













# Zionsville, Indiana

Recreation Program Plan January 2021

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#### CHAPTER ONE - INTRODUCTION

#### 1.1 BACKGROUND

Platted in 1852, the Town of Zionsville is located in Boone County, Indiana and is approximately 20 miles northwest of Downtown Indianapolis. The Town has been expanding with younger families in the north and west of the Town's urban core. Seven of the Zionsville Parks are connected to Eagle Creek, which has supported the existing nature-based programming. In addition, six parks are connected to the Big-4 Rail Trail.

As identified in the 2018 Master Plan, the Zionsville Board of Parks and Recreation's goal is to create a complete park system, providing a place to play for everyone by improving quality of life with recreational experiences. This *Program Plan* is intended to assist the Board of Parks and Recreation with achieving these goals. Historically, programming has been limited due to the Nature Center's location (on school property) and staffing.

#### 1.2 PROGRAM PLAN

As the population continues to increase and the Town of Zionsville continues to expand, it is necessary to examine the community's recreation needs. This *Program Plan* develops a clearly defined programming process that was created through community engagement to define strategies, services, and direction for public recreation programming. Additionally, the directions recommended in this document are intended to be financially sustainable and aligned with town-wide and departmental goals.

# 1.3 PROJECT PROCESS

The Town of Zionsville *Program Plan* followed an iterative process of data collection, public input, on-the-ground study, assessment of existing conditions, market research, and open dialogue with local leadership and key stakeholders. It should be noted that this *Program Plan* process began during the COVID-19 Pandemic. Public engagement occurred over the course of 2020. Ultimately, public engagement during this time period continued to highlight the importance of recreation places, spaces, and opportunities. The following process was used to develop the *Program Plan*:



Figure 1: Project Process



# 1.4 PROGRAM PLAN GOALS

The overarching goals of the *Program Plan* development process included:

- Engage the community, leadership and stakeholders in meaningful, varied and a creative public engagement process to build a shared vision for programs in the Town, as well as understand how to best serve current and projected recreation needs of the community in programs and facilities;
- **Utilize a wide variety of data sources and best practices** to predict recreation trends and patterns of use and how to address unmet needs in the Town;
- Determine unique Level of Service Standards for the Town to project appropriate and prudent
  actions regarding recreation programs and services and assess current recreation needs for
  programming;
- Shape financial and operational preparedness through innovative and "next" practices to achieve the strategic objectives and recommended actions and implementation strategies; and to
- **Develop a dynamic and realistic program plan** that can ensure long-term success and financial sustainability for recreation programs and facilities, as well as action steps to support the diverse community that the Department serves.

#### 1.5 KEY RECOMMENDATIONS

The following key recommendations are organized in prioritized order. The recommendations are designed to enhance the Zionsville Parks and Recreation Department's program offerings to best fit the community wants and needs.

# 1.5.1 INCREASE COMMUNITY CONNECTIVITY

Town of Zionsville residents place a high priority on increasing natural, paved, and water trails within the community. These are not limited to current trails, however, but also includes safe connections between each park and trail within the system.

#### 1.5.2 HIRE PROGRAM STAFF

The community wants more programs which necessitates hiring additional programming staff to increase offerings. Program offerings need to include activities for all ages and families. These programs must also be available on weekends, evenings, and mornings depending on the target market and activity provided.

# 1.5.3 INCREASE BRAND AWARENESS

As the Department grows, the team should focus on developing a brand. The brand should standout beyond the Town's images and logos. Enhanced branding and adding additional programs will increase the community's familiarity with the Department's offerings.

Additionally, the public engagement process highlighted the use of the newspaper as a preferred marketing mechanism. Since the local paper recently closed, the Department may need to research the *Lebanon Reporter* and the *Current* to see if their reach in high enough for the Department to invest in. Outside of the newspaper, the Department should also focus on digital marketing which includes emails, social media, and Town website.

# 1.5.4 INCREASE PROGRAMS

The public engagement process reveals several areas the Department can expand programming, most of which can be condensed into two new Core Program Areas:

- 1. **Outdoor Recreation**: this would include community wide events, outdoor adventure, outdoor water activities, and programming the trails.
- 2. **Enrichment Programs (or traditional recreation opportunities):** programs would include fitness and wellness, arts & culture, aquatics, and other continuing education opportunities.

#### 1.5.5 INVEST IN INDOOR RECREATION FACILITIES

New programs will drive new facilities. The Department needs to find a home for the Nature Center that does not limit access during the school day. This will instantly increase program opportunities; however, the community wants even more indoor recreation space that could support traditional recreation programs such as Fitness & Wellness, Cultural Performances, Enrichment Programs, and Aquatics. The Department could temporarily develop partnerships for unused spaces until funding, design, and build could be completed on an indoor facility.

#### 1.5.6 DEVELOP PROGRAM STANDARDS

As the Department's assets grow, a focus on standards development should include program guides, program trainings, and program/department policies to enhance customer service, quality of programs, safety, volunteers, and partnerships to protect the Department's investment into the community.







# CHAPTER TWO - COMMUNITY PROFILE

#### 2.1 SWOT SUMMARY

The Consulting Team started the *Program Plan* development process by conducting an assessment of the Department's strengths, weakness, opportunities, and threats. The SWOT Analysis provides critical planning context when beginning to understand the community. The following key points were derived from the assessment and complete SWOT results can be found in the **Appendix**.

#### 2.1.1 STRENGTHS

The Department is small, but strong, which focuses on nature-based recreation and programs. The system's backbone is the trails system and it has high potential to further community connectivity. The community is active in the parks, which increases the possibility of public support for future development.

#### 2.1.2 WEAKNESSES

In the new annexation areas of Zionsville, parks, facilities, and amenities are lacking within the park system. Park locations, development, and accessibility are currently hindered by current location, property owners, and school hours.

#### 2.1.3 OPPORTUNITIES

The community and new leadership support the park system. The Department can potentially increase programs and revenue opportunities through partnerships and volunteers. Additionally, there are opportunities for potential growth including trail connectivity and expanded parkland near the Eagle Creek flood plain.

# 2.1.4 THREATS

COVID and property tax caps have recently limited funding opportunities. Public park use can be limited due to floods, property owner relationships and easements, and school hours. Increased population growth and similar providers in the area place pressure on the Department to grow and establish healthy competition within the community.



#### 2.2 DEMOGRAPHICS

The Town of Zionsville population has been increasing in recent years. Figure 2 below presents the most recent demographic information available at the time of this report's development. The Town's demographic information is also compared to the state and U.S. demographic trends to provide context. A full demographic comparison can be found in the Appendix. These data points will assist the Department in developing programs that reflect the best locations and attract the community demographics. For the purposes of understanding the community's profile, the Town of Zionsville boundaries were split into Urban and Rural, signifying the expanding Town limits.

= Significantly higher than the National Average & State Averages
= Significantly lower than the National Average & State Averages

2020 Demographic Comparison		Zionsville Urban	Zionsville Rural	Indiana	U.S.A.
tion	Annual Growth Rate (2010-2020)	2.43%	2.16%	0.50%	0.81%
Population	Projected Annual Growth Rate (2020-2035)	2.35%	2.03%	0.49%	0.74%
Households	Annual Growth Rate (2010-2020)	2.68%	2.02%	0.56%	0.80%
House	Average Household Size	2.73	2.98	2.51	2.58
n nt	Ages 0-17	25%	30%	22%	22%
Age Segment Distribution	Ages 18-34	18%	18%	23%	23%
Seg	Ages 35-54	27%	29%	25%	25%
ge S	Ages 55-74	24%	20%	23%	23%
Ϋ́	Ages 75+	6%	4%	7%	7%
_	White Alone	92.1%	88.9%	81.4%	69.4%
tior	Black Alone	0.9%	1.2%	9.7%	13.0%
Race Distribution	American Indian	0.2%	0.3%	0.3%	1.0%
istr	Asian	4.3%	6.2%	2.6%	5.9%
е D	Pacific Islander	0.0%	0.0%	0.0%	0.2%
Rac	Some other Race	0.7%	1.0%	3.3%	7.1%
	Two or More Races	1.7%	2.4%	2.6%	3.6%
Hispanic/Latino Population	Hispanic / Latino Origin (any race)	3.2%	3.6%	7.4%	18.8%
Hispanid Popu	All Others	96.8%	96.4%	92.6%	81.2%
Income Characteristics	Per Capita Income	\$60,203	\$47,541	\$29,066	\$34,136
Inco	Median Household Income	\$131,155	\$109,354	\$56,021	\$62,203

Figure 2: Demographic Summary





# 2.3 LOCAL TRENDS

# 2.3.1 MARKET POTENTIAL INDEX (MPI)

To support the summary and opportunity reflected in the demographics, it is important to examine the community's market potential index. The following charts show sport and leisure market potential data for the Town's service area, as provided by Environmental Systems Research Institute (ESRI). A Market Potential Index (MPI) measures the probable demand for a product or service within Zionsville. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the U.S. national average. The national average is 100; therefore, numbers below 100 would represent lower than average participation rates, and numbers above 100 would represent higher than average participation rates. The service area is compared to the national average in four (4) categories - general sports, fitness, outdoor activity, and commercial recreation.

**Figures 3-10** show various recreation activities listed in descending order, from highest to lowest MPI score. High index numbers (100+) are significant because they demonstrate that there is a greater potential that residents within the service area will actively participate in offerings provided by the Town of Zionsville.

It should be noted that programmatic decisions should not be made in a vacuum as they relate to MPI scores. For example, nearly all of Zionsville's MPI scores are above the national average. This means that there is a greater likelihood for different recreation activities to be "successful" within the Town as compared to the national average. Additionally, the individual activities presented in the following figures should be tested with local interest whenever decision-makers are looking to expand programmatic opportunities. The big takeaway from the Town's MPI scores is there is a strong potential for recreation services as they relate to general sports, outdoor activities, fitness, and commercial recreation.

# GENERAL SPORTS MARKET POTENTIAL

The top three General Sports for both the Urban and Rural areas of Zionsville are the same, however, in a different order. Volleyball (162), Tennis (155), and Golf (153) are the MPI scores for the Urban areas while Golf (152), Tennis (145), and Volleyball (130) are the MPI scores for the Rural area (Figures 3 & 4).

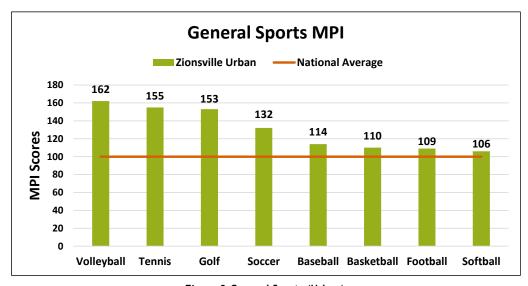


Figure 3:General Sports (Urban)

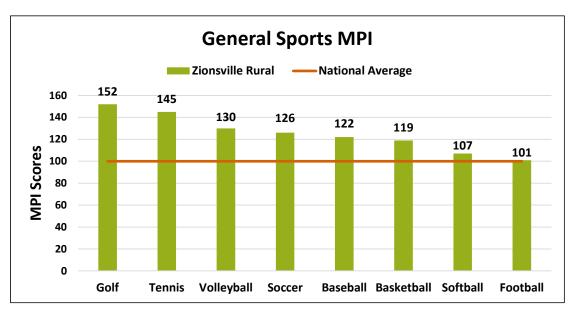


Figure 4: General Sports (Rural)

# FITNESS MARKET POTENTIAL

Zionsville, in general, has a high propensity for fitness with Jogging and Weight Lifting in the top three MPI scores in both regions. Zumba is the only fitness class than ranks below 130 (but well above the national average) in both regions (Figures 5 & 6).

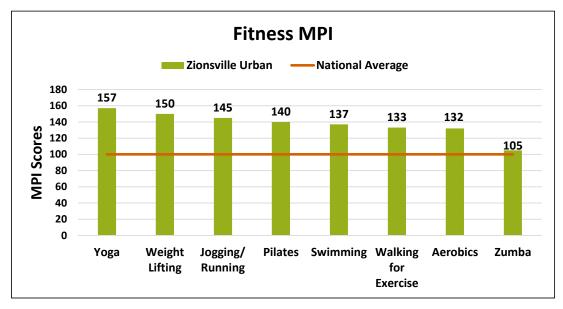


Figure 5: Fitness (Urban)



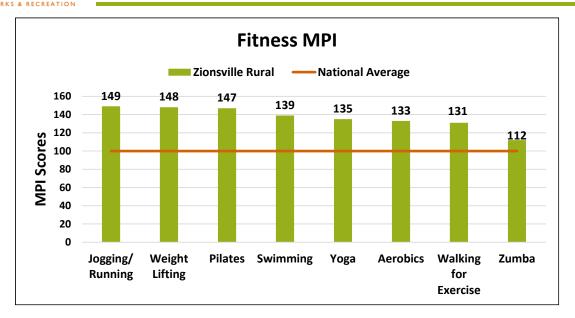


Figure 6: Fitness (Rural)

# **OUTDOOR ACTIVITY MARKET POTENTIAL**

MPI scores for outdoor activities are all above the national average, Horseback Riding (160) is the top MPI score for Urban residents while Power Boating (145) is the top MPI score for Rural residents. Fresh Water Fishing has the lowest MPI score in each area (Figures 7 & 8).

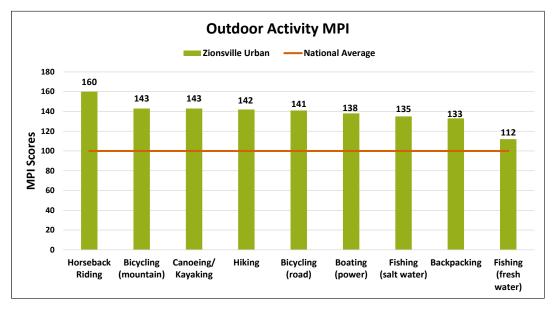


Figure 7: Outdoor Activity (Urban)

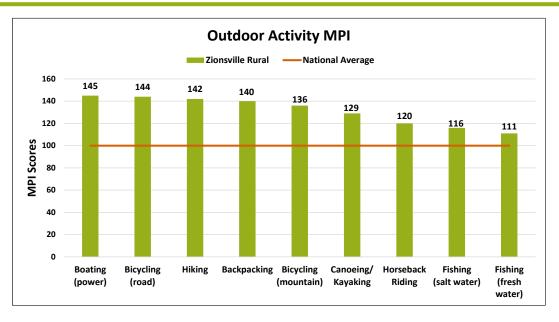


Figure 8: Outdoor Activity (Rural)







#### COMMERCIAL RECREATION MARKET POTENTIAL

Both Urban and Rural Zionsville have high MPI scores for commercial recreation activities. Urban Zionsville's highest MPI score is associated with attending classical musical/opera performances while Rural Zionsville's highest MPI score is associated with spending \$250+ on sports/rec equipment (Figures 9 & 10).

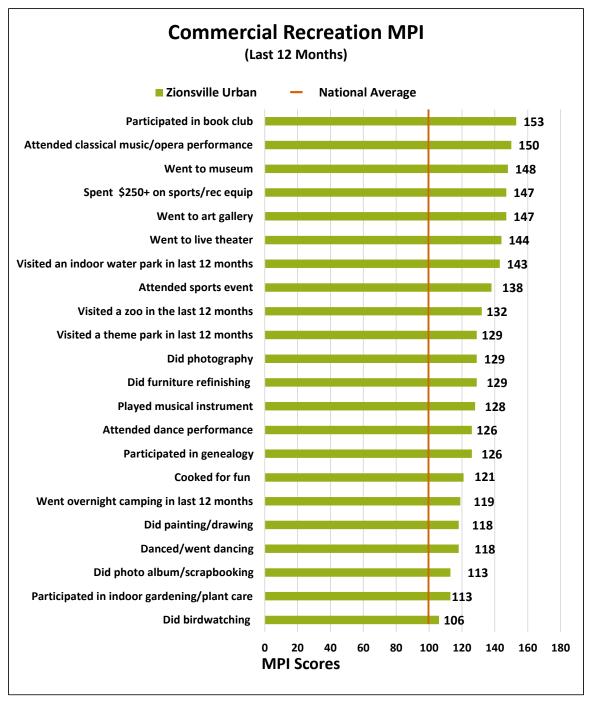


Figure 9:Commercial Recreation (Urban)

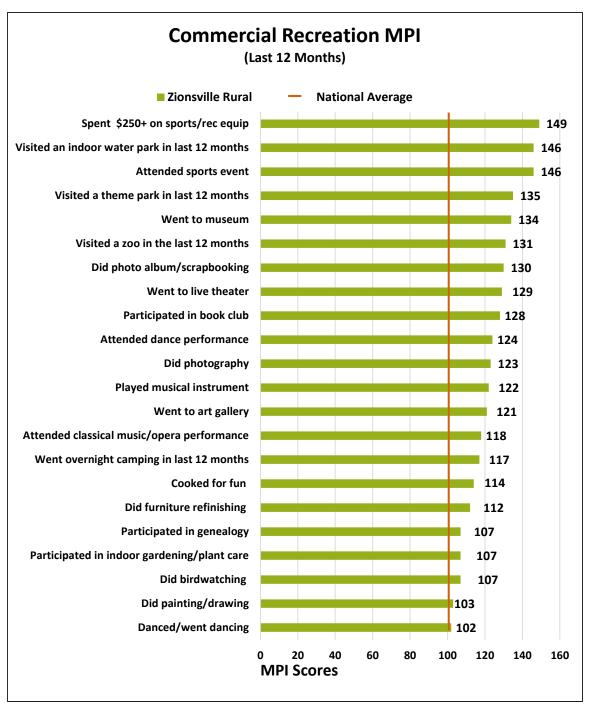


Figure 10: Commercial Recreation (Rural)



# 2.3.2 DEMPGRAPHIC & TRENDS SUMMARY

Based on the information presented in the analysis, the following key findings are of particular interest and/or have significant implications for the Town:

- The population is projected to have 25,505 (Urban) and 14,358 (Rural) residents living within 9,440 (Urban) and 4,806 (Rural) households in 2035.
- The percentage of residents between 18-34 years old are relatively low in all of Zionsville when compared to National and State averages. The Rural population has a higher percentage of residents aged 0-17 and 35-54. Each of these age segments will contribute to the 15-year growth, increasing the 18-34 and 55+ populations.
- Household income in all of Zionsville is higher than state and national averages.
- National participatory trends indicate near or above the national averages in many activities in general sports, fitness, outdoor recreation, and commercial recreation.

#### 2.3.3 DEMOGRAPHIC IMPLICATIONS

Although it is important to understand the demographics of residents within the Town's Urban and Rural jurisdiction, it is equally important to avoid generalizing recreation needs and priorities based solely on demographics. The analysis identifies some potential implications for the Town.

**Population:** The population is expecting significant growth above the national average for the foreseeable future. These means that adding new opportunities and experiences for residents may be key to providing strong levels of service.

**Aging Trend:** The Town's aging trend may indicate a need for programs that can attract adults aged 18-34 which may include families as well as adults in the 55+ age segmentation.

**Income Characteristics:** The Town's median household income and per capita income is higher than the state and country. The Department should be mindful that most residents will be able to pay for access to new amenities; however, when pricing programs and services, the Department should consider the lower per capita incomes to ensure equity of access.

**Recreation Trends:** While developing new programs and services for Town of Zionsville, the Department should consider all the trends that are above average in the MPI scores, especially ones that would fit well in the vision of the Department as a whole.

#### 2.4 BENCHMARK ANALYSIS

The Consulting Team and Zionsville Parks and Recreation ("Department") identified operating metrics to benchmark comparable parks and recreation agencies. The analysis aimed to evaluate how the Department 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 compared to the Department. The full benchmark can be found in the **Appendix**.

# 2.4.1 SUMMARY OF BENCHMARK FINDINGS

The benchmark comparison validated the Department's strong performance in some areas, such as capital budget, collection of impact fees, trail miles offered, and overall park acreage. These strengths demonstrate how the Department has been able to focus on growth and nature-based programs/amenities favored by the community.

The benchmark study also uncovered some limitations and opportunities for the Department. Staffing is low for the population jurisdiction and the overall investment in staffing. However, the operation budget is on par with peers and national averages. Enhancing the Department may mean an increase in non-tax revenues but that comes with a staffing implication.

The benchmark analysis reveals that Department is near the average of park systems in the region as well as the national averages. The perspective gained through the peer comparison is valuable in identifying areas for improvement and establishing strategic goals to pursue. The Department should use this analysis as a baseline comparison that provides key performance indicators (KPIs) to be tracked and measured over time.







#### CHAPTER THREE - COMMUNITY ENGAGEMENT

#### 3.1 FOCUS GROUPS

The Consulting Team conducted stakeholder interviews, public forums, and focus groups by phone, Zoom, and outdoor presentations in July and August 2020. There were three public forums with a total of approximately 80 participants. Two of the public meetings consisted of in person passive dot voting exercises and one was a virtual public forum presentation. The focus groups included representatives from the library, schools, Boys & Girls Club, sports associations, HOAs, Culture District, seniors, Town leadership, and Park Board members; this process added another 50 participants to the public engagement process.

Based on feedback from these community input processes, several key themes emerged related to the Town of Zionsville *Program Plan*. It should be noted, however, this summary reflects responses provided by interview participants, and comments do not necessarily constitute consultant recommendations

# 3.1.1 KEY THEMES

- Community members appreciate the nature-based passive system.
- There is a need to increase Department communication through website, Facebook, and educational signs to raise awareness of parks and activities and natural settings' etiquette.
- Increase trails and connectivity for paved and natural settings.
- Park improvements and maintenance needs to be financially feasible.
- Increase adult recreation opportunities, kids' camps, and activities for teens.
- Increase partnerships and discover a way that brings all organizations together to share event schedules, resources, and communication methods with residents.
- Increase events throughout Zionsville.
- Set standards to reduce homeowner encroachment on trails.
- Set standards that create an easy process to rent parkland.
- Explore "facilities of interest" such as dog parks, a community/recreation center, indoor pool, and relocating the Zion Nature Center.
- Develop diverse funding strategies that are feasible for the Department, this may include the development of a park foundation to assist with special project fundraising.
- Maintain a balance between current natural parks and facility/amenity growth desired by the community.

# 3.2 STATISTICALLY-VALID COMMUNITY SURVEY

To test the key themes obtained through the initial engagement process, the Consulting Team designed and implemented a statistically-valid community survey to provide a representative sample to support the key themes and/or provide new insights.



#### 3.2.1 OVERVIEW

ETC Institute administered a community interest and opinion survey in the Fall of 2020 for the Town of Zionsville, Indiana. This assessment was administered as part of Zionsville Parks and Recreation Department's efforts to establish community priorities for the future of recreation facilities, programs, and services within the Town. Information obtained from this survey will determine such priorities for parks, recreation facilities, program offerings, and special event offerings in the Town.

# 3.2.2 METHODOLOGY

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

Ten days after the surveys were mailed, ETC Institute sent emails to the households that received the survey to encourage participation. The emails contained a link to the online version of the survey 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 online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not counted.

The goal was to obtain a total of 400 completed surveys from Zionsville residents. A total of 852 completed surveys with a precision of at least +/- 3.3% at the 95% level of confidence.

# 3.2.3 TOWN OF ZIONSVILLE PARKS AND RECREATION DEPARTMENT

#### **OVERALL**

- Sixty-two percent (62%) of residents are satisfied with the overall value they receive from the Parks and Recreation Department.
- Five out of ten residents are somewhat familiar with what the Parks and Recreation Department provides to the community.

# CONTRIBUTION TO COMMUNITY ISSUES

Respondent households were asked to indicate how valuable of a contributor they believe the Zionsville Parks and Recreation Department is with addressing various community issues. The statements with the highest ratings regarding how valuable the Zionsville Parks and Recreation Department is contributing to community issues, based on the sum of a "very valuable contributor" and "somewhat valuable contributor" responses by respondent household who had an opinion, were:

- Making living in Zionsville fun (85%),
- Shaping public perceptions of Town and its overall quality of life which helps build a sense of place/home (83%),
- Preserving and protecting the natural environment (82%), and
- Enhancing real estate values (81%).

# IMPORTANCE OF VARIOUS RECREATION SERVICES

The services with the highest ratings of level of importance, based on the sum of "very important" and "important" responses among residents who had an opinion, were: maintenance of parks (94%), quality of trails/pathways (91%), availability of information about Zionsville Parks (83%).

