



Goodlettsville PARKS MASTER PLAN



REPORT

AUGUST 2019



Prepared for

GOODLETTSVILLE
TENNESSEE



Prepared by

HFR DESIGN
Kimley»Horn





TABLE OF CONTENTS

Executive Summary

1.0 Existing Master Plans

2.0 Demographics and Trends Analysis

3.0 Community Engagement

4.0 Benchmark Analysis

5.0 Facility Analysis Recommendations

6.0 Maintenance and Operations

7.0 Programming

8.0 Strategic Implementation Plan



EXECUTIVE SUMMARY





EXECUTIVE SUMMARY

The goal of this Master Plan is to provide a concise and user-friendly road map that will assist the Department with decision-making regarding key issues addressing the state of Goodlettsville Parks and Recreation Department for the next 10 years. This is a living document that provides a framework and supporting documentation for guiding the Department through management and operations of the City's park system.

CHAPTER 1: EXISTING MASTER PLANS

The City of Goodlettsville has had two previous parks and recreational related studies: City of Goodlettsville Greenway and Open Space Master Plan (2009) and City of Goodlettsville DirectFinder Survey Final Report (2012).

The Greenway and Open Space Master Plan was used to discover a need for a trail system throughout the City of Goodlettsville. Community input meetings were held and conclusions drawn to suggest an immediate need to plan for a trail system to establish a means of connecting areas of the City. The goal of the Study was to guide the development of an extensive community-wide pedestrian and bicycle trail system to provide connectivity to City parks and neighborhoods. In summary, this study recommended conducting an inventory of existing sites and trail areas, and to propose a set of design standards. Also, the Study established a multi-million dollars price tag on implementation of the plan.

The City was able to use the Greenway and Open Space Master Plan as a cost estimate for the purpose of submitting an application for trail development from the Tennessee Department of Transportation and Environment and



Conservation. The application was awarded a sum of money. To date, the trail system has not been designed for construction. City leaders do see a need to connect areas of the City, but it has not been completed to date. A related task of this Master Plan had to do with three secondary tenets of the plan:

- ◆ The development of a new park in the northwestern quadrant of the City. A newly acquired approximately 20 acres (+/-) tract of land was donated by the City to Metro Nashville Parks for them to develop a park. Metro Parks is in the process of developing this.
- ◆ North Creek Park—the study suggested that improvements be made to this site and they are being developed.
- ◆ It was suggested to make improvements to the Moss-Wright trail system. Several cosmetic improvements have been made to this trail.

The City of Goodlettsville DirectFinder Survey Final Report, which was administered in 2012, was to be used to assess the Citizen's response to levels of City services. This study was to be used to assist City leaders with establishing budgetary priorities and policy decisions. A segment of the DirectFinder survey was to ask questions related to parks and recreation services, programs, special event activities, and the importance of having parks and recreation facilities.

In the DirectFinder study, it was discovered that the City:

- ◆ exceeds the expectations regarding the number of City parks,
- ◆ exceeds the expectations of the availability of athletic fields,
- ◆ needs to provide more walking trail/biking trails,
- ◆ needs to improve City special events/festivals,
- ◆ and should add recreation center amenities.

CHAPTER 2: DEMOGRAPHICS & TRENDS ANALYSIS

A key component of the Master Plan is a Demographics and Trends Analysis which helps provide a thorough understanding of the demographic makeup of residents within the City, as well as national, regional, and local recreational trends. The City's annual growth rate is well above the national average, and is expected to continue to grow. The team's 2032 population growth predictions put the City's population over 20,000 residents living in Goodlettsville. However, the unique situation for Goodlettsville is that their service area is much larger than that, with Metro Nashville bordering the City to south, Hendersonville to the east, and unincorporated communities of Sumner County to the west and north.

The median age is over the national average at 40.2 years old, and the City is projected to continue its current aging trend. By 2032, the older generations of ages 55+ will account for 35% of the City's population. This large percentage of the City's population should be accounted for when planning for new facilities, programs, and regular maintenance activities. Specific to programming and facilities, the City should plan to accommodate for both the active and low impact abilities in this age group with a wide range of abilities.

The Trends Analysis provides an understanding of national, regional, and local recreational trends. This analysis examines participation trends, activity levels, and programming trends. It is important to note that all trends are based on current and/or historical patterns and participation rates. Utilizing the Sports & Fitness Industry Association's (SFIA) Fitness & Recreational Activities Topline Participation Report 2018, the consultant team outlined the National Trends in Sport and Fitness Participation, Core vs. Casual Participation, and Activity by Generation. Utilizing NRPA's Agency Performance Review 2018, the Master Plan outlines national trends regarding programs offered by park and recreation agencies. Also, the Plan describes the City's Market Potential Index (MPI) for general sports, fitness, and outdoor activities. Compiling all of this trend analysis allows for three major trend implications to be outlined for the Plan's objectives.

CHAPTER 3: COMMUNITY ENGAGEMENT

Meaningful public engagement and community feedback was an important part of the planning process that informed development of the Goodlettsville Parks Master Plan. City staff, along with Goodlettsville stakeholders were asked to provide input regarding existing and future park facilities and programs through a user-friendly Needs Assessment Survey. Additionally, different City staff departments were interviewed, a SWOT Analysis was completed with the Parks and Recreation Board, and there was a City Commission Meeting regarding the objectives of the Master Plan and overall funding strategies.

CHAPTER 4: BENCHMARK ANALYSIS

The Consulting Team and the Goodlettsville Parks and Recreation staff identified operating metrics to benchmark against comparable recreation providers in peer communities. The goals of this analysis are ensuring direct comparison through a methodology of statistics and ratios in order to provide accurate information and an objective analysis and to evaluate how Goodlettsville is positioned among peer agencies as it applies to efficiency and effectiveness practices. The benchmark assessment is organized into specific categories to obtain data that offers an encompassing view of each agency's operating metrics in comparison to Goodlettsville. The team benchmarked the City of Goodlettsville with the peer communities of Durango, CO; Pineville, NC; and Farragut, TN to compare total park acreage, trail mileage, staffing levels, funding sources, operating budgets, non-tax revenues, operational cost recovery, capital budgets, and communication.



CHAPTER 5: FACILITY ANALYSIS RECOMMENDATIONS

HFR staff took the National Recreation and Park Association (NRPA) standards as a guideline to study and analyze the parks and recreation facilities in the City of Goodlettsville. The NRPA standards set a guide for the size and number of park facilities within a community. Goodlettsville has parks that reach all park size categories which are recommended by the standards. They have mini—or pocket—parks, neighborhood parks, and a regional park. The regional park fulfills the need for special activities, trails, athletic facilities/sports park, and trails.

In this chapter, we captured the uniqueness of each park and the facilities within the park. In our assessment, we summarized the system's overall maintenance to be above average in programming, maintenance, and availability. Some of the facilities have reached their maturation level and therefore, should be renovated. When possible, budgeting for replacement should be considered.

CHAPTER 6: MAINTENANCE AND OPERATIONS

The City of Goodlettsville maintains and operates its parks and facilities with dedicated City Parks and Recreation staff. All of the great park and trail facilities in Goodlettsville's system require extensive and consistent maintenance and operational support by these staff persons. Keeping the existing facilities and amenities in a good state of repair is key for the success of the Department. The Consultant Team evaluated the Department's strengths, challenges, opportunities, and threats regarding maintenance and operations of the City's park system, and through this process, summarized the strategies for the Department to begin implementing.

CHAPTER 7: PROGRAMMING

Programming through the Goodlettsville Parks and Recreation Department has been analyzed for diversity in age groups, activity and ability. The Master Plan outlines underserved demographics in the City's existing programming as well as suggestions for active and non-active programming improvements. This chapter also suggests improvements the Department can make regarding communication about programming, connectivity to park locations, and the times and locations of the provided programming.

CHAPTER 8: STRATEGIC IMPLEMENTATION PLAN

Currently, the City of Goodlettsville provides an excellent parks and recreation system for the residents. Many of the facilities have been used by the City for more than thirty to forty years. The City continues to implement renovations to the current buildings, but with population changes and needed programmatic changes, Goodlettsville needs to activate a Capital Improvement Plan (CIP). We recommend that the City move quickly on setting aside incremental budgetary appropriations to address new building(s), an enhanced trails construction cycle, and studying opportunities to acquire land for new park facilities.

Our data collection, from staff interviews, City Commissioner's, Benchmark studies comparing Goodlettsville with other parks and recreation departments, and listening to the general public, we ascertain that improvements can be made in incremental cycles. We propose short-term improvements—up to five years, five to ten years, and long-term (10 to 20 years). Further, we recommend that the City look at alternate sources of funding—federal and state assistance, fixed-rate loans—from the Tennessee Municipal Bond program.

This Master Plan will enhance the vision of the community while providing the direction for the future through recommendations based on the community's input that will benefit the current and future residents of Goodlettsville. The strategy of this plan was to provide realistic and achievable goals for the City to begin implementing immediately while best leveraging the existing success and strengths of the Department.

CHAPTER 1

GOODLETTSVILLE PARKS MASTER PLAN

1



Goodlettsville
PARKS MASTER PLAN



CHAPTER 1 Goodlettsville Parks Master Plan

1.1 CURRENT MASTER PLAN DOCUMENT

The City of Goodlettsville has not had a Comprehensive Parks and Recreation Master Plan study done specifically for the Parks and Recreation Department. But, the City does understand the need for a plan and vision for the department, in order to establish a framework for the future of the department, the City is commissioning a consultant firm/or firms, to develop a Comprehensive Parks and Recreation Master Plan.

Over the past nine years, there have been two similar comprehensive documents written by outside consultants for related activities.

1.1.1 PREVIOUS PLANS

Two planning documents have been written which served as a road map for the management and development of the City's parks and recreation system today.

These two plans are:

- ◆ City of Goodlettsville Greenway and Open Space Master Plan (2009)
- ◆ City of Goodlettsville Direction Finder Survey FINAL Report Findings (2012)

The following sections review these plans and provide details on their recommendations, summarize accomplishments since the plans were developed and other details important for consideration or incorporation of this master planning effort.

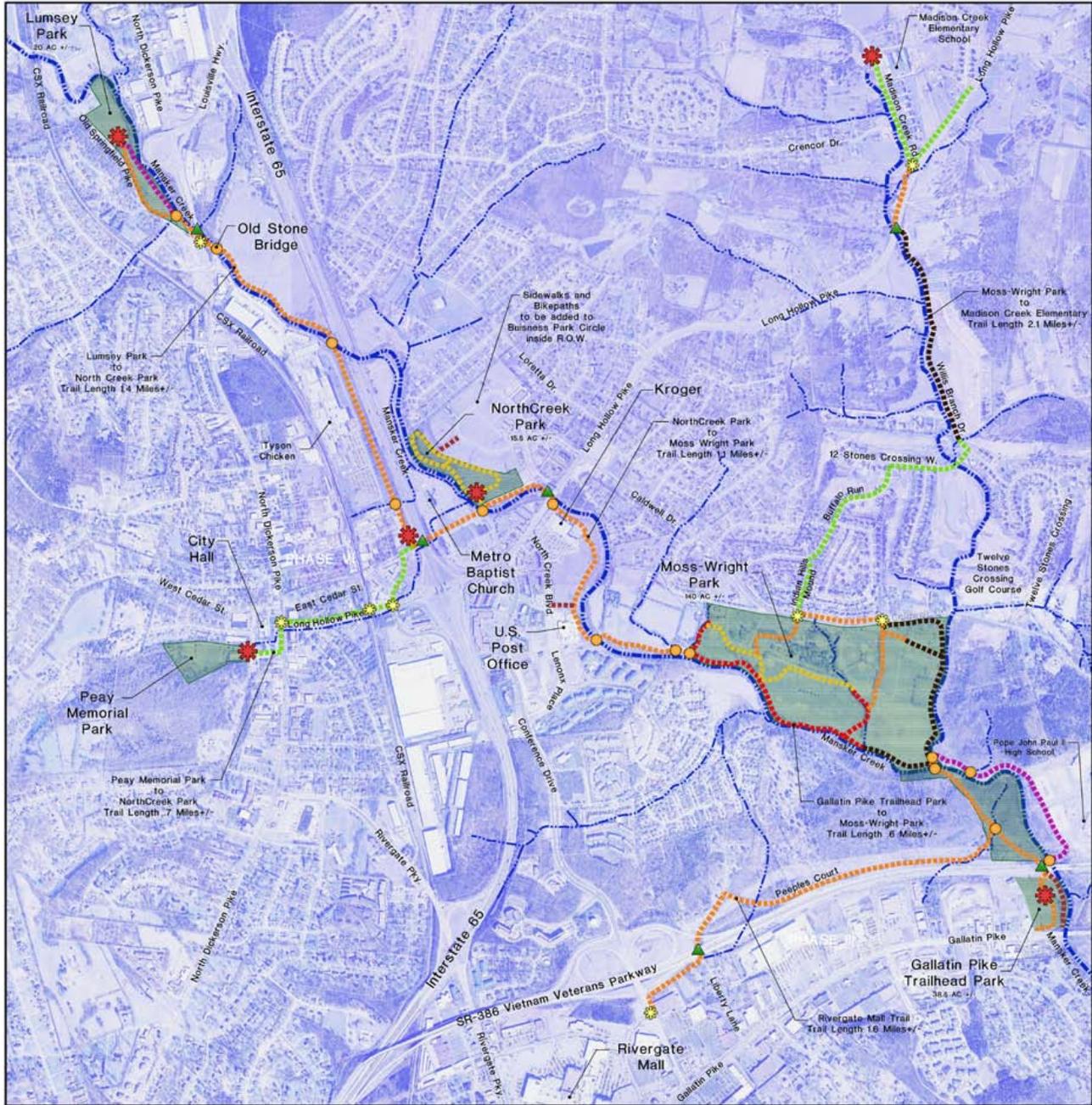
1.1.2 CITY OF GOODLETTSVILLE GREENWAY AND OPEN SPACE MASTER PLAN

In 2009, an outside consultant firm, prepared a Greenway and Open Space Master Plan (GOSPM) for the City of Goodlettsville Parks and Recreation Department. The document was then adopted by the City Commissioners. The GOSPM assisted the City in receiving state/federal money to assist with the development of some elements of the Plan.

The plan process began with community input meetings addressing specifically what a greenway would be and directional corridors within the City. The initial plan for the Study was to guide the development of an extensive community-wide pedestrian and bicycle trail network connecting city parks, schools, neighborhoods and commercial destinations within the City. To develop an understanding of what was being proposed, the project was community-based and utilized a variety of public input tools and research of past efforts.

Goodlettsville Greenway and Open Space Preliminary Master Plan

Goodlettsville, Tennessee



- LEGEND**
- Trailhead
 - Signalized Street Crossing
 - Underpass Crossing
 - Stream Crossing
 - Main Trail
 - Existing Lighted Trail
 - Existing Trail
 - New/Improved Sidewalk
 - Lighted Trail
 - Loop Option Trail
 - Connector Trail
 - Stream
 - Phase Line



Goodlettsville Parks & Recreation

TRAIL LENGTHS

Main Trail-	5.92 Miles+/-
Lighted Trail-	1.29 Miles+/-
Existing Trail-	1.44 Miles+/-
Existing Lighted Trail-	0.93 Miles+/-
Loop Option Trail-	0.91 Miles+/-
New/Improved Sidewalk-	1.92 Miles+/-
Bike Lanes-	2.00 Miles+/-
TOTAL-	14.41 Miles+/-



SCALE: 1" = 500'-0"
NOVEMBER 11, 2008
LAW 0821

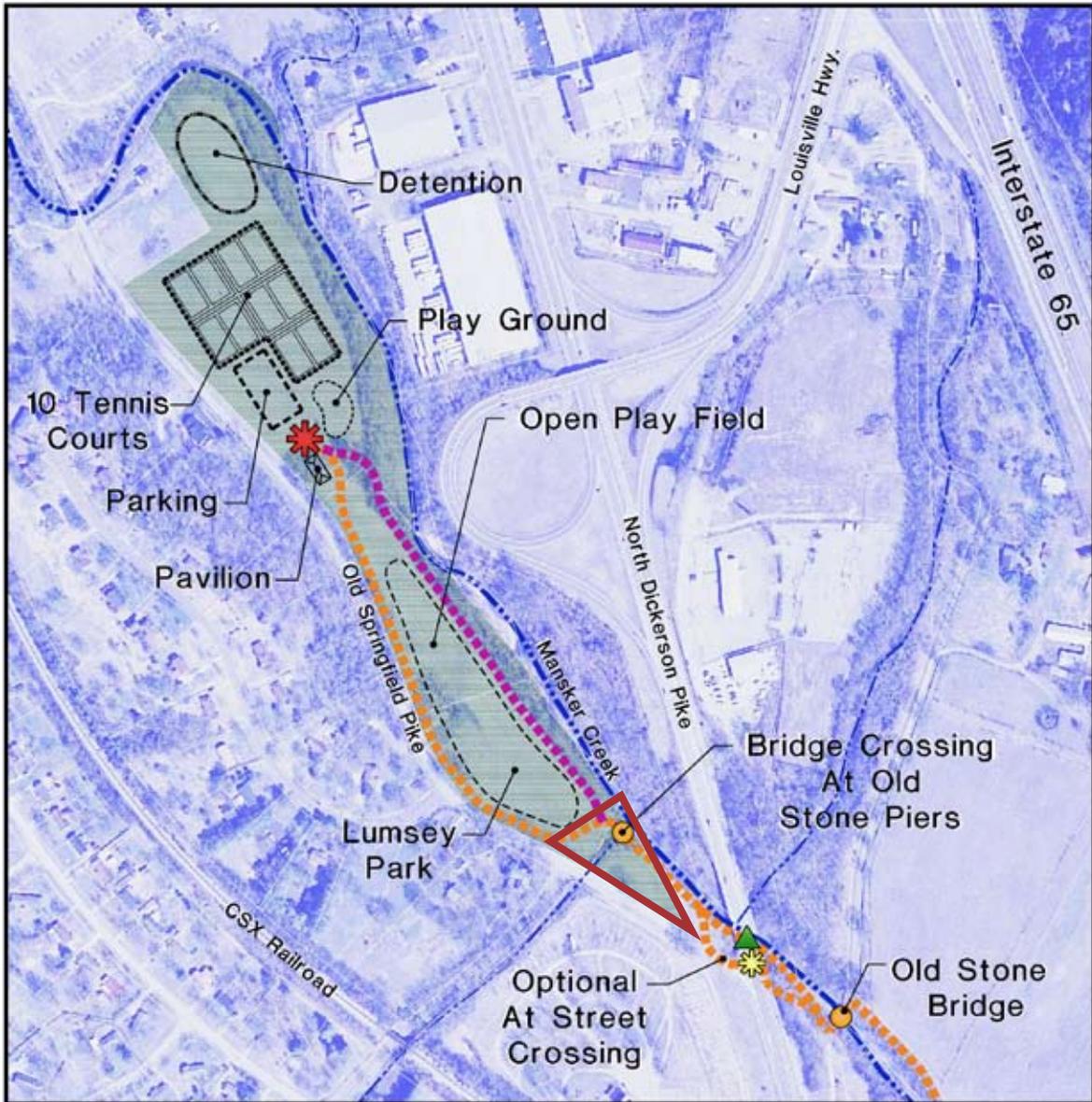
The study's Executive Summary indicated there would be connectivity between development of a community-wide trail system; multi-use, off-road greenway trail routes, sidewalk and bicycle lane connections; and open space and flood-plain areas that are worthy of protection and/or in need of restoration.

The Master Plan was to:

- ◆ Conduct a site visit and inventory, with research and analysis, and establish corridors,
- ◆ Set and propose Design Standards, including,
 - Land acquisition
 - Trail design
 - Trailhead design
 - Signage
 - Trail rules and regulations
 - Safety and security
- ◆ Master Plan Development,
- ◆ Master Plan Cost Summary.

After obtaining an understanding of the goals and visions of the community for open space and greenways, the team identified trail types within the City. Three categories of trails were established:

- ◆ Upland Primary Routes—greenway, sidewalk or on-road bicycle paths that provide connectivity throughout the City and that do not fall within regulated landscape zones.



Lumsey Park

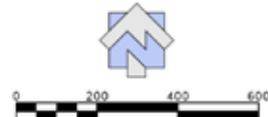


This property has been donated to Metropolitan Nashville for a park development. A portion of this property has been retained by the City of Goodlettsville for use as a trailhead.

LEGEND	
	Trailhead
	Signalized Street Crossing
	Underpass Crossing
	Stream Crossing
	Main Trail
	Existing Lighted Trail
	Existing Trail
	New/Improved Sidewalk
	Lighted Trail
	Loop Option Trail
	Connector Trail
	Stream



Goodlettsville Parks & Recreation



- ◆ Proposed NorthCreek Park, the development of an approximately 15.5 acres, consisting of flat land, protected on the southwestern property line, by Mansker Creek. The proposal would be to create a trailhead with 0.7 miles of trails, a pavilion, vehicular parking, a structured playground, skate park, volleyball, and a disc golf course.



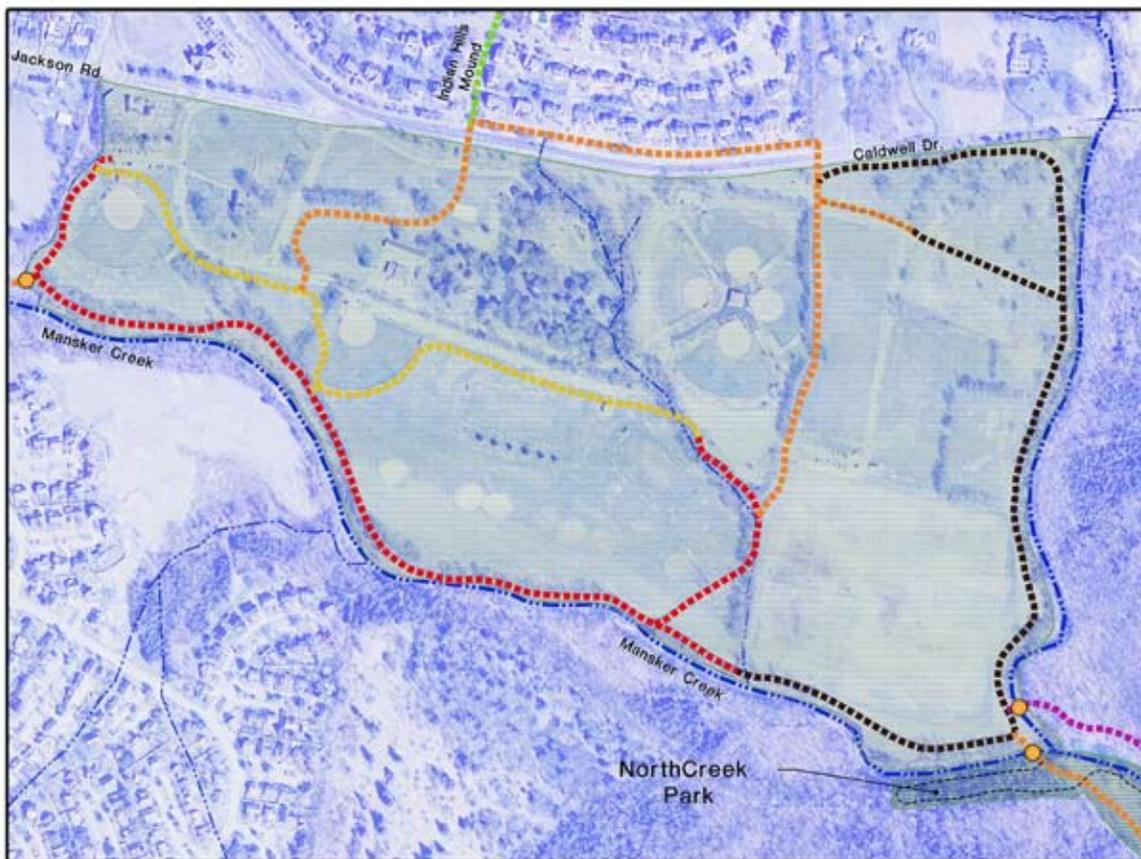
NorthCreek Park

LEGEND

- Trailhead
- Signalized Street Crossing
- Underpass Crossing
- Stream Crossing
- Main Trail
- Existing Lighted Trail
- Existing Trail
- New/Improved Sidewalk
- Lighted Trail
- Loop Option Trail
- Connector Trail
- Stream

Goodlettsville Parks & Recreation

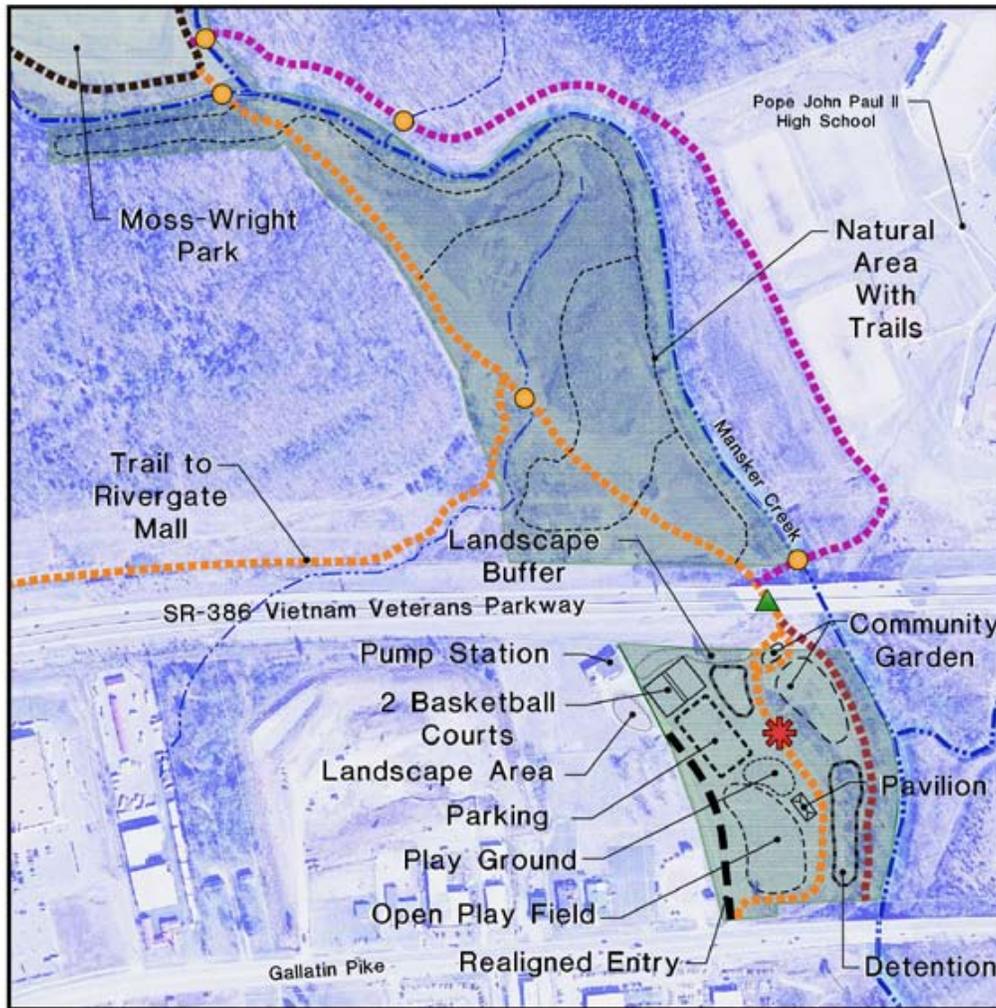
◆ Moss-Wright Park, is highly developed, approximately 140 acres and the largest park in the system. This park has playgrounds, soccer fields, vehicular parking, a dog park for large and small dogs, pavilions, open play areas, ball field complexes and pedestrian trail system consisting of 12-foot wide, paved trails. The proposal in this phase would be to create a new lighted trail system of approximately 1.9 miles. Suggestions would include to have raised crosswalks to make crossing vehicular circulation paths easier.



Moss-Wright Park

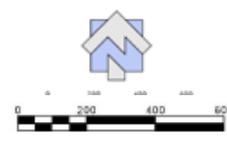
LEGEND		<p>Goodlettsville Parks & Recreation</p>	
	Trailhead		
	Signalized Street Crossing		
	Underpass Crossing		
	Stream Crossing		
	Main Trail		
	Existing Lighted Trail		
	Existing Trail		
	New/Improved Sidewalk		
	Lighted Trail		
	Loop Option Trail		
	Connector Trail		
	Stream		

◆ Proposed Gallatin Pike Trailhead Park—is an approximately 38.5 acres tract, proposed to be a park consisting of mixture of wooded and grassland areas, located southeast of Moss-Wright Park. The area runs parallel to Mansker Creek and could become a connector path to continue the paved trail system from Moss-Wright Park to the Gallatin Pike, a major thoroughfare connecting NE Goodlettsville to the southern end of Hendersonville. The thought with this development was to connect the trail system into Hendersonville and eventually to Old Hickory Lake.



Gallatin Pike Trailhead Park

- LEGEND**
- Trailhead
 - Signalized Street Crossing
 - Underpass Crossing
 - Stream Crossing
 - Main Trail
 - Existing Lighted Trail
 - Existing Trail
 - New/Improved Sidewalk
 - Lighted Trail
 - Loop Option Trail
 - Connector Trail
 - Stream



◆ Proposed NorthCreek Park Connector to Moss-Wright Park—will provide accessibility from Moss-Wright Park to areas west of Mansker Creek and north of the park. This would provide connections to the neighborhood Kroger grocery store to the US Post Office. Also, with the addition of trail underpass of Long Hollow Pike (Option 2) or at-grade pedestrian signalized crossing of Long Hollow Pike (Option 1), a trail user could then be connected to the NorthCreek Park on the north side of the LHP. This would add approximately 1.1 miles to the trail system.



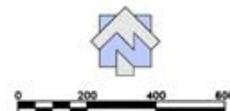
OPTION 1

**Long Hollow Pike
Surface Street Crossing**

Option

NOTE: At Grade Crossing at Intersection of Long Hollow Pike and Caldwell Dr. Will Require New Pedestrian Controlled Street Crossings.

- LEGEND**
- Trailhead
 - Signalized Street Crossing
 - Underpass Crossing
 - Stream Crossing
 - Main Trail
 - Existing Lighted Trail
 - Existing Trail
 - New/Improved Sidewalk
 - Lighted Trail
 - Loop Option Trail





Long Hollow Pike Underpass Crossing

Option

NOTE: To Separate Trail Crossing From Traffic a Pedestrian Bridge Will Need to be Added to Cross Mansker Creek and Underneath Long Hollow Roadway Bridge.

LEGEND

- Trailhead
- Signalized Street Crossing
- Underpass Crossing
- Stream Crossing
- Main Trail
- Existing Lighted Trail
- Existing Trail
- New/Improved Sidewalk
- Lighted Trail
- Loop Option Trail
- Connector Trail
- Stream



Goodlettsville Parks & Recreation



1:48,000

- ◆ Moss-Wright Park Connector to the Proposed Gallatin Pike Trailhead Park—this proposal would include a connection to Pope John Paul II HS, a total length of 0.6 miles.
- ◆ Proposed Gallatin Pike Trailhead Park Connector to Rivergate Mall—an alignment that would make use of primarily street surfaces, streets that are not frequent to vehicular traffic. This alignment would necessitate a signalized crossing of Conference Drive at Rivergate Mall and an underpass crossing at Vietnam Veterans Parkway. Total length of 1.6 miles.
- ◆ Lumsey Park Connector to the proposed NorthCreek Park—this trail system would offer connectivity to the proposed new Lumsey Park and NorthCreek Park. The connector would provide 1.4 miles of new trails. A key challenge to this proposal would be to gain permission to run the trail in the Interstate 65 right-of-way.
- ◆ Moss-Wright Park Connector to Madison Creek Elementary School—this connector would provide an additional 2.1 miles to the system. The proposal would be to use existing street systems and Madison Creek. A logical crossing of Long Hollow Pike would be to develop an underpass crossing at the Madison Creek Bridge.
- ◆ Proposed NorthCreek Park Connector to Peay Park—because of its location it would be determined that a trailhead would be developed at Peay Park. The trail system would make use of the existing street system, with a stream crossing at Mansker Creek, an underpass crossing at Interstate 65, two signalized street crossings and one signalized railroad crossing. This connector would add 0.7 miles to the trail system.

