Morrisville Parks, Recreation and Cultural Resources Advisory Committee

Special Meeting
November 18, 2026, 6:00 PM

1. **Call to Order**

2. **Master Plan Presentation | Nate Halubka, McGill Associates**

   2.a Morrisville Comprehensive Parks, Recreation & Cultural Resources Master Plan
   Morrisville Comprehensive Parks, Recreation & Cultural Resources Master Plan.pdf

3. **Committee and Public Input**

4. **Adjournment**

Parks, Recreation and Cultural Resources Advisory Committee Agenda Item Report

Agenda Item No. 2.a
Submitted by: Michelle Putnam
Submitting Department Parks, Recreation and Cultural Resources
Meeting Date: November 18, 2026

SUBJECT
Morrisville Comprehensive Parks, Recreation & Cultural Resources Master Plan

Recommendation:
None
Updates/History of Briefing:
Not Applicable

Executive Summary and Background Information:
n/a

Advisory Board/Committee Review:
None

Insert Date of Advisory Board/Committee Review:

Advisory Board/Committee Recommendation and/or Vote:
None

Potential Options:
None

Staff Recommendation:
None

ATTACHMENTS
- Morrisville Comprehensive Parks, Recreation & Cultural Resources Master Plan.pdf



TOWN OF MORRISVILLE

Comprehensive Parks, Recreation & Cultural Resources Master Plan 2026–2036

Morrisville

Parks, Recreation & Cultural Resources

ACKNOWLEDGMENTS

The Town of Morrisville extends its sincere appreciation to all individuals and organizations who contributed to the development of the 2026–2036 Comprehensive Parks, Recreation & Cultural Resources Master Plan. Their insight, expertise, and collaboration — whether offered through individual contributions or collective teamwork — were essential to shaping this document. The Town gratefully recognizes many of these partners, some of whom are listed below.

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Anne Robotti, Mayor Pro Tem

Satish Garimella

Liz Johnson

Harrison Kesling

Ashit Patel

Vicki Scoggins-Johnson

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01
INTRODUCTION

Town of Morrisville

Morrisville's Parks, Recreation & Cultural Resources Department last completed a Comprehensive Parks and Recreation Master Plan in 2018. That plan updated the 2011 plan and established a 10-year planning horizon. Since then, Morrisville has continued to grow and evolve, leading to changing community recreation needs.

Over the last several decades, Morrisville has experienced extraordinary growth. In 1990, the town had 1,489 residents. By 2018, that number grew to an estimated 28,599. The town's population continues to grow and is projected to reach nearly 43,000 by 2046, according to U.S. Census data.

To ensure the park system keeps pace with growth and remains aligned with community priorities, the Town engaged McGill Associates to prepare this 2026–2036 Comprehensive Parks, Recreation & Cultural Resources Master Plan. This plan is intended to guide Town Council and staff decisions and to support transparent, data-informed investments in parks, facilities, and programs.

The recommendations in this plan are based on an inventory of existing parks and facilities, site observations, staff input, and public feedback gathered through community engagement. The project team considered state and national benchmarks to help evaluate the level of service and inform recommendations.

As Morrisville is inching near its buildout population, making refinement and best use of park properties and spaces will be critical to the town's future as limited amounts of undeveloped land and resources remain.

Contextually, North Carolina is one of the fastest-growing states in the country and is now the ninth-most populous state. Much of this growth is concentrated in urban areas. Within Wake County, Morrisville, Cary, and Apex continue to vie to be among the most attractive places to live, work, and play. Over the past decade, each of these communities has received livability awards. In Morrisville, the Parks, Recreation & Cultural Resources Department plays a critical role in promoting the town's award-winning quality of life and livability.



A jury of nationally recognized civic leaders chose Morrisville as one of the 10 communities to receive a 2026 All-America City Award.



02

INFLUENCING FACTORS

Morrisville's History and Identity

The Town of Morrisville has transformed dramatically over the past several decades. Once home to farmland and open countryside, Morrisville has grown into a vibrant, diverse, and globally connected community in the heart of the Research Triangle. The thriving suburban town is now known for its innovation-driven economy, international population, and high quality of life.

Early Roots: Agriculture and the Railroad

Morrisville's agricultural roots stretch back to the 1800s, when farms and livestock shaped both the landscape and economy. The town's location between Raleigh — the state capital — and Durham — a major tobacco and manufacturing center — positioned it well for growth.

The Shiloh Community is one of the most important historic African American communities in Morrisville and has roots dating back to the 1820s. It was one of the few free Black communities in North Carolina before the Civil War. The community stretched from the Durham County line south toward present-day McCrimmon Parkway.

A turning point came in 1850, when the North Carolina Railroad planned a new line between Raleigh and Durham. Jeremiah Morris, for whom the town is named, donated three acres for the creation of Morrisville Station. This decision connected local farmers to broader markets and set the stage for economic expansion. Morris later established the town's first post office in 1852, becoming its first postmaster and helping formalize Morrisville as a community hub.

By 1856, the railroad expanded farther through Wake County, linking Morrisville with Cary, Garner, and Apex. These transportation improvements accelerated commerce and helped the town grow beyond its agricultural roots.

Civil War Significance

Morrisville played a brief but notable role in the final days of the Civil War. From April 13–15, 1865, Union cavalry under General Kilpatrick clashed with retreating Confederate forces in what became known as the Battle of Morrisville Station. The skirmish contributed to the events that led to the largest Confederate surrender at Bennett Place just days later.

Post-War Growth and Incorporation

Following the war, Morrisville slowly rebuilt. The Morrisville Baptist Church was established in 1866, and by the 1870s, the town became home to several general stores, churches, a hotel, a sawmill, and other small businesses. Morrisville was officially incorporated on March 3, 1875, though its population remained small — only 165 residents in 1880.

Aviation, Technology, and the Rise of the Triangle

A major catalyst for Morrisville's growth came with the development of Raleigh Durham International Airport (RDU), which opened its first terminal in 1943. Over time, RDU became one of the fastest-growing airports in the country, connecting the region to national and international destinations. Located just a few miles from Morrisville, the airport helped position the town as a gateway to global business and travel.

The founding and expansion of Research Triangle Park (RTP) in 1956 and its significant growth in the 1960s and 1970s further transformed not just Morrisville but the rest of the region. As technology, pharmaceutical, and research companies moved into RTP, Morrisville became even more of a highly desirable place to live for professionals working in the Triangle.

Modern Morrisville: A Global Community

By the 1990s and early 2000s, Morrisville's population began to surge. Between 2000 and 2015, the town grew significantly, transforming what was once a rural community of a few hundred people into a diverse, internationally connected town that is approaching being built out.

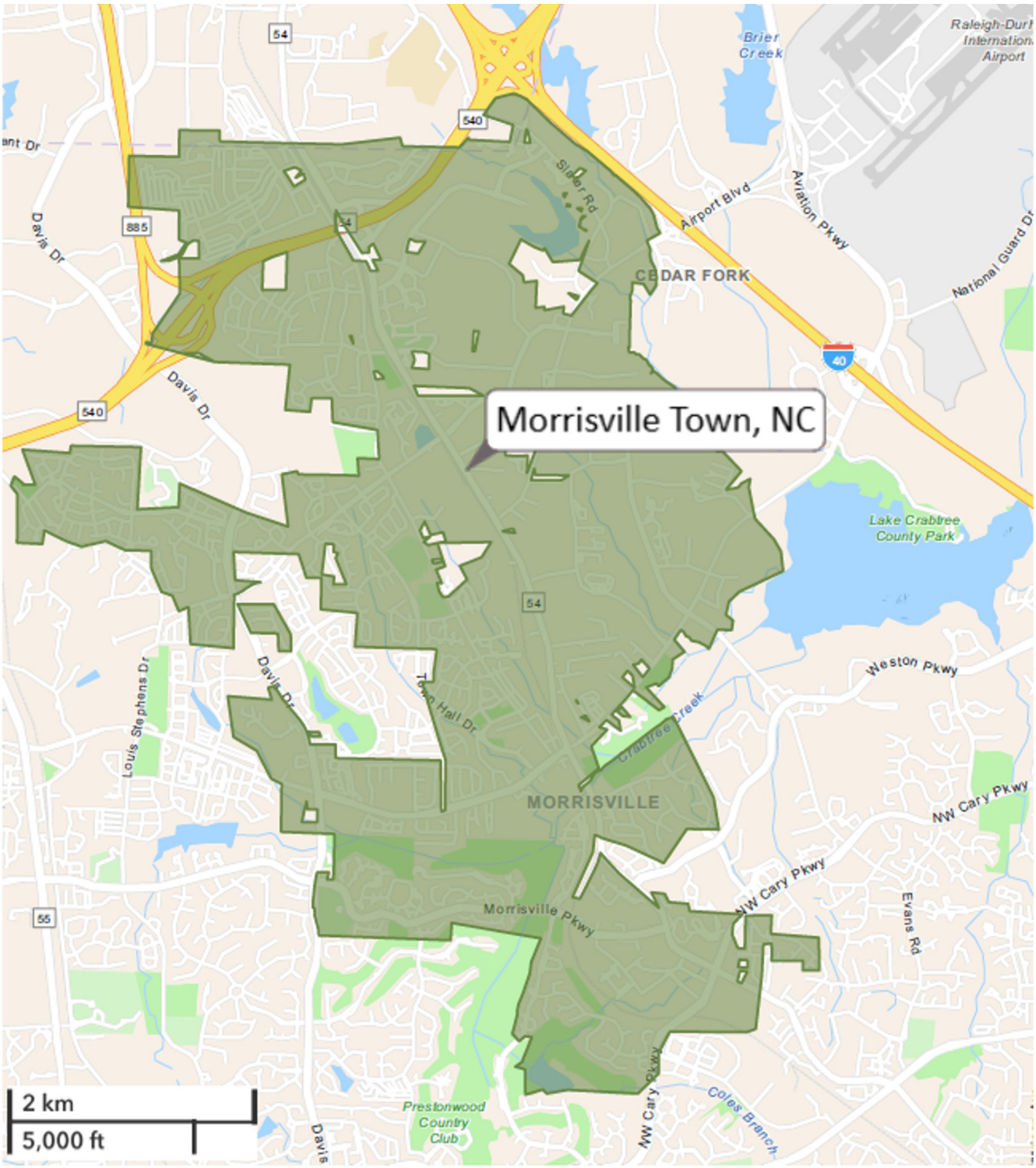
Morrisville's identity today is shaped by:

- A highly diverse population that represents cultures from around the world
- Proximity to RTP and RDU
- A strong technology-driven economy
- High quality parks, greenways, and community amenities
- A commitment to strategic planning and sustainable growth

From its beginnings as a railroad stop to its current role as a dynamic hub in one of the nation's fastest-growing regions, Morrisville continues to evolve while maintaining its commitment to community, innovation, and quality of life.

Demographic Analysis Boundary

The scope of our analysis is contained within the Town boundaries shown below in Figure 2.1.



Demographic Information

The minimum categories for data on race and ethnicity for federal statistics, program administrative reporting, and civil rights compliance reporting are defined below. The latest (Census 2020) definitions and nomenclature are used within this analysis.

American Indian / Alaska Native

This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.

Asian

This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent (for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam).

Black / African American

This includes a person having origins in any of the Black racial groups of Africa.

Hispanic / Latino

This ethnic distinction is a subset of a race as defined by the federal government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race.

Native Hawaiian / Pacific Islander

This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

White

This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

Census data states that "the race and ethnicity categories generally reflect social definitions in the U.S. and are not an attempt to define race and ethnicity biologically, anthropologically, or genetically. We recognize that the race and ethnicity categories include racial, ethnic, and national origins and sociocultural groups."

Please note: The Census Bureau defines race as a person's self-identification with one or more of the following social groups: White, Black or African American, Asian, American indian and Alaska Native, Native Hawaiian and Other Pacific Islander, some other race, or a combination of these. Ethnicity is defined as whether a person is of Hispanic / Latino origin. For this reason, the Hispanic / Latino ethnicity is viewed separately from race throughout the demographic analysis.

Race

Morrisville is predicted to see an increasingly diverse community (Figure 2.2). The Town will need continued focus toward an expanded multicultural, multi-generational parks and recreation system. Programs and services should be designed to welcome multiple groups, while also recognizing specific cultural interests.

Key Race Trends (2026–2041)

- Morrisville is seeing a rapid increase in the proportion of Asian residents who make up a majority of the population.
- Asian residents are projected to remain Morrisville's largest racial group, increasing from 51% in 2026 to 59% in 2041.
- The Asian-alone share increases from 27% in the 2010 Census to a projected 59% in 2041.
- The White-alone share decreases from 54% in the 2010 Census to a projected 24% in 2041. The White-alone share is projected to decline from 31% to 24%, while the shares of the other reported racial groups remain comparatively stable.
- Over the next 15 years, the Black or African American-alone race is predicted to make up 9% of the Morrisville population.
- "Some other race" has made up 2% of the population since the 2010 census and is predicted to remain steady through 2041.
- "Two or More Races" has made up 6% of the population since the 2020 census and will continue to do so through 2041.

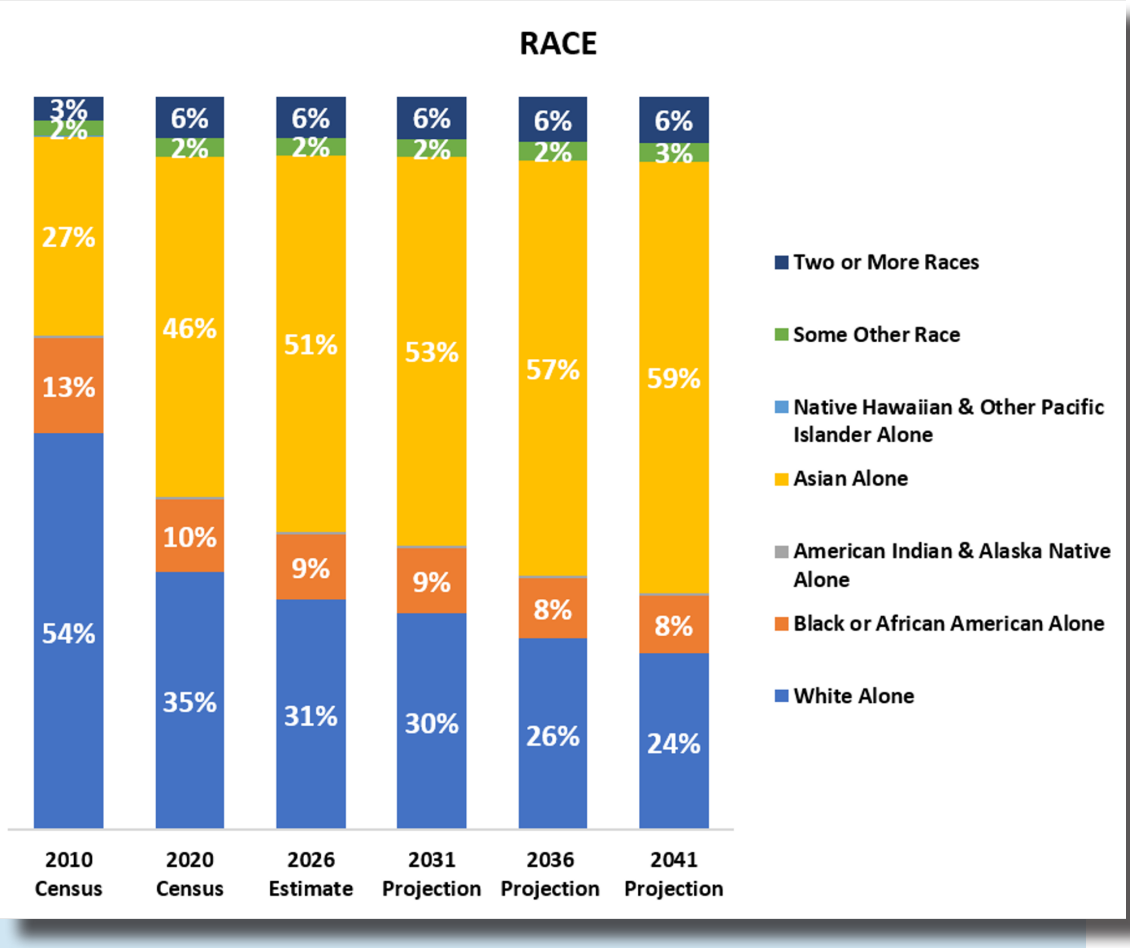


Figure 2.2: Town of Morrisville Population by Race, Source: ESRI

Town of Morrisville Population

The Morrisville population is expected to grow at a decreasing rate over the next 15 years (2026–2041) (Figure 2.3). The 2026 population of 33,756 is expected to grow to 47,553 by 2041. The consistent inflow of new residents each year suggests that Morrisville will need to expand its services to accommodate the growing population. Furthermore, Morrisville will need to keep open communication with residents to understand how new voices in the community influence overall recreational preferences. **Note:** U.S. Census figures are used for consistency. Numbers from Morrisville's Planning Department may reflect differing projections. There is a general understanding that population projections continue to evolve.

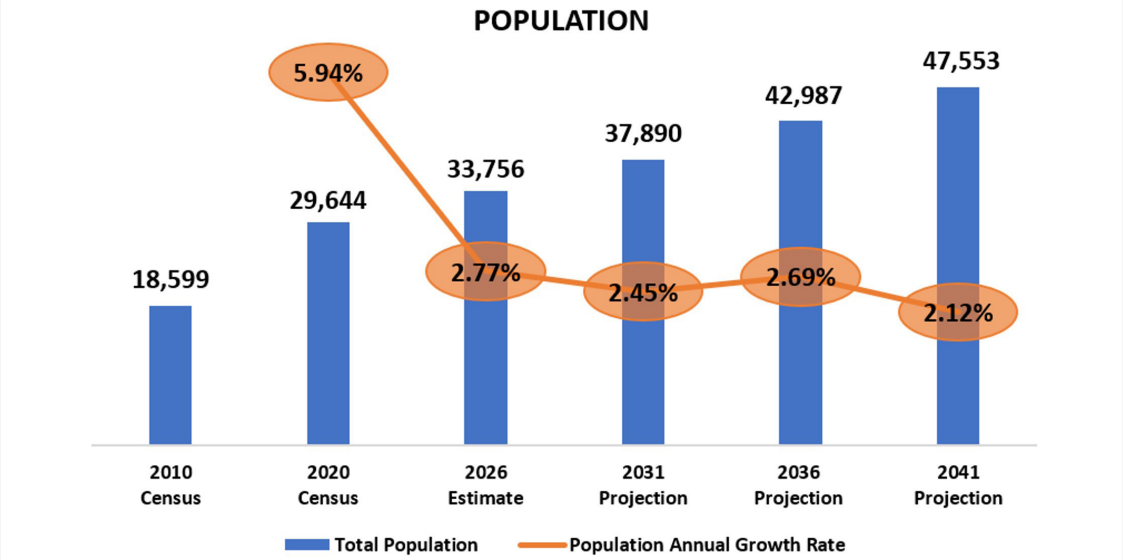


Figure 2.3 : Town of Morrisville Total Population and Annual Growth Rate, Source: ESRI

Like projections for population, the number of households in Morrisville is expected to grow steadily but at a decreasing rate over the next 15 years (Figure 2.4). The number of households is predicted to increase from 13,047 in 2026 to 18,214 in 2041.

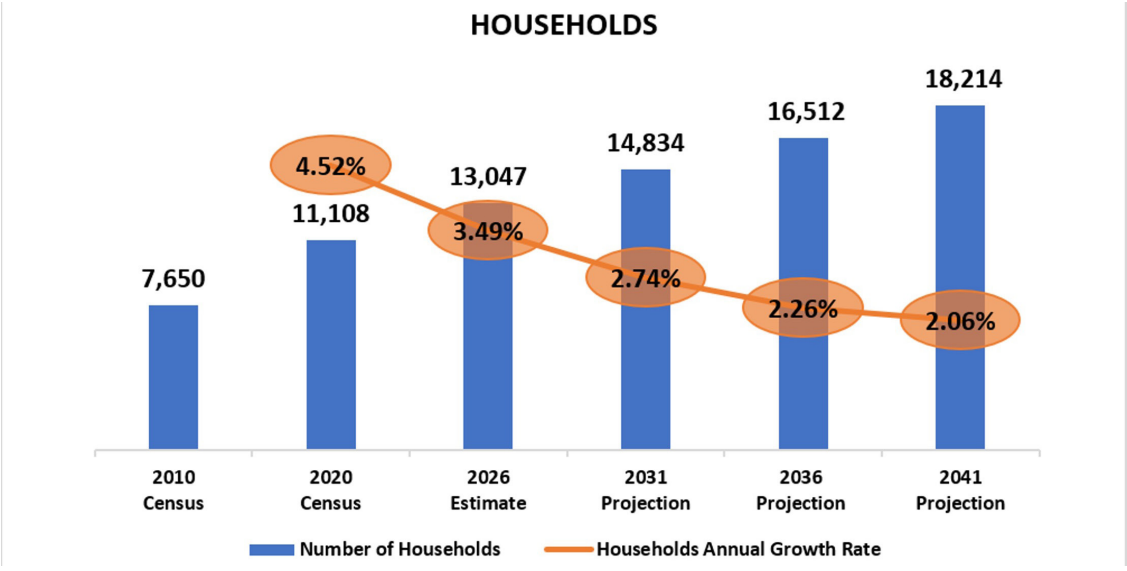


Figure 2.4: Town of Morrisville by Number of Households, Source: ESRI

Age Segmentation

The projected age-segment population for 2026–2041 provides insights into the age distribution of Morrisville. This information can, in turn, inform decisions about the types of services provided to balance and meet the needs of each age demographic (Figure 2.5*).

*Note: This graph is formatted differently because some groups have very small percentages that would otherwise be difficult to see.

Key Age Trends (2026–2041)

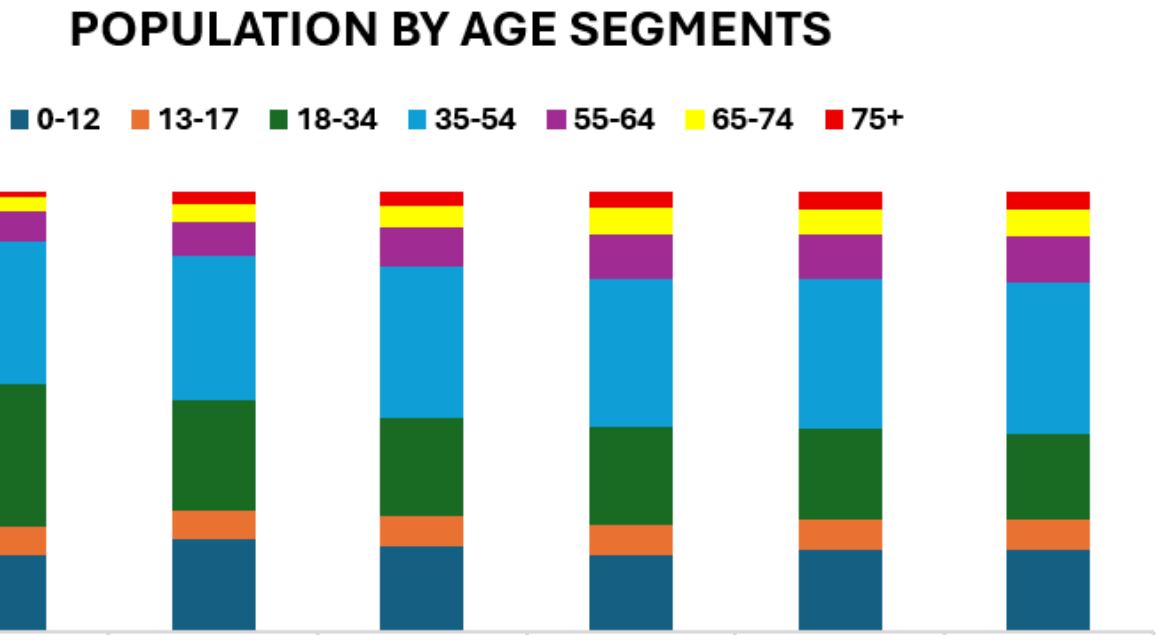
- The age distribution in Morrisville remains relatively stable over the next 15 years (2025–2040), with only 0–2% variance between age segment percentages over each year.
- 0–12-year-olds consistently make up 17–19% of the total population.
- 13–17-year-olds will make up 7% of the population throughout the 15 years.
- The child population in Morrisville (under 18) makes up 26.1% of the population and is considered an elevated at-risk population.

[1] "At-Risk Populations: Populations that are considered to be at socioeconomic or public policy risk based on their self-identified disability status, public benefits received, language spoken at home, poverty status, or access to transportation (Source, ESRI).

- 18–34-year-olds are the only age group that will see much change over the next 15 years. The age segment is expected to decrease from 22% of the population in 2026 to 20% by 2041.
- 35-54-year-olds are the largest age segment every year, making up a consistent 35% of the population over the next 15 years.
- The median age of Morrisville residents in 2026 is 35.8 years old, reflecting the large proportion of young people.
- 55–64-year-olds will grow from 9% of the population in 2026 to 10% in 2031 and then continue to hold this figure through 2041.
- Retirement-age individuals (65–74-year-olds and 75+) make up the smallest proportion of residents and are considered an at-risk population.
- 65-74-year-olds make up 5–6% of the population.
- 75+ year olds make up 3–4% of the population.

- Morrisville's younger working households and families come with several implications. Younger working adults and working parents often have limited discretionary time. Morrisville should focus on services that are easy to access outside of traditional working hours and are shorter in duration. A large percentage of Morrisville's population is more likely to participate in services that are closer to home, school, childcare, or places of employment.

These households also likely face competing costs for childcare, housing, and other essential expenses. Therefore, services should be priced to provide accessible entry points.



	2010 Census	2020 Census	2025 Estimate	2030 Projection	2035 Projection	2040 Projection
75+	1%	3%	3%	4%	4%	4%
65-74	3%	4%	5%	6%	6%	6%
55-64	7%	7%	9%	10%	10%	10%
35-54	32%	33%	34%	34%	34%	34%
18-34	32%	25%	23%	22%	21%	20%
13-17	6%	6%	7%	7%	7%	7%
0-12	18%	21%	19%	17%	19%	18%

Figure 2.5: Town of Morrisville Population by Age Segment, Source: ESRI

Other Relevant Plans

To understand the developmental and historical context within which the Parks, Recreation & Cultural Resources Department operates, the planning team reviewed related plans. Noted below are the most relevant findings for each plan.

Past Comprehensive Parks and Recreation Plan

A review of the 2018 Parks + Recreation Comprehensive Master Plan was reviewed for historical context and to understand goals and objectives set forth from the previous plan. The major goals within the plan were noted as:



1. Acquire and develop land strategically to create great park experiences for the community.
2. Develop diverse and unique facility offerings to provide programming, active and passive recreation opportunities that appeal to a range of users and differentiate the Town by service offerings.
3. Develop program plans for each park and facility that promote health and wellness and maximize value, use, and appreciation for the park or the recreational facility.
4. Empower and prepare staff with the resources and support needed to be successful based on established outcomes desired.
5. Model fiscal responsibility, accountability, and integrity to be a sustainable park and recreation department.

At the time of the plan, the Town's population was estimated at 25,678. Growth rates placed the population at 34,542 by 2027, which is generally in line with the current population projections for mid-2026.

Public Parks and Open Space

Key Considerations:

- Utilize the Parks and Recreation Master Plan as a primary resource to guide the development of future parks and facilities and align future development with parks and recreation needs.
- Take a proactive approach to identifying and acquiring future sites for parks and facilities, guided by the Parks and Recreation Master Plan.
- In accordance with the Parks and Recreation Master Plan, target 135 acres of new parkland by 2028 or the standard of 9.6 acres per 1,000 residents overall.
- Require considerations for access to public parks and open space as part of future development proposals and public projects. (Pg. 56)

Highlighting national trends being observed at the time was central to the plan, and those trends were noted as fitness, outdoor recreation, and interest in aquatics.

The previous plan noted that the Town's parkland was estimated at 127.38 acres. However, several properties that were included in that estimate were found to not be owned or managed by the Town. Current estimates of the Town's parkland, as we will find later in the plan, have been adjusted to reflect this.

Presented below is a snapshot of what the Town offered for recreation in 2018. Minor adjustments to available parkland and new offerings have been made since 2018, namely the addition of a new dog park.

Not Enough Facility Space

The 2018 plan presented that:

"One of the most significant limitations to expansion of the Department's programs is adequate facility space. Staff, advisory committee members and residents expressed this limitation throughout the community engagement process." (Pg. 69)

Note: Please see a map of existing public parks and facilities within a mile of Morrisville on the following page.

EXISTING PUBLIC PARKS AND FACILITIES WITHIN 1 MILE OF MORRISVILLE

Morrisville
Live connected. Live well.

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

LEGEND

Public Recreation Parks and Facilities in Morrisville

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

Public Recreation Parks and Facilities Within 1 Mile of Morrisville

- Existing Parks
- Existing Park Parcel

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

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

1 in = 1,500 ft

N

Mapping Morrisville: Land Use Plan

The Town's 2021 adopted Land Use Plan was reviewed to understand related parks, recreation and cultural resource information. Noted below is a synopsis of some of the most relevant information found in the plan. The plan starts by bringing parks, available land, and identity to the forefront.





"This Plan aims to serve as a guide for all land use policy decisions moving forward and seeks to emphasize the issues most important to the Morrisville community. Specifically, the Plan's robust community engagement effort identified four leading issues that must be considered as the Town moves ahead into the future:

1. Mitigating the loss of green space and setting aside more land for parks and recreational uses
2. Ensuring that roadways and other infrastructure improvements are concurrent with new development
3. Moving to better coordinate with the Wake County Public School System to ensure school facilities can accommodate continued residential growth
4. Enhancing the image and identity of Morrisville in future land development

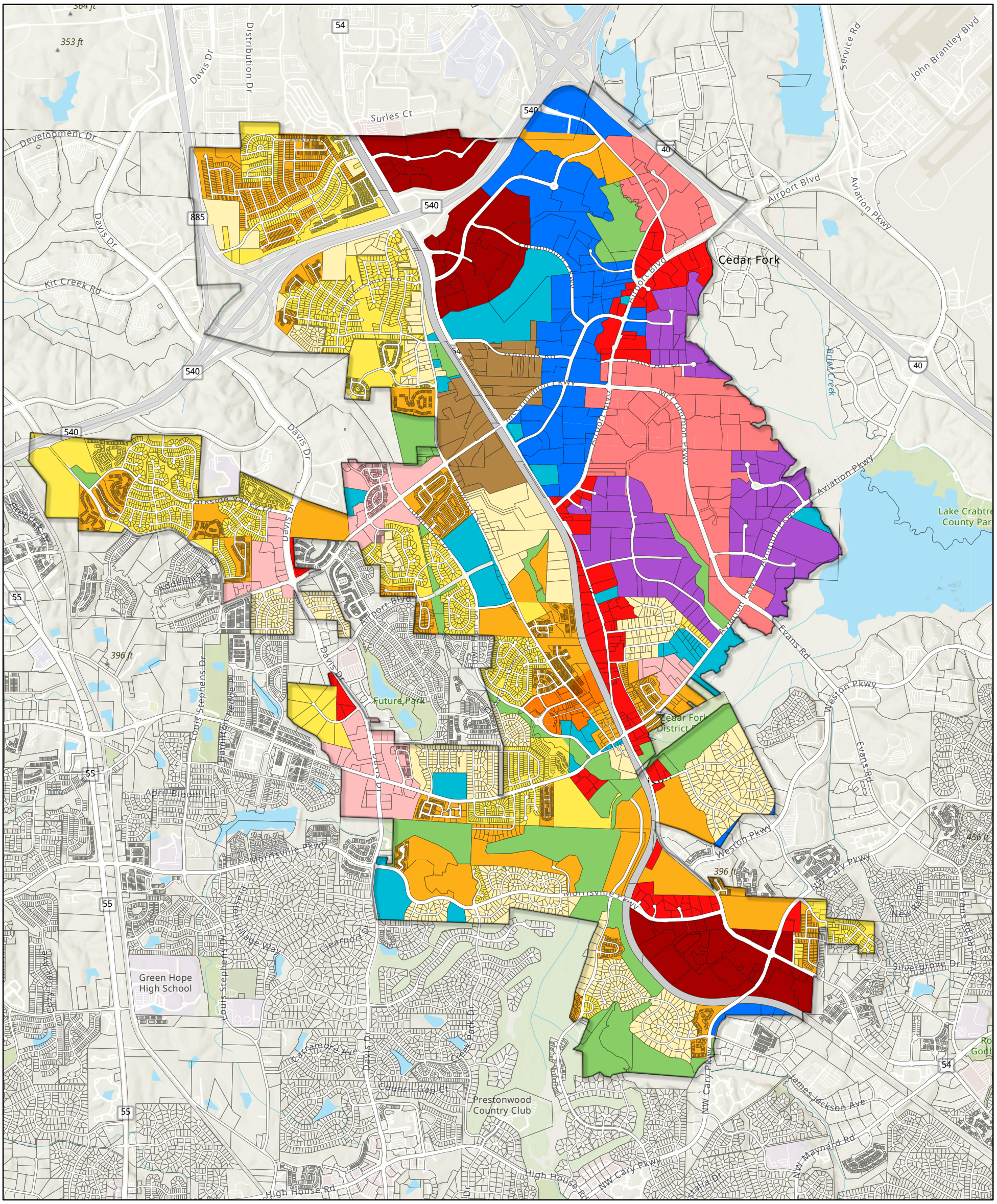
The forward continues by again referencing parks and recreation, detailing the need to "Proactively seek out opportunities for the creation or preservation of parks and open space."

The Town's existing land use map and its current and future zoning maps can be found in the appendix. The plan denotes that the future land use map indicates that the northern part of the town is slated to have an Office Institutional and Park Use, which is described as areas that include concentrations of large regional employers, commercial entertainment and high density residential along with healthcare and facilities. This is the same as where the Town planned ahead and worked towards securing future land for parkland.

#1 Listed Leading Issue Facing the Town

"Mitigating the loss of green space and setting aside more land for parks and recreational uses." (Pg. 3)

Future Land Use Map - Morrisville, NC



11/4/2026

Wake County Parcels

Future Land Use

- Low Density Residential
- Medium Density Residential
- High Density Residential
- Neighborhood Activity Center
- Business Activity Center
- General Commercial
- Regional Activity Center
- Transit Oriented Development
- Town Center
- Office
- Industrial
- Institutional
- Parks/Greenways/Open Space
- Railroad ROW
- World_Hillshade

1:36,112

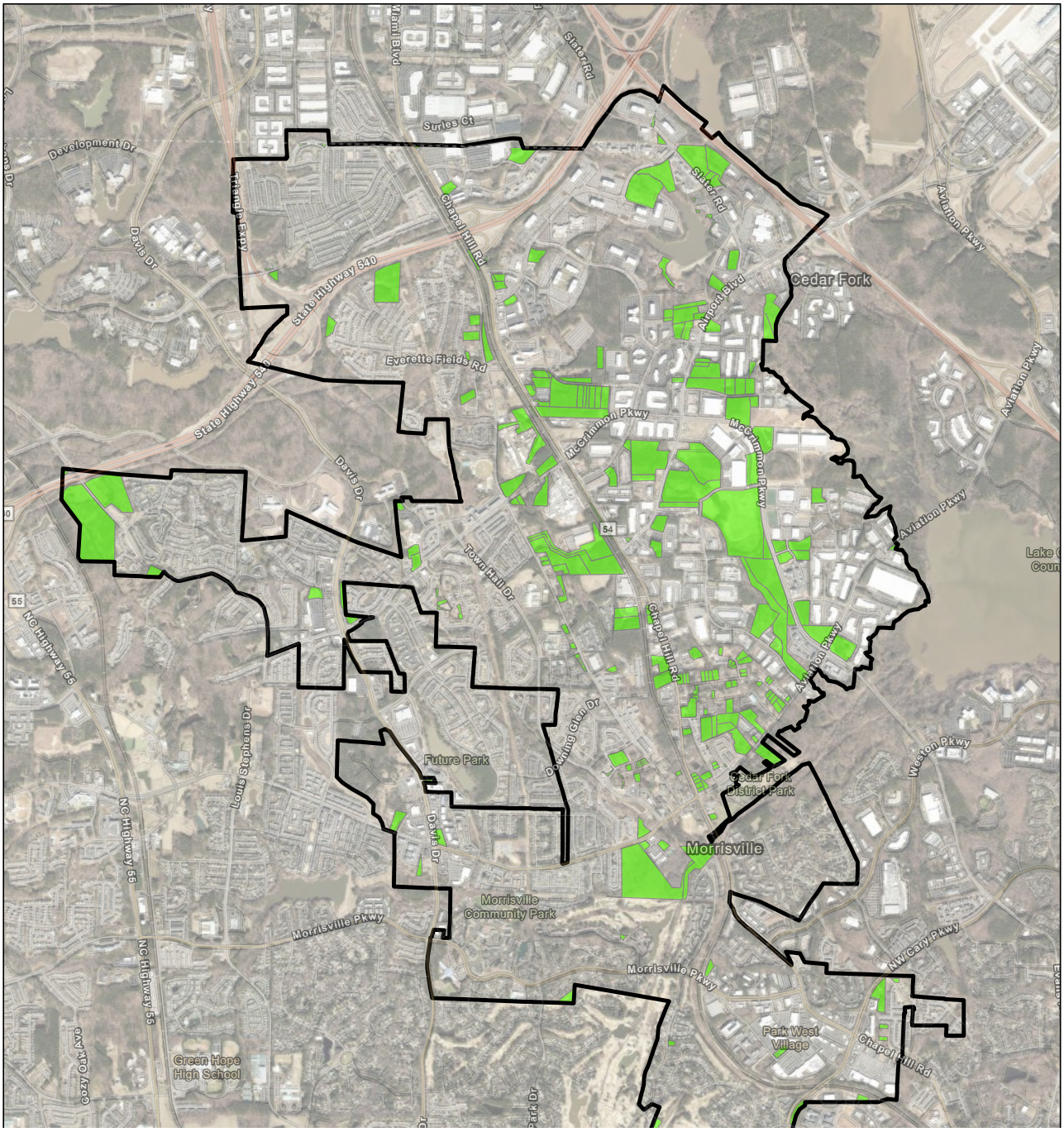
0 0.33 0.65 1.3 mi

0 0.5 1 2 km

Sources: Esri, TomTom, Garmin, FAO, NOAA, USGS, (c) OpenStreetMap contributors, and the GIS User Community, Esri, NASA, NGA, USGS, FEMA

The Town does have small pockets of available undeveloped land. However, much of this land is in airport-related restricted and airport overlay areas.

Vacant Property - August 2026



Finally, timing of parks and recreation related items in the land use plan were generally slated as short-term needs rather than items that can wait. The full land use plan can be found at: https://user-cjghrlw.cld.bz/Morrisville-Land-Use-Plan-2021

Town's Transportation Plan

The Town's Comprehensive Transportation Plan was reviewed to understand the transportation visioning for the Town. In all, 15 different recommendations related to bicycle and pedestrian access were named in the plan. These recommendations can be found in pages 5–5 and 5–6 of the transportation plan.

In summary, these recommendations signaled that Morrisville's efforts to improve non-motorized access were critical. Connectivity between key sites, such as residential and commercial areas was vital and that nomenclature within the trail / greenway system was something that should be streamlined.

The full Town of Morrisville Transportation Plan can be found at: https://morrisvillenc.prelive.opencities.com/files/assets/town/v/1/planning/documents/comprehensive-transportation-plan-march-2019.pdf



Bicycle and Pedestrian Plan Policy or Program Recommendations
Page 5–6 of the plan states:

"Revisit the non-motorized recommendations within the Comprehensive Transportation Plan to determine if adjustments should be made to better accommodate the vision of the 2018 Parks and Recreation Master Plan. Amend or update the plan's recommendations to reflect the priorities of the Parks and Recreation Master Plan if necessary, including greenway connections, bicycle and pedestrian facilities, and prioritizing connectivity to community parks."

Note: At the time of plan development, the Town was updating its Comprehensive Transportation Plan. Although the Town indicates that a 2025 exists, the 2019 plan was analyzed because it was the version publicly available on the Town's website. See the project schedule for the latest plan below.

The most recent plan was updated in late 2026.

Long-Range Planning Studies

In June of 2024, the Town conducted a Transit Oriented Development and Zoning Plan. This plan was reviewed and is helpful to understand areas of the Town that will have shifting residential density as well as possible significant shifts in the transportation infrastructure. Three of the Town's properties that are currently planned for park development, Church Street, Shiloh Park, and the Watkins Road property, would be significantly impacted if / when these plans are carried out. Usage would significantly increase. The Town is currently working on updates to the Comprehensive Transportation Plan (CTP) currently. Updates are anticipated to be completed by 2028.

Church Street, Shiloh Park, and the Watkins Road property are all generally located in the northern half of the town. This area is also slated for multi-family housing. Increased demand in this half of the town should be anticipated.





Church Street Economic Impact Study

In late 2025, a redevelopment plan was developed for Church Street Park. The plan was a visioning effort to understand possible options for redevelopment at the site and their economic impacts. The study largely revolved around Church Street Park but also assessed Shiloh Park, with regards to cricket in the area. This report noted that "The hard construction cost for the redevelopment of Church Street Park (Option 1) was estimated at $84,915,500. The hard costs for Option 2 (Church Street Park + Shiloh Park) were estimated at $91,066,900."



Critical Point

"Without reinvestment, Morrisville risks losing opportunities to neighboring communities that are aggressively expanding their sports tourism assets. With reinvestment, the Town can capture measurable economic development benefits…."

Annual & Operating Impacts

Option 1: Church Street Park Facilities

150	$23 Million
Total Jobs	Total Increased Output Per Year

Option 2: Church Street Park + Shiloh Park

181	$28 Million
Total Jobs	Total Increased Output Per Year

Grand Total Impacts

Option 1: Church Street Park Facilities

728	$148 Million
Total Jobs*	Total Increased Output Per Year
*Including 578 one-time Construction Jobs	

Option 2: Church Street Park + Shiloh Park

801	$162 Million
Total Jobs*	Total Increased Output Per Year
*Including 620 one-time Construction Jobs	

The State of Cricket in the United States

Morrisville led the state of North Carolina by offering the first cricket field in the state. At the time of development, it gained the attention of the funding body that saw the Town's efforts as both groundbreaking and as an authentic act to serve its population in 2015. In the years that followed, this development proved to be cutting edge for cricket in North Carolina and, to some regards, across the country.

In a 2021 research review by Souvik Naha and Dominic Malcom, cricket trends around the world show that "significant continuity remains in relation to the uneasy tension between the beliefs that a significant number of people follow cricket, and that the game is not popular enough. Indeed, attitudes to cricket's claim as a world sport are highly polarized even in countries in which the game has flourished." [Reference: Souvik Naha & Dominic Malcolm (2021) Cricket at the beginning of the long twenty-first century, Sport in Society, 24:8, 1267-1273]

Cricket in the United States is shifting from a largely niche, immigrant-driven pastime toward a more structured and commercially ambitious sport. Morrisville's demographic trends line up with why cricket has really taken root in the town.

Beyond Morrisville and the greater Triangle area, the launch of a sanctioned professional league, the co-hosting of a global World Cup, and growing media visibility have all pushed cricket closer to the American sporting mainstream. However, cricket still sits far behind major U.S. sports in participation, infrastructure, and cultural presence.

Influencing Cricket: Morrisville has a high population of Indian heritage

Morrisville's demographics align with the interest in cricket.

The game of cricket is second only to football [soccer] in terms of the extent of global audience, thanks largely to the sheer population of the Indian subcontinent and emerging South Asian diaspora (Raman 2015; Barrett 2019).



Raman, Parvathi. 2015. "It's Because We're Indian, Innit?' Cricket and the South Asian Diaspora in Post-War Britain." Identities 22 (2): 215–229.

Barrett, Martin. 2019. "If You Build It, They Will Stay: The Development of Public Cricket Provision as a Construction of Social Citizenship." Sport in Society 22 (6): 1062–1081.

Professional Structure and Major League Cricket

The centerpiece of modern U.S. cricket is Major League Cricket (MLC), a professional Twenty20 (20 over cricket) league organized by American Cricket Enterprises and sanctioned by USA Cricket.

Founded in 2023, MLC operates as a single entity with six city-based franchises, each run by separate investor groups, and uses a round robin plus playoffs format. The league is also known as Cognizant Major League Cricket for sponsorship reasons, reflecting early commercial interest and corporate backing.

The 2024 MLC season — the league's second — featured six teams and over 20 matches and was administered jointly by American Cricket Enterprises and USA Cricket. Washington Freedom won its first title, defeating the San Francisco Unicorns in the final. MLC maintains an active digital presence, with official news, statistics, highlights, and ticketing managed through its website and media channels, positioning itself as a modern, entertainment-driven league. Beneath MLC, a network of semi professional and amateur competitions — often referred to as "Minor League" or regional leagues — serves as a feeder system for domestic talent, though this tier is more fragmented and less formally documented.

International Spotlight: Co-hosting the 2024 ICC Men's T20 World Cup

The most significant recent development for cricket in the U.S. was co hosting the 2024 ICC Men's T20 World Cup with the West Indies. USA Cricket has described this as the "start of a new era" for the sport in the country. Matches were staged at venues in Texas, New York, and Florida, including the newly unveiled Nassau County International Cricket Stadium on Long Island, which opened in May 2024 specifically for the tournament.

Media coverage reported that the tournament drew "unprecedented interest" for cricket in the U.S., with thousands of fans attending World Cup matches across the American venues. For many U.S. sports viewers, this was their first exposure to top-level international cricket in a live or prime time setting. The event also showcased the U.S. national team and gave MLC a powerful marketing hook as the domestic league of a World Cup host nation.

USA Cricket's own reflections emphasize that cricket has a long but uneven history in the United States, dating back to the 18th century, but that it never fully solidified as a mainstream sport due to wars, social upheaval, and the rise of baseball. Co-hosting a World Cup is framed as an opportunity to convert historical, scattered interest into a more permanent, structured presence through facilities, youth programs, and sustained fan engagement.

Facilities and Infrastructure

Grand Prairie Stadium in Texas and Morrisville's Church Street Park have served as key venues for Major League Cricket (MLC). The Nassau County International Cricket Stadium was developed as a modular, international-standard facility, specifically for the ICC Men's T20 World Cup.

However, outside these flagship venues, much of U.S. cricket still takes place on multi-use fields or improvised pitches, which limits both the spectator experience and the sport's visibility. Expanding the number of dedicated or high-quality cricket grounds — especially in major metropolitan areas — remains a critical challenge if the sport is to grow.

Key Challenges and Outlook

Despite its recent growth, cricket in the United States continues to face significant competition from more established sports. Football, basketball, soccer, baseball, and college athletics remain deeply ingrained in the American sports landscape, competing for fans, athletes, media attention, and sponsorships. At the grassroots level, cricket development remains fragmented, with numerous local leagues operating under limited unified governance and without standardized player development pathways. The shortage of dedicated facilities, particularly in urban areas, along with the need for stable and transparent national leadership, continues to present challenges for the sport's long-term growth.



Different Formats of the Game

"The game of cricket offers several different formats that range from matches that can take several days to complete to a more abbreviated version of cricket called T20. This T20 version, which is described below, is helping cricket become a more fast-paced game.

The Olympics describe the T20 cricket format as "the shortest of the three formats played at international level."

This fast-paced format sees both sides bat for one inning, lasting for 20 overs (120 balls) — hence the name T20 — unless they are bowled out by the fielding team.

The first team batting will typically look to post more than 200 runs, which is comfortably more than a run a ball, although innings totals can depend heavily on the weather and quality of the wicket.

A score in the high 100s would also give teams a strong total to defend, and the exciting nature of this format makes for a lot of big-hitting boundary shots: with a four achieved when the ball rolls over the boundary, and a six when the ball clears the boundary without bouncing."

https://www.olympics.com/en/news/cricket-olympic-games-los-angeles-2028-everything-you-need-to-know-new-sport-la28

Parks and Recreation Organizational Assessment

A recent assessment was conducted by a third party to help understand the organizational changes and visioning that the Parks, Recreation & Cultural Resources (PRCR) Department was undergoing. The study found that the department had only 8% of staff that had been working in the department for over 10 years, while 77% had been working in the department for 4 years or less. "Resource and Capacity Constraints: Staffing and budget limitations prevent the department from fully delivering on its vision, leaving staff in the position of saying "no" more often than they would like. "We often spend lots of time telling people 'no' due to our limits rather than engaging the community about the benefits of parks and recreation." The study revealed that the department was working through a significant amount of change and there was some uncertainty of the health of the department, but that optimism was starting to work its way into the future of the department.

"What resources are most needed to support the department's success moving forward?

The four core findings that came from this question during the study were:

- Communication and direction: Clear communications across all levels
- Funding and facilities: Budget and facility investments
- Training and professional development: Priority for all staff
- Structure, clarity, and workload: Fair work load distribution."



03

MASTER PLAN PROCESS

Overview

The degree of need for parks, recreation, and open space is most directly influenced by the expectations of Morrisville residents and visitors. Morrisville is a community that is very engaged and cares deeply about its parks, recreation, and cultural resource offerings.

As explained in the introduction, Morrisville's 2026–2036 Comprehensive Parks, Recreation & Cultural Resources Master Plan relies on a thorough approach that involves taking inventory of the current park system, documenting site observations, engaging in discussions with Town staff to identify needs, and evaluating public comments obtained through community input. The plan incorporates state and national benchmarks, providing guidance and support for the recommendations put forth for the Town's recreational facilities.

Methodology

Background and Analysis

During the planning process, the Town of Morrisville conducted a comprehensive review of its Parks, Recreation & Cultural Resources system using benchmarking standards established by the National Recreation and Park Association. This benchmarking approach — considered a national best practice — allowed the planning team to evaluate Morrisville's programs, facilities, and operational conditions in comparison with similarly sized communities across the United States. The analysis provided a data-driven understanding of how well existing services meet community needs and where gaps or opportunities for improvement exist.

This phase of work also established the baseline conditions that make Morrisville unique within the region. Key characteristics include its population density, status as a community approaching full buildout, and its distinct cultural composition shaped by local history and demographic diversity. Understanding these factors was essential to ensure that future recommendations align with Morrisville's physical constraints, community identity, and long-term growth patterns.

Together, the benchmarking analysis and community-specific context formed the foundation for the plan's strategic direction. They ensured that recommendations would be grounded in both national standards and the local realities that define Morrisville's parks, recreation, and cultural resource needs.



Mission Statement: Morrisville Parks, Recreation & Cultural Resources enriches the community and fosters belonging through recreation, cultural resource engagement, and accessible spaces, events, and programs.

Vision Statement: To serve as the heart of the community life where connections thrive, cultures are celebrated, and everyone feels a sense of belonging.

PRCR recently developed strategic principles, each of which have been aligned with the recommendations in Section 7.

Public Input

The Town of Morrisville's guiding principle, "Live Connected. Live Well," shaped the design of a comprehensive and inclusive public input process for the comprehensive plan. Recognizing the importance of understanding community preferences, the planning team used multiple engagement methods to ensure that residents, stakeholders, and staff could meaningfully contribute to the vision for Morrisville's future parks, recreation, and cultural amenities. This approach emphasized accessibility, transparency, and broad participation across the town's diverse population.

The project incorporated a statistically valid survey to capture representative community feedback, complemented by an open, community-wide survey available to all residents. These tools provided both quantitative and qualitative insights into community priorities. In addition, the Town hosted public input meetings, drop-in engagement sessions, and targeted discussions with local leaders, advisory committees, and Town staff. These sessions allowed participants to share ideas, identify needs, and discuss opportunities in a collaborative setting.

Implementation

The next step in the process was to develop a detailed comparison of existing conditions and community engagement results. By evaluating current facilities, programs, and operational capacity alongside the community's expressed priorities, the planning team identified areas where needs are unmet or services are underserved. This combined analysis provides a clear foundation for determining which improvements will have the greatest impact and how they align with long-term community goals.

Based on these findings, the plan establishes a set of actionable recommendations organized into key operational categories, including staffing, policy development, environmental stewardship, and other functional areas essential to effective service delivery. Each recommendation is designed to strengthen organizational capacity and support the Town's ability to meet future demand. In parallel, the plan outlines a comprehensive list of capital needs, detailing improvements park by park and distributing them across a 10-year planning horizon to support realistic budgeting and phased implementation.

A critical component of the implementation strategy is ensuring that operational readiness aligns with capital investment. The plan emphasizes that new or expanded facilities must be supported by adequate staffing, maintenance resources, and policy frameworks to ensure long-term success. By integrating operational and capital considerations, the implementation framework provides a balanced, sustainable roadmap that positions Morrisville to deliver high-quality parks, recreation, and cultural services for years to come.

Review and Adoption

In the final phase, the completed plan will be presented for local review. Formal adoption signifies that the plan will serve as an official guiding document for elected officials and staff to make informed decisions that help Morrisville remain an exceptional place to live, work, and play.



Indian Creek Greenway



04

INVENTORY ASSESSMENT

Inventory Assessment

Recreation is a necessary part of any community's ability to provide places to play, opportunities to improve health and wellness, and to conserve and protect natural resources. This section will look at the typical parks and recreation facilities that can be offered to a community. This section also includes an inventory of facilities to provide a full understanding of the recreational opportunities Morrisville has access to. These recreational facilities are derived from many different sources, including the following:

Examples of parks inventoried and included in service consideration:

- Publicly owned local, state, and national parks; trails; and open space
- Municipal or school facilities with joint-use or interlocal agreements where the PRCR Department is the primary facility manager
- Privately owned parks that are managed for full public use
- Cemeteries maintained by the parks and recreation department

Privately owned parks that are managed for full public use:

- Parks in gated communities
- Private golf courses
- School or municipal facilities with joint-use agreements where the PRCR Department is not the primary facility manager
- Private sports complexes and professional sports stadiums

Type of Parks and Recreation Facilities

A comprehensive park system is made up of a variety of park types ranging from small neighborhood playgrounds to larger parks with athletic fields, playgrounds, community centers, and open space. The type of park reflects the differing recreational preferences of diverse users. Park models are used as guidelines for fulfilling the future recreational needs of communities. Not all of these types of parks are the responsibility of the local government; several agencies (federal, state, county, and other local municipalities) play roles in providing recreational opportunities as well. To further understand the Town's role in providing recreation services to its citizens, it is necessary to understand the elements of a comprehensive park system.



A marker along the Shiloh Greenway gives visitors a history lesson on tobacco in North Carolina and Morrisville.

REGIONAL PARKS

Regional parks are typically very large sites. Umstead State Park in Wake County serves as a regional park that provides recreational open space as well as historical and educational opportunities to its patrons. On these sites, the unique qualities that exemplify the natural features found there, such as diverse land formation, vegetation, and wildlife, are preserved. Most regional park facilities contain environmental centers, campsites, nature trails, observation decks, and picnic areas. Additionally, open fields for non-structured activities, such as frisbee throwing or kite flying, are also generally found there.

Acreage / Population Ratio

10 acres per 1,000 persons

Service Area

Region wide

Desirable Range

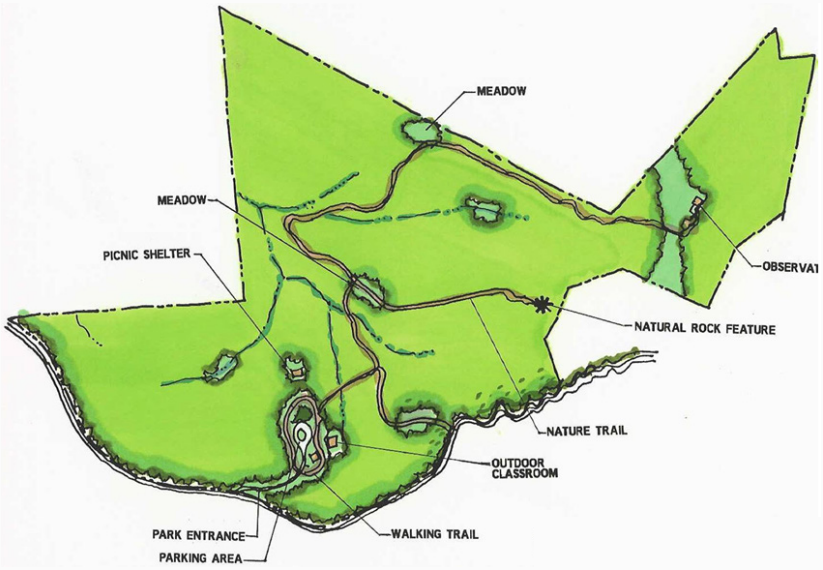
150–1,000+ acres with sufficient area to encompass the resources to be preserved and managed (10% of the site may be developed with facilities found in community parks.)

Typical Facilities

- Environmental center
- Caretaker's house
- Equestrian center
- Primitive camping
- Group camping
- Recreational vehicle camping
- Nature trails
- Observation deck
- Picnic shelters and grills
- Picnic tables with grills (not under shelter)
- Boating
- Parking
- Fishing piers
- Boat docks
- Restrooms
- Vending
- Swimming

TYPICAL REGIONAL PARK

(150–1000+ Acres)



DISTRICT PARKS

District parks function as the major source of active recreation for several neighborhoods within a community. District parks are intensely developed, offering a multitude of facilities in order to serve their intended geographic user area. Activities are balanced between active and passive recreation. District parks are typically developed to accommodate athletic league sporting events and tournament competition. Passive recreation opportunities, such as walking for pleasure, wildlife observation, and picnicking, are found in the undisturbed areas, preferably within surrounding buffers. District parks present great opportunities for non-traditional types of recreation.

TYPICAL DISTRICT PARK

(75–200 Acres)



Typical Facilities

- Playgrounds
- Full- or half-size basketball courts
- Volleyball courts
- Baseball / softball / multipurpose field
- Soccer / football field
- Soccer practice field (movable goals)
- Nature trail
- Picnic tables with grill (with or without shelter)
- Restrooms / concessions
- Benches or bench swings
- Parking / service yard
- 50% of site remains undeveloped
- Tennis courts (lighted)

Alternate Facilities

- Tennis center
- Amphitheater
- Observation decks
- Recreation center
- Tennis courts (lighted)
- Fishing piers / boating / boat dock

Acreage / Population Ratio

5 acres per 1,000 persons

Service Area

1 to 2 1/2-mile radius

Desirable Range

75–200 acres

Desirable Size

100+ acres

Site Selection: Sites for district parks should be relatively level to alleviate excessive grading for the active facilities. When possible, there should be an equal balance of wooded and cleared areas. If a natural water feature is present, the adjoining land should be developed primarily as passive recreation. Accessibility to neighborhoods should be an important consideration when choosing sites. The development of district parks is typically the responsibility of county or municipal agencies.

COMMUNITY PARKS

Community parks focus on meeting community-based recreational needs as well as preserving unique landscapes and open spaces. Compared to district parks, community parks have a smaller range of recreation facilities. They may host athletic league sports events and provide passive recreation. Fifty percent of the community park property should be developed for only passive recreation, with these relatively undisturbed areas serving as buffers around the park and / or acting as buffers between active facilities.

TYPICAL COMMUNITY PARK

(5–50 Acres)



Typical Facilities

- Playgrounds
- Full-size or half-size basketball courts
- Swimming pool
- Tennis / volleyball courts
- Nature trails
- 50% of site to remain undeveloped
- Restrooms / concessions
- Soccer / multipurpose fields
- Baseball / softball fields
- Benches or bench swings
- Parking
- Picnic tables / shelter (with or without grills)

Alternate Facilities

- Recreation center
- Natural water features
- Disc golf
- Amphitheater
- Observation decks

Acreage / Population Ratio

2–5 acres per 1,000 persons

Service Area

1 to 2-mile radius

Desirable Range

15–50 acres

Site Selection: Community park sites should have varying topography and vegetation. At least three different species should also be present in forested areas. Community parks should contain cleared areas for the purpose of locating active recreational facilities. At least one natural water feature (lake, river, or creek) is desirable in community parks. The land acquired for use as a community park should be contiguous in nature and strategically located in order to serve all users within the designated community. The development of community parks typically falls within the realm of municipal responsibilities.

NEIGHBORHOOD PARKS

Neighborhood parks offer the public a convenient source of recreation while serving as the social focal point of neighborhoods. Usually located within walking distance of the area serviced, neighborhood parks provide both active and passive recreation opportunities that are of interest to all age groups. The smaller size of neighborhood parks, as compared to those previously mentioned, requires intense development with 50% of each site remaining undisturbed to serve as a buffer between the park and adjacent property owners.

Acreage / Population Ratio

2 acres per 1,000 persons

Service Area

3/4 to 1-mile radius

Desirable Range

7–15 acres

Typical Facilities

- Softball or baseball field
- Multipurpose field
- Half-size basketball courts
- 50% of site to remain undeveloped
- Picnic shelter with grills
- Picnic tables with grills (not under shelter)
- Benches or bench swings
- Playground

Alternate Facilities

- Nature Trails
- Tennis Courts
- Pickleball Courts

TYPICAL NEIGHBORHOOD PARK

(7–15 Acres)



MINI / POCKET PARKS

Mini parks, also called pocket parks, are small places typically located in urban areas or associated with residential or institutional developments. These facilities can bring communities together with events, promote local history, or deliver beauty to both residents and visitors. The function of a mini park is to provide very limited, isolated, or unique recreational needs. They are typically located within walking distance of the area served.

Acreage / Population Ratio

1/2 acre per 1,000 persons

Service Area

1/4 to 1/2-mile radius to serve walking

Desirable Range

One acre or more

Typical Facilities

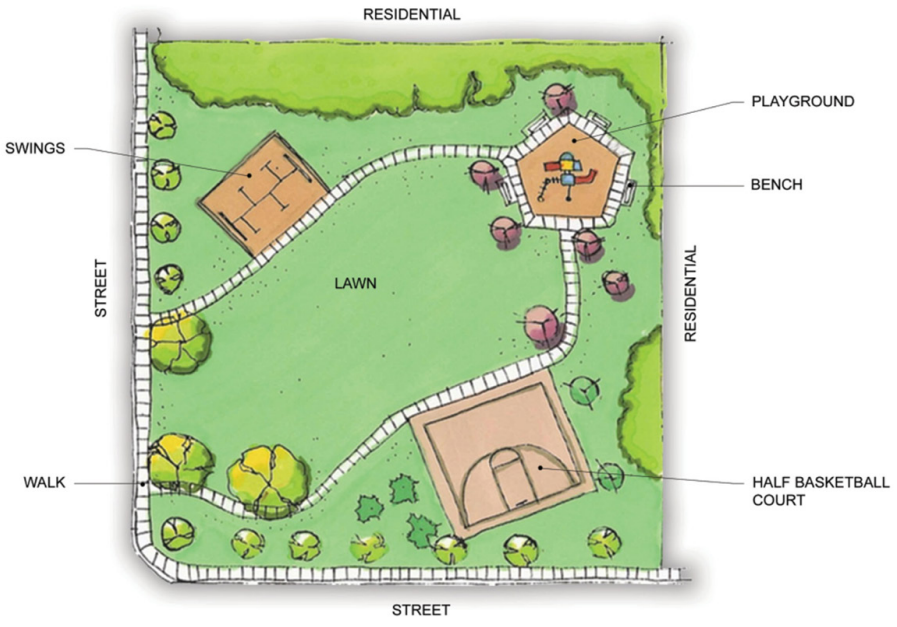
- Half-size basketball courts
- Picnic tables with grills (not under shelter)
- Benches or bench swings
- Open play area playground

Alternate Facilities

- Nature Trails
- Tennis Courts
- Pickleball Courts

TYPICAL MINI PARK

(1+ Acres)

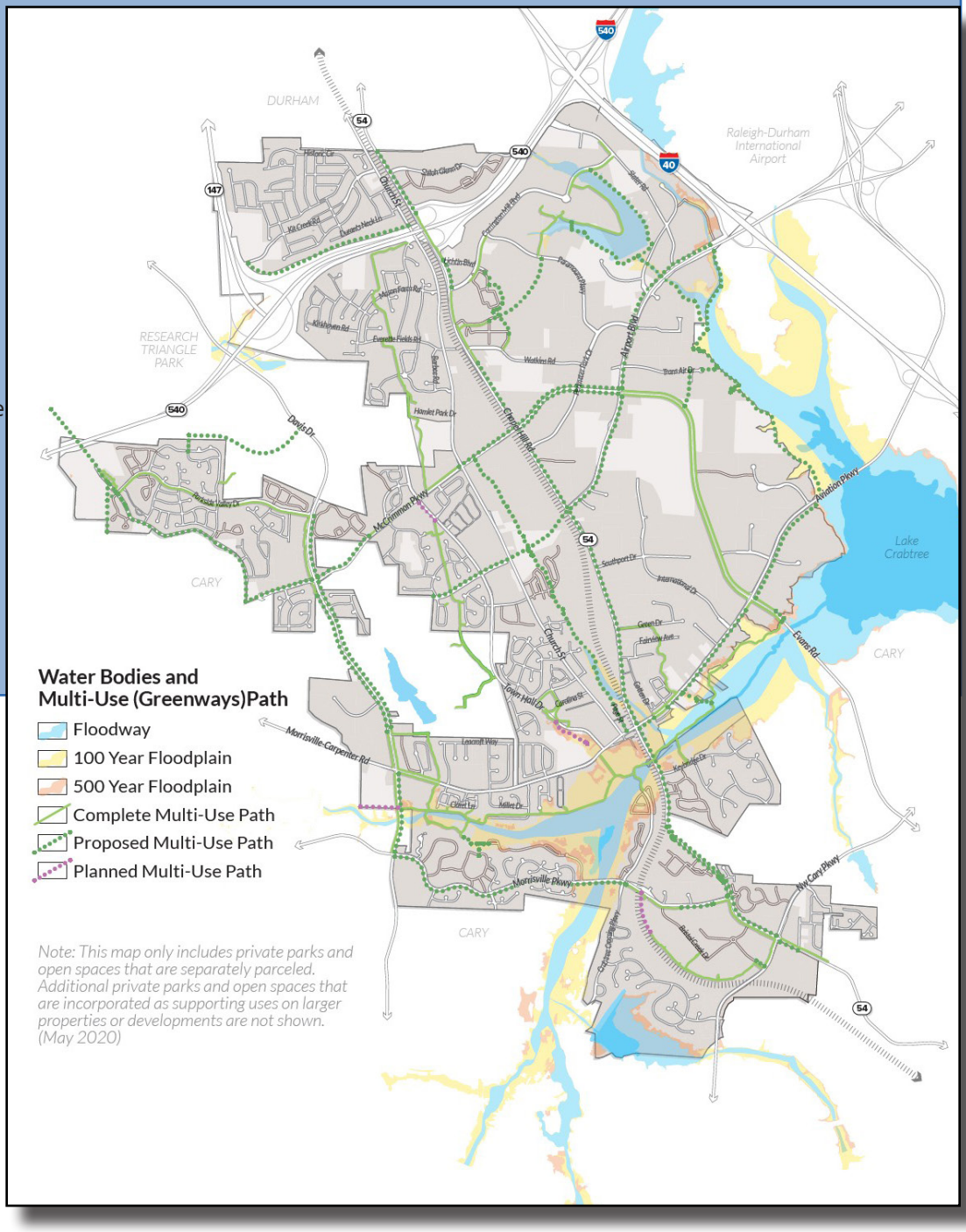


LINEAR PARKS AND GREENWAYS

Linear Parks and Greenways are areas developed for a variety of modes of recreational travel, such as hiking, biking, and driving. Linear parks and greenways are typically created to **connect existing recreational facilities, facilitate public rights-of-way, connect destination points, and to provide scenic views and leisure touring.**

The length and size of linear parks vary considerably, depending on their intended use, terrain of the parkland, and the distance between entities to be connected, such as parks, schools, cultural / historical resources, residential areas, and businesses. These linear parks are often developed within a large land area designated for protection and management of the natural environment, with recreation opportunities as a secondary objective. The nearby American Tobacco Trail is an example of this type of facility.

This plan examines the existing multi-use (greenways) paths. The Town's Land Use plan presents the existing and planned multi-use paths, which are noted to the right.



This map is continually being updated based on trail / greenway development.

UNIQUE OR SPECIAL-USE FACILITIES

Unique or special-use facilities exist to enhance or utilize a unique artificial or natural feature. These can be civic spaces, parkways, historical sites, sites of archaeological significance, swimming pools, conservation easements, floodplains, etc. Minimum standards relating to acreage or population have not been established by the park and recreation industry for this park category. A size that is sufficient to protect and interpret the resource, while providing optimum use, is considered desirable. Wake County's Harris Lake County Park, a 680-acre park located on the Shearon Harris Reservoir, is an example of this type of facility.

PUBLIC OPEN SPACE

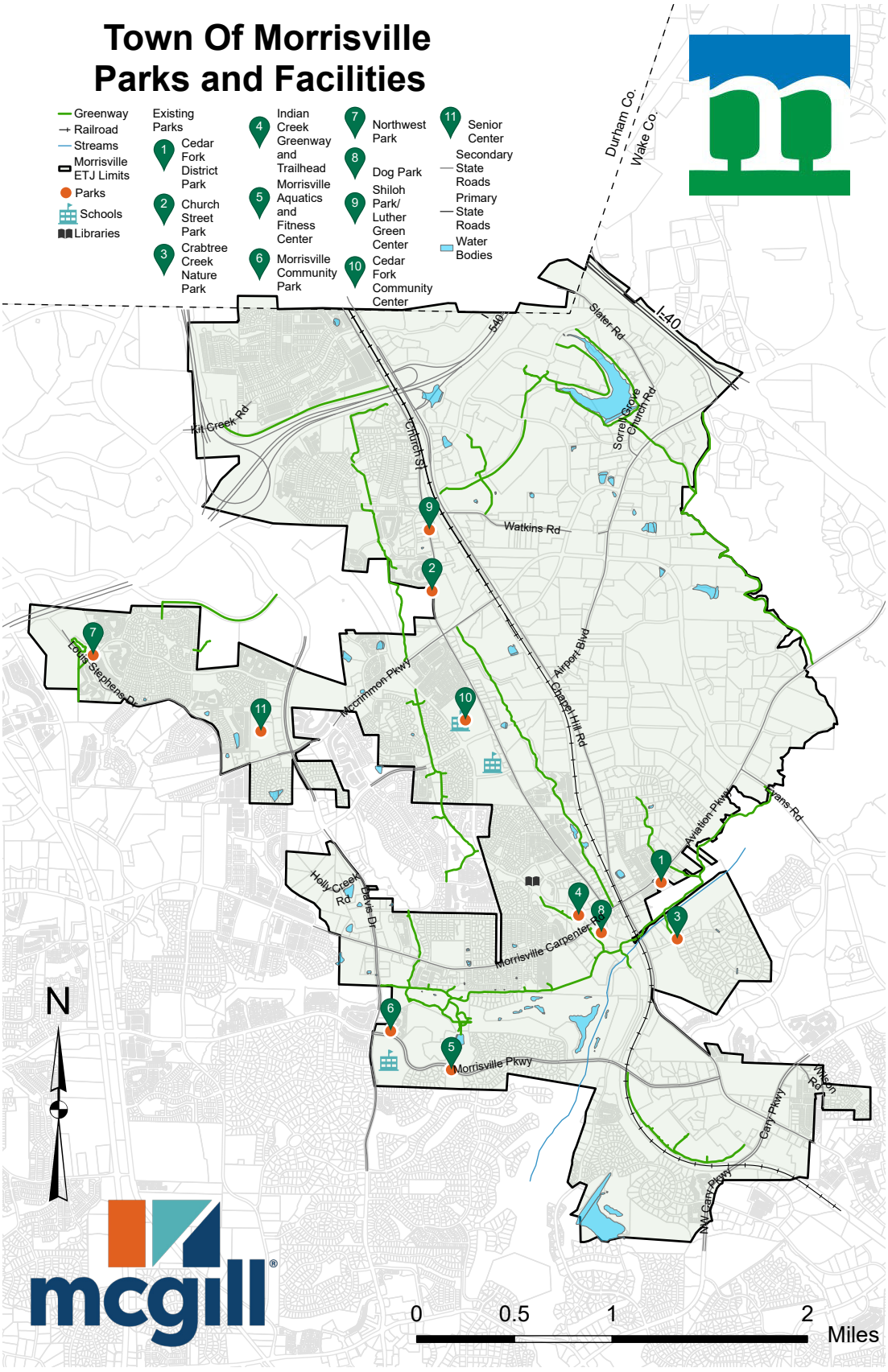
While adopting population-based standards for parkland and facilities is realistic and appropriate, it is not realistic to establish open space standards. The more reasonable method of establishing appropriate standards for open space is to determine the criteria necessary to protect significant natural areas contained therein.

Public open space is defined as any land acquired to be kept primarily undeveloped and used for non-programmed activities. The functions of open space include:

- Preservation of drainage areas for water supplies (watersheds)
- Protection of areas which are particularly well suited for growing crops (farmland preservation)
- Protection of communities to prevent urban sprawl (greenbelts)
- Protection of wildlife habitat (sanctuaries)
- Protection of approach and takeoff areas near airports (clear zones)
- Protection of undevelopable land (landfills)
- Protection of areas aesthetically pleasing for a corridor (viewsheds)

While these areas are some of the more common open spaces, many others exist. Morrisville has access to both state and county recreational areas that provide visitors access to open space. These places include Falls Lake State Recreation Area, Jordan Lake State Recreation Area, and larger county parks such as the nearby Wake County-owned Lake Crabtree County Park.

Noted on the following page is a map that displays the location of the Town's Parks, Recreation & Cultural Resources offerings.



The map above shows the location of current PRCR-managed parks, facilities and trails / greenways.

CEDAR FORK COMMUNITY CENTER



Special-Use Facility | 6.2 acres, 16,833 square feet
1050 Town Hall Drive Morrisville, NC 27560

Morrisville's PRCR utilizes Cedar Fork Community Center through a joint-use agreement with Wake County Public Schools, the owner of the site. The school has priority usage of the school-owned facilities.

The school owns:

- The multi-purpose fields (3)
- The gymnasium
- Community center rooms and classrooms
- Classrooms (2)
- Shared playground
- Conference room (1)
- Shared outdoor basketball court (1)

Included in the inventory are:

- New tennis courts (6)
- Multi-sport racquet courts (3)

These facilities have limited access during school usage.

School closure does not disallow the use of the recreation center but has historically impacted use of the site. i.e., heating / cooling coordination issues have occurred.

CEDAR FORK COMMUNITY CENTER



Site Considerations

Cedar Fork Community Center is predominantly used for youth / children's programming. While the joint-use agreement between the Town and Wake County Public Schools has provided a good partnership, it has also created other issues. Noted below are some of the core issues that have historically created challenges:

- The gym is not available to the community during school hours.
- The heat and air conditioning in the community center get shut off by default when school is out, creating issues with programming during the mid-summer heat and winter break conditions.
- While the community center offers programs for young children who would benefit from additional outdoor time, no programming is allowed outside during school hours.
- There is generally poor communication with PRCR staff when the school has active shooter drills, fire drills, or other school-wide safety communications.
- The community center side does not have School Resource Officer (SRO) and the school's SRO infrequently visits the recreation center.

The partnership has helped with cost saving. However, it has had significant impacts on how a recreation facility would generally operate. It has also had an impact on the Town's image when the school is not able to address facility issues quickly, impacting programs. The site is undergoing expansion to add multi-use fields and tennis / pickleball courts.

Cedar Fork District Park



Community Park | 34.5 acres
228 Aviation Parkway Morrisville, NC 27560

The Town has a long-term use agreement for this property with Wake County. The property is within the Town of Cary's jurisdiction. The site's multi-purpose fields are used mostly for hosting soccer games / practice, cricket practice, events, and food trucks. During special events, shuttling to the site occasionally becomes essential to get patrons to and from the park due to inadequate parking. No tournaments are currently being hosted as most play is internal. The park has a trail connection to Crabtree Creek Nature Park and a utility easement that is not currently used for a trail or greenway. The Town recently gained additional acreage from Wake County that may be used for a new entry and other facilities.

- Restroom building and covered seating area (1)
- Multi-use fields (7)

Cedar Fork District Park



Site Considerations

- Because the parking for virtually the entire site is gravel, places can feel informal and inaccessible. The reason for having a gravel lot is due to the park being in the Crabtree Creek floodplain, which limits what impervious surfaces the Town is allowed to work with in that area. The few accessible spots that are paved may be far away from the field of play due to the parking lot layout. While there is a paved greenway that extends along the creek side of the park, most of the site's parking is on the opposite side of the playing field, further complicating accessibility.
- There is only one restroom / shelter complex for this district park. This forces players and spectators that are playing on fields far away from the park to walk long distances or drive to the restroom facility, hoping that parking is available near the restroom facility.
- There currently is no walking loop system within the park. Participants generally have to walk along the gravel entrance road or near the playing field to get to their field. This informal system could create issues as the fields serve participants of all ages, and having children walking among moving vehicles during heavy play is a safety issue.

Church Street Park





Community Park | 24.8 acres
5800 Cricket Pitch Way, Morrisville, NC 27560

Morrisville is currently working on improvements to the site that would bring drainage up to current major league cricket standards.

A 2024 park addition included sand volleyball courts, new basketball courts, and multi-sport courts. In 2026, the park received lighting amenity upgrades.

The cricket field is only intended for cricket play. NRPA does not currently benchmark cricket fields as there are fewer than 10 known dedicated cricket fields in the U.S. at the time of this study.

The site is adjacent to Duke / Progress-owned property that could offer potential for passive recreation via a recreational easement.

- Restroom / storage building (1)
- Picnic shelters with picnic tables (3)
- Tennis courts with lighting (3)
- Cricket (4 pitches)
- 2–5-year-old playground (1)
- 5–12-year-old playground (1)
- Covered bleachers (2)
- Cricket batting cages (8)
- Walking / jogging trail (1)
- Basketball courts (2)
- Multi-purpose court (1)
- Sand volleyball courts (2)
- Connection to Shiloh Greenway

Crabtree Creek Nature Park



Community Park | 2.4 acres
151 Keybridge Drive Morrisville, 27560

This multipurpose field is predominantly used for cricket practice and has a greenway connection to Cedar Fork District Park, though the signage directing pedestrians to the site is not clear. The site is generally underutilized due to lack of development and informal planning / development over time. The park's restroom facility is a porta potty.

The Town has an approved construction plan for renovating this park.

- Multi-use field (1) with a cricket pitch in the middle of it
- Cricket batting cage on site

Morrisville Historic Christian Church



Special-Use Park | 1,134 Square Feet
226 Church Street, Morrisville, NC 27560

Built in the late 1800s, the Morrisville Historic Christian Church is one of the Town's oldest buildings. It has been listed on the National Register of Historic Places since November 2012.

The church served as an important gathering place for Morrisville during and following the Civil War. Today, it serves as a reminder of Morrisville's roots as a small town and remains a gathering place for meetings and small programs.

The site is within walking distance to many downtown services and is connected to 7.5 acres of undeveloped parkland between the Historic building and the railroad. A greenway is being developed between the church and the railroad behind the church. This would effectively make the church site a trailhead location.

Indian Creek Greenway and Trailhead





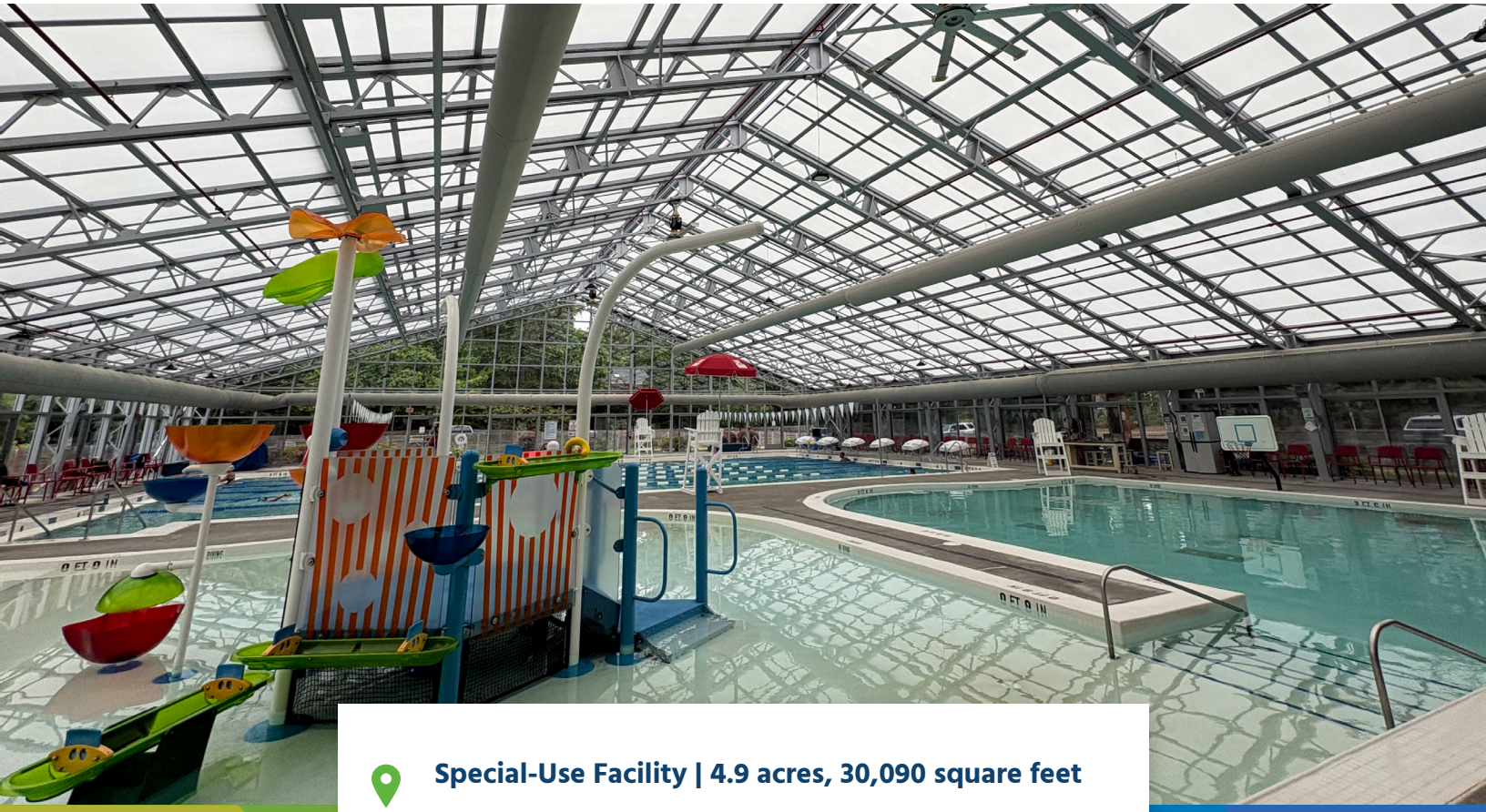
Community Park | 4.7 acres
101 Town Hall Drive Morrisville, NC 27560

This site currently functions as a special events venue that hosts farmers markets, concert series, and other activities. These operations and the education garden are anticipated to be moved to Town Center after the site is completed.

The playgrounds currently have surfacing that is optimal for accessible use.

- Education garden: planned to move to Town Center once the site is complete
- Restroom facility (1)
- Picnic shelters (2) with 4 tables each
- 2–5-year-old playground (1)
- 5–12-year-old playground (1)
- Historic informational signage
- Nature observation deck (1)
- Greenway trailhead (1)
- Regional stormwater wetland

MORRISVILLE AQUATICS AND FITNESS CENTER



Special-Use Facility | 4.9 acres, 30,090 square feet

1301 Morrisville Parkway, NC 27560

- The site is generally at capacity for parking.
- The building has no meeting space.
- The building has no kitchen area.
- The back side of the building and around the pool has some small underutilized space.
- An updated floor plan and site updates conducted in 2018–2019 included:
  - A retractable roof
  - Removal of the sauna during renovation
  - Addition of multi-sport courts
- Improvements from 2020 included new tennis courts, new pool, and a locker / shower facility.

- Indoor swimming pool (1)
- Therapeutic / programming pool (1)
- Indoor splash pad (1)
- Multi-use indoor aerobic studio (1)
- Cardiovascular training unit (1)
- Racquetball courts (2)
- Weight training room (1)
- Basketball court (1)
- Locker rooms (1)
- Conference / training room (1)
- Family restroom / dressing room (1)
- Multi-sport court for pickleball / tennis (2)

MORRISVILLE AQUATICS AND FITNESS CENTER





Site Considerations

The site is generally built out but lacks meeting spaces. With refinement, some underutilized areas around the center could serve as spaces for meetings. This is important because the site also generally lacks available community space for multiple purposes. Examples of this are noted below:

- The outdoor spaces around the pool have only one shelter and are lacking a wash off station. They are also not set up to accommodate reservations. The rear portion of the recreation center has been underutilized and could serve as an area for community gathering and possibly staffing.

Morrisville Community Park







COMMUNITY PARK | 34.9 acres
1520 Morrisville Parkway Morrisville, NC 27560

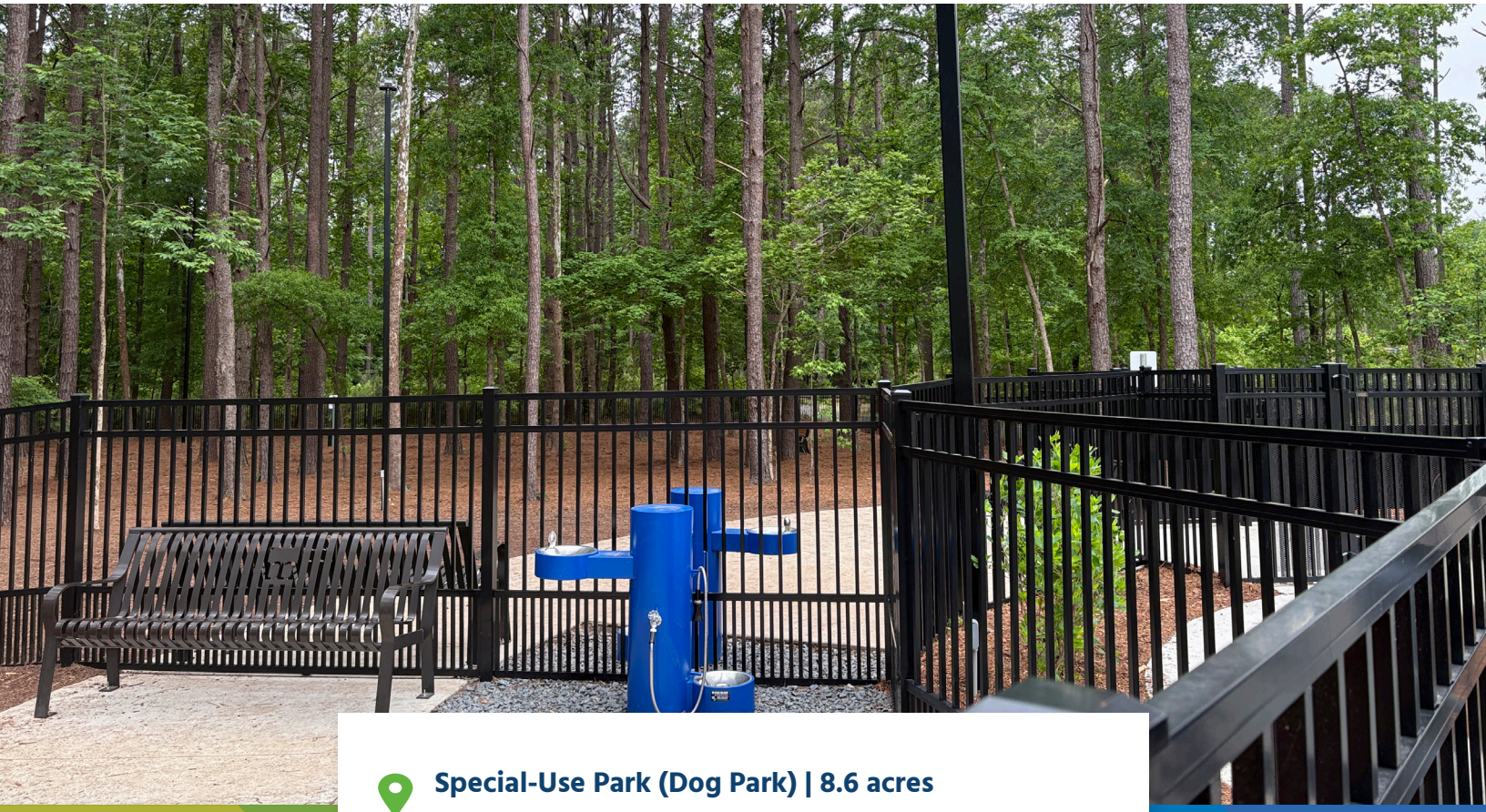
The park has two multi-purpose fields that have temporarily fenced baseball / softball infields to allow for other sports. The accessible playground has been developed to accommodate children ages 2–12 years old. The restroom facility nearest to the playground does not architecturally align with the other restroom and the rest of the park. The concession area within the park is currently being used for storage due to lack of designated storage space on site. The addition of more pickleball courts has been a recent effort to address demand.

Site Considerations:

While the courts are recently developed, the tennis courts and pickleball courts appear to have some cracking issues, both in the middle of the court and near the fencing.

- Restroom / concession building (1)
- Restroom building (1)
- Shelters (4) of varying sizes
- Restroom / storage building near playgrounds
- Multi-purpose field (2)
- Adult softball field (1) 300-ft fence lighted
- Baseball / softball (1) 200-ft fence lighted
- Batting cages (2)
- Accessible playground
- Walking trail (1)
- Greenway trailhead (1)
- Maintenance building (1)
- Fitness equipment
- Tennis
- Pickleball

Morrisville Dog Park



Special-Use Park (Dog Park) | 8.6 acres
329 Franklin Upchurch Sr. St., Morrisville, NC 27560

Approximately 1.2 acres of this site is utilized as a dog park area, with spaces for both large and small dogs. The remaining portion of the 8.6 acres remains in a natural state.

Connected via greenway access, this site is in great shape and is situated along a major thoroughfare. However, there are currently no marketing billboards or informational kiosks for those passing by the park.

Membership is required to use the dog park. The site is also undergoing sponsorship evaluation.

- Small and large dog park area.

Northwest Park





Neighborhood Park | 5.1 acres
998 Parkside Valley Drive Morrisville, NC 27560

New residential development is planned for an area adjacent to the park. While some of the park's adjacent property may not be conducive for residential or commercial development, it could possibly be used for passive recreation like single-track mountain biking or disc golf.

In early 2020, new fitness stations were added to the park. The site has undersized parking. The addition of more amenities to the park would likely compound current parking issues.

- 2–5-year-old playground (1)
- 5–12-year-old playground (1)
- Picnic shelter (1) with picnic tables (8)
- Permeable parking lot
- Open space
- Interpretative signage
- Walking trail (1)
- Sustainable stormwater control devices (4)

PRCR Administrative Offices



Administrative Space | 4,700 Square Feet
260A Town Hall Drive, Morrisville, NC 27560

This newly renovated space has served as the department's administrative headquarters since the summer of 2026. The building houses the PRCR administrative staff, including the Director, Assistant Director, Operations Analyst, Marketing Coordinator, Senior Administrative Assistant, and Athletics and Special Events staff. While the site does not offer recreation programming, it is within walking distance of the Indian Creek Trailhead, Town Center Park, and Dragonfly Disc Golf Course.

Senior Center



Senior Center | 3,400 Square Feet
4117 Davis Dr. Morrisville, NC 27560

The Town rents this 3,400-square-foot facility from a private company. The Town recently renewed its lease agreement at a $10,000 monthly rate. The facility has been located in a commercial shopping area for approximately six years.

Program offerings have generally been limited by space availability. The Town has secured another rental space adjacent to the current senior center and will be renovating it in the next year. The new space will provide an additional 5,500 square feet, expanding space for programming. The tentative completion is December 2027.

- One large multi-purpose room.
- One small staff / table game room.
- Rear room / computer room

Shiloh Park and Luther Green Center



Neighborhood Park | 7.5 acres
922 Church Street Morrisville, NC 27560

The Town owns a large portion of this park site, while the remainder of the site is used as a public park through a lease agreement with Shiloh Baptist Church. The Luther Green Center is located on site but is fully owned and operated by the church. The Town is able to use the site for occasional programming through coordination with the church.

Expansion discussions are underway, with major league cricket as a possibility due to its proximity to the Church Street Park. The current cricket pitch area in the middle of the diamond field creates a visual and possible game play issue for the site when used for baseball / softball.

As the park undergoes expansion, future site planning and programming discussions focus on how to best use additional park land to serve public needs.

One of the partially Town-owned baseball fields is being used predominately for cricket practice. Site ownership is split between the church and the Town, which can create a myriad of difficulties for both parties.

- Picnic shelter with 12 tables
- Historic tobacco barn structure (1)
- Restroom facility with storage (1)
- Baseball field (1)
- Basketball court (1)
- Batting cage (1)
- 2–5-year-old playground (1)
- 5–12-year-old playground (1)
- Multi-purpose field (1)

Shiloh Park and Luther Green Center

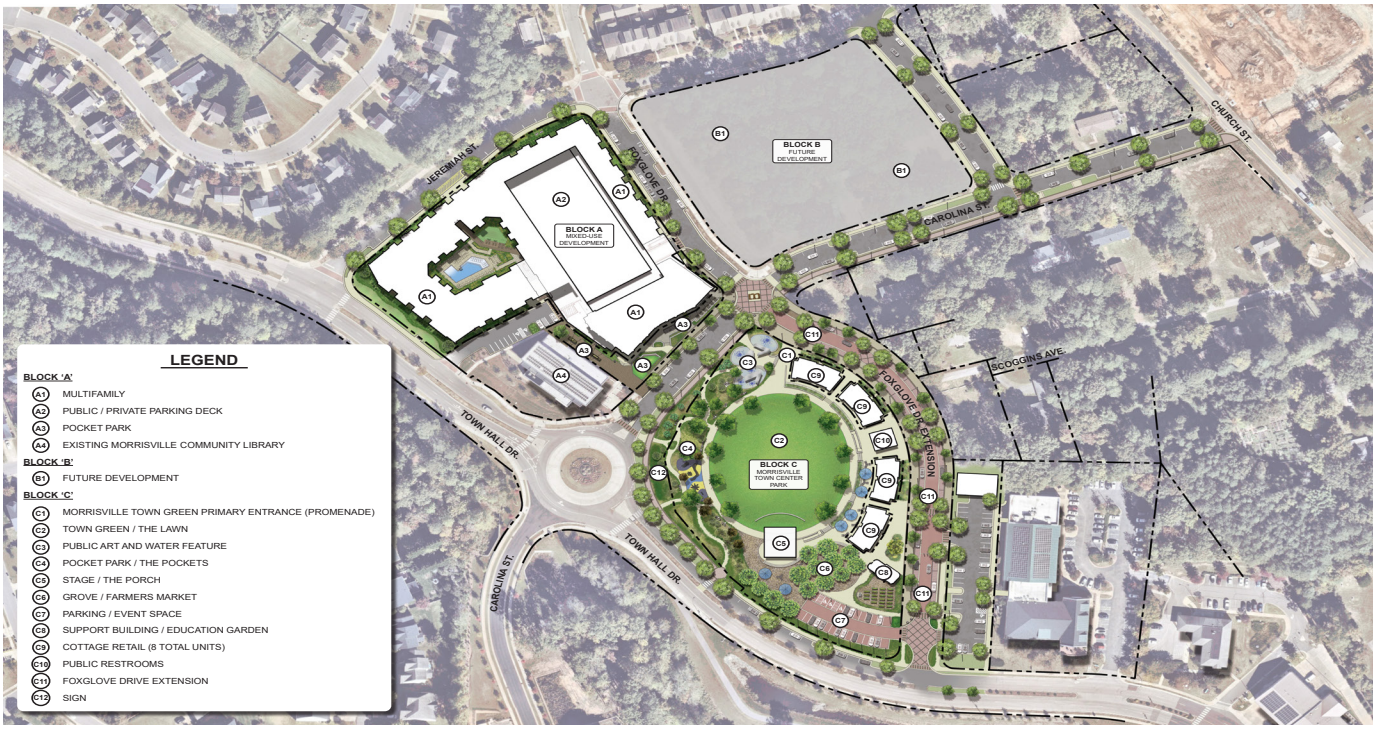


Site Considerations

While the Luther Green Center is at Shiloh Park, the center is not owned or operated by the Town. Including the facility in the park's signage and description could create confusion for park users who want to use the center. Land expansion at the site, proximity to Church Street, and existing infrastructure make this one of the most viable sites for expansion in the future to meet resident needs.

Town Center

Projected to open in the fall of 2027, Town Center will not only create a gathering place for Morrisville residents, but continue to help grow the town's locations that are attractive to visitors. The plan provides the following amenities: an open space accompanied by an amphitheater and performance green room, a playground, and integrated commercial areas. The site is further complemented by its proximity to the library, Indian Creek Greenway, and Town offices. The site is planned to undergo additional development phases.



Bicycle and Greenway Network

Totaling more than 8 miles, the Town offers a significant bicycle and greenway network. These trails connect many of the Town's parks and provide vital transportation services for those living in and visiting Morrisville. The following page includes the most recent mapping of the bicycle and greenway network from August 2025.

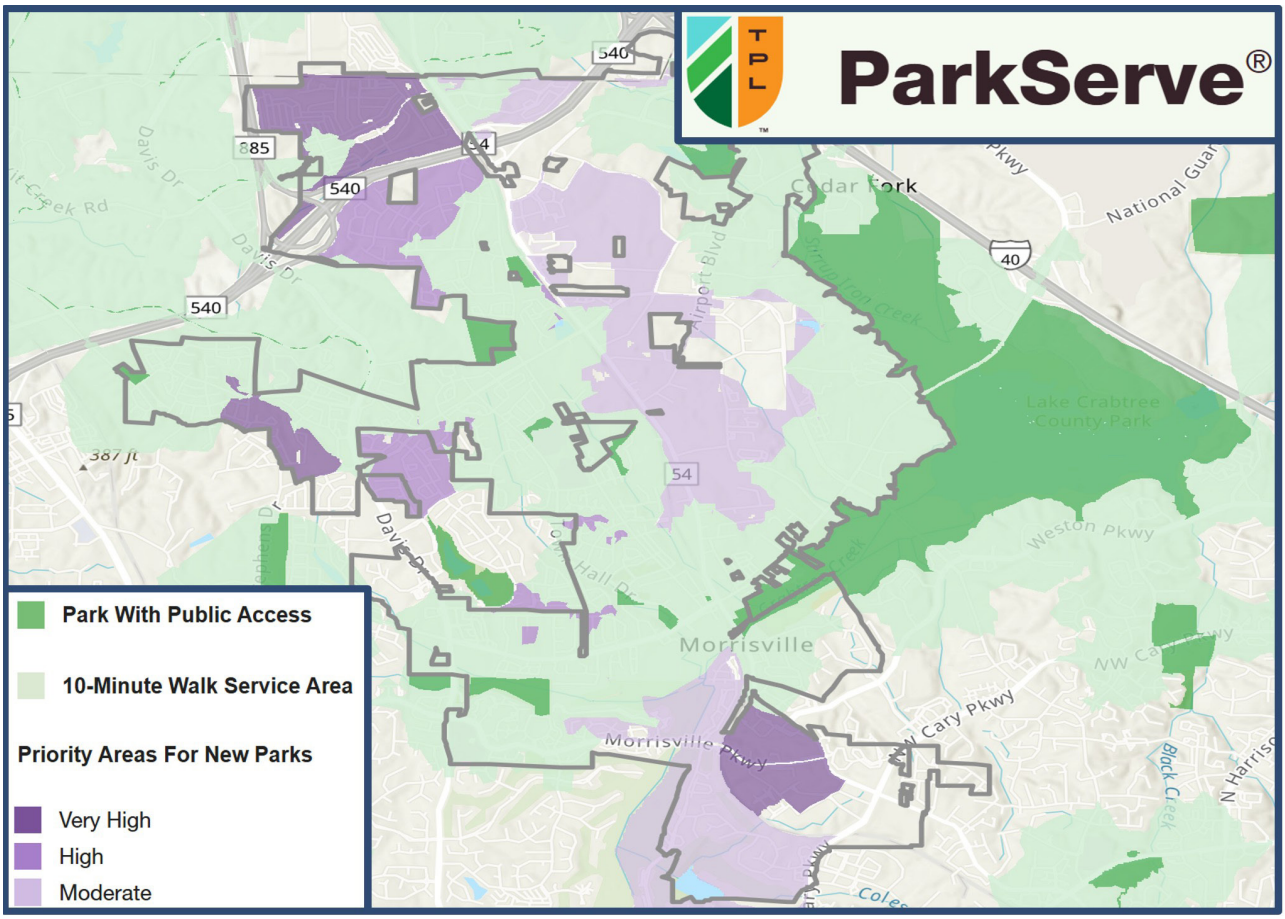
10-Minute Walk Initiative

The 10-Minute Walk initiative is another benchmark to assess community needs and walkable access to parks and green space. The National Recreation Parks Association (NRPA), the Trust for Public Land, and the Urban Land Institute have joined together for a nationwide movement to help people have greater access to parks and green spaces while transforming communities. They have set a goal to provide safe, equitable access to 100% of people in United States cities by 2050.

With more than 50% of the population being able to walk to a park within 10 minutes, Morrisville is more walkable than many communities across the country.

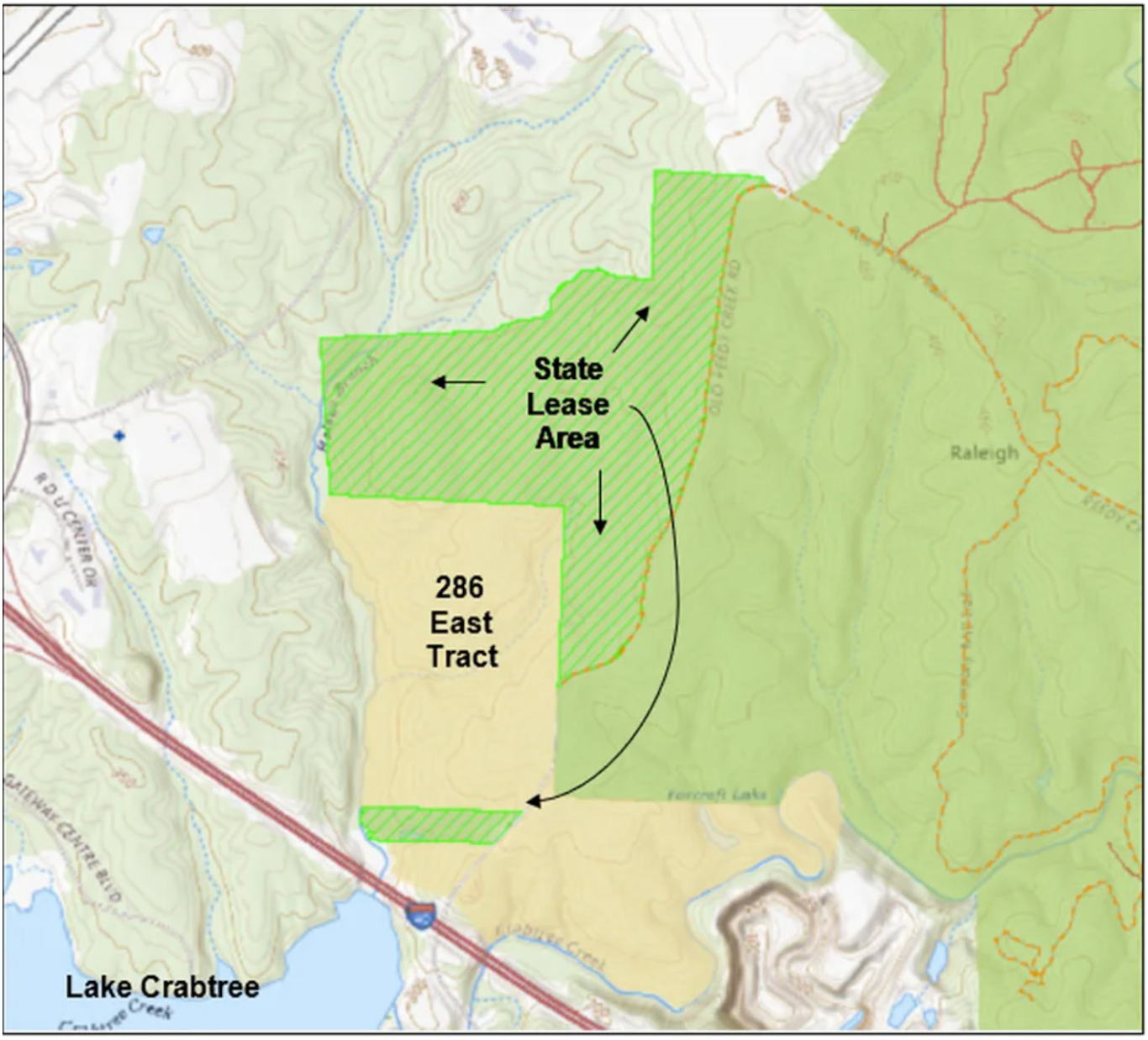
The Trust for Public Land has created an online tool called ParkServe®. ParkServe® uses GIS databases and demographics to analyze the percentage of residents within a community who have access to parks and green space. Reports are generated for local communities to gain insight into how they are doing. The report gives municipalities insight into how they are serving residents and where gaps are within their recreation systems.

While ParkServe® did not have a report with Morrisville park data, the tool did have some relevant data indicating areas within a 10-minute walk from each major Town-owned park. This information provides some guidance as to what areas were lacking this standard of service and where future parks may be needed to meet growing demand. Refer to Morrisville's ParkServe graphic below.



RDU Mountain Biking in Development (286 tract)

In early 2023, the Town of Morrisville entered into a long-term lease agreement with Wake County to plan and develop a 151-acre mountain biking area that is connected to Lake Crabtree County Park. Morrisville's annual payment to the County is $100,000. The site is not yet open, but recent news articles point to the County being in the planning phase. Town staff have attended several community meetings through the planning process and have been working with the County on design.



Undeveloped parkland

The Town currently has control of several significant holdings that are being considered for future park development. Noted below is a synopsis of the site and other considerations relevant to comprehensive planning.

Marcom sites

These sites make up a collection of parcels that were previously residential. While all of the sites that the Town owns do not abut each other, there is a dirt road that connects them. The property is a mix of cleared land and wooded areas that also contains a blue line stream. The property is also in close proximity to the Watkins Road property, and an existing easement could connect the site via a roadway, trail, or greenway. One piece of property has an uninhabitable home that is planned for removal. The site has a shared border with Wake County property that features a dam, spillway, and small lake.

These sites are not currently open to the public, but are monitored and upkept by Public Works.



The Marcom sites are being considered for future park development.

Watkins Road Park

The Town has control of this site through a long-term lease with the possibility of being renewed. Located directly adjacent to a branch of Wake Technical Community College, the 20-acre site is a former farm that has been denaturalized with predominantly pines, hardwood saplings, and a few larger old growth hardwoods. The site's topography is a mix of areas that have a gentle grade and are developable. The site also contains areas with steeper topography headed towards the planned Wake County school and Morrisville fire station. These areas are generally more suited for passive recreation.

The site is well connected through area sidewalks / greenways and is located close to Shiloh and Church Street parks.



Related Non-Recreation Public Facilities

As Morrisville's PRCR department utilizes Public Works for its park and facility maintenance, these are considered related facilities. However, they are not factored into inventory counts. It's important to understand how these internal collaborations are addressed within a community because they may prove to be beneficial or detrimental depending on how arrangements are created / managed.

Morrisville Public Works

414 Aviation Pkwy, Morrisville, NC

Public Works is currently housed on property located off of Aviation Parkway. The site serves as the hub for the Town's maintenance efforts. The property is part of a larger 13-acre parcel that backs up to the Wake County-owned land that contains the Cedar Fork Greenway. This greenway connects to Cedar Fork District Park and Crabtree Nature Park.

The Pugh House

103 S. Page St. Morrisville, NC

The Pugh House is the oldest and one of the most architecturally significant homes in Morrisville. The home is listed on the National Register of Historic Places and was the home of Mabel Pugh, a renowned local artist who illustrated books and drawings from Morrisville.

The interior of the home has gone largely untouched, other than safety mitigation efforts. Strategically located near Aviation Parkway, the home is one of the first landmarks residents and visitors see as they enter Morrisville. Over time, the Pugh House has been discussed as a possible iconic location for culture and art in the town.

The grounds around the home are well manicured and the site is within walking distance of the greenways, Town Center area, and other historic landmarks.





Other Public Recreation Facility Offerings

Public lands located near Morrisville play an active role in providing recreation opportunities to residents and visitors. These public spaces are made available through public land managers, including other municipalities, Wake County, and the State of North Carolina. Only County facilities that are within approximately a 15-mile radius of Morrisville Town limits have been included in this assessment. There are no notable federally owned recreation areas near Morrisville.

Wake County Facilities	
Lake Crabtree Park 1400 Aviation Pkwy., Morrisville	Located near the Morrisville Town Center, this 215-acre park offers a wide range of passive recreational offerings such as gardens, open areas, picnic shelters, a playground, picnic area, beach volleyball, hiking trails, and a lakefront beach area. The site offers broader connectivity to additional trails in the area as well as paddle sport rentals.
State of North Carolina Facilities	
William B. Umstead State Park 2100 N. Harrison Ave., Cary	This state park offers two entrances, both of which are approximately 10 miles or less from the Town Center. The Reedy Creek entrance is close and offers access to hiking, picnic shelters, and an environmental education center. The park offers tent camping, a lodge, group camping, showers, different trail types, fishing, and paddle access.
Other State-owned facilities	Falls Lake State Recreation Area, Jordan Lake State Recreation Area, and Eno River State Park are within about a 30-minute drive for Morrisville residents. The facilities have similar offerings to William B. Umstead State Park. The two recreation areas offer significant amounts of RV and tent camping as well as access to large lakes.
North Carolina State University	
Schenck Memorial Forest Reedy Creek Rd., Raleigh	This 245-acre site is a passive area that is managed by NCSU's College of Natural Resources. The site offers hiking opportunities and environmental education.

Other Local Municipal Recreation Facilities

Cary, located to the east and south, and Raleigh, located to the southeast, both offer parks in close proximity to Morrisville town limits. Noted below are parks within approximately 10 miles of Morrisville residents. Not every park in these two municipalities has been listed as the farther that you get from Morrisville's population base the less likely the site is to be utilized for recreation by a town resident on a regular basis. It is understood that occasional use of much of the Triangle area's recreational facilities likely contribute to Morrisville residents' quality of life.

Raleigh	
Jackson Park 6312 Lineville Dr., Raleigh	This small, passive park offers seating and a pollinator garden.
Powell Drive Park 740 Powell Dr., Raleigh	This park offers a smaller, unstaffed neighborhood center with meeting space and a warming kitchen. The site also offers a basketball court, tennis courts, shelters, a playground, and a multi-purpose field
Kaplan Park 5208 Kaplan Dr., Raleigh	This small park offers a picnic area and open space. It serves as a trailhead to area greenways.
Brier Creek Park 10810 Globe Rd., Raleigh	This 10-acre park houses a community center that has a fitness center, gymnasium, art room, warming kitchen, shelter, playgrounds, and multi-purpose fields.
Cary	
North Cary Park 1100 Norwell Blvd., Cary	This site offers basketball courts, sand volleyball courts, soccer fields, picnic shelters, a playground, a climbing boulder, and restrooms.
Veterans Freedom Park 1517 N. Harrison Ave., Cary	This site focuses on the recognition of the country's armed services through a Freedom Tower and memorial grounds.
Robert V. Godbold Park 2050 N.W. Maynard Rd., Cary	This site offers tennis courts, a dog park, basketball courts, Sk8-Cary Skate Park BMX / skate park, a playground, picnic tables, restrooms, a trail, and exercise station.
F G. Bond Metro Park 801 High House Rd., Cary	This 310-acre park offers a boathouse and rentals, challenge course, amphitheater, and an orienteering course.
Green Hope Elementary Park 2750 Louis Stephens Dr., Cary	This park offers a basketball court, sand volleyball court, picnic shelter, playground, and restrooms.

Cary	
Cary Tennis Park 2727 Louis Stephens Dr., Cary	This site focuses mostly on tennis, with 32 championship tennis courts. The park includes one stadium court, four permanent 36' Quickstart / pickleball courts, a pro shop, and two comfort stations.
Carpenter Park 4420 Louis Stephens Dr., Cary	This 16-acre neighborhood park offers a pond, restroom area, children's play area, community garden, picnic shelter, preserved forest, trail, memorial, and multi-sport courts.
Carpenter Fire Station Road Park 7119 Carpenter Fire Station Rd. Cary	This park has two lighted baseball fields, restrooms, adult fitness stations, and misting features. The park also includes a playground, shelter, shade structure, dog park, multi-purpose court, and activity area for teens.
McCrimmon Parkway 3870 Cary Glen Blvd., Cary	This park offers lighted tennis courts and pickleball courts, restrooms, and paved trails. The park also includes a community garden, playground, shelter, picnic area, and public art.
Durham	
C.M. Herndon Park 511 Scott King Rd., Durham	This site offers athletic fields, shelters, a playground, and greenway access.

Private Recreation Facility Offerings

Private recreation providers, nonprofit organizations, and developers provide limited, alternate resources and opportunities that supplement the recreation opportunities in Morrisville. While it is not feasible to provide an exhaustive list of the private recreation facilities within and near Morrisville, it is important to understand the types of recreational facilities that are offered. These facilities can be offered for many reasons, including health and wellness, group classes, social gatherings, and children and youth programming. The types of organizations and businesses that provide these opportunities can include private fitness facilities, athletic clubs, recreational guide companies, recreational equipment rental businesses, neighborhood associations, and local nonprofit organizations. Some of the facilities available are as follows:

Private and Non-profit owned recreation facilities	
Lake Betz Nature Trail Park Morrisville	This is a non-profit operated park site that offers walking trails and environmental education.
Wake Competition Center Morrisville	This multi-sport competition center offers both indoor and outdoor recreation opportunities with the goal to attract amateur and professional sport enthusiasts from across the state, region, and nation. The site offers an ice rink, championship volleyball, turf soccer fields, and gymnastics areas. The center is also a practice location for the Carolina Hurricanes.
Peak Sports Morrisville and Apex	With locations in Apex and Morrisville, Peak Sports focuses on high-level badminton and is staffed with international-level competition coaches and trainers.
Net Sports Morrisville	Noted as a premier indoor sports facility, this site offers indoor soccer and futsal, pickleball, and related camps.
Rush Hour Carting Morrisville	This facility offers high-level indoor go-karting, rock climbing, and axe throwing.
Town of Fun Morrisville	This facility offers an indoor playground and a space to host events for young children.
Diamond and Aces Sports Center Morrisville and Apex	This sports training facility focuses on both indoor and outdoor baseball and softball training.
Athletic Lab Morrisville	This facility focuses on high-level competition for track and field and weight lifting.

Private and Non-profit owned recreation facilities	
Urban Air Trampoline Park and Adventure	Trampoline park
Fitness Connection Clegg	Fitness and training facility
Perimeter Park Fitness Center Morrisville	This organization offers two fitness areas and Perimeter Park, which includes privately maintained walking trails.
Active Bodez Morrisville	Fitness center
Anytime Fitness Morrisville	Fitness center
Triangle Rock Club Morrisville	Indoor rock climbing and bouldering
Prestonwood Country Club	This private club offers fitness, racquet sports, three championship-level golf courses, and aquatics. This course has held PGA Tour Championship-level events.



05

NEEDS ANALYSIS

Recreation Needs Assessment

North Carolina's Triangle area is one of the fastest-growing commercial and residential areas in the United States. Many of the communities within this area around the state capital are consistently noted as some of the best places to live in the U.S., offering great job opportunities and exceptional quality of life.

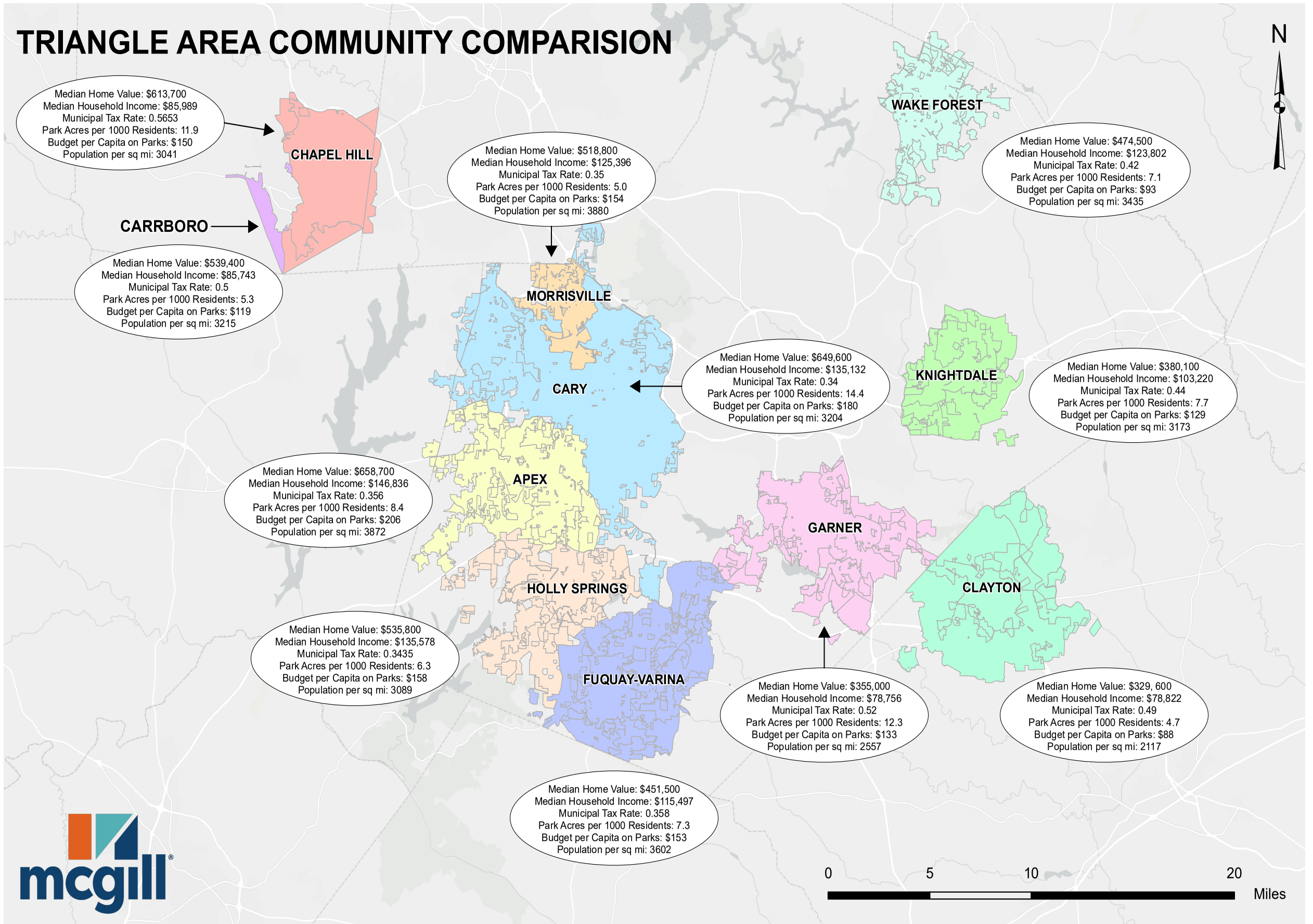
The once-small Town of Morrisville is now at the very heart of this growth. Understanding how Morrisville compares to NRPA metrics is important because they are widely regarded as best practice analytical tools to establish how a community benchmarks to other comparably sized communities around the country.

It's important to understand that these benchmarks are not standards that dictate whether a community is passing or failing but rather to provide an objective look into what the current level of service (LOS) is for the community.

Comparisons with Area Communities

To understand how Morrisville compares to other towns and cities in the Triangle area, the planning team conducted a comparative analysis. The cities of Raleigh and Durham, both of which have populations well in excess of 250,000, were not included in the metrics comparison. While the Town of Cary's population is also well above Morrisville's, Cary was included due to the way in which the Morrisville town limits and ETJs regularly intertwine. The planning team also conducted a density analysis of the comparison communities.

TRIANGLE AREA COMMUNITY COMPARISION



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Level of Service for Parkland and Trails

Tables 5.1 and 5.2 provide level-of-service guidelines for parkland owned and operated by the Town of Morrisville based on current and projected population estimates. Population figures in this analysis are based on demographics obtained from United States Census Bureau data. The acreage standard is based on the population ratio method pre-established for each park classification.

Based on park acreage benchmarks, Morrisville's acreage is below the national lower quartile.

5.1 Morrisville EXISTING PARKS	
Cedar Fork Community Center Outdoor Space	6.2 acres
Cedar Fork District Park	34.5 acres
Church Street Park	24.8 acres
Crabtree Creek Nature Park	2.4 acres
Historic Christian Church**	8.7 acres
Indian Creek Greenway and Trailhead	4.7 acres
Morrisville Aquatics and Fitness Center	4.9 acres
Morrisville Community Park	34.9 acres
Morrisville Dog Park	8.6 acres
Northwest Park	5.1 acres
Senior Center	0 acres
Shiloh Park and Luther Green Center*	7.5 acres
Town Center	27.8 acres
Morrisville Developed PARK ACREAGE	**170.1 acres**
Watkins Road Site (undeveloped parkland)	Approximately 20 acres

Note: Possible park sites in acquisition / consideration phase has not been included into developed consideration. I.e., Marcom, Historic Church, Pugh House)

*Luther Green center is not a Town-owned facility

**Historic Christian Church's acreage comes from the Town's GIS. The land behind the church was included and is part of the planned greenway network.

It is important to note that the Town does own undeveloped parkland that, once developed, will push the Town's acreage above the national lower quartile. When comparing trails and greenways that the Town offers to National benchmark levels, Morrisville sits between the national lower quartile and median amount.

5.2 Quartile	Acres per 1,000 residents	Applied to Morrisville Population (33,756)
Morrisville	**5.0 acres**	**170.1 acres**
Lower Quartile	6.0 acres	202.2 acres
Median	11.2 acres	377.4 acres
Upper Quartile	17.2 acres	579.64 acres

5.3 Quartile	Miles of trail
Lower Quartile	6 miles
Morrisville	**8 miles**
Median	10 miles
Upper Quartile	22 miles

Level of Service for Amenities

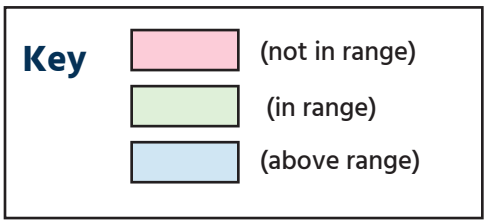
Table 5.4 on the following page applies NRPA metrics to the Town's parks, recreation, and cultural resource facilities. It is important to note that the level of service has only been applied to facilities under the department's managing control. This can include leased and joint-use facilities, the portion of which related facilities can be used by the Town. The Town's current level of service reflects a general balance between active and passive recreation opportunities, though a few notable exceptions exist. The current system offers more outdoor recreation facilities that are within benchmark level. The Town generally offers a balance of recreational amenities. At the current benchmark levels, the system will likely experience increased strain on recreation facilities with the expected levels of growth. The areas that will experience the most acute levels of strain are related to indoor recreation facilities.

5.4 Amenity	2026 NRPA Metrics Jurisdictions between 20,000-49,999 Population	Metrics Based Need Range Estimated Population 2026 (33,756)	Current Town Owned Contribution to Service Level
9-hole golf course	36,000	0–1	0
18-hole golf course	34,275	1–2	0
Aquatics center	32,226	1–2	1
Arenas	25,000	1–2	0
Basketball courts (indoor)	16,842	2–3	1*
Basketball courts (outdoor)	7,934	4–5	3
Community centers	29,722	1–2	2
Community garden plots	26,437	1–2	2
Competitive swimming pools	37,306	0–1	0
Diamond fields	3,650	9–10	2.5
Dog parks	26,147	1–2	1
Disc golf course	32,812	1–2	1 **
Driving range stations	23,382	1–2	0
Fitness zones / exercise stations	23,138	1–2	4
Indoor ice rinks	22,696	1–2	0
Leisure pools	34,495	0–1	1
Multi-use courts	28,262	1–2	4.5
Nature center	37,066	0–1	0
Overlay fields (open space)	12,504	2–3	1
Performance amphitheaters	34,858	0–1	1**

Note: NRPA does not benchmark all facility types.
Metrics are derived from 2026 NRPA agency performance data.

* CFCC has two basketball courts but are only used half of the time due to
school schedule.

** This includes temporary facilities and facilities in development.
Metrics are derived from 2026 NRPA agency performance data.

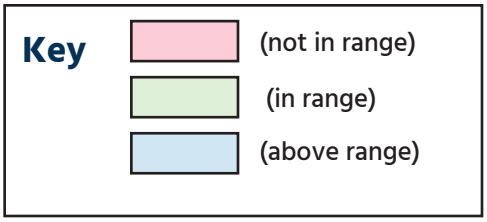


5.4 Amenity	2026 NRPA Metrics Jurisdictions between 20,000-49,999 Population	Metrics Based Need Range Estimated Population 2026 (33,756)	Current Town Owned Contribution to Service Level
Permanent and semi-permanent restrooms	4,756	7–8	9
Pickleball courts (dedicated)	6,537	5–6	6
Playground	3,010	11–12	10
Racquetball / handball / squash (indoor)	9,000	3–4	2
Recreation centers (including gyms)	25,198	1–2	.5*
Rectangular fields (multi-purpose fields)	4,294	7–8	11
Senior center	35,000	0–1	1
Skateboard park	34,275	0–1	0
Splashpad/ spray ground	28,000	1–2	1
Stadium	33,597	0–1	1
Teen center	32,798	0–1	0
Tennis courts	8,973	3–4	6
Therapeutic pools	33,556	1–2	1
Walking loops/Running tracks (indoor)	34,573	0–1	0

Note: NRPA does not benchmark all facility types.
Metrics are derived from 2026 NRPA agency performance data.

* CFCC has two basketball courts but are only used half of the time due to school schedule.

** This includes temporary facilities and facilities in development.
Metrics are derived from 2026 NRPA agency performance data.



Financial Analysis

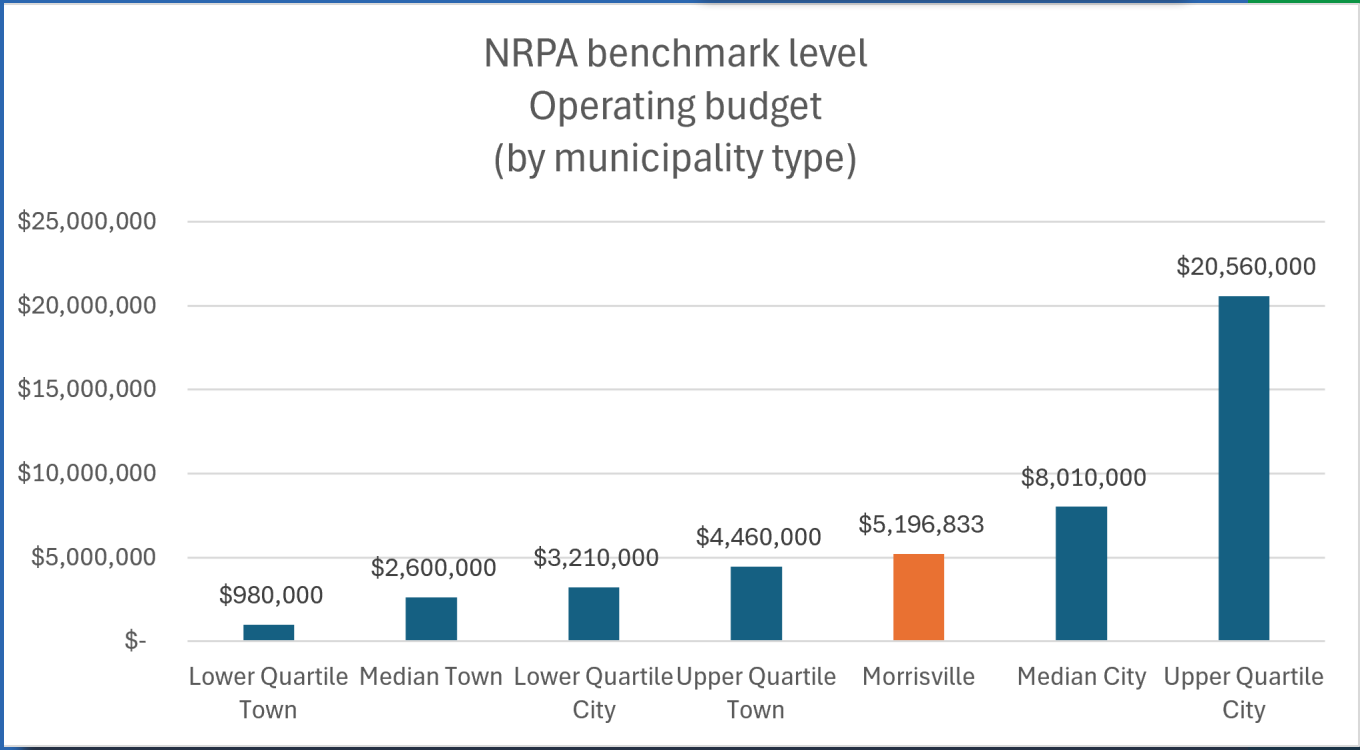
The planning team conducted a financial analysis that compared Morrisville to NRPA metrics and neighboring communities that have a population of less than 250,000.

National Benchmark

When compared to national benchmark levels, NRPA allows municipalities to self-select what municipality classification they choose to associate with. The American Planning Association and the U.S. Census also shy away from applying strict guidelines about whether a municipality is designated a town or a city. The graph below shows how Morrisville's PRCR operating budget benchmarks against both town and city budget marks. Morrisville appears to be between the upper quartile of a town and the median of a city.

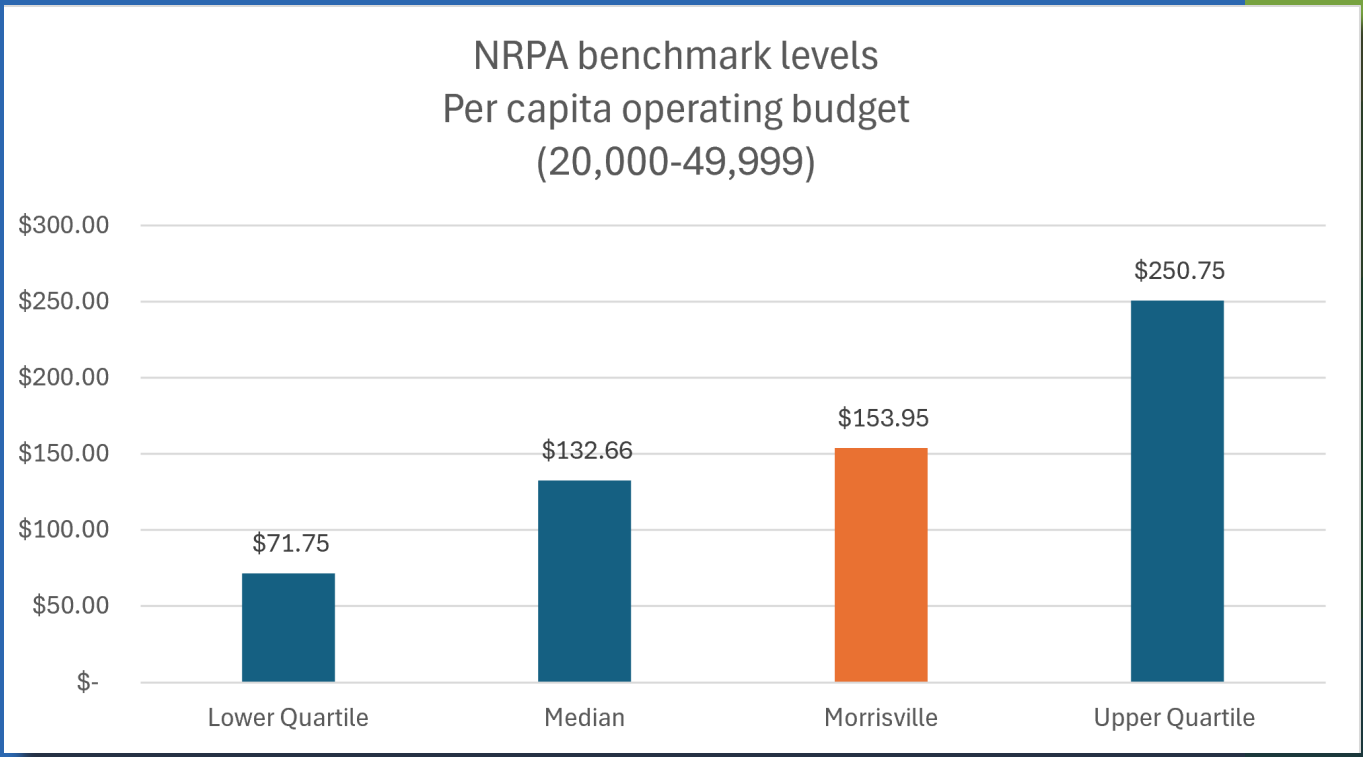
Morrisville's PRCR operating budget occupies a middle ground between the budgets of well-funded towns and those of average-sized cities.

Comparable per capita spending puts the Town's spending slightly above the national median.



Financial Analysis (Continued)

To add further to the context, Morrisville's PRCR operating budget was also compared to other similarly sized communities with populations of 20,000–49,999. In this case, Morrisville is slightly above the national median.