The recreation services that residents believe should receive the most attention from Zionsville Parks and Recreation over the next two years, based on the sum of respondents' top four choices, were: maintenance of parks (49%), quality of trails/pathways (48%), and number of trails/pathways (44%).



# 3.2.4 TOWN OF ZIONSVILLE PARKS, FACILITIES, AND PROGRAMS

#### PARTICIPATION IN TOWN PROGRAMS

Twenty-four percent (24%) of responding households indicated they had participated in Town programs, offered by the Zionsville Parks and Recreation Department, during the past 12 months (before the COVID-19 Pandemic). Of those respective households (24%); 33% participated in 1 program, 52% participated in 2 to 3 programs, 11% participated in 4 to 6 programs, 3% participated in 7 to 10 programs, and 2% participated in 11 or more programs during the past 12 months.

#### **RATINGS OF TOWN PROGRAMS**

Of the respondents that participated in Town programs:

- 49.0% rated the overall quality of programs as "excellent,"
- 39.8% rated the overall quality of programs as "good,"
- 1.5% rated the overall quality of programs as "fair,"
- 0.5% rated the overall quality of programs as "poor," and
- 9.2% did not provide a response.

#### TOWN PARKS USED

Parks used most, by responding households during the past 12 months (before the COVID-19 Pandemic), were: Lions Park (75%), The Big-4 Rail Trail (58%), and Starkey Nature Park (56%). The facilities with the highest ratings, based on the sum of "excellent" and "good" responses among residents who had an opinion, were: Elm Street Green (98%), Heritage Trail Park (98%), and Mulberry Fields (97%).

The parks/facilities that were visited the most during the past year, based on the sum of respondents' top three choices, were: Lions Park (53%), The Big-4 Rail Trail (44%), and Starkey Nature Park (32%).

# TOWN ORGANIZATIONS USED FOR PROGRAMS

The three organizations used most by responding households, during the last 12 months (before the COVID-19 Pandemic), were: Lions Park (69%), Zionsville Parks and Recreation (66%), and libraries (55%).

Residents were asked to indicate all of the reasons they use organizations other than Zionsville Parks and Recreation for activities and one-third indicated the program or facility was not offered by the Town. Four out of ten residents participate in group/individual fitness via organizations other than Zionsville Parks and Recreation. Thirty percent (30%) of respondents participate in youth sports with other organizations than Zionsville Parks and Recreation.

The organizations used most for recreation programs/services by households with members of the age  $\underline{0}$  to 17 years, based on the sum of respondents' top two choices, were: Lions Park (14%), Zionsville Parks and Recreation (13%), and private sport leagues (11%).

The organizations used most for recreation programs/services by households with members that are <u>18</u> <u>years or older</u>, based on the sum of respondents' top two choices, were: Zionsville Parks and Recreation (23%), private fitness centers (18%), and Carmel Clay Parks and Recreation (17%).

# BARRIERS TO USE OF DEPARTMENT PARKS, FACILITIES, OR PROGRAMS

Respondents were given a list of twenty (20) potential barriers for reasons that currently prevent them or household members from using Zionsville Parks and Recreation Department parks, facilities, or programs more often.

- Five out of ten respondents do not use parks, facilities, or programs more often because they do not know what is being offered.
- About a quarter (24%) of respondents indicated they do not have time to use/participate in Department parks, facilities, or programs.
- Sixteen percent (16%) of residents indicated a barrier for them is that they do not know the locations of facilities.

# 3.2.5 PROGRAM NEEDS AND PRIORITIES

#### **PROGRAM NEEDS**

Respondents were also asked to identify if their household had a need for 28 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 four recreation programs with the highest percentage of households that have an unmet need were:

- 1. Outdoor events 5,182 households (or 49%),
- 2. Fitness and wellness programs 5,003 households (or 48%),
- 3. Cultural performances 4,691 households (or 45%), and
- 4. Outdoor water recreation 4,355 households (or 42%).

#### PROGRAM IMPORTANCE

In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents placed on each program. Based on the sum of respondents' top four choices, the four most important programs to residents were:

- 1. Outdoor events (38%),
- 2. Outdoor recreation (33%),
- 3. Fitness and wellness programs (26%), and
- 4. Cultural performances (19%).

# PRIORITIES FOR PROGRAM 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 and Recreation investments. The Priority Investment Rating (PIR) equally weighs (1) the importance that residents place on program and (2) how many residents have unmet needs for the program. Based the Priority Investment Rating (PIR), the following six programs were rated as high priorities for investment:

- Outdoor events (PIR=200)
- Fitness and wellness programs (PIR=165)
- Outdoor recreation (PIR=154)
- Cultural performances (PIR=140)
- Outdoor water recreation (PIR=134)
- Enrichment programs (PIR=108)



# 3.2.6 PREFERRED DAYS AND TIMES TO USE RECREATION PROGRAMS

Respondents were asked various questions about which days of the week, times of the day, and programming formats, they most preferred to use recreation programs offered by Zionsville Parks and Recreation Department. Results by each age group were as follows:

#### CHILD UNDER AGE SIX

- The most preferred days for households with children under six years old to use recreation programs were: Saturday (36%), Sunday (25%), and Friday (19%).
- The most preferred time of the day for households with children under six years old to use recreation programs is in the morning (39%).
- Sixty-four percent (62%) of respondent households with a child under six years old most preferred the **programming format** to be one program per week.

# YOUTH AGES SIX TO TWELVE

- The most preferred days for households with youth ages six to twelve years old to use recreation programs were: Saturday (47%), Sunday (31%), Thursday and Friday were tied at (19%).
- The most preferred time of the day for households with youth ages six to twelve years old to use recreation programs is in the afternoon (37%).
- Sixty percent (60%) of respondent households with youth between the ages of six and twelve years old most preferred the **programming format** to be one program per week.

# TEEN AGES THIRTEEN TO SEVENTEEN

- The most preferred **days** for households with teens ages thirteen to seventeen years old to use recreation programs were: Saturday (46%), Sunday (36%), and Friday (19%).
- The most preferred time of the day for households with teens ages thirteen to seventeen years old to use recreation programs is in the evening (41%).
- Over half (51%) of respondent households with teens between the ages of thirteen and seventeen years old most preferred the **programming format** to be one program per week.

#### ADULT AGES EIGHTEEN TO FIFTY-NINE

- The most preferred **days** for households with adults ages eighteen to fifty-nine years old to use recreation programs were: Saturday (63%), Sunday (50%), and Friday (30%).
- The most preferred time of the day for households with adults ages eighteen to fifty-nine years old to use recreation programs is anytime (32%).
- Forty-eight percent (48%) of respondent households with adults between the ages of eighteen to fifty-nine years old most preferred the **programming format** to be one program per week and 47% preferred the programming format to be a single day (i.e., one-time instance).

# **OLDER ADULT AGES SIXTY PLUS**

- The most preferred days for households with older adults ages sixty plus years old to use recreation programs were: Wednesday (36.6%), Tuesday (33.4%), and Saturday (33.2%).
- The most preferred **time of day** for households with older adults ages sixty plus years old to use recreation programs is anytime (32%).
- Over half (51%) of respondent households with older adults that are sixty-plus years old most preferred the **programming format** to be one program per week.

#### FAMILY/HOUSEHOLD

- The most preferred days for the family to use recreation programs together were: Saturday (59%), Sunday (49%), and Friday (20%).
- The most preferred **time of day** for the family to use recreation programs together is anytime (37%).
- Sixty percent (60%) of respondent households indicated their most preferred **programming format**, for their family, is a single day (i.e., one-time instance) format.

# 3.2.7 ADDITIONAL FINDINGS

#### **NEW PROGRAMMING SPACES**

With the possibility of the Town of Zionsville developing new programmable spaces, the potential programming spaces that respondents most preferred, were: paved trails (77%), nature trails (76%), and canoe/kayak access (51%). The programmable spaces that respondent households indicated they would use most often, based on the sum of respondents' top four choices, were: nature trails (62%) and paved trails (58%).

#### **FUNDING SUPPORT**

Respondents were asked to indicate what they believe in the appropriate mix of support from taxes versus user fees for various programs/services provided by Zionsville Parks and Recreation.

- Four out of ten residents believe community special events should receive support from taxes.
- Forty-two percent (42%) of respondents believe programs for teens should be supported with a combination of taxes and user fees.
- Nine out of ten residents believe birthday parties should receive support from user fees.

# **BUDGET PRIORITIZATION**

When respondent households were asked how they would prioritize budgeting for the Zionsville Parks and Recreation parks, trails, and facilities. Using a hypothetical amount of \$100, respondent households allocated such funds, as follows:

- Acquisition and development of pathways and greenways (\$30.19),
- Improvements/maintenance of existing parks and facilities (\$28.24),
- Construction of new park amenities (\$21.10), and
- Acquisition of new park land open space (\$20.47).

#### METHODS OF LEARNING

Respondents were asked to indicate the ways in which they learn about Town Parks and Recreation programs and activities. The top-rated methods were; newspaper articles (56%), friends and neighbors (45%), community/town signs (40%), and the Town of Zionsville/Department website (40%).

The most preferred methods of learning about Town programs/activities, based on the sum of respondents' top three choices, were: newspaper articles (38%), e-mail (33%), Facebook (31%), and the Town of Zionsville/Department website (30%).





# 3.2.8 CONCLUSIONS

To ensure that Zionsville Parks and Recreation Department continues to meet the needs and expectations of the community, ETC Institute recommends that the Town Parks and Recreation Department sustain and/or improve the performance in areas that were identified as "high priorities" by the Priority Investment Rating (PIR). The programs with the highest PIR ratings are listed below.

#### PROGRAM PRIORITIES

- Outdoor events (PIR=200)
- Fitness and wellness programs (PIR=165)
- Outdoor recreation (PIR=154)
- Cultural performances (PIR=140)
- Outdoor water recreation (PIR=134)
- Enrichment programs (PIR=108)

# 3.3 ONLINE COMMUNITY SURVEY

After the statistically-valid community survey was implemented and data collected, the Consulting Team administered an online survey. An online survey (powered by SurveyMonkey) was deployed to gain a better understanding of the characteristics, preferences, and satisfaction levels of the Town of Zionsville users. The survey was available from November 6-25, 2020 and received a total of 532 responses.



The online survey emulated the statistically-valid survey questions distributed by ETC. This allowed other residents another opportunity to provide input even if they did not receive the statistically-valid survey.

An important distinction is made between the general online community survey and the statistically-valid survey completed (besides the statistical validity of the results); that is, 852 residents completed the ETC Survey having a precision of at least +/- 3.3% at the 95% level of confidence.

Overall, the findings from the online community survey have similarities to the statistically-valid survey results.



# 3.3.1 COMPARISON

The following sections present a side-by-side comparison of survey results. Al areas of congruence (in terms of order or response percentage range) are shaded in each figure.

# PROGRAM PARTICIPATION

Respondents were asked to indicate if they or any members of their household participated in any recreation programs in Zionsville during the past 12 months. Additionally, respondents had the opportunity to indicate their use frequency. Results indicate the online survey was taken by residents generally more active in Department programming.

Online Community Survey  SurveyMonkey	Statistically-Valid Survey
1. Yes (50%)	1. Yes (24%)
2. No (50%)	2. No (76%)
Frequenc	y / 12 months
1. 1 Program (48%)	1. 1 Program (33%)
2. 2 to 3 programs (40%)	2. 2-3 Programs (52%)
3. 4 to 6 Programs (8%)	3. 4 to 6 Programs (11%)
4. 7-10 Programs (2%)	4. 7-10 Programs (3%)
5. 11 or more programs (2%)	5. 11 or more programs (2%)

Figure 11: Program Participation

# PROGRAM QUALITY

Participants rated program quality. Each survey identified extremely positive program quality ratings.

	Online Community Survey	Statistically-Valid Survey
	SurveyMonkey	<b>ETC</b>
Excellent	55%	48%
Good	44%	40%
Fair	1%	2%
Poor	0%	1%

Figure 12: Program Quality



# ZIONSVILLE Department of Parks and Recreation

#### **MARKETING**

The current methods residents use to learn about Department programs, services, and facilities vary from each survey. Given the indicated preferences, Facebook, emails, Town Website, and newspaper articles seem to begin the most preference.

<u>Current</u> SurveyMonkey	<u>Preferred</u>
1. Facebook (51%)	1. Email (53%)
2. Town of Zionsville website (48%)	2. Facebook (46%)
3. Email (43%)	3. Town of Zionsville website (40%)
4. Friends & neighbors (42%)	4. Seasonal Department Newsletter (25%)
5. Newspaper articles (35%)	5. Newspaper Articles (22%)
<u>Current</u>	Preferred Preferred
1. Newspaper Articles (56%)	1. Newspaper Articles (38%)
2. Friends & neighbors (45%)	2. Email (33%)
3. Community/Town Signs (40%)	3. Facebook (31%)
4. Town of Zionsville website (40%)	4. Town of Zionsville website (30%)
5. Facebook (34%)	5. Community/Town Signs (24%)

Figure 13: Current and Preferred Marketing Methods

# PROGRAM PARTICIPATION BARRIERS

Three of the top six barriers that reduce progarm participation for both surveys are the same, but in different order. The top barriers include: I do not know what is being offered, no time to participate, and program or facility not offered.

Online Community Survey	Statistically-Valid Survey
1. I do not know what is being offered (50%)	1. I do not know what is being offered (54%)
2. No time to participate (28%)	2. No time to participate (24%)
3. Program times are not convenient (16%)	3. I do not know locations of facilities (16%)
4. Program or facility not offered (15%)	4. Program or facility not offered (12%)
5. I do not know locations of facilities (11%)	5. Lack of physical Trail/pathway
	connection (11%)

Figure 14: Program Participation Barriers

# ZIONSVILLE PARK USEAGE

Four of the top five most used parks are indicated in both surveys.

Park/Facility Used	Park/Facility Used
1. Lions Park (74%)	1. Lions Park (75%)
2. The Big-4 Rail Trail (61%)	2. The Big-4 Rail Trail (58%)
3. Starkey Nature Park (57%)	3. Starkey Nature Park (56%)
4. Mulberry Fields (55%)	4. Mulberry Fields (50%)
5. Elm Street Green (46%)	5. Elm Street Green (36%)
Park/Facility Used Most	Park/Facility Used Most
1. Lions Park (51%)	1. Lions Park (53%)
2. The Big-4 Rail Trail (45%)	2. The Big-4 Rail Trail (44%)
3. Zionsville Golf Course (35%)	3. Starkey Nature Park (32%)
4. Starkey Nature Park (35%)	4. Mulberry Field (27%)
5. Mulberry Fields (46%)	5. Elm Street Green (15%)

Figure 15: Most Used Parks/Facilities

# FAMILIARITY WITH ZIONSVILLE PARKS & RECREATION

In general, respondents indicate not being extremely familiar with what the Department does or offers. The statistically-valid survey, which represents more of the general public, had higher percentages of respondents that indicated being slightly or not at all familiar with the Department.

	Online Community Survey	Statistically-Valid Survey
	SurveyMonkey	<b>ETC</b>
Extremely Familiar	10%	5%
Moderately Familiar	31%	19%
Somewhat Familiar	31%	29%
Slightly Familiar	19%	28%
Not at all Familiar	9%	20%

Figure 16: Familiarity with the Department



# TAXES VERSUS USER FEES

Respondents in both surveys generally support the use of user fees to support programming.

Online Community Survey  SurveyMonkey	Statistically-Valid Survey
In all program areas, less than 36% of respondents supported a high use of taxes (greater than 75%) to fund programs and services.	In all program areas, less than 43% of respondents supported a high use of taxes (greater than 75%) to fund programs and services.

Figure 17: Taxes Vs. User Fees

# ORGANIZATIONS USED FOR INDOOR/OUTDOOR RECREATION ACTIVITIES

Of those surveyed, three of the top five of most used organizations for indoor or outdoor recreation are the same.

Online Community Survey SurveyMonkey	Statistically-Valid Survey
1. Zionsville Parks & Recreation (81%)	1. Lions Park (69%)
2. Lions Park (70%)	2. Zionsville Parks & Recreation (66%)
3. Libraries (57%)	3. Libraries (55%)
4. Carmel Clay Parks & Recreation (49%)	4. Churches (40%)
5. Indy Parks (41%)	5. Private Fitness Centers (40%)

Figure 18: Organizations used for Recreation Activities

# PARTICIPATION REASONS

Participants selected each reason they participate in recreation programs provided by other organizations. Four of the top five reasons matched between the surveys.

Online Community Survey	Statistically-Valid Survey
1. Program not offered by Town (49%)	1. Program not offered by Town (39%)
2. Facility not offered by Town (41%)	2. Facility not offered by Town (33%)
3. Friends/Family participate there (30%)	3. Friends/Family participate there (24%)
4. Other (16%)	4. Closer to Residence (12%)
5. Closer to Residence (14%)	5. Programs are higher Quality (12%)

Figure 19: Reasons People Use Organizations Other Than the Department

#### **ACTIVITIES USED**

Respondents selected all the programs or activities their household participated in with other organizations. The same top five were reported, albeit in a slightly different order.

Online Community Survey	Statistically-Valid Survey
1. Group/Individual Fitness (53%)	1. Group/Individual Fitness (43%)
2. Youth Sports (46%)	2. Youth Sports (30%)
3. Special Events (28%)	3. Aquatics (24%)
4. Aquatics (24%)	4. Special Events (24%)
5. Youth Camps (24%)	5. Youth Camps (14%)

Figure 20: Activities Used with Other Organizations

#### ORGANIZATIONS USED THE MOST BASED ON AGE

When examining organizational use by age segments, the Town of Zionsville was the top choice for adults over 18-years old for both surveys. The Town of Zionsville was also top choice for those under 18-years old in the community online survey. In general, private sports leagues rank high amongst youth whereas private fitness centers rank high amongst adults.

Youth (0-17 years old)		Adult (18+	years old)
SurveyMonkey	(S) ETC	SurveyMonkey	<b>ETC</b>
Zionsville Parks & Recreation (25%)	Lions Park (14%)	Zionsville Parks & Recreation (41%)	Zionsville Parks & Recreation (23%)
Private Sports Leagues (21%)	Zionsville Parks & Recreation (13%)	Private Fitness Centers (24%)	Private Fitness Centers (18%)
Lions Park (15%)	Private Sports Leagues (11%)	Lions Park (13%)	Carmel Clay Parks & Recreation (17%)
Carmel Clay Parks & Recreation (8%)	Hamilton County Parks & Recreation (7%)	Libraries (12%)	Lions Park (13%)
Libraries (6%)	Carmel Clay Parks & Recreation (7%)	Carmel Clay Parks & Recreation (9%)	Libraries (10%)
Boys & Girls Club (5%)	Whitestown Parks & Recreation (5%)	Churches (8%)	Indy Parks (8%)

Figure 21: Organizations Used the Most Based on Age





# PARTICIPATION PREFERRENCES

Respondents were asked to indicate program scheduling preferences. Weekends are strong in all categories except for adults over 60-years old. Morning programs will work well with children under 6-years old and older adults, and anytime works for many age groups. Single day events rank high for adults and families in both surveys, but the strongest support is for programs that meet once per week.

SurveyMonkey	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Child (under age 6)	6%	3%	2%	3%	1%	2%	12%
Youth (ages 6-12)	8%	1%	1%	2%	1%	1%	22%
Teen (ages 13-17)	6%	1%	0%	1%	1%	2%	22%
Adult (ages 18-59)	13%	4%	2%	4%	5%	2%	42%
Older Adult (ages 60+)	5%	2%	7%	9%	2%	1%	8%
Family	21%	1%	1%	2%	1%	2%	42%
SETC	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Child (under age 6)	25%	16%	17%	18%	18%	19%	36%
Youth (ages 6-12)	31%	18%	19%	20%	19%	19%	47%
Teen (ages 13-17)	36%	12%	13%	13%	13%	19%	46%
Adult (ages 18-59)	50%	25%	25%	25%	26%	30%	63%
Older Adult (ages 60+)	25%	33%	33%	37%	32%	33%	33%
Family	49%	12%	12%	13%	12%	20%	60%

Figure 22: Preferred Program Day of the Week

SurveyMonkey	Morning	Afternoon	Evening	Anytime
Child (under age 6)	13%	6%	2%	6%
Youth (ages 6-12)	6%	13%	7%	9%
Teen (ages 13-17)	4%	9%	9%	11%
Adult (ages 18-59)	16%	17%	15%	25%
Older Adult (ages 60+)	12%	8%	2%	12%
Family	15%	20%	10%	25%
(SETC	Morning	Afternoon	Evening	Anytime
Child (under age 6)	39%	18%	19%	24%
Youth (ages 6-12)	12%	37%	28%	23%
Teen (ages 13-17)	10%	28%	41%	21%
Adult (ages 18-59)	22%	18%	28%	32%
Older Adult (ages 60+)	30%	27%	12%	32%
Family	16%	22%	25%	37%

Figure 23: Preferred Program Time

SurveyMonkey	Single Day	One Program Per Week	One Program Every Day of the Week
Child (under age 6)	11%	15%	1%
Youth (ages 6-12)	16%	18%	2%
Teen (ages 13-17)	13%	15%	3%
Adult (ages 18-59)	34%	33%	4%
Older Adult (ages 60+)	9%	21%	3%
Family	42%	20%	4%
652			
<b>SETC</b>	Single Day	One Program Per Week	One Program Every Day of the Week
Child (under age 6)	Single Day 33%		
Child (under age 6) Youth (ages 6-12)		Week	Day of the Week
	33%	Week 62%	Day of the Week 5%
Youth (ages 6-12)	33% 29%	62% 60%	Day of the Week  5% 11%
Youth (ages 6-12) Teen (ages 13-17)	33% 29% 39%	62% 60% 51%	Day of the Week  5%  11%  10%

Figure 24: Preferred Program Format

# NEW PROGRAMMABLE SPACES THAT WOULD BE USED MOST OFTEN

Trails and indoor recreation space are new programmable areas that survey respondents would use the most.

New Spaces	New Spaces
1. Nature Trails (64%)	1. Nature Trails (62%)
2. Paved Trails (51%)	2. Paved Trails (58%)
3. Indoor Recreation/Community Center (32%)	3. Indoor Aquatics (27%)
4. Indoor Aquatics (23%)	4. Indoor Recreation/Community Center (24%)
5. Mountain Bike Park/Trails (18%)	5. Canoe/Kayak Access (22%)

Figure 25: Most Used New Programmable Spaces





# PROGRAM NEEDS AND IMPORTANCE

There is a lot of similar program need and importance rankings between both surveys with the following being the top program needs and importance weightings: outdoor events, fitness & wellness, outdoor recreation, cultural performances, and outdoor water recreation.

Need	Most Important	Need	Most Important
SurveyMonkey	SurveyMonkey	<b>ETC</b>	<b>ETC</b>
Outdoor Events (68%)	Outdoor Events (46%)	Outdoor Events (71%)	Outdoor Events (39%)
Fitness & Wellness Program (54%)	Fitness & Wellness Programs (35%)	Fitness & Wellness Programs (57%)	Outdoor Recreation (33%)
Outdoor Recreation (50%)	Outdoor Recreation (35%)	Outdoor Recreation (53%)	Fitness & Wellness Programs (26%)
Cultural Performance (41%)	Cultural Performances (23%)	Cultural Performances (51%)	Cultural Performances (19%)
Enrichment Programs (41%)	Nature Programs (20%)	Outdoor Water Recreation (45%)	Outdoor Water Recreation (19%)

Figure 26: Program Needs and Importance

#### SERVICE IMPORTANCE

The services that should receive the most attention is clear between both surveys: park maintenance, quality and number of trails/pathways, and availability of information.

Importance	Most Attention	Importance	Most Attention
SurveyMonkey	SurveyMonkey	<b>ETC</b>	<b>ETC</b>
Maintenance of Parks (93%)	Maintenance of Parks (53%)	Maintenance of Parks (94%)	Maintenance of Parks (49%)
Quality of trails/pathways (89%)	Number of trails/pathways (48%)	Quality of trails/pathways (91%)	Quality of trails/pathways (48%)
Availability of Information (88%)	Quality of trails/pathways (42%)	Availability of Information (83%)	Number of trails/pathways (44%)
Number of trails/pathways (41%)	Availability of Information (36%)	Number of trails/pathways (80%)	Availability of information (33%)
Staff Customer Service (74%)	Amount of indoor recreation Space (29%)	Staff Customer Service (65%)	Number of natural areas (22%)

Figure 27: Service Importance

# CONTRIBUTION TO COMMUNITY ISSUES

Of the choices provided, the top four selections were the same in both surveys, albeit in slightly different order.

