June 2020

# COMPREHENSIVE PARKS + RECREATION MASTER PLAN

Fayetteville-Cumberland Parks and Recreation Department, North Carolina

**THE DEPARTMENT OFFERS FAMILY FUN AND INTERACTIVE PROGRAMS. IT IS A POSITIVE IMPACT ON OUR COMMUNITY'S ATTITUDE AND OUTLOOK.**

-Fayetteville Resident

# ACKNOWLEDGMENTS


## CITY OF FAYETTEVILLE + CUMBERLAND COUNTY

### Fayetteville-Cumberland Parks and Recreation Department

Michael Gibson / Director
Jessica Legette / Technical Analyst

### City of Fayetteville Council

Mitch Colvin / Mayor
Kathy Jensen / Mayor Pro Tem
Shakeyla Ingram
Tisha Waddell
D.J. Haire
Johnny Dawkins
Christopher Davis
Larry Wright
Courtney Banks-McLaughlin
Yvonne Kinston

### Cumberland County Commission

W. Marshall Faircloth / Chairman
Glenn Adams / Vice Chairman
Michael C. Boose
Dr. Jeannette M. Council
Charles Evans
Jimmy Keefe
Larry L. Lancaster

## CONSULTANT TEAM

### McAdams / Design Lead

Rachel Cotter / Project Manager
Laura Stroud / Planner
Garrett Jenkins / GIS Mapping

### PROS Consulting

Leon Younger / President
Philip Parnin / Associate Principal
Nichole Haberlin / Project Manager

### PEQ

Inga Kennedy / Project Manager

### ETC Institute

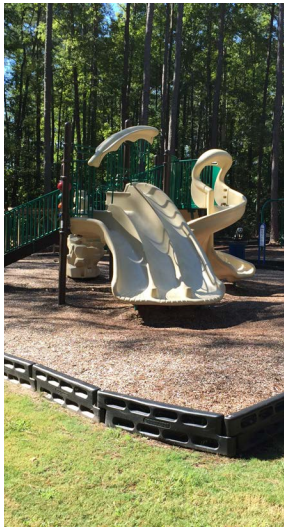
Jason Morado / Project Manager

# TABLE OF CONTENTS


**EXECUTIVE SUMMARY**

Short summary of section here instead of listing individual sections in each chapter.

05



**INTRODUCTION**

Short summary of section here instead of listing individual sections in each chapter.

10

**DEMOGRAPHICS +TRENDS**

Short summary of section here instead of listing individual sections in each chapter.

22

**INVENTORY + ANALYSIS**

Short summary of section here instead of listing individual sections in each chapter.

26

**COMMUNITY ENGAGEMENT**

Short summary of section here instead of listing individual sections in each chapter.

39

**EQUITY MAPPING**

Short summary of section here instead of listing individual sections in each chapter.

68

## LEVEL OF SERVICE + BENCHMARKING

Short summary of section here instead of listing individual sections in each chapter.

05

## ACTION + IMPLEMENTATION

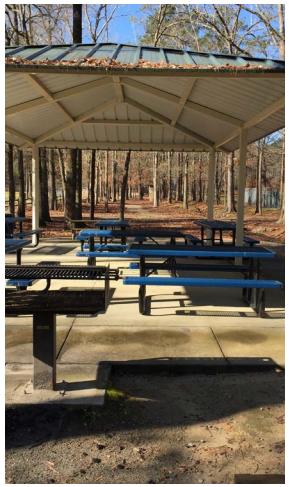
Short summary of section here instead of listing individual sections in each chapter.

10

## APPENDIX

Short summary of section here instead of listing individual sections in each chapter.

68



# EXECUTIVE SUMMARY

## IN THIS CHAPTER

Inventory and Analysis
Community Engagement
By the Numbers
Themes
Goals

# FAYETTEVILLE-CUMBERLAND PARKS + RECREATION COMPREHENSIVE PLAN

## Executive Summary

The Fayetteville-Cumberland Parks and Recreation Comprehensive Plan is created to guide the department in serving all users of the Town's parks and recreation services.

This plan represents a collaborative effort Department staff, local decision makers, the public and the consulting project team. This plan will serve as the guiding document for the next 10 years of the Department's growth, improvement, and expansion.

This plan analyzes multiple facets of the Department's current parks and program offerings, and creates a 10-year work plan for Department staff to continue meting resident's recreational needs.

This comprehensive plan uses the voice of the community as the foundation for recommendations and serves many benefits including: required for state and federal grant funding, provides data to validate decisions, framework for department growth, solicit data on community needs and wants, engages community, staff, stakeholders and decision makers, understand and resolve gaps and deficiencies, benchmark against comparable agencies, identify level of service goals and metrics, prioritize goals and objectives for 10-year planning horizon.

# INVENTORY + ANALYSIS

## GETTING TO KNOW YOUR PARKS SYSTEM

### DEMOGRAPHICS

The population within the parks and recreation service area is expected to grow at .48% over the next 10 years. While well below the national growth rate of .86%, this growth will result in additional demands on the existing parks system.

The service area 's household incomes are slightly lower than the North Carolina average, suggesting limited disposable income for recreation.

The population is aging, suggesting the need for multi-generational recreation opportunities and expanded services for seniors. The county was recently declared a Tier 1 community.

### PARKS

The Department provides an impressive variety of amenities, facilities and trails across 1,248 acres of managed parkland. With xx,xxxx square feet of indoor recreation space, the Department is able to tyalor offerings to the surrounding neighborhoods.

Recent expansion of indoor swimming pools has improved the level of service for aquatics, but left a shortage of access to outdoor aquatics.

An updated park classification system reveals the Department should focus on increased representation of sports complexes, greenways and open space and natural areas.

While the geographic distribution of parks is relatively equitable, gaps exist where new parks should be built or expanded.

### PROGRAMS

The Department offers programs in 11 core program areas targeting ages from under 6 years of age to seniors (55+) and align well with the existing age profile of the community. The Department ranks best in class amount peers in proving teen programs.

While the Department uses only 4 of 10 standard pricing strategies, they are proud of their policy of affordability.

The majority of programs are in the introduction or take off stages and align with best practices. These programs will soon grow and stabilize, improving the below average number of mature programs. Retiring programs in the saturated and decline phases will allow for new and refreshed programming.

### OPERATIONS

Department staff identified six service areas:

- Leadership
- Security
- Business
- Parks Division
- Recreation Division
- Facilities Division

The Department classifies 100 percent of these functions and services as essential to the operation of the Department, placing considerable responsibility on all staff. Prioritizing workload will allow staff to balance Athletics, Historic responsibilities, and preserve assets as the Department grows.
Residents in adjacent communities and outside of the Department's service area are placing considerable demand on the system's infrastructure. While not yet quantified, this places additional burden on the system.

# COMMUNITY ENGAGEMENT

## THE VOICES OF OUR FUTURE

### PUBLIC OPEN HOUSES

The project team held 4 public open houses to gather input about community needs and wants, priorities, and review recommendations.

### STAKEHOLDER GROUPS

The project team held meetings with three stakeholder groups to gather detailed information about recreation, arts, and economic development.

### LOCAL GOVERNMENT BRIEFINGS

The project team conducted an asset mapping exercise with leadership of all local governments involved in the project including Fayetteville, Cumberland County, Eastover, Falcon, Godwin, Linden, Steadman, and Wade

### STATISTICALLY VALID SURVEY

The statistically valid survey gathered input from a representative sample of residents in the Department's service area. Feedback details recreational needs and wants as well as existing barriers to accessing recreation services.

# BY THE NUMBERS

## BENCHMARKING

What do others offer?

**TO DETERMINE...**

system strengths to enhance & deficiencies to resolve

Compared to peer communities, the Department ranks lower in most metrics, but serves a larger population and geographic area. This suggests the Department is operating very efficiently and effectively to provide its current level of service.

To improve the Department's service delivery it must enhance collaborations with local municipalities, manage staffing based on geographic regions and consider enhancing financial resources to support Department functions.

## LEVEL OF SERVICE

What do we offer?

**TO DETERMINE...**

what the system should offer to accomodate growth?

The Department is **currently** defined by:

## BEST PRACTICES

What do experts say is best to offer?

**TO DETERMINE...**

emerging trends to consider offering

The National Parks and Recreation Agency reports the following medians for agencies with similar populations:

| | |
|---|---|
| **3.91** AC / 1,000 pop | **12.9** AC / 1,000 pop |
| **2,567.06** SF Indoor Rec Space / Resident | **NA** SF Indoor Rec Space / Resident |
| **0.04** Trail Miles / 1,000 pop | **0.05 - 1.0** Trail Miles / 1,000 pop |
| **5.13** FTE's / 10,000 residents | **5.9** FTE's / 10,000 residents |
| **$60.04** Operating Expense / resident | **$65.51** Operating Expense / resident |
| **$15,368** Operating Expense / Acre | **$4,112** Operating Expense / Ac |
| **$116,949** Operating Expense / FTE | **$100,903** Operating Expense / FTE |
| **$5.34** Revenue / Resident | **$9.85** Revenue / Resident |

## BY 2029, THE DEPARTMENT WILL NEED:

**830**
**Additional acres of parkland**

**186**
**New miles of greenway trails**

**247,357**
**Square feet of indoor recreation space**

**IMPORTANCE OF ITEM TO RESIDENTS** + **RESIDENTS' UNMET NEED FOR AN ITEM** = **PRIORITY INVESTMENT RATING (PIR)**

A Priority Investment Rating (PIR) helps determine what parks and recreation facilities, amenities and programs the Department should prioritize as resources become available. A high PIR helps validate investment decisions when the Department is facing the difficult job of balancing multiple needs of the community.

## TOP PIRs FOR PARKS

- Nature trails
- Indoor aquatics
- Indoor fitness
- Outdoor swimming pools
- Picnic shelters
- Dog parks
- Pier fishing
- Water access for boating
- Greenway trail system
- Canoe & kayak rentals

## TOP PIRs FOR YOUTH PROGRAMS

- Aquatics programs
- Fitness & wellness
- After-school, summer, track-out programs
- Outdoor music and concerts
- Arts, dance and performing arts
- Special events & family festivals
- Life skills programs & education
- Music lessons & classes
- Painting & drawing classes
- Basketball

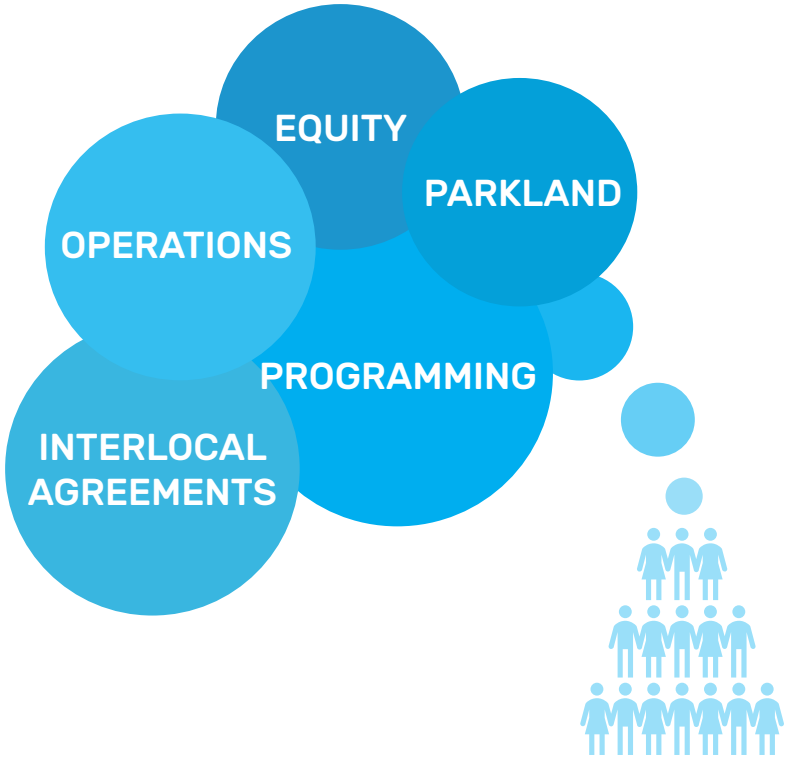
## TOP PIRs FOR ADULT PROGRAMS

- Fitness & wellness
- Aquatics
- Outdoor music and concerts
- Senior center programs
- Special events and family festivals
- Swimming
- Trips & tours for seniors
- Adult sports programs
- Life skills programs & education
- Arts, dance & performing arts

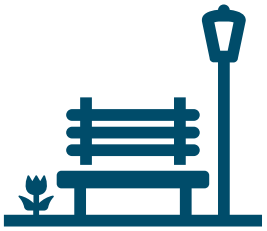
# THEMES

Throughout the planning process, five themes emerged. Grounded in community values and the voices of residents, these themes represent the perspectives on the existing parks and recreation system, and how it can evolve to be even better.

## HOW THE COMMUNITY IMAGINES THE FUTURE OF THE PARKS SYSTEM:




# GOALS:



## PARKLAND

**Goal 1 - Parkland acquisition**

**1.1** Implement park design standards outlined in the park classifications while integrating opportunities to create unique experience within parks.

**1.2** Thoughtfully acquire land for future park expansion needs in accordance with parkland acquisition map

**Goal 2 - Level of service recommendations**

**2.1** Increase level of service of parkland acreage to 5 acres of parkland per 1,000 residents in the Department service area.

**2.2** Increase level of service of trail mileage to 0.5 miles of trail per 1,000 residents in the Department service area.

**2.3** Increase level of service of indoor recreation space to 3,000 square feet of indoor recreation space per 10,000 residents in the Department service area.

**Goal 3 - Improve and expand existing and future park system with amenities identified through community engagement process.**

**3.1** Use results of community engagement and statistically valid survey when identifying amenities for existing park upgrades and future park programming

**3.2** Upgrade existing parks to reflect best practices in park design.

# PROVIDE DIRECTION, SET EXPECTATIONS FOR DESIRED RESULTS AND ESTABLISH A DECISION-MAKING FRAMEWORK.

## PROGRAMMING

**Goal 1 - Align programs and services to meet resident needs across the service area**

**1.1** Enhance program development and service delivery

**1.2** Develop programs and services that address program operational challenges, identified community needs, and trends.

**Goal 2 - Enhance marketing as part of the overall customer experience to help increase program participation and satisfaction**

**2.1** Enhance website to create a better customer service experience

**2.2** Conduct a market analysis for new opportunities in programs and services.

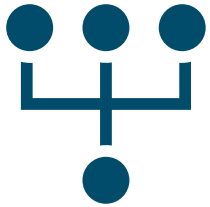
**2.3** Enhance social media engagement through best practice strategies.

**Goal 3 - Incorporate key indicators into the program development process to maximize resources in program delivery**

**3.1** Identify and document all internal factors for newly developed programs and events.

**3.2** Identify potential partnerships and sponsorships to pursue in support of newly developed programs.

**3.3** Assess the market including similar providers, market competition, market potential and communication strategy for newly developed programs.



## OPERATIONS

**Goal 1 - Align services and needs with best practices in service delivery and appropriate classification based on community benefit versus individual benefit.**

**1.1** Define priority functions and services to better classify during annual updates to the service delivery analysis.

**1.2** Implement management principles to improve the Department's overall effectiveness and sustainability.

**Goal 2 - Improve capacity and efficiency by incorporating additional best practices in service delivery**

**2.1** Increase capacity through the implementation of workload management principles.

**2.2** Enhance existing and develop new public/private and public/nonprofit partnerships and service delivery.

# GOALS: PROVIDE DIRECTION, SET EXPECTATIONS FOR DESIRED RESULTS AND ESTABLISH A DECISION-MAKING FRAMEWORK.

## EQUALITY

**Goal 1 - Identify areas to expand parkland that will fill gaps in current service provision within Fayetteville, Cumberland County, and local jurisdictions.**

**1.1** Identify areas to expand parkland acreage within Fayetteville city limits.

**1.2** Identify areas to expand parkland acreage within Cumberland County

**1.3** Identify areas to expand parkland acreage within local jurisdictions within the interlocal agreement.

**1.4** Ensure quality of parks provided within areas of high social vulnerability.

**1.5** Identify areas to expand programming with Fayetteville city limits and Cumberland County.

**Goal 2 - Increase department operating budget to accommodate service area residents and those from adjacent jurisdictions**

**2.1** Increase per-capita operating expense for department to improve system for residents and account for residents from adjacent areas.

**Goal 3 - Expand use of pricing strategies to guarantee program affordability while equipping the Department to charge higher prices for specialized programing**

**3.1** Continue ensuring program affordability for residents with little or no ability to pay for parks and recreation programming and services.

**3.2** Introduce updates to fee structure with ample notice and advertisement for participants.

## INTERJURISDICTIONAL AGREEMENTS

**Goal 1 - Adjacent jurisdictions**

**1.1** Determine and track number of out of town users aof parks, programs, and facilities

**1.2** Use data generated in objective 1.1 to begin discussion with adjacent jurisdictions about joint use agreements

**Goal 2 - Address the following needs identified through engagement of jurisdictions participating in the interlocal agreement, including Eastover, Falcon, Godwin, Linden, Steadman, and Wade.**

**2.1** Make updates, improvements, and expansions that enable people to gather and are a sources of civic pride in jurisdictions participating in the interlocal agreement.

**2.2** When feasible, provide the following amenities to jurisdictions participating in the interlocal agreement.

**2.3** Assist jurisdictions participating in the interlocal agreement with addressing the stated facility and operational challenges.

**2.4** Support local jurisdictions in their efforts to enhance community involvement in their local parks and recreation.

**2.5** Support local jurisdictions in their efforts to enhance park amenities.

WELCOME TO
CLARK PARK
NATURE CENTER
Nature
Center

# INTRODUCTION

## IN THIS CHAPTER

Existing Plans and Policies
Master Planning Process
Regional Context

Nature
Center
WELCOME TO
CLARK PARK
NATURE CENTER

# INTRODUCTION

**The City of Fayetteville and surrounding Cumberland County is an area rich in natural and historic beauty, fueling significant growth in the area. Throughout the region there is an active and rising interest in programs, facilities and experiences offered by the combined Fayetteville-Cumberland Parks and Recreation Department. The desire to provide equitable recreation opportunities across the area, protect natural resources and celebrate the historic character of the city has created a need for an updated comprehensive Parks and Recreation Master Plan.**

This Master Plan will guide parkland, facility, program and operations improvements over a 10-year planning horizon. The plan acts as a resource for the public to understand current facility and program offerings, to learn what is planned for the future and provide decision-makers with a framework to help guide, validate and prioritize project implementation. The Master Plan is developed through the lenses of the city and county, only achieved through multiple levels of community input, specifically examining community values related to park and recreation.

## Existing plans and policies

The City of Fayetteville and Cumberland County have several planning documents and ordinances that guide the development of parks and recreation. Some of these documents, such as the 2006 Fayetteville-Cumberland Parks and Recreation Master Plan, are being revisited and updated with this master plan. Others, such as the 2030 Growth Vision Plan and local codes and ordinances, are used to help inform recommendations for this master plan.

### 2006 Fayetteville-Cumberland Parks and Recreation Master Plan

The City of Fayetteville and Cumberland County experienced extraordinary growth in population and geography during the early 2000s. With concerns of duplication of services and efforts, the City and County decided to merge their Parks and Recreation Departments in 2004. The newly combined Parks and Recreation Department undertook a parks and recreation master plan to update the past plans, address the departmental changes and anticipate the public's future needs and desires for recreation. The Fayetteville-Cumberland Parks and Recreation Master Plan was released in 2006 with recommendations based on previous planning documents, the 1984 City of Fayetteville "Fayetteville Urban Area Parks and Recreation Master Plan" and the 1994 Cumberland County "Strategic Recreation Plan. This plan established several key ideas vital for park planning, including updated park classifications, programming and facilities analysis, a visioning plan and policy recommendations. The primary objectives and status of implementation of the 2006 Master Plan are further detailed in the inventory and analysis. This plan acknowledges which of the 2006 recommendations have been accomplished and which remain a priority.

While many of the plan's action items are still in progress, an update to the plan is necessary to accommodate changing trends in demographics, recreation and recently completed planning studies. It is the goal of this master plan to develop recommendations through best practices to ensure adoption by decision makers and support by the community and stakeholders. Additionally, this plan presents new information related to peer benchmarking, programming and operations. Finally, this plan reviews current levels of service in regard to geographic distribution, walkability and equitable investment to ensure priorities for future recreation opportunities are well coordinated.

The Department's major achievements since the 2006 Comprehensive Master Plan include:

- Renovations of 5 city and county neighborhood parks
- Construction of splash pads at Kiwanis, Massey Hill and Myers Recreation Centers
- Construction of Linden Little River Park

### Cumberland County 2030 Growth Vision Plan

The Cumberland County 2030 Growth Vision Plan, herein described as the "2030 Vision Plan", was developed by Cumberland County and its municipalities to address the challenges faced as the area experiences growth and development. The 2030 Vision Plan serves several functions, including guidance for local government decisions, vision statements, growth strategies, and implementation actions among others. The document includes a series of vision statements that the County hopes to achieve in twenty to thirty years. Each vision statement includes a compilation of policies and action items intended to help the County reach the vision goals.

Many of the visions are associated with parks and recreation, such as "Expanded Parks and Recreation" and "Preserved Open Space and Rural Character". A selection of the policies and action items related to this parks and recreation master plan is listed below. A full list of plan recommendations and action items for the entire study area can be found in the published document.

| SELECTED PARKS AND RECREATION POLICIES<br>CUMBERLAND COUNTY 2030 GROWTH VISION PLAN |
|---|
| Prepare a joint Cumberland County Greenway Master Plan. Pedestrian and bikeway facilities encouraged as energy efficient, healthful and environmentally sound alternatives to the cars. |
| The co-location and joint development of school facilities with other community facilities, such as parks and recreation facilities and senior centers, is encouraged. |
| All Park and Recreation master plans shall include open space, greenways and natural areas as key components. |
| Parks should be located and designed according to population density and the needs of the people residing in the service area with special attention to seniors and other special populations. |
| Provide better and more access to the Cape Fear River and tributaries for active and passive recreation. Development within the river corridor should respect natural resources and cultural diversity. |
| Smaller parks are encouraged in neighborhoods. |
| Provide preservation, rehabilitation and appropriate adaptive reuse of historic properties. |
| Recreation programming should include activities suitable for all ages. Parks and common areas should be accessible. |

## Codes and Ordinances

Development of new parkland must adhere to the policies of the appropriate jurisdiction as outlined in the Unified Development Ordinance, Development Standards, Zoning Code and Subdivision Ordinances. Both the City and the County have created development standards for open space and landscape to ensure desired development and use of parks and recreation facilities.

The City of Fayetteville defines its development standards for parks and open space the City Code of Ordinances, which includes chapters for both Parks and Recreation and the Unified Development Ordinance.[1] The Parks and Recreation chapter defines standards for the proper use of parks, facilities and open space to ensure the safety and well-being of park users. It also defines administrative provisions including permitting and approval processes.[2] The Unified Development Ordinance consolidates the City's zoning and subdivision requirements to better implement the City's objectives towards growth and development.[3] The Ordinances environmental goals ensure adequate open space within and between developments; facilitate the provision of parks and recreation; and conserve and protect natural resources. The Open Space Dedication defines a metric of minimum open space area required as a percentage of the development site area and development type.[4] A minimum of 50% of the provided open space must be "usable" for passive or active recreational facilities. Furthermore, the chapter defines the procedure for determining applicable open space dedication, sets maintenance standards and ownership requirements. In lieu of providing open space, developers may provide payment calculated based upon the square footage of land. The funds collected may only be used for the acquisition or development of open space, greenways, trails, parks and other recreation facilities.

The Cumberland County Code, updated through November 16, 2017, contains both the County Zoning Ordinance and the County Subdivision Ordinance as appendices.[5] The Zoning Ordinance provides development standards by zone and use to ensure public health, safety and welfare. The Zoning Ordinance outlines landscape requirements by use but does not provide an overall metric for required open space or recreational uses. Conditional zoning districts, including Mixed-Use Developments, Planned Neighborhood Developments, and Density Developments all contain metrics for a percentage of land area to remain undeveloped open space or recreational areas.[6] New development of real property in the County must also adhere to the development standards of the Cumberland County Subdivision Ordinance.[7] Section 2308 further defines parks, recreation and open space requirements and dedication for new residential development. The metric for designating area as park, recreation or open space is defined by square footage per dwelling lot or unit. Developments that do not meet a minimum square footage are allowed to pay a fee in lieu of providing on-site recreation. Development standards such as location, usability, access and landscaping are further defined in this chapter. [8]

Although the park system spreads across both City and County land, a lack of consistent terms, metrics and language between jurisdictional development codes presents a challenge to developers, Planning Departments and the Parks and Recreation Department. Standardized policy revisions to both jurisdictional codes would encourage development of a coherent park and open space system across the City and County.

1 City of Fayetteville Code of Ordinances, updated through 03/26/2018 (http://online.encodeplus.com/regs/fayetteville-nc/)
2 City of Fayetteville Code of Ordinances, Part II, Chapter 18 Parks and Recreation
3 City of Fayetteville Code of Ordinances, Part II, Chapter 30 Unified Development Ordinance
4 City of Fayetteville Code of Ordinances, Part II, Chapter 30-5.C Open Space Dedication
5 Cumberland County Code of Ordinances (https://library.municode.com/nc/cumberland_county/codes/code_of_ordinances?nodeId=COCO_CH1GEPR
6 Cumberland County Zoning Ordinance, Articles VI through VIII
7 Cumberland County Subdivision Ordinance, updated August 18, 2008
8 Cumberland County Subdivision Ordinance, Section 2308 Parks, Recreation and Open Space

## Master Planning Process

The master planning process is one of transparency, community engagement, and data driven recommendations developed through an analytical and Level of Service (LOS) approach. From the initial inventory and analysis through to the implementation plan, the project team engaged the community, stakeholders and Department staff, while researching recreation trends and understanding the City and County's demographics. The project team used the existing conditions to evaluate the level of service and operational standards of the Department's parks and facilities. Finally, the project team, in conjunction with Department staff, developed and prioritized recommendations to improve the recreational offerings provided for a ten (10) year planning horizon.

This 2018 Parks and Recreation Master Plan is comprised of several components:

- **Demographics + Trends**
  The project team completed a demographic and trends analysis using current ESRI (Environmental Systems Research Institute, Inc.) data. National and local recreation trends were evaluated and cross-referenced with both the City and County's demographics, local Market Potential Index (MPI) data and national publications to draw conclusions about current and future recreation trends and participation levels. Such data serves as the basis for parkland and facility recommendations.

- **Inventory & Analysis**
  The project team reviewed the history of the City/County's Parks and Recreation Department to understand past planning efforts and the department's evolution. Comprehensive plans, specific park master plans and long-range recreation planning were reviewed to gain a comprehensive understanding of the plans that guide the growth and development of the jurisdictional areas. It is the goal of this master plan that the recommendations presented herein will be seamlessly integrated with all Department plans.

  An inventory and overall review of the existing public parks and facilities, programs and operations were completed. The location of each City and County owned and operated park was mapped using GIS. The project team visited a selected number of parks to observe existing conditions and to understand the overall character and quality of the existing parks system.

  The inventory of City and County owned and operated facilities was compared to both benchmark communities and national standards provided by the National Parks and Recreation Association to establish a base-line assessment of the existing level of service the Town is providing.

  The team also completed a detailed program and operations assessment to evaluate the current program offerings and internal affairs of the department. The program analysis evaluates six key program metrics: age segments served, lifecycle stage, classification of service, cost recovery, cost of service, and pricing strategies. The operations assessment examines current staffing levels, policies and procedures, serving as the basis for recommendations to improve efficiency and effectiveness while maintaining the Department's culture.

  All analysis was followed by a visioning session where the team members met with department staff to develop a future direction for the Department. The visioning session resulted in goals and objectives for future parks, facilities, programs, and operations.

- **Community Engagement**
  The project team performed a robust public input process which gathered input from local government entities, stakeholder community organizations, focus groups and the general public. The process was

designed to be transparent, equitable, and engage the widest range of residents from a demographic and interest level as was possible. The engagement plan consisted of the following elements:

### Local Governments Briefings

In order to maximize equity across all areas served by parks and recreation activities, the project team conducted four briefings with local government entities to share general information and community outreach tools. The intent of the briefings was to provide awareness, receive feedback and advise on how assistance by the local government representatives can augment public outreach. The following local governments were engaged:

- Fayetteville City Management
- Fayetteville City Council
- Cumberland County Management
- Cumberland County Board of Commissioners
- The Mayors of Eastover, Falcon, Godwin, Linden, Stedman and Wade

### Stakeholder Meetings – Community Organizations

The project team facilitated two stakeholder meetings to solicit feedback on user satisfaction, perception of existing park facilities and unmet needs. The following community organizations were engaged:

- Parks + Recreation Advisory Board
- Senior Citizen Advisory Board
- Arts Council
- Special Populations

### Focus Groups – Civic Organizations + Educational Partners

There are many civic organizations and local educational partners who are advocates, participants and supporters of the parks and recreation department. The engagement of these audiences was important for feedback and support of the plan. Two meetings were conducted by the project team and engaged the following entities:

- Chamber of Commerce
- Convention + Visitors Bureau
- Cumberland County Schools
- Local Universities

### Public Open Houses/Public Meetings

To allow citizens and stakeholders opportunities to provide input, the project team conducted four public open houses, each at a different location and with a different format to target a wide variety of user groups. Formats included display stations, dot exercises, surveys and interactive discussions to facilitate public opinion.

### Level of Service + Benchmarking

Level of Service (LOS) and Benchmarking are methods to evaluate current and future service levels compared to national standards and best practices as well as comparable agencies. LOS standards is a matrix displaying inventory for City and County parkland, facilities and amenities. By totaling the inventory and applying the City and County's population, we can understand the current level of service the department is providing, and project future needs for a ten-year planning horizon.

Benchmarking of comparable agencies provides a peer comparison for both the existing state of the department and recreational offerings as well as informs level of service standards for the ten-year planning horizon. Peer agencies were selected by the project team and selected for similar size. Metrics for parks, trails, acreage, staffing, and budget, are evaluated for each peer agency which informs the development of an appropriate level of service standard specific to the County. Such standards are population-based so target metrics can evolve to meet demands of the rapid population growth in the City of Fayetteville and Cumberland County.

- **Recommendations and Implementation Plan**
  The recommendations and prioritized implementation plan provide a framework to guide park, facility, open space, programming and operational improvements for the future. It is structured to guide decision making for programs, facilities and Department policy. Each recommendation is further prioritized as short term (1-5 years), mid-term (5-10 years) or long-term (>10 years). Criteria for recommendation prioritization vary based on the item's context and range from land availability to financial implications but are firmly rooted in community preferences. This information can be found in Chapter VIII. The implementation plan concludes with a list of outcome measures to ensure the Department staff and management are executing on the action items, achieving the goals of this master plan, and sharing their successes.

## Regional Context

Located in the Sandhills of the Cape Fear River in the western part of the Coastal Plan Region, Cumberland County and it's biggest city, Fayetteville, is defined by its rich natural resources, military history and community pride. Cumberland County is not only home to the City of Fayetteville but the Towns of Eastover, Falcon, Godwin, Hope Mills, Linden, Spring Lake, Stedman and Wade as well. The area is neighbored by the counties of Robeson, Harnett, Moore, Sampson, Hoke and Bladen. This master plan acknowledges this history, resources and growth pressures as they relate to opportunities for improving both the City and County's recreation system.

### HISTORY OF FAYETTEVILLE AND THE SURROUNDING AREAS

The City of Fayetteville dates back to the mid-1700's, where two trading post settlements on the Cape Fear River merged into one consolidated town. Named after the American Revolutionary hero Marquis de Lafayette, Fayetteville quickly grew as political center in North Carolina, often attributed to the construction of an early "plank road" system and its role as an inland port.

Churches, a courthouse, offices, bookstores, dancing clubs, taverns, and businesses flourished in Fayetteville during the nineteenth century. In 1832, a great fire destroyed most the City's wooden buildings. Many buildings were rebuilt, including the completion of the Market House in 1833, an iconic brick building with arches that is a must-see for tourists today. Between 1838 and 1850 the United States Arsenal was constructed and spread over forty acres. The Arsenal, along with foundries, cotton factories and newspaper establishments, were destroyed by General Sherman's Troops during the last year of the Civil War. [9]

Today, Cumberland County encompasses approximately 661 square miles, with the City of Fayetteville being approximately 148 square miles, and has a population of about 320,000. Known for its history, diversity and military influence, there are few communities that can boast a background quite like Fayetteville and Cumberland County.

#### Military History

The military has long played a key role in the story of Fayetteville and Cumberland County. Fayetteville's modern military history begins in 1918 when the construction of the largest Army base in the United States, Fort Bragg and Pope Air Force Base, was authorized by the federal government. Named after Confederate General Braxton Bragg, the construction of the military base resulted in significant economic growth. The military base and City are often viewed as one in the same, with the military population

9 Johnson, Lloyd. **City of Fayetteville**, 2016. http://northcarolinahistory.org/encyclopedia/fayetteville-city-of/

and its families having significant influence on the development of Fayetteville in the twentieth century.[10]

The military can often be seen as an influence in Fayetteville-Cumberland's park system. It is common to find museums, parks, streetscapes and public art celebrating the area's heritage. Home to many memorial and historic parks, such as the Cumberland Heights Memorial Park and the North Carolina Veterans Park, Fayetteville and Cumberland County have unique opportunities to celebrate and honor members of the military and their families. Even cemeteries, with their unique link to the Revolutionary, Civil and World Wars, offer tranquil locations for reflection. Celebration of these legacies are beloved by locals and visitors alike.

### Natural Resources

With the Cape Fear River and tributaries, sensitive ecological environments and the sandhills ecoregion, natural resources play an important role in defining the character of the City and County. They offer an abundance of recreational opportunities for an area that continues to experience growth. While Cumberland County is gifted with natural beauty, leadership must strive to balance active recreational opportunities to meet the regional needs of residents while conversing natural resources.

The Cape Fear River is an important contributor to the City and County's recreation identity, natural resources, history, geology and scenic beauty. The largest system in North Carolina, the Cape Fear River encompasses a 9,000-square-mile basin with tributaries touching 29 of the state's 100 counties.[11] The Cape Fear is the only river in North Carolina that is directly connected to the ocean, making its lower 35 miles an important estuarine system[12].

The Cape Fear River system serves multiple functions, including providing freshwater for businesses and residential uses, transportation, critical wildlife habitats and drinking water. With a third of the state's population calling the Cape Fear River watershed home, a balance between recreation and conservation is critical.[13] Recreation opportunities should limit impact on the environment, such as canoeing, kayaking, paddle boarding, fishing, hiking and wildlife viewing.

10 Martin, Jonathan. **Cumberland County**, 2016. https://northcarolinahistory.org/encyclopedia/cumberland-county-1754/

11 Mazzocchi, Jay. "Cape Fear River". 2006. https://www.ncpedia.org/rivers/cape-fear

12 http://www.eenorthcarolina.org/images/River-Basin-Images/final_web_capefear.pdf

13 Cape Fear River Assembly, "Our River". http://cfra-nc.org/cape-fear-river/

# DEMOGRAPHICS + TRENDS

## IN THIS CHAPTER

Demographic Analysis

Trends Analysis

EXIT

**A key component of the Parks and Recreation Strategic Master Plan is a Demographics and Trends Analysis which helps provide a thorough understanding of the demographic makeup of residents within Fayetteville and Cumberland County, as well as national, regional, and local recreational trends.**

## Demographic Analysis

The demographic analysis looks at population for City of Fayetteville and Cumberland County. This analysis highlights key demographic metrics such as population, age segment distribution, race, ethnicity, and income levels. Demographic figures are compared to North Carolina and U.S. populations as reference points. This analysis allows the Department to see how the population they serve compares on a local and national scale.

Projections of future population are based on historical patterns and unforeseen circumstances during or after the time of the analysis could have a significant bearing on the validity of the projected figures.

The project team used demographic data from the U.S. Census Bureau, Environmental Systems Research Institute, Inc. (ESRI) and the North Carolina State Demographer's office. All data was acquired in February of 2019 and incorporates numbers from the 2010 U.S. Census as well as 2017 estimates obtained from the State Demographer's office used in conjunction with ESRI's anticipated growth rates to forecast 2018, 2023, 2028, and 2033 projections.

Figure 1 - 2018 Population overview in City of Fayetteville and Cumberland County Interlocal Agreement Area

| | TOTAL POPULATION | TOTAL HOUSEHOLDS | MEDIAN AGE | PREDOMINATE RACE | MEDIAN HOUSEHOLD INCOME |
|---|---|---|---|---|---|
| Fayetteville | 208,287 | 81,018 | 32.1 | 43% Black Alone | $48,054 |
| Cumberland County | 313,802 | 121,752 | 33.1 | 47% White Alone | $49,805 |

North Mecklenburg Park/ *McAdams*

## BOUNDARIES

This analysis uses the City of Fayetteville incorporated area as seen in **Figure 2**. The County boundary includes only those areas of the County included in the City of Fayetteville and Cumberland County Interlocal Agreement for Fayetteville-Cumberland Parks and Recreation Department provided by the City of Fayetteville. Hope Mills is not included in this analysis and recently completed their own Parks and Recreation Comprehensive Planning Process. Spring Lake is also not signed on to the Interlocal Agreement, but opted to be included in this comprehensive planning process. The Interlocal Agreement allows municipalities within Cumberland County to combine efforts for providing parks and recreation services. All statistics for Cumberland County in this report represent the full County, excluding Hope Mills.

