Tellico Village Recreation Department

2019-2024 Strategic Plan

July 17, 2019

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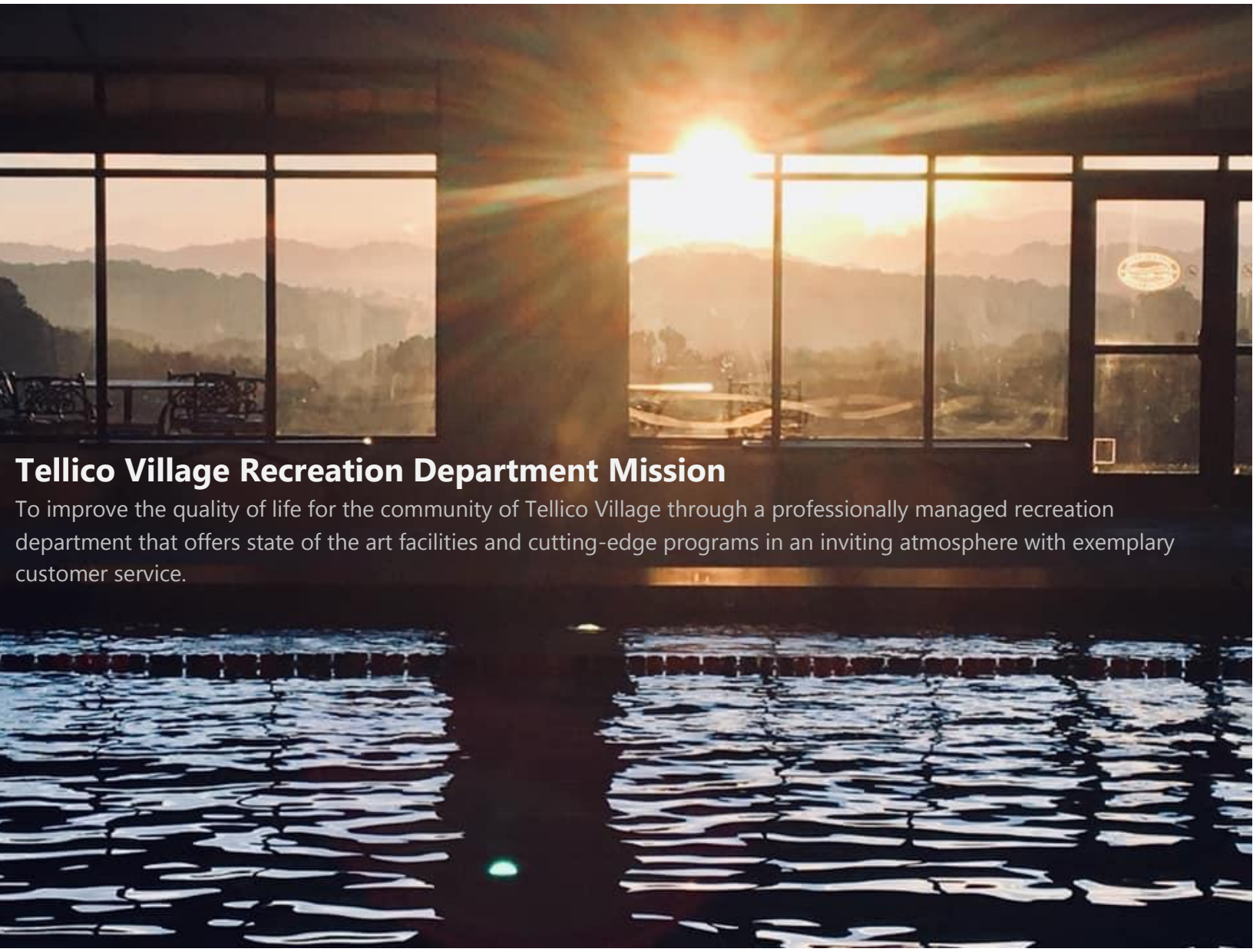


Tellico Village Recreation Department Mission

To improve the quality of life for the community of Tellico Village through a professionally managed recreation department that offers state of the art facilities and cutting-edge programs in an inviting atmosphere with exemplary customer service.

Executive Summary

Tellico Village Recreation Department began a strategic plan process in January 2019 with the intent of providing a navigational tool to make informed, data driven decisions that will help to guide the department over the next five years. One of the most important and difficult decisions an organization can make is to examine its current operations, organization and service delivery to determine if, in what areas and when changes may need to be made. The Tellico Village Recreation Project Team, along with the Recreation Advisory Committee embarked on this journey to better understand the impact and effectiveness of the department's programs and

services and to understand areas of opportunity that may exist. Discussions about the needs of the community and the current and future ability of the department to respond to the growth of the community was the prevailing topic and informed the plan's goals and objectives as it pertains to allocations of resources, both financial and otherwise.

The most important outcome of any strategic planning effort is the installation of strategic thinking in an organization. Strategic planning is only useful if built upon a strong foundation of organizational purpose and values, driven by customer/community interests and need, supported and championed by critical staff and leadership, and grounded in actionable strategies.

