



5 RECOMMENDATIONS + IMPLEMENTATION



OVERVIEW

The comprehensive planning process is an opportunity to create a coordinated vision for a Department to guide the next 10 years. Comprehensive plans are a system-wide approach to evaluating progress, identifying opportunities and problem solving. The results, as well as the planning process itself generates new ideas and collaborative conversations that would not occur as part of the day-to-day operations of a department. This plan's recommendations and implementation strategy result directly from an extensive information gathering process involving community input, staff and stakeholder input, analysis of existing parkland and programs, research, and data.

The following data sources informed recommendations:

- > Staff Meetings + Interviews
- > Parks + Recreation Trends
- > Park + Facility Inventory
- > Benchmarking
- > Recreational Needs Survey
- > Demographics + Trends
- > Level of Service

Lastly, an implementation plan with prioritized action items is the final step in bringing the parks and recreation master plan vision to reality. Implementation is not a linear process but an ongoing iterative process that will rely on large funding investments. Feasibility studies, master plans, phasing plans, and business plans are some of the short to medium-term action items steps the Town may pursue to understand various levels of investment and resources necessary to enhance the parks system overall. Effective implementation strategies are based on highly collaborative processes that span across the various Town Departments, community leaders, strategic partners, and elected officials resulting in multiple benefits to the community.

The recommendations presented in this plan have been further refined into strategies or action items and prioritized as short-term, mid-term, long-term or ongoing. Action items receiving higher priority are those supported by significant community input or are items that have been delayed or postponed in the past but have significant bearing on accomplishing the recommendations of this plan. Each action item indicates a responsible party to foster accountability within the Department as well as component of the parks and recreation system as it relates to parks and facilities, programs, operations, and maintenance.

Implementation Plan Key

GOAL	TIMELINE	TIMELINE CODE
Short-term	1 – 5 years	ST
Mid-term	5 – 10 years	MT
Long-term	10 + years	LT
Ongoing	Continual	OG



PARKLAND + FACILITIES

RECOMMENDATION	STRATEGY / ACTION ITEM	PRIORITY
<p>Continue to provide high quality park experiences by continuing to make investments and upgrades to parks as it relates to functionality and design standards.</p>	<p>Maintain and update existing parks and facilities.</p> <ul style="list-style-type: none"> > Develop a schematic drawing to capture potential layout and redevelopment of Pineland Park > Complete a detailed list of upgrades for individual parks along with cost estimates to present in requesting funding as part of operational budget or CIP. 	ST-MT
	<p>Upgrade parks to include amenities reflecting the latest trends and community needs.</p> <ul style="list-style-type: none"> > Additional basketball courts > Additional pickleball courts > Access to greenways and trails 	ST-MT
	<p>Leverage technology.</p> <ul style="list-style-type: none"> > Identify apps that create virtual environments and recreational experience “co-creation” via mobile devices activated at playgrounds and park amenities. 	ST, OG

To provide relevant and diverse parks, the Town of Swansboro should continue to review industry trends and utilize resident surveys to understand evolving recreation interests, needs and wants. A diversity of amenities leads park users to extend their length of stay and appeals to a wider audience of park visitors. A combination of amenities with low barriers to entry and on trend amenities provide all visitors with recreation opportunities. This is something Swansboro Parks and Recreation is already achieving and has the potential to heighten the user experience even further.

One of the best ways to promote consistency of recreational quality and department character is through department branding. Wayfinding adheres to Town branding, provides directional clarity, and often expands park identity. This plan recommends continuing to apply and creatively augment existing brand standards to apply to selecting site furnishings, signage, and entryways in the parks. This will result in a defined character of the entire Swansboro park system, reinforcing the overall brand of the Town.

RECOMMENDATION	STRATEGY / ACTION ITEM	PRIORITY
Position Parks and Recreation as an essential public service.	Develop a public information campaign to raise awareness and stimulate individuals or groups to seek information about the positive impacts the Swansboro Parks and Recreation Department's efforts, successes, and the positive impact it has on the Town.	ST
	Schedule and conduct bi-annual or quarterly informal conversations with Town Council members to convey the Department's latest achievements.	ST-OG
	Perform data analyses to map tax values of properties located within walking distance or 5-minute driving distance from parks.	ST-MT

Expand tax base - Evidence shows residential development adjacent to parks and trails have higher property values and sell for more than properties further away from park services. Proximity to parks increases property value and increases revenue from property taxes. Research has shown that a 5% increase in property values for houses within 500 feet of a park is a conservative estimate of the change in property value due to proximity to a park.

