75-5.5=Fair, 5.5-8.25=Good, 8.25-11=Excellent	

Overall Score

10.5	48 1-12=Poor, 12-24=Fair, 24-36=Good, 36-48=Excellent

Park Inventory

Facility	Quantity
Picnic tables	2

General Facility Conditions

Sport Fields & Courts	
Does water appear to drain adequately off playing fields?	NA
Does the turf grass appear to be healthy and dense?	NA
Are fields free of trash and debris?	NA
Do the fields appear to be well marked with paint?	NA
Is there field lighting?	NA
Is athletic field fencing in good condition?	NA
Does the lighting appear to be in good condition?	NA
Do nets and equipment appear to be in good condition?	NA
Do court surfaces appear to be in good condition?	NA
Playgrounds	
Does the play equipment appear to be in good condition?	NA
Is there adequate safety surface underneath and around the play structures?	NA
Does there appear to be adequate fall zones around play equipment?	NA
Is the playground free of litter or dangerous debris?	NA
Does the playground feel inviting and safe?	NA
Is equipment free of protrusion hazards (hardware, etc.)?	NA
Is playground free of trip hazards (tree stumps, rocks, etc.)?	NA
Buildings	
Do the buildings appear to be in good condition?	NA
Do the fixtures and finishes appear to be new and visually appealing?	NA
Are any aspects of the buildings functionality not in working condition?	NA
Do the buildings generally reflect a consistent visual character typical of Town parks?	NA
Do interior facilities appear to be well maintained and functional?	NA
Does there appear to be adequate space for programming?	NA

Site Imagery











APPENDIX D

MORRISVILLE PROGRAM ASSESSMENT

RECREATION PROGRAM ASSESSMENT

INTRODUCTION

As part of the master planning process, the consulting team performed a Recreation Program Assessment of the programs and services offered by the Town of Morrisville Parks, Recreation, and Cultural Resources Department (the Town, or, 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 Town including program descriptions, financial data, website content, web survey feedback, demographic information, and discussions with staff. This report addresses the program offerings from a systems perspective for the entire portfolio of programs, as well as individual program information.

FRAMEWORK

The Recreation Program Assessment is part of the *Comprehensive Parks Master Plan.* The goal is to provide guidance for both short-term and long-term recreation program goals in a financially sustainable and achievable manner. This plan will consider connections to key market forces such as demographics, community trends and desires, peer benchmarks, and facilities. The goal is to address access, community alignment, and health and wellness outcomes within recreation programming in the Town of Morrisville, while providing the framework for future assessment and tracking of progress.

1.1.1 STRATEGIC DIRECTION

The Town of Morrisville Parks, Recreation & Cultural Resources is in the unique position to not only improve the quality of life for residents, but to connect the communities it serves and support local efforts and partnership opportunities. The purpose of the Recreation Program Plan is to ensure that programs align with and reflect community needs and the vision and mission established through the Master Plan process.

The vision for the Department is:

Helping Morrisville become the Triangle's standard for livable communities by:

- *Creating advocates by engaging the community in an ongoing conversation about benefits and values of parks and recreation*
- *Responding to change with creativity, technology and innovation*
- *Taking purposeful steps in the pursuit of quality parks, recreation facilities and programs*

The mission for the Department is:

To enrich the Morrisville community by creating quality recreation experiences, celebrating our local culture, and enhancing our natural resources.

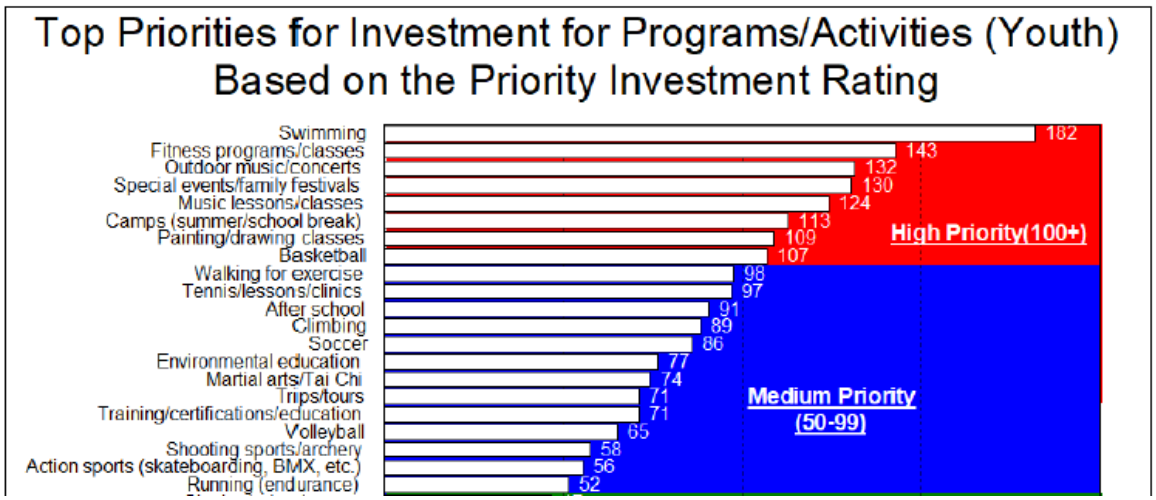
1.1.2 COMMUNITY FRAMEWORK & NEEDS

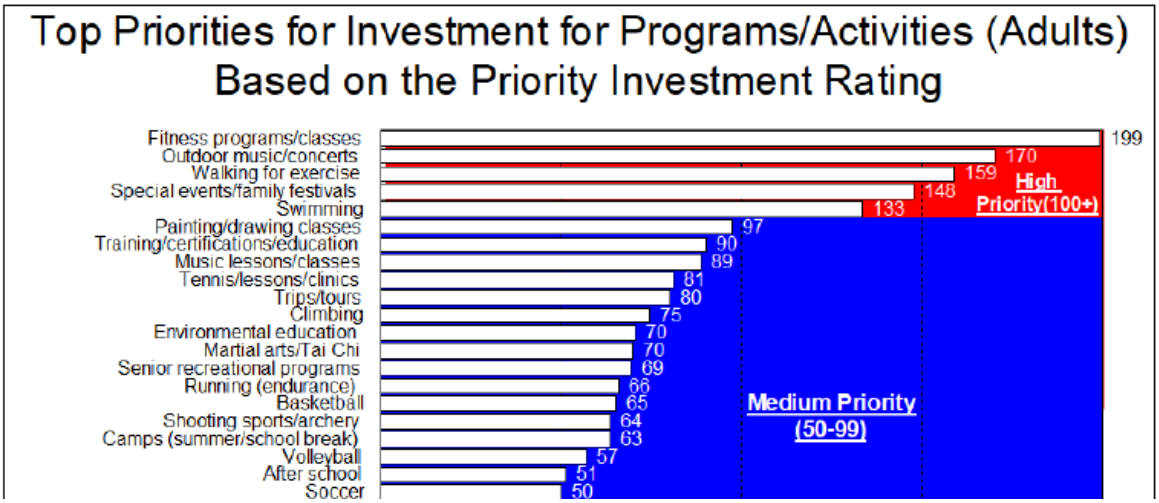
The Town of Morrisville Parks, Recreation & Cultural Resources programs over 200 acres of parkland and more than twelve miles of trail within a concentrated area in North Carolina's Wake County. The Town itself is growing quickly in terms of population, while facing geographic growth constraints in the midst

of the greater Raleigh-Durham metropolitan area. In comparison with its peers, residents of the Town participate in programs at a rate slightly under the average:

Agency	Population	Total Program Participations	Participations per Resident
Allen	97,807	614,354	6.28
Fairfax	24,146	35,000	1.45
Apex	48,982	65,000	1.33
Holly Springs	33,181	26,349	0.79
Morrisville	25,678	19,100	0.74
Alpharetta	62,298	42,837	0.69
Wake Forest	41,157	9,782	0.24

Following a statistically valid administered to Town residents in 2017, the following were identified as recreation priorities:





METHODOLOGY

After taking into consideration the strategic direction and community context, the Recreation Program Assessment looks at programming offerings in two ways. First, an inventory of programs is collected, and each program is categorized into a core program area. Each is analyzed based on five key program metrics, including:

- Age segment(s) served
- Lifecycle stage
- Classification of service
- Cost recovery and cost of service
- Pricing strategy

Second, the full program mix is considered as a whole. This includes both how the program offerings are delivered and communicated in the marketplace, as well as the overall program development process, including:

- Standards and performance measures
- Staffing levels
- Marketing and promotions
- Relationships with volunteers and partners

1.1.3 CORE PROGRAM AREAS

To help the community achieve their vision and mission, it is important to identify Core Program Areas based on current and future needs to create a sense of focus around specific program areas of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people. The philosophy of the Core Program Area 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.

Based on meeting a majority of these criteria, Department staff identified the following core program areas:

AQUATICS

Aquatics programs include activities in the water including; instructional fitness, lap swim, therapeutic, free play, and special events, groups, and classes. The primary goal is to provide a safe and comfortable aquatic environment for all ages through means of recreation, leisure, & fitness. These programs should offer skill development and instruction at market value, while special programming, groups, or events have a goal for full cost recovery.

FITNESS

These programs provide exercise, fitness, and wellness activities and education to promote healthy lifestyles for all ages. The primary goal is to offer programs and facilities for all age segments to have a measureable positive impact on physical and mental health for the community. These entry-level programs are offered at low or no cost, while advanced skills programs and specialized facilities target achievement of full cost recovery.

MEMBERSHIPS/DAILY USE

Membership and daily use programs provide facility, equipment, and recreation programs for the development of skills and knowledge to that promote a healthy active lifestyle. The primary goal is to provide a safe and comfortable fitness and aquatic environment that connects the community to a healthy lifestyle and to their neighbors. Programs should incorporate partnerships that lead to more opportunities for memberships while providing quality programming and instruction.

PRESCHOOL

Preschool programs are intended to teach children basic fundamentals such as colors, counting, and science while providing a safe place for children to socialize and recreate. The goal is to help develop children into confident and competent individuals through a fun-filled environment, introduce them to a classroom environment, and prepare them for Kindergarten by exploring various themes and interactive play.

YOUTH

Youth programs are intended to provide children a safe environment while introducing them to variety of recreational games and activities. The primary goal is to offer a safe, secure and healthy environment for children to socialize and gain experience in various educational and sport activities, resulting in positive health and wellness outcomes.

ADULTS

Adult programs include exercise, fitness, art, music, and education classes to help encourage an active lifestyle along with skill building. The primary goal is to provide a wide variety of recreational programming for a diverse community. Offer them an opportunity to socialize and build on previous skills and/or learn new skills.

SENIOR ADULTS

These programs provide a gathering mechanism for seniors to socialize and play games. The primary goal is to offer an opportunity for socialization while exposing them to new games and activities and promoting awareness of other programs and opportunities the Town offers.

SENIOR DAY TRIPS

These programs provide various day trips to seniors visiting different locations and venues within a 60-mile radius. The primary goal of these programs is to expose seniors to new locales and destinations while providing an opportunity for socialization in a safe and supervised outing.

YOUTH ATHLETICS

Youth athletic programs teach the basics of various sports (Baseball, Basketball, Soccer, Volleyball, etc.) through volunteer based recreational leagues. These leagues consist of skill development based practices that take place prior to game participation. The goal is to provide equal playing time for all participants to enjoy the sport and team environment emphasizing sportsmanship and fun.

ADULT ATHLETICS

Adult athletic programs provide participants the opportunity to engage in activities to improve health through athletic competition. The primary goal is to provide recreational sports programming for a diverse community while offering an opportunity to build on previous skills and/or learn new skills. The programs provide an opportunity for socialization and physical exercise while participating in sports related activities.

SPECIAL EVENTS

Special Events include events and festivals throughout the year that encourage family participation, enjoyment regardless of age, and the opportunity to interact at the individual's comfort level. The primary goal is to host festivals and events that provide opportunities to create experiences that bring community together for individuals and families alike, and that events can be multi-generational in their opportunities for participation.

KEY PROGRAM METRICS

Currently, the Department offers over 160 different programs across all core program areas. Each core program area or individual program has been analyzed using five key program metrics. These metrics can help staff assess the relative success of different program offerings and make decisions about how each individual program fits into the overall program mix. For ease of tracking, a simple example matrix has been included in the recommendation section that can be used as a base for future program performance measurement.

1.1.4 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. 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 program, in order to gain a more nuanced view of the data.

AGES SERVED For each Core Program Area, age segments marked with a 'P' indicates a Primary Market ; those marked with an 'S' indicates a Secondary Market.						
Core Program Area	**Preschool (5 and Under)**	**Elementary (6-12)**	**Teens (13-17)**	**Adult (18+)**	**Senior (55+)**	**All Ages Programs**
Aquatics	**P**	**P**	*S*	**P**	**P**	
Fitness		*S*	*S*	**P**	**P**	
Memberships & Daily Usage	*S*	*S*	*S*	**P**	**P**	
Preschool	**P**	*S*				
Youth	*S*	**P**	*S*			
Teen		*S*	**P**	*S*		
Adult			*S*	**P**	**P**	
Senior Adult				*S*	**P**	
Senior Day Trips					**P**	
Youth Athletics	*S*	**P**	*S*			
Adult Athletics				**P**		
Special Events						**P**

Based on the age demographics noted previously in this report, current programs seem to be fairly well-aligned with the community's age profile. However, the Teen segment may be slightly underserved. This is common in agencies across the nation, and may be due to lack of need in this age segment, as they are often served by other school or extracurricular activities.

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.

1.1.5 LIFECYCLE ANALYSIS

A Program Lifecycle Analysis involves reviewing each program offered by the Town of Morrisville Parks, Recreation, and Cultural Resources 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 life cycle 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	28.7%	41.7% total	50-60% total
Take-Off	Rapid participation growth	2.2%		
Growth	Moderate, but consistent population growth	10.8%		
Mature	Slow participation growth	49.6%	49.6%	40%
Saturation	Minimal to no participation growth; extreme competition	5.8%	8.7% total	0-10% total
Decline	Declining participation	2.9%		

The Lifecycle analysis depicts a slightly skewed trend, with too many programs in the Introduction stage. This could indicate that a batch of fresh new programs are just now being tested, with the goal to have the majority move forward. Alternatively, it could indicate that programs are not robust enough, and do not have enough consistent participation to continue through the program pipeline. Having too many programs in this stage risks participants getting frustrated with lack of consistency in offerings.

The Mature stage anchors a program portfolio. To achieve a stable foundation, 40% of programs should fall into this category, and the Department is close to achieving this goal. Of note in both the Growth and Mature stages is the factor that space constraints can limit growth of participation numbers in a particular program.

Currently, few programs are in the Decline and Saturation stage, and this is a positive indication that underperforming programs are not being sustained for too long. 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.

1.1.6 PROGRAM CLASSIFICATION

Conducting a classification of services informs how each program serves the goals and objectives of each program and the organization. How a program is classified can help to determine the most appropriate management, pricing, funding, and marketing strategies.

Program classifications are based on the degree to which the program provides a public benefit versus a private benefit. Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, legal mandates, and financial sustainability, personal benefit, competition in the marketplace, and access by participants. The following table describes each of the three program classifications in these terms.

	ESSENTIAL Programs	IMPORTANT Programs	VALUE-ADDED Programs
Public interest; Legal Mandate; Mission Alignment	• High public expectation	• High public expectation	• High individual and interest group expectation
Financial Sustainability	• Free, nominal or fee tailored to public needs • Requires public funding	• Fees cover some direct costs • Requires a balance of public funding and a cost recovery target	• Fees cover most direct and indirect costs • Some public funding as appropriate
Benefits (health, safety, protection of assets, etc.)	• Substantial public benefit (negative consequence if not provided)	• Public and individual benefit	• Primarily individual benefit
Competition in the Market	• Limited or no alternative providers	• Alternative providers unable to meet demand or need	• Alternative providers readily available
Access	• Open access by all	• Open access • Limited access to specific users	• Limited access to specific users
Best Practice Cost Recovery Goal*	*0 - 50%*	*30% - 75%*	*75% - 100%+*

Currently, the Town of Morrisville Parks, Recreation, and Cultural Resources Department has approximately 29% of programs classified as Essential, 44% classified as Important, and 27% classified as Value-Added. This strikes a well-balanced mix of programs for the public and private good, as the Value-added programs can help to contribute to the many free programs and events offered in the Essential category.

1.1.7 COST RECOVERY & COST OF SERVICE

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.

CURRENT COST RECOVERY BY CORE PROGRAM AREA

Current cost recovery goals and actual cost recovery numbers are shown below. It should be noted that these numbers are very strong. However, while the actual cost recovery realized includes program supplies, equipment, labor, and some facility costs, full maintenance costs are not reflected in this cost recovery number. This is due to the fact that parks and major facility maintenance is completed by the Department of Public Works, rather than by Parks, Recreation, and Cultural Resources. Even so, both the goal development, tracking of data, and strong numbers reflect a level of diligence on the part of staff that is uncommon in parks and recreation agencies in general.

COST RECOVERY		
Core Program Area	Cost Recovery Goal (percentage)	Actual Cost Recovery for most recent FY
Aquatics	100%	435%
Fitness	100%	NA
Memberships & Daily Use	NA	98%
Preschool	100%	246%
Youth	100%	253%
Teen	100%	100%
Adult	100%	100%
Senior Adult	25%	42%
Senior Day Trips	100%	96%
Youth Athletics	100%	192%
Adult Athletics	100%	108%
Special Events	0%	NA

COST RECOVERY GOAL BEST PRACTICE

Cost recovery targets should reflect the degree to which a program provides a public versus private good. Programs providing public benefits (i.e. Essential programs) should be subsidized more by the Town; programs providing private benefits (i.e., Value-Added programs) should seek to recover costs and/or generate revenue for other services.

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; therefore, cost recovery for these programs should be high (i.e., at least 80% overall). Value Added programs are not critical to the mission and should be prevented from drawing upon limited public funding, so overall cost recovery for these programs should be near or in excess of 100%.

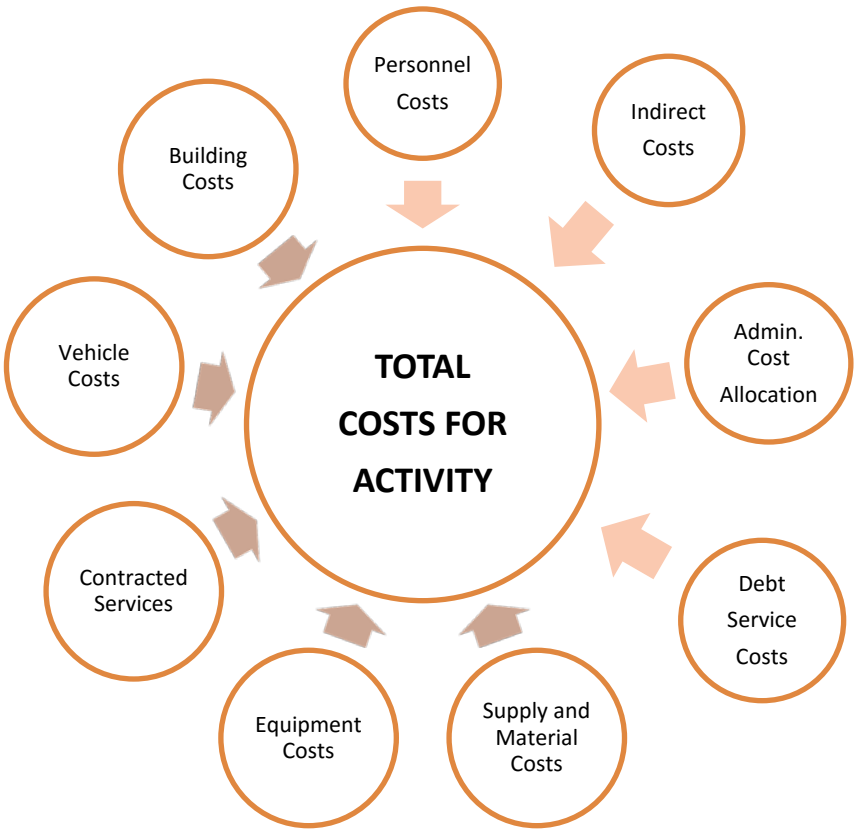
	ESSENTIAL Programs	IMPORTANT Programs	VALUE-ADDED Programs
Description	• ***Part of the organizational mission*** • ***Serves a majority of the community*** • ***"We must offer this program"***	• ***Important to the community*** • ***Serves large portions of the community*** • ***"We should offer this program"***	• ***Enhanced community offerings*** • ***Serves niche groups*** • ***"It is nice to offer this program"***
Desired Cost Recovery	• ***None to Moderate***	• ***Moderate***	• ***High to Complete***
Desired Subsidy	• ***High to Complete***	• ***Moderate***	• ***Little to None***

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 noted 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.

UNDERSTANDING 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. The figure below illustrates the common types of costs that must be accounted for in a Cost of Service Analysis.



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 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 Department between one another. Cost recovery goals are established once Cost of Service totals have been calculated. Program staff should be trained on the process of conducting a Cost of Service Analysis, and the process should be undertaken on a regular basis.

1.1.8 PRICING

The pricing of programs should be established based on the Cost of Service Analysis, overlaid onto programs areas or specific events, and strategically adjusted according to market factors and/or policy goals. There are several different pricing strategies that can be employed to maximize market opportunities and fulfill user/participation goals.

Overall, the degree to which pricing strategies are used currently is fairly robust. A few pricing strategies that could be used more often are family/household status, resident/nonresident rates, weekday/weekend rates, and prime/non-prime time rates. Discounts for families help encourage the marketing brand of the Town of Morrisville recreation amenities being family-oriented. Resident/non-resident rates help show the value residents receive for their tax dollars. The weekday/weekend and prime/non-prime strategies can help stabilize usage patterns and help with cost recovery for more popular amenities.

Additionally, some of pricing strategies used for one core program area may be useful in another area as well. For example, group discount pricing may be useful for Senior Day Trips. Other example pricing strategies from peer agencies include military, emergency responder personnel and police, or teacher discounts. The right pricing program will ensure that those with the ability and willingness to pay do so, while those needing assistance can still participate.

Staff should continue to monitor the effectiveness of the various pricing strategies they employ and make adjustments as necessary within the policy frameworks that guide the overall pricing philosophies. Continued and consistent monitoring of competitors and complementary service providers will help ensure that pricing is in line with the marketplace. The table on the following page details pricing methods currently in place by the core program area.

PRICING STRATEGIES										
Core Program Area	Age Segment	Family / Household Status	Residency	Weekday / Weekend	Prime / Non-Prime Time	Group Discounts	By Location	By Competition (Market Rate)	By Cost Recovery Goals	By Customer's Ability to Pay
	Different prices offered for different ages	Different prices offered for family / household groups	Different prices for resident vs non-resident	Different prices for different days of the week	Different prices for different times of the day	Different prices for groups	Different prices at different locations	Competitors' prices influence your price	Dept. cost recovery goals influence your price	Scholarships, subsidies, discounted rates offered for low-income
Aquatics			X	X		X		X	X	X
Fitness	X	X	X				X	X	X	X
Memberships & Daily Use			X			X		X	X	X
Preschool			X					X	X	X
Youth			X					X	X	X
Teen			X					X	X	X
Adult			X					X	X	X
Senior Adult			X					X	X	X
Senior Day Trips			X					X	X	X
Youth Athletics			X					X	X	X
Adult Athletics			X					X	X	X
Special Events (Free)										

RECREATION PROGRAM MIX

Based on the community demographics, peer benchmarking, and community input, the overall mix of programs offered by Town of Morrisville Parks, Recreation, and Cultural Resources Department is aligned fairly well with the community profile. The following sections focus on the delivery of those programs, assessing quality management, performance measurement and tracking, staffing, marketing and communications with customers,

1.1.9 STANDARDS & PERFORMANCE MEASURES

The relationship between meeting the needs of the community, achieving the agency mission, and executing service delivery is of critical importance. With an understanding of this important dynamic, the following section provides an analysis of the service system and includes building on the service foundation that already exists within the Town's recreation programs and events. Based on the consulting team's observations, the Town's program offerings are sufficient for a system of its size, but enhancements to performance management practices would yield overall improvements to the services provided to the community. This section is intended to provide resources and insight to move toward a higher level of sophistication in quality management.

PROGRAM STANDARDS

The practice of using program standards is essential for agencies desiring to perform at high levels and that aspire to be community and industry leaders. One of the most significant issues in managing a recreation program system includes the challenges faced with the complexity associated with thousands of service transactions, in-person and online, from multiple staff members dealing with a diverse audience at a variety of facilities within the system.

Currently the Department does a good job of measuring participation numbers, program success rate, program cancellation rate, and participant to staff ratios, and customer satisfaction, mainly through post-program surveys or anecdotal comments. An additional metric to consider is customer retention levels, which can be captured at registration or on the program survey.

Surveys can be very useful indicators of success if used in the right way – keeping the number of questions to a minimum and avoiding survey fatigue. A pre-program survey, used alongside a post-program survey, can help measure change, as can recurring user surveys. Another way to to collect customer feedback include lost customer surveys. The Department currently uses focus groups and statistically valid surveys to collect information on residents who are not regular users of parks programs and services; these can serve to substantiate the more informal surveys and are useful with leadership and key decision-makers.

QUALITY MANAGEMENT METHODS

In addition to measuring satisfaction, it is useful to have procedures in place to ensure that core program standards are being met across the spectrum of program offerings. This is particularly important when managing part-time, contractor, and seasonal staff. While all staff should be trained to perform to a core set of standards, it is useful to have extra training and checks in place for staff who are not as regularly exposed to the standards as full-time staff are. For staff who are delivering programs that require an extra layer of health and safety knowledge or training, such as vehicle drivers or lifeguards, training and quality checks should be extra rigorous. In general, Morrisville does a good job of maintaining quality standards, offering training, and tracking performance.

Currently, the Town has systems in place to:

- Regularly and consistently update policies and procedures

- Check on the quality of instructors
- Develop lesson plans (for selected programs)
- Evaluate programs
- Train staff in basic life safety
- Train staff in customer service
- Marketing training
- Diversity training, with a focus on aging adults, to meet demographic changes
- Review full-time, part-time, and seasonal staff performance

Additional performance or quality standards for the Town to consider implementing include:

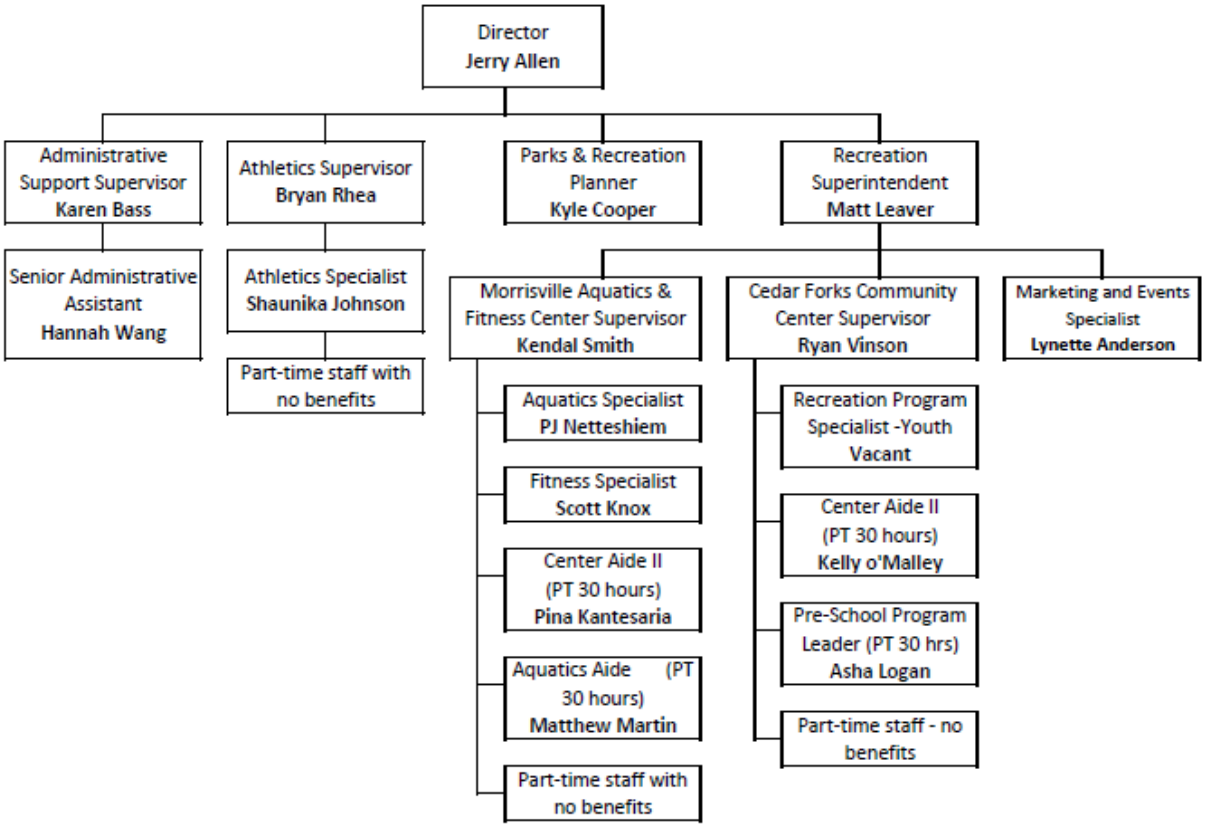
- Enhanced life safety training
- Specialty skill training
- Training on tracking/calculating cost of service and cost of facility operations
- Provide continuing education opportunities

1.1.10 STAFFING LEVELS

Across the agency, staffing levels within the Town of Morrisville Parks, Recreation, and Cultural Resources Department are average to above average when compared with peers. Currently, the Department has 33 Full Time Equivalent (FTE) staff. This correlates to 12.9 FTE per 10,000 population. Nationwide, the National Recreation & Park Association Median for an agency serving 20k-50k residents is 8.5 per 10,000 population, and the Upper Quartile is 17 FTE per 10,000 population. The benchmark table below shows how the Town compares with its peers when maintenance staff is excluded, as is the case here.

Agency	Population	Total FTEs less Maintenance Staff	FTEs per 10,000 Residents (excluding Maintenance)
Allen	97,807	157	16.1
Morrisville	25,678	33	12.9
Fairfax	24,146	30	12.4
Alpharetta	62,298	68	10.9
Holly Springs	33,181	28	8.4
Apex	48,982	25	5.1
Matthews	30,008	14	4.5
Wake Forest	41,157	16	4.0

The chart on the following page shows the Department's organizational structure of the department, current as of spring 2017.



1.1.11 MARKETING & PROMOTIONS

The Town of Morrisville Parks, Recreation, and Cultural Resources Department currently communicates with residents through the use of media such as seasonal program guides (print and online), the Town website, fliers and brochures, email lists, public service announcements, road signs and marquees, newsletters, verbal communication with staff, in-facility signage, and through social media such as Facebook and Twitter.

Inadequate marketing and communication with the community has been cited in the community survey and in focus groups as an area for improvement. Effective communication strategies require striking an appropriate balance between the content with the volume of messaging while utilizing the "right" methods of delivery. The Town has several areas of focus that could be addressed in communications. There needs to be a reliance upon multiple types of media to deliver those messages. Similarly, the community must perceive the interconnectedness of the whole messaging process. It is recommended that the Town develop a strategic marketing plan specifically for parks, recreation, and events that complement the Town's marketing strategy.

A strategic marketing plan should address the following:

- Target audiences/markets identification
- Key messages for each target market
- Communication channels/media for each target market

- Graphic identity and use protocols
- Style handbook for all marketing material
- Social media strategies and tactics
- Communication schedule
- Marketing roles and responsibilities
- Staffing requirements

The strategic marketing plan for the Town's parks, recreation, programs, services, and events should integrate with and complement the overall Town of Morrisville marketing plan. An effective marketing plan must build upon and integrate with supporting plans, such as this master plan, and directly coordinate with organization priorities. The plan will also provide specific guidance as to how the Town's identity and brand is to be consistently portrayed across the multiple methods and deliverables used for communication.

1.1.12 VOLUNTEER & PARTNERSHIP MANAGEMENT

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

VOLUNTEER MANAGEMENT

When managed with respect and used strategically, volunteers can serve as advocates for the Town of Morrisville Parks, Recreation and Cultural Resources Department and its offerings.

CURRENT VOLUNTEER MANGEMENT PRACTICES

Currently, the Department does a good job of tracking individual volunteers as well as volunteer hours. The Department has formally adopted volunteer policy, and has a volunteer program currently under development. Tracking all volunteer hours in this way can be used in budget discussions showing how well the Town is able to leverage limited resources. Engaging and rewarding volunteers will enhance community ownership and pride in the recreation programs and facilities the Department provides.

VOLUNTEER MANAGEMENT BEST PRACTICE

In developing the volunteer program, some best practices that the Town should be aware of in managing volunteers include:

- 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.
- Ensure volunteers are coordinated with the Town of Morrisville as a whole, and that he or she is communicating with associated park staff to stay fully informed about the strategic direction of the agency overall, including strategic initiatives for all divisions. Periodically identify, evaluate, or revise specific tactics the volunteer services program should undertake to support the larger organizational mission.

- A key part of maintaining the desirability of volunteerism in the agency is developing a good reward and recognition system. The 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 Town function. Identify and summarize volunteer recognition policies in a Volunteer Policy document.
- Regularly update volunteer position descriptions. Include an overview of the volunteer position lifecycle in the Volunteer Policy, including the procedure for creating a new position.
- Add end-of-lifecycle process steps to the Volunteer Policy to ensure that there is formal documentation of resignation or termination of volunteers. Also include ways to monitor and track reasons for resignation/termination and perform exit interviews with outgoing volunteers when able.
- In addition to number of volunteers and volunteer hours, categorize and track volunteerism by type and extent of work, such as:
    1. **Regular volunteers:** Those volunteers whose work is considered to be continuous, provided their work performance is satisfactory and there is a continuing need for their services.
    2. **Special event volunteers:** Volunteers who help out with a particular event with no expectation that they will return after the event is complete.
    3. **Episodic volunteers**: Volunteers who help out with a particular project type on a recurring or irregular basis with no expectation that they will return for other duties.
    4. **Volunteer interns:** Volunteers who have committed to work for the agency to fulfill a specific higher-level educational learning requirement.
    5. **Community service volunteers:** Volunteers who are volunteering over a specified period of time to fulfill a community service requirement.

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

RECREATION PROGRAM PARTNERSHIPS

The Department currently works with several different types of partners throughout the community, from Wake County Schools and Parks to the Chamber of Commerce and Triangle Cricket Club. The Department currently maintains a list of all partners, and has a formal partnership policy. As with tracking of volunteer hours, tracking partnerships helps show leadership making budget decisions how well the staff are able to leverage resources.

At times, partnerships become inequitable to the public agency and do not produce reasonable shared benefits between parties. The partnership policy currently maintained by the Department can help to mitigate this. In addition, measurable outcomes for each partnership should be a part of each agreement, and should be generally consistent within specific partnership types.

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

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

Additional partnerships can be pursued and developed with other public entities such as neighboring cities, colleges, state or federal agencies; nonprofit organizations; as well as with private, for-profit organizations. There are recommended standard policies and practices that will apply to any partnership, and those that are unique to relationships with private, for-profit entities.

