



Monroe Parks, Recreation and Open Space Master Plan Update

June 2015



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ACKNOWLEDGMENTS

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EXECUTIVE SUMMARY

The City of Monroe Parks and Recreation Department (MPRD) and the consultant team, working together with community leaders and the local residents, prepared the Monroe Parks, Recreation and Open Space Master Plan Update (2015) to serve as the strategic planning tool for making park, open space, and recreational and facility program decisions in the immediate (0-5 years) and long term future (5+ years). It is the intent of this document to be utilized in conjunction with the Monroe Parks, Recreation, Greenways and Open Space Master Plan adopted in December 2002. A separate greenway master plan has been developed and thus has been downplayed in this update.

With the City of Monroe undergoing increased population growth and shifting demographics, community input was vital in the development of this Master Plan Update and should continue to inform future MPRD decisions. The services provided by the MPRD should continue to assist the City in its ability to provide social, economic and environmental benefits. This includes connecting residents within the community through facility programming regardless of income, background and/or ability; promoting physical fitness and self-improvement; improving the quality of life in the community; helping to attract businesses and residents to Monroe; and promoting environmental protect by utilizing existing natural areas and open spaces managed by MPRD.

Seven strategic goals were synthesized from community input sessions and MPRD staff and provide informative guidance for the City in establishing new programs, developing new partnerships, and allocating resources to maintain, improve and leverage the Monroe park and recreation system for greater community benefit.

1. Provide quality recreational programming at existing MPRD operated parks and facilities that are inline with current trends of local growth, needs and interests of the changing demographics.
2. Create a cost effective maintenance plan that improves the overall appearance of existing parks and facilities for increased safety and aesthetic attraction.
3. Develop a creative and effective marketing strategy for MPRD facilities and programming within those facilities.

EXECUTIVE SUMMARY (CONT.)

4. Promote sustainable planning strategies and foster strong public input into the re-shaping of Monroe's parks, facilities and greenways.
5. Recognize the value of MPRD staff in meeting the mission, goals and daily responsibilities. Strive to offer a stimulating, challenging, safe and rewarding work environment to assure continuity of daily operations.
6. Coordinate with Union County and other municipalities on programming and facilities.
7. Enable the department to operate more cost-effectively.

The City of Monroe's park system has not had the opportunity to grow uniformly as the city's population and limits have expanded. As a result, different areas of the city have different levels of access to parks. In some parts of the city, particularly those closer to the historic downtown, residents may be within a five minute walk of a park; in other parts of the city, such as with the recent growth northwest towards Charlotte, residents may not be able to feasibly walk to a park at all.

The action plan outlined in this Master Plan Update focuses on making the most out of existing park facilities and resources either through renovation or expansion. In order to expand these existing park facilities to its residents in a cost effective manner, greenway corridors should be developed to connect popular destinations, such as schools, parks and neighborhoods. Refer to the Monroe Greenway Master Plan (2015) for additional action items specific to greenway development and construction.

The Monroe Parks, Recreation and Open Space Master Plan Update (2015) represents a cross-collaborative planning effort for the development and improvement of the MPRD, existing parks/facilities, and associated programming. Using the strategies recommended in this master plan will enable the department to operate more cost-effectively, market itself better to get more out of existing parks, facilities and programming, thus in turn generating more revenue for the Department which can re-invest in itself – reaching out to more people and providing more opportunities for future generations to come.

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PROJECT INFORMATION



- A** Background
- B** Data Collection and Analysis
- C** Survey Data Results Summary

BACKGROUND



This Parks and Recreation Master Plan Update has been compiled to update, measure, and expand on recommendations from the Parks, Recreation Greenways, and Open Space Master Plan adopted in December 2002 by the City of Monroe. Furthermore, this update addresses current and transitioning demographics, issues, needs and demands of the residents of the City of Monroe. This update will serve as a planning tool for the Monroe Parks and Recreation Department (MPRD) for the next 5-10 years in helping the MPRD “to provide quality leisure services that meet the current and future needs of all City residents through comprehensive programming, facilities, public parks, greenways and open space.”

This update is divided into four sections, plus the Appendices. Section 1 provides the Project Introduction, including Background, Data Collection & Analysis and the Survey Data Results Summary. Section 2 follows with the Existing Parks and Facilities Inventory, including Programs and Special Events and Needs and Concerns. Section 3 focuses on the MPRD mission and measurable goals and objectives. Section 4 provides the Action Plan for Programs, Special Events, Facilities, Operations, and Maintenance. Further information on the community engagement sessions and staffing can be found in the Appendices.

DATA COLLECTION & ANALYSIS



The Action Plan and recommendations provided in this Update incorporated input from the public, Parks and Recreation Commission and MPRD staff. Input was provided as a result of:

- Community Engagement Sessions
- Community Interest and Opinion Survey
- Inventories of existing parks and facilities
- Parks & Recreation Commission input
- MPRD staff input
- Comparisons to National and State recreation trends

SURVEY DATA RESULTS - SUMMARY



A major component of this Update was to gather a larger share of public input and demographic representation than reached and received in the 2002 plan. 183 surveys were received during the 2002 planning process, predominately through public open houses held around the City of Monroe. There were 727 residents and/or users that participated in the community engagement sessions and survey in the public process for this Update.

Community Interest and Opinion Survey*

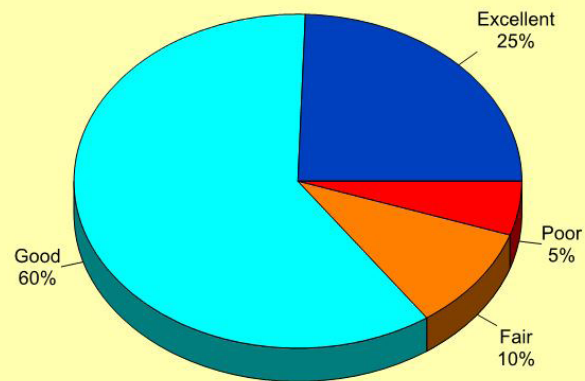
A Community Interest and Opinion Survey was created by the consultant team in conjunction with MPRD to reach the following objectives:

- Assess resident usage and satisfaction with parks, trails and recreation facilities and programs
- Assess needs for facilities and programs
- Gather input from residents to help set priorities
- Determine support for improvements
- To have defensible data

The survey consisted of 29 questions over 7 pages with the average time commitment of 12-14 minutes to complete the survey. The survey was distributed randomly in the fall of 2014 to a sample of 3,000 households with the option to complete the survey via mail, web or phone. A total of 603 residents completed the survey. The survey results were summarized into three (3) main categories: current parks and recreation services, vision of City of Monroe residents of parks, trails and recreation services, and funding the vision. Sample questions from these three areas can be found on page 12.

Q5b. How Respondent Households Rate the Overall Quality of Programs they Have Participated in Over the Past 12 Months

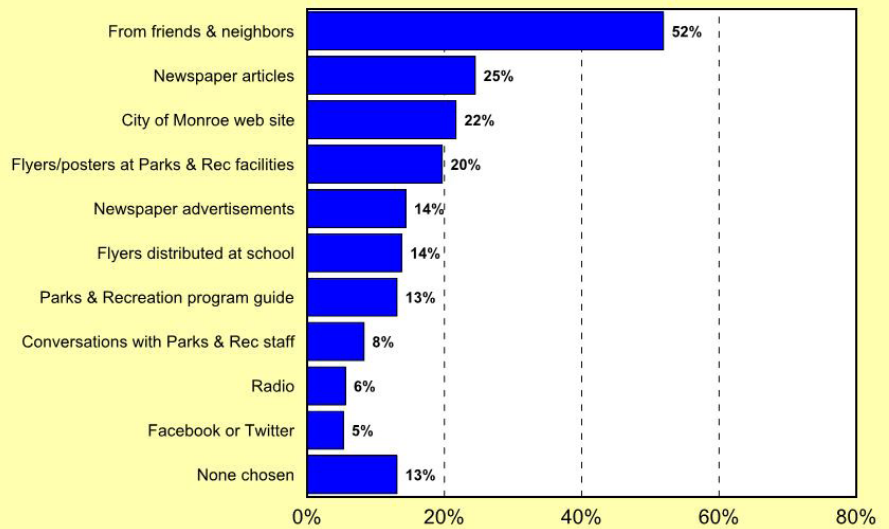
by percentage of respondents (who participated in City of Monroe programs)



Source: Leisure Vision/ETC Institute for the City of Monroe (October 2014)

Q6. Ways Respondent Households Learn About City of Monroe Parks and Recreation Department Programs and Activities

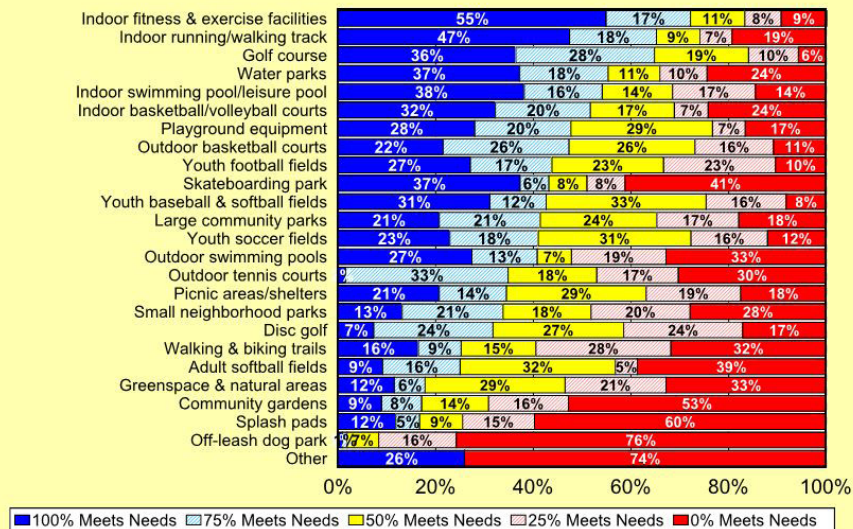
by percentage of respondents (multiple selections possible)



Source: Leisure Vision/ETC Institute for the City of Monroe (October 2014)

10B. How Well Recreation Facilities in the City of Monroe Meet the Needs of Respondent Households

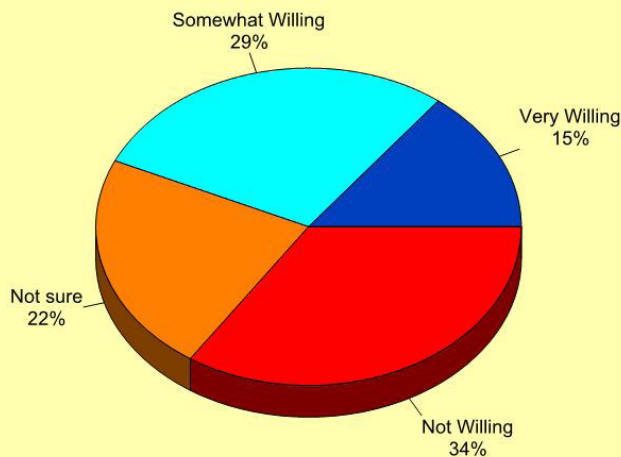
by percentage of households that have a need for programs



Source: Leisure Vision/ETC Institute for the City of Monroe (October 2014)

Q20. Respondent Willingness to Pay an Increase in Taxes to Fund the Types of Facilities that are Most Important to their Household

by percentage of respondents (excluding not provided)



Source: Leisure Vision/ETC Institute for the City of Monroe (October 2014)



Current Parks and Recreation Services:

- 72% of households have used 1 or more parks and/or facilities in the past 12 months
- 16% of households participated in MPRD programs in the past 12 months
- Monroe Aquatics and Fitness Center is the most used facility, but most users don't realize it's a MPRD facility
- Improve physical health and fitness and helping to reduce crime are the most important health benefits to households
- "I do not know what is being offered" is biggest reason for lack of usage
- Only 13% of households learn about services through the program guide

Vision of City of Monroe Residents of Parks, Trails and Recreation Services:

- Needs are high for a number of facilities
 - 54% walking and biking trails
 - 42% neighborhood parks
 - 42% indoor fitness and wellness facilities
- Unmet needs are highest for walking and biking trails and green space and natural areas
- Most important facilities
 - 35% walking and biking trails
 - 21% indoor fitness and wellness facilities
 - 19% neighborhood parks
- Needs are high for a number of programs
 - 49% adult fitness, health and wellness programs
 - 43% community events, concerts, movies
- Most important programs
 - 31% community events, concerts, movies
 - 31% adult fitness and wellness programs
 - 17% programs for adults 50 and older
- Opportunities exist to grow programs of importance at MPRD facilities

Funding the Vision:

- Respondent households are split on their willingness to pay higher taxes to fund services of high importance with a high percentage of "not sure"
- 58% of respondents would vote in favor or might vote in favor of a bond referendum to fund the types of facilities that are most important to their households

Community Engagement Sessions*

For this Update, five (5) Community Engagement Sessions were held around the City of Monroe with a total participation of 124 residents/users. The five (5) Community Engagement Sessions included:

- Ellen Fitzgerald Senior Center
Wednesday, November 19, 2014 (10am - 12pm)
- Sutton Park Community Center

- Saturday, November 22, 2014 (2pm - 4pm)
- Parks Williams Athletic Complex
- Saturday, November 22, 2014 (5pm- 6pm)
- Monroe Aquatics Fitness Center
- Monday, December 8, 2014 (6pm- 8pm)
- Monroe City Hall
- Thursday, December 11, 2014 (6pm – 8pm)



Participants were presented and asked to respond to questions at five (5) different stations at each open house. Stations included:

- Which MPRD facilities do you visit and how often?
- Which types of recreation activities do you participate in and how often? What recreation activities would you like to see offered at MPRD facilities?
- What activities would you most likely participate in while on the greenway trail system? What important places or destinations should be part of the trail system or connected by trails within the City of Monroe?
- What do you enjoy doing? Are there any issues with current facilities and/or programs? (This station focused on specific activities and issues for the 55+ year old participants and was held at the Ellen Fitzgerald Senior Center engagement session only)
- What activities (active team sports) do you most often like to participate in? What activities (solo sports) do you most often like to participate in? What activities (other) do you most often like to participate in? Are there any special events that you would be interested in? Other than the above mentioned activities, what are you looking for in an indoor facility? (This station focused on specific activities and issues for the teen participants and was held at the Sutton Community Center engagement session only)
- What facilities do you use at the Monroe Aquatics and Fitness Center? What programs do you participate in at the Monroe Aquatics and Fitness Center? Which special events do you participate in at the Aquatics and Fitness Center? (This station focused on specific activities and issues for the members at the Monroe Aquatics and Fitness Center engagement session only)

The top five parks and facilities visited most often as gathered through the engagement sessions are: Monroe Aquatics and Fitness Center, Ellen Fitzgerald Senior Center, Dickerson Center, Parks Williams Athletic Complex, Sunset Park/Sutton Park & Community Center.

The top five outdoor activities participated in most often as gathered through the engagement sessions are: Playing in a water park; playing with a dog in an off-leash dog park; playing on a playground; swimming in an outdoor pool, and utilizing a splash pad. The top five indoor activities participated in most often as gathered through the engagement sessions are: Weightlifting; working out in a fitness/aerobics/yoga room; indoor walking; indoor basketball, and swimming in an indoor pool.

Walking, cycling and running/jogging are the most frequent activities to participate in on a greenway/trail system. Most participants noted they

use greenways in Mecklenburg County, often on lunch hours while at work. Participants would like to see greenways that can connect to: Sutton Park and Community Center, Belk-Tonawanda Park, restaurant areas, Ellen Fitzgerald Senior Center and Downtown Monroe as their top destinations. Users of the Monroe Aquatics and Fitness Center and Parks Williams Athletic Complex would like to see a greenway connection between the two facilities.



At the Ellen Fitzgerald Senior Center engagement session, participants enjoy the scheduled outings/trips, aerobics & yoga, computer classes, pottery/ceramics, and health workshops & clinics. Due to the popularity of the center, the two main issues continue to be the need for additional parking (with accessibility) especially during the week and the desire for more classroom space.

