

HARNETT COUNTY, NORTH CAROLINA

COMPREHENSIVE PARKS & RECREATION,
GREENWAY, & BLUEWAY MASTER PLAN

March, 2017

THIS PAGE INTENTIONALLY LEFT BLANK.



PREPARED BY:

The John R. McAdams Company
2905 Meridian Parkway
Durham, North Carolina 27713
T 919.361.5000

www.mcadamsco.com

ACKNOWLEDGMENTS

Harnett County Parks and Recreation Division

Carl Davis	-	Director of Parks and Recreation
Drew Bryant	-	Recreation Program Supervisor

Harnett County Staff Leadership Committee

Jay Sikes	-	Director of Planning
Nick Dula	-	Director of Economic Development
Chris Hawk	-	GIS Analyst
Donna Surles	-	Health Department
Paula Stewart	-	Deputy County Manager
Joseph Jeffries	-	County Manager

Parks and Recreation Steering Committee

Amy Rowland	-	Play Across America
Brooks Matthews	-	Harnett County Schools
Brad Salmon	-	North Carolina House of Representative
Sean Burke	-	GIS Specialist/ Environmentalist
Sharon Stevens	-	Dunn Tourism
David McLean	-	Coats Senior Center Director
Donna Rigby	-	Citizen/ Fair Board
Ilia Smirnov	-	Canoe Outfitter

Project Team

McAdams Company
PRO's Consulting
ETC Institute
Highland Mapping

TABLE OF CONTENTS

	EXECUTIVE SUMMARY	i-v
1	INTRODUCTION Overview of Parks and Recreation Master Plan Process Geography & Local Identity Growth & Demographics Natural Resources & the Environment	8-19
2	VISION + Approach The Vision Approach Process Goals Focus Areas	22-27
3	INVENTORY & ANALYSIS Inventory + Analysis of Existing Policy & Management Inventory + Analysis of Existing Facilities Inventory + Analysis of Existing Programs Demographics Analysis Trends Analysis Level of Service Analysis <ul style="list-style-type: none">• Facility Classification System• NRPA Standards• SCORP Ranking• Benchmarking against comparable agencies	30-55
4	PUBLIC OPINION Leadership Committee + Steering Committee Community Meeting Summaries Survey Data & Analysis	56-69

5	NEEDS & DEMANDS + RECOMMENDATIONS	72-93
	Programs	
	Facilities	
	<ul style="list-style-type: none">• Parks• Greenways• Blueways	
6	ACTION PLAN	94-115
	Policy & Management	
	<ul style="list-style-type: none">• Action Items• Time Frames	
	Programs	
	<ul style="list-style-type: none">• Action Items• Time Frames	
	Facility	
	<ul style="list-style-type: none">• Action Items• Time Frames	
7	FUNDING	116-129
	Probable Costs	
	Grants	
	Bonds	
	Charitable Foundations	
	Private Charitable Donations	
	Additional Funding Sources	
8	APPENDIXES	
	Appendix 1- Inventory + Analysis of Existing Parks	
	Appendix 2- Demographic and Trends Analysis	
	Appendix 3- Harnett County Parks and Recreation Survey	
	Appendix 4- Benchmark Analysis	
	Appendix 5- Programs Assessment	
	Appendix 6- Community Input Notes	
	Appendix 7- Neill’s Creek Park Master Plan	

EXECUTIVE SUMMARY

COMPREHENSIVE PARKS & RECREATION, BLUEWAY & GREENWAY MASTER PLAN

March, 2017



 **MCADAMS**

PREPARED BY:

The John R. McAdams Company
2905 Meridian Parkway
Durham, North Carolina 27713
T 919.361.5000

www.mcadamsco.com

EXECUTIVE SUMMARY

This master plan has been developed in response to rapid growth in Harnett County and the demand for increased level of service provided by the Harnett County parks system. It is a living document that may evolve over time as recreation trends change, related planning documents are developed and funding is realized. The master planning process involved an existing conditions inventory and analysis to identify gaps in service; demographic and recreation trends analysis; robust stakeholder and public engagement plan to understand the needs and wants of the community; development of level of service standards based on benchmarking analysis and comparable state and national standards; recommendations for realizing recreation goals and level of service standards; and an action plan with estimated time frames and associated costs for implementing the recommendations.

The overarching goals of this master plan were identified to be:

- 1. Develop the Cape Fear River as a blueway / Riverwalk to stimulate economic vitality.**
- 2. Connect communities, parks, attractions, destinations and civil facilities through a greenway trail system.**
- 3. Enhance recreation opportunities in underserved areas of Harnett County.**
- 4. Accommodate a balance of passive and active recreational opportunities that enhance quality of place and target users of all ages and ability levels.**
- 5. Grow the types and frequency of recreational programs offered to Harnett County citizens.**
- 6. Manage existing facilities efficiently and propose new facilities with few barriers to entry (financial, environmental, social).**

The existing conditions inventory and assessment revealed a lack of recreational facilities in the northern and southwest areas of the county where vast unincorporated, rural land is difficult to serve. Additionally, there are few current program offerings, most notably due to a lack of indoor facilities. When compared to benchmarking agencies and state and national standards, the county is competitive in the number of acres of parkland they are providing (primarily due to Anderson Creek Park's acreage), while the number of trails, playgrounds, and picnic shelters along with annual operating budgets and staffing levels are well below other averages.

EXECUTIVE SUMMARY

A series of leadership, stakeholder and community meetings were held to solicit feedback regarding the needs and wants of the community as well as current strengths and weaknesses that may prove to be opportunities or obstacles to overcome. Feedback included acknowledging the abundance of rich natural resources such as the Cape Fear River and rural agrarian country side as a strong foundation for recreational opportunities; lack of funding to support investment in recreational facilities and programs; a general lack of available recreation opportunities (both facilities and programs) requiring long drive times; a level of service gap between the northern and southern parts of the county and incorporated versus unincorporated lands, and safety and liability concerns over river access and trespassing on private river front property.

A statistically valid scientific survey was also completed to solicit additional feedback from residents. Survey results indicated the three most important facilities to residents are weights and fitness machines, an indoor aquatic facility, and multi-use gym space. The survey also revealed the most respondents feel the most needed programs are walking for exercise programs, painting/drawing classes, and camps. Further, data collected from the survey was used to develop Priority Investment Ratings (PIR) which are derived from a combination of the importance residents place on facilities and how many residents have unmet needs for the facility / program. Essentially, if the county can invest in new facilities or programs, items with the highest PIR's should be given top priority. Survey results indicate an indoor aquatic facility, weights and fitness machines and multi-use gym space top investment priorities, along with programs including summer camps, walking for exercise, painting / drawing classes and adult trips and tours.

The existing conditions inventory and assessment and public engagement process resulted in recommendations organized around policy and management, programs and facilities (parks, trails and blueways). Policy and management recommendations focused on increased operating budgets and staffing levels, updates to the county's Unified Development Ordinance (UDO) to promote conservation and development of recreational opportunities, public relations and advertising to educate the public on what recreational opportunities do exist, and fostering partnerships to support and promote a growing parks, trails and blueways system. Facility recommendations focused on acquisition of 1,209 acres of park land by 2030 in the form of 3 neighborhood parks (expansions of existing parks), 8 community parks (combination of existing park expansions and new parks) and 5 district

EXECUTIVE SUMMARY

parks (all new parks except of the proposed Government Complex). This recommendation was influenced by the amount of rural, unincorporated land and resulting need for the county to play a unique role in offering more parks on a smaller scale. Typically counties provide larger regional parks while there is demand in Harnett County for smaller community parks with an equitable geographic distribution. This master plan envisions more detailed, site – specific master plans be developed for each community and district park, each having “core” and “anchor” facilities so that each park, regardless of location, will have unique offerings specific to the inherent qualities of the site and needs of adjacent communities, while attracting visitors county-wide. Results of the surveys and public engagement meetings show an indoor recreation center with weights, multi-use gym space and aquatic facilities, trails for walking, and dog parks, play grounds and water access are top desires for future facilities. Additionally, the construction of an indoor facility will greatly increase the county’s ability to provide programs such as after-school and summer camps, art classes, basketball, and swimming.

This plan also recommends the construction of 36 miles of greenway trails by 2030. The comprehensive greenway master plan map contained herein shows routes for over 130 miles of greenway trails. It should be noted that while this is a long-term, comprehensive vision, this plan is only recommending implementation of 36 miles. Additionally, the plan should be updated as feasibility studies are completed for each section of trail to identify primary users, easement acquisition, specific trail routes, and trail surface cross sections.

Finally, this plan recommends development of 8 blueway access points by 2030. A general location for each access point has been identified and example design standards outlined. It is the goal of this master plan to develop a blueways system to protect natural resources such as waterways and riparian buffers, provide additional water-based recreational opportunities, and enhance economic vitality by attracting investment and stimulating tourism.

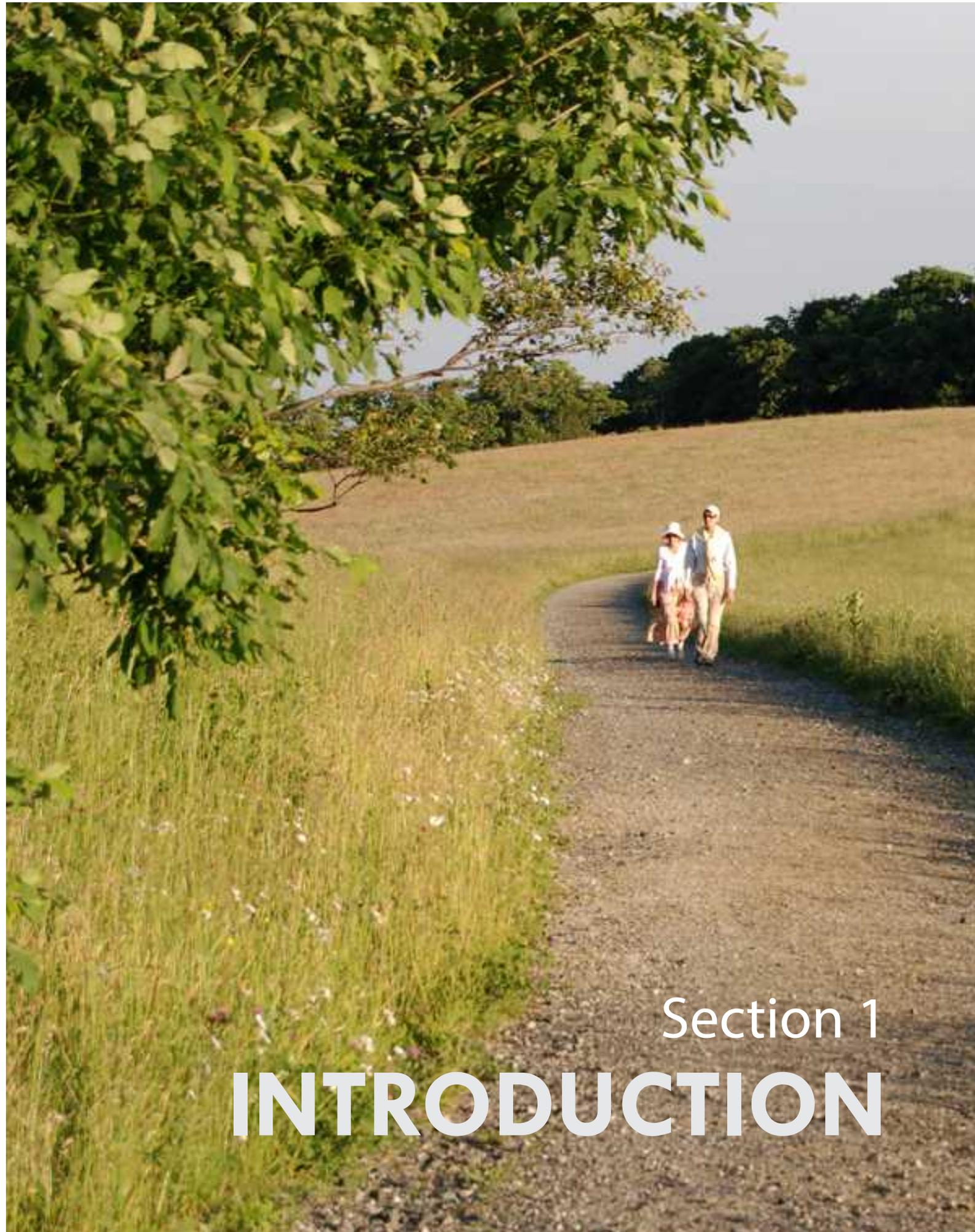
These recommendations have been prioritized and assigned a time frame for implementation. Initial actions include revising provision of the UDO, increasing staff levels, establishment of a parks and recreation advisory board, and implementation of a parks and recreation tax to fund future park improvements and additional programs. The action plan also gives priority to implementation of improvements on parkland currently owned by the county,

EXECUTIVE SUMMARY

facilities with low barriers to entry such as trails, and existing master plans such as Anderson Creek Park, the new Government Complex, Ponderosa Park, Old Boone Trail High School Park, Neil's Creek Park expansion, Barbecue Creek Park improvements, and the Cape Fear River Trail Park improvements. More long-term action items include acquisition of additional park land, construction of large and costly indoor facilities, and development of new district parks.

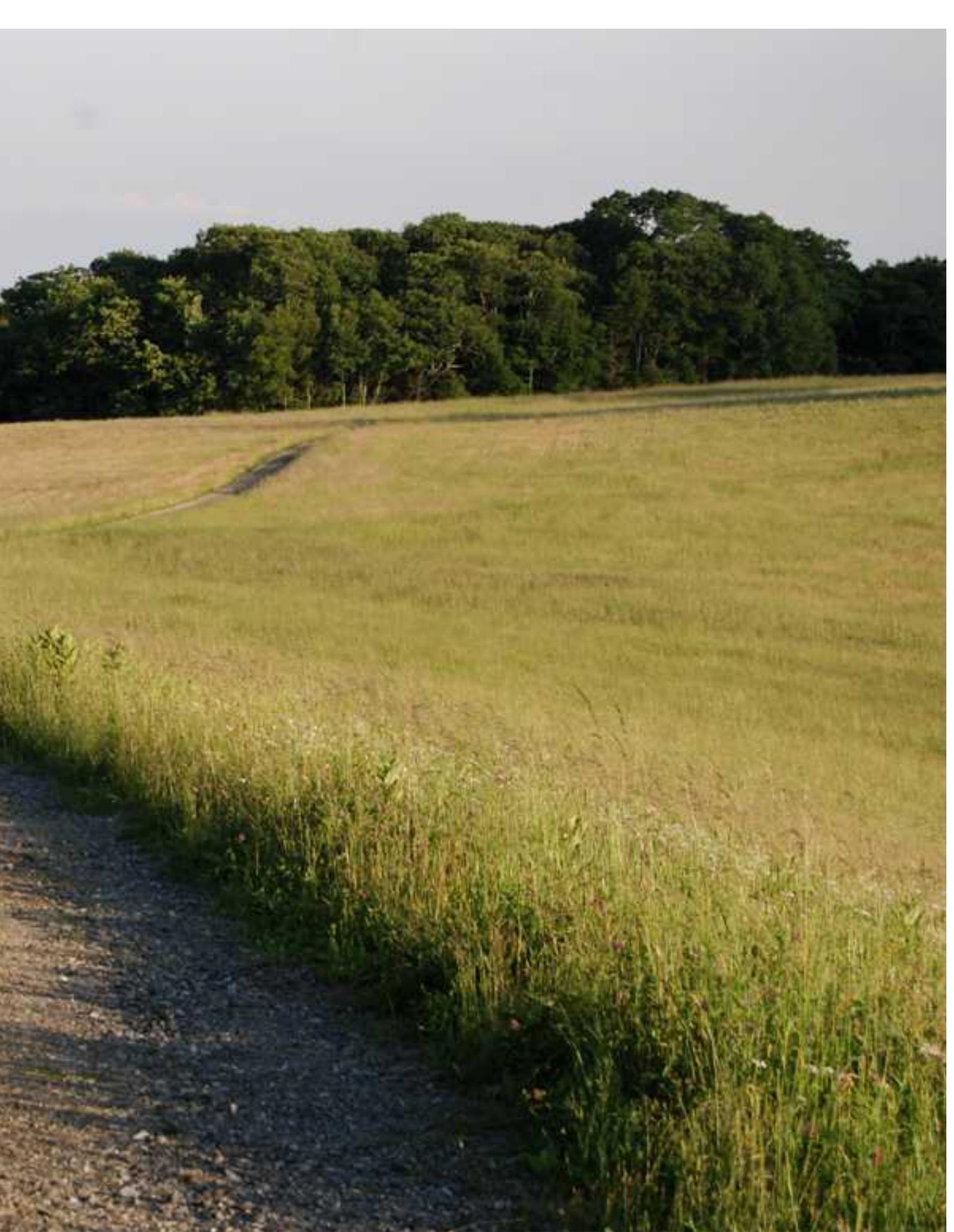
This master plan would not be complete without consideration of the financial requirements of implementation. An estimate of probable cost for the recommendations has been developed with budgets of \$17.5 million (1-5 years), \$37.5 million (5-10 years) and \$33.75 million (10-15 years). While this is an aggressive plan, it achieves the goals of the county and offers improved level of service for residents. It is clear that grants, annual operating and capital improvement budgets, and donations will not fund these improvements alone. This plan recommends implementation of a parks and recreation tax of up to 2.5% of real property assets to most efficiently and effectively fund many of the initial improvements. This equates to approximately \$1.8 million annually, or \$9 million in the first five years of the plans implementation.

As discussed, this master plan is aggressive, but implementable with clearly defined goals, diligent work and acquisition of funds. While it is aggressive, it intends to simply bring the level of service provided by Harnett County Parks and Recreation System to an acceptable standard rather than surpassing those offerings provided by comparable agencies. Harnett County's rapid growth coupled with current gaps in service has compounded the magnitude of need for improved recreational opportunities. This plan provides a framework for accomplishing these goals while protecting natural resources and cultural heritage, improving quality of place and enhancing economic vitality.



Section 1

INTRODUCTION



1 INTRODUCTION

OVERVIEW OF A PARKS AND RECREATION MASTER PLAN

Harnett County is an area rich in natural, rural beauty and is an area exhibiting significant growth. Throughout the region there is an active and rising interest in programs, facilities and recreational experiences offered by the Harnett County Parks and Recreation Department. The County's proximity to the Triad of Wake, Durham and Orange Counties and southern neighbors of Fort Bragg and Cumberland County position the community in an area of expanding growth. The desire to satisfy the recreation needs and wants of the public, protect natural resources and the rural character of the County and to plan for future growth has created a need for a comprehensive Parks and Recreation Master Plan.

This Master Plan will guide programmatic and facility based improvements over a 15-year planning horizon. It acts as a resource for the public to understand current facility and program offerings and to learn what is planned for the future while providing decision-makers with a living document to help guide and prioritize project implementation. The Master Plan is also a window into how the residents of Harnett County value their park and recreation system and is supported by multiple levels of community input.

The Master Plan is comprised of several elements. An existing conditions evaluation to assess the current state of the Parks and Recreation system throughout Harnett County. A level of service analysis to identify deficiencies and opportunities in meeting recreational needs. A robust public input process to understand the perceived needs and wants of residents. Review of local and regional trends in recreation. A series of recommendations and actions plans to guide and prioritize recreation facility and programmatic improvements for the future. Funding strategies to guide resource accrue ment through various mechanisms such as grants, trust funds, bonds, partnerships or taxes. The planning process was driven by the vision of both Harnett County Leadership and residents alike. It is the goal of this document to present a clear action plan with a direct time-frame for bringing the goals to fruition.

MASTER PLANNING PROCESS

INVENTORY AND ANALYSIS

A policy and management, program and facility evaluation was performed on a county wide level. The inventory and analysis portion is broad in nature and forms the foundation for understanding the conditions of existing parks, policy and programs throughout the County.

The inventory and analysis portion of this master plan began with the project team conducting an inventory and analysis of existing public parks found throughout Harnett County. Physical park elements were inventoried and a qualitative assessment was applied looking at perceived quality and safety. The complete inventory can be found in Appendix I.

In addition to this physical inventory, an in-depth Market Analysis was performed to understand current recreation programs offered in the County. These programs, in conjunction with a national trends analysis is presented further in the master plan and detailed in Appendix II.

COMMUNITY INPUT

Next, two county leadership and steering committee meetings were held in June of 2016 to garner crucial information. These meetings aimed to understand the perceived strengths, weakness, opportunities and threats facing the park system and to define what elements county leadership and various stakeholders groups value and want to see more or less of.

The leadership committee was comprised of Harnett County staff members typically involved in making decisions that have financial implications and included members from the Parks and Recreation department, the Director of Planning, County Managers, GIS analyst, a representative from the Health Department and the Director of Economic Development.

The steering committee are members of the general public representing specific community interests such as tourism, education, parks, and Fort Bragg and included representatives from Harnett County Schools, the House of Representatives, Dunn Tourism, GIS specialist, the Director of Coats Senior Center and a canoe outfitter. These two groups represent a diverse group of interests, professions and organizations. This guidance from key staff members and the steering committee members informed and directed the framework for moving forward.

1 INTRODUCTION

Throughout the next few months, a statistically valid survey was prepared and designed to capture a fair and equal sample size of the populace. This statistically valid survey gathers community input with a high level of accuracy and guides the recommendations and action plan suggested within this document. The survey was crafted by the project team and refined by Harnett County staff members. The survey was mailed to a statistically representative group of people and response were analyzed. These survey results are a linchpin for understanding perceived wants and needs of the broader County and are included fully in Appendix III.

In August 2016 a kayak expedition consisting of the project team and committee members was held in an attempt to raise awareness and interest for the ongoing master planning process. The kayak trip took place on the Cape Fear River and was the blueway stretch from Cape Fear River Adventure to the river access on Wildlife Road in Lillington.

In August, a series of three general public meetings were held to receive County wide input from the public. Respectfully, these meetings were held at Al Woodall Park in Erwin, Barbecue Creek Park in western Harnett County and the Lillington Community Center in Lillington. Harnett County supplied refreshments while the project team used a series of boards and displays aimed to educate and garner feedback from the community.

These guiding public input meetings, coupled with the statistically valid survey were integral in shaping the recommendations and action plan. This living document is designed to inform and guide future decisions regarding strategic investments related to programs, facilities, trails and funding issues.



GEOGRAPHY & LOCAL IDENTITY

What follows is a summary of the elements that define the County from a geographic, environmental and demographic perspective and directly inform demand for and opportunities to enhance recreational offerings.

REGIONAL LOCATION

Harnett County is bordered by Wake County to the northeast, Johnston County to the east, Sampson County to the southeast, Cumberland County to the south, Moore County to the southwest, Lee County to the northwest and a Chatham County to the north-northwest. It is comprised of the City of Dunn, and Towns of Angier, Coats, Erwin and Lillington (the county seat), and a number of additional townships. Further, Fort Bragg, the largest military installation in the state, is located in the southwestern corner of the County and has a prominent economic influence within the County. Campbell University continues to offer a strong employment base and an educated and skilled labor force.

There is one interstate, I-95 that traverses the eastern most portion of the County, running adjacent to Dunn. Other primary transportation routes include highway 401 (running north and south, through Lillington), highway 421 (running east and west, passing through Lillington, Erwin and Dunn), and N.C. routes 87, 27 and 24. Notably, highway 210 is experiencing more and more traffic as it moves north-south from Lillington to Fort Bragg.



1 INTRODUCTION



The agricultural heritage of Harnett County is still apparent as one experiences the rural, bucolic views and vistas of farmland and forest. The rural nature of Harnett County very much defines the character of the County and is considered one of Harnett County's greatest assets and enhancements to quality of life. Large reserves of natural recreation areas such as Raven Rock State Park and Anderson Creek Park further define the natural character of the region. As recommendations for this master plan are developed, it will be critical to take a balanced approach to park planning in an effort to both preserve the agricultural heritage and natural assets of the County while offering passive recreational opportunities that may be based around such features.



Fort Bragg is the largest military installation in the state and many military families call south Harnett their home. A park system which addresses the wants and needs of this sub-community and collaborating with Fort Bragg will be integral in shaping south Harnett's park system. Campbell University was founded in 1887 and is a valuable asset to the County in its ability to educate and inspire the community. It will be important to use this resource to provide a connected park system which stitches Campbell and other communities along the Cape Fear River together. Harnett County is experiencing especially strong growth pressures from Wake and Johnson County. The associated need to provide more park infrastructure and housing options puts stress on the natural environment and planning for this future growth will be critical in providing a robust park system that also balances natural resource preservation.



ENVIRONMENTAL REGION

Harnett County's geography is particularly unique and using these valuable natural resources to create a robust park system is integral in shaping the future park system. The County is located in both the Piedmont and the Sandhill geographic regions. Areas to the north and west, like Raven Rock State Park, exhibit strong geographical traits found in the Piedmont while areas to the south and west, like Anderson Creek Park, have strong geographical traits found in the Sandhill region. Following is a general overview of these regions.

The Piedmont region is characterized by rolling hills and fertile soil. The geology is complex with numerous rock formations and soil types and result from mountains slowly eroding into the water. This region is often hilly and has a large percentage of clay based soils. There are many native trees to this area including oaks, maples, hickory, pine, cedar or dogwood.

The Sandhill region is characterized by dry and sandy soils. The Longleaf pines are native to the gently rolling, sandy hills of this area. Streams and rivers are west of the fall zone (the boundary between the Piedmont and the Outer Banks) and are usually sluggish and smooth-flowing. This area is also home to the red-cockaded woodpecker that live within the longleaf pine ecosystem.

With the Cape Fear River and tributaries, sensitive ecological environments, bucolic scenery and rural setting, natural resources play an important role in defining the character of the County and offer an abundance of recreational opportunities for a County that continues to experience exceptional growth. While Harnett County is gifted with natural beauty and leadership that strives to see Harnett County grow and prosper, it is often challenged to provide equal access to a system of passive and active recreational opportunities throughout the County.



Source: northcarolinawaterfalls.com

1 INTRODUCTION

GROWTH & DEMOGRAPHICS

The following Demographic Analysis provides an understanding of the various peoples within Harnett County, North Carolina. This analysis is reflective of the total population, and its key characteristics such as population density, age distribution, households, gender, ethnicity, and household income. Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI). See Appendix II for a complete demographic analysis.

POPULATION

In 2010-2014 Harnett County was the third fastest growing county in the state of North Carolina. From 2010 to 2015, the County's total population increased 13.5%, from 114,678 to 130,173. Projecting ahead, the total population of Harnett County is expected to continue to steadily increase over the next 15 years. Based on predictions through 2030, the local population is anticipated to have approximately 180,193 residents living within 65,030 households.

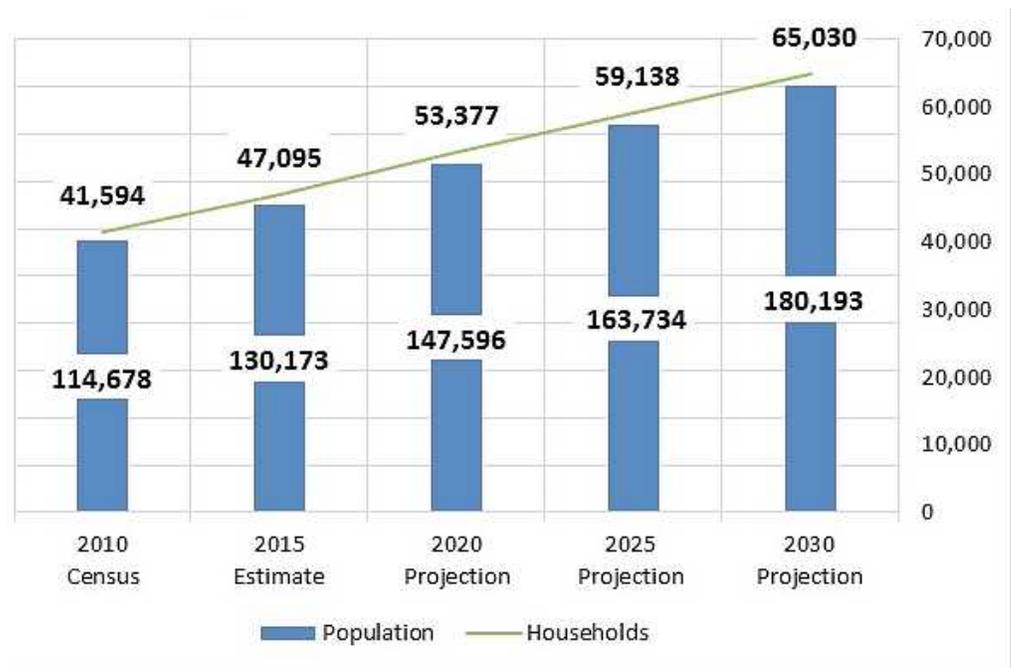


Figure 1: Population Growth Projections

Source: PRO's Consulting

RACE & ETHNICITY

The 2015 estimate shows that 66.24% of the population falls into the White Alone category. Predictions for 2030 expect the White Alone population to decrease to 61.81%. The Hispanic/Latino population represented 10.78% of the 2010 population, and is expected to reach 16.83% by 2030. The Black Alone population is the largest minority group and is projected to represent 22% of the population by 2030.

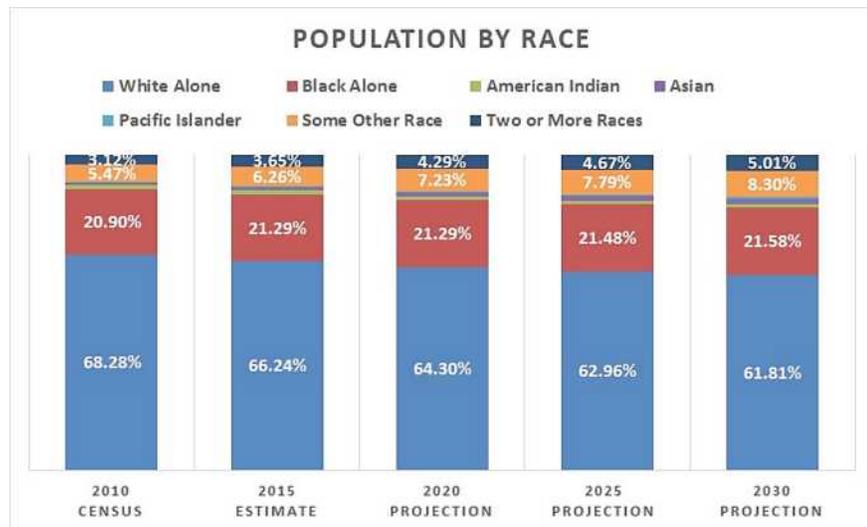


Figure 2: Population by Race

Source: PRO's Consulting

AGE SEGMENTATION

The County's largest age segment is the less than (<) 18 group. Currently, the <18 group represents 27% of the population, which is 0.4% larger than the second most populous age segment (35-54). The smallest is the 55+ age segment which constitutes 22.4% of the current population but is expected to grow to 25.6% over the next 15 years and will be the only age segment projected to see a noticeable increase.

1 INTRODUCTION

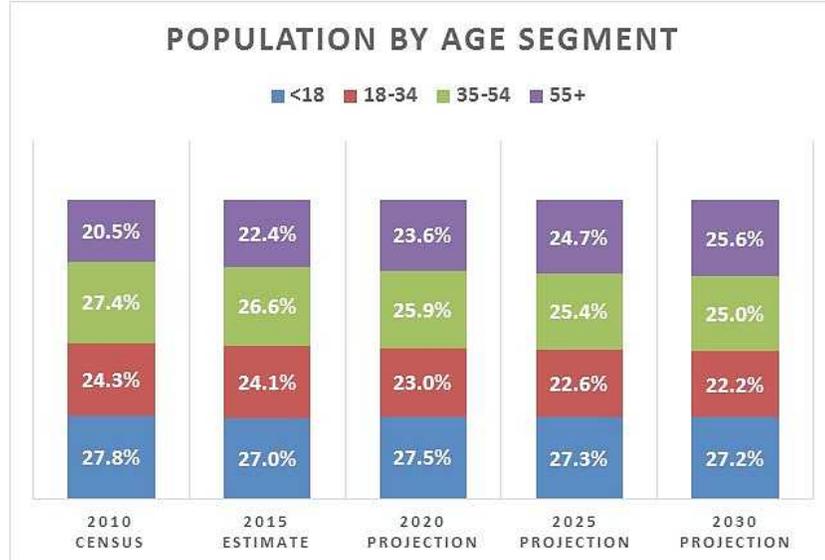


Figure 3: Population by Age Segment

Source: PRO's Consulting

LEVEL OF EDUCATION

The figure below depicts the education level of adults 25 years and older within Harnett County, North Carolina. Approximately, 85% of residents have at least a high school diploma, and approximately 29% have an Associates degree or higher.

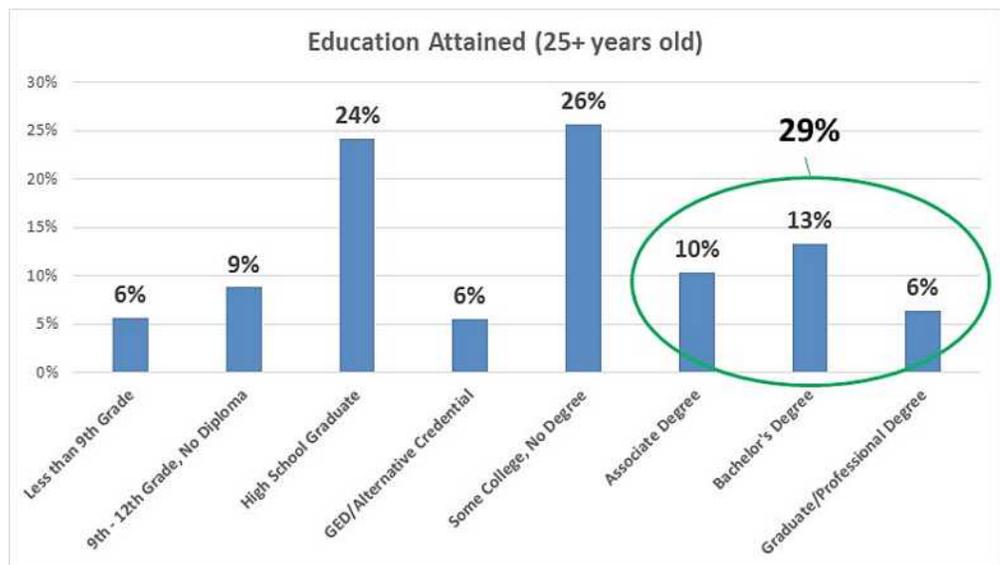


Figure 4: Education Levels

Source: PRO's Consulting

COMPARATIVE INCOME & UNEMPLOYMENT

The County's per capita income (\$19,954) and median household income (\$43,021) is below both state national averages. Future predictions expect that both per capita income and median household Income for the area will increase to \$27,670 and \$64,729, respectively, by 2030. As seen in Figure '6', 8% of residents within Harnett County were unemployed in 2015. This is higher than the current national unemployment rate (5.4%) and the state of North Carolina (5.5%) as reported by the Bureau of Labor Statistics in April 2015.

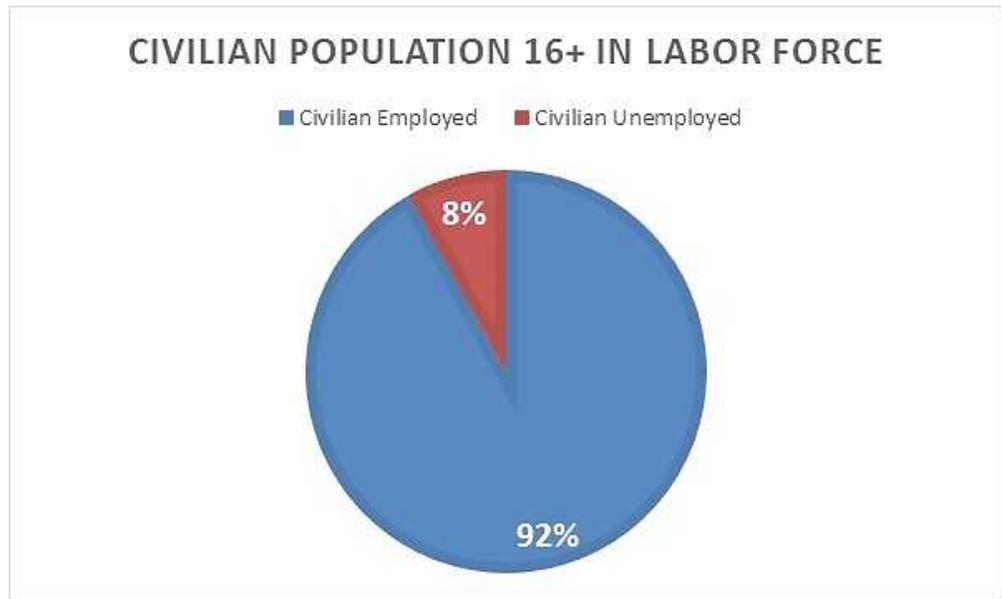


Figure 5: Employment Rate

Source: PRO's Consulting

1 INTRODUCTION



NATURAL RESOURCES & THE ENVIRONMENT

HYDROLOGY

Harnett County is blessed with plentiful lakes, streams and rivers and is located in the Cape Fear River Basin. The Cape Fear River, the name sake of the river basin, flows directly through Harnett County and is a vital link that connects the County to the mountains and sea. There is ample opportunity for outdoor recreation activities and programs centered around the use and conservation of water. It is imperative to recognize, and not take for granted, the availability of fresh water that flows throughout the County and its potential to link place and people.

WILDLIFE

There are several native fauna species found throughout Harnett County. The Cape Fear River Shiner is particularly unique to the Cape Fear river basin whereas striped bass, drum, gar of redbreast sunfish and turtles are plentiful throughout the County. Quail, duck, dove and deer are also found throughout the state and are popular hunting game. Fishing and sporting activities are a direct way to conserve the natural environment while offering joint spaces for passive recreation opportunities.



CLIMATE

Harnett County has a temperate climate with an average July high of 90 degrees and an average January low of 30 degrees. Harnett County receives on average approximately 48 inches of rain per year and has an average of 217 sunny days per year.



These environmental and climactic factors make Harnett County an ideal location for various types of outdoor recreation. Moderate seasons, ample rainfall, availability of fresh water and plentiful wildlife help provide the background for outdoor leisure activities. Throughout this Master Plan, the goals and actions presented will preserve, enhance and enable a variety of outdoor recreation programs and facilities that serve residents and visitors of Harnett County.





Section 2

VISION + APPROACH

2 VISION + APPROACH



THE VISION

The objective of this Master Plan is to guide development of a broad and comprehensive system of parks, facilities, greenways/blueways and recreational opportunities for all citizens and visitors regardless of age, ability or ethnicity in an economically feasible manner. The Master Plan aims to serve the community by creating quality recreation experiences which celebrate local heritage and the natural environment. Vibrant park facilities and programs add to quality of life, increase tourism and economic development and encourage a healthy and cohesive community. It will encourage protection of the natural resources of Harnett County to build a healthy system which attracts visitors and outside investment.

APPROACH

This Master Plan will use a Level of Service (LOS) based approach to evaluate the existing recreation system, find deficiencies and identify opportunities to strengthen the park system. Level of Service (LOS) is defined by the National Recreation and Parks Association as “the minimum recreation and park infrastructure capacity (facilities, programs or available land) necessary to satisfy the needs of a community”. In other words, LOS is “an allocation mechanism for the delivery of park land and basic recreation facilities throughout a community. By adoption of such a standard, a community in essence says that all of its citizens will have an equal opportunity to share in the basic menu of services implicit in the standard and accompanying spatial distribution and allocation of spaces.”

PARK TYPE	PARK SIZE	SERVICE AREA	LOS Standard Ac/1000 People
Neighborhood Park	3-10 Ac.	.5 Mi.	2 Ac.
Community Park	30-50 Ac.	3 Mi.	5 Ac.
District Park	50-200 Ac.	5 Mi.	12.5 Ac.
Regional Park	Varies	50 Mi.	NA

EVALUATION METHODS INCLUDE:

- 1. National Recreation and Park Association (NRPA) Standards
- 2. North Carolina Statewide Comprehensive Outdoor Recreation Plan (SCORP)
- 3. Comparative benchmarking between similar counties in North Carolina
- 4. Qualitative assessment of current park facilities
- 5. Public input process including an experiential assessment of perceived wants and needs of Harnett County

It is the intent of this Comprehensive Park and Recreation, Blueway, and Greenway Master Plan to use different evaluation methods to form a comprehensive inventory and analysis to best guide future park and recreation decisions.

This plan aligns with previously approved Harnett County planning documents, such as the recently completed comprehensive land use plan, and aims to help guide plans such as the pedestrian plan and bicycle plans in hopes to create a unified vision for the future. This inventory, alongside County leadership, community meetings and a statistically valid survey will guide short and long term recommendations to serve the community over the next 15 years.

PROCESS:

The below model represents this Parks and Recreation master planning process.



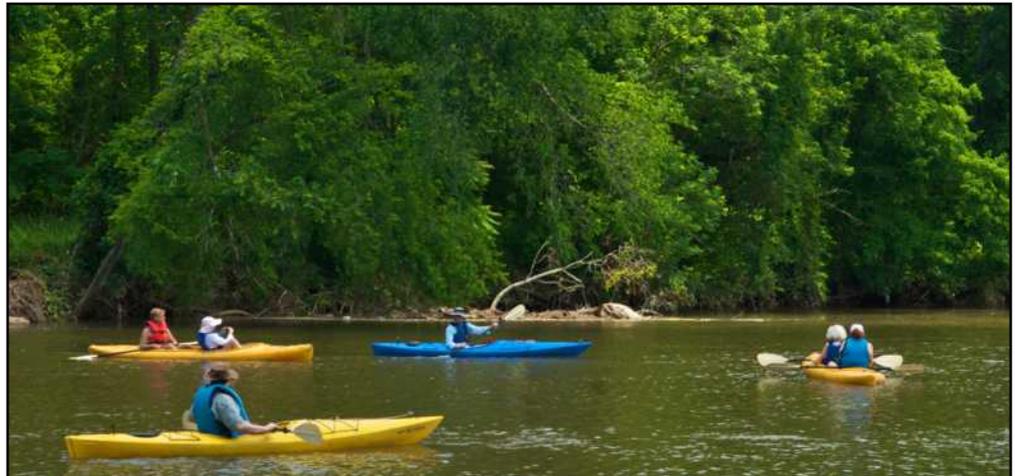
2 VISION + APPROACH

GOALS

A series of goals were drafted, discussed and approved by the leadership and steering committee during the initial input meetings. These goals form a framework for developing the Master Plan recommendations and paint the picture of where the Harnett County Parks and Recreation Department will invest and strategically move towards over the next 15 years.

PARK AND RECREATION MASTER PLAN GOALS:

1. Develop the Cape Fear River as a blueway/river-walk to stimulate economic vitality.
2. Connect communities, parks, attractions, destinations and civil facilities through a greenway trail system.
3. Enhance recreation opportunities in underserved areas of Harnett County.
4. Accommodate a balance of passive and active recreational opportunities that enhance quality of place and target users of all ages and ability levels.
5. Grow the types and frequency of recreational programs offered to Harnett County citizens.
6. Manage existing facilities efficiently and propose new facilities with few barriers to entry (financial, environmental, social).



FOCUS AREA

In addition to the above goals, three focus areas were developed to target specific recommendations and improvements system-wide. The three focus areas, programs, facilities and trails are described below:

PROGRAMS

Public programs are seen as low barriers to entry and do not have a large impact of the budget. Often, these programs generate revenue to support the costs to offer them and in many cases bring in additional funds. Programming brings people into the community to use and appreciate Harnett County parks.

Program examples include arts and crafts, aquatics, youth and adult athletics, educational, fitness and well-being, performing arts, special events or sport and athletics events.

FACILITIES

While facilities often require a greater initial capital investment, they can offer recreational opportunities that appeal to a broad audience. Facilities with the fewest barriers to entry offer the most recreational value to the greatest number of people with the least amount of capital investment. Greenway trails are one such facility that are typically characterized as having a low barrier to entry and serve the broadest audience for the least investment.

Example facilities include community centers, athletic centers, ball fields, community parks, trails, aquatic centers, nature centers or destination playgrounds.

Facilities can be very expensive to build, staff and maintain and often finding a balance between the wants of the community and realistic budget expectations can be a challenging task. It is important to have a sensible mixture of facilities which can meet the recreation needs of community members and visitors.



2 VISION + APPROACH

TRAILS

GREENWAYS

Greenways are corridors of protected open space that often follow natural land or water features and link nature preserves, parks, schools or communities together. Greenways are paths used for walking, jogging, bicycling, equestrianism or any other non-motorized mechanism that moves you. Greenways have very low barriers to entry and provide direct physical and mental stimulation through physical exertion and engaging nature. Greenways promote healthy living, provide environmental benefits, and preserve natural resources and history of place.

Blueways

Blueways are linear water-based corridors that follow streams and rivers, providing recreational opportunities such as kayaking and canoeing, fishing and tubing while preserving sensitive aquatic and riparian environs. Typically, blueways are marked with trail heads every four to six (4-6) miles that allow for parking, pits stops and river access. Blueways have the potential to contribute to economic growth by attracting new investment and encouraging tourism. This master plan presents recommendations for blueway design standards and access points along the Cape Fear and Upper Little rivers in an effort to provide water-based recreational opportunities, preserve natural resources and stimulate economic growth.



THIS PAGE INTENTIONALLY LEFT BLANK.

A photograph of a park scene. In the foreground, a large, mature tree with dense green foliage stands prominently. To its right, a wooden park bench is visible. A paved path winds through the park, surrounded by other trees and a well-maintained lawn. The sky is bright with scattered white clouds.

Section 3

INVENTORY + ANALYSIS



3 INVENTORY + ANALYSIS

EXISTING POLICY AND MANAGEMENT

Harnett County Parks and Recreation currently manages +/- 1043 acres of County owned park land and coordinates the management of 55 acres of school facilities. The department offers year-round diversified recreation services (both free and fee-based) with goals and values centered around play, nature, exercise, gathering places and making memories. The department employs 9 staff member, 7 of which are full time employees focused on maintenance, and of those 7, 5 work at least some of the time with the park system.

The County also administers some basic recreation programs, but is limited in its' service ability because no facilities exist to support such programs. Currently, the County provides programs at Anderson Creek Senior Center and administers special events such as the Mid-Carolina Senior Games and NC Senior Games. Few after school, summer camp, and other indoor recreation programs are offered without facilities to host such programs. Current plans to renovate Old Boone Trail High School for use as a community center will accommodate future after school and art class programs. Similarly, the County itself offers few athletic programs in the western part of the County because operational facilities are lacking in the more rural, unincorporated areas of the County. For this reason, the department has chosen to subcontract Western Harnett Youth Recreation Inc. (WHYR) to administer league sports programs such as youth basketball, soccer, football, baseball, softball and cheerleading. A more detailed analysis of program offerings and management is provided below. The County supports both WHYR and local towns park and recreation departments by providing a lump sum (approximately \$30.00 per child enrolled in WHYR programs) for use at their discussion. The County would like to be in a financial position to give a dollar amount per participant in WHYR and local recreation programs.

The department is primarily funded by an annual operating budget, capital improvement funds, and a recreation and park development fee. The development fee is required per section 13.1 of the County's Unified Development Ordinance (UDO) and the amount is the product of the total number of dwelling units and/or building lots located in a proposed development or subdivision multiplied by the recreation fee as established by the Harnett County Board of Commissioners (currently \$500 / unit or lot). The funds received can only be used for acquisition of land used for recreation purposes. Finally, Harnett County's Unified Development Ordinance (UDO) has a number of provisions that promote the preservation of open space and

development of recreational opportunities. According to section 3.2 of the UDO, 15% of a multifamily subdivision tract must be set aside for recreational open space with 5% of that open space developed for improved recreational open space. While this land is not necessarily accessible by the general public, it offers additional close-to-home recreational opportunities for residents. Section 8 of the UDO further outlines additional provisions and design guidelines for open space areas in an effort to preserve vegetation, provide views and relief from an urban landscape, to encourage protection of air and water quality, to enhance flood control and provide protection for historically or archaeologically significant areas.

EXISTING FACILITIES

PHYSICAL INVENTORY

An inventory and qualitative analysis of existing parks throughout Harnett County was performed by the project team to create a framework for understanding the current services offered within the County. This inventory has two distinct pieces; what recreation infrastructure is present at the various parks, and a qualitative analysis to assess the character of the park.

The inventory portion is a numerical quantity of elements and can serve the public in understanding what the various parks have to offer. The qualitative analysis evaluated the condition of facilities and elements within the various parks to understand what the perceived character of the park is. To gauge the overall experience of the park the project team asked several qualitative questions.

Physical Condition of Facilities:

- Do site elements seem to be in good repair and maintained regularly?
- What is the perceived quality of park facilities?

Physical Condition of Park:

- Does the site appear to be ADA accessible and meet local/national code regulations?
- Is the park clean, well-kept and have available shade, seating and trash/recycling options?
- How is stormwater handled and is their proper drainage?

3 INVENTORY + ANALYSIS

Visual Character:

- What is the initial perception of the park’s feeling of safety and quality?
- Is the park busy and seem to have a sense of community buy-in?
- Is the park attractively landscaped and have adequate signage and way-finding devices?
- Is there municipal or County branding on the signage?

Physical park elements were rated as exhibiting signs of wear-and-tear, poor, average or good quality. This analysis intends to apply a non-judgmental assessment of park elements to understand the general condition and character of the existing park system and recreation opportunities.

The inventory and analysis will serve this Comprehensive Master Plan not in recommending specific park facilities improvements, but rather as a compass for understanding the current state of Harnett County’s physical park and recreation system. The complete inventory and analysis of public parks can be found in Appendix II.

EXISTING PROGRAMS

KEY FINDINGS

The following describes the key findings from the program analysis of Harnett County Parks and Recreation and will inform recommendations that follow.

Currently the Department employs only one program staff person. It is difficult for one person to be responsible for programing in the County, especially with the lack of indoor program space available to provide programs. The programs provided primarily support what the city departments need in hosting their events. The County needs to develop a program plan for the future and additional staff to help develop core and specialty programs and services will need to be considered.

Currently, the Department typically provides programs that are free to the user. A program plan and pricing plan need to be developed that classifies programs as core essential, important, and value added. Then, a pricing plan can be developed that can focus on the public and private benefit associated with the programs provided, as well as a establishing a cost recovery goal for each core program service area.

The County is growing at a rapid rate at approximately 13.5% rate and looks to increase to 180,193 people in the next 15 years. There will be a balance between 18 and under population, 18-34 age population, 35-54 age population, and 55+ age population, which sets up unique program opportunities to provide recreational opportunities for all age groups.

The Department does not have a partnership policy in place that provides an understanding of existing public/public, public/private, and public/not-for-profit partnerships. A formal partnership policy can help guide the Department in the future as they grow programs for the community.

Ideally, most County systems across the United States have their own core programs that promote the value of County parks and facilities and try to avoid duplicating offerings that cities within the service area provide. When planning future programs, the County should develop core programs that do not duplicate services provided by the cities and find effective ways to complement their programs.

From a marketing standpoint, the Department does not print a program guide and information is provided primarily through their web site, limiting residents they serve to those with regular web access. Ideally, the Department should develop a program guide listing all the programs and services available, as well as location, fee and benefits of its offerings, to be distributed by a variety of media.

Budgeting for programs needs to be a priority for the Department in the future. Programs activate park spaces and bring in a consistent flow of users to the County's parks and trails. Working with cities and not-for-profit organizations can make a big difference in how programs can be delivered in the future.

3 INVENTORY + ANALYSIS

DEMOGRAPHIC ANALYSIS

From 2010 to 2014, Harnett County was the third-fastest growing County in North Carolina. With a growing population, recreation programs, facilities and services must grow commensurately. It is important to note that facilities and services must first meet an adequate level of service for the population and continue to grow as demands increase. Thus, the parks and recreation system will need to strategically invest, develop and maintain parks and facilities in alignment with the recommendations contained herein.

Age segments have different likings towards activities. For example, older adults may enjoy passive recreation activities more so than active. However, with the millennial generation surpassing the baby boomer population in size, multi-generational facilities and services will be crucial to help support different age segments throughout Harnett County in the years to come. The County's aging trend is significant because programs and facilities focused on active adults (55+) will assume an important role as this is the population with the most notable increase in size.

A more diverse population will require continued foresight and planning on Harnett County's behalf. Traditional programming and service offerings may not be appropriate for a population comprised of a large minority population. For example, the Hispanic/Latino population may use passive recreation differently than other user groups and for different durations. Picnic shelters for large (typically multi-generational) families may be more important to the Hispanic/Latino population whereas it may not be as high significance to the White Alone population.

With a median and per capita household income lower than state and national averages, it would be important for the County to provide offerings that focus on the value of money with still offering a high quality product. It would also benefit the system to look into different funding and revenue strategies to help the Department cover costs.

These demographic factors put pressure on the natural environment, on the County's resources and the existing park system. By investing in this Master Planning document, Harnett County is strategically investing and planning for the future to accommodate this steadily increasing population. County leaders and community members recognize this need to plan in order to preserve open space, promote the natural beauty of the County and to provide facilities, programs and experiences only found in parks and the outdoors.



TRENDS ANALYSIS

Information released by Sports & Fitness Industry Association's (SFIA) 2016 Study of Sports, Fitness, and Leisure Activities Topline Participation Report reveals that the most popular sport and recreational activities include fitness walking, treadmill, running/jogging, free weights and road bicycling. Most of these activities appeal to both young and old alike, can be done in most environments, are enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of their social application. For example, although fitness activities are mainly self-directed, people enjoy walking and biking with other individuals because it can offer a degree of camaraderie.



Fitness walking has remained the most popular activity of the past decade by a large margin, in terms of total participants. Fitness walking participation last year was reported to be nearly 110 million Americans. Although fitness walking has the highest level of participation, it did report a 2.4% decrease in 2015 from the previous year. This recent decline in fitness walking participation paired with upward trends in a wide variety of other activities, especially in fitness and sports, suggests that active individuals are finding new ways to exercise and diversifying their recreational interests. In addition, the popularity of many outdoor adventure and water-based activities has experienced positive growth based on the most recent findings; however, many of these activities' rapid increase in participation is likely a product of their relatively low user base, which may indicate that these sharp upward trends may not be sustained long into the future.



From a traditional team sport standpoint, basketball ranks highest among all sports, with approximately 23.4 million people reportedly participating in 2015. In general, nearly every sport with available data experienced an increase in participation, which is a reversal from the five-year trend of declining participation in sports. Sports that have experienced significant growth in participation are squash, boxing, lacrosse, rugby, roller hockey, and field hockey – all of which have experienced growth in excess of 30% over the last five years. More recently, roller hockey, racquetball, indoor soccer, boxing, and flag football were the activities with the most rapid growth during the last year.

3 INVENTORY + ANALYSIS

NATIONAL AND LOCAL PROGRAM TRENDS

Outdoor Adventure Programs

Outdoor adventure programs for people of all ages include mountain biking, paddle boarding, BMX, kayaking, equestrian riding, canoing, hiking, hunting, fishing, shooting sports, camping, zip-lining, and adventure races. The market appears to be primed to support these types of activities. With Fort Bragg located in the County, there is a great opportunity to coordinate with the Base on outdoor adventure programs that engage young adults.

Outdoor Education

Due to the rural environment of the County, there is an opportunity to provide services in outdoor education and environmental conservation. This would include educational and experiential activities in natural settings for all age segments, such as school field trips, nature education classes, identification programs, nature walks, and volunteer initiatives tied to conservation.

Special Events

Special events to bring the communities together focusing on the history of the County, food, entertainment, music and arts, and competitions would likely be very popular among residents in the County

Athletics

The local market expresses a need for youth and adult sports leagues and tournaments for baseball, softball, basketball, football, soccer, and volleyball, as well as trending / niche sports like lacrosse and rugby. It would require an indoor and/or outdoor sports complex to make these programs a reality. Currently the County is below the Market Potential Index in every major sports category, which demonstrates a lack of facilities to provide athletic programs. The County has the opportunity to lead in these areas and it could be a strong economic tool for the County.

Adaptive Programs

This would include social, recreational, developmental, and enrichment programs that aim to enhance the quality of life for people with disabilities and special needs, as well as enhancing accessibility throughout the County.

Volunteer Programs

Volunteer development as a core program service to support park maintenance, conservation initiatives, and program services should be considered.

According to the Physical Activity Council, an “inactive” is defined as an individual that doesn’t take part in any physical activity. Over the last five years, the number of inactive individuals has increased 7.4% from 76 million in 2010 to 81.6 million in 2015. However, looking at just the past year, from 2014 to 2015, the US saw a slight decrease of 0.6% from 82.7 to 81.6 million individuals. Although this recent shift is very promising, inactivity remains a dominant force in society, evidenced by the fact that 27.7% of the population falls into this category.

The Sports & Fitness Industry Association (SFIA) Sports, Fitness & Recreational Activities Topline Participation Report 2016 was utilized to evaluate national sport and fitness participatory trends. The study is based survey findings by the Physical Activity Council from a total of 32,658 online interviews carried out in 2015. The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the US.

National Participatory Trends - General Sports				
Activity	Participation Levels			% Change
	2010	2014	2015	
Golf	26,122	24,300	24,410	-5.3%
Basketball	25,156	23,967	23,410	-6.3%
Tennis	18,719	17,364	17,363	-6.2%
Baseball	14,130	13,152	13,711	-4.4%
Soccer (Outdoor)	13,083	12,592	12,646	-4.4%
Badminton	7,645	7,176	7,138	-6.4%
Softball (Slow Pitch)	6,477	7,077	7,114	10.1%
Football (Touch)	6,463	6,304	6,487	1.5%
Volleyball (Court)	7,315	6,304	6,433	-13.2%
Football (Tackle)	6,468	5,978	6,222	-3.2%
Football (Flag)	6,468	5,208	5,209	-19.4%
Soccer (Indoor)	4,930	4,530	4,813	-2.2%
Volleyball (Sand/Beach)	4,752	4,613	4,785	0.7%
Cybercycling	4,418	4,421	4,479	1.8%
Ultimate Frisbee	4,571	4,530	4,489	-1.3%
Track and Field	4,383	4,185	4,222	-3.1%
Racquetball	4,403	3,596	3,883	-11.4%
Choreography	3,134	3,454	3,488	10.1%
Ice Hockey	2,540	2,421	2,546	13.0%
Hockey	N/A	2,482	2,346	N/A
Softball (Fast Pitch)	2,313	2,424	2,488	-2.1%
Lacrosse	1,453	2,011	2,094	39.2%
Wrestling	2,536	1,891	1,978	-21.6%
Roller Hockey	1,578	1,736	1,917	19.1%
Figure Skating	1,611	1,576	1,710	10.1%
Field Hockey	1,582	1,207	1,260	-20.0%
Boxing for Competition	850	1,278	1,350	61.2%
Rugby	360	1,276	1,349	48.2%

NATIONAL TRENDS IN GENERAL SPORTS

The most heavily participated in sports for 2015 were golf (24.1 million) and basketball (23.4 million), which have participation figures well in excess of the other activities in the general sports category. The popularity of golf and basketball can be attributed to the ability to compete with relatively small number of participants. Golf also benefits 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 2010, squash and other niche sports, like boxing, lacrosse and rugby, have seen strong growth. Squash has emerged as the overall fastest growing sport, as it has seen participation levels rise by 66% over the last five years. Based on the five-year trend, boxing (59%), rugby (44%), lacrosse (47%), roller hockey (39%), and field hockey (32%) have also experienced significant growth. In the most recent year, the fastest growing sports were roller hockey (10%), racquetball (8%), squash (7%), indoor soccer (6%), and boxing (6%). During the last five years, the sports that are most rapidly declining include touch football (-25%), wrestling (-22%), slow pitch softball (-16%), and racquetball (24.9% decrease).

3 INVENTORY + ANALYSIS

Overall, activities in the general sports categories show very promising growth in the most recent year. Only three activities experienced a dip in participation, but none of these declined by more than 3%. In general, the strong recent growth in sports is a reversal of the five-year trends, as nearly every activity declining in the long run has tipped the scale to show positive growth in the past year.

NATIONAL TRENDS IN AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport, and all aquatic activities have experienced participation growth among the American population. In 2015, fitness swimming is the absolute leader in overall participation (26 million) for aquatic activities, due in large part to its broad, multi-generational appeal. In the most recent year, competition swimming reported the strongest growth (7%) among aquatic activities, followed by fitness swimming (4%) and aquatic exercise (1%). It should be noted, in 2011, recreational swimming was broken into competition and fitness categories in order to better identify key trends. Aquatic Exercise also has a strong participation base, and has experienced steady growth since 2010.

Aquatic exercise has paved the way as a less stressful form of physical activity, while allowing similar benefits as land based exercises, including aerobic fitness, resistance training, flexibility, and better balance. Doctors are now recommending aquatic exercise for injury rehabilitation, mature patients, and patients with bone or joint problems, due to the significant reduction of stress placed on weight-bearing joints, bones, muscles, and also the effect of the water in reducing swelling from injuries.

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2010	2014	2015	14-15	10-15
Swimming (Fitness)	N/A	25,304	26,319	4.0%	N/A
Aquatic Exercise	8,947	9,122	9,226	1.1%	3.1%
Swimming (Competition)	N/A	2,710	2,892	6.7%	N/A
NOTE: Participation figures are in 000's for the US population ages 6 and over					
	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2010	2014	2015	10-14	10-15
Fitness Walking	112,082	112,583	109,879	2.4%	-2.0%
Yoga	52,275	58,241	58,398	10.3%	0.3%
Running/Jogging	46,404	51,127	48,496	-5.1%	-4.6%
Free Weights (Hand Weights) under 15 lbs	N/A	41,870	43,799	2.7%	N/A
Stretching	35,780	35,434	35,776	0.4%	0.2%
Stationary Cycling (Recumbent/Upright)	36,838	35,895	35,524	-0.4%	-1.3%
Weight/Benchard Machines	35,185	35,941	35,118	-1.0%	-0.6%
Free Weights (Barbells) over 15 lbs	N/A	30,267	31,409	2.1%	N/A
Elliptical Machine Exercise	22,319	20,825	21,981	-0.2%	2.0%
Free Weights (Dumbbells)	22,139	25,823	25,381	-0.2%	-0.5%
Yoga	20,938	25,262	25,283	5.1%	20.4%
Cardio/Strength/Bodyweight Exercise	N/A	22,290	22,446	-1.1%	N/A
Strength/End Exercise	N/A	21,420	21,487	0.1%	N/A
Aerobics (High Impact)	14,567	15,746	20,464	5.0%	29.3%
Star Climbing Machine	13,269	13,316	13,334	0.1%	-0.1%
Cross-Training Style Workout	N/A	11,265	11,719	4.0%	N/A
Stationary Cycling (Ergo)	7,954	8,449	8,477	2.7%	10.3%
Pilates Training	8,484	8,504	8,504	1.1%	2.0%
Trail Running	4,905	7,021	8,139	8.1%	15.9%
Cardio Cross Trainer	N/A	2,484	2,882	6.7%	N/A
Boot Camp Style Cross-Training	N/A	4,728	4,722	-0.1%	N/A
Cardio Kickboxing	6,387	6,347	6,388	-0.4%	0.7%
Martial Arts	6,907	5,368	5,307	-2.7%	-0.7%
Running for Fitness	4,788	5,111	5,419	6.0%	11.2%
Tai Chi	3,193	3,446	3,601	5.0%	14.3%
None	N/A	3,380	3,380	11.0%	N/A
Triathlons (Traditional/Road)	3,393	2,261	2,478	11.4%	20.0%
Triathlons (Non-Traditional/Off Road)	790	1,411	1,744	29.8%	14.5%

NOTE: Participation figures are in 000's for the US population ages 18 and over

Legend: ▲ 10-14% increase, ▲ 5-9.9% increase, ▲ 0-4.9% increase, ▲ 0-4.9% decrease, ▲ 5-9.9% decrease

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 people to improve their health 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 nearly anyone with no time restrictions.

The most popular fitness activity by far is fitness walking, which had nearly 110 million participants in 2015, which represents a 2.4% decrease from the previous year.

Other leading fitness activities based on total number of participants include treadmill (50 million), running/jogging (48 million), hand weights (43 million), stretching (36 million), and stationary cycling (36 million).

Over the last five years, the activities growing most rapidly are non-traditional / off-road triathlons (119%), trail running (63%), traditional road triathlons (57%), high impact aerobics (41%), and yoga (20%). In the last year, activities with the largest gains in participation included non-traditional / off-road triathlons (24%), traditional / road triathlons (13%), barre (12%), and trail running (8%). It should be noted that many of the activities growing most rapidly have a relatively low user base, which allows for more drastic shifts in terms of percentage. The recent decline in the extremely popular activities of fitness walking and running / jogging paired with widespread growth in activities with lower participation levels, may suggest that those engaging in fitness activities are actively looking for new forms of exercise.