POLICY BEST PRACTICE FOR ALL PARTNERSHIPS

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

- Each partner will meet with or report to Department staff on a regular basis to plan and share activity-based costs and equity invested.
- Partners will establish measurable outcomes and work through key issues to focus on for the coming year to meet the desired outcomes.
- Each partner will focus on meeting a balance of equity agreed to and track investment costs accordingly.
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes.
- If conflicts arise between partners, the Town-appointed lead, along with the other partner's highest ranking officer assigned to the agreement, will meet to resolve the issue(s) in a timely manner. Any exchange of money or traded resources will be made based on the terms of the partnership agreement.

Each partner will meet with the other partner's respective board or managing representatives annually, to share updates and outcomes of the partnership agreement

POLICY BEST PRACTICE FOR PRIVATE/PUBLIC PARTNERSHIPS

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

- Upon entering into an agreement with a private business, group, association or individual, Town staff and political leadership must recognize that they must allow the private entity to meet

their financial objectives within reasonable parameters that protect the mission, goals and integrity of the Department.

- As an outcome of the partnership, the Town of Morrisville must receive a designated fee that may include a percentage of gross revenue dollars less sales tax on a regular basis, as outlined in the contract agreement.
- The working agreement of the partnership must establish a set of measurable outcomes to be achieved, as well as the tracking method of how those outcomes will be monitored by the agency. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the agency, and overall coordination with the Town for the services rendered.
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year or multiple years.
- If applicable, the private contractor will provide a working management plan annually they will follow to ensure the outcomes desired by the Department. The management plan can and will be negotiated, if necessary. Monitoring of the management plan will be the responsibility of both partners. The agency must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved and the terms of the partnership agreement are adhered to.
- The private contractor cannot lobby agency advisory or governing boards for renewal of a contract. Any such action will be cause for termination. All negotiations must be with the Parks, Recreation, and Cultural Resources Director or their designee.
- The agency has the right to advertise for private contracted partnership services, or negotiate on an individual basis with a bid process based on the professional level of the service to be provided.

If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal counsels. If none can be achieved, the partnership shall be dissolved.

PARTNERSHIP OPPORTUNITIES

These recommendations are an overview of existing partnership opportunities available to the Town of Morrisville, as well as a suggested approach to organizing partnership pursuits. This is not an exhaustive list of all potential partnerships that can be developed, but can be used as a tool of reference for the agency to develop its own priorities in partnership development. The following five areas of focus are recommended:

1. **Operational Partners:** Other entities and organizations that can support the efforts of the Town to maintain facilities and assets, promote amenities and park usage, support site needs, provide programs and events, and/or maintain the integrity of natural/cultural resources through in-kind labor, equipment, or materials.
2. **Vendor Partners:** Service providers and/or contractors that can gain brand association and notoriety as a preferred vendor or supporter of the Town Parks in exchange for reduced rates, services, or some other agreed upon benefit.
3. **Service Partners:** Nonprofit organizations and/or friends groups that support the efforts of the agency to provide programs and events, and/or serve specific constituents in the community collaboratively.
4. **Co-Branding Partners:** Private, for-profit organizations that can gain brand association and notoriety as a supporter of the Town in exchange for sponsorship or co-branded programs, events, marketing and promotional campaigns, and/or advertising opportunities.

5. **Resource Development Partners:** A private, nonprofit organization with the primary purpose to leverage private sector resources, grants, other public funding opportunities, and resources from individuals and groups within the community to support the goals and objectives of the agency on mutually agreed strategic initiatives.

APPENDIX E

2017 TOWN OF MORRISVILLE PARKS + RECREATION SURVEY

2017 Town of Morrisville Parks & Recreation Survey

Findings Report

Submitted to the Town of Morrisville, NC by:
ETC Institute
725 W. Frontier Lane,
Olathe, Kansas
66061

September 2017

…helping organizations make better decisions since 1982

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Morrisville 2017 Parks & Recreation Survey
Executive Summary

Overview

ETC Institute administered a community interest and opinion survey for the Town of Morrisville during the summer of 2017. The survey was administered as part of the Town's efforts to update its Parks, Recreation and Cultural Resources Master Plan. The most important part of this plan is to gather input from citizens about their recreation needs.

Methodology

ETC Institute mailed a survey packet to a random sample of households in the Town of Morrisville. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. 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 (www.morrisvilleparks.org) to make it easy for residents to complete the survey.

To prevent people who were not residents of the Town 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 400 residents. This goal was met, with a total of 407 residents completing the survey. The overall results for the sample of 407 households have a precision of at least +/-4.8% at the 95% level of confidence.

This report contains the following:

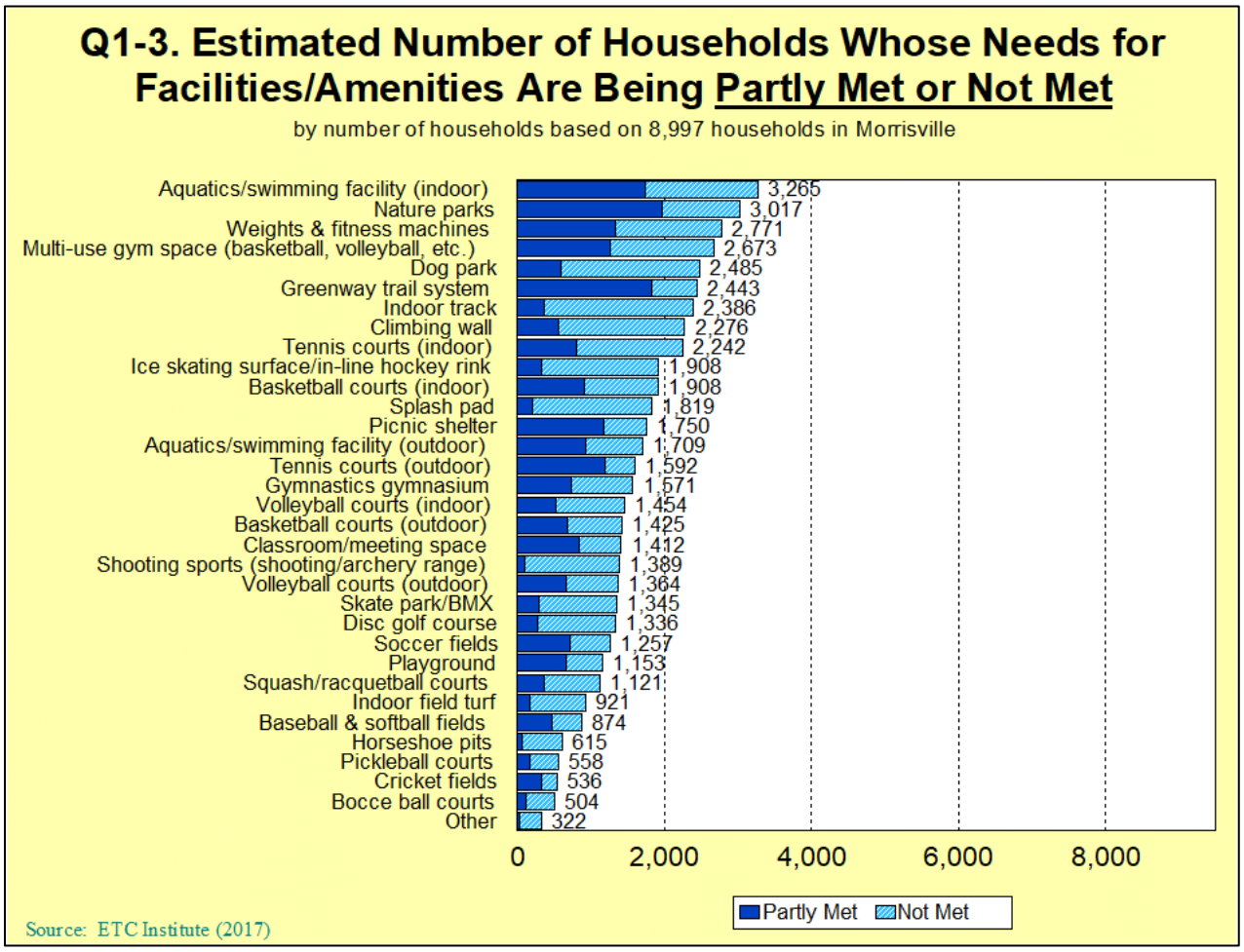
- Charts showing the overall results of the survey (Section 1)
- Priority Investment Rating (PIR) that identifies priorities for facilities and programs (Section 2)
- Benchmarking analysis comparing the Town's results to national results (Section 3)
- Tabular data showing the overall results for all questions on the survey (Section 4)
- A copy of the survey instrument (Section 5)

The major findings of the survey are summarized below and on the following pages.

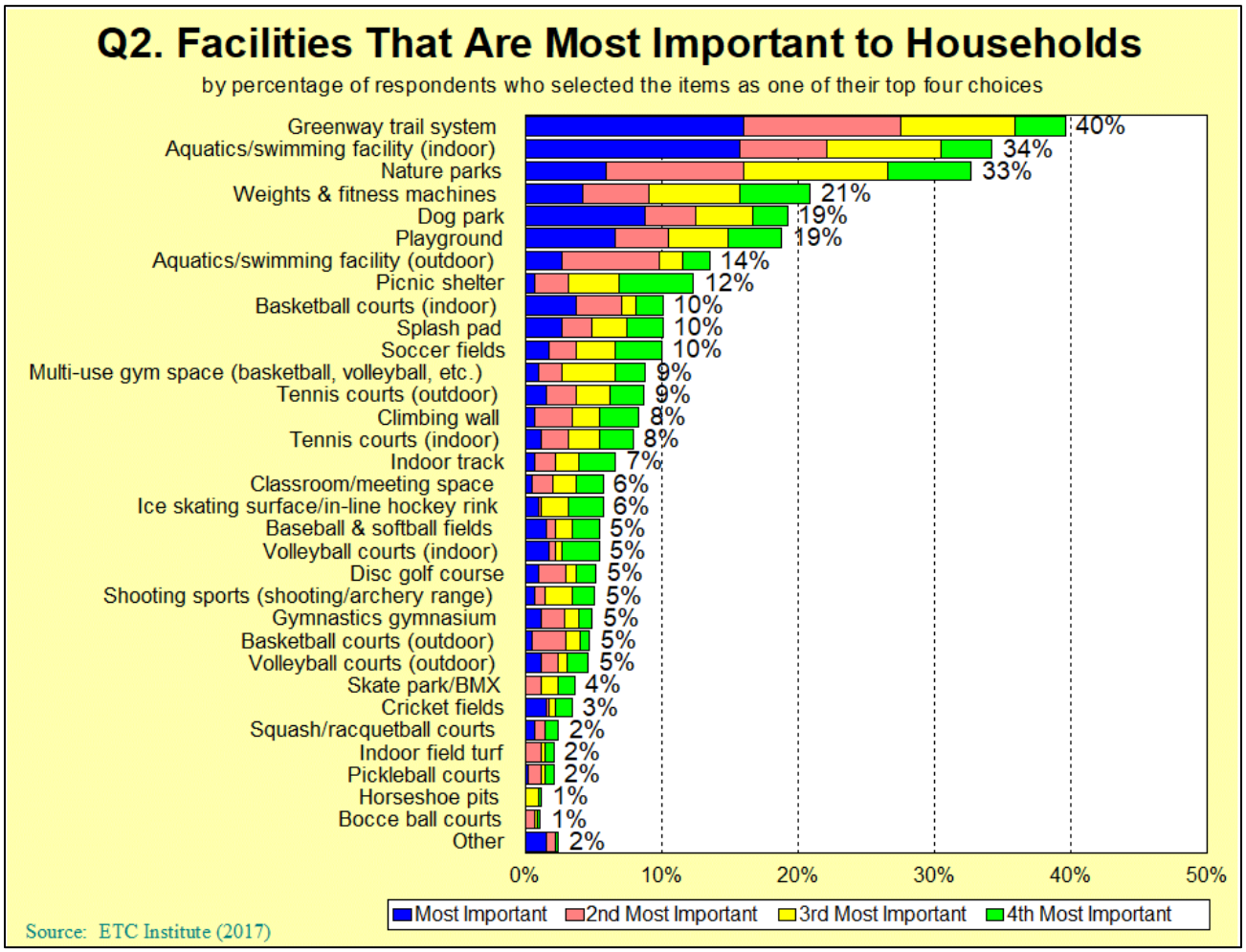
Facility Needs and Priorities

Facility Needs: Respondents were asked to identify if their household had a need for 33 parks and recreation facilities and amenities and rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest "unmet" need for various facilities.

The three parks and recreation facilities with the highest percentage of households that indicated a need for the facility were: greenway trail system (72%), nature parks (68%), and aquatics/swimming facility (indoor) (60%). When ETC Institute analyzed the needs in the community, two facilities, greenway trail system and nature parks, had a need that affected more than 6,000 households. ETC Institute estimates a total of 3,265 households in the Town of Morrisville that have a need have unmet needs for an aquatics/swimming facility (indoor). The estimated number of households that have unmet needs for each of the 33 facilities that were assessed is shown below.



Facility Importance: In addition to assessing the needs for each facility, ETC Institute also assessed the importance that residents placed on each facility. Based on the sum of respondents' top four choices, the three most important facilities to residents were: greenway trail system (40%), aquatics/swimming facility (indoor) (34%), and nature parks (33%). The percentage of residents who selected each facility as one of their top four choices is shown in the table below.



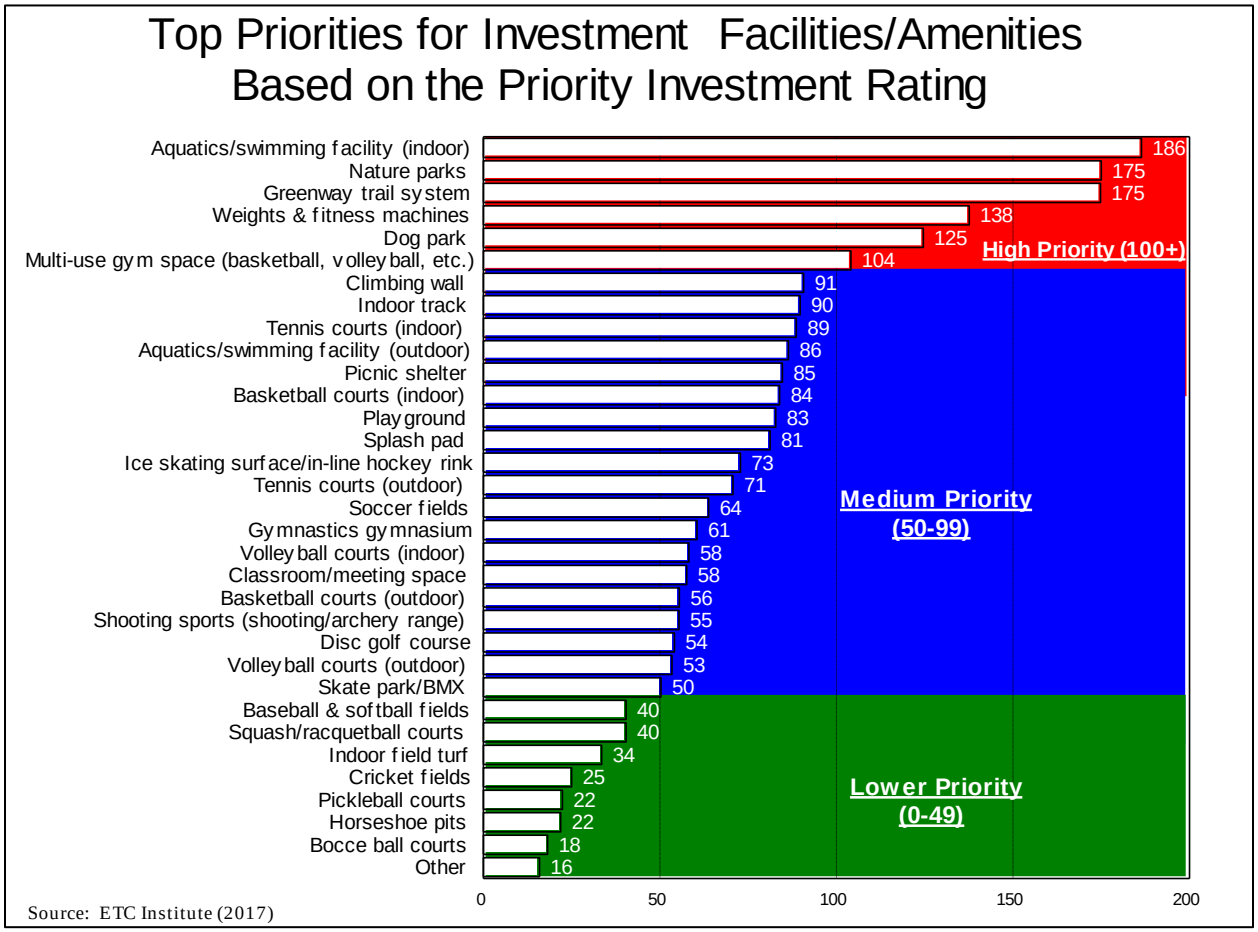
Priorities for Facility Investments: The Priority Investment Rating **(PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on parks, trails, recreational facilities, and services. The PIR equally weights (1) the importance that residents place on facilities and (2) how many residents have unmet needs for the facility. [Details regarding the methodology for this analysis are provided in Section 2 of this report.]

Based the Priority Investment Rating (PIR), the following six facilities/amenities were rated as high priorities for investment:

- Aquatics/swimming facility (indoor) (PIR=186)
- Nature parks (PIR=175)
- Greenway trail system (PIR=175)

- Weights & fitness machines (PIR=138)
- Dog park (PIR=125)
- Multi-use gym space (basketball, volleyball, etc.) (PIR=104)

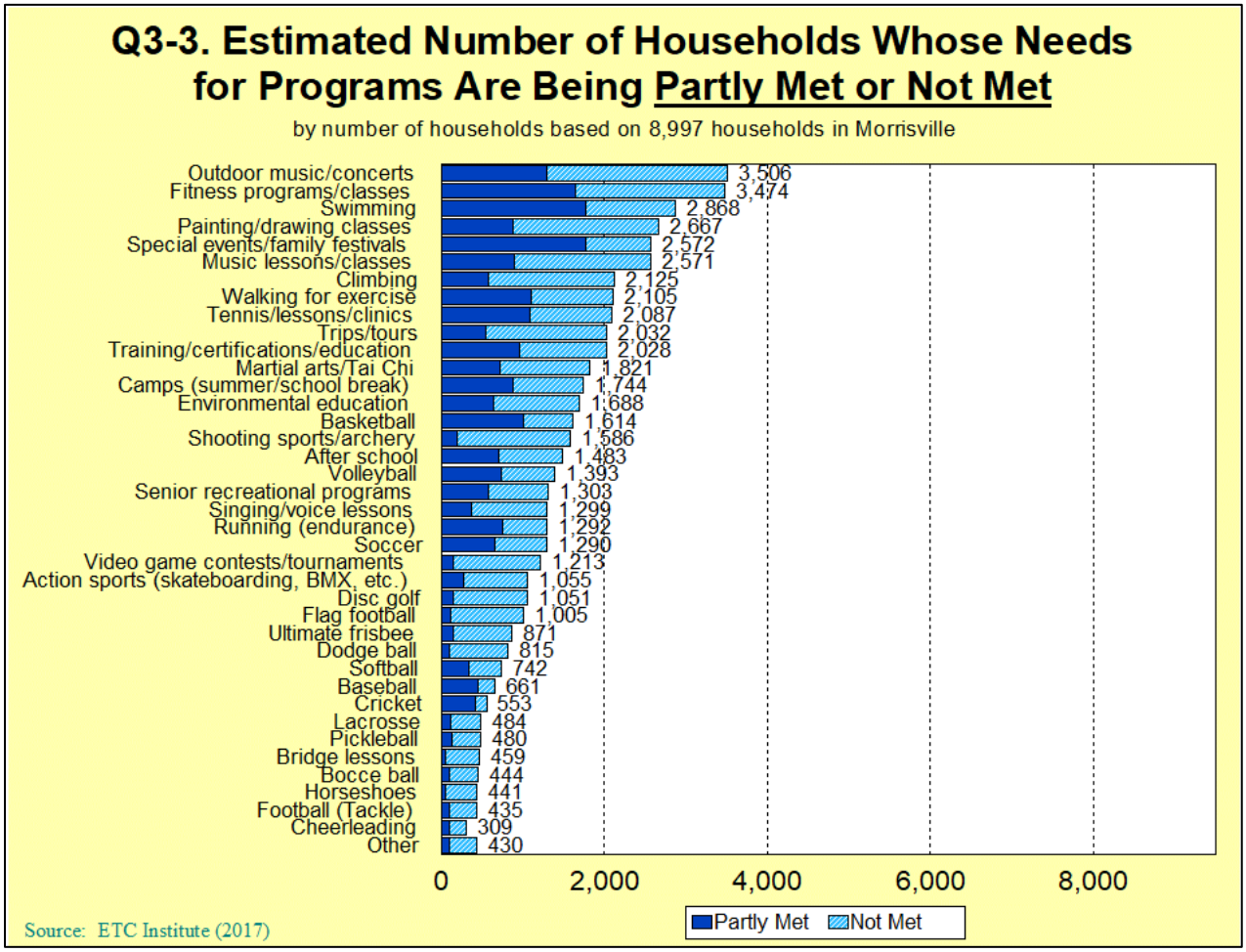
The chart below shows the Priority Investment Rating for each of the 33 facilities/amenities that were assessed on the survey.



Programming Needs and Priorities

Programming Needs. Respondents were also asked to identify if their household had a need for 39 parks and recreation programs and rate how well their needs for each program were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had "unmet" needs for each program.

The three programs with the highest percentage of households that had needs were: walking for exercise (60%), fitness programs/classes (56%), and swimming (55%). When ETC Institute analyzed the needs in the community, two programs, walking for exercise and fitness programs/classes, had a need that affected more than 5,000 households. ETC Institute estimates that a total of 3,506 households have unmet needs for outdoor music/concerts and 3,474 households have unmet needs for adult fitness and wellness programs. The estimated number of households that have unmet needs for each of the 39 programs that were assessed is shown in the chart on the following page.

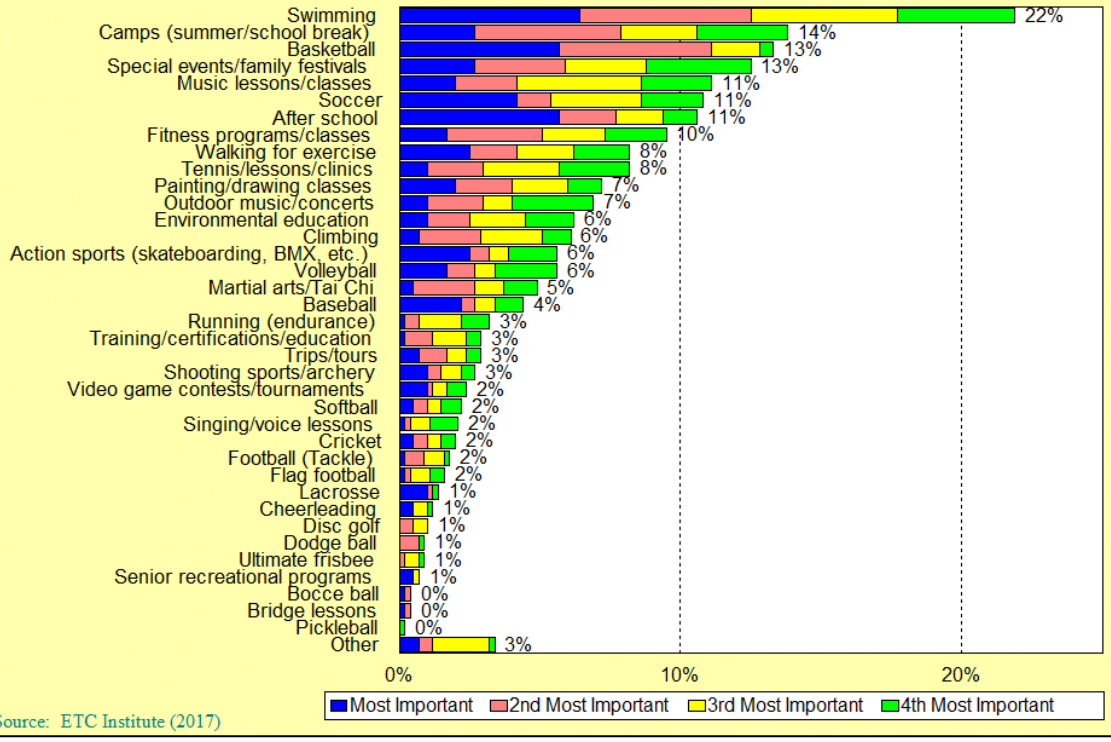


Program Importance. In addition to assessing the needs for each program, ETC Institute also assessed the importance that youth and adults place on each program. Based on the sum of respondents' top four choices, the three most important programs to youth were: swimming (22%), camps (summer/school break) (14%), and basketball (13%); the three most important programs to adults were: fitness programs/classes (37%), walking for exercise (37%), and special events/family festivals (28%).

The percentage of youth and adults who selected each program as one of their top four choices is shown in the tables on the following page.

Q4. Programs That Are Most Important to Youth in Households

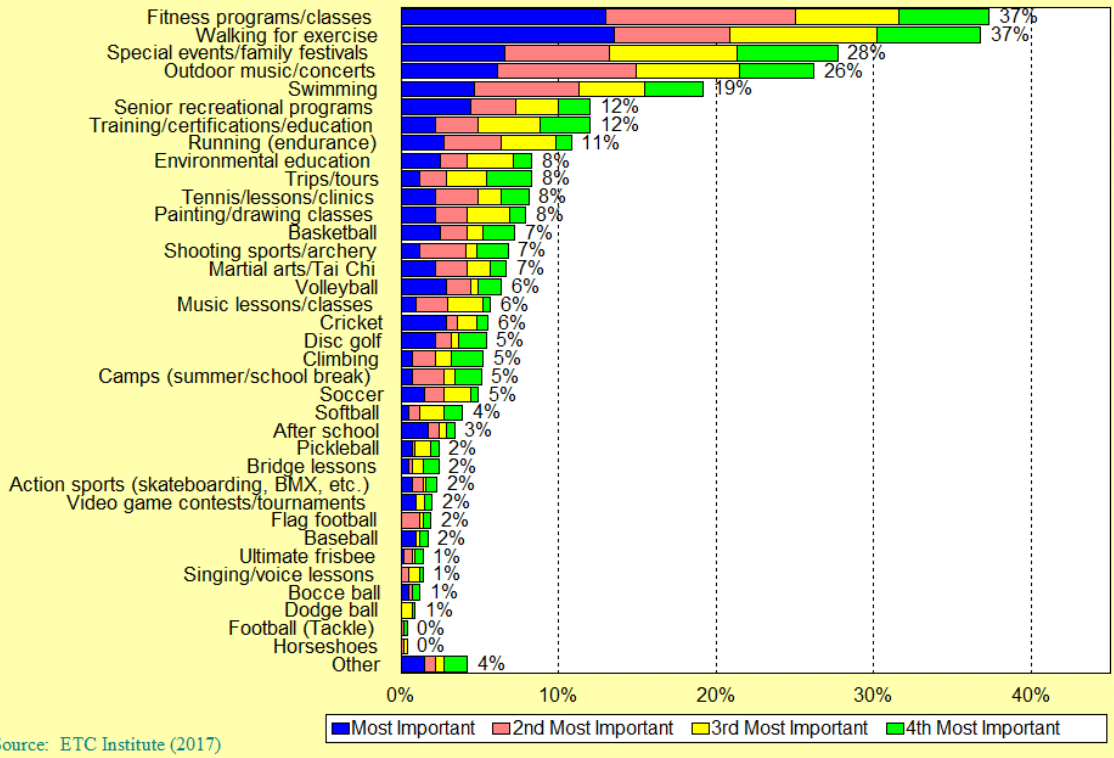
by percentage of respondents who selected the items as one of their top four choices



Source: ETC Institute (2017)

Q5. Programs That Are Most Important to Adults in Households

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

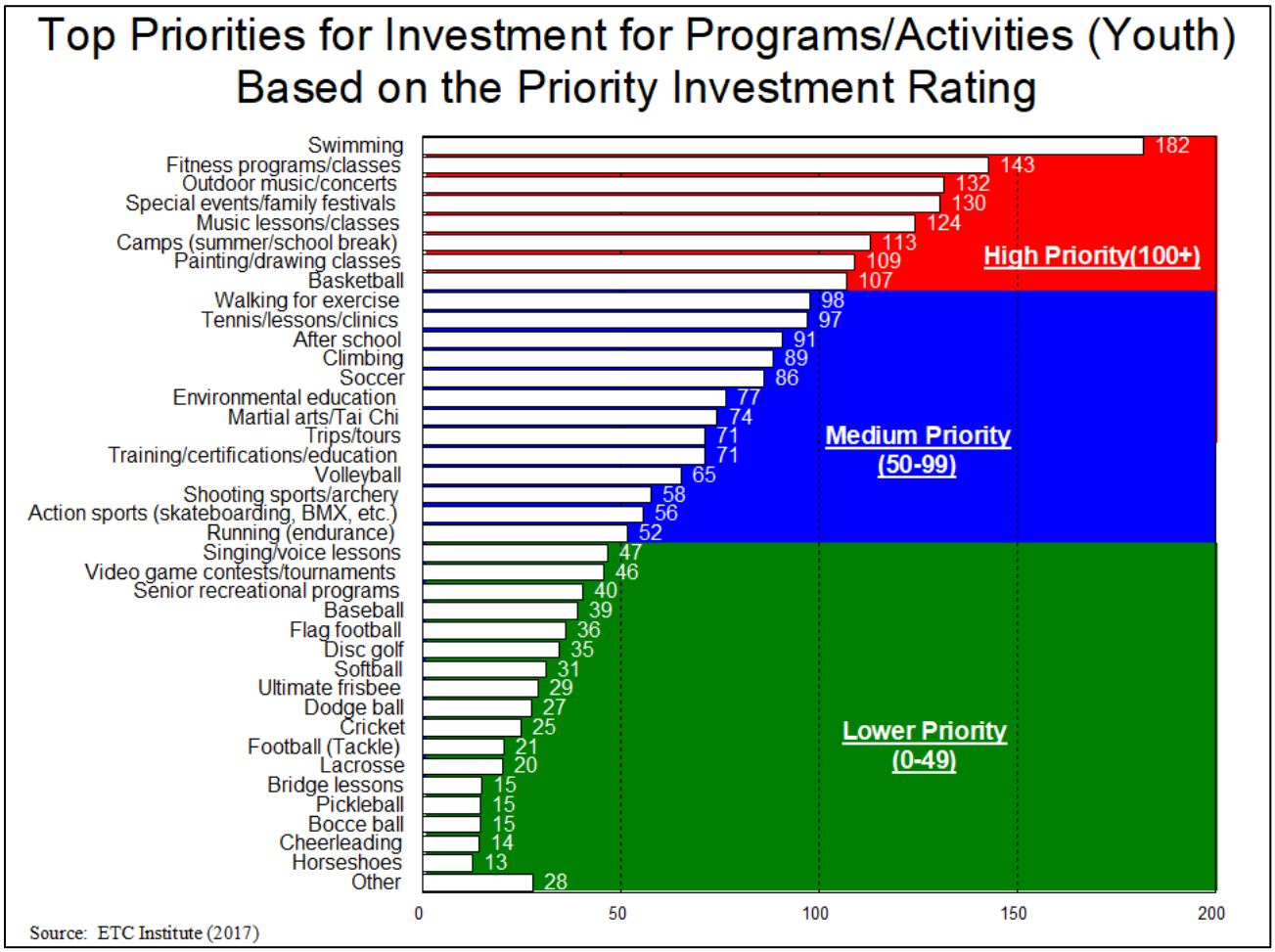


Source: ETC Institute (2017)

Priorities for Programming Investments. Based on the priority investment rating (PIR), which was described briefly on page v of this Executive Summary and is described in more detail in Section 2 of this report, the following eight programs were rated as "high priorities" for investment among youth:

- Swimming (PIR=182)
- Fitness programs/classes (PIR=143)
- Outdoor music/concerts (PIR=132)
- Special events/family festivals (PIR=130)
- Music lessons/classes (PIR=124)
- Camps (summer/school break) (PIR=113)
- Painting/drawing classes (PIR=109)
- Basketball (PIR=107)

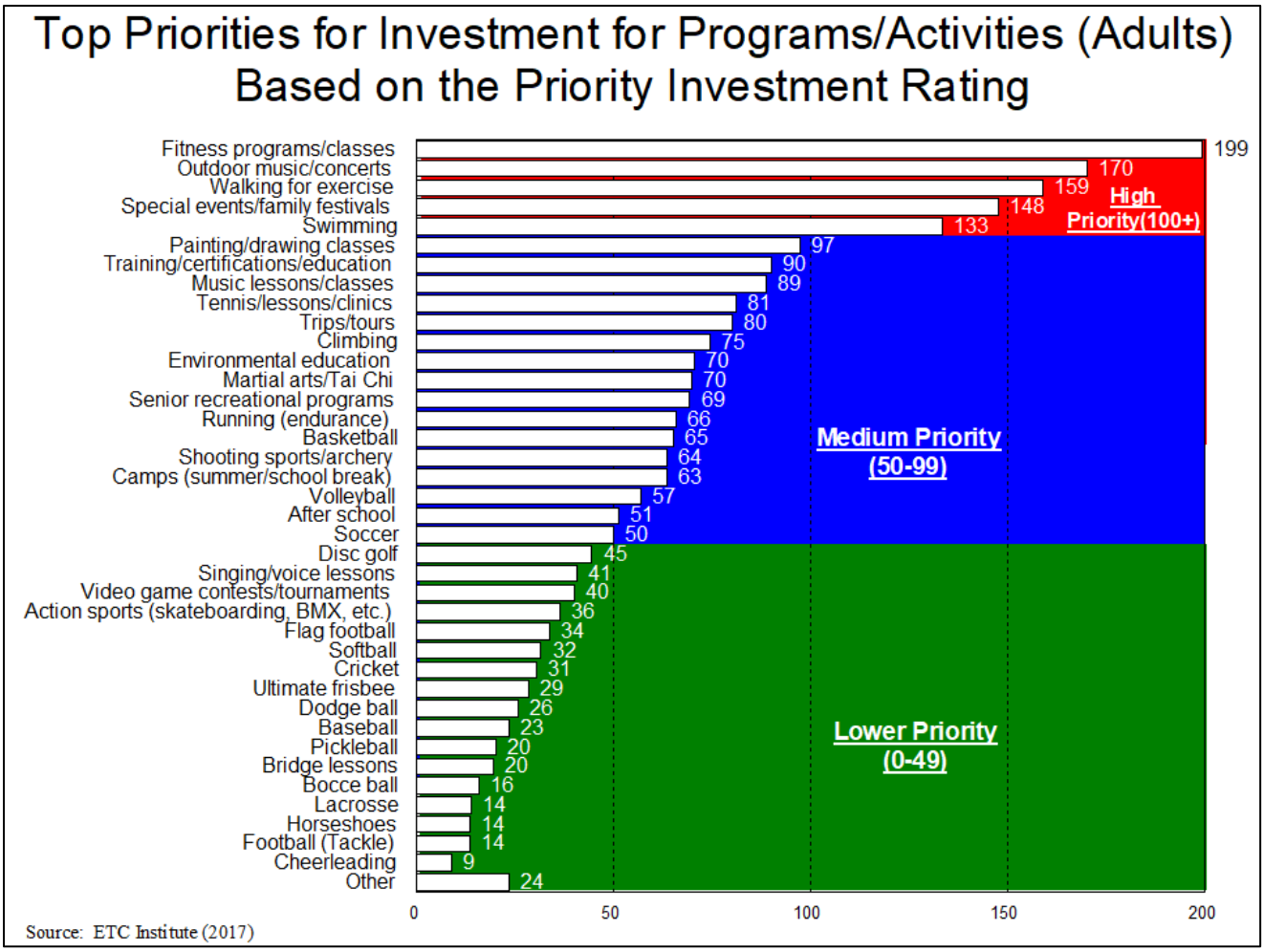
The chart below shows the Priority Investment Rating (PIR) among youth for each of the 39 programs that were rated.