Maintain a healthy community - Access to parks and trails have significant impacts on health and wellness. As medical research continues to reveal the benefits of an active lifestyle, communities are beginning to see providing parks and trails as a form of preventative care for their residents. Programs such as ParkRx are building relationships among health care providers, residents, and local governments to understand and enhance the important role parks and trails play in keeping communities healthy and vibrant.

Just as water, sewer, and public safety are considered essential public services, parks are vitally important to establishing and maintaining the quality of life in a community, ensuring the health of families and youth, and contributing to the economic and environmental well-being of a community and a region. Parks and recreation, however, does not always receive the same priority as other services like police and fire. Ensuring the Town provides an appropriate level of service for parks and facilities within their expanding community will be essential to preserving the small-town character residents desire.

The amplification of parks and recreation as an essential public service must be accomplished with the understanding the existence of competing demands for infrastructure improvements. As the Town grows, there will be more competition for funding, necessitating validation of investment decisions and tracking of outcomes. The recreational needs survey results indicated that 80 percent of respondents agree that public parks add to the quality of life in a community, and 79 percent of respondents believe recreation and

parks are an essential service to the Town. Both data points suggest there is community support to justify prioritizing investment in the park system. Achieving this objective will require a multifaceted approach to elevating the profile of parks and recreation within the Town.

The Department should understand and communicate the many widespread community benefits that access to parks and recreation services provides. Research indicates that parks strengthen local economies, provide quantifiable health and wellness benefits, and expand the community's tax base by increasing property values. Identifying and tracking performance measures, such as economic impact and health outcomes will be essential to communicating the positive outcome of parks and recreation services.

RECOMMENDATION	STRATEGY / ACTION ITEM	PRIORITY
Enhance and expand the Park System to meet community needs and wants.	Strategically acquire land for park development. <ul style="list-style-type: none"> > Consider acquiring 18 acres suitable for development by 2031. > Construct 2.75 miles of trails by 2031. 	MT-LT
	Activate underused park spaces. <ul style="list-style-type: none"> > Employ “tactical urbanism” by making low-cost, temporary changes to underutilized areas of the parks. > Engage the community to determine long-term dedication of space. 	ST-OG
	Construct a gymnasium as an addition to the Swansboro Recreation Center. <ul style="list-style-type: none"> > Determine cost estimates. > Identify funding sources. > Develop site and building design. > Construct, maintain and program the facility. 	MT
	<ul style="list-style-type: none"> > Identify opportunities to invest in and/or develop partnerships to provide facilities and amenities recognized by the community as priority recreational needs: (1) Hiking Trails; (2) Roadway Biking Infrastructure + Playgrounds; (3) Canoe-Kayak Access, Saltwater Fishing Access, Bicycling-Mountain Biking; (4) Outdoor Swimming Pool; (5) Water-play/Splashpad + Picnic Shelters 	ST-MT

The recreational needs study conducted as part of this plan identified recreational amenities among the highest demand for residents of Swansboro. As a note to assist the Town with prioritization decisions, the amenity highest in demand (hiking trails) ranked over ten percentage points (11%) less than fifth highest ranked amenity (indoor pool). Swansboro Parks and Recreation currently provides a robust level of service in terms of motorized and non-motorized boat access, saltwater fishing access, playgrounds, splashpad and picnic shelters. The department also offers programs that take participants to Hammocks Beach State Park where there are opportunities to hike and bike.