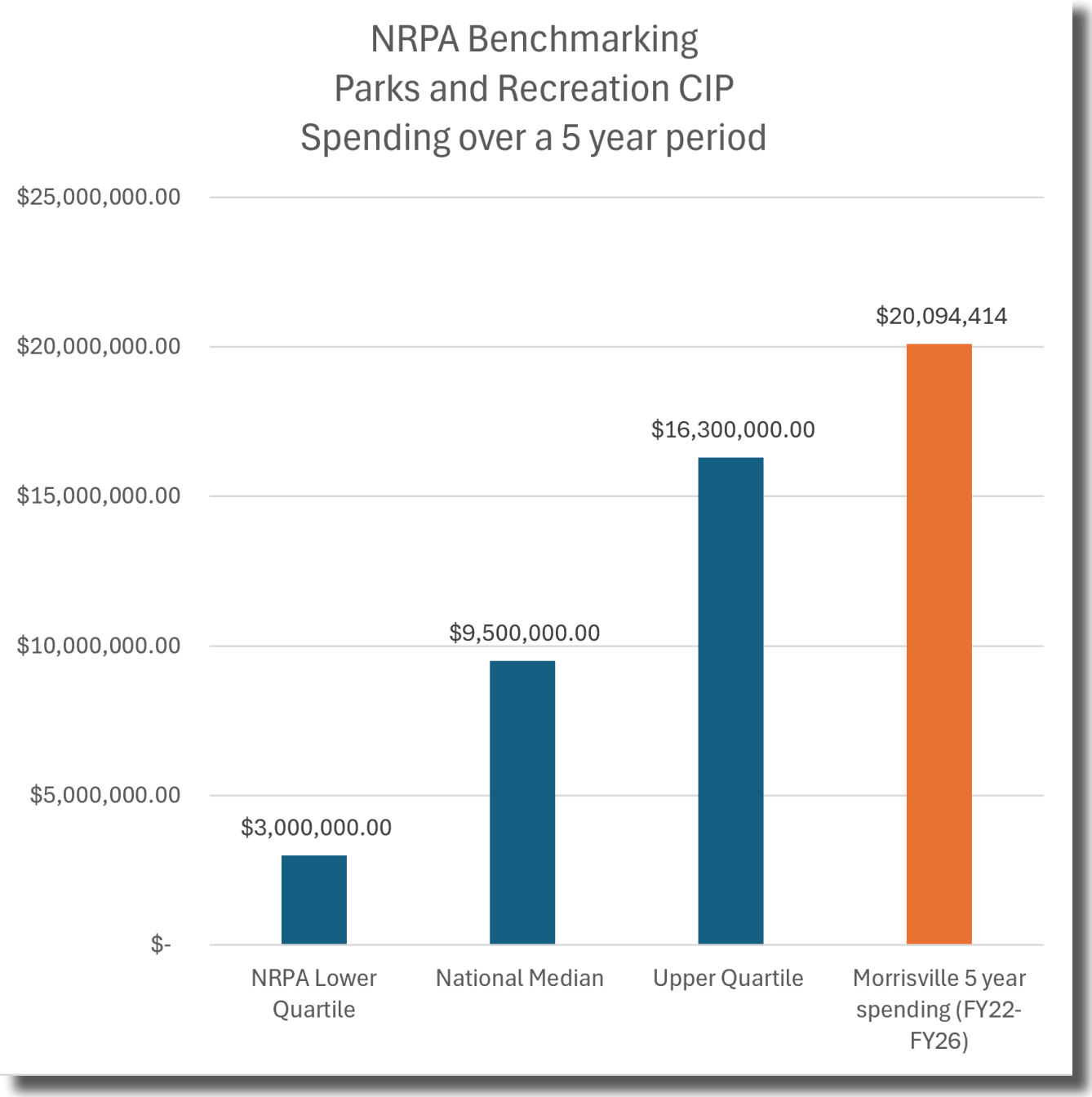


Parks, Recreation & Cultural Resources Capital Projects

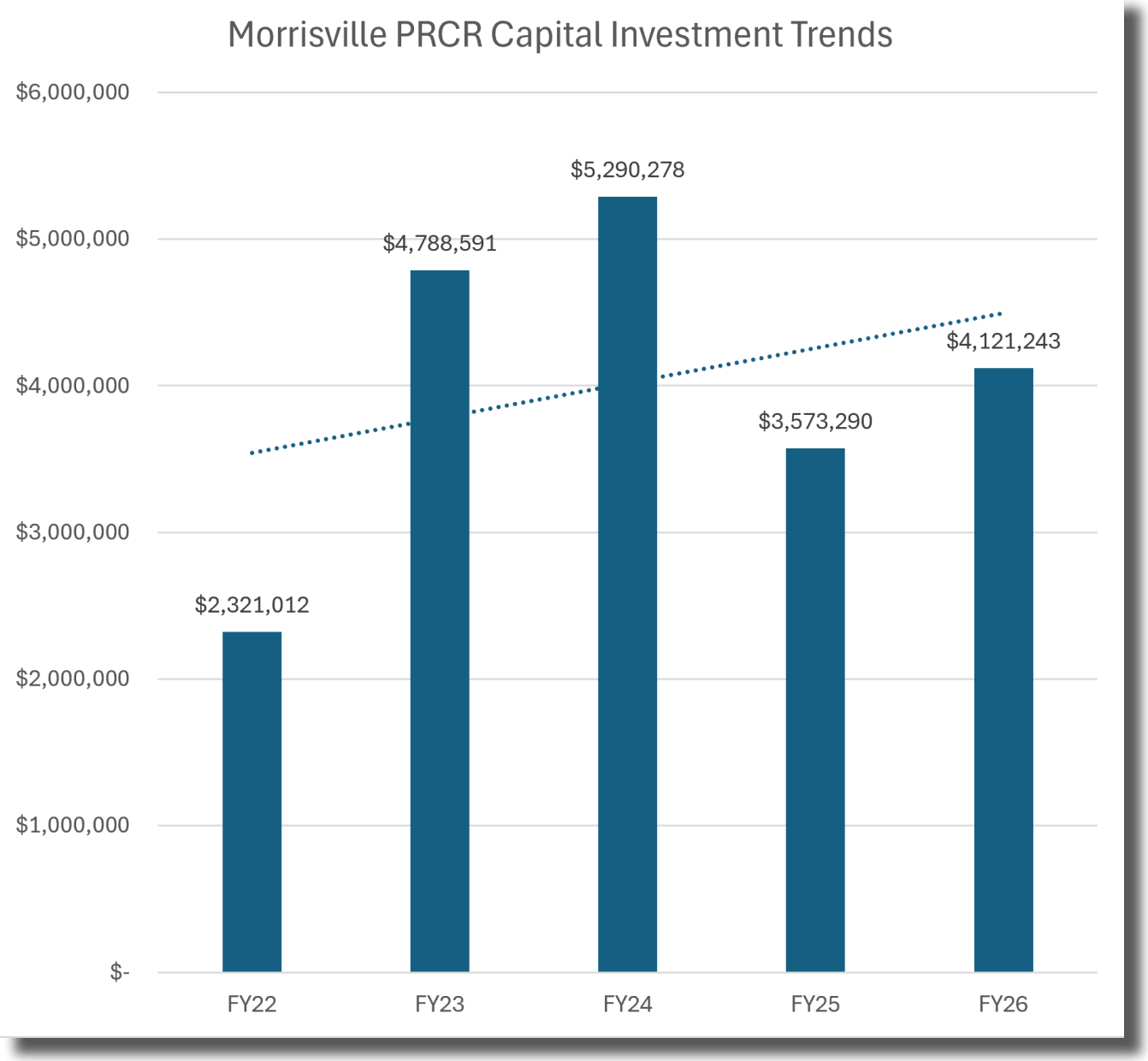
The planning team conducted a review of the Town's Capital Improvement Projects (CIP) list as it relates to parks. The team used fiscal years 2022–2026 to establish a five-year average, which was then compared to NRPA benchmark levels. The Town placed above the national upper quartile investment amount. Further analysis found that project delays (i.e. project being pushed back to the following fiscal year) and cost escalations tend to be common among PRCR projects. These total amounts and trends are helpful when making recommended investment amounts for the next 10-year period. For more detailed findings, see the appendix. Refer to the following pages for charts related to capital spending.

Parks, Recreation & Cultural Resources Capital Projects Data

PRCR Capital Items	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	5 Year
Actual CIP Spending	$2,321,011	$4,788,591	$5,290,277	$3,573,290	$4,121,242	$20,094,414



Parks, Recreation & Cultural Resources Capital Projects Data



The Town is currently sitting above the national upper quartile in terms of capital spending over a five-year period. Historical trends show that this is a recent shift as the period around FY22 would have placed the Town closer to the national median over a five-year period.

Recent Capital Investment and Maintenance Assessment

Since 2016, the Town of Morrisville's Parks, Recreation & Cultural Resources system has transitioned from a small suburban park network to an amenity-dense, regionally prominent recreation system. Driven by rapid population growth in western Wake County, more than $35 million in investments have prioritized high-demand, specialized sports, indoor / outdoor aquatic renovations, park capacity expansions, and greenway connectivity in the following major investment and connectivity projects. A more detailed review of capital efforts can be found in the appendix.

- **Morrisville Aquatics & Fitness Center (MAFC) Expansion (Completed 2020):** Following a complete shutdown in late 2018 for an approximately $8 million overhaul, MAFC reopened in fall 2020. Upgrades delivered a year-round natatorium featuring a retractable roof, a dedicated 6-lane, 8-foot-deep lap pool, a zero-depth recreation / program pool, an expanded cardio / weight area, fitness classrooms, and reconstructed outdoor tennis courts.
- **Church Street Park & National Cricket Infrastructure (2018–2026):** Originally opened in 2015, Church Street Park became a centerpiece of national cricket infrastructure. Starting in 2022, the Town leveraged public-private partnerships — including investments with Major League Cricket (MLC) and Raleigh / Wake County Hospitality Tax grants — to expand permanent seating capacity beyond 3,500, install broadcast-standard LED pitch lighting, upgrade wickets, and expand parking infrastructure.
- **Morrisville Community Park Phase 3 (2020–2023):** Phase 3 improvements expanded one of the Town's core multi-use parks off Morrisville Parkway. Additions included dedicated tennis courts at the Kudrow Lane entrance, newly integrated trailhead paths linking adjacent residential subdivisions, expanded restroom facilities, picnic shelters, and pickleball courts.
- **Senior Center and Community Facilities:** The Town serves people ages 55 years and older at the Senior Center, which opened in 2021. The Town recognized the need for more space for seniors before this planning effort.
- **Connectivity & Trail Expansion through Greenway Expansions:** Projects focused on closing gaps along the Indian Creek Greenway and extending trail corridors toward Wake County and Cary networks. Sawmill Creek Greenway development integrated into capital planning alongside Church Street and regional transit alignments; and Town Center Civic integrated with ongoing Town Center development, linking civic green spaces, Town Hall, and trail corridors into a centralized, walkable hub.

The park system today is well cared for and in good condition. To continue to have a quality system long-term, operations and maintenance, deferred maintenance / rehabilitation, and capital projects must be provided and coordinated along with adequate annual and ongoing resources in each category. Establishing overall management strategies to care for the system are important to provide consistent, standardized processes and procedures for caring for the physical assets of the park and recreation system. While each of these strategies are individual pieces of the puzzle, they must be coordinated and integrated together to effectively and intentionally implement updated management practices.

Rented Facilities

PRCR also provides access to recreation facilities via use of leased and rented spaces. During the planning process in 2026, this included a mix of indoor-use space as well as outdoor recreation spaces in the planning phase.

Estimated cost: It is important to know that these estimates have been annualized and that the actual costs vary year to year based on demand for space and the terms of the lease agreement. In 2026, it was estimated that about $200,000 was spent on leased and rented recreation spaces. For a more detailed view of the lease / rental breakdown, please see the appendix.

Recreation Program Assessment

A key component of a Comprehensive Parks, Recreation & Cultural Resources Master Plan is assessing the recreation programs, events, and services offered by the Morrisville Parks, Recreation & Cultural Resources Department ("Morrisville"). The assessment identifies strengths, challenges, and opportunities regarding programming. This assessment also identifies Morrisville's Core Program Areas, programming gaps in the community, key system-wide issues, areas for improvement, and future programs and services for residents and visitors. The full review of Morrisville's programs can be found in the Appendix.

Key Assessment Findings

Morrisville offers a diverse recreation portfolio with high participant satisfaction and a capable staff. The primary challenge is not program quality; it is aligning limited space, staff capacity, and financial resources with the programs residents most need. Future program planning should emphasize a data-driven approach to adding more services.

34%

of surveyed households in the community needs assessment survey participated in a Town program in the past year

92%

of the surveyed households in the community needs assessment rated the programs they used good or excellent

60.6%

The percentage of programs Morrisville staff identified in Introduction, Take-Off, or Growth lifecycle stages

Key Themes of Recreation Programming

Through data collection, in-depth staff discussions, and community engagement, several themes emerged for Morrisville to focus on in future recreation programming.

1. Prioritize the right program mix: Shift resources toward programs with strong community priority, unmet need, resident benefit, and realistic delivery capacity.

2. Solve access and capacity before assuming demand is weak: Awareness, full classes, inconvenient times, registration friction, and space constraints can all contribute to limited or declining participation.

3. Focus on the public-sector role: Morrisville is best positioned as a gateway to recreation for residents, including activity formats that focus on introductory, accessible, social, developmental, and community-building outcomes.

4. Grow arts, culture, enrichment, and adult experiences: These areas show clear unmet demand and align with Morrisville's highly educated, diverse, and working-age population.

5. Reposition fitness around wellness and access: Demand for these types of activities is high, but the private market has a strong presence in and around Morrisville. For this reason, Morrisville should focus on entry-level or on-ramp formats that offer social and preventive benefits in addition to physical ones.

6. Integrate rather than isolate age groups: Keep strong youth and older-adult services while building more teen, working-adult, intergenerational, and all-ages opportunities.

7. Manage the program portfolio with performance-based data: Use lifecycle, capacity, participation, satisfaction, cost recovery, market analysis, and community priorities to guide annual programming decisions.

Morrisville's recreation portfolio consists of eight established Core Program Areas. Together, they serve youth, adults, older adults, families, and residents seeking social, cultural, wellness, and community experiences. While the program portfolio is diverse, the strategic question is how to focus each area on the role the Town is best positioned to play.

Core Program Area / Strategic Role	Current Purpose
Aquatics / Core public service	Swim lessons, open swim, water fitness, and safety programming provide strong public value through water safety, learning, and access.
Arts, Culture, and Enrichment / Growth area	Creative, educational, cultural, STEM, workshop, and lifelong-learning experiences
Athletics / Developmental role	Youth and adult leagues and instruction emphasizing recreation, skill development, sportsmanship, and community participation
Camps / Family support / youth development	Seasonal camp experiences supporting youth development and working-family needs.

Core Program Area / Strategic Role	Current Purpose
Fitness / Gateway / wellness role	Group exercise, wellness, and activities that build strength, flexibility, confidence, and lifelong activity
School-Based / Family support	Before-school, after-school, and out-of-school programs supporting youth and family needs
Special Events / Community building	Inclusive events and celebrations that create civic pride, cultural expression, and social connection
Senior Services / Core community service	Social, education, fitness, trips, games, and connection for adults ages 55 and older, with opportunities to integrate into the broader portfolio

Detailed program inventories and program-area performance data are included in the **appendix**.

Portfolio implications

- The current portfolio provides programs for every age segment, but the depth of service is uneven. For instance, youth services are prevalent throughout most core program areas; however, teen and working-age adult experiences are less developed in these areas.
- Morrisville does not need to directly provide advanced or specialized versions of every activity. The local private and nonprofit market can absorb portions of advanced fitness and elite / specialized sports.
- Several future growth areas, including adult social recreation, teen recreation, outdoor / nature programs, lifelong learning, and intergenerational experiences, can be developed across existing Core Program Areas rather than creating new organizational silos.

Program Operating Areas

Morrisville delivers its Core Program Areas through a combination of parks, athletic facilities, and indoor recreation facilities. Three indoor facilities, Cedar Fork Community Center, Morrisville Aquatics and Fitness Center, and Senior Center, serve particularly important roles as operating hubs for recreation programming. These facilities should not be viewed as separate program areas themselves; instead, they provide the spaces, staffing, and customer connections needed to deliver successful programming.

Together, the three facilities create a complementary service model. Cedar Fork Community Center functions primarily as a flexible community programming hub, though space is limited because of its partnership with the school district. The Morrisville Aquatics and Fitness Center provides a specialized health, wellness, and aquatics environment, and the Senior Center provides a dedicated home base for older-adult recreation, connection, and enrichment. Analysis of each facility shows that demand and population growth increasingly constrain existing indoor spaces, making it important to define each facility's role and use available space strategically.

How the Programs Are Currently Performing

Performance management plays a critical role in delivering recreation services successfully and sustainably. For this reason, program performance should be viewed as a management tool rather than a one-time inventory exercise. Morrisville staff should maintain the specific metrics, such as detailed lifecycles, classifications, and financial tables prepared for this assessment, and update them regularly.

Performance Area	Current Condition	Assessment
Participant experience	Of the program participants, 92% rate overall quality as good or excellent.	Protect quality while expanding access.
Lifecycle mix	Of the programs, 60.6% are in Introduction, Take-Off, or Growth; 16.0% are Mature.	Healthy innovation base, but mature anchors are relatively limited
Late lifecycle	20.2% are Saturated, Declining, or No-Go; 3.2% are Cancelled.	Review saturated and declining offerings for modification, repositioning, partnership, or retirement.
Capacity	Swim lessons, summer camp, volleyball, and other programs fill quickly; facilities and program rooms are constrained.	Waitlists and full classes may reflect space / schedule limits rather than weak program design.

Performance Area	Current Condition	Assessment
Evaluation	Surveys, repeat participation, enrollment, progression, and anecdotal feedback are used, but methods vary.	Create a consistent portfolio dashboard and annual decision cycle.
Operations	ActiveNet usability, cumbersome hiring / event processes, inconsistent policies, and limited space create friction.	Operational improvements can increase participation without adding many new programs.

A strong foundation with inconsistent performance management

Participants rate program quality highly, and staff identify several popular offerings that fill quickly. At the same time, some classes show limited growth. The share of saturated / declining programs is higher than desired, and program evaluation practices are inconsistent across the park system.

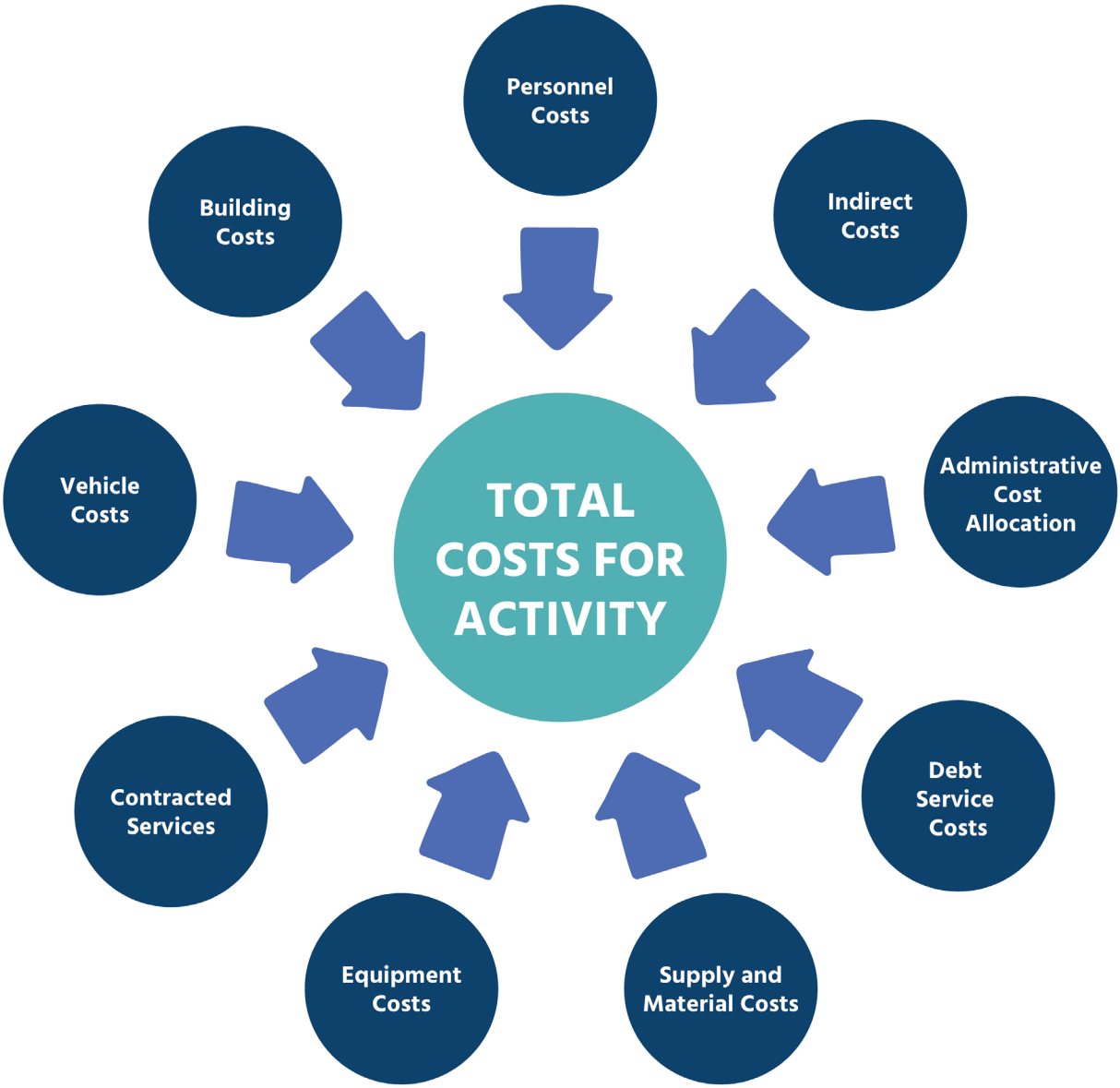
Cost Recovery Analysis

The planning team conducted an extensive evaluation of the department's cost recovery approach. Noted below is a synopsis of these findings. Detailed findings of this assessment can be found in the appendix.

Cost recovery is a policy tool that clarifies how Morrisville balances public benefit, participant benefit, affordability, service quality, and financial sustainability. A strong framework helps elected officials understand why some services receive greater public subsidy, gives managers a consistent basis for setting fees, and gives residents priority access over visitors in most cases.

- Set fees in a consistent and understandable way based on who benefits from the service and the cost to provide it.
- Use public subsidy intentionally rather than allowing subsidy levels to occur by default.
- Create a common language for elected officials, managers, staff, and residents when discussing fees and affordability.
- Improve the quality of program-level financial data so pricing and budget decisions are based on actual costs and revenues.
- Support a manager-led training model in which staff apply the same classification and pricing logic across program areas.

Full Cost-of-Service Model



Morrisville employs a best-practice approach to understanding the total cost of activities.

Morrisville's existing framework includes four classifications, including primary, basic, enhanced, and specialized. The table below includes a definition, typical classification characteristics, and examples for each category.

Classification	Current Target	Definition	Typical Characteristics	Program Examples
Primary	0%	Services that primarily create broad community benefit and are intended to be available with few or no participation barriers. Public funding is justified because the value of the service extends beyond the direct participant to the community as a whole.	Broad public access; community-wide benefit; health, safety, social connection, inclusion, quality of life; little or no exclusive individual benefit	Community events, open-access activities, public park / open-space experiences
Basic	1–14%	Services that provide substantial community benefit while also delivering a direct benefit to participants. A high level of public subsidy is appropriate because the service supports access, introductory participation, social connection, health, or other Town priorities.	Broad participation; low to moderate exclusivity; introductory or foundational experience; affordability and access are important; may require registration or supervision.	Open swim, foundational youth or adult recreation, introductory group programs, selected camps or drop-in activities when community access is the primary purpose.

Classification	Current Target	Definition	Typical Characteristics	Program Examples
Enhanced	15–50%	Services that provide a meaningful balance of community and individual benefit. Participants receive a more structured, skill-building, or resource-intensive experience and therefore are expected to contribute a larger share of the cost.	Structured instruction; defined enrollment; moderate exclusivity; specialized staff / equipment; smaller groups; measurable individual outcomes while still advancing community goals.	Group fitness, sports clinics, small-group instruction, enrichment classes, structured skill development.
Specialized	51%+	Services that primarily provide a direct, individualized, exclusive, or market-comparable benefit. Participant fees should cover a majority of cost and, where appropriate, approach or exceed full cost. Public subsidy should be limited and intentional.	High individual benefit; private or semi-private access; advanced or specialized instruction; scarce capacity; premium service level; market alternatives; commercial or exclusive use	Personal training, private lessons, specialty instruction, premium camps, tournaments, exclusive rentals, market-based services

Funding and Revenue Analysis

Parks and Recreation departments across the United States have learned to develop a clear understanding of how to maximize and optimize revenue generation options, where appropriate, to support parks and recreation services, augmenting, not supplanting available tax dollars. They no longer rely on taxes as their sole revenue option but have developed new sources of revenue options to help support capital and operational needs. This report provides information on the current revenue situation for Morrisville's Parks, Recreation & Cultural Resources Department, and potential future revenue strategies for the department to explore.

Current Operating Revenues

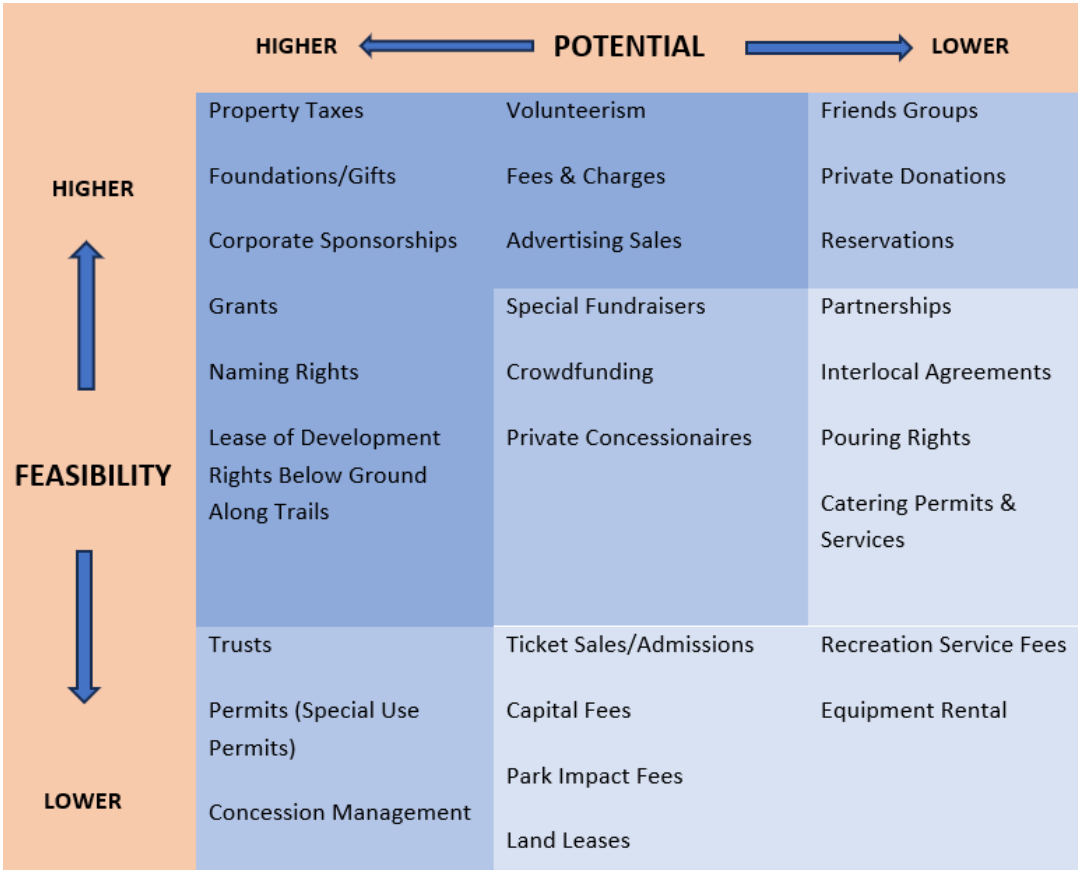
Below is a breakdown of the current revenue sources, amounts, and percent of the department's operating budget revenues as well as key dynamics and observations of the department's revenues.

Revenue Source Category	Specific Revenue Streams Included	Estimated Annual Amount	Percentage of Budget
Municipal Tax and General Fund Support	Ad valorem property taxes ($0.35 / $100 base), local option sales tax, utility franchise taxes, and general fund balance appropriations	$3,600,000 –$4,050,000	~75%
MAFC Memberships and Admissions	Morrisville Aquatics & Fitness Center annual / monthly passes, daily drop-in punch cards, aquatic lap / lane reservations	$550,000– $650,000	~12%
Recreation Programs and Athletics	Youth / adult sports leagues, summer camps, instructional classes, fitness / wellness courses, swim lessons	$320,000– $380,000	~7%
Facility Rentals and Field Permits	Athletic turf / diamond rentals (e.g., Church Street Park cricket / soccer pitches, Cedar Fork), picnic shelters, community center room rentals	$180,000– $220,000	~4%
Special Events and Sponsorships	Vendor booth fees, food truck permits, corporate event sponsorships, program-specific corporate partnerships	$70,000– $100,000	~2%
Total Department Operating Funding	Full operational cost recovery base	~$4,800,000– $5,400,000	100%

Cost Recovery Ratio (~25% Directly Earned): Direct, fee-based revenue streams generate between $1.12 million and $1.35 million annually, representing an overall departmental direct cost recovery rate of roughly 23% to 27%. The remaining ~75% is subsidized as a general community benefit via the Town's tax revenues.

The MAFC Revenue Anchor: The Morrisville Aquatics & Fitness Center is by far the department's largest earned-revenue generator, responsible for nearly 50% of all non-tax revenues through tiered resident / non-resident membership packages and year-round lane / swim passes.

Capital vs. Operating Funding Separation: Major capital infusions — such as the 2021 voter-approved $17.3 million GO Parks Bond, Wake County Hospitality Tax grants (e.g., $2 million for Church Street Park expansions), and parkland development impact fees — are accounted for separately in capital project reserve funds rather than PRCR's annual operating budget.



Revenue Generation Potential / Feasibility Chart

The various funding and revenue sources listed above are identified as primary (darker in color) and secondary (lighter in color) funding sources for the department to focus on in the upcoming five years.

Given the financial condition of the Town, many of the primary funding sources are private sector resources to add to property based tax revenues. As the department expands its revenue portfolio with the primary strategies, the secondary funding strategies can be expanded or added to the parks and recreation department's toolbox.

For more information about how each of these funding sources work, please see the appendix for definitions and explanations.



06

COMMUNITY ENGAGEMENT

Community Engagement

Community input is one of the most important aspects of the planning process. Where national benchmarks helped objectively understand the current LOS in Morrisville, public input is the critical planning component that helps explain what type of recreation is needed in the community. Community desires for recreation often change over time, and understanding these shifts helps gauge if the current system offerings are tracking with the current LOS and program offerings.

The planning team used a multi-modal approach that combined qualitative and quantitative methods to gather public input throughout the comprehensive planning process. Noted below is a summary of the efforts taken to understand public needs for the plan:

- Interviews with local leaders
- Public input meetings that were spread throughout the town
- A statistically valid survey
- An open public survey
- Advisory board SWOT analysis
- Staff interviews
- Planning and Zoning Board review / input



Project Overview

The Town of Morrisville is in the process of creating a parks and recreation master plan that will guide the Town's next 10 years of growth. Throughout the planning process, there will be public meetings and surveys to allow the community to provide input on the future of Morrisville's recreation, parks, and cultural assets.

Community Input



The Town of Morrisville and McGill Associates hosted several community input opportunities through Summer 2026, along with an open community survey. Thank you to everyone who completed the survey or participated in one of the input sessions. Your feedback will guide the Implementation Project Stage, which is expected to continue through Fall 2026. The McGill Associates and planning team are happy to address questions about the process by using the email address noted below.

Project Webpage Data

A project webpage helped keep the community connected and informed throughout the planning process. The site highlighted key project milestones, meeting dates, and an open survey, guiding the community through the public engagement process. The planning team regularly updated the webpage to communicate project progress and provide opportunities for community members to ask questions and share feedback.

Public Meetings

The planning team and Town staff held a variety of public input meetings during the planning process. These input sessions included drop-in meetings at special events and the Town's recreation facilities during May 2026, peak time for facility usage and program participation. During all of these meetings, visual preference surveys allowed participants to select the top three types of recreation facilities they would like the Town to consider for development over the next 10 years. The planning team explained to participants that if they desired an amenity not listed on the visual preference boards, their comments would still be collected and considered. Throughout the process, both residents and non-residents were welcome to participate, with the planning team differentiating between the two for later comparison. In addition to the four public meetings at Music in the Park, the Farmers Market, and MAFC, the planning team also gathered input at the Cedar Fork Elementary after-school pickup line and the Cedar Fork Community Center. Noted on the following page are the final rankings from the feedback of 492 residents and 62 non-residents. More detailed findings can be found in the appendix.



Rank	Resident Facility Preference
1	Splash pad
2	Adventure play area
3	Hiking / biking paths
4	Community center /gymnasium
5	Ninja fitness course
6	Multi-purpose greenway
7	Sensory meditation garden (tie)
7	All abilities playground (tie)
9	Pickleball
10	Ropes course

Note: The full rankings can be found in the appendix

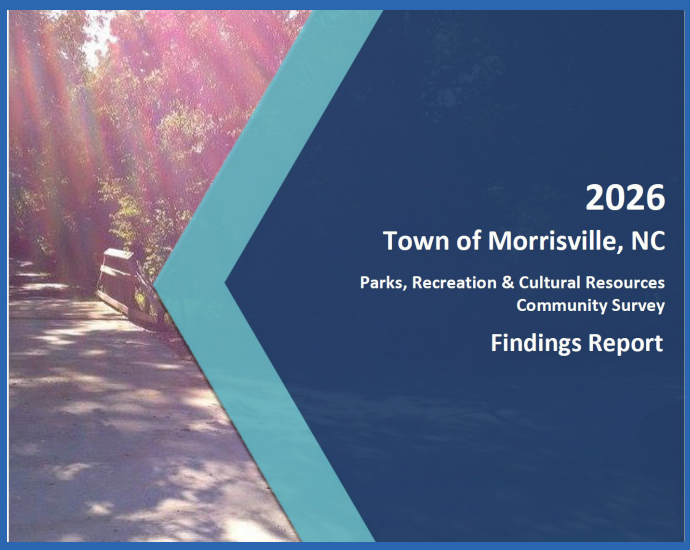
Rank	Non-Resident Facility Preference
1	Adventure play area
2	Sensory meditation garden
3	Ninja fitness course
4	Multi-purpose greenway
5	Hiking / biking paths (tie)
5	Open space (tie)
5	Senior center (tie)
8	Splash pad
9	Music play area
10	Ropes course (tie)
10	Dog splash zone (tie)
10	Multi-purpose field (tie)



Community Surveys

Morrisville residents' participation in two community surveys was crucial in developing a master plan that reflects the Town's true needs.

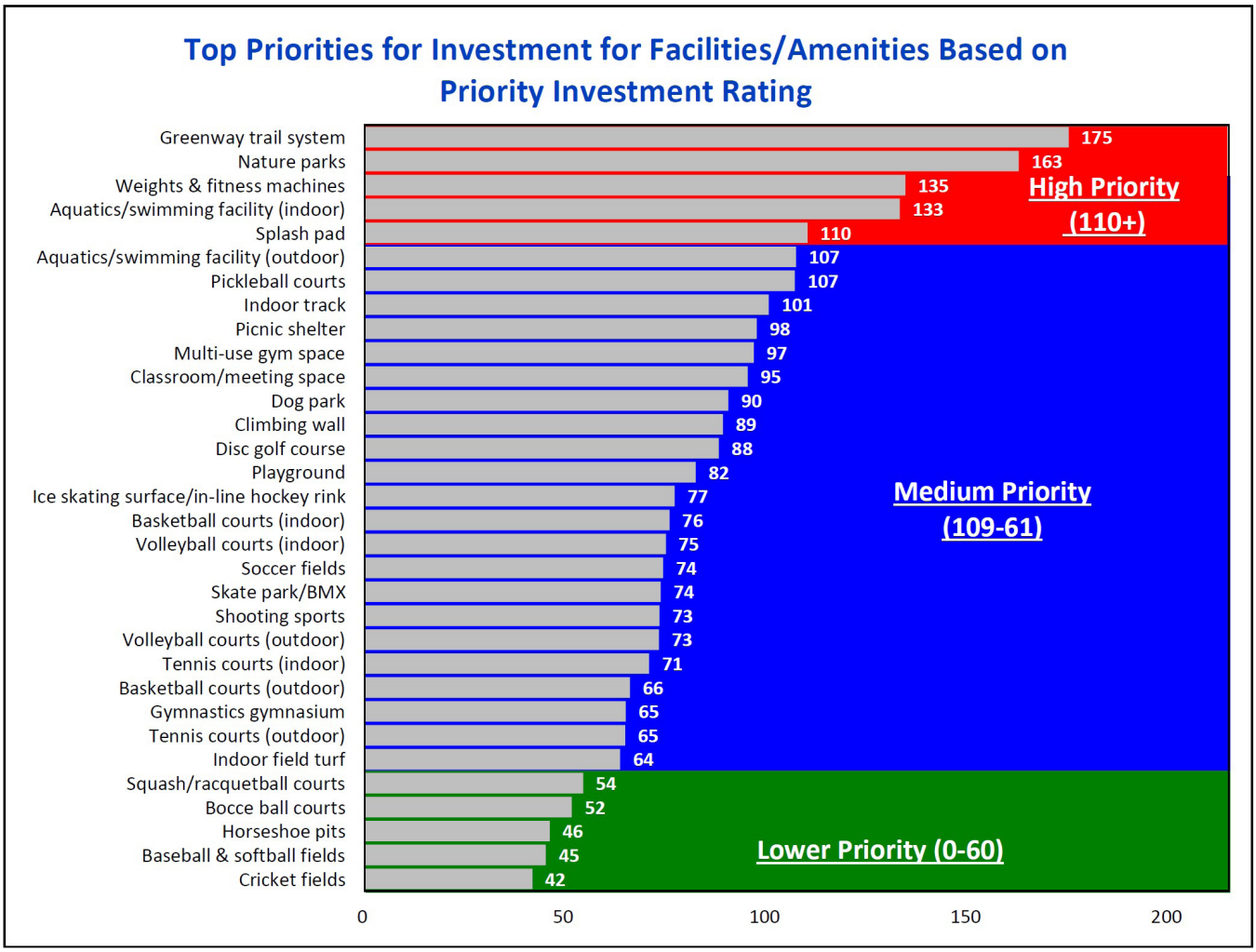
Statistically valid survey:
One survey was conducted using a methodology that enabled it to be considered a statistically valid input method. Survey participants were randomly sampled in a method that ensured all demographic areas were proportionally collected in line with the current county makeup area. It was also critical that the number of surveys collected allowed a 95% confidence interval to be met. These processes are in line with academic-level research standards, which seek to be representative of the community with strict measures in place to reduce survey bias.



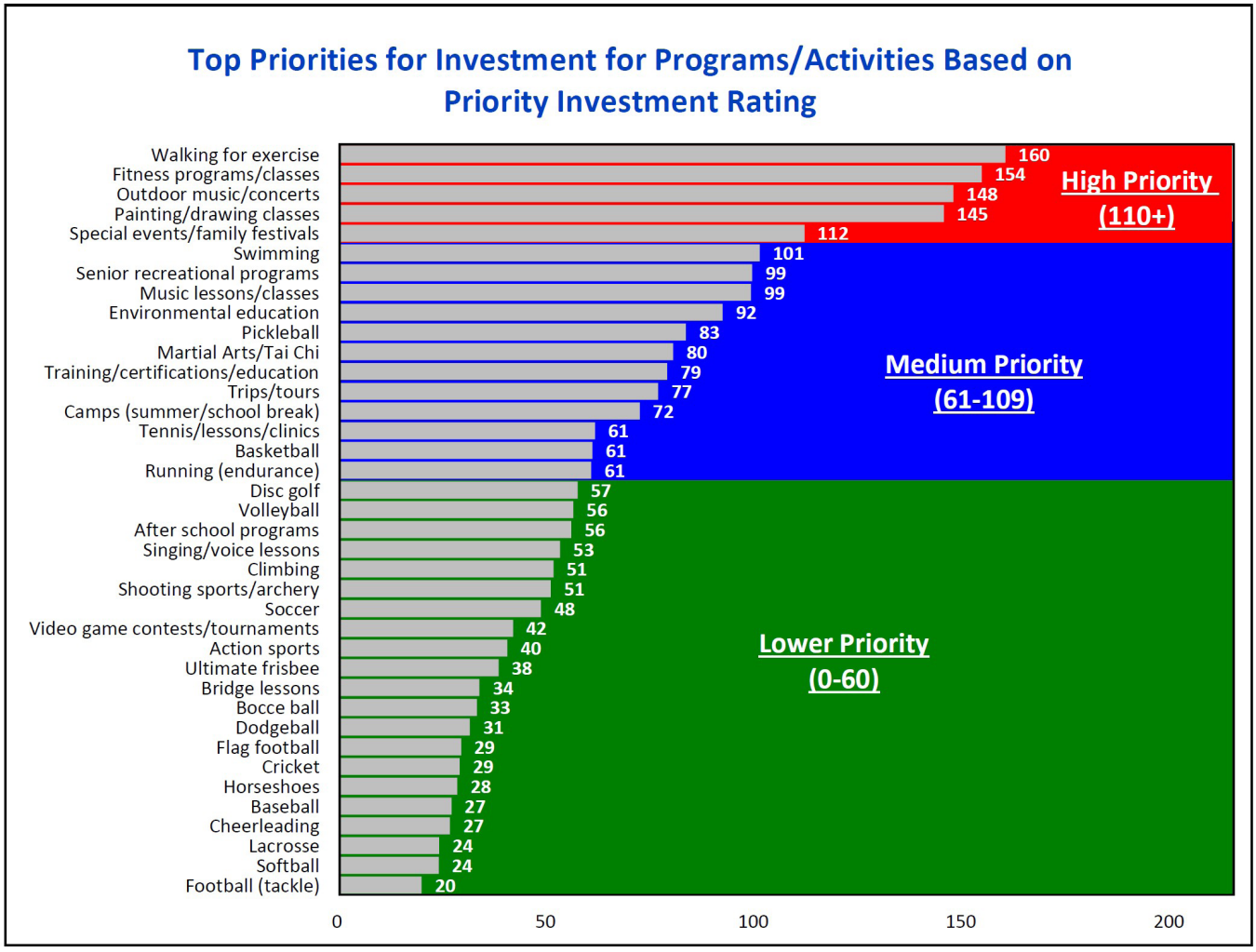
Statistically Valid Survey Methodology

The statistically valid survey was administered by ETC in the spring of 2026. Approximately 4,000 mailed or emailed survey packets were sent to a random sample of households in Morrisville. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it online. After the surveys were mailed, a follow-up with residents was made to encourage participation. To prevent people who were not residents of Morrisville from participating, everyone who completed the survey online was required to enter their home address before submitting the survey. Those addresses were then matched with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not included in the final database for this report. The goal was to collect a minimum of 300 completed surveys from residents. The goal was met with 304 surveys collected, which has a precision of at least + / - 5.6 at the 95% level of confidence.

Noted below is a summary of the core findings from the statistically valid survey. The full findings report can be found in the appendix. The priority index was applied to investment priorities for recreation facilities / amenities as well as recreation programs.



The PIR for Morrisville's facilities not only showed some key specific priorities for the town; it also highlighted some trends that will be considered during recommendations. Trails, greenways, and indoor facilities ranked generally high. Many active recreation facilities that offer athletic programs (i.e. cricket, baseball / softball, indoor turf fields, tennis, and basketball courts) ranked low on the priority ranking, while many passive recreation facilities such as trails, aquatics, and indoor facilities ranked highly on the rankings. Fitness and indoor athletic facilities were mid-level priorities.



The PIR for Morrisville's program helped the planning team understand what type of program offerings are most and least important to the residents. Similar to the PIR findings, the recreation programs that rated the lowest were active recreation programs most closely associated with sports. There were a few exceptions to this as basketball was a medium priority. High priority programs were related to fitness, special events, and cultural / arts programs. Medium priority programs were generally also associated with non-athletic programs such as environmental education, senior programs, martial arts, events, and trips.

Overall priority leaned toward the need for indoor recreation capacity and the ability for more cultural-related programs and facilities.

Demographically Related Trends

More in-depth analysis provided correlation between demographic and household characteristics and PIR facility and program trends. The full breakdown of these findings is in the appendix. Noted on below are a few key observations from this data.

- Senior programs ranked as the highest need among households older than 55 years without children. All other age groups rated this a medium-based need.
- Pickleball showed the highest level of interest among households with children ages 10–19, which was significantly higher than all other household makeup markers.
- Camps (summer / school) ranked as the highest need for households with children ages 0–9. All other age groups rated this need as medium or low.

While there were commonalities of need across the entire population, there were subtle variations in desired recreation facilities related to race that the survey participant selected:

- Asian populations desired tennis courts and cricket notably more than the other races.
- Non-white / non-Asian races desired baseball / softball, indoor turf fields, and basketball (indoor and outdoor) courts more than the other races.
- White survey participants desired shooting sports / archery at a higher level than other races.

The department's current program / events and program offerings ranked very highly when benchmarked against national finding. See the following page for a table comparison.

Long-term Facility Trends

To be able to compare current unmet / partially met needs to those in the previous plan, the planning team collected similar data points in this statistically valid survey to the ones collected in 2017. Similar needs were expressed in the previous study. Noted below is a simple trends analysis of interest in 2017 vs. what was discovered in this study. This data helps us to understand how development efforts in the past have impacted needs today. For example, the dog park, which was ranked 5th in 2017 and now ranks 26th. The lowering of the rank can be attributed to the recently built dog park, which helped meet that need. Some needs, such as indoor facilities, weights and fitness, and a splash pad, have been in the top 5 ranked needs since 2017. They are very likely to remain highly ranked until that need is met.

Amenity	2026 Ranking	2017 Ranking	Change
Weights and fitness	1	2	+1
Splash pad	2	9	+7
Indoor track	3	4	+1
Multi-use gym space	4	6	+2
Climbing wall	5	13	+8
Pickleball courts	6	31	+25
Nature parks	7	Not ranked	NEW
Aquatics / swimming facility (outdoor)	8	3	-5
Classroom / meeting space	9	Not ranked	NEW
Greenway trail system	10	8	-2
Disc golf course	11	29	+18
Picnic shelter	12	7	-3
Ice skating surface / in-line hockey rink	13	15	+2
Skate park / BMX	14	21	+7
Aquatics / swimming facility (indoor)	15	1	-14
Shooting sports	16	10	-6

Amenity	2026 Ranking	2017 Ranking	Change
Volleyball courts (indoor)	17	Not ranked	NEW
Volleyball courts (outdoor)	18	19	+1
Soccer fields	19	18	-1
Basketball courts (indoor)	20	Not ranked	NEW
Tennis courts (indoor)	21	22	+1
Indoor turf fields	22	25	+3
Gymnastics gymnasium	23	14	-9
Playground	24	12	-12
Basketball courts (outdoor)	25	16	-9
Dog park	26	5	-21
Tennis courts (outdoor)	27	17	-10
Squash / racquetball courts	28	23	-5
Bocce ball courts	29	30	+1
Horseshoe pits	30	24	-6
Baseball / softball fields	31	20	-9
Cricket fields	32	Not ranked	NEW
Equestrian trails	Not ranked	27	DROP
Golf course	Not ranked	29	DROP
Remote control park	Not ranked	26	DROP

Key: "Not ranked" indicates the item was not ranked in the related survey. "New indicates the item was new to the top rankings. "Drop" indicates that the item was previously ranked and dropped out of the top rankings.

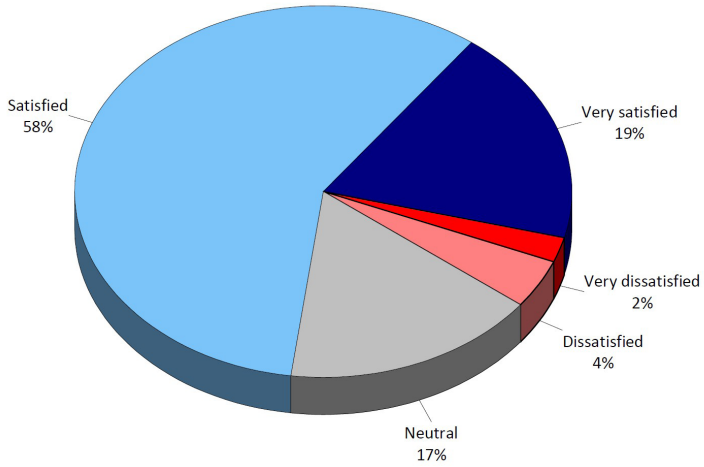
Rating item:	Morrisville's Rating	National Average
Have you visited a parks and recreation facility in the last year?	87% (Yes)	81% (Yes)
Parks and recreation facility conditions	38% (Excellent) 55% (Good) 7 % (Fair) 0% (Poor)	35% (Excellent) 47% (Good) 15% (Fair) 3% (Poor)
Rating of the recreation programs and activities you participated in over the past year	41% (Excellent) 52% (Good) 7% (Fair) 0% (Poor)	36% (Excellent) 49% (Good) 12% (Fair) 3% (Poor)
Reasons for not participating	48 % (Don't know what's offered)* 24% (Too busy) 18% (Classes are full) 9% (Lack of quality programs) 6% (Use of other agency programs)	38% (Don't know what's offered) 18% (Too busy) 9% (Classes are full) 19% (Lack of quality programs) 25% (Use of other agency programs)
How do you currently learn about parks, programs, and events?	(59%) Banners in public places (57%) Social media (44%) Word of mouth (38%) Website (7%) Newspaper / community publication	(32%) Banners in public places (36%) Social media (40%) Word of mouth (26%) Website (25%) Newspaper / community publication

*The full ETC survey is in the appendix.

Finally, understanding how satisfied and supportive the community is for recreation services is critical to understanding if the overall offering is at the level desired by the community. The vast majority of the community finds that PRCR programs and services are satisfying, with very few survey participants noting that they are dissatisfied / very dissatisfied.

Q20. Please rate your overall satisfaction with the value your household receives from the parks and recreation services provided by the Morrisville Parks, Recreation, and Cultural Resource Department.

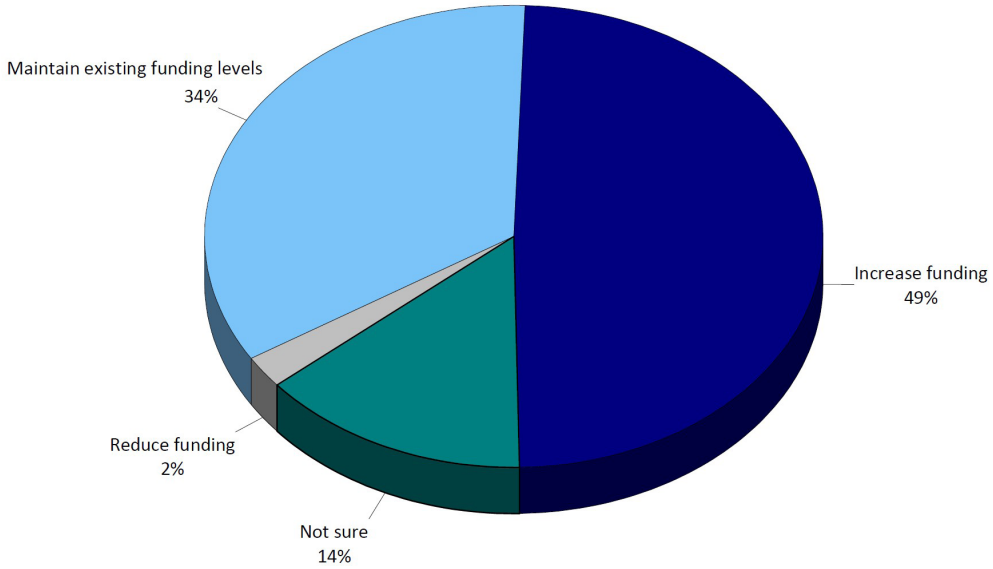
by percentage of respondents (excluding "don't know")



The survey findings present a clear picture that respondents would like to see more funding for PRCR.

Q18. Based on your perception of value, how would you want the Town to fund future parks, recreation, trails, and open space needs?

by percentage of respondents

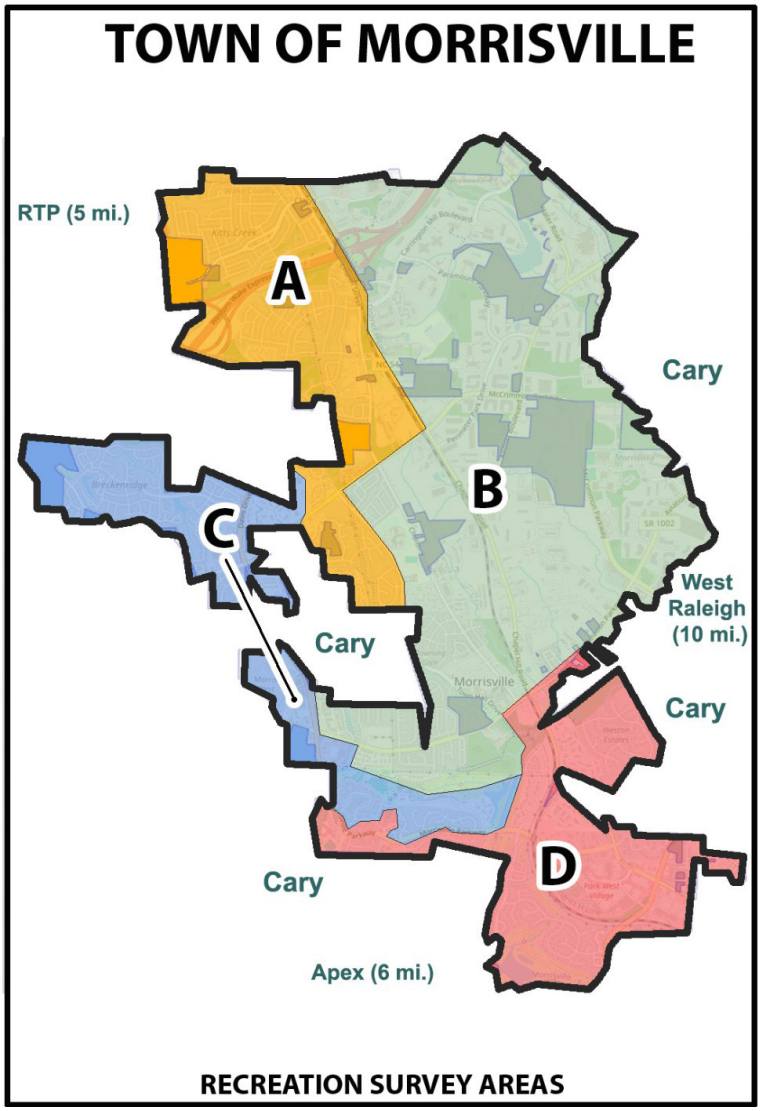


Full survey findings are available in the appendix.

Open Survey

At approximately the same time as the statistically valid survey, the planning team also offered an open survey during the spring of 2026, which drew 335 respondents. This survey was open to both residents and non-residents as a way to express their parks and recreation interests / needs. Though it was not a statistically valid survey, the findings show similar trends to what was observed in the statistically valid survey.

This survey collected general information about the survey respondent's geographic location so that PRCR could factor in geographic differences in needs across the town and compare resident needs to non-residents. Many of the findings showed similar trends in the open survey. Noted on the following pages is a ranking of the top 15 program and facility needs by geographic regions within the Town, along with non-resident needs.



From these tables, we found that many of the top 15 recreation facilities and programs are shared interests across all geographic regions. However, there are just subtle variations in priorities. These subtle variations can help the PRCR tailor program and facility offerings in different regions within the town and for non-residents. For example, skate park / BMX park ranked on the top 15 for non-residents, but did not make the top 15 for any resident region.

Facilities Demand Rankings by Region

A	Amenity	B	Amentiy	C	Amenity	D	Amenity
1	Nature parks	1	Nature parks	1	Nature parks	1	Nature parks
2	Weight and fitness machines	2	Weight and fitness machines	2	Weight and fitness machines	2	Basketball courts (indoor)
3	Greenway trail	3	Greenway trail	3	Greenway trail	3	Weight and fitness machines
4	Multi-use gym space (basketball, volleyball, etc.)	4	Aquatics / Swimming facility (indoor)	4	Aquatics / Swimming facility (indoor)	4	Picnic shelter
5	Picnic shelter	5	Aquatic / Swimming facility (outdoor)	5	Playground	4	Basketball courts (outdoor)
6	Pickleball courts	6	Classroom / meeting space	6	Picnic shelter	5	Aquatics / Swimming facility (indoor)
7	Indoor track	7	Splash pad	7	Indoor track	7	Indoor track
8	Classroom / meeting space	8	Picnic shelter	8	Multi-use gym space (basketball, volleyball, etc.)	8	Aquatic / Swimming facility (outdoor)

Note: Non-resident rankings can be found in the appendix.

Facilities Demand Rankings by Region

A	Amenity	B	Amentiy	C	Amenity	D	Amenity
9	Basketball courts (indoor)	9	Indoor track	9	Splash pad	9	Ice skating surface / in-line hockey rink
10	Aquatics / Swimming facility (indoor)	10	Multi-use gym space (basketball, volleyball, etc.)	10	Soccer fields	10	Multi-use gym space (basketball, volleyball, etc.)
11	Playground	11	Pickleball courts	11	Basketball courts (outdoor)	11	Disc golf course
12	Splash pad	12	Playground	12	Shooting sports (shooting/ archery range)	12	Greenway trail
13	Tennis courts (indoor)	13	Climbing wall	13	Aquatic / Swimming facility (outdoor)	13	Volleyball courts (outdoor)
14	Volleyball courts (indoor)	14	Basketball courts (indoor)	14	Dog park	14	Gymnastics gymnasium
15	Aquatic / Swimming facility (outdoor)	15	Basketball courts (outdoor)	15	Pickleball courts	15	Tennis courts (outdoor)

Note: Non-resident rankings can be found in the appendix.

Regional Programs Demand

A	Amenity	B	Amentiy	C	Amenity	D	Amenity
1	Fitness programs / classes	1	Fitness programs / classes	1	Fitness programs / classes	1	Walking for exercise
2	Special events / family festivals	2	Swimming	2	Swimming	2	Fitness programs / classes
3	Walking for exercise	3	Special events / family festivals	3	Special events / family festivals	3	Painting / drawing classes
4	Swimming	4	Painting / drawing classes	4	Music lessons / classes	4	Swimming
5	Painting / drawing classes	5	Environmental education	5	Painting / drawing classes	5	Disc golf
6	Music lessons / classes	6	Music lessons / classes	6	Walking for exercise	6	Environmental education
7	Training / certifications / education	7	Walking for exercise	7	Environmental education	7	Soccer
8	Pickleball	8	Outdoor music / classes	8	Martial Arts / Tai Chi	8	Running (endurance)
9	Outdoor music / classes	9	Running (endurance)	9	Shooting sports / archery	8	Climbing
10	Trips / tourism	10	Martial Arts / Tai Chi	10	Outdoor music / classes	10	Volleyball

Note: Non-resident rankings can be found in the appendix.

Regional Programs Demand

A	Amenity	B	Amentiy	C	Amenity	D	Amenity
11	Environmental education	11	Training / certifications / education	11	Camps (summer / school break)	11	Ultimate frisbee
12	Senior recreational programs	12	Trips / tourism	12	Soccer	12	Senior recreational programs
13	Volleyball	13	Senior recreational programs	13	Training / certifications / education	13	Outdoor music / classes
14	Climbing	14	Pickleball	14	Tennis / lessons / clinics	14	Special events / family festivals
15	Tennis / lessons / clinics	15	Camps (summer / school break)	15	Volleyball	15	Pickleball

Note: Non-resident rankings can be found in the appendix.

Summary of Open Survey

There was very little variation in demand for recreational facilities or activities across the Town by geographic area. This is very likely due to the Town's small square mileage footprint. This is helpful in understanding that the placement of recreation facilities or programs geographically will have very minimal impact on how the community will be serviced.

Summary of Survey Findings

Both survey efforts pointed to similar trends in that PRCR is offering high quality parks and programs, the facilities are well maintained, and that there is support for more programs, events, and facilities. Walkability and nature based recreation was highly rated, as was the need for multiple indoor recreation facility types. Both surveys pointed toward the need to grow cultural programs and festivals. There is generally equal interest in improving existing facilities as there is toward providing new recreation facilities. Only a small fraction of the community would like to see services reduced. Overall, survey findings present the picture of a department that is thriving, a community whose needs are growing with the population, and generally positive regard for departmental performance that has need for refining / growing interests.

Parks, Recreation & Cultural Resources Advisory Committee (PRCRAC) input session

April 29, 2026: Historic Christian Church

During the project launch period, a presentation was made to the PRCRAC that provided both an overview of the planning process as well as a facilitated Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. The process was designed to engage all members of the advisory committee by giving them each equal opportunity to participate and work together as a team to identify key themes regarding the departmental offerings within the Town. Noted below is a summary of the SWOT exercise findings. See the appendix for full response data.



Strengths Summary:

Morrisville demonstrates strong community assets across its parks, recreation, and cultural systems, with well-maintained facilities such as sand volleyball courts, pickleball courts, a cricket field, extensive greenways, and the MAFC serving as major strengths. The Town benefits from highly engaged residents, strong communication and social media outreach, and an active Parks, Recreation & Cultural Resources Advisory Committee that supports community involvement. Its diverse cultural identity is reflected in a wide range of multicultural events, ethnic festivals, and well-planned community activities, while programming for all ages — including after-school options, youth athletics, summer camps, and senior offerings — creates a well-rounded set of services. Morrisville's parks and recreation staff are consistently recognized for their leadership and quality of service, and the Town's dog park, Town Center development, transportation access to facilities, and appreciation of local history further contribute to a strong sense of place and community pride.

Weaknesses Summary:

Morrisville's weaknesses center on limited space, limited resources, and gaps in facilities and communication that constrain the Town's ability to meet growing community needs. The Town faces a shortage of available land for new parks, facilities, and future development, which restricts comprehensive planning and the ability to expand popular amenities. A major gap is the lack of a dedicated community center, along with insufficient indoor space for sports, events, and weather-dependent programming, compounded by needed repairs at Cedar Fork Community Center. Several programs and sports lack adequate or proportional facilities, and some offerings — such as disc golf — are only temporary setups. Budget limitations, outdated fitness equipment, event parking challenges, and underutilization of the cricket field further strain the system. Communication issues also persist, including difficulty promoting events, language barriers, lack of a central advertising hub, and inconsistent software systems between MAFC and the senior center. Additional concerns include dependence on Wake County Public Schools for space, limited cultural activities for youth, confusion between Morrisville and Cary boundaries, and a perception that the system is better at explaining constraints than finding solutions.

Opportunities summary:

Morrisville has several opportunities to strengthen its parks, recreation, and cultural system by expanding partnerships, improving facilities, and enhancing community engagement. The town can benefit from closer coordination with neighboring municipalities and by pursuing sponsorships, including naming rights for facilities like the cricket field. A major opportunity is the development of a new community center — potentially combined with the senior center — to provide open gym space, indoor courts, and year-round programming for all ages. Morrisville can also grow event attendance, expand volleyball and pickleball offerings, and leverage the Town Center and new Town Hall to anchor more activities. Increased community outreach, especially for seniors and youth, along with stronger communication tools such as improved social media use and better resident portals, can deepen engagement. Additional opportunities include expanding greenways with better lighting and connectivity, adding more parks and splash features, hosting food festivals, partnering with Wake Tech for educational programs, and using the town's strong bond rating to support future development.

Threats summary:

The Town faces several threats that could limit its ability to grow its parks, recreation, and cultural offerings, including ongoing funding challenges, rising development costs, and facility-based limitations. Community engagement is at risk due to declining interest, lack of inclusiveness in cultural celebrations, and difficulty reaching residents because of confusing surveys, weak communication channels, and no central hub for event information. Operational issues — such as separate registration systems between MAFC and the senior center, limited planning, and dependence on Wake County Public Schools for space — create frustration and reduce program accessibility. Safety concerns, including property crime and policing needs, also affect community confidence. Additionally, the town risks losing residents and staff to neighboring communities with a greater variety of facilities, broader programming, and strong event offerings, especially when event expectations are not met or youth engagement falls short. Limited land for development, event parking challenges, and a perception that the Town is slow to innovate further threaten Morrisville's ability to meet growing expectations.

Department Directors Input Session

April 30, 2026: Morrisville Council Chambers

During the project launch period, a presentation was also made to the Town's department directors and town management. Similar to the PRCRAC, the meeting was both an overview of the planning process as well as a facilitated (SWOT) analysis. The same process used for the PRCRAC was used with those in attendance. The meeting was conducted so that the other key management of the Town, who regularly interact with the PRCR department, would have a chance to provide feedback on the department and observed trends. Noted below is a summary of the findings of the SWOT exercise. See the appendix for full response data.



Strengths summary:

Diverse and expanding programming, including unique offerings such as world-class cricket facilities, active senior programs, and cultural initiatives, reflect the community's diversity. The Town benefits from multiple well-maintained parks, extensive greenways, and a broad range of amenities — including the Morrisville Aquatics and Fitness Center — that many communities of similar size do not have. Strong leadership, supportive elected officials, and a collaborative, skilled, and professional staff contribute to a positive organizational culture that enables innovation and high-quality service delivery. The department's smart-technology solutions, engaged community, and recognition of cultural diversity further enhance its ability to offer programs that meet the needs of residents across age groups and backgrounds.

Weaknesses summary:

Internal weaknesses stem from organizational, programming, and infrastructure challenges. Leadership and governance can become overly involved in operational details, while overarching policies and guidelines remain unclear. Staffing issues — including turnover, limited historical knowledge, inconsistent customer service, and uneven cultural understanding — create gaps in service delivery. Programmatically, the department struggles with defining its identity, balancing offerings, expanding sports opportunities, addressing long waitlists, and improving teen engagement. Infrastructure concerns include aging facilities, architectural inconsistency, limited pickleball courts, and parks like Church Street Park being stretched across too many functions, along with safety issues related to design, crowding, and cumbersome access processes. Financially, the department must better understand cost recovery while balancing fees with quality-of-life expectations. The lack of a standalone community center, reliance on a leased senior center, limited parking, and insufficient greenway connectivity further constrain operations and user experience.

Opportunities summary:

The department / system has significant opportunities to grow by leveraging its unique cultural strengths—such as cricket and Holi — while planning realistically for future land needs and facility expansion. The town can capitalize on a shifting population, new ideas, and emerging technologies to modernize services, strengthen partnerships, and enhance staff development through clearer visioning, succession planning, and deeper collaboration across departments. Major facility opportunities include advancing community center concepts at sites like Harris Mill, Marcom Park, and the Town Center, as well as upgrading existing parks, improving signage, and integrating parks into broader placemaking and branding efforts. Expanding programming — especially for youth, seniors, and multilingual audiences — along with increasing special events and Town Center activities, can help meet evolving community needs. Additional opportunities lie in greenway expansion, optimizing current assets, exploring new park sites such as Watkins Road and Wake Tech Park, and elevating Morrisville's growing reputation in cricket through larger events and long-term visioning.

Threats summary:

The department / system faces several external threats that could limit its ability to grow and meet community expectations, including public safety concerns related to large crowds, access points, and staff training. The department risks losing focus as pressure mounts to deliver many initiatives at once, driven by high expectations and a desire to satisfy all requests without a unified vision. Rapid population and demographic shifts, along with competition from surrounding communities and the emergence of large cricket facilities elsewhere, threaten participation and community loyalty. Staffing challenges — such as retaining skilled employees, managing capacity, and preserving institutional knowledge — add operational strain, while aging facilities and shared spaces with other agencies complicate long-term planning. Budget constraints, rising operating costs, limited revenues, and scarce land for future development further restrict the department's ability to expand services. Additional threats include declining participation, inconsistent community support, unclear ordinances, increased reliance on technology, and the challenge of balancing many needs within a small geographic footprint.

Town Management and Council Member Updates and Interviews

Interviews and updates were provided to the Town management and elected officials during the planning process to better understand the context of what these leaders were seeing and hearing from the local residents and staff. One meeting was held early in the process to explain the planning process and get the leaders' impression prior to seeing any overview of public input or background / benchmarking data. A second meeting was held after the public input and analysis were completed to provide a more in-depth understanding of current operations. During these interviews, these leaders were able to ask questions and provide feedback and insight. This information was then used to provide broader context to the planning process.

Operations and Staffing Assessment

Staffing and operational analysis was conducted through a series of interviews to understand the in-depth strengths and challenges of day-to-day operations as well as to begin to prepare for challenges that are expected. Noted below are key findings from this analysis. Detailed findings of this assessment can be found in the appendix.

The most common expressions of the staff were to:

1. Create more indoor recreational space.

2. Streamline / simplify operations and remove cultural / leadership friction.

3. Have the ability to make more data driven decisions.

When asked what the staff thought their strengths and values were, some common themes offered were:

- Staff are dedicated, skilled, and positive. They feel they are dedicated to making users feel welcome and connected.
- It's important for the staff to deliver high impact and diverse programs. There is a strong effort to make sure that good pre-planning of programs events are conducted.
- Some programs, such as swim lessons, volleyball camps, and summer camps, fill up quickly.
- The department is viewed as being agile / adaptive to accommodate changes quickly. Staff are able to make this possible through strong partnerships and relationships.

When asked about what could be improved about operations, responses reflected:

- There was an overwhelming sense that there was not enough indoor recreation space and that some of the space that they had was unpredictable to operate within due to partnerships.
- It was difficult to work in a high pressure environment where there was a rigid hierarchy with limited autonomy.
- There was a general sense of being under the microscope for the details of how and what was offered.
- There seemed to be some questions about if upper leadership and local leaders trusted the department's ability to serve the community.
- There was a sense that policies needed to be clarified and processes at times were so cumbersome that it could create inefficiencies.

When asked what the department should do more or less, the staff noted:

- More free programming, cultural arts and swim lessons
- Focus on serving residents first.
- Reevaluate special events and how partnerships worked with those find the right blend.
- Indoor recreation facilities, more parking, and event spaces were noted as major needs.
- Cost recovery was an area that generated a lot of discussion and appeared to be an area of need for further education.

Overview of Findings

Morrisville is grappling with what it means to be a multi-cultural suburban community. Many residents long remember days when the Town's population was smaller, there was much more of a single culture, the pace of life was slower, and prospects of what this small town would look over time as it grew. Those days are here now. While still called a town, this burgeoning suburban community is extremely culturally diverse with wide range of opinions on what it should look like to be a resident of this community that is overwhelmingly loved by its residents.

Residents, staff, and local leaders are still working their way through the details of what they want the finer points of Morrisville's Parks, Recreation & Cultural Resources department to look like. However, a few shared common themes were echoed nearly across all those that have given feedback.

There is still a need for more indoor recreation space, and this space should be something that brings the community together, regardless of age, ability, or ethnic background. The community desperately wants to celebrate arts and cultural opportunities and events much more. This is a wide range of cultural events drawing from the Town's pre-industrial roots to its modern multifaceted culture. It wants many opportunities to share these experiences through events and programs. The community wants to be fit and be able to take walks and bike rides under tree-covered areas as much as possible.

In terms of how the community wants to pay for its current and future opportunities, there's not one clear way forward but likely several ways forward. This means likely covering some investments through general funds, select bond-related projects, while also finding the right balance between keeping costs low for participants and strongly factoring in cost recovery strategies with residents and visitors alike.

Overwhelmingly, the community believes that the PRCR department is doing a good and professional job and, like every community, refinement happens over time.



07

RECOMMENDATIONS

Parks and Recreation Recommendations and Best Practices

How are recommendations determined

The future of a community's parks and recreation system is best shaped by understanding past successes, recognizing current needs, and identifying opportunities for improvement.

Understanding the differences between recommendations and best practice

Recommendations: Specific and actionable

These are more specific to Morrisville and are generally actionable items that will directly or indirectly contribute to needs expressed by the community or observations / analysis of the parks and recreation department. These items, because they are more specific in nature, are items that will be prioritized in order of importance in the following section: Action Implementation Plan.

Best Practices:

These are more general in nature and while many of these best practices may be related to items expressed by the community, they are more universal in nature. These items are commonly held best practices which can be observed in the field of parks and recreation departments across the country. They are often addressed continually over a long period of time.

Notice: At times recommendations serve as the catalyst to help a department begin a best practice. As such, there can be grey areas between what is a recommendation and what is a best practice.

Departmental Principles

While the PRCR department was undergoing this comprehensive planning process, it was also evaluating what the departmental principles should be. This process also involved public engagement, but was separate from the efforts

already outlined within this plan. These categorized principles are noted below, and each recommendation has been checked to ensure that they align with these principles.

Principle Code	Principle
A.1	Community-Centered Service: Continuously improve services through data-driven decision making, staff development, and community feedback.
A.2	Community-Centered Service: Foster a sense of belonging through designing programs, facilities, and events that reflect the diverse needs, interests, and voices of the community.
B.1	Cultural Enrichment and Creativity: Celebrate local heritage, arts, and traditions while embracing innovation and new cultural expressions.
B.2	Cultural Enrichment and Creativity: Provide platforms for creative collaboration between residents, artists, and cultural organizations.
C.1	Health and Wellness for All: Promote active lifestyles through recreation opportunities for all ages and abilities.
C.2	Health and Wellness for All: Enhance mental and emotional well-being through physical activity, recreation, and social connection.
D.1	Equity and Inclusion: Ensure all programs, spaces, and opportunities are free from barriers related to income, ability, or background.
D.2	Equity and Inclusion: Actively address disparities in access to parks, recreation, and cultural resources.

Recommendations Timelines

Unlike best practices, recommendations have been broken down into general time frames. In this section, recommendations have been addressed topically. In the following section, Action and Implementation Plan, addressed recommendations are intended to provide a strategic and chronological approach.

The time frames denoted are:

- Urgent needs (0–1 year) : These items can or should be fulfilled without delay due to their impact, risk, or opportunity. Ideally, these items should be started within the first calendar year after the completion of this plan.
- Short-term needs (1–3 years): These needs are of high importance, but may require additional planning, consensus, funding, or other considerations before being able to be undertaken.
- Mid-term needs (4–6 years): These needs may also be of high importance, but take greater resources to undertake or may meet a lesser expressed community need.
- Long-term needs (7–10 years): These needs are critical but often require long-term strategies for funding or are addressing mid-priority needs expressed by the community.

Contingent factors

It is a common occurrence that items that end up in the mid or long-term category are addressing items strongly expressed in the community's needs. However, at times, these critical needs cannot be addressed immediately because their actions are contingent upon steps that were completed in earlier years.

I.e., you may urgently need a new community park, but the item becomes a mid-term item because no land is currently owned in the geographic area where the community park is most needed. This approach will become more clear in Action Plan Implementation.

Understanding the needs and desires of the Town and community members is essential before making recommendations for the existing park system and expansion. The community workshops, Town staff and leadership discussions, and public input were integral in helping identify the primary interests and concerns of residents.

Throughout this section, two types of input will be provided to help Morrisville continue to make improvements in serving their residents and visitors with high levels of parks, programs, and events.

Recommended Level of Service

Based on the National Recreation and Parks Association (NRPA) benchmarking data, current facility offerings, and public input, a Level of Service (LOS) has been recommended for the Town of Morrisville. Each community's LOS is unique, reflecting the varying needs of different communities. The LOS serves as a framework for understanding the type of recreational profile the community desires. With this LOS profile, plans can be developed to adjust and expand recreational offerings to better meet community needs.

A multi-generational recreation center is recommended to serve significant indoor recreation needs for all age groups rather than the Town attempting to build three specialty centers.

Not in range

In range

Morrisville is quickly approaching being built out, and with its total current density and projected population growth it will be impractical for the department to be within benchmark levels for most recreational elements. The most pertinent area of underserved need over the next ten years will be to develop what will likely be the Town's last large indoor recreation space and address its needs to address cultural related programs and events. The table below illustrates Morrisville Level of Service, which was used to guide the subsequent recommendations.

Amenity	Need range based on Population in 2036 (42,987)	Projected level of service based on population	Community Input Interest Level	Recommended by 2036
9- hole golf course	36,000	0	Low	0
18- hole golf course	34,275	0	Low	0
Aquatics center	32,226	1	High	0
Arenas	25,000	0	Low	0
Basketball courts (indoor)	16,842	1*	High	2
Basketball courts (outdoor)	7,934	3	Low	0
Community centers	29,722	2	High	0
Community garden plots	26,437	2	Medium	0

Amenity	Need range based on Population in 2036 (42,987)	Projected level of service based on population	Community Input Interest Level	Recommended by 2036
Competitive swimming pools	37,306	0	High	0
Diamond fields	3,650	2.5	Low	0
Dog parks	26,147	1	Low	0
Disc golf course	32,812	1	Medium	1
Driving range stations	23,382	0	Low	0
Fitness zones / exercise stations	23,138	4	High	0
Indoor ice rinks	22,696	0	Medium	0
Leisure pools	34,495	1	High	0
Multi-use courts	28,262	4.5	High	4
Nature center	37,066	0	High	0
Overlay fields (open space)	12,504	1	Low	0
Performance amphitheaters	34,858	1**	High	In development
Permanent and semi permeant restrooms	4,756	9	Medium	1

Morrisville planning projections via US Census American Community Survey

Notice: N/A Data not available or difficult to categorically present

Need derived from all public input forms

* CFCC has 2 basketball courts but are only used ½ time due to school schedule.

NRPA Does not benchmark all facility types

** Includes temporary facilities and facilities in development

Metrics derived from 2026 NRPA Agency performance data

Amenity	Need range based on Population in 2036 (42,987)	Projected level of service based on population	Community Input Interest Level	Recommended by 2036
Pickleball courts (dedicated)	6,537	7	Medium	3
Playground	3,010	10	Medium	1
Racquetball / handball / squash (indoor)	9,000	2	Low	0
Recreation centers (including gyms)	25,198	.5	High	1
Rectangular fields (multi-purpose fields)	4,294	11	Low	0
Senior center	35,000	1	High	0
Skateboard park	34,275	0	Medium	0
Splashpad / spray ground	28,000	1	High	0
Stadium	33,597	1	Low	0
Teen center	32,798	0	High	0
Tennis courts	8,973	6	Medium	6
Therapeutic pools	33,556	1	Medium	0
Walking loops / Running tracks (indoor)	34,573	0	High	1

Morrisville planning projections via US Census American Community Survey

Notice: N/A Data not available or difficult to categorically present

Need derived from all public input forms

* CFCC has 2 basketball courts but are only used ½ time due to school schedule.

NRPA Does not benchmark all facility types

** Includes temporary facilities and facilities in development

Metrics derived from 2026 NRPA Agency performance data

Categories of Impact

The recommendations noted below are topically presented to help local leaders understand the themes and related needs. These areas of impact seek to address the wide range of operations and challenges faced by a modern parks and recreation agency. In the following section, items presented topically here, will be arranged to provide a priority list.

Access

No major Americans with Disabilities Act (ADA) concerns were observed with existing facilities during the planning process.

Best Practice: Facility and Program Accessibility

Every park and recreation facility the department operates should respect and provide for the needs of the disabled population through design and programming. All new facilities should be designed to meet current Americans with Disabilities Act (ADA) requirements. Departments should continually be taking steps to meet or exceed compliance with these regulations at all of the existing facilities. As new facilities are acquired or developed, priority should be given to the continual upgrading of existing facilities that, perhaps, become non-compliant.

Budgetary

Recreation budgets are the funding engine for serving resident and guest needs. No two budgets will be exactly the same and, at times, adjustments are needed to better align with the requested investments the community needs.

Number	Action Item	Description	Need Type	Department Principle
1.1	Capital Reserve Fund	A capital reserve fund should be established to allow revenue collected from non-residents at facilities to be accumulated and used over time for facility development, upkeep, and improvements.	Immediate	D.2
1.2	Upper Quartile Capital Goal	Due to population growth projections, the department should use the national upper quartile as the minimum threshold for capital investment levels over the next 10 years.	Immediate	D.1
1.3	Cost Recovery Framework	Clarify public subsidy expectations, create consistentency for setting fees, and provide a transparent explanation of how prices are established.	Immediate	D.1

Number	Action Item	Description	Need Type	Department Principle
1.4	Establish Rehabilitation / Deferred Maintenance Budget in CIP	There should be an itemized list of overarching capital needs. Rehabilitation funding should be allocated annually in the CIP by the following categories to support the repair and restoration of existing amenities, extend their useful life, improve safety, and increase functionality. Paths, trails, and sidewalks; park and facility amenities (i.e., restrooms, benches, drinking fountains, pavilions and picnic areas, dog parks, exercise fitness areas, public art); pools and spraypads and spraygrounds; open space conservation and forested areas; Community Recreation Centers / Teen Centers / Senior Centers; Playgrounds; Sports facilities (i.e., rectangular fields, diamond fields, cricket fields; sport courts, disc golf); Critical Repairs (i.e., unanticipated and emergency repairs / replacements); Lighting and Below Grade Infrastructure; operations facilities; parking lots.	Immediate	A.1
1.5	Running Maintenance Backlog Total	There should be a running total of the dollar amount of maintenance backlog items.	Immediate	A.1

Environmental

Within a local government setting, few other departments can better inform and educate the local community about the natural resources which serve as the backdrop for the community's parks system. How a department utilizes these resources and how facilities are developed can serve multiple roles, including serving as educational points for the community.

Number	Action Item	Description	Need Type	Department Principle
2.1	Tree Canopy Inventory and Management Plan	To support the health and growth of the canopy within the Town, the Department should utilize the recently conducted canopy assessment for park planning and development efforts.	Mid-range	C.1

Best Practice: Green Building

A best practice that many departments choose to pursue is implementing green building components into the existing and future park facilities where cost effective and economically feasible. Green building techniques consist of building materials and construction practices that reduce environmental impacts (greenhouse gases, water pollution, and air pollution) and promote energy-efficient building materials and methods. These efforts will improve environmental stewardship for park facilities and educate park users.

Facilities

In many ways, the type and function of facilities that a parks and recreation agency develop sets the foundation for how an agency can and will serve its residents and visitors. For example, a community that has a strong need for pickleball, may not have that need met because its facilities are not aligned to meet that need and do not offer the facility or at a level that matches the need. It's also important to understand that community needs are constantly changing and, as such, it's important for parks and recreation agencies to change their facility makeup as the trends of the community needs shift over time. Finally, facilities have a useful life expectancy, and while renovation and retrofitting can extend these facilities' lives, failing to take actions to keep facilities current can create a myriad of other issues such as increasing the local governments exposure to liability, presenting the community in a poor light to visitors, or simply not being able to keep up with modern demand levels.

Best Practice: Technology Access

As the culture continues to move towards information accessibility, providing access to Wi-Fi connectivity within the parks is an amenity that can elevate the users of park facilities. Departments should identify the locations within their park facilities to install the necessary equipment that will provide users with the ability to access Wi-Fi connectivity.

Number	Action Item	Description	Need Type	Department Principle
3.1	Space Use Analysis	Conduct an in-depth space use analysis to understand total system capacity and where usage lies currently.	Immediate	A.1
3.2	Plaza Space	Develop a plaza near Town Center that can be used for communal events and gatherings.	Mid-range	A.2
3.3	Feasibility Studies	Conduct feasibility studies for a recreation center and cabins at the Marcom properties. Senior center efforts should be driven by a feasibility study.	Immediate	A.1
3.4	Pugh House	The Pugh House should be renovated as a flexible arts and cultural space to accommodate Town-programmed events, arts-related activities, and privately rented events.	Short-range	B.1
3.5	Revenue Generating Facility Development	The department should develop facilities that are intended to generate non-resident revenue for reinvestment into the park system.	Short-range	D.2

Existing facilities recommendations

Noted below is each park in the system and the general recommendation(s) for each site. More specific recommendations and the opinion those probable costs are noted in the subsequent section

Park	Park Specific Recommendations
Morrisville Aquatics and Fitness Center	A meditation garden is recommended behind the building. The department should make use of the loading dock as a temporary barrier to create an outdoor flex space. In the future, an aquatics expansion feasibility study should be conducted, but only after a new recreation center has been developed so that fitness demand can be reassessed.
Pugh House	This site is recommended to be transformed into an attractive entrance piece that welcomes residents home and provide visitors with a postcard-worthy entrance into the town. The Pugh house and surrounding grounds are recommended to be renovated and developed to serve as an arts and cultural site. The site should be able to serve four pillar functions: provide arts and cultural programs, hardscaping and well-manicured grounds able to host small events for small parties / events, a display of local works of arts including but not limited to those of Mabel Pugh, and serve as an anchor to a larger historic district in Morrisville. It's further recommended that the site be evaluated as a social district area that serves beer and wine to complement micro-cultural events, concerts, and smaller live performances.
Morrisville Community Park	The department should continue its work to expand racquet sport offerings on site and continue to monitor the structural integrity of existing courts. The existing metal building restroom is recommended to receive a façade to bring the aesthetic appeal of this building in line with the rest of the park that is in generally excellent condition. The facade can extend the use of the facility for another 10 years. After that period, the facility will be approaching needed replacement.
Indian Creek Greenway and Trailhead	This current greenway is recommended to receive historic and cultural art along the walkway that helps tell the story of Morrisville's history and transformation from a small rural town into its current multi-cultural urban offerings. Curated pieces of public art should help tell the story of this transformation as well as add to the already attractive ambiance of this section of greenway.
Church Street Park	It's recommended that the Town enter discussions with Duke / Progress Energy about gaining access to property adjacent to Church Street Park for a permanent home for a disc golf course.

Park	Park Specific Recommendations
Shiloh Park	It is recommended that the Town consider this as a possible location for a recreation center due to recent acquisition of land and the repurpose of current baseball / softball areas and cricket practice areas into recreation center related space due to low demand expressed for these activities during public input. This site also presents the benefit of a recreation center as it would minimize canopy loss due to most of the site already being cleared for other uses.
Cedar Fork Community Center	No recommendations for development beyond the current updates that are already underway for this site.
Northwest Park	No recommendations for development / renovation during this 10-year period.
Crabtree Creek Nature Park	No recommendations for development / renovation during this 10-year period.
Senior Center	The Town is recommended to continue to lease space for a senior center until a multi-generational recreation center has been designed and developed. At that point, the Town should reevaluate the need for any leased space as either annex space for senior program, other program areas, or non-renewal of leased space.
Historic Christian Church	The Town is recommended to utilize the historic church both as a continued small programming area, but also as a potential trailhead for greenway connection with other Town assets.
Morrisville Dog Park	No physical changes are recommended for the site. The town should continue to use the site as a potential sponsorship location.
Town Center	Once existing development of Town Center is complete, the Town should consider this as a possible recreation center site. However, it is strongly recommended that a traffic and parking assessment be conducted to fully understand the traffic and parking impacts of a major recreation center entering the Town Center area. Canopy retention should be factored into whether this area is best suited for a recreation center or if other sites have less impact on canopy loss.

Park	Park Specific Recommendations
RRCR Administration Building	No recommendations for development / renovation during this 10-year period.
Watkins Road Property	This site is recommended for use as mostly a passive recreation site due to site restrictions.
Marcom Properties	It is recommended that these sites be planned and developed into cabins and glamping sites that fit seamlessly into the environment, giving residents and visitors a quiet connection to green space as well as providing revenue generating opportunities. Small picnic areas and natural surface trails are recommended to complement the cabins and glamping site. Efforts should be made to partner with Wake County to gain access to the nearby lake. It is strongly recommended that the Town retain control over any cabin or glamping offerings that are offered on site.
Trail and Greenway Connections	A trail and greenway master plan is recommended. Priorities should further be placed on expanding greenway connections in the northern area of the town. A connection between Watkins Road and the Marcom area should be a part, but not the whole of this expansion.

Maintenance

The maintenance of parks and recreation facilities is a major pillar of parks and recreation operations. While these recreation facilities, events, and programs often grab attention through marketing, maintenance operations can often set first impressions of a park system, strengthen or weaken the agencies program offering, prolong the life of community assets, and so much more. The staff that work tirelessly are all too often the unsung heroes of an outstanding park system that can make or break the quality-of-life image that a community is striving to project and offer.

Emerging Best Practice: QR Codes for user Feedback

Using technology, parks can incorporate a way for users to provide real-time feedback on a park. Many communities use a QR-code-based system to identify these needs. A critical piece of this system is to ensure that there is a response within a short period of time of receiving the information (1 to 2 business days). Restrooms, playgrounds, greenways, dog parks, parking and other high-use areas are well suited for this process.

Number	Action Item	Description	Need Type	Department Principle
4.1	Implement industry best practice maintenance standards.	Park system maintenance should be managed by amenity standards that are applied to level of service maintenance standards with levels of frequency.	Short-range	A.1
4.2	Improve coordination with Public Works and schools for more efficient maintenance.	Improve coordination with Public Works and revisit existing joint-use agreements with Wake County Public School System to address maintenance needs, improve response times, and resolve ongoing issues with gym maintenance.	Immediate	A.2

Marketing

The hallmark of any great parks and recreation agency is that the community can find out about its programs, events, and new facilities in a number of ways. A strong marketing effort in parks and recreation can also help build a sense of community that is shared community wide as well as broadcast to non-residents who may be looking for a place to play or to relocate. Marketing practices change regularly as new technologies and processes emerge.

Best Practices: Marketing Awareness and Partnerships

Parks and recreation facilities are an invaluable asset to any community. The need to provide public awareness of recreation opportunities is just as important as providing the necessary facilities. Departments should regularly assess their marketing campaigns to improve understanding of park facilities and programs. Departments should pursue options to raise more awareness through social media, special events at lesser-known facilities, and signage directing visitors to the parks as growth continues to occur throughout the region. Departments should seek partnerships with local chambers of commerce, tourism development authorities, and real estate groups to help these partners communicate the quality-of-life enhancements and attractive parks / programs that department offers.

Number	Action Item	Description	Need Type	Department Principle
5.1	Park Locator Map	The department should develop a parks and greenways locator map.	Immediate	D.1
5.2	Continuous Public Engagement	The department should offer a recreation and programs survey that is simple and continually open. Resident and non-resident requests should be funneled to the survey any time a suggestion is offered. Evaluation of the findings should be done on a regular basis to understand trends.	Immediate	A.2
5.3	Cell Phone Data	The department should subscribe to cell phone-based user informatics that allow the department to see resident / non-resident use patterns in its parks.	Short-range	A.1
5.4	Resident-First Marketing	Standard marketing messaging should communicate that facilities and programs are designed to serve residents first while also attracting non-residents.	Immediate	A.1

Organizational

The internal operations of a parks and recreation agency impact virtually every facet of the agency's service delivery. Moreover, there are very few parks and recreation agencies that operate as an independent authority or commission. Therefore, communication coordination and internal strategies are often built along governmental frameworks that are worth examining.

Continue the National Best Practice of Agency Accreditation

Many departments greatly benefit from pursuing parks and recreation agency accreditation as a tool that would help examine the current practices and compare them with nationally held best practices. The NRPA helps departments evaluate their current operational practices against other comparable parks and recreation departments from around the country. This information sharing process helps provide an objective look and can often be the catalyst for modernization and improved efficiency.

NRPA notes that the "Commission for Accreditation of Park and Recreation Agencies (CAPRA) delivers quality assurance and improvement to accredited park and recreation departments throughout the United States. This operational management system improves their infrastructure, increases efficiency in all activities, and demonstrates accountability within their communities. Implementation of this system strengthens teamwork among department staff, embeds all aspects of CAPRA into their department's internal culture, and establishes a continuous improvement mindset for all department activities."

Source and for more information, visit: https://www.nrpa.org/certification/accreditation/CAPRA/

Number	Action Item	Description	Need Type	Department Principle
6.1	Departmental Efficiency Measures	The department is recommended to undergo third-party analysis to establish efficiency measures, including but not limited to LEAN-six sigma. This should be interdepartmental communication between the PRCR and other Town departments.	Short-range	A.1
6.2	Staff Capacity	On a regular basis, review, update policies, clarify decision authority, streamline hiring and event processes, and allow managers to act within approved goals and performance thresholds.	Immediate	A.1

Number	Action Item	Description	Need Type	Department Principle
6.3	Resident / Non-resident Suggestion Matrix	The department is recommended to catalogue and distinguish resident and non-resident usage and requests comprehensively as an effort to understand the interest of resident needs vs non-resident interests.	Short-range	D.1
6.4	Visioning Tour	The department should organize a facility tour of area recreation sites for review of best practice. These sites include Joyner Park in Wake Forest, new recreation centers such as in Holly Springs and cultural / event space like at Saxapahaw Village in Alamance County	Short-range	A.1
6.5	Technology Improvements	Modernize software systems, especially registration software. Address the need for a mobile-friendly registration version.	Short-range	A.2
6.6	Inconsistent Performance Tracking and Analytics	Establish data-driven internal metrics to track program success, gauge community alignment, and remain adaptable when offerings aren't performing well.	Immediate	A.1
6.7	Recreation Center Operation / Normalization	A multi-year period of ramp up and normalization associated with the development of a new recreation center is recommended.	Long-range	D.2

Parkland

It's important to understand how much parkland is needed as well as how it's distributed throughout the community. Noted below are general recommendations for parkland strategies. Morrisville is generally recommended to make use of its existing parkland as and Town-owned properties as the town approaches being built out. The town should generally look to expand its existing parkland with adjacent land purchases, partnered use via leases or mutually beneficial recreational easements.

Best Practice: Natural and Cultural Heritage Inventory

Many departments develop a site inventory of significant Natural or Cultural Heritage. This information can be helpful in a number of ways, including but not limited to incorporating the information into park planning and directing visitors toward areas of interest and / or protecting areas of exceptional significance from exposure or over exposure that might become detrimental to the resources.

Number	Action Item	Description	Need Type	Department Principle
7.1	Partnership with Wake County	Expand Marcom property options with a formal partnership land swap with Wake County.	Immediate	D.2
7.2	Micro Event Spaces	The department should develop multiple small-scale event spaces that can handle parties and events of 100 people or less. These should be unique spaces that are tied to the arts, culture, and history of Morrisville, and can be programmed by either Morrisville event staff or by third parties.	Mid-range	C.2
7.3	Establish a cultural / historic district.	A historic / cultural district should be established that includes the Pugh House, Historic Christian Church, and historic battle sites currently owned by the Town. Educational / recreational programming, representative art, and information should be provided on these sites.	Mid-range	B.2

Partnerships

Parks and Recreation departments do not operate in a vacuum. It's best practice that efforts be made to coordinate planning efforts with the area school system, other local municipalities, and the planning departments. Continued participation and input from all recreation stakeholders should be sought when planning significant improvements or system expansion. Representatives of these area local governments and other parks and recreation agencies should meet periodically to discuss development and recreation projects that are planned or are underway within the area. When state and federal parks and recreation entities are also serving the local population, efforts should be made to include these agencies as well.

Best Practice: Internship Agreements

Many departments have access to an area community college or university within or near their operations. Partnerships via internships can often be a natural fit; the department should also consider this. Interns in the following fields are most beneficial to parks and recreation departments: Parks and Recreation Programs, Marketing, Horticulture, Turf Grass Management, Public Health, Public Policy, Physical Therapy, Art, Design, Business, Planning, Sustainable Tourism, and Photography / Videography can be exceptionally beneficial. This is not an exhaustive list, as many other beneficial areas may help promote the goals and objectives of a parks and recreation department.

Developing a robust intern pool not only provides valuable educational experiences for the interns, but also brings a continuous influx of new and innovative ideas to address the complex challenges faced by parks and recreation agencies.

Number	Action Item	Description	Need Type	Department Principle
8.1	Adjacent Space Utilization	Properties adjacent to current park assets should be routinely evaluated for potential partnership and expanded usage via recreational easements.	Short-range	D.2
8.2	Partnership report and rating	A partnership report and rating system should be established for any nonprofit or community group looking to utilize parks and recreation facilities and spaces. An object record of past issues and instances should be used as an evaluation for future continued partnership with the organization, especially in cases where the partnership strained department resources beyond the contractual obligations.	Short-range	A.1

Number	Action Item	Description	Need Type	Department Principle
8.3	Arts, Culture, and History Council	A non-profit arts council should be formed and assist with the advising and fundraising for arts and heritage- related interest the Town.	Short-range	B.2
8.4	Wake County / Marcom partnership	Enter into a formal partnership with Wake County to allow broader access to the waterfront area near the Marcom properties.	Short-range	C.1
8.5	Event parking analysis	Conduct an internal parking analysis in partnership with the transportation division to understand how current and future development as well as population growth will impact special events and programs. Factors should, at a minimum, include shuttle costs, staff time, safety concerns, and resources / space capacities.	Short-range	A.1

Policy

Policy is a vital tool for conveying the direction and approach of various topics that parks and recreation agencies need to address to staff, local leaders, and communities. The NRPA agency accreditation best practice is an excellent resource for understanding the policies and procedures an agency should have in place. It also provides a framework for sharing policies between similar parks and recreation operations. The policy areas highlighted below should be prioritized based on public concerns or observations from the planning process that warrant strategic attention.

Morrisville's PRCR Department has been Commission for Accreditation of Park and Recreation Agencies accredited since 2014.

Best practice: Prevention, prescription, programs and parks

Countless studies have presented that parks and recreational programs are critical in preventing many of today's major public health issues. Yet not many communities truly focus on using the resources of parks and recreation departments to tackle these public health issues directly.

Number	Action Item	Description	Need Type	Department Principle
9.1	Morrisville-first policy	The department is recommended to draft a policy that outlines how it will serve residents first and promote outside utilization and interests second.	Immediate	D.1
9.2	Social district policy	Social district areas should be developed around the town and at select parks and recreation spaces to allow beer and wine to be sold at select events and programs.	Short-range	B.2
9.3	Request Log	A log should be established to denote any time a non-parks and recreation staff, such as a local leader / manager or official advisory member, requests an event, program or adjustment to operations to understand broader trends and, if needed, request the resources to address these expressed needs. The request log should be available for public review with names of the requester redacted.	Immediate	A.1
9.4	Leader / Volunteer Education	The department should work with Town leadership to create an educational session that helps elected leaders, advisory members, and other town staff understand the appropriate channels of communication for offering suggestions for departmental operations.	Short-range	A.2
9.5	Facilitated Annual Retreat	A third-party-facilitated annual retreat should be utilized to help build PRCR-related consensus among local elected leadership, advisory, PRCR leadership and town leadership.	Immediate	A.2
9.6	School Partnership Issue Log	The department should keep a log of school-based partnership issues and address them at quarterly scheduled meetings.	Immediate	A.2
9.7	Cost Recovery Policy	Confirm definitions, classifications, and target cost recovery ranges though an approved policy that allows staff to make pricing decisions for programming.	Short-range	D.1

Programs

Parks and recreation programs play a significant role in establishing a community's quality of life. Just like facilities and amenities need to evolve over time to meet community needs, the parks and recreation department also needs adapt to community expectations. This is not related to just what and when a program / event is offered but the cost, venue, and other factors that impact the community. Youth programs are generally defined as those serving people ages 18 years and under.

Number	Action Item	Description	Need Type	Department Principle
10.1	Event Tier Structure	An additional tier(s) should be added to the special event policy for more varied approaches, depending on the size, complexity, and any partnerships involved in the event.	Short-range	B.2
10.2	Time Study	A time study should be conducted for different tiers of special events to calculate the general amount of staff time, attention, and resources it takes to address special event and program requests that are requests made by non-parks and recreation leadership.	Short-range	A.1
10.3	Minor League Cricket	A third-party cost-benefit analysis should be conducted to review the Town's approach to optimal use of Church Street Park.	Short-range	A.1
10.4	Annual Program Portfolio Review	Review every program at least annually using lifecycle, participation trend, fill / waitlist, resident share, satisfaction, age reach, accessibility, community priority, competition, and financial performance.	Immediate	A.1
10.5	Core Program Area Business Plans	Maintain short annual plans for each Core Program Area, identifying target audiences, desired outcomes, program mix, marketing, partnership strategy, cost of service, cost recovery, and capacity needs.	Short-range	A.2
10.6	Classification and Cost Recovery	Use the emerging Primary / Basic / Enhanced / Specialized framework to express public vs. individual benefit. Current direct-cost ranges are Primary 0%, Basic 1–14%, Enhanced 15–50%, and Specialized 51%+ (indirect expenses excluded). Finalize definitions, then connect recovery goals to full cost of service over time. (See separate cost recovery analysis and recommendations)	Immediate	D.1

Number	Action Item	Description	Need Type	Department Principle
10.7	Pricing	Use residency, market conditions, direct cost, classification, demand, and access goals. Protect low-cost entry for high-public-benefit services while seeking stronger recovery for specialized individual-benefit services.	Short-range	D.2
10.8	Performance Dashboard	Track a small common set of key performance indicators ("KPIs") so staff can compare programs and show why programs are being grown, modified, partnered, or retired.	Short-range	A.1
10.9	Community Feedback	Use post-program feedback plus periodic targeted engagement with nonusers, teens, working adults, culturally diverse residents, and participants with disabilities, not only current repeat users.	Short-range	A.1
10.10	Grow Teen Programming	Develop safe, social, flexible experiences for teens through fitness, enrichment, drop-in recreation, cooking, outdoor activities, technology / creative programs, and leadership / volunteer opportunities.	Short-range	D.2
10.11	Grow Adult Social Recreation	Create low-barrier ways for adults 18–54 to connect through social recreation, beginner sport/fitness, arts/culture, short-format learning, and outdoor experiences.	Mid-range	D.2
10.12	Grow Outdoor Adventure / Nature Programming	Build programming around walking, environmental education, nature, hiking, biking, paddling partnerships, and family outdoor experiences. Use existing greenways and nearby regional assets rather than relying only on new facilities.	Mid-range	C.2
10.13	Adaptive Recreation Programs	Provide additional programming for adaptive recreation, such as special olympics and similar programs.	Short-range	D.2

Staffing

The role of parks and recreation staff varies significantly from community to community. The mission, vision, and focus of the agency can impact the type of staffing that is needed to accomplish the departmental goals. The recommendations listed below account for the current departmental operations as well as the future changes that we recommended in this section.

Number	Action Item	Description	Need Type	Department Principle
11.1	Cost Recovery Education	New and existing staff should have an annual cost recovery education session on how cost recovery is handled in the Town. Local leaders and advisory boards should be allowed to attend the sessions if desired.	Short-range	A.2
11.2	Events Staff	To address significant demand, an additional events staff member should be added and have a focus on events that generally cater to smaller "micro" events both lead by the town or are partnership offered.	Immediate	D.2
11.3	Recreation Center Staff	New staff should be hired to manage and program the recommended recreation center. Size and scale of the center should factor into the number and focus of the staff.	Mid-range	C.1
11.4	Accessibility, Inclusion, and Culture	Preserve / promote local historic and cultural assets. Improve staff diversity to better mirror the community's demographics.	Short-range	B.1

Walkability

Walkability is virtually a universal desire for communities across the country. Departments that recognize this work hard to promote land uses and site designs that make walking and bicycling convenient and enjoyable. Communities should encourage the inclusion of public greenways or trails in private developments and the establishment of connectivity to both current and future public schools, parks, and other public destinations. Included in this, departments should continue to encourage the coordination and planning for future utility easements and road right-of-ways with greenway facilities. The easements should be established to allow for the inclusion of recreation facilities where possible. Where new development occurs, communities should continue to work with developers to provide right-of-ways or easements for proposed and future greenway facilities.

Best Practice: Bikeability

Very closely related to walkability, and given the high cost of fuel for vehicular transportation, air quality concerns, and the need to increase the health and fitness of the population, a planned network of bike trails, bike lanes, and shared roadways should be developed to support active transportation to recreation facilities and travel within virtually all communities. Future roadway construction should include provisions to accommodate pedestrian and bicycle travel. This network should connect both existing and future park facilities and greenways. Additionally, it's a best practice that local governments should require bike racks (sheltered at schools and other potential high-use areas) to be installed at all publicly-owned facilities. Departments should work with state officials to ensure that bicycle and pedestrian facilities are provided as much as possible to promote alternative modes of transportation.

Number	Action Item	Description	Need Type	Department Principle
12.1	Grow Greenway Network	Trail and greenways should be expanded with an emphasis on areas noted as needed from the 10-minute walk mapping.	Mid-range	C.1
12.2	Mountain Biking	The town's partnership with Wake County for expanded mountain biking offering should have input from departmental staff and jointly marketed by the County and the Town.	Immediate	C.1
12.3	Marcom Area Trails	Natural surface trails are recommended to be developed at the Marcom property area.	Short-range	C.1

Trends to Watch

There are a few major trends to watch as they could reshape the landscape of public parks and recreation. Unlike best practices, which have stood the test of time, these trends can be more continuous in some communities or very well received in others. Departments should take stock of local leaders' stances and interests in these trends before rolling them out.

Emerging Trend: Artificial Intelligence

More departments and society in general are beginning to use artificial intelligence to make improvements in a number of different ways. It's likely that parks and recreation departments will utilize it to assist with programming, operations, and marketing efforts. This technology is expected to create a paradigm shift, much like the shift from pen and paper to computers or the emergence of the internet. While there are no best practices that can be pointed to yet, this technology signifies a change for parks and recreation departments and should be something departments strategically consider how and when to incorporate AI.



08

ACTION IMPLEMENTATION

Action Implementation Plan

This action implementation plan establishes a practical framework for advancing the Town of Morrisville's parks, recreation, and cultural resources over the 10-year planning period. It translates the recommendations in Section 7 into a coordinated sequence of actions, recognizing that staffing, planning, partnerships, funding, design, construction, and ongoing operations must be aligned. The implementation framework is intended to guide annual work planning and capital improvement decisions while allowing the Town to adjust priorities as conditions, opportunities, and community needs change.

Recommendations Put into Action

In the action plan phase, the same recommendations that were noted in the previous section topically are now strategically placed into a chronological order. This is because at times it's helpful for a department to explore the thematic needs of a department and address those needs. The action plan section recognized that at other times a department may need a roadmap of priorities and that often accomplishing one recommendation serves as a prerequisite to address a related task. In addition, it's exceptionally important for departments to recognize the progress that has been made over a long period of time. This action plan section is intended to serve as a roadmap of progress and as a way to document that progress as it is accomplished.

Action Steps

The action steps provide a timing strategy for implementing the recommendations outlined in Section 7. The sequence is intended to guide decision-making rather than function as a fixed schedule. Annual budgets, available staff capacity, partnership opportunities, site conditions, project readiness, and direction from Town leadership may require priorities to be advanced, deferred, or coordinated differently.

The action steps are organized into four timeframes consistent with Section 7: urgent needs (0–1 year), short-term needs (1–3 years), mid-term needs (4–6 years), and long-term needs (7–10 years). Placement in a later timeframe does not indicate that an item is unimportant. Some high-priority projects depend on earlier feasibility work, partnerships, funding, site planning, or completion of other capital projects.

The narrative on the following pages explains the primary implementation focus of each timeframe.

Urgent needs (0–1 year):

The most immediate needs revolve around establishing more formal methods of channeling ideas and visions for the PRCR department. While there are many possibilities of what could be done in the Town, and the department's operations are doing very well, they are under constant pressure from many different forms of external opinion on how the department should operate, some of which are contrary opinion. Cataloging these opinions would begin immediately. Partnerships and strategies could also be discussed during this period as well. A single facilitated retreat would be the most efficient way to address many of the items noted for immediate attention. Capital development should focus on planning and the first phase of development of cabins and glamping that increases revenue channels to the Town for reinvestment.

Priority	Action Item	Description	Need Type	Check When Complete
9.5	Facilitated Annual Retreat	A third-party-facilitated annual retreat should be utilized to help build PRCR-related consensus among local elected leadership, advisory, PRCR leadership and town leadership.	Immediate	☐
9.1	Morrisville-first policy	The department is recommended to draft a policy that outlines how it will serve residents first and promote outside utilization and interests second.	Immediate	☐
9.3	Request Log	A log should be established to denote any time a non-parks and recreation staff, such as a local leader / manager or official advisory member, requests an event, program or adjustment to operations to understand broader trends and, if needed, request the resources to address these expressed needs. The request log should be available for public review with names of the requestor redacted.	Immediate	☐
5.2	Continuous Public Engagement	The department should offer a recreation and programs survey that is simple and continually open. Resident and non-resident requests should be funneled to the survey any time a suggestion is offered. Evaluation of the findings should be done on regular basis to understand trends.	Immediate	☐
6.6	Inconsistent Performance Tracking and Analytics	Establish data-driven internal metrics to track program success, gauge community alignment, and remain adaptable when offerings aren't performing well.	Immediate	☐
5.4	Resident-First Marketing	Standard marketing messaging should communicate that facilities and programs are designed to serve residents first while also attracting non-residents.	Immediate	☐
4.2	Improve coordination with Public Works and schools for more efficient maintenance.	Improve coordination with Public Works and establish agreements with schools to address maintenance needs, improve response times, and resolve ongoing issues with gym maintenance.	Immediate	☐
9.6	School Partnership Issue Log	The department should keep a log of school-based partnership issues and address them at quarterly scheduled meetings.	Immediate	☐
6.2	Staff Capacity	On a regular basis, review, update policies, clarify decision authority, streamline hiring and event processes, and allow managers to act within approved goals and performance thresholds.	Immediate	☐
11.2	Events Staff	To address significant demand, an additional events staff member should be added and have a focus on events that generally cater to smaller "micro" events both lead by the town or are partnership offered.	Immediate	☐
1.2	Upper Quartile Capital Goal	Due to population growth projections, the department should use the national upper quartile as the minimum threshold for capital investment levels over the next 10 years.	Immediate	☐
1.1	Capital Reserve Fund	A capital reserve fund should be established to allow revenue collected from non-residents at facilities to be accumulated and used over time for facility development, upkeep, and improvements.	Immediate	☐
3.3	Feasibility Studies	Conduct feasibility studies for a recreation center and cabins at the Marcom properties. Senior center efforts should be driven by a feasibility study.	Immediate	☐

Priority	Action Item	Description	Need Type	Check When Complete
3.1	Space Use Analysis	Conduct an in-depth space use analysis to understand total system capacity and where usage lies currently.	Immediate	☐
1.3	Cost Recovery Framework	Clarify public subsidy expectations, create consistency for setting fees, and provide a transparent explanation of how prices are established.	Immediate	☐
10.6	Classification and Cost Recovery	Use the emerging Primary / Basic / Enhanced / Specialized framework to express public vs. individual benefit. Current direct-cost ranges are Primary 0%, Basic 1–14%, Enhanced 15–50%, and Specialized 51%+ (indirect expenses excluded). Finalize definitions, then connect recovery goals to full cost of service over time. (See separate cost recovery analysis and recommendations)	Immediate	☐
7.1	Partnership with Wake County	Expand Marcom property options with a formal partnership land swap with Wake County.	Immediate	☐
12.2	Mountain Biking	The town's partnership with Wake County for expanded mountain biking offering should have input from departmental staff and jointly marketed by the County and the Town.	Immediate	☐
1.4	Establish Rehabilitation / Deferred Maintenance Budget in CIP	There should be an itemized list of overarching capital needs. Rehabilitation funding should be allocated annually in the CIP by the following categories to support the repair and restoration of existing amenities, extend their useful life, improve safety, and increase functionality. Paths, trails, and sidewalks; park and facility amenities (i.e., restrooms, benches, drinking fountains, pavilions and picnic areas, dog parks, exercise fitness areas, public art); pools and spraypads and spraygrounds; open space conservation and forested areas; Community Recreation Centers / Teen Centers / Senior Centers; Playgrounds; Sports facilities (i.e., rectangular fields, diamond fields, cricket fields; sport courts, disc golf); Critical Repairs (i.e., unanticipated and emergency repairs/replacements); Lighting and Below Grade Infrastructure; operations facilities; parking lots.	Immediate	☐
1.5	Running Maintenance Backlog Total	There should be a running total of the dollar amount of maintenance backlog items.	Immediate	☐
5.1	Park Locator Map	The department should develop a parks and greenways locator map.	Immediate	☐
10.4	Annual Program Portfolio Review	Review every program at least annually using lifecycle, participation trend, fill / waitlist, resident share, satisfaction, age reach, accessibility, community priority, competition, and financial performance.	Immediate	☐

Short-term needs (1–3 years):
During this period, the Town begins to formally look for locations for a future recreation center, tour other locations that have developed recreation center and best practice cultural offerings as inspiration and lessons learned.

Operationally, the department is continuing to reinforce and bolster its attempts to capture and catalogue the numerous channels of opinion and input into regular offerings. Culturally, the department enter into a new phase of using the Pugh House to expand cultural programs and notoriety of the Town history and accelerate today multicultural community. Special events capacity expands and maintenance standards are implemented.

Priority	Action Item	Description	Need Type	Check When Complete
5.3	Cell Phone Data	The department should subscribe to cell phone-based user informatics that allow the department to see resident / non-resident use patterns in its parks.	Short-range	☐
8.5	Event parking analysis	Conduct an internal parking analysis in partnership with the transportation department to understand how current and future development as well as population growth will impact special events and programs. Factors should, at a minimum, include shuttle costs, staff time, safety concerns, and resources / space capacities.	Short-range	☐
9.7	Cost Recovery Policy	Confirm definitions, classifications, and target cost recovery ranges though an approved policy that allows staff to make pricing decisions for programming.	Short-range	☐
6.4	Visioning Tour	The department should organize a facility tour of area recreation sites for review of best practice. These sites include Joyner Park in Wake Forest, new recreation centers such as in Holly Springs and cultural / event space like at Saxapahaw Village in Alamance County	Short-range	☐
6.1	Departmental Efficiency Measures	The department is recommended to undergo third-party analysis to establish efficiency measures, including but not limited to LEAN-six sigma. This should be interdepartmental communication between the PRCR and other Town departments.	Short-range	☐
9.4	Leader / Volunteer Education	The department should work with Town leadership to create an educational session that helps elected leaders, advisory members, and other town staff understand the appropriate channels of communication for offering suggestions for departmental operations.	Short-range	☐
11.1	Cost Recovery Education	New and existing staff should have an annual cost recovery education session on how cost recovery is handled in the Town. Local leaders and advisory boards should be allowed to attend the sessions if desired.	Short-range	☐
8.4	Wake County / Marcom partnership	Enter into a formal partnership with Wake County to allow broader access to the waterfront area near the Marcom properties.	Short-range	☐
12.3	Marcom Area Trails	Natural surface trails are recommended to be developed at the Marcom property area.	Short-range	☐
3.5	Revenue Generating Facility Development	The department should develop facilities that are intended to generate non-resident revenue for reinvestment into the park system.	Short-range	☐
8.3	Arts, Culture, and History Council	A non-profit arts council should be formed and assist with the advising and fundraising for arts and heritage- related interest the Town.	Short-range	☐
9.2	Social district policy	Social district areas should be developed around the town and at select parks and recreation spaces to allow beer and wine to be sold at select events and programs.	Short-range	☐
3.4	Pugh House	The Pugh House should be renovated as a flexible arts and cultural space to accommodate Town-programmed events, arts-related activities, and privately rented events.	Short-range	☐

Priority	Action Item	Description	Need Type	Check When Complete
8.1	Adjacent Space Utilization	Properties adjacent to current park assets should be routinely evaluated for potential partnership and expanded usage via recreational easements.	Short-range	☐
6.5	Technology Improvements	Modernize software systems, especially registration software. Address the need for a mobile-friendly registration version.	Short-range	☐
10.7	Pricing	Use residency, market conditions, direct cost, classification, demand, and access goals. Protect low-cost entry for high-public-benefit services while seeking stronger recovery for specialized individual-benefit services.	Short-range	☐
10.1	Event Tier Structure	An additional tier(s) should be added to the special event policy for more varied approaches, depending on the size, complexity, and any partnerships involved in the event.	Short-range	☐
6.3	Resident / Non-resident Suggestion Matrix	The department is recommended to catalogue and distinguish resident and non-resident usage and requests comprehensively as an effort to understand the interest of resident needs vs non-resident interests.	Short-range	☐
11.4	Accessibility, Inclusion, and Culture	Preserve / promote local historic and cultural assets. Improve staff diversity to better mirror the community's demographics.	Short-range	☐
10.8	Performance Dashboard	Track a small common set of key performance indicators (“KPIs”) so staff can compare programs and show why programs are being grown, modified, partnered, or retired.	Short-range	☐
10.9	Community Feedback	Use post-program feedback plus periodic targeted engagement with nonusers, teens, working adults, culturally diverse residents, and participants with disabilities, not only current repeat users.	Short-range	☐
4.1	Implement industry best practice maintenance standards.	Park system maintenance should be managed by amenity standards that are applied to level of service maintenance standards with levels of frequency.	Short-range	☐
8.2	Partnership report and rating	A partnership report and rating system should be established for any nonprofit or community group looking to utilize parks and recreation facilities and spaces. An object record of past issues and instances should be used as an evaluation for future continued partnership with the organization, especially in cases where the partnership strained department resources beyond the contractual obligations.	Short-range	☐
10.5	Core Program Area Business Plans	Maintain short annual plans for each Core Program Area, identifying target audiences, desired outcomes, program mix, marketing, partnership strategy, cost of service, cost recovery, and capacity needs.	Short-range	☐
10.10	Grow Teen Programming	Develop safe, social, flexible experiences for teens through fitness, enrichment, drop-in recreation, cooking, outdoor activities, technology / creative programs, and leadership / volunteer opportunities.	Short-range	☐
10.2	Time Study	A time study should be conducted for different tiers of special events to calculate the general amount of staff time, attention, and resources it takes to address special event and program requests that are requests made by non-parks and recreation leadership.	Short-range	☐
10.3	Minor League Cricket	A third-party cost benefit analysis should be conducted to review the Town's approach to optimal use of Church Street Park.	Short-range	☐
10.13	Adaptive Recreation	Provide additional programs for adaptive recreation, such as special olympics and similar programs.	Short-range	☐

Mid-term needs (4–6 years) :

During this period the preparation for the development of a recreation center becomes front and center. The expansion of cultural programs should be also expanding with an emphasis on smaller micro events. The department should steer away from trying to do too many things at once as the development of what is likely the Town's last recreation center will draw significant time an energy to get up and going. Additional and trail and greenway connectors to the recreation center are anticipated to need to be developed as well.

Priority	Action Item	Description	Need Type	Check When Complete
7.3	Establish a cultural / historic district.	A historic / cultural district should be established that includes the Pugh House, Historic Christian Church, and historic battle sites currently owned by the Town. Educational / recreational programming, representative art, and information should be provided on these sites.	Mid-range	☐
11.3	Recreation Center Staff	New staff should be hired to manage and program the recommended recreation center. Size and scale of the center should factor into the number and focus of the staff.	Mid-range	☐
7.2	Micro Event Spaces	The department should develop multiple small-scale event spaces that can handle parties and events of 100 people or less. These should be unique spaces that are tied to the arts, culture, and history of Morrisville, and can be programmed by either Morrisville event staff or by third parties.	Mid-range	☐
10.11	Grow Adult Social Recreation	Create low-barrier ways for adults 18–54 to connect through social recreation, beginner sport / fitness, arts / culture, short-format learning, and outdoor experiences.	Mid-range	☐
10.12	Grow Outdoor Adventure / Nature Programming	Build programming around walking, environmental education, nature, hiking, biking, paddling partnerships, and family outdoor experiences. Use existing greenways and nearby regional assets rather than relying only on new facilities.	Mid-range	☐
12.1	Grow Greenway Network	Trail and greenways should be expanded with an emphasis on areas noted as needed from the 10-minute walk mapping.	Mid-range	☐
2.1	Tree Canopy Inventory and Management Plan	To support the health and growth of the canopy within the Town, the Department should utilize the recently conducted canopy assessment for park planning and development efforts.	Mid-range	☐
3.2	Plaza Space	Develop a plaza near Town Center that can be used for communal events and gatherings.	Mid-range	☐

Long-term needs (7–10 years)

During this period the department recommended to give itself several years to optimize the operation of the recreation center and begin to plan for additional trail and greenway developmental needs.

Priority	Action Item	Description	Need Type	Check When Complete
6.7	Recreation Center Operation / Normalization	A multi-year period of ramp up and normalization associated with the development of a new recreation center is recommended.	Long-range	☐

Future(beyond the 10-year scope of this plan)

Morrisville is approaching buildout, making long-term stewardship, strategic use of Town-controlled land, partnerships, and reinvestment in existing assets increasingly important. Beyond the ten-year horizon, the Town should continue monitoring population and participation trends, facility conditions, program demand, land opportunities, and operating capacity. Future decisions should build on the major investments identified in this plan, including Town Center, the Watkins Road property, the Marcom properties, and the Town's greenway network.

The long-term objective is a connected, inclusive, and financially sustainable system of parks, recreation, and cultural resources that supports community health, social connection, environmental stewardship, and quality of life.

Anticipated Recreational Project Costs

A recreation capital improvement program should cover the full 10-year planning period and should be updated through the Town's annual capital planning and budgeting process. The project list in this plan is based on the recommendations in Section 7 and should be used for planning-level comparison and prioritization. Opinions of probable cost should account for project-specific design, permitting, site preparation, utilities, access, parking, construction, furnishings, contingencies, and other applicable soft costs.

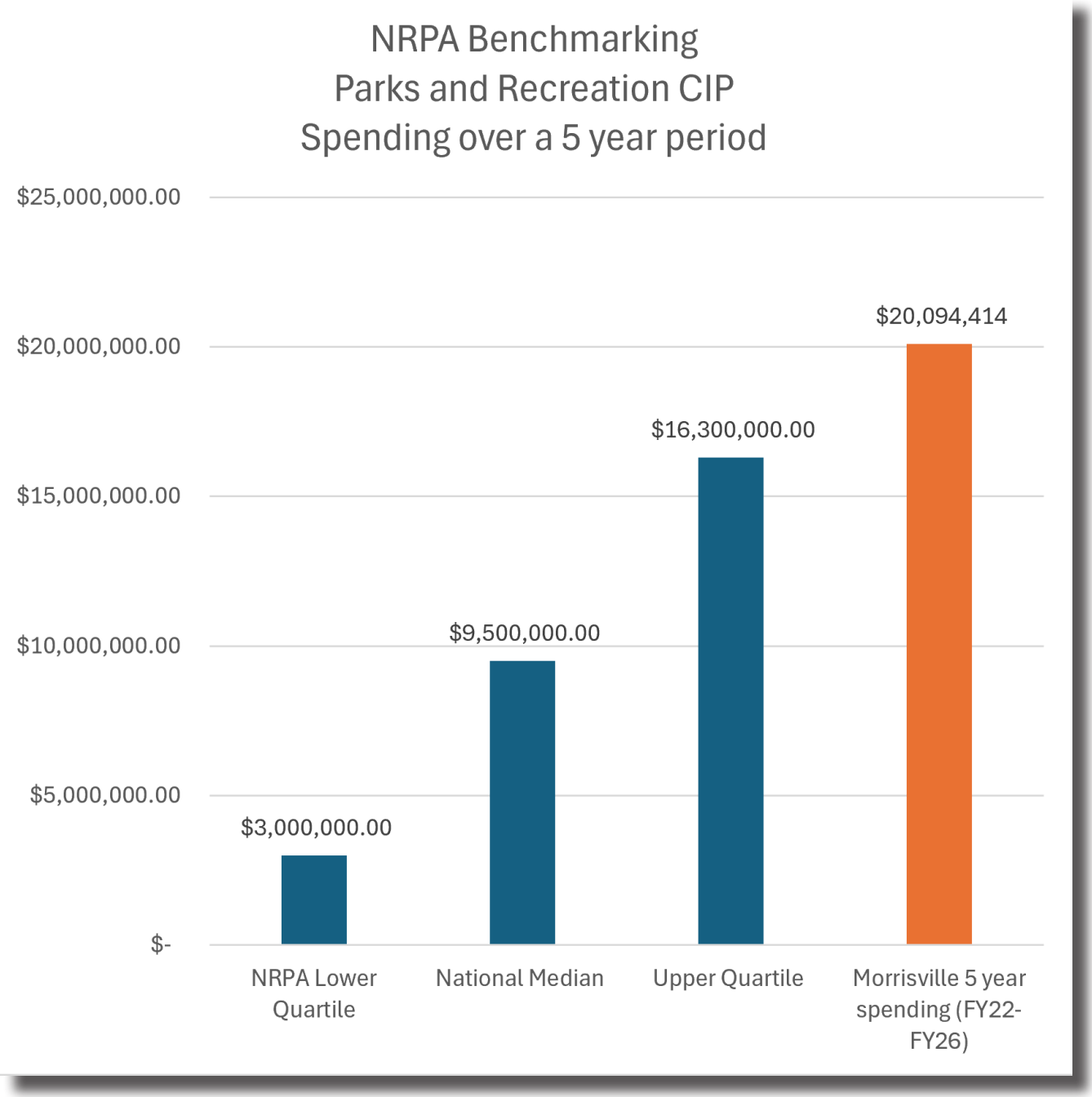
All cost opinions are preliminary and intended for planning purposes only. Costs should be updated when a project advances into feasibility, design, or budgeting, and project scopes should be reconciled with current site information and Town standards. Phasing may be used where it supports a functional first phase and does not create unnecessary rework or lifecycle cost.

The cumulative cost and timing of implementation should be taken from the current opinion of probable cost and action-step tables included with this plan. Because project scope, escalation, funding, and delivery methods may change, this section does not establish a fixed total commitment. Each project remains subject to Town review, available funding, and authorization through the applicable budget and capital improvement processes.

To meet existing and future needs, the Town should align its annual operating budget, capital improvement program, staffing plan, and maintenance resources with the projects selected for implementation. Major capital decisions should include an assessment of recurring operating and lifecycle costs before construction authorization.

Parks, Recreation & Cultural Resources Capital Projects Data

PRCR Capital Items	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	5 Year
Actual CIP Spending	$2,321,011	$4,788,591	$5,290,277	$3,573,290	$4,121,242	$20,094,414



CATEGORY / IMPROVEMENT	COST		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	FUTURE
			2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035	2035-2036	
Existing Parks Renovations / Improvements													
Morrisville Aquatics and Fitness Center													
Meditation Garden (3,000 SF)	$30,000			$30,000									
Aquatics Expansion Feasibility study	$75,000												$75,000
Sub-total	$105,000	$0	$0	$30,000	$0	$0	$0	$0	$0	$0	$0	$0	$75,000
Pugh House													
Planning costs	$50,000			$50,000									
Renovation of 1st floor (2,100 SF)	$700,000			$700,000									
Hardscaping (5,700 SF)	$250,000			$250,000									
Parking (20 spaces)	$100,000			$100,000									
Sub-total	$1,100,000	$0	$0	$1,100,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Morrisville Community Park													
Aesthetic facade to the restroom	$30,000												$30,000
Sub-total	$30,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$30,000
Indian Creek Greenway and Trailhead													
History and art walk	$40,000					$40,000							
Playground	$1,000,000												$1,000,000
Sub-total	$1,040,000	$0	$0	$0	$0	$40,000	$0	$0	$0	$0	$0	$0	$1,000,000
Church Street Park													
Disc golf in partnership with Duke/Progress energy	$100,000										$100,000		
Sub-total	$100,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$100,000	$0	$0
Shiloh Park													
Site specific master plan	$100,000			$100,000									
Sub-total	$100,000	$0	$0	$100,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

CATEGORY / IMPROVEMENT	COST		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	FUTURE
			2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035	2035-2036	
Existing Parks Renovations / Improvements													
Cedar Fork Community Center Outdoor Space													
No recommended development	$0												
Sub-total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Northwest Park													
No recommended development	$0												
Sub-total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Crabtree Creek Nature Park													
No recommended development	$0												
Sub-total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Senior Center													
Lease maintenance until new center developed	$0												
Sub-total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Historic Christian Church													
Trail and greenway trailhead	$300,000				$300,000								
Sub-total	$300,000				$300,000								
Morrisville Dog Park													
No recommended development	$0												
Sub-total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Town Center													
Community art	$18,000			$6,000			$6,000			$6,000			
Sub-total	$18,000	$0	$0	$6,000	$0	$0	$6,000	$0	$0	$6,000	$0	$0	$0

CATEGORY / IMPROVEMENT	COST		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	FUTURE
			2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035	2035-2036	
Existing Parks Renovations / Improvements													
PRCR Admin													
No recommended development	$0												
Sub-total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Watkins Road													
Site specific master plan	$65,000						$65,000						
Outdoor development allotment	$1,000,000						$1,000,000						
Sub-total	$1,065,000	$0	$0	$0	$0	$0	$0	$1,065,000	$0	$0	$0	$0	$0	$0
Marcom Properties													
Site planning + revenue analysis	$50,000	$50,000											
Cabins (3 x 1,000 sft)	$600,000		$600,000										
Natural surface trails (.5 miles)	$100,000		$100,000										
Picnic areas with ADA access	$50,000		$50,000										
Sub-total	$800,000	$50,000	$750,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Existing Parks Recreation Improvements Total	$39,958,000	$50,000	$750,000	$1,171,000	$300,000	$40,000	$1,371,000	$35,000,000	$0	$71,000	$100,000	$0	$1,105,000

CATEGORY / IMPROVEMENT	COST		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	FUTURE
			2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035	2035-2036	
New Facility Development / Planning													
Aviation Parkway													
Trailhead tie in and parking	$500,000									$500,000			
Sub-total	$500,000	$0	$0	$0	$0	$0	$0	$0	$0	$500,000	$0	$0	$0
Greenway allotments													
Trail and greenway master plan	$100,000												
Watkins to Marcom Connection	$1,000,000					$1,000,000							
Northern area of Town greenway connectors	$2,000,000								$2,000,000				
Sub-total	$3,100,000	$0	$0	$0	$0	$1,000,000	$0	$0	$2,000,000	$0	$0	$0	$0
Multi-generational Recreation Center													
Location selection / facility and site development plans	$300,000					$300,000							
Multi-generational recreation and cultural center	$35,000,000							$17,500,000	$17,500,000				
Sub-total	$35,300,000	$0	$0	$0	$0	$300,000		$17,500,000	$17,500,000	$0	$0	$0	$0
New Park Development Total	$38,900,000	$0	$0	$0	$0	$1,300,000	$300,000	$17,500,000	$19,500,000	$500,000	$0	$0	$0
Total Anticipated Projects Budget Cost	$43,358,000	$50,000	$750,000	$1,171,000	$300,000	$1,340,000	$1,071,000	$17,500,000	$19,500,000	$571,000	$100,000	$0	$1,105,000

Funding Opportunities

Implementing the recommendations of this Comprehensive Master Plan will require a combination of funding sources that include local, state, federal, and private money. Identifying sufficient funding is crucial to implementing the Master Plan. North Carolina's Statewide Comprehensive Outdoor Recreation Plan (SCORP) is a guide by which funding sources for park and recreation facilities may be identified. Funding for future projects will be a key issue that will need to be addressed in the upcoming years if governments continue to provide basic minimum services.

This section identifies commonly used funding approaches for park, greenway, recreation, and cultural projects in North Carolina. Program eligibility, award limits, matching requirements, and application schedules can change; therefore, the Town should verify current requirements with the administering agency before relying on a funding source.

The Town should develop a project-specific funding strategy that combines appropriate local funding with grants, partnerships, sponsorships, fees, and other eligible sources. Funding strategies should address planning and design, capital construction, land or easement needs, startup costs, staffing, maintenance, and long-term asset renewal.

Dedicated Source of Local Funding

To leverage and provide matching funds for many of the programs listed, Morrisville should evaluate the existing departmental budget and funding for capital improvements.

Property / Sales Tax Revenues

General tax revenues traditionally provide sources for general operations and maintenance of park systems for local governments. Parks and recreation development are scheduled along with health, public safety, utilities, etc. in regular budgets established by the Town. The assessed valuation of real and personal property tax and sales tax provides the framework for the major portion of the tax base for the Town.

Traditionally, ad valorem tax revenue has been the primary source of funding for the park and recreation enhancement of properties/facilities owned by local governments. Recreational opportunities are considered a public service and often appear as a standard line item in general fund budgets. Creative financial opportunities are possible; however, ad valorem taxes will continue to be the major revenue source to support the system. As a result, communities often vote to temporarily raise their local tax rate to support their park and recreation systems.

Enterprise Operations

Parks and recreation enterprise operations function as self-supporting units within a public agency, using revenue generated through fees, rentals, memberships, concessions, and specialized programs to fund their own maintenance and improvements. These enterprises often include facilities such as marinas, campgrounds, golf courses, athletic complexes, and event venues, each managed with a business-oriented approach while maintaining a public-service mission. The objective is not to maximize profit, but to create a reliable revenue stream that offsets operational costs, reduces reliance on the general fund, and enhances the quality and sustainability of amenities. When managed effectively, enterprise operations provide a stable financial foundation that expands service and supports long-term community benefit.

General Obligation Bonds

Many communities issue bonds, typically approved by voters, to finance site development and land acquisition costs. The State of North Carolina grants local governments the authority to borrow funds for parks and recreation through the issuance of bonds. The amount is not to exceed the cost of the acquisition or improvement of park and recreation facilities. Total bond capacities for local governments are limited for parks and recreation to a maximum percentage of assessed property valuation. Since the issuance of bonds relies on the support of the voting population, the implementation of awareness programs is essential before a referendum vote.

General obligation bonds are the preferred financing approach of the North Carolina Local Government Commission and the general securities market because these instruments are backed by the full faith and credit of the issuer. That simply means that the bonds represent an encumbrance against the property tax base of the issuing jurisdiction, and therefore, offer the best available security to the bondholder. The State of North Carolina limits the issuance of bonds to not exceed the total cost of improvements (including land acquisition). Given the recommended capital improvements suggested in this plan, Morrisville may consider continuing to use general obligation bonds to develop new facilities. Total bonding capacities for local government are limited for parks and recreation to a maximum percentage of assessed property valuation. The following are key factors to consider before using this financing instrument:

- In North Carolina, the issuance of general obligation bonds requires a referendum of the voters within the issuing jurisdiction.
- The term of the debt may be extended to 20–30 years.
- The debt is publicly sold, so there are costs associated with the sale. These costs generally total 3% to 5% of the total bond principal. The issuance costs offset the lower interest rate and, therefore, this instrument becomes more attractive as the size of the issuance increases and the issuance costs are spread over the larger debt. It has been found that this financing option becomes financially superior as the debt principal exceeds $10–$12 million.

CRITICAL: It's important to see that investments into park and recreation properties and facilities are similar to other real estate investments, in that delaying an investment will likely result not in cost savings, but rather they will result in cost increases and/or a lower return on investment the longer the initial investment is delayed.

Generally, prepayment of the debt cannot be accomplished until reaching a call date. This usually is around 75% of debt retirement. Failure of the general obligation bond to be ratified by referendum could mean that Morrisville could not go forward with an alternative approach to financing without substantially changing the scope of the project.

Fee in-lieu of Contributions

The Town of Morrisville currently gives developers an option to pay a fee in lieu of dedicating land for open space or recreation within conventional subdivisions. This program has helped Morrisville in providing a dedicated source of revenue earmarked for park development.