Online Community Survey	Statistically-Valid Survey
1. Making living in Zionsville Fun (87%)	1. Making living in Zionsville Fun (85%)
<ol><li>Preserving and protecting natural environment (81%)</li></ol>	2. Building a sense of home/place (83%)
3. Building a sense of home/place (79%)	3. Preserving & protecting natural environment (82%)
4. Enhancing real estate values (79%)	4. Enhancing real estate values (82%)
5. Providing alternative transportation (73%)	5. Enhancing community connection (81%)

Figure 28: Contribution to Community Issues

# AVERAGE ALLOCATION OF FUNDS

Survey respondents have varying opinions about where to prioritize funding when allocating \$100 across different projects. The online community survey is an average and will exceed \$100.

Online Community Survey	Statistically-Valid Survey
<ol> <li>Improvements/maintenance of existing parks and facilities (\$37.03)</li> </ol>	Acquisition and development of pathways and greenways (\$30.19)
<ol><li>Acquisition and development of pathways and greenways (\$32.21)</li></ol>	<ol><li>Improvements/maintenance of existing parks and facilities (\$28.24)</li></ol>
<ol> <li>Acquisition of new park land and open space (\$27.27)</li> </ol>	3. Construction of new park amenities (\$21.10)
4. Construction of new park amenities (\$23.08)	4. Acquisition of new park land and open space (\$20.47)

Figure 29: \$100 Allocation





#### RECREATION SERVICES AND PARKS SATISFACTION

Respondents indicated a varying satisfaction rating for the value their household receives from the Town of Zionsville Parks and Recreation Department. When combining Very Satisfied and Somewhat Satisfied, the majority of online and statistically-valid survey respondents were satisfied with the value their household receives from the Department.

	Online Community Survey	Statistically-Valid Survey
	SurveyMonkey	<b>ETC</b>
Very Satisfied	38%	26%
Somewhat Satisfied	37%	36%
Neutral	17%	21%
Somewhat Dissatisfied	3%	6%
Very Dissatisfied	1%	3%

Figure 30: Satisfaction

#### 3.3.2 IMPLICATIONS

After analyzing the data collected from the surveying process, there are several noticeable public priorities:

- Marketing efforts can be increased with consistency across preferred platforms.
- Programs should be scheduled to age segmentation preferences.
- There is high support for increasing and improving trails as well as an indoor community recreation space (both aquatics and general fitness/recreation).
- The community shows support for user fees supporting new and developing programs.
- New desired programming includes: park activation through community events, cultural performances, fitness & wellness, outdoor recreation, and outdoor water recreation.



#### 3.4 PROGRAM AND SERVICES ASSESSMENT

#### 3.4.1 INTRODUCTION

As part of the *Program Plan* development process, the planning team completed a Recreation Program Assessment of the services offered by the Town of Zionsville ("Department"). The assessment provides an in-depth perspective of program and service offerings and helps identify strengths, challenges, and opportunities regarding programming. It 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 and visitors.

#### 3.4.2 FRAMEWORK

The Department provides a limited range of recreation and leisure programming, focused largely on nature-based activities. Programming is supported by a park system that includes diverse nature-based experiences and opportunities along with more traditional neighborhood parks.

#### 3.4.3 CORE PROGRAM AREAS

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

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



#### ZIONSVILLE Department of Parks and Recreation

#### 3.4.4 EXISTING CORE PROGRAM AREAS

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

#### ADULT NATURE-BASED

Nature-based adult programs focus on teaching new skills or developing the environmental understanding of the natural world. These sustainability programs help develop a deeper understanding of a topic through photography, animals, or plant identification.

#### FAMILY NATURE PROGRAMS

Family programs offer a variety of nature, craft, and recreation programs that focus on families learning about the seasons and discovering what maybe in their own backyards.

# Core Program Areas Adult Nature-Based Family Nature Programs Golf

Nature Camps

Preschool

**School Programs** 

Scouts

**Special Events** 

Figure 31: Core Program Areas

#### GOLF (ADDITIONAL DIVISION)

The Town of Zionsville also manages Zionsville Golf Course. This 3,000-yard, 36 par recreation experience increases the efforts to reach community youth through a Junior League. The Junior League aims to enhance children's appreciation for golf.

#### NATURE CAMPS

Nature camps are one day or week-long programs that are offered to ages four -12 years. Programs provide children with an opportunity for hands-on exploration of habitats through nature related activities, games, and crafts. The programs utilize Environmental Education methods and follow Development Appropriate Practices.

#### **PRESCHOOL**

Preschool programs align with current Indiana Standards for PreK and developmentally appropriate practices that create positive, hands-on experiences in the natural world for young children (birth to 5-years of age) and their caregivers. These programs enhance social development and encourage caregivers to understand the importance of spending time outside.

#### **SCHOOL PROGRAMS**

School programming focus on a variety of programs that align with current Indiana Science Standards from Preschool to 8<sup>th</sup> Grade. These programs are often partnered with the Children of Indiana Nature Park and their environmental programs.

#### **SCOUTS**

Nature-based scout programs are designed to cover badge requirements of all levels of boys and girl scouts with the goal of developing a positive impact on scouts learning and understanding of natural world.

#### SPECIAL EVENTS

Special events provide nature and recreation community gatherings that promote our natural work and Zionsville Parks. Creekfest celebrates Eagle Creek through activities and information that highlight aspects of the creek and volunteer led creek cleanup. Tails on the Trails provides recreational programs that promote the health of residents.

#### 3.4.5 PROGRAM STRATEGY ANALYSIS

#### AGE SEGMENT ANALYSIS

**Figure 32** 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.

Primary refers to the main target of programs within a core program area, the age segment that benefits the most. Secondary refers to an age segment(s) that is not the target of services, but are enticed to participate from either interest or specific marketing.

Agencies with the strongest recreation programs use trending demographics to increase or decrease offerings in each age segment. Currently, Department programs are more focused on youth age segments. According to demographics, Zionsville's largest age segment does indeed include the under 17 population; however, the next leading age segmentation of 35-54 is closely behind but is less represented within core program areas.

Age Segments							
Core Program Area	Preschool (5 and Under)	Elementary (6-12)	Teens (13-17)	Adult (18+)	Senior (55+)	Families	
Adult Nature-Based				Р	Р		
Family Programs						Р	
Golf		Р	Р	Р	Р		
Nature Camps	Р	Р	S				
Preschool	Р					S	
School Programming		Р	S	S			
Scouts		Р	Р			S	
Special Events	S	S	S	S	S	Р	

Figure 32: Age Segmentation





#### PROGRAM LIFECYCLE

A program lifecycle analysis involves reviewing each program to determine the stage of growth, maturation, or decline. The lifecycle analysis provides a key performance indicator to make informed decisions about the overall mix of programs managed by the Department. They ensure that an appropriate number of programs are "fresh" and that relatively few programs need to be discontinued. This analysis is based on quantitative data and staff members' knowledge of their program areas and participation history.

**Figure 33** shows the percentage distribution of the various lifecycle categories of the Department'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.

Program Lifecycle Analysis								
Lifecycle Stage	Recommended Distribution							
Introduction	New program; modest participation	17%						
Take-Off	Rapid participation growth	12%	60% total	50-60% total				
Growth	Moderate, but consistent participation growth	31%						
Mature	Slow participation growth	19%	19%	40%				
Saturation	Minimal to no participation growth; extreme competition	19%	21%	0-10% total				
Decline	Declining participation	2%	total	0-10% (O(a)				

Figure 33: Lifecycle Stages

The combined total of the Introduction, Take-off, and Growth stages are on target. Increasing Mature programs will help the department stabilize participation and cost recovery expectations as new programs being introduced are taking-off and declining programs are being removed from the system.

A natural progression for programs will eventually evolve into saturation and decline. However, if programs reach these stages rapidly, it could indicate that there is not as much of a demand for the programs. As programs enter into the Decline stage, they must be reviewed and evaluated for repositioning or elimination. Currently, there are more programs categorized in Saturation and Decline than the recommended distribution.

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

Using the lifecycle analysis, program staff should evaluate programs annually to help determine program mix. A diagram of the program evaluation cycle and program lifecycles can be found on the next page (Figure 34). During the introductory stages, program staff should establish program goals, design program scenarios, and develop the program operating/business plan. All stages of the lifecycle should conduct regular evaluations to determine the program's future.

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

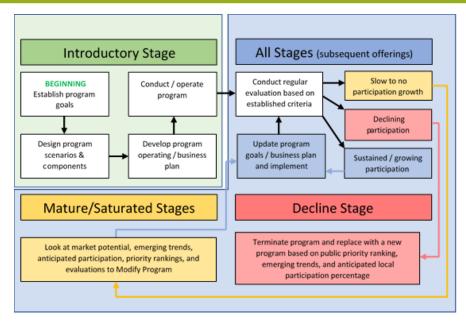


Figure 34: Lifecycle Evaluation

#### PROGRAM CLASSIFICATION

Conducting a classification of services informs how each program serves the overall organization mission, the goals and objectives of each core program area, and how the program should be funded concerning tax dollars and/or user fees and charges. How a program is classified can determine the most appropriate management, funding, and marketing strategies. Classification also ensures that programs and services essential to the public that fills an identified need are continued.

Program classifications are the degree to which the program provides a public benefit versus a private benefit. Public benefit everyone receiving the same level of service with equal access, whereas private benefit can is the user receiving exclusive service above what a general taxpayer receives for their personal benefit. The Department used a classification method based on three indicators: Essential Services, Important Services, and Value-Added Services. **Figure 35** below describes each of the three program classifications.

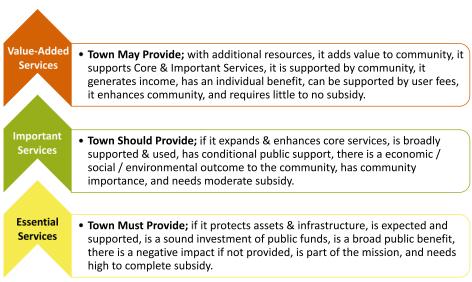


Figure 35: Program Classifications



### ZIONSVILLE Department of Parks and Recreation

With assistance from staff, a classification of programs and services was conducted for all of the recreation programs offered by the Department. The results, presented **Figure 36** and **37**, represent the current classification of recreation program. Currently, 24% of total programs are considered Essential, 36% are considered Important, and 40% are Value-Added. Program classification distribution is understandable with the Department's use of a Non-Reverting Budget for programs.

Program Classification						
	Value-Added					
Total	24%	36%	40%			

Figure 36: Program Classification Distribution

Program Classification						
Essential	Important	Value-Added				
Discover Your Schoolyard	Teacher Trunk	Biologist Boot Camp				
In Your Classroom	Educator Workshop	Nature Navigators				
On-site Program (ZNC or other park)	Boy Scout Saturday	Nature Day Camp				
Virtual Field Trip	Group Scout Program On-site	Grandparent and Me				
Senior Center Outreach	Scout Outreach	Backyard Explorers				
Homes and Habitats - Preschool Curr.	Gardening Programs	Winter Break Camp				
Senses and Seasons - Preschool Curr.	Sustainability Programs	Monthly Bird Walk				
Nature Play Days	Toddler Trek	Bird Workshop				
Creekfest	Animal Adventures	Nature Photography				
Pull for Parks	Tails on the Trails	Mommy & Me				
	Creature Feature	Knee-High Naturalists				
	Christmas Bird Count	Trick or Trees				
Core Program Areas	Nature Crafts	Noon Year's Eve				
	Campfires	Junior Naturalist				
Adult Nature-Based	Drop-in Discovery	Birthday Parties				
Family Nature Programs		Nature Ornaments				

Core Program Areas

Adult Nature-Based
Family Nature Programs
Nature Camps
Preschool
School Programs
Scouts
Special Events

Figure 37: Classification by Program

#### COST OF SERVICE & COST RECOVERY

Cost recovery identifies the actual cost of service; this includes direct costs, and preferably, indirect costs as well. With assistance from staff, cost recovery targets were identified for each core program area, and for specific programs or events where realistic.

Determining cost recovery performance involved a three-step process:

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

The following provide more detail on steps 2 & 3.

#### **CURRENT COST RECOVERY**

Cost recovery percentages are an average of individual activity expenses and revenues. These metrics were developed from 2019 Department data and are not affected by COVID-related closures. Utilizing the overall cost recovery goal average, the Department has a goal of 101%. **Figure 38** shows the current cost recovery goals that have a goal in place and actual cost recovery made. As the Department adds new core program areas, these cost recovery goals may need to shift to maintain an overall cost recovery goal of 100%. These cost recovery goals will also need to include indirect costs to ensure that new programs are sustainable within the current program funding model.

Cost Recovery					
Core Program Area	Cost Recovery Goal	Actual Cost Recovery			
Total Cost Recovery	101%	115%			

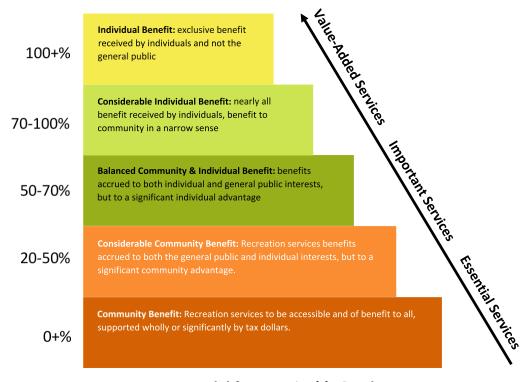
Figure 38: Current Cost Recovery

#### **COST RECOVERY BEST PRACTICES**

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

As the Department continues to evolve to better meet the community's needs, there could be an added benefit to managing the services if they all were classified according to the Cost Recovery Model for Sustainable Services (Figure 39) which offers even more granularity for cost recovery targets. Programs should be assigned cost recovery goal ranges within those overall categories.





**Cost Recovery Model for Sustainable Services** 

Figure 39: Cost Recovery Model

#### **PRICING**

Overall, the Department's pricing strategies are relatively limited (Figure 40). Pricing tactics focus on cost recovery goals, with a few other pricing tactics used by other core program areas. The most diverse core program area pricing model relates to school programs and golf.

The current pricing model is stable for the Department to reach cost recovery goals. However, considering all pricing strategies may be valuable when setting prices for programs not reaching the cost recovery goal, such as adventure education. These untapped pricing strategies could also be useful to help stabilize usage patterns for programs that may have a waitlist during certain times of the day. Specifically, dynamic pricing strategies (weekday/weekend and prime/non-prime time) could help the Department.

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
Adult Nature-Based									Х	
Family Programs									Х	
Golf (tee time)	Х	Х		Х		Х		Х		
Nature Camps	Х							Х	Х	
Preschool										
School Programming			Х			Х	Х	Х		
Scouts			Х					Х		
Special Events										

Figure 40: Pricing Strategies

#### 3.4.6 PROGRAM STRATEGY BEST PRACTICES

The Department's program staff should continue the cycle of evaluating programs on both individual merit as well as the program mix as a whole. 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. The following tools and strategies can help facilitate this evaluation process:

#### PROGRAM OPERATING/BUSINESS PLAN

The consultant team recommends that Mini Business Plans (2-3 pages) are created for each core program area which are 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, 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.

#### PROGRAM DEVELOPMENT & DECISION-MAKING MATRIX

When developing program plans and strategies, it is useful to consider all of the core program areas and individual program analysis discussed in this Program Assessment. Lifecycle, age segment, classification, and cost recovery goals should all be tracked. This information and the latest demographic trends and community input should be factors that lead to program decision-making. Simple, easy-to-use tools that will help compare programs and prioritize resources using multiple data points, rather than relying solely on cost recovery, can be found in **Appendix**. In addition, this analysis will help staff make an informed, objective case to the public when a program in decline, but beloved by a few, is retired. When a program/service is determined to have strong priority, appropriate cost recovery, good age segment appeal, good partnership potential, and strong market conditions, the next step is to determine the marketing and promotional methods.

#### 3.4.7 PROGRAM MARKETING

The Department currently communicates with residents through the website, smart/mobile phone enabled site, flyers and brochures, email lists, newsletters, and in-facility signage. Also, the Department advertises through social media such as Facebook, Instagram, Twitter, and a YouTube Channel.

Effective communication strategies require striking an appropriate balance between the content and the volume of messaging while utilizing the "right" delivery methods.

A strategic marketing plan should address the following:

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

Marketing Methods
Website
Smart/mobile phone enabled site
Flyers and/or brochures
Email blasts and/or listserv
Newsletters (online)
In-facility signage
Facebook
Instagram
Twitter
YouTube channel

Figure 41: Marketing Methods



An effective marketing plan must build upon and integrate with supporting plans, such as the overall Program Plan, and directly coordinate with organization priorities. The plan should also provide specific guidance on how the Department's identity and brand are consistent across the multiple methods and deliverables used for communication.

#### **WEBSITE**

The current website is linked to the main Town website. This method may limit the ability to increase participation in programs through pictures, descriptions, and linking to a program registration service. However, the mobile-friendly website is good and a key tool in today's times of increased smartphone utilization.

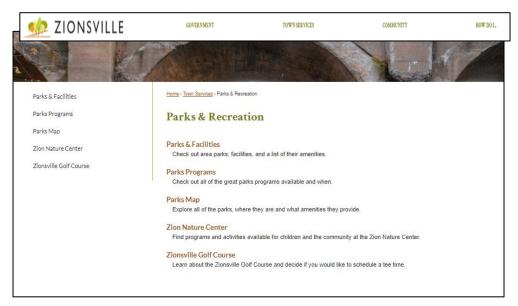


Figure 42: Department Website



#### SOCIAL MEDIA

The Department utilizes Web 2.0 technology with Facebook, Instagram, Twitter, and YouTube. However, these social media sites are mostly managed by the Town. The key to successful implementation of a social network is to move the participants from awareness to action and creating greater user engagement. This could be done by:

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



Figure 43: Zion Nature Center Facebook Page



#### 3.4.8 PERFORMANCE STANDARDS

In order to improve program service delivery, it is imperative to examine the use of performance standards. Performance standards can represent many categories including: performance measures, HR practices, public input methods, and market competition. **Figure 44** indicates the various performance standards used by the Department. Currently, the Department has limited touch points with volunteers and sponsorships, which are not represented in the chart.

Preformance Standards	
Tracked Preformance Measure	
Total participants	х
Participant to staff ratio	Х
Program cancellation rate (% describing number of programs cancelled due to	
insufficient numbers)	
Customer satisfaction level	
Customer retention rate	
HR Practices	
Regularly and consistently update policies & procedures	х
Instructor quality check	
Lesson plans	Х
Program evaluation system	
Customer service training	
Basic life safety training (ex. CPR, First Aid)	Х
Enhanced life safety training	
Specialty skill training	Х
Marketing training	
Training on calculating/tracking total cost of facility operations	
Training on calculating/tracking cost of service	
Continuing education	
Diversity training	Х
Performance reviews; full-time	Х
Performance reviews; part-time	
Performance reviews; seasonal	
Gathering Public Input or Feedback	
Pre-program surveys	
Post-program surveys	Х
Regular/recurring user surveys	
Lost customer/user surveys	
Non-customer/non-user surveys	
Focus groups	Х
Statistically valid surveys	Х
In-facility, in-park, or on-site surveys	
Crowdsourcing tools (e.g., Peak Democracy, Chaordix, Mind Mixer, etc.)	
Other	
Similar Providers	
Maintain a list or database of major competitors/similar providers?	
Regularly (e.g., annually) conduct an environmental scan of competitors' offerings,	
pricing, and marketing?	Х

Figure 44: Performance Standards Used by the Department

#### 3.4.9 VOLUNTEERS AND PARTNERSHIPS

Today's realities require most public parks and recreation departments to seek productive and meaningful partnerships with 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 Department's mission. Effective partnerships and meaningful volunteerism are key strategic areas for the Department to meet the community's needs in the years to come.

#### CURRENT VOLUNTEER MANAGEMENT

When managed with respect, educated about the impact of their volunteer efforts and the outcomes being achieved, volunteers can serve as the primary advocates for the Department and its offerings. Currently, the Department has limited volunteer opportunities to help supplement the labor needs. Volunteer management should include regularly tracking individual volunteers, their skills, and hours volunteered. Tracking volunteer hours can be used in budget discussions showing how well the Department is able to leverage limited resources.

#### **VOLUNTEER BEST PRACTICES**

In developing a volunteerism policy, some best practices that the Department should be aware of include:

- Involve volunteers in cross-training to expose them to various organizational functions and increase their skills. This can also increase their utility, allowing for more flexibility in making work assignments, and can increase their appreciation and understanding of the Department.
- Ensure a Volunteer Coordinator (a designated program staff member with volunteer management responsibility) and associated staff stay fully informed about the strategic direction of the agency overall, including strategic initiatives for all divisions. Periodically identify, evaluate, or revise specific tactics the volunteer services program should undertake to support the larger organizational mission.
- A key part of maintaining the desirability of volunteerism in the agency is developing a good reward and recognition system. The consultant team recommends using tactics similar to those found in frequent flier programs, volunteers can use their volunteer hours to obtain early registration at programs, or discounted pricing at certain programs, rentals or events, or any other Department function. Identify and summarize volunteer recognition policies in a Volunteer Policy document.
- Regularly update volunteer position descriptions. Include an overview of the volunteer position lifecycle in the Volunteer Manual, including the procedure for creating a new position.
- Add end-of-lifecycle process steps to the Volunteer Manual to ensure formal documentation of resignation or volunteers' termination. Also, include ways to monitor and track reasons for resignation/termination and perform exit interviews with outgoing volunteers.

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

- **Regular volunteers:** Those volunteers whose work is considered to be continuous, provided their work performance is satisfactory and there is a continuing need for their services.
- **Special event volunteers:** Volunteers who help out with a particular event with no expectation that they will return after the event is complete.
- **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.



- **Volunteer interns:** Volunteers who have committed to work for the agency to fulfill a specific higher-level educational learning requirement.
- Community service volunteers: Volunteers who are volunteering over a specified period of time to fulfill a community service requirement.

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

#### 3.4.10 RECREATION PROGRAM PARTNERSHIPS

Partnerships can help departments manage resources, including limited staff, to provide meaning full programs and resources to the community. Having a strong agreement is the first step in making partnerships successful.

Partnership agreements should be developed to promote fairness and equity while helping staff manage against potential internal and external conflicts. Certain partnership principles must be adopted by the Department for existing and future partnerships to work effectively. These partnership principles are as follows:

- All partnerships require an operating agreement with measurable outcomes and with regular evaluation. The contract should include reports to the agency on the partnership's performance and outcomes, including an annual review to determine renewal potential.
- All partnerships should track costs associated with the partnership investment to demonstrate the shared level of equity.
- All partnerships should maintain a culture that focuses on collaborative planning, regular communications, and annual reporting on performance and outcomes to determine renewal potential and strengthen the collaboration.

As with tracking of volunteer hours, tracking partnerships helps show leadership, making budget decisions, how well the staff can leverage resources.

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

#### POLICY BEST PRACTICE FOR ALL PARTNERSHIPS

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

- Each partner will meet with or report to Department staff regularly to plan and share activity-based costs and equity invested.
- Partners will establish measurable outcomes and work through key issues to meet the coming year's desired outcomes.
- Each partner will focus on meeting a balance of equity agreed to and track investment costs accordingly.
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.

- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes.
- If conflicts arise between partners, the Department-appointed lead and the other partner's highest-ranking officer will meet to resolve the issue(s) promptly. 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 annually to share the partnership agreement's updates.

Additional partnerships can be pursued and developed with other public entities such as neighboring cities, colleges, state or federal agencies, nonprofit organizations, and private, for-profit organizations. Standard policies and practices should be applied to any partnership and those that are unique to relationships with private, for-profit entities.

#### PARTNERSHIP OPPORTUNITIES

These partnership opportunities are both an overview of existing partnerships available to the Department and a suggested approach to organizing partnership pursuits. These opportunities are not an exhaustive list of all potential partnerships but a reference tool for developing its partnership development priorities.

- 1. **Operational Partners:** Other entities and organizations that can support the efforts of the Department 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 Department in exchange for reduced rates, services, or some other agreed-upon benefit.
- 3. **Service Partners:** Nonprofit organizations and/or friends' groups that support the agency's efforts 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 Department 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.







#### CHAPTER FOUR - PROGRAMS AND SERVICES RECOMMENDATIONS

#### 4.1 CORE AREAS

The current Core Program Areas can all be condensed into one, **Nature Programs**. These programs can maintain their sub categories within the Core Program area to assist the Department with KPI measurements. However, condensing the Core Program Area will assist the community in searching for programs offerings of interest when the website is updated and registration systems are in place.