Based on the priority investment rating (PIR), the following five programs were rated as "high priorities" for investment among adults:

- Fitness programs/classes (PIR=199)
- Outdoor music/concerts (PIR=170)
- Walking for exercise (PIR=159)
- Special events/family festivals (PIR=148)
- Swimming (PIR=133)

The chart below shows the Priority Investment Rating (PIR) among adults for each of the 39 programs that were rated.



Conclusions and Recommendations

When analyzing the facilities/amenities offered by the Town of Morrisville, greenway trail system, nature parks, and aquatics/swimming facility (indoor) were the facilities for which the highest number of residents has a need. The facilities that were the most important to households were greenway trail system, aquatics/swimming facility (indoor), and nature parks. Focusing on these three amenities would provide the greatest benefit for the largest number of residents within the Town.

When analyzing the programs offered by the Town, walking for exercise, fitness programs/classes, and swimming were the programs for which the highest number of residents has a need. The estimated number of households who have a need for each of these three programs is nearly 5,000 or more; continuing to focus on these three programs will give the Town the ability to serve the largest number of households who have a need for the program. Ensuring the Town's scope of programming encompasses the greatest number of households ensures funding is appropriately allocated to give the community the greatest benefit possible.

In order to ensure that the Town of Morrisville continues to meet the needs and expectations of the community, ETC Institute recommends that the Town sustain and/or improve the performance in areas that were identified as "high priorities" by the Priority Investment Rating (PIR). The facilities and programs with the highest PIR ratings are listed below.

Facility Priorities

- Aquatics/swimming facility (indoor) (PIR=186)
- Nature parks (PIR=175)
- Greenway trail system (PIR=175)
- Weights & fitness machines (PIR=138)
- Dog park (PIR=125)
- Multi-use gym space (basketball, volleyball, etc.) (PIR=104)

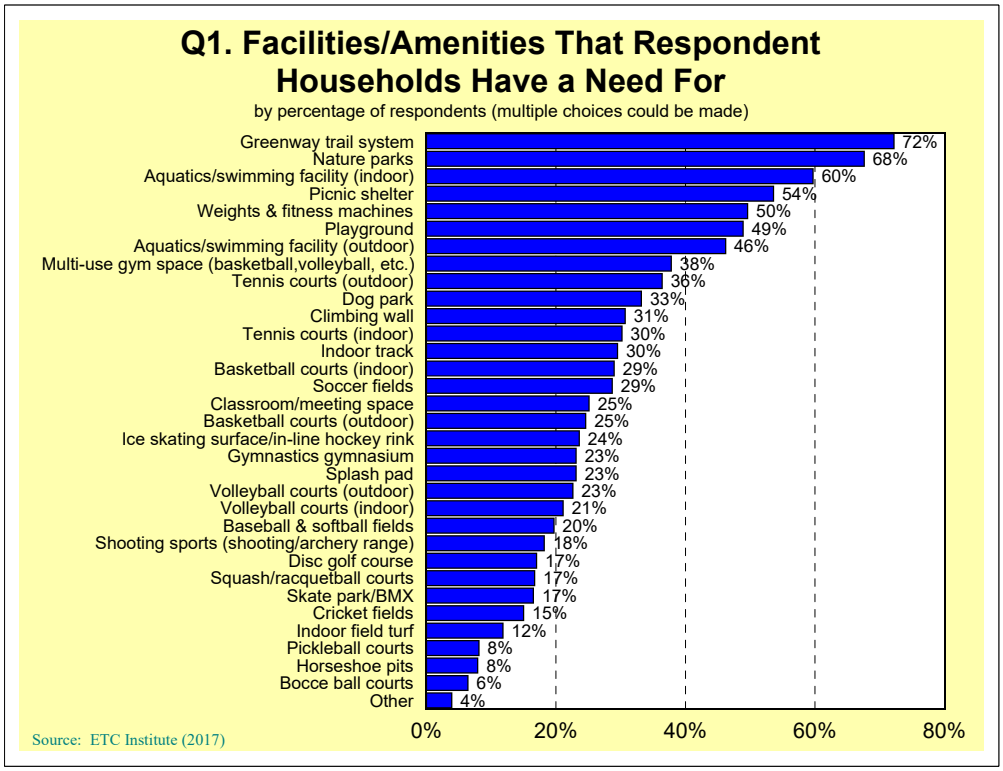
Programming Priorities - Youth

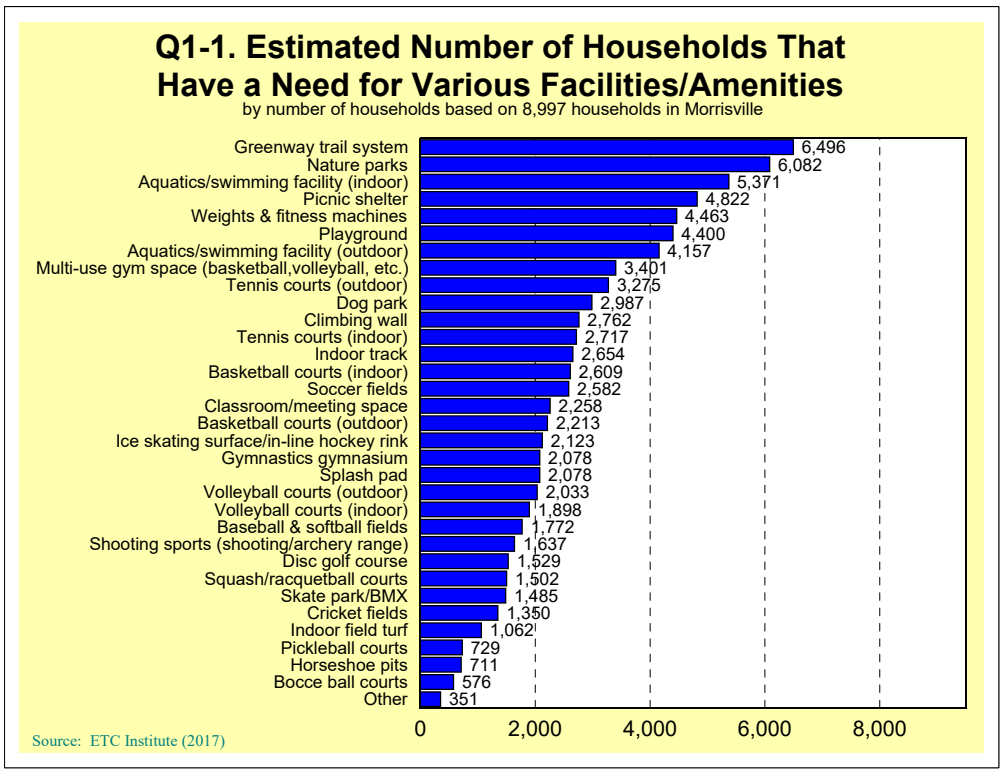
- Swimming (PIR=182)
- Fitness programs/classes (PIR=143)
- Outdoor music/concerts (PIR=132)
- Special events/family festivals (PIR=130)
- Music lessons/classes (PIR=124)
- Camps (summer/school break) (PIR=113)
- Painting/drawing classes (PIR=109)
- Basketball (PIR=107)

Programming Priorities - Adults

- Fitness programs/classes (PIR=199)
- Outdoor music/concerts (PIR=170)
- Walking for exercise (PIR=159)
- Special events/family festivals (PIR=148)
- Swimming (PIR=133)

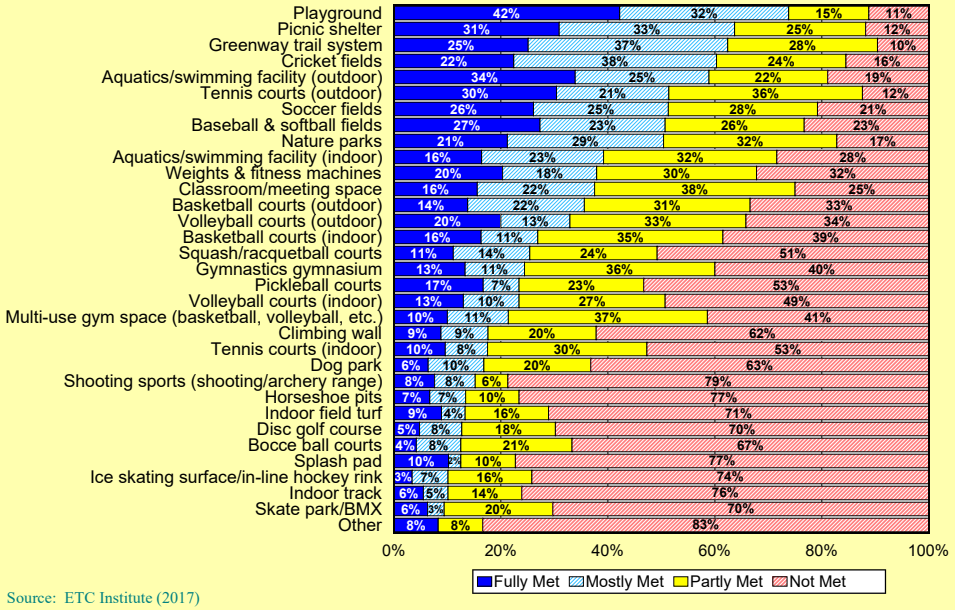
Section 1:
Charts and Graphs


Q1. Facilities/Amenities That Respondent Households Have a Need For
by percentage of respondents (multiple choices could be made)
Greenway trail system 72%
Nature parks 68%
Aquatics/swimming facility (indoor) 60%
Picnic shelter 54%
Weights & fitness machines 50%
Playground 49%
Aquatics/swimming facility (outdoor) 46%
Multi-use gym space (basketball,volleyball, etc.) 38%
Tennis courts (outdoor) 36%
Dog park 33%
Climbing wall 31%
Tennis courts (indoor) 30%
Indoor track 30%
Basketball courts (indoor) 29%
Soccer fields 29%
Classroom/meeting space 25%
Basketball courts (outdoor) 25%
Ice skating surface/in-line hockey rink 24%
Gymnastics gymnasium 23%
Splash pad 23%
Volleyball courts (outdoor) 23%
Volleyball courts (indoor) 21%
Baseball & softball fields 20%
Shooting sports (shooting/archery range) 18%
Disc golf course 17%
Squash/racquetball courts 17%
Skate park/BMX 17%
Cricket fields 15%
Indoor field turf 12%
Pickleball courts 8%
Horseshoe pits 8%
Bocce ball courts 6%
Other 4%
0% 20% 40% 60% 80%
Source: ETC Institute (2017)


Q1-1. Estimated Number of Households That Have a Need for Various Facilities/Amenities
by number of households based on 8,997 households in Morrisville
Greenway trail system 6,496
Nature parks 6,082
Aquatics/swimming facility (indoor) 5,371
Picnic shelter 4,822
Weights & fitness machines 4,463
Playground 4,400
Aquatics/swimming facility (outdoor) 4,157
Multi-use gym space (basketball,volleyball, etc.) 3,401
Tennis courts (outdoor) 3,275
Dog park 2,987
Climbing wall 2,762
Tennis courts (indoor) 2,717
Indoor track 2,654
Basketball courts (indoor) 2,609
Soccer fields 2,582
Classroom/meeting space 2,258
Basketball courts (outdoor) 2,213
Ice skating surface/in-line hockey rink 2,123
Gymnastics gymnasium 2,078
Splash pad 2,078
Volleyball courts (outdoor) 2,033
Volleyball courts (indoor) 1,898
Baseball & softball fields 1,772
Shooting sports (shooting/archery range) 1,637
Disc golf course 1,529
Squash/racquetball courts 1,502
Skate park/BMX 1,485
Cricket fields 1,350
Indoor field turf 1,062
Pickleball courts 729
Horseshoe pits 711
Bocce ball courts 576
Other 351
0 2,000 4,000 6,000 8,000
Source: ETC Institute (2017)

Q1-2. How Well Parks and Recreation Facilities/Amenities Meet the Needs of Respondent Households

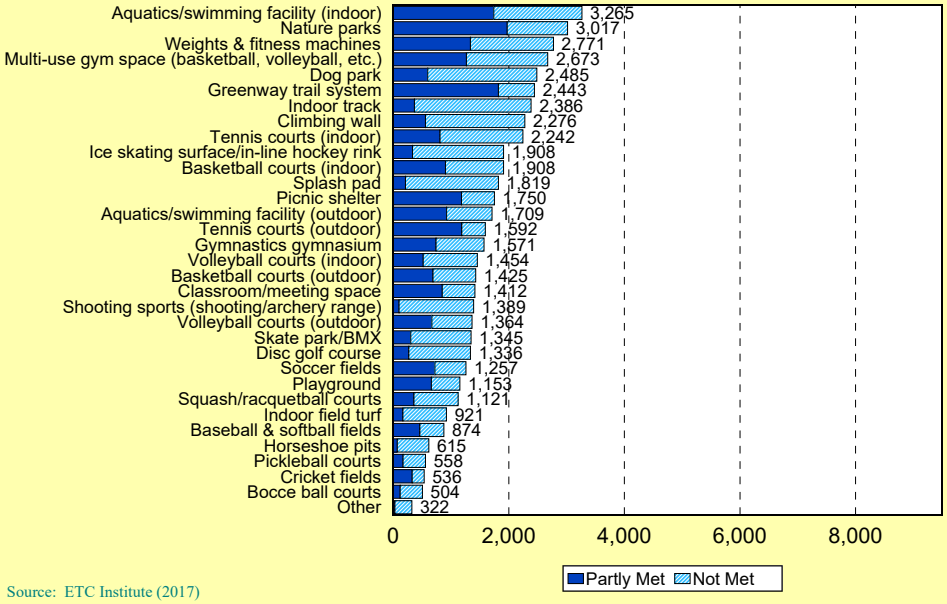
by percentage of respondents with a need for facilities



Source: ETC Institute (2017)

Q1-3. Estimated Number of Households Whose Needs for Facilities/Amenities Are Being Partly Met or Not Met

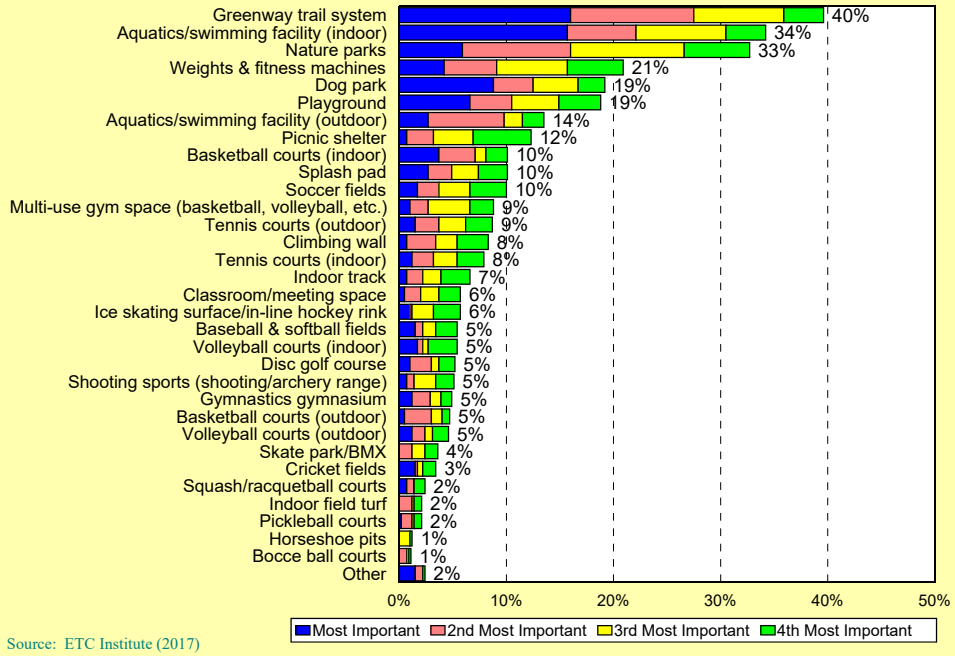
by number of households based on 8,997 households in Morrisville



Source: ETC Institute (2017)

Q2. Facilities That Are Most Important to Households

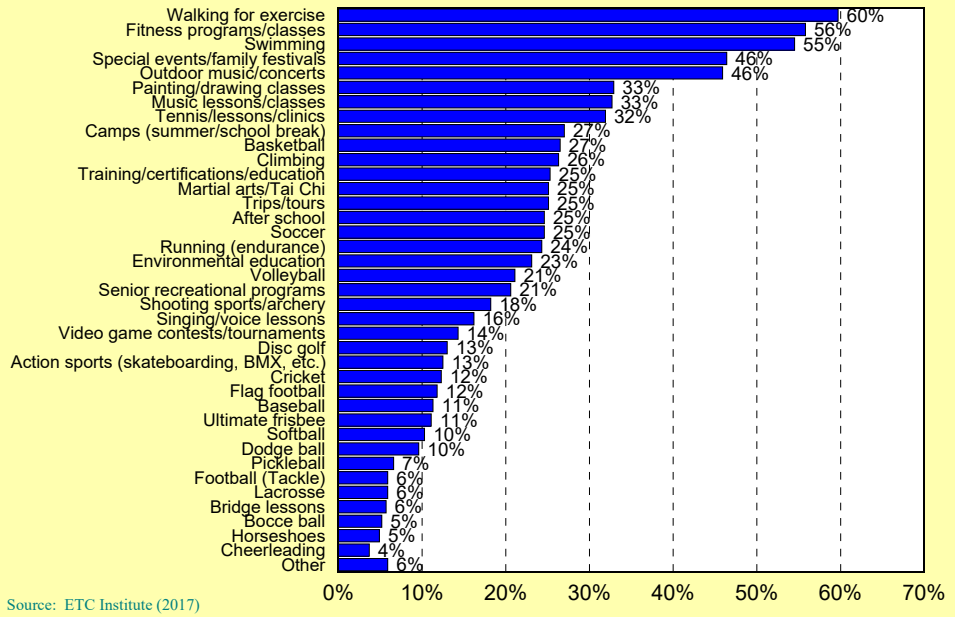
by percentage of respondents who selected the items as one of their top four choices



Source: ETC Institute (2017)

Q3. Programs That Respondent Households Have a Desire to Participate In

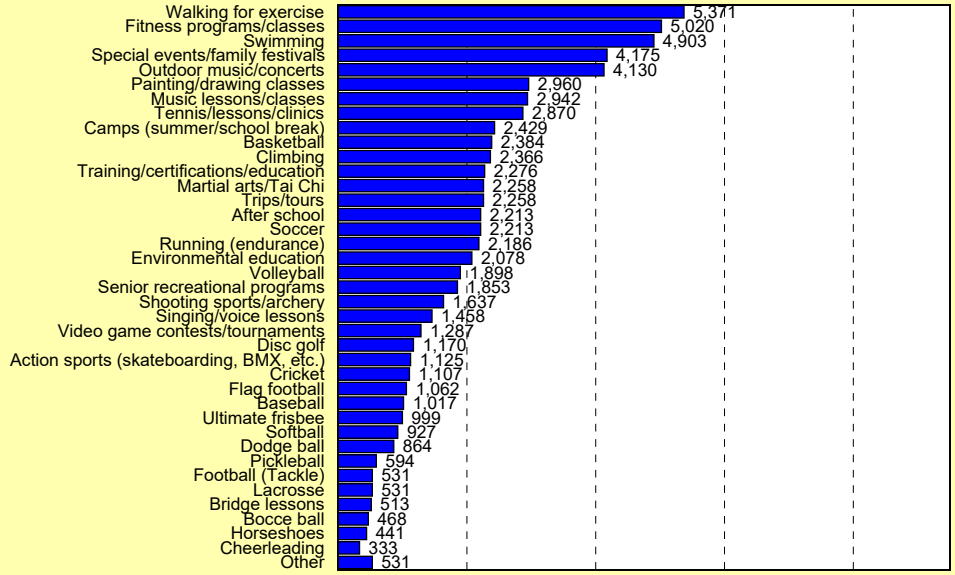
by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2017)

Q3-1. Estimated Number of Households That Have a Desire to Participate in Various Programs

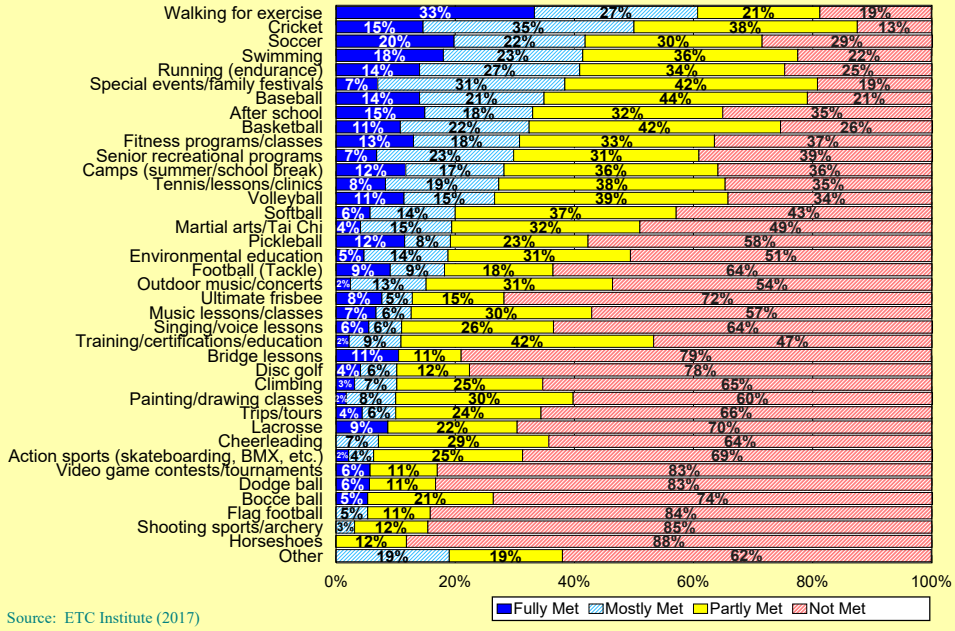
by number of households based on 8,997 households in Morrisville



Source: ETC Institute (2017)

Q3-2. How Well Programs Meet the Needs of Respondent Households

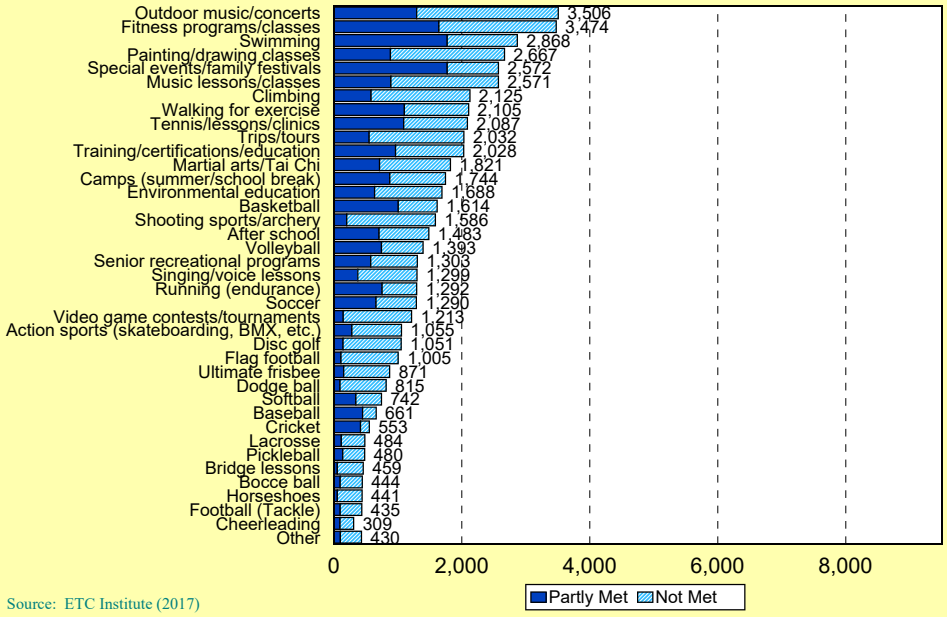
by percentage of respondents with a need for programs



Source: ETC Institute (2017)

Q3-3. Estimated Number of Households Whose Needs for Programs Are Being Partly Met or Not Met

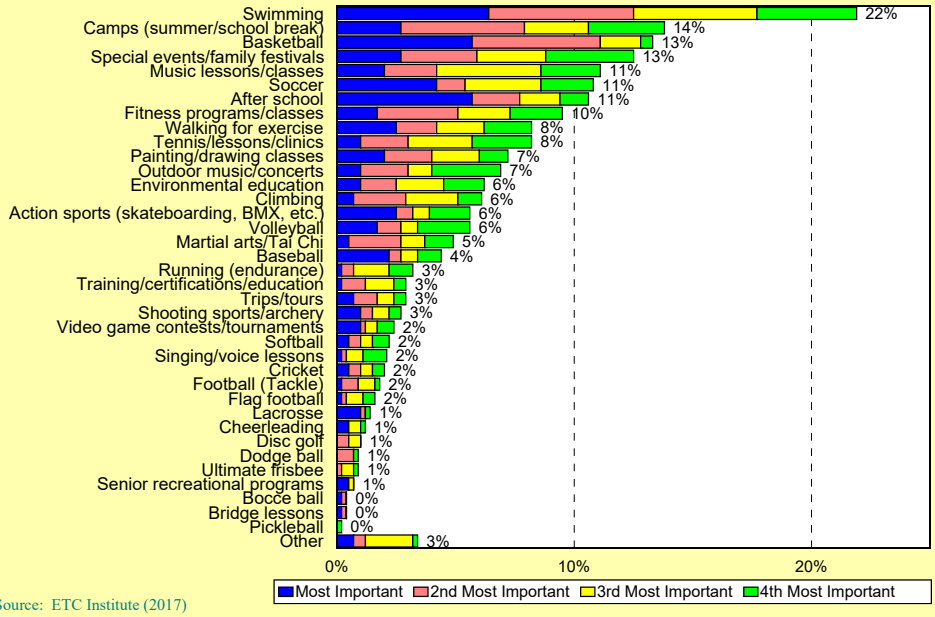
by number of households based on 8,997 households in Morrisville



Source: ETC Institute (2017)

Q4. Programs That Are Most Important to Youth in Households

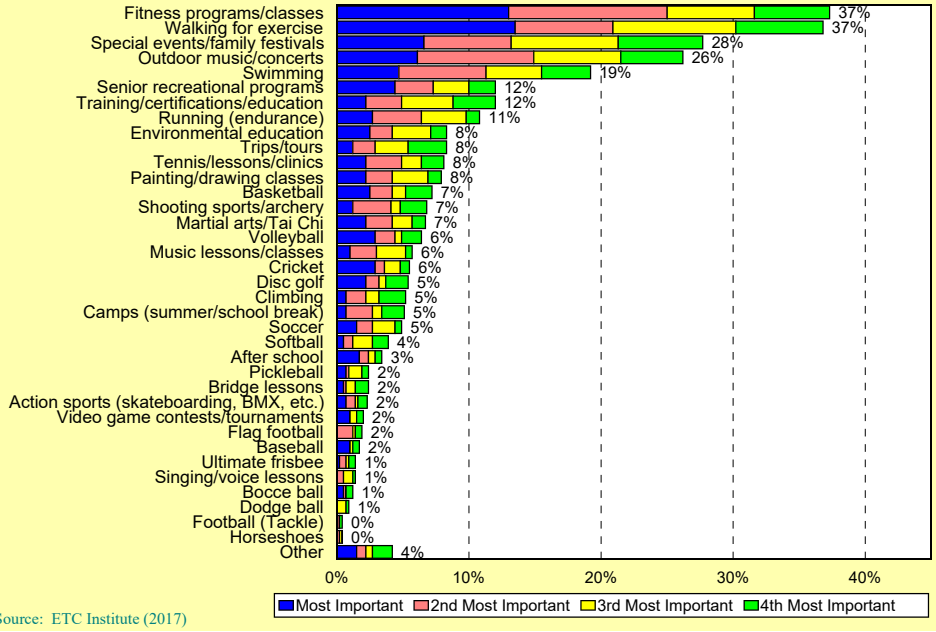
by percentage of respondents who selected the items as one of their top four choices



Source: ETC Institute (2017)

Q5. Programs That Are Most Important to Adults in Households

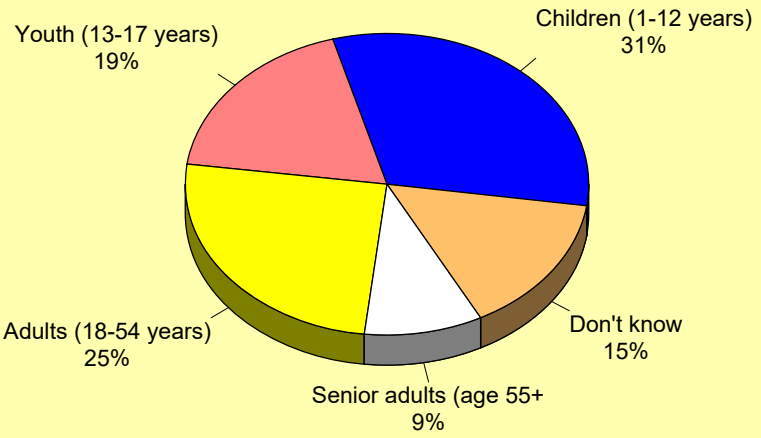
by percentage of respondents who selected the items as one of their top four choices



Source: ETC Institute (2017)

Q6. Which One of the Following Groups do You Think Should be the Morrisville Parks, Recreation and Cultural Resource Department's Top Priority to Serve?