User Fees / Registration Fees

Communities throughout the nation employ a wide variety of user fees for public recreational programs and services within their recreation departments. The amount of the fee is usually determined by a portion of the recreation costs needed for improvements and operations. These user fees are typically levied for special facilities, such as water parks and golf courses; however, they can also be charged for the use of trails and ball fields. Morrisville should continue to generate revenue by charging user fees for the use of facilities, such as picnic shelters, to cover operation and administrative costs. In addition, the Town should continue to have a separate fee rate structure for residents and non-residents. As the park system continues to develop, the Town should examine its fee structure to identify opportunities for additional revenue. The current user fees appear to be fair and reasonable for most of the residents and non-residents. Elected officials should determine the fees and changes based on departmental input; the fees should not be so high that people of modest income would ultimately be denied the use of park facilities.

Grants

All too often local governments look to grants as pockets of free money. On the contrary many funding agencies see grants as funding levers that help maximize local efforts rather than supplanting them.

State and federal agencies do offer numerous grants to assist municipalities in the financing of their parks and recreation projects. This source of funding should be investigated and pursued by the Town for present and future park and recreation improvements.

Parks and Recreation Trust Fund

The Parks and Recreation Trust Fund (PARTF) was established for local governments and the North Carolina Division of Parks and Recreation in 1994 as a funding source for the development or improvement of parks and recreation facilities and the purpose of land acquisition. A state-funded program, PARTF matches monies spent by municipalities on parks and recreation, with each sharing 50% of the cost. The maximum matching fund amount provided by PARTF is $500,000.

Recreation Trails Program

The Recreation Trails Program (RTP) is a $1.5-million federal grant program designed to help states provide and maintain recreational trails for both motorized and non-motorized recreational trail use. The program is administered by the United States Department of Transportation's Federal Highway Administration.

RTP is a reimbursement grant program. Funds must be spent and then reimbursed upon completion of deliverables. Eligible applicants must be a state, federal, or local government agency or qualified nonprofit organization. All applications are reviewed by the North Carolina Trails Committee, and recommendations are made to the secretary of the Department of Natural and Cultural Resources. The secretary makes the final determination on grant awards.

Federal Aid Construction Funds

Federal Aid Construction Funds are included in the National Highway System (NHS), Surface Transportation Block Grant Program (STBG), and Congestion Mitigation and Air Quality (CMAQ). The funds provide for the construction of pedestrian and bicycle transportation facilities. The primary source of funding for bicycle and pedestrian projects is STBG Enhancement Funding

Land and Water Conservation Fund

The Land and Water Conservation Fund (LWCF) is a federally funded program that was established for local and state governments in 1965 as a funding source for outdoor recreational development and land acquisition. LWCF monies are derived from the sale or lease of nonrenewable resources, primarily offshore oil and gas leases, and surplus federal land sales. Acquisition and development grants may be used for a wide variety of outdoor projects, such as Town parks, tennis courts, bike trails, outdoor swimming pools, and support facilities (roads, water supply, et cetera). Facility design must be basic rather than elaborate and must remain accessible to the general public. No more than 50% of the project cost may be federally funded by LWCF, although all or part of the project sponsor's matching share may be obtained from certain other federal assistance programs.

Environmental Enhancement Grant Program

The Environmental Enhancement Grant Program (EEG) is used to fund projects that address the environmental needs of North Carolina, specifically to protect water quality as well as conserve natural areas. To be eligible, applicants must be nonprofit organizations or government entities for projects in North Carolina, with preference for programs focused on the eastern part of the state. The types of grants included are land acquisitions and easements, construction, remediation, restoration, research, planning, and education. The maximum award available is $500,000 to be completed in 3 years from the date of the fully executed memorandum of understanding.

The United States Department of Agriculture

The United States Department of Agriculture (USDA) Natural Resource Conservation Service (NRCS) assists state and local governments in their operation and maintenance of watersheds whose areas are less than 250,000 square acres. The NRCS provides both financial and technical assistance to eligible projects for the improvement of watershed protection, flood prevention, sedimentation control, public water-based fish and wildlife enhancements, and recreation planning. The NRCS requires a 50% local match for public recreation and fish / wildlife projects.

State Construction Funds

State construction funds (not including the Highway Trust Fund for Urban Loops and Interchanges) may be used for the construction of sidewalks and bicycle accommodations that are part of roadway improvement projects.

Cities and counties may also use the grants to replace aging access facilities, help acquire land for access sites, or revitalize urban waterfronts. Funding for the Public Beach and Coastal Waterfront Access Program comes from the North Carolina PARTF.

Contributions

The solicitation of contributions is an acceptable method of fundraising for recreation departments. These donations, typically in the form of land, cash, labor, and materials, could be solicited to assist the Town of Morrisville with its enhancement program. Corporations, civic organizations, individuals, and other groups generally donate to a specific park project; however, donations may also be solicited for multiple project improvements or additions. NRPA recommends the use of private, not-for-profit, tax-exempt foundations as a means of accepting and administering private gifts to a public park system.

Park Foundations

Foundations are another source of financing by making direct contributions within communities, states, or the nation. These types of funds are usually described as special program foundations, general purpose foundations, or corporate foundations. Foundations can provide the needed resources to support park projects. Foundations generally have very few restrictions and / or limitations and are typically received from local entities. A list of appropriate foundations can be found at: http://foundationcenter.org.

Partnerships

To implement the recommendations contained in the Comprehensive Master Plan, Morrisville should continue its current approach with its partnership agreements with other public agencies and private sector organizations. Many different types of partnerships can be formed to achieve the goals established. Many local governments throughout the nation are utilizing partnerships with public and private sector interests to accomplish community goals.

Land Acquisition and Development

Life Estates

A life estate is a gift whereby a donor retains the land during his / her lifetime and relinquishes the title of the property after his / her death. In return, the owner (or family) is relieved of property tax for the given land.

Local Gifts

Donations of land, money, labor, and construction can have a significant impact on the acquisition and development of park property. The solicitation of local gifts is highly recommended and should be organized thoroughly, with the utilization of very specific strategic methods. This often-untapped source of obtaining funds requires reaching out to potential donors, such as individuals, institutions, foundations, and service clubs.

Long-Term Options

Long-term options allow municipalities to purchase property over a long period. This method is particularly useful because it enables the Town to consider a particular piece of land that may have future value though it is not currently desired or affordable. The advantages to this method of property acquisition are that the Town can protect the future of the land without purchasing it upfront, the purchase price of the land will not increase, and the Town will have the right to exercise its option. The disadvantage to the Town is that all privileges relinquished by the landowner require compensation in the form of securing the option.

Easement

An easement is the most common type of less-than-fee interest in land. An easement seeks to compensate the property owner for the right to use his/her land in some way or to compensate for the loss of his / her privileges to use the land. Generally, the landowner may still use the land, and therefore, continue to generate property tax revenue for the Town.

Fee Simple Purchase

This method allows a local government to acquire land and then lease back or resell all or part of the property subject to restrictions that preserve public objectives. Any use of this approach should be reviewed by the Town's legal and financial advisors and structured to protect the intended recreation, conservation, access, or development purpose.

Fee Simple with Lease-Back or Resale

This method allows local governments to acquire land by fee simple purchase yet allows them to either sell or lease the property to prospective users with restrictions that will preserve the land from future development. The fee simple with lease-back or resale method of development commonly results from situations in which landowners, who have lost considerable monetary amounts in property value, determine that it is more economical to sell the land to the Town (with a lease-back option) than to keep it.

Plan Adoption

The first formal step in implementation is adoption of the Town of Morrisville Comprehensive Parks, Recreation & Cultural Resources Master Plan. Following adoption, the Town should incorporate applicable recommendations into annual departmental work plans, the capital improvement program, budget requests, partnership discussions, and grant applications. Adoption provides policy direction, but individual projects remain subject to feasibility, funding, design, permitting, and separate Town authorization as applicable.

Implementation should include regular coordination among Parks, Recreation & Cultural Resources, Public Works, Planning, Finance, Communications, and other Town functions involved in capital delivery and operations. External coordination should occur with Wake County, Wake County Public School System, Wake Technical Community College, utility providers, community organizations, and private partners where recommendations depend on shared facilities, land, access, programs, or funding.

Progress should be reviewed at least annually using the action-step tables. The review should document completed actions, projects in progress, changes in cost or scope, external dependencies, and recommended adjustments to timing. A more comprehensive progress review near the midpoint of the planning period can be used to confirm priorities and prepare for the next master plan update.



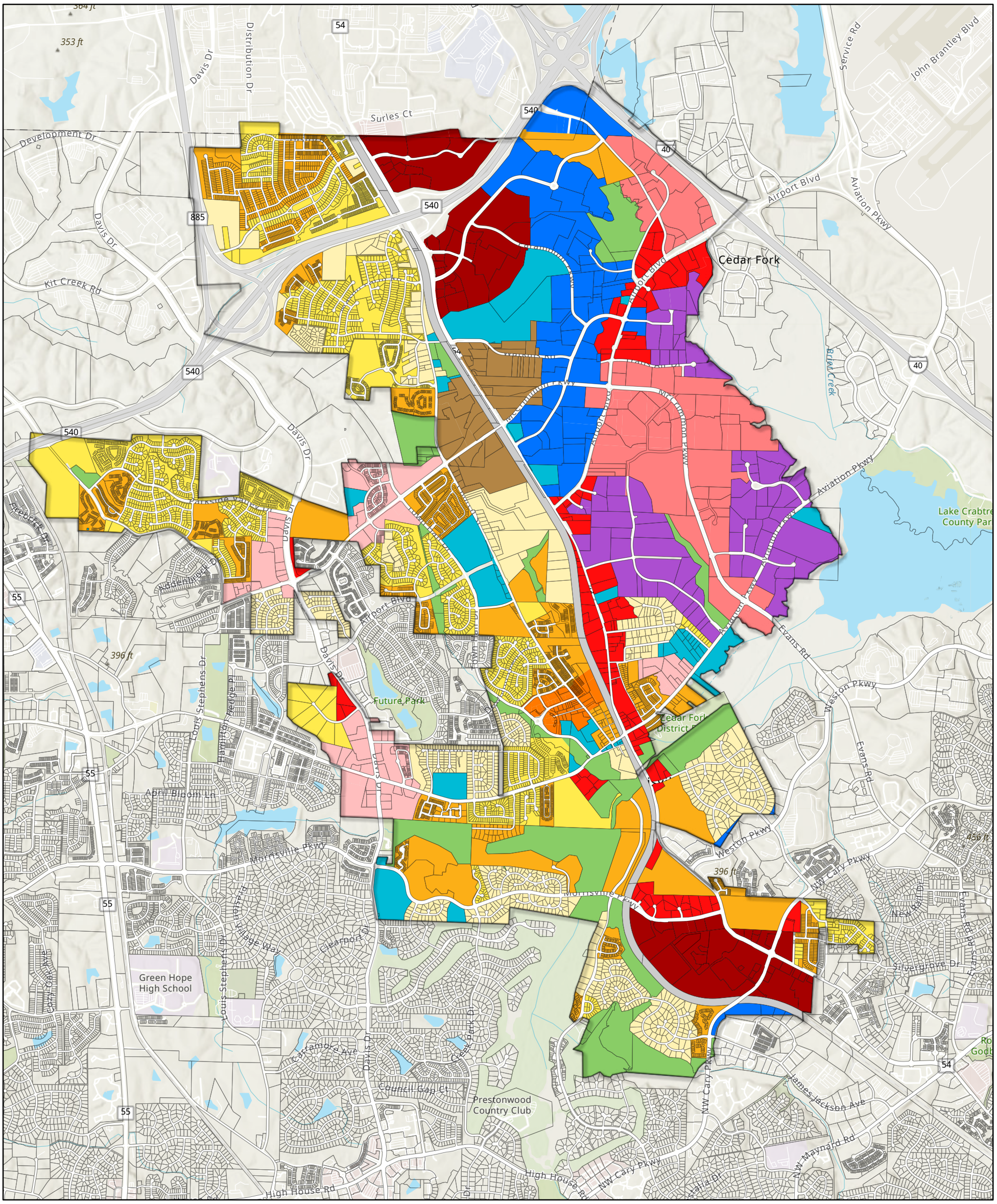
09

APPENDIX

A

Maps and Tables

Future Land Use Map - Morrisville, NC



11/4/2026

Wake County Parcels

Future Land Use

- Low Density Residential
- Medium Density Residential
- High Density Residential
- Neighborhood Activity Center
- Business Activity Center
- General Commercial
- Regional Activity Center
- Transit Oriented Development
- Town Center
- Office
- Industrial
- Institutional
- Parks/Greenways/Open Space
- Railroad ROW
- World_Hillshade

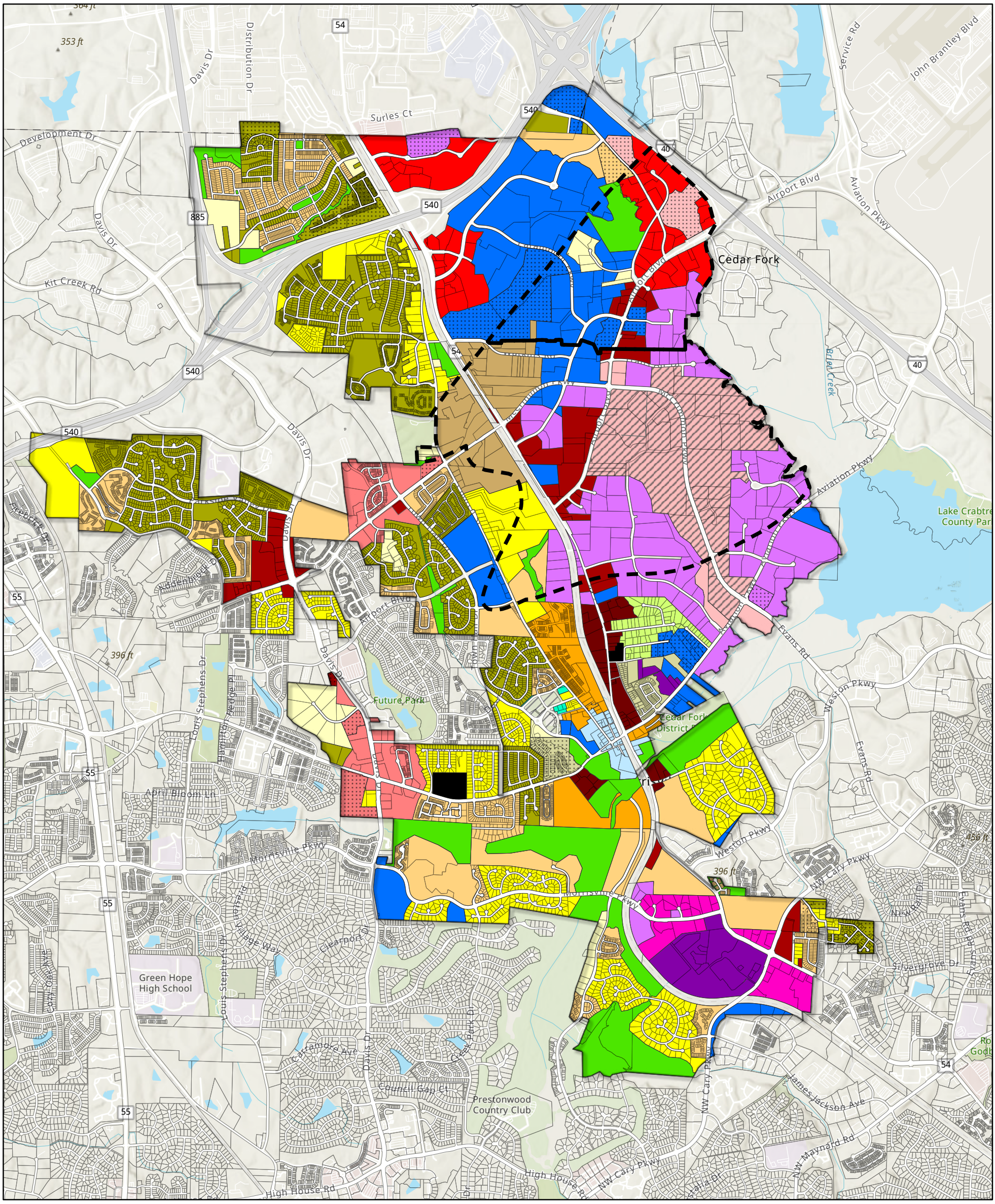
1:36,112

0 0.33 0.65 1.3 mi

0 0.5 1 2 km

Sources: Esri, TomTom, Garmin, FAO, NOAA, USGS, (c) OpenStreetMap contributors, and the GIS User Community, Esri, NASA, NGA, USGS, FEMA

Zoning Map - Morrisville, NC



11/4/2026

- Airport Overlay A
- Airport Overlay B
- Wake County Parcels

Zoning

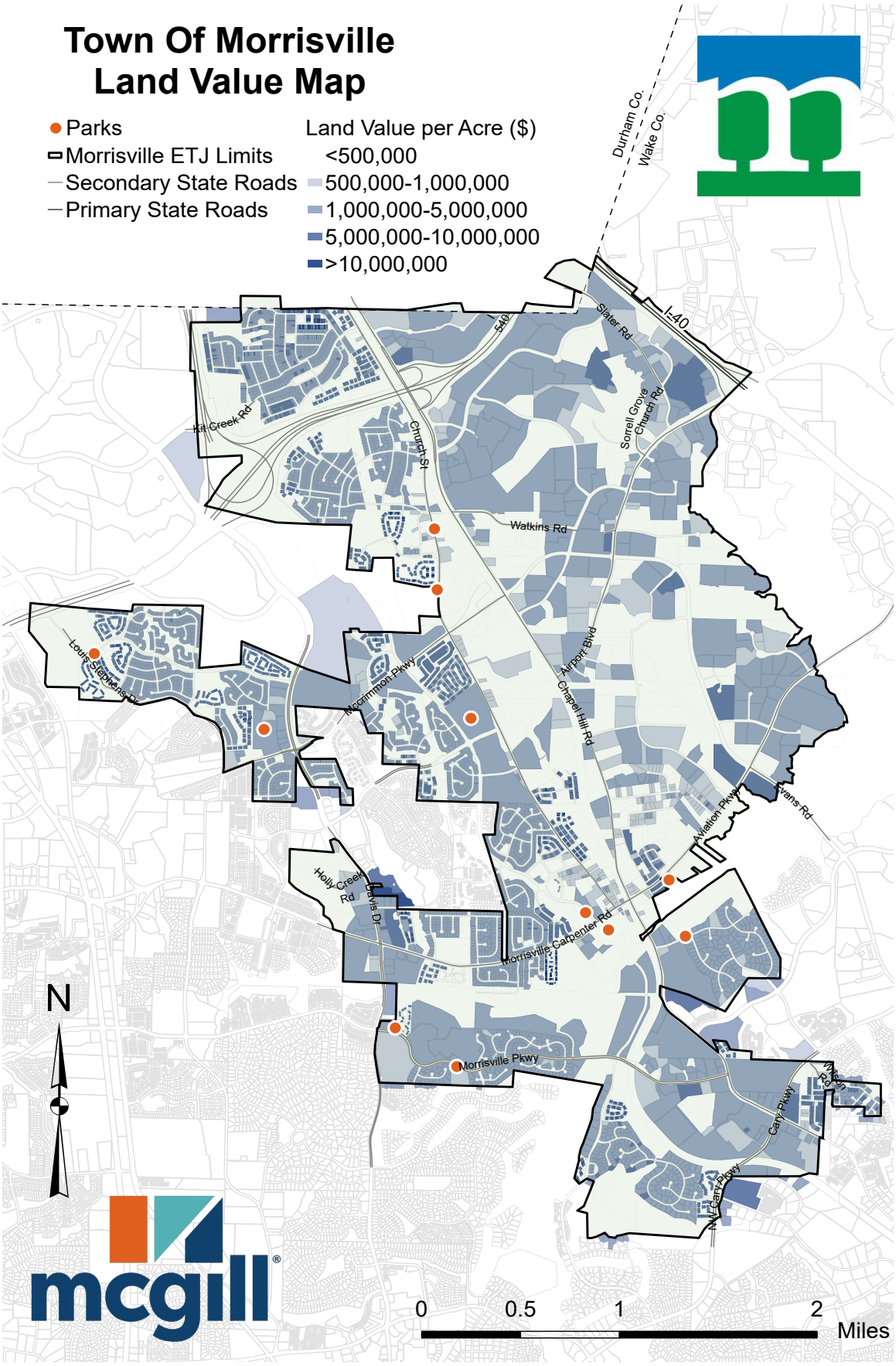
- Business Activity Center (BAC)
- Business Activity Center with Gateway Overlay (BAC-GO)
- Conditional Business Activity Center (C-BAC)
- Conditional Corridor Commercial (C-CC)
- Conditional High Density Residential (C-HDR)
- Conditional Industrial Management (C-IM)
- Conditional Low Density Residential (C-LDR)
- Conditional Medium Density Residential (C-MDR)
- Conditional Neighborhood Activity Center (C-NAC)
- Conditional Office and Institutional (C-OI)
- Conditional Residential Transition (C-RT)
- Conditional Town Center Commercial (C-TCC)
- Conditional Town Center Residential (C-TCR)
- Community Activity Center (CAC)
- Corridor Commercial (CC)
- Historic Crossroads Village (HCV)
- High Density Residential (HDR)
- Industrial Management (IM)
- Low Density Residential (LDR)
- Medium Density Residential (MDR)
- Main Street (MS)
- Main Street Planned Development (MSPD)
- Mixed Use Planned Development (MUPD)
- Neighborhood Activity Center (NAC)
- Office and Institutional (OI)
- Parks/Greenway/Open Space (PGO)
- Regional Activity Center (RAC)
- Residential Neighborhood Preservation (RNP)
- Residential Transition (RT)
- Town Center Commercial (TCC)
- Town Center Residential (TCR)
- Transit Oriented Development (TOD)
- Very Low Density Residential (VLDR)
- World_Hillshade

1:36,112

0 0.33 0.65 1.3 mi

0 0.5 1 2 km

Sources: Esri, TomTom, Garmin, FAO, NOAA, USGS, (c) OpenStreetMap contributors, and the GIS User Community, Esri, NASA, NGA, USGS, FEMA


Town Of Morrisville
Land Value Map
Parks
Morrisville ETJ Limits
Secondary State Roads
Primary State Roads
Land Value per Acre ($)
<500,000
500,000-1,000,000
1,000,000-5,000,000
5,000,000-10,000,000
>10,000,000
Durham Co.
Wake Co.
I-40
540
Slater Rd
Kit Creek Rd
Church St
Sorrell Grove Church Rd
Watkins Rd
Louis Stephens Dr
Mccrimmon Pkwy
Airport Blvd
Chapel Hill Rd
Aviation Pkwy
Evans Rd
Holly Creek Rd
Davis Dr
Morrisville Carpenter Rd
Morrisville Pkwy
Cary Pkwy
N
mcgill
0
0.5
1
2
Miles

Estimated Population By Type of Dwelling Unit

(Town of Morrisville Corporate Limits and ETJ)

*Originally prepared 10/23/00 and revised **through December 2025** by Town of Morrisville Planning Department*

Projects in Red are still being built-out.

Type of Unit	Name of Project	Number of Units or Bedrooms*** Approved	# of Units Occupied (based on CO's except for Apts.*)	% of Units Occupied *(Dec 2025)*	Estimated Population *(Dec 2025)*	Estimated Total Buildout Population (except for Apts.**)
Multi Family (Apts)	Alta Wren (*fmr. Alta Morrisville*)	250	225	90.0%	527	527
	Aviation Crossing	298	268	90.0%	628	628
	Bexley (*fmr. Sterling Green*)	228	205	90.0%	480	480
	Bexley Park (*fmr. Alta Seasons*)	316	284	90.0%	665	665
	Broadstone Trailside	263	237	90.0%	554	554
	Camden (*fmr. Summit*)	354	319	90.0%	746	746
	Carrington Park	266	239	90.0%	560	560
	Crabtree Crossing	208	187	90.0%	438	438
	Crosstimbers	253	228	90.0%	533	533
	Davis Drive Apartments	49	0	90.0%	0	103
	Grace Park	128	115	90.0%	270	270
	Huntington	212	191	90.0%	446	446
	Lake Crabtree Apartments	197	177	90.0%	415	415
	Legends at Preston	380	342	90.0%	800	800
	Marquis on Cary Parkway *(fmr. Camden)*	388	349	90.0%	817	817
	Morrisville 1.0	332	0	90.0%	0	699
	Morrisville 2.0	302	0	90.0%	0	636
	Morrisville Parkway Mixed-Use(District Flats)	115	115	90.0%	269	242
	Novel by Crescent Communities	336	336	90.0%	786	708
	Oaks at Weston	380	342	90.0%	800	800
	Park West Village (MU)	118	106	90.0%	249	249
	Residence at Shiloh Crossing	318	286	90.0%	670	670
	Slater Road Apartments	199	199	90.0%	466	419
	Sorrel at Perimeter Park Apartments	262	236	90.0%	552	552
	The Bristol at PWV	260	234	90.0%	548	548
	The Station	191	172	90.0%	402	402
	The Waterford	300	270	90.0%	632	632
	Treybrooke	200	180	90.0%	421	421
	Subtotal	**7,103**	**5,843**		**13,673**	**14,959**
	Percent of Total	**49.1%**	**44.3%**		**39.2%**	**42.3%**
Single Family Attach (TH/ Condo)	Breckenridge (TH)	620	620	100.0%	1,841	1,773
	Briar Pointe (formally Resort Lifestyle) *(Bedrooms)* ***	130	130	100.0%	130	130
	Carpenter Park - Condos	104	104	100.0%	309	297
	Carpenter Park - TH	60	60	100.0%	178	172
	Church Street Townes	81	81	100.0%	241	232
	Everett Crossing	197	197	100.0%	585	563
	Grace Park - TH	52	52	100.0%	154	149
	Hamlet in the Park	136	136	100.0%	404	389
	Hampton Place Townes	49	49	100.0%	146	140
	Huntington Park	48	48	100.0%	143	137
	Kelton II	56	56	100.0%	166	160
	Kelton Square	27	27	100.0%	80	77
	Kitts Creek	90	90	100.0%	267	257
	Liberty Townhomes (THC)	11	11	100.0%	33	31
	McCrimmon at the Park - TH	97	97	100.0%	288	277
	Morris Place	35	35	100.0%	104	100
	Myers Point Townes	99	99	100.0%	294	283
	North Hampton Townhomes	62	62	100.0%	184	177
	Petra on the Green	13	13	100.0%	39	37
	Preston Creekside	136	136	100.0%	404	389
	Preston Grande	82	82	100.0%	244	235
	Preston Pointe *(Bedrooms)* ***	212	212	100.0%	212	212
	Providence Place - TH	110	110	100.0%	315	315
	Shiloh Grove	208	208	100.0%	618	595
	The Groves	92	92	100.0%	273	263
	THC - The Gables	161	161	100.0%	478	460
	THC - Terraces	70	70	100.0%	208	200
	The Parc at Town Center	41	41	100.0%	122	117
	Thornebury (SFA)	28	28	100.0%	83	80
	Townes at Weston - TH	27	27	100.0%	80	77
	Town Hall North	116	116	100.0%	345	332
	Subtotal	**3,250**	**3,250**		**8,967**	**8,659**
	Percent of Total	**22.5%**	**24.6%**		**25.7%**	**24.5%**
Single Family Detach	Addison Park	70	70	100.0%	208	200
	Breckenridge (SFD)	521	521	100.0%	1,547	1,490
	Carpenter Park	98	98	100.0%	291	280
	Chessington Subdivision	53	53	100.0%	157	152
	Cotten Place^	95	94	98.9%	279	272
	Crabtree Crossing Estates	10	10	100.0%	30	29
	Downing Glen (rev.)	278	278	100.0%	826	795
	Fairwoods	21	21	100.0%	62	60
	Fairwood Court	5	5	100.0%	15	14
	Fiona Circle - 4-lot Subd	4	4	100.0%	12	11
	Green Wood Subdivision (Clements Dr.)	5	5	100.0%	15	14
	Hamptons at Preston	18	18	100.0%	53	51
	Huntington Woods	131	131	100.0%	389	375
	Kitts Creek	756	756	100.0%	2,245	2,162
	Mason Farm	39	38	97.4%	113	112
	Mason Manor	9	0	0.0%	0	26
	McCrimmon at the Park	34	34	100.0%	101	97
	Park Grove at Huntington	26	26	100.0%	77	74
	Preston Grande^	177	176	99.4%	523	506
	Preston Meadowview	30	30	100.0%	89	86
	Providence Estates	4	4	100.0%	12	11
	Providence Place	382	382	100.0%	1,135	1,093
	Ridgemont	81	81	100.0%	241	232
	Savannah Subdivision	157	157	100.0%	466	449
	Sheldon Park	30	30	100.0%	89	86
	THC - Gardens	95	95	100.0%	282	272
	THC - Extension	40	40	100.0%	119	114
	THC - Manor	79	79	100.0%	235	226
	THC - Village	55	55	100.0%	163	157
	The Birkshires at THC	123	123	100.0%	365	352
	The Woods at Fairbanks	54	54	100.0%	160	154
	Thornebury (SFD)	38	38	100.0%	113	109
	Villas at Sunset	31	31	100.0%	92	89
	Weston Estates	144	144	100.0%	428	412
	Wexford Subdivision	96	96	100.0%	285	275
	Wilson Place (Ph. 1 & 2)	66	66	100.0%	196	189
	Wilson Road Subdivision	4	4	100.0%	12	11
	Existing Other Residences	260	260	100.0%	772	744
	Subtotal	**4,119**	**4,107**		**12,198**	**11,780**
	Percent of Total	**28.5%**	**31.1%**		**35.0%**	**33.3%**
	GRAND TOTAL	**14,472**	**13,200**		**34,837**	**35,398**

*1500 Ferntree Ct outstanding

*outstanding 132 Cotten/Lot 29 and 216 Cotten/Lot 3

The population estimate for renter-occupied units (apartments) uses an average of 2.34 persons per dwelling unit/household, based on the 2019–2023 American Community Survey (ACS). The population estimate for owner-occupied units (including condominiums, townhomes, and single-family homes) has been updated to reflect the latest ACS data, which lists the average household size as 2.97 persons per dwelling unit/household—an increase from the previously used figure of 2.86 from the April 9, 2015 Special Census for the Town of Morrisville. Additionally, if a Certificate of Occupancy (CO) has been issued, staff presume that residents have established occupancy. Apartments' occupancy rate is estimated. To account for market variability and construction timing, staff continue to apply a conservative 90% occupancy and buildout rate for apartments. For Group Quarters (e.g., dormitories or assisted living), staff estimate 1.00 person per bedroom. ^Discrepancies between the number of approved and occupied units may occur when at least one lot remains unbuilt.

ACS DATA

Demographic Breakdown of Recreational Demand

Facilities/Amenities	Asian/Asian Indian	White	All Other	OVERALL
Greenway trail system	164.88	197.08	162.05	175.31
Nature parks	166.75	171.59	131.88	162.35
Weights and fitness machines	135.08	131.29	126.54	134.67
Aquatics/Swimming facility (indoor)	139.84	133.84	121.73	133.28
Splash pad	108.99	104.27	114.89	110.16
Aquatics/Swimming facility (outdoor)	98.32	102.68	134.45	107.31
Pickleball courts	110.61	111.83	96.38	106.88
Indoor track	108.17	89.17	99.45	100.47
Picnic shelter	112.33	102.80	62.69	97.73
Multi-use gym space (basketball, volleyball, etc.)	112.50	80.08	99.45	96.61
Classroom/meeting space	107.40	90.61	88.00	95.34
Dog park	72.34	100.84	81.14	90.21
Climbing wall	93.87	83.21	99.45	89.02
Disc golf course	80.68	84.65	95.90	88.07
Playground	90.87	87.53	57.90	82.13
Ice skating surface/in-line hockey rink	70.70	60.61	104.32	76.86
Basketball courts (indoor)	90.05	42.32	105.83	75.83
Volleyball courts (indoor)	90.04	49.92	86.27	74.70
Soccer fields	75.75	65.08	93.78	74.08
Skate park/BMX	78.35	63.54	80.21	73.44
Shooting sports (shooting/archery range)	72.41	77.20	73.23	73.39
Volleyball courts (outdoor)	84.07	59.07	77.81	73.19
Tennis courts (indoor)	97.30	42.37	73.23	70.35
Basketball courts (outdoor)	65.78	46.89	97.56	65.64
Gymnastics gymnasium	67.48	49.92	78.73	64.75
Tennis courts (outdoor)	84.22	54.29	51.40	64.71
Indoor field turf	67.58	42.42	92.41	63.50
Squash/Racquetball courts	70.80	34.82	58.91	54.43
Bocce ball courts	50.86	49.92	63.66	51.31
Horseshoe pits	29.91	46.94	74.24	46.28
Baseball and softball fields	31.82	37.70	81.94	44.73
Cricket fields	60.64	22.65	40.82	41.60

Facilities/Amenities	HH w/ Children 0-9	HH w/ Children 10-19	HH w/o Children (20-54)	HH w/o Children 55+	OVERALL
Greenway trail system	139.14	160.77	173.46	186.65	175.31
Nature parks	115.61	160.07	159.95	185.16	162.35
Weights and fitness machines	119.69	117.95	135.59	124.42	134.67
Aquatics/Swimming facility (indoor)	154.40	110.19	107.46	143.07	133.28
Splash pad	160.54	99.82	77.44	62.21	110.16
Aquatics/Swimming facility (outdoor)	108.55	86.55	99.35	110.76	107.31
Pickleball courts	46.79	145.13	104.91	124.91	106.88
Indoor track	89.22	98.72	83.60	96.68	100.47
Picnic shelter	57.99	97.28	105.26	97.65	97.73
Multi-use gym space (basketball, volleyball, etc.)	75.08	118.13	99.19	54.09	96.61
Classroom/meeting space	63.84	85.63	96.69	111.18	95.34
Dog park	52.50	93.93	106.65	73.40	90.21
Climbing wall	81.08	105.43	86.98	42.46	89.02
Disc golf course	69.26	78.10	100.49	65.57	88.07
Playground	129.80	59.43	62.82	51.95	82.13
Ice skating surface/in-line hockey rink	69.35	92.52	81.70	15.87	76.86
Basketball courts (indoor)	49.37	112.74	75.70	35.57	75.83
Volleyball courts (indoor)	54.92	93.28	76.84	47.19	74.70
Soccer fields	78.96	94.19	63.23	33.41	74.08
Skate park/BMX	66.04	78.34	76.13	26.61	73.44
Shooting sports (shooting/archery range)	63.46	72.70	73.05	48.98	73.39
Volleyball courts (outdoor)	46.36	80.35	85.19	48.75	73.19
Tennis courts (indoor)	55.26	88.76	56.76	71.55	70.35
Basketball courts (outdoor)	46.19	80.12	69.99	31.61	65.64
Gymnastics gymnasium	84.38	71.61	45.03	33.38	64.75
Tennis courts (outdoor)	55.76	69.34	56.06	78.04	64.71
Indoor field turf	57.47	62.79	62.02	39.82	63.50
Squash/Racquetball courts	52.12	46.51	45.92	66.36	54.43
Bocce ball courts	25.83	66.37	52.18	44.73	51.31
Horseshoe pits	25.73	55.26	48.75	35.72	46.28
Baseball and softball fields	29.64	55.15	52.56	29.28	44.73
Cricket fields	41.02	38.94	39.77	35.57	41.60

Programs/Activities	Asian/Asian Indian	White	All Other	OVERALL
Walking for exercise	163.76	153.71	155.24	160.04
Fitness programs/classes	147.82	158.50	155.18	154.60
Outdoor music/concerts	115.95	167.35	165.27	147.49
Painting/Drawing classes	142.04	143.29	144.25	145.10
Special events/Family festivals	105.92	119.93	96.06	111.83
Swimming	85.17	116.23	85.69	100.92
Music lessons/classes	97.01	83.28	114.95	98.99
Senior recreational programs	99.00	103.31	96.01	98.91
Environmental education	110.84	75.31	89.10	91.83
Pickleball	81.38	82.77	84.98	83.20
Martial Arts/Tai Chi	81.34	71.23	82.94	80.24
Training/Certifications/Education	81.21	66.45	94.08	78.80
Trips/Tours	77.87	78.12	75.12	76.80
Camps (summer/school break)	92.13	47.38	79.41	72.61
Tennis/Lessons/Clinics	64.18	55.54	64.78	61.38
Basketball	71.30	32.78	92.47	60.69
Running (endurance)	64.20	61.28	52.74	60.54
Disc golf	50.31	57.20	55.35	57.31
After school programs	67.73	40.37	58.87	56.12
Volleyball	67.61	34.44	66.45	56.03
Singing/Voice lessons	51.75	44.96	70.68	52.87
Climbing	58.81	34.24	59.53	51.27
Shooting sports/Archery	43.28	43.87	68.62	50.58
Soccer	46.79	38.13	66.46	48.57
Video game contests/tournaments	39.73	35.90	51.84	41.72
Action sports (skateboarding, BMX, etc.)	41.54	30.35	56.14	40.04
Ultimate Frisbee	34.48	37.56	43.17	38.03
Bridge lessons	31.17	28.70	39.65	33.41
Bocce ball	29.50	29.78	39.65	33.32
Dodgeball	27.73	20.53	57.87	31.04
Flag football	29.52	18.68	51.04	29.06
Cricket	48.67	11.10	14.78	28.74
Horseshoes	24.22	22.38	45.01	28.28
Baseball	27.83	21.11	36.13	26.90
Cheerleading	31.20	18.68	17.30	26.38
Lacrosse	27.83	12.94	32.73	24.21
Softball	29.60	11.10	31.03	23.95
Football (tackle)	24.28	9.25	21.69	19.70

Programs/Activities	HH w/ Children 0-9	HH w/ Children 10-19	HH w/o Children (20-54)	HH w/o Children 55+	OVERALL
Walking for exercise	151.19	160.02	164.84	153.88	160.04
Fitness programs/classes	151.02	122.61	146.25	182.72	154.60
Outdoor music/concerts	153.18	155.92	145.07	124.79	147.49
Painting/Drawing classes	139.23	123.23	154.65	134.78	145.10
Special events/Family festivals	152.70	79.33	100.57	113.91	111.83
Swimming	142.87	89.23	83.07	93.34	100.92
Music lessons/classes	144.69	82.70	81.36	80.96	98.99
Senior recreational programs	74.49	72.12	72.00	193.50	98.91
Environmental education	91.93	81.29	93.19	87.62	91.83
Pickleball	49.75	128.59	81.29	70.91	83.20
Martial Arts/Tai Chi	87.62	80.54	68.30	81.40	80.24
Training/Certifications/Education	81.41	85.33	77.45	56.03	78.80
Trips/Tours	59.95	68.71	70.09	102.21	76.80
Camps (summer/school break)	156.14	66.54	52.51	26.94	72.61
Tennis/Lessons/Clinics	85.52	73.97	41.04	52.62	61.38
Basketball	73.81	71.23	54.14	46.35	60.69
Running (endurance)	100.24	57.96	52.36	27.04	60.54
Disc golf	51.20	62.66	69.85	33.45	57.31
After school programs	105.23	45.32	42.62	29.81	56.12
Volleyball	55.99	58.70	65.93	32.07	56.03
Singing/Voice lessons	57.42	41.26	52.74	52.62	52.87
Climbing	65.03	68.71	48.52	19.28	51.27
Shooting sports/Archery	62.58	58.70	40.99	43.60	50.58
Soccer	80.66	56.68	42.90	15.53	48.57
Video game contests/tournaments	51.11	34.57	50.61	23.06	41.72
Action sports (skateboarding, BMX, etc.)	66.39	38.85	40.89	11.53	40.04
Ultimate Frisbee	41.03	41.29	35.09	30.19	38.03
Bridge lessons	27.80	38.87	21.35	59.76	33.41
Bocce ball	17.15	30.55	35.22	49.37	33.32
Dodgeball	35.49	16.71	33.08	33.45	31.04
Flag football	22.02	42.62	31.15	15.53	29.06
Cricket	39.31	25.87	31.13	15.53	28.74
Horseshoes	19.12	33.91	25.19	37.89	28.28
Baseball	43.82	27.34	25.30	11.65	26.90
Cheerleading	35.58	38.01	13.63	22.43	26.38
Lacrosse	28.18	31.21	21.56	15.41	24.21
Softball	26.81	23.96	25.48	11.65	23.95
Football (tackle)	19.12	20.57	25.26	7.77	19.70

B

SWOT Analysis

Advisory Board SWOT Analysis

Strengths

- Dog park (mentioned four times)
- Town center development
- Strength of communication and public awareness
- Facility, fields and courts
    - Sand volleyball courts
    - Pickleball: programs and courts
    - Cricket field
    - Smart city services: tennis/ pickleball (court status)
- History
- Social media engagement
- Parks recreation and cultural resources advisory committee (mentioned 4 times)
- Morrisville aquatics and fitness center (mentioned 3 times)
- Community participation
- Transportation
    - Transportation to get to facilities
- Programing (mentioned twice)
    - After school programing
    - Youth athletics
    - Introduce more summer camps for school students
    - Youth programs at Cedar Fork Community Center (CFCC)
    - A variety of age appropriate activities and programs.
- Parks recreation and cultural team/staff (mentioned 6 times)
    - Good leadership
- Diversity and culture (mentioned 2 times)
    - Diversity of events
    - Diversity in culture
    - Ethnic festivals
- Nature and greenways
    - Greenways
    - Walking trails (mentioned twice)
    - Well maintained greenways
    - Large paths for events
    - Location (greenways parks and mix of land use)
- Senior offerings

    - Senior center
    - Senior offerings
- Cultural events (mentioned 2 times)
    - Well planned events
    - More community events
    - Events
    - Variety of cultural events
    - Special activities

Strengths summary:
Morrisville demonstrates strong community assets across its parks, recreation, and cultural systems, with well-maintained facilities such as sand volleyball courts, pickleball courts, a cricket field, extensive greenways, and the Morrisville Aquatics and Fitness Center serving as major strengths. The town benefits from highly engaged residents, strong communication and social media outreach, and an active Parks, Recreation, and Cultural Resources Advisory Committee that supports community involvement. Its diverse cultural identity is reflected in a wide range of multicultural events, ethnic festivals, and well-planned community activities, while programming for all ages—including after-school options, youth athletics, summer camps, and senior offerings—creates a well-rounded set of services. Morrisville's parks and recreation staff are consistently recognized for their leadership and quality of service, and the town's dog park, town center development, transportation access to facilities, and appreciation of local history further contribute to a strong sense of place and community pride.

Weaknesses

- Limited development opportunities
    - Lack of available land for new parks
    - Lack of land for additional parks
    - Land to develop
    - Limited land
    - Lack of facilities
    - Comprehensive planning
- Lack of dedicated community center (mentioned three times)
    - Inclimate weather facility for events
    - Cedar Fork Community Center repairs
    - Lack of available gym space for sports events
- Disproportion number of facilities for popular sports
- Sense of urgency
- Cedar fork district park

- New athletic program growth
- Limited budget resources
- MLK Jr.
- Not the latest fitness equipment
- Event parking
- Utilization of cricket field
- Some activities are only temporary set ups (like disc golf)
- Outdoor fields
- Cultural activities for youth engagement
- Dependency on Wake County Public school system
- Lack of communication (mentioned twice)
    - Terrible getting the word out on events (language barriers)
    - Communication and promotions
    - No central hub for advertising events (Cary has a digital events board in downtown park)
    - Awareness
- Morrisville Aquatics and Fitness Center (MAFC) uses different software than the senior center and are not coordinated.
- Good at providing reasons why we can't do something
- Confusion of "are we in Cary of Morrisville"

Weaknesses summary:
Morrisville's weaknesses center on limited space, limited resources, and gaps in facilities and communication that constrain the town's ability to meet growing community needs. The town faces a shortage of available land for new parks, facilities, and future development, which restricts comprehensive planning and the ability to expand popular amenities. A major gap is the lack of a dedicated community center, along with insufficient indoor space for sports, events, and weather-dependent programming, compounded by needed repairs at Cedar Fork Community Center. Several programs and sports lack adequate or proportional facilities, and some offerings—such as disc golf—are only temporary setups. Budget limitations, outdated fitness equipment, event parking challenges, and underutilization of the cricket field further strain the system. Communication issues also persist, including difficulty promoting events, language barriers, lack of a central advertising hub, and inconsistent software systems between MAFC and the senior center. Additional concerns include dependence on Wake County Public Schools for space, limited cultural activities for youth, confusion between Morrisville and Cary boundaries, and a perception that the system is better at explaining constraints than finding solutions.

Opportunities

- Coordination with close municipalities
- Sponsors
    - Sponsorships
    - Advertise more for cricket field “naming rights”
- Build a community center (explicitly mentioned 3 times)
    - Combine community center and senior center for youth and adult activities
    - Open gym for all age groups
    - Purchase commercial property for gym facilities, indoor pickleball, basketball, volleyball courts.
- Improve event attendance
- Volleyball
    - Adult volleyball
    - Boys volleyball
- Town Center (mentioned twice)
- New town hall.
- Community outreach (mentioned twice)
    - Develop Mabel Pugh house
    - Especially for senior citizens
- Youth engagement
    - Teen engagement
    - Community youth enrichment events
- Communication
    - Use social media aggressively
    - Better portal access for residents
    - Better communication
- More pickleball courts
- Wake Tech partnership
- Educational programs
- Greenways
    - Increase trail connectivity
    - More green and trees
    - Expand-add onto greenways and trails
    - Better lighting for activities at night (playgrounds, trails, etc.)
- Expand parks

- Splash field for parks
- Better use of strong bond ratings
- Host food festival
- Take over town of Cary.

Opportunities summary:
Morrisville has several opportunities to strengthen its parks, recreation, and cultural system by expanding partnerships, improving facilities, and enhancing community engagement. The town can benefit from closer coordination with neighboring municipalities and by pursuing sponsorships, including naming rights for facilities like the cricket field. A major opportunity is the development of a new community center—potentially combined with the senior center—to provide open gym space, indoor courts, and year-round programming for all ages. Morrisville can also grow event attendance, expand volleyball and pickleball offerings, and leverage the Town Center and new town hall to anchor more activities. Increased community outreach, especially for seniors and youth, along with stronger communication tools such as improved social media use and better resident portals, can deepen engagement. Additional opportunities include expanding greenways with better lighting and connectivity, adding more parks and splash features, hosting food festivals, partnering with Wake Tech for educational programs, and using the town's strong bond rating to support future development.

Threats

- Lack of funding
    - Loss of revenue due to lack of attendance at special events and lack of sports facilities.
    - Loss of revenue for activities
    - Cost increases
    - Higher cost to develop
- Lack of interest
- Lack of inclusiveness
    - Feeling of belonging and inclusivity
    - Lack of inclusion in culture celebrations
    - Inclusiveness for all cultures
    - Celebrations should be all religions and faiths
- Surveys are confusing leading to low participation
- MAFC senior center registration system is different leading to frustration
- Safety and policing

- Property crime
    - Home and car break ins
- Lack of interest
    - Being behind the curve (no progressive)
    - Loss of staff to more mature facilities and programs
    - People leave community to purse activities, programing, fields/courts somewhere better that meets their needs.
    - Citizens going to other towns
    - Council losing interest.
    - People going to events elsewhere.
- Awareness
- Fail to engage youth
- Not including the community when making decisions
- Lack of getting the word out to the community
- Hanging on to unpopular events
- Lack of planning
- No land to develop
- Event parking

Threats summary:
The Town faces several threats that could limit its ability to grow its parks, recreation, and cultural offerings, including ongoing funding challenges, rising development costs, and revenue losses tied to low event attendance and limited sports facilities. Community engagement is at risk due to declining interest, lack of inclusiveness in cultural celebrations, and difficulty reaching residents because of confusing surveys, weak communication channels, and no central hub for event information. Operational issues—such as separate registration systems between MAFC and the senior center, limited planning, and dependence on Wake County Public Schools for space—create frustration and reduce program accessibility. Safety concerns, including property crime and policing needs, also affect community confidence. Additionally, the town risks losing residents and staff to neighboring communities with a greater variety of facilities, broader programming, and strong event offerings, especially when event expectations are not met or youth engagement falls short. Limited land for development, event parking challenges, and a perception that the town is slow to innovate further threaten Morrisville's ability to meet growing expectations.

Department Director SWOT Analysis

Strengths

Diverse programing

- Expanding programing
- Unique opportunity with cricket that others don't have
- Active senior programing

- Smart technology solutions for culture
- Greenways
- Multiple parks for size of town
- Aquatics center some communities don't have
- Variety of amenities / facilities
  - Morrisville Aquatics and fitness center
  - World class cricket facility
  - Great existing assets
  - Well-maintained facilities
  - Beautiful well-kept facilities
- Variety of athletic options (mentioned 2 times)
  - Relatively new infrastructure
  - High level cricket stadium
- Cultural future programing
  - Strong broad range of programs, offerings for community.
  - Activities that fit our needs as a community.
- Programs offered
  - Diverse programs offered
  - Diverse programs to reach a diverse community
  - Supportive council
  - An active and engaged council and town manager to prioritize parks recreation and cultural resources
  - Strong leadership
  - Recent leaders hired bring skills with abilities with a broad depth of external experiences.
  - Strong culture creates opportunities.
- Supportive and innovative leadership
  - Collaborative and skilled staff
  - People (mentioned twice)
  - Skilled staff

    - Excellent operations staff.
    - Good staff engagement at town events
    - Strong community support for parks for programs
    - Collaborative staff
    - Community engagement
    - Supportive events staff
- Staff that are friendly and professional
- Cricket
- Culture programming
- Diversity of programing
- Diversity of community is recognized.

Strengths summary: Diverse and expanding programming, including unique offerings such as world-class cricket facilities, active senior programs, and cultural initiatives that reflect the community's diversity. The town benefits from multiple well-maintained parks, extensive greenways, and a broad range of amenities — including the Morrisville Aquatics and Fitness Center — that many communities of similar size do not have. Strong leadership, supportive elected officials, and a collaborative, skilled, and professional staff contribute to a positive organizational culture that enables innovation and high-quality service delivery. The department's smart-technology solutions, engaged community, and recognition of cultural diversity further enhance its ability to offer programs that meet the needs of residents across age groups and backgrounds.

Weaknesses

- Council sometimes in the weeds
- Overarching policies and guidelines
- Staff needs
    - Lack of historical knowledge with so many new faces
    - Some areas lack a sense of customer service
    - Cultural understanding for internal
    - Turnover creating lost institutional knowledge
- Programing
    - Lack of focus as town trying to do too much, what is our thing?
    - Lack of identity
    - Need to broaden sports opportunities
    - Low amount of pickleball courts
    - Waitlist for some programming
    - Too focused on senior population

    - Lack of teen programing
- Infrastructure
    - Architectural inconsistency between parks
    - Aging infrastructure
    - Cricket facilities
    - Church street park trying to serve too many functions
    - No sense of arrival when you get to a town park
    - Community education for park use (church street park specifically)
- Safety
    - Park design (safety related)
    - Crowds or capacity
    - Clunky process for access of some services / facilities / schedules
- Cost of services
    - Continue working on understanding cost recovery
    - Balancing fees for servs vs quality of life
- Leased senior center
- Lack of standalone community center
- Parking and access
    - Parking challenges for large events
    - Limited parking
    - Parking
    - Access
- Need more greenway connectivity

Weaknesses summary: Internal weaknesses stem from organizational, programming, and infrastructure challenges. Leadership and governance can become overly involved in operational details, while overarching policies and guidelines remain unclear. Staffing issues — including turnover, limited historical knowledge, inconsistent customer service, and uneven cultural understanding — create gaps in service delivery. Programmatically, the department struggles with defining its identity, balancing offerings, expanding sports opportunities, addressing long waitlists, and improving teen engagement. Infrastructure concerns include aging facilities, architectural inconsistency, limited pickleball courts, and parks like Church Street Park being stretched across too many functions, along with safety issues related to design, crowding, and cumbersome access processes. Financially, the department must better understand cost recovery while balancing fees with quality-of-life expectations. The lack of a standalone community center, reliance on a leased senior center, limited parking, and insufficient greenway connectivity further constrain operations and user experience.

Opportunities

- Uniqueness: Example, cricket and Holi
- Be realistic about future land purchases
- Public safety opportunities
- Shifting population
- Growth of ideas, clean slate
- Use of technology
- Partnerships
- Staff development
    - Staff development in PRCR content and beyond.
    - Succession planning in leadership roles
    - More collaborations with other departments
    - Clear vision / plan
    - Central location for parks admin staff and town hall campus
- Community Center
    - Harris Mill potential park
    - Marcom Park (mentioned three times)
- Facility upgrades
- Optimize 1st what we already have
    - Existing park and land we purchased
- Branding
    - Park integration into placemaking
    - Build a brand (mentioned three times)
    - Signage updates
- Programming
    - Increased programming
    - Building programming
    - Additional programming to fit new infrastructure
    - Senior programing.
    - Youth programming
    - Expanding programming
    - Language enhanced programming
    - Enhanced programming focused on younger customers
    - Explore more events
- Town center programing and special events (mentioned twice)
- Amenity and facility ideas

    - Greenway expansion
    - Wake tech park
    - Watkins Road Park
    - Marcom Park
    - Newer parks have been facilities other than the older ones
    - Pugh house
    - Enhance existing parks and services
    - Community center/ senior center
    - Collaborations with Town of Cary and Wake County
    - Town center (mentioned five times)
- Cricket (mentioned twice)
    - Bigger cricket events
    - Cricket vision study
    - Cricket growth
    - Cricket capital of the world

Opportunities summary: The department / system has significant opportunities to grow by leveraging its unique cultural strengths—such as cricket and Holi—while planning realistically for future land needs and facility expansion. The town can capitalize on a shifting population, new ideas, and emerging technologies to modernize services, strengthen partnerships, and enhance staff development through clearer visioning, succession planning, and deeper collaboration across departments. Major facility opportunities include advancing community center concepts at sites like Harris Mill, Marcom Park, and the Town Center, as well as upgrading existing parks, improving signage, and integrating parks into broader placemaking and branding efforts. Expanding programming — especially for youth, seniors, and multilingual audiences — along with increasing special events and Town Center activities, can help meet evolving community needs. Additional opportunities lie in greenway expansion, optimizing current assets, exploring new park sites such as Watkins Road and Wake Tech Park, and elevating Morrisville's growing reputation in cricket through larger events and long-term visioning.

Threats

- Public safety
    - Large crowds
    - Training
    - Access points
- Unified vision
- Everything all at the same time

    - Trying to be all things to all requests vs doing a few things well.
    - Lack of focus- desire to do everything at once
    - High expectations
    - Council wants everything
- Population shift
    - Population and demographic shifts
    - Impact from population growth
- Large cricket facility growth at other municipalities
- Staffing concerns
    - Retaining skilled staff
    - Staff capacity
    - Staff attrition or loss of historical knowledge
- Aging facilities
    - Aging facilities
    - CFCC / WCPSS Comingling facility needs
- Competition from surrounding communities
- Community support
- Decreased participation
- Increased reliance on technology
- Clarity of town ordinances related to parks and recreation
- Land restrictions
- Budget constraints
    - Increasing costs to operate without meaningful offset
    - Cost of programming and staffing
    - Increased operating costs
    - Decreased revenues
    - Funding
    - Operating budget limitations
    - Diminishing resources
    - Cost
    - Funding limitations
    - Planning for sustained resources
    - Capital investment challenges
    - Resources to support maintenance
- Land availability
    - Balancing a lot within 10 square miles
    - Lack of land / space for future growth and exploration

- RTP 30

Threats summary: The department / system faces several external threats that could limit its ability to grow and meet community expectations, including public safety concerns related to large crowds, access points, and staff training. The department risks losing focus as pressure mounts to deliver many initiatives at once, driven by high expectations and a desire to satisfy all requests without a unified vision. Rapid population and demographic shifts, along with competition from surrounding communities and the emergence of large cricket facilities elsewhere, threaten participation and community loyalty. Staffing challenges — such as retaining skilled employees, managing capacity, and preserving institutional knowledge — add operational strain, while aging facilities and shared spaces with other agencies complicate long-term planning. Budget constraints, rising operating costs, limited revenues, and scarce land for future development further restrict the department's ability to expand services. Additional threats include declining participation, inconsistent community support, unclear ordinances, increased reliance on technology, and the challenge of balancing many needs within a small geographic footprint.

C

Staff Engagement Summary

Summary of Morrisville Parks, Recreation & Cultural Resources Staff Engagement

What are the strengths of the parks and recreation operations, programs and services that add value to your services for town residents and that we need to build upon as part of our recommendations?

Dedicated, Skilled, and Positive Staff

- **Talented & Passionate Team:** Skilled, passionate, talented, committed, competent, and engaged staff and programmers.
- **Positive Culture & Teamwork:** The department is considered a great place to work, with strong team dynamics, supportive relationships, trust in staff, top-down transparency, and a good organizational culture maintained despite recent changes.
- **Staff Retention & Leadership:** Many full-time (FTE) and part-time (PTE) staff have been long-term employees, staff actively want to work in the department, division managers bring valuable experience as former programmers, and new staff bring fresh ideas and advocacy.
- **Welcoming Environment:** Staff are diverse, family-oriented, and dedicated to making users feel welcome and connected.

Strong Programs, Events, and Community Impact

- **High-Impact & Diverse Programming:** The department delivers impactful programs across all areas, including skill-based development, community-building, and unique cultural experiences.
- **Popular Offerings:** Key programs like swim lessons, summer camp, and volleyball fill up quickly, with growing sports opportunities like volleyball and plans for an 18-hole disc golf course.
- **Event Excellence:** There is good pre-planning and execution of events, supported by interest from Town Council and cooperation with police.

Community Connection and Support

- **Strong Community Support:** The community actively supports the department's work, fosters innovation/inclusivity, and shares a sense of true community among users.
- **Meaningful Experiences:** Staff successfully create meaningful experiences even with limited space constraints.

Organizational Agility, Governance, and Partnerships

- **Adaptability & Agility:** As a smaller department, operations are flexible enough to adapt and make changes quickly.
- **Leadership & Strategic Vision:** A realistic strategic plan exists from Council (including the CIP), Town Council shows strong interest in events, and divisions internally are strong and consistent.
- **Key Collaboration:** Strong relationships exist with Public Works as well as pre-planning coordination with police for events.

Facility Successes & Outdoor Assets

- **Parks & Greenways:** Residents benefit from nice parks and greenways connected for walking, biking, and running, which are well-maintained.
- **Facility Improvements:**
  - Cedar Fork Community Center (CFCC) made a massive turnaround over the last year with expanded programming at the center.
  - The Morrisville Aquatics & Fitness Center (MAFC) benefits from dedicated management with focused business operations and facility improvements.

What could be improved in the department operations, programs, and/or services to ensure they are efficient and effective?

Management, Leadership, and Staff Culture

- **Micromanagement & Morale:** Staff frequently noted feeling micromanaged from the top ("being in the weeds"), which leads to low morale, limited autonomy, and a lack of confidence among employees.
- **Organizational Culture & Pressure:** Staff report a high-pressure environment with a constant feeling of urgency, where decisions leave them cautious and "on pins and needles."
- **Trust & Governance:** There is a desire for increased trust from leadership, Town leadership, and Town Council, and there are concerns about Town Council overriding decisions regarding priority park use.
- **Rigid Hierarchy & Silos:** A strict hierarchy ("must not deviate from the chain") is present alongside organizational silos, though efforts to break down silos are underway.
- **Staff Input:** Staff expressed a desire to provide on-the-ground insights and input on new building projects.

Facilities, Physical Space, and Infrastructure

- **Space Constraints:** Facilities and available spaces are maxed out, too small for the population size, and insufficient to handle desired programming (e.g., limited space at MAFC on deck/pool/meeting spaces, combined senior and community center, loss of event space, need for more gym space).
- **Facility Ownership & Control:** Lack of control over the CFCC due to ownership by Wake County.
- **Logistics & Amenities:** Lack of safe spaces for youth and teens, insufficient parking for events (with shuttles being costly), and a need for code-secured lockers.

Operations, Policies, and Systems

- **Policies & Procedures:** Clear need to standardize, clarify, and establish department policies and procedures. Delays occur due to management's lack of knowledge regarding policies.
- **Cumbersome Processes:** The hiring process, registration system, and special event processes are noted as cumbersome.

- **Technology Improvements:** Registration software (ActiveNet) is not user-friendly, and there is a specific need for a mobile-friendly registration version.

Programming and Community Needs

- **Inclusivity & Accessibility:** Lack of inclusive programming for varying abilities, insufficient guidance/support for programmers trying to addressing accessibility and inclusivity, and absence of an ADA transition plan.
- **Cultural & Historic Preservation:** Missed opportunities to preserve and promote historic/cultural sites, specifically referencing Morrisville historic spaces, the Shiloh community, and national historic sites.
- **Expanded Programming:** Demand for more adult programming, expanding the scale and quantity of programs, and addressing competition from private options.

Financial Management, Revenue, and Planning

- **Planning & Asset Management:** Need to develop a cost recovery plan with tiers, complete a valuation of the park system and establish an asset management system, and incorporate more parks projects into the Capital Improvement Plan (CIP).
- **Revenue Opportunities:** Missed revenue and community-building opportunities due to a lack of sponsorship opportunities and general revenue generation initiatives.

What should the department be doing *more of, less of, or differently* to care for the park system and deliver high quality services?

Programming Strategy & Offerings

- **Expand Specific Programs:** Offer more free programming, cultural arts programming, and more swim lessons (including private lessons).
- **Focus on Core Services & Residents:** Better define core services and prioritize local residents (e.g., aiming for a 75/25 focus toward serving residents).
- **Adjust Operations:** Re-evaluate current field and event usage; specifically, consider having the town focus on grassroots programming and field rental revenue while giving leagues to other organizations. Note that the event market in the Triangle is already saturated.

Facilities, Space, and Parking

- **Expand Facilities:** Build a larger recreation center or large multi-purpose facility with multi-use spaces for rentals.
- **Address Space Limitations:** Provide more parking for event spaces and address the general lack of space needed to collaborate more with local schools.
- **Identify Opportunity Sites:** Explore unused space, such as the industrial zone on Morrisville Parkway.

Financial Strategy and Policies

- **Develop Cost Recovery Frameworks:** Develop a unified understanding and strategy for a pricing policy and cost recovery framework.
- **Balance Strategic Goals:** Create a unified vision and strategy to balance revenue generation with community service.

Maintenance and Inter-Agency Relations

- **Maintenance Reliance:** Address reliance on Public Works and joint agreement schools for maintenance needs.
- **Maintenance Delays:** Resolve ongoing issues regarding gym maintenance and slow response times from schools.

Management, Work Culture, and Metrics

- **Reduce Micromanagement:** Do less micromanaging and allow staff the autonomy to do their jobs.
- **Improve Internal Processes:** Streamline the cumbersome hiring process and focus on retaining a high percentage of lifeguard staff.
- **Establish Departmental Policies:** Standardize policies and practices across the entire department.
- **Culture & Teamwork:** Build stronger teamwork, camaraderie, and find fun in the work.
- **Data & Adaptability:** Phase in internal and external metrics to track performance, enabling staff to identify when things aren't working and pivot accordingly.

Space Allocations & External Use

- **Less Non-Resident Event Allocation:** Require less space provision for special events provided by non-residents (specifically citing non-profits and Indian groups).

If you could make an immediate improvement, no limit on dollar amount, what would it be?

Building New Community & Recreation Centers

- **New Standalone Centers:** Build a freestanding community center or find land to construct a dedicated community facility.
- **Large Rec Centers & Multi-Gym Spaces:** Construct a new recreation center with two gyms, two courts with multiple sports lines, 3–4 programming rooms, and staff offices.
- **Comprehensive Campus / High-End Facility:** Create a "Life Time Fitness" style facility in Morrisville, a big event space in the township, or tear existing facilities down to consolidate everything into a single recreation campus.

Aquatic Facility Expansions & Additions

- **Pool & Lap Space Expansion:** Expand current lap lanes, lesson pool space, and warm pool capacity, or build a new pool.
- **Water & Splash Features:** Add a separate splash pad.

Dedicated Amenity & Program Spaces

- **Specialized Rooms:** Include dedicated space for daytime senior programs, teaching spaces, meeting/party rooms, and program storage.
- **Fitness & Active Amenities:** Add features such as a walking track, rock climbing wall, and specialized gym spaces.

Parking & Cost Efficiency Solutions

- **Parking Infrastructure:** Include a dedicated parking lot or a below-ground parking garage with new facility builds.
- **Operational Savings:** Reduce money spent on shuttle services ($30K/year) by adding adequate parking at facilities.

Work Culture & Management Environment

- **Workplace Improvements:** Change the working environment to eliminate the high-pressure culture and move away from micromanagement.

How do you evaluate success with the operations, services and programs? (Are there Metrics that are in place currently)?

Surveys and Formal Evaluations

- **Program-Specific & Post-Program Surveys:** Staff use evaluation surveys for senior programs, annual fitness surveys, and general post-program evaluations.
- **Facility & Periodical Surveys:** Periodic facility surveys and annual surveys specifically targeting seniors are conducted.
- **Survey Data Tracking:** Surveys are also used to track whether classes are full and gather participant feedback.

Participant Retention and Program Progression

- **Repeat Participation:** Success is measured through repeat participants across programs.
- **Skill Advancement:** Staff track youth progress, such as kids advancing through programs.
- **Volunteer/Staff Retention:** Retention metrics are tracked in certain areas, such as a 78% coaching retention rate.

Financial, Enrollment, and Data-Driven Metrics

- **Enrollment & Cost Recovery:** Cultural services evaluate success based on minimum enrollments and meeting cost recovery targets.
- **Data Tracking:** Metrics are gathered directly from program data sheets.

Qualitative and Direct Community Feedback

- **Anecdotal & Word of Mouth:** Staff rely on anecdotal feedback for events, word-of-mouth directly from parents and kids, and relationships built with parents.
- **Community Feedback:** Direct feedback is gathered from the general community.

Evaluation Challenges and Gaps

- **Inconsistent Insights:** Survey insights are noted as inconsistent.
- **Alignment Issues:** Staff expressed that organizational direction sometimes does not seem to be backed by community priorities.

What can leadership do better?

Trust, Autonomy, and Micromanagement

- **Trust & Professional Respect:** Trust in staff from and staff being viewed as professionals by Leadership and Town Council would go a long way with staff.
- **Reduce Micromanagement:** Reduce ingrained micromanagement and give Parks and Recreation and Cultural Services staff more freedom to lead their work.
- **Fear of Mistakes:** Address the workplace perception that staff do not have the opportunity to make a mistake.

Leadership Structure, Hierarchy, and Approachability

- **Hierarchy & Decision-Making:** Leadership is strict about staff hierarchy, and the current chain of command is cumbersome for expedited decision-making.
- **Approachability & Organizational Structure:** Upper management doesn't always feel approachable, the organizational chart is unequal, and as the department grows larger, staff want the Township to remain personable.

Communication and Transparency

- **Internal Communication:** Improve internal communication, particularly regarding why decisions are made and allowing staff to provide input.
- **Staff Departure Transparency:** Eliminate "mysterious communication" when employees leave.
- **Inter-Agency Communication:** Revisit the school agreement to address a lack of communication from school administrators regarding facility matters and school events.

Organizational Culture and Diversity

- **Workplace Culture:** Initiate a culture shift to eliminate a constant sense of pressure that hinders good work, while continuing to build a consistent, better culture.

- **Diversity & Representation:** Improve racial and ethnic diversity among department staff so it is representative of the town's diversity.

- **Employee Representation:** Maintain/utilize connections like the Employee Advisory Committee with the Town Manager (it is noted that Athletics has a representative).

Operations, Planning, and Strategy

- **Proactive Strategy:** Take a more thoughtful, less reactionary approach to operations and create a consistent path of growth with post-decision evaluation.
- **Community Engagement:** Talk and connect more with facility and program patrons on priorities before implementing services.
- **Policy, Financial, and Safety Adjustments:**
  - Have written policies and training materials for emergency situations.
  - Adjust cost recovery and conduct economic impact assessments for special events.
  - Address the Apex event process and remove entitlement.
- **Facility/Park Space Utilization:** Address the lack of space for indoor space, that also allows space for pickup activities or open play.

OVERALL KEY TAKEAWAYS

Highly Dedicated Staff vs. Cultural & Leadership Friction

- **The Bright Side:** The department's biggest strength is a passionate, skilled, and long-tenured team that excels at community outreach and high-impact programming.

- **The Struggle:** This is significantly challenged by top-down micromanagement, rigid hierarchy, and high-pressure environment where staff feel a lack of trust and autonomy, creating a persistent fear of making mistakes.

Severe Space Constraints and Aging Infrastructure

- **The Issue:** Current facilities (e.g., MAFC, CFCC) are severely maxed out and undersized relative to population growth, causing missed programming opportunities, parking bottlenecks, and scheduling conflicts.
- **The Top Wish:** Staff overwhelmingly agree that the top priority—if budget were unlimited—would be constructing a new standalone, multi-purpose recreation facility with expanded gym/court capacity, dedicated senior spaces, and updated aquatics.

Operational Bottlenecks & Software Frustrations

- **Systemic Friction:** Core administrative functions suffer from inefficient, cumbersome processes—particularly surrounding employee hiring and special event approvals.

- **Software Deficits:** Software tools like ActiveNet are frustratingly outdated and lack mobile usability, highlighting a clear need to standardize policies and modernize tech systems.

Strategy Gaps: Pricing, Financial Planning & Revenue

- **Financial Alignment:** There is a clear need for formal cost-recovery frameworks, pricing policies, asset management systems, and strategic investment via the Capital Improvement Plan (CIP).
- **Prioritization:** Staff are looking for a unified vision that balances community service with revenue generation—specifically advocating for prioritize local residents (e.g., a 75/25 resident-to-non-resident split) over external or non-resident events.

Inconsistent Performance Tracking & Analytics

- **Current State:** While staff collect surveys and track repeat participation, evaluation methods are inconsistent and heavily reliant on direct, qualitative feedback.
- **The Goal:** Staff see a clear opportunity to establish data-driven internal metrics to track program success, gauge community alignment, and remain adaptable when offerings aren't performing well.

Opportunities in Accessibility, Inclusion & Culture

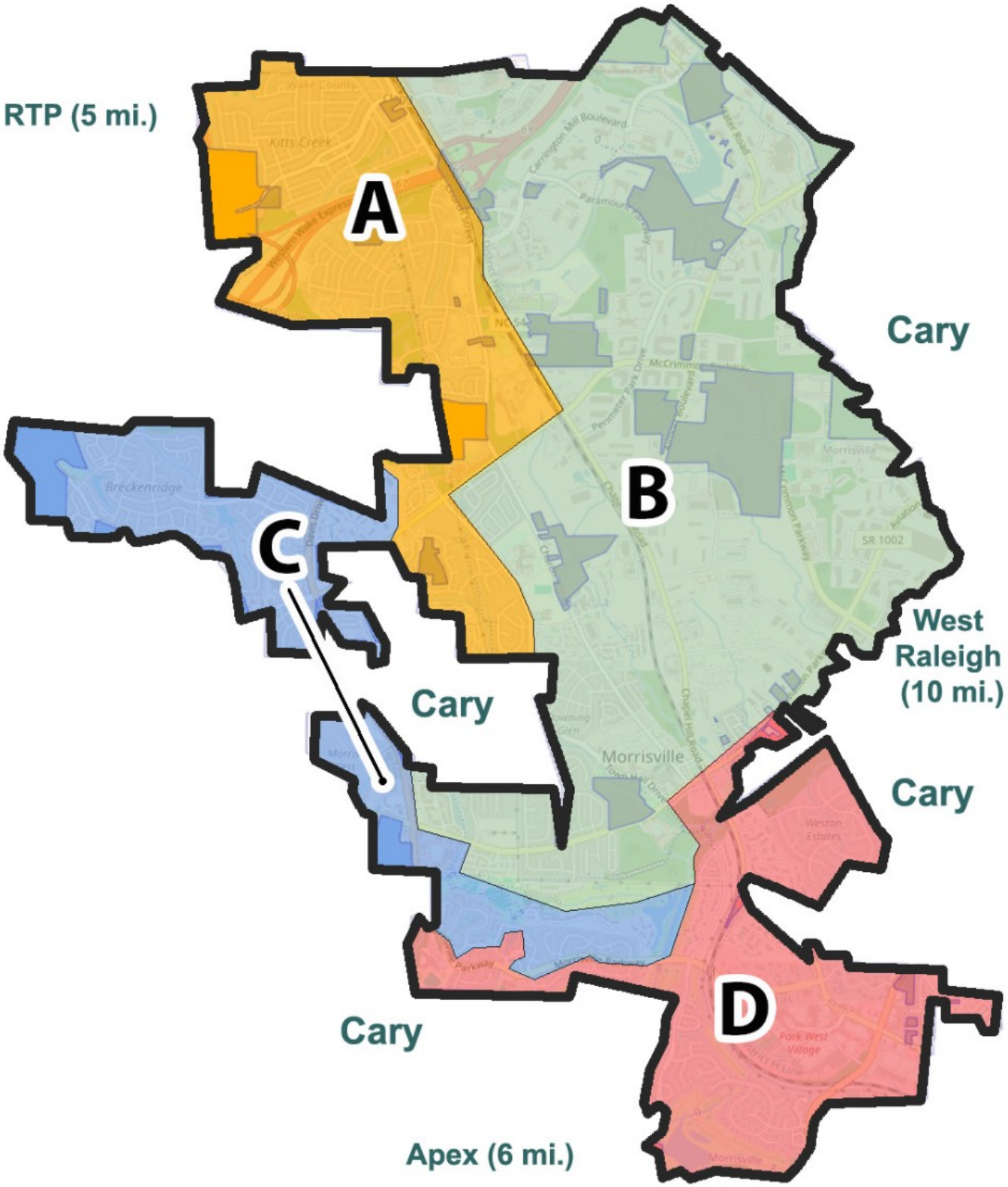
- **Missed Connections:** Programmers lack clear guidance, ADA transition plans, and tools to build accessible programming for varying abilities.
- **Representation:** There are notable gaps in preserving/promoting local historic and cultural assets (e.g., Shiloh community spaces), as well as a need to improve staff diversity to better mirror the community's demographics.

D

Open Survey: Morrisville Deep Dive

Geographic Breakdown of Public Need from the Open Survey

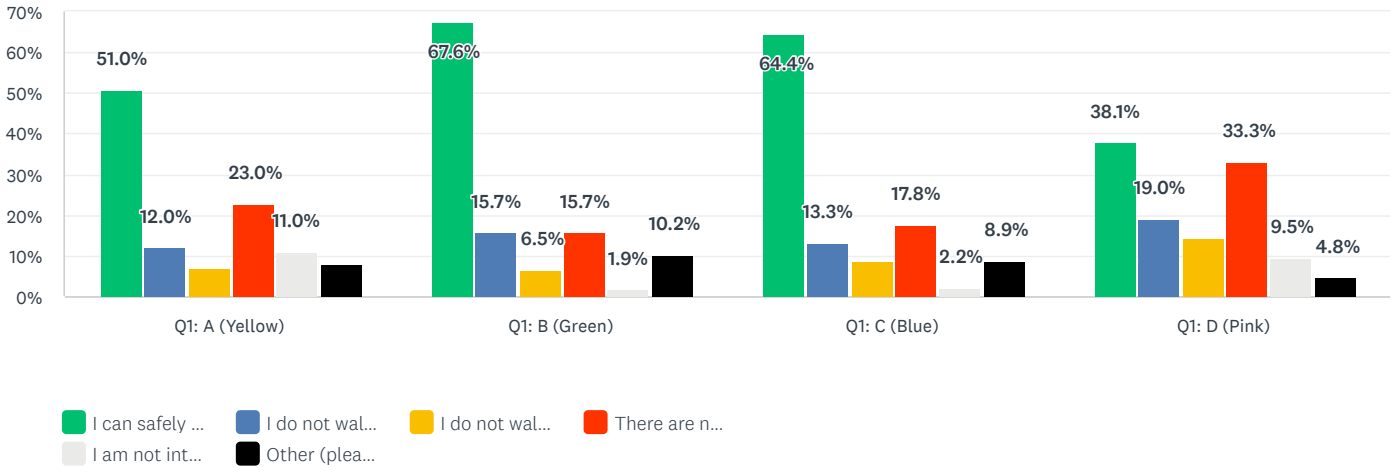
TOWN OF MORRISVILLE



RECREATION SURVEY AREAS

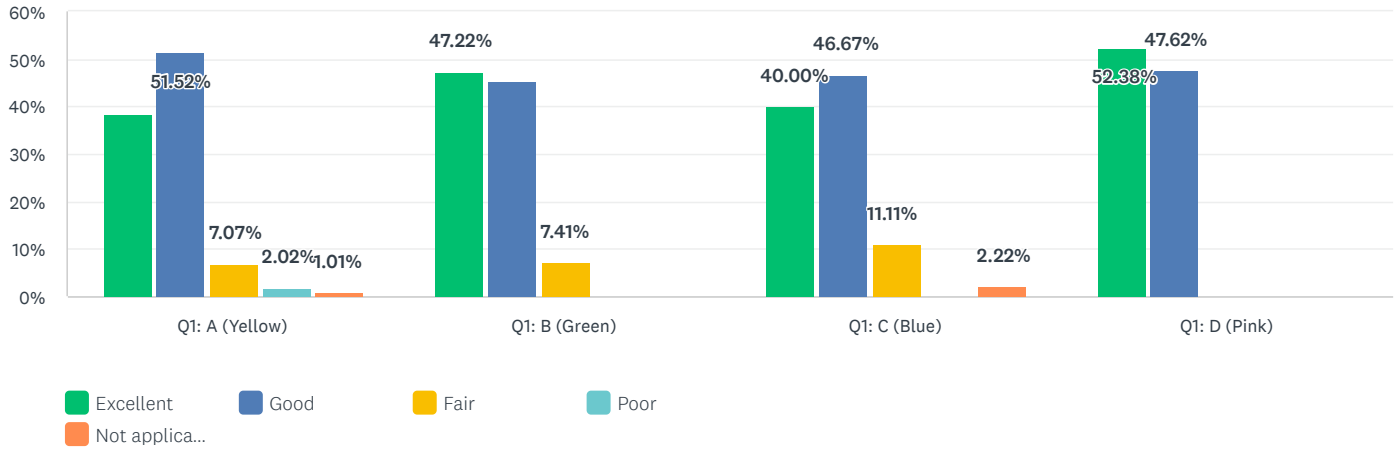
Q4 How do you feel about walkability in Morrisville? (check all that apply)

Answered: 274 Skipped: 0



Q5 How would you rate the overall quality of FACILITIES MANAGED BY Morrisville Parks, Recreation and Cultural Resources that you visited in the past 12 months?

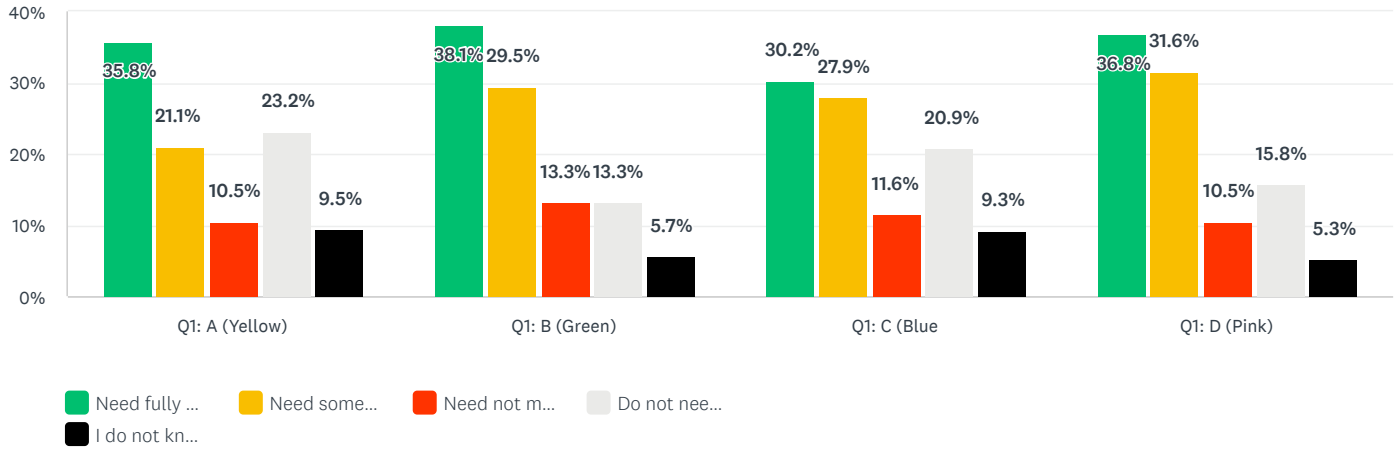
Answered: 273 Skipped: 1



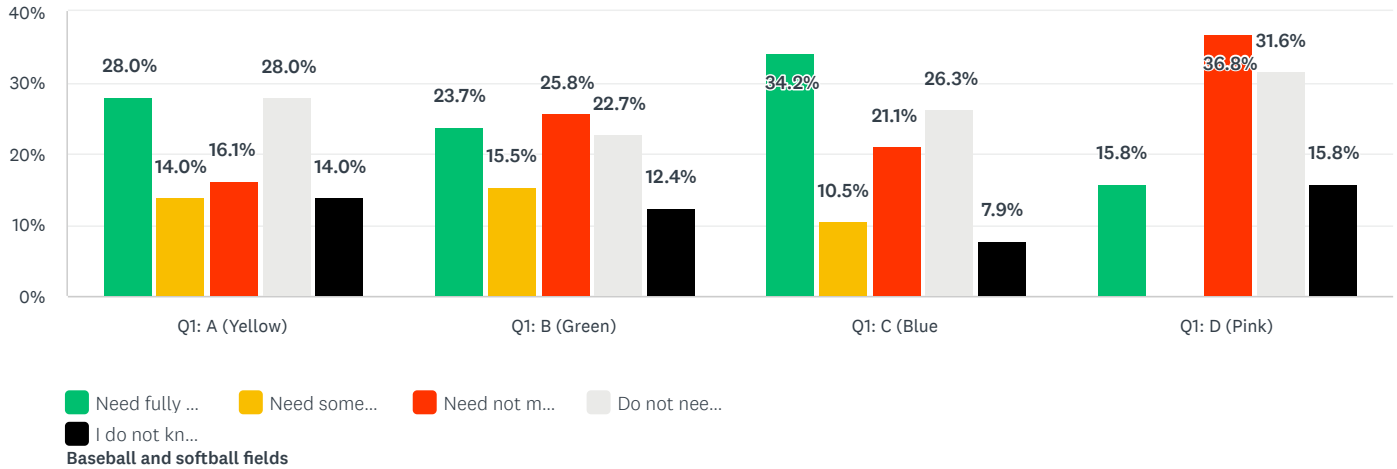
Q6 Do you or members of your household have a need for the following recreational FACILITY / AMENITY? If yes, how well are your needs for the facility being met?

Answered: 271 Skipped: 3

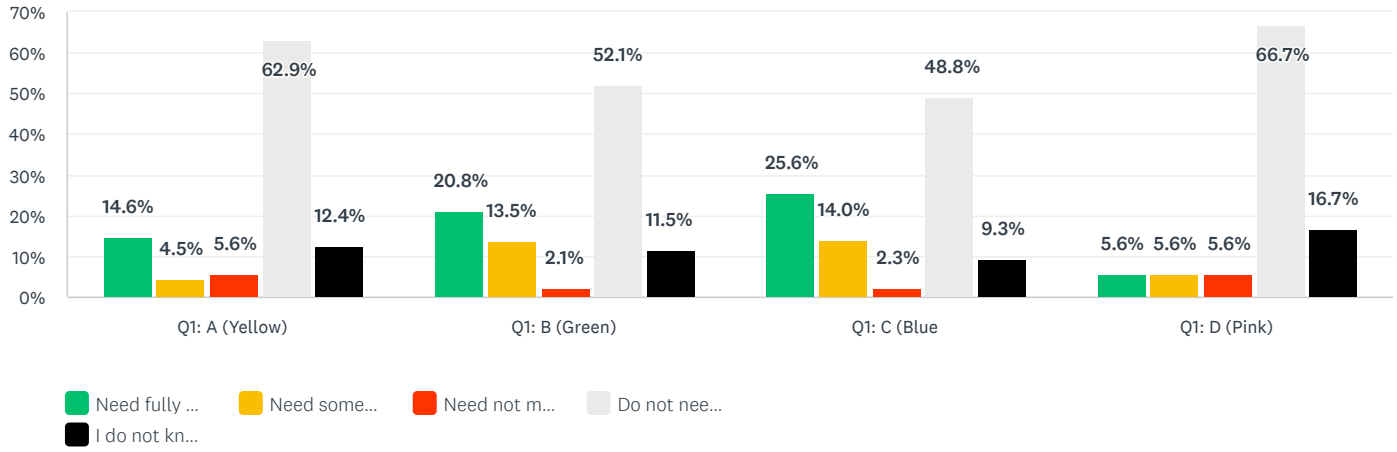
Aquatics / Swimming facility (indoor)



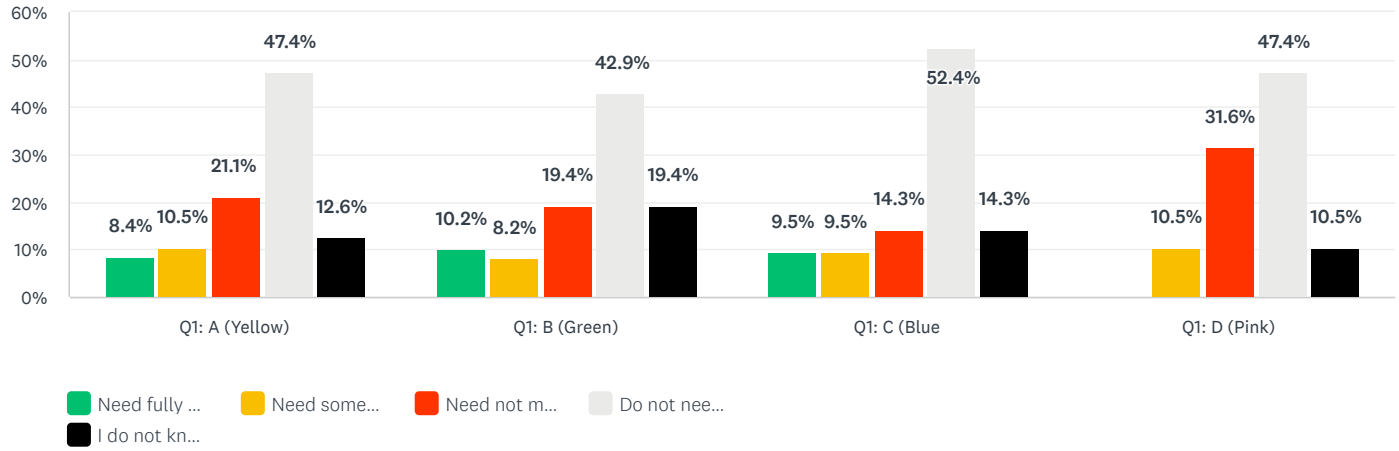
Aquatic / Swimming facility (outdoor)



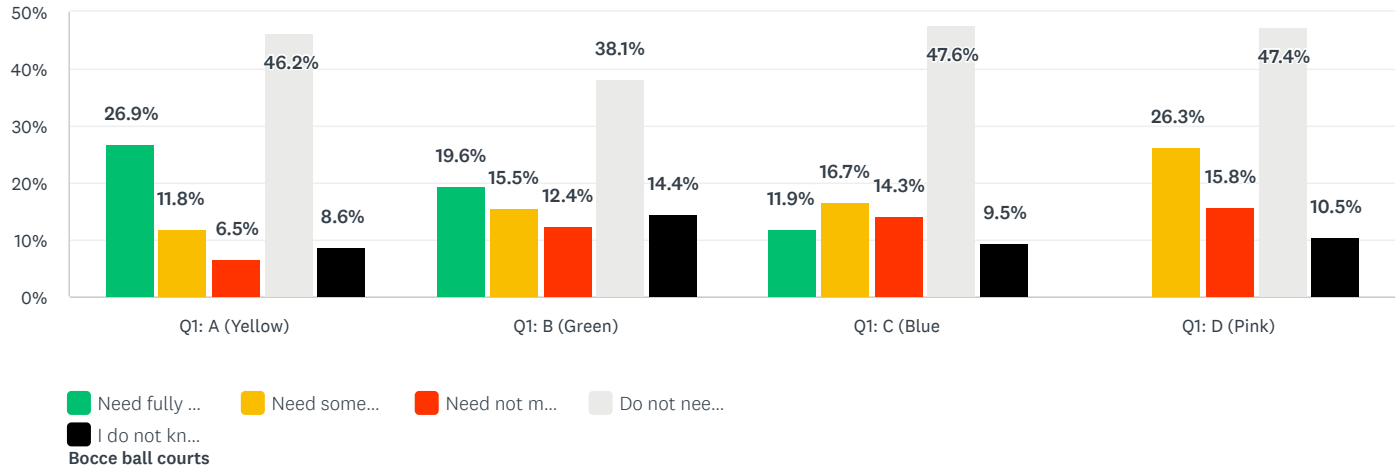
Baseball and softball fields



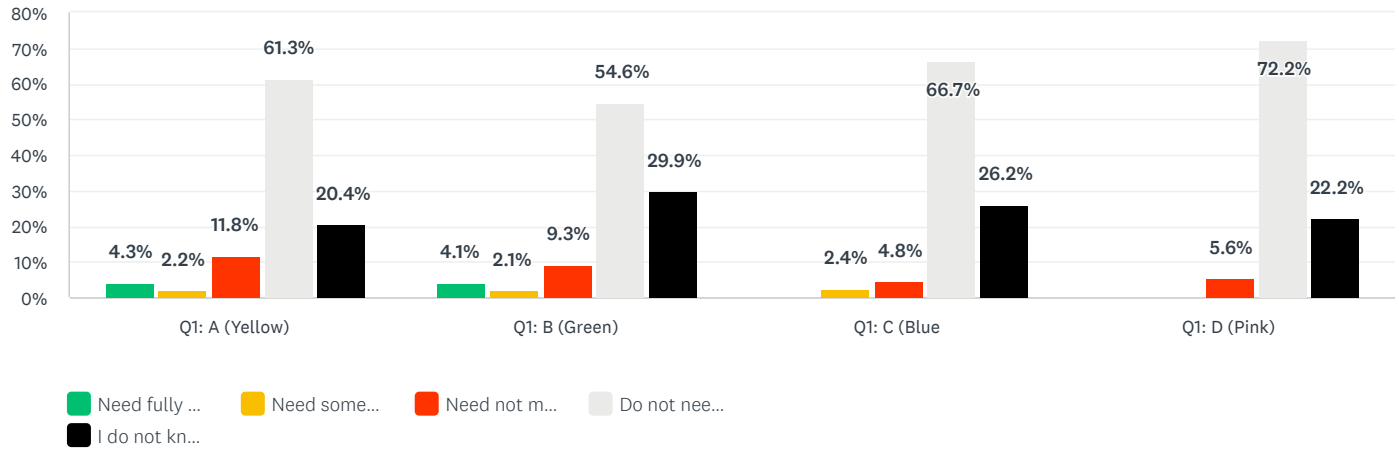
Basketball courts (indoor)



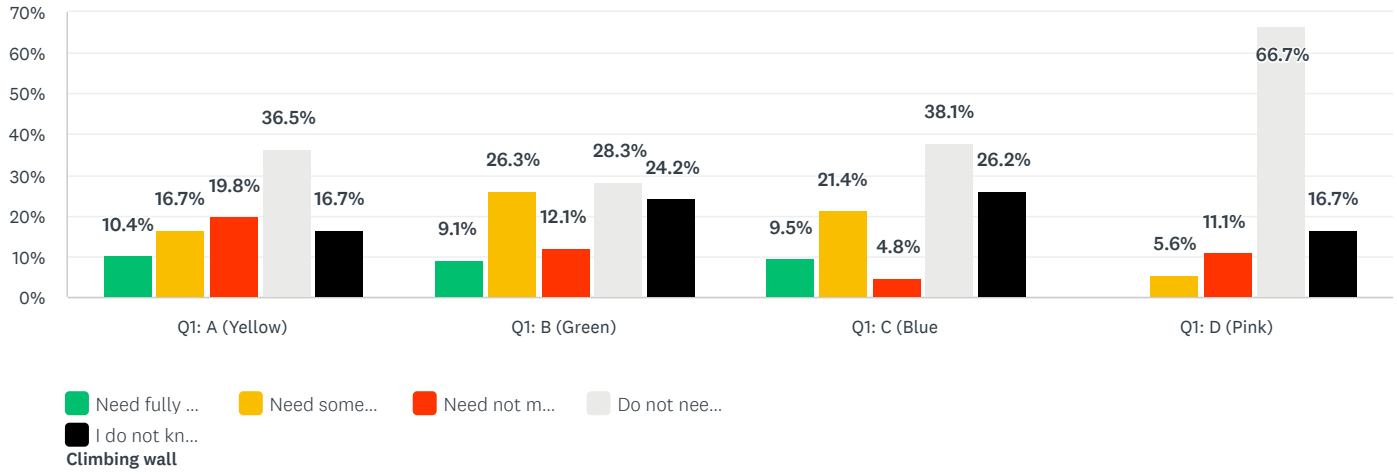
Basketball courts (outdoor)



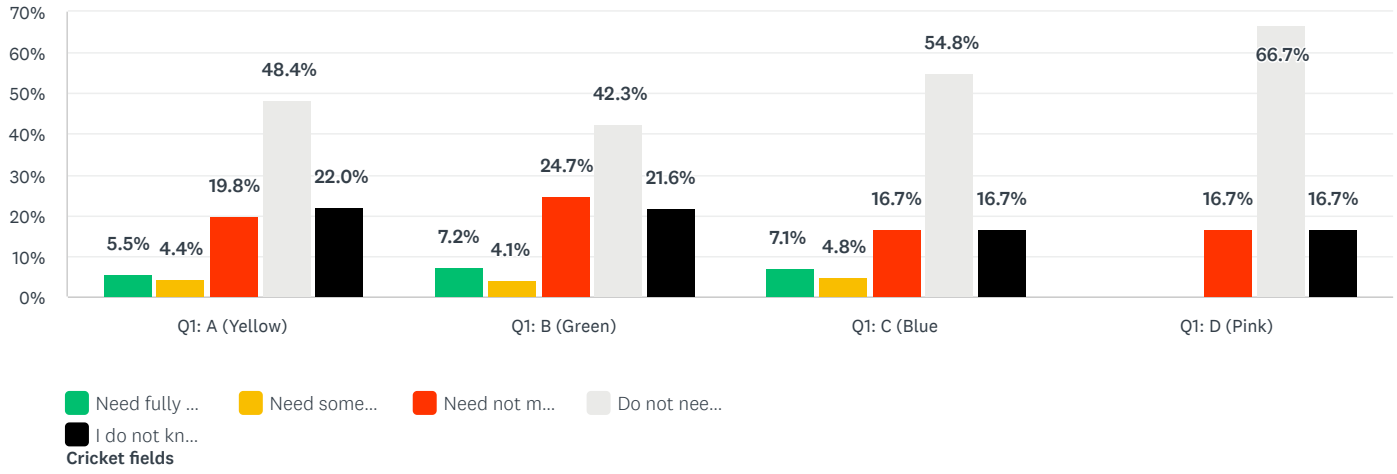
Bocce ball courts



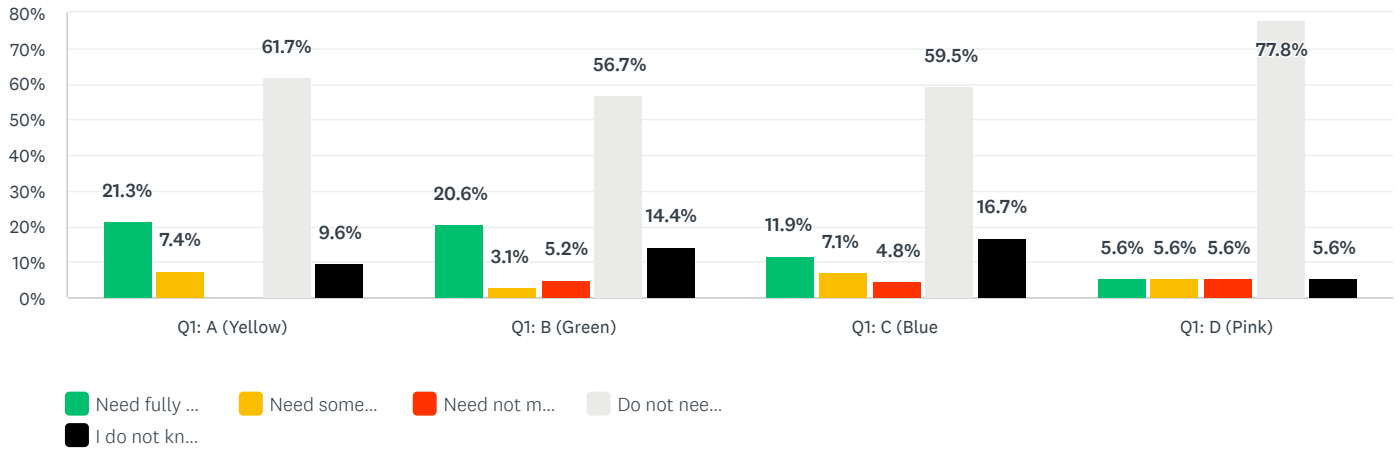
Classroom / meeting space



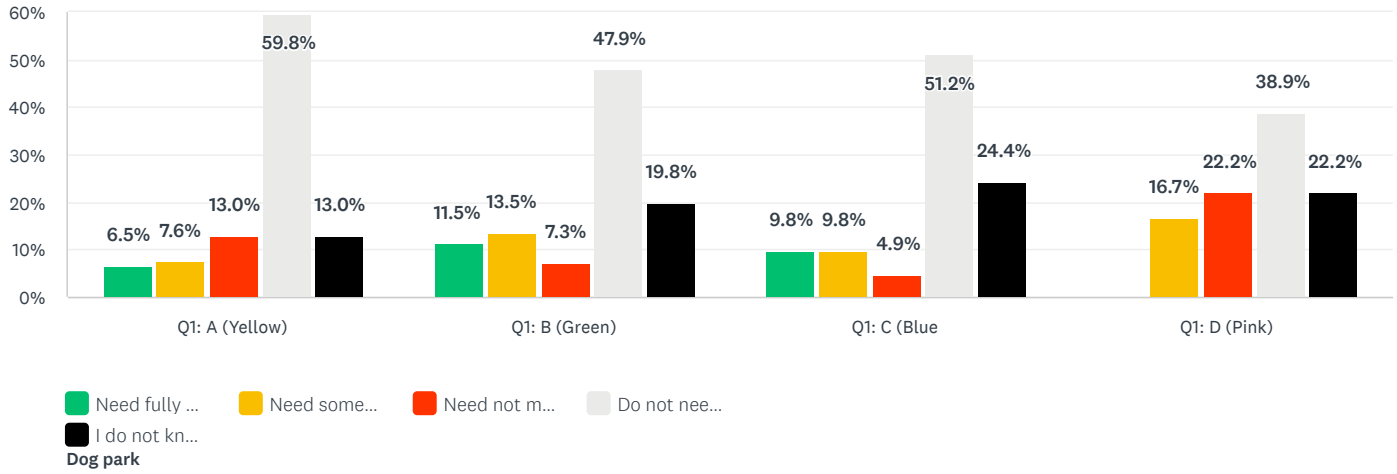
Climbing wall



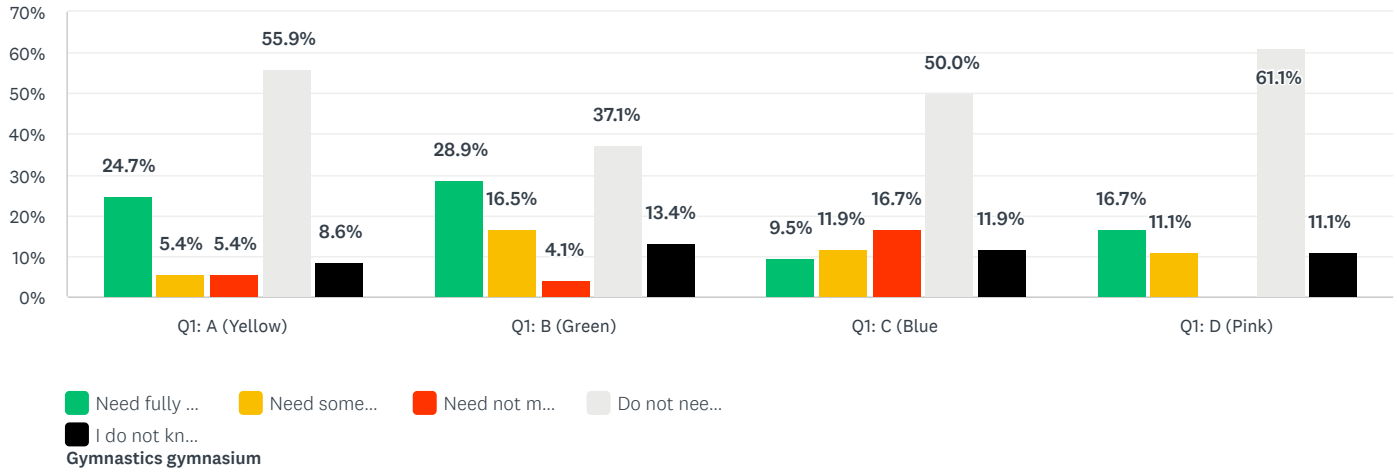
Cricket fields



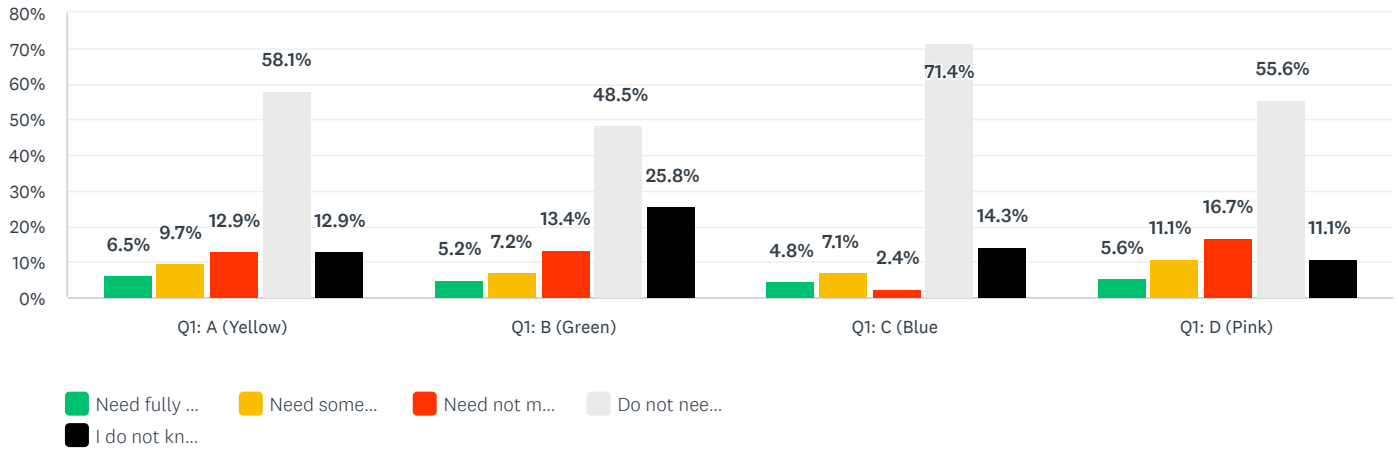
Disc golf course



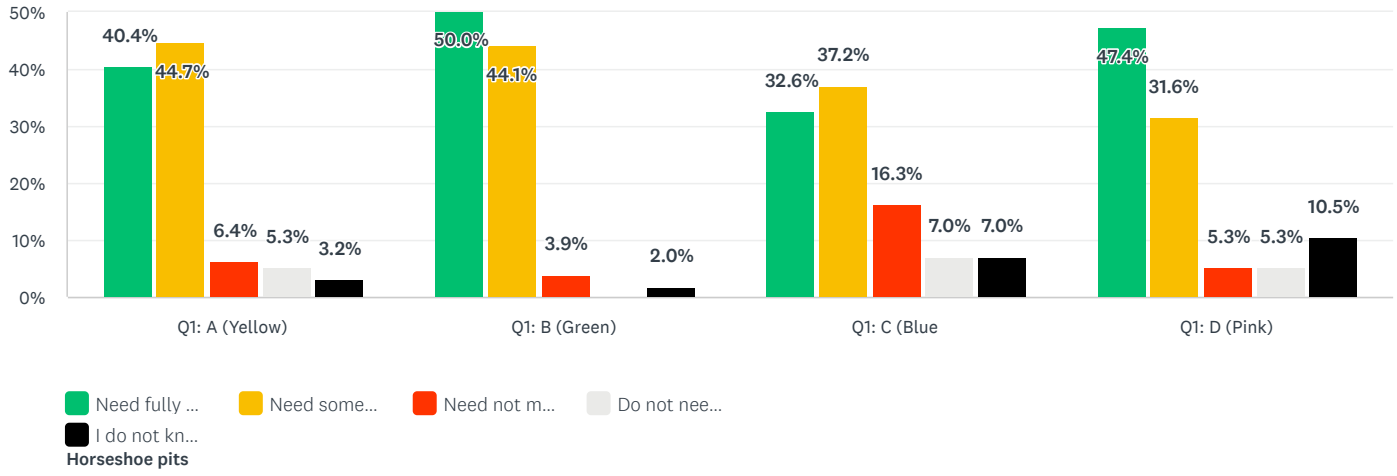
Dog park



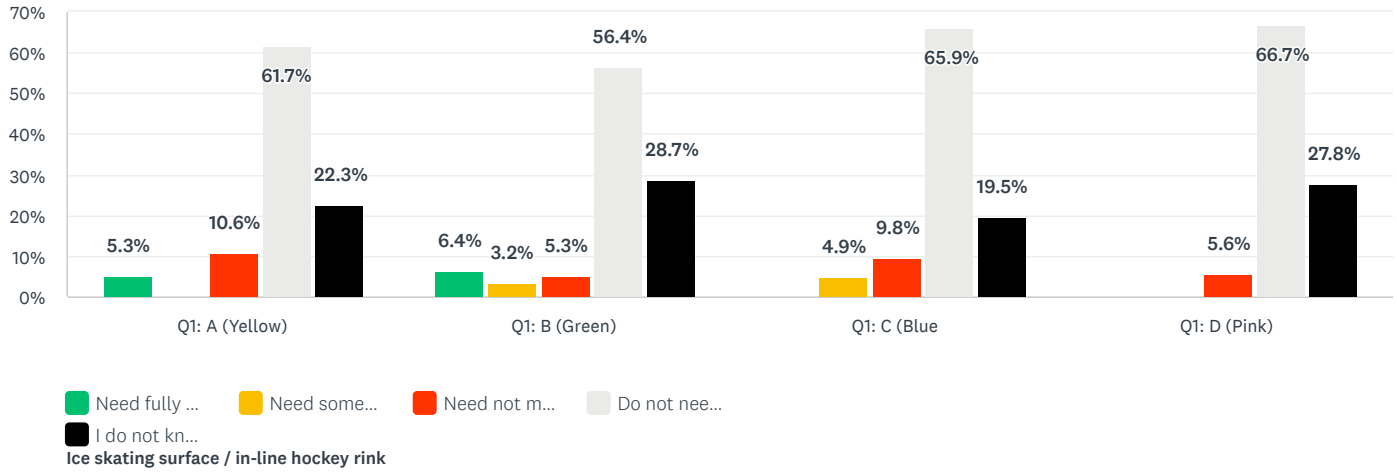
Gymnastics gymnasium



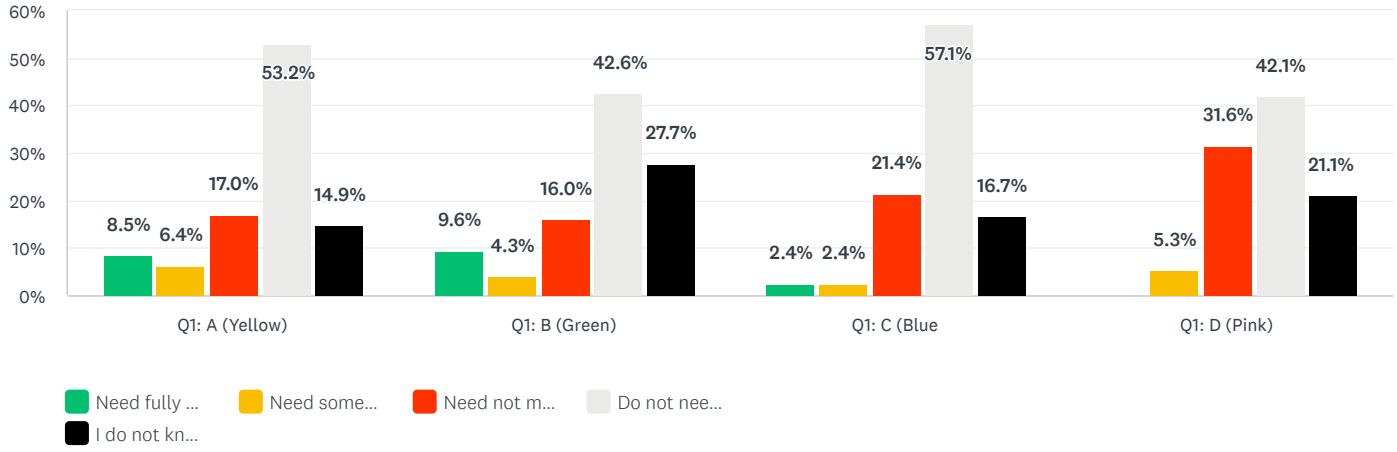
Greenway trail



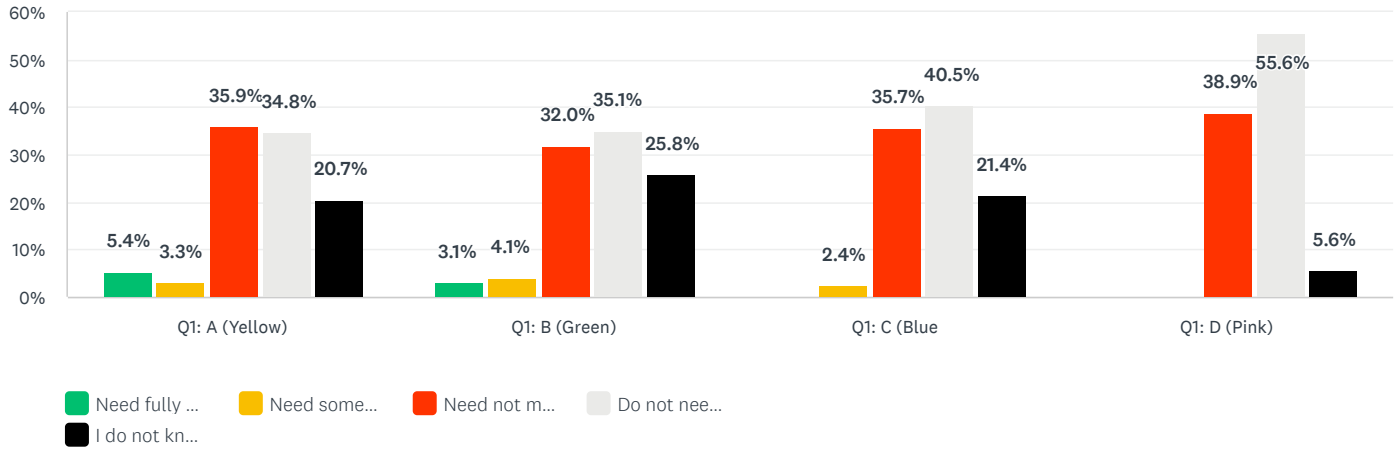
Horseshoe pits



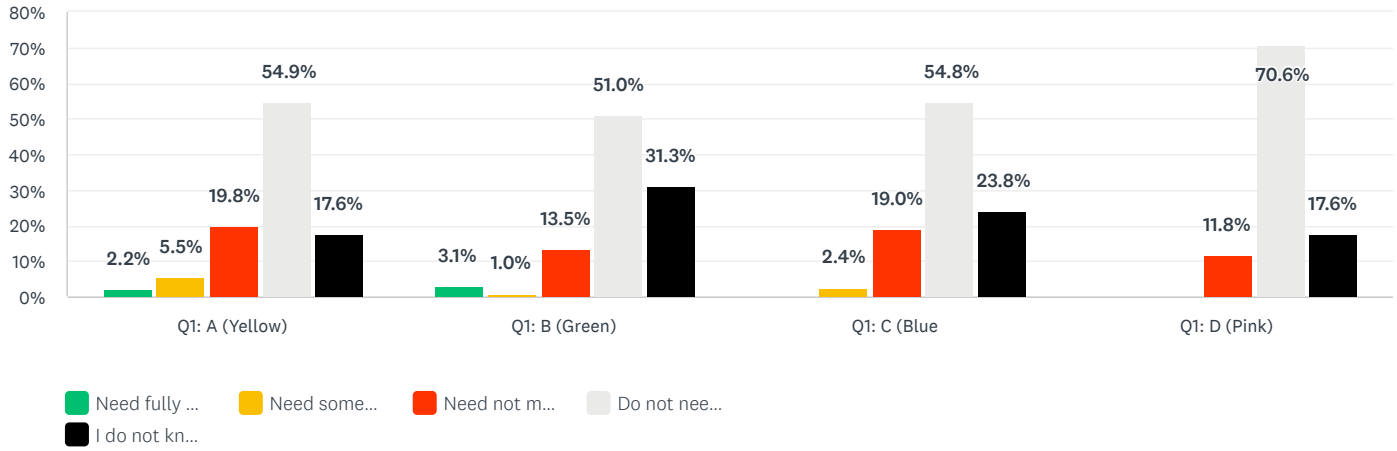
Ice skating surface / in-line hockey rink



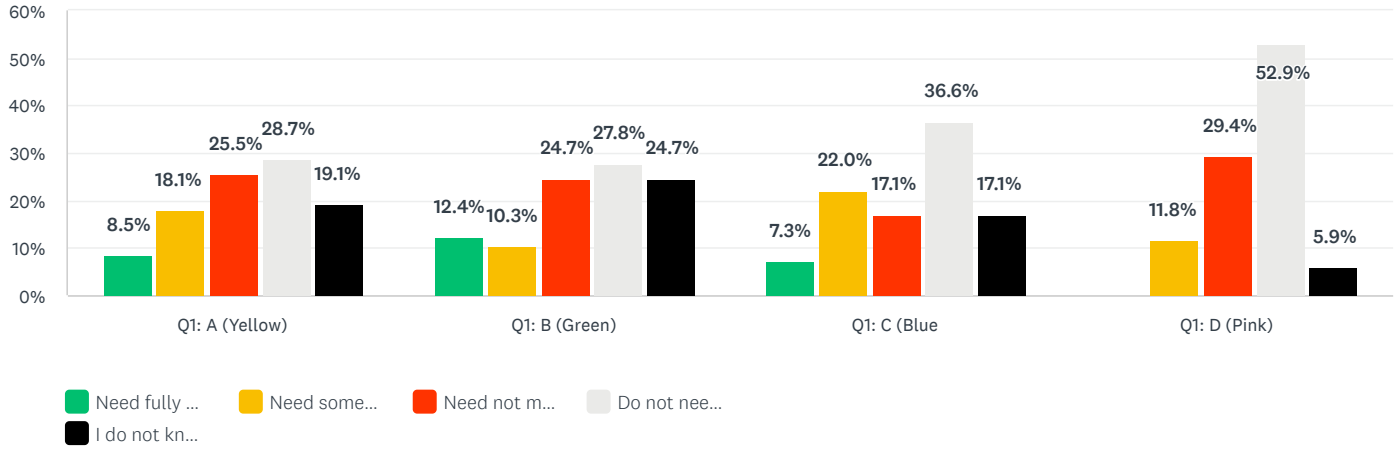
Indoor track



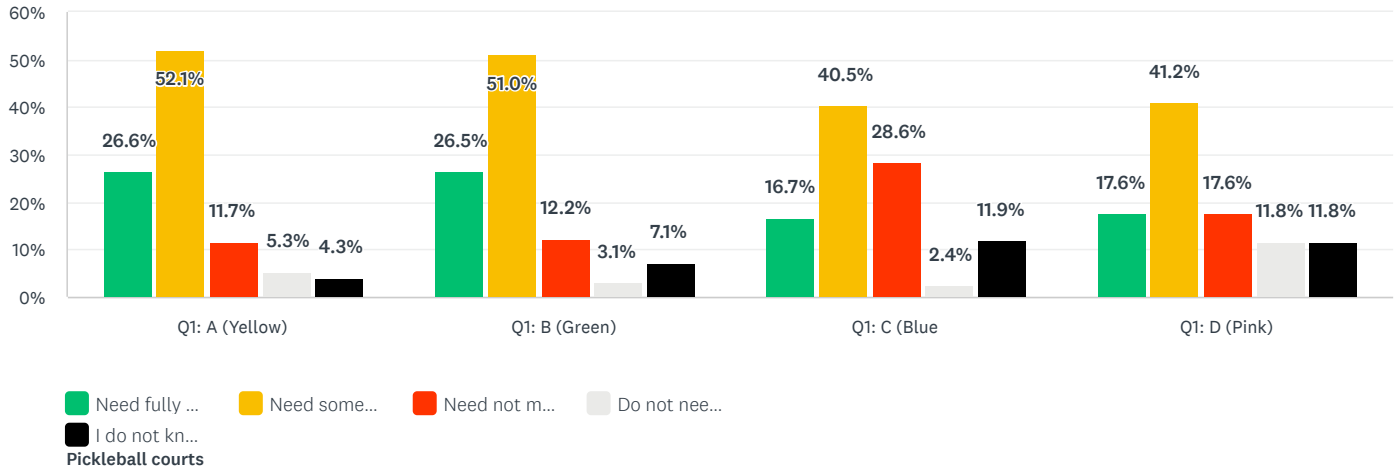
Indoor field turf



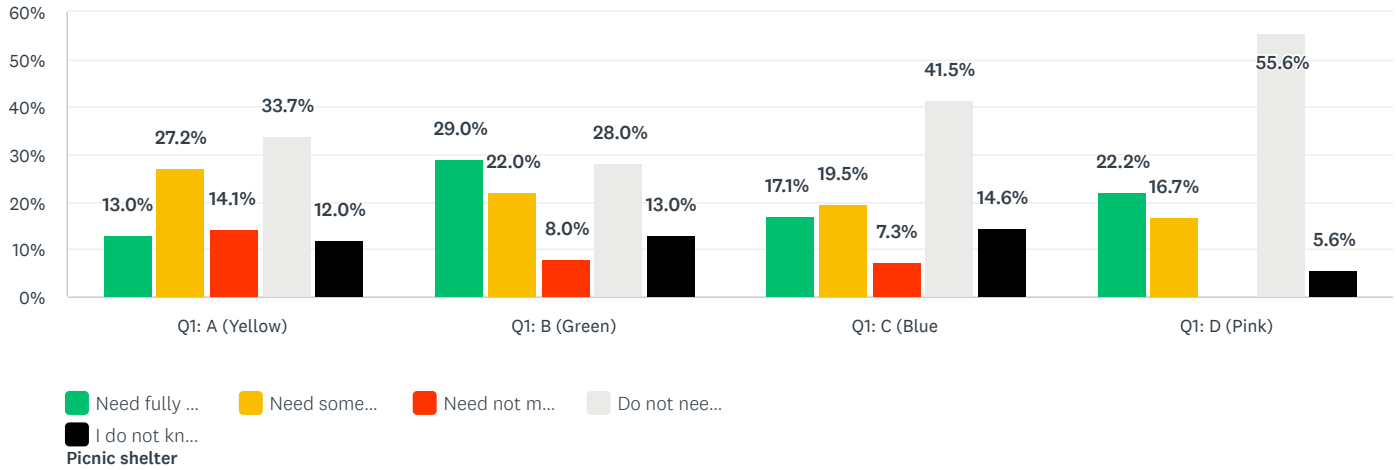
Multi-use gym space (basketball, volleyball, etc.)



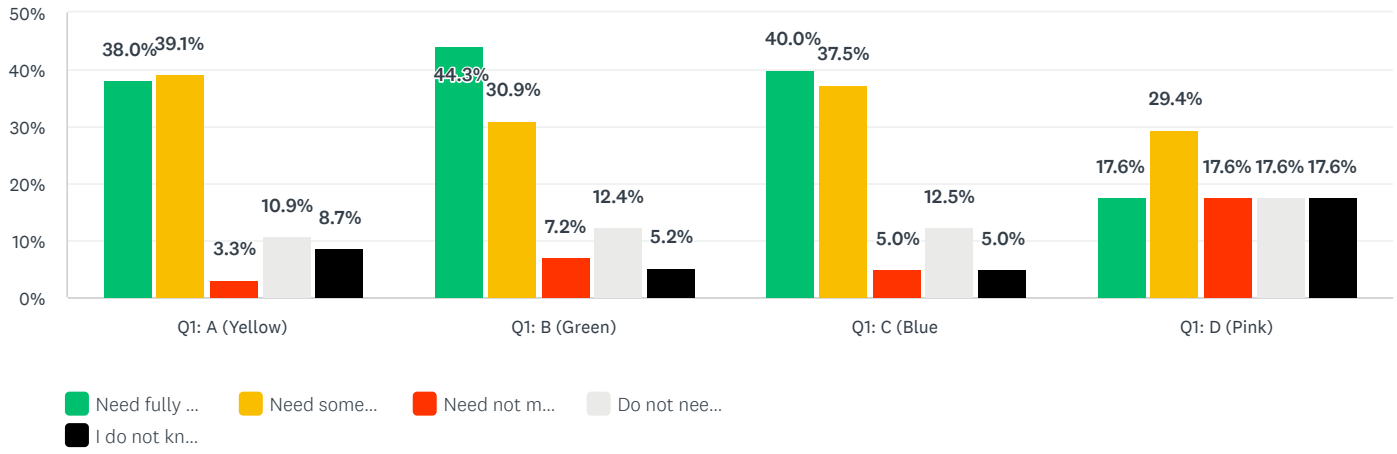
Nature parks



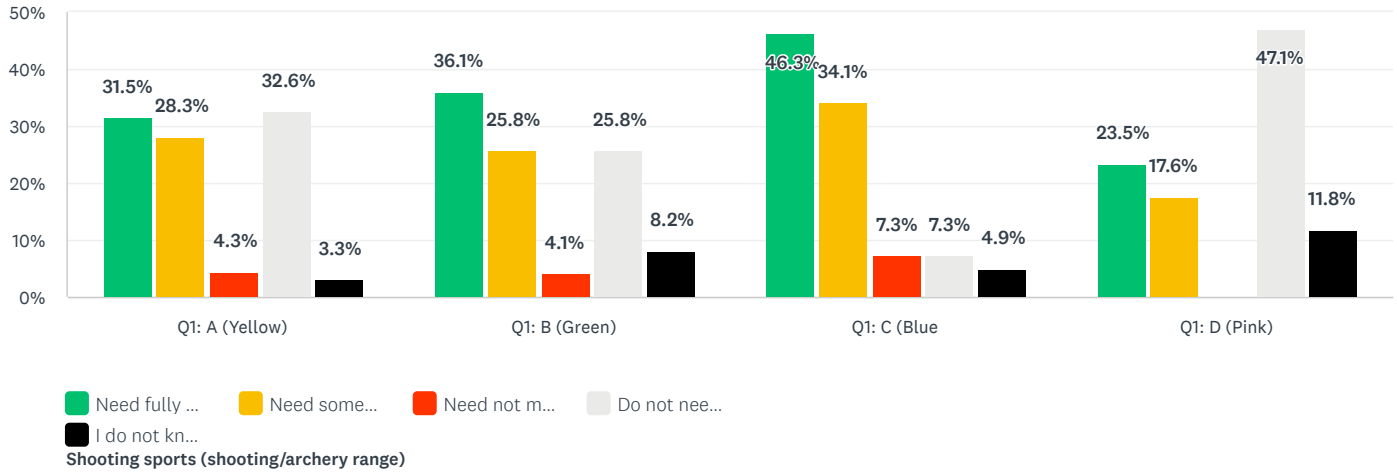
Pickleball courts



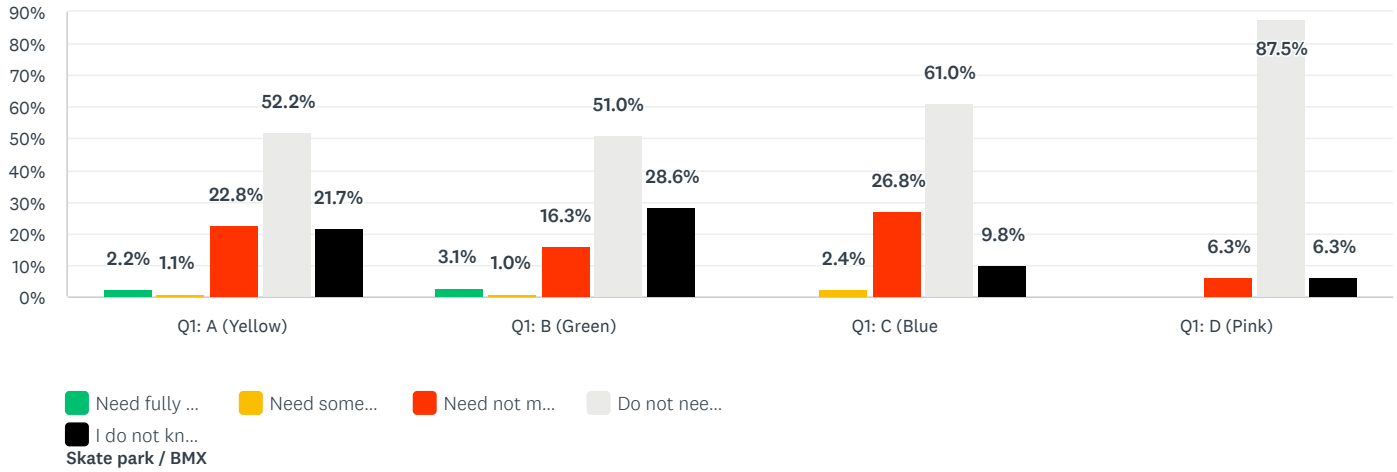
Picnic shelter



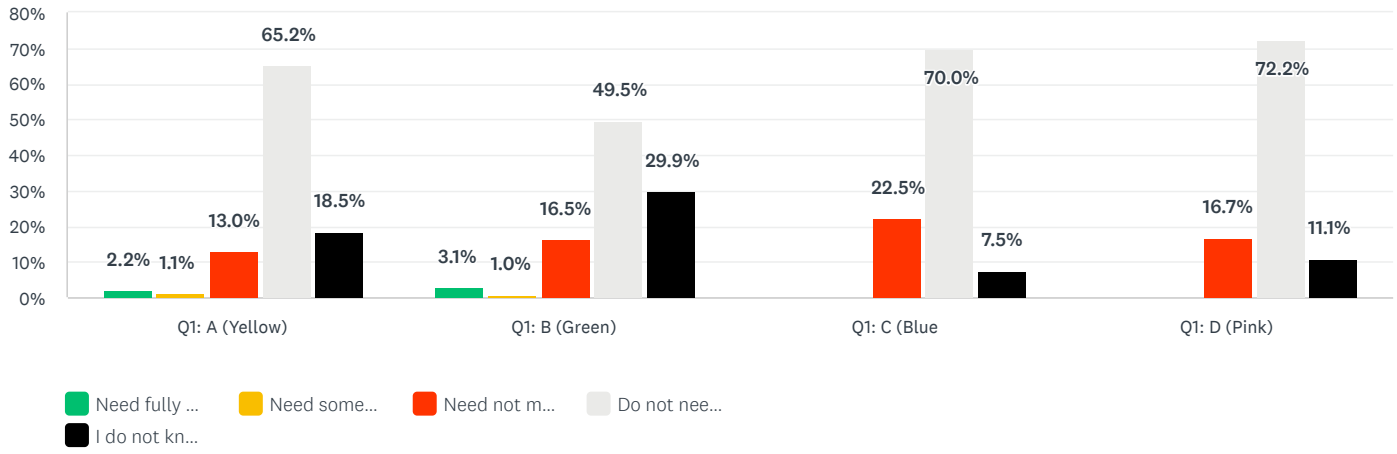
Playground



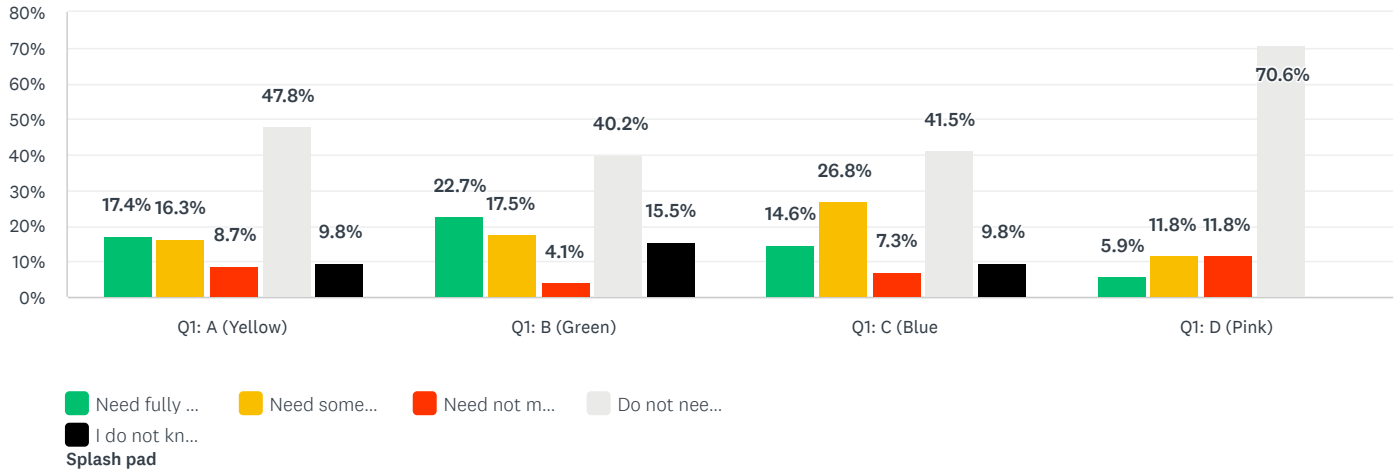
Shooting sports (shooting/archery range)



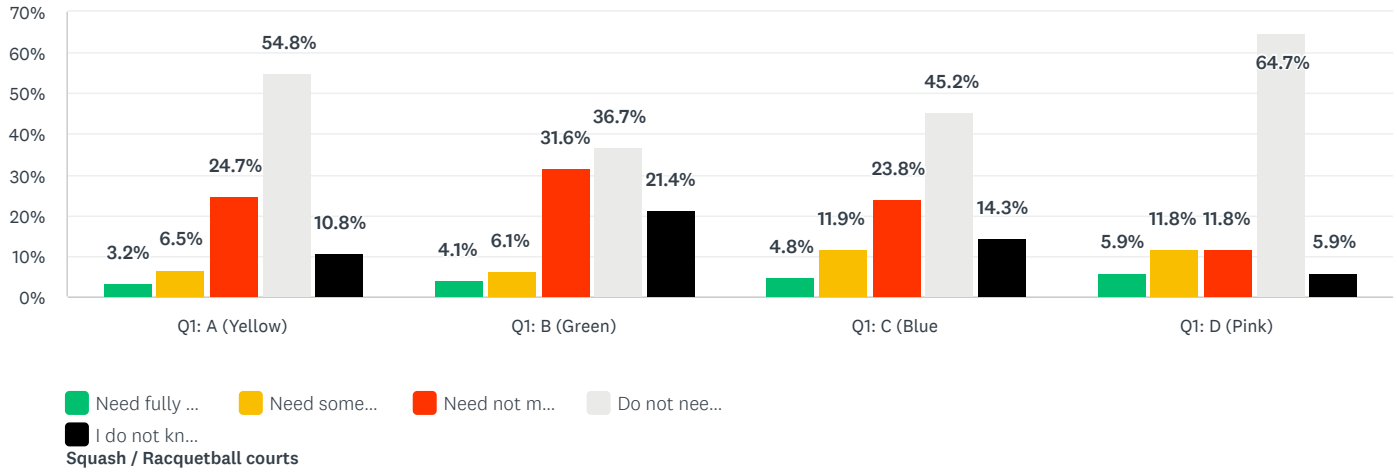
Skate park / BMX



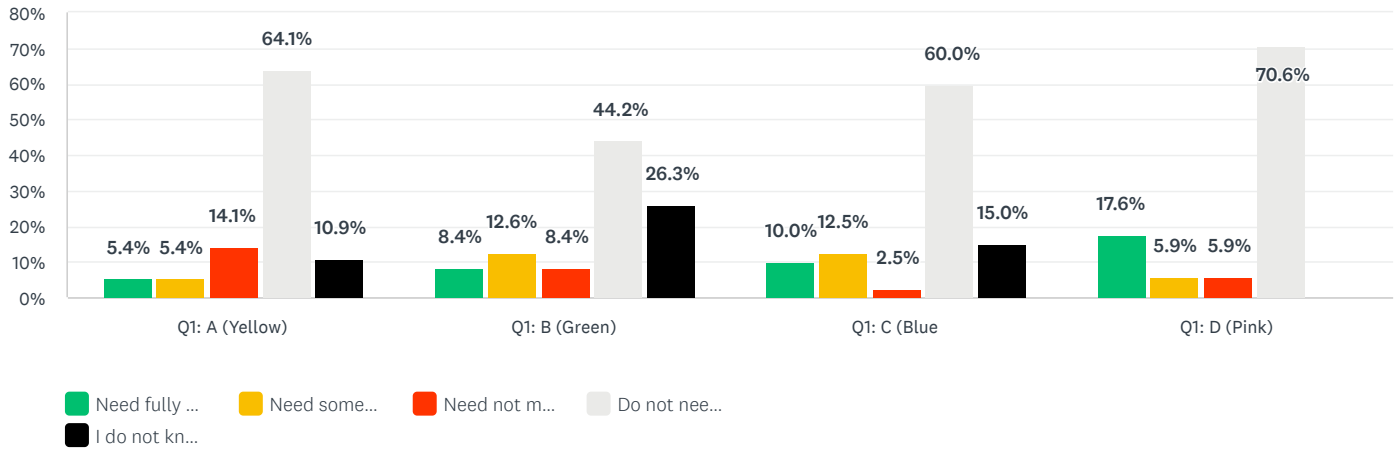
Soccer fields



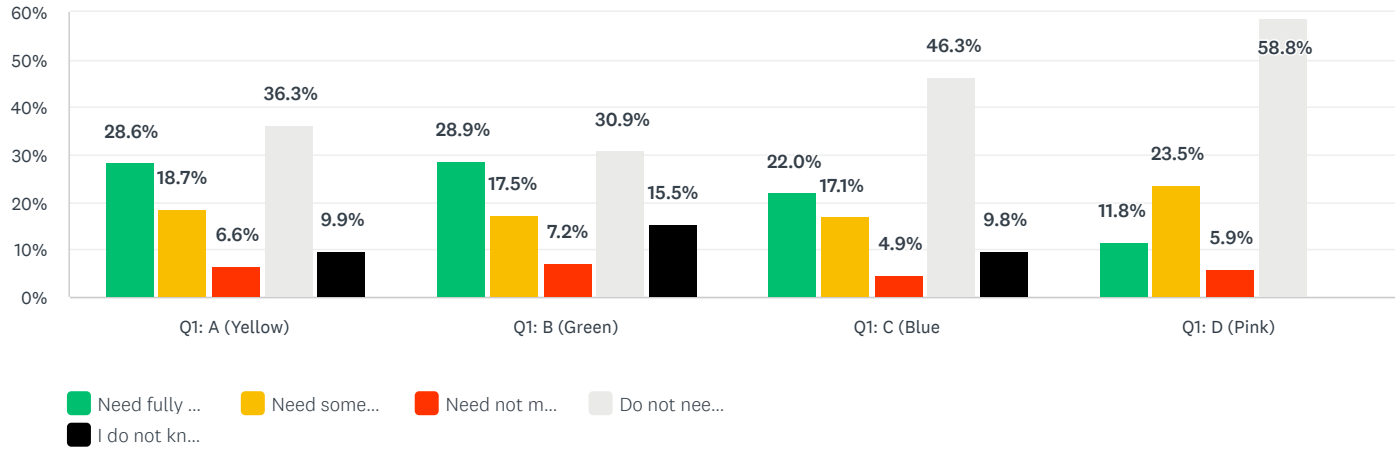
Splash pad



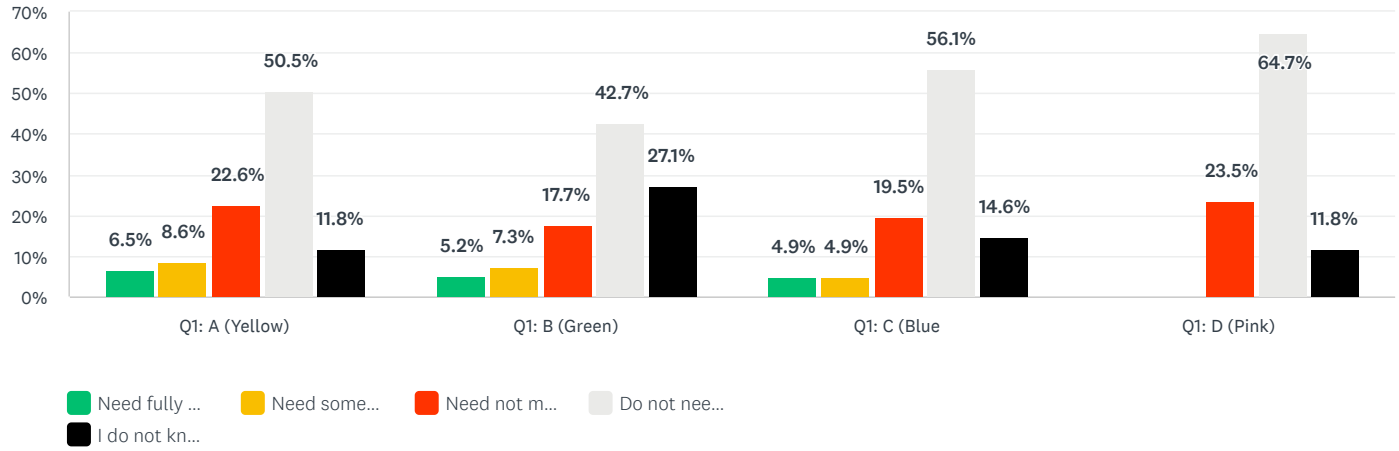
Squash / Racquetball courts



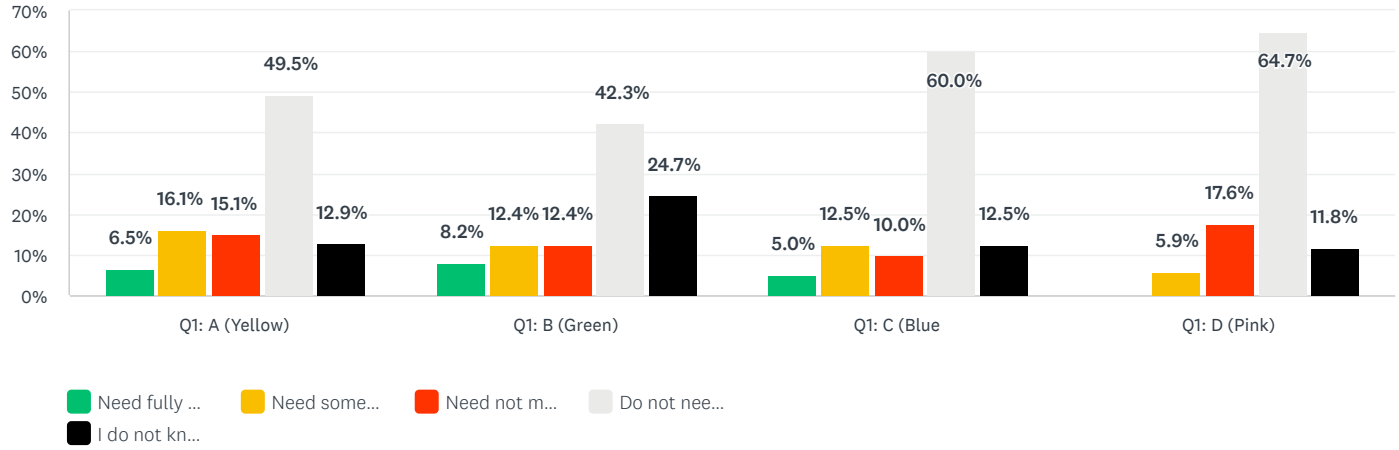
Tennis courts (outdoor)



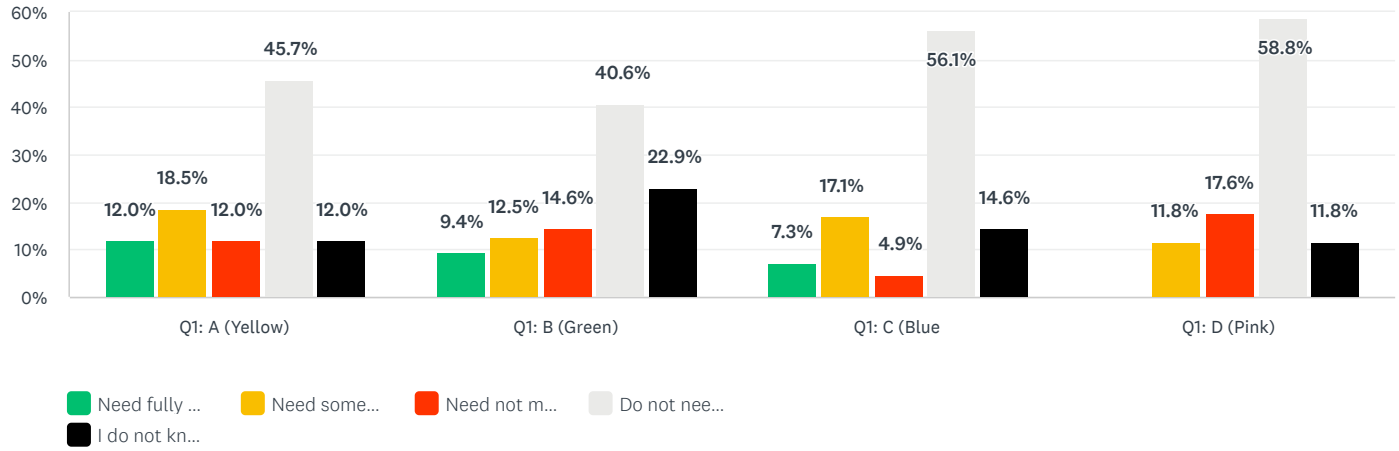
Tennis courts (indoor)



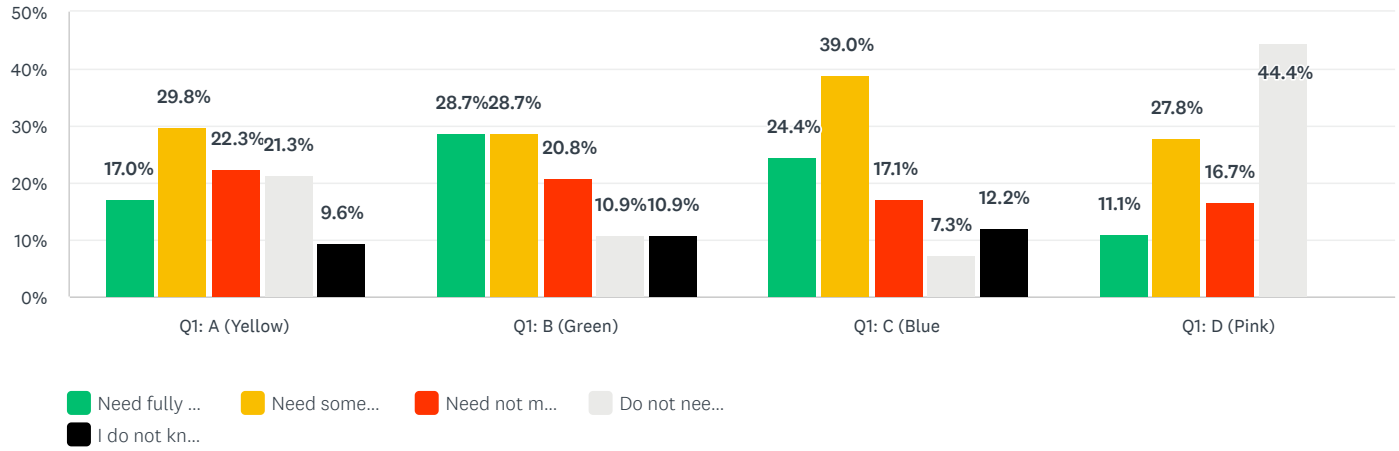
Volleyball courts (indoor)



Volleyball courts (outdoor)



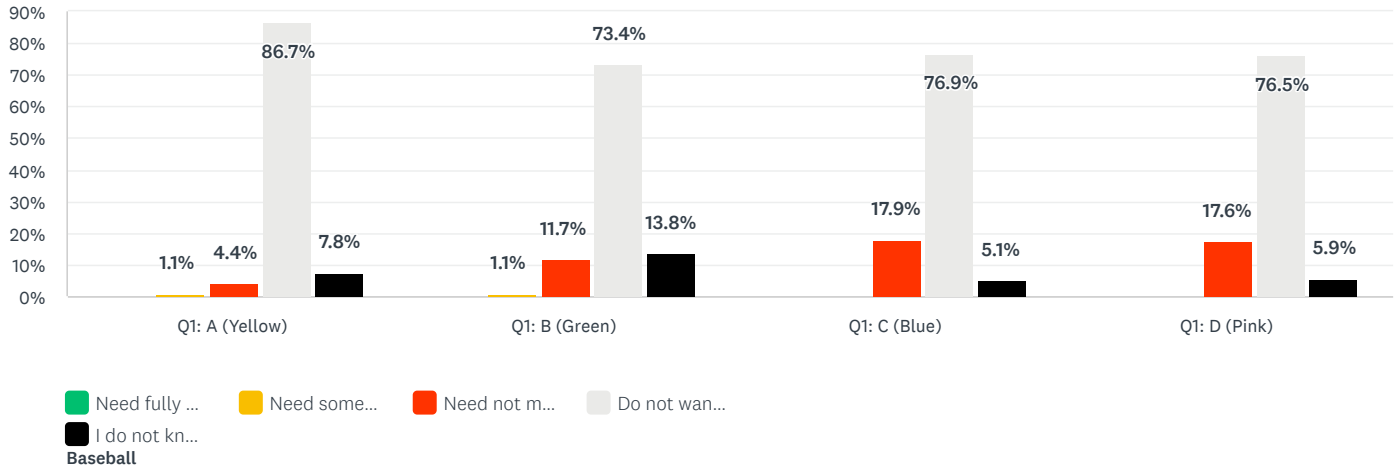
Weight and fitness machines



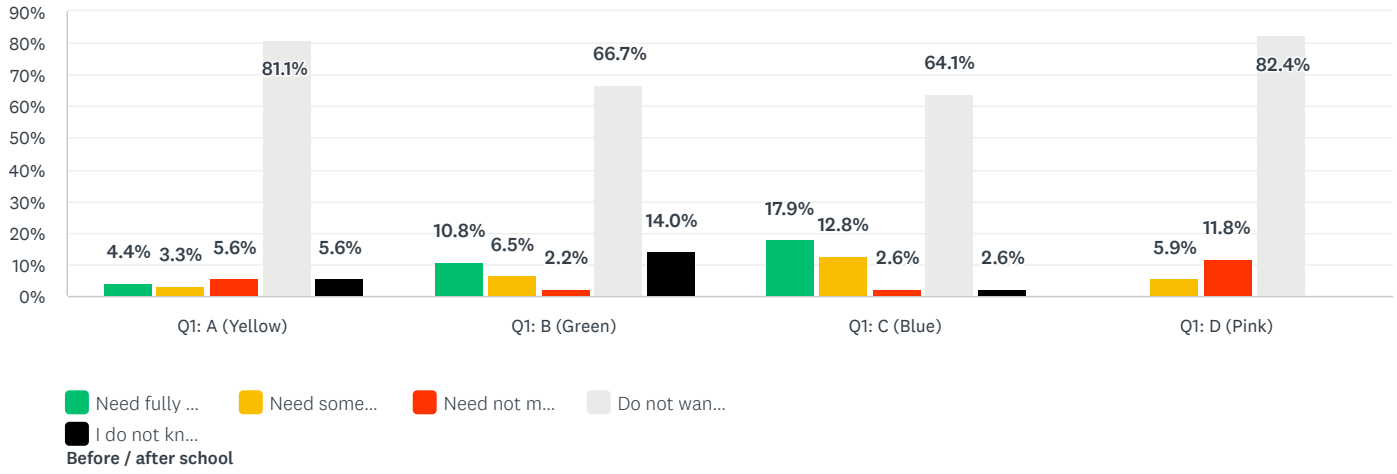
Q7 Do you or members of your household have a need for the following recreation PROGRAM(S)? If yes, how well are your needs for the program being met?