To be sustainable organizations must regularly examine and adjust their strategies as situations change and opportunities arise. Today, limited resources and a constantly shifting environment are forcing many organizations to reconsider their current strategies or to explicitly undertake strategy development for the first time. All indications are that future success will require much more rapid strategic rethinking and repositioning than are now the norm.

The Tellico Village Recreation Department Strategic Plan process included over 28 hours of engagement with staff and Villagers over the course of three site visits. Participants from the Recreation Department and Recreation Committee, Tellico Village Property Owners Association (TVPOA), the Long-Range Planning Committee (LRPC), members of the Tellico Village management team, and community members engaged in a series of workshops to determine the direction of the plan by first defining priorities and then identifying key issues and opportunities that would act as a backdrop to the establishment of goals and creation of action items.

The comprehensive process included a series of steps leading to the design and development of the Department's plan. Among these steps was stakeholder engagement which included work sessions with staff and the Recreation Advisory Committee (RAC); property owner/customer focus groups with representative community members and current users; and workshops and work sessions with full and part time staff members. Workshops, work sessions and focus groups allowed the consulting team to hear from those who know the system best, are the face of the organization, and who will ultimately be responsible for implementing and executing the plan. By engaging a diverse group of stakeholders, organizational challenges, trends and gaps in service, demographic changes and economic challenges and current and anticipated community and customer needs and interests were identified.

Development of the plan considered several key factors that will ensure effective implementation of the plan's elements including:

- An open and inviting process that allowed for staff and community stakeholder engagement and contribution throughout the process
- An understanding of the unique make-up of the residents of Tellico Village

- A document that is agile and adaptable to the changing needs of the community
- A plan that contains a system of measurement of success so that progress of plans and impact of changes is evident

Background

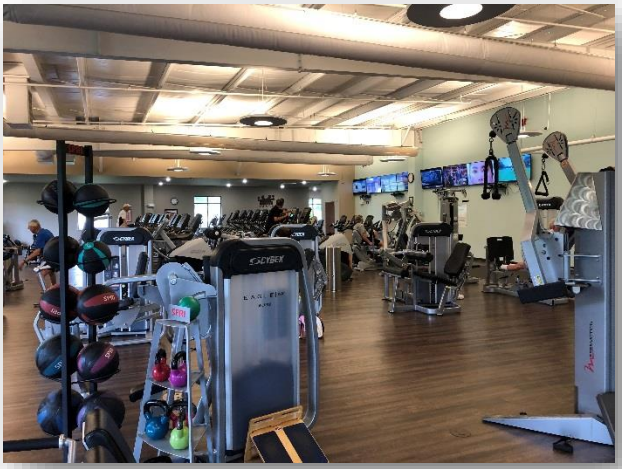
As a result of the process, the 2019-2024 Strategic Plan is expected to guide the Department in creating an actionable framework that will allow for agile, responsive and creative management moving forward.

The Strategic Planning process ultimately resulted in the following outputs.

- Strategic Plan Values
- A Strategic Plan that includes:
    - Three (3) Department priorities resulting from extensive stakeholder engagement including community participation. These priorities are intended to direct Department energies and resources over the next five years.
    - Fifteen (15) goal statements of intent that need to be met in order to affect, resolve or improve the condition of District priorities.
    - Thirty-four (34) actions needing to be accomplished in order to satisfy goals.
    - Timelines which illustrate the dates (by year) for expectation of action completion.
    - Staff teams/leads that indicate those staff responsible for ensuring that actions are completed.
    - Trends Report
    - Organizational Assessment Summary
    - Operational Assessment Summary
    - Facilities Assessment Summary
    - Fees and Charges Assessment Summary
    - Recommendations

The plan was created with the understanding that there are several critical factors that will improve probability for organizational improvement and effectiveness.

- Development in cooperation with the staff who are ultimately responsible for implementing the strategic plan actions.
- Input from a diverse representation of community members and customers, and through a variety of sources.
- Intentional plan design so that it is "living" - capable of evolving with constantly changing social, political, technological and economic conditions.
- Development with the expectation that the plan will consistently be monitored and measured, both in terms of progress and impact.



The Vision for the Strategic Plan

Continue building a recreation organization that focuses on the changing needs of our community, supported by a collaborative and supportive team culture, and is responsible in the use of its current and future resources.

Strategic Plan Process Timeline

Project Kick Off - January 2019

This meeting with the Department's CORE project team served as the kick-off to the process. The meeting included process review, clarification of proposed statement of work and tasks; conversation regarding the number and types of meetings and workshops that would occur; and other relevant information intended to ensure that the team had a clear understanding of the comprehensive process that was about to unfold.

Workshops - Key Issues and Considerations - February 2019

A series of workshops and work sessions were held for full-time staff, part-time staff, Recreation Advisory Committee, and community stakeholders providing an introduction to strategic planning and the benefits of this type of process. In addition, preliminary discussion and analysis of the Department's values, mission and purpose, as well as trends, target markets, community demographics, strengths, weaknesses, and other relevant topics were covered.

Workshops – Vision – Mission – Priorities – May 2019

Workshops were held for RAC, CORE Team, full-time staff, part-time staff to create goals and actions for each of the three priorities that were identified in the previous site visit.