Goodlettsville Greenway and Open Space Final Master Plan

Goodlettsville, Tennessee



- LEGEND**
- Trailhead
 - Signalized Street Crossing
 - Underpass Crossing
 - Stream Crossing
 - Main Trail
 - Existing Lighted Trail
 - Existing Trail
 - New/Improved Sidewalk
 - Lighted Trail
 - Loop Option Trail
 - Connector Trail
 - Stream
 - Phase Line



Goodlettsville Parks & Recreation

TRAIL LENGTHS

Main Trail-	5.92 Miles+/-
Lighted Trail-	1.29 Miles+/-
Existing Trail-	1.44 Miles+/-
Existing Lighted Trail-	0.93 Miles+/-
Loop Option Trail-	0.91 Miles+/-
New/Improved Sidewalk-	1.92 Miles+/-
Bike Lanes-	2.00 Miles+/-
TOTAL-	14.41 Miles+/-



An Implementation Phasing Program was suggested based on six (6) phases with proposed Cost Summary:

Phase 1

Greenway connector between NorthCreek Park and Moss-Wright _____ \$1,417,000

Phase 2

Greenway connector between Moss-Wright Park and proposed Gallatin Pike Trailhead _____ \$722,000.00

Phase 3

Proposed greenway connector between Gallatin Road Trailhead and Rivergate Mall _____ \$658,000.00

Phase 4

Includes greenway connector between Lumsey Park and proposed NorthCreek Park _____ \$1,295,000.00

Phase 5

Includes greenway connector between Moss-Wright Park and Madison Creek Elementary School _____ \$781,000.00

Phase 6

Includes greenway connector between proposed NorthCreek Park and Peay Memorial Park _____ \$332,000.00

Proposed Lumsey Park

Improvements including trails _____ \$2,997,000.00

Proposed Moss-Wright Park

Trails improvements _____ \$1,226,000.00

Proposed NorthCreek Park

Improvements including trails _____ \$3,345,000.00

Proposed Gallatin Pike Trailhead

_____ \$2,145,000.00

Opinion of Probable Cost Total

_____ \$14,918,000.00

PLAN ACCOMPLISHMENTS

Since 2009, when the Greenway and Open Space MP was adopted some Phasing Program items have been accomplished. These would include the following:

- ◆ Lumsey Park on Old Springfield Pike has been deeded over to Metro Nashville Parks and Recreation---Metro Nashville is developing the property as a regional park.
- ◆ The NorthCreek Park site has been developed with a playground and open space area. The City proposes to purchase adjacent property to create a natural property boundary.
- ◆ The City applied for State and Federal funding to build many of the proposed trail segments, however, presently, none of the trails have been developed.

1.2 DIRECTION FINDER SURVEY FINAL REPORT FINDINGS (2012)

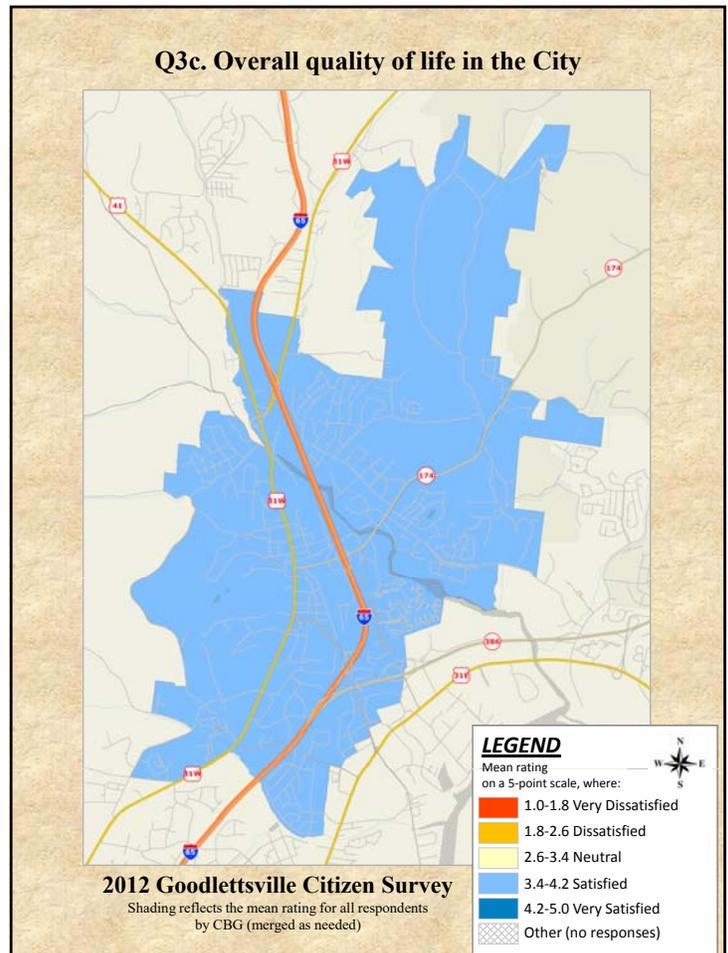
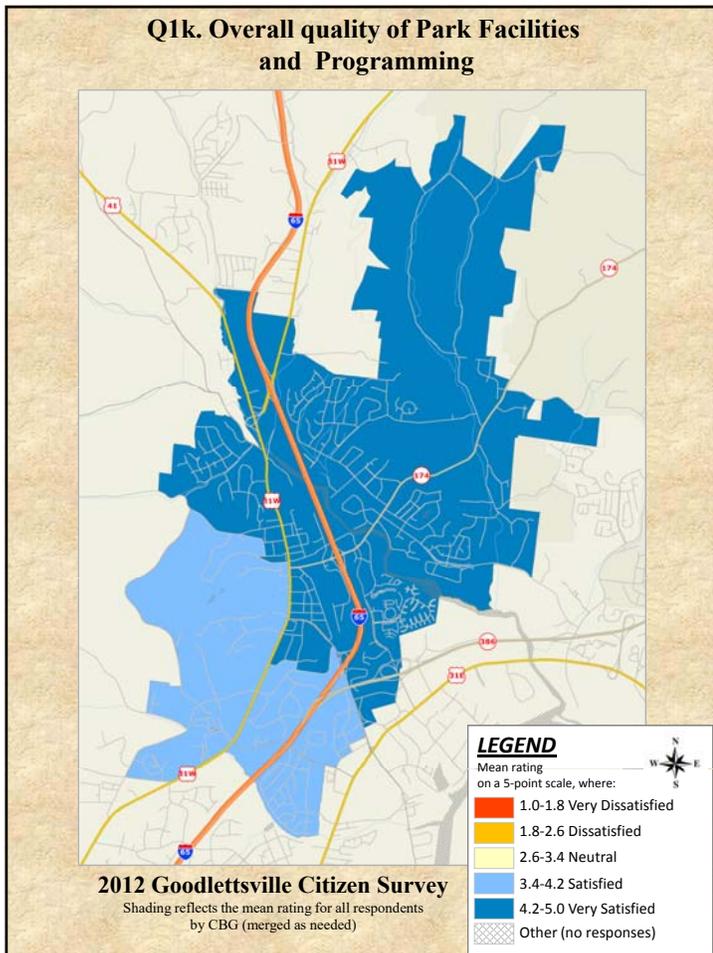
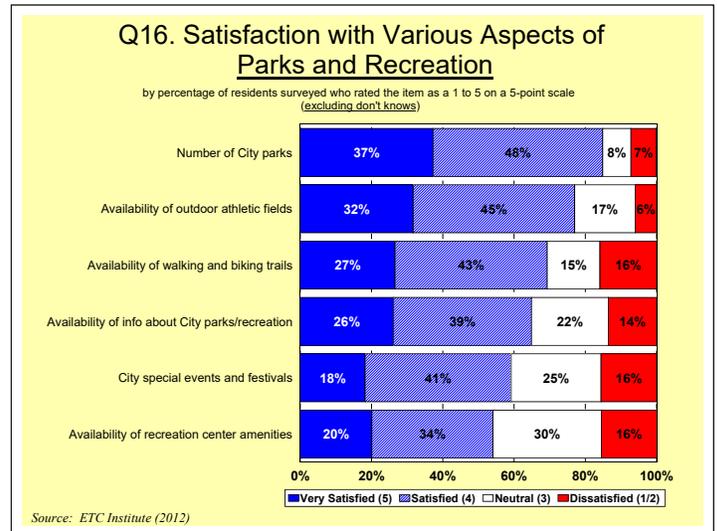
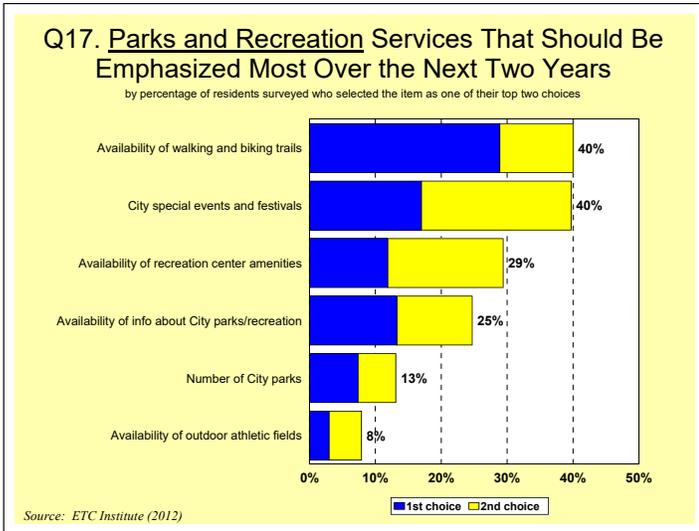
The City commissioned the ETC Institute to administer a DirectionFinder survey for Goodlettsville during April and May 2012. This report was administered as a part of the City's effort to assess citizen satisfaction with the quality of services. The information was to be used to help the City establish budgetary priorities and refine policy decisions.

Resident Survey—The document was a five-page survey which was mailed to a selected 1,800 households in the City of Goodlettsville. After the residents received the survey they were contacted by phone to see if they had responded. Of those who had not responded, they were given an opportunity to respond by phone. A total of 405 households completed the surveys.

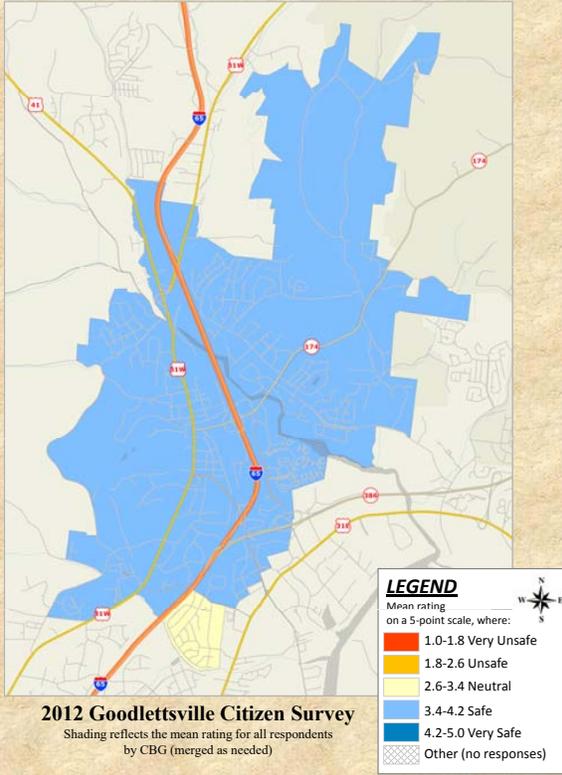
The data in the survey asked if the citizens approved of and if they were satisfied with City services, administration, budgeting, quality of life issues, what influences the perception a resident has of the City.

This DirectionFinder Survey had numerous questions related to parks and recreation services, programs, special event activities, importance of having parks and recreation facilities, etc.

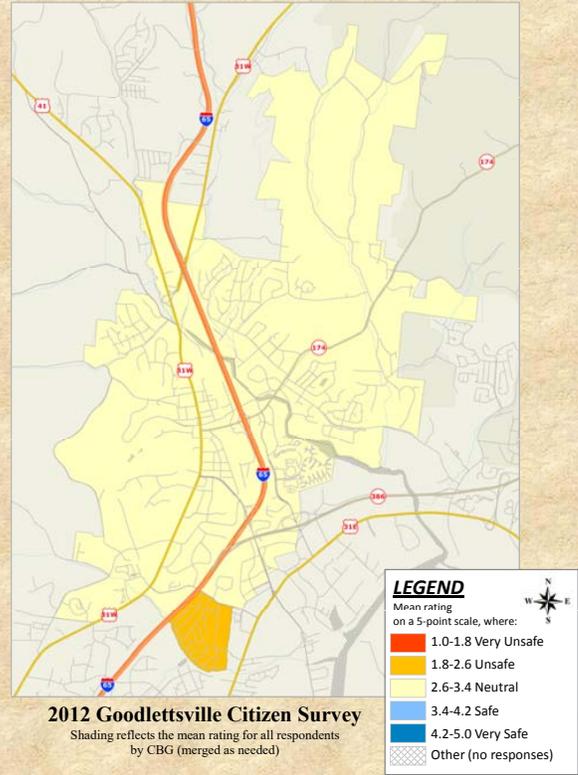
The following charts and graphs show the following responses:



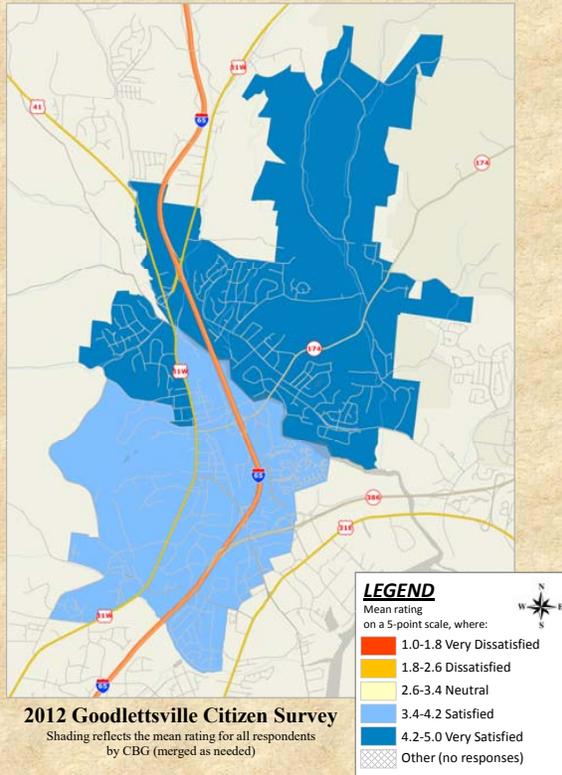
Q8a. Walking in your neighborhood during the day



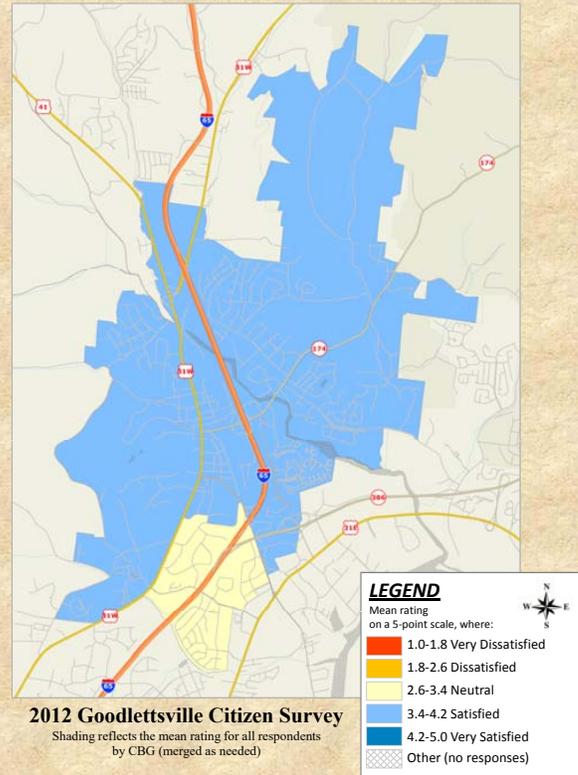
Q8b. Walking in your neighborhood at night



Q16a. Number of City parks



Q16b. Availability of walking and biking trails



In these charts the Importance-Satisfaction rating ranks the:

- ◆ Availability of outdoor athletic fields as a six (6), with the higher number being very satisfied
- ◆ Number of city parks as a five (5)
- ◆ Availability of info about City parks/recreation a four (4)
- ◆ Availability of walking and biking trails being a three (3)
- ◆ Availability of recreation center amenities being a two (2)
- ◆ City special events and festivals being a one (1)

So, what does all this mean to this study and how Parks and Recreation Department interprets the finding?

- ◆ City exceeds the expectations with the Number of City parks
- ◆ City exceeds the expectations with the availability of athletic fields
- ◆ There is a conceived less importance rating of the Availability of information about City parks and recreation
- ◆ There needs to be a higher importance on the availability of walking trail/biking trails
- ◆ Opportunities for improvement for City special events/festivals
- ◆ Opportunities for availability of recreation center amenities

CHAPTER 2

DEMOGRAPHICS & TRENDS ANALYSIS

2



Goodlettsville
PARKS MASTER PLAN



CHAPTER 2 Demographics & Trends Analysis

2.1 INTRODUCTION

The goal of this Master Plan is to provide a concise and user-friendly road map that will assist the Department with decision-making, regarding key issues addressing the state of Goodlettsville Parks and Recreation Department. A key component of the Master Plan is a Demographics and Trends Analysis which helps provide a thorough understanding of the demographic makeup of residents within the City, as well as national, regional, and local recreational trends.

2.2 DEMOGRAPHIC ANALYSIS

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

2.2.1 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in April 2018 and reflects actual numbers as reported in the 2010 Census and estimates for 2017 and 2022 as obtained by ESRI. Straight line linear regression was utilized for 2027 and 2032 projections. The City boundaries shown in Figure 1 were utilized for the demographic analysis.

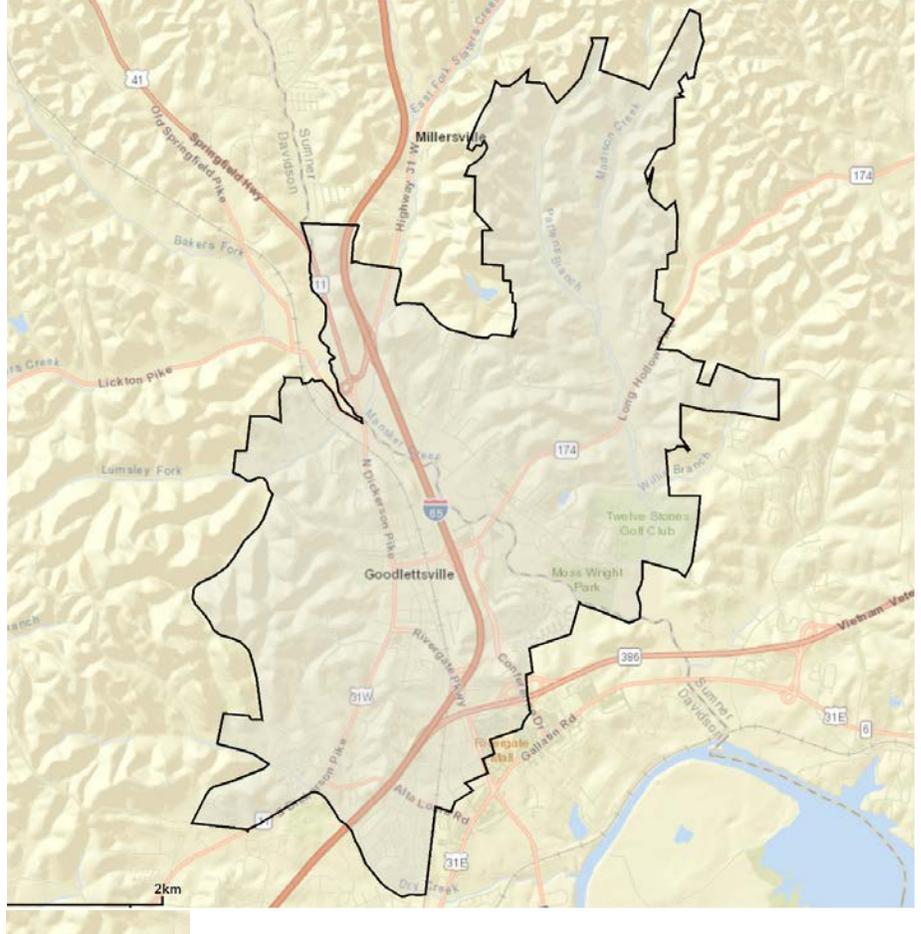


Figure 1 - Goodlettsville's City Boundaries



RACE AND ETHNICITY DEFINITIONS

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

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

PLEASE NOTE:

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



2.2.2 THE CITY POPULACE

POPULATION

The City's population experienced minimal growth rate of 0.08% from 2010 to 2017, however annual growth rate was exceptional (1.19% per year), which is well above the national growth rate of 0.87% annually over the same period. Currently, the population is estimated at 17,244 individuals living within 7,157 households.

Projecting ahead, the total population and total number of households are both expected to continue growing over the next 15 years, but at a slower rate than years past. Based on 2032 predictions, the City is expected to have 20,032 residents living within 8,246 households (See Figure 2).

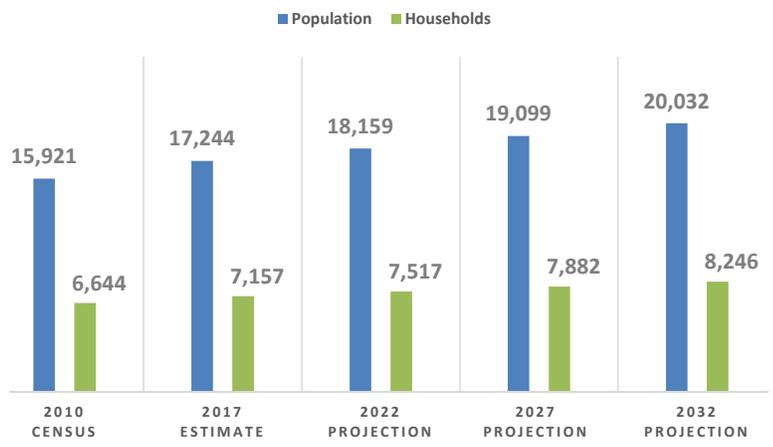


Figure 2 - Population and Households

AGE SEGMENT

Evaluating the City by age segments, the population is aging at a moderate rate, with a median age of 40.2 years old which is well above the US median age of 38.2 years. Assessing the population as a whole, the City is projected to continue its current aging trend. By 2032, the older generations in ages 55+ will possess 35% of the population. This is largely due to the increased life expectancies and the remainder of the Baby Boomer generation shifting into the senior age groups (See Figure 3).

Due to the continued growth of the older age segments, it is useful to further segment the "Senior" population beyond the traditional 55+ designation. Within the field

of parks and recreation, there are two commonly used ways to partition this age segment. One is to simply segment by age: 55-64, 65-74, and 75+. However, as these age segments are engaged in programming, the variability of health and wellness can be a more relevant factor. For example, a 55 year-old may be struggling with rheumatoid arthritis and need different recreational opportunities than a healthy 65 year-old who is running marathons once a year. Therefore, it may be more useful to divide this age segment into "Active," "Low-Impact," and/or "Social" Seniors.

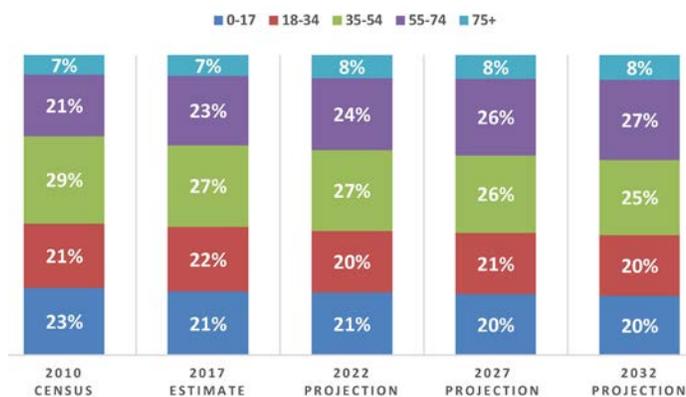


Figure 3 -
Population by Age Segment

RACE

Analyzing race, the City's current population is moderately diverse. The 2017 estimate shows that 73% of the population falls into the White Alone category, while the Black Alone category (19%) represents the largest minority. The racial diversification of the City is similar to the national population, which is approximately 70% White Alone. The predictions for 2032 expect the population to continue diversifying, while the White Alone population is projected to decrease (-4%) and the Asian and remaining minority categories will experience minimal increase (See Figure 4).

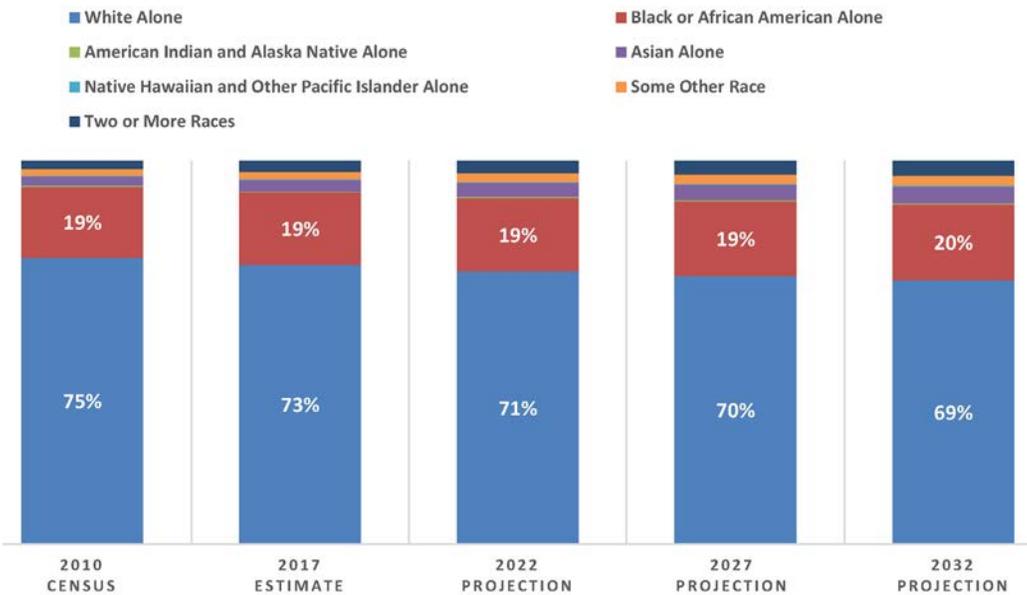


Figure 4 - Population by Race

ETHNICITY

The City's population was also assessed based on Hispanic /Latino ethnicity, which by the Census Bureau definition is viewed independently from race. It is important to note that individuals who are Hispanic/Latino in ethnicity can also identify with any of the racial categories from above. Those of Hispanic/Latino origin represent 5% of the City's current population, which is lower than the national average (18% Hispanic/Latino). The Hispanic/Latino population is expected to marginally grow over the next 15 years, increasing to 6% of the City's total population by 2032 (See Figure 5).

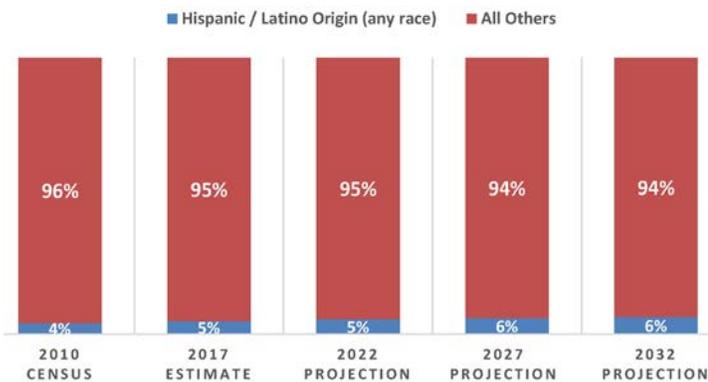


Figure 5 -
Population by Ethnicity

HOUSEHOLD INCOME

As seen in Figure 6, the City currently has a median household income of \$55,557 and a per capita income of \$30,611. Both of these are expected to increase significantly over the next 15 years (\$77,049 and \$43,013 respectively).

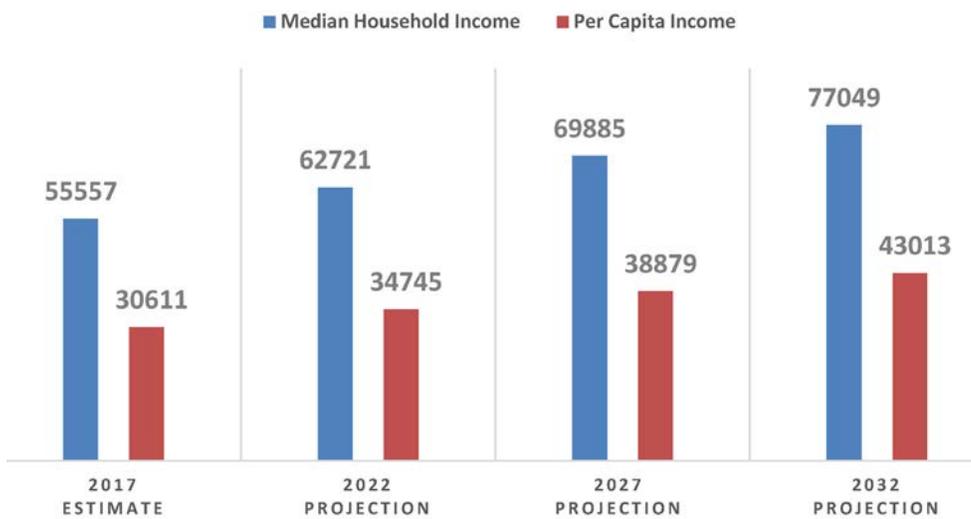


Figure 6 -
Income Characteristics





2.2.3 DEMOGRAPHIC COMPARATIVE SUMMARY

The table below is a summary of City of Goodlettsville’s demographic figures. These figures are then compared to the U.S. population as well as the state of Tennessee. Highlighted cells represent key takeaways based on the largest discrepancies between the City and the U.S.

2017 Demographic		Goodlettsville	Tennessee	U.S.A.
Population	Annual Growth Rate (2010-2017)	1.19%	0.95%	0.87%
	Projected Annual Growth Rate (2017-2032)	1.08%	0.90%	0.83%
Households	Annual Growth Rate (2010-2017)	1.10%	0.87%	0.79%
	Average Household Size	2.4	2.50	2.59
Age Segment Distribution	Ages 0-17	11%	22%	22%
	Ages 18-34	22%	23%	24%
	Ages 35-54	27%	26%	26%
	Ages 55-74	24%	23%	22%
	Ages 75+	7%	6%	6%
Race Distribution	White Alone	73.0%	76.0%	70.2%
	Black Alone	19.0%	17.0%	12.8%
	American Indian	0.0%	0.0%	1.0%
	Asian	3.0%	2.0%	5.6%
	Pacific Islander	0.0%	0.0%	0.2%
	Some other Race	2.0%	3.0%	6.8%
	Two or More Races	3.0%	2.0%	3.4%
Hispanic/Latino Population	Hispanic / Latino Origin (any race)	5.0%	5.5%	18.1%
	All Others	95.0%	94.5%	81.9%
Income Characteristics	Per Capita Income	\$30,611	\$26,862	\$30,820
	Median Household Income	\$55,557	\$48,049	\$56,124

Figure 7 - Demographic Comparative Survey Table

These discrepancies include:

1. Above average: Population Growth
2. Above average: Black Alone Race Distribution
3. Below average: Hispanic/ Latino Race Distribution
4. Above average: Representation of 'All Others' Race Distribution

KEY DEMOGRAPHIC FINDINGS

- ◆ City of Goodlettsville's population annual growth rate (1.19%) is above the national average (0.87%) growth rate over the past 7 years (2010-2017).
- ◆ The overall high population annual growth rate also translates into a high projected growth rate over the next 15 years of 1.08% (2017-2032).
- ◆ City of Goodlettsville's annual households' growth rate (1.10%) is higher than the U.S.'s (0.79%) average household growth rate.
- ◆ City of Goodlettsville's minority category. Black Alone racial distribution (19.0%) is above average compared to the national average (12.8%).
- ◆ City of Goodlettsville's percentage of Hispanic/Latino population (5.0%) is lower than the national average (18.1%). This, in return presents a much higher overall population (95.0%), which represents the "All Other" racial distribution. This is also above the national average (81.9%) (See Figure 7).



2.2.4 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 City.

The increasing growth rate suggests that the City should continue to provide the current services and facilities available to ensure all opportunities are considered. With aging facilities, it is important to focus on updating these spaces and / or building new ones if the City is to continue enhancing its quality of life and to attract new residents to Goodlettsville.

The City's slight aging trend may indicate the need to provide more programs and services for the 55+ population. Such a focus could also potentially attract baby boomers to retire in Goodlettsville. However, it will also be important to continue providing services for the 69% of residents who are under age 55.

2.3 RECREATION TREND ANALYSIS

The Trends Analysis provides an understanding of national, regional, and local recreational trends. This analysis examines participation trends, activity levels, and programming trends. It is important to note that all trends are based on current and/or historical patterns and participation rates.