The Consulting Team recommends adding **Outdoor Recreation** to the list of Core Program Areas. This program area would include Outdoor Events, Outdoor Recreation, and Outdoor Water Recreation. These are program areas that can expand with existing parks, broadening your user base to different parks in the system. This program area would need additional staff.

As the Department continues to grow with staff and facilities, the next Core Program Area to add would be **Enrichment Programs** (or more "traditional" recreation programs), these programs include, but are not limited to: fitness & wellness, aquatics, arts, cooking, languages, etc. Supporting these programs would require an indoor recreation facility. In the short term, a partnership with an empty facility may work until a facility can be designed, financed, and built.

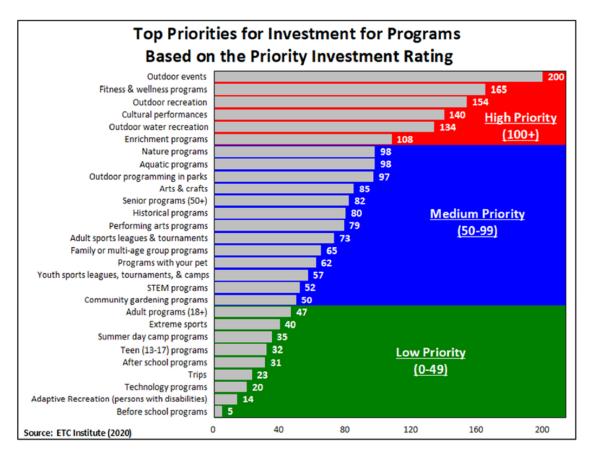


Figure 45: Program Priority Rankings

#### 4.2 AGE SEGMENT

As the 55+ age segment continues to increase, the Department should consider developing an "Adult" and/or "Active Adult" Core Program Area that may include programs related to social services, community engagement, mental and/or physical health.

While considering age segments, the Department should develop a marketing plan that includes best practices to target specific age segments. This plan may consist of an established message, marketing methods to use, social media campaigns, and a measurement of marketing success.

#### 4.3 LIFECYCLE

The Department should evaluate **Saturated** programs to determine if they need to be reprogrammed or if facility space is limiting their growth. The Department should complete a **Program Lifecycle Analysis** on an annual basis and ensure that the percentage distribution closely aligns with the desired performance. Furthermore, the Department could include a yearly review of performance measures for each core program area to track participation growth, customer retention, and the percentage of new programs aligned with community priorities.

#### 4.4 PROGRAM CLASSIFICATIONS

As the Department adds new programs and shifts current programs into Nature, program classifications may need to be redefined. Programs should reflect the Department mission, the goals, and objectives while also considering cost recovery.

#### 4.5 PRICING

The Consulting Team recommends that all Core Program Areas continue to use cost recovery goals as a major factor in determining pricing. The community supports user fees with the understanding they will receive the best quality product. Additionally, using dynamic pricing to entice participation during low volume times and manage excessive demand for programs should be considered as well. Residency and competition can also contribute to overall management of demand for services. Staff should continue to monitor the effectiveness of the various pricing strategies they employ and make adjustments as necessary. Current market competition or similar providers can be found in **Figure 46**.

	•	•			
Name of Agency	Location	Operator	General Description	Price Comparison	Distance in minutes
Zionsville Community Schools	Zionsville	Not-for-Profit	Summer Camps, School Break and Before and After Care, Eagle Recreation	Higher	10 minutes
Boys and Girls Club	Zionsville (East) Whitestown (West)	Not-for-Profit	Summer Camps, Before and After Care and School Break		5 - 10 minutes
Hussey Mayfield Memorial Public Library	Zionsville	Not-for-Profit	Preschool, adult, family programming	Lower (Free)	2 minutes

Figure 46: Similar Providers



#### 4.6 MARKETING

It is recommended that Department develop a marketing plan for parks, programs, events, and volunteers that factors in current successes with centralized and decentralized processes that complement any Town's efforts. These marketing plan may need to include hosting its own website, digital program registration system, local newspaper, and Social Media sites that reflect the entire Department.

Marketing may also be enhanced by a registration software system that will assist with management of registrations, facility rentals, evaluation reporting, and development of a community program calendars.

Increased program offerings will also increase familiarity with the Department amongst the community members.

#### 4.7 PERFORMANCE STANDARDS

It is recommended that the Department add the following performance standards to implement recreation programs and services:

- Develop program guides, trainings, and policies for the Department staff;
- Track customer retention rates and utilize this information for marketing purposes;
- Conducting regular instructor quality checks;
- Utilize Crowdsourcing tools/mechanisms to increase use of qualitative feedback date collection methods;
- Conduct recurring statistically-valid community surveys every 3-5 years;
- Adopt a formal volunteer policy;
- Formalize partnership agreements and standards; and
- Maintain a list of similar providers/competitors and update it regularly.

#### 4.8 SCHEDULING

The current limitations on program offerings have reduced the participation of programs. Adding additional programs on the weekends, outside of the Nature Center, that may include outdoor recreation activities and events that appeal to all age groups and families will instantly increase participation.

Providing opportunities for children under 6 and adults over 65 during weekday mornings may also enhance the departments participation.

#### 4.9 FACILITIES/AMENITIES

The community's primary focus is connectivity with greenways and blueways. These paved, natural, and water trails are desired throughout the Town.

The community also sees a need for an indoor recreation space that may include an indoor pool. The increased desired programs will support the needs for these indoor spaces.

#### 4.10 AMENITIES/PROGRAM POTENTIAL BY PARK PROPERTY

#### 4.10.1 HERITAGE TRAIL PARK

Limited parking and restrooms facilities may limit the opportunities for large events or programs within the park property. Discover programs that support alternative transportation may be the best way to encourage activation of this space.

- Bike Safety Classes for Preschool/School Age
- Hub for running, biking, or triathlon events on the BIG 4-Rail Trail
- Outdoor Fitness Trail
- Gardening Programs
- Shelter Rentals
- Bike Rental Stations

#### 4.10.2 WETLAND RESERVE

This park property should continue to focus on conservation and preservation. The property is perfect to growing young advocates for environmental sustainability.

- Scout Program Badge Work/Programs
- Master Naturalist Volunteer/Programs
- Partnerships with local schools & universities for Wetland and Wooded Wetland habitats studies
- Educational Hikes for families
- Nature Photography and Art
- Critter Cams

#### 4.10.3 CARTER STATION PARK

Limited parking and land may limit the growth of programs and activities on this property. The 1.5-acre retention pond could support limited fishing programs.

- Introduction to fishing
- Free fishing days first week in June
- Kayaking/Canoeing introduction or safety classes
- Disc Golf
- Add Shelter for Rentals near parking
- Add a trail head for Big-4 Trail with restrooms/bike station/shade shelter for picnics

#### 4.10.4 MULBERRY FIELDS

Mulberry Fields, one of the most used parks by the community, has the most potential for increase organized activity.

- Shelter/Field Rentals
- Concerts in the park- utilizing the hill
- Movies in the Park -utilizing the hill
- Field Sports Programs
- Increased program partnerships with Maplelawn Farmstead
- Community and Special Events
- Grass Sledding
- Fitness Trail focused on adults 60+ around the fields
- Outdoor fitness classes



#### 4.10.5 AMERICAN LEGION TRAIL CROSSING

- Add shelters and trail hub station
- Luminate during the holiday season for winter walkers
- Bike Rental Station

#### 4.10.6 ZIONSVILLE NATURE SANCTUARY

Zionsville Nature sanctuary is one of the Department's natural wonders; however, programs are limited due to proximity to the schools and limited parking during the school day. The park is the perfect outdoor classroom setting to continue to focus Nature Programs

- Nature field trips for all Zionsville schools (Program related to Grade Curriculum)
  - May have permission to use during the school day when used by Zionsville School Corporation for fields trips
- Brid Watching Programs
- Creek Stomps (Seasonal)
- School Break Winter Hikes
- Nature Photography & Art

#### 4.10.7 STARKEY NATURE PARK

Starkey Nature Park is highly utilized where current parking cannot support the park use on a nice day. The Consulting Team would not encourage addition programming in this park until a parking solution has been developed and implemented.

#### 4.10.8 CREEKSIDE NATURE PARK

Creekside Nature Park is within walking distance of downtown (village) residents. It has a great opportunity to expand partnerships with Lions park extending programs during large event days.

- Nature Programs (with no scheduling limitations) for all ages
- Fishing
- Bird Watching
- Fitness Equipment Trail
- Event extension from Lions Park (with Partnerships)
- Kayak and Canoe launch (maybe seasonal depending on water levels)
- Luminaries

#### 4.10.9 LINCOLN PARK

Lincoln Park's location and size should focus on programs that highlight arts and culture.

- Art walks
- Luminaries (Christmas)
- Food Truck Fridays
- Small Concerts
- Small Community Plays

#### 4.10.10 TENNIS COURTS AT LIONS PARK

The tennis/pickleball courts at Lions Park are a part of the Zionsville Park and Recreation Department. This space should be clearly marked for residents to understand who to contact for comments or concerns. This facility would be a great place to start pickleball leagues, tennis lessons, and introduction to pickleball of all ages.

#### 4.10.11 ELM STREET GREEN

Also located downtown (village) area this park has the potential to increase nature programs without a limited schedule, organize canoe/kayaking trips, fishing, and other outdoor events.

- Shelter rentals
- Gardening classes
- Wildflower classes
- Butterfly programs/releases
- Canoe/Kayak guided trips (may use contractors)
- Small weddings ceremonies (near fountain)
- Outdoor Fitness Classes

#### 4.10.12 TURKEY FOOT NATURE PARK

- Extend the trail to Holiday Nature Sanctuary
- Creek Stomps
- Nature Educated Self-Guided Tour

#### 4.10.13 OVERLY-WORMAN PARK

As of this report's development, Overly-Worman Park will come online in 2021. Located on land adjacent to Eagle Creek across from Starkey Nature Park, this park will include the following features (as a result of a 2017 Master Plan process):

- Mountain bike trails
- Paved and natural walking trails
- Fishing pier and boardwalk around the existing pond
- Playground area with shelters and picnic tables
- Parking
- Disc golf
- Connection to the Big-4 Rail Trail

As such, the Consulting Team recommends providing programming experiences commensurate with the expected park amenities and adjusted based on received visitor use after park opening.

#### 4.10.14 OTHER CONSIDERATIONS WITH FUTURE DEVELOPMENTS

- Indoor Fitness Classes (Indoor Multi-Purpose Room)
- Aquatic Programs (Indoor & Outdoor Pool) Swim lessons, Water Aerobics, Aqua Jogging
- Introduction to sports programs (Indoor Gym)
- Art & Culture activities (Indoor Classrooms)
- Equestrian Trails (Gravel Trails with large parking lots)





#### CHAPTER FIVE - APPENDIX

#### 5.1 SWOT

٠.٠		
	Helpful	Harmful
	to achieving the objective	to achieving the objective
	Strengths (Internal – You can Control)	Weaknesses (Internal – You can Control)
Internal origin	<ul> <li>Strong nature-based park system</li> <li>Land acquisition (strong process with developers because of impact fees)</li> <li>Cooperation with other organizations in town (such as school system)</li> <li>Small and mighty system staffing</li> <li>Community are in the parks (wide spread use)</li> <li>Rail Trail is a great system backbone</li> <li>Strong dedicated staff members</li> <li>Connectivity with trail system</li> <li>20 parks, 500 acres</li> </ul>	<ul> <li>Lack of hard facilities (pools, community spots, picnic shelters, parking)</li> <li>No draw from the outside (tourism)</li> <li>Security (trail Issues)</li> <li>Park behind Eagle Elementary School (remote)- Zion Nature Sanctuary</li> <li>Lack of a centralized facility</li> <li>Nature center is on school property (not accessible during the school day)</li> <li>No large size indoor space</li> <li>Not currently supporting the rural district(s)</li> </ul>
_		
	Opportunity (External – You may not be able to	Threats (External – You may not be able to
	Control)	Threats (External – You may not be able to Control)
rigin	<ul> <li>Control)</li> <li>Leveraging strong leadership (Mayor and Town Council)- pro-park</li> <li>Events that can bring in revenue (5K, walks, etc.)</li> <li>Citizens love recreation (we have an active community)</li> <li>Opportunities for programming partnerships (yoga, Moving Water, Boys and Girls Club, etc.)</li> <li>Leveraging similar providers to avoid</li> </ul>	<ul> <li>Budgets (property tax caps)</li> <li>Physical location of Nature Center</li> <li>COVID19 and its effect on budgets</li> <li>Development pressure (potentially getting behind the growth)</li> <li>Parks are on a flood plain (hinders development and programming)</li> <li>Climate change and weather change -what this means for increased maintenance</li> </ul>
External origin	<ul> <li>Control)</li> <li>Leveraging strong leadership (Mayor and Town Council)- pro-park</li> <li>Events that can bring in revenue (5K, walks, etc.)</li> <li>Citizens love recreation (we have an active community)</li> <li>Opportunities for programming partnerships (yoga, Moving Water, Boys and Girls Club, etc.)</li> </ul>	<ul> <li>Budgets (property tax caps)</li> <li>Physical location of Nature Center</li> <li>COVID19 and its effect on budgets</li> <li>Development pressure (potentially getting behind the growth)</li> <li>Parks are on a flood plain (hinders development and programming)</li> <li>Climate change and weather change -what</li> </ul>

## 5.2 DEMOGRAPHICS & TRENDS ANALYSIS

As an integral part of the Town of Zionsville Program Plan ("plan"), the Demographic and Trends Analysis ("analysis") provides Town of Zionsville ("Department") insight into the general makeup of the population served and market trends in recreation.

This analysis helps quantify the Recreation market in the Town and identify the types of parks, facilities, and programs/services that are most appropriate to satisfy the needs of Town residents.

This analysis is a delineation between the Urban and Rural areas of the Town. These demographic characteristics and population projections of the Town's residents will allow for further understanding of who the Department serves.

Recreational trends include a national, regional, and local level analysis to recognize there are multiple layers of examining recreation trends. This analysis is important because it will highlight what applies to the service area across all three levels. Findings from this analysis establish a fundamental understanding that provides a basis for prioritizing the community's recreational needs.

#### 5.2.1 DEMOGRAPHIC ANALYSIS

The analysis was broken into two subsets: Urban and Rural. The Town's population was separated into these categories to give reference to the Town's growth. This assessment is reflective of the total population and its key characteristics, such as age segments, race, ethnicity, and income levels. It is important to note that future projections are based on historical patterns and unforeseen circumstances could have a significant bearing on the validity of the projected figures.

#### 5.2.2 DEMOGRAPHIC OVERVIEW

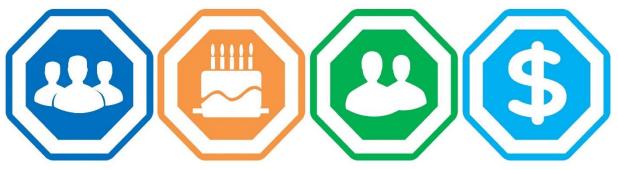
#### **Population:**

- Urban population 18,860
- Rural population 11,006

## Race & Ethnicity:

• Urban: White Alone 92% and Asian 4%

• Rural: White Alone 89% and Asian 6%



#### Age:

Urban: Median Age 41.1Rural: Median Age 36.9

#### Income:

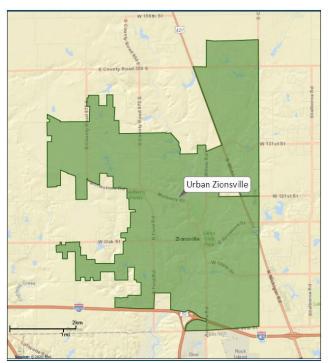
- Urban median household income: \$131,155
- Urban per capita income: \$60,203
- Rural median household income: \$109,354
- Rural per capita income: \$47,541





#### 5.2.3 METHODOLOGY

Demographic data used for the analysis was obtained from the U.S. Census Bureau and Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in July 2020 and reflects actual numbers as reported in the 2010 Census as well as estimates for 2020 and 2025 as obtained by ESRI. Straight line linear regression was utilized for 2030 and 2035 projections. The urban and rural boundaries shown below were utilized for the demographic analysis



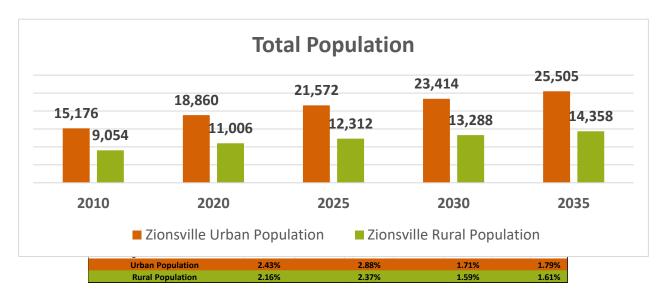


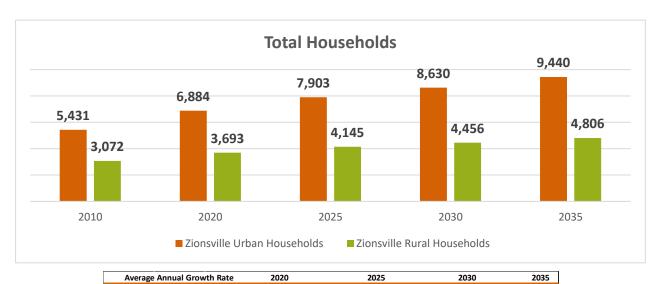
#### 5.2.4 POPULACE

#### **POPULATION**

The Urban population had an increase of 2.43% per year from 2010 to 2020 & the Rural population had a similar growth rate of 2.16%, which is more than twice the national 0.81% (from 2010-2020) and state 0.50% (from 2010-2020) annual growth rate. The total number of Urban and Rural households has increased at a similar rate in recent years (2.68% & 2.02% annually since 2010) &, which is also well above the national (0.80%) and state (0.56%) annual growth rates.

Currently, the Urban population is 18,860 and the Rural population is 11,006 living within 6,884 and 3,693 households, respectively. Projections indicate the total population and number of households are expected to continue a growth trend over the next 15 years, with a total of 25,505 (Urban) and 14,358 (Rural) residents living within 9,440 (Urban) and 4,806 (Rural) households by 2035.







1.58%

1.50%

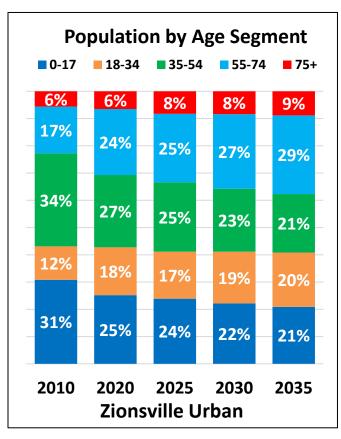
2.45%

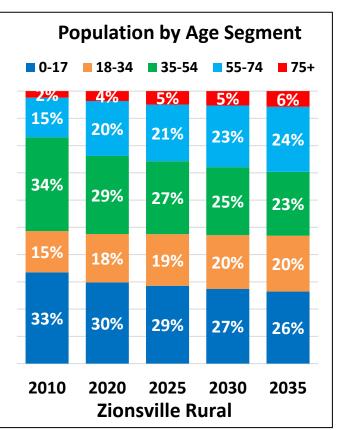
2.02%

**Rural Household** 

#### **AGE SEGMENT**

Evaluating age segments, Urban Zionsville has a median age of 41.1 and Rural Zionsville has a median age of 36.9 years, representing both a higher and lower median age from the U.S. (38.5). Urban Zionsville has 30% of the age segment at 55+ while Rural Zionsville has about 24%, as the population shifts this age segments will continue to grow along with age segments 18-34 in the next 15 years.





Urban Rural

#### RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; therefore, caution must be used when interpreting changes in the racial composition of the U.S. 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), or 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, or Vietnam.
- Black This includes a person having origins in any of the black racial groups of Africa.
- Native Hawaiian or Other Pacific Islander This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- White This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa.
- **Hispanic or Latino** This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race.

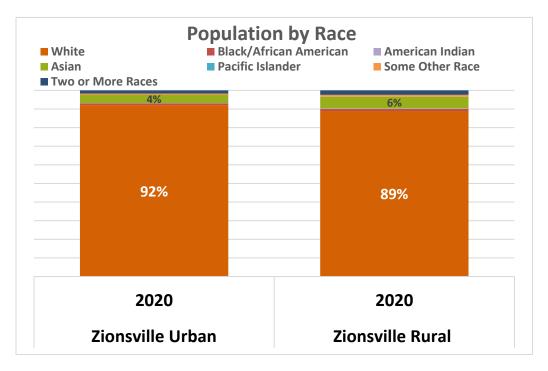
Please Note: The Census Bureau defines Race as a person's self-identification with one or more of the following social groups: White, Black or African American, Asian, American Indian and Alaska Native, Native Hawaiian and Other Pacific Islander, some other race, or a combination of these. While Ethnicity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





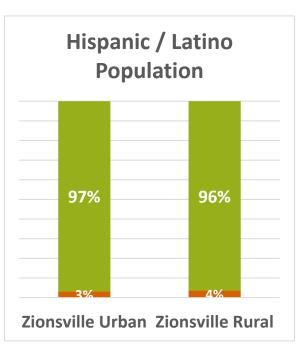
#### **RACE**

The current population within the Zionsville is predominately White. The second largest group is Asian. The Urban population is 92% White with 4% Asian and the Rural population is 89% White and 6% Asian. In comparison to the national average, Zionsville is less diverse overall (national average is approximately 69% White Alone, 13% Black Alone, 6% Asian and 7% Some Other Race). The projections for 2035 expect the Town's population to slowly decline in White Alone, while Asian segment will slowly increase in population.



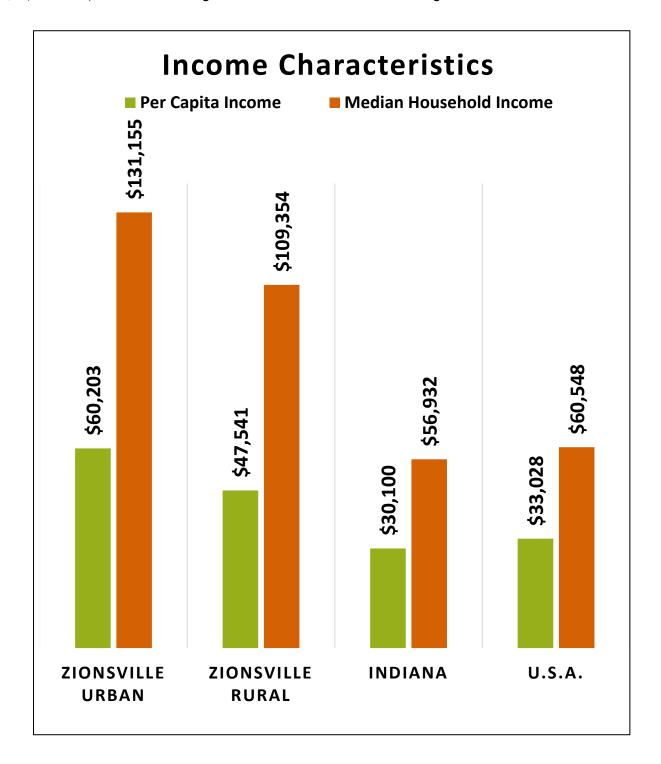
#### **ETHNICITY**

The Town's population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition, is viewed independently from race. It is important to note individuals who are Hispanic/Latino can also identify with any of the racial categories from above, which is contributing to the higher level of Some Other Race. Based on the current estimate for 2020, those of Hispanic/Latino origin represent 3% (Urban) and 4% (Rural) of the population. The Hispanic/Latino population is expected to increase 1% over the next 15 years.



#### HOUSEHOLD INCOME

Median household income (\$131,155 Urban & \$109,352 Rural) and per capita income (\$60,203 Urban & \$47,541 Rural) for the Town is higher than the state and national averages.





#### 5.3 RECREATIONAL TRENDS ANALYSIS

The Trends Analysis provides an understanding of national, regional, and local recreational trends as well recreational interest by age segments. Trends data used for this analysis was obtained from Sports & Fitness Industry Association's (SFIA), National Recreation and Park Association (NRPA), and Environmental Systems Research Institute (ESRI). Note: It is important to note that the trends data is reflective of a pre-pandemic time and trends will change as we emerge on the other side of this pandemic and settle into a new normal.