At the Sutton Community Center teen engagement session, popular team sports among the city-wide teen focus group currently include: volleyball, ultimate Frisbee, flag football, and basketball while popular solo sports include: running/walking, swimming and running obstacle courses. Special events the teens would be interested in are: college preparation/ counseling fair, movie and popcorn nights, DIY holiday gifts and a career day. A fitness room offering weightlifting and aerobics, yoga and pilates was also popular.

The top five facilities used most often at the Monroe Aquatics and Fitness Center as gathered through the engagement session include: fitness rooms, indoor running/walking track, indoor swimming pool, dry and steam saunas, and the double gymnasium for basketball and volleyball. The five most popular programs include: massage therapy, juice bar, indoor walking, swimming lessons, exercise programs followed closely by yoga.

**A full summary of the Community Interest and Opinion Survey and the Community Engagement Sessions can be found in the Appendices*

02

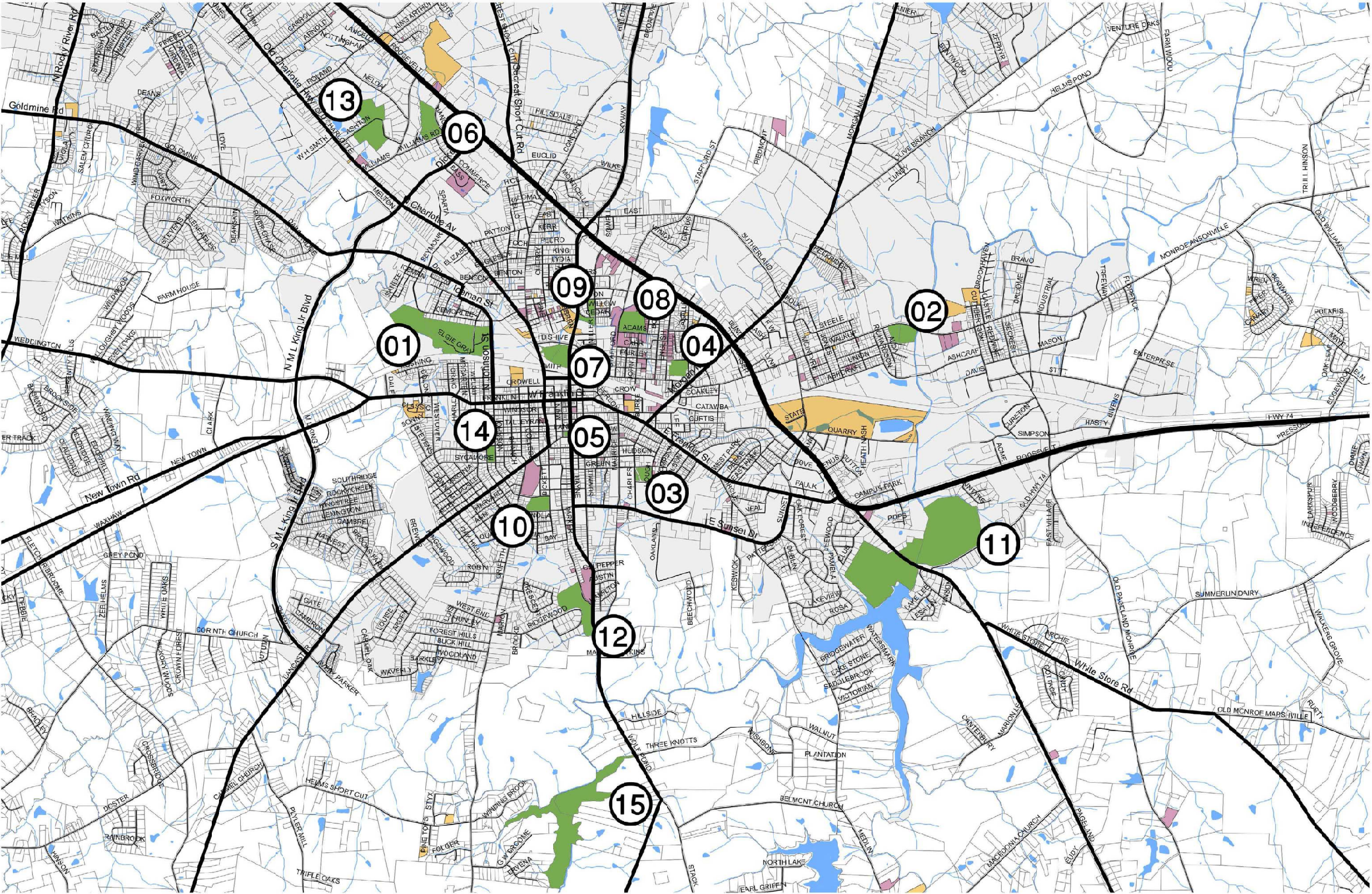
EXISTING PARK & FACILITY INVENTORY



- A** A. City Provided Amenities Inventory Maps
Map 1 – Parks, Recreation and Open Space Master Plan
- B** B. Descriptions of City-Operated Parks and Facilities
- C** C. Existing City Programs and Special Events
- D** D. Departmental List of Needs / Concerns

LEGEND

- 1 - Dickerson Center and Park
- 2. Sutton Park and Community Center
- 3. J. Ray Shute Center
- 4. Winchester Center
- 5. Ellen Fitzgerald Senior Center
- 6. Monroe Aquatics and Fitness Center
- 7. Belk-Tonawanda Park
- 8. Creft Park
- 9. Don Griffin Park
- 10. Sunset Park
- 11. Monroe Country Club
- 12. Parker / Haynes Streets Parcel
- 13. Parks Williams Athletic Complex
- 14. Old Armory Center
- 15. Richardson Creek Tract



City of Monroe | Parks, Recreation, Greenways and Open Space

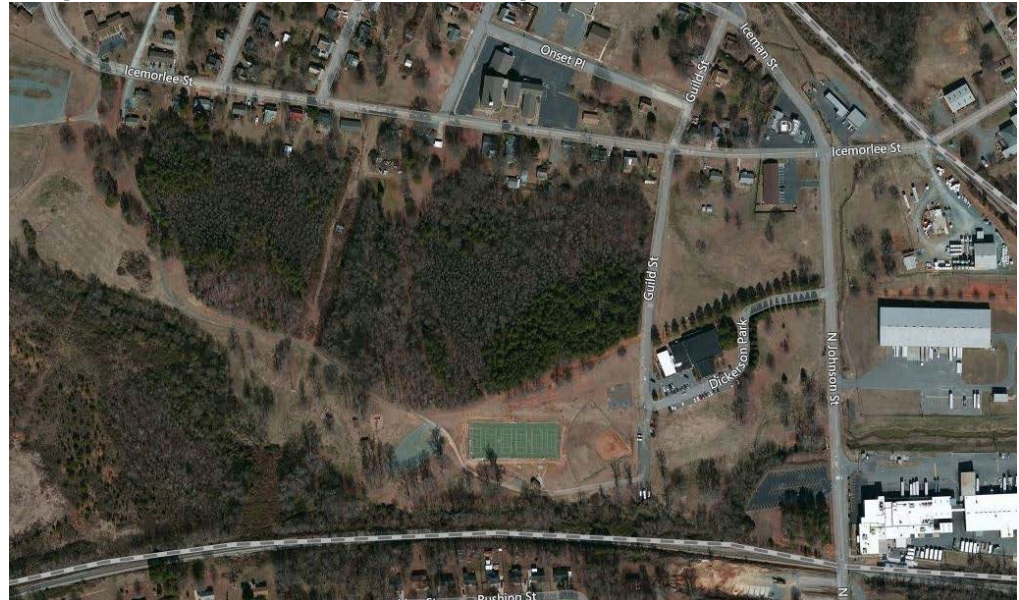
- City of Monroe Parks Facilities
- City of Monroe Property
- Union County Property
- Monroe City Limits
- Monroe ETJ (Extra Territorial Jurisdiction)



DESCRIPTIONS OF MPRD-OPERATED PARKS & FACILITIES

The City of Monroe has several parks and facilities that provide the recreation needs for its residents. The following City operated parks and facilities can currently be found within the City of Monroe:

1. Dickerson Center and Park (62.7 acres/Building 17,380 sf), 899 N. Johnson Street



- Gymnasium
- Racquetball Courts
- Weight Room
- Men's and Women's Locker Rooms
- Lighted Tennis Courts (6)
- Softball Fields - with Restroom Facilities
- Playground - New Equipment
- Picnic Shelters (2) - with Tables
- Little League Field (1)
- Disc Golf Course
- Outdoor Basketball Courts
- Ball Chute (4 way)
- Multi-purpose Room / Computer Lab / Pool Table
- After School Program Classrooms
- Open Space
- Pickleball Court (temporary, exterior)

2. Sutton Park and Community Center (11.8 acres/Building 9,990 sf), 2303 Brooks Street



- Playground - New Equipment
- Gymnasium
- Multi-purpose Room – with kitchen
- Game Room – pool table, foosball table, table tennis, video gaming equipment
- Tennis Courts (2) – out of service
- Multi-purpose field
- Computer Lab
- Outdoor Basketball Courts (2 half courts)



3. J. Ray Shute Center



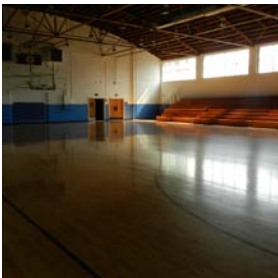
(10.6 acres/Building 10,219 sf), 506 Green Street

- Multi-purpose Room / Meeting Room – with kitchen
- Gymnasium
- Game room – pool table foosball table, air hockey
- Youth Soccer Fields – 3 across the street
- Playground
- Open Space – with picnic shelter

4. Winchester Center
(8.0 acres/Buildings 26,685 sf)



1005 Winchester Avenue: Bazemore Center
1001 Winchester Avenue: Ceramics
1102 Fairley Avenue: Gym/Bazemore Center



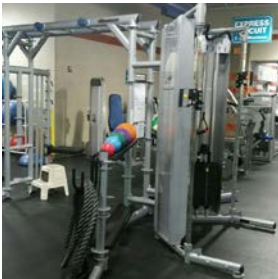
- Gymnasium
- Rosa Bell Ceramics Room
- Game Room – pool table, video gaming equipment
- Multi-purpose room – with kitchen
- Outdoor Basketball Courts (2 Half Courts)
- Outdoor swimming pool
- Computer Lab
- Multi-Use Field (1) – with lights

5. 5. Ellen Fitzgerald Senior Center
(0.8 acres/Building 6,428 sf), 327 Hayne Street



- Multi-purpose Room – with kitchen
- Ceramics Shop
- Wood Workshop
- Library
- Meeting Room
- Computer Lab
- Pottery Studio

6. Monroe Aquatics and Fitness Center
(13.0 acres/Building 84,000 sf), 2325 Hanover Drive



- Membership Facility
- Double Gymnasium – basketball/volleyball
- Fitness Facility
- Aerobics Room
- Racquetball Courts (2)
- Multi-purpose Rooms
- Wellness Center
- Indoor Swimming Pool
- Outdoor Water Park
- Childcare Facility
- Indoor Running / Walking Track
- Outdoor Walking Track
- Men's and Women's Locker Rooms
- Kitchen
- Dry and Steam Saunas
- Jacuzzi
- Smoothie / Juice Bar
- Pro Shop

7. Belk – Tonawanda Park
(17.0 acres), 217 I.B. Shive Drive



- Amphitheater
- Picnic Shelter with Tables / Restrooms
- Playground (2) – age separated
- Loop Trail – unpaved
- Open Space

8. Creft Park



(10.3 acres), 803 Burke Street

- Softball Field – lighted
- Basketball Courts (3 half courts)
- Restrooms
- Picnic Shelter – with tables
- Playground
- Open Space

9. Don Griffin Park (5.1 acres), 147 Cedar Street



- Junior High Ballfield (1) – lighted
- Little League Field (1)
- Restrooms
- Tennis Courts – 2 with no nets, plans are to remove them both and add a shelter this year.
- Picnic Tables
- Playground
- Bearskin Creek Greenway (0.25 miles)

10. Sunset Park
(8.2 acres), 306 West Sunset Drive



- Little League Fields – lighted
- Tee Ball Field – lighted
- Restrooms / Concessions
- Playgrounds (2) – age separated
- Basketball Court (1)

11. Monroe Country Club



(157.0 acres/Building 17,139 sf), 1680 Pageland Highway

- Golf Course (18 holes)
- Driving Range
- Pro Shop
- Clubhouse with Ballroom / Catering kitchen
- Picnic Areas / Tables
- Nature / Walking Trail (1.5 miles)
- Open Space

12. Parker/Haynes Streets Parcel

(16.0 acres), 1700 South Hayne Street (approximate address)



- Undeveloped

13. Parks Williams Athletic Complex (30.5 acres), 2011 Ashton Avenue



- Softball Fields (2) – lighted
- Soccer Fields (2) – lighted
- Multi-purpose Field (1)
- Shuffleboard
- Horseshoes
- Restrooms
- Walking Trail (0.5 mile)

14. Old Armory Community Center (Building sf), 500 South Johnson Street



- Meeting Room with kitchen
- Game room – table tennis and video gaming equipment
- Computer Lab
- Fitness Room
- Playground
- Media / Banquet Room – seating for 200
- Catering Kitchen
- Indoor Walking Track

15. Richardson Creek Tract

603 GW Broome Road (approximate address)



- Undeveloped
- Open Space



EXISTING MPRD PROGRAMS & SPECIAL EVENTS

The City of Monroe currently offers a wide variety of programs for all ages. Programs begin with opportunities for infants and toddlers all the way up to a variety of senior programs and trips. These programs are offered at the various facilities located throughout the City of Monroe. Monroe Parks and Recreation has offered the following programs and activities:

MONROE AQUATICS AND FITNESS CENTER

Programs and Activities

General

- Fitness Programs/Classes
- Health Fairs / Seminars
- Massage Therapy
- Karate
- Swim Lessons All
- Water Safety Instructor Classes
- Lifeguard Training
- Redcross CPR/AED Training
- SCUBA Lessons
- Childcare

DICKERSON CENTER

Programs and Activities

General

- Cheerleading
- Self Defense Classes
- After School/Day Camp Program
- Children's Field Trips
- Youth Basketball League Play
- Table Tennis
- PickleBall
- Summer Day Camp

SUTTON PARK CENTER

Programs and Activities

General

- Arts and Crafts
- Sports Clinics / Tournaments
- Hispanic Programs
- Girl Scouts
- Educational Workshops
- Teen Dances
- Children's Field Trips
- Holiday Socials and Parties
- After School Fun Learning
- Open Basketball
- Girl / Boy Scouts



J. RAY SHUTE CENTER

Programs and Activities

GENERAL

- Arts and Crafts
- Children's Field Trips
- Educational Workshops
- Homework Assistance
- Socials and Holiday Parties
- Table Game Tournaments
- Girl Scouts / Boy Scouts / Cub Scouts
- Movie Days
- Day Camps
- Youth Basketball League Play
- Open Basketball

WINCHESTER CENTER

Programs and Activities

GENERAL

- Sports Clinics
- Summer Youth Basketball
- League Play
- Youth Basketball League Play
- Open Gym Basketball
- Women's Saturday Basketball
- Field Trips
- Arts and Crafts
- Homework Assistance
- Ceramics
- Sports Camps
- Girl Scouts / Boy Scouts
- Adult Basketball
- Movie Days

SENIOR PROGRAMS

- Health / Fitness Program
- Movie Days
- Arts and Crafts
- Social / Holiday Parties

ELLEN FITZGERALD SENIOR CENTER

Programs and Activities

General

Ceramics
Cards
Comprehensive Senior Fitness Program
Woodworking Class
Sewing / Crafts
Line Dancing
Pottery
Computer Classes
Art Classes
Health Workshops / Clinics
Trips
YOGA
Aerobics
Arthritis Foundation Exercise Classes
Socials and Dances
Senior Singers
Quilting
Free Income Tax Preparation



MONROE COUNTRY CLUB

Programs and Activities

GENERAL

Group Golf Clinics / Workshops / Tournaments
Junior Golf Programs / Private Lessons
Private Lessons

ATHLETIC PROGRAMS

YOUTH SPORTS

Basketball
Baseball
Soccer (Facilitate Only)*
Tackle Football
Flag Football
Adult Sports
Men's Open Softball
Co-Ed Softball
Women's Open Softball

**Leagues are run by volunteer associations. MPRD provides and maintains the facilities for these programs.*

03

GOALS & OBJECTIVES



- A** MPRD Mission
- B** Goals and Objectives
 - 1** Existing Parks and Facilities
 - 2** Planning Development
 - 3** Department Marketing
 - 4** Maintenance
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 - 6** Exterior Coordination

MPRD MISSION



In order to create a guide for future recreation and program needs, a mission statement has been established. This statement serves to set an overall goal and guide the recommendations in the City of Monroe Parks and Recreation Master Plan Update for the department, City and residents. This section details the goals and objectives recommended to guide the MPRD in planning over the next 10 years. The current mission statement is as follows:

From 2002 Master Plan:

"To provide quality leisure services that meet the current and future needs of all City residents through comprehensive programming, facilities, public parks, greenways and open space."