Figure 2 - City of Fayetteville municipal boundaries, including Fort Bragg

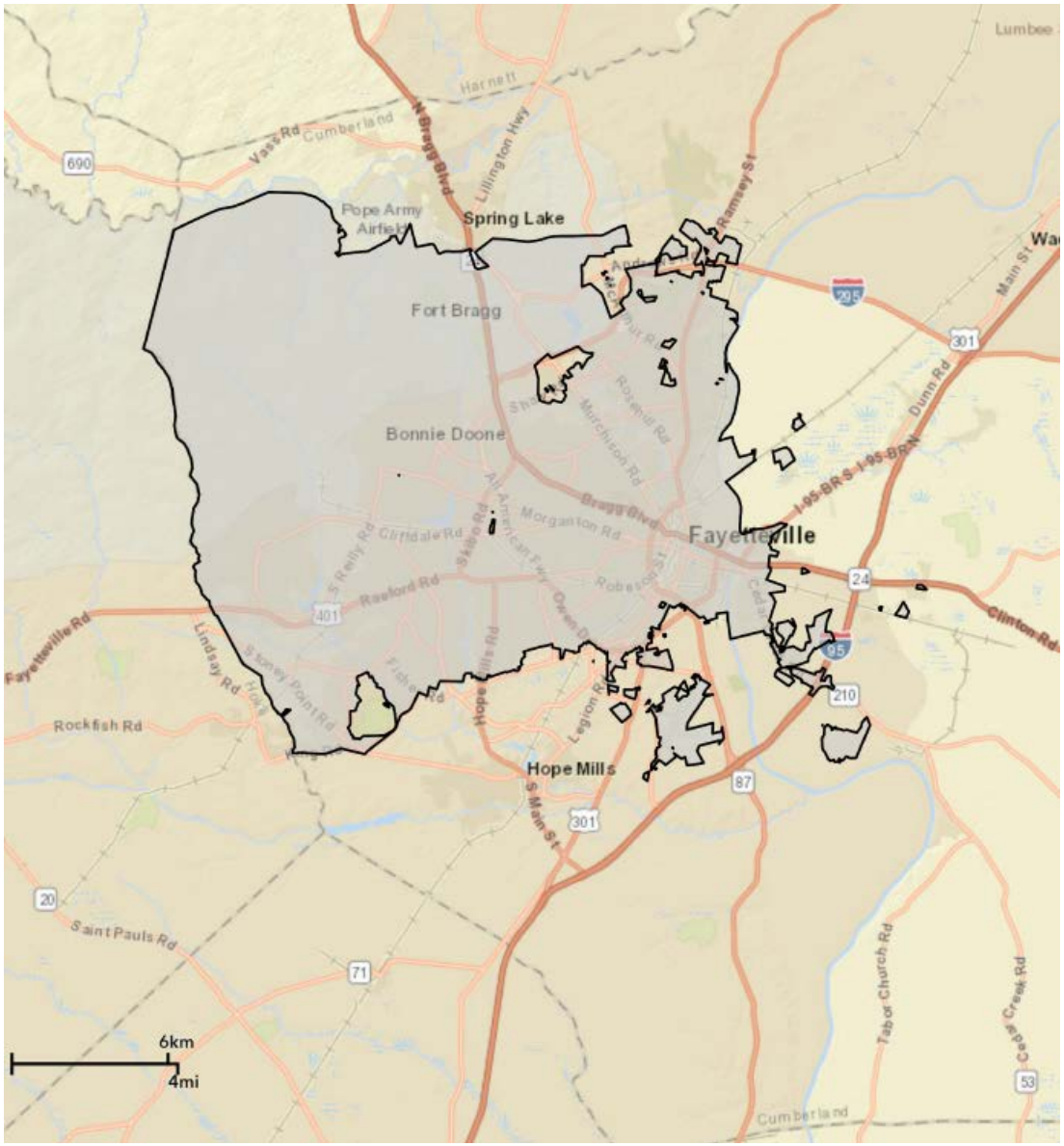
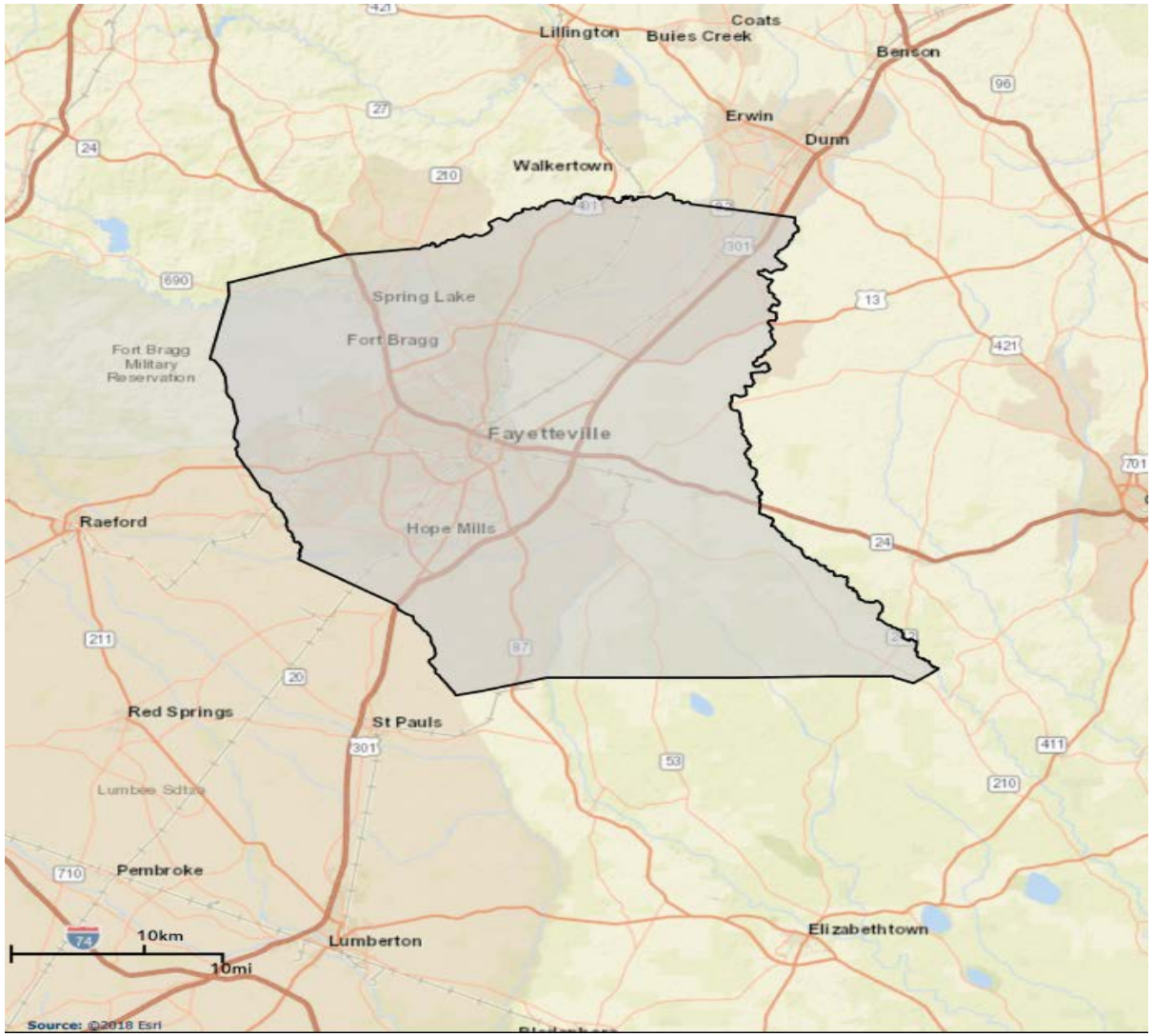


*Figure 3 - Cumberland County boundary and area of the Department' Interlocal Agreement. The Hope Mills exclusion area is depicted in yellow.*



## POPULATION CHARACTERISTICS OF FAYETTEVILLE-CUMBERLAND INTERLOCAL AGREEMENT AREA

The City has recently experienced a slight increase in population growth, with average annual growth at 0.48 percent since 2010. This is similar to the County's recent average annual growth rate at 0.41 percent since 2010. These growth rates are below the national average annual growth rate of 0.86 percent between from 2010 and 2018. Currently, Fayetteville is estimated to have 208,287 residents; which is roughly two-thirds of the County's estimated population of 313,802 residents. The total populations of both the City and Cumberland County are expected to experience minimal growth during the next 15 years. Based on predictions through 2033, Fayetteville is projected to have 220,303 residents living within 86,524 households; while the County is expected to total 337,207 individuals living within 131,924 households.

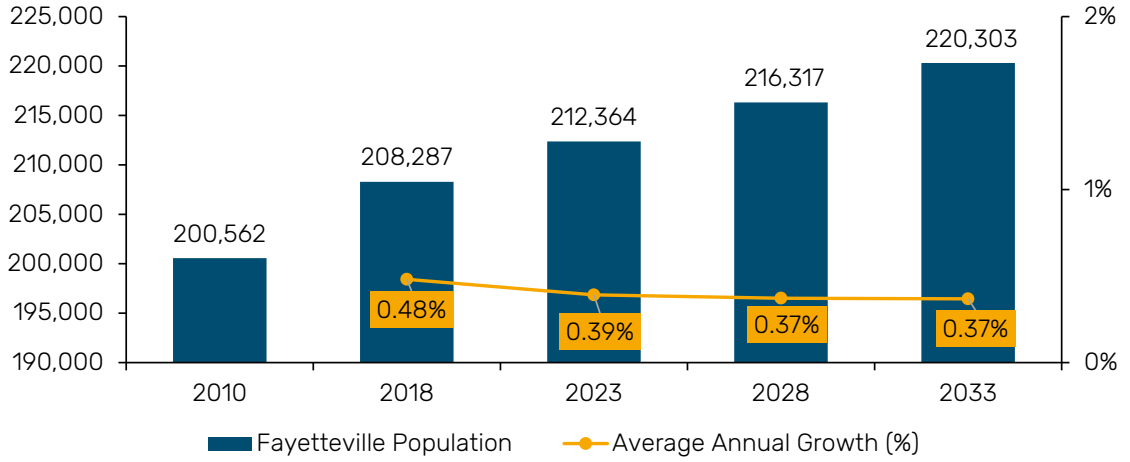



*Figure 4 - Total population and average annual growth rate for the City of Fayetteville*

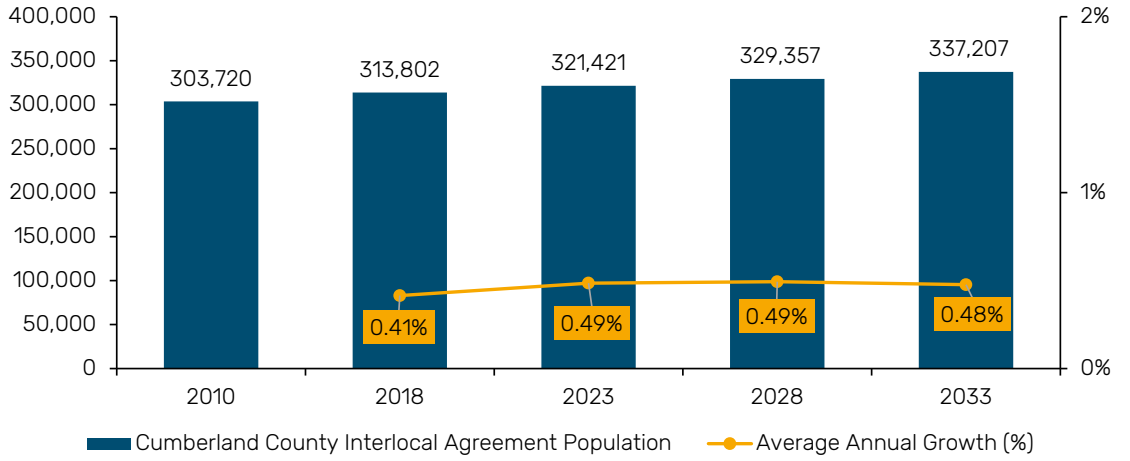



*Figure 5- Total population and average annual growth rate for Cumberland County*

## Age Segment

The City and County populations mirror each other in terms of age segment distribution. Both Fayetteville at 32.1 percent and Cumberland County at 33.1 percent exhibit significantly younger populations as compared to the national median age 38.3 percent. The City and County both have 77 percent of their current populations under the age of 55. Over the next 15 years, this is expected to change, as the 55+ population is expected to grow to represent 28 percent of Fayetteville's and 29 percent of Cumberland County's total population. This is largely due to the increased life expectancies and the remainder of the Baby Boomer generation shifting into the senior age groups.

Due to the continued growth of the older age segments, it is useful to further segment the population over age 55 beyond the traditional 55 and up designation. Within the field of parks and recreation, there are two commonly used ways to partition this age segment. One is to simply segment by age: 55-64, 65-74, and 75+. However, as these age segments are engaged in programming, the variability of health and wellness can be a more relevant factor. It may be more useful to divide this age segment into "Active," "Low-Impact," and/or "Social" Seniors.

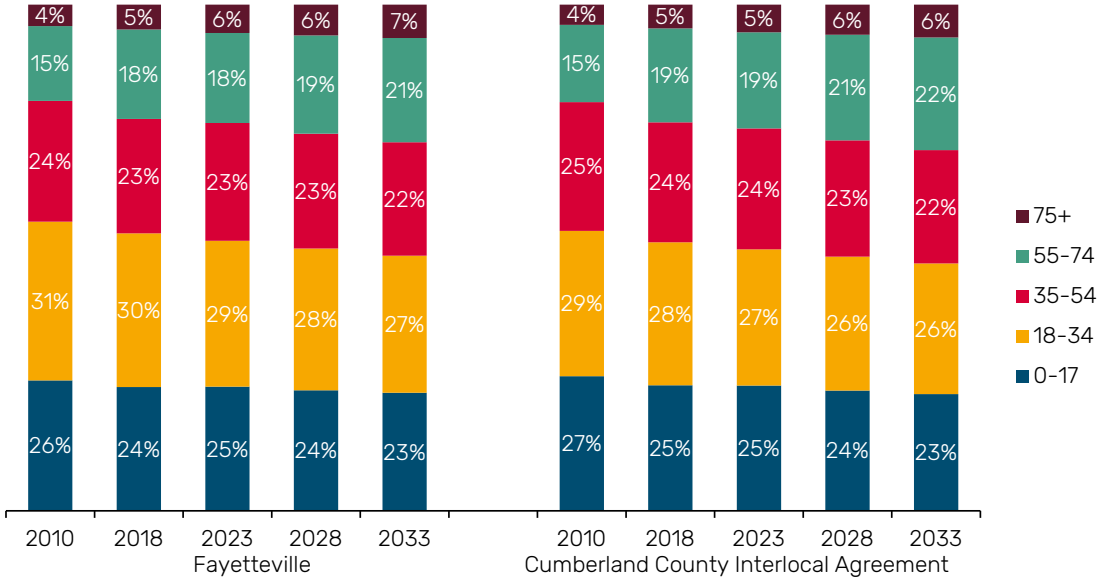



Figure 6 - City of Fayetteville and Cumberland County population by age segment

## Race and Ethnicity

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 definitions of race the U.S. Census Bureau uses change over time. These definitions are consistent since 2010, but data from earlier years may not provide a direct comparison. This report uses the definitions created for the 2010 Census.

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

- 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

## Race

Populations identifying as White alone and Black alone are the majority of the population in both Fayetteville and Cumberland County. The 2018 estimate shows that the City is predominantly composed of White Alone at 42 percent and Black Alone at 43 percent. Likewise, the County's population is 47 percent White Alone and 39 percent Black Alone. The White Alone population is projected to continue decreasing, while all other race categories will increase.

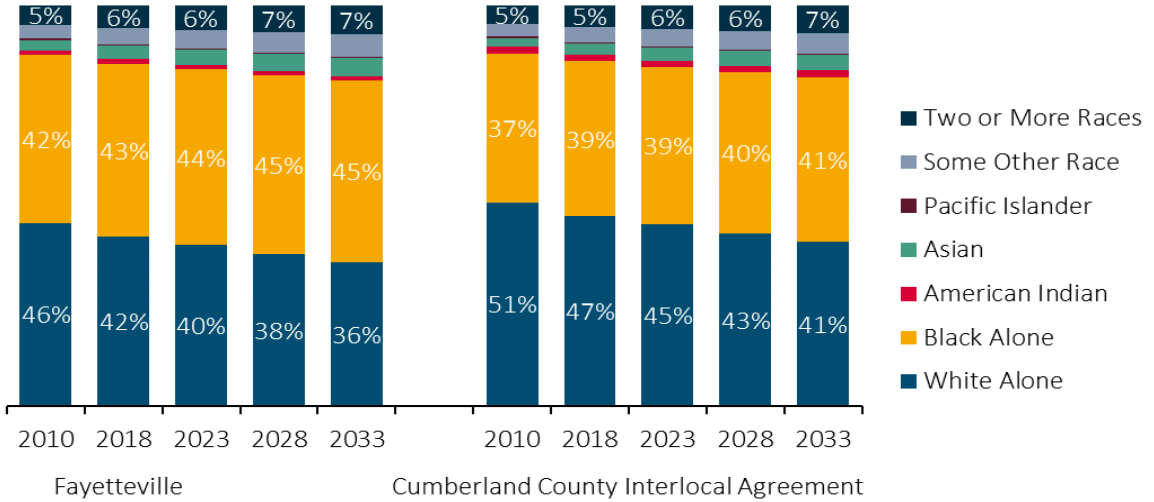



Figure 8 - City of Fayetteville and Cumberland County population by race

## Ethnicity

The Census Bureau defines Hispanic ethnicity as separate from race. Individuals who are Hispanic/Latino in ethnicity may also identify with any of the racial categories included in the above analysis. Based on the 2010 Census, Hispanic/ Latino residents represent nearly 13 percent of the City's population, and 12 percent of the County's total population. This proportion is significantly lower than the national average at 18 percent Hispanic/Latino. The Hispanic/ Latino population is expected to grow over the next 15 years, increasing to 18 percent of Fayetteville's total population and 17 percent of Cumberland County's population by 2033.

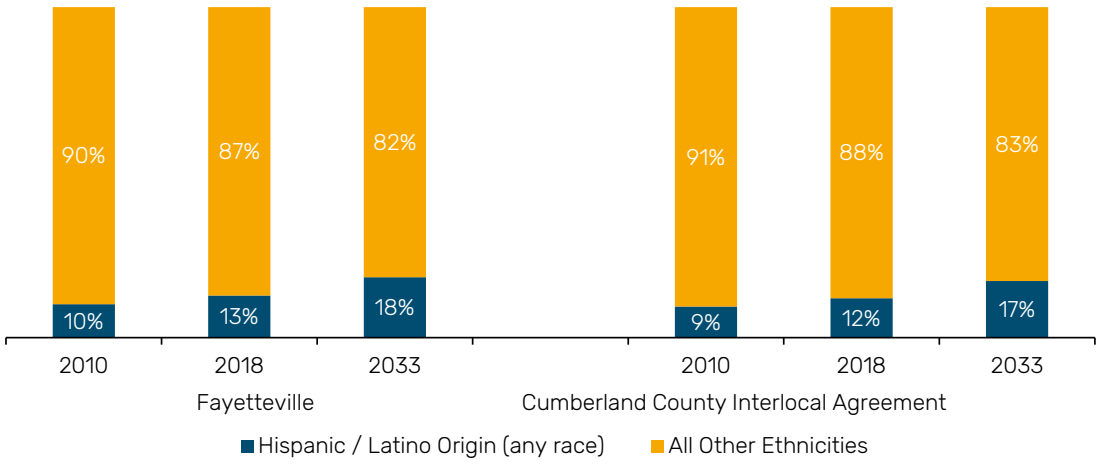



Figure 9 - City of Fayetteville and Cumberland County Interlocal Agreement population by ethnicity

### Household Income

Fayetteville and Cumberland County have a per capita income and median household income that is less than the state or national average.

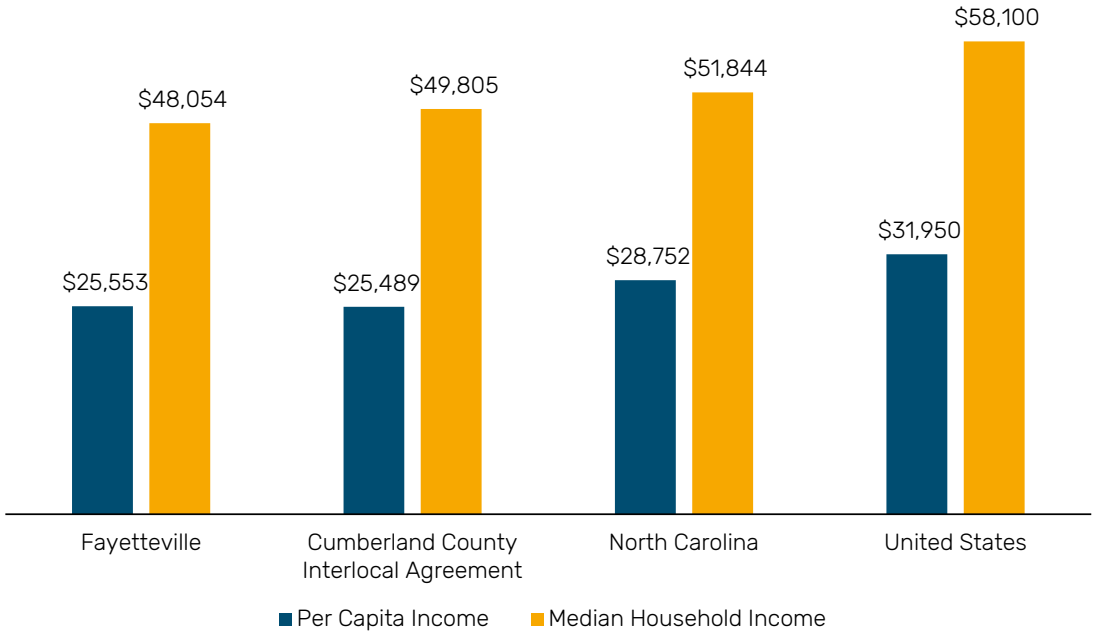



Figure 10 - Comparison of income characteristics across geographic areas

## Comparative Demographic Summary

The table below summarizes the City and County demographic analysis and includes a comparison of state and national metrics. This comparison provides a reference for how Fayetteville and Cumberland County compare to other geographic areas. The highlighted cells represent key takeaways from the comparison between the City and the national population. A cell shaded green indicates a metric that is significantly higher than the national metric, and a cell shaded green indicates a metric that is significantly lower than the national average.

Table 1 - Comparative demographics summary table

| | | Fayetteville | Interlocal Agreement | North Carolina | United States |
|---|---|---|---|---|---|
| POPULATION | Annual Growth Rate (2010-2018) | 0.48% | 0.41% | 1.21% | 0.86% |
| | Projected Annual Growth Rate (2018-2033) | 0.38% | 0.50% | 1.21% | 0.88% |
| HOUSEHOLDS | Annual Growth Rate (2010-2018) | 0.44% | 0.55% | 1.14% | 0.79% |
| | Average Household Size | 2.45 | 2.52 | 2.5 | 2.59 |
| AGE SEGMENT | Ages 0-17 | 24% | 25% | 22% | 22% |
| | Ages 18-34 | 30% | 28% | 23% | 24% |
| | Ages 35-54 | 23% | 24% | 26% | 25% |
| | Ages 55-74 | 18% | 19% | 23% | 22% |
| | Ages 75+ | 5% | 5% | 6% | 7% |
| RACE | White Alone | 42.2% | 47.3% | 66.4% | 69.9% |
| | Black Alone | 43.2% | 38.7% | 21.7% | 12.9% |
| | American Indian | 1.1% | 1.6% | 1.3% | 1.0% |
| | Asian | 3.3% | 2.8% | 3.0% | 5.7% |
| | Pacific Islander | 0.4% | 0.3% | 0.1% | 0.2% |
| | Some other Race | 4.1% | 3.8% | 4.9% | 6.9% |
| | Two or More Races | 5.7% | 5.4% | 2.6% | 3.4% |
| HISPANIC/ LATINO ETHNICITY | Hispanic / Latino Origin (any race) | 12.7% | 11.9% | 10.0% | 18.3% |
| | All Others | 87.3% | 88.1% | 90.0% | 81.7% |
| INCOME | Per Capita Income | $25,553 | $25,489 | $28,752 | $31,950 |
| | Median Household Income | $48,054 | $49,805 | $51,844 | $58,100 |

| | |
|---|---|
| Significantly higher than national average | |
| Significantly lower than national average | |

## KEY DEMOGRAPHIC FINDINGS

- The City's population annual growth rate at 0.48 percent is well below the national growth rate at 0.86 percent.
- Fayetteville's household annual growth rate of 0.44 percent is also below U.S. growth rate of 0.79 percent.
- The City's 18-34 segment percentage at 30 percent is relatively high when compared to the national population, while the 55-74 segment percentage at 18 percent is rather low.
- Fayetteville's racial distribution has a much greater Black Alone population at 43.2 percent and much smaller White Alone population at 42.2 percent, when compared to national percentage distribution.
- The City's percentage of Hispanic/Latino population at 12.7 percent is significantly lower than the national average of 18.3 percent.
- Fayetteville's per capita income of $25,553 and median house income of $48,054 are both notably lower than the U.S. income characteristics of a national per capita income of $31,950 and a national median household income of $58,100.

## Trends Analysis

The Trends Analysis provides an understanding of national, regional, and local recreational trends as well as generational participation trends. Trends data used for this analysis was obtained from Sports & Fitness Industry Association's (SFIA), National Recreation and Park Association (NRPA), and Environmental Systems Research Institute, Inc. (ESRI). All trends data is based on current and historical participation rates, statistically-valid survey results, or NRPA Park Metrics.

### NATIONAL TRENDS IN RECREATION

The Sports & Fitness Industry Association's (SFIA) **Sports, Fitness & Recreational Activities Topline Participation Report 2019** was utilized in evaluating the following trends:

- National Sport and Fitness Participatory Trends
- Core versus Casual Participation Trends
- Participation by Generation
- Non-Participant Interest by Age Segment

The study is based on findings from surveys carried out in 2018 by the Physical Activity Council (PAC), resulting in a total of 20,069 online interviews. A statistically representative sample size of 20,069 completed interviews is considered to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.31 percentage points at a 95 percent confidence interval. Using a weighting technique, survey results are applied to the total U.S. population figure of 300,652,039 people (ages six and older). The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S.

#### Core versus Casual Participation

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

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

## National Trends in general sports

Sports with the highest participation in the United States include basketball at 24.2 million and golf at 23.8 million in 2017. These sports have participation figures well in excess of the other activities within the general sports category and are followed by tennis at 17.8 million, baseball at 15.9 million, and soccer at 11.4 million.

Basketball golf, and tennis are sports that require relatively few people to participate, and tennis and basketball courts are prevalent at public parks throughout the country. Golf has experienced a recent decrease in participation, but it is considered a life-long sports and continues to serve a wide age segment. 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 as a drive-way pickup game.

### Five-Year Trend

Table 2 - General Sports with the fastest growing and fastest declining participation rates between 2013 and 2018

| FASTEST GROWING ACTIVITIES | | FASTEST DECLINING ACTIVITIES | |
|---|---|---|---|
| Roller hockey | 33.6% ↑ | Ultimate Frisbee | 46.6% |
| Rugby | 31.9% ↑ | Touch football | 22.7% ↓ |
| Baseball | 19.5% ↑ | Tackle football | 16.4% |
| Cheerleading | 18.7% ↑ | Badminton | 11.4% ↓ |
| Flag football | 17.1% ↑ | Outdoor soccer | 10.4% |

### One-Year Trend

Table 3 - General sports with the fastest growing and fastest declining participation rates between 2017 and 2018

| FASTEST GROWING ACTIVITIES | | FASTEST DECLINING ACTIVITIES | |
|---|---|---|---|
| Pickleball | 5.4% ↑ | Roller hockey | 5.5% ↓ |
| Basketball | 3.5% ↑ | Squash | 13.9% ↓ |
| Baseball | 1.5% ↑ | Ultimate Frisbee | 13.3% |

### Core versus Casual Trends in general sports

Sports with high participation, such as basketball, baseball, and slow pitch softball, have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). While less mainstream sports, such as ultimate Frisbee, roller hockey, squash, and boxing for competition have larger casual participation base. These participants may be more inclined to switch to other sports or fitness activities, which is likely why they have all experienced a decline in participation this past year.

## National trends in general fitness

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of options that are relatively inexpensive to participate in and can be performed by most individuals. The most popular general fitness activities among the U.S. population include: Fitness Walking (111.1 million), Treadmill (53.7 million), Free Weights (51.3 million), Running/Jogging (49.5 million), and Stationary Cycling (36.7 million).

### Five-Year Trend

Table 4 - General fitness with the fastest growing and fastest declining participation rates between 2013 and 2018

| FASTEST GROWING ACTIVITIES | | | FASTEST DECLINING ACTIVITIES | | |
|---|---|---|---|---|---|
| Trail running | 47.7% | ↑ | Dumbbell free weights | 12.0% | ↓ |
| Aerobics | 24.8% | ↑ | Running and jogging | 8.7% | ↓ |
| Barre | 21.8% | ↑ | Fitness walking | 5.3% | ↓ |
| Stair climbing machine | 18.8% | ↑ | Traditional triathlon | 4.2% | ↓ |
| Yoga | 18.2% | ↑ | Boot camp style cross training | 3.1% | |

### One-Year Trend

Table 5 - General fitness with the fastest growing and fastest declining participation rates between 2017 and 2018

| FASTEST GROWING ACTIVITIES | | | FASTEST DECLINING ACTIVITIES | | |
|---|---|---|---|---|---|
| Trail running | 9.4% | ↑ | Non-traditional triathlon | 15.5% | ↓ |
| Yoga | 5.1% | ↑ | Running and jogging | 2.6% | ↓ |
| Elliptical motion trainer | 3.0% | ↑ | Cross-training style workout | 2.1% | |

## Core versus Casual trends in general fitness

Many of the activities that are rapidly growing have a relatively low user base, which allows for more drastic shifts in terms of percentage, especially for five-year trends. Increasing casual participants may also explain rapid growth in some activities. The top trending fitness activities, for the one-year and five-year trend, consist primarily of casual users. This is significant, as casual users are much more likely to switch to alternative activities compared to a core user.

## National Trends in Outdoor Recreation

Results from the SFIA report demonstrate a contrast of growth and decline in participation regarding outdoor recreation activities. Much like the general fitness activities, outdoor recreation activities encourage an active lifestyle, can be performed individually or within a group, and have flexible timing. The outdoor recreation activities with the most participants in 2018 include: Day Hiking at 47.9 million participants, road bicycling at 39.0 million participants, freshwater fishing at 39.0 million participants, and camping within ¼ mile of vehicle/home at 27.4 million participants, and recreational vehicle camping at 16.0 million participants.

### Five-Year Trend

Table 6 - Outdoor recreation activities with the fasted growing and fastest declining participation rates between 2013 and 2018

| FASTEST GROWING ACTIVITIES | | | FASTEST DECLINING ACTIVITIES | | |
|---|---|---|---|---|---|
| Bicycling | 58.6% | ↑ | In-line roller skating | 17.8% | ↓ |
| Day hiking | 39.2% | ↑ | Birdwatching | 12.8% | ↓ |
| Fly fishing | 18.1% | ↑ | Camping within a ¼ mile of home or vehicle | 6.3% | |
| Backpacking overnight | 16.2% | ↑ | Road bicycling | 4.5% | ↓ |
| Recreational vehicle camping | 9.8% | ↑ | -- | | |

### One-Year Trend

Table 7 - Outdoor recreation activities with the fastest growing and fastest declining participation rates between 2017 and 2018

| FASTEST GROWING ACTIVITIES | | | FASTEST DECLINING ACTIVITIES | | |
|---|---|---|---|---|---|
| Day hiking | 6.6% | ↑ | Adventure racing | 12.4% | ↓ |
| Camping within a ¼ mile of home or vehicle | 16.5% | ↑ | In-line roller skating | 4.3% | ↓ |
| Fly fishing | 18.1 % | ↑ | Overnight backpacking | 4.0 % | |

## Core versus Casual trends in Outdoor recreation

Most outdoor activities have increased participation in the past five years, with in-line roller skating, birdwatching, camping within ¼ mile of car or home, and road bicycling being the only activities decreasing in participation. This a positive trend for outdoor activities, but a large majority of participation growth came from an increase in casual users. This is likely why we see a lot more activities experiencing decreases in participation in the one-year trend, as the casual users likely found alternative activities to participate in.

## National Trends in Aquatics

Swimming is considered a lifelong activity and continues to have strong participation throughout the country. In 2018, fitness swimming was the leader in overall participation at 27.6 million participants among aquatic activities, largely due to its broad, multi generational appeal.

### Five-Year Trend

Table 8 - Aquatics activities with the fastest growing and fastest declining participation rates between 2013 and 2018

| FASTEST GROWING ACTIVITIES | | FASTEST DECLINING ACTIVITIES |
|---|---|---|
| Aquatic exercise | 24.0% ↑ | No aquatics activities have declining participation rates |
| Competitive swimming | 15.4% | |
| Fitness swimming | 4.6% | |

### One-Year Trend

Table 9 - Aquatics activities with the fastest growing and fastest declining participation rates between 2017 and 2018

| FASTEST GROWING ACTIVITIES | | FASTEST DECLINING ACTIVITIES |
|---|---|---|
| Fitness swimming | 1.6% ↑ | No aquatics activities have declining participation rates |
| Competitive swimming | 1.3% ↑ | |
| Aquatic exercise | 0.6% ↑ | |

### Core versus Casual Trends in Aquatics

Participation in all aquatic activities has increased in the past five years, primarily due to large increases in casual participation (1-49 times per year). From 2013 to 2018, casual participants of competition swimming increased by 45.5 percent, aquatic exercise by 40.0 percent, and fitness swimming by 10.7 percent. However, core participation (50+ times per year) in aquatic activities has decreased over the last five-years.

## National Trends in Water Sports + Activities

The water sports and activities with the highest participation in 2018 recreational kayaking at 11.0 million participants, canoeing at 9.1 million participants, and snorkeling at 7.8 million participants. Water activity participation varies based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has long winter seasons or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can greatly influence water activity participation.

### Five-Year Trend

Table 10 - Water sports and activities with the fastest growing and fastest declining participation rates between 2013 and 2018

| FASTEST GROWING ACTIVITIES | | | FASTEST DECLINING ACTIVITIES | | |
|---|---|---|---|---|---|
| Stand-up paddling | 73.3% | ↑ | Surfing | 21.4% | ↓ |
| Recreational kayaking | 26.4% | ↑ | Water skiing | 20.0% | ↓ |
| White water kayaking | 19.4% | ↑ | Jet skiing | 17.0% | |
| Boardsailing or windsurfing | 17.5% | ↑ | Wakeboarding | 15.7% | ↓ |
| Sea or tour kayaking | 4.1% | ↑ | Rafting | 11.3% | ↓ |

### One-Year Trend

Table 11 - Water sports and activities with the fastest growing and fastest declining participation rates between 2017 and 2018

| FASTEST GROWING ACTIVITIES | | | FASTEST DECLINING ACTIVITIES | | |
|---|---|---|---|---|---|
| Surfing | 7.2% | ↑ | Wakeboarding | 7.0% | ↓ |
| Recreational kayaking | 4.6% | ↑ | Snorkeling | 6.8% | ↓ |
| Stand-up paddling | 3.8% | ↑ | Water skiing | 5.9% | |

### Core versus Casual trends in Water Sports and Activities

As mentioned, regional, seasonal, and environmental limiting factors may influence the participation in water sports and activities. These factors may also explain why all water-based activities have drastically more casual participants than core participants, since frequencies of activities may be constrained by uncontrollable factors. These high causal user numbers are likely why most water sports/activities have experienced decreases in participation in recent years.

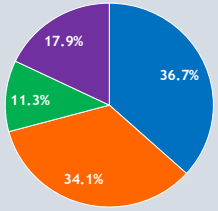
## Participation by Generation

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

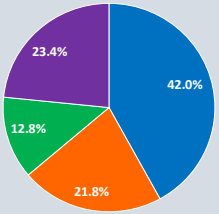
Activity Level Key

| |
|---|
| ACTIVE HIGH CALORIE<br>3 times per week with 20+ minutes of elevated heart rate |
| CASUAL HIGH CALORIE<br>1 - 2 times per week with 20+ minutes of elevated heart rate |
| LOW / MEDIUM CALORIE<br>Less than 20 minutes of elevated heart rate |
| INACTIVE<br>No physical activity in 2018 |

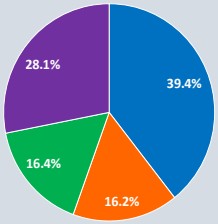
Table 12 - 2018 participation rates by generation for U.S. population ages 6 and up.



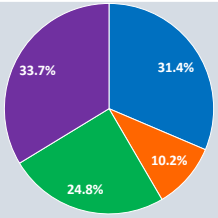

**Generation Z (born 2000+)**
Generation Z were the most active, with only 17.9 percent of the population identifying as inactive. Approximately 81 percent of individuals within this generation were deemed high calorie burning in 2018; with 36.7 percent being active high calorie and 34.1 percent being casual high calorie.




**Millennials (born 1980-1999)**
Almost half of millennials were active high calorie at 42.0 percent or casual high calorie at 11.3 percent, while 23.4 percent claimed they were inactive. Even though this inactive rate is much higher than Generation Z's, it is still below the national inactive rate of 28 percent.




**Generation X (born 1965-1979)**
Generation X has the second highest rate of active high calorie activity at 39.4 percent. At the same time, they also have the second highest inactive rate, with 28.1 percent not active at all.




**The Boomers (born 1945-1964)**
The Boomers were the least active generation, with an inactive rate of 33.7 percent. This age group tends to participate in less intensive activities. Approximately 34 percent claimed to engage in casual and low/med calorie activity, while 31.4 percent reported active high calorie activity.

## Non-Participant Interest by Age Segment

In addition to participation rates by generation, SFIA also tracks non-participant interest. These are activities that the U.S. population currently does not participate in due to physical or monetary barriers, but is interested in participating in. Below are the top five activities that each age segment would be most likely to partake in, if they were readily available.

Overall, the activities most age segments are interested in include: camping, bicycling, fishing, and swimming for fitness. Each of these activities are low-impact activities, making them obtainable for any age segment to enjoy.

| AGES 6 - 12 | AGES 13 - 17 | AGES 18 - 24 | AGES 25 - 34 |
|---|---|---|---|
| Soccer | Camping | Camping | Stand-up paddling |
| Fishing | Fishing | Martial arts | Swimming for fitness |
| Swimming on a team | Basketball | Backpacking | Camping |
| Camping | Working out with weights | Snowboarding | Bicycling |
| Martial Arts | Running and jogging | Climbing | Surfing |

| AGES 35 - 44 | AGES 45 - 54 | AGES 55 - 64 | AGES 65 AND UP |
|---|---|---|---|
| Stand-up paddling | Camping | Bicycling | Bird and wildlife viewing |
| Swimming for fitness | Working out with weights | Bird and wildlife viewing | Fishing |
| Camping | Stand-up paddling | Working out with machines | Working out with machines |
| Working out with weights | Bicycling | Camping | Swimming for fitness |
| Bicycling | Swimming for fitness | Fishing | Hiking |

## NATIONAL AND REGIONAL PROGRAMMING TRENDS

NRPA's **Agency Performance Review 2019** summarizes key findings from NRPA Park Metrics, a benchmark tool that compares the management and planning of operating resources and capital facilities of park and recreation agencies. The report contains data from 1,075 park and recreation agencies across the U.S. as reported between 2016 and 2018.

Based on this year's report, the typical agency (i.e., those at the median) offers 175 programs annually, with roughly 63 percent of those programs being fee-based activities/events.