3 INVENTORY + ANALYSIS

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2010	2014	2015	14-15	10-15
Bicycling (Road)	39,730	39,725	38,280	-3.6%	-3.6%
Fishing (Freshwater)	39,911	37,821	37,682	-0.4%	-5.6%
Hiking (Day)	32,534	36,222	37,232	2.8%	14.4%
Camping (< 1/4 Mile of Vehicle/Home)	32,667	28,660	27,742	-3.2%	-15.1%
Wildlife Viewing (>1/4 Mile of Home/Vehicle)	21,158	21,110	20,718	-1.9%	-2.1%
Camping (Recreational Vehicle)	16,651	14,633	14,699	0.5%	-11.7%
Birdwatching (>1/4 mile of Vehicle/Home)	13,317	13,179	13,093	-0.7%	-1.7%
Fishing (Saltwater)	12,056	11,817	11,975	1.3%	-0.7%
Backpacking Overnight	7,998	10,101	10,100	0.0%	26.3%
Archery	6,323	8,435	8,378	-0.7%	32.5%
Bicycling (Mountain)	7,152	8,044	8,316	3.4%	16.3%
Skateboarding	7,080	6,582	6,436	-2.2%	-9.1%
Fishing (Fly)	5,523	5,842	6,089	4.2%	10.2%
Roller Skating, In-Line	8,128	6,061	6,024	-0.6%	-25.9%
Climbing (Sport/Indoor/Boulder)	4,542	4,536	4,684	3.3%	3.1%
Adventure Racing	1,214	2,368	2,864	20.9%	135.9%
Bicycling (BMX)	2,090	2,350	2,690	14.5%	28.7%
Climbing (Traditional/Ice/Mountaineering)	2,817	2,457	2,571	4.6%	27.5%

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

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

NATIONAL TRENDS IN OUTDOOR RECREATION

Results from the Participation Report demonstrate a dichotomy of growth and attrition among outdoor / adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or with a group, and are not limited by time restraints. In 2015, the most popular activities, in terms of total participants, from the outdoor / adventure recreation category include road bicycling (38 million), freshwater fishing (38 million), day hiking (37 million), and Camping within ¼ mile of vehicle/home (28 million).

From 2010-2015, outdoor / adventure recreation activities that have undergone the largest increases were adventure racing (136%), archery (33%), BMX bicycling (29%), traditional climbing (28%), and backpacking overnight (26%). Over the same time frame, activities declining most rapidly were in-line roller skating (-26%), camping within ¼ mile of home/vehicle (-15%), and recreational vehicle camping (-12%). More recently, activities growing most rapidly in the last year were adventure racing (21%), BMX bicycling (15%), traditional climbing (5%), and fly fishing (4%).

National Participatory Trends - Hunting / Fishing Activities					
Activity	Participation Levels			% Change	
	2010	2014	2015	14-15	10-15
Fishing (Freshwater)	39,911	37,821	37,682	-0.4%	-5.6%
Target Shooting (Handguns)	12,485	14,426	15,744	9.1%	26.1%
Target Shooting (Rifle)	12,637	13,029	13,720	5.3%	8.6%
Fishing (Saltwater)	12,056	11,817	11,975	1.3%	-0.7%
Hunting (Rifle)	10,632	10,081	10,778	6.9%	1.4%
Hunting (Shotgun)	8,276	8,220	8,438	2.7%	2.0%
Archery	6,323	8,435	8,378	-0.7%	32.5%
Fishing (Fly)	5,523	5,842	6,089	4.2%	10.2%
Shooting (Sport Clays)	4,291	4,645	5,362	15.4%	25.0%
Hunting (Bow)	4,067	4,411	4,564	3.5%	12.2%
Shooting (Trap/Skeet)	3,489	3,837	4,368	13.8%	25.2%
Hunting (Handguns)	2,493	3,091	3,400	10.0%	36.4%

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

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

NATIONAL TRENDS IN HUNTING/FISHING ACTIVITIES

Overall, activities related to hunting and fishing have seen strong participation growth in recent years. In 2015, the most popular of these activities in terms of total participants were freshwater fishing (38 million), target shooting with a handgun (16 million), and target shooting with a rifle (14 million).

Examining growth trends over the last five years, activities with the highest rate of growth were hunting with a handgun (36%), archery (up 33%), target shooting with a handgun (26%), and trap / skeet shooting (25%). Since 2010, only two activities underwent a decrease in participation, freshwater fishing (-6%) and saltwater fishing (-1%). Activities experiencing the most rapid growth over the most recent year include sport clay shooting (15%), trap / skeet shooting (25%), and hunting with a handgun (10%).

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2010	2014	2015	14-15	10-15
Canoing	10,306	10,044	10,236	1.9%	-0.7%
Kayaking (Recreational)	6,339	8,855	9,499	7.3%	49.8%
Snorkeling	9,332	8,752	8,874	1.4%	-4.9%
Jet Skiing	7,739	6,355	6,263	-1.4%	-19.1%
Sailing	4,106	3,924	4,099	4.5%	-0.2%
Water Skiing	4,849	4,007	3,948	-1.5%	-18.6%
Rafting	4,389	3,781	3,883	2.7%	-11.5%
Scuba Diving	2,938	3,145	3,274	4.1%	11.4%
Wakeboarding	3,611	3,125	3,226	3.2%	-10.7%
Kayaking (Sea/Touring)	1,958	2,912	3,079	5.7%	57.3%
Stand-Up Paddling	1,050	2,251	3,020	9.8%	187.6%
Surfing	2,585	2,721	2,701	-0.7%	-4.5%
Kayaking (White Water)	1,406	2,351	2,518	7.1%	56.8%
Boardsailing/Windsurfing	1,373	1,567	1,760	13.1%	28.6%

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

Large Increase (greater than 25%)	Moderate Increase (5% to 25%)	Moderate Decrease (5% to -25%)	Large Decrease (less than -25%)
-----------------------------------	-------------------------------	--------------------------------	---------------------------------

NATIONAL TRENDS IN WATER SPORTS/ACTIVITIES

The most popular water sports / activities based on total participants in 2015 were canoing (10 million), recreational kayaking (9 million), and snorkeling (9 million). Water-based activities are demonstrating strong growth, especially over the most recent year, as only three activities underwent a minimal decline in participation from 2014-2015. Similar to participation trends from other recreational categories, water sports / activities in the most recent year reflect a positive shift from the five-year trends.

Over the last five years, stand-up paddling (up 188%) was by far the fastest growing water activity, followed by sea / touring kayaking (57%), white water kayaking (57%), recreational kayaking (50%), and boardsailing / windsurfing (29%). From 2010-2015, activities declining most rapidly were jet skiing (-19%), water skiing (-19%), and rafting (-12%). In the most recent year, activities experiencing the greatest increase in participation included boardsailing / windsurfing (13%), stand-up paddling (10%), and recreational kayaking (7%).

LOCAL SPORT AND MARKET POTENTIAL

The following figures show sport and leisure market potential data. A Market Potential Index (MPI) measures the probable demand for a product or service in Harnett County, North Carolina. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the US National average. The National average is 100, therefore numbers below 100 would represent a lower than average participation rate, and numbers above 100 would represent higher than average participation rate.

ESRI's MPI for a product or service for an area is calculated by the ratio of the local consumption rate for a product or service for the area to the US consumption rate for the product or service, multiplied by 100. MPIs are derived from the information integration from four consumer surveys. The County is compared to the national average in four (4) categories – general sports, fitness, outdoor activity, and money spent on miscellaneous recreation. Overall, residents of Harnett County demonstrate participation trends that have below average potential index numbers in all categories.

3 INVENTORY + ANALYSIS

Harnett County does exhibit high interest in outdoor activities that includes hunting with a rifle, hunting with shotgun, salt water fishing, fresh water fishing or horseback riding.

The County also spends more money than the U.S. average on overnight camping trips, attending NASCAR races, on sports equipment (\$1-99), visiting indoor water parks, and attending high school sporting events.

It is recommended that County examines the MPIs in Appendix II to gain a sense of local consumption behavior based upon market research. The MPIs should be one component of an overall demand analysis including participation rates, market competition, community survey, and other community input information. The MPIs that equal or are above 100, are identified as being popular consumption activities; however, programming should not solely center on high MPI activities because service providers often need to provide niche activities.

LEVEL OF SERVICE ANALYSIS (LOS)

FACILITY CLASSIFICATION SYSTEM - NRPA STANDARDS

A park classification system is the framework for establishing various park types, sizes and guides the development and creation of open space and facility design. Presented within this section is the classification of park typologies, as defined by the NRPA, which share similar sizes, types of facilities and service radii.

Using a park's acreage, each park is classified as either a neighborhood park, community park, district park or regional park. This metric, based on NRPA standards, is associated with a service area and can be overlaid on a map of Harnett County to show deficiencies in coverage (shown later in this section). This level of service standard also indicates the minimum number of acres per 1,000 people required by NRPA standards to provide adequate park acreage (ie for every 1,000 people, 2 acres of neighborhood park are required).

Park types include:

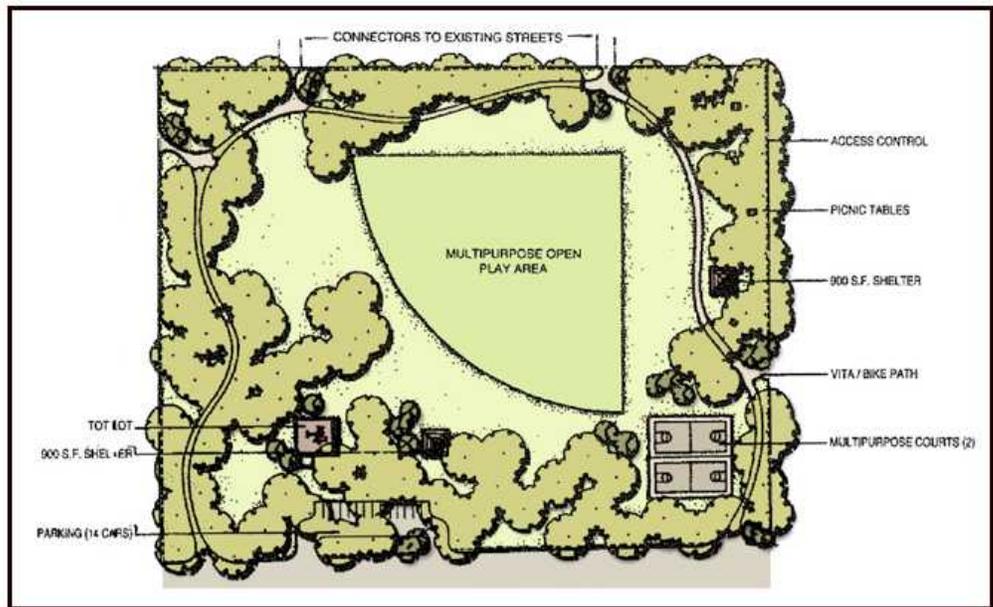
1. Neighborhood Park
2. Community Park
3. District Park
4. Regional Park
5. Greenway Trail
6. Blueway Trail

PARK TYPE	PARK SIZE	SERVICE AREA	LOS Standard Ac/1000 People
Neighborhood Park	3-10 Ac.	.5 Mi.	2 Ac.
Community Park	30-50 Ac.	3 Mi.	5 Ac.
District Park	50-200 Ac.	5 Mi.	12.5 Ac.
Regional Park	Varies	50 Mi.	NA

3 INVENTORY + ANALYSIS

NEIGHBORHOOD PARK

A neighborhood park is between 3-10 acres in size and has a .5-mile service radius. These parks are often the most used on a day-to-day basis as they offer a variety of recreational and community opportunities close to neighborhoods in which people work and play. These parks are integrated into the pattern of the community, often have little to no parking, to promote walkable communities and provide important nodes within the larger open space pattern.



Typical Neighborhood Park

COMMUNITY PARK

A community park is generally between 30 and 50 acres in size, has a 3-mile service radius and serves the local community. This park types offer a larger variety of outdoor recreational opportunities such multiple athletic fields or a combination of multiple uses. They are often located near middle or high schools with the ability to partner with the school and serves an immediate, day-to-day need while still serving the larger community. It is important to link these community parks within the pattern of green space as they offer a broader variety of park facilities.



Typical Community Park

3 INVENTORY + ANALYSIS

DISTRICT PARK

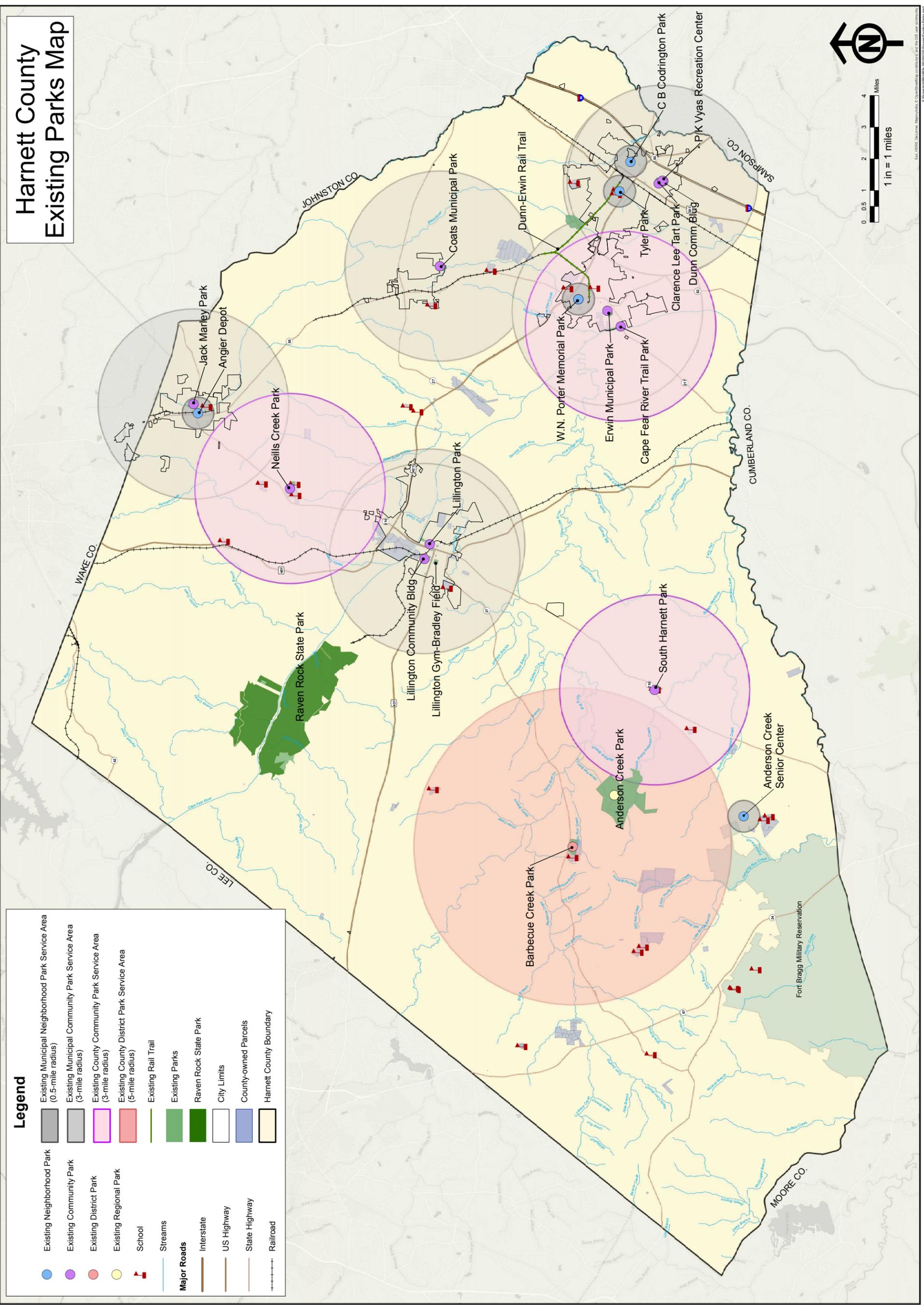
The district park is approximately between 50 and 200 acres in size and has a service radii of approximately 5 miles. District parks offer a more unique service than neighborhood and community parks and serves a broader group of people. They provide many passive recreation opportunities and some active recreational facilities. Areas which exhibit unique environmental, social or historic features are prime sites for a district park. Some typical park facilities might include nature preserves, athletic fields, large community centers or a system of greenways trails.

REGIONAL PARK

Regional parks, not shown on the Service Area Map, are typically larger than 100 acres in size and serve a very broad range of people. These parks offer large scale recreational opportunities and generally tend to offer mostly passive recreation such as boating, camping, nature education or exploration. Regional parks can be managed as nature preserves and can protect high-quality natural areas from development. These large tracts of land can offer unique recreational opportunities suited to larger areas such as disk golf, mountain biking or equestrian riding while still offering more traditional recreational opportunities like playgrounds, play lawns, athletic complexes or firing ranges. Anderson Creek Park is currently Harnett County's only regional park.

As illustrated in the Service Area Map on the following page, the clear majority of park and recreation facilities are in the central and northeast portions of the County. This collection of parks leaves western and southern Harnett County devoid of district or regional parks. Harnett County is providing a broad park experience through district and regional parks as seen by the large service radii but is deficient in providing smaller scale or a complete service coverage.

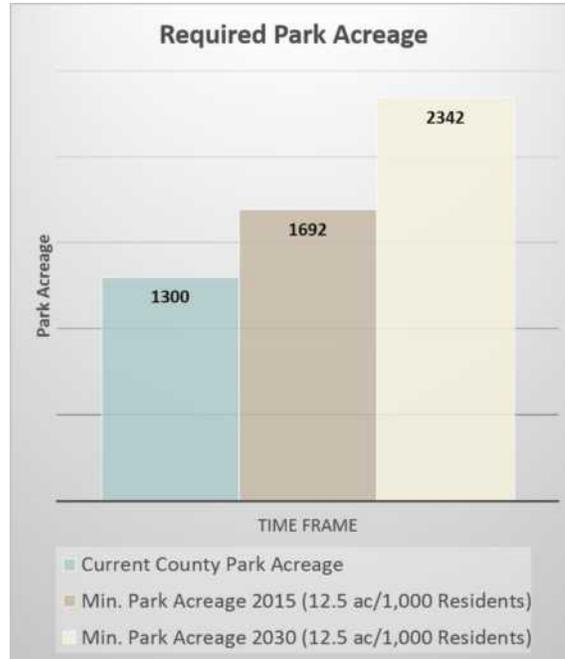
Harnett County Existing Parks Map



Legend

	Existing Neighborhood Park		Existing Municipal Neighborhood Park Service Area (0.5-mile radius)
	Existing Community Park		Existing Municipal Community Park Service Area (3-mile radius)
	Existing District Park		Existing County Community Park Service Area (3-mile radius)
	Existing Regional Park		Existing County District Park Service Area (5-mile radius)
	School		Existing Rail Trail
	Streams		Existing Parks
	Major Roads		Raven Rock State Park
	Interstate		City Limits
	US Highway		County-owned Parcels
	State Highway		Harnett County Boundary
	Railroad		

3 INVENTORY + ANALYSIS



NATIONAL PARKS AND RECREATION ASSOCIATION (NRPA) STANDARDS

EXISTING ACREAGE LEVEL OF SERVICE ANALYSIS

The chart below uses typical levels of service standards for examining recommended minimum 12.5 park acres/1,000 residents. The chart illustrates deficiencies within the Harnett County park system and should act as a guiding rule of thumb in providing minimum park acreage.

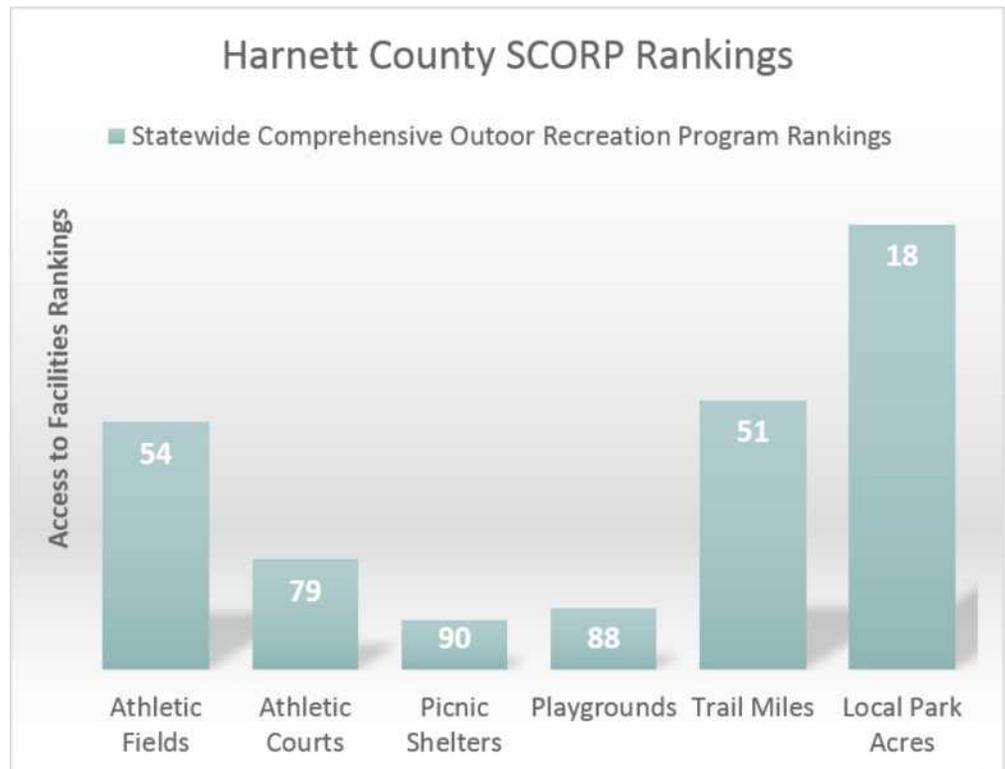
Using this standard, the County needs an additional 392 acres today to meet the minimum 12.5 park acres/1,000 residents equally approximately 1,692 park acres. In addition, the County needs an additional 1,209 park acres by 2030, assuming a population projection of 180,193 residents and a required minimum 2,252 park acres.

While this acreage level of service standards illustrates deficiencies in the park system, it helps guide the County in understanding the commitment to acquiring physical park land. This analysis also does not consider amenities provided by outside groups like Campbell University, local schools or private entities. For this reason, this Park and Recreation Master Plan uses additional techniques to determine which facilities and programmatic expansions are necessary to meet the wants and needs of the residents of Harnett County.

STATEWIDE COMPREHENSIVE OUTDOOR RECREATION PLAN (SCORP)

SCORP is a statewide comprehensive plan which “provide[s] a coordinated framework addressing the problems, needs and opportunities related to the need for improved outdoor recreation.” Preparation of Comprehensive Parks and Recreation Master Plan is critical for receiving funds from the federal Land and Water Conservation Fund (LWCF) Act of 1965. LWCF have provided \$4.2 million for projects in North Carolina during the past five years, an average of \$850,000 annually.

The principal contents of SCORP include a detailed analysis of the supply and demand of outdoor recreation resources in North Carolina. It presents roles and responsibilities of State, Federal, local and private agencies and programs. It highlights trails and presents goals, issues, objectives and initiative related to outdoor parks and recreation.



3 INVENTORY + ANALYSIS

SCORP ranks North Carolina counties by current supply of recreation resources and provides a benchmark for how Harnett County’s recreational resources rank among the other 99 counties in North Carolina.

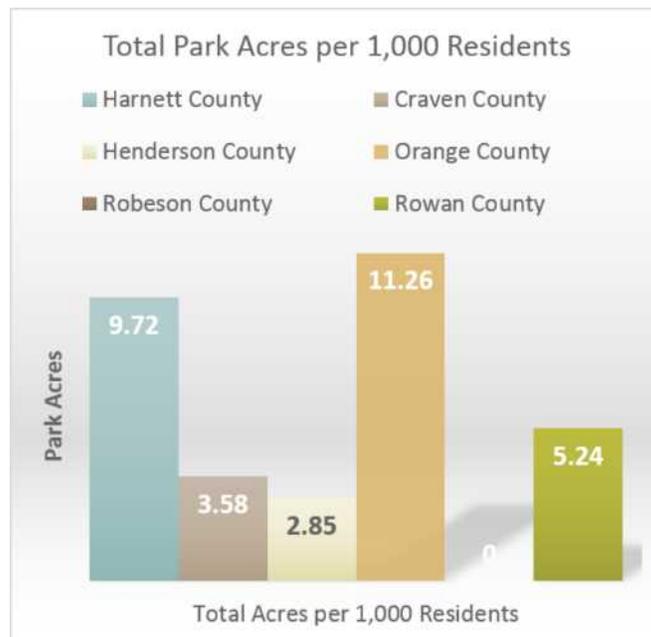
In looking at the most current SCORP ratings it is evident Harnett County is deficient in certain areas. In a comparative analysis between counties of North Carolina, Harnett County scores almost directly in the middle in providing athletic fields and trail miles per resident. This snapshot only tells half a story, Harnett currently only maintains 5 linear miles of public trails, the Dunn-Erwin Rail to Trail which doesn’t serve the entire County. Figures presented likely include trail miles within Raven Rock State Park, skewing actual mileage provided in Harnett County’s favor.

Harnett’s rankings are a little more unfavorable in providing athletic courts, picnic shelters or playground per resident and scores in the lower percentile. In being ranked 18 out of 90 for local park acres, Harnett provides good regional opportunities in maintaining regional and district parks like Anderson Creek Park and Barbecue Creek Park. This analysis also reveals Harnett is providing a higher level of service on a regional level, but isn’t providing a high level of neighborhood and community park experiences and thus, is not addressing the day to day recreation needs of the community.

BENCHMARK AGAINST COMPARABLE AGENCIES

Operating metrics are benchmarked against comparable park and recreation systems across the State of North Carolina. This analysis aims to provide a direct comparison of peer agencies through a methodology of statistics and ratios to deliver objective information that is relevant and accurate, as best as possible. This benchmark analysis incorporates County systems found throughout North Carolina, which include the following agencies.

Agency	Population	Jurisdiction Size (Sq. Mi.)	Population per Sq. Mi.
Harnett County Parks and Recreation	130,173	601.00	217
Craven County Recreation and Parks	103,451	774.00	134
Henderson County Parks and Recreation	112,655	375.00	300
Orange County Parks and Recreation	141,354	401.00	353
Robeson County Parks and Recreation	134,168	951.00	141
Rowan County Parks and Recreation	140,001	524.00	267



COUNTY ACREAGE PER RESIDENT

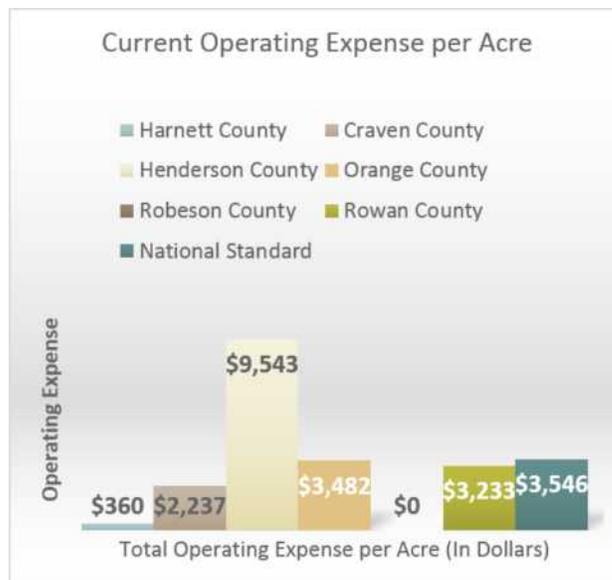
In terms of total acreage per 1,000 residents, Harnett County is one of the top leaders among benchmark counties with 9.72 acres per 1,000 residents. This ranking is primarily due to larger regional parks such as Anderson Creek Park.

3 INVENTORY + ANALYSIS



OPERATIONAL EXPENDITURES

This portion covers the annual operational expenditures for each county. Based on expenditure figures, Harnett County operates on a much lower budget than the benchmark agencies. The largest operational budgets belong to Orange and Henderson County, which exceed the benchmark agencies by a large margin. Harnett County ranks also at the bottom for operating expense per capita, with \$3.50 spent on operations per resident annually.



OPERATIONAL COST PER ACRE

Compared to peer agencies, Harnett County has an extremely low operating expense per acre. While keeping the cost per acre down efficiency measure, the significant deviation from the benchmark median (\$3,482) might suggest the need to increase expenditures to effectively maintain and manage Harnett County's green spaces and facilities.



TRAIL MILES PER RESIDENT

Harnett County ranks near the bottom among peer counties for total trail miles and trail miles per 1,000 residents. This is an area where the Department could approve upon, as best practice agencies typically offer between 0.25-0.5 miles of trail per 1,000 residents.

STAFFING LEVELS AND FULL-TIME EQUIVALENTS (FTEs) PER 10,000 RESIDENTS

This section compares levels of staffing for each system by comparing staff members and full-time equivalents (FTEs) to the total population. Total FTEs per 10,000 residents is a key performance indicator that measures each agency’s ability to meet the demand of its service area. When comparing staffing levels to the overall population of each service area, Harnett County’s ratio ranks last among benchmark counties, with 0.42 FTEs per 10,000 residents. This level of staffing would indicate that the Department’s human resources may be severely strained and limited in relation to the population it serves. (FTEs are calculated by assuming full-time employees work 2,080 hours and part-time employees work 1,000 hours.)

Agency	Full-Time Employees	Part-Time Employees	Total FTEs	FTEs per 10,000 Residents
Harnett County Parks and Recreation	3	5	5	0.42
Craven County Recreation and Parks	-	-	-	0.00
Henderson County Parks and Recreation	12	5	14	1.28
Orange County Parks and Recreation	20	40	39	2.78
Robeson County Parks and Recreation	10	2	11	0.82
Rowan County Parks and Recreation	21	107	72	5.17

3 INVENTORY + ANALYSIS



FULL-TIME EQUIVALENTS (FTEs) PER 10,000 RESIDENTS

This section assesses levels of staffing as a performance measure for each system by comparing full-time equivalents (FTE's) to total population to help quantify how well current staffing meets the demand for each service area.

When comparing staffing levels to the overall population of each county, Harnett County is at the bottom of the study, with 0.42 FTE's per 10,000 residents. It appears the current level of staffing does not provide adequate coverage for the County's population.

Agency	Population	Total FTEs	FTEs per 10,000 Residents
Harnett County Parks and Recreation	130,173	5	0.42
Craven County Recreation and Parks	103,451	-	0.0
Henderson County Parks and Recreation	112,655	14	1.3
Orange County Parks and Recreation	141,354	39	2.78
Robeson County Parks and Recreation	134,168	11	0.82
Rowan County Parks and Recreation	140,001	72	5.17

2016 NRPA FIELD REPORT COMPARISON

This comparison is based on data collected for the NRPA PRORAGIS database of parks and recreation agencies across the country. Harnett County’s metrics are pitted against the median figures for all agencies in the database, as well as against county agencies. The table below then describes how far above or below Harnett County is from the median, which is denoted by the variance column for each point of comparison. Figures shaded in green represent performance more than the median, while those in red signal results that fall below the median.

Key Performance Indicator	Harnett County	NRPA Median for All Agencies	Variance	NRPA Median for County Agencies	Variance
Acres per 1,000 residents	9.72	9.5	0.22	9.3	0.42
Non-Tax Revenue per Capita	\$ 0.06	\$ 18.22	(18.16)	\$ 6.05	(5.99)
Operating Expense per Capita	\$ 3.50	\$ 76.44	(72.94)	\$ 20.06	(16.56)
Operating Expense per Acre	\$ 360	\$ 6,476	(6,115)	\$ 3,480	(3,120)
Operating Cost Recovery Level	2%	29%	-27%	22%	-20%
Total FTEs per 10,000 Residents	5.17	7.4	-2.23	3.2	1.97





Section 4

PUBLIC OPINION

4 PUBLIC OPINION



PUBLIC OPINION

I) LEADERSHIP COMMITTEE + STEERING COMMITTEE

During the Inventory and Analysis portion of the development of this Master Plan two leadership meetings were held to garner input from County staff members and key stakeholders. Both meetings were organized into charrettes and free-form conversations to solicit stakeholder values. The structured charrettes included a SWOT Wall of Thought, an opportunities and constraints discussion and the trends analysis. Un-programmed events included park programming discussions, voicing financial and advertising concerns and a round-table conversation designed to allow participants to express any unsaid thoughts, perceptions or recommendations.

The SWOT (Strength – Weaknesses – Opportunities – Threats) Wall of Thought looks at perceived values and limitations of the current parks and recreation system. Using a SWOT analysis allows stakeholders and the community to better understand the park system to address any weaknesses, capitalize on opportunities by taking advantage of your strengths and to develop clearly defined goals and strategies for moving forward. Following is the SWOT analysis results:

This SWOT Wall of Thought provides direct insight into the overall perceptions of County and leadership members. Strengths provide insight into the perceived competitive advantages Harnett County holds while understanding weaknesses allows the County to approach them thoughtfully and openly. Analyzing opportunities is critical in understanding the various ways to improve the park system while balancing the threats of an expanding market.



STRENGTHS

- Availability of rural land abounding with natural character located near urban communities such as Fuquay-Varina, Cary, Fort Bragg and Raleigh.
- Presence of a captive audience found in Fort Bragg and Campbell University.
- Residents outside of Harnett County drive in and use facilities.
- High level of support from municipal leaders.
- Presence of existing green infrastructure managed by the County such as Raven Rock State Park, the Cape Fear River and the Upper and Lower Little River.
- A diversity of bioregions including Piedmont and Coastal landscapes.
- Presence of historic Civil War battlefields.



WEAKNESSES

- Challenge to provide a balanced park system over a large land area.
- County has no distinct identity or larger awareness of public branding.
- Many unincorporated areas use the County park systems without tax input.
- Small towns and rural areas have limited resources with small tax districts.
- Limited existing trail network.
- Currently only one existing public access to the Cape Fear River.
- Non-existing southern entrance to Raven Rock State Park.
- Disconnect between schools and extracurricular activities.
- Outdated and cumbersome highway and road system which makes it challenging to drive from one end of the County to the other.
- Perceived social divisions from town to town leading to a divided County.
- Music and art venues are located within the cities, not County wide.
- Many citizens drive outside Harnett County for their dining and shopping experience.



4 PUBLIC OPINION

OPPORTUNITIES

- Ability for Fort Bragg, Campbell University, the Harnett County hospital system, the Outdoor Store, the 4H Club, colleges or local schools to participate, help fund through volunteer of financial aid and to use County facilities.
- Possibility to leverage university financial and programmatic support.
- Use existing easements to form a county-wide trail network.
- Citizens from other counties are driving in to use facilities.
- Large interest in freshwater fishing, skeet shooting and shooting ranges.
- Ability to utilize the history of Overhill and other historic areas.
- Available land for dirt racing tracks, adventure courses, outdoor races, music venues and hunting preserves.
- Presence of natural and scenic environmental areas such as Raven Rock, the Cape Fear River and the Big and Little Rivers.
- Establishing parks at the airport.
- Ability to combine uses and share facilities to help knit communities and programmatic facilities together.
- Shooting ranges in Fort Bragg are repeatedly booked to maximum capacity so revenue producing shooting ranges owned by the County are a viable option. This can include archery, skeet shooting, traditional indoor/outdoor shooting ranges or shooting galleries.
- Communities located within Harnett County can be brought together and unified by using a comprehensive trail network consisting of rails to trails, greenways, blueways and other multi-modal transportation options. This trail network supports an active and healthy lifestyle while exposing people of all socio-economic, racial and cultural backgrounds to the natural resources of Harnett County. Trail networks are park facilities with low barriers to entry and low install costs.
- The local YMCA has contacted the County for financial and land support in creating a pool. This need was reflected throughout the initial meeting and a public pool is a sought after programmatic element.



THREATS

- Challenge for current and future councils to move forward with a unified field of ideas and plans
- Lack of recreational opportunities in northwest Harnett County
- Low connectivity from rural areas to cities
- Citizens driving outside of Harnett County to use other recreational facilities



KEY THEMES

There were several key themes heard in both meetings which directly influence the recommendations and action plan presented in this document and guides the vision and goals and recommendations.



- Promote an integrated plan clearly communicating the path forward for council members and the public to understand.
- Promote a comprehensive approach to accessing river and water bodies.
- Provide equal access to all of Harnett County, a diverse menu of facilities and programming while unifying the different cities of Harnett recognizing and respecting areas of growth and rural populations.
- Provide an integrated trail network with a comprehensive, connected system of parks that enhances and protects the beautiful rural character of Harnett. A system such as this provides a high volume, low cost option with few barriers to entry that offer services for all groups of people.
- Address the lack of recreational opportunities in southern Harnett and provide recreational opportunities for special interest groups like members and families of the Fort Bragg area.
- There is a strong desire for a prominent built structure such as a County wide Farmers Market that acts as a community center and welcome area. This facility can offer varied programs throughout the year and especially during the summer months when youth are looking for programs or facilities to engage in.
- It is perceived to be very challenging to communicate with citizens of Harnett County about special events or public services and there is a need to create a more effective method to engage the public.

4 PUBLIC OPINION

II) COMMUNITY MEETING SUMMARY

Three public input meetings were held throughout Harnett County to gather input from the public. Understanding the wants and needs of the public are crucial for implementation of a successful comprehensive parks and recreation master plan. Sign in sheets and meeting minutes can be found in Appendix IV.

There were three primary mechanisms for receiving public input at these community meetings:

1. A Less or More Board (designed to understand what program and facilities the public wants more-or-less)
2. Favorite Park Memory Board (designed to understand cultural preferences) General group discussions.
3. In addition to these input strategies, there were several informational and educational boards present. These included a County wide map of Harnett highlighting park locations, a Benefits of Parks board and a Design Your Own Park to engage community members about various obstacles when planning for park design.

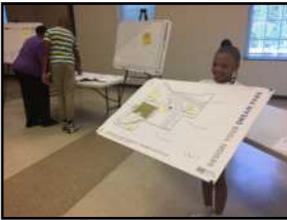
Several key ideas were repeated throughout each meeting while there were many thoughtful and unique ideas received:

- Facilities and programs the community wants to see more of received in all meetings are listed below:
- Free public river access for swimming, fishing, kayaking, canoes or boating
- An integrated system of trails and sidewalks
- Athletic programs and facilities for the youth
- A community center, sports complex or senior center with workout and community areas
- Public pools and splash pads
- Adult athletic programs (ex. Sports, tai chi, bocce, group bicycling)
- More shaded areas in parks with adequate seating and trash cans
- More County wide programs and annual events



Facilities and programs the community wants to see more of received on an individual are listed below:

- Annual sporting events
- Skate parks
- “Mommy, Daddy and Me’ programs
- Covered playgrounds
- Amphitheaters
- Providing educational classes including language classes
- Mud runs
- Dog parks
- Providing a website to see available parks and recreation facilities and programs
- Providing a website to see on-going development within the County
- Hiking and camping areas
- Equal opportunity to programs and facilities close to where people live
- Parks for 2-12-year-old
- Campgrounds
- Zip lines
- Language and art classes



4 PUBLIC OPINION

Values and ideas the community support and cherish:

- Playing in youth and adult sports with friends
- Kayaking and canoing down the river or playing in streams and rivers
- Finding a place for friends, family and the community to come together because without parks there is few places to gather together
- Swimming and playing in public pools and community centers
- Watching your family play and grow in public parks
- County wide events like the 4th of July celebration, Denim Days or Spring festivals
- Camping with boy scouts

CONCLUSION:

Harnett County residents want a healthy park system and value recreational opportunities that bring people together. Again, and again the idea of community well-being, public water access, programming which supports an active lifestyle and adequate athletic facilities and athletic programs arose in these public input meetings. These community values and ideas shape the recommendations presented in this document and serve as the foundation for understanding the wants and needs of County residents.



III) SURVEY DATA AND ANALYSIS

METHODOLOGY

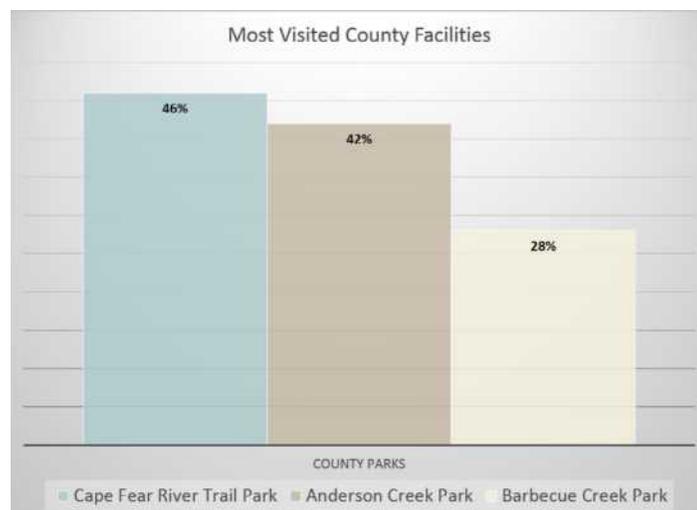
A survey packet was mailed to a random sample of households in Harnett County. Each survey packet contained a cover letter, a copy of the survey developed by Harnett County and the project team, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it on-line to make it easier for residents to complete the survey. Survey results are summarized below. A full report from the scientific survey can be found in Appendix V.

The goal was to obtain completed surveys from at least 400 residents. The goal was exceeded with a total of 410 residents completing the survey. The overall results for the sample of 410 households have a precision of at least +/-4.8% at the 95% level of confidence. Survey results are summarized below. A full report from the scientific survey can be found in Appendix III.

ORGANIZATIONS AND FACILITIES USED FOR PARKS AND RECREATION PROGRAMS AND CULTURAL FACILITIES.

Nearly half of respondents (45%) indicated their household uses Raven Rock State Park.

The most visited facility from the list of facilities that are owned or operated by Harnett County was Cape Fear River Trail Park (46%). Forty-two percent (42%) of respondents have visited Anderson Creek Park over the past year, and 28% visited Barbecue Creek Park.



4 PUBLIC OPINION

BARRIERS TO PARK, FACILITY AND PROGRAM USAGE

Respondents were asked from a list of 13 potential reasons to identify what prevents them from using recreation programs offered by Harnett County Parks and Recreation Department.

The top four reasons selected were:

1. Not knowing what is offered or available (58%)
2. Program or facility is not offered (30%)
3. Lack of quality programs (22%)
4. Program times are not convenient (12%).

FACILITY NEEDS AND PRIORITIES

Facility Needs: Respondents were asked to identify if their household had a need for 32 recreation facilities and amenities and rate how well their needs for each were currently being met. Based on this analysis the analysis estimates the number of households in the community that had the greatest “unmet” need for various facilities.

The three recreation facilities with the highest percentage of households that indicated a need for the facility were:

1. Weights and fitness machines (56%)
2. Playgrounds (55%)
3. Indoor aquatic facilities (55%)

FACILITY IMPORTANCE

In addition to assessing the needs for each facility, the analysis also assessed the importance that residents placed on each facility.

Based on the sum of respondents’ top four choices, the three most important facilities to residents were:

1. Weights and fitness machines (29%)
2. Indoor aquatic facility (29%)
3. Multi-use gym space (25%)

PRIORITIES FOR FACILITY INVESTMENTS

The Priority Investment Rating (PIR) was developed to provide organizations with an objective tool for evaluating the priority that should be placed on Parks and Recreation investments. The Priority Investment Rating (PIR) equally weights (1) the importance that residents place on facilities and (2) how many residents have unmet needs for the facility.

Based on the Priority Investment Rating (PIR), the following nine facilities were rated as high priorities for investment:

1. Indoor aquatic facility (PIR=200)
2. Weights and fitness machines (PIR=190)
3. Multi-use gym space (PIR=161)
4. Indoor track (PIR=158)
5. Dog park (PIR=156)
6. Water access-kayaking/swimming (PIR=145)
7. Greenway trail system (PIR=136)
8. Playground (PIR=134)
9. Splash pad (PIR=131)



4 PUBLIC OPINION

PROGRAMMING NEEDS AND PRIORITIES

Programming Needs: Respondents were asked to identify if their household had a need for 31 recreational programs and rate how well their needs for each program were currently being met.

The three programs with the highest percentage of households that had needs were:

1. Walking for exercise programs (60%)
2. Painting/drawing classes (37%)
3. Camps (summer/school break) (37%).

PROGRAM IMPORTANCE

The survey also asked what the importance that youth and adults place on each program. Based on the sum of respondents' top four choices, the three most important programs to youth were: camps (summer/school break) (19%), after school and Friday programs (16%), and basketball programs (16%).

Based on the sum of respondents' top four choices, the three most important programs to adults were:

1. Walking for exercise programs (46%)
2. Training/certifications/education programs (23%)
3. Trips/tours (23%).

AGE GROUP

Sixty-two percent (62%) of respondents indicated that Children and Youth was the group the Harnett County Park and Recreation Department should make their top priority to serve.

PRIORITIES FOR PROGRAMMING INVESTMENTS

Based on the priority investment rating (PIR) the following programs were rated as “high priorities” for investment:

Youth:

Camps (PIR=177)

1. Walking for exercise (PIR=163)
2. Painting/drawing classes (PIR=147)
3. After school and Friday programs (PIR=138)

Adults:

1. Walking for exercise (PIR=200)
2. Trips/tours (PIR=133)
3. (Add chart here of programming PIR)



4 PUBLIC OPINION

UNMET NEEDS & POTENTIAL PROGRAMMING

In addition, respondents were asked to rate how well various programs are currently meeting their needs. Out of the five programs (sports, outdoor recreation, special events, senior adult activities, and therapeutic recreation) none had a majority of respondents indicate their need was being fully or mostly met.

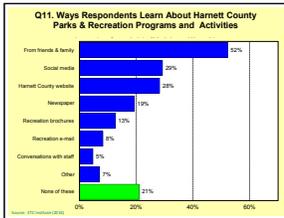
Respondents were asked to indicate which potential indoor programming spaces they would use from a list of spaces the County could be considering developing:

1. Walking and jogging track (69%)
2. Leisure pool (61%)
3. Weight room/cardiovascular equipment area (51%)
4. Aerobics/fitness/dance class space (47%)

LEARNING ABOUT PARKS AND RECREATION

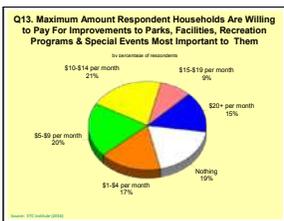
In addition, respondents were asked to rate how they learned about recreation programs and facilities. Top three responses were:

1. From friends and family (52%)
2. Social Media (29%)
3. Harnett County Website (28%)

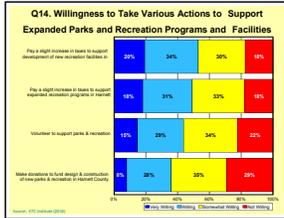


FEE APPROPRIATIONS

Respondents were asked to indicate the maximum amount they would be willing to pay in additional taxes for the types of improvements to the parks, facilities, recreation programs, and special events in Harnett County that are most important to their household.



Forty-five percent (45%) of respondents indicated they would pay at least \$10-\$14 per month as the maximum amount they would pay for improvements. Only 19% indicated they would pay nothing, 17% would be willing to pay \$1-\$4 per month, and 20% would be willing to pay \$5-\$9 per month.



SUPPORTING PARKS AND RECREATION

Respondents were then asked to rate their willingness to take various actions which would support expanded parks and recreation programs and facilities.

The most supported option, based on the sum of “very willing” and “willing” responses, was to pay a slight increase in taxes to support development of new recreation facilities in Harnett County. The least supported option was to make donations to fund design and construction of new parks and recreation in Harnett County.

CONCLUSION

To ensure that Harnett County continues to meet the needs and expectations of the community, this analysis recommends that the Parks and Recreation Department sustain and/or improve the performance in areas that were identified as “high priorities” by the Priority Investment Rating (PIR). The facilities and programs with the highest PIR ratings are listed below. Focusing on the following priorities will ensure that Harnett County would provide the greatest benefit to the largest number of residents within the County.

Facility Priorities

1. Indoor aquatic facility (PIR=200)
2. Weights and fitness machines (PIR=190)
3. Multi-use gym space (PIR=161)
4. Indoor track (PIR=158)
5. Dog park (PIR=156)
6. Water access-kayaking/swimming (PIR=145)
7. Greenway trail system (PIR=136)
8. Playground (PIR=134)
9. Splash pad (PIR=131)

Programming Priorities Youth:

1. Camps (PIR=177)
2. Walking for exercise (PIR=163)
3. Painting/drawing classes (PIR=147)
4. After school and Friday programs (PIR=138)

Adults:

1. Walking for exercise (PIR=200)
2. Trips/tours (PIR=133)





Section 5

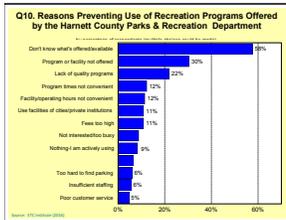
NEEDS & DEMANDS + RECOMMENDATIONS

5 NEEDS + DEMANDS

I) POLICY AND MANAGEMENT OVERVIEW

Harnett County needs to invest strategically in its parks to meet the recreational needs of a growing public and to compete economically in a rapidly developing area. Based on the results detailed in Section 3 – Inventory and Analysis, Harnett County lags behind comparable benchmarking counties, ranks poorly in the Statewide Comprehensive Outdoor Program (SCORP) assessment and has large underserved areas as illustrated using the N.R.P.A. service radii standards. Additionally, much of the feedback received at public input meetings expressed a dis-satisfaction with the number and variety of recreation facilities available along with inequitable distribution of those recreation facilities that do exist.

The following outlines public policy and management needs and demands that resulted from this plan’s Inventory and Analysis and public input. Each item begins with an observation from the Inventory and Analysis portion, is followed by an impact statement, and concludes with a recommendation for addressing each topic.



PUBLIC RELATIONS & AWARENESS

Based on survey results, the general public is not aware of the existing recreational opportunities available throughout the County.

When asked to identify what prevents respondents from using recreation programs offered by Harnett County Parks and Recreation Department, the top reason selected was not knowing what is offered or available (58% of respondents).

Thus, the perception may be the level of service provided by the Parks and Recreation Department is less than it truly is. By developing a public relations and advertising campaign to promote existing facilities and generate excitement about future program and facility developments, the public’s awareness regarding recreational opportunities and benefits can evolve and more needs can be met. Such a campaign should be driven by a strong brand, include partnerships with tourism and economic development agencies, and must use a variety of media to reach underserved and rural parts of the community.

RECOMMENDATION 1

Develop a Public Relations and Advertising Campaign to promote the awareness of existing parks, recreation facilities and programs.

COUNTY & MUNICIPAL COORDINATION

As shown in the Level of Service Analysis portion, existing parks throughout Harnett County are primarily located in municipal jurisdiction and leave large areas of the County underserved. Parks provided solely by the County do not service the entire geographic area of Harnett.

While the roles of a County versus municipal parks and recreation department differ in many ways, insuring coordination between agencies will result in fewer redundancies and wasted resources, improved distribution of facilities, equitable access to facilities, and enhanced overall support for a robust parks and recreation system. Further, while County-led departments typically play less of a role providing programming and smaller scale facilities such as neighborhood and community parks, because of the large amount of unincorporated areas, Harnett County Parks and Recreation must take on these responsibilities to offer an enhanced level of service to residents. Implementation of quarterly coordination meetings with local parks departments to discuss capital improvement plans, gaps in facilities and funding, facilities that span jurisdictions such as greenways and blueways, and opportunities for joint use agreements, will ensure an integrated approach to development of a robust county-wide system of recreation opportunities. Similarly, the County should avoid duplication of programs and facilities that are offered in nearby municipalities.

In addition to improved coordination with municipal recreation departments, the County can partner with other agencies or private entities to further promote and offer diverse recreation opportunities in underserved areas.

RECOMMENDATION 2

Continue to support local municipal parks and recreation programs.

RECOMMENDATION 3

The County should play a greater role in developing a system of recreation facilities and programs for unincorporated and underserved areas.

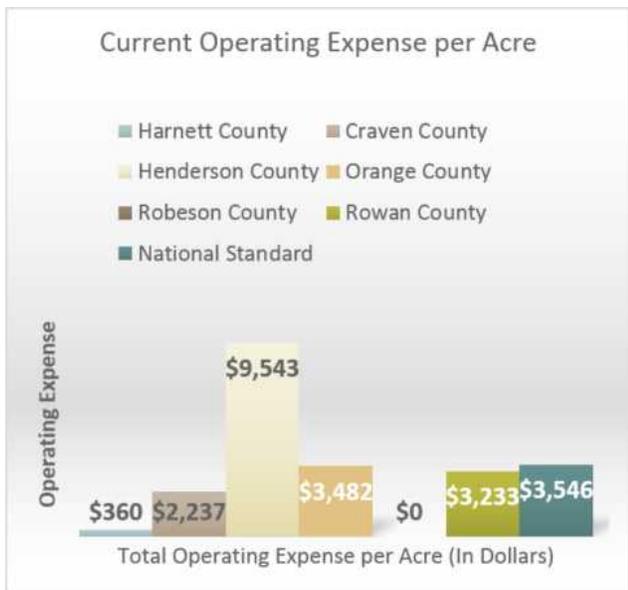
5 NEEDS + DEMANDS



OPERATIONAL COSTS

Based on benchmarked agencies and national averages, Harnett County’s operational costs per resident are low.

This master plan recommends increasing operational cost per resident to approximately \$13.84 per resident. This equates to an annual operating budget of approximately \$2,493,871 by 2030. This standard is still below the national average of \$76.40 per resident but is in-line with the average \$19.77 per resident of benchmark counties.



OPERATING EXPENSE PER ACRE

Harnett County’s operating expense per acre of \$360/per acre further illuminates the gap in spending for parks and recreation within Harnett County. Comparable benchmark counties’ operational expense per acre range from approximately \$2,237 (Craven County) to a high of \$9,543 (Henderson County), thus a discrepancy of over \$1,875 exists between the lowest comparable county.

While it is important to have an efficient and lean operating department as a cost-savings measure, this difference highlights the inadequacies and challenges in providing a balanced County park and recreation system while taking on larger county-wide maintenance responsibilities.

Therefore, this master plan recommends increasing operational cost per acre to a minimum of \$1,000 per acre, or an operating budget of approximately \$2,252,000 by 2030 (assuming Harnett County manages the recommended additional 1,209 acres of park land acquired by 2030).

One of the most effective ways of doing so would be implementation of a parks and recreation tax. This is further supported by responses to the public input survey: the majority of respondents (19.3%) said they would be willing to pay \$10-14 per month (\$120- \$168 annually) in additional taxes for the types of improvements to the parks, facilities, recreation programs and special events in Harnett County that are important to their household. Additionally, when compared to volunteering or donations aimed at supporting new facilities and programs, a tax increase was preferred. The County has begun looking at various tax rates ranging from .5% per \$100.00 of real property assets, to 2.5% per \$100.00 of real property assets.

The below table represents an estimate of annual revenue potential:

- .5% per \$100.00 of real property assets: \$360,409.04
- 1% per \$100.00 of real property assets: \$720,818.07
- 2.5% per \$100.00 of real property assets: \$1,802,045

Source: Data provided by Harnett County

The revenue generated by the tax could be used in the following ways:

1. To support municipal recreation department capital improvements. The dollars donated to each municipality would be based on a dollar amount per child enrolled in a recreation program.
2. To develop a Harnett County Recreation Grant Program: a percentage of the revenue would be placed into a fund to which municipalities would apply for grant monies to fund capital improvement projects associated with parks.
3. To fund planned capital improvement projects associated with land acquisition or the construction of recreation facilities.

RECOMMENDATION 4

Increase annual operating budget through implementation of a parks and recreation tax.

5 NEEDS + DEMANDS

COMMUNITY PRIDE & ENGAGEMENT

Parks are a tangible reflection of quality of place in a community and help strengthen community bonds through increased social interaction. Attractive and diverse parks help foster civic pride and are realized through direct community input, use and a sound decision making process.

Similarly, the way citizens and visitor alike perceive their environment is related to the visual appearance of place and can directly impact levels of crime and vandalism. Parks provide a sense of public pride and cohesion to every community which can only result from community engagement across a parks system. Further, a consistent community voice supporting recreational opportunities can influence decision makers and increase awareness of opportunities available to the public. Providing a platform for Harnett County citizens to thoughtfully engage in the advancement of the parks system, can be achieved through either a volunteer network or Parks and Recreation Commission.

A Parks and Recreation Commission would serve to promote recreation for residents of Harnett County and as an advisory body to the Parks and Recreation Department. The Parks and Recreation Commission members would be comprised of County residents appointed by the Board of Commissioners, representing a diverse geographic area of the County. Each commission member will serve one, three-year term, and will be eligible, with reappointment, to serve only one additional consecutive three-year term.

The Commission may fulfill the following duties along with others as established by the County:

1. Serve as an advisory body to the Parks and Recreation Department and Board of Commissioners.
2. Serve as a liaison between the Board of Commissioners and residents of the County.
3. Promote the parks and recreation system throughout the County.
4. Consult and advise the Board of Commissioners in all matters affecting recreation programs, land acquisition, and construction of new recreation facilities

RECOMMENDATION 5

Develop a Parks and Recreation Commission and volunteer network to promote recreation across the County and cultivate community pride in a comprehensive parks system.

COORDINATION WITH HARNETT COUNTY SCHOOL SYSTEM

Coordinating development of a parks system with the Harnett County School System has the potential to maximize the use of existing facilities, minimize redundancies when planning for new facilities, coordinate the planning of facilities around growth centers, and integrate outdoor education and recreation into school curriculum.

Schools are typically built in areas experiencing growth, which will also demand new recreation facilities. Joint use agreements that allow for public use of school recreation facilities can minimize redundant facilities and associated costs. Further, given the abundance of natural resources and opportunities for integration of environmental education into recreation centers, school curriculum focused on the environment and natural resources can be developed around recreation facilities as outdoor classrooms.

RECOMMENDATION 6

Identify continued opportunities to partner with the Harnett County School System.

POLICY AND PLANNING DOCUMENTS

Language which supports a healthy parks and recreation system must be cohesive, constructive and works to support development growth while protecting environmentally unique and natural areas.

On-going revisions to policy and planning documents such as the Unified Development Ordinance, Comprehensive Land Use Plan, and Comprehensive Transportation Plan, can guide the decision making process to favor investment in recreation facilities and programs while preserving natural resources for future generations.

RECOMMENDATION 7

Update Unified Development Ordinance to include provisions that promote funding, land acquisition and/or easement acquisition for parks, greenway systems and blueway systems.

RECOMMENDATION 8

Continue to revise and coordinate comprehensive plans, including the upcoming Regional Bike Plan so that proposed facilities are well coordinated.

5 NEEDS + DEMANDS

STAFFING LEVELS

Based on benchmarked agencies and national averages, the number of full time employees Harnett County employees is low.

Harnett County currently employees nine full-time equivalents (FTEs), five of whom directly support traditional park and recreation offerings (not maintenance on County lands) and averages .42 employees per 10,000 residents. The full time equivalent (FTE) staff metric is a key performance indicator that measures an agency's ability to meet the demand of the service area. Harnett County ranks well below other benchmarking agencies, with Rowan County providing the most at 5.17 FTEs per 10,000 residents.

To provide adequate staff necessary to diversify offerings by the County, promote the parks and recreation system, and develop and maintain future facilities, the number of FTE staff needs to increase to .75 per 10,000 population. That metric equates to needing an additional 4 FTE's at this time (based on 2015 population) and an additional 8.5 FTE's by 2030. Recognizing this is a rather immediate need, Harnett County is planning on hiring two FTE's in 2017. Future staff could fulfill several potential positions including a marketing, public relations and fundraising manager; greenway and land acquisition coordinator; a program manager, maintenance staff; and dedicated staff in a southeast satellite office.

RECOMMENDATION 9

Increase the number of full time equivalent staff by two (2) in 2018, and approximately 8.5 by 2030 to a total of 16.5 (including maintenance staff).

GOALS:

1. Develop the Cape Fear River as a blueway/river-walk to stimulate economic vitality.
2. Connect communities, parks, attractions, destinations and civil facilities through a greenway trail system.
3. Enhance recreation opportunities in underserved areas of Harnett County.
4. Accommodate a balance of passive and active recreational opportunities that enhance quality of place and target users of all ages and ability levels.
5. Grow the types and frequency of recreational programs offered to Harnett County citizens.
6. Manage existing facilities efficiently and propose new facilities with few barriers to entry (financial, environmental, social).

POLICY + MANAGEMENT RECOMMENDATIONS & GOALS

Recommendation	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6
Develop a Public Relations and Advertising Campaign to promote the awareness of existing parks, recreation facilities and programs.	x	x	x		x	x
Continue to support local municipalities parks and recreation programs	x	x		x	x	x
Play a greater role in developing a system of recreation facilities and programs for unincorporated areas within the county.	x	x	x	x	x	x
Increase operating budget through implement a parks and recreation tax.	x		x	x	x	x
Establish a Parks and Recreation Commission and volunteer network to promote recreation across the county and cultivate community pride in a comprehensive parks system.	x	x			x	x
Partner with the Harnett County School System.			x	x	x	x
Update Unified Development Ordinance to include provisions that promote funding, land acquisition and/or easement acquisition for parks, greenway systems and blueway systems.	x	x	x			x
Continue to revise and coordinate comprehensive plans, including the upcoming Regional Bike Plan so that proposed facilities are well coordinated.	x					x
Increase the number of full time equivalent staff by two (2) in 2017, and 8.5 by 2030.	x		x		x	x

5 NEEDS + DEMANDS

II) PROGRAMS

OUTDOOR RECREATIONAL PROGRAMS

Results from the public survey and community input indicate there are many unmet recreation needs centered in outdoor areas.

Because of the natural, rural environment of the County, there is an opportunity to provide services in outdoor education and environmental conservation. Outdoor recreation and education are the historic foundations of the traditional parks and recreation system. Outdoor programs include educational and experiential activities in natural settings for all age segments, such as school field trips, nature education classes, identification programs, nature walks, and volunteer initiatives tied to conservation of the environment.

The market appears to be primed to support outdoor activities such as kayaking, equestrian riding, canoing, hiking, hunting, fishing, shooting sports, camping, zip-lining, and adventure races. With Fort Bragg located in the County, there is a great opportunity to coordinate with the Base on outdoor adventure programs that engage young adults.

Programmatic elements heard throughout the input process is the desire for more river/water based activities, walking and greenway trails, fun runs or mud runs, environmental education areas and summer/after-school camps. Additionally, results of the local market potential reveal Harnett County exhibits high interest in outdoor activities including hunting, fishing and horseback riding, and a need for youth and adult sports leagues and tournaments for baseball, softball, basketball, football, soccer, and volleyball, as well as trending / niche sports like lacrosse and rugby. Currently the County is below the Market Potential Index in every major sports category, which demonstrates a lack of facilities to provide athletic programs. The County has the opportunity to lead in these areas and it could be a strong economic tool for the County.

RECOMMENDATION 1

Promote outdoor adventure, outdoor education, and outdoor sports programs using the river, regional parks, and other proposed facilities.

INDOOR RECREATIONAL PROGRAMS

Based on survey results and public input, there is significant need for indoor youth and adult recreation programs.

Currently, Harnett County has limited indoor program offerings due to the lack of available indoor facilities. While construction of an indoor community center or recreation facility can be a large financial investment, it can support a variety of indoor program offerings currently not provided.

Results and guidance from the inventory and analysis of the parks and recreation system, community input, the statistically valid survey and leadership from committee members have all determined that an indoor recreation facility is necessary to fulfill recreation wants and needs of the County. Youth in particular could benefit from access to indoor facilities.

Specifically, survey results indicate most important programs to youth are camps, after school and Friday programs, and basketball programs, all requiring indoor facilities. When asked which potential indoor programming spaces respondents would use, the most selected response was walking and jogging, which coincides with the large number of respondents who selected walking for exercise as one of the most important programs to their household.

Finally, top priority recommendations for adult programs included painting / drawing classes, shooting sports / archery, senior programs, and martial arts, all of which an indoor facility can accommodate. Many unmet recreation needs can be met in a recreational facility including walking/jogging courses, indoor cycling, painting/drawing classes, camps, training certification/education, martial arts/tai chi, after school programs, senior recreational programs, climbing, volleyball and/or tennis. Many programs can rotate throughout the year and should be driven by community input and input from a dedicated County program advisor.

RECOMMENDATION 2

Promote indoor recreation facility based programs.

5 NEEDS + DEMANDS

PROGRAMMING FOR SPECIAL EVENTS

Trends and market analysis reveal potential for special events and athletic competitions to be highly successful.

Special events to bring communities together. Focusing on the history of the County, food, entertainment, music and arts, and competitions would likely be very popular among residents in the County. Through community input meetings, residents continually expressed concern over the divide between northern and southern areas of the County. It is a goal of this plan that program development be aimed at community events uniting people around common interests and efforts. Additionally, the trends analysis revealed popularity of mud runs, running races, triathlons and other athletic races is growing and offers a unique market opportunity to promote tourism and attract visitors from outside the County, boosting the economy. Many events are sponsored by local health care providers, small business and even breweries and restaurants. Recreational events in partnership with local businesses cross-promote health and fitness, connection with the outdoors and a growing economy.

RECOMMENDATION 3

Develop programs focused on special cultural events, annual celebratory events, and recreation based events to unite residents around common interests and attract visitors to enhance economic vitality.

DEDICATED STAFF FOR PROGRAMMING

Currently, the County has limited staff dedicated to programming, and even pays a non-profit to administer athletic programs for the south-western areas of the County.

This plan recommends a portion of the recommended full time equivalent (FTE) staff additions be dedicated to program development and administration. These individuals would also coordinate with other parks and recreation staff to ensure programs are aligned with facility construction and improvements.

RECOMMENDATION 4

Hire an additional staff member to be responsible for programming in the County and to ensure program coordination when using the various facilities found in parks, greenways and blueways.