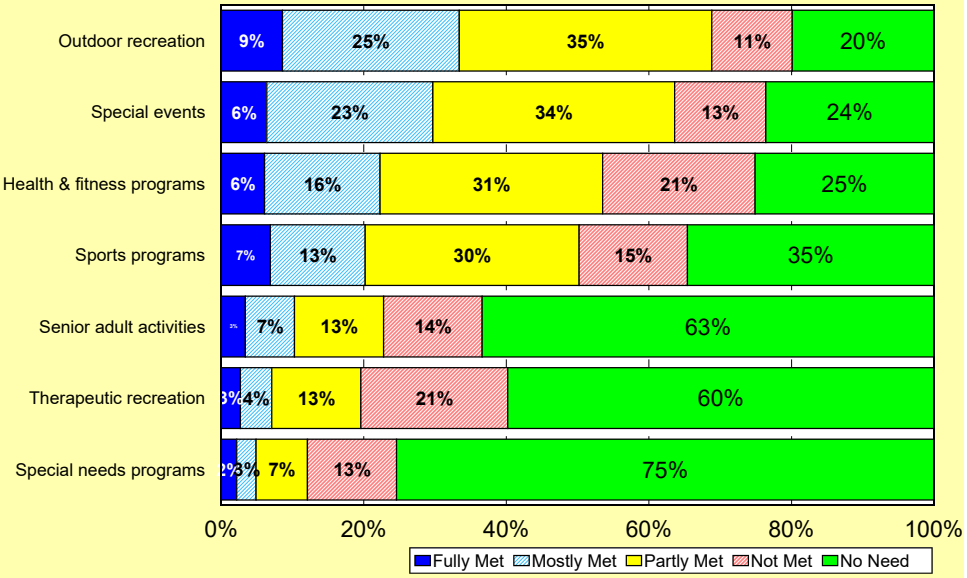
by percentage of respondents



Source: ETC Institute (2017)

Q7. How Well Various Programs Meet the Needs of Respondent Households

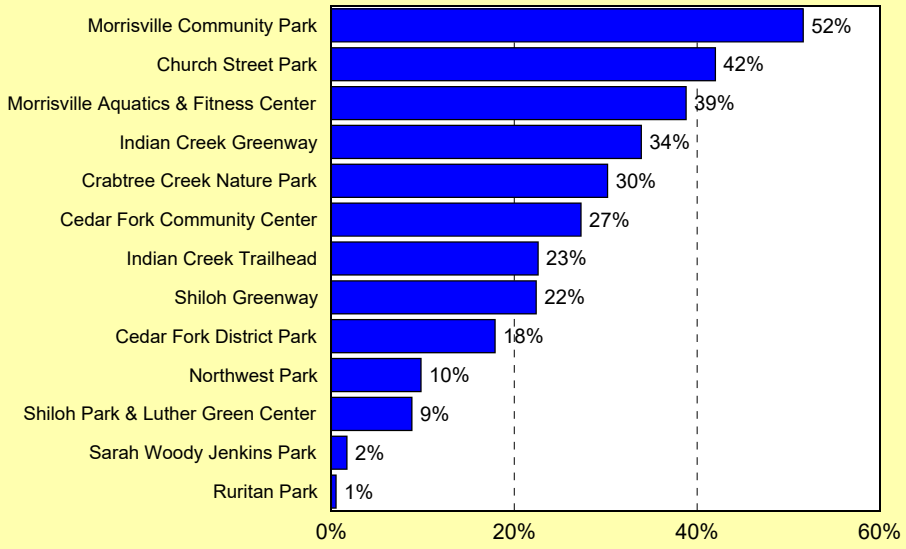
by percentage of respondents



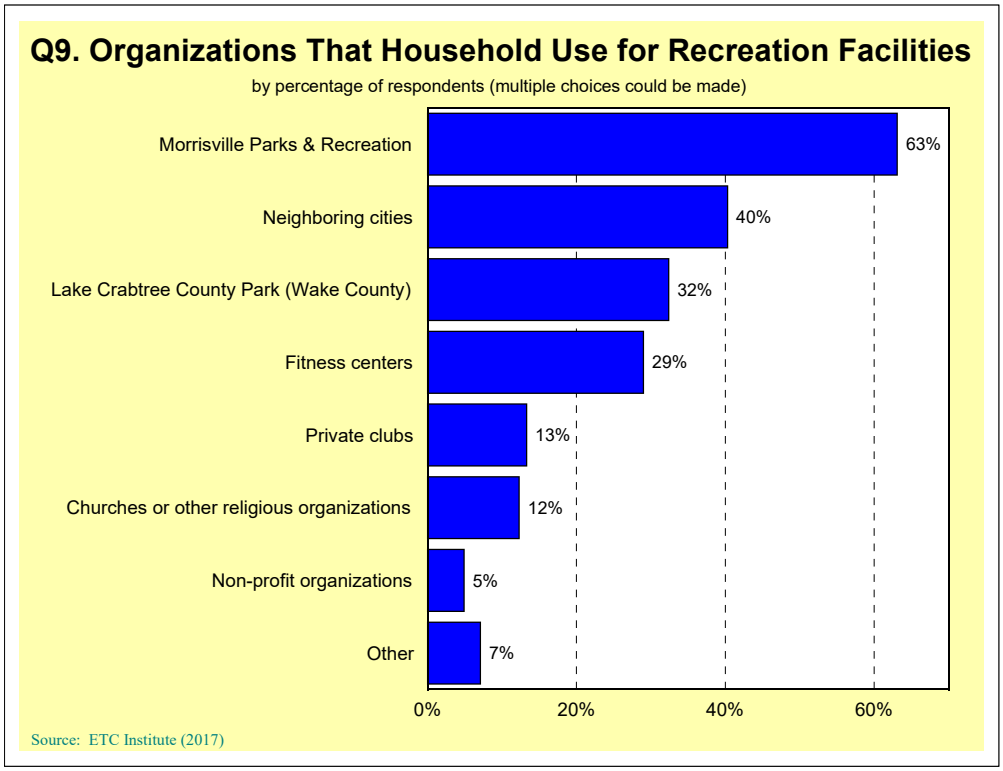
Source: ETC Institute (2017)

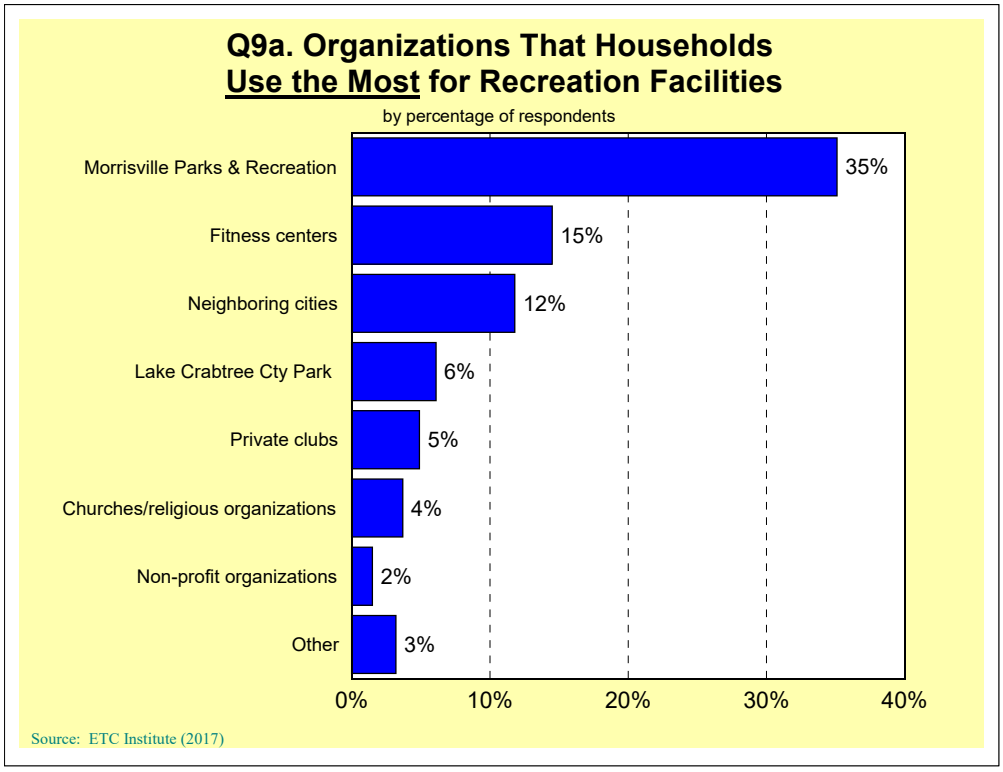
Q8. Facilities of Morrisville Parks, Recreation and Cultural Resource Department Households Have Visited During the Past Year

by percentage of respondents (multiple choices could be made)



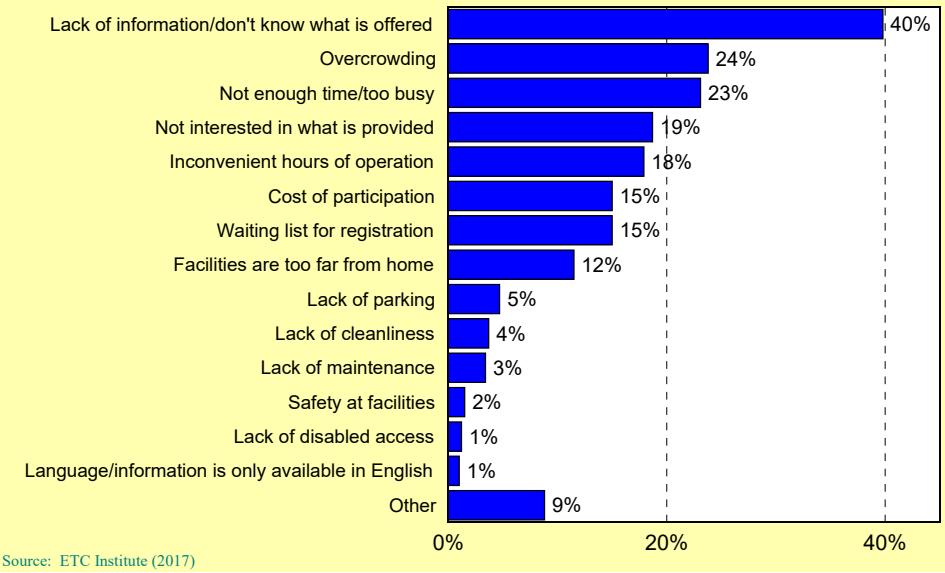
Source: ETC Institute (2017)


Q9. Organizations That Household Use for Recreation Facilities
by percentage of respondents (multiple choices could be made)
Morrisville Parks & Recreation
63%
Neighboring cities
40%
Lake Crabtree County Park (Wake County)
32%
Fitness centers
29%
Private clubs
13%
Churches or other religious organizations
12%
Non-profit organizations
5%
Other
7%
0%
20%
40%
60%
Source: ETC Institute (2017)


Q9a. Organizations That Households
Use the Most for Recreation Facilities
by percentage of respondents
Morrisville Parks & Recreation
35%
Fitness centers
15%
Neighboring cities
12%
Lake Crabtree Cty Park
6%
Private clubs
5%
Churches/religious organizations
4%
Non-profit organizations
2%
Other
3%
0%
10%
20%
30%
40%
Source: ETC Institute (2017)

Q10. Reasons Preventing Use of Recreation Programs Offered by the Morrisville Parks & Recreation & Cultural Resources Department

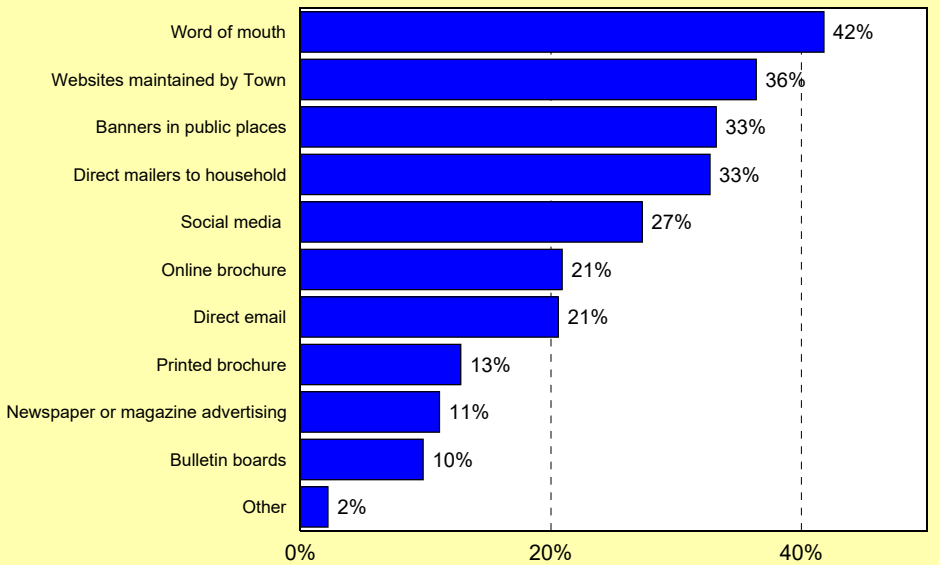
by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2017)

Q11. Ways Respondents Learn About Morrisville Parks, Recreation, Cultural Resources Department, Programs and Activities

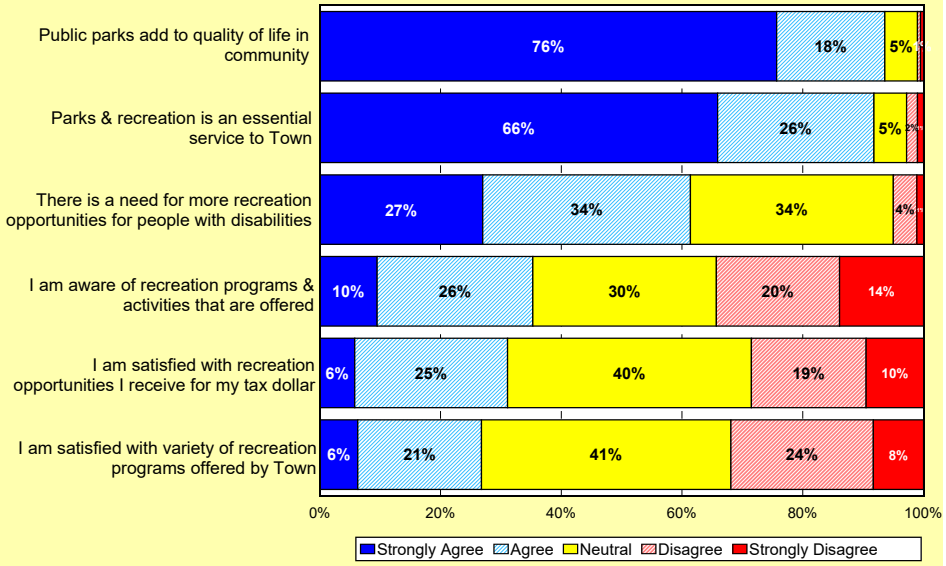
by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2017)

Q12. Level of Agreement to Statement Regarding Morrisville Park, Recreations and Cultural Resources Department

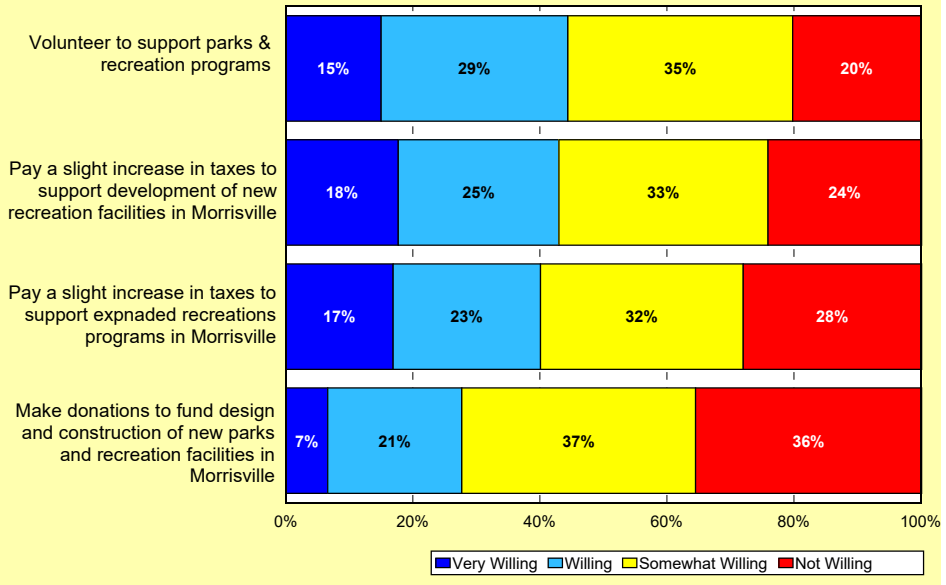
by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2017)

Q13. Willingness to Take Various Actions to Support Expanded Parks and Recreation Programs and Facilities

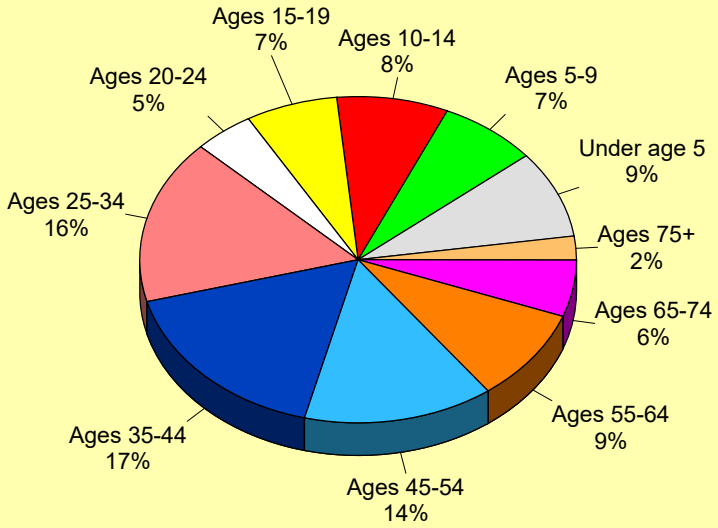
by percentage of respondents



Source: ETC Institute (2017)

Q14. Demographics: Ages of People in Household

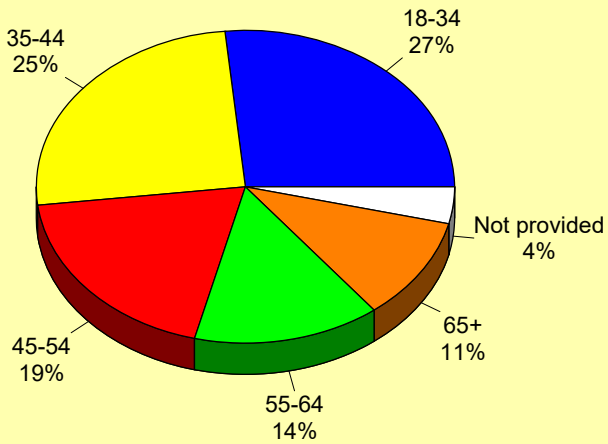
by percentage of household occupants



Source: ETC Institute (2017)

Q15. Demographics: What is your age?

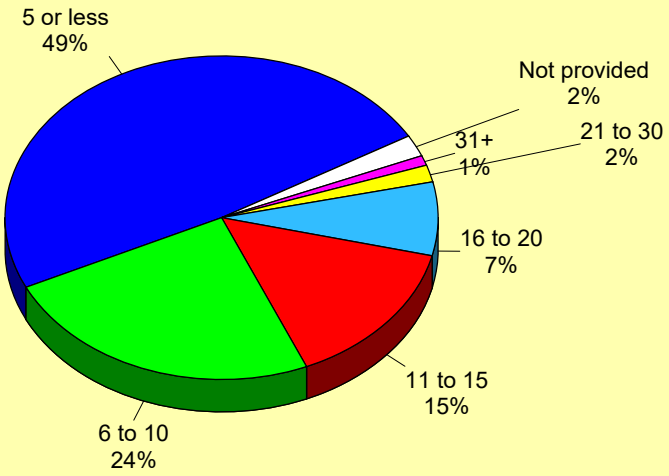
by percentage of respondents



Source: ETC Institute (2017)

Q16. Demographics: How many years have you lived in Morrisville?

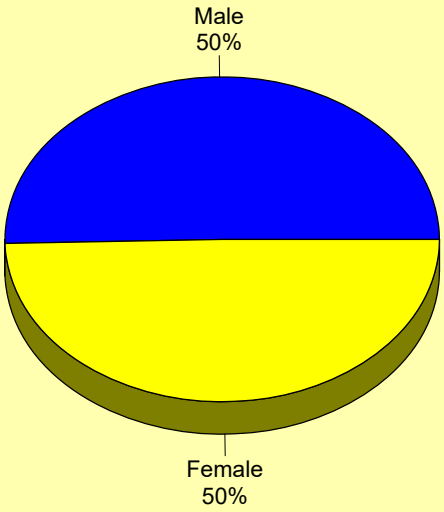
by percentage of respondents



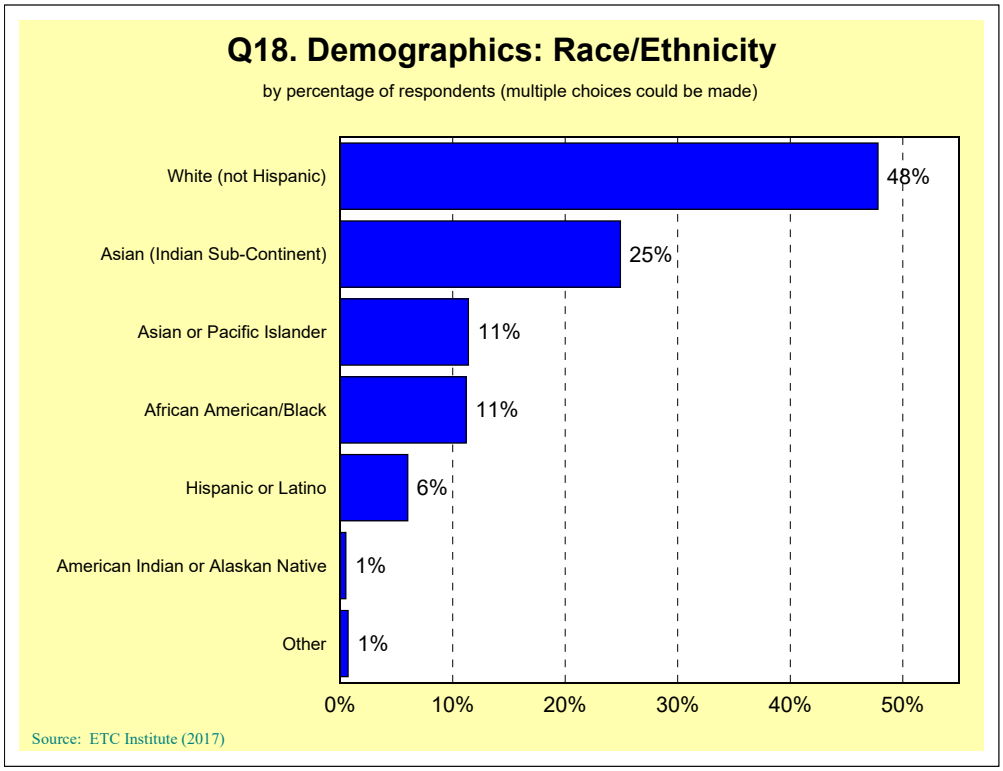
Source: ETC Institute (2017)

Q17. Demographics: What is your gender?

by percentage of respondents



Source: ETC Institute (2017)


Q18. Demographics: Race/Ethnicity
by percentage of respondents (multiple choices could be made)
White (not Hispanic)
48%
Asian (Indian Sub-Continent)
25%
Asian or Pacific Islander
11%
African American/Black
11%
Hispanic or Latino
6%
American Indian or Alaskan Native
1%
Other
1%
0%
10%
20%
30%
40%
50%
Source: ETC Institute (2017)

Section 2:
Priority Investment Rating

Priority Investment Rating
Morrisville, North Carolina

The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide governments with an objective tool for evaluating the priority that should be placed on parks and recreation investments. The PIR identifies the facilities and programs residents think should receive the highest priority for investment. The priority investment rating reflects the importance residents place on items (sum of top 4 choices) and the unmet needs (needs that are only being partly met or not met) for each facility/program relative to the facility/program that rated the highest overall. Since decisions related to future investments should consider both the level of unmet need and the importance of facilities and programs, the PIR weights each of these components equally.

The PIR reflects the sum of the Unmet Needs Rating and the Importance Rating as shown in the equation below:

PIR = UNR + IR

For example, suppose the Unmet Needs Rating for playgrounds is 26.5 (out of 100) and the Importance Rating for playgrounds is 52 (out of 100), the Priority Investment Rating for playgrounds would be 78.5 (out of 200).

How to Analyze the Charts:

- **High Priority Areas** are those with a PIR of at least 100. A rating of 100 or above generally indicates there is a relatively high level of unmet need and residents generally think it is important to fund improvements in these areas. Improvements in this area are likely to have a positive impact on the greatest number of households.

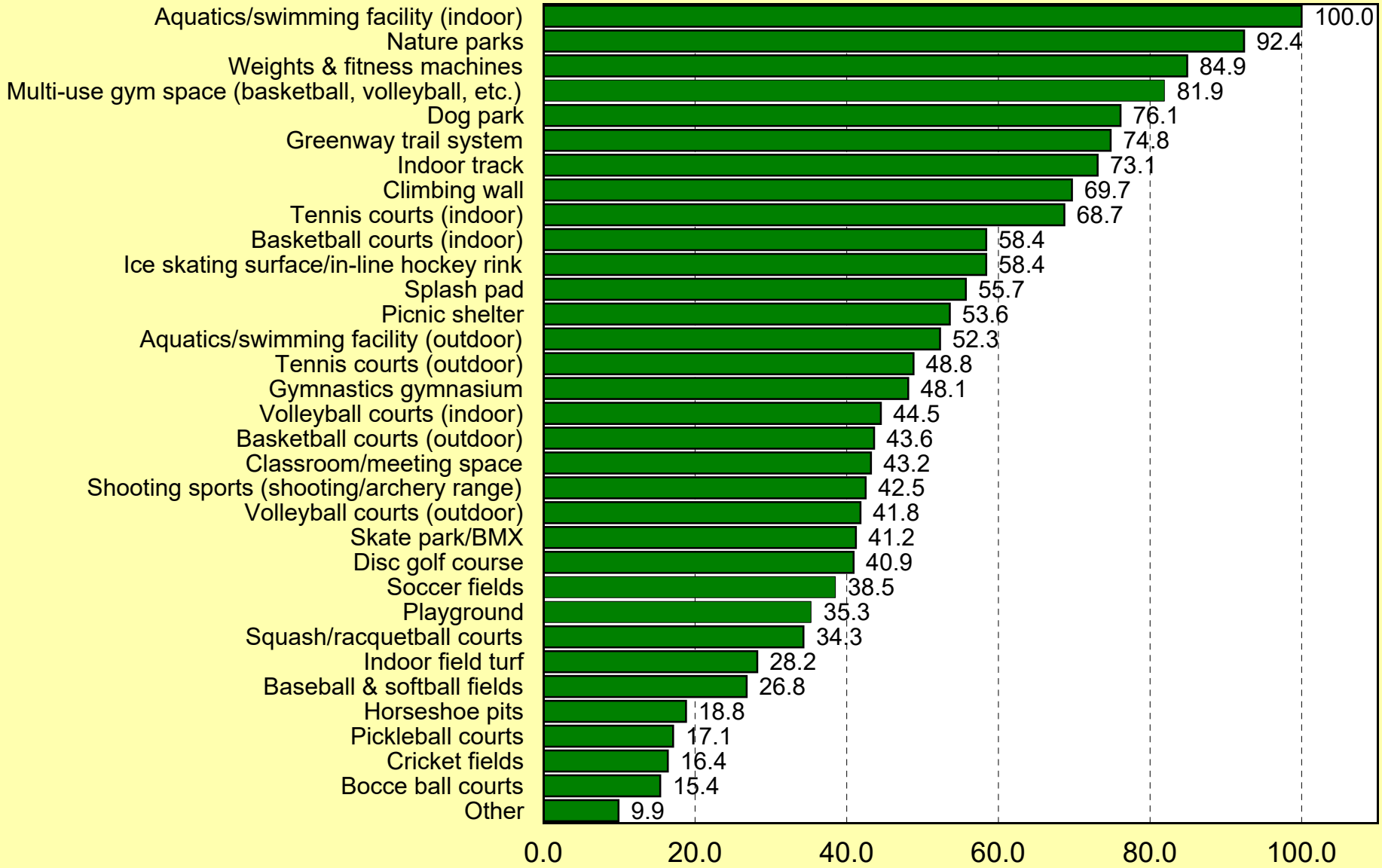
- **Medium Priority Areas** are those with a PIR of 50-99. A rating in this range generally indicates there is a medium to high level of unmet need or a significant percentage of residents generally think it is important to fund improvements in these areas.

- **Low Priority Areas** are those with a PIR below 50. A rating in this range generally indicates there is a relatively low level of unmet need and residents do not think it is important to fund improvements in these areas. Improvements may be warranted if the needs of very specialized populations are being targeted.

The following pages show the Unmet Needs Rating, Importance Rating, and Priority Investment Rating for facilities and programs.

Unmet Needs Rating for Facilities/Amenities

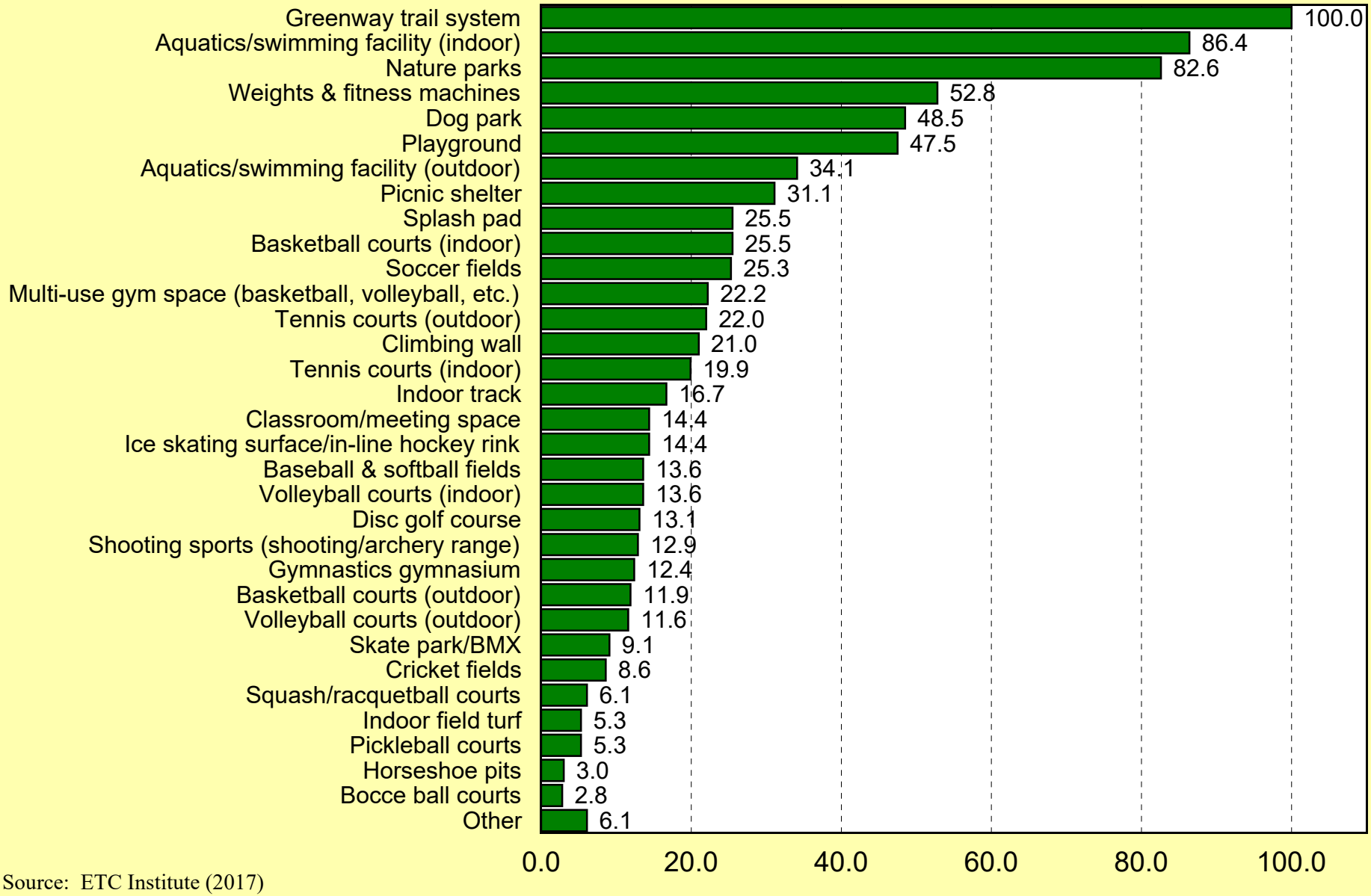
the rating for the item with the most unmet need=100
the rating of all other items reflects the relative amount of unmet need for each item compared to the item with the most unmet need



Source: ETC Institute (2017)

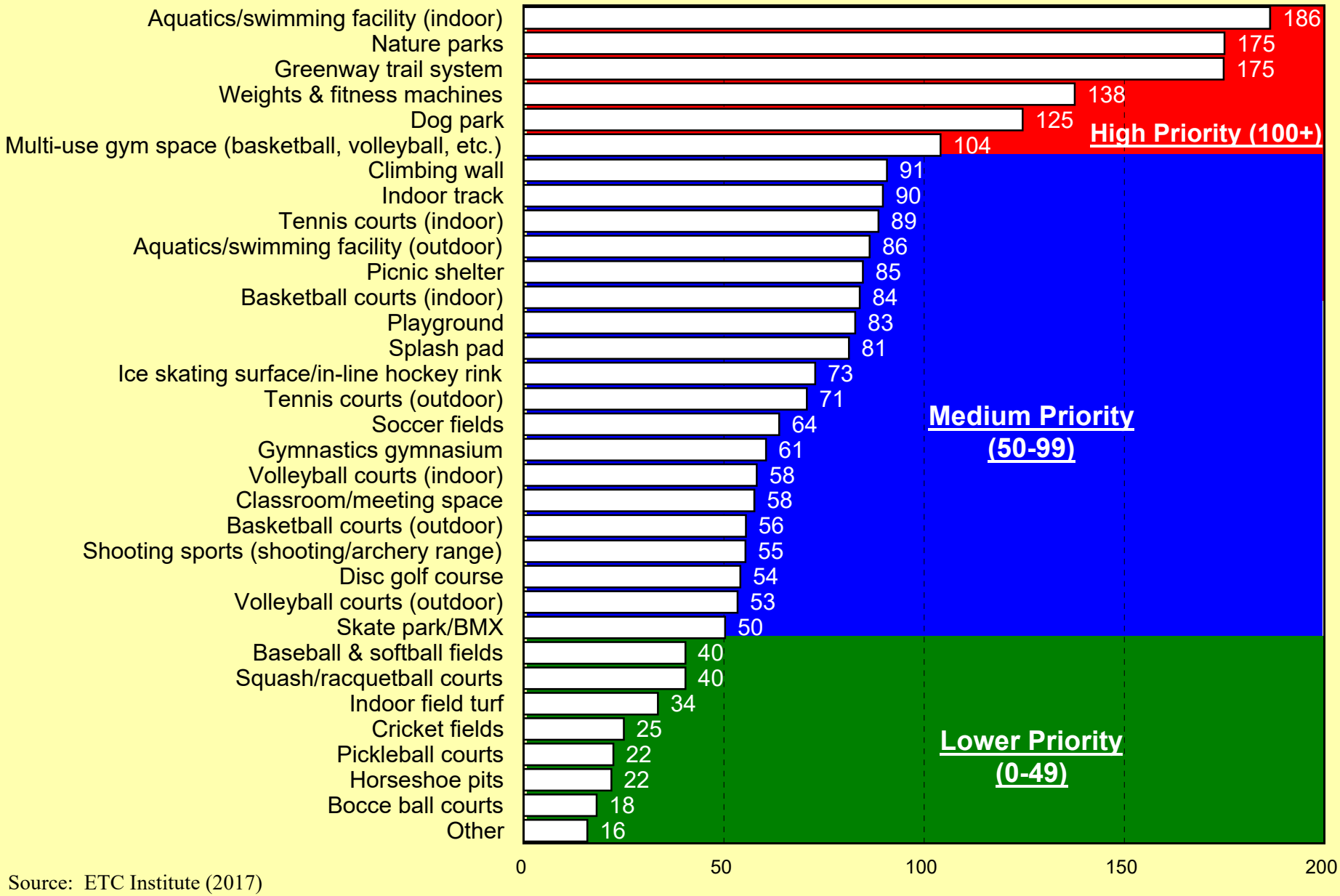
Importance Rating Facilities/Amenities

the rating for the item rated as the most important=100
the rating of all other items reflects the relative level of importance for each item compared to the item rated as the most important



Source: ETC Institute (2017)

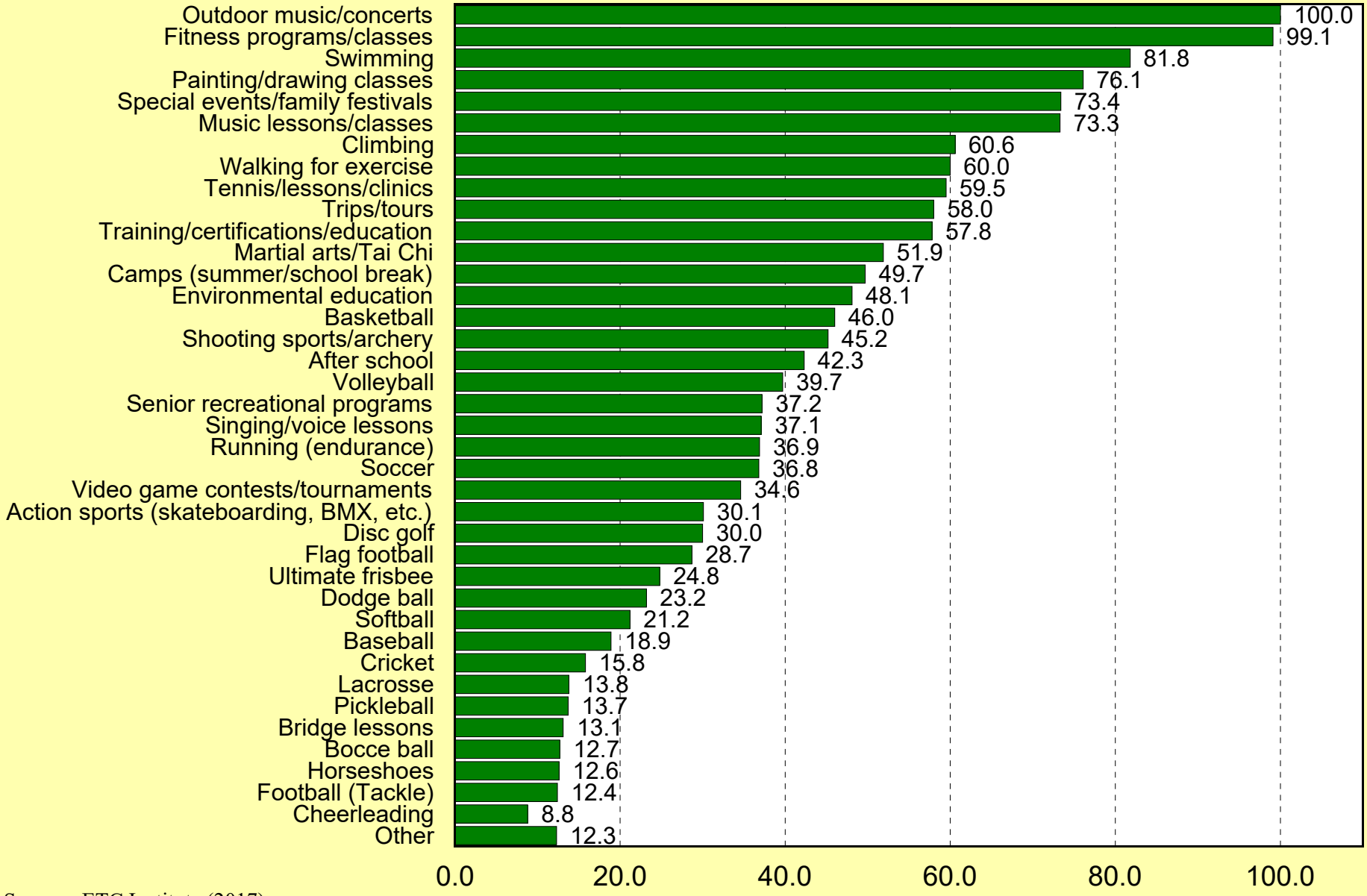
Top Priorities for Investment Facilities/Amenities Based on the Priority Investment Rating