From City Website:

"To provide the best possible recreational facilities and programs for the citizens and visitors to the City of Monroe."



GOALS AND OBJECTIVES

More specific goals and objectives should be set by the MPRD to achieve the Departmental mission and the overall City mission. The objectives should be evaluated and updated on an annual basis to reflect the evolving needs of the City. The 2015-2016 Fiscal Year Goals and Objectives are:

GOAL 1

EXISTING PARKS AND FACILITIES: Focus on providing quality recreational programming at existing MPRD operated parks and facilities that are in-line with current trends of local growth, needs and interests of the changing demographics.

Measurable Objectives

- Continue to work cooperatively with other departments, agencies and organizations to enhance the opportunities available to all residents city-wide.
- MPRD to evaluate the safety and functionality of all playground equipment in all facilities to determine if equipment and surfacing suits the users for that service area.
- Investigate the pursuit of Joint-Use Agreements with some of the schools in the Union County school system to allow the MPRD to expand the park system without investing in brand new facilities and serve a larger percentage of the residents in the area.
- Integrate Crime Prevention through Environmental Design (CPTED) principles throughout all parks and facilities to provide park users a comforting, safe feeling while discouraging potential criminal activity – reducing crime proactively and unobtrusively. Apply CPTED to 1 park every 6 months until CPTED has been applied to all parks.
- Purchase property on Charlotte Street for expansion of Belk-Tonawanda Park by August 2015.
- Update and expand play equipment throughout all of the parks by June 2016.
- Evaluate opportunities and feasibility of relocating or construction of new Senior Center to replace existing Ellen Fitzgerald Center due to exceeding current capacity. Complete study by July 2016.
- Start planning and design for Parks Williams Athletic Complex, Phase III by July 2016 for construction to be completed by December 2017.

- Expand the Monroe Aquatics & Fitness Center water park by January 2021.

GOAL 2

MAINTENANCE: Improve the overall appearance of existing parks and facilities for increased safety and aesthetic attraction.

Measurable Objectives

- Create a community involvement day that gets residents outside and assisting to cleanup city parks and / or greenways. This will foster a stronger sense of ownership within the community and get residents involved with overseeing facilities. Establish one each Spring and Fall. Begin program in Fall 2015.
- Develop general landscape and outdoor maintenance standards for MPRD operated facilities by March 2016.



GOAL 3

DEPARTMENT MARKETING: Develop a creative and effective marketing strategy for MPRD facilities and programming within those facilities.

Measurable Objectives

- Continue to hand out flyers through the school system on a quarterly basis with information about MPRD ongoing programming and special events.
- Explore social media options to better market programming opportunities to residents by October 2015.
- Continue to update the MPRD website on an as-needed basis. Additionally, look to revamp the homepage to attract the variety of residents in the City of Monroe and place the updated mission statement here by January 2016.
- Develop an updated logo for the MPRD by January 2016.
- Determine a funding source(s) for new signage at the entrance of each MPRD operated park facility and utilize updated logo at a prominent location on each. Funding source(s) to be secured by January 2016.

GOAL 4

PLANNING DEVELOPMENT: Promote sustainable planning strategies and foster strong public input into the re-shaping of Monroe's parks, facilities and greenways.

Measurable Objectives

- Involve citizens in the initial planning phase of projects to foster a stronger sense of ownership within the community. Strive to reach out to community leaders, distribute surveys and hold community meetings.
- Maintain a current CIP (Capital Improvement Plan) for future improvements and further development of existing parks and facilities.

- Submit PARTF grant application for 2016 for Parks Williams Athletic Center, Phase III Park with greenway to Monroe Aquatic and Fitness Center.

GOAL 5

PROGRAMMING AND STAFFING: Recognize the value of MPRD staff in meeting the mission, goals and daily responsibilities. Strive to offer a stimulating, challenging, safe and rewarding work environment to assure continuity of daily operations.

Measurable Objectives

- Develop creative recreation center programming offerings other than basketball to provide a variety of opportunities for the diverse population.
- Create a program coordinator position by June 2016. The position will oversee programming and marketing.
- Determine the feasibility of hiring part-time staff and / or Park Ranger to patrol all parks and greenways by June 2016.
- Create a facility management plan within the MPRD by January 2017.
- Create a part-time park ranger position(s) to provide security for all city parks by January 2018.



GOAL 6

EXTERIOR COORDINATION: Coordinate with Union County and other municipalities on programming and facilities.

Measurable Objectives

- Study coordination of alternative transportation offerings to provide for programming offered outside of the MPRD system.
- Start quarterly coordination meetings with Union County and other municipalities, as well as Water Resources by September 2015.

GOAL 7

DEPARTMENT OPERATION:

The City of Monroe has long had the understanding that MPRD should provide something for everyone at a very affordable cost to the participant. Given today's conditions, it is apparent that this method is not the most cost effective for MPRD and leads to lost revenue and staff inefficiencies. MPRD should evaluate all of their current programming, services, and special events offered to determine which services the department should provide in a more effective and efficient manner. The SDscorecard, a tool used by 110% LLC, an optimization consultant, uses four criteria to help in making these decisions regarding programming:

- 1) Alignment with organizational purpose
- 2) Financial viability
- 3) Market position
- 4) Competitive landscape

It is important that MPRD identifies the real costs (direct and indirect costs) in providing programming and services. There are good budgeting and software programs available that can help MPRD review budgeting

and identify accurate cost recovery and subsidy levels which in turn creates credible cost recovery goals, establishes justifiable program fees and charges, and improves staff efficiencies. Program fees can then be logically and rationally established by individual participation based on the following:

- 1) Cost recovery pricing
- 2) Market pricing
- 3) Competitive pricing

There are three levels of service that are typically provided:

- 1) Public Services – basic parks and recreation services intended to be accessible and of benefit to all; supported wholly or significantly by tax subsidies. (i.e. most MPRD parks & facilities)
- 2) Dual Benefit Services – Benefit accrued from the parks and recreation services are to both public and private interests; level of subsidy dependent upon the level of public service. (i.e. Ellen Fitzgerald Senior Center and afterschool/day camp type programming)
- 3) Private Services – Exclusive benefit and gain received by individual(s) and not by the general public; customers(s) minimally pays the full cost of service provision. (i.e Monroe Aquatics & Fitness Center, Country Club)



Ultimately, cost assessment as discussed above should help MPRD establish subsidy allocation and cost recovery goals and expectations that those individuals who participate in programs or receive services should pay for those programs and services.

04

ACTION PLANS



- A** General Action Plan
 - 1** Programs / Special Events
 - 2** Facilities
 - 3** Operations / Maintenance



A. GENERAL ACTION PLAN

PROGRAMS/SPECIAL EVENTS

Immediate Program Needs (1 – 3 years)

Long Term Program Needs (3 – 10 years)

GENERAL

- Develop a teen special events guide that incorporates several of Monroe's facilities (ie. college fair, movie and popcorn night, DIY holiday gifts).
- Develop an after school program guide for parents with younger children that includes special activities and camps.
- Need for better marketing of programs and facilities at all areas of MPRD as a whole.

ELLEN FITZGERALD SENIOR CENTER

- Improve marketing of programs by printing a seasonal brochure and having it available at the center for people to take home, provide a stack to the local library, and in the paper.
- Determine interest in offering Saturday programs to users, especially during fall and winter months.
- Expand the general computer class to include smartphones and internet/email 101 classes. Locate a volunteer from a nearby college and/or someone currently employed by the center to teach the classes.
- Develop a bi-annual event for a personal fitness and nutrition instructor available to get users going on an effective exercise and health program that could be done both at the center and at home. Include a health screening in this event as well.
- North Carolina Senior Games preparation/marketing event to reach out to local residents to enter the competition.

SUTTON PARK

- Determine interest of a Camp Sutton basketball team.

DICKERSON CENTER AND PARK

- Need to offer more programming for children outside of after school and day camp utilizing weekends when space is available.
- Need to introduce dance classes for all ages.

J. RAY SHUTE CENTER

- Add more programs for teens.

WINCHESTER CENTER

- Work with the community to address program needs / desires. Staff is still having some difficulty in getting good participation in programs.

MONROE AQUATICS AND FITNESS CENTER

- Create an adult swim basics class.

PARKS AND FACILITIES

Immediate Facility Needs (1 – 3 years)

Long Term Facility Needs (3 – 10 years)



GENERAL

- Coordinate with St. Paul's Episcopal Church to use its currently vacant open space as a neighborhood green. (Downtown MP)
- Coordinate with the NCDOT to create parkland in conjunction with the construction of the roundabout at Lancaster Avenue and Charlotte Avenue. (Downtown MP)
- Coordinate with CSX to create a plaza in front of the depot and link it via a pedestrian connection to Main Street Plaza and Belk-Tonawanda Park. (Downtown MP)
- Develop a new facility operated by the Parks and Recreation department that provides a natural environment for outdoor activities, such as walking trails, mountain bike paths, and picnic sites – Richardson Creek Tract. The facility should provide more passive recreation.
- Develop a new facility operated by the Parks and Recreation department in the form of an off-leash dog park.
- Create opportunities for an urban park along the southern portion of Main Street. (Downtown MP)
- Create a "nice" outdoor amphitheater or potentially an outdoor classroom that is more inviting than the one at Belk-Tonawanda Park.
- Create opportunities for urban plazas near the Five Points area and coordinate with public departments to include such spaces in their programming, (such as the Monroe Aquatic and Fitness Center) as and when these uses decide to relocate. (Downtown MP)

DICKERSON CENTER AND PARK:

- Add a picnic shelter for family gatherings.
- Add pickleball striping in the gymnasium for senior games.
- Remove the picnic area / tables in the area below the tennis courts for safety / vandalism concerns.
- Install electronic locks at outdoor access points.
- Supply goal posts in the open space area for informal soccer gatherings.
- Designate area around bike rack as a no parking zone with white paint.

SUTTON PARK AND COMMUNITY CENTER:

- Remove existing half basketball courts and add a picnic shelter.
- Re-purpose existing tennis courts into 2 half basketball courts.
- Improve wi-fi connection for access in building, but outside of computer lab.
- Install a new fence around the playground.
- Stripe a four-square court and a hop scotch game on top of the asphalt surface along the basketball courts.
- Add tether ball.

J. RAY SHUTE CENTER:

- No needs projected.

WINCHESTER CENTER:

- Add playground equipment.
- Add weightlifting equipment in fitness room.
- Add a nature / walking trail, possibly use the open space across the street.
- Expand the Bazemore Center to have a place to cook and serve.
- Re-plaster the existing pool.

**ELLEN FITZGERALD SENIOR CENTER**

- Provide additional parking accommodations.
- Expand the facility to create additional space for classes, especially yoga/aerobics, and add space for at least 5 more rooms.
- Assess sites for potential relocation of the Senior Center for future expansion.
- Provide a striped Pickleball court indoors.

MONROE AQUATICS AND FITNESS CENTER

- Expand the parking area. Prepare study to determine
- Instructors would like more space for classes.
- Expand the water park. Determine needed equipment.
- Construct greenway between Monroe Aquatics and Fitness Center and Parks Williams Athletic Complex

BELK –TONAWANDA PARK:

- City to purchase property on Charlotte Avenue for expansion of Belk-Tonawanda Park and add a group picnic shelter with restrooms. Add a park entrance along Charlotte Avenue.
- Renovate restroom building and picnic shelter
- Install a designated volleyball area.
- Improve physical and visual access issues.
- Add picnic tables and trash receptacles.

CREFT PARK:

- Add playground equipment for older age groups.
- Add a volleyball area.

DON GRIFFIN PARK

- Need separation from road, playground and ball field.
- Need fencing around perimeter for safety.
- Need better parking circulation.
- Need playground equipment for younger children (2-4 years old).

SUNSET PARK

- Need new fencing at the ball fields.
- Construct a group shelter.

MONROE COUNTRY CLUB

- Need covered storage space for bulk landscape materials.
- Install new computerized irrigation system. Continue cart path repaving.

PARKS WILLIAMS ATHLETIC COMPLEX

- Add a playground / swing set for younger kids.
- Add lighting in the parking area for added security.
- Add outdoor basketball courts.
- Complete Phase III expansion.
- Construct greenway between Monroe Aquatics and Fitness Center and Parks Williams Athletic Complex



OPERATIONS / MAINTENANCE

Immediate Maintenance Needs (1 – 3 years)

Long Term Maintenance Needs (3 – 10 years)

GENERAL:

- There is a need to maintain the present facilities better and upgrade more often.
- The janitorial service is inconsistent and maintenance appears to be disproportionate from one facility to the next.
- Need to improve safety at all facilities by hiring part-time staff / Park Ranger to patrol all parks.
 - Dickerson Center and Park:
Hire part-time staff to patrol the facility.
 - Sutton Park and Community Center:
Improve safety outside and inside the facility.
 - J. Ray Shute Center:
Improve safety outside and inside the facility.
 - Belk-Tonawanda:
Improve outdoor safety measures.
- Add recycling containers to all facilities, instead of just waste cans.
- Continue discussions with water resources on opportunities to transition recreation management on City lakes.
- Create a Facility Management Division within the Parks and Recreation Department.

PARKS WILLIAMS ATHLETIC COMPLEX:

- Improve field maintenance techniques and/or location additional fields/ open space for soccer games.

BELK-TONAWANDA

- Incorporate graffiti removal into the maintenance plan.
- Extend restroom hours; provide remove lock systems.

MONROE AQUATICS AND FITNESS CENTER:

- Provide a reduced membership fee to Monroe residents to make it more accessible.
- Provide a visitor day pass for potential future users to experience the facility.

MONROE COUNTRY CLUB:

- Repave golf cart paths (ongoing - \$50K per year).
- Replace grass on all greens with Bermuda for better year-round playability.
- Need to replace the irrigation system.

ELLEN FITZGERALD SENIOR CENTER:

- Invest in an air purifier and/or better ventilation throughout the facility.

OTHER

- Develop a marketing strategy that includes: logo branding, program guides, and identification signage. Identify specific methods to reach out to Latino population, seniors and teens. Also look for Park and Recreation to provide one of their facilities during the North Carolina Senior Games, again to expand the marketing campaign. Determine funding source for new park signage.



APPENDICES



- A** Community Engagement Sessions Summary
- B** Community Interest and Opinion Survey Summary
- C** Survey Presentation
- D** MPRD Staff Organizational Chart

A. COMMUNITY ENGAGEMENT SESSIONS SUMMARY



Public involvement is an important aspect of any public planning effort. Five community engagement sessions were held throughout November and December 2014 in various locations around the City of Monroe. Each session was designed to educate and gather input from City residents for both the Parks and Recreation Master Plan Update and the Greenway Master Plan Update. The input received from the community engagement sessions was used to directly influence the development of these two plan updates within the City of Monroe.