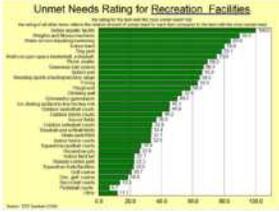
GOALS:

1. Develop the Cape Fear River as a blueway/river-walk to stimulate economic vitality.
2. Connect communities, parks, attractions, destinations and civil facilities through a greenway trail system.
3. Enhance recreation opportunities in underserved areas of Harnett County.
4. Accommodate a balance of passive and active recreational opportunities that enhance quality of place and target users of all ages and ability levels.
5. Grow the types and frequency of recreational programs offered to Harnett County citizens.
6. Manage existing facilities efficiently and propose new facilities with few barriers to entry (financial, environmental, social).

PROGRAM RECOMMENDATIONS & GOALS

Recommendation	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6
Promote outdoor adventure, outdoor education, and outdoor sports programs using the river, regional parks, and other proposed facilities.			X	X	X	X
Promote indoor recreation facility based programs.			X	X	X	X
Develop programs focused on special cultural events, annual celebratory events, and recreation based events to unite residents around common interests and attract visitors to enhance economic vitality.		X	X	X	X	
Hire an additional staff member to be responsible for programming in the county and to ensure program coordination when using the various facilities found in parks, greenways and blueways.	X	X	X	X	X	X

5 NEEDS + DEMANDS



III) FACILITIES

Facility needs contained within this master plan can be categorized as parks, greenways and blueways.

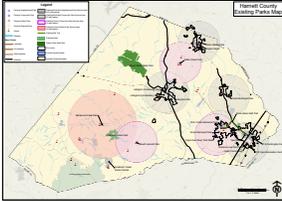
The second evaluation criterion for evaluating adequacy of parks is facility based. This assessment provides insight into whether or not the types and quantity of park facilities are adequate. Much of the feedback received at the public input meetings centered around a general lack of recreation opportunities, specifically, public river access, public pools and aquatic facilities, and indoor facilities such as weight and cardiovascular machines, sports courts and community rooms. This is further supported by the results of the survey which indicate the top five unmet need for recreation facilities are an indoor aquatic facility, weights and fitness machines, water access (kayaking and swimming), an indoor track and dog parks.

Additional feedback received from the public input meetings was a lack of equitable distribution of facilities throughout the County. The existing park and service radii map illustrates service gaps in the southwest and northern parts of the County. This concern was further illuminated by the perception that many new facilities are planned north of the Cape Fear River, primarily in Lillington and the Dunn – Erwin jurisdictions. This belief has led to feelings of separation and disconnect between the northern and southern areas, and urban versus rural and underserved parts of the County.

CORE AND ANCHOR FACILITIES

This master plan proposes the concept of core and anchor facilities to promote a unified park system and combat feelings of divide.

This concept defines core facilities as those with low barriers to entry which serve the greatest number of users. Such facilities will be found at nearly all parks regardless of size or location, and may include features such as parking, trail access, picnic shelters, playgrounds, well maintained landscapes and opportunities for shade and seating. Anchor facilities can be defined as unique facilities that attract users County-wide and are inspired by specific needs, cultural, historic or environmental features, or market-based attractions. Examples include splash parks, ropes courses, mountain biking or pump tracks, shooting ranges, golf courses, and sports complexes. It is suggested that the anchor facilities be identified through the site-specific park master planning process so the unique qualities and facilities can be a direct result of surrounding residents and the character of the site.



A) PARKS

Based on survey results, benchmarking agencies, and NRPA level of service standards, the County appears to be providing relatively adequate park land in terms of acreage, but is lacking quantity and equitable distribution of facilities.

This master plan recommends adopting a standard of 12.5 acres of parkland for every 1,000 population. This is above what Harnett County is currently providing (9.72 acres per 1,000 population) and slightly below the national averages (15-20 acres per 1,000 population). Harnett County Parks and Recreation Department currently has a number of park expansions planned which contribute to the total 1,209 acres of parkland to acquire or develop by 2030.

Park Name	NRPA Classification	Land Ownership	Acreage
Planned Park Expansion			
Neil's Creek Park	Neighborhood	County	17.11 Ac.
Barbecue Creek Park	Community	County	99.76 Ac.
Government Complex	District	County	142 Ac.
Ponderosa Park	Neighborhood	County	19 Ac.
Old Boone Trail High School	Neighborhood	County	18.81 Ac.
Proposed Park Land			
Neighborhood Park			
Shaw Town Park	Neighborhood	Acquire	5 Ac.
Community Parks			
Olive Farm Community Park	Community	County	40 Ac.
Unicorp Park	Community	Acquire	40 Ac.
Averasboro Battlefield District Park	Community	Acquire	40 Ac.
Upper Little River	Community	Acquire	40 Ac.
Forest Oaks (Landfill)	Community	County	15 Ac.
North West HC Community Park	Community	Acquire	40 Ac.
West HC Community Park	Community	Acquire	40 Ac.
District Parks			
North Harnett District Park	District	Acquire	100 Ac.
Middle Point District Park	District	Acquire	100 Ac.
Rails to Trails District Park	District	County Owned	112 Ac.
SW Harnett County District Park	District	County Owned	100 Ac.

5 NEEDS + DEMANDS

It is the vision of this master plan for much of this acreage to serve as natural resource protection, a role typically played by County versus municipal parks and recreation departments. To meet this standard for Harnett County's current population, the County will need to acquire 392 additional acres of parkland, and approximately 1,209 acres to meet anticipated demand based on 2030 population projections. Much of this acreage can serve as conservation and natural resource preservation, especially for cultural heritage sites, ecological communities specific to the region such as the sand hills, and environmentally sensitive lands including stream corridors, floodplains, wetlands, steep slopes, mature forests and agricultural land. Land acquisition should prioritize equitable distribution throughout the County, land banking in areas of rapid growth, and environmentally sensitive lands for conservation.

RECOMMENDATION 1

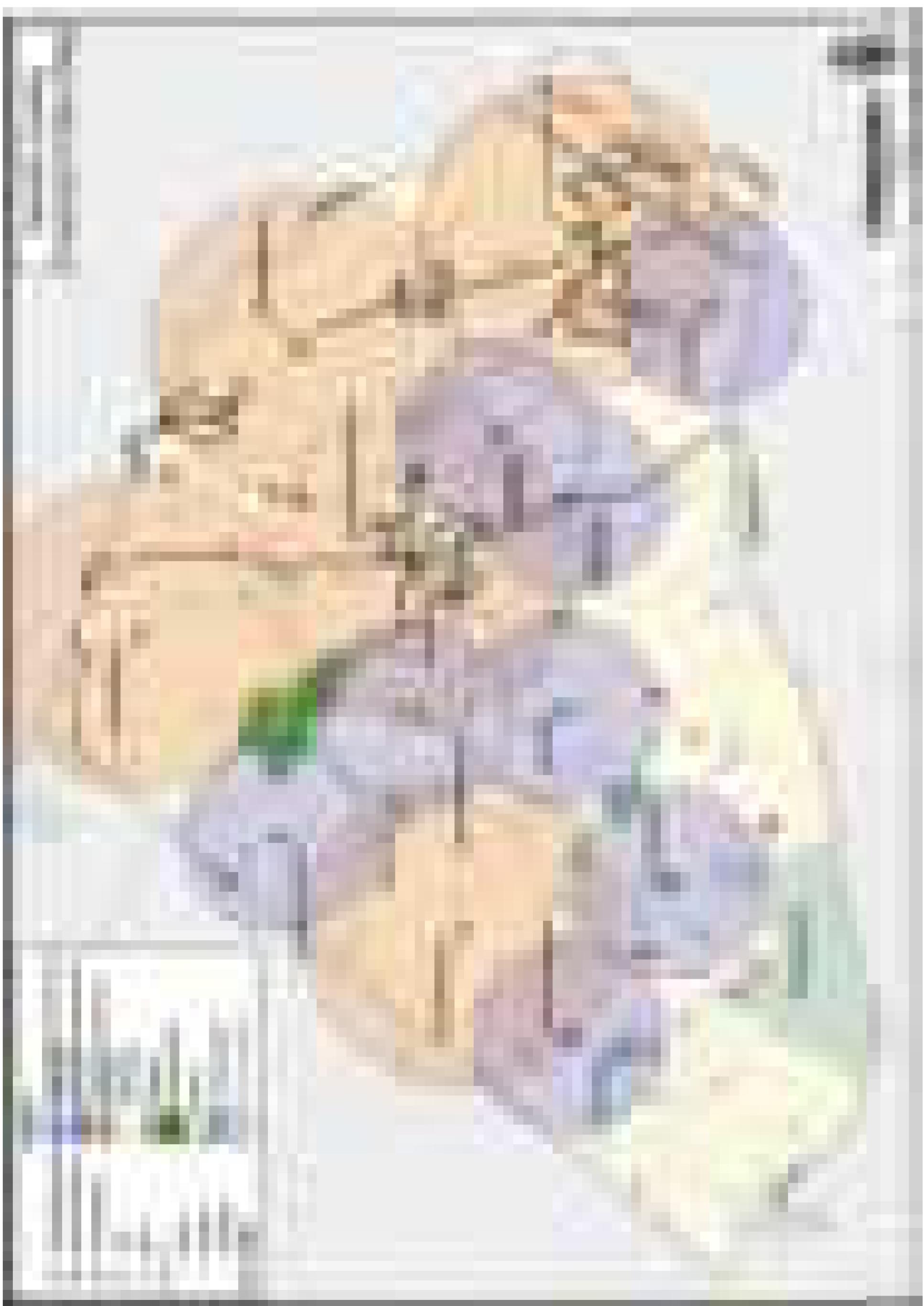
Acquire 1,209 additional acres of parkland by 2030.

RECOMMENDATION 2

Implement existing site-specific master plans and planned park expansions.

RECOMMENDATION 3

Construct an indoor community / recreation center to support indoor recreational programs, fitness and athletics.



5 NEEDS + DEMANDS



B) GREENWAYS

With only 5 existing miles of greenway county wide (excluding Raven Rock facilities), the County is significantly below National standards and benchmarking agencies. Ideally, .2 miles of greenway trails would be provided for every 1,000 residents. Based on the current population metrics, Harnett County is deficient by 26 miles of greenway trails, and will need to provide 36 additional miles of greenway trails by 2030.

Below is a chart indicating greenway segments and associated length. More than 36 miles are shown as this Park and Recreation Master Plan intends to establish an overall framework of integrated trails.

Since no existing comprehensive greenway plans exist, this document will serve as a framework for more detailed development of a greenway system implementation plan. The intent of the greenway master plan contained herein is to connect civic spaces and places of interest, provide a general guide for routes, and ignite a plan for land and easement acquisition. This plan identifies ten greenway segments making up a comprehensive system of trails. The proposed greenway master plan map presents approximately 130 linear miles of trails. Because the County covers vast acreages of land, a comprehensive trail system will equate to far greater than the target 36 miles of trails constructed by 2030. This plan is not necessarily suggesting the entire 130 miles of trails be the sole responsibility of the County, rather, it offers a framework for all entities and agencies to use when planning for the coordinated funding and development of facilities. To implement such a robust trail system, the County is encouraged to partner with local jurisdictions, Metropolitan Planning Organizations, and trail agencies such as the East Coast Greenway and Rails – to – Trails. Further, this plan must be updated periodically to reflect coordination with on-going comprehensive transportation, bike and pedestrian plans as they are proposed.

RECOMMENDATION 1

Plan and construct 36 miles of additional greenway.

RECOMMENDATION 2

Hire a Greenway Coordinator to complete recommended feasibility studies, prioritize implementation, secure funding, identify partner organizations, promote the greenway system, and acquire property / easements.

For each proposed greenway segment, the County should plan to perform detailed feasibility studies to include:

1. Detailed study of property ownership and right-of-way acquisition needs and feasibility
2. Develop alternative routes if ROW acquisition is not feasible
3. Develop strategies for funding and partnerships
4. User input to determine need for trail typologies (ie, bike, equestrian, walking / running)
5. Identification of street and waterway crossings
6. Determination of trail surface and cross section
7. Further identification of points of interest (historic or cultural, civic, natural, etc)

Greenway Segment Portion	Miles	Notes
Extension of Dunn-Erwin Rails-To-Trail	1.6 Mi.	Extension of the Dunn-Erwin rails-to-trail to Cape Fear River Trail Park.
Eastern Greenway Connector	7 Mi.	Connecting East Coast Greenway and Mountains to See Trail in Benson.
Southern River Trail Extension	5 Mi.	Connecting Cape Fear River Park along the Cape Fear River to the County line.
Middle River Trail Extension	10 Mi.	Connecting Cape Fear River park and NC Wildlife River access point.
Western River Trail Extension	8 Mi.	Connecting NC Wildlife river access point and Raven Rock State Park.
Upper River Trail Extension	5 Mi.	Connecting Raven Rock State Park to western Harnett County.
Upper Little River Trail Extension	15 Mi.	Connecting Cape Fear River Trail to American Legion River access point.
Western Greenway Trail Extension	18 Mi.	Connecting Lillington to western Harnett County.
Central Greenway Trail Extension	29 Mi.	Connecting Lillington to 'unincorporated park' and Old Boone Trail High School to Anderson Creek Park.
Western Greenway Trail Extension	32 Mi.	Connecting southwestern Harnett County to proposed community and district parks.



C) BLUEWAYS

A blueway is a series of water access points with viable water-way connections between. Blueways give users access to stream and rivers for recreational purposes, but also offer opportunities for stream restoration and preservation of aquatic habitat.

As shown in the survey results, the most visited park throughout Harnett County is the Cape Fear River Trail Park. This reality, along with a growing desire for river access and a connection to nature warrants the development of additional river access points.

Further, it is the goal of this master plan to develop the Cape Fear River as a blueway / Riverwalk to enhance economic vitality. Similar to special events, blueways have the potential to attract both residents and visitors, who in turn spend money on hard and soft goods. Hard goods, being those items that directly relate to the recreational opportunity – kayaks, fishing gear, swimwear, sunscreen, etc. Soft goods are those that are indirectly related to the recreational opportunity – lodging, food, beverage, gas, etc. An economic investment in development of a blueway system is an economic investment that will ultimately see return.

RECOMMENDATION 1

Provide one river access point every 4-6 miles along the Cape Fear and Upper Little Rivers for a total of 8 proposed access points.

Park Name	Acreage
Northwest Harnett Access	2 Ac.
American Legion Access	2 Ac.
Access before Raven Rock State Park	2 Ac.
Between NC Wildlife Ramp & Cape Fear- Upper Little River Intersection	40 Ac.
North & Upper Little River Intersection	2 Ac.
South Harnett Access	2 Ac.
Upper Little River & Highway 401 Intersection	40 Ac.
Upper Little River & Ross Rd	2 Ac.

5 NEEDS + DEMANDS

GOALS:

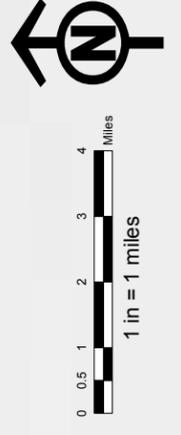
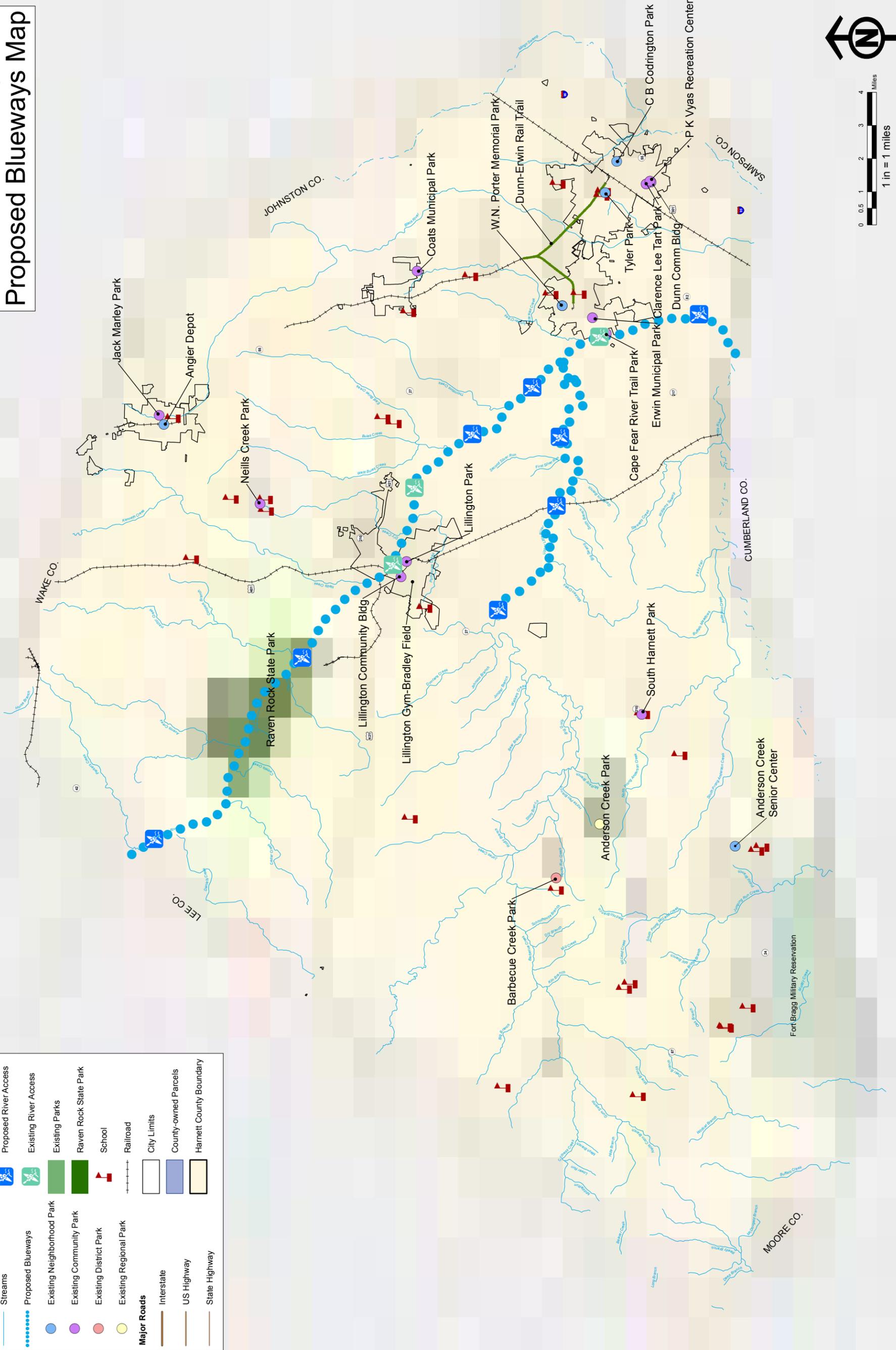
1. Develop the Cape Fear River as a blueway/river-walk to stimulate economic vitality.
2. Connect communities, parks, attractions, destinations and civil facilities through a greenway trail system.
3. Enhance recreation opportunities in underserved areas of Harnett County.
4. Accommodate a balance of passive and active recreational opportunities that enhance quality of place and target users of all ages and ability levels.
5. Grow the types and frequency of recreational programs offered to Harnett County citizens.
6. Manage existing facilities efficiently and propose new facilities with few barriers to entry (financial, environmental, social).

FACILITY RECOMMENDATIONS & GOALS

Recommendation	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6
Acquire 1,209 Acres of Additional Park Land by 2030	X		X	X	X	X
Implement existing site-specific master plans and planned park expansions	X		X	X	X	
Construct indoor community / recreation center to support indoor recreational programs, fitness and athletics.			X	X	X	
Develop 36 Miles of Additional Greenway Trails by 2030	X	X	X	X	X	X
Hire a Greenway Coordinator to complete recommended feasibility studies, secure funding, identify partner organizations, promote the greenway system, and acquire property / easements.	X	X	X	X	X	X
Provide one river access point every 4-6 miles along the Cape Fear and Upper Little Rivers for a total of 8 proposed access points.	X	X		X	X	

Harnett County Proposed Blueways Map

Legend			
	Streams		Proposed River Access
	Proposed Blueways		Existing River Access
	Existing Neighborhood Park		Existing Parks
	Existing Community Park		Raven Rock State Park
	Existing District Park		School
	Existing Regional Park		Railroad
	Major Roads		City Limits
	Interstate		County-owned Parcels
	US Highway		Harnett County Boundary
	State Highway		







6 ACTION PLAN

I) POLICY AND MANAGEMENT

POLICY AND MANAGEMENT RECOMMENDATION 1

Develop a Public Relations and Advertising Campaign to promote the awareness of existing parks, recreation facilities and programs.

ACTION ITEMS:

- 1. Partner with the Dunn Area Tourism Authority to develop a parks and recreation based approach to tourism.**
 - Harnett County's natural resources, pastoral landscape, historic sites, sporting events and the arts naturally promote the parks and recreation opportunities throughout Harnett County. Simple updates to the Authority's website and promotional material could promote awareness of the recreational opportunities within Harnett County. This collaboration would strengthen both brand's awareness while helping to create a vibrant tourism program.
- 2. Partner with Harnett County Economic Development to further promote a recreation-based economic development strategy.**
 - Many of the existing recreation opportunities within the County and those recommended herein are intended to attract residents and visitors alike, and have the potential to retain residents and employers, foster job creation, and increase revenue generation.
 - A robust parks and recreation system positively affects real property value while increasing municipal revenues through attraction and retention of affluent corporations and members of society. It is in the Economic Development Department's interest to promote a vibrant Parks and Recreation Department. This can be realized through direct partnerships, website and informational material, conferences and marketing material.

3. Further develop a strong brand and marketing campaign to promote the Harnett County Parks and Recreation System.

- Develop logo and messaging specific to the mission of the parks and recreation department.
- Create interactive GIS database searchable for each recreation type of use (ie, playground, water access, baseball field, etc) and searchable for different parks, greenway and blueway trails and locations.
- Create web-based, mobile apps and social media platforms to disseminate information.
- Create quarterly or bi-annual brochures to disseminate information to households with limited internet access.
- Create and distribute a program guide and provide information online that lists available programs and services, as well as location, fees and benefits of the its' offerings.

4. Brand the physical character of County parks to promote safety and park pride by providing a consistent and unified approach to park design.

- Physical park branding may include signage standards, a landscape pallet and standard furnishings.
- Develop design guidelines for certain park typologies (ie, trail heads, river access points, and neighborhood parks). Design standards should address safety, wayfinding and character as it related to park pride and maintenance rather than limiting the expression of an individual park's unique character or program.

6 ACTION PLAN

POLICY AND MANAGEMENT RECOMMENDATION 2

Continue to support local municipal parks and recreation programs.

ACTION ITEMS:

1. Implement the parks and recreation tax (Recommendation #4) to continue to provide funding to local municipalities for park programming and capital improvements.

- Improve communication and coordination of capital improvement projects to offer an integrated approach to recreation. Specifically, implement regularly scheduled meetings with County and Municipal recreation directors to discuss programming, facilities, and upcoming capital improvements. The coordinated implementation of facilities that span jurisdictions, such as greenways and blueways will be critical to success.

POLICY AND MANAGEMENT RECOMMENDATION 3

The County should play a greater role in developing a system of recreation facilities and programs for unincorporated and underserved areas.

ACTION ITEMS:

1. Ensure prioritization and distribution of proposed park facilities is coordinated with growth and development patterns while servicing rural areas.

-

2. Partner with the Harnett County Planning Department to review recreational standards of the Unified Development Ordinance.

- Consider plan amendments that strongly encourage recreational facilities within residential subdivisions. For example, if developers provide land dedicated to recreational facilities, the County may decide to allow fair density bonuses.
- Consider provisions enabling the Parks and Recreation Commission (see Recommendation #5 for establishment of the Commission) or the Parks and Recreation Department to act in an advisory role throughout the development process for residential subdivisions proposing recreational facilities so that such facilities are coordinated with the greater capital improvements of the Parks and Recreation Department.

3. Partner with the Harnett County Voluntary Agricultural Advisory Board to provide access to recreation types such as hunting, fishing, nature and education. Determine where opportunities may exist to cross promote nature and farm based activities for the enjoyment of citizens.
4. Partner with the Harnett County Cooperative Extension to offer programs and access to facilities centered around agriculture, natural resource protection, and sustainability.
5. Partner with private recreation providers such as the Cape Fear River Adventures to promote diverse recreational opportunities and supplement County managed programs and events.

POLICY AND MANAGEMENT RECOMMENDATION 4

Increase operating budget through implementation of a parks and recreation tax.

ACTION ITEMS:

1. Implement an annual parks and recreation tax of up to 2.5% per \$1,000.00 of real property assets to fund capital improvements associated with the acquisition of land and building of parks and recreation facilities throughout the County.

POLICY AND MANAGEMENT RECOMMENDATION 5

Establish a Parks and Recreation Commission and volunteer network to promote recreation across the County and cultivate community pride in a comprehensive parks system.

ACTION ITEMS:

1. Establish a process for selecting members (ie, appointed by Board of Commissioners or other means).
2. Establish process for ensuring equitable geographic distribution of representation from the various areas of Harnett County.
3. Define and formalize terms, roles and responsibilities of the commission, meeting times and meeting structure.
4. Implement selection of members.

6 ACTION PLAN

POLICY AND MANAGEMENT RECOMMENDATION 6

Identify continued opportunities to partner with the Harnett County School System.

ACTION ITEMS:

1. Identify formal platform for person – to – person coordination such as quarterly meetings to discuss integration of efforts.
2. Implement joint-use agreements with schools currently not engaged in partnerships with the County Parks and Recreation Department.
3. Modify joint-use agreements to allow for public use on both weekdays and weekends.
4. Understand where future schools will be located and coordinate proposed outdoor recreational facilities with school site planning.
5. Work with school system to identify way to integrate outdoor education and recreation into the curriculum. Such opportunities include outdoor community and demonstration gardens, environmental education, physical education, and outdoor classrooms.

POLICY AND MANAGEMENT RECOMMENDATION 7

Update Unified Development Ordinance to include provisions that promote funding, land acquisition and/or easement acquisition for parks, greenway systems and blueway systems.

ACTION ITEMS:

1. Review provisions and covenants of conservation easements to allow the County to install sections of greenway trails shown on the greenway master plan.
2. Revise current UDO to require proposed developments install sections of greenway shown on the greenway master plan that are located within the proposed development. A fee-in-lieu may be applied as an alternative to trail construction. Any fees secured shall be used for the sole purpose of greenway construction.

POLICY AND MANAGEMENT RECOMMENDATION 8

Continue to revise and coordinate comprehensive plans, including the upcoming Regional Bike Plan, so that proposed facilities are well coordinated.

ACTION ITEMS:

- 1. Partner with Metropolitan Planning Organizations undertaking the development of a Regional Bike Plan and revise the greenway master plan contained herein to coordinate and connect with the proposed bike plan.**
- 2. Complete on-going updates to this master plan as comprehensive plans are developed, so improvements are efficient and effective.**

POLICY AND MANAGEMENT RECOMMENDATION 9

Increase the number of full time equivalent staff by two (2) in 2018, and 8.5 by 2030.

ACTION ITEMS:

- 1. Identify immediate staff gaps and develop job descriptions for securing two additional FTE staff in 2018.**
- 2. Develop list of positions to be filled by an additional 8.5 staff by 2030. Positions should be coordinated with facility improvements such as a program director and greenway trails coordinator.**
- 3. Plan for additional staff salaries in annual operating budgets and secure funding.**

6 ACTION PLAN

POLICY + MANAGEMENT TIME FRAMES

Recommendation + Action Items	1-5 Years	5-10 Years	10-15 Years
1. Develop a Public Relations and Advertising Campaign to promote the awareness of existing parks, recreation facilities and programs.			
(A1) Partner with the Dunn Area Tourism Authority to develop a parks and recreation based approach to tourism.	x		
(A2) Partner with Harnett County Economic Development to further promote a recreation-based economic development strategy.	x		
(A3) Further develop a strong brand and marketing campaign to promote the Harnett County Parks and Recreation System.	x		
(A4) Brand the physical character of County parks to promote safety and park pride by providing a consistent and unified approach to park design.	On-going		
2. Continue to support local municipalities parks and recreation programs.			
(A1) Implement the parks and recreation tax to continue to provide funding to local municipalities for park programming and capital improvements	x		
(A2) Improve communication and coordination of capital improvement projects to offer an integrated approach to recreation. Specifically, implement regularly scheduled meetings with County and Municipal recreation directors to discuss programming, facilities, and upcoming capital improvements.	x		
3. Play a greater role in developing a system of recreation facilities and programs for unincorporated and underserved areas within the county.			
(A1) Ensure prioritization and distribution of proposed park facilities is coordinated with growth and development patterns while servicing rural areas.	x		
(A2) Partner with the Harnett County Planning Department to review recreational standards of the Unified Development Ordinance.	x		
(A3) Partner with the Harnett County Voluntary Agricultural Advisory Board to provide access to recreation types such as hunting, fishing, nature and education. Determine where opportunities may exist to cross promote nature and farm based activities for the enjoyment of citizens.	On-going		
(A4) Partner with the Harnett County Cooperative Extension to offer programs and access to facilities centered around agriculture, natural resource protection, and sustainability.	On-going		
(A5) Partner with private recreation providers such as the Cape Fear River Adventures to promote diverse recreational opportunities and supplement County managed programs and events.	On-going		
4. Increase operating budget through implementation of a parks and recreation tax.			
(A1) Implement an annual parks and recreation tax of up to 2.5% per \$1,000.00 of real property assets to fund capital improvements associated with the acquisition of land and building of parks and recreation facilities throughout the county.	x		

POLICY + MANAGEMENT TIME FRAMES (CONTINUED)

Recommendation + Action Items	1-5 Years	5-10 Years	10-15 Years
5. Establish a Parks and Recreation Commission and volunteer network to promote recreation across the county and cultivate community pride in a comprehensive parks system.			
(A1) Establish a process for selecting members (ie, appointed by Board of Commissioners or other means).	x		
(A2) Establish process for ensuring equitable geographic distribution of representation from the various areas of Harnett County.	x		
(A3) Define and formalize terms, roles and responsibilities of the commission, meeting times and meeting structure.	x		
(A4) Implement selection of members.	x		
6. Identify continued opportunities to partner with the Harnett County School System.			
(A1) Identify formal platform for person – to – person coordination such as quarterly meetings to discuss integration of efforts.	x		
(A2) Implement joint-use agreements with schools currently not engaged in partnerships with the County Parks and Recreation Department.		On-going	
(A3) Modify joint-use agreements to allow for public use on weekdays and weekends.	x		
(A4) Understand where future schools will be located and coordinate proposed outdoor recreational facilities with school site planning.		On-going	
(A5) Work with the school system to identify ways to integrate outdoor education and physical fitness into the curriculum. Such opportunities include outdoor community and demonstration gardens, environmental education and outdoor classrooms.		On-going	
7. Update Unified Development Ordinance to include provisions that promote funding, land acquisition and/or easement acquisition for parks, greenway systems and blueway systems.			
(A1) Review provisions and covenants of conservation easements to allow the County to install sections of greenway trails shown on the greenway master plan.	x		
(A2) Revise current UDO to require proposed developments install sections of greenway shown on the greenway masterplan that are located within the proposed development. A fee-in-lieu may be applied as an alternative to trail construction. Any fees secured shall be used for the sole purpose of greenway construction.	x		
8. Continue to revise and coordinate comprehensive plans, including the upcoming Regional Bike Plan, so that proposed facilities are well coordinated.			
(A1) Partner with Metropolitan Planning Organizations undertaking the development of a Regional Bike Plan and revise the greenway master plan contained herein to coordinate and connect with the proposed bike plan.	x		
(A2) Complete on-going updates to this master plan as comprehensive plans are developed, so improvements are efficient and effective.		On-going	

6 ACTION PLAN

POLICY + MANAGEMENT TIME FRAMES (CONTINUED)

Recommendation + Action Items	1-5 Years	5-10 Years	10-15 Years
9. Increase the number of full time equivalent staff by two (2) in 2018, and 8.5 by 2030.			
Identify immediate staff gaps and develop job descriptions for securing two additional FTE staff in 2018.	X		
Develop list of positions to be filled by an additional 8.5 staff by 2030. Positions should be coordinated with facility improvements such as a program director and greenway trails coordinator.		X	
Plan for additional staff salaries in annual operating budgets and secure funding.	X		
Hire 3 additional staff	X		
Hire 2.5 additional staff		X	
Hire 3 additional staff			X

II) PROGRAMS

PROGRAM RECOMMENDATION 1

Promote outdoor adventure, outdoor education, and outdoor sport programs using the river, regional parks, and other proposed facilities.

ACTION ITEMS:

1. **Develop the Cape Fear River as a vibrant blueway and grow programs that support different age groups and ability and promotes environmental educational, environmental conservation, physical fitness and team bonding.**
 - Conduct a feasibility analysis to determine if the County should develop a rental station for kayaks, canoes, paddleboards, etc...
 - Develop blueway access points per Blueway Recommendation #1
2. **Develop outdoors summer camps and after-school programs which utilize parks and rivers.**

Priority outdoor programs include:

 - Camps (summer/after-school/school breaks).
 - Canoeing and kayaking programs
 - After school and Friday programs
 - Nature based education programs
 - Shooting sports facility based programs
 - Outdoor dog park programs
 - Fishing programs
 - Trail related programs and activities
3. **Construct a multipurpose sports complex that offers a variety of outdoor sporting types (See Park Recommendation #3) to allow for development of programs which utilize the complex throughout the year.**
4. **Offer seasonal recreational opportunities and joint-use agreements between schools, sporting leagues and local municipalities.**
5. **Continue to fund construction of outdoor sports courts and fields for tennis, basketball, baseball, softball, football and volleyball programs for both youth and adult programs.**
6. **Develop major core facilities and programs for Senior Games Programs.**

6 ACTION PLAN

PROGRAM RECOMMENDATION 2

Promote indoor recreation facility based programs.

ACTION ITEMS:

1. **Develop an indoor recreation facility in coordination with Facility / Park Recommendation #3.**
2. **Combine multiple uses within the recreation facility to provide a broad and flexible set of programs.**

Priority programs:

- Walking programs for exercise
- Aquatic Programs (toddler/ youth swim programs, water fitness, senior swim programs, athletic swim programs, etc.)
- Sport programs that require gym space for basketball, volleyball, track and field and athletic tournaments
- Exercise programs for cardio vascular, aerobic and strength training using equipment and free weights.
- After school, summer camps and holiday camp programs.
- Senior programs and trips.
- Life skill programs in fine art and performing arts.
- Adaptive program that require indoor facilities to support their needs.

3. **Develop new youth and adult programs to serve the community:**

Youth programs:

- Camps (Summer/school breaks)
- After school and Friday programs
- Basketball Classes
- Painting and drawing classes
- Martial arts/Tai Chi related programs
- Environmental Education

Adult programs:

- Training/certification/education
- Senior Recreation Programs
- Aquatic sports/exercise
- Painting and drawing classes
- Running
- Martial Arts/Tai Chi
- Environmental Education

PROGRAM RECOMMENDATION 3

Develop programs focused on special cultural events, annual celebratory events, and recreation based events to unite residents around common interests and attract visitors to enhance economic vitality.

ACTION ITEMS:

1. Develop special events alongside input from the community and the Parks Board and should include traditional holiday events such as:

- Christmas in the park
- Memorial Day Events
- 4th of July events
- Labor Day Events

2. Special events should include unique events such as:

- Mud Runs, triathlons
- Sports Tournaments
- 5k and 10K running events and
- Charity events
- Historic reenactments

PROGRAM RECOMMENDATION 4

Hire an additional staff member to be responsible for programming in the County and to ensure program coordination when using the various facilities found in parks, greenways and blueways.

ACTION ITEMS:

1. Develop a program plan for the County which details core programs, important programs and value added programs.

2. In conjunction with the creation of a program plan, a pricing plan needs to be developed. The pricing plan will focus on the public and private benefit associated with the programs provided, as well as a establishing a cost recovery goal for each core program service area.

3. Coordinate with existing public entities (such as the Cooperative Extension) and local non-profits (such as the Western Harnett Youth Recreation/ Harnett County Partnerships for Children Inc./Kiwanis Club of Western Harnett/ Harnett Forward/The Lions Club Foundation) to grow programs offered throughout the County. This could include creating a partnership policy to create a framework for interacting with public/private partners and how this formal relationship is structured.

6 ACTION PLAN

PROGRAM TIME-FRAMES

Recommendation + Action Items	1-5 Years	5-10 Years	10-15 Years
1. Promote outdoor adventure, outdoor education, and outdoor sport programs using the river, regional parks, and other proposed facilities.			
(1A) Develop the Cape Fear River as a vibrant blueway and grow programs that support different age groups and ability and promotes environmental educational, environmental conservation, physical fitness and team bonding.		On-going	
(1B) Develop outdoors summer camps and after-school programs which utilize parks and rivers.		On-going	
(1C) Construct a multipurpose sports complex that offers a variety of outdoor sporting types (See Facility/Park Recommendation #3) to allow for development of programs which utilize the complex throughout the year.		x	x
(1D) Offer seasonal recreational opportunities and joint-use agreements between schools, sporting leagues and local municipalities.	x	x	
(1E) Continue to fund construction of outdoor sports courts and fields for tennis, basketball, baseball, softball, football and volleyball programs for both youth and adult programs.		On-going	
(1F) Develop major core facilities and programs for Senior Games Programs.		On-going	
2. Promote indoor recreation facility based programs.			
(2A) Develop an indoor recreation facility in coordination with Facility / Park Recommendation #3.		x	x
(2B) Combine multiple uses within the recreation facility to provide a broad and flexible set of programs.			x
(2C) Develop new youth and adult programs to serve the community.		On-going	
3. Develop programs focused on special cultural events, annual celebratory events, and recreation based events to unite residents around common interests and attract visitors to enhance economic vitality.			
(3C) Develop special events which celebrate traditional holidays and unique events alongside input from the community and the Parks Board.		On-going	
4. Hire an additional staff member to be responsible for programming in the county and to ensure program coordination when using the various facilities found in parks, greenways and blueways.			
(4A) Develop a program plan for the county which details core programs, important programs and value added programs.	x		
(4B) In conjunction with the creation of a program plan, a pricing plan needs to be developed.	x		
(4C) Coordinate with existing public entities and local non-profits to grow programs offered throughout the county.	x		

III) FACILITIES - PARKS, GREENWAYS, BLUEWAYS

A) PARKS

PARK RECOMMENDATION 1

Acquire 1,209 additional acres of parkland by 2030.

ACTION ITEMS:

1. Identify acreage currently owned by the County that does not have existing plans for development as parkland or conservation as open space.
2. Coordinate with the Harnett County Development Services Department to identify areas of rapid growth (based on applications for development plans) and begin acquiring land.
3. Identify percentage of annual budget dedicated for land acquisition.
4. Seek opportunities to acquire land through donations, public-private partnerships, land leases, and joint use agreements.
5. Acquire land for one additional Neighborhood Park at approximately 3-10 acres in size.
 - Shaw Town Park
6. Acquire land for four District Parks at approximately 100 acres in size each.
 - Dunn-Erwin Rail Trail Park
 - Southwest Harnett District Park
 - North Harnett District Park
 - Middle Point District Park
7. Acquire land for six Community Parks at approximately 40 acres in size each.
8. Acquire land for satellite maintenance and management office.

6 ACTION PLAN

PARK RECOMMENDATION 2

Implement existing site-specific master plans and planned park expansions.

ACTION ITEMS:

1. Anderson Creek Park – Implement Phase II through Phase V of the master plan.

Phase II Improvements:

- Gravel entrance from east property edge to the gravel drive installed in Phase 1.
- Restroom building near the equestrian parking area.
- Gravel pedestrian pathway along the edge of the gravel entrance.
- Remaining primary pedestrian asphalt trails through the park.
- Footbridges, stone retaining walls and signage as necessary.
- Four picnic pavilions and associated picnic table and trash receptacles.
- One restroom building near equestrian parking area.
- Security gates and bollards along trail ends.
- Clearing and grubbing, demolition, grading and erosion control for the above elements.

Phase III:

- Mountain bike trail.
- Secondary asphalt trails throughout the park.
- Seven overlook structures, footbridges, trail signage, interpretative signage and stone retaining walls along the trail system as needed.
- Council ring.
- Information kiosk.
- Clearing and grubbing, demolition, grading and erosion control for the above elements.

Phase IV:

- Equestrian trails with stone retaining walls as needed.
- Southern playground area with gravel roadway and parking areas.
- Gathering building.
- Clearing and grubbing, demolition, grading and erosion control for the above elements.

Phase V:

- Pave all gravel sidewalks along roadways with concrete sidewalks.
- Pave all roadway/gravel areas (except equestrian area) with asphalt.

-
- 2. Ponderosa Park – Develop the 19-acre tract owned by the County. Begin construction per the site plan:**
 - Basketball court
 - Picnic shelter
 - Playground
 - Multipurpose field with backstops
 - Walking trails

 - 3. Government Complex – Begin construction per master plan for Phase 1:**
 - Entry drive
 - Ballfields
 - Multi-purpose fields
 - Wildlife Observation Deck
 - River access/canoe launch
 - Multi-use trail network
 - Elevated boardwalk
 - Parking area

 - 4. Secure funding for Phase II of the Government Complex.**

 - 5. Barbeque Park Expansion – Begin construction on the expansion of the ballfields.**

 - 6. Neil’s Creek Park – Expand the existing park services to include:**
 - Playground
 - Walking Trail System
 - Multi-purpose field
 - Parking area

 - 7. Old Boone Trail High School – Successfully develop the media center building into a public resource for learning and arts. Improve the basketball court to be fully operable within the 2017 calendar year.**
 - Develop programs to meet unmet needs:
 - Camps (Summer/School break)
 - After school and Friday programs
 - Basketball programs
 - Painting/Drawing classes
 - Training/Certification/Education programs/offerings
 - Senior recreational programs

6 ACTION PLAN

RECOMMENDATION 3

Construct indoor community / recreation center to support indoor recreational programs, fitness and athletics.

ACTION ITEMS:

1. Identify most strategic location for indoor recreation facility in accordance with the concept of developing multiple “anchor facilities” at various locations within the County.
2. Acquire land to support the facility.
3. Secure funding for the facility.
4. Begin construction of the indoor community/recreation center.

FACILITY TIME-FRAMES

Recommendation + Action Items	1-5 Years	5-10 Years	10-15 Years
Parks			
1. Acquire 1,209 additional acres of parkland by 2030.			
(1A) Identify acreage currently owned by the County that does not have existing plans for development as parkland or conservation as open space.	x		
(1B) Coordinate with the Harnett County Development Services Department to identify areas of rapid growth (based on applications for development plans) and begin acquiring land.	On-going		
(1C) Identify percentage of annual budget dedicated for land acquisition.	On-going		
(1D) Seek opportunities to acquire land through donations, public-private partnerships, land leases, and joint use agreements.	On-going		
(1E) Acquire land to construct one Neighborhood Park at approximately 3-10 acres in size.		1 Park	
(1F) Acquire land for District Parks at approximately 100 acres in size each.	1 Park	2 Parks	2 Parks
(1G) Acquire land for Community Parks at approximately 40 acres in size each.	-	2 Parks	1 Park
(1H) Construct satellite maintenance and management office (Assumes office will be located in previously aquired land)	-		
2. Implement existing site-specific master plans and planned park expansions.			
(2A) Anderson Creek Park – Implement Phase II through Phase V of the master plan.	Ph.2	Ph.3,4	Ph.5
(2C) Ponderosa Park – Develop the 19-acre tract owned by the County. Begin construction per the site plan.		x	
(2D) Government Complex – Begin construction per the master plan of Phase 1.	x		
(3E) Secure funding for Phase II of the Government Complex.			x
(4F) Barbeque Park Expansion – Begin construction on the expansion of the ballfields.	x		
(5F) Neil’s Creek Park – Expand the existing park services.	x		
(6F) Old Boone Trail High School – Successfully develop the media center building into a public resource for learning and arts and improve the basketball court.	x		
3. Construct indoor community / recreation center to support indoor recreational programs, fitness and athletics.			
(3A) Identify most strategic location for indoor recreation facility in accordance with the concept of developing multiple “anchor facilities” at various locations within the County.	x		
(3B) Acquire land to support the facility (Assumes community will be located in previously acquired land)		x	
(3C) Secure funding for the facility.		x	
(3D) Begin construction for an indoor community/ recreation center.		x	x

6 ACTION PLAN

B) GREENWAYS

GREENWAY RECOMMENDATION 1

Plan and construct 36 miles of additional greenway.

ACTION ITEMS:

- 1. Conduct feasibility studies of individual greenway sections focusing on the following:**
 - Detailed study of property ownership and right-of-way acquisition needs and feasibility
 - Develop alternative routes if ROW acquisition is not feasible
 - Develop strategies for funding and partnerships
 - User input to determine need for trail typologies (ie, bike, equestrian, walking / running)
 - Identification of street and waterway crossings
 - Determination of trail surface and cross section
 - Further identification of points of interest (historic or cultural, civic, natural, etc)
- 2. Connect people and place. Use greenway trails to connect places of interest, schools, parks, civic institutions and residential neighborhoods.**
- 3. Secure easements along environmentally sensitive corridors to promote conservation and environmental protection.**
- 4. Make use of utility easements for ease of right of way/easement acquisition.**

Greenway Section are as follows:

- Extension of the Dunn-Erwin Rail Trail: 1.6 miles to the Cape Fear River Trail Park.
- Eastern Greenway Connector: +/- 7 miles connecting to proposed sections of the East Coast Greenway in Benson, and the Mountains to Sea Trail in Smithfield.
- Southern River Trail Extension: +/- 5 miles south from the Cape Fear River Park along the Cape Fear River to the County line.

- Middle River Trail Extension: +/- 10 miles between the Cape Fear River Park and NC Wildlife River Access Point
- Western River Trail Extension: +/- 8 miles between the NC Wildlife river access point and Raven Rock State Park
- Upper River Trail Extension: +/- 5 miles extending from Raven Rock state park to the western most County line
- Upper Little River Trail Extension: +/- 15 miles from the Cape Fear River Trail (section 4 above) to the American Legion River Access Point
- Western Greenway Trail Extension: +/-18 miles covering greenway connections from Lillington to the western County line
- Central Greenway Trail Extension: +/- 29 miles of greenway trail connecting Lillington to “unincorporated park” and Old Boone Trail High School Park to Anderson Creek Park.
- Western Greenway Trail Extension: +/-32 miles in the southwestern part of the County connecting the proposed community and district parks

Recommendation + Action Items	1-5 Years	5-10 Years	10-15 Years
Greenways			
1. Plan and construct 36 miles of additional greenway.			x
(1.1A) Conduct feasibility studies of individual greenway sections.	x	x	
(1.1B) Connect people and place. Use greenway trails to connect places of interest, schools, parks, civic institutions and residential neighborhoods.	x	x	x
(1.1C) Secure easements along environmentally sensitive corridors to promote conservation and environmental protection.	x	x	x
(1.1D) Make use of utility easements for ease of right of way/easement acquisition.	x	x	x
2. Hire a Greenway Coordinator to complete recommended feasibility studies, secure funding, identify partner organizations, promote the greenway system, and acquire property / easements.	x		

6 ACTION PLAN

C) BLUEWAYS

ACTION ITEMS:

RECOMMENDATION 1

Provide one river access point every 4-6 miles along the Cape Fear and Upper Little Rivers for a total of 8 proposed access points.

1. Identify river access points at 4-6 mile intervals along the Cape Fear and Upper Little Rivers.
2. Secure a minimum of 2 acres of land for river access points. Secure additional acreage to leverage river access point for creation of a “destination” park.
3. Determine if any of the proposed blueway sites are eligible for designation as a NC State Blueway granted by the North Carolina Department of Environment and Natural Resources (NC DENR) State Trails Program and thus eligibility for federal funding from the Department of the Interior (National Parks). All such sites shall be subject to the NCDENR Blueway Trail standards.
4. Develop publicly accessible website and publication outlining emergency contact information, water conditions, trail difficulty rating, local hazards and “leave no trace” principles.

5. Adopt design standards for blueway access points.

The following are recommended:

- Provide a minimum of 5 car parking site demarcated with signage.
- Provide a natural but well maintained pathway (minimum 6’ wide, vegetation no higher than 5 inches) from parking to water access.
- Provide permanently affixed canoe or kayak stand every 1000 feet if the pathway from parking area exceeds 1500 linear feet.
- Provide marked water access point with reflective signage visible from the water.
- Provide seating opportunities appropriate for the site located at access points or other amenities (ie, grills, fire pit, etc).
- Inclusion of additional amenities such as camp sites, grills, fire pit, and educational signage is strongly encouraged.
- All facilities shall meet the requirements of the Americans with Disabilities Act.
- Visible Blueway access point signage displaying emergency contact numbers and paddler skill level is required in all parking areas.

Recommendation + Action Items	1-5 Years	5-10 Years	10-15 Years
Blueways			
3. Provide one river access point every 4-6 miles along the Cape Fear and Upper Little Rivers for a total of 8 proposed access points.			x
(3.1A) Identify river access points at 4-6 mile intervals along the Cape Fear and Upper Little Rivers.	x		
(3.1B) Secure a minimum of 2 acres of land for river access points. Secure additional acreage to leverage river access point for creation of a “destination” park.	x		
(3.1C) Determine if any of the proposed blueway sites are eligible for designation as a NC State Blueway.	x		
(3.1D) Develop publicly accessible website and publication outlining emergency contact information, water conditions, trail difficulty rating, local hazards and “leave no trace” principles.		x	
(3.1E) Adopt design standards for blueway access points.	x		





Tab 7

FUNDING

7 FUNDING

INTRODUCTION

Based on the recommendations and action plan, we have developed an estimate of probable cost for 1-5, 5-10 and 10-15 year planning horizons. This master plan presets recommendations based on the level of services desired by Harnett County's residents and management. The below estimates the financial responsibility to achieve this level of service. While aggressive, costs to implement this master plan must be presented so realistic financial planning and fund acquisition can begin.

It is clear that grants, annual operating budgets, capital improvement plans, fundraising or donations alone will not achieve the level of financial investment required of this plan. As outlined under the policy and management recommendations, this plan recommends implementation of a parks and recreation tax of up to 2.5% of the value of real property assets to fund improvements aimed at achieving the desire level of service for Harnett County's parks system. While the implementation of the tax may not be permanent, it may be the most efficient and effective way to provide funding for initial improvements while other funding sources are developed.

The cost estimates contained herein are based on number of assumptions all of which are subject to change based on market driven land values, cost of labor and materials and ultimate facility design and method of construction. The estimates herein are for budgetary purposes only and shall not be for property appraisal or other purposed that have bearing on finances, sales or performance based criteria. The following assumptions apply to our Statement of Probable costs:

- Costs related to the Government Complex are based on those taken from the Government Complex Park master Plan prepared by McGill dated August, 2014. Some costs were modified based on the 2016 PARTF Grant award for Phase 1 improvements.
- Costs related to Anderson Creek Park are based on those taken from the Master Plan Booklet prepared by WK Dickson dated September, 2008.
- Costs for park expansion including Neill's Creek and Old Boone Trail High School renovation were provided by Harnett County.
- Construction costs for future neighborhood, community and district parks (including indoor facilities) along with greenways and blueways are based on industry standards for park construction of similar size and facility type. Refined cost estimates are recommended once site specific master plans have been completed.

STATEMENT OF PROBABLE COSTS

Parks	1-5 Year Cost	5-10 Year Cost	10-15 Year Cost
1. Acquire 1,043 additional acres of parkland by 2030.			
Neighborhood Park	\$40,000.00		
Community Parks	\$320,000.00	\$640,000.00	\$640,000.00
District Parks	-	\$1,600,000	\$800,000
Subtotal	\$320,000	\$2,240,000	\$1,440,000
2. Implement existing site-specific master plans and planned park expansions.			
(A2) Anderson Creek Park – Implement Phase II through Phase V of the master plan.	\$995,600	\$1,958,250	\$1,526,900
(A2) Ponderosa Park – Develop the 19-acre tract owned by the County. Begin construction per the site plan.		\$440,000	
(A2) Government Complex – Begin construction per the master plan of Phase 1.	\$831,316		
(A2) Government Complex- Remaining Phases		\$8,802,259	
(A2) Barbeque Park Expansion – Begin construction on the expansion of the ballfields.	\$300,000		
(A2) Neil’s Creek Park – Expand the existing park services.	\$475,000		
(A2) Old Boone Trail High School – Successfully develop the media center building into a public resource for learning and arts and improve the basketball court.	\$300,000		
Subtotal	\$2,901,916	\$11,200,509	\$1,526,900
2. Construct Proposed Community and District Parks			
Construct 1 Neighborhood Park		\$250,000	
Construct 1 District Park	\$6,500,000		
Construct 2 District Parks (includes indoor aquatic facility- see below for additional cost)		\$4,800,000	
Construct 2 Community Parks		\$3,000,000	
Construct 2 District Parks (includes community recreation center- see below for additional costs)			\$7,000,000
Construct 1 Community Park			\$1,500,000
Subtotal	\$6,500,000	\$7,800,000	\$8,500,000
3. Construct indoor community / recreation center to support indoor recreational programs, fitness and athletics.			
Construction of indoor aquatic facility		\$5,200,000	
Construction for an indoor community/ recreation center.			\$3,000,000
Subtotal	\$-	\$5,200,000	\$3,000,000

7 FUNDING

STATEMENT OF PROBABLE COSTS (CONTINUED)

Greenways	1-5 Year Cost	5-10 Year Cost	10-15 Year Cost
4. Plan and construct 36 miles of additional greenway.			
Extension of Dunn-Erwin Rails-To-Trail	-		
Eastern Greenway Connector	\$7,000,000		
Southern River Trail Extension			\$5,000,000
Middle River Trail Extension		\$10,000,000	
Western River Trail Extension			\$8,000,000
Upper River Trail Extension			\$5,000,000
Subtotal	\$7,000,000	\$10,000,000	\$18,000,000
5. Hire a Greenway Coordinator to complete recommended feasibility studies, secure funding, identify partner organizations, promote the greenway system, and acquire property / easements.			
See Policy + Management Costs Below			
Blueways			
6. Provide one river access point every 4-6 miles along the Cape Fear and Upper Little Rivers for a total of 8 proposed access points.			
Northwest Harnett Access			\$316,000
American Legion Access	\$100,000		
Access before Raven Rock State Park		\$316,000	
Between NC Wildlife Ramp & Cape Fear- Upper Little River Intersection	\$100,000		
North & Upper Little River Intersection			\$300,000
South Harnett Access			\$316,000
Upper Little River & Highway 401 Intersection		\$300,000	
Upper Little River & Ross Rd	\$316,000		
Subtotal	\$516,000	\$616,000	\$932,000
Policy + Management Costs			
Increase the number of full time equivalent staff by two (2) in 2018, and 8.5 by 2030.			
Hire 3 additional staff	\$480,000		
Hire 2.5 additional staff		\$400,000	
Hire 3 additional staff			\$320,000
Subtotal	\$480,000	\$400,000	\$320,000
TOTAL COST	\$17,717,916	\$37,456,509	\$33,718,900

GRANTS

The North Carolina Parks and Recreation Trust Fund (PARTF) (STATE)

Provides dollar-for-dollar matching grants to local governments for parks and recreational projects to serve the public. PARTF is the primary source of funding to build and renovate facilities in the state parks as well as to buy land for new and existing parks.

The North Carolina Trails Program (STATE)

The North Carolina Trails Program is dedicated to helping citizens, organizations and agencies plan, develop and manage all types of trails ranging from greenways and trails for hiking, biking and horseback riding to river trails and off-highway vehicle trails. Program duties include administration of federal Recreational Trails Program grants. These grants help to fund trails and trail-related recreational needs.

NCDOT Regional Bicycles Plans (STATE)

NCDOT's Bicycle and Pedestrian Division provides funding and technical assistance to develop comprehensive regional bicycle plans. The plans may focus on both on-road and off-road bicycle connections between origins and destinations, such as municipal jurisdictions, recreational resources and other points of interest, within a defined multi-county region. These connections identify improvements primarily to existing roadways, but may potentially locate preferred alignments through public lands or new developments for greenways and rail trails.

NCDOT Planning Grant Initiative (STATE)

The NCDOT Division of Bicycle and Pedestrian Transportation and the Transportation Planning Branch created an annual matching grant program – the Bicycle and Pedestrian Planning Grant Initiative – to encourage municipalities to develop comprehensive bicycle plans and pedestrian plans. This program was initiated in January 2004 and is currently administered through NCDOT-DBPT.

Department of Housing and Urban Development (HUD)(FEDERAL)

The Department sponsors the state-administered Community Development Block Grant (CDBG) program. Grants from this program are used to acquire real estate property for public use, demolish blighted structures, and construct and renovate public service facilities, recreational facilities, and public and private buildings. Funds are also used to support economic development activities including assisting micro-enterprises. Grants are administered by

7 FUNDING

states to cities and counties with fewer than 50,000 and 200,000 residents respectively. Up to 3 percent of the grant can be allocated to cover technical assistance and administrative expense.

NRPA (NATIONAL)

NRPA's Partnership and Business Development department works with funders and like-minded organizations to make an impact through local parks across NRPA's pillars: conservation, health and wellness, and social equity. The NRPA offers a myriad of grants and program resources that provide funding to parks and recreation departments. A list of programs can be found on their website.

North Carolina Clean Water Management Trust Fund

The state's Clean Water Management Trust Fund (CWMTF) funds projects that (1) enhance or restore degraded waters, (2) protect unpolluted waters, and/or (3) contribute toward a network of riparian buffers and greenways for environmental, educational, and recreational benefits. CWMTF receives a direct appropriation from the General Assembly in order to issue grants to local governments, state agencies and conservation non-profits to help finance projects that specifically address water pollution problems. The 21-member, independent, CWMTF Board of Trustees has full responsibility over the allocation of moneys from the Fund.

(www.cwmtf.net)

Federal Transportation Enhancement (TE) Funds

Only those projects that are listed in one of the following categories are eligible for transportation enhancement funds: Provision of facilities for pedestrians and bicycles; Provision of safety and educational activities for pedestrians and bicyclists; Acquisition of scenic easements and scenic or historic sites (including historic battlefields); Scenic or historic highway programs (including the provision of tourist and welcome center facilities); Landscaping and other scenic beautification; Historic preservation; rehabilitation and operation of historic transportation buildings, structures, or facilities (including historic railroad facilities and canals); Preservation of abandoned railway corridors (including the conversion and use of the corridors for pedestrian or bicycle trails); Inventory, control, and removal of outdoor advertising; Archaeological planning and research; Environmental mitigation; and Establishment of transportation museums.

(www.fhwa.dot.gov/environment/te/teas.htm)

North Carolina Department of Transportation

The NCDOT Division of Bicycle and Pedestrian Transportation (DBPT) and the Transportation Planning Branch created an annual matching grant program – the Bicycle and Pedestrian Planning Grant Initiative – to encourage municipalities to develop comprehensive bicycle plans and pedestrian plans. This program was initiated in January 2004 and is currently administered through NCDOT-DBPT.

As of the summer of 2010, a total of \$2,268,818 has been allocated to 92 municipalities through this grant program. Funding for the program comes from an allocation first approved by the North Carolina General Assembly in 2003 in addition to federal funds earmarked specifically for bicycle and pedestrian planning through the Department’s Transportation Planning Branch.

(www.ncdot.gov/bikeped/planning/)

SPORTS FISH RESTORATION PROGRAM (NATIONAL)

Provides grant funds to states for boating access and aquatic education. The grant was established to create, restore and better manage America’s declining fisheries.

<https://wsfrprograms.fws.gov/subpages/grantprograms/sfr/sfr.htm>

7 FUNDING

BONDS

Major park and recreation improvements can be funded on either a long or short term basis. Major capital improvements are often financed with either general obligation bonds, revenue bonds or limited tax notes. Bond financing is an economical means of borrowing money to fund capitol projects that are above the annual operating budget. A public vote is required to ensure these funds are available and desired by the community.

General Obligation Bonds are those types of cash-raising instruments in which the payment on interest and principal is drawn from the general tax revenues of the municipality. There are several types of bonds that vary according to the method established by state law which determines the method of debt retirement.

Term Bonds - With a term bond the City would agree to pay off the entire principal at the end of a specified period of time. This is done through the use of a sinking fund. A sinking fund requires an annual amount of money to be set aside until the amount of the bond retirement payment is reached.

Callable Bonds - Callable bonds are a special type of bond issuance in which the government entity has the option to call in the bond for payment at a specified time before the end of its term, or at any time the City chooses. Because of fluctuations in the municipal bond interest rates, issuers of callable bonds may call higher interest rate bonds in and reissue the bonds at lower interest rates according to the present state of the market.

Serial Bonds - With serial bonds the City pays the bond purchaser a specified portion of the principal plus interest each year that the bond is in effect. Under this method the face value of the bond is reduced by a certain percentage each year. This is done in equal payments similar to making a car payment or house payment.

Revenue or Assessment Bonds - Revenue or Assessment Bonds are those bonds where the funds are derived from special assessments or fees levied on those who use the facility. Park and recreation facilities typically financed with revenue bonds are golf courses, marinas, stadiums, sports complexes and cultural centers.

With these types of bonds, the city must secure a municipal bond rating. Bond packages using these methods of financing must be approved by voters before

the city can sell the bonds. Voter's are usually concerned about the nature of the bond repayment schedule and how much their property taxes could increase during the repayment period of the bonds.

Calling a bond election entails certain political considerations. These must be looked at in the context of recent bond elections, scheduled bond elections, and possible future bond elections. A proposed bond issue should clearly respond to priorities as outlined in the cost projection. A city should update this information by conducting a separate, detailed public opinion survey on a recreation bond.

CHARITABLE FOUNDATIONS

The Carolina Thread Trail (REGIONAL)

It is a comprehensive effort aimed at preserving and enhancing our region's natural resources for the enjoyment of future generations. It is about collaboration, connectivity, and leverage: collaborating to promote and protect the region's quality of life; connecting communities and people, and leveraging catalytic private capital with public capital to protect and create local and regional assets. It seeks to accomplish its objectives by inviting and encouraging communities to participate in a regional effort through their local actions. All communities with the 15-county region described below are eligible to participate, regardless of their current level of trail development. Counties include Anson, Cabarrus, Catawba, Cleveland, Gaston, Iredell, Lincoln, Mecklenburg, Rowan, Stanly and Union.

Adopt-A-Foot Program

These are typically small grant programs that fund new construction, repair/renovation, maps, trail brochures, facilities (bike racks, picnic areas, birding equipment) as well as provide maintenance support. The Adopt-A-Foot program is in the form of cash contributions that range from \$2,640 to \$26,400 over a five-year period.

Greenways Conservation Groups

Conservation groups adopt green corridors to support the operations and capital costs for specific greenway corridors. These groups raise needed money for designated greenways for capital and operations costs.

Floodway Funding Sources

Many cities and counties have used floodway funding sources to support

7 FUNDING

development and operations of greenways. This funding source is used extensively in Houston, Texas, and in Cleveland, Ohio for their park systems.

Greenway Trust Fund

Another strategy used by several communities is the creation of a trust fund for land acquisition and facility development that is administered by a private greenway advocacy group, or by a local greenway commission. A trust fund can aid in the acquisition of large parcels of high-priority properties that may be lost if not acquired by private sector initiative. Money may be contributed to the trust fund from a variety of sources, including the municipal and county general funds, private grants, and gifts.

Greenway Foundations

Greenway foundations focus on developing and maintaining trails and green corridors on a County-wide basis. The City could seek land leases along their trails as a funding source, in addition to selling miles of trails to community corporations and nonprofits in the City. The development rights along the trails can also be sold to local utilities for water, sewer, fiber optic, and cable lines on a per mile basis to support development and management of these corridors. Some greenway foundations have created its own specific Greenway Trail license plate which they have had in place for over 20 years to help support the development and maintenance of trails in their city and should be expanded. The cities get \$45 dollars from each greenway tag sold. This could really be expanded if promoted on trails, in publications and on the city's website.

Conservancy or Friends Organization

This type of nonprofit is devoted to supporting a specific park like Centennial Park. These Park Conservancy's or Friends Groups are a major funding source for parks in the United States and should be considered for Metro Parks.

Tony Hawk Foundation (Skatepark Grants)

The Tony Hawk Foundation seeks to foster lasting improvements in society, with an emphasis on supporting and empowering youth. The principal focus of foundation grants is to encourage and facilitate the design, development, construction, and operation of new quality skateboard parks and facilities, located in low-income communities in the United States. Grant awards are between \$1,000 and \$25,000. The foundation may offer technical assistance on design and construction, promotional materials, and other information. The foundation may also facilitate support from vendors, suppliers, and

community leaders. Grants are based on a one-time, single-year award, although they may be paid over more than one year, if appropriate. The foundation does not provide sustaining funds or multi-year grants.

United States Soccer Foundation

As the major charitable arm of soccer in the U.S., the United States Soccer Foundation has invested more than \$48 million in the game. The Foundation annually provides grant support to local communities and soccer organizations aimed at achieving the mission to enhance and grow the sport of soccer. The primary focus is providing grants to projects and programs that develop players, coaches, and referees in economically disadvantaged urban areas encompassing populations of 50,000 or more. The Foundation also provides assistance to develop fields, including state-of-the-art synthetic grass surfaces, irrigation and lighting.