Source: ETC Institute (2017)

Unmet Needs Rating for Programs/Activities

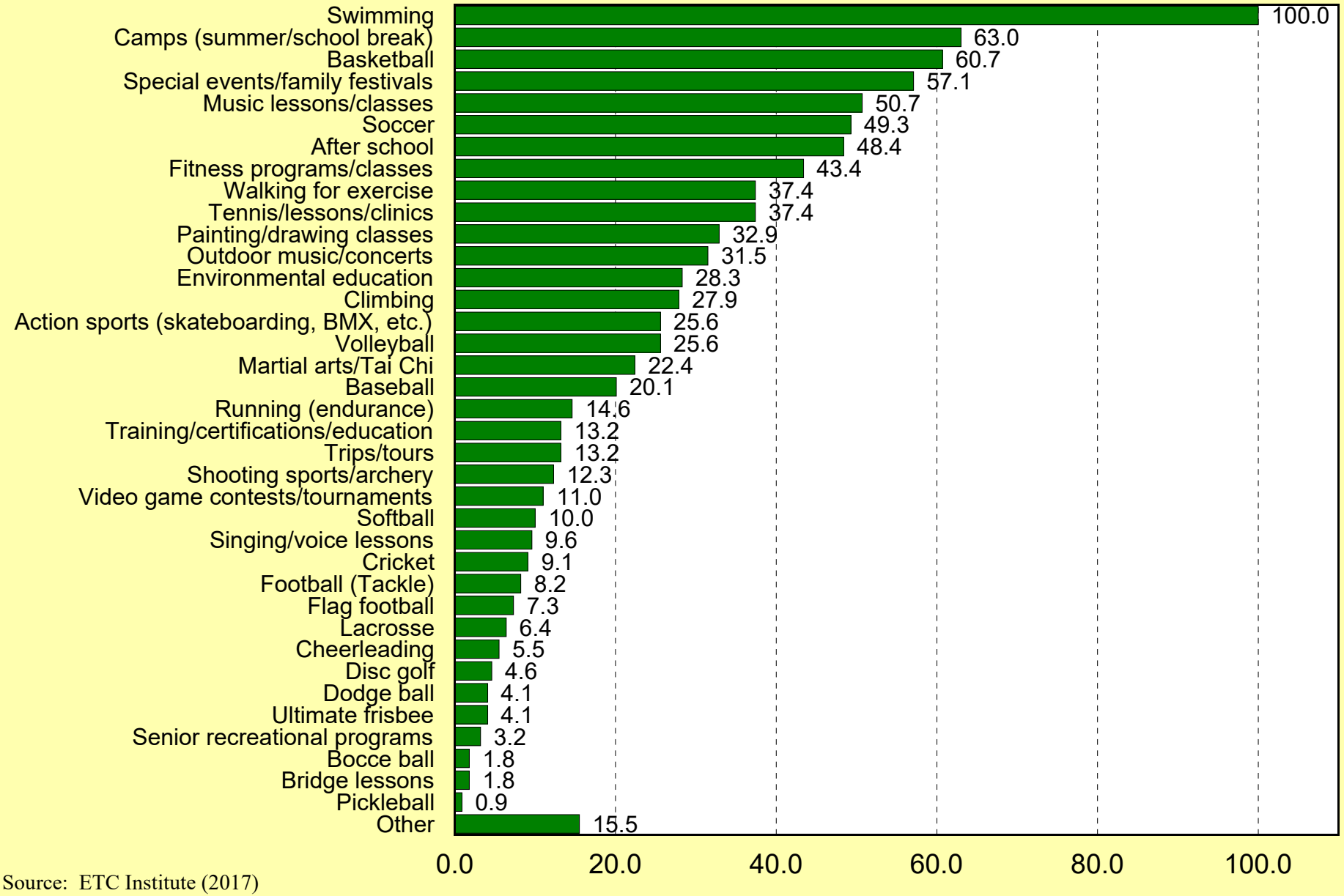
the rating for the item with the most unmet need=100
the rating of all other items reflects the relative amount of unmet need for each item compared to the item with the most unmet need



Source: ETC Institute (2017)

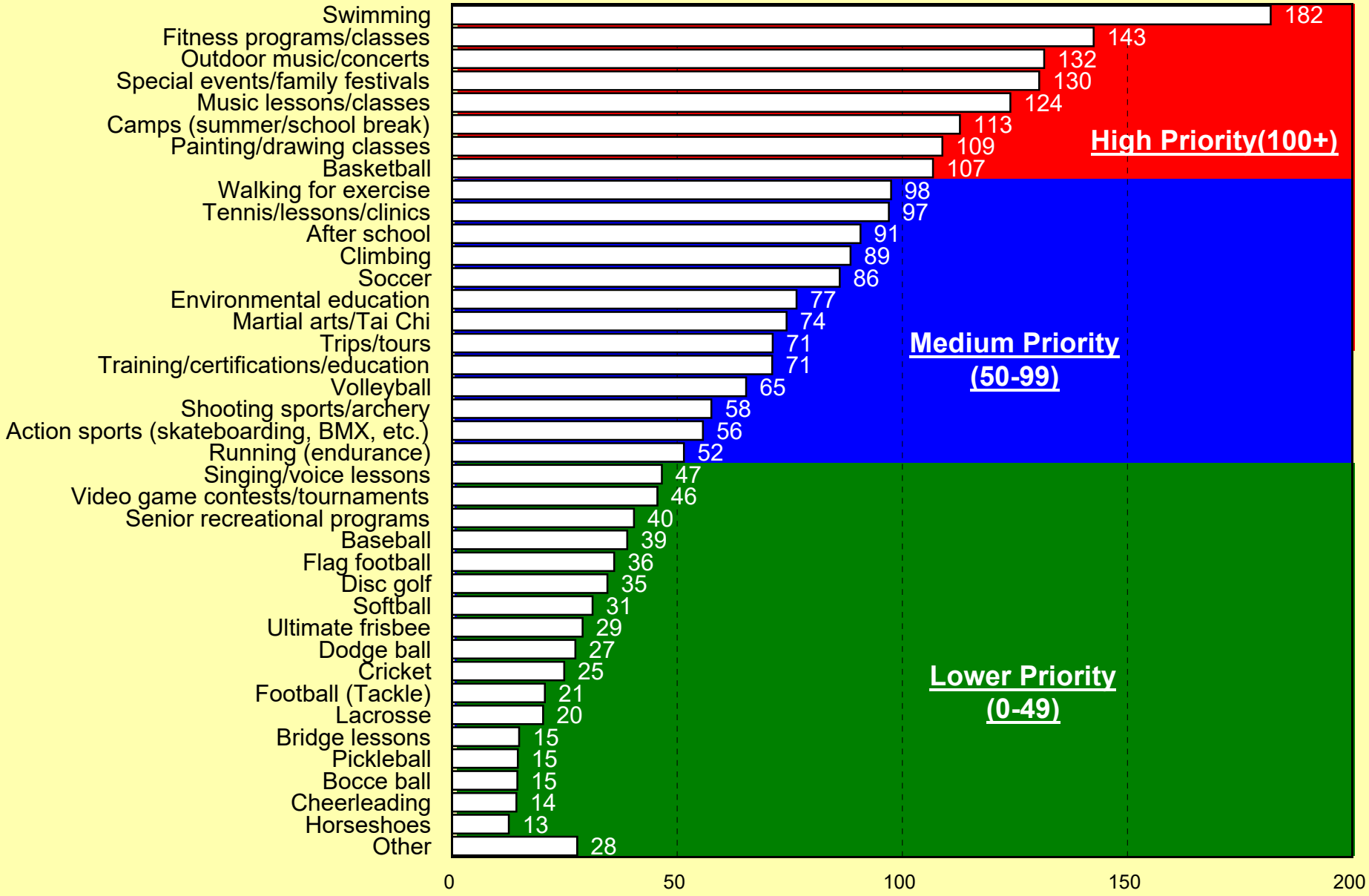
Importance Rating for Programs/Activities - YOUTH

the rating for the item rated as the most important=100
the rating of all other items reflects the relative level of importance for each item compared to the item rated as the most important



Source: ETC Institute (2017)

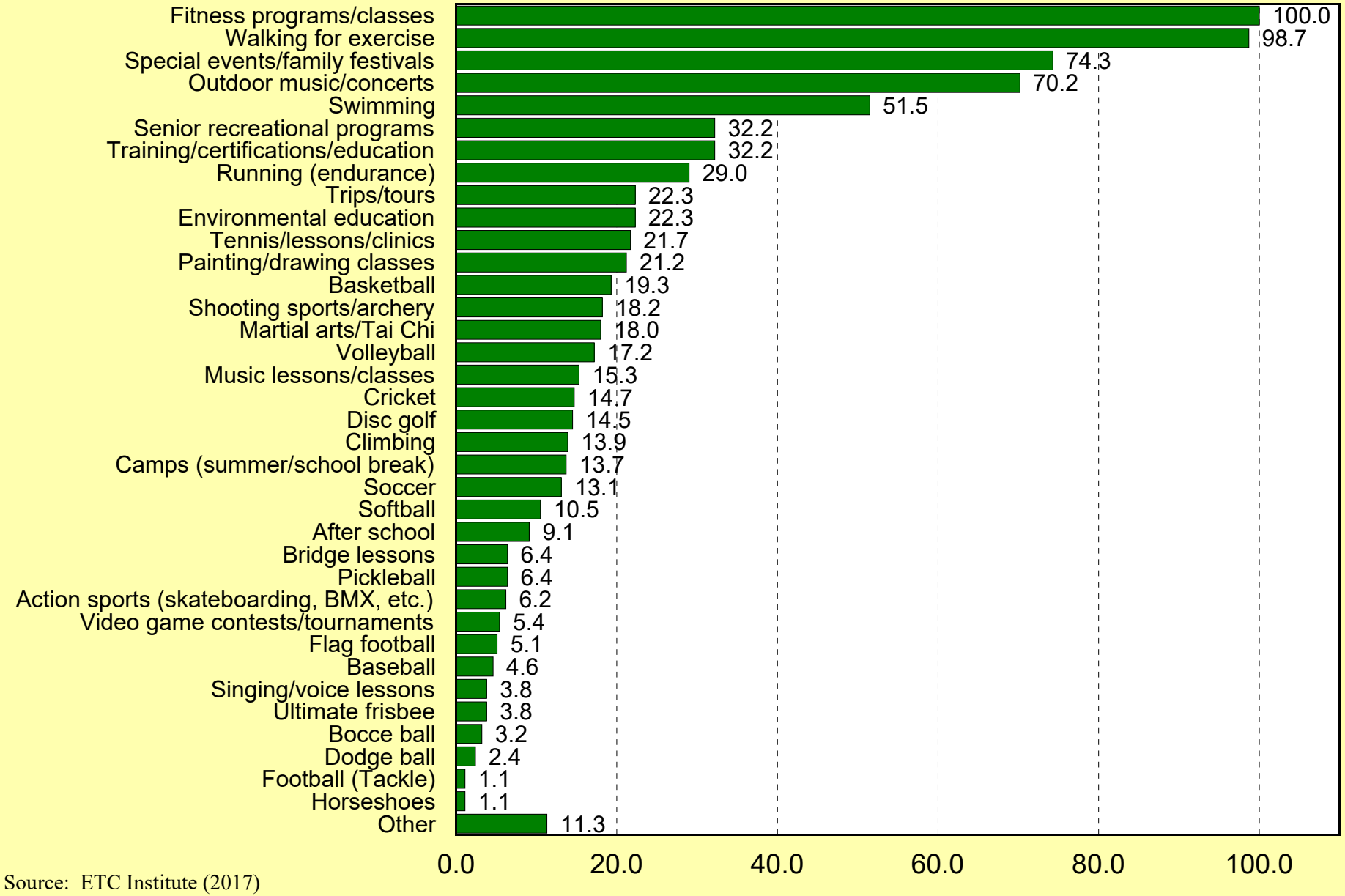
Top Priorities for Investment for Programs/Activities (Youth) Based on the Priority Investment Rating



Source: ETC Institute (2017)

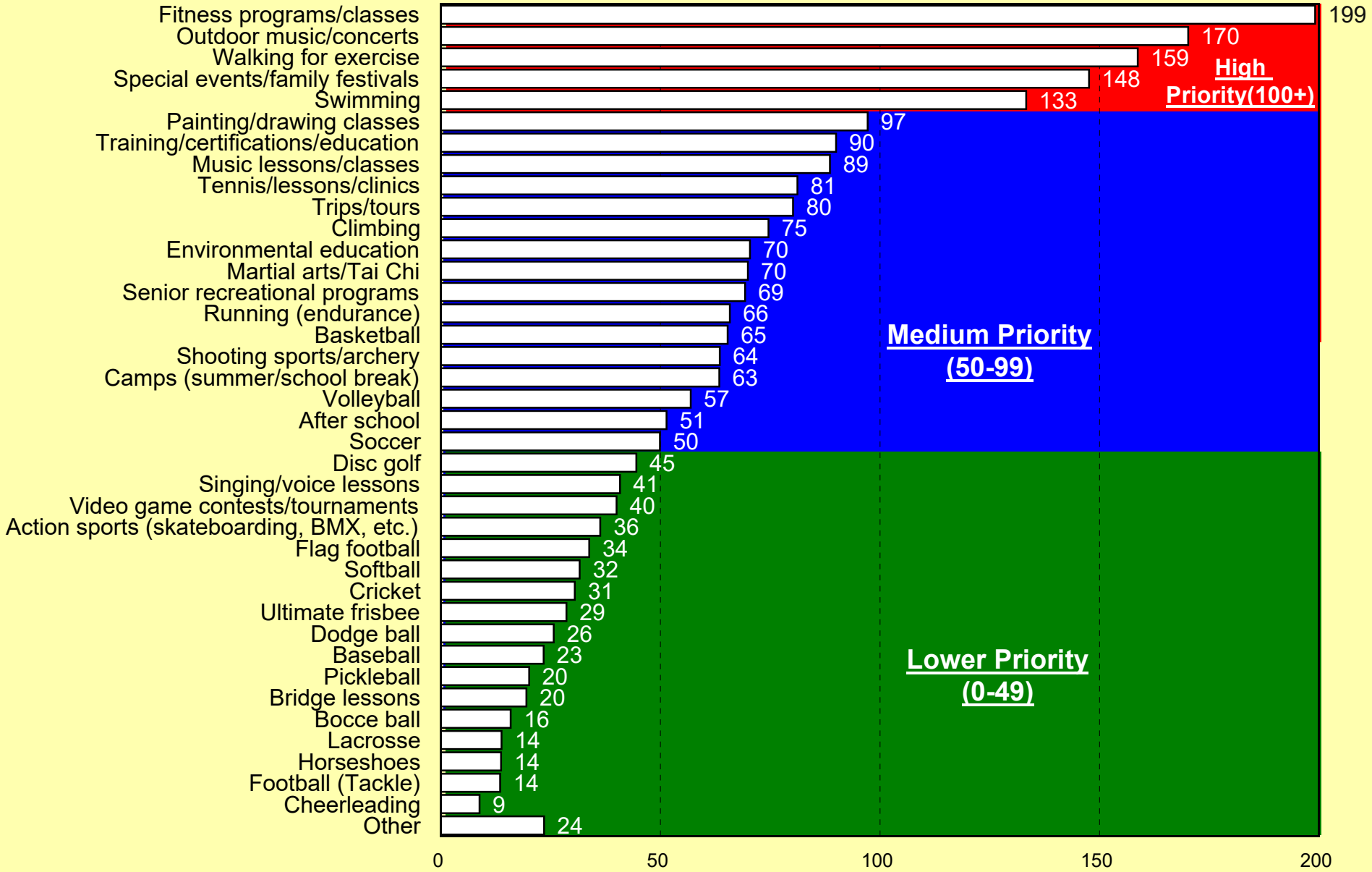
Importance Rating for Programs/Activities - ADULTS

the rating for the item rated as the most important=100
the rating of all other items reflects the relative level of importance for each item compared to the item rated as the most important



Source: ETC Institute (2017)

Top Priorities for Investment for Programs/Activities (Adults) Based on the Priority Investment Rating



Source: ETC Institute (2017)

Section 3:
Benchmarking Analysis

Benchmarking Summary Report
Town of Morrisville, North Carolina

Since 1998, ETC Institute has conducted household surveys for needs assessments, feasibility studies, customer satisfaction, fees and charges comparisons, and other parks and recreation issues in more than 400 communities in 49 states across the country.

The results of these surveys have provided an unparalleled database of information to compare responses from household residents in client communities to "National Averages" and therefore provide a unique tool to "assist organizations in better decision making."

Communities within the database include a full-range of municipal and county governments, with populations ranging from 20,000 to over 1 million residents. They include communities in warm weather and cold weather climates, mature communities, and some of the fastest growing cities and counties in the country.

"National Averages" have been developed for numerous strategically important parks and recreation planning and management issues, including: customer satisfaction and usage of parks and programs; methods for receiving marketing information; reasons that prevent members of households from using parks and recreation facilities more often; priority recreation programs, parks, facilities and trails to improve or develop; priority programming spaces to have in planned community centers and aquatic facilities; potential attendance for planned indoor community centers and outdoor aquatic centers; etc.

Results from household responses for the Town of Morrisville were compared to National Benchmarks to gain further strategic information. A summary of all tabular comparisons are shown on the following pages.

Note: The benchmarking data contained in this report is protected intellectual property. Any reproduction of the benchmarking information in this report by persons or organizations not directly affiliated with the Town of Morrisville is not authorized without written consent from ETC Institute.

Benchmarking for Morrisville, NC		
	National Average	***Morrisville, NC 2017***
Ways respondents learn about recreation programs and activities		
Direct email	53%	21%
Direct mailers	25%	33%
Newspaper or magazine advertising	9%	11%
Printed brochure	21%	13%
Social media	41%	27%
Websites	20%	36%
Word of mouth	8%	42%
Organizations used recreation facilities		
Churches or other religious organizations	29%	12%
City Parks & Recreation Department	46%	63%
Neighboring cities	23%	40%
Private clubs	14%	13%
Reasons preventing the use of parks and recreation programs/facilities more often		
Cost of participation	6%	15%
Facilities are too far from home	7%	12%
Inconvenient hours of operation	13%	18%
Lack of disabled access	22%	1%
Lack of information/don't know what is offered	3%	40%
Lack of maintenance	5%	3%
Lack of parking	7%	5%
Not enough time/too busy	12%	23%
Not interested in what is provided	5%	19%
Safety at facilities	16%	2%
Waiting list for registration	34%	15%

Benchmarking for Morrisville, NC		
	National Average	***Morrisville, NC 2017***
Parks and recreation <u>facilities</u> that respondent households have a need for		
Cricket fields	5%	15%
Multi-use gym space	27%	38%
Ice skating surface	26%	24%
Indoor track	41%	30%
Indoor field turf	18%	12%
Aquatics/swimming facility (indoor)	42%	60%
Tennis courts (indoor)	18%	30%
Classroom/meeting space	24%	25%
Nature parks	50%	68%
Dog park	27%	33%
Basketball courts (outdoor)	24%	25%
Aquatics/swimming facility (outdoor)	44%	46%
Picnic shelter	53%	54%
Playground	42%	49%
Skate park	13%	17%
Soccer fields	22%	29%
Splash pad	26%	23%
Tennis Courts (outdoor)	26%	36%
Disc golf	13%	17%
Volleyball courts (outdoor)	16%	23%
Greenway trail system	69%	72%
Baseball and softball fields	20%	20%
Basketball courts (indoor)	23%	29%
Most important parks and recreation <u>facilities</u> (sum of top choices)		
Multi-use gym space	7%	9%
Ice skating surface	7%	6%
Indoor field turf	4%	2%
Aquatics/swimming facility (indoor)	17%	34%
Tennis courts (indoor)	6%	8%
Indoor track	15%	7%
Classroom/meeting space	6%	6%
Nature parks	17%	33%
Dog park	12%	19%
Basketball courts (outdoor)	5%	5%
Aquatics/swimming facility (outdoor)	18%	14%
Picnic shelter	16%	12%
Playground	19%	19%
Skate park	3%	4%
Soccer fields	8%	10%
Splash pad	7%	10%
Tennis Courts (outdoor)	7%	9%
Disc golf	3%	5%
Volleyball courts (outdoor)	2%	5%
Greenway trail system	42%	40%
Baseball and softball fields	7%	5%
Cricket fields	1%	3%
Basketball courts (indoor)	6%	10%

Benchmarking for Morrisville, NC		
	National Average	***Morrisville, NC 2017***
Recreation programs that respondent households have a need for		
Training/certifications/education	30%	25%
Fitness programs/classes	46%	56%
After school programs	15%	25%
Martial arts	15%	25%
Environmental education	32%	23%
Senior recreational programs	23%	21%
Special events	39%	46%
Tennis lessons/clinics	17%	32%
Swimming	30%	55%
Summer camps	19%	27%
Most important recreation programs (sum of top choices)		
Training/certifications/education	14%	3% youth, 12% adults
Fitness programs/classes	30%	10% youth, 37% adults
After school programs	7%	11% youth, 3% adults
Martial arts	4%	5% youth, 7% adults
Environmental education	13%	6% youth, 8% adults
Senior recreational programs	14%	1% youth, 12% adults
Special events	20%	13% youth, 28% adults
Tennis lessons/clinics	7%	8% youth, 8% adults
Swimming	14%	22% youth, 19% adults
Summer camps	9%	14% youth, 5% adults

Section 4:
Tabular Data

Q1. Facility Needs. Please indicate if anyone in your household has a need for the following recreation facilities/amenities (whether or not there is already a facility in The Town) by circling either "Yes" or "No."

(N=407)

	Yes	No
Q1-1. Aquatics/swimming facility (indoor)	59.7%	40.3%
Q1-2. Aquatics/swimming facility (outdoor)	46.2%	53.8%
Q1-3. Baseball & softball fields	19.7%	80.3%
Q1-4. Basketball courts (indoor)	29.0%	71.0%
Q1-5. Basketball courts (outdoor)	24.6%	75.4%
Q1-6. Bocce ball courts	6.4%	93.6%
Q1-7. Classroom/meeting space	25.1%	74.9%
Q1-8. Climing wall	30.7%	69.3%
Q1-9. Cricket fields	15.0%	85.0%
Q1-10. Disc golf course	17.0%	83.0%
Q1-11. Dog park	33.2%	66.8%
Q1-12. Gymnastics gymnasium	23.1%	76.9%
Q1-13. Greenway trail system	72.2%	27.8%
Q1-14. Horseshoe pits	7.9%	92.1%
Q1-15. Ice skating surface/in-line hockey rink	23.6%	76.4%
Q1-16. Indoor track	29.5%	70.5%
Q1-17. Indoor field turf	11.8%	88.2%
Q1-18. Multi-use gym space (basketball, volleyball, etc.)	37.8%	62.2%
Q1-19. Nature parks	67.6%	32.4%
Q1-20. Pickleball courts	8.1%	91.9%

Q1. Facility Needs. Please indicate if anyone in your household has a need for the following recreation facilities/amenities (whether or not there is already a facility in The Town) by circling either "Yes" or "No."

	Yes	No
Q1-21. Picnic shelter	53.6%	46.4%
Q1-22. Playground	48.9%	51.1%
Q1-23. Shooting sports (shooting/archery range)	18.2%	81.8%
Q1-24. Skate park/BMX	16.5%	83.5%
Q1-25. Soccer fields	28.7%	71.3%
Q1-26. Splash pad	23.1%	76.9%
Q1-27. Squash/racquetball courts	16.7%	83.3%
Q1-28. Tennis courts (outdoor)	36.4%	63.6%
Q1-29. Tennis courts (indoor)	30.2%	69.8%
Q1-30. Volleyball courts (indoor)	21.1%	78.9%
Q1-31. Volleyball courts (outdoor)	22.6%	77.4%
Q1-32. Weights & fitness machines	49.6%	50.4%
Q1-33. Other	3.9%	96.1%

Q1. If "Yes," please indicate how well your needs are currently being met by that type of facility.

(N=399)

	Fully Met	Mostly Met	Partly Met	Not Met
Q1-1. Aquatics/swimming facility (indoor)	16.4%	22.8%	32.3%	28.4%
Q1-2. Aquatics/swimming facility (outdoor)	33.9%	25.0%	22.2%	18.9%
Q1-3. Baseball & softball fields	27.3%	23.4%	26.0%	23.4%
Q1-4. Basketball courts (indoor)	16.3%	10.6%	34.6%	38.5%
Q1-5. Basketball courts (outdoor)	13.8%	21.8%	31.0%	33.3%
Q1-6. Bocce ball courts	4.2%	8.3%	20.8%	66.7%
Q1-7. Classroom/meeting space	15.6%	21.9%	37.5%	25.0%
Q1-8. Climing wall	8.8%	8.8%	20.2%	62.3%
Q1-9. Cricket fields	22.4%	37.9%	24.1%	15.5%
Q1-10. Disc golf course	4.8%	7.9%	17.5%	69.8%
Q1-11. Dog park	6.4%	10.4%	20.0%	63.2%
Q1-12. Gymnastics gymnasium	13.3%	11.1%	35.6%	40.0%
Q1-13. Greenway trail system	25.1%	37.3%	28.0%	9.6%
Q1-14. Horseshoe pits	6.7%	6.7%	10.0%	76.7%
Q1-15. Ice skating surface/in-line hockey rink	3.4%	6.7%	15.7%	74.2%
Q1-16. Indoor track	5.5%	4.6%	13.8%	76.1%
Q1-17. Indoor field turf	8.9%	4.4%	15.6%	71.1%
Q1-18. Multi-use gym space (basketball, volleyball, etc.)	10.0%	11.4%	37.1%	41.4%
Q1-19. Nature parks	21.2%	29.2%	32.4%	17.2%
Q1-20. Pickleball courts	16.7%	6.7%	23.3%	53.3%

Q1. If "Yes," please indicate how well your needs are currently being met by that type of facility.

	Fully Met	Mostly Met	Partly Met	Not Met
Q1-21. Picnic shelter	30.9%	32.8%	24.5%	11.8%
Q1-22. Playground	42.2%	31.6%	15.0%	11.2%
Q1-23. Shooting sports (shooting/archery range)	7.6%	7.6%	6.1%	78.8%
Q1-24. Skate park/BMX	6.3%	3.1%	20.3%	70.3%
Q1-25. Soccer fields	26.1%	25.2%	27.9%	20.7%
Q1-26. Splash pad	10.2%	2.3%	10.2%	77.3%
Q1-27. Squash/racquetball courts	11.1%	14.3%	23.8%	50.8%
Q1-28. Tennis courts (outdoor)	30.4%	21.0%	36.2%	12.3%
Q1-29. Tennis courts (indoor)	9.6%	7.9%	29.8%	52.6%
Q1-30. Volleyball courts (indoor)	13.0%	10.4%	27.3%	49.4%
Q1-31. Volleyball courts (outdoor)	20.0%	12.9%	32.9%	34.1%
Q1-32. Weights & fitness machines	20.3%	17.6%	29.9%	32.1%
Q1-33. Other	8.3%	0.0%	8.3%	83.3%

Q1. Other

Q1-33. Other	Number	Percent
BADMINTON COURTS	1	6.3 %
BIGGER PLAYGROUNDS	1	6.3 %
Badminton	1	6.3 %
CYCLE TRACK FOR SENIORS	1	6.3 %
Convention Center & Public Transit	1	6.3 %
Dance studio space	1	6.3 %
Fenced futsal court (about tennis court sized), indoor or outdoor	1	6.3 %
Horse trails	1	6.3 %
More gathering events in Morrisville	1	6.3 %
OBSTACLE COURSE	1	6.3 %
OUTDOOR 1/4 MILE TARCK	1	6.3 %
Open or rentable gardening areas	1	6.3 %
ROLLER HOCKEY RINK	1	6.3 %
RUGBY FIELD	1	6.3 %
Sidewalks that connect to other sidewalks and greenwys	1	6.3 %
amusement park with rides for ages 2 to 18 or 20	1	6.3 %
Total	16	100.0 %

Q2. Which FOUR of the facilities from the list in Question 1 are MOST IMPORTANT to your household?

Q2. Top choice	Number	Percent
Aquatics/swimming facility (indoor)	64	15.7 %
Aquatics/swimming facility (outdoor)	11	2.7 %
Baseball & softball fields	6	1.5 %
Basketball courts (indoor)	15	3.7 %
Basketball courts (outdoor)	2	0.5 %
Classroom/meeting space	2	0.5 %
Climbing wall	3	0.7 %
Cricket fields	6	1.5 %
Disc golf course	4	1.0 %
Dog park	36	8.8 %
Gymnastics gymnasium	5	1.2 %
Greenway trail system	65	16.0 %
Ice skating surface/in-line hockey rink	4	1.0 %
Indoor track	3	0.7 %
Multi-use gym space (basketball, volleyball, etc.)	4	1.0 %
Nature parks	24	5.9 %
Pickleball courts	1	0.2 %
Picnic shelter	3	0.7 %
Playground	27	6.6 %
Shooting sports (shooting/archery range)	3	0.7 %
Soccer fields	7	1.7 %
Splash pad	11	2.7 %
Squash/racquetball courts	3	0.7 %
Tennis courts (outdoor)	6	1.5 %
Tennis courts (indoor)	5	1.2 %
Volleyball courts (indoor)	7	1.7 %
Volleyball courts (outdoor)	5	1.2 %
Weights & fitness machines	17	4.2 %
Other	6	1.5 %
None chosen	52	12.8 %
Total	407	100.0 %

Q2. Which FOUR of the facilities from the list in Question 1 are MOST IMPORTANT to your household?

Q2. 2nd choice	Number	Percent
Aquatics/swimming facility (indoor)	26	6.4 %
Aquatics/swimming facility (outdoor)	29	7.1 %
Baseball & softball fields	3	0.7 %
Basketball courts (indoor)	14	3.4 %
Basketball courts (outdoor)	10	2.5 %
Bocce ball courts	3	0.7 %
Classroom/meeting space	6	1.5 %
Climbing wall	11	2.7 %
Cricket fields	1	0.2 %
Disc golf course	8	2.0 %
Dog park	15	3.7 %
Gymnastics gymnasium	7	1.7 %
Greenway trail system	47	11.5 %
Ice skating surface/in-line hockey rink	1	0.2 %
Indoor track	6	1.5 %
Indoor field turf	5	1.2 %
Multi-use gym space (basketball, volleyball, etc.)	7	1.7 %
Nature parks	41	10.1 %
Pickleball courts	4	1.0 %
Picnic shelter	10	2.5 %
Playground	16	3.9 %
Shooting sports (shooting/archery range)	3	0.7 %
Skate park/BMX	5	1.2 %
Soccer fields	8	2.0 %
Splash pad	9	2.2 %
Squash/racquetball courts	3	0.7 %
Tennis courts (outdoor)	9	2.2 %
Tennis courts (indoor)	8	2.0 %
Volleyball courts (indoor)	2	0.5 %
Volleyball courts (outdoor)	5	1.2 %
Weights & fitness machines	20	4.9 %
Other	3	0.7 %
None chosen	62	15.2 %
Total	407	100.0 %

Q2. Which FOUR of the facilities from the list in Question 1 are MOST IMPORTANT to your household?

Q2. 3rd choice	Number	Percent
Aquatics/swimming facility (indoor)	34	8.4 %
Aquatics/swimming facility (outdoor)	7	1.7 %
Baseball & softball fields	5	1.2 %
Basketball courts (indoor)	4	1.0 %
Basketball courts (outdoor)	4	1.0 %
Bocce ball courts	1	0.2 %
Classroom/meeting space	7	1.7 %
Climbing wall	8	2.0 %
Cricket fields	2	0.5 %
Disc golf course	3	0.7 %
Dog park	17	4.2 %
Gymnastics gymnasium	4	1.0 %
Greenway trail system	34	8.4 %
Horseshoe pits	4	1.0 %
Ice skating surface/in-line hockey rink	8	2.0 %
Indoor track	7	1.7 %
Indoor field turf	1	0.2 %
Multi-use gym space (basketball, volleyball, etc.)	16	3.9 %
Nature parks	43	10.6 %
Pickleball courts	1	0.2 %
Picnic shelter	15	3.7 %
Playground	18	4.4 %
Shooting sports (shooting/archery range)	8	2.0 %
Skate park/BMX	5	1.2 %
Soccer fields	12	2.9 %
Splash pad	10	2.5 %
Tennis courts (outdoor)	10	2.5 %
Tennis courts (indoor)	9	2.2 %
Volleyball courts (indoor)	2	0.5 %
Volleyball courts (outdoor)	3	0.7 %
Weights & fitness machines	27	6.6 %
None chosen	78	19.2 %
Total	407	100.0 %

Q2. Which FOUR of the facilities from the list in Question 1 are MOST IMPORTANT to your household?