Development of the Strategic Plan – June-July 2019

As a result of all work to date, a draft of the Strategic Plan was created. As the Plan is fully operationalized, it required the CORE Team to refine priorities; goals; actions; timelines; staff teams and leads; and intended results.

Presentation of the Plan to RAC & TVPOA Board – July, 2019

The final plan was revealed to Core Team and subsequently to the RAC and TVPOA Board offering an official presentation of the final plan and details regarding recommended implementation strategies. This included a staff celebration to honor and recognize the hours, effort and commitment the organization dedicated to the process.

Key Issues and Considerations

During a series of stakeholder meetings, attendees were asked to provide input on a variety of topics that are unique to Tellico Village Recreation Department services. Below are the identified key issues derived from frequently repeated or insightful responses to questions posed during staff workshops, work sessions, and community/customer and staff focus group meetings.

These key issues are expected to continue to have significant impacts on the Department and its operations moving forward. Therefore, they are recommended as the foundation for the development of the Department's priorities which will act as the overarching guideposts for the Department's Strategic Plan (2019-2024).

Current Conditions, Key Issues & Considerations

Awareness
Knowledge and understanding of the Recreation Department's impact to membership value and individual's quality of life through experiences participating in programs, services, and facilities

Communication
Internal and external communication efforts require clear, transparent and effective methods and messaging leading to enhanced, improved and productive relationships amongst Tellico Departments and officials, between Recreation team members and to Tellico Village residents.

Growth Impacts
Changing interests in Tellico Village has created shifting recreational expectations. Impacts will include expansion needs for potential indoor and outdoor recreational opportunities, enhanced services, and infrastructure requiring human and financial resources.

Financial Resources
Limited resources require a balanced approach by the department that both responds to the ongoing recreational needs and priorities of Tellico Village residents and is also based in financial reality.

From the key issues identified, the Recreation Department will focus its resources on the following priorities with the expectation that it will make the greatest impact on operational effectiveness and its efforts to serve the TVPOA community.

The eventual result is for the Department to achieve the goals they have created from the effort put forth in creating the Strategic Plan and be able to effectively measure results for impact as it pertains to the greatest benefit to the TVPOA community.

Priorities

Engagement
Become an organization that has a centralized messaging system and method of internal and external communication to invite and sustain an engaged community of staff and members.

Growth/Expansion
Respond to trending expansion of Tellico Village Recreation Department facility users to determine program and facility needs.

Resources
Build a system that is responsive to the recreational needs of the community and supports responsible use of its resources.

Using the identified priorities as a foundation, stakeholders and Project Team members developed a set of goals and actions to further refine the Department's intention to focus on mission and to provide a structure for measuring progress.

	Goals	Actions
Priority: Engagement	**Create universal staff and customer awareness of the Recreation Department services and facilities in Tellico Village**	1. Provide staff training 2x per year for all Recreation employees 2. Each staff participates in Recreation group classes 1x month 3. Hold monthly meetings for all employees 4. Hold quarterly meetings for instructors 5. Instructor - ambassadors by verbal promotion; given "promotion of the month" script
	Communicate factors that show Recreation Department increases property value	1. Recreation information submitted in all Board reports with supporting data/graphs 2. Use data to demonstrate facts in newsletter 3. Director will attend finance committee meetings for opportunity to create awareness and answer questions 4. Director meets monthly with marketing team to collaborate on marketing for Recreation Department.
	Communicate value of acquiring membership to Recreation Department	1. Open houses/villager appreciation at least 2x annually 2. Include value data in TVPOA newsletters 3. Include value data at RAC meetings 4. Include value data at all TVPOA Board presentations
	Promote value of Recreation to TVPOA governance	1. Have print copies of constant contact available 2. Register TVPOA Board members to receive constant contact e-newsletter 3. Schedule Informal coffee meetings with board members at least 1x per quarter

Priority: Growth / Expansion	**Define usage of services and facilities to respond to population growth and inform management decisions**	**1.** Create growth percentage chart from recreation attendance to identify underutilized areas **2.** Create capacity for department based on time, utilization to identify when expansion of a facility is necessary **3.** Define fire code capacity to determine safety
	Optimize current facility utilization	1. Assess technology for tracking of facility usage 2. Evaluate fees to create a varied fee structure for facility usage 3. Repurpose underutilized areas for alternate activities
	Expand recreation outside of current physical recreation facilities and membership/policy definitions	1. Identify common property for Recreation Department to develop trails, pocket parks, passive parks, etc. 2. Review alcohol policy and adapt as necessary to support special events

Priority: Resources	**Maximize existing Recreation Staff resources**	1. Instructors promote other classes 2. Reach out to volunteers through utilization of existing technology 3. Reach out to the non-rec club for involvement in activities
	Maximize use of physical resources	1. Program activities during non-peak times; add classes; duplicate popular classes when needed 2. Assess usage of Wellness Center to refine hours of operation that match use 3. Utilization of non-traditional recreation locations; golf course, open spaces, non-buildable lots 4. Adding new activities i.e.; bocce ball, spin classes and others, TRX, HIIT, small group fitness, functional training , in existing spaces
	Evaluate and expand additional funding mechanisms	1. Annually assess fees and adjust policies as needed; membership, Chota fees, contractors, percentage fees 2. Develop annual goals for Timeless Tellico Foundation support of Recreation 3. Grow memberships to align at least with growth of Tellico Village annually.