#### 5.3.1 NATIONAL TRENDS IN RECREATION

#### **METHODOLOGY**

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

- National Recreation Participatory Trends
- Core vs. Casual Participation Trends
- Non-Participant Interest by Age Segment



The study is based on findings from surveys carried out in 2019 by the Physical Activity Council (PAC), resulting in a total of 18,000 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 18,000 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of 5% has a confidence interval of plus or minus 0.32% points at a 95% confidence level. Using a weighting technique, survey results are applied to the total U.S. population figure of 302,756,603 people (ages 6 and older).

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

#### CORE VS. CASUAL PARTICIPATION

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

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

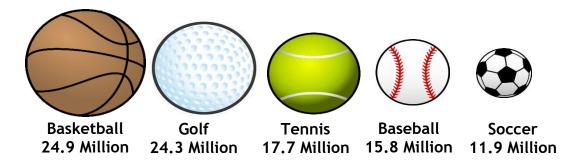
#### 5.3.2 NATIONAL SPORT AND FITNESS PARTICIPATORY TRENDS

#### NATIONAL TRENDS IN GENERAL SPORTS

#### PARTICIPATION LEVELS

The sports most heavily participated in, in the United States were Basketball (24.9 million) and Golf (24.3 million in 2019), which have participation figures well in excess of the other activities within the general sports category; followed by Tennis (17.7 million), Baseball (15.8 million), and Soccer (11.9 million).

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



#### **FIVE-YEAR TREND**

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

#### **ONE-YEAR TREND**

In general, the most recent year shares a similar pattern with the five-year trends. There are unique sports with a greater one-year change: Boxing for Competition (8.2%), Pickleball (4.8%), Outdoor Soccer (4.5%), and Martial Arts (4.2%). However, some sports that increased rapidly over the past five years have experienced recent decreases in participation, Rugby (-10.8%), cheerleading (-2.3%), and Baseball (-0.5%).

#### CORE VS. CASUAL TRENDS IN GENERAL SPORTS

Highly participated sports, such as Basketball, Baseball, and Slow Pitch Softball have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). In the past year, Ice Hockey (13+ participation) and Softball-Fast Pitch (26+ participation) has increased core participation. While less mainstream sports including: Boxing for Competition, Roller



# ZIONSVILLE Department of Parks and Recreation

Hockey, Badminton, and Racquetball have larger casual participation base. These participants may be more inclined to switch to other sports.

National Participatory Trends - General Sports							
A salivita.	Pai	rticipation Lev	rels	% Ch	ange		
Activity	2014	2018	2019	5-Year Trend	1-Year Trend		
Basketball	23,067	24,225	24,917	8.0%	2.9%		
Golf (9 or 18-Hole Course)	24,700	24,240	24,271	-1.7%	0.1%		
Tennis	17,904	17,841	17,684	-1.2%	-0.9%		
Baseball	13,152	15,877	15,804	20.2%	-0.5%		
Soccer (Outdoor)	12,592	11,405	11,913	-5.4%	4.5%		
Golf (Entertainment Venue)	5,362	9,279	9,905	84.7%	6.7%		
Softball (Slow Pitch)	7,077	7,386	7,071	-0.1%	-4.3%		
Football (Flag)	5,508	6,572	6,783	23.1%	3.2%		
Volleyball (Court)	6,304	6,317	6,487	2.9%	2.7%		
Badminton	7,176	6,337	6,095	-15.1%	-3.8%		
Soccer (Indoor)	4,530	5,233	5,336	17.8%	2.0%		
Football (Touch)	6,586	5,517	5,171	-21.5%	-6.3%		
Football (Tackle)	5,978	5,157	5,107	-14.6%	-1.0%		
Gymnastics	4,621	4,770	4,699	1.7%	-1.5%		
Volleyball (Sand/Beach)	4,651	4,770	4,400	-5.4%	-7.8%		
Track and Field	4,105	4,143	4,139	0.8%	-0.1%		
Cheerleading	3,456	3,841	3,752	8.6%	-2.3%		
Pickleball	2,462	3,301	3,460	40.5%	4.8%		
Racquetball	3,594	3,480	3,453	-3.9%	-0.8%		
Ice Hockey	2,421	2,447	2,357	-2.6%	-3.7%		
Ultimate Frisbee	4,530	2,710	2,290	-49.4%	-15.5%		
Softball (Fast Pitch)	2,424	2,303	2,242	-7.5%	-2.6%		
Lacrosse	2,011	2,098	2,115	5.2%	0.8%		
Wrestling	1,891	1,908	1,944	2.8%	1.9%		
Roller Hockey	1,736	1,734	1,616	-6.9%	-6.8%		
Boxing for Competition	1,278	1,310	1,417	10.9%	8.2%		
Rugby	1,276	1,560	1,392	9.1%	-10.8%		
Squash	1,596	1,285	1,222	-23.4%	-4.9%		
NOTE: Participation	n figures are in	000's for the U	JS population a	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%)			

#### NATIONAL TRENDS IN GENERAL FITNESS

#### PARTICIPATION LEVELS

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



Fitness Walking 111.4 Million



Treadmill 56.8 Million



Dumbbell Free Weights 51.4 Million



Running/ Jogging 49.5 Million



Stationary Cycling 37.1 Million

#### FIVE-YEAR TREND

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

#### **ONE-YEAR TREND**

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

#### CORE VS. CASUAL TRENDS IN GENERAL FITNESS

The most participated in fitness activities area either balances core vs. casual users or core users (participating 50+ times per year). These fitness activities include: Fitness Walking, Treadmill, Free Weights, Running/Jogging, Stationary Cycling, Weight/Resistant Machines, and Elliptical Motion/Cross Training. All of the top trending fitness activities, for the one-year and five-year trend, are increasing in casual users. There is a slow shift with an increase of balances and core users since last year's report. This is significant, fewer casual users are switching to alternative activities.



# ZIONSVILLE Department of Parks and Recreation

% Change		
5-Year Trend	1-Year Trend	
-1.0%	0.4%	
13.1%	5.7%	
-8.3%	0.3%	
-8.7%	-2.6%	
3.9%	1.1%	
0.9%	-0.5%	
3.9%	-0.5%	
20.6%	6.0%	
10.8%	2.0%	
11.7%	7.0%	
5.0%	-2.8%	
11.6%	2.0%	
16.2%	2.2%	
20.2%	1.5%	
46.0%	9.9%	
17.5%	5.3%	
8.7%	1.8%	
4.1%	2.7%	
0.8%	2.0%	
13.1%	4.2%	
1.7%	0.6%	
10.1%	0.9%	
14.5%	3.8%	
-9.2%	-7.7%	
4.3%	-7.4%	
	ge Decrease s than -25%)	

64

#### NATIONAL TRENDS IN OUTDOOR RECREATION

#### PARTICIPATION LEVELS

Results from the SFIA report demonstrate a contrast of growth and decline in participation regarding outdoor/adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or within a group, and are not as limited by time constraints. In 2019, the most popular activities, in terms of total participants, from the outdoor/adventure Recreation category include: Day Hiking (49.7 million), Road Bicycling (39.4 million), Freshwater Fishing (39.2 million), and Camping within 1/4 mile of Vehicle/Home (28.2 million), and Recreational Vehicle Camping (15.4 million).



Hiking (Day) 49.7 Million



**Bicycling** (Road) 39.4 Million



**Fishing** (Freshwater) 39.2 Million



**Camping** 28.2 Million



Camping (<1/ami. of Car/Home) (Recreational Vehicle) 15.4 Million

#### FIVE-YEAR TREND

From 2014-2019, BMX Bicycling (55.2%), Day Hiking (37.2%), Fly Fishing (20.1%), Salt Water Fishing (11.6%), and Backpacking Overnight (7.2%) have undergone the largest increases in participation.

The five-year trend also shows activities, such as In-Line Roller Skating (-20.5%), Archery (-11.7%), and Adventure Racing (-9.5%) experiencing the largest decreases in participation.

#### **ONE-YEAR TREND**

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

#### CORE VS. CASUAL TRENDS IN OUTDOOR RECREATION

Outdoor recreation is split between participations increasing or decreasing. Adventure racing that has a greater percentage in core supporters has an overall decrease in causal participation of (-45.3%), whereas In-Line Roller Skating is decreasing across both participation types. Outside of Adventure Racing, Inline Roller Skating, and Archery casual participation has increased across the board. Casual participation in the one-year trend only noted a decrease in Freshwater Fishing and Camping (Recreation Vehicle) different from the overarching five-year trend.



# ZIONSVILLE Department of Parks and Recreation

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Hiking (Day)	36,222	47,860	49,697	37.2%	3.8%
Bicycling (Road)	39,725	39,041	39,388	-0.8%	0.9%
Fishing (Freshwater)	37,821	38,998	39,185	3.6%	0.5%
Camping (< 1/4 Mile of Vehicle/Home)	28,660	27,416	28,183	-1.7%	2.8%
Camping (Recreational Vehicle)	14,633	15,980	15,426	5.4%	-3.5%
Fishing (Saltwater)	11,817	12,830	13,193	11.6%	2.8%
Birdwatching (>1/4 mile of Vehicle/Home)	13,179	12,344	12,817	-2.7%	3.8%
Backpacking Overnight	10,101	10,540	10,660	5.5%	1.1%
Bicycling (Mountain)	8,044	8,690	8,622	7.2%	-0.8%
Archery	8,435	7,654	7,449	-11.7%	-2.7%
Fishing (Fly)	5,842	6,939	7,014	20.1%	1.1%
Skateboarding	6,582	6,500	6,610	0.4%	1.7%
Roller Skating, In-Line	6,061	5,040	4,816	-20.5%	-4.4%
Bicycling (BMX)	2,350	3,439	3,648	55.2%	6.1%
Climbing (Traditional/Ice/Mountaineering)	2,457	2,541	2,400	-2.3%	-5.5%
Adventure Racing	2,368	2,215	2,143	-9.5%	-3.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

#### NATIONAL TRENDS IN AOUATICS

#### PARTICIPATION LEVELS

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



Swimming (Fitness)
28.2 Million



Aquatic Exercise 11.2 Million



Swimming (Competition)
2.8 Million

#### **FIVE-YEAR TREND**

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

#### **ONE-YEAR TREND**

Only one activity declined in participation in the one-year trend, Competitive Swimming (-7.3%). Aquatic Exercise (6.4%) had the largest increase in 2018, while Fitness Swimming increased (2.3%).

#### CORE VS. CASUAL TRENDS IN AQUATICS

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

National Participatory Trends - Aquatics										
Participation Levels % Change										
Activity	2014	2018	2019	5-Year Trend	1-Year Trend					
Swimming (Fitness)	25,304	27,575	28,219	11.5%	2.3%					
Aquatic Exercise	9,122	10,518	11,189	22.7%	6.4%					
Swimming (Competition)	2,710	3,045	2,822	4.1%	-7.3%					
NOTE: Participation figures a	re in 000's for	the US populat	ion 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%)						



#### ZIONSVILLE Department of Parks and Recreation

#### NATIONAL TRENDS IN WATER SPORTS/ACTIVITIES

#### PARTICIPATION LEVELS

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



Kayaking 11.4 Million



Canoeing 8.9 Million



Snorkeling 7.7 Million



Jet Skiing 5.1 Million



Sailing 3.6 Million

#### FIVE-YEAR TREND

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

#### **ONE-YEAR TREND**

Recreational Kayaking (3.3%) and Stand-Up Paddling (3.8%) also had a spike in participation this past year. Activities which experienced the largest decreases in participation in the most recent year include: Boardsailing/Windsurfing (-9.7%), Sea Kayaking (-5.5), and Water Skiing (-4.8%).

#### CORE VS. CASUAL TRENDS IN WATER SPORTS/ACTIVITIES

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

National Participatory Trends - Water Sports / Activities										
Activity	Pa	rticipation Lev	% Change							
Activity	2014	2018	2019	5-Year Trend	1-Year Trend					
Kayaking (Recreational)	8,855	11,017	11,382	28.5%	3.3%					
Canoeing	10,044	9,129	8,995	-10.4%	-1.5%					
Snorkeling	8,752	7,815	7,659	-12.5%	-2.0%					
Jet Skiing	6,355	5,324	5,108	-19.6%	-4.1%					
Sailing	3,924	3,754	3,618	-7.8%	-3.6%					
Stand-Up Paddling	2,751	3,453	3,562	29.5%	3.2%					
Rafting	3,781	3,404	3,438	-9.1%	1.0%					
Water Skiing	4,007	3,363	3,203	-20.1%	-4.8%					
Surfing	2,721	2,874	2,964	8.9%	3.1%					
Wakeboarding	3,125	2,796	2,729	-12.7%	-2.4%					
Scuba Diving	3,145	2,849	2,715	-13.7%	-4.7%					
Kayaking (Sea/Touring)	2,912	2,805	2,652	-8.9%	-5.5%					
Kayaking (White Water)	2,351	2,562	2,583	9.9%	0.8%					
Boardsailing/Windsurfing	1,562	1,556	1,405	-10.1%	-9.7%					
NOTE: Participation figures are in 00	0's for the US p	opulation age:	s 6 and over							
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)						





#### 5.3.3 NON-PARTICIPANT INTEREST BY AGE SEGMENT

In addition to participation rates by generation, SFIA also tracks non-participant interest. These are activities that the U.S. population currently does not participate in due to physical or monetary barriers, but is interested in participating in. Below are the top five activities that each age segment would be most likely to partake in, if they were readily available.

Overall, the activities most age segments are interested in include: Camping, Bicycling, Fishing, and Swimming for Fitness. All of these are deemed as low-impact activities, making them accessible for any age segment to enjoy.

#### 6-12 Year-Olds

Fishing
Camping
Soccer
Martial Arts
Basketball

#### 13-17 Year-Olds

Fishing
Camping
Working Out w/
Weights
Volleyball
Running/Jogging

#### 18-24 Year-Olds

Camping Fishing Martial Arts Volleyball Kayaking

#### 25-34 Year-Olds

Camping
Fitness Swimming
Bicycling
Fishing
Kayaking

#### 35-44 Year-Olds

Fitness Swimming

Camping

Bicycling

Fishing

Hiking

#### 45-54 Year-Olds

Bicycling
Fishing
Camping
Fitness Swimming
Hiking

#### 55-64 Year-Olds

Bicycling
Fishing
Fitness Swimming
Camping
Hiking

#### 65+ Year-Olds

Fishing
Fitness Swimming
Bicycling
Birdwatching/Wildlife
Viewing
Working Out Using
Machines

#### NATIONAL AND REGIONAL PROGRAMMING TRENDS

#### PROGRAMS OFFERED BY PARK AND RECREATION AGENCIES (GREAT LAKES REGION)

# NRPA'S PROGRAMS OFFERED BY PARK AND RECREATION AGENCIES (GREAT LAKES REGION)

NRPA's Agency Performance Review 2020 summarize key findings from NRPA Park Metrics, which is a benchmark tool that compares the management and planning of operating resources and capital facilities of park and recreation agencies. The report contains data from 1,053 park and recreation agencies across the U.S. as reported between 2017 and 2019.



Based on this year's report, the typical agency (i.e., those at the median values) offers 187 programs annually, with roughly 64% of those programs being fee-based activities/events.

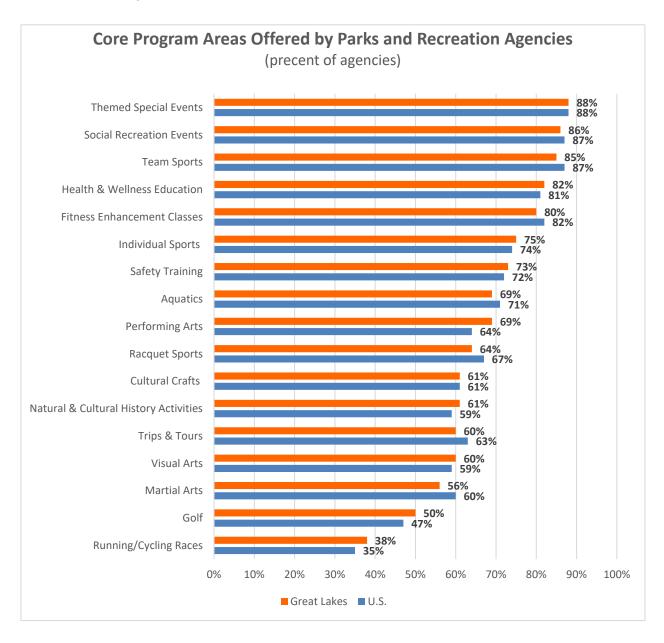
According to the information reported to the NRPA, the top five programming activities most frequently offered by park and recreation agencies, both in the U.S. and regionally, are described in the table below. A complete comparison of regional and national programs offered by agencies can be found in on the next page.

When comparing Great Lakes agencies to the U.S. average, team sports, social recreation events, themed special events, health & wellness education, and fitness enhancement classes were all identified in the top five most commonly provided program areas offered regionally and nationally.

Top 5 Most Offered Core Program Areas (Offered by Parks and Recreation Agencies)								
Great Lakes (% of agencies offering)	U.S. (% of agencies offering)							
Themed Special Events (88%)	Themed Special Events (88%)							
Social Recreation Events (86%)	Team Sports (87%)							
• Team Sports (85%)	Social Recreation Events (87%)							
Health & Wellness Education (82%)	Fitness Enhancement Classes (82%)							
Fitness Enhancement Classes (80%)	Health & Wellness Education (81%)							



Overall, Great Lakes Region parks and recreation agencies are very similar to the U.S. average regarding program offerings. However, utilizing a discrepancy threshold of +/-5% (or more), Great Lakes agencies are currently offering Health & Wellness Education, Individual Sports, Safety Training, Performing Arts, Natural & Cultural History Activities, Visual Arts, Golf, and Running/Cycling races at a higher rate than the national average.



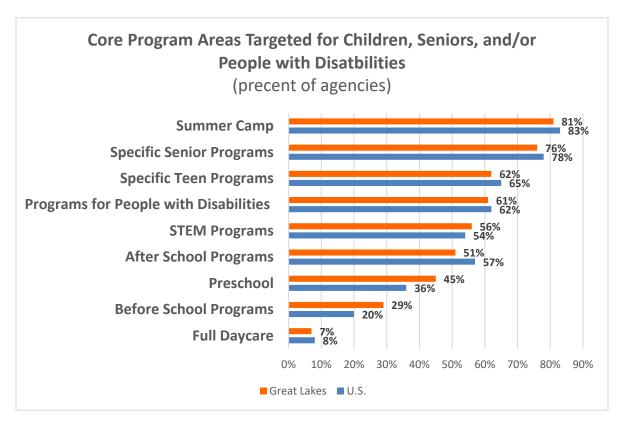
#### TARGETED PROGRAMS FOR CHILDREN, SENIORS, AND PEOPLE WITH DISABILITIES

For a better understanding of targeted programs (programs that cater to a specific age segment, demographic, etc.), NRPA also tracks program offerings that are dedicated specifically to children, seniors, and people with disabilities. This allows for further analysis of these commonly targeted populations on a national and regional basis.

Based on information reported to the NRPA, the top three targeted programs offered by park and recreation agencies, nationally and regionally, are described in the table below. A complete comparison of regional and national targeted program offerings can be found in below.

Top 3 Most Offered Core Program Areas (Targeting Children, Seniors, and/or People with Disabilities)								
Great Lakes (% of agencies offering)	U.S. (% of agencies offering)							
Summer Camp (81%)	• Summer Camp (83%)							
Senior Programs (76%)	Senior Programs (78%)							
Teen Programs (62%)	Teen Programs (65%)							

Agencies in the Great Lakes Region tend to offer targeted programs at a lower rate than the national average; however, Preschool Programs and Before School Programs are offered at a higher rate.





## 5.3.4 GENERAL SPORTS

			Participation	n Levels			% Ch	ange
Activity	201	2014 2018 2019						
	#	%	#	%	#	%	5-Year Trend	1-Year Trend
Basketball	23,067	100%	24,225	100%	24,917	100%	8.0%	2.9%
Casual (1-12 times)	7,321	32%	9,335	39%	9,669	39%	32.1%	3.6%
Core(13+ times)	15,746	68%	14,890	61%	15,248	61%	-3.2%	2.4%
Golf (9 or 18-Hole Course)	24,700	100%	24,240	100%	24,271	100%	-1.7%	0.1%
Tennis	17,904	100%	17,841	100%	17,684	100%	-1.2%	-0.9%
Baseball	13,152	100%	15,877	100%	15,804	100%	20.2%	-0.5%
Casual (1-12 times)	4,295	33%	6,563	41%	6,655	42%	54.9%	1.4%
Core (13+ times)	8,857	67%	9,314	59%	9,149	58%	3.3%	-1.8%
Soccer (Outdoor)	12,592	100%	11,405	100%	11,913	100%	-5.4%	4.5%
Casual (1-25 times)	6,622	53%	6,430	56%	6,864	58%	3.7%	6.7%
Core (26+ times)	5,971	47%	4,975	44%	5,050	42%	-15.4%	1.5%
Softball (Slow Pitch)	7,077	100%	7,386	100%	7,071	100%	-0.1%	-4.3%
Casual (1-12 times)	2,825	40%	3,281	44%	3,023	43%	7.0%	-7.9%
Core(13+ times)	4,252	60%	4,105	56%	4,048	57%	-4.8%	-1.4%
Football (Flag)	5,508	100%	6,572	100%	6,783	100%	23.1%	3.2%
Casual (1-12 times)	2,838	52%	3,573	54%	3,794	56%	33.7%	6.2%
Core(13+ times)	2,669	48%	2,999	46%	2,989	44%	12.0%	-0.3%
Core Age 6 to 17 (13+ times)	1,178	52%	1,578	54%	1,590	56%	35.0%	0.8%
Volleyball (Court)	6,304	100%	6,317	100%	6,487	100%	2.9%	2.7%
Casual (1-12 times)	2,759	44%	2,867	45%	2,962	46%	7.4%	3.3%
Core(13+ times)	3,545	56%	3,450	55%	3,525	54%	-0.6%	2.2%
Badminton	7,176	100%	6,337	100%	6,095	100%	-15.1%	-3.8%
Casual (1-12 times)	5,049	70%	4,555	72%	4,338	71%	-14.1%	-4.8%
Core(13+ times)	2,127	30%	1,782	28%	1,756	29%	-17.4%	-1.5%
Football (Touch)	6,586	100%	5,517	100%	5,171	100%	-21.5%	-6.3%
Casual (1-12 times)	3,727	57%	3,313	60%	3,065	59%	-17.8%	-7.5%
Core(13+ times)	2,859	43%	2,204	40%	2,105	41%	-26.4%	-4.5%
Soccer (Indoor)	4,530	100%	5,233	100%	5,336	100%	17.8%	2.0%
Casual (1-12 times)	1,917	42%	2,452	47%	2,581	48%	34.6%	5.3%
Core(13+ times)	2,614	58%	2,782	53%	2,755	52%	5.4%	-1.0%
Football (Tackle)	5,978	100%	5,157	100%	5,107	100%	-14.6%	-1.0%
Casual (1-25 times)	2,588	43%	2,258	44%	2,413	47%	-6.8%	6.9%
Core(26+ times)	3,390	57%	2,898	56%	2,694	53%	-20.5%	-7.0%
Core Age 6 to 17 (26+ times)	2,590	43%	2,353	44%	2,311	47%	-10.8%	-1.8%
Gymnastics	4,621	100%	4,770	100%	4,699	100%	1.7%	-1.5%
Casual (1-49 times)	2,932	63%	3,047	64%	3,004	64%	2.5%	-1.4%
Core(50+ times)	1,689	37%	1,723	36%	1,695	36%	0.4%	-1.6%
Volleyball (Sand/Beach)	4,651	100%	4,770	100%	4,400	100%	-5.4%	-7.8%
Casual (1-12 times)	3,174	68%	3,261	68%	2,907	66%	-8.4%	-10.9%
Core(13+ times)	1,477	32%	1,509	32%	1,493	34%	1.1%	-1.1%
NOTE: Participation figures are in 000			· · · · · · · · · · · · · · · · · · ·					
Participation Growth/Decline	Large Incr (greater tha	ease	Moderate Ir (0% to 2)	icrease	Moderate De		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Pa		More Core Partic		Evenly Divided (4		More Casual Participants (56-74%)	Mostly Casual Participants (great than 75%)