(www.ussoccerfoundation.org/grants)

Dick's Sporting Goods Sponsorships and Donations

Dick Stack, founder of Dick's Sporting Goods, believed that sports play a vital role in teaching children fundamental values like a strong work ethic, teamwork, and good sportsmanship. And he understood that supporting the organizations that make youth sports possible is the best way to promote those values. This year, through its Community Youth Sports Program, Dick's will donate more than 56,000 coach's equipment kits to youth baseball, football, soccer, basketball, lacrosse and hockey organizations across selected markets- reaching over 1.1 million kids.

(dickssportinggoods.sponsorport.com)

Baseball Tomorrow Fund

The Baseball Tomorrow Fund (BTF) is a joint initiative between Major League Baseball and the Major League Baseball Players Association that was established in 1999 through a \$10 million commitment by Major League Baseball and the Major League Baseball Players Association. The mission of BTF is to promote and enhance the growth of youth participation in baseball and softball throughout the world by funding programs, fields, coaches' training, and the purchase of uniforms and equipment to encourage and maintain youth participation in the game. Grants are designed to be sufficiently flexible to enable applicants to address needs unique to their communities. The funds are intended to finance a new program, expand or improve an existing program, undertake a new collaborative effort, or obtain facilities or equipment. BTF provides grants to non-profit and tax-exempt

7 FUNDING

organizations in both rural and urban communities. BTF awards an average of 40 grants per year totaling more than \$1.5 million annually. The average grant amount is approximately \$40,000.

(www.baseballtomorrowfund.com)

The Kodak American Greenways Program

The program provides small grants to land trusts, watershed organizations, local governments and others seeking to create or enhance greenways in communities throughout America. The program was established in response to the recommendation from the President's Commission on Americans Outdoors that a national network of greenways be created. Since the program's inception in 1989, more than \$800,000 has been granted to nearly 700 organizations in all 50 states.

Funded projects typically advance one or more of the following Program goals, catalyzing new greenway projects, assisting grassroots greenway organizations, leveraging additional money for conservation and greenway development or promoting use and enjoyment of greenways.

(www.conservationfund.org/kodak_awards)

PRIVATE CHARITABLE DONATIONS

Efforts to maintain and nurture new partnerships should continue to be fostered into the future to help supplement land and funds not provided by grants, park revenue, and governmental assistance.

Private Individual Donations

Private individual donations can come in the form of liquid investments (i.e. cash, stock, bonds) or land. Municipalities typically create funds to facilitate and simplify a transaction from an individual's donation to the given municipality. Donations are mainly received when a widely supported capital improvement program is undergone. Such donations can improve capital budgets and/or projects.

Corporate Donations

Corporate donations are often received in the form of liquid investments (i.e. cash, stock, bonds) and in the form of land. Municipalities typically create funds to facilitate and simplify a transaction from a corporation's donation to the given municipality. Donations are mainly received when a widely supported capital improvement program is undergone. Such donations can

improve capital budgets and/or projects.

Corporate Sponsorships

Corporate sponsorships are often delivered in the form of services, personnel volunteers, liquid investments (cash or stock) or land. Municipalities often team with corporations for necessary and or alternative funding. A sponsorship, which is the equivalent of a donation, usually involves some marketing elements or recognition in some form or another. The benefits of marketing often improve the image of the given corporation and are often thought to benefit both parties.

Fundraising / Campaign Drives

Organization and individuals can participate in a fund-raiser or a campaign drive. It is essential to market the purpose of a fund raiser to rally support and financial backing. Oftentimes fundraising satisfies the need for public awareness, public education, and financial support.

Land Trust Acquisition and Donation

Land trusts are held by a third party other than the primary holder and the beneficiaries. This land is oftentimes held in a corporation for facilitating the transfer between two parties. For conservation purposes, land is often held in a land trust and received through a land trust. A land trust typically has a specific purpose such as conservation and is used so land will be preserved as the primary holder had originally intended.

ADDITIONAL FUNDING SOURCES

Installment Purchase Agreement

An installment purchase agreement is basically a payment plan to compensate property owners for restrictions on the future use of their land. IPAs spread out payments so that landowners receive tax exempt interest over a period up to 30 years. The principal of the sales amount is due at the end of the agreed upon term thus making the agreement favorable in terms of property taxes. However, because installment purchase agreements are essentially long-term debt, the agreements generally require the same approvals as general obligation bonds and require a dedicated funding source to be in place (American Farmland Trust, 2000).

Stormwater Utility Fees

Storm water fees are financial obligations levied on land owners to

7 FUNDING

compensate for storm water services provided. The fees obtained on the municipal's behalf are important for municipal fiscal budgets, future capital projects, and general operations and management. The primary concern for most municipalities is the actual rate and the collection process. Oftentimes, the process is complicated and lacks an overall understanding on behalf of consumers as well as the respective municipality.

Local Option Sales Tax

State authorized sales tax on a variety of retail purchases used by counties for capital improvement projects. This is a method of appropriating funding for projects without incurring debt and is therefore considered an equitable method for creating funding. This decision is typically left up to voters as to whether or not they wish to extend a local option sales tax.

Impact Fee/Developer Contribution

Development impact fees are one-time charges applied to offset the additional public-service costs of new development. The fees are typically applied at the time a building permit is issued and are dedicated to provision of additional services, such as water and sewer systems, roads, schools, libraries, and parks and recreation facilities, made necessary by the presence of new residents in the area. Impact fees are essentially user fees levied in anticipation of use, expanding the capacity of existing services to handle additional demand. There are multiple methods of exercising an impact fee and can be somewhat creative depending on current demand.

In Lieu of Fees

Developers often dedicate open space or greenways in exchange for waiving fees associated with park and open space allocation requirements in respect to proposed development. These types of requirements are presented within local municipal codes and ordinances.

Mitigation Banking

Mitigation banking involves the creation, preservation, or enhancement of wetlands. This happens only when wetland losses are unavoidable in advance of development actions, when the wetland cannot be compensated for within the development's parameters, or when the wetland would not be as environmentally beneficial. It typically involves the consolidation of small, fragmented wetland mitigation projects into one large contiguous site. Units of restored, created, enhanced, or preserved wetlands are expressed as

“credits” which may subsequently be withdrawn to offset “debits” incurred at a project development site.



Tab 9

APPENDIX



APPENDIX 1

INVENTORY + ANALYSIS OF EXISTING PARKS

CLARANCE LEE TART MEMORIAL PARK



205 Jackson Road, Dunn, NC
Municipal Park

INVENTORY

- 4 Baseball/Softball Fields
- 3 Multi-Purpose Fields
- 1 Batting Cage
- 2 Playgrounds
- 1 Walking Trail
- 2 Picnic Shelters

PHYSICAL CONDITION OF FACILITIES (FIELDS, PLAY EQUIPMENT, ETC)

- The multi-use fields appear to be well maintained with turf in good condition.
- The lighting for multi-use fields appear new and in good condition.
- The baseball fields appear well maintained with turf in good condition.
- The lighting for the baseball fields appear outdated.
- The fencing and fence player protection at the baseball fields appear in fair condition.
- The baseball fields have electronic scoreboards and appear to be in fair condition.
- The bleachers throughout the site seem new and in good condition.
- The large playground area close to the community center contains play equipment in fair condition with a sand surface.
- The two soccer goals show signs of neglect with no nets and visible signs of rust.
- The two picnic shelters appear to be in good condition.
- The batting cage appear to be in good condition.
- The concession building's restrooms appear to be non-functioning.



PHYSICAL CONDITION OF PARK (SIDEWALKS, PARKING, STORMWATER, ETC)

- Sidewalks appear to meet ADA standards.
- There is minimal standing water throughout the site indicating stormwater drainage is adequate.
- The main parking is asphalt and the paint striping is in good condition.
- The secondary parking area has asphalt and striping but some deterioration from wear and tear and old age.



VISUAL CHARACTER

- The site appears to be in good condition and well maintained.
- The site lacks consist character and style of site furnishings and has minimal signage to guide visitors.
- The entrance signage is relatively small and set back from the access road limiting visibility of the park.
- Landscape material on site consist of evergreen shrubs, Bradford pears and oaks with few large canopy trees resulting in minimal shade for pedestrians.
- Due to the adjacency to the active Community Center, the park feels safe. The edges of the park feel secure due to good sight lines and good lighting.



TYLER PARK



803 W Harnett Street, Dunn, NC
Municipal Park

INVENTORY

- 3 Baseball/Softball Fields
- 1 Batting Cage
- 3 Tennis Courts
- Veterans Memorial Fountain/Plaza
- 1 Miracle Field
- 1 Splash pad
- 1 Playground
- 1 Picnic Shelter
- 2 Bocce Courts



PHYSICAL CONDITION OF FACILITIES (FIELDS, PLAY EQUIPMENT, ETC)

- Athletic facilities are recently constructed and appear to be in very good condition.
- The field lighting appears to be new and high quality.
- The picnic shelter appears to be well used by visitors and in good condition.
- There are no bike racks on site.

PHYSICAL CONDITION OF PARK (SIDEWALKS, PARKING, STORMWATER, ETC)

- There was standing water between fields indicating possible drainage issues.
- There are highly eroded soils at low point of site indicating possible drainage issues.
- The paths and concrete areas appear to be in good condition.
- The parking for the site appears adequate to meet visitor needs.



VISUAL CHARACTER

- Athletic fields appear to be well maintained and each field is named helping visitors navigate through the park.
- The park appears to be well landscaped with several enhanced planting areas.
- The park feels safe because of a centralized location within Dunn resulting in "eyes on the park".
- The park appears to have many new facilities with adequate safety specifications.
- The site signage is consistent with the Community Center creating a unified visitor experience.



CB CODRINGTON PARK



308 S Burke Street, Dunn, NC
Municipal Park

INVENTORY

- 1 Multi-Purpose Field
- 1 Pool
- 2 Basketball Courts
- 1 Playgrounds
- 1 Picnic Shelter
- Walking Trail

PHYSICAL CONDITION OF FACILITIES (FIELDS, PLAY EQUIPMENT, ETC)

- Multi-use fields appear in fair condition.
- The swimming pool is empty and doesn't appear to be open to the public.
- The basketball courts' goals appear to be average quality while the court surface is cracking and appears to be in poor quality.
- The lighting for the basketball court appears to be outdated.
- The play equipment is maintained well and appears to be of average quality.
- At the time of visiting, the restrooms were closed and locked during the day.



PHYSICAL CONDITION OF PARK (SIDEWALKS, PARKING, STORMWATER, ETC)

- There appears to be standing water throughout the park indicating poor drainage.
- There appears to be aggressive weeds throughout the fields and paths.
- There are no designated parking areas for the park except for possible shared parking at the Dunn Head Start Learning Center.



VISUAL CHARACTER

- There is a chain link with barbed wire on top that surrounds the pool which visually makes the space appear unsafe or dangerous.
- There are large oak trees around the shelter area and playground providing shade to visitors.
- The park seems to feel unsafe due to poor site lighting, lack of unified character and no cohesive wayfinding signage.
- The site lacks site furnishings such as benches, trash receptacles or pedestrian scale lighting resulting in less use and community buy-in.



DUNN-ERWIN RAIL-TRAIL



Dunn Trail Head: N McKay Ave. between Vance & Carr Street
Erwin Trail Head: East H Street & SR 217/82
County Greenway

INVENTORY

- Walking Trail
- Kiosks
- Mile Markers

PHYSICAL CONDITION OF FACILITIES (FIELDS, PLAY EQUIPMENT, ETC)

Dunn Portion:

- The walking trail and trail markers appear to be in fair condition and well used.
- The wooden kiosk at the trailhead appears to be in fair condition and contains a map, history of the trail, rules, historic points of interest, attractions along the trail and the Dunn-Erwin Rail branding image.
- Concrete mile markers are embedded into the walking trail and aid in wayfinding.
- There are no specific parking areas or lighting near the trailhead.

Erwin Portion:

- The trailhead within downtown, named Centennial Walk, has monuments on the trail communicating about the historic Centennial clock and the founding committee.
- There are currently no trail rules or specific maps related to the trail at the trailhead.
- The condition of the trail, kiosk, and mile markers appear to be of average quality.
- There appears to be sufficient on-street and surface lot parking near the trailhead.
- There appears to be sufficient lighting for the trail within downtown.



VISUAL CHARACTER

Dunn Portion:

- There are no enhanced planting areas, seating options or special hardscape elements near the trailhead or along the path.
- There is plant debris along the trail and weeds within path indicating there is a need for more maintenance in areas.
- The trailhead is located within a residential neighborhood, near Tyler Park behind Harnett Primary School and can be challenging to locate without additional wayfinding signage.

Erwin Portion

- There appear to be landscape planters along the first tenth of a mile along the streetscape.
- The portion of the trail within downtown appears to feel safe due to the location and "eyes on the trail".
- The high level of maintenance put into the streetscape and landscape helps give this end of the trail a secure feeling.
- There appears to be adequate wayfinding leading visitors to the trailhead.



AL WOODALL PARK



802 S 16th St., Erwin, NC
Municipal Park

INVENTORY

- 4 Baseball fields
- 1 Multi-Purpose Field
- 2 Batting Cages
- 1 Skate Park
- 2 Picnic Shelters
- 1 Basketball Court
- 1 Gym
- 2 Tennis Courts
- 1 Playground
- 1 Walking Trail
- 1 Volleyball Court



PHYSICAL CONDITION OF FACILITIES (FIELDS, PLAY EQUIPMENT, ETC)

- Baseball fields appear to be in good condition and maintained daily during league play.
- Multi-purpose fields appear to be in good shape and adequately maintained.
- Batting cages appear to be in fair condition.
- Tennis courts appear to be in fair condition with minimal surface cracking.
- Playground appears to be ADA compliant and was recently updated.
- Volleyball courts appear to be in fair conditions and needs to be re-edged.
- Picnic shelters appear to be in good condition
- Basketball court and skate park appear to be in fair condition
- Walking trail is asphalt and appears to be in good condition.
- Sports lighting appears to be in fair condition and is currently seeking a \$1,000,000 renovation.



PHYSICAL CONDITION OF PARK (SIDEWALKS, PARKING, STORMWATER, ETC)

- The stormwater facility seems to be draining the park well with very little standing water.
- Concrete appears to have been poured recently for bleachers around the ball fields.
- The park seems to have adequate parking with asphalt and striping in good condition.

VISUAL CHARACTER

- The landscape consists of mostly grass areas with occasional pine trees.
- There appears to be a lack of canopy trees to provide shade to visitors.
- The park appears to be in a safe environment due to adequate site lighting, defined pedestrian spaces and sufficient wayfinding signage.



CAPE FEAR RIVER TRAIL PARK



1002 S 13th Street, Erwin, NC
County Park

INVENTORY

- Walking Trail
- 1 Picnic Shelter
- River Play

PHYSICAL CONDITION OF FACILITIES (FIELDS, PLAY EQUIPMENT, ETC)

- The primary walking trail appears to not meet ADA accessibility standards resulting in decreased site access opportunities.
- The picnic shelter and bathrooms are in fair condition



PHYSICAL CONDITION OF PARK (SIDEWALKS, PARKING, STORMWATER, ETC)

- The primary walking trail appears to not meet ADA accessibility standards resulting in decreased site access opportunities.
- The stormwater facility had little standing water indicating good site drainage.
- The banks of the river appear to be highly eroded.
- Gravel parking appears to be in fair condition.
- There is currently no dedicated, direct water access such as a dock or kayak entry facility.



VISUAL CHARACTER

- The large Willow oaks around the shelter and parking areas are visually attractive and healthy.
- There is no distinct character throughout the park or consistent wayfinding signage.
- The route to the river for a user carrying a kayak seems to be dangerous because of steep terrain.
- The entrance sign is relatively small and set back from the access road, limiting visibility and uses the county logo and color scheme.
- The canoe/parking signage at parking area appears to be in fair condition.



W.N. PORTER MEMORIAL PARK



102 N 13th Street, Erwin, NC
Municipal Park

INVENTORY

- 2 Playgrounds
- Walking Trail
- 2 Picnic Shelters
- 2 Basketball Courts

PHYSICAL CONDITION OF FACILITIES (FIELDS, PLAY EQUIPMENT, ETC)

- Playgrounds appear to meet ADA standards and seems to be in good condition.
- The walking trail appears to be ADA accessible.
- Basketball courts and picnic areas appear to be in good condition.



PHYSICAL CONDITION OF PARK (SIDEWALKS, PARKING, STORMWATER, ETC)

- The stormwater facility appears to be in good condition and draining the site adequately.
- There seems to be some stream bank erosion present along the creek.
- The fencing along the creek appears to be in good condition.
- Drinking fountains appear to not function properly.
- There seems to be adequate parking at both ends of park.

VISUAL CHARACTER

- There is a significant presence of large canopy trees throughout site providing shade to visitors.
- There is a visually pleasing stream area which acts as a buffer between adjacent land uses.
- The park is well maintained with good overall sight lines throughout the park.
- There is consistent signage on both side of the park.
- There is new pedestrian Acorn lighting that seems to match downtown Erwin's lights.



COATS MUNICIPAL PARK



454 Park Lane, Coats, NC
Municipal Park

INVENTORY

- 2 Baseball Fields
- 1 Multi-Purpose Field
- 2 Tennis Courts
- 1 Sand Volleyball Court
- 1 Picnic Shelter
- 1 Playground

PHYSICAL CONDITION OF FACILITIES (FIELDS, PLAY EQUIPMENT, ETC)

- Fields appear well-maintained and in good condition.
- Tennis courts appear to be missing nets and therefore unusable for active game play.
- The playground equipment seems to be in good condition.

PHYSICAL CONDITION OF PARK (SIDEWALKS, PARKING, STORMWATER, ETC)

- Some of the vehicular pavement appears to be in disrepair.
- Parking seems to adequately serve the park.

VISUAL CHARACTER

- Most of site is grassed or wooded helping to make the park feel safe and pleasant.
- There is enhanced landscaped areas around the park entry signage.
- There is little to no wayfinding within Coats to help a visitor find the park.



LILLINGTON COMMUNITY CENTER & BOTANICAL TRAIL



607 13th Street, Lillington, NC
Municipal Park

INVENTORY

- Community center building
- 1 mi. Botanical trail loop
- Outdoor community shelter
- Picnic tables/ Park benches
- 1 Basketball court
- 1 Wetland viewing platform



PHYSICAL CONDITION OF FACILITIES (FIELDS, PLAY EQUIPMENT, ETC)

- The Botanical trail loops starts as non-compacted gravel transitioning to compacted soil/mulch and appears to be in good condition.
- There are plant identification tags along the trail with an easy to follow path.
- Community center appears to be recently constructed and is in good condition with active community use.
- Basketball court appears in good condition and gate was locked with no signage indicating how to use the facility.
- New sign kiosk adjacent to botanical trail loop is in good condition with an adequate trail map.



PHYSICAL CONDITION OF PARK (SIDEWALKS, PARKING, STORMWATER, ETC)

- There is evidence of minor erosion along the creek bank throughout the site.
- The trail does not appear to be ADA accessible.
- The Botanical trail leads through pine-hardwood mixed forest, is well shaded and has some seating options available.
- The outdoor shelter appears to be in disrepair with several potentially dangerous hazards (stairs and hand rails are deteriorating, hornet nests present, rusted grills)
- Basketball net and fence seems to be in good condition with adequate screening from adjacent properties.
- Parking area appears to be in good condition, seems to adequately serve the community center and has a healthy shade tree coverage planting scheme.



VISUAL CHARACTER

- Overall site seems to be in very good condition with a high level of community participation as indicated by on-going construction and good maintenance.
- The trail provides respite and is easy to walk.
- The park feels safe indicated by clear sight lines, adequate site lighting and clearly defined facilities.
- The entrance signage off W Front Street is relatively small, is partially covered by shrubs and set back from the access road limiting visibility.
- No dedicated left turn on east bound makes turning onto S. 13th Street feel dangerous.

LILLINGTON BALL PARK



307 S. 1st Street, Lillington, NC
Private Park

INVENTORY

- Softball, youth and high school baseball field
- Playground/ Tot lot
- Batting Cages
- Walking trail
- Concession stand
- Restrooms
- 2 Tennis courts
- Community building



PHYSICAL CONDITION OF FACILITIES (FIELDS, PLAY EQUIPMENT, ETC)

- Playground appears to be new and in good condition.
- Athletic fields and turf appear to be well maintained with fair to good paint demarcation.
- Athletic field lighting appears new and in good condition.
- Bleachers are metal and are soft mounted on turf (non-permanent).
- Tennis courts look of adequate quality with good net and fencing.



PHYSICAL CONDITION OF PARK (SIDEWALKS, PARKING, STORMWATER, ETC)

- Trail appears to be generally ADA accessible with few cracks.
- Tennis court net and fence appears to be in good condition.
- Adequate presence of canopy trees provides shade for visitors.
- Walking path appears to be in good condition.
- Parking area appears to be in medium to good condition and provides limited to fair level of service for the park.

VISUAL CHARACTER

- Overall site appears to be in very good condition with a high level of maintenance.
- There are few areas of landscape enhancements with mostly grass and tree stands.
- There are few canopy trees near the parking lot increasing the likelihood of overheating cars.
- The park has a perceived overall feeling of safety with a strong presence of community buy-in indicated by heavy site usage, new facilities and clean spaces.
- The only site lighting is for the ball fields which detracts from night-time safety.
- There is little to no park signage or directional indicators off S. Main Street for a visitor to locate the park.



BARBEQUE CREEK PARK



10891 NC-27, Lillington, NC
County Park

INVENTORY

- 2 Baseball field
- Playground/ tot lot
- Batting Cages
- 1 Multi-purpose field
- 6 Tennis courts
- Concession stand
- Picnic shelter
- Restrooms



PHYSICAL CONDITION OF FACILITIES (FIELDS, PLAY EQUIPMENT, ETC)

- Playground appears to be new and in good condition.
- Gazebo looks new and has adequate benches and recycling/trash containers.
- Fields and turf appear to be well maintained with good paint demarcation.
- Field lighting appears to be new and in good condition.
- Concession stand seem to be in good condition but has few seating options.
- Tennis courts appear to be in good condition with adequate nets, fencing, lighting and posted rules.



PHYSICAL CONDITION OF PARK (SIDEWALKS, PARKING, STORMWATER, ETC)

- Trail appears to be generally ADA accessible with few cracks.
- There are few canopy trees to provide shade for visitors.
- There are few trails and seating options throughout the site.
- Parking area appears to be in very good condition and seems to provide an adequate level of service.

VISUAL CHARACTER

- The overall site appears to be in good condition with open sight lines and ample stands of turf grass.
- There are few areas of landscape enhancements while the park exhibits signs of heavy usage.
- The park has an overall feeling of safety with a strong presence of community buy-in indicated through use, attractive site lighting and good use site signage and county branding.
- Location to existing schools increases the feeling of safety with many potential users and “eyes-on-the-park” nearby.



ANDERSON CREEK PARK



1492 Nursery Road, Lillington, NC
County Park

INVENTORY

- Playground/ tot lot
- Picnic shelter
- Frisbee golf course
- Walking trails
- Pond overlook
- Environmental education stations



PHYSICAL CONDITION OF FACILITIES (FIELDS, PLAY EQUIPMENT, ETC)

- “Natural” playground appears new and in great condition.
- Large wooded park with walking trails and unprogrammed elements.
- Gazebo appears new and has adequate benches and recycling/trash container options.
- Site lighting appears new and in good condition.
- Trails appear to be in great condition and well marked.
- Sign kiosks appear to be in good condition and communicate park elements and offers maps and detailed information about the park.
- Strong use of environmental themed program elements and natural learning/play.



PHYSICAL CONDITION OF PARK (SIDEWALKS, PARKING, STORMWATER, ETC)

- Trails appear to be ADA accessible with few to no cracks
- There is a perceived lack of shade trees making the site feel hot.
- Parking area is in good condition and appears to provide an adequate level of service
- The parking is along the gravel access road with no wheel stop and appears to have adequate ADA parking options.

VISUAL CHARACTER

- Overall site appears to be in very good condition with open sight lines and a variety of outdoor facilities.
- Strong use of environmental themed program elements and natural learning/play areas gives this park a perceived overall feeling of community buy-in and adequate facility design.
- The Sandhill ecosystem has lots of pines and low scrub with young pine growth.
- The park area exhibits signs of heavy use.
- Overall the park feels safe indicated through heavy use, adequate signage and programmed facilities.



NEILL'S CREEK PARK



3885 Neill's Creek Road, Angier, NC
County Park

INVENTORY

- 2 Softball/baseball fields
- 1 Multi-purpose field
- 6 Tennis courts
- Concessions stand
- Restrooms

PHYSICAL CONDITION OF FACILITIES (FIELDS, PLAY EQUIPMENT, ETC)

- Baseball fields appear to be very well maintained and seem to have adequate lighting.
- Concessions and seating areas seem to be well maintained and in good condition.
- Park elements feel disconnected because of a lack of a trail hierarchy.
- Tennis court lighting and fencing show signs of age and fields have minor erosion.

PHYSICAL CONDITION OF PARK (SIDEWALKS, PARKING, STORMWATER, ETC)

- Bleachers, seating areas and concessions appear to be ADA accessible and in good condition.
- There is a lack of canopy trees to provide shade for visitors and spectators.
- Seating is available but appears limited with some picnic tables near a high-voltage electric box.
- The gravel access road with parking seems to adequately serve the ball fields.



VISUAL CHARACTER

- The overall site appears to be in good condition with the park located adjacent to schools adding to the overall feeling of safety.
- Newly planted evergreen hedge row around baseball field add to the perceived quality and overall feeling of safety.
- There is adequate signage with county branding on the sign within the site but the signage along the main road is set back from the road and challenging to see.



JACK MARLEY PARK



149 E Williams Street, Angier, NC
Municipal Park

INVENTORY

- 2 Softball Fields
- 2 Baseball Fields
- Youth, middle and high school soccer fields
- 1 Basketball court
- Historic house on site
- Gazebo
- Pond
- Skate park area
- Sand volleyball court
- Bocce/horse shoe courts
- 2 Playground/ tot lot
- Fitness stations
- Disk golf course



PHYSICAL CONDITION OF FACILITIES (FIELDS, PLAY EQUIPMENT, ETC)

- Baseball fields appear to be well maintained with adequate lighting.
- Turf on athletic fields appear to be in good health.
- Basketball court appears to be in fair condition with netting and backboards exhibiting signs of wear and tear.
- There are few seating options around courts or fields.
- Overall the park appears to be in good condition and well maintained.



PHYSICAL CONDITION OF PARK (SIDEWALKS, PARKING, STORMWATER, ETC)

- Multi-use asphalt path around and through park appears to be in good condition.
- There is no riparian buffer around pond leading to trash accumulation within the pond.
- There is some standing water throughout the site and evidence of erosion indicating poor drainage patterns.
- There appears to be adequate parking available throughout the site.

VISUAL CHARACTER

- There appears to be minimal enhanced landscaping but turf and shade trees appear to be in good condition.
- Open sight lines provide views to all areas of the park and adds to the perceived feeling of safety.
- Pedestrian lighting provides good character and pedestrian scale throughout the site.
- Overall, the degree of maintenance, signage, pedestrian scale lighting, number of programmed facilities and perceived condition of the park contributes to feeling of safety and community buy-in.



APPENDIX 2

DEMOGRAPHIC AND TRENDS ANALYSIS

1.1 DEMOGRAPHIC ANALYSIS

The Demographic Analysis provides an understanding of the population within Harnett County, North Carolina. This analysis is reflective of the total population, and its key characteristics such as population density, age distribution, households, gender, ethnicity, and household income.

It is important to note that future projections are all based on historical patterns and unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

1.1.1 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 May 2016 and reflects actual numbers as reported in the 2010 Census, and estimates for 2015 and 2020 as obtained by ESRI. Straight line linear regression was utilized for projected 2025 and 2030 demographics. The geographic boundary of Harnett County was utilized as the demographic analysis boundary shown in **Figure 1**.

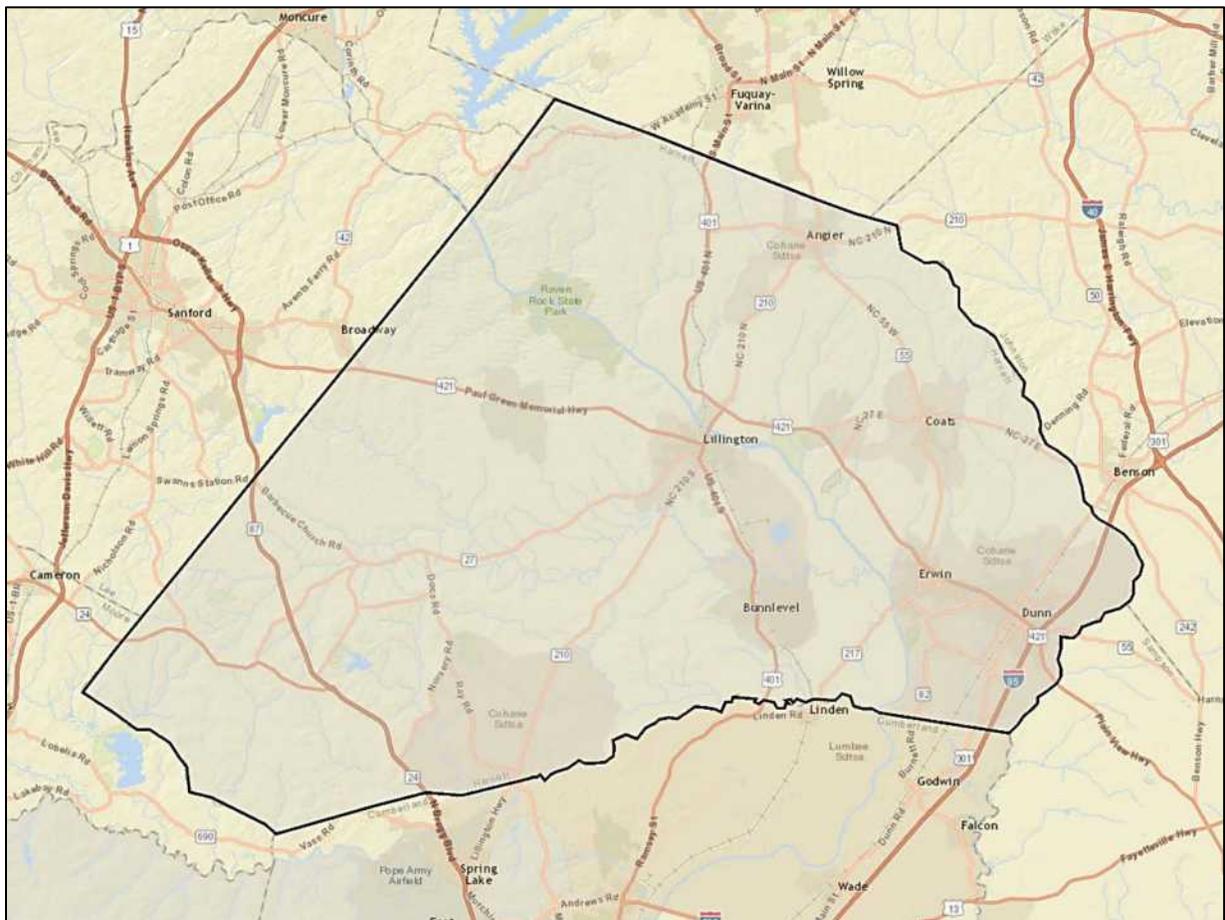


Figure 1-Harnett County Boundaries

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; caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

- 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 culture or origin, regardless of race

1.1.2 HARNETT COUNTY POPULACE

POPULATION

The County has witnessed a large increase in population in recent years. From 2010 to 2015, the County’s total population increased 13.5%, from 114,678 to 130,173. Projecting ahead, the total population of Harnett County is expected to continue to steadily increase over the next 15 years. Based on predictions through 2030, the local population is anticipated to have approximately 180,193 residents living within 65,030 households. See Figure 2.

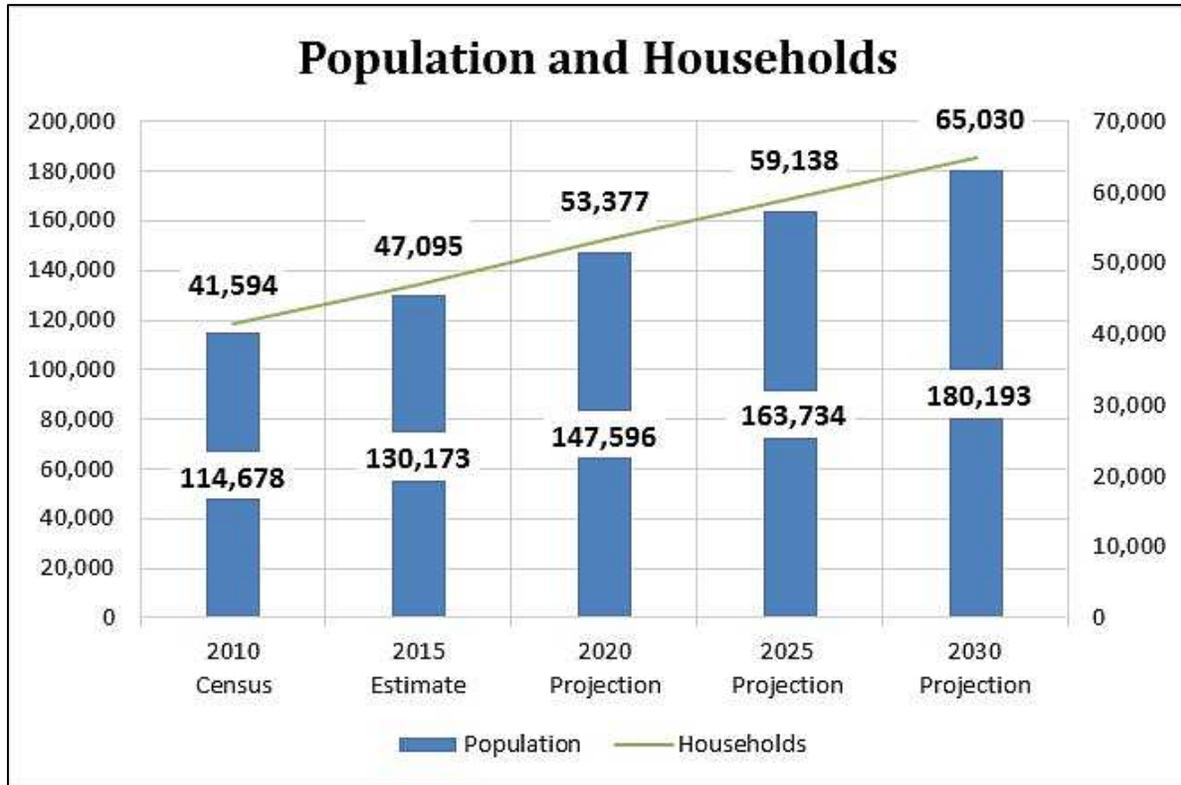


Figure 2-Total Population

AGE SEGMENTATION

Evaluating the distribution by age segments, the County’s largest age segment is the <18 group. Currently, the <18 group represents 27% of the population, which is 0.4% larger than the second most populous age segment (35-54). The smallest is the 55+ age segment which constitutes 22.4% of the current population but is expected to grow to 25.6% over the next 15 years and will be the only age segment projected to see a noticeable increase. See Figure 3.

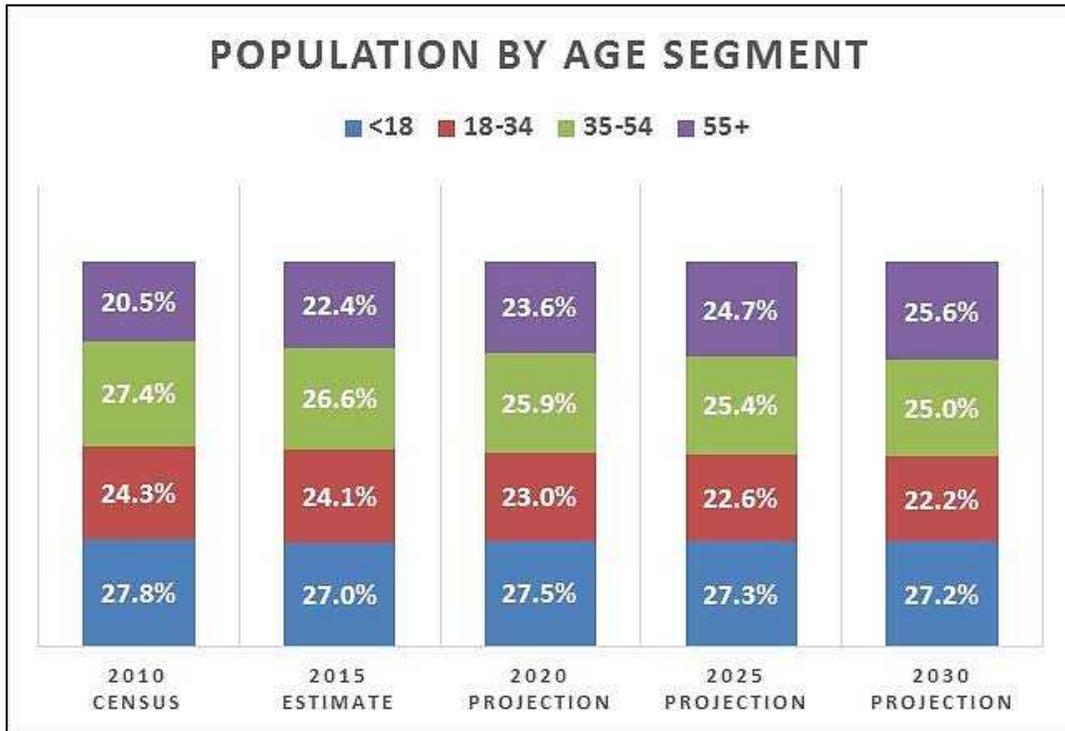


Figure 3-Population Age by Segments

RACE AND ETHNICITY

In analyzing race and ethnicity, the selected area is diversifying. The 2015 estimate shows that 66.24% of the population falls into the White Alone category. Predictions for 2030 expect the White Alone population to decrease to 61.81%. The Hispanic/Latino population represented 10.78% of the 2010 population, and is expected to reach 16.83% by 2030. The Black Alone population is the largest minority group and is projected to represent 22% of the population by 2030. See Figures 4 and 5.

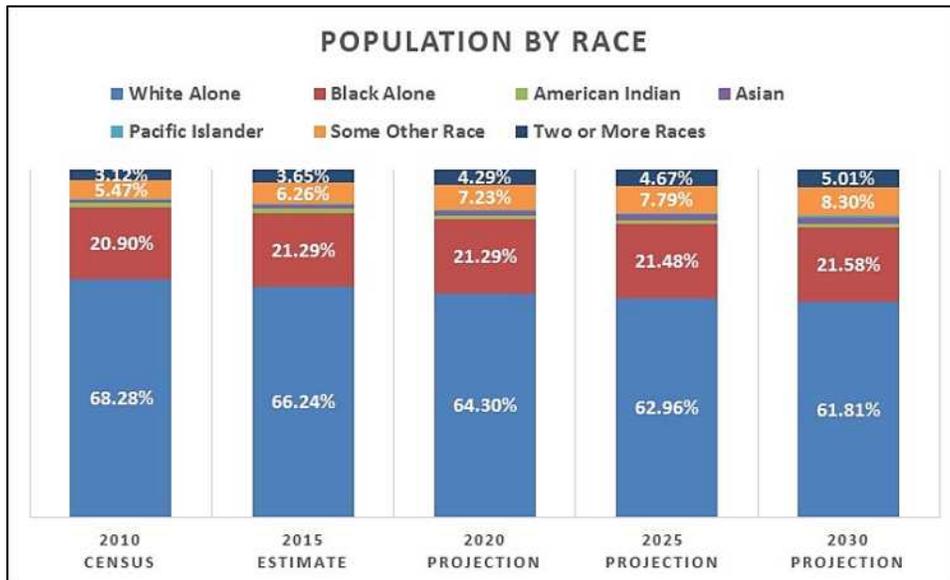


Figure 4 - Population by Race

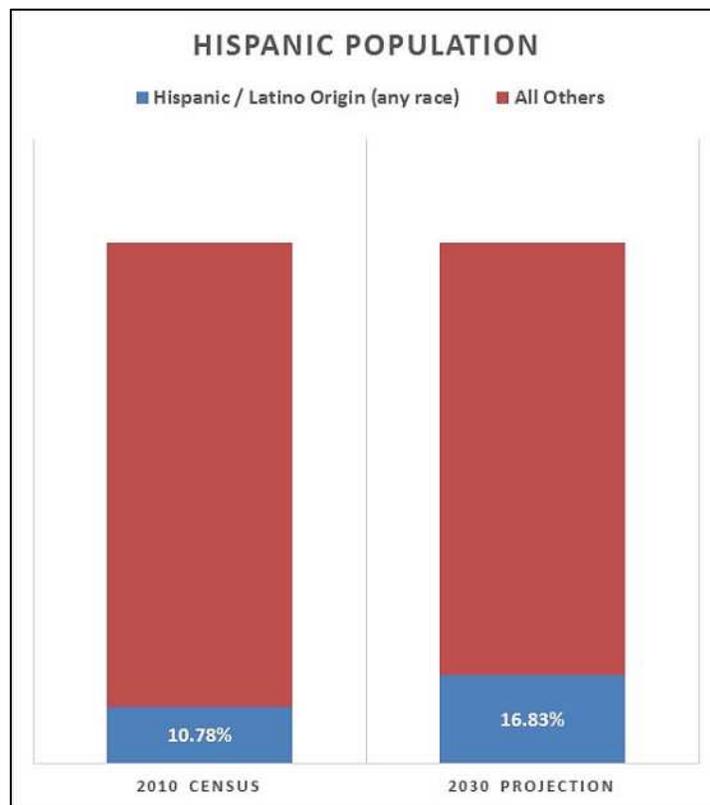


Figure 5- Hispanic/Latino Origin Population

As seen in **Figure 6**, the County's per capita income (\$19,954) and median household income (\$43,021) is below both state national averages. Future predictions expect that both per capita income and median household Income for the area will increase to \$27,670 and \$64,729, respectively, by 2030.

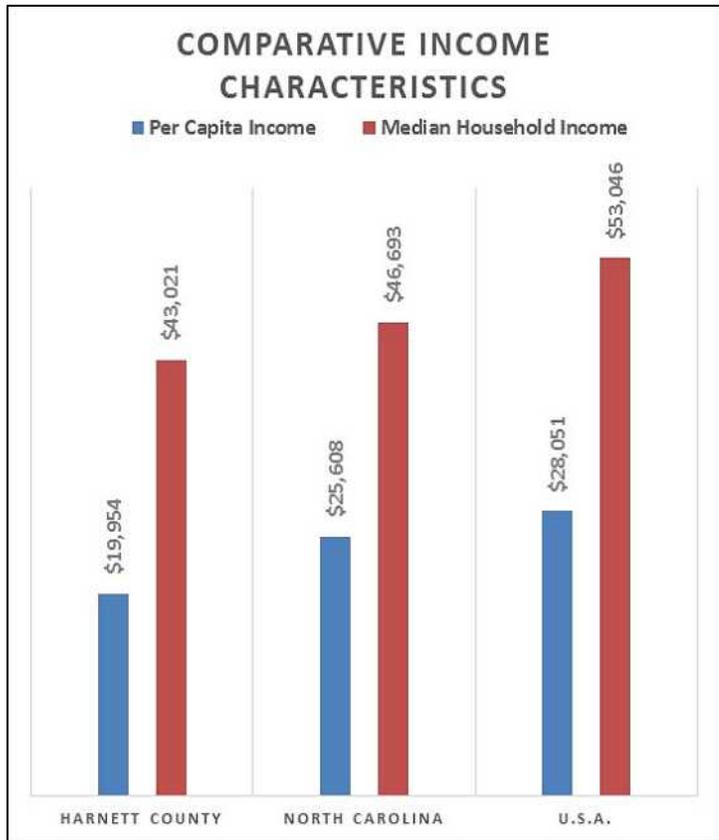


Figure 6 - Comparative Income Characteristics

HARNETT COUNTY IMPLICATIONS

The following implications are derived from the analyses provided above. Each implication is organized by the outlined demographic information sections.

POPULATION

The population is increasing and is projected to experience 38.4% population growth over the next 15 years. The number of households is projected to experience a 38.1% growth rate over the same timeframe. With a growing population, recreation services must grow commensurate to the population. Additionally, development will continue over the next 15 years and the parks and recreation system will need to strategically invest, develop, and maintain facilities in relation to housing development areas.

AGE SEGMENTATION

The County's aging trend is significant because programs and facilities focused on an actively adult (55+ population) will assume an even greater importance as the population changes in the years to come. Age segments have different likings towards activities. For example, older adults may enjoy passive recreation activities more so than active. However, with the millennial generation surpassing the baby boomer population, multi-generational facilities and services will be crucial to help support different age segments throughout Harnett County in the years to come.

RACE AND ETHNICITY

A more diverse population will require continued foresight and planning on Harnett County's behalf. Traditional programming and service offerings may not be appropriate for a population comprised of a large minority population. For example, the Hispanic/Latino population may use passive recreation differently than other user groups and for different durations. Picnic shelters for large (typically multi-generational) families may be more important to the Hispanic/Latino population whereas it may not be as high significance to the White Alone population. Understanding how different races and ethnicities, found within Harnett County, use park amenities and learn about park programs can help the system better plan for new developments and market programs.

HOUSEHOLDS AND INCOME

With a median and per capita household income lower than state and national averages, it would be important for the County to provide offerings that are focus on the value of money with still offering a good quality product. It would also benefit the system to look into different funding and revenue strategies to help the Department cover costs. .

1.2 MARKET PROFILE

1.2.1 LEVEL OF EDUCATION

The following chart depicts the education level of adults 25 years and older within Harnett County, North Carolina. Approximately, 85% of residents have at least a high school diploma, and approximately 29% have an Associate’s degree or higher. See Figure 7.

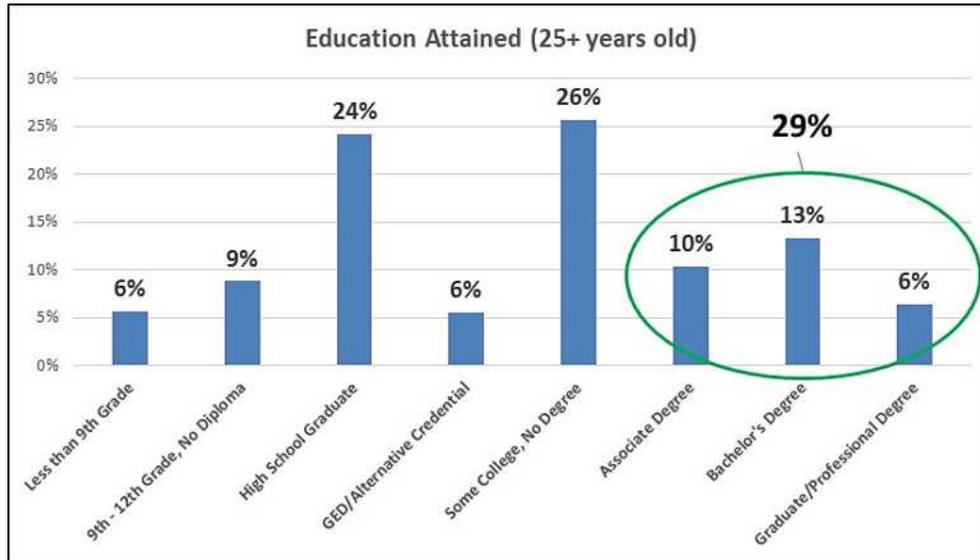


Figure 7- Education Attained

1.2.2 UNEMPLOYMENT RATE

As seen below, 8% of residents within Harnett County were unemployed in 2015. This is higher than the current national unemployment rate (5.4%) and the state of North Carolina (5.5%) as reported by the Bureau of Labor Statistics in April 2015. See Figure 8.

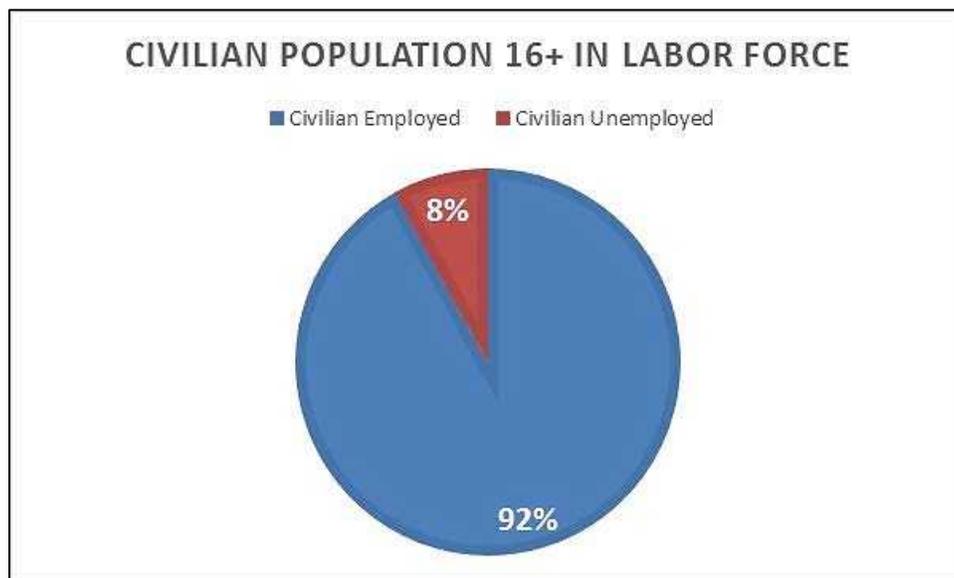


Figure 8- Labor Force Statistics

1.3 TRENDS ANALYSIS

Information released by Sports & Fitness Industry Association's (SFIA) 2016 Study of Sports, Fitness, and Leisure Activities Topline Participation Report reveals that the most popular sport and recreational activities include: fitness walking, treadmill, running/jogging, free weights and road bicycling. Most of these activities appeal to both young and old alike, can be done in most environments, are enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of their social application. For example, although fitness activities are mainly self-directed, people enjoy walking and biking with other individuals because it can offer a degree of camaraderie.

Fitness walking has remained the most popular activity of the past decade by a large margin, in terms of total participants. Fitness walking participation last year was reported to be nearly 110 million Americans. Although fitness walking has the highest level of participation, it did report a 2.4% decrease in 2015 from the previous year. This recent decline in fitness walking participation paired with upward trends in a wide variety of other activities, especially in fitness and sports, suggests that active individuals are finding new ways to exercise and diversifying their recreational interests. In addition, the popularity of many outdoor adventure and water-based activities has experienced positive growth based on the most recent findings; however, many of these activities' rapid increase in participation is likely a product of their relatively low user base, which may indicate that these sharp upward trends may not be sustained long into the future.

From a traditional team sport standpoint, basketball ranks highest among all sports, with approximately 23.4 million people reportedly participating in 2015. In general, nearly every sport with available data experienced an increase in participation, which is a reversal from the five-year trend of declining participation in sports. Sports that have experienced significant growth in participation are squash, boxing, lacrosse, rugby, roller hockey, and field hockey – all of which have experienced growth in excess of 30% over the last five years. More recently, roller hockey, racquetball, indoor soccer, boxing, and flag football were the activities with the most rapid growth during the last year.

According to the Physical Activity Council, an "inactive" is defined as an individual that doesn't take part in any physical activity. Over the last five years, the number of inactive individuals has increased 7.4% from 76 million in 2010 to 81.6 million in 2015. However, looking at just the past year, from 2014 to 2015, the US saw a slight decrease of 0.6% from 82.7 to 81.6 million individuals. Although this recent shift is very promising, inactivity remains a dominant force in society, evidenced by the fact that 27.7% of the population falls into this category.

The Sports & Fitness Industry Association (SFIA) Sports, Fitness & Recreational Activities Topline Participation Report 2016 was utilized to evaluate national sport and fitness participatory trends. The study is based survey findings by the Physical Activity Council from a total of 32,658 online interviews carried out in 2015. The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the US.

1.3.1 NATIONAL TRENDS IN GENERAL SPORTS

The most heavily participated in sports for 2015 were golf (24.1 million) and basketball (23.4 million), which have participation figures well in excess of the other activities in the general sports category. The popularity of golf and basketball can be attributed to the ability to compete with relatively small number of participants. Golf also benefits 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 2010, squash and other niche sports, like boxing, lacrosse and rugby, have seen strong growth. Squash has emerged as the overall fastest growing sport, as it has seen participation levels rise by 66% over the last five years. Based on the five-year trend, boxing (59%), rugby (44%), lacrosse (47%), roller hockey (39%), and field hockey (32%) have also experienced significant growth. In the most recent year, the fastest growing sports were roller hockey (10%), racquetball (8%), squash (7%), indoor soccer (6%), and boxing (6%). During the last five years, the sports that are most rapidly declining include touch football (-25%), wrestling (-22%), slow pitch softball (-16%), and racquetball (24.9% decrease).

Overall, activities in the general sports categories show very promising growth in the most recent year. Only three activities experienced a dip in participation, but none of these declined by more than 3%. In general, the strong recent growth in sports is a reversal of the five-year trends, as nearly every activity declining in the long run has tipped the scale to show positive growth in the past year.

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2010	2014	2015	14-15	10-15
Golf	26,122	24,700	24,120	-2.3%	-7.7%
Basketball	25,156	23,067	23,410	1.5%	-6.9%
Tennis	18,719	17,904	17,963	0.3%	-4.0%
Baseball	14,198	13,152	13,711	4.3%	-3.4%
Soccer (Outdoor)	13,883	12,592	12,646	0.4%	-8.9%
Badminton	7,645	7,176	7,198	0.3%	-5.8%
Softball (Slow Pitch)	8,477	7,077	7,114	0.5%	-16.1%
Football, Touch	8,663	6,586	6,487	-1.5%	-25.1%
Volleyball (Court)	7,315	6,304	6,423	1.9%	-12.2%
Football, Tackle	6,850	5,978	6,222	4.1%	-9.2%
Football, Flag	6,660	5,508	5,829	5.8%	-12.5%
Soccer (Indoor)	4,920	4,530	4,813	6.2%	-2.2%
Volleyball (Sand/Beach)	4,752	4,651	4,785	2.9%	0.7%
Gymnastics	4,418	4,621	4,679	1.3%	5.9%
Ultimate Frisbee	4,571	4,530	4,409	-2.7%	-3.5%
Track and Field	4,383	4,105	4,222	2.9%	-3.7%
Racquetball	4,603	3,594	3,883	8.0%	-15.6%
Cheerleading	3,134	3,456	3,608	4.4%	15.1%
Ice Hockey	2,140	2,421	2,546	5.2%	19.0%
Pickleball	N/A	2,462	2,506	1.8%	N/A
Softball (Fast Pitch)	2,513	2,424	2,460	1.5%	-2.1%
Lacrosse	1,423	2,011	2,094	4.1%	47.2%
Wrestling	2,536	1,891	1,978	4.6%	-22.0%
Roller Hockey	1,374	1,736	1,907	9.9%	38.8%
Squash	1,031	1,596	1,710	7.1%	65.9%
Field Hockey	1,182	1,557	1,565	0.5%	32.4%
Boxing for Competition	855	1,278	1,355	6.0%	58.5%
Rugby	940	1,276	1,349	5.7%	43.5%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 9 - national Participatory Trends in General Sports

1.3.2 NATIONAL TRENDS IN AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport, and all aquatic activities have experienced participation growth among the American population. In 2015, fitness swimming is the absolute leader in overall participation (26 million) for aquatic activities, due in large part to its broad, multigenerational appeal. In the most recent year, competition swimming reported the strongest growth (7%) among aquatic activities, followed by fitness swimming (4%) and aquatic exercise (1%). It should be noted, in 2011, recreational swimming was broken into competition and fitness categories in order to better identify key trends.

Aquatic Exercise also has a strong participation base, and has experienced steady growth since 2010. Aquatic exercise has paved the way as a less stressful form of physical activity, while allowing similar benefits as land based exercises, including aerobic fitness, resistance training, flexibility, and better balance. Doctors are now recommending aquatic exercise for injury rehabilitation, mature patients, and patients with bone or joint problems, due to the significant reduction of stress placed on weight-bearing joints, bones, muscles, and also the effect of the water in reducing swelling from injuries.

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2010	2014	2015	14-15	10-15
Swimming (Fitness)	N/A	25,304	26,319	4.0%	N/A
Aquatic Exercise	8,947	9,122	9,226	1.1%	3.1%
Swimming (Competition)	N/A	2,710	2,892	6.7%	N/A
NOTE: Participation figures are in 000's for the US population ages 6 and over					
	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 10 - National Participatory Trends in Aquatics

1.3.3 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 people to improve their health 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 nearly anyone with no time restrictions.

The most popular fitness activity by far is fitness walking, which had nearly 110 million participants in 2015, which represents a 2.4% decrease from the previous year. Other leading fitness activities based on total number of participants include treadmill (50 million), running/jogging (48 million), hand weights (43 million), stretching (36 million), and stationary cycling (36 million).

Over the last five years, the activities growing most rapidly are non-traditional / off-road triathlons (119%), trail running (63%), traditional road triathlons (57%), high impact aerobics (41%), and yoga (20%). In the last year, activities with the largest gains in participation included non-traditional / off-road triathlons (24%), traditional / road triathlons (13%), barre (12%), and trail running (8%). It should be noted that

many of the activities growing most rapidly have a relatively low user base, which allows for more drastic shifts in terms of percentage. The recent decline in the extremely popular activities of fitness walking and running / jogging paired with widespread growth in activities with lower participation levels, may suggest that those engaging in fitness activities are actively looking for new forms of exercise.

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2010	2014	2015	14-15	10-15
Fitness Walking	112,082	112,583	109,829	-2.4%	-2.0%
Treadmill	52,275	50,241	50,398	0.3%	-3.6%
Running/Jogging	46,650	51,127	48,496	-5.1%	4.0%
Free Weights (Hand Weights) under 15 lbs	N/A	41,670	42,799	2.7%	N/A
Stretching	35,720	35,624	35,776	0.4%	0.2%
Stationary Cycling (Recumbent/Upright)	36,036	35,693	35,553	-0.4%	-1.3%
Weight/Resistant Machines	39,185	35,841	35,310	-1.5%	-9.9%
Free Weights (Dumbbells) over 15 lbs	N/A	30,767	31,409	2.1%	N/A
Elliptical Motion Trainer	27,319	28,025	27,981	-0.2%	2.4%
Free Weights (Barbells)	27,194	25,623	25,381	-0.9%	-6.7%
Yoga	20,998	25,262	25,289	0.1%	20.4%
Calisthenics/Bodyweight Exercise	N/A	22,390	22,146	-1.1%	N/A
Choreographed Exercise	N/A	21,455	21,487	0.1%	N/A
Aerobics (High Impact)	14,567	19,746	20,464	3.6%	40.5%
Stair Climbing Machine	13,269	13,216	13,234	0.1%	-0.3%
Cross-Training Style Workout	N/A	11,265	11,710	4.0%	N/A
Stationary Cycling (Group)	7,854	8,449	8,677	2.7%	10.5%
Pilates Training	8,404	8,504	8,594	1.1%	2.3%
Trail Running	4,985	7,531	8,139	8.1%	63.3%
Cardio Cross Trainer	N/A	7,484	7,982	6.7%	N/A
Boot Camp Style Cross-Training	N/A	6,774	6,722	-0.8%	N/A
Cardio Kickboxing	6,287	6,747	6,708	-0.6%	6.7%
Martial Arts	6,002	5,364	5,507	2.7%	-8.2%
Boxing for Fitness	4,788	5,113	5,419	6.0%	13.2%
Tai Chi	3,193	3,446	3,651	5.9%	14.3%
Barre	N/A	3,200	3,583	12.0%	N/A
Triathlon (Traditional/Road)	1,593	2,203	2,498	13.4%	56.8%
Triathlon (Non-Traditional/Off Road)	798	1,411	1,744	23.6%	118.5%

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 - National Participatory Trends in General Fitness

1.3.4 NATIONAL TRENDS IN OUTDOOR RECREATION

Results from the Participation Report demonstrate a dichotomy of growth and attrition among outdoor / adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or with a group, and are not limited by time restraints. In 2015, the most popular activities, in terms of total participants, from the outdoor / adventure recreation category include road bicycling (38 million), freshwater fishing (38 million), day hiking (37 million), and Camping within ¼ mile of vehicle/home (28 million).

From 2010-2015, outdoor / adventure recreation activities that have undergone the largest increases were adventure racing (136%), archery (33%), BMX bicycling (29%), traditional climbing (28%), and backpacking overnight (26%). Over the same time frame, activities declining most rapidly were in-line roller skating (-26%), camping within ¼ mile of home/vehicle (-15%), and recreational vehicle camping (-12%). More recently, activities growing most rapidly in the last year were adventure racing (21%), BMX bicycling (15%), traditional climbing (5%), and fly fishing (4%).

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2010	2014	2015	14-15	10-15
Bicycling (Road)	39,730	39,725	38,280	-3.6%	-3.6%
Fishing (Freshwater)	39,911	37,821	37,682	-0.4%	-5.6%
Hiking (Day)	32,534	36,222	37,232	2.8%	14.4%
Camping (< 1/4 Mile of Vehicle/Home)	32,667	28,660	27,742	-3.2%	-15.1%
Wildlife Viewing (>1/4 Mile of Home/Vehicle)	21,158	21,110	20,718	-1.9%	-2.1%
Camping (Recreational Vehicle)	16,651	14,633	14,699	0.5%	-11.7%
Birdwatching (>1/4 mile of Vehicle/Home)	13,317	13,179	13,093	-0.7%	-1.7%
Fishing (Saltwater)	12,056	11,817	11,975	1.3%	-0.7%
Backpacking Overnight	7,998	10,101	10,100	0.0%	26.3%
Archery	6,323	8,435	8,378	-0.7%	32.5%
Bicycling (Mountain)	7,152	8,044	8,316	3.4%	16.3%
Skateboarding	7,080	6,582	6,436	-2.2%	-9.1%
Fishing (Fly)	5,523	5,842	6,089	4.2%	10.2%
Roller Skating, In-Line	8,128	6,061	6,024	-0.6%	-25.9%
Climbing (Sport/Indoor/Boulder)	4,542	4,536	4,684	3.3%	3.1%
Adventure Racing	1,214	2,368	2,864	20.9%	135.9%
Bicycling (BMX)	2,090	2,350	2,690	14.5%	28.7%
Climbing (Traditional/Ice/Mountaineering)	2,017	2,457	2,571	4.6%	27.5%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 12 - National Participatory Trends in Outdoor/Adventure Recreation

1.3.5 NATIONAL TRENDS IN HUNTING / FISHING ACTIVITIES

Overall, activities related to hunting and fishing have seen strong participation growth in recent years. In 2015, the most popular of these activities in terms of total participants were freshwater fishing (38 million), target shooting with a handgun (16 million), and target shooting with a rifle (14 million).

Examining growth trends over the last five years, activities with the highest rate of growth were hunting with a handgun (36%), archery (up 33%), target shooting with a handgun (26%), and trap / skeet shooting (25%). Since 2010, only two activities underwent a decrease in participation – freshwater fishing (-6%) and saltwater fishing (-1%). Activities experiencing the most rapid growth over the most recent year include sport clay shooting (15%), trap / skeet shooting (25%), and hunting with a handgun (10%).

National Participatory Trends - Hunting / Fishing Activities					
Activity	Participation Levels			% Change	
	2010	2014	2015	14-15	10-15
Fishing (Freshwater)	39,911	37,821	37,682	-0.4%	-5.6%
Target Shooting (Handgun)	12,485	14,426	15,744	9.1%	26.1%
Target Shooting (Rifle)	12,637	13,029	13,720	5.3%	8.6%
Fishing (Saltwater)	12,056	11,817	11,975	1.3%	-0.7%
Hunting (Rifle)	10,632	10,081	10,778	6.9%	1.4%
Hunting (Shotgun)	8,276	8,220	8,438	2.7%	2.0%
Archery	6,323	8,435	8,378	-0.7%	32.5%
Fishing (Fly)	5,523	5,842	6,089	4.2%	10.2%
Shooting (Sport Clays)	4,291	4,645	5,362	15.4%	25.0%
Hunting (Bow)	4,067	4,411	4,564	3.5%	12.2%
Shooting (Trap/Skeet)	3,489	3,837	4,368	13.8%	25.2%
Hunting (Handgun)	2,493	3,091	3,400	10.0%	36.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 13 - National Participatory Trends in Hunting/Fishing Activities

1.3.6 NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

The most popular water sports / activities based on total participants in 2015 were canoeing (10 million), recreational kayaking (9 million), and snorkeling (9 million). Water-based activities are demonstrating strong growth, especially over the most recent year, as only three activities underwent a minimal decline in participation from 2014-2015. Similar to participation trends from other recreational categories, water sports / activities in the most recent year reflect a positive shift from the five-year trends.

Over the last five years, stand-up paddling (up 188%) was by far the fastest growing water activity, followed by sea / touring kayaking (57%), white water kayaking (57%), recreational kayaking (50%), and boardsailing / windsurfing (29%). From 2010-2015, activities declining most rapidly were jet skiing (-19%), water skiing (-19%), and rafting (-12%). In the most recent year, activities experiencing the greatest increase in participation included boardsailing / windsurfing (13%), stand-up paddling (10%), and recreational kayaking (7%).