2.3.1 NATIONAL TRENDS IN RECREATION

METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) Sports, Fitness & Recreational Activities Topline Participation Report 2018 was utilized in evaluating the following trends:

- National Trends in Sport and Fitness Participation
- Core vs. Casual Participation
- Activity by Generation

The study is based on findings from surveys carried out in 2017 and the beginning of 2018 by the Physical Activity Council, resulting in a total of 30,999 online interviews – both individual and household surveys. A sample size of 30,999 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 0.27 percentage points at a 95 percent confidence interval. Using a weighting technique, survey results are applied to the total U.S. population figure of 298,325,103 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.



CORE VS. CASUAL PARTICIPATION

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

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

INACTIVITY RATES / ACTIVITY LEVEL TRENDS

SFIA also categorizes participation rates by intensity, dividing activity levels into five categories based on the caloric implication (i.e., high calorie burning, low/medium calorie burning, or inactive) and the frequency of participation (i.e., 1-50 times, 50-150 times, or above) for a given activity. Participation rates are expressed as 'super active' or 'active to a healthy level' (high calorie burning, 151+ times), 'active' (high

calorie burning, 50-150 times), 'casual' (high calorie burning, 1-50 times), 'low/medium calorie burning', and 'inactive'. These participation rates are then assessed based on the total population trend over the last five years, as well as breaking down these rates by generation.

2.3.2 NATIONAL SPORTS AND FITNESS PARTICIPATORY TRENDS

NATIONAL TRENDS IN GENERAL SPORTS

The sports most heavily participated in the United States were Golf (23.8 million in 2016) and Basketball (23.4 million), which have participation figures well in excess of the other activities within the general sports category. The popularity of Golf and Basketball can be attributed to the ability to compete with relatively small number of participants. Even though Golf has experienced a recent decrease in participation, it still continues to benefit from its wide age segment appeal and is considered a life-long sport. Basketball's success can be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make Basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game.

Since 2012, Rugby and other niche sports, like Boxing, Lacrosse, and Roller Hockey have seen strong growth. Rugby has emerged as the overall fastest growing sport, as it has seen participation levels rise by 82.8% over the last five years. Based on the five-year trend, Boxing for Competition (42.6%), Lacrosse (35.1%), and Roller Hockey (34.2%) have also experienced significant growth. In the most recent year, the fastest growing sports were Boxing for Competition (13.1%) and Pickleball (11.3%).

During the last five years, the sports that are most rapidly declining include Ultimate Frisbee (-39.1%), Touch Football (-22.8%), Tackle Football (-16.0%), and Racquetball (-13.4%). For the most recent year, Ultimate Frisbee (-14.9%), Badminton (-12.6%), Gymnastics (-10.7%), and Volleyball-Sand/Beach (-9.9%) underwent the largest declines.

In general, the most recent year shares a similar pattern with the five-year trends; suggesting that the increasing participation rates in certain activities have yet to peak in sports like Rugby, Lacrosse, Field Hockey, and Competitive Boxing. However, some sports that increased rapidly over the past five years have experienced recent decreases in participation, including Squash, Ice Hockey, Roller Hockey and Volleyball-Sand/Beach. The reversal of the five-year trends in these sports may be due to a relatively low user base (ranging from 1-5 million) and could suggest that participation in these activities may have peaked.

CORE VS. CASUAL TRENDS IN GENERAL SPORTS

The most popular sports, such as Basketball and Baseball, have a larger core participant base (engaged 13+ times annually) than casual participant base (engaged at least 1 time annually). Less mainstream, less organized sports such as Ultimate Frisbee, Roller Hockey, Squash, and Boxing for Competition have larger casual participation.

Although these sports increased in participation over the last five years, the newcomers were mostly casual participants that may be more inclined to switch to other sports or fitness activities, resulting in the declining one-year trends.

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2012	2016	2017	5-Year Trend	1-Year Trend
Golf * (2011, 2015, and 2016 data)	25,682	24,120	23,815	-7.3%	-1.3%
Basketball	23,708	22,343	23,401	-1.3%	4.7%
Tennis	17,020	18,079	17,683	3.9%	-2.2%
Baseball	12,976	14,760	15,642	20.5%	6.0%
Soccer (Outdoor)	12,944	11,932	11,924	-7.9%	-0.1%
Softball (Slow Pitch)	7,411	7,690	7,283	-1.7%	-5.3%
Football, Flag	5,865	6,173	6,551	11.7%	6.1%
Badminton	7,278	7,354	6,430	-11.7%	-12.6%
Volleyball (Court)	6,384	6,216	6,317	-1.0%	1.6%
Football, Touch	7,295	5,686	5,629	-22.8%	-1.0%
Soccer (Indoor)	4,617	5,117	5,399	16.9%	5.5%
Football, Tackle	6,220	5,481	5,224	-16.0%	-4.7%
Volleyball (Sand/Beach)	4,505	5,489	4,947	9.8%	-9.9%
Gymnastics	5,115	5,381	4,805	-6.1%	-10.7%
Track and Field	4,257	4,116	4,161	-2.3%	1.1%
Cheerleading	3,244	4,029	3,816	17.6%	-5.3%
Racquetball	4,070	3,579	3,526	-13.4%	-1.5%
Pickleball	N/A	2,815	3,132	N/A	11.3%
Ultimate Frisbee	5,131	3,673	3,126	-39.1%	-14.9%
Ice Hockey	2,363	2,697	2,544	7.7%	-5.7%
Softball (Fast Pitch)	2,624	2,467	2,309	-12.0%	-6.4%
Lacrosse	1,607	2,090	2,171	35.1%	3.9%
Wrestling	1,922	1,922	1,896	-1.4%	-1.4%
Roller Hockey	1,367	1,929	1,834	34.2%	-4.9%
Rugby	887	1,550	1,621	82.8%	4.6%
Field Hockey	1,237	1,512	1,596	29.0%	5.6%
Squash	1,290	1,549	1,492	15.7%	-3.7%
Boxing for Competition	959	1,210	1,368	42.6%	13.1%

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

Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
---------	--------------------------------------	----------------------------------	-----------------------------------	------------------------------------

Figure 8 -
General Sports Participatory Trends

NATIONAL TRENDS IN GENERAL FITNESS

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of options that are relatively inexpensive to participate in and can be performed by most individuals.

The most popular fitness activity, by far, is Fitness Walking, which had about 110.8 million participants in 2017, increasing 2.7% from the previous year. Other leading fitness activities based on total number of participants include Treadmill (52.9 million), Free Weights (52.2 million), Running/Jogging (50.7 million), Weight/Resistance Machines (36.2 million), and Stationary Cycling (36.0 million).

Over the last five years, the activities growing most rapidly are Non-Traditional / Off-Road Triathlons (74.7%), Trail Running (57.6%), and Aerobics (32.7%). Over the same time frame, the activities that have undergone the most decline include: Boot Camps Style Cross Training (-11.3%), Stretching (-7.5%), and Weight/Resistance Machines (-6.9%).

In the last year, activities with the largest gains in participation were Triathlon Non-Traditional/Off Road (10.1%), Running/Jogging (7.1%), and Trail Running (6.6%). From 2016-2017, the activities that had the most decline in participation were Traditional/Road Triathlon (-8.9%), Cardio Kickboxing (-3.0%), and Calisthenics/Bodyweight Exercise (-2.6%).

CORE VS. CASUAL TRENDS IN GENERAL SPORTS

It should be noted that many of the activities that are rapidly growing have a relatively low user base, which allows for more drastic shifts in terms of percentage, especially for five-year trends. Increasing casual participants may also explain the rapid growth in some activities. For instance, core/casual participation trends showed that over the last five years, casual participants increased drastically in Non-Traditional/ Off Road (119.6%) and Tai Chi (26.9%), while the core participant base of both activities experienced significantly less growth.

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2012	2016	2017	5-Year Trend	1-Year Trend
Fitness Walking	114,029	107,895	110,805	-2.8%	2.7%
Treadmill	50,839	51,872	52,966	4.2%	2.1%
Free Weights (Dumbbells/Hand Weights)	N/A	51,513	52,217	N/A	1.4%
Running/Jogging	51,450	47,384	50,770	-1.3%	7.1%
Weight/Resistant Machines	38,999	35,768	36,291	-6.9%	1.5%
Stationary Cycling (Recumbent/Upright)	35,987	36,118	36,035	0.1%	-0.2%
Stretching	35,873	33,771	33,195	-7.5%	-1.7%
Elliptical Motion Trainer*	28,560	32,218	32,283	13.0%	0.2%
Free Weights (Barbells)	26,688	26,473	27,444	2.8%	3.7%
Yoga	23,253	26,268	27,354	17.6%	4.1%
Calisthenics/Bodyweight Exercise	N/A	25,110	24,454	N/A	-2.6%
Choreographed Exercise	N/A	21,839	22,616	N/A	3.6%
Aerobics (High Impact)	16,178	21,390	21,476	32.7%	0.4%
Stair Climbing Machine	12,979	15,079	14,948	15.2%	-0.9%
Cross-Training Style Workout	N/A	12,914	13,622	N/A	5.5%
Stationary Cycling (Group)	8,477	8,937	9,409	11.0%	5.3%
Trail Running	5,806	8,582	9,149	57.6%	6.6%
Pilates Training	8,519	8,893	9,047	6.2%	1.7%
Cardio Kickboxing	6,725	6,899	6,693	-0.5%	-3.0%
Boot Camp Style Cross-Training	7,496	6,583	6,651	-11.3%	1.0%
Martial Arts	5,075	5,745	5,838	15.0%	1.6%
Boxing for Fitness	4,831	5,175	5,157	6.7%	-0.3%
Tai Chi	3,203	3,706	3,787	18.2%	2.2%
Barre	N/A	3,329	3,436	N/A	3.2%
Triathlon (Traditional/Road)	1,789	2,374	2,162	20.8%	-8.9%
Triathlon (Non-Traditional/Off Road)	1,075	1,705	1,878	74.7%	10.1%

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

Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)

Figure 9 -
General Fitness Participatory Trends



NATIONAL TRENDS IN OUTDOOR RECREATION

Results from the SFIA report demonstrate a contrast of growth and decline in participation regarding outdoor / adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or within a group, and are not as limited by time constraints.

In 2017, the most popular activities, in terms of total participants, from the outdoor / adventure recreation category include: Day Hiking (44.9 million), Road Bicycling (38.8 million), Freshwater Fishing (38.3 million), and Camping within ¼ mile of Vehicle/Home (26.2 million).

From 2012-2017, BMX Bicycling (83.4%), Adventure Racing (56.3%), Backpacking Overnight (38.3%), and Day Hiking (30.1%) have undergone the largest increases in participation. Similarly, in the last year, activities growing most rapidly include: BMX Bicycling (10.0%), Backpacking Overnight (8.1%), and Day Hiking (6.6%).

The five-year trend shows activities declining most rapidly were In-Line Roller Skating (-20.7%), Camping within ¼ mile of Home/ Vehicle (-16.5%), and Birdwatching (-9.2%). More recently, activities experiencing the largest declines were Adventure Racing (-15.7%), Traditional Climbing (-9.4%), and In-Line Roller Skating (-2.1%).

CORE VS. CASUAL TRENDS IN OUTDOOR RECREATION

Regarding the national trend of outdoor activities participation is on the rise, all activities, except for In-Line Roller Skating and Freshwater Fishing, underwent increases in casual participation over the last five years. Any decline in participation over the last five years was mainly ascribed to decreases in core participants for activities such as In-Line Roller Skating (-32.6%), Skateboarding (-10.7%), Road Bicycling (-10.4%), Camping Recreational Vehicle (-10.0%), and Archery (-3.2%).

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2012	2016	2017	5-Year Trend	1-Year Trend
Hiking (Day)	34,519	42,128	44,900	30.1%	6.6%
Bicycling (Road)	39,790	38,365	38,866	-2.3%	1.3%
Fishing (Freshwater)	39,002	38,121	38,346	-1.7%	0.6%
Camping (< 1/4 Mile of Vehicle/Home)	31,454	26,467	26,262	-16.5%	-0.8%
Camping (Recreational Vehicle)	15,903	15,855	16,159	1.6%	1.9%
Fishing (Saltwater)	12,000	12,266	13,062	8.9%	6.5%
Birdwatching (>1/4 mile of Vehicle/Home)	13,535	11,589	12,296	-9.2%	6.1%
Backpacking Overnight	7,933	10,151	10,975	38.3%	8.1%
Bicycling (Mountain)	7,265	8,615	8,609	18.5%	-0.1%
Archery	7,173	7,903	7,769	8.3%	-1.7%
Fishing (Fly)	5,848	6,456	6,791	16.1%	5.2%
Skateboarding	6,227	6,442	6,382	2.5%	-0.9%
Roller Skating, In-Line	6,647	5,381	5,268	-20.7%	-2.1%
Bicycling (BMX)	1,861	3,104	3,413	83.4%	10.0%
Adventure Racing	1,618	2,999	2,529	56.3%	-15.7%
Climbing (Traditional/Ice/Mountaineering)	2,189	2,790	2,527	15.4%	-9.4%

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

Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
---------	--------------------------------------	----------------------------------	-----------------------------------	------------------------------------

Figure 10 -
Outdoor/Adventure Recreation
National Participatory Trends

NATIONAL TRENDS IN AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport, which is most likely why it has experienced such strong participation growth among the American population. In 2017, Fitness Swimming is the absolute leader in overall participation (27.1 million) for aquatic activities, due in large part to its broad, multigenerational appeal. In the most recent year, Fitness Swimming reported the strongest growth (2.0%) among aquatic activities, while Aquatic Exercise and Competitive Swimming experienced decreases in participation.

Aquatic Exercise has had a strong participation base of 10.4 million, however it also has recently experienced a slight decrease in participants (-1.1%). Based on previous trends, this activity could rebound in terms

of participation due largely to ongoing research that demonstrates the activity's great therapeutic benefit coupled with increased life expectancies and a booming senior population. Aquatic Exercise has paved the way as a less stressful form of physical activity, while allowing similar benefits as land-based exercises, such as aerobic fitness, resistance training, flexibility, and balance. Doctors are still recommending Aquatic Exercise for injury rehabilitation, mature patients, and patients with bone or joint problems. Compared to a standard workout, Aquatic Exercise can significantly reduce stress placed on weight-bearing joints, bones, and muscles, while also reducing swelling.



CORE VS. CASUAL TRENDS IN AQUATIC ACTIVITY

While all activities have undergone increases in participation over the last five years, most recently, casual participation (1-49 times) is increasing much more rapidly than core participation (50+ times). For the five-year time frame, casual participants of Competition Swimming increased by 56.2%, Aquatic Exercise by 24.8%, and Fitness Swimming by 21.0%. However, core participants of Competition Swimming decreased by -6.5% and Aquatic Exercise declined by -4.6% (from 2012 to 2017).

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2012	2016	2017	5-Year Trend	1-Year Trend
Swimming (Fitness)	23,216	26,601	27,135	16.9%	2.0%
Aquatic Exercise	9,177	10,575	10,459	14.0%	-1.1%
Swimming (Competition)	2,502	3,369	3,007	20.2%	-10.7%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 11 -
Aquatic National Participatory Trends

NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

The most popular water sports/activities based on total participants in 2017 were Recreational Kayaking (10.5 million), Canoeing (9.2 million), and Snorkeling (8.3 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has long winter seasons or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can greatly influence water activity participation.

Over the last five years, Stand-Up Paddling (138.9%) was by far the fastest growing water activity, followed by

White Water Kayaking (33.1%), Recreational Kayaking (28.7%), and Sea/Tour Kayaking (20.8%). Although the five-year trends show water sport activities are getting more popular, the most recent year shows a different trend. From 2016-2017 Stand-Up Paddling Recreational Kayaking reflect much slower increases in participation (3.3% and 5.2%), while White Water Kayaking (-2.0%), Sea/Tour Kayaking (-5.4%) both show decreases in participation numbers.

From 2012-2017, activities declining most rapidly were Jet Skiing (-22.6%), Water Skiing (-19.4%), and Wakeboarding (-10.8%). In the most recent year, activities experiencing the greatest declines in participation included: Boardsailing/Windsurfing (-9.4%), Canoeing (-8.2%), and Scuba Diving (-7.6%).

CORE VS. CASUAL TRENDS IN WATER SPORTS / ACTIVITIES

As mentioned previously, regional, seasonal, and environmental limiting factors may influence the participation rate of water sport and activities. These factors may also explain why all water-based activities have more casual participants than core participants, since frequencies of activities may be constrained by uncontrollable factors.

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2012	2016	2017	5-Year Trend	1-Year Trend
Kayaking (Recreational)	8,187	10,017	10,533	28.7%	5.2%
Canoeing	9,813	10,046	9,220	-6.0%	-8.2%
Snorkeling	8,664	8,717	8,384	-3.2%	-3.8%
Jet Skiing	6,996	5,783	5,418	-22.6%	-6.3%
Sailing	3,841	4,095	3,974	3.5%	-3.0%
Water Skiing	4,434	3,700	3,572	-19.4%	-3.5%
Rafting	3,756	3,428	3,479	-7.4%	1.5%
Stand-Up Paddling	1,392	3,220	3,325	138.9%	3.3%
Wakeboarding	3,368	2,912	3,005	-10.8%	3.2%
Kayaking (Sea/Touring)	2,446	3,124	2,955	20.8%	-5.4%
Scuba Diving	2,781	3,111	2,874	3.3%	-7.6%
Surfing	2,545	2,793	2,680	5.3%	-4.0%
Kayaking (White Water)	1,878	2,552	2,500	33.1%	-2.0%
Boardsailing/Windsurfing	1,372	1,737	1,573	14.7%	-9.4%

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

Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
---------	--------------------------------------	----------------------------------	-----------------------------------	------------------------------------	--

Figure 12 -
Water Sports/ Activities National
Participatory Trends

ACTIVITY BY GENERATION

Analyzing participation by age for recreational activities reveals that fitness and outdoor sports were the most common activities across all generations. Breaking down activity level by generation shows a converse correlation between age and healthy activity rates.

GENERATION Z (BORN 2000+)

The most active with only 17.6% identifying as inactive. Approximately 65% of individuals within this generation were active in 2017; with 26.3% being active to a healthy level, 18.5% being active & high calorie, and 20.1% being casual active & low/medium calorie.

MILLENNIALS (BORN 1980-1999)

Almost half (46.7%) were active to a healthy level (35.4%) or active & high calorie (11.3%), while 24.0% claimed they were inactive. Even though this inactive rate is much higher than Generation Z's (17.6%), it is still below the national inactive rate (28%).

GENERATION X (BORN 1965-1979)

The second highest active to a healthy level rate (35.0%) among all generations, only being 0.4% less than Millennials. At the same time, they also have the second highest inactive rate, with 28.1% not active at all.

THE BOOMERS (BORN 1945-1964)

The least active generation, with an inactive rate of 33.3%. This age group tends to participate in less intensive activities. Approximately 34% claimed to engage in casual & low/medium calorie (4.3%) or low/medium calorie (29.6%) burning activities.

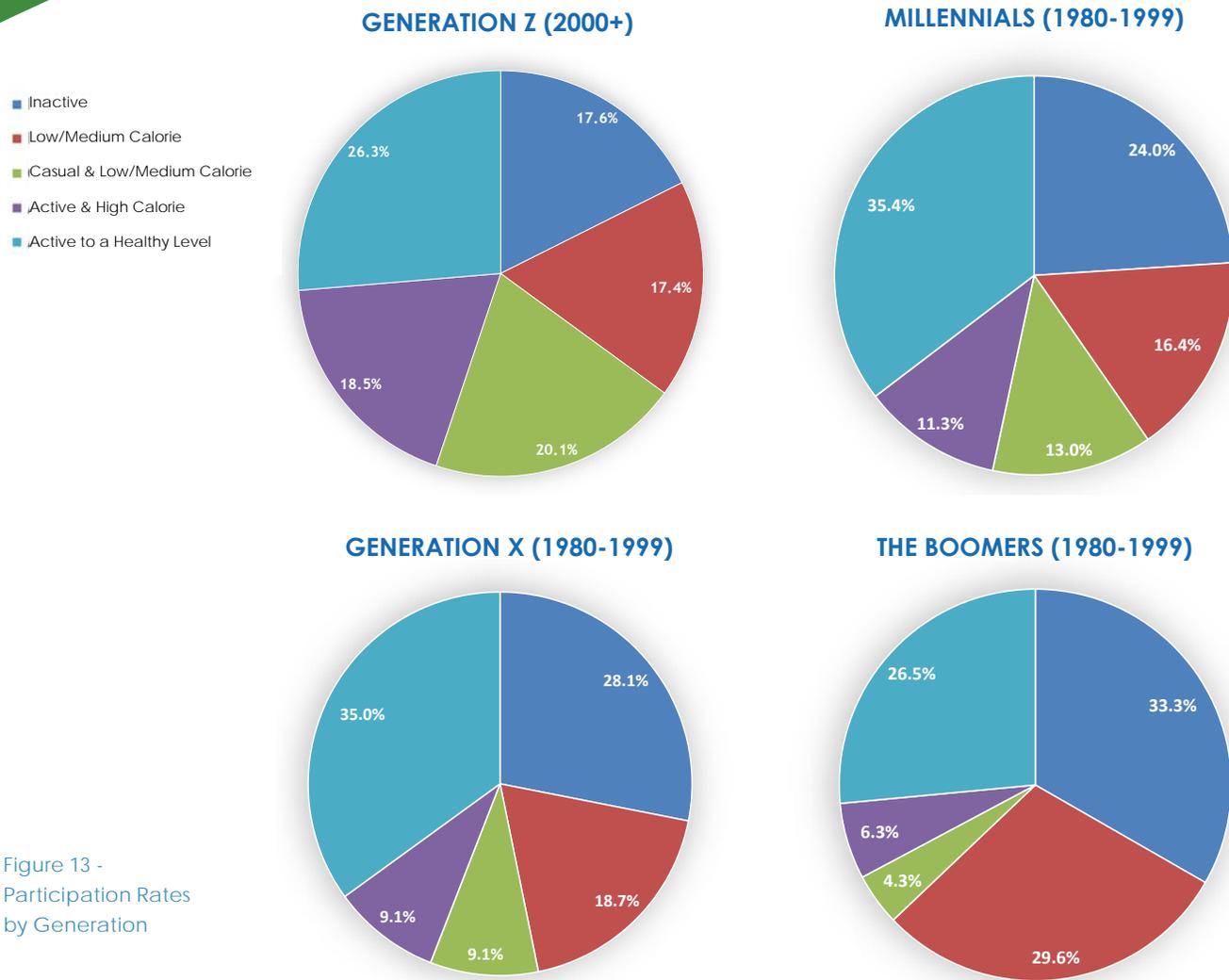


Figure 13 - Participation Rates by Generation



Figure 14 - Core Program Areas

2.3.3 NATIONAL AND REGIONAL PROGRAMMING TRENDS

PROGRAMS OFFERED BY PARK AND RECREATION AGENCIES (SOUTHERN REGION)

NRPA's Agency Performance Review 2018 summarizes key findings from NRPA Park Metrics, which is a benchmark tool that compares the management and planning of operating resources and capital facilities of park and recreation agencies. The report contains data from 1,069 park and recreation agencies across the U.S. as reported between 2015 and 2017.

The report shows that the typical agencies (i.e., those at the median values) offer 161 programs annually, with roughly 60% of those programs being fee-based activities/events.

According to the information reported to the NRPA, the top five programming activities most frequently offered by park and recreation agencies, both in the U.S. and regionally, are described in the table below (Figure 14). A complete comparison of regional and national programs offered by agencies can be found in Figure 15.

Top 5 Most Offered Core Program Areas (Offered by Parks and Recreation Agencies)	
U.S. (% of agencies offering)	Southern Region (% of agencies offering)
• Team sports (86%)	• Team sports (91%)
• Themed special events (84%)	• Themed special events (85%)
• Social recreation events (81%)	• Social recreation events (80%)
• Fitness enhancement classes (78%)	• Fitness enhancement classes (77%)
• Health and wellness education (78%)	• Health and wellness education 77%

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

In general, programs offered by park and recreation agencies in the Southern Region resemble agencies nationwide. However, based on a discrepancy threshold of 5% or more, Southern agencies are offering programs such as team sports and cultural crafts, at a higher rate than the national average. Contradictory, the agencies in the South are trailing the national average in regards to safety training, aquatics, performing arts, and golf.

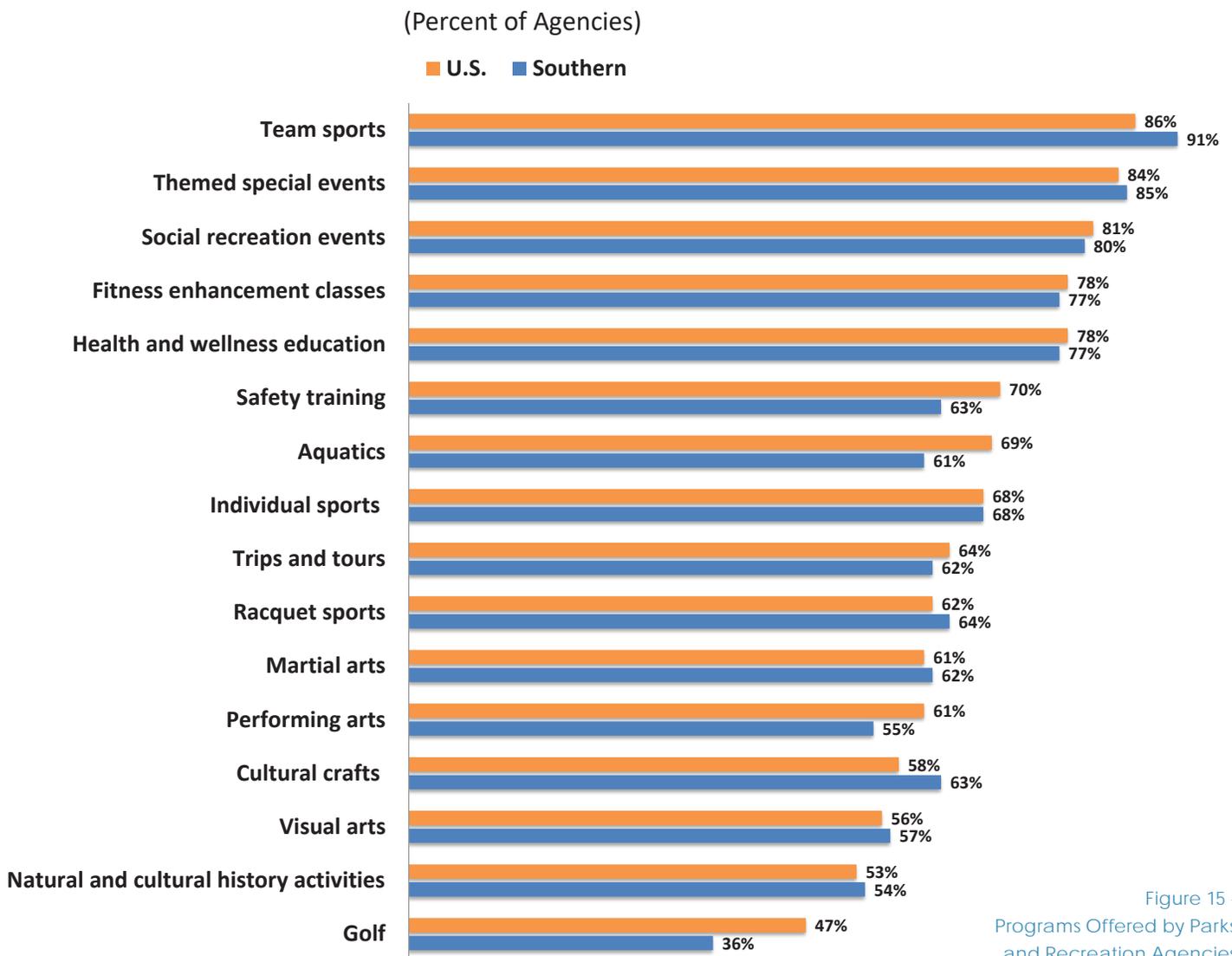


Figure 15 - Programs Offered by Parks and Recreation Agencies

TARGETED PROGRAMS FOR CHILDREN, SENIORS, AND PEOPLE WITH DISABILITIES

For better understanding of targeted programs by age segment, the NRPA also tracks program offerings that cater specifically to children, seniors, and people with disabilities, on a national and regional basis. This allows for further analysis of these commonly targeted populations. According to the 2018 NRPA Agency Performance Review, approximately 79% of agencies offer dedicated senior programming, while 62% of park and recreation agencies provide adaptive programming for individuals with disabilities. Based on information reported to the NRPA, the top three activities that target children, seniors, and/or people with disabilities most frequently offered by park and recreation agencies are described in the first table to the right (See Figure 16). A complete comparison of regional and national programs offered by agencies can be found in Figure 17.

Agencies in the Southern Region tend to offer targeted programs at a slightly higher rate than the national average. Southern agencies are offering summer camps, specific senior programs, and programs for people with disabilities at a significantly higher rate, while preschool and before school programs are the only targeted program in which Southern agencies are below the national rate.

Top 3 Most Offered Core Program Areas (Targeting Children, Seniors, and/or People with Disabilities)	
U.S. (% of agencies offering)	Southern Region (% of agencies offering)
<ul style="list-style-type: none"> • Summer camp (84%) 	<ul style="list-style-type: none"> • Summer camp (89%)
<ul style="list-style-type: none"> • Senior programs (79%) 	<ul style="list-style-type: none"> • Senior programs (85%)
<ul style="list-style-type: none"> • Teen programs (63%) 	<ul style="list-style-type: none"> • Programs for people with disabilities (67%)

Figure 16 - Core Target Program Areas

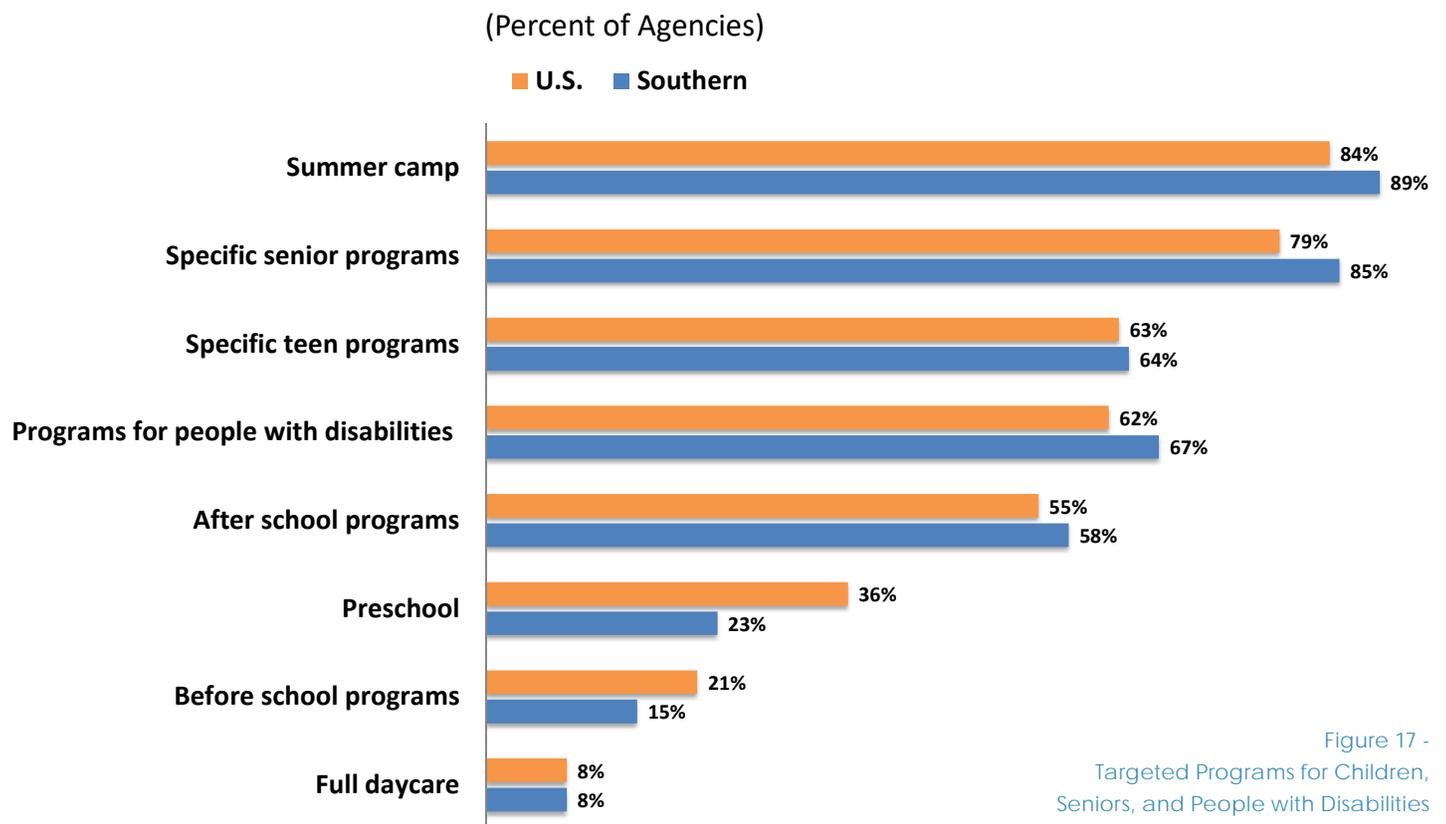


Figure 17 - Targeted Programs for Children, Seniors, and People with Disabilities



2.3.4 LOCAL SPORTS AND LEISURE MARKET POTENTIAL

MARKET POTENTIAL INDEX (MPI)

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

Overall, the City demonstrates average market potential index (MPI) numbers; this is particularly noticeable when analyzing the fitness and outdoor activities. There is high participation in various activities within these categories showing the population is more likely to participate with above average MPI scores (<100). Analyzing MPI for general sports, shows around half of the activities have above average MPI scores.