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

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

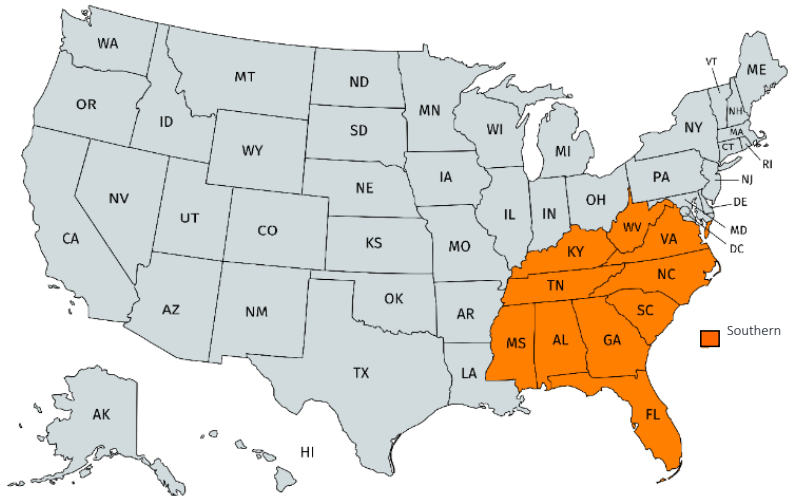



Table 13 - The core program areas Parks and Recreation agencies offer most frequently national and regionally in the southeastern U.S.

| SOUTHEASTERN U.S. (% OF AGENCIES OFFERING) | NATIONALLY (% OF AGENCIES OFFERING) |
|---|---|
| 88% provide team sports | 87% provide themed special events |
| 87% provide social recreation events | 87% provide team sports |
| 87% provide themed special events | 86% provide social recreation events |
| 88% provide health and wellness education | 79% provide health and wellness education |
| 88% provide fitness enhancement classes | 77% provide fitness enhancement classes |

Overall, southern region parks and recreation agencies are very similar to the U.S. median regarding program offerings. However, Southern agencies are currently offering safety training, aquatics, performing arts, and golf programs at a lesser rate than the national average.

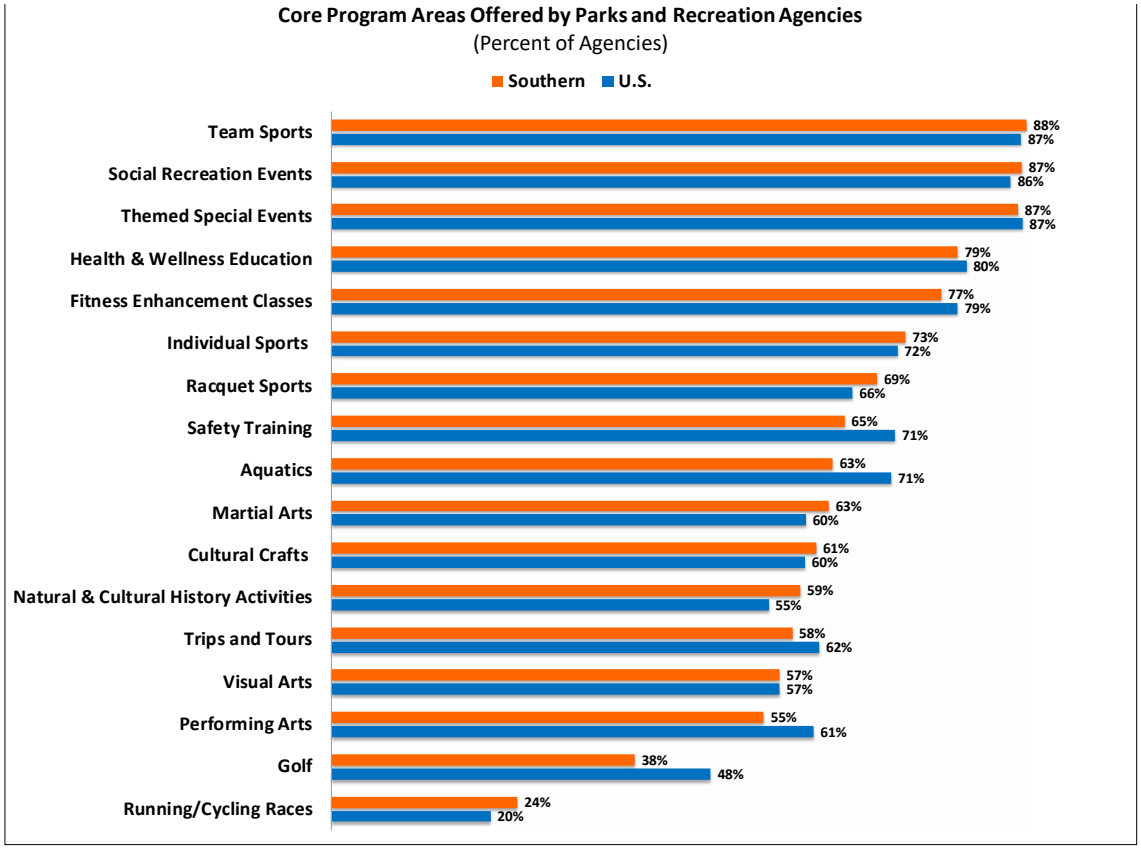



Figure 12 - Core program areas offered by parks and recreation agencies

### Targeted Programs for Children, Seniors, and People with Disabilities

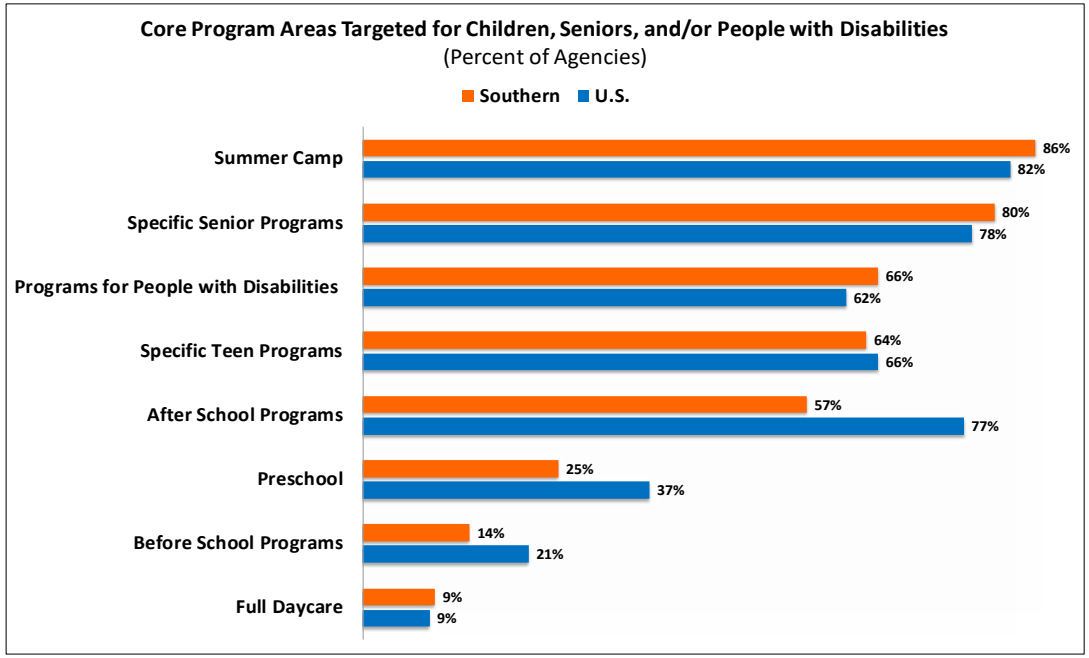
For a better understanding of targeted programs (programs that cater to a specific age segment, demographic, etc.), NRPA also tracks program offerings that are dedicated specifically to children, seniors, and people with disabilities. This allows for further analysis of these commonly targeted populations on a national and regional basis.

Based on information reported to the NRPA, the top three targeted programs offered by park and recreation agencies, nationally and regionally, are described in the table below. A complete comparison of regional and national targeted program offerings can be found in the graph below.

Agencies in the southern region tend to offer targeted programs at a lower rate than the national median. Southern agencies are currently offering after school programs, preschool programs, and before school programs at a significantly lower rate than the national average.

Table 14 - The core program areas targeting children, seniors and people with disabilities that parks and recreation agencies offer most frequently nationally and in the southeastern U.S.

| SOUTHEASTERN U.S. (% OF AGENCIES OFFERING) | NATIONALLY (% OF AGENCIES OFFERING) |
|---|---|
| 86% provide summer camp | 82% provide summer camp |
| 87% provide senior programs | 78% provide senior programs |
| 87% provide disability programs | 77% provide after school programs |



## Local Sport and Leisure Market Potential

The following charts show sport and leisure market potential data for Fayetteville and Cumberland County, as provided by ESRI. The Market Potential Index measures the probable demand for a product or service within a given service area. The Market Potential Index shows the likelihood that an adult resident living within the target area will participate in certain activities when compared to the U.S. national average. National demand for all activities is indexed at 100. Therefore, numbers below 100 represent below average participation rates, and numbers above 100 represent above average participation rates. This analysis the Market Potential Index based on the following categories: general sports, fitness, outdoor activity, and commercial recreation.

These Market Potential Index scores show that both the City and County residents are somewhat active and have a strong participation presence when it comes to recreational activities. This is significant when Department considers starting up new programs or building new facilities, giving them a strong tool to estimate resident attendance and participation.

Overall, Fayetteville and Cumberland County both demonstrates average Market Potential Index ranging from to 86 Market Potential Index for visiting an indoor water park in last 12 months to 120 Market Potential Index for basketball. General sports demonstrated the highest Market Potential Index for both Fayetteville and Cumberland County with basketball, football, and softball all scoring well above the national demand.

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

### General Sports Market Potential

When analyzing the general sports Market Potential Index chart, basketball, football, and softball are the most popular activities both the City and County residents when compared to the national average.

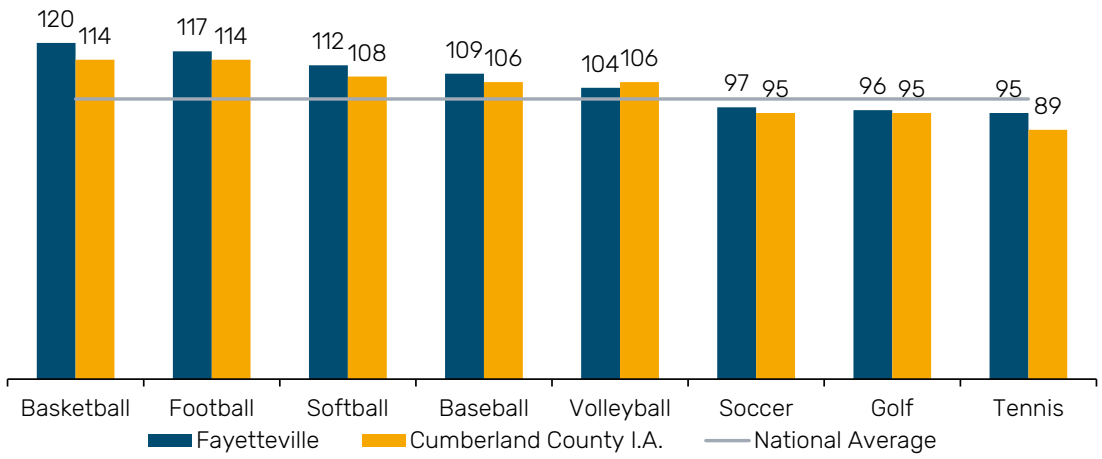



Figure 13 - General sports market potential index

## Fitness Market Potential

The fitness MPI chart shows jogging/running, aerobics, and pilates as the most popular activities among the City's residents when compared to the national average.

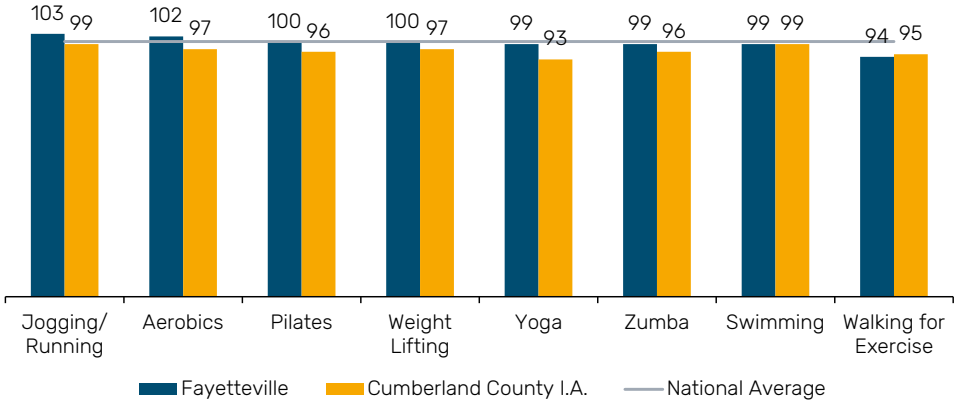



Figure 14 - General fitness market potential index

## Outdoor Activity Market Potential

When analyzing the outdoor activity MPI chart, fresh water fishing, bicycling, and boating are the most popular activities among Fayetteville residents when compared to the national average.

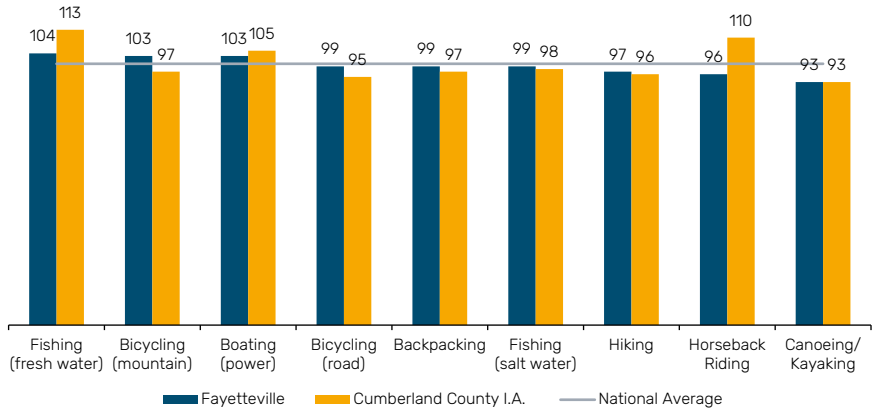



*Figure 15 - Outdoor activity market potential index*

## Commercial Recreation Market Potential

The commercial recreation Market Potential Index chart shows higher scores for spent $1-$99 on sports/recreation equipment, did painting/drawing, and visited a zoo as the most popular activities among City residents when compared to the national average.

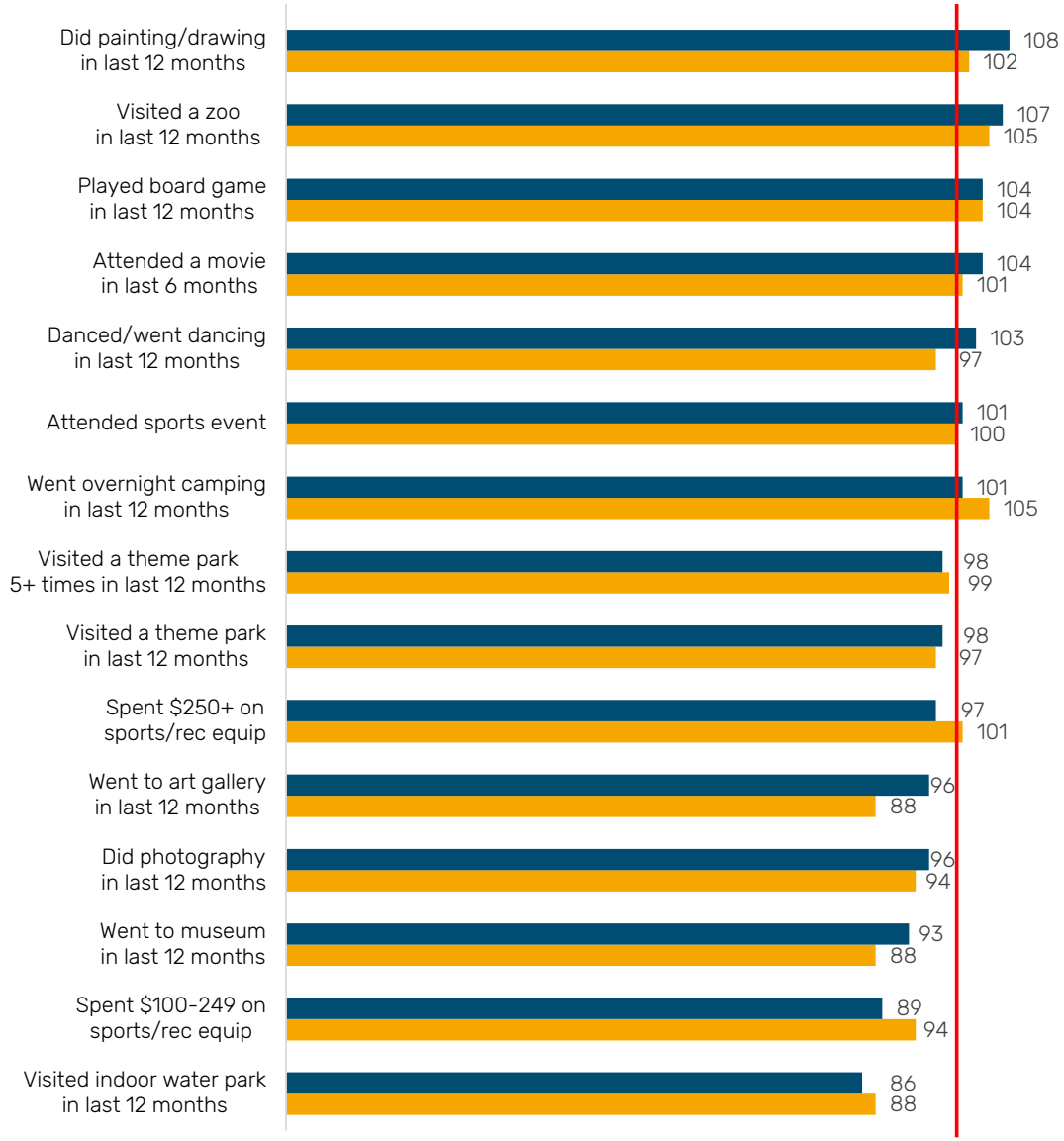



*Figure 16 - Commercial recreation participation trends*

# INVENTORY + ANALYSIS

## IN THIS CHAPTER

Parkland
Programming
Operations

**INVENTORY + ANALYSIS**

**The inventory and analysis is a detailed catalogue of the data that informs this plan's goals, objectives, and action items. The inventory and analysis details the Department's existing and future parkland. programming, and operations. Each of these items is covered in detail in the following sections. The contents of each item is listed below.**

## Parkland

- National Recreation and Parks Association Classification Standards
- Proposed Fayetteville-Cumberland Park Classification Standards
  - Pocket park
  - Neighborhood park
  - Community park
  - Sports Complex
  - Regional park
  - Greenway, multi-use path, and trail
  - Urban park
  - Joint use facility
  - Special use park or facility
  - Public right of way
  - Heritage Park
  - Open space and natural area
- Maintenance Standard

## Programming

- Community Characteristics
- Core Program Analysis
- Program Analysis
- Program Classification Analysis
- Program Standards and Performance Measures
- Similar Provider Analysis
- Marketing
- Website
- Best Practices

## Operations

- Service and Function Classification Process
- Core Service Area Analysis
  - Leadership
  - Security
  - Business
  - Park Division
  - Recreation Division
  - Facilities Core

The purpose of the park classification system is to further define existing design best practices for the Department to understand park usage and programming, site selection, maintenance standards and design standards for a park. The park classification system can be used both to understand the maintenance needs and design standards suitable for an existing park based on park size and park use, or it can be used to inform site selection, design standards and maintenance requirements for a future park as land is acquired. When properly applied, the park classification system will result in a park system that is diverse, cohesive, well-maintained and safe.

This section includes a description of the NRPA park classification system, and a description of additional classifications developed especially for the Fayetteville-Cumberland Parks and Recreation Department.

## National Recreation + Parks Association Park Classification Standards

The park classification system categorizes parks based on size and facility offerings and generates an associated service radius for the park based on those characteristics. While no two parks are the same or serve the same needs, the Park Classification framework is a planning tool that helps City and County staff understand their current park infrastructure and conceptualize the needs of individual parks based on their classification.

The classification includes a corresponding service area, which is the estimated region from which that park will draw visitors. A service area illustrates which areas are well-served by the existing park system, and which areas are deficient (i.e. that area is not within any park's service area). Park classifications also illustrate level of service standards by quantifying the number of acres of each park classification per population the City should provide. For example, for every 1,000 people, 2 acres of neighborhood park are recommended.

### National Recreation and Parks Association Park Classification Standards

These classifications are created by the National Recreation and Parks Association and are based on data gathered from parks departments across the country over many years.

| PARK TYPE | PARK SIZE | SERVICE AREA RADIUS |
|---|---|---|
| Pocket Park | 0-3 Acres | 0.25 Miles |
| Neighborhood Park | 3-10 Acres | 0.5 Miles |
| Community Park | 10-30+ Acres | 2 Miles |
| Regional Park | >100 Acres | 50 Miles |
| Sports Complex | 4-16 sports fields or courts | Determined by community demand |
| Special Use Park or Facility | Varies | Varies |
| Greenbelts and Multi Use Paths | 30-ft ROW with 10-ft paved path | Varies |
| Open Space and Natural Areas | Varies | Varies |

### Shortcomings of existing park classification system

In 1995, the National Recreation and Parks Association (NRPA) updated their list of Parks and Open Space classifications that served as the national standard. The national park and open space classification standards provide a useful reference point for conceptualizing municipal park systems, but do not provide enough consideration for a local jurisdiction's unique context, history, and existing parks and open space plan. Furthermore, the classification fails to consider programming, value -added amenities, design and maintenance standards, or accessibility regarding walking, biking, public transit or true drive times. The NRPA advises against an individual city's wholesale adoption of the national standards.

In their 2016 Field Report, the NRPA states "park and recreation agencies are as diverse as the towns, cities, and counties they serve. Agencies not only differ in size and service offerings, but also in what their core mission is when serving their communities."

Thus, the NRPA park and open space classifications are included here as a starting point. All information included in the proposed Fayetteville-Cumberland Park Classification Standards is tailored to the City and County's unique context. Additional classifications account for the diversity of the parkland types within Fayetteville-Cumberland park system, and specific design and maintenance standards provide a finer level of detail than the national standards offer.

### Previous Classifications

The 2006 Fayetteville-Cumberland Parks and Recreation Master Plan expanded on the previous 1984 Fayetteville Urban Area Parks and Recreation Master Plan and 1994 Strategic Recreation Plan. The 2006 Master Plan established the following park classifications contained a brief description and design standards for service area, acreage per population ratio, minimum size and typical facilities. Since the implementation of the 2006 Master Plan, the Department has added two additional park classifications to better quantify the types of facilities provides. The current park classifications include:

- Pocket park
- Neighborhood Park
- Community Park
- Community + Recreation Center
- Regional Park
- Sports Complex
- Special Use
- Historical Site
- Greenway/Green Space
- Linear Park

## Proposed Fayetteville-Cumberland Park Classification Standards

The proposed park classifications expand on and provide additional design guidelines to the existing classifications. Additional classifications have also been provided to better serve the wide variety of park typologies found within Fayetteville-Cumberland's park system.

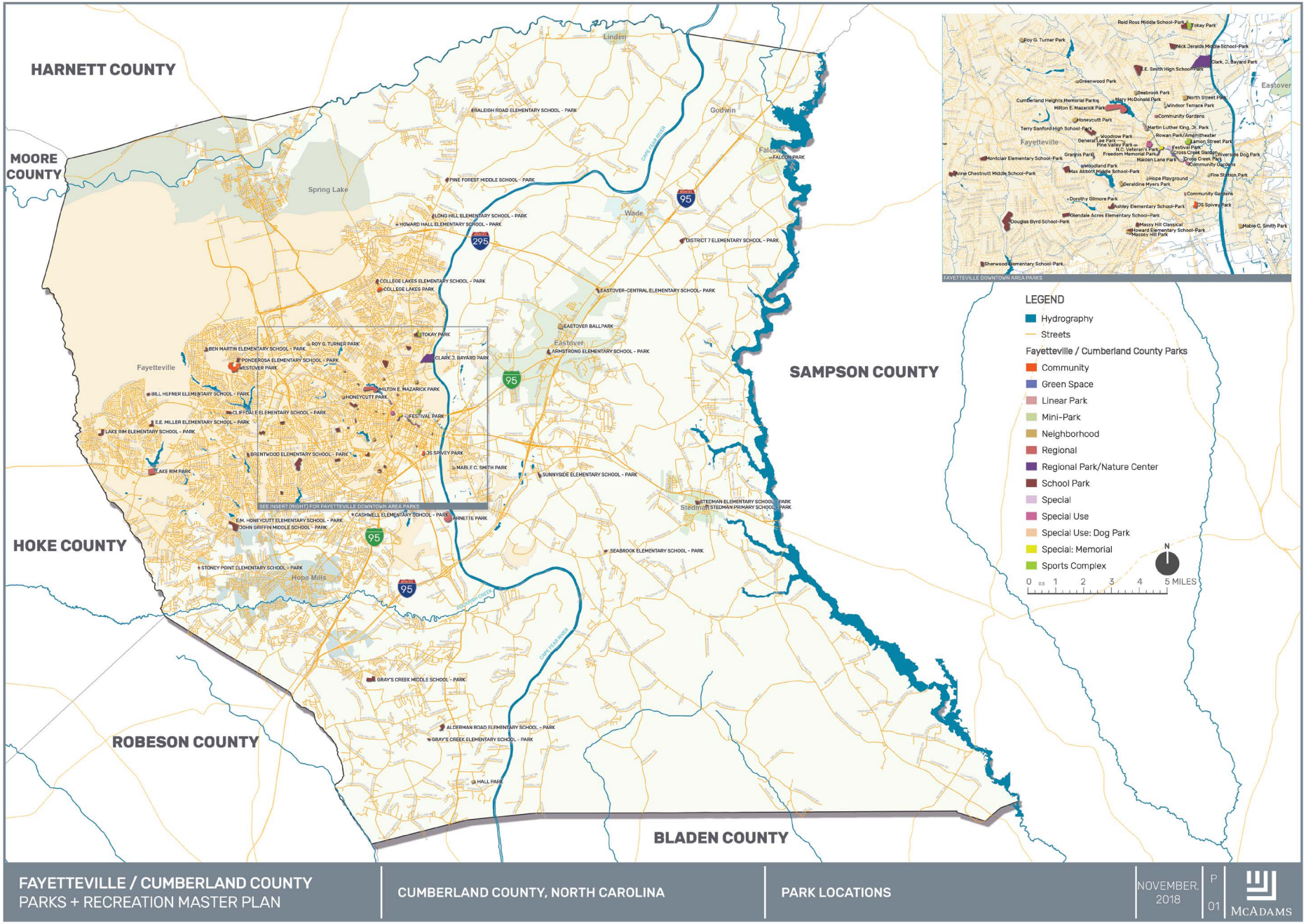
The project team has developed park design standards to act as a framework for designing and building amenities and facilities in a consistent manner to achieve the overarching goals of the Department. These goals include, but are not limited to, ADA accessibility, visual appeal, safety. However, these standards allow enough flexibility for parks to have their own unique and identifiable character.

The newly proposed park and open space classifications are as follows:

- Pocket park
- Neighborhood Park
- Community Park
- Sports Complex
- Regional Park
- Greenways, Multi-use Paths and Trails
- Urban Park
- Joint-Use Facilities
- Special Use Facilities
- Right-of-Ways
- Heritage Parks
- Open Space + Natural Area

| | PARK NAME | ACREAGE | PARK CLASSIFICATION |
|---|---|---|---|
| 1 | General Lee Park | 0.09 | Pocket Park |
| 2 | Cumberland Heights Memorial Park | 0.6 | Heritage Park |
| 3 | Cumberland Heights Park | 0.8 | Pocket Park |
| 4 | Freedom Memorial Park | 0.9 | Heritage Park |
| 5 | Pine Valley Park | 0.9 | Pocket Park |
| 6 | Grannis Park | 1.4 | Pocket Park |
| 7 | Woodrow Park | 1.4 | Pocket Park |
| 8 | Hope Playground | 1.5 | Pocket Park |
| 9 | Maiden Lane Park | 1.5 | Pocket Park |
| 10 | EE Miller Recreation | 1.9 | Pocket Park |
| 11 | Mary McDonald Park | 1.5 | Pocket Park |
| 12 | Windsor Terrace Park | 2.2 | Pocket Park |
| 13 | Fire Station Park | 3.0 | Pocket Park |
| 14 | Massey Hill School | 3.0 | Joint Use Facility |
| 15 | Cross Creek Garden | 3.4 | Heritage Park |
| 16 | Greenwood Park | 3.5 | Neighborhood Park |
| 17 | North Street Park | 3.5 | Neighborhood Park |
| 18 | EE Smith High School | 4.0 | Joint Use Facility |
| 19 | Jessie Brayboy Park | 4.0 | Neighborhood |
| 20 | Downtown Linear Park | 5.0 | Greenway, Multi-use Path + Trails |
| 21 | Howard Elementary School | 5.0 | Joint Use Facility |
| 22 | Seventy First Middle School | 5.0 | Joint Use Facility |
| 23 | Terry Sanford Sr. High | 5.0 | Joint Use Facility |

| | | | |
|---|---|---|---|
| 24 | Mable C. Smith Park | 6.1 | Neighborhood |
| 25 | Glen Reilly Park | 6.5 | Neighborhood |
| 26 | Hall Park | 7.0 | Neighborhood |
| 27 | Woodland Park | 7.5 | Open Space + Natural Area |
| 28 | Ashley Elementary School | 8.0 | Joint Use Facility |
| 29 | Ben Martin School | 8.0 | Joint Use Facility |
| 30 | Festival Park | 8.0 | Neighborhood Park |
| 31 | JS Spivey | 8.0 | Neighborhood Park |
| 32 | Roy G Turner Park | 8.0 | Neighborhood Park |
| 33 | Senior Citizens Center | 8.0 | Neighborhood Park |
| 34 | Anne Chestnut Middle School | 10.0 | Joint Use Facility |
| 35 | Bill Hefner | 10.0 | Joint Use Facility |
| 36 | Brentwood School | 10.0 | Joint Use Facility |
| 37 | College Lakes Recreation + Elementary School | 10.0 | Joint Use Facility |
| 38 | E E Miller School | 10.0 | Joint Use Facility |
| 39 | Lewis Chapel School | 10.0 | Joint Use Facility |
| 40 | Seventy First High School | 10.0 | Joint Use Facility |
| 41 | College Lakes Park | 11.5 | Neighborhood Park |
| 42 | Godwin Park | 12.2 | Neighborhood Park |
| 43 | Myers, Geraldine Park | 12.2 | Neighborhood Park |
| 44 | Honeycutt Park | 12.3 | Neighborhood Park |
| 45 | Eastover Recreation | 12.7 | Neighborhood Park |
| 46 | Martin Luther King Jr. Park | 13.0 | Heritage Park |
| 47 | Montclair Elementary School | 13.0 | Joint Use Facility |
| 48 | Cliffdale Recreation and Elementary School | 13.6 | Joint Use Facility |
| 49 | Seabrook Park | 14.3 | Neighborhood Park |
| 50 | Lake Rim Elementary School | 15.0 | Joint Use Facility |
| 51 | Max Abbott Middle School | 15.0 | Joint Use Facility |
| 52 | Ponderosa Elementary School | 15.0 | Joint Use Facility |
| 53 | Reid Ross Middle School | 15.0 | Joint Use Facility |
| 54 | Smith Recreation | 15.0 | Community Park |
| 55 | Rowan Park/Amphitheatre | 15.1 | Community Park |
| 56 | Sherwood Park | 16.23 | Community Park |
| 57 | Lamon Street Park | 16.6 | Sports Complex |
| 58 | Westover Park | 19.6 | Community Park |
| 59 | Glendale Elementary School | 20.0 | Joint Use Facility |
| 60 | Nick Jeralds Middle School | 20.0 | Joint Use Facility |
| 61 | Tokay Park | 20.24 | Community Park |
| 62 | Massey Hill Park | 21.2 | Community Park |
| 63 | Gilmore, Dorothy Park | 22.3 | Community Park |
| 64 | Cape Fear River Trail | 27.0 | Greenway, Multi-use Path + Trails |
| 65 | Lake Rim Park | 30.0 | Community Park |
| 66 | Douglas Byrd School/Park | 40.0 | Joint Use Facility |
| 67 | Riverside Dog Park | 53.38 | Regional Park |
| 68 | Clark, J. Bayard Park | 76.0 | Regional Park |
| 69 | Mazarick, Milton E. Park 1 | 80.0 | Regional Park |
| 70 | Mazarick, Milton E. Park 2 | 80.0 | Regional Park |
| 71 | Arnette Park | 100.00 | Regional Park |


HARNETT COUNTY
MOORE COUNTY
HOKE COUNTY
ROBESON COUNTY
BLADEN COUNTY
SAMPSON COUNTY
Linden
Godwin
Falcon
Spring Lake
Wade
Fayetteville
Eastover
Stedman
Hope Mills
RALEIGH ROAD ELEMENTARY SCHOOL - PARK
PINE FOREST MIDDLE SCHOOL - PARK
LONG HILL ELEMENTARY SCHOOL - PARK
HOWARD HALL ELEMENTARY SCHOOL - PARK
DISTRICT 7 ELEMENTARY SCHOOL - PARK
FALCON PARK
COLLEGE LAKES ELEMENTARY SCHOOL - PARK
COLLEGE LAKES PARK
EASTOVER-CENTRAL ELEMENTARY SCHOOL - PARK
EASTOVER BALLPARK
ARMSTRONG ELEMENTARY SCHOOL - PARK
TOKAY PARK
ROY G. TURNER PARK
BEN MARTIN ELEMENTARY SCHOOL - PARK
PONDEROSA ELEMENTARY SCHOOL - PARK
WESTOVER PARK
CLARK J. BAYARD PARK
BILL HEFNER ELEMENTARY SCHOOL - PARK
MILTON E. MAZARICK PARK
HONEYCUTT PARK
CLIFFDALE ELEMENTARY SCHOOL - PARK
FESTIVAL PARK
E.E. MILLER ELEMENTARY SCHOOL - PARK
LAKE RIM ELEMENTARY SCHOOL - PARK
BRENTWOOD ELEMENTARY SCHOOL - PARK
JS SPIVEY PARK
LAKE RIM PARK
MABLE C. SMITH PARK
SUNNYSIDE ELEMENTARY SCHOOL - PARK
SEE INSERT (RIGHT) FOR FAYETTEVILLE DOWNTOWN AREA PARKS
CASHWELL ELEMENTARY SCHOOL - PARK
ARNETTE PARK
E.M. HONEYCUTT ELEMENTARY SCHOOL - PARK
JOHN GRIFFIN MIDDLE SCHOOL - PARK
STEDMAN ELEMENTARY SCHOOL - PARK
STEDMAN PRIMARY SCHOOL - PARK
SEABROOK ELEMENTARY SCHOOL - PARK
STONEY POINT ELEMENTARY SCHOOL - PARK
GRAY'S CREEK MIDDLE SCHOOL - PARK
ALDERMAN ROAD ELEMENTARY SCHOOL - PARK
GRAY'S CREEK ELEMENTARY SCHOOL - PARK
HALL PARK
LEGEND
Hydrography
Streets
Fayetteville / Cumberland County Parks
Community
Green Space
Linear Park
Mini-Park
Neighborhood
Regional
Regional Park/Nature Center
School Park
Special
Special Use
Special Use: Dog Park
Special: Memorial
Sports Complex
N
0 0.5 1 2 3 4 5 MILES
FAYETTEVILLE DOWNTOWN AREA PARKS
FAYETTEVILLE / CUMBERLAND COUNTY
PARKS + RECREATION MASTER PLAN
CUMBERLAND COUNTY, NORTH CAROLINA
PARK LOCATIONS
NOVEMBER, 2018
P 01
MCADAMS

### Pocket Park

Pocket parks are small open spaces with an urban feel that serve as play areas for children, spaces for relaxing and socializing, taking lunch breaks, and even small event spaces. Successful pocket parks are accessible for pedestrians, allow people to engage in self-led recreational activities such as playing or relaxing and are comfortable and inviting spaces where visitors can expect to interact with friends and neighbors. In general, pocket parks offer minimal amenities on site and are not designed to support programmed activities, except for small neighborhood events such as farmers markets or shelter rentals. The service area for pocket parks is usually less than a quarter-mile and they are intended for users within close walking distance of the park.

This type of park may be found in a public park system, but are also commonly designed, constructed and maintained as a commonly held area within a private residential development and managed by a homeowners' association or as part of a building plaza. Pocket parks may also be located on underutilized urban land repurposed for parks or on the "in-between" spaces in urban environments.

Fayetteville-Cumberland Parks and Recreation currently offers 11 pocket parks located throughout the park system.

| | PARK NAME | PARK ACREAGE | PARK CLASSIFICATION |
|---|---|---|---|
| 1 | General Lee Park | 0.09 | Pocket Park |
| 2 | Cumberland Heights Park | 0.8 | Pocket Park |
| 3 | Pine Valley Park | 0.9 | Pocket Park |
| 4 | Grannis Park | 1.4 | Pocket Park |
| 5 | Woodrow Park | 1.4 | Pocket Park |
| 6 | Maiden Lane Park | 1.5 | Pocket Park |
| 7 | Hope Playground | 1.5 | Pocket Park |
| 8 | EE Miller Recreation | 1.9 | Pocket Park |
| 9 | Mary McDonald Park | 1.5 | Pocket Park |
| 10 | Windsor Terrace Park | 2.2 | Pocket Park |
| 11 | Fire Station Park | 3.0 | Pocket Park |

## Neighborhood Park

Neighborhood parks are the basic unit of the park system and offer a variety of recreational opportunities close to places where people live, work, and play. Ideally around 10 acres in size, neighborhood parks likely receive daily use and provide both active and passive recreation opportunities. Programmed space can include ballfields, playgrounds, sports courts and play fields. At least 50 percent of the site should remain as open space, such as wooded or conservation areas, to serve as a buffer between the park and adjacent uses.

Neighborhood parks are best served when connected to a greenway system and provide important nodes or hubs within an area's larger open space pattern. These parks are integrated into the neighborhood land use pattern and often have little or no parking to prioritize walking to the destination instead of driving.