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2010	2014	2015	14-15	10-15
Canoeing	10,306	10,044	10,236	1.9%	-0.7%
Kayaking (Recreational)	6,339	8,855	9,499	7.3%	49.9%
Snorkeling	9,332	8,752	8,874	1.4%	-4.9%
Jet Skiing	7,739	6,355	6,263	-1.4%	-19.1%
Sailing	4,106	3,924	4,099	4.5%	-0.2%
Water Skiing	4,849	4,007	3,948	-1.5%	-18.6%
Rafting	4,389	3,781	3,883	2.7%	-11.5%
Scuba Diving	2,938	3,145	3,274	4.1%	11.4%
Wakeboarding	3,611	3,125	3,226	3.2%	-10.7%
Kayaking (Sea/Touring)	1,958	2,912	3,079	5.7%	57.3%
Stand-Up Paddling	1,050	2,751	3,020	9.8%	187.6%
Surfing	2,585	2,721	2,701	-0.7%	4.5%
Kayaking (White Water)	1,606	2,351	2,518	7.1%	56.8%
Boardsailing/Windsurfing	1,373	1,562	1,766	13.1%	28.6%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 14 - National Participatory Trends in Water Sports/Activities

1.3.7 NATIONAL TRENDS IN WINTER SPORTS

Assessing participation in snow sports, we find strong growth in the most recent year, as nearly every activity in this category increased from 2014-2015. The most popular winter sports in 2015 were ice skating (10 million), alpine / downhill skiing (9 million), sledding / snow tubing (9 million), and snowboarding (8 million).

Analyzing the five year trends, activities experiencing rapid growth were telemarking (73%) and freestyle skiing (51%). On the other hand, alpine / downhill skiing (-14%), ice skating (-9%), and cross-country skiing (-0.3%) were the only winter activities reporting declining participation over the last five years. More recently, telemarking (up 26.3%), snowshoeing (up 16.2%), and freestyle skiing (up 13.9%) reported the strongest participation growth over the last year.

National Participatory Trends - Winter Sports					
Activity	Participation Levels			% Change	
	2010	2014	2015	14-15	10-15
Ice Skating	11,477	10,649	10,485	-1.5%	-8.6%
Skiing (Alpine/Downhill)	10,919	9,004	9,378	4.2%	-14.1%
Sledding / Snow Tubing	N/A	8,560	8,811	2.9%	N/A
Snowboarding	7,421	7,399	7,676	3.7%	3.4%
Skiing (Freestyle)	2,950	4,061	4,465	9.9%	51.4%
Skiing (Cross-Country)	4,157	4,291	4,146	-3.4%	-0.3%
Snowshoeing	3,431	3,603	3,885	7.8%	13.2%
Telemarking (Downhill)	1,482	2,503	2,569	2.6%	73.3%
Ice Hockey	2,140	2,421	2,546	5.2%	19.0%
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 15 - National Participatory Trends in Winter Sports

1.3.8 LOCAL SPORT AND MARKET POTENTIAL

The following charts show sport and leisure market potential data from ESRI. A Market Potential Index (MPI) measures the probable demand for a product or service in Harnett County, North Carolina. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the US National average. The National average is 100, therefore numbers below 100 would represent a lower than average participation rate, and numbers above 100 would represent higher than average participation rate.

ESRI's MPI for a product or service for an area is calculated by the ratio of the local consumption rate for a product or service for the area to the US consumption rate for the product or service, multiplied by 100. MPIs are derived from the information integration from four consumer surveys.

The County is compared to the national average in four (4) categories – general sports, fitness, outdoor activity, and money spent on miscellaneous recreation. Overall, residents of Harnett County demonstrate participation trends that have below average potential index numbers in all categories. Harnett County does exhibit **high interest in outdoor activities that includes:**

- **Hunting with rifle**
- **Hunting with shotgun**
- **Salt water fishing**
- **Fresh water fishing**
- **Horseback riding**

The County also spends more money than the U.S. average on overnight camping trips, attending NASCAR races, on sports equipment (\$1-99), visiting indoor water parks, and attending high school sporting events.

It is recommended that County examines the MPIs below to gain a sense of local consumption behavior based upon market research. The MPIs should be one component of an overall demand analysis including participation rates, market competition, community survey, and other community input information. The MPIs that equal or are above 100, are identified as being popular consumption activities; however, programming should not solely center on high MPI activities because service providers often need to provide niche activities.

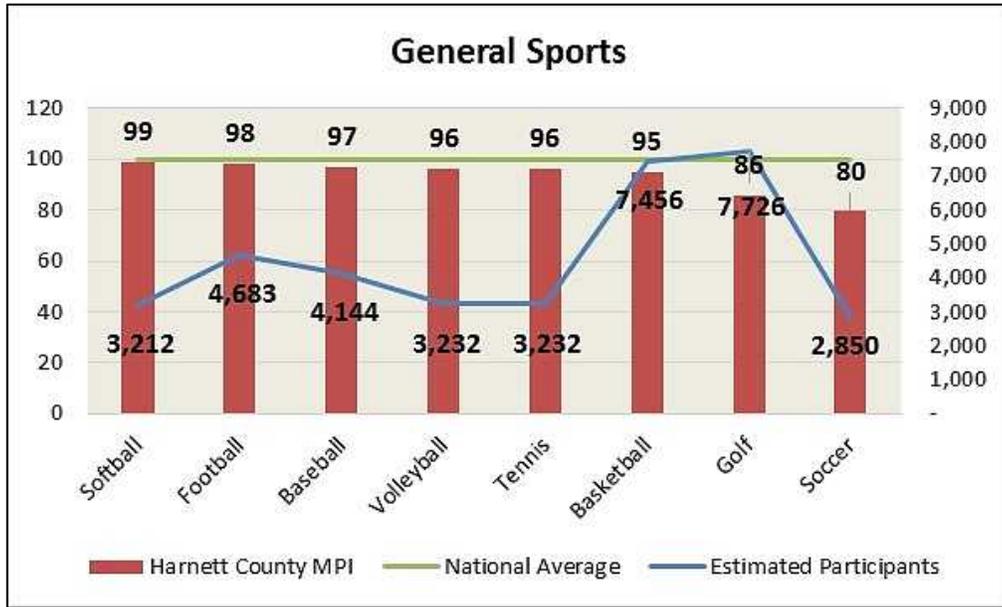


Figure 16 - Harnett County MPI (General Sports)

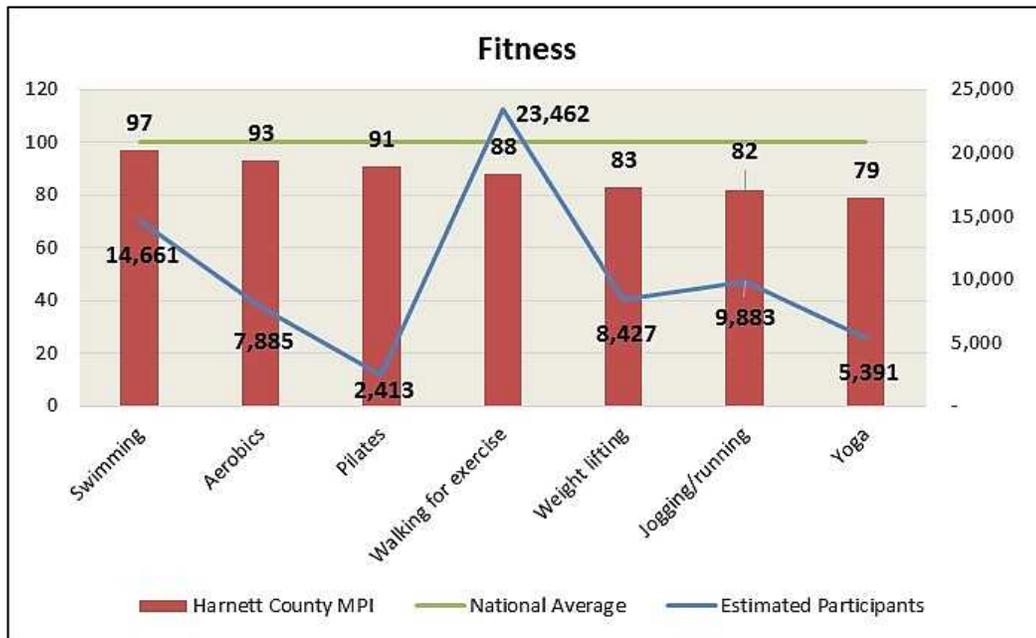


Figure 17 – Harnett County MPI (Fitness)

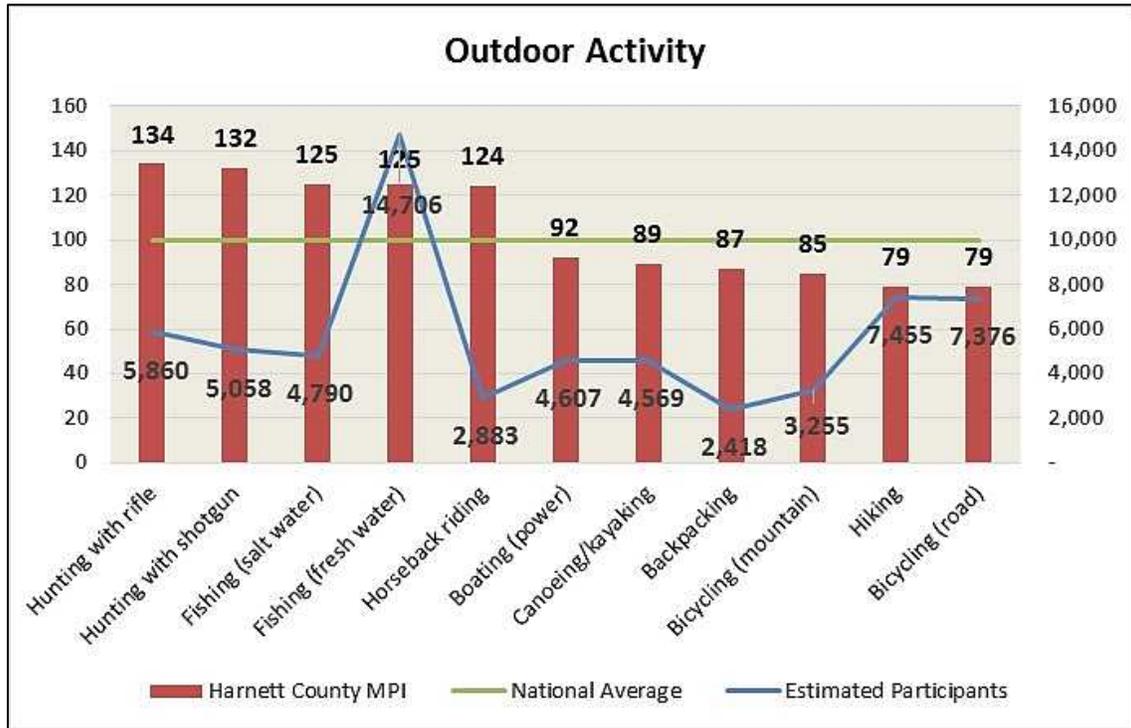


Figure 18 – Harnett County MPI (Outdoor Activity)

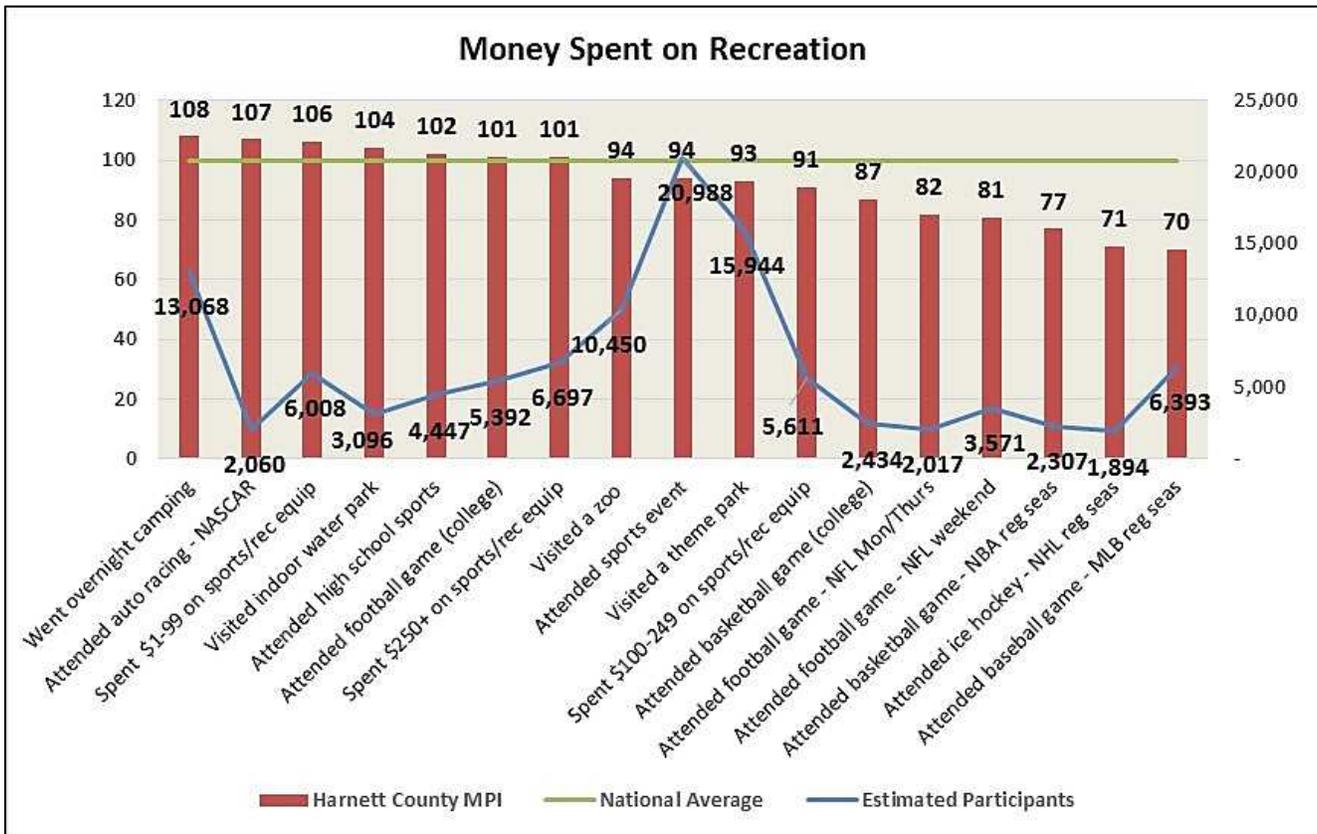


Figure 19 - Harnett County MPI (Money Spent on Miscellaneous Recreation)

APPENDIX 3

HARNETT COUNTY PARKS AND RECREATION SURVEY

Harnett County Parks and Recreation Survey

...helping organizations make better decisions since 1982

Findings
Report

**Submitted to Harnett County, North
Carolina by:**

ETC Institute
725 W. Frontier Lane,
Olathe, Kansas
66061

October 2016





Contents

Executive Summary	i
Charts and Graphs	1
Priority Investment Rating.....	15
Benchmarking Analysis.....	26
Tabular Data	32
Survey Instrument	72

Harnett County Parks and Recreation Survey Executive Summary

Overview

ETC Institute administered a needs assessment survey for Harnett County during the summer of 2016. The survey was administered as part of the County's efforts to plan the future for parks and recreation opportunities. The survey and its results will guide Harnett County in making improvements to the County's existing and future parks, greenways, nature preserves, recreation centers, and programs they offer. The survey will also help the County establish priorities for the future improvement of Parks and Recreation facilities, programs and services within the community.

Methodology

ETC Institute mailed a survey packet to a random sample of households in Harnett County. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it on-line.

Ten days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of Harnett County from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed on-line did not match one of the addresses selected for the sample, the on-line survey was not counted.

The goal was to obtain completed surveys from at least 400 residents. The goal was exceeded with a total of 410 residents completing the survey. The overall results for the sample of 410 households have a precision of at least +/-4.8% at the 95% level of confidence.

This report contains the following:

- Charts showing the overall results of the survey (Section 1)
- Priority Investment Rating (PIR) that identifies priorities for facilities and programs (Section 2)
- Benchmarking analysis comparing the County's results to national results (Section 3)
- Tabular data showing the overall results for all questions on the survey (Section 4)
- A copy of the survey instrument (Section 5)

The major findings of the survey are summarized below and on the following pages.

Organizations and Facilities Used for Parks and Recreation Programs and Cultural Facilities

The most visited facility from the list of facilities that are owned or operated by Harnett County was Cape Fear River Trail Park (46%). Forty-two percent (42%) of respondents have visited Anderson Creek Park over the past year, and 28% visited Barbecue Creek Park.

Nearly half of respondents (45%) indicated their household uses Raven Rock State Park. The other most used recreation facilities include: Harnett County Parks and Recreation (41%) and Churches or other religious organizations (22%), these were also the most used facilities.

Barriers to Park, Facility and Program Usage

Respondents were asked from a list of 13 potential reasons to identify what prevents them from using recreation programs offered by Harnett County Parks and Recreation Department. The top four reasons selected were: not knowing what is offered or available (58%), program or facility is not offered (30%), lack of quality programs (22%), and program times are not convenient (12%).

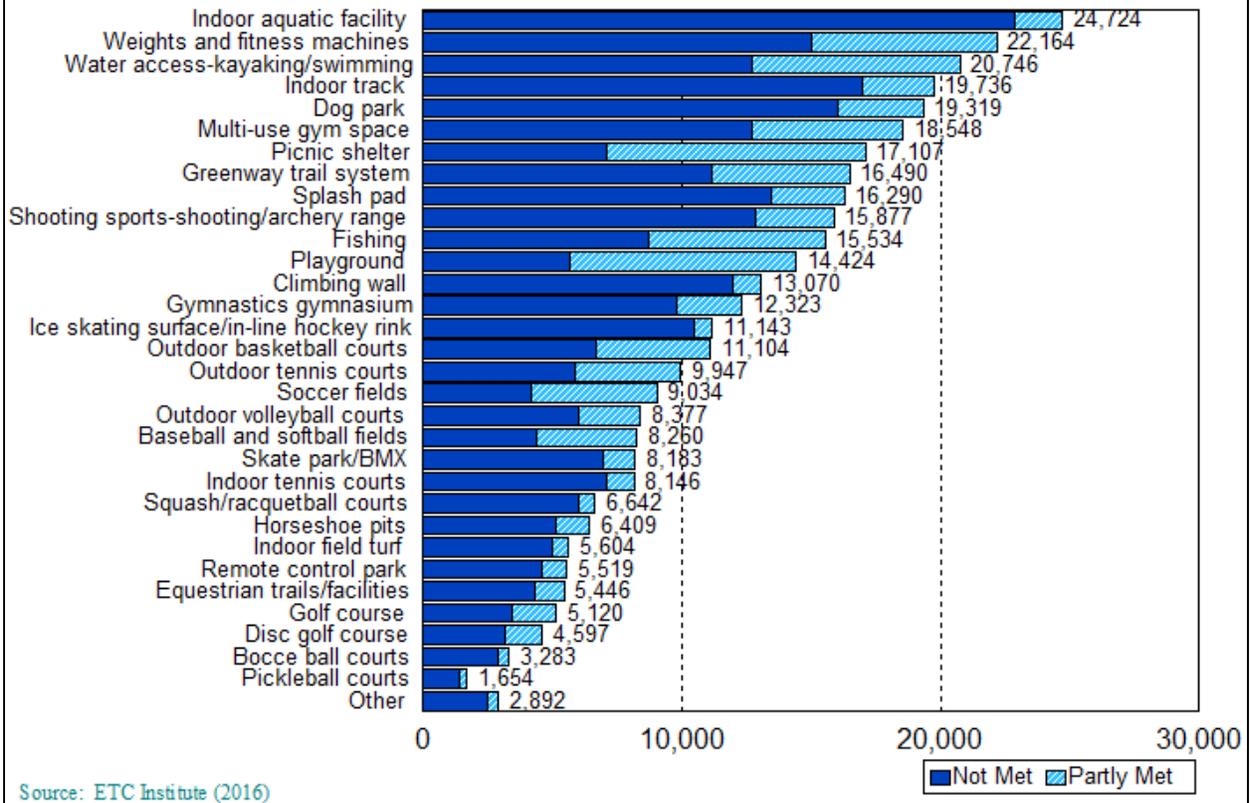
Facility Needs and Priorities

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

The three recreation facilities with the highest percentage of households that indicated a need for the facility were: weights and fitness machines (56%), playgrounds (55%), and indoor aquatic facilities (55%). When ETC Institute analyzed the needs in the community, the same three facilities also had a need that affected more than 25,000 households. ETC Institute estimates a total of 24,724 of the 48,122 households in Harnett County have unmet needs for an indoor aquatic facility. The estimated number of households that have unmet needs for each of the 32 facilities that were assessed is shown in the table on the following page.

Q1-3. Estimated Number of Households Whose Needs for Facilities/Amenities Are Being Partly Met or Not Met

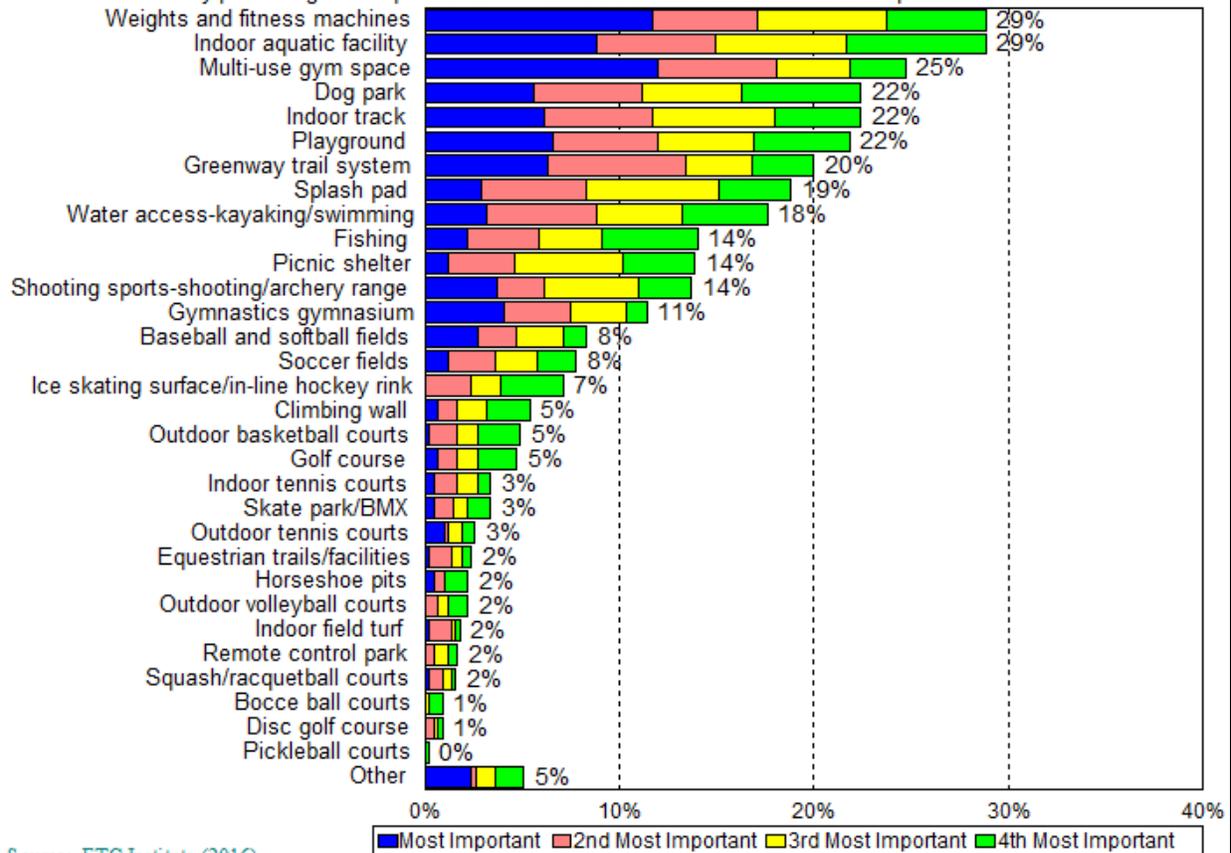
by number of households based on 48,122 households in Harnett County



Facility Importance: In addition to assessing the needs for each facility, ETC Institute also assessed the importance that residents placed on each facility. Based on the sum of respondents' top four choices, the three most important facilities to residents were: weights and fitness machines (29%), indoor aquatic facility (29%), and multi-use gym space (25%). The percentage of residents who selected each facility as one of their top four choices is shown in the chart at the top of the following page.

Q2. Facilities That Are Most Important to Households

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



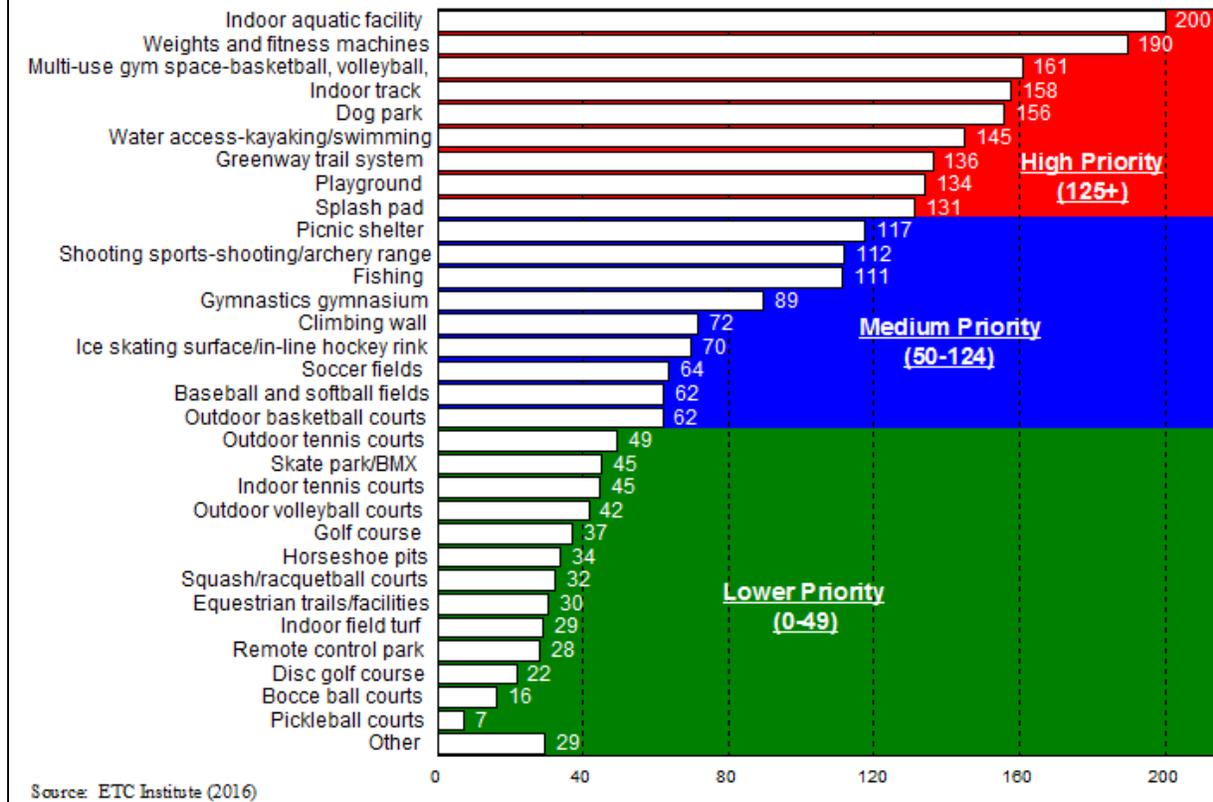
Source: ETC Institute (2016)

Priorities for Facility Investments: The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on Parks and Recreation investments. The Priority Investment Rating (PIR) equally weights (1) the importance that residents place on facilities and (2) how many residents have unmet needs for the facility. [Details regarding the methodology for this analysis are provided in Section 2 of this report.] Based the Priority Investment Rating (PIR), the following nine facilities were rated as high priorities for investment:

- Indoor aquatic facility (PIR=200)
- Weights and fitness machines (PIR=190)
- Multi-use gym space (PIR=161)
- Indoor track (PIR=158)
- Dog park (PIR=156)
- Water access-kayaking/swimming (PIR=145)
- Greenway trail system (PIR=136)
- Playground (PIR=134)
- Splash pad (PIR=131)

The chart on the following page shows the Priority Investment Rating for each of the 32 facilities/amenities that were assessed on the survey.

Top Priorities for Investment for Recreation Facilities Based on the Priority Investment Rating



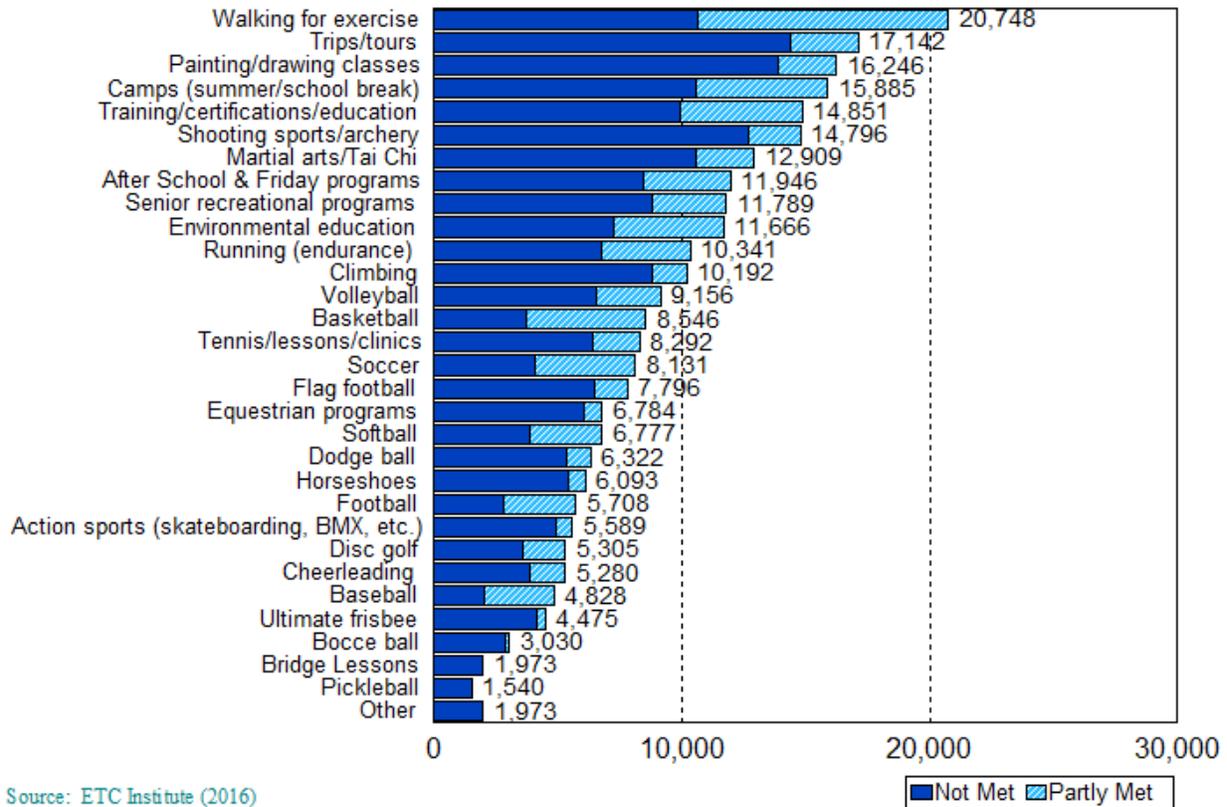
Programming Needs and Priorities

Programming Needs. Respondents were also asked to identify if their household had a need for 31 recreational programs and rate how well their needs for each program were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had “unmet” needs for each program.

The three programs with the highest percentage of households that had needs were: walking for exercise programs (60%), painting/drawing classes (37%), and camps (summer/school break) (37%). In addition to having the highest total need, the top program also have the highest unmet need among the 31 programming-related areas that were assessed. ETC Institute estimates a total of 20,748 households have unmet needs for walking for exercise programs. The estimated number of households that have unmet needs for each of the 31 programs that were assessed is shown in the chart at the top of the following page.

Q3-3. Estimated Number of Households Whose Needs for Programs Are Being Partly Met or Not Met

by number of households based on 48,122 households in Harnett County

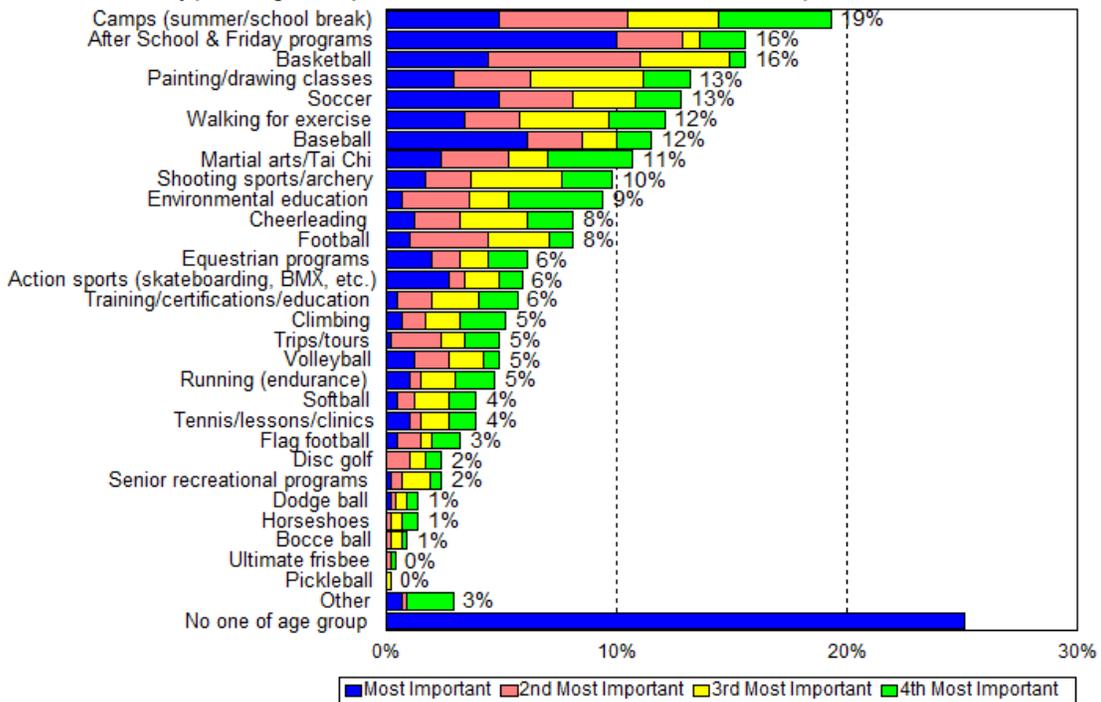


Program Importance. In addition to assessing the needs for each program, ETC Institute also assessed the importance that youth and adults place on each program. Based on the sum of respondents’ top four choices, the three most important programs to youth were: camps (summer/school break) (19%), after school and Friday programs (16%), and basketball programs (16%). Based on the sum of respondents’ top four choices, the three most important programs to adults were: walking for exercise programs (46%), training/certifications/education programs (23%), and trips/tours (23%).

The percentage of youth and adults who selected each program as one of their top four choices is shown in the following two tables on the next page.

Q4. Programs That Are Most Important to Youth in Households

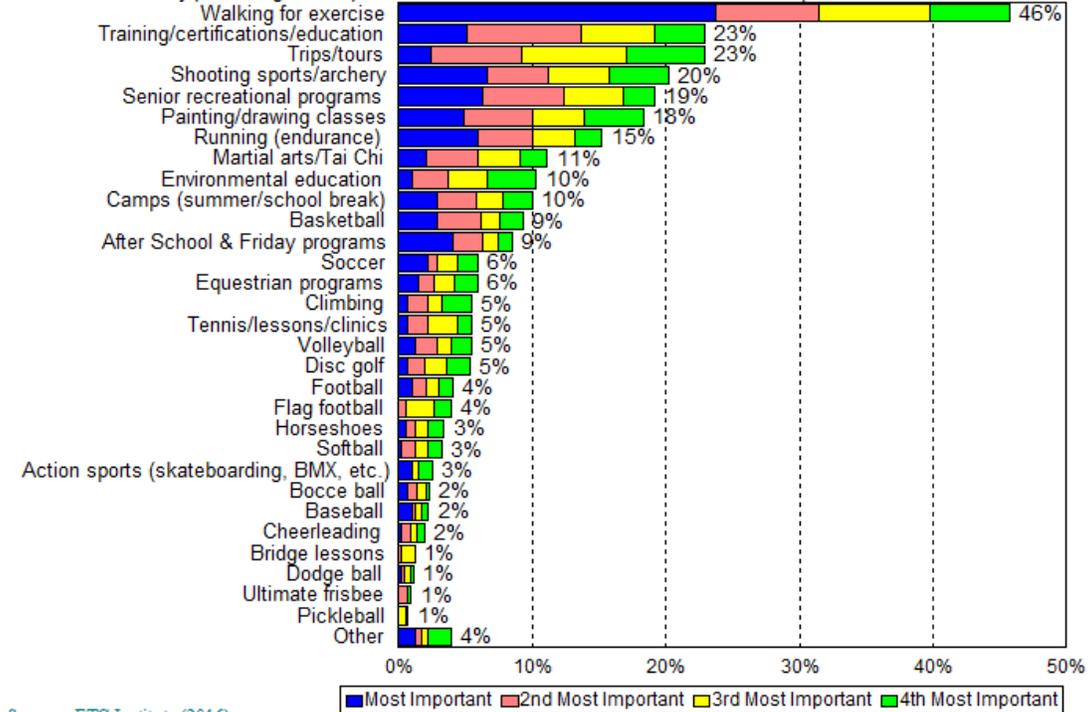
by percentage of respondents who selected the items as one of their top four choices



Source: ETC Institute (2016)

Q5. Programs That Are Most Important to Adults in Households

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



Source: ETC Institute (2016)

Priorities for Programming Investments. Based the priority investment rating (PIR), which was described briefly on page iv of this Executive Summary and is described in more detail in Section 2 of this report, the following programs were rated as “high priorities” for investment:

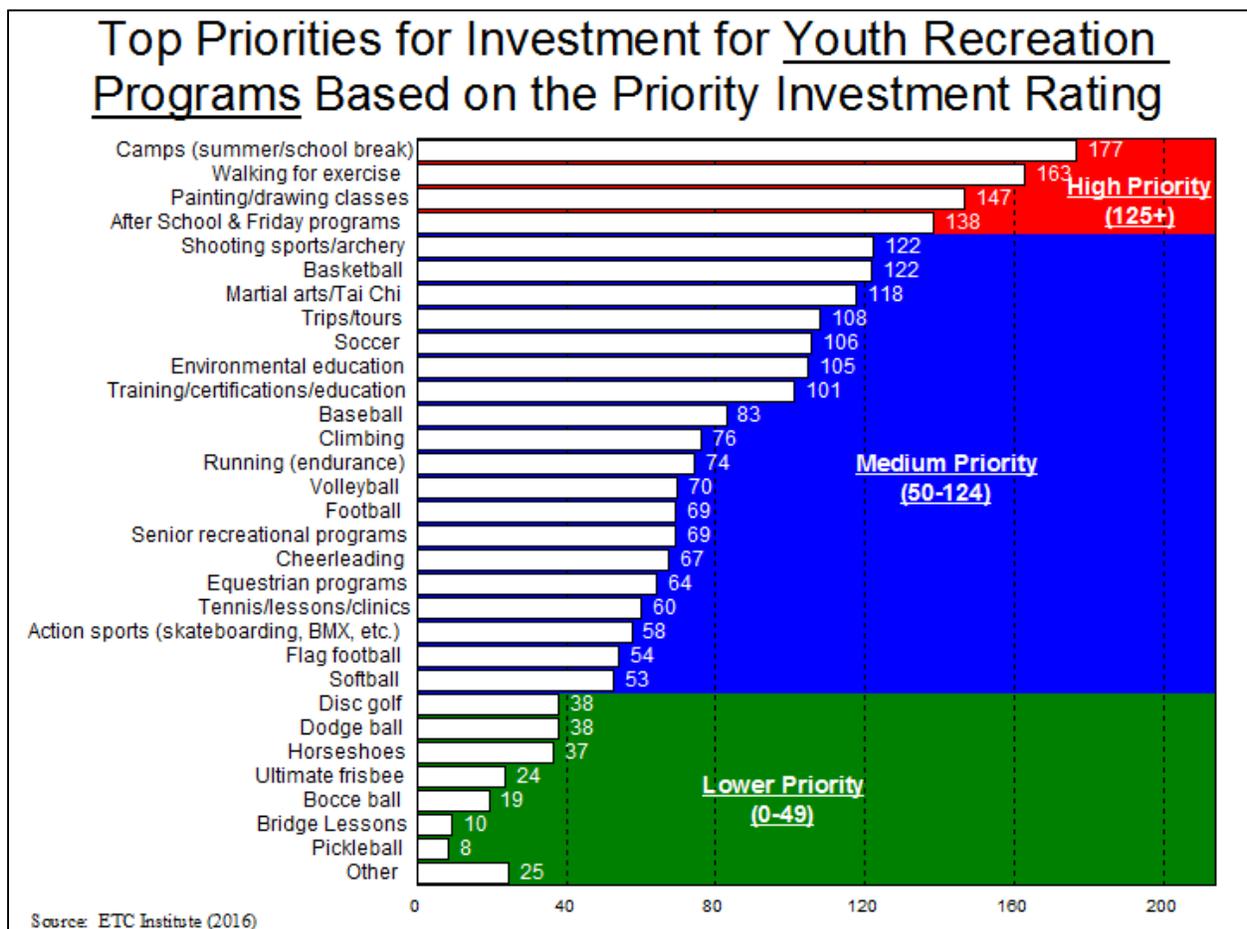
Youth:

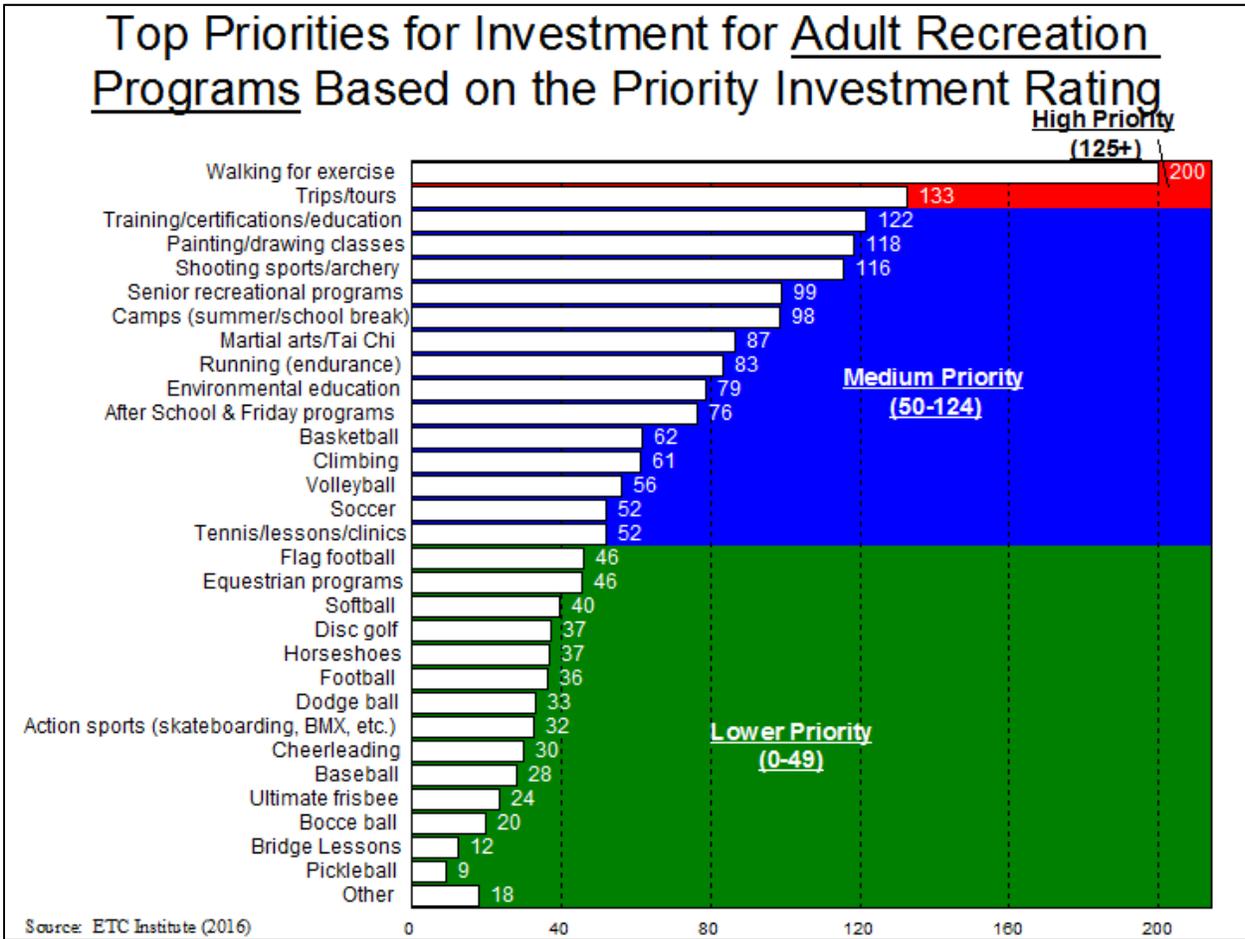
- Camps (PIR=177)
- Walking for exercise (PIR=163)
- Painting/drawing classes (PIR=147)
- After school and Friday programs (PIR=138)

Adults:

- Walking for exercise (PIR=200)
- Trips/tours (PIR=133)

The chart below and on the chart on the following page show the Priority Investment Rating (PIR) for each of the 31 programs that were rated for both youth and adults.





Additional Findings

Sixty-two percent (62%) of respondents indicated that Children and Youth was the group the Harnett County Park and Recreation Department should make their top priority to serve. Regarding how well the Harnett County Parks and Recreation Department is currently serving its residents, respondents were asked to rate how well various programs are currently meeting their needs. Out of the five programs (sports, outdoor recreation, special events, senior adult activities, and therapeutic recreation) none had a majority of respondents indicate their need was being fully or mostly met.

Respondents were asked to indicate which potential indoor programming spaces they would use from a list of spaces the County could considering developing. Walking and jogging track (69%) was the most selected response. This coincides with the number of respondents who selected walking for exercise as one of the most important programs to their household. The other top most selected potential indoor programming spaces most selected by respondents include a leisure pool (61%) and a weight room/cardiovascular equipment area (51%). Indoor aquatic facilities and weights and fitness machines were two of the most important facilities with some of the highest unmet need in the community.

Respondents were asked to indicate the maximum amount they would be willing to pay in additional taxes for the types of improvements to the parks, facilities, recreation programs, and special events in Harnett County that are most important to their household. Forty-five percent

(45%) of respondents indicated they would pay at least \$10-\$14 per month as the maximum amount they would pay for improvements. Only 19% indicated they would pay nothing, 17% would be willing to pay \$1-\$4 per month, and 20% would be willing to pay \$5-\$9 per month.

Respondents were then asked to rate their willingness to take various actions which would support expanded parks and recreation programs and facilities in Harnett County. The most supported option, based on the sum of “very willing” and “willing” responses, was to pay a slight increase in taxes to support development of new recreation facilities in Harnett County. The least supported option was to make donations to fund design and construction of new parks and recreation in Harnett County.

Conclusions and Recommendations

In order to ensure that Harnett County continues to meet the needs and expectations of the community, ETC Institute recommends that the Parks and Recreation Department sustain and/or improve the performance in areas that were identified as “high priorities” by the Priority Investment Rating (PIR). The facilities and programs with the highest PIR ratings are listed below. Focusing on the following priorities will ensure that Harnett County would provide the greatest benefit to the largest number of residents within the County.

Facility Priorities

- Indoor aquatic facility (PIR=200)
- Weights and fitness machines (PIR=190)
- Multi-use gym space (PIR=161)
- Indoor track (PIR=158)
- Dog park (PIR=156)
- Water access-kayaking/swimming (PIR=145)
- Greenway trail system (PIR=136)
- Playground (PIR=134)
- Splash pad (PIR=131)

Programming Priorities

Youth:

- Camps (PIR=177)
- Walking for exercise (PIR=163)
- Painting/drawing classes (PIR=147)
- After school and Friday programs (PIR=138)

Adults:

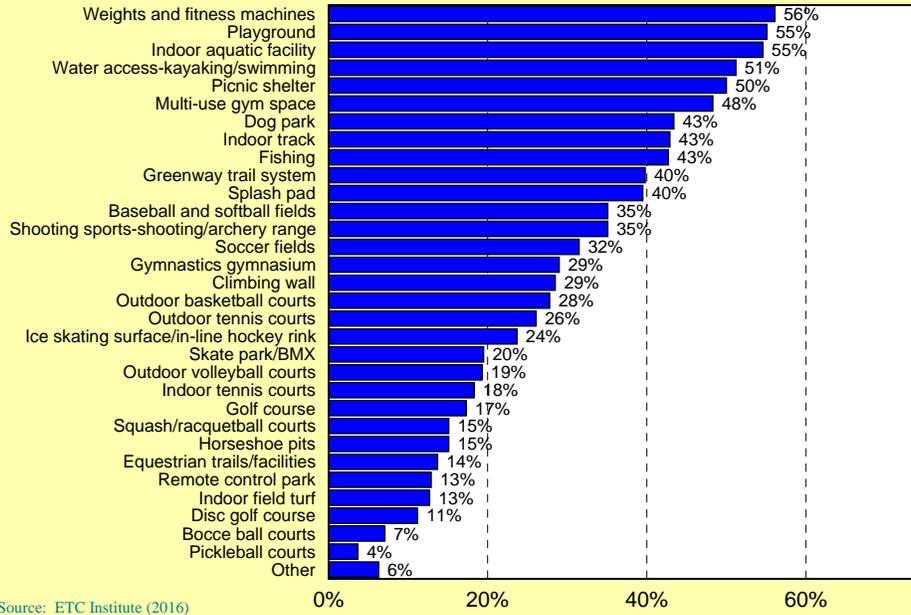
- Walking for exercise (PIR=200)
- Trips/tours (PIR=133)

Section 1

Charts and Graphs

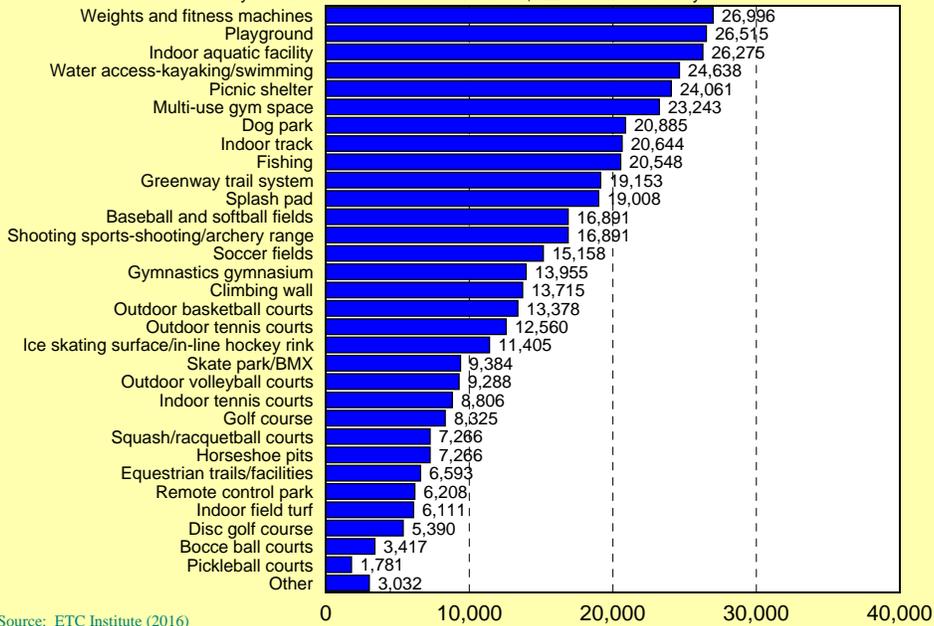
Q1. Facilities/Amenities Respondent Households Have a Need For

by percentage of respondents (multiple choices could be made)



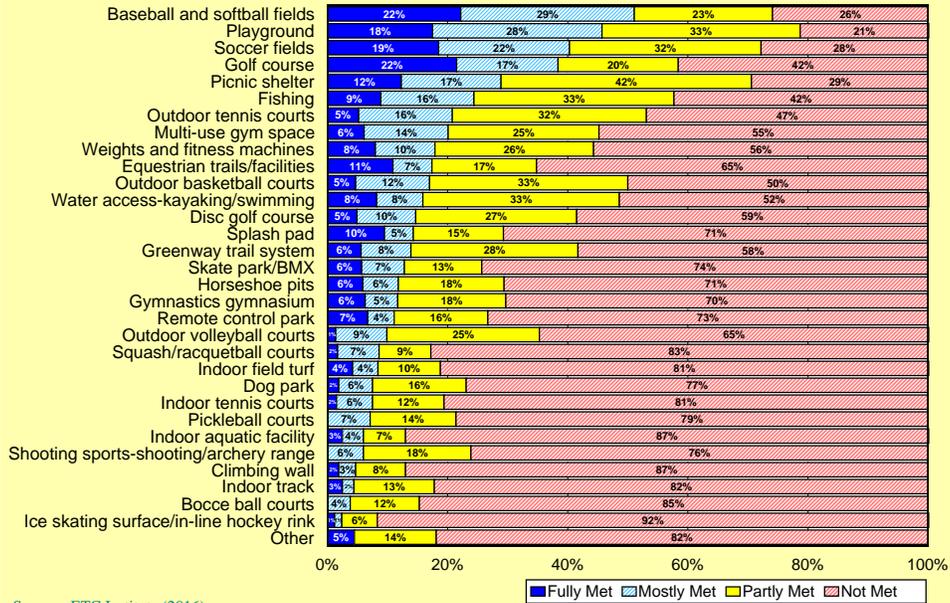
Q1-1. Estimated Number of Households That Have a Need for Various Facilities/Amenities

by number of households based on 48,122 in Harnett County



Q1-2. How Well Parks and Recreation Facilities/Amenities Meet the Needs of Respondent Households

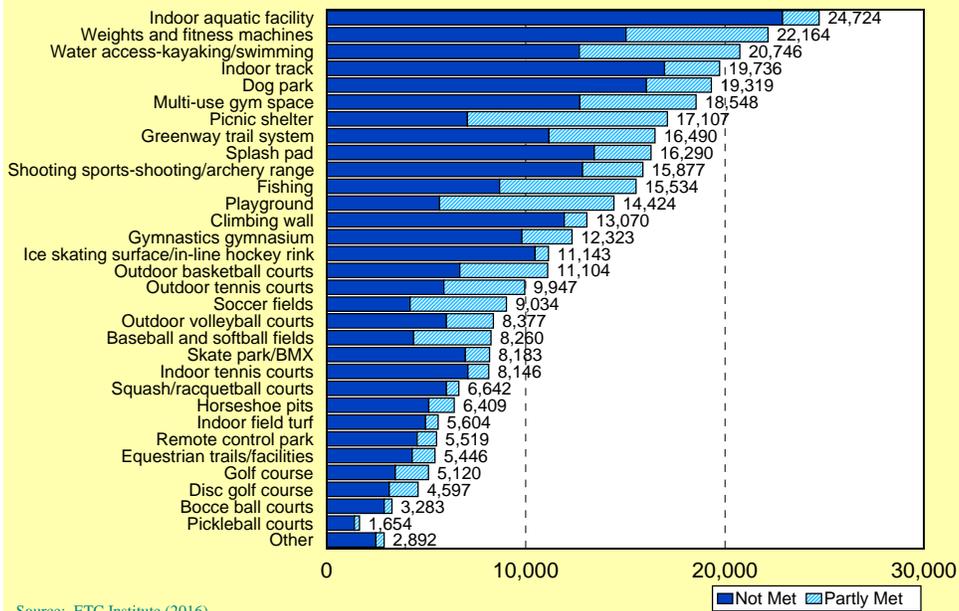
by percentage of respondents with a need for facilities



Source: ETC Institute (2016)

Q1-3. Estimated Number of Households Whose Needs for Facilities/Amenities Are Being Partly Met or Not Met

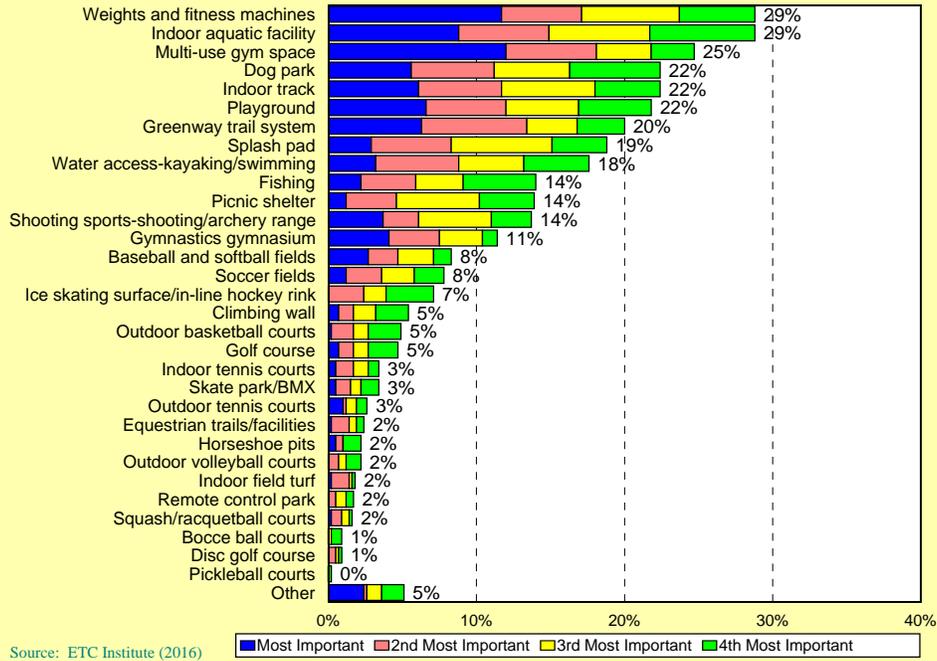
by number of households based on 48,122 households in Harnett County



Source: ETC Institute (2016)

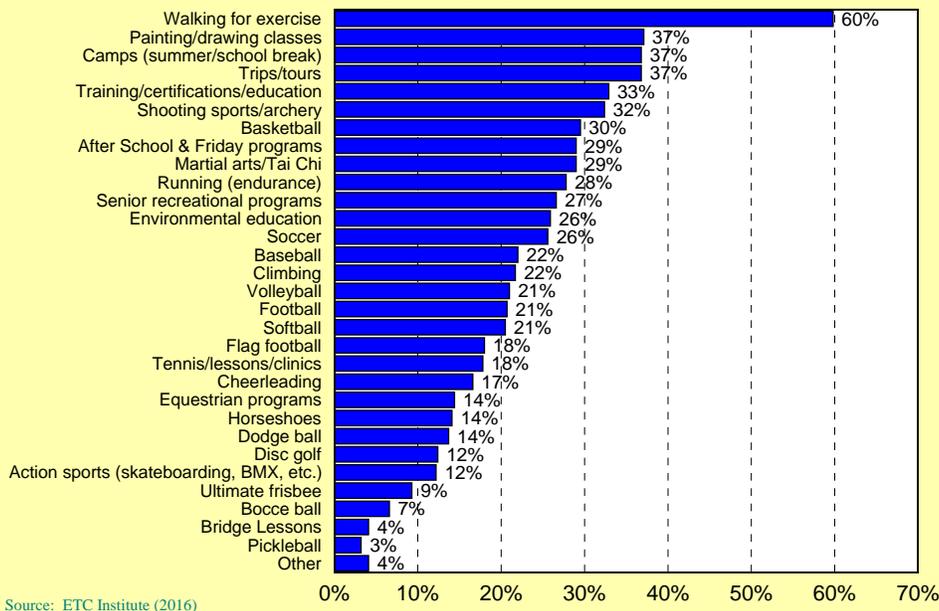
Q2. Facilities That Are Most Important to Households

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



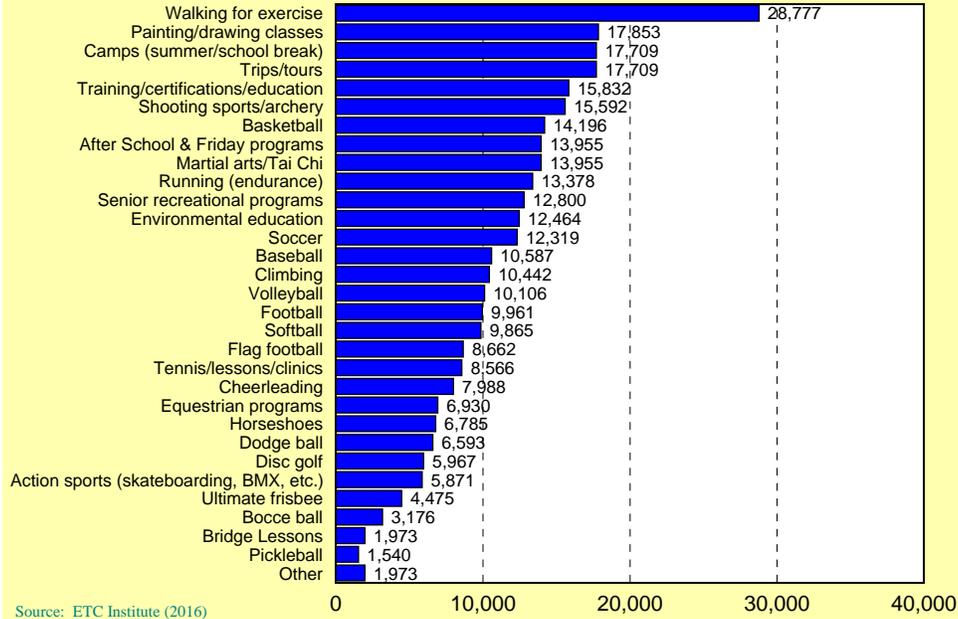
Q3. Programs That Respondent Households Have a Desire to Participate In

by percentage of respondents (multiple choices could be made)