Action Plan Matrix

Priority: ENGAGEMENT

Goal: Create universal staff and customer awareness of the Recreation Department services and facilities in Tellico Village

Actions:		Champion/ Responsible	Resource Requirement (High or Med/Low)	2019	2020	2021	2022	2023	2024
1.	Provide staff training 2x per year for all Recreation employees	Management							
2.	Each staff participates in Recreation group classes 1x month	Management							
3.	Instructor - ambassadors by verbal promotion; given "promotion of the month" script	FT Staff							
4.	Hold monthly meetings for all employees	Management							
5.	Hold quarterly meetings for instructors	Management							

Priority: ENGAGEMENT

Goal: Communicate value of acquiring membership to Recreation Department

Actions:		Champion/ Responsible	Resource Requirement (High or Med/Low)	2019	2020	2021	2022	2023	2024
1.	Bi-annual open houses/villager appreciation parties								
2.	Include value data in TVPOA newsletters								

Priority: ENGAGEMENT

Goal: Communicate factors that show Recreation Department increases property value

Actions:		Champion/ Responsible	Resource Requirement (High or Med/Low)	2019	2020	2021	2022	2023	2024
1.	Recreation information submitted in all board reports with supporting data/graphs	Management							
2.	Use data to demonstrate value in newsletter(s)	Management							
3.	Director attend finance committee meetings for opportunity to create awareness of the department and answer questions	Management							
4.	Review social media policy to establish criteria for submission	Administration / Management							

Priority: ENGAGEMENT

Goal: Communicate value of Recreation services to TVPOA governance

Actions:		Champion/ Responsible	Resource Requirement (High or Med/Low)	2019	2020	2021	2022	2023	2024
1.	Have print copies of constant contact available in all Recreation facilities	FT/PT Staff							
2.	Register TVPOA Board members to receive constant contact e-newsletter	Management							
3.	Schedule Informal coffee meetings with Board members at least 1x per quarter	Management							

Priority: GROWTH/EXPANSION

Goal: Define usage of services and facilities to respond to population growth and inform management decisions

Actions:		Champion/ Responsible	Resource Requirement (High or Med/Low)	2019	2020	2021	2022	2023	2024
1.	Create and maintain growth trend percentage graph from recreation attendance to identify underutilized areas	Management							
2.	Create capacity limits for facilities based on time, utilization to identify when expansion of a facility is necessary	Management							
3.	Assess usage of Wellness Center to refine hours of operation that match use	Management							

Priority: GROWTH/EXPANSION

Goal: Optimize current facility utilization

Actions:		Champion/ Responsible	Resource Requirement (High or Med/Low)	2019	2020	2021	2022	2023	2024
1.	Assess technology for tracking of facility usage	Management							
2.	Evaluate fees to create a varied fee structure based on time and usage	Management							
3.	Repurpose underutilized areas for alternate activities	Management							
4.	Develop and implement reservation/rental policy	Management							

Priority: GROWTH/EXPANSION

Goal: Expand recreation outside of current physical recreation facilities and membership/policy definitions

Actions:		Champion/ Responsible	Resource Requirement (High or Med/Low)	2019	2020	2021	2022	2023	2024
1.	Identify common property for Recreation Department to develop trails, pocket parks, passive parks, etc.	Management							
2.	Review alcohol policy and adapt as necessary to support special events	Administration							

Priority: RESOURCES

Goal: Maximize existing Recreation Staff resources

Actions:		Champion/ Responsible	Resource Requirement (High or Med/Low)	2019	2020	2021	2022	2023	2024
1.	Instructors promote other Recreation classes	Management							
2.	Reach out to volunteers through utilization of existing technology	Administration							
3.	Reach out to the non-rec members for involvement in activities	Management							

Priority: RESOURCES

Goal: Maximize use of physical resources

Actions:		Champion/ Responsible	Resource Requirement (High or Med/Low)	2019	2020	2021	2022	2023	2024
1.	Program activities during non-peak times; add classes; duplicate popular classes when over enrolled	Management							
2.	Program in non-traditional recreation locations; golf course, open spaces, non-buildable lots	Management							
3.	Add new activities i.e.; bocce ball, kayaking, spin classes, TRX, HIIT, small group fitness in existing spaces	FT Staff							
4.	Assess usage of Wellness Center to refine hours of operation that match use	Management							

Priority: **RESOURCES**

Goal: Evaluate and expand additional funding mechanisms

Actions:		Champion/ Responsible	Resource Requirement (High or Med/Low)	2019	2020	2021	2022	2023	2024
1.	Annually assess fees and adjust policies as needed; membership, Chota fees, contractors, percentage fees	Management							
2.	Develop annual goals for Timeless Tellico Foundation support of Recreation	Management							
3.	Grow memberships to align at least with growth of Tellico Village annually.	FT Staff							