Fayetteville-Cumberland Parks and Recreation currently offers 14 neighborhood parks throughout the park system. As a joint agency between the City of Fayetteville and Cumberland County, the Fayetteville-Cumberland Parks and Recreation will be responsible for the development of neighborhood parks.

| | PARK NAME | PARK ACREAGE | PARK CLASSIFICATION |
|---|---|---|---|
| 1 | Greenwood Park | 3.5 | Neighborhood Park |
| 2 | North Street Park | 3.5 | Neighborhood Park |
| 3 | Jessie Brayboy Park | 4.0 | Neighborhood Park |
| 4 | Mable C. Smith Park | 6.1 | Neighborhood Park |
| 5 | Glen Reilly Park | 6.5 | Neighborhood Park |
| 6 | Hall Park | 7.0 | Neighborhood Park |
| 7 | JS Spivey | 8.0 | Neighborhood Park |
| 8 | Roy G Turner Park | 8.0 | Neighborhood Park |
| 9 | Senior Citizens Center | 8.0 | Neighborhood Park |
| 10 | College Lakes Park | 11.5 | Neighborhood Park |
| 11 | Godwin Park | 12.2 | Neighborhood Park |
| 12 | Myers, Geraldine Park | 12.2 | Neighborhood Park |
| 13 | Honeycutt Park | 12.3 | Neighborhood Park |
| 14 | Eastover Recreation | 12.7 | Neighborhood Park |

### Community Park

Community parks are accessible to multiple neighborhoods and should focus on meeting community-based recreational needs, as well as preserving unique landscapes and open spaces. This park should be large enough to adequately accommodate multiple amenities. A variety of outdoor recreational opportunities should be offered, such as multiple athletic fields or a combination of multiple uses and may include indoor recreation facilities.

Community parks should offer passive recreational opportunities alongside more active programming. This park type often contains varying topography, multiple vegetative communities and typically one or more natural water feature(s), such as a lake, river or creek. As such, these parks offer access to unique landscapes and can preserve natural habitat. It is important to link these community parks within the pattern of green space as they offer a broader variety of park facilities. Unprogrammed open space may provide greenway access to other parks or natural features.

Fayetteville-Cumberland Parks and Recreation currently offers 8 community parks throughout the park system. Development of community parks may fall under the jurisdiction of the Fayetteville-Cumberland Parks and Recreation, the municipality or the county agency.

| | PARK NAME | PARK ACREAGE | PARK CLASSIFICATION |
|---|---|---|---|
| 1 | Smith Recreation | 15.0 | Community Park |
| 2 | Rowan Park/Amphitheatre | 15.1 | Community Park |
| 3 | Sherwood Park | 16.23 | Community Park |
| 4 | Westover Park | 19.6 | Community Park |
| 5 | Tokay Park | 20.24 | Community Park |
| 6 | Massey Hill Park | 21.2 | Community Park |
| 7 | Gilmore, Dorothy Park | 22.3 | Community Park |
| 8 | Lake Rim Park | 30.0 | Community Park |

### Sports Complex

The intent of sports complexes is to be a key source of active recreation in the community. Although these parks may contain amenities often found in community parks, sports complexes are developed to support tournament competition by providing four to 16 fields or courts in one setting. A sports complex may also support extreme sports facilities, such as BMX and skateboarding. Sports complexes can be single focused or multi-focused and can include indoor or outdoor facilities to serve the needs of both youth and adults. Agencies developing sports complexes focus on meeting the needs of residents while also attracting sport tournaments for economic purposes to the community.

Sport field design includes appropriate field distances for each sport's governing body and support amenities designed to produce revenue to offset operational costs. Signature sports complexes include enhanced amenities such as artificial turf, multipurpose field benches and bleachers, scoreboards, amplified sound, scorer's booths, etc. Enhanced amenities would be identified through discussion between the jurisdiction, the school district, and sports associations, dependent upon adequate funding. Oftentimes the site for sports complexes are relatively flat to avoid the need for excessive site work. Passive recreation opportunities are limited to buffers and undisturbed areas. As such, sites without significant ecological or vegetative features are acceptable and preferred.

Fayetteville-Cumberland Parks and Recreation currently offers 1 sports complex throughout the park system. Development of a sports complex may fall under the jurisdiction of the Fayetteville-Cumberland Parks and Recreation, the municipality or the county agency.

| | PARK NAME | PARK ACREAGE | PARK CLASSIFICATION |
|---|---|---|---|
| 1 | Lamon Street Park | 16.6 | Sports Complex |

### Regional Park

Regional parks offer large-scale recreational opportunities and tend to offer access for residents and regional visitors to pursue passive recreation, such as boating, camping, hiking, self-guided environmental education, or exploration, Regional parks can be managed as nature preserves and can protect high-quality natural areas for their unique ecological characteristics, diverse land formations and a variety of vegetation and wildlife. Sites chosen as regional parks should contain natural topography, multiple vegetative communities and typically one or more natural water feature(s), such as a lake, river or creek.

These large tracts of land can offer unique recreational opportunities suited to larger areas such as disc golf, mountain biking, or equestrian riding, while still offering more traditional recreational opportunities like camping, playgrounds, play lawns, or athletic fields and courts. Most of the park should be set aside for passive recreation and complimented with appropriate active recreation.

Due to the large area of parkland required, regional parks are typically acquired and developed by several agencies on the national, state and county level.

| | PARK NAME | PARK ACREAGE | PARK CLASSIFICATION |
|---|---|---|---|
| 1 | Riverside Dog Park | 53.38 | Regional Park |
| 2 | Clark, J. Bayard Park | 76.0 | Regional Park |
| 3 | Mazarick, Milton E. Park 1 | 80.0 | Regional Park |
| 4 | Mazarick, Milton E. Park 2 | 80.0 | Regional Park |
| 5 | Arnette Park | 100.00 | Regional Park |

## Greenways, Multi-Use Paths + Trails

Greenways, multi-use paths, and trails are essential elements of a park system, creating connections between recreational spaces, serving as recreational spaces themselves, and providing linkages among the places where people live, work, and play. Trails and paths serve many purposes. Recreationally, they provide resource based outdoor recreational opportunities and offer safe routes for biking, walking, running and other forms of alternative transportation. In addition, they allow the community to be in harmony with the nature environmental. Economically, greenways, multi-use paths and trails are known to increase adjacent property values.

A greenway, path, or trail may be paved, gravel, or natural surface, depending on its purpose and intended use. These trails may connect users to destinations outside of parks, or provide loops for walking, jogging, or running. Trails located in larger natural areas, such as a regional park, may accommodate equestrian activities. Trails are frequently in locations where people can interact with natural features such as forests or streams and are opportunities to use otherwise undevelopable land such as utility easements and stream buffers.

Connectivity is key for creating a comprehensive greenways and trails system but in reality, trail plans are often implemented piecemeal, only achieving true connectivity after years of dedicated effort. Greenways, multi-use paths, and trails should receive their own planning effort to ensure regional connectivity and long-term viability. Any standards contained herein should ultimately coordinate with relevant transportation or greenway plans.

Fayetteville-Cumberland Parks and Recreation currently offers over 27 miles of greenway, multi-use paths and trails throughout the park system. Development of a greenway system may fall under multiple agencies including the Fayetteville-Cumberland Parks and Recreation, the municipality or the county agency.

| | PARK NAME | PARK ACREAGE | PARK CLASSIFICATION |
|---|---|---|---|
| 1 | Cape Fear River Trail | 27.0 | Greenway, Multi-use Path + Trails |
| 2 | Downtown Linear Park | 5.0 | Greenway, Multi-use Path + Trails |

### Urban Park

Urban parks are pedestrian-oriented facilities and amenities located in a Downtown Districts or more dense areas of the City or County. These facilities provide visual enhancement of the streetscape, establish a sense of place, present opportunities for social interaction, offer an experience of outdoor urban spaces and provide interaction with local performing and visual arts.

Generally integrated or associated with downtown businesses, urban park facilities are highly visible amenities and streetscapes intended to accommodate high pedestrian traffic. Successful urban parks are easily accessed by non-motorized transportation for short-term, informal activities during lunch and after-work hours. Urban style plazas, town commons, street-side cafes, enhanced streetscapes, water features, urban trailheads and other pedestrian-oriented facilities that provide ample seating and high-quality materials establish a sense of place and foster social interactions. Playgrounds, garden spaces and water features are other amenities that may be found at an urban park.

Fayetteville-Cumberland Parks and Recreation currently offers no designated urban parks throughout the park system; however, several mini-parks are located in urban areas. As a joint agency between the City of Fayetteville and Cumberland County, the Fayetteville-Cumberland Parks and Recreation will be responsible for the development of neighborhood parks.

## Joint-Use Facilities

Joint-use facilities allow public agencies to maximize the shared use of facilities and valuable land resources. Parks and Recreation Department will enter an agreement with another entity, such as the local school system, local businesses and other public departments, to benefit from the shared use of parkland or facilities. Though these agreements, the Parks and Recreation Department becomes a partner with the other entity, agreeing on responsibilities related to the development, maintenance and operation of these facilities. Joint-venture facilities are only successful when roles, responsibilities and the use of facilities are outlined in a mutually agreed upon joint use agreement between both parties.

The shared use of indoor amenities may include gymnasiums, classrooms, or community rooms. Outdoor amenities may include ball fields, playgrounds, picnic shelters or open play areas. Elementary schools often offer amenities related to neighborhood parks while middle and high schools can provide amenities similar to a community park or a youth sports complex.

Fayetteville-Cumberland Parks and Recreation currently offers 23 joint-use facilities throughout the park system. Development of a joint use facility may fall under multiple agencies including the Fayetteville-Cumberland Parks and Recreation, the municipality or the county agency.

| | PARK NAME | PARK ACREAGE | PARK CLASSIFICATION |
|---|---|---|---|
| 1 | Massey Hill School | 3.0 | Joint Use Facility |
| 2 | EE Smith High School | 4.0 | Joint Use Facility |
| 3 | Howard Elementary School | 5.0 | Joint Use Facility |
| 4 | Seventy First Middle School | 5.0 | Joint Use Facility |
| 5 | Terry Sanford Sr. High | 5.0 | Joint Use Facility |
| 6 | Ashley Elementary School | 8.0 | Joint Use Facility |
| 7 | Ben Martin School | 8.0 | Joint Use Facility |
| 8 | Anne Chestnut Middle School | 10.0 | Joint Use Facility |
| 9 | Bill Hefner | 10.0 | Joint Use Facility |
| 10 | Brentwood School | 10.0 | Joint Use Facility |
| 11 | College Lakes Recreation + Elementary School | 10.0 | Joint Use Facility |
| 12 | E E Miller School | 10.0 | Joint Use Facility |
| 13 | Lewis Chapel School | 10.0 | Joint Use Facility |
| 14 | Seventy First High School | 10.0 | Joint Use Facility |
| 15 | Montclair Elementary School | 13.0 | Joint Use Facility |
| 16 | Cliffdale Recreation and Elementary School | 13.6 | Joint Use Facility |
| 17 | Lake Rim Elementary School | 15.0 | Joint Use Facility |
| 18 | Max Abbott Middle School | 15.0 | Joint Use Facility |
| 19 | Ponderosa Elementary School | 15.0 | Joint Use Facility |
| 20 | Reid Ross Middle School | 15.0 | Joint Use Facility |
| 21 | Glendale Elementary School | 20.0 | Joint Use Facility |
| 22 | Nick Jeralds Middle School | 20.0 | Joint Use Facility |
| 23 | Douglas Byrd School/Park | 40.0 | Joint Use Facility |

### Special Use Park or Facility

Special use parks and facilities are those that serve a single niche purpose rather than providing a well-rounded offering of park amenities. It is possible for a special use facility to be located inside a larger park with a different classification. The special use park or facility classification is intended to be a generalized and flexible classification. Parks falling in this classification would benefit from explicitly defining parameters for all the elements below based on the specifics of the facility.

Special Use facilities may fall into the following categories:

- **Senior Citizen's Facilities** – specialized in providing recreation and other services to the community's older population. Examples include recreation centers, gymnasiums, sport courts, aquatic center and community theatres. In addition, recreational programs geared towards senior citizens should be associated with these facilities.
- **Therapeutic Facilities** – specialized in providing recreation and other services to the community's special populations. Examples include inclusive playgrounds, healing gardens and specialized sports fields, such as miracle fields.

## Public Right-of-Ways

Public rights-of-way are landscaped areas located adjacent to streets, in road medians, at intersections and entryways. Walkable communities often use public rights-of-way to provide sidewalks and multi-use trails for pedestrian connectivity throughout city and county. Beatification and proper maintenance of these areas enhances city and county aesthetics, improves quality of life and contributes to community identity. The size, shape and location of these areas vary. As such, the open space related to public rights-of-way are not inventoried and analyzed on a site by site basis.

Most public rights-of-way are not designed to be used for recreation purposes but are designed to create visual appeal and support public health and welfare. However, amenities such as sidewalks, multi-purpose trails, bike lanes, public art and passive use facilities such as benches or picnic tables are often found in public rights-of-way. Public rights-of-way should implement Crime Prevention Through Environmental Design (CPTED) principals to ensure safety and clear visuals for both pedestrians and vehicles.

Fayetteville-Cumberland Parks and Recreation currently maintains and develops of public rights-of-way within the City and County.

## Heritage Parks

Heritage parks are unique local resources offering historical, educational and cultural opportunities. These park typologies are specific to the local community and offer cultural, historical and social experiences in a friendly and safe surrounding. Park sites should be selected based on their significance and integrity and contain sufficient land to encompass the on-site resources in their entirety. Heritage parks may include historic downtown areas, cemeteries, historic buildings, memorial plazas, significant gardens, arboretums, theatres, churches and amphitheaters. These sites often embody the "park within a park" concept which describes facilities that exist as a portion of a larger park.

The heritage park classification is intended to be a generalized and flexible classification. Parks falling in this classification would benefit from explicitly defining parameters for all the elements below based on the specifics of the facility.

Heritage park facilities may fall into the following categories:

- **Historic Facilities** – established to preserve, restore and celebrate buildings, sites and related lands that illustrate a historic event or historic timeframe of the community or state. Examples include buildings, memorial sites, archeological sites, churches or theaters with historical significance. Programmatic offerings may include interpretive programming, site tours, historic reenactments, historic education opportunities and festivals.
- **Cultural Facilities** – established to preserve, restore and celebrate sites and related lands that illustrate cultural, political, economic, technological, military or social history of the community or state. Examples include monuments, memorial plazas, significant gardens and museums. Programmatic offerings may include interpretive programming, site tours, historic education opportunities and festivals.
- **Cemeteries** – established to preserve, maintain and celebrate public cemeteries throughout the community. Cemeteries offer a tranquil setting to celebrate past, present and nature. Cemeteries may include trails connected to the overall park system, enhanced landscaping, special gardens and arboretums. Programmatic offerings include hiking, picnicking, site tours, historic education opportunities, festivals, movie screenings and community events.

| | PARK NAME | PARK ACREAGE | PARK CLASSIFICATION |
|---|---|---|---|
| 1 | Cumberland Heights Memorial Park | 0.6 | Heritage Park |
| 2 | Freedom Memorial Park | 0.9 | Heritage Park |
| 3 | Cross Creek Garden | 3.4 | Heritage Park |
| 4 | Martin Luther King Jr. Park | 13.0 | Heritage Park |

## Open Space + Natural Areas

Unprogrammed open space and natural areas offers an amenity through the provision of ecosystem services such as air and water filtration, wildlife habitat and carbon sequestration. These areas may be identified for long-term conservation or may present an opportunity for developing a future park. Unprogrammed open space may contain natural resources that can be managed for recreation and resource conservation. As such, they can be preserved for its unique natural features or may be incidental to other uses such as easements or stream buffers.

Open space and natural areas contain natural resources that can be managed for recreation and natural resource conservation values such as a desire to protect wildlife habitat, ecological function, water quality and endangered species. This allows opportunities for unprogrammed, nature-based, unstructured and low-impact recreational opportunities such as walking, photography and wildlife viewing.

Open space and natural areas often span large or linear areas. As such, these areas are typically acquired and developed by several agencies on the municipal and county level.

| | PARK NAME | PARK ACREAGE | PARK CLASSIFICATION |
|---|---|---|---|
| 1 | Woodland Park | 7.5 | Open Space + Natural Area |

## Maintenance Standards

There are three maintenance standards set forth herein. The difference between levels of maintenance is frequency as determined by funding availability.

### Level 1 Maintenance

High profile areas where the entire area is visible to foot traffic such as entrances to community centers and areas where funding permits a higher level of maintenance. Example of maintenance activities include: Mowing and edging twice per week during peak growing season, 95 percent turf coverage at start of season with 5% weeds and 0 percent bare area, edging once per week, tree pruning cycle once annually, litter pickup twice per week.

### Level 2 Maintenance

Moderate to heavy use typical of most parks. Example maintenance activities include: Mowing and edging once per week, 80 percent turf coverage at start of season with 5-10% weeds and 5 percent bare area, tree pruning cycle every several years, litter pickup once per week.

### Level 3 Maintenance

Typical for low usage parks or when funding is limited very limited. Example maintenance activities include: Mowing and edging every 2 weeks, 80 percent turf coverage at start of season with 20 percent weeds, edging once per week or every 2 weeks in off-season, tree pruning cycle every 10 years, litter pickup every other week. In areas where turf does not impact quality of experience (i.e., dog parks) or non-landscaped open space areas, demand-based maintenance is provided according to funding availability.

**DEFINITIONS**

The following definitions are related to park classifications and may prove useful throughout this plan:

**Amenity** - Refers to support or accessory structures within parks (restrooms, picnic shelters, shade structures) as well as programmed park elements such as walking trails, play equipment, seating opportunities, etc.

**Facility** - Refers to a building or structure whose primary purpose is recreation. Such facilities include recreation centers, senior centers, environmental education centers, community centers, etc. For the purposes of this master plan, multi-use paths, side paths and greenways are considered facilities.

**Land Usage** - The percentage of space identified for either passive use or active use in a park.

**Open Space** - Parkland that is undeveloped and in its undisturbed state. It may include parkland that is reserved for conservation, or future development.

**Park/Parkland** - Over-arching term used to describe developed or undeveloped acreage dedicated to public recreation.

**Programming** - Can include active or passive (i.e., none). Active means it is organized and planned with pre-registration by the user. Examples of active programming include sports leagues, day camps, and aquatics. Passive programming is self-directed by the user at their own pace. Examples of passive programming include playground usage, picnicking, Disc golf, reading, or walking the dog.

**Revenue Facilities** - These include facilities that charge to play on them in the form of an access fee, player fee, team fee, or permit fee. These could include pools, golf courses, tennis courts, recreation centers, sport field complexes, concession facilities, hospitality centers, reservable shelters, outdoor or indoor theatre space, and special event spaces.

**Signature Facility/amenity** - This is an enhanced facility or amenity which is viewed by community as deserving of special recognition due to its design, location, function, natural resources, etc.

## Program Assessment

The program assessment offers in-depth perspective of the Department's program and service offerings and identifies strengths, challenges, and opportunities. The assessment includes a review of community characteristics, core program areas, programming lifecycles and classifications, marketing, and volunteers and partnerships.

The Department provided the information included in this assessment to the project team. This self-reported information informs program descriptions, financial data, website content,- and demographic information.

The Department provides a broad range of recreation and leisure programming for all ages. Programs provide an opportunity for participants to have fun, learn new skills, develop friendships and pursue life-long leisure interests.

### COMMUNITY CHARACTERISTICS

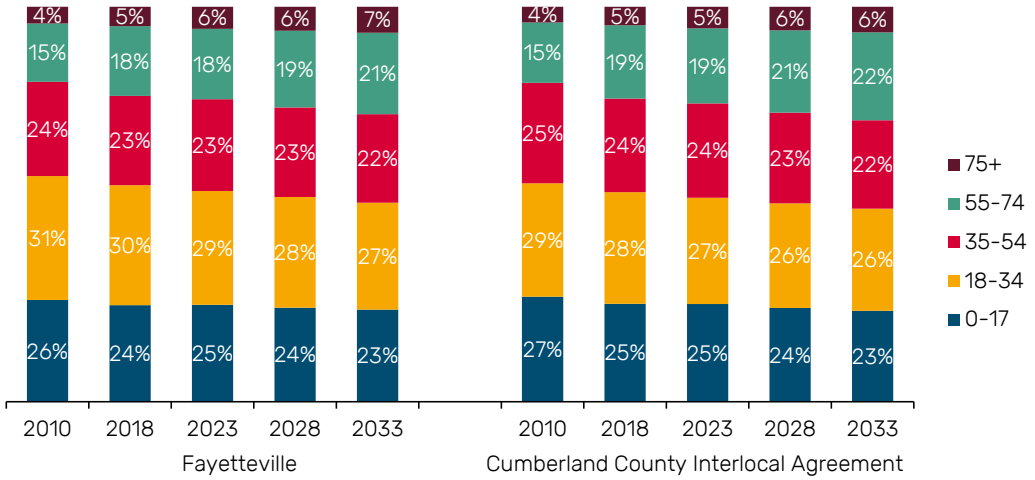
Every Department's program offerings will be responsive to their unique community context. This section includes a discussion of the project's demographic analysis and community engagement efforts. Understanding community context will inform whether the Department is adequately addressing community needs.

#### Demographic Analysis

Demographic characteristics and future trends for the city and county are detailed in the Demographics and Trends chapter of this plan. Demographic and trends data can inform staff decisions about future program offerings. The program mix should be regularly assessed to determine whether Department programming serves all ages.

The Department's Core Program Areas are well-suited to address the programmatic needs of the County's current age demographic. Population age segments for Cumberland County and the City of Fayetteville are similar with about 23 percent of the population age 55 or over, 24 percent ages 35 to 54, 28 percent 18 to 34, and 25 percent age 17 and under.

Figure 1 - City of Fayetteville and Cumberland County Interlocal Agreement population by age segment



## COMMUNITY ENGAGEMENT

Understanding community demand for programming is essential to inform decision making for expanding or reducing core program areas. Community engagement is discussed at length in a different chapter but is summarized here to inform this discussion. Figures 2 and 3 summarize results form the statistically valid survey and figure 4 shows results from drop-in community engagement meetings.

Figure 2 - Results for adult programs with the highest Priority Investment Rating

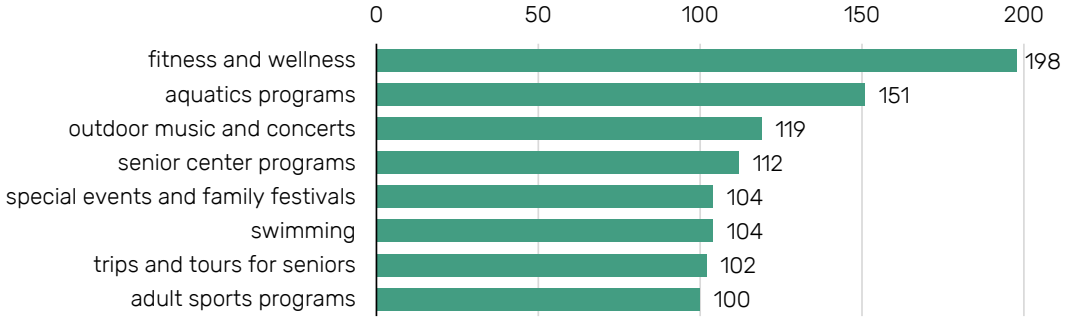



Figure 3 - Results for youth programs with the highest Priority Investment Rating

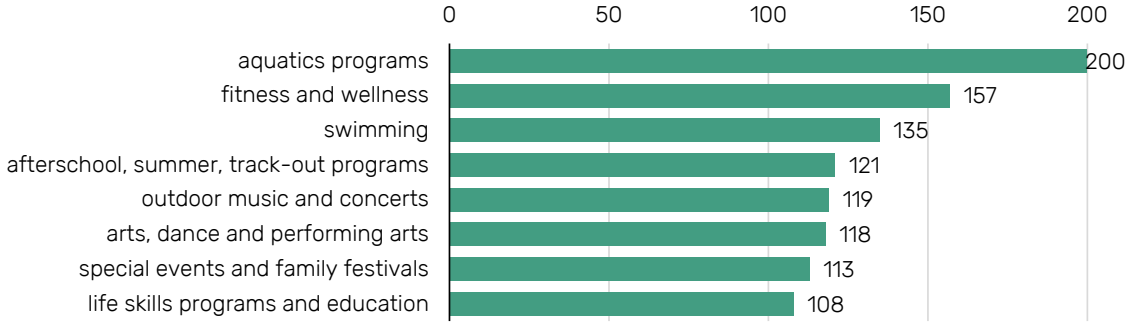
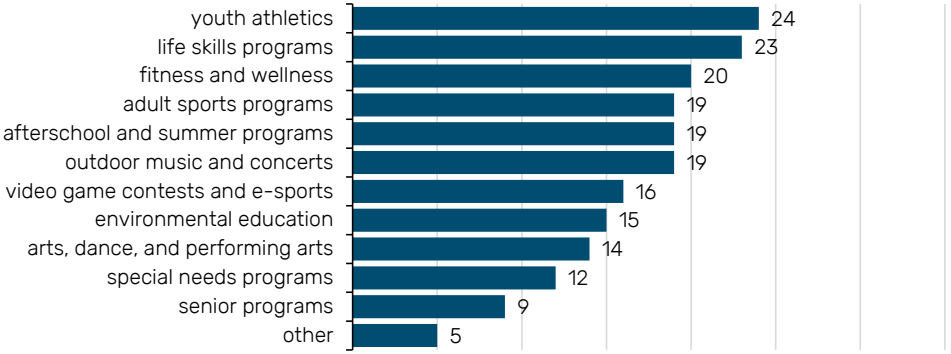



Figure 4 - Results from community drop-in meetings for most desired programs



## CORE PROGRAM AREA ANALYSIS

This analysis identifies the Department's Core Program Areas to organize and summarize the information. Core Program Areas are based on current and future needs and create a sense of focus around specific program areas of greatest importance to the community. The Core Program Areas assists staff, policy makers, and the public to focus on what is most important. Program areas are considered as Core if they meet a majority of the following criteria:

- The program area has been provided more than four or five years and is expected by the community.
- The program area consumes a relatively large portion of five percent or more of the Department's overall budget.
- The program area is offered three to four seasons per year.
- The program area has wide demographic appeal.
- There is a tiered level of skill development available within the program area's offerings.
- There is full-time staff responsible for the program area.
- There are facilities designed specifically to support the program area.
- The Department controls a significant percentage, 20 percent or more, of the local market.

### Existing Core Program Areas

The project team and Department staff identified the following core program areas currently offered. All of these programs have a primary goal to provide quality and affordable parks and recreation facilities and programs for youth, special populations and adults throughout the Department's service area.

| | | | | |
|---|---|---|---|---|
| **Athletics** | **Aquatics** | **Youth Development** | **Historical and Museums** | **Outdoor / Nature Programming** |
| **Martial Arts** | **Cultural Arts** | **Fitness** | **Senior Programs** | **Special Events** |
| | **Therapeutic Programs** | **Out of School Time Learning Programs** | **Leisure Activities** | |

| | |
|---|---|
| Athletics<br>The Department offers athletics programming for all ages and abilities. Programs promote safety, community, and a healthy atmosphere. Athletics provide quality team and individual sports programs to accommodate varying individual and team skill levels.<br>Examples: Seasonal Sports, Sport Lessons, Sports Camps, Tournaments, Intramurals, Open Play, Sports Clinics | › Seasonal Sports<br>› Sport Lessons<br>› Sports Camps<br>› Tournaments<br>› Intramurals<br>› Sports Clinics |
| Aquatics<br>The Department provides aquatics facilities and programming including recreational and educational opportunities for all ages. Aquatics provides recreation swimming opportunities to promote health and wellness. | › General Publics Swim<br>› Swim Lessons<br>› Swim Leagues<br>› Swim Camps<br>› Aquatic Fitness Classes |
| Youth Development<br>The Department offers opportunities for youth in sports, enrichment, job readiness, and mentoring. Youth Development provides constructive activities that are fun and engaging while promoting healthy lifestyles, enrichment, and education to teenage participants. | › Sport Leadership<br>› Junior Lifeguard<br>› High School/College Prep<br>› Career Readiness<br>› Mentorships<br>› Homeschool |
| Historical and Museums<br>Historical and Museums programs include educational tours that engage visitors to develop an appreciation for history and cultural heritage. This includes acquiring and preserving artifacts that tell the stories of local and regional significance. | › Museum Events<br>› Markets<br>› History<br>› Tours<br>› Core Exhibits |
| Outdoor/Nature<br>The Outdoor/Nature programs teach participants through hands on programs and exposure to the natural environment. Outdoor/Nature programs participants gain an appreciation of nature and the outdoors with each program while meeting new people, exercising, and increase awareness of natural surroundings. | › Skills education<br>› Education<br>› Field Trips<br>› Adventure Trips<br>› Outdoor Activities |
| Martial Arts<br>The Department offers programming in a variety of martial arts. Martial arts encourage healthy lifestyles, confidence, focus, and athleticism. Martial arts also promote strength, stability and muscle tone. | › Pami-Kol<br>› Caperia<br>› Karate<br>› Muay Thai<br>› Tae Kwon Do |

| | |
|---|---|
| Cultural Arts<br>Cultural Arts engage residents in the visual and performing arts. Cultural Arts participants explore creativity and personal expression through art, music, and dance. | › Camps<br>› Dancing<br>› Art |
| Fitness<br>Fitness programs promote personal wellbeing by providing opportunities for participants to achieve recommended levels of weekly exercise. Fitness programs appeal to a wide segment of the population and encourage participants to attend classes and use Department facilities. | › Fitness room<br>› Senior Aerobics<br>› Zumba<br>› Yoga<br>› Color Run |
| Senior<br>Senior programs serve adults age 55 and up. Many senior programs are provided through the Department's Senior Center. Senior programs provide essential services and encourage participants to engage in meaningful social, cultural, recreational, and health related services and programs. | › Shopping<br>› Trips<br>› Activities<br>› Classes<br>› Clubs |
| Special Events<br>Special events provide an enjoyable, safe atmosphere for community gatherings. The Department provides essential support and equipment for a variety of quality special events. | › Holiday<br>› Educational<br>› Family<br>› Parent/Child Activities<br>› Community Drives |
| Therapeutic<br>Therapeutic programs provide recreational opportunities for residents with disabilities to promote physical, social, and emotional health. Programs offer adaptive play opportunities that accommodate a range of disabilities. Therapeutic programming ensures that the Department adequately serves recreational needs of residents with disabilities. | › Sports<br>› Fitness<br>› Arts<br>› Events<br>› Education |
| School Aged<br>School aged programs are physical and educational activities geared to children age 17 and under. School Aged programming provides a safe and enjoyable environment for youth to participate in leisure pursuits. | › Clubs<br>› Camps |
| Leisure Activities<br>The Department offers a variety of leisure activities for residents. Leisure activities create a sense of belonging and fellowship through activities and events that engage and inform participants. | › Movie Nights<br>› Arts<br>› Cooking<br>› Sports Classes<br>› Social Games |

## Age Segment Analysis

The age segment analysis identifies how core program areas serve different age groups. An age group is a core program area's primary target when that age group is the main target of programs within that core program areas. These are the age segments that benefit the most from this core program area. An age group is a core program area's secondary target when that age group is not the target but participates due to interest and availability. Figure 4 depicts core program areas and the target age segments they serve. Primary targets and secondary targets are listed separately.

Current programs align well with the community's existing age profile with elementary, teen and adult programs well-served. Programming for preschool aged children appears to be a gap in program offering, with children under age 6 the primary target for only one core program area, aquatics. Teen programming is the only primary target of Youth Development programs but fall between elementary aged kids and adults for other forms of programming such as aquatics, martial arts, cultural arts, and fitness.

Figure 4 - Age segment analysis

| CORE PROGRAM AREA | PRESCHOOL (UNDER 6) | ELEMENTARY (6-12) | TEENS (13-17) | ADULTS (18+) | SENIOR (55+) | ALL AGES PROGRAMS |
|---|---|---|---|---|---|---|
| Athletics | - | - | - | - | - | Primary |
| Aquatics | Primary | Primary | Secondary | Secondary | Secondary | - |
| Youth Development | - | - | Primary | - | - | - |
| Historical/ Museums | - | Primary | - | Primary | Secondary | - |
| Outdoor/ Nature | - | - | - | - | - | Primary |
| Martial Arts | - | Primary | Secondary | Secondary | - | - |
| Cultural Arts | - | Primary | Secondary | - | - | - |
| Fitness | - | - | Secondary | Primary | Primary | - |
| Senior | - | - | - | - | Primary | - |
| Special Events | - | - | - | - | - | Primary |
| Therapeutic | - | Primary | Primary | Primary | - | - |
| Out of School Time/ Learning | - | Primary | Secondary | - | - | - |
| Leisure Activities | - | - | - | - | - | Primary |

## Pricing Analysis

Departments must balance program cost recovery with affordability when setting prices for program enrollment. Program prices can be strategically adjusted according to market factors and policy goals. This analysis lays out which of the 10 pricing strategies the Department can use to achieve these goals.

The department currently uses four pricing strategies including residency, group discounts, locational pricing, and ability to pay. These strategies stabilize usage patterns and achieve cost recovery goals for selected amenities and services. The pricing analysis should be considered along with program cost recovery discussed later in the chapter. Pricing strategy should be referenced during program development and monitored annually throughout the lifecycle of all programs.

Figure 5 - Pricing Analysis

| CORE PROGRAM AREA | AGE | HOUSEHOLD STATUS | RESIDENCY | WEEKDAY WEEKEND | PRIME NON-PRIME TIME | GROUP DISCOUNTS | BY LOCATION | MARKET RATE | COST RECOVERY | ABILITY TO PAY |
|---|---|---|---|---|---|---|---|---|---|---|
| Athletics | - | - | ● | - | - | - | - | - | - | ● |
| Aquatics | - | - | ● | - | - | - | - | - | - | - |
| Youth Development | - | - | - | - | - | - | - | - | - | - |
| Historical / Museums | - | - | - | - | - | - | - | - | - | - |
| Outdoor / Nature | - | - | - | - | - | - | ● | - | - | - |
| Martial Arts | - | - | - | - | - | - | ● | - | - | - |
| Cultural Arts | - | - | - | - | - | - | ● | - | - | - |
| Fitness | - | - | - | - | - | - | ● | - | - | - |
| Senior | - | - | ● | - | - | - | - | - | - | - |
| Special Events | - | - | - | - | - | ● | - | - | - | - |
| Therapeutic | - | - | - | - | - | - | - | - | - | - |
| Out of School Time / Learning | - | - | ● | - | - | - | - | - | - | - |
| Leisure Activities | - | - | ● | - | - | - | ● | - | - | ● |

## PROGRAM ANALYSIS

The programming analysis will consider the following elements for each core program area:

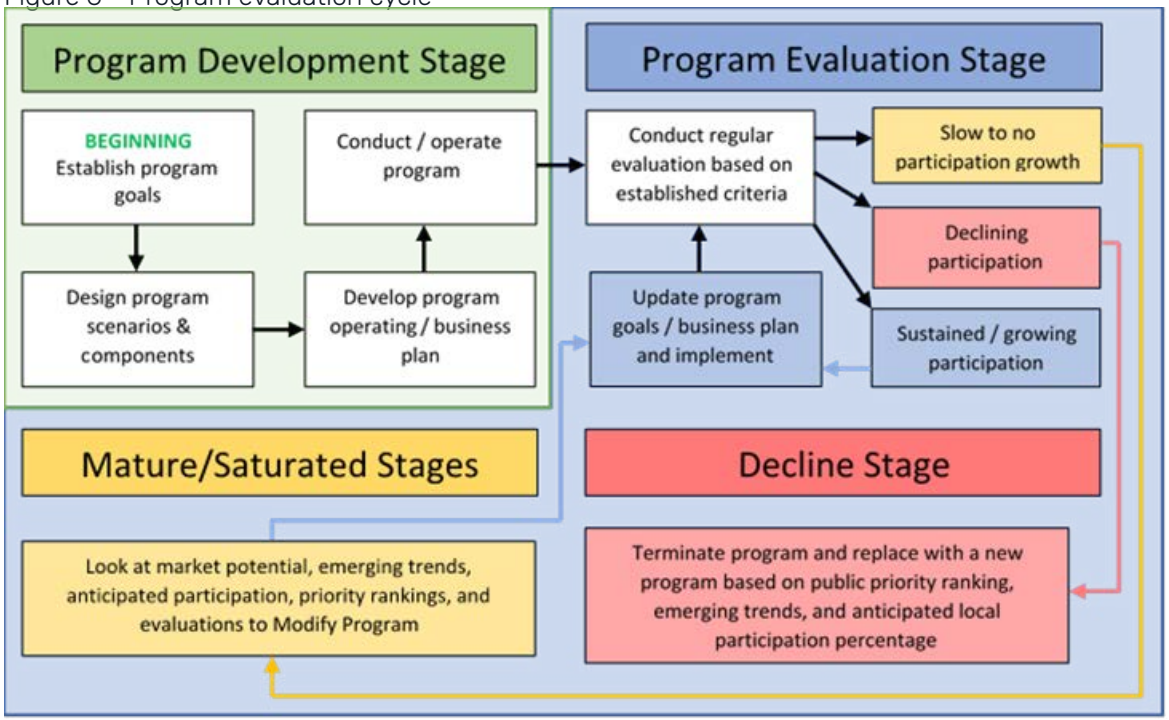
- Lifecycle analysis
- Program classification analysis
- Program standards and performance measures
- Similar provider analysis

The analysis culminates with a discussion of the program classification and cost recovery for Departmental programming.

Determining which programs to introduce, expand, or retire is a difficult challenge for Department staff. The program evaluation cycle provides a powerful decision-making tool to inform decisions about programmatic offerings. This tool enables Department staff to make data-driven decisions regarding which programs to introduce, expand, or retire. The program evaluation cycle identifies a step-by-step process, driven primarily by enrollment and participation rates, for designing, conducting, and evaluating programs.

Any program can be evaluated using the program evaluation cycle. If participation levels are still growing, Department staff may continue to provide the program. When participation growth is slow or neutral, or competition increases, staff may consider modifying the program to re-energize customers to participate. When program participation is consistently declining, staff should terminate the program and replace it with a new program based on community needs identified in this plan.

Figure 6 - Program evaluation cycle



## Program Lifecycle Analysis

The program lifecycle analysis determines the stages of growth and decline for each core program area. The program lifecycle analysis involves reviewing each of the Department's programs to determine the stage of growth or decline for each. The Department can manage the overall distribution of programming's lifecycle stages to ensure they provide an appropriate number of fresh programs, perennial favorites, and spinoffs to replace declining programs. This analysis depends on Staff's knowledge of their program areas and their qualitative assessment of growth and decline.

Figure 8 shows the lifecycle distribution of the Department's programming. Percentages indicate the number of programs within an individual stage as compared to the total number of programs.

Introduction, take-off, and growth account for 54 percent of all programming, which is in line with the best practice distribution. Best practice indicates the Department should have a strong percentage of programs in the introduction stage to ensure programs are innovative and fresh. Eventually, programs in the introduction stages will progress into take-off and growth. Having a large percentage of programs in the introduction stages to ensure a pipeline of new programs. Best practice indicates that a the saturated and decline stages should have the lowest proportion of programs.