Answered: 261 Skipped: 13

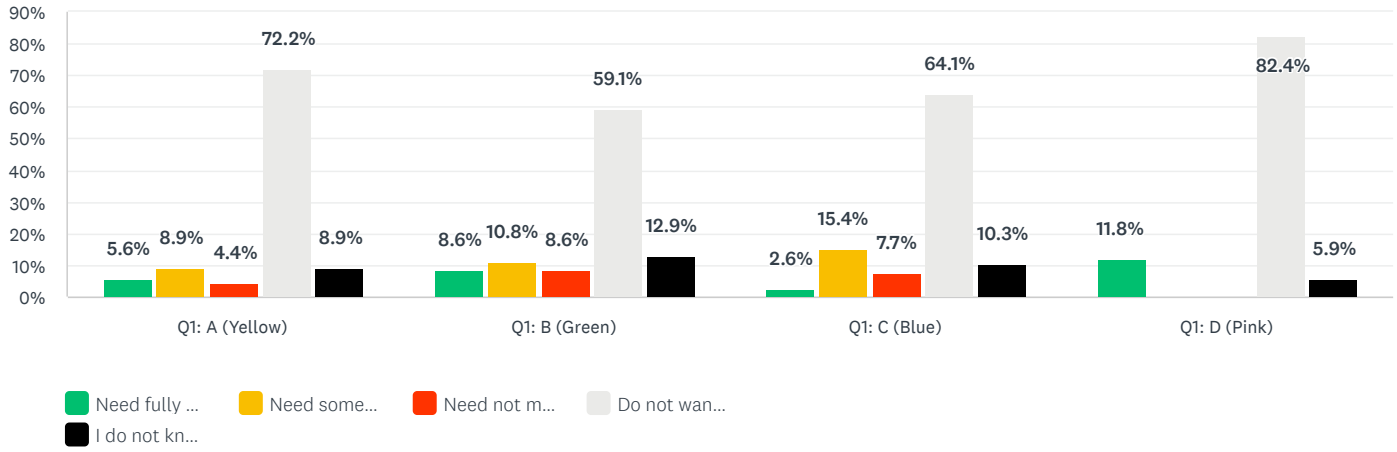
Action sports (skateboarding, BMX, etc.)



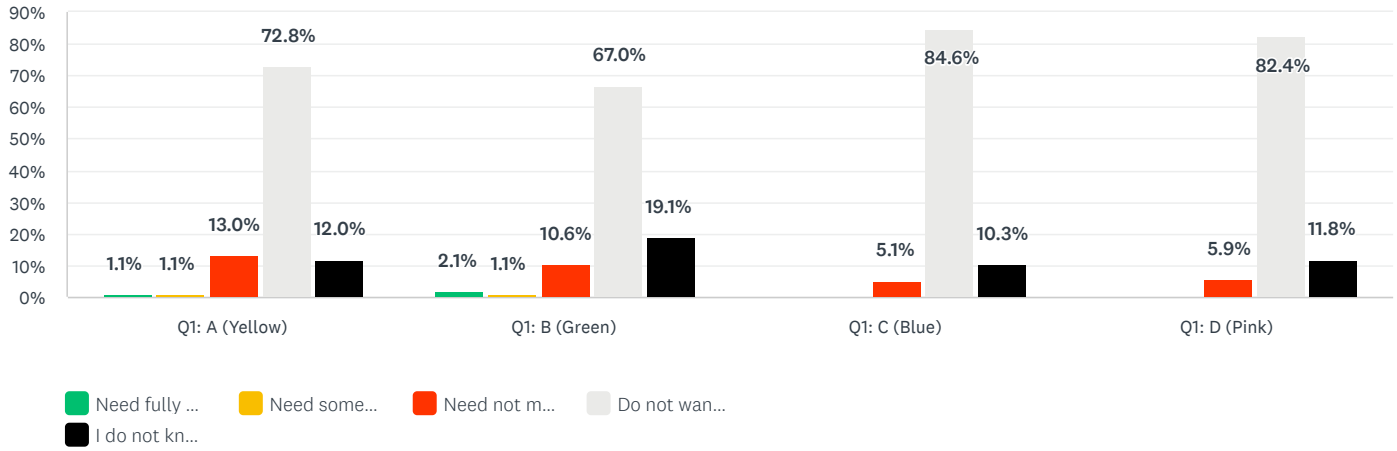
Baseball



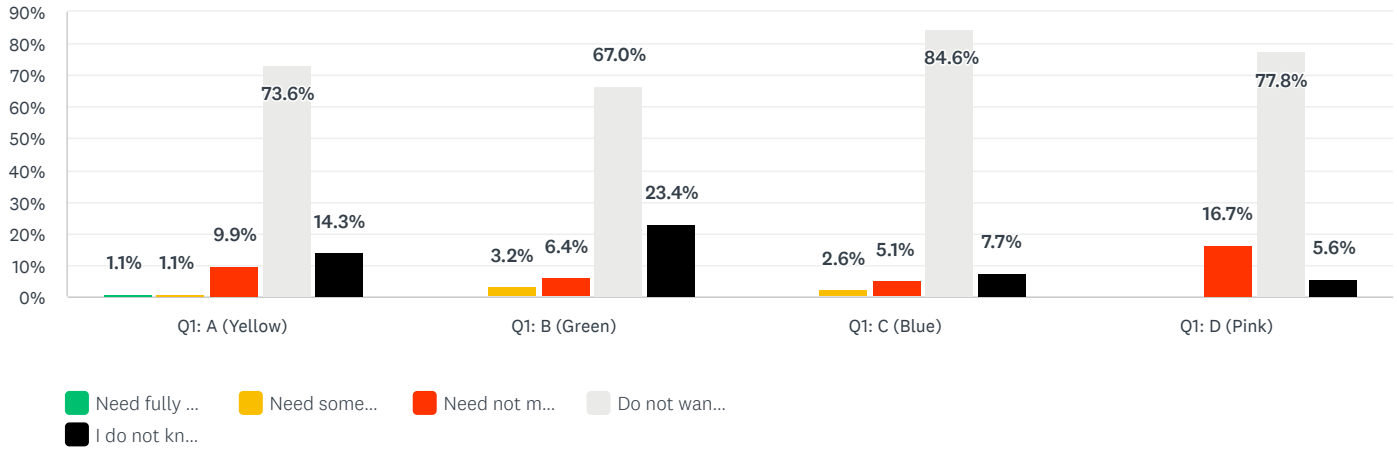
Before / after school



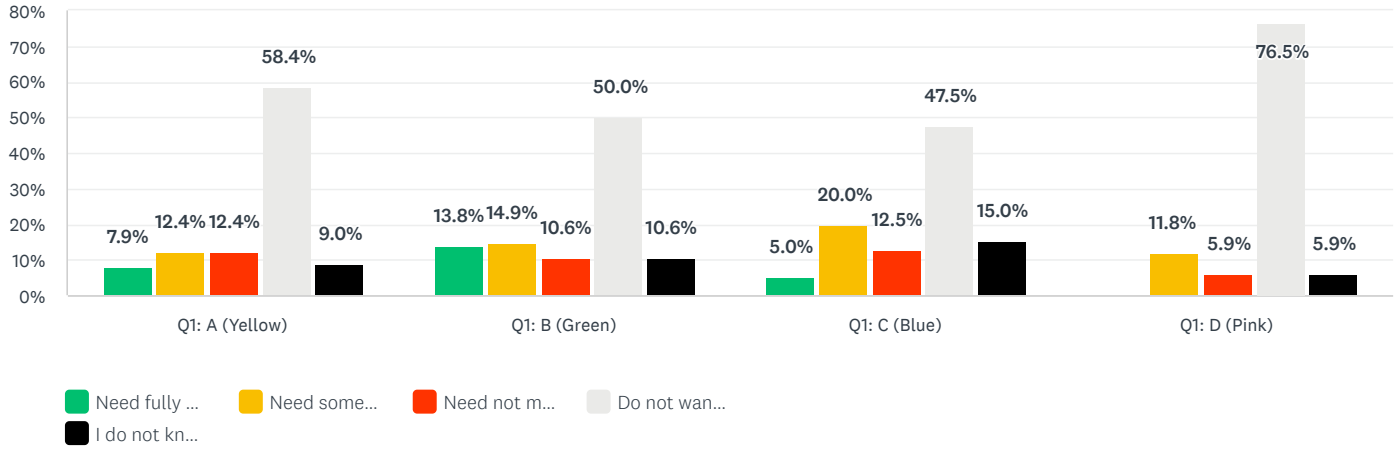
Bocce ball



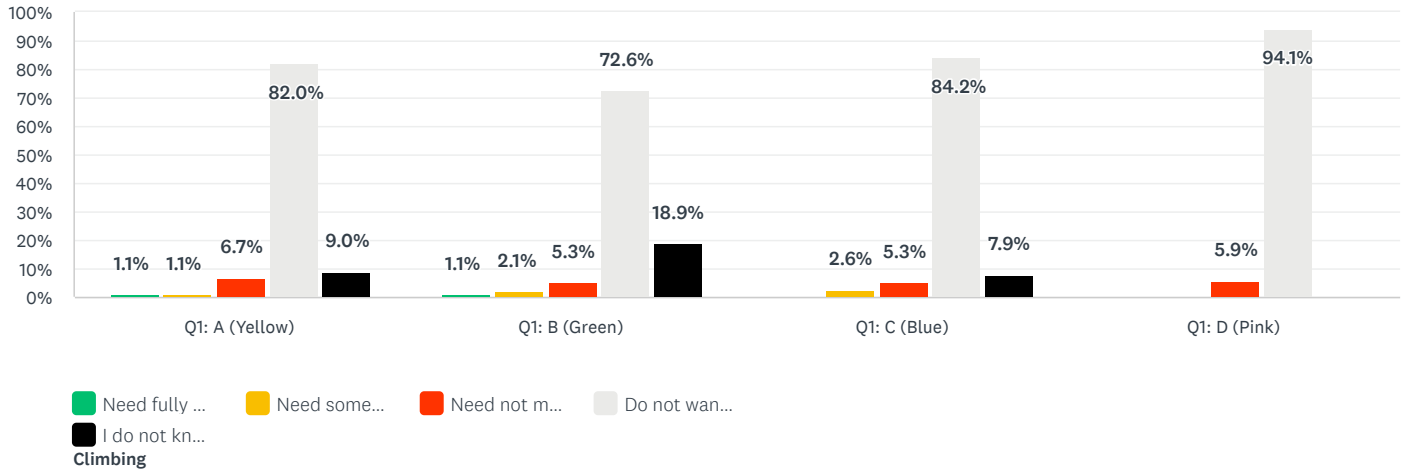
Bridge lessons



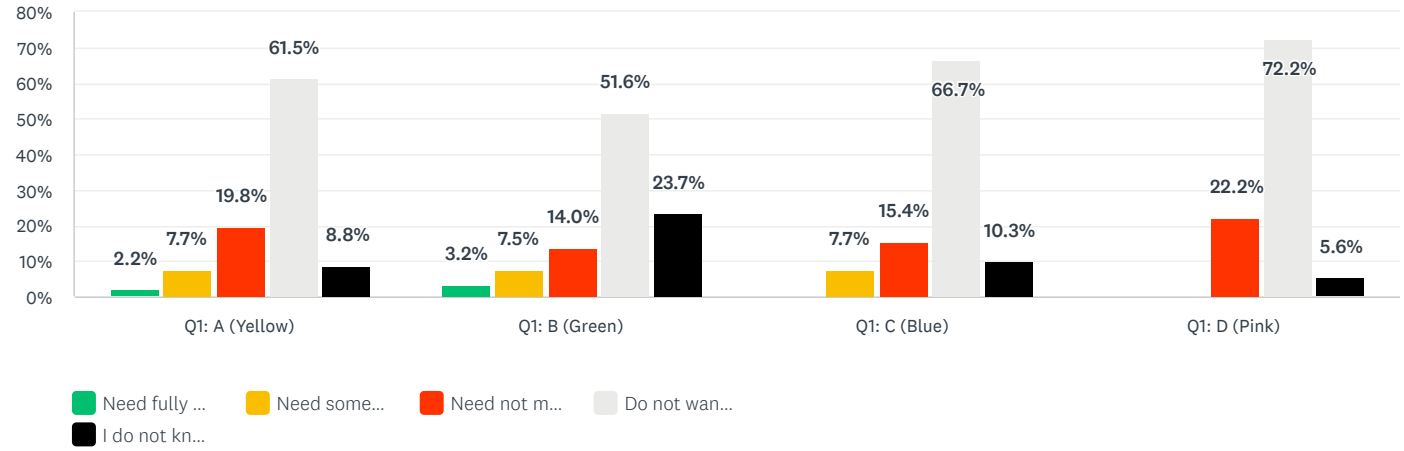
Camps (summer / school break)



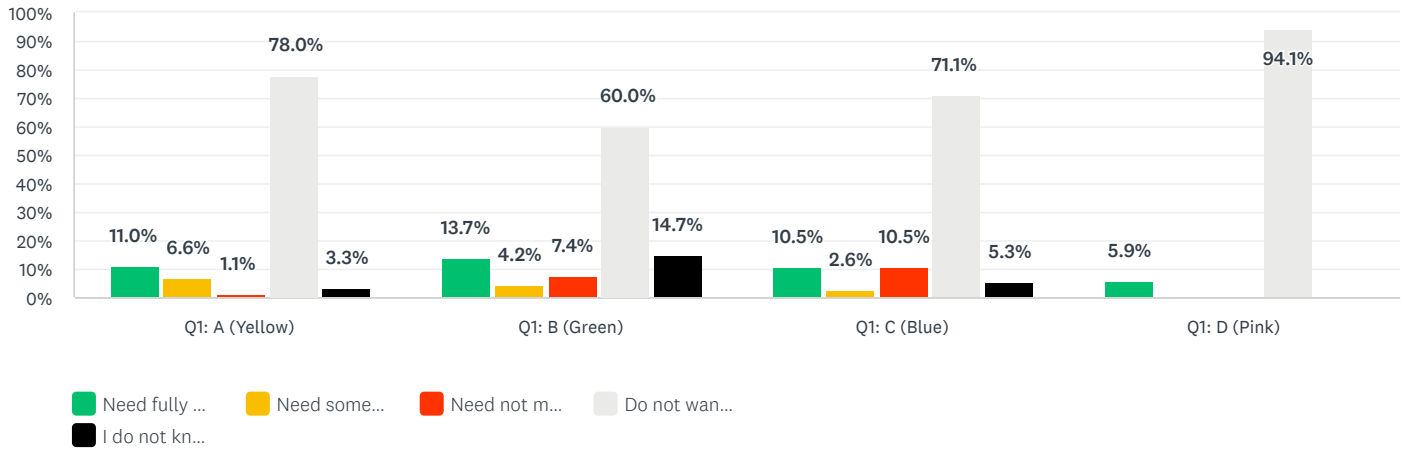
Cheerleading



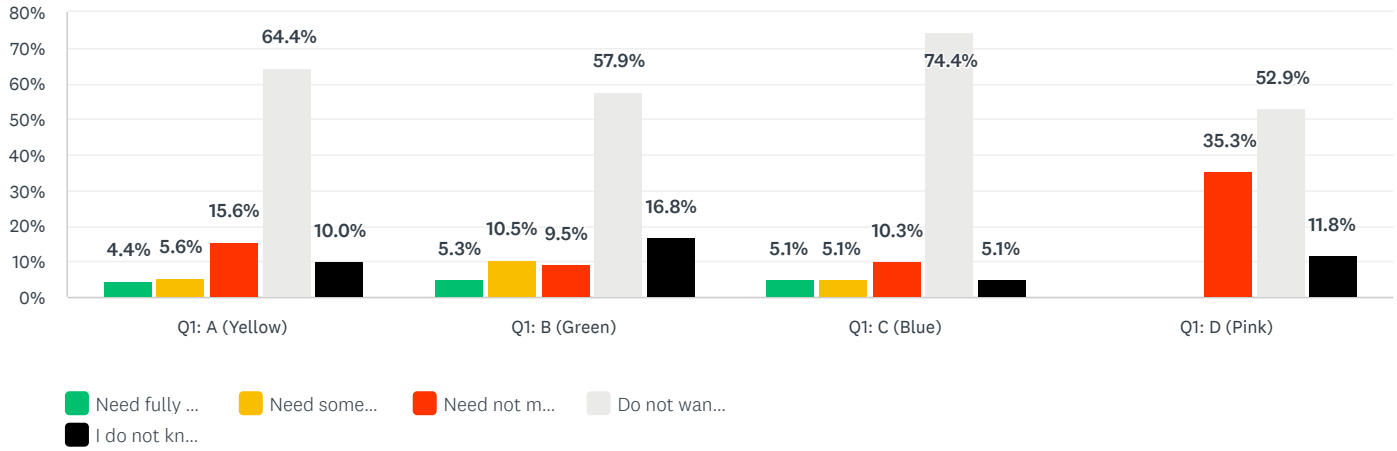
Climbing



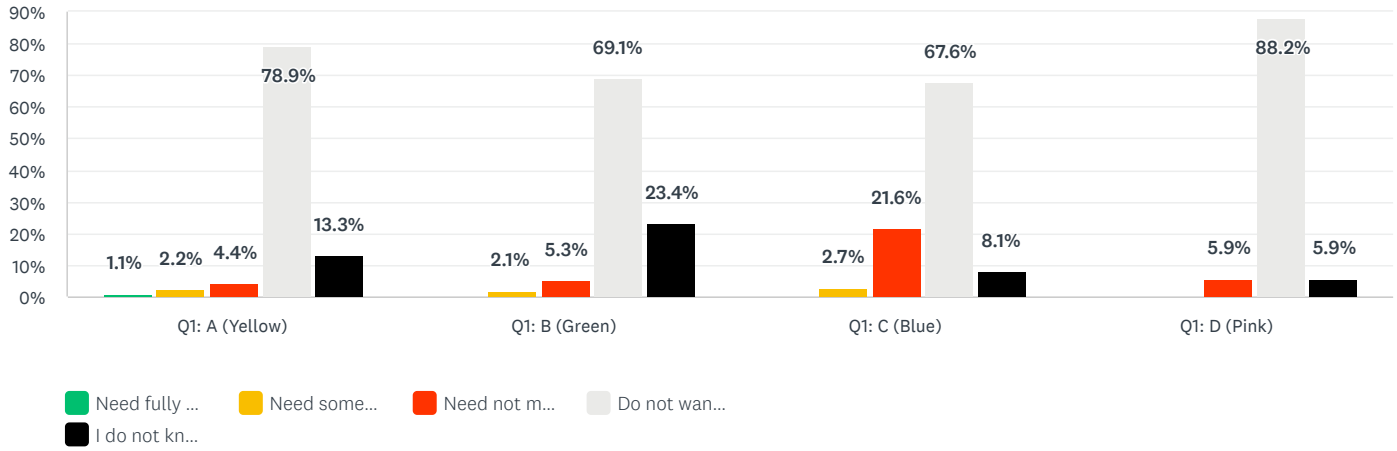
Cricket



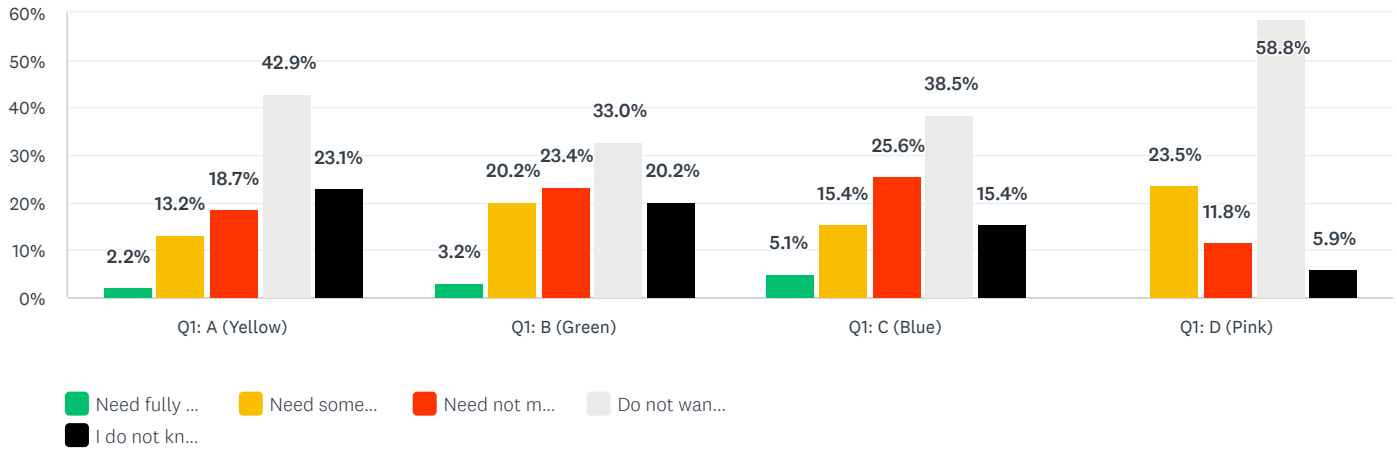
Disc golf



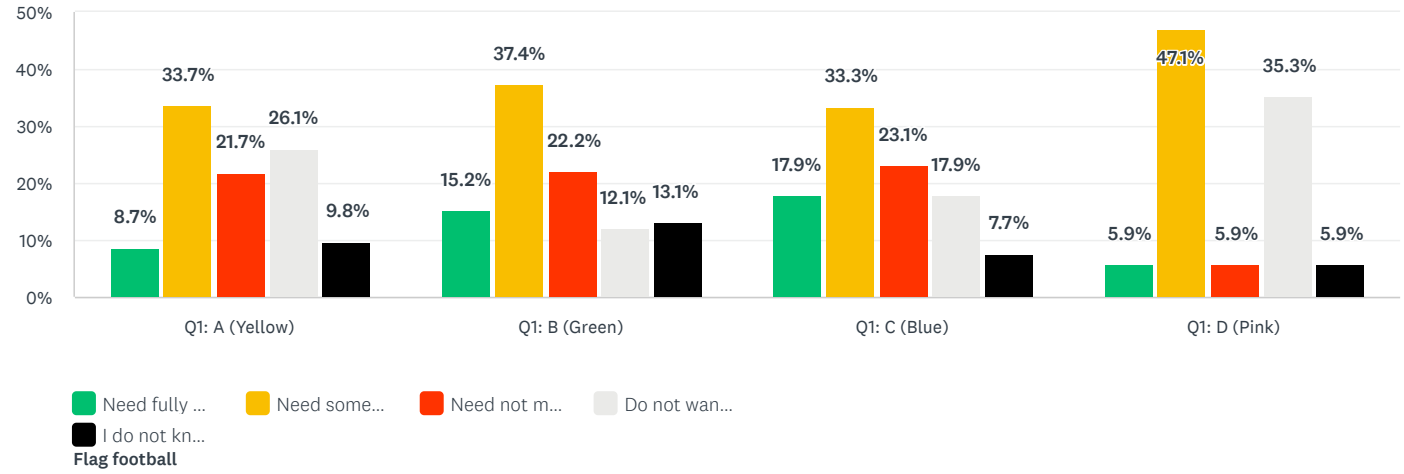
Dodgeball



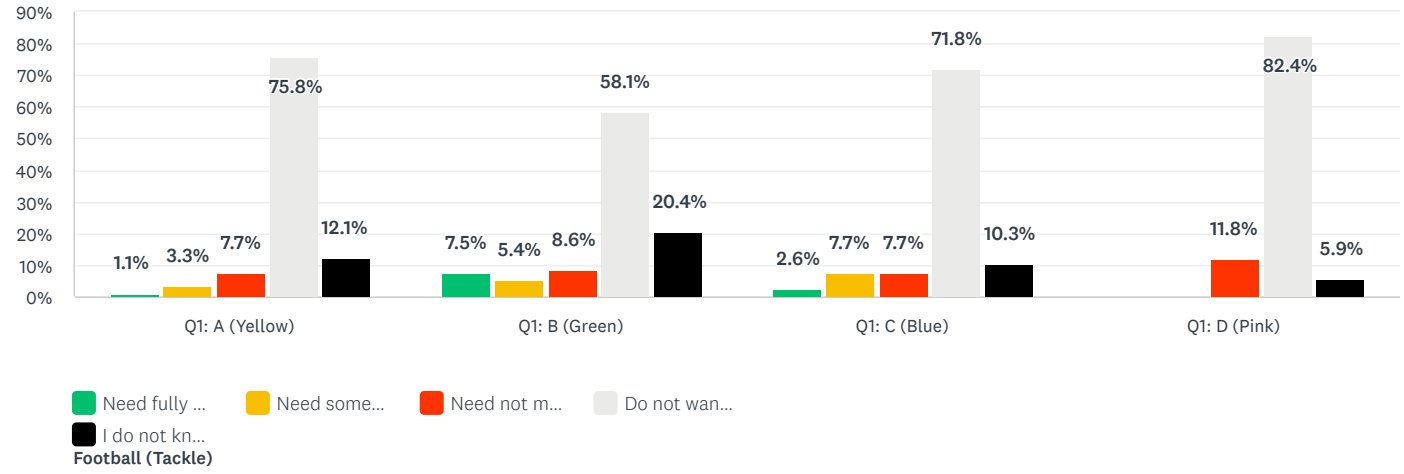
Environmental education



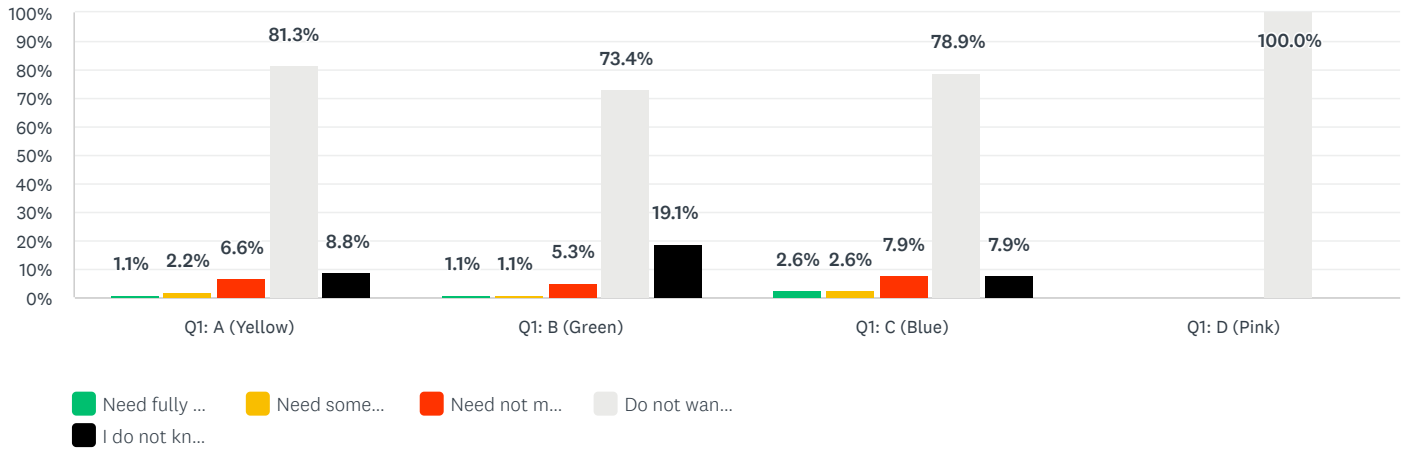
Fitness programs / classes



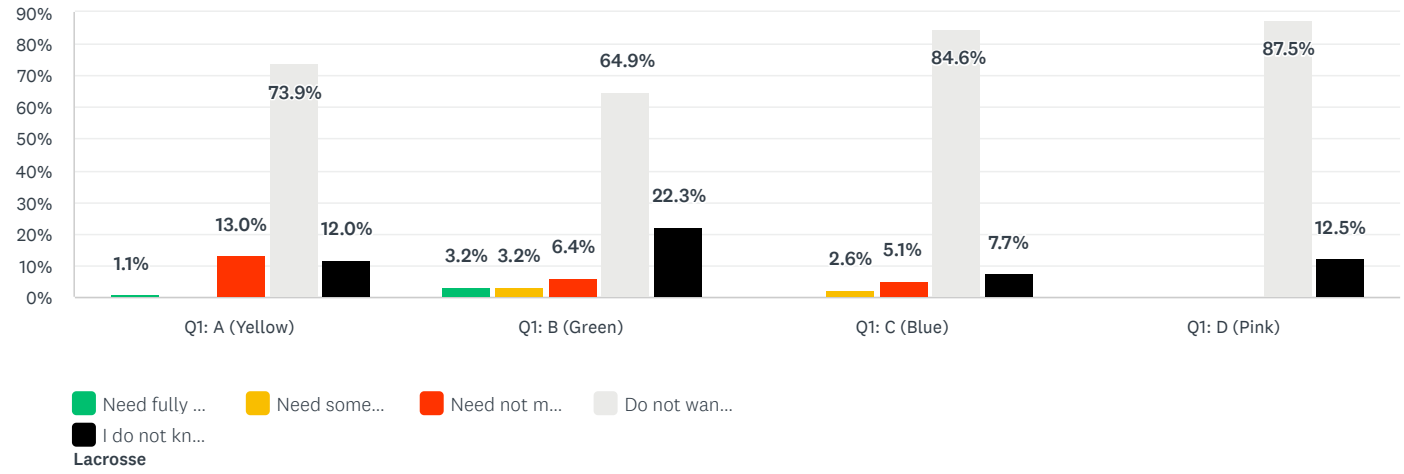
Flag football



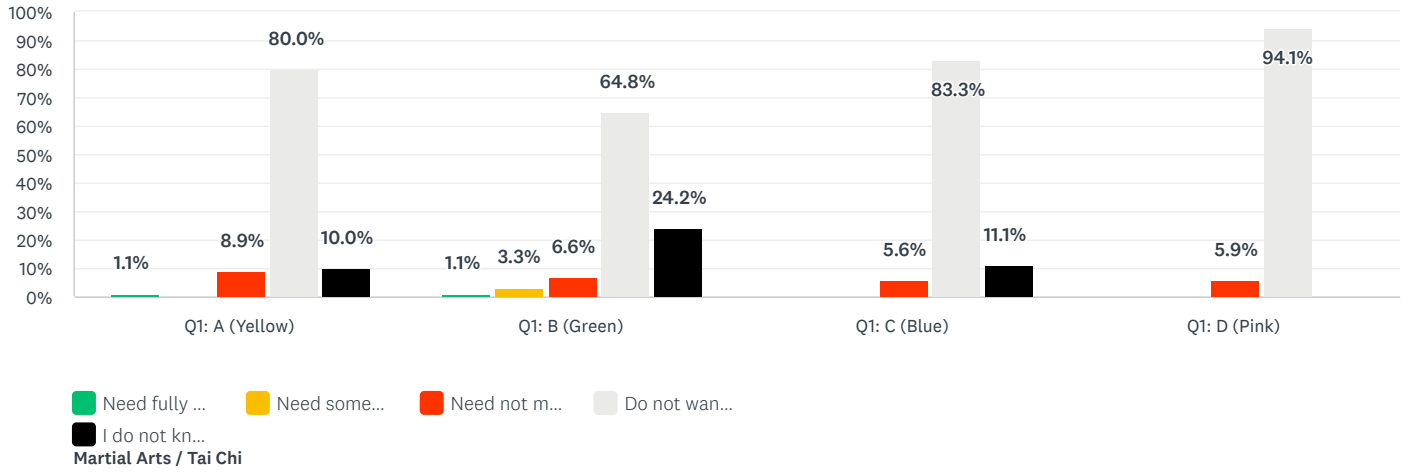
Football (Tackle)



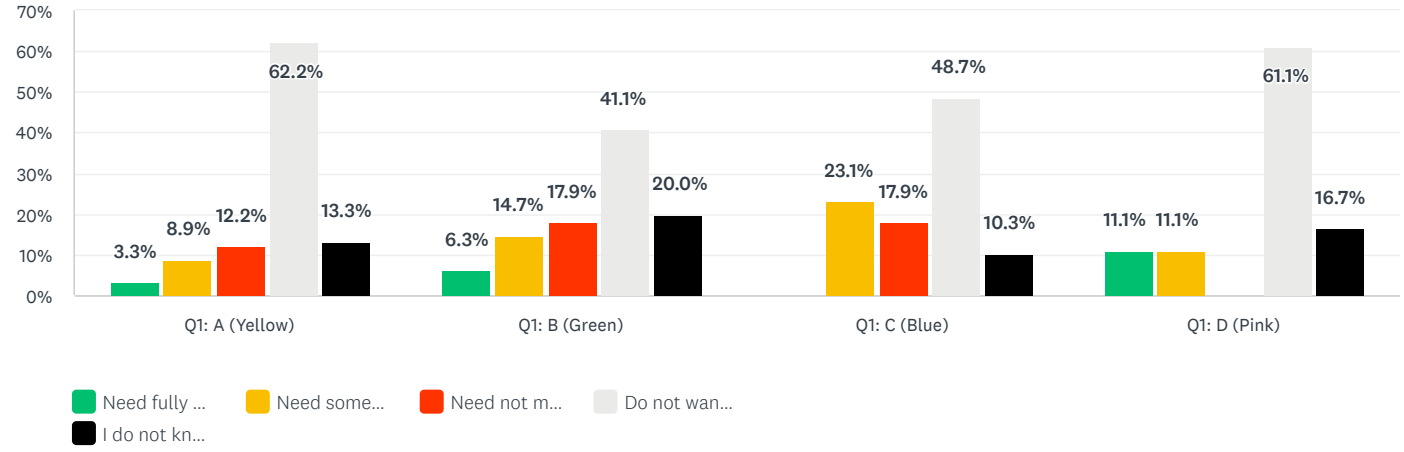
Horseshoes



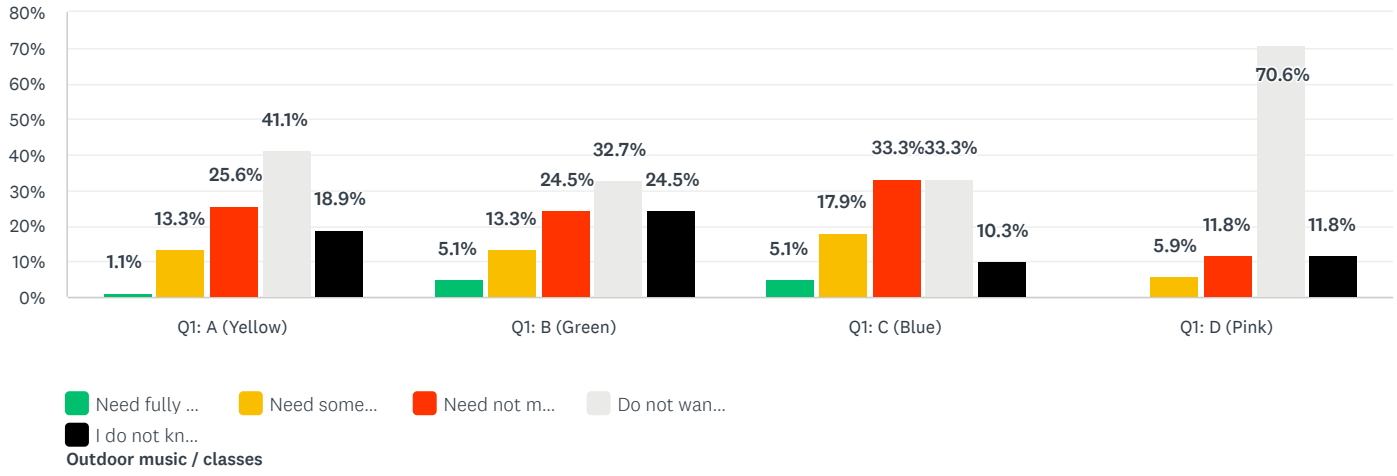
Lacrosse



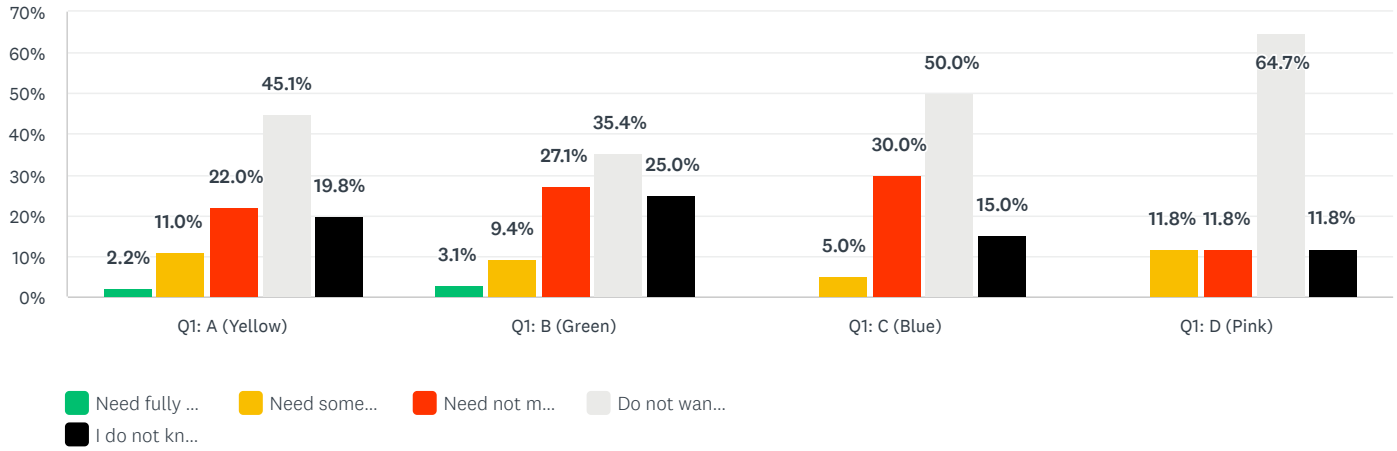
Martial Arts / Tai Chi



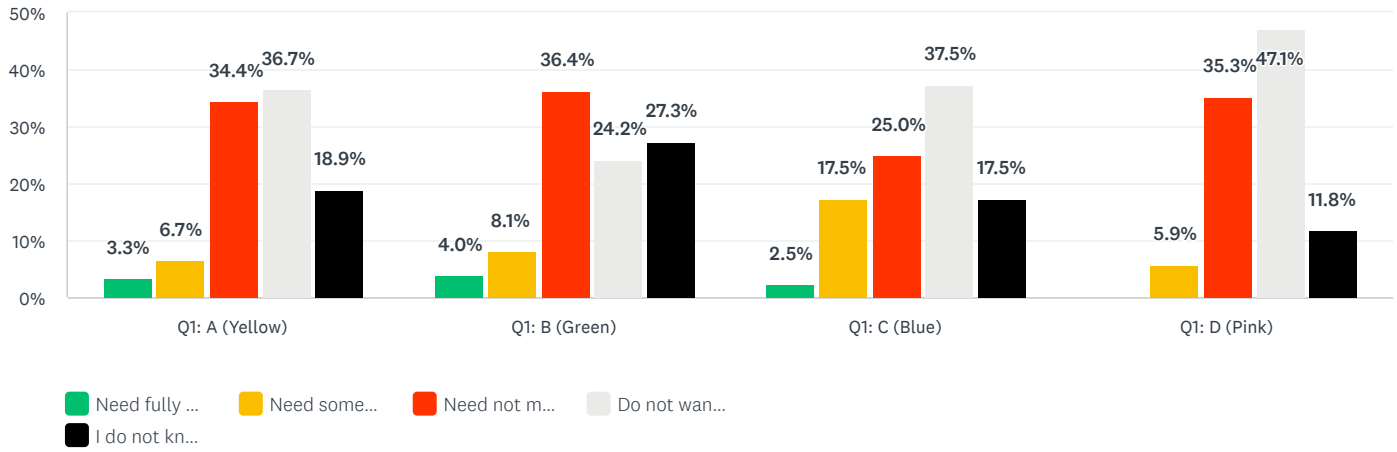
Music lessons / classes



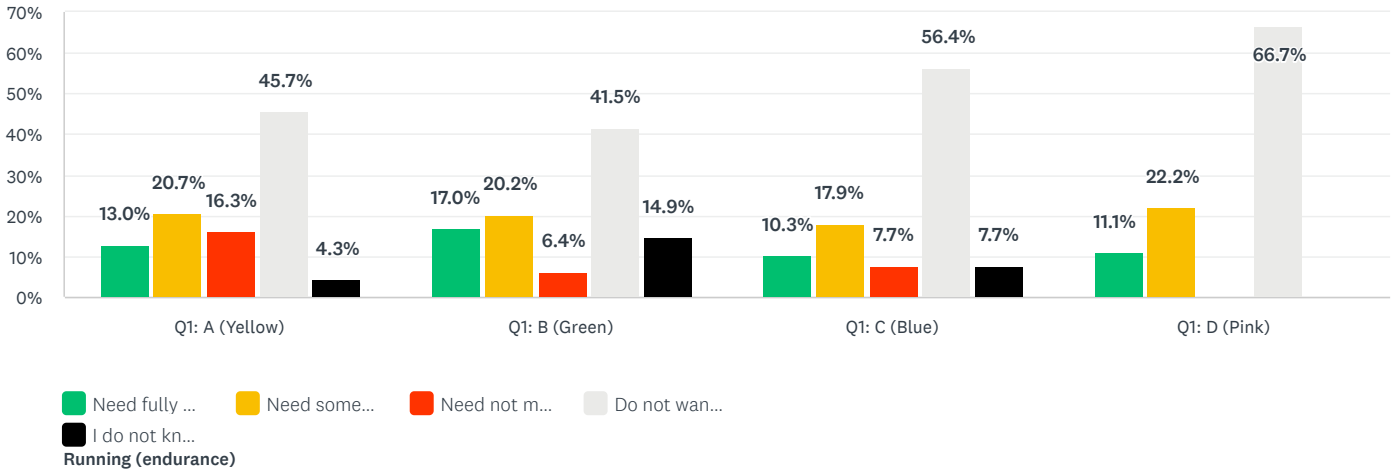
Outdoor music / classes



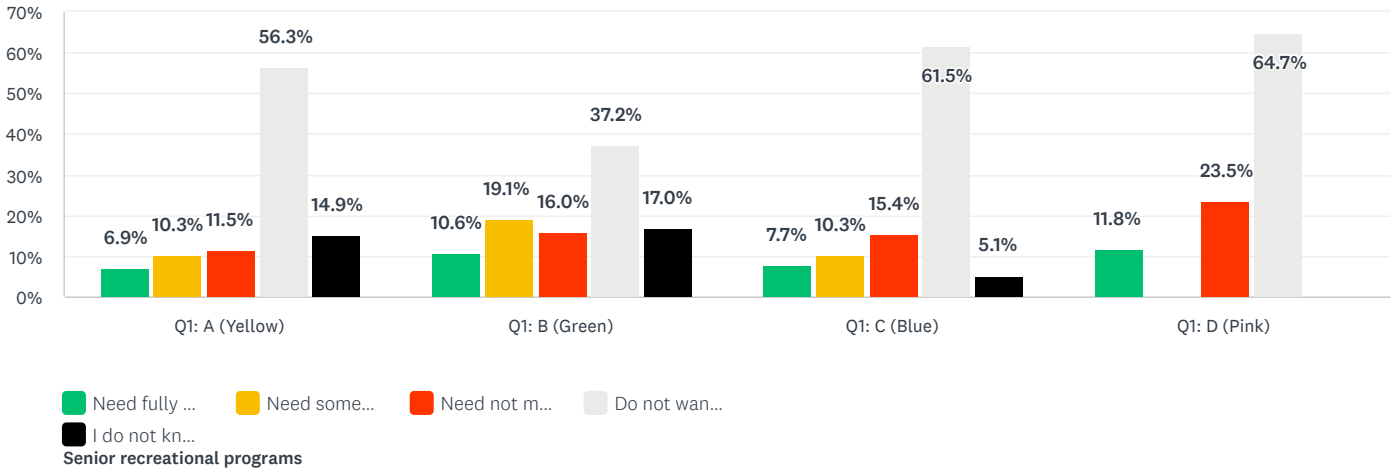
Painting / drawing classes



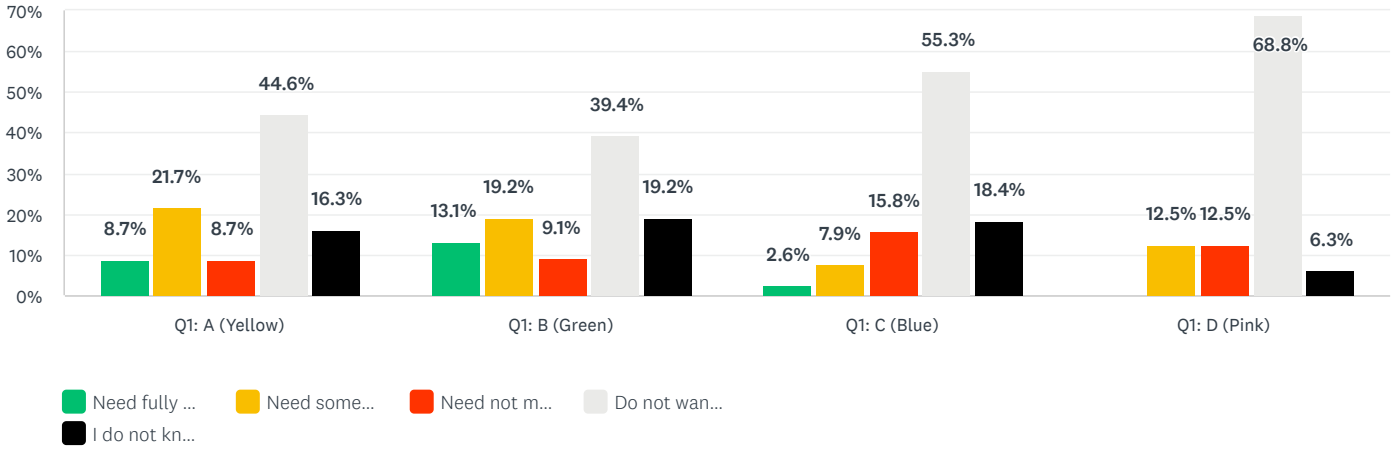
Pickleball



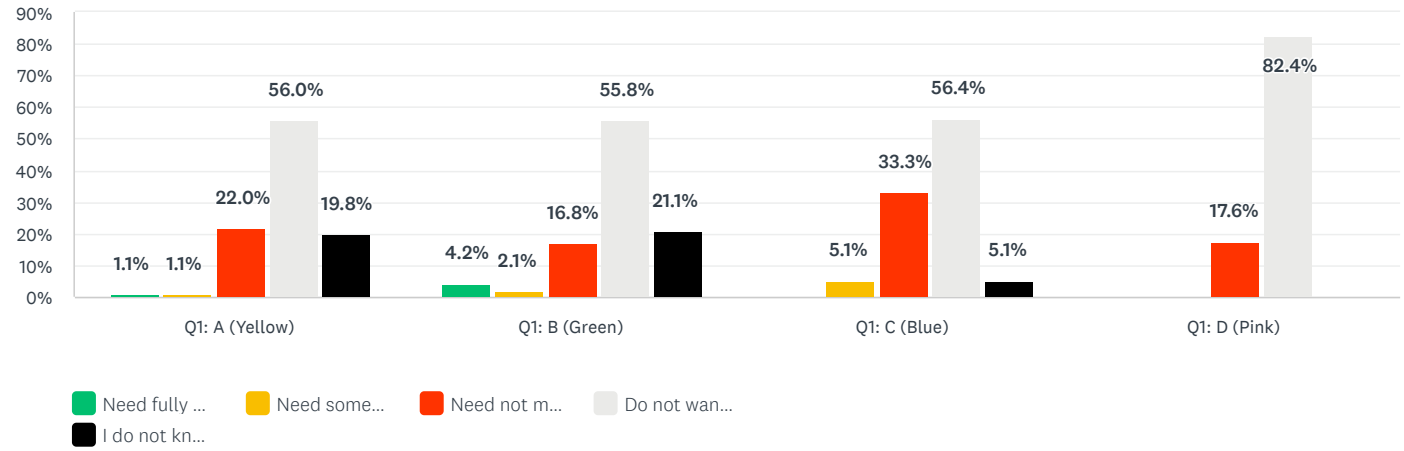
Running (endurance)



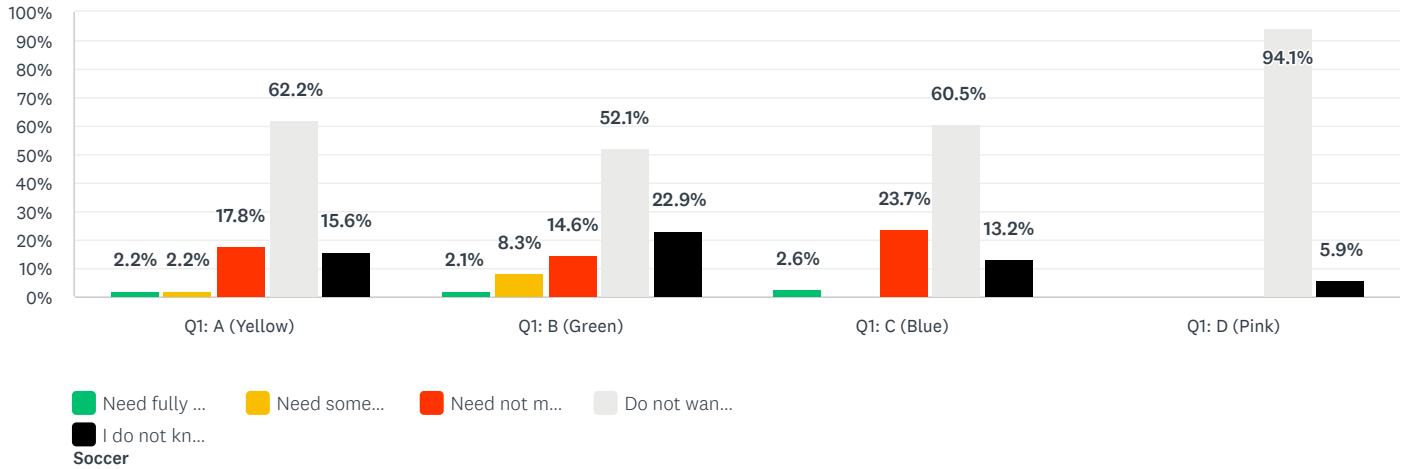
Senior recreational programs



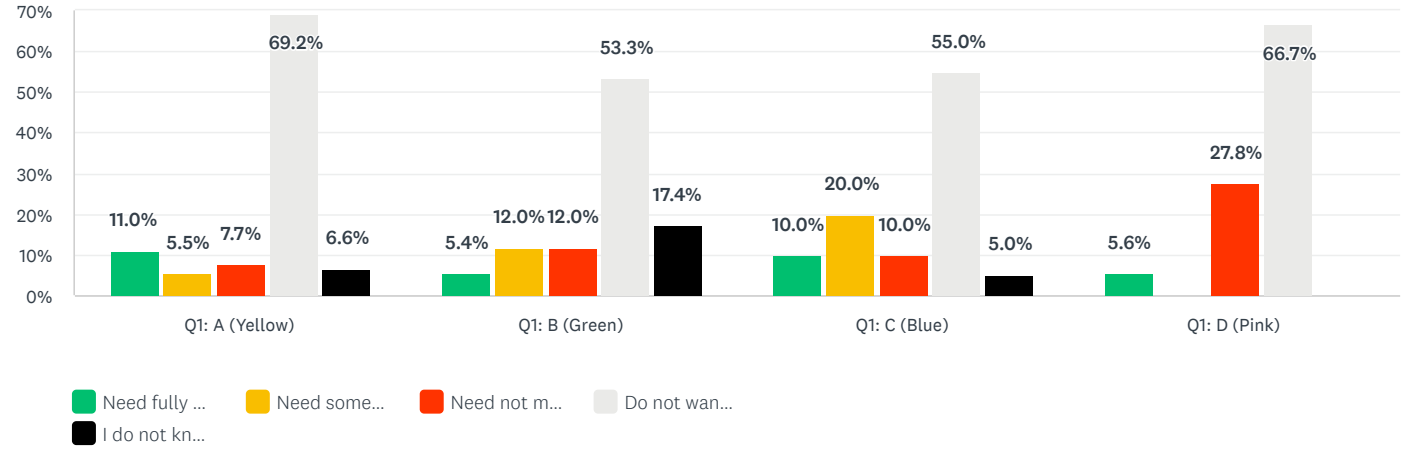
Shooting sports / archery



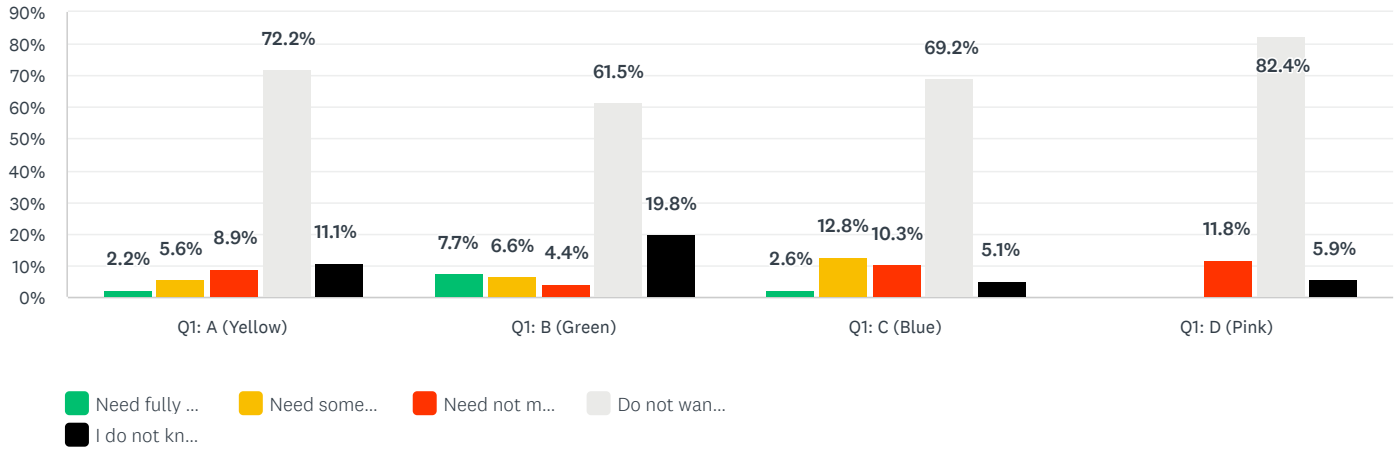
Singing / voice lessons



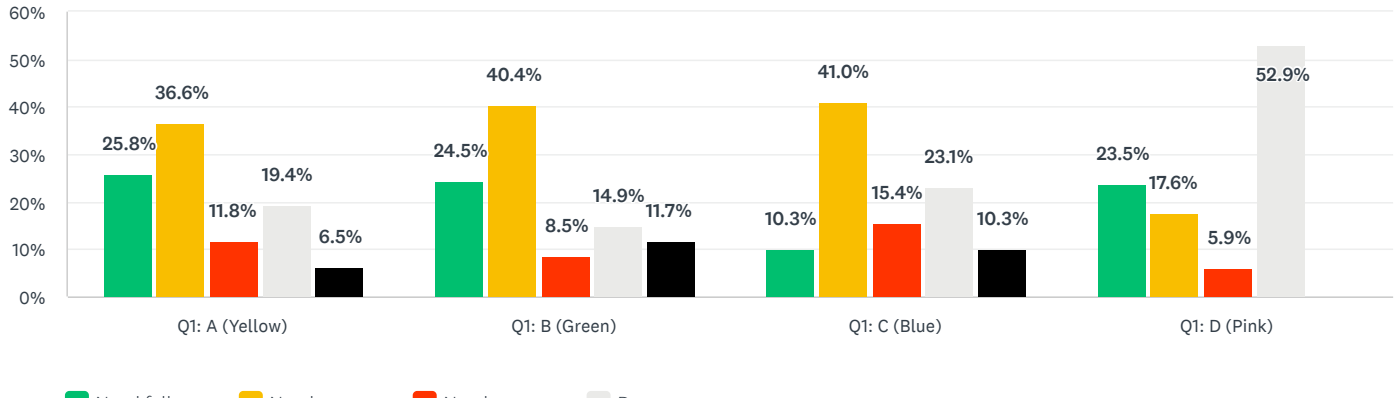
Soccer



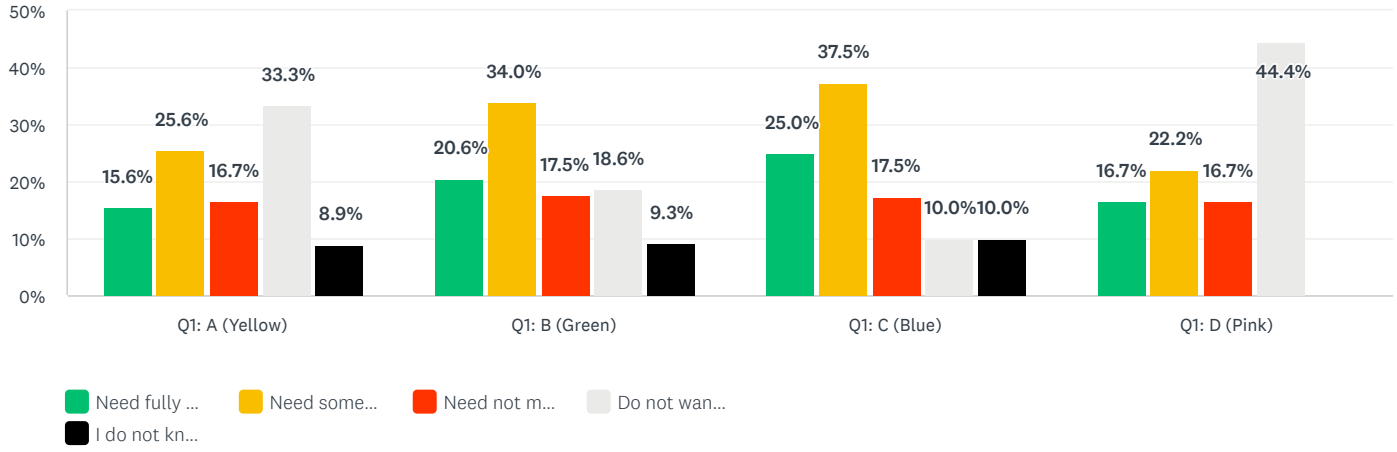
Softball



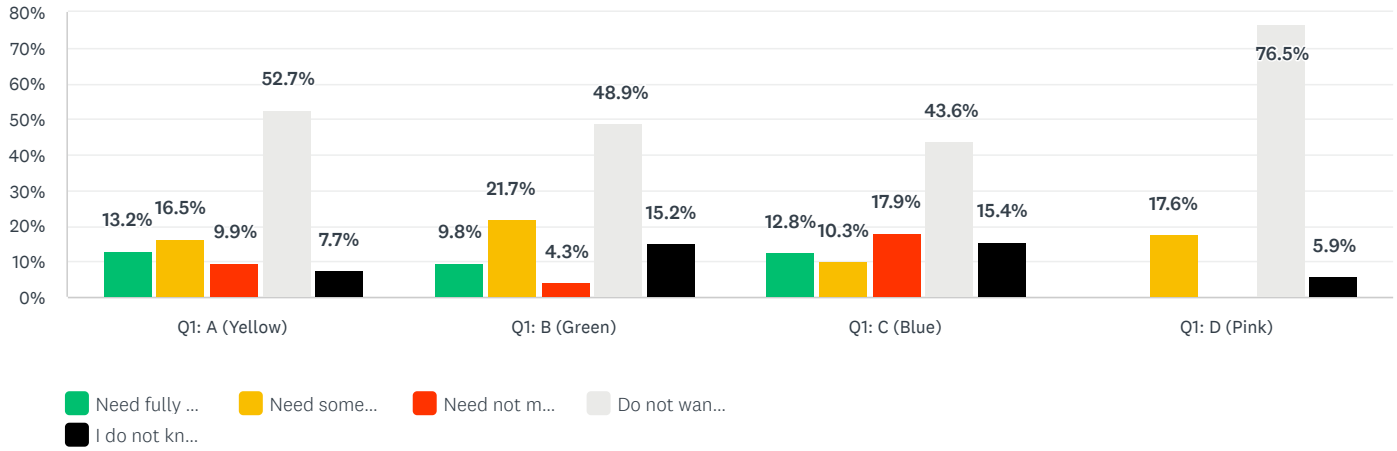
Special events / family festivals



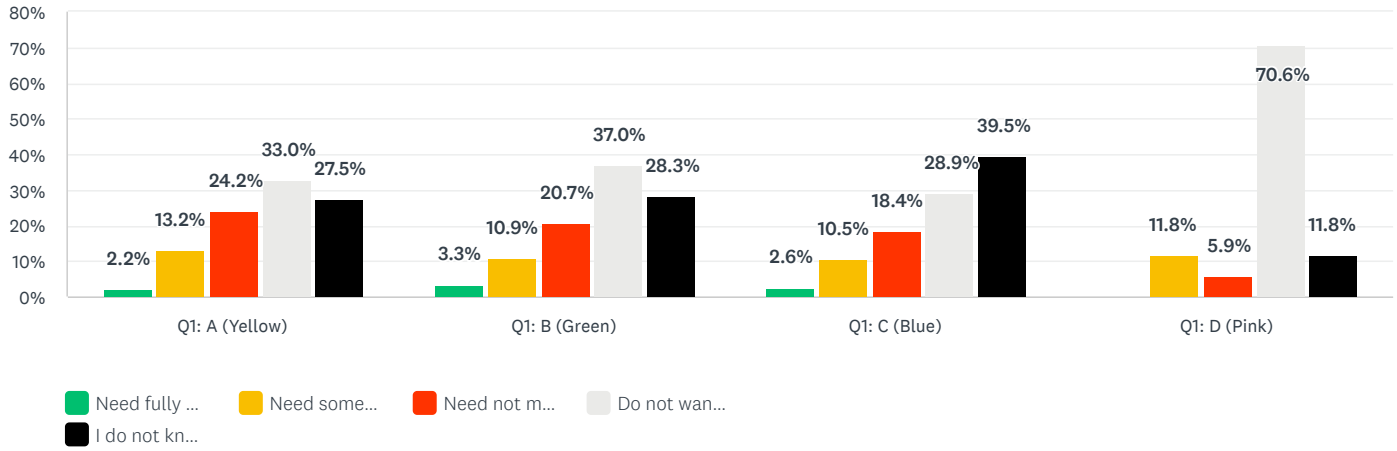
Swimming



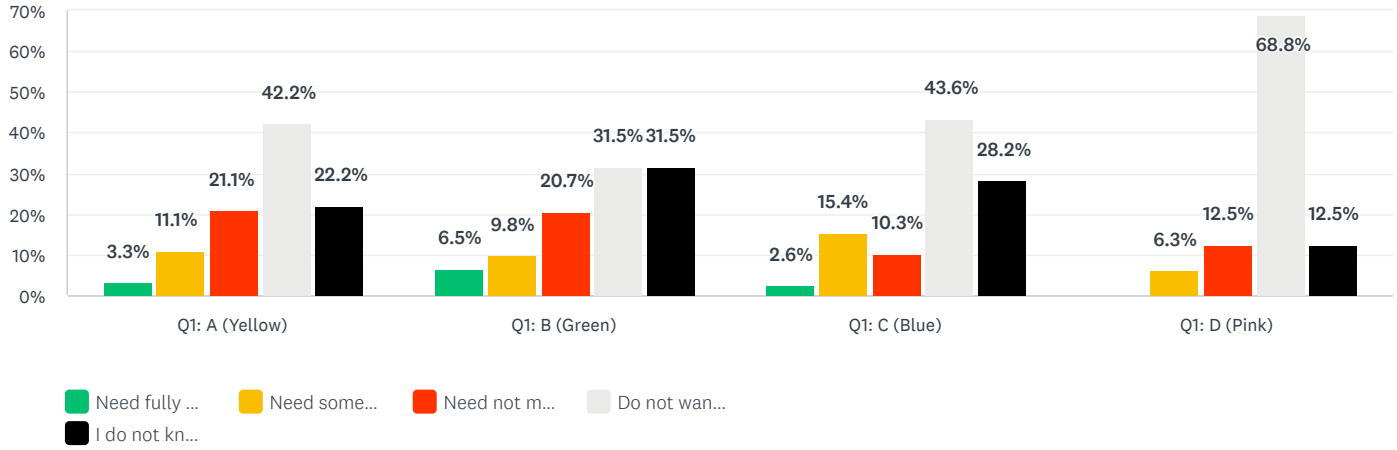
Tennis / lessons / clinics



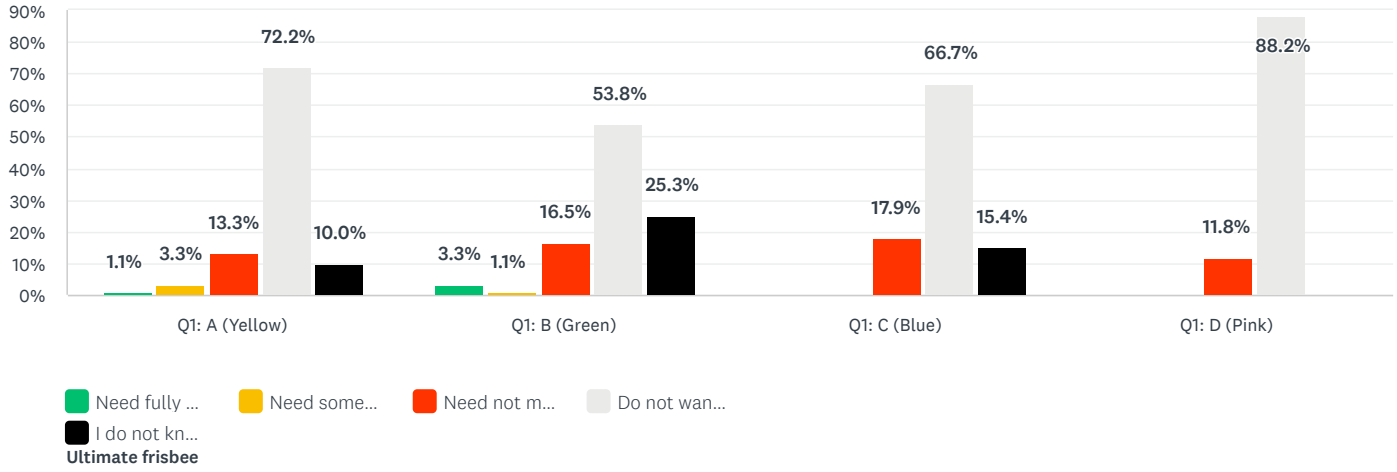
Training / certifications / education



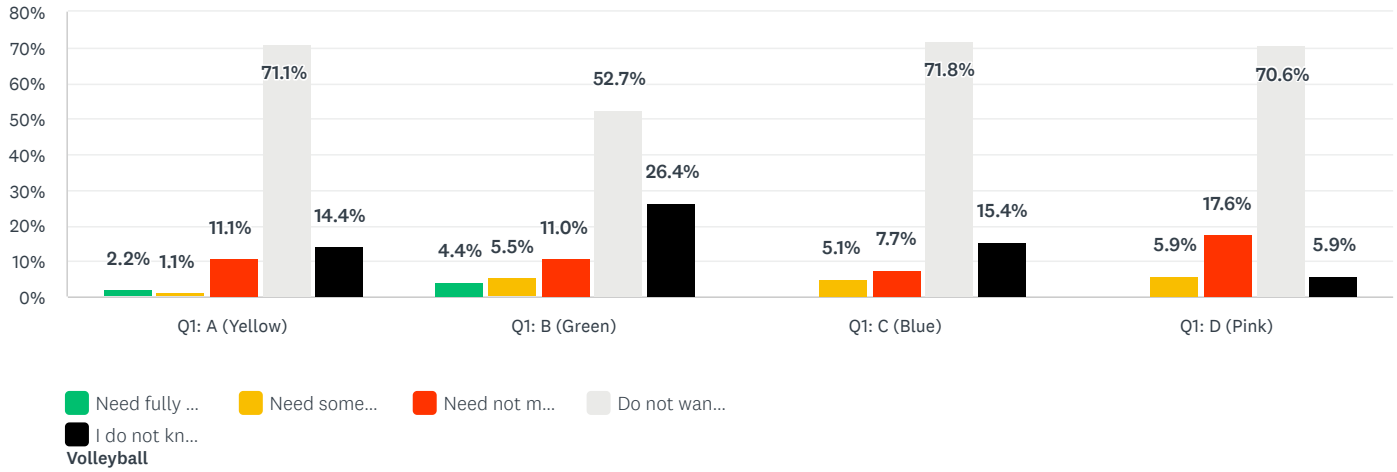
Trips / tourism



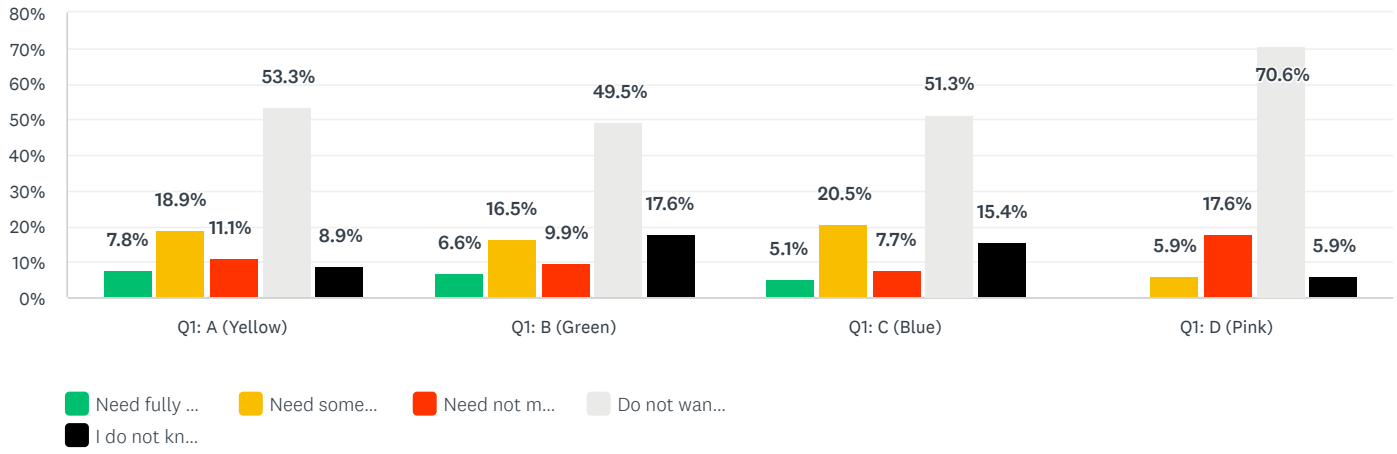
Video game contests / tournaments



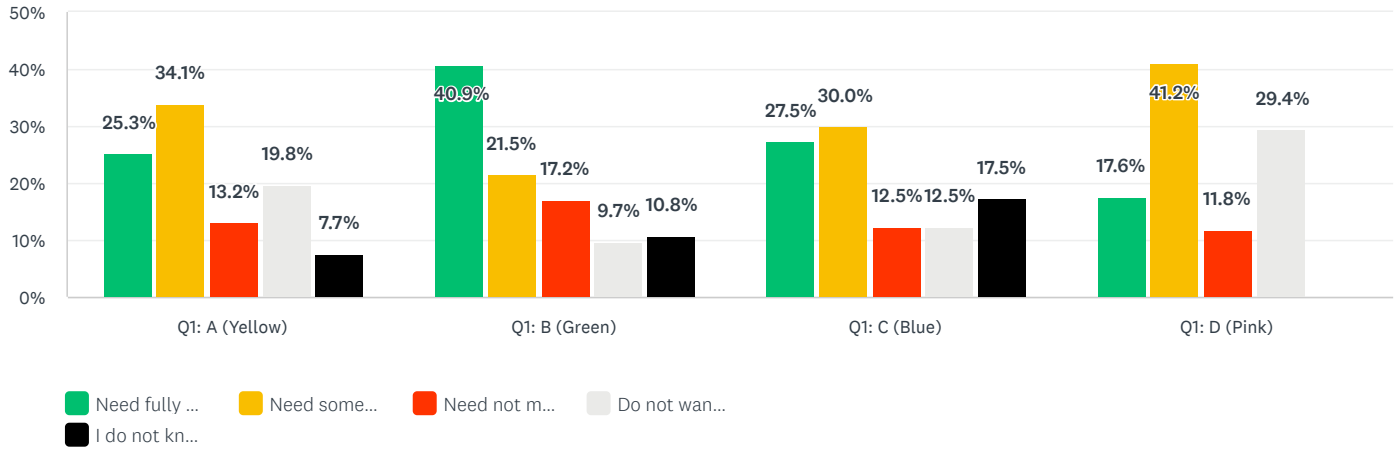
Ultimate frisbee



Volleyball



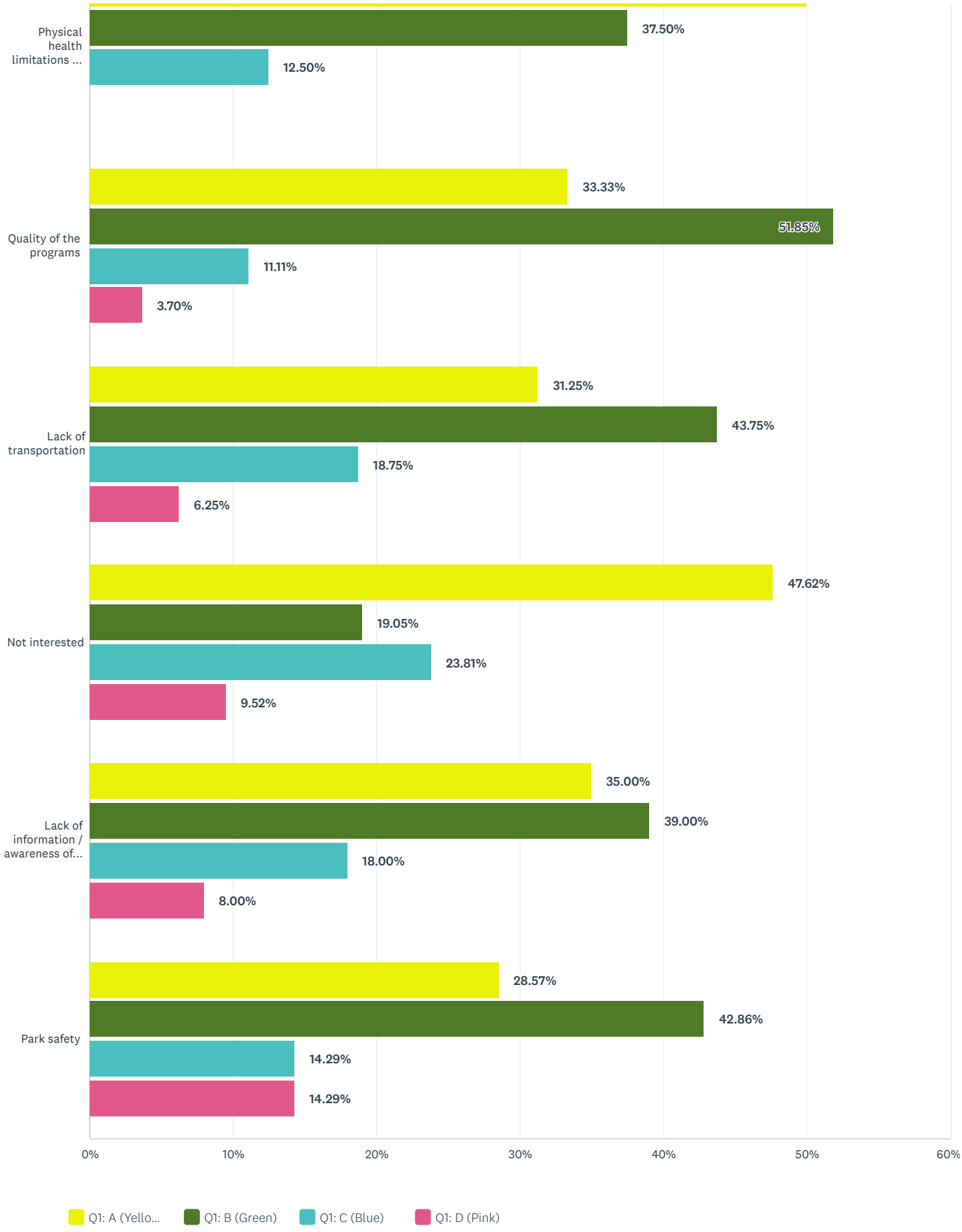
Walking for exercise



Q8 What are the greatest barriers that prevent your household members from using Morrisville's Parks, Recreation & Cultural Resources facilities / programs? (Check all that apply)

Answered: 244 Skipped: 30

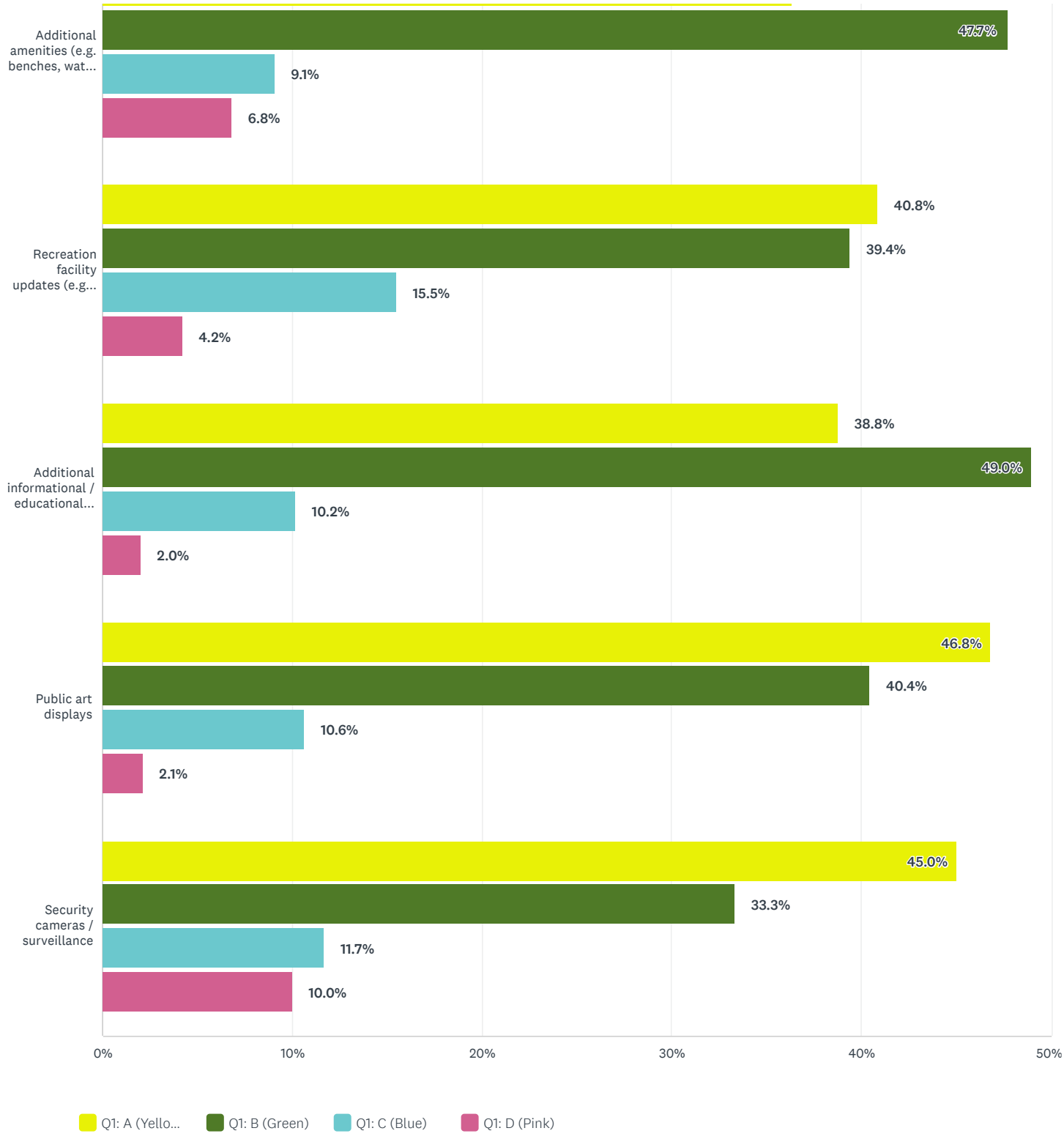

Not enough time
26.92%
44.87%
24.36%
3.85%
Too far away
50.00%
31.25%
12.50%
6.25%
Cost of participation / use
42.55%
36.17%
14.89%
6.38%
Facility or program not offered
35.16%
41.76%
15.38%
7.69%
Inconvenient hours of operation
33.90%
47.46%
10.17%
8.47%
Condition of the facilities
31.25%
43.75%
25.00%
50.00%


Physical health limitations ...
37.50%
12.50%
Quality of the programs
33.33%
51.85%
11.11%
3.70%
Lack of transportation
31.25%
43.75%
18.75%
6.25%
Not interested
47.62%
19.05%
23.81%
9.52%
Lack of information / awareness of...
35.00%
39.00%
18.00%
8.00%
Park safety
28.57%
42.86%
14.29%
14.29%
0%
10%
20%
30%
40%
50%
60%
Q1: A (Yello...
Q1: B (Green)
Q1: C (Blue)
Q1: D (Pink)

Q9 Select the improvements that should be made to EXISTING parks and facilities that would encourage you to utilize them more.

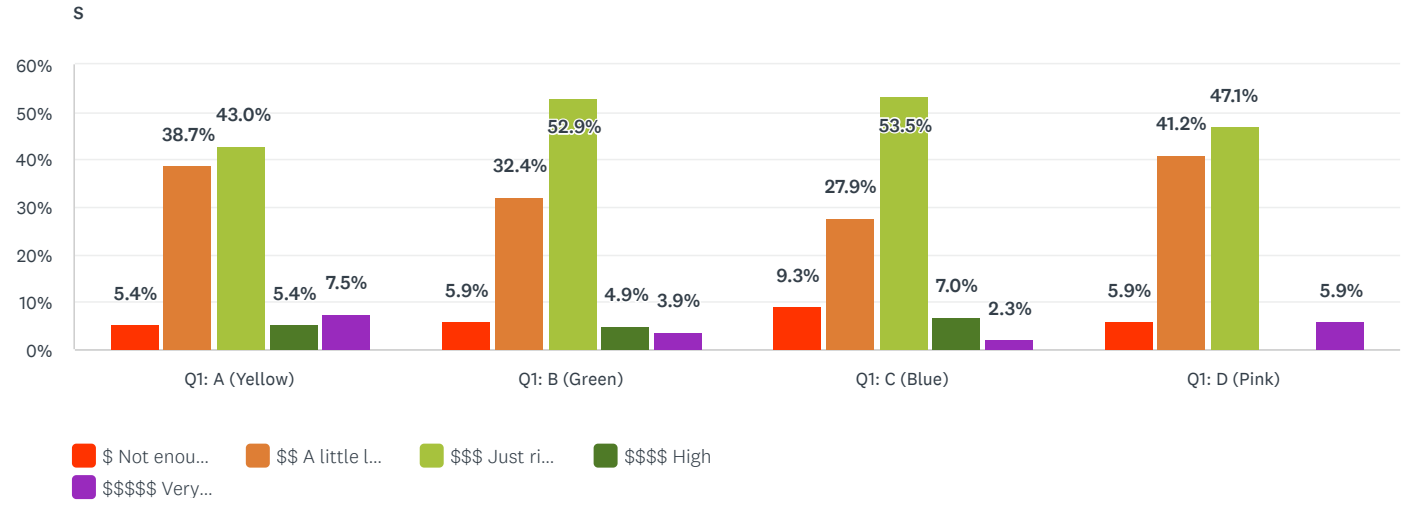
Answered: 224 Skipped: 50


Add lighting to parks and trails
34.6%
42.3%
14.4%
8.7%
Improved parking
39.3%
34.4%
19.7%
6.6%
Accessibility improvements (ADA)
35.3%
47.1%
17.6%
Public restrooms
29.8%
49.1%
17.5%
3.5%
Enhanced routine maintenance ...
36.8%
34.2%
23.7%
5.3%
Improved aesthetics / beautification
30.2%
41.9%
23.3%
4.7%
36.4%


Additional amenities (e.g. benches, wat...
47.7%
9.1%
6.8%
Recreation facility updates (e.g...
40.8%
39.4%
15.5%
4.2%
Additional informational / educational...
38.8%
49.0%
10.2%
2.0%
Public art displays
46.8%
40.4%
10.6%
2.1%
Security cameras / surveillance
45.0%
33.3%
11.7%
10.0%
0%
10%
20%
30%
40%
50%
Q1: A (Yello...
Q1: B (Green)
Q1: C (Blue)
Q1: D (Pink)

Q10 I feel Morrisville's parks investment level CURRENTLY IS:

Answered: 255 Skipped: 19



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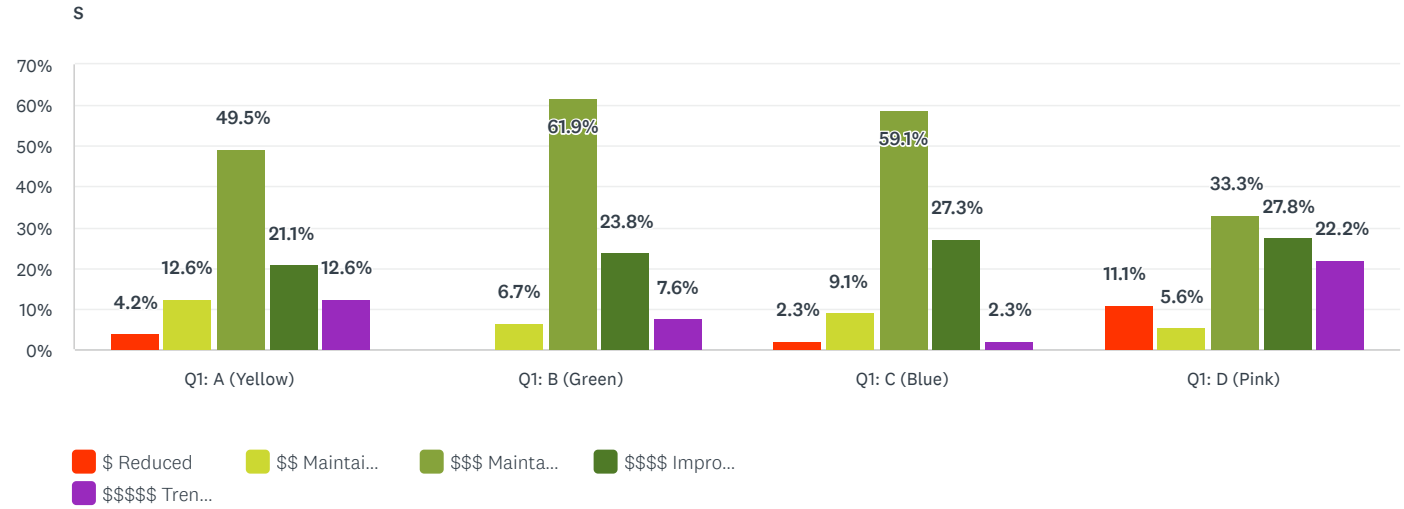
	$ NOT ENOUGH	$$ A LITTLE LOW	$$$ JUST RIGHT	$$$$ HIGH	$$$$$ VERY HIGH	TOTAL	WEIGHTED AVERAGE
Q1: A (Yellow)	5.4% 5	38.7% 36	43.0% 40	5.4% 5	7.5% 7	36.5% 93	2.71
Q1: B (Green)	5.9% 6	32.4% 33	52.9% 54	4.9% 5	3.9% 4	40.0% 102	2.69
Q1: C (Blue)	9.3% 4	27.9% 12	53.5% 23	7.0% 3	2.3% 1	16.9% 43	2.65
Q1: D (Pink)	5.9% 1	41.2% 7	47.1% 8	0.0% 0	5.9% 1	6.7% 17	2.59

Q11 I feel Morrisville's parks investment level SHOULD BE:

Answered: 262 Skipped: 12



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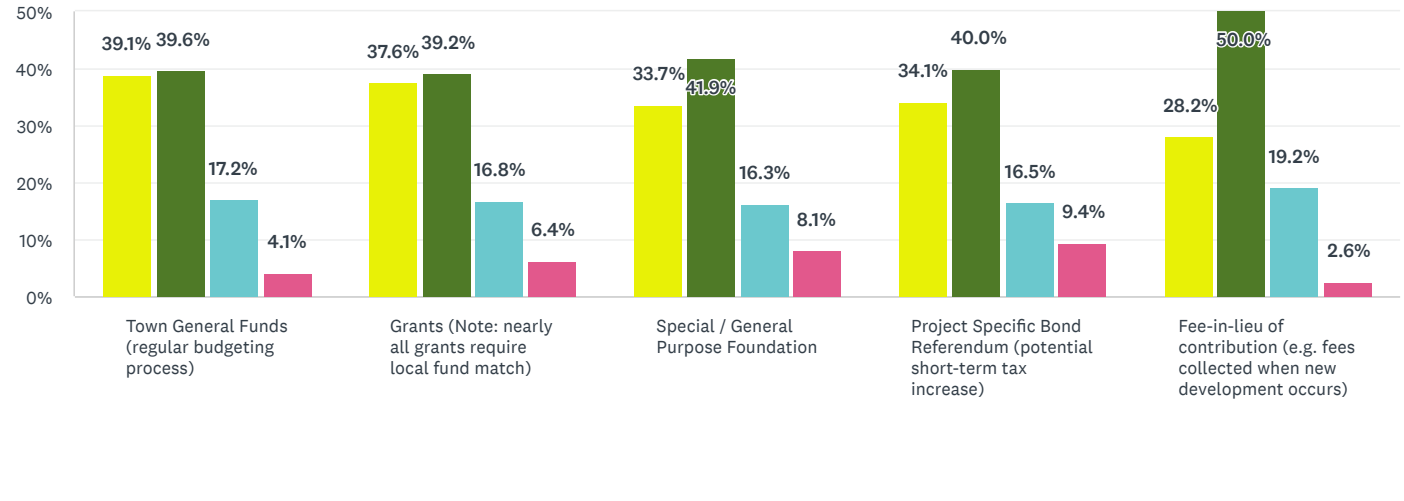
	$ REDUCED	$$ MAINTAINED	$$$ MAINTAINED & GROWN SLOWLY	$$$$ IMPROVE AND GROW QUICKLY	$$$$$ TREND SETTER	TOTAL	WEIGHTED AVERAGE
Q1: A (Yellow)	4.2% 4	12.6% 12	49.5% 47	21.1% 20	12.6% 12	36.3% 95	3.25
Q1: B (Green)	0.0% 0	6.7% 7	61.9% 65	23.8% 25	7.6% 8	40.1% 105	3.32
Q1: C (Blue)	2.3% 1	9.1% 4	59.1% 26	27.3% 12	2.3% 1	16.8% 44	3.18
Q1: D (Pink)	11.1% 2	5.6% 1	33.3% 6	27.8% 5	22.2% 4	6.9% 18	3.44

Q12 What, if any, sources of funding are you willing to support in order to make improvements, build new facilities, and create programs? (Check all that you support)

Answered: 234 Skipped: 40



	Q1: A (YELLOW)	Q1: B (GREEN)	Q1: C (BLUE)	Q1: D (PINK)	TOTAL
Town General Funds (regular budgeting process)	39.1% 66	39.6% 67	17.2% 29	4.1% 7	72.2% 169
Grants (Note: nearly all grants require local fund match)	37.6% 47	39.2% 49	16.8% 21	6.4% 8	53.4% 125
Special / General Purpose Foundation	33.7% 29	41.9% 36	16.3% 14	8.1% 7	36.8% 86
Project Specific Bond Referendum (potential short-term tax increase)	34.1% 29	40.0% 34	16.5% 14	9.4% 8	36.3% 85
Fee-in-lieu of contribution (e.g. fees collected when new development occurs)	28.2% 22	50.0% 39	19.2% 15	2.6% 2	33.3% 78
Total Respondents	85	96	38	15	234

Q1 Using the map below, please indicate which area you live in:

Answered: 274 Skipped: 0

	A (YELLOW)	B (GREEN)	C (BLUE)	D (PINK)	APEX	CARY	DURHAM	HOLLY SPRINGS	RALEIGH	OUTSIDE OF THESE LISTED AREAS	TOTAL
Q1: A (Yellow)	100.00% 100	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	36.50% 100
Q1: B (Green)	0.00% 0	100.00% 108	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	39.42% 108
Q1: C (Blue)	0.00% 0	0.00% 0	100.00% 45	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.42% 45
Q1: D (Pink)	0.00% 0	0.00% 0	0.00% 0	100.00% 21	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	7.66% 21
Total Respondents	100	108	45	21	0	0	0	0	0	0	274

Q2 Approximately how many years have you lived in the Town of Morrisville?

Answered: 271 Skipped: 3

	0-2	3-10	11-20	MORE THAN 20	I DO NOT / HAVE NOT LIVED IN MORRISVILLE	TOTAL
Q1: A (Yellow)	8.00% 8	34.00% 34	46.00% 46	12.00% 12	0.00% 0	36.90% 100
Q1: B (Green)	19.63% 21	42.99% 46	20.56% 22	14.95% 16	1.87% 2	39.48% 107
Q1: C (Blue)	15.91% 7	43.18% 19	11.36% 5	27.27% 12	2.27% 1	16.24% 44
Q1: D (Pink)	20.00% 4	35.00% 7	5.00% 1	30.00% 6	10.00% 2	7.38% 20
Total Respondents	40	106	74	46	5	271

Q3 Including yourself, how many people live in your household:

Answered: 272 Skipped: 2

Ages 0-4							
	0	**1**	**2**	**3**	**4**	**5+**	**TOTAL**
Q1: A (Yellow)	44.59% 33	20.27% 15	13.51% 10	5.41% 4	6.76% 5	9.46% 7	27.21% 74
Q1: B (Green)	43.28% 29	19.40% 13	10.45% 7	4.48% 3	14.93% 10	7.46% 5	24.63% 67
Q1: C (Blue)	38.71% 12	29.03% 9	6.45% 2	3.23% 1	16.13% 5	6.45% 2	11.40% 31
Q1: D (Pink)	46.15% 6	15.38% 2	30.77% 4	7.69% 1	0.00% 0	0.00% 0	4.78% 13

Ages 5-7							
	0	**1**	**2**	**3**	**4**	**5+**	**TOTAL**
Q1: A (Yellow)	81.13% 43	18.87% 10	0.00% 0	0.00% 0	0.00% 0	0.00% 0	19.49% 53
Q1: B (Green)	68.63% 35	27.45% 14	3.92% 2	0.00% 0	0.00% 0	0.00% 0	18.75% 51
Q1: C (Blue)	68.00% 17	28.00% 7	4.00% 1	0.00% 0	0.00% 0	0.00% 0	9.19% 25
Q1: D (Pink)	100.00% 8	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	2.94% 8

Ages 8-12							
	0	**1**	**2**	**3**	**4**	**5+**	**TOTAL**
Q1: A (Yellow)	54.39% 31	35.09% 20	8.77% 5	0.00% 0	0.00% 0	1.75% 1	20.96% 57
Q1: B (Green)	58.93% 33	25.00% 14	16.07% 9	0.00% 0	0.00% 0	0.00% 0	20.59% 56
Q1: C (Blue)	53.57% 15	42.86% 12	3.57% 1	0.00% 0	0.00% 0	0.00% 0	10.29% 28
Q1: D (Pink)	66.67% 8	16.67% 2	16.67% 2	0.00% 0	0.00% 0	0.00% 0	4.41% 12

Ages 13-19							
	0	**1**	**2**	**3**	**4**	**5+**	**TOTAL**
Q1: A (Yellow)	48.15% 26	37.04% 20	12.96% 7	1.85% 1	0.00% 0	0.00% 0	19.85% 54
Q1: B (Green)	60.78% 31	27.45% 14	9.80% 5	1.96% 1	0.00% 0	0.00% 0	18.75% 51
Q1: C (Blue)	60.71% 17	35.71% 10	3.57% 1	0.00% 0	0.00% 0	0.00% 0	10.29% 28
Q1: D (Pink)	54.55% 6	45.45% 5	0.00% 0	0.00% 0	0.00% 0	0.00% 0	4.04% 11

Ages 20-35							
	0	**1**	**2**	**3**	**4**	**5+**	**TOTAL**
Q1: A (Yellow)	52.83% 28	24.53% 13	22.64% 12	0.00% 0	0.00% 0	0.00% 0	19.49% 53
Q1: B (Green)	46.43% 26	21.43% 12	28.57% 16	1.79% 1	1.79% 1	0.00% 0	20.59% 56
Q1: C (Blue)	40.00% 10	24.00% 6	32.00% 8	4.00% 1	0.00% 0	0.00% 0	9.19% 25
Q1: D (Pink)	66.67% 6	33.33% 3	0.00% 0	0.00% 0	0.00% 0	0.00% 0	3.31% 9

Ages 36-45							
	0	**1**	**2**	**3**	**4**	**5+**	**TOTAL**
Q1: A (Yellow)	47.17% 25	18.87% 10	33.96% 18	0.00% 0	0.00% 0	0.00% 0	19.49% 53
Q1: B (Green)	42.19% 27	25.00% 16	32.81% 21	0.00% 0	0.00% 0	0.00% 0	23.53% 64
Q1: C (Blue)	42.86% 12	14.29% 4	42.86% 12	0.00% 0	0.00% 0	0.00% 0	10.29% 28
Q1: D (Pink)	36.36% 4	18.18% 2	45.45% 5	0.00% 0	0.00% 0	0.00% 0	4.04% 11
Ages 46-60							
	0	**1**	**2**	**3**	**4**	**5+**	**TOTAL**
Q1: A (Yellow)	31.67% 19	23.33% 14	45.00% 27	0.00% 0	0.00% 0	0.00% 0	22.06% 60
Q1: B (Green)	34.48% 20	36.21% 21	29.31% 17	0.00% 0	0.00% 0	0.00% 0	21.32% 58
Q1: C (Blue)	39.29% 11	17.86% 5	42.86% 12	0.00% 0	0.00% 0	0.00% 0	10.29% 28
Q1: D (Pink)	36.36% 4	27.27% 3	36.36% 4	0.00% 0	0.00% 0	0.00% 0	4.04% 11
Ages Over 60							
	0	**1**	**2**	**3**	**4**	**5+**	**TOTAL**
Q1: A (Yellow)	48.08% 25	21.15% 11	30.77% 16	0.00% 0	0.00% 0	0.00% 0	19.12% 52
Q1: B (Green)	48.44% 31	26.56% 17	23.44% 15	1.56% 1	0.00% 0	0.00% 0	23.53% 64
Q1: C (Blue)	72.22% 13	5.56% 1	22.22% 4	0.00% 0	0.00% 0	0.00% 0	6.62% 18
Q1: D (Pink)	38.46% 5	30.77% 4	30.77% 4	0.00% 0	0.00% 0	0.00% 0	4.78% 13

Q13 Which of the following best describes your race?

Answered: 258 Skipped: 16

	AMERICAN INDIAN OR ALASKA NATIVE	ASIAN OR ASIAN AMERICAN	BLACK OR AFRICAN AMERICAN	HISPANIC OR LATINO	MIDDLE EASTERN OR NORTH AFRICAN	NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER	WHITE	ANOTHER RACE (PLEASE SPECIFY)	TOTAL
Q1: A (Yellow)	0.00% 0	25.00% 23	5.43% 5	1.09% 1	0.00% 0	0.00% 0	67.39% 62	2.17% 2	36.05% 93
Q1: B (Green)	0.94% 1	21.70% 23	10.38% 11	6.60% 7	0.94% 1	0.00% 0	62.26% 66	1.89% 2	43.02% 111
Q1: C (Blue)	0.00% 0	28.57% 12	0.00% 0	11.90% 5	2.38% 1	0.00% 0	57.14% 24	11.90% 5	18.22% 47
Q1: D (Pink)	0.00% 0	11.11% 2	5.56% 1	0.00% 0	0.00% 0	0.00% 0	83.33% 15	0.00% 0	6.98% 18
Total Respondents	1	60	17	13	2	0	167	9	258

Q14 What is the highest degree or level of school you have completed?

Answered: 265 Skipped: 9

	NO SCHOOLING COMPLETED	COMPLETED SOME SCHOOLING	HIGH SCHOOL DIPLOMA OR EQUIVALENT	ASSOCIATE'S DEGREE	TECHNICAL DEGREE OR CERTIFICATION	BACHELOR'S DEGREE	MASTER'S DEGREE	DOCTORATE DEGREE	TOTAL
Q1: A (Yellow)	0.00% 0	0.00% 0	4.17% 4	3.13% 3	1.04% 1	33.33% 32	52.08% 50	6.25% 6	36.23% 96
Q1: B (Green)	0.00% 0	0.00% 0	1.85% 2	3.70% 4	3.70% 4	37.96% 41	42.59% 46	10.19% 11	40.75% 108
Q1: C (Blue)	0.00% 0	0.00% 0	9.30% 4	2.33% 1	2.33% 1	34.88% 15	39.53% 17	11.63% 5	16.23% 43
Q1: D (Pink)	0.00% 0	0.00% 0	0.00% 0	5.56% 1	5.56% 1	33.33% 6	50.00% 9	5.56% 1	6.79% 18
Total Respondents	0	0	10	9	7	94	122	23	265

Q15 Your Gender

Answered: 264 Skipped: 10

	MALE	FEMALE	OTHER (RESPOND IF YOU WOULD LIKE)	TOTAL
Q1: A (Yellow)	36.84% 35	62.11% 59	1.05% 1	35.98% 95
Q1: B (Green)	47.22% 51	49.07% 53	3.70% 4	40.91% 108
Q1: C (Blue)	41.86% 18	53.49% 23	4.65% 2	16.29% 43
Q1: D (Pink)	38.89% 7	55.56% 10	5.56% 1	6.82% 18
Total Respondents	111	145	8	264

E

Statistically Valid Survey Findings



2026

Town of Morrisville, NC

Parks, Recreation & Cultural Resources Community Survey

Findings Report

ETC INSTITUTE

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1 Executive Summary

2026 Morrisville Parks, Recreation & Cultural Resources Community Survey
Executive Summary

Overview

ETC Institute administered a community survey for the Morrisville Parks, Recreation, and Cultural Resources Department during the months of spring 2026. This survey will be used to gather input to help determine park, facility, and recreation priorities for the community.

Methodology

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

After the surveys were mailed, ETC Institute followed up with residents to encourage participation. To prevent people who were not residents of Morrisville from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not included in the final database for this report.

The overall results for the sample of 303 surveys has a precision of at least +/-5.6 at the 95% level of confidence.

This report contains the following:

- Charts showing the overall results of the survey (Section 2)
- Priority Investment Rating (PIR) that identifies priorities for facilities and programs (Section 3)
- Benchmarks comparing data from Morrisville to national averages (Section 4)
- Tabular data showing the overall results for all questions on the survey (Section 5)
- Answers to open-ended questions (Section 6)
- A copy of the cover letter and survey instrument (Section 7)

The major findings of the survey are summarized in the following pages.

Major Findings

Use of Parks and Facilities. Most respondents (87%) report visiting a Morrisville park or recreation facility in the past year. Of these respondents, most (93%) rated the overall physical condition as either "good" (55%) or "excellent" (38%). The top reasons respondents choose to visit parks and facilities are exercise (78%), using trails or natural areas (58%), and relaxing or enjoying nature (55%).

Barriers to Facilities Use. Respondents do not visit parks and facilities or do not visit more often due to lack of time (47%), lack of information (31%), and facility or program they desire not being offered (14%).

Communication Methods. The top three ways respondents report learning about parks, recreation facilities, programs, and events is via banners in public places (59%), social media (57%), and word of mouth (44%). They most prefer communication via social media (63%), banners in public places (48%), and direct email (47%).

Organizations Used for Recreation and Sports Activities. Respondents most often use Morrisville parks, recreation, and cultural resources (75%) for recreation and sports activities followed by Lake Crabtree County Park (42%) and neighboring cities (40%).

Program Participation. Thirty four percent (34%) of respondents report participating in a Morrisville program in the past year. Of these respondents, most (92%) rated the overall quality of programs as "excellent" (41%) or "good" (51%). Respondents most often choose to participate to improve health and fitness (60%) and for fun/entertainment (58%).

Event Attendance. Half (50%) of respondents report attending an event hosted by the Morrisville Parks, Recreation, & Cultural Resources Department in the past year. Of these respondents, most (96%) rated the overall quality of events as either "excellent" (38%) or "good"(58%).

Barriers to Event Attendance. The top barriers to event attendance respondents report are not knowing what is offered (48%), being too busy/lack of interest (24%), and classes being too full (18%).

Perspectives on the Parks and Recreation System. Respondents were asked to rate their level of agreement regarding six statements about the parks and recreation system in Morrisville. Respondents most often agreed (rating "agree" or "strongly agree") that public parks add to the quality of life in the community (97%), parks and recreation is an essential service to the Town (93%), and there is a need for more recreation opportunities for people with disabilities (66%).

Support for Actions to Improve Parks and Recreation System. The top three actions respondents most support that the Town of Morrisville take to improve the parks and recreation system are providing places for community events (85%), adding or improving features to extend park use (85%), and expanding bike and pedestrian trails (83%). Providing places for community events (47%), adding/improving features to extend park use (42%), and expanding bike and pedestrian trails (37%) were the three improvements most important to households.

Benefits of Parks and Recreation Services. Respondents most agree (rating "agree" or "strongly agree") that the parks and recreation services provides access to greenspace and nature or playgrounds (89%), improves physical health and fitness (87%), and preserves open space and protects the environment (83%).

Perception of Value. Based on respondents' perception of value, the highest percentage of respondents (49%) would want the Town to increase funding for future parks, recreation, trails, and open space needs followed by maintaining existing funding levels (34%). Most respondents (77%) feel "satisfied" (58%) or "very satisfied" (19%) with the value their household receives from the parks and recreation services provided by the Morrisville Parks, Recreation, and Cultural Resource Department.

Funding Allocation. Respondents were asked to allocate a hypothetical $100 towards parks and recreation investments. The highest amount of funding (on average) went towards improvements/maintenance of existing parks, playgrounds, game courts & picnic areas ($25.16), acquisition of land for open space/green space/future park land ($20.73), and expanding/improving indoor recreation facilities ($18.49).

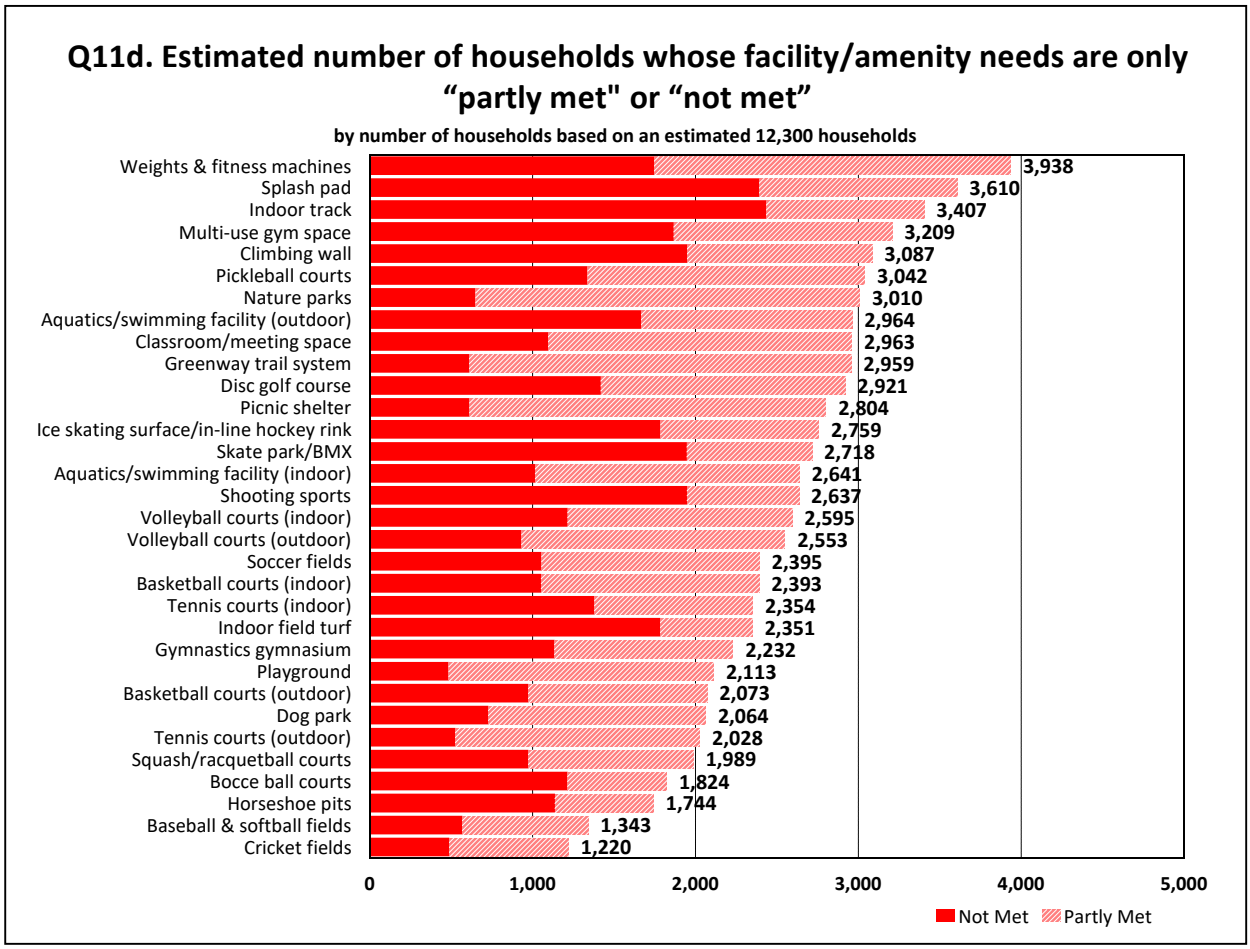
Parks and Recreation Facilities and Amenities Needs and Priorities

Facility/Amenity Needs: Respondents were asked to identify if their household had a need for 32 parks and recreation facilities/amenities and to rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest "unmet" need for various facilities/amenities.

The three facilities/amenities with the highest number of households that have an unmet need:

1. Weights & fitness machines – 3,938 households
2. Splash pad – 3,610 households
3. Indoor track – 3,407 households

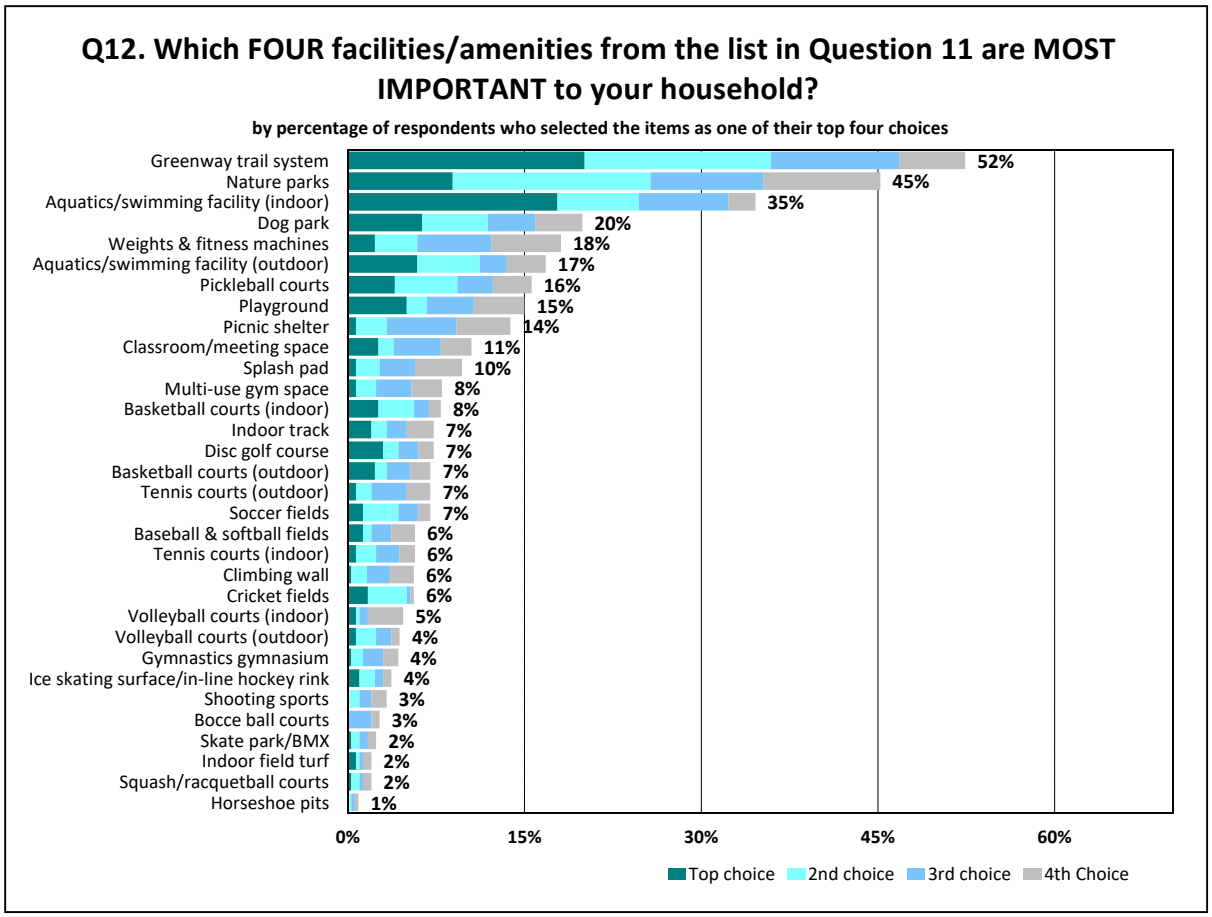
The estimated number of households that have unmet needs for each of the 32 facilities/amenities assessed is shown in the chart below.



Parks and Recreation Facilities/Amenities Importance: In addition to assessing the needs for each facility/amenity, ETC Institute also assessed the importance that residents placed on each item. Based on the sum of respondents' top four choices, these were the four amenities/facilities ranked most important to residents:

1. Greenway trail system (52%)
2. Nature parks (45%)
3. Aquatics/swimming facility (indoor) (35%)
4. Dog park (20%)

The percentage of residents who selected each facility/amenity as one of their top four choices is shown in the chart below.

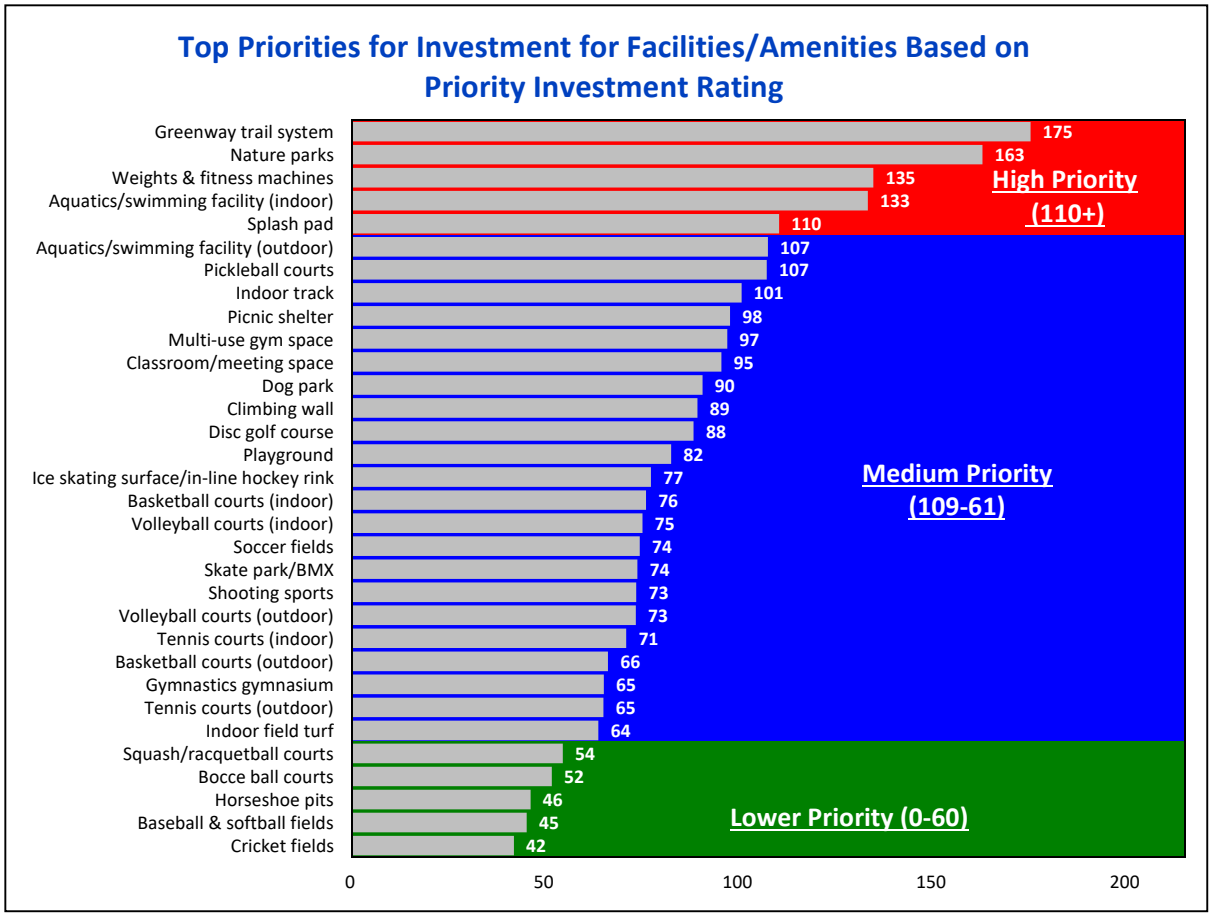


Priorities for Facilities/Amenities Investments: The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weighs (1) the importance that residents place on amenities/facilities and (2) how many residents have unmet needs for the facility/amenity. [Details regarding the methodology for this analysis are provided in Section 3 of this report.]

Based the Priority Investment Rating (PIR), the following facilities/amenities were ranked in the highest tier for investment:

- Greenway trail system (PIR=175)
- Nature parks (PIR=163)
- Weights and fitness machines (PIR=135)
- Aquatics/swimming facility (indoor) (PIR=133)
- Splash pad (PIR=110)

The chart below shows the Priority Investment Rating for each of the 32 amenities/facilities assessed on the survey.