These overall average MPI scores show the City's residents have access to the various programs and activities that are offered. Analyzing MPI scores for outdoor activities can be particularly insightful when the City is developing new programs or making capital investments, as a strong tool to estimate resident attendance and participation. This specific category had the most activities with above average.

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



GENERAL SPORTS MARKET POTENTIAL

When analyzing the general sports MPI chart, Volleyball (111 MPI), Baseball (106 MPI), Golf (106 MPI), Football (105 MPI) and Basketball (100 MPI) are the most popular activities amongst City of Goodlettsville residents when compared to the national average.

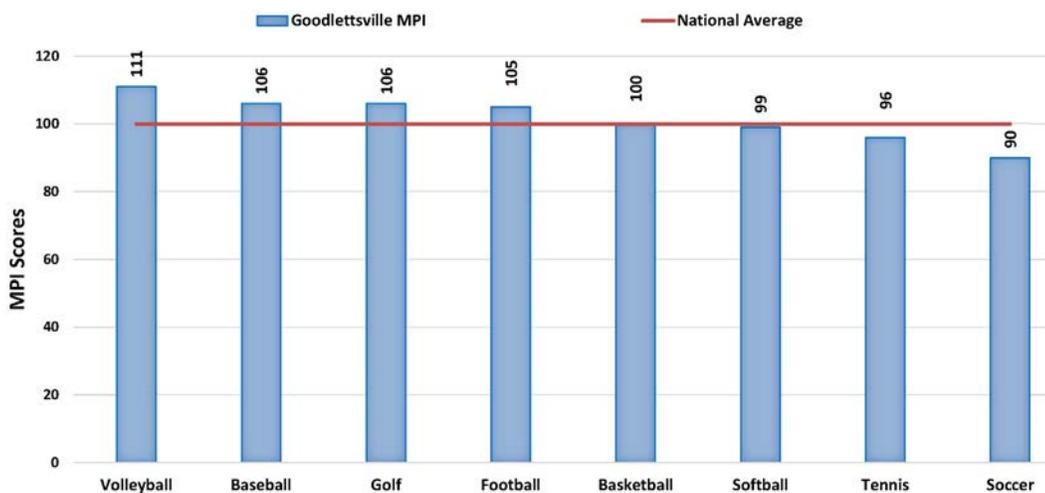


Figure 18 -
General Sports Participatory Trends

FITNESS MARKET POTENTIAL

When analyzing the fitness MPI chart, Zumba (109 MPI), Weight Lifting (104 MPI), Swimming (103 MPI), Jogging/Running (103 MPI), and Walking for exercise (102 MPI) are the most popular activities amongst the City's residents when compared to the national average.

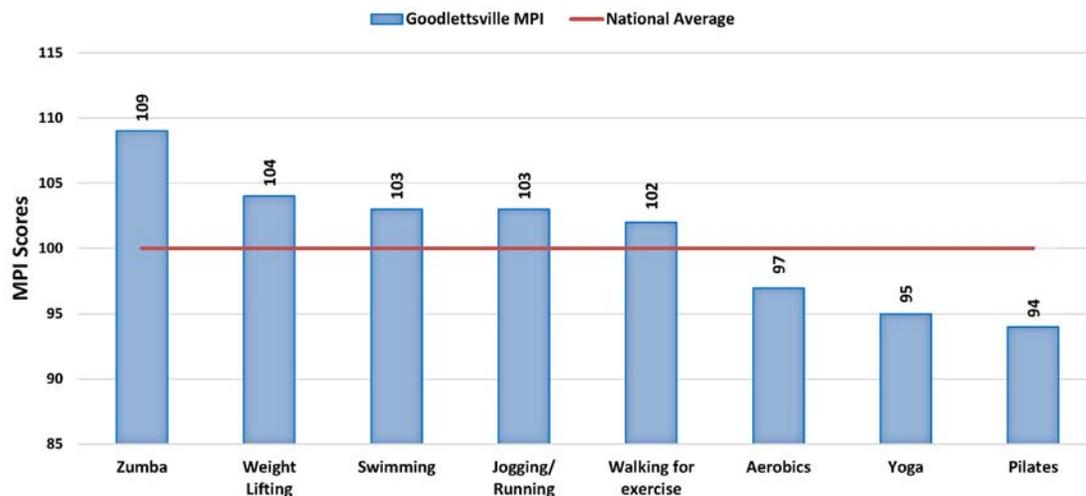


Figure 19 -
Fitness Participatory Trends

OUTDOOR ACTIVITY MARKET POTENTIAL

When analyzing the outdoor activity MPI chart, Backpacking (130 MPI), Mountain Biking (116 MPI), Canoeing/Kayaking (110 MPI), Fresh water fishing (107 MPI) and Hiking (106 MPI) are some of the most popular activities amongst the City's residents when compared to the national average.

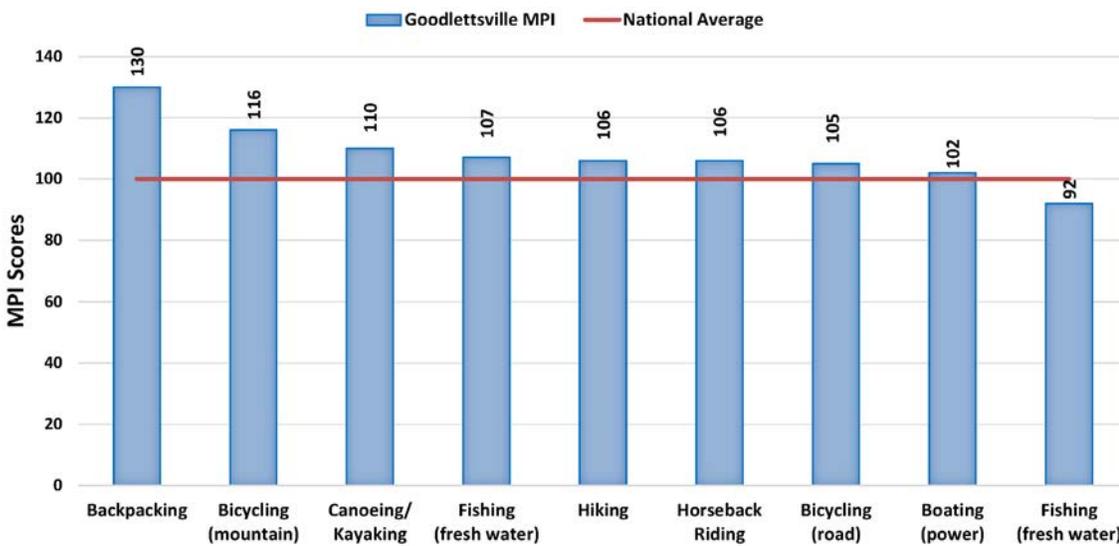


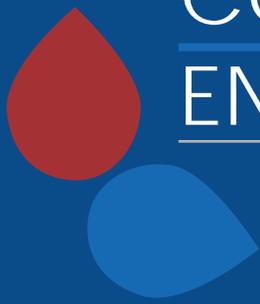
Figure 20 -
Outdoor Activity Participation Trends

2.3.5 TRENDS IMPLICATIONS

Below are some potential implications for the City based on the Trends Analysis utilizing both local and national recreational trends.

- ◆ Volleyball, baseball, and football being heavily participated in nationally as well as locally, it is essential that the City continues offering these activities for youth and adult residents.
- ◆ The City should look at increasing connectivity and access to more adventurous activities regarding the outdoors. With Backpacking (130 MPI), Mountain Biking (116 MPI), Canoeing/ Kayaking (110 MPI) Fishing – fresh water (107 MPI) and Hiking (106 MPI), it is essential for the City to provide residents with ample opportunities and programs for outdoor activities.
- ◆ Health and fitness activities were observed to have above average participation in the City. We advise the City to continue offering these fitness opportunities. With Zumba and weight lifting being the forefront of fitness activity participation, it's important to push more health-focused programs.

CHAPTER 3
COMMUNITY
ENGAGEMENT

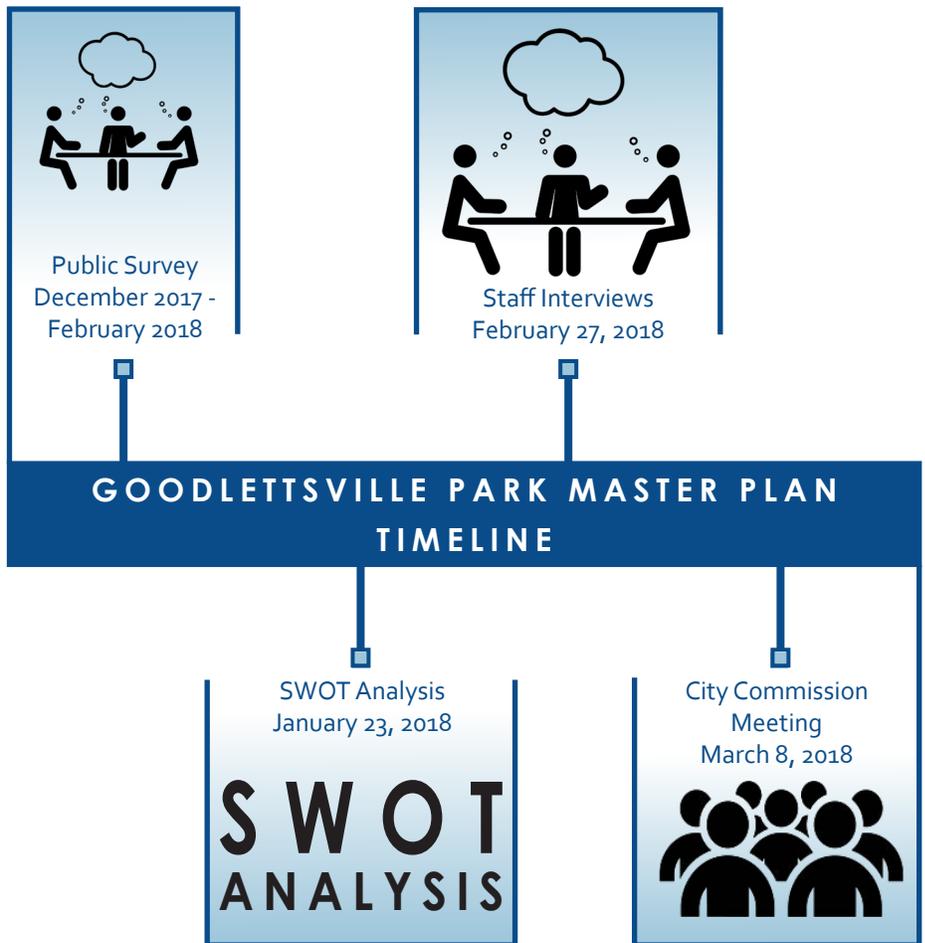


3



CHAPTER 3 Community Engagement

Meaningful public engagement and community feedback was an important part of the planning process that informed development of the Goodlettsville Parks Master Plan. City staff, along with Goodlettsville stakeholders were asked to provide input regarding existing and future park facilities and programs through a user-friendly Needs Assessment Survey. Additionally, different City staff departments were interviewed, a SWOT Analysis was completed with the Parks and Recreation Board, and there was a City Commission Meeting regarding the Master Plan.



3.1 PUBLIC SURVEY

To encourage community participation and build awareness regarding the online survey, the opportunity was promoted using the City's newsletter which accompanies monthly area utility bills by direct mail to citizens, along with Goodlettsville's various social media channels. The questionnaire was publicly available online for 45 days, between December 2017 and February 2018. Additionally, participants who successfully submitted a completed survey were encouraged to promote the survey using their personal social media accounts and word of mouth.

3.1.1 PARTICIPATION

The results summarized below reflect the feedback provided through 266 successfully completed surveys. Most participants self-identified as residents of Davidson or Sumner Counties, including the Cities of Goodlettsville, Hendersonville, and Millersville. Their collective input provided the design team the foundation for how the City might begin to prioritize improvements and investments within local parks, recreation facilities, and future programming.

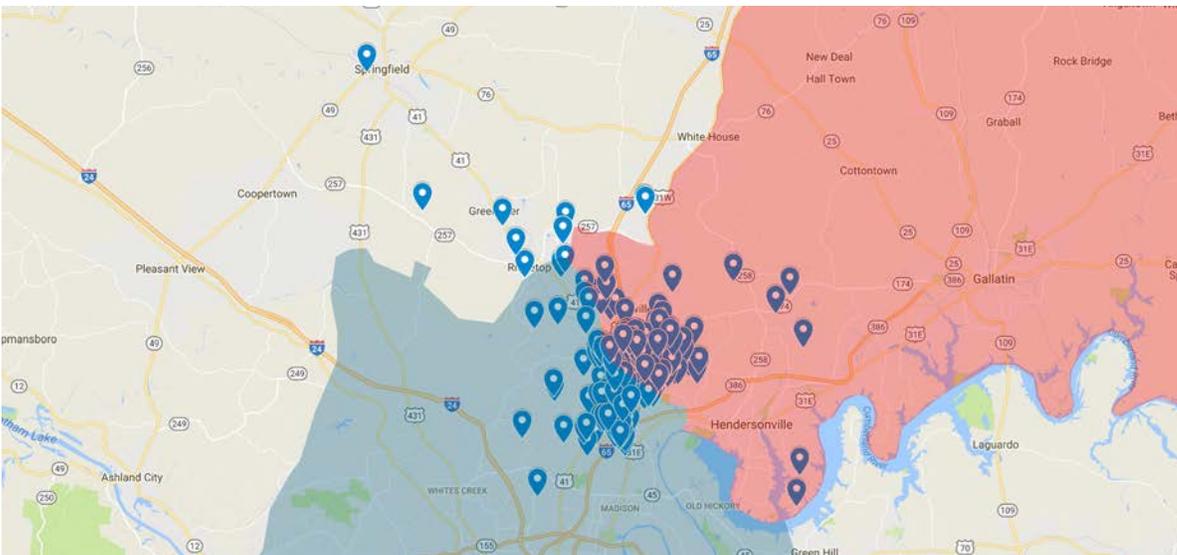


Figure 1 - Survey Locations



SURVEY QUESTIONS

The online survey included a total of 16 questions. 9 key questions focused on existing and needed parks-related facilities, programs, and outreach. To compare survey results to the greater Goodlettsville community, participants were asked 4 classification questions including age, household income, and ethnicity. Additionally, 3 questions regarding general perceptions of the Goodlettsville Department of Parks and Recreation were asked pertaining to current management and operations.

All 16 questions are grouped into 3 categories:

- ◆ Needs Assessment Questions
- ◆ Participant Classification Questions
- ◆ Department of Parks and Recreation Perception Questions

NEEDS ASSESSMENT QUESTIONS

COMMUNITY PARTICIPATION QUESTIONS

- ◆ How do you learn about community events?
- ◆ How often does your family visit the listed City of Goodlettsville Parks?
- ◆ Which programs and events does your household utilize?
- ◆ Which activities/programs/events would you like the City of Goodlettsville to add?
- ◆ Which facilities and amenities does your household utilize?
- ◆ What type of athletic facilities/programming does, or would, your household utilize, if available?
- ◆ What type of facilities would you like the City of Goodlettsville to add or expand?
- ◆ What attracts you to parks and/or recreational facilities?
- ◆ What types of things could be done to increase the number of times you visit a City of Goodlettsville park or facility?

PARTICIPANT CLASSIFICATION QUESTIONS

- ◆ Which best describes you (place of residence)?
- ◆ Age
- ◆ Total household income
- ◆ Ethnicity

DEPARTMENT OF PARKS AND RECREATION PERCEPTION QUESTIONS

- ◆ What are the strengths of the Goodlettsville Parks and Recreation Department that we need to build on for this master plan?
- ◆ What experiences have you had with the Parks and Recreation system that need improvement?
- ◆ Are there operational issues that need to be addressed?



How do you learn about community events?

Over half of survey participants cited social media (30%) and word of mouth (21%) as their primary sources to learn about community events. To a lesser degree, more traditional forms of outreach were referenced, including the City's own website (13%), e-newsletters (13%), printed flyers and posters (10%), and the local newspaper (6%).

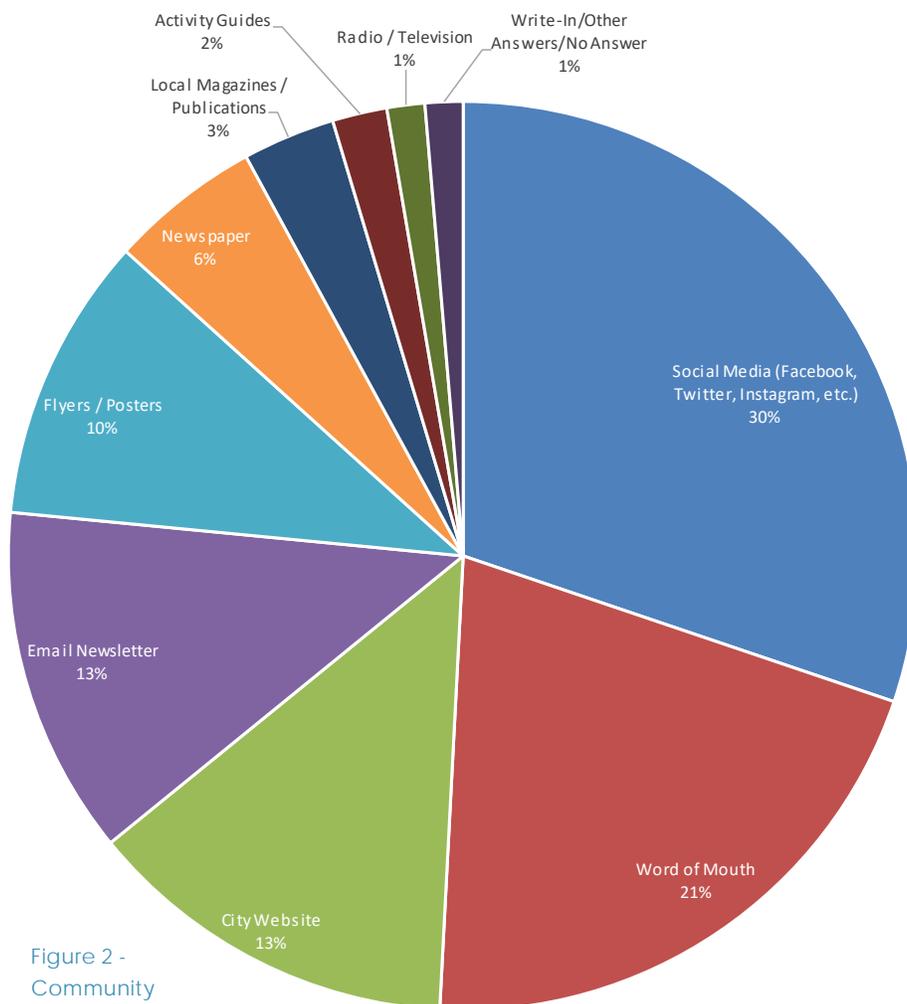


Figure 2 -
Community
Events

How often does your family visit the listed City of Goodlettsville parks?

Moss-Wright Park was by far the most frequently visited park by survey participants. This park is the City’s most well-known park. In fact, 80% of participants indicated they regularly visit Moss-Wright Park on a weekly and/or monthly basis. Of the 266 survey responses, only 1 participant indicated they were unfamiliar with Moss-Wright Park.

Beyond Moss-Wright Park, participants indicated low-levels of use and awareness of any other Goodlettsville Parks. The second and third most visited parks by survey participants were Delmas Long Community Center and Peay Park. The frequency of use of these parks, both on a weekly and monthly basis, was significantly lower than Moss-Wright Park. Additionally, the number of survey participants unfamiliar with these facilities was much higher.

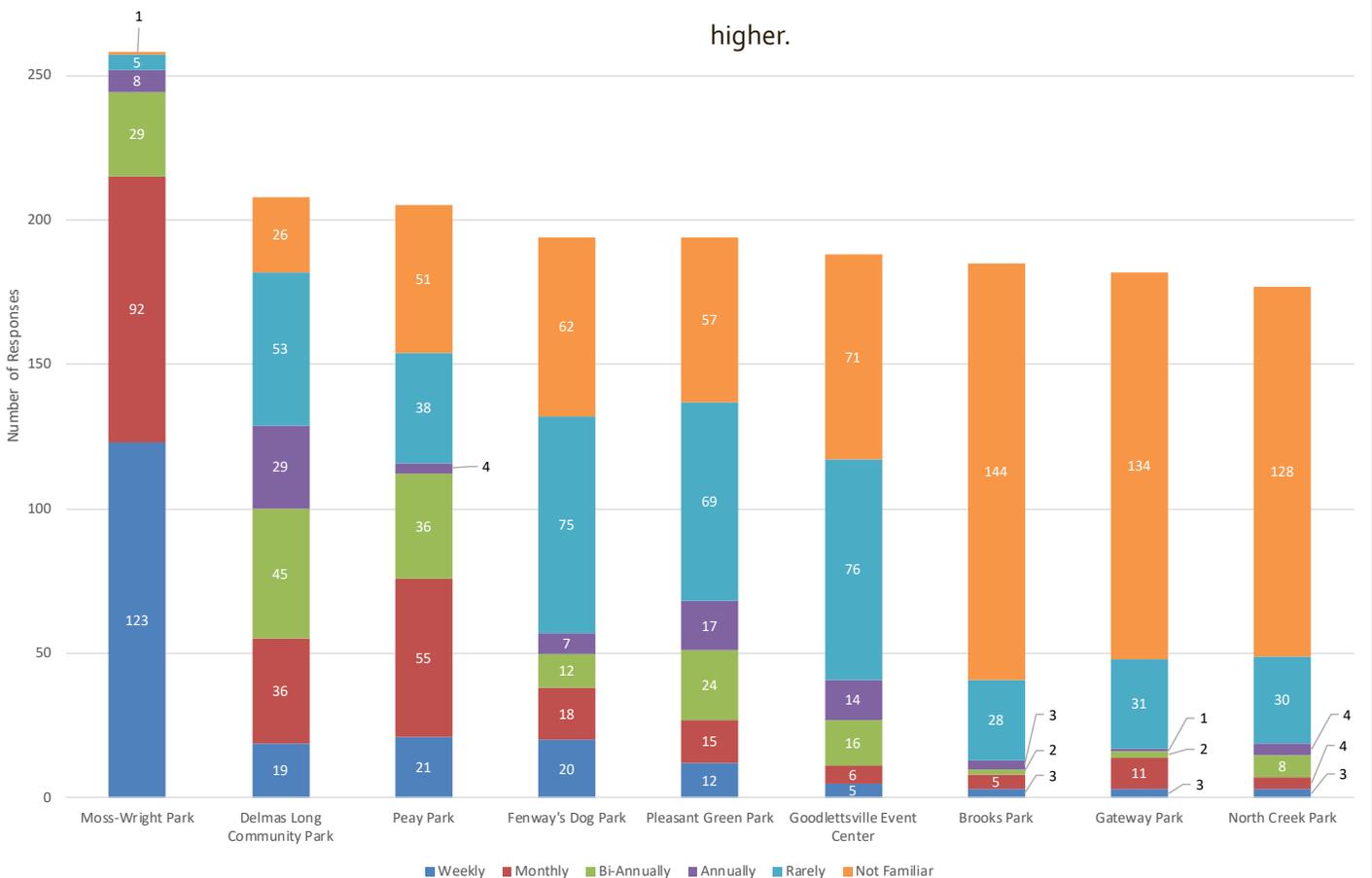


Figure 3 - Park Use Chart

Which programs and events does your household utilize?

“Special Events,” such as the City’s Annual Independence Day Celebration and Halloween in the Park, were the most frequent programs operated by the City’s Parks and Recreation Department utilized by survey participant households. This was followed by use of “Fitness and Wellness” programs, organized “Athletics,” and “Family Programming.”

Participants utilized the City’s age-related programs the least, including those for “Early Childhood,” “Teens,” and “Senior Adults.” Additionally, survey participants indicated that they were “Not Familiar” with these less utilized programs. Of all available responses, survey participants were least familiar with programming for “Adults.”

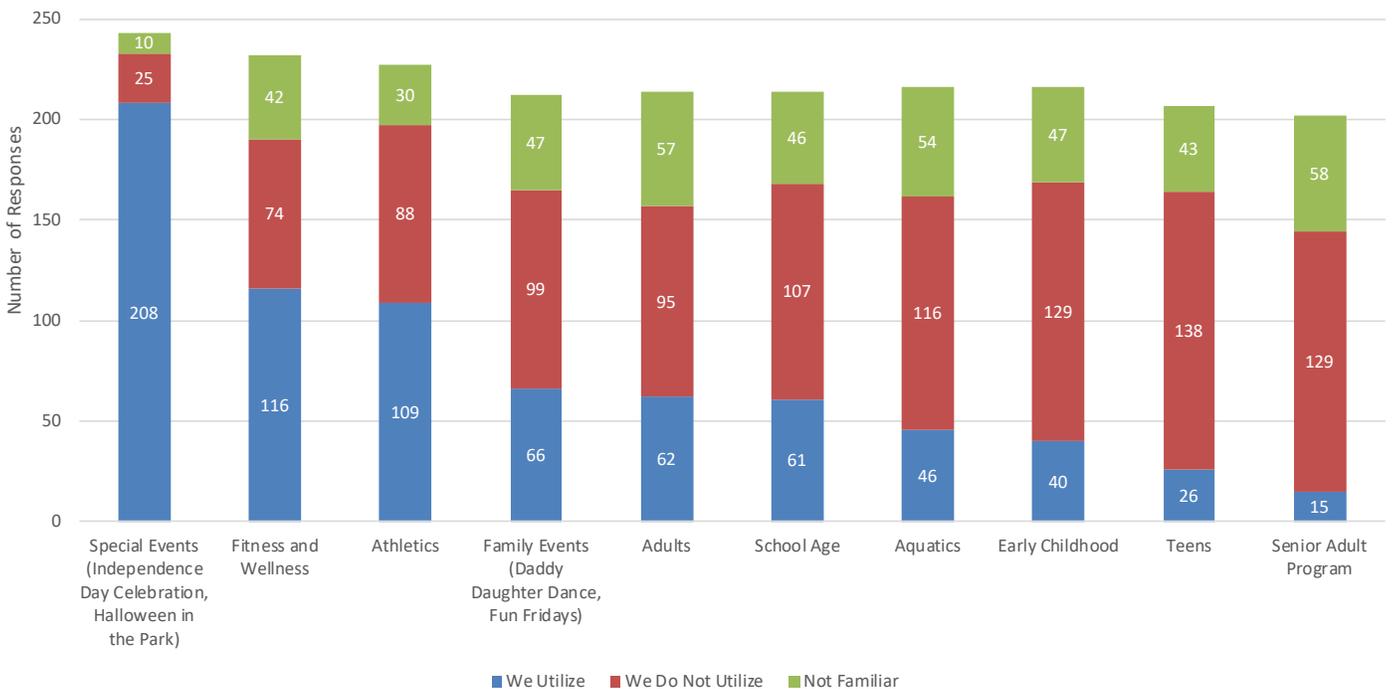


Figure 4 - Programs Used

Which activities/programs/events would you like the City of Goodlettsville to add?

Nearly half of survey participants indicated a desire for the City of Goodlettsville to provide more “Health and Wellness” programs (20%) and host additional “Special Events” (16%). This was followed by a desire to invest in more “Outdoor Facilities” (34%), along with expanded “Walking and Biking” (12%). Additionally, participants were asked to provide specific examples of activities/

programs/events for each of the 13 pre-populated program categories. Of the open-ended responses, the most desired additions related to aquatics, including a “Water Park” and “Indoor Pool”. Other frequently cited specific additions included a “Civic Center,” “Trails,” “Extend Hours,” and “Bike Paths.”

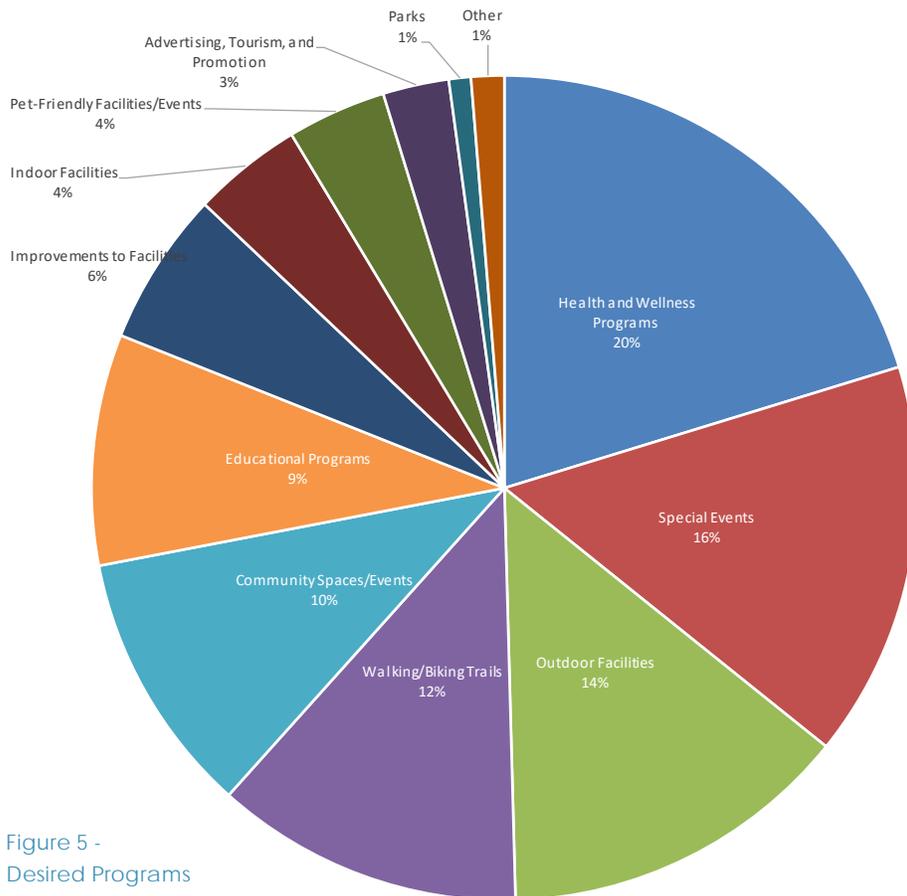


Figure 5 - Desired Programs

Which facilities and amenities does your household utilize?

Over 83% of survey participants utilize existing “Walking Trails” and only 10 participants indicated they were unaware of existing trails. The next most cited facilities and amenities utilized by participant households included “Playgrounds” (62%) and “Athletic Fields” (38%).

The least utilized facilities and amenities included “Tennis Courts,” “Meeting Rooms,” and “Venue Rentals.” Not surprising, a considerable number of survey participants were unfamiliar with these facilities.