The Mature stage accounts for 27 percent of programming. This is below the best practice recommendation of 40 percent. The lifecycle process indicates that this proportion will expand as programs transition from the introductory stages to the mature stage.

The Saturated and Decline lifecycle stages account for 19 percent of the program distribution, greater than the recommended best practice of 10 percent or less. This analysis indicates that some programs may need to be retired or turned into spin off programs that will replenish the introductory stages. Programs in the saturated and decline stages may not need to be retired if they are legacy programs, those the community expects, and may fluctuate in attendance over time.

The Department has a healthy lifecycle distribution, even though slightly out of line with best practice. Future updates to the lifecycle stage analysis will indicate whether or not the Department is retiring programs and introducing new programs at an adequate pace to maintain successful, popular, and fresh programming.

Figure 7 - Program lifecycle stage distribution

| LIFECYCLE STAGE | DESCRIPTION | ACTUAL PROGRAM DISTRIBUTION | | BEST PRACTICE PROGRAM DISTRIBUTION |
|---|---|---|---|---|
| Introduction | New program; modest participation | 17% | 54% total | 50% - 60% Total |
| Take-off | Rapid participation growth | 12% | | |
| Growth | Moderate, but consistent participation growth | 25% | | |
| Mature | Slow participation growth | 27% | 27% | 40% Total |
| Saturated | Minimal to no participation growth; extreme competition | 13% | 19% total | 0% - 10% Total |
| Decline | Declining participation | 6% | | |

## PROGRAM CLASSIFICATION ANALYSIS

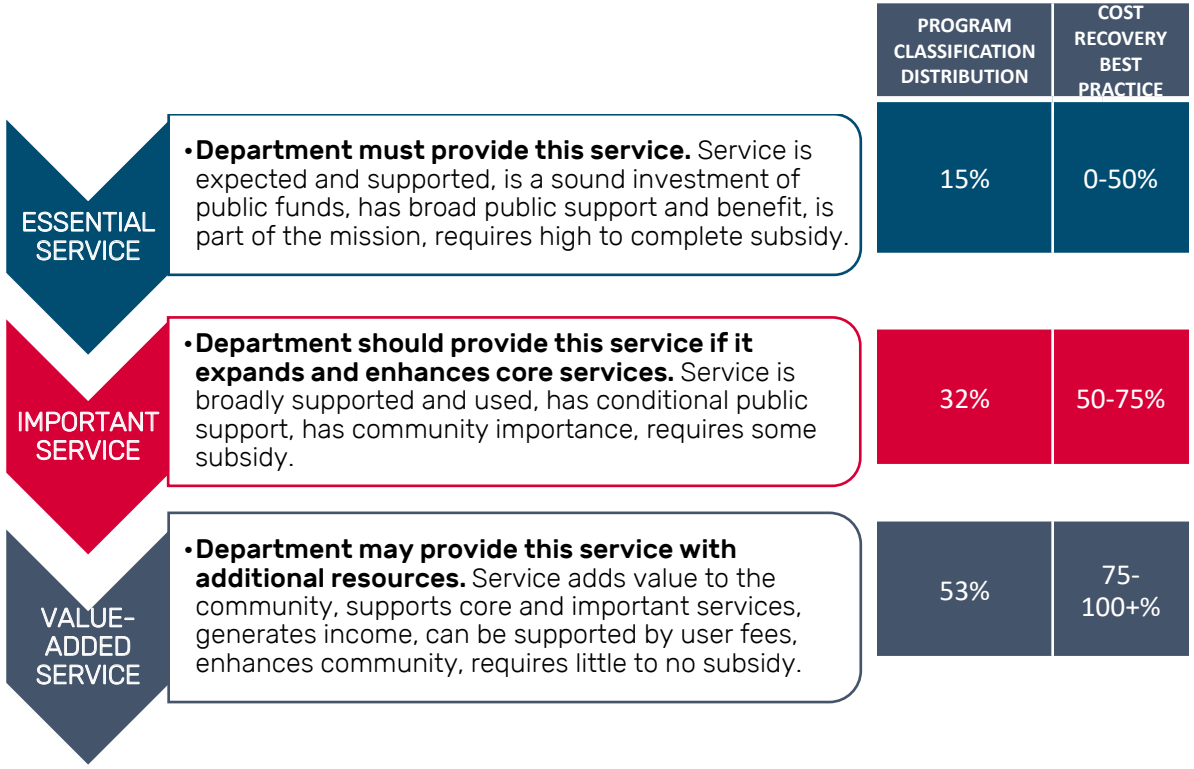
The program classification analysis organizes each program based on how it serves the organization's mission, the program's goals and objectives, and the balance of public versus private benefit the program provides. Each program is classified as essential, important, or value-added. A program's classification informs appropriate management, funding, and marketing strategy and captures whether the department is effectively allocating resources to serve their mission.

A program with public benefit is one that provides all residents equal access and the same level of benefit. Examples include large community events that create a sense of community pride and identity. A program with private benefit is one that provides participants mostly exclusive personal benefit. Examples include classes for intermediate or advanced skill levels. Every program will provide a combination of both public and private benefit to participants.

The Department distribution shows 15 percent of programs as essential, 32 percent as important, and 53 percent as value added. Each community's program classification is crafted to address a community's specific need. A program classification distribution is successful as long as the Department fills identified gaps in services for essential programs. Important and value-added programs will support essential programming by achieving higher cost recovery goals to generate resources for essential programming. If a department is not meeting community needs through essential programming, resources can be reallocated to ensure community needs are fulfilled.

This spread indicates that the department has shifted from operating in a social model, which is exclusively focused on providing needed services, into a business model, where some programming is offered to provide variety and generate resources to provide essential programming.

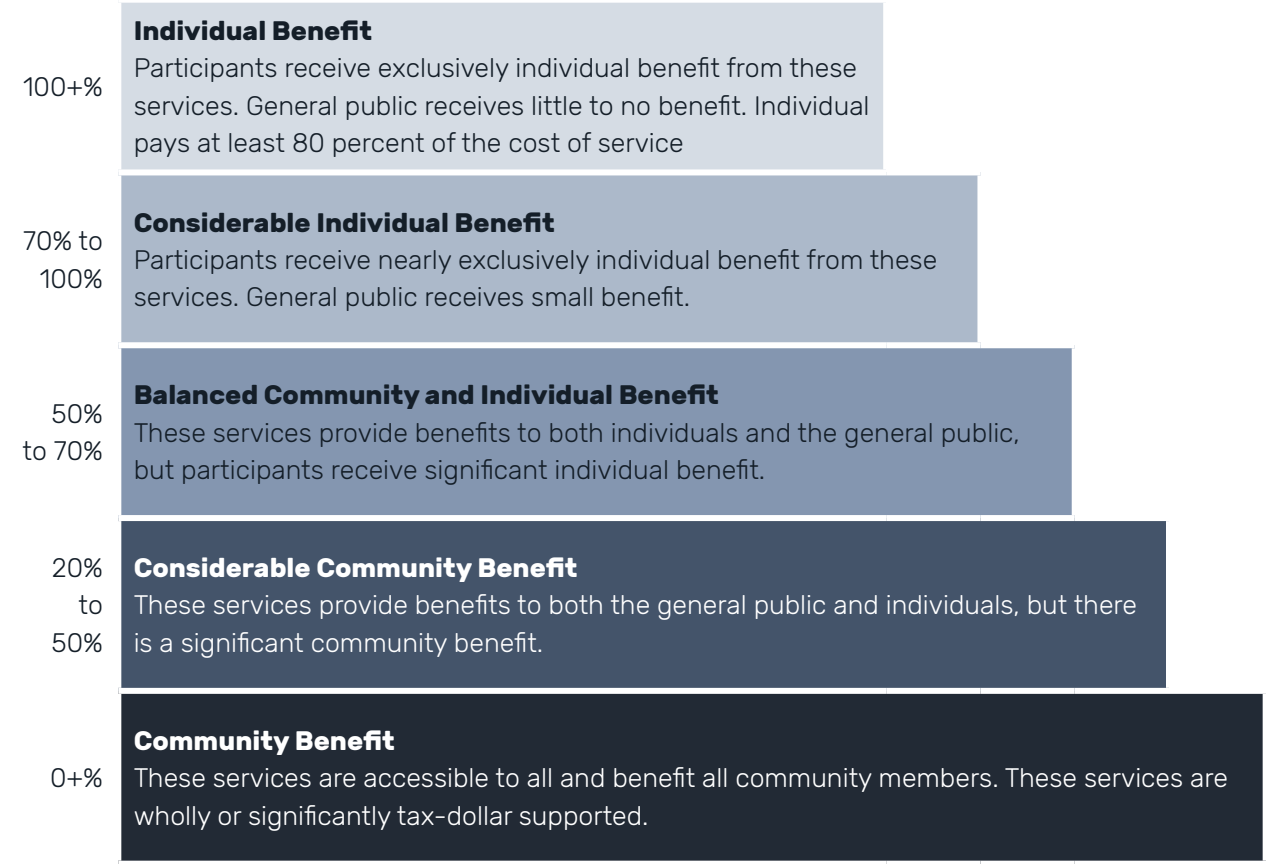
Figure 8 - Program classification descriptions, current classification distributions, and cost recovery best practices



## Cost Recovery Considerations

Program classifications inform a program's expected cost recovery. Cost recovery is the percentage of a program's cost that is covered by revenue generated through that program. Revenue is generated through registration fees, sponsorships, membership fees, or other sources. Essential programs, which provide the greatest community benefit, will be expected to have a lower cost recovery goal than value-added programs, which primarily benefit individuals and may have cost recovery goals greater than 100 percent. Figure 9 depicts the relationship of cost recovery goals, degree of individual versus community benefit, and program classification.

Figure 9 - Cost recovery model



## Cost of Service and Cost Recovery

Cost recovery targets are identified for each Core Program Area and for specific programs or events when feasible. Staff can calculate cost recovery at the Department, core program area, or program level. Determining the total cost of service at core program area level enables the department to effectively track administrative costs at an appropriate scale.

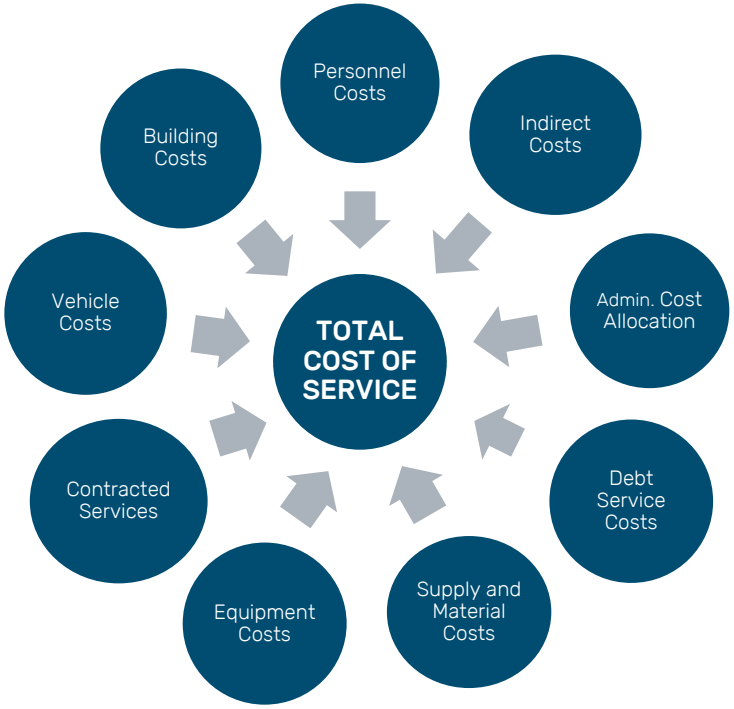
Determining cost recovery performance and using it to make informed pricing decisions involves a three-step process:

- Classify all programs and services based on the public or private benefit they provide (as completed in the previous section).
- Conduct a Cost of Service Analysis to calculate the full cost of each program.
- Establish a cost recovery percentage, through Department policy, for each program or program type based on the outcomes of the previous two steps and adjust program prices accordingly.

## Understanding the full cost of service

To develop specific cost recovery targets, full cost of accounting needs to be created on each class or program that accurately calculates direct and indirect costs. Cost recovery goals are established once total cost of service is fully understood. Figure 10 depicts considerations for determining the total cost of service.

Figure 10 - Total Cost of Service concept



## PROGRAM STANDARDS AND PERFORMANCE MEASUREMENT

Program standards ensure that all Department staff run programs at a high level of quality, so the department remains an industry leader in providing recreation services. Program standards set guidelines and expectations for the thousands of service transactions Department staff perform, in person, and online with a diverse audience and multiple locations.

Program standards and performance measures include tracking staff to participant ratios, cancellation rates, customer satisfaction, and customer retention rates. The Department currently uses two out of nine opportunities for customer and non-customer input and feedback for programming. This indicates the department has additional opportunity to incorporate customer input and feedback into their process for providing programming.

Figure 12 - Forms of customer and non-customer input and feedback for programming

| METHODS | YES | NO |
|---|---|---|
| Pre-program surveys | - | ● |
| Post-program surveys | ● | - |
| Regular/recurring user surveys | ● | - |
| Lost customer/user surveys | - | ● |
| Non-customer/non-user surveys | - | ● |
| Focus groups | - | ● |
| Statistically valid surveys | - | ● |
| In-facility, in-park, or on-site surveys | - | ● |
| Crowdsourcing tools | - | ● |

## SIMILAR PROVIDERS ANALYSIS

Department staff identified 17 similar providers. Similar providers are organized into non-profit, public, and private categories. Results of the statistically valid survey indicate that most families use Fayetteville-Cumberland Parks and Recreation to access recreation services. The Department tries not to duplicate services offered by Fort Bragg's Morale, Welfare and Recreation.

Figure 13 - other service providers

| AGENCY | LOCATION | DESCRIPTION | PRICE COMPARISON | DISTANCE FROM DEPARTMENT FACILITY |
|---|---|---|---|---|
| Non-Profit | | | | |
| YMCA of the Sandhills | Fayetteville-Cumberland County | Athletics, aquatics, fitness and activities for all ages. | Higher | 1 min from Kiwanis Recreation Center other locations 5 min from other centers |
| Fascinate U Museum | 116 Green Street Fayetteville, NC 28301 | camps, special events and school visits | Higher | 2 min from the Admin office |
| JD Fuller SR, Recreational Complex | Fayetteville / Cumberland County | Church-run Recreation Complex. Mainly a rental facility | Undetermined | 5 minutes from 2 of our recreation centers |
| Cape Fear Botanical Garden | 536 N Eastern Blvd Fayetteville NC 28301 | The Botanical Garden offers cultural events, educational activities, and peaceful spots to refresh. | Higher | 5 Min from Admin Office |
| Special Operations Museum | 100 Bragg Blvd Fayetteville, NC 28301 | Museum and events | Same | 5 Min from Admin Office and Transportation Museum |
| Public | | | | |
| Libraries | Various locations | Book Check out, programs for all ages | Same | Several locations some near recreation centers |
| Museum of the Cape Fear | 801 Arsenal Drive Fayetteville NC 28305 | School visits, tours and interpretive presentations | Same | 3 Min from Transportation Museum |
| Morale, Welfare and Recreation on Fort Bragg | 3725 Reilly Road Pope Army Airfield Building 190 | Fitness, pools, childcare, camps, athletics for youth and adults who are active military or DOD. | Lower | 10 Min from several recreation centers |

| AGENCY | LOCATION | DESCRIPTION | PRICE COMPARISON | DISTANCE FROM DEPARTMENT FACILITY |
|---|---|---|---|---|
| Private | | | | |
| PrimeTime | Various School Sites | Before and After school care at select school locations | Higher | Some operate at the same location as recreation centers. |
| Downtown Fayetteville Tours | 215 Gillespie Street Fayetteville NC 28301 | Walking tours of downtown Fayetteville | Higher | 2 Min from the Transportation Museum |
| Cape Fear Studios | 148 Maxwell Street Fayetteville NC 28301 | Art classes | Higher | 5 min from nearest facility |
| Gates Four Golf Course | 6775 Irongate Drive Fayetteville, NC 28306 | Golf clinics and tournaments | Higher | 5 Min from Stoney Point Recreation Center |
| Kings Grant Golf Course | 347 Shawcroft Road Fayetteville, NC 28311 | Golf clinics and tournaments | Higher | 5 Min from two recreation centers |
| Zip Quest | 533 Carver Falls Road, Fayetteville NC 28311 | Outdoor adventure programs and ziplining | Higher | 5 min from two of our recreation centers. |
| Monkey Joes | 102 Westwood Shopping Center Fayetteville, NC 28314 | Indoor playground | Higher | 10 min from several recreation centers with playgrounds |
| Triangle Rock Club | 5213 Raeford Road #103 Fayetteville, NC 28304 | Fitness classes, rock wall, rentals for parties. | Higher | 10 min from several recreation centers with playgrounds |
| Cyprus Lakes Golf Course | 2126 Cyprus Lakes Road Hope Mills, NC 28348 | Golf clinics and tournaments | Higher | 10 Min from JD Pone Recreation Center |

## MARKETING

An effective strategic marketing plan balances content with the volume of messaging while using effective delivery methods. Departments must maximize distribution while ensuring best use of their existing time and financial resources. The Department complies with guidelines for public information determined by the City of Fayetteville and Cumberland County.

Figure 13 lists methods Parks and Recreation Departments frequently use to market their services. The Department uses 17 of the 26 methods listed and does not use nine of the listed methods.

Figure 14 - Marketing and promotion methods

| METHODS | YES | NO |
|---|---|---|
| Program guides (print) | ● | - |
| Program guides (online) | ● | - |
| Website | ● | - |
| Smart/mobile phone enabled site | ● | - |
| Apps | - | ● |
| Fliers and/or brochures | ● | - |
| Direct mail | - | ● |
| Email blasts and/or listserv | ● | - |
| Public Service Announcements (PSAs) | ● | - |
| Road sign marquees | ● | - |
| Paid advertisements | ● | - |
| Radio (paid or free) | ● | - |
| TV (paid or free) | ● | - |
| On-hold pre-programmed phone messages | - | ● |
| SMS/MMS/Text Message marketing | ● | - |
| Newsletters (print) | ● | - |
| Newsletters (online) | - | ● |
| In-facility signage | ● | - |
| Facebook | ● | - |
| Instagram | - | ● |
| Twitter | ● | - |
| Flickr | - | ● |
| YouTube channel | ● | - |
| Blogs / vlogs | - | ● |
| Webinars | - | ● |
| QR Codes | - | ● |

## WEBSITE

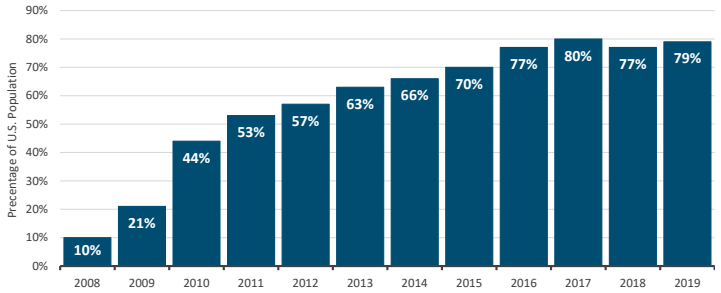
The Department's website is hosted at www.fcpr.us/home. The main page includes links to Facilities, Parks and Trails, Programs and Activities, Athletics, and Calendar. The mobile version of the website is effective and formatted well. Website users can find a list of core program areas and programming by clicking "Programs and Activities", but this page does not link directly to registration. Website users must select the green bar at the top of the page and then another link once the page changes to access the registration site.

### Social Media

The Department effectively uses social media, with Department accounts for Facebook, Twitter, and YouTube. The key to successful implementation of a social network is to move the participants from awareness to action and creating greater user engagement.

Over the last decade, social media has become one of the Country's fastest growing trends. With only ten percent of the country using social media in 2008; today, an estimated seventy-nine percent of the U.S. population is currently using some form of social media. With such a large percentage of the population using these online media platforms in their daily lives, it becomes essential for the Department to take advantage of these marketing opportunities. Social media can be a useful and affordable tool to reach current and potentially new system users. Such platforms as Facebook, YouTube, Instagram, Pinterest, Twitter or LinkedIn are extremely popular with not only today's youth but also young and middle-aged adults.

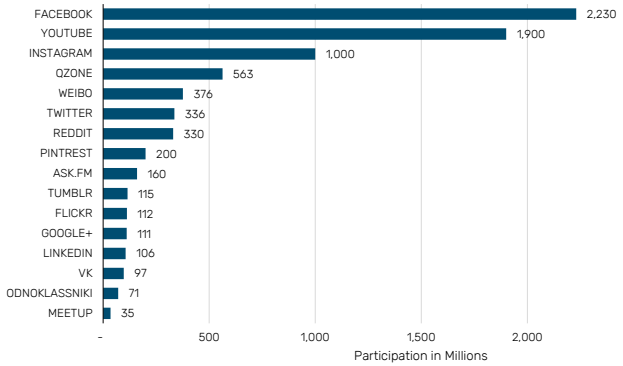
Figure 15 - Percentage of U.S. population who currently use any social media




Source: https://www.statista.com/statistics/273476/percentage-of-us-population-with-a-social-network-profile/

Below is a chart that depicts the most frequently used social media sites throughout the world. As of August 2019, Facebook stands out as the most heavily trafficked social media platform, with an estimated 2.2 billion visitors per month. With YouTube coming in second with 1.9 billion visitors per month.

Figure 16 - Social media platforms by worldwide monthly visitors in 2019




Source: https://www.dreamgrow.com/top-15-most-popular-social-networking-sites/

## Programming Best Practices

### VOLUNTEERS AND PARTNERSHIPS

Partnerships enable parks and recreation departments to stretch resources and ensure delivery of quality and seamless services to residents. Partnerships may be with community organizations, individuals, non-profits, or other recreation providers. Partnerships should be mutually beneficial and help each entity better meet community needs and expand their individual missions. Partnerships and volunteers are important strategies for the Department to meet community needs with limited resources.

Residents interested in volunteering can apply to volunteer on the Department website. Opportunities include volunteering with Senior Programs, Tokay Senior Fitness Center, Gilmore Therapeutic Recreation Center, Recreation Centers, Youth Athletics, and Parks. Volunteers must pass a background check for the previous three years, and the Department offers limited opportunities for one-time offenders completing community service hours. The site includes grounds for disqualification and a link to Fayetteville-Cumberland Parks and Recreation Code of Conduct. The Department does not currently offer volunteer recognition incentives. The Department's volunteer policy and procedure are on target with best practice with the exception of providing volunteer recognition opportunities.

In developing the volunteer policy, some best practices that the Department should be aware of in managing volunteers include:

- Involve volunteers in cross-training to expose them to various organizational functions and increase their skill. This can also increase their utility, allowing for more flexibility in making work assignments, and can increase their appreciation and understanding of the Department.
- Ensure a Volunteer Coordinator (a designated program staff member with volunteer management responsibility) and associated staff stay fully informed about the strategic direction of the Department overall, including strategic initiatives for all divisions. Periodically identify, evaluate, or revise specific tactics the volunteer services program should undertake to support the larger organizational mission.
- A key part of maintaining the desirability of volunteerism in the Department is developing a good reward and recognition system. The consultant team recommends using tactics similar to those found in frequent flier programs, wherein volunteers can use their volunteer hours to obtain early registration at programs, or discounted pricing at certain programs, rentals or events, or any other Department function. Identify and summarize volunteer recognition policies in a Volunteer Policy document.
- Regularly update volunteer position descriptions. Include an overview of the volunteer position lifecycle in the Volunteer Policy, including the procedure for creating a new position.
- Add end-of-lifecycle process steps to the Volunteer Policy to ensure that there is formal documentation of resignation or termination of volunteers. Also include ways to monitor and track reasons for resignation/termination and perform exit interviews with outgoing volunteers when able.
- In addition to number of volunteers and volunteer hours, categorize and track volunteerism by type and extent of work, such as:
  - Regular volunteers: Those volunteers whose work is considered to be continuous, provided their work performance is satisfactory and there is a continuing need for their services.
  - Special event volunteers: Volunteers who help out with a particular event with no expectation that they will return after the event is complete.
  - Episodic volunteers: Volunteers who help out with a particular project type on a recurring or irregular basis with no expectation that they will return for other duties.
  - Volunteer interns: Volunteers who have

committed to work for the Department to fulfill a specific higher-level educational learning requirement.
- Community service volunteers: Volunteers who are volunteering over a specified period of time to fulfill a community service requirement.

Encourage employees to volunteer themselves in the community. Exposure of staff to the community in different roles (including those not related to parks, recreation, and cultural resources) will raise awareness of the Department and its volunteer program. It also helps staff understand the role and expectations of a volunteer if they can experience it for themselves.

**PARTNERSHIPS BEST PRACTICE**

The Department maintains Memorandums of Understanding with contracted partners who provide Department programming. The City's legal department reviews these Memorandums of Understanding. The Department currently splits fees with program provider partners. Partners receive 80 percent of program fees and 20 percent goes to the Department for marketing, registration, and other administrative tasks. The 80/20 fee split encourages instructors to travel to all areas of the county to provide programs. Best practices for partnership development and maintenance include:

- Each partner will meet with or report to Department staff on a regular basis to plan and share activity-based costs and equity invested.
- Partners will establish measurable outcomes and work through key issues to focus on for the coming year to meet the desired outcomes.
- Each partner will focus on meeting a balance of equity agreed to and track investment costs accordingly.
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.
- Each partner will assign a liaison to serve each partnership Department for communication and planning purposes.
- If conflicts arise between partners, the Department-appointed lead, along with the other partner's highest-ranking officer assigned to the agreement, will meet to resolve the issue(s) in a timely manner. Any exchange of money or traded resources will be made based on the terms of the partnership agreement.

Each partner will meet with the other partner's respective board or managing representatives annually, to share updates and outcomes of the partnership agreement

Appendix of program classifications

## Operations

The project team performed a Service Classification Analysis which looks at major services and functions that drive operations and the perceived brand of the Department. The purpose of this analysis is to understand the existing services and functions helping in determining priority, who benefits, what is the benefit, and for what cost. The information can be used during times when resources are limited to keep focus, achieve identified outcomes and/or determine to discontinue the service or function. Conversely, when a new service and/or function are created, it can help facilitate the thought process of determining the purpose of service, where does this fit within existing services, which service area has capacity to implement, are partners needed, should the Department lead or support the service delivery, or pass on the opportunity.

### Methodology

The consulting team conducted a working session with key management staff on establishing major services and functions within the current Departmental structure. These have been established based on observations, interviews, and Fayetteville Cumberland Parks and Recreation operating practices. All services and functions of the Department have been classified as Essential, Important, or Value-Added based on definitions and criteria agreed upon with the Project Team.

An additional layer of detail determines whether each service and function a Departmental Division performs a role as lead, needing support, or a combination of lead/support.

**SERVICE + FUNCTION CLASSIFICATION LOGIC PROCESS**

Classifying service and functions is an analysis that illustrates the alignment of the Departments efforts with the community's interests and needs, the organization's mission, and financially sustainable operations. Services and functions are defined as follows:

SERVICE

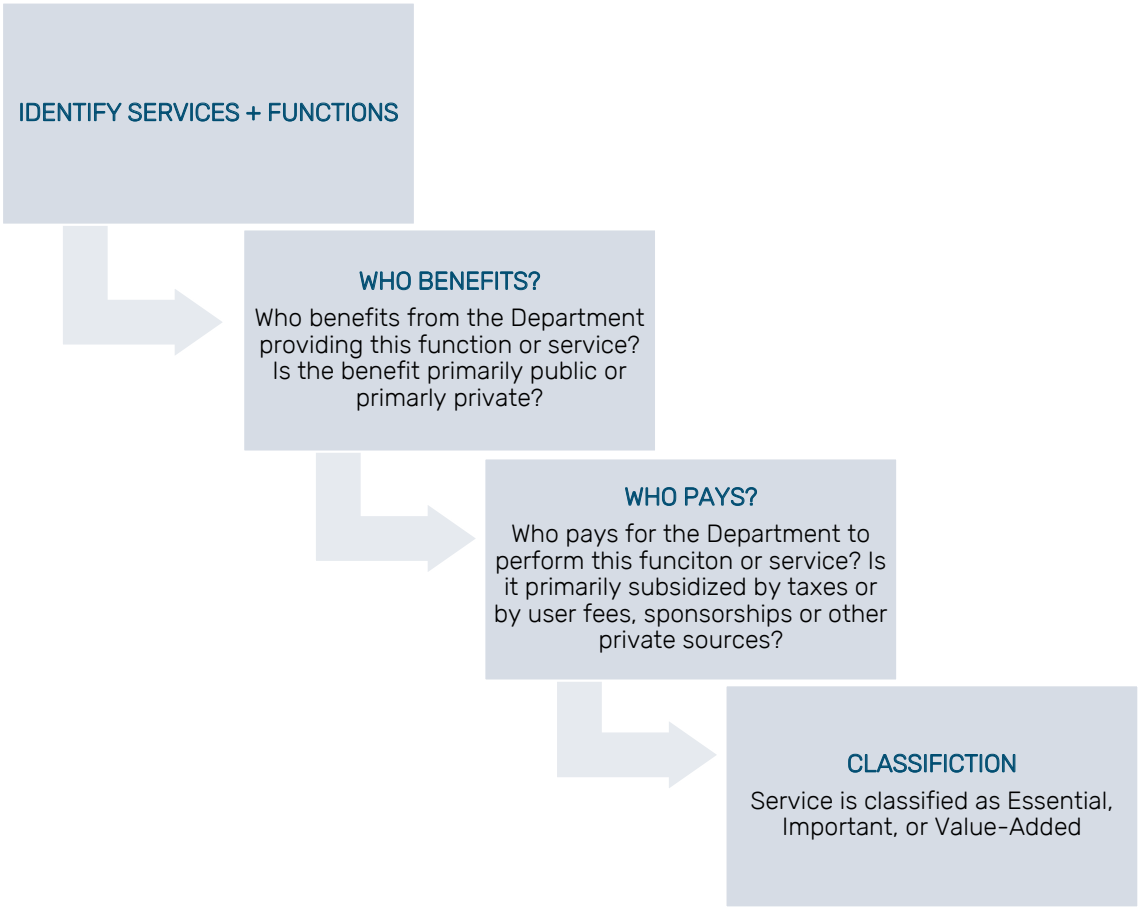
Services are the product of the Department's major functions. Meaning the facilities, parks, programs and events that the public participates in or uses Fayetteville Cumberland Parks and Recreation to receive.

FUNCTION

Major functions are behind the scenes planning and actions necessary to deliver services. Functions are classified along with services to help determine the workload for each Division. If functions are not completed quality of services and customer experience are negatively impacted.

The project team analyzed each service and function using the process below. The analysis is divided by the Department's Divisions, which are listed in a subsequent section. The project team, working closely with staff identifies whether the service or function's benefit is primarily public or private. The next step is to identify whether funding for the service or function is primarily from a public source, such as the tax base, or a private source, such as participant fees, sponsorships, or other sources. Based on this process, each service or function is classified as Essential, Important, or Value-Added.

1.



The following table includes additional detail about the definition and criteria for determining whether services and functions are classified as Essential, Important or Value-Added services and functions.

| | DEFINITION | CRITERIA |
|---|---|---|
| **ESSENTIAL SERVICE** | Programs, services and facilities the Department must provide. These services are essential to capably govern the parks and recreation system. Failure to provide an essential service at an adequate level results in significant negative consequences relative to the overall health and safety and economy. | › Service is mandated by law, by the Charter or is contractually obligated by agreement<br>› Service is essential to protecting and supporting public health and safety.<br>› Service protects and maintains valuable assets and infrastructure.<br>› The Community's residents, businesses customers and partners would generally and reasonably expect and support the Department in providing the service, and that service is one that cannot or should not be provided by the private sector<br>› Service is a sound investment of public funds.<br>› Work function must happen daily to maintain services |
| **IMPORTANT SERVICE** | Programs, services and facilities the Department should provide. These services are important to governing the parks and recreation operations and effectively serving residents, businesses, customers, and partners. Providing Important services expands or enhances ability to provide and sustain the Departments essential services, health and safety, and economy. | › Service expands, enhances, or supports essential services.<br>› Community broadly supports and uses the service.<br>› Service is considered an appropriate, important, and valuable public good. Public support may be conditional to the payment of funding method.<br>› Service generates income or revenue that offsets some or all of its operating cost, or is deemed to provide a positive economic, social or environmental outcome or result.<br>› Service should happen often, but essential services receive priority. |
| **VALUE-ADDED SERVICE** | Discretionary programs, services and facilities that the Department may provide when funding or revenue exists to offset the costs. Value-added services provide added value to residents, businesses, customers and partners above and beyond what is required or expected of a parks and recreation department. | › Service expands, enhances or supports Essential and Important Services, and quality of life.<br>› Community supports and uses the services<br>› Service generates income or funding from sponsorships, grants, user fees or other sources that offsets some or all of its cost, or provides a meaningful economic, social or environmental benefit to the community.<br>› Work function adds value but is not required by the mission.<br>› Services should happen as needed and may not require daily attention. |

The subsequent step to the service and function classification is to identify the lead or support responsibility for each of the Department's services and functions. Identifying the lead or support responsibility offers an additional level or detail regarding staff workloads. It also identifies which Divisions perform the majority of the Department's services and functions. An example of a service that requires both leadership and support is special events. While the Department is ultimately responsible for the event, they seek support services from the Fire and Police Department to ensure public safety for the event is prepared to respond, if necessary. Since the Police and Fire Departments are not putting on the event, their role is support.

| LEAD |
| --- |
| Lead services or functions are those that a Division is responsible for developing, initiating, implementing, monitoring, and leading. |
| **SUPPORT** |
| Support services or functions are those where the Lead needs assistance from another Division to successfully achieve the desired outcome. |
| **LEAD / SUPPORT** |
| Some services and functions require the Department's leadership, while also needing support. These services and functions are classified as lead/support. |

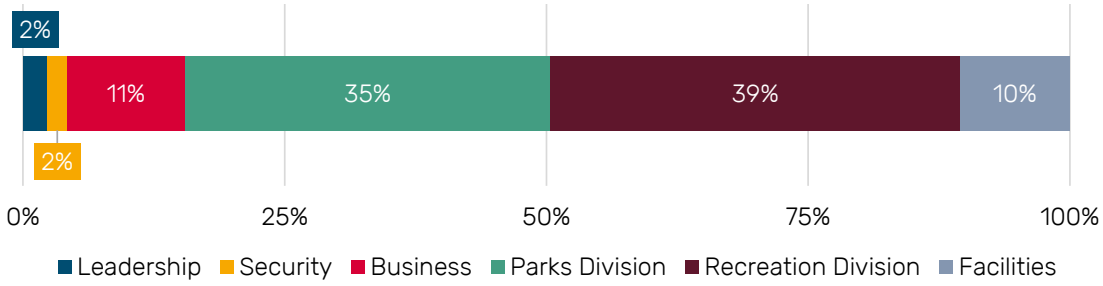
## Core Service Area Analysis

The Department staff helped the project team classify Departmental services and functions as essential, important, or value-added. Department staff also identified whether their role was lead, support, or both.

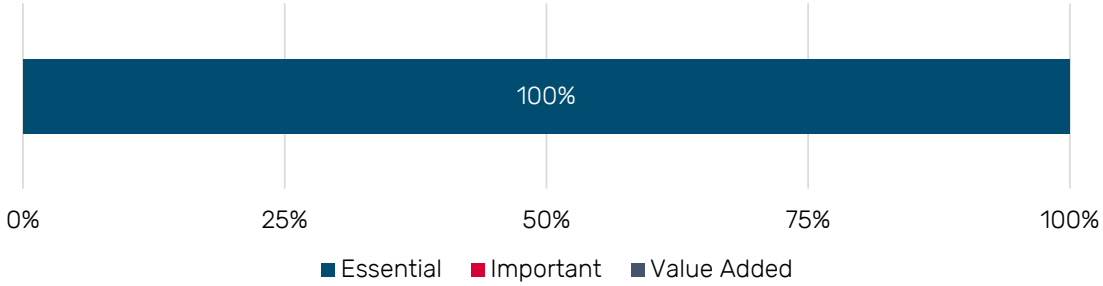
Services and functions are divided by Departmental divisions. Department staff identified the following Divisions:

| | |
|---|---|
| Leadership | Security |
| Park Division | Recreation Division |
| Business | Facilities Division |

Results show that the Department's primary services and functions are based on providing parks and recreation services, which is an appropriate distribution for the Department. There are smaller proportions allocated to leadership, security, business, and facilities.




Results also show that the Department currently considers 100 percent of their services and functions to be essential. This indicates a Department that is well attuned to serving community needs but could also indicate a lack of prioritization among services and functions.




The remainder of this chapter discusses the lead/support distribution of services and functions within each Division.

## LEADERSHIP

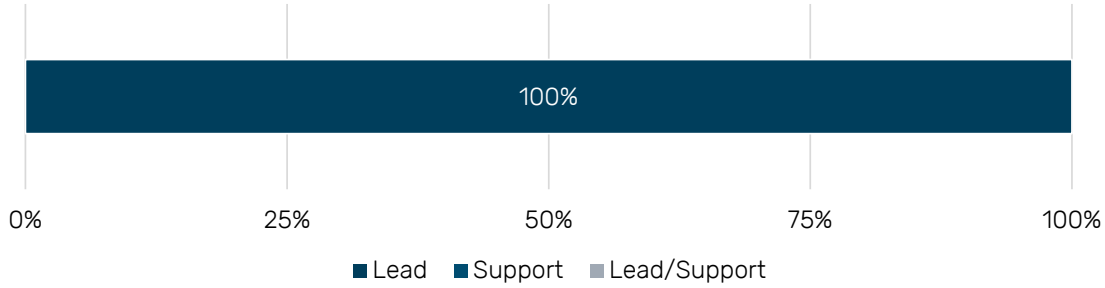
The Leadership Division represents Parks, Recreation and Maintenance Director with nine Essential functions which include management, development, planning, monitoring, representing, and overseeing of the Department and Department Personnel.

### Classification Distribution

The Function Distribution within Leadership is 100 percent Essential with zero percent as important or value-added. This current distribution is common for Director level position as the leader of the full department.

