

# Be a ParkShaper Your Voice, Your Vision



**Strategic Master  
Plan Summary**



**IRMO CHAPIN  
RECREATION  
COMMISSION**

# Strategic Plan

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The 2010-2020 Strategic Plan of the Irmo Chapin Recreation Commission is based on an open process of collaborative thinking, decision-making and input from staff, commissioners, stakeholders and the public.

This process, which began in June 2008 and continued through September 2009, involved over 1600 participants who provided input through focus groups, surveys, stakeholder interviews and citizen task force input and review.

The Plan is designed to provide a conceptual framework for Commission's operations and capital improvement for the next ten (10) years.

Annual evaluations will offer plan updates and timelines will be adjusted as resources become available. Approval of the plan does not commit the Irmo Chapin Recreation Commission or future Commissions financially.

Its purpose is to identify community parks and recreation goals and outline specific objectives aimed towards accomplishing these goals.

Specifically identified are program and facility priorities that will accommodate projected changes in the growth, demographics and economic conditions during the next ten years.

## Vision, Mission & Values

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The vision, mission, and values defined below provide a framework for the Plan and should remain dynamic over time so as to ensure that they continue to reflect the needs of the community.

**Vision.** The Vision Statement expresses the community's aspirations for public parks and recreation and is intended to inspire, energize and create a mental picture of that vision.

**Irmo Chapin Recreation Commission —  
Creating Community through People, Parks and Programs**

**Mission.** The Mission Statement expresses the fundamental purpose and provides a guide for how the agency's vision will be achieved.

**The Irmo Chapin Recreation Commission exists to enhance the quality of life for all citizens of the district through the development of recreation programs and facilities that promote a lifestyle of wellness, physical activities and cultural experiences for all ages.**

**Values.** Values are qualities that represent the community's highest priorities and beliefs as they relate to public parks and recreation.

Those who live within the Irmo Chapin Recreation District community cherish a high quality of life supported by the following core community values.

- **Safe and accessible recreation facilities and services**
- **Health and wellness for all residents with a focus on youth development and senior programs and services**
- **Preservation of green space**
- **Development and celebration of the arts**

## Goals

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The 2010-2020 Strategic Plan sets goals that reflect the values of the District community. These goals fall in three areas of focus – programming, facilities and finance. Strategic objectives have been established to insure success for each of these goals.

### Goal 1

ICRC will provide safe, accessible, quality programs that support a healthy, vital, and creative community.

### Strategic Program Objectives

- Offer safe, accessible recreation and social support programs that encourage lifelong learning
- Offer programs that mentor youth and develop leadership

- Offer programs that promote health and wellness for all ages
- Offer programs that promote creativity and learning for all ages
- Further develop affordable arts learning opportunities for all ages
- Provide for special events that support family and create community
- Seek and develop collaborative programming that supports safe, accessible water recreation and the health benefits of aquatic exercise

## Program Priorities

### Team Sports

The Commission will offer safe, accessible team sports that mentor and develop youth and encourage health and wellness for all ages.

### Senior Programs

The Commission will offer safe, accessible recreation and social support programs for seniors that encourage lifelong learning and enable them to live happy, productive and independent lives.

### Youth Activities

The Commission will offer safe, accessible programs that develop leadership, promote health and wellness and mentor our community's youth.

### The Arts

The Commission will offer safe, accessible programs that support appreciation, inspire creativity and provide for arts education and experiences for all ages.

### Special Events

The Commission will offer safe, accessible special events that support family and create community.

### Aquatics

The Commission will seek to develop collaborative relationships with organizations that will support our objective to provide for safe, accessible water recreation and the health benefits of aquatic exercise.

## Goal 2

ICRC will obtain and allocate necessary facility resources to provide for program priorities for a growing and changing population.

## Strategic Facility Objectives

- Provide facilities to accommodate an increasing population and diversity of needs throughout the District
- Provide accessible, quality facilities that support senior recreation and support services programs
- Provide accessible, quality facilities that support visual and performing arts programming
- Seek and develop collaborative partnership that support the creation of affordable, sustainable aquatics facilities to the public

## Facility Priorities

The following facilities are listed in the order of priority with the Multi-use Outdoor Facility in the Chapin Area and the Indoor/Outdoor Facilities in the Irmo Area being given equal priority.

### Saluda River Greenway Trail

The Commission will seek to advance this regionally significant project as a collaborative effort with SC Parks Recreation and Tourism, Central Midlands Regional Planning Council, The River Alliance and Lexington County.

### Multi-use Outdoor Facility in the Chapin Area

The Commission will seek to develop a multi-use outdoor sports complex in the Chapin area that will accommodate short term demand and long term growth in the area.

### Indoor/Outdoor Facilities in the Irmo Area

The Commission will seek to expand and develop indoor programming space and outdoor sports areas in the Irmo area to accommodate short and long term demand.

### Nature's Theater at Saluda Shoals Park

The Commission will seek to support the Saluda Shoals Foundation's initiative to build Nature's Theater at Saluda Shoals Park by developing and supporting an incremental construction plan.

### District Wide Trails

The Commission will seek to develop a district wide trails plan in collaboration with municipalities, citizen groups and transportation planners.

## Aquatics Center

The Commission will seek to identify partners who can support the district's needs for aquatics facilities.

## Goal 3

ICRC will be good stewards of all resources in providing for public parks and recreation in the community.

## Financial Objectives

- Operate within a balanced budget annually.
- Maintain a sufficient balance of revenue sources for operations through tax dollars, user fees and grants so as to insure stability.
- Maintain sufficient reserve resources to support agency operations throughout the budget year.
- Minimize property tax impact of future facility development and expansion.

## Financial Priorities

### Market-based Business Approach

The Commission will continue to pursue a market-based business model that is more dependent on user fees than tax dollars to support operational costs. This priority will guide future development as it relates to operational sustainability.

### Incremental Capital Investment

The Commission will seek to fund capital investment through incremental budgetary spending where feasible. Grant funding will be aggressively pursued so as to expand available resources.

### Funding Identified Needs for Major Facility Development

The Commission will seek to fund major facility development within the District's 8% bond capacity.

### Partnerships

The Commission will actively seek to strengthen and build community partnerships that support the vision, mission and values of the recreation district to accomplish its goals.

The Commission acknowledges and expresses appreciation for the commitment of staff, focus group and task force members, community members and stakeholders who have contributed to this plan. We have confidence that the collective voice of the community is reflected in this document and are committed to the goals that have been established through this process.

## Irmo Chapin Recreation Commission

### Administrative Offices

5605 Bush River Road

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### Seven Oaks Park

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### Crooked Creek Park

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Chapin, SC 29036

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### Saluda Shoals Park

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