In-demand recreational amenities listed above also include both indoor and outdoor swimming pools. The Town of Swansboro, a government entity and provider of public services has not entered this realm of recreation service provision. Costs associated with constructing, managing, staffing, and programming pools and aquatic facilities are often far more than a local government can fund and sustain. For example, a pre-pandemic (2018) feasibility study for an indoor 50-meter, 8 lane community pool in Las Cruces estimated the cost of construction to be over \$18 million with an annual operational cost of nearly \$650,000.¹²

¹²City of Las Cruces, NM. Cost Benefit Analysis on the Construction of a 50- Meter Community Pool. Economic Development Department. September 2018. <https://www.lascruces.gov/DocumentCenter/View/1120/Cost-Benefit-Analysis-on-the-Construction-of-a-50-Meter-Community-Pool-PDF>

There is no question that municipal pools have many benefits. Municipal pools are inexpensive to access and provide aquatics programs and the unique benefits of providing a competitive sport, a recreational activity, and life-saving skills. In addition, pool usage is not bound by age, gender, or an individual's socioeconomic conditions. An article in Municipal Association of South Carolina quoted Charleston Councilwoman Kathleen Wilson as saying "a quality municipal pool is a sign of a functioning, healthy community. As our communities grow, these are the sorts of features residents are demanding."¹³ Demand within communities for public swim facilities has not been seen to wane despite the mostly broad knowledge of associated fiscal constraints. Cities and towns recognize that even in places with many planned residential developments that offer pools, most community residents do not have access to swim facilities. Taking that into consideration, even small local governments like Amery Wisconsin have invested in feasibility studies to determine whether proposed aquatics facilities are sound investments.

Taking into consideration the constraints facing the Town of Swansboro, this plan recommends the Town first focus its investments on recreational amenities more within its financial and operational reach, then in the medium term (5-10 years), invest in a professionally prepared feasibility analysis into a new pool facility. Many Swansboro residents have easy access to the White Oak River, yet the majority of residents and visitors have to drive to a public entryway to access the water. Therefore, this plan recommends prioritizing expanding public access to the river for residents and visitors to canoe, kayak, paddle board, etc.

CASE STUDY – Town of Amery, Wisconsin

The City of Amery is located in rural Wisconsin and has a population of 2,974. Although there are three lakes (including two public beaches), and a river within city limits, community members felt the City needed a pool. In 2017, the City conducted an internal study to assess the feasibility of an outdoor pool in Amery.

The study provided results of a community poll and a survey of municipalities in Wisconsin who operate pools. It was determined that all the municipalities funded construction, at least in part, through their tax levy as a regular capital expenditure or borrowed the funds and placed it on their debt levy. Some municipalities reduced the financial burden on their tax levy by applying for grants, running fundraising campaigns, and collaborating with other entities.

This particular study failed to accurately capture estimated average costs for construction but did list the average maintenance costs at \$102,828. Pools must also be operated by maintenance personnel and lifeguards. On average, personnel costs were higher than maintenance costs at \$131, 194.

The Amery Wisconsin study ultimately recommended to City Council that the City should not pursue the construction and development of a pool or aquatics facility. It went on further to recommend more attainable efforts to better connect the community with water-based recreation. The first recommendation was to launch an awareness campaign to inform users of Amery's lakes and rivers and the recreation amenities available there. The second recommendation was to invest in upgrading, enhancing, and adding to existing water-based recreation infrastructure. The study concluded with a recommendation to commission a professional consultant to develop a feasibility study examining site selection, design, construction cost estimates, and expected operational costs.

¹³ *Uptown Magazine Municipal Association of South Carolina, Public pools benefit residents but take work, Municipal Association of South Carolina, 2017.*

RECOMMENDATION	STRATEGY / ACTION ITEM	PRIORITY
Leverage parks and greenways as a platform to meet larger community goals.	Economic Development <ul style="list-style-type: none"> > Continue to work with the Swansboro Tourism Development Authority and the Onslow County Tourism Office to advertise Swansboro special events and park amenities. > Partner with Onslow County and East Carolina University to determine interest in conducting an economic impact study 	ST-OG
	Multimodal Transportation <ul style="list-style-type: none"> > Examine past milestones <ul style="list-style-type: none"> > E.G., "Connect intersections of Hammocks Beach Road or Queen's Creek Road with NC 24. > Invest in a greenways plan. 	ST-MT-OG
	Coastal Resource Protection <ul style="list-style-type: none"> > Continue to maintain existing waterfront recreational infrastructure to a high standard/preserve CAMA waterfront access points. > Revisit the Waterfront Access and Development Plan, 2012 to determine what natural resource protection objectives and actions have been achieved. <ul style="list-style-type: none"> > E.G., "Create a single source map that [identifies] wetland areas within town limits." 	ST