## 5.3.5 GENERAL SPORTS (CONTINUED)

			Participatio	n Levels			% Ch	ange	
Activity	201	4	201		201	9			
	#	%	#			%	5-Year Trend	1-Year Trend	
Track and Field	4.105	100%	4,143	100%	4.139	100%	0.8%	-0.1%	
Casual (1-25 times)	1,797	44%	2,071	50%	2,069	50%	15.1%	-0.1%	
Core(26+ times)	2.308	56%	2.072	50%	2.070	50%	-10.3%	-0.1%	
Cheerleading	3,456	100%	3,841	100%	3,752	100%	8.6%	-2.3%	
Casual (1-25 times)	1,841	53%	2,039	53%	1,934	52%	5.1%	-5.1%	
Core(26+ times)	1,615	47%	1,802	47%	1,817	48%	12.5%	0.8%	
Pickleball	2,462	100%	3,301	100%	3,460	100%	40.5%	4.8%	
Casual (1-12 times)	1,459	59%	2,011	61%	2,185	63%	49.8%	8.7%	
Core(13+ times)	1,003	41%	1,290	39%	1,275	37%	27.1%	-1.2%	
Racquetball	3,594	100%	3,480	100%	3,453	100%	-3.9%	-0.8%	
Casual (1-12 times)	2,435	68%	2,407	69%	2,398	69%	-1.5%	-0.4%	
Core(13+ times)	1,159	32%	1,073	31%	1,055	31%	-9.0%	-1.7%	
Ice Hockey	2,421	100%	2,447	100%	2,357	100%	-2.6%	-3.7%	
Casual (1-12 times)	1,129	47%	1,105	45%	1,040	44%	-7.9%	-5.9%	
Core(13+ times)	1,292	53%	1,342	55%	1,317	56%	1.9%	-1.9%	
Ultimate Frisbee	4,530	100%	2,710	100%	2,290	100%	-49.4%	-15.5%	
Casual (1-12 times)	3,448	76%	1,852	68%	1,491	65%	-56.8%	-19.5%	
Core(13+ times)	1,082	24%	858	32%	799	35%	-26.2%	-6.9%	
Softball (Fast Pitch)	2,424	100%	2,303	100%	2,242	100%	-7.5%	-2.6%	
Casual (1-25 times)	1,158	48%	1,084	47%	993	44%	-14.2%	-8.4%	
Core(26+ times)	1,266	52%	1,219	53%	1,250	56%	-1.3%	2.5%	
Lacrosse	2,011	100%	2,098	100%	2,115	100%	5.2%	0.8%	
Casual (1-12 times)	978	49%	1,036	49%	1,021	48%	4.4%	-1.4%	
Core(13+ times)	1,032	51%	1,061	51%	1,094	52%	6.0%	3.1%	
Wrestling	1,891	100%	1,908	100%	1,944	100%	2.8%	1.9%	
Casual (1-25 times)	941	50%	1,160	61%	1,189	61%	26.4%	2.5%	
Core(26+ times)	950	50%	748	39%	755	39%	-20.5%	0.9%	
Roller Hockey	1,736	100%	1,734	100%	1,616	100%	-6.9%	-6.8%	
Casual (1-12 times)	1,181	68%	1,296	75%	1,179	73%	-0.2%	-9.0%	
Core(13+ times)	555	32%	437	25%	436	27%	-21.4%	-0.2%	
Boxing for Competition	1,278	100%	1,310	100%	1,417	100%	10.9%	8.2%	
Casual (1-12 times)	1,074	84%	1,118	85%	1,204	85%	12.1%	7.7%	
Core(13+ times)	204	16%	192	15%	212	15%	3.9%	10.4%	
Rugby	1,276	100%	1,560	100%	1,392	100%	9.1%	-10.8%	
Casual (1-7 times)	836	66%	998	64%	835	60%	-0.1%	-16.3%	
Core(8+ times)	440	34%	562	36%	557	40%	26.6%	-0.9%	
Squash	1,596	100%	1,285	100%	1,222	100%	-23.4%	-4.9%	
Casual (1-7 times)	1,209	76%	796	62%	747	61%	-38.2%	-6.2%	
Core(8+ times)	388	24%	489	38%	476	39%	22.7%	-2.7%	
NOTE: Participation figures are in 00	0's for the US	population	ages 6 and o	ver					
Participation Growth/Decline	Large Incr (greater tha		Moderate II (0% to 2		Moderate D (0% to -2		Large Decrease (less than -25%)		
Core vs Casual Distribution	Mostly Core Pa (greater tha		More Core Parti		Evenly Divided ( and Cas		More Casual Participants (56-74%)	Mostly Casual Participants (great than 75%)	



# ZIONSVILL E Department of Parks and Recreation

## 5.3.6 GENERAL FITNESS

	National Cor	e vs Casu	al Participator	y Trend	s - General Fit	ness		
			Participation	Levels			% Ch	ange
Activity	2014	,	2018		2019	)		
·	#	%	#	%	#	%	5-Year Trend	1-Year Trend
Fitness Walking	112,583	100%	111,001	100%	111,439	100%	-1.0%	0.4%
Casual (1-49 times)	35,694	32%	36,139	33%	36,254	33%	1.6%	0.3%
Core(50+ times)	76,889	68%	74,862	67%	75,185	67%	-2.2%	0.4%
Treadmill	50,241	100%	53,737	100%	56,823	100%	13.1%	5.7%
Casual (1-49 times)	22,525	45%	25,826	48%	28,473	50%	26.4%	10.2%
Core(50+ times)	27,716	55%	27,911	52%	28,349	50%	2.3%	1.6%
Free Weights (Dumbbells/Hand Weights)	56,124	100%	51,291	100%	51,450	100%	-8.3%	0.3%
Casual (1-49 times)	18,195	32%	18,702	36%	19,762	38%	8.6%	5.7%
Core(50+ times)	37,929	68%	32,589	64%	31,688	62%	-16.5%	-2.8%
Running/Jogging	51,127	100%	49,459	100%	50,052	100%	-2.1%	1.2%
Casual (1-49 times)	23,083	45%	24,399	49%	24,972	50%	8.2%	2.3%
Core(50+ times)	28,044	55%	25,061	51%	25,081	50%	-10.6%	0.1%
Stationary Cycling (Recumbent/Upright)	35,693	100%	36,668	100%	37,085	100%	3.9%	1.1%
Casual (1-49 times)	18,255	51%	19,282	53%	19,451	52%	6.6%	0.9%
Core(50+ times)	17,439	49%	17,387	47%	17,634	48%	1.1%	1.4%
Weight/Resistant Machines	35,841	100%	36,372	100%	36,181	100%	0.9%	-0.5%
Casual (1-49 times)	14,590	41%	14,893	41%	14,668	41%	0.5%	-1.5%
Core(50+ times)	21,250	59%	21,479	59%	21,513	59%	1.2%	0.2%
Elliptical Motion/Cross Trainer	31,826	100%	33,238	100%	33,056	100%	3.9%	-0.5%
Casual (1-49 times)	15,379	48%	16,889	51%	17,175	52%	11.7%	1.7%
Core(50+ times)	16,448	52%	16,349	49%	15,880	48%	-3.5%	-2.9%
Free Weights (Barbells)	25,623	100%	27,834	100%	28,379	100%	10.8%	2.0%
Casual (1-49 times)	9,641	38%	11,355	41%	11,806	42%	22.5%	4.0%
Core(50+ times)	15,981	62%	16,479	59%	16,573	58%	3.7%	0.6%
Yoga	25,262	100%	28,745	100%	30,456	100%	20.6%	6.0%
Casual (1-49 times)	14,802	59%	17,553	61%	18,953	62%	28.0%	8.0%
Core(50+ times)	10,460	41%	11,193	39%	11,503	38%	10.0%	2.8%
Bodyweight Exercise	22,390	100%	24,183	100%	23,504	100%	5.0%	-2.8%
Casual (1-49 times)	8,970	40%	9,674	40%	9,492	40%	5.8%	-1.9%
Core(50+ times)	13.420	60%	14.509	60%	14.012	60%	4.4%	-3.4%
Dance, Step, Choreographed Exercise	21,455	100%	22,391	100%	23,957	100%	11.7%	7.0%
Casual (1-49 times)	13,993	65%	14,503	65%	16,047	67%	14.7%	10.6%
Core(50+ times)	7,462	35%	7,888	35%	7,910	33%	6.0%	0.3%
NOTE: Participation figures are in 000's for the			· · · · · · · · · · · · · · · · · · ·		,			
Participation Growth/Decline	Large Incre (greater that	ase	Moderate Inci (0% to 25%		Moderate De (0% to -2		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Par (greater that		More Core Partici 74%)	pants (56-	Evenly Divided (4 and Casu		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

## 5.3.7 GENERAL FITNESS (CONTINUED)

	National Cor	e vs Casu	al Participator	y Trend	s - General Fit	ness		
			Participation	Levels			% Ch	ange
Activity	2014	ļ	2018		2019	)		
	#	%	#	%	#	%	5-Year Trend	1-Year Trend
Aerobics (High Impact/ Intensity Training)	19,746	100%	21,611	100%	22,044	100%	11.6%	2.0%
Casual (1-49 times)	10,242	52%	11,828	55%	12,380	56%	20.9%	4.7%
Core(50+ times)	9,504	48%	9,783	45%	9,665	44%	1.7%	-1.2%
Stair Climbing Machine	13,216	100%	15,025	100%	15,359	100%	16.2%	2.2%
Casual (1-49 times)	7,679	58%	9,643	64%	10,059	65%	31.0%	4.3%
Core(50+ times)	5,537	42%	5,382	36%	5,301	35%	-4.3%	-1.5%
Cross-Training Style Workout	11,265	100%	13,338	100%	13,542	100%	20.2%	1.5%
Casual (1-49 times)	5,686	50%	6,594	49%	7,100	52%	24.9%	7.7%
Core(50+ times)	5,579	50%	6,744	51%	6,442	48%	15.5%	-4.5%
Stationary Cycling (Group)	8,449	100%	9,434	100%	9,930	100%	17.5%	5.3%
Casual (1-49 times)	5,353	63%	6,097	65%	6,583	66%	23.0%	8.0%
Core(50+ times)	3,097	37%	3,337	35%	3,347	34%	8.1%	0.3%
Pilates Training	8,504	100%	9,084	100%	9,243	100%	8.7%	1.8%
Casual (1-49 times)	5,131	60%	5,845	64%	6,074	66%	18.4%	3.9%
Core(50+ times)	3,373	40%	3,238	36%	3,168	34%	-6.1%	-2.2%
Trail Running	7,531	100%	10,010	100%	10,997	100%	46.0%	9.9%
Cardio Kickboxing	6,747	100%	6,838	100%	7,026	100%	4.1%	2.7%
Casual (1-49 times)	4,558	68%	4,712	69%	4,990	71%	9.5%	5.9%
Core(50+ times)	2,189	32%	2,126	31%	2,037	29%	-6.9%	-4.2%
Boot Camp Style Training	6,774	100%	6,695	100%	6,830	100%	0.8%	2.0%
Casual (1-49 times)	4,430	65%	4,780	71%	4,951	72%	11.8%	3.6%
Core(50+ times)	2,344	35%	1,915	29%	1,880	28%	-19.8%	-1.8%
Martial Arts	5,364	100%	5,821	100%	6,068	100%	13.1%	4.2%
Casual (1-12 times)	1,599	30%	1,991	34%	2,178	36%	36.2%	9.4%
Core(13+ times)	3,765	70%	3,830	66%	3,890	64%	3.3%	1.6%
Boxing for Fitness	5,113	100%	5,166	100%	5,198	100%	1.7%	0.6%
Casual (1-12 times)	2,438	48%	2,714	53%	2,738	53%	12.3%	0.9%
Core(13+ times)	2,675	52%	2,452	47%	2,460	47%	-8.0%	0.3%
Tai Chi	3,446	100%	3,761	100%	3,793	100%	10.1%	0.9%
Casual (1-49 times)	2,053	60%	2,360	63%	2,379	63%	15.9%	0.8%
Core(50+ times)	1,393	40%	1,400	37%	1,414	37%	1.5%	1.0%
Barre	3,200	100%	3,532	100%	3,665	100%	14.5%	3.8%
Casual (1-49 times)	2,562	80%	2,750	78%	2,868	78%	11.9%	4.3%
Core(50+ times)	638	20%	782	22%	797	22%	24.9%	1.9%
Triathlon (Traditional/Road)	2,203	100%	2,168	100%	2,001	100%	-9.2%	-7.7%
Triathlon (Non-Traditional/Off Road)	1,411	100%	1,589	100%	1,472	100%	4.3%	-7.4%
NOTE: Participation figures are in 000's for the	US populatio	n ages 6 a	nd over					
Participation Growth/Decline	Large Incre (greater tha		Moderate Inci (0% to 25%		Moderate De (0% to -2		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Par (greater tha		More Core Particip 74%)	pants (56-	Evenly Divided (4 and Casu		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)





## 5.3.8 OUTDOOR/ADVENTURE RECREATION

37.2% -0.8% 7.9% -9.1% 3.6% 5.1% 2.0% -1.7% 5.4% 19.0% -7.3% 11.6% 13.5%	1-Year Tren 3.8% 0.9% 0.1% 1.8% 0.5% -1.1% 2.4% 2.8% -3.5% -7.5%
37.2% -0.8% 7.9% -9.1% 3.6% 5.1% 2.0% -1.7% 5.4% 19.0% -7.3% 11.6%	3.8% 0.9% 0.1% 1.8% 0.5% -1.1% 2.4% 2.8% -3.5% -7.5%
-0.8% 7.9% -9.1% 3.6% 5.1% 2.0% -1.7% 5.4% 19.0% -7.3% 11.6%	0.9% 0.1% 1.8% 0.5% -1.1% 2.4% 2.8% -3.5% -7.5%
7.9% -9.1% 3.6% 5.1% 2.0% -1.7% 5.4% 19.0% -7.3% 11.6%	0.1% 1.8% 0.5% -1.1% 2.4% 2.8% -3.5% -7.5%
-9.1% 3.6% 5.1% 2.0% -1.7% 5.4% 19.0% -7.3% 11.6%	1.8% 0.5% -1.1% 2.4% 2.8% -3.5% -7.5%
3.6% 5.1% 2.0% -1.7% 5.4% 19.0% -7.3% 11.6%	0.5% -1.1% 2.4% 2.8% -3.5% -7.5%
5.1% 2.0% -1.7% 5.4% 19.0% -7.3% 11.6%	-1.1% 2.4% 2.8% -3.5% -7.5%
2.0% -1.7% 5.4% 19.0% -7.3% 11.6%	2.4% 2.8% -3.5% -7.5%
-1.7% 5.4% 19.0% -7.3% 11.6%	2.8% -3.5% -7.5%
5.4% 19.0% -7.3% 11.6%	- <b>3.5%</b> -7.5%
19.0% -7.3% 11.6%	-7.5%
-7.3% 11.6%	
11.6%	
	1.9%
13.5%	2.8%
	4.1%
8.9%	1.0%
-2.7%	3.8%
5.5%	1.1%
7.2%	-0.8%
16.5%	0.6%
-0.8%	-2.1%
-11.7%	-2.7%
-10.1%	-3.1%
-19.4%	0.0%
20.1%	1.1%
23.5%	0.7%
14.4%	1.7%
0.4%	1.7%
9.9%	6.9%
-13.1%	-6.6%
-20.5%	-4.4%
-17.2%	-5.6%
-28.1%	-1.3%
55.2%	6.1%
87.3%	10.0%
	0.4%
	-3.3%
	-5.5%
	-2.4%
-2.3%	-5.5%
Large Decrease (less than -25%)	
	-45.3% 16.8% -2.3%

## 5.3.9 AQUATICS

N	lational Core	vs Casua	al Participator	y Trend	s - Aquatics			
			Participation	Levels			% Ch	ange
Activity	2014		2018		2019		E Vacu Turnel	4 Vaan Tuan d
	#	%	#	%	#	%	5-Year Trend	1-Year Trend
Swimming (Fitness)	25,304	100%	27,575	100%	28,219	100%	11.5%	2.3%
Casual (1-49 times)	16,459	65%	18,728	68%	19,480	69%	18.4%	4.0%
Core(50+ times)	8,845	35%	8,847	32%	8,739	31%	-1.2%	-1.2%
Aquatic Exercise	9,122	100%	10,518	100%	11,189	100%	22.7%	6.4%
Casual (1-49 times)	5,901	65%	7,391	70%	8,006	72%	35.7%	8.3%
Core(50+ times)	3,221	35%	3,127	30%	3,183	28%	-1.2%	1.8%
Swimming (Competition)	2,710	100%	3,045	100%	2,822	100%	4.1%	-7.3%
Casual (1-49 times)	1,246	46%	1,678	55%	1,529	54%	22.7%	-8.9%
Core(50+ times)	1,464	54%	1,367	45%	1,293	46%	-11.7%	-5.4%
NOTE: Participation figures are in 000's for the	e US population	n ages	6 and over					
Participation Growth/Decline	Large Increa		Moderate Incr (0% to 25%		Moderate Dec (0% to -25%		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Part (greater than		More Core Particip 74%)	ants (56-	Evenly Divided (45 and Casua		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

## 5.3.10 WATER SPORTS/ACTIVITIES

National Co	ore vs Casual	Particip	atory Trends -	- Water	Sports / Activ	ities		
			Participation	Levels			% Ch	nange
Activity	2014		2018		2019		5-Year Trend	1-Year Trend
	#	%	#	%	#	%	5-fear frend	1-Year Trenu
Canoeing	10,044	100%	9,129	100%	8,995	100%	-10.4%	-1.5%
Kayaking (Recreational)	8,855	100%	11,017	100%	11,382	100%	28.5%	3.3%
Snorkeling	8,752	100%	7,815	100%	7,659	100%	-12.5%	-2.0%
Casual (1-7 times)	6,935	79%	6,321	81%	6,192	81%	-10.7%	-2.0%
Core(8+ times)	1,818	21%	1,493	19%	1,468	19%	-19.3%	-1.7%
Jet Skiing	6,355	100%	5,324	100%	5,108	100%	-19.6%	-4.1%
Casual (1-7 times)	4,545	72%	3,900	73%	3,684	72%	-18.9%	-5.5%
Core(8+ times)	1,810	28%	1,425	27%	1,423	28%	-21.4%	-0.1%
Sailing	3,924	100%	3,754	100%	3,618	100%	-7.8%	-3.6%
Casual (1-7 times)	2,699	69%	2,596	69%	2,477	68%	-8.2%	-4.6%
Core(8+ times)	1,225	31%	1,159	31%	1,141	32%	-6.9%	-1.6%
Water Skiing	4,007	100%	3,363	100%	3,203	100%	-20.1%	-4.8%
Casual (1-7 times)	2,911	73%	2,499	74%	2,355	74%	-19.1%	-5.8%
Core(8+ times)	1,095	27%	863	26%	847	26%	-22.6%	-1.9%
Rafting	3,781	100%	3,404	100%	3,438	100%	-9.1%	1.0%
Stand-Up Paddling	2,751	100%	3,453	100%	3,562	100%	29.5%	3.2%
Kayaking (Sea/Touring)	2,912	100%	2,805	100%	2,652	100%	-8.9%	-5.5%
Scuba Diving	3,145	100%	2,849	100%	2,715	100%	-13.7%	-4.7%
Casual (1-7 times)	2,252	72%	2,133	75%	2,016	74%	-10.5%	-5.5%
Core(8+ times)	893	28%	716	25%	699	26%	-21.7%	-2.4%
Wakeboarding	3,125	100%	2,796	100%	2,729	100%	-12.7%	-2.4%
Casual (1-7 times)	2,199	70%	1,900	68%	1,839	67%	-16.4%	-3.2%
Core(8+ times)	926	30%	896	32%	890	33%	-3.9%	-0.7%
Surfing	2,721	100%	2,874	100%	2,964	100%	8.9%	3.1%
Casual (1-7 times)	1,645	60%	1,971	69%	2,001	68%	21.6%	1.5%
Core(8+ times)	1,076	40%	904	31%	962	32%	-10.6%	6.4%
Kayaking (White Water)	2,351	100%	2,562	100%	2,583	100%	9.9%	0.8%
Boardsailing/Windsurfing	1,562	100%	1,556	100%	1,405	100%	-10.1%	-9.7%
Casual (1-7 times)	1,277	82%	1,245	80%	1,112	79%	-12.9%	-10.7%
Core(8+ times)	285	18%	310	20%	292	21%	2.5%	-5.8%
NOTE: Participation figures are in 000's for the US po	pulation ages	6 and o	ver					
Participation Growth/Decline	Large Incre (greater than		Moderate Inc (0% to 25%		Moderate Dec (0% to -259		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Part (greater than		More Core Partici 74%)	pants (56-	Evenly Divided (45 and Casua		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

#### 5.4 BENCHMARK ASSESSMENT

#### 5.4.1 BENCHMARK METHODOLOGY

Information used in this analysis was obtained directly from each participating benchmark agency from 2017 to 2020, and information available through the National Recreation and Park Association's (NRPA) Park Metrics Database. Due to differences in how each system collects, maintains, and reports data, variances may exist. These variations can impact the per capita, percentage allocations, and the overall comparison. The benchmark data collection for all systems was compiled as of October 2020, and this report's information may have changed since the original collection date. The information sought was a combination of operating metrics that factor budgets, staffing levels, and inventories. In some instances, the information was not tracked or not available.

The table below lists each benchmark agency in the study, arranged by the total population served and reveals each jurisdiction's key characteristics. Peer agencies represent Midwest organization with similar jurisdiction and programming experiences. Preservation Parks of Delaware County was included due to its provision of nature-based programs, but the population served is vastly different. For all agencies examined, Zionsville Parks and Recreation represents one of the largest jurisdiction sizes (71mi²), but it is near the median in terms of population (28,622).

Agency	State	Jurisdiction Population	Jurisdiction Land Size (sq. mi.)	Juristriction Type
Preservation Parks of Delaware County	Ohio	200,542	457	1545 Park District
Zionsville Parks and Recreation	Indiana	28,622	71	Town
Oakland Township Parks and Recreation	Michigan	21,000	36	Township
Orange Township	Ohio	26,000	23	Township
Deerfield Township	Ohio	39,312	17	Township
Brownsburg Parks & Recreation	Indiana	27,743	16	Town
Highland Parks and Recreation	Indiana	22,585	7	Town

#### 5.4.2 BENCHMARK COMPARISON

#### **PARK ACRES**

The table below provides a general overview of each system's park acreage and expresses the key performance metric of total acres per 1,000 residents. As a nature-based organization, it is good that the Department ranks near the top of the benchmark for the number of park sites (19); however, the Department is near the median for total acres owned or managed (490) among its peers. Assessing the level of service for park acres, the Department is above the benchmark and NRPA medians with 17.1 acres of parkland per 1,000 residents.

Agency	Jurisdiction Population	Total Parks	Total Acres	Acres/1,000
Oakland Township Parks and Recreation	21,000	17 Parks	1,350	64.3
Zionsville Parks and Recreation	28,622	19 Parks	490	17.1
Deerfield Township	39,312	10 Parks	469	11.9
Brownsburg Parks & Recreation	27,743	-	299	10.8
Highland Parks and Recreation	22,585	22 Parks	198	8.8
Preservation Parks of Delaware County	200,542	10 Parks	1,400	7.0
Orange Township	26,000	8 Parks	112	4.3
	9.9 acres per 1	L,000 residents (Na	tional Average)	
NRPA Statistics	9.6 acres per 1 jurisdictions)	1,000 residents (20	,000-49,999 popu	ulation

#### TRAIL MILES

The information below reveals the service levels for trails within each system. By comparing total trail mileage to the service area's population, the level of service provided to the community can be determined, which is expressed as trail miles for every 1,000 residents. The Department represents the top of the total trail mileage (26.15 total miles) and trail mileage per 1,000 residents (0.91 miles) among benchmark agencies. This service level for trail mileage falls well above the national best practice of 11 miles of managed trails. Even with a high level of trails, the Zionsville community still wants to increase connectivity and trails within the system.