A total of 124 individuals participated in the community engagement sessions. The location and attendance for each session is included below:

SESSION #1

Wednesday, November 19, 2014
Ellen Fitzgerald Senior Center
327 South Hayne Street
Monroe, NC 28112
10am - 12pm
Attendance: 40 approx.

SESSION #4

Monday, December 8, 2014
Monroe Aquatics & Fitness Center
2325 Hanover Drive
Monroe, NC 28110
6pm - 8pm
Attendance: 24



SESSION #2

Saturday, November 22, 2014
Sutton Park Community Center
2303 Brooks Street
Monroe, NC 28110
2pm - 4pm
Attendance: 42 approx.

SESSION #5

Thursday, December 11, 2014
Monroe City Hall
300 West Crowell Street
Monroe, NC 28112
6pm - 8pm
Attendance: 6



SESSION #3

Saturday, November 22, 2014
Parks Williams Athletic Complex
2011 Ashton Avenue
Monroe, NC 28110
5pm - 6pm
Attendance: 12 approx.

Community engagement session participants were asked to visit each board and respond to questions posed within each. Those questions and the results are below:

BOARD 1

Participants were educated about the numerous facilities that the City provides to its residents and asked to identify which ones they frequent most often.

Existing Facilities

City of Monroe Parks and Recreation Department wants your feedback!
Please place a sticker beside the top 3 facilities you visit most often.

1. Dickerson Center

2. Sutton Park

What is your favorite park to visit and why?

5. Creft Park

9. Don Griffin Park

10. Sunset Park

3. J. Ray Shute Center

4. Winchester Center

11. Monroe Country Club

12. Bearskin Creek Greenway

5. Ellen Fitzgerald Senior Center

6. Monroe Aquatics and Fitness Center

7. Belk-Tonawanda Park

What mode of transportation do you use to get to the park? (Bus, car, bike, walk, etc.)

13. Parks Williams Athletic Complex

14. Old Armory Community Center

	Session #1	Session #2	Session #3	Session #4	Session #5
1. Dickerson Ctr.	0	12	3	6	1
2. Sutton Park	3	10	0	1	0
3. J. Ray Shute Ctr.	0	2	0	0	0
4. Winchester Ctr.	0	4	0	1	0
5. Ellen Fitzgerald Ctr.	21	0	0	2	0
6. Monroe Aquatics & Fitness Ctr.	2	2	0	25	2
7. Belk-Tonawanda Park	1	0	3	7	1
8. Creft Park	0	1	0	1	0
9. Don Griffin Park	1	0	0	0	0
10. Sunset Park	2	8	1	3	0
11. Monroe Country Club	0	2	0	4	1
12. Bearskin Creek Greenway	0	0	0	0	1
13. Parks Williams Athletic Complex	0	6	12	2	0
14. Old Armory Community Ctr.	3	0	0	1	0

Additional Notes / Comments:

- **Dickerson Center and Park:** During session #2, participants were interested in a swimming pool at this location. During session #3, participants expressed interest in additional picnic shelters for family gatherings and utilizing some of the open space for informal soccer gatherings by the City supplying goal posts.
- **Parks Williams Athletic Complex:** During session #2, participants were interested in adding a swing set at this location. During session #3, participants discussed the need for additional lighting in the parking area for added security, need for better field maintenance, interest in adding outdoor basketball courts to the facility, and a playground for younger kids. Bathrooms were described as being in good condition.
- **Belk-Tonawanda Park:** During session #3, a couple participants were interested in adding soccer fields at this facility, possibly not in the form of a formal field but simply supplying goal posts.
- One participant during session #4 often walks from downtown to this park.
- O/M: Graffiti appears to be a potential issue at this facility according to one user.
- O/M: According to one user, restrooms are always locked at this facility.
- **Monroe Country Club:** During session #1, a participant discussed the need to make the facility look nicer with better landscaping and overall maintenance.
- **Monroe Aquatics and Fitness Center:** Many participants expressed that the main reason they like this facility was due to the variety of activities it provides to users.

O/M = Operations and Maintenance

P = Programming/Events

FA = Facility Adjustments/Upgrade

- **FA:** During session #4, 4 participants stated that their favorite park was Cane Creek in Union County. Situated on a 350 acre lake, this park provides natural environment for outdoor activities such as fishing and boating. Is there an opportunity to provide something similar in Monroe?
- **O/M:** There was interest in adding recycling containers to the facilities, instead of just waste cans.
- **FA:** There was also some interest in creating a “nice” outdoor amphitheater or potentially an outdoor classroom. The rigid metal one at Belk-Tonawanda rarely gets used due to its uninviting nature and position within the park.

BOARD 2

Participants were asked which activities they participated in most often, and whether or not there were any others they wish were offered.

Park Facility Components

City of Monroe Parks and Recreation Department wants your feedback!
What activities do you most often like to participate in? What activities do you wish were offered?



Indoor			Outdoor		
<div>Currently Use</div> <div>Interested in Using</div> <p>Indoor Basketball</p>	<div>Currently Use</div> <div>Interested in Using</div> <p>Playing Video Games</p>	<div>Currently Use</div> <div>Interested in Using</div> <p>Working out in a Fitness / Aerobics / Yoga Room</p>	<div>Currently Use</div> <div>Interested in Using</div> <p>Racquetball</p>	<div>Currently Use</div> <div>Interested in Using</div> <p>Indoor Volleyball</p>	<div>Currently Use</div> <div>Interested in Using</div> <p>Utilizing a Childcare Facility</p>
<div>Currently Use</div> <div>Interested in Using</div> <p>Weightlifting</p>	<div>Currently Use</div> <div>Interested in Using</div> <p>Sculpting in a Ceramics Room</p>	<div>Currently Use</div> <div>Interested in Using</div> <p>Indoor Pickleball</p>	<div>Currently Use</div> <div>Interested in Using</div> <p>Working/ Playing/ Socializing in a Computer Lab</p>	<div>Currently Use</div> <div>Interested in Using</div> <p>Swimming in an Indoor Pool</p>	<div>Currently Use</div> <div>Interested in Using</div> <p>Table Tennis</p>
<div>Currently Use</div> <div>Interested in Using</div> <p>Pool / Shuffleboard</p>	<div>Currently Use</div> <div>Interested in Using</div> <p>Working in a Wood Workshop</p>	<div>Currently Use</div> <div>Interested in Using</div> <p>Skateboarding in a Skateboard Park</p>	<div>Currently Use</div> <div>Interested in Using</div> <p>Pool / Shuffleboard</p>	<div>Currently Use</div> <div>Interested in Using</div> <p>Reading/ Studying in a Library</p>	<div>Currently Use</div> <div>Interested in Using</div> <p>Playing with dog in an Off-Leash Dog Park</p>
<div>Currently Use</div> <div>Interested in Using</div> <p>Indoor Walking</p>	<div>Currently Use</div> <div>Interested in Using</div> <p>Meeting in a Community Space</p>	<div>Currently Use</div> <div>Interested in Using</div> <p>Open Space for Free-Play</p>	<div>Currently Use</div> <div>Interested in Using</div> <p>Playing Tennis</p>	<div>Currently Use</div> <div>Interested in Using</div> <p>Swimming in an Outdoor Pool</p>	<div>Currently Use</div> <div>Interested in Using</div> <p>Playing in a Water Park</p>
<div>Currently Use</div> <div>Interested in Using</div> <p>Playing Foosball</p>			<div>Currently Use</div> <div>Interested in Using</div> <p>Utilizing the Playground</p>	<div>Currently Use</div> <div>Interested in Using</div> <p>Utilizing a Splash Pad</p>	<div>Currently Use</div> <div>Interested in Using</div> <p>Pickleball</p>
			<div>Currently Use</div> <div>Interested in Using</div> <p>Picnicking</p>	<div>Currently Use</div> <div>Interested in Using</div> <p>Playing Disc Golf</p>	<div>Currently Use</div> <div>Interested in Using</div> <p>Horseshoes / Bocce Ball</p>
			<div>Currently Use</div> <div>Interested in Using</div> <p>Full / Half Court Basketball</p>	<div>Currently Use</div> <div>Interested in Using</div> <p>Golf Course / Driving Range</p>	<div>Currently Use</div> <div>Interested in Using</div> <p>Soccer</p>
			<div>Currently Use</div> <div>Interested in Using</div> <p>Football</p>		

Indoor Components

	Session #1	Session #2	Session #3	Session #4	Session #5	TOTALS
Weightlifting	0	6	1	17	0	24
Working out in a Fitness / Aerobics / Yoga Room	4	2	0	12	0	18
Indoor Walking	5	1	0	8	0	14
Indoor Basketball	1	0	0	11	1	13
Swimming in an Indoor Pool	1	1	1	10	0	13
Table Tennis	3	1	0	6	0	10
Racquetball	0	5	0	4	0	9
Indoor Volleyball	0	4	0	5	0	9
Sculpting in Ceramics Room	0	2	0	5	0	7
Utilizing a Childcare Facility	0	0	0	6	0	6
Pool / Shuffle Board	0	1	0	4	0	5
Working in a Woodshop	2	0	0	3	0	5
Working / Playing / Socializing in Computer Lab	0	1	1	2	0	4
Meeting in a Community Space	0	1	0	3	0	4
Indoor Pickleball	3	0	0	1	0	4
Reading/Studying in a Library	0	0	1	2	0	3
Playing Foosball	0	0	0	2	0	2
Playing Video Games	0	1	0	1	0	2
Other: Boxing	n/a	n/a	n/a	1	n/a	1
Other: Sauna / Hot Tub	n/a	n/a	n/a	n/a	n/a	0

Outdoor Components

	Session #1	Session #2	Session #3	Session #4	Session #5	TOTALS
Playing in a Water Park	1	4	0	10	0	15
Playing with dog in an Off-Leash Dog Park	0	4	0	5	2	11
Playing on Playground	0	6	0	5	0	11
Swimming in an Outdoor Pool	1	0	0	8	1	10
Utilizing a Splash Pad	1	2	0	5	0	8
Playing Tennis	4	0	0	3	0	7
Picnicking	0	0	0	6	0	6
Horseshoes / Bocce Ball	3	0	0	3	0	6
Soccer	0	1	5	0	0	6
Skateboarding in a Skateboard Park	0	2	0	3	0	5
Open Space for Free Play	0	2	0	3	0	5
Full / Half Court Basketball	0	2	0	1	1	4
Football	0	2	0	2	0	4
Pickleball	3	0	0	1	0	4
Softball / Baseball Field	0	0	0	3	0	3
Playing Disc Golf	0	1	0	2	0	3
Golf Course / Driving Range	0	0	0	3	0	3

BOARD 3

Participants were asked about their interest in expanding the City's greenway system, what they enjoy doing on greenways, and where they would like City greenways to connect to.

Greenway Destinations & Activities
City of Monroe Parks and Recreation Department wants your feedback!
 What important places or destinations should be part of a trail system or connected by trails within the City of Monroe?
 What activities would you most likely participate in while on the trail system?

Activities



Walking



Cycling



Running / Jogging



Mountain Biking



Hiking



Skateboarding



Rollerblading

Others?

Parks / Open Space

Dickerson Center and Park

Sutton Park and Community Center

J. Ray Shute Center

Winchester Center

Ellen Fitzgerald Senior Center

Monroe Aquatics and Fitness Center

Belk-Tonawanda Park

Creft Park

Don Griffin Park

Sunset Park

Monroe Country Club

Parker / Haynes Streets Parcel (Undeveloped)

Parks Williams Athletic Complex

Old Armory Comm. Center

Richardson Creek Tract (Undeveloped)

Local Destinations

Elementary, Middle and High Schools

S. Piedmont Comm. College

Union County Public Library

Shopping Areas

Restaurant Areas

Lake Twitty

Lake Lee

Rolling Hills Country Club

Carolinas Medical Center - Union

Downtown Monroe

(write in)

(write in)

(write in)

(write in)

(write in)

What activities would you most likely participate in while on the trail system?

	Session #1	Session #2	Session #3	Session #4	Session #5	TOTALS
Walking	6	3	n/a	14	1	15
Cycling	4	4	n/a	13	1	14
Running / Jogging	0	6	n/a	10	1	11
Hiking	0	5	n/a	10	1	11
Mountain Biking	0	2	n/a	6	0	6
Rollerblading	0	2	n/a	1	0	1
Skateboarding	0	20	n/a	1	0	1
Other: Outdoor Yoga	n/a	n/a	n/a	1	0	1

* Look at the 74 bypass corridor as a potential site for parallel greenway corridor supported by parking that could serve commuter parking during the week.

** It is unclear what this write-in answer is referring to. It could be pertaining to Rocky River Park.

What important places or destinations should be part of a trail system or connected by trails within the City of Monroe?


Sutton Park and Community Center	10
Belk-Tonawanda Park	9
Restaurant Areas	8
Ellen Fitzgerald Senior Center	8
Downtown Monroe (Franklin / Old Charlotte Hwy)	8
Parks Williams Athletic Complex	7
Monroe Aquatics and Fitness Center	7
Shopping Areas	6
Winchester Center	5
Union County Public Library	5
Monroe Country Club	5
Lake Twitty	5
Elementary, Middle, and High Schools	5
Sunset Park	4
Rolling Hills Country Club	3
Lake Lee	3
Carolinas Medical Center – Union	3
S. Piedmont Community College	2
Other: Sun Valley High & Middle School	2
Other: Alongside New bypass*	2
Other: Alongside Bearskin Creek	2
J. Ray Shute Center	2
Dickerson Center and Park	2
Richardson Creek Track (Undeveloped)	1
Parker / Haynes Streets Parcel (Undeveloped)	1
Other: River greenways**	1
Other: Indian Trail	1
Other: Creeks and Lakes	1
Old Armory Community Center	1
Don Griffin Park	1
Creft Park	1

Additional Notes / Comments:

- Participants discussed a need for a park like Francis Beatty Park in Matthews. This 265 acre facility offers a conference center, restrooms, walking trails, mountain bike paths, picnic sites, playground areas, softball and soccer fields, basketball courts and tennis courts. It is heavily wooded with a large pond in the center, offering kayaking, fishing and canoeing.
- There was interest to connect the greenway to other existing trail networks and existing sidewalks to create a unified system.
- Several individuals were interested in the development of long trails, roughly 10 to 15 miles within a natural setting. This could potentially be done within the Richardson Creek Tract which is currently undeveloped.
- A few individuals discussed walking their dog when getting exercise, so adding a connecting dog park and/or integrating doggie pick-up stations should be evaluated.
- One individual mentioned that she goes walking with others at Lakeland Memorial Park (Cemetery) off of Lancaster Avenue, because it is quiet, safe and the walking surface is level.

Board 4 – ADULT 55+ ACTIVITIES

Participants were asked which activities they participated in most often at the Ellen Fitzgerald Senior Center, what could be done to improve the facility, and if there are any current issues with the facility/programs that should be addressed. Note: This board was only displayed during Session #1, as it caters to this specific audience.



Adult (55+) Activities
City of Monroe Parks and Recreation Department wants your feedback!

1. What do you enjoy doing?

	Place a mark here
Ceramics	
Cards	
Comprehensive Senior Fitness Program	
Woodworking Class	
Sewing	
Crafts	
Bazaars and Bake Sales	
Line Dancing	
Pottery	
Computer Classes	
Art Classes	
Health Workshops / Clinics	
Trips	
Lunch / Brunch	
Crochet and Knitting	
Bowling League	
Socials and Dances	
Senior Singers	
Quilting	
Free Income Tax Preparation	
Other: _____	
Other: _____	

2. Is this need being met?

	Yes / No
Ceramics	
Cards	
Comprehensive Senior Fitness Program	
Woodworking Class	
Sewing	
Crafts	
Bazaars and Bake Sales	
Line Dancing	
Pottery	
Computer Classes	
Art Classes	
Health Workshops / Clinics	
Trips	
Lunch / Brunch	
Crochet and Knitting	
Bowling League	
Socials and Dances	
Senior Singers	
Quilting	
Free Income Tax Preparation	
Other: _____	
Other: _____	

3. If Not, what can be provided to achieve this?

4. Are there any issues with current facilities and/or programs that should be addressed?

Place a mark near each if you agree.