Appendices

Health and Wellness Trends and Best Practices

With over 77 million Americans streaming into retirement by 2015 (at age 65), programming physical fitness activities for older adults is crucial to creating a healthier nation. Physical inactivity is a common risk factor among all Americans but is particularly problematic in older adults and brings with it an increased risk of many chronic diseases and other poor health outcomes. The Centers for Disease Control and Prevention report showed that, based on Healthy People guidelines, only 39% of adults age 65 and older are getting the recommended amount of weekly physical activity (30 or minutes of moderate intensity activity 5 days per week, or 20 minutes of vigorous intensity activity 3 days per week). Alternatively, the benefits that seniors can gain from being physically active are well documented and extensive. As well as reducing the risk of chronic disease, being physically active can help seniors to strengthen bones and muscles, improve their ability to do daily activities, prevent falls, reduce the risk of depression, control weight, and increase life expectancy. 15,16 (https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3870597/#B16)

The following information provides details of current national trends in recreation activities, and although the narrative takes a broad approach, there is specific focus provided to the aged 55 and over demographic. The trends are important to continuously study as a way of possibly repositioning programs or creating/deleting programs in the future. The information is distributed in various categories including:

• General non-specific age-related information
• 55+ programs
• Young adults from 25-50 years (for projection purposes)

General Health and Wellness Trends

Fitness

Fitness sports/activities continue to have the highest participation rates with 64% of the US population ages 60 and over engaging in activities such as running/jogging, high intensity/impact training, row machines, and swimming. Outdoor activities experienced the next highest amount of participation, but participation has remained flat since 2016 with an increase in day hiking and backpacking, but a decrease in canoeing and adventure racing participants. Kayaking and paddle boarding are outdoor recreation trends that are rapidly rising as top trends for an active older generation.

Fitness activities are trending upward all around the country. For the year 2019, the following top trends were identified by the American College of Sports Medicine which annually distributes a comprehensive survey to identify fitness trends for the year.

Wearable Technology

Wearable technology, which includes activity trackers, smart watches, heart rate monitors, GPS tracking devices, and smart eye glasses (designed to show maps and track activity), was introduced just a few years ago. Examples include fitness and activity trackers like those from Misfit, Garmin, EFOSMH, Pebble Time, Juboury, Samsung, Basis, Jawbone, and Fitbit. The Apple iWatch is another important example.

Group Training

Group exercise instructors teach, lead, and motivate individuals through intentionally designed, larger group exercise classes. Group programs are designed to be motivational and effective for people at different fitness levels, with instructors using leadership techniques that help individuals in their classes achieve fitness goals. There are many types of classes and equipment, from aerobics and bicycles to dance classes.

High-Intensity Interval Training

HIIT Training typically involves short bursts of high-intensity exercise followed by a short period of rest or recovery and typically takes less than 30 minutes to perform (although it is not uncommon for these programs to be much longer in duration.)

Fitness Programs for Older Adults

Health fitness professionals are taking advantage of the growing market of older adults now retiring by providing age-appropriate and safe exercise programs for this once-ignored sector of the population, which seems healthier than other generations. The highly active older adult can

be targeted to participate in more rigorous exercise programs, including strength training, team sports, and HIIT when appropriate. Even the frail elderly can improve their balance and ability to perform activities of daily living when given appropriate functional fitness program activities.

Many recreation facilities are becoming not only places to improve health through physical activity, but locations to participate in evidence-based programs that measurably improve health. NRPA sponsored programs with local park and recreation agencies range from Active Living Every Day for sedentary adults to Walk with Ease low-impact weekly walking programs to arthritis intervention programs such as Fit and Strong! for those with osteoarthritis. 155 agencies representing 45 states and American Samoa have already made commitments to implement arthritis evidence-based physical activity programs in parks.

Body Weight Training

Body weight training appeared for the first time in the trends survey in 2013 (at number three) and remains popular for 2019. Body weight training did not appear as an option before 2013 because it only became popular (as a defined trend) in gyms around the world during the last few years. Body weight training has been used previously; in fact, people have been using their own body weight for centuries as a form of resistance training. But new packaging, particularly by commercial clubs, has made it popular in gyms and health clubs around the world. Typical body weight training programs use minimal equipment, which makes it a very inexpensive way to exercise effectively. Although most people think of body weight training as being limited to push-ups and pull-ups, it can be much more than that. This trend has stayed in the top 5 most popular for the past several years. As its place in the number four position last year has suggested, body weight training is still a trend to watch for in the future.

Employing Certified Fitness

This is a trend that continues now that there are third-party accreditations offered by national accrediting organizations for health and fitness and clinical exercise program professionals and a registry designed for exercise professionals. There continues to be sustained growth of educational programs at community colleges and colleges and universities that have become accredited by the Commission on Accreditation of Allied Health Education Programs (CAAHEP, www.caahep.org) through the Committee on Accreditation. More certification programs have become accredited by the National Commission for Certifying Agencies and thus allow employers easy access to certification validation

Yoga

Yoga comes in a variety of forms including Power Yoga, Yogalates, and Bikram Yoga (also known as “hot” Yoga). Other forms of Yoga include Iyengar Yoga, Ashtanga Yoga, Vinyasa Yoga, Kripalu Yoga, Anuara Yoga, Kundalini Yoga, Tai Chi, and Sivananda Yoga.