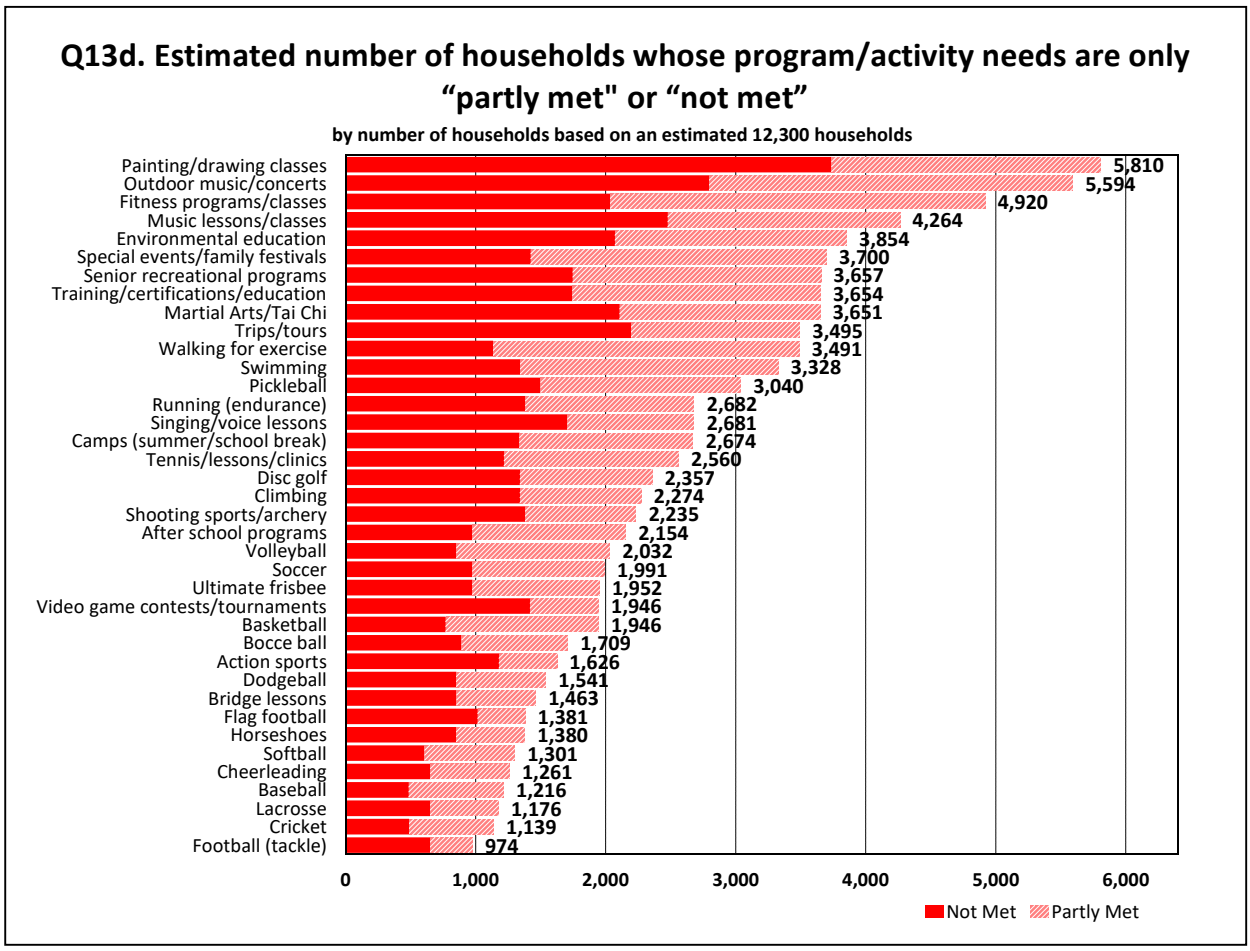
Parks and Recreation Program Needs and Priorities

Program Needs: Respondents were asked to identify if their household had a need for 38 parks and recreation programs and to rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest "unmet" need for various programs.

The three programs with the highest number of households that have an unmet need:

1. Painting/drawing classes – 5,810 households
2. Outdoor music/concerts – 5,594 households
3. Fitness programs/classes – 4,920 households

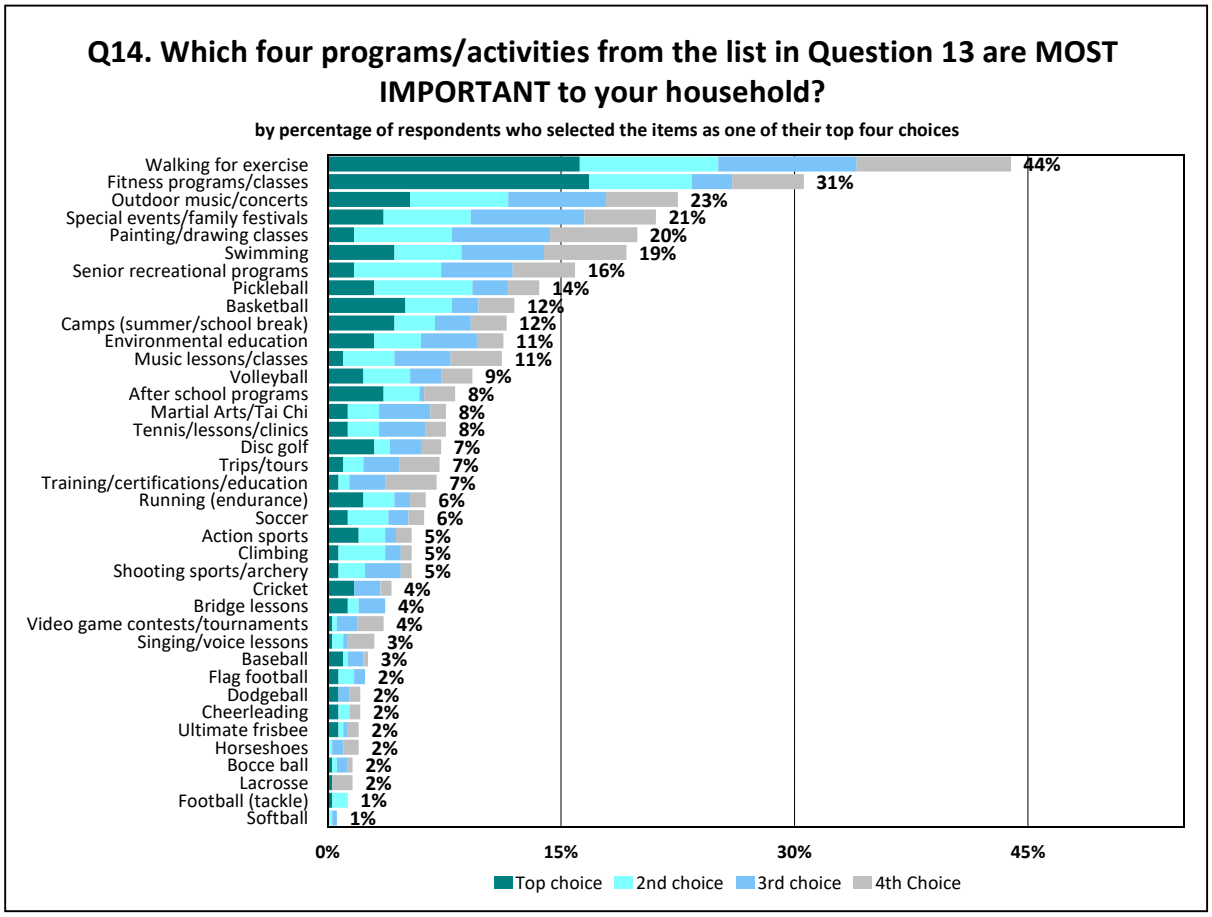
The estimated number of households that have unmet needs for each of the 38 programs assessed is shown in the chart below.



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

1. Walking for exercise (44%)
2. Fitness programs/classes (31%)
3. Outdoor music/concerts (23%)
4. Special events/family festivals (21%)

The percentage of residents who selected each program as one of their top four choices is shown in the chart below.

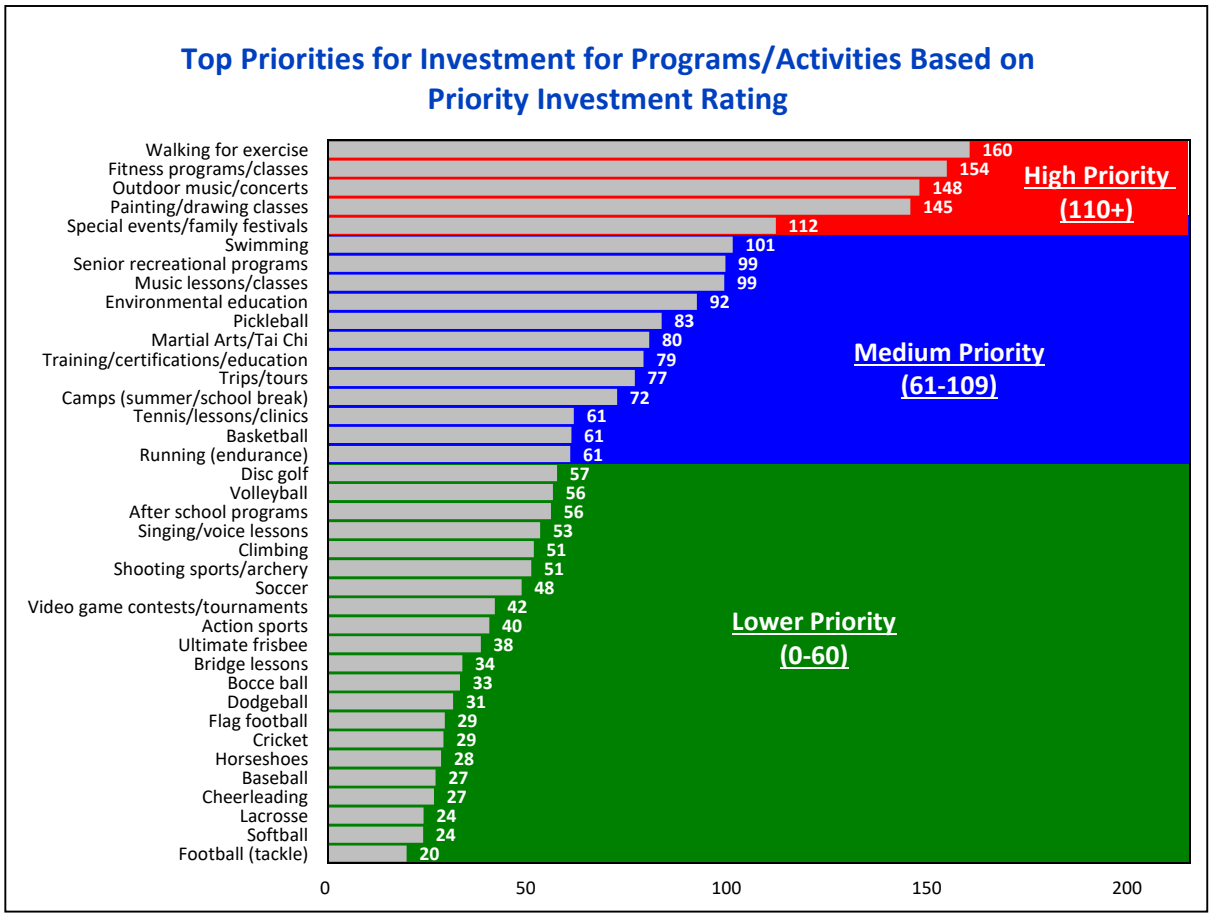


Priorities for Program Investments: The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weighs (1) the importance that residents place on programs and (2) how many residents have unmet needs for the program. [Details regarding the methodology for this analysis are provided in Section 3 of this report.]

Based the Priority Investment Rating (PIR), the following programs were ranked in the highest tier for investment:

- Walking for exercise (PIR=160)
- Fitness programs/classes (PIR=154)
- Outdoor music/concerts (PIR=148)
- Painting/drawing classes (PIR=145)
- Special events/family festivals (PIR=112)

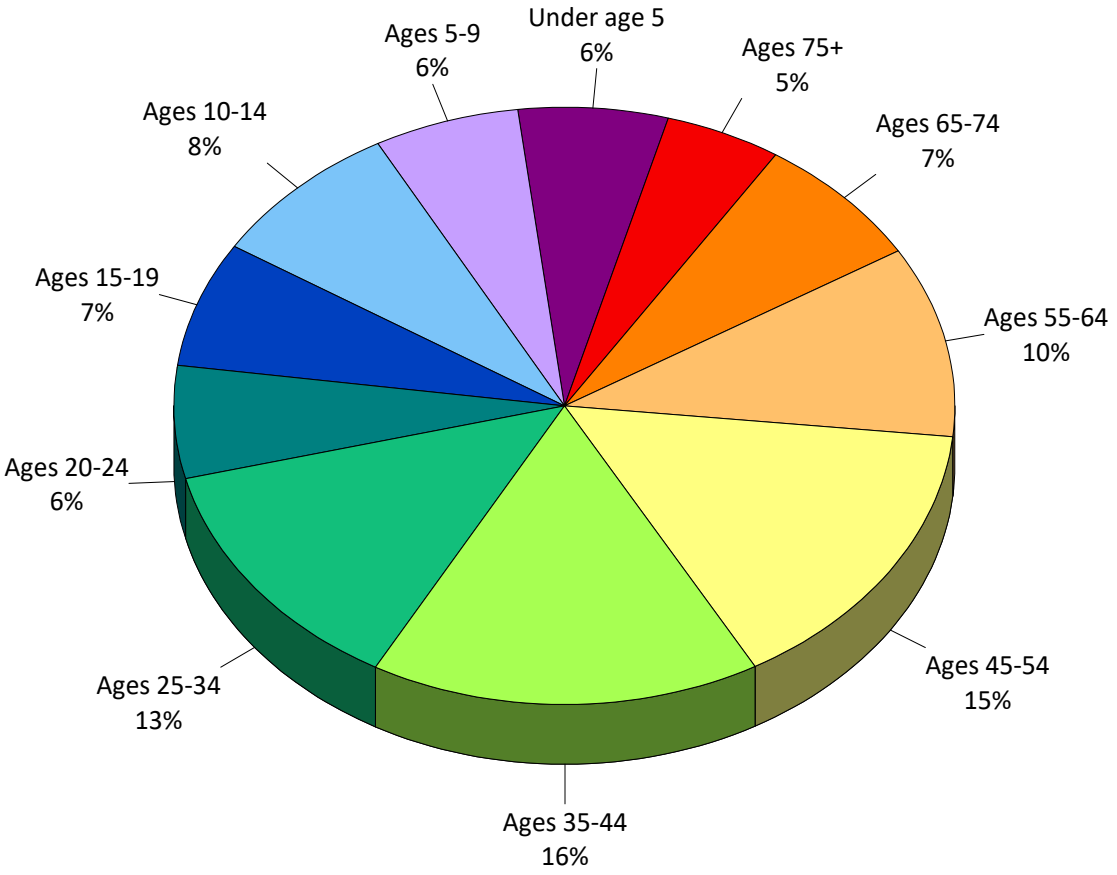
The chart below shows the Priority Investment Rating for each of the 38 programs assessed on the survey.



2 Charts & Graphs

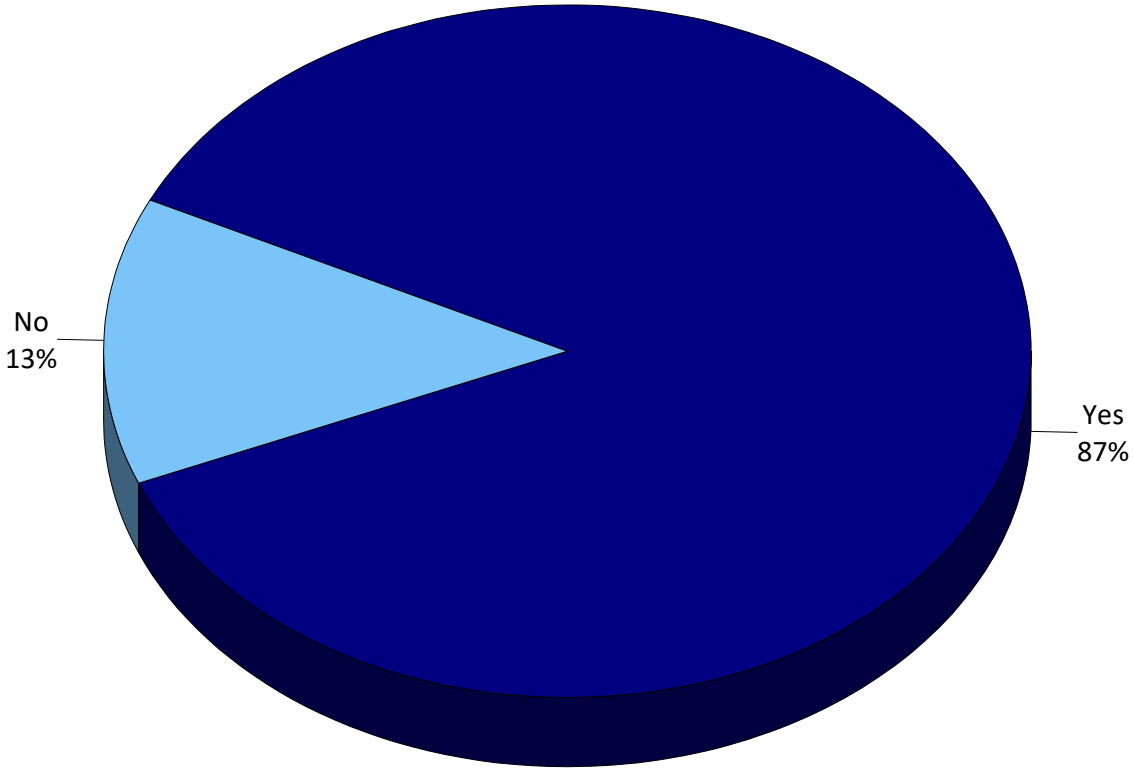
Q1. Counting yourself, how many people in your household are...

by percentage of persons in household



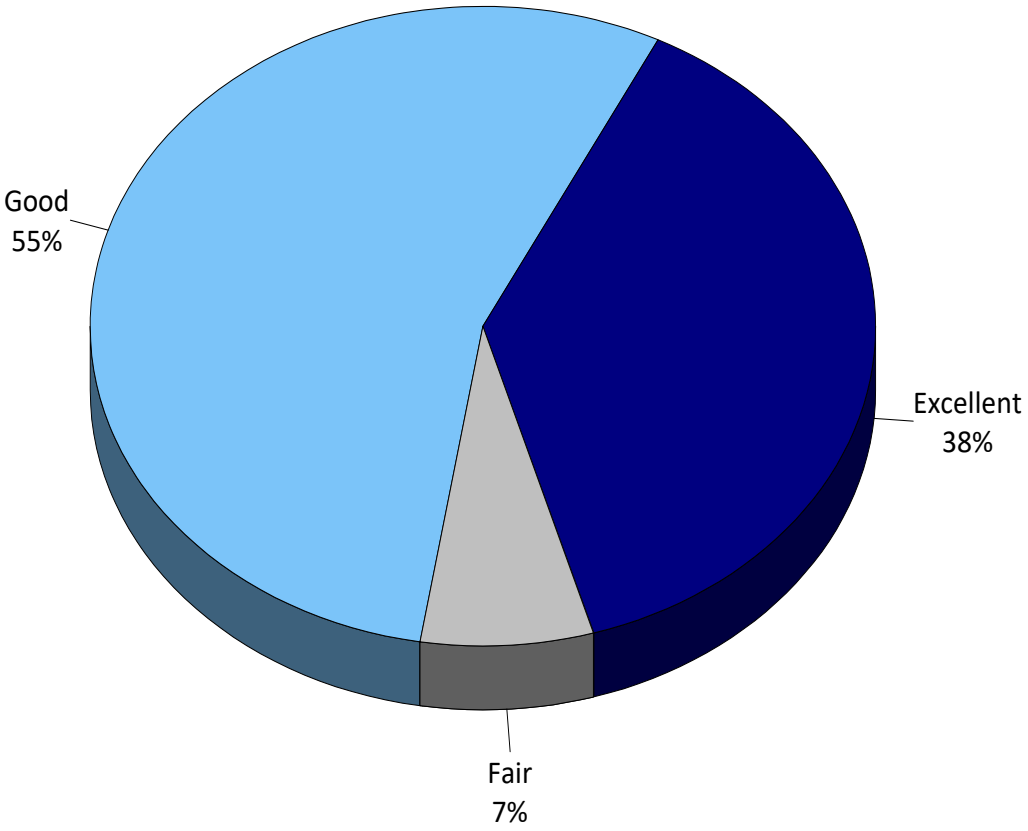
Q2. Have you or any members of your household visited any Morrisville PARKS or RECREATION FACILITIES during the past 12 months?

by percentage of respondents



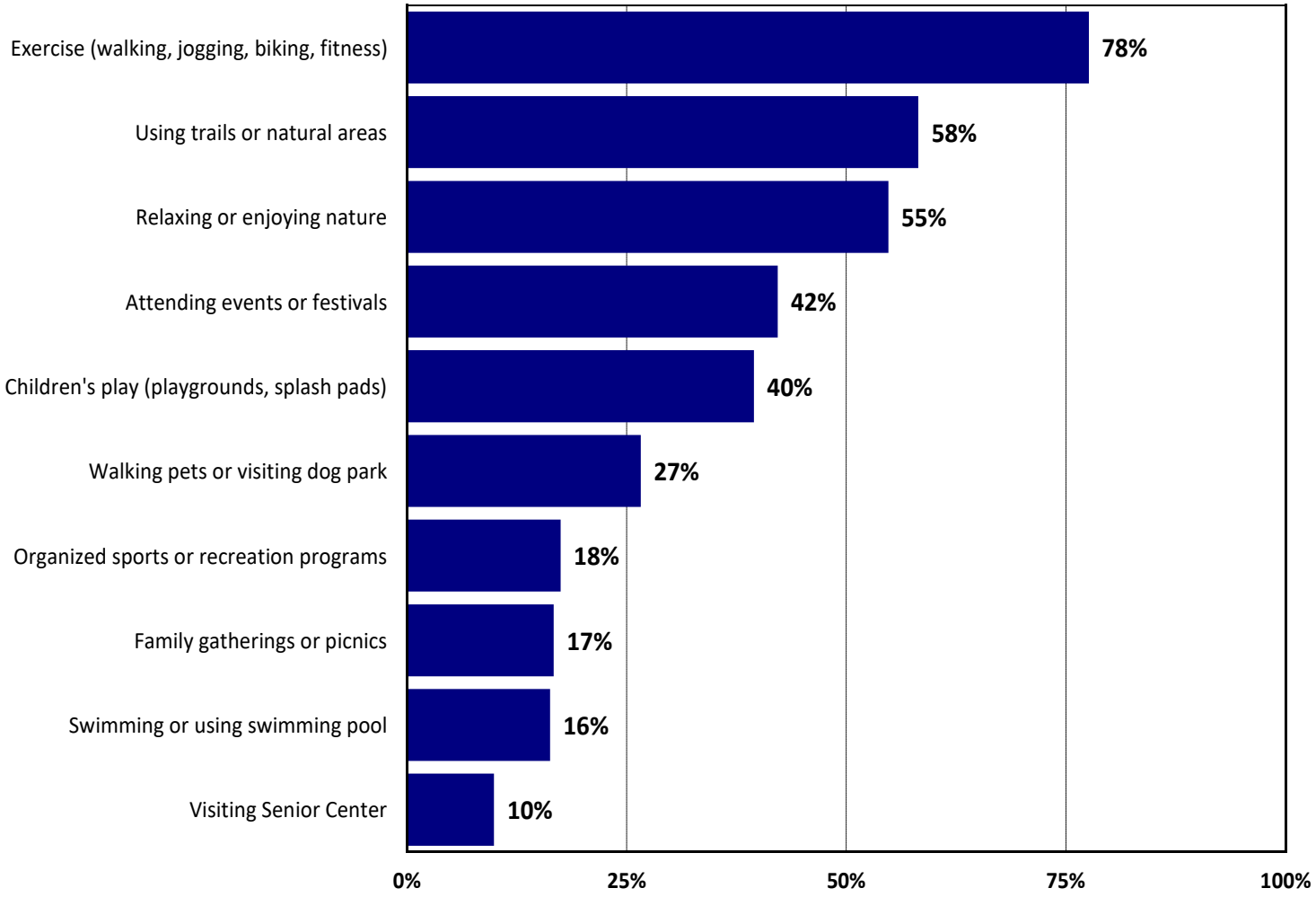
Q2a. Overall, how would you rate the physical condition of ALL the Morrisville PARKS or RECREATION FACILITIES you have visited?

by percentage of respondents who answered “Yes" to Q2 (excluding "not provided")



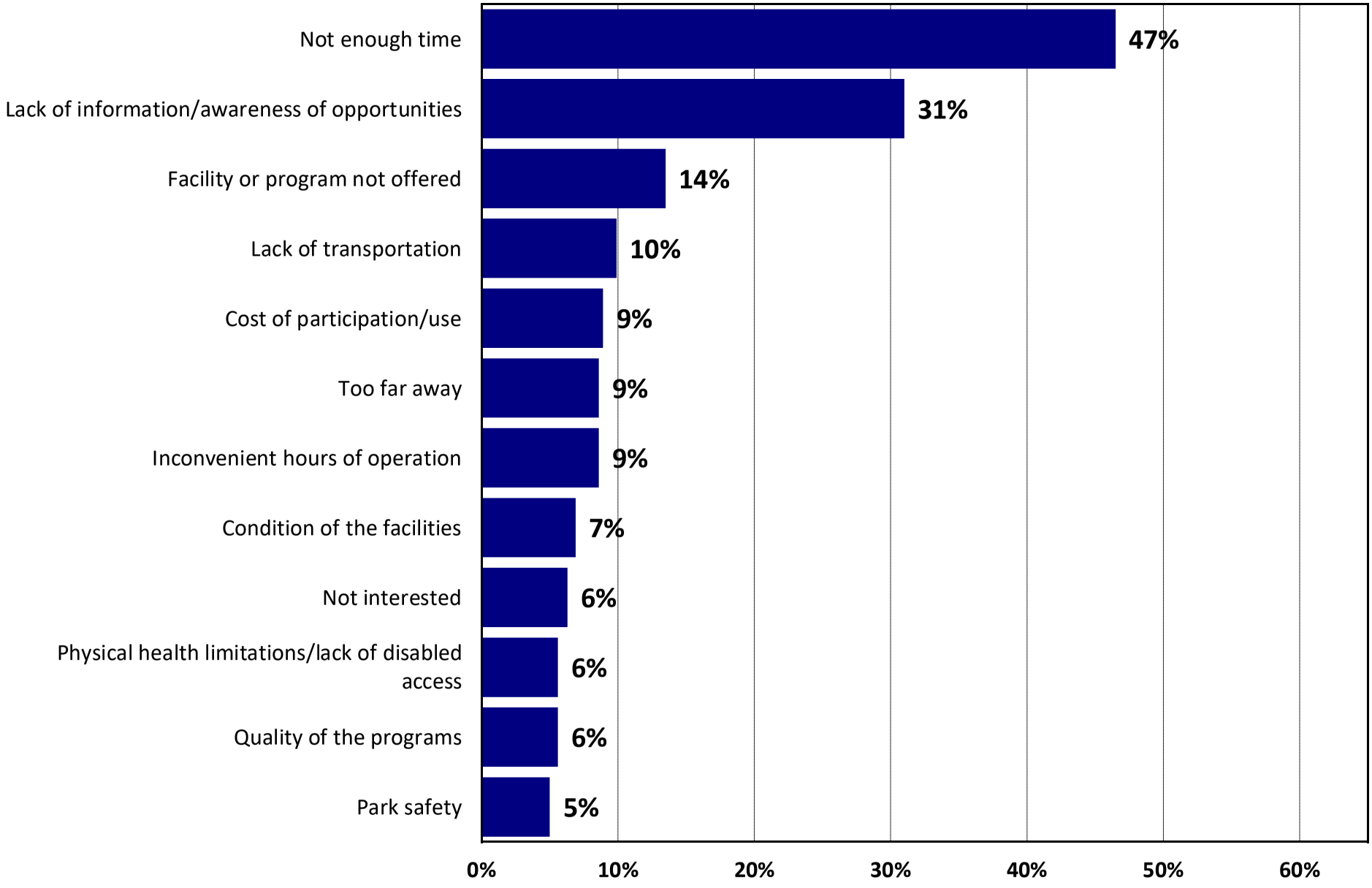
Q2b. What are the reasons that you and members of your household visit Morrisville PARKS or RECREATION FACILITIES?

by percentage of respondents who answered "Yes" to Q2 (multiple selections could be made)



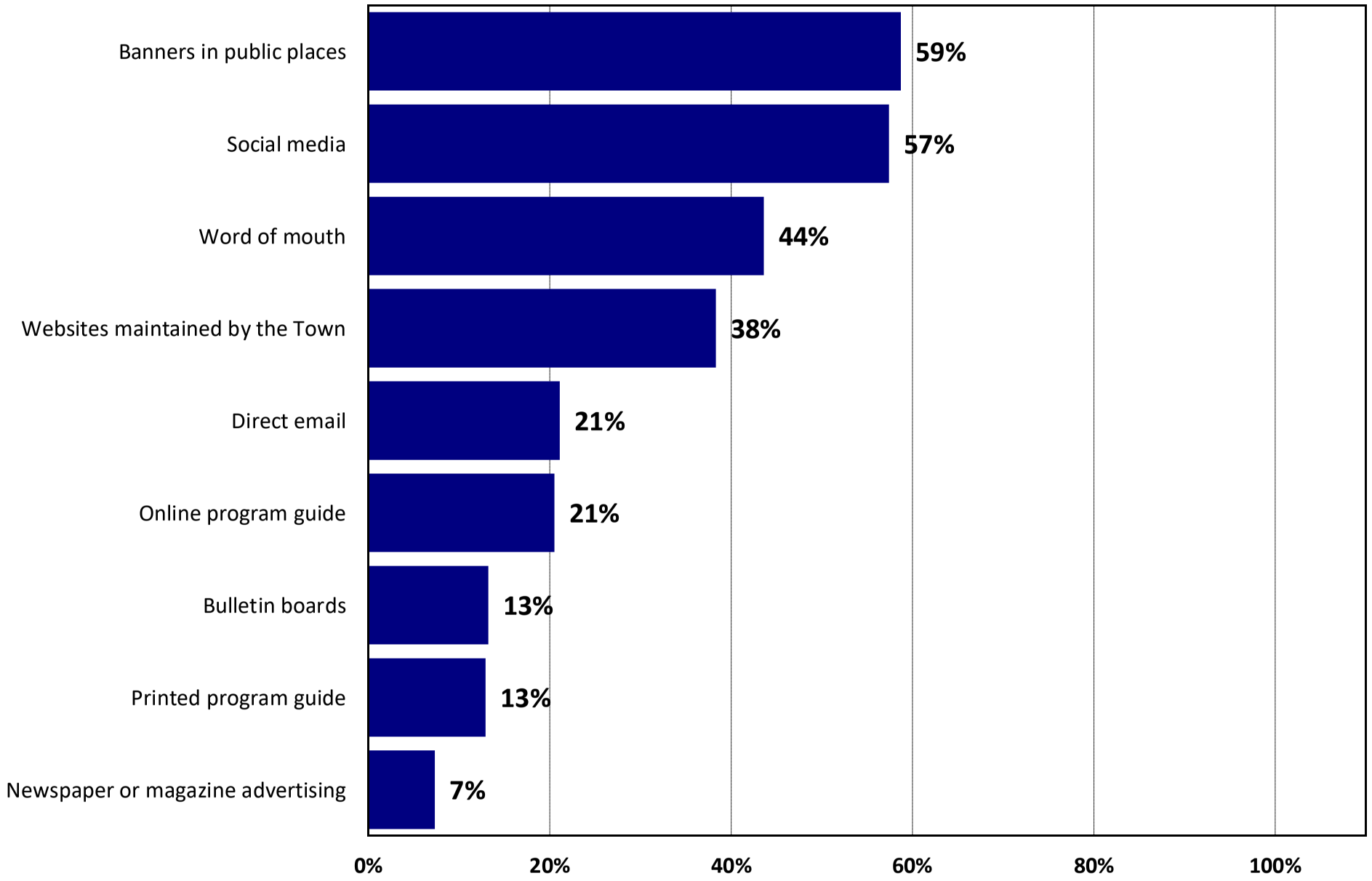
Q3. Please CHECK ALL of the following reasons that prevent you or members of your household from visiting Morrisville parks and recreation facilities more often.

by percentage of respondents (multiple selections could be made)



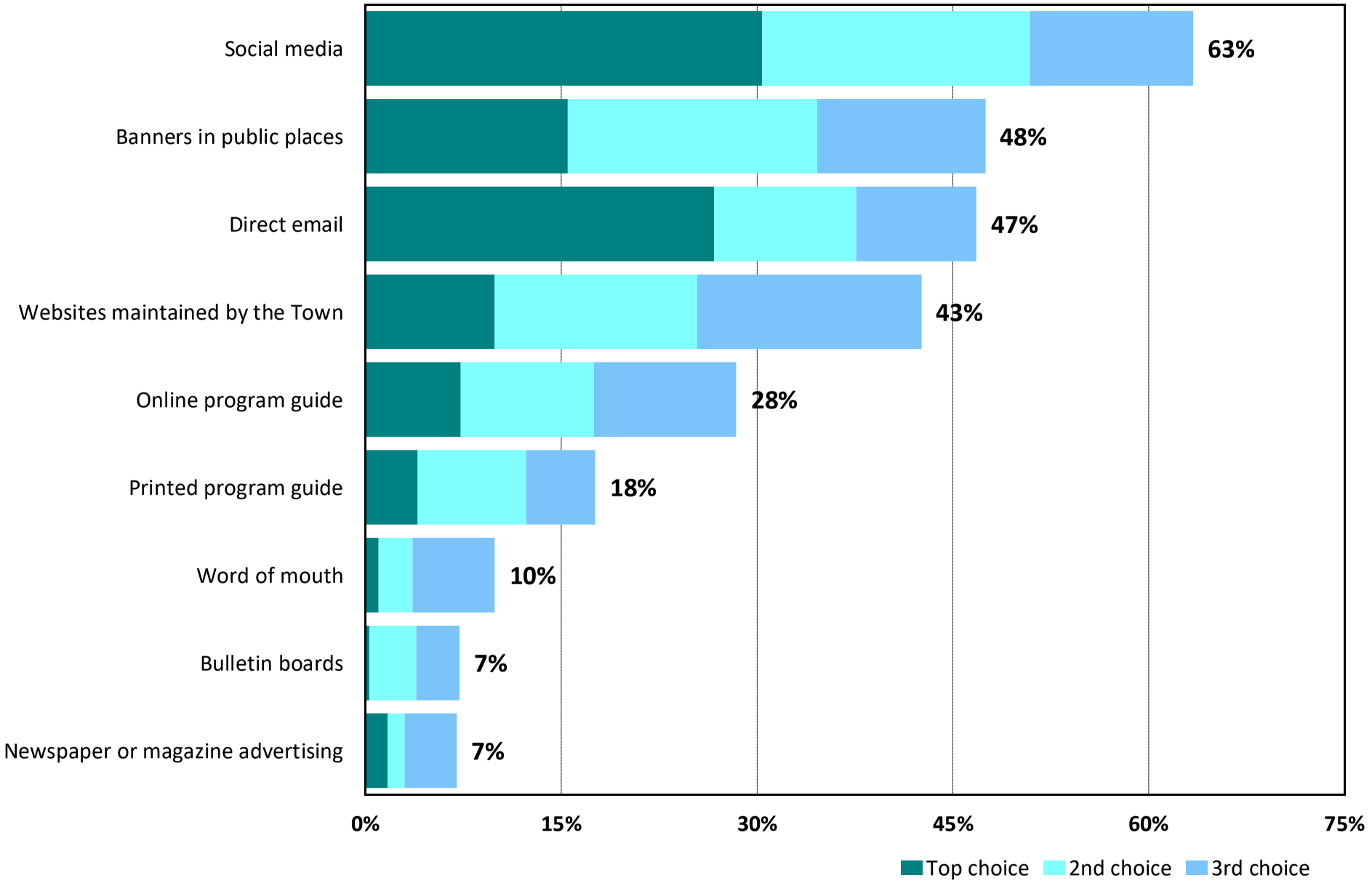
Q4. Please CHECK ALL the ways you learn about Morrisville Parks, Recreation, and Cultural Resource Department parks, recreation facilities, programs, and events.

by percentage of respondents (multiple selections could be made)



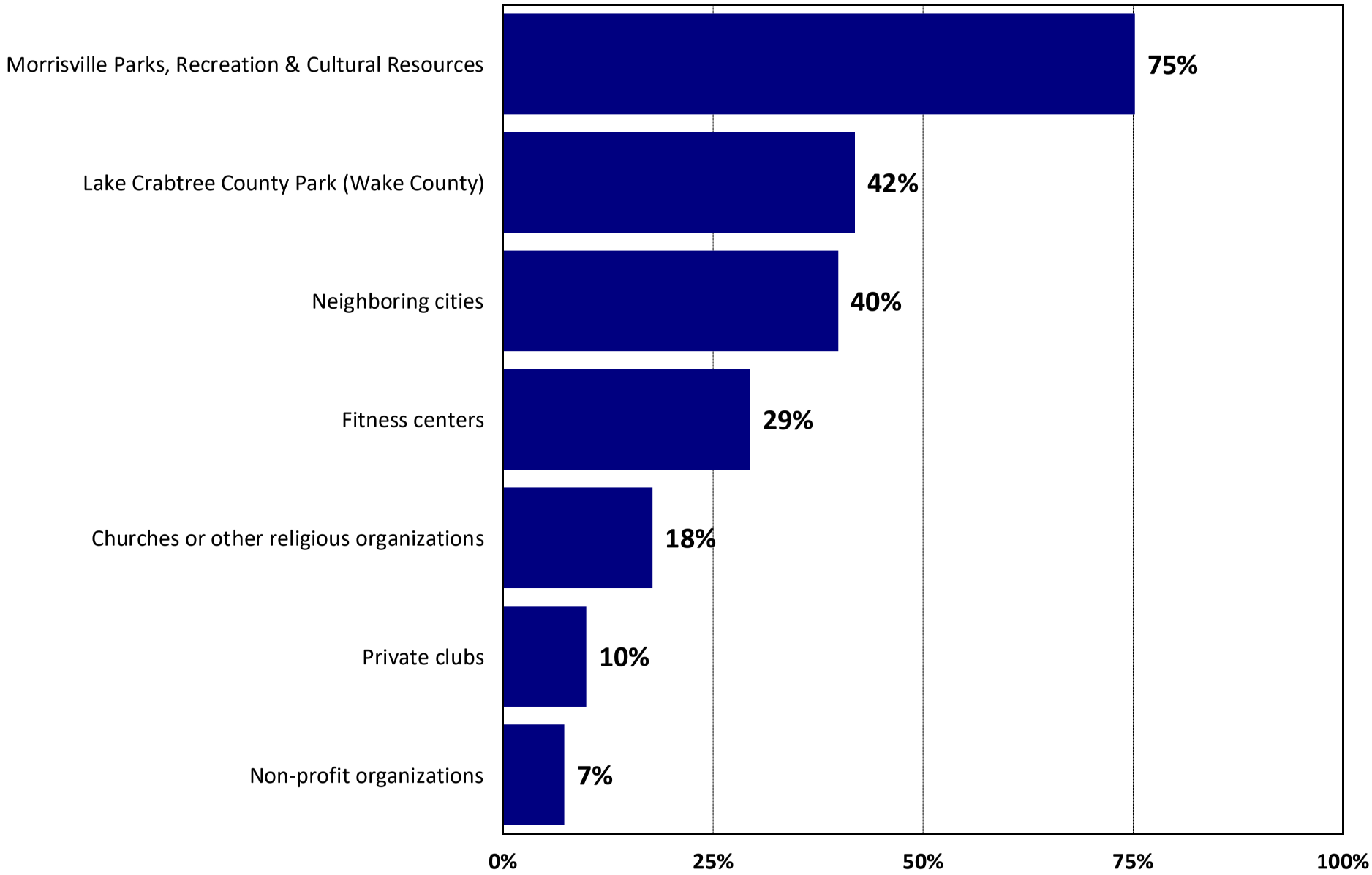
Q5. Which THREE methods of communication would you MOST PREFER the Town use to communicate about parks, recreation facilities, programs, and events?

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



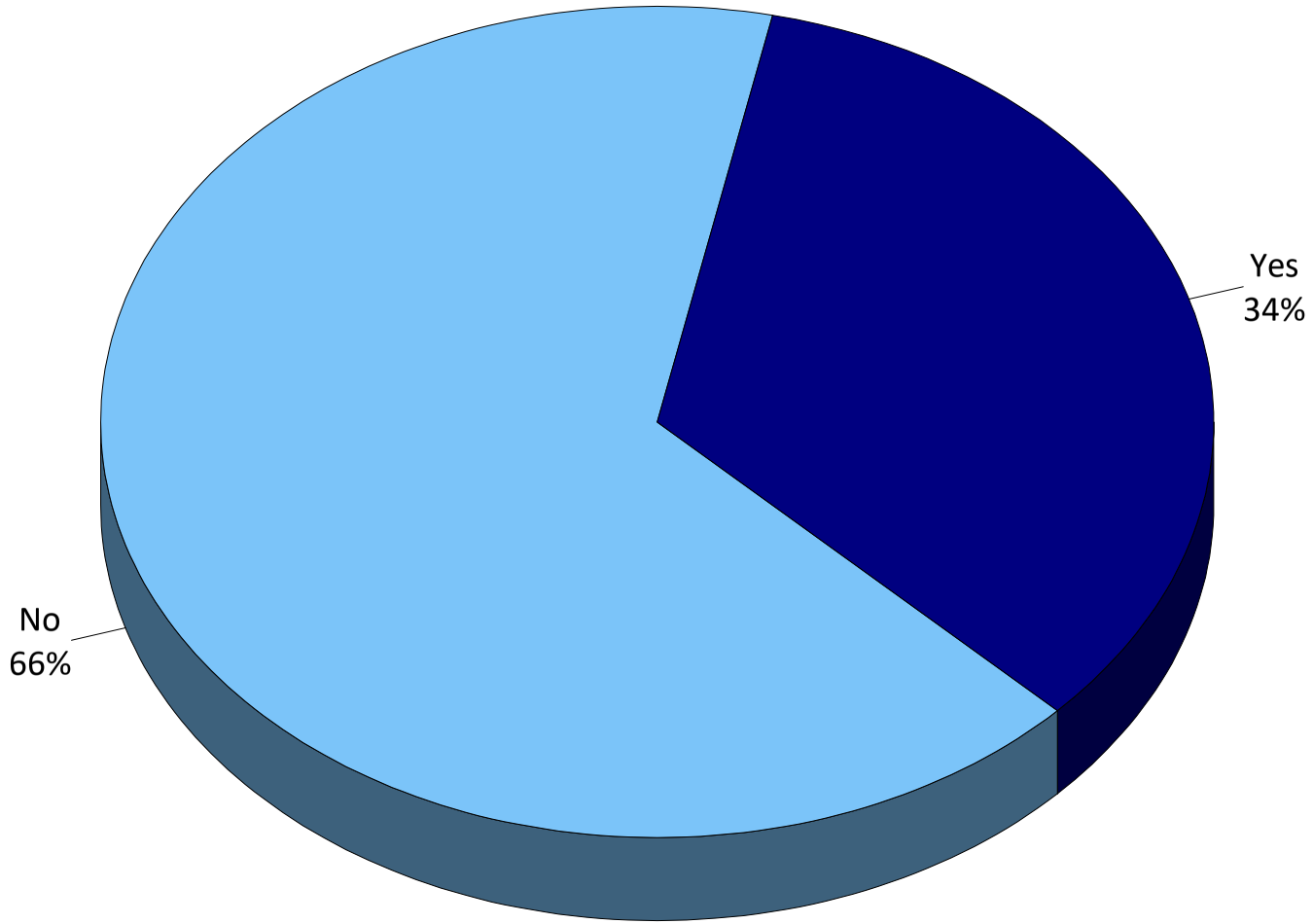
Q6. Please CHECK ALL of the organizations that you or members of your household have used for recreation and sports activities during the last 12 months.

by percentage of respondents (multiple selections could be made)



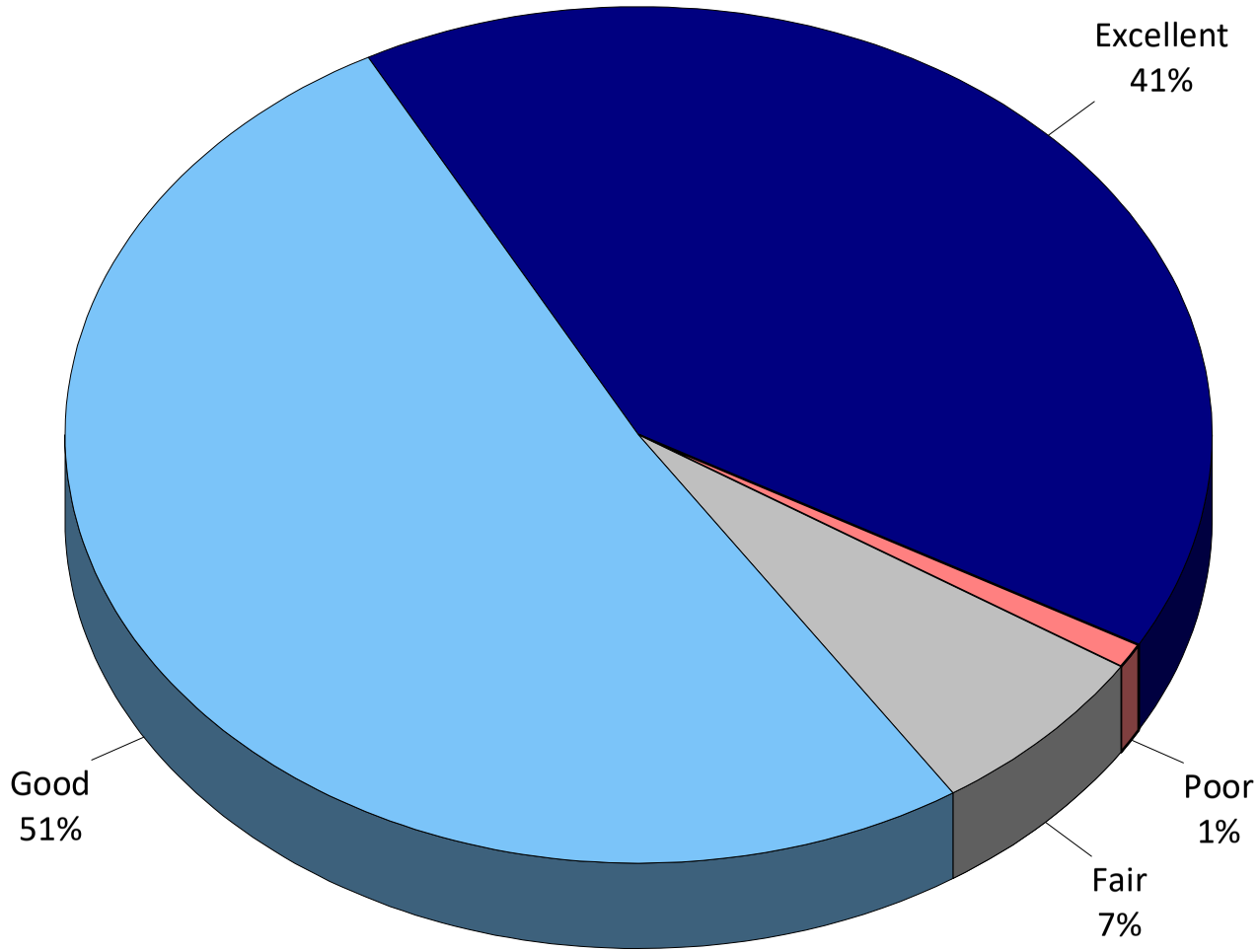
Q7. Has your household participated in any PROGRAMS offered by the Morrisville Parks, Recreation & Cultural Resources Department during the past 12 months?

by percentage of respondents



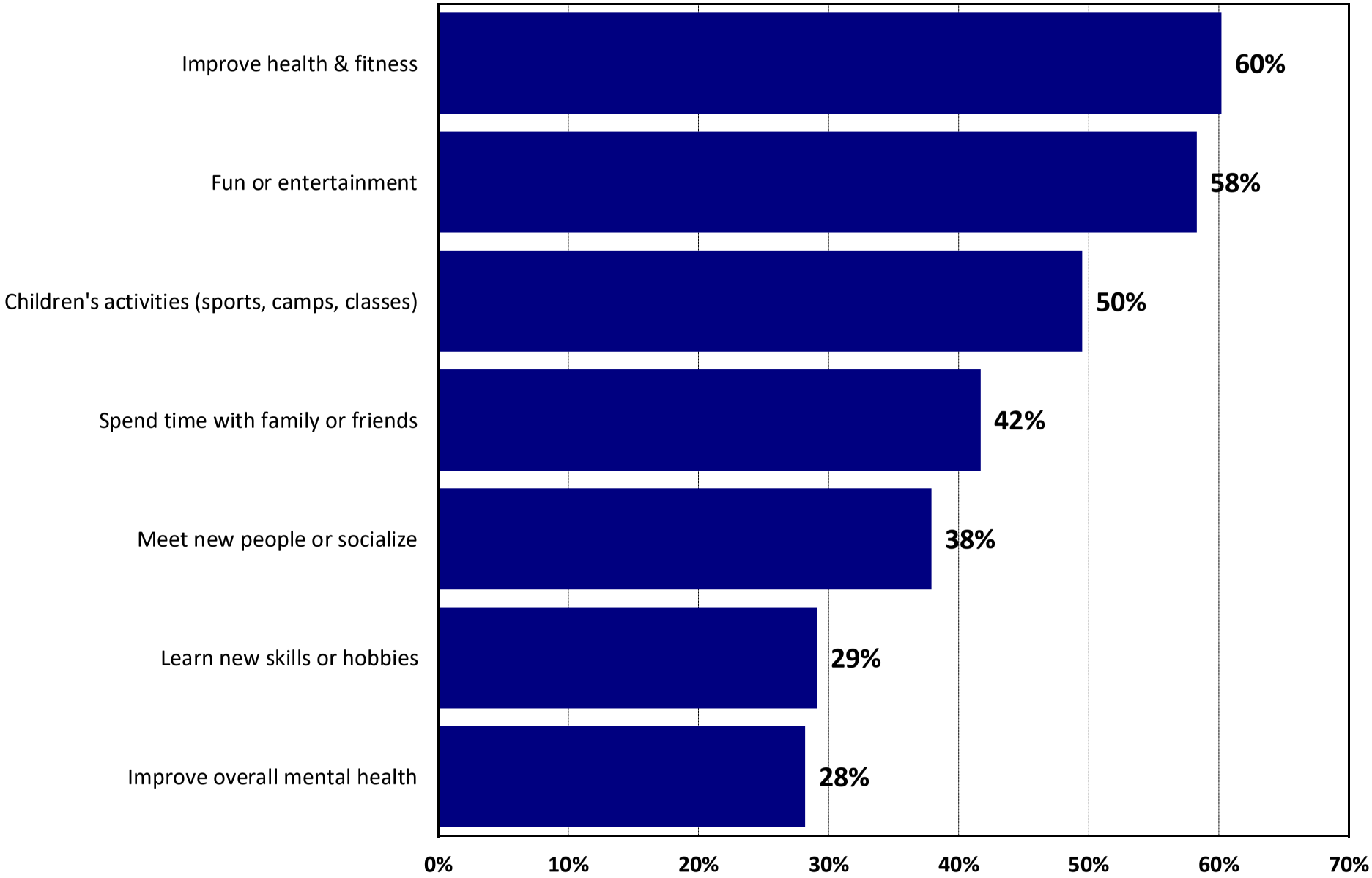
Q7a. How would you rate the overall quality of the Morrisville Parks, Recreation & Cultural Resources Department PROGRAMS in which your household has participated?

by percentage of respondents who answered “Yes" to Q7 (excluding "not provided”)



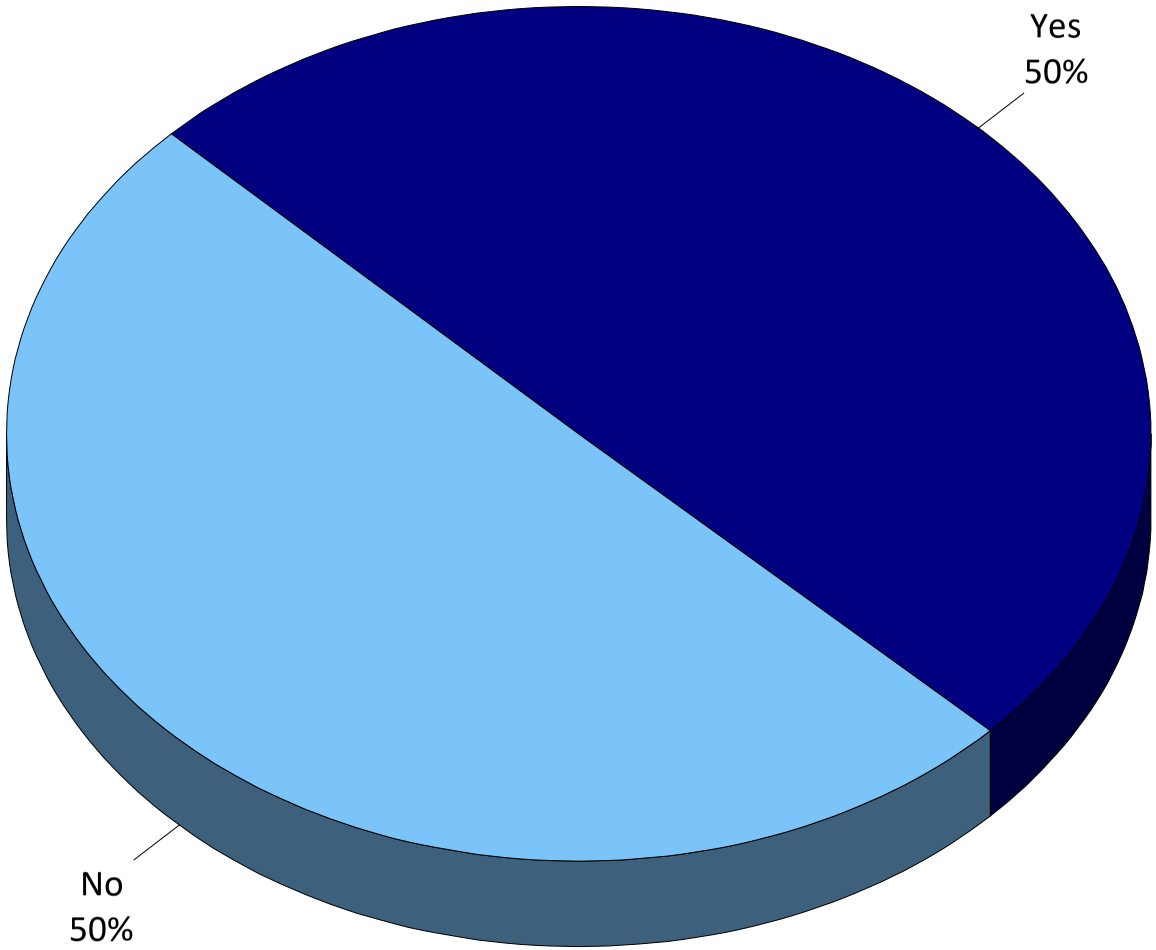
Q7b. What are the reasons that you and members of your household participate in Morrisville Parks, Recreation & Cultural Resources Department PROGRAMS?

by percentage of respondents who answered "Yes" to Q7 (multiple selections could be made)



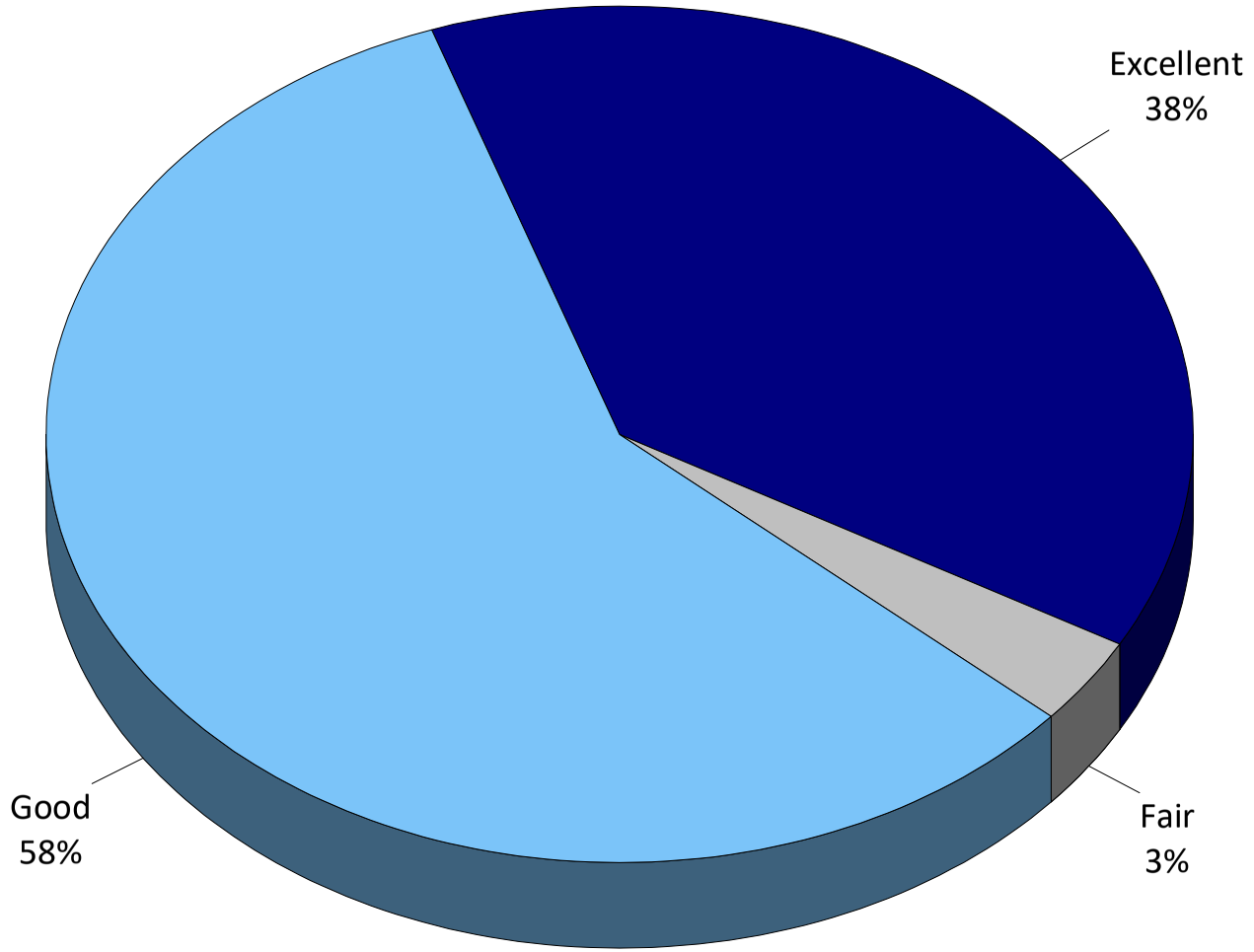
Q8. Has your household attended any EVENTS offered by the Morrisville Parks, Recreation & Cultural Resources Department during the past 12 months?

by percentage of respondents



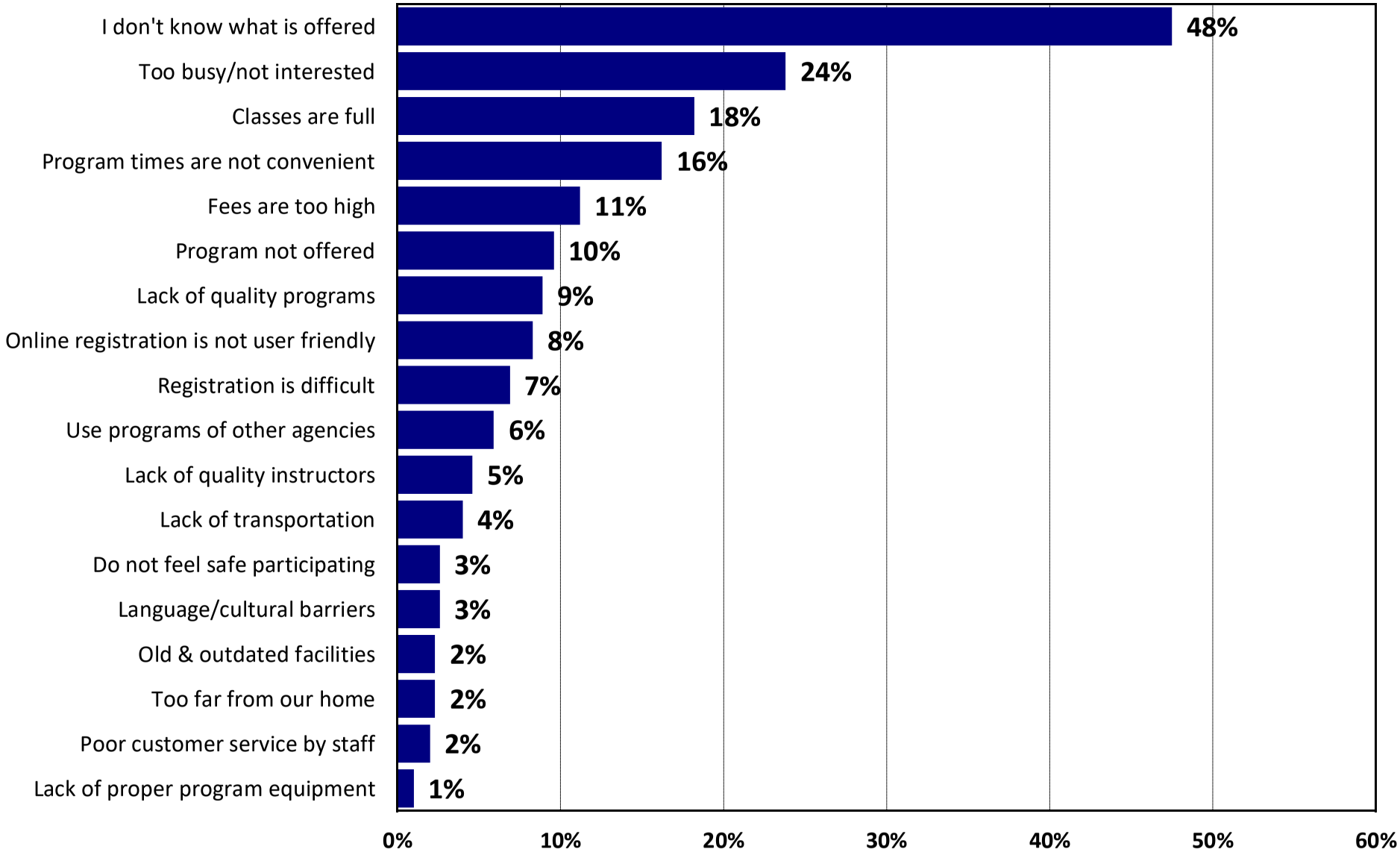
Q8a. How would you rate the overall quality of the Morrisville Parks, Recreation & Cultural Resources Department EVENTS that your household has attended?

by percentage of respondents who answered “Yes" to Q8 (excluding "not provided”)



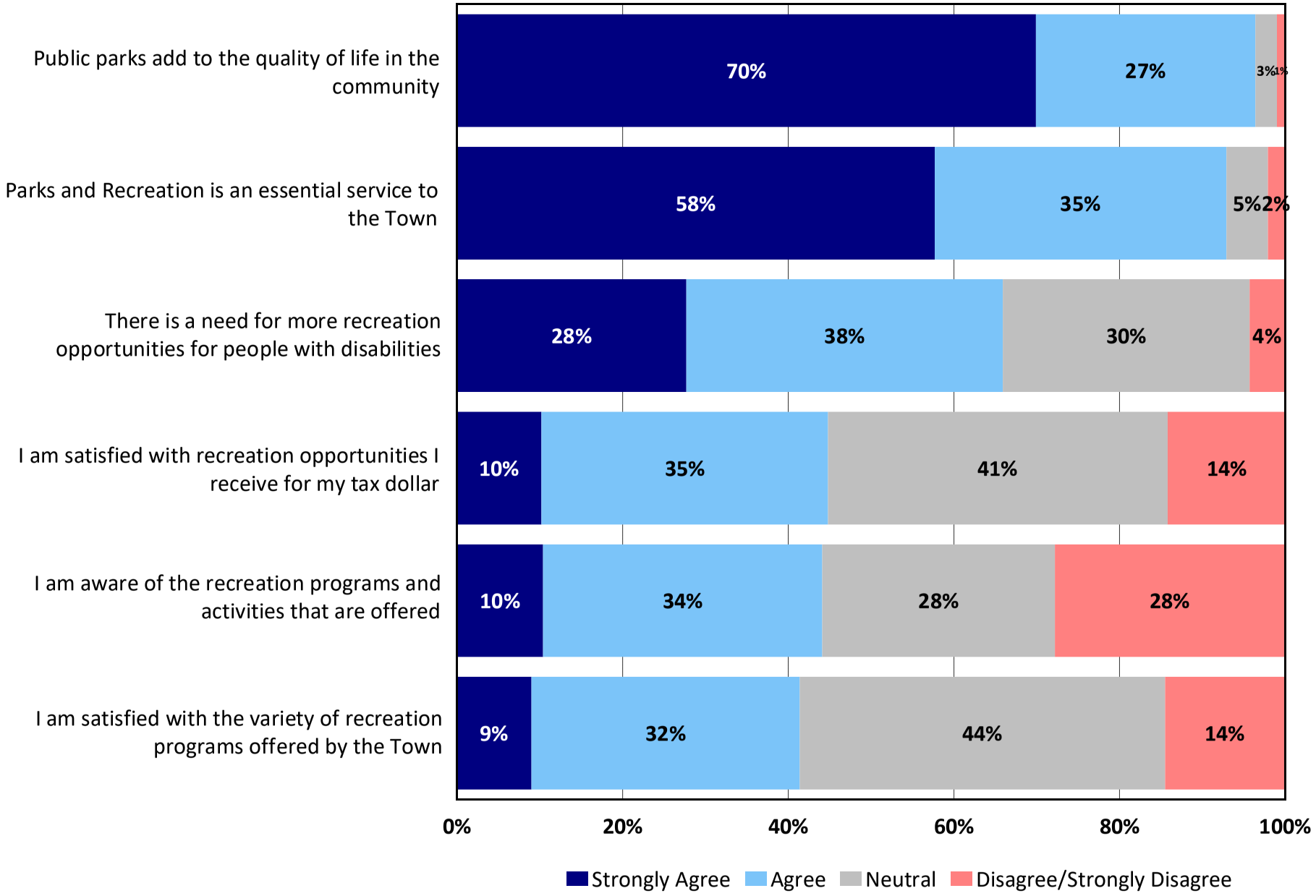
Q9. Please CHECK ALL of the following reasons that prevent you or members of your household from participating in Morrisville Parks, Recreation, and Cultural Resource Department programs more often.

by percentage of respondents (multiple selections could be made)



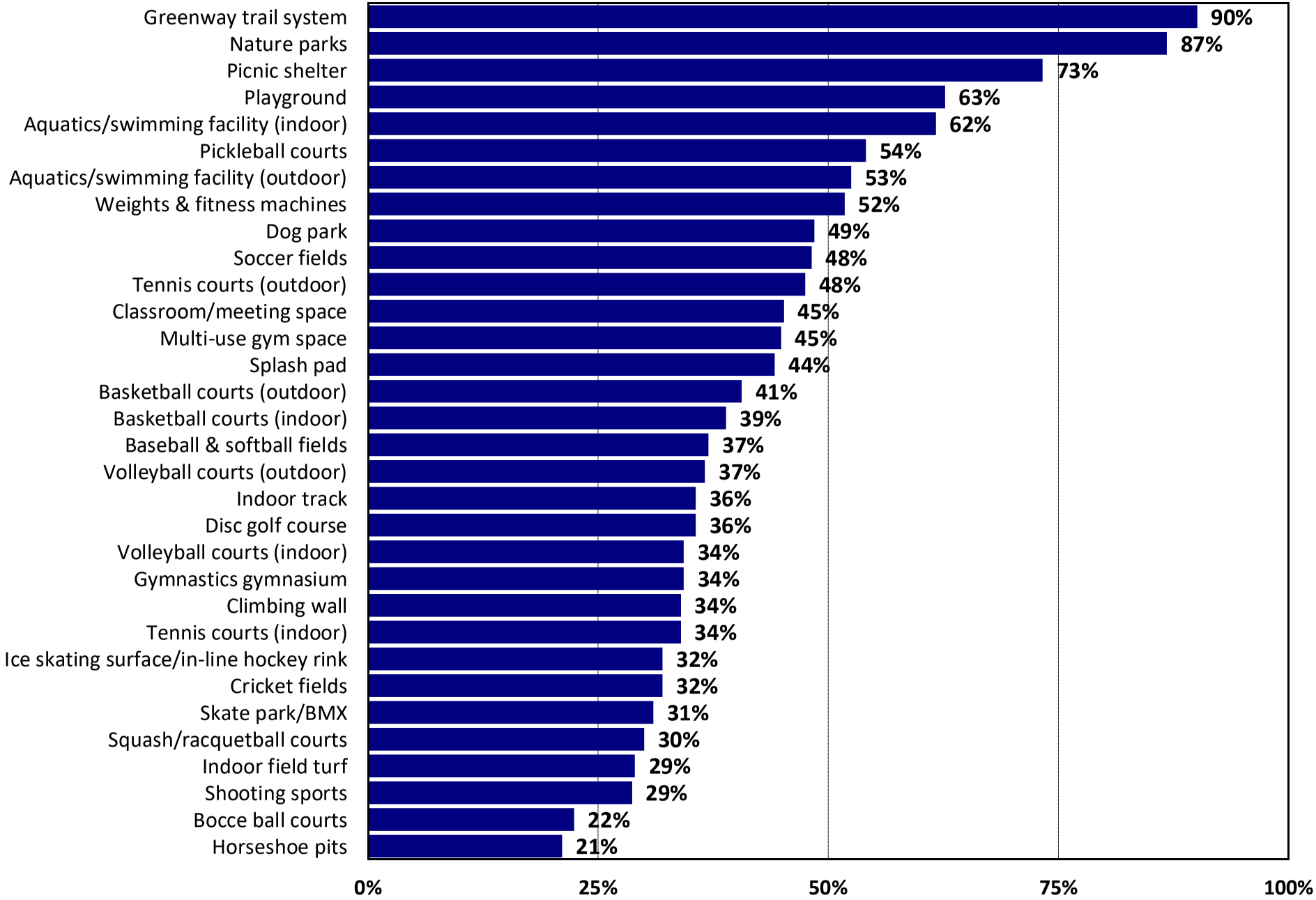
Q10. Level of Agreement with Statements about Parks and Recreation System

by percentage of respondents (excluding "don't know")



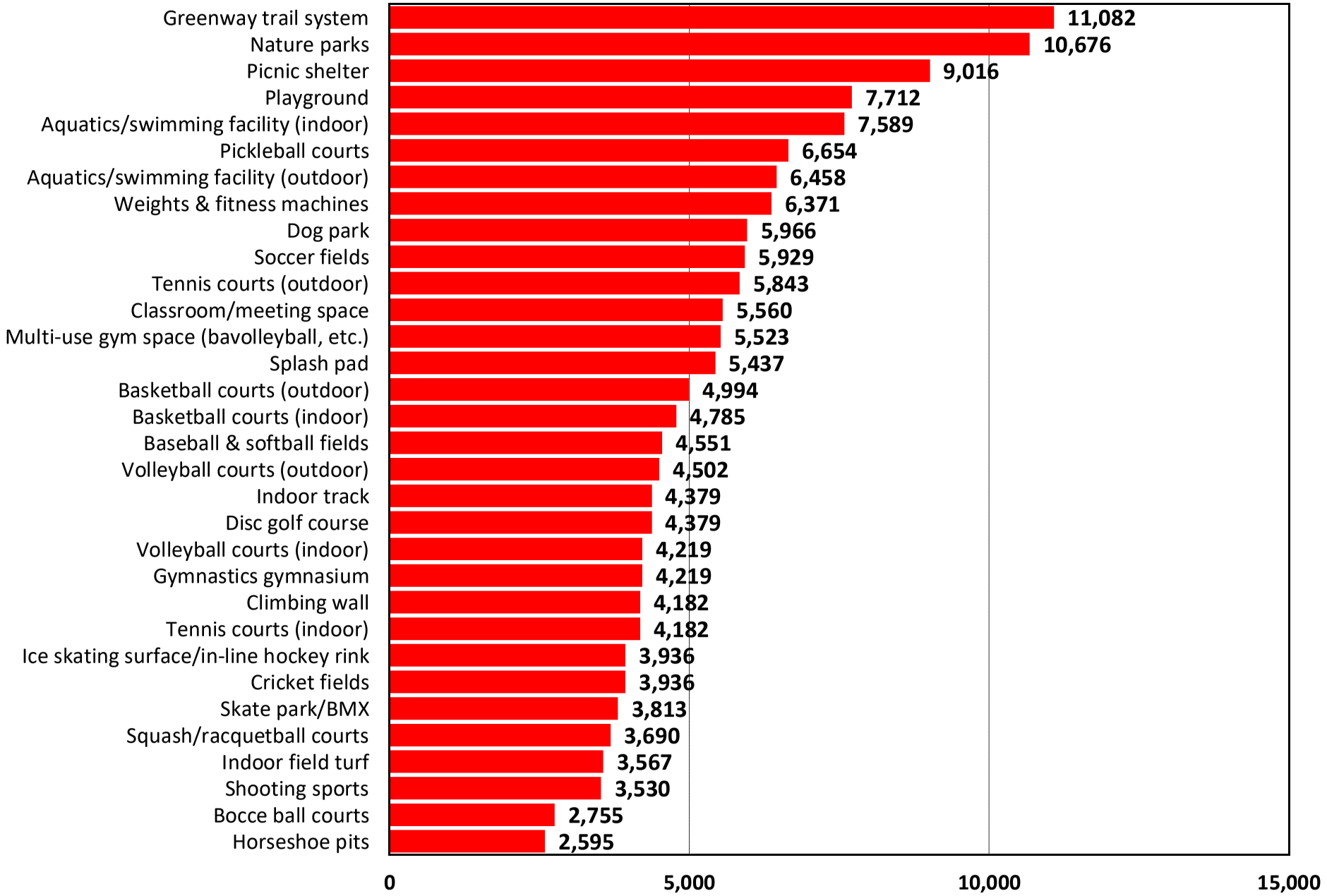
Q11. Need for Facility/Amenity

by percentage of respondents who indicated need



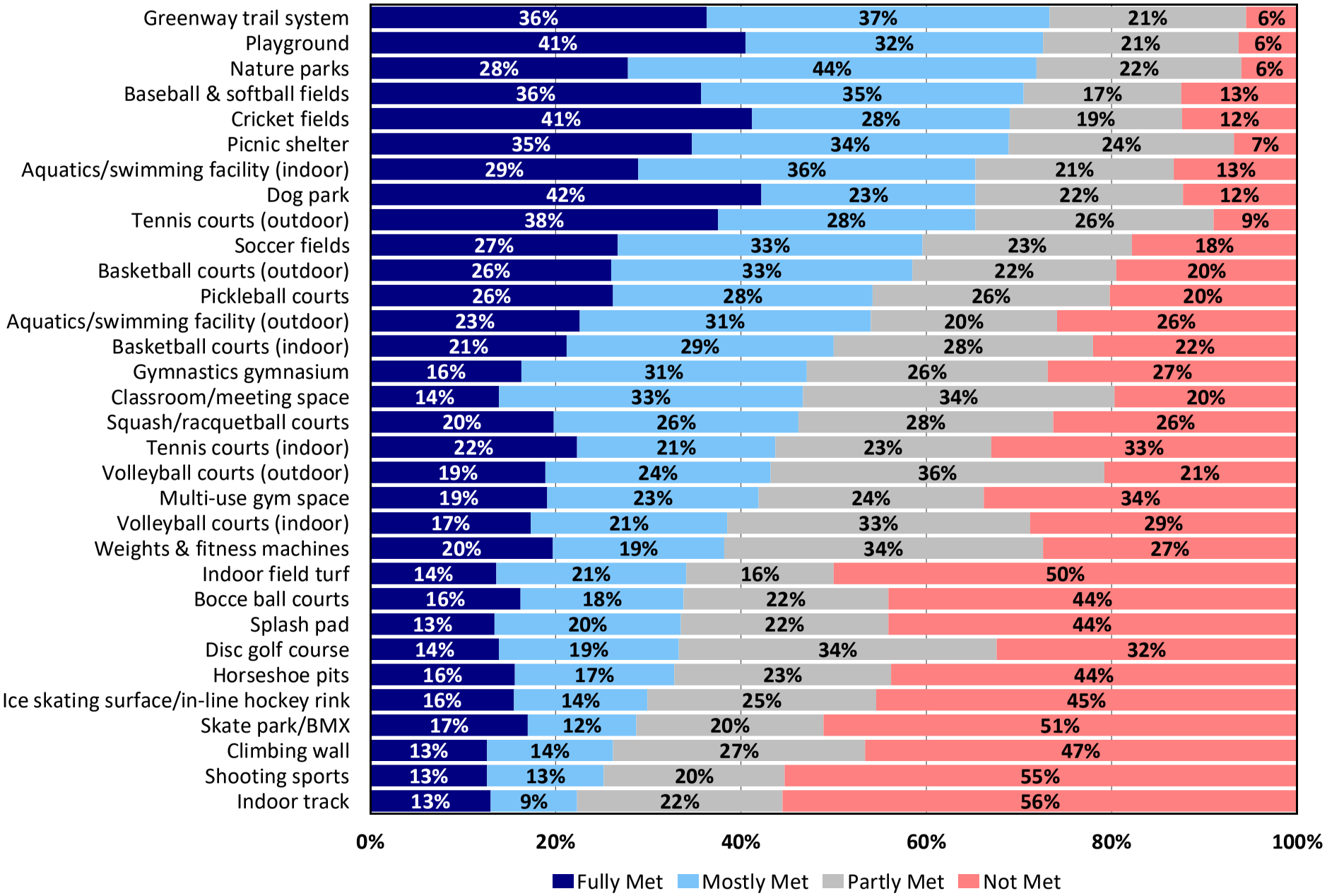
Q11b. Estimated number of households who have a need for facilities/amenities

by number of households based on an estimated 12,300 households



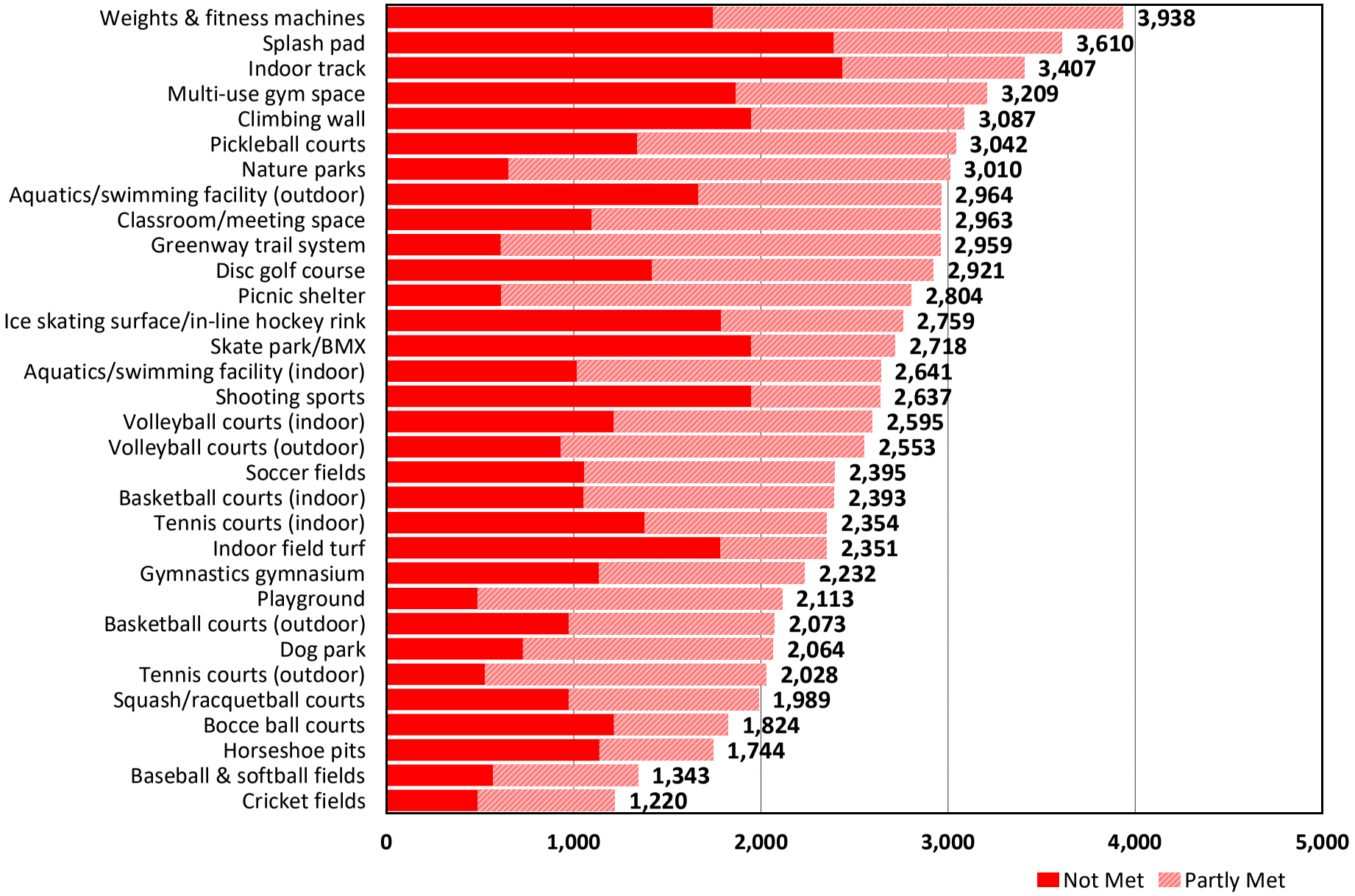
Q11c. Please indicate how well your needs are met for facilities/amenities

by percentage of respondents (excluding "no need")



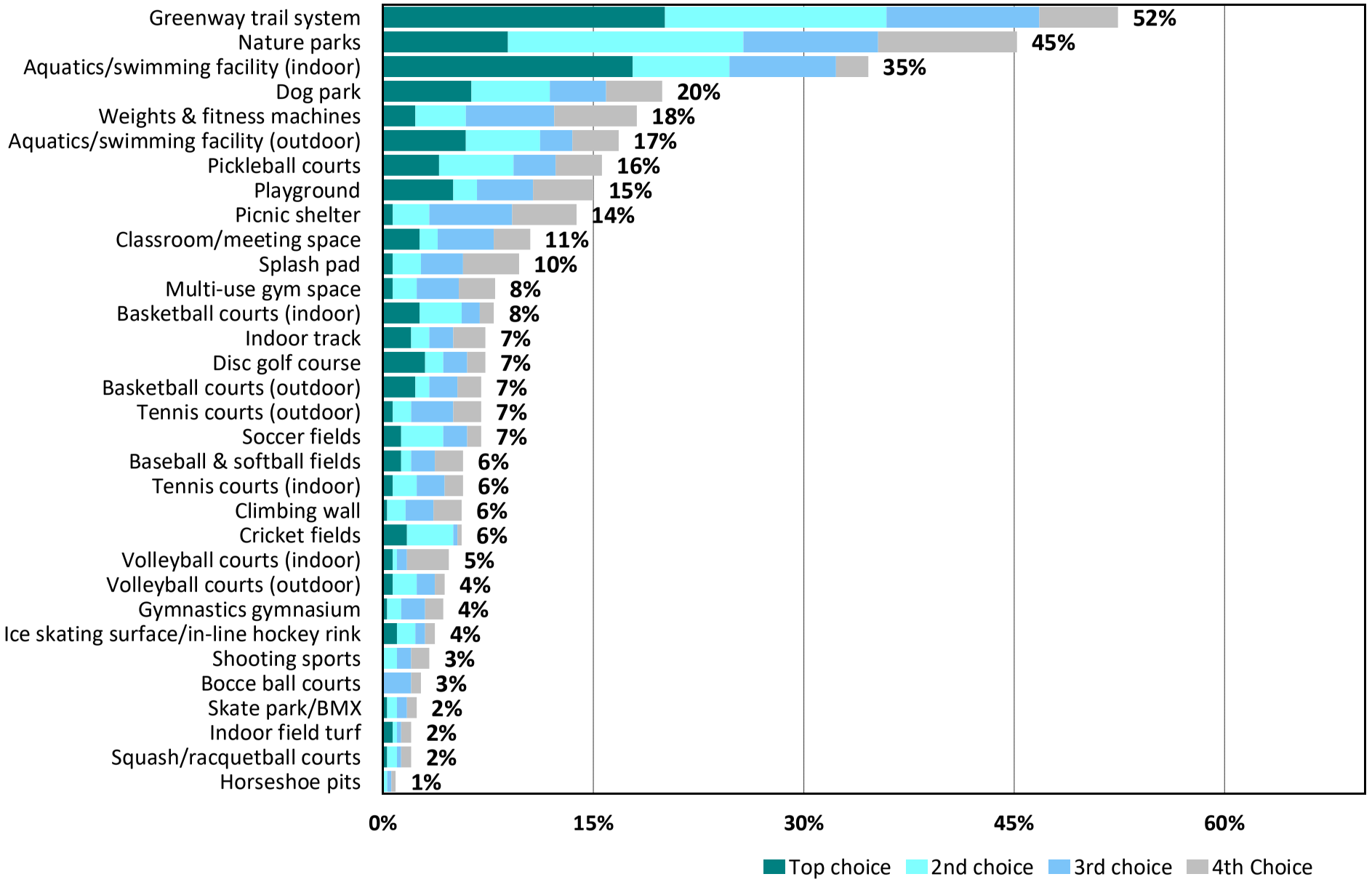
Q11d. Estimated number of households whose facility/amenity needs are only "partly met" or "not met"

by number of households based on an estimated 12,300 households



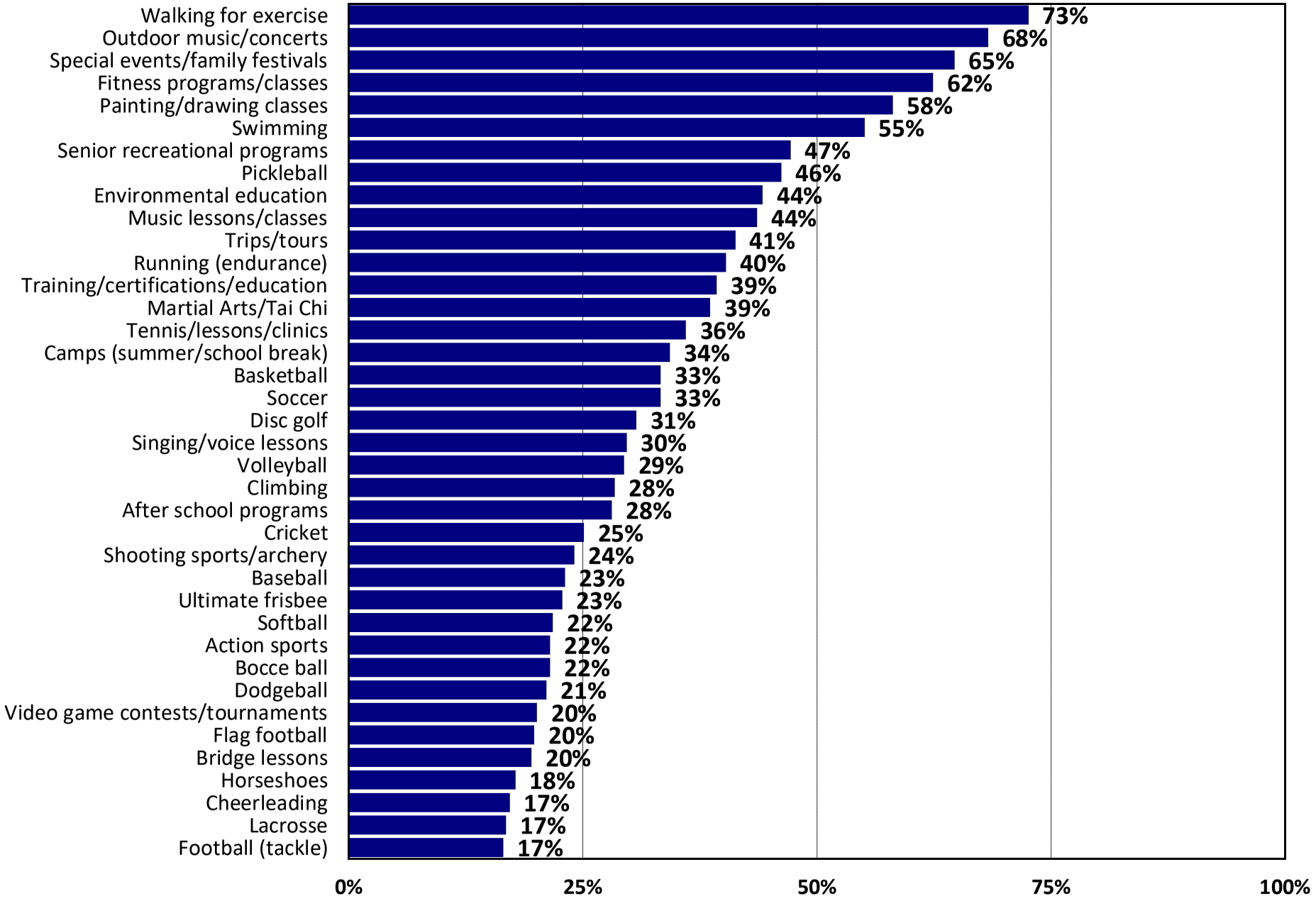
Q12. Which FOUR facilities/amenities from the list in Question 11 are MOST IMPORTANT to your household?

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



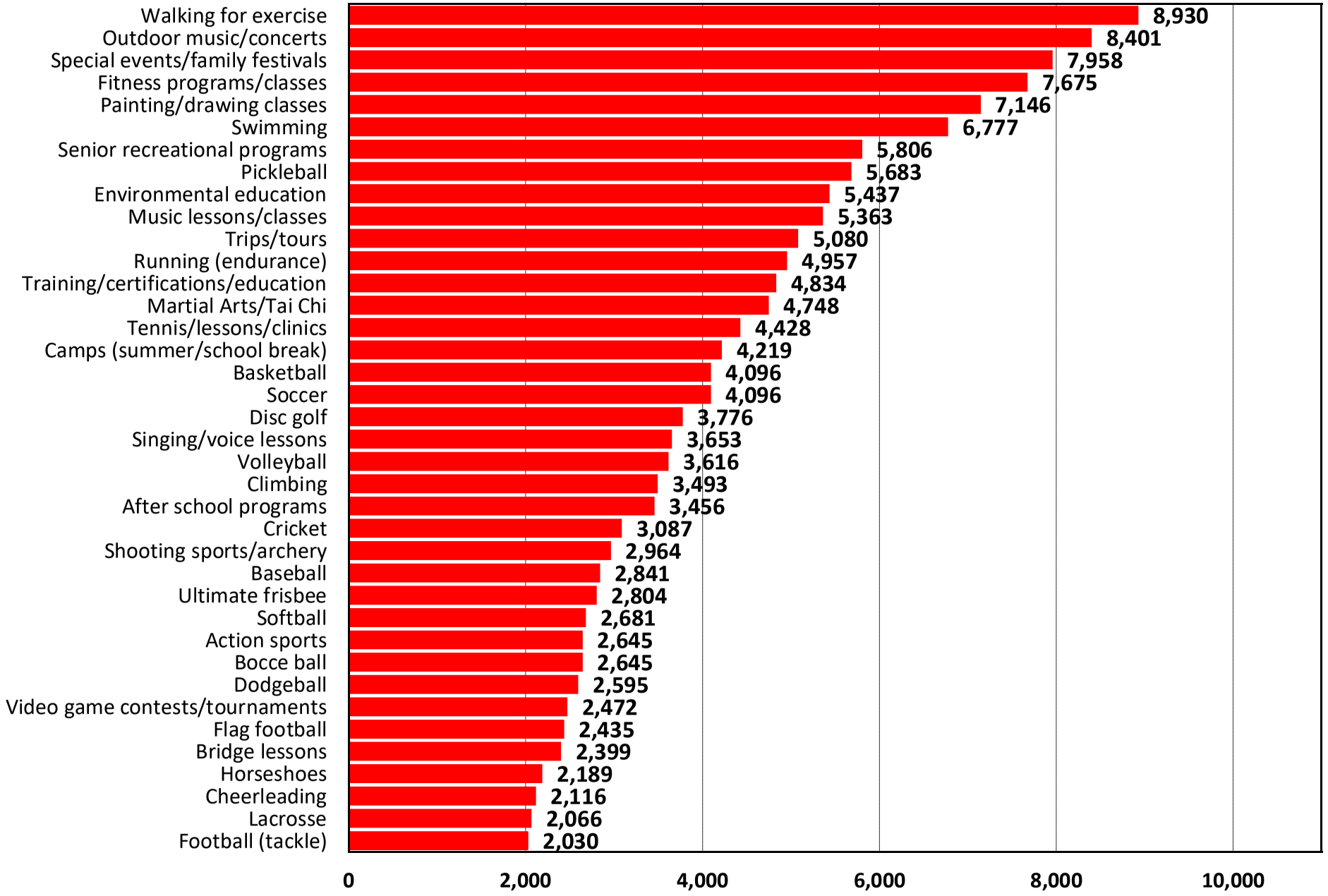
Q13. Need for Programs/Activities

by percentage of respondents who indicated need



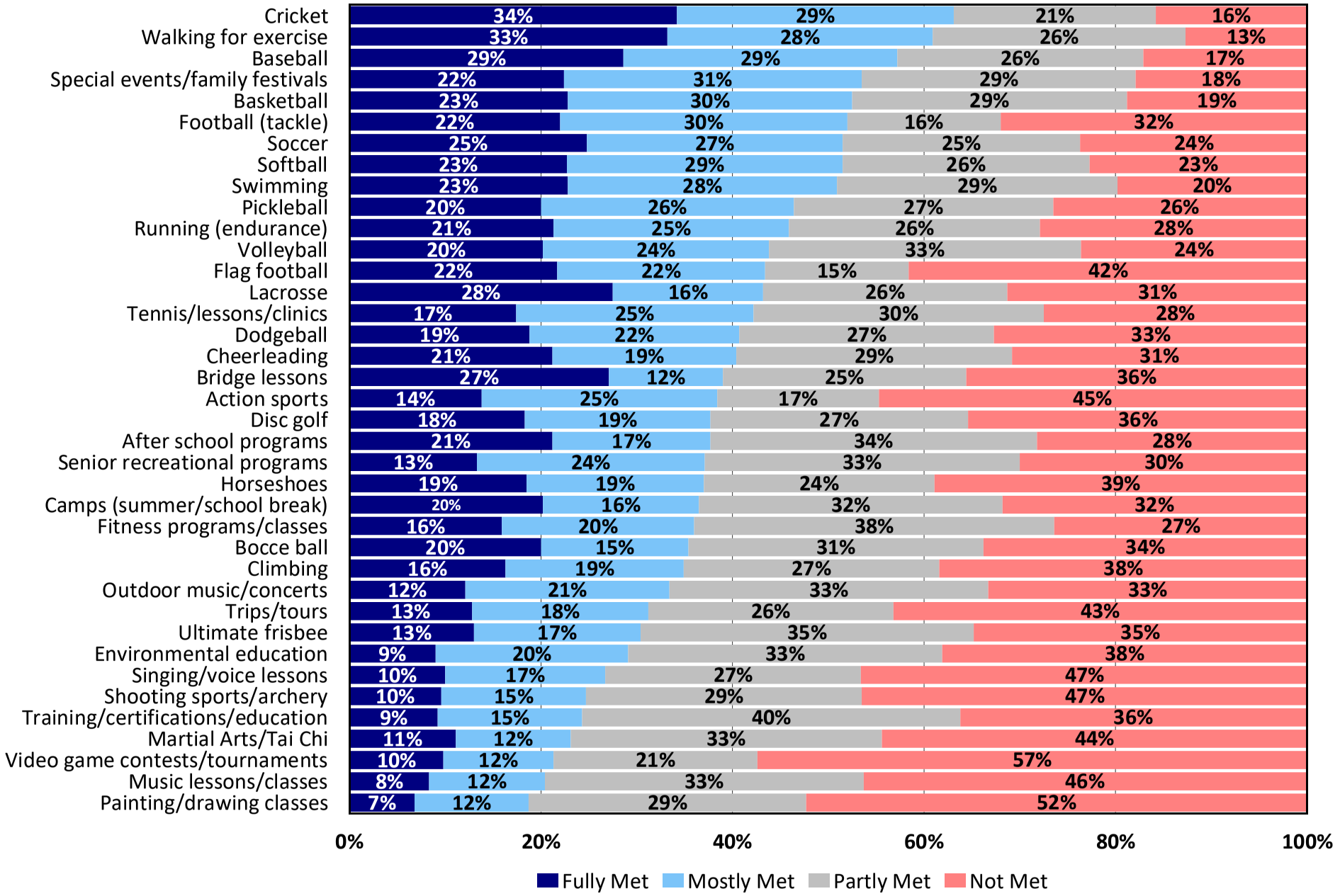
Q13b. Estimated number of households who have a need for programs/activities

by number of households based on an estimated 12,300 households



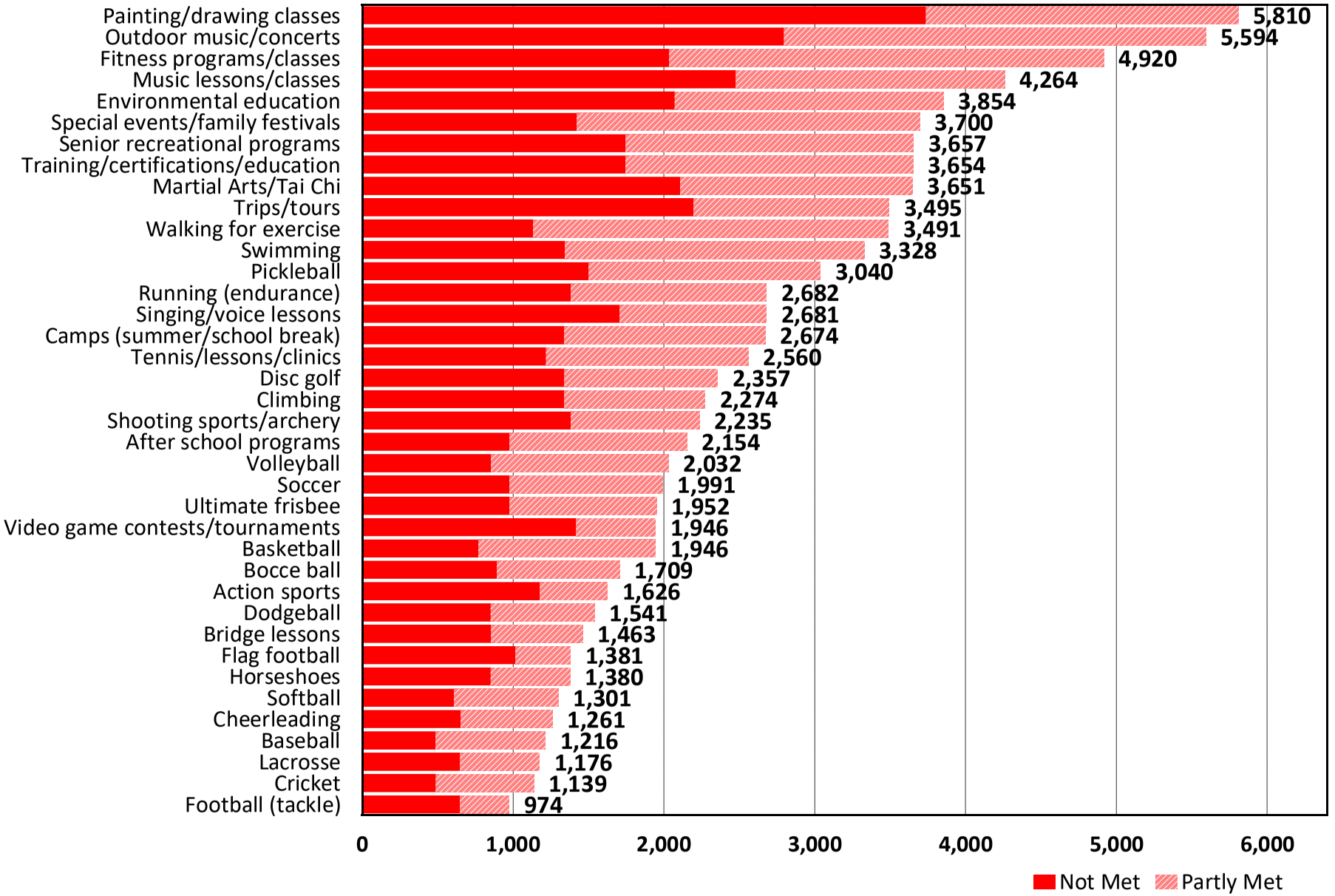
Q13c. Please indicate how well your needs are met for programs/activities

by percentage of respondents (excluding "no need")



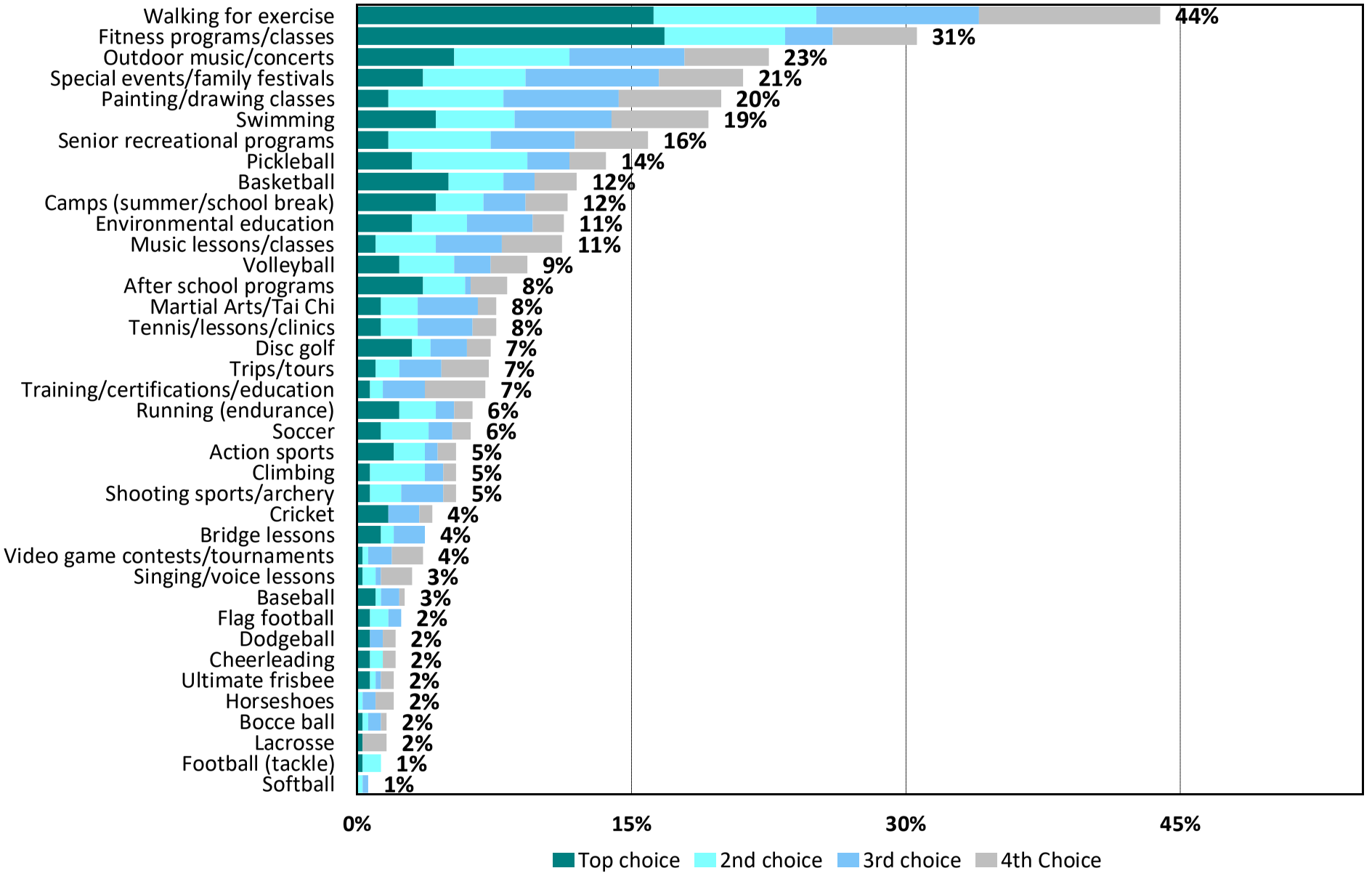
Q13d. Estimated number of households whose program/activity needs are only "partly met" or "not met"

by number of households based on an estimated 12,300 households



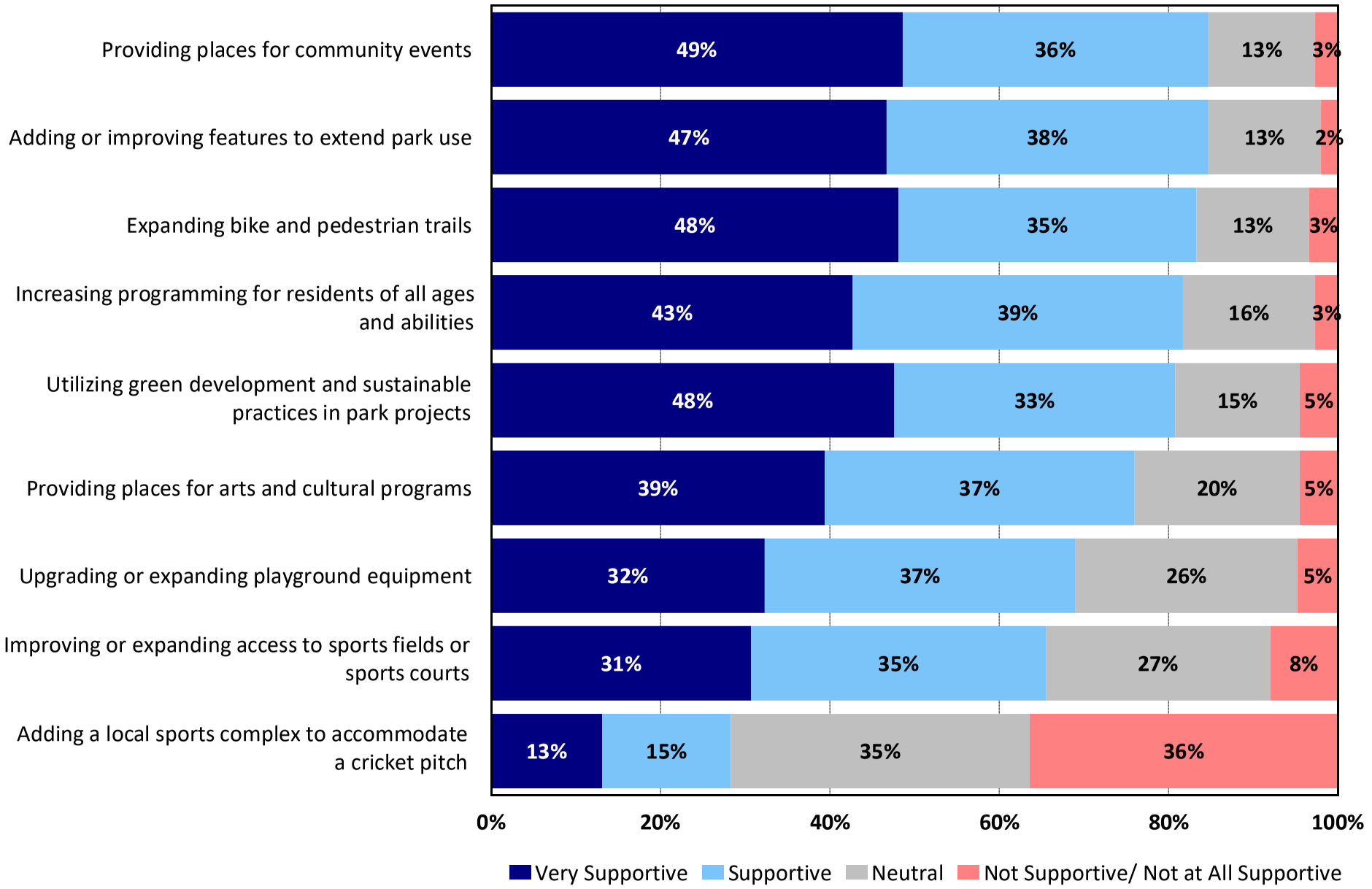
Q14. Which four programs/activities from the list in Question 13 are MOST IMPORTANT to your household?

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



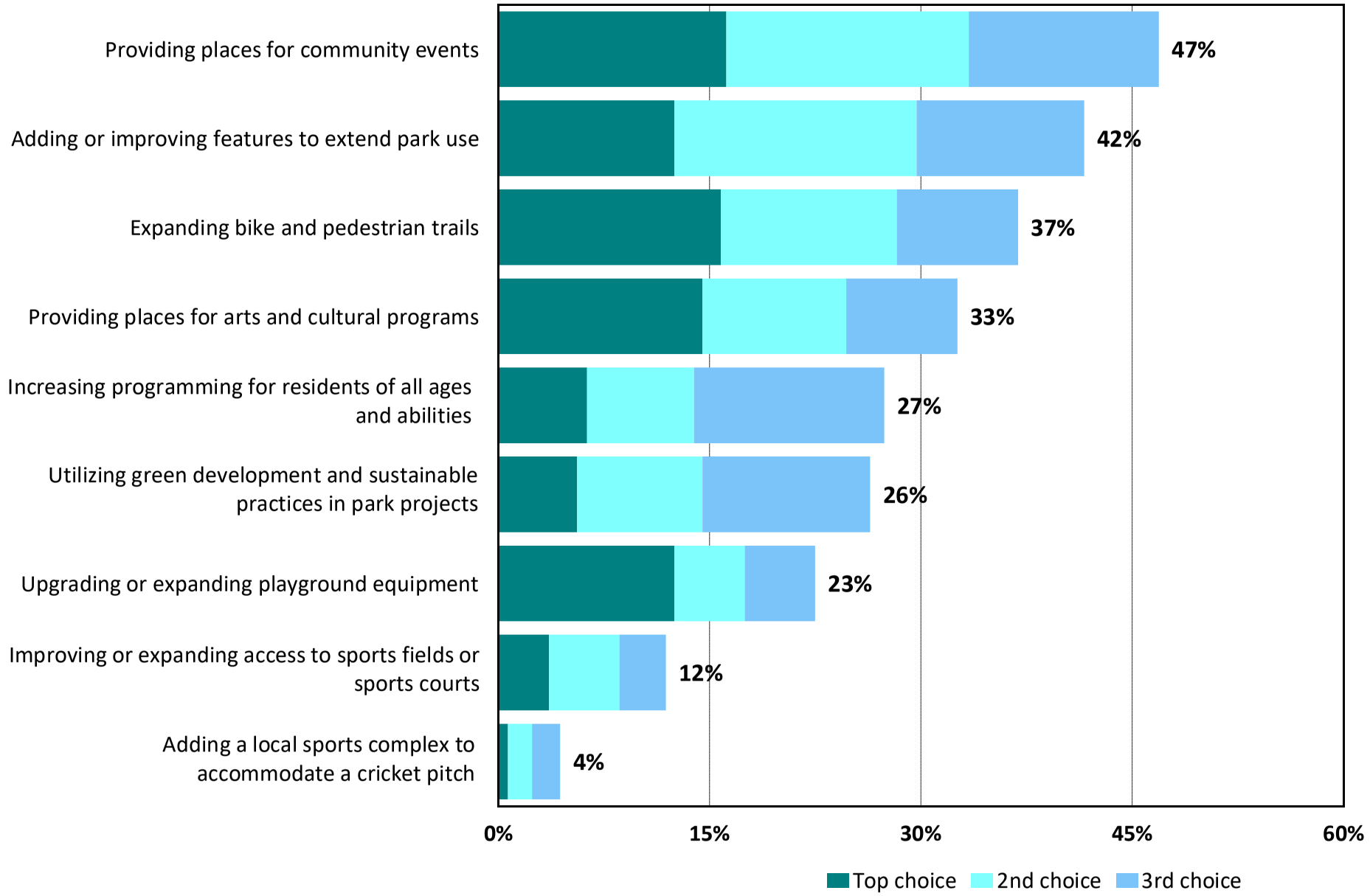
Q15. Please rate your level of support for each of the following actions the Town of Morrisville could take to improve the parks and recreation system.

by percentage of respondents (excluding "don't know")



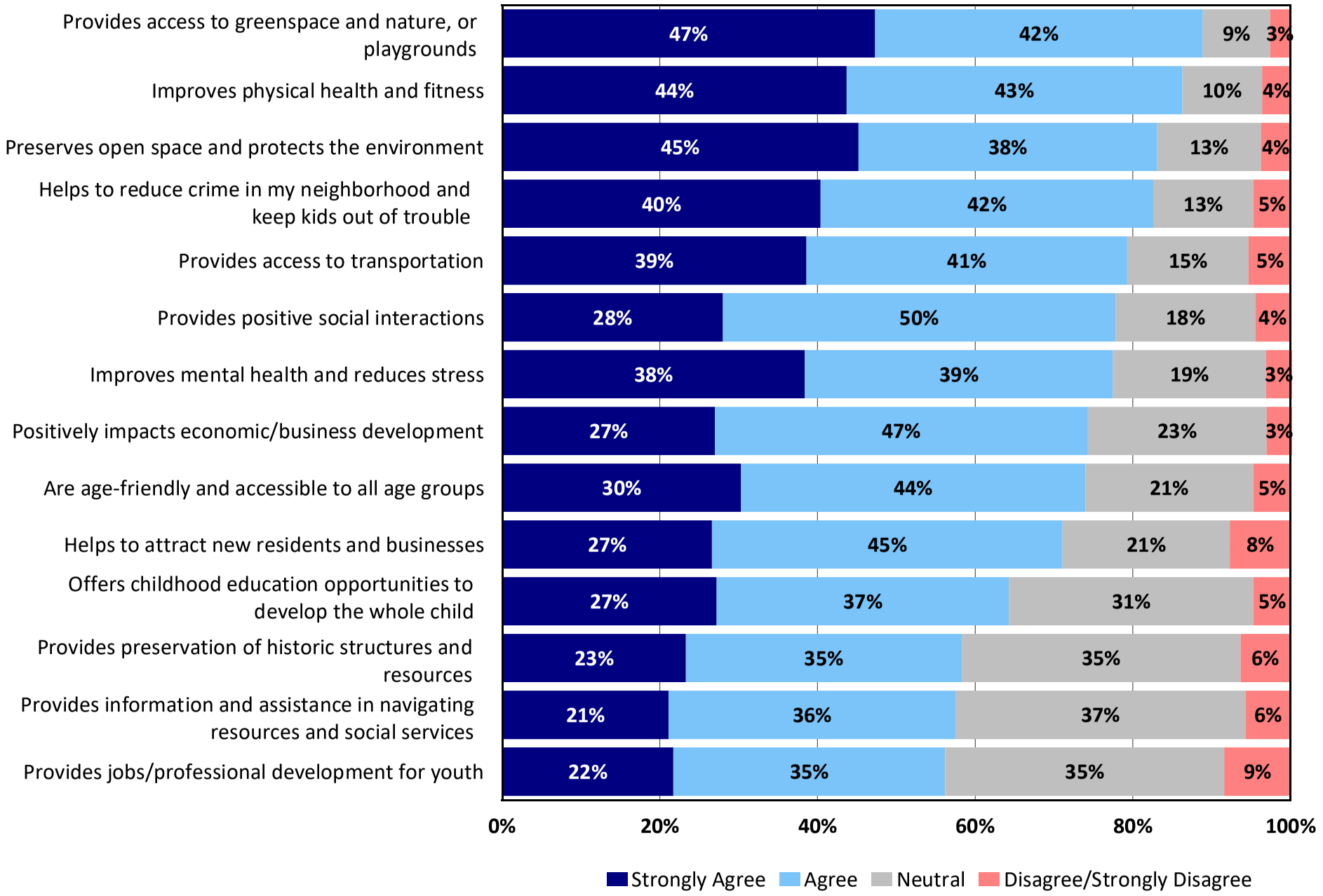
Q16. Which THREE of the items listed in Question 15 are most important to you and the members of your household?

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



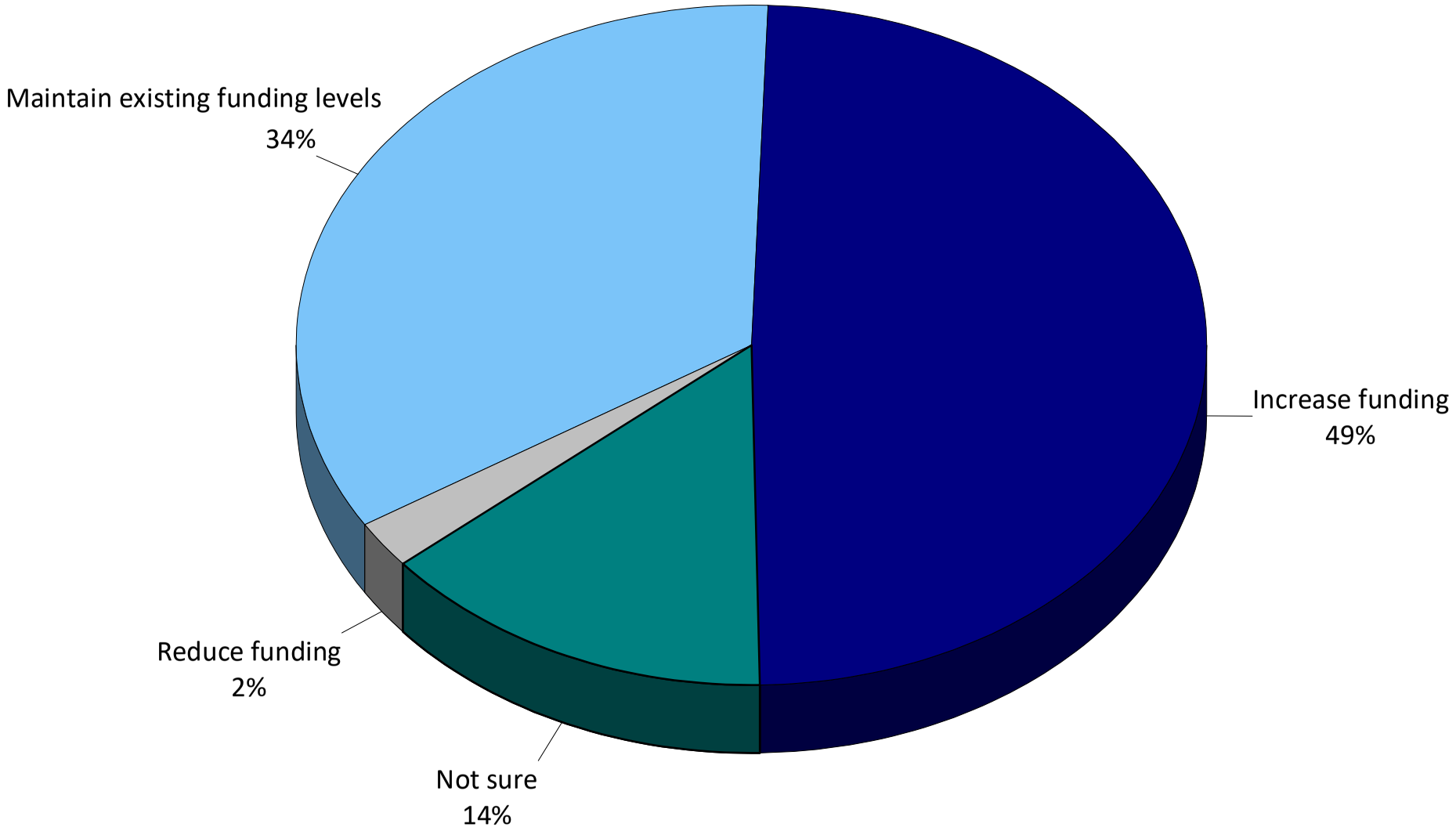
Q17. Level of Agreement with Potential Benefits of Parks and Recreation Services

by percentage of respondents (excluding "don't know")



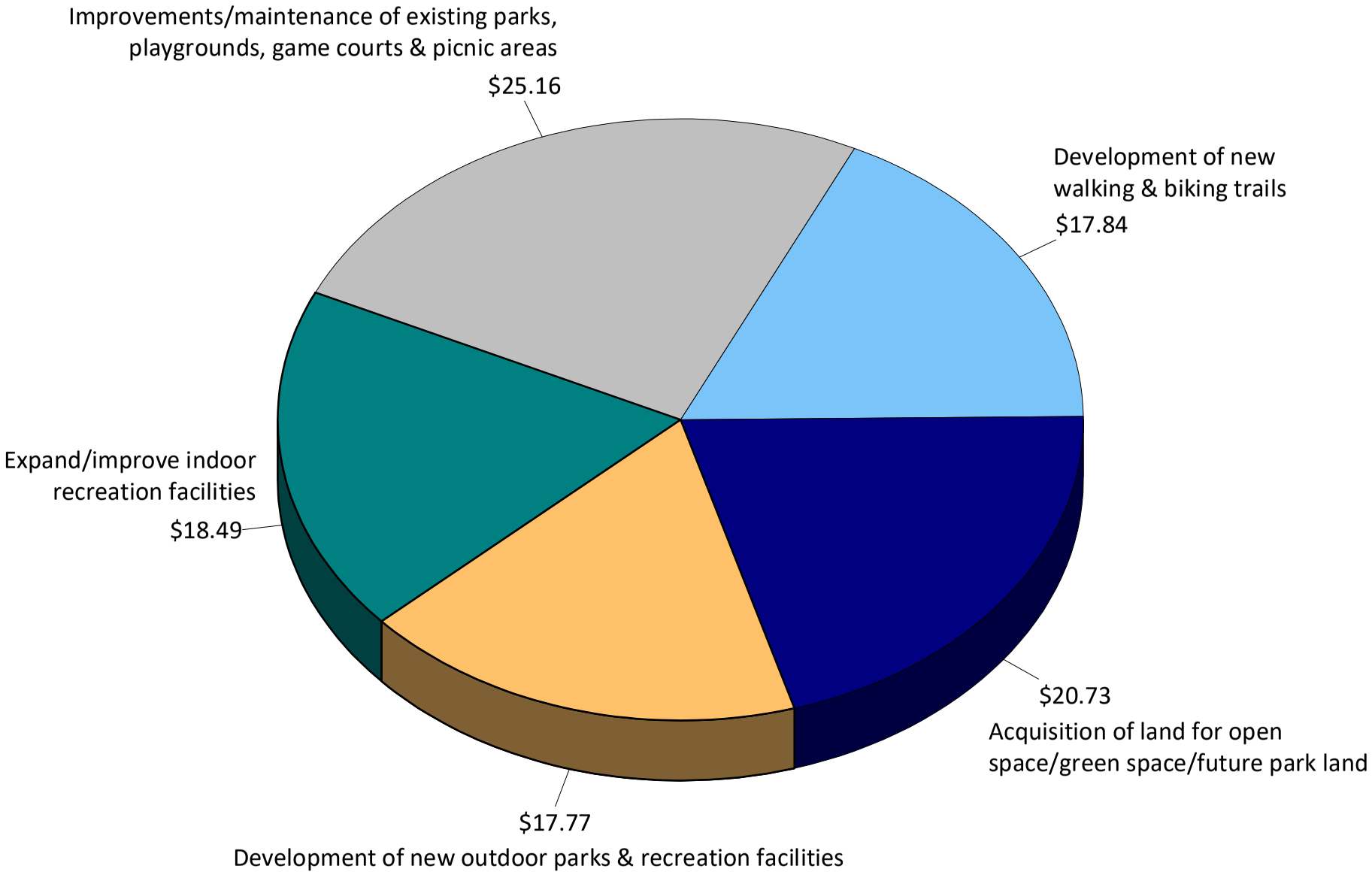
Q18. Based on your perception of value, how would you want the Town to fund future parks, recreation, trails, and open space needs?

by percentage of respondents



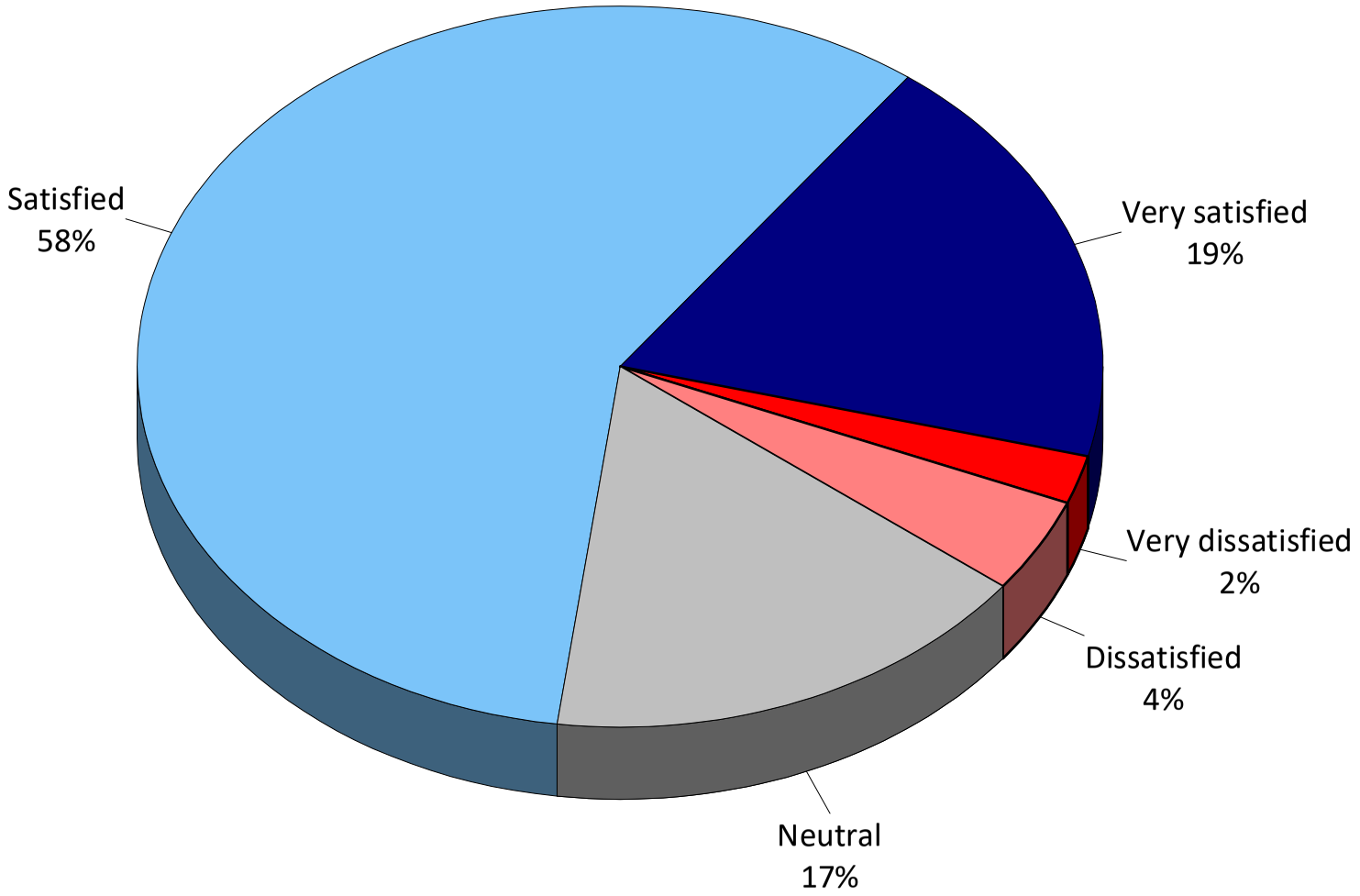
Q19. If you had $100, how would you allocate the funds among the parks and recreation categories listed below?

by average amount allocated



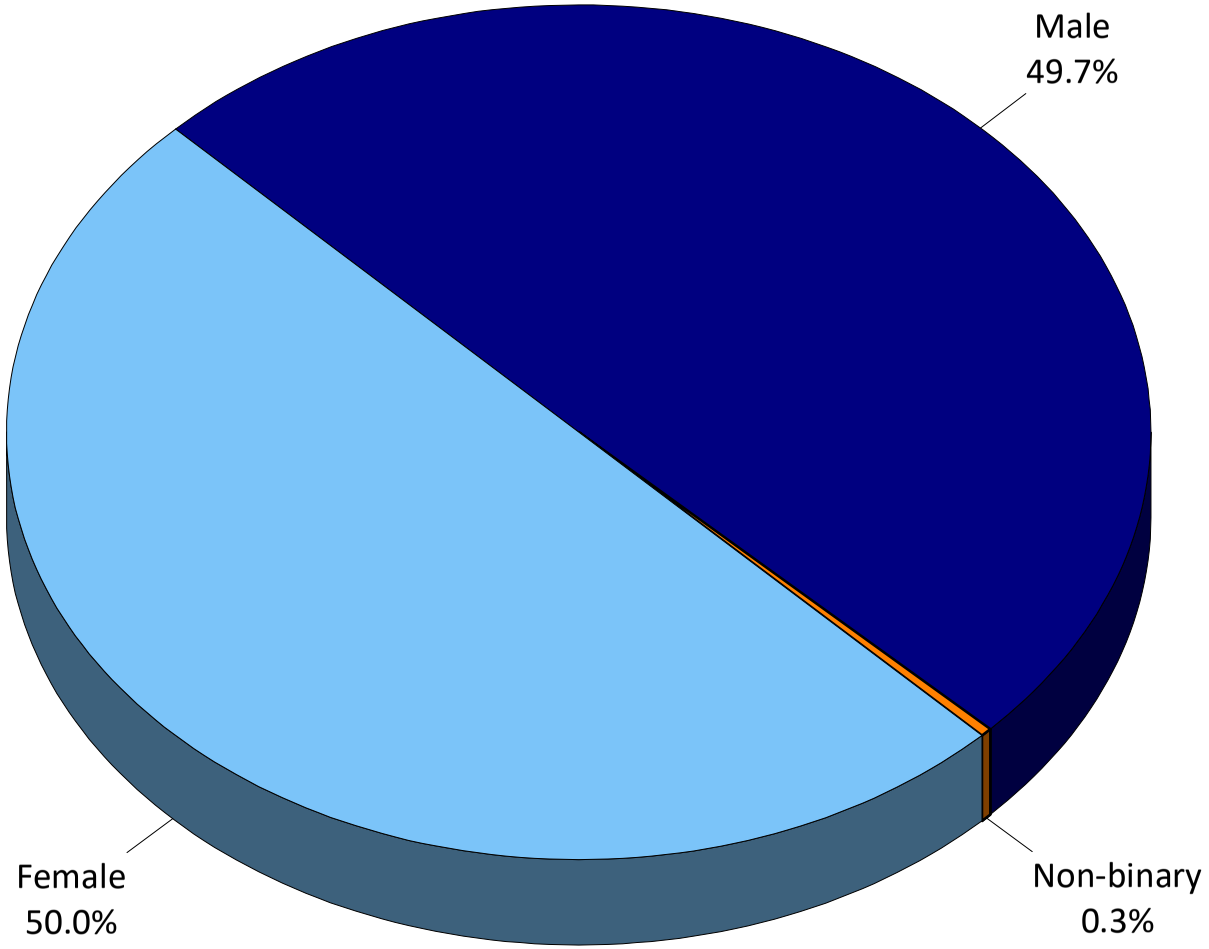
Q20. Please rate your overall satisfaction with the value your household receives from the parks and recreation services provided by the Morrisville Parks, Recreation, and Cultural Resource Department.

by percentage of respondents (excluding "don't know")



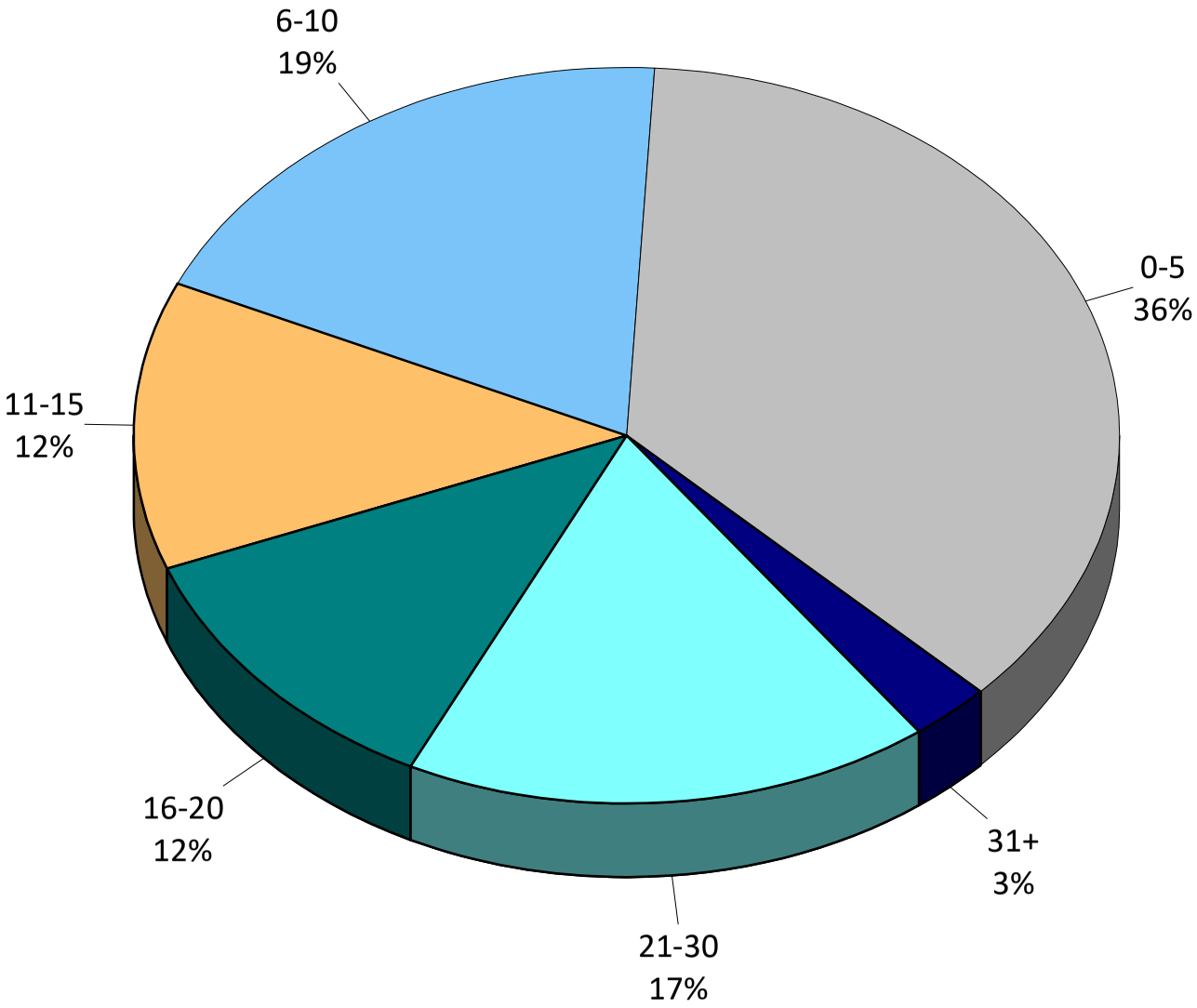
Q21. Your gender:

by percentage of respondents (excluding "not provided")



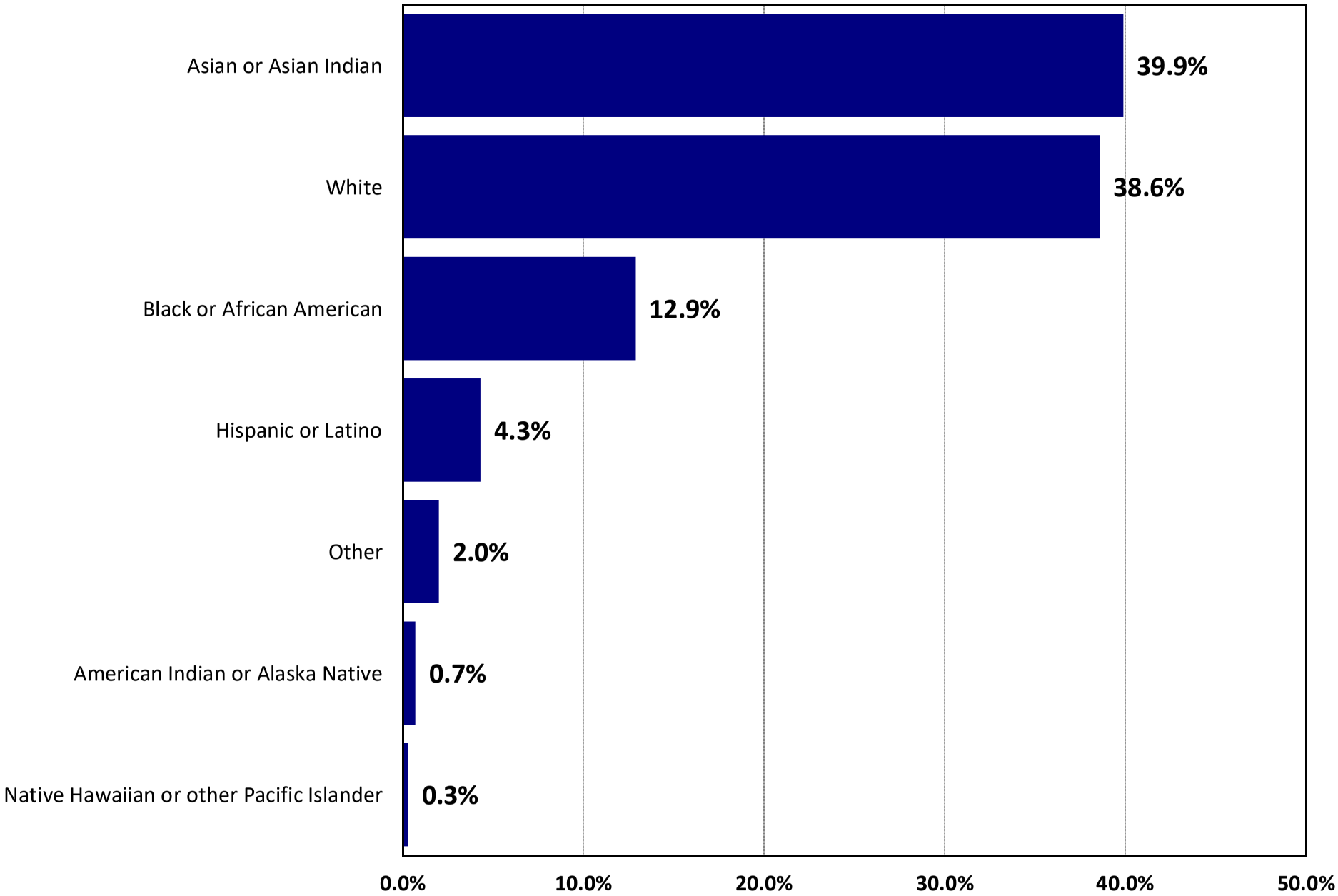
Q22. How many years have you lived in Morrisville?

by percentage of respondents (excluding "not provided")



Q23. Which of the following best describes your race/ethnicity?

by percentage of respondents (multiple selections could be made)



3 Priority Investment Rating

Priority Investment Rating
Morrisville, NC

The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide governments with an objective tool for evaluating the priority that should be placed on parks and recreation investments. The Priority Investment Rating was developed by ETC Institute to identify the facilities and programs residents think should receive the highest priority for investment. The priority investment rating reflects the importance residents place on items (sum of top 3 choices) and the unmet needs (needs that are only being partly or not met) for each facility/program relative to the facility/program that rated the highest overall. Since decisions related to future investments should consider both the level of unmet need and the importance of facilities and programs, the PIR weights each of these components equally.