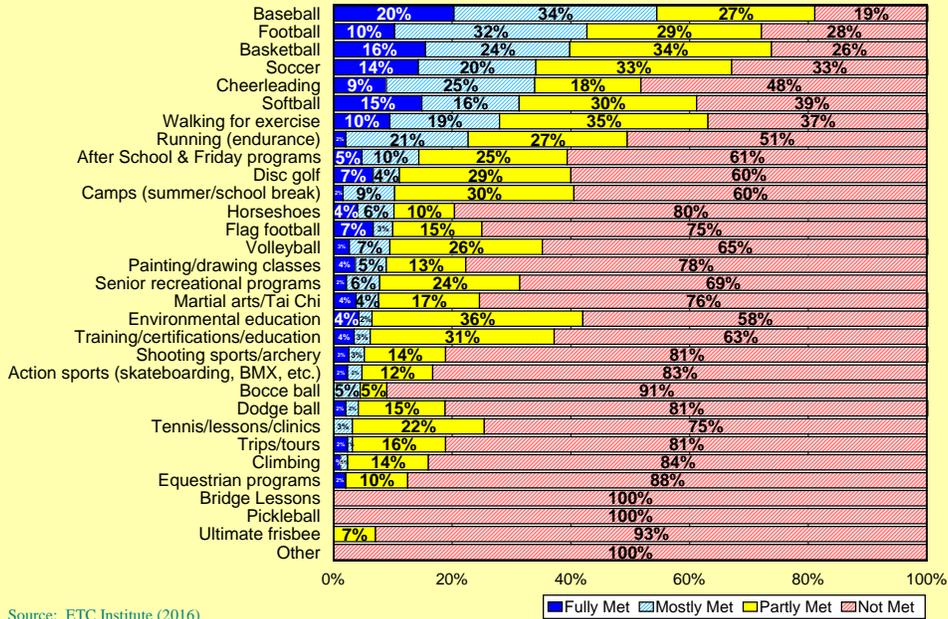
Q3-1. Estimated Number of Households That Have a Desire to Participate in Various Programs

by number of households based on 48,122 households in Harnett County



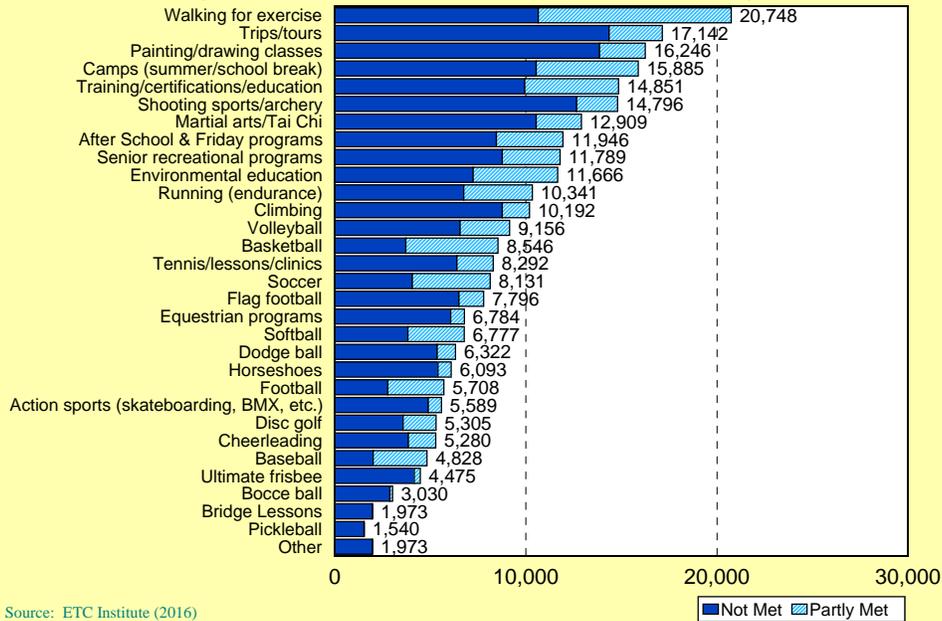
Q3-2. How Well Programs Meet the Needs of Respondent Households

by percentage of respondents with a need for programs



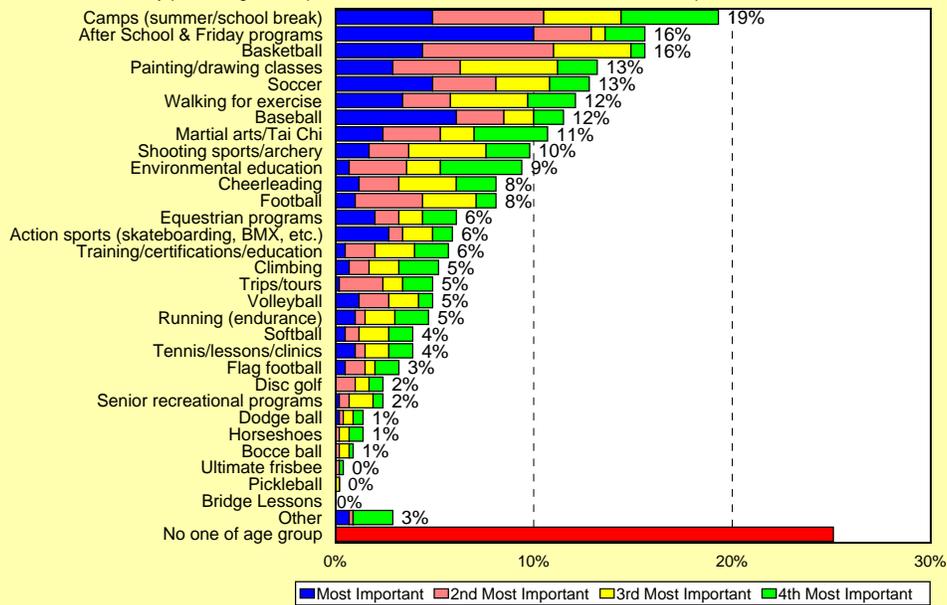
Q3-3. Estimated Number of Households Whose Needs for Programs Are Being Partly Met or Not Met

by number of households based on 48,122 households in Harnett County

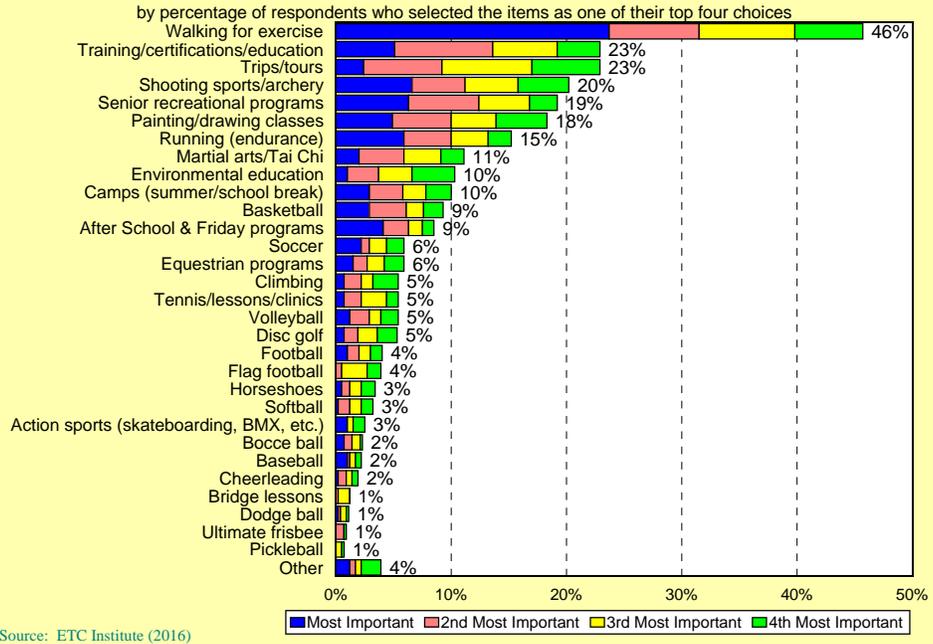


Q4. Programs That Are Most Important to Youth in Households

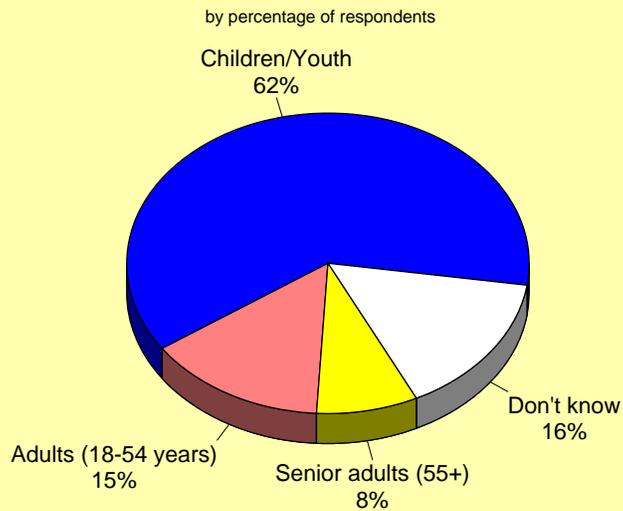
by percentage of respondents who selected the items as one of their top four choices

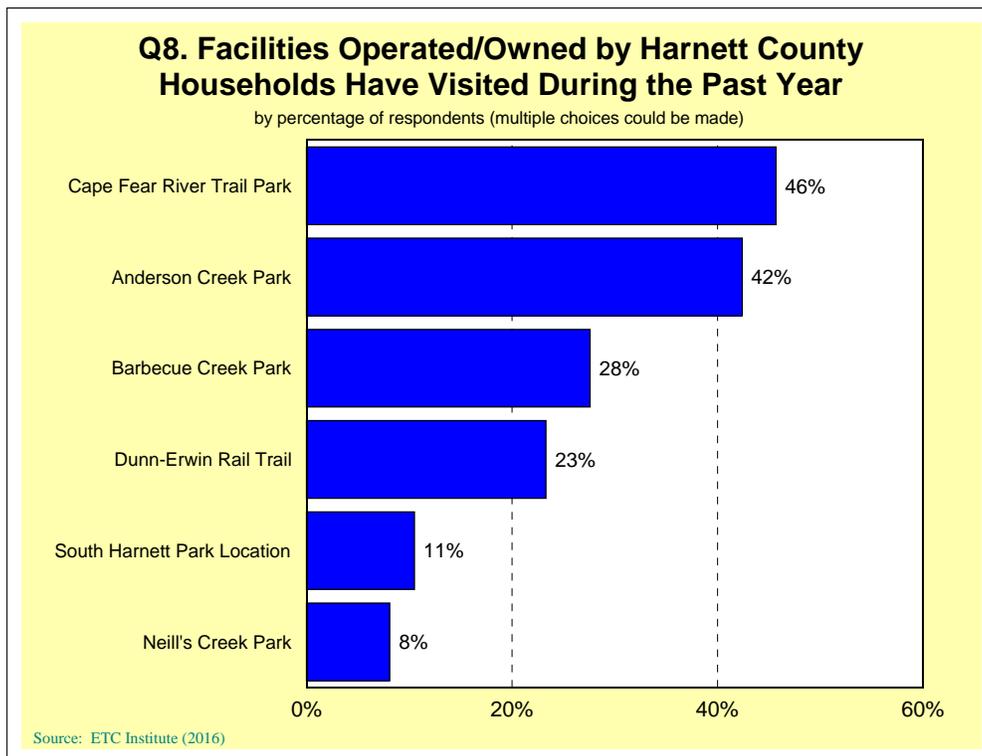
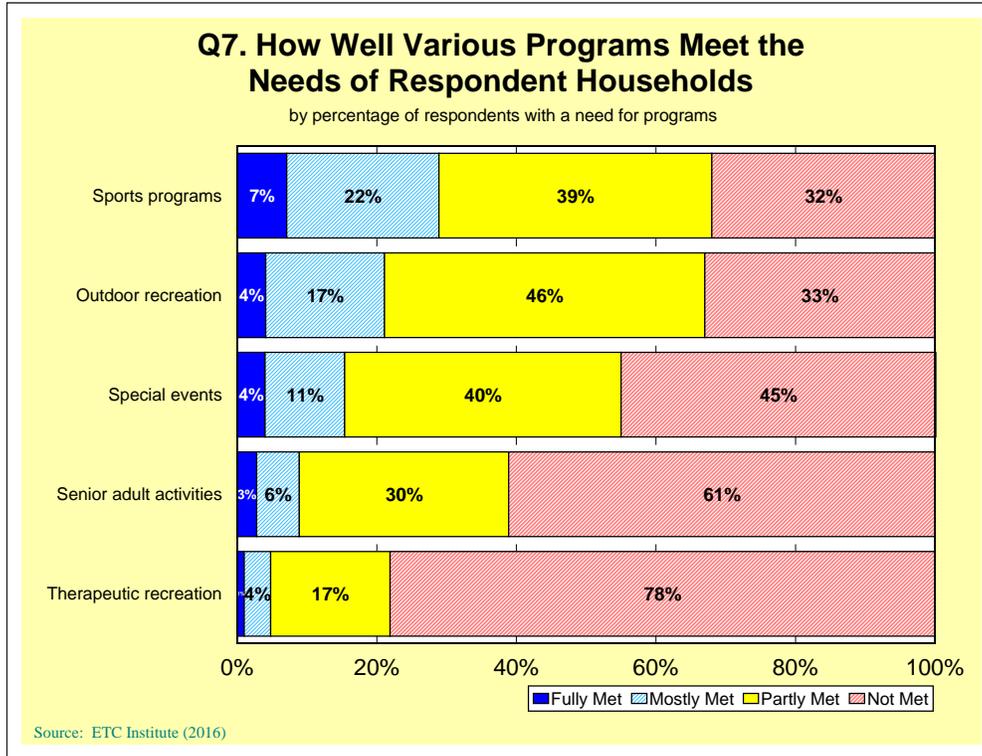


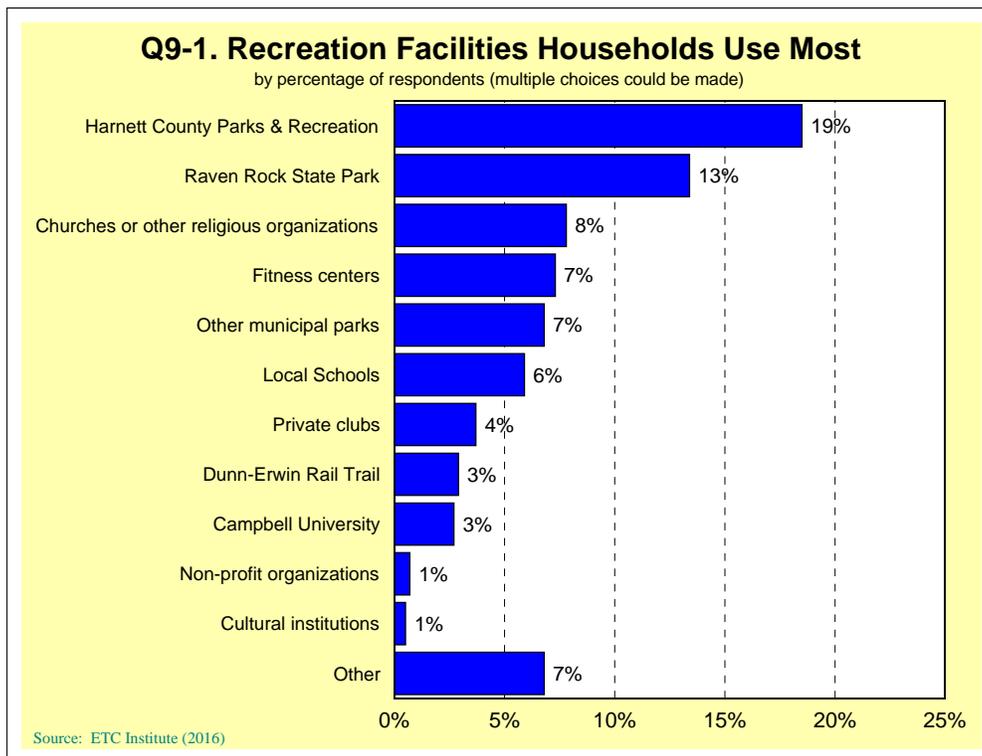
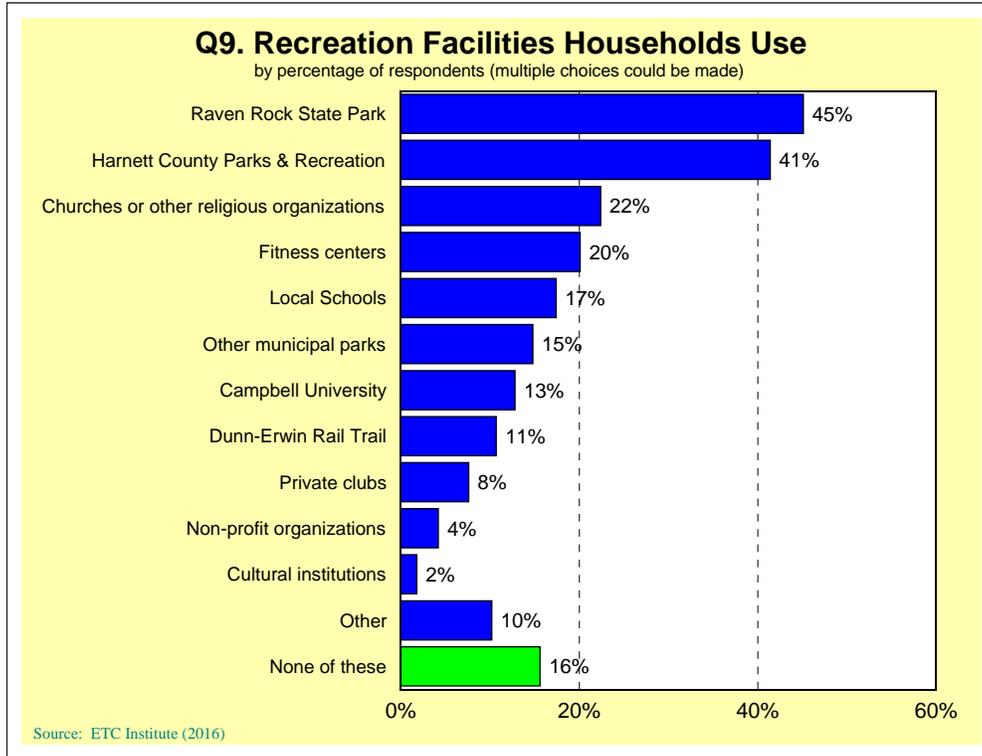
Q5. Programs That Are Most Important to Adults in Households



Q6. Which One of the Following Groups do You Think Should be the Harnett County Park and Recreation Department's Top Priority to Serve?

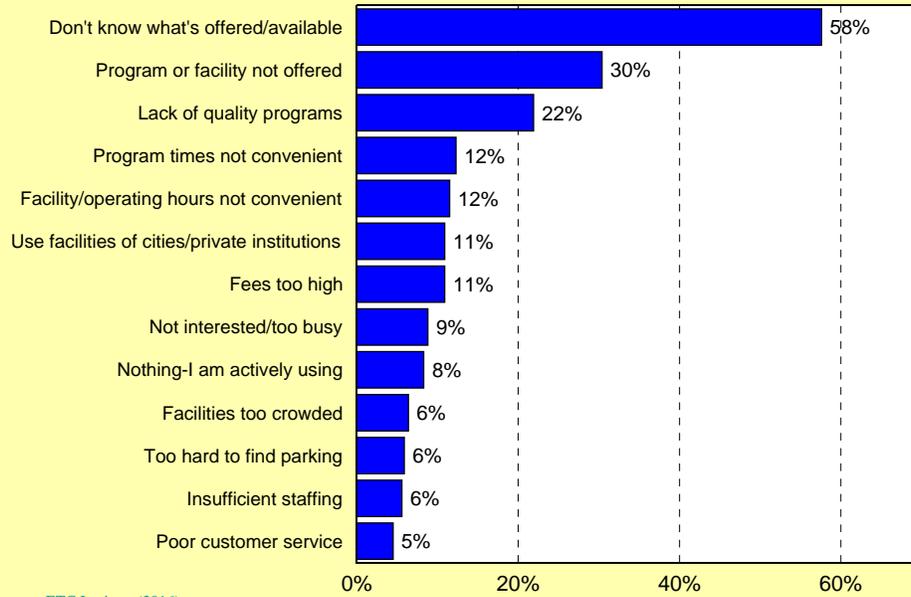






Q10. Reasons Preventing Use of Recreation Programs Offered by the Harnett County Parks & Recreation Department

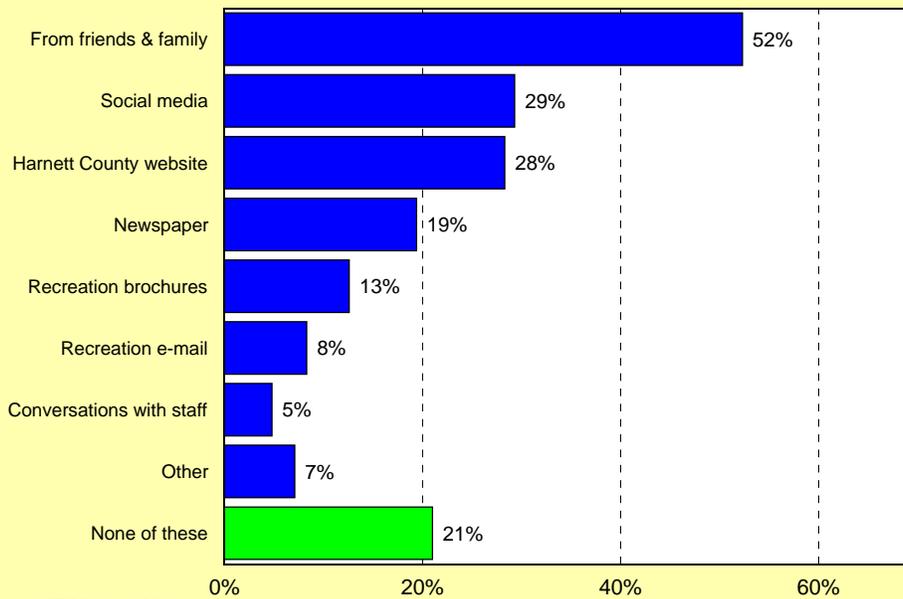
by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2016)

Q11. Ways Respondents Learn About Harnett County Parks & Recreation Programs and Activities

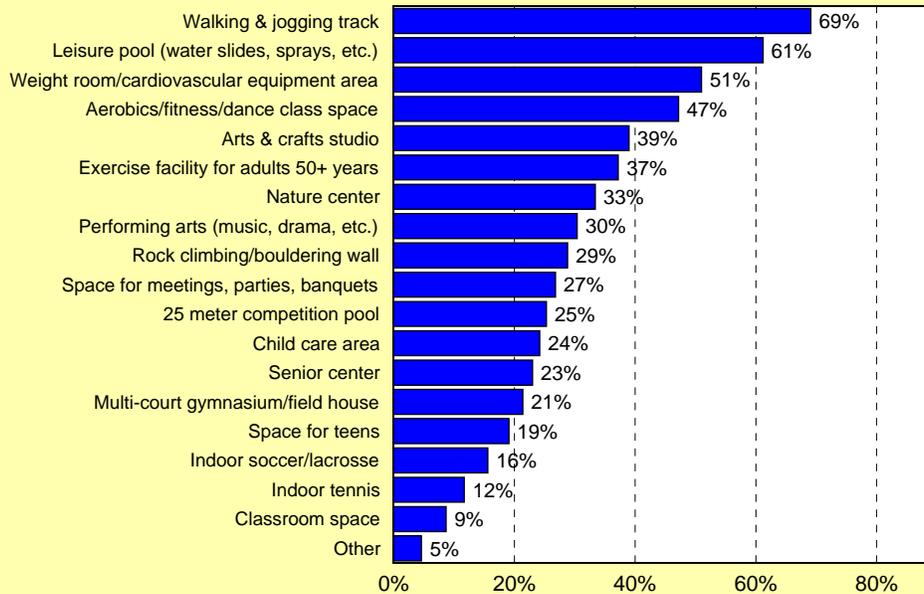
by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2016)

Q12. Potential Indoor Programming Respondent Households Would Use

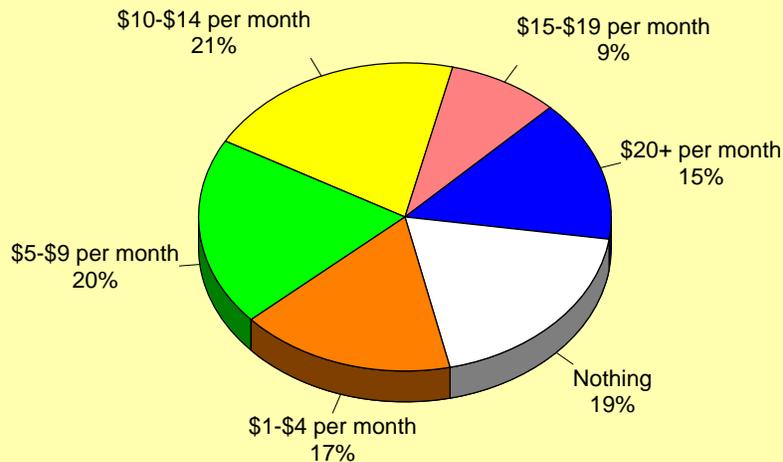
by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2016)

Q13. Maximum Amount Respondent Households Are Willing to Pay For Improvements to Parks, Facilities, Recreation Programs & Special Events Most Important to Them

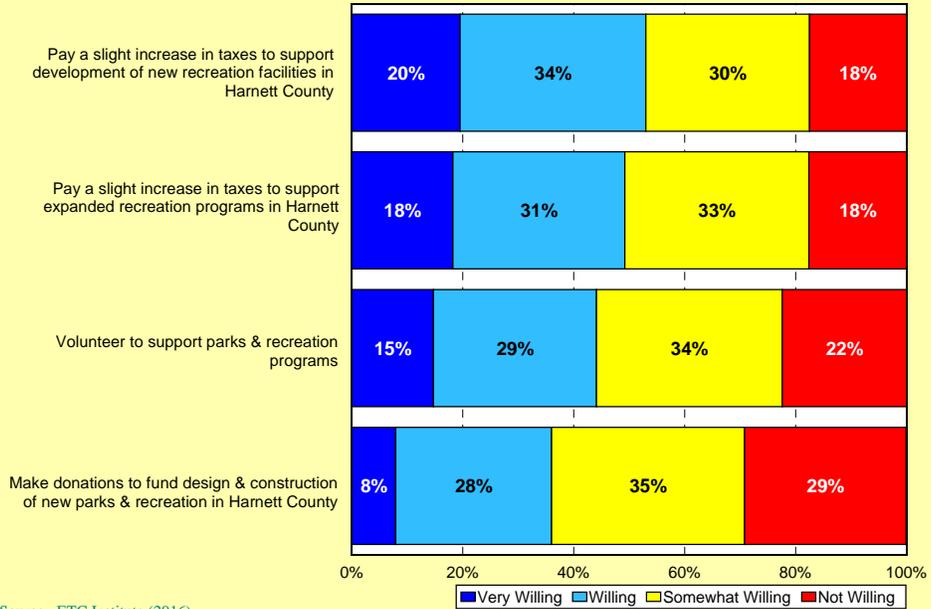
by percentage of respondents



Source: ETC Institute (2016)

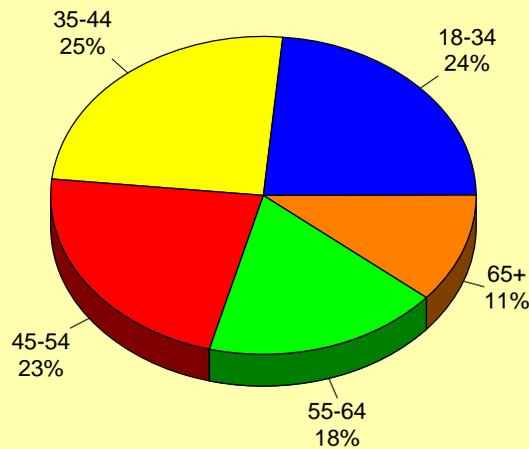
Q14. Willingness to Take Various Actions to Support Expanded Parks and Recreation Programs and Facilities

by percentage of respondents



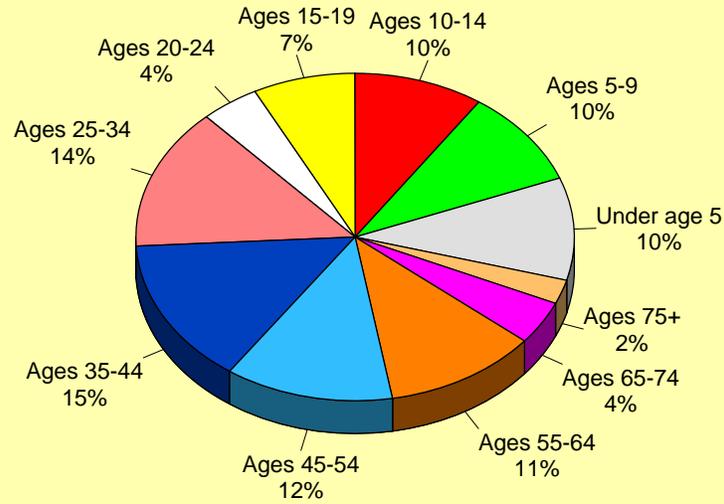
Q15. Demographics: What is your age?

by percentage of respondents



Q16. Demographics: Ages of People in Household

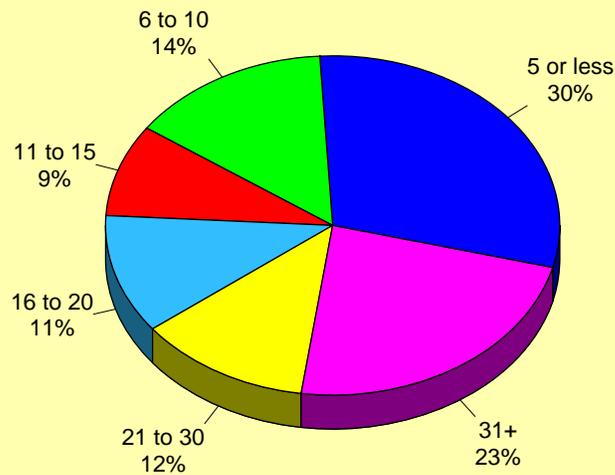
by percentage of household occupants



Source: ETC Institute (2016)

Q17. Demographics: How many years have you lived in Sugar Land?

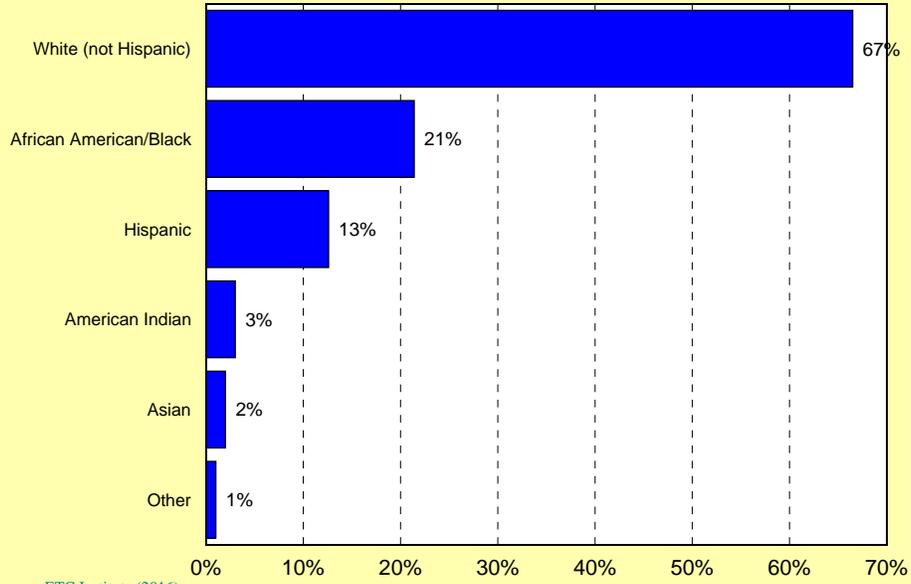
by percentage of respondents



Source: ETC Institute (2016)

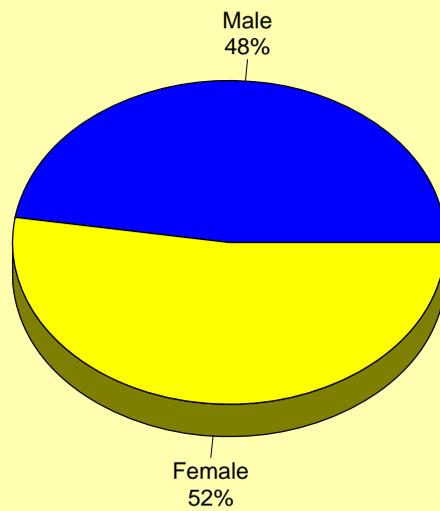
Q18. Demographics: Race/Ethnicity

by percentage of respondents (multiple choices could be made)



Q19. Demographics: What is your gender?

by percentage of respondents



Source: ETC Institute (2016)

Section 2

Priority Investment Rating

Priority Investment Rating

Harnett County, North Carolina

The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide governments with an objective tool for evaluating the priority that should be placed on parks and recreation investments. The Priority Investment Rating was developed by ETC Institute to identify the facilities and programs residents think should receive the highest priority for investment. The priority investment rating reflects the importance residents place on items (sum of top 4 choices) and the unmet needs (needs that are only being partly or not met) for each facility/program relative to the facility/program that rated the highest overall. Since decisions related to future investments should consider both the level of unmet need and the importance of facilities and programs, the PIR weights each of these components equally.

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

$$\text{PIR} = \text{UNR} + \text{IR}$$

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

How to Analyze the Charts:

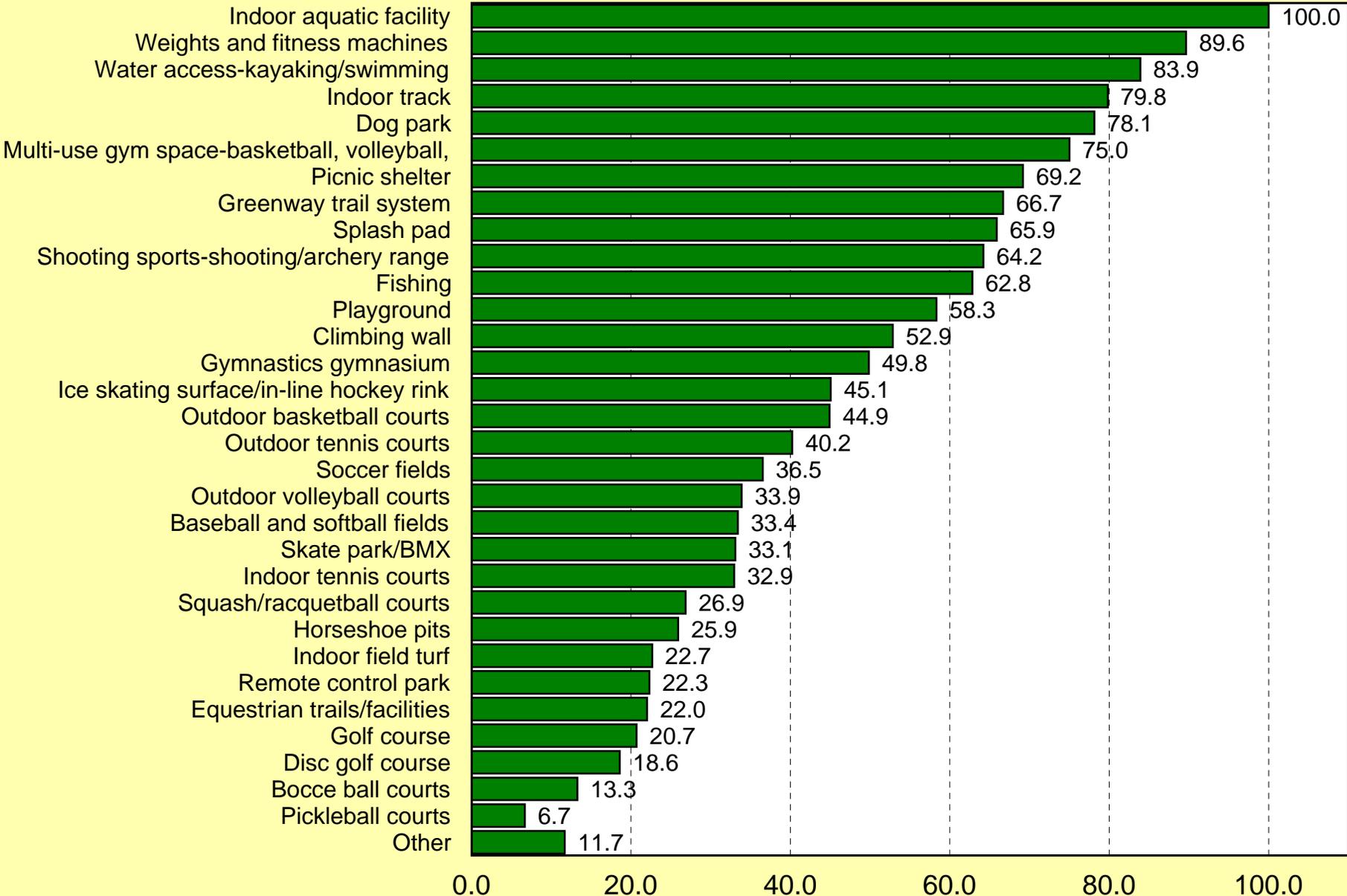
- **High Priority Areas** are those with a PIR of at least 125. A rating of 125 or above generally indicates there is a relatively high level of unmet need and residents generally think it is important to fund improvements in these areas. Improvements in this area are likely to have a positive impact on the greatest number of households.
- **Medium Priority Areas** are those with a PIR of 50-124. A rating in this range generally indicates there is a medium to high level of unmet need or a significant percentage of residents generally think it is important to fund improvements in these areas.
- **Low Priority Areas** are those with a PIR below 50. A rating in this range generally indicates there is a relatively low level of unmet need and residents do not think it is important to fund improvements in these areas. Improvements may be warranted if the needs of very specialized populations are being targeted.

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

Unmet Needs Rating for Recreation Facilities

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

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

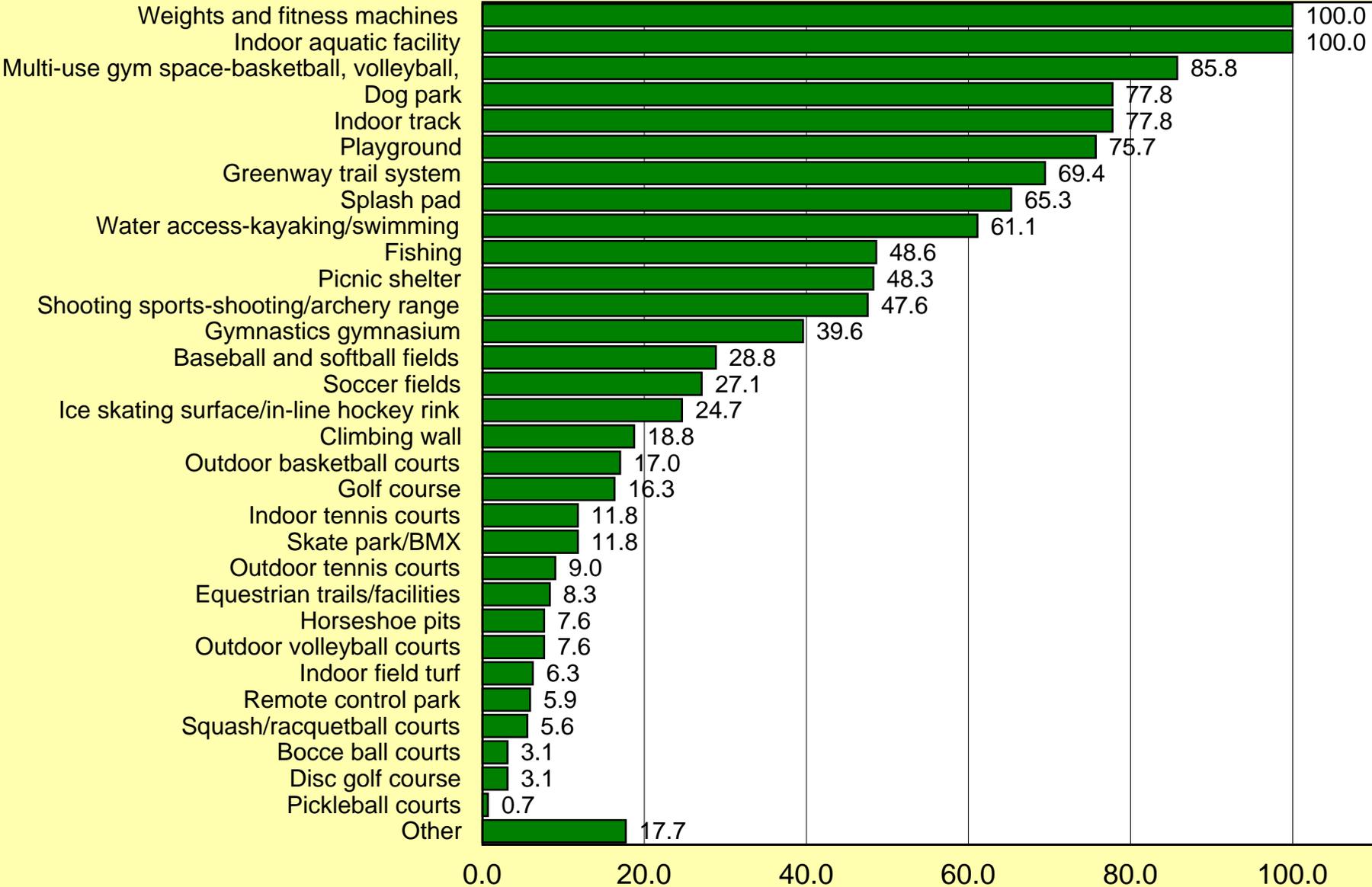


Source: ETC Institute (2016)

Importance Rating for Recreation Facilities

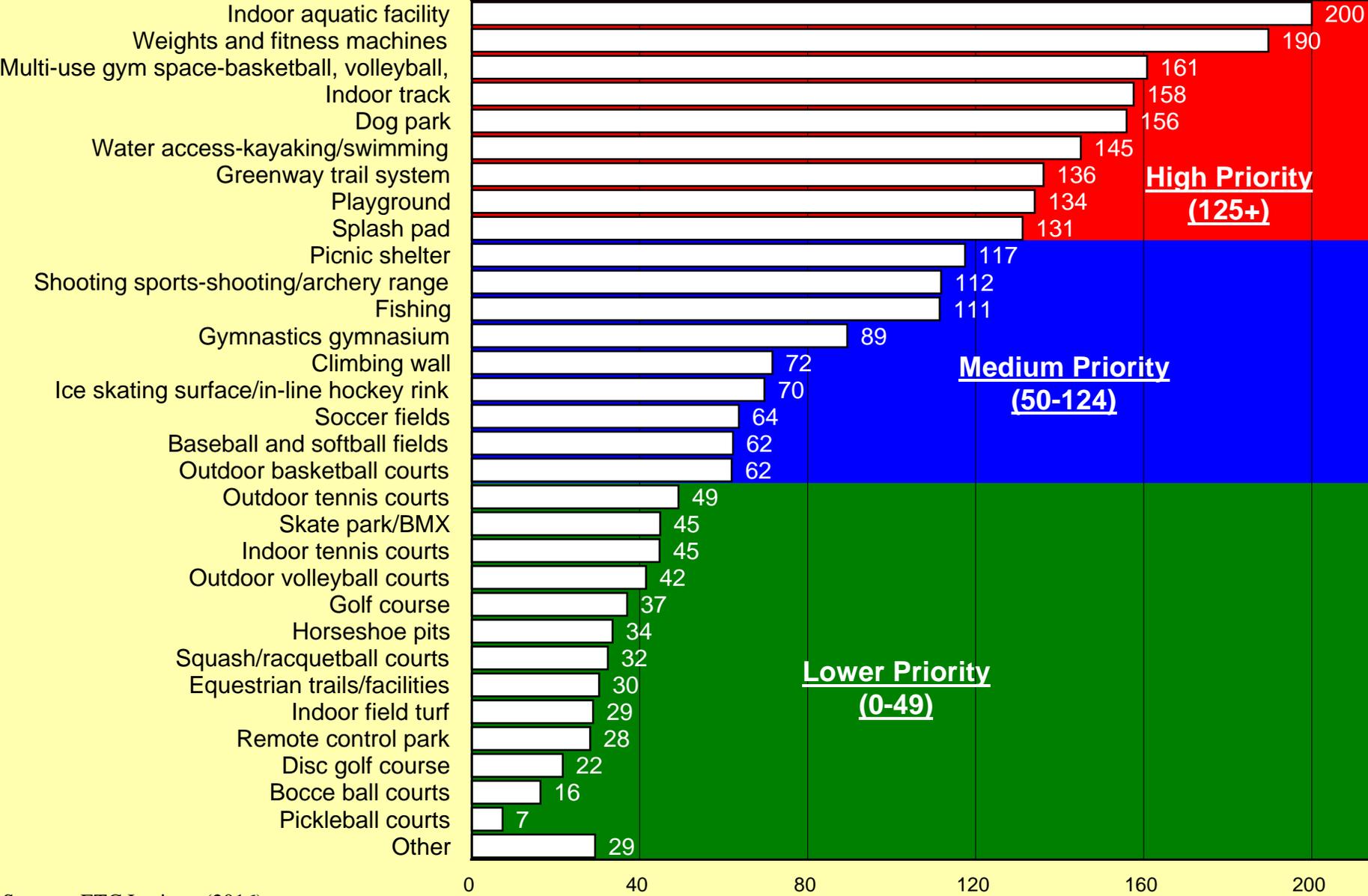
the rating for the item rated as the most important=100

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



Source: ETC Institute (2016)

Top Priorities for Investment for Recreation Facilities Based on the Priority Investment Rating

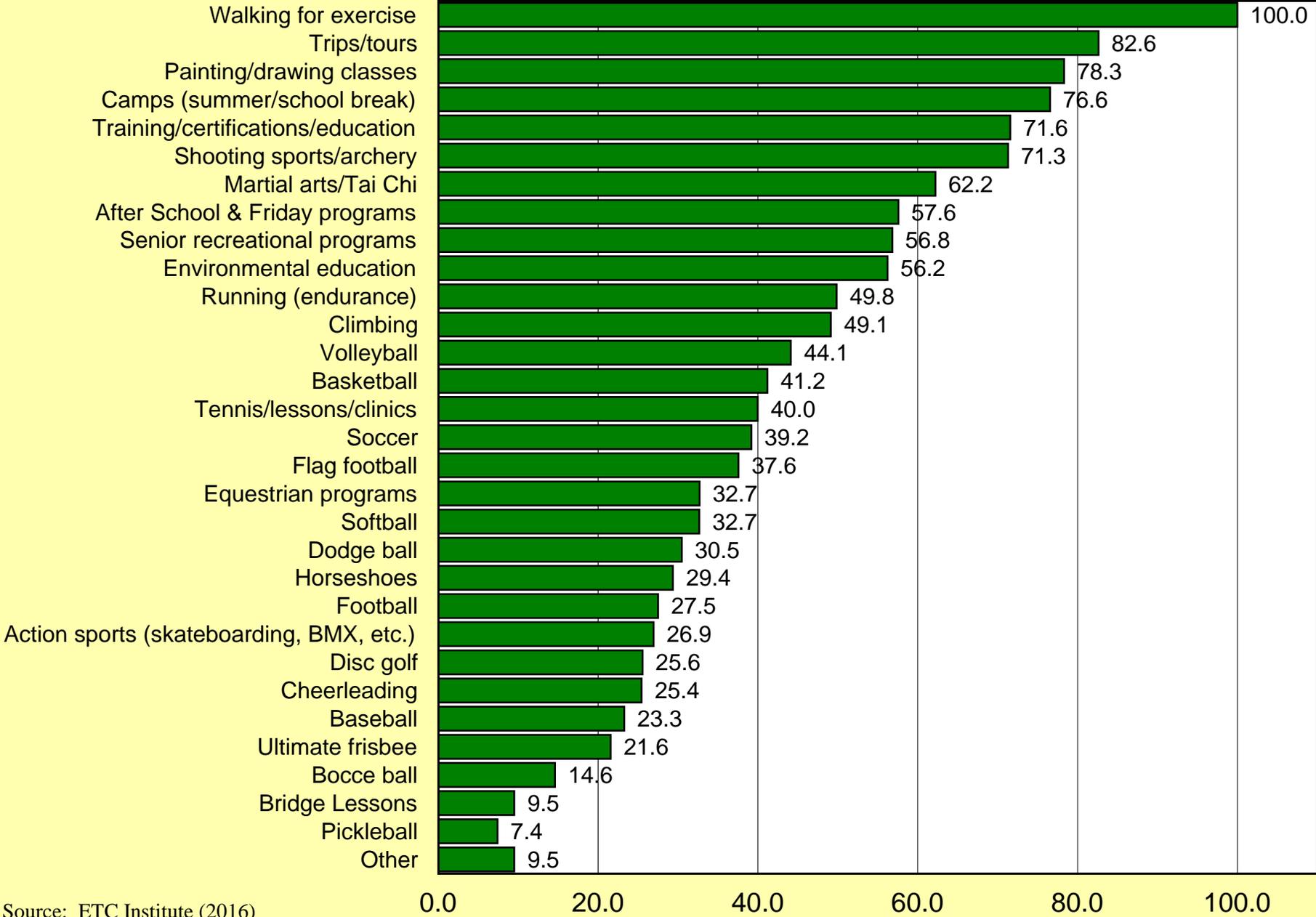


Source: ETC Institute (2016)

Unmet Needs Rating for Youth Recreation Programs

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

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

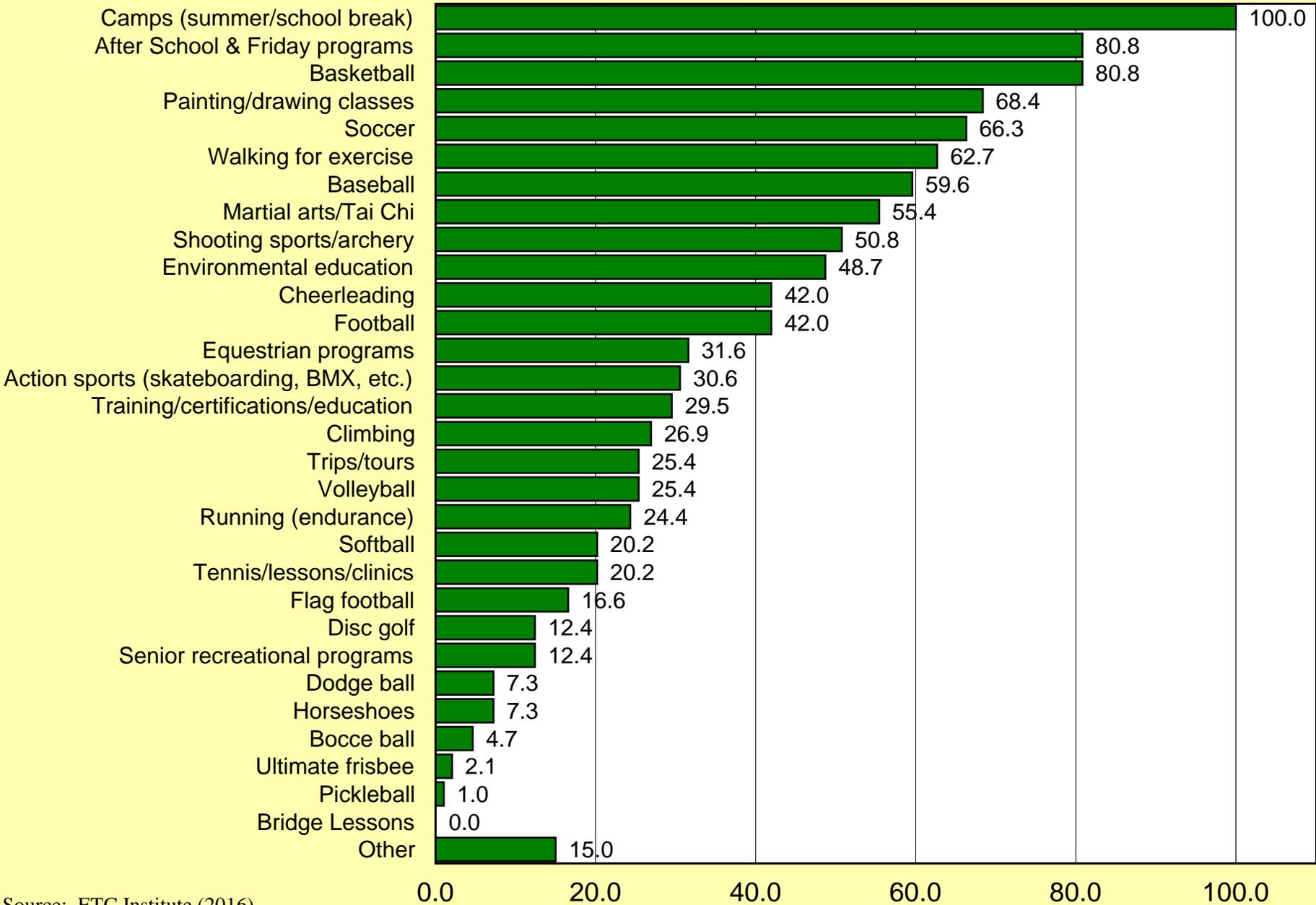


Source: ETC Institute (2016)

Importance Rating for Youth Recreation Programs

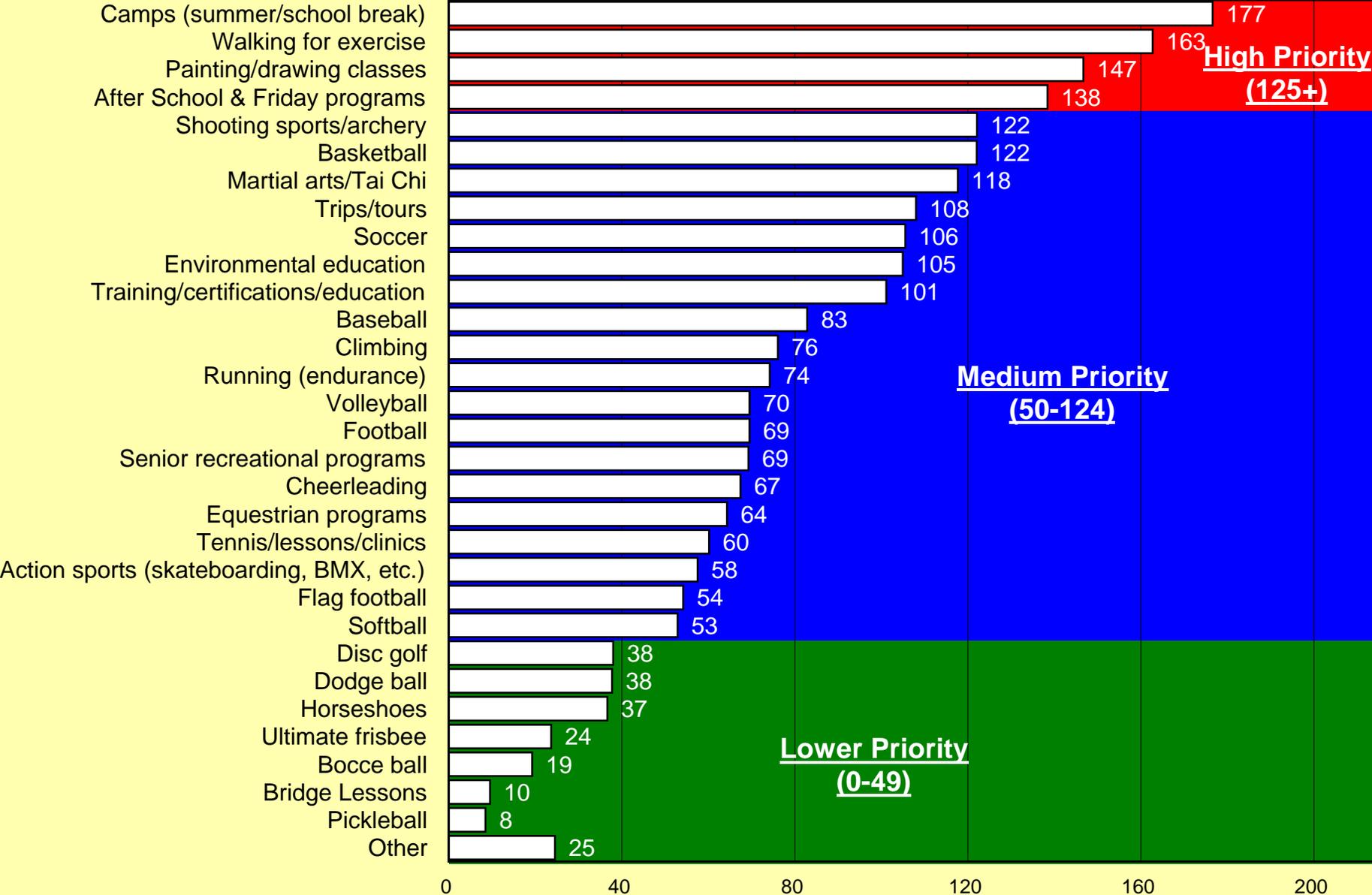
the rating for the item rated as the most important=100

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



Source: ETC Institute (2016)

Top Priorities for Investment for Youth Recreation Programs Based on the Priority Investment Rating

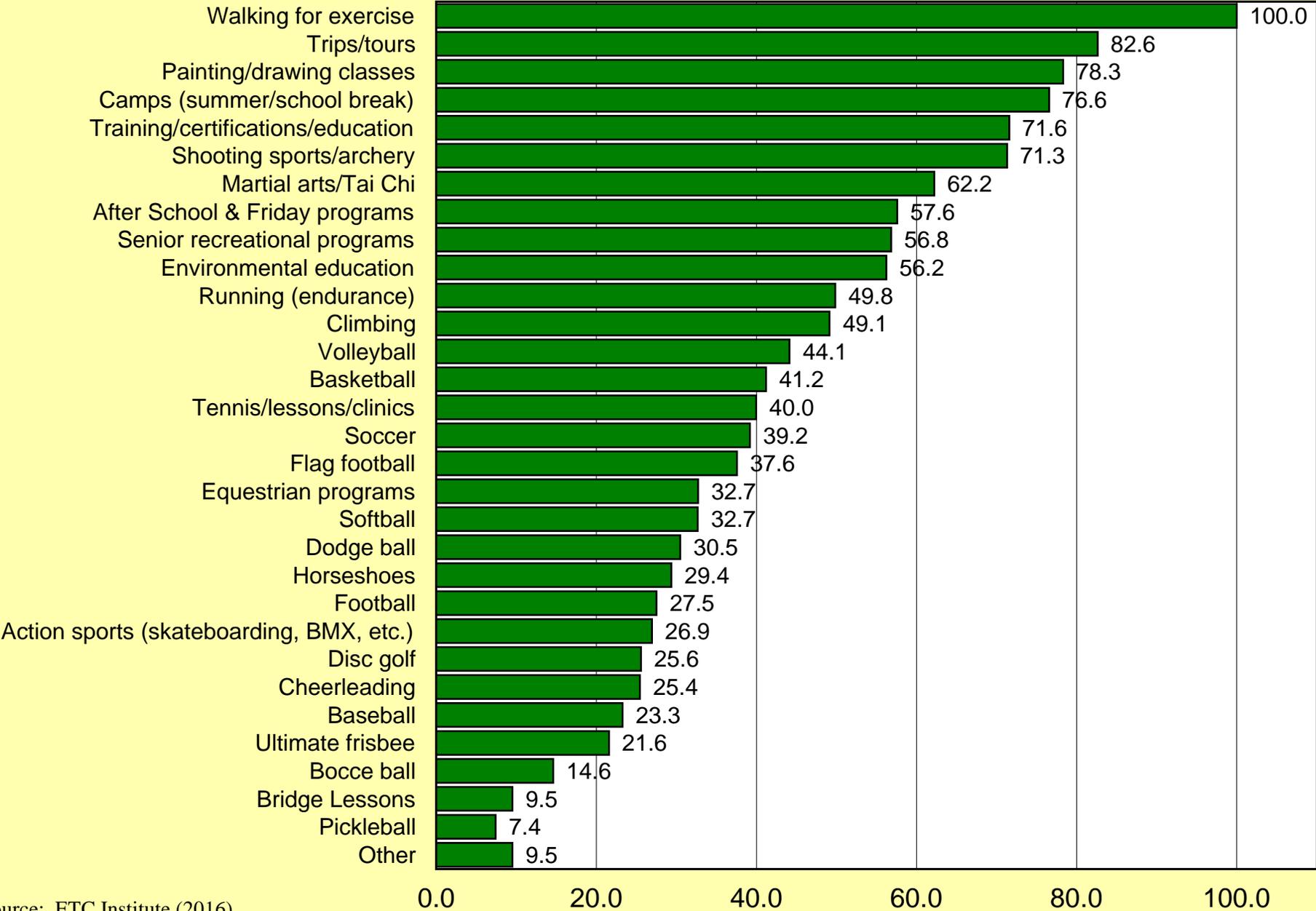


Source: ETC Institute (2016)

Unmet Needs Rating for Adult Recreation Programs

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

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

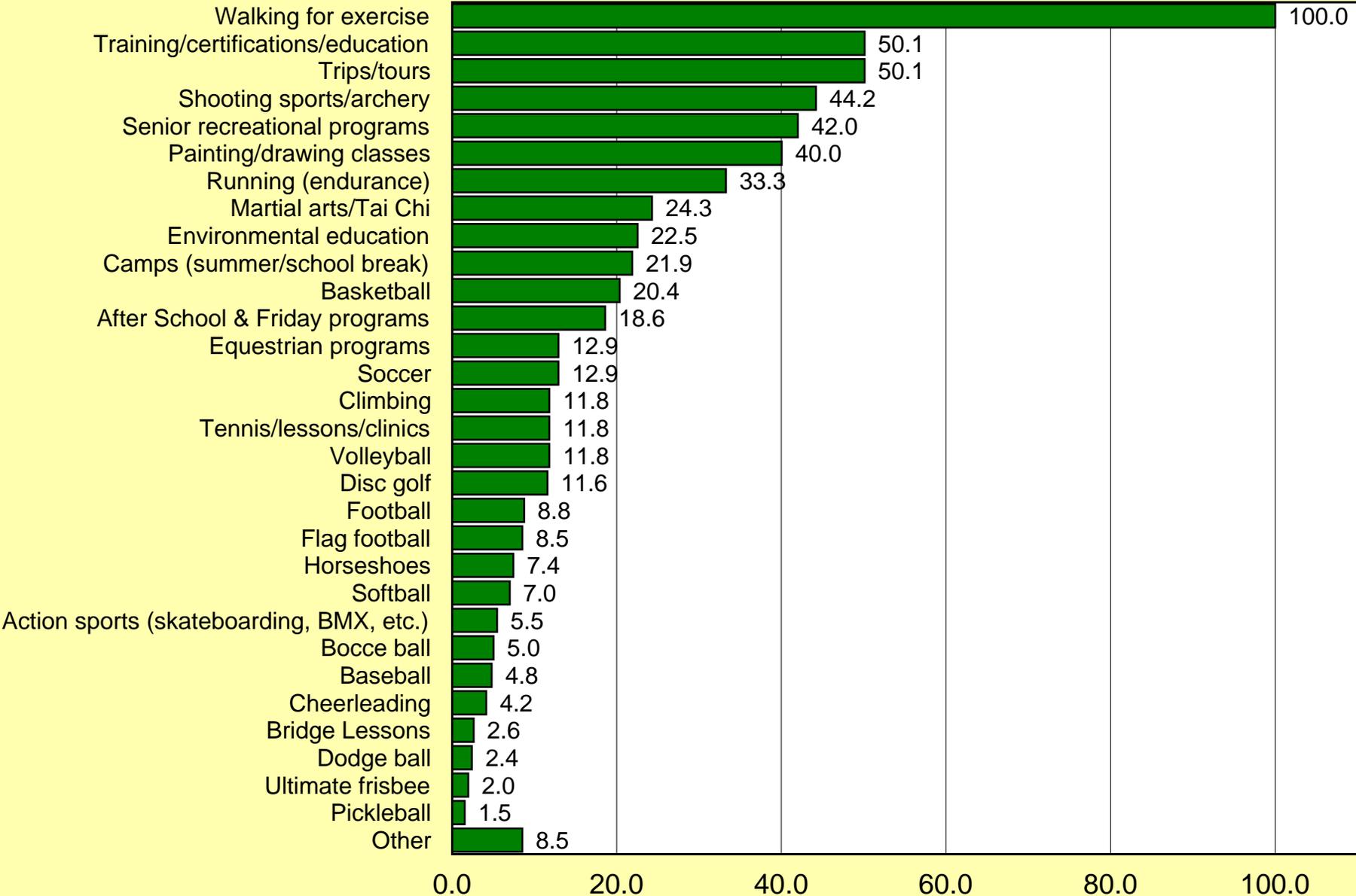


Source: ETC Institute (2016)

Importance Rating for Adult Recreation Programs

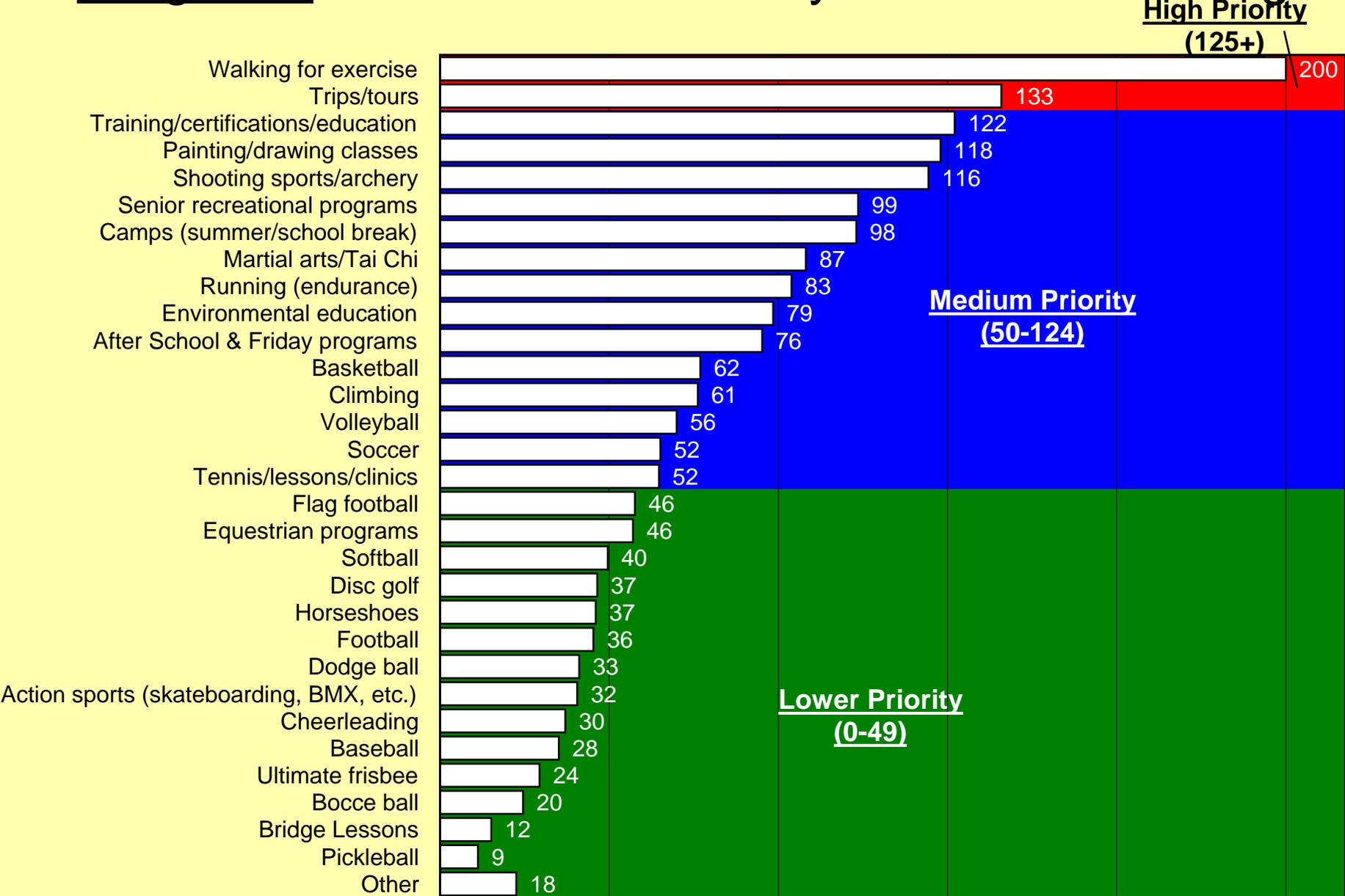
the rating for the item rated as the most important=100

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



Source: ETC Institute (2016)

Top Priorities for Investment for Adult Recreation Programs Based on the Priority Investment Rating



Source: ETC Institute (2016)

Section 3

Benchmarking Analysis

Benchmarking Summary Report

Harnett County, North Carolina

Since 1998, ETC Institute has conducted household surveys for needs assessments, feasibility studies, customer satisfaction, fees and charges comparisons, and other parks and recreation issues in more than 400 communities in over 49 states across the country.