Need additional parking accommodations - full on certain days of the week.	
Need to expand to create additional rooms for classes.	
Need to offer more evening programs to users.	
Need to offer Saturday programs to users.	
Others?	

What do you enjoy doing?	
Trips	10
Other: Aerobics / Yoga (additional class)	10
Computer Classes	8
Pottery	6
Health Workshops / Clinics	6
Ceramics	5
Cards	5
Comprehensive Senior Fitness Program	5
Crafts	5
Line Dancing	5
Art Classes	5
Socials and Dances	5
Sewing	4
Lunch / Brunch	4
Crochet and Knitting	4
Quilting	4
Bazaars and Bake Sales	3
Senior Singers	3
Free Income Tax Preparation	3
Woodworking Class	2
Other: Writing Class	1
Other: Zumba	1
Bowling League	0

Are there any issues with current facilities and/or programs?	
Need additional parking accommodations – full on certain days of the week.	18
Need to expand to create additional rooms for classes.	12
Need to offer Saturday programs to users.	8
Need to offer more evening programs to users.	6

Additional Notes / Comments:

- As of November 2014, there are approximately 720 members at the Ellen Fitzgerald Senior Center. Most are non-residents, paying \$25 per year.
- There was interest in a larger room for yoga/aerobics classes, as it is often full and crowded. One individual also expressed the need for a larger ceramics room.
- Several users expressed the need for new computers since the current equipment is fairly dated.
- When discussing computer classes, several people stated an interest in incorporating a general electronics class into it with the same instructor. For example, a smartphone class or a facebook class or an email basics class. Also, there appears to also be a lack of computer teachers available.
- One individual was interested in adding crafts and scrapbooking to the art classes provided.
- Better marketing of programs needs to be done. Get seasonal brochure printed in the Center for people to take home, in the local library and in the paper, if possible.
- Several seemed to like the idea of having a personal fitness and nutrition instructor available once a month to get people going on an effective exercise and health program that could be done both at the center and at home. Health screening was also discussed as something that could be incorporated into this.
- One individual explained the need for an adult swim class at the Monroe Aquatics and Fitness Center. Her name had been on the sign up list for awhile, but still has not been contacted. Possibly due to small class size?
- One individual discussed the need for better woodworking equipment.
- Another individual with Asthma discussed the need for an air purifier and/or better ventilation throughout the facility.
- When discussing the need to expand the facility, one individual mentioned purchasing a supermarket off of Franklin Street since it has adequate parking and a larger building for classes to take place. She could be talking about the Food Lion at the intersection of Franklin Street and Dale Street.

Participants were asked which activities they most often like to participate in. Note: This board was only displayed during Session #2, as it caters to this specific audience.

Teen Activities

City of Monroe Parks and Recreation Department wants your feedback!

What activities do you most often like to participate in?

Active Team Sports:

Kickball

Soccer

Ultimate Frisbee

Flag Football

Tennis

Volleyball

Baseball

Basketball

Solo Sports:

Disc Golf

Running / Walking

Swimming

Hiking

Obstacle Course

Other Activities:

Play on Equip.

Gardening

Skateboarding

Picnicing

Rock Climbing

Other: _____

Other: _____

Other: _____

Special Events

College Preparation/ Counseling

Movie and Popcorn Night

Basketball Tournament

Fun Run

Life Size Game Night

DIY Holiday Gifts

Other: _____

Other: _____

Are you happy with what is currently being offered?
If not, what can be done to improve?

Other than the above mentioned activities, what are you looking for in an INDOOR FACILITY?

Gameroom

Study Room

Crafts Room

Fitness Room

Other Facility Components

Table Tennis

Pool

Foosball

Work in Computer Lab

Wi-Fi

Wood Working

Ceramics

Sewing/Knitting

Aerobics

Yoga/ Pilates

Weightlifting

Vending Machines

Locker Rooms

Water Fountains

What activities do you most often like to participate in? – Active Team Sports –	
Tennis	4
Volleyball	3
Ultimate Frisbee	2
Flag Football	2
Basketball	2
Kickball	1
Soccer	0
Baseball	0

What activities do you most often like to participate in? – Other Activities –	
Play on Equipment	5
Picnicking	3
Rock Climbing	3
Skateboarding	2
Track	2
Gardening	1

Are there any special events that you would be interested in?	
College Preparation / Counseling / Fair	8
Movie and Popcorn Night	6
DIY Holiday Gifts	6
Other: Career Day	3
Basketball Tournament	2
Life Size Game Night	2
Other: Formals	2
Other: Midnight Basketball	2
Fun Run	1
Other: Community Day	1
Other: Relay Race / Tug-of-War Competition	1
Other: City Fair	1

Other than the above mentioned activities, what are you looking for in an <u>indoor facility</u> ?	
Gameroom	
Table Tennis	1
Pool	1
Foosball	1
Video Gaming	1
Study Room	
Wi-Fi	6
Work in Computer Lab	1
Read Books / Magazines	1
Crafts Room	
Sewing / Knitting	2
Wood Working	1
Ceramics	1
Fitness Room	
Weightlifting	5
Aerobics	3
Yoga / Pilates	2
Other Facility Components	
Vending Machines	3
Locker Rooms	1
Water Fountains	2

What activities do you most often like to participate in? – Solo Sports –	
Running / Walking	4
Swimming	4
Obstacle Course	3
Disc Golf	1
Hiking	1

Additional Notes / Comments:

- The teen leadership group discussed the lack of activities and safe gathering spaces for teens. Many stated that there is nothing to do in the City of Monroe anymore.
- There was a desire to expand teen-related activities, by providing more opportunities for special events.
- Participants also expressed interest in a safe outdoor space to workout, such as an open space with a track.
- 3 participants were interested in a Camp Sutton basketball team.
- One discussed the need for more events downtown, such as food, games, movies, and family nights.
- There were also several Winchester-specific needs: fitness center, play ground equipment and weightlifting.
- During Session #4, one individual expressed the need for a junior soccer league in the area.

Participants were asked which part of the facility they use most often, which programs and special events they participate in, and if there are any issues with the current facilities. Note: This board was only displayed during Session #4, as it caters to this specific audience.

City of Monroe Parks and Recreation Department wants your feedback!



4. Are there any issues with the current facilities and /or programs?

Place a mark here		Place a mark here		Place a mark here		Fill in the space below.
Double Gymnasium – basketball/volleyball		Fitness Orientations (ages 16+)		Community Events		Place a tick mark next to any that you additionally agree with.
		Fitness Evaluations		MAFC 5K Road Race		
Fitness Facility		Juice Bar		American Heart Walk		
		Member Incentive Program		United Way Campaign		
Aerobics Room		Health Fairs / Seminars (all ages)				
		Summer Basketball Tournaments (ages 6-18)		Family Events		
Racquetball Courts (2)		Diabetes Clinics		Aquatic Easter Egg Hunt		
		Basketball		Holiday Craft Show		
Multi-purpose Rooms		Volleyball		Halloween Spooktacular		
		Racquetball, Racquetball Tournaments		Outdoor Water Park		
Wellness Center		Indoor Walking Track		Children's Programs		
		Outdoor Walking Track		Craft Days		
Indoor Swimming Pool		Massage Therapy		Teacher Workday Camps		
		Birthday Parties		Parent's Night Out		
Outdoor Water Park		Karate		Day Camp		
		Swim Lessons (all ages)		Breakfast with Santa		
Childcare Facility		Water Park		Holiday Programs		
		Water Safety Instructor Classes		Karate		
Indoor Running / Walking Track		Lifeguard Training		Clinics		
Men's and Women's Locker Rooms		Redcross CPR/AED Training		Basketball		
		Water Fitness Classes		Indoor Sports		
Kitchen		Arthritis Foundation Water Exercise		Line Dancing		
		Arthritis Foundation Support Group		Racquetball		
Dry and Steam Saunas		Bunny Splash		Teen Aerobics		
		Day Camp Swim Lessons		Kids in Motion (Exercise)		
Jaccuzzi		SCUBA Lessons		3-12		
		Childcare (ages 0-9)				
Smoothie / Juice Bar		Shag Lessons		Senior Trips		
		Aerobic Classes		Southern Spring Show		
Pro Shop		Yoga		Biltmore House		
		Pilates		Catawba Queen		
Other: _____		Weight Loss Programs		Red Hills Farm		
				Cherokee		
				Pigeon Forge		
				Christmas Show		

Fitness Facility	15
Men's and Women's Locker Rooms	14
Indoor Running / Walking Track	13
Indoor Swimming Pool	11
Dry and Steam Saunas	11
Double Gymnasium – basketball/volleyball	11
Smoothie / Juice Bar	10
Jaccuzzi	10
Outdoor Water Park	7
Racquetball Courts (2)	5
Aerobics Room	5
Childcare Facility	3
Wellness Center	2
Pro Shop	1
Multi-purpose Rooms	1
Kitchen	1

Which special events do you participate in at the Monroe Aquatics and Fitness Center?	
Community Events	
MAFC 5K Road Race	3
American Heart Walk	0
United Way Campaign	0
Family Events	
Outdoor Water Park	4
Holiday Craft Show	2
Halloween Spooktacular	2
Aquatic Easter Egg Hunt	1
Children's Programs	
Breakfast with Santa	1
Karate	1
Craft Days	0
Teacher Workday Camps	0
Parent's Night Out	0
Day Camp	0
Holiday Programs	0
Clinics	
Indoor Sports	2
Basketball	1
Racquetball	1
Line Dancing	0
Teen Aerobics	0
Kids in Motion (Exercise)	0
Senior Trips	
Southern Spring Show	0
Biltmore House	0
Catawba Queen	0
Red Hills Farm	0
Cherokee	0
Pigeon Forge	0
Christmas Show	0

What programs do you participate in at the Monroe Aquatics and Fitness Center?	
Massage Therapy	7
Juice Bar	6
Indoor Walking Track	6
Swim Lessons (all ages)	6
Exercise	6
Yoga	5
Fitness Evaluations	4
Water Park	4
Pilates	4
Fitness Orientations (ages 16+)	3
Health Fairs / Seminars (all ages)	3
Outdoor Walking Track	3
Water Fitness Classes	3
Shag Lessons	3
Basketball	2
Volleyball	2
Racquetball, Racquetball Tournaments	2
Birthday Parties	2
Water Safety Instructor Classes	2
Member Incentive Program	1
Lifeguard Training	1
SCUBA Lessons	1
Childcare (ages 0-9)	1
Summer Basketball Tournaments (ages 6-18)	0
Diabetes Clinics	0
Karate	0
Redcross CPR/AED Training	0
Arthritis Foundation Water	0
Arthritis Foundation Support Group	0
Bunny Splash	0
Day Camp Swim Lessons	0
Aerobic Classes	0
Weight Loss Programs	0

Additional Notes / Comments:

- O/M: One individual expressed the need for additional safety in the form of bike police throughout the area.
- O/M: Another individual was interested in the facility being open for 24 hours for early morning and late night users. Several people also use Planet Fitness, which is open 24 hours.
- FA: Three individuals discussed the need to expand the parking area since it is consistently at capacity.
- O/M: One user at this location and several at our other meetings mentioned the desire to make this facility more affordable.
- FA: One individual is interested in expanding the facility to include an outdoor water park.
- According to one user, the tennis courts are continually locked and prohibit playing during operating hours.
- O/M: Many attendees expressed that the facility is great and meets their current needs.
- FA: One user discussed the need for more training space in the fitness center.
- P: Another individual was interested in starting up a junior soccer league at this facility.
- FA: One user was interested in including a dog daycare at this facility.
- O/M: An individual discussed the need for a reduced membership fee for family members and/or a visitor's pass for people that are visiting a couple times a year.

Participants were asked to provide any additional comments to assist with the development of the parks and greenway master planning process.

- Many individuals expressed the need for more maps and / or more

information about City parks and facilities. Several learned about Monroe parks for the first time.

- There is a strong need for better marketing of activities at City-operated facilities, and consistent signage at those facilities.
 - Seniors: flyers at the Ellen Fitzgerald Senior Center and local libraries, as well as printed seasonally in the local paper.
 - Teens: flyers distributed at school would be beneficial, as well as keeping the parks and recreation website up-to-date with information.
 - Hispanics: Spanish-translated flyer listing City facilities and programs at each park needs to be delivered to families via ESL or Spanish-speaking specialist at schools and posted on bulletin boards at local parks.
- At the Parks Williams Athletic Complex, about half of the participants that came to play soccer also came with their family / children. Several discussed the need for camps for kids and were interested to hear about afterschool programs provided by the City. They did not know about the one offered by Dickerson – no program guide has been seen.
- Wi-fi is available at all locations besides Dickerson.

- Other than the Senior Center, there appears to be no additional dance classes provided for teens and adults. One participant expressed interest in this.
- Additional special events that the City should plan for its residents include:
 - PassPort Event: This event is geared to get residents to experience and explore what the City of Monroe has to offer, as well as provide the City an opportunity to market its facilities. The event creator develops a list of facilities and/or activities they would like more people to experience / be aware of. Then, transportation is provided from one item on the list to the next.
 - 5K / 10K Walk and Run Event: Participants sign up in advance to walk/run an established route through the City. This provides the City the opportunity to market itself by highlighting major destinations along the way.
- One facility outside of the City of Monroe that people enjoy visiting is Lake Norman State Park, due to its trails and natural outdoor recreation opportunities.
- In terms of operations and maintenance, a couple people expressed the need for more trash cans at facilities and restrooms open year round.
- Disc Golf has recently been installed at South Piedmont CC.

City of Monroe

B.

Community Interest and Opinion Survey **Executive Summary Report**

Overview of the Methodology

ETC/Leisure Vision conducted a City of Monroe Community Interest and Opinion Survey fall of 2014 to update the community's Comprehensive Parks, Recreation, Greenways, and Open Space Master Plan. The survey was designed to obtain statistically valid results from households throughout the City of Monroe. The survey was administered by mail, web and phone.

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

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

The goal was to obtain a total of at least 600 completed surveys. ETC/Leisure Vision met that goal with a total of 603 surveys completed. The results of the random sample of 603 households have a 95% level of confidence with a precision rate of at least +/-3.9%.

Weighting of the Data: Since the response rate was not uniform for all populations the overall results that are presented in this report were weighted to ensure that the overall results would accurately reflect the City's actual population. We frequently use this tool in order to allow for the most accurate representation of the populace. The data was weighted to ensure the results were representative of the City with regards to (1) Hispanic ancestry, (2) gender and (3) age.

The following pages summarize major survey findings.