Agency	Jurisdiction Population	Total Paved Trails (Miles)	Total Unpaved Trails (Miles)	Total Trail Miles	Trail Miles/ 1,000
Zionsville Parks and Recreation	28,622	20.00	6.15	26.15	0.91
Oakland Township Parks and Recreation	21,000	1.28	16.75	18.03	0.86
Deerfield Township	39,312	11.96	3.14	15.10	0.38
Highland Parks and Recreation	22,585	4.00	2.30	6.30	0.28
Brownsburg Parks & Recreation	27,743	5.41	0.61	6.02	0.22
Preservation Parks of Delaware County	200,542	3.00	12.80	15.80	0.08
NRPA Statistics	11 miles of tra	ils managed (N	ational Average)		
WWA Statistics	8.5 miles of tr	ails managed (2	.0,000-49,999 po <mark>r</mark>	oulation juris	dictions )

<sup>\*</sup>Orange Township info not available

#### **STAFFING**

This section compares staffing levels 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 system is equipped to serve its jurisdiction in terms of human resources. In general, agencies participating in the benchmark are understaffed compared to the national averages; two, however, are well above the national median of 8.1 FTEs per 10,000 residents.

			Full-Ti	me		F	Part-Time	e/Season	al	
Agency	Jurisdiction Population	Total Number of Full-Time Employees	Administration	Recreation	Maintenance	Administration	Recreation	Maintenance	Total FTEs	FTE/10,000
Brownsburg Parks & Recreation	27,743	17	3	9	5	0.72	48.20	1.92	67.84	24.5
Highland Parks and Recreation	22,585	17	2	4	11	4.96	11.56	16.04	49.56	21.9
Deerfield Township	39,312	17	1	2	5	0.00	4.50	3.70	25.20	6.4
Oakland Township Parks and Recreation	21,000	6	2	1	3*	0.75	4.50	2.12*	13.37	6.4
Zionsville Parks and Recreation	28,622	7	1	1	5	0.60	4.32	0.00	11.92	4.2
Orange Township	26,000	2							3.70	1.4
Preservation Parks of Delaware County	200,542	17	3	6	8	1.15	2.42	2.11	22.68	1.1
NRPA Statistics		8.1 FTE per	10,000 R	esidents	(Nationa	l Averag	ge)			
NRPA Statistics		8.9 FTE per	10,000 R	esidents	(20,000-	49,999 p	opulatio	n jurisdio	ctions)	

<sup>\*</sup> Natural Areas Stewardship Staff



#### **OPERATING EXPENSES**

Agencies participating in the benchmark study are spending on parks and recreation operations at a varying rate. Dividing the annual operational budget by each service area's population allows for a comparison of how much each agency is spending on a per resident basis. The Department ranks near the median among peer agencies for both total operating expense (~\$2.4 million) and expense per resident (\$84.31), and is just above the NRPA median of \$81.19 per resident, but below the average for populations of 20,000 to 49,999.

Agency	Population Budget		Budget Year	Ex	perating penses r Capita			
Brownsburg Parks & Recreation	27,743	\$	3,420,824	2018	\$	123.30		
Highland Parks and Recreation	22,585	\$	2,424,000	2020	\$	107.33		
Zionsville Parks and Recreation	28,622	\$	2,413,210	2019	\$	84.31		
Oakland Township Parks and Recreation	21,000	\$	1,125,189	2020	\$	53.58		
Preservation Parks of Delaware County	200,542	\$	6,603,084	2019	\$	32.93		
Deerfield Township	39,312	\$	1,158,738	2017	\$	29.48		
NRPA Statistics	\$81.19 Expense Per Capita National Average							
WITH Statistics	\$95.34 Expense	per	Capita 20,00	0-49,999	рор	ulation		

<sup>\*</sup>Orange Township data not available

#### **DISTRIBUTION OF EXPENDITURES**

The table below compares the distribution of expenditures for each agency across personnel, operations, capital, and other expenses. The Department has the lowest expenditure percentage attributed to personnel (salary and benefits) among benchmark agencies. The majority of benchmark agencies are near or above the national averages for personnel expenditures.

Agency	Jurisdiction Population	Budget		Budget Year	Personnel	Operating Expenses	Capital Expenses (Not in CIP)	Other
Preservation Parks of Delaware County	200,542	\$	6,603,084	2019	40%	26%	35%	0%
Brownsburg Parks & Recreation	27,743	\$	3,420,824	2018	50%	32%	14%	0%
Highland Parks and Recreation	22,585	\$	2,424,000	2020	62%	38%	0%	0%
Zionsville Parks and Recreation	28,622	\$	2,413,210	2019	36%	32%	12%	15%
Deerfield Township	39,312	\$	1,158,738	2017	58%	40%	2%	0%
Oakland Township Parks and Recreation	21,000	\$	1,125,189	2020	55%	40%	0%	5%
NRPA Statistics		Nati	onal averag	e	54%	38%	5%	2%
NINFA Statistics		20,0	00-49,999 p	opulation	53%	39%	6%	2%

<sup>\*</sup>Orange Township data not available

#### REVENUE PER CAPITA

By comparing each agency's annual non-tax revenue to the population, the annual revenue generated on a per resident basis can be determined. Similar to the analysis of operating expenditures, benchmark agencies demonstrate varying levels of earned income. Although the Department's \$24.18 of revenue generated per resident is near the benchmark median, it is very close to the national average of similarly sized populations.

In addition, understanding operational cost recovery is a key performance indicator, arrived at by dividing total non-tax revenue by total operating expense. This measures how well each agency's revenue generation covers the total cost of operations. Overall, agencies participating in the benchmark study exhibit varying cost recovery rates, with the top performers achieving well above industry best practice levels. Although the Department has a median cost recovery rate among peer agencies, its 34% operational cost recovery is above the NRPA median for jurisdictions serving 20,000-49,999 people (26.9%).

Agency	Jurisdiction Population	Budget Year		otal Agency erating Budget	Non-Tax Revenue Generated		n-Tax Revenue enerated per Capita	Cost Recovery
Brownsburg Parks & Recreation	27,743	2018	\$	3,420,824	\$ 3,131,747	\$	112.88	92%
Highland Parks and Recreation	22,585	2017	\$	2,250,098	\$ 1,177,000	\$	52.11	52%
Zionsville Parks and Recreation	28,622	2019	\$	2,011,378	\$ 692,126	\$	24.18	34%
Orange Township	26,000	2017	\$	758,456	\$ 371,226	\$	14.28	49%
Oakland Township Parks and Recreation	21,000	2020	\$	1,125,189	\$ 124,661	\$	5.94	11%
Deerfield Township	39,312	2017	\$	1,199,619	\$ 79,559	\$	2.02	7%
Preservation Parks of Delaware County	200,542	2019	\$	6,603,084		\$	-	0%
NRPA Statistics	\$20.93 per cap \$25.34 per cap	ita (20,000-	49,9	99 population	 			
	25.9% of opera 26.6% of opera	· ·					•	0 ,



### ZIONSVILLE Department of Parks and Recreation

#### **BUDEGT SOURCES**

This study also sought to examine sources of peers' total budget. These budget sources include tax support, earned revenue, impact fees, food and beverage tax, grants, and others.

The Department is at the median of general fund tax support, which is in line with both the national average and average of agencies with jurisdictions served between 20,000 - 49,999. The Department is lower than average when it comes to generated revenue. Of note, impact fees for the Department have been collected over the years. This year, the Department is updating how and where to spend the income to enhance the system.

Agency	Jurisdiction Population	Budegt Year		otal Agency Operating Budget	_	eneral Fund ax Support	General Fund Tax Support	Earned/ Generated Revenue	Impact Fees	Food & Beverage	Grants	Other
Deerfield Township	39,312	2017	\$	1,199,619	\$	1,120,060	93.4%	4.2%	0.0%		2.5%	0.0%
Oakland Township Parks and Recreation	21,000	2020	\$	1,125,189	\$	1,000,528	88.9%	3.0%	0.0%		0.8%	7.2%
Preservation Parks of Delaware County	200,542	2018	\$	8,932,960	\$	6,838,960	76.6%	1.1%	0.0%		22.4%	0.0%
Zionsville Parks and Recreation	28,622	2019	\$	2,011,378	\$	1,319,252	65.6%	12.6%	20.5%		0.0%	1.4%
Orange Township	26,000	2017	\$	758,456	\$	387,230	51.1%	48.9%	0.0%		0.0%	0.0%
Highland Parks and Recreation	22,585	2017	\$	2,250,098	\$	1,073,098	47.7%	52.3%	0.0%		0.0%	0.0%
Brownsburg Parks & Recreation	27,743	2018	\$	3,420,824	\$	1,048,068	30.6%	42.8%	4.8%	21.7%	0.0%	0.0%
NRPA Statistics			Nat	ional average			60.0%	24.0%			2.0%	2.0%
INRPA Statistics			20,0	000-49,999 po	pula	tions	60.0%	25.0%			2.0%	1.0%

<sup>\*</sup>Figure is sorted by percent General Fund supported

#### CAPITAL BUDGET

Currently, the Department has the highest capital budget among benchmark agencies. National averages provide a 5-year snapshot and all benchmark agencies, except for one, exceed the benchmark for agencies serving 20,000 - 49,999 people. This is assuming that benchmark agency capital budgets remain consistent over the next five years.

Agency	Jurisdiction Population	Budget Year	Capital Budget
Zionsville Parks and Recreation	28,622	2019	\$ 3,750,145
Preservation Parks of Delaware County	200,542	2019	\$ 2,285,196
Highland Parks and Recreation	22,585	2017	\$ 1,988,916
Brownsburg Parks & Recreation	27,743	2018	\$ 635,703
Oakland Township Parks and Recreation	21,000	2020	\$ 605,476
Deerfield Township	39,312	2017	\$ 433,388
	National average for	capital expenditu	res budgeted over
NRPA Statistics	the next five years: \$5	5,000,000 (all ager	ncies)
INNEA Statistics	National average for	capital expenditu	res budgeted over
	the next five years: \$2	2,933,650 (20,000	-49,999 population)

<sup>\*</sup>Orange Township data not available

#### **MARKETING**

Marketing budgets for parks and recreation agencies are typically less than the private sector, but the industry is beginning to realize the value of investing in marketing and the potential return on investment (ROI) that can be achieved. However, only three agencies reported having dedicated marketing budgets: Brownsburg (\$93,100), Deerfield (\$45,000), and Preservation Parks (\$153,100). When comparing types of marketing used, the most popular include: recreation catalogues, websites, and e-newsletters.

Agency	Jurisdiction Population	Facebook	Twitter	Instagram	NextDoor	Rec Catalogue/ Magazine	Website	E-Newsletter/ Email	In-Facility Flyers/ Signage	Λ1	Radio	Local News
Brownsburg Parks & Recreation	27,743	Х				Х	Χ		Х			
Deerfield Township	39,312					X	Х	Х	Х			X
Highland Parks and Recreation (Indiana)	22,585	Х				Х	Х	Х				
Oakland Township Parks and Recreation	21,000	X	X	X		X	X	Х	X			
Orange Township	26,000											
Preservation Parks of Delaware County	200,542	X	Х	X	X	X	Х	Х	Х			
Zionsville Parks and Recreation	28,622	Х				Х	Х	Х				

#### PROGRAM PARTICIPATION

The table below assesses program participation for each agency by comparing total program participation. 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 individual. Highland Parks and Recreation is the clear benchmark leader for participation per resident due to a significantly high number of participations. Brownsburg has an additional 13,000 participants not included in the report below that they counted from Community Events. Additionally, Preservation Parks reports a huge decline in program and event participation due to COVID, but a 70% increase in trail and park visits.

Agency	Jurisdiction Population	Total Number of Contacts (Participations)
Highland Parks and Recreation (Indiana)	22,585	34,749
Deerfield Township	39,312	13,203
Oakland Township Parks and Recreation	21,000	7,374
Zionsville Parks and Recreation	28,622	6,868
Brownsburg Parks & Recreation	27,743	6,397
Preservation Parks of Delaware County	200,542	1,966
Orange Township	26,000	N/A



#### 5.5 COMMUNITY ENGAGEMENT ANALYSIS

#### 5.5.1 PUBLIC FORUMS

With assistance from the Park Board members and Zionsville staff, the Consultant Team connected with over 80 residents through three public engagement opportunities.

The two in person public events utilized a prioritized voting system for the most important: facilities/amenities, programs/services, and communication methods. During the exercise, participants were given coin stickers to place on three boards. The coin stickers included a quarter, dime, nickel, and penny. Participants were encouraged to place the quarter on their first priority down through placing the penny on the least priority. The coin activity revealed these top four priorities.

COMMUNICATION METHODS	PROGRAMS	FACILITIES/AMENITIES
1. Town of Zionsville website	1. Canoeing and kayaking	1. Unpaved nature trails
2. Facebook	2. Special events	2. Paved trails
3. Email	Nature and environmental education	3. Dog parks
4. Flyers and signs	4. Cycling	4. Mountain bike parks

Children participating in the public forum were able to draw their favorite amenities in parks and what they wish they could see at a Zionsville Park. These images included an outdoor theater, zipline, playgrounds, and a climbing wall.





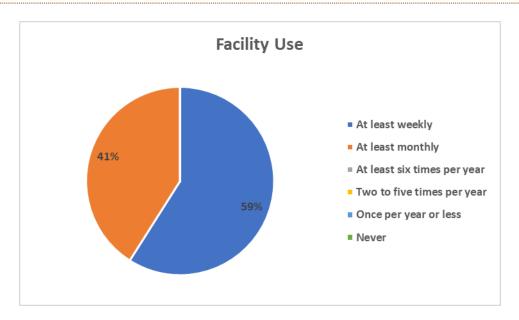
#### 5.5.2 VIRTUAL PUBLIC FORUM

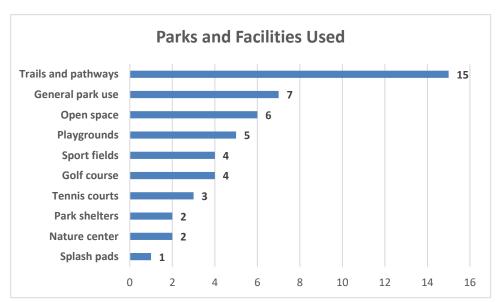
The third public engagement opportunity was a virtual offering. The Consultant Team presented initial findings from demographics and recreation trends analyses. Meeting participants were able to provide input via three methods:

- 1. Q&A pod
- 2. Chat pod
- 3. Live polling

In total, there were 19 people viewing the presentation with about 12-16 actively participating in the live polling process. The following charts present the live polling results.

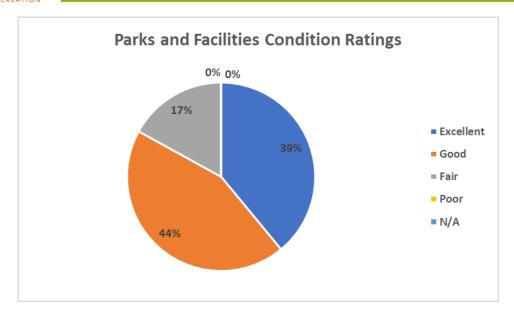
FACILITIES: USE FREQUENCY, TYPES USED, AND CONDITION/QUALITY



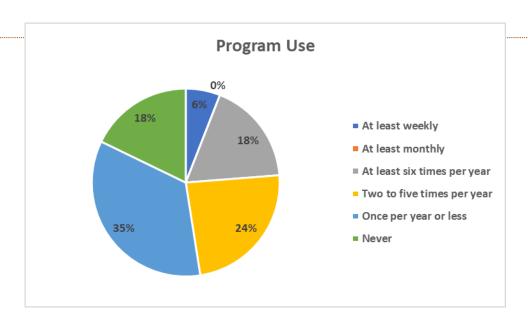


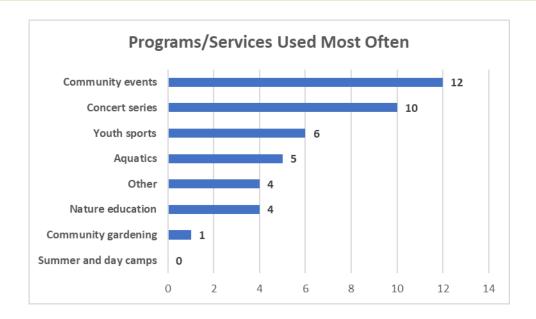


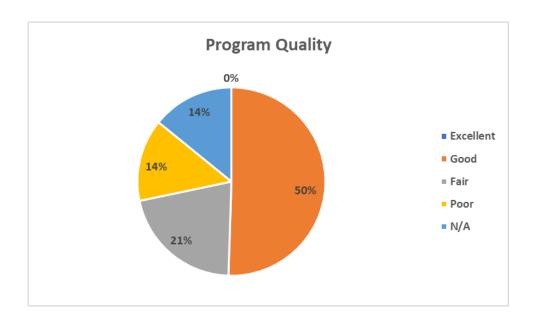




## PROGRAMS: USE FREQUENCY, TYPES USED, AND CONDITION/QUALITY

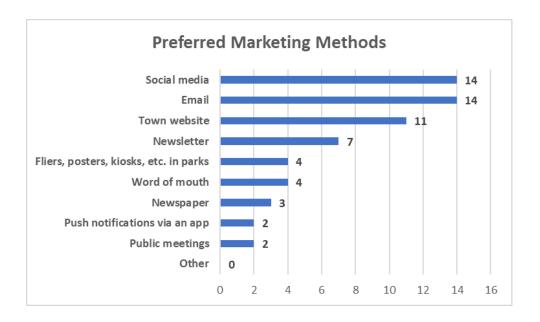








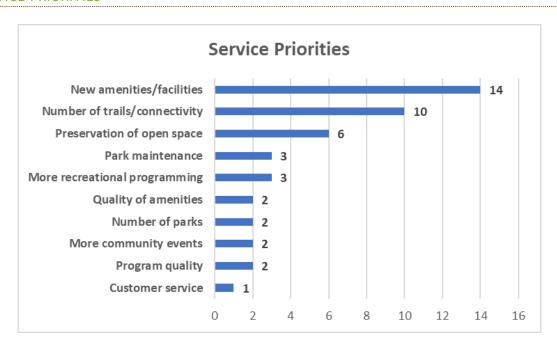
#### PREFERRED MARKETING METHODS



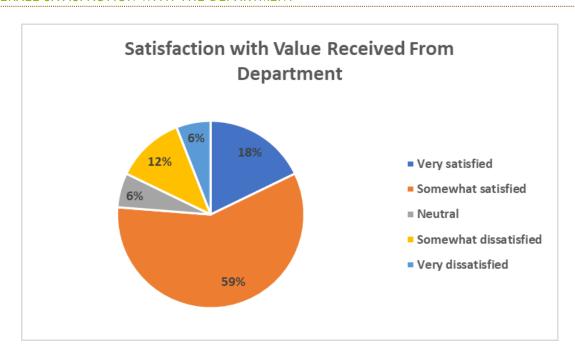
#### BARRIERS TO PARTICIPATION



#### SERVICE PRIORITIES



#### OVERALL SATISFACTION WITH THE DEPARTMENT





#### ADDITIONAL VIRTUAL PUBLIC FORUM PRIORITY THEMES

- Recreation center with pool
- Dog park & program with your pets
- Connectivity (trails)
- · Enhanced marketing
- Pickleball
- Kayaking
- Preservation of open space
- Restrooms

#### 5.5.3 FOCUS GROUP RESPONSE AGGREGATE

#### **STRENGTHS**

- Wide variety of experiences and continuing to grow
- Exploring natural areas and hikes (self-directed experiences)
- Trails- Large variety within the trail system (open spaces, woods, natural areas)
- The walking trails are really nice
- Elm Street Green is a great asset; potential for canoe/kayak access
- Upkeep and maintenance the Department does a great job showing pride within the community
- There is a lot of interconnectedness with the trails; they do need to be expanded though
- · We have a lot of younger kid's playgrounds and amenities which are nice
- The 4th of July special event was well done and we would love to see more special events
- Zionsville has done a good job of updating sidewalks, parks and this has increased the familyfriendly aspects of the Town
- The public process the Department went through to develop the Overley-Worman park was great
- The Department is responsive and easy to get ahold of
- We have a good diversity of facilities and they are used pretty well by the community
- The park system is a great blank slate for growing opportunities
- The Town saves money by having new developments put into pathways
- We are a bronze level "Bike Friendly" community
- Collection of parks we have today- well positioned, good amenities, well maintained and clean and safe. They are a great asset to the community.
- There is a good variety and number of parks; there is water in quite of few parks which is a great asset.
- The parks connect you to nature really well.
- The parks are generally undeveloped which supports the unstructured state of play.
- We need to ensure that our spaces keep the feel of "escaping to" and not overdeveloped; there is a purpose for developed and undeveloped.
- Communication with the community; they go out and solicit public input
- The Town's natural landscape has been preserved over time; people that come into Zionsville recognize the natural parks
- Lion's Club Park is also a great asset within our community; it helps facilitate walking, biking, etc.
- There is an impressive number of programs offered through the nature center; however, these programs are not publicized as well as they could be

- The parks are one of Zionsville's greatest assets; this is something that is used in Town marketing
- Our parks are well-maintained and clean; no trash
- Our parks offer a little bit of everything for various age segments; they do a good job of balancing passive and active opportunities
- As the Department grows, we can't allow other things to slide down such as maintenance and connectivity
- The Department has done a great job being a county park system (by necessity)
- Natural settings, lovely numerous parks, desire of citizens that fit with our Nature Center programs
- Park maintenance and cleanliness
- Staff and employees are a strength
- Newer parks have a great finish fit and design to them, with good amenities.
- 5-year master plan is a strength of a department
- Support from all the residence, people go on a regular basis to the parks.
- Unique natural features need to embrace and any growth we have needs to complement.
- Current staff and their commitments to the parks
- The Town and the support for parks
- Current park amenities that are a strength but many could be better utilized: Rail Trail, trails in general, playgrounds, splash pad, soccer/sport field
- Zion Nature Center and current environmental programming, exhibits and partnerships that the nature center works with

#### **KEY OUTCOMES**

- Need to do a better at driving advertisements to what we have- Starkey Park Parking Issues,
   Creek Side Park was unknown, Lions Park is not the towns, however there is a park within Lions
   Park that is managed by the Town.
- Turkey Foot Park- Where would it end- Town is trying to get that county road- and restored Holiday Bridge Holiday Nature Park should be coming (Donation from Holiday Family)- Should become a Town's Goal (Not just Park Board)
- Seniors Addition Fitness and Nature Trail (accessible for walkers and canes). Seniors have an event in Mullberry Fields every August, they love the splash park and accessible Swings.
- Mullberry Park- Most active Park- Centrally located, parking, lots of user groups throughout the day. The Field is underutilized- need to bring in sports soccer, rugby, football- bring back the energy. Department pays a lot to maintain as turf grass field.
- Don't want to add more sports that already exist within the Town. Work with existing organization in town to utilize the space.
- Park Map Online- Does it have suggested uses for each park? Map is currently buried and hard to
  find on the website. Lots of new users of the park system are starting to erode the creek. There
  may be too much use due to COVID with fishing, hammocks, wear and tear on trees and banks. Community Education to what is proper etiquette in Nature Areas
- COVID new users "trout streams" Fly Fisherman are creating their own paths. Signs clutter and people may not read. Try to create trails that just get stomped through. Developing a way to protect the natural land with new users.
- Develop signs that are whimsical and to the point- Benefits of why the kids cannot play in the creek "Self-Policing."
- Nature Programs to include etiquette in natural settings. "Quiet- more wildlife to experience"



- Nature Center facility should move and expand
- Stairs in Starkey Park- do not match natural settings, dogs don't like them. Would prefer a nature looking structures
- · Continue to increase variety of trails and increase trails
- We need to figure out how to increase lengths of stay within our parks; we also need to increase support amenities/facilities (such as restrooms and drinking fountains)
- We need to maximize the Village because that is a top reason why people move to Zionsville.
- Improved signage.
- Is there a mechanism to create a Conservation District?
- We need tangible things that can be done with an associated budget.
- We need to make sure that other communities are using the things they have; in other words, the Consultant Team needs to understand our community, what we want, and then provide us realistic recommendations that have been proven to be successful/feasible in other places.
- Extending the rail trail will be critical.
- We need a plan for how we are going to connect (physically through pathways and such) underserved populations and neighborhoods
- Connectivity; having the parks be connected by the trail system; have crosswalks be safer.
- The main trail artery is nice and so we need to build off of it to connect the rest of the Town.
- We have a lot of people that ride their bikes but there is a need to expand street bikeways.
- Connectivity between partner organizations; all groups are doing their own sales, marketing, recruiting, etc. but nobody is connected to each other to let people know what they do collectively.
- It would be great to have a dashboard that would capture space utilization and for this to be available to user groups.
- Adult recreation in Zionsville is limited; there seems to be more of a focus on youth.
- There are features we could add along pathways and trails (such as disc golf) to increase activity along existing spaces.
- Older adults are interested in Pickleball courts.
- A longer-term need would be an indoor pool.
- We have a lot of Zionsville teams that leave the Town to Finch Creek (eastern part of Noblesville) to use indoor recreation fields/spaces.
- We need to identify what people are interested in, what they value, and the financial implications associated with it.
- We need to be forward thinking about purchasing future park land and how we are planting trees and such.
- All the information produced by stakeholders needs to be actionable and acted upon by the appropriate person(s) because individual groups have had to rehash the same conversations over and over again.
- We need overall guidelines for all of the various committees we have in Town because they need to work together and not separate from each other.
- We need to calculate walking counts throughout our Town because these metrics will help us get "walker friendly" status and grant monies.
- It would be great to make sure the Overley-Worman Park is as good as it is supposed to be
- We need to continue to increase biking capabilities
- We need to work on connectivity over at the Enclave
- We need more rules and regulations (maybe enforcement) of trial use

- The HOAs want to see the holistic connection/outcome of a fully connected trail system.
- Strategic plan with long range vision with browed community support that is affordable.
- Where are the gaps? What are the key areas that we need to improve? How do these compare to the surrounding communities?
- How can we become even more of a regional destination?
- Are we missing older adults and teenagers?
- Middle-age women would really like to see more activities geared toward them
- More people are moving to Zionsville and there has been overcompensation over the years (people would travel outside of Town) and now people don't want to do that as much moving forward
- Connectivity and park access will be crucial; are we offering enough to community residents? Capacity: enough bike racks, parking, etc.?
- How can we improve being a local municipal park system?
- Increased day camps and summer camps
- We need to justify our gaps/deficiencies based on benchmark comparisons
- Sense for the demand and then prioritize what is truly needed
- How big of deal is facilities, software vs hardware
- Interest level on the public for a community center, and willing to pay to go to the community center.
- Feasibility ranking for programs- how long, how many people FTEs, lots of time investment before
  public dividends, the beginning of a business case, how we rank to other communities in terms
  of programming
- Integration of programs in current 5-year plans
- How does the department level support the program from year one and down the road?
- List of resources and people to network as they move along this journey
- Who locally is doing programming really well, success, failures and learning from them?
- Defining the program types passive programs verse direct lead programs
- Public perception of passive verses lead programming's
- Clear understanding of what the community needs and would support if we added
- Ranking what programming/facility featured should be prioritized
- Programming specifics if possible rental agreements, fee structures, waiver and liability handling
- What programming could we implement immediately with our current staffing and facilities?
- A strong foundational plan that we can use to base our growth from as well as support for that growth when we need to present at Town Council/Mayor/Community.
- How to better utilize our current parks as they stand
- What facility items should be first examined in a potential community center?
- How do we compare to other parks with a similar focus on nature?