The results of these surveys has provided an unparalleled data base of information to compare responses from household residents in client communities to “National Averages” and therefore provide a unique tool to “assist organizations in better decision making.”

Communities within the data base include a full-range of municipal and county governments from 20,000 in population through over 1 million in population. They include communities in warm weather climates and cold weather climates, mature communities and some of the fastest growing cities and counties in the country.

“National Averages” have been developed for numerous strategically important parks and recreation planning and management issues including: customer satisfaction and usage of parks and programs; methods for receiving marketing information; reasons that prevent members of households from using parks and recreation facilities more often; priority recreation programs, parks, facilities and trails to improve or develop; priority programming spaces to have in planned community centers and aquatic facilities; potential attendance for planned indoor community centers and outdoor aquatic centers; etc.

Results from household responses for Harnett County, North Carolina were compared to National Benchmarks to gain further strategic information. A summary of all tabular comparisons are shown on the following page.

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

Benchmarking for Harnett County, North Carolina		
	<i>National Average</i>	<i>Harnett County 2016</i>
Ways respondents learn about recreation programs and activities		
Conversations with City/County/Park District staff	6%	5%
Departmental Brochure (Seasonal program guide)	54%	13%
E-mail bulletins/notification (Email)	11%	8%
Newspaper	37%	19%
Website	31%	28%
Word of Mouth/Friends/Coworkers	43%	52%
Social media - Facebook/Twitter	11%	29%
Organizations used for parks and recreation programs and facilities		
Churches	28%	8%
County Parks & Recreation Department	46%	19%
College/University Facilities	16%	3%
Other Cities/Park Districts	24%	7%
Private Clubs	21%	4%
School District	30%	6%
Reasons preventing the use of parks and recreation facilities and programs more often		
Facility operating hours are not convenient	7%	12%
Fees are too expensive	15%	11%
I do not know what is being offered	24%	58%
Lack of parking	6%	6%
Lack of quality programs	8%	22%
Poor customer service by staff	3%	5%
Program times are not convenient	16%	12%
Use facilities in other Cities/private institution	10%	11%
We are not interested	17%	9%

Benchmarking for Harnett County, North Carolina		
	<i>National Average</i>	<i>Harnett County 2016</i>
Recreation <u>programs</u> that respondent households have a need for		
After school programs	16%	29%
Seniors/Adult programs for 50 years and older	25%	27%
Tennis lessons and leagues	16%	18%
Youth camp programs	19%	37%
Most important recreation <u>programs</u>		
After school programs	7%	16%
Seniors/Adult programs for 50 years and older	15%	2%
Tennis lessons and leagues	6%	4%
Youth camp programs	9%	19%

Benchmarking for Harnett County, North Carolina		
	<i>National Average</i>	<i>Harnett County 2016</i>
Parks and recreation <u>facilities</u> that respondent households have a need for		
18 Hole Golf Course	28%	17%
BMX Bicycle Course	14%	20%
Bodies of Water/Lake with Public Access	41%	51%
Equestrian Facility/Trails	10%	14%
Fishing areas (Fishing piers)	35%	43%
Indoor Fitness and Exercise Facilities	46%	56%
Indoor Gyms/Multi-Purpose Rec Center	27%	48%
Indoor Ice-Skating Rinks	26%	24%
Indoor running/walking track	40%	43%
Indoor Swimming Pools/Aquatic Center	41%	55%
Indoor Tennis	17%	18%
Greenway trail system	51%	40%
Off-leash dog parks	28%	43%
Outdoor basketball/multi-use courts	23%	28%
Picnic Areas and Shelters	52%	50%
Playground Equipment for Children	43%	55%
Soccer, Lacrosse Fields (Outdoor field space)	21%	32%
Splash park/pad	28%	40%
Tennis Courts (outdoor)	26%	26%
Ultimate Frisbee/Disc Golf	15%	11%
Volleyball courts (outdoor sand)	15%	19%
Youth Baseball/Softball Fields	20%	35%

Benchmarking for Harnett County, North Carolina		
	<i>National Average</i>	<i>Harnett County 2016</i>
Most important parks and recreation facilities		
18 Hole Golf Course	11%	5%
BMX Bicycle Course	3%	3%
Bodies of Water/Lake with Public Access	15%	18%
Equestrian Facility/Trails	3%	2%
Fishing areas	12%	14%
Indoor Fitness and Exercise Facilities	19%	29%
Indoor Gyms/Multi-Purpose Rec Centers	7%	25%
Indoor Ice-Skating Rinks	7%	7%
Indoor Swimming Pools/Aquatic Facilities	16%	29%
Indoor Tennis	6%	3%
Indoor running/walking track	14%	22%
Greenway trail system	19%	20%
Off-Leash Dog Park	14%	22%
Outdoor Basketball Courts	4%	5%
Picnic Areas and Shelters	15%	14%
Playground Equipment for Children	18%	22.0%
Soccer, Lacrosse Fields (Outdoor field space)	8%	8%
Splash park/pad	9%	19%
Tennis Courts (outdoor)	7%	3%
Ultimate Frisbee/Disc Golf	3%	1%
Volleyball Courts (outdoor sand)	2%	2%
Youth Baseball/Softball Fields	8%	8.0%

Section 4

Tabular Data

Q1. FACILITY NEEDS. A variety of recreation facilities/amenities are listed below. For each one, please indicate if you or others in your household have a need for the facility/amenity (whether there is already a facility in the County or not).

(N=410)

	Yes	No
Q1-1. Multi-use gym space-basketball, volleyball, etc	48.3%	51.7%
Q1-2. Gymnastics gymnasium	29.0%	71.0%
Q1-3. Weights and fitness machines	56.1%	43.9%
Q1-4. Indoor track	42.9%	57.1%
Q1-5. Indoor field turf	12.7%	87.3%
Q1-6. Squash/racquetball courts	15.1%	84.9%
Q1-7. Pickleball courts	3.7%	96.3%
Q1-8. Bocce ball courts	7.1%	92.9%
Q1-9. Horseshoe pits	15.1%	84.9%
Q1-10. Dog park	43.4%	56.6%
Q1-11. Baseball and softball fields	35.1%	64.9%
Q1-12. Soccer fields	31.5%	68.5%
Q1-13. Outdoor tennis courts	26.1%	73.9%
Q1-14. Indoor tennis courts	18.3%	81.7%
Q1-15. Outdoor basketball courts	27.8%	72.2%
Q1-16. Outdoor volleyball courts	19.3%	80.7%
Q1-17. Disc golf course	11.2%	88.8%
Q1-18. Golf course	17.3%	82.7%
Q1-19. Ice skating surface/in-line hockey rink	23.7%	76.3%
Q1-20. Skate park/BMX	19.5%	80.5%
Q1-21. Greenway trail system	39.8%	60.2%
Q1-22. Equestrian trails/facilities	13.7%	86.3%
Q1-23. Shooting sports-shooting/archery range	35.1%	64.9%
Q1-24. Climbing wall	28.5%	71.5%
Q1-25. Remote control park	12.9%	87.1%
Q1-26. Picnic shelter	50.0%	50.0%

Q1. FACILITY NEEDS. A variety of recreation facilities/amenities are listed below. For each one, please indicate if you or others in your household have a need for the facility/amenity (whether there is already a facility in the County or not).

	Yes	No
Q1-27. Playground	55.1%	44.9%
Q1-28. Splash pad	39.5%	60.5%
Q1-29. Fishing	42.7%	57.3%
Q1-30. Water access-kayaking/swimming	51.2%	48.8%
Q1-31. Indoor aquatic facility	54.6%	45.4%
Q1-32. Other	6.3%	93.7%

Q1. If you or your household have a need, please indicate how well your needs are currently being met by that type of facility.

(N=385)

	Fully Met	Mostly Met	Partly Met	Not Met
Q1-1. Multi-use gym space-basketball, volleyball, etc	6.1%	14.0%	25.1%	54.7%
Q1-2. Gymnastics gymnasium	6.3%	5.4%	18.0%	70.3%
Q1-3. Weights and fitness machines	8.0%	9.9%	26.4%	55.7%
Q1-4. Indoor track	2.5%	1.9%	13.4%	82.2%
Q1-5. Indoor field turf	4.2%	4.2%	10.4%	81.3%
Q1-6. Squash/racquetball courts	1.7%	6.9%	8.6%	82.8%
Q1-7. Pickleball courts	0.0%	7.1%	14.3%	78.6%
Q1-8. Bocce ball courts	0.0%	3.8%	11.5%	84.6%
Q1-9. Horseshoe pits	5.9%	5.9%	17.6%	70.6%
Q1-10. Dog park	1.9%	5.6%	15.6%	76.9%
Q1-11. Baseball and softball fields	22.2%	28.9%	23.0%	25.9%
Q1-12. Soccer fields	18.5%	21.8%	31.9%	27.7%
Q1-13. Outdoor tennis courts	5.2%	15.6%	32.3%	46.9%
Q1-14. Indoor tennis courts	1.5%	6.0%	11.9%	80.6%
Q1-15. Outdoor basketball courts	4.7%	12.3%	33.0%	50.0%
Q1-16. Outdoor volleyball courts	1.4%	8.5%	25.4%	64.8%
Q1-17. Disc golf course	4.9%	9.8%	26.8%	58.5%
Q1-18. Golf course	21.5%	16.9%	20.0%	41.5%
Q1-19. Ice skating surface/in-line hockey rink	1.2%	1.2%	5.9%	91.8%
Q1-20. Skate park/BMX	5.7%	7.1%	12.9%	74.3%
Q1-21. Greenway trail system	5.6%	8.3%	27.8%	58.3%
Q1-22. Equestrian trails/facilities	10.9%	6.5%	17.4%	65.2%
Q1-23. Shooting sports-shooting/archery range	0.0%	6.0%	17.9%	76.1%
Q1-24. Climbing wall	1.9%	2.8%	8.3%	87.0%
Q1-25. Remote control park	6.7%	4.4%	15.6%	73.3%
Q1-26. Picnic shelter	12.3%	16.6%	41.7%	29.4%
Q1-27. Playground	17.5%	28.2%	33.0%	21.4%

Q1. If you or your household have a need, please indicate how well your needs are currently being met by that type of facility.

	Fully Met	Mostly Met	Partly Met	Not Met
Q1-28. Splash pad	9.5%	4.8%	15.0%	70.7%
Q1-29. Fishing	8.9%	15.5%	33.3%	42.3%
Q1-30. Water access-kayaking/swimming	8.2%	7.7%	32.7%	51.5%
Q1-31. Indoor aquatic facility	2.5%	3.5%	7.0%	87.1%
Q1-32. Other	4.5%	0.0%	13.6%	81.8%

Q1. Other

<u>Q1-32. Other</u>	<u>Number</u>	<u>Percent</u>
Outdoor public pool	2	8.7 %
walking & biking trails & all of above near Buffalo Lake road	1	4.3 %
Yoga	1	4.3 %
Mountain bike trails	1	4.3 %
Indoor playground for toddlers	1	4.3 %
Transportation facility for Pre-K children	1	4.3 %
Pool	1	4.3 %
bike trails	1	4.3 %
Paintball	1	4.3 %
Bicycle lanes	1	4.3 %
Outdoor swimming	1	4.3 %
Movie theater	1	4.3 %
Public pool	1	4.3 %
YMCA with pool	1	4.3 %
boat ramps	1	4.3 %
walking trail	1	4.3 %
community garden	1	4.3 %
Bowling facility	1	4.3 %
computer lab	1	4.3 %
badminton court	1	4.3 %
Walking	1	4.3 %
CrossFit Gym	1	4.3 %
Total	23	100.0 %

Q2. Which FOUR of the facilities listed in Question 1 do you think are MOST IMPORTANT to members of your household?

<u>Q2. Top choice</u>	<u>Number</u>	<u>Percent</u>
Multi-use gym space-basketball, volleyball, etc	49	12.0 %
Gymnastics gymnasium	17	4.1 %
Weights and fitness machines	48	11.7 %
Indoor track	25	6.1 %
Indoor field turf	1	0.2 %
Squash/racquetball courts	1	0.2 %
Horseshoe pits	2	0.5 %
Dog park	23	5.6 %
Baseball and softball fields	11	2.7 %
Soccer fields	5	1.2 %
Outdoor tennis courts	4	1.0 %
Indoor tennis courts	2	0.5 %
Outdoor basketball courts	1	0.2 %
Golf course	3	0.7 %
Skate park/BMX	2	0.5 %
Greenway trail system	26	6.3 %
Equestrian trails/facilities	1	0.2 %
Shooting sports-shooting/archery range	15	3.7 %
Climbing wall	3	0.7 %
Picnic shelter	5	1.2 %
Playground	27	6.6 %
Splash pad	12	2.9 %
Fishing	9	2.2 %
Water access-kayaking/swimming	13	3.2 %
Indoor aquatic facility	36	8.8 %
Other	10	2.4 %
None chosen	59	14.4 %
Total	410	100.0 %

Q2. Which FOUR of the facilities listed in Question 1 do you think are MOST IMPORTANT to members of your household?

<u>Q2. 2nd choice</u>	<u>Number</u>	<u>Percent</u>
Multi-use gym space-basketball, volleyball, etc	25	6.1 %
Gymnastics gymnasium	14	3.4 %
Weights and fitness machines	22	5.4 %
Indoor track	23	5.6 %
Indoor field turf	5	1.2 %
Squash/racquetball courts	3	0.7 %
Horseshoe pits	2	0.5 %
Dog park	23	5.6 %
Baseball and softball fields	8	2.0 %
Soccer fields	10	2.4 %
Outdoor tennis courts	1	0.2 %
Indoor tennis courts	5	1.2 %
Outdoor basketball courts	6	1.5 %
Outdoor volleyball courts	3	0.7 %
Disc golf course	2	0.5 %
Golf course	4	1.0 %
Ice skating surface/in-line hockey rink	10	2.4 %
Skate park/BMX	4	1.0 %
Greenway trail system	29	7.1 %
Equestrian trails/facilities	5	1.2 %
Shooting sports-shooting/archery range	10	2.4 %
Climbing wall	4	1.0 %
Remote control park	2	0.5 %
Picnic shelter	14	3.4 %
Playground	22	5.4 %
Splash pad	22	5.4 %
Fishing	15	3.7 %
Water access-kayaking/swimming	23	5.6 %
Indoor aquatic facility	25	6.1 %
Other	1	0.2 %
None chosen	68	16.6 %
Total	410	100.0 %

Q2. Which FOUR of the facilities listed in Question 1 do you think are MOST IMPORTANT to members of your household?

<u>Q2. 3rd choice</u>	<u>Number</u>	<u>Percent</u>
Multi-use gym space-basketball, volleyball, etc	15	3.7 %
Gymnastics gymnasium	12	2.9 %
Weights and fitness machines	27	6.6 %
Indoor track	26	6.3 %
Indoor field turf	1	0.2 %
Squash/racquetball courts	2	0.5 %
Bocce ball courts	1	0.2 %
Dog park	21	5.1 %
Baseball and softball fields	10	2.4 %
Soccer fields	9	2.2 %
Outdoor tennis courts	3	0.7 %
Indoor tennis courts	4	1.0 %
Outdoor basketball courts	4	1.0 %
Outdoor volleyball courts	2	0.5 %
Disc golf course	1	0.2 %
Golf course	4	1.0 %
Ice skating surface/in-line hockey rink	6	1.5 %
Skate park/BMX	3	0.7 %
Greenway trail system	14	3.4 %
Equestrian trails/facilities	2	0.5 %
Shooting sports-shooting/archery range	20	4.9 %
Climbing wall	6	1.5 %
Remote control park	3	0.7 %
Picnic shelter	23	5.6 %
Playground	20	4.9 %
Splash pad	28	6.8 %
Fishing	13	3.2 %
Water access-kayaking/swimming	18	4.4 %
Indoor aquatic facility	28	6.8 %
Other	4	1.0 %
<u>None chosen</u>	<u>80</u>	<u>19.5 %</u>
Total	410	100.0 %

Q2. Which FOUR of the facilities listed in Question 1 do you think are MOST IMPORTANT to members of your household?

<u>Q2. 4th choice</u>	<u>Number</u>	<u>Percent</u>
Multi-use gym space-basketball, volleyball, etc	12	2.9 %
Gymnastics gymnasium	4	1.0 %
Weights and fitness machines	21	5.1 %
Indoor track	18	4.4 %
Indoor field turf	1	0.2 %
Squash/racquetball courts	1	0.2 %
Pickleball courts	1	0.2 %
Bocce ball courts	3	0.7 %
Horseshoe pits	5	1.2 %
Dog park	25	6.1 %
Baseball and softball fields	5	1.2 %
Soccer fields	8	2.0 %
Outdoor tennis courts	3	0.7 %
Indoor tennis courts	3	0.7 %
Outdoor basketball courts	9	2.2 %
Outdoor volleyball courts	4	1.0 %
Disc golf course	1	0.2 %
Golf course	8	2.0 %
Ice skating surface/in-line hockey rink	13	3.2 %
Skate park/BMX	5	1.2 %
Greenway trail system	13	3.2 %
Equestrian trails/facilities	2	0.5 %
Shooting sports-shooting/archery range	11	2.7 %
Climbing wall	9	2.2 %
Remote control park	2	0.5 %
Picnic shelter	15	3.7 %
Playground	20	4.9 %
Splash pad	15	3.7 %
Fishing	20	4.9 %
Water access-kayaking/swimming	18	4.4 %
Indoor aquatic facility	29	7.1 %
Other	6	1.5 %
None chosen	100	24.4 %
Total	410	100.0 %

Q2. Which FOUR of the facilities listed in Question 1 do you think are MOST IMPORTANT to members of your household? (top 4)

<u>Q2. Sum of top 4 choices</u>	<u>Number</u>	<u>Percent</u>
Multi-use gym space-basketball, volleyball, etc	101	24.6 %
Gymnastics gymnasium	47	11.5 %
Weights and fitness machines	118	28.8 %
Indoor track	92	22.4 %
Indoor field turf	8	2.0 %
Squash/racquetball courts	7	1.7 %
Pickleball courts	1	0.2 %
Bocce ball courts	4	1.0 %
Horseshoe pits	9	2.2 %
Dog park	92	22.4 %
Baseball and softball fields	34	8.3 %
Soccer fields	32	7.8 %
Outdoor tennis courts	11	2.7 %
Indoor tennis courts	14	3.4 %
Outdoor basketball courts	20	4.9 %
Outdoor volleyball courts	9	2.2 %
Disc golf course	4	1.0 %
Golf course	19	4.6 %
Ice skating surface/in-line hockey rink	29	7.1 %
Skate park/BMX	14	3.4 %
Greenway trail system	82	20.0 %
Equestrian trails/facilities	10	2.4 %
Shooting sports-shooting/archery range	56	13.7 %
Climbing wall	22	5.4 %
Remote control park	7	1.7 %
Picnic shelter	57	13.9 %
Playground	89	21.7 %
Splash pad	77	18.8 %
Fishing	57	13.9 %
Water access-kayaking/swimming	72	17.6 %
Indoor aquatic facility	118	28.8 %
Other	21	5.1 %
None chosen	59	14.4 %
Total	1392	

Q3. PROGRAM/ACTIVITY NEEDS. A variety of recreation programs/activities are listed below. For each one, please indicate if you or others in your household have a desire to participate in the program/activity.

(N=410)

	Yes	No
Q3-1. Action Sports (skateboarding, BMX, etc.)	12.2%	87.8%
Q3-2. After School & Friday programs	29.0%	71.0%
Q3-3. Baseball	22.0%	78.0%
Q3-4. Basketball	29.5%	70.5%
Q3-5. Bocce ball	6.6%	93.4%
Q3-6. Bridge lessons	4.1%	95.9%
Q3-7. Camps (summer/school break)	36.8%	63.2%
Q3-8. Cheerleading	16.6%	83.4%
Q3-9. Climbing	21.7%	78.3%
Q3-10. Disc golf	12.4%	87.6%
Q3-11. Dodge ball	13.7%	86.3%
Q3-12. Flag football	18.0%	82.0%
Q3-13. Football	20.7%	79.3%
Q3-14. Horseshoes	14.1%	85.9%
Q3-15. Martial arts/Tai Chi	29.0%	71.0%
Q3-16. Painting/drawing classes	37.1%	62.9%
Q3-17. Pickleball	3.2%	96.8%
Q3-18. Running (endurance)	27.8%	72.2%
Q3-19. Senior recreational programs	26.6%	73.4%
Q3-20. Shooting sports/archery	32.4%	67.6%
Q3-21. Soccer	25.6%	74.4%
Q3-22. Softball	20.5%	79.5%
Q3-23. Tennis/lessons/clinics	17.8%	82.2%
Q3-24. Training/certifications/education	32.9%	67.1%
Q3-25. Trips/tours	36.8%	63.2%
Q3-26. Equestrian programs	14.4%	85.6%
Q3-27. Ultimate frisbee	9.3%	90.7%

Q3. PROGRAM/ACTIVITY NEEDS. A variety of recreation programs/activities are listed below. For each one, please indicate if you or others in your household have a desire to participate in the program/activity.

	Yes	No
Q3-28. Volleyball	21.0%	79.0%
Q3-29. Walking for exercise	59.8%	40.2%
Q3-30. Environmental education	25.9%	74.1%
Q3-31. Other	4.1%	95.9%

Q3. If you or others have a desire to participate, please indicate how well your needs for that program/activity are currently being met.

(N=373)

	Fully Met	Mostly Met	Partly Met	Not Met
Q3-1. Action sports (skateboarding, BMX, etc.)	2.4%	2.4%	11.9%	83.3%
Q3-2. After School & Friday programs	4.8%	9.6%	25.0%	60.6%
Q3-3. Baseball	20.3%	34.2%	26.6%	19.0%
Q3-4. Basketball	15.5%	24.3%	34.0%	26.2%
Q3-5. Bocce ball	0.0%	4.5%	4.5%	90.9%
Q3-6. Bridge lessons	0.0%	0.0%	0.0%	100.0%
Q3-7. Camps (summer/school break)	1.6%	8.7%	30.2%	59.5%
Q3-8. Cheerleading	8.9%	25.0%	17.9%	48.2%
Q3-9. Climbing	1.2%	1.2%	13.6%	84.0%
Q3-10. Disc golf	6.7%	4.4%	28.9%	60.0%
Q3-11. Dodge ball	2.1%	2.1%	14.6%	81.3%
Q3-12. Flag football	6.7%	3.3%	15.0%	75.0%
Q3-13. Football	10.3%	32.4%	29.4%	27.9%
Q3-14. Horseshoes	4.1%	6.1%	10.2%	79.6%
Q3-15. Martial arts/Tai Chi	3.8%	3.8%	17.0%	75.5%
Q3-16. Painting/drawing classes	3.7%	5.2%	13.4%	77.6%
Q3-17. Pickleball	0.0%	0.0%	0.0%	100.0%
Q3-18. Running (endurance)	2.1%	20.6%	26.8%	50.5%
Q3-19. Senior recreational programs	2.2%	5.6%	23.6%	68.5%
Q3-20. Shooting sports/archery	2.6%	2.6%	13.7%	81.2%
Q3-21. Soccer	14.3%	19.8%	33.0%	33.0%
Q3-22. Softball	14.9%	16.4%	29.9%	38.8%
Q3-23. Tennis/lessons/clinics	0.0%	3.2%	22.2%	74.6%
Q3-24. Training/certifications/education	3.5%	2.7%	31.0%	62.8%
Q3-25. Trips/tours	2.4%	0.8%	15.7%	81.1%
Q3-26. Equestrian programs	2.1%	0.0%	10.4%	87.5%
Q3-27. Ultimate frisbee	0.0%	0.0%	7.1%	92.9%

Q3. If you or others have a desire to participate, please indicate how well your needs for that program/activity are currently being met.

	Fully Met	Mostly Met	Partly Met	Not Met
Q3-28. Volleyball	2.7%	6.8%	25.7%	64.9%
Q3-29. Walking for exercise	9.5%	18.5%	35.1%	37.0%
Q3-30. Environmental education	4.3%	2.2%	35.5%	58.1%
Q3-31. Other	0.0%	0.0%	0.0%	100.0%

Q3. Other

Q3-31. Other	Number	Percent
Yoga	2	12.5 %
biking	1	6.3 %
Gymnastics or dance for my daughter	1	6.3 %
fitness & wellness	1	6.3 %
Pool	1	6.3 %
We need a park on Highway 87 South	1	6.3 %
Gymnastics	1	6.3 %
Swimming	1	6.3 %
fitness lessons	1	6.3 %
dance	1	6.3 %
indoor pool	1	6.3 %
bowling	1	6.3 %
special needs oriented programs	1	6.3 %
shooting	1	6.3 %
weightlifting	1	6.3 %
Total	16	100.0 %

Q4. Which FOUR of the programs/activities listed in Question 3 do you think are MOST IMPORTANT to YOUTH in your household (under age 18)?

Q4. Top choice	Number	Percent
Action sports (skateboarding, BMX, etc.)	11	2.7 %
After School & Friday programs	41	10.0 %
Baseball	25	6.1 %
Basketball	18	4.4 %
Camps (summer/school break)	20	4.9 %
Cheerleading	5	1.2 %
Climbing	3	0.7 %
Dodge ball	1	0.2 %
Flag football	2	0.5 %
Football	4	1.0 %
Martial arts/Tai Chi	10	2.4 %
Painting/drawing classes	12	2.9 %
Running (endurance)	4	1.0 %
Senior recreational programs	1	0.2 %
Shooting sports/archery	7	1.7 %
Soccer	20	4.9 %
Softball	2	0.5 %
Tennis/lessons/clinics	4	1.0 %
Training/certifications/education	2	0.5 %
Trips/tours	1	0.2 %
Equestrian programs	8	2.0 %
Volleyball	5	1.2 %
Walking for exercise	14	3.4 %
Environmental education	3	0.7 %
Other	3	0.7 %
No one of age group	103	25.1 %
None chosen	81	19.8 %
Total	410	100.0 %

Q4. Which FOUR of the programs/activities listed in Question 3 do you think are MOST IMPORTANT to YOUTH in your household (under age 18)?

Q4. 2nd choice	Number	Percent
Action sports (skateboarding, BMX, etc.)	3	0.7 %
After School & Friday programs	12	2.9 %
Baseball	10	2.4 %
Basketball	27	6.6 %
Bocce ball	1	0.2 %
Camps (summer/school break)	23	5.6 %
Cheerleading	8	2.0 %
Climbing	4	1.0 %
Disc golf	4	1.0 %
Dodge ball	1	0.2 %
Flag football	4	1.0 %
Football	14	3.4 %
Horseshoes	1	0.2 %
Martial arts/Tai Chi	12	2.9 %
Painting/drawing classes	14	3.4 %
Running (endurance)	2	0.5 %
Senior recreational programs	2	0.5 %
Shooting sports/archery	8	2.0 %
Soccer	13	3.2 %
Softball	3	0.7 %
Tennis/lessons/clinics	2	0.5 %
Training/certifications/education	6	1.5 %
Trips/tours	9	2.2 %
Equestrian programs	5	1.2 %
Ultimate frisbee	1	0.2 %
Volleyball	6	1.5 %
Walking for exercise	10	2.4 %
Environmental education	12	2.9 %
Other	1	0.2 %
None chosen	192	46.8 %
Total	410	100.0 %

Q4. Which FOUR of the programs/activities listed in Question 3 do you think are MOST IMPORTANT to YOUTH in your household (under age 18)?

<u>Q4. 3rd choice</u>	<u>Number</u>	<u>Percent</u>
Action sports (skateboarding, BMX, etc.)	6	1.5 %
After School & Friday programs	3	0.7 %
Baseball	6	1.5 %
Basketball	16	3.9 %
Bocce ball	2	0.5 %
Camps (summer/school break)	16	3.9 %
Cheerleading	12	2.9 %
Climbing	6	1.5 %
Disc golf	3	0.7 %
Dodge ball	2	0.5 %
Flag football	2	0.5 %
Football	11	2.7 %
Horseshoes	2	0.5 %
Martial arts/Tai Chi	7	1.7 %
Painting/drawing classes	20	4.9 %
Pickleball	1	0.2 %
Running (endurance)	6	1.5 %
Senior recreational programs	5	1.2 %
Shooting sports/archery	16	3.9 %
Soccer	11	2.7 %
Softball	6	1.5 %
Tennis/lessons/clinics	5	1.2 %
Training/certifications/education	8	2.0 %
Trips/tours	4	1.0 %
Equestrian programs	5	1.2 %
Volleyball	6	1.5 %
Walking for exercise	16	3.9 %
Environmental education	7	1.7 %
<u>None chosen</u>	<u>200</u>	<u>48.8 %</u>
Total	410	100.0 %

Q4. Which FOUR of the programs/activities listed in Question 3 do you think are MOST IMPORTANT to YOUTH in your household (under age 18)?

Q4. 4th choice	Number	Percent
Action sports (skateboarding, BMX, etc.)	4	1.0 %
After School & Friday programs	8	2.0 %
Baseball	6	1.5 %
Basketball	3	0.7 %
Bocce ball	1	0.2 %
Camps (summer/school break)	20	4.9 %
Cheerleading	8	2.0 %
Climbing	8	2.0 %
Disc golf	3	0.7 %
Dodge ball	2	0.5 %
Flag football	5	1.2 %
Football	4	1.0 %
Horseshoes	3	0.7 %
Martial arts/Tai Chi	15	3.7 %
Painting/drawing classes	8	2.0 %
Running (endurance)	7	1.7 %
Senior recreational programs	2	0.5 %
Shooting sports/archery	9	2.2 %
Soccer	8	2.0 %
Softball	5	1.2 %
Tennis/lessons/clinics	5	1.2 %
Training/certifications/education	7	1.7 %
Trips/tours	6	1.5 %
Equestrian programs	7	1.7 %
Ultimate frisbee	1	0.2 %
Volleyball	3	0.7 %
Walking for exercise	10	2.4 %
Environmental education	17	4.1 %
Other	8	2.0 %
None chosen	217	52.9 %
Total	410	100.0 %

Q4. Which FOUR of the programs/activities listed in Question 3 do you think are MOST IMPORTANT to YOUTH in your household (under age 18)? (top 4)

Q4. Sum of top 4 choices	Number	Percent
Action sports (skateboarding, BMX, etc.)	24	5.9 %
After School & Friday programs	64	15.6 %
Baseball	47	11.5 %
Basketball	64	15.6 %
Bocce ball	4	1.0 %
Camps (summer/school break)	79	19.3 %
Cheerleading	33	8.0 %
Climbing	21	5.1 %
Disc golf	10	2.4 %
Dodge ball	6	1.5 %
Flag football	13	3.2 %
Football	33	8.0 %
Horseshoes	6	1.5 %
Martial arts/Tai Chi	44	10.7 %
Painting/drawing classes	54	13.2 %
Pickleball	1	0.2 %
Running (endurance)	19	4.6 %
Senior recreational programs	10	2.4 %
Shooting sports/archery	40	9.8 %
Soccer	52	12.7 %
Softball	16	3.9 %
Tennis/lessons/clinics	16	3.9 %
Training/certifications/education	23	5.6 %
Trips/tours	20	4.9 %
Equestrian programs	25	6.1 %
Ultimate frisbee	2	0.5 %
Volleyball	20	4.9 %
Walking for exercise	50	12.2 %
Environmental education	39	9.5 %
Other	12	2.9 %
No one of age group	103	25.1 %
None chosen	81	19.8 %
Total	1031	

Q5. Which FOUR of the programs/activities listed in Question 3 do you think are MOST IMPORTANT to ADULT members of your household (over age 18)?

<u>Q5. Top choice</u>	<u>Number</u>	<u>Percent</u>
Action sports (skateboarding, BMX, etc.)	4	1.0 %
After School & Friday programs	17	4.1 %
Baseball	4	1.0 %
Basketball	12	2.9 %
Bocce ball	3	0.7 %
Camps (summer/school break)	12	2.9 %
Cheerleading	1	0.2 %
Climbing	3	0.7 %
Disc golf	3	0.7 %
Dodge ball	1	0.2 %
Football	4	1.0 %
Horseshoes	2	0.5 %
Martial arts/Tai Chi	8	2.0 %
Painting/drawing classes	20	4.9 %
Running (endurance)	24	5.9 %
Senior recreational programs	26	6.3 %
Shooting sports/archery	27	6.6 %
Soccer	9	2.2 %
Softball	1	0.2 %
Tennis/lessons/clinics	3	0.7 %
Training/certifications/education	21	5.1 %
Trips/tours	10	2.4 %
Equestrian programs	6	1.5 %
Volleyball	5	1.2 %
Walking for exercise	97	23.7 %
Environmental education	4	1.0 %
Other	5	1.2 %
<u>None chosen</u>	<u>78</u>	<u>19.0 %</u>
Total	410	100.0 %

Q5. Which FOUR of the programs/activities listed in Question 3 do you think are MOST IMPORTANT to ADULT members of your household (over age 18)?

<u>Q5. 2nd choice</u>	<u>Number</u>	<u>Percent</u>
After School & Friday programs	9	2.2 %
Baseball	1	0.2 %
Basketball	13	3.2 %
Bocce ball	3	0.7 %
Bridge lessons	1	0.2 %
Camps (summer/school break)	12	2.9 %
Cheerleading	3	0.7 %
Climbing	6	1.5 %
Disc golf	5	1.2 %
Dodge ball	1	0.2 %
Flag football	2	0.5 %
Football	4	1.0 %
Horseshoes	3	0.7 %
Martial arts/Tai Chi	16	3.9 %
Painting/drawing classes	21	5.1 %
Running (endurance)	17	4.1 %
Senior recreational programs	25	6.1 %
Shooting sports/archery	19	4.6 %
Soccer	3	0.7 %
Softball	4	1.0 %
Tennis/lessons/clinics	6	1.5 %
Training/certifications/education	35	8.5 %
Trips/tours	28	6.8 %
Equestrian programs	5	1.2 %
Ultimate frisbee	3	0.7 %
Volleyball	7	1.7 %
Walking for exercise	32	7.8 %
Environmental education	11	2.7 %
Other	2	0.5 %
<u>None chosen</u>	<u>113</u>	<u>27.6 %</u>
Total	410	100.0 %

Q5. Which FOUR of the programs/activities listed in Question 3 do you think are MOST IMPORTANT to ADULT members of your household (over age 18)?

<u>Q5. 3rd choice</u>	<u>Number</u>	<u>Percent</u>
Action sports (skateboarding, BMX, etc.)	2	0.5 %
After School & Friday programs	5	1.2 %
Baseball	2	0.5 %
Basketball	6	1.5 %
Bocce ball	3	0.7 %
Bridge lessons	4	1.0 %
Camps (summer/school break)	8	2.0 %
Cheerleading	2	0.5 %
Climbing	4	1.0 %
Disc golf	7	1.7 %
Dodge ball	2	0.5 %
Flag football	9	2.2 %
Football	4	1.0 %
Horseshoes	4	1.0 %
Martial arts/Tai Chi	13	3.2 %
Painting/drawing classes	16	3.9 %
Pickleball	2	0.5 %
Running (endurance)	13	3.2 %
Senior recreational programs	18	4.4 %
Shooting sports/archery	19	4.6 %
Soccer	6	1.5 %
Softball	4	1.0 %
Tennis/lessons/clinics	9	2.2 %
Training/certifications/education	23	5.6 %
Trips/tours	32	7.8 %
Equestrian programs	6	1.5 %
Volleyball	4	1.0 %
Walking for exercise	34	8.3 %
Environmental education	12	2.9 %
Other	2	0.5 %
None chosen	135	32.9 %
Total	410	100.0 %

Q5. Which FOUR of the programs/activities listed in Question 3 do you think are MOST IMPORTANT to ADULT members of your household (over age 18)?

<u>Q5. 4th choice</u>	<u>Number</u>	<u>Percent</u>
Action sports (skateboarding, BMX, etc.)	4	1.0 %
After School & Friday programs	4	1.0 %
Baseball	2	0.5 %
Basketball	7	1.7 %
Bocce ball	1	0.2 %
Camps (summer/school break)	9	2.2 %
Cheerleading	2	0.5 %
Climbing	9	2.2 %
Disc golf	7	1.7 %
Dodge ball	1	0.2 %
Flag football	5	1.2 %
Football	4	1.0 %
Horseshoes	5	1.2 %
Martial arts/Tai Chi	8	2.0 %
Painting/drawing classes	18	4.4 %
Pickleball	1	0.2 %
Running (endurance)	8	2.0 %
Senior recreational programs	10	2.4 %
Shooting sports/archery	18	4.4 %
Soccer	6	1.5 %
Softball	4	1.0 %
Tennis/lessons/clinics	4	1.0 %
Training/certifications/education	15	3.7 %
Trips/tours	24	5.9 %
Equestrian programs	7	1.7 %
Ultimate frisbee	1	0.2 %
Volleyball	6	1.5 %
Walking for exercise	24	5.9 %
Environmental education	15	3.7 %
Other	7	1.7 %
None chosen	174	42.4 %
Total	410	100.0 %

Q5. Which FOUR of the programs/activities listed in Question 3 do you think are MOST IMPORTANT to ADULT members of your household (over age 18)? (top 4)

Q5. Sum of top 4 choices	Number	Percent
Action sports (skateboarding, BMX, etc.)	10	2.4 %
After School & Friday programs	35	8.5 %
Baseball	9	2.2 %
Basketball	38	9.3 %
Bocce ball	10	2.4 %
Bridge lessons	5	1.2 %
Camps (summer/school break)	41	10.0 %
Cheerleading	8	2.0 %
Climbing	22	5.4 %
Disc golf	22	5.4 %
Dodge ball	5	1.2 %
Flag football	16	3.9 %
Football	16	3.9 %
Horseshoes	14	3.4 %
Martial arts/Tai Chi	45	11.0 %
Painting/drawing classes	75	18.3 %
Pickleball	3	0.7 %
Running (endurance)	62	15.1 %
Senior recreational programs	79	19.3 %
Shooting sports/archery	83	20.2 %
Soccer	24	5.9 %
Softball	13	3.2 %
Tennis/lessons/clinics	22	5.4 %
Training/certifications/education	94	22.9 %
Trips/tours	94	22.9 %
Equestrian programs	24	5.9 %
Ultimate frisbee	4	1.0 %
Volleyball	22	5.4 %
Walking for exercise	187	45.6 %
Environmental education	42	10.2 %
Other	16	3.9 %
None chosen	78	19.0 %
Total	1218	

Q6. Which ONE of the following groups do you think should be the Harnett County Park & Recreation Department's top priority to serve?

Q6. Harnett County Park & Recreation Department's top priority to serve	Number	Percent
Children/Youth	253	61.7 %
Adults (18-54 years)	60	14.6 %
Senior adults (age 55+)	33	8.0 %
Don't know	64	15.6 %
Total	410	100.0 %

WITHOUT "DON'T KNOW"

Q6. Which ONE of the following groups do you think should be the Harnett County Park & Recreation Department's top priority to serve? (without "don't know")

Q6. Harnett County Park & Recreation Department's top priority to serve	Number	Percent
Children/Youth	253	73.1 %
Adults (18-54 years)	60	17.3 %
Senior adults (age 55+)	33	9.5 %
Total	346	100.0 %

Q7. Overall, how well are your household's needs for the following programs and activities being met by Harnett County?

(N=410)

	Fully Met	Mostly Met	Partly Met	Not Met	Do not have a need
Q7-1. Special events	3.0%	8.4%	29.2%	33.2%	26.2%
Q7-2. Outdoor recreation	3.5%	14.7%	39.7%	28.5%	13.6%
Q7-3. Senior adult activities	1.4%	3.1%	15.2%	31.0%	49.3%
Q7-4. Therapeutic recreation	0.6%	2.3%	10.3%	46.7%	40.2%
Q7-5. Sports programs	5.3%	16.2%	29.0%	23.7%	25.9%

WITHOUT "DO NOT HAVE A NEED"

Q7. Overall, how well are your household's needs for the following programs and activities being met by Harnett County? (without "do not have a need")

(N=410)

	Fully Met	Mostly Met	Partly Met	Not Met
Q7-1. Special events	4.0%	11.4%	39.6%	45.1%
Q7-2. Outdoor recreation	4.1%	17.0%	45.9%	33.0%
Q7-3. Senior adult activities	2.8%	6.1%	30.0%	61.1%
Q7-4. Therapeutic recreation	1.0%	3.8%	17.1%	78.1%
Q7-5. Sports programs	7.1%	21.8%	39.1%	32.0%

Q8. Have you or other members of your household used any of the following facilities operated/owned by Harnett County during the past year?

Q8. Have you used any facilities operated/owned by Harnett County during past year	Number	Percent
Barbecue Creek Park	58	27.6 %
Anderson Creek Park	89	42.4 %
Neill's Creek Park	17	8.1 %
Cape Fear River Trail Park	96	45.7 %
South Harnett Park Location	22	10.5 %
Dunn-Erwin Rail Trail (not operated, but owned)	49	23.3 %
Total	331	

Q9. Which of the following organizations provide the recreation FACILITIES that you and other members of your household use?

Q9. What organizations provide recreation facilities that you use	Number	Percent
Harnett County Parks & Recreation	159	41.4 %
Other municipal parks	57	14.8 %
Local Schools	67	17.4 %
Campbell University	49	12.8 %
Non-profit organizations	16	4.2 %
Dunn-Erwin Rail Trail	41	10.7 %
Raven Rock State Park	173	45.1 %
Cultural institutions	7	1.8 %
Private clubs	29	7.6 %
Fitness centers	77	20.1 %
Churches or other religious organizations	86	22.4 %
Other	39	10.2 %
None of these	60	15.6 %
Total	860	

WITHOUT "NONE OF THESE"

Q9. Which of the following organizations provide the recreation FACILITIES that you and other members of your household use? (without "none of these")

Q9. What organizations provide recreation facilities that you use	Number	Percent
Harnett County Parks & Recreation	158	48.8 %
Other municipal parks	55	17.0 %
Local Schools	67	20.7 %
Campbell University	48	14.8 %
Non-profit organizations	16	4.9 %
Dunn-Erwin Rail Trail	41	12.7 %
Raven Rock State Park	172	53.1 %
Cultural institutions	7	2.2 %
Private clubs	29	9.0 %
Fitness centers	77	23.8 %
Churches or other religious organizations	86	26.5 %
Other	38	11.7 %
Total	794	

Q9-3. Local schools:

<u>Q9-3. Local schools</u>	<u>Number</u>	<u>Percent</u>
Highland	5	9.4 %
Western Harnett High School	5	9.4 %
HCMS	3	5.7 %
Western Harnett	3	5.7 %
Overhills	2	3.8 %
Triton High School	2	3.8 %
HCHS	2	3.8 %
Angier	2	3.8 %
Harnett Central	2	3.8 %
Harnett Central High	1	1.9 %
Angier Elementary	1	1.9 %
Overhills High	1	1.9 %
Johnsonville Elementary, Highland Middle	1	1.9 %
Methodist, Campbell	1	1.9 %
Western Harnett High, Highland Middle	1	1.9 %
A C Charter	1	1.9 %
Benhaven, Highland Elementary	1	1.9 %
Anderson Creek Charter	1	1.9 %
Boone Trail	1	1.9 %
Coats Elementary, Coats-Erwin Middle & Triton	1	1.9 %
High School, Jr High	1	1.9 %
OHS	1	1.9 %
Highland & Western Harnett	1	1.9 %
Benhaven Elementary	1	1.9 %
CES, CEMS	1	1.9 %
Triton	1	1.9 %
Harnett County	1	1.9 %
Benhaven	1	1.9 %
Gentry, Erwin Elementary	1	1.9 %
Ft Bragg	1	1.9 %
Overhills Elementary	1	1.9 %
Triton, Coats Erwin Middle	1	1.9 %
Benhaven and Johnsonville	1	1.9 %
HCHS, HCMS	1	1.9 %
Boone Trail Elementary	1	1.9 %
Anderson Creek, South Harnett	1	1.9 %
Total	53	100.0 %

Q9-9. Private clubs:

<u>Q9-9. Private clubs</u>	<u>Number</u>	<u>Percent</u>
Anderson Creek	4	22.2 %
Hunt Clubs	1	5.6 %
Sherriff Dept	1	5.6 %
Carolina Gymnastic, Tiger Rock Martial Arts	1	5.6 %
In Fayetteville	1	5.6 %
Shriners	1	5.6 %
Jazzercise in Fuquay Varina	1	5.6 %
O2 Fitness in Fuquay	1	5.6 %
Keith Hills	1	5.6 %
Pool and golf course	1	5.6 %
Moose	1	5.6 %
Running club, kayaking club	1	5.6 %
Cheer Extreme Sanford	1	5.6 %
Harnett Cruisers	1	5.6 %
Boy Scouts, Rev War Reenacting	1	5.6 %
Total	18	100.0 %

Q9-10. Fitness centers:

<u>Q9-10. fitness centers</u>	<u>Number</u>	<u>Percent</u>
Fit 4 Life	18	34.0 %
Planet Fitness	9	17.0 %
Lillington Community Center	2	3.8 %
Club Worx	2	3.8 %
Ft Bragg	2	3.8 %
O2 Fitness	2	3.8 %
Cape Fear Fitness	2	3.8 %
Ritz Epps	1	1.9 %
On post	1	1.9 %
in Fayetteville	1	1.9 %
Fitness Dunn	1	1.9 %
At work	1	1.9 %
Sampson County Hospital	1	1.9 %
Health Plex & SPA Fitness Center	1	1.9 %
Dunn Recreation	1	1.9 %
Snap Fitness Holly Springs	1	1.9 %
YMCA	1	1.9 %
Home Gym	1	1.9 %
SNR Fitness	1	1.9 %
Nautilus	1	1.9 %
Planet Fitness, YMCA	1	1.9 %
Olympics gym	1	1.9 %
Crossfit, private gym	1	1.9 %
Total	53	100.0 %

Q9-12. Other

<u>Q9-12. Other</u>	<u>Number</u>	<u>Percent</u>
Fort Bragg	4	11.8 %
friends get together	1	2.9 %
Cape Fear River Kyaking & canoeing	1	2.9 %
Track on Fort Bragg base	1	2.9 %
Private community	1	2.9 %
Fort Bragg when access is granted	1	2.9 %
Angier Park	1	2.9 %
Walking in the mall	1	2.9 %
ClubWorx in Fuquay	1	2.9 %
Fort Bragg Parks	1	2.9 %
Lillington P&R	1	2.9 %
Angier Parks/Fuquay Park	1	2.9 %
Senior Center	1	2.9 %
ACC	1	2.9 %
MWR-Fort Gragg	1	2.9 %
Carvers Creek	1	2.9 %
Cape Fear River Adventures	1	2.9 %
Benson Park Track	1	2.9 %
Nursery Trails	1	2.9 %
Tiger Park Sanford	1	2.9 %
Carolina Lakes Golf Course	1	2.9 %
Use gyms, trails, tracks on Fort Bragg	1	2.9 %
Boy Scouts	1	2.9 %
We use Wake County facilities in Fuquay	1	2.9 %
37PSR	1	2.9 %
Carolina Lakes neighborhood pool & playground	1	2.9 %
Cumberland County	1	2.9 %
Pine Buff Golf Course	1	2.9 %
MWR/USO	1	2.9 %
Lexington Park	1	2.9 %
<u>Military</u>	<u>1</u>	<u>2.9 %</u>
Total	34	100.0 %

Q9a. Of the organizations listed in Question 9, which ONE do you USE MOST for your household's recreation needs?

<u>Q9a. Top choice</u>	<u>Number</u>	<u>Percent</u>
Harnett County Parks & Recreation	76	18.5 %
Other municipal parks	28	6.8 %
Local Schools	24	5.9 %
Campbell University	11	2.7 %
Non-profit organizations	3	0.7 %
Dunn-Erwin Rail Trail	12	2.9 %
Raven Rock State Park	55	13.4 %
Cultural institutions	2	0.5 %
Private clubs	15	3.7 %
Fitness centers	30	7.3 %
Churches or other religious organizations	32	7.8 %
Other	28	6.8 %
None of these	94	22.9 %
Total	410	100.0 %

WITHOUT "NONE OF THESE"

Q9a. Of the organizations listed in Question 9, which ONE do you USE MOST for your household's recreation needs? (without "none of these")

<u>Q9a. Top choice</u>	<u>Number</u>	<u>Percent</u>
Harnett County Parks & Recreation	76	24.1 %
Other municipal parks	28	8.9 %
Local Schools	24	7.6 %
Campbell University	11	3.5 %
Non-profit organizations	3	0.9 %
Dunn-Erwin Rail Trail	12	3.8 %
Raven Rock State Park	55	17.4 %
Cultural institutions	2	0.6 %
Private clubs	15	4.7 %
Fitness centers	30	9.5 %
Churches or other religious organizations	32	10.1 %
Other	28	8.9 %
Total	316	100.0 %

Q10. Which of the following reasons prevent you or other members of your household from using recreation programs offered by the Harnett County Parks & Recreation Department?

Q10. What reasons prevent you from using recreation programs offered by Harnett County Parks & Recreation

<u>Department</u>	<u>Number</u>	<u>Percent</u>
Too hard to find parking	22	5.9 %
Program or facility not offered	114	30.4 %
Lack of quality programs	82	21.9 %
Program times not convenient	46	12.3 %
Use facilities of other cities/private institutions	41	10.9 %
Not interested/too busy	33	8.8 %
Facility/operating hours not convenient	43	11.5 %
Don't know what's offered/available	216	57.6 %
Facilities too crowded	24	6.4 %
Insufficient staffing	21	5.6 %
Poor customer service	17	4.5 %
Fees too high	41	10.9 %
Nothing-I am actively using County's recreation facilities & programs	31	8.3 %
<u>Other</u>	<u>35</u>	<u>9.3 %</u>
Total	766	

Q10. Other

<u>Q10. Other</u>	<u>Number</u>	<u>Percent</u>
Too far away	2	6.1 %
don't know where they are	1	3.0 %
using Cumberland County facilities	1	3.0 %
Location too far from my home	1	3.0 %
live in Angier	1	3.0 %
Too far from Carolina Lakes	1	3.0 %
No offerings in air conditioned areas	1	3.0 %
Age	1	3.0 %
Distance	1	3.0 %
Swarms of mosquitoes	1	3.0 %
Distance from home	1	3.0 %
Crime	1	3.0 %
Too far to travel	1	3.0 %
Not many near my family	1	3.0 %
Want something closer to Anderson Creek Area	1	3.0 %
No children in household	1	3.0 %
No organized sports for kids in county other than Western Harnett	1	3.0 %
Too far from my house	1	3.0 %
Lack of facility	1	3.0 %
Nothing close by	1	3.0 %
across the county	1	3.0 %
we are disabled	1	3.0 %
Better lighting	1	3.0 %
schedule never published	1	3.0 %
do not use any	1	3.0 %
Nothing near us	1	3.0 %
Too far to drive for my area of needs	1	3.0 %
Nothing conveniently located near me in Spout Springs	1	3.0 %
work schedule	1	3.0 %
Too far from my home in the northern part of the county	1	3.0 %
Didn't know they existed	1	3.0 %
<u>Not we promoted</u>	<u>1</u>	<u>3.0 %</u>
Total	33	100.0 %

Q11. From the following list, please check all the ways you learn about Harnett County Parks and Recreation programs and activities.

Q11. Ways you learn about Harnett County Parks & Recreation programs & activities	Number	Percent
Recreation brochures	50	12.6 %
Harnett County website	112	28.3 %
Recreation e-mail	33	8.3 %
Conversations with staff	19	4.8 %
From friends & family	207	52.3 %
Newspaper	77	19.4 %
Social media (Facebook, Twitter, Instagram, YouTube, etc)	116	29.3 %
Other	28	7.1 %
<u>None of these</u>	<u>83</u>	<u>21.0 %</u>
Total	725	

WITHOUT "NONE OF THESE"

Q11. From the following list, please check all the ways you learn about Harnett County Parks and Recreation programs and activities. (without "none of these")

Q11. Ways you learn about Harnett County Parks & Recreation programs & activities	Number	Percent
Recreation brochures	50	16.0 %
Harnett County website	112	35.8 %
Recreation e-mail	33	10.5 %
Conversations with staff	19	6.1 %
From friends & family	206	65.8 %
Newspaper	77	24.6 %
Social media (Facebook, Twitter, Instagram, YouTube, etc)	116	37.1 %
<u>Other</u>	<u>25</u>	<u>8.0 %</u>
Total	638	

Q11. Other

<u>Q11. Other</u>	<u>Number</u>	<u>Percent</u>
Google	3	11.1 %
School	3	11.1 %
Driving by	2	7.4 %
General internet search	1	3.7 %
Ride by	1	3.7 %
Signage	1	3.7 %
Do not receive any notifications	1	3.7 %
School (JES)	1	3.7 %
signs	1	3.7 %
Drive by signs	1	3.7 %
TV	1	3.7 %
News	1	3.7 %
I never heard about any programs offered	1	3.7 %
Schools, other residents	1	3.7 %
Local News (WRAL, NBC)	1	3.7 %
Letters from school	1	3.7 %
kids	1	3.7 %
Flyers from school	1	3.7 %
driving by	1	3.7 %
Bulletin boards at Mendoza Park	1	3.7 %
Road signs	1	3.7 %
<u>Magazine and NPR</u>	<u>1</u>	<u>3.7 %</u>
Total	27	100.0 %

Q12. The County could consider the possibility of developing new indoor programming spaces. From the following list of potential indoor programming spaces, please check ALL of the ones you or members of your household would use.

<u>Q12. Potential indoor programming spaces you would use</u>	<u>Number</u>	<u>Percent</u>
Walking & jogging track	271	69.1 %
Arts & crafts studio	153	39.0 %
Aerobics/fitness/dance class space	185	47.2 %
Space for teens	75	19.1 %
Weight room/cardiovascular equipment area	200	51.0 %
Leisure pool (water slides, sprays, etc.)	240	61.2 %
25 meter competition pool	99	25.3 %
Child care area	95	24.2 %
Exercise facility for adults 50+ years	146	37.2 %
Rock climbing/bouldering wall	113	28.8 %
Indoor soccer/lacrosse	61	15.6 %
Multi-court gymnasium/field house	84	21.4 %
Classroom space	34	8.7 %
Space for meetings, parties, banquets	105	26.8 %
Indoor tennis	46	11.7 %
Nature center	131	33.4 %
Performing arts (music, drama, etc.)	119	30.4 %
Senior center	90	23.0 %
Other	18	4.6 %
Total	2265	

Q12. Other

<u>Q12. Other</u>	<u>Number</u>	<u>Percent</u>
raquetball	1	5.9 %
photography classes	1	5.9 %
Indoor shooting range and Training Center	1	5.9 %
Indoor playground for toddlers	1	5.9 %
Indoor & outdoor pool aerobics	1	5.9 %
Archery Course	1	5.9 %
Volleyball	1	5.9 %
Swimming	1	5.9 %
dog park	1	5.9 %
Indoor volleyball	1	5.9 %
YOGA	1	5.9 %
programs for the disabled	1	5.9 %
Classroom setup for specials needs families	1	5.9 %
Computer Lab	1	5.9 %
Indoor basketball gym with 8 courts	1	5.9 %
Shooting/archery	1	5.9 %
Greenways	1	5.9 %
Total	17	100.0 %

Q13. What is the MAXIMUM amount you would be willing to pay in additional taxes for the types of improvements to the parks, facilities, recreation programs and special events in Harnett County that are most important to your household?

Q13. MAXIMUM amount you would be willing to pay in additional taxes	Number	Percent
\$20+ per month	57	13.9 %
\$15-\$19 per month	34	8.3 %
\$10-\$14 per month	79	19.3 %
\$5-\$9 per month	76	18.5 %
\$1-\$4 per month	65	15.9 %
Nothing	75	18.3 %
Not provided	24	5.9 %
Total	410	100.0 %

WITHOUT "NOT PROVIDED"

Q13. What is the MAXIMUM amount you would be willing to pay in additional taxes for the types of improvements to the parks, facilities, recreation programs and special events in Harnett County that are most important to your household? (without "not provided")

Q13. MAXIMUM amount you would be willing to pay in additional taxes	Number	Percent
\$20+ per month	57	14.8 %
\$15-\$19 per month	34	8.8 %
\$10-\$14 per month	79	20.5 %
\$5-\$9 per month	76	19.7 %
\$1-\$4 per month	65	16.8 %
Nothing	75	19.4 %
Total	386	100.0 %

Q14. Please indicate how willing you would be to do the following to support expanded parks and recreation programs and facilities in Harnett County.

(N=410)

	Very willing	Willing	Somewhat willing	Not willing	Don't know
Q14-1. Pay a slight increase in taxes to support expanded recreation programs in Harnett County	16.9%	28.8%	31.0%	16.4%	6.9%
Q14-2. Pay a slight increase in taxes to support development of new recreation facilities in Harnett County	18.0%	31.0%	27.3%	16.2%	7.4%
Q14-3. Volunteer to support parks & recreation programs	12.2%	24.5%	27.9%	18.6%	16.8%
Q14-4. Make donations to fund design & construction of new parks & recreation in Harnett County	6.6%	23.3%	28.8%	24.1%	17.3%

WITHOUT "DON'T KNOW"

Q14. Please indicate how willing you would be to do the following to support expanded parks and recreation programs and facilities in Harnett County. (without "don't know")

(N=410)

	Very willing	Willing	Somewhat willing	Not willing
Q14-1. Pay a slight increase in taxes to support expanded recreation programs in Harnett County	18.2%	31.0%	33.2%	17.6%
Q14-2. Pay a slight increase in taxes to support development of new recreation facilities in Harnett County	19.5%	33.5%	29.5%	17.5%
Q14-3. Volunteer to support parks & recreation programs	14.7%	29.4%	33.5%	22.4%
Q14-4. Make donations to fund design & construction of new parks & recreation in Harnett County	7.9%	28.1%	34.8%	29.1%

Q15. What is your age?

<u>Q15. Your age</u>	<u>Number</u>	<u>Percent</u>
18-34	96	23.4 %
35-44	101	24.6 %
45-54	92	22.4 %
55-64	73	17.8 %
65+	45	11.0 %
<u>Not provided</u>	<u>3</u>	<u>0.7 %</u>
Total	410	100.0 %

WITHOUT "NOT PROVIDED"

Q15. What is your age? (without "not provided")

<u>Q15. Your age</u>	<u>Number</u>	<u>Percent</u>
18-34	96	23.6 %
35-44	101	24.8 %
45-54	92	22.6 %
55-64	73	17.9 %
65+	45	11.1 %
Total	407	100.0 %

Q16. Including yourself, how many people in your household are:

	<u>Mean</u>	<u>Sum</u>
number	3.2	1302
Under age 5	0.3	129
Ages 5-9	0.3	127
Ages 10-14	0.3	124
Ages 15-19	0.2	97
Ages 20-24	0.1	57
Ages 25-34	0.4	182
Ages 35-44	0.5	189
Ages 45-54	0.4	160
Ages 55-64	0.4	149
Ages 65-74	0.1	57
Ages 75+	0.1	31

Q17. Approximately how many years have you lived in Harnett County?

<u>Q17. How many years have you lived in Harnett County</u>	<u>Number</u>	<u>Percent</u>
5 or less	119	29.8 %
6 to 10	58	14.5 %
11 to 15	35	8.8 %
16 to 20	45	11.3 %
21 to 30	50	12.5 %
31+	93	23.3 %
Total	400	100.0 %

Q18. Which of the following BEST describes your race?

<u>Q18. Your race</u>	<u>Number</u>	<u>Percent</u>
Asian	8	2.0 %
African American/Black	85	21.4 %
American Indian	12	3.0 %
Hispanic	50	12.6 %
White (not Hispanic)	264	66.5 %
Other	4	1.0 %
Total	423	

Q18. Other

<u>Q18. Other</u>	<u>Number</u>	<u>Percent</u>
Biracial	1	33.3 %
Italian	1	33.3 %
Filipino Hawaiian	1	33.3 %
Total	3	100.0 %

Q19. Your gender:

<u>Q19. Your gender</u>	<u>Number</u>	<u>Percent</u>
Male	195	47.6 %
Female	215	52.4 %
Total	410	100.0 %

Section 5

Survey Instrument



A Few Minutes of Your Time Will Help Make Harnett County a
Better Place to Live, Work and Recreate!

Dear Harnett County Resident:

Your response to the enclosed survey is extremely important...

Harnett County Park and Recreation strives to meet the recreational needs of our community. In order to do this, we need to continuously assess those needs, understand how our community's recreational needs are changing, and prioritize our citizen's highest needs. The data from this survey will help guide future decision making on parks, greenway, nature preserves, recreation centers, and the types of programs we offer. Your household was one of a limited number selected at random to receive this survey, therefore, it is very important that you participate.

We appreciate your time...

We realize that this survey will take approximately 10 minutes to complete, but each question is important. The time you invest in completing this survey will aid Harnett County in taking a resident-driven approach to making decisions that will enrich the future of our community and positively affect the lives of its residents.

Please complete and return your survey within the next two weeks...

We have selected ETC Institute, an independent consulting company, as our partner to administer this survey. They will compile the data received and present the results to the County. **Your responses will remain confidential.** Please return your completed survey in the enclosed postage-paid envelope addressed to ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061.

If you have any questions, please feel free to contact Carl Davis with Harnett County at cdavis@harnett.org. The survey is a tool that will benefit all residents. Please take this opportunity to let your voice be heard.

Sincerely,

A handwritten signature in black ink, appearing to be "CD" or "Carl Davis", written in a cursive style.

Carl Davis, CPRP
 Director



Harnett County Parks & Recreation Survey

Please have an adult in your household complete this survey. Your input will be used to assess community recreation needs and priorities for Harnett County. You may complete the survey on-line at bit.do/harnettcountysurvey. If you have questions, please call Carl Davis at (910) 893-7518.

1. **FACILITY NEEDS.** A variety of recreation facilities/amenities are listed below. For each one, please indicate if you or others in your household have a need for the facility/amenity (whether there is already a facility in the County or not) by circling either "YES" or "NO".

If you or your household have a need, please indicate how well your needs are currently being met by that type of facility.

Type of Facility	Do you have a need for this facility?		If you have a need, how well are your needs currently being met?			
	Yes	No	Fully Met	Mostly Met	Partly Met	Not Met
01 Multi-use gym space – Basketball, volleyball, etc.	Yes	No	4	3	2	1
02 Gymnastics gymnasium	Yes	No	4	3	2	1
03 Weights and fitness machines	Yes	No	4	3	2	1
04 Indoor track	Yes	No	4	3	2	1
05 Indoor field turf	Yes	No	4	3	2	1
06 Squash/Racquetball courts	Yes	No	4	3	2	1
07 Pickleball courts	Yes	No	4	3	2	1
08 Bocce ball courts	Yes	No	4	3	2	1
09 Horseshoe pits	Yes	No	4	3	2	1
10 Dog park	Yes	No	4	3	2	1
11 Baseball and softball fields	Yes	No	4	3	2	1
12 Soccer fields	Yes	No	4	3	2	1
13 Outdoor tennis courts	Yes	No	4	3	2	1
14 Indoor tennis courts	Yes	No	4	3	2	1
15 Outdoor basketball courts	Yes	No	4	3	2	1
16 Outdoor volleyball courts	Yes	No	4	3	2	1
17 Disc golf course	Yes	No	4	3	2	1
18 Golf course	Yes	No	4	3	2	1
19 Ice skating surface/in-line hockey rink	Yes	No	4	3	2	1
20 Skate park/BMX	Yes	No	4	3	2	1
21 Greenway trail system	Yes	No	4	3	2	1
22 Equestrian trails/facilities	Yes	No	4	3	2	1
23 Shooting sports – Shooting/Archery range	Yes	No	4	3	2	1
24 Climbing wall	Yes	No	4	3	2	1
25 Remote control park	Yes	No	4	3	2	1
26 Picnic shelter	Yes	No	4	3	2	1
27 Playground	Yes	No	4	3	2	1
28 Splash pad	Yes	No	4	3	2	1
29 Fishing	Yes	No	4	3	2	1
30 Water access – kayaking/swimming	Yes	No	4	3	2	1
31 Indoor aquatic facility	Yes	No	4	3	2	1
32 Other: _____	Yes	No	4	3	2	1

2. Which FOUR of the facilities listed in Question 1 do you think are MOST IMPORTANT to members of your household? [Write-in your top four choices below using the numbers from the list in Question 1. If you do not think any of these items are important, circle "NONE".]

1st: ____ 2nd: ____ 3rd: ____ 4th: ____ NONE

3. PROGRAM/ACTIVITY NEEDS. A variety of recreation programs/activities are listed below. For each one, please indicate if you or others in your household have a desire to participate in the program/activity by circling either "YES" or "NO".