### Lead/Support Distribution

Currently, the Essential functions of Leadership is predominantly 100 percent Lead function. This distribution demonstrates the Leadership is leading the Department to achieve overarching outcomes.




| CLASSIFICATION DISTRIBUTION | | | LEAD/SUPPORT DISTRIBUTION | | | PRIMARY BENEFIT | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|
| | % | # | | % | # | | |
| Essential | 100% | 9 | Lead | 100% | 9 | Community | Tax Base |
| Important | 0% | 0 | Support | 0% | 0 | | |
| Value-Added | 0% | 0 | Lead/Support | 0% | 0 | | |

## SECURITY

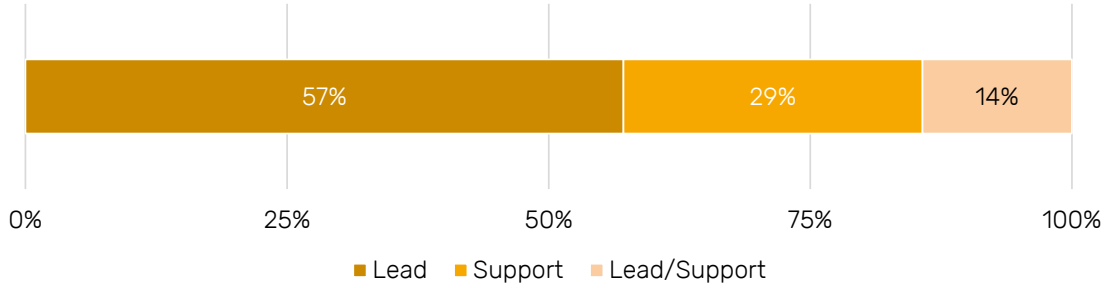
The Security Division includes facility security and staff safety through coordination of internal staff, local law enforcement, equipment use and training.

### Classification Distribution

The Function Distribution within security is 100 percent Essential, zero percent Important, and zero percent value-added. Given the responsibilities for facility and staff safety, it is understandable to have 100 percent Essential classification.

### Lead/Support Distribution

The total number of functions within Security is seven. Security has many specific tasks within service area. Currently, four out of seven Essential functions are Lead, two are support, and one is lead/support.




| CLASSIFICATION DISTRIBUTION | | | LEAD/SUPPORT DISTRIBUTION | | | PRIMARY BENEFIT | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|
| | % | # | | % | # | | |
| Essential | 100% | 9 | Lead | 57% | 4 | Community | Tax Base |
| Important | 0% | 0 | Support | 29% | 2 | | |
| Value-Added | 0% | 0 | Lead/Support | 14% | 1 | | |

## BUSINESS

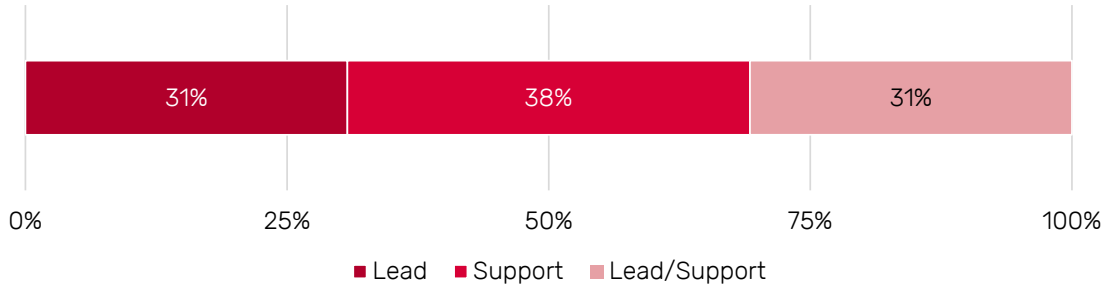
Business Division has five services and functions which help manage day to day operation of the Department which may include budgets, research, volunteer coordination, policy development and review, analyst, trainings, clerical, payroll, and communicate with department staff and the public.

### Classification Distribution

The Classification Distribution shows all services and functions as Essential. This current distribution is common for Business level position as they support the overall operations, serves as a resource and in an oversight capacity to all divisions of the Department.

### Lead/Support Distribution

The total number of functions within Business is 39. These are broad functions and have many specific tasks within them. Currently, 12 functions would be considered Lead, 15 considered support, and 12 are lead/support.




| CLASSIFICATION DISTRIBUTION | | | LEAD/SUPPORT DISTRIBUTION | | | PRIMARY BENEFIT | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|
| | % | # | | % | # | | |
| Essential | 100% | 39 | Lead | 31% | 12 | Community | Tax Base |
| Important | 0% | 0 | Support | 38% | 15 | | |
| Value-Added | 0% | 0 | Lead/Support | 31% | 12 | | |

## PARK DIVISION

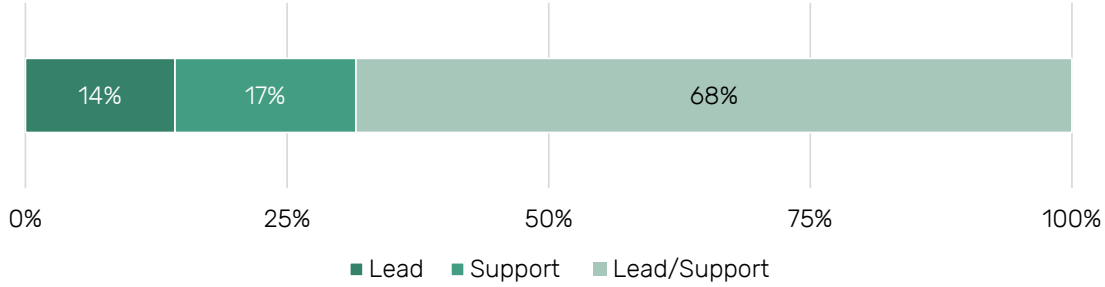
Park Division has many services and functions including manager, superintendent, landscape, turf, custodians, tree care, fleet service, crew supervisor, skilled trades, equipment operators' level I & II, and maintenance. Each of these areas have detailed responsibilities.

### Classification Distribution

All of Parks Division services and functions are considered Essential by Department staff. Many job titles within this division may require specific certification which in many cases will increase the number of Essential functions for specific positions.

### Lead/Support Distribution

There are 133 services and functions that are considered Essential for the Park Division with 19 of them as Lead, 23 of them considered support and 91 one of the functions considered both Lead/Support.




| CLASSIFICATION DISTRIBUTION | | | LEAD/SUPPORT DISTRIBUTION | | | PRIMARY BENEFIT | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|
| | % | # | | % | # | | |
| Essential | 100% | 133 | Lead | 14% | 19 | Community | Tax Base |
| Important | 0% | 0 | Support | 17% | 23 | | |
| Value-Added | 0% | 0 | Lead/Support | 68% | 91 | | |

## RECREATION DIVISION

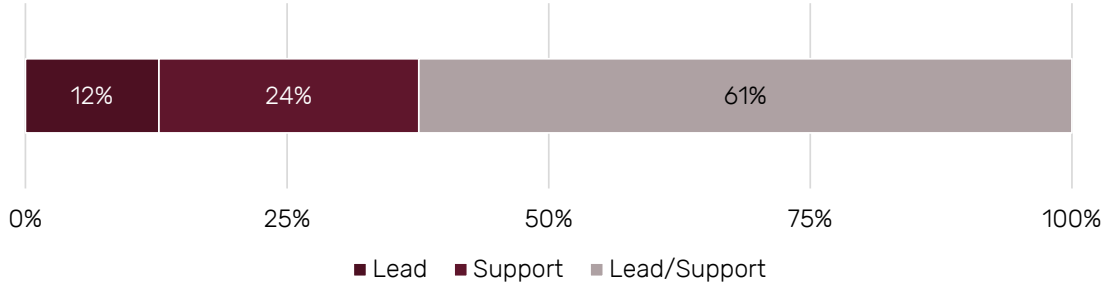
Recreation Division included mangers, coordinators, rangers, supervisors, score keepers and mini-bus operators which may have supported historic properties, nature, special events, athletics and the recreation center.

### Classification Distribution

Currently, the Department identified 152 functions as Essential with no classification for Mini-bus operators. Best practice would be to re-evaluate this Division due to staff that may be paid by user fees, memberships, or programs.

### Lead/Support Distribution

There are 153 major services with 19 Lead, 37 Support and 93 both Lead/Support functions.




| CLASSIFICATION DISTRIBUTION | | | LEAD/SUPPORT DISTRIBUTION | | | PRIMARY BENEFIT | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|
| | % | # | | % | # | | |
| Essential | 100% | 152 | Lead | 12% | 19 | Community | Mix of taxes and fees |
| Important | 0% | 0 | Support | 24% | 37 | | |
| Value-Added | 0% | 0 | Lead/Support | 61% | 93 | | |

## FACILITIES CORE

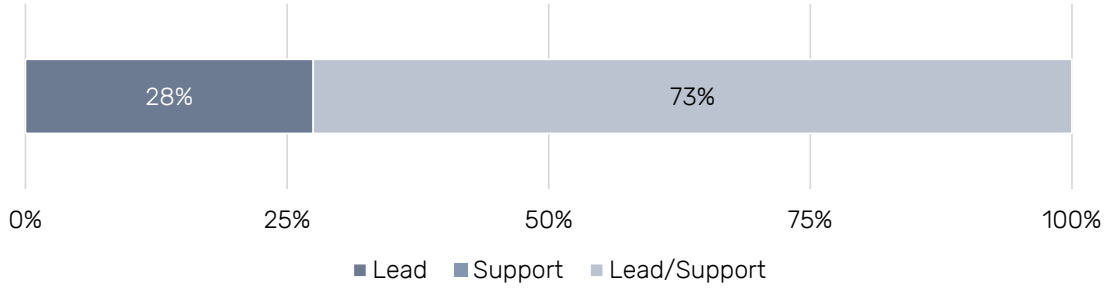
Facilities Division has five services and functions between manager, supervisors, electrician, and levels of skilled trades.

### Classification Distribution

Facilities service area has 40 major functions with all functions to be considered Essential. Usually as a facility support position, if a facility exists most Departments would notice many functions as Essential for this Division.

### Lead/Support Distribution

Of the 40 major services 11 were considered Lead, zero were considered Support and 29 were considered both Lead/Support.




| CLASSIFICATION DISTRIBUTION | | | LEAD/SUPPORT DISTRIBUTION | | | PRIMARY BENEFIT | FUNDING SOURCE |
|---|---|---|---|---|---|---|---|
| | % | # | | % | # | | |
| Essential | 100% | | Lead | 28% | 11 | Facility Users | Tax Base |
| Important | 0% | | Support | 0% | 0 | | |
| Value-Added | 0% | | Lead/Support | 73% | 29 | | |

## Summary of Findings

Classifying Essential for every function could be considered unrealistic when it comes to workload and capacity of staff members. Some part-time positions as well as area specific roles may have all of functions classified as Essential. However, staff members that support another person as backup for any responsibility should be classified as Important for the support team member and Essential for the lead team member. This will help clearly establish responsibilities when work loads are heavy.

Additional functions will be added as the Department focuses more on cost recovery to develop a sustainable system moving forward. This will impact the capacity of the department and should be accounted for in the tracking and monitoring of the workload.  The Department should use the framework of this analysis in updating service delivery analysis on an annual basis.

Appendix addition

# COMMUNITY ENGAGEMENT

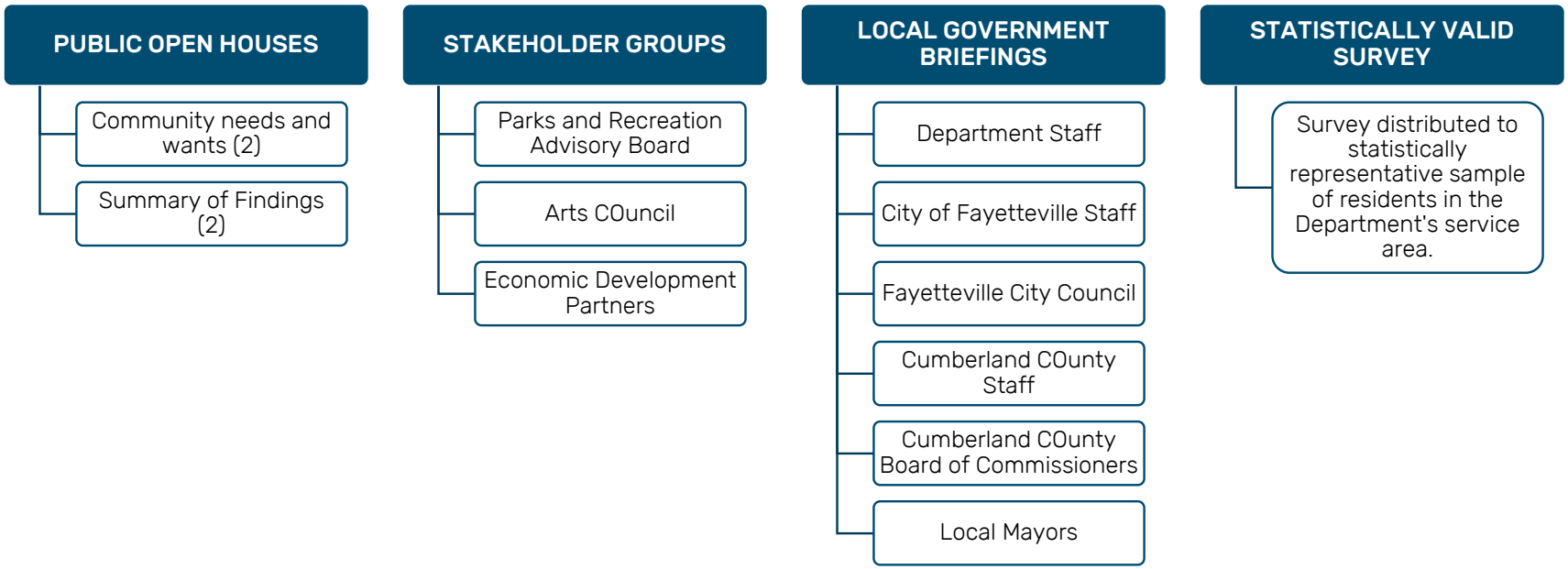
## IN THIS CHAPTER

Community Open House
Recommendations Open House
Local Government Briefings
Statistically Valid Survey
Summary of Findings

**COMMUNITY ENGAGEMENT**

**Public input is an essential part of any planning process. The most effective plans are rooted in the realities and visions of the communities that create them. This planning process collected public input through open houses, stakeholder interviews, focus groups, and local government briefings. This section summarizes all public input received during the planning process.**

*Figure 1 - Outline of community engagement*



## COMMUNITY OPEN HOUSES

The project team conducted four open house events to give residents in the Department's service area opportunities to provide input into the 10-year comprehensive plan. The Department's marketing efforts included video promotions, website postings, social media platforms, notices to public officials and information posted at parks facilities.

### Needs and Wants Open House

The first open house events were held during the inventory and analysis phase of the planning process on the following dates and locations:

- October 24, 2019
  Pineforest Recreation Center
- October 26, 2019
  Kiwanis Recreation Center

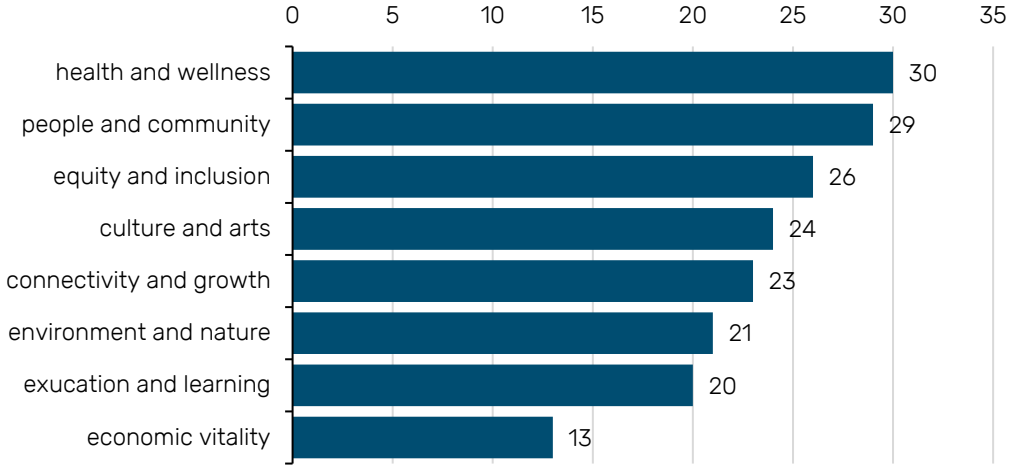
### Purpose

This meeting provided the public with background information on existing facilities and programs. The setup included several interactive stations for sharing feedback through discussions, dot exercises and written comments. City staff and consultant team members were available to assist with the process.

### Community Values

Community values reflect the things that are important to a community's residents. Community values inform the character of parks, programs, and amenities that will resonate with the community. The values of health and wellness, people and community, and equity and inclusion received the most responses. This exercise identifies popular values but should not be used to eliminate values as important or worthwhile.

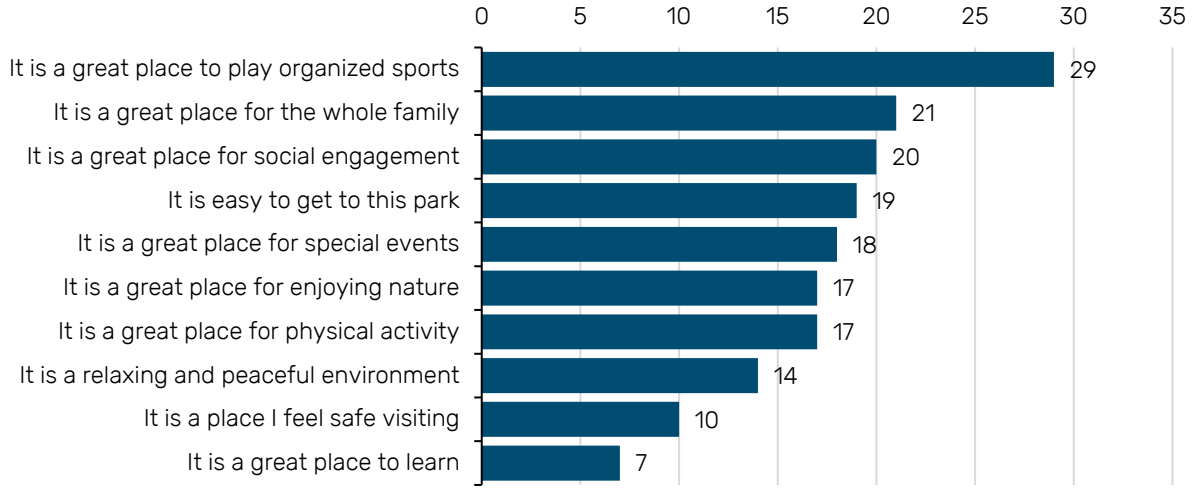
Figure 2 - Response to "Which values do you hold for your community?" Respondents could make up to three choices.



### Reasons for Visiting

Reasons for visiting parks indicate what elements of the park system are currently successful and enticing to residents. The top three responses were: “it is a great place to play organized sports”, “it is a great place for the whole family”, and “it is a great place for social engagement”. These responses coincide with the community values responses. The top response received approximately 25 percent more support than the next-highest response, but overall, the responses were closely ranked.

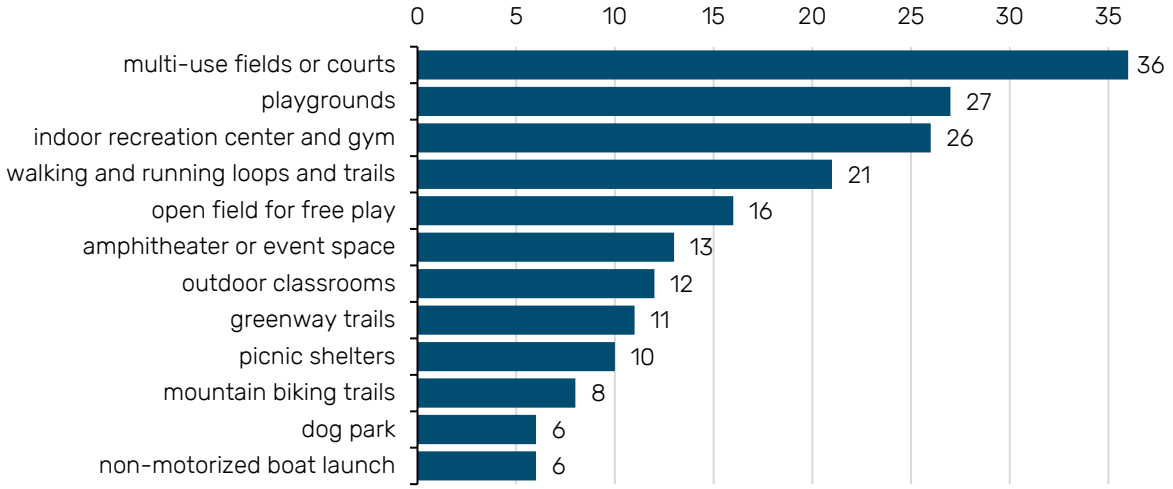
Figure 3 - Responses to “Which amenities would you like to see added or expanded within the City and County?” Respondents could make up to three choices



## Amenities

Participants ranked the top three amenities they would like to see the Department offer or expand. The items on this list were generated by the project team and Department staff. The top responses include "multi-use fields or courts", "playgrounds", and "indoor recreation center and gym". The top ranked amenities are those that enable people to pursue health and wellness goals through physical activity. The items provide a combination of programmed and unprogrammed play. "Multi use fields" received nearly 10 more votes than the next-highest ranked amenity, but beyond the top response, all amenities were closely ranked.

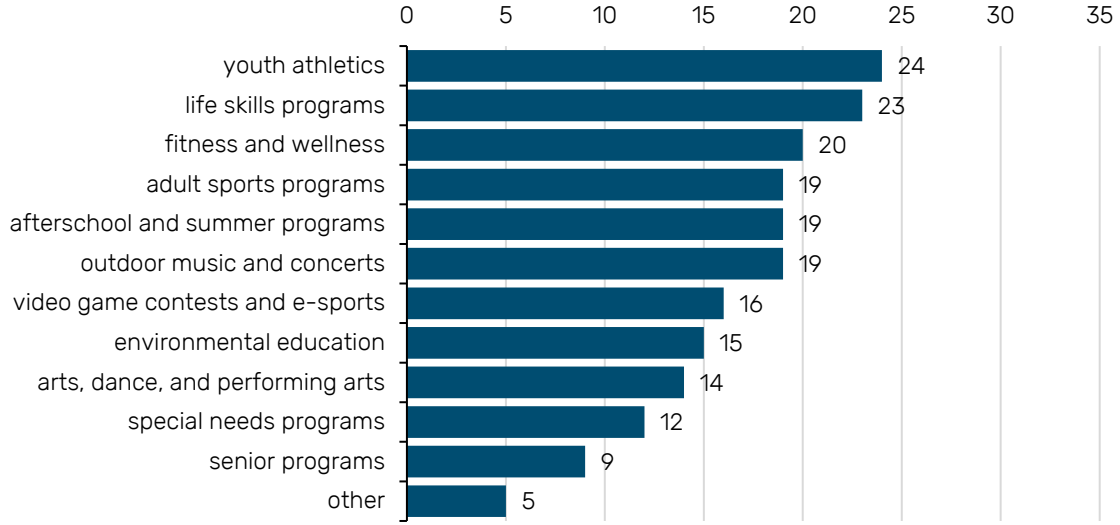
Figure 4 - Responses to "What amenities would you like to see added or expanded within the City or County?" Respondents could make up to three choices.



## Program Needs

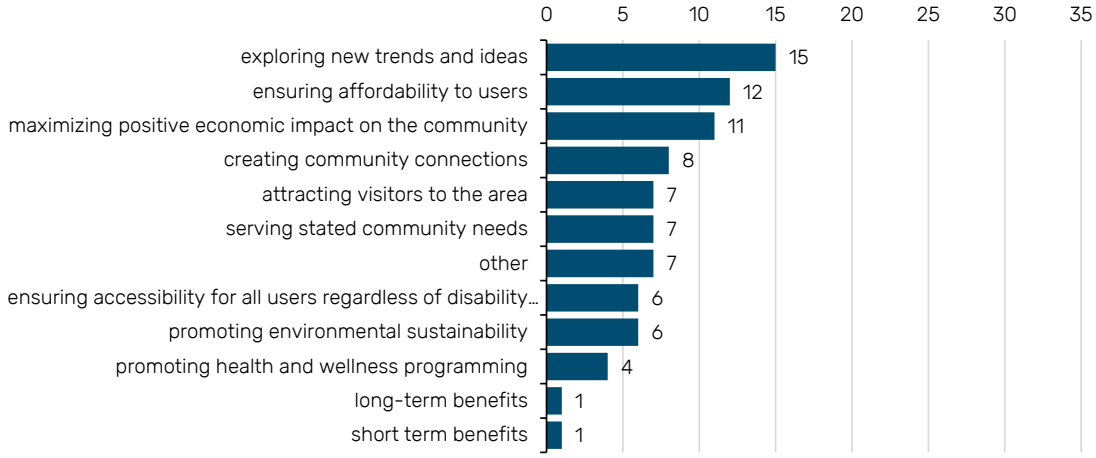
Participants ranked the top three programs they would like to see the Department offer or expand. The programs on this list were generated by the project team and Department staff. The top responses include “youth athletics”, “life skills programs”, and “fitness and wellness programs”. “Adult sports programs”, “afterschool and summer programs”, and “outdoor music and concerts” all tied at fourth place. All response for program needs were closely ranked.

Figure 5 - Responses to “What programs would you like to see added or expanded within the City or County? Respondents could make up to three choices.



## Priorities

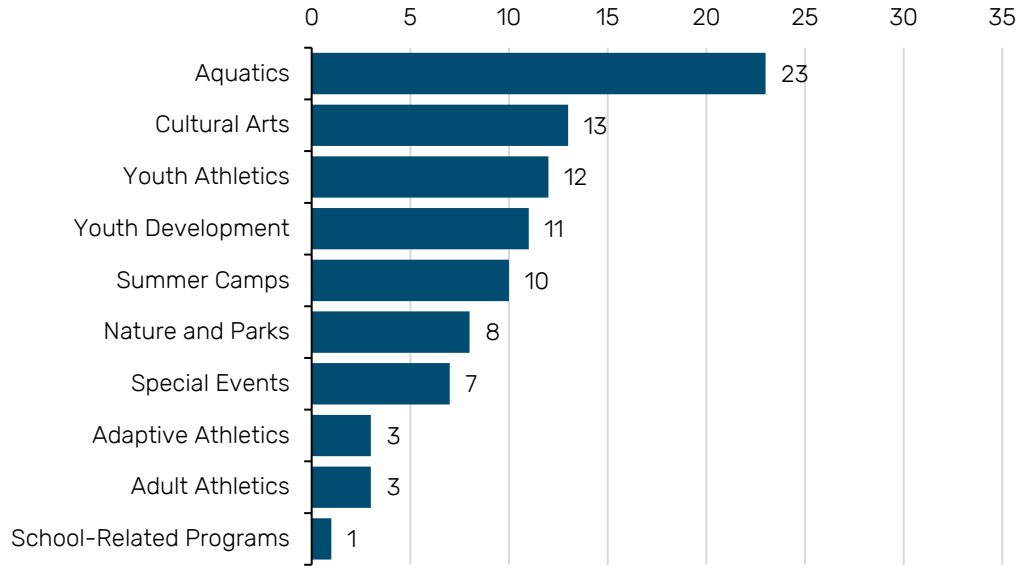
Participants ranked the top three considerations for prioritizing investment in the parks and recreation department. The top three responses indicate the department should explore new trends and ideas, ensure affordability to users, and maximize positive economic impact on the community. The lower response rates on this question indicate that fewer people responded to this question overall.



### Core Program Areas

Participants ranked the top core program area they would like to see expanded or improved. The core program areas are existing areas of programming. The top three responses were "Aquatics", "Cultural Arts", and "Youth Athletics". Aquatics ranked significantly higher than the other responses, and other responses were closely ranked.

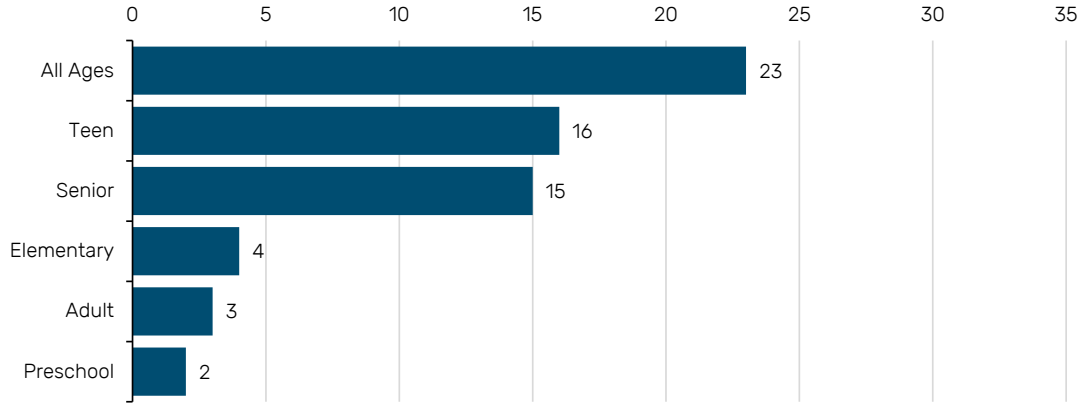
Figure 6 - Responses to "Of the department's current program offerings, which should be expanded or improved?" Respondents could make one choice.



## Target Ages

Participants ranked the target ages they would like the Department to serve. The top response was all ages, with teens and seniors ranked second and third.

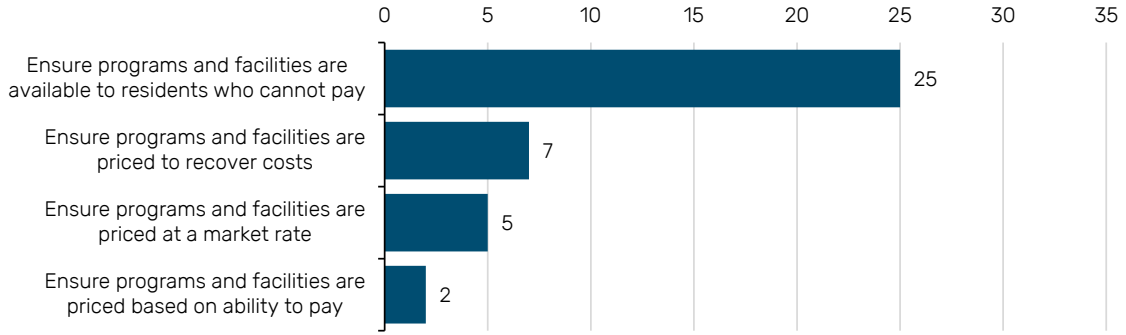
Figure 7 - Responses to "What age segments should the department prioritize for programming?" Respondents could select one choice.



## Pricing

Participants ranked the following methods the Department could use to prioritize pricing for programs and facilities. The top response by a significant margin was "Ensure programs and facilities are available to residents who cannot pay." The second response is "Ensure programs and facilities are priced to recover costs." This indicates there is a strong mandate to keep programs affordable for residents of all income levels.

Figure 8 - Responses to "How should the department prioritize pricing for programs and facilities?" Respondents could make one choice.



## RECOMMENDATIONS OPEN HOUSE

The second two open house events were held during the recommendations phase of the planning process on the following dates and locations.

- November 21, 2019
  Cliffdale Recreation Center

The format was similar to the first open house events. Attendees provided feedback through discussions with staff and consultant team members, and at interactive stations.

The following table depicts the questions and responses for the four questions posed at the interactive stations.

**What are your ideas for how the Department can reach you about parks and recreation programs and activities?**

- Increase media exposure print and digital
- Higher training / qualifications for coaches
- Better advertising to draw in more people to participate in rec center activities (Fliers, Facebook, Instagram)

**What are your ideas for keeping programming affordable for all users?**

- Consistency in fees for all participants
- Elementary - FCPR has an ideal affordable program in my opinion

**How can the Department expand parks and amenities to serve you?**

- The Montclair neighborhood badly needs a public space such as a community garden where residents can meet and post neighborhood news. There are several vacant lots that could be used for this.
- Montclair currently has several overgrown lots and abandoned properties that could be used towards such a purpose
- Need a picnic shelter
- Increase multi-level indoor facilities for volleyball
- Single use facility with 10 indoor volleyball courts
- The city, county and state officials have used Montclair community as a thoroughfare from I 95 to the mall. Historically, Montclair has had parks and recreation but not currently.
- There's nothing within walking distance for Montclair residents especially youth to do. Shopping is not meant to be recreational.

**Map - general comments**

- Montclair needs more public space
- Reduce fees for outside Cumberland county participation. Is double for outside counties
- When Fayetteville annexed Montclair it Continued it's purge testing to county lines. It has overextended itself to maintain a healthy infrastructure. Fay needs to re-assess properties.
- Montclair already has blight and some indications of slums. Our quality of life is being affected by a lack of Multi -use amenities

## STAKEHOLDER GROUPS

Obtaining feedback through face-to-face communication was an important element of the public participation process. The project team identified stakeholders that included a board segment of advisory boards, public agencies, institutions, and business advocacy groups. Stakeholder group meetings took place on the following dates:

- Parks and Recreation Advisory Board
  July 30, 2019

- Arts Council and Convention and Visitors Bureau
  October 17, 2019

The Parks and Recreation Advisory Board, an appointed volunteer advisory committee, participated in a group discussion to share their ideas and interests for the future of facilities and activities offered by the department. The Arts Council of Fayetteville/ Cumberland is another appointed group focused on integrating art into the community, including parks, programs, and recreation centers. The Convention and Visitors Bureau also participated to offer suggestions on incorporating methods to market parks and recreation facilities and amenities to those visiting the City.

The stakeholder groups format included a short description of the comprehensive planning process followed by an asset mapping exercise intended to generate feedback on the Department's strengths and success, and identify potential challenges and areas for growth. The asset mapping questions included the following:

1. What about parks and recreation makes your community better?
2. What is your parks and recreation department known for?
3. What would strengthen the Department's positive impact on the community?
4. What are the most significant threats to the Departments assets and reputation?

Key themes that emerged from the stakeholder groups included:

### Family Programming:

The Department is increasing services for all age groups. This is important to ensure programming that focuses not only on youth but also adults, senior citizens and those who are physically challenged. Additionally, a focus on health and wellness should be a primary consideration when programming, particularly for seniors. Programming should include services that families can participate in together. Additionally, aesthetics as a part of programming is very appreciated and is an added value of the Department.

### Marketing:

The Department is highly regarded, even outside of the City and County and is known for its top-notch services and facilities. During discussions, it was suggested that the Department could increase its visibility and services with residents by adding additional methods of communication. Targeting specific groups including seniors, the school system, the Convention and Visitor's Bureau, homeowner associations and faith-based organizations among others could increase awareness. Also using some of the cable access channels available through the City and County could also enhance awareness.

### Facilities and Amenities:

There is a great sense of pride for the Department's current facilities and amenities. The community wants enhanced facilities and amenities but also understands funding sources are limited. A frequent suggestion included opportunities to establish public-private partnerships with local businesses to provide funding or services. Partnering with non-profits was also mentioned as a process that could enhance the Department's reach. In addition to traditional recreation facilities and programs, support was mentioned for non-traditional facilities and amenities such as more trails, pocket parks in small open spaces, and water and extreme sports.

## LOCAL GOVERNMENT BRIEFINGS

This document includes a summary of the project team's conversation with Department staff, Fayetteville City Council, Cumberland County Commissioners, and the mayors of Cumberland County jurisdictions.

A total of 7 meetings incorporated feedback from each of these groups. The table below summarizes the dates and target groups.

| DATE | ATTENDEES |
|---|---|
| November 29 | City Staff |
| January 8 | City Council 1 |
| January 17 | County Commissioners |
| January 24 | City Council 2 |
| February 21 | Local Mayors 1 |
| February 21 | Local Mayors 2 |
| March 6 | Remaining Attendees |

The meetings included a short description of the comprehensive planning process followed by an asset mapping exercise intended to generate feedback on the Departments strengths and success and identify potential challenges and areas for growth. The asset mapping questions include the following:

1. What about parks and recreation makes your community better?
2. What is your parks and recreation department known for?
3. What would strengthen the Department's positive impact on the community?
4. What are the most significant threats to the Departments assets and reputation?

## SUMMARY OF FINDINGS

The feedback from all meetings is synthesized in this summary. The information is organized by groups of attendees and then included in a final summary of all comments. Six key themes emerged from the asset mapping process. These six themes represent all input from the local government briefings meetings.

- The key themes included:
- Programming
- Parks and facilities
- Operations and maintenance
- Policies and communication
- Staffing
- Community

**Programming:** The Department provides a valuable service to the community through low-cost or no-cost programs for the area's youth. These programs are well attended, and the Department is largely able to provide programs through their own facilities, as opposed to sharing space with the school system or other community partners. Community events are another strength of the Department. Some local jurisdictions provide their own programming for their Town's youth.

**Parks + Facilities:** Many participants agreed that the Department has an adequate amount of parkland, and that they currently have undeveloped reserves of land to expand if needed. The biggest needs appear to be ensuring equitable investment across park system, ensuring safety within parks and facilities, and identifying certain amenities needed within parks. Parks in the community fulfill the role of providing a unique identity within Fayetteville as well as smaller communities.

**Operations + Maintenance:** A frequent subject included the Department's responsibility for maintenance in all City owned buildings and some rights of way. Many recognized that this responsibility should be shifted outside of the Parks and Recreation Department to ensure that they can focus on maintaining parks and facilities

to a high standard. The Department has a maintenance plan for parks and facilities that guide maintenance activities. The Department does not have operations manuals for facilities and programming, though a well-trained staff effectively run facilities and programs.

**Policies + Communications:** Existing programs are well attended, but many recognized the need for additional communications and marketing to attract new participants to recreational activities, especially as the population grows. The Department has many community partners, including local institutions of higher education and Fort Bragg. Participants indicated that the Department should have necessary policies in place for transparently managing partnerships with these community partners and local jurisdictions. Finally, as the community grows the Department will need to ensure the Unified Development Ordinance includes language to prompt developers to construct parkland as part of their developments.

**Staffing:** The Department is known for its staff's professionalism and for developing youth and early-career employees. Attendees discussed the need for a staffing assessment, especially if maintenance responsibility is shifted outside of the Department.

**Community:** Many participants stated the importance of having the Department serve the community, and some included barriers to providing that service. Some community concerns included equity, access, and health and wellness. The project team will continue working with Department leadership to determine how best to incorporate these topics into the plan.

Table 1 - Summary of input based on affiliation

| CITY STAFF | CITY COUNCIL | COUNTY COMMISSION | LOCAL MAYORS |
|---|---|---|---|
| › Community | › Marketing | › Quality of Place | › Character |
| › Policies | › Parks | › Community experience | › Park amenities |
| › Communication | › Programs | › Trends and technology | › Parks and operations |
| › Programs and services | › Challenges | › Equity | › Community involvement |
| › Partnerships | › Operations and staff | › Programs and athletics | › Enhance offerings |
| › Staffing | | | |
| › Resources stewardship | | | |
| › Physical environment | | | |

## STATISTICALLY VALID SURVEY

The project team mailed a survey packet to a random sample of households within the Department's service area. 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.