The PIR reflects the sum of the Unmet Needs Rating and the Importance Rating as shown in the equation below:

PIR = UNR + IR

For example, if the Unmet Needs Rating for playgrounds is 26.5 (out of 100) and the Importance Rating for playgrounds is 52 (out of 100), the Priority Investment Rating for playgrounds would be 78.5 (out of 200).

How to Analyze the Charts:

- **Tier 1 Priority Areas** generally indicate there is a relatively high level of unmet need and residents generally think it is important to fund improvements in these areas. Improvements in this area are likely to have a positive impact on the greatest number of households.

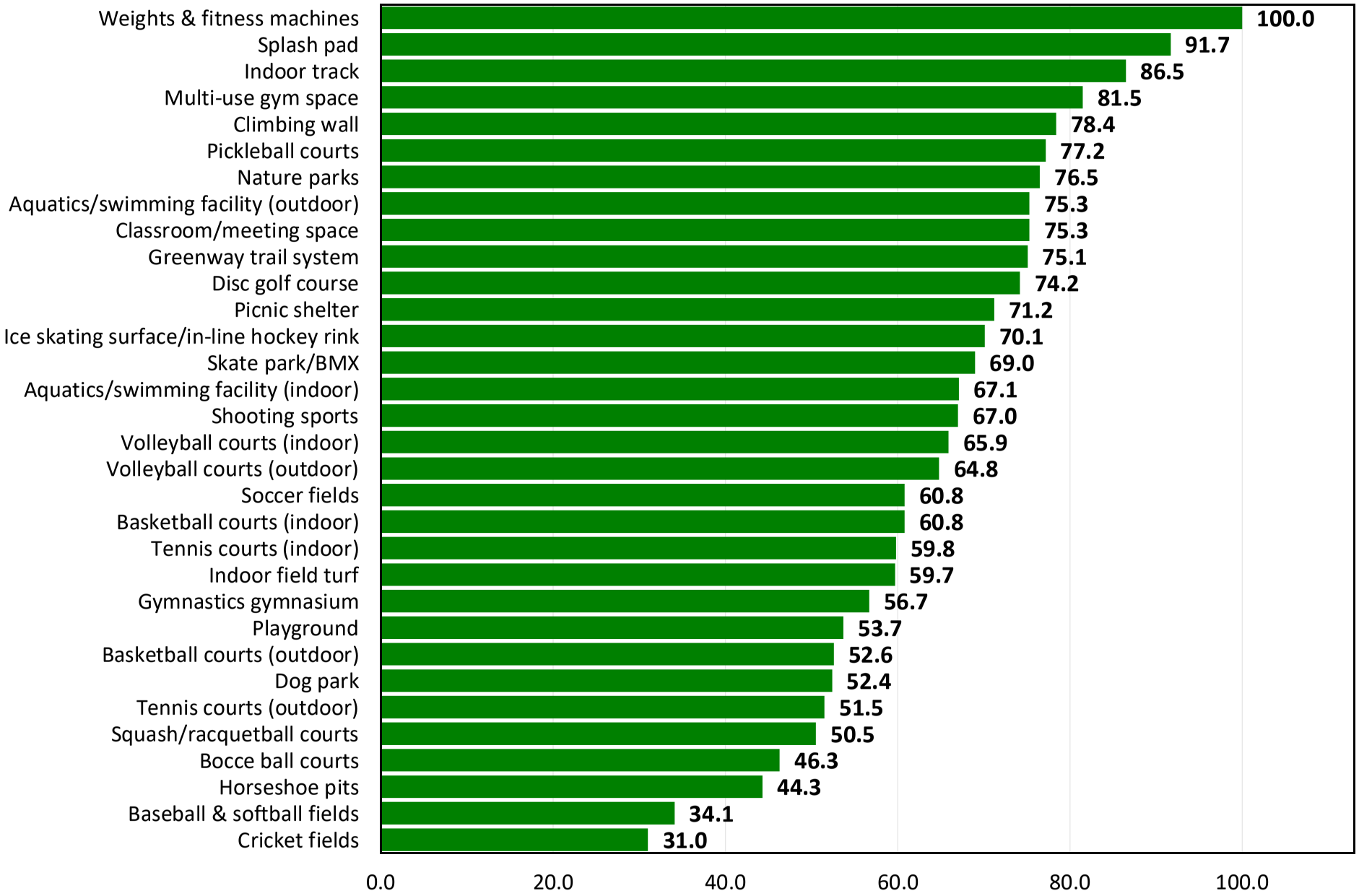
- **Tier 2 Priority Areas** generally indicate there is a medium to high level of unmet need or a significant percentage of residents generally think it is important to fund improvements in these areas.

- **Tier 3 Priority Areas** generally indicate there is a relatively low level of unmet need and residents do not think it is important to fund improvements in these areas. Improvements may be warranted if the needs of very specialized populations are being targeted.

The following pages show the Unmet Needs Rating, Importance Rating, and Priority Investment Rating for facilities and programs.

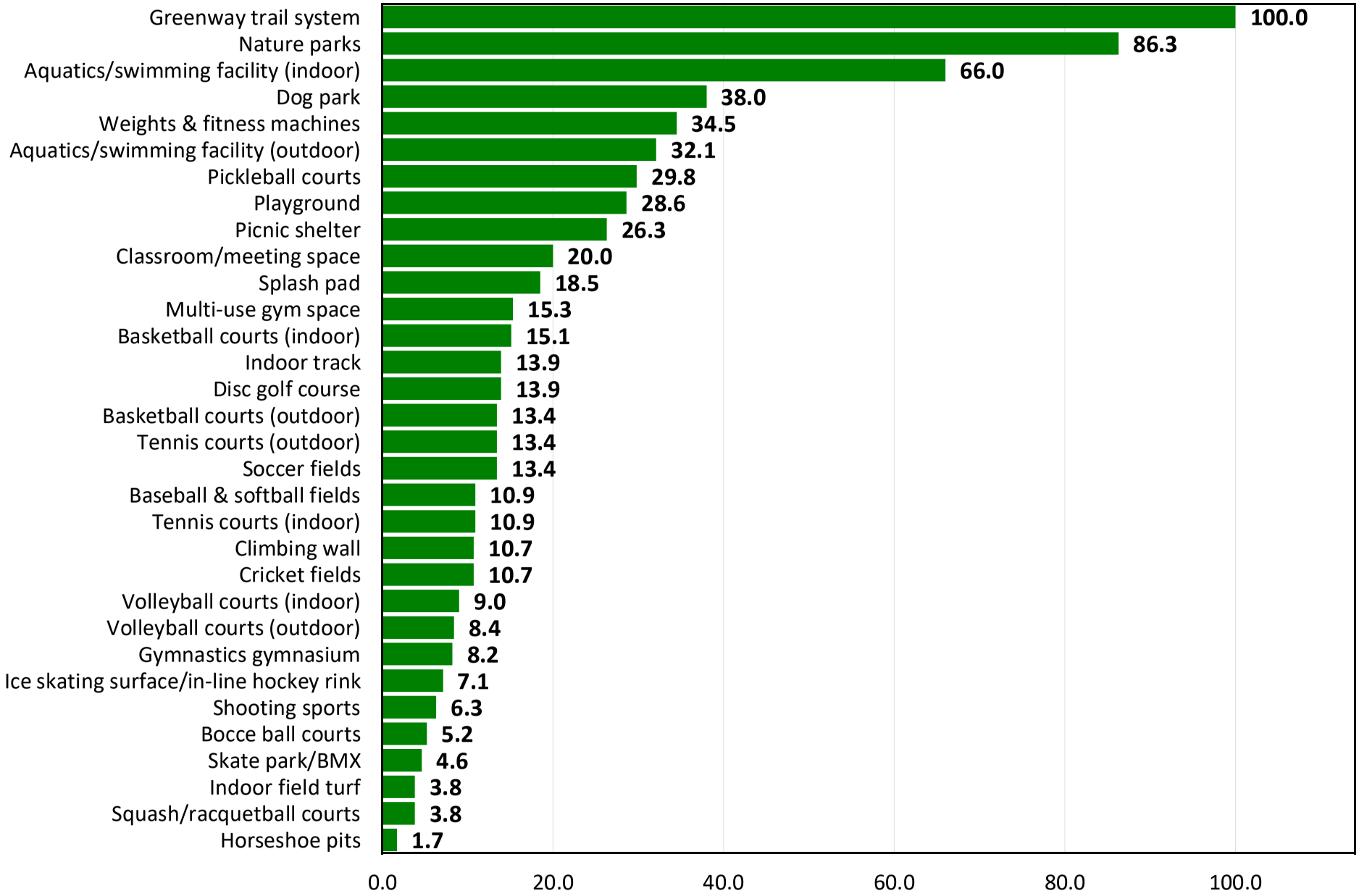
Unmet Needs Rating for Facilities/Amenities

the rating for the item with the most unmet need=100
the rating of all other items reflects the relative amount of unmet need for each item compared to the item with the most unmet need

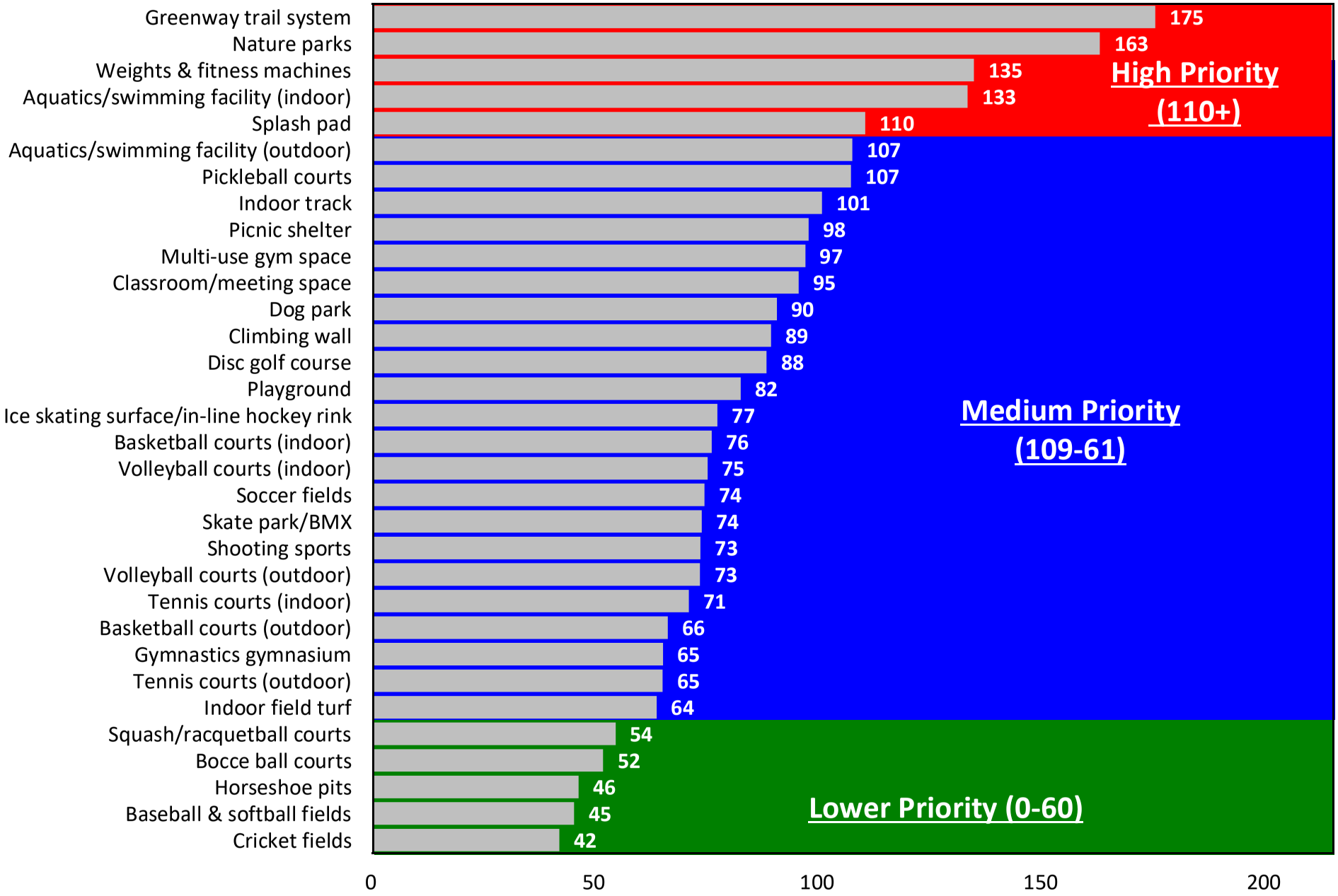


Importance Rating for Facilities/Amenitites

the rating for the item rated as the most important=100
the rating of all other items reflects the relative level of importance for each item compared to the item rated as the most important



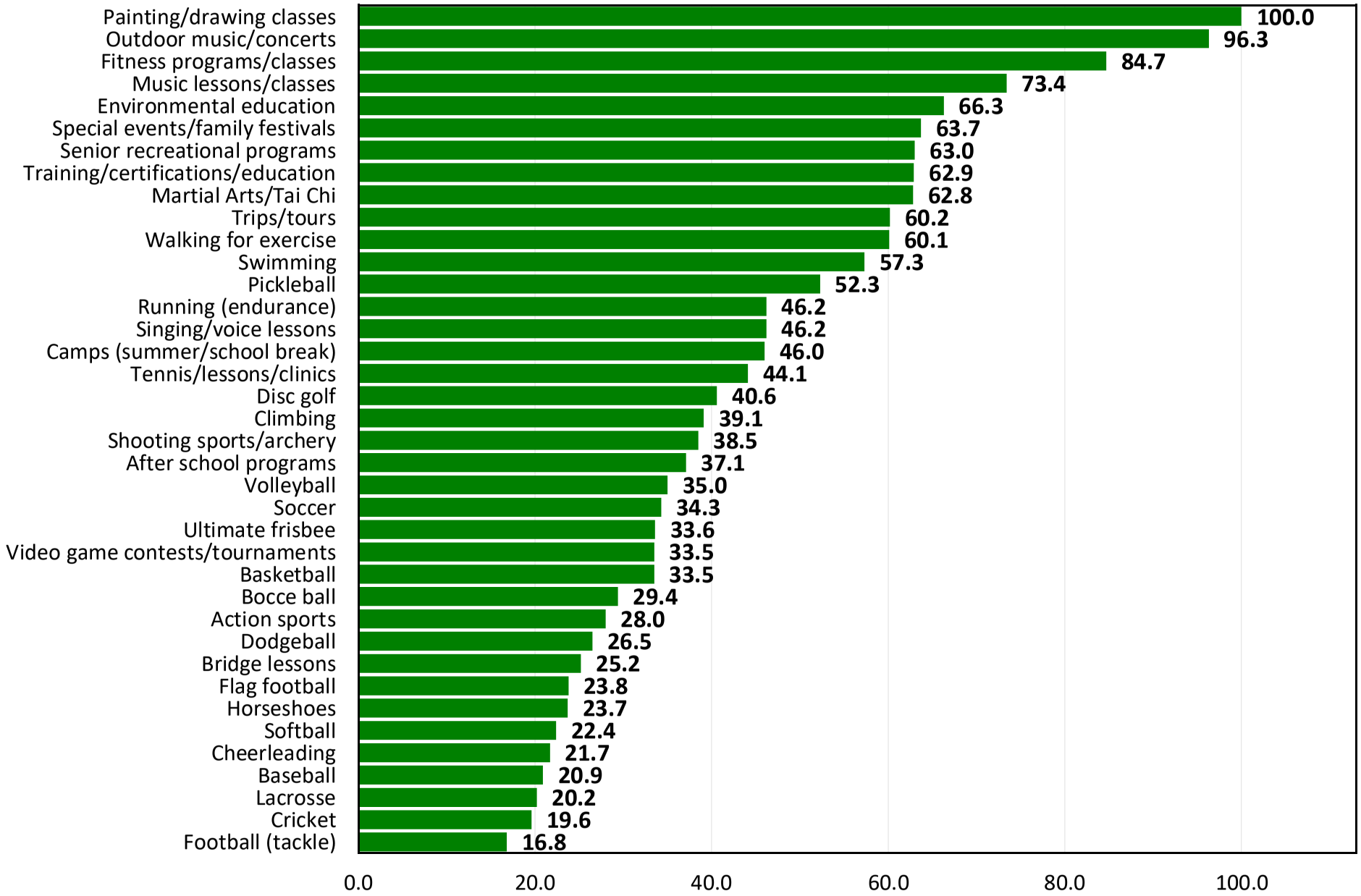
Top Priorities for Investment for Facilities/Amenities Based on Priority Investment Rating



Unmet Needs Rating for Programs/Activities

the rating for the item with the most unmet need=100

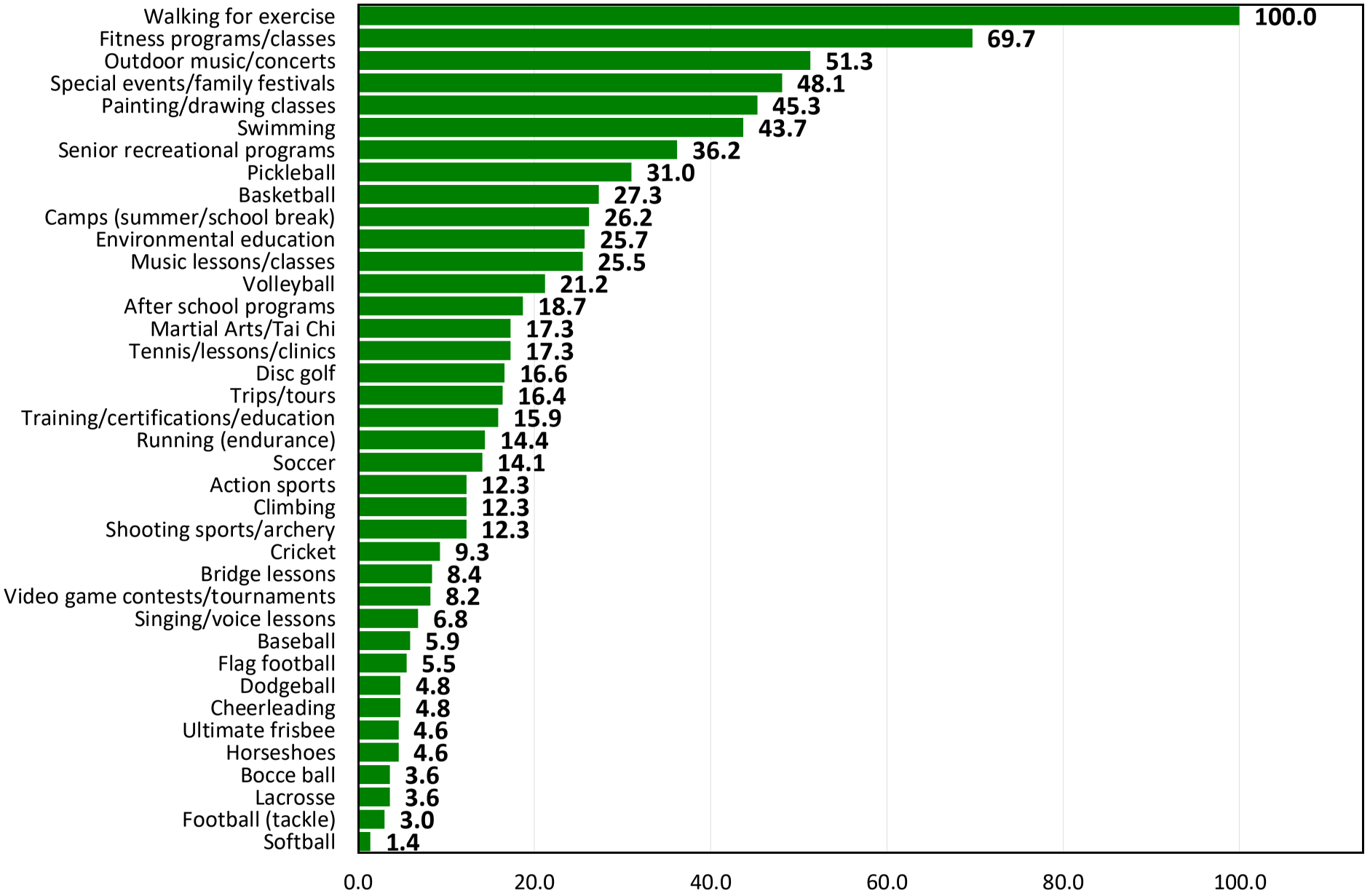
the rating of all other items reflects the relative amount of unmet need for each item compared to the item with the most unmet need



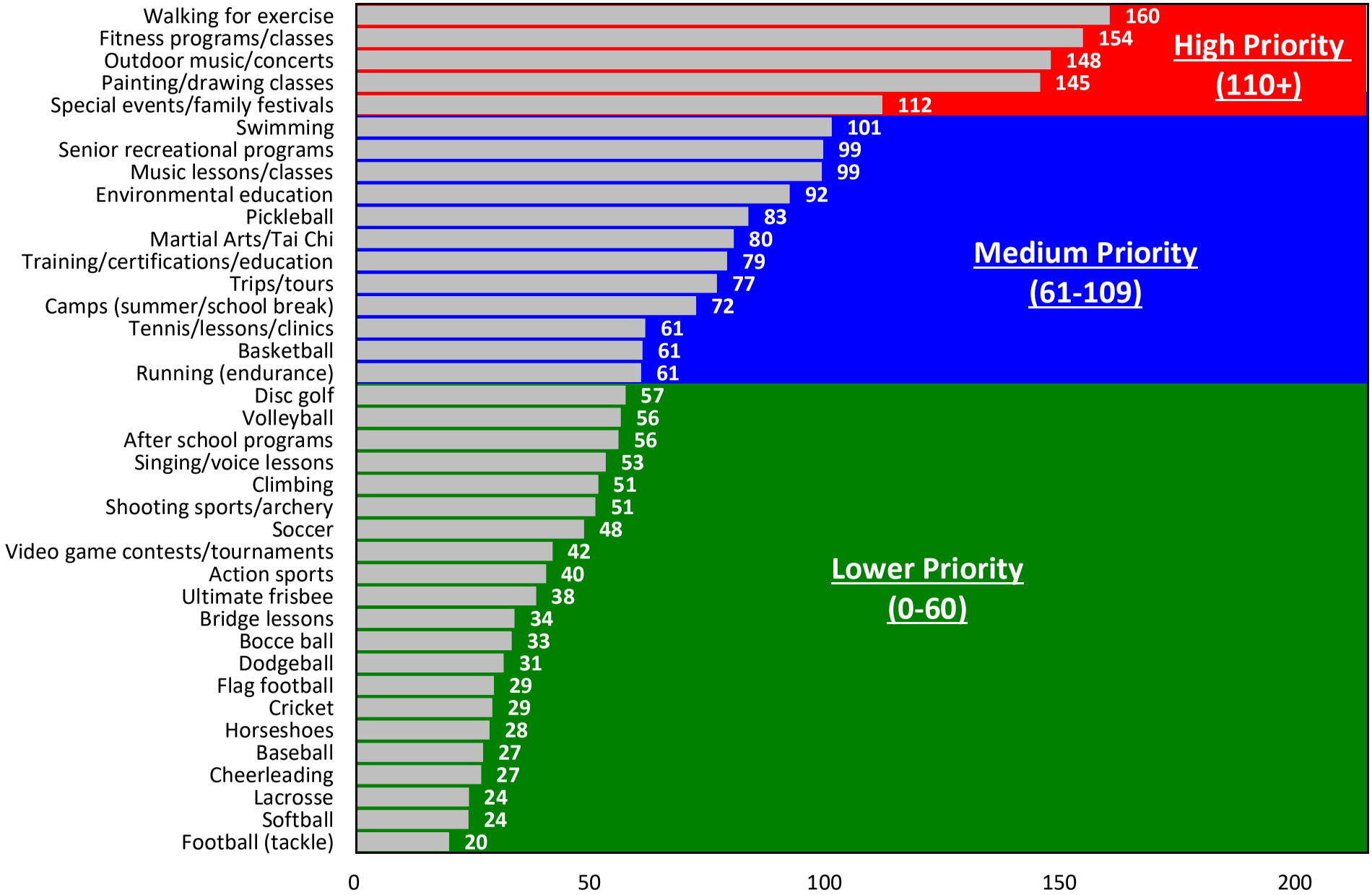
Importance Rating for Programs/Activities

the rating for the item rated as the most important=100

the rating of all other items reflects the relative level of importance for each item compared to the item rated as the most important



Top Priorities for Investment for Programs/Activities Based on Priority Investment Rating

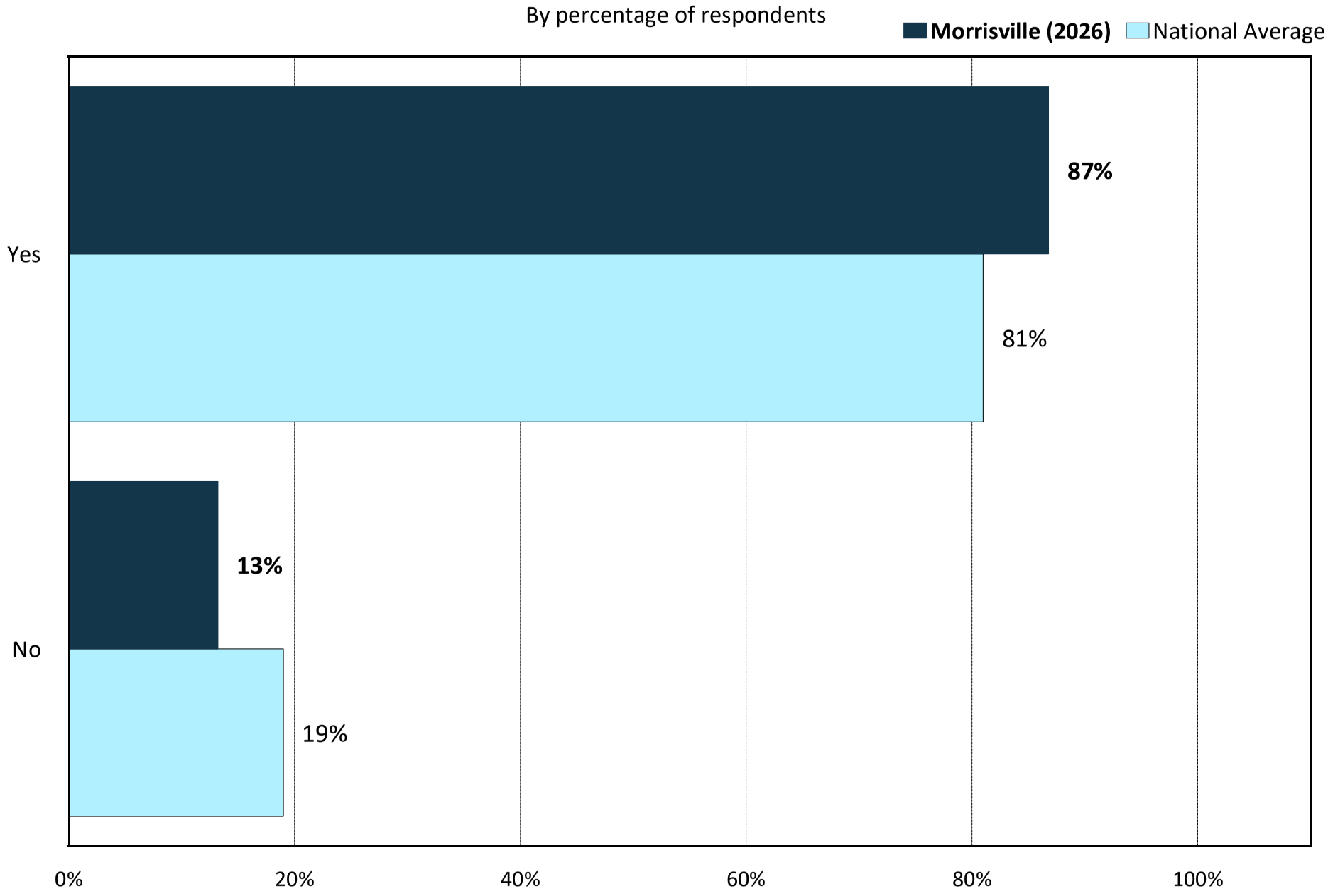


4 Benchmarks

National Benchmarks

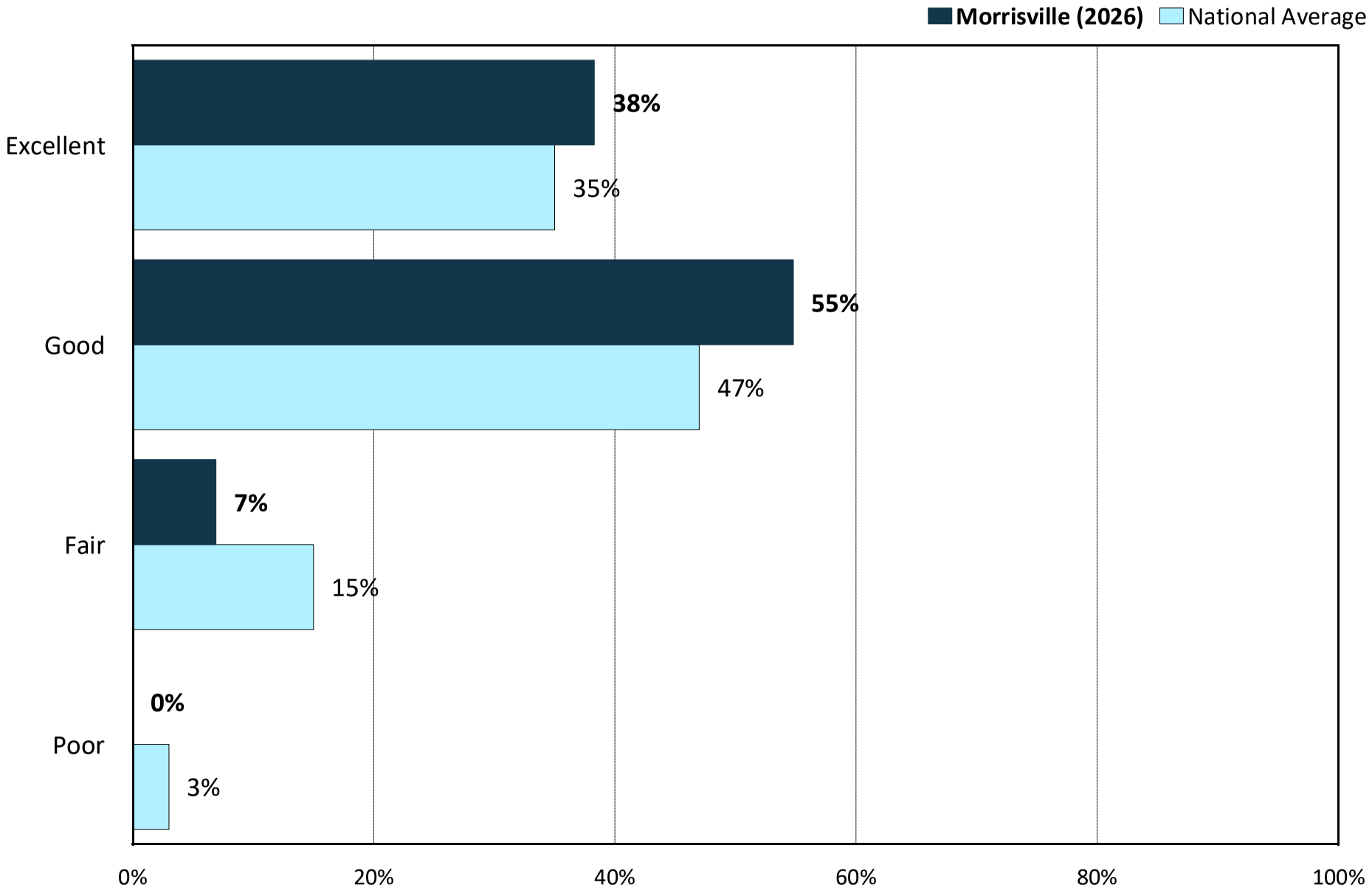
Note: The benchmarking data contained in this report is protected intellectual property. Any reproduction of the benchmarking information in this report by persons or organizations not directly affiliated with the City of Morrisville is not authorized without written consent from ETC Institute.

Have you or any members of your household visited any parks or recreation facilities or amenities in your community during the past year?

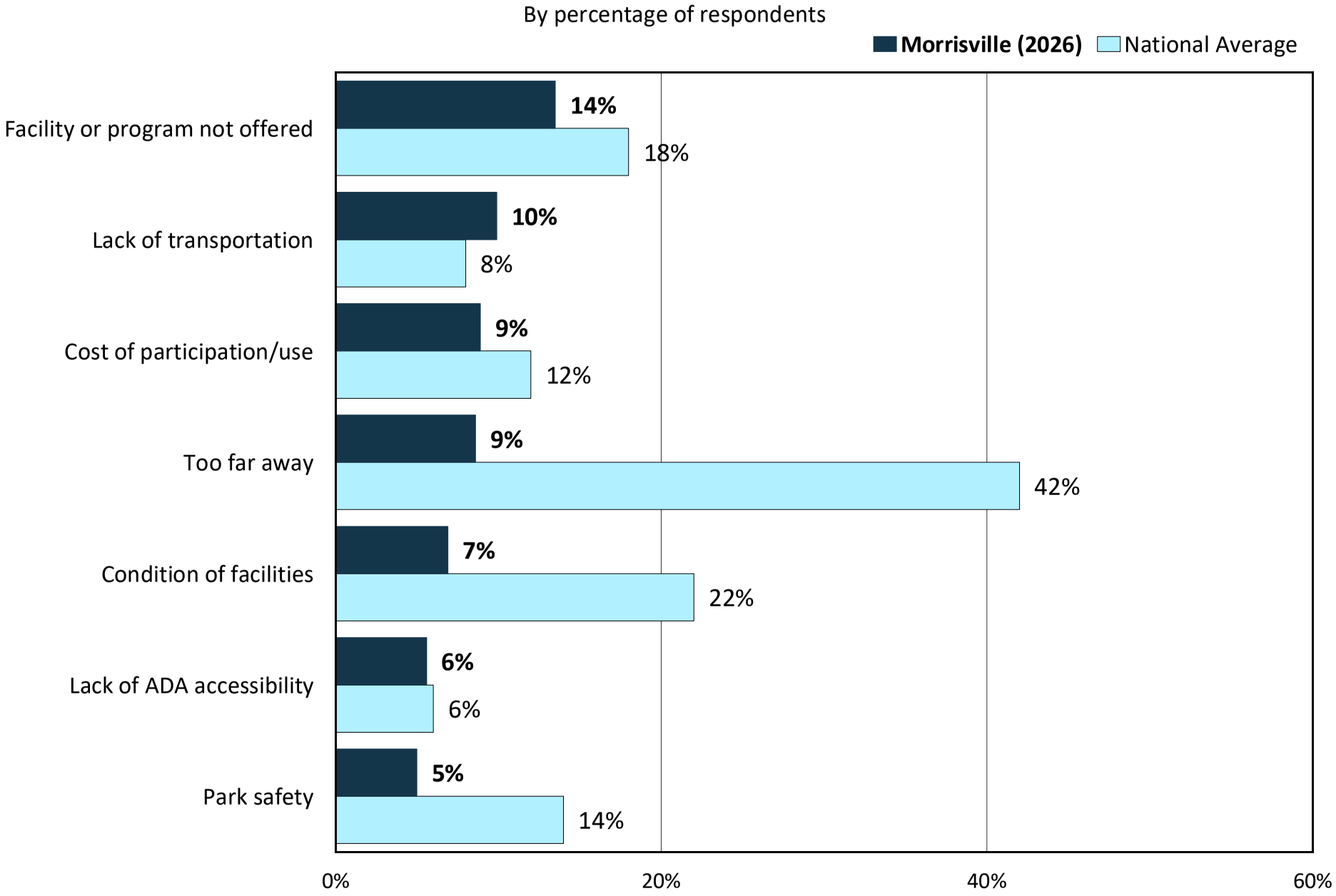


Please rate the overall condition of all the parks and recreation facilities and amenities you and the members of your households have visited over the past year.

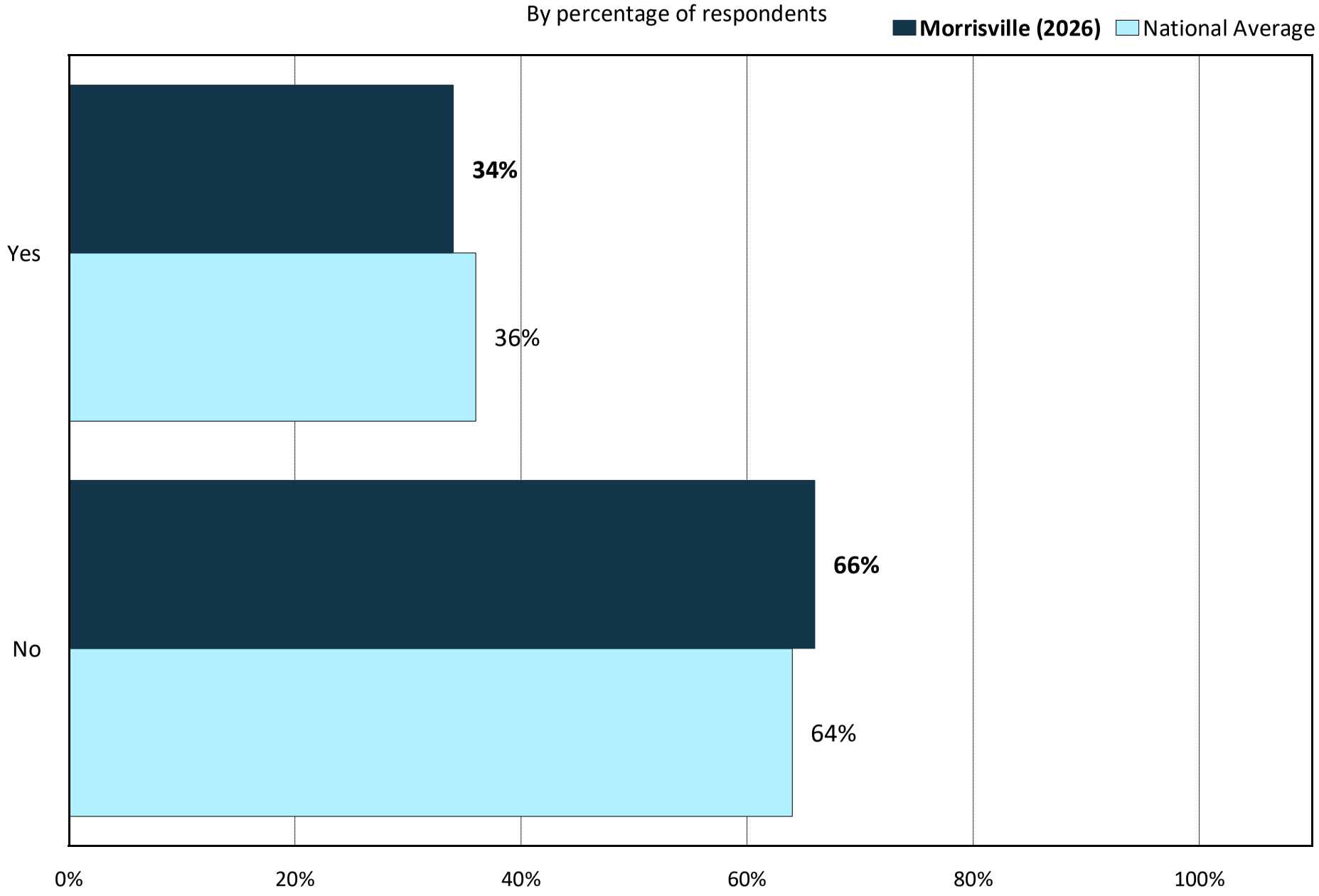
By percentage of respondents



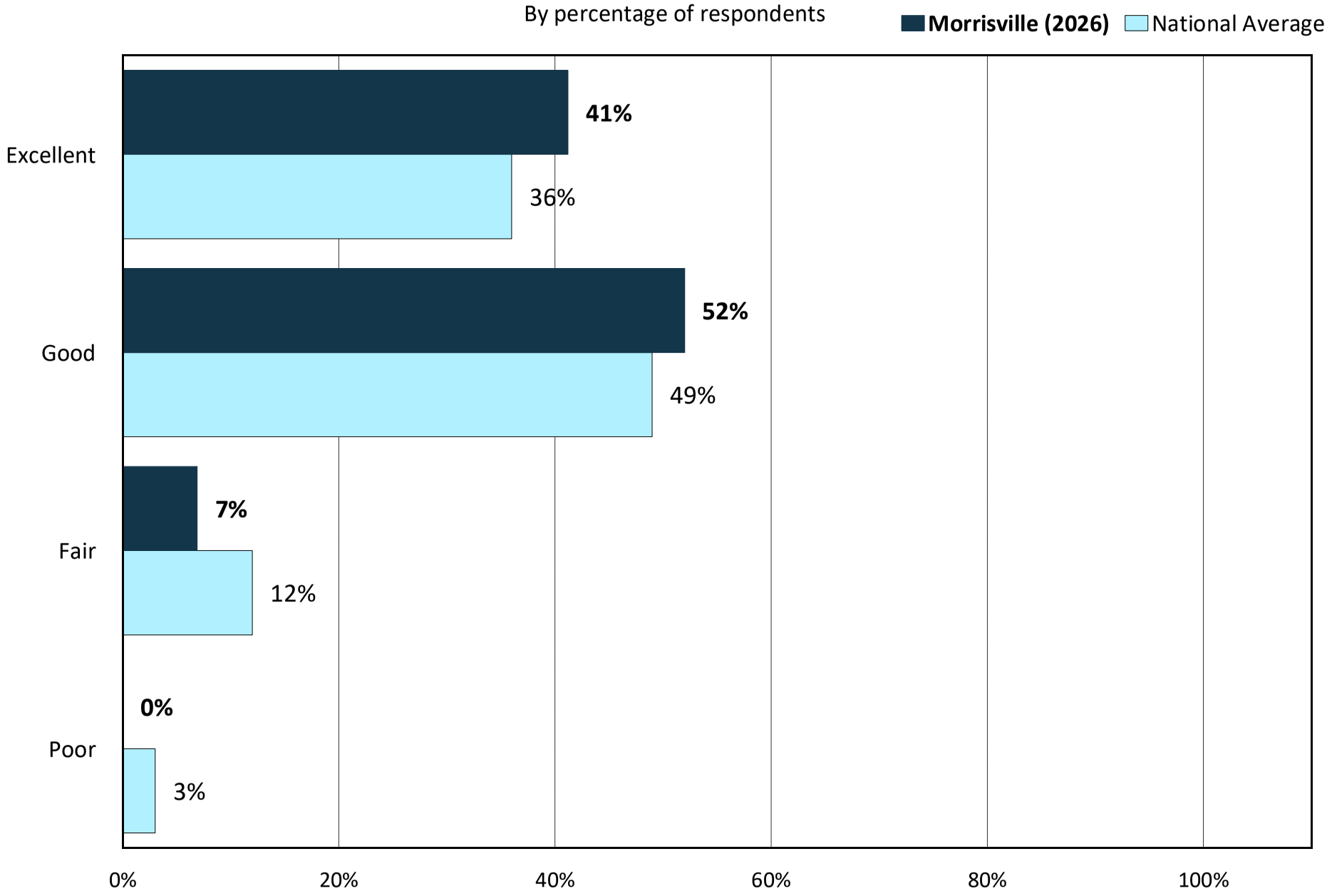
Please check all of the reasons that prevent you from visiting parks and recreation facilities and amenities or what prevents you from visiting them more often.



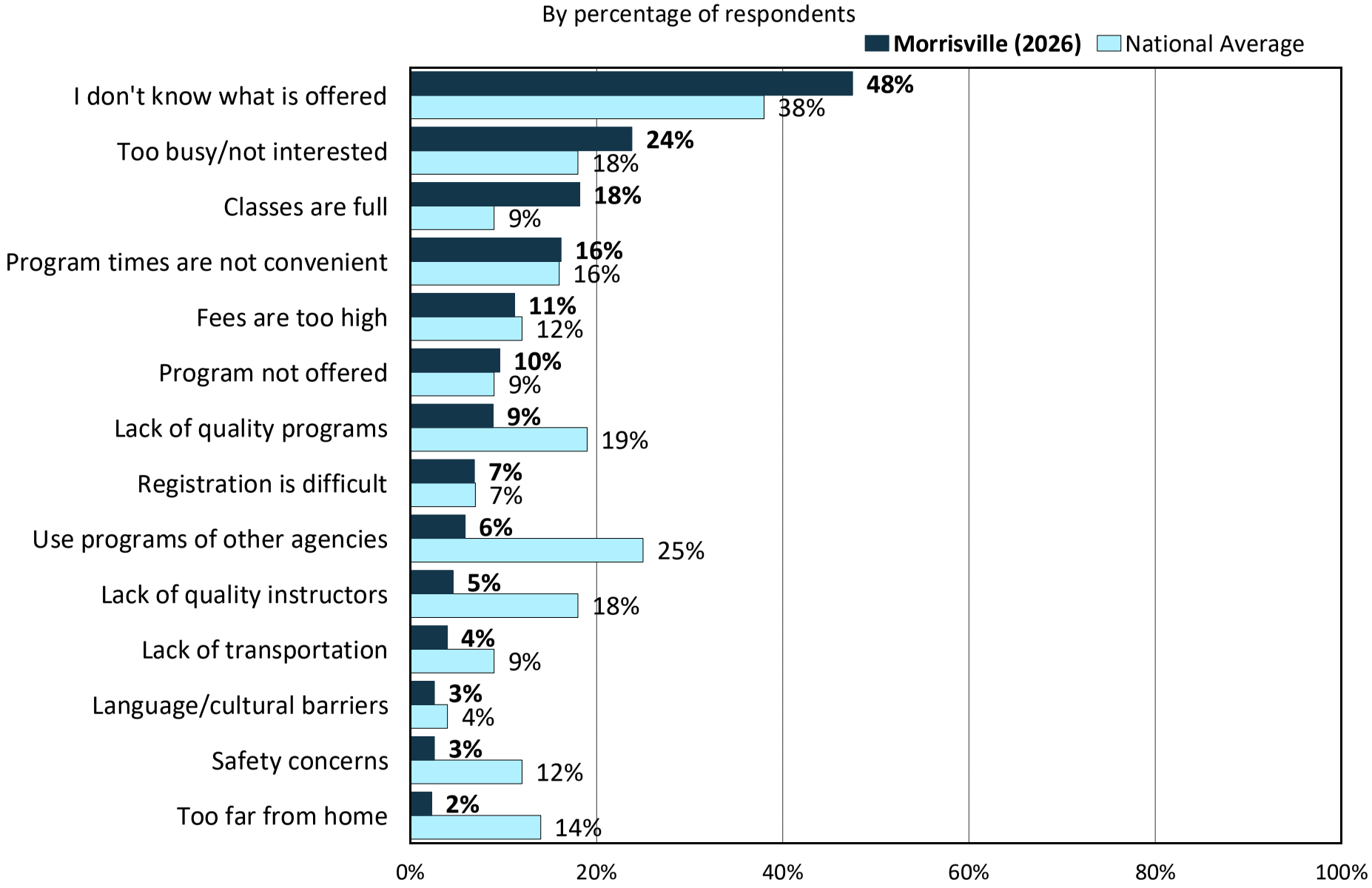
Have you or any members of your household participated in any recreation programs offered in your community during the past year?



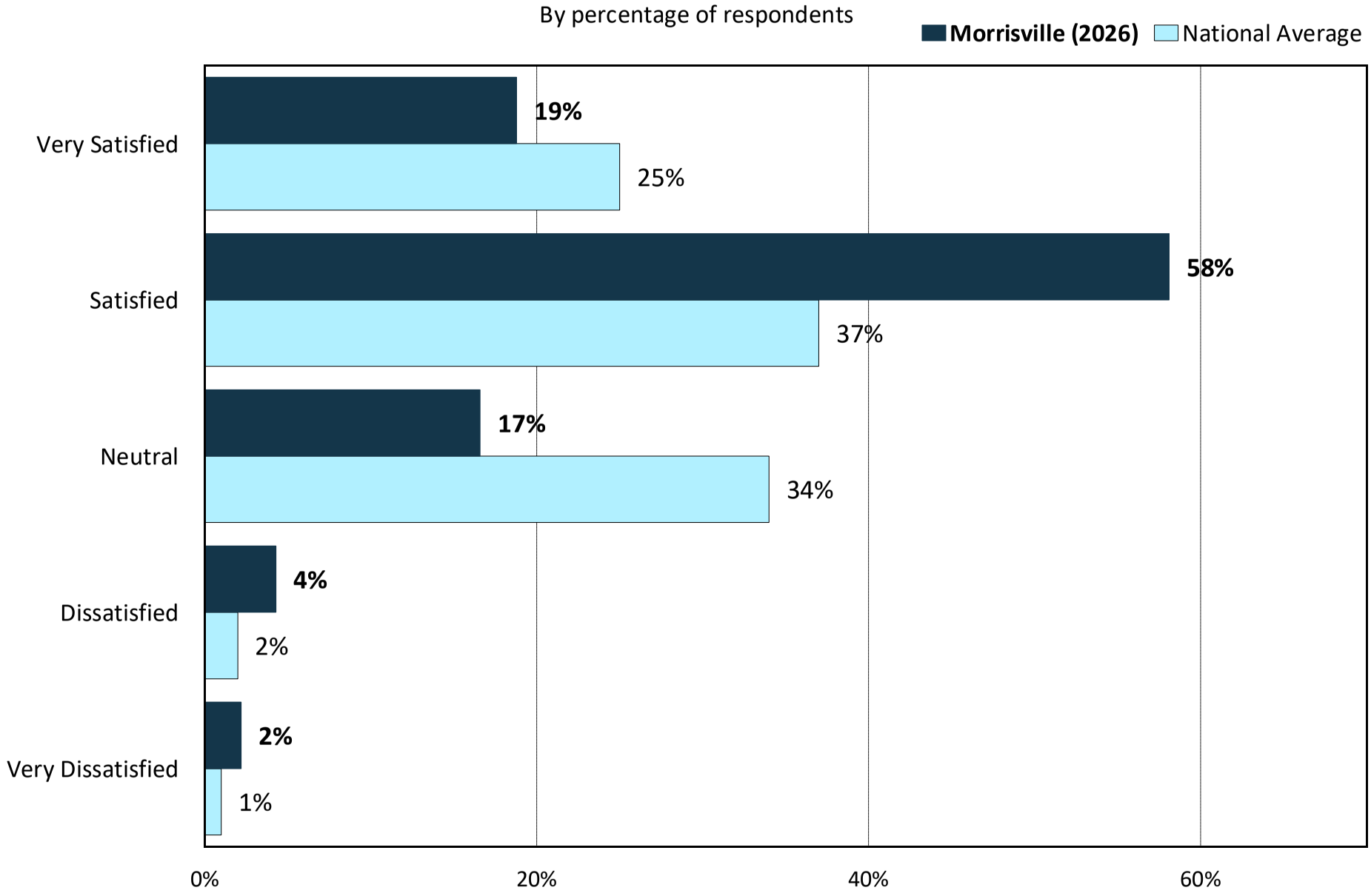
Please rate the overall condition of all the recreation programs and activities you and the members of your households have participated in over the past year.



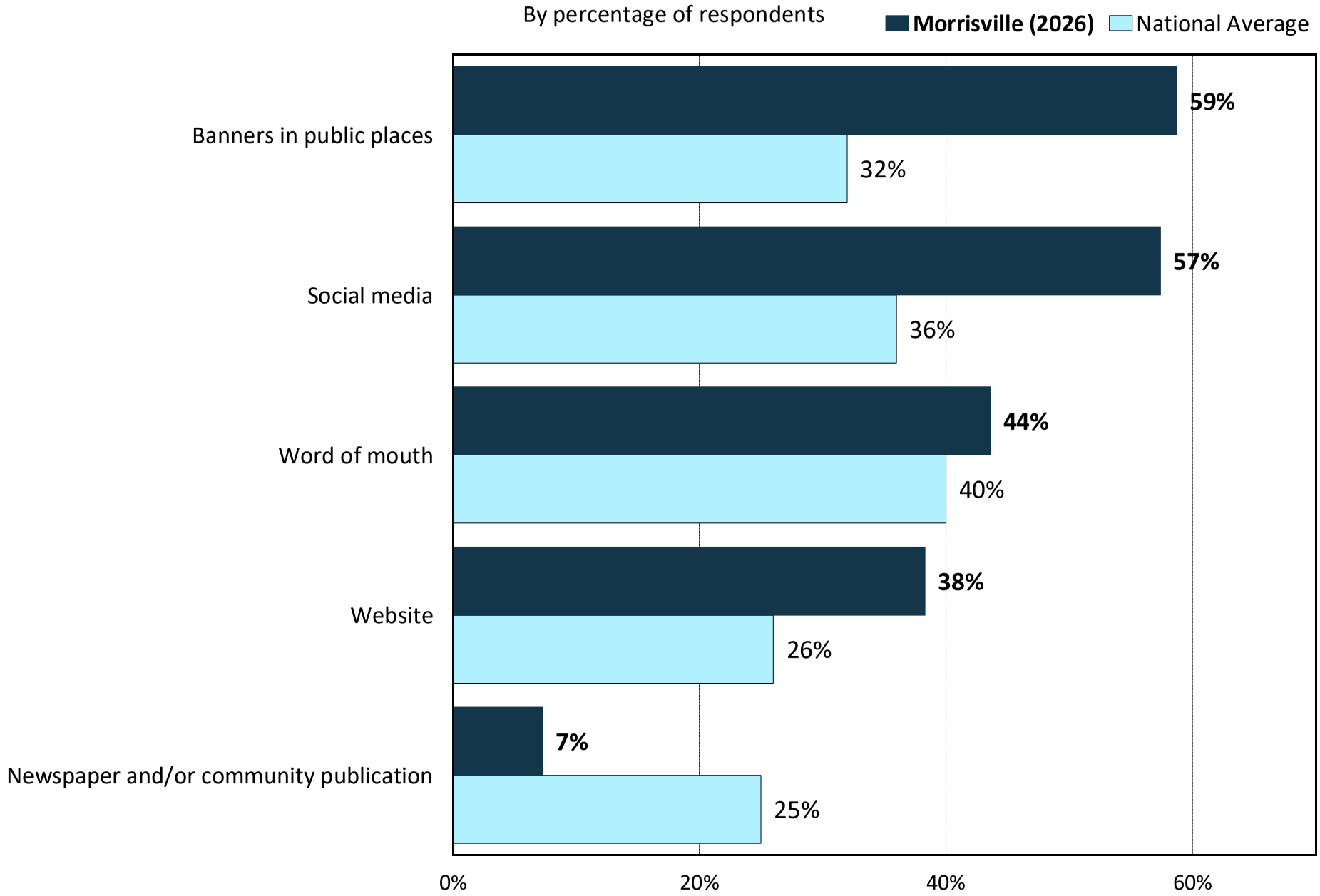
If your household has not participated in any recreation programs in your community during the past year, please check all of the reasons that prevent you from participating.



Please rate your overall level of satisfaction with the value your household receives from the parks and recreation programs, activities, and events offered in your community.



Please check all the ways you currently use to learn about parks and recreation programs, activities, and events in your community.



5 Tabular Data

Q1. Including yourself, how many people in your household are...

	Mean	Sum
number	2.9	883
Under age 5	0.2	53
Ages 5-9	0.2	53
Ages 10-14	0.2	73
Ages 15-19	0.2	60
Ages 20-24	0.2	52
Ages 25-34	0.4	117
Ages 35-44	0.5	141
Ages 45-54	0.5	136
Ages 55-64	0.3	90
Ages 65-74	0.2	65
Ages 75+	0.1	43

Q2. Have you or any members of your household visited any Morrisville PARKS or RECREATION FACILITIES during the past 12 months?

Q2. Have your household members visited any Morrisville parks or recreation facilities during past 12 months	Number	Percent
Yes	263	86.8 %
No	40	13.2 %
Total	303	100.0 %

Q2a. Overall, how would you rate the physical condition of ALL the Morrisville PARKS or RECREATION FACILITIES you have visited?

Q2a. How would you rate physical condition of all Morrisville parks or recreation facilities you have visited	Number	Percent
Excellent	100	38.0 %
Good	143	54.4 %
Fair	18	6.8 %
Not provided	2	0.8 %
Total	263	100.0 %

Q2a. Overall, how would you rate the physical condition of ALL the Morrisville PARKS or RECREATION FACILITIES you have visited? (without "not provided")

Q2a. How would you rate physical condition of all Morrisville parks or recreation facilities you have visited	Number	Percent
Excellent	100	38.3 %
Good	143	54.8 %
Fair	18	6.9 %
Total	261	100.0 %

Q2b. What are the reasons that you and members of your household visit Morrisville PARKS or RECREATION FACILITIES?

Q2b. Reasons your household members visit Morrisville parks or recreation facilities	Number	Percent
Attending events or festivals	111	42.2 %
Children's play (playgrounds, splash pads)	104	39.5 %
Exercise (walking, jogging, biking, fitness)	204	77.6 %
Swimming or using swimming pool	43	16.3 %
Family gatherings or picnics	44	16.7 %
Organized sports or recreation programs	46	17.5 %
Relaxing or enjoying nature	144	54.8 %
Using trails or natural areas	153	58.2 %
Walking pets or visiting dog park	70	26.6 %
Visiting Senior Center	26	9.9 %
Other	5	1.9 %
Total	950	

Q2b-11. Other:

Q2b-11. Other	Number	Percent
Pickleball court	2	40.0 %
Disc golf	1	20.0 %
Batting cage	1	20.0 %
Pick up Grass Volleyball	1	20.0 %
Total	5	100.0 %

Q3. Please CHECK ALL of the following reasons that prevent you or members of your household from visiting Morrisville parks and recreation facilities more often.

Q3. All reasons that prevent your household members from visiting Morrisville parks & recreation facilities more often	Number	Percent
Not enough time	141	46.5 %
Too far away	26	8.6 %
Cost of participation/use	27	8.9 %
Facility or program not offered	41	13.5 %
Inconvenient hours of operation	26	8.6 %
Condition of the facilities	21	6.9 %
Physical health limitations/lack of disabled access	17	5.6 %
Quality of the programs	17	5.6 %
Lack of transportation	30	9.9 %
Not interested	19	6.3 %
Lack of information/awareness of opportunities	94	31.0 %
Park safety	15	5.0 %
Total	474	

Q4. From the following list, please CHECK ALL the ways you learn about Morrisville Parks, Recreation, and Cultural Resource Department parks, recreation facilities, programs, and events.

Q4. All the ways you learn about Morrisville Parks, Recreation, & Cultural Resource Department parks, recreation facilities, programs, & events	Number	Percent
Banners in public places	178	58.7 %
Bulletin boards	40	13.2 %
Direct email	64	21.1 %
Websites maintained by the Town	116	38.3 %
Newspaper or magazine advertising	22	7.3 %
Printed program guide	39	12.9 %
Online program guide	62	20.5 %
Social media (Facebook, X, Instagram, YouTube, etc.)	174	57.4 %
Word of mouth	132	43.6 %
Other	11	3.6 %
Total	838	

Q4-10. Other:

Q4-10. Other	Number	Percent
Google Maps	4	36.4 %
Driving by	2	18.2 %
Bootleg signs at parks	1	9.1 %
Came upon them	1	9.1 %
Usually see the signage	1	9.1 %
Radio	1	9.1 %
Investigation on my own	1	9.1 %
Total	11	100.0 %

Q5. From the list in Question 4, which THREE methods of communication would you MOST PREFER the Town use to communicate with you about parks, recreation facilities, programs, and events?

Q5. Top choice	Number	Percent
Banners in public places	47	15.5 %
Bulletin boards	1	0.3 %
Direct email	81	26.7 %
Websites maintained by the Town	30	9.9 %
Newspaper or magazine advertising	5	1.7 %
Printed program guide	12	4.0 %
Online program guide	22	7.3 %
Social media (Facebook, X, Instagram, YouTube, etc.)	92	30.4 %
Word of mouth	3	1.0 %
None chosen	10	3.3 %
Total	303	100.0 %

Q5. From the list in Question 4, which THREE methods of communication would you MOST PREFER the Town use to communicate with you about parks, recreation facilities, programs, and events?

Q5. 2nd choice	Number	Percent
Banners in public places	58	19.1 %
Bulletin boards	11	3.6 %
Direct email	33	10.9 %
Websites maintained by the Town	47	15.5 %
Newspaper or magazine advertising	4	1.3 %
Printed program guide	25	8.3 %
Online program guide	31	10.2 %
Social media (Facebook, X, Instagram, YouTube, etc.)	62	20.5 %
Word of mouth	8	2.6 %
None chosen	24	7.9 %
Total	303	100.0 %

Q5. From the list in Question 4, which THREE methods of communication would you MOST PREFER the Town use to communicate with you about parks, recreation facilities, programs, and events?

Q5. 3rd choice	Number	Percent
Banners in public places	39	12.9 %
Bulletin boards	10	3.3 %
Direct email	28	9.2 %
Websites maintained by the Town	52	17.2 %
Newspaper or magazine advertising	12	4.0 %
Printed program guide	16	5.3 %
Online program guide	33	10.9 %
Social media (Facebook, X, Instagram, YouTube, etc.)	38	12.5 %
Word of mouth	19	6.3 %
None chosen	56	18.5 %
Total	303	100.0 %

(SUM OF TOP 3 RESPONSES)

Q5. From the list in Question 4, which THREE methods of communication would you MOST PREFER the Town use to communicate with you about parks, recreation facilities, programs, and events? (top 3)

Q5. Top choice	Number	Percent
Banners in public places	144	47.5 %
Bulletin boards	22	7.3 %
Direct email	142	46.9 %
Websites maintained by the Town	129	42.6 %
Newspaper or magazine advertising	21	6.9 %
Printed program guide	53	17.5 %
Online program guide	86	28.4 %
Social media (Facebook, X, Instagram, YouTube, etc.)	192	63.4 %
Word of mouth	30	9.9 %
None chosen	10	3.3 %
Total	829	

Q6. From the following list, please CHECK ALL of the organizations that you or members of your household have used for recreation and sports activities during the last 12 months.

Q6. All organizations your household members have used for recreation & sports activities during last 12 months	Number	Percent
Morrisville Parks, Recreation & Cultural Resources	228	75.2 %
Neighboring cities	121	39.9 %
Lake Crabtree County Park (Wake County)	127	41.9 %
Non-profit organizations	22	7.3 %
Private clubs	30	9.9 %
Fitness centers	89	29.4 %
Churches or other religious organizations	54	17.8 %
Other	21	6.9 %
Total	692	

Q6-4. Non-profit organizations:

Q6-4. Non-profit organizations	Number	Percent
Girl Scouts	1	11.1 %
YMCA, Downtown Cary Park/DCP	1	11.1 %
Cary Newcomers Club	1	11.1 %
HSNC SVT	1	11.1 %
TTGA	1	11.1 %
The Unintentionals	1	11.1 %
TAC Titans	1	11.1 %
Triangle Ultimate	1	11.1 %
NCNC	1	11.1 %
Total	9	100.0 %

Q6-5. Private clubs:

Q6-5. Private clubs	Number	Percent
Prestonwood	3	21.4 %
Pickles and Play, Peak Sports	1	7.1 %
Tri-Sports	1	7.1 %
Cary Footbol Club	1	7.1 %
Prestonwood CC	1	7.1 %
NC Volleyball Academy	1	7.1 %
YMCA	1	7.1 %
Apartment complex amenities	1	7.1 %
NCFC	1	7.1 %
Swim team	1	7.1 %
91 CAROLINA	1	7.1 %
Triangle Wrestling, TAG Gymnastics	1	7.1 %
Total	14	100.0 %

Q6-6. Fitness centers:

Q6-6. Fitness centers	Number	Percent
YMCA	6	13.6 %
Lifetime Fitness	3	6.8 %
Senior Center	3	6.8 %
Club Pilates	2	4.5 %
MAFC	2	4.5 %
Planet Fitness	2	4.5 %
O2 Fitness	2	4.5 %
YMCA, Downtown Cary Park/DCP	1	2.3 %
UNC Wellness	1	2.3 %
Pure Barre Morrisville	1	2.3 %
Morrrisville Aquautic & Fitness	1	2.3 %
Morrisville Community Center	1	2.3 %
Aquatic fitness	1	2.3 %
Burn Bootcamp	1	2.3 %
Planet Fitness & Fitness Connect	1	2.3 %
Morrisville	1	2.3 %
Athletic Lab & UNC Wellness in West Cary	1	2.3 %
MFAC	1	2.3 %
Morrisville Swimming & Aquatic Center	1	2.3 %
UNC WELLNESS CENTER	1	2.3 %
PCC	1	2.3 %
UNC Health	1	2.3 %
Morrisville Fitness Center	1	2.3 %
Orange Theory	1	2.3 %
Morrisville Aquatics & Recreation	1	2.3 %
Office Fitness Center	1	2.3 %
Morrisville Aquatic Center	1	2.3 %
Morrisville Aquatics Center	1	2.3 %
Office gym	1	2.3 %
To work out	1	2.3 %
Rex Wellness	1	2.3 %
Total	44	100.0 %

Q6-8. Other:

Q6-8. Other	Number	Percent
Disc golf courses	2	14.3 %
NC State parks	1	7.1 %
Ballet, City Fairs	1	7.1 %
High school basketball court	1	7.1 %
AARP meetings and events-Cary	1	7.1 %
Volleyball	1	7.1 %
Neighborhood Gym	1	7.1 %
Beach	1	7.1 %
Neighborhood pool	1	7.1 %
Community center/pool	1	7.1 %
Senior Center	1	7.1 %
1997 Soccer Park, Cedar Fork	1	7.1 %
Pilates	1	7.1 %
Total	14	100.0 %

Q7. Has your household participated in any PROGRAMS offered by the Morrisville Parks, Recreation & Cultural Resources Department during the past 12 months?

Q7. Have your household members participated in any programs offered by Morrisville Parks, Recreation & Cultural Resources Department during past 12 months	Number	Percent
Yes	103	34.0 %
No	200	66.0 %
Total	303	100.0 %

Q7a. How would you rate the overall quality of the Morrisville Parks, Recreation & Cultural Resources Department PROGRAMS in which your household has participated?

Q7a. How would you rate overall quality of Morrisville Parks, Recreation & Cultural Resources Department programs in which your household members have participated	Number	Percent
Excellent	42	40.8 %
Good	53	51.5 %
Fair	7	6.8 %
Not provided	1	1.0 %
Total	103	100.0 %

(WITHOUT "NOT PROVIDED")

Q7a. How would you rate the overall quality of the Morrisville Parks, Recreation & Cultural Resources Department PROGRAMS in which your household has participated? (without "not provided")

Q7a. How would you rate overall quality of Morrisville Parks, Recreation & Cultural Resources Department programs in which your household members have participated	Number	Percent
Excellent	42	41.2 %
Good	53	52.0 %
Fair	7	6.9 %
Total	102	100.0 %

Q7b. What are the reasons that you and members of your household participate in Morrisville Parks, Recreation & Cultural Resources Department PROGRAMS?

Q7b. Reasons that your household members participate in Morrisville Parks, Recreation & Cultural Resources Department programs	Number	Percent
Improve health & fitness	62	60.2 %
Children's activities (sports, camps, classes)	51	49.5 %
Spend time with family or friends	43	41.7 %
Meet new people or socialize	39	37.9 %
Fun or entertainment	60	58.3 %
Learn new skills or hobbies	30	29.1 %
Improve overall mental health	29	28.2 %
Total	314	

Q8. Has your household attended any EVENTS offered by the Morrisville Parks, Recreation & Cultural Resources Department during the past 12 months?

Q8. Have your household members attended any events offered by Morrisville Parks, Recreation & Cultural Resources Department during past 12 months	Number	Percent
Yes	151	49.8 %
No	152	50.2 %
Total	303	100.0 %

Q8a. How would you rate the overall quality of the Morrisville Parks, Recreation & Cultural Resources Department EVENTS that your household has attended?

Q8a. How would you rate overall quality of Morrisville Parks, Recreation & Cultural Resources Department events that your household members have attended	Number	Percent
Excellent	57	37.7 %
Good	87	57.6 %
Fair	5	3.3 %
Not provided	2	1.3 %
Total	151	100.0 %

(WITHOUT "NOT PROVIDED")

Q8a. How would you rate the overall quality of the Morrisville Parks, Recreation & Cultural Resources Department EVENTS that your household has attended? (without "not provided")

Q8a. How would you rate overall quality of Morrisville Parks, Recreation & Cultural Resources Department events that your household members have attended	Number	Percent
Excellent	57	38.3 %
Good	87	58.4 %
Fair	5	3.4 %
Total	149	100.0 %

Q9. Please CHECK ALL of the following reasons that prevent you or members of your household from participating in Morrisville Parks, Recreation, and Cultural Resource Department programs more often.

Q9. All reasons that prevent your household members from participating in Morrisville Parks, Recreation, & Cultural Resource Department programs more often	Number	Percent
Classes are full	55	18.2 %
Do not feel safe participating	8	2.6 %
Fees are too high	34	11.2 %
I don't know what is offered	144	47.5 %
Lack of quality instructors	14	4.6 %
Lack of quality programs	27	8.9 %
Lack of proper program equipment	3	1.0 %
Lack of transportation	12	4.0 %
Language/cultural barriers	8	2.6 %
Old & outdated facilities	7	2.3 %
Online registration is not user friendly	25	8.3 %
Poor customer service by staff	6	2.0 %
Program not offered	29	9.6 %
Program times are not convenient	49	16.2 %
Registration is difficult	21	6.9 %
Too far from our home	7	2.3 %
Too busy/not interested	72	23.8 %
Use programs of other agencies	18	5.9 %
Other	12	4.0 %
Total	551	

Q10. Please indicate your level of agreement with the following statements using a scale of 1 to 5, where 5 means "Strongly Agree" and 1 means "Strongly Disagree."

(N=303)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
Q10-1. I am aware of recreation programs & activities that are offered	9.9%	32.0%	26.7%	18.5%	7.9%	5.0%
Q10-2. I am satisfied with recreation opportunities I receive for my tax dollar	8.9%	30.4%	36.0%	8.9%	3.6%	12.2%
Q10-3. I am satisfied with the variety of recreation programs offered by the Town	7.6%	27.4%	37.3%	8.9%	3.3%	15.5%
Q10-4. Parks & Recreation is an essential service to the Town	56.8%	34.7%	5.0%	0.7%	1.3%	1.7%
Q10-5. There is a need for more recreation opportunities for people with disabilities	21.8%	30.0%	23.4%	1.0%	2.3%	21.5%
Q10-6. Public parks add to the quality of life in the community	69.6%	26.4%	2.6%	0.0%	1.0%	0.3%

(WITHOUT "DON'T KNOW")

Q10. Please indicate your level of agreement with the following statements using a scale of 1 to 5, where 5 means "Strongly Agree" and 1 means "Strongly Disagree." (without "don't know")

(N=303)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q10-1. I am aware of recreation programs & activities that are offered	10.4%	33.7%	28.1%	19.4%	8.3%
Q10-2. I am satisfied with recreation opportunities I receive for my tax dollar	10.2%	34.6%	41.0%	10.2%	4.1%
Q10-3. I am satisfied with the variety of recreation programs offered by the Town	9.0%	32.4%	44.1%	10.5%	3.9%
Q10-4. Parks & Recreation is an essential service to the Town	57.7%	35.2%	5.0%	0.7%	1.3%
Q10-5. There is a need for more recreation opportunities for people with disabilities	27.7%	38.2%	29.8%	1.3%	2.9%
Q10-6. Public parks add to the quality of life in the community	69.9%	26.5%	2.6%	0.0%	1.0%

Q11. A variety of recreation facilities and amenities are listed below that are already offered in the community or may be offered in the future. Please indicate how well your needs for each facility or amenity are met on a scale of 4 to 1, where 4 means your needs are "Fully Met" and 1 means your needs are "Not Met" at all.

(N=303)

	Fully met	Mostly met	Partly met	Not met	No need
Q11-1. Aquatics/swimming facility (indoor)	17.8%	22.4%	13.2%	8.3%	38.3%
Q11-2. Aquatics/swimming facility (outdoor)	11.9%	16.5%	10.6%	13.5%	47.5%
Q11-3. Baseball & softball fields	13.2%	12.9%	6.3%	4.6%	63.0%
Q11-4. Basketball courts (indoor)	8.3%	11.2%	10.9%	8.6%	61.1%
Q11-5. Basketball courts (outdoor)	10.6%	13.2%	8.9%	7.9%	59.4%
Q11-6. Bocce ball courts	3.6%	4.0%	5.0%	9.9%	77.6%
Q11-7. Classroom/meeting space	6.3%	14.9%	15.2%	8.9%	54.8%
Q11-8. Climbing wall	4.3%	4.6%	9.2%	15.8%	66.0%
Q11-9. Cricket fields	13.2%	8.9%	5.9%	4.0%	68.0%
Q11-10. Disc golf course	5.0%	6.9%	12.2%	11.6%	64.4%
Q11-11. Dog park	20.5%	11.2%	10.9%	5.9%	51.5%
Q11-12. Greenway trail system	32.7%	33.3%	19.1%	5.0%	9.9%
Q11-13. Gymnastics gymnasium	5.6%	10.6%	8.9%	9.2%	65.7%
Q11-14. Horseshoe pits	3.3%	3.6%	5.0%	9.2%	78.9%
Q11-15. Ice skating surface/in-line hockey rink	5.0%	4.6%	7.9%	14.5%	68.0%
Q11-16. Indoor field turf	4.0%	5.9%	4.6%	14.5%	71.0%
Q11-17. Indoor track	4.6%	3.3%	7.9%	19.8%	64.4%
Q11-18. Multi-use gym space (basketball, volleyball, etc.)	8.6%	10.2%	10.9%	15.2%	55.1%
Q11-19. Nature parks	24.1%	38.3%	19.1%	5.3%	13.2%
Q11-20. Pickleball courts	14.2%	15.2%	13.9%	10.9%	45.9%
Q11-21. Picnic shelter	25.4%	25.1%	17.8%	5.0%	26.7%
Q11-22. Playground	25.4%	20.1%	13.2%	4.0%	37.3%

Q11. A variety of recreation facilities and amenities are listed below that are already offered in the community or may be offered in the future. Please indicate how well your needs for each facility or amenity are met on a scale of 4 to 1, where 4 means your needs are "Fully Met" and 1 means your needs are "Not Met" at all.

	Fully met	Mostly met	Partly met	Not met	No need
Q11-23. Shooting sports (shooting/archery range)	3.6%	3.6%	5.6%	15.8%	71.3%
Q11-24. Skate park/BMX	5.3%	3.6%	6.3%	15.8%	69.0%
Q11-25. Soccer fields	12.9%	15.8%	10.9%	8.6%	51.8%
Q11-26. Splash pad	5.9%	8.9%	9.9%	19.5%	55.8%
Q11-27. Squash/racquetball courts	5.9%	7.9%	8.3%	7.9%	70.0%
Q11-28. Tennis courts (indoor)	7.6%	7.3%	7.9%	11.2%	66.0%
Q11-29. Tennis courts (outdoor)	17.8%	13.2%	12.2%	4.3%	52.5%
Q11-30. Volleyball courts (indoor)	5.9%	7.3%	11.2%	9.9%	65.7%
Q11-31. Volleyball courts (outdoor)	6.9%	8.9%	13.2%	7.6%	63.4%
Q11-32. Weights & fitness machines	10.2%	9.6%	17.8%	14.2%	48.2%
Q11-33. Other	0.3%	0.3%	1.3%	2.3%	95.7%

(WITHOUT "NO NEED")

Q11. A variety of recreation facilities and amenities are listed below that are already offered in the community or may be offered in the future. Please indicate how well your needs for each facility or amenity are met on a scale of 4 to 1, where 4 means your needs are "Fully Met" and 1 means your needs are "Not Met" at all. (without "no need")

(N=303)

	Fully met	Mostly met	Partly met	Not met
Q11-1. Aquatics/swimming facility (indoor)	28.9%	36.4%	21.4%	13.4%
Q11-2. Aquatics/swimming facility (outdoor)	22.6%	31.4%	20.1%	25.8%
Q11-3. Baseball & softball fields	35.7%	34.8%	17.0%	12.5%
Q11-4. Basketball courts (indoor)	21.2%	28.8%	28.0%	22.0%
Q11-5. Basketball courts (outdoor)	26.0%	32.5%	22.0%	19.5%
Q11-6. Bocce ball courts	16.2%	17.6%	22.1%	44.1%
Q11-7. Classroom/meeting space	13.9%	32.8%	33.6%	19.7%
Q11-8. Climbing wall	12.6%	13.6%	27.2%	46.6%
Q11-9. Cricket fields	41.2%	27.8%	18.6%	12.4%
Q11-10. Disc golf course	13.9%	19.4%	34.3%	32.4%
Q11-11. Dog park	42.2%	23.1%	22.4%	12.2%
Q11-12. Greenway trail system	36.3%	37.0%	21.2%	5.5%
Q11-13. Gymnastics gymnasium	16.3%	30.8%	26.0%	26.9%
Q11-14. Horseshoe pits	15.6%	17.2%	23.4%	43.8%
Q11-15. Ice skating surface/in-line hockey rink	15.5%	14.4%	24.7%	45.4%
Q11-16. Indoor field turf	13.6%	20.5%	15.9%	50.0%
Q11-17. Indoor track	13.0%	9.3%	22.2%	55.6%
Q11-18. Multi-use gym space (basketball, volleyball, etc.)	19.1%	22.8%	24.3%	33.8%
Q11-19. Nature parks	27.8%	44.1%	22.1%	6.1%
Q11-20. Pickleball courts	26.2%	28.0%	25.6%	20.1%
Q11-21. Picnic shelter	34.7%	34.2%	24.3%	6.8%
Q11-22. Playground	40.5%	32.1%	21.1%	6.3%

(WITHOUT "NO NEED")

Q11. A variety of recreation facilities and amenities are listed below that are already offered in the community or may be offered in the future. Please indicate how well your needs for each facility or amenity are met on a scale of 4 to 1, where 4 means your needs are "Fully Met" and 1 means your needs are "Not Met" at all. (without "no need")

	Fully met	Mostly met	Partly met	Not met
Q11-23. Shooting sports (shooting/archery range)	12.6%	12.6%	19.5%	55.2%
Q11-24. Skate park/BMX	17.0%	11.7%	20.2%	51.1%
Q11-25. Soccer fields	26.7%	32.9%	22.6%	17.8%
Q11-26. Splash pad	13.4%	20.1%	22.4%	44.0%
Q11-27. Squash/racquetball courts	19.8%	26.4%	27.5%	26.4%
Q11-28. Tennis courts (indoor)	22.3%	21.4%	23.3%	33.0%
Q11-29. Tennis courts (outdoor)	37.5%	27.8%	25.7%	9.0%
Q11-30. Volleyball courts (indoor)	17.3%	21.2%	32.7%	28.8%
Q11-31. Volleyball courts (outdoor)	18.9%	24.3%	36.0%	20.7%
Q11-32. Weights & fitness machines	19.7%	18.5%	34.4%	27.4%
Q11-33. Other	7.7%	7.7%	30.8%	53.8%

Q12. Which FOUR facilities/amenities from the list in Question 11 are MOST IMPORTANT to your household?

Q12. Top choice	Number	Percent
Aquatics/swimming facility (indoor)	54	17.8 %
Aquatics/swimming facility (outdoor)	18	5.9 %
Baseball & softball fields	4	1.3 %
Basketball courts (indoor)	8	2.6 %
Basketball courts (outdoor)	7	2.3 %
Classroom/meeting space	8	2.6 %
Climbing wall	1	0.3 %
Cricket fields	5	1.7 %
Disc golf course	9	3.0 %
Dog park	19	6.3 %
Greenway trail system	61	20.1 %
Gymnastics gymnasium	1	0.3 %
Ice skating surface/in-line hockey rink	3	1.0 %
Indoor field turf	2	0.7 %
Indoor track	6	2.0 %
Multi-use gym space (basketball, volleyball, etc.)	2	0.7 %
Nature parks	27	8.9 %
Pickleball courts	12	4.0 %
Picnic shelter	2	0.7 %
Playground	15	5.0 %
Skate park/BMX	1	0.3 %
Soccer fields	4	1.3 %
Splash pad	2	0.7 %
Squash/racquetball courts	1	0.3 %
Tennis courts (indoor)	2	0.7 %
Tennis courts (outdoor)	2	0.7 %
Volleyball courts (indoor)	2	0.7 %
Volleyball courts (outdoor)	2	0.7 %
Weights & fitness machines	7	2.3 %
None chosen	16	5.3 %
Total	303	100.0 %

Q12. Which FOUR facilities/amenities from the list in Question 11 are MOST IMPORTANT to your household?

Q12. 2nd choice	Number	Percent
Aquatics/swimming facility (indoor)	21	6.9 %
Aquatics/swimming facility (outdoor)	16	5.3 %
Baseball & softball fields	2	0.7 %
Basketball courts (indoor)	9	3.0 %
Basketball courts (outdoor)	3	1.0 %
Classroom/meeting space	4	1.3 %
Climbing wall	4	1.3 %
Cricket fields	10	3.3 %
Disc golf course	4	1.3 %
Dog park	17	5.6 %
Greenway trail system	48	15.8 %
Gymnastics gymnasium	3	1.0 %
Horseshoe pits	1	0.3 %
Ice skating surface/in-line hockey rink	4	1.3 %
Indoor field turf	1	0.3 %
Indoor track	4	1.3 %
Multi-use gym space (basketball, volleyball, etc.)	5	1.7 %
Nature parks	51	16.8 %
Pickleball courts	16	5.3 %
Picnic shelter	8	2.6 %
Playground	5	1.7 %
Shooting sports (shooting/archery range)	3	1.0 %
Skate park/BMX	2	0.7 %
Soccer fields	9	3.0 %
Splash pad	6	2.0 %
Squash/racquetball courts	2	0.7 %
Tennis courts (indoor)	5	1.7 %
Tennis courts (outdoor)	4	1.3 %
Volleyball courts (indoor)	1	0.3 %
Volleyball courts (outdoor)	5	1.7 %
Weights & fitness machines	11	3.6 %
None chosen	19	6.3 %
Total	303	100.0 %

Q12. Which FOUR facilities/amenities from the list in Question 11 are MOST IMPORTANT to your household?

Q12. 3rd choice	Number	Percent
Aquatics/swimming facility (indoor)	23	7.6 %
Aquatics/swimming facility (outdoor)	7	2.3 %
Baseball & softball fields	5	1.7 %
Basketball courts (indoor)	4	1.3 %
Basketball courts (outdoor)	6	2.0 %
Bocce ball courts	6	2.0 %
Classroom/meeting space	12	4.0 %
Climbing wall	6	2.0 %
Cricket fields	1	0.3 %
Disc golf course	5	1.7 %
Dog park	12	4.0 %
Greenway trail system	33	10.9 %
Gymnastics gymnasium	5	1.7 %
Horseshoe pits	1	0.3 %
Ice skating surface/in-line hockey rink	2	0.7 %
Indoor field turf	1	0.3 %
Indoor track	5	1.7 %
Multi-use gym space (basketball, volleyball, etc.)	9	3.0 %
Nature parks	29	9.6 %
Pickleball courts	9	3.0 %
Picnic shelter	18	5.9 %
Playground	12	4.0 %
Shooting sports (shooting/archery range)	3	1.0 %
Skate park/BMX	2	0.7 %
Soccer fields	5	1.7 %
Splash pad	9	3.0 %
Squash/racquetball courts	1	0.3 %
Tennis courts (indoor)	6	2.0 %
Tennis courts (outdoor)	9	3.0 %
Volleyball courts (indoor)	2	0.7 %
Volleyball courts (outdoor)	4	1.3 %
Weights & fitness machines	19	6.3 %
None chosen	32	10.6 %
Total	303	100.0 %

Q12. Which FOUR facilities/amenities from the list in Question 11 are MOST IMPORTANT to your household?

Q12. 4th choice	Number	Percent
Aquatics/swimming facility (indoor)	7	2.3 %
Aquatics/swimming facility (outdoor)	10	3.3 %
Baseball & softball fields	6	2.0 %
Basketball courts (indoor)	3	1.0 %
Basketball courts (outdoor)	5	1.7 %
Bocce ball courts	2	0.7 %
Classroom/meeting space	8	2.6 %
Climbing wall	6	2.0 %
Cricket fields	1	0.3 %
Disc golf course	4	1.3 %
Dog park	12	4.0 %
Greenway trail system	17	5.6 %
Gymnastics gymnasium	4	1.3 %
Horseshoe pits	1	0.3 %
Ice skating surface/in-line hockey rink	2	0.7 %
Indoor field turf	2	0.7 %
Indoor track	7	2.3 %
Multi-use gym space (basketball, volleyball, etc.)	8	2.6 %
Nature parks	30	9.9 %
Pickleball courts	10	3.3 %
Picnic shelter	14	4.6 %
Playground	13	4.3 %
Shooting sports (shooting/archery range)	4	1.3 %
Skate park/BMX	2	0.7 %
Soccer fields	3	1.0 %
Splash pad	12	4.0 %
Squash/racquetball courts	2	0.7 %
Tennis courts (indoor)	4	1.3 %
Tennis courts (outdoor)	6	2.0 %
Volleyball courts (indoor)	9	3.0 %
Volleyball courts (outdoor)	2	0.7 %
Weights & fitness machines	18	5.9 %
None chosen	69	22.8 %
Total	303	100.0 %

(SUM OF TOP 4 RESPONSES)

Q12. Which FOUR facilities/amenities from the list in Question 11 are MOST IMPORTANT to your household? (top 4)

Q12. Top choice	Number	Percent
Aquatics/swimming facility (indoor)	105	34.7 %
Aquatics/swimming facility (outdoor)	51	16.8 %
Baseball & softball fields	17	5.6 %
Basketball courts (indoor)	24	7.9 %
Basketball courts (outdoor)	21	6.9 %
Bocce ball courts	8	2.6 %
Classroom/meeting space	32	10.6 %
Climbing wall	17	5.6 %
Cricket fields	17	5.6 %
Disc golf course	22	7.3 %
Dog park	60	19.8 %
Greenway trail system	159	52.5 %
Gymnastics gymnasium	13	4.3 %
Horseshoe pits	3	1.0 %
Ice skating surface/in-line hockey rink	11	3.6 %
Indoor field turf	6	2.0 %
Indoor track	22	7.3 %
Multi-use gym space (basketball, volleyball, etc.)	24	7.9 %
Nature parks	137	45.2 %
Pickleball courts	47	15.5 %
Picnic shelter	42	13.9 %
Playground	45	14.9 %
Shooting sports (shooting/archery range)	10	3.3 %
Skate park/BMX	7	2.3 %
Soccer fields	21	6.9 %
Splash pad	29	9.6 %
Squash/racquetball courts	6	2.0 %
Tennis courts (indoor)	17	5.6 %
Tennis courts (outdoor)	21	6.9 %
Volleyball courts (indoor)	14	4.6 %
Volleyball courts (outdoor)	13	4.3 %
Weights & fitness machines	55	18.2 %
None chosen	16	5.3 %
Total	1092	

Q13. A variety of recreation programs and activities are listed below that are already offered in the community or may be offered in the future. Regardless of the provider, please indicate how well your needs for each program or activity are met on a scale of 4 to 1, where 4 means your needs are "Fully Met" and 1 means your needs are "Not Met" at all.

(N=303)

	Fully met	Mostly met	Partly met	Not met	No need
Q13-1. Action sports (skateboarding, BMX, etc.)	3.0%	5.3%	3.6%	9.6%	78.5%
Q13-2. After school programs	5.9%	4.6%	9.6%	7.9%	71.9%
Q13-3. Baseball	6.6%	6.6%	5.9%	4.0%	76.9%
Q13-4. Basketball	7.6%	9.9%	9.6%	6.3%	66.7%
Q13-5. Bocce ball	4.3%	3.3%	6.6%	7.3%	78.5%
Q13-6. Bridge lessons	5.3%	2.3%	5.0%	6.9%	80.5%
Q13-7. Camps (summer/school break)	6.9%	5.6%	10.9%	10.9%	65.7%
Q13-8. Cheerleading	3.6%	3.3%	5.0%	5.3%	82.8%
Q13-9. Climbing	4.6%	5.3%	7.6%	10.9%	71.6%
Q13-10. Cricket	8.6%	7.3%	5.3%	4.0%	74.9%
Q13-11. Disc golf	5.6%	5.9%	8.3%	10.9%	69.3%
Q13-12. Dodgeball	4.0%	4.6%	5.6%	6.9%	78.9%
Q13-13. Environmental education	4.0%	8.9%	14.5%	16.8%	55.8%
Q13-14. Fitness programs/classes	9.9%	12.5%	23.4%	16.5%	37.6%
Q13-15. Flag football	4.3%	4.3%	3.0%	8.3%	80.2%
Q13-16. Football (tackle)	3.6%	5.0%	2.6%	5.3%	83.5%
Q13-17. Horseshoes	3.3%	3.3%	4.3%	6.9%	82.2%
Q13-18. Lacrosse	4.6%	2.6%	4.3%	5.3%	83.2%
Q13-19. Martial Arts/Tai Chi	4.3%	4.6%	12.5%	17.2%	61.4%
Q13-20. Music lessons/classes	3.6%	5.3%	14.5%	20.1%	56.4%
Q13-21. Outdoor music/concerts	8.3%	14.5%	22.8%	22.8%	31.7%
Q13-22. Painting/drawing classes	4.0%	6.9%	16.8%	30.4%	41.9%
Q13-23. Pickleball	9.2%	12.2%	12.5%	12.2%	53.8%

Q13. A variety of recreation programs and activities are listed below that are already offered in the community or may be offered in the future. Regardless of the provider, please indicate how well your needs for each program or activity are met on a scale of 4 to 1, where 4 means your needs are "Fully Met" and 1 means your needs are "Not Met" at all.

	Fully met	Mostly met	Partly met	Not met	No need
Q13-24. Running (endurance)	8.6%	9.9%	10.6%	11.2%	59.7%
Q13-25. Senior recreational programs	6.3%	11.2%	15.5%	14.2%	52.8%
Q13-26. Shooting sports/archery	2.3%	3.6%	6.9%	11.2%	75.9%
Q13-27. Singing/voice lessons	3.0%	5.0%	7.9%	13.9%	70.3%
Q13-28. Soccer	8.3%	8.9%	8.3%	7.9%	66.7%
Q13-29. Softball	5.0%	6.3%	5.6%	5.0%	78.2%
Q13-30. Special events/family festivals	14.5%	20.1%	18.5%	11.6%	35.3%
Q13-31. Swimming	12.5%	15.5%	16.2%	10.9%	44.9%
Q13-32. Tennis/lessons/clinics	6.3%	8.9%	10.9%	9.9%	64.0%
Q13-33. Training/certifications/education	3.6%	5.9%	15.5%	14.2%	60.7%
Q13-34. Trips/tours	5.3%	7.6%	10.6%	17.8%	58.7%
Q13-35. Ultimate frisbee	3.0%	4.0%	7.9%	7.9%	77.2%
Q13-36. Video game contests/tournaments	2.0%	2.3%	4.3%	11.6%	79.9%
Q13-37. Volleyball	5.9%	6.9%	9.6%	6.9%	70.6%
Q13-38. Walking for exercise	24.1%	20.1%	19.1%	9.2%	27.4%
Q13-39. Other	0.7%	0.7%	1.7%	1.7%	95.4%

(WITHOUT "NO NEED")

Q13. A variety of recreation programs and activities are listed below that are already offered in the community or may be offered in the future. Regardless of the provider, please indicate how well your needs for each program or activity are met on a scale of 4 to 1, where 4 means your needs are "Fully Met" and 1 means your needs are "Not Met" at all. (without "no need")

(N=303)

	Fully met	Mostly met	Partly met	Not met
Q13-1. Action sports (skateboarding, BMX, etc.)	13.8%	24.6%	16.9%	44.6%
Q13-2. After school programs	21.2%	16.5%	34.1%	28.2%
Q13-3. Baseball	28.6%	28.6%	25.7%	17.1%
Q13-4. Basketball	22.8%	29.7%	28.7%	18.8%
Q13-5. Bocce ball	20.0%	15.4%	30.8%	33.8%
Q13-6. Bridge lessons	27.1%	11.9%	25.4%	35.6%
Q13-7. Camps (summer/school break)	20.2%	16.3%	31.7%	31.7%
Q13-8. Cheerleading	21.2%	19.2%	28.8%	30.8%
Q13-9. Climbing	16.3%	18.6%	26.7%	38.4%
Q13-10. Cricket	34.2%	28.9%	21.1%	15.8%
Q13-11. Disc golf	18.3%	19.4%	26.9%	35.5%
Q13-12. Dodgeball	18.8%	21.9%	26.6%	32.8%
Q13-13. Environmental education	9.0%	20.1%	32.8%	38.1%
Q13-14. Fitness programs/classes	15.9%	20.1%	37.6%	26.5%
Q13-15. Flag football	21.7%	21.7%	15.0%	41.7%
Q13-16. Football (tackle)	22.0%	30.0%	16.0%	32.0%
Q13-17. Horseshoes	18.5%	18.5%	24.1%	38.9%
Q13-18. Lacrosse	27.5%	15.7%	25.5%	31.4%
Q13-19. Martial Arts/Tai Chi	11.1%	12.0%	32.5%	44.4%
Q13-20. Music lessons/classes	8.3%	12.1%	33.3%	46.2%
Q13-21. Outdoor music/concerts	12.1%	21.3%	33.3%	33.3%
Q13-22. Painting/drawing classes	6.8%	11.9%	29.0%	52.3%
Q13-23. Pickleball	20.0%	26.4%	27.1%	26.4%

(WITHOUT "NO NEED")

Q13. A variety of recreation programs and activities are listed below that are already offered in the community or may be offered in the future. Regardless of the provider, please indicate how well your needs for each program or activity are met on a scale of 4 to 1, where 4 means your needs are "Fully Met" and 1 means your needs are "Not Met" at all. (without "no need")

	Fully met	Mostly met	Partly met	Not met
Q13-24. Running (endurance)	21.3%	24.6%	26.2%	27.9%
Q13-25. Senior recreational programs	13.3%	23.8%	32.9%	30.1%
Q13-26. Shooting sports/archery	9.6%	15.1%	28.8%	46.6%
Q13-27. Singing/voice lessons	10.0%	16.7%	26.7%	46.7%
Q13-28. Soccer	24.8%	26.7%	24.8%	23.8%
Q13-29. Softball	22.7%	28.8%	25.8%	22.7%
Q13-30. Special events/family festivals	22.4%	31.1%	28.6%	17.9%
Q13-31. Swimming	22.8%	28.1%	29.3%	19.8%
Q13-32. Tennis/lessons/clinics	17.4%	24.8%	30.3%	27.5%
Q13-33. Training/certifications/education	9.2%	15.1%	39.5%	36.1%
Q13-34. Trips/tours	12.8%	18.4%	25.6%	43.2%
Q13-35. Ultimate frisbee	13.0%	17.4%	34.8%	34.8%
Q13-36. Video game contests/tournaments	9.8%	11.5%	21.3%	57.4%
Q13-37. Volleyball	20.2%	23.6%	32.6%	23.6%
Q13-38. Walking for exercise	33.2%	27.7%	26.4%	12.7%
Q13-39. Other	14.3%	14.3%	35.7%	35.7%

Q14. Which FOUR items from the list in Question 13 are MOST IMPORTANT to your household?

Q14. Top choice	Number	Percent
Action sports (skateboarding, BMX, etc.)	6	2.0 %
After school programs	11	3.6 %
Baseball	3	1.0 %
Basketball	15	5.0 %
Bocce ball	1	0.3 %
Bridge lessons	4	1.3 %
Camps (summer/school break)	13	4.3 %
Cheerleading	2	0.7 %
Climbing	2	0.7 %
Cricket	5	1.7 %
Disc golf	9	3.0 %
Dodgeball	2	0.7 %
Environmental education	9	3.0 %
Fitness programs/classes	51	16.8 %
Flag football	2	0.7 %
Football (tackle)	1	0.3 %
Lacrosse	1	0.3 %
Martial Arts/Tai Chi	4	1.3 %
Music lessons/classes	3	1.0 %
Outdoor music/concerts	16	5.3 %
Painting/drawing classes	5	1.7 %
Pickleball	9	3.0 %
Running (endurance)	7	2.3 %
Senior recreational programs	5	1.7 %
Shooting sports/archery	2	0.7 %
Singing/voice lessons	1	0.3 %
Soccer	4	1.3 %
Special events/family festivals	11	3.6 %
Swimming	13	4.3 %
Tennis/lessons/clinics	4	1.3 %
Training/certifications/education	2	0.7 %
Trips/tours	3	1.0 %
Ultimate frisbee	2	0.7 %
Video game contests/tournaments	1	0.3 %
Volleyball	7	2.3 %
Walking for exercise	49	16.2 %
None chosen	18	5.9 %
Total	303	100.0 %

Q14. Which FOUR items from the list in Question 13 are MOST IMPORTANT to your household?

Q14. 2nd choice	Number	Percent
Action sports (skateboarding, BMX, etc.)	5	1.7 %
After school programs	7	2.3 %
Baseball	1	0.3 %
Basketball	9	3.0 %
Bocce ball	1	0.3 %
Bridge lessons	2	0.7 %
Camps (summer/school break)	8	2.6 %
Cheerleading	2	0.7 %
Climbing	9	3.0 %
Disc golf	3	1.0 %
Environmental education	9	3.0 %
Fitness programs/classes	20	6.6 %
Flag football	3	1.0 %
Football (tackle)	3	1.0 %
Horseshoes	1	0.3 %
Martial Arts/Tai Chi	6	2.0 %
Music lessons/classes	10	3.3 %
Outdoor music/concerts	19	6.3 %
Painting/drawing classes	19	6.3 %
Pickleball	19	6.3 %
Running (endurance)	6	2.0 %
Senior recreational programs	17	5.6 %
Shooting sports/archery	5	1.7 %
Singing/voice lessons	2	0.7 %
Soccer	8	2.6 %
Softball	1	0.3 %
Special events/family festivals	17	5.6 %
Swimming	13	4.3 %
Tennis/lessons/clinics	6	2.0 %
Training/certifications/education	2	0.7 %
Trips/tours	4	1.3 %
Ultimate frisbee	1	0.3 %
Video game contests/tournaments	1	0.3 %
Volleyball	9	3.0 %
Walking for exercise	27	8.9 %
None chosen	28	9.2 %
Total	303	100.0 %

Q14. Which FOUR items from the list in Question 13 are MOST IMPORTANT to your household?

Q14. 3rd choice	Number	Percent
Action sports (skateboarding, BMX, etc.)	2	0.7 %
After school programs	1	0.3 %
Baseball	3	1.0 %
Basketball	5	1.7 %
Bocce ball	2	0.7 %
Bridge lessons	5	1.7 %
Camps (summer/school break)	7	2.3 %
Climbing	3	1.0 %
Cricket	5	1.7 %
Disc golf	6	2.0 %
Dodgeball	2	0.7 %
Environmental education	11	3.6 %
Fitness programs/classes	8	2.6 %
Flag football	2	0.7 %
Horseshoes	2	0.7 %
Martial Arts/Tai Chi	10	3.3 %
Music lessons/classes	11	3.6 %
Outdoor music/concerts	19	6.3 %
Painting/drawing classes	19	6.3 %
Pickleball	7	2.3 %
Running (endurance)	3	1.0 %
Senior recreational programs	14	4.6 %
Shooting sports/archery	7	2.3 %
Singing/voice lessons	1	0.3 %
Soccer	4	1.3 %
Softball	1	0.3 %
Special events/family festivals	22	7.3 %
Swimming	16	5.3 %
Tennis/lessons/clinics	9	3.0 %
Training/certifications/education	7	2.3 %
Trips/tours	7	2.3 %
Ultimate frisbee	1	0.3 %
Video game contests/tournaments	4	1.3 %
Volleyball	6	2.0 %
Walking for exercise	27	8.9 %
None chosen	44	14.5 %
Total	303	100.0 %

Q14. Which FOUR items from the list in Question 13 are MOST IMPORTANT to your household?

Q14. 4th choice	Number	Percent
Action sports (skateboarding, BMX, etc.)	3	1.0 %
After school programs	6	2.0 %
Baseball	1	0.3 %
Basketball	7	2.3 %
Bocce ball	1	0.3 %
Camps (summer/school break)	7	2.3 %
Cheerleading	2	0.7 %
Climbing	2	0.7 %
Cricket	2	0.7 %
Disc golf	4	1.3 %
Dodgeball	2	0.7 %
Environmental education	5	1.7 %
Fitness programs/classes	14	4.6 %
Horseshoes	3	1.0 %
Lacrosse	4	1.3 %
Martial Arts/Tai Chi	3	1.0 %
Music lessons/classes	10	3.3 %
Outdoor music/concerts	14	4.6 %
Painting/drawing classes	17	5.6 %
Pickleball	6	2.0 %
Running (endurance)	3	1.0 %
Senior recreational programs	12	4.0 %
Shooting sports/archery	2	0.7 %
Singing/voice lessons	5	1.7 %
Soccer	3	1.0 %
Special events/family festivals	14	4.6 %
Swimming	16	5.3 %
Tennis/lessons/clinics	4	1.3 %
Training/certifications/education	10	3.3 %
Trips/tours	8	2.6 %
Ultimate frisbee	2	0.7 %
Video game contests/tournaments	5	1.7 %
Volleyball	6	2.0 %
Walking for exercise	30	9.9 %
None chosen	70	23.1 %
Total	303	100.0 %

(SUM OF TOP 4 RESPONSES)

Q14. Which FOUR items from the list in Question 13 are MOST IMPORTANT to your household? (top 4)

Q14. Top choice	Number	Percent
Action sports (skateboarding, BMX, etc.)	16	5.3 %
After school programs	25	8.3 %
Baseball	8	2.6 %
Basketball	36	11.9 %
Bocce ball	5	1.7 %
Bridge lessons	11	3.6 %
Camps (summer/school break)	35	11.6 %
Cheerleading	6	2.0 %
Climbing	16	5.3 %
Cricket	12	4.0 %
Disc golf	22	7.3 %
Dodgeball	6	2.0 %
Environmental education	34	11.2 %
Fitness programs/classes	93	30.7 %
Flag football	7	2.3 %
Football (tackle)	4	1.3 %
Horseshoes	6	2.0 %
Lacrosse	5	1.7 %
Martial Arts/Tai Chi	23	7.6 %
Music lessons/classes	34	11.2 %
Outdoor music/concerts	68	22.4 %
Painting/drawing classes	60	19.8 %
Pickleball	41	13.5 %
Running (endurance)	19	6.3 %
Senior recreational programs	48	15.8 %
Shooting sports/archery	16	5.3 %
Singing/voice lessons	9	3.0 %
Soccer	19	6.3 %
Softball	2	0.7 %
Special events/family festivals	64	21.1 %
Swimming	58	19.1 %
Tennis/lessons/clinics	23	7.6 %
Training/certifications/education	21	6.9 %
Trips/tours	22	7.3 %
Ultimate frisbee	6	2.0 %
Video game contests/tournaments	11	3.6 %
Volleyball	28	9.2 %
Walking for exercise	133	43.9 %
None chosen	18	5.9 %
Total	1070	

Q15. Please rate your level of support for each of the following actions the Town of Morrisville could take to improve the parks and recreation system.

(N=303)

	Very supportive	Supportive	Neutral	Not supportive	Not at all supportive	Not provided
Q15-1. Upgrading or expanding playground equipment	31.4%	35.6%	25.4%	2.3%	2.3%	3.0%
Q15-2. Providing places for arts & cultural programs (e.g., theater, arts, dance)	38.0%	35.3%	18.8%	3.0%	1.3%	3.6%
Q15-3. Providing places for community events (e.g., festivals, farm & art markets, youth/family events)	47.2%	35.0%	12.2%	1.3%	1.3%	3.0%
Q15-4. Adding or improving features to extend park use (e.g., restrooms, shelters, seating, lighting, shade)	46.2%	37.6%	13.2%	0.7%	1.3%	1.0%
Q15-5. Increasing programming for residents of all ages & abilities	41.6%	38.0%	15.2%	1.3%	1.3%	2.6%
Q15-6. Utilizing green development & sustainable practices in park projects	45.9%	32.0%	14.2%	2.0%	2.3%	3.6%
Q15-7. Expanding bike & pedestrian trails	46.5%	34.0%	12.9%	1.7%	1.7%	3.3%
Q15-8. Improving or expanding access to sports fields or sports courts	29.0%	33.0%	25.1%	5.3%	2.3%	5.3%
Q15-9. Adding a local sports complex to accommodate a cricket pitch	12.2%	14.2%	33.0%	16.8%	17.2%	6.6%
Q15-10. Other	3.6%	1.0%	1.0%	0.3%	0.0%	94.1%

(WITHOUT "NOT PROVIDED")

Q15. Please rate your level of support for each of the following actions the Town of Morrisville could take to improve the parks and recreation system. (without "not provided")

(N=303)

	Very supportive	Supportive	Neutral	Not supportive	Not at all supportive
Q15-1. Upgrading or expanding playground equipment	32.3%	36.7%	26.2%	2.4%	2.4%
Q15-2. Providing places for arts & cultural programs (e.g., theater, arts, dance)	39.4%	36.6%	19.5%	3.1%	1.4%
Q15-3. Providing places for community events (e.g., festivals, farm & art markets, youth/family events)	48.6%	36.1%	12.6%	1.4%	1.4%
Q15-4. Adding or improving features to extend park use (e. g., restrooms, shelters, seating, lighting, shade)	46.7%	38.0%	13.3%	0.7%	1.3%
Q15-5. Increasing programming for residents of all ages & abilities	42.7%	39.0%	15.6%	1.4%	1.4%
Q15-6. Utilizing green development & sustainable practices in park projects	47.6%	33.2%	14.7%	2.1%	2.4%
Q15-7. Expanding bike & pedestrian trails	48.1%	35.2%	13.3%	1.7%	1.7%
Q15-8. Improving or expanding access to sports fields or sports courts	30.7%	34.8%	26.5%	5.6%	2.4%
Q15-9. Adding a local sports complex to accommodate a cricket pitch	13.1%	15.2%	35.3%	18.0%	18.4%
Q15-10. Other	61.1%	16.7%	16.7%	5.6%	0.0%

Q16. Which THREE of the items listed in Question 15 are most important to you and the members of your household?

Q16. Top choice	Number	Percent
Upgrading or expanding playground equipment	38	12.5 %
Providing places for arts & cultural programs (e.g., theater, arts, dance)	44	14.5 %
Providing places for community events (e.g., festivals, farm & art markets, youth/family events)	49	16.2 %
Adding or improving features to extend park use (e.g., restrooms, shelters, seating, lighting, shade)	38	12.5 %
Increasing programming for residents of all ages & abilities	19	6.3 %
Utilizing green development & sustainable practices in park projects	17	5.6 %
Expanding bike & pedestrian trails	48	15.8 %
Improving or expanding access to sports fields or sports courts	11	3.6 %
Adding a local sports complex to accommodate a cricket pitch	2	0.7 %
None chosen	37	12.2 %
Total	303	100.0 %

Q16. Which THREE of the items listed in Question 15 are most important to you and the members of your household?

Q16. 2nd choice	Number	Percent
Upgrading or expanding playground equipment	15	5.0 %
Providing places for arts & cultural programs (e.g., theater, arts, dance)	31	10.2 %
Providing places for community events (e.g., festivals, farm & art markets, youth/family events)	52	17.2 %
Adding or improving features to extend park use (e.g., restrooms, shelters, seating, lighting, shade)	52	17.2 %
Increasing programming for residents of all ages & abilities	23	7.6 %
Utilizing green development & sustainable practices in park projects	27	8.9 %
Expanding bike & pedestrian trails	38	12.5 %
Improving or expanding access to sports fields or sports courts	15	5.0 %
Adding a local sports complex to accommodate a cricket pitch	5	1.7 %
None chosen	45	14.9 %
Total	303	100.0 %

Q16. Which THREE of the items listed in Question 15 are most important to you and the members of your household?

Q16. 3rd choice	Number	Percent
Upgrading or expanding playground equipment	15	5.0 %
Providing places for arts & cultural programs (e.g., theater, arts, dance)	24	7.9 %
Providing places for community events (e.g., festivals, farm & art markets, youth/family events)	41	13.5 %
Adding or improving features to extend park use (e.g., restrooms, shelters, seating, lighting, shade)	36	11.9 %
Increasing programming for residents of all ages & abilities	41	13.5 %
Utilizing green development & sustainable practices in park projects	36	11.9 %
Expanding bike & pedestrian trails	26	8.6 %
Improving or expanding access to sports fields or sports courts	10	3.3 %
Adding a local sports complex to accommodate a cricket pitch	6	2.0 %
None chosen	68	22.4 %
Total	303	100.0 %

(SUM OF TOP 3 RESPONSES)

Q16. Which THREE of the items listed in Question 15 are most important to you and the members of your household? (top 3)

Q16. Top choice	Number	Percent
Upgrading or expanding playground equipment	68	22.4 %
Providing places for arts & cultural programs (e.g., theater, arts, dance)	99	32.7 %
Providing places for community events (e.g., festivals, farm & art markets, youth/family events)	142	46.9 %
Adding or improving features to extend park use (e.g., restrooms, shelters, seating, lighting, shade)	126	41.6 %
Increasing programming for residents of all ages & abilities	83	27.4 %
Utilizing green development & sustainable practices in park projects	80	26.4 %
Expanding bike & pedestrian trails	112	37.0 %
Improving or expanding access to sports fields or sports courts	36	11.9 %
Adding a local sports complex to accommodate a cricket pitch	13	4.3 %
None chosen	37	12.2 %
Total	796	

Number of Cases = 303
Number of Responses = 796
Average Number Of Responses Per Case = 2.6
Number Of Cases With At Least One Response = 303
Response Percent = 100.0 %

Q17. Please rate your level of agreement with the following statements.

(N=303)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
Q17-1. Help to attract new residents & businesses	24.1%	40.3%	19.1%	3.0%	4.0%	9.6%
Q17-2. Help to reduce crime in my neighborhood & keep kids out of trouble	36.6%	38.3%	11.6%	2.0%	2.3%	9.2%
Q17-3. Improve my (my household's) mental health & reduces stress	35.3%	36.0%	17.8%	1.0%	2.0%	7.9%
Q17-4. Improve my (my household's) physical health & fitness	39.9%	38.9%	9.2%	2.0%	1.3%	8.6%
Q17-5. Are age-friendly & accessible to all age groups	27.7%	39.9%	19.5%	2.6%	1.7%	8.6%
Q17-6. Offer childhood education opportunities to develop the whole child	19.1%	26.1%	21.8%	2.0%	1.3%	29.7%
Q17-7. Positively impact economic/business development	22.8%	39.9%	19.1%	1.3%	1.3%	15.5%
Q17-8. Preserve open space & protect the environment	40.6%	34.0%	11.9%	1.0%	2.3%	10.2%
Q17-9. Provide access to greenspace & nature, or playgrounds	43.9%	38.6%	7.9%	1.7%	0.7%	7.3%
Q17-10. Provide access to transportation (e.g., sidewalks, bikeways, trails, public transit)	35.6%	37.6%	14.2%	2.6%	2.3%	7.6%
Q17-11. Provide information & assistance in navigating resources & social services	16.8%	29.0%	29.4%	3.3%	1.3%	20.1%
Q17-12. Provide jobs/ professional development for youth	16.2%	25.7%	26.4%	4.3%	2.0%	25.4%
Q17-13. Provide positive social interactions for me (my household/family)	25.4%	45.2%	16.2%	2.3%	1.7%	9.2%
Q17-14. Provide preservation of historic structures & resources	18.5%	27.7%	28.1%	2.6%	2.3%	20.8%

(WITHOUT "DON'T KNOW")

Q17. Please rate your level of agreement with the following statements. (without "don't know")

(N=303)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q17-1. Help to attract new residents & businesses	26.6%	44.5%	21.2%	3.3%	4.4%
Q17-2. Help to reduce crime in my neighborhood & keep kids out of trouble	40.4%	42.2%	12.7%	2.2%	2.5%
Q17-3. Improve my (my household's) mental health & reduces stress	38.4%	39.1%	19.4%	1.1%	2.2%
Q17-4. Improve my (my household's) physical health & fitness	43.7%	42.6%	10.1%	2.2%	1.4%
Q17-5. Are age-friendly & accessible to all age groups	30.3%	43.7%	21.3%	2.9%	1.8%
Q17-6. Offer childhood education opportunities to develop the whole child	27.2%	37.1%	31.0%	2.8%	1.9%
Q17-7. Positively impact economic/business development	27.0%	47.3%	22.7%	1.6%	1.6%
Q17-8. Preserve open space & protect the environment	45.2%	37.9%	13.2%	1.1%	2.6%
Q17-9. Provide access to greenspace & nature, or playgrounds	47.3%	41.6%	8.5%	1.8%	0.7%
Q17-10. Provide access to transportation (e.g., sidewalks, bikeways, trails, public transit)	38.6%	40.7%	15.4%	2.9%	2.5%
Q17-11. Provide information & assistance in navigating resources & social services	21.1%	36.4%	36.8%	4.1%	1.7%
Q17-12. Provide jobs/ professional development for youth	21.7%	34.5%	35.4%	5.8%	2.7%
Q17-13. Provide positive social interactions for me (my household/family)	28.0%	49.8%	17.8%	2.5%	1.8%
Q17-14. Provide preservation of historic structures & resources	23.3%	35.0%	35.4%	3.3%	2.9%

Q18. Based on your perception of value, how would you want the Town to fund future parks, recreation, trails, and open space needs?

Q18. How would you want the Town to fund future parks, recreation, trails, & open space needs	Number	Percent
Increase funding	149	49.2 %
Maintain existing funding levels	104	34.3 %
Reduce funding	7	2.3 %
Not sure	43	14.2 %
Total	303	100.0 %

(WITHOUT "NOT SURE")

Q18. Based on your perception of value, how would you want the Town to fund future parks, recreation, trails, and open space needs? (without "not sure")

Q18. How would you want the Town to fund future parks, recreation, trails, & open space needs	Number	Percent
Increase funding	149	57.3 %
Maintain existing funding levels	104	40.0 %
Reduce funding	7	2.7 %
Total	260	100.0 %

Q19. If you had $100, how would you allocate the funds among the parks and recreation categories listed below?

	Mean
Acquisition of land for open space/green space/future park land	20.73
Development of new walking & biking trails	17.84
Improvements/maintenance of existing parks, playgrounds, game courts & picnic areas	25.16
Expand/improve indoor recreation facilities	18.49
Development of new outdoor parks & recreation facilities (e.g., playgrounds, shelters)	17.77

Q20. Please rate your overall satisfaction with the value your household receives from the parks and recreation services provided by the Morrisville Parks, Recreation, and Cultural Resource Department.

Q20. Your overall satisfaction with the value your household receives from parks & recreation services provided by Morrisville Parks, Recreation, & Cultural Resource Department	Number	Percent
Very satisfied	52	17.2 %
Satisfied	161	53.1 %
Neutral	46	15.2 %
Dissatisfied	12	4.0 %
Very dissatisfied	6	2.0 %
Don't know	26	8.6 %
Total	303	100.0 %

(WITHOUT "DON'T KNOW")

Q20. Please rate your overall satisfaction with the value your household receives from the parks and recreation services provided by the Morrisville Parks, Recreation, and Cultural Resource Department. (without "don't know")

Q20. Your overall satisfaction with the value your household receives from parks & recreation services provided by Morrisville Parks, Recreation, & Cultural Resource Department	Number	Percent
Very satisfied	52	18.8 %
Satisfied	161	58.1 %
Neutral	46	16.6 %
Dissatisfied	12	4.3 %
Very dissatisfied	6	2.2 %
Total	277	100.0 %

Q21. Your gender:

Q21. Your gender	Number	Percent
Male	149	49.2 %
Female	150	49.5 %
Other	1	0.3 %
Not provided	3	1.0 %
Total	303	100.0 %

(WITHOUT "NOT PROVIDED")

Q21. Your gender: (without "not provided")

Q21. Your gender	Number	Percent
Male	149	49.7 %
Female	150	50.0 %
Other	1	0.3 %
Total	300	100.0 %

Q21-3. Self-describe your gender:

Q21-3. Self-describe your gender	Number	Percent
Non Binary	1	100.0 %
Total	1	100.0 %

Q22. How many years have you lived in Morrisville?

Q22. How many years have you lived in Morrisville	Number	Percent
0-5	108	35.6 %
6-10	57	18.8 %
11-15	37	12.2 %
16-20	36	11.9 %
21-30	51	16.8 %
31+	8	2.6 %
Not provided	6	2.0 %
Total	303	100.0 %

(WITHOUT "NOT PROVIDED")

Q22. How many years have you lived in Morrisville? (without "not provided")

Q22. How many years have you lived in Morrisville	Number	Percent
0-5	108	36.4 %
6-10	57	19.2 %
11-15	37	12.5 %
16-20	36	12.1 %
21-30	51	17.2 %
31+	8	2.7 %
Total	297	100.0 %

Q23. Which of the following best describes your race/ethnicity?

Q23. Your race/ethnicity	Number	Percent
Asian or Asian Indian	121	39.9 %
Black or African American	39	12.9 %
American Indian or Alaska Native	2	0.7 %
White	117	38.6 %
Native Hawaiian or other Pacific Islander	1	0.3 %
Hispanic or Latino	13	4.3 %
Other	6	2.0 %
Total	299	

Q23-7. Self-describe your race/ethnicity:

Q23-7. Self-describe your race/ethnicity	Number	Percent
Mixed race	2	33.3 %
Vietnamese	1	16.7 %
European	1	16.7 %
White African	1	16.7 %
Multi-racial	1	16.7 %
Total	6	100.0 %

6 Open-Ended Comments

Open-Ended Question Responses

Q9—"Other": Please CHECK ALL of the following reasons that prevent you or members of your household from participating in Morrisville Parks, Recreation, and Cultural Resource Department programs more often.

- For Lap pool there are not enough line open because you combine schedules with swimming programs for the kids. Morrisville needs more swimming pools for seniors people can go and swim .Morrisville has many recreation parks it would be great to have fitness exercise outdoors equipment so anyone can exercise and also socialize more specifically design for elderly population.
- Health issues recently
- I'm still in school and very busy. I wish I could be more engaged
- MAFC
- No basketball court near my home
- No time
- To geared for South Asians

- Too many people and too little space-overcrowded
- Traffic
- We love Morrisville Aquatics & Fitness Center (MAFC) HAD an EXCELLENT APP where-by a member could register for classes on Sunday for the entire week of classes in less than 1 minute. Now, the new sign-up process makes it very difficult OR impossible to register for classes. The registration process now requires you to sign-up throughout the week and multiple times per week and at different times of day, depending on the day and time the class is offered. Many of my friends have given up on the new registration process and plan to move their membership from MAFC to the YMCA.
- Would like to attend more in the future but have been busy with IVF & pregnancy

Q11—"Other": Need for facilities/amenities

- Dance/studio space
- Enough space for seniors exercise and fitness and meeting space
- Golf course
- Golf facilities/driving range
- Indoor cricket nets.
- More Ult6frisbee fields and lower costs.
- Senior center
- The one thing I think Morrisville could use at the Cedar Fork park are sun shelters next to the open fields. Especially in the summer when cricket ramps up, people (spectators / players) tend to migrate toward the shaded areas next to the green way trail. However, as the day goes on and the shade retreats people start crowding and even blocking the greenway trail. I'm not sure if it even needs to be a shelter, maybe just large canvas awnings suspended above the areas next to the greenway.

- There aren't many beautiful parks, like Downtown Cary Park, where people can stroll and hang out. I would like to see parks that have attractive planting and lots of areas to sit and talk or listen to music. Parks in the area seem to only be trails and sports facilities.
- There can be a myriad of things
- There needs to be an official teen council in Morrisville that can take all the help in volunteering for various events from the teens.
- We need to have a skateboard park In the Town of Morrisville, Which means a completely separate one than anything there is today! Just like there are full tennis courts, Basketball courts, & cricket courts. We just have a higher percentage of skateboarding in this day and age!
- Yoga classes

Q13—"Other": Need for programs/activities

- Alzheimer's support group
- Am into 'HealthSpan."" There is no infrastructure for this new way to approach ageing as healthy as we can. It encompasses: Body: A. CORRECT diet and CORRECT exercise for ageing. B. Mind - studying the greats, learning to love learning. C. Spirit - How we live well with zest. Not religion
- Bike riding on greenways, and mountain bike trails
- Dance studio/classes
- Dancing such as Bhangra
- Disc golf is needed for recreation.
- Golf simulator
- More general use fields for outdoor team sports.
- Programs for highschoolers
- Recreational activities
- Skateboarding has become an Olympic sport, so why not invest in something that's different plus really rewarding to do. I think it's the next great sport which is wonderful for exercising plus so many other beneficial aspects!
- Table tennis and Ping-Pong.
- YOGA CLASSES
- Yoga Classes (in-door and out-door) -- MUST be able to register for the entire week for all desired classes in >1-minute on a single day (Sunday afternoon).

Q15—"Other": Actions Town of Morrisville could take to improve parks and recreation

- Anything that makes the area better, I agree to it.
- Anything to beautify and make things better
- ETRYCYCLES FOR SENIORS
- Expanding disc golf course
- Expending running trail . Multi purpose track and field. Turf soccer field. Access to bike trail
- Golf course par 9/9 holes
- Golf facilities/driving range
- Make the trails safer by keeping the e bikes off. They go too fast and are high risk motor vehicles.

- More beautiful planting and artwork. Makes the park a place people want to visit.
- More kayaking, sailing programs
- Need to conscious regarding budget spending
- Need town history tours at least once a month
- Outdoor splash pad- 1 for children and 1 for dogs
- Soccer field
- Structured Yoga and Strength-Building classes - both indoors / outdoors
- Teen center
- Types of programs offered.
- YOGA CLASSES

7 Survey Instrument

Dear Morrisville Resident,

We want to hear from you!

As we kick off the Parks, Recreation & Cultural Resources Master Plan project, the Town of Morrisville, together with ETC Institute, is launching a community survey to better understand your priorities for parks, recreation, and cultural resources. Your input is essential in helping shape the future of Morrisville's parks, recreation opportunities, special events, and cultural offerings.

Your Opinion Matters:

You've been randomly selected to participate in the 2026 Parks and Recreation Community Survey, making your voice especially important. This is your chance to directly influence the programs and facilities that matter most to you and your neighbors. Your responses will remain confidential, and the survey should only take 10-15 minutes to complete.

Ways to Share Your Input:

- **Mail:** Simply return the enclosed survey in the postage-paid reply envelope in the mail within the next two weeks to ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061
- **Online:** Visit ***MorrisvilleParksSurvey.org***, or scan the QR code at the top, for a quick and easy way to complete the survey.
- **Phone:** Call ETC Institute toll-free at 1-888-801-5368 and ask to have your survey administered over the phone.

At the end of this survey, you will have an opportunity to opt-in for a chance to win a $500 prepaid Visa gift card for fully completing your survey.

If you have any questions, please contact ETC Institute's project manager Ryan Murray at 913-254-4598 or at ryan.murray@etcinstitute.com.

Together, we can continue strengthening our Parks, Recreation & Cultural Resources system, creating places we can all take pride in and enjoy.

Don't miss this opportunity to have your voice heard and help us meet the ever-changing recreation needs of all community members.

Sincerely,

Cindi King
Director | Morrisville Parks, Recreation & Cultural Resources

2026 Morrisville Parks, Recreation & Cultural Resources Community Survey

The Morrisville Parks, Recreation & Cultural Resources Department would like your input to help determine park, facility, and recreation priorities for the community. This survey will take 10-15 minutes to complete. If you prefer, you can complete the survey online at ***MorrisvilleParksSurvey.org***. **At the end of this survey, you will have an opportunity to opt-in for a chance to win a $500 prepaid Visa gift card for fully completing your survey**. We greatly appreciate your time!

---

1. Including yourself, how many people in your household are...

Under age 5: ____	Ages 15-19: ____	Ages 35-44: ____	Ages 65-74: ____
Ages 5-9: ____	Ages 20-24: ____	Ages 45-54: ____	Ages 75+: ____
Ages 10-14: ____	Ages 25-34: ____	Ages 55-64: ____	

2. Have you or any member of your household visited any Morrisville PARKS or RECREATION FACILITIES during the past 12 months?

____(1) Yes *[Answer Q2a-b.]* ____(2) No *[Skip to Q3.]*

2a. Overall, how would you rate the physical condition of ALL the Morrisville PARKS or RECREATION FACILITIES you have visited?

____(4) Excellent ____(3) Good ____(2) Fair ____(1) Poor

2b. What are the reasons that you and members of your household visit Morrisville PARKS or RECREATION FACILITIES? *[Check all that apply.]*

____(01) Attending events or festivals
____(02) Children's play (playgrounds, splash pads)
____(03) Exercise (walking, jogging, biking, fitness)
____(04) Swimming or using the swimming pool
____(05) Family gatherings or picnics
____(06) Organized sports or recreation programs
____(07) Relaxing or enjoying nature
____(08) Using trails or natural areas
____(09) Walking pets or visiting dog park
____(10) Visiting the Senior Center
____(11) Other: _____

3. Please CHECK ALL of the following reasons that prevent you or members of your household from visiting Morrisville parks and recreation facilities more often. *[Check all that apply.]*

____(01) Not enough time
____(02) Too far away
____(03) Cost of participation/use
____(04) Facility or program not offered
____(05) Inconvenient hours of operation
____(06) Condition of the facilities
____(07) Physical health limitations/lack of disabled access
____(08) Quality of the programs
____(09) Lack of transportation
____(10) Not interested
____(11) Lack of information/awareness of opportunities
____(12) Park safety

4. From the following list, please CHECK ALL the ways you learn about Morrisville Parks, Recreation, and Cultural Resource Department parks, recreation facilities, programs, and events. *[Check all that apply.]*

____(01) Banners in public places
____(02) Bulletin boards
____(03) Direct email
____(04) Websites maintained by the Town
____(05) Newspaper or magazine advertising
____(06) Printed program guide
____(07) Online program guide
____(08) Social media (Facebook, X, Instagram, YouTube, etc.)
____(09) Word of mouth
____(10) Other: _____

5. From the list in Question 4, which THREE methods of communication would you MOST PREFER the Town use to communicate with you about parks, recreation facilities, programs, and events? *[Write in your answers below using the numbers from the list in Question 4, or circle "NONE."]*

1st: ____ 2nd: ____ 3rd: ____ NONE

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6. From the following list, please CHECK ALL of the organizations that you or members of your household have used for recreation and sports activities during the last 12 months.

____(1) Morrisville Parks, Recreation & Cultural Resources
____(2) Neighboring cities
____(3) Lake Crabtree County Park (Wake County)
____(4) Non-profit organizations: _____
____(5) Private clubs: _____
____(6) Fitness centers: _____
____(7) Churches or other religious organizations
____(8) Other: _____

7. Has your household participated in any PROGRAMS offered by the Morrisville Parks, Recreation & Cultural Resources Department during the past 12 months?

____(1) Yes *[Answer Q7a-b.]* ____(2) No *[Skip to Q8.]*

7a. How would you rate the overall quality of the Morrisville Parks, Recreation & Cultural Resources Department PROGRAMS in which your household has participated?

____(4) Excellent ____(3) Good ____(2) Fair ____(1) Poor

7b. What are the reasons that you and members of your household participate in Morrisville Parks, Recreation & Cultural Resources Department PROGRAMS? *[Check all that apply.]*

____(1) Improve health and fitness
____(2) Children's activities (sports, camps, classes)
____(3) Spend time with family or friends
____(4) Meet new people or socialize
____(5) Fun or entertainment
____(6) Learn new skills or hobbies
____(7) Improve overall mental health
____(8) Other: _____

8. Has your household attended any EVENTS offered by the Morrisville Parks, Recreation & Cultural Resources Department during the past 12 months?

____(1) Yes *[Answer Q8a.]* ____(2) No *[Skip to Q9.]*

8a. How would you rate the overall quality of the Morrisville Parks, Recreation & Cultural Resources Department EVENTS that your household has attended?

____(4) Excellent ____(3) Good ____(2) Fair ____(1) Poor

9. Please CHECK ALL of the following reasons that prevent you or members of your household from participating in Morrisville Parks, Recreation, and Cultural Resource Department programs more often. *[Check all that apply.]*

____(01) Classes are full
____(02) Do not feel safe participating
____(03) Fees are too high
____(04) I don't know what is offered
____(05) Lack of quality instructors
____(06) Lack of quality programs
____(07) Lack of proper program equipment
____(08) Lack of transportation
____(09) Language/cultural barriers
____(10) Old and outdated facilities
____(11) Online registration is not user friendly
____(12) Poor customer service by staff
____(13) Program not offered
____(14) Program times are not convenient
____(15) Registration is difficult
____(16) Too far from our home
____(17) Too busy/not interested
____(18) Use programs of other agencies
____(19) Other: _____

10. Please indicate your level of agreement with the following statements using a scale of 1 to 5, where 5 means "Strongly Agree" and 1 means "Strongly Disagree," or circle 9 for "Don't Know."

	The parks and recreation system in Morrisville...	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
1.	I am aware of the recreation programs and activities that are offered	5	4	3	2	1	9
2.	I am satisfied with recreation opportunities I receive for my tax dollar	5	4	3	2	1	9
3.	I am satisfied with the variety of recreation programs offered by the Town	5	4	3	2	1	9
4.	Parks and Recreation is an essential service to the Town	5	4	3	2	1	9
5.	There is a need for more recreation opportunities for people with disabilities	5	4	3	2	1	9
6.	Public parks add to the quality of life in the community	5	4	3	2	1	9

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11. A variety of recreation facilities and amenities are listed below that are already offered in the community or may be offered in the future. Please indicate how well your needs for each facility or amenity are met on a scale of 4 to 1, where 4 means your needs are "Fully Met" and 1 means your needs are "Not Met" at all. If you do not have a need for one of the items listed, please circle "9" for "No Need."