If you or others have a desire to participate, please indicate how well your needs for that program/activity are currently being met.

Programs/Activities	Do you have a desire to participate in this activity?		If you have a desire to participate, how well are your needs currently being met?			
	Yes	No	Fully Met	Mostly Met	Partly Met	Not Met
01 Action Sports (skateboarding, BMX, etc.)	Yes	No	4	3	2	1
02 After School & Friday programs	Yes	No	4	3	2	1
03 Baseball	Yes	No	4	3	2	1
04 Basketball	Yes	No	4	3	2	1
05 Bocce Ball	Yes	No	4	3	2	1
06 Bridge Lessons	Yes	No	4	3	2	1
07 Camps (summer/school break)	Yes	No	4	3	2	1
08 Cheerleading	Yes	No	4	3	2	1
09 Climbing	Yes	No	4	3	2	1
10 Disc golf	Yes	No	4	3	2	1
11 Dodge ball	Yes	No	4	3	2	1
12 Flag football	Yes	No	4	3	2	1
13 Football	Yes	No	4	3	2	1
14 Horseshoes	Yes	No	4	3	2	1
15 Martial Arts/Tai Chi	Yes	No	4	3	2	1
16 Painting/Drawing classes	Yes	No	4	3	2	1
17 Pickleball	Yes	No	4	3	2	1
18 Running (endurance)	Yes	No	4	3	2	1
19 Senior recreational programs	Yes	No	4	3	2	1
20 Shooting sports/Archery	Yes	No	4	3	2	1
21 Soccer	Yes	No	4	3	2	1
22 Softball	Yes	No	4	3	2	1
23 Tennis/Lessons/clinics	Yes	No	4	3	2	1
24 Training/Certifications/Education	Yes	No	4	3	2	1
25 Trips/Tours	Yes	No	4	3	2	1
26 Equestrian programs	Yes	No	4	3	2	1
27 Ultimate Frisbee	Yes	No	4	3	2	1
28 Volleyball	Yes	No	4	3	2	1
29 Walking for exercise	Yes	No	4	3	2	1
30 Environmental education	Yes	No	4	3	2	1
31 Other: _____	Yes	No	4	3	2	1

4. Which FOUR of the programs/activities listed in Question 3 do you think are MOST IMPORTANT to YOUTH in your household (under age 18)? [Write-in your top four choices below using the numbers from the list in Question 3. If you do not think any of these items are important, circle "NONE". If you do not have youth in your household, circle "No Youth in Household".]

1st: ____ 2nd: ____ 3rd: ____ 4th: ____ NONE No Youth in Household

5. Which FOUR of the programs/activities listed in Question 3 do you think are MOST IMPORTANT to ADULT members of your household (over age 18)? [Write-in your top four choices below using the numbers from the list in Question 3. If you do not think any of these items are important, circle "NONE".]

1st: ____ 2nd: ____ 3rd: ____ 4th: ____ NONE

6. Which ONE of the following groups do you think should be the Harnett County Park & Recreation Department's top priority to serve?

- ___(1) Children/Youth ___(2) Adults (18-54 years) ___(3) Senior adults (age 55+) ___(9) Don't know

7. Overall, how well are your household's needs for the following programs and activities being met by Harnett County? [If you do not have a need for an item, circle "9".]

Program/Activity	Fully Met	Mostly Met	Partly Met	Not Met	Do Not Have a Need
1 Special events	4	3	2	1	9
2 Outdoor recreation	4	3	2	1	9
3 Senior adult activities	4	3	2	1	9
4 Therapeutic recreation	4	3	2	1	9
5 Sports programs	4	3	2	1	9

8. Have you or other members of your household used any of the following facilities operated/owned by Harnett County during the past year? [Check all that apply.]

- ___(1) Barbecue Creek Park
 ___(2) Anderson Creek Park
 ___(3) Neill's Creek Park
 ___(4) Cape Fear River Trail Park
 ___(5) South Harnett Park Location
 ___(6) Dunn-Erwin Rail Trail (not operated, but owned)

9. Which of the following organizations provide the recreation FACILITIES that you and other members of your household use? [Check all that apply.]

- | | |
|---|---|
| ___(01) Harnett County Parks & Recreation | ___(08) Cultural institutions |
| ___(02) Other municipal parks | ___(09) Private clubs: _____ |
| ___(03) Local Schools: _____ | ___(10) Fitness centers: _____ |
| ___(04) Campbell University | ___(11) Churches or other religious organizations |
| ___(05) Non-profit organizations | ___(12) Other: _____ |
| ___(06) Dunn-Erwin Rail Trail | ___(99) None of these |
| ___(07) Raven Rock State Park | |

9-1. Of the organizations listed in Question 9, which ONE do you USE MOST for your household's recreation needs? [Write-in your answer using the numbers from the list in Question 9 that corresponds to the organization your household uses most; e.g. write "01" if the Harnett County Parks and Recreation is the organization that provides the facilities/programs you use most.]

Most used organization: _____

10. Which of the following reasons prevent you or other members of your household from using recreation programs offered by the Harnett County Parks & Recreation Department? [If you currently use them, what prevents you from using them more often? Check all that apply.]

- | | |
|---|---|
| ___(01) Too hard to find parking | ___(09) Facilities too crowded |
| ___(02) Program or facility not offered | ___(10) Insufficient staffing |
| ___(03) Lack of quality programs | ___(11) Poor customer service |
| ___(04) Program times not convenient | ___(12) Fees too high |
| ___(05) Use facilities of other cities/private institutions | ___(13) Nothing – I am actively using the County's recreation facilities and programs |
| ___(06) Not interested/too busy | ___(14) Other: _____ |
| ___(07) Facility/operating hours not convenient | |
| ___(08) Don't know what's offered/available | |

11. From the following list, please check all the ways you learn about Harnett County Parks and Recreation programs and activities.

- (1) Recreation brochures
- (2) Harnett County website
- (3) Recreation e-mail
- (4) Conversations with staff
- (5) From friends and family
- (6) Newspaper
- (7) Social media (*Facebook, Twitter, Instagram, YouTube, etc.*)
- (8) Other: _____
- (9) None of these

12. The County could consider the possibility of developing new indoor programming spaces. From the following list of potential indoor programming spaces, please check ALL of the ones you or members of your household would use. [Check all that apply.]

- (01) Walking and jogging track
- (02) Arts and crafts studio
- (03) Aerobics/fitness/dance class space
- (04) Space for teens
- (05) Weight room/cardiovascular equip. area
- (06) Leisure pool (water slides, sprays, etc.)
- (07) 25 meter competition pool
- (08) Child care area
- (09) Exercise facility for adults 50+ years
- (10) Rock climbing/bouldering wall
- (11) Indoor soccer/lacrosse
- (12) Multi-court gymnasium/field house
- (13) Classroom space
- (14) Space for meetings, parties, banquets
- (15) Indoor tennis
- (16) Nature center
- (17) Performing arts (music, drama, etc.)
- (18) Senior center
- (19) Other: _____

13. What is the MAXIMUM amount you would be willing to pay in additional taxes for the types of improvements to the parks, facilities, recreation programs and special events in Harnett County that are most important to your household? [Please check ONE.]

- (1) \$20 or more per month
- (2) \$15-\$19 per month
- (3) \$10-\$14 per month
- (4) \$5-\$9 per month
- (5) \$1-\$4 per month
- (6) Nothing

14. Please indicate how willing you would be to do the following to support expanded parks and recreation programs and facilities in Harnett County.

How willing would you be to :		Very Willing	Willing	Somewhat Willing	Not Willing	Don't Know
1	Pay a slight increase in taxes to support expanded recreation programs in Harnett County	4	3	2	1	9
2	Pay a slight increase in taxes to support the development of new recreation facilities in Harnett County	4	3	2	1	9
3	Volunteer to support parks and recreation programs	4	3	2	1	9
4	Make donations to fund the design and construction of new parks and recreation in Harnett County	4	3	2	1	9

15. What is your age? _____ years

16. Including yourself, how many people in your household are:

- Under age 5: Ages 15-19: Ages 35-44: Ages 65-74:
- Ages 5-9: Ages 20-24: Ages 45-54: Ages 75+:
- Ages 10-14: Ages 25-34: Ages 55-64:

17. Approximately how many years have you lived in Harnett County? [Write "0" if less than one year.]

_____ years

18. Which of the following BEST describes your race? (Check all that apply)

- (1) Asian
- (2) African American/Black
- (3) American Indian
- (4) Hispanic
- (5) White (not Hispanic)
- (6) Other _____

19. Your gender: (1) Male (2) Female

20. [OPTIONAL] If you would like to receive future information regarding the Harnett County Parks & Recreation Programs or updates on the Parks and Recreation Master Plan, please provide your contact information below.

Your Name: _____ Phone: _____
E-mail: _____

This concludes the survey – thank you for your time!

Please return your completed survey in the enclosed postage-paid envelope addressed to:
ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061.
You may also complete it on-line by going to bit.do/harnettcountysurvey

Your responses will remain completely confidential. The information printed to the right will ONLY be used to help identify unmet needs for leisure and recreation services in our community. If your address is not correct, please provide the correct information. Thank you!

APPENDIX 4

BENCHMARK ANALYSIS

CHAPTER ONE BENCHMARK ANALYSIS

1.1 INTRODUCTION

PROS Consulting, in collaboration with Harnett County Parks and Recreation Department, identified operating metrics to be benchmarked against comparable park and recreation systems across the State of North Carolina. This analysis aims to provide a direct comparison of peer agencies through a methodology of statistics and ratios to deliver objective information that is relevant and accurate, as best as possible.

It must be noted that the benchmark analysis is only an indicator based on the information provided; however, the consulting team made every effort to obtain the most credible information and organize the data in a consistent and comparable format. The information sought was a combination of operating metrics and information on budgets, staffing, and inventories.

This benchmark analysis incorporates county systems found throughout North Carolina, which include the following agencies:

Agency	Population	Jurisdiction Size (Sq. Mi.)	Population per Sq. Mi.
Harnett County Parks and Recreation	130,173	601.00	217
Craven County Recreation and Parks	103,451	774.00	134
Henderson County Parks and Recreation	112,655	375.00	300
Orange County Parks and Recreation	141,354	401.00	353
Robeson County Parks and Recreation	134,168	951.00	141
Rowan County Parks and Recreation	140,001	524.00	267

Due to difference in how each system collects, maintains, and reports data, variances may exist. These variations have an impact on the per capita and percentage allocations; hence, the overall comparison must be viewed with this in mind. Also, there may be some instances where the data provided by the benchmarked systems was incomplete or unavailable.

Data utilized in the benchmark analysis was primarily sourced from North Carolina Municipal and County Parks and Recreation Services Studies (MCPRSS), and supplemented by information available through the National Recreation and Park Association (NRPA) PRORAGIS, existing master plans, financial comprehensive annual audit report and official city websites. By using each system's financial comprehensive annual audit report, operational figures are from both cultural and recreation departments. This may include facilities such as libraries.

The benchmark data collection for all systems was obtained by August of 2016. While it is possible that there may have been changes or updates in the data provided, to ensure consistency only the original figures obtained at that time have been used in the benchmark. The goal is to evaluate how Harnett County Parks and Recreation is positioned among peer agencies as it applies to efficiency and effectiveness practices through data that offers an encompassing view of each system's operations.

1.2 BENCHMARK COMPARISON

1.2.1 SYSTEM ACREAGE

This section provides a general overview of each system within the benchmark analysis. The table below describes the total acreage for each system then compares the total acreage per 1,000 residents.

In terms of total acreage per 1,000 residents, Harnett County is one of the top leaders among benchmark agencies with 9.72 acres per 1,000. This level of service is considered in-line for agencies' nationwide and county agencies nationwide; 9.5 acres per 1,000 for all agencies and 9.3 acres per 1,000 for county agencies, reporting figures from the NRPA database.

Agency	Population	Total Number of Parks	Residents per Park	Total Acres Owned or Managed	Total Acres per 1,000 Residents
Harnett County Parks and Recreation	130,173	5	26,035	1265	9.72
Craven County Recreation and Parks	103,451	4	25,863	370	3.58
Henderson County Parks and Recreation	112,655	11	10,241	321	2.85
Orange County Parks and Recreation	141,354	6	23,559	1591.1	11.26
Robeson County Parks and Recreation	134,168	27	4,969	0	0.00
Rowan County Parks and Recreation	140,001	5	28,000	733	5.24

Note: Total acres was not available at the time of this study for Robeson County.

1.2.2 TRAIL MILES

The table below describes the total trail miles in each park system and compares the number of trail miles to the population of each jurisdiction. Harnett County ranks near the bottom among peer agencies for total trail miles and trail miles per 1,000 residents. This is an area where the Department could approve upon, as best practice agencies typically offer between 0.25-0.5 miles of trail per 1,000 residents.

Agency	Population	Total Trail Miles	Trail Miles per 1,000 Residents
Harnett County Parks and Recreation	130,173	6.1	0.05
Craven County Recreation and Parks	103,451	12.5	0.12
Henderson County Parks and Recreation	112,655	3.0	0.03
Orange County Parks and Recreation	141,354	17.7	0.12
Robeson County Parks and Recreation	134,168	-	0.00
Rowan County Parks and Recreation	140,001	10.5	0.07

Note: Trail mileage was not available at the time of this study for Robeson County.

1.2.3 OPERATIONAL EXPENDITURES

This portion covers the annual operational expenditures for each county. Budget items in this section include the most recent figures. Operating expenses are compared to the population of each county to determine the operating expense per resident and per acre/

OPERATING EXPENSE PER CAPITA

Based on expenditure figures, Harnett County operates on a much lower budget than the benchmark agencies. The largest operational budgets belong to Orange and Henderson County, which exceed the benchmark agencies by a large margin. Harnett County ranks also at the bottom for operating expense per capita, with \$3.50 spent on operations per resident annually.

Agency	Population	Total Operating Expense	Operating Expense per Resident
Harnett County Parks and Recreation	130,173	\$ 455,928	\$ 3.50
Craven County Recreation and Parks	103,451	\$ 827,777	\$ 8.00
Henderson County Parks and Recreation	112,655	\$ 3,059,231	\$ 27.16
Orange County Parks and Recreation	141,354	\$ 5,539,554	\$ 39.19
Robeson County Parks and Recreation	134,168	\$ 1,019,096	\$ 7.60
Rowan County Parks and Recreation	140,001	\$ 2,369,467	\$ 16.92

OPERATING COST PER ACRE

The chart below compares the total operating expense to the total acreage for each agency. This comparison provides a high-level understanding of each department's cost to maintain and operate each acre.

Compared to peer agencies, Harnett County has an extremely low operating expense per acre. While keeping the cost per acre down should be a priority as an efficiency measure, the significant deviation from the benchmark median (\$3,482) might suggest the need to increase expenditures to effectively maintain and manage Indy Parks' green spaces and facilities.

Agency	Total Acres	Total Operating Expense	Operating Expense per Acre
Harnett County Parks and Recreation	1,265	\$ 455,928	\$ 360
Craven County Recreation and Parks	370	\$ 827,777	\$ 2,237
Henderson County Parks and Recreation	321	\$ 3,059,231	\$ 9,543
Orange County Parks and Recreation	1,591	\$ 5,539,554	\$ 3,482
Robeson County Parks and Recreation	-	\$ 1,019,096	#DIV/0!
Rowan County Parks and Recreation	733	\$ 2,369,467	\$ 3,233

Note: Total acres was not available at the time of this study for Robeson County.

1.2.4 STAFFING LEVELS AND FULL-TIME EQUIVALENTS (FTES)

This section compares levels of staffing for each system by comparing full-time equivalents (FTEs) to the total population.

FTES PER 10,000 RESIDENTS

Total FTEs per 10,000 residents is a key performance indicator that measures each agency's ability to meet the demand of its service area. When comparing staffing levels to the overall population of each service area, Harnett County's ratio ranks last among benchmark counties, with 0.42 FTEs per 10,000 residents. Harnett County's service coverage is also below the national median for county parks and recreation agencies (3.2 FTEs per 10,000), derived from the NRPA database. This level of staffing would indicate that the Department's human resources may be severely strained and limited in relation to the population it serves.

Agency	Full-Time Employees	Part-Time Employees	Total FTEs	FTEs per 10,000 Residents
Harnett County Parks and Recreation	3	5	5	0.42
Craven County Recreation and Parks	-	-	-	0.00
Henderson County Parks and Recreation	12	5	14	1.28
Orange County Parks and Recreation	20	40	39	2.78
Robeson County Parks and Recreation	10	2	11	0.82
Rowan County Parks and Recreation	21	107	72	5.17

Notes: FTEs are calculated by assuming full-time employees work 2,080 hours and part-time employees work 1,000 hours.

Employee figures were unavailable for Craven County.

FULL-TIME EQUIVALENTS (FTES)

This section assesses levels of staffing as a performance measure for each system by comparing full-time equivalents (FTE's) to total population to help quantify how well current staffing meets the demand for each service area.

When comparing staffing levels to the overall population of each county, Harnett County is at the bottom of the study, with 0.42 FTE's per 10,000 residents. It appears the current level of staffing does not provide adequate coverage for the county's population.

Agency	Population	Total FTEs	FTEs per 10,000 Residents
Harnett County Parks and Recreation	130,173	5	0.42
Craven County Recreation and Parks	103,451	-	0.0
Henderson County Parks and Recreation	112,655	14	1.3
Orange County Parks and Recreation	141,354	39	2.78
Robeson County Parks and Recreation	134,168	11	0.82
Rowan County Parks and Recreation	140,001	72	5.17

Note: Employee figures were unavailable for Craven County.

1.3 2016 NRPA FIELD REPORT COMPARISON

The following chart compares a variety of metrics for Harnett County against the national averages found in the 2016 NRPA Field Report. This report is based data collected for the NRPA PRORAGIS database of parks and recreation agencies across the country. Harnett County's metrics are pitted against the median figures for all agencies in the database, as well as against county agencies. The table below then describes how far above or below Harnett County is from the median, which is denoted by the variance column for each point of comparison. Figures shaded in green represent performance in excess of the median, while those in red signal results that fall below the median.

Key Performance Indicator	Harnett County	NRPA Median for All Agencies	Variance	NRPA Median for County Agencies	Variance
Acres per 1,000 residents	9.72	9.5	0.22	9.3	0.42
Non-Tax Revenue per Capita	\$ 0.06	\$ 18.22	(18.16)	\$ 6.05	(5.99)
Operating Expense per Capita	\$ 3.50	\$ 76.44	(72.94)	\$ 20.06	(16.56)
Operating Expense per Acre	\$ 360	\$ 6,476	(6,115)	\$ 3,480	(3,120)
Operating Cost Recovery Level	2%	29%	-27%	22%	-20%
Total FTEs per 10,000 Residents	5.17	7.4	-2.23	3.2	1.97

APPENDIX 5

PROGRAMS ASSESSMENT

PROGRAM ASSESSMENT

OVERVIEW

PROS Consulting evaluated the program services provided by Harnett County in the spring of 2016. The program assessment assessed what the County was providing, as well as other service providers in the various cities within Harnett County. The County is primarily a facility provider to other cities in and around the County, while the YMCA provides the bulk of recreation program services to residents within the County. These primarily include sports leagues and tournaments, some senior services, Senior Games, fitness programs and programs for people with disabilities. The County primarily provides senior fun and fitness days, golf tournaments for men and women, some senior game activities, movies in the park, co-ed softball, outdoor camps, and disc golf events.

POTENTIAL CORE PROGRAM AREAS

The County does not have an indoor program facility to provide programs in which limits their approach to programming. Based on the growth of the County the Harnett County Parks Department could be a recreation provider in the following areas:

SPECIAL EVENTS

Special events to bring the communities together focusing on the history of the County, food, entertainment, music and arts, and competitions would likely be very popular among residents in the County

OUTDOOR ADVENTURE PROGRAMS

Outdoor adventure programs for people of all ages include: mountain biking, paddle boarding, BMX, kayaking, equestrian riding, canoeing, hiking, hunting, fishing, shooting sports, camping, zip-lining, and adventure races. The market appears to be primed to support these type of activities. With Ft Bragg located in the County, there is a great opportunity to coordinate with the Base on outdoor adventure programs that engage young adults.

OUTDOOR EDUCATION

Due to the rural environment of the County, there is an opportunity to provide services in outdoor education and environmental conservation. This would include educational and experiential activities in natural settings for all age segments, such as school field trips, nature education classes, identification programs, nature walks, and volunteer initiatives tied to conservation of the environment.

ATHLETICS

The local market expresses a need for youth and adult sports leagues and tournaments for baseball, softball, basketball, football, soccer, and volleyball, as well as trending / niche sports like lacrosse and rugby. It would require an indoor and/or outdoor sports complex to make these programs a reality. Currently the County is below the Market Potential Index in every major sports category, which demonstrates a lack of facilities to provide athletic programs. The County has the opportunity to lead in these areas and it could be a strong economic tool for the County.

ACTIVE ADULT PROGRAMS

This program area would include a variety of social, enrichment, and recreational programs for active adults over the age of 55, such as health and wellness, fitness, sports, day trips, life skills enrichment, social clubs, and senior games.

ADAPTIVE PROGRAMS

This would include social, recreational, developmental, and enrichment programs that aim to enhance the quality of life for people with disabilities and special needs, as well as enhancing accessibility throughout the County.

VOLUNTEER PROGRAMS

Volunteer development as a core program service to support park maintenance, conservation initiatives, and program services should be considered.

KEY FINDINGS

The following describes the key findings from the program analysis of Harnett County Parks and Recreation, as well as establishing some preliminary recommendations that aim to address the existing programming needs of residents and provide a clear vision for the Department in providing its services in the future.

- Currently the Department has one program staff person. It is very difficult for one person to be responsible for programing in the County, especially with the lack of indoor program space available to provide programs.
- The programs being providing primarily support what the city departments need in hosting their events. A program plan is needed for the future and additional staff to help develop core program services will need to be considered.
- Based on the results of the County wide survey and military base survey, PROS and the Project Team will develop a more formalized approach to program services in the recommendations section of the report.
- The County is growing at a rapid rate at approximately 13.5% rate and looks to increase to 180,193 people in the next 15 years. There will be good balance between 18 and under population, 18-34 age population, 35-54 age population, and 55+ age population, which sets up terrific program opportunities.
- Currently, the Department typically provides programs that are free to the user. A program plan and pricing plan needs to be developed that classifies programs as core essential, important, and value added. Then, a pricing plan can be developed that can focus on the public and private benefit associated with the programs provided, as well as a establishing a cost recovery goal for each core program service area.
- The Department does not have a partnership policy in place that provides an understanding of existing public/public, public/private, and public/not-for-profit partnerships. A formal partnership policy can help guide the Department in the future as they grow programs for the community.
- Many of the cities desire that the County develop facilities for them, which needs to be discussed further. Ideally, most County systems across the United States have their own core programs that promote the value of County parks and facilities and try to avoid duplicating offerings that cities within the service area provide. So, in the future, the County should develop core programs that

do not duplicate services provided by the cities and find effective ways to compliment their programs.

- From a marketing standpoint, the Department does not print a program guide and information is provided primarily through their web site. Ideally, the Department should develop a program guide listing all of the programs and services available, as well as location, fee and benefits of its offerings.
- Budgeting for programs needs to be a priority for the Department in the future. Programs activate park spaces and bring in a consistent flow of users to the County's parks and trails. Working with cities and not-for-profit organizations can make a big difference in how programs can be delivered in the future.

1.1.1 KEY PROGRAM RECOMMENDATIONS:

In reviewing the Harnett County Citizen Survey, public input information, staff and steering committee input the following program recommendations should be considered for the next five years. Programs drive design of all recreation facilities and it is important to recognize that the community desires a community recreation center to host core programs as well as outdoor facilities that support nature based program in the following areas:

1. Indoor Recreation Facility Based Programs that include spaces for walking, aquatics, gyms and fitness:
 - Walking programs for exercise
 - Aquatic programs such as learn to swim programs, water fitness programs and general open swim for people of all ages
 - Sports programs that require gym space for basketball, volleyball, pickle ball for leagues, tournaments and clinics
 - Exercise programs for cardio vascular equipment, strength equipment and free weights as well as fitness related programs such as aerobic programs and mind and body programs
 - After school, summer camps and holiday camp programs
 - Senior programs and trips
 - Life skill programs in fine art and performing arts
 - Adaptive program that require indoor facilities to support their needs
2. Outdoor Adventure and Outdoor Education Programs using the river and regional parks:
 - These programs include canoeing and kayaking programs on the Cape Fear River
 - Shooting sports facility based programs
 - Summer camp programs
 - Nature based education programs
 - Outdoor dog park programs
 - Fishing programs
 - Trail related programs and activities
3. Outdoor Sport Facilities:
 - Programs for youth and adults in baseball, softball and multipurpose fields for soccer and football are needed and should include a multipurpose sports complex that has all three types of sports amenities within facilities
 - Outdoor sports courts for Tennis, Basketball and Volleyball programs
 - Senior Games Program is very big in North Carolina and should be a major core program for the county to engage in for the future.

4. Special Events are a priority for bringing the Harnett County Community together to celebrate the history of the county, various areas of the county and the unique natural areas of the county.
 - Special events should include traditional holiday events such as Christmas in the park, Memorial Day Events, 4th of July events, Labor Day Events and other types of special events that could include Mud Runs, Triathlons, Sports Tournaments, 5 and 10K running events and Charity type of events to bring the community together. Ideally it would be great if the County actually created a special event facility to host these events and others that include music, food and activities for the whole family.

To accomplish the development of these program will require the following actions:

- Hire at least three additional program staff that focuses on youth programs, adult programs and special events.
- If a county-wide regional community center is developed it will require the appropriate level of staff of full-time and part-time staff. Some level of program space is needed for both indoor and outdoor programs and should be provided in existing county parks.
- A pricing policy that prices programs based on the level of public and private benefit so that those individuals who benefit the most pay their share of the cost to provide the program. Classifying programs as core essential, important and value added with help to support the operational cost of delivering program services. Determine cost recovery goals for each core program area.
- Costing out the true cost to provide programs both direct and indirect and determining the correct price point will allow more people in the county to take advantage of the services provided.
- Develop dedicated funding for the Department to grow the value of parks and recreation to the community and what it brings to quality of life to residents of the county.
- Develop one new core program a year to achieve developing the six key core program areas of Outdoor Recreation and Education, Aquatics and Fitness, Special Events, Youth Programs, Senior Services and Sports for youth and adults.
- Develop a yearly program plan for the Department and what programs will be offered in each core program area.
- Track the users of the programs to demonstrate wide age segment appeal
- Buy a program registration system to allow people to register on-line for programs across the county, by mail or in person. Ideally registering online is the most efficient.
- Develop a marketing and communication plan to inform potential recreation users of the services provide and the benefits they will receive by participating in the programs provided.
- Track program lifecycles so the staff is always offering programs that appeal to the highest level of users and has wide age segment appeal.
- Train staff and volunteers on how to deliver programs effectively to maximize the value and use of the services provided.
- Manage programs to a set of clear outcomes that includes: programs offered versus held, cost recovery goals met, customer satisfaction levels met, repeat program users, and the age segments represented.
- Develop partnerships with other service providers in delivering programs such as sports associations, YMCA, school corporations, churches, scout groups, and local businesses where appropriate.

APPENDIX 6

COMMUNITY INPUT NOTES



June 3rd, 2016

Mr. Carl Davis
Parks and Recreation Direction
P.O. Box 816 (Mailing)
801 S. 1st Street (Physical)
Lillington, North Carolina 27546

Re: **Parks and Recreation Comprehensive Master Plan
Public Input Meeting 1 – Leadership Committee
Harnett County, North Carolina
FOR-16093**

Present on behalf of Franklin County:

Mr. Carl Davis, Harnett County Parks + Recreation Direction
Mr. Drew Bryant, Harnett County Recreation Program Supervisor
Mr. Jay Sikes, Harnett County Direction of Planning
Mr. Chris Hawk, Harnett County GIS Analyst
Ms. Donna Surles, Harnett County Health Department
Mr. Nick Dula, Harnett County Economic Development Director
Ms. Paula Stewart, Harnett County Deputy County Manager
Mr. Joseph Jeffries, Harnett County Manager

Present on behalf of project team:

Ms. Rachel Cotter, RLA, McAdams
Mr. Leon Younger, PRO's Consulting
Mr. Michael Vampran, Designer I, McAdams

**The John R. McAdams
Company, Inc.**

Raleigh / Durham, NC
2905 Meridian Parkway
Durham, North Carolina 27713
(919) 361-5000

Charlotte, NC
11301 Carmel Commons Blvd,
Suite 111
Charlotte North Carolina 28226
(704) 527-0800

McAdamsCo.com

Designing Tomorrow's Infrastructure & Communities



Mr. Carl Davis
Parks and Recreation Director
June 3rd, 2016
Page 2 of 8

Leadership Committee Meeting Notes

Attendees began to arrive at approximately 8:50 am, were welcomed, and asked to sign in. The meeting began at 9:05 am with Ms. Cotter welcoming the group and introducing the consultant team. Each member of the Leadership Committee gave a brief introduction into who they are and their specific job role in Harnett County.

After introductions, Ms. Cotter presented an overview of the Parks and Recreation Master Planning process. It is to be noted that most of the committee having participated in a Master Planning process before.

Introductions and the overview was followed by an open dialogue centered around the SWOT Wall of Thought. The attendees were asked to express their thoughts and perceptions of Harnett Counties' strengths, weakness, opportunities and threats as it relates to the existing parks and recreation system present in Harnett County.

Following is the SWOT analysis results:

STRENGTHS

- I. Availability of rural land abounding with natural character located in close proximity to urban communities such as Fuquay-Varina, Cary and Raleigh
- II. Presence of a captive audience found in Fort Bragg and Cambell University
- III. Residents outside of Harnett County drive in and use facilities
- IV. High level of support from municipal leaders
- V. Presence of existing green infrastructure managed by the County such as Raven Rock State Park, the Cape Fear River and the Upper and Lower Little River
- VI. A diversity of bio-regions including Piedmont, Sandhill and Coastal landscapes
- VII. Presence of historic Civil War battlefields



Mr. Carl Davis
Parks and Recreation Director
June 3rd, 2016
Page 3 of 8

WEAKNESSES

- I. Challenge to provide a balanced park system over a large land area
- II. County has no distinct identity or larger awareness of public branding
- III. Many areas are unincorporated which use the county park systems
- IV. Small towns and rural areas have limited resources with small tax districts
- V. Limited existing trail network
- VI. Currently only one existing public access to the Cape Fear River
- VII. Non-existing southern entrance to Raven Rock State Park
- VIII. Disconnect between schools and extracurricular activities (ex. Cross country trails)
- IX. Outdated and cumbersome highway and road system (challenging to drive from one end of the county to the other)
- X. Challenge to communicate with citizens of Harnett County about special events or public services
- XI. Perceived social divisions from town to town leading to a divided county
- XII. Music and art venues are located within the cities, not county wide
- XIII. Many citizens drive outside Harnett County for their dining and shopping experiences
- XIV. No county wide tourism or welcome centers

OPPORTUNITIES

- I. Ability for Fort Bragg, Cambell University, the Harnett County hospital system, the Outdoor Store, the 4H Club, colleges or local schools to participate, help fund through volunteer of financial aid and to use county facilities
- II. Possibility to leverage university financial and programmatic support
- III. Use existing easements to form a county-wide trail network
- IV. Citizens from other counties are driving in to use facilities

Mr. Carl Davis
Parks and Recreation Director
June 3rd, 2016
Page 4 of 8

- V. Large interest in freshwater fishing, skeet shooting and shooting ranges
- VI. Ability to utilize the history of Overhill and other historic areas
- VII. Available land for dirt racing tracks, adventure courses, outdoor races, music venues and hunting preserves
- VIII. Presence of natural and scenic environmental areas such as Raven Rock, the Cape Fear River and the Big and Little Rivers
- IX. Annual Wings Over Harnett event
- X. Establishing parks at the airport
- XI. Ability to combine uses and share facilities to help knit communities and programmatic facilities together

THREATS

- I. Challenge for current and future councils to move forward with a unified field of ideas and plans
- II. Lack of recreational opportunities in northwest Harnett County
- III. Low connectivity from rural areas to cities
- IV. Citizens driving outside of Harnett County to use other recreational facilities

The SWOT Wall of Thought was followed by an open conversation about county parks and ranged from program funding, branding and facility management to community cohesion and social inclusion. Some of the particular discussions are as follows.

- A combination bond derives their financial backing from multiple sources and is a popular option for municipal bonds which utilize revenue from the issuing entity and some financial mechanism that is put in place. This combination bond would be used for design, installation and maintenance of park facilities and systems.
- There is a need to address the residential communities and availability of programmed park elements to the north of Fort Bragg. The concern



Mr. Carl Davis
Parks and Recreation Director
June 3rd, 2016
Page 5 of 8

- being that soldiers on their off-time need facilities for their families and for themselves to avoid alcohol and partying.
- Shooting ranges in Fort Bragg are repeatedly booked to maximum capacity so revenue producing shooting ranges owned by the county are a viable option. This can include archery, skeet shooting, traditional indoor/outdoor shooting ranges or shooting galleries.
 - Communities located within Harnett County can be brought together and unified by using a comprehensive trail network consisting of rails to trails, greenways, blueways and other multi-modal transportation options. This trail network supports an active and healthy lifestyle while exposing people of all socio-economic, racial and cultural backgrounds to the natural resources of Harnett County. Trail networks are park facilities with low barriers to entry and low install costs.
 - There is desire for a built structure which could act as a Farmers' Market, music venue location, amphitheater, art space or as a building space for summer camps.
 - The local YMCA has contacted the county for financial and land support in creating a pool. This need was reflected throughout the initial meeting and a public pool is a sought after programmatic element.
 - The county recognizes a growing population and the demand placed on green infrastructure and historic farmland. This master planning process is a result of that demand and is a proactive action to establish a flexible framework which guides park development. In establishing a robust plan, the county hopes to increase the quality of place and spur economic development which attracts diverse groups of jobs and peoples.

Mr. Carl Davis
Parks and Recreation Director
June 3rd, 2016
Page 6 of 8

This free-form engagement process lasted approximately 45 minutes and was followed by a quick intermission. During the next phase of the input meeting, Mr. Younger with PRO's Consulting presented a summary of the Trend Analysis performed by his company. This report will be made publicly available and can be found in the Parks and Recreation Master Plan Appendix. This summary transitioned in a discussion of programming with major conversations points detailed below.

- The youth sports market is currently covered by local municipalities but is highly sought after.
- There are few summer camps or performing art venue options.
- There is a need to create authentic experiences which yield strong destination spaces.
- There is a growing need for outdoor adventures, after school programs, family camps and active senior programmed activities.
- Generally, there is lack of programs throughout the county. The Parks and Recreation Department has been adding new hires and is increasing the ability to provide a diverse programming pallet. Volunteers are needed to help organize and maintain park facilities while various funding sources establish an on-going funding source for the creation of new facilities.
- There is a possibility of creating an extensions office based out of the Park Office but funded through extension services financial support. Similarly creating a Park Foundation would help in positive branding and have the ability to attract larger sponsorships and grants from various sources.
- Special events and county events are successful in bringing various communities together but are expensive and need large amounts of coordination and people to be fully realized. There is currently a low level of buy-in and not enough participation.
- The Parks and Recreation Master Plan needs to be holistic in that everybody and every community receives balanced services.
- There is a need to take a facility based approach that includes outdoor adventuring and can act as a destination facility that might include primitive camping, biking, kayaking fishing or camping.



Mr. Carl Davis
Parks and Recreation Director
June 3rd, 2016
Page 7 of 8

This Trend Analysis transitioned into the discussion of Programming and was framed to answer several larger questions. How productive are the current facilities in providing an equal county wide parks experience? How much programming of the market do you want to control? How does Harnett County support and fund these programs and facilities? Out of the broader discussion arose several key concepts:

- There is a need for high volume, low cost options with few barriers to entry that offer services for all age groups and peoples.
- Several routes to increase funding might be through blanket corporate sponsorship, through the civic and financial engagement of Fort Bragg, for businesses or state entities to increase support, to reach out to county contacts or businesses which have their roots in Harnett County or to develop a Park Foundation which might foster and develop a stronger brand image.
- There is a demand for increased support of greenway and blueway creation and enhancement to help link Harnett County communities and parks together.

The Programming conversation lasted for approximately 45 minutes and shifted towards a brief overview of the Draft Goals prepared by McAdams. These goals will help frame and develop the Master Plan. The draft goals were unanimously supported by the Leadership Committee.

One particularly interesting point to note was Goal 4 and the distinction between quality of place and quality of life. To enumerate, this Master Plan is concerned with laying the groundwork and creating memorable and unique spaces which connect, influence and promote a broader and higher quality of life.



Mr. Carl Davis
Parks and Recreation Director
June 3rd, 2016
Page 8 of 8

The final portion of the Leadership Committee input meeting consisted of generating ideas for effective and creative ways to advertise and host community meetings. PRO's consulting in conjunction with McAdams and Harnett County will distribute and ultimately provide a statistically valid survey which is a fair, equal and unbiased sampling and representation of the entirety of Harnett County's residents. Ideas ranged from distributing school fliers to festivals or county wide cookouts and are outlined below:

- Utilize community gathering areas like schools, grocery stores, various sporting events or churches to reach groups of people.
- Organize fliers for school and ask teachers to distribute to children.
- Develop a larger festival to encourage public involvement and have a specialty item which hooks people in like free food, music or special promotions from local business.
- Need to organize a plan which utilizes simple language with visual aids that promotes healthy lifestyle choices and decreases miscommunication between different communities and groups of people.

This session lasted approximately 20 minutes and concluded with a high level of excitement and promise of plans yet to come. The meeting adjourned for the day at approximately 12 am.

Sincerely,

THE JOHN R. McADAMS COMPANY, INC.

Rachel Cotter, RLA
Principal Landscape Architect



June 3rd, 2016

Mr. Carl Davis
Parks and Recreation Direction
P.O. Box 816 (Mailing)
801 S. 1st Street (Physical)
Lillington, North Carolina 27546

Re: **Parks and Recreation Comprehensive Master Plan
Public Input Meeting 1 – Steering Committee
Harnett County, North Carolina
FOR-16093**

Present on behalf of Franklin County Special Interest Groups:

Mr. Carl Davis, Harnett County Parks + Recreation Direction
Ms. Amy Rowland, Play Across America
Mr. Brooks Matthews, Harnett County Schools
Mr. Brad Salmon, NC House of Representative
Mr. Sean Burke, GIS Specialist/ Environment
Ms. Sharon Stevens, Dunn Tourism
Mr. David McLean, Coats Senior Center Director
Ms. Donna Rigby, Citizen/ Fair Board
Mr. Ilia Smirnov, Canoe Outfitter

Present on behalf of project team:

Ms. Rachel Cotter, RLA, McAdams
Mr. Leon Younger, PRO's Consulting
Mr. Michael Vampran, Designer I, McAdams

**The John R. McAdams
Company, Inc.**

Raleigh / Durham, NC
2905 Meridian Parkway
Durham, North Carolina 27713
(919) 361-5000

Charlotte, NC
11301 Carmel Commons Blvd,
Suite 111
Charlotte North Carolina 28226
(704) 527-0800

McAdamsCo.com

Designing Tomorrow's Infrastructure & Communities



Mr. Carl Davis
Parks and Recreation Director
June 3rd, 2016
Page 2 of 4

Steering Committee Meeting Notes

Attendees began to arrive at approximately 12:50 pm, were welcomed, and asked to sign in. The meeting began at 1:05 pm with Ms. Cotter welcoming the group and introducing the consultant team. Each member of the Steering Committee gave a brief introduction into who they are and their professional roles and interests. After introductions, Ms. Cotter presented an overview of the Parks and Recreation Master Planning process. Introductions and the overview was followed a summary of the Trend Analysis performed by PRO's Consulting. This general discussion of programming was intended to better inform the committee as to local and national parks and recreation trends and facility popularity.

Following is the discussed programmatic elements:

- I. Summer camps that provide creative outlets for children. Many residents travel outside of Harnett County to attend camps, preschool or visit parks.
- II. A centralized permanent, community space (possibly where graduations, concerts or events are to be held seating approximately 200 people)
- III. An amphitheater where music venues or social events can happen
- IV. A publicly accessible pool and/or splash pad (currently only Dunn has both)
- V. Day programs which foster a healthy lifestyle such as water aerobics.
- VI. There is growing recognition of the lack of paved walking trails which promotes walkability, helps link communities and state parks and provides passive recreation opportunities for seniors and community members.
- VII. There are latent opportunities for local business, schools and non-profits to form public partnerships with Harnett County to move together and form a more connected and robust public parks and recreation system.
- VIII. There are no decentralized places or trails to ride bikes, walk or jog and few places are destination locations.



Mr. Carl Davis
Parks and Recreation Director
June 3rd, 2016
Page 3 of 4

This discussion transitioned into a free-form dialogue where the selected special interest groups expressed their beliefs and concerns on the range of opportunities and constraints present in the Harnett County parks and recreation system.

Several key issues were addressed and are as follows:

- I. Need greater public access to the natural rivers found in Harnett County
- II. Park enhancements and future facilities and events need to address economic, social and connectivity issues
- III. There is a goal to connect Raven Rock State Park with other parks and communities through rails-to-trails, greenways and blueways.
- IV. There is demand for camping destinations or public areas for youth, adults, senior and children to swim or fish with access to rivers.

OPPORTUNITIES

- I. Promote the intrinsic relationship to the river
- II. Create a solid tax base and further define how new and existing communities provide economic support (municipality driven and dived)
- III. Utilize a growing population and provide the ability to offer diverse experiences
- IV. Provide an integrated trail network
- V. Enhance available natural lands and green areas

CONSTRAINTS

- I. Growing development demands
- II. Private land owners denying access to river frontage
- III. Lack of ability to spread information about events and facilities and long travel times to and from existing parks
- IV. Providing equal access to all parts of Harnett County



Mr. Carl Davis
Parks and Recreation Director
June 3rd, 2016
Page 4 of 4

These and other creative ways to address volunteer efforts, find funding sources and group inclusion were discussed. There is acknowledgement that the presence of Fort Braggs has an ability to support, either financially or with organized volunteer efforts, the Harnett County parks and recreation system. One-day or high-profile projects tend to attract larger numbers of volunteers and are recognized as having a higher degree of completion and success than longer events such as a month long continual river clean up. The conversation then moved towards discussing the draft goals as prepared by McAdams. There was unanimous support and no additional goals were proposed or altered.

The final event on the agenda centered around generating creative ways to advertise and host community events and are outlined below:

- I. Create physical boards to advertise and bring people together.
- II. Utilize schools, churches and governmental facilities to reach broader number of peoples.
- III. Use social media to reach younger people
- IV. Meet with civic groups and become a speaker (such as a 4H event)
- V. Reach out to local business to provide economic or volunteer efforts
- VI. Set up booths at back to school events, sporting events and offer incentives such as food, ice cream or raffles.

This Steering Committee session lasted approximately 15 minutes and adjourned for the day.

Sincerely,

THE JOHN R. McADAMS COMPANY, INC.

Rachel Cotter, RLA
Principal Landscape Architect



June 3rd, 2016

Mr. Carl Davis
Parks and Recreation Direction
P.O. Box 816 (Mailing)
801 S. 1st Street (Physical)
Lillington, North Carolina 27546

Re: **Parks and Recreation Comprehensive Master Plan
Public Input Meeting 1
Harnett County, North Carolina
HRN-16000**

Present on behalf of Harnett County:

Mr. Carl Davis, Harnett County Parks + Recreation Direction
Mr. Drew Bryant, Harnett County Recreation Program Supervisor

Present on behalf of project team:

Ms. Rachel Cotter, RLA, McAdams
Mr. James Joyce, Designer II, McAdams

**The John R. McAdams
Company, Inc.**

Raleigh / Durham, NC
2905 Meridian Parkway
Durham, North Carolina 27713
(919) 361-5000

Charlotte, NC
11301 Carmel Commons Blvd,
Suite 111
Charlotte North Carolina 28226
(704) 527-0800

McAdamsCo.com

Designing Tomorrow's Infrastructure & Communities



Mr. Carl Davis
Parks and Recreation Director
June 3rd, 2016
Page 2 of 3

Eastern Harnett County Input Notes

The first public input meeting was held on August 16th, at Al Woodall Park in Erwin, North Carolina. Community members began to arrive at approximately 5:50 pm, were welcomed, and asked to sign in. Community members who attended this input meeting were invited to write their name, address, email and phone number on the sign in sheet.

Around 20 community members came to the event, moving through a series of information boards and interactive games. Two informational boards were on display, a 'Benefits of Parks' board and a map of Harnett showing the locations of parks and municipalities throughout the county. The three interactive games consisted of a 'Build Your Own Park' board, a 'More or Less' board and a 'Favorite Park Memories' board.

- **Build Your Own Park Board** – Designed to educate and inspire community members about environmental features and basic park design.
- **Less or More Board** – Designed to engage community members about park programs or facilities they wish to see less or more of.

Community members want to see more of:

- Kayaking and canoe rentals
- Trails and sidewalks
- Athletic programs
- Public pools
- Annual sporting events
- Public fishing access
- Skate Park
- "Mommy/Daddy & Me" programs
- Covered playgrounds
- Amphitheater
- Splash pad



Mr. Carl Davis
Parks and Recreation Director
June 3rd, 2016
Page 3 of 3

- **Favorite Park Memories** – Designed to stimulate an emotional response to parks and to examine the perceived value of parks.

In addition to these three interactive boards, several additional comments and discussions were held. The field notes are summarized below:

- Presently there is no monitoring or maintenance along the Cape Fear River and there is a lot of trash along the river banks.
- Conflicts continually arise between river users, livestock and trespassing on private land.
- There is a perceived need for better control for spill over onto private property from river parks.
- People want more public river access because they do not want to pay for river access.

Community members provided input over the course of two hours and the meeting adjourned at 8 pm.

Sincerely,

THE JOHN R. McADAMS COMPANY, INC.

Rachel Cotter, RLA
Principal Landscape Architect



June 3rd, 2016

Mr. Carl Davis
Parks and Recreation Direction
P.O. Box 816 (Mailing)
801 S. 1st Street (Physical)
Lillington, North Carolina 27546

Re: **Parks and Recreation Comprehensive Master Plan
Public Input Meeting II
Harnett County, North Carolina
HRN-16000**

Present on behalf of Franklin County:

Mr. Carl Davis, Harnett County Parks + Recreation Direction
Mr. Drew Bryant, Harnett County Recreation Program Supervisor

Present on behalf of project team:

Ms. Rachel Cotter, RLA, McAdams
Mr. Michael Vampran, Designer I, McAdams

**The John R. McAdams
Company, Inc.**

Raleigh / Durham, NC
2905 Meridian Parkway
Durham, North Carolina 27713
(919) 361-5000

Charlotte, NC
11301 Carmel Commons Blvd,
Suite 111
Charlotte North Carolina 28226
(704) 527-0800

McAdamsCo.com

Designing Tomorrow's Infrastructure & Communities



Mr. Carl Davis
Parks and Recreation Director
June 3rd, 2016
Page 2 of 4

Southern Harnett County Input Notes

The second public input meeting was held on August 23rd, at Barbeque Creek Park in Lillington, North Carolina. Community members began to arrive at approximately 5:45 pm, were welcomed, and asked to sign in. Community members who attended this input meeting were invited to write their name, address, email and phone number on the sign in sheet.

Around 20 community members came to the event, moving through a series of information boards and interactive games. Two informational boards were on display, a 'Benefits of Parks' board and a map of Harnett showing the locations of parks and municipalities throughout the county. The three interactive games consisted of a 'Build Your Own Park' board, a 'More or Less' board and a 'Favorite Park Memories' board.

- **Build Your Own Park Board** – Designed to educate and inspire community members about environmental features and basic park design.
- **Less or More Board** – Designed to engage community members about park programs or facilities they wish to see less or more of.

Community members want to see more of:

- Sidewalks and trails
- Swimming pools
- Kayaking and canoe rentals
- Adult and youth athletic programs
- Mud runs and/or annual events
- Community center with athletic facilities
- Adult and youth sport programs
- More trees
- Sports Complex/ Senior Center/ Community Building
- Splash pad



Mr. Carl Davis
Parks and Recreation Director
June 3rd, 2016
Page 3 of 4

- **Favorite Park Memories** – Designed to stimulate an emotional response to parks and to examine the perceived value of parks.

Favorite park memories include:

- Exploring the Cape Fear
- Military families using the park system and raising their family in the outdoors.
- Camping on the river.
- The 4th of July events
- Youth athletic programs
- Spring and Fall festivals

In addition to these three interactive boards, several additional comments and discussions were held. The field notes are summarized below:

- Community members felt that there are no parks south of the railroad tract and they had to drive too far to reach a basic playground.
- Community members expressed concern and inquired into how economic resources were being distributed throughout the county and felt that less resources were distributed in southern Harnett County.
- Community members expressed interest in aquatic based facilities and programs.
- Community members expressed there is a lot of trespassing and littering along the river front.

Community members provided input over the course of two hours and the meeting adjourned at 8 pm.

Sincerely,

THE JOHN R. McADAMS COMPANY, INC.



Mr. Carl Davis
Parks and Recreation Director
June 3rd, 2016
Page 4 of 4

Rachel Cotter, RLA
Principal Landscape Architect



July 17th, 2016

Mr. Carl Davis
Parks and Recreation Direction
P.O. Box 816 (Mailing)
801 S. 1st Street (Physical)
Lillington, North Carolina 27546

Re: **Parks and Recreation Comprehensive Master Plan
Public Input Meeting III
Harnett County, North Carolina
HRN-16000**

Present on behalf of Harnett County:

Mr. Carl Davis, Harnett County Parks + Recreation Direction
Mr. Drew Bryant, Harnett County Recreation Program Supervisor

Present on behalf of project team:

Ms. Rachel Cotter, RLA, McAdams
Mr. James Joyce, Designer II, McAdams

**The John R. McAdams
Company, Inc.**

Raleigh / Durham, NC
2905 Meridian Parkway
Durham, North Carolina 27713
(919) 361-5000

Charlotte, NC
11301 Carmel Commons Blvd,
Suite 111
Charlotte North Carolina 28226
(704) 527-0800

McAdamsCo.com

Designing Tomorrow's Infrastructure & Communities



Mr. Carl Davis
Parks and Recreation Director
June 3rd, 2016
Page 2 of 4

Central Harnett County Input Notes

The third public input meeting was held on August 30th, at the Lillington Community Center in Lillington, North Carolina. The Community members began to arrive at approximately 5:45 pm, were welcomed, and asked to sign in. Community members who attended this input meeting were invited to write their name, address, email and phone number on the sign in sheet.

Around 20 community members came to the event, moving through a series of information boards and interactive games. Two informational boards were on display, a 'Benefits of Parks' board and a map of Harnett showing the locations of parks and municipalities throughout the county. The three interactive games consisted of a 'Build Your Own Park' board, a 'More or Less' board and a 'Favorite Park Memories' board.

- **Build Your Own Park Board** – Designed to educate and inspire community members about environmental features and basic park design.
- **Less or More Board** – Designed to engage community members about park programs or facilities they wish to see less or more of.

Community members want to see more of:

- Adult athletic programs
- Camping opportunities
- Opportunities to play with friends at the park
- More running or biking trails
- Annual sporting events, mud runs or road bike events
- Youth programs
- Splash pad in Dunn
- Shaded areas to observe youth sports



Mr. Carl Davis
Parks and Recreation Director
June 3rd, 2016
Page 3 of 4

- **Favorite Park Memories** – Designed to stimulate an emotional response to parks and to examine the perceived value of parks.

Favorite park memories include:

- Kayaking and canoeing down the Cape Fear
- Football and youth activities
- Swimming in public pools
- Playing youth sports with friends
- Camping with boy scouts
- Playing with friends in the creek

In addition to these three interactive boards, several additional comments and discussions were held. The field notes are summarized below:

- There is strong desire for a riverwalk that runs along the banks of the Cape Fear.
- There is a perceived need for more parks in the NW portion of the county.
- Interest was expressed for the ability to use the county website to see if future developments would donate space for a future park.
- There is a perceived desire for more dog parks in Harnett County.
- Community members inquired if a private business sponsor could help with funding greenway expansions.
- The community wants to see a greater degree of linkage between towns.

Community members provided input over the course of two hours and the meeting adjourned at 8 pm.



Mr. Carl Davis
Parks and Recreation Director
June 3rd, 2016
Page 4 of 4

Sincerely,

THE JOHN R. McADAMS COMPANY, INC.

Rachel Cotter, RLA
Principal Landscape Architect



November 29, 2016

Mr. Carl Davis
Parks and Recreation Direction
P.O. Box 816 (Mailing)
801 S. 1st Street (Physical)
Lillington, North Carolina 27546

Re: **Parks and Recreation Comprehensive Master Plan
Leadership Committee Meeting II
Harnett County, North Carolina
HRN-16000**

Present on behalf of Harnett County:

Mr. Carl Davis, Harnett County Parks + Recreation Direction
Mr. Drew Bryant, Harnett County Recreation Program Supervisor

Present on behalf of project team:

Ms. Rachel Cotter, RLA, McAdams
Mr. Michael Vampran, Designer II, McAdams

**The John R. McAdams
Company, Inc.**

Raleigh / Durham, NC
2905 Meridian Parkway
Durham, North Carolina 27713
(919) 361-5000

Charlotte, NC
11301 Carmel Commons Blvd,
Suite 111
Charlotte North Carolina 28226
(704) 527-0800

McAdamsCo.com

Designing Tomorrow's Infrastructure & Communities



Mr. Carl Davis
Parks and Recreation Director
November 26, 2016
Page 2 of 3

Steering Committee Input Notes

The second steering committee input meeting was held on November 29th, at the Harnett County government complex in Lillington, North Carolina. The committee members began to arrive at approximately 9:50 pm, were welcomed, and asked to sign in. The meeting began at approximately 10:10 am with two members of the Harnett County Parks and Recreation team present, one additional member of Harnett County's municipal government and an outside consultant.

Rachel Cotter with the project team open the floor and presented the Parks and Recreation presentation as prepared by McAdams. The presentation lasted approximately 45 minutes and was followed with an open discussion. The presentation was open format and there were several comments throughout the presentation.

Topics and suggestions are listed below:

- There is a perception that established residents value the river less than new members of the community. They perceive the river as nuisance; as danger; non-family values; non-decent behavior; battling perception of river as danger not opportunity.
- Schools are unsure about maintenance involved with county sport programs.
- There is interest in a safe facility for shooting/archery gallery. Questions remain as to who will operate the facility and how insurance works. There are also the issues of safety, noise and the perceived value system for a county to run a shooting range.
- The County will provide parks which are not cookie-cutter which express local character of neighborhoods and communities.
- Improves neighborhood through direct use, increased economic growth through spending
- Conversation centered around staffing increases. The Parks and Recreation department is tasked with maintain municipal lands and parks. It is challenging for 9 staff members to service all of Harnett County. It is reasonable for maintenance with expected growth (2 could be employed now) and 6 to be operational in 2 years.



Mr. Carl Davis
Parks and Recreation Director
November 26, 2016
Page 3 of 3

- There is talk of revising the County logo and there is a potential to create a Parks and Recreation logo/slogan.
- **Couch-to-5k**- each department offers service and there is a potential to link together,
- Local municipalities offer youth sports only.
- Municipalities want money for programs – board can help steer ship – set framework for understanding how to fund specific parks
- The YMCA has interest in Anderson Creek and a little in Lillington and are asking for financial support.

Community members provided input over the course of two hours. After the presentation and input was complete, members and the project team discussed the Proposed Parks, Greenways and Blueways Plan. The meeting adjourned at 12 pm.

Sincerely,

THE JOHN R. McADAMS COMPANY, INC.

Rachel Cotter, RLA
Principal Landscape Architect



November 29, 2016

Mr. Carl Davis
Parks and Recreation Direction
P.O. Box 816 (Mailing)
801 S. 1st Street (Physical)
Lillington, North Carolina 27546

Re: **Parks and Recreation Comprehensive Master Plan
Leadership Committee Meeting II
Harnett County, North Carolina
HRN-16000**

Present on behalf of Harnett County:

Mr. Carl Davis, Harnett County Parks + Recreation Direction
Mr. Drew Bryant, Harnett County Recreation Program Supervisor

Present on behalf of project team:

Ms. Rachel Cotter, RLA, McAdams
Mr. Michael Vampran, Designer II, McAdams

**The John R. McAdams
Company, Inc.**

Raleigh / Durham, NC
2905 Meridian Parkway
Durham, North Carolina 27713
(919) 361-5000

Charlotte, NC
11301 Carmel Commons Blvd,
Suite 111
Charlotte North Carolina 28226
(704) 527-0800

McAdamsCo.com

Designing Tomorrow's Infrastructure & Communities



Mr. Carl Davis
Parks and Recreation Director
November 26, 2016
Page 2 of 3

Leadership Committee Input Notes

The second leadership committee input meeting was held on November 29th, at the Harnett County government complex in Lillington, North Carolina. The committee members began to arrive at approximately 12:45 pm, were welcomed, and asked to sign in.

Rachel Cotter with the project team open the floor and presented the Parks and Recreation presentation as prepared by McAdams. The presentation lasted approximately 45 minutes and was followed with an open discussion. The presentation was open format and there were several comments throughout the presentation.

Topics and suggestions are listed below:

- There was surprise that dog parks were a high priority investment item and that water access and greenways were not ranked higher.
- Leadership members recommended to the project team to highlight what the “most bang for the buck” is for facility investment and to emphasize priority investments.
- Members also emphasized that even though the Proposed Parks map shows a more complete service radius, real travel times will vary as there are few bridges which connect both sides of the river.
- Members expressed current challenges working with DOT in establishing trail and bike lanes on projects and related challenges with implementing greenways on State roads.
- Members recommended that a regional park be located close to Dunn-Erwin as a lot of development and investment happen in that area.
- Members recommended for the project team to emphasize the join-use agreements between schools and Harnett County allow for weekend use by the public.
- Members brought up the non-profit Western Harnett as providing the majority of recreation programs in the County and recommended stronger partnerships between non-profits and the county.
- Members expressed the need to locate County parks near growing areas which often contribute more money to the park system.



Mr. Carl Davis
Parks and Recreation Director
November 26, 2016
Page 3 of 3

Community members provided input over the course of two hours. After the presentation and input was complete, members and the project team discussed the Proposed Parks, Greenways and Blueways Plan. The meeting adjourned at 3 pm.

Sincerely,

THE JOHN R. McADAMS COMPANY, INC.

Rachel Cotter, RLA
Principal Landscape Architect



January 10th, 2017

Mr. Carl Davis
Parks and Recreation Direction
P.O. Box 816 (Mailing)
801 S. 1st Street (Physical)
Lillington, North Carolina 27546

Re: **Parks and Recreation Comprehensive Master Plan
Final Public Presentation Meeting
Harnett County, North Carolina
HRN-16000**

Present on behalf of Harnett County:

Mr. Carl Davis, Harnett County Parks + Recreation Direction
Mr. Drew Bryant, Harnett County Recreation Program Supervisor

Present on behalf of project team:

Ms. Rachel Cotter, RLA, McAdams
Mr. Michael Vampran, Designer II, McAdams

**The John R. McAdams
Company, Inc.**

Raleigh / Durham, NC
2905 Meridian Parkway
Durham, North Carolina 27713
(919) 361-5000

Charlotte, NC
11301 Carmel Commons Blvd,
Suite 111
Charlotte North Carolina 28226
(704) 527-0800

McAdamsCo.com

Designing Tomorrow's Infrastructure & Communities



Mr. Carl Davis
Parks and Recreation Director
January 10th, 2017
Page 2 of 6

Final Community Meeting Notes

The final public meeting was held on January 10th, 2017. The community members began to arrive at approximately 6:20 pm were welcomed, and asked to sign in. Community members who attended this input meeting were invited to write their name, address, email and phone number on the sign in sheet.

The Parks and Recreation Director, Carl Davis, gave an introduction into the overall format of the meeting and introduced the project team. Rachel Cotter with the project team gave an introduction into the structure and intent of a master plan and started the presentation. There were approximately 15 members of the community present.

Public Comments as follows in bold with County/ Project team responses following.

If an additional school with a pool is built, can the public use the pool?

We recommend a joint use agreement between schools and the public but we are unsure of exact specifics.

On the waterways, can the county compensate for coal ash problems and what is the mitigation for the upcoming problems with pollution?

Pollution prevention and coal ash is more a matter of state policy than Parks and Recreation within Harnett County.

Lee and Chatham County had bad problems with pollution and there is a possibility Harnett County streams and rivers will be polluted. We need to have a path forward for dealing with these issues.

Again, we cannot speak to these larger contamination rivers. The State regulates discharge into river bodies and individuals have the discrepancy to



Mr. Carl Davis
Parks and Recreation Director
January 10th, 2017
Page 3 of 6

decide if the regulations are stringent enough. The Cape Fear River is strongly valued by Harnett County and we want to take advantage of this river and protect and beautify where we can.

Where do you decide which parks to build first?

There are some parks that have Master Plans and we can tie budget into this. Next the question is where can we get land? Start with land acquisition and move from there to most efficiently secure land and implement top priority facilities and programs. We look towards the area with the largest service gaps and begin to focus your energy there. There are several projects we have started and we move from there. We move to where land is available and service under met areas and see what the county feels is the most important. Nine years ago, we have 3 people, now we are adding four additional parks and we are moving towards a strong recreation system.

I'm fairly new to the county, how do you fund Parks and recreation and where do you get your money?

The park system is completely funded by the general fund and we have received some grants. Operational costs are through taxes. A Parks and recreation tax will be new, it will help build the infrastructure and the county commission can remove the tax when necessary.

Considering what you are looking for the parks and recreation master plan. How much is realistic to be built as presented in the master plan?

Currently, not much. We have roughly \$1mil. as an operating budget and will take a community effort to get these things accomplished. There is a capital improvement plan for projects and these funds small projects.



Mr. Carl Davis
Parks and Recreation Director
January 10th, 2017
Page 4 of 6

How will the green technologies be put into a park plan? It will be great to have a place to go when the power is out.

Sustainable typologies will be implemented at time of a project. These issues are site specific and can be resolved when programming the individual park. A river access point can also be a stream restoration project.

Where are you in the stage of the master plan? What is the timeline for begin implementing and realizing your actions?

This is the final draft of the master plan. We will take the comments heard tonight and integrate into the plan. We will implement this as soon as possible, some items have already started and as soon as this plan gets adopted we can push forward. The 2030 plan is ambitious and sets a high goal. The board can change and the momentum for parks and recreation can shift. We want to push forward while the iron is hot.

Alvin Carter speaking, we have the dog park on the river. We leased from the County in 2007, this plan will include where we live. We have a Sandhills park and education type and I haven't heard anything from an environment perspective today. Today was the most beautiful time I've ever seen the river. There are a lot of successes along the river, like the dam upriver. I remember in 1945 the water level was up to the old court river. There have been a lot of improvements in the county. I'm looking forward to seeing this plan happen but I may not. Parks were created from the hands of the workers. We have educational components, 5th grade education and two days in the summer with 10 stations set up to use. We look to the future. We offer education and entertainment for the children while focusing on 5th graders and we enjoy educating the youth. Two days before our show, outside educators are brought in and rate our



Mr. Carl Davis
Parks and Recreation Director
January 10th, 2017
Page 5 of 6

performance and communicate ways to improve. We will advertise and that is why I am here. I would like to engage anybody who has questions.

This county was based on agriculture, we hope that having this park here, people will use your park's organizations. We hope this proximity will positively influence both park systems. Educational is integral in what we do while preserving the longleaf pine ecosystem. We are excited about this partnership.

What does the County done to address wild dog issues in the park?

We haven't had any issues with wild dogs yet. We would handle the issues appropriately and move.

My name is David, with the Planning Department. I want to include the recreation fee. Whenever someone comes to develop or creates a lot, they must pay a fee. This is set aside into a specific fee and this helps on the front end. This helps with people moving in and helps offset the burden on the existing community. There are certain planning issues where if there is a highest enough density, they provide a specific recreation area within the area. This helps on the small park scale and increases opportunity.

By the developer building these parks it helps the county by not having to spend money on small parks. The lot fee helps but the county can only buy land with that money.

Is there any possible of land donation?

Absolutely, we can also match the land. Anderson Creek park was an example of this along with other parks. Without these donations, the land acquisition would not have happened. They are very helpful and sometimes happen with



Mr. Carl Davis
Parks and Recreation Director
January 10th, 2017
Page 6 of 6

older families would want to donate towards a park. One of the river access is a donation.

Have you checked out the 900-acre property?

We have checked it out but he is asking too much money. We are aware but the county cannot spend the money on it.

The formal presentation ended at 7:10 pm with community members and the project team discussing the Proposed Parks, Greenways and Blueways Map suggestions.

Sincerely,

THE JOHN R. McADAMS COMPANY, INC.

Rachel Cotter, RLA
Principal Landscape Architect

APPENDIX 7

NEILL'S CREEK PARK - MASTER PLAN



NOTES:

- 1) The proposed layout of the Neill's Creek Park Expansion is approximately 10% impervious, thus considered a low-density development per NC Session Law 2006-246 Section 9. Per conversations with Harnett County Engineering, this masterplan assumes no stormwater treatment will be required for onsite improvements.
- 2) All base data used as a basis for the Master Plan concept was taken from Harnett County online GIS data.
- 3) All jurisdictional streams and wetlands must be field verified and concurrence achieved through NC Army Corp. of Engineers.