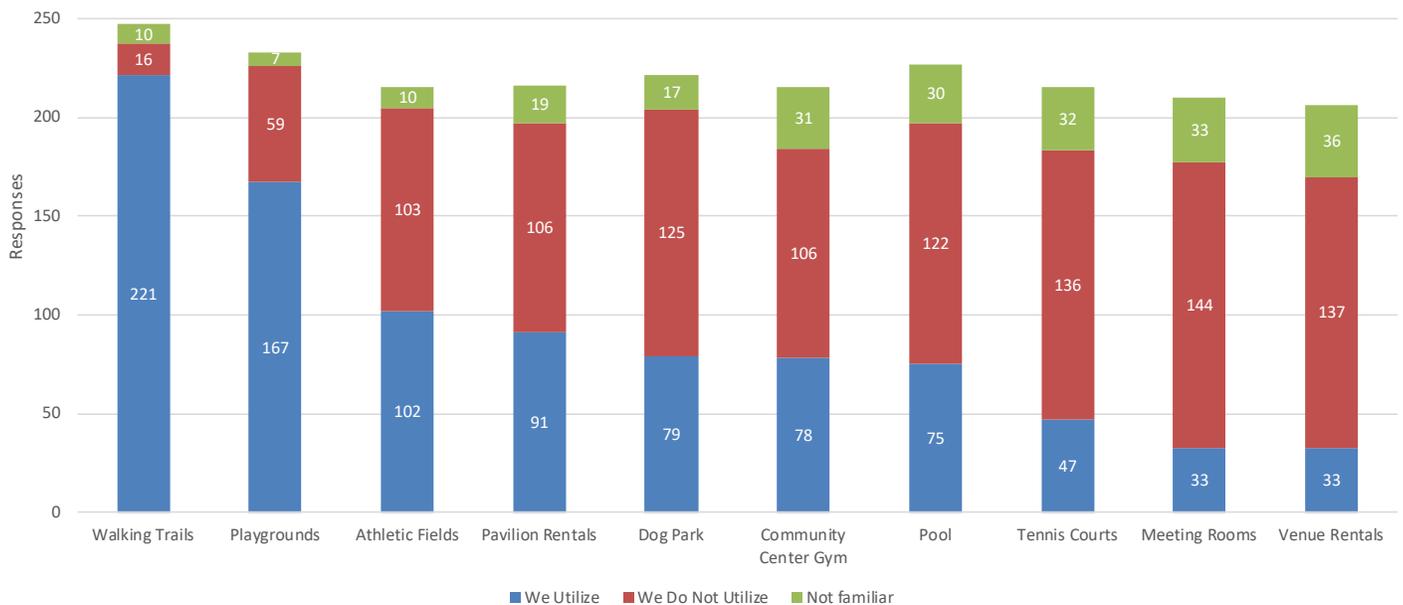


Figure 6 -
Amenities Used by
Households

What type of athletic facilities/programming does or would your household utilize if available?

Survey participants indicated a desire for active facilities and programming, but distribution of desired activity types was generally balanced. At 13% "Indoor Walking" rated highest amongst responses, followed by "Biking," "Running," and "Training."

In addition to the 14 pre-populated responses, participants provided 18 additional responses regarding facilities/programming their household would utilize, if available. Lacrosse, Volleyball, Tennis, and Water Aerobics were the most frequent write-ins.

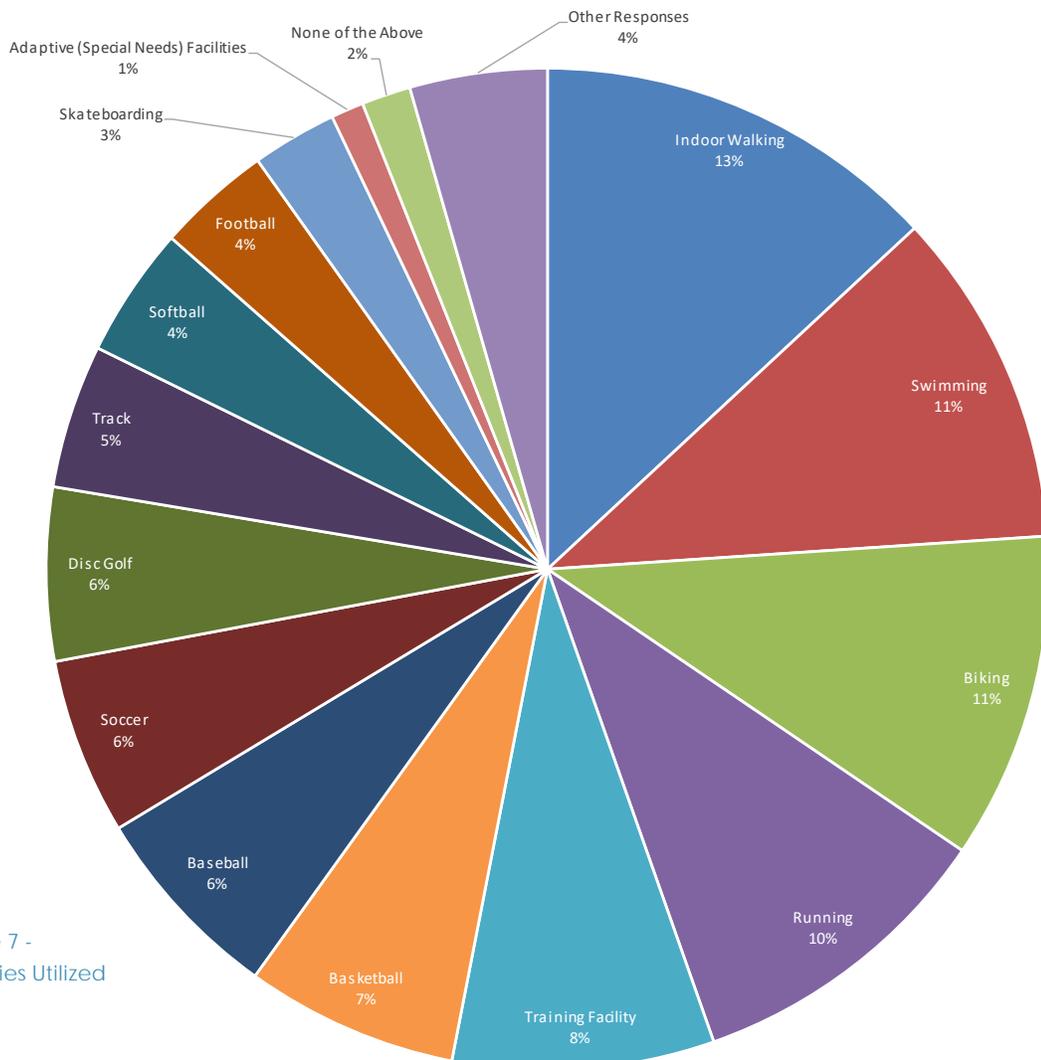
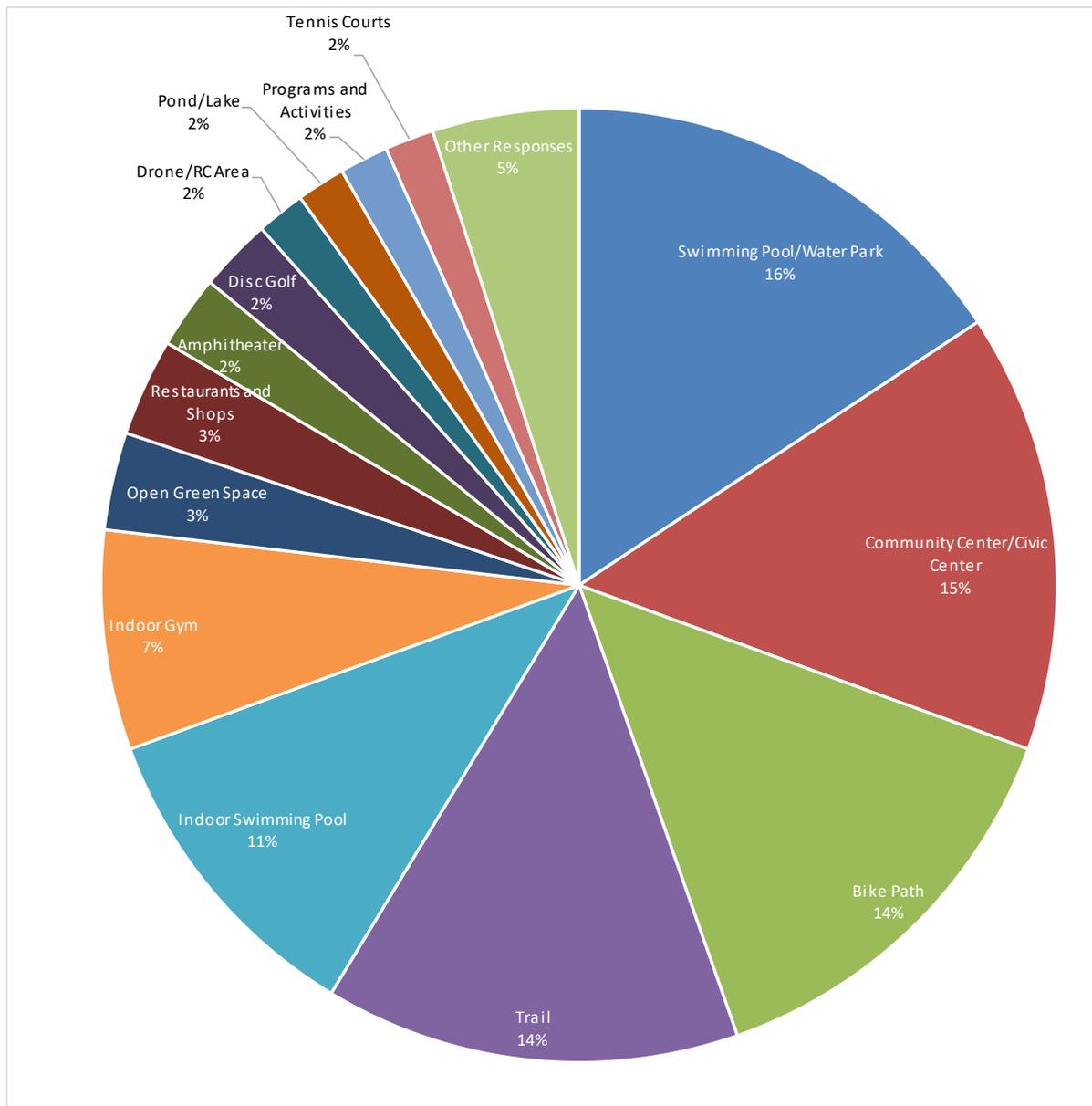


Figure 7 - Facilities Utilized

What type of facilities would you like the City of Goodlettsville to add or expand?

Nearly 30% of survey participants wanted additional facilities for walking and biking via new off-road trails. This was followed by 27% desiring aquatic facilities, including indoor and outdoor swimming pools, splash zones, and/or a water park. Additionally, a new Community Center/Civic Center was desired by 15% of respondents.

Answers to questions regarding the desire to expand and/or improve existing facilities mirror those for new additions. 30% of participants desired additional "Connectivity of the City's Bike/Walk Network."



What attracts you to parks and/or recreational facilities?

While survey participants are attracted to use the City's parks for a variety of reasons, "Leisure Activities (walking, picnicking, etc.)" were the most frequently mentioned draw. Additional existing use attractions included access to "Nature," "Areas for Active Walking and Running," "Regularly Scheduled Public Events," and "Playgrounds."

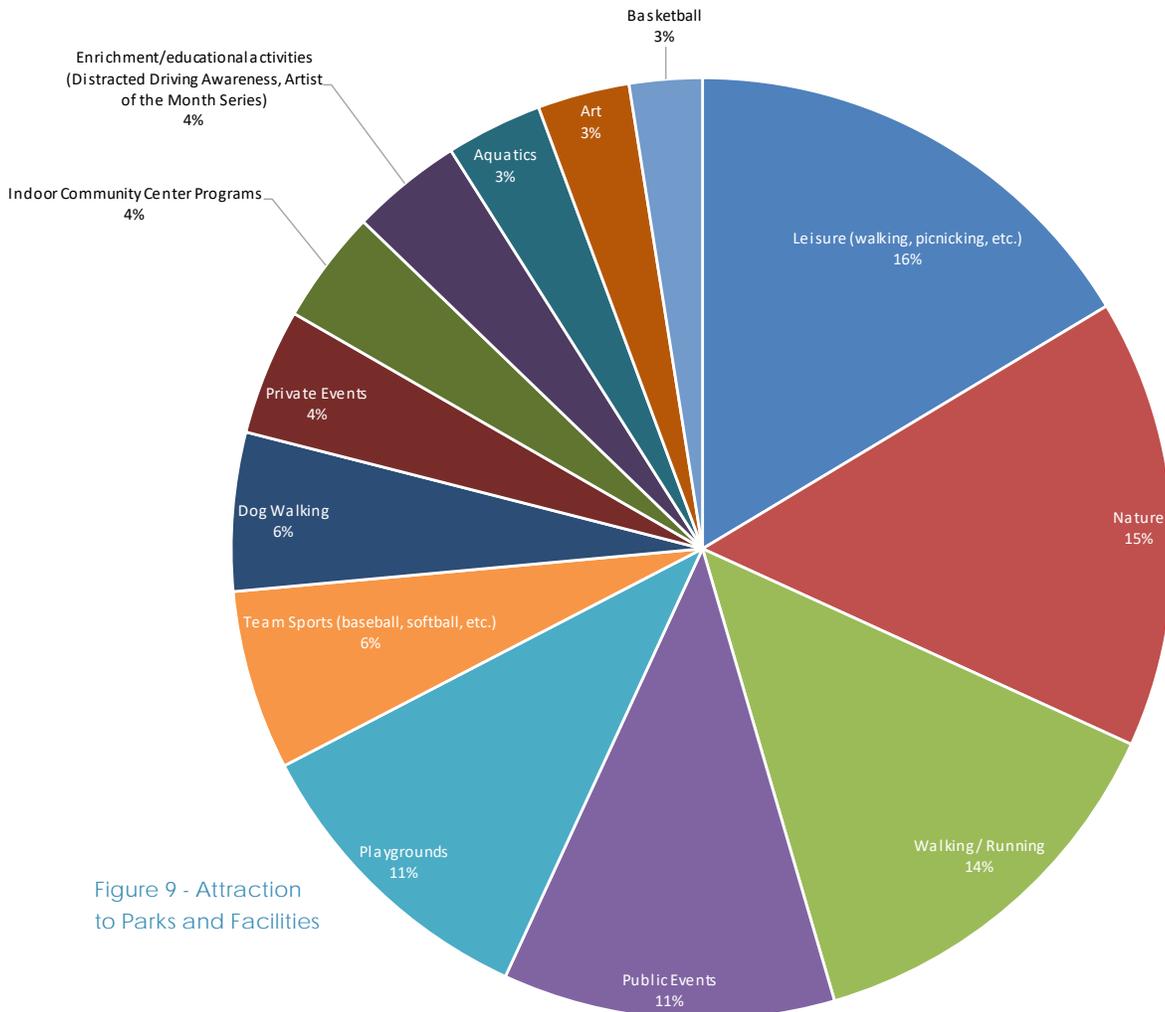


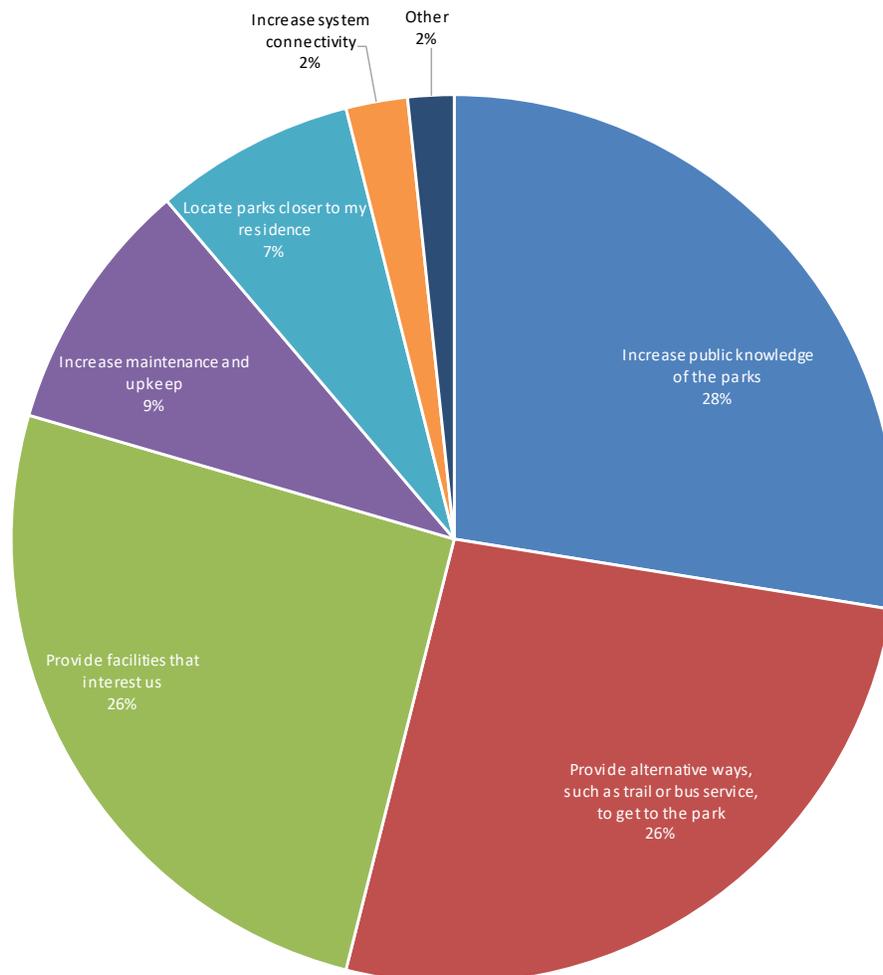
Figure 9 - Attraction to Parks and Facilities

What types of things could be done to increase the number of times you visit a City of Goodlettsville park or facility?

Survey participants were divided when indicating the priority actions for increasing park/facility visits. These included: “increasing awareness and public knowledge of parks,” “providing alternative ways, such as a trail or bus service, to get to the parks,” and “providing facilities that interest us.” Of the 3 answers, the desire for “increasing awareness and public knowledge” indicates the opportunity for more marketing and communications on the part of the City’s Department

of Parks and Recreation.

Additional open-ended responses included numerous mentions related to increasing system connectivity. Specifically, participants articulated the need for additional trails to support more walking and biking. To a lesser degree, numerous participants indicated more diversified programs and events, if provided, would increase their number of visits.



Which best describes your place of residence?

Classification questions were included in the survey to provide planners and designers the data needed to compare results with the overall community profile.

Survey participants represented a nearly perfect distribution of Davidson County and Sumner County residents at 42% and 53%, respectively. The remaining

5% of survey respondents described themselves as something other than a Davidson or Sumner County resident, including those living in Robertson County and others who simply left the question blank.

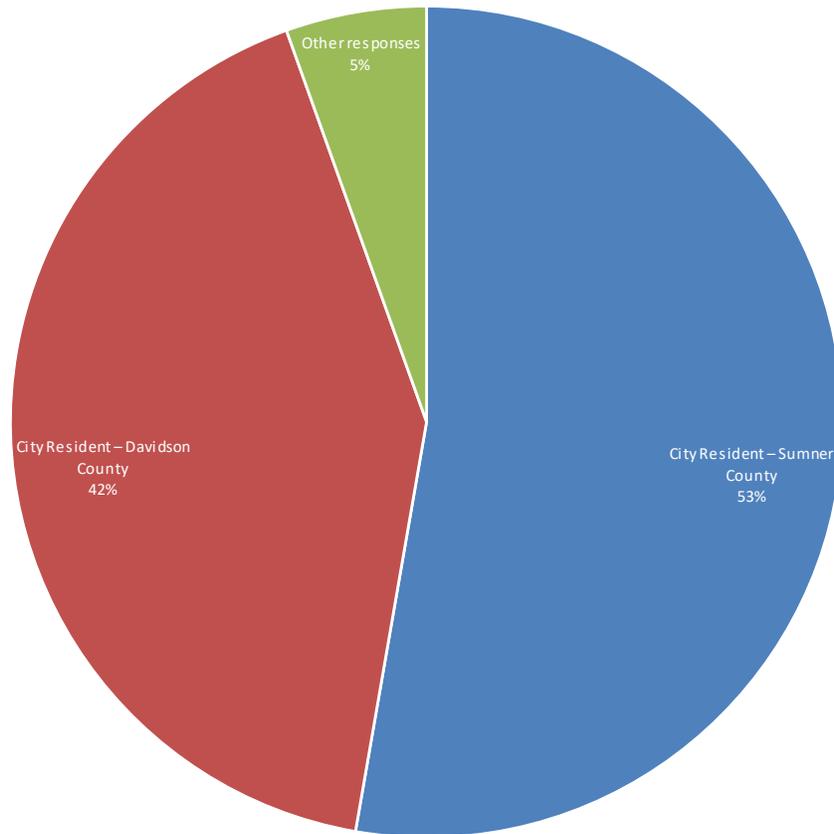


Figure 11 -
Place of Residence

What is your age?

The survey asked participants to identify their household size and the ages of each resident living within. For the 266 households, ages for nearly 800 residents were reported since most households identified multiple residents. In fact, over 50% of survey participants identified as living within a household of 2-3 residents.

Distribution of ages does not mirror that of survey respondents alone. Rather, survey responses reflect the ages of the 266 survey participants combined with an additional 527 residents identified as living within a participating household. This input resulted in a typical distribution of ages reflective of Davidson County and Sumner County.

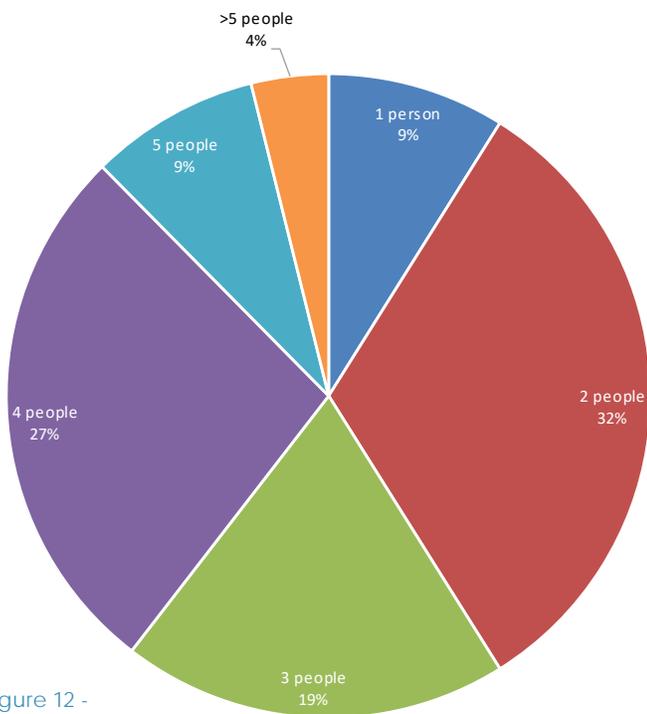


Figure 12 -
People per
Household

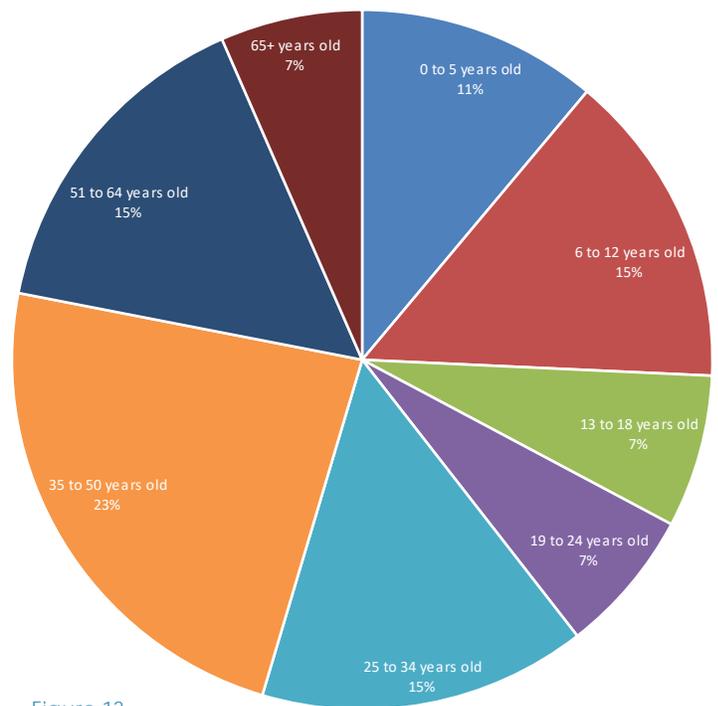


Figure 13 -
Age of
Residents

What is your total household income?

Per the American Community Survey of 2015, median household income for Davidson County was \$52,026 and in Sumner County it was \$59,753. For survey respondents, distribution of household incomes fell above reported median incomes for both counties. The higher reported household incomes may reflect the fact that the survey was available only online

and those without readily available access to the internet may not have participated. Additionally, identification of household income is often considered sensitive. As such, nearly 8 percent of survey respondents left the question blank.

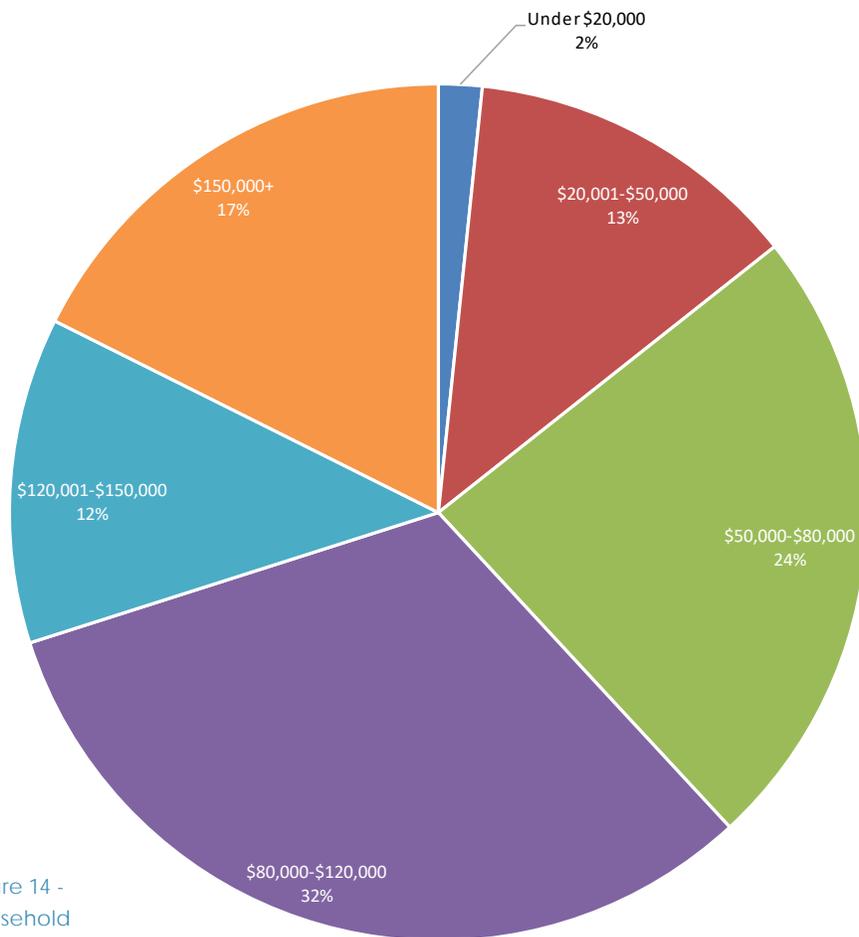


Figure 14 - Household Income

What best describes your ethnicity?

Survey participants overwhelmingly identified as white at 92%. This was followed by African Americans at 4% and Hispanics or Latinos at 2%. For comparison the U.S. Census reports the 2016 population of Davidson County at 65% White, 28% African American and 10% Hispanic or Latino and Sumner County at 89% White, 7% African American and 4.6% Hispanic or Latino.

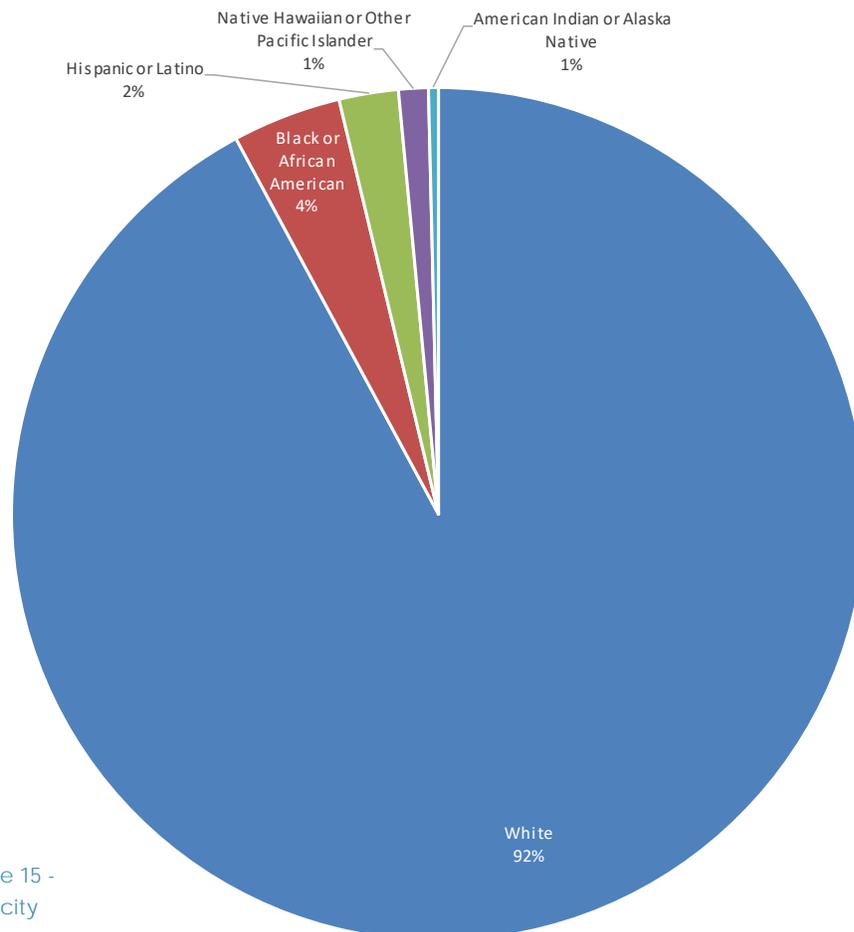


Figure 15 -
Ethnicity

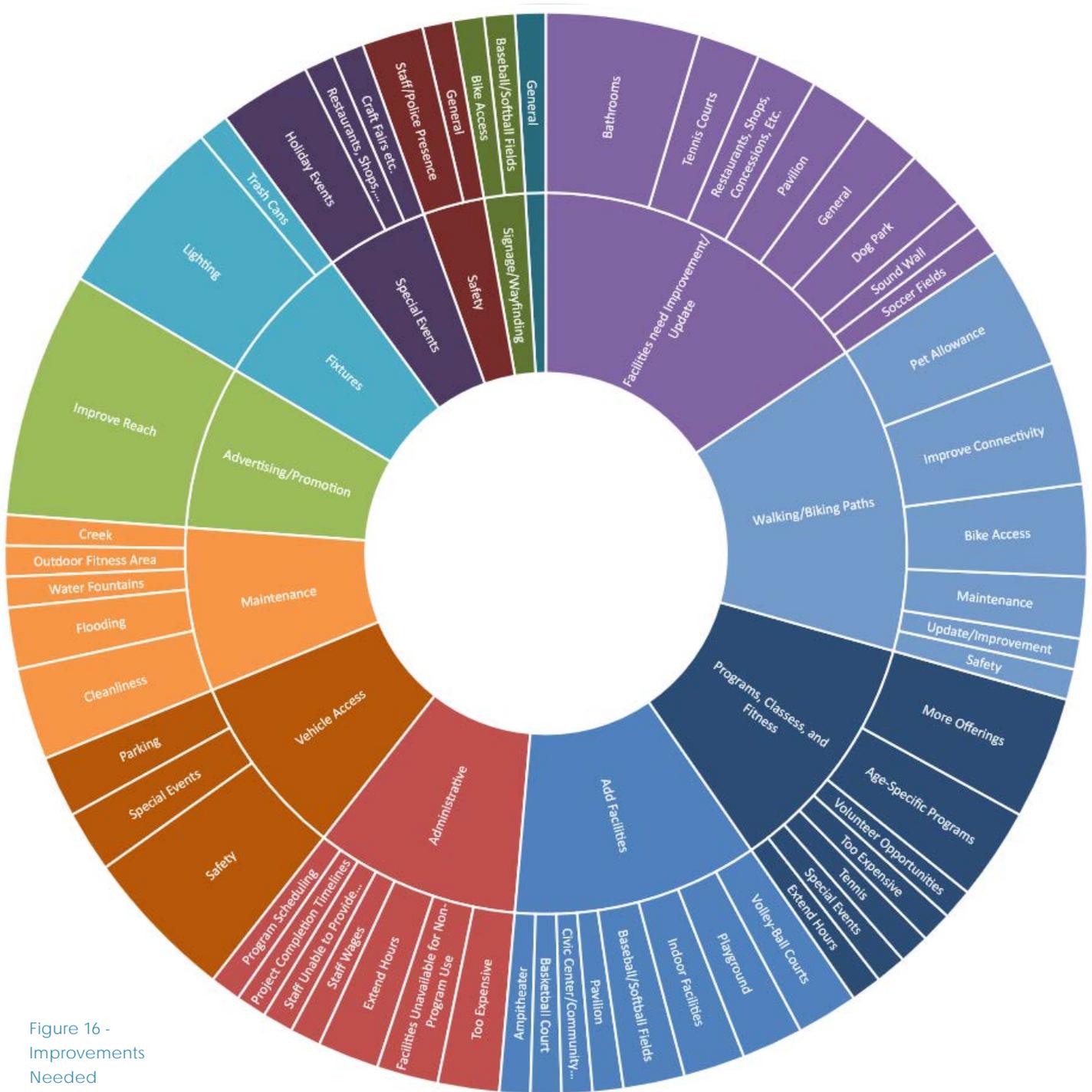


Figure 16 - Improvements Needed

What experiences have you had with the Parks and Recreation system that need improvement?