Personal Training

Professional personal trainers continue to seek the professionalization of their part of the industry. Since this survey was first published in 2006, personal training has been in the top 10 of this survey and includes one on one training with a personal trainer.

Exercise is Medicine®.

Exercise is Medicine® is a global health initiative that is focused on encouraging primary care physicians and other health care providers to include physical activity when designing treatment plans for patients and referring their patients to exercise professionals.

Aquatics

Pools have shifted away from the traditional rectangle shape, and in many cases contain zero depth entry, play structures that include multiple levels, spray features, and small to medium slides, and separate play areas segmented by age/ability.

Warm water therapy sections of indoor pools will continue to grow in popularity with the aging population, creating a shallow space for low-impact movement at a comfortable temperature enables programming options to multiply. "Endless" or current pools that are small and allow for low impact, higher intensity movement are becoming popular as well. The concept of water fitness is a huge trend in the fitness industry, where historically land-based programs like aqua yoga, aqua Zumba, aqua spin, aqua step, and aqua bootcamp are popular. Whether recovering from an injury, looking for ease-of-movement exercise for diseases like arthritis, or simply shaking up a fitness routine, all demographics are gravitating to the water for fitness. Partnerships can be important such as cardiac patients from nearby hospitals, and arthritis or multiple sclerosis patients can use these the pools for therapy.

Niche Programming

Decades ago, recreation agencies focused on offering an entire set of programs for a general audience. Since that time, market segments have been developed, such as programming specifically for seniors. Recently, more market segments have been developed for specialty audiences such as the LGBTQ audience, retirees, military veterans, cancer patient programs, mental health and mental illness support, and inclusion for individuals with visible and invisible disabilities. Invisible disabilities include areas that are more typical in the Tellico Village demographic and would include various stages of hearing and sight loss. Organizations are taking a much more holistic approach to program and service offerings, beyond what it typically thought of as a recreation program.

Trends Specific to Adults 55+

Lifelong Learning

A Pew Research Center survey found that 73% of adults consider themselves lifelong learners. The higher the household income and level of education, the more likely the adult will consider themselves lifelong learners; because Tellico Village's demographics shows 69% of residents with college degrees and $103,004 median household income, it is highly likely that additional lifelong learning program offerings will be successful. Programs should be offered complementary to Tellico Village Community Education programs, or in cases when the demand for services exceeds the supply. Do-it-yourself project classes and programs that focus on becoming a more well-rounded person can be offered. Phrases like, "how to" can be added to the agency website's search engine optimization as consumers now turn to the Internet as their first source of information regarding how-to projects. Topics like safeguarding online privacy are also trending.

Functional Fitness Training

This is a trend toward using strength training and other activities/movements to improve balance, coordination, strength, and endurance to improve activities of daily living. Replicating actual physical activities someone might do as a function of their daily routine, functional fitness can be paired with more typical fitness programs for older adults, depending on needs. Functional fitness also is used in clinical programs to replicate activities done around the home.

Health/Wellness Coaching

This is a trend to incorporate behavioral science into health promotion and lifestyle medicine programs for individuals. Health/wellness coaching uses a one-on-one (and at times small-group) approach with the coach providing support, goal-setting, guidance, and encouragement. The health/wellness coach focuses on the client's values, needs, vision, and short- and long-term goals using behavior change intervention strategies.

Mobile Exercise Apps

Mobile devices such as the iPhone®, iPad®, and Android, apps like Nike Run Club® and MapMyRun or Ride now include both audio and visual prompts to begin and end exercise and cues to move on. Other apps include Endomondo Pro® and Yoga with Janet Stone® among many others. Some of these apps can track progress over time as well as hundreds of other functionalities.

Mobility/Myofascial Devices

These devices include the deep tissue roller, myofascial release, and trigger point relief and are designed to massage, relieve muscle tightness and muscle spasms, increase circulation, ease muscular discomfort, and assist in the return to normal activity. Rollers have been designed for the low back, the hips, and larger muscle groups, such as the hamstrings and the gluteals. Some rollers are made of foam, whereas others are hard rubber, to achieve the desired effect.

Outcome Measurements

This is a trend toward accountability. There will be efforts to define, track, and report outcomes. Measurements are necessary to determine the benefits of health and fitness programs in disease management and to document success in changing negative lifestyle habits. The proliferation of technology will aid in data collection to support these efforts.

Outdoor Activities

This is a trend for health and fitness professionals to offer more outdoor activities such as group walks, group rides, or organized hiking groups. They can be short events, daylong events, or planned week hiking excursions. Participants may meet in a local park, hiking area, or on a bike trail with a leader. The trend for health and fitness professionals to offer outdoor activities for their clients began in 2010 and has been steadily rising on the trending scale since. Kayaking and paddle boarding activities that bring people to the lake for recreation and exercise are on the increase

Small Group Personal Training

This trend expands the personal trainer's role from strictly one-on-one training to small group training. The personal trainer works with two or more people (but in a small group of less than five) and offers discounts for the group.

Post Rehabilitation Classes

These are exercise programs specifically designed for patients with chronic health conditions such as cancer, cardiovascular disease, Parkinson's disease, and stroke recovery, which are generally outside of a medical referral.