#### ADDRESSABLE UNMET NEEDS

- Adult Programs-
- Seasonal Interest for Adults- Walks through all the climates
- Native Plant Policy- to have labels Passive way for adults to learn through the park- What it is and why it is important.
- Increase Partnerships (Library & Boys & Girls Programs) have all the town organization work together.



- Do not want afterschool Programs- Needs are met already by Boys & Girls Club
- Library- will share their strategic plan
- Heritage Park could support programs like Yoga and other programs (Free Events)
- There is a lack of nature programming during the week because the nature center is only open on the weekend.
- Historic tours of the Village would be interesting; there are ghost tours in the Village that are successful/popular.
- Cultural events; you can drive out of Zionsville to participate in some really good events and the Town needs to think bigger.
- Adult programming; what do adults want to do? There are a lot of youth programming.
- More publication of the existing community gardens; do we need more?
- Unknown at this time, hoping the new Director will be able to meet those needs.
- Currently use parks as a facility engagement and not a facility engagement. Programming may help engaged, but I am satisfied with what the parks provides.
- The Town needs a community center
- More active programming: basketball courts, Pickleball courts, etc.
- "We don't want to become Carmel" but we also don't want to export all of our residents to Carmel to take advantage of all the amenities they provide
- There are a lot of people within the community that are not involved in secondary school so a community center could be a hub for all of our cultural and community activities
- A lot of small Towns celebrate their history; we have the Farmstead but it isn't leveraged or maximized; people don't really know about the living history here; we need to promote our heritage
- Union and Perry Townships don't really have a Zionsville park component; we need to look for opportunities to preserve land and provide amenity opportunities for rural members; get the park foundation up and running for these efforts
- Are there other opportunities to activate the creek via water recreation in addition to Creek Fest (year-round)
- Staffing may not be able to handle any unmet needs.
- Recreation programs have different ramp up needs- depending on startup times.
- Dog park potential to be done quickly- good starting point with an acre with current park
- Adult exercise have a high demand
- Seniors We do nothing for them- no social outlets
- Seems to boil down to needing a community center
- Pools not really accessible
- Program available for very expensive
- Teenagers need something to do other than technology
- School children have nowhere to go if they are not in activities or part of the boys and girls club
- Organizations are fragmented
- YES! Parks can act as hubs for social gathering spaces, area opportunities for special events, music, outdoor exercise, sport groups. We need to grow and plan so we can be that hub.
- Parks can function as a central platform to bring many organizations together to share information and reach out to the community
- What activities are not currently present in our community? That is where we should look closely?
   We are adding mountain bike trails and disc golf, but what else?

• We need to focus on our uniqueness and also what unique needs could we meet for the Zionsville community as well as other outside communities?

#### **BARRIERS**

- Money/Funding hopes this can be worked out through partnerships
- Legal Areas Insurance for programs, Music's Licenses, permits required by the Town, Alcohol & Events
- Rural Area Growth- where are future growth areas (Town to acquire land ahead of the growth)
- It is difficult to rent park spaces as an organization (specific example is renting the athletic field space at Mulberry Fields as a recognized organization).
- It is not clear to residents who to contact to rent spaces or how to get things done.
- The school system is doing more facility rentals now but they are not communicating well with user groups.
- People are inundated with surveys all the time so we need to make sure we convince them to participate.
- We need to look at organizations that may be "ahead" of where we are now and how they kept up with community growth; what were their "learning points?"
- Each youth sports organization probably doesn't want to give up their resources, fields, etc. so explaining the big picture to these groups will be a challenge, but also important.
- We have space within our system that can be activated/utilized more but it is difficult to know who to contact.
- Time is an issue because social distancing requires different meeting types but we need different spaces now.
- Town government processes do make things difficult because you don't really get immediate/timely answers; Town government is not set up for quick communication; the Town is missing some sort of community liaison.
- Individual groups can step on each other's toes (not necessarily intentionally) when it comes to scheduling.
- The park system will need to grow in staff numbers as the system wants to expand; this would be a decision of the Park Board ultimately.
- If we don't create the groups that are appropriate to carry out and implement actions, this will be a huge barrier/hindrance.
- There isn't a rule or regulation that prevents the HOAs from making sure home owner's aren't encroaching upon trail space.
- Homeowners; there is a difficulty connecting trails because there is a negative perception of a trial going behind their house so this prevents growth
- The Town is perceived as more passive as they wait for homeowners to resolve themselves
- There is a lack of Departmental vision and then communicating that vision
- We are going to become a golf cart community but there are rules and regulations against this and so there are access limitations to the Village; we need to have a common message coming from the Park Board, Town Administration, etc.
- Consensuses- many people have good ideas- finding compromise and affordability
- Capturing opinions and recommendations due to true feasibility, private funding would not work well and capital companies may not bridge that gap.
- Money is always a barrier



- Indiana has a bureaucracy around parks; park boards provide advocacy and a platform for
  passionate people but it also increases the layer of governance (in addition to elected officials
  and such); we need to all work together toward alignment
- There is a dichotomy: some people want to see expanded amenities and others want to see parks remain passive and "contemplative"; so, this will be a balance to figure out what everyone enjoys
- We are limited in the number of people can participate in our programs
- The park system does not have a central point (not a clear one anyway)
- Funding
- Volunteers network
- Facilities needs
- Other private competitors
- Costs public, and even within the town structure don't realize the cost for park equipment and structures.
- The current nature center as it stands and that there is really no other facility that can fill that gap
- Staffing small staff really cannot take on much additional the department needs to grow!
- What available space we have currently for potential programming or additional facilities, and what future space do we have access to or how do we acquire.
- Along those same lines what can you and can you not place in a floodplain? Because most of our current land is floodplain

#### MISSING PROGRAMS & EXPERIENCES

- (Free Events) Senior Stretching, Yoga, led by other people that are valued added services as a relationship with Public Private
- Library come out to teach classes once a week- (Currently, the library is doing exercise classes)
- Movie Nights in the park.
- Full Moon Pick in Party (Music)- Tennessee
- Mullberry- Could be shut down at one end- Play toward the hill for concerts- We have the infostructures just need to program
- We are missing water-based recreation
- We need to work on keeping our existing spaces safe (such as mitigating wet surfaces for bikers and walkers like moss removal)
- We need to let the community tell us what facilities to grow
- We need to increase parking capabilities along the trail system
- No, community may have what the parks are not providing (pool ZionAqua)
- New park will be rounding out current amenities
- Town owned central hub or event space (nothing outside of Lion's Park)
- Adult programming especially in health/wellness/sports
- We can always do better!

#### **MARKETING**

- Unknown how Parks are currently promoted now- "Its not"
- Email and facebook work well for library and boys & girls club
- Some much information out there its cluttered
- Information Relevancy why do they read emails, facebook, or the newspaper

- Welcome wagon- a group that would come to new residence with a packet of information (working with realtors)
- Great a partnership meeting (non-profits together to network)- Chamber is trying
- Zionsville Mom's Social Media Facebook (8,000 members)
- Currently, the Department does not have Facebook page- only town of Zionsville Page to reduce saturation. Nature Center has its own Facebook Page.
- Proud of who we are- Currently, website highlights Superintendent but the whole team needs
  to be highlighted. Just fun information "maintenance team" website to basic- needs to be easy
  and interactive
- Other communities publish a recreation book/catalog/etc. that show recreation programs, experiences, classes, and associated costs but I don't think Zionsville does this.
- We need a community calendar, regardless if it is a Park Department-sponsored happening or not.
- It is hard to figure out who is doing what within the Town; there needs to be better coordination.
- All groups utilize their own social media platforms, but we aren't connected to each other really.
- Besides the Town's website, it is hard to know what the Department does.
- We need to think about diversity in languages (54 languages spoken within the school system)
- The Parks Department could be the umbrella organization for these providers; some sort of recreation guide/book that is all-encompassing?
- There needs to be a virtual "suggestion box" somewhere for Zionsville residents to access 24/7.
- Is there a parks and recreation mailing list? Yes-there is.
- It is nice to be able to call the Parks Department and reach the person you need to talk to; you cannot do that just for other Town services the majority of the time.
- The Department kind of flies under the radar; more could be done to spread the word
- The Town's marketing person does send the HOAs a lot of information which is great
- Unless you know to sign-up to get emails, we are limiting communication access.
- We wonder if the community even knows what all we have within the park system.
- We should take advantage of more park pictures so people will be interested in going to see them.
- We need to make it easier for people to find information for the park system.
- NextDoor should be utilized to get information out to the individual neighborhoods.
- We need to engage with youth more because they will drive what families do more often than not; what is the communication partnership with the schools?
- Not much marketing going on, but happy they spend their budget on the community then marketing
- The Park Department has a newsletter they push out
- The Department doesn't not have their own social media platform which could be an opportunity in the future; it is currently intertwined with the Town's
- The website can always be enhanced
- There aren't very many marketing dollars spent on promoting the park system
- The Town has been looking at more creative ways to brand ourselves and we will need a variety, low-cost, informal, and formal marketing methods to reach our residents and users
- There needs to be a true sense of identity so people know where to go to find information
- Maybe enhance the use of variable message signs (that can be remotely programmed) along the trails? We need strategic locations at least.



- We need a physical map of the park system because we are spread out enough now that we need it; we currently have to give out the Chamber book or direct people to the website
- We need more interactive features within the parks via technology
- Develop a strong brand for park locations and specific amenities
- Marketing through monthly newsletter, press releases through town, times/current newspaper, people get their information from so many different places
- Last 6 months- seeing more from Town Hall and Facebook page- Amanda has been growing the list.
- Social media and emails
- Looking for innovative ways to engage youth teens getting together to watch sunsets at mulberry- use the new teen platforms to reach out through social media
- Partnering with the schools schools' newsletters- Fridays but don't scroll down
- Having something to talk about, currently the lack of programs prevents additional marketing through events.
- Momentum through newsletter a community center to post all these event
- How do we attract new users?
- Snap chat with youth "did you know"
- Schools starts back August 10th
- Currently all marketing comes through either the nature center or the Town. That level fits with the nature center as it stands because programming groups are small and the facility is only open on the weekend.
- When you ask people to name a park in Zionsville ,95% of the time, they will say Lion's Park. What about our 500 acres of parks? We need to become that destination spot in the public's eye.
- We need a smart marketing plan that again center's around the unique nature of Zionsville. That
  we are a "natural" part of the community's life
- Wayfinding and signage so you know how to get to locations from the rail trail
- Maps, online guides
- More active social media (a challenge when everything falls on a few staff members)
- Is email and newspaper truly the best option? Facebook events has allowed the nature center programs to grow but not really the platform for overall parks, and not everyone is on facebook.

#### FUNDING THE GROWTH OF THE SYSTEM

- Commercial tax base- may create higher funding streams and lower service requirements then residential
- Park impact fees and addition revenues from new home owners
- Future Park Bonds- for acquiring land and new amenities not so much operations
- We are losing out on park impact fees we are collecting because the Town is not investing in deficiencies that would kick in the impact fees; we are stymieing ourselves; this needs to be a priority
- Raise taxes-
- Developers should contribute funding, land infrastructure (they do pay for playgrounds with their area), private funding- we have never done it, grants, user fees
- Revenue we need to begin to examine easy opportunities to gain revenue with rentals, use agreements, should we be charging a small fee for all nature center programs, certain nature center programs?
- With revenue means we need an online system to handle registrations, fees, rentals, etc.

- Sponsorship opportunities and partnerships, especially for items like special events or sport league use.
- We have park impact fees but we never utilize them (at least not in my 6 years with the parks). When/how/where can we use them. We always seem to be playing catchup rather than planning ahead that we can use those fees to bring facilities to an area that doesn't have something.

#### **PARTNERSHIPS**

- The Department could utilize the HOAs more; do more events and programming where the HOA locations could step in and facilitate
- Partner with the schools for communication outreach.
- Partner with the schools for aquatic access.
- Partner with ZionAqua for aquatic access.
- ZionAgua
- Lions Club
- Biking organizations
- The schools have a robust summer program schedule that could be an easy fit for us
- Library partnerships? Can we develop low-cost, but high impact programs?
- Boys and Girls Club for sure
- Boone County Senior programming
- Local yoga studios, fitness centers, etc.
- We have a lot of local residents that are passionate about environmentalism and nature; can these folks help facilitate nature walks and birding events? We need an official volunteer, ambassador, champion, advocate, etc.
- Boone County Master Gardeners and local flower/horticulturist groups
- There is a lot of potential with the golf course
- Schools
- Lion Park
- Senior programs- lots of great service clubs
- ZionAqua for aquatics
- Corporate sponsorships
- Boys & Girls Club
- All Youth Sports Groups
- Zionsville schools great opportunity for growing camps, afterschool program offerings, nature clubs
- Library and scouts especially for social programming, citizen science, volunteer opportunities
- Local sport leagues bring our sports back to Zionsville rather than them always utilizing other communities

#### PRIORITIES OVER THE NEXT FIVE YEARS

- Starkey Park Stairs
- 1 year- Marketing Improvements
- Interconnectivity amongst each other (non-profit groups) understanding each other resources.
- Connectivity- one park to the other
- Movies and Music in the park- small amphitheater to support festivals brings in people, money, vendors, currently no parks that brings in revenue need to help support the system.
- Develop a park foundation- assist with Fundraising.



- Increasing more land and natural spaces
- We need to acquire as much land as we can.
- Preserve what we have already.
- We need to update the park equipment that we have. We are behind our neighboring community's parks.
- More community outreach and communication.
- Continuation of trail extensions throughout the community.
- Better connectivity; crosswalks.
- Indoor pool or some sort of community center.
- Focus on our existing park utilization; what do we have the capacity to add?
- Figure out how to utilize space more efficiently; what can be done to existing spaces to make them more multi-functional?
- Indoor/outdoor aquatics center (look at the Monon Center)
- "Do what you planned to do" Zionsville used to be small and it will continue to get bigger so
  we need to develop spaces and the system along the way; the Town is not going to stay small;
  we need manageable plans that we can visualize and measure "progress"
- We need to extend trails to the West of town because there are at least six subdivisions out there
  right now; this is an access issue but also a safety issue because there are a lot of unsafe areas
  people are biking and walking currently
- We need to connect the two middle schools because this will open up connectivity to a lot of other areas.
- We need to make Turkey Foot Road trail a priority.
- We need to be able to tell residents how many miles they can walk/bike/etc. on the pathway system without crossing something twice, or something along those lines; we need to sell a vision to residents and get them excited to utilize the system.
- Creation of a long-term plan with conjunction with Zionsville long range plan to land bank for future parks
- Community center
- Dog park addition
- Community Center with programs for youth to seniors
- Talented Park and Recreational Professionals mentors and teachers Recreation Director Seasonal and Year-Round Team! Culture of recreation staffing and training.
- Full Connection from Rural Zionsville to Urban- Connectivity
- Parks Department needs to be centered- a place where information comes from- where people can go to find out more- current office are too hard to welcome public for future engagement to draw people in an operation center/Community Center
- Dog Park
- Community Center with Dog Park -
- Paths to the community center
- One? Oh, there are so many! We need to focus on adapting for the future rather than always trying to stay the same. Plan ahead, and look for unique and creative ideas that will set us apart. We always here how "we should be like the Monon, or be like Carmel" I don't want us to be like Carmel. I want us to be unique and for people to say, why don't you do what Zionsville did for a change.
- That current materials and facilities wear out but we don't have a plan in place to access and repair/replace

 Not always about adding new parks, but about examining what we currently have and adapting that park to fit the needs (and current needs) of our community.

#### FACILITIES/AMENITIES

- Hardscapes
- Boys & Girls Club will ask the kids and come back to the Department
- Deer Ridge HOA 950 East needs a pathway/sidewalk along it.
- We need better trail connections between different sides of Town.
- We need a safe crossing at 116th and Michigan; there is discussion that it is in the works but it will take a while.
- Restrooms and water in the parks.
- We need to improve trail signage within the system.
- It would be nice to have park history included on park signage.
- The rail trail needs to be expanded.
- We need better pedestrian street crossings.
- We need more outdoor, reservable space because of socially distancing requirements.
- Canoe/kayak launches and access; this would give us another destination for people to come to us for.
- We need to identify what would be a good destination facility for Zionsville (something not within a 20-mile radius)
- Multi-functional and multi-sensory experiences (biking, building facades, gardens, etc.); so something that creates longer lengths of stay
- Community center
- Dog park
- Connectivity for the trail system and closing the gaps/loops (especially going North and South);
   there is probably even more need to go South but there is an impediment due to 465; we need
   Indianapolis to make the effort to connect to us as well
- We need to be prepared for large use at the new park we are developing so continuing to expand the pathways for congestion/travel will be vital
- There are connection gaps to the west side of Town as well
- Community Center/Nature Center I've been hoping and planning for the last 6 years. We could
  have an amazing opportunity to create a community center that has an interesting recreation
  and nature focus. With a nature center attached and opportunities for recreation as well as
  environmental.
- Dog park, however, I don't want to just throw up a dog park and say "that will do for now" Instead, if we are going to invest, we need to invest in it correctly and thoughtfully.
- Pathways connection out into the community
- Recreational programs and outreach programming that provides wellness, health and skills
  programming that matches our natural programs. Outreach that can go out to all the parks but
  would also be able to bring the parks to the residents whether at a school, or at an HOA
  clubhouse, or even during community events.
- Most needed is more operational and professional staff.



#### **OTHER CONCERNS**

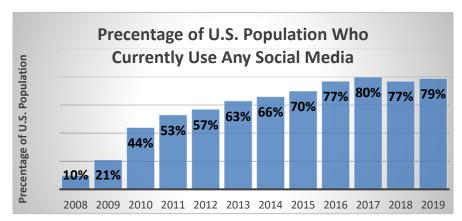
- Worry about stating "pass administrative" keep it open and develop new ideas
- The old Methodist Church could be used as a community center; there is no parking around it currently but it could be repurposed.
- Work with the existing aquatics group to build an indoor setting? Work with the schools more for aquatics access?
- There is an old scout camp in Union Township that may be a good opportunity for park land
- Safety in our parks is a really important component; we would like to have an increased police presence on the trails and in the parks
- Would love lists of examples where we could see firsthand how things are run, or how they appear.
- My biggest concern is that the recommendations won't be utilized.

#### 5.6 MINI BUSINESS PLAN TOOLS

Market	ing & Promotion Metho	ods			
Program Idea (Name or Concept	):				
Marketing Methods	Program Idea (Name or Concept):			 	-
Activity Guide	Internal Factors		A. J.		Ī
Website	Priority Ranking:	High	Medium	Low	
Newspaper Article	Program Area:	Core	Non-core		
Radio	Classification	Essential	Important	Discretionary	
Social Media	Cost Recovery Range	0-40%	60-80%	80+%	
Flyers - Public Places				_	
Newspaper Ad	Age Segment	Primary	Secondary		
Email Notification	Sponsorship/Partnership				
Event Website	Potential Partnerships	Monetary	Volunteers	Partner Skill	Location/Space
School Flyer/Newsletter	Potential Sponsors	Monetary	Volunteers	Sponsor Skill	Location/Space
Television	Market Competition				
Digital Sign	Number of Competitors  Competitiveness	High	Medium	Low	1
Friends & Neighbors Groups	Competitiveness	High	Ivieatum	LOW	
Staff Promotion @ Events	Growth Potential	High	Low		

#### 5.7 SOCIAL MEDIA USERS

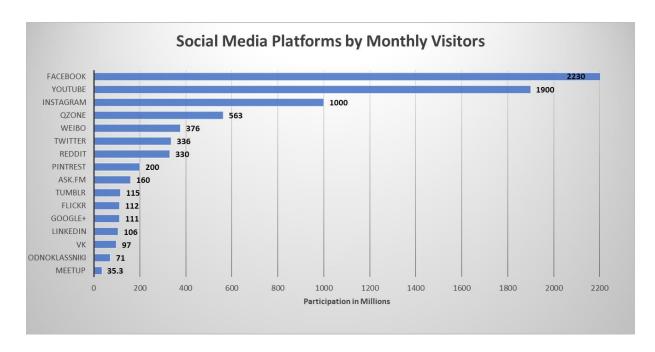
Over the last decade, social media has become one of the Country's fastest-growing trends. With only ten percent of the Country using social media in 2008, today, an estimated seventy-nine percent of the U.S. population is currently using social media. With such a large percentage of the population using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



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

#### SOCIAL MEDIA PLATFORMS

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



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

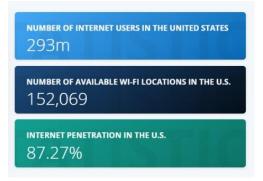


#### UNITED STATES INTERNET USERS

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

Source:

https://www.statista.com/topics/2237/internet-



#### 5.8 POLICY BEST PRACTICE FOR PUBLIC/PRIVATE PARTNERSHIPS

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

- Upon entering into an agreement with private business, group, association, or individual, staff and political leadership must recognize that they must allow the private entity to meet their financial objectives within reasonable parameters that protect the mission, goals, and integrity of the Department.
- As an outcome of the partnership, the Department must receive a designated fee that may include a percentage of gross revenue dollars fewer sales tax regularly, as outlined in the contract agreement.
- The partnership's working agreement must establish a set of measurable outcomes to be achieved and a tracking method of how the agency will monitor those outcomes. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the agency, and overall coordination with the Department for the services rendered.
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year, or multiple years.
- If applicable, the private contractor will provide a working management plan annually that they will follow to ensure the Department's outcomes. The management plan can and will be negotiated, if necessary. The 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 partnership agreement's terms 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, Youth and Community Services 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 service's professional level.
- If conflicts arise between both partners, both sides' highest-ranking officers will try to resolve the issue before going to each partner's legal counsels. If none can be achieved, the partnership shall be dissolved.