Multimodal Transportation: As expressed throughout this plan, the Town of Swansboro's population is poised to grow over the course of the next 15-30 years. Town leadership partnered with NCDOT to create the Town of Swansboro Bicycle Plan with the goal of creating a community network of bicycle trails connecting the Historic District with municipal and school facilities, parks, and neighborhoods. The plan recommended the Town place priority on roadway and bicycle-pedestrian planning to include improving the pedestrian and bicycle network with additional sidewalks, multiuse paths, and greenways. The current parks and recreation comprehensive master plan recommends the Town of Swansboro revisit the 2011 plan to determine what of its recommendations have been achieved and move toward investing in a greenways plan – either as a single entity or in partnership with other government bodies like Onslow County and North Carolina State Parks.

Coastal Resource Protection: An obvious theme echoed throughout this plan is Swansboro's identity as a coastal community and the water-based recreation opportunities it currently provides and plans to provide in the future. The Town developed a plan for waterfront development in 2012 and updated its CAMA land use plan in 2019 – whereby the importance of parks was noted for being vital for protecting waterfront access. The Town has already accomplished several items from these plans including improvements to Ward Shore and

Riverview Parks. The current parks and recreation comprehensive plan recommends the Town identify goals from the two aforementioned plans that have not yet been accomplished and work with other Town of Swansboro departments to prioritize coastal and environmental resource protection projects impactful of the Town's parks.

Economic Development: Recreation and parks are frequently viewed as cost centers that generate revenue for only a fraction of the costs they incur. Parks departments themselves have frequently reinforced this idea by only reporting annual financial data, rather than reporting economic impact data which captures a wider variety of considerations. Parks provide intrinsic environmental, aesthetic, and recreation benefits to our cities. They are also a source of positive economic benefits. They enhance property values, increase municipal revenue, bring in homebuyers and workers, and attract retirees.

These resources can include technology like spending tracking software, This software can be expensive, but savvy communities typically share the cost of economic development tools with partner agencies. Town staff can also use reliable spending formulas to establish a baseline estimate of the economic development impact of recreation services. By understanding their economic impacts, decision makers can better evaluate the creation and maintenance of parks.

5 KEY POINTS

How cities use parks for ECONOMIC DEVELOPMENT

<p>01</p> <p>REAL PROPERTY VALUES ARE POSITIVELY AFFECTED.</p> <p>As early as the 19th century the positive connection between parks and property values was being made.</p> 	<p>02</p> <p>MUNICIPAL REVENUES ARE INCREASED.</p> <p>Increased property values and increased municipal revenues go hand in hand. Property tax is one of the most important revenue streams for cities</p> 
<p>03</p> <p>AFFLUENT RETIREES ARE ATTRACTED AND RETAINED.</p> <p>They increase the tax base and are "positive" taxpayers, using fewer services than payed for through taxes.</p> 	<p>04</p> <p>KNOWLEDGE WORKERS AND TALENT ARE ATTRACTED TO LIVE AND WORK.</p> <p>Knowledge workers prefer places with a diverse range of outdoor recreational activities, from trails to rock climbing.</p> 
<p>05</p> <p>HOMEBUYERS ARE ATTRACTED TO PURCHASE HOMES.</p> <p>The National Association of Home Builders found that 65 percent of home shoppers surveyed felt that parks would seriously influence them to move to a community.</p> 	



PARK MAINTENANCE

RECOMMENDATION	STRATEGY / ACTION ITEM	PRIORITY
Identify and track maintenance needs of the existing park system.	Develop a maintenance management plan linked to maintenance standards.	ST
	Develop a maintenance management training program for any Public Works staff assigned to maintaining parks.	ST-MT

Maintenance Management Components:

Maintenance Zones: Define the level of maintenance required for each area within the parks and the frequency of tasks. Identifying maintenance zones can increase efficiencies and promote asset preservation for parkland, facilities, and amenities.