Encore Programming

This is a program area for baby boomers who are soon to be or recently retired and focuses on a broad range of programs to prepare people for transitions into retirement activities. Popular programs for 55+ market include: fitness and wellness (specifically yoga, mindfulness, tai chi, relaxation, personal training, etc.), dancing (Zumba, line dancing) drawing and painting, photography, languages, writing, computer and technology, social media, cooking, mahjong, card games, volunteering, and what to do with your time during retirement.

Pickleball

With 150,000 people in the country playing pickleball, it is a fitness trend not to be taken lightly. Though not at its peak, pickleball is still trending nationwide as the fastest growing sport in America with the active aging demographic and is clearly a popular sport in the active Tellico community. The trend is being closely watched by the Recreation Management, and the decision to expand facilities will be data-driven and reasonably supported by supported by resources available to the Recreation Department. The Department management enjoys a collaborative and congenial relationship with the Tellico Village Pickleball Club and will continue to work alongside the coordinators to provide services and facilities that respond to identified needs of the community.

The Case for Health and Wellness

To combat the negative effects of a sedentary lifestyle and the psychosocial issues that often accompany aging, fitness-based wellness programs developed for seniors are offered through certain health plans. Recent studies have reported the favorable health and financial impact of these programs. Nguyen and associates reported that participation in an exercise program benefit (e.g. Silver Sneakers) was significantly associated with fewer hospital admissions and lower health care costs after 2 years. Additional studies of the same program found that participation also was associated with lower risk of depression, and those members who exercise more displayed a greater decrease in health care costs when compared to members who exercise less. Similarly, a study of a health maintenance organization-based senior physical activity program showed that participants had annual adjusted total costs that were $1186 lower than nonparticipants in the second year of the program. A separate study of Medicare-eligible adults demonstrated that members who participated in a community-based exercise program 1 or more times weekly had total health care costs that were 79.3% of those of the control study group. (www.ncbi.nlm.nih.gov/pmc/articles/PMC3870597/#B21)

Operations Assessment Summary

Maintenance operations for a majority of the recreation centers are supported by the Tellico Village Department of Public Works. The partnership works well in most cases, but there are areas of improvement that should be addressed. In particular, a viable and technology-based asset management and work order system that allows for tracking of maintenance, repairs and capital projects would greatly improve the communication efforts. It would also provide for both long and short term views of the system and it's maintenance needs.

Recreation Service Delivery

Recreation professionals pride themselves on developing and providing services for their communities and customers. There tends to be a great deal of interest in adding new services to meet the ever-changing interests and needs of communities and customers. However, when it comes time to consider eliminating services, there can be apprehension and anxiety. Continuing to add services without looking through an objective lens and not divesting of those services that should be discontinued depletes resources and dilutes service quality. As a result of a comprehensive approach to service evaluation the Tellico Village Recreation Department will position itself to make informed recommendations and decisions about the continuation or discontinuation of services based upon solid data and information.

Trends research shows that the over-55 demographic is becoming more fit, health conscious, and is involved in more physically challenging activities. Expansion of service delivery for the department will include these types of activities to respond to the needs of the changing recreation community.

Organizational Assessment Summary

Recent changes in the organization structure of the department have somewhat improved the ability of the management staff to focus on divisional responsibilities, but with over 2500 Recreation Members, the bandwidth of the full-time staff is stretched to capacity. One of the most frequently voiced issues in the Wellness Center was the need for more staff presence on the fitness facility floor. There is a need for a full-time Exercise Specialist position to oversee the existing instructors, maintenance, floor trainers, and personal training team to provide daily face-to-face communication with members, and to expand the member base through customer service initiatives.

Night-time custodial maintenance is being performed by part-time staff at the Wellness Center and Chota Recreation Center and is problematic for a variety of reasons. Staff have to leave the front desk unattended to perform custodial duties in the locker rooms, leaving the area at risk, and as importantly, the task of cleaning is not conducive to attracting or retaining part time employees long term, as they can easily find work in the private sector that does not require the same level of cleaning as part of the job description.

Communication amongst the Recreation Department staff and to and from the Recreation Department Staff with other Tellico Village departments can be improved. Internal departmental communications can be improved with more frequent staff meetings and specific time for 1:1 meeting with all full and part time staff at least quarterly. As it pertains to departments outside Recreation, communication regarding recreation services and events should be streamlined and more collaborative approach to marketing services will allow for more reach to community members.

Structurally, communication to Tellico Village community members is a mixed bag and can be improved dramatically. There are several avenues of communication (2 websites, Facebook pages, and several e-newsletters) that create confusion amongst the Villagers. Communications should be evaluated and a streamlined approach to "all things Tellico Village" should be taken. Identification and elimination of duplicitous communication avenues should be investigated.

Fees and Charges Assessment Summary

In the past several years, the department has performed frequent and diligent assessment of the fees and charges for Recreation Membership. Current rates for individual and family memberships are in line with industry standards and fitting with the demographic of Tellico Village. The membership fee structure does not need further review at this time, as the management team has done a thorough evaluation and market comparison of the fee structure and set fees accordingly.