Q2. 4th choice	Number	Percent
Aquatics/swimming facility (indoor)	15	3.7 %
Aquatics/swimming facility (outdoor)	8	2.0 %
Baseball & softball fields	8	2.0 %
Basketball courts (indoor)	8	2.0 %
Basketball courts (outdoor)	3	0.7 %
Bocce ball courts	1	0.2 %
Classroom/meeting space	8	2.0 %
Climbing wall	12	2.9 %
Cricket fields	5	1.2 %
Disc golf course	6	1.5 %
Dog park	10	2.5 %
Gymnastics gymnasium	4	1.0 %
Greenway trail system	15	3.7 %
Horseshoe pits	1	0.2 %
Ice skating surface/in-line hockey rink	10	2.5 %
Indoor track	11	2.7 %
Indoor field turf	3	0.7 %
Multi-use gym space (basketball, volleyball, etc.)	9	2.2 %
Nature parks	25	6.1 %
Pickleball courts	3	0.7 %
Picnic shelter	22	5.4 %
Playground	16	3.9 %
Shooting sports (shooting/archery range)	7	1.7 %
Skate park/BMX	5	1.2 %
Soccer fields	14	3.4 %
Splash pad	11	2.7 %
Squash/racquetball courts	4	1.0 %
Tennis courts (outdoor)	10	2.5 %
Tennis courts (indoor)	10	2.5 %
Volleyball courts (indoor)	11	2.7 %
Volleyball courts (outdoor)	6	1.5 %
Weights & fitness machines	21	5.2 %
Other	1	0.2 %
None chosen	104	25.6 %
Total	407	100.0 %

SUM OF TOP 4 CHOICES

Q2. Which FOUR of the facilities from the list in Question 1 are MOST IMPORTANT to your household? (top 4)

Q2. Sum of Top 4 Choices	Number	Percent
Aquatics/swimming facility (indoor)	139	34.2 %
Aquatics/swimming facility (outdoor)	55	13.5 %
Baseball & softball fields	22	5.4 %
Basketball courts (indoor)	41	10.1 %
Basketball courts (outdoor)	19	4.7 %
Bocce ball courts	5	1.2 %
Classroom/meeting space	23	5.7 %
Climbing wall	34	8.4 %
Cricket fields	14	3.4 %
Disc golf course	21	5.2 %
Dog park	78	19.2 %
Gymnastics gymnasium	20	4.9 %
Greenway trail system	161	39.6 %
Horseshoe pits	5	1.2 %
Ice skating surface/in-line hockey rink	23	5.7 %
Indoor track	27	6.6 %
Indoor field turf	9	2.2 %
Multi-use gym space (basketball, volleyball, etc.)	36	8.8 %
Nature parks	133	32.7 %
Pickleball courts	9	2.2 %
Picnic shelter	50	12.3 %
Playground	77	18.9 %
Shooting sports (shooting/archery range)	21	5.2 %
Skate park/BMX	15	3.7 %
Soccer fields	41	10.1 %
Splash pad	41	10.1 %
Squash/racquetball courts	10	2.5 %
Tennis courts (outdoor)	35	8.6 %
Tennis courts (indoor)	32	7.9 %
Volleyball courts (indoor)	22	5.4 %
Volleyball courts (outdoor)	19	4.7 %
Weights & fitness machines	85	20.9 %
Other	10	2.5 %
None chosen	52	12.8 %
Total	1384	

Q3. Program/Activity Needs. Please indicate if anyone in your household has a desire to participate in the following programs/activities by circling either "Yes" or "No."

(N=407)

	Yes	No
Q3-1. Action sports (skateboarding, BMX, etc.)	12.5%	87.5%
Q3-2. After school	24.6%	75.4%
Q3-3. Baseball	11.3%	88.7%
Q3-4. Basketball	26.5%	73.5%
Q3-5. Bocce ball	5.2%	94.8%
Q3-6. Bridge lessons	5.7%	94.3%
Q3-7. Camps (summer/school break)	27.0%	73.0%
Q3-8. Cheerleading	3.7%	96.3%
Q3-9. Climbing	26.3%	73.7%
Q3-10. Cricket	12.3%	87.7%
Q3-11. Disc golf	13.0%	87.0%
Q3-12. Dodge ball	9.6%	90.4%
Q3-13. Environmental education	23.1%	76.9%
Q3-14. Fitness programs/classes	55.8%	44.2%
Q3-15. Flag football	11.8%	88.2%
Q3-16. Football (Tackle)	5.9%	94.1%
Q3-17. Horseshoes	4.9%	95.1%
Q3-18. Lacrosse	5.9%	94.1%
Q3-19. Martial arts/Tai Chi	25.1%	74.9%
Q3-20. Music lessons/classes	32.7%	67.3%
Q3-21. Outdoor music/concerts	45.9%	54.1%

Q3. Program/Activity Needs. Please indicate if anyone in your household has a desire to participate in the following programs/activities by circling either "Yes" or "No."

	Yes	No
Q3-22. Painting/drawing classes	32.9%	67.1%
Q3-23. Pickleball	6.6%	93.4%
Q3-24. Running (endurance)	24.3%	75.7%
Q3-25. Senior recreational programs	20.6%	79.4%
Q3-26. Shooting sports/archery	18.2%	81.8%
Q3-27. Singing/voice lessons	16.2%	83.8%
Q3-28. Soccer	24.6%	75.4%
Q3-29. Softball	10.3%	89.7%
Q3-30. Special events/family festivals	46.4%	53.6%
Q3-31. Swimming	54.5%	45.5%
Q3-32. Tennis/lessons/clinics	31.9%	68.1%
Q3-33. Training/certifications/education	25.3%	74.7%
Q3-34. Trips/tours	25.1%	74.9%
Q3-35. Video game contests/tournaments	14.3%	85.7%
Q3-36. Ultimate frisbee	11.1%	88.9%
Q3-37. Volleyball	21.1%	78.9%
Q3-38. Walking for exercise	59.7%	40.3%
Q3-39. Other	5.9%	94.1%

Q3. If "Yes," please indicate how well your needs for that program/activity are currently being met.

(N=393)

	Fully Met	Mostly Met	Partly Met	Not Met
Q3-1. Action sports (skateboarding, BMX, etc.)	2.1%	4.2%	25.0%	68.8%
Q3-2. After school	14.9%	18.1%	31.9%	35.1%
Q3-3. Baseball	14.0%	20.9%	44.2%	20.9%
Q3-4. Basketball	10.8%	21.6%	42.2%	25.5%
Q3-5. Bocce ball	5.3%	0.0%	21.1%	73.7%
Q3-6. Bridge lessons	10.5%	0.0%	10.5%	78.9%
Q3-7. Camps (summer/school break)	11.7%	16.5%	35.9%	35.9%
Q3-8. Cheerleading	0.0%	7.1%	28.6%	64.3%
Q3-9. Climbing	3.1%	7.1%	24.5%	65.3%
Q3-10. Cricket	14.6%	35.4%	37.5%	12.5%
Q3-11. Disc golf	4.1%	6.1%	12.2%	77.6%
Q3-12. Dodge ball	5.6%	0.0%	11.1%	83.3%
Q3-13. Environmental education	4.7%	14.1%	30.6%	50.6%
Q3-14. Fitness programs/classes	13.0%	17.8%	32.7%	36.5%
Q3-15. Flag football	0.0%	5.3%	10.5%	84.2%
Q3-16. Football (Tackle)	9.1%	9.1%	18.2%	63.6%
Q3-17. Horseshoes	0.0%	0.0%	11.8%	88.2%
Q3-18. Lacrosse	8.7%	0.0%	21.7%	69.6%
Q3-19. Martial arts/Tai Chi	4.1%	15.3%	31.6%	49.0%
Q3-20. Music lessons/classes	6.7%	5.9%	30.3%	57.1%
Q3-21. Outdoor music/concerts	2.4%	12.7%	31.3%	53.6%

Q3. If "Yes," please indicate how well your needs for that program/activity are currently being met.

	Fully Met	Mostly Met	Partly Met	Not Met
Q3-22. Painting/drawing classes	1.7%	8.3%	29.8%	60.3%
Q3-23. Pickleball	11.5%	7.7%	23.1%	57.7%
Q3-24. Running (endurance)	14.0%	26.9%	34.4%	24.7%
Q3-25. Senior recreational programs	6.8%	23.0%	31.1%	39.2%
Q3-26. Shooting sports/archery	0.0%	3.1%	12.3%	84.6%
Q3-27. Singing/voice lessons	5.5%	5.5%	25.5%	63.6%
Q3-28. Soccer	19.8%	22.0%	29.7%	28.6%
Q3-29. Softball	5.7%	14.3%	37.1%	42.9%
Q3-30. Special events/family festivals	7.0%	31.4%	42.4%	19.2%
Q3-31. Swimming	18.0%	23.4%	36.1%	22.4%
Q3-32. Tennis/lessons/clinics	8.3%	19.0%	38.0%	34.7%
Q3-33. Training/certifications/education	2.2%	8.7%	42.4%	46.7%
Q3-34. Trips/tours	4.4%	5.6%	24.4%	65.6%
Q3-35. Video game contests/tournaments	5.7%	0.0%	11.3%	83.0%
Q3-36. Ultimate frisbee	7.7%	5.1%	15.4%	71.8%
Q3-37. Volleyball	11.4%	15.2%	39.2%	34.2%
Q3-38. Walking for exercise	33.3%	27.4%	20.5%	18.7%
Q3-39. Other	0.0%	19.0%	19.0%	61.9%

Q3. Other

Q3-39. Other	Number	Percent
Art classes, pottery/sculpture, gardening	1	4.2 %
BIKING	1	4.2 %
DANCE	1	4.2 %
Dance classes	1	4.2 %
Dog events	1	4.2 %
Dog park	1	4.2 %
Equestrianship	1	4.2 %
Ethnic/cultural	1	4.2 %
GYMNASTICS	1	4.2 %
Game room for card games	1	4.2 %
Gardening	1	4.2 %
ICE/ROLLER HOCKEY	1	4.2 %
IRISH DANCE	1	4.2 %
Ice skating	1	4.2 %
Indoor or outdoor futsal (a court version of soccer)	1	4.2 %
MEDITATION	1	4.2 %
R/C AIRCRAFT FLYING	1	4.2 %
ROLLER HOCKEY RINK	1	4.2 %
RUGBY	1	4.2 %
Trampoline Park	1	4.2 %
Youth 13-16 years old sports/girls volleyball and basketball	1	4.2 %
community hall for family or social events	1	4.2 %
dancing	1	4.2 %
road cycling	1	4.2 %
Total	24	100.0 %

Q4. Which FOUR of the programs/activities listed in Question 3 do you think are MOST IMPORTANT to YOUTH (under age 18) in your household?

Q4. Top choice	Number	Percent
Action sports (skateboarding, BMX, etc.)	10	2.5 %
After school	23	5.7 %
Baseball	9	2.2 %
Basketball	23	5.7 %
Bocce ball	1	0.2 %
Bridge lessons	1	0.2 %
Camps (summer/school break)	11	2.7 %
Cheerleading	2	0.5 %
Climbing	3	0.7 %
Cricket	2	0.5 %
Environmental education	4	1.0 %
Fitness programs/classes	7	1.7 %
Flag football	1	0.2 %
Football (Tackle)	1	0.2 %
Lacrosse	4	1.0 %
Martial arts/Tai Chi	2	0.5 %
Music lessons/classes	8	2.0 %
Outdoor music/concerts	4	1.0 %
Painting/drawing classes	8	2.0 %
Running (endurance)	1	0.2 %
Senior recreational programs	2	0.5 %
Shooting sports/archery	4	1.0 %
Singing/voice lessons	1	0.2 %
Soccer	17	4.2 %
Softball	2	0.5 %
Special events/family festivals	11	2.7 %
Swimming	26	6.4 %
Tennis/lessons/clinics	4	1.0 %
Training/certifications/education	1	0.2 %
Trips/tours	3	0.7 %
Video game contests/tournaments	4	1.0 %
Volleyball	7	1.7 %
Walking for exercise	10	2.5 %
Other	3	0.7 %
No one of age group	135	33.2 %
None chosen	52	12.8 %
Total	407	100.0 %

Q4. Which FOUR of the programs/activities listed in Question 3 do you think are MOST IMPORTANT to YOUTH (under age 18) in your household?

Q4. 2nd choice	Number	Percent
Action sports (skateboarding, BMX, etc.)	3	0.7 %
After school	8	2.0 %
Baseball	2	0.5 %
Basketball	22	5.4 %
Bocce ball	1	0.2 %
Bridge lessons	1	0.2 %
Camps (summer/school break)	21	5.2 %
Climbing	9	2.2 %
Cricket	2	0.5 %
Disc golf	2	0.5 %
Dodge ball	3	0.7 %
Environmental education	6	1.5 %
Fitness programs/classes	14	3.4 %
Flag football	1	0.2 %
Football (Tackle)	3	0.7 %
Lacrosse	1	0.2 %
Martial arts/Tai Chi	9	2.2 %
Music lessons/classes	9	2.2 %
Outdoor music/concerts	8	2.0 %
Painting/drawing classes	8	2.0 %
Running (endurance)	2	0.5 %
Shooting sports/archery	2	0.5 %
Singing/voice lessons	1	0.2 %
Soccer	5	1.2 %
Softball	2	0.5 %
Special events/family festivals	13	3.2 %
Swimming	25	6.1 %
Tennis/lessons/clinics	8	2.0 %
Training/certifications/education	4	1.0 %
Trips/tours	4	1.0 %
Video game contests/tournaments	1	0.2 %
Ultimate frisbee	1	0.2 %
Volleyball	4	1.0 %
Walking for exercise	7	1.7 %
Other	2	0.5 %
None chosen	193	47.4 %
Total	407	100.0 %

Q4. Which FOUR of the programs/activities listed in Question 3 do you think are MOST IMPORTANT to YOUTH (under age 18) in your household?

Q4. 3rd choice	Number	Percent
Action sports (skateboarding, BMX, etc.)	3	0.7 %
After school	7	1.7 %
Baseball	3	0.7 %
Basketball	7	1.7 %
Camps (summer/school break)	11	2.7 %
Cheerleading	2	0.5 %
Climbing	9	2.2 %
Cricket	2	0.5 %
Disc golf	2	0.5 %
Environmental education	8	2.0 %
Fitness programs/classes	9	2.2 %
Flag football	3	0.7 %
Football (Tackle)	3	0.7 %
Martial arts/Tai Chi	4	1.0 %
Music lessons/classes	18	4.4 %
Outdoor music/concerts	4	1.0 %
Painting/drawing classes	8	2.0 %
Running (endurance)	6	1.5 %
Senior recreational programs	1	0.2 %
Shooting sports/archery	3	0.7 %
Singing/voice lessons	3	0.7 %
Soccer	13	3.2 %
Softball	2	0.5 %
Special events/family festivals	12	2.9 %
Swimming	21	5.2 %
Tennis/lessons/clinics	11	2.7 %
Training/certifications/education	5	1.2 %
Trips/tours	3	0.7 %
Video game contests/tournaments	2	0.5 %
Ultimate frisbee	2	0.5 %
Volleyball	3	0.7 %
Walking for exercise	8	2.0 %
Other	8	2.0 %
None chosen	201	49.4 %
Total	407	100.0 %

Q4. Which FOUR of the programs/activities listed in Question 3 do you think are MOST IMPORTANT to YOUTH (under age 18) in your household?

Q4. 4th choice	Number	Percent
Action sports (skateboarding, BMX, etc.)	7	1.7 %
After school	5	1.2 %
Baseball	4	1.0 %
Basketball	2	0.5 %
Camps (summer/school break)	13	3.2 %
Cheerleading	1	0.2 %
Climbing	4	1.0 %
Cricket	2	0.5 %
Dodge ball	1	0.2 %
Environmental education	7	1.7 %
Fitness programs/classes	9	2.2 %
Flag football	2	0.5 %
Football (Tackle)	1	0.2 %
Lacrosse	1	0.2 %
Martial arts/Tai Chi	5	1.2 %
Music lessons/classes	10	2.5 %
Outdoor music/concerts	12	2.9 %
Painting/drawing classes	5	1.2 %
Pickleball	1	0.2 %
Running (endurance)	4	1.0 %
Shooting sports/archery	2	0.5 %
Singing/voice lessons	4	1.0 %
Soccer	9	2.2 %
Softball	3	0.7 %
Special events/family festivals	15	3.7 %
Swimming	17	4.2 %
Tennis/lessons/clinics	10	2.5 %
Training/certifications/education	2	0.5 %
Trips/tours	2	0.5 %
Video game contests/tournaments	3	0.7 %
Ultimate frisbee	1	0.2 %
Volleyball	9	2.2 %
Walking for exercise	8	2.0 %
Other	1	0.2 %
None chosen	225	55.3 %
Total	407	100.0 %

SUM OF TOP 4 CHOICES

Q4. Which FOUR of the programs/activities listed in Question 3 do you think are MOST IMPORTANT to YOUTH (under age 18) in your household? (top 4)

Q4. Sum of Top 4 Choices	Number	Percent
Action sports (skateboarding, BMX, etc.)	23	5.7 %
After school	43	10.6 %
Baseball	18	4.4 %
Basketball	54	13.3 %
Bocce ball	2	0.5 %
Bridge lessons	2	0.5 %
Camps (summer/school break)	56	13.8 %
Cheerleading	5	1.2 %
Climbing	25	6.1 %
Cricket	8	2.0 %
Disc golf	4	1.0 %
Dodge ball	4	1.0 %
Environmental education	25	6.1 %
Fitness programs/classes	39	9.6 %
Flag football	7	1.7 %
Football (Tackle)	8	2.0 %
Lacrosse	6	1.5 %
Martial arts/Tai Chi	20	4.9 %
Music lessons/classes	45	11.1 %
Outdoor music/concerts	28	6.9 %
Painting/drawing classes	29	7.1 %
Pickleball	1	0.2 %
Running (endurance)	13	3.2 %
Senior recreational programs	3	0.7 %
Shooting sports/archery	11	2.7 %
Singing/voice lessons	9	2.2 %
Soccer	44	10.8 %
Softball	9	2.2 %
Special events/family festivals	51	12.5 %
Swimming	89	21.9 %
Tennis/lessons/clinics	33	8.1 %
Training/certifications/education	12	2.9 %
Trips/tours	12	2.9 %
Video game contests/tournaments	10	2.5 %
Ultimate frisbee	4	1.0 %
Volleyball	23	5.7 %
Walking for exercise	33	8.1 %
Other	14	3.4 %
No one of age group	135	33.2 %
None chosen	52	12.8 %
Total	1009	

Q5. Which FOUR of the programs/activities listed in Question 3 do you think are MOST IMPORTANT to ADULT members of your household?

Q5. Top choice	Number	Percent
Action sports (skateboarding, BMX, etc.)	3	0.7 %
After school	7	1.7 %
Baseball	4	1.0 %
Basketball	10	2.5 %
Bocce ball	2	0.5 %
Bridge lessons	2	0.5 %
Camps (summer/school break)	3	0.7 %
Climbing	3	0.7 %
Cricket	12	2.9 %
Disc golf	9	2.2 %
Environmental education	10	2.5 %
Fitness programs/classes	53	13.0 %
Martial arts/Tai Chi	9	2.2 %
Music lessons/classes	4	1.0 %
Outdoor music/concerts	25	6.1 %
Painting/drawing classes	9	2.2 %
Pickleball	3	0.7 %
Running (endurance)	11	2.7 %
Senior recreational programs	18	4.4 %
Shooting sports/archery	5	1.2 %
Soccer	6	1.5 %
Softball	2	0.5 %
Special events/family festivals	27	6.6 %
Swimming	19	4.7 %
Tennis/lessons/clinics	9	2.2 %
Training/certifications/education	9	2.2 %
Trips/tours	5	1.2 %
Video game contests/tournaments	4	1.0 %
Ultimate frisbee	1	0.2 %
Volleyball	12	2.9 %
Walking for exercise	55	13.5 %
Other	6	1.5 %
None chosen	50	12.3 %
Total	407	100.0 %

Q5. Which FOUR of the programs/activities listed in Question 3 do you think are MOST IMPORTANT to ADULT members of your household?

Q5. 2nd choice	Number	Percent
Action sports (skateboarding, BMX, etc.)	3	0.7 %
After school	3	0.7 %
Basketball	7	1.7 %
Bocce ball	1	0.2 %
Bridge lessons	1	0.2 %
Camps (summer/school break)	8	2.0 %
Climbing	6	1.5 %
Cricket	3	0.7 %
Disc golf	4	1.0 %
Environmental education	7	1.7 %
Fitness programs/classes	49	12.0 %
Flag football	5	1.2 %
Football (Tackle)	1	0.2 %
Horseshoes	1	0.2 %
Martial arts/Tai Chi	8	2.0 %
Music lessons/classes	8	2.0 %
Outdoor music/concerts	36	8.8 %
Painting/drawing classes	8	2.0 %
Pickleball	1	0.2 %
Running (endurance)	15	3.7 %
Senior recreational programs	12	2.9 %
Shooting sports/archery	12	2.9 %
Singing/voice lessons	2	0.5 %
Soccer	5	1.2 %
Softball	3	0.7 %
Special events/family festivals	27	6.6 %
Swimming	27	6.6 %
Tennis/lessons/clinics	11	2.7 %
Training/certifications/education	11	2.7 %
Trips/tours	7	1.7 %
Ultimate frisbee	2	0.5 %
Volleyball	6	1.5 %
Walking for exercise	30	7.4 %
Other	3	0.7 %
None chosen	74	18.2 %
Total	407	100.0 %

Q5. Which FOUR of the programs/activities listed in Question 3 do you think are MOST IMPORTANT to ADULT members of your household?

Q5. 3rd choice	Number	Percent
Action sports (skateboarding, BMX, etc.)	1	0.2 %
After school	2	0.5 %
Baseball	1	0.2 %
Basketball	4	1.0 %
Bridge lessons	3	0.7 %
Camps (summer/school break)	3	0.7 %
Climbing	4	1.0 %
Cricket	5	1.2 %
Disc golf	2	0.5 %
Dodge ball	3	0.7 %
Environmental education	12	2.9 %
Fitness programs/classes	27	6.6 %
Flag football	1	0.2 %
Horseshoes	1	0.2 %
Martial arts/Tai Chi	6	1.5 %
Music lessons/classes	9	2.2 %
Outdoor music/concerts	27	6.6 %
Painting/drawing classes	11	2.7 %
Pickleball	4	1.0 %
Running (endurance)	14	3.4 %
Senior recreational programs	11	2.7 %
Shooting sports/archery	3	0.7 %
Singing/voice lessons	3	0.7 %
Soccer	7	1.7 %
Softball	6	1.5 %
Special events/family festivals	33	8.1 %
Swimming	17	4.2 %
Tennis/lessons/clinics	6	1.5 %
Training/certifications/education	16	3.9 %
Trips/tours	10	2.5 %
Video game contests/tournaments	2	0.5 %
Ultimate frisbee	1	0.2 %
Volleyball	2	0.5 %
Walking for exercise	38	9.3 %
Other	2	0.5 %
None chosen	110	27.0 %
Total	407	100.0 %

Q5. Which FOUR of the programs/activities listed in Question 3 do you think are MOST IMPORTANT to ADULT members of your household?

Q5. 4th choice	Number	Percent
Action sports (skateboarding, BMX, etc.)	3	0.7 %
After school	2	0.5 %
Baseball	2	0.5 %
Basketball	8	2.0 %
Bocce ball	2	0.5 %
Bridge lessons	4	1.0 %
Camps (summer/school break)	7	1.7 %
Climbing	8	2.0 %
Cricket	3	0.7 %
Disc golf	7	1.7 %
Dodge ball	1	0.2 %
Environmental education	5	1.2 %
Fitness programs/classes	23	5.7 %
Flag football	2	0.5 %
Football (Tackle)	1	0.2 %
Martial arts/Tai Chi	4	1.0 %
Music lessons/classes	2	0.5 %
Outdoor music/concerts	19	4.7 %
Painting/drawing classes	4	1.0 %
Pickleball	2	0.5 %
Running (endurance)	4	1.0 %
Senior recreational programs	8	2.0 %
Shooting sports/archery	8	2.0 %
Singing/voice lessons	1	0.2 %
Soccer	2	0.5 %
Softball	5	1.2 %
Special events/family festivals	26	6.4 %
Swimming	15	3.7 %
Tennis/lessons/clinics	7	1.7 %
Training/certifications/education	13	3.2 %
Trips/tours	12	2.9 %
Video game contests/tournaments	2	0.5 %
Ultimate frisbee	2	0.5 %
Volleyball	6	1.5 %
Walking for exercise	27	6.6 %
Other	6	1.5 %
None chosen	154	37.8 %
Total	407	100.0 %

SUM OF TOP 4 CHOICES

Q5. Which FOUR of the programs/activities listed in Question 3 do you think are MOST IMPORTANT to ADULT members of your household? (top 4)

Q5. Sum of Top 4 Choices	Number	Percent
Action sports (skateboarding, BMX, etc.)	10	2.5 %
After school	14	3.4 %
Baseball	7	1.7 %
Basketball	29	7.1 %
Bocce ball	5	1.2 %
Bridge lessons	10	2.5 %
Camps (summer/school break)	21	5.2 %
Climbing	21	5.2 %
Cricket	23	5.7 %
Disc golf	22	5.4 %
Dodge ball	4	1.0 %
Environmental education	34	8.4 %
Fitness programs/classes	152	37.3 %
Flag football	8	2.0 %
Football (Tackle)	2	0.5 %
Horseshoes	2	0.5 %
Martial arts/Tai Chi	27	6.6 %
Music lessons/classes	23	5.7 %
Outdoor music/concerts	107	26.3 %
Painting/drawing classes	32	7.9 %
Pickleball	10	2.5 %
Running (endurance)	44	10.8 %
Senior recreational programs	49	12.0 %
Shooting sports/archery	28	6.9 %
Singing/voice lessons	6	1.5 %
Soccer	20	4.9 %
Softball	16	3.9 %
Special events/family festivals	113	27.8 %
Swimming	78	19.2 %
Tennis/lessons/clinics	33	8.1 %
Training/certifications/education	49	12.0 %
Trips/tours	34	8.4 %
Video game contests/tournaments	8	2.0 %
Ultimate frisbee	6	1.5 %
Volleyball	26	6.4 %
Walking for exercise	150	36.9 %
Other	17	4.2 %
None chosen	50	12.3 %
Total	1290	

Q6. Which ONE of the following groups do you think should be the Morrisville Parks, Recreation, and Cultural Resource Department's top priority to serve?

Q6. Which group should be Morrisville Parks, Recreation, & Cultural Resource Department's top priority to serve	Number	Percent
Children (1-12 years)	128	31.4 %
Youth (13-17 years)	76	18.7 %
Adults (18-54 years)	103	25.3 %
Senior adults (age 55+)	38	9.3 %
Don't know	62	15.2 %
Total	407	100.0 %

Q7. Please rate how well, overall, the following Morrisville Parks, Recreation, and Cultural Resource Department programs and activities meet your household's needs.

(N=407)

	Fully Met	Mostly Met	Partly Met	Not Met	Do not have a need
Q7-1. Special events	6.4%	23.3%	33.9%	12.8%	23.6%
Q7-2. Outdoor recreation	8.6%	24.8%	35.4%	11.3%	19.9%
Q7-3. Senior adult activities	3.4%	6.9%	12.5%	13.8%	63.4%
Q7-4. Therapeutic recreation	2.7%	4.4%	12.5%	20.6%	59.7%
Q7-5. Sports programs	6.9%	13.3%	30.0%	15.2%	34.6%
Q7-6. Health & fitness programs	6.1%	16.2%	31.2%	21.4%	25.1%
Q7-7. Special needs programs	2.2%	2.7%	7.1%	12.5%	75.4%

THOSE WHO HAVE A NEED

Q7. Please rate how well, overall, the following Morrisville Parks, Recreation, and Cultural Resource Department programs and activities meet your household's needs. (without "do not have a need")

(N=407)

	Fully Met	Mostly Met	Partly Met	Not Met
Q7-1. Special events	8.4%	30.5%	44.4%	16.7%
Q7-2. Outdoor recreation	10.7%	31.0%	44.2%	14.1%
Q7-3. Senior adult activities	9.4%	18.8%	34.2%	37.6%
Q7-4. Therapeutic recreation	6.7%	11.0%	31.1%	51.2%
Q7-5. Sports programs	10.5%	20.3%	45.9%	23.3%
Q7-6. Health & fitness programs	8.2%	21.6%	41.6%	28.5%
Q7-7. Special needs programs	9.0%	11.0%	29.0%	51.0%

Q8. Have you or other members of your household used any of the following facilities operated by the Morrisville Parks, Recreation, and Cultural Resource Department's during the past year?

Q8. Have you used any facilities operated by Morrisville Parks, Recreation, & Cultural Resource Department during past year	Number	Percent
Cedar Fork Community Center	111	27.3 %
Cedar Fork District Park	73	17.9 %
Church Street Park	171	42.0 %
Crabtree Creek Nature Park	123	30.2 %
Indian Creek Greenway	138	33.9 %
Indian Creek Trailhead	92	22.6 %
Morrisville Aquatics & Fitness Center	158	38.8 %
Morrisville Community Park	210	51.6 %
Northwest Park	40	9.8 %
Ruritan Park	2	0.5 %
Sarah Woody Jenkins Park	7	1.7 %
Shiloh Greenway	91	22.4 %
Shiloh Park & Luther Green Center	36	8.8 %
None of the above	42	10.3 %
Total	1294	

Q9. Which of the following organizations provide the recreation FACILITIES that you and other members of your household use?

Q9. What organizations provide recreation facilities you use	Number	Percent
Morrisville Parks & Recreation	257	63.1 %
Neighboring cities	164	40.3 %
Lake Crabtree County Park (Wake County)	132	32.4 %
Non-profit organizations	20	4.9 %
Private clubs	54	13.3 %
Fitness centers	118	29.0 %
Churches or other religious organizations	50	12.3 %
Other	29	7.1 %
None of these	34	8.4 %
Total	858	

Q9-4. Non-profit organizations:

Q9-4. What non-profit organizations	Number	Percent
Cory Senior Center	1	7.7 %
TFDA	1	7.7 %
TGA	1	7.7 %
TNE	1	7.7 %
Triangle Cricket League	1	7.7 %
YMCA	8	61.5 %
Total	13	100.0 %

Q9-5. Private clubs:

Q9-5. What private clubs	Number	Percent
Apartment facilities	1	3.1 %
BRECKENRIDGE	2	6.3 %
CARY ACADEMY	1	3.1 %
Durham County Wildlife	1	3.1 %
Fitness Connection	1	3.1 %
HIDDEN MOUNTAIN DOJO	1	3.1 %
HOA POOL	1	3.1 %
Kitt's Creek HOA Amenities	1	3.1 %
MEET UP VOLLEYBALL	1	3.1 %
Morrisville Rock Club	1	3.1 %
NET SPORTS	1	3.1 %
Neighborhood pool	1	3.1 %
NetSports (indoor soccer on Davis Drive)	1	3.1 %
POP WARNER	1	3.1 %
Prestonwood CC	8	25.0 %
Rex Wellness	1	3.1 %
TASl, Netsports, Dreamsports	1	3.1 %
Triangle Cricket League(TCL)	1	3.1 %
Triangle Figure Skating Club	1	3.1 %
Triangle Rock Club, FCNC, Superior Gymnastics	1	3.1 %
Triangle, Net Sports	1	3.1 %
UNC	1	3.1 %
Work	1	3.1 %
aquatots	1	3.1 %
Total	32	100.0 %

Q9-6. Fitness centers:

Q9-6. what fitness centers	Number	Percent
AQUATIC FITNESS	1	1.3 %
Anytime Fitness	4	5.0 %
Apt complex	2	2.5 %
Aquatic Center	1	1.3 %
Aquatics	1	1.3 %
Aquatots	1	1.3 %
BURN BOOT CAMP & FITNESS CONNECTION	1	1.3 %
CISCO	1	1.3 %
EXCEL	2	2.5 %
Employer-Owned	1	1.3 %
Fitness 19	3	3.8 %
Fitness 24	1	1.3 %
Fitness Connection	9	11.3 %
Global Breath Studio	1	1.3 %
LIFETIME FITNESS/UNC	1	1.3 %
Lifetime Fitness	5	6.3 %
Live	1	1.3 %
MAFC	1	1.3 %
MORRISVILLE AQUATIC	1	1.3 %
Morrisville Aquatics & Fitness Center	3	3.8 %
Multiple gyms	1	1.3 %
NCSU, SAS	1	1.3 %
Neighborhood	1	1.3 %
O2 FITNESS CENTER	7	8.8 %
OFFICE GYM	1	1.3 %
Orange Theory and Anytime Fitness	4	5.0 %
PLANET FITNESS	1	1.3 %
PULLEN PARK POOL	1	1.3 %
Prestonwood	1	1.3 %
RTP Fitness	1	1.3 %
TRC	1	1.3 %
TRIANGLE TABLE TENNIS CENTER	1	1.3 %
Taylor YMCA (in Cary)	1	1.3 %
UNC Wellness Center	8	10.0 %
West Cary UNC Fitness Center	1	1.3 %
Work	1	1.3 %
YMCA	6	7.5 %
pool	1	1.3 %
Total	80	100.0 %

Q9-8. Other

Q9-8. Other	Number	Percent
AMERICAN TOBACCO TRAIL	1	3.8 %
Apartment Complex	1	3.8 %
BENSON LAKE	1	3.8 %
BOND PARK	1	3.8 %
DURHAM LIFE & SCIENCE MARBLES MUSEUM (RALEIGH)	1	3.8 %
HOA	2	7.7 %
HOA Pool & Fitness Center	1	3.8 %
HOME GYM	1	3.8 %
KITTS CREEK	1	3.8 %
Little Gym	1	3.8 %
PRESTONWOOD CC & YMCA	1	3.8 %
Private Studios	1	3.8 %
Recreation at corporate employer facilities	1	3.8 %
SAS, my work, Raleigh concerts & parks	1	3.8 %
SENIOR SOFTBALL-CARY	1	3.8 %
STATE PARKS (UMSTEAD)	1	3.8 %
Schools	1	3.8 %
State parks	1	3.8 %
Stonewall Raleigh	1	3.8 %
THE HOUSE BAR AND GRILL	1	3.8 %
UMSTEAD PARK; TPC IN SURHAM	1	3.8 %
UMSTEAD STATE PARK	2	7.7 %
Umstead Nature Park Bond Park	1	3.8 %
YMCA	1	3.8 %
Total	26	100.0 %

Q9a. Of the organizations listed in Question 9, which ONE do you USE MOST for your household's recreation needs?

Q9a. Top choice	Number	Percent
Morrisville Parks & Recreation	143	35.1 %
Neighboring cities	48	11.8 %
Lake Crabtree County Park (Wake County)	25	6.1 %
Non-profit organizations	6	1.5 %
Private clubs	20	4.9 %
Fitness centers	59	14.5 %
Churches or other religious organizations	15	3.7 %
Other	13	3.2 %
None chosen	78	19.2 %
Total	407	100.0 %

Q10. Which of the following reasons prevent you or other members of your household from using recreation programs offered by the Morrisville Parks, Recreation, and Cultural Resource Department? (Or, If you currently use them, what prevents you from using them more often?)