Major Findings:

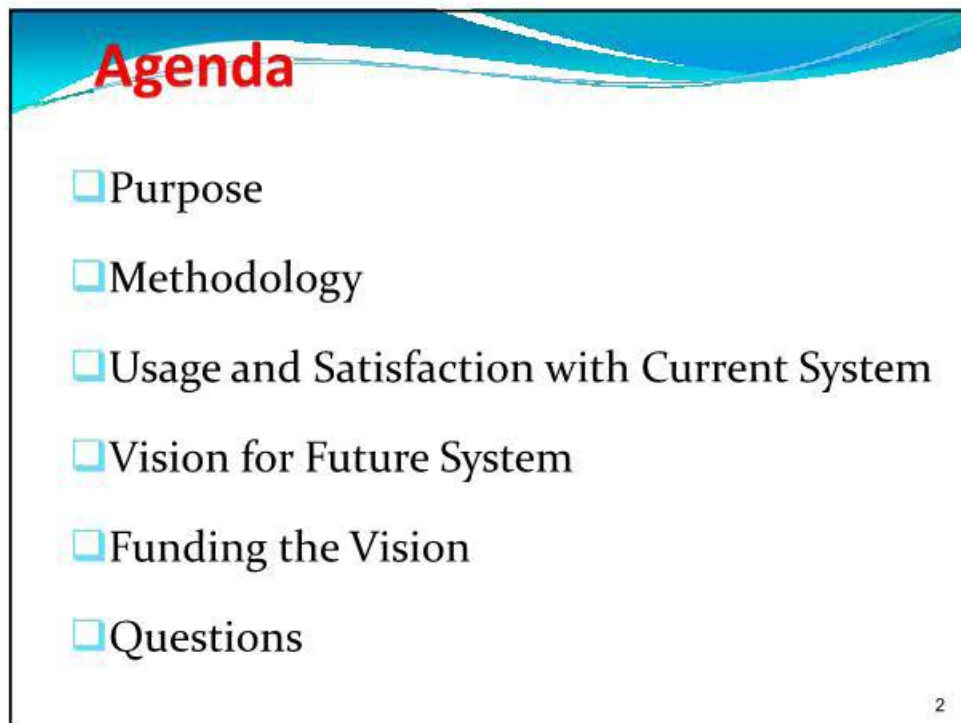
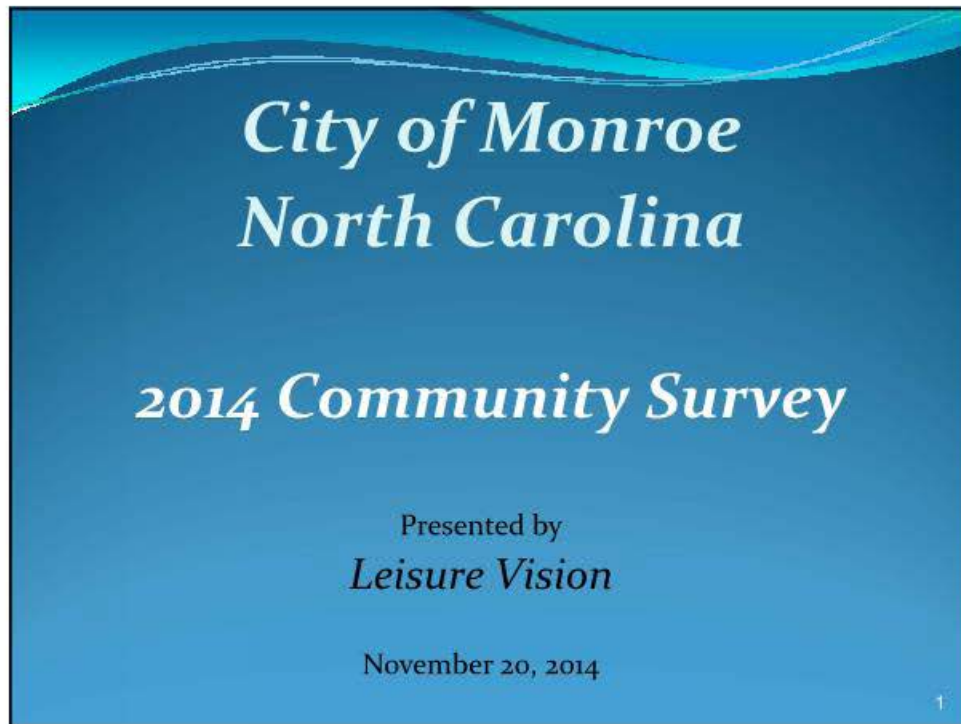
- ❖ **Parks and Recreation Facilities of the City of Monroe Respondent Households Have Used Over the Past Year:** Forty-three percent (43%) of respondent households have used the *Monroe Aquatics & Fitness Center* over the past year. Other parks and recreation facilities include: Belk-Tonawanda Park (36%), Monroe Country Club (16%), Sunset Park (16%) and the Dickerson Center (11%).
- ❖ **Parks and Recreation Facilities that Respondent Households Used the Most During the Past Year:** Based on the sum of respondent households top three choices, 50% of respondent households have used the *Monroe Aquatics & Fitness Center* the most over the past year. Other facilities include: Belk-Tonawanda Park (37%), Monroe Country Club (16%), Sunset Park (14%) and the Dickerson Center (10%).
- ❖ **How Respondents Rate the Physical Condition of ALL the City of Monroe Parks and Facilities they Have Visited:** Fifty-eight percent (58%) of respondent households rate the physical condition of parks and facilities they have visited as *good*. Other ratings include: Excellent (18%), fair (22%) and poor (3%).
- ❖ **Whether or Not Respondent Households Participated in Recreation or Sports Programs Offered by the City of Monroe Parks and Recreation Department During the Past 12 Months:** Eighty-four percent (84%) of respondent households *have not participated* and 16% have participated in any of the recreation or sports programs offered by the City of Monroe.
- ❖ **Amount of Recreation or Sports Programs Respondent Households Have Participated in Over the Past 12 Months:** Sixty percent (60%) of respondent households have participated in *1 program* over the past 12 months. Other amounts of programs include: 2 to 3 program (25%), 4 to 6 programs (11%), 7 to 10 programs (3%) and 11 or more programs (1%).
- ❖ **How Respondent Households Rate the Overall Quality of Programs they Have Participated in Over the Past 12 Months:** Sixty percent (60%) of respondent households rate the overall quality of programs they have participated in as *good*. Other ratings include: Excellent (25%), fair (10%) and poor (5%).
- ❖ **Ways Respondent Households Learn About City of Monroe Parks and Recreation Department Programs and Activities:** Based on the percentage of respondents with multiple selections possible, 52% indicated they learn about City of Monroe Parks and Recreation Department programs and activities *from friends and neighbors*. Other ways include: Newspaper articles (25%), City of Monroe website (22%) and flyers and poster at parks and recreation facilities (20%).

- ❖ **Organizations that Respondent Households Have Used for Indoor and Outdoor Recreation and Sports Activities During the Last 12 Months:** Thirty-eight percent (38%) of respondent households use *Monroe Aquatics and Fitness Center* for their indoor and outdoor recreation and sports activities. Other organizations used include: Churches (28%), Union County Parks (27%), school facilities (22%) and Monroe Parks and Recreation Facilities (18%).
- ❖ **Organizations that Children in Respondent Households Ages 0-17 Use the Most:** Based on the sum of respondent households top two choices for organizations children ages 0-17 use the most, 15% use *Monroe Aquatics & Fitness Center* the most. Other most used organizations include: School facilities (10%), Union County Parks (9%) and churches (8%).
- ❖ **Organizations that Adults in Respondents Households Ages 18 and Older Use the Most:** Based on the sum of respondent households top two choices for adults ages 18 and older, 29% use the *Monroe Aquatics and Fitness Center* the most often. Other most used facilities include: Union County Parks (16%) and churches (15%).
- ❖ **Reasons that Prevent Respondent Households from Using Parks, Recreation and Sports Facilities or Programs of the City of Monroe Parks and Recreation Department More Often:** Thirty-one percent (31%) of respondent households are prevented from using parks, recreation and sports facilities or programs of the City of Monroe Parks and Recreation Department more often because *they do not know what is being offered*. Other reasons include: Fees are too high (18%), I do not know locations of facilities (17%) and security is insufficient (17%).
- ❖ **Households that Have a Need for Parks and Recreation Facilities:** Fifty-four percent (54%) or 17,538 households, have a need for *walking and biking trails*. Other most needed facilities include: Small neighborhood parks (42% or 13,680 households), indoor fitness and exercise facilities (42% or 13,648), picnic areas and shelters (42% or 13,518 households), water parks (41% or 13,162 households), indoor running/walking track (40% or 12,838 households) and indoor swimming pool/leisure pool (40% or 12,838 households).
- ❖ **Recreation Facilities that Are Most Important to Respondent Households:** Based on the sum of respondent households top four choices, 35% indicated *walking and biking trails* was the most important to their household. Other most important facilities include: Indoor fitness & exercise facilities (21%), small neighborhood parks (19%), water parks (17%), outdoor swimming pools (17%) and indoor swimming pool/leisure pool (17%).
- ❖ **Households that Have a Need for Parks and Recreation Programs:** Forty-nine percent (49%) or 15,788 households indicated a need for *adult fitness, health & wellness programs*. Other most needed programs include: Community events, concerts, movies etc. (43% or 14,037 households), water fitness programs (31% or 9,887 households), nature programs/environmental ed. (30% or 9,693 households).

- ❖ **Recreation Programs that Are Most Important to Respondent Households:** Based on the sum of respondent households' top four choices, 31% indicated *community events, concerts, movies etc.* as the most important to their household. Other most important programs include: Adults fitness, health and wellness (31%) and adult programs for 50 years and older (17%).
- ❖ **Recreation Programs that Respondent Households Currently Participate in the Most Often:** Based on the sum of respondent households top four choices, 20% indicated *adult fitness, health and wellness programs* as the program their household participated in the most often. Other most used programs include: Community events, concerts, movies, etc. (17%) and water fitness programs (11%).
- ❖ **Respondent Level of Agreement with Benefits Being Provided by Parks, Trails, and Recreation Facilities:** Based on the percentage of respondents who either “strongly agree” or “agree,” 88% agree with the benefit of *improving physical health and fitness* being provided by parks, trails and recreation facilities. Other similar levels of agreement include: Improve mental health and reduce stress (81%), make Monroe a more desirable place to live (80%) and to preserve open space and the environment (79%).
- ❖ **Benefits that Are the Most Important to Respondent Households:** Based on the sum of respondent households top three choices, 46% indicated the *improvement of physical health and fitness* was the most important to their household. Other most important benefits include: Help reduce crime (37%), make Monroe a more desirable place to live (33%), improve mental health and reduce stress (23%) and increase property values in the surrounding area (23%).
- ❖ **Level of Importance Respondent Households Place on the Greenway to Provide Additional Services:** Based on the percentage of respondents who indicated either “very important” or “somewhat important,” 86% indicated that environmental protection was important and only 7% indicated that it was not important. Based on similar levels of importance, 84% of respondents households indicated a network of walking, biking & nature trails was important compared to only 8% who indicated that it was not important.
- ❖ **Level of Support for Potential Actions the City of Monroe Could Take to Improve the Parks, Recreation and Greenway System:** Based on the percentage of respondent households who are either “very supportive” or “somewhat supportive,” 81% are supportive of the City of Monroe to *fix-up/repair park building and recreation facilities and centers*. Other most supported actions include: Develop new walking/biking trails and connect existing trails (79%), upgrade existing neighborhood and community parks (78%) and use greenways to develop trails and recreation facilities (76%).

- ❖ **Actions Most Important to Respondent Households:** Based on the sum of respondent households top four choices, 40% indicated the most important action was *to develop new walking/biking trails and connect existing trails*. Other most important actions include: Use greenways in floodplains to develop trails and facilities (29%), fix-up/repair park buildings and recreation facilities and centers (27%) and to upgrade existing neighborhood and community parks (27%).
- ❖ **Respondent Willingness to Pay an Increase in Taxes to Fund the Types Facilities that are Most Important to their Household:** Thirty-four percent (34%) of respondent households are *not willing* to pay an increase in taxes to fund the facilities they indicated as most important. Other levels of willingness include: Somewhat willing (29%), not sure (22%) and very willing (15%).
- ❖ **How Respondents Would Vote If a Bond Referendum was Held to Fund the Acquisition, Improvement, and Development of the Types of Facilities that are Most Important to their Household:** Thirty-one percent (31%) of respondent households would *vote in favor* if a bond referendum was held. Other voting responses include: Not sure (27%), might vote in favor (27%) and vote against (15%).
- ❖ **Respondent Overall Level of Satisfaction their Household Receives from the City of Monroe Parks and Recreation Department:** Thirty-seven percent (37%) of respondent households indicated a *neutral* level of satisfaction. Other levels of satisfaction include: Somewhat satisfied (30%), very satisfied (14%), somewhat dissatisfied (10%) and very dissatisfied (10%).

C. SURVEY PRESENTATION



Purposes: To Objectively

- ☐ Assess resident usage and satisfaction with parks, trails and recreation facilities and programs
- ☐ Assess needs for facilities and programs
- ☐ Gather input from residents to help set priorities
- ☐ Determine support for improvements
- ☐ To have defensible data

3

Methodology

- ☐ Survey Description
 - ☐ The survey was 7 pages long
 - ☐ Each survey took 12-14 minutes to complete
- ☐ Method of Administration
 - ☐ mailed to a sample of 3,000 households in the City
 - ☐ could be completed by mail, web or phone
- ☐ A total of 603 residents completed the survey
- ☐ Confidence level: 95%, Margin of error: +/- 3.9%

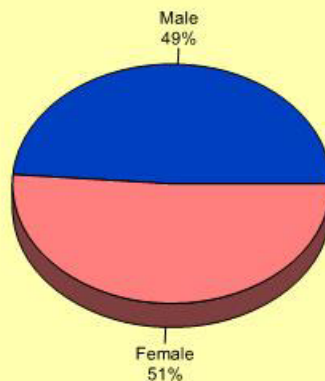
4

Results Broken Down By:

- Age of respondents
- Households with and without children
- Years living in City
- Rating of the quality of parks, facilities and programs
- Tax increase and bond referendum
- Race and Ethnicity
- Program participation
- Gender
- Overall satisfaction with parks and recreation services

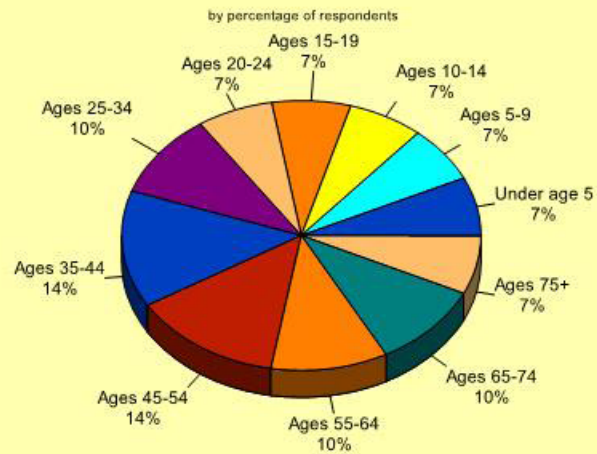
Q29. Demographics: Gender

by percentage of respondents



Source: Leisure Vision/ETC Institute for the City of Monroe (October 2014)

Q24. Demographics: How Many People Live in Respondent Households



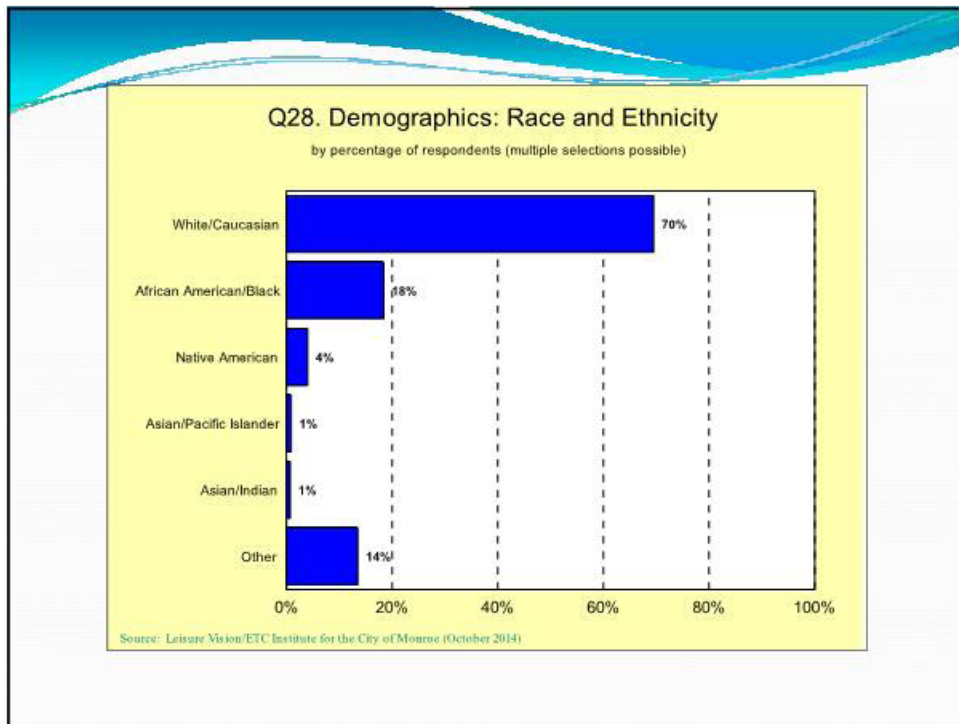
Source: Leisure Vision/ETC Institute for the City of Monroe (October 2014)