Survey participants identified 13 separate experiences from which they identify as most in need of improvement. For each of the 13 experiences, specific location and/or needs were recognized. Survey participants selected "Facilities Need Improvement/Update" as their priority in need of improvement. This was followed by "Walking and Biking Paths," "Programs, Classes and Fitness," and the desire for "Additional Facilities." Rounding out the top 5 areas in need of improvement was "Administrative," citing the need for management to oversee improved programming, capital improvements, and maintenance.



TOP 5 IMPROVEMENTS

of Goodlettsville Parks and Recreation Department

- 22%..... Facilities Improved and Updated
- 18%..... Walking/ Biking Paths
- 10%..... Programs, Classes & Fitness
- 8% Add Facilities
- 8% Administrative

What are the strengths of the Goodlettsville Parks and Recreation Department that we need to build on for this master plan?

Survey participants identified “Maintenance of Facilities, Landscaping” as the greatest strength of the Goodlettsville Parks and Recreation Department. This was followed by participant’s positive perceptions of the department’s hosting of special events, inventory of notable parks, presence of staff, and public safety. 66% of survey responses were allocated to 5 strengths per the graph below:

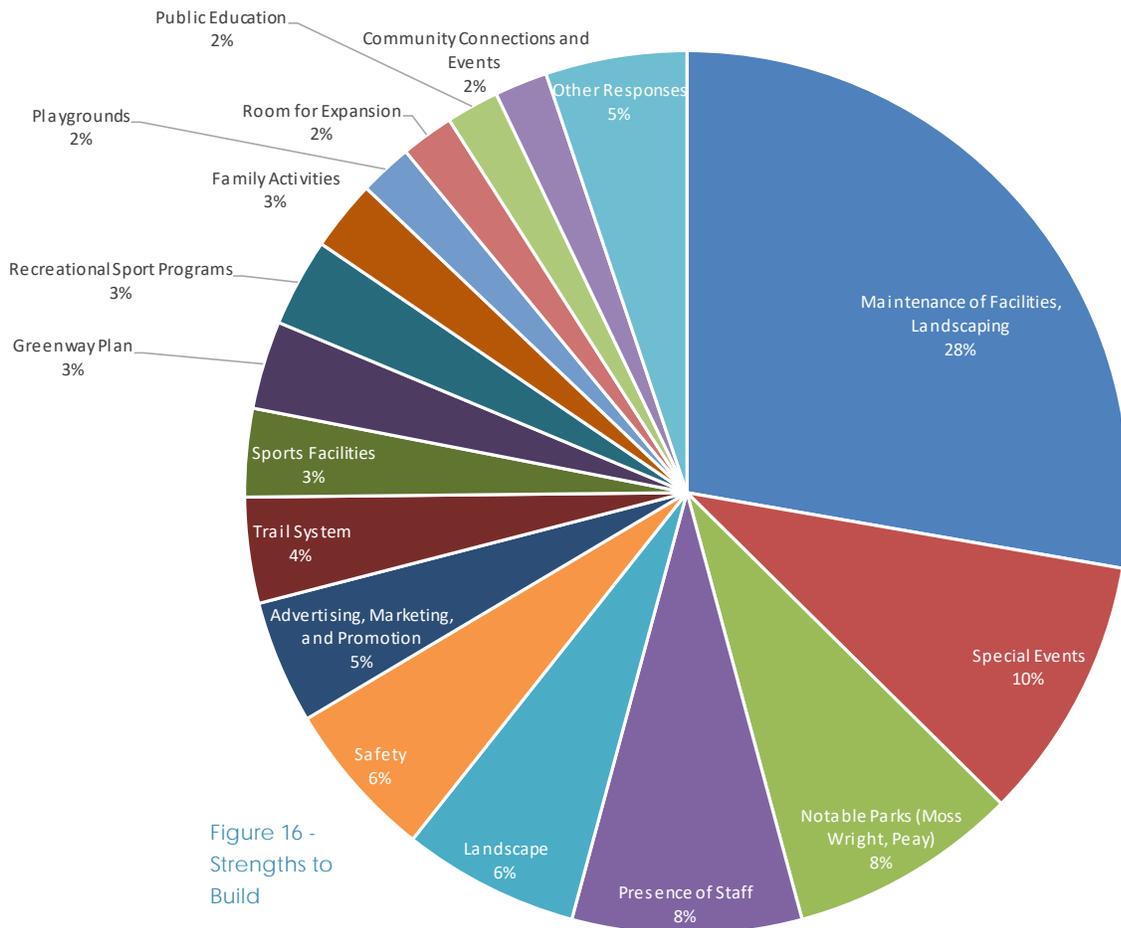


Figure 16 - Strengths to Build

Are there operational issues that need to be addressed?

Additional responses were collected as illustrated in the graph below. 29 participants chose "N/A" as a response to the menu of pre-populated options and provided 9 additional open ended custom comments. These additional comments were generally positive and related to maintenance. These responses are included in the report's appendix and generally captured through participant's responses to other survey questions.

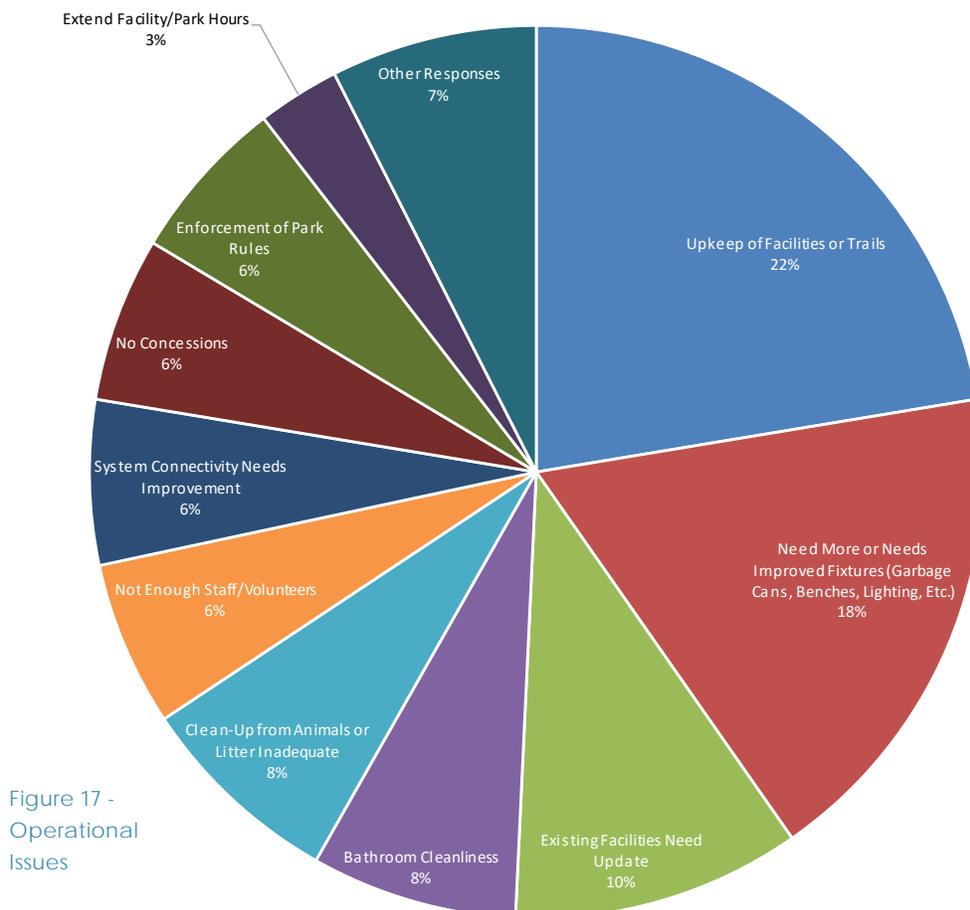


Figure 17 -
Operational
Issues

3.1.2 KEY FINDINGS OF PUBLIC SURVEY

PUBLIC SURVEY FINDINGS REVEAL THAT:

- ◆ In general, use and awareness of the City's park system is limited to Moss-Wright. This results in under-use of the City's other parks.
- ◆ The community desires to use existing park facilities and programming, but lacks awareness regarding everything provided by the City's Department of Parks and Recreation. A more direct marketing and communications program might heighten awareness of available resources and lead to greater use of under used facilities.
- ◆ Survey participants cited "Leisure Activities (walking, picnicking, etc.)" as their primary attraction to use existing parks and recreational facilities.
- ◆ "Special Events," such as the City's Annual Independence Day Celebration and Halloween in the Park, were the most frequent programs utilized by survey participant households. This was followed by use of fitness and wellness activities, organized athletics, and family programming. Activities targeted to specific age groups remain little known and under used.

- ◆ The community desires more areas for leisure and active walking and biking. Feedback indicates a preference for trails connecting citizens to nature, notably through a network of off-road trails.
- ◆ The community desires an improved and expanded aquatic facility, including indoor and outdoor pools, along with an active splash zone and/or water park.
- ◆ In terms of programming, survey participants indicated a preference for more outdoor “Health and Wellness” activities and “Special Events,” specifically those targeted to walking and biking.
- ◆ Survey participants indicated a top strength of the City’s Parks and Recreation Department is maintenance and landscaping of existing facilities, however these same respondents also indicated that additional facility maintenance and trail upkeep is needed.



3.2 STAFF INTERVIEWS

Members of the City of Goodlettsville staff were interviewed to determine the internal assets and concerns of the facilities and parks in the City.

These sessions included Department staff from:

- ◆ Administrative Support
- ◆ Parks and Facilities
- ◆ Recreation Programming and Athletics
- ◆ Administration, Marketing and Events
- ◆ The City Manager, Assistant City Manager and Finance Director

STAFF INTERVIEW QUESTIONS

While responses were generally more extensive, interview sessions were organized around five key questions:

1. What are your top three goals for the Goodlettsville Parks and Recreation Department?
2. What are the three most important things for parks system to accomplish in: 1, 5, and 10 years?
3. What areas of City do you think are underserved and in what ways (programs, facilities, connectivity, access)?
4. What methods would you be comfortable with to fund Parks and Recreation Department projects (bonds, corporate sponsorship/naming rights, creating a foundation, etc.)?
5. How could the Department increase the public's knowledge of available services?

3.2.1 STAFF INTERVIEW ASSESSMENT

To kick-off the Comprehensive Master Plan, the consultant team hosted a staff interview day. Feedback focused on improvements to existing facilities (primarily at Moss-Wright and Peay Parks), citywide programming enhancements, and a discussion regarding opportunities for future parks and public space.

FACILITY IMPROVEMENTS

MOSS-WRIGHT PARK

At over 140 acres, Moss-Wright Park is Goodlettsville's signature greenspace. The park contains a combination of active and passive recreation opportunities and attracts visitors from throughout the area. Primary activity generators within the park include baseball, softball, soccer, dog park, and a perimeter trail that is in use year-round.

The popularity of these facilities and their related formal programming, combined with the quality of the park's passive recreation amenities, contribute to vehicular access and parking issues, particularly on nights and weekends. The addition of soccer fields has exacerbated the demand for parking. Limited paved pathways within the park force walkers, runners and bikers to use the congested park road to access amenities located throughout the park.

FUTURE OPPORTUNITIES

- ◆ Completing a paved trail to encircle the entire property
- ◆ Providing more walkways to divert walkers, runners and bikers away from expanded areas of parking
- ◆ Enhanced ingress/egress points
- ◆ Expansion into the adjacent floodplain to add approximately 45 acres of park and open space

PEAY PARK

Established by the City in 1967, Peay Park is Goodlettsville's oldest park. This park also hosts the Delmas Long Community Center and tennis courts. A series of enhancements, completed in 2012, included a new playground and picnic tables, along with the addition of a group fitness room and central heat and air in community center's gymnasium. In 2019, a highly anticipated community Splash Pad will add to the park's roster of attractions.

Participants questioned the need for a Peay Park outdoor amphitheater proposed in the Park's 2015 Master Plan. As an alternative, an inclusive playground was suggested. Additionally, the City's Planning Department is looking at leveraging the development of adjacent single family/townhomes in proximity to the park. When developed, direct access between the new homes and the park should be pursued as part of a community benefits package.

PROGRAMMING NEEDS

In general, participants desired a better understanding of best practices and national trends in active recreation. The group questioned if current program offerings are aligned with the needs and desires of the city's growing and increasingly diverse population.

Discussions regarding short-term programming needs included the following points:

- ◆ The Department is not providing adequate programs and activities for children, teens, and seniors. The Community Center should offer more activities targeted to these age groups.
- ◆ The current outdoor pool is limited in its amenities and seasonal scheduling. The community desires an upgraded aquatics center and companion programming.
- ◆ Requests for a fitness center are consistent, but private providers currently meet the need.
- ◆ The community desires more flat fields to accommodate multi-purpose uses.
- ◆ The community likes special events, so the Department should consider hosting a more diverse mix of events to bring the City's various community members together more frequently.
- ◆ To meet the demands of additional programming, more parking will be needed at the Goodlettsville Event Center and the Community Center will require expansion.



OPPORTUNITIES FOR FUTURE PARKS AND PUBLIC SPACES

The conversation focused on underserved areas of the City, particularly near the northern edge of the County for new parks and public spaces. Discussions included the following points:

- ◆ A network of off-road trails is needed to link existing local and regional greenspace assets to create a connected park system, rather than individual sites and destinations.
- ◆ A review of existing zoning should look at changes needed to facilitate the creation of additional publicly accessible open space and recreation facilities such as playgrounds in-concert with new private development. A review of best practices nationally, and within the area, may prove useful in helping identify strategies.
- ◆ A major goal of the Department is to create standards for park types and quantities equitably distributed throughout the City.

The following baseline information was identified as needing improvement for the future:

- ◆ Moss-Wright Park is in need of improved traffic operations, mitigation of vehicular and pedestrian conflicts, enhanced points of vehicular ingress/egress, and more areas of paved parking to support the increased numbers of visitors.
- ◆ Peay Park is also generating traffic and safety concerns, including pedestrian conflicts for those accessing the playground and the Delmas Long Community Center. These challenges are expected to worsen with the opening of the Splash Pad. Enhancements and maintenance of the tennis courts is needed, including possible relocation.
- ◆ The Delmas Long Community Center hosts the majority of indoor recreation programs. Thought needs to be given to extend hours of operation for youth, teens, and families.
- ◆ The Goodlettsville Event Center is underutilized. The facility serves more non-residents than residents and provides opportunities for additional programming and usage. Expansion is limited due to space for parking. Additionally, parking and access should be addressed prior to launching more programming.
- ◆ Pleasant Green Park has ADA-compliance issues, so as the Department makes any upgrades or changes, ADA compliance should be addressed and fixed.
- ◆ Expanded programming and operating hours will impact future operations, budgets, and staffing.
- ◆ A focus on connectivity between parks and facilities can create a unified park system, rather than a collection of individual properties and mitigate overcrowding within the City's two most visited parks (Moss-Wright and Peay Parks).
- ◆ The community is generally unaware of facility and program offerings. A strategic communications plan and overall re-branding of the Department and park system is needed.
- ◆ Currently, the Department has some maintenance standards in place but there is no system-wide approach as it pertains to documenting and implementing them. Maintenance standards need to be documented and tracked for compliance based on desired outcomes. These include documenting current maintenance frequencies for tasks completed at any park or the hours anticipated necessary to complete specific tasks.

3.3 SWOT ANALYSIS

Members of the Parks and Recreation Board met in January of 2018 to discuss the current quality and possible improvements for parks and facilities in the city. The meeting was focused by a SWOT Analysis, or Strength, Weakness, Opportunity, and Threat Analysis. The conversation opened discussion of improvements based on the current condition, comparisons to other communities, and practice of how the facilities are being maintained. The following section presents the questions and a summary of the answers discussed during this meeting.

S TRENGTHS

W EAKNESSES

O PPORTUNITIES

T HREATS

STRENGTHS



What do you feel are strengths of the Department?

Overall the parks were well maintained, and provided a good variety of activities. Parks are inviting to the public, provide aesthetic appeal, and used by the public well. There are excellent park staff, from top to first-line facilitators.

What do you feel the Department's main achievement(s) were from the past 3-5 years?

Recent achievements of the Parks and Recreation Department include:

- ◆ Adding park land to the inventory of the Department
- ◆ Updating park amenities
- ◆ Response time to issues and/or concerns have become faster
- ◆ Calls are answered by a "live" person, increasing personability with the public

STRENGTHS CONTINUED:

What do you feel sets our Department apart from other organizations?

The Goodlettsville Parks and Recreation Department has genuine people answering calls from the public, and park staff is available during the activity time to take care of problems as they arise.

What do you feel the Department's assets are?

The quality of staff along with the availability of personnel is key to the success of the Department. There is also responsible leadership that provides necessary direction to the rest of the staff.

Does the Department provide services appropriate for the City of Goodlettsville?

Yes, the Department provides appropriate services for the community.

WEAKNESSES



What facility weaknesses do you feel the Department has?

Moss-Wright Park is a widely used park, and requires more maintenance because of the volume of use. The maintenance building in Moss-Wright Park is dated, and there are problems with the sewage lines. The flow of traffic within the parks, especially Moss-Wright Park, is potentially dangerous due to the conflicting modes of transportation including patrons walking on the park roads. ADA compliance is an issue throughout the park system that needs to be addressed. Van Accessible spaces need to be added to some parking lots, and the amount of overall parking needs to be more available in specific park locations. More staff is needed to support the Department especially with the extra need for an indoor pool and multi-use indoor facilities for activities like plays, dances and music recitals.

What service weaknesses do you feel the Department has?

The maintenance equipment for the parks is dated, and needs to be replaced so the facilitators' time can be used more efficiently. Marketing for the parks and programs of the Department need to be more efficient and widespread. Some Board Members and citizens do not know the location or amenities the parks provide. The Community Center desk staff should be welcoming and customer oriented.

WEAKNESSES CONTINUED:

Do you think the Department is adequately staffed?

For now, yes, but as programming and facilities are expanded, new employees will be needed.

What user groups do you feel we lack for programming?

Inclusive programming for teens, active programming for Seniors, and programming in limited time frames are three areas the Department would like to improve. Suggested improved programs include Friday-Night teen events at Delmas Long Community Center, a skate park, video game and basketball areas. They acknowledged the lack of indoor programs for the gymnasium, weight lifting and special events. An outdoor live music venue was also proposed in Peay Park.

What skills do you feel our employees lack?

The employees of the Department lack training for equipment, public engagement and social media. The Department hopes to improve in these areas to increase face-to-face connections to the public, while creating an awareness of facilities through social media outlets.

What complaints do you hear from the public?

The cleanliness of the trails has been compromised by owners not picking up after their dogs and the lack of available trash cans. Additionally citizens would like the signage of the parks to be updated.

OPPORTUNITIES



What financial/governmental/legislative changes can benefit the Department in the future?

Available, reliable transit systems are necessary for students and community members that commute from school or work to the parks and facilities. Governmental changes need to be made to allow for year-round aquatic programs. A partnership with the senior-living facilities in the immediate area would provide opportunities for increased health and physical activity.

How may new technologies change Department practices?

The use of digital calendars for scheduling tasks/events could largely benefit the maintenance department and increase their efficiencies. Also, marketing staff will need to outline a strategy to share new programming.

What are some economic changes that are happening in the community from which the Department can benefit?

The population throughout the city is growing and extending the City limits Northeast on Long Hollow Pike providing new opportunities for park expansion. A new subdivision development is being constructed behind Peay Park, and creates a new group of people for the park to service. Developers can also be required to add amenities such as sidewalk or neighborhood parks that could connect the City's park system.

OPPORTUNITIES CONTINUED:

What trends, programs, and events have you seen other communities do that would be beneficial to the Department?

A Miracle baseball field that is fully accessible for all users would help to create an inclusive community. Unprogrammed, large, flat fields are often used for lacrosse, practice fields, or other alternative activities. Shade facilities within parks around Pleasant Green Pool, baseball fields and splash pads would help to increase the appeal of these areas during hot weather. The flood plains, which are not currently owned by the City, could be negotiated to be used for recreational purposes. A fully connected trail system will increase park use and encourage activity from a variety of demographics.

What partnerships do you feel would be beneficial to Department growth?

The Tourism Department is experiencing growth, creating a potential for partnership for programs. Including a wilderness trail for mountain biking creates new programs and help extend the trail system. Professional athletes or entertainers that live or have lived in the area should be contacted for endorsement and financial assistance. With the increased interest in the National Hockey League and the Stanley Cup, it ignites an opportunity to expand the City's programs and facilities to include an ice hockey rink.

THREATS

Are we competing with others?

The programming in Nashville, Hendersonville, Gallatin, and Millersville pull people away from Goodlettsville.

What obstacles do we see that limit Departmental growth?

Funding from the local government for Goodlettsville's programming, facilities and additional staff is an obstacle due to limited resources. Also, the boundaries of the existing City limits leave little room for developmental increase.

3.3.1 KEY FINDINGS OF SWOT ANALYSIS

STRENGTHS

KEY DEPARTMENT STRENGTHS

- ◆ Programming diversity of offerings
- ◆ Facility maintenance
- ◆ Personnel and staffing

KEY ACHIEVEMENTS IN PAST 3-5 YEARS

- ◆ Additional acreage of parks and open space
- ◆ Updated amenities within parks
- ◆ Responsiveness of Department staff

UNIQUE DEPARTMENTAL QUALITIES

- ◆ Front-line staff answers phone
- ◆ Staff availability during activities
- ◆ Staff responsiveness to problems
- ◆ Staff commitment to customer service
- ◆ Program quality and diversity of offerings

KEY DEPARTMENT ASSETS

- ◆ Staff responsiveness
- ◆ Staff availability
- ◆ Department Leadership
- ◆ Responsive and Responsible

SERVICES PERCEPTIONS

- ◆ Services offered are appropriate to meet demands and needs of City residents

WEAKNESSES

KEY FACILITY WEAKNESSES

- ◆ Moss-Wright Park: Maintenance Building, sewage lines, traffic flow
- ◆ Department Staffing
- ◆ Parking in specific locations
- ◆ ADA accessibility
- ◆ Indoor facilities (pool/multi-use venues)
- ◆ Vehicular/pedestrian conflicts

KEY SERVICES WEAKNESSES

- ◆ Maintenance equipment is dated and inefficient
- ◆ Marketing ineffective
- ◆ Community awareness of park facilities and recreation programming
- ◆ Community Center staff is not friendly

PROGRAMMING WEAKNESSES

- ◆ Programming for youth, teens, seniors
- ◆ Programming variety and times
- ◆ Indoor spaces (gymnasium, weight room, gaming area, multi-use venues)
- ◆ Basketball courts (indoor and outside)
- ◆ Live music venue (amphitheater)

EMPLOYEE SKILLS GAP

- ◆ Overall customer care
- ◆ Commitment to service
- ◆ Social media outreach

STAFFING PERCEPTIONS

- ◆ The Department is adequately staffed currently, but as programming and facilities are expanded additional employees will be needed.

COMMON COMPLAINTS

- ◆ Pets on trails/lack cleaning-up
- ◆ Lack of trash receptacles
- ◆ Within parks/along pathways
- ◆ Outdated/missing/damaged signage

OPPORTUNITIES

NEEDED FINANCIAL/LEGISLATIVE CHANGES

- ◆ Policy changes to support year-round aquatics
- ◆ Transit for transportation option
- ◆ Establish partnerships with area senior facilities

NEW TECHNOLOGIES TO LEVERAGE

- ◆ Application for scheduling maintenance
- ◆ Marketing strategy

ECONOMIC CHANGES TO LEVERAGE

- ◆ Population growth (NE on Long Hollow Pike)
- ◆ Subdivision development (behind Peay Park)
- ◆ Require developers to add amenities

TRENDS, PROGRAMS & EVENTS

- ◆ Miracle baseball field, fully ADA accessible
- ◆ Multi-purpose fields
- ◆ Shade facilities
- ◆ Use of flood plains for active/passive recreation
- ◆ Expand trail system

KEY PARTNERSHIPS

- ◆ Tourism Department
- ◆ Add wilderness trails for mountain biking
- ◆ Think big and long-term
- ◆ Think “outside the box” for financial assistance in developing amenities i.e., pro athletes/entertainers in the area

THREATS

COMPETITION

- ◆ Programming in Nashville, Hendersonville, Gallatin, Millersville

OBSTACLES TO GROWTH

- ◆ Limited funding for facility/programming/staffing
- ◆ Geographic Boundaries/City Limits (i.e., Long Hollow Pike, I-65, CSX Railroad, Dickerson Pike and Mansker Creek)



3.4 GOODLETTSVILLE BOARD OF COMMISSIONERS INTERVIEWS

3.4.1 PROJECT GOALS

Members of the Board of Commissioners identified three primary goals for this project: Public Safety, Universal Accessibility, and Reliable Revenue Generation.

PUBLIC SAFETY

Users of parks and recreation facilities must not only be safe, but also must perceive to be safe at all times. From maintenance of existing facilities to lighting to traffic flow to loitering, a culture of safety is needed at all levels within the Department. A dedicated public safety presence is needed within all park and recreation facilities to respond to the community's needs in real time.

UNIVERSAL ACCESSIBILITY

Use of Goodlettsville Parks and Recreation offerings has been limited due to a lack of infrastructure to accommodate universal access. Adjacent communities have made great strides in expanding offerings to better meet the needs of the underserved. Universal accessibility should become a priority when maintaining and expanding physical properties and designing enhanced program offerings. This should include parking, traffic patterns, drop-off locations, equipment, and programmatic offerings.

Furthermore, universal accessibility should not be limited to expanded opportunities to serve the physically challenged. The department should seek to equitably expand acreage to provide more resources in proximity to traditionally underserved communities particularly in the northern most parts of the City. These additions may be pursued in partnership with Metro Nashville to connect future acreage into the Goodlettsville trail system.

RELIABLE REVENUE GENERATION

When considering facility expansion and greenspace acquisition, leverage opportunities for built-in long-term revenue generation. Examples included batting cages, concessions, gyms, and additional add-on programming such as overnight parties, day camps and childcare.

When evaluating maintenance, consider the return on investment and opportunities to augment City resources. For example, when looking at developing a new pool, look for public-private partnerships to augment available resources and evaluate long-term financial impacts of the facility design.

3.4.2 OTHER DISCUSSION

Other concerns and suggestions included a discussion of growth and the impact of land availability on land management practices and greenspace acquisition. The group generally desired recreation diversity not just for active recreation, but also passive spaces that might better utilize the Department's existing network of parks.

While naming rights for public facilities were not favored by the group, there is room for subtle advertisements and sponsorship for features such as playgrounds, scoreboards, etc.

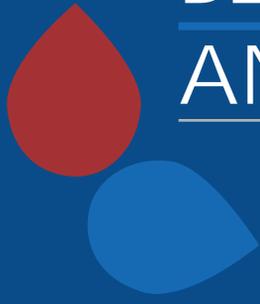
Furthermore, the Department should continue to augment annual budgets by looking at sources of revenue supported by existing City policy, including impact fees and the sign ordinance. The group urged the Department to pursue local, regional, state, and national municipal and philanthropic grants.

In the short term, the Board of Commissioners suggested the Department explore the addition of shade structures at the quad within Moss-Wright Park along with creating an overall master plan to align changes with community desires and needs, including measures to mitigate traffic, expanded field space, additional fencing and lighting.



CHAPTER 4
BENCHMARK
ANALYSIS

4





CHAPTER 4 BENCHMARK ANALYSIS

4.1 BENCHMARK OVERVIEW

The Consulting Team and the Goodlettsville Parks and Recreation staff identified operating metrics to benchmark against comparable recreation providers. The goal of this analysis is ensuring direct comparison through a methodology of statistics and ratios in order to provide accurate information and an objective analysis.

Please note, the benchmark analysis is only an indicator based on the information provided. Information used in this analysis was sourced directly from each agency. The information sought was a combination of operating metrics that factor budgets, staffing, inventories, program offerings, and participation levels. In some instances, the information was not tracked or not available.

Arranged by population per square mile, the following table provides an overview of the agencies included in the benchmark analysis. Goodlettsville represents the second largest service area in square miles and third in total population.

Due to differences in how each system collects, maintains and reports data, variances may exist. These variations have an impact on the per capita and percentage allocations within the budget, and the overall comparison must be viewed with this in mind.

The benchmark data collection for all systems was complete as of May 2018. While it is possible that there may have been changes or updates in the data provided, in order to ensure consistency, the original figures obtained at that time have been used in the benchmark analysis.

The goal was to evaluate how Goodlettsville is positioned among peer agencies as it applies to efficiency and effectiveness practices (See Figure 1). The benchmark assessment is organized into specific categories to obtain data that offers an encompassing view of each agency's operating metrics in comparison to Goodlettsville.

Agency	State	Jurisdiction Type	Population	Jurisdiction Size (Sq. Mi.)	Population per Sq. Mi.	NRPA Gold Medal (Year)	CAPRA Accredited
Farragut Parks & Leisure Services	TN	Town	22,676	16.00	1,417	No	No
Durango Parks and Recreation	CO	City	18,909	13.93	1,357	Winner (2012)	Yes
Goodlettsville Parks and Recreation	TN	City	16,950	14.30	1,185	No	No
Pineville Parks & Recreation	NC	Town	8,593	3.50	2,455	No	No

Figure 1 -
Benchmarked Communities



4.2 BENCHMARK COMPARISON

PARK ACREAGE

The following table provides a general overview of each system’s park acreage. Assessing level of service for park acres, Goodlettsville ranks third of the study with 11.9 acres of parkland per 1,000 residents, which is also well above the national median of 9.6 acres per 1,000 residents. Durango ranks first with 280.3 acres

of parkland per 1,000 residents, this exceptionally high level of service is largely driven by the high amount of non-maintained acres (natural areas) within Durango. Both Goodlettsville and Farragut have 100% of their acres developed, whereas Durango only has 7% developed and Pineville at 38% developed.

Agency	Population	Total Acres Owned or Managed	Total Developed Acres	Percentage of Developed Acres	Total Acres per 1,000 Residents
Durango Parks and Recreation	18,909	5,300	345	7%	280.3
Pineville Parks & Recreation	8,593	213	82	38%	24.8
Goodlettsville Parks and Recreation	16,950	201	201	100%	11.9
Farragut Parks & Leisure Services	22,676	133	133	100%	5.9

Figure 2 - Park Acreage

NRPA Median 9.6 Acres per 1,000 Residents
 NRPA Lower Quartile 4.6 Acres per 1,000 Residents
 NRPA Upper Quartile 16.6 Acres per 1,000

TRAIL MILEAGE

The information below explores the types of trails, total mileage, and level of service for trails within each system. By comparing total trail mileage to the population of the service area, the level of service provided to the community can be determined, which is expressed as trail miles for every 1,000 residents.

As seen below, Goodlettsville ranks near the bottom for total trail mileage, offering 3 miles of paved trails. Goodlettsville has the second lowest total trail mileage per capita (0.18 miles per 1,000) among benchmark agencies. This level of service for trail mileage is also lower than the national best practice of 0.25-0.5 mile of trail per 1,000 residents.

Agency	Population	Soft Trail Miles	Paved Trail Miles	Total Trail Miles	Trail Miles per 1,000 Residents
Durango Parks and Recreation	18,909	96.0	15.5	111.5	5.90
Farragut Parks & Leisure Services	22,676	-	16.0	16.0	0.71
Goodlettsville Parks and Recreation	16,950	-	3.0	3.0	0.18
Pineville Parks & Recreation	8,593	-	1.0	1.0	0.12

Best Practice Agencies 0.25-0.5 Trail Miles per 1,000 Residents

Figure 3 -
Trail Miles



STAFFING LEVELS

Figure 4 compares levels of staffing for each system by comparing full-time equivalents (FTEs)* to total population. In order to provide a level comparison of staffing among benchmark agencies, total FTEs are calculated by summing all the hours worked by departmental staff and dividing the total by 2,080, which is traditionally accepted as equivalent to the total annual hours worked by one full-time employee.

Total FTEs per 10,000 residents is a key performance metric that assesses how well each agency is equipped, in terms of human resources, to serve its jurisdiction. Among peer agencies, Goodlettsville ranks second among benchmark agencies, while still exceeding the national median for staffing levels, with 11.3 FTEs per 10,000 residents.

FUNDING SOURCES

The table to the right (See Figure 5) is a breakdown of each peer agency's funding sources along with NRPA's average distribution of percentages. As seen, 100% of Goodlettsville's operating budget sources comes from the General Fund; 59% is NRPA's average.