The goal was to obtain completed surveys from at least 600 residents. The goal was exceeded and a total of 637 residents completed the survey. The overall results for the sample of 637 households have a precision of at least (+/-) 3.88 at the 95 percent level of confidence. The precision indicates that all results will be accurate within 3.88 percentage points above or below the stated figure. The level of confidence indicates that if this survey were run 100 times with the same methodology, the results found here would be replicated 95 of those times. Precision and level of confidence are standard metrics for statistic validity.

### Priority Investment Rating

The priority investment rating was developed by ETC Institute, a member of the project team, to provide organizations with an objective tool for evaluating the priority that should be placed on Parks and Recreation investments. The priority investment rating equally weights the importance that residents place on facilities and how many residents have unmet needs for facilities. Figure 9 depicts the process of the priority investment rating. Figures 10, 11, and 12 depict the priority investment rating for amenities and facilities, programming for adults, and programming for youth.

Figure 9 - Variables for determining priority investment rating

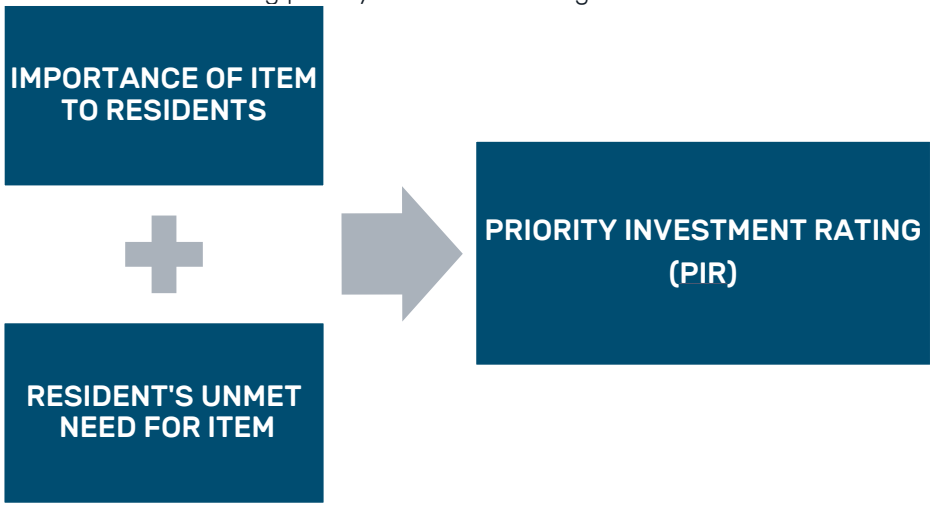


Figure 10 - Top priorities for investment for facilities based on priority investment rating

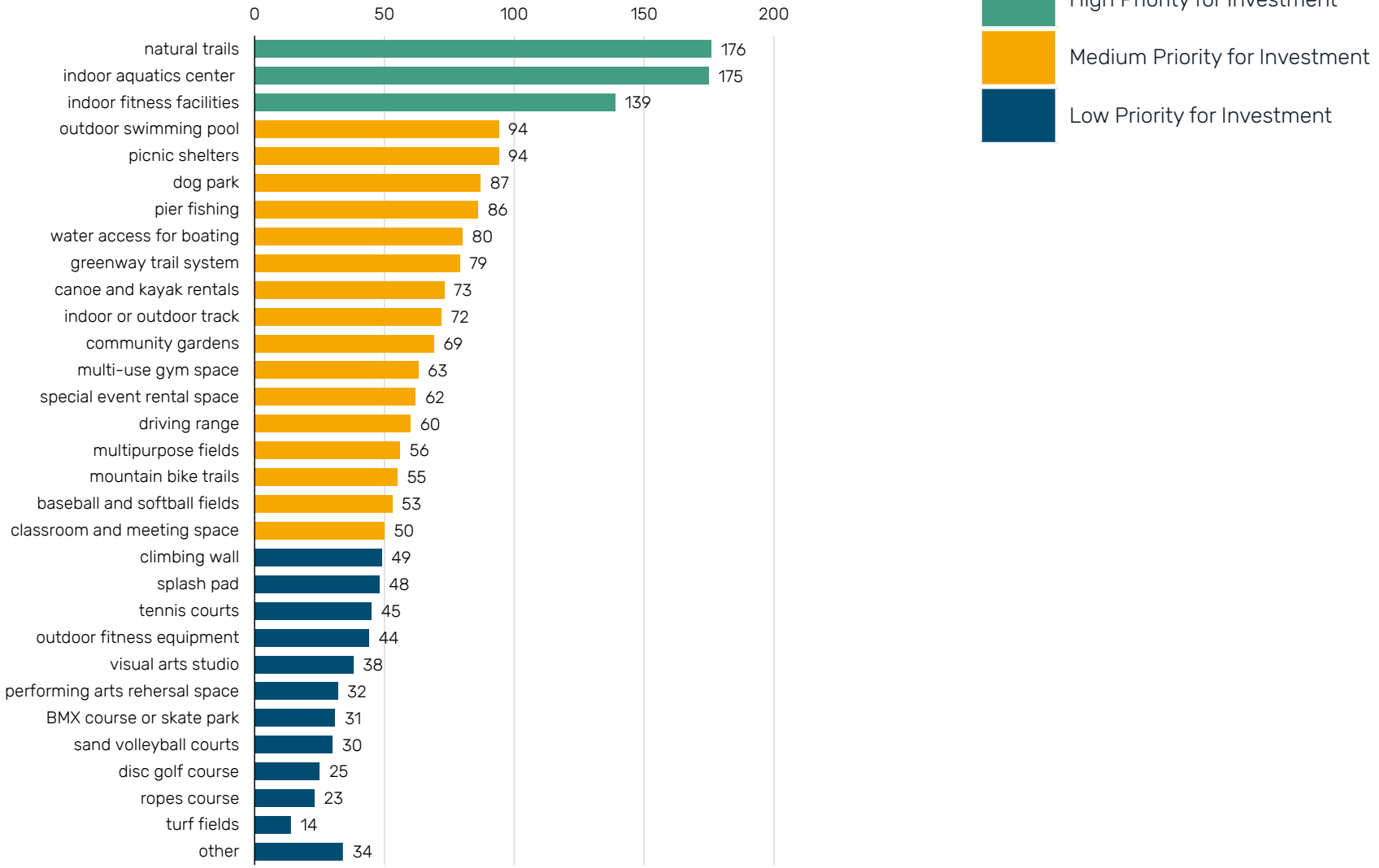


Figure 11 - Top priorities for investment for activities for adults based on the priority investment rating

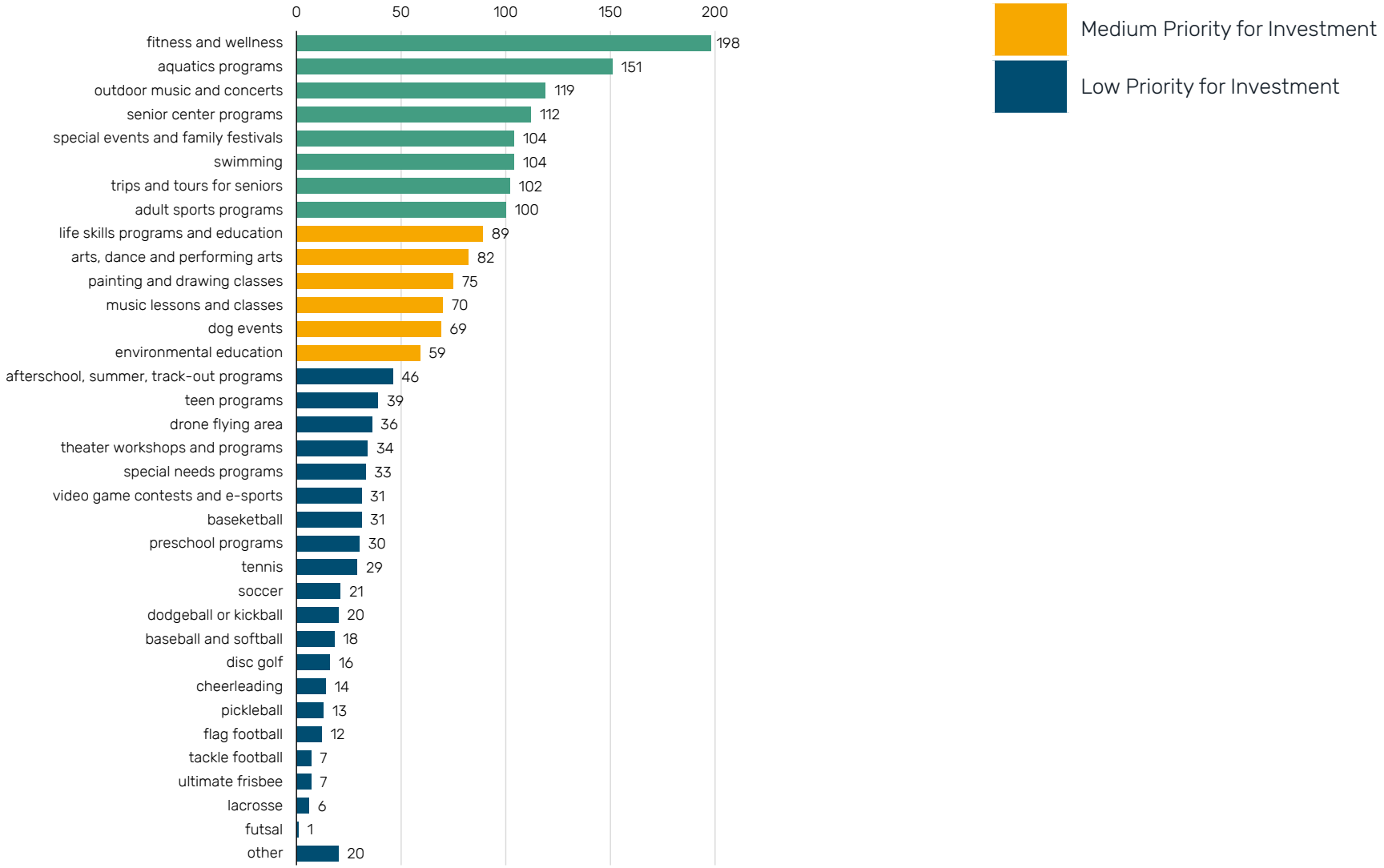
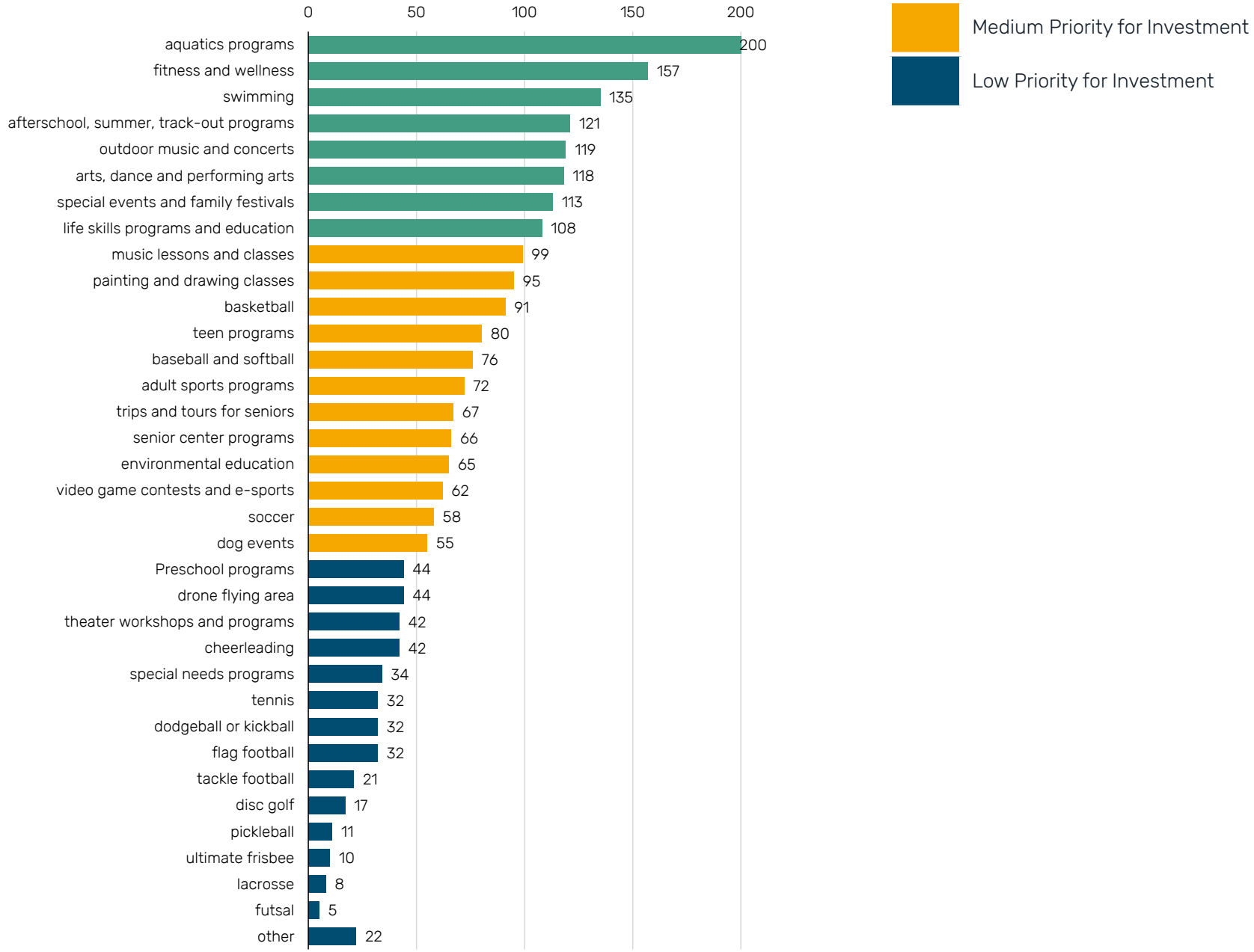


Figure 12 - Top priorities for investment for activities for youth based on the priority investment rating



## SATISFACTION AND WILLINGNESS TO PAY

Figure 13 shows responses to the question of how satisfied or unsatisfied residents are with the services the Parks and Recreation Department currently provides. Results show that 63 percent of residents are satisfied with the value they receive from the Department, with 23 percent neutral, and 14 percent dissatisfied. These results are on par with national standards that indicate that 24 percent as very satisfied and 35 percent as satisfied.

Figure 13 - How satisfied are you with the overall value you household receives from the Parks and Recreation Department?

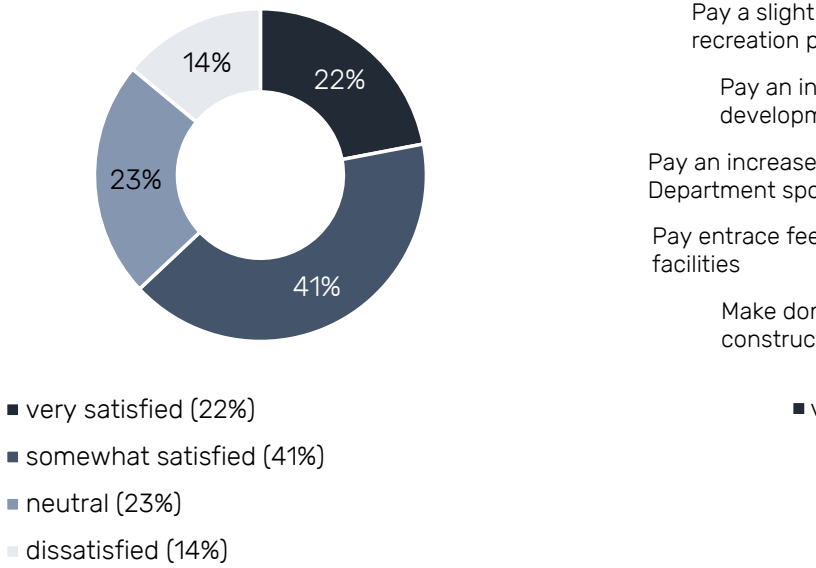



Figure 14 depicts resident's willingness to pay for parks and recreation services. The figure lists several methods residents may use to support parks and recreation. The top ranked response is that residents are willing to volunteer to support the department, and the second response indicates residents willingness to pay increased taxes to support recreation. Responses in support of these statements are overall low, with supportive responses not reaching 50 percent for any method. Low willingness to pay from residents has implications for the department's ability to maintain the department over time or offer expanded options.

Figure 14 - Responses to "How willing would you be to do each of the following to support expanding or implementing recreation, parks, facilities, and programs?"

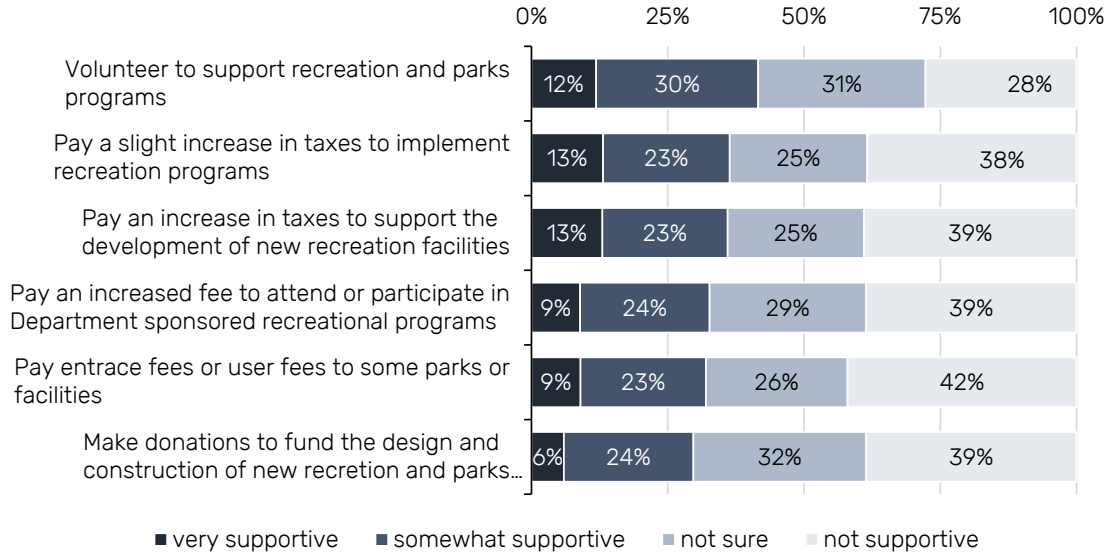
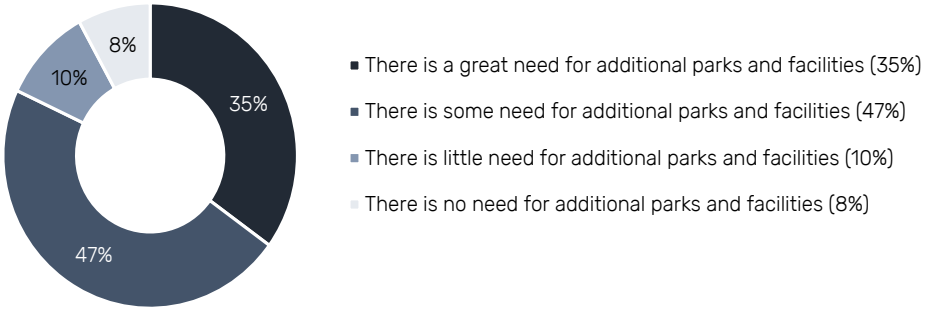


Figure 15 lists resident's opinion about additional needs for parks and recreation services. Results indicate that 82 percent of residents believe there is some need or great need for additional parks and facilities.

Figure 15 - Responses to "Based on what you know or have heard, which best describes your opinion on additional parks and recreation facilities in Fayetteville and Cumberland County?"




Overall, results of resident's satisfaction and willingness to pay indicate that residents have typical levels of satisfaction with the departments current offering but agree there could be more offered to meet community needs. Results indicate that there is low willingness to pay additional time or taxes to support expansion or implementation of parks and recreation services.

## Summary of Findings

The following table summarizes key themes from each community engagement method.

| PUBLIC OPEN HOUSES | STAKEHOLDER GROUPS | LOCAL GOVERNMENT BRIEFINGS | STATISTICALLY VALID SURVEY |
|---|---|---|---|
| Amenities<br>› Multi-use fields and courts<br>› Playgrounds<br>› Indoor recreation center and gym<br><br>Programs<br>› Youth athletics<br>› Life skills programs<br>› Fitness and wellness<br>› Adult sports programs<br>› Afterschool and summer programs<br>› Outdoor music and concerts<br><br>Programs to expand:<br>› Aquatics<br>› Cultural arts<br>› Youth athletics<br><br>Ensure programs and facilities are available to residents who cannot pay.<br><br>Prioritize for programming<br>› All ages<br>› Teens<br>› Seniors | › Family programming<br>› Marketing<br>› Facilities and amenities<br>› Trails<br>› Pocket parks<br>› Water access<br>› Water features | › Programming<br>› Parks and facilities<br>› Operations and maintenance<br>› Policies and communication<br>› Staffing<br>› Community | Amenities<br>› Natural trails<br>› Indoor aquatics center<br>› Indoor fitness facilities<br><br>Adult Programs<br>› Fitness and wellness<br>› Aquatics programs<br>› Outdoor music and concerts<br>› Senior center programs<br>› Special events and family festivals<br>› Swimming<br>› Trips and tours for seniors<br>› Adult sports programs<br><br>Youth programs<br>› Aquatics programs<br>› Fitness and wellness<br>› Swimming<br>› Afterschool, summer, track out programs<br>› Outdoor music and concerts<br>› Arts, dance and performing arts<br>› Special events and family festivals<br>› Life skills programs and education. |

# EQUITY MAPPING

## IN THIS CHAPTER

Methodology
Social Vulnerability Index Component Indices
Summary of Findings

**INTRODUCTION (SECTION HEADER)**

## The purpose of this analysis is to illustrate the equitability of park location throughout Fayetteville and Cumberland County to determine whether parks serve vulnerable populations. Government investment in parks is intended to create benefits for individuals and the wider community. For example, providing places to exercise in parks creates a benefit for individuals who use the space, but provides an expanded benefit to the community by avoiding the health care costs that individuals with sedentary lifestyle habits tend to incur.

Residents in areas with lower social vulnerability live in areas where they may be better suited to access the services needed to improve social and health outcomes. In areas with higher social vulnerability, a park may provide a valuable resource an individual may not otherwise have access to. Providing parks to all residents is important, and this assessment illustrates the need for additional investment in parks and recreation services in areas with higher social vulnerability. This analysis is intended to serve as a baseline assessment that can guide future decision making for investment in parks and recreation services.

WHAT IS SOCIAL VULNERABILITY?

Social vulnerability refers to the inability of people, groups of people, organizations, and societies to withstand adverse impacts from multiple stressors to which they are exposed. These impacts are due in part to characteristics inherent in social interactions, institutions, and systems of cultural values.

Social vulnerability research frequently focuses on risk management analysis, particularly related to the impacts of natural hazards. This chapter recognizes that many of the factors that determine a community's resilience to natural hazards are the same factors that leave communities vulnerable to ongoing public health risks, such as a lack of access to parks and open space.

Factors that influence the measure of social vulnerability include socioeconomic status, age, health and disability status, race and ethnicity, English language proficiency, and medical issues and disability.

Sources:

- Planning for an Emergency: Strategies for Identifying and Engaging At-Risk Groups: A guidance document for Emergency Managers. **Centers for Disease Control and Prevention (CDC)**
- Inequalities in the Build Environment Underlies Key Health Disparities in Physical Activity and Obesity. **Penny Gordon-Larsen, Melissa C. Nelson, Phil Page, Barry M. Popkin**

## METHODOLOGY

The Social Vulnerability Index combines demographic characteristics commonly used as indicators for areas considered at risk of experiencing negative social or health outcomes. Social vulnerability includes an analysis of socioeconomic status, household composition and disability, minority status and language, and housing and transportation to determine the area's vulnerability. The dataset for this analysis is created by the Center for Disease Control and Prevention with the intention of assisting communities after a natural disaster. More recently, this data set has been applied to community planning, especially in the areas of public health, parks and recreation, and greenway planning.

The Center for Disease Control and Prevention social vulnerability index "uses U.S. Census data to determine the social vulnerability of every census tract. Census tracts are subdivisions of counties for which the Census collects statistical data. The social vulnerability index ranks each tract on 15 social factors, including poverty, lack of vehicle access, and crowed housing, and groups them into four related themes. Each tract receives a separate ranking for each of the four themes, as well as an overall ranking."

The U.S. Census Bureau does not map data for military bases, and therefore areas of Fort Brag appear as having no data for the following analysis. The project team did not exclude this data; it is a limitation of the data produced by the U.S. Census Bureau. Equity mapping for the Town of Spring Lake and Town of Hope Mills is outside the scope of this project.

Table 1 - Components of the overall social vulnerability index and four composite indices

| | | |
|---|---|---|
| **OVERALL SOCIAL VULNERABILITY** | SOCIOECONOMIC STATUS | Below Poverty |
| | | Unemployed |
| | | Income |
| | | No High School Diploma |
| | HOUSEHOLD COMPOSITION + DISABILITY | Age 65 or Older |
| | | Age 17 or younger |
| | | Civilian with a Disability |
| | | Single-Parent Households |
| | MINORITY STATUS + LANGUAGE | Minority |
| | | Speak English "less than well" |
| | HOUSING + TRANSPORTATION | Multi-Unit Structures |
| | | Mobile Homes |
| | | Crowding |
| | | No Vehicle |
| | | Group Quarters |

The index indicates that areas of Fayetteville's core have the highest social vulnerability overall. With other areas of high vulnerability concentrated to the south, north, and west. There is no concentration of low vulnerability areas with only one census tract ranking in the lowest vulnerability category.

Incorporated areas are indicated by a transparent gray, and park parcels are indicated with light blue. The map depicts the highest concentration of parks in the areas with highest vulnerability. Outlying areas, especially in the southeastern portion of the county, have lower concentrations of parks. It is typical for rural areas to have fewer parks, but rural areas to the northeast and southwest provide parks to residents. These areas also have incorporated areas that support providing parks for residents in these areas. The larger size of the census tract in the southeastern portion of the county also indicates a lower population density than is found in other tracts.

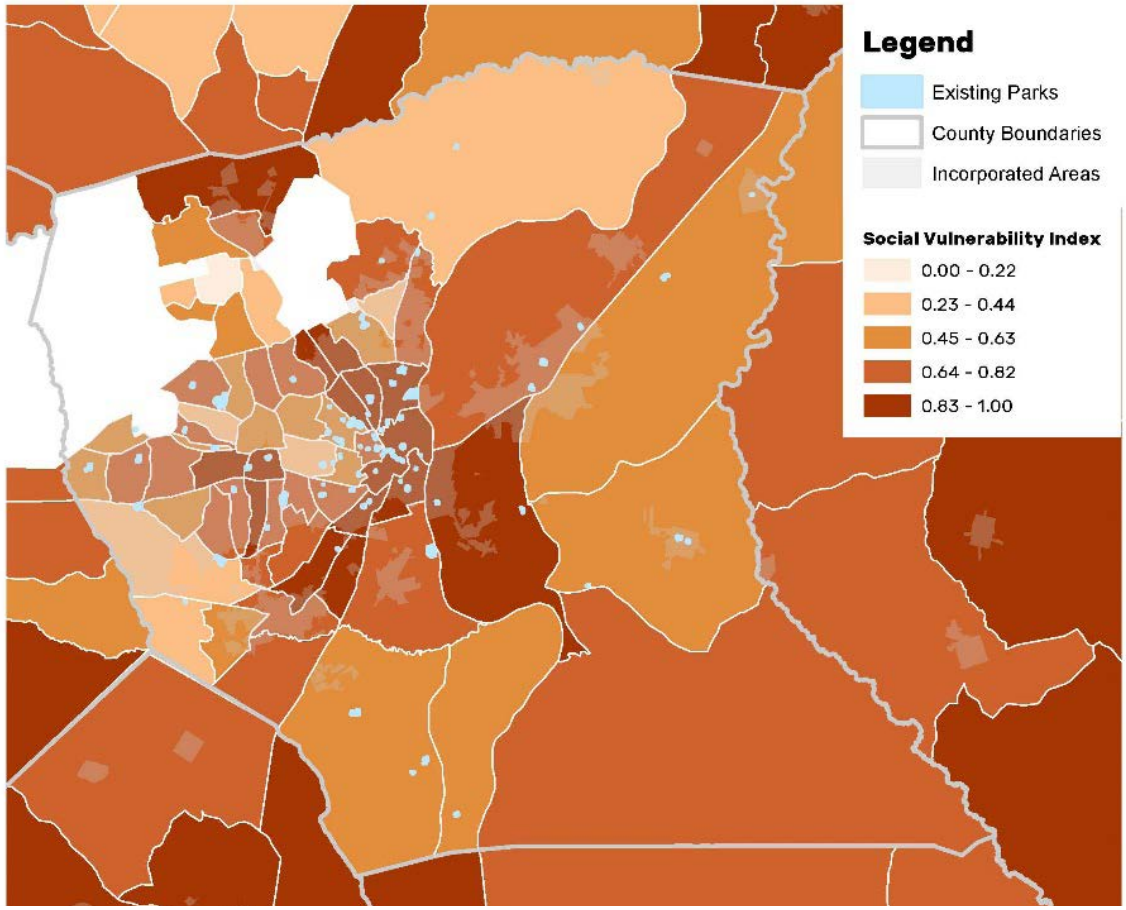



Figure 1 - Overall Social Vulnerability Index for Cumberland County including park locations and incorporated areas

The table below summarizes the data in the map of overall social vulnerability ranking. Each column includes a summary of all parks within all census tracts of that category. There are 30 parks located within census tracts ranking high for social vulnerability. This is the greatest number of parks of any social vulnerability ranking. There are no parks located in census tracts with low social vulnerability, but notably there is only one tract that achieves this ranking.

When numbers are adjusted to account for population and square mileage, the data still indicates that the highest level of parks provision is in areas of higher social vulnerability. The areas with higher vulnerability tend to be smaller tracts in more urban areas. By locating these parks in areas where they serve the most people, they have also been located to serve the most vulnerable populations.

The analysis indicates that Fayetteville-Cumberland County Parks Department is providing equitable park access to the most vulnerable populations of Cumberland County. There is more than four times as many parks per square mile and twice as many parks per 1,000 population in the areas of highest vulnerability and the second highest vulnerability ranking. While the most vulnerable areas appear to have geographically equitable park provision, areas in the second highest ranking may be underserved for their level of need for parks and recreation services. This concludes that the areas with highest need are served best, but overall, areas in the top two categories of high vulnerability may not have adequate parks and recreation services to meet their needs.

### Additional Considerations

A limitation of this analysis is the scale of the analysis. There may be neighborhood-specific information that is not captured at the census-block level. Some isolated communities may appear to have access to parks and recreation, but due to physical barriers may not have actual access to parks and recreation services. For example, this analysis may not represent the park needs of a community of mobile homes within a census tract that otherwise has low vulnerability. The residents of this community may have high social vulnerability that is not observed in an analysis at the census tract scale.

Second, this analysis does not account for the quality of parks within an area. An area may appear to have park access through this analysis, but the quality of the park may reduce its functionality and ability to fill residents needs. Understanding the quality of the parks provided to vulnerable and less-vulnerable communities is a next step for understanding whether parks are equitably provided throughout the service area.

Finally, this part of the analysis does not fully account for non-vehicle access to parks. There is a more in-depth discussion of walkability in parks in the “Demographics and Parks” section of this chapter.

Table 2 - Summary of areas within Cumberland County based on social vulnerability ranking

| | HIGHER SOCIAL VULNERABILITY | | | | LOWER SOCIAL VULNERABILITY |
|---|---|---|---|---|---|
| Total number of parks | 30 | 23 | 21 | 8 | 0 |
| Square mileage of area | 67 | 242 | 194 | 91 | 2 |
| Population within area | 63,968 | 113,401 | 91,578 | 49,285 | 1,344 |
| Parks per square mile | 0.45 | 0.10 | 0.11 | 0.09 | 0.00 |
| Parks per 1,000 population | 0.47 | 0.20 | 0.23 | 0.16 | 0.00 |

## Social Vulnerability index component indices

The four following figures map each of the Social Vulnerability Index's four component indices, socioeconomic status, household composition and disability, minority status and language, and housing and transportation. This chapter does not include the detailed metrics for each index, but the maps provide an important visual context.

## Socioeconomic Status

There are eight tracts with the highest socioeconomic status ranking. Areas ranking as highest vulnerability for socioeconomic status is similar to the overall vulnerability ranking. This measure ranks poverty level, unemployment, income, and high school diploma attainment. The single tract ranking in the lowest vulnerability category is near the central core of Fayetteville and includes two parks. The tracts with the highest vulnerability ranking include 26 parks. Implications for these parks include providing access to food options, and job skills training.

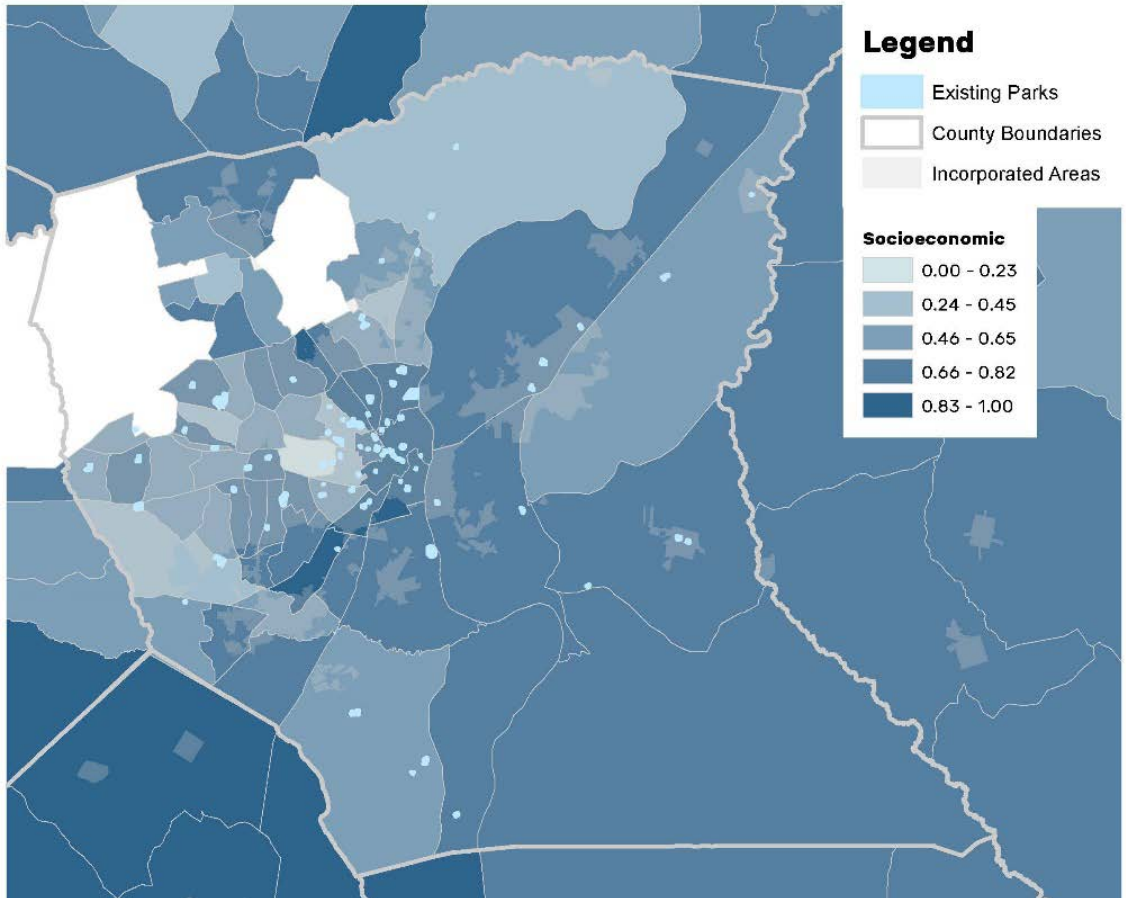



Figure 2 - Socioeconomic status social vulnerability for Cumberland County including park locations and incorporated areas.

### Household Composition and Disability

There are twenty census tracts in Cumberland County with the highest vulnerability ranking for this index. This index measures seniors, children, civilians with disabilities, and single-parent households. There are 26 parks located in areas with high household composition and disability vulnerability. There are no parks within the two census tracts with the lowest vulnerability ranking for this measure. Implications for these parks include providing universal design that prioritizes physical access for users of all ability levels and coordinating with regional greenway plans.

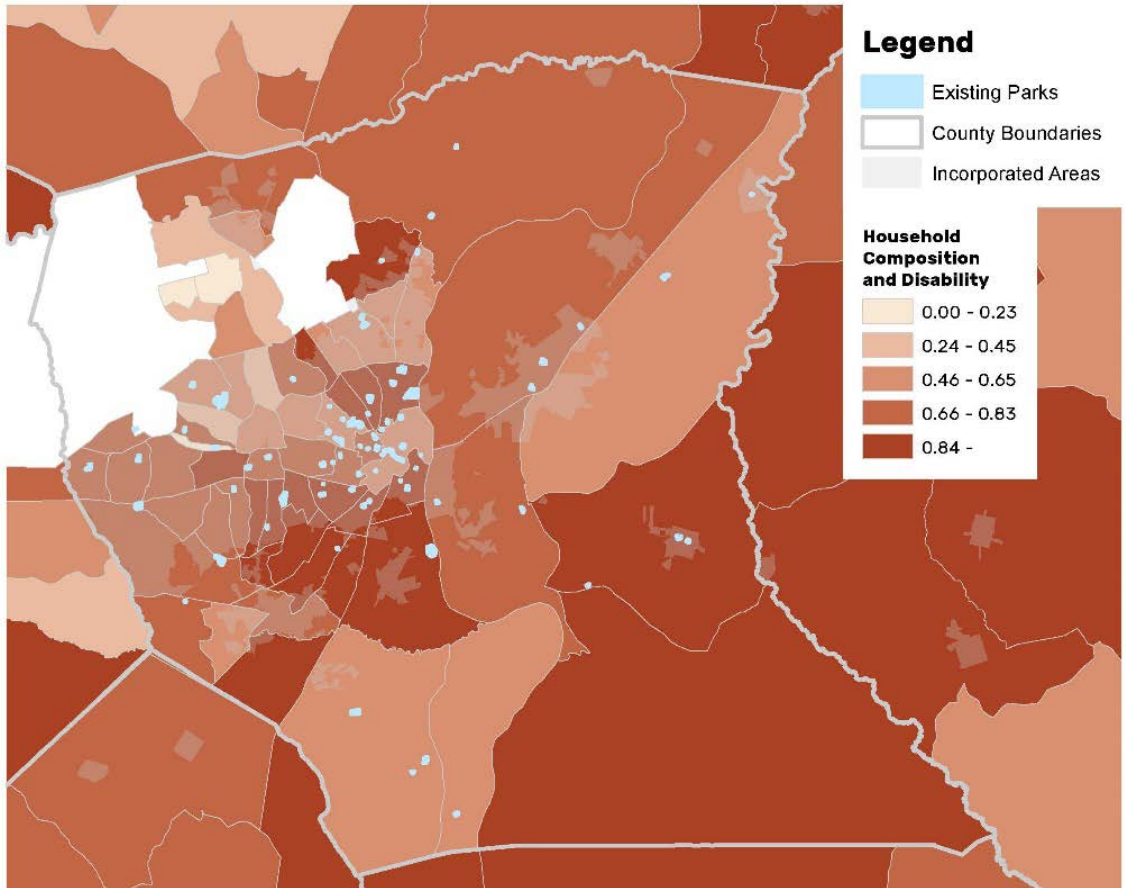



Figure 3- Household composition and disability social vulnerability for Cumberland County including park locations and incorporated areas.