	Facilities and Amenities	Fully Met	Mostly Met	Partly Met	Not Met	No Need
01.	Aquatics/Swimming facility (indoor)	4	3	2	1	9
02.	Aquatics/Swimming facility (outdoor)	4	3	2	1	9
03.	Baseball and softball fields	4	3	2	1	9
04.	Basketball courts (indoor)	4	3	2	1	9
05.	Basketball courts (outdoor)	4	3	2	1	9
06.	Bocce ball courts	4	3	2	1	9
07.	Classroom/meeting space	4	3	2	1	9
08.	Climbing wall	4	3	2	1	9
09.	Cricket fields	4	3	2	1	9
10.	Disc golf course	4	3	2	1	9
11.	Dog park	4	3	2	1	9
12.	Greenway trail system	4	3	2	1	9
13.	Gymnastics gymnasium	4	3	2	1	9
14.	Horseshoe pits	4	3	2	1	9
15.	Ice skating surface/in-line hockey rink	4	3	2	1	9
16.	Indoor field turf	4	3	2	1	9
17.	Indoor track	4	3	2	1	9
18.	Multi-use gym space (basketball, volleyball, etc.)	4	3	2	1	9
19.	Nature parks	4	3	2	1	9
20.	Pickleball courts	4	3	2	1	9
21.	Picnic shelter	4	3	2	1	9
22.	Playground	4	3	2	1	9
23.	Shooting sports (shooting/archery range)	4	3	2	1	9
24.	Skate park/BMX	4	3	2	1	9
25.	Soccer fields	4	3	2	1	9
26.	Splash pad	4	3	2	1	9
27.	Squash/Racquetball courts	4	3	2	1	9
28.	Tennis courts (indoor)	4	3	2	1	9
29.	Tennis courts (outdoor)	4	3	2	1	9
30.	Volleyball courts (indoor)	4	3	2	1	9
31.	Volleyball courts (outdoor)	4	3	2	1	9
32.	Weights and fitness machines	4	3	2	1	9
33.	Other (explain): _____	4	3	2	1	9

12. Which FOUR facilities/amenities from the list in Question 11 are MOST IMPORTANT to your household? *[Write in your answers below using the numbers from the list in Question 11, or circle "NONE."]*

1st: ____ 2nd: ____ 3rd: ____ 4th: ____ NONE

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13. A variety of recreation programs and activities are listed below that are already offered in the community or may be offered in the future. Regardless of the provider, please indicate how well your needs for each program or activity are met on a scale of 4 to 1, where 4 means your needs are "Fully Met" and 1 means your needs are "Not Met" at all. If you do not have a need for one of the items listed, please circle "9" for "No Need."

	Programs and Activities	Fully Met	Mostly Met	Partly Met	Not Met	No Need
01.	Action sports (skateboarding, BMX, etc.)	4	3	2	1	9
02.	After school programs	4	3	2	1	9
03.	Baseball	4	3	2	1	9
04.	Basketball	4	3	2	1	9
05.	Bocce ball	4	3	2	1	9
06.	Bridge lessons	4	3	2	1	9
07.	Camps (summer/school break)	4	3	2	1	9
08.	Cheerleading	4	3	2	1	9
09.	Climbing	4	3	2	1	9
10.	Cricket	4	3	2	1	9
11.	Disc golf	4	3	2	1	9
12.	Dodgeball	4	3	2	1	9
13.	Environmental education	4	3	2	1	9
14.	Fitness programs/classes	4	3	2	1	9
15.	Flag football	4	3	2	1	9
16.	Football (tackle)	4	3	2	1	9
17.	Horseshoes	4	3	2	1	9
18.	Lacrosse	4	3	2	1	9
19.	Martial Arts/Tai Chi	4	3	2	1	9
20.	Music lessons/classes	4	3	2	1	9
21.	Outdoor music/concerts	4	3	2	1	9
22.	Painting/Drawing classes	4	3	2	1	9
23.	Pickleball	4	3	2	1	9
24.	Running (endurance)	4	3	2	1	9
25.	Senior recreational programs	4	3	2	1	9
26.	Shooting sports/Archery	4	3	2	1	9
27.	Singing/Voice lessons	4	3	2	1	9
28.	Soccer	4	3	2	1	9
29.	Softball	4	3	2	1	9
30.	Special events/Family festivals	4	3	2	1	9
31.	Swimming	4	3	2	1	9
32.	Tennis/Lessons/Clinics	4	3	2	1	9
33.	Training/Certifications/Education	4	3	2	1	9
34.	Trips/Tours	4	3	2	1	9
35.	Ultimate Frisbee	4	3	2	1	9
36.	Video game contests/tournaments	4	3	2	1	9
37.	Volleyball	4	3	2	1	9
38.	Walking for exercise	4	3	2	1	9
39.	Other (explain): _____	4	3	2	1	9

14. Which FOUR items from the list in Question 13 are MOST IMPORTANT to your household? *[Write in your answers below using the numbers from the list in Question 13, or circle "NONE."]*

1st: ____ 2nd: ____ 3rd: ____ 4th: ____ NONE

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15. Please rate your level of support for each of the following actions the Town of Morrisville could take to improve the parks and recreation system.

	How supportive are you of the Town of Morrisville ...	Very Supportive	Supportive	Neutral	Not Supportive	Not at all Supportive
01.	Upgrading or expanding playground equipment	5	4	3	2	1
02.	Providing places for arts and cultural programs (e.g., theater, arts, dance)	5	4	3	2	1
03.	Providing places for community events (e.g., festivals, farm and art markets, youth/family events)	5	4	3	2	1
04.	Adding or improving features to extend park use (e.g., restrooms, shelters, seating, lighting, shade)	5	4	3	2	1
05.	Increasing programming for residents of all ages and abilities	5	4	3	2	1
06.	Utilizing green development and sustainable practices in park projects	5	4	3	2	1
07.	Expanding bike and pedestrian trails	5	4	3	2	1
08.	Improving or expanding access to sports fields or sports courts	5	4	3	2	1
09.	Adding a local sports complex to accommodate a cricket pitch	5	4	3	2	1
10.	Other (explain): _____	5	4	3	2	1

16. Which THREE of the items listed in Question 15 are most important to you and the members of your household? *[Write-in your answers below using the numbers from the list in Question 15, or circle "NONE."]*

1st: ____ 2nd: ____ 3rd: ____ NONE

17. Please rate your level of agreement with the following statements by circling the corresponding number.

	Parks and Recreation Services in Morrisville...	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
01.	Help to attract new residents and businesses	5	4	3	2	1	9
02.	Help to reduce crime in my neighborhood and keep kids out of trouble	5	4	3	2	1	9
03.	Improve my (my household's) mental health and reduces stress	5	4	3	2	1	9
04.	Improve my (my household's) physical health and fitness	5	4	3	2	1	9
05.	Are age-friendly and accessible to all age groups	5	4	3	2	1	9
06.	Offer childhood education opportunities to develop the whole child	5	4	3	2	1	9
07.	Positively impact economic/business development	5	4	3	2	1	9
08.	Preserve open space and protect the environment	5	4	3	2	1	9
09.	Provide access to greenspace and nature, or playgrounds	5	4	3	2	1	9
10.	Provide access to transportation (e.g., sidewalks, bikeways, trails, public transit)	5	4	3	2	1	9
11.	Provide information and assistance in navigating resources and social services	5	4	3	2	1	9
12.	Provide jobs/professional development for youth	5	4	3	2	1	9
13.	Provide positive social interactions for me (my household/family)	5	4	3	2	1	9
14.	Provide preservation of historic structures and resources	5	4	3	2	1	9

18. Based on your perception of value, how would you want the Town to fund future parks, recreation, trails, and open space needs?

____(1) Increase funding ____(2) Maintain existing funding levels ____(3) Reduce funding ____(4) Not sure

19. If you had $100, how would you allocate the funds among the parks and recreation categories listed below? *[Please be sure your total adds up to $100.]*

$_____ Acquisition of land for open space/green space/future park land

$_____ Development of new walking and biking trails

$_____ Improvements/maintenance of existing parks, playgrounds, game courts and picnic areas

$_____ Expand/improve indoor recreation facilities

$_____ Development of new outdoor parks and recreation facilities (e.g., playgrounds, shelters)

$100 TOTAL

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20. Please rate your overall satisfaction with the value your household receives from the parks and recreation services provided by the Morrisville Parks, Recreation, and Cultural Resource Department.

____(5) Very satisfied ____(3) Neutral ____(1) Very dissatisfied
____(4) Satisfied ____(2) Dissatisfied ____(9) Don't know

Demographics

21. Your gender: ____(1) Male ____(2) Female ____(3) Other: _____

22. How many years have you lived in Morrisville? _____ years

23. Which of the following best describes your race/ethnicity?

____(01) Asian or Asian Indian
____(02) Black or African American
____(03) American Indian or Alaska Native
____(04) White
____(05) Native Hawaiian or other Pacific Islander
____(06) Hispanic or Latino
____(99) Other: _____

24. Would you like to be entered into a drawing for (1) $500 Visa gift card for fully completing your survey? *(Limited to one per household. Sent via email.)*

____(1) Yes *[Answer Q24a.]* ____(2) No

24a. Please provide your contact information.

Name: _____ Phone Number: _____

Email Address: _____

This concludes the survey. Thank you for your time!

Please return your completed survey in the enclosed return-reply envelope addressed to:
ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061

Your responses will remain completely confidential. The information to the right will ONLY be used to help identify the level of need in your area. Thank you!

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F

Morrisville Demographics and Recreation Trends Report

COMMUNITY OVERVIEW



Image 1 Community of Morrisville, NC

Located just west of the Raleigh-Durham International Airport, the community of Morrisville, North Carolina **(Image 1**[1]**)** is home to roughly 35,000 residents. Morrisville is positioned right next to an area dubbed "The Research Triangle." This is an area located between Raleigh, Durham, and Chapel Hill, three communities with world-class research universities **(Image 2**[2]**).** As a result, the Research Triangle region is known for life sciences, technology, and innovation, and attracts national and international attention. Furthermore, Morrisville is located next to Research Triangle Park, a premier global innovation center that houses over 385 companies.

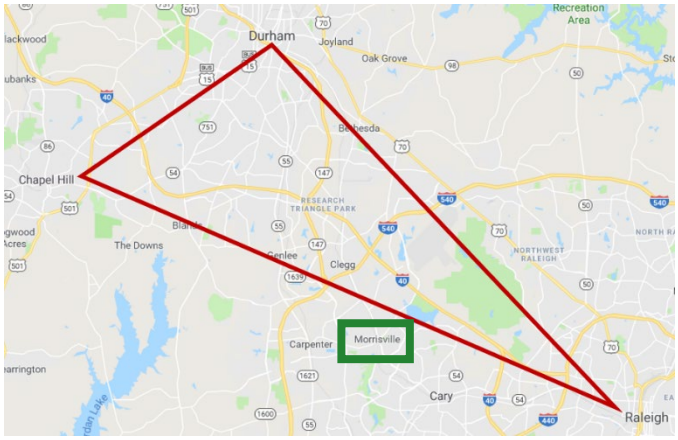


Image 2 The Research Triangle (Red) and Morrisville (Green)

The impact of Morrisville's proximity to the Research Triangle Park and its positioning within the region is strongly reflected in its population, which is composed of highly educated and affluent individuals. The three universities that make up the corners of the Research Triangle attract international students from around the world who come to the region to study and

[1] Source : https://www.morrisvillenc.gov/Government/Departments-Services/Parks-Recreation-Cultural-Resources

[2] Source : https://www.trianglesportscommission.com/triangle-101/

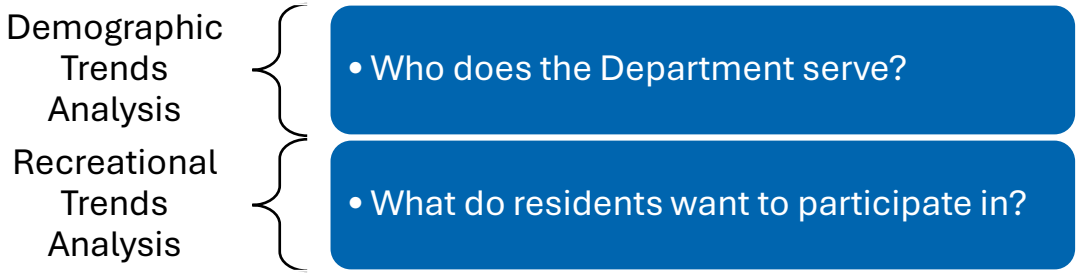
then stay to work. As a result, Morrisville has a diverse population that strongly influences recreational preferences.

DEMOGRAPHICS AND TRENDS ANALYSIS

INTRODUCTION

A demographics and trends analysis is a key component of a Master Plan for Parks and Recreation because it provides foundational information about a community's makeup. This information about the Morrisville community can, in turn, be used to contextualize the local recreation market and inform decisions about the types of facilities and services the Department prioritizes.

This analysis is two-fold, intending to identify the *who* and the *what* in Morrisville.



DEMOGRAPHIC ANALYSIS

To understand who Morrisville serves, the Demographics Analysis examines the Town's total population, with particular focus on characteristics such as age, race, ethnicity, income, and education. It is important to note that future projections are based on historical patterns and on unforeseen circumstances that may occur during or after the analysis. It could have a significant bearing on the validity of the projected figures.

METHODOLOGY

Demographic data used for the analysis were obtained from the U.S. Census Bureau and the Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographic Information Systems (GIS) and specializing in population projections and market trends. All data were acquired in October 2024 and reflect actual numbers as reported in the 2020 Census. ESRI then estimates the current population (2026) and a 5-year projection (2031). PROS then utilized straight-line linear regression to forecast demographic characteristics for 10- and 15-year projections

(2036 and 2041). The Town's planning department projections have also been factored into trendline projection of population.

RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined below. The latest (Census 2020) definitions and nomenclature are used within this analysis.

- **American Indian or Alaska Native:** A person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
- **Asian:** A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- **Black or African American:** A person having origins in any of the black racial groups of Africa.
- **Hispanic or Latino:** A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.
- **Native Hawaiian or Other Pacific Islander:** A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- **White:** A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

Census states that "the race and ethnicity categories generally reflect social definitions in the U.S. and are not an attempt to define race and ethnicity biologically, anthropologically, or genetically. We recognize that the race and ethnicity categories include racial, ethnic, and national origins and sociocultural groups."

Please note: The Census Bureau defines Race as a person's self-identification with one or more of the following social groups: White, Black, or African American, Asian, American Indian, and Alaska Native, Native Hawaiian and Other Pacific Islander, some other race, or a combination of these. Ethnicity is defined as whether a person is of Hispanic / Latino origin. For this reason, the Hispanic/Latino ethnicity is viewed separately from race throughout this demographic analysis.

DEMOGRAPHIC ANALYSIS BOUNDARY

The scope of our analysis is contained within the Town boundaries shown below **(Figure 1).**

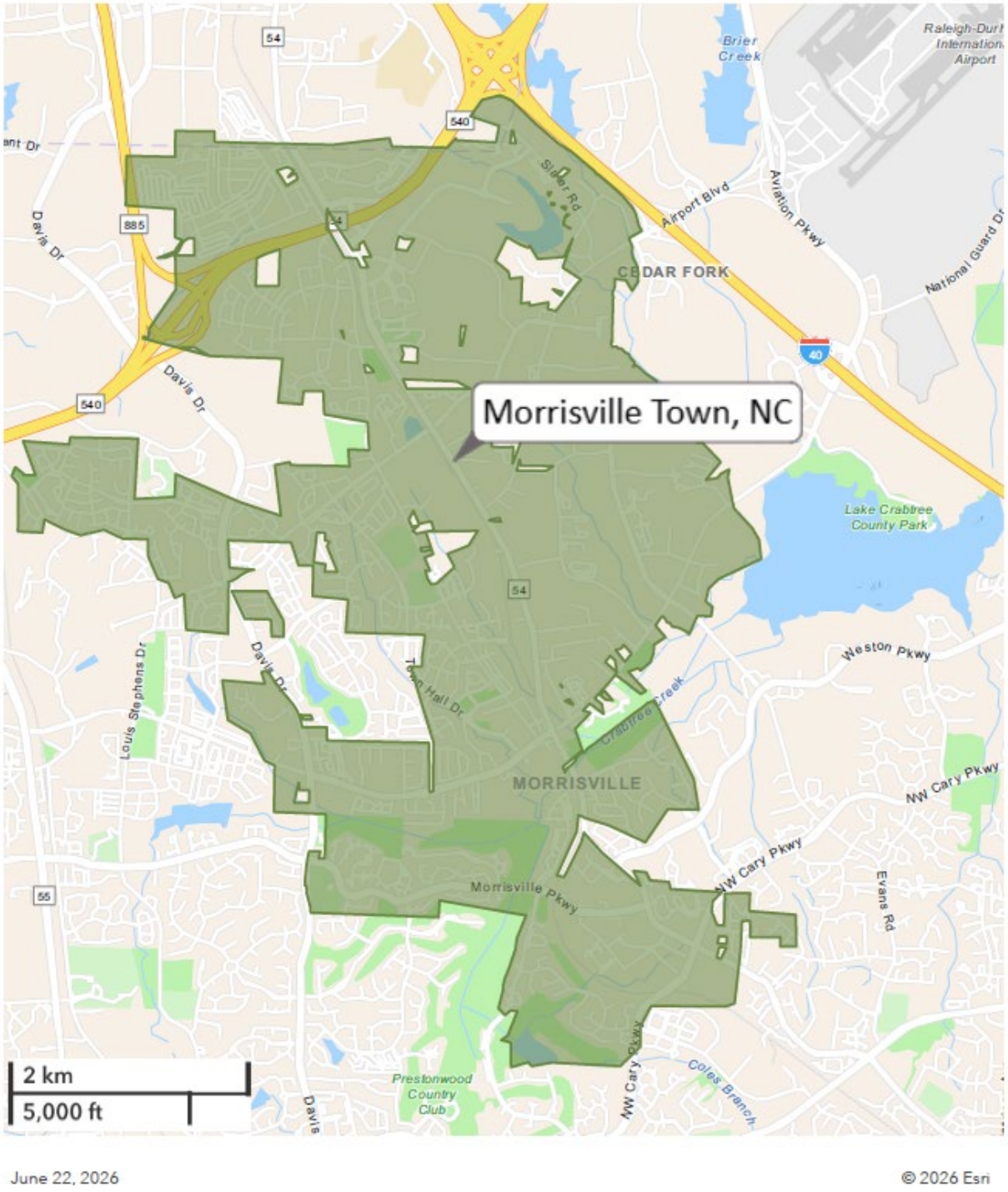


Figure 1 Service Area Boundary for the Town of Morrisville, Source: ESRI

POPULATION

The Morrisville population is expected to grow at a decreasing rate over the next fifteen years (2026-2041) **(Figure 2)**. The 2026 population of 33,756 is expected to grow to 47,553 by 2041. The consistent inflow of new residents each year suggests that Morrisville will need to expand its services to accommodate the growing population. Furthermore, Morrisville will need to keep open communication with residents to understand how new voices in the community influence overall recreational preferences.

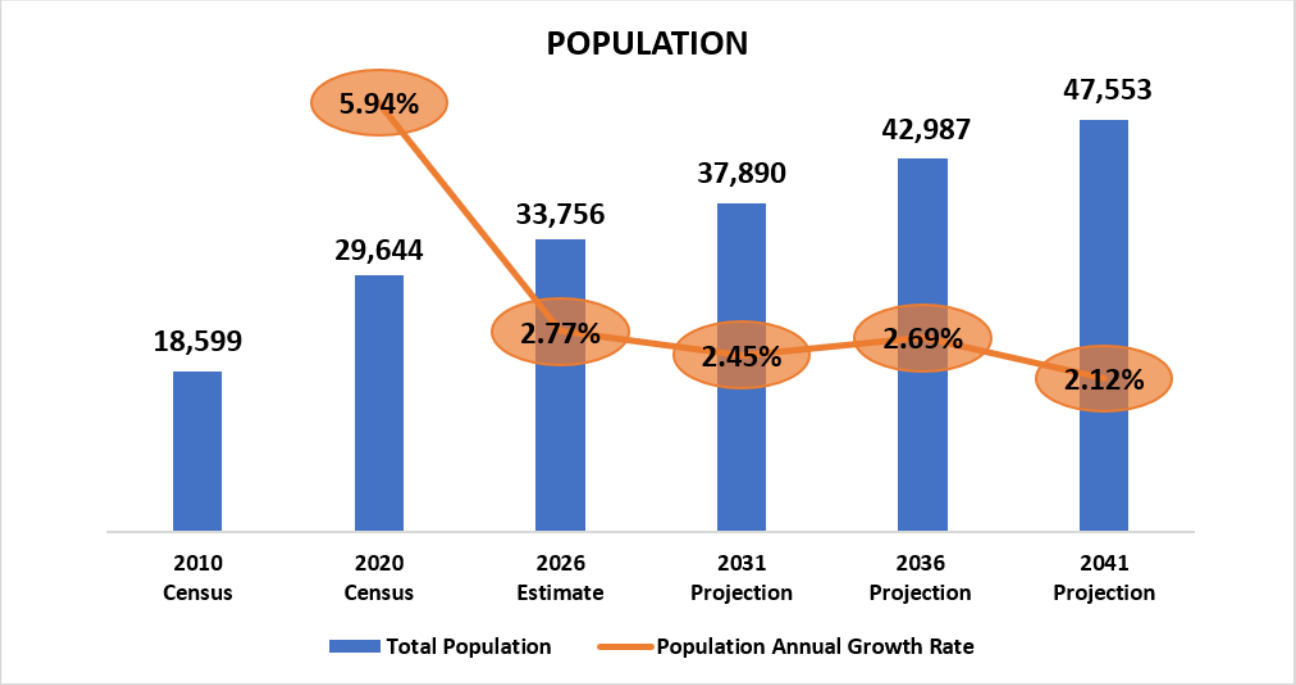


Figure 2 Town of Morrisville Total Population and Annual Growth Rate, ESRI

Like projections for population, the number of households in Morrisville is also expected to grow steadily but at a decreasing rate over the next fifteen years **(Figure 3).** The number of households is predicted to increase from 13,047 in 2026 to 18,214 in 2041.

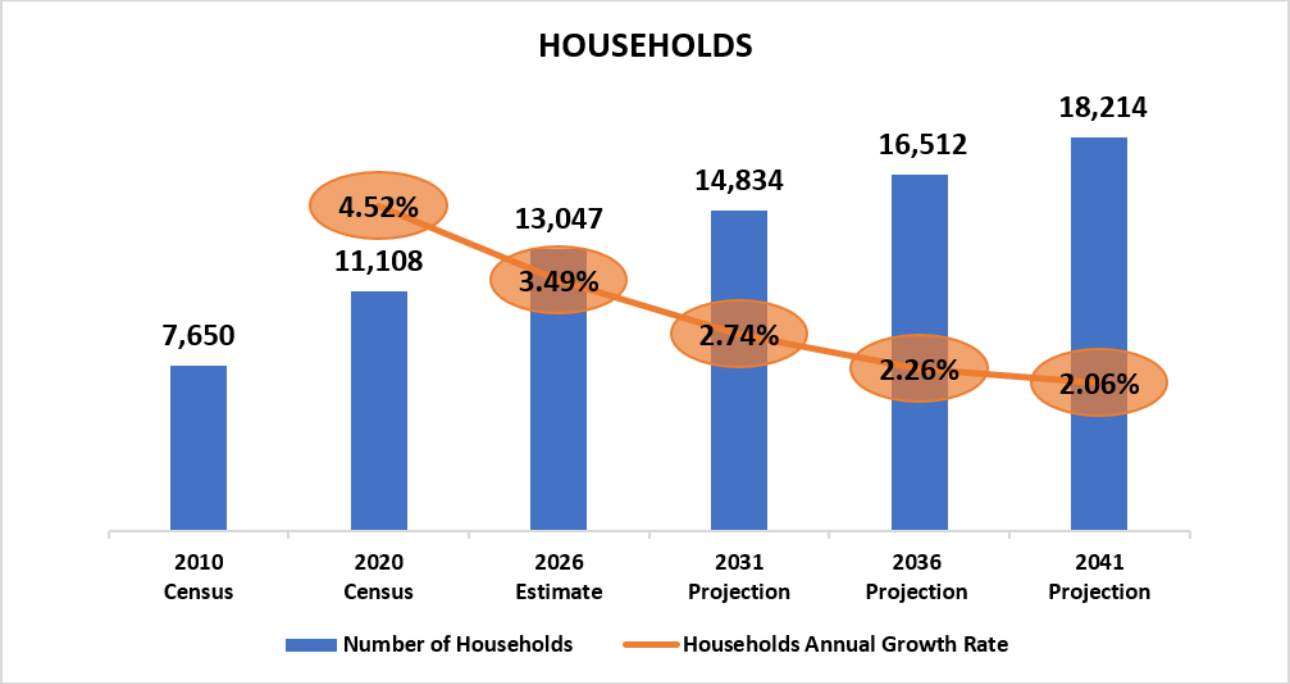


Figure 3 Town of Morrisville by Number of Households, Source: ESRI

AGE SEGMENTATION

The projected age-segment population for 2026-2041 provides insights into the age distribution of Morrisville. This information can, in turn, inform decisions about the types of services provided to balance and meet the needs of each age demographic **(Figure 4*).**

**Note: This graph is formatted differently because some groups have very small percentages that would otherwise be difficult to see.*

Key Age Trends (2026-2041)

- The age distribution in Morrisville remains relatively stable over the next fifteen years (2025-2040) with only 0-2% variance between age segment percentages over each year.
- **0–12-year-olds** consistently make up 17-19% of the total population.
- **13–17-year-olds** will make up 7% of the population throughout the fifteen years.
- The child population in Morrisville (under 18) makes up 26.1% of the population and is considered an elevated at-risk population[3] ***(pg. 11 & Appendix A)***.

[3] **"At-Risk" Populations:** Populations that are considered to be at socioeconomic or public policy risk based on their self-identified disability status, public benefits received, language spoken at home, poverty status, or access to transportation (Source, ESRI)

- **18–34-year-olds** are the only age group that will see much change over the next fifteen years. The age segment is expected to decrease from 22% of the population in 2026 to 20% by 2041.
- **35-54-year-olds** are the largest age segment every year, making up a consistent 35% of the population over the next fifteen years.
- The median age of Morrisville residents in 2026 is 35.8 years old, reflecting the large proportion of young people.
- **55–64-year-olds** will grow from 9% of the population in 2026 to 10% in 2031 and then continue to hold this figure through 2041.
- **Retirement-age individuals (65–74-year-olds and 75+)** make up the smallest proportion of residents and are considered an at-risk population ***(pg. 11 & Appendix A)***.
    - **65-74-year-olds** make up 5-6% of the population.
    - **75+ year olds** make up 3-4% of the population.
- Morrisville's younger working households and families come with several implications. Younger working adults and working parents often have limited discretionary time. Morrisville should focus on services that are easy to access outside of traditional working hours and are shorter in duration. A large percentage of Morrisville's population is more likely to participate in services that are closer to home, school, childcare, or places of employment.

  These households also likely face competing costs for childcare, housing, and other essential expenses. So, services should be priced to provide accessible entry points.

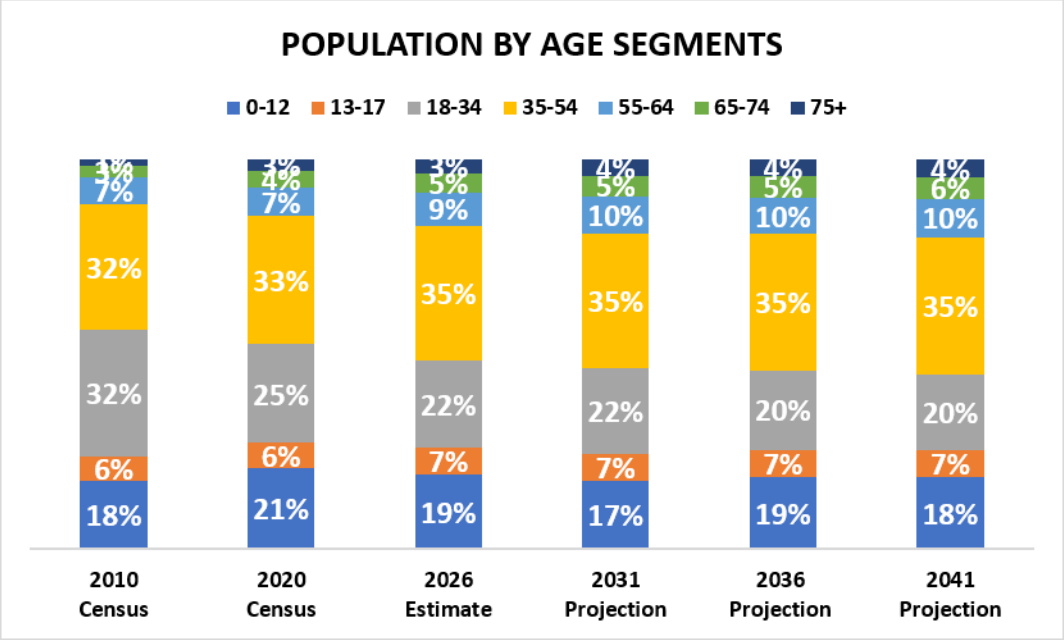


Figure 4 Town of Morrisville Population by Age Segment, Source: ESRI

RACE

Morrisville is predicted to see an increasingly diverse community **(Figure 5)**. Morrisville will need continued focus toward an expanded multicultural, multigenerational parks and recreation system. Programs and services should be designed to welcome multiple groups, while also recognizing specific cultural interests.

Key Race Trends 2026-2041

- Morrisville is seeing a rapid increase in the proportion of Asian residents who make up a majority of the population.
- Asian residents are projected to remain Morrisville's largest racial group, increasing from 51% in 2026 to 59% in 2041.
- The Asian-alone share increases from 27% in the 2010 Census to a projected 59% in 2041.
- The White-alone share decreases from 54% in the 2010 Census to a projected 24% in 2041. The White-alone share is projected to decline from 31% to 24%, while the shares of the other reported racial groups remain comparatively stable.
- Over the next fifteen years, the Black or African American Alone race is predicted to make up 9% of the Morrisville population.
- "Some other race" has made up 2% of the population since the 2010 census and is predicted to remain steady through 2041.

- "Two or More Races" has made up 6% of the population since the 2020 census and will continue to do so through 2041.

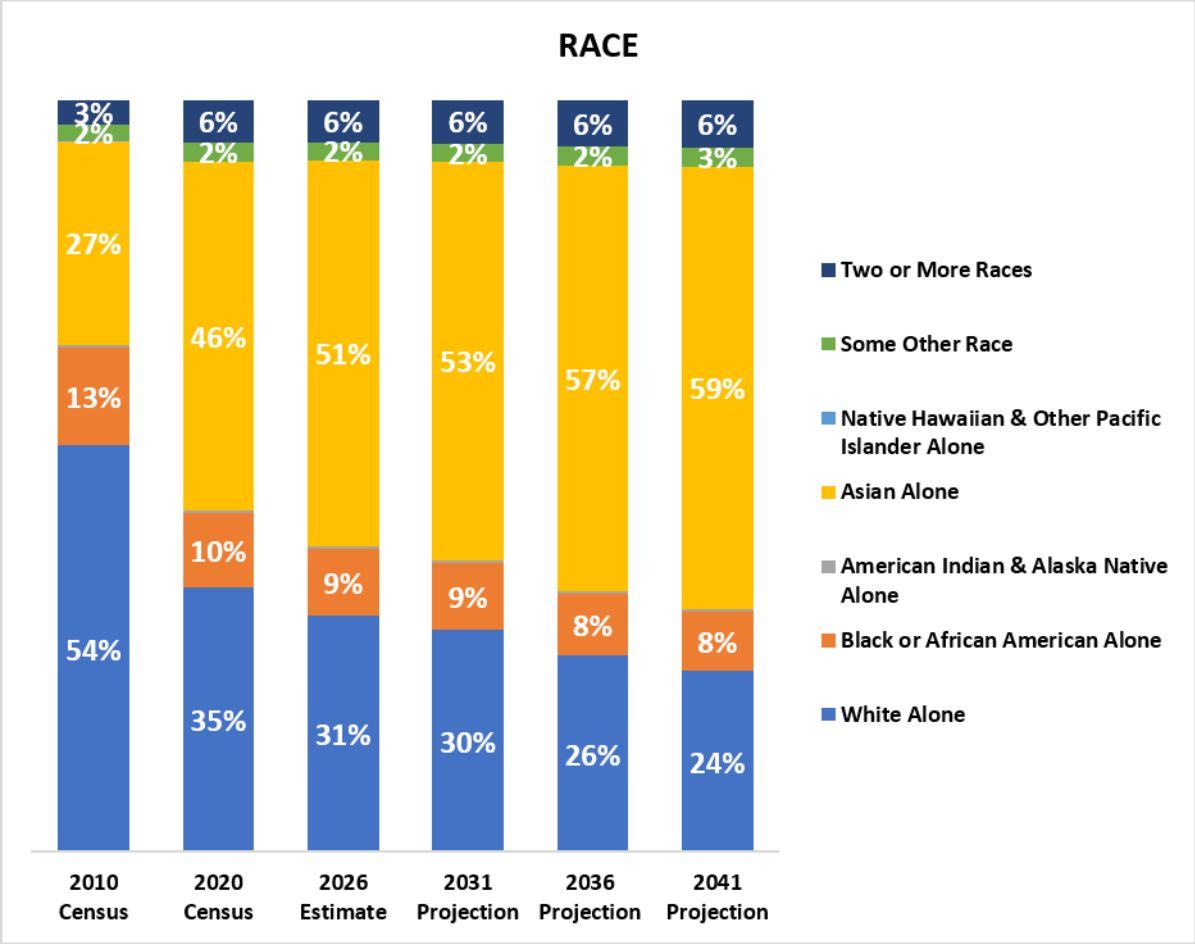


Figure 5 Town of Morrisville Population by Race, Source: ESRI

Currently, most residents speak only English (16,902); however, many also speak Indo-European languages and English well (5,646). About 4,9010 residents can speak an Asian-Pacific Islander Language and English well. These stats reflect a community with a strong Asian presence ***(Appendix A).***

The 2024 Language Access Plan[4] is a great example of something that Morrisville is already doing to create a more culturally inclusive environment. In 2024, the Morrisville council passed the Language Access Plan. With support from a $2500 UNC grant, the town of Morrisville has begun translating government documents, providing translators and interpreters, and creating signage in multiple languages. These efforts to address language

[4] Learn more about the Language Access Plan here: https://www.cbs17.com/news/local-news/wake-county-news/morrisville-to-translate-government-documents-to-hindi/

barriers will enable English-as-a-second-language (ESL) residents to access services more easily and connect with other members of the community. It will be important for Morrisville to take the same steps to address language barriers within parks and recreation services, so that the Parks and Recreation Department can better connect with ESL residents and ensure that all voices are heard and respected.

ETHNICITY

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

Between 2026-2041, Morrisville is predicted to see a steady increase in Hispanic presence in its community. Hispanic residents are projected to account for 6% of the population from 2026-2041. **(Figure 6).**

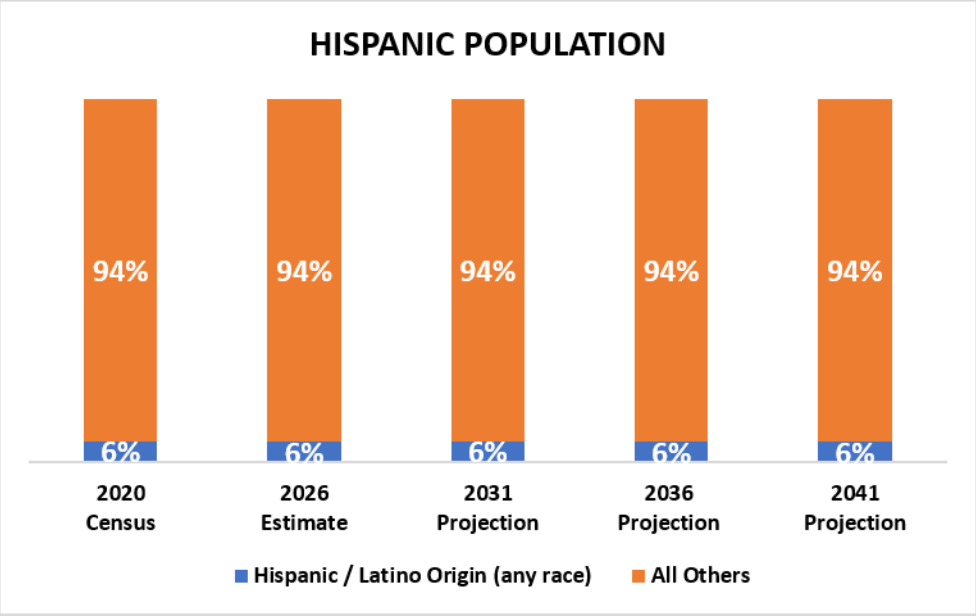


Figure 6 Town of Morrisville Hispanic Population, Source: ESRI

INCOME CHARACTERISTICS

When analyzing income, per capita income is the income earned by an individual. In contrast, median household income is based on the total income of everyone over the age of 16 living in the same household. The income projections for Morrisville over the next fifteen years suggest that the community will see significant growth in its economic base (**Figure 7).** Median household income is expected to increase roughly forty thousand dollars, from $127,032 in 2026 to $170,970 in 2041, while per capita income is expected to grow by

roughly twenty-two thousand dollars, from $64,965 in 2026 to $93,819 in 2041. This increase in affluence in the community likely reflects its proximity to The Research Triangle, a region with numerous large companies and high-paying white-collar jobs. Morrisville will need to ensure that services meet the demands of an increasingly affluent community. With more disposable income, residents may be more willing to pay for services, allowing Morrisville to offer individualized services priced according to the local market and helping the Town achieve its future cost recovery goals.

The affluence of the Morrisville community can be further seen when comparing the community's income levels to that of the state and national average **(Figure 8).** Morrisville's median household income is expected to exceed the state by $ 57,961, while the community's income per capita exceeds the state average by $ 20,850. Likewise, Morrisville exceeds the national median household income by $ 47,359 and the national per capita income by $ 16,842.

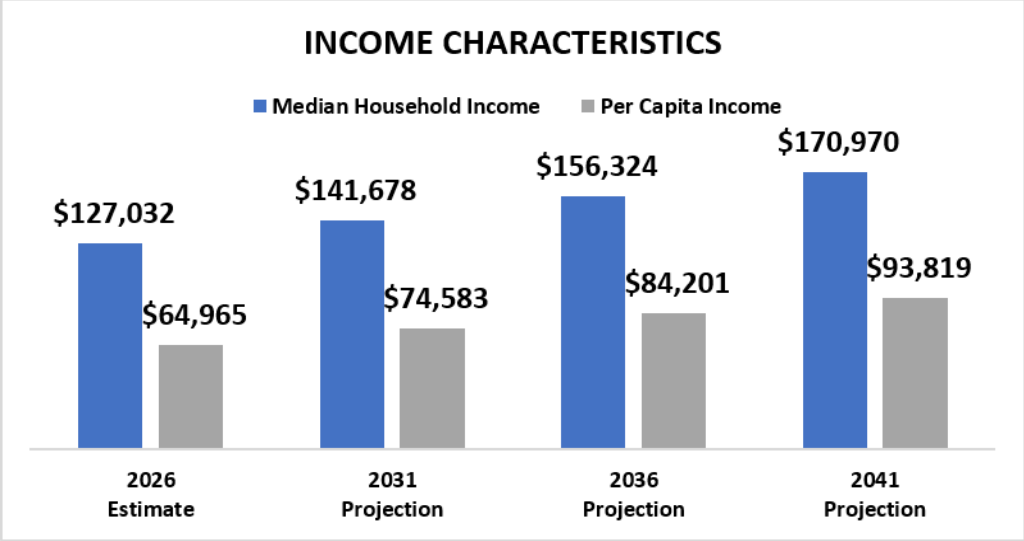


Figure 7 Town of Morrisville by Income, Source: ESRI

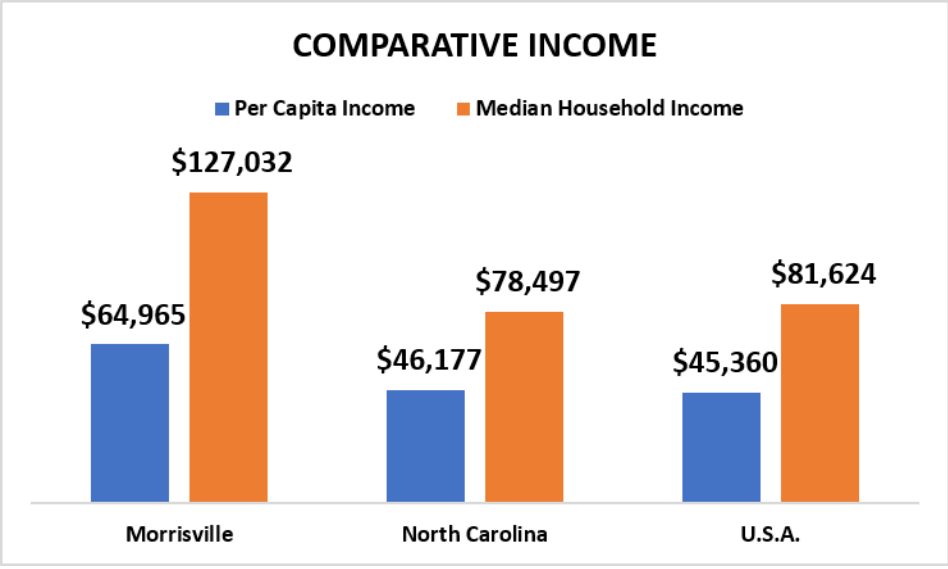


Figure 8 Town of Morrisville Comparative Income, Source: ESRI

At-Risk Populations

While the Morrisville community has higher median and per capita household incomes than the state and national levels, some residents are still considered “at risk” (For more detail see the appendix**.** “At-risk” status is generally given to populations that are at socioeconomic or public policy risk based on their self-identified disability status, public benefits received, language spoken at home, poverty status, or access to transportation. It will be important for the Town to identify at-risk populations in order to address barriers to participation and to ensure equitable access to services.

In Morrisville, 14.4% of households have one or more people with a disability, and 2.8% of households fall below the poverty line. Furthermore, 6.1% of households are single parent households and 0.8% of households are without a vehicle. 59.8% of households live in rented homes. Regarding income assistance, 1.3% of Morrisville households receive Public Assistance Income. 3.1% of households receive Food Stamps / SNAP, and 12.9% of households have social security income.

EDUCATION

The community's affluence and the Town's proximity to The Research Triangle are further reflected in the distribution of the community's educational attainment **(Figure 9).**

Key Educational Findings (2026-2041)

- 75% of residents have a bachelor's, graduate, or professional degree, indicating a highly educated community.
- 4.7% of residents held an associate degree, while 10.3% had completed some college without earning a degree.

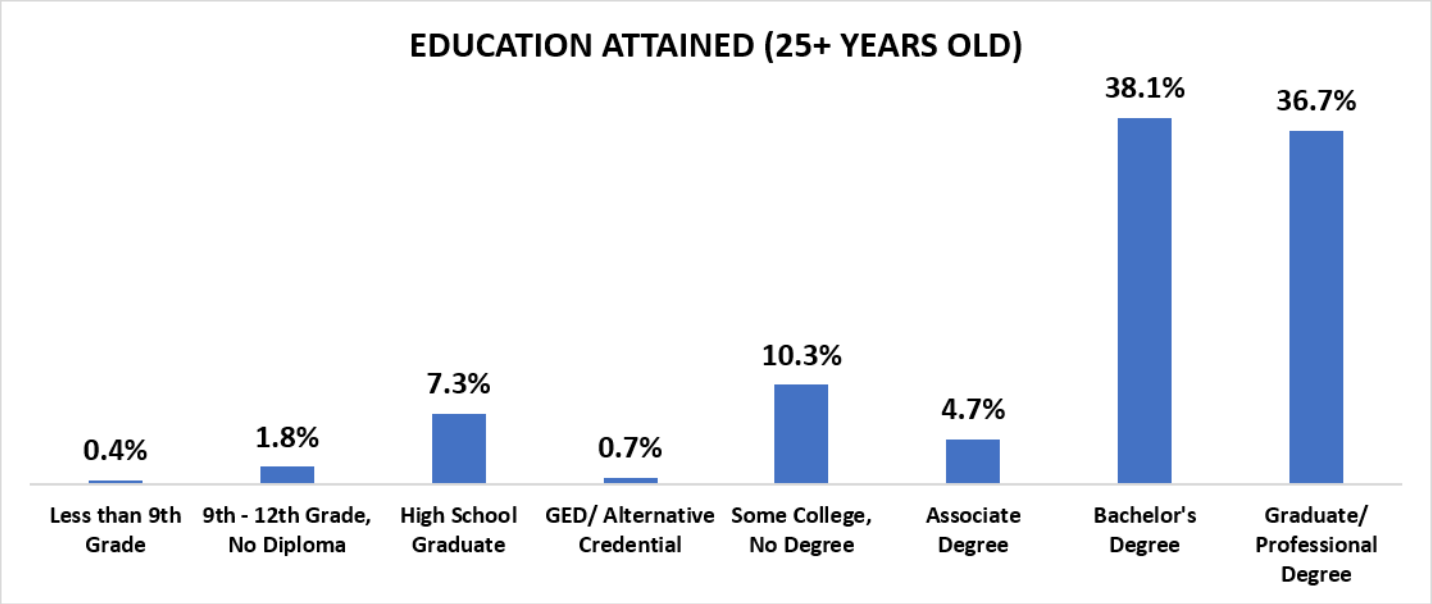


Figure 7 Town of Morrisville by Educational Attainment, Source: ESRI

DEMOGRAPHIC IMPLICATIONS

While it is important not to generalize recreation needs and priorities based solely on demographics, the analysis suggests some potential implications for the Morrisville community: **(Figure 10)**

- With a growing population, Morrisville will need to increase their services accordingly while maintaining a high-quality standard and staying abreast of changing preferences.
- The steady distribution of ages and greater proportion of younger age segments in Morrisville suggests that parks and recreation services should be multigenerational and especially accessible to younger working households.

- Despite the majority Asian population in Morrisville, parks and recreation services should be multicultural and focus on shared, welcoming experiences that are still broadly valued across the community. Morrisville should also ensure that voices from all cultures are heard through continuous engagement that provides insight into a variety of cultural interests.

2026 Demographic Comparison		Morrisville	North Carolina	United States of America
Population	Annual Growth Rate (2020-2025)	2.77%	2.43%	0.85%
	Projected Annual Growth Rate (2025-2040)	2.72%	0.00%	0.42%
Households	Annual Growth Rate (2020-2025)	3.49%	3.56%	1.47%
	Average Household Size	2.58	0.00	2.50
Age Segment Distribution	Ages 0-19	28.2%	11.0%	23.7%
	Ages 20-34	20.3%	19.2%	20.3%
	Ages 35-54	34.7%	26.1%	25.2%
	Ages 55-74	13.4%	24.7%	22.8%
	Ages 75+	3.5%	14.8%	8.1%
Race Distribution	White Alone	31.5%	0.0%	60.0%
	Black Alone	8.8%	Percent	12.5%
	American Indian	0.3%	60.4%	1.1%
	Asian	51.4%	20.3%	6.4%
	Pacific Islander	0.0%	1.3%	0.2%
	Some other Race	2.4%	3.9%	8.8%
	Two or More Races	5.6%	0.1%	10.8%
Hispanic/ Latino Population	Hispanic / Latino Origin (any race)	5.6%	6.6%	19.7%
	All Others	94.4%	93.4%	80.3%
Income Characteristics	Per Capita Income	$64,965	$46,177	$45,360
	Median Household Income	$127,032	$78,497	$81,624

Figure 8 Town of Morrisville Summary Data, Source: ESRI

RECREATIONAL TRENDS ANALYSIS

The Trends Analysis provides an understanding of local, regional and national recreation trends as well as recreational interest by age segments. Trends data used for this analysis were obtained from Sports & Fitness Industry Association's (SFIA), National Recreation and Park Association (NRPA), and Environmental Systems Research Institute, Inc. (ESRI). All trend data is based on current and/or historical participation rates, statistically valid survey results, or NRPA Park Metrics

LOCAL SPORTS AND LEISURE MARKET POTENTIAL

The following charts show sport and leisure market potential data for Morrisville residents, as provided by ESRI.

Market Potential Index (MPI) measures the probable demand for a product or service within the defined service areas. The MPI shows the likelihood that an adult resident will participate in certain activities when compared to the U.S. national average. The national average is 100; therefore, numbers below 100 would represent lower-than-average participation rates, and numbers above 100 would represent higher-than-average participation rates. The service area is compared to the national average in four (4) categories – general sports, fitness, outdoor activity, and commercial recreation.

It should be noted that MPI metrics are only one data point used to help determine community trends; thus, programmatic decisions should not be based solely on MPI metrics. For example, Morrisville has significantly invested in the sport of Cricket over the past several years and it is becoming one of the most popular recreational activities in the community. However Cricket is not a surveyed activity, so it is not reflected in the graphs below. As a result, Morrisville will need to rely on MPI data in addition to other data sources in order to get a full picture of the recreational preferences in the community.

When only looking at the surveyed activities, it appears that Morrisville residents value many different forms of recreation. Market data shows that football, basketball, and soccer as well as racquet sports like pickleball and tennis have high interest in Morrisville. High intensity and group-oriented fitness activities are also highly valued by the community, in addition to recreational activities that get people out into the surrounding natural areas around Morrisville. Regarding commercial activities, the most popular choices are more expensive and family-oriented, reflecting an affluent community that values activities that are accommodating of all ages.

The following charts compare MPI scores for 47 sport and leisure activities that are prevalent for residents within the Town. The activities are categorized by activity type and listed in descending order, from highest to lowest MPI score. High index numbers (100+) are significant because they demonstrate that there is a greater likelihood that residents within the service area will actively participate in those offerings provided by the Department.

GENERAL SPORTS MARKET POTENTIAL

Morrisville's general sports MPI reflects a sports-centric community, with every surveyed sport ranking above the state and national average. While pickleball and football appear to be the most popular sport, cricket (not surveyed) is the primary community favorite, in part due to the large Indian community in Morrisville. Because cricket is not included in this survey, its popularity is not reflected in Morrisville's general sports market MPI chart; however, you can read about the impact of cricket below.

Key General Sports Market Findings:

- Of the surveyed sports, pickleball (130), football (129), and soccer (126) are the three most popular sports in Morrisville which is reflective of national trends regarding the popularity of football and soccer, and the rapidly growing popularity of pickleball.
- Basketball (123) falls close behind soccer in popularity.
- Tennis (118), and Golf (116) are also quite popular, reflecting the growing affluence of the Morrisville community.
- Volleyball (115), softball (109), and baseball (103) are the least popular sports; however, they all still exceed that of the state and national average.

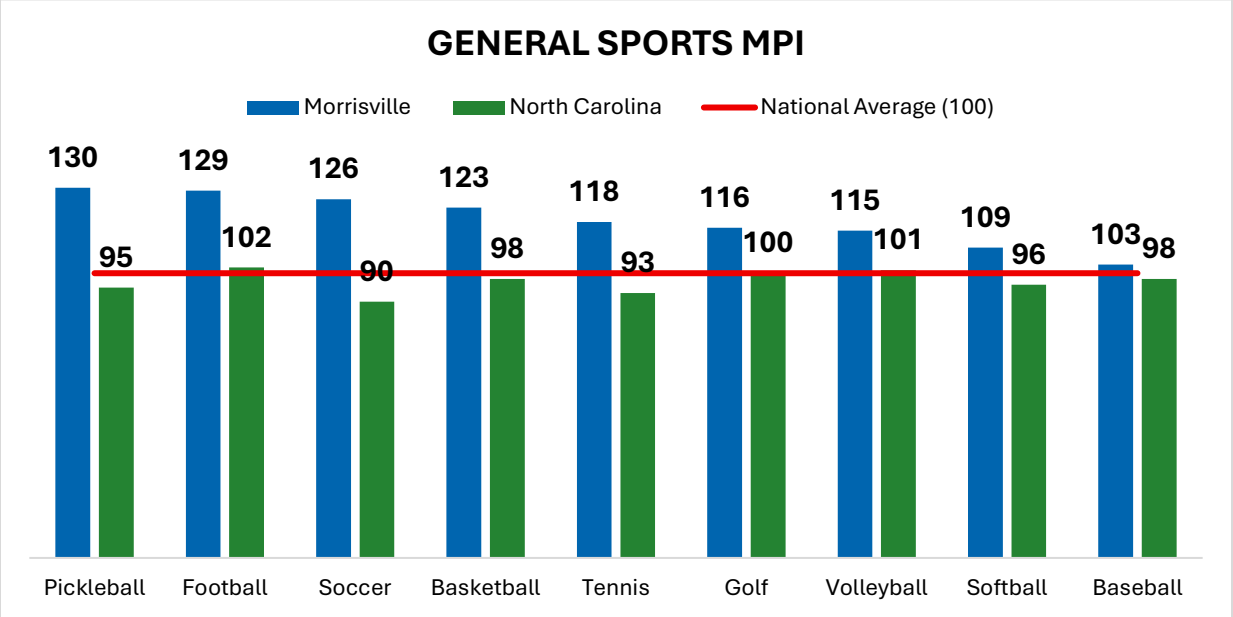


Figure 9 Town of Morrisville General Sports MPI

Key insights to understand the popularity of Cricket in Morrisville



Image 3 The Morrisville Raptors

- Morrisville was one of only two hosts for the Major League Cricket games in the United States in July 2024.
- Morrisville is home to the Morrisville Raptors, a minor league team that started in 2018 **(Image 3[5]).**
- Currently, there are cricket facilities located at Church Street Park, Shiloh Park, and Crabtree Creek Nature Park in Morrisville, reflecting the unique popularity of this sport in the community.
- Church Street Park is the flagship cricket location in Morrisville and has hosted minor and major league matches, in addition to international matches.
- There is a disparity between the demand for cricket amenities and the number of residents who directly benefit from their use.
- Morrisville will need to carefully consider how to balance investments in specialized facilities that attract users from outside of the community with the recreational needs of its residents.

FITNESS MARKET POTENTIAL

The fitness MPI shows how likely Morrisville residents are to participate in certain fitness activities as compared to North Carolina residents and the national average (100) **(Figure 12)**. Overall, Morrisville residents are highly active with every fitness activity ranking above state and national averages**.** Generally, the most popular fitness activities in the community are high intensity and group oriented.

Key Fitness Findings:

- Jogging / running (136), and weight training (133) are first and third most popular fitness activities, and are high intensity for the body, indicating that residents value a good workout.
- Kickboxing (135), yoga (125), Pilates (121), spinning (120), Zumba (118), and CrossFit (114) also all rank well above average and are typically fitness activities that occur in a group or class setting. This may indicate that residents value the opportunity to

[5] Source : http://morrisvilleraptors.cricket/

exercise with others and have a higher willingness to pay to participate in such activities.

- Swimming (113) and aerobics (113) are likely some of the lowest-scoring activities in Morrisville because they are low-impact sports that are typically more popular amongst older populations and Morrisville generally has a younger population.
- Marathon Training (104) and walking for exercise (102) are the two least popular fitness activities in Morrisville.

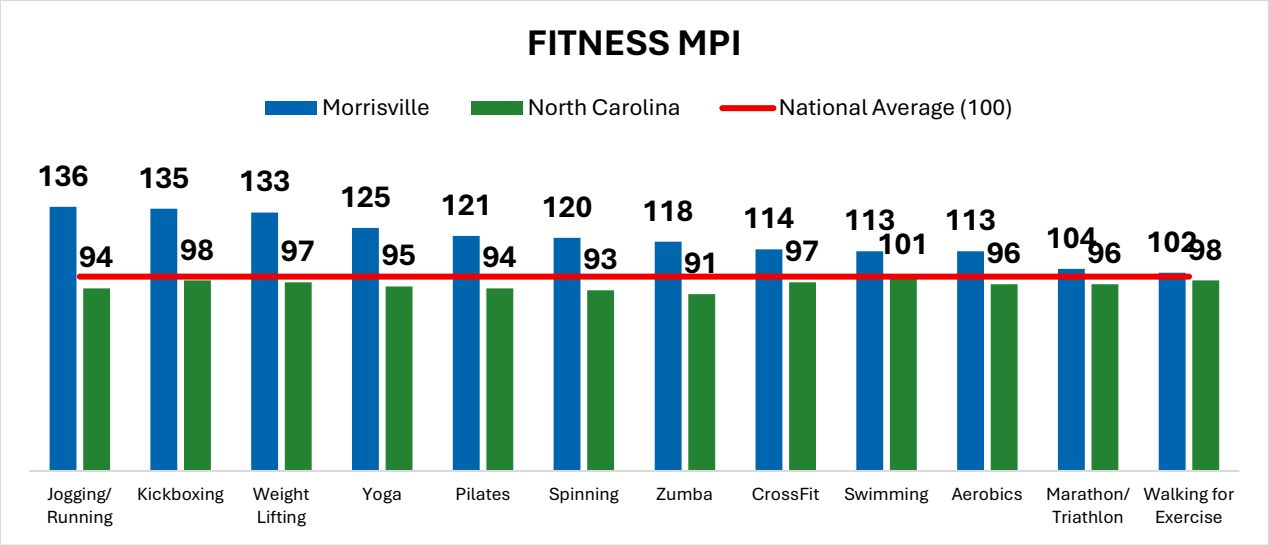


Figure 10 Town of Morrisville Fitness MPI

OUTDOOR RECREATION MARKET POTENTIAL

Not only is Morrisville in an optimal position regarding the Research Triangle, but it is also located around a plethora of natural areas that create easy opportunities for outdoor recreation. There are many local state parks nearby, and within a 2-3 hour dive, residents can access famous outdoor areas because of the Town's positioning, residents can access the mountains or the coast easily for a day trip.

- Paddleboarding (140) is the most popular outdoor recreation activity which could be due to Morrisville's proximity Jordan Lake.
- Rock climbing (130) is the second most popular activity because of the plethora of indoor and outdoor climbing opportunities in and around Morrisville.
- Hiking (116) and backpacking (113) rank well above state and national average thanks to the Town's proximity to many local spaces for outdoor recreation.
- Road biking (113), mountain biking (111), salt water fishing (110), and canoeing/kayaking (104) all also score above the national average.
- Archery (99), horseback riding (94), and freshwater fishing (93) are the least popular sports, scoring slightly below the national average. These activities are less energy-

intensive, potentially reflecting the residents' tendency towards high-intensity activities as identified in the fitness MPI **(see pg. 18).**

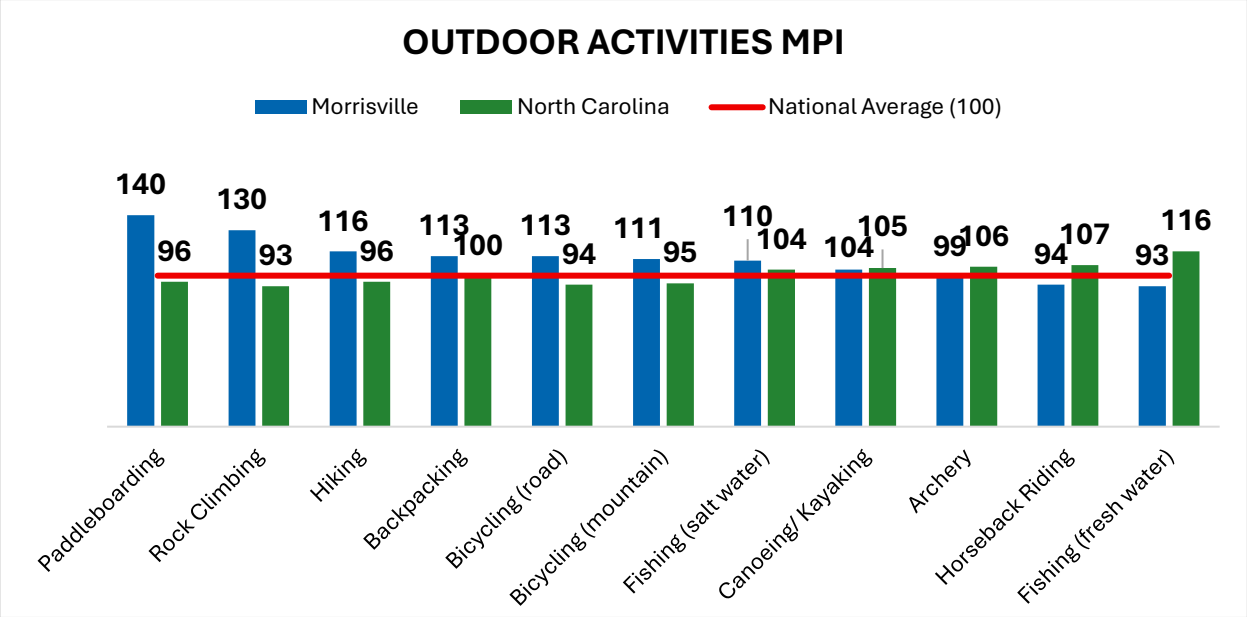


Figure 11 Town of Morrisville Outdoor Recreation MPI

COMMERCIAL RECREATION MARKET POTENTIAL

The commercial recreation market potential identifies how popular twenty-one commercial recreation activities are in Morrisville, NC **(Figure 14)**. The most popular types of commercial recreation activities amongst residents are ones that are more costly, that promote continuing education, and that are family-friendly.

- Participating in a book club (125) is the most popular commercial recreation activity, reflecting a highly educated community.
- The community's willingness to spend $250+ on sports/rec equipment (123), $100-249 on sports/rec equipment (122) or $1-00 on sports/rec equipment (113) demonstrates a willingness to pay for and an expectation of quality recreation, something that Morrisville should be cognizant of as it plans programming for the community
- The popularity of dining out (121) may further reflect the affluence of the community.
- The high MPI scores for scrapbooking (121), going to a live theater (118), doing photography (113), going to an art gallery (107), and painting/drawing (102) suggest community interest in the arts.

- Going to an indoor water park (120), a theme park (119), a sports event (111), an aquarium (110), a museum (104), or the zoo (104) reflects an interest in family-friendly activities that can accommodate all ages.
- Attending an adult education course scored an MPI of 110, demonstrating a highly educated community that values lifelong learning.
- Flying a drone scored an MPI of 109.
- Overnight camping scored 106, reflecting the community's easy access to outdoor spaces, and desire to recreate in nature.
- Playing portable video/electronic video games scored 105 while playing console video/electronic games scored 99.

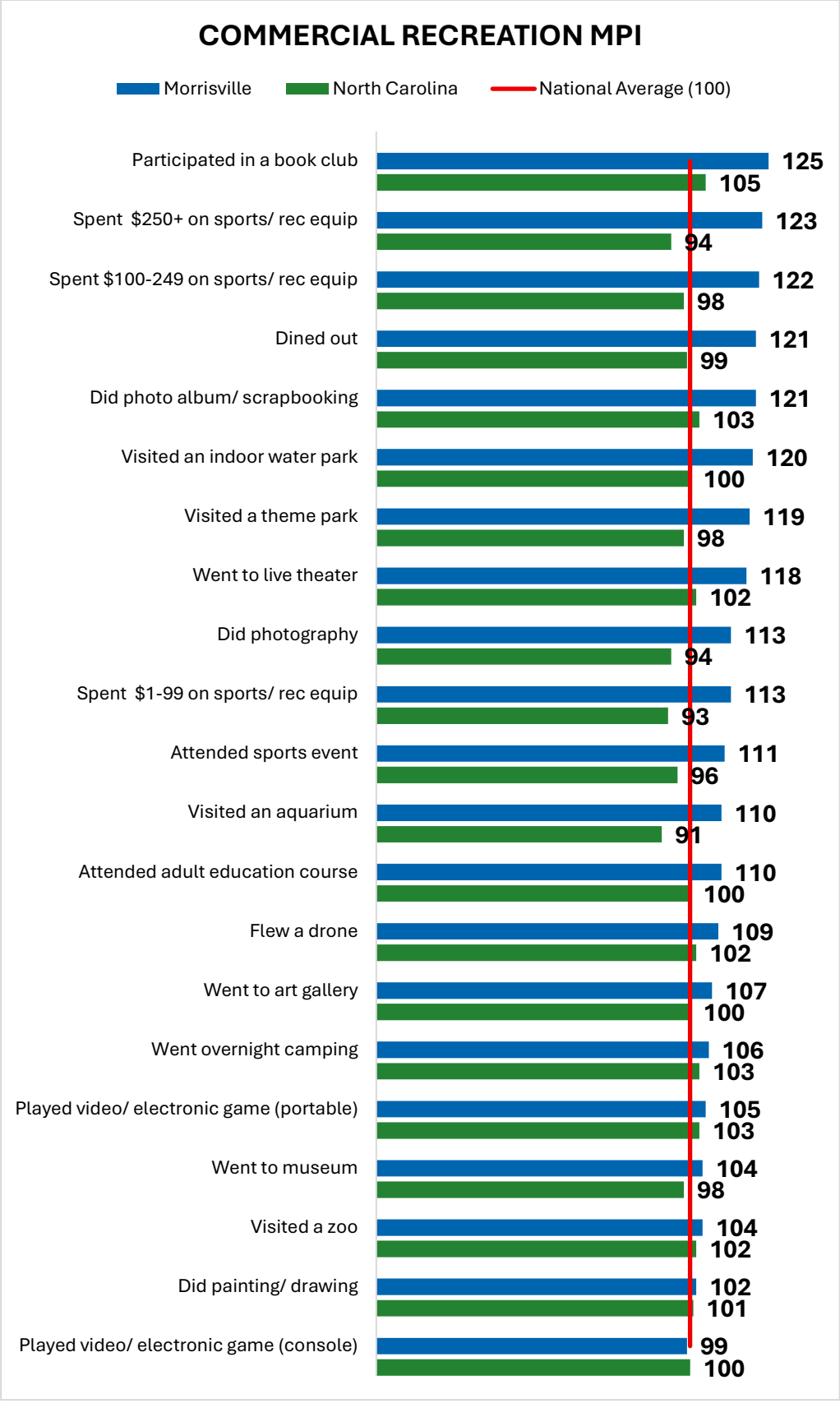


Figure 12 Town of Morrisville Commercial Recreation MPI

NATIONAL TRENDS IN RECREATION

The 2026 National Recreation Trends Analysis evaluates recreation participation patterns across the United States using data from the Sports & Fitness Industry Association's (SFIA) 2026 Topline Participation Report. The findings reveal continued growth in recreation participation, increasing demand for active lifestyles, and evolving recreation preferences that have important implications for park and recreation providers.

Participation in sports, fitness, and recreation reached record levels in 2025, with approximately 250 million Americans (80.5% of the population age six and older) participating in at least one activity. This marks the seventh consecutive year of participation growth and the highest level recorded by SFIA. Simultaneously, inactivity fell to 19.5%, representing the lowest inactivity rate on record and the first time fewer than one in five Americans have been classified as inactive.

Fitness activities remain the most popular recreation category nationally. Walking for fitness (115.7 million participants), treadmill exercise (64.0 million), free weights (57.2 million), running/jogging (52.3 million), and yoga (39.9 million) continue to attract the greatest levels of participation. Growing interest in wellness-oriented activities such as Pilates, yoga, tai chi, and strength training suggests consumers increasingly prioritize activities that support long-term physical and mental health.

Outdoor recreation remains one of the strongest sectors in the industry, with participation reaching 59.0% of Americans. Day hiking, freshwater fishing, camping, road bicycling, and wildlife viewing remain among the most popular outdoor pursuits. Strong growth in trail running, camping, birdwatching, and climbing activities further demonstrates increasing demand for nature-based recreation experiences.

Sports participation also continues to expand. Team sports were the fastest-growing major recreation category in 2025, led by outdoor soccer, basketball, cheerleading, fast-pitch softball, and track and field. Pickleball remains the dominant recreation growth story nationwide, surpassing 24 million participants and continuing an unprecedented multi-year expansion. Tennis also experienced strong gains, reinforcing continued demand for racquet sports facilities.

Core participation remains strong, with nearly 159 million Americans classified as highly engaged participants. This sustained growth among core users demonstrates increasing commitment to recreation and emphasizes the importance of facilities and programs that encourage long-term participation.

Collectively, these trends suggest continued need for investments in pickleball and racquet facilities, trail systems, outdoor recreation amenities, fitness infrastructure, athletic fields,

aquatics, and accessible community programming that supports participation across all age groups. Recreation agencies that provide diverse opportunities for both entry-level and highly engaged participants will be best positioned to meet evolving recreation demands in the years ahead.

APPENDIX A – MORRISVILLE COMMUNITY RISK PROFILE

Community Risk Profile | Demography: Population and Growth

Morrisville Town, NC | Geography: Place

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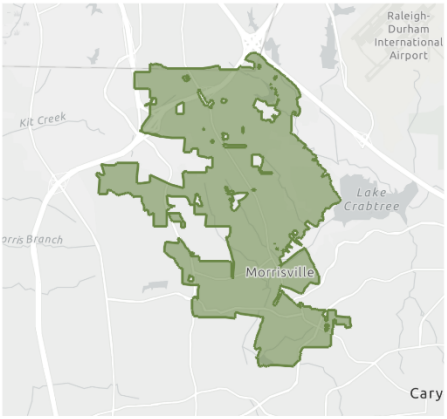


Population

33,756 Total Population

13,047 Total Households

2.58 Average Household Size

3,679.7 Population Density (Per Sq. Mile)

Marketing Methods

95.4% Have a Smartphone

3.0% Read a Daily Print Newspaper

22.2% Subscribe to Cable TV

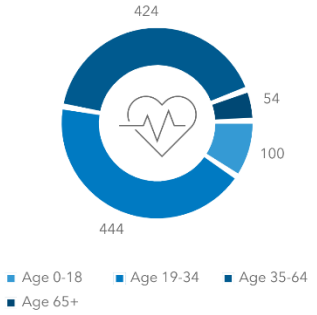
Income

$127K Median Household Income

$103K Median Disposable Income

25.6% Income Used for Mortgage

Population with No Health Insurance



At-Risk Populations

8.3% Population Age (65+)

14.4% Households with 1+ Persons with a Disability

2.8% Households Below the Poverty Level

26.1% Child Population (<18)

0.8% Households without a vehicle

6.1% Single parent households

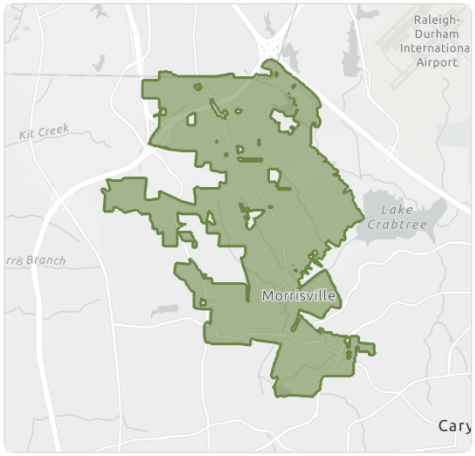
Households with Income Assistance

Households with Public Assistance Income	1.3%
Households with Food Stamps / SNAP	3.1%
Households with Social Security Income	12.9%

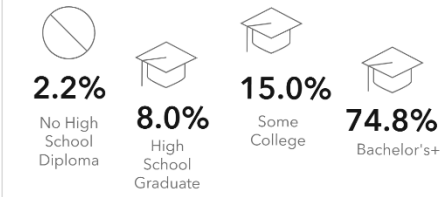
Source: This infographic contains data provided by Esri-MRI-Simmons (2026), ACS (2020-2024), Esri (2026, 2031), U.S. Census (2000, 2010, 2020), Esri-Data Axle (2026). Values in **orange** highlight populations at elevated risk. Conditional styling is used to show when values exceed national benchmarks, based on data from the National Fire Protection Association (NFPA), the Federal Emergency Management Agency (FEMA), and other federal sources. © 2026 Esri

Community Risk Profile | Demography: Age, Education, and Language

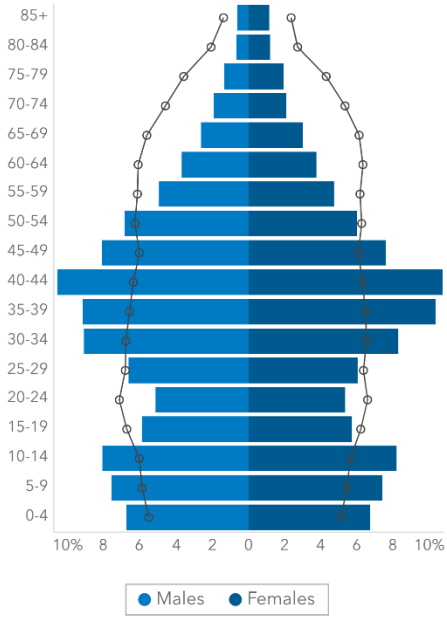
Morrisville Town, NC | Geography: Place



Education



Age Pyramid



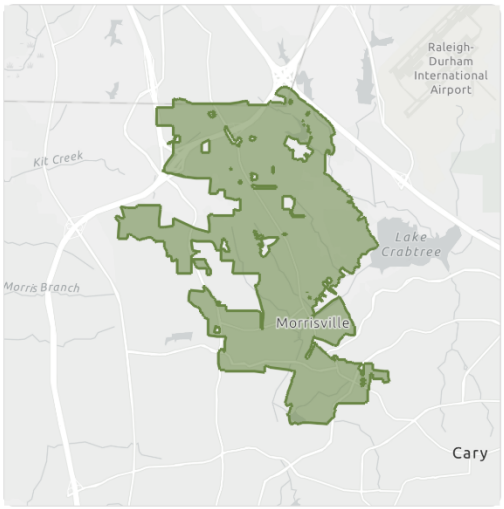
Dots show comparison to: North Carolina

LANGUAGE SPOKEN (ACS)	Age 5-17	18-64	Age 65+	Total
English Only	**3,242**	**12,167**	**1,493**	**16,902**
Spanish	**21**	**518**	**0**	**539**
Spanish & English Well	21	468	0	489
Spanish & English Not Well	0	0	0	0
Spanish & No English	0	50	0	50
Indo-European	**995**	**4,642**	**346**	**5,983**
Indo-European & English Well	979	4,460	207	5,646
Indo-European & English Not Well	16	147	111	274
Indo-European & No English	0	35	28	63
Asian-Pacific Island	**959**	**3,943**	**317**	**5,219**
Asian-Pacific Isl & English Well	959	3,768	183	4,910
Asian-Pacific Isl & English Not Well	0	175	99	274
Asian-Pacific Isl & No English	0	0	35	35
Other Language	**125**	**760**	**18**	**903**
Other Language & English Well	125	760	18	903
Other Language & English Not Well	0	0	0	0
Other Language & No English	0	0	0	0

Source: This infographic contains data provided by Esri-MRI-Simmons (2026), ACS (2020-2024), Esri (2026, 2031), U.S. Census (2000, 2010, 2020), Esri-Data Axle (2026). Values in **orange** highlight populations at elevated risk. Conditional styling is used to show when values exceed national benchmarks, based on data from the National Fire Protection Association (NFPA), the Federal Emergency Management Agency (FEMA), and other federal sources. © 2026 Esri

Community Risk Profile | Demography: Economy and Building Stock

Morrisville Town, NC | Geography: Place



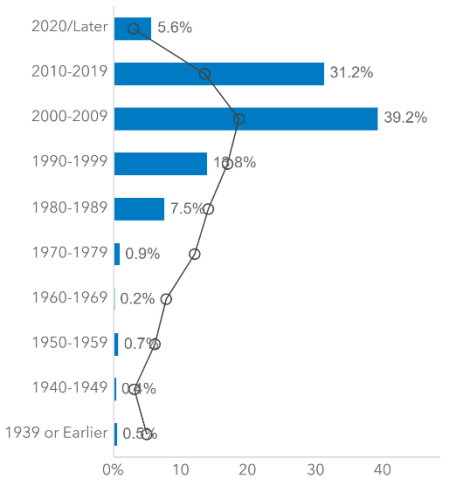
Housing Information

13,506	$518,800	2007
Total Housing Units	Median Home Value	Median Year Structure Built

High-Risk Occupancies

59.8%	0.6%	7.2%
Renter-Occupied Housing Units	Housing Stock that are Mobile Homes	Vacant Housing Units

Housing Age by Year Built



Dots show comparison to: North Carolina

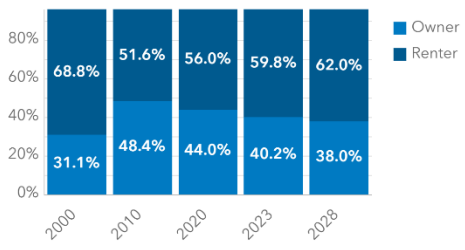
Household Appliances

55.2%	27.8%
Owns Smoke or Fire Detector	Owns Fireplace
21.8%	**16.2%**
Owns Gas Stove or Range	Owns Charcoal Grill

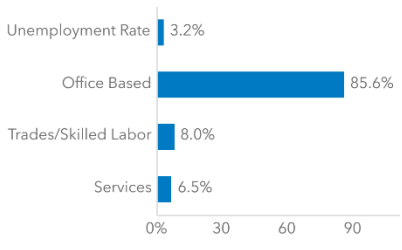
Businesses

22,466	1,406
Total Employees	Total Businesses

Owner vs Renter Occupied Units



Employment



Source: This infographic contains data provided by Esri-MRI-Simmons (2026), ACS (2020-2024), Esri (2026, 2031), U.S. Census (2000, 2010, 2020), Esri-Data Axle (2026). Values in **orange** highlight populations at elevated risk. Conditional styling is used to show when values exceed national benchmarks, based on data from the National Fire Protection Association (NFPA), the Federal Emergency Management Agency (FEMA), and other federal sources. © 2026 Esri

METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) *Sports, Fitness & Leisure Activities Topline Participation Report 2026* was utilized in evaluating the following trends:

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

The study is based on findings from surveys conducted in 2025 by the Sports Marketing Surveys USA (SMS), resulting in a total of 18,000 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 18,000 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.32 percentage points at the 95 percent confidence level. Using a weighting technique, survey results are applied to the total U.S. population figure of 310,635,717 people (ages six and older).

The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S. This study looked at 126 different sports/activities and subdivided them into various categories including: sports, fitness, outdoor activities, aquatics, etc.

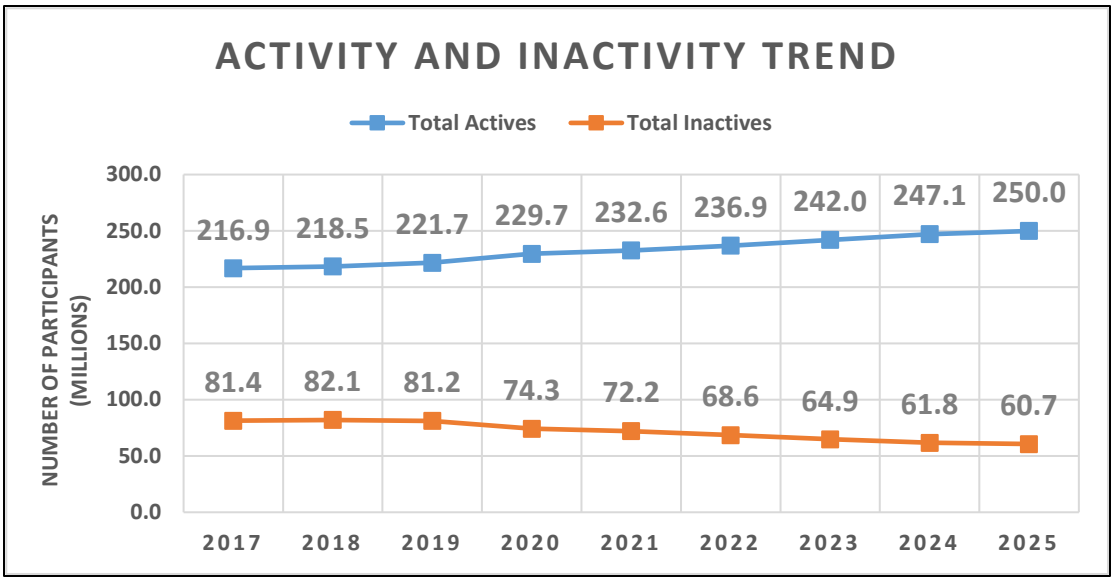
OVERALL PARTICIPATION

Approximately 250 million Americans ages six and older participated in at least one sport, fitness, or recreational activity during 2025, representing 80.5% of the U.S. population. This marks the seventh consecutive year of participation growth and the highest participation rate recorded by SFIA. Although year-over-year growth moderated to 0.6%, the long-term trend remains strongly positive and reflects Americans' continued commitment to active lifestyles.

Participation growth has been supported by gains across multiple recreation categories, particularly team sports, racquet sports, outdoor recreation, and fitness activities. At the same time, inactivity declined to 19.5% of the population, the lowest level ever recorded by SFIA and the first time fewer than one in five Americans have been classified as inactive.

In 2025, SFIA introduced a new measure evaluating whether Americans achieve the federal recommendation of at least 150 minutes of moderate physical activity per week. While participation reached record levels, only 32.2% of Americans met the recommended activity threshold. This finding suggests that future recreation investments should focus not only on expanding participation opportunities, but also on helping residents engage more frequently and consistently in physically active pursuits.

For parks and recreation providers, these findings demonstrate sustained demand for facilities, programs, trails, courts, and active recreation opportunities that support both organized and self-directed participation.

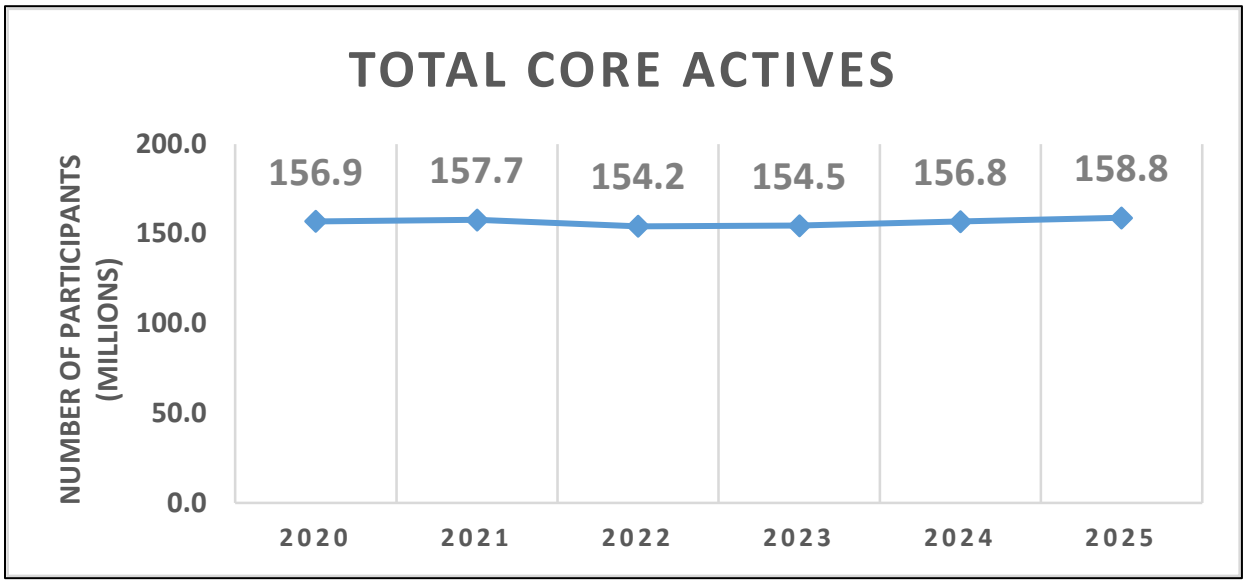


CORE VS. CASUAL PARTICIPATION

SFIA categorizes participants as either casual or core participants based upon frequency of participation. Core participants engage in activities at substantially higher rates and are generally more committed than casual participants, making them less likely to discontinue participation.

In 2025, core participation increased to 158.8 million Americans, representing a 1.3% increase over the previous year. The proportion of participants classified as core remained stable at 63.5%, indicating that while new participants continue to enter the market, recreation providers have also been successful in retaining consistent users.

The continued strength of core participation is important because these users generate the majority of usage occasions, program registrations, league participation, and facility utilization. Maintaining opportunities that convert casual users into core participants should remain a strategic priority for recreation agencies.

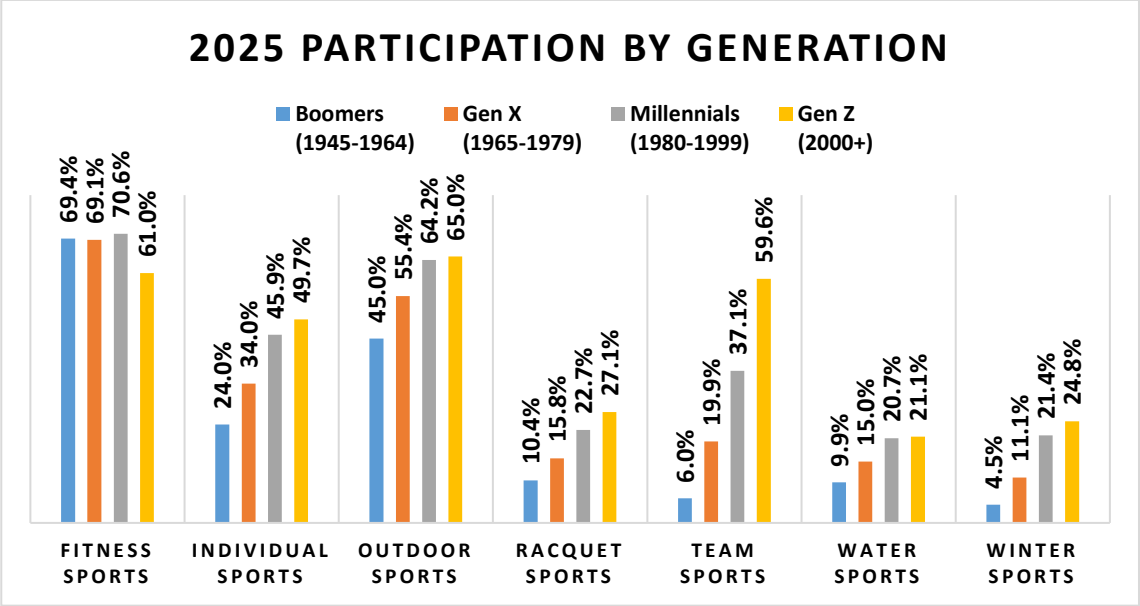


PARTICIPATION BY GENERATION

Participation patterns continue to vary significantly by generation. Fitness activities remain the most popular recreation category across all age groups, with participation exceeding 69% among Boomers, Gen X, and Millennials.

Outdoor recreation continues to perform particularly well among younger generations, with participation rates reaching 65.0% among Gen Z and 64.2% among Millennials. Team sports demonstrate the most significant age-related differences, ranging from only 6.0% among Boomers to nearly 60% among Gen Z participants.

Racquet sports, water sports, and winter sports also skew younger, suggesting continued demand for facilities and programs that appeal to younger residents while maintaining lifelong recreation opportunities for older populations.



HIGHLIGHTS

Pickleball remains the fastest-growing sport in the United States, increasing 22.8% in a single year and reaching more than 24.3 million participants. Participation has grown by nearly 172% during the last three years, reinforcing pickleball's position as one of the most influential recreation trends in the country.

Team sports emerged as the fastest-growing major recreation category in 2025, increasing 6.9% and surpassing 90 million total participants for the first time. Outdoor soccer, basketball, cheerleading, fast-pitch softball, and track and field all recorded double-digit participation growth.

Racquet sports continued their strong upward trajectory as seven of eight tracked racquet activities gained participation. Tennis increased by 6.2%, while SFIA added padel to its tracking portfolio, reflecting growing consumer interest in emerging racquet sports.

Fitness participation remained strong across both traditional and structured exercise formats. Pilates, yoga, treadmill exercise, rowing machines, stair-climbing machines, and strength-training activities all experienced participation growth, reflecting ongoing interest in health, wellness, and personal fitness.

SFIA also introduced a new measurement evaluating whether Americans meet the recommended threshold of 150 minutes of moderate physical activity per week. While 32.2% of Americans reached this benchmark, the majority of the population remains below recommended activity levels, creating a substantial opportunity for parks and recreation providers to support community health initiatives.

NATIONAL TRENDS IN GENERAL SPORTS

PARTICIPATION LEVELS

Team and individual sports participation remained strong in 2025. The most participated sports in the United States were basketball (36.3 million participants), golf (48.1 million participants when combining on-course and off-course participation), tennis (27.3 million participants), pickleball (24.3 million participants), and bowling (52.6 million participants among individual sports).

Basketball's continued growth reflects its accessibility, low equipment requirements, and broad demographic appeal. Golf continues to expand through both traditional course play and entertainment-focused venues, while tennis and pickleball remain major drivers of facility demand nationwide.



BASKETBALL	GOLF	TENNIS	PICKLEBALL	GOLF VENUE
36.3	29.1	27.3	24.3	18.9

FIVE-YEAR TREND

Over the past five years, pickleball remains the dominant growth leader, increasing more than 479% since 2020. Other significant growth activities include volleyball (court), outdoor soccer, fast-pitch softball, swimming on a team, tennis, basketball, and cheerleading.

Activities showing continued long-term decline include roller hockey, ultimate frisbee, and rugby, reflecting changing recreation preferences and competition from emerging sports.

ONE-YEAR TREND

The largest one-year gains occurred in outdoor soccer (+15.8%), cheerleading (+13.8%), basketball (+13.5%), fast-pitch softball (+13.0%), track and field (+10.6%), indoor soccer (+10.5%), and flag football (+9.3%).

These trends indicate strong demand for organized youth and adult sports programming as communities continue to expand league participation opportunities and competitive recreation offerings.

CORE VS. CASUAL TRENDS IN GENERAL SPORTS

Participation patterns within general sports continue to demonstrate the importance of maintaining both introductory and long-term participation opportunities. Activities such as basketball, baseball, court volleyball, slow-pitch softball, and outdoor soccer continue to maintain substantial core participant bases, reflecting regular league play, organized competition, and recurring program engagement.

Many of the fastest-growing sports are being driven primarily by casual participants. Basketball, outdoor soccer, baseball, flag football, and court volleyball all experienced significant growth among casual users during 2025, indicating that new participants continue to enter these activities at a faster rate than they are transitioning into highly engaged users.

Pickleball continues to represent perhaps the strongest combination of both casual and core growth. While casual participation expanded rapidly, core participation also increased more than 20% during the past year, suggesting that many new entrants are becoming committed participants rather than simply trying the activity.

Conversely, activities experiencing long-term declines, such as roller hockey, rugby, and ultimate frisbee, have generally seen reductions among both casual and core participants, indicating broader participation challenges rather than temporary fluctuations. For recreation providers, these trends reinforce the importance of offering introductory opportunities that can convert new users into regular participants through leagues, tournaments, clinics, and structured programming.

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2020	2024	2025	5-Year Trend	1-Year Trend
Basketball	27,753	31,947	36,256	30.6%	13.5%
Golf (9 or 18-Hole Course)	24,804	28,097	29,127	17.4%	3.7%
Tennis	21,642	25,742	27,327	26.3%	6.2%
Pickleball	4,199	19,807	24,326	479.3%	22.8%
Golf (Entertainment Venue)	12,057	19,144	18,925	57.0%	-1.1%
Baseball	15,731	17,282	18,224	15.8%	5.5%
Soccer (Outdoor)	12,444	14,473	16,763	34.7%	15.8%
Football (Flag)	7,001	7,825	8,552	22.2%	9.3%
Volleyball (Court)	5,410	7,365	7,778	43.8%	5.6%
Badminton	5,862	6,247	6,805	16.1%	8.9%
Softball (Slow Pitch)	6,349	6,714	6,719	5.8%	0.1%
Soccer (Indoor)	5,440	5,956	6,579	20.9%	10.5%
Disc Golf	-	-	6,329	n/a	n/a
Football (Tackle)	5,054	6,055	6,249	23.6%	3.2%
Football (Touch)	4,846	5,178	5,414	11.7%	4.6%
Gymnastics	3,848	5,108	5,071	31.8%	-0.7%
Track and Field	3,636	4,195	4,642	27.7%	10.7%
Cheerleading	3,308	3,918	4,458	34.8%	13.8%
Volleyball (Sand/Beach)	4,320	4,070	4,042	-6.4%	-0.7%
Racquetball	3,426	3,637	3,662	6.9%	0.7%
Softball (Fast Pitch)	1,811	2,499	2,823	55.9%	13.0%
Football (7-on-7)	2,363	2,790	2,763	16.9%	-1.0%
Ice Hockey	2,270	2,658	2,752	21.2%	3.5%
Wrestling	1,931	2,303	2,187	13.3%	-5.0%
Lacrosse	1,884	1,922	1,959	4.0%	1.9%
Ultimate Frisbee	2,325	2,047	1,684	-27.6%	-17.7%
Squash	1,163	1,399	1,295	11.3%	-7.4%
Padel	-	-	1,073	n/a	n/a
Roller Hockey	1,500	1,154	1,047	-30.2%	-9.3%
Rugby	1,242	1,102	922	-25.8%	-16.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

NATIONAL TRENDS IN GENERAL FITNESS

PARTICIPATION LEVELS

Fitness activities remain the largest recreation category in the country, with participation reaching 69.6% of the population. The most popular fitness activities in 2025 were walking for fitness (115.7 million), treadmill exercise (64.0 million), dumbbells/free weights (57.2 million), running/jogging (52.3 million), and yoga (39.9 million).

The continued popularity of these activities demonstrates the importance of accessible recreation options that can be pursued independently, at home, in fitness facilities, or within parks and trail systems.



WALKING FOR FITNESS	TREADMILL	FREE WEIGHTS	RUNNING/ JOGGING	YOGA
115.7	64.0	57.2	52.3	39.9

FIVE-YEAR TREND

Over the past five years, the strongest growth occurred in Pilates (+39.0%), tai chi (+31.9%), treadmill exercise (+28.4%), stair-climbing machines (+26.3%), yoga (+21.7%), and kettlebell training (+17.7%).

These trends suggest growing interest in wellness-focused activities that combine cardiovascular fitness, strength development, flexibility, and long-term health benefits.

ONE-YEAR TREND

In 2025, treadmill exercise experienced one of the largest annual increases (+12.5%), followed by stair-climbing machines (+12.3%), Pilates (+6.8%), yoga (+6.0%), and rowing machines (+5.7%).

Conversely, high-intensity training, bodyweight exercise, and boxing/MMA fitness experienced modest participation declines, suggesting continued evolution in consumer fitness preferences toward lower-impact and more sustainable exercise formats.

CORE VS. CASUAL TRENDS IN GENERAL FITNESS

Fitness activities generally exhibit stronger core participation rates than most sport categories because many activities are incorporated into year-round health and wellness routines. Walking for fitness remains the strongest example, with more than 75 million

Americans classified as core participants despite a gradual increase in casual participation over recent years.

Several of the fastest-growing fitness activities, including Pilates, yoga, treadmill exercise, rowing machines, and stair-climbing machines, are being driven largely by increases in casual participation. This indicates that many Americans continue to explore structured fitness and wellness activities that can be performed independently or through instructor-led programs.

Activities such as kettlebell training and Pilates have also experienced increases among core participants, suggesting that participants are developing sustained commitment after initial introduction to these fitness formats. Meanwhile, traditional fitness activities including bodyweight exercise, high-intensity training, and some cross-training programs have experienced declines among casual participants, reflecting continued shifts in consumer exercise preferences.

Overall, the fitness market continues to demonstrate strong long-term stability, supported by a large base of committed participants and a growing population seeking wellness-oriented fitness experiences.

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2020	2024	2025	5-Year Trend	1-Year Trend
Walking for Fitness	114,044	115,261	115,691	1.4%	0.4%
Treadmill	49,832	56,843	63,970	28.4%	12.5%
Free Weights (Dumbbells/Hand Weights	53,256	56,253	57,201	7.4%	1.7%
Running/Jogging	50,652	51,052	52,256	3.2%	2.4%
Yoga	32,808	37,636	39,912	21.7%	6.0%
Stationary Cycling (Recumbent/Upright)	31,287	33,657	33,909	8.4%	0.7%
Free Weights (Barbells)	28,790	30,550	30,917	7.4%	1.2%
Weight/Resistant Machines	30,651	30,850	30,866	0.7%	0.1%
Dance, Step, & Choreographed Exercise	25,160	27,058	27,166	8.0%	0.4%
Elliptical Motion/Cross-Trainer	27,920	26,665	26,494	-5.1%	-0.6%
Bodyweight Exercise	22,845	21,949	20,993	-8.1%	-4.4%
High Impact/Intensity Training	22,487	21,683	20,816	-7.4%	-4.0%
Trail Running	11,854	16,154	17,225	45.3%	6.6%
Kettlebells	13,576	15,579	15,984	17.7%	2.6%
Stair Climbing Machine	11,261	12,668	14,223	26.3%	12.3%
Pilates Training	9,905	12,889	13,772	39.0%	6.9%
Rowing Machine	11,694	12,933	13,670	16.9%	5.7%
Cross-Training Style Workout	9,179	9,655	9,282	1.1%	-3.9%
Boxing/MMA for Fitness	9,856	8,911	7,875	-20.1%	-11.6%
Stationary Cycling (Group)	6,054	6,600	6,922	14.3%	4.9%
Martial Arts	6,064	6,938	6,737	11.1%	-2.9%
Cardio Kickboxing	5,295	5,654	5,728	8.2%	1.3%
Boot Camp Style Cross-Training	4,969	5,699	5,478	10.2%	-3.9%
Barre	3,579	4,365	4,358	21.8%	-0.2%
Tai Chi	3,300	4,162	4,351	31.8%	4.5%
Triathlon (Traditional/Road)	1,846	1,732	1,912	3.6%	10.4%
Triathlon (Non-Traditional/Off Road)	1,363	1,372	1,394	2.3%	1.6%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

NATIONAL TRENDS IN OUTDOOR/ADVENTURE RECREATION

PARTICIPATION LEVELS

Outdoor recreation remains one of the strongest sectors in the recreation industry, with overall participation reaching 59.0% of Americans. The most popular outdoor activities in 2025 were day hiking (63.6 million), camping (42.3 million), freshwater fishing (42.6 million), road bicycling (41.2 million), and wildlife viewing (21.4 million).



DAY HIKING	FRESHWATER FISHING	CAMPING	ROAD BICYCLING	WILDLIFE VIEWING
63.6	42.6	42.3	41.2	21.4

FIVE-YEAR TREND

The strongest long-term growth among outdoor activities occurred in camping, trail running, birdwatching, climbing activities, and skateboarding. These activities continue benefiting from growing interest in accessible outdoor experiences, wellness, nature engagement, and adventure recreation.

ONE-YEAR TREND

The largest annual gains occurred in sport and boulder climbing (+20.1%), traditional climbing (+14.2%), indoor climbing (+13.1%), birdwatching (+8.1%), skateboarding (+6.9%), trail running (+6.6%), and camping (+5.1%).

These findings support continued investment in trail systems, camping facilities, climbing amenities, open-space preservation, and nature-based recreation opportunities.

CORE VS. CASUAL TRENDS IN OUTDOOR / ADVENTURE RECREATION

Outdoor recreation participation continues to be primarily driven by casual users, reflecting the seasonal nature, travel requirements, and environmental factors associated with many outdoor activities. Most activities within this category maintain significantly larger casual participant populations than core participant populations.

Camping, hiking, birdwatching, trail running, and climbing activities all posted participation gains during 2025, with much of the growth occurring among casual participants. This suggests continued expansion of outdoor recreation into the mainstream recreation market and increasing interest among first-time or occasional users.

Day hiking stands out as a notable exception, as core participation continues to grow steadily despite relatively stable overall participation. The increase in highly engaged hikers suggests growing demand for interconnected trail systems, regional trail networks, and natural area preservation.

Activities experiencing declines, such as overnight backpacking and certain shooting sports, generally show decreases among both casual and core users, indicating broader participation reductions rather than temporary shifts in activity frequency.

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2020	2024	2025	5-Year Trend	1-Year Trend
Hiking (Day)	57,808	63,430	63,560	9.7%	0.2%
Fishing (Freshwater)	42,556	43,185	42,563	1.5%	-1.4%
Camping	36,082	40,244	42,300	11.5%	5.1%
Bicycling (Road)	44,471	42,470	41,216	-4.5%	-3.0%
Wildlife Viewing (>1/4 mile of Vehicle/Hom	21,038	21,899	21,376	4.1%	-2.4%
Birdwatching (>1/4 mile of Vehicle/Home)	15,228	16,954	18,327	11.3%	8.1%
Fishing (Saltwater)	14,527	15,065	15,470	3.7%	2.7%
Camping (Recreational Vehicle)	17,825	16,460	15,399	-7.7%	-6.4%
Skateboarding	8,872	9,280	9,924	4.6%	6.9%
Backpacking Overnight	10,746	9,988	9,336	-7.1%	-6.5%
Bicycling (Mountain)	8,998	9,241	9,204	2.7%	-0.4%
Archery	7,249	7,787	8,091	7.4%	3.9%
Fishing (Fly)	7,753	7,951	7,881	2.6%	-0.9%
Climbing (Indoor)	5,535	6,256	7,077	13.0%	13.1%
Roller Skating, In-Line	4,892	5,581	5,731	14.1%	2.7%
Bicycling (BMX)	3,880	4,722	4,573	21.7%	-3.2%
Climbing (Sport/Boulder)	2,290	2,674	3,211	16.8%	20.1%
Climbing (Traditional/Ice/Mountaineering)	2,456	2,577	2,942	4.9%	14.2%
Adventure Racing	1,966	1,839	1,773	-6.5%	-3.6%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

1.2.6 NATIONAL TRENDS IN AQUATICS

PARTICIPATION LEVELS

Aquatic activities continue to exhibit healthy participation levels and are widely recognized as lifelong recreation pursuits. Swimming for fitness remained the leading aquatic activity with 30.1 million participants in 2025, while swimming on a team increased to 3.65 million participants.

Swimming on a team posted one of the strongest long-term growth rates among aquatic activities, increasing nearly 40% over five years. Participation gains reflect continued demand for aquatic facilities, swim instruction programs, and organized aquatic recreation opportunities.



FITNESS	AQUATIC	SWIMMING
30.1	11.8	3.7 MILLION

FIVE-YEAR TREND

Aquatic participation has experienced steady and consistent growth over the past five years. Swimming on a team posted the strongest long-term growth, increasing approximately 40% since 2020, while swimming for fitness increased more than 17% during the same period. Aquatic exercise programs also continued to experience moderate long-term growth. These trends demonstrate the continued appeal of aquatics as both a recreational and fitness-oriented activity suitable for a wide range of age groups and ability levels.

Unlike many recreation categories, aquatic activities have shown relatively little long-term volatility and continue to maintain broad participation across demographic groups, reinforcing the value of aquatic facilities as community recreation assets.

ONE-YEAR TREND

Aquatic activities experienced moderate gains during 2025. Swimming on a team increased by 5.3%, representing one of the strongest annual gains within the aquatic category. Swimming for fitness increased 2.1%, continuing its position as the dominant aquatic activity nationwide, while aquatic exercise participation remained essentially stable and maintained record participation levels.

These results suggest that demand for both organized aquatic programming and independent swimming activities remains strong as communities continue investing in aquatic facilities, learn-to-swim programs, competitive swimming opportunities, and wellness-oriented aquatic programming.

CORE VS. CASUAL TRENDS IN AQUATICS

Aquatic activities continue to be characterized by substantially larger casual participant populations than core participant populations. Swimming for fitness, aquatic exercise, and team swimming all derive most of their participation base from users engaging fewer than fifty times annually.

Growth during the past several years has largely been driven by increases in casual participation, particularly for swimming for fitness where casual participant growth has significantly outpaced growth among core users. Team swimming remains the strongest activity for developing highly committed participants, maintaining a relatively balanced distribution between casual and core participation when compared with other aquatic activities.

For recreation agencies, these trends highlight the importance of providing both introductory aquatic experiences and pathways toward continued engagement through lessons, competitive programs, aquatic fitness classes, and special events that encourage repeat participation.

National Participatory Trends - Aquatics					
Activity	**Participation Levels**			**% Change**	
	2020	**2024**	**2025**	**5-Year Trend**	**1-Year Trend**
Swimming (Fitness)	25,666	29,477	30,099	17.3%	2.1%
Aquatic Exercise	10,954	11,782	11,814	7.9%	0.3%
Swimming on a Team	2,615	3,465	3,650	39.6%	5.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

1.2.7 NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

PARTICIPATION LEVEL

Recreational kayaking remained the most popular water activity in 2025 with 15.3 million participants, followed by canoeing (10.2 million), snorkeling (7.7 million), jet skiing (5.8 million), and stand-up paddling (4.5 million).

Over the past five years, rafting, stand-up paddling, surfing, recreational kayaking, and whitewater kayaking recorded the strongest growth. Although participation varies considerably by geography, climate, and water access, the long-term trend remains positive across most water-based activities.

Water activities continue to be characterized by substantially larger casual participation bases than core participation bases due to seasonal limitations and environmental constraints that affect activity frequency.



RECREATIONAL KAYAKING	CANOEING	SNORKELING	JET SKIING	STAND-UP PADDLING
15.3	10.2	7.7 MILLION	5.8 MILLION	4.5 MILLION

FIVE-YEAR TREND

Water recreation continues to demonstrate positive long-term growth across most tracked activities. The strongest five-year gains occurred in rafting (+27%), stand-up paddling (+21%), surfing (+13%), recreational kayaking (+18%), and whitewater kayaking (+19%). These activities have benefited from growing consumer interest in outdoor adventure recreation and experiential leisure opportunities.

Most water-based activities have experienced stable or positive long-term growth despite participation being heavily influenced by seasonal conditions, water access, weather patterns, and geographic location. Only a limited number of activities, including wakeboarding and water skiing, experienced modest long-term declines.

ONE-YEAR TREND

Annual participation gains were more moderate in 2025, with boardsailing/windsurfing (+5.7%), rafting (+3.9%), stand-up paddling (+1.4%), surfing (+1.5%), recreational kayaking (+1.2%), and canoeing (+1.1%) among the strongest performers.

Several traditional motorized and tow-based activities experienced modest declines, including jet skiing (-3.1%), sea kayaking (-3.2%), wakeboarding (-5.0%), and water skiing (-

5.8%). These shifts may reflect changing consumer preferences toward self-propelled outdoor recreation experiences, which have generally outperformed many equipment-intensive activities during recent years.

CORE VS. CASUAL TRENDS IN WATER SPORTS/ACTIVITIES

Water recreation activities continue to be overwhelmingly dominated by casual participation. Nearly every water-based activity tracked by SFIA maintains substantially more casual participants than core participants, reflecting environmental and seasonal constraints that naturally limit participation frequency.

Recreational kayaking, canoeing, snorkeling, stand-up paddling, surfing, and rafting all derive most of their participation from individuals who participate only periodically throughout the year. Even among the fastest-growing activities, casual participation continues to account for the majority of new users entering the market.

While core participant populations remain comparatively small, they tend to be highly committed users who generate a disproportionate share of annual usage occasions. Recreation providers seeking to increase water recreation participation should focus on minimizing barriers to entry through equipment rentals, instructional programs, introductory clinics, and improved public access to waterways. These strategies can potentially convert casual participants into repeat users while expanding overall participation.

*See **Appendix A** for the full Core vs. Casual Participation breakdown.*

National Participatory Trends - Water Sports / Activities					
Activity	**Participation Levels**			**% Change**	
	2020	**2024**	**2025**	**5-Year Trend**	**1-Year Trend**
Kayaking (Recreational)	13,002	15,128	15,308	17.7%	1.2%
Canoeing	9,595	10,111	10,225	6.6%	1.1%
Snorkeling	7,729	7,696	7,680	-0.6%	-0.2%
Jet Skiing	4,900	5,978	5,791	18.2%	-3.1%
Stand-Up Paddling	3,675	4,402	4,464	21.5%	1.4%
Rafting	3,474	4,245	4,412	27.0%	3.9%
Surfing	3,800	4,230	4,293	13.0%	1.5%
Sailing	3,486	4,226	4,195	20.3%	-0.7%
Scuba Diving	2,588	3,148	3,167	22.4%	0.6%
Kayaking (White Water)	2,605	3,075	3,090	18.6%	0.5%
Water Skiing	3,050	3,218	3,031	-0.6%	-5.8%
Kayaking (Sea/Touring)	2,508	2,869	2,777	10.7%	-3.2%
Wakeboarding	2,754	2,810	2,668	-3.1%	-5.1%
Boardsailing/Windsurfing	1,268	1,476	1,560	23.0%	5.7%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

EMERGING IMPLICATIONS FOR PARKS AND RECREATION

The 2025 participation data suggests several strategic implications for park and recreation agencies:

- Continued demand for pickleball courts and multipurpose racquet sport facilities.
- Growing interest in trail networks supporting walking, hiking, trail running, and cycling.
- Increasing need for flexible fitness infrastructure including outdoor fitness equipment and wellness programming.
- Expansion opportunities for youth and adult team sports are based on renewed participation growth.
- Continued investment in aquatic facilities and swim programming.
- Health-focused programming is designed to move "occasionally active" residents toward recommended physical activity levels.

Collectively, these trends indicate that recreation agencies should continue emphasizing a balanced system of outdoor recreation amenities, fitness opportunities, sports facilities, and accessible community programming that supports participation across all age segments.

CORE VS. CASUAL PARTICIPATION TRENDS

GENERAL SPORTS

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2020		2024		2025		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Basketball	**27,753**	**100%**	**31,947**	**100%**	**36,256**	**100%**	**30.6%**	**13.5%**
Casual (1-12 times)	11,962	43%	16,553	52%	20,137	56%	**68.3%**	**21.7%**
Core(13+ times)	15,791	57%	15,394	48%	16,119	44%	**2.1%**	**4.7%**
Golf (9 or 18-Hole Course)	**24,804**	**100%**	**28,097**	**100%**	**29,127**	**100%**	**17.4%**	**3.7%**
Tennis	**21,642**	**100%**	**25,742**	**100%**	**27,327**	**100%**	**26.3%**	**6.2%**
Pickleball	**4,199**	**100%**	**19,807**	**100%**	**24,326**	**100%**	**479.3%**	**22.8%**
Casual (1-12 times)	2,835	68%	13,594	74%	16,844	74%	**494.1%**	**23.9%**
Core(13+ times)	1,364	32%	6,213	26%	7,482	26%	**448.5%**	**20.4%**
Golf (Entertainment Venue)	**12,057**	**100%**	**19,144**	**100%**	**18,925**	**100%**	**57.0%**	**-1.1%**
Baseball	**15,731**	**100%**	**17,282**	**100%**	**18,224**	**100%**	**15.8%**	**5.5%**
Casual (1-12 times)	8,089	51%	9,575	55%	10,495	58%	**29.7%**	**9.6%**
Core (13+ times)	7,643	49%	7,708	45%	7,729	42%	**1.1%**	**0.3%**
Soccer (Outdoor)	**12,444**	**100%**	**14,473**	**100%**	**16,763**	**100%**	**34.7%**	**15.8%**
Casual (1-25 times)	8,360	67%	8,964	59%	10,834	59%	**29.6%**	**20.9%**
Core (26+ times)	4,084	33%	5,509	41%	5,929	41%	**45.2%**	**7.6%**
Football (Flag)	**7,001**	**100%**	**7,825**	**100%**	**8,552**	**100%**	**22.2%**	**9.3%**
Casual (1-12 times)	4,287	61%	5,090	65%	5,758	67%	**34.3%**	**13.1%**
Core(13+ times)	2,714	39%	2,735	35%	2,794	33%	**2.9%**	**2.2%**
Core Age 6 to 17 (13+ times)	1,446	21%	1,748	22%	1,842	22%	**27.4%**	**5.4%**
Volleyball (Court)	**5,410**	**100%**	**7,365**	**100%**	**7,778**	**100%**	**43.8%**	**5.6%**
Casual (1-12 times)	2,204	41%	3,846	52%	4,047	52%	**83.6%**	**5.2%**
Core(13+ times)	3,206	59%	3,519	48%	3,731	48%	**16.4%**	**6.0%**
Softball (Slow Pitch)	**6,349**	**100%**	**6,714**	**100%**	**6,719**	**100%**	**5.8%**	**0.1%**
Casual (1-12 times)	2,753	43%	3,340	50%	3,298	49%	**19.8%**	**-1.3%**
Core(13+ times)	3,596	57%	3,374	50%	3,421	51%	**-4.9%**	**1.4%**
Badminton	**5,862**	**100%**	**6,247**	**99%**	**6,805**	**100%**	**16.1%**	**8.9%**
Casual (1-12 times)	4,129	70%	4,422	71%	4,963	73%	**20.2%**	**12.2%**
Core(13+ times)	1,733	30%	1,771	28%	1,842	27%	**6.3%**	**4.0%**
Football (Tackle)	**5,054**	**100%**	**6,055**	**100%**	**6,249**	**100%**	**23.6%**	**3.2%**
Casual (1-25 times)	2,390	47%	3,580	59%	3,705	59%	**55.0%**	**3.5%**
Core(26+ times)	2,665	53%	2,475	41%	2,544	41%	**-4.5%**	**2.8%**
Core Age 6 to 17 (26+ times)	2,226	44%	2,143	35%	2,227	36%	**0.0%**	**3.9%**
Soccer (Indoor)	**5,440**	**100%**	**5,956**	**100%**	**6,579**	**100%**	**20.9%**	**10.5%**
Casual (1-12 times)	3,377	62%	3,407	57%	3,843	57%	**13.8%**	**12.8%**
Core(13+ times)	2,063	38%	2,549	43%	2,736	43%	**32.6%**	**7.3%**
Disc Golf	-	-	-	-	**6,329**	**100%**	n/a	n/a
Casual (1-7 times)	-	-	-	-	4458	70%	n/a	n/a
Core(8+ times)	-	-	-	-	1871	30%	n/a	n/a
Football (Touch)	**4,846**	**100%**	**5,178**	**100%**	**5,414**	**100%**	**11.7%**	**4.6%**
Casual (1-12 times)	2,990	62%	3,523	68%	3,722	69%	**24.5%**	**5.6%**
Core(13+ times)	1,856	38%	1,654	32%	1,693	31%	**-8.8%**	**2.4%**
Gymnastics	**3,848**	**100%**	**5,108**	**100%**	**5,071**	**100%**	**31.8%**	**-0.7%**
Casual (1-49 times)	2,438	63%	3,580	70%	3,504	69%	**43.7%**	**-2.1%**
Core(50+ times)	1,410	37%	1,528	30%	1,566	31%	**11.1%**	**2.5%**
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution:	Evenly Divided between Core and Casual Participants (45-55%)		Moderate Amount of Participants (56-74%)		Majority Amount of Participants (75% or greater)			

GENERAL SPORTS (CONTINUED)

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2020		2024		2025		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Track and Field	**3,636**	**100%**	**4,195**	**100%**	**4,642**	**100%**	**27.7%**	**10.7%**
Casual (1-25 times)	1,589	44%	2,445	58%	2,803	60%	**76.4%**	**14.6%**
Core(26+ times)	2,046	56%	1,750	42%	1,839	40%	**-10.1%**	**5.1%**
Cheerleading	**3,308**	**100%**	**3,918**	**100%**	**4,458**	**100%**	**34.8%**	**13.8%**
Casual (1-25 times)	1,931	58%	2,405	61%	2,872	64%	**48.7%**	**19.4%**
Core(26+ times)	1,377	42%	1,513	39%	1,586	36%	**15.2%**	**4.8%**
Volleyball (Sand/Beach)	**4,320**	**100%**	**4,070**	**100%**	**4,042**	**100%**	**-6.4%**	**-0.7%**
Casual (1-12 times)	3,105	72%	3,001	74%	2,971	74%	**-4.3%**	**-1.0%**
Core(13+ times)	1,215	28%	1,069	26%	1,072	27%	**-11.8%**	**0.3%**
Racquetball	**3,426**	**100%**	**3,637**	**100%**	**3,662**	**100%**	**6.9%**	**0.7%**
Casual (1-12 times)	2,476	72%	2,737	75%	2,808	77%	**13.4%**	**2.6%**
Core(13+ times)	950	28%	900	25%	854	23%	**-10.1%**	**-5.1%**
Softball (Fast Pitch)	**1,811**	**100%**	**2,499**	**100%**	**2,823**	**100%**	**55.9%**	**13.0%**
Casual (1-25 times)	650	36%	1,260	50%	1,557	55%	**139.5%**	**23.6%**
Core(26+ times)	1,162	64%	1,239	50%	1,266	45%	**9.0%**	**2.2%**
Football (7-on-7)	**2,363**	**100%**	**2,790**	**100%**	**2,763**	**100%**	**16.9%**	**-1.0%**
Casual (1-12 times)	1,684	71%	2,045	73%	2,009	73%	**19.3%**	**-1.8%**
Core(13+ times)	679	29%	746	27%	754	27%	**11.0%**	**1.1%**
Ice Hockey	**2,270**	**100%**	**2,658**	**100%**	**2,752**	**100%**	**21.2%**	**3.5%**
Casual (1-12 times)	1,165	51%	1,597	60%	1,672	61%	**43.5%**	**4.7%**
Core(13+ times)	1,105	49%	1,061	40%	1,080	39%	**-2.3%**	**1.8%**
Wrestling	**1,931**	**100%**	**2,303**	**100%**	**2,187**	**100%**	**13.3%**	**-5.0%**
Casual (1-25 times)	1,239	64%	1,798	78%	1,673	76%	**35.0%**	**-7.0%**
Core(26+ times)	692	36%	505	22%	514	24%	**-25.7%**	**1.8%**
Lacrosse	**1,884**	**100%**	**1,922**	**100%**	**1,959**	**100%**	**4.0%**	**1.9%**
Casual (1-12 times)	902	48%	1,000	53%	1,011	53%	**12.1%**	**1.1%**
Core(13+ times)	982	52%	922	47%	948	47%	**-3.5%**	**2.8%**
Ultimate Frisbee	**2,325**	**100%**	**2,047**	**100%**	**1,684**	**100%**	**-27.6%**	**-17.7%**
Casual (1-12 times)	1,476	63%	1,478	67%	1,182	67%	**-19.9%**	**-20.0%**
Core(13+ times)	849	37%	568	33%	502	33%	**-40.9%**	**-11.6%**
Squash	**1,163**	**100%**	**1,399**	**100%**	**1,295**	**100%**	**11.3%**	**-7.4%**
Casual (1-7 times)	669	58%	983	70%	943	73%	**41.0%**	**-4.1%**
Core(8+ times)	495	43%	416	30%	352	27%	**-28.9%**	**-15.4%**
Padel	-	-	-	-	**1,073**	**100%**	n/a	n/a
Casual (1-7 times)	-	-	-	-	835	78%	n/a	n/a
Core(8+ times)	-	-	-	-	238	22%	n/a	n/a
Roller Hockey	**1,500**	**100%**	**1,154**	**100%**	**1,047**	**100%**	**-30.2%**	**-9.3%**
Casual (1-12 times)	1,129	75%	887	77%	756	72%	**-33.0%**	**-14.8%**
Core(13+ times)	371	25%	267	23%	291	28%	**-21.6%**	**9.0%**
Rugby	**1,242**	**100%**	**1,102**	**100%**	**922**	**100%**	**-25.8%**	**-16.3%**
Casual (1-7 times)	807	65%	728	66%	542	59%	**-32.8%**	**-25.5%**
Core(8+ times)	435	35%	373	34%	380	41%	**-12.6%**	**1.9%**
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution:	Evenly Divided between Core and Casual Participants (45-55%)		Moderate Amount of Participants (56-74%)		Majority Amount of Participants (75% or greater)			

GENERAL FITNESS

National Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2020		2024		2025		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Walking for Fitness	**114,044**	**100%**	**115,261**	**100%**	**115,691**	**99%**	1.4%	0.4%
Casual (1-49 times)	34,742	30%	38,945	34%	39,333	34%	13.2%	1.0%
Core(50+ times)	79,302	70%	76,316	66%	75,757	65%	-4.5%	-0.7%
Treadmill	**49,832**	**100%**	**56,843**	**100%**	**63,970**	**100%**	28.4%	12.5%
Casual (1-49 times)	19,549	39%	31,057	55%	37,214	58%	90.4%	19.8%
Core(50+ times)	30,283	61%	25,786	45%	26,756	42%	-11.6%	3.8%
Free Weights (Dumbbells/Hand Weights)	**53,256**	**100%**	**56,253**	**100%**	**57,201**	**100%**	7.4%	1.7%
Casual (1-49 times)	20,070	38%	26,569	47%	27,015	47%	34.6%	1.7%
Core(50+ times)	33,186	62%	29,684	53%	30,187	53%	-9.0%	1.7%
Running/Jogging	**50,652**	**100%**	**51,052**	**100%**	**52,256**	**100%**	3.2%	2.4%
Casual (1-49 times)	24,438	48%	27,047	53%	29,040	56%	18.8%	7.4%
Core(50+ times)	26,214	52%	24,005	47%	23,216	44%	-11.4%	-3.3%
Yoga	**32,808**	**100%**	**37,636**	**100%**	**39,912**	**100%**	21.7%	6.0%
Casual (1-49 times)	19,337	59%	23,730	63%	25,802	65%	33.4%	8.7%
Core(50+ times)	13,471	41%	13,907	37%	14,110	35%	4.7%	1.5%
Stationary Cycling (Recumbent/Upright)	**31,287**	**100%**	**33,657**	**100%**	**33,909**	**100%**	8.4%	0.7%
Casual (1-49 times)	13,249	42%	16,968	50%	17,792	52%	34.3%	4.9%
Core(50+ times)	18,038	58%	16,689	50%	16,117	48%	-10.6%	-3.4%
Free Weights (Barbells)	**28,790**	**100%**	**30,550**	**100%**	**30,917**	**100%**	7.4%	1.2%
Casual (1-49 times)	13,428	47%	15,553	51%	15,635	51%	16.4%	0.5%
Core(50+ times)	15,363	53%	14,996	49%	15,282	49%	-0.5%	1.9%
Weight/Resistant Machines	**30,651**	**100%**	**30,850**	**100%**	**30,866**	**100%**	0.7%	0.1%
Casual (1-49 times)	10,940	36%	12,882	42%	13,475	44%	23.2%	4.6%
Core(50+ times)	19,711	64%	17,967	58%	17,391	56%	-11.8%	-3.2%
Dance, Step, & Choreographed Exercise	**25,160**	**100%**	**27,068**	**100%**	**27,166**	**100%**	8.0%	0.4%
Casual (1-49 times)	16,652	66%	19,101	71%	18,959	70%	13.9%	-0.7%
Core(50+ times)	8,507	34%	7,957	29%	8,207	30%	-3.5%	3.1%
Elliptical Motion/Cross-Trainer	**27,920**	**100%**	**26,665**	**100%**	**26,494**	**100%**	-5.1%	-0.6%
Casual (1-49 times)	14,403	52%	13,950	52%	13,290	50%	-7.7%	-4.7%
Core(50+ times)	13,517	48%	12,716	48%	13,205	50%	-2.3%	3.8%
Bodyweight Exercise	**22,845**	**100%**	**21,949**	**100%**	**20,993**	**100%**	-8.1%	-4.4%
Casual (1-49 times)	9,581	42%	10,145	46%	9,377	45%	-2.1%	-7.6%
Core(50+ times)	13,264	58%	11,804	54%	11,616	55%	-12.4%	-1.6%
High Impact/Intensity Training	**22,487**	**100%**	**21,683**	**100%**	**20,816**	**100%**	-7.4%	-4.0%
Casual (1-49 times)	12,743	57%	12,454	57%	11,477	55%	-9.9%	-7.8%
Core(50+ times)	9,744	43%	9,229	43%	9,340	45%	-4.1%	1.2%
Trail Running	**11,854**	**100%**	**16,154**	**100%**	**17,225**	**100%**	45.3%	6.6%
Casual (1-25 times)	9,575	81%	13,453	83%	14,314	83%	49.5%	6.4%
Core(26+ times)	2,278	19%	2,701	17%	2,911	17%	27.8%	7.8%
Pilates Training	**9,905**	**100%**	**12,889**	**100%**	**13,772**	**100%**	39.0%	6.9%
Casual (1-49 times)	6,668	67%	9,747	76%	10,391	75%	55.8%	6.6%
Core(50+ times)	3,237	33%	3,143	24%	3,381	25%	4.4%	7.6%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution:	Evenly Divided between Core and Casual Participants (45-55%)		Moderate Amount of Participants (56-74%)		Majority Amount of Participants (75% or greater)			

GENERAL FITNESS (CONTINUED)

National Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2020		2024		2025		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Rowing Machine	**11,694**	**100%**	**12,933**	**100%**	**13,670**	**100%**	16.9%	5.7%
Casual (1-49 times)	7,045	60%	8,671	67%	9,236	68%	31.1%	6.5%
Core(50+ times)	4,649	40%	4,262	33%	4,434	32%	-4.6%	4.0%
Stair Climbing Machine	**11,261**	**100%**	**12,668**	**100%**	**14,223**	**100%**	26.3%	12.3%
Casual (1-49 times)	6,339	56%	8,306	66%	9,847	69%	55.3%	18.6%
Core(50+ times)	4,922	44%	4,362	34%	4,376	31%	-11.1%	0.3%
Cross-Training Style Workout	**9,179**	**100%**	**9,655**	**100%**	**9,282**	**100%**	1.1%	-3.9%
Casual (1-49 times)	3,476	38%	4,703	49%	4,080	44%	17.4%	-13.2%
Core(50+ times)	5,704	62%	4,952	51%	5,202	56%	-8.8%	5.0%
Boxing/MMA for Fitness	**9,856**	**100%**	**8,911**	**100%**	**7,875**	**100%**	-20.1%	-11.6%
Casual (1-12 times)	5,729	58%	5,122	57%	4,007	51%	-30.1%	-21.8%
Core(13+ times)	4,128	42%	3,789	43%	3,868	49%	-6.3%	2.1%
Stationary Cycling (Group)	**6,054**	**100%**	**6,600**	**100%**	**6,922**	**100%**	14.3%	4.9%
Casual (1-49 times)	3,134	52%	4,112	62%	4,341	63%	38.5%	5.6%
Core(50+ times)	2,920	48%	2,487	38%	2,581	37%	-11.6%	3.8%
Martial Arts	**6,064**	**100%**	**6,938**	**100%**	**6,737**	**100%**	11.1%	-2.9%
Casual (1-12 times)	2,679	44%	3,866	56%	3,709	55%	38.4%	-4.1%
Core(13+ times)	3,385	56%	3,072	44%	3,027	45%	-10.6%	-1.5%
Cardio Kickboxing	**5,295**	**100%**	**5,654**	**100%**	**5,728**	**100%**	8.2%	1.3%
Casual (1-49 times)	3,438	65%	3,992	71%	4,146	72%	20.6%	3.9%
Core(50+ times)	1,857	35%	1,663	29%	1,582	28%	-14.8%	-4.9%
Boot Camp Style Cross-Training	**4,969**	**100%**	**5,699**	**100%**	**5,478**	**100%**	10.2%	-3.9%
Casual (1-49 times)	3,204	64%	4,263	75%	3,929	72%	22.6%	-7.8%
Core(50+ times)	1,765	36%	1,436	25%	1,548	28%	-12.3%	7.8%
Barre	**3,579**	**100%**	**4,365**	**100%**	**4,358**	**100%**	21.8%	-0.2%
Casual (1-49 times)	2,721	76%	3,554	81%	3,499	80%	28.6%	-1.5%
Core(50+ times)	858	24%	811	19%	859	20%	0.1%	5.9%
Tai Chi	**3,300**	**100%**	**4162**	**100%**	**4,351**	**100%**	31.8%	4.5%
Casual (1-49 times)	1,858	56%	2,869	69%	3,119	72%	67.9%	8.7%
Core(50+ times)	1,442	44%	1,293	31%	1,232	28%	-14.6%	-4.7%
Triathlon (Traditional/Road)	**1,846**	**100%**	**1,732**	**100%**	**1,912**	**100%**	3.6%	10.4%
Triathlon (Non-Traditional/Off Road)	**1,363**	**100%**	**1,372**	**100%**	**1,394**	**100%**	2.3%	1.6%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution:	Evenly Divided between Core and Casual Participants (45-55%)		Moderate Amount of Participants (56-74%)		Majority Amount of Participants (75% or greater)			

OUTDOOR/ADVENTURE RECREATION

National Participatory Trends - Outdoor / Adventure Recreation								
Activity	Participation Levels						% Change	
	2020		2024		2025		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Hiking (Day)	**57,808**	**100%**	**63,430**	**100%**	**63,560**	**100%**	10.0%	0.2%
Casual (1-7 times)	44,526	77%	46,464	73%	46,040	72%	3.4%	-0.9%
Core(8+ times)	13,283	23%	16,966	27%	17,520	28%	31.9%	3.4%
Fishing (Freshwater)	**42,556**	**100%**	**43,185**	**100%**	**42,563**	**100%**	0.0%	-1.5%
Casual (1-7 times)	24,309	57%	24,486	57%	23,700	56%	-2.5%	-3.3%
Core(8+ times)	18,247	43%	18,699	43%	18,863	44%	3.4%	0.9%
Camping	**36,082**	**100%**	**40,244**	**100%**	**42,300**	**100%**	17.2%	5.3%
Casual (1-7 times)	27,680	77%	30,362	75%	32,114	76%	16.0%	6.0%
Core(8+ times)	8,402	23%	9,882	25%	10,186	24%	21.2%	3.2%
Bicycling (Road)	**44,471**	**100%**	**42,470**	**100%**	**41,216**	**100%**	-7.3%	-3.0%
Casual (1-25 times)	23,720	53%	23,141	54%	22,252	54%	-6.2%	-3.9%
Core(26+ times)	20,751	47%	19,330	46%	18,965	46%	-8.6%	-1.9%
Wildlife Viewing (>1/4 mile of Vehicle/Home	**21,038**	**100%**	**21,899**	**100%**	**21,376**	**100%**	1.6%	-2.5%
Birdwatching (>1/4 mile of Vehicle/Home)	**15,228**	**100%**	**16,954**	**100%**	**18,327**	**100%**	20.4%	8.4%
Fishing (Saltwater)	**14,527**	**100%**	**15,065**	**100%**	**15,470**	**100%**	6.5%	2.7%
Casual (1-7 times)	9,109	63%	9,812	65%	10,215	66%	12.1%	4.1%
Core(8+ times)	5,418	37%	5,253	35%	5,254	34%	-3.0%	0.0%
Camping (Recreational Vehicle)	**17,825**	**100%**	**16,460**	**100%**	**15,399**	**100%**	-13.6%	-6.4%
Casual (1-7 times)	11,281	63%	9,886	60%	8,837	57%	-21.7%	-10.7%
Core(8+ times)	6,544	37%	6,574	40%	6,562	43%	0.3%	-0.2%
Skateboarding	**8,872**	**100%**	**9,280**	**100%**	**9,924**	**100%**	11.9%	7.2%
Casual (1-25 times)	6,315	71%	6,792	73%	7,354	74%	16.5%	8.6%
Core(26+ times)	2,557	29%	2,488	27%	2,569	26%	0.5%	3.3%
Backpacking Overnight	**10,746**	**100%**	**9,988**	**100%**	**9,336**	**100%**	-13.1%	-6.5%
Bicycling (Mountain)	**8,998**	**100%**	**9,241**	**100%**	**9,204**	**100%**	2.3%	-0.4%
Casual (1-12 times)	4,803	53%	5,302	57%	5,372	58%	11.8%	1.3%
Core(13+ times)	4,194	47%	3,938	43%	3,832	42%	-8.6%	-2.8%
Archery	**7,249**	**100%**	**7,787**	**100%**	**8,091**	**100%**	11.6%	4.0%
Casual (1-25 times)	6,102	84%	6,571	84%	6,913	85%	13.3%	5.3%
Core(26+ times)	1,147	16%	1,216	16%	1,178	15%	2.7%	-3.2%
Fishing (Fly)	**7,753**	**100%**	**7,951**	**100%**	**7,881**	**100%**	1.7%	-0.9%
Casual (1-7 times)	5,020	65%	5,305	67%	5,278	67%	5.1%	-0.5%
Core(8+ times)	2,733	35%	2,646	33%	2,603	33%	-4.8%	-1.6%
Climbing (Indoor)	**5,535**	**100%**	**6,256**	**100%**	**7,077**	**100%**	27.9%	12.9%
Roller Skating, In-Line	**4,892**	**100%**	**5,581**	**100%**	**5,731**	**100%**	17.2%	2.9%
Casual (1-12 times)	3,466	71%	4,239	76%	4,448	78%	28.3%	5.4%
Core(13+ times)	1,425	29%	1,342	24%	1,283	22%	-10.0%	-4.3%
Bicycling (BMX)	**3,880**	**100%**	**4,722**	**100%**	**4,573**	**100%**	17.9%	-3.3%
Casual (1-12 times)	2,532	65%	3,351	71%	3,204	70%	26.5%	-4.7%
Core(13+ times)	1,348	35%	1,371	29%	1,369	30%	1.6%	-0.2%
Climbing (Sport/Boulder)	**2,290**	**100%**	**2,674**	**100%**	**3,211**	**100%**	40.2%	21.1%
Climbing (Traditional/Ice/Mountaineering)	**2,456**	**100%**	**2,577**	**100%**	**2,942**	**100%**	19.8%	14.2%
Adventure Racing	**1,966**	**100%**	**1,839**	**100%**	**1,773**	**100%**	-9.8%	-3.7%
Casual (1 time)	328	17%	454	25%	427	24%	30.2%	-6.7%
Core(2+ times)	1,638	83%	1,385	75%	1,345	76%	-17.9%	-2.9%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution:	Evenly Divided between Core and Casual Participants (45-55%)		Moderate Amount of Participants (56-74%)		Majority Amount of Participants (75% or greater)			

AQUATICS

National Participatory Trends - Aquatics								
Activity	Participation Levels						% Change	
	2020		2024		2025		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Swimming (Fitness)	**25,666**	**100%**	**29,477**	**100%**	**30,099**	**100%**	17.3%	2.4%
Casual (1-49 times)	17,987	70%	21,813	74%	22,505	75%	25.1%	3.7%
Core(50+ times)	7,680	30%	7,664	26%	7,594	25%	-1.1%	-0.9%
Aquatic Exercise	**10,954**	**100%**	**11,782**	**100%**	**11,814**	**100%**	7.9%	0.3%
Casual (1-49 times)	8,331	76%	9,711	82%	9,593	81%	15.1%	-1.4%
Core(50+ times)	2,623	24%	2,070	18%	2,222	19%	-15.3%	7.4%
Swimming on a Team	**2,615**	**100%**	**3,465**	**100%**	**3,650**	**100%**	39.6%	6.4%
Casual (1-49 times)	1,524	58%	2,495	72%	2,585	71%	69.6%	4.7%
Core(50+ times)	1,091	42%	970	28%	1065	29%	-2.4%	9.6%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution:	Evenly Divided between Core and Casual Participants (45-55%)		Moderate Amount of Participants (56-74%)		Majority Amount of Participants (75% or greater)			

WATER SPORTS/ACTIVITIES

National Participatory Trends - Water Sports / Activities								
Activity	Participation Levels						% Change	
	2020		2024		2024		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Kayaking (Recreational)	**13,002**	**100%**	**15,128**	**100%**	**15,308**	**100%**	17.7%	1.2%
Canoeing	**9,595**	**100%**	**10,111**	**100%**	**10,225**	**100%**	6.6%	1.1%
Snorkeling	**7,729**	**100%**	**7,696**	**95%**	**7,680**	**100%**	-0.6%	-0.2%
Casual (1-7 times)	6,374	82%	6,337	82%	6,330	82%	-0.7%	-0.1%
Core(8+ times)	1,355	18%	951	12%	1350	18%	-0.4%	42.0%
Jet Skiing	**4,900**	**100%**	**5,978**	**100%**	**5,791**	**100%**	18.2%	-3.1%
Casual (1-7 times)	3,783	77%	4,664	78%	4,474	77%	18.3%	-4.1%
Core(8+ times)	1,116	23%	1,314	22%	1,317	23%	18.0%	0.2%
Stand-Up Paddling	**3,675**	**100%**	**4,402**	**100%**	**4,464**	**100%**	21.5%	1.4%
Rafting	**3,474**	**100%**	**4,245**	**100%**	**4,412**	**100%**	27.0%	3.9%
Surfing	**3,800**	**100%**	**4,230**	**100%**	**4,293**	**100%**	13.0%	1.5%
Casual (1-7 times)	2,507	66%	2,937	69%	2,990	70%	19.3%	1.8%
Core(8+ times)	1,293	34%	1,293	31%	1,303	30%	0.8%	0.8%
Sailing	**3,486**	**100%**	**4,226**	**100%**	**4,195**	**100%**	20.3%	-0.7%
Casual (1-7 times)	2,395	69%	3,276	78%	3,243	77%	35.4%	-1.0%
Core(8+ times)	1,091	31%	951	23%	952	23%	-12.7%	0.1%
Scuba Diving	**2,588**	**100%**	**3,148**	**100%**	**3,167**	**100%**	22.4%	0.6%
Casual (1-7 times)	1,880	73%	2,487	79%	2,515	79%	33.8%	1.1%
Core(8+ times)	708	27%	662	21%	652	21%	-7.9%	-1.5%
Kayaking (White Water)	**2,605**	**100%**	**3,075**	**100%**	**3,090**	**100%**	18.6%	0.5%
Water Skiing	**3,050**	**100%**	**3,218**	**100%**	**3,031**	**100%**	-0.6%	-5.8%
Casual (1-7 times)	2,189	72%	2,408	75%	2,322	77%	6.1%	-3.6%
Core(8+ times)	861	28%	810	25%	709	23%	-17.7%	-12.5%
Kayaking (Sea/Touring)	**2,508**	**100%**	**2,869**	**100%**	**2,777**	**100%**	10.7%	-3.2%
Wakeboarding	**2,754**	**100%**	**2,810**	**100%**	**2,668**	**100%**	-3.1%	-5.1%
Casual (1-7 times)	2,007	73%	2,122	76%	2,048	77%	2.0%	-3.5%
Core(8+ times)	747	27%	688	24%	620	23%	-17.0%	-9.9%
Boardsailing/Windsurfing	**1,268**	**100%**	**1,476**	**100%**	**1,560**	**100%**	23.0%	5.7%
Casual (1-7 times)	1,015	80%	1,192	81%	1,283	82%	26.4%	7.6%
Core(8+ times)	253	20%	284	19%	277	18%	9.5%	-2.5%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution:	Evenly Divided between Core and Casual Participants (45-55%)		Moderate Amount of Participants (56-74%)		Majority Amount of Participants (75% or greater)			

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Full Recreation Program Assessment

Recreation Program Assessment

Executive Summary

A key component of a Parks, Recreation, and Cultural Resources Master Plan is assessing the recreation programs, events, and services offered by the Morrisville Parks, Recreation & Cultural Resources Department ("Morrisville"). The assessment identifies strengths, challenges, and opportunities regarding programming. This assessment also identifies Morrisville's Core Program Areas, programming gaps in the community, key system-wide issues, areas for improvement, and future programs and services for residents and visitors.