*A Full Time Equivalent (FTE) is the hours worked by one employee on a full-time basis. On an annual basis, one FTE is considered to be 2,080 hours which is calculated as 8 hours per day, 5 days a week. The concept is used for consistent calculations when both part and full-time staff are utilized.

Agency	Population	Total FTEs	FTEs per 10,000 Residents
Durango Parks and Recreation	18,909	38	20.1
Goodlettsville Parks and Recreation	16,950	19	11.3
Pineville Parks & Recreation	8,593	9	9.9
Farragut Parks & Leisure Services	22,676	20	8.8

NRPA Median 7.3 FTEs per 10,000 Residents
 NRPA Lower Quartile 3.7 FTEs per 10,000 Residents
 NRPA Higher Quartile 14.9 FTEs per 10,000 Residents

Figure 4 -
Staffing

Agency	General Fund Tax Support	Dedicated Levies	Earned / Generated Revenue	Other Dedicated Taxes	Sponsorships	Grants	Other
Goodlettsville Parks and Recreation	100%	0%	0%	0%	0%	0%	0%
Farragut Parks & Leisure Services	93%	7%	0%	0%	0%	0%	0%
Durango Parks and Recreation	47%	0%	53%	0%	0%	0%	0%
Pineville Parks & Recreation	100%	0%	0%	0%	0%	0%	0%

NRPA Average Distribution 59% 8% 26% 2% 1% 2% 3%

Figure 5 -
Funding Sources

OPERATING BUDGET

Benchmark agencies reported a wide range of annual operating expenditures, from \$5.9 million (Durango) to \$450 thousand (Pineville). Goodlettsville’s total operating expenditures is lower than NRPA’s median but higher than the lower quartile (See Figure 6).

Dividing the annual operational budget to the service area’s population allows for a comparison of how much each agency is spending per resident. Goodlettsville is ranked second among benchmark

agencies (\$137.23) and nears NRPA’s higher quartile for spending per resident. While a lower expense per resident can suggest efficiencies in operation, it can also signal limited program offerings, lower maintenance standards, or lighter marketing efforts, so the evaluation of optimal per capita spending must take into consideration the unique situation and intent of the agency.

Agency	Population	Total Operating Expense	Operating Expense per Resident
Durango Parks and Recreation	18,909	\$ 5,931,733	\$ 313.70
Goodlettsville Parks and Recreation	16,950	\$ 2,325,976	\$ 137.23
Farragut Parks & Leisure Services	22,676	\$ 1,731,439	\$ 76.36
Pineville Parks & Recreation	8,593	\$ 457,785	\$ 53.27

Total Annual Operating Expenditures
NRPA Median \$3,501,000
NRPA Lower Quartile \$1,202,000
NRPA Higher Quartile \$9,446,000

Operating Expense per Resident
NRPA Median \$77.32 per Resident
NRPA Lower Quartile \$39.84 per Resident
NRPA Higher Quartile \$141.89 per Residents

Figure 6 - Operating Expenses

NON-TAX REVENUES

By comparing each agency's annual non-tax revenue to the population, the annual revenue generated on a per resident basis can be determined. As seen below, there is a large discrepancy in revenue-generating capabilities among benchmark agencies.

Goodlettsville falls towards the bottom of the benchmark agencies for earned income generated per resident (\$19.73); however, the City is earning similar to NRPA's median at \$19.04 per resident.

Agency	Population	Total Non-Tax Revenue	Revenue per Resident
Durango Parks and Recreation	18,909	\$ 4,162,503	\$ 220.13
Pineville Parks & Recreation	8,593	\$ 255,100	\$ 29.69
Goodlettsville Parks and Recreation	16,950	\$ 334,350	\$ 19.73
Farragut Parks & Leisure Services	22,676	\$ 156,516	\$ 6.90

NRPA Median \$19.04 per Resident
NRPA Lower Quartile \$6.73 per Resident
NRPA Higher Quartile \$51.51 per Residents

Figure 7 -
Revenue Generation

OPERATIONAL COST RECOVERY

Operational cost recovery is a key performance indicator, arrived at by dividing total non-tax revenue by total operating expense, which measures how well each Department's revenue generation covers the total cost of operations.

The current 14% cost recovery for Goodlettsville ranks third among benchmark peers and is below the NRPA median of 29% cost recovery. This performance measure should be tracked overtime and expected to improve as revenue generation for the Department strengthens and operational efficiencies are achieved.

Agency	Total Non-Tax Revenue	Total Operating Expense	Operational Cost Recovery
Durango Parks and Recreation	\$ 4,162,503	\$ 5,931,733	70%
Pineville Parks & Recreation	\$ 255,100	\$ 457,785	56%
Goodlettsville Parks and Recreation	\$ 334,350	\$ 2,325,976	14%
Farragut Parks & Leisure Services	\$ 156,516	\$ 1,731,439	9%

Figure 8 -
Cost Recovery

NRPA Median 29% Cost Recovery
NRPA Lower Quartile 14% Cost Recovery
NRPA Higher Quartile 50% Cost Recovery

CAPITAL BUDGET

The table below reveals the annual capital budget from 2015-2017, as well as the three-year average budget, for each agency. Goodlettsville is investing less than \$200 thousand per year in capital improvements. The typical park and recreation agency has a median of \$3 million in capital expenditures budgeted over the next five years.

Agency	CIP Budget 2015	CIP Budget 2016	CIP Budget 2017	Avg Annual CIP Budget 2015-2017
Durango Parks and Recreation	\$ 2,787,500	\$ 2,982,500	\$ 3,813,000	\$ 3,194,333
Farragut Parks & Leisure Services	\$ 564,269	\$ 2,381,000	\$ 1,480,000	\$ 1,475,090
Goodlettsville Parks and Recreation	\$ 180,000	\$ 320,000	\$ 81,500	\$ 193,833
Pineville Parks & Recreation	\$ -	\$ 15,341	\$ 68,625	\$ 27,989

Figure 9 -
Capital Budget

COMMUNICATION

Goodlettsville Parks and Recreation Department currently communicates with residents mainly through digital platforms such as Facebook, email blasts and the website. Effective communication strategies require striking an appropriate balance between the content with the volume of messaging while utilizing the “right” methods of delivery. Developing a strategic marketing plan specifically for parks that complements the greater City’s marketing strategy will help address any communication strategy issues.

Agency	Methods of providing information about parks
Goodlettsville Parks and Recreation	Mostly digital - facebook, email blasts, website
Farragut Parks & Leisure Services	Social media, website, newsletter, e-newsletter, email, local newspaper, local tv
Durango Parks and Recreation	Activity guide, website, social media, e-marketing, paid print advertising, in-house marketing, digital display tvs, radio, press releases
Pineville Parks & Recreation	Website, flyers, newsletter, email, local paper

Figure 10 -
Communication Strategies

4.3 CONCLUSION

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

An opportunity exists for increasing capital improvements within the system, as the current level of investment is well below other peer agencies and national best practices. For better direction as to where the Department should invest in the future, it will be important to establish and assess recommended levels of service for parks, amenities, and facilities to

understand priorities for capital improvements moving forward. While an increase in capital investment requires significant funding, there are many non-traditional sources for funding such improvements that the Department could, and should, pursue in advancing the system.

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



CHAPTER 5

FACILITY ANALYSIS RECOMMENDATIONS

5



Goodlettsville
PARKS MASTER PLAN



CHAPTER 5 Facility Analysis Recommendations

5.1 NRPA GUIDELINES/STANDARDS

The National Recreation and Parks Association (NRPA) is a national, non-profit service organization dedicated to the advancement of parks, recreation and environmental efforts that enhance the quality of life for all people. In 1995, NRPA published *Park, Open Space, and Greenway Guidelines* by James Mertes, Ph.D., CLP and James R. Hall, CLP. The book outlined a template for typical park size classifications, numbers of acres a system should have, and recommended service levels based on population. This book, along with the *Tourism and Recreation Handbook of Planning and Design*, written by Manuel Baudbovy and Fred Lawson, will be used to assist with an evaluation of the parks and recreation amenities for the City of Goodlettsville.

These books only act as a guideline. They don't take in to account the unique character of a community. Local trends and popularity of facilities and programming will dictate actual size and need. The NRPA standards outlined in the books serve as a baseline for determining a minimum standard. These guidelines, along with input received from the community through the surveys, analysis of participation numbers for the various activities and comparisons to similar communities were used to develop service standards for Goodlettsville.

These standards can be used as a guide to specific number(s) and size of the amenities within a park site. In his book, Mertes (1995) suggests that public park providers, “in their park system, at a minimum, should be comprised of a core system of park lands, with a total of 6.25 to 10.5 acres of developed open space per 1000 population.” It is also suggested that the delivery system of any department provide parks that meet the basic park categories: mini, neighborhood, community and regional. Each of these park types are defined differently based on size and amenities which are offered.

5.1.1 MINI PARK

This park can also be called a “pocket park” and is basically a site that is less than five acres. It is usually designed to attract residents that live within a short walking distance of the park. Generally, this park would not have parking facilities at the site. Because of the size of the Mini Park, they are usually passive parks with limited activities. Many times, these parks will have playgrounds, landscaping with tables and benches.

Goodlettsville Parks & Recreation has one park that fits this category:

- ◆ Gateway Park

5.1.2 NEIGHBORHOOD PARKS

- ◆ A park facility is considered a neighborhood park when it has from five to twenty acres and serves the population living within a half mile of the park. This type of park will concentrate several activities and facilities into a limited amount of space. The typical facilities in this type of park will include:
 - ◆ Playing Field
 - ◆ Playgrounds
 - ◆ Shelters
 - ◆ Walking Paths
 - ◆ Swimming Pool
 - ◆ Parking Facilities
 - ◆ Restroom/Concessions

Parking for this type of park is necessary based on the facilities within the park. Typically, a standard of seven spaces for the first ten acres and one additional space for each additional acre. However, this will vary based on the activities within the park and the appeal of the programs. If the activities with the park include an athletic field, a community center or an aquatic facility, then parking spaces within the range of 40 per field/activity, will be needed.

Although this size park is classified as a neighborhood park, the scope of people served will vary based on the activities within the park. Also, the number of users will change based on population densities and the number of parks available. Typically, a park system should have one neighborhood park per 10,000 to 20,000 residents, or one to two acres per 1,000 people. A service area of a neighborhood park is $\frac{1}{4}$ to $\frac{1}{2}$ mile.

Goodlettsville Parks & Recreation has one park that fits this category:

- ◆ Brooks Park

5.1.3 COMMUNITY PARK

A community park is usually 20 to 50 acres and it would assure that a variety of recreational needs and interests are addressed and included. This park would be more centrally located and would be used by residents of several neighborhoods of the City. A community park should include a mix of active and passive recreational activities and attract users of all ages. From a community center to active sports fields, the park should serve as many people as possible.

Day and night activities would be located in this size park to ensure that a variety of interests of the citizens are addressed. A community park would be a good size park to place a community center. A center, or a group of sports fields linked together, commonly known as a complex, can be placed in such a park because of the amount of space available and the ability to buffer the activities from neighboring subdivisions. Typically, the service area of a community park will vary based upon the size and scope of the activities offered; however, a park of this type may serve a larger population. In some communities, it could serve 50,000 to 80,000 people, or 5 to 8 acres per 1000 people.

Goodlettsville Parks & Recreation has three parks that fit this category:

- ◆ North Creek Park
- ◆ Peay Park
- ◆ Pleasant Green Park

5.1.4 LARGE URBAN PARK

A large urban park is usually 50 to 250 acres and is typically the largest park within a park system. This park serves a broader purpose within a community when a neighborhood park is not adequate to serve the needs of a community. These parks focus on meeting community-based recreation needs, as well as preserving unique landscapes and open spaces.

Goodlettsville Parks & Recreation has one park that fits this category:

- ◆ Moss-Wright Park

5.1.5 SPECIAL-USE PARK

Based on the needs of the population and the location of the park, one would find a golf course, a zoo, or some other special use facility. Many times, a special-use park would be a revenue generator for the system.

5.1.6 SPORTS PARK

A sports park would be constructed to have the primary function of a park of this size to be a complex of ball fields. The park would have a small amount of support facilities, parking lot(s), restrooms and concessions, shelters. It could have a walking trail and playground, but primarily the park is to facilitate competitive sports activities.

5.1.7 NATURAL RESOURCE AREA/PRESERVE

The NRPA has defined “lands set aside for preservation of significant natural resources, open space and visual aesthetics/ buffering”, as natural resource area/ preserve. These lands consist of:

- ◆ Individual sites exhibiting natural resources
- ◆ Lands that are unsuitable for development but offer natural resource (e.g., parcels with steep slopes and natural vegetation, drainage ways and ravines, surface water management areas and utility easements)
- ◆ Protected land, such as wetlands, lowlands and shorelines along waterways, lakes and ponds

A community’s acquisition of land with preservation of natural resource as its goal will enhance the quality of the community.

5.1.8 GREENWAYS

Greenways, whether they are paved, or remain a natural surface, have become one of the more popular family-type recreational activities Americans are participating in. A greenway system provides a connection between residential life and the public within a city. Connectivity between point A to point B does several things:

- ◆ It gets people out of their homes and into the neighborhoods to communicate with others
- ◆ It causes them to leave their automobiles behind and preserve the environment
- ◆ It provides opportunities for citizens to walk, and/or, bicycle between schools, commercial areas, and neighborhoods

Most greenways will be constructed in the 10-11 feet width, based on Public Rights-of-Way Accessibility Guidelines (PROWAG) and can be paved or natural surface. A greenway can be in any location and can be used for active or passive recreation activities. Many times, they are located along natural settings, creeks, river banks, or other environmental corridors.

5.1.9 SCHOOL PARK

Many times, a community will develop a public park within the confines of a public-school facility, in order to get extra value from developmental money. A school/park facility could ultimately save construction money by joint ownership. The City/ County Government and School Board would need to set up a Memorandum of Understanding to direct the path of use of the facility during school hours and when school is not in session.

5.1.10 PRIVATE PARK/RECREATION FACILITY

The NRPA defines the following, as a private park/recreation facility:

- ◆ Facilities within a residential area—such as swimming pools, golf courses, tennis courts and meeting spaces, developed exclusively for the residents of a subdivision and maintained by a homeowner’s association
- ◆ Developed as a for-profit enterprise—such as a health and fitness club, a golf course, water park, amusement park and sports facilities

These facility types can be entirely private, or in many cases, can be a joint venture between a public entity and a private organization. If a facility is developed jointly, then the user fees by the public could be reduced by a certain percentage rate.

APPENDIX C. A RECOMMENDED CLASSIFICATION SYSTEM FOR LOCAL AND REGIONAL RECREATION OPEN SPACE AND TRAILS

Classification	General Description	Location Criteria	Size Criteria
Mini-Park	Used to address limited, isolated or unique recreational needs.	Less than ¼ mile distance in residential setting.	Between 2500 sq. ft. and one acre in size.
Neighborhood Park	Neighborhood park remains the basic unit of the park system and serves as the recreational and social focus of the neighborhood. Focus is on informal active and passive recreation.	¼- to ½-mile distance and uninterrupted by non-residential roads and other physical barriers.	5 acres is considered minimum size. 5 to 10 acres is optimal.
School-Park	Depending on circumstances, combining parks with school sites can fulfill the space requirements for other classes of parks, such as neighborhood, community, sports complex and special use.	Determined by location of school district property.	Variable-depends on function.
Community Park	Serves broader purpose than neighborhood park. Focus is on meeting community-based recreation needs, as well as preserving unique landscapes and open spaces.	Determined by the quality and suitability of the site. Usually serves two or more neighborhoods and ½ to 3 mile distance.	As needed to accommodate desired uses. Usually between 30 and 50 acres.
Large Urban Park	Large urban parks serve a broader purpose than community parks and are used when community and neighborhood parks are not adequate to serve the needs of the community. Focus is on meeting community-based recreational needs, as well as preserving unique landscapes and open spaces.	Determined by the quality and suitability of the site. Usually serves the entire community.	As needed to accommodate desired uses. Usually a minimum of 50 acres, with 75 or more acres being optimal.
Natural Resource Areas	Lands set aside for preservation of significant natural resources, remnant landscapes, open space, and visual aesthetics/buffering.	Resource availability and opportunity.	Variable.
Greenways	Effectively tie the park system components together to form a continuous park environment.	Resource availability and opportunity.	Variable.
Sports Complex	Consolidates heavily programmed athletic fields and associated facilities to larger and fewer sites strategically located throughout the community.	Strategically located community-wide facilities.	Determined by projected demand. Usually a minimum of 25 acres, with 40 to 80 acres being optimal.
Special Use	Covers a broad range of parks and recreation facilities oriented toward single-purpose use.	Variable-dependent on specific use.	Variable.

APPENDIX C. (continued)

Classification	General Description	Location Criteria	Size Criteria
Private Park/ Recreation Facility	Parks and recreation facilities that are privately owned yet contribute to the public park and recreation system.	Variable--dependent on specific use.	Variable.
Classification	General Description	Description of each type	
Park Trail	Multipurpose trails located within greenways, parks and natural resource areas. Focus is on recreational value and harmony with natural environment.	<ul style="list-style-type: none"> • Type I: Separate/single-purpose hard-surfaced trails for pedestrians or bicyclists / in-line skaters. • Type II: Multipurpose hard-surfaced trails for pedestrians and bicyclists/in-line skaters. • Type III: Nature trails for pedestrians. May be hard- or soft-surfaced. 	
Connector Trails	Multipurpose trails that emphasize safe travel for pedestrians to and from parks and around the community. Focus is as much on transportation as it is on recreation.	<ul style="list-style-type: none"> • Type I: Separate/single-purpose hard-surfaced trails for pedestrians or bicyclists / in-line skaters located in independent r.o.w. (e.g., old railroad r.o.w.). • Type II: Separate/single-purpose hard-surfaced trails for pedestrians or bicyclists/in-line skaters. Typically located within road r.o.w. 	
On-Street Bikeways	Paved segments of roadways that serve as a means to safely separate bicyclists from vehicular traffic.	<p>Bike Route: Designated portions of the roadway for the preferential or exclusive use of bicyclists.</p> <p>Bike Lane: Shared portions of the roadway that provide separation between motor vehicles and bicyclists, such as paved shoulders.</p>	
All-Terrain Bike Trail	Off-road trail for all-terrain (mountain) bikes.	Single-purpose loop trails usually located in larger parks and natural resource areas.	
Cross-Country Ski Trail	Trails developed for traditional and skate-style cross-country skiing.	Loop trails usually located in larger parks and natural resource areas.	
Equestrian Trail	Trails developed for horseback riding.	Loop trails usually located in larger parks and natural resource areas. Sometimes developed as multipurpose with hiking and all-terrain biking where conflicts can be controlled.	

Adapted From:

Lancaster, R. A., Ed. Recreation, Park and Open Space Standards and Guidelines. Alexandria, VA: National Recreation and Park Association, 1983.
 Mertes, J. D. and J. R. Hall. Park, Recreation, Open Space and Greenway Guidelines. Alexandria, VA: National Recreation and Park Association, 1995.

5.2 GENERAL PARK CONDITION, ASSESSMENTS AND RECOMMENDATIONS

The overall conditions in Goodlettsville Parks are consistently good to excellent throughout the system. Our consulting staff have made numerous evaluations of the system, looking at individual park sites and at specific areas. Each park in the system requires regular and ongoing maintenance and will require updates and upgrades to continue to meet the needs of the parks users. This section will give an overview of each park and recommendations for improvement. A letter grade will be assigned to each park based on the current amenities provided in the park. The grade should help guide the department in determining how to proceed in allocating resources – both financial and human.

Most parks across the country face the following issues:

- ◆ Compliance with the Americans with Disabilities Act (ADA)
- ◆ Signage and Promotional Materials Standards
- ◆ Facility Design Standards
- ◆ Playground Safety Standards

5.2.1 AMERICANS WITH DISABILITIES ACT (ADA)

The Americans with Disabilities Act is a civil rights law that prohibits discrimination on the basis of disability.

The City of Goodlettsville, in 2018, had an outside consultant generate an access audit. This report studied a broad aspect of the City including public parks, recreation programs, and the opportunities made available to the residents by the City.

The portion of the ADA that applies to the City of Goodlettsville is Title II. In 2011, the Department of Justice (DOJ) issued an amendment implementing regulations for Title II. This supplemented the regulation issued January 26, 1992. The DOJ regulation was integral to the outside audit and can be found at 28 CFR Part 35. The requirements of the audit that came into play for the City included:

- ◆ Section 35.105 self-evaluation
- ◆ Section 35.133 maintenance requirement
- ◆ Section 35.150 program access test regarding existing sites
- ◆ Section 35.151 requirements for new facilities and alterations to old facilities, and
- ◆ Section 35.163 requirements regarding building signage

After the review of conditions in the park system and in our consulting visits with City staff, we would agree that the deficiencies documented in the April 2018 report from the access audit will need to be implemented, as required.

It is our recommendation that the City dedicate funding in each budget cycle to address not only existing physical barriers, but also for program access for people with disabilities.



5.2.2 SIGNAGE AND PROMOTIONAL MATERIALS STANDARDS

Important to a successful parks and recreation department is the awareness of the parks and the programs.

Signage

It is recommended that a consistent signage plan be implemented to accomplish this goal. A signage plan has several aspects—

- ◆ it indicates where the parks are located within the City
- ◆ it shows users where to go and how to use the facilities
- ◆ signage will set up regulations for different areas of the parks
- ◆ signage should be uniform in size and print so that the user will understand immediately what they can/and/cannot do within a park
- ◆ signage communicates hours of usage

Promotional Materials

A secondary aspect of this section, but, just as important is the need for promotional materials. Digital marketing is essential, but the availability of printed material is just as important. Right now, Goodlettsville Parks & Recreation does not have an adequate written promotional medium of “telling their story!”

We would recommend an accelerated attempt to market a printed format of the program offerings the department has.

5.2.3 FACILITY DESIGN STANDARDS

It appears that Goodlettsville has tried to follow specific guidelines when appropriate on buildings and amenities. To achieve a uniform presence with new construction and when conducting maintenance on existing facilities, a palette of consistent colors should be designated throughout the system. It would be important to have a uniform paint scale, uniform signage and materials, and uniform site amenities.

5.2.4 PLAYGROUND SAFETY STANDARDS

A prominent issue in park systems is the compliance of playground equipment locations to safety standards.

The playgrounds in the Goodlettsville park system are all relatively new and meet industry standards. As new playgrounds are added to the system, it is recommended that a poured-in-place rubber surfacing be included.

The Department should implement maintenance inspections to correspond with how much a playground is used. For example, the playground at Moss-Wright Park has a higher volume of users than the playground at Brooks Park. The Moss-Wright Park playground would need more frequent maintenance and should be scheduled more frequently.

Furthermore, the Department staff has a member that maintains a Certified Playground Safety Inspector (CPSI) certification.

Assessments And Recommendations For Individual Parks And Facilities

We have assessed the parks, and facilities within each park, and we are listing our findings and recommendations. Planning team members have analyzed facilities, their age, functionality and conditions, and have provided an amenity grade card for each park.

Amenity Grades are given to facilities in the park based on observations from park visits, input from the community, and surveys of elected officials and staff.

The following items were considered when grading the amenities of each park:

- Age and lifespan
- Accessibility
- Quantity
- Availability to the public
- Safety
- Location
- Maintenance Requirements



5.3.1 MOSS-WRIGHT PARK

Location: 745 Caldwell Drive

Classification: Large Urban

History:

Moss-Wright Park was dedicated into the park system on September 3, 1979 and is named for H.S. Moss and Charles Wright. It is the home to youth baseball, softball, football and cheerleading, and soccer as well as Historic Mansker's Station.

Maintenance Level:

This park is maintained in an above average state.

Amenities:

- ◆ Playground

- ◆ Picnic Shelters (3)
- ◆ Picnic Tables and Grills
- ◆ Baseball/Softball Game Fields (6)
- ◆ Baseball/Softball Practice Fields (6)
- ◆ Football Fields (2)
- ◆ Soccer Fields (13)
- ◆ Sand Volleyball Court
- ◆ Dog Park
- ◆ Fitness Station
- ◆ Walking Trail
- ◆ Historic Mansker's Station, including Mansker's Fort and the Bowen House

Amenity Grade: B+

The amenities in this park meet the needs of the community, but the location of many of the amenities cause problems with traffic flow and pedestrian conflicts with vehicles. Many of the buildings and structures are aging and will need improvements to continue to function appropriately.

Recommendations:

There are currently many issues with traffic flow, lack of dedicated parking, and pedestrians on park roads in this park. It would be beneficial to create a trail that fully

encircles the park to relieve some of the pedestrian traffic on the park roads. It is highly recommended that traffic patterns are changed and additional roads and parking lots are added to help accommodate the heavy traffic that this park experiences.

Park amenities and buildings are starting to show their age and will require updates to continue to function the way the community expects.

Restrooms should be added or relocated in the center of the park to assist with compliance with ADA regulations.

5.3.2 PEAY PARK

Location: 200 Memorial Drive

Classification: Community Park

History:

Peay Park is Goodlettsville’s original park. Originally managed by the Men’s Club, it was donated to the City in 1967.

Maintenance Level:

This park is maintained in adequate condition.

Amenities:

Delmas Long Community Center – including gymnasium, walking track, fitness studio, and programming rooms

- ◆ Playground
- ◆ Picnic Tables
- ◆ Splash Pad
- ◆ Tennis Courts (3)
- ◆ Little Free Library

Amenity Grade: C

This park currently lacks amenities that serve a variety of recreational needs and interests as a community park should. Current amenities are dated and need improvements, with the exception of the existing playground. Additional amenities should be added to make this park a more valuable asset of the park system.

Recommendations:

With additional amenities being added to this park, an overcrowded parking lot and traffic flow problems will emerge. Planning for additional parking spaces should be a priority.

The current development of a residential area behind the park will increase the usage of the park and the community center. Sidewalk connections should be made to all amenities in the park to keep pedestrians from walking on the park road.

Adding an outdoor basketball court and volleyball courts could enhance the park and provide active play options.

Considerations need to be made to add shade through additional picnic shelters, shade structures, and/or tree plantings.



5.3.3 PLEASANT GREEN PARK

Location: 360 Pleasant Green Drive

Classification: Neighborhood Park

History:

Pleasant Green Plunge was built in 1950 by W.C. Moncrief. He later sold it to Frank Tinnin in the mid 1970's who then sold it to the Knights of Columbus. They operated it until 1985 when the City of Goodlettsville purchased it and opened it as Pleasant Green Park and Pool in 1987.

Maintenance Level:

Observations of level of maintenance would be categorized as adequate to below standards.

Amenities:

- ◆ Outdoor Pool
- ◆ Picnic Shelters (2)
- ◆ Picnic Tables
- ◆ Playground
- ◆ Walking Trail
- ◆ Little Free Library
- ◆ Outdoor Classroom

Amenity Grade: C-

The amenities in this park are minimal and are in need of improvement. With the type of amenities located in this park, usage is minimal for all seasons of the year, except summer, when usage spikes with the operation of the outdoor pool and with shelter rentals. Attention needs to be given to providing amenities that encourage year-round activities.

Recommendations:

Sidewalks should be added at each of the picnic shelters to provide access from the parking areas.

This park has great potential for further development. It could offer a large dog park or a multi-use athletic training facility.

Visibility from the trail should be improved by thinning out the wooded area.

The outdoor pool area needs many improvements to comply with ADA regulations and to make it more user friendly. Shade options and/or tree plantings should be added for pool users. The maintenance drive to the pump house needs attention as it is deteriorating.



5.3.4. NORTH CREEK PARK

Location: 1015 Jackson Road

Classification: Community Park

History:

North Creek Park is an undeveloped park and was dedicated into the park system on December 11, 2008.

Maintenance Level:

This park is maintained at a sufficient level for use as green space.

Amenities:

- ◆ Backstops (2)
- ◆ Benches

Amenity Grade: D

This park lacks amenities that qualify it as a community park. As it is currently undeveloped green space, potential exists for a variety of new amenities.

Recommendations:

Acquire Jackson Road frontage property to be able to develop the park with dedicated parking and a restroom facility. This park has potential to meet the public’s requests for more open sports fields.

It is recommended that a trail be constructed to connect this park to Brooks Park.

5.3.5. GATEWAY PARK

Location: 425 Janette Avenue

Classification: Mini Park

History:

Gateway Park was dedicated into the park system on March 25, 2017. It was named Gateway Park due to its location in the Gateway neighborhood.

Maintenance Level:

This park is maintained in an excellent condition.

Amenities:

- ◆ Playground
- ◆ Little Free Library

Amenity Grade: A-

This park has amenities that serve the neighborhood subdivision. Improvements could be made to the entrance of the park to make it more inviting.

Recommendations:

Consider improvements to the park signage, location of the Little Free Library, and installation of a permanent trash receptacle.





5.3.6. BROOKS PARK

Location: 302 Mason Lane

Classification: Neighborhood Park

History:

Brooks Park was dedicated into the park system on November 17, 2012 and was named in honor of Oscar Brooks and Thurman Brooks.

Maintenance Level:

Brooks Park is adequately maintained.

Amenities:

- ◆ Playground
- ◆ Picnic Table

Amenity Grade: D

This park is not developed in a way that is greatly beneficial to the neighborhood that it serves. The amenities are provided only for young children, there is no dedicated parking, and the entrance into the park is not inviting.

Recommendations:

This park has potential for growth for passive recreation areas.

A pedestrian connection to North Creek Park would add to the length of walking trails in the City. We would suggest a continuous path be constructed to join a proposed picnic shelter in Brooks Park to the proposed restroom facility in North Creek Park.

It is also suggested that parking be added inside Brooks Park and signage be improved.

CHAPTER 6

MAINTENANCE & OPERATIONS

6



Goodlettsville
PARKS MASTER PLAN

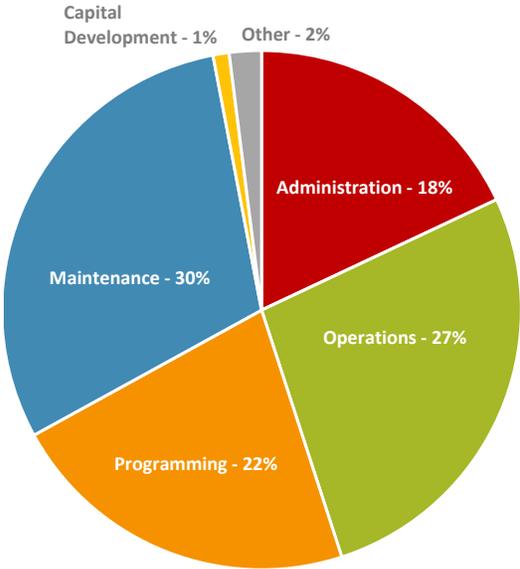


CHAPTER 6 Maintenance & Operations

6.1 INTRODUCTION

There are many responsibilities covered by any agency’s park and recreation professionals. As outlined by NRPA, Park and Recreation staff members have duties that span across many functional areas, the average breakdown follows:

- ◆ Maintenance (30 %)
- ◆ Operations (27%)
- ◆ Programming (22%)
- ◆ Administration (18 %)



The City of Goodlettsville operates and maintains its parks and facilities with dedicated City Parks and Recreation staff. All of the great park and trail facilities in Goodlettsville’s system require extensive and consistent maintenance and operational support by these staff persons. Keeping the existing facilities and amenities in a good state of repair is key for the success of the Department.

6.2 CURRENT OPERATIONS

The Goodlettsville Parks and Recreation Department is responsible for the operation and maintenance of 6 parks, equaling 201 acres of parkland, 3 miles of trails, and features athletic fields, restroom buildings, parking lots, playgrounds, and many other amenities for the community. The Department employs 25 staff members to program, operate, and maintain these facilities that equate to just over 19 Full Time Equivalents (FTEs) with 9 of these dedicated specifically to maintenance. According to NRPA's 2016 Field Report, the average park and recreation agency has 7.4 FTEs on staff for each 10,000 residents in the jurisdiction served by the agency. Based on Goodlettsville's population of almost 17,000 residents, the Department should have closer to 12 FTEs for maintenance and could benefit from adding up to 9 more dedicated maintenance staff.

It is recommended that a regular plan for replacement of equipment is developed and implemented during the annual budget process. Instead of being reactive when needing to replaced outdated or obsolete equipment, the Department should track aging equipment so that funds for future upgrades and replacements is available when needed. Through the use of proper equipment, efficiency and effectiveness will increase.

6.3 EVALUATION

This section outlines the Department's strengths, challenges, and opportunities regarding maintenance and operations of their parks system. The Consultant team conducted a public survey, staff interview and a SWOT analysis with stakeholders to identify opportunities and constraints for the current maintenance and operations processes and budgets.