Work Order System: Manages existing workloads and use the data collected regarding time spent and cost to improve the understanding of maintenance needs and ultimately forecast maintenance needs annually.

External Contractors Protocol: Identifies jobs that can achieve a cost-benefit advantage from being outsourced to a private contractor.

Design Standards: Account for maintenance and operational cost over an asset's lifetime.

Lifecycle Analysis: Tracks needed replacements and renovations of amenities. This tracking method will also account for full cost of ownership.

Evidenced through the community engagement process, residents, stakeholders, and elected officials truly recognize the value of parks and recreation. However, there is less recognition and understanding regarding the amount of maintenance and staff hours that go into maintaining the parks in a way that meets or exceeds the public's expectations.

Park maintenance is a foundational element of providing a safe and high-quality park system and parks and recreation staff work every day to achieve that status. Park maintenance also includes many hidden costs and unseen time expenditures. For example, mowing requires transportation of equipment to and from sites, any time needed to repair or replace equipment and refueling, in addition to time spent on the mower itself.

Daily maintenance tasks typically include landscaping and trash removal. Long-term maintenance includes items such as structural repairs and unplanned maintenance needs. It is important to have records of the time and funding expenditures needed to achieve all maintenance needs so the department can be properly staffed and funded. A well-planned maintenance strategy will include full accounting of the time and budget required to meet short term, long term, and unplanned maintenance needs.

This plan recommends the Town of Swansboro create a comprehensive maintenance management plan that establish standards to forecast management needs as the system evolves.



RECREATION PROGRAMMING

RECOMMENDATION	STRATEGY / ACTION ITEM	PRIORITY
Develop programs that activate spaces and encourage the community to experience parks, recreation facilities, and activities.	Expand current program inventory to include outdoor activities that take advantage of Swansboro’s unique outdoor spaces and facilities. Partner with local specialists. Examples could include: yoga on the Downtown Pavilion or Bicentennial Park lawn, wildlife watching at Riverview Park, moonlight paddles, etc.	ST
	Invest in a gymnasium as an addition to Swansboro Recreation Center to grow the Department’s menu of recreation programs, services, and activities.	MT-LT
	Create capacity within the Department to offer town-provided youth sports.	ST-MT

The COVID-19 pandemic demonstrated the importance of not only one’s personal physical health, but also demonstrated our capacity to adapt our habits and activities to take place outdoors when accessing indoor space was prevented. When gyms and recreation centers shut their doors, parks, trails, and open space gladly took their place. An article in Fortune Magazine described recent data gleaned from workout and travel apps revealing users’ shifting preferences. The data revealed that hiking is now more popular than interval training, participation tennis and pickleball have doubled and some cases even tripled in 2021. The turn to “green exercise” and greater engagement with the outdoors is likely the future recreation administrators are looking into. Lines between indoor and outdoor exercise are consistently being blurred, with the public showing a great level of interest in bringing activities traditionally held inside to outdoor, shared civic spaces.

This plan recommends the Town of Swansboro determine the capability and feasibility of utilizing existing park and open spaces beyond their traditionally intended usage – and begin to adopt the viewpoint that most public spaces can become multifunctional and easily adjustable to accommodate community needs and emerging trends. Tied to this recommendation is a proposal for youth sports programs developed and administered by the Town of Swansboro Parks and Recreation Department. Over 20 percent of survey respondent reported being dissatisfied with youth programming offerings in Swansboro. Furthermore, 70 percent of respondents believed athletic programming should be offered by the Town.

The notion of outdoor activities being in high demand does not diminish the need to couple park space with indoor recreation facilities. This plan recommends the Town expand the Swansboro Recreation Center to include a gymnasium. Results from the current parks and recreation master plan recreational needs survey pointed to a need for the Town of Swansboro to invest in expanding its indoor recreation offerings. Indoor pickleball was one of the most desired activities, as were indoor fitness and wellness programs. Additionally, the majority of survey takers (57%) either agreed or strongly agreed that the Town needs an indoor gymnasium.