Program Assessment at a Glance

Key Assessment Findings

Morrisville offers a diverse recreation portfolio with high participant satisfaction and a capable staff. The primary challenge is not program quality; it is aligning limited space, staff capacity, and financial resources with the programs residents most need. Future program planning should emphasize a data-driven approach to adding more services.

34%	92%	60.6%
of surveyed households participated in a Town program in the past year	rated the programs they used good or excellent	of programs are in Introduction, Take-Off, or Growth lifecycle stages

Emerging themes

Through data collection, in-depth staff discussions, and community engagement, several themes have emerged for Morrisville to focus on for future recreation programming.

1. Prioritize the right program mix - Shift resources toward programs with strong community priority, unmet need, resident benefit, and realistic delivery capacity.

2. Solve access and capacity before assuming demand is weak - Awareness, full classes, inconvenient times, registration friction, and space constraints can all contribute to limited or declining participation.

3. Focus on the public-sector role - Morrisville is best positioned as a gateway to recreation for residents, including activity formats that focus on introductory, accessible, social, developmental, and community-building outcomes.

4. Grow arts, culture, enrichment, and adult experiences - These areas show clear unmet demand and align with Morrisville's highly educated, diverse, and working-age population.

5. Reposition fitness around wellness and access - Demand for these types of activities is high, but the private market has a strong presence in and around Morrisville. For this reason, Morrisville should focus on entry-level or on-ramp formats that offer social and preventive benefits in addition to physical ones.

6. Integrate rather than isolate age groups - Keep strong youth and older-adult services while building more teen, working-adult, intergenerational, and all-ages opportunities.

7. Manage the program portfolio with performance-based data - Use lifecycle, capacity, participation, satisfaction, cost recovery, market analysis, and community priorities to guide annual decisions on programming.

What Morrisville Offers

Morrisville's recreation portfolio consists of eight established Core Program Areas. Together they serve youth, adults, older adults, families, and residents seeking social, cultural, wellness, and community experiences. While the program portfolio is diverse, the strategic question is how to focus each area on the role the Town is best positioned to play.

Core Program Area / Strategic Role	Current Purpose
Aquatics / Core public service	Swim lessons, open swim, water fitness, and safety programming. Strong public value through water safety, learning, and access.
Arts, Culture & Enrichment / Growth area	Creative, educational, cultural, STEM, workshop, and lifelong-learning experiences.
Athletics / Developmental role	Youth and adult leagues and instruction emphasizing recreation, skill development, sportsmanship, and community participation.
Camps / Family support / youth development	Seasonal camp experiences supporting youth development and working-family needs.
Fitness / Gateway / wellness role	Group exercise, wellness, and activities that build strength, flexibility, confidence, and lifelong activity.
School-Based / Family support	Before-school, after-school, and out-of-school programs supporting youth and family needs.
Special Events / Community building	Inclusive events and celebrations that create civic pride, cultural expression, and social connection.
Senior Services / Core community service	Social, education, fitness, trips, games, and connection for adults 55+, with opportunities to integrate into the broader portfolio.

*Detailed program inventories and program-area performance data are included in **Appendix A**.*

Portfolio implications

- The current portfolio provides programs for every age segment, but the depth of service is uneven. For instance, youth services are prevalent throughout most core program areas; however, teen and working-age adult experiences are less developed in these areas.
- Morrisville does not need to directly provide advanced or specialized versions of every activity. The local private and nonprofit market can absorb portions of advanced fitness and elite/specialized sports.
- Several future growth areas, including adult social recreation, teen recreation, outdoor/nature programs, lifelong learning, and intergenerational experiences, can be developed across existing Core Program Areas rather than creating new organizational silos.

Program Operating Areas

Morrisville delivers its Core Program Areas through a combination of parks, athletic facilities, and indoor recreation facilities. Three indoor facilities, Cedar Fork Community Center, Morrisville Aquatics & Fitness Center, and Morrisville Senior Center, serve particularly important roles as operating hubs for recreation programming. These facilities should not be viewed as separate program areas themselves; instead, they provide the spaces, staffing, and customer connections needed to deliver successful programming.

Together, the three facilities create a complementary service model. Cedar Fork Community Center functions primarily as a flexible community programming hub, though space is limited because of its partnership with the school district. The Morrisville Aquatics & Fitness Center provides a specialized health, wellness, and aquatics environment, and the Morrisville Senior Center provides a dedicated home base for older-adult recreation, connection, and enrichment. Analysis of each facility shows that demand and population growth increasingly constrain existing indoor spaces, making it important to define each facility's role and use available space strategically.

Cedar Fork Community Center

Cedar Fork Community Center serves as one of Morrisville's most flexible indoor program delivery spaces. Its community-center setting supports programming that does not require highly specialized recreation infrastructure and provides an important location for activities such as camps, enrichment, community education, youth programming, and other small-group recreation experiences. Morrisville shares the gym space with the school district, which creates competing priorities for this space.

Morrisville Aquatics & Fitness Center

The Morrisville Aquatics & Fitness Center ("MAFC") is the Department's primary location for Aquatics and Fitness. Aquatics includes swim lessons, open swimming, water fitness, and water-safety programming, while the Department's fitness offerings include group exercise, wellness, and activities designed to improve strength, flexibility, and overall health.

MAFC fills an important role because aquatics, water safety, introductory fitness, and accessible wellness opportunities are not fully interchangeable with commercial fitness offerings. The analysis has identified aquatics as a core public service centered on safety, learning, and access, while Morrisville's role in fitness is better positioned as a gateway to recreation, providing beginner-friendly, accessible, social, and wellness-oriented opportunities rather than competing directly with advanced commercial fitness providers. The MAFC also faces space constraints for both aquatics and fitness programs, limiting programming options and its ability to adapt to new recreation trends.

Morrisville Senior Center

The Morrisville Senior Center serves as the primary home base for recreation and social services designed for residents age 55 and older. Existing Senior programming is organized around five principal areas, including social activities, education, fitness, trips, and games, giving the facility a broader purpose than simply providing recreation classes. It functions as a place for social connection, continued learning, physical activity, and community engagement. Morrisville currently leases commercial space for this programming and has plans to expand in the future.

The facilities should be viewed as a Program Delivery Network

Rather than programming each facility independently, Morrisville should continue to manage these three locations as a coordinated indoor program delivery network. This approach can help Morrisville use constrained indoor space more effectively, reduce unnecessary duplication, and match each program with the facility best suited to its purpose. As population and programming demand continue to increase, this coordinated operating model can also help identify where existing facilities can absorb additional programming and where future recreation facility investment is needed.

Community Priorities

ETC Institute administered a community survey as part of the overall community engagement process for the master plan in spring 2026. The survey revealed several core areas of focus for recreation programming as part of ETC's Priority Investment Rating (PIR), which calculates household priorities that are only partially met or not met at all, as well as the program areas most important to households. The community survey reinforces a central finding: participation can grow through better awareness, scheduling, capacity, and registration experience and not only through creating new programs.

Highest program investment priorities

Program / Activity	PIR	Implication
Walking for exercise	160	Top priority
Fitness programs/classes	154	Top priority
Outdoor music/concerts	148	Top priority
Painting/drawing classes	145	Top priority
Special events/family festivals	112	Top priority
Swimming	101	Continued emphasis
Senior recreational programs	99	Continued emphasis
Music lessons/classes	99	Continued emphasis

Participation barriers point to access problems

48% Do not know what is offered	**24%** Too busy / not interested	**18%** Classes are full
16% Program times are inconvenient	**11%** Fees are too high	**10%** Desired program is not offered

Morrisville's Demographics and Recreation Market

Analysis of current recreation services also considers key demographic, socioeconomic, and market trends within Morrisville that can help inform who Morrisville is serving and how they can participate in recreation programming.

33,756 → 47,553 Projected population growth, 2026 to 2041	**35%** Share of residents ages 35–54; the largest age segment	**51% → 59%** Asian share of population, 2026 to 2041

- **Working-age convenience matters -** The median age is 35.8, and younger working households have limited discretionary time. Shorter sessions, evenings/weekends, drop-in formats, nearby locations, and family-friendly scheduling should be part of program design.
- **Fitness demand is strong, but certain segments of the local market are saturated -** Local market potential is above the national average across surveyed fitness activities, according to ESRI's Market Potential Index. For this reason, Morrisville should differentiate itself with accessible, introductory, social, preventive, and family-oriented wellness rather than compete head-to-head on advanced fitness.
- **Arts and lifelong learning fit the market -** Above-average local interest in activities such as book clubs, photography, live theater, art galleries, adult education, and painting/drawing reinforces the survey's strong arts and enrichment demand.
- **Outdoor recreation is a natural extension of the system -** Walking, trails, nature, paddle sports, climbing, hiking, and biking are supported by resident priorities, local market potential, and existing park infrastructure and nearby natural assets.
- **Diversity should shape delivery, not just event themes -** Program design, communications, language access, instructors, partnerships, schedules, and engagement methods should reflect Morrisville's evolving multicultural population.
- **Affluence does not eliminate access needs -** Morrisville's median household income is high, yet disability, language, single-parent, and lower-income households should remain key considerations for increasing accessibility to recreation services. Pricing should allow stronger recovery where individual benefit is high while protecting affordable entry points for community-benefit services.

How the Programs Are Currently Performing

Performance management plays a critical role in delivering recreation services successfully and sustainably. For this reason, program performance should be viewed as a management tool rather than a one-time inventory exercise. Morrisville staff should maintain the specific metrics, such as detailed lifecycles, classifications, and financial tables prepared for this assessment, and update them regularly.

Performance Area	Current Condition	Assessment
Participant experience	92% of program participants rate overall quality good or excellent.	Protect quality while expanding access.
Lifecycle mix	60.6% of programs are in Introduction, Take-Off, or Growth; 16.0% are Mature.	Healthy innovation base, but mature anchors are relatively limited.
Late lifecycle	20.2% are Saturated, Declining, or No-Go; 3.2% are Cancelled.	Review saturated and declining offerings for modification, repositioning, partnership, or retirement.
Capacity	Swim lessons, summer camp, volleyball, and other programs fill quickly; facilities and program rooms are constrained.	Waitlists and full classes may reflect space/schedule limits rather than weak program design.
Evaluation	Surveys, repeat participation, enrollment, progression, and anecdotal feedback are used, but methods vary.	Create a consistent portfolio dashboard and annual decision cycle.
Operations	ActiveNet usability, cumbersome hiring/event processes, inconsistent policies, and limited space create friction.	Operational improvements can increase participation without adding many new programs.

A strong foundation with inconsistent performance management

Participants rate program quality highly, and staff identify several popular offerings that fill quickly. At the same time, some classes show limited growth, the share of saturated/declining programs is higher than desired, and program evaluation practices are inconsistent across the park system.

Recreation Programming Recommendations

The recommendations below translate community demand and market conditions into a practical role for each part of the portfolio. “Grow” does not always mean adding permanent classes; it may mean pilots, short-format offerings, partnerships, pop-ups, or reallocating space from weaker offerings.

Area	Direction	Programming Recommendations	Town Role
Aquatics	Protect / selectively grow	Protect learn-to-swim, water safety, open swim, and accessible aquatic fitness. Expand lesson capacity where staffing/space allow; evaluate saturated classes by time slot and format before adding volume.	Direct provider / core public service
Fitness & Wellness	Reposition / grow strategically	Prioritize beginner, social, preventive wellness, family wellness, outdoor fitness, and accessible formats. Use short sessions and introductory series; discontinue or redesign weak/saturated classes.	Gateway provider; refer advanced fitness
Arts, Culture & Enrichment	Grow	Expand painting/drawing, music, creative workshops, cultural experiences, STEM/enrichment, and lifelong learning. Use contract instructors and short-format pilots to test demand.	Direct + contracted + partner

Area	Direction	Programming Recommendations	Town Role
Athletics	Maintain/refocus	Emphasize recreation, skill development, and resident-serving leagues/clinics. Track resident access to limited fields/courts. Partner or refer elite/specialized competition.	Developmental provider/partner
Special Events	Maintain/be selective	Continue strong community-building events, outdoor music, cultural celebrations, and family festivals. Avoid growth for growth's sake in a saturated Triangle event market; assess resident benefit, cost, capacity, and economic/community impact.	Convener/producer/partner
Senior Services (55+)	Maintain/integrate	Continue social, education, fitness, trips, and games while expanding connections to arts, learning, wellness, outdoor recreation, volunteering, and intergenerational offerings across the department.	Core community service
Teen Recreation	Grow	Develop safe, social, flexible experiences for teens through fitness, enrichment, drop-in recreation, outdoor activities, technology/creative programs, and leadership/volunteer opportunities.	Cross-cutting growth area
Adult Social Recreation	Grow	Create low-barrier ways for adults 18–54 to connect through social recreation, beginner sport/fitness, arts/culture, short-format learning, and outdoor experiences.	Cross-cutting growth area
Outdoor / Nature	Grow	Build programming around walking, environmental education, nature, hiking, biking, paddling partnerships, and family outdoor experiences. Use existing greenways and nearby regional assets rather than relying only on new facilities.	Direct + partner
Specialized Sports	Manage separately	Recognize cricket's cultural and regional significance while distinguishing resident recreation from regional competition/events. Track resident use, nonresident use, direct costs, facility impacts, and partnership/economic benefits before expanding specialized investment.	Facility provider/partner/event host
Camps & School-Based	Maintain / capacity manage	Protect high-demand programs that support working families. Use waitlists and utilization data to add sessions where space/staff permit; diversify enrichment within existing camp structures.	Direct provider; school partner

Immediate programming pilots

- Short-format adult sports, fitness, and arts/enrichment series after work or on weekends.
- Beginner wellness pathways (e.g., intro series rather than advanced/high-intensity classes).
- Family/intergenerational programs that allow adults and children to participate in the same visit.
- Low-cost outdoor/nature programs using parks, greenways, and partner assets.

Cross-cutting program design standards

- **Convenient:** Shorter sessions, evening/weekend options, drop-in or one-day formats where appropriate.
- **Accessible:** Affordable entry points, language access, inclusive/adaptive design, clear registration, and mobility/ability considerations.
- **Social:** Build connection into fitness, arts, adult recreation, older-adult services, outdoor programs, and sports.
- **Resident-focused:** Use resident-priority windows, pricing, or capacity rules when limited space is consumed by nonresident or regional demand.
- **Test-and-learn:** Pilot new concepts before committing permanent staff time, facility blocks, or long-term contracts.

How Morrisville Can Realistically Deliver Enhanced Programming

Use a "direct + partner + enable" model.

The Town should provide services directly where public benefit and resident need are strong, partner when another provider can extend reach or bring specialized expertise, and enable the market when quality options already exist. This prevents staff and limited facility space from being spread across every possible activity.

1. Optimize current capacity first

Audit room, gym, pool, field, and support space through a space utilization analysis. Morrisville should protect prime times for priority resident programs and also test off-peak, outdoor, pop-up, and short-format uses before assuming every need requires new space.

2. Divest from underperforming offerings

Use the lifecycle review to modify or retire saturated/declining programs and free staff time and facility blocks for higher-priority program pilots.

3. Expand through partnerships

Use schools, County/regional assets, contract instructors, nonprofits, cultural organizations, and private providers to add reach without duplicating the market.

4. Fix the customer pathway

Modernize the registration experience, improve mobile usability, make waitlists actionable, and focus promotion on preferred channels and targeted marketing strategies for different age groups: social media, direct email, Town web, and visible public-space messaging.

5. Protect staff capacity

Standardize policies, clarify decision authority, streamline hiring and event processes, and allow program managers to act within approved goals and performance thresholds.

6. Use capital investment as an enabler

Longer-term facility planning should address the space constraints that repeatedly limit gym/court, aquatic, teaching, meeting, senior, teen, and flexible program capacity. Program data should inform the capital improvement plan and future multipurpose facility decisions.

Recommended service-role test

Question	If "Yes," Morrisville should be more likely to...
Does it create broad community benefit or address safety/access?	Provide directly and subsidize appropriately.
Is it a high resident priority with unmet demand?	Grow or improve capacity.
Is the market already strong and specialized?	Partner, refer, or enable rather than duplicate.
Does it consume scarce space for primarily nonresident/regional benefit?	Use market-based pricing, partnership terms, or separate event/economic-impact criteria.

Implementation & Program Management Framework

Morrisville can make the overall recreation program strategy sustainable by embedding program decisions into an annual management cycle rather than treating the assessment as a one-time exercise.

Management Practice	Recommended Approach
Annual program portfolio review	Review every program at least annually using lifecycle, participation trend, fill/waitlist, resident share, satisfaction, age reach, accessibility, community priority, competition, and financial performance.
Core Program Area business plans	Maintain short annual plans for each Core Program Area identifying target audiences, desired outcomes, program mix, marketing, partnership strategy, cost of service, cost recovery, and capacity needs.
Classification & cost recovery	Use the emerging Primary / Basic / Enhanced / Specialized framework to express public vs. individual benefit. Current direct-cost ranges are Primary 0%, Basic 1–14%, Enhanced 15–50%, and Specialized 51%+ (indirect expenses excluded). Finalize definitions, then connect recovery goals to full cost of service over time. ***(See separate cost recovery analysis and recommendations)***
Pricing	Use residency, market conditions, direct cost, classification, demand, and access goals. Protect low-cost entry for high-public-benefit services while seeking stronger recovery for specialized individual-benefit services.
Performance dashboard	Track a small common set of key performance indicators (“KPIs”) so staff can compare programs and show why programs are being grown, modified, partnered, or retired.
Community feedback	Use post-program feedback plus periodic targeted engagement with nonusers, teens, working adults, culturally diverse residents, and participants with disabilities, not only current repeat users.

Suggested common KPIs

- Fill rate
- Waitlist demand
- Resident participation share
- Repeat/retention rate
- Participant satisfaction
- Cost per participant
- Cost recovery vs. target
- Programs by lifecycle stage
- New/pilot conversion rate
- Cancellations due to low enrollment
- Cancellations/constraints due to capacity

Phased action plan

Timeframe	Priority Actions
0–12 months	Complete portfolio audit; finalize program classifications; establish common KPIs; identify saturated/declining programs for action; pilot adult arts/social/wellness and teen concepts; tighten communications and waitlist practices.
1–3 years	Implement full cost-of-service and cost-recovery tracking; formalize annual Core Program Area business plans; expand high-performing pilots; strengthen provider partnerships; improve registration technology/mobile experience; integrate senior programming across the portfolio.
3–5+ years	Scale successful growth areas with population; use performance/capacity data to program future multipurpose, aquatic, gym/court, teaching, teen, and flexible community spaces; continue rebalancing direct provision versus partnerships.

Summary

The Morrisville community clearly values parks and recreation services. This presents both opportunities and concerns for the Town in meeting and sustaining growing public demand with adequate space and Department resources. To manage community demand appropriately, Morrisville staff should focus on data-driven decision-making and strategic growth by safeguarding core public services, expanding areas where resident demand and market gaps meet, leveraging strong market partners, and reallocating resources toward programs that offer the highest resident value.

Appendix A: Program Inventory and Performance Data

[See Separate Program Data Collection Workbook]

Why a Clear Cost Recovery Framework Matters

Cost recovery is a policy tool that clarifies how Morrisville balances public benefit, participant benefit, affordability, service quality, and financial sustainability. A strong framework helps elected officials understand why some services receive greater public subsidy, gives managers a consistent basis for setting fees, and gives residents a transparent explanation of how prices are established.

Policy Objectives

- Protect access to services that generate broad community benefit and advance the Town's mission.
- Set fees in a consistent and understandable way based on who benefits from the service and the cost to provide it.
- Use public subsidy intentionally rather than allowing subsidy levels to occur by default.
- Create a common language for elected officials, managers, staff, and residents when discussing fees and affordability.
- Improve the quality of program-level financial data so pricing and budget decisions are based on actual costs and revenues.
- Support a manager-led training model in which staff apply the same classification and pricing logic across program areas.

Recommended Cost Recovery Philosophy

Morrisville should continue to use a public-benefit-to-individual-benefit continuum. Services with the broadest community benefit should receive the greatest level of public subsidy. As a service becomes more individualized, exclusive, specialized, or similar to services available in the market, the participant should generally assume a greater share of the cost. Affordability tools should be used to preserve access for eligible residents rather than weakening the classification logic for all participants.

PRIMARY 0%	BASIC 1-14%	ENHANCED 15-50%	SPECIALIZED 51%+
Broad community benefit	High community / some individual benefit	Shared community and individual benefit	High individual / exclusive benefit

More public subsidy ← COMMUNITY BENEFIT — INDIVIDUAL / EXCLUSIVE BENEFIT → More user-fee support

Roles: Policy Versus Administration

Elected Officials / Policy Leadership	Department Leadership / Managers	Program Staff
Confirm cost recovery philosophy and ranges; establish access and subsidy priorities; approve major fee policy changes and exception authority.	Interpret the policy; approve classifications and target recovery within ranges; monitor results; ensure consistency across divisions.	Build program budgets; calculate direct costs and revenues; recommend classification and fee; document assumptions; track actual performance.

Morrisville's Four-Level Classification Framework

Morrisville's existing framework includes four classifications including: Primary, Basic, Enhanced, and Specialized. The table below includes a definition, typical classification characteristics, and examples for each category. The goal is to shift the emphasis away from skill level alone and toward the more defensible criteria for a policy such as: who benefits, how exclusive is the service, and why should public funds subsidize it?

Skill level can still inform classification, but it should not be the deciding factor by itself. The same activity can belong in different tiers depending on the service design, intended outcomes, exclusivity, staffing model, access goals, and population served. A beginner program is not automatically Basic, and an advanced program is not automatically Specialized.

Classification	Current Target	Definition	Typical Characteristics	Program Examples
Primary	0%	Services that primarily create broad community benefit and are intended to be available with few or no participation barriers. Public funding is justified because the value of the service extends beyond the direct participant to the community as a whole.	Broad public access; community-wide benefit; health, safety, social connection, inclusion, quality of life; little or no exclusive individual benefit.	Community events, open-access activities, public park/open-space experiences.
Basic	1–14%	Services that provide substantial community benefit while also delivering a direct benefit to participants. A high level of public subsidy is appropriate because the service supports access, introductory participation, social connection, health, or other Town priorities.	Broad participation; low to moderate exclusivity; introductory or foundational experience; affordability and access are important; may require registration or supervision.	Open swim, foundational youth or adult recreation, introductory group programs, selected camps or drop-in activities when community access is the primary purpose.
Enhanced	15–50%	Services that provide a meaningful balance of community and individual benefit. Participants receive a more structured, skill-building, or resource-intensive experience and therefore are expected to contribute a larger share of the cost.	Structured instruction; defined enrollment; moderate exclusivity; specialized staff/equipment; smaller groups; measurable individual outcomes while still advancing community goals.	Group fitness, sports clinics, small-group instruction, enrichment classes, structured skill development.

Classification	Current Target	Definition	Typical Characteristics	Program Examples
Specialized	51%+	Services that primarily provide a direct, individualized, exclusive, or market-comparable benefit. Participant fees should cover a majority of cost and, where appropriate, approach or exceed full cost. Public subsidy should be limited and intentional.	High individual benefit; private or semi-private access; advanced or specialized instruction; scarce capacity; premium service level; market alternatives; commercial or exclusive use.	Personal training, private lessons, specialty instruction, premium camps, tournaments, exclusive rentals, market-based services.

Classification Decision Guide

Managers should train staff to classify the service before discussing the desired fee. Starting with price tends to reverse the process and can lead to a classification being selected to justify a pre-determined fee. The recommended sequence is: define the service outcome, determine who benefits, identify access and exclusivity, then set the target recovery and fee.

1. Define the service outcome. What community or participant outcome is the program intended to produce?
2. Identify who benefits. Does the benefit accrue broadly to the community, to a defined group, or mainly to the individual participant?
3. Assess access and exclusivity. Is the service open to most residents, limited by registration, restricted to a small group, private, or exclusive?
4. Consider mission and priority populations. Does the service advance a documented Town priority or address an access gap?
5. Check market availability. Are similar services widely available from private or nonprofit providers?
6. Identify cost intensity. What specialized staffing, supplies, facility time, equipment, or contractor expense is required?
7. Assign the classification. Select Primary, Basic, Enhanced, or Specialized based on the overall pattern of benefit and service design.
8. Set a target within the range. Use the within-range guidance below, then calculate the fee and test it against the market and affordability goals.

Directional Test: What Pushes Recovery Lower or Higher?

Factor	Points Toward Lower Recovery / More Subsidy	Points Toward Higher Recovery / More User Fee
Benefit	Broad community-wide benefit	Concentrated individual or exclusive benefit
Access	Open or broadly accessible	Limited enrollment, reserved, private, or exclusive
Purpose	Health, safety, inclusion, community connection, introductory access	Advanced skill, premium experience, convenience, competition, personal development
Market	Few comparable alternatives or service fills a public gap	Many comparable private/nonprofit alternatives
Cost structure	Low incremental cost; scalable participation	High staff/equipment/supply/facility cost per participant
Equity	Fee is likely to create a significant participation barrier for a priority service	Ability to pay is less central to the service's public purpose
Use of space	Shared or non-exclusive	Exclusive use of a facility, room, court, field, or instructor

Cost of Service Methodology

A foundational element of cost recovery practices is the accurate calculation of the true cost of delivering programs and services. Historically, many programs have been priced based primarily on direct costs, without fully accounting for indirect expenses such as administration, maintenance, and utilities. This has made it difficult to assess cost recovery and make informed pricing decisions.

Morrisville should adopt a comprehensive cost-of-service methodology that includes both direct and indirect costs. This approach will provide a more accurate understanding of program expenses and enable the Department to align pricing with actual costs.

By tracking the full cost of service, Morrisville can better evaluate program performance, identify opportunities for efficiency, and ensure that pricing decisions are fair and sustainable. This methodology also supports greater transparency, allowing both staff and the public to understand the true value of services.

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

- Number of participants
- Number of tasks performed
- Number of consumable units
- Number of service calls
- Number of events
- Required time for offering program/service

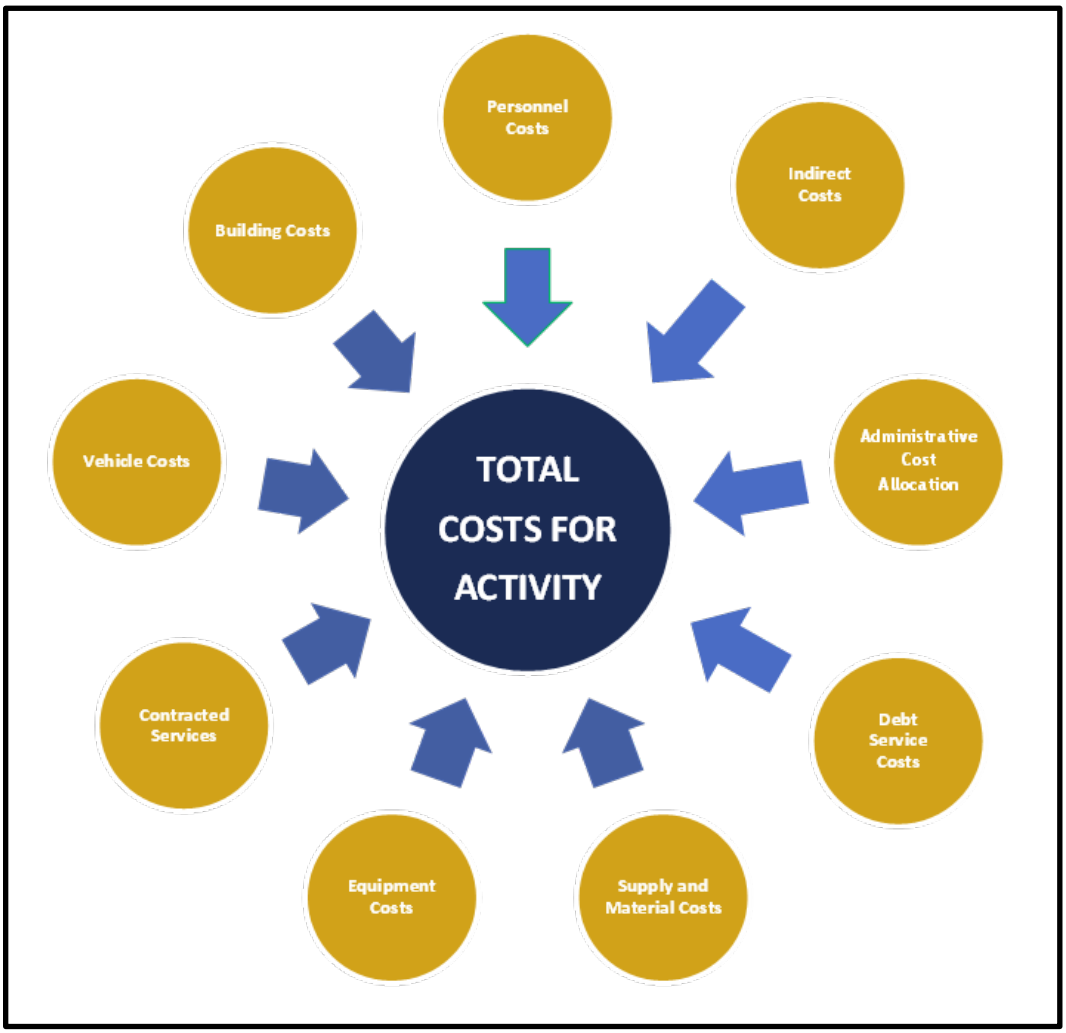
Recommended Cost Definitions

Cost Type	Definition	Examples
Direct program costs	Costs that occur because the specific program is offered and can be reasonably assigned to it.	Instructor or program staff time; contractor payments; supplies; participant materials; admissions; transportation; program-specific equipment; incremental facility setup; program-specific marketing or processing costs.
Indirect / shared costs	Costs that support multiple programs, facilities, or the department and cannot be assigned solely to one program without an allocation method.	Management and administrative support; registration software; general utilities; facility overhead; insurance; central marketing; IT; finance and HR support.
Capital costs	Long-term investment in facilities, major equipment, and asset replacement.	Facility renovation, pool systems, major fitness equipment, field improvements, building systems.

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

Overall, Morrisville should rebalance cost recovery expectations through a policy by program area, ensuring that high-performing areas help sustain mission-driven but lower-return services. A transparent cost recovery

policy will also build community understanding of where subsidies are intentional and where revenues are maximized.



Full Cost-of-Service Model

Setting the Target Within Each Cost Recovery Range

A cost recovery range is a policy boundary, not something that automatically determines a service's price. Morrisville will still need to provide guidance for choosing a target within the range. The following internal guideposts preserve Morrisville's existing ranges while giving managers a repeatable way to distinguish the lower and upper ends of each category.

Classification	Lower End of Range	Middle of Range	Upper End / Above
Primary – 0%	Not applicable. Service is intentionally fully subsidized.	—	If a fee becomes appropriate, reconsider whether the service remains Primary.
Basic – 1–14%	1–5%: very strong community benefit; broad access; introductory or access-focused service.	6–10%: substantial community benefit with clearer direct participant value.	11–14%: still foundational, but more limited capacity, supervision, or participant-specific benefit.
Enhanced – 15–50%	15–25%: strong community purpose remains; structured service with moderate participant benefit.	26–40%: balanced community and individual benefit; defined enrollment and skill development.	41–50%: substantial individual benefit, smaller groups, higher resource intensity, or more market alternatives.
Specialized – 51%+	51–75%: high individual benefit but Morrisville still intends a meaningful subsidy.	76–100%: participant receives most of the benefit; service moves toward full direct-cost recovery.	100%+: appropriate when service is private, premium, exclusive, commercial, or market-supported and policy permits a margin.

Contracted and In-House Programs

Morrisville's current operating model includes both in-house and contracted programming. The funding classification should be based on the benefit and service design, not on who delivers the program. A contracted class can be Basic or Enhanced if it produces broad public benefit and an in-house service can be Specialized if it is private or highly individualized. Steps have been outlined below to assist staff with determining the fee for contracted programming.

Recommended Contracted Program Pricing Method

1. Classify the program using the same Primary / Basic / Enhanced / Specialized framework used for in-house programs.
2. Document the contractor's requested compensation and determine whether it is per participant, per class, flat fee, or revenue share.
3. Add Morrisville costs that are not included in the instructor payment, such as registration processing, room setup, staff oversight, supplies, marketing, or facility costs when those costs are part of the Morrisville's pricing methodology.
4. Calculate the fee needed to achieve the program's target recovery.
5. Compare the resulting fee with market alternatives and participant price sensitivity.
6. Negotiate contractor compensation when the total price would make the program uncompetitive, unaffordable, or inconsistent with Morrisville's target subsidy, provided contract terms and procurement practices permit negotiation.

7. Establish minimum enrollment and cancellation thresholds before registration opens.

In-House Program Considerations

- Include the actual staff time attributable to planning, delivery, setup, and closeout when Morrisville has the ability to track it consistently.
- Use a standard hourly labor cost method for part-time and seasonal staff; determine whether full-time program staff time will be treated as direct or indirect and apply that definition consistently.
- Avoid excluding staff costs in one division while including them in another. Inconsistent cost definitions make cross-program recovery comparisons unreliable.
- Separate one-time start-up purchases from recurring program costs so a new program is not permanently priced around an unusual first-year expense.

New / Pilot Programs

For a new service, managers could approve an introductory price below the normal target when Morrisville is testing demand, building awareness, or addressing a strategic access gap. The program should still be assigned its intended classification, and the variance should have an end date. After one or two program cycles, staff should move toward the normal target or formally reassess the classification and service model.

Resident / Nonresident Pricing, Access, and Financial Assistance

While classification determines the intended subsidy level for the service. Residency and ability to pay are separate decisions that affect the fee paid by a particular participant. Keeping these concepts separate makes the framework and policy easier to explain and prevents staff from changing a program's classification solely to address affordability.

Resident / Nonresident Differential

- Residents contribute to Town services through local taxes and should generally receive the benefit of the adopted public subsidy.
- Nonresident fees may be set higher to reflect the absence of the same local tax contribution, protect resident access when capacity is scarce, or recover a greater share of cost.
- The Town should adopt one clear differential method, for instance a percentage, flat amount, or tiered approach, and define exceptions for regional partnerships, reciprocal agreements, or services intended to serve a broader market.
- The resident/nonresident differential should be applied after the base classification and resident fee are established.

Financial Assistance and Access

A strong cost recovery framework and policy should be paired with an access strategy. If Morrisville raises fees to better align with individual benefit, residents with financial limitations should have a predictable way to request assistance for eligible services. This preserves the integrity of the cost recovery framework while preventing price from becoming the only determinant of access.

Recommended Principle	Application
Separate classification from assistance	Classify the service based on benefit; apply financial assistance to the eligible participant rather than lowering the fee for everyone.
Prioritize essential and developmental access	Consider stronger assistance for youth development, inclusion, foundational recreation, and services tied to adopted community priorities.
Use simple eligibility and communication	The process should be understandable, confidential, and easy for residents to navigate.
Track assistance as intentional subsidy	Record the value of scholarships/discounts so Morrisville can see the true public investment in access.
Review participation effects	Monitor whether fee changes disproportionately reduce participation among priority populations or residents.

Manager Train-the-Trainer Framework

Morrisville should develop a training program specifically on the cost recovery framework and policy in order to establish clarity and transparency around pricing and Town expectations on cost recovery. The recommended training model is to build manager competency first, calibrate decisions across core program areas, and then have managers train their staff using Morrisville-specific examples. This makes cost recovery an operating practice rather than a one-time finance exercise.

Module	Manager Learning Objective	Suggested Exercise
1. Why Cost Recovery Matters	Explain public subsidy, community versus individual benefit, and the role of fees in access and sustainability.	Place 10 familiar services on the community-benefit-to-individual-benefit continuum.
2. Classification	Apply the refined Primary / Basic / Enhanced / Specialized definitions consistently.	Managers independently classify the same 8–12 programs, compare results, and discuss disagreements.
3. Cost of Service	Distinguish direct, indirect, and capital costs; calculate recovery consistently.	Build a simple program budget and calculate recovery from actual revenue and cost.
4. Fee Setting	Select a target within the range; calculate fee; use market and affordability checks.	Price one Basic, one Enhanced, and one Specialized program using the same worksheet.
5. Contracted Programs	Understand contractor cost, Morrisville cost, markup versus recovery, minimum enrollment, and negotiation.	Compare a fixed-fee contractor model to a per-participant model.
6. Communication & Exceptions	Explain fees to staff/residents and document approved variances.	Practice a short explanation of why two similar programs have different subsidy levels.

Recommended Policy Decisions Before Formal Adoption

The framework can be used immediately for training and program planning, but the following policy decisions should be resolved before Morrisville treats it as a formal revenue policy.

Decision to Confirm	Why It Matters	Recommended Direction
What does the recovery percentage mean?	The current workbook contains both target ranges and fee multipliers.	Define recovery as revenue ÷ defined program cost × 100; label markup separately.
Which costs are included?	Results are not comparable if some divisions include labor and others do not.	Adopt one direct-cost definition now; phase in indirect-cost allocation later.
How are Specialized services treated above 51%?	51% still implies a potentially large public subsidy for highly individual services.	Retain 51%+ as the current band, but use internal guideposts toward 75%, 100%, or above for increasingly individualized services.
Who can approve exceptions?	Without clear authority, legacy or ad hoc pricing can undermine the policy.	Define staff, manager, director, and elected-official approval thresholds.
Resident / nonresident method	Different methods across program areas create confusion.	Adopt a standard differential with defined exceptions.
Financial assistance	Higher recovery expectations can create access barriers.	Pair the policy with a documented assistance approach and track the subsidy.
Use of surplus above 100%	Staff and elected officials should understand why some programs recover more than cost.	Define whether contribution margin supports the same program area, facility, scholarships, or broader recreation services.
Review frequency	Costs, markets, and community priorities change.	Review fees annually and the overall framework every 2–3 years.

Summary

Morrisville should retain its four-level (Primary / Basic / Enhanced / Specialized) structure, but strengthen the framework by defining each classification through the relationship between community and individual benefit. Staff should also continue to standardize the cost recovery formula and direct-cost methodology, establish formalized fee-setting guidance, and implement manager-led adjustments and staff training. Ultimately, these practices will improve consistency, transparency, and Morrisville's ability to make intentional subsidy decisions as financial conditions change.

Appendix A. Definitions

Term	Recommended Working Definition
Cost recovery	The percentage of defined program cost covered by program revenue: revenue ÷ cost × 100.
Markup	An amount added to cost to establish a price.
Public subsidy	The portion of defined program cost intentionally supported by tax or other public resources.
Direct cost	A cost that occurs because a specific program/service is offered and can be reasonably assigned to it.
Indirect cost	A shared departmental or facility cost that supports multiple programs or services.
Full cost of service	Direct cost plus a reasonable allocation of indirect/shared costs; capital may be included only if Morrisville intentionally defines it that way.
Program-generated revenue	Fees, admissions, rentals, memberships, permits, sales, or other revenue paid in exchange for the service.
Supplemental revenue	Grants, sponsorships, donations, or partner contributions associated with the service.
Margin	Revenue above the defined cost of service when cost recovery exceeds 100%.
Market check	A comparison with relevant public, nonprofit, or private alternatives to understand pricing context, not to automatically match the market.
Financial assistance	A targeted discount, scholarship, waiver, or other access tool for eligible participants; it is separate from the program classification.
Exception	A documented and approved deviation from the normal classification target or pricing method for a defined reason and period.

BACKGROUND

Since 2016, the Town of Morrisville's Parks, Recreation & Cultural Resources (PRCR) system has transitioned from a small suburban park network to an amenity-dense, regionally prominent recreation system. Driven by rapid population growth in western Wake County, investments have prioritized high-demand specialized sports, indoor/outdoor aquatic renovations, park capacity expansions, and greenway connectivity, represented by over $35M in on the following major investment and connectivity projects.

- **Morrisville Aquatics & Fitness Center (MAFC) Expansion (Completed 2020)**. Following a complete shutdown in late 2018 for an approximately $8 million overhaul, MAFC reopened in fall 2020. Upgrades delivered a year-round natatorium featuring a retractable roof, a dedicated 6-lane, 8-foot-deep lap pool, a zero-depth recreation/program pool, an expanded cardio/weight area, fitness classrooms, and reconstructed outdoor tennis courts.
- **Church Street Park & National Cricket Infrastructure (2018–2026).** Originally opened in 2015, Church Street Park became a centerpiece of national cricket infrastructure. Starting in 2022, the Town leveraged public-private partnerships—including investments with Major League Cricket (MLC) and Raleigh/Wake County Hospitality Tax grants—to expand permanent seating capacity beyond 3,500, install broadcast-standard LED pitch lighting, upgrade wickets, and expand parking infrastructure.
- **Morrisville Community Park Phase 3 (2020–2023).** Phase 3 improvements expanded one of the Town's core multi-use parks off Morrisville Parkway. Additions included dedicated tennis courts at the Kudrow Lane entrance, newly integrated trailhead paths linking adjacent residential subdivisions, expanded restroom facilities, and picnic shelters.
- **Senior Center and Community Facilities.** The Town addressed specialized recreation programming needs by opening the dedicated Morrisville Senior Center in 2021 and using Cedar Fork Community Center for high-volume indoor athletic, instructional, and cultural arts demand.
- **Connectivity & Trail Expansion through Greenway Expansions:** Projects focused on closing gaps along the Indian Creek Greenway and extending trail corridors toward Wake County and Cary networks; Sawmill Creek Greenway Development integrated into capital planning alongside Church Street and regional transit alignments; and Town Center Civic Integration with ongoing Town Center development linking civic green spaces, Town Hall, and trail corridors into a centralized, walkable hub.

Ongoing operations and maintenance funding is essential to care for park system including these new investments. Operations and maintenance activities cover such work as mowing and trimming, waste collection, restroom cleaning, tree care, athletic field and sport court maintenance, ice and snow removal, landscape care, park and facility inspections, path/sidewalk maintenance, playground safety and maintenance, building maintenance, and security. This work requires funding for staff, equipment, vehicles, utilities, materials and supplies, and replacement assets when existing assets reach the end of their lifecycle.

The park system is well cared for and in good condition. Establishing and implementing park maintenance best practices is an important to meet the operations and maintenance needs of the system. These standards coupled with the size of the park system will inform funding, staffing, equipment, etc. requirements. To that end, park maintenance best practices are described below.

The maintenance management strategies to care for the system are addressed here. These strategies are for Morrisville management and staff to use and implement across the system. They provide consistent,

standardized processes and procedures for caring for the physical assets of the park and recreation system. While each of these maintenance strategies are individual pieces of the maintenance puzzle, they must be coordinated and integrated together to effectively and intentionally implement updated maintenance management practices.

INDUSTRY PARK MAINTENANCE STANDARDS

To enhance the park experience for users and provide more consistency across the park system PROS Consulting is recommending that the park system be managed by amenity standards that are applied to level of service maintenance standards. The following are listed by level and by type of amenity that is then tied to a level of frequency outlined below.

THREE MAINTENANCE LEVELS

Three maintenance levels are generally defined. The difference between levels is frequency of maintenance as determined by ability. Maintenance Standards have these general characteristics.

- **Level 1 Maintenance** – High profile areas where the entire area is visible to foot traffic in Morrisville. These include areas such as entrances to regional community centers and local community centers, signature park facilities, and areas where funding permits a higher level of maintenance. Examples of maintenance activities include mowing and edging/trimming twice per week, 95 percent turf coverage at start of season with 5 percent weeds and 0 percent bare area, edging once per week, tree pruning once annually, litter pickup twice per week. These areas can be defined as public government offices, highly competitive sports complexes, downtown event parks, amphitheaters, display gardens, museum grounds, and downtown streetscapes.
- **Level 2 Maintenance** – Moderate to heavy use typical of most parks. Example maintenance activities include mowing and edging once per week, 88 percent turf coverage at start of season with 8 percent weeds and 4 percent bare area, tree pruning every seven years, and litter pickup once per week. These types of park maintenance standards are applied to neighborhood and community parks, paved trail areas, street right-aways, and park plaza areas.
- **Level 3 Maintenance** – Typical for low usage parks or when funding is limited. Example maintenance activities include mowing and edging every 14 days, 80 percent turf coverage at start of season with 20 percent weeds, edging once per week or every 2 weeks in off-season, tree pruning every 10 years, litter pickup every other week.

  In areas where turf does not impact quality of experience (i.e., dog parks) or non-landscaped open space areas, demand-based maintenance is provided according to funding availability.

Maintenance standards are organized by these three Levels of Service. Maintenance standards and can change by season and month depending on the type of park area level of use. Standards shall be calculated by time and equipment proposed for all parks in the system.

This format provides guidance in terms of understanding the required work activities and elements in a descriptive manner that then can be quantified numerically. The following are descriptions of the levels of service and both qualitative and quantitative maintenance standards as proposed for all parks in the system.

LEVEL ONE MAINTENANCE STANDARDS AND DEFINITIONS FOR PARKS

Turf Maintenance – high profile areas (small areas, entire area visible to foot traffic)

- Mowing will occur 2 times/week.
- Mowing heights.
    - 2 ½" during warm season (daytime highs consistently above 75 degrees).
- Edging of all turf perimeters will occur 1 time/week.
- 95% turf coverage.
- 3% weed infestation for existing areas (all efforts should be made to keep new areas 100% weed free)
- 2% bare area.
- Remove grass clippings if visible.
- Aerate 1 time/year (additionally if needed).
- Inspect the thatch layer regularly and remove as needed.
- Test soil and water annually.
    - Additional testing will occur if deemed necessary.
- Soil moisture will be consistent.
    - No wet areas.
    - No dry areas.
    - Firm enough for foot and mower traffic.
    - Apply wetting agents to assist in uniform soil moisture.
    - Hand water as needed.
- Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours.
- Fertilize (3) times per year.
- Top dress/over seed once a year

Tree and Shrub Maintenance

- Prune/trim trees and shrubs as dictated by species twice annually during spring and fall.
- Remove sucker growth annually.
- Test soil annually to ensure application of appropriate nutrients as needed.
- Apply fertilizer to plant species according to their optimum requirements as needed or yearly.
- Inspect regularly for insects and diseases. Respond to outbreaks within 48 hours.
- Place 2" of organic mulch around each tree within a minimum 18" ring
- Place 2" of organic mulch around shrub beds to minimize weed growth.

- Remove hazardous limbs and plants immediately upon discovery.
- Remove dead trees and plant material immediately unless located within an environmental area.
- Remove or treat invasive plants within 5 days of discovery.
- Flower bed maintenance is performed yearly.
- Fertilize once a year.
- Pond maintenance is completed yearly and weekly inspected.
- Water features are maintained weekly.
- Invasive plant removal annually

Storm Cleanup

- Inspect drain covers at least twice monthly, before rain and immediately after flooding.
- Remove debris and organic materials from drain covers immediately.
- Maintain water inlet height at 100% of design standard.

Irrigation Systems

- Inspect irrigation systems at least once per month or computer monitors, as necessary.
- Initiate repairs to non-functioning systems within 24 hours of discovery.
- Back flow testing completed annually.

Litter Control

- Pick up litter and empty containers at least once daily or as needed.
- Remove leaves and organic debris once a week or as necessary.

Playground Maintenance

- Audit each playground to ensure compliance with the current version of ASTM Performance Standard F1487 and the Consumer Product Safety Commission “Handbook for Public Playground Safety.”
- Complete low-frequency playground inspections at least bi-monthly or as required. All low-frequency inspections are to be completed by a Certified Playground Safety Inspector (CPSI). Complete safety-related repairs immediately and initiate other repairs within 48 hours of discovery.
- Complete high-frequency inspections at least weekly.
- Grooming surface weekly, on a as needed basis 7 months a year.
- Inspect very playground twice a month and record the assessment. Grooming and repairs will be addressed immediately based on the inspection.
- Add surfacing when it is needed.

Hard Surface Maintenance

- Remove debris and glass immediately upon discovery.

- Remove sand, dirt, and organic debris from walks and hard-court surfaces weekly.
- Remove trip hazards from pedestrian areas immediately upon discovery.
- Paint fading or indistinct instructional / directional signs annually.
- Blow grass clippings after mowing around hard surfaces.
- Remove grass growing in cracks as needed.

Outdoor Court Maintenance

- Inspect tennis, pickleball, and basketball courts at least once monthly. Complete all the repairs within 48 hours of discovery.
- Repaint lines at least once each year.
- Replace basketball nets when frayed, broken, or removed.
- Maintain basketball goal posts, backboards, rims, tennis net posts, fencing, and hardware to original design specifications.
- Replace tennis and pickle nets as needed.

Trail Maintenance

- Inspect hard and soft surface trails at least once monthly.
- Remove dirt, sand, and organic debris from hard surfaces at least once weekly.
- Remove organic debris from soft surfaces at least once weekly.
- Maintain a uniform 3-4” depth of compacted material on soft surface trails at all times.
- Graffiti removed weekly.
- Remove overhanging branches within 84” of the trail surface at least twice annually.
- Mechanically or chemically control growth 24” on either side of the trails.
- Inspect signs, benches, and other site amenities at least once monthly. Complete repairs within 10 days of discovery
- Inspect and make necessary repairs to security lighting systems at least once monthly.
- Repair / replace bulbs to maintain lighting levels to design specifications at all times.

Site Amenity Maintenance

- Inspect benches, trash containers, picnic tables and grills, bicycle racks, flag poles, drinking fountains, and other site amenities at least monthly. Complete repairs within 24 hours of discovery.
- Cleaning, scrub, and power wash of amenities twice yearly.
- Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours.

Athletic fields grounds maintenance (Baseball, Soccer, Softball, Football, Cricket, and Rugby)

- Fields that are dedicated to softball, baseball, soccer, football, and rugby only.
- Use mower capable of “striping” the turf.

- Mowing will occur twice weekly.
- Mowing heights.
    - 2” during cool season (daytime highs consistently below 75 degrees).
- Edging of field perimeters will occur twice monthly.
- 95% turf coverage at the start of every season.
- 80% turf coverage after play begins.
- 5% weed infestation.
- 0% bare area at the start of every season
- 15% bare and weak areas will be acceptable after play begins.
- Apply pre-germinated seeds to heavily worn areas after every tournament.
- Remove grass clippings if visible.
- Aerate 3 times annually.
- Spots aerate high use areas as needed.
- Inspect the thatch layer regularly and remove as needed.
- Test soil and water annually.
    - Additional testing will occur if deemed necessary.
- Soil moisture will be consistent.
    - No wet areas
    - No dry areas
    - Firm enough for foot and mower traffic.
    - Apply wetting agents to assist in uniform soil moisture.
    - Hand water as needed.
- Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours.
- Fertilize monthly.
- Aerate and over seed yearly.

Fence and Gate Maintenance

- Inspect fences, gates, and bollards at least twice annually. Complete safety-related repairs immediately. Complete other repairs within 48 hours of discovery
- Monthly free fence of debris.

Sign Maintenance

- Inspect sign lettering, surfaces, and posts at least once yearly.
- Repair / replace signs to maintain design and safety standards within 24 hours of discovery.
- Remove graffiti within 48 hours of discovery.

- Clean signs twice a year.
- Cut back plant material annually or more if needed.

Pest Control

- In accordance with the Department's Integrated Pest Management Program (IPM), problem areas are inspected monthly and remedied immediately upon discovery.

Vandalism and Graffiti Removal

- Initiate repairs immediately upon discovery. Document and photograph damage, as necessary.
- Picnic Shelters inspected daily, and vandalism repaired within 24 hours during peak season.
- Reserved units cleaned and litter removed prior to and after each reservation.
- Minor repairs are made immediately upon discovery.
- Non-reserved units are cleaned weekly by spray washing, or as necessary.

Lighting Security/Area

- Foot-candle levels will be maintained to preserve original design.
- Inspect once monthly.
- Repairs/bulb replacement will be completed within 24 hours of discovery.

Pool/Aquatic Standards

- Vacuum pool weekly.
- Manually check water chemistry every two hours of operation.
- Check water electronically on a continuous basis.
- Water checked for temperature, chlorine, and ph.
- Check flow rates every 2 hours of operation.
- Water checked for clarity on a continuous basis.
- Clean concrete areas daily.
- Repaint pool tank every 2-3 years.
- Pressure washes concrete areas weekly.
- Clean restrooms two times daily.
- Inspect facility and associated equipment daily.
- Maintain all equipment by manufacturers' suggestions.
- Inspect sand filter annually.

Broken Equipment Standard

- Broken equipment should be repaired immediately, as the staff is capable, and parts are available when noticed or reported.

- If staff are not able to repair it, the broken equipment will be signed and roped off with emergency tape indicating that the amenity is broken, not to be used, and if and when it will be repaired.

Lifecycle Replacement

- A lifecycle replacement program must be built into the Capital Improvement Program based on contractor and product specifications.

Concession Standards (outdoor)

- Concession facilities cleaned, wiped down, and sanitized before opening.
- Electrical appliances checked for compliance and repaired if damaged.
- Lights checked and repaired as needed.
- Concession operating permits secured before opening.
- Appliances cleaned thoroughly before opening.
- Prices for concessions will be posted.
- Cash registers tested to ensure they work properly.
- Circuit breakers tested prior to opening.
- Cleaning and sanitization supply on hand before opening.
- Pick up debris daily.
- Closing Concession Standards (outdoor)
    - Equipment cleaned thoroughly.
    - Supplies removed and discarded.
    - Electricity should be turned off.
    - Refrigerators and cables turned off and sealed.
    - Facility floors, sinks, and counters cleaned thoroughly.
    - Hoses cleaned and drained.
    - Kitchen cleaned thoroughly.
    - Inspections of standards will occur monthly.

Restrooms Maintenance Standards

- Restrooms cleaned twice per day unless contracted.
- Restrooms inspected hourly.
- Restrooms locked/unlocked daily.
- Replace waterless urinal cartridges monthly.
- Leaks dealt with immediately and repaired within 24 hours of discovery.

Open Space Standards

- Maintain natural appearance to open space areas.
- Remove trees and branches that pose a hazard to the users of the area.
- Respond to disease and insect outbreaks within 24 hours of identification.
- Inspect areas monthly.
- Remove and clean dump sites within 48 hours of identification.
- Post and maintain appropriate signage for each individual area.
- Implement strategies to assist in reducing the standing of non-native invasive plants by 5% annually.

LEVEL TWO MAINTENANCE STANDARDS FOR PARKS

Maintenance standards can change by season and month depending on the park and level of use. Standards will be calculated by time and equipment needed to develop the required operational budgets. The difference between Level 1 and Level 2 standards is the frequency rate.

Turf Maintenance

- Mowing will occur once weekly.
- Mowing heights.
    - 2½" during cool season (daytime highs consistently below 75 degrees)
- Edging of all turf perimeters will occur weekly during season and every 2 weeks in off-season.
- 88% turf coverage.
- 8% weed infestation.
- 4% bare area will be acceptable after play begins.
- Remove grass clippings if visible.
- Aerate once annually in low use areas.
- Aerate twice annually in high use areas (additional if needed)
- Inspect the thatch layer regularly and remove as needed.
- Test soil and water annually.
    - Additional testing will occur if deemed necessary.
- Soil moisture will be consistent.
    - No wet areas.
    - No dry areas.
    - Firm enough for foot and mower traffic.
    - Apply wetting agents to assist in uniform soil moisture.
    - Hand water as needed.
    - Inspect weekly for insects, disease, and stress, and respond to outbreaks within 24 hours.

- Fertilize twice yearly.

Tree and Shrub Maintenance

- Prune/trim trees and shrubs as dictated by species at least once annually.
- Apply fertilizer to plant species only if plant health dictates.
- Remove sucker growth as needed.
- Inspect regularly for insects and diseases. Respond to outbreaks within 48 hours.
- Place 2" of organic mulch around each tree within a minimum 18" ring.
- Place 2" of organic mulch around shrub beds to minimize weed growth.
- Remove hazardous limbs and plants immediately upon discovery.
- Remove dead trees and plant material within 30 days of discovery.
- Remove or treat invasive plants yearly.

Storm Cleanup

- Inspect drain covers at least once monthly and immediately after flooding occurs.
- Remove debris and organic materials from drain covers every other month.
- Inspect and clean drains before forecasted storms begin.
- Maintain water inlet height at 100% of design standard.
- Invasive plant removal once a year or as needed.
- Drain system maintenance done once a year.

Irrigation Systems

- Inspect irrigation systems at a minimum of once per month and as necessary.
- Initiate repairs to non-functioning systems within 48 hours of discovery.
- Annual back flow inspection done yearly.

Litter Control

- Pick up litter and empty containers at least every other day or as needed.
- Remove leaves and organic debris once a week.

Playground Maintenance

- Audit each playground to ensure compliance with the current version of ASTM Performance Standard F1487 and the Consumer Product Safety Commission "Handbook for Public Playground Safety."
- Complete low-frequency playground inspections at least bi-monthly or as required. All low-frequency inspections are to be completed by a Certified Playground Safety Inspector (CPSI). Complete safety-related repairs immediately and initiate other repairs within 48 hours of discovery.
- Complete high-frequency inspections at least weekly.

- Grooming surface two times weekly.

Hard Surface Maintenance

- Remove debris and glass immediately upon discovery.
- Remove sand, dirt, and organic debris from walks, lots, and hard surfaces every 30 days.
- Remove trip hazards from pedestrian areas immediately upon discovery.
- Paint fading or indistinct instructional/directional signs every other year.
- Remove grass in the cracks monthly.

Outdoor Sports Court Maintenance

- Inspect basketball courts at least once monthly. Complete repairs within 10 days of discovery
- Repaint lines at least once every 2 years.
- Replace basketball nets, pickleball nets and tennis nets within 10 days when frayed, broken, or removed.
- Maintain basketball goal posts, backboards, rims, fencing, and hardware to original design specifications. Complete repairs within 10 days of discovery

Trail Maintenance

- Inspect hard and soft surface trails at least once monthly.
- Remove dirt, sand, and organic debris from hard surfaces at least once monthly.
- Remove organic debris from soft surfaces at least once a month.
- Maintain a uniform 2-4” depth of compacted material on soft surface trails.
- Mechanically or chemically control growth 24” on either side of the trails.
- Remove overhanging branches within 84” of the trail surface at least once annually.
- Inspect signs, benches, and other site amenities at least once monthly. Complete repairs within 10 days of discovery

Site Amenity Maintenance

- Inspect benches, trash containers, picnic tables, grills, bicycle racks, drinking fountains, and other site amenities at least monthly. Complete repairs within 5 days of discovery
- Cleaning and washing annually.
- Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours.

Athletic Field Grounds Maintenance (baseball, soccer, softball, football, cricket, and rugby)

- Fields that are dedicated to soccer, baseball, softball, football, and rugby only
- Mowing will occur twice weekly.
- Mowing heights
    - 2 ½ “during cool season (daytime highs consistently below 75 degrees)

  - 3” during warm season (daytime highs consistently above 75 degrees)
- Edging of all field perimeters will occur once monthly.
- 80% turf coverage at the start of every season. Reseed areas as needed in the spring and fall.
- 65% turf coverage after play begins.
- 20% weed infestation.
- 5% bare area at the start of every season
- 15% bare and weak areas will be acceptable after play begins.
- Remove grass clippings if visible.
- Aerate once annually.
- Inspect the thatch layer regularly and remove as needed.
- Test soil and water annually.
  - Additional testing will occur if deemed necessary.
  - Soil moisture will be consistent.
- No wet areas.
- No dry areas.
- Firm enough for foot and mower traffic.
- Inspect weekly for insects, disease, and stress, and respond to outbreaks within 24 hours.

Fence and Gate Maintenance

- Inspect fences, gates, and bollards at least once annually. Complete safety-related repairs immediately, and complete other repairs within 5 days of discovery.
- Clean debris annually

Sign Maintenance

- Inspect sign lettering, surfaces, and posts at least once every 3 months.
- Repair/replace signs to maintain design and safety standards within 5 days of discovery.
- Clean sign once a year

Pest Control

- In accordance with the department’s Integrated Pest Management Program (IPM), inspect problem areas monthly and remedy immediately upon discovery.

Vandalism and Graffiti Removal

- Initiate repairs immediately upon discovery. Document and photograph damage, as necessary.

Picnic Shelters

- Reserved units cleaned and litter removed prior to and after each reservation.
- Minor repairs are made immediately upon discovery.

- Non-reserved units are cleaned bi-weekly, or as necessary.

Lighting Security/Area

- Inspect quarterly.
- Repairs/bulb replacement will be completed within 72 hours of discovery.

Restrooms

- Restrooms cleaned daily unless contracted.
- Restrooms inspected every three hours.
- Restrooms locked/unlocked daily.
- Replace waterless urinal cartridges monthly.
- Leaks dealt with immediately and repaired within 24 hours of discovery.

LEVEL THREE MAINTENANCE STANDARDS FOR PARKS

Maintenance Standards can change by season and month depending on the type of park and level of use. Standards will be calculated by time and equipment needed to develop required operation budgets. Standards for Level Two versus Level Three are the same, with the difference being frequency of action items and the inclusion of natural area management standards.

Dog Park Maintenance

- Mow Dog Park at least once a week at 3 inches.
- Pick up trash daily in parking lots.
- Clean the restroom at least once a week.
- Inspect signage on how to use the park properly.
- Move dog areas every two weeks to keep areas from getting beat down where appropriate.
- Inspect fencing on a weekly basis.
- Inspect safety lighting on a weekly basis.
- Overseed twice or three times a year the dog park and aerate as needed.
- Establish a design standard for dog parks that are at least 5 acres in size. Split the spaces into three sections with each section an acre and a half at a minimum. Keep two areas open at all times to allow one section to heal and be aerated and over seeded on a monthly basis. Consider all weather turf dog parks in highly congested areas so apartment dwellers have a place for taking their dogs in the area they live in .
- Consider developing a yearly dog park pass for certain dog parks in the town and allow for people to purchase a yearly pass for a higher end experience.

NATURAL AREA MAINTENANCE AND BEST MANAGEMENT PRACTICES

Core Deciduous Forest

- Maintain a core of extensive, interconnected, deciduous forest, particularly those on north facing slopes and those containing streams. Core forests provides habitat for a variety of raptors, bark-probers (e.g., hairy woodpecker), bark gleaners (e.g., white-breasted nuthatch), and long-distance migrants associated with mature forest interior (e.g., scarlet tanager).
- Tree removal should be limited to trees identified as hazards to park users or to very limited individual selection cuts designed to create small canopy openings favored by some forest interior-edge species. Ensure no overhangs of trees in parking lots.
- Conduct annual surveys of the forest to identify invasive species and address as most appropriate for the individual species. For woody invaders this may involve basal bark application of Garlon 3-A. For herbaceous species, it may involve the use of mechanical removal or herbicide application.
- Invasive species are often most likely to enter the forest along foot trails. Trails should be inspected 3 or more times per growing season to preclude invasive establishment and seed production.

Oldfield Successional Landscape

- Following evaluation and selection of the preferred method of old field establishment (discontinue mowing and/or create native meadow and install woody plantings), mow openings within the field annually to maintain the mosaic of saplings, shrubs, and openings.
- Conduct annual surveys of the old fields to identify invasive species and address as most appropriate for the individual species. For woody invaders this may involve basal bark application of Garlon 3-A. For herbaceous species, it may involve the use of mechanical removal or herbicide application.
- If the choice is made to arrest succession, periodic thinning of woody vegetation and removal of mature trees will be required to maintain the desired mosaic at a mid-successional stage. This includes the maintenance of shrub-sapling clusters with a dense shrub layer.

Timber Successional Landscape

- A combination of clearcuts, seed tree cuts and/or shelterwood cuts ranging in size from 0.5 to 1-2 acres and totaling 5+ acres should be harvested every 10 years to maintain early successional forest. On clearcut areas, all stems greater than 4-inches should be cut except for snags, which should be left standing as long as they pose no safety hazard to park users. Cutting creates patches of dense shrubs, shrub-opening edge, sapling-opening edge, and canopy-opening edge, all of which are valuable to a wide variety of early successional species as well as some forest interior-edge species.
- Boles of commercially valuable species may be removed for timber sale but crowns and slash should remain scattered across each site. Prior to decay, this slash will inhibit access by deer and limit browsing of regenerating stump sprouts, root suckers, and seedlings. It also provides nesting and escape cover.
- Whenever possible, new cutover areas should be positioned adjacent to or in close proximity to the most recent prior harvest with patch types similar to those on the current harvest area. This will enhance the dispersal of young to new potential breeding sites and if the old and new harvests are adjacent, will effectively increase the size of the patches on the cutover areas, provided that the age difference between them is less than 10 years.

Modified Hayfield

- Grass-dominated hayfields can be enhanced as habitat by the addition of forbs. From the standpoint of both commercial and habitat value, the most practical modification may be to increase the legume (alfalfa, clover) component of the fields. The exact methods to achieve this most cost-effectively need to be explored as Phase I is initiated.
- Addition of legumes to the hayfields may reduce the use of fertilizers.
- The current early season mowing schedule likely destroys any nests of grassland bird species that attempt to use the hayfields. First mowing should be delayed until after 15 July to allow fledging of grassland birds. This would also potentially reduce losses to such species as the box turtle, which is known to nest in and frequent agricultural fields during May, June, and July.
- Depending on seasonal rainfall, a second hay crop may be harvested later in the season.
- Monthly inspections should be conducted during the growing season to identify any invasive plants. Treat with appropriate herbicides as discussed below

Native Managed Meadow

- During the establishment period (typically 2-4 years), meadows should be mowed to favor the growth of the seeded grasses and wildflowers. This typically involves mowing 1-3 times during the first growing season when weeds and competing annual grasses reach a height of 12-15 inches. Meadows should be mowed to a height (typically 4-6 inches during the first year) just above the tops of native grasses, which are growing below the weeds and annual grasses.
- During the second growing season only 1 or 2 cuttings may be required to control annual or perennial competitors.
- The presence of perennial invasives such as Canada thistle may require the use of a broad-leaf herbicide (e.g., Stinger) in addition to mowing. Following establishment, meadows should be mowed once a year during early spring (April), unless additional mowings are required to prevent thistle, mugwort, spotted knapweed or other invasives from going to seed. Early spring mowing retains winter habitat for many species of wildlife and allows regeneration of the meadow to provide summer habitat, as well as a sequence of blooming wildflowers.

Enhanced Pond

- Any goose enclosures installed during the planting of aquatic emergent within the pond should be maintained for at least the first growing season and most likely until after waterfowl migration the following spring.
- Establishment of the aquatic emergent plantings should be monitored to determine when removal of the enclosures will not unduly risk depredation of the installed material.
- Ponds that do not currently appear to have a fish population. As such, it is favorable habitat for several species of frogs and provides breeding habitat for frogs and some species of salamanders.
- The department should carefully consider any suggestion of adding fish to the pond, as this will decrease its value as amphibian breeding habitat.
- The pond should be inspected as part of a monthly monitoring program to allow pre-emptive responses to such concerns as:
    - invasive exotic vegetation,
    - development of unacceptable population levels of nuisance species (e.g., muskrats, geese),
    - undesirable levels of algal formation,
    - improper outlet function, and
    - other water quality issues.

Invasive Exotics

- A long-term program to control invasive exotic plants within naturalized areas includes monthly inspections of the meadows, ponds, harvested areas, wetlands, and forests during the growing season to identify and remove invasive vegetation.
- The key to an effective eradication program begins with properly identifying the various invasive plants to be eliminated and developing a plan specific to those species.
- Some plants (e.g., trees, large shrubs) can be physically removed. However, herbaceous species and vines (e.g., mugwort, Canada thistle, Japanese honeysuckle, creeping dewberry) will likely require the accompanying use of an herbicide to achieve effective long-term results. Stinger/Lontrel is excellent for most broadleaf applications in non-aquatic environments. Garlon 3-A is excellent for control of invasive woody vegetation and is approved for use in aquatic environments. All herbicides should be applied by or under the direction of a licensed applicator, whether Park personnel or a third-party contractor qualified for such work.

Deer Management

- Although entirely native, white-tail deer represent a challenge similar to invasive exotic vegetation. As their population levels continue to grow or remain high statewide, deer are becoming increasingly problematic. In areas of excessive deer damage, it may be desirable to install a deer fence around any planting area during the plant establishment period. When this fence is ultimately removed, all available options to control the deer population should be considered.

MAINTENANCE STANDARDS FOR WATER PARKS/POOLS

Morrisville shall establish and implement a maintenance program to assure safe and enjoyable water park/pool conditions.

Morrisville shall establish and administer programs for all areas of the water park and pools. These should be maintained in good condition in conformance with the department's minimum standards. The policies that will govern minimum standards for maintenance operations include but are not limited to:

Customer Service

- Safety and directional signs are properly positioned.
- Entrances are clearly visible with appropriately placed road signs to access the water park.
- Entrance is well landscaped with a "Welcome To" sign in place.
- The parking lot is clean and well maintained.
- Parking lot has designated ADA spots.
- The area surrounding the water park is neatly groomed and landscaped.
- Maintenance buildings are neat and clean.

Buildings and structures

- Bathhouse and restrooms floors should be disinfected daily.
- Pool decks should be rinsed daily.
- Buildings and structures shall be maintained in good repair at all times in a fashion which is consistent with fire and safety codes and regulations.

- Tools, supplies and equipment will be organized in an orderly fashion.
- Chemical storage shall be reported to the Department on an annual basis as part of SARA III reporting requirements. All chemicals shall be stored in a fashion consistent with local/state storage recommendations.
- Restrooms shall be checked at least hourly on a daily basis and maintained in a manner to provide clean and sanitary facilities. Soap, towels, toilet issues, etc., shall be provided in adequate quantities at all times.

Water Park/Pools

- Check the operation of the recirculation pump and motor daily.
- Check the operation of the disinfectant and pH chemical feeder daily.
- Check the filter operation, read the pressure gauges, and backwash, if necessary, daily
- For all closed filters, manually release the air daily.
- Skimmer strainer baskets must be cleaned daily.
- Clean the bottom of the pool and manually skim debris from the surface daily.
- Measure and record the chlorine or bromine residual and the pH at least twice a day.
- The staff shall keep true, accurate, and complete records of water park maintenance, chemical applications, and safety inspections.

Park Amenities and Slides

- All slides are inspected on a daily basis for problems. Slides are waxed on a yearly basis.
- All in-park amenities are inspected daily and repaired as needed.
- Sand in play areas are raked daily as it applies to play areas and volleyball areas.
- Picnic areas washed down daily prior to visitors to the water park and tables inspected for repairs.
- Lazy river painted and repaired yearly as needed.
- Park pool painted and striped on a yearly basis.
- All tubes are inspected weekly.

Planters (All areas planted with ornamental plants, and having a definable border)

- Planters shall be maintained free of trash and debris such as paper, drinking cans, bottles, fallen limbs, and leaves, etc.)
- Planters shall be maintained free of weeds or grass by mechanical, manual, or chemical means.
- Plant material (e.g., trees, shrubbery, and ground covering) in planters shall be trimmed for protection from wind, insect damage, and appearance.
- Various planting areas throughout the facility will be cultivated, weeded, pruned, and fertilized regularly, with at least 2 replanting programs for annuals scheduled yearly.

Irrigation (All equipment required to irrigate all areas of the property)

- Repair or replace all heads, valves, control equipment, wiring and pipe as needed to maintain the proper operation of the irrigation system on an ongoing basis.

Fences (All fences, chain links, walls, or barbed wire on or within boundaries of the property)

- Repair all broken or damaged fencing, as necessary.
- Immediately repair or replace all fences, gates and locking devices as needed for the protection of the water park/pool.

Parking, Sidewalks and Hardscape

- All sidewalks, patios, and concrete paths must be kept edged. Edging around valve boxes, meter boxes, backflow preventers, etc., should be performed as needed to ensure there is no obstruction of play or maintenance from growth around these areas.
- Any change in the physical characteristics of the water park or the modification of any portion of the grounds or structures shall only be undertaken with the direct approval of the Parks and Recreation Department.
- Trash and refuse shall be collected daily and removed from the property as necessary to ensure minimal problems from refuse odors, insects, etc.

MAINTENANCE SHOP STANDARDS

To enhance operational efficiency, extend equipment life, and support year-round maintenance operations – especially during winter conditions – this section establishes Maintenance Shop Standards. These standards align with the Level of Service framework and are organized to support consistent, safe, and efficient maintenance operations across all divisions.

Maintenance shop standards are organized by Levels of Service. The difference between levels is the frequency of maintenance, organization, and operational readiness based on available resources and operational demand. Maintenance shop standards include the following general expectations:

- Tools, equipment, and vehicles will be stored in a clean, organized, and secure manner.
- Storage systems will be clearly labeled and accessible to maximize staff efficiency.
- Facilities will be maintained to support winter operations, including snow and ice response.
- Preventative maintenance practices will be implemented to extend asset lifecycle.
- Safety, environmental compliance, and operational efficiency are prioritized at all times.

LEVEL ONE MAINTENANCE SHOP STANDARDS (HIGH PERFORMANCE / CENTRAL SHOPS)

Level One represents the highest standard of maintenance shop operations. These facilities support primary operations, fleet storage, and winter response readiness.

General Shop Operations

- Shops will be cleaned and organized daily.
- All tools, equipment, and materials will be stored in designated, labeled locations.
- Work areas will remain free of clutter, hazards, and debris at all times.

- Shop inspections will occur weekly.

Hand Tool Storage

- All hand tools stored on shadow boards or labeled racks.
- Tools cleaned, dried, and inspected after each use.
- Inventory checked monthly.
- No tools stored on floors.

Power Tools & Small Equipment

- Stored in climate-controlled environments (minimum 50°F in winter).
- Battery charging stations provided with proper ventilation and surge protection.
- Weekly inspections conducted during peak seasons.
- Off-season servicing completed prior to storage.

Equipment Storage (Seasonal & Specialty Equipment)

- All equipment stored indoors when possible.
- Seasonal equipment (mowers, plows, blowers) stored in designated zones.
- Equipment cleaned after each use, including removal of salt and debris.
- Attachments stored on racks or pallets (not on ground).

Vehicle & Fleet Storage

- Vehicles stored in heated bays (minimum 40–50°F).
- Block heaters and battery tenders utilized during winter months.
- Daily inspections conducted (fluids, tires, lights, hydraulics).
- Vehicles washed after winter events to remove salt and brine.

Wash Bay Operations

- Indoor wash bays utilized after each winter operation.
- Heated water supply used for cleaning.
- Floor drains and oil/water separators maintained and inspected regularly.

Material Storage (Salt, Sand, Ice Melt)

- Stored in covered, enclosed structures.
- Materials kept dry and protected from environmental exposure.
- Inventory monitored and tracked for usage.

Winter Operations Readiness

- Snow removal equipment staged in priority locations.
- Equipment fully serviced and operational by October.

- Backup equipment identified and available.
- Shop access routes cleared and maintained at all times.

Safety & Compliance

- PPE stations located at all shop entrances.
- Fire suppression systems inspected annually.
- Spill kits available near fuel and chemical storage areas.
- Clearly defined pedestrian and vehicle zones.

LEVEL TWO MAINTENANCE SHOP STANDARDS (MODERATE OPERATIONS / SATELLITE SHOPS)

Level Two represents a moderate level of service typical of secondary or satellite maintenance facilities.

General Shop Operations

- Shops are cleaned and organized weekly.
- Tools and equipment stored in designated areas.
- Monthly inspections conducted.

Hand Tool Storage

- Tools stored on racks or in toolboxes.
- Tools are cleaned regularly and inspected monthly.

Power Tools & Small Equipment

- Stored indoors or in enclosed storage areas.
- Battery charging conducted in designated locations.
- Inspections conducted monthly.

Equipment Storage

- Priority equipment stored indoors; overflow may be stored outdoors with protection.
- Seasonal equipment rotated and organized as needed.

Vehicle Storage

- Vehicles stored outdoors or in unheated structures, as necessary.
- Block heaters are used when applicable.
- Vehicles washed periodically during winter months.

Material Storage

- Salt and sand are stored in covered areas where possible.
- Inventory tracked seasonally.

Winter Operations

- Equipment is staged for accessibility but may require additional mobilization time.
- Snow routes and deployment plans are established with training for employees to follow.

Safety & Compliance

- Basic PPE and safety equipment available.
- Spill kits are accessible.
- Safety inspections conducted quarterly.

LEVEL THREE MAINTENANCE SHOP STANDARDS (BASIC OPERATIONS / LIMITED FACILITIES)

Level Three represents minimum standards for facilities with limited resources or low operational demand.

General Shop Operations

- Shops maintained in safe working condition.
- Organization is functional but may be limited.
- Inspections conducted quarterly.

Hand Tool Storage

- Tools stored in toolboxes or basic storage systems.
- Cleaning and maintenance performed as needed.

Power Tools & Equipment

- Stored in enclosed areas when possible.
- Limited climate control.

Equipment Storage

- Equipment may be stored outdoors.
- Protective coverings used when available.

Vehicle Storage

- Vehicles primarily stored outdoors.
- Cold weather starting procedures implemented.

Material Storage

- Salt and materials stored in open or minimally covered areas.
- Limited inventory tracking.

Winter Operations

- Equipment deployed as available.
- Longer response times expected.

Safety & Compliance

- Minimum safety requirements met.
- PPE available but may be limited.

MAINTENANCE SHOP OPERATIONAL STANDARDS (ALL LEVELS)

Preventative Maintenance

- Preventative maintenance schedules are established for all equipment and vehicles.
- Maintenance logs tracked through work order system.

Work Order System

- All maintenance activities are recorded in the system and in the work order system .
- Lifecycle tracking is implemented for equipment and assets.
- Staff trained annually on system use.

Lifecycle Replacement

- Equipment replacement schedules based on:
    - Age
    - Hours/miles of use
    - Maintenance costs
    - Operational efficiency

Training

- Staff trained annually on:
    - Equipment operation
    - Safety procedures

- Winter operations

- Manufacturer training utilized where available.

MAINTENANCE SHOP RECOMMENDATIONS

- Establish standardized maintenance shop layouts across all facilities.
- Increase indoor and climate-controlled storage capacity to protect assets.
- Implement a formal equipment lifecycle replacement program.
- Enhance winter operations readiness through improved staging and storage design.
- Improve work order system utilization to track costs, efficiency, and lifecycle data.
- Expand staff training, including manufacturer-supported equipment training.
- Develop a long-term maintenance shop master plan aligned with system growth.

FORESTRY STANDARDS

Forestry standards aim to manage and enhance the city's tree canopy in alignment with sustainability, social equity, and environmental resilience. The Forestry Program aims to ensure the health and expansion of the city's tree canopy, while providing safe and effective tree care services for Morrisville residents. The following list are key action items to establish effective standards for forestry.

- Update standards of tree care and replacement to allow consistent 5-7 pruning and care cycle for park trees.
- Establish a woodchip policy that allows for use of chips in the parks and/or provide chips to the public, rather than diverting woodchips to the landfill.
- Establish written maintenance standards.
- Follow the department's Emerald Ash Borer Mitigation Plan.
- Establish a tree replacement program and standard for developers to follow.
- Develop a city-wide forestry plan.

The following sections outline key strategies for establishing robust standards for forestry with clear goals, action items, and outcomes desired.

CANOPY EXPANSION AND PROTECTION

- **Goal**: Set a citywide canopy to be met by 2050, with a "no net loss" policy by 2030.

- **Action Items**:

    - Focus on equitable planting in priority neighborhoods with high social need and low canopy coverage.

    - Leverage the Social Equity Index to prioritize areas for canopy investment.

    - Strengthen public tree protection policies.

- **Key Outcome**:

    - Increased canopy coverage in high-need neighborhoods and balanced growth across Morrisville.

TREE CARE AND MAINTENANCE

- **Goal**: Ensure that tree care, including pruning, removals, and emergency response, meets the needs of the city's urban forest while ensuring safety and sustainability.
- **Action Items**:
    - Establish a proactive 5-7 -year pruning cycle for 25,000 park trees, focusing on mature trees.
    - Scale up pruning capatownby adding staff and relying on contracted services where necessary.
    - Prioritize storm response readiness and improve surge capatownfor emergency work.
- **Key Outcome**:
    - Healthier, well-maintained trees that contribute to canopy growth and meet community safety expectations.

EQUIPMENT MODERNIZATION AND FLEET MANAGEMENT

- **Goal**: Replace outdated equipment to ensure safe and efficient tree care operations, reducing downtime and increasing productivity.
- **Action Items**:
    - Replace critical fleet equipment, including aerial lifts and chippers, which have exceeded their service life.
    - Develop a 3-5-year replacement plan for aging equipment, ensuring timely procurement to avoid delays.
    - Address procurement lead times by securing capital funding well in advance.
- **Key Outcome**:
    - A modern, reliable fleet that supports tree care staff and ensures continued high-quality service delivery.

STAFFING AND WORKFORCE DEVELOPMENT

- **Goal**: Right-size staffing to meet the operational demands of Morrisville's urban forest, ensuring equitable service delivery and operational efficiency to manage the urban forest.
- **Action Items**:
    - Expand staffing to meet the growing demands of proactive tree care and increased public requests.

- Fill vacancies and enhance training programs for tree care staff, including certifications for tree risk assessment and specialized equipment use.
- Improve staffing for emergency storm response and increase on-call contractor agreements to ensure full capatownduring peak times.

- **Key Outcome**:
  - A fully staffed, skilled, and responsive workforce that meets the needs of the city's urban forestry goals.

DATA INTEGRATION AND PUBLIC TRANSPARENCY

- **Goal**: Use GIS and tree inventory data to drive decisions and increase public awareness of urban forestry initiatives.
- **Action Items**:
  - Maintain and expand the public tree inventory to cover all park trees and potential planting sites.
  - Make tree inventory data publicly accessible through an interactive web map.
  - Integrate work order priorities and performance data into a public dashboard to improve transparency and accountability.
- **Key Outcome**:
  - An informed public and internal team, driving effective planning and decision-making of urban tree care.

STRATEGIC PLANNING AND POLICY INTEGRATION

- **Goal**: Align the operational and capital planning efforts with the city's canopy goals and urban forestry master plan (UFMP).
- **Action Items**:
  - Implement and monitor the Equitable Planting Plan, focusing 60% of new plantings in priority neighborhoods.
  - Ensure that all urban forestry activities, including permits, work orders, and tree care, align with the updated Public Tree Code and Tree Technical Manual.
- **Key Outcome**:
  - A unified, legally supported urban forestry program that balances public and private canopy management while ensuring equitable outcomes.

FUNDING AND BUDGETING FOR SUSTAINABILITY

- **Goal**: Secure adequate funding for long-term urban forestry operations, including equipment replacement, staffing, and proactive maintenance.
- **Action Items**:
    - Continue to seek and secure grant funding for annual planting targets (e.g., 1,000+ trees annually).
    - Develop a long-term capital and operating budget strategy to replace over-aged equipment and meet staffing needs.
    - Explore alternative funding mechanisms for contracted services, such as private donations or partnerships with local organizations.
- **Key Outcome**:
    - A financially sustainable urban forestry program that can scale to meet long-term goals for canopy expansion and maintenance.

By aligning the workforce, equipment, and proactive care with the city's tree canopy goals, the program will drive forward equitable canopy growth and contribute to environmental sustainability. Successful integration of data and policy will further enhance transparency, community trust, and long-term resilience for the city's urban forest.

BACKGROUND

Since 2016, the Town of Morrisville's Parks, Recreation & Cultural Resources (PRCR) system has transitioned from a small suburban park network to an amenity-dense, regionally prominent recreation system. Driven by rapid population growth in western Wake County, over $35M in investments have prioritized high-demand specialized sports, indoor/outdoor aquatic renovations, park capacity expansions, and greenway connectivity in the following major investment and connectivity projects.

- **Morrisville Aquatics & Fitness Center (MAFC) Expansion (Completed 2020)**. Following a complete shutdown in late 2018 for an approximately $8 million overhaul, MAFC reopened in fall 2020. Upgrades delivered a year-round natatorium featuring a retractable roof, a dedicated 6-lane, 8-foot-deep lap pool, a zero-depth recreation/program pool, an expanded cardio/weight area, fitness classrooms, and reconstructed outdoor tennis courts.
- **Church Street Park & National Cricket Infrastructure (2018–2026).** Originally opened in 2015, Church Street Park became a centerpiece of national cricket infrastructure. Starting in 2022, the Town leveraged public-private partnerships—including investments with Major League Cricket (MLC) and Raleigh/Wake County Hospitality Tax grants—to expand permanent seating capacity beyond 3,500, install broadcast-standard LED pitch lighting, upgrade wickets, and expand parking infrastructure.
- **Morrisville Community Park Phase 3 (2020–2023).** Phase 3 improvements expanded one of the Town's core multi-use parks off Morrisville Parkway. Additions included dedicated tennis courts at the Kudrow Lane entrance, newly integrated trailhead paths linking adjacent residential subdivisions, expanded restroom facilities, and picnic shelters.
- **Senior Center and Community Facilities.** The Town addressed specialized recreation programming needs by opening the dedicated Morrisville Senior Center in 2021 and using Cedar Fork Community Center for high-volume indoor athletic, instructional, and cultural arts demand.
- **Connectivity & Trail Expansion through Greenway Expansions:** Projects focused on closing gaps along the Indian Creek Greenway and extending trail corridors toward Wake County and Cary networks; Sawmill Creek Greenway Development integrated into capital planning alongside Church Street and regional transit alignments; and Town Center Civic Integration with ongoing Town Center development linking civic green spaces, Town Hall, and trail corridors into a centralized, walkable hub.

The park system today is well cared for and in good condition. To continue to have a quality system over the long term, operations and maintenance, deferred maintenance/rehabilitation, and capital projects must be provided and coordinated along with adequate annual and ongoing resources in each category. Establishing overall management strategies to care for the system are important to provide consistent, standardized processes and procedures for caring for the physical assets of the park and recreation system. While each of these strategies are individual pieces of the puzzle, they must be coordinated and integrated together to effectively and intentionally implement updated management practices.

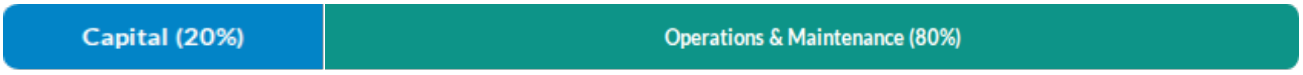
PARK AND RECREATION SYSTEM INVESTMENT ACTIVITY CATEGORIES & FUNDING

Park, park amenities, and facility investment activity needs to be established and budgeted annually in three specific categories: maintenance, deferred maintenance/rehabilitation, and capital projects.

- Maintenance: Regular upkeep tasks including general park and facility maintenance activities including mowing, restroom/port-a-john cleaning, waste pickup, path and sidewalk maintenance, landscaping care, and other tasks.
- Deferred Maintenance/Rehabilitation: Regularly scheduled investments to repair or restore existing amenities to extend their life, improve safety, and increase functionality (i.e., playgrounds, pavilions, parking lots, pathways, HVAC systems, roofs, facility renovations).
- Capital Projects: Major investments to transform a site through master planning and/or replacement of existing amenities (i.e., playground replacements, sidewalk/pathways replacements, roof replacements, HVAC system replacements, facility addition, major facility rehabilitation, facility replacements, athletic field replacements).

Capital vs. Lifecycle Cost Realities

When considering the total cost of an asset – initial capital investment and an average 20 year lifecycle, initial capital costs account for 20% of its total lifetime costs; operations and maintenance costs account for 80% of its lifetime costs.



Operations and Maintenance funding must be sufficient to implement industry maintenance standards. Adequate funding needs to cover costs including appropriate staffing levels, materials and supplies, equipment and vehicles, maintenance facility operations costs that align with maintenance standards. Industry standards for park and building maintenance staffing are: park maintenance staff levels per acre of land at 1 FTE/32 acres and building maintenance staff per sq foot at 1 FTE/10,000 sq feet.

Deferred Maintenance/Rehabilitation funding should be included in the town's Capital Improvement Plan. A Deferred Maintenance/Rehabilitation Funding Strategy needs to be developed based on lifecycle replacement costs, asset useful lives, and plans and schedules for these annual rehabilitation investments. This funding is critical for the care and upkeep of existing assets in the system to extend the life of the assets and improve their functionality and safety. Appropriate levels of day-to-day preventative maintenance practices and ongoing rehabilitation investments are critical to providing quality parks and park assets, keeping investment costs as low as possible and reducing eventual capital investment costs. Deferred Maintenance/Rehabilitation Funding should be allocated annually by the following categories based on an annual evaluation of asset conditions to ensure these annual investments are prioritized to repair existing amenities to extend their life, improve their safety, and increase their functionality:

- Paths, trails & sidewalks
- Park and facility amenities (i.e., restrooms, benches, drinking fountains, pavilions & picnic areas, dog parks, exercise fitness areas, public art)
- Pools
- Open Space Conservation & Forested Areas
- Community Recreation Centers/Teen Centers/Senior Centers
- Playgrounds
- Sports facilities (i.e., rectangular fields, diamond fields, cricket fields, sport courts, disc golf)
- Critical Repairs (i.e., unanticipated and emergency repairs/replacements)

- Lighting and Below Grade Infrastructure
- Operations Facilities
- Parking lots

80%

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Over a 20-year asset lifecycle, initial capital represents only ~20% of total expenditure.

Capital Projects are needed to appropriately invest in the expanded system, invest in new parks and park assets, and complete major replacements and renovations of existing parks and park assets at the end of their lifecycle. It is critical during the planning phase of each capital project that pro formas be developed for the next 5-10 years of operating and maintenance costs. It is critical for staff and elected officials to understand and plan for the needed capital, operating, maintenance costs of these investments.

MODERN MAINTENANCE PRACTICES

Contemporary urban park maintenance has shifted from reactive groundskeeping to data-driven asset stewardship, ecological resilience, and precision operations. These shifts include the following practices. Since these incorporate multiple types of technology, these technologies need to be evaluated for their ability to meet the needs of the Morrisville park system and the park systems ability to implement these tools.

Smart Asset Management & Predictive Field Operations

- GIS-Centric Work Order Systems: Modern agencies use spatial platforms (like Cityworks, Cartegraph, or TreePlotter) integrated with ESRI ArcGIS. Maintenance crews log inspections, hazardous tree assessments, and equipment wear on rugged mobile devices in real time, tying maintenance hours directly to individual asset life-cycle depreciation.
- IoT Fill-Level and Environmental Telemetry: Ultrasonic sensors deployed in public trash and recycling receptacles (e.g., Bigbelly, Nordsense) dynamically route sanitation trucks based on fill volume rather than arbitrary daily schedules, cutting fleet fuel consumption and labor hours by 30–50%.
- Smart Weather-Based Irrigation (ET Controllers): Networked controllers (Calsense, Baseline) paired with soil moisture probes adjust flow based on real-time evapotranspiration rates and localized radar forecasts, preventing runoff, catching line breaks immediately via automated master valve shutoffs, and saving millions of gallons of potable water annually.

Autonomous & Low-Emissions Fleet Transition

- Commercial Robotic Mowers: Autonomous, RTK-GPS guided mowers (e.g., Husqvarna CEORA, Echo Robotics) operate at night or off-peak hours on large athletic fields and passive turf expanses. Beyond eliminating operator labor from mowing routes, they mulch finely to return nitrogen to the soil and eliminate turf clumping.
- Depot Micro-Grids for Electric Small Equipment: Transitioning string trimmers, blowers, and mowers to commercial 80V/100V lithium-ion platforms reduces 2-stroke engine noise in dense

neighborhoods. Agencies pair containerized maintenance depots with solar rooftop arrays and battery banks to charge overnight without triggering peak electrical demand surcharges.

Precision Ecology & Turf Management

- Differentiated Maintenance Tiers (Zone-Based LOS): Rather than maintaining an entire park system to manicured Class A turf standards, departments establish clear Levels of Service (LOS). High-visibility event lawns and athletic complexes receive primary inputs, while perimeter acreage, steep slopes, and buffer strips are converted to naturalized meadow scapes cut only once or twice annually.
- Soil Biology vs. Synthetic Inputs: Utilizing organic compost tea injections, deep-root fungal mycorrhizae inoculation, and mechanical aerification to restore soil microbiomes in heavily compacted urban park soils. Healthy soil biology deepens root zones, mitigates compaction from heavy event foot traffic, and cuts herbicide/fungicide reliance.
- Targeted Biological Grazing: Deploying goat or sheep grazing services for vegetation clearing along hazardous inclines, riprap embankments, and stormwater retention basins to remove invasives (e.g., buckthorn, kudzu, honeysuckle) where equipment access is unsafe or herbicide use is restricted near waterways.

Resilient Stormwater & Tree Canopy Stewardship

- Multifunctional Green Stormwater Infrastructure (GSI): Retrofitting traditional passive greenspaces into bioswales, rain gardens, and daylighted urban drainage corridors. Stormwater infrastructure is dual-programmed as recreational terrain or native habitat corridors, frequently co-funded by local stormwater utilities rather than the park operating millage.
- Urban Canopy Succession Planning: Shifting from ad-hoc reactive tree removals to complete canopy inventories with LiDAR analysis and i-Tree modeling. This allows arborists to strategically prune young trees, mitigate structural risk, and plant climate-resilient, pest-diverse canopy palettes tailored for projected 30-year heat island models.

Community-Driven Stewardship & Operational Models

- Geo-Fenced "Adopt-A-Spot" Workflows: Modern volunteer management platforms let corporate groups or neighborhood associations check out discrete park zones, logging litter collection, flower bed weeding, or trail clearing through lightweight mobile apps that feed data back to department supervisors.
- Shared-Services Mechanics & Trades Hubs: Consolidating mechanical overhauls, welding, and carpentry repairs into centralized trades shops with cross-departmental utility. Maintenance routes are organized in tighter geographic loops using hub-and-spoke depots to minimize idle drive time across sprawling municipal systems.

PLANS, POLICIES, STANDARDS/PROCEDURES

Morrisville has strong foundational operational standards (specifically in maintenance SOPs, facility construction manuals, pricing/cost recovery, and emergency operations) but carries specific operational and compliance gaps. With explicit references to CAPRA (such as Recreation Program Standards), aligning these items with national best practices is essential.

CURRENT STATE OF PLANS, POLICIES, AND STANDARDS/PROCEDURES

Morrisville has a number of plans, policies, and standards and procedures related to the park and recreation system. It is important to note that park maintenance and tree care are managed by Public Works. Below is a list of elements currently in place.

Plans:

- **Maintenance Management Plan:** Maintained via Public Works divisional goals and objectives for Grounds and Athletics Maintenance, task schedules organized by frequency and growing versus non-growing season, divisional SOPs, and recurring maintenance cycles.
- **Arbor Management Plan:** Established through a Public Works Tree Removal SOP, a Tree Replacement Policy, Grounds Maintenance SOPs, and an ongoing Canopy Implementation Plan.
- **Emergency Action Plan:** Supported townwide by the *Town of Morrisville Emergency Operations Plan (2023)* and operationally by the Parks, Recreation, and Cultural Resources *Emergency Management Plan* (currently identified as needing an update).
- **Seasonal Marketing Plan:** Generated on a rolling, seasonal basis ahead of each program guide release (though not maintained as an overarching multi-year departmental plan).
- **Capital Improvement Plan (CIP):** Fully adopted 5-Year Capital Improvement Plan guiding capital infrastructure.

Policies:

- **Facility & Asset Usage:** *Park Rules & Regulations Ordinance and Enforcement Policy*, *Facility Use Policy*, and *Special Event Policy* (governing outside organizations).
- **Fiscal Administration:** Townwide *Purchasing Policy*, departmental *Pricing Policy*, *Refund Policy*, and *Cost Recovery Policy*.
- **Community Engagement & Sponsorship:** Departmental *Sponsorship Policy* and *Volunteer Policy*.
- **Fee Assistance (Near Completion):** Departmental *Scholarship Policy* (currently in the process of being finalized).

Standards & Procedures

- **Recreation Programming:** Formal *Recreation Program Development* plans, defined *Program and Service Determinants*, and a recreation program plan aligned with *CAPRA Standard*.
- **Facility & Physical Standards:** Guided by PW's *Recommended Standards for Town Facilities* (amenity selection and facility design) and the Town's *Engineering Design and Construction Manual* (site development requirements and construction details).
- **Maintenance Standards:** Regulated through established Public Works Standard Operating Procedures (SOPs).

- **Marketing & Communications:** Departmental *Marketing Procedures* and a formal Townwide *Social Media Policy*.
- **Personnel Administration:** Townwide *Performance Evaluation Procedure* and an established *Onboarding Procedure*

KEY OBSERVATIONS OF CURRENT PLANS, POLICIES, AND STANDARDS/PROCEDURES

Public Works vs. Parks, Recreation, and Cultural Resources PRCR Split: Maintenance standards, arbor management, and facility design heavily rely on Public Works SOPs. While interdepartmental efficiency is positive, Public Works and Parks, Recreation, & Cultural Resources needs to work closely together on joint operational policies and coordination of day-to-day issues to ensure park-specific recreational standards are maintained consistently.

Missing Long-Range Tactical Plans: Foundational planning elements—specifically a business plan for the Morrisville Aquatics and Fitness Center, comprehensive Recreation Plan, Site Development Plans, and Greenways Plan—are missing.

Informal Communications & HR Standards: Lack of a centralized Parks, Recreation, and Cultural Resources Employee Handbook, formalized training calendars, standard office SOPs, and comprehensive marketing/communications guidelines leaves operational consistency vulnerable to staff turnover.

Site Development Plans: While individual CIP projects have site designs, an overarching standard or repository of approved master site development plans is not available for all park assets.

Trails and Greenways Plan: The Town has an adopted Greenway Master Plan (and Comprehensive Transportation Plan components) that should be integrated with Wake County's greenway system.

Marketing Plan: A seasonal program guide promotional schedule is a promotional timeline, not a comprehensive strategic Marketing Plan (which covers market analysis, target segments, digital outreach, and KPI measurement).

Communications Policy: Relying solely on a townwide social media policy leaves gaps in media relations, incident escalation protocols, review workflows, and lead-time requirements.

Partnership Policy: Given high-profile partnerships (e.g., Major League Cricket, athletic leagues, Wake County), formal partner selection criteria, MOU templates, and equity evaluations are needed.

Land Acquisition & Use Policy: Dedicated criteria for parkland dedication, fee-in-lieu assessments, and open space preservation is needed.

Memorial Policy: Without a formal policy, requests for memorial trees and benches create ad-hoc administrative burdens and long-term maintenance liabilities.

Office Standard Operating Procedures: Requires standard administrative SOPs (cash handling at facilities, customer grievance resolution, front-desk protocols, reservation software workflows).

DEI Policy: Parks, Recreation, and Cultural Resources should adopt a department-specific Diversity, Equity, and Inclusion policy ensuring physical accessibility, language access, and program equity across demographics.

PRIORITY RECOMMENDATIONS FOR IMPLEMENTATION

Consolidate Public Works & Park, Recreation, and Cultural Resources Maintenance Protocols

- **Operational Agreement:** Establish formal PRCR–Public Works Maintenance Protocols. The current reliance on division goals and cyclical tasks should be formalized into quantifiable Level of Service (LOS) tiers with defined inspection frequencies.
- **Arbor Integration:** Finalize the Canopy Implementation Plan with Public Works and establish dedicated park hazard tree inspection schedules.

Bridge Core Strategic Planning Gaps

- **Departmental Business & Recreation Plans:** Develop a standalone 5-year Recreation Program Plan that aligns direct programming with demographic shifts, program determinants, and lifecycle evaluations (introduction, growth, maturity, decline) and develop a business plan for the Morrisville Aquatic and Fitness Center.
- **Cost Recovery & Pricing Integration:** Tie the existing Cost Recovery Policy directly into the Pricing Policy and the Scholarship Policy currently in progress to formalize resident vs. non-resident tiers and financial aid accessibility.

Formalize Internal Administrative & Staff Infrastructure

- **Parks, Recreation, and Cultural Resources Employee Manual:** Prioritize completing the unified Employee Manual. Part-time and seasonal staff (lifeguards, camp counselors, front-desk staff) require unified conduct, safety, customer service, and opening/closing standards rather than fragmented divisional files.
- **Annual Training Calendar:** Create a centralized department training matrix covering mandatory certifications (CPR/AED/First Aid, bloodborne pathogens, crowd management) alongside continuous professional development.
- **Emergency Action Plans (EAP):** Update the outdated Parks, Recreation, and Cultural Resources Emergency Management Plan to match the Town's 2023 Emergency Operations Plan, incorporating facility-specific evacuation, severe weather, and active-threat protocols for Morrisville Aquatics and Fitness Center, community centers, and athletic complexes.

FUNDING AND REVENUE STRATEGIES

Parks and Recreation departments across the United States have learned to develop a clear understanding of how to maximize and optimize revenue generation options, where appropriate, to support parks and recreation services, augmenting, not supplanting available tax dollars. They no longer rely on taxes as their sole revenue option but have developed new sources of revenue options to help support capital and operational needs. This report provides information on the current revenue situation for Morrisville's Parks, Recreation & Cultural Resources Department, and potential future revenue strategies for the department to explore.

CURRENT OPERATING REVENUES

Below is a breakdown of the current revenue sources, amounts, and percent of the department's operating budget revenues as well as key dynamics and observations of the department's revenues.

Revenue Source Category	Specific Revenue Streams Included	Estimated Annual Amount	Percentage of Budget
Municipal Tax & General Fund Support	Ad valorem property taxes ($0.35/$100 base), local option sales tax, utility franchise taxes, and general fund balance appropriations	**$3,600,000 – $4,050,000**	**~75%**
MAFC Memberships & Admissions	Morrisville Aquatics & Fitness Center annual/monthly passes, daily drop-in punch cards, aquatic lap/lane reservations	**$550,000 – $650,000**	**~12%**
Recreation Programs & Athletics	Youth/adult sports leagues, summer camps, instructional classes, fitness/wellness courses, swim lessons	**$320,000 – $380,000**	**~7%**
Facility Rentals & Field Permits	Athletic turf/diamond rentals (e.g., Church Street Park cricket/soccer pitches, Cedar Fork), picnic shelters, community center room rentals	**$180,000 – $220,000**	**~4%**
Special Events, Concessions & Sponsorships	Vendor booth fees, food truck permits, corporate event sponsorships, program-specific corporate partnerships	**$70,000 – $100,000**	**~2%**
Total Department Operating Funding	*Full operational cost recovery base*	**~$4,800,000 – $5,400,000**	**100%**

Cost Recovery Ratio (~35% Directly Earned): Direct, fee-based revenue streams generate between $1.5 million and $1.7 million annually, representing an overall departmental direct cost-recovery rate of roughly 31-35%. The remaining ~65% is subsidized as a general community benefit via the town's tax revenues.

The MAFC Revenue Anchor: The Morrisville Aquatics & Fitness Center is by far the department's largest earned-revenue generator, responsible for nearly 50% of all non-tax revenues through tiered resident/non-resident membership packages and year-round lane/swim passes.

Capital vs. Operating Funding Separation: Major capital infusions—such as the 2021 voter-approved $17.3M GO Parks Bond, Wake County Hospitality Tax grants (e.g., $2.0M for Church Street Park expansions), and parkland development impact fees—are accounted for separately in capital project reserve funds rather than PRCR's annual operating budget.

REVENUE STRATEGY OPTIONS

The following sources are financial options for the Morrisville Parks, Recreation & Cultural Resources Department to explore. Some of these revenue strategies are currently employed by the town, and others would be new opportunities to support implementation of the Parks and Recreation Master Plan. The recommendations serve as resources that fit a variety of projects, operational needs, or partner-specific initiatives. Many of these strategies can serve as inspirations for the department as it expands its revenue portfolio to serve a growing park system. The chart below depicts the potential and feasibility for various revenue strategies for the department with these with greater revenue potential and higher feasibility being the highest priority strategies.

FEASIBILITY	HIGHER POTENTIAL		LOWER
HIGHER	Property Taxes Foundations/Gifts Corporate Sponsorships	Volunteerism Fees & Charges Advertising Sales	Friends Groups Private Donations Reservations
	Grants Naming Rights Lease of Development Rights Below Ground Along Trails	Special Fundraisers Crowdfunding Private Concessionaires	Partnerships Interlocal Agreements Pouring Rights Catering Permits & Services
LOWER	Trusts Permits (Special Use Permits) Concession Management	Ticket Sales/Admissions Capital Fees Park Impact Fees Land Leases	Recreation Service Fees Equipment Rental

Revenue Generation Potential/Feasibility Chart

The various funding and revenue sources listed above are identified as primary (darker in color) and secondary (lighter in color) funding sources for the Department to focus on in the upcoming five years.

Given the financial condition of the City, many of the primary funding sources are private sector resources to add to property based tax revenues. As the department expands its revenue portfolio with the primary strategies, the secondary funding strategies can be expanded or added to the parks and recreation department's toolbox.

PRIMARY FUNDING SOURCES

PROPERTY TAXES

Ad valorem taxes on real property are currently implemented by the township providing 75% of the department revenues.

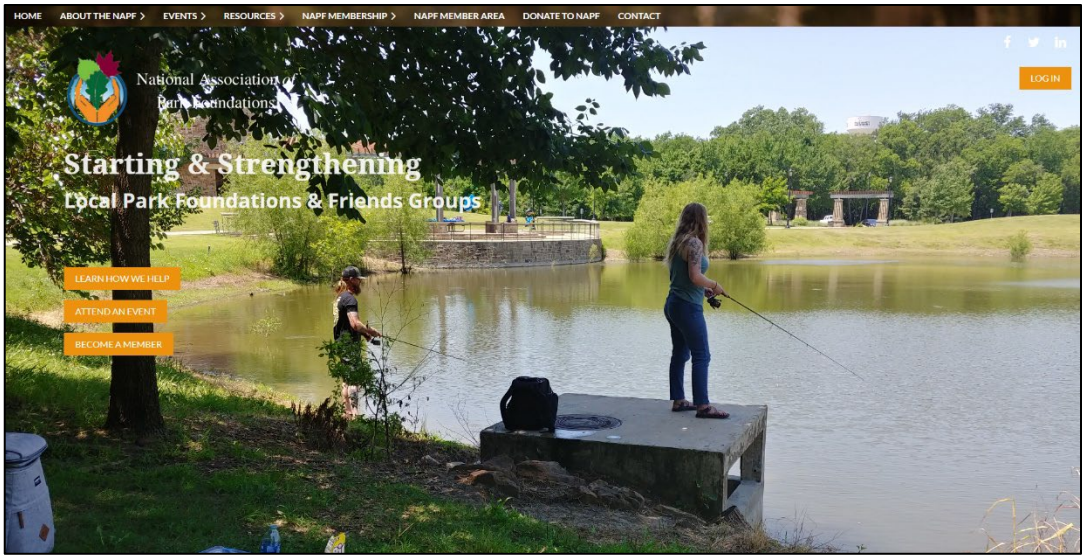
Implication for Morrisville: As the park system expansion continues, additional operating dollars will be needed to operate and maintain the expanded system. Evaluating the allocation of General Funds to the Parks, Recreation, and Cultural Resources and Public Works Departments will be necessary.

FOUNDATIONS/GIFTS

Currently, the department does not utilize this funding strategy. A parks foundation or conservancy is a possible opportunity for the department to explore. A park conservancy functions as a dedicated nonprofit partner that raises philanthropic capital, secures grants, and drives private investment beyond the limits of municipal tax revenues. This independent structure enables greater operational agility to fast-track capital improvements, complex ecological restoration, and deferred maintenance without traditional bureaucratic friction. Conservancies also mobilize community stewardship through volunteer networks, civic advocacy, and public programming tailored directly to neighborhood needs. By formally pairing private philanthropy with public oversight, they provide additional resources to ensure parks remain well-funded, resilient, and maintained to higher standards over the long term.

Once established, a parks foundation or conservancy becomes a consistent and reliable revenue resource. These dollars are raised from tax-exempt, non-profit organizations established with private donations in promotion of specific projects, causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of items, etc. This funding source can be used for capital and operating costs.

Implication for Morrisville: Morrisville should consider the establishment of a standalone Parks Foundation dedicated to helping the department accomplish its mission through fundraising and financing capital projects and services. In examining the option, Morrisville should consider becoming a member of the National Association of Park Foundations (https://www.the-napf.org/) to identify best practices from other park and recreation agency/foundation relationships nationwide. The implementation feasibility for this funding source is high, with the implementation risk being low.



CORPORATE SPONSORSHIPS

This revenue-funding source allows corporations to invest in the development or enhancement of new or existing facilities in park systems. Sponsorships can be used for department programs and events.

Implication for Morrisville: The implementation feasibility for this funding source is high with a low implementation risk. It is important to have a corporate sponsorship agreement that protects both parties and identifies the terms, including for breach and termination. It would be ideally complemented with a Parks Foundation that can support the Department's needs in delivering on its mission. This funding source can be used for operations or capital.

VOLUNTEERISM

The revenue source is an indirect revenue source in that persons donate time to assist the organization in providing a product or service on an hourly basis. The department's current volunteer program serves as a critical labor-multiplier across youth athletics, community events, senior programming, and advisory governance reducing the organization's cost in providing the service plus it builds advocacy into the system.

Implication for Morrisville: Approximately 3,500 hours of volunteer hours are provided annually valued at close to $115,000 in annual equivalent labor value. Much of these volunteer hours are associated with coaching in youth athletics with additional volunteerism at community events and celebrations, with senior center and community facility support, and through civic and advisory governance. The Parks, Recreation & Cultural Resources Department in partnership with Public Works could explore expanding the town's volunteerism in the area of park land management to perform ecological restoration and environmental monitoring across greenways, forests, and stream buffers to build long-term conservation capacity. The implementation feasibility for this funding source is high, with the implementation risk being medium for the town.

FEES AND CHARGES

Morrisville Parks, Recreation, and Cultural Resources operates with a 25% cost recovery ratio through various fees and charges.

Implication for Morrisville: If the departments wants to increase its earned income must be integrated with the department's cost recovery policy that identifies and differentiates between core/essential, important, and value-added programs and services, drives cost recovery strategies for the department, and ensures fees and charges do not create barriers for low- and lower-income residents from accessing the parks, programs, and services. The implementation feasibility for expanding this funding source is low, with the implementation risk being medium for the town.

ADVERTISING SALES

This revenue source is for the sale of tasteful and appropriate advertising on park and recreation related items such as print materials, on scoreboards, banners and other visible products or services that are consumable or permanent and exposes the product or service to many people. The department engages in advertising sales, with it structured and regulated primarily through its Sponsorship and Facility Naming Rights framework rather than operating an open commercial ad network. The Town of Morrisville maintains an active Sponsorship Policy and specific Marketing Procedures that define how businesses purchase marketing visibility across park assets

Implication for Morrisville: The department should review its current rate schedules against the active Pricing Policy and Cost Recovery Policy to ensure package fees fully cover direct administrative and physical signage maintenance costs. Additionally, the department should maintain a centralized inventory of allowable sponsorship assets (e.g., specific fence segments at Cedar Fork or Morrisville Community Park) to avoid oversaturation and ensure clean field transitions between competitive youth and tournament seasons. The implementation feasibility for this funding source is medium, with the implementation risk being low for Morrisville.

GRANTS

Grants can be a great funding source as part of a greater overall funding strategy for capital projects and some for specific services. For most grants are seen as an opportunity for free money, increased credibility of fiscal stewardship, increased access to valuable data, and the ability to point to past grants awarded in future applications.

Implications for Morrisville: For future grant opportunities, it is important for Morrisville to understand each grant's requirements. In many instances, agencies look at the pros and cons of each individual grant to understand the cost-benefit ratio. Consider the following to determine the town's potential level of success:

- The overall time commitment
- Level of competition
- How well the Morrisville project or service meets the application requirements
- Opportunity to renew the grant or will Morrisville provide long-term funding
- What are the reporting requirements and length of time to continue if a service

NAMING RIGHTS

Park and recreation departments can provide naming rights opportunities for specific park amenities such as ball fields, playgrounds, staging areas, sports arenas, amphitheaters, swimming pools, community gardens, community rooms, and trails. These naming rights can be considered for existing amenities and new construction opportunities.

Implication for Morrisville: The Town of Morrisville allows naming rights for its parks and recreation facilities. The program is formally governed by the Town Council's Comprehensive Facility Naming Rights and Sponsorship Policy which works in tandem with the department's approved Sponsorship Policy and Marketing Procedures. The implementation feasibility for this funding source is medium, with the implementation risk being medium for the town.

LEASE OF DEVELOPMENT RIGHTS BELOW THE GROUND ALONG TRAILS

Lease land for fiber optics, utilities alongside trails to support overall operations.

Implication for Morrisville: Morrisville has not used this as an opportunity. The implementation feasibility for this funding source is medium, with the implementation risk being medium for Morrisville.

SECONDARY FUNDING SOURCES

FRIENDS GROUPS

These groups are formed to raise money typically for a single focus purpose that could include a park amenity like a playground or a specific program that will better the neighborhood or community as a whole and their special interest. The value is in the form of time, labor, funding and or capital. In Indianapolis, the major utility company each year renovates an entire community center in three days as a team building measure for the company through their labor and materials as part of a give back to the community.

Implications for Morrisville: The Town of Morrisville does not have dedicated 501(c)(3) "Friends of the Park" groups or a standalone park foundation for its municipal parks and greenways. The department currently lacks a formal Partnership Policy, and civic involvement is channeled through municipal governance, town-managed volunteers, and project-specific external alliances rather than independent friends organizations. This provides a great way to build advocacy and support for the system with free labor, supplies and capital monies that benefit the community and helps build support and culture in their organization. The implementation feasibility for this funding source is medium, with the implementation risk being medium for Morrisville.

PRIVATE DONATIONS

The Town of Morrisville accepts and utilizes private donations for its park system, but it does not operate an independent philanthropic foundation or friends group to solicit them. Private financial and in-kind contributions are processed directly through municipal channels, regulated by Town Council policies, and recorded in town accounting funds.

Implication for Morrisville: Because Morrisville does not have an affiliated non-profit Parks Foundation, private donors cannot make tax-deductible contributions to an independent, donor-directed endowment; gifts must be conveyed directly to the municipal government. Additionally, Morrisville currently has no

Memorial Tree and Bench Policy in place. As a result, small-scale private commemorative donations (such as residents purchasing a memorial bench or planting a dedicated grove) cannot be processed through a standardized catalog or fee schedule. Also, the lack of a formal departmental Partnership Policy leaves public-private philanthropic agreements to be negotiated on an ad-hoc, individual basis through Town Council resolutions rather than via standardized departmental criteria. Addressing these gaps provides opportunities for Morrisville. The implementation feasibility for this funding source is medium, with a low implementation risk.

RESERVATIONS

This revenue source comes from the right to reserve specific public property for a set amount of time. The reservation rates are usually set and apply to meeting rooms for weddings, reunions and outings, or other types of facilities for special activities.

Implication for Morrisville: Reservations are already in place for shelters, athletics fields and specialized pitches, indoor rooms and spaces, and aquatic, courts, and fitness spaces. The implementation feasibility for this funding source is high, with the implementation risk being low for Morrisville.

SPECIAL FUNDRAISERS

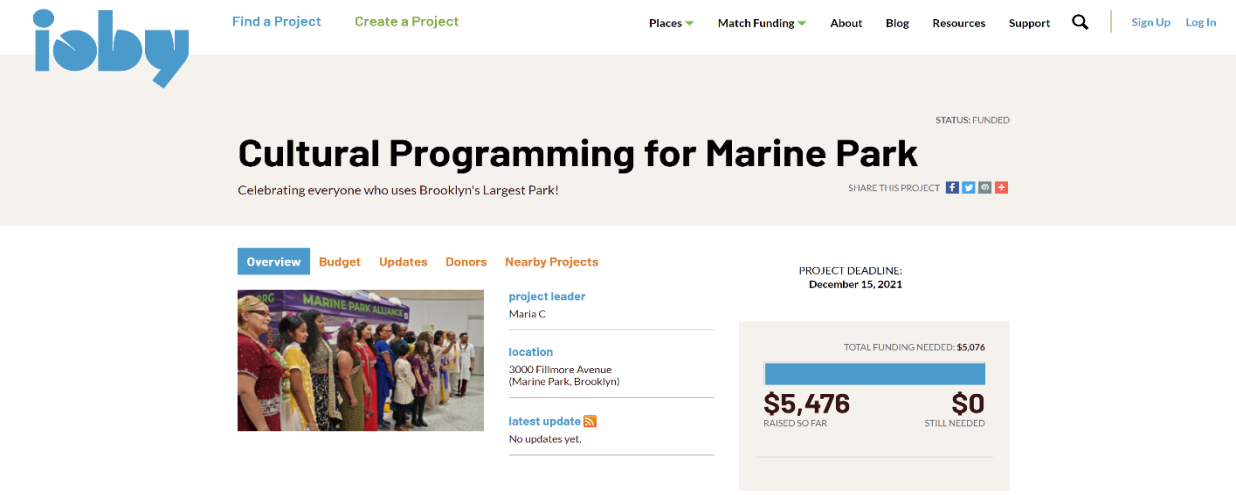
Many parks and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects.

Implication for Morrisville: Special fundraisers require a cost/benefit analysis on the staff time required versus the return on investment (ROI). Ideally, the Parks Foundation would conduct an annual fundraiser to help generate the maximum revenue in one large event e.g., the Parks Alliance of Indianapolis organizes an annual Mayor's Lunch for Parks supported by the entire community.



CROWDFUNDING

This is a web-based source which aggregates funds from a group of people who are willing to support a specific project, be it program related, or facility related. Some sites that successfully manage crowdfunding efforts are www.kickstarter.org, www.indiegogo.com, www.patronicity.com and www.mightycause.com etc. This funding strategy is an opportunity for Morrisville to explore and is best used for individual projects that serve a special interest group. IOBY, which stands for In Our Backyard (www.ioby.org), is a regional Crowdfunding platform operating in Cleveland, Detroit, Pittsburgh, New York, etc. that crowdfunds for community based programmatic or capital needs.



Implication for Morrisville: This opportunity would need to be run through a Parks Foundation that can support Morrisville's needs. The estimated revenues are most likely under $100,000 though this could encourage matching donations from corporate partners. Raising funds short of the goals could also impact resident's perception of government. This funding source can be used for operations or capital. The implementation feasibility for this funding source is high but so is the risk.

PRIVATE CONCESSIONAIRES

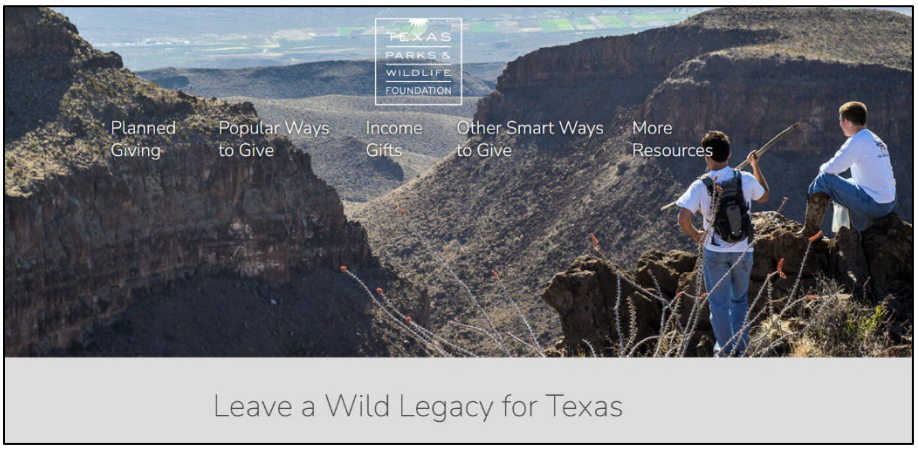
Private concessionaires are used for contracted classes. The Town of Morrisville Parks, Recreation & Cultural Resources (PRCR) Department uses private concessionaires and independent contract instructors to teach classes. Rather than staffing every specialty course with in-house municipal employees, the Town utilizes a hybrid instructional delivery model combining direct town staff, volunteers, and contracted service providers.

Implication for Morrisville: The implementation feasibility for this funding source is low, with the implementation risk being low for Morrisville.

TRUSTS

These trusts are set up with individuals who typically have more than a million dollars in wealth. Legacy gift programs allow individuals to leave a portion of their wealth to support specific park and recreation lands, facilities, or programs in the town. The National Parks and Recreation Association (NRPA) and others annually encourage their supporters to consider such an option.

Implication for Morrisville: This requires the presence of high-net-worth individuals. This is an opportunity for Morrisville to explore with a contract consultant. They can bequeath a portion of their wealth in the form of stocks or options to Morrisville through a Parks Foundation. This funding source can be used for operations or capital. The implementation feasibility for this funding source is low, with the implementation risk being medium for the town.



PERMITS (SPECIAL USE PERMITS)

These special permits allow individuals to use specific park property for financial gain. Morrisville either receives a set amount of money or a percentage of the gross revenue that is being provided.

Implication for Morrisville: If the Town wanted to pursue this revenue strategy, this funding source with fees for the permits can be incorporated in a Revenue and Scholarship Policy. The implementation feasibility for this funding source is medium, with the implementation risk being high for Morrisville.

CONCESSION MANAGEMENT

This funding source is from retail sales or rentals of soft goods, hard goods, or consumable items. There may be opportunities for Morrisville can contract for the service and receive a set amount of the gross percentage or the full revenue dollars that incorporates a profit after expenses.

Implication for Morrisville: This opportunity may be worth considering when any new recreation facilities or spaces are created or existing facilities are expanded. The implementation feasibility for this funding source is medium, with the implementation risk being medium for Morrisville.

PARTNERSHIPS

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

Implication for Morrisville: The Town of Morrisville actively executes external partnerships, but it lacks a formal, comprehensive departmental Partnership Policy to govern them. The Town relies on individual Memoranda of Understanding (MOUs), interlocal intergovernmental agreements, and ad-hoc Town Council approvals to structure its alliances. The Town can expand operations or capital opportunities and should adopt a unified partnership policy. Hospitals have begun to support the development of Heart

Health Trails in park systems as well as Wellness Centers inside of Community Centers to promote the value of health across the town. Many cities have a Hospital Corporation supporting some portion of the capital expense for community centers as well as a portion of funding for the operations of the facility through naming rights. The implementation feasibility for this funding source is high, with the implementation risk being low.

INTERLOCAL AGREEMENTS

Contractual relationships entered into between two or more units of government and/or between a unit of government and a non-profit organization for the joint usage/development of sports fields, regional parks, or other facilities.

Implication for Morrisville: The Town uses interlocal agreements for capital funding, major facility expansions, town/school system joint-use and athletic facilities, and regional greenway and trail system connectivity. Some current arrangements need to be reevaluated for their effectiveness utilizing best practices. Future use of interlocal agreements are important with best practices identified and ensuring operational practices and investment responsibilities work for Morrisville. The implementation feasibility for this funding source is medium, with the implementation risk being medium for Morrisville.

POURING RIGHTS

Some private soft drink companies execute agreements with organizations for exclusive pouring rights within their facilities. A portion of the gross sales goes back to the organization.

Implication for Morrisville: Morrisville does not currently operate food, beverage, or retail concessions and as a result does not implement this funding strategy. Unless Morrisville decides to operate concessions, the implementation feasibility for this funding source is non-existent for Morrisville.

CATERING PERMITS & SERVICES

This is a license to allow caterers (i.e., food trucks, non-profits, vendors) to work in the park system on a permit basis with a set fee or a percentage of food sales returning to Morrisville. The Town of Morrisville permits food trucks and commercial vendors to provide catering and food services on park property under specific regulatory conditions, facility rental rules, and municipal permitting requirements.

Implication for Morrisville: The implementation feasibility for expanding this funding source is low, with the implementation risk being low for Morrisville.

TICKET SALES / ADMISSIONS

This revenue source is for accessing parks and facilities for self-directed activities such as pools, ice skating rinks, special use and entertainment facilities. These user fees help off-set operational costs.

Implication for Morrisville: Morrisville utilizes this funding source for professional cricket competitions and outside promotor and non-profit ticketed events. The implementation feasibility for this funding source is high, with the implementation risk being low for Morrisville.

CAPITAL FEES

Capital fees are added to the cost of revenue producing facilities such as golf courses, pools, recreation centers, hospitality centers, and sports complexes and are lifted off after the improvement is paid off.

Morrisville needs to assess whether any current of future special facilities where capital fee charges for admissions could help cover capital investment costs.

Implication for Morrisville: This funding source is not assessed at any Morrisville revenue producing facility. This fee could be used for improvements to current facilities or future specialty facilities. Morrisville should evaluate opportunities for use of this revenue sources to help fund improvements and/or build a new facility as part of a larger funding strategy (i.e., expansion of Morrisville Aquatic and Fitness Center, new community center, new senior center), including various sources to develop a new facility or make capital improvements to existing facilities within the park system. The implementation feasibility for this funding source is high, with the implementation risk being medium for Morrisville.

PARK IMPACT FEES

These fees are assessed for the development of new residential properties with the proceeds to be used for parks and recreation purposes, such as land acquisitions and park site development. The Town, however, collects parkland dedication and fee-in-lieu payments from residential developers under its Unified Development Ordinance.

Implication for Morrisville: Various local jurisdictions currently implement this funding source. This funding is a source of capital funding for park development or park improvements and can be leveraged and/or used as a match for state and federal development grants, when received by the Town. The implementation feasibility for this funding source is high, with the implementation risk being medium for Morrisville.

LAND LEASES

Land leases are an opportunity for Morrisville to lease land to a private business for a commercial venue to serve park users. This can be in the form of a restaurant whereby it incorporates a land lease plus a percentage of gross back to Morrisville. The Town does not lease out public parkland to private entities as a landlord, but occasionally enters into long-term land leases as a tenant to create or expand public park space.

Implication for Morrisville: This opportunity is good because it provides consistent revenue through the land lease and percentage of gross revenue and can also provide sales taxes back to the town from food sales. The implementation feasibility for this funding source is medium, with the implementation risk being medium for Morrisville.

RECREATION SERVICE FEES

This is a dedicated user fee, which can be established by a local ordinance or other government procedures for the purpose of constructing and maintaining recreation facilities that support recreation programming. The fee can apply to all organized activities, which require a reservation of some type or other purposes, as defined by the local government. Examples of such activities include adult sports and youth sports, and special interest classes.

Implication for Morrisville: Morrisville should monitor for changing circumstances that could make this funding source more favorable. The implementation feasibility for this funding source is medium, with the implementation risk being medium for Morrisville.

EQUIPMENT RENTAL

This revenue source is available on the rental of equipment such as boats, tables, chairs, tents, stages, bicycles, roller blades, kayaks, etc. that are used for recreation purposes.

Implication for Morrisville: Morrisville could evaluate the benefits of this revenue source. If Morrisville should desire to create an experience that calls for unique and/or expensive equipment, there may be an opportunity to utilize a private concessionaire to meet the need. The implementation feasibility for this funding source is medium, with the implementation risk being low for Morrisville.

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Public Input Meeting Totals

Preference Rank	Public input meeting rankings	5/1/2026	5/16/2026 (resident)	5/16/26 (visitor)	5/20/26 (resident)	5/20/26 (visitor)	school pick up (resident)	school pick up (visitor)	5/26/26 CFCC (resident)	5/26/26 CFCC (visitor)	board (resident)	board (visitor)	Resident totals	Visitor totals
1	Splash pad	24	26	2	17	2	16	0	33	0	32	4	148	8
2	Adventure play area	32	26	8	26	2	6	1	32	3	15	5	137	19
3	Hiking /biking paths	24	24	8	7	3	0	0	6	0	14	0	75	11
4	Community center/gymanisum	19	13	1	4	0	4	1	27	2	2	1	69	5
5	Ninja fitness course	13	7	5	5	1	2	0	19	3	18	6	64	15
6	Multi purpose greenway	19	16	7	14	5	2	0	5	0	5	2	61	14
7	Sensory meditation garden	18	23	11	8	3	0	1	1	0	10	3	60	18
8	All abilities playgound	11	12	0	10	1	8	0	8	0	11	4	60	5
9	Pickleball	12	16	4	7	0	2	0	10	1	5	0	52	5
10	Ropes course	13	6	1	3	2	3	0	10	2	8	1	43	6
11	Dog splash zone	15	7	5	6	0	0	0	8	1	4	0	40	6
12	Mountain bike course	2	9	1	0	0	1	0	7	2	20	0	39	3
13	Open space	10	10	4	5	4	2	2	5	0	3	1	35	11
14	Multi purpopse field	4	5	1	2	0	2	1	12	2	6	2	31	6
15	Weight lifting/cardio machines	4	8	0	6	4	3	1	5	0	5	0	31	5
16	Senior center	10	4	3	12	5	0	1	2	1	1	1	29	11
17	Climbing elements	7	7	2	2	1	3	1	8	0	2	0	29	4
18	Music play area	1	3	1	13	2	3	0	4	0	4	4	28	7
19	Teaching kitchen	2	16	3	5	2	0	0	1	0	1	0	25	5
20	Skateboard park	3	3	0	1	0	3	0	7	0	8	0	25	0
21	Sand volley ball	0	9	2	1	1	1	0	6	0	7	2	24	5
22	Large pavilion	3	7	0	3	1	1	2	6	0	4	0	24	3
23	Basketball court	0	3	0	2	0	3	0	14	0	2	0	24	0
24	Tennis courts	8	3	0	3	0	2	0	3	0	4	0	23	0
25	Free form natural play	1	2	0	2	1	4	0	6	0	5	1	20	2
26	Baseball field	1	2	0	0	0	3	1	13	0	1	0	20	1
27	Outdoor classroom	4	2	1	6	0	0	0	4	0	2	0	18	1
28	Covered picnic station	1	2	0	7	1	1	0	1	0	1	0	13	1
29	Indoor programming room	1	2	2	5	0	0	0	3	1	1	0	12	3
30	Cricket field	0	2	1	4	0	1	0	1	0	4	1	12	2
31	Hammock stations	4	1	0	1	1	0	0	1	0	4	0	11	1
32	Restroom/changing Room	1	6	1	0	0	1	0	1	0	0	0	9	1