6.3.1 STRENGTHS

STAFF

In the public survey portion of this master plan, the most popular answer for "What are the strengths of the Goodlettsville Parks and Recreation Department that we need to build on for this master plan?" was "maintenance of facilities and landscaping". To be the highest response from the public survey respondents, this is a major compliment to current staff and the Department. Staff is doing a fantastic job with the resources and time that they have to maintain the City's current facilities.

During staff interviews, several groups also commented on their strength of operating and maintaining their parks and facilities. It was apparent in many conversations during the staff interviews that the success of the Department was attributed to the team members and their hard work. Staff is friendly and responsive, and work as a team to create the best experiences possible for the park users.

USE OF TECHNOLOGY

The Department utilizes technology efficiently in day-to-day operations which decreases staff reliance on specific people to do certain tasks. By simplifying some of the processes and procedures, staff members can focus on more meaningful tasks and accomplish more each day.

VARIETY OF OPPORTUNITY

The City of Goodlettsville provides a multitude of opportunities for the community in regards to recreation - both passive and active. Outdoor park amenities that the City provides include athletic fields (rectangular and ball fields), trails, sand volleyball, playgrounds, splash pad, fitness stations, courts (tennis and basketball), dog park, and pool. Indoor amenities are also provided, including a gym, walking track, fitness studio, and programming rooms that are used for a variety of activities on a regular basis. The Department also provides Historic Mansker Station and open green space as well.

NUMBER OF PARKS WITHIN THE CITY

The City of Goodlettsville is home to 7 parks. With an estimated population of 16,950, this gives the City of Goodlettsville an average of 1 park for every 2,421 residents which is close to the NRPA median of having one park for every 2,114 residents. Goodlettsville has a total of 201 acres of park land which equates to 11.9 acres per 1,000 residents. This is above the NRPA median of 10.1 acres per 1,000 residents.



6.3.2 CHALLENGES

SERVICE AREAS

Each Department across the country faces unique challenges. For Goodlettsville, the population within the City limits is considered small at just under 17,000, however, their service area goes beyond that number with Metro Nashville just to the south, Hendersonville to the east, and unincorporated areas of Robertson County to the north and west. Essentially, the tax base is much smaller than the actual quantity of users being served by the Department.

FUNDING

The City needs to have a dedicated funding source other than the General Fund that can be allocated for Parks. Knowing confidently that they will have money available year after year allows the Department to plan ahead with some assurance as to additional staff, equipment, or other things they should add each year in order to keep up with growing demands. The City should review their funding options like additional taxes, development impact fees, and public private partnerships, in order to create a sufficient dedicated funding source for Parks.

REGULARLY SCHEDULED MAINTENANCE

The Department currently does not have a system or plan of scheduled maintenance activities. Utilizing a regular plan for maintenance would allow for easier scheduling and create a routine for staff. For maintenance items that do not occur frequently, it prevents those items being forgotten or only addressed when they become an issue rather than when they should be maintained. A regular maintenance plan would remove the need for guessing and better ensure that the necessary maintenance tasks are being completed on the appropriate schedule.



6.3.3 OPPORTUNITIES FOR IMPROVEMENT

The Parks and Recreation Department has a strong potential to improve their parks and facilities by implementing the following strategies:

Increase amount of trails in order to provide better connectivity throughout the City, especially linking existing parks. Walking, running and biking are favorite activities in Goodlettsville as seen from the public survey responses in Chapter 3. Answers containing walking/running were two of the most popular responses to the question: "What attracts you to parks and/or recreational facilities?". With additional trail mileage, additional staff will be required to support the increased use.

Add a maintenance work order system to track the cost of maintenance, utilities, supplies, equipment and employee time for parks and recreation facilities based on set standards. The work order system also manages asset life cycles for all replacement schedules to keep parks and facilities up to a sufficient level so the public will enjoy them in the future.

Utilize an equipment replacement program established and funded to keep equipment tied to employee productivity and supporting the efficiency goals of the agency. Utilize additional staff or contractors to provide an average of 12 to 14 acres per person of managed park space.

The median level operating expenditures is \$6,476 per acre of park managed by the agency. Partnering with appropriate nonprofit or private sector agencies could expand opportunities and funding sources. The Department would also benefit from adding a Park Foundation which would open additional opportunities for funding parks within the City.

6.3.4 THREATS

As mentioned in Chapter 4 Benchmarking, Goodlettsville is currently staffed well amongst peer agencies as well as the NRPA median of 7.3 FTEs per 10,000 residents. However, as the City grows and the Department adds more parks, more amenities, and more programs, additional staff should be added in each of these areas to maintain the City's current level of service.



6.4 CONCLUSION

Ultimately, the City hopes to create a plan that encourages increased park attendance while simultaneously improving the efficiency of maintenance and operations strategies. The Department works continuously to create a friendly environment for the users of the parks and facilities in the City of Goodlettsville. Maintenance is a continuous cycle as parks experience increased use and participation from the community. A clear, fundamental plan to monitor and maintain the parks will promise easier and more effective maintenance and operations.

CHAPTER 7
PROGRAMMING

7



Goodlettsville
PARKS MASTER PLAN

CHAPTER 7 Programming

7.1 INTRODUCTION

As technology progresses and becomes increasingly appealing, it is important to keep communities active and connected on a personal level. Activities may be active to promote healthy lifestyle habits, or may be passive to encourage spontaneous face-to-face interactions between neighbors. Programming could also include volunteer events, holiday celebrations, or seasonal activities to get the community engaged and give them something to look forward to throughout the year. Successful family events cover a wide range of ages, income levels and welcome a large variety of abilities.

Providing programs for the community is also important to connect residents and generate revenue for the Department. Programming through the Goodlettsville Parks and Recreation Department has been analyzed for diversity in age groups, activity and ability. The goal of this chapter is to provide recommendations for more successful and innovative program offerings.



MOST POPULAR ACTIVITIES

#1

ACTIVITY

SENIOR ADULT PROGRAM

FREQUENCY

MON - TH EVERY WEEK

PARTICIPATION

40 DAILY

#2

ACTIVITY

FAMILY DANCES - MOTHER AND SON
NIGHT, DADDY DAUGHTER DANCE

FREQUENCY

ANNUAL

PARTICIPATION

275

#3

ACTIVITY

FAMILY BINGO NIGHTS

FREQUENCY

EVERY 2 MONTHS

PARTICIPATION

486

#4

ACTIVITY

FUN FRIDAYS

FREQUENCY

4 TIMES EACH SUMMER

PARTICIPATION

600 AVERAGE

#5

ACTIVITY

YOUTH SPORTS LEAGUES

FREQUENCY

VOLLEYBALL SPRING & FALL
TBALL SUMMER & FALL

PARTICIPATION

VOLLEYBALL - 160
TBALL - 176



7.2 UNDERSERVED DEMOGRAPHICS

As the City contemplates what programs to provide in the future, it is important that they discuss what demographics they may be missing. Demographics to consider when creating programs are age, availability to transportation, and ability. While the Parks and Recreation staff provide a large amount of programming for toddlers and a variety of exercise classes, there are very few programs dedicated to school age children.

CHILDREN AND TEENS

According to national trends, Generation Z, those born after 2000, are the most active generation, which leads to the conclusion they need the most programming opportunities. Conversely, they are one of the most underserved demographics for activities in the City. Solutions could be to create after school programs at Delmas Long Community Center, Friday-Night events such as movie night, video game tournaments or additional basketball courts.

INCLUSION

Equal opportunities should be provided to all residents and non-residents that use the parks and facilities of the City. Moving forward, the City should implement recommendations from their ADA Transition Plan as well as adding new inclusive play elements and accessible programs for those with disabilities. Overall, the department needs to add inclusive and accessible playgrounds.

MATURE ADULTS, PRE-RETIREMENT

Mature adults that are pre-retirement (50-60) are a growing population in the City of Goodlettsville. This increasing trend should be reflected better in the Department's programming in order to get them successfully plugged into the Park system prior to the City's well-programmed Senior age group. An alternative fitness program, usually serving mature adults, is aquatic aerobics, a therapeutic exercise for people requiring rehabilitation or those that suffer from joint pain such as arthritis. In order to offer this popular program, the City needs to provide an indoor aquatic facility.

7.3 ACTIVE PROGRAMMING

Active programming refers to programming that requires monitored personnel and/or coordination by the Park's staff. For example, fitness classes, sports and community events require instructors, referees, coaches and intense coordination. Active programs offer opportunities for individuals to be introduced in group settings and helps bring the community together.

FITNESS CLASSES

Fitness and healthy lifestyles have become increasingly popular, leading participation trends in fitness classes and health and wellness groups to increase. The participation of health and fitness is above the national average in the City of Goodlettsville, so it is important to acknowledge this use and to continue to provide and grow this opportunity with the growing trends. The public survey found that the most common request for additional programs were Health and Wellness programs. While commercial gyms help meet some of the demand for a fitness center, the City should provide more fitness classes and outdoor fitness equipment.

VOLUNTEER PROGRAMS

To better engage the community, the Department wants to build a volunteer program. The goal is to have one project a month where volunteers are able to engage with the Parks and Recreation Department by helping with activities and events as well as cleanup of the Parks. This not only relieves staffing needs for the Department, but also allows these volunteers to become familiar with this Department and introduced to its programs and events.

SPORTS

Fitness and outdoor sports are the most widely participated activities for every generation. In Chapter 2, national trends showed that basketball is a continually popular sport because of the limited amount of people required to participate in this activity as well as the minimal equipment require to play the game. Volleyball and football are also strongly participated activities for teens and adults nationally and within the City. While the Department currently provides adult softball and volleyball, children's tball, girl's volleyball, and open pickleball, there are greater opportunities to add additional active programming and league play. When adding new options for residents, the City should consider what activities are offered by providers in surrounding areas.

MOST POPULAR CONTRACTED PROGRAMS

#1

ACTIVITY

ZUMBA

FREQUENCY

4 TIMES PER WEEK

PARTICIPATION

3,372 FROM JAN-NOV 2018

#2

ACTIVITY

YOUTH SPORTS

FREQUENCY

SEASONAL

PARTICIPATION

2,674 IN 2018

MTFC SOCCER - 776

SOFTBALL - 299

TUSC SOCCER - 599

FOOTBALL - 73

BASEBALL - 598

CHEER - 12

FLAG FOOTBALL - 317

#3

ACTIVITY

SILVER SNEAKERS

FREQUENCY

4 TIMES PER WEEK

PARTICIPATION

1,015 FROM AUG-NOV 2018

COMMUNITY EVENTS

Residents of the City would like to see a greater diversity of events to bring the community together more regularly. Events such as the Annual Independence Day Celebration and Halloween in the Park are favorite events of the community. Similar events that encourage community engagement could attract residents to new parks or facilities they do not normally utilize, creating new destinations for active families.

MOST POPULAR EVENTS





FAMILY EVENTS

The Parks and Recreation Department is investing in Family Events programming for smaller, more frequent events for a wide variety of attendees. The desired audience is for any mixture of ages as well as pets. These events will ideally occur once a month and provide recreational opportunities for residents who are less likely to be involved with other programming.

7.4 PASSIVE PROGRAMMING

Passive programming refers to activities that require no additional scheduling or coordination apart from regular maintenance and staffing. Activities such as walking or running only require maintenance of trails.

TRAIL ACTIVITIES

Nationally, the most heavily participated activity was fitness walking. Similarly, popularity in walking, biking and running were found in the public survey for common use of parks, participation in activities and requested facilities. Additional trails and an extended trail system would encourage a healthier lifestyle for community members and create a system of parks the City is hoping to achieve.

MULTI-PURPOSE FIELDS

The community also requested more flat fields for spontaneous, pick-up games of soccer, football, kickball, and lacrosse. Large flat fields could also be used for activities like festivals or farmer's markets.



AQUATICS

The most desired facility in the public survey was aquatic facilities, specifically a splash pad and indoor pool. The current aquatic facility at Pleasant Green Park does not provide adequate services to residents and non-residents that use this pool. The community would like an upgraded aquatic center that includes indoor and outdoor pools and a splash pad to accommodate all potential users. There is an opportunity to add aquatic uses at this location, creating an all-encompassing facility that includes all of the community's desires for aquatic facilities in one consolidated location.

Goodlettsville offers swimming lessons, for ages 4-12 during the summer with certified instructors. They also offer competitive swimming on the Swim Team for children between 5-15 who would like to continue their swimming practice. The Department could benefit from providing senior aquatic classes or adult competitive swimming teams to increase participation and interest in aquatic programs.

7.5 ADDITIONAL OPPORTUNITIES

A successful program relies on more than an appealing event. When planning an event, the Department should consider who their target audience is to grab their attention when advertising, ensure participants have a way to get to the event, and have minimal conflicts with their schedule.

COMMUNICATION

The public survey question, “How do you learn about community events?”, revealed that social media and word of mouth account for half of the community’s outreach knowledge. An area of improvement for the Department is marketing for events. The community newsletter was discontinued due to the cost of printing, though digital newsletters or posted social media could be utilized successfully. Digital copies would save money on printing and potentially reach a larger and more diverse group of people. Trending apps and games should also be used and integrated into marketing and programming as media fads evolve.

CONNECTIVITY

The northern portion of the City lacks parks and connections to parks by trails. The City would like to create connections to all parks in the City to create a full park system rather than individual destination parks. A goal for the Parks and Recreation Department is to create an equal distribution of open green spaces and facilities throughout the City resulting in an inclusive, connected community. The Department could also consider coordinating carpooling teams or creating a bike share system to involve people from across the City.

TIME AND ACCESS

Participation in programmed activities also relies on available times. Many classes and activities are held during the mid-morning and early afternoon, with a few athletic events occurring in the evening. The select time frame of activities targets a limited demographic that is available during the day and with personal/vehicular transportation. This becomes problematic for residents working during the day, having dependents, or those who do not have adequate transportation.

7.6 CONCLUSION

Considering input from the public survey, national trends and staff interviews, the following are recommendations for the Department regarding programming:

UNDERSERVED DEMOGRAPHICS

School age children, teens, and mature adults need programs targeted directly to their age group. After school programs for school age children and teens could be provided at Delmas Long Community Center. Activities for mature adults could include low impact fitness classes, walking groups or aquatic aerobics. Inclusive playgrounds and park facilities are suggested to create an inclusive community environment.

ACTIVE PROGRAMMING

Fitness classes should be provided with a variety of class types and times to continue supporting the current and future demand. Team sports such as volleyball, basketball and pickleball need to continue as a part of the City's programs to provide activities for a wide range of ages. Community events should be added in a variety of categories to promote community engagement and awareness of the City's great park system.

PASSIVE PROGRAMMING

Walking, running and biking are some of the most highly participated activities in the City and require safe, connected trails. Trails should be large enough for multiple uses, reach all areas of the City and create connections to all parks. Large, unprogrammed fields are necessary for spontaneous play for soccer, lacrosse, and football to provide activities for a wide range of ages.



CHAPTER 8
STRATEGIC
IMPLEMENTATION
PLAN

8



Goodlettsville
PARKS MASTER PLAN



CHAPTER 8 Strategic Implementation Plan

8.1 INTRODUCTION

"This Master Plan is intended to provide a Vision for the Parks and Recreation System in Goodlettsville. We have reviewed data from several sources, we have listened to and read input from the community, the Parks and Recreation Advisory Board, City Staff members, and members of the Board of Commissioners. We are laying out a series of plans and opportunities for the City to study in their efforts to enhance the parks and recreation experiences of its citizens in the years to come."

We will list these in segments:

- ◆ Short-Term Park Improvements, Immediate to Five-Years,
- ◆ Long-Term Park Improvements, Five-Years to Ten-Years, and
- ◆ Long-Term Park Improvements, Beyond Ten-Years.

8.2 IMMEDIATE OR SHORT-TERM PROJECTS

This Section will outline suggested projects that can be addressed immediately, or within the next 60 months.

8.2.1 MARKETING IMPROVEMENTS

In the survey responses from the community, knowledge of park locations and amenities as well as programming offerings were mentioned as a need. By increasing digital and print materials and information, citizens would have better access to this information.

BRANDING

The Parks and Recreation Department should re-develop and adhere to branding guidelines for all of their marketing materials. This will help citizens recognize a product of the department and will tie all marketing sources together.

Branding guidelines should include:

- ◆ Goals and Tactics
- ◆ Target Audience
- ◆ Approved Color Palette
- ◆ Approved Fonts
- ◆ Appropriate Use of Logo and Tagline

When developing these guidelines, thought should be given to ways that all public facing software used by the department has a similar look and feel.

WEBSITE

An organization's website is often the first place a customer will turn to for information. Goodlettsville Parks and Recreation's website should be tied to their brand for easy recognition.

SOCIAL MEDIA

The department should develop plans and guidelines for social media messages to include not only promotional information, but educational and business information as well. This would provide an online system where a user could sign-up for a program/event, and then pay.

PROGRAMMING BOOKLET

The department should publish a programming booklet as an easy reference to information. Included in this document should be:

- ◆ Program Descriptions
- ◆ Registration Information
- ◆ Listings of all Parks and Locations
- ◆ Park Features and Amenities
- ◆ Facility Rental Information
- ◆ Parks and Recreation Staff Information
- ◆ Frequently Asked Questions

8.3 PROGRAMMING IMPROVEMENTS

Based on data received from the survey and trends analysis, several areas can be improved in programming that will allow the Department to deliver programs to underserved populations or areas of greater interest to the citizens.

8.3.1 HEALTH AND FITNESS

The Department should implement a broader-based spectrum of health and fitness activities. This emphasis on health and fitness activities falls in line with national initiatives to enhance one's overall health. Survey responses indicate the interest in health, wellness, and fitness activities for the City are above-average and would support more programming.

8.3.2 AGE SPECIFIC PROGRAMS

New programming for specific age groups was stressed in staff interviews and in several survey responses. The Department provides many options for pre-school aged children, but, needs to offer more programming for elementary aged children, teens and mature adults.

8.3.3 SPECIAL EVENTS

The Department conducts many special events throughout the year. It is recommended that a special event or a family event is conducted every month of the year.

8.3.4 TRAILS, TRAFFIC FLOW, AND PEDESTRIANS

There is a great desire for a greenway system or an expanded trail system to be developed. Traffic flow through Moss-Wright Park due to pedestrians using streets for walking activities, lack of parking lots, and the addition of a larger soccer complex cause issues with traffic flow and concerns of safety for pedestrians.

8.4.1 EXPANDING THE TRAIL SYSTEM

Over 30% of respondents to the survey indicated that "walking and running on the greenway" were reasons they had for using the park system. It is recommended that:

- ◆ An emphasis should be placed on providing a paved trail system.
- ◆ Walking patterns be changed in Moss-Wright Park by building alternate trails that would discourage users from using the park streets as a walking path.
- ◆ A sidewalk connector from Moss-Wright Park to North Creek Park be added.

8.4.2 TRAFFIC FLOW

One major problem that needs to be addressed in Moss-Wright Park is the traffic flow. One-way streets, pedestrians, on-street parking, and the addition and programming of the east side of the park have all contributed to congested roadways. It is recommended that:

- ◆ The east side of the park be re-designed to incorporate a change in direction that allows users to exit at the east side instead of through the main exit.
- ◆ Additional parking lots should be added to relieve congestion and pedestrian issues due to on-street parking.
- ◆ Traffic patterns should be changed from the current one-way circular pattern and a new plan developed for access to park fields and amenities.
- ◆ Additional trails should be constructed that reduce the need for people walking for fitness to use park streets.

8.4.3 HISTORIC SITE TRAFFIC IMPROVEMENT

City leaders desire a way to promote special events located near, or on the grounds of, the Bowen House, but to restrict access to the rest of Moss-Wright Park during these events. It is recommended that a parking lot and structure be added to the grounds of Bowen House, with a secondary ingress/egress plan be established that will route traffic through the Visitor's Center parking lot.

An alternate way to approach this and accomplish what the city leaders are wanting to do is to build a structure

outside of Moss-Wright Park in the currently available field area near the Visitor's Center and add parking and roadways for access to this event space.

8.5 SHORT-TERM PARK IMPROVEMENTS

Short-term improvements (0-60 months) to each park can make a heavy impact to park users. This section will make recommendations to improve the park system as a whole.

8.5.1 MOSS-WRIGHT PARK

- ◆ Add additional baseball/softball fields below the present football fields. It is recommended that the new fields are fenced, lit, and have all amenities necessary to become game fields for younger children. This will alleviate practice and games restrictions due to space on the four-fields that are currently used for both youth baseball and youth softball.
- ◆ Add shade for spectators at Moss-Wright Park.
- ◆ Build an additional sand volleyball court.
- ◆ Provide for easier ingress/egress for parking on the east side of the park.
- ◆ Relocate and add parking for the Dog Park.
- ◆ Add a facility that could be used as an Event Space.
- ◆ Add accessible routes recommended by the City of Goodlettsville 2018 ADA Transition Plan.



8.5.2 PEAY PARK

- ◆ Add shelters and shade to service the Splash Pad.
- ◆ Add a universally designed playground for inclusive play.
- ◆ Add parking in between the Splash Pad and the playground.
- ◆ Build two sand volleyball courts.
- ◆ Renovate existing single tennis court and change use to pickleball courts.
- ◆ Plan for ADA compliance for the Community Center as recommended by the 2018 Goodlettsville ADA Transition Plan.

8.5.3 PLEASANT GREEN PARK

- ◆ Replace park site amenities such as picnic tables and trash cans.
- ◆ Add a Dog Park.
- ◆ Create an accessible route to the shelters.
- ◆ Plan for ADA compliance for Pleasant Green Park as recommended by the 2018 Goodlettsville ADA Transition Plan.

8.5.4 BROOKS PARK

- ◆ Add a small shelter.
- ◆ Add site amenities like picnic tables and trash cans.
- ◆ Add two parking stalls.
- ◆ Plan for ADA compliance for Brooks Park as recommended by the 2018 Goodlettsville ADA Transition Plan.



8.5.5 GATEWAY PARK

- ◆ No suggestions for improvements at this time.

8.5.6 NORTH CREEK PARK

- ◆ Acquire Jackson Road frontage property.
- ◆ Develop multi-purpose playing fields for sports such as:
 - Rugby
 - Lacrosse
 - Soccer
 - Other open field sports
- ◆ Develop adequate parking.
- ◆ Develop a restroom facility.
- ◆ Develop a pedestrian trail connecting North Creek Park to the adjacent Brooks Park.

8.6.1 LONG-RANGE PARK IMPROVEMENTS

Many of the comments or suggestions relayed by the survey respondents and City Commissioners and Staff, mentioned several Capital Improvement Projects. Our Study will place these in the long-range category which allows the Administration and City Commissioners the flexibility to budget an implementation strategy.

8.6.1 LONG-RANGE IMPROVEMENTS FIVE-TO-TEN YEARS

- ◆ Develop and implement changes to the traffic flow, parking, and trail system at Moss-Wright Park.
- ◆ Add additional playing fields at Moss-Wright Park.
- ◆ Add secondary ingress/egress for the Historic Sites at Moss-Wright Park.
- ◆ Relocate tennis courts to Moss-Wright Park.
- ◆ Develop and implement changes and addition to parking at Peay Park.
- ◆ Add a trail around the perimeter of Peay Park.
- ◆ Add a specially designed baseball field for people with disabilities at Peay Park.
- ◆ Add a restroom facility that serves the baseball field and inclusive playground at Peay Park.
- ◆ Add additional playground areas for 2-5 year-olds at Pleasant Green Park.

8.6.2 LONG-RANGE IMPROVEMENTS TEN YEARS AND BEYOND

- ◆ Expand the current Community Center or build a new Recreation Center or Active Athletic Center. This building could expand many of the requested items:
 - Indoor pool
 - Water therapy pool
 - Indoor Training Facilities for Sports, including:
 - Baseball
 - Basketball
 - Softball
 - Soccer
 - Volleyball



8.7. CAPITAL IMPROVEMENT COSTS AND FUNDING

In this Chapter we have listed improvements to each park. Some of these are improvements that could be accomplished in the next five (60 months) years, and some will take up to ten years (120 months). These improvements will total well up into millions of dollars. Our Report leaves out any reference to the 2018 Goodlettsville ADA Transitional Plan projected expenditures. We understand these will be addressed by budgeting processes. In order to meet the necessary funding requirements the City of Goodlettsville will need to combine funding sources including, a City Capital Improvements Plan, State and Federal grants, donations, increase in user fees and finding alternate sources of funds.

State and Federal Grants:

- ◆ Local Parks and Recreation Fund—50% matching State funded program,

- ◆ Safe Routes to Schools through Tennessee Department of Transportation,
- ◆ Recreational Trails Program through Tennessee Department of Environment and Conservation.

The alternate sources of funding could include:

- ◆ Tennessee Municipal League Bonds,
- ◆ User Fees—generated income from programs,
- ◆ Mayoral/Commissioner approved fixed amount of property assessment dedicated to parks development.

The attached chart offers “an opinion of probable costs”. These numbers are for planning and budgeting purposes only. The actual quantities will vary based on facility desires and needs once that amenity is identified within a park, to be constructed. Below is a summary of the opinions of probable cost for individual parks.

OPINION OF PROBABLE COST AND FUNDING

Anticipated Schedule of Values

Goodlettsville Parks and Recreation Department

City of Goodlettsville

Parks Master Plan Proposed Improvements 0 - 60 Months

NAME OF PARK	PROPOSED AMENITY	COST
MOSS WRIGHT PARK	Practice baseball/softball fields (4), no lights	\$100,000.00
	Spectator shade (4 fields)	\$160,000.00
	Sand volleyball courts, (2) w/ lighting	\$35,000.00
	Parking on east side w/ ingress/egress, 200 Spaces	\$1,200,000.00
	Parking for Dog Park, 30 Spaces	\$135,000.00
	Event Space Facility, 14,000 SF	\$4,200,000.00
SUB-TOTAL \$5,830,000.00		
NAME OF PARK	PROPOSED AMENITY	COST
PEAY PARK	Splash Pad shade shelter(s) (4)	\$16,000.00
	Universal designed playground for inclusive play	\$1,000,000.00
	Two sand volleyball courts, w/ lighting	\$35,000.00
	Renovate tennis courts into pickleball courts (2)	\$70,000.00
SUB-TOTAL \$1,121,000.00		
NAME OF PARK	PROPOSED AMENITY	COST
PLEASANT GREEN PARK	Replace park amenities, picnic tables, trash cans	\$50,000.00
	Dog Park	\$75,000.00
	Create accessible route to shelters	\$8,000.00
SUB-TOTAL \$133,000.00		

NAME OF PARK	PROPOSED AMENITY	COST
BROOKS PARK	Add a small shelter	\$30,000.00
	Add two parking spaces	\$10,000.00
	Add site amenities, i.e., picnic tables, trash cans	\$7,500.00
SUB-TOTAL \$47,500.00		
NAME OF PARK	PROPOSED AMENITY	COST
GATEWAY PARK	No Improvements for this park	
NAME OF PARK	PROPOSED AMENITY	COST
NORTH CREEK PARK	Acquire Jackson Road frontage property	
	Multi-purpose playing field	\$175,000.00
	Parking, 20 Spaces	\$90,000.00
	Restroom facility	\$350,000.00
	Pedestrian trail to connect Brooks/NC, mulch	\$50,000.00
SUB-TOTAL \$665,000.00		

PARKS MASTER PLAN PROPOSED IMPROVEMENTS 5 TO 10 YEARS	
Develop/implement changes to the traffic flow, parking and trails at Moss-Wright Park	\$2,000,000.00
Add 4 playing fields at Moss-Wright Park, parking, restrooms	\$4,000,000.00
Add secondary ingress/egress for the Historic Sites at Moss-Wright Park	\$400,000.00
Relocate tennis courts to Moss-Wright Park (4 lighted)	\$500,000.00
Develop and implement changes and addition to parking at Peay Park	\$1,000,000.00
Add trail around the perimeter of Peay Park	\$175,000.00
Add a specifically designed baseball field for people with disabilities at Peay Park	\$1,000,000.00
Add a restroom facility that serves the baseball field/inclusive playground at Peay Park	\$600,000.00
Add additional playground areas for 2-5 year olds at Pleasant Green Park	\$25,000.00
SUB-TOTAL \$9,700,000.00	
LONG-RANGE IMPROVEMENTS TEN YEARS AND BEYOND	
New Community Center building with Indoor/Water Therapy Pool	\$14,000,000.00
Indoor Active Athletic Training Center, 120' x 160'	\$3,400,000.00
SUB-TOTAL \$17,400,000.00	

The above numbers are order of magnitude numbers for the 2019 year. The cost can increase or decrease depending on the final scope of work and level of detail.

PEAY PARK CONCEPT RENDERING





PEAY PARK PRECEDENT PHOTOS

SPLASH PAD



TRAFFIC CALMING



INCLUSIVE PLAYGROUND



MULTI-PURPOSE FIELDS



MOSS-WRIGHT PARK CONCEPT RENDERING





MOSS-WRIGHT PARK PRECEDENT PHOTOS

GREENWAY



INTERPRETIVE SIGNAGE



NATURE PLAYSCAPE



BASEBALL COMPLEX



BASEBALL FIELD



SAND VOLLEYBALL COURT

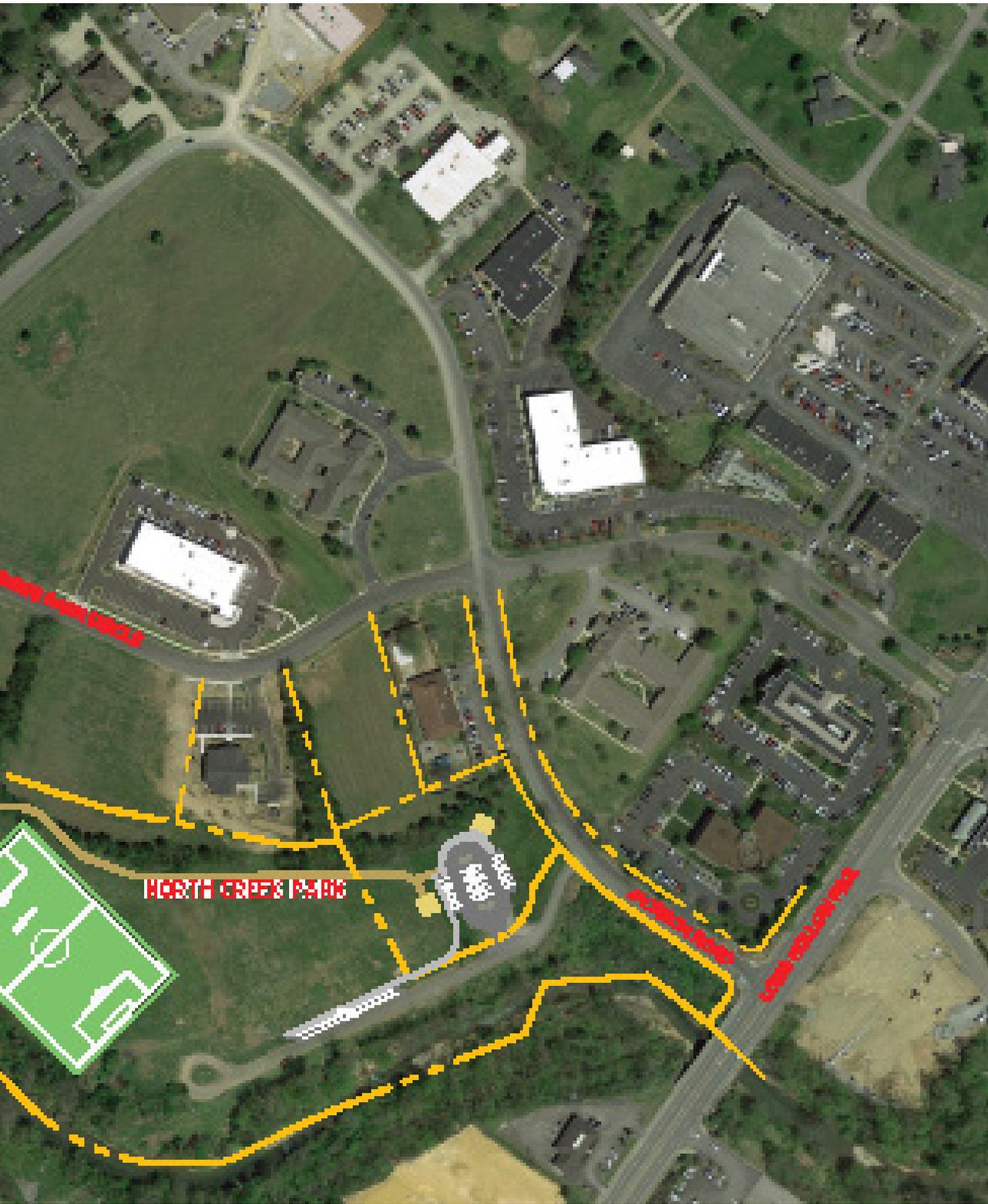


TENNIS COURTS



NORTH CREEK PARK





NORTH CREEK PARK

10000

PLEASANT GREEN PARK