RECOMMENDATION	STRATEGY / ACTION ITEM	PRIORITY
Expand education and learning through connections to history and the natural environment via park amenities and recreational programs.	Explore opportunities to educate community members and visitors about Swansboro’s history and natural heritage with recreation programs and park enhancements – like educational kiosks, QR code tour, etc.	ST
	Partner with state, regional, and local environmental educators, history interpreters, and nature programmers to offer activities and programs.	ST

Both the needs assessment and public input revealed Swansboro residents highly regard and value nature, the environment, and the outdoors. Participants in the resident intercept survey exercise identified this value more often than any of the other available options as it tied with the strongly held value of people and community.

The Town should consider a vision for historical and cultural programming and how to foster culture, heritage, and place. This may include compiling the history and heritage of a place, identifying community partners and organizations, and determining diverse venues for arts and cultural expression. Culture and Arts was the third most commonly cited value among residents that participated in the resident intercept interviews. Therefore, this plan recommends Swansboro Parks and Recreation continue to invest in the physical and human infrastructure necessary to connect the community to parks and programs that are conducive to experiential learning.

RECOMMENDATION	STRATEGY / ACTION ITEM	PRIORITY
Use program management principles to maximize department efficiency.	Use the program lifecycle model to assist decision making to introducing, continuing, and retiring programs.	ST + OG
	Reference the age segment analysis to understand imbalances in service distribution among age groups.	ST
	Employ the program classification framework to justify program pricing strategies and cost recovery policy.	ST + OG

This plan’s program assessment uses program management principles as a framework for evaluating the Swansboro Parks and Recreation’s operational approach to recreation programming. With the baseline understanding this plan provides, the Department can develop metrics and goals for expanding and diversifying program offerings. Using program management principles will provide information needed to justify additional resources to expand programming based on community need, validate decisions and track results such as participation, customer satisfaction, and cost recovery.

The program management principle of annually tracking the lifecycle of all programs will help ensure the best program distribution and identify early when a program is transitioning into decline. This also demonstrates a logical approach to terminating declining programs. Based on the Program Lifecycle Analysis completed as part of this plan’s program assessment, the Department should terminate programs that fall into the decline and or saturation phase. Currently, the majority (53%) of Swansboro Parks and Recreation’s are in the beginning phases (Introduction, Take-Off, and Growth) with over half in the growth stage, nearly one quarter (21%) are considered to be saturated or declining.

Programs in decline are representative of two out of the Department’s five FUN Recreation Program Areas (Fitness + Wellness, Family) and include Yoga/Zumba, Kid’s Night Out, and Cook with Your Kid. This plan recommends the Department seek feedback from those who are participating in those activities to understand what draws them to the programs and enhance those factors as necessary. The Department might also consider the way these programs are advertised, as a lack of information may be contributing to their decline.

RECOMMENDATION	STRATEGY / ACTION ITEM	PRIORITY
Base decisions for introducing new programs based on community needs and recreation trends.	Understand recreation trends to evaluate correlation with current department offerings.	ST + OG
	Use the results of the recreational needs survey and public input to justify introducing new programming.	ST
	Use program assessment data to determine the success and value of current offerings.	ST
	Continually seek information related to current recreation program trends.	ST + OG
	Continue to monitor the demographics of the town to ensure the needs of the community are being met.	ST + OG
	Continue to provide best in class festivals and special events and expand activities where resources are available.	ST + OG

Results from the recreational needs survey and public input should inform selection of new programs. Top program desires expressed by the community included

Recreational Needs Survey

1. Special Events + Festivals
2. Outdoor Fitness Classes
3. Indoor Fitness Classes
4. Educational Programs
5. Swimming

Public Input

1. Special Events + Festivals
2. Outdoor Movies + Concerts
3. Fitness + Wellness Programs
4. Outdoor Adventure Programs
5. Environmental Education/Nature-based Programs

Understanding new and emerging trends in parks, recreation, and cultural resources will help the Department craft programming that meets needs in exciting fresh ways. For example, “fitness and wellness programming” is a community priority, but residents’ expectations of engaging programming have changed over time, with current trends leaning toward outdoor and mind/body exercises. Focus groups and surveying are effective tools for determining user expectations of fresh programming. Department staff can select programming with the highest potential for success by aligning stated community needs with emerging trends.