Q10. What reasons prevent you from using recreation programs offered by Morrisville Parks, Recreation, & Cultural Resource Department	Number	Percent
Cost of participation	61	15.0 %
Facilities are too far from home	47	11.5 %
Inconvenient hours of operation	73	17.9 %
Lack of cleanliness	15	3.7 %
Lack of disabled access	5	1.2 %
Lack of information/don't know what is offered	162	39.8 %
Lack of maintenance	14	3.4 %
Lack of parking	19	4.7 %
Language/information is only available in English	4	1.0 %
Not enough time/too busy	94	23.1 %
Not interested in what is provided	76	18.7 %
Overcrowding	97	23.8 %
Safety at facilities	6	1.5 %
Waiting list for registration	61	15.0 %
Other	36	8.8 %
Nothing - I am actively using Town's recreation facilities & programs	33	8.1 %
Total	803	

Q10. Other

Q10. Other	Number	Percent
Baseball field are kept locked, why	1	2.8 %
Baseball fields locked all the time	1	2.8 %
CRICKET FIELD ALWAYS CLOSED	1	2.8 %
Do not have pickleball or futsal	1	2.8 %
Facility too small for population-Aquatic & Fitness Center	1	2.8 %
Hard to find information and don't know much about programs	1	2.8 %
I don't know the places or the events happening	1	2.8 %
Lack of offerings	1	2.8 %
Lack of places to run play with my dog	1	2.8 %
MORE ADULT PROGRAMS	1	2.8 %
NO YOUTH SPORTS PROGRAMS	1	2.8 %
NOT ENOUGH OFFERED	1	2.8 %
No childcare at fitness center	1	2.8 %
No dog parks	1	2.8 %
Not advertised	1	2.8 %
Not promoted	1	2.8 %
OLD OUTDATED FITNESS CTR AND POOL	1	2.8 %
PARKS ARE SMALL/PLAYGROUNDS ARE SMALL	1	2.8 %
PEOPLE DO NOT SHARE	1	2.8 %
PRESTONWOOD CC & YMCA TAKE CARE OF OUR NEEDS	1	2.8 %
Program not offered to all age groups	1	2.8 %
RECENT INJURY	1	2.8 %
Recently came here & not aware of all places around	1	2.8 %
SOCCER WAS UNORGANIZED	1	2.8 %
TRANSPORTATION ISSUES	1	2.8 %
The other facilities or parks are bigger or have what I'm looking for	1	2.8 %
Timing of programs and age of kids too young	1	2.8 %
Too many league sports	1	2.8 %
Traffic	1	2.8 %
Traffic after work	1	2.8 %
USUALLY CLOSED	1	2.8 %
Unaware of what offerings exist	1	2.8 %
YMCA PROVIDES TEEN JOBS/REC	1	2.8 %
YOUNG TODDLER	1	2.8 %
inadequate organization	1	2.8 %
older children occupied with activities/sports not served directly by TOM	1	2.8 %
Total	36	100.0 %

Q11. From the following list, please check all the ways you learn about Morrisville Parks, Recreation, and Cultural Resource Department programs and activities.

Q11. All the ways you learn about Morrisville Parks, Recreation, & Cultural Resource Department programs & activities	Number	Percent
Banners in public places	135	33.2 %
Bulletin boards	40	9.8 %
Direct email	84	20.6 %
Direct mailers to household	133	32.7 %
Newspaper or magazine advertising	45	11.1 %
Printed brochure	52	12.8 %
Online brochure	85	20.9 %
Social media (Facebook, Twitter, Instagram, YouTube, etc.)	111	27.3 %
Websites maintained by Town	148	36.4 %
Word of mouth	170	41.8 %
Other	9	2.2 %
None of these	27	6.6 %
Total	1039	

Q11. Other

Q11. Other	Number	Percent
Drive by and notice something	1	11.1 %
Driving	1	11.1 %
Google	1	11.1 %
Google, yelp	1	11.1 %
Have never heard or seen	1	11.1 %
I live walking distance to the park	1	11.1 %
NEIGHBORHOOD MAILERS & FB PAGE	1	11.1 %
Walk in	1	11.1 %
What's App group within neighborhood	1	11.1 %
Total	9	100.0 %

Q12. Please indicate your level of agreement with each of the following statements regarding the Morrisville Parks, Recreation, and Cultural Resource Department, where 5 is "Strongly Agree" and 1 is "Strongly Disagree."

(N=407)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
Q12-1. I am aware of recreation programs & activities that are offered	9.1%	24.6%	29.0%	19.4%	13.3%	4.7%
Q12-2. I am satisfied with recreation opportunities I receive for my tax dollar	5.2%	22.6%	36.1%	17.0%	8.6%	10.6%
Q12-3. I am satisfied with variety of recreation programs offered by Town	5.4%	17.7%	35.6%	20.4%	7.1%	13.8%
Q12-4. Parks & recreation is an essential service to Town	63.1%	24.8%	5.2%	1.7%	1.0%	4.2%
Q12-5. There is a need for more recreation opportunities for people with disabilities	17.2%	21.9%	21.4%	2.5%	0.7%	36.4%
Q12-6. Public parks add to quality of life in community	72.7%	17.2%	5.2%	0.5%	0.5%	3.9%

WITHOUT DON'T KNOW

Q12. Please indicate your level of agreement with each of the following statements regarding the Morrisville Parks, Recreation, and Cultural Resource Department, where 5 is "Strongly Agree" and 1 is "Strongly Disagree." (without "don't know")

(N=407)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q12-1. I am aware of recreation programs & activities that are offered	9.5%	25.8%	30.4%	20.4%	13.9%
Q12-2. I am satisfied with recreation opportunities I receive for my tax dollar	5.8%	25.3%	40.4%	19.0%	9.6%
Q12-3. I am satisfied with variety of recreation programs offered by Town	6.3%	20.5%	41.3%	23.6%	8.3%
Q12-4. Parks & recreation is an essential service to Town	65.9%	25.9%	5.4%	1.8%	1.0%
Q12-5. There is a need for more recreation opportunities for people with disabilities	27.0%	34.4%	33.6%	3.9%	1.2%
Q12-6. Public parks add to quality of life in community	75.7%	17.9%	5.4%	0.5%	0.5%

Q13. Please indicate how willing you would be to do each of the following to support expanded parks and recreation programs and facilities in Morrisville.

(N=407)

	Very willing	Willing	Somewhat willing	Not willing	Don't know
Q13-1. Pay a slight increase in taxes to support expanded recreation programs in Morrisville	15.2%	20.9%	28.7%	25.3%	9.8%
Q13-2. Pay a slight increase in taxes to support development of new recreation facilities in Morrisville	16.0%	22.9%	29.7%	21.9%	9.6%
Q13-3. Volunteer to support parks & recreation programs	12.8%	25.1%	30.2%	17.2%	14.7%
Q13-4. Make donations to fund design & construction of new parks & recreation facilities in Morrisville	5.7%	18.2%	31.7%	30.7%	13.8%

WITHOUT DON'T KNOW

Q13. Please indicate how willing you would be to do each of the following to support expanded parks and recreation programs and facilities in Morrisville. (without "don't know")

(N=407)

	Very willing	Willing	Somewhat willing	Not willing
Q13-1. Pay a slight increase in taxes to support expanded recreation programs in Morrisville	16.9%	23.2%	31.9%	28.1%
Q13-2. Pay a slight increase in taxes to support development of new recreation facilities in Morrisville	17.7%	25.3%	32.9%	24.2%
Q13-3. Volunteer to support parks & recreation programs	15.0%	29.4%	35.4%	20.2%
Q13-4. Make donations to fund design & construction of new parks & recreation facilities in Morrisville	6.6%	21.1%	36.8%	35.6%

Q14. Including yourself, how many people in your household are:

	Mean	Sum
number	3.07	1225
Under age 5	0.27	107
Ages 5-9	0.23	91
Ages 10-14	0.25	98
Ages 15-19	0.21	83
Ages 20-24	0.14	54
Ages 25-34	0.50	199
Ages 35-44	0.53	212
Ages 45-54	0.43	172
Ages 55-64	0.29	116
Ages 65-74	0.17	66
Ages 75+	0.07	27

Q15. What is your age?

Q15. Your age	Number	Percent
18-34	108	26.5 %
35-44	103	25.3 %
45-54	79	19.4 %
55-64	58	14.3 %
65+	44	10.8 %
Not provided	15	3.7 %
Total	407	100.0 %

Q16. Approximately how many years have you lived in Morrisville?

Q16. How many years have you lived in Morrisville	Number	Percent
5 or less	198	48.6 %
6 to 10	99	24.3 %
11 to 15	61	15.0 %
16 to 20	29	7.1 %
21 to 30	7	1.7 %
31+	4	1.0 %
Not provided	9	2.2 %
Total	407	100.0 %

Q17. What is your gender?

Q17. Your gender	Number	Percent
Male	205	50.4 %
Female	202	49.6 %
Total	407	100.0 %

Q18. Which of the following BEST describes your race?

Q18. Your race	Number	Percent
Asian or Pacific Islander	46	11.4 %
Asian (Indian Sub-Continent)	100	24.9 %
African American/Black	45	11.2 %
American Indian or Alaskan Native	2	0.5 %
Hispanic or Latino	24	6.0 %
White (not Hispanic)	192	47.8 %
Other	3	0.7 %
Total	412	

Q18. Other

Q18. Other	Number	Percent
Mixed European	1	33.3 %
ARAB	1	33.3 %
CARIBBEAN ORIGIN	1	33.3 %
Total	3	100.0 %

Section 5:
Survey Instrument

Morrisville
Live connected. Live well.

Dear Morrisville Resident,

Your response to the enclosed survey is extremely important.

The Town of Morrisville is updating its Parks, Recreation and Cultural Resources Master Plan. This plan will serve as the primary guide for future recreation facilities and programs in our community. The most important part of this plan is gathering input from citizens about their recreation needs, especially with the rapid growth and changes in Morrisville in recent years.

Your household was randomly selected to receive one of a limited number of surveys, which makes your participation very important. We have selected ETC Institute, an independent consulting company, to administer this survey and *your individual survey will remain strictly confidential*. After their analysis, the overall survey results will be shared with the Town and made available to the public as part of the Master Plan.

The survey should only take about 10 – 15 minutes to complete and we greatly appreciate your time. You can then return the survey in the enclosed pre-paid envelope addressed to ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061. Please complete and return your survey within the next two weeks to ensure your response is included in the final report.

We hope you take this opportunity to let your voice be heard. If you have any questions, please feel free to contact Jerry Allen with the Morrisville Parks, Recreation and Cultural Resources Department at jallen@townofmorrisville.org. Thank you for your time and for helping us improve the services we provide for the community.

Sincerely,



Jerry Allen, Director
Town of Morrisville
Parks, Recreation and Cultural Resources Department

Morrisville
Live connected. Live well.

Morrisville 2017 Parks & Recreation Survey

Please have an adult in your household complete this survey. Your input will be used to assess community parks recreation needs and priorities for the Town of Morrisville. You may complete the survey on-line at www.morrisvilleparks.org.

1. <u>Facility Needs.</u> Please indicate if anyone in your household has a need for the following recreation facilities/amenities (whether or not there is already a facility in The Town) by circling either "Yes" or "No." If "Yes," please indicate how well your needs are currently being met by that type of facility.

	Type of facility:	Do you have a need for this facility?		If "Yes," how well are your needs being met?			
				Fully Met	Mostly Met	Partly Met	Not Met
01.	Aquatics/Swimming facility (indoor)	Yes	No	4	3	2	1
02.	Aquatics/Swimming facility (outdoor)	Yes	No	4	3	2	1
03.	Baseball and softball fields	Yes	No	4	3	2	1
04.	Basketball courts (indoor)	Yes	No	4	3	2	1
05.	Basketball courts (outdoor)	Yes	No	4	3	2	1
06.	Bocce ball courts	Yes	No	4	3	2	1
07.	Classroom/meeting space	Yes	No	4	3	2	1
08.	Climbing wall	Yes	No	4	3	2	1
09.	Cricket fields	Yes	No	4	3	2	1
10.	Disc golf course	Yes	No	4	3	2	1
11.	Dog park	Yes	No	4	3	2	1
12.	Gymnastics gymnasium	Yes	No	4	3	2	1
13.	Greenway trail system	Yes	No	4	3	2	1
14.	Horseshoe pits	Yes	No	4	3	2	1
15.	Ice skating surface/in-line hockey rink	Yes	No	4	3	2	1
16.	Indoor track	Yes	No	4	3	2	1
17.	Indoor field turf	Yes	No	4	3	2	1
18.	Multi-use gym space (basketball, volleyball, etc.)	Yes	No	4	3	2	1
19.	Nature parks	Yes	No	4	3	2	1
20.	Pickleball courts	Yes	No	4	3	2	1
21.	Picnic shelter	Yes	No	4	3	2	1
22.	Playground	Yes	No	4	3	2	1
23.	Shooting sports (shooting/archery range)	Yes	No	4	3	2	1
24.	Skate park/BMX	Yes	No	4	3	2	1
25.	Soccer fields	Yes	No	4	3	2	1
26.	Splash pad	Yes	No	4	3	2	1
27.	Squash/Racquetball courts	Yes	No	4	3	2	1
28.	Tennis courts (outdoor)	Yes	No	4	3	2	1
29.	Tennis courts (indoor)	Yes	No	4	3	2	1
30.	Volleyball courts (indoor)	Yes	No	4	3	2	1
31.	Volleyball courts (outdoor)	Yes	No	4	3	2	1
32.	Weights and fitness machines	Yes	No	4	3	2	1
33.	Other: _____	Yes	No	4	3	2	1

2. Which FOUR of the facilities from the list in Question 1 are MOST IMPORTANT to your household?
[Write-in your answers below using the numbers from the list in Q1, or circle "NONE."]

1st: ____ 2nd: ____ 3rd: ____ 4th: ____ NONE

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3. <u>Program/Activity Needs.</u> Please indicate if anyone in your household has a desire to participate in the following programs/activities by circling either "Yes" or "No." If "Yes," please indicate how well your needs for that program/activity are currently being met.

	Programs/Activities	Do you have a desire to participate in this activity?		If "Yes," how well are your needs being met?			
				Fully Met	Mostly Met	Partly Met	Not Met
01.	Action sports (skateboarding, BMX, etc.)	Yes	No	4	3	2	1
02.	After school	Yes	No	4	3	2	1
03.	Baseball	Yes	No	4	3	2	1
04.	Basketball	Yes	No	4	3	2	1
05.	Bocce ball	Yes	No	4	3	2	1
06.	Bridge lessons	Yes	No	4	3	2	1
07.	Camps (summer/school break)	Yes	No	4	3	2	1
08.	Cheerleading	Yes	No	4	3	2	1
09.	Climbing	Yes	No	4	3	2	1
10.	Cricket	Yes	No	4	3	2	1
11.	Disc golf	Yes	No	4	3	2	1
12.	Dodge ball	Yes	No	4	3	2	1
13.	Environmental education	Yes	No	4	3	2	1
14.	Fitness programs/classes	Yes	No	4	3	2	1
15.	Flag football	Yes	No	4	3	2	1
16.	Football (Tackle)	Yes	No	4	3	2	1
17.	Horseshoes	Yes	No	4	3	2	1
18.	Lacrosse	Yes	No	4	3	2	1
19.	Martial Arts/Tai Chi	Yes	No	4	3	2	1
20.	Music lessons/classes	Yes	No	4	3	2	1
21.	Outdoor music/concerts	Yes	No	4	3	2	1
22.	Painting/Drawing classes	Yes	No	4	3	2	1
23.	Pickleball	Yes	No	4	3	2	1
24.	Running (endurance)	Yes	No	4	3	2	1
25.	Senior recreational programs	Yes	No	4	3	2	1
26.	Shooting sports/Archery	Yes	No	4	3	2	1
27.	Singing/Voice lessons	Yes	No	4	3	2	1
28.	Soccer	Yes	No	4	3	2	1
29.	Softball	Yes	No	4	3	2	1
30.	Special events/Family festivals	Yes	No	4	3	2	1
31.	Swimming	Yes	No	4	3	2	1
32.	Tennis/Lessons/Clinics	Yes	No	4	3	2	1
33.	Training/Certifications/Education	Yes	No	4	3	2	1
34.	Trips/Tours	Yes	No	4	3	2	1
35.	Video game contests/tournaments	Yes	No	4	3	2	1
36.	Ultimate Frisbee	Yes	No	4	3	2	1
37.	Volleyball	Yes	No	4	3	2	1
38.	Walking for exercise	Yes	No	4	3	2	1
39.	Other: _____	Yes	No	4	3	2	1

4. Which FOUR of the programs/activities listed in Question 3 (on the previous page) do you think are MOST IMPORTANT to YOUTH (under age 18) in your household? *[Write-in your answers below using the numbers from the list in Q3, or circle "NONE." If you do not have youth in your household, circle "No Youth in Household."]*

1st: ____ 2nd: ____ 3rd: ____ 4th: ____ NONE No Youth in Household

5. Which FOUR of the programs/activities listed in Question 3 (on the previous page) do you think are MOST IMPORTANT to ADULT members of your household? *[Write-in your answers below using the numbers from the list in Q3, or circle "NONE."]*

1st: ____ 2nd: ____ 3rd: ____ 4th: ____ NONE

6. Which ONE of the following groups do you think should be the Morrisville Parks, Recreation, and Cultural Resource Department's top priority to serve?

____(1) Children (1-12 years)
____(2) Youth (13-17 years)
____(3) Adults (18-54 years)
____(4) Senior adults (age 55+)
____(9) Don't know

7. Please rate how well, overall, the following Morrisville Parks, Recreation, and Cultural Resource Department programs and activities meet your household's needs.

	Program/Activity	Fully Met	Mostly Met	Partly Met	Not Met	Do Not Have a Need
1.	Special events	4	3	2	1	9
2.	Outdoor recreation	4	3	2	1	9
3.	Senior adult activities	4	3	2	1	9
4.	Therapeutic recreation	4	3	2	1	9
5.	Sports programs	4	3	2	1	9
6.	Health & Fitness programs	4	3	2	1	9
7.	Special Needs programs	4	3	2	1	9

8. Have you or other members of your household used any of the following facilities operated by the Morrisville Parks, Recreation, and Cultural Resource Department's during the past year? *[Check all that apply.]*

____(01) Cedar Fork Community Center
____(02) Cedar Fork District Park
____(03) Church Street Park
____(04) Crabtree Creek Nature Park
____(05) Indian Creek Greenway
____(06) Indian Creek Trailhead
____(07) Morrisville Aquatics and Fitness Center
____(08) Morrisville Community Park
____(09) Northwest Park
____(10) Ruritan Park
____(11) Sarah Woody Jenkins Park
____(12) Shiloh Greenway
____(13) Shiloh Park & Luther Green Center
____(14) None of the above

9. Which of the following organizations provide the recreation FACILITIES that you and other members of your household use? *[Check all that apply.]*

____(01) Morrisville Parks and Recreation
____(02) Neighboring cities
____(03) Lake Crabtree County Park (Wake County)
____(04) Non-profit organizations: _____
____(05) Private clubs: _____
____(06) Fitness centers: _____
____(07) Churches or other religious organizations
____(08) Other: _____
____(09) None of these *[Skip to Q10.]*

9a. Of the organizations listed in Question 9, which ONE do you USE MOST for your household's recreation needs? *[Write-in your answer below using the numbers from the list in Q9.]*

Most-used organization: _____

10. Which of the following reasons prevent you or other members of your household from using recreation programs offered by the Morrisville Parks, Recreation, and Cultural Resource Department? (Or, If you currently use them, what prevents you from using them more often?) *[Check all that apply.]*

____(01) Cost of participation
____(02) Facilities are too far from home
____(03) Inconvenient hours of operation
____(04) Lack of cleanliness
____(05) Lack of disabled access
____(06) Lack of information/don't know what is offered
____(07) Lack of maintenance
____(08) Lack of parking
____(09) Language/information is only available in English
____(10) Not enough time/too busy
____(11) Not interested in what is provided
____(12) Overcrowding
____(13) Safety at facilities
____(14) Waiting list for registration
____(15) Other: _____
____(16) Nothing – I am actively using the Town's recreation facilities and programs

11. From the following list, please check all the ways you learn about Morrisville Parks, Recreation, and Cultural Resource Department programs and activities.

____(01) Banners in public places
____(02) Bulletin boards
____(03) Direct email
____(04) Direct mailers to household
____(05) Newspaper or magazine advertising
____(06) Printed brochure
____(07) Online brochure
____(08) Social media (Facebook, Twitter, Instagram, YouTube, etc.)
____(09) Websites maintained by the Town
____(10) Word of mouth
____(11) Other: _____
____(12) None of these

12. Please indicate your level of agreement with each of the following statements regarding the Morrisville Parks, Recreation, and Cultural Resource Department, where 5 is "Strongly Agree" and 1 is "Strongly Disagree."

	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
1.	I am aware of the recreation programs and activities that are offered	5	4	3	2	1	9
2.	I am satisfied with recreation opportunities I receive for my tax dollar	5	4	3	2	1	9
3.	I am satisfied with the variety of recreation programs offered by the Town	5	4	3	2	1	9
4.	Parks and recreation is an essential service to the Town	5	4	3	2	1	9
5.	There is a need for more recreation opportunities for people with disabilities	5	4	3	2	1	9
6.	Public parks add to the quality of life in the community	5	4	3	2	1	9

13. Please indicate how willing you would be to do each of the following to support expanded parks and recreation programs and facilities in Morrisville.

	How willing would you be to :	Very Willing	Willing	Somewhat Willing	Not Willing	Don't Know
1.	Pay a slight increase in taxes to support expanded recreation programs in Morrisville	4	3	2	1	9
2.	Pay a slight increase in taxes to support the development of new recreation facilities in Morrisville	4	3	2	1	9
3.	Volunteer to support parks and recreation programs	4	3	2	1	9
4.	Make donations to fund the design and construction of new parks and recreation facilities in Morrisville	4	3	2	1	9

14. Including yourself, how many people in your household are:

Under age 5: ____	Ages 15-19: ____	Ages 35-44: ____	Ages 65-74: ____
Ages 5-9: ____	Ages 20-24: ____	Ages 45-54: ____	Ages 75+: ____
Ages 10-14: ____	Ages 25-34: ____	Ages 55-64: ____	

15. What is your age? _____ years

16. Approximately how many years have you lived in Morrisville? *[Write "0" if less than one year.]*

_____ years

17. Your gender: ____(1) Male ____(2) Female

18. Which of the following BEST describes your race? *[Check all that apply.]*

____(1) Asian or Pacific Islander
____(2) Asian (Indian Sub-Continent)
____(3) African American/Black
____(4) American Indian or Alaskan Native
____(5) Hispanic or Latino
____(6) White (not Hispanic)
____(7) Other: _____

19. [OPTIONAL] If you would like to receive future information regarding the Morrisville Parks & Recreation Programs, or updates on the Parks and Recreation Master Plan, please provide your contact information below.

Your Name: _____ Phone: _____

E-mail: _____

This concludes the survey – thank you for your time!

Please return your completed survey in the enclosed postage-paid envelope addressed to:
ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061.

Your responses will remain completely confidential. The information printed to the right will ONLY be used to help identify unmet needs for leisure and recreation services in our community. If your address is not correct, please provide the correct information. Thank you!

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APPENDIX F

BEST PRACTICES

BEST PRACTICES

This section details best practices for volunteer management, partnerships, and financial sustainability. This information is intended to provide examples of strategies, practices, and policies that other departments have used to achieve their goals and objectives. These best practices are not stand-alone recommendations but can serve as guide posts for Department staff working to meet this plan's goals, objectives, and recommendations in new ways.

Volunteer management

At its best, a volunteer program is an effective way for a department to expand its staff's capacity beyond paid employees while reaching new people and deepening community ties. At its worst, a volunteer program can be a drain on the already limited time and attention of Department staff members while doing little to achieve the Department's goals. The recommendations included below can help a department create a volunteer program like the former, while providing accountability measures to guard against the program devolving into the latter.

- 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.
- Ensure volunteers are coordinated with the Town of Morrisville as a whole, and that he or she is communicating with associated park staff to stay fully informed about the strategic direction of the agency overall, including strategic initiatives for all divisions.
    - To achieve this, periodically identify, evaluate, or revise specific tactics the volunteer services program should undertake to support the larger organizational mission.
- Develop a reward and recognition system to maintain the desirability of volunteerism in the agency. The consultant team recommends using tactics like those found in frequent flier programs. In this program model, volunteers use their volunteer hours to obtain early registration or discounted pricing for certain programs, rentals or events, or any other Town function.
- Identify and summarize volunteer recognition policies in a Volunteer Policy document.
- Update volunteer position descriptions regularly. Include an overview of the volunteer position lifecycle in the Volunteer Policy, including the procedure for creating a new position.
- Add end-of-lifecycle process steps to the Volunteer Policy to ensure that there is formal documentation of resignation or termination of volunteers. Also include ways to monitor and track reasons for resignation/termination and perform exit interviews with outgoing volunteers when able.
- Continue to build volunteerism to serve marketing and communication efforts.
- Provide adequate support and training for volunteer coaches regarding parent and team management.
- Categorize and track volunteerism by type and extent of work, such as:
    - **Regular volunteers:** Those volunteers whose work is continuous, provided their performance is satisfactory and there is a continuing need for their services.
    - **Special event volunteers:** Volunteers who help with an event with no expectation that they will return after the event is complete.
    - **Episodic volunteers**: Volunteers who help with a project type on a recurring or irregular basis with no expectation that they will return for other duties.

- **Volunteer interns:** Volunteers who have committed to work for the agency to fulfill a specific higher-level educational learning requirement. These volunteers may be seeking roles that meet their professional development needs.
- **Community service volunteers:** Volunteers who work for specified period or number of hours fulfill a community service requirement. This community service may be required for school clubs or mandated by a court. These volunteers may be interested in either completing day-to-day work or a longer-term project, like that of a volunteer intern.

Partnerships

Similar to a volunteer program, a well-designed partnership can greatly improve a department's ability to meet its goals and objectives. Partnerships with established private, not-for-profit, or public partners provide a level of accountability and stability that can last for years and withstand staff turnover and other changing circumstances. To maximize their effectiveness, partnerships should be formalized and be based on achieving mutually-determined, measurable goals. The following practices provide guidelines for formalizing partnerships, ensuring the department's financial needs are met, and determining minimum standards for when to enter into a partnership.

Practices for Partnerships with Private, Not-for-Profit, and Public Partners

- Each partner will meet with or report to Department staff on a regular basis to plan and share activity-based costs and equity invested.
- Partners will work with the department to establish measurable outcomes and work through key issues to focus on for the coming year to meet the desired outcomes.
- Each partner will focus on meeting a balance of equity agreed to and track investment costs accordingly.
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes.
- If conflicts arise between partners, the Town-appointed lead, along with the other partner's highest-ranking officer assigned to the agreement, will meet to resolve the issue(s) in a timely manner. Any exchange of money or traded resources will be made based on the terms of the partnership agreement.
- Each partner will meet with the other partner's respective board or managing representatives annually, to share updates and outcomes of the partnership agreement

Practices for Revenue-Generating Partnerships

- Upon entering into an agreement with a private business, group, association or individual, Town staff and political leadership must recognize that they must allow the private entity to meet their financial objectives within reasonable parameters that protect the mission, goals and integrity of the Department.
- As an outcome of the partnership, the Town of Morrisville must receive a designated fee that may include a percentage of gross revenue dollars less sales tax on a regular basis, as outlined in the contract agreement.

- The working agreement of the partnership must establish a set of measurable outcomes to be achieved, as well as the tracking method of how those outcomes will be monitored by the agency. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the agency, and overall coordination with the Town for the services rendered.
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year or multiple years.
- If applicable, the private contractor will provide a working management plan annually they will follow to ensure the outcomes desired by the Department. The management plan can and will be negotiated, if necessary. Monitoring of the management plan will be the responsibility of both partners. The agency must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved, and the terms of the partnership agreement are adhered to.
- The private contractor cannot lobby agency advisory or governing boards for renewal of a contract. Any such action will be cause for termination. All negotiations must be with the Parks, Recreation, and Cultural Resources Director or their designee.
- The agency has the right to advertise for private contracted partnership services, or negotiate on an individual basis with a bid process based on the professional level of the service to be provided.

Practices for Partnerships and Finances

- The Department should receive a share of gross revenue any time private or not-for-profit groups earn money through use of Department-owned facilities. Facility use agreements for events that will generate income for the event holder should include an associated use charge that covers the true cost to the department of the group's use of the facility.
- Privatize services where the Department does not have the capital dollars to operate and maintain the facility, park, or service that the system owns to a competitive cost per acre level.
- Have working, signed agreements with all partners (private, non-for-profit, and public). This requires separate operational policies for each type of partnership. Establish principles that guide the Department's management of partnerships to ensure partnerships do not unfairly advantage partners or compromise the Town's autonomy.
- Establish direct and indirect costs to the Department before entering a partnership with any group. Understand the equitable investment the potential partner or partners are putting into the relationship.
- All partnerships must have working agreements with measurable outcomes. They are to be reviewed at least every two years to promote accountability.
- Identify projects that can be completed by volunteers during clean up or fix up days. These projects can be used to accommodate requests for corporate or civic group volunteer days and can enable the Department to complete needed maintenance tasks that might not otherwise be achieved due to time constraints.
- Determine sponsorship opportunities and levels of sponsorships for the Department's system every five years. Private sponsorship contractors can assess the Department's program, event and facility offerings to create sponsorship packages that will meet the Department's financial goals and appeal to potential sponsors. Once established, sponsors can renew their packages annually until the next 5-year assessment.

Financial Sustainability

Fundraising

- The department should consider establishing more park related Friends Groups, establishing a Park Foundation, or the development of a future Park Conservancy to help raise money for the system or a specific park as needs continue to grow.
    - The City of Raleigh partners with the City of Oaks Foundation, a not-for-profit organization that has conserved more than 100 acres of parkland and provides environmental education programming to the City's youth.
    - There are 39 such Conservancies managing signature parks in cities across the United States, according to the Trust for Public Land.
- Find philanthropists that will support users that do not have the ability to pay for services and have them invest in these users through a program participant sponsorship program or a park foundation or friends group established for this purpose
- Train key park and recreation related boards or city leaders about the benefits of Friends Groups, Conservancies, and Park Foundations. When the goals, actions, and vision of these groups are aligned with those of city staff and advisory boards, the Town's can expand their fundraising capacity to meet their objectives. Management agreements between fundraising groups and the Town should be completed each year with a vision for the year's objectives and fundraising goals to achieve those objectives.

Government Finance

- Determine the Department's capital improvement needs based on an assessment of the system's land value, facility and structure assets, natural resource assets such as trees, capital improvement prioritization should be based on the expected lifecycle of these assets. Best practice agencies are investing a minimum of 3 to 5 percent of their maintenance budget a year to protect the assets they own. Example; Columbus Ohio invests 30 million a year in maintaining the public assets they own now. This was accomplished by a voter bond issue in 2014 for the next ten years.
- Find dedicated funding sources the Department can count on annually to support their operational and capital needs.
- Identify staff time and expertise within the department to allocate to business development needs, including pursuing grants, establishing and managing partnerships, creating more earned income, and developing business plans with staff who manage revenue-producing facilities to maximize each site's earned income capability.
- Consider using business enterprise systems, software programs that assist with a facility's business needs, for revenue producing parks or facilities.
- Determine whether a future park, facility, or program is financially feasible prior to its creation by developing a cost/benefit analysis for all capital improvement projects that will determine whether operational dollars will be available to support it.

- Properly execute the Annual Budget through execution, and when needed, explaining variances, adjustments, and operating. This will ensure that all managers are aware of the importance of budget management to the financial stability of the Department.
- Understand the real details of "Capital." What are the carrying costs of land, facilities, and equipment?

Cost Recovery

- Replace revenue-producing equipment every 5 years to keep the user experience relevant and competitive with other service providers.
- Include senior management staff on all design decisions. Force landscape designers and facility architects to outline the maintenance costs on all parks and facilities they design to ensure their design is aligned with the Department's maintenance and recreation operating budgets.
- Consider acquiring additional land along trails to setup the potential for land leases for concession operations for a land lease to help support operational costs of the trails system.
- Know your true costs to deliver program services, maintain parks, trails and facilities, both direct and indirect costs so that the Department can determine the true costs of services on a unit cost basis. This helps to determine how to establish equitable partnerships and when to outsource tasks that are too expensive to provide with public employees.
- Develop business plans for any program, service or facility that the Department operates that costs more to operate than $100,000 a year with a goal to deliver a cost recovery goal of 50 percent at a minimum.
- Classify services based on core essential, important, and value-added criteria and then price services that are furthest away from their mission at full cost recovery levels.

Enterprise Management

- Set up business enterprise systems for revenue producing facilities and programs.
- Design parks and recreation facilities for efficiency, productivity and to produce revenue that will offset operational costs at a predetermined cost recovery goal.
- Develop a financial policy that allows the Department to keep all earned income revenue in your operating budget without lowering tax dollars received. The Department should not be penalized for generating revenue to keep the system well positioned for the future.
- Every three years bid out services where the costs are higher than the private sector to keep the Department's costs competitive in the market place.
- Develop an annual revenue plan.
- Find dedicated funding sources that the Department can count on annually.
- When building a park or trail system, require an agreement from your elected officials that you will receive the appropriate amount of operational funding to ensure that the Department can maintain these facilities once developed so you do not put undue pressure on the agency's budget. This requires that the staff develop an operational impact cost for each capital improvement developed for the system.
- Budget for marketing and branding of revenue producing facilities at 3 to 5 percent of total operational costs.

- Do not give any group in the community a larger than necessary discount because of their age, their occupation, their military service etc. All citizens are valuable and should be treated the same. Understand the size of the market for core programs and facilities and how much of the market the Department controls. Is there opportunity to penetrate the market further?
- Study and understand market strategies that will make a measurable difference and improve the economic positioning of the program or facility the system is targeting.
- Inform users and partners of what the Department's costs are so they appreciate the value the Department puts into place into the facility or service. This strategy will help to reduce entitlement of users.
- Track user analytics to understand who and how often the system is being used by patrons.
- Understand concession management, what it takes to make it worth the time and investment for the Department to provide the service versus an outside contractor. Don't allow special interest groups to have exclusive rights to concession operations without paying the Department some level of gross revenue.

Operational Management

- The Department needs to consider not maintaining things in the park system that nobody uses and remove them from the park system. This is a waste of money.
- Manage by standards and track costs to implement each type of standard for park maintenance and program services.
- Train staff, regularly on business principals, cost recovery, cost of service and customer service.
- Know the demographics of users to determine their needs and capability of supporting programs and capital costs.
- Track population trends and figure out how demographic changes will affect the Department in the future.
- Train relevant staff in the Department's cost recovery goals for programs, facilities, and parks that generate revenue. This includes tracking performance outcomes.
- Track employee costs of similar sized park systems. Review the wages and benefits for all positions every five years to understand how competitive the Department wages are with other systems. Judge if you are below an acceptable level with or above the standard desired for wages and benefits. The goal for total wages including salaries and benefits should be no more than 55 to 60 percent of total operational budget costs.
- Employ the right people for the right job, for the right pay, to achieve the right outcome and benefits to the agency. Learn and apply the correct functionality and desired productivity of key positions within the system so that it is not personality driven but functionally driven.
- Reward employees for efficiency and productivity.
- Train staff to understand the management strategies of their supervisors as one way to prepare them for positions at the next level of responsibility.
- Develop annual revenue and efficiency work sessions with your staff.
- Hold employees accountable to productivity standards of facilities and programs and cost recovery levels and give them measurable outcomes to manage to and report out quarterly or every six months.

- Develop financial sustainability performance outcomes which all divisions can use as a reference to determine their compliance with the budget expectations.