Analyzing the cost of doing business through calculating direct and indirect costs within all areas of the department is a valuable method of articulating service delivery cost and would provide additional cost recovery data to inform pricing of memberships. A cost recovery analysis would

specify the actual cost of providing service and the amount of subsidy each member is receiving, potentially allowing for increased fees in the future.

Alternative revenue sources are advised to augment future sustainability of recreation programs and services. Analysis from the finance department is that TVPOA assessments are currently maxed and that there may be limited capacity to support additional recreation programming or facilities. The addition of the Timeless Tellico Foundation will be a necessary stream of funding that will support future expansion of services and facilities that are identified as needs for the community in years to come.

Recreation Facilities Assessment Summary

A common theme throughout the planning process was expansion of Recreation facilities to meet the demands of the community. Since operational and capital funding is limited, an ***"Expand in Place"*** model should be adopted, where the department would first seek to optimize current services and usage of facilities with existing resources. As a precursor to planning for expansion, the following assessments should be considered to enable the management and administration team to effectively plan for the future.

1. Current and future service delivery needs
2. Capacity of existing space to meet demands
3. Usage of facilities to determine efficiency
4. Projection of facility needs for future
5. Operational and Capital costs associated with expansion

A thorough analysis of the recreational facilities capacities was performed by the Recreation Department management. Square footage was measured and cross referenced with information from a number of industry resources. Using this chart as a guideline along with assessment of service life, management can make informed decision as to when to expand or contract services and facilities to meet the recreational needs of the community. The following is based on information from IHRSA, ACSM, ACE, NSPF, and AEA.

Tellico Village Recreation Facility Capacities Guidelines		# of People
Wellness Center	Cardio	45
	Selectorized	32
	Weight room	8
	Track	10
	Stretch	6
	Total Exercise Room	101
	Group Fitness	63
	Pickleball	32
	Clay Courts	16
	Pool	99 max for class/215 max bather load
Chota Recreation Center	Tennis	16
	Gymnasium	70
	Pool	82 max for class/185 max bather load
	Meeting Room A (Classroom)	93
	Meeting Room B	48
	Meeting Room C	12
	Meeting Room D	22
Kahite	Tennis	8
	Exercise Room	25
	Group Fitness	52
	Pool	36 max for class/62 max bather load

Recommendations Summary

Organizational

1. Hire a full-time Exercise Specialist to provide needed oversight of PT exercise staff, instructors, and contract personal training team to allow for a more consistent presence of a fitness expert in the fitness area of the Wellness Center.
2. Custodial (contractual or FT additional) support in facilities should continue to be evaluated and expanded as necessary.
3. Assess current employment package for part-time and seasonal employees. Adjust wages and scope of job duties to increase ability to recruit and retain part time and seasonal employees.

Operational

4. Expand programs and services to support trending offering that are supported by usage data e.g. HIIT, TRX and Spin classes.
5. Streamline internal communication to provide clear, consistent messaging for all staff. Create a staff specific e-newsletter, hold more frequent and consistent staff meetings, and consider deploying a mobile application like "*SLACK*" to better communicate with each other.
6. Create a clear and concise, single method of online communication for Tellico Village Property Owners.

Fees and Charges

7. No change on Recreation Membership fee structure. Membership tiers are in line with industry standards, and affordable at all levels. A cost recovery analysis is advised in the future to determine possible fee increases as necessary.
8. Reservation fees should be considered for usage of meeting space at Chota Recreation Center. A differentiated rate policy can be created that allows for a tiered use fee structure based on number of times a room is reserved and provides for bulk discounts for frequent use, e.g. (1x use = $X, 2-12x use =$X, 13-50x use =$X and so forth). A policy would mitigate reservation of space that goes unused (a frequent challenge) and provide for additional financial resources that can be allocated to maintenance and repairs or operational expenses.
9. Develop and implement a policy for contractors using recreational facilities for privately owned business offerings. It is recommended that the department consider a facility rental fee or a revocable lease agreement for vendors based on time used rather than percentage of revenue.

Physical Resources

Develop and adopt an "Expand in Place" policy that first assesses current and future needs and available resources and optimizes efficient use of facilities as a precursor to considering new build options.

10. Develop and adopt an "Expand in Place" policy that first assesses current and future needs and available resources and optimizes efficient use of facilities as a precursor to considering new build options.
11. Develop a Facility Use and Fee policy to drive more effective use of space at Chota Recreation Center and provide for additional funding for maintenance and operation of facility.
12. Conduct a statistically valid community-wide Health and Wellness Lifestyle Survey to better understand Tellico Village recreational needs. Similar survey questions can be asked of new property owners as they become community members. This information can then be used to better forecast future recreational needs.
13. Re-evaluate space at Chota to provide services that will appeal to more contemporary users: e.g. eliminate one racquetball court and reallocate space to provide small group fitness (HIIT, TRX, Spin classes etc.)
14. Assess common property for future trail expansion, pocket parks, neighborhood parks, quiet areas and nature appreciation areas.
15. Assess the need for a covered multi use court facility for climate-controlled use of popular activities which greatly lengthens the amount of available playing time in the summer and times of inclement weather.

Facilitation of the Tellico Village Recreation Department 2019-2024 Strategic Plan provided by:

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