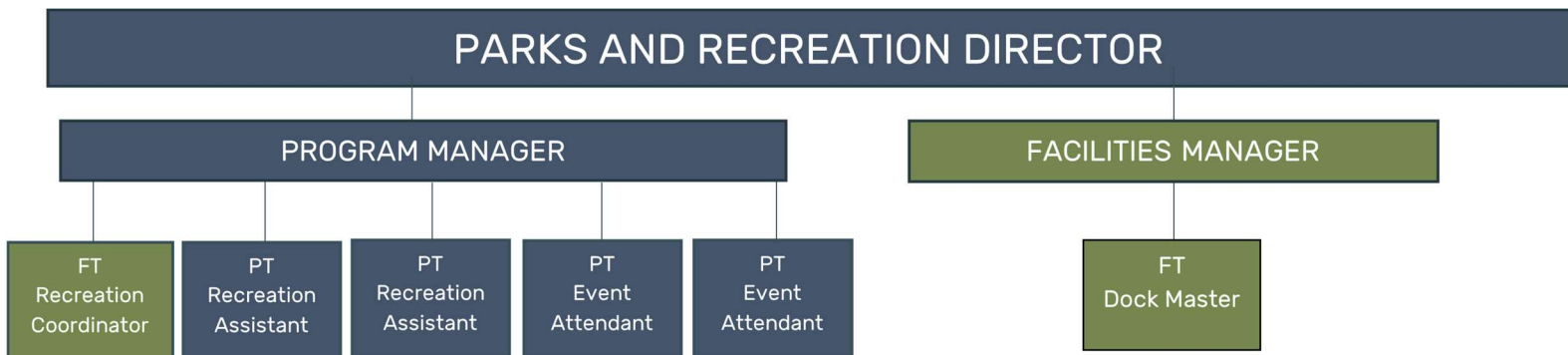


OPERATIONS

RECOMMENDATION	STRATEGY / ACTION ITEM	PRIORITY
Build staff capacity to meet growing community needs.	Expand the organizational structure to meet current and future demands.	ST-MT
	Track staff workloads seasonally to identify opportunity to build capacity.	ST + OG

Providing a sound foundation of knowledge among Department staff elevates skillsets, increases efficiency, and builds capacity employees and the Department as a whole. These elements are necessary to increase capabilities in employees to manage the responsibilities that arise from implementing a Comprehensive Master Plan or adding services and amenities as the system evolves.

To develop an adequately staffed Department using best management practices, customer-focused outcomes, and performance measure tracking to demonstrate excellence in service delivery. Based on the Operations Assessment, conversations with staff, and community need, this plan recommends the Town consider expanding their organizational structure to include new staff. Items shaded in green represent future new positions.



↑ Proposed Organizational Chart

RECOMMENDATION	STRATEGY / ACTION ITEM	PRIORITY
Continue to grow the marketing, communication, and brand identity of the Department.	Identify creative ways to market the Department.	ST + OG
	Continue to promote the Department’s unique identity.	ST +OG
	Create and implement social media outreach standards and policies for the Swansboro Parks and Recreation Department.	ST

Brand positioning has value beyond attracting participants to recreation programs, activities, events, and parks. Parks and recreation departments are often the only department within a local government where the public chooses to spend their disposable income.

The Department should have a communication strategy to guide outreach campaigns. A communication strategy sets the tone and direction so that all communication activities, products, materials, and design work together to achieve stated outcomes. Efforts should be made to portray the positive role the Swansboro Parks and Recreation Department plays in town. Even minor achievements can be spun into fun and educational social media posts highlighting the Department’s strengths. The Department should use data, key performance indicator graphics, and other creative methods to engage followers in improvements initiatives

As part of the overall communication strategy, the Department should develop a marketing and social media policy to direct staff on standards, brand identity, and tone of social media posts. This policy should outline the overall philosophy to social media, the marketing process, marketing methods, contributor roles, and desired outcomes. Parks and recreation requires a higher level of customer engagement in social media platforms to attract customers in a competitive market. The Department’s engagement on social media should reflect the fun an engaging experiences that residents have at the Town’s parks and programs.