Q27. Demographics: Hispanic or Latino Ancestry

by percentage of respondents



Source: Leisure Vision/ETC Institute for the City of Monroe (October 2014)



- ### Examples of Clients
- Mecklenburg County, NC
 - Raleigh, NC
 - Wake County, NC
 - Chapel Hill, NC
 - Durham, N.C.
 - Fairfax County, VA
 - Arlington County, VA
 - Alexandria, VA
 - Virginia Beach, VA
 - Washington D.C.
 - Prince George's County, MD
 - Richland County, SC
 - Hilton Head, S.C.
 - Aiken, SC
 - Atlanta, GA
 - Miami-Dade County, FL
 - Miami, Florida
 - Las Cruces, NM
 - Oakland County, MI
 - St. Louis, MO
 - Kansas City, MO
 - Henderson, NV
 - Los Angeles, CA
 - San Francisco, CA
 - Mesa, AZ
 - Tucson, AZ
 - Glendale, AZ
 - Schaumburg, IL
 - Highland Park, IL
 - Henderson, NV
 - Westchester County, NY

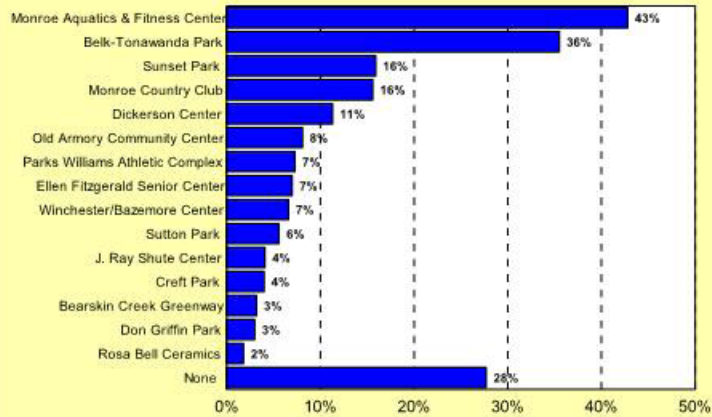
Current Parks and Recreation Services

Bottom Line Up Front

- ☐ 72% of households have used 1 or more parks and facilities in the past 12 months
- ☐ Monroe Aquatics and Fitness Center is most used facility
- ☐ 16% of households participated in recreation programs in the past 12 months
- ☐ I do not know what is being offered is biggest reason for lack of usage
- ☐ Only 13% of households learn about services through program guide
- ☐ Improve physical health and fitness and help reduce crime most important benefits to households

Q2. Parks and Recreation Facilities of the City of Monroe Respondent Households Have Used Over the Past Year

by percentage of respondents (multiple selections possible)

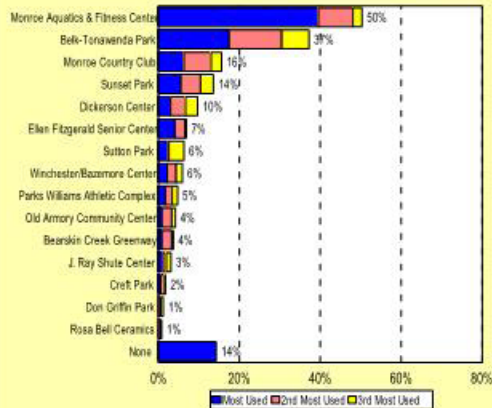


Source: Leisure Vision/ETC Institute for the City of Monroe (October 2014)

Average household uses 2 facility types

Q3. Parks and Recreation Facilities that Respondent Households Used the Most During the Past Year

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



Source: Leisure Vision/ETC Institute for the City of Monroe (October 2014)

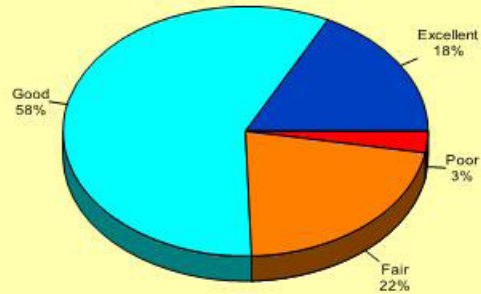
Usage of Monroe Aquatics and Fitness Center (top 3 choices)

- 57% of households with youth under 10
- 52% of households with youth 10-19
- 47% of households with only adults 20-54
- 44% of households with only adults 55 and over

76% of User Households Rate Physical Condition as Excellent or Good

Q4. How Respondents Rate the Physical Condition of ALL the City of Monroe Parks and Facilities they Have Visited

by percentage of respondents (excluding don't know)

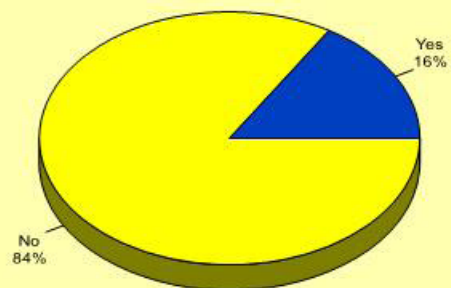


Source: Leisure Vision/ETC Institute for the City of Monroe (October 2014)

Excellent ratings are lower than benchmarking averages

Q5. Whether or Not Respondent Households Participated in Recreation or Sports Programs Offered by the City of Monroe Parks and Recreation Department During the Past 12 Months

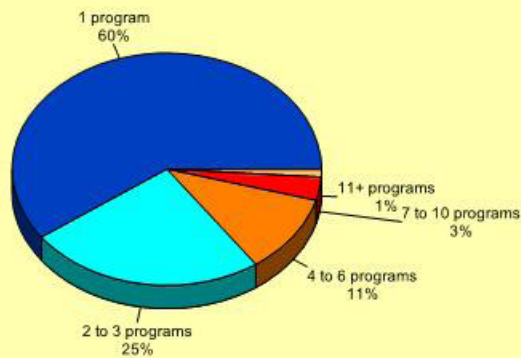
by percentage of respondents (excluding not provided)



Source: Leisure Vision/ETC Institute for the City of Monroe (October 2014)

Q5a. Amount of Recreation or Sports Programs Respondent Households Have Participated in Over the Past 12 Months

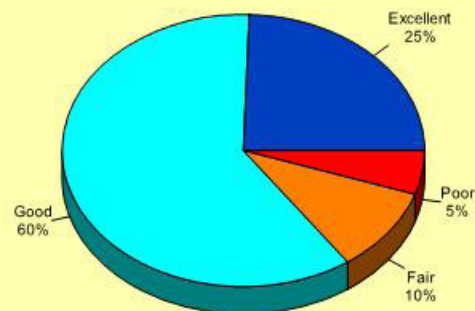
by percentage of respondents (who participated in City of Monroe programs, excluding don't know)



Source: Leisure Vision/ETC Institute for the City of Monroe (October 2014)

Q5b. How Respondent Households Rate the Overall Quality of Programs they Have Participated in Over the Past 12 Months

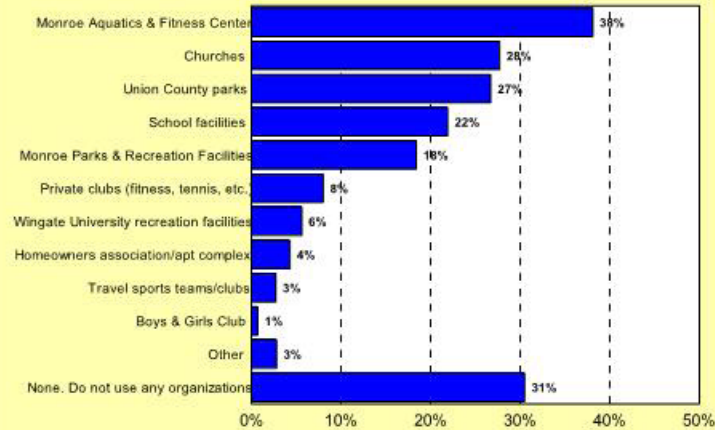
by percentage of respondents (who participated in City of Monroe programs)



Source: Leisure Vision/ETC Institute for the City of Monroe (October 2014)

Q7. Organizations that Respondent Households Have Used for Indoor and Outdoor Recreation and Sports Activities During the Last 12 Months

by percentage of respondents (multiple selections possible)

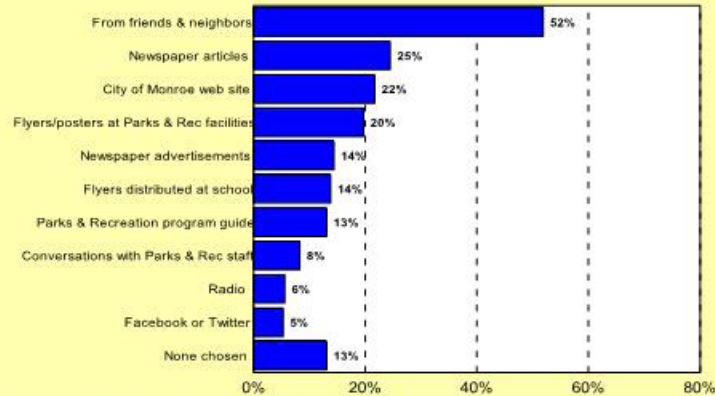


Source: Leisure Vision/ETC Institute for the City of Monroe (October 2014)

From Friends and Neighbors is by a Wide Margin the Ways Households Learn About Programs

Q6. Ways Respondent Households Learn About City of Monroe Parks and Recreation Department Programs and Activities

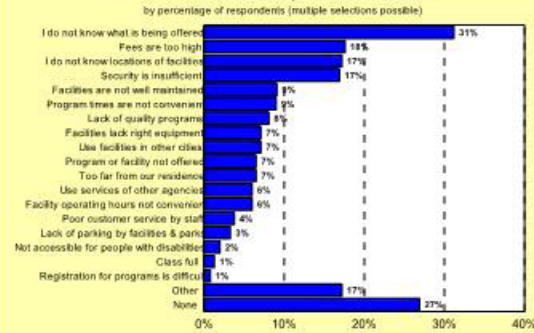
by percentage of respondents (multiple selections possible)



Source: Leisure Vision/ETC Institute for the City of Monroe (October 2014)

I Do Not Know What is Being Offered is #1 Reason Impacting Usage

Q9. Reasons that Prevent Respondent Households from Using Parks, Recreation and Sports Facilities or Programs of the City of Monroe
Parks and Recreation Department More Often



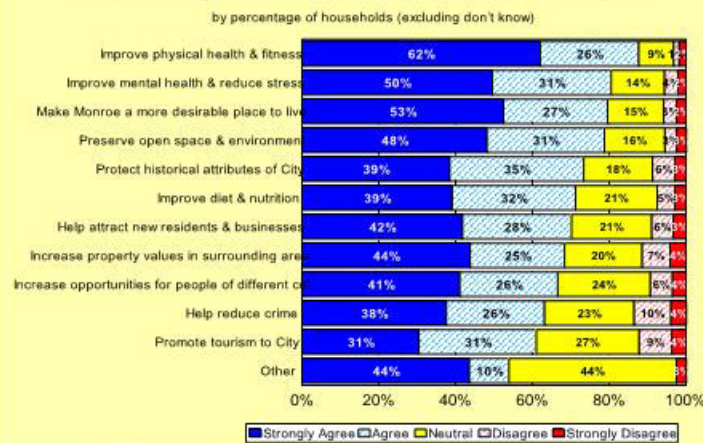
Source: Leisure Vision/ETC Institute for the City of Monroe (October 2014)

I do not know what is being offered

- 33% African American/ Black
- 35% White/Caucasian
- 42% Hispanic ancestry

Respondent Households Feel Parks, Trails and Recreation Provide Many Benefits

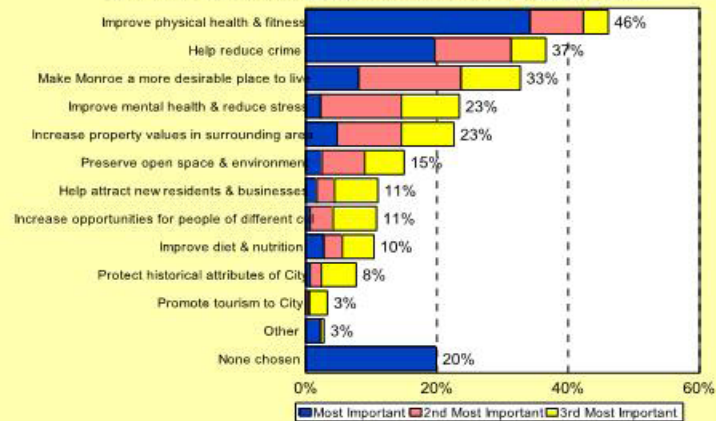
Q15. Respondent Level of Agreement with Benefits Being Provided by Parks, Trails, and Recreation Facilities



Source: Leisure Vision/ETC Institute for the City of Monroe (October 2014)

Q16. Benefits that Are the Most Important to Respondent Households

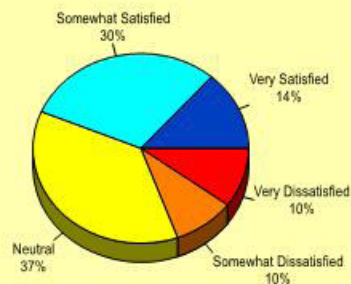
by percentage of respondents who selected the item as one of their top three choices



Source: Leisure Vision/ETC Institute for the City of Monroe (October 2014)

Q22. Respondent Overall Level of Satisfaction their Household Receives from the City of Monroe Parks and Recreation Department

by percentage of respondents (excluding not provided)



Source: Leisure Vision/ETC Institute for the City of Monroe (October 2014)

Very or somewhat satisfied

- 43% of households with incomes under \$25,000
- 41% of households with incomes \$25,000-\$49,999
- 44% of households with incomes \$50,000-\$74,999
- 24% of households with incomes \$75,000-\$99,999
- 35% of households with incomes \$100,000 and over



Vision of City of Monroe Residents of Parks, Trails and Recreation Services



Bottom Line Up Front

- ❑ **Needs are high for a number of facilities**
 - 54% walking and biking trails
 - 42% neighborhood parks
 - 42% indoor fitness and wellness facilities
- ❑ **Unmet needs are highest for walking and biking trails and green space and natural areas**
- ❑ **Most important facilities**
 - 35% walking and biking trails
 - 21% indoor fitness and wellness facilities
 - 19% neighborhood parks

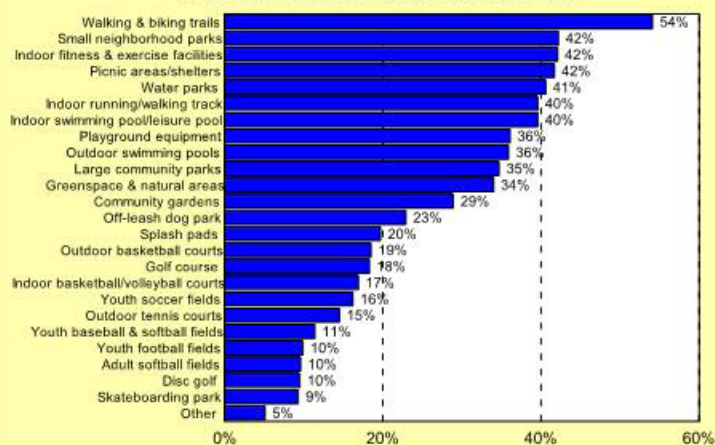
Bottom Line Up Front

- ❑ Needs are high for a number of programs
 - 49% adult fitness, health and wellness programs
 - 43% community events, concerts, movies
- ❑ Most important programs
 - 31% community events, concerts, movies
 - 31% adult fitness and wellness programs
 - 17% programs for adults 50 and older
- ❑ Opportunities exist to grow programs of importance at City facilities