APPENDIX G

FUNDING SOURCES

FUNDING SOURCES FOR CAPITAL IMPROVEMENT DOLLARS AND OPERATING COSTS

The following financial options outline opportunities to consider in supporting the capital improvements as well as operational costs associated with managing the system for the future. Many of these funding sources may not be allowed or have never been used but should be pursued through legislative means should the Department see the value in pursuing these funding sources.

Admission to the Park: Many park and recreation systems in the United States have admission fees on a per car, per bike and per person basis to access a park that can be used to help support operational costs. Car costs range from $3 to $5 a car and $2 dollars a bicycle or $2 dollars a person. This is occurring in many park and recreation systems especially at large regional parks. This would only apply to regional parks or special use sports complexes in city if it is considered. This fee may be useful for large events and festivals that have the capability to be set up as a fee-based park at least on weekends.

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 to help support operational costs have been an acceptable practice in parks and recreation systems for a long time and can support operational costs.

Business Improvement District: The public private partnership collects additional taxes from business within a designated area. The fees are used for public projects, based on the notion that a well maintained public space will increase commerce for local businesses. Generally used in downtown areas, a Business Improvement District is a useful strategy for pooling revenue to support a common goal. BID funding is managed by a nonprofit corporation created through the city. This BID district can help support downtown parks as well.

Capitalizing Maintenance Costs: Levies and bonds for new projects do not always account for the ongoing maintenance and operations funding that those projects will need. By capitalizing maintenance costs, cities include those anticipated costs into the specific levy or bond proposal and then set the funding aside in an endowment to cover the future costs.

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 or updating 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 or redevelop the facility. Capital improvement fees normally are $5 per person for playing on the improved site or can be collected as a parking fee or admission fee.

Capital Improvement Fund Purpose: The purpose of the Park and Recreation Capital Improvement Fund is to allow for the collection of fees, donations, and revenue from vending machines, and to allow for depositing those fees, donations, revenues from vending machines in the fund for future land

acquisition or specific capital improvements as may be deemed necessary for future improvement or expansion of the Parks Department.

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.

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

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.

Economic Impact Income Tax- EDIT Funds. These funds are used to support economic impact projects in parks in many cities. This may be an opportunity to create this funding source for park related economic improvements related to parks.

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 an aquatic center and sports field complex. The Department could seek out a private developer to design build a field house facility for Parks and Recreation by paying back these costs over a 20-year period through the facility authority. The Facility Authority could include representation from the schools, the city/town and private developers.

Food and Beverage Tax: These dollars can come from the local community as well as visitors to help pay for a bond to finance future park and recreation related improvements. Food and Beverage Taxes are very well accepted in most communities. Many park and recreation agencies have a 1% food and beverage tax to support land acquisition across the country.

General Obligation Bond: A general obligation bond is a municipal bond secured by a taxing authority to improve public assets that benefits the municipal agency involved that oversee some of the parks and recreation facilities in the city. General Obligation Bonds are a tool used by local governments to borrow money. The bonds are guaranteed by the governing body's full faith and credit and backed by

property tax revenues. Departments can use revenue generated from the sale of general obligation bonds to fund a park project and repay the bonds and interest with future property tax revenue.

General Obligation Bonds should be considered for park and recreation facility projects; such as an update to Neighborhood, Community and Regional Parks, trails, recreation centers, aquatic centers, or a sports complexes. Improvements to parks should also be covered by these funding sources because there are very little operational revenues associated with these parks to draw from and some of the parks improvements need upgrades and renovations limiting the uses of other revenue sources. These parks help frame the image and benefit to a wide age segment of users and updating these parks will benefit the community and stabilize neighborhoods and other areas. This must be viewed as an economic impact improvement to stabilize neighborhoods an invite people to live in these neighborhoods because of the quality of parks in their neighborhood. If the parks are maintained to a higher level than the neighborhood it raises the value of property. If parks are maintained below the level of existing homes in the neighborhood it will bring the property values down.

Impact Development Fees: Impact Development Fees are one-time fees assessed on residential or commercial development based on the theory that growth pays for growth. Revenue generated from impact fees are allocated towards public infrastructure, including parks. This is a major source of funding for many fast-developing communities.

Independent Municipal Corporations like a Facility Authority can issue debt up to 2 percent of the debt limit of the city in most states for bond funding. This opportunity is subject to approval of city council.

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

Land Leases/Concessions: Land leases and concessions are public/private partnerships in which the municipality provides land or space for private commercial operations that will enhance the park and recreational experience in exchange for payments to help reduce operating costs. They can range from food service restaurant operations to retail operations on city owned property such as marinas and bait shops. Leases usually pay back to the city a percentage of the value of the land each year in the 15% category and a percentage of gross from the restaurant or retail attraction. They also pay sales tax and employee income taxes to the city which supports the overall government system in the city.

Land Leases: Many communities across the United States have allowed land leases for commercial retail operations along trails as a source of funding. The communities that have used land leases look for retail operations that support the needs of recreation users of the trails. This includes coffee shops, grill and food concessions, small restaurants, ice cream shops, bicycle shops, farmer's markets and small

local business. The land leases provide revenue to maintain the trails and/or to be used for in-kind matching. The City of Indianapolis has many concession leases along the 100+ miles of trails to support the operational costs of trails.

Lease Back: Lease backs are a source of capital funding in which a private sector entity such as a development company buys the park land site 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 20 to 30-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.

Levy on Property Tax: Public agencies around the country receive funding through property tax revenues. State laws vary on how these funds can be used- rather applied to operating cost or capital investments.

Local Option Income Tax for Public Safety- Many cities in Ohio has used this funding source to help support law enforcement in parks and in their city. Other cities have incorporated this option and moved dollars related to this funding source to support park infrastructure in their parks in Ohio.

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 and is dedicated to protecting the asset where the activity is occurring.

Park Land Dedication Fee: A park land dedication fee requires that a portion of any housing or commercial/industrial development be dedicated to public use, in the form of parks, recreation facilities, playgrounds, etc. Alternatively, the development may pay cash in lieu of a land dedication, which would be put in a special fund and used for future park acquisition.

Park and Recreation Capital Improvement Fund: Fees, donations, and revenue from vending machines established. Fees may be established and collected by the Park and Recreation Board for particular special events held on park property as the Board may deem necessary for that specific event. Private organizations who hold their event on park property and who charge admission for the event shall donate a portion of those charges to The Park and Recreation Capital Improvement Fund. Revenue from all vending machines placed on park property and accessible to the public shall be placed in the fund.

Park and Recreation Revenue 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 system.

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

festivals and tournaments. City and County park systems in Florida and Maryland charge parking fees for beaches, sports complexes and special event sites. They also have parking meters in parks to support the system or individual park and this could be applied to some parks that have high levels of people parking for free in city parks and going to work close by.

Partnerships: Most do not have equitable agreements for how the partnership is financed. Establishing policies for public/public partnerships, public/not-for-private partnerships and public private partnerships needs to be established with measurable outcomes for each partner involved. The Departments can gain a lot of operational monies back to the department if they can manage their partnerships in a more equitable manner.

Permit Fees: This fee is incorporated for exclusive reservations for picnic shelters, sports fields, special events that are for competition tournaments by other organizations who make a profit from the Department owned facilities. Permit fees include a base fee for all direct and indirect costs for the Department to provide the space on an exclusive basis plus a percentage of the gross for major special events and tournaments held on park 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 a Recreation and Park Revolving Fund to help support park improvements and operations in the future.

Recreation and Park Impact Fees: implementing a recreation impact fee if the Department wanted to pursue these funds from developers. Impact fees generally provide some capital funds but rarely are they sufficient to provide full funding of large projects.

Sale of Development Rights below the Ground: Some public agencies have sold their development rights next to greenways below the ground for fiber optic lines and utility lines for gas and electric on a lineal foot basis. This has occurred in King County, Washington.

Sales Tax: Some cities and states allocate a percentage of local or state-wide sales taxes specifically for parks. A general sales tax applies to a broad base of goods, which means that “a substantial amount of revenue can be generated with a relative low tax rate. This keeps the burden on household’s low. This has been used in Texas to fund Texas State Parks from the sale of outdoor recreation equipment and in other states to fund trails and city-wide improvements.

Special Purpose Levies: Public agencies, including parks can receive funding through a tax levy designated to a specific purpose and generally for a limited period. This could be a one-time, special purpose levy implemented for a limited time.

Special Service District: Many cities have moved parks and recreation services to a Special District especially in Ohio, Illinois, California and Oregon. Businesses and property owners within a designated area can request that a city authorize a Special Service District. Within the district, property owners and

businesses pay a service charge that is used for special services, such as park improvements for operations and maintenance

Tax Increment Finance District: Commonly used for financing redevelopment projects. A Tax Increment Finance District (TIF) involves the issuance of tax-exempt bonds to pay front-end infrastructure and eligible development costs in partnership with private developers that are considered Quality of Life improvements that capture increases in property tax revenue within a designated geographic area and allocates it for a specific public purpose. TIF revenue has been used towards park acquisition, maintenance, and improvements in certain cities. As redevelopment occurs, the "tax increment" resulting from redevelopment projects is used to retire the debt issued to fund the eligible redevelopment costs. The public portion of the redevelopment project funds itself using the additional taxes generated by the project. TIFs can be used to fund park improvements and development as an essential infrastructure cost. These funds would work well in the downtown park redevelopment and in trail development.

Tipping Fees: In Michigan some park systems get tipping fees collected at city/county owned landfills are redirected back to their parks systems to help pay for the cost of litter pick up in city and county parks.

Transient Occupancy Tax: This funding source is used by many cities and counties to fund improvements to parks from hotels that benefit from the parks in the form of sporting events or entertainment where participants stay in hotels when they use city or county owned sports complexes or competitive facilities. The Transient Occupancy Taxes are typically set at 3-5% on the value of a hotel room a 1% sales tax that can be dedicated for park and recreation improvement purposes as well. 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. Tracking the economic value back to the hotels is important to build trust with the hotel business community.

User Fees: User fees are fees paid by a user of recreational facilities or programs to offset the costs of services provided by Departments in operating a park, a recreation facility or in delivering programs and services. A perception of "value" must be instilled in the community by staff for what benefits the system is providing to the user. As the Department continues to develop new programs, all future fees should be charged based on cost recovery goals developed in a future Pricing Policy. The fees for the parks and/or core recreation services are based on the level of exclusivity the user receives compared to the general taxpayer. It is recommended that user fees for programs be charged at market rate for services to create value and operational revenue. For services that cannot move forward on adequate user fees to obtain the required cost recovery, consideration of contracting with a not-for-profit and/or private company to help offset service costs should be pursued. This would save the system dollars in their operational budgets while still ensuring the community receives the service to keep the quality of life at a high standard.

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 owned based on measures such as the amount of impervious surfacing as well as fees from utility companies having access through the park. It is used by many cities to acquire and develop greenways and other open space resources that provide improvements in the park or development of trails. Improvements can include trails, drainage areas, and retention ponds that serve multiple purposes such as recreation, environmental protection, and storm water management. This could be a source for the utilities to contribute to support the parks and trails in the future. This has been very successful in Houston along their bayous and in King County Washington.

PRIVATE FUNDING SOURCES

Adopt-A-Foot Program: These are typically small grant programs that fund new construction, repair/renovation, maps, trail brochures, facilities (bike racks, picnic areas, birding equipment) as well as provide maintenance support. The Adopt-A-Foot program is in the form of cash contributions that range from $2,640 to $26,400 over a five-year period.

Estate Donations: Wills, estates, and trusts may be also dedicated to the appropriate agency for use in developing and/or operating the greenway system

Exclusive Product Placement: Many cities have the official drink or food of parks and recreation, buying the right to be exclusively sold at kiosks and concession stands. They all pay for the right to be exclusive.

Greenways Conservation Groups: Conservation groups adopt green corridors to support the operations and capital costs for specific greenway corridors. These groups raise needed money for designated greenways for capital and operations costs.

Greenway Fundraising Programs: Agencies across the United States have used greenways for not-for-profit fundraisers in the form of walks, runs, bicycle races, and special events. The local managing agency usually gets $2-$5 per participant in the events to go back to support the operations and maintenance costs.

Greenway Trust Fund: Another strategy used by several communities is the creation of a trust fund for land acquisition and facility development that is administered by a private greenway advocacy group, or by a local greenway commission. A trust fund can aid in the acquisition of large parcels of high-priority properties that may be lost if not acquired by private sector initiative. Money may be contributed to the trust fund from a variety of sources, including the municipal and county general funds, private grants, and gifts.

Hire a Grant Writer: There are many local and national grant writers who can help the system acquire local, state and national grants for a relatively low cost.

Business/Citizen Donations: Individual donations from corporations and citizens can be sought to support specific improvements and amenities. Crowd funding is used by many park and recreation agencies.

Local Private-Sector Funding: Local industries and private businesses may agree to provide support for greenway development through one or more of the following methods:

- Donations of cash to a specific greenway segment.
- Donations of services by large corporations to reduce the cost of greenway implementation, including equipment and labor to construct and install elements of a specific greenway.
- Reductions in the cost of materials purchased from local businesses that support greenway implementation and can supply essential products for facility development.

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

- **Conservancy or Friends Organization:** This type of nonprofit is devoted to supporting a specific park like Centennial Park. These Park Conservancy's or Friends Groups are a major funding source for parks in the United States.
- **Greenway Foundations:** Greenway foundations focus on developing and maintaining trails and green corridors on a County-wide basis. Departments could seek land leases along their trails as a funding source, in addition to selling miles of trails to community corporations and nonprofits. 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. Some greenway foundations have created its own specific Greenway Trail license plate to help support the development and maintenance of trails.
- **Floodway Funding Sources:** Many cities and counties have used floodway funding sources to support development and operations of greenways. This funding source is used extensively in Houston, Texas, and in Cleveland, Ohio for their park systems.

Private Foundation Funds: Nonprofit community foundations can be strong sources of support for The Departments and should be pursued for specific park and recreation amenities. This can come from a community foundation or a private foundation. Most large park systems have their own parks foundation as well.

State Water Management Funds: Funds established to protect or improve water quality could apply to a greenways/trails project if a strong link exists between the development of a greenway and the adjacent/nearby water quality. Possible uses of these funds include the purchase of critical strips of land along rivers and streams for protection, which could then also be used for greenways; develop educational materials, displays; or for storm water management.

VOLUNTEER ASSISTANCE AND SMALL-SCALE DONATION PROGRAMS

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

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

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

Greenway Sponsors: A sponsorship program for greenway amenities allows for smaller donations to be received both from individuals and businesses. The program must be well planned and organized, with design standards and associated costs established for each amenity. Project elements that may be funded can include mile markers, call boxes, benches, trash receptacles, entry signage and bollards, and picnic areas.

Volunteer Work: Community volunteers may help with greenway construction, as well as conduct fundraisers. Organizations that might be mobilized for volunteer work include the Boy Scouts and Girl Scouts.

OPERATIONAL FUNDING COSTS OPPORTUNITIES

Admission Fee: An admission fee to an event in the park can be utilized.

Advertising Revenue: Advertising revenue can come from the sale of ads on banners in the parks. The advertising could include trashcans, trail markers, visitor pull trailers, tee boxes, scorecards, and in restrooms.

Cell Tower: Cell tower leases can be used. This revenue source would support $35,000-$50,000 annually for the site if cell towers in areas needing cell towers.

Concessions: Concessions can be leased out to a private operator for a percentage of gross profits. Typically, 15%-18% of gross profits for concessions of a profit operator, or a managing agency over a park site could manage concessions. This can include retail goods as well at golf pro-shops and tennis centers.

Field Permits: Department can issue recreational use permits for activities, practice or games. Permits should cover the operational cost of each field and management costs. If a private operator desires to

rent the site for a sporting tournament for private gain, Departments should provide a permit fee plus a percentage of gross from the event for the exclusive use of the fields.

Parking Fees: During major special events, the park system could charge a $5 parking fee for special events in the parks.

Reservation Fees: Reservation fees for picnic shelters, hospitality spaces and special use facilities are a great source of revenue for the system if priced correctly and include all operational and capital costs in the fee.

Room Reservations: Rental of rooms in the park system can gain operational revenues from these amenities with a typical range of $200-$500 a day for exclusive rental reservations.

Special Event Sponsors: Special events provide a great venue for special events sponsors as it applies to a concert, stage, entertainment, and safety.

Special Fundraiser: Many agencies hold special fundraisers on an annual basis to help cover specific programs and capital projects to be dedicated to a facility or district.

Walking and Running Event Fees: Event fees for walking and running events in a park can be assessed to cover safety staff managing the event in the park.

Wi-Fi Revenue: Departments can set up a Wi-Fi area whereby a Wi-Fi vendor is able to sell the advertising on the Wi-Fi access banner to local businesses targeting the users of the site. This revenue has amounted to $20,000-$50,000 in revenue for similar systems.

OTHER GOVERNMENT FUNDING SOURCES

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

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

Conservation Reserve Program: The U. S. Department of Agriculture (USDA), through its Agricultural Stabilization and Conservation Service, provides payments to farm owners and operators to place highly erodible or environmentally sensitive landscapes into a 10-15-year conservation contract. The participant, in return for annual payments during this period, agrees to implement a conservation plan approved by the local conservation district for converting sensitive lands to less intensive uses. Individuals, associations, corporations, estates, trusts, cities, counties and other entities are eligible for

this program. Funds from this program can be used to fund the maintenance of open space and non-public-use greenways along bodies of water and ridgelines.

Design Arts Program: The National Endowment for the Arts provides grants to states and local agencies, individuals and nonprofit organizations for projects that incorporate urban design, historic preservation, planning, architecture, landscape architecture, and other community improvement activities, including greenway development. Grants to organizations and agencies must be matched by a 50-percent local contribution. Agencies can receive up to $50,000.

Economic Development Grants for Public Works and Development of Facilities: The U. S. Department of Commerce, Economic Development Administration (EDA), provides grants to states, counties, and cities designated as redevelopment areas by EDA for public works projects that can include developing trails and greenway facilities. There is a 30-percent local match required, except in severely distressed areas where federal contribution can reach 80 percent.

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.

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

Land and Water Conservation Fund has been reinstated for 2016 levels at 150 million and can provide capital funds to state and local governments to acquire, develop, and improve outdoor recreation areas.

National Recreational Trails Program: These grants are available to government and nonprofit agencies, for amounts ranging from $5,000 to $50,000, for the building of a trail or piece of a trail. It is a reimbursement grant program (sponsor must fund 100% of the project up front) and requires a 20% local match. This is an annual program with an application deadline at the end of January. The available funds are split such that 30% goes toward motorized trails, 30% to non-motorized trails, and 40% is discretionary for trail construction.

SAFETULU Funds as well as Safe Routes to School Funds should be pursued for the trail improvements outlined in the plan as well.

Small Business Tree-Planting Program: The Small Business Administration provides small grants of up to $10,000 to purchase trees for planting along streets and within parks or greenways. Grants are used to develop contracts with local businesses for the plantings.

Transportation Enhancement Funds available through SAFETELU, the current approved federal transportation bill, can be used for trail and related green space development. Funding requires a 20% match and Safe Routes to School Funds require no match.

Urban and Community Forestry Assistance Program: The USDA provides small grants of up to $10,000 to communities for the purchase of trees to plant along city streets and for greenways and parks. To qualify for this program, a community must pledge to develop a street-tree inventory, a municipal tree ordinance, a tree commission, committee or department, and an urban forestry-management plan.

Watershed Protection and Flood Prevention (Small Watersheds) Grants: The USDA Natural Resource Conservation Service (NRCS) provides funding to state and local agencies or nonprofit organizations authorized to carry out, maintain, and operate watershed improvements involving less than 250,000 acres. The NRCS provides financial and technical assistance to eligible projects to improve watershed protection, flood prevention, sedimentation control, public water-based fish and wildlife enhancements, and recreation planning. The NRCS requires a 50-percent local match for public recreation, and fish and wildlife projects.

Wetlands Reserve Program: The U.S. Department of Agriculture provides direct payments to private landowners who agree to place sensitive wetlands under permanent easements. This program can be used to fund the protection of open space and greenways within riparian corridors.

APPENDIX H

PARK MASTER PLANS











20' SETBACK

EXISTING BALL FIELDS

EXISTING PARKING

EXISTING PARKING

EXISTING BALL FIELDS

EXISTING BATTING CAGES

POSSIBLE ADA CONNECTION TO APARTMENTS

GOLDEN HORSESHOE CIRCLE

POSSIBLE CONNECTION TO APARTMENTS

POSSIBLE CONNECTION TO APARTMENTS

DAVIS DRIVE

MORRISVILLE PARKWAY

LEGEND

- 1 RENOVATED RESTROOMS
- 2 4 TENNIS COURTS + SHELTER
- 3 PICNIC SHELTER + FLEX SPACE
- EXISTING PATH / GREENWAY
- PROPOSED PAVED ADA PATH
- PROPOSED ABC GRANITE TRAIL
- STREAM CROSSING / BOARDWALK
- FITNESS STATION
- CREEK

N

SCALE: 1"= 100'

THIS MASTER PLAN IS A REVISION BASED ON PREVIOUS PLANS PREPARED BY OTHERS AND CAPITAL IMPROVEMENT PLANS PROVIDED BY THE TOWN. BASE DATA USED TO DEVELOP THE MASTER PLAN IS FROM WAKE COUNTY GIS AND DATA PROVIDED BY THE TOWN. ADDITIONAL WETLAND AND STREAM DELINEATION, SURVEY DATA, AND STORM WATER FACILITY REQUIREMENTS MUST BE CONFIRMED BEFORE FINALIZING THE CONCEPT PLAN, COST ESTIMATES, OR DEVELOPING CONSTRUCTION DRAWINGS.

MORRISVILLE COMMUNITY PARK
PHASE III CONCEPTUAL PLAN

1520 MORRISVILLE PARKWAY
MORRISVILLE, NORTH CAROLINA

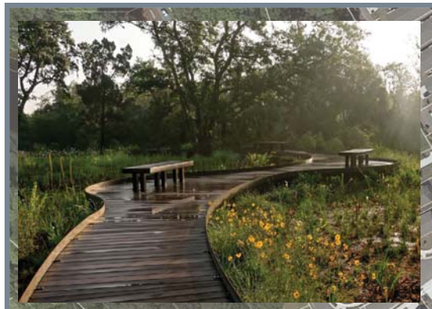
PHASE III CONCEPTUAL PLAN

MARCH, 2018

P 01

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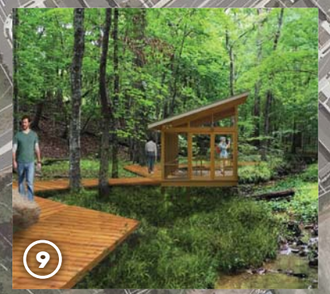






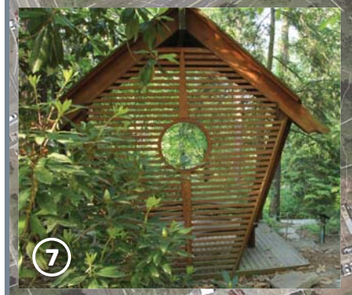
















EXISTING SPORTS FIELDS

WETLAND

WETLAND OVERLOOK + EDUCATIONAL CENTER

DELAPLANE COURT

CHAPEL HILL ROAD

RE-ALIGNED GREENWAY

KEYBRIDGE DRIVE

LEGEND

1 OPEN PLAY LAWN
2 INCLUSIVE PLAYGROUND
3 SENSORY GARDEN
4 DEMONSTRATION GARDEN
5 PAVILION + RESTROOMS
6 STORMWATER CONTROL MEASURE
7 SHELTER
8 ENVIRONMENTAL EDUCATION STATION
9 BIRDWATCHING STATION

EXISTING PATH / GREENWAY
PROPOSED ADA PAVED PATH
PROPOSED ABC GRANITE TRAIL
INTERPRETATIVE SIGNAGE
TRAIL HEAD
CREEK

N

SCALE: 1"= 100'

THIS MASTER PLAN IS A REVISION BASED ON PREVIOUS PLANS PREPARED BY OTHERS AND CAPITAL IMPROVEMENT PLANS PROVIDED BY THE TOWN. BASE DATA USED TO DEVELOP THE MASTER PLAN IS FROM WAKE COUNTY GIS AND DATA PROVIDED BY THE TOWN. ADDITIONAL WETLAND AND STREAM DELINEATION, SURVEY DATA, AND STORM WATER FACILITY REQUIREMENTS MUST BE CONFIRMED BEFORE FINALIZING THE CONCEPT PLAN, COST ESTIMATES, OR DEVELOPING CONSTRUCTION DRAWINGS.

CRABTREE CREEK NATURE PARK
CONCEPTUAL MASTER PLAN

151 KEYBRIDGE DRIVE
MORRISVILLE, NORTH CAROLINA

CONCEPTUAL MASTER PLAN

MARCH, 2018

P 02

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APPENDIX I

MAPS REFERENCED IN PLAN

EXISTING PUBLIC PARKS AND FACILITIES WITHIN 1 MILE OF MORRISVILLE

Morrisville
Live connected. Live well.

Shiloh Park
Church Street Park
Northwest Park
Cedar Fork Community Center Outdoors Space
Waterford Open Space
Historic Christian Church
Sarah Woody Jenkins Park
Ruritan Park
Cedar Fork District Park
Lake Crabtree County Park
Indian Creek Greenway
Carpenter Park
Addison Place Open Space
Indian Creek Trailhead
Town Open Space
Morrisville Square Open Space
Crabtree Creek Nature Park
Morrisville Community Park
Morrisville Aquatic and Fitness Center
Cary Tennis Park
Green Hope Elementary School and Park
Black Creek Greenway Trailhead Park
Robert V. Godbold Park
Preston Fields
Fred G. Bond Metro Park

LEGEND

Public Recreation Parks and Facilities in Morrisville

- Special Use Facility
- Active Parks or Managed Sites
- Undeveloped Parks and Open Space
- Other Maintained Areas
- Existing Town of Morrisville Park

Public Recreation Parks and Facilities Within 1 Mile of Morrisville

- Existing Parks
- Existing Park Parcel

- Streams
- Water Bodies
- Morrisville Town Limits
- Morrisville Town Limits 1-mile Buffer
- Parcels

0 750 1,500 3,000 4,500 6,000 Feet

1 in = 1,500 ft

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EXISTING PARK SERVICE AREA

Morrisville
Live connected. Live well.

Shiloh Park
Church Street Park
Northwest Park
Cedar Fork Community Center Outdoors Space
Waterford Open Space
Historic Christian Church
Sarah Woody Jenkins Park
Ruritan Park
Cedar Fork District Park
Crabtree Creek Nature Park
Addison Place Open Space
Town Open Space
Morrisville Square Open Space
Indian Creek Trailhead
Morrisville Community Park
Morrisville Aquatic and Fitness Center

LEGEND

Public Recreation Facilities in Morrisville

- Special Use Facility
- Active Parks or Managed Sites
- Undeveloped Parks and Open Space
- Other Maintained Areas
- Morrisville Town Limits
- Existing Town of Morrisville Park

- Streams
- Water Bodies
- Morrisville Town Limits
- Parcels

Existing Park Service Areas

- Pocket Park 0.25 Mile Service Radius
- Neighborhood Park 0.5 Mile Service Radius
- Community Park 2 Mile Service Radius

0 500 1,000 2,000 3,000 4,000 Feet

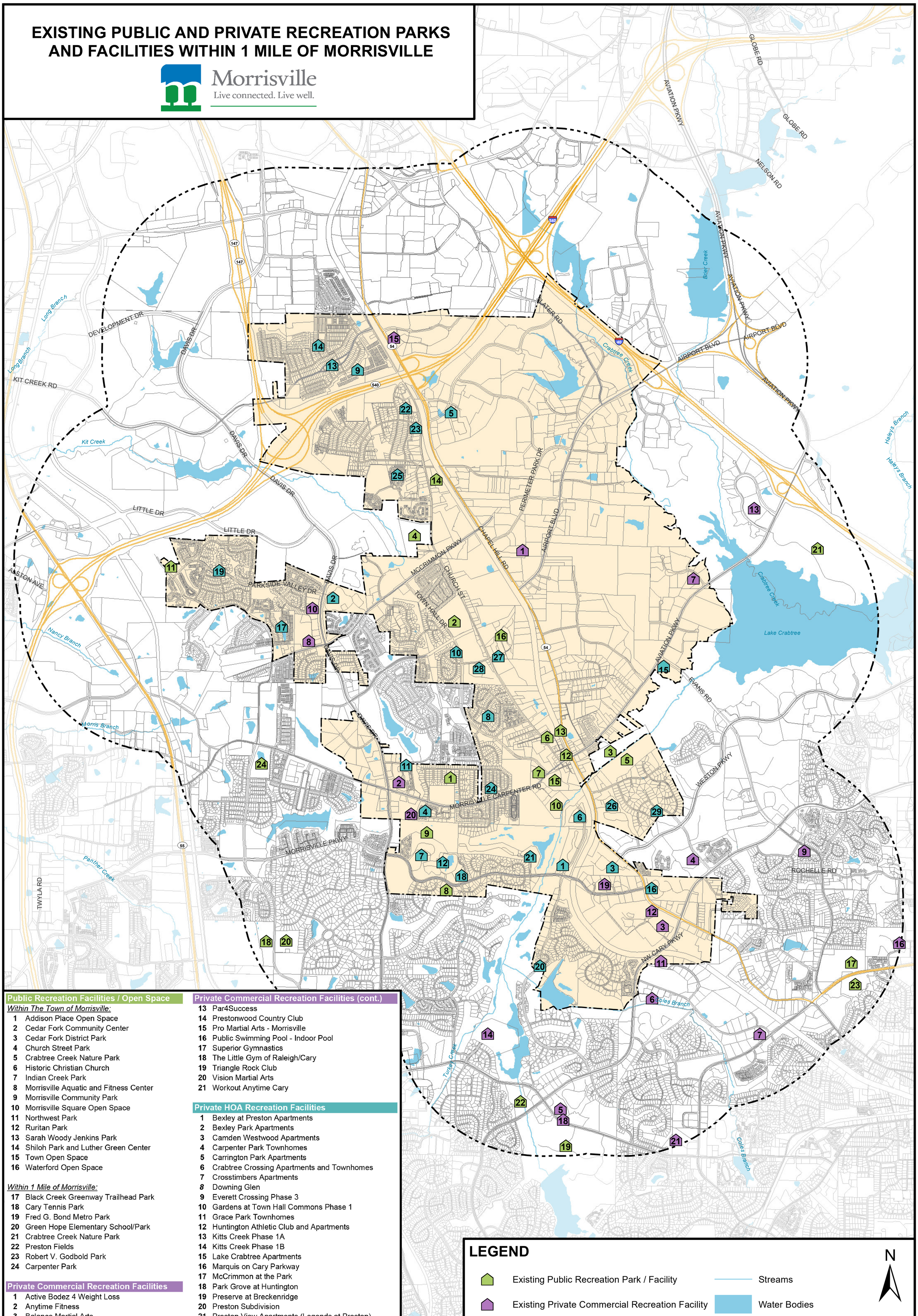
1 in = 1,000 ft

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EXISTING PUBLIC AND PRIVATE RECREATION PARKS AND FACILITIES WITHIN 1 MILE OF MORRISVILLE

Morrisville
Live connected. Live well.



Public Recreation Facilities / Open Space

Within The Town of Morrisville:

1 Addison Place Open Space
2 Cedar Fork Community Center
3 Cedar Fork District Park
4 Church Street Park
5 Crabtree Creek Nature Park
6 Historic Christian Church
7 Indian Creek Park
8 Morrisville Aquatic and Fitness Center
9 Morrisville Community Park
10 Morrisville Square Open Space
11 Northwest Park
12 Ruritan Park
13 Sarah Woody Jenkins Park
14 Shiloh Park and Luther Green Center
15 Town Open Space
16 Waterford Open Space

Within 1 Mile of Morrisville:

17 Black Creek Greenway Trailhead Park
18 Cary Tennis Park
19 Fred G. Bond Metro Park
20 Green Hope Elementary School/Park
21 Crabtree Creek Nature Park
22 Preston Fields
23 Robert V. Godbold Park
24 Carpenter Park

Private Commercial Recreation Facilities

1 Active Bodez 4 Weight Loss
2 Anytime Fitness
3 Balance Martial Arts
4 Excel Body Fitness
5 Fitness 19 Cary
6 Fitness Together
7 Forged Fitness
8 JT Taekwondo Academy
9 MOR at Silverton Swim Club
10 NetSports
11 O2 Fitness - Cary/Preston Walk
12 Orangetheory Fitness Morrisville

Private Commercial Recreation Facilities (cont.)

13 Par4Success
14 Prestonwood Country Club
15 Pro Martial Arts - Morrisville
16 Public Swimming Pool - Indoor Pool
17 Superior Gymnastics
18 The Little Gym of Raleigh/Cary
19 Triangle Rock Club
20 Vision Martial Arts
21 Workout Anytime Cary

Private HOA Recreation Facilities

1 Bexley at Preston Apartments
2 Bexley Park Apartments
3 Camden Westwood Apartments
4 Carpenter Park Townhomes
5 Carrington Park Apartments
6 Crabtree Crossing Apartments and Townhomes
7 Crosstimbers Apartments
8 Downing Glen
9 Everett Crossing Phase 3
10 Gardens at Town Hall Commons Phase 1
11 Grace Park Townhomes
12 Huntington Athletic Club and Apartments
13 Kitts Creek Phase 1A
14 Kitts Creek Phase 1B
15 Lake Crabtree Apartments
16 Marquis on Cary Parkway
17 McCrimmon at the Park
18 Park Grove at Huntington
19 Preserve at Breckenridge
20 Preston Subdivision
21 Preston View Apartments (Legends at Preston)
22 Providence Place
23 Providence Place Subdivision
24 Savannah Village
25 Shiloh Grove
26 The Oaks at Weston Apartments
27 The Waterford Apartments
28 Treybrooke at the Park Apartments and Townhomes
29 Weston Estates

LEGEND

- Existing Public Recreation Park / Facility
- Existing Private Commercial Recreation Facility
- Existing Private HOA Recreation Facility
- Parcels
- Streams
- Water Bodies
- Morrisville Town Limits
- Morrisville Town Limits 1-mile Buffer

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0 1,500 3,000 4,500 6,000 Feet

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LAND ACQUISITION SEARCH AREAS

Morrisville
Live connected. Live well.

Shiloh Park
Church Street Park
Northwest Park
Waterford Open Space
Cedar Fork Community Center Outdoors Space
Future Community Center
Historic Christian Church
Future Wetland Center
Sarah Woody Jenkins Park
Ruritan Park
Cedar Fork District Park
Crabtree Creek Nature Park
Addison Place Open Space
Town Open Space
Morrisville Square Open Space
Indian Creek Trailhead
Morrisville Community Park
Morrisville Aquatic and Fitness Center

LEGEND

Public Recreation Facilities in Morrisville

- Existing Park / Open Space
- Future Facility
- Existing Park Service Radius

Search Areas

- Primary Search Area
- Secondary Search Area

- Streams
- Water Bodies
- Morrisville Town Limits
- Parcels
- Morrisville Town Limits
- Existing Town of Morrisville Park

0 500 1,000 2,000 3,000 4,000 Feet

1 in = 1,000 ft

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