Respondent Think it is Important to Have a Wide Range of Outdoor and Indoor Facilities

Q10. Households that Have a Need for Parks and Recreation Facilities

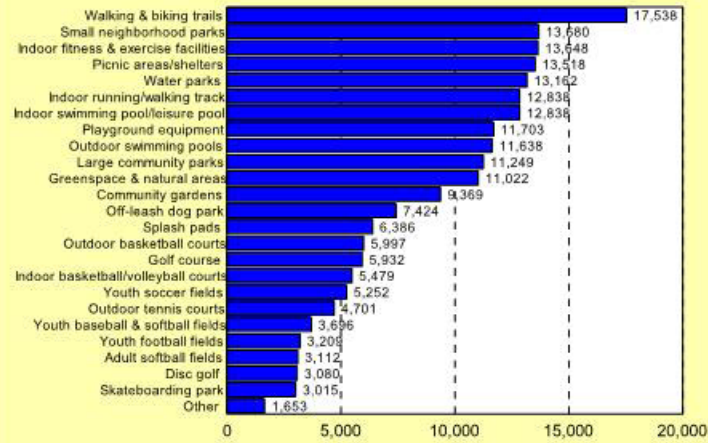
by percentage of respondents (multiple choices could be made)



Source: Leisure Vision/ETC Institute for the City of Monroe (October 2014)

Q10a. Estimated Number of Households in the City of Monroe that Have a Need for Recreation Facilities

by number of households based on 32,418 households in the City of Monroe

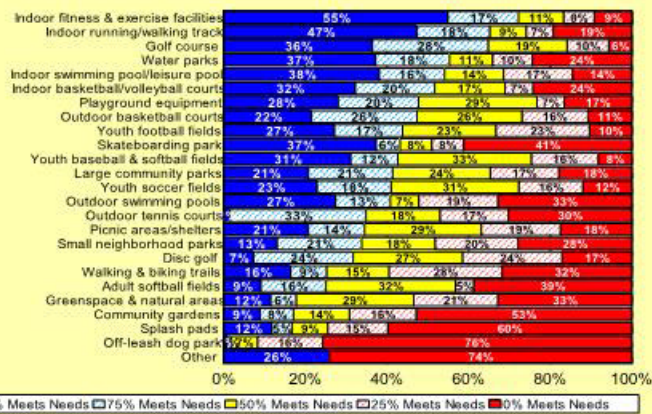


Source: Leisure Vision/ETC Institute for the City of Monroe (October 2014)

Unmet Needs Are High For A Wide Range of Recreation Facilities

10B. How Well Recreation Facilities in the City of Monroe Meet the Needs of Respondent Households

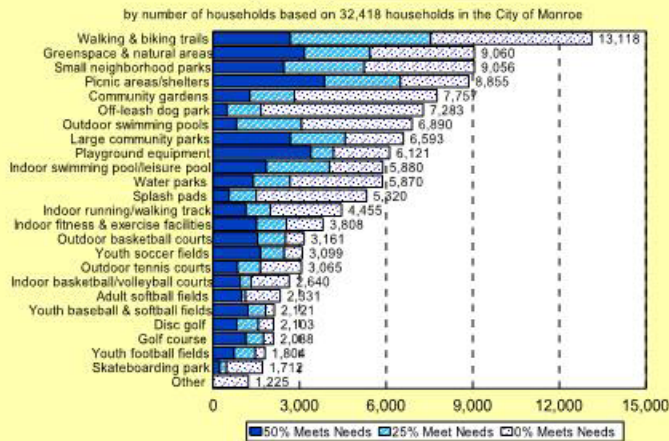
by percentage of households that have a need for programs



Source: Leisure Vision/ETC Institute for the City of Monroe (October 2014)

Unmet Needs Are High For A Wide Range of Recreation Facilities

Q10c. Estimated Number of Households in the City of Monroe Whose Needs for Recreation Programs Are Only Being 50% Met or Less

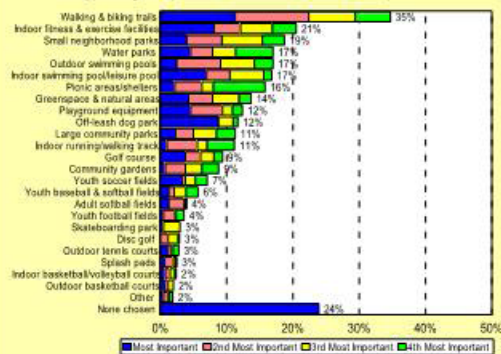


Source: Leisure Vision/ETC Institute for the City of Monroe (October 2014)

Walking and Biking Trails are Most Important Facilities

Q11. Recreation Facilities that Are Most Important to Respondent Households

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



Source: Leisure Vision/ETC Institute for the City of Monroe (October 2014)

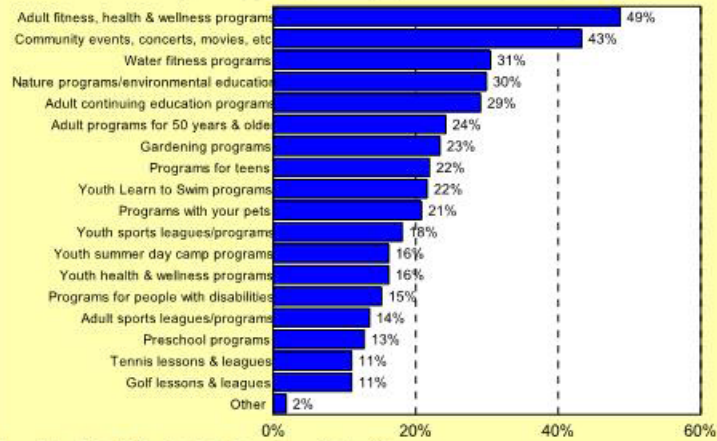
- 1st choice represents intensity of importance. Combination of top 4 choices represent depth of importance

Trails most important for

- 44% households voting in favor of bond election
- 42% of households might vote in favor

Q12. Households that Have a Need for Parks and Recreation Programs

by percentage of respondents (multiple choices could be made)



Source: Leisure Vision/ETC Institute for the City of Monroe (October 2014)

Unmet Needs for Programs is High in a Number of Areas

Q12a. Estimated Number of Households in the City of Monroe that Have a Need for Recreation Programs

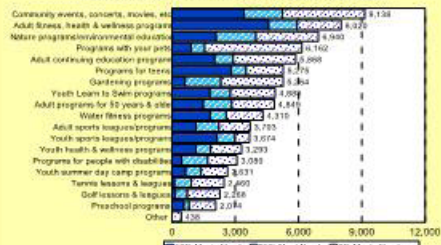
by number of households based on 32,418 households in the City of Monroe



Source: Leisure Vision/ETC Institute for the City of Monroe (October 2014)

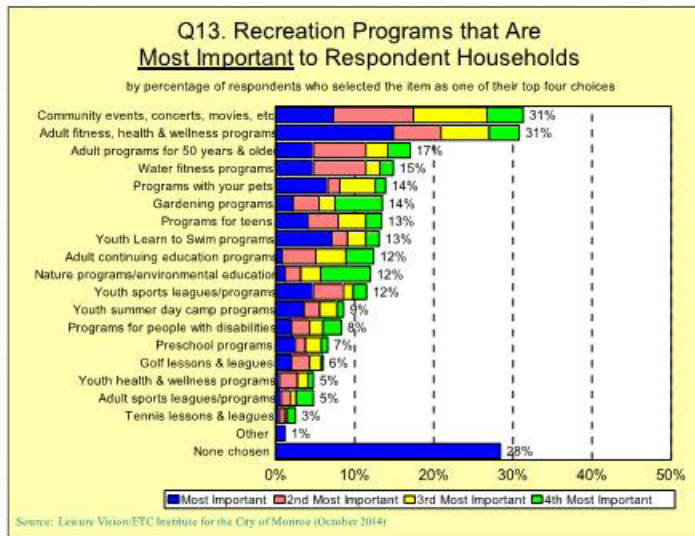
Q12c. Estimated Number of Households in the City of Monroe Whose Needs for Recreation Programs Are Only Being 50% Met or Less

by number of households based on 32,418 households in the City of Monroe

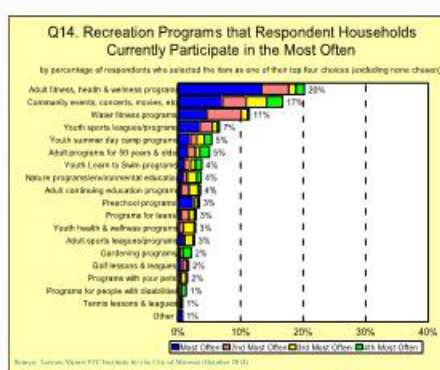
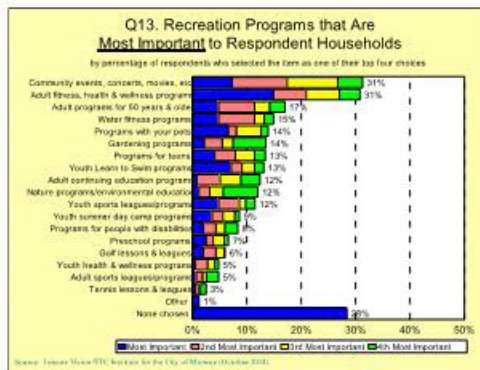


Source: Leisure Vision/ETC Institute for the City of Monroe (October 2014)

Community Events and Adult Fitness, Health and Wellness are Most Important Programs



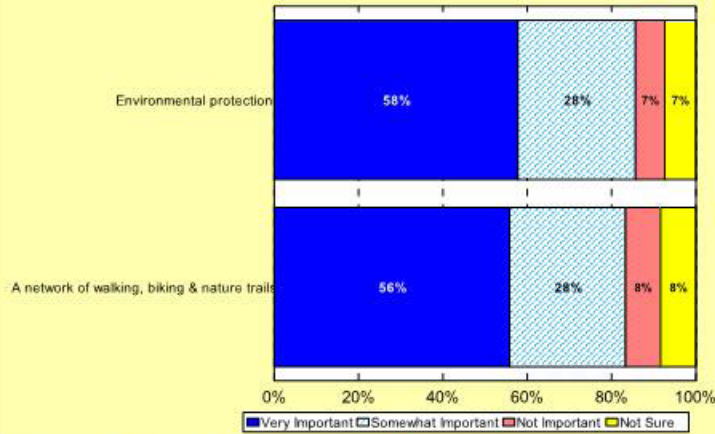
Opportunities exist to grow programs of importance at City Facilities



Example: 17% of households indicated programs for adults 50 years of age and older are 1 of the 4 most important programs to their household but only 5% of households use City facilities among their top 4 locations for these programs

Q17. Level of Importance Respondent Households Place on the Greenway to Provide Additional Services

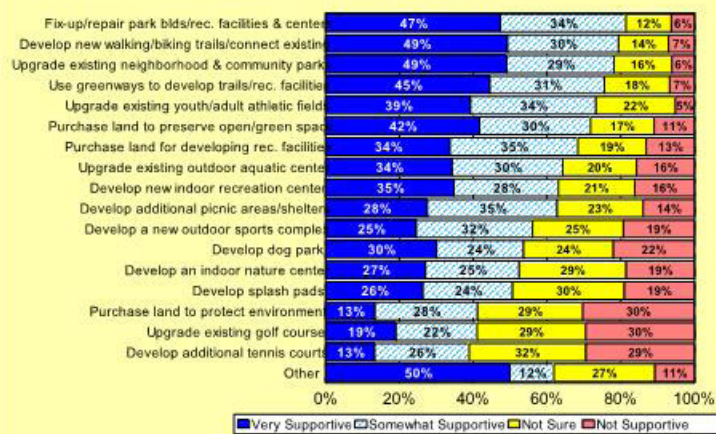
by percentage of households (excluding don't know)



Source: Leisure Vision/ETC Institute for the City of Monroe (October 2014)

Q18. Level of Support for Potential Actions the City of Monroe Could Take to Improve the Parks, Recreation and Greenway System

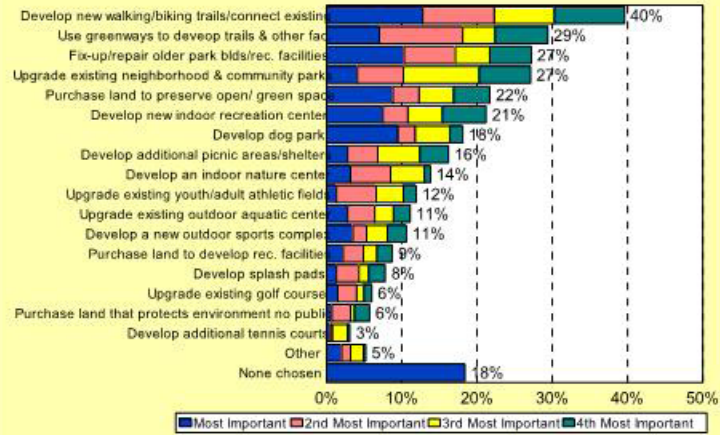
by percentage of households (excluding not provided)



Source: Leisure Vision/ETC Institute for the City of Monroe (October 2014)

Q19. Actions Most Important to Respondent Households

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



Source: Leisure Vision/ETC Institute for the City of Monroe (October 2014)

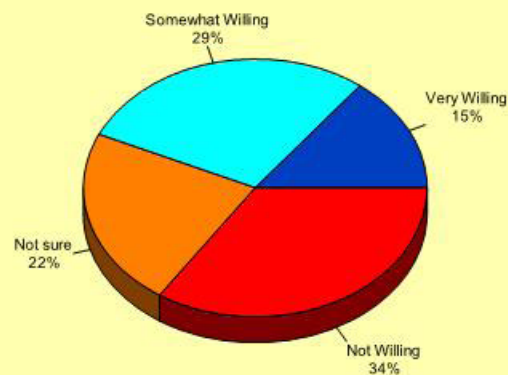
Funding the Vision

Bottom Line Up Front

- Respondent households are split on their willingness to pay higher taxes to fund services of high importance with high percentage of not sure
- 58% of respondents would vote in favor or might vote in favor of a bond referendum to fund the types of facilities that are most important to their households

Q20. Respondent Willingness to Pay an Increase in Taxes to Fund the Types of Facilities that are Most Important to their Household

by percentage of respondents (excluding not provided)



Source: Leisure Vision/ETC Institute for the City of Monroe (October 2014)

1st Choice: Most important facilities to households indicating very willing to pay a tax increase or somewhat willing

Very willing

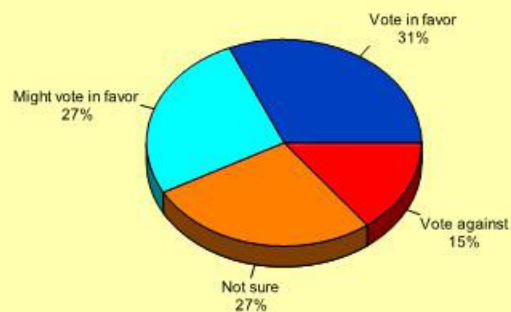
- Develop new walking and biking trails & connect existing trails (20%)
- Purchase land to preserve open space and develop green space (14%)
- Develop a new outdoor sports complex (10%)
- Use greenways in floodplains & along creeks to develop trails and other recreational facilities (10%)

Somewhat willing

- Purchase land to preserve open space and develop green space (17%)
- Develop new walking and biking trails & connect existing trails (15%)
- Fix-up repair older park buildings/recreation facilities and centers (15%)
- Develop new indoor recreation center (9%)

Q21. How Respondents Would Vote If a Bond Referendum was Held to Fund the Acquisition, Improvement, and Development of the Types of Facilities that are Most Important to their Household

by percentage of respondents (excluding not provided)



Source: Leisure Vision/ETC Institute for the City of Monroe (October 2014)



Questions?

THANK YOU

Ron Vine, Senior Vice President, ETC Institute – 913-829-1215

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D. STAFF ORGANIZATIONAL CHART