### Minority Status and Language

There are four census tracts with the highest ranking for minority status and language vulnerability. There are four parks located in these tracts. This measure has the lowest rate of parks located in high vulnerability census tracts. Minority status and language measures minority status and those who speak English "less than well". Implications for these parks include posting wayfinding signing and rules in multiple languages and creating opportunities for celebrating cultural heritage.

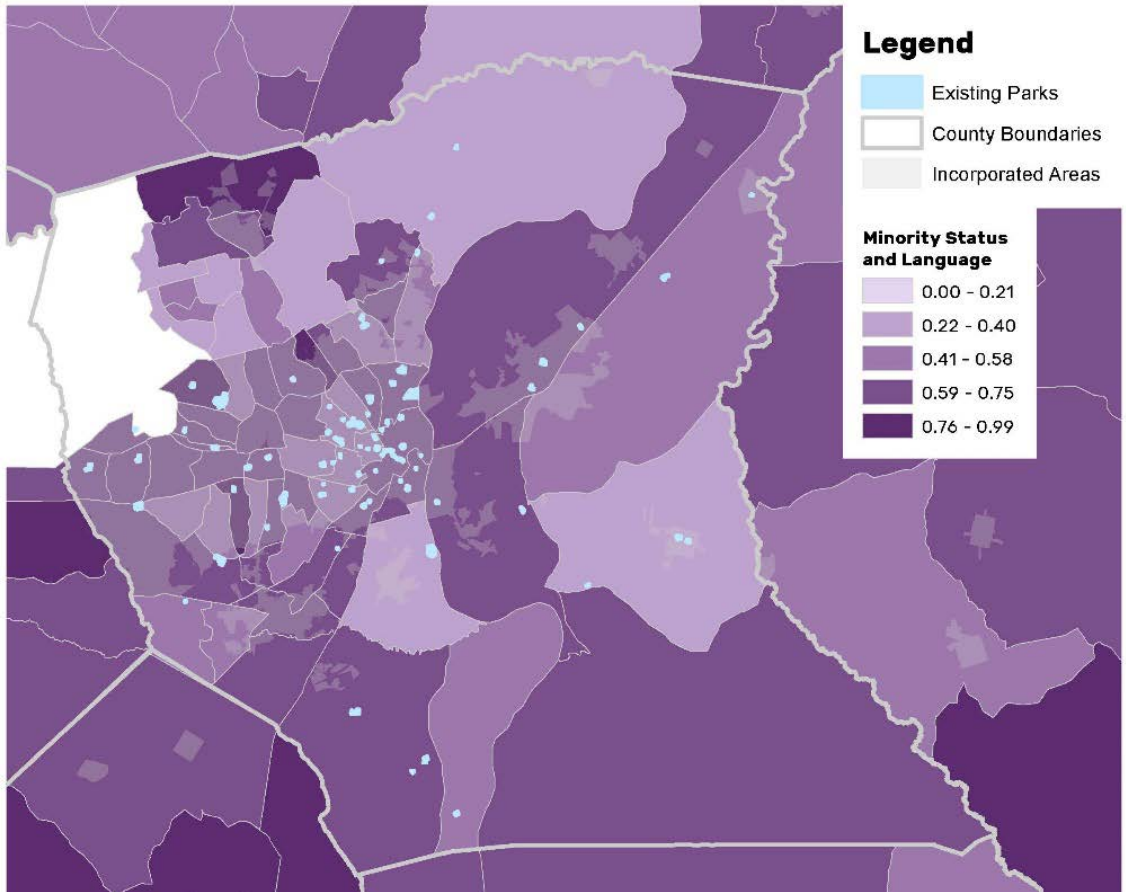



Figure 4 - Minority status and language social vulnerability for Cumberland County including park locations and incorporated areas.

### Housing and Transportation

There are 15 census tracts with the highest vulnerability ranking for housing and transportation and 29 parks within these census tracts. This index measures multi-unit housing, mobile homes, crowding of living quarters, lack of vehicle access, and group quarters housing. Implications for these parks include ensuring residents have parks within walking distance,

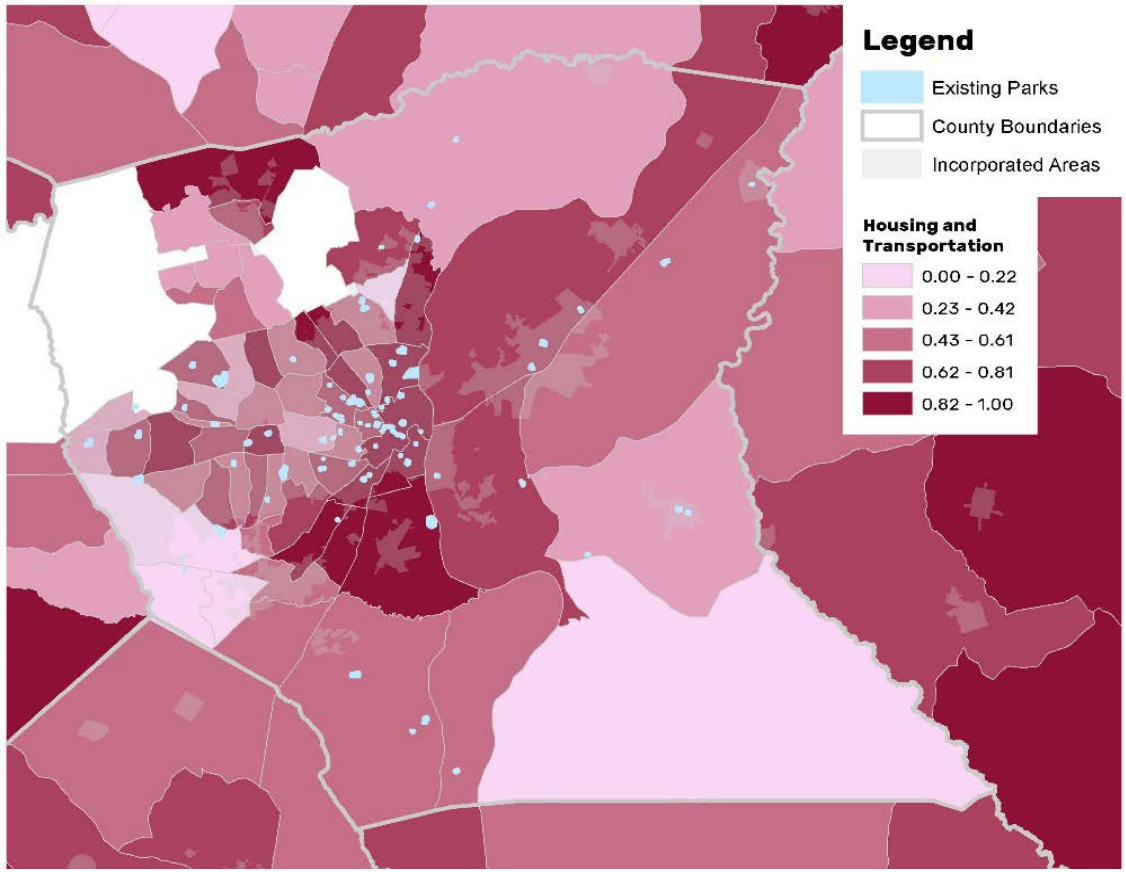



Figure 5 - Housing and transportation social vulnerability for Cumberland County including park locations and incorporated areas.

## DEMOGRAPHICS AND PARKS

Equitable parks must also be concerned with the question of **who** parks are serving. This analysis summarizes the demographics of all residents living within a 10-minute walk of a park and provides a comparison to demographics for Fayetteville and Cumberland County. This analysis uses common indicators of social vulnerability to determine whether Fayetteville-Cumberland Parks and Recreation is serving a representative sample of the population or if parks disproportionately serve certain segments of the population.

### WHY A 10-MINUTE WALK?

Studies show that people have better health outcomes when they live near a park. In order to access the health benefits that parks provide, such as space and equipment for exercise and athletics, people must be able to access parks. Though accessibility comes in many forms, having a park within a 10-minute walk of home is considered ideal access for a person to incorporate physical activity as part of a regular routine.

This analysis is created to identify discrepancies between the overall demographic makeup of Fayetteville and Cumberland County, and the demographic makeup of residents within a 10-minute walk of a park. This analysis begins with common demographic indicators of social vulnerability and determines whether the proportion of residents within a within a 10-minute walk with that characteristic is comparable to the proportion for the wider population. The analysis will indicate whether the demographic characteristics of residents within a 10-minute walk of a park are comparable to the overall demographic characteristics of Fayetteville and Cumberland County.

Fayetteville-Cumberland Parks and Recreation serves 9 percent of all Cumberland County residents within a 10-minute walk of all parks based on current roads, sidewalks and greenways. The median household income of households within a 10-minute walk of parks is $43,736, approximately $5,000 less than the county-wide median household income.

The age characteristics of residents within a 10-minute walk of parks are similar to the age characteristics of the rest of the county. Approximately 23 percent of residents within a 10-minute walk of parks are under the age of 18, and the number is 23 percent in the City of Fayetteville and 25 percent within Cumberland County. The number of seniors over the age of 65 is slightly over represented in areas within a 10-minute walk of parks at 15 percent. The age characteristics of residents living within a 10-minute walk of parks is similar to the age characteristics of the City and County, but park service areas are still serving only 8 percent of Cumberland County's youth population and 13 percent of Cumberland County's senior population. Senior and youth needs may not be disproportionately underserved, but parks are still only reaching a fraction of the total County-wide senior and youth populations.

The racial demographics of residents within a 10-minute walk of parks is also consistent with the overall demographics of Fayetteville and Cumberland County. The racial category where the population parks serve has greater than a 5 percent different from the City and County population is populations identifying as white and black. The proportion of the population within a 10-minute walk of a park identifying as Black alone is slightly higher than the overall proportion of Fayetteville and Cumberland County that identifies as Black alone. The results are similar for Hispanic ethnicity, with the percentages of residents with a Hispanic ethnicity is similar within a 10-minute walk of a park as in the City and the County.

Other demographic characteristics include households below the poverty level and households with one or more people with a disability. Both populations are disproportionately overrepresented in areas within a 10-minute walk of a park. The 21 percent of households in poverty within a 10-minute walk of parks represent 24 percent of Cumberland County's total number of

households below the poverty line. Results show that 33 percent of households within a 10-minute walk of a park have one or more people with a disability, which is 15 percent of the all Cumberland County households including at least one person with a disability. These results show that residents living below the poverty level and residents with disabilities have disproportionately more access to parks than the general population.

Table 3 - Key demographic indicators summarized by geography of a 10-minute walk to a park, City, and County. Percentages references the statistic's proportion of the total population of that geography. For City and County geographies, any number within +/- 5 percent of the 10-minute walk percentage is in blue, and any number greater than +/- 5 percent is in yellow. Blue indicates no disproportionate representation, and yellow indicates disproportionately high or low representation.

| | POPULATION WITHIN EACH AREA | | | | | |
|---|---|---|---|---|---|---|
| **DEMOGRAPHIC CHARACTERISTIC** | **10-MINUTE WALK AREA** | | **FAYETTEVILLE** | | **CUMBERLAND COUNTY** | |
| Total population | 30,603 | | 210,324 | | 331,428 | |
| Total households | 13,104 | | 80,451 | | 127,828 | |
| Median household income | $43,736 | | | | $49,805 | |
| Age characteristics | | | | | | |
| Population under age 18 | 6,967 | 23% | 49,069 | 23% | 82,832 | 25% |
| Population over age 65 | 4,593 | 15% | 23,563 | 11% | 36,612 | 11% |
| Racial characteristics | | | | | | |
| White | 12,780 | 42% | 87,023 | 41% | 158,776 | 48% |
| Black | 14,225 | 46% | 89,018 | 42% | 117,117 | 35% |
| American Indian | 364 | 1% | 2,279 | 1% | 5,140 | 2% |
| Asian | 752 | 2% | 6,831 | 3% | 7,090 | 2% |
| Pacific Islander | 78 | 0% | 776 | 0% | 1,225 | 0% |
| Other | 913 | 3% | 8,379 | 4% | 9,943 | 3% |
| Two or more races | 1,492 | 5% | 11,697 | 6% | 14,852 | 4% |
| Hispanic | 2,915 | 10% | 26,250 | 12% | 30,190 | 9% |
| Unemployed | 983 | 3% | 3,758 | 2% | 9,273 | 3% |
| Households with income below poverty level | 2,755 | 21% | 9,113 | 11% | 11,598 | 9% |
| Households with one or more people with a disability | 4,299 | 33% | 17,799 | 22% | 28,617 | 22% |

## Summary of Findings

An analysis of the social vulnerability and an analysis of the demographics of residents within a 10-minute walk of parks both indicate that the Fayetteville-Cumberland Parks and Recreation Department is equitably providing parks and recreation services to Cumberland County Residents from a perspective of geographic distribution and demographics of the residents parks serve.

This analysis indicates that parks are provided geographically equitably, but results may suggest that there is a need for additional parks to serve residents within Cumberland County. Areas with high social vulnerability have the highest concentration of parks. Additionally, this analysis indicates that the demographics of residents within a 10-minute walk of parks matches the overall demographics of Fayetteville and Cumberland County. Households below the poverty line and households with at least one person with a disability are a higher proportion of the population of residents within a 10-minute walk of parks than in the general population of Fayetteville and Cumberland County. This analysis should be considered with the level of service analysis to determine the appropriate level of parks and recreation services to provide.

### ADDITIONAL CONSIDERATIONS

This analysis is intended to inform decisions about investing in parks and recreation services to ensure that government funds are invested equitably throughout the system. This analysis suggests that the existing system is a strong foundation for continuing current investment patterns, since the demographic characteristics of populations parks serve are proportionally representative of the overall population's demographic characteristics. In every case where the population within a 10-minute walk of parks is a higher proportion than the general population, that demographic characteristic is an indicator of social vulnerability, indicating that the parks that exist proportionally serve vulnerable populations.

This analysis does not capture very small or isolated populations. While the analysis indicates that the Department is providing parks equitably at the County-level, there may be individual neighborhoods or small minority groups that are underserved. A finer-grained analysis of individual parks and local knowledge of communities could help identify locations where isolated communities need additional park access.

This analysis does not provide for differing needs of parks in rural and urban settings. The Fayetteville-Cumberland Parks and Recreation Department supports parks county-wide. Due to less-dense development patterns in rural areas, rural parks provide walkable access to fewer residents. To account for this difference, future analysis could include drive times for parks in rural areas.

Finally, this analysis only accounts for the **existence** of parks, but does not account for the **quality** of parks. This analysis shows that parkland is provided equitably geographically and serves a demographic representative of the City and County but does not determine whether there is a discrepancy in park quality based on geography or demographics. A parks existence does not indicate quality, accessibility, safety, or use. The department should begin tracking financial investment, physical condition, and available amenities at parks to ensure that each park is appropriately serving residents and offering a variety of recreation opportunities.

Fayetteville - Cumberland
SENIOR CENTER

# LEVEL OF SERVICE + BENCHMARKING

## IN THIS CHAPTER

Level of Service
Benchmarking
Summary of Findings

Fayetteville - Cumberland
SENIOR CENTER

## LEVEL OF SERVICE + BENCHMARKING

**Level of Service, Benchmarking and National Standards provide important metrics for guiding future growth in parks and recreation. Considered together, these metrics provide a broad understanding of current parks and recreation conditions in the Department's service area, similar jurisdictions and nationally. This analysis provides detailed metrics and statistics that should be considered within the full context of parks and recreation services Fayetteville-Cumberland Parks and Recreation is offering residents.**

Level of Service, Benchmarking and national standards provide concrete numbers that allow for comparison. This plan does not adopt any standard wholesale, but considers the full analysis, staff input, and community input to help identify standards and metrics that will be meaningful points of guidance as the Department grows parks and recreation services to meet a growing population's needs.

| LEVEL OF SERVICE | BENCHMARKING | NATIONAL STANDARDS + BEST PRACTICE |
|---|---|---|
| Measures the Department's current offerings. Analysis is local.<br><br>This analysis asks:<br>**What do we offer?**<br><br>The Level of Service analysis identifies what the Department is currently offering, based on current population. This metric is population based and forms a baseline standard moving into the future. The analysis answers the question, if Garner currently offers this much parkland for this many people, how much parkland will we need to serve the population in 10 years? | Compares measures among similar jurisdictions. Analysis is similar communities.<br><br>This analysis asks:<br>**What do others offer?**<br><br>The benchmarking analysis identifies communities that share similar characteristics with the Department and then compares data points across all communities. This generates an understanding of the department's strengths and chosen areas of expertise. Shortcomings in the benchmarking may represent deficiencies or areas that have been deprioritized in favor of other priorities. | Measures national statistics or case studies. Analysis is national or based on a case study.<br><br>This analysis asks:<br>**What do parks and recreation professionals say is best to offer?**<br><br>National standards and best practices serve as an "ideal state" for parks and recreation in a community. These standards may account for emerging trends communities are beginning to implement, such as trails and greenways or inform how the Department may meet their individual priorities such as providing parks and recreation services to help residents meet personal health and wellness goals. |

Chalk Art Drawing / *Huntersville Parks and Recreation Department*

## LEVEL OF SERVICE

The level of service measures how much access to parks, trails and indoor facility space residents have based on the park system's current inventory and the jurisdiction's total population. The analysis identifies deficits or surpluses within what the department provides. The level of service, combined with benchmarking and best practices, will provide the foundation for this plan's recommendations of how much parkland, trails, and indoor facility space the department should acquire or construct to meet the recreation needs for the future, based on population growth.

### Methodology

The level of service is a ratio that includes the current offering of parkland, trails, and facility space, divided by a portion of the current population. Parkland and trails are calculated based on a rate per 1,000 residents, and indoor facility space is based on a per capita rate, or rate per 1 resident. This difference reflects reporting standards created by the National Recreation and Parks Association.

The population figure used for this analysis is **313,802 residents**. This number is used throughout the plan as the estimate for the Department service area's 2018 population. The service area includes only those areas of Cumberland County the Department provides parks and recreation services. This excludes incorporated areas of Spring Lake and Hope Mills. Numbers have been rounded to two decimal places.

$$\frac{\text{parks and recreation offering}}{\text{portion of population* *(EITHER 1,000 population OR per capita)}} = \text{Level of Service}$$

This formula is used to determine current level of service for any given population number. Current level of service is determined using the current population, and future level of service is determined based on future population projections. This plan determines 2028 level of service using population projects determined in the Demographics and Trends chapter.

### Current Level of Service

The Department's current level of service is summarized in the table below. The table shows the Department's offering for parkland, trail, mileage, outdoor fields and courts, and selected park amenities.

The purpose of the level of service analysis is to establish a baseline level of service standard for the Department's current offerings. Creating the level of service as a ratio means the Department can use this level of service standard to project future needs for parkland, trails, indoor facility space, outdoor fields and courts, and park amenities based on future population.

*Table 1 - Fayetteville-Cumberland Parks and Recreation Department current level of service*

| | CURRENT INVENTORY TOTAL UNITS | LEVEL OF SERVICE UNITS PER 1,000 RESIDENTS |
|---|---|---|
| PARKLAND | **1,051.05 acres** of developed parkland | **3.33 acres** of developed parkland per **1,000** residents |
| Pocket Parks | 16.19 acres | 0.05 acres per 1,000 residents. |
| Neighborhood Parks | 137.81 acres | 0.44 acres per 1,000 residents. |
| Community Parks | 159.67 acres | 0.51 acres per 1,000 residents. |
| Regional Parks | 389.38 acres | 1.24 acres per 1,000 residents. |
| Heritage Parks | 17.90 acres | 0.06 acres per 1,000 residents. |
| Sports Complex | 16.60 acres | 0.05 acres per 1,000 residents. |
| Joint Use Facilities | 274.00 acres | 0.87 acres per 1,000 residents. |
| Greenway Trails and Linear Parks | 32.00 acres | 0.10 acres per 1,000 residents. |
| TRAIL MILEAGE | **11.47 miles** of trails | **0.04 miles** of trails per **1,000** residents |
| Paved Trails | 8.47 miles | 0.03 miles per 1,000 residents. |
| Natural Surface Trails | 3.00 miles | 0.01 miles per 1,000 residents. |
| OUTDOOR FIELDS + COURTS | **161 outdoor fields and courts** | **0.51** outdoor fields and courts per **1,000** residents |
| Practice baseball | 20 fields | 0.06 fields per 1,000 residents |
| Youth baseball and softball with lights | 26 fields | 0.08 fields per 1,000 residents |
| Junior baseball / Adult softball | 21 fields | 0.07 fields per 1,000 residents |
| Baseball regulation | 3 fields | 0.01 fields per 1,000 residents |
| Football or soccer | 31 fields | 0.10 fields per 1,000 residents |
| Outdoor basketball | 17 courts | 0.05 courts per 1,000 residents |
| Outdoor volleyball | 4 courts | 0.01 courts per 1,000 residents |
| Tennis courts | 39 courts | 0.12 courts per 1,000 residents |
| PARK AMENITIES | **103 selected park amenities** | **0.32 park amenities** per **1,000** residents |
| Splashpad | 10 splashpads | 0.03 splashpads per 1,000 residents |
| Playground Equipment Items | 53 playground equipment items | 0.17 playground equipment items per 1,000 residents |
| Picnic shelters | 22 picnic shelters | 0.07 picnic shelters per 1,000 residents |
| Walking track | 18 walking tracks | 0.06 walking tracks per 1,000 residents |

## BENCHMARKING

The project team identified departmental operating metrics to benchmark the Fayetteville-Cumberland Parks and Recreation Department against comparable parks and recreation agencies. The analysis evaluates the position of the Fayetteville-Cumberland Parks and Recreation compared to peer communities with characteristics similar to the Fayetteville-Cumberland Department. The project team identified peer communities based on similar populations, similar facilities, or similar budgets.

The benchmarking analysis draws on data self-reported by the selected peer communities, and information from the National Recreation and Parks Association's Park Metrics database, a national resource for parks and recreation operational information. This analysis also includes recommend best practices for parks and recreation operations.

### Framework

Peer communities self-reported information used for this benchmarking analysis. Due to differences in data collection and reporting within each department, data may have slight variances that impact the final calculations of included in this report. Data includes metrics for budgets, staffing levels, and inventories, and reflects data collected and reported in 2019. Discrepancies in data collection and reporting from peer communities create some gaps.

Data is reported using level of service metrics. Each data point is reported as a ratio to provide a better comparison among peer communities. For example, park acreage is compared as total number of acres per 1,000 residents. This provides context on the level of service park acreages are providing based on the population they are required to serve.

### Peer Community Overview

The table below lists peer communities arranged by population density and listing key characteristics of each jurisdiction. A majority of the benchmark agencies are local peers in North Carolina, with agencies from Kansas and Minnesota included as best practice peer communities. The Fayetteville-Cumberland had the highest population size at 313,802 but has the largest jurisdiction size at 658 square miles, ranking it near the bottom for population density at 485 residents per square mile.

| AGENCY | STATE | POPULATION | JURISDICTION AREA IN SQUARE MILES | POPULATION DENSITY (POPULATION PER SQUARE MILE) |
|---|---|---|---|---|
| Saint Paul Parks and Recreation | MN | 306,621 | 55.44 | 5,531 |
| Durham Parks and Recreation | NC | 267,743 | 108.30 | 2,472 |
| Wilmington Parks and Recreation | NC | 122,607 | 51.49 | 2,381 |
| Greensboro Parks and Recreation | NC | 290,222 | 131.80 | 2,202 |
| Fayetteville-Cumberland Parks and Recreation | NC | 313,802 | 658.00 | 477 |
| Shawnee County Parks and Recreation | KS | 178,725 | 556.00 | 321 |

## BENCHMARKING ANALYSIS

The benchmarking analysis includes comparisons among peer communities for park acreage, trail mileage, full time equivalent (FTE) employees, operating budget, operating cost per acre, operating cost per FTE, Non-tax revenue, operational cost recovery, capital budget, and indoor recreation space. A discussion of each topic is included in this chapter.

### Park Acreage

Fayetteville-Cumberland Parks and Recreation Department has the lowest number of park sites at 65 parks and total acres owned or managed at 1,248 acres. The Department has the second highest number of reported developed acreage at 863 acres of developed parkland. The Department ranks at the bottom of the study for parkland level of service with 3.98 acres of parkland per 1,000 residents, well below the NRPA National Median for similar-sized agencies of 12.9 acres per 1,000 residents.

| AGENCY | POPULATION | TOTAL NUMBER OF PARKS | RESIDENTS PER PARK | TOTAL ACRES OWNED OR MANAGED | TOTAL DEVELOPED ACRES | TOTAL ACRES PER 1,000 RESIDENTS |
|---|---|---|---|---|---|---|
| Greensboro | 290,222 | 134 | 2,166 | 9,295 | 3,444 | 32.03 |
| Shawnee County | 178,725 | 109 | 1,640 | 2,685 | N/A | 15.02 |
| Saint Paul | 306,621 | 180 | 1,703 | 4,123 | N/A | 13.45 |
| Durham | 267,743 | 69 | 3,880 | 1,957 | 269 | 7.31 |
| Wilmington | 122,607 | 50 | 2,452 | 756 | 475 | 6.17 |
| Fayetteville-Cumberland | 313,802 | 65 | 4,914 | 1,248 | 863 | 3.98 |

NRPA Median for Agencies Serving between 250,000 to 499,999 = 12.9 Acres per 1,000 Residents

### Trail Mileage

The table below displays trail mileage by trail type, total mileage, and level of service for trails within each system. The Department ranks at the bottom for total trail mileage but offers a variety of soft and paved trails. The Department has the lowest total trail mileage level of service among peer communities with 0.04 miles per 1,000 residents. This level of service for trail mileage is well under the national best practice of 0.5-1.0 mile of trail per 1,000 residents. Data for Shawnee County and St. Paul is not available for this comparison.

| AGENCY | POPULATION | NATURAL SURFACE TRAIL MILES | PAVED TRAIL MILES | TOTAL TRAIL MILES | TRAIL MILES PER 1,000 RESIDENTS |
|---|---|---|---|---|---|
| Greensboro | 290,222 | 62.4 | 33.4 | 95.8 | 0.33 |
| Wilmington | 122,607 | 0.5 | 28.5 | 29.0 | 0.24 |
| Durham | 267,743 | 11.0 | 31.0 | 42.0 | 0.16 |
| Fayetteville-Cumberland | 313,802 | 3.0 | 8.5 | 11.5 | 0.04 |
| Shawnee County | 178,725 | No data | No data | No data | No data |
| Saint Paul | 306,621 | No data | No data | No data | No data |

Best Practice is 0.5-1.0 trail miles per 1,000 Residents

### FTEs PER 10,000 Residents

This section compares levels of staffing for each system by comparing full-time equivalent staff (FTEs) to total population. Total FTEs per 10,000 residents is a key performance metric that assesses how well each agency is equipped with human resources to serve its jurisdiction. Among peer agencies, the Department ranks at the bottom in staffing relative to the population served, with 5.23 FTEs per 10,000 residents. The Fayetteville-Cumberland Parks and Recreation Department is below the NRPA National Median for similar-sized agencies of 5.9 FTEs per 10,000.

| AGENCY | POPULATION | TOTAL FTES | FTES PER 10,000 RESIDENTS |
|---|---|---|---|
| Shawnee County | 178,725 | 420 | 23.50 |
| Saint Paul | 306,621 | 564 | 18.39 |
| Wilmington | 122,607 | 100 | 8.16 |
| Durham | 267,743 | 199 | 7.43 |
| Greensboro | 290,222 | 158 | 5.44 |
| Fayetteville-Cumberland | 313,802 | 164 | 5.23 |
| NRPA Median for Agencies Serving between 250,000- 499,999 Residents = 5.9 FTEs per 10,000 Residents | | | |

### Total Operating Expense

Benchmark agencies reported a wide range of annual operating expenditures from $60.8 million in Saint Paul to $7.6 million in Wilmington. Dividing the annual operational budget by each service area's population allows for a comparison of how much each agency is spending per resident. The Department ranks near the median among peer agencies with $61.12 spent on operations per resident. This is also slightly lower than the NRPA National Median for similar agencies, which is $65.51 of operational expense per resident. While a lower expense per resident can suggest efficiencies in operation, it can also signal limited program offerings, lower maintenance standards, or limited staffing levels.

| AGENCY | POPULATION | TOTAL OPERATING EXPENSE | OPERATING EXPENSE PER RESIDENT |
|---|---|---|---|
| Saint Paul | 306,621 | $60,807,671 | $198.32 |
| Shawnee County | 178,725 | $13,704,416 | $76.68 |
| Wilmington | 122,607 | $7,599,521 | $61.98 |
| Fayetteville-Cumberland | 313,802 | $19,179,688 | $61.12 |
| Greensboro | 290,222 | $17,525,403 | $60.39 |
| Durham | 267,743 | $12,986,421 | $48.50 |
| NRPA Median for Agencies Serving between 250,000 to 499,999 Residents = $65.51 Operating Expense per Resident | | | |

### Total Operating Expense per Acre

The following table compares departmental operating expense per park acre. Fayetteville-Cumberland Parks and Recreation has the highest expense per acre at $15,368 with fewer acres than most other Departments in the analysis. According to the National Recreation and Parks Association, the national median for similar agencies is $4,112 of total operating expense per acre of parkland and non-park sites.

| AGENCY | TOTAL ACRES | TOTAL OPERATING EXPENSE | OPERATING EXPENSE PER ACRE |
|---|---|---|---|
| Fayetteville-Cumberland | 1,248 | $19,179,688 | $15,368 |
| Saint Paul Parks and Recreation | 4,123 | $60,807,671 | $14,748 |
| Wilmington | 756 | $7,599,521 | $10,052 |
| Durham | 1,957 | $12,986,421 | $6,636 |
| Shawnee County | 2,685 | $13,704,416 | $5,104 |
| Greensboro | 9,295 | $17,525,403 | $1,885 |
| NRPA Median for Agencies Serving between 250,000 to 499,999 Residents = $4,112 Operating Expense per acre annually | | | |

### Total Operating Expense per FTE

Reviewing the total operating expense per FTE may also help the Department evaluate the service standards currently created by the department. The NRPA national median for agencies of similar population size spending per FTE is about $100,903, which marginally lower than the Department ($116,949).

Things that increase costs of FTEs include certifications, special trainings, and running specialty facilities. FAY offers a diverse array of facilities than require some specialized facilities like rec centers, aquatic centers, but FAY is also offering historical facilities, nature facilities. This also speaks to level of services. Some areas may be over-maintained, but given the extent of athletic facilities maintained to a high standard, this also increases the operating expense per FTE. Currently use contractors for facilities that are out of the way which cuts down on staff time spend traveling. This might be a little high. Also Fayetteville has the highest number of residents per park, so there are more people causing ware and tare which drives up costs. FTEs being low and total expense being high results in workload capacity issues.

Approximately at 70 percent of parkland is developed which also increases this number.

| AGENCY | TOTAL FTES | TOTAL OPERATING EXPENSE | OPERATING EXPENSE PER FTE |
|---|---|---|---|
| Fayetteville-Cumberland | 164 | $179,688 | $116,949 |
| Greensboro | 158 | $17,525,403 | $110,920 |
| Saint Paul | 564 | $60,807,671 | $107,815 |
| Wilmington | 100 | $7,599,521 | $75,950 |
| Durham | 199 | $12,986,421 | $65,258 |
| Shawnee County | 420 | $13,704,416 | $32,630 |
| NRPA Median for Agencies Serving between 250,000 to 499,999 Residents = $100,903 Operating Expense per FTEs | | | |

### Non-Tax Revenue

The following table compares total non-tax revenue per resident among agencies. The table shows a large discrepancy in each agency's revenue generating capabilities, with Fayetteville-Cumberland Parks and Recreation representing the low end of the study for earned income generated per resident at $5.44. This number is below the NRPA national median of $9.85 per resident for similar-sized agencies.

| AGENCY | POPULATION | TOTAL NON-TAX REVENUE | REVENUE PER RESIDENT |
|---|---|---|---|
| Saint Paul | 306,621 | $16,903,976 | $55.13 |
| Shawnee County | 178,725 | $2,349,630 | $13.15 |
| Greensboro | 290,222 | $2,373,091 | $8.18 |
| Wilmington | 122,607 | $831,000 | $6.78 |
| Fayetteville-Cumberland | 313,802 | $1,705,700 | $5.44 |
| Durham | 267,743 | $1,234,277 | $4.61 |
| NRPA Median for Agencies Serving between 250,000 to 499,999 Residents = $9.85 Revenue per Resident | | | |

### Operation Cost Recovery

Operational cost recovery is the portion of total operating expense that is covered by total non-tax revenue. This metric measures how well each department's revenue generation covers the total cost of operations. Not all agencies have policies that enable generated revenue to become part of the department's operating budget, but the operational cost recovery metric is a useful comparison and highlights the revenue generated by the Department's efforts. The current cost recovery of 9 percent for Fayetteville-Cumberland Parks and Recreation ranks at the bottom among peer communities. The NRPA national median is 20.8 percent cost recovery for similar agencies. This is a performance measure that should be tracked over time and expected to improve as revenue generation for the Department strengthens and operational efficiencies are achieved.

| AGENCY | TOTAL NON-TAX REVENUE | TOTAL OPERATING EXPENSE | OPERATIONAL COST RECOVERY |
|---|---|---|---|
| Saint Paul | $16,903,976 | $60,807,671 | 28% |
| Shawnee County | $2,349,630 | $13,704,416 | 17% |
| Greensboro | $2,373,091 | $17,525,403 | 14% |
| Wilmington | $831,000 | $7,599,521 | 11% |
| Durham | $1,234,277 | $12,986,421 | 10% |
| Fayetteville-Cumberland | $1,705,700 | $19,179,688 | 9% |
| NRPA Median for Agencies Serving between 250,000-499,999 Residents = 20.8% Cost Recovery | | | |

### Capital Budget

The table below shows 2018 capital budgets from 2018, and capital spending spent per resident for each peer community. The NRPA National Median of CIP spending for similar agencies is $802,480 annually. NRPA reports that agencies of similar size to Fayetteville-Cumberland usually spend 42.3 percent of the CIP budget on renovations, 42.3 percent on new development, 10 percent on acquisitions, and 5.4 percent on other items.

| AGENCY | POPULATION | CIP BUDGET 2018 | CAPITAL SPENDING PER RESIDENT |
|---|---|---|---|
| Shawnee County | 178,725 | $33,421,081 | $187.00 |
| Saint Paul | 306,621 | $9,510,785 | $31.02 |
| Durham | 267,743 | $1,929,000 | $7.20 |
| Wilmington | 122,607 | $726,968 | $5.93 |
| Greensboro | 290,222 | $59,281 | $0.20 |
| Fayetteville-Cumberland | 313,802 | $0 | $0.00 |
| NRPA Median for Agencies Serving between 250,000-499,999 Residents = $802,480 CIP Budget | | | |

### Indoor Recreation Space

Fayetteville-Cumberland Parks and Recreation has 20 indoor recreation facilities available, ranking near the median of benchmarks agencies. However, Fayetteville-Cumberland Parks and Recreation ranks toward the bottom of facility square footage provision with 2,567.05 square feet available per 10,000 residents.

| AGENCY | POPULATION | TOTAL NUMBER OF INDOOR RECREATION FACILITIES | TOTAL SQ. FT. OF INDOOR RECREATION FACILITIES | AVG. SIZE OF INDOOR RECREATION FACILITIES (SQ. FT.) | SQ. FT. PER 10,000 RESIDENTS |
|---|---|---|---|---|---|
| Greensboro | 290,222 | 22 | 657,961 | 29,907 | 22,670.96 |
| Durham | 267,743 | 13 | 311,391 | 23,953 | 11,630.22 |
| Saint Paul | 306,621 | 34 | 316,203 | 9,300 | 10,312.50 |
| Shawnee County | 178,725 | 18 | 143,577 | 7,977 | 8,033.40 |
| Wilmington | 122,607 | 6 | 49,504 | 8,251 | 4,037.62 |
| Fayetteville-Cumberland | 313,802 | 20 | 82,000 | 4,100 | 2,613.11 |

**SUMMARY OF BENCHMARK FINDINGS**

Fayetteville-Cumberland Parks and Recreation serves a larger population than some other peer communities but also serves the largest geographical area. This results in an overall lower population density than peer communities. Since the Department is a City-County department it is expected that the population density is overall low, but there are areas of high density within the service area. This benchmarking analysis is a tool to set internal goals and develop direction for how the Department would like to pursue future growth and expansion. The benchmarking analysis is not intended to create metrics Fayetteville-Cumberland Parks and Recreation should adopt wholesale, but this analysis can provide important information for future decision making.

Fayetteville-Cumberland Parks and Recreation's service area is large, which poses challenges for effectively serving all residents. Fayetteville-Cumberland Parks and Recreation ranks toward the bottom of each analysis, indicating that the department may be under-providing services. City-County departments must increase efficiencies to improve the level of service while managing travel time needed to serve a dispersed and low-density areas. The department may need to expand collaboration with other towns or cities within the county to assist in overcoming these challenges (e.g.)- trail and sidewalk development could be represented as a level of service in the system but maintained by other entities.

Full Time Equivalence (FTEs) is low for the Department which can affect the departments overall ability to maintain, or enhance service deliveries including maintenance of assets, operations of indoor/outdoor recreation facilities and additional park land. The biggest factors impacting this are the acres per resident being so low and the large service area. Strategically locating assets within the system needs to be considered when developing a Staffing Plan. The location of assets can increase operational costs from windshield time and when maintenance is not minimized during the design process. The design process is the perfect time to choose location and materials that do not increase the amount of maintenance to manage workloads and the need for additional FTEs.

The operational cost recovery for the department is low. Cost recovery is a philosophical approach to services where each community can set, what they feel is, an appropriate level of cost recovery. Therefore, cost recovery is unique to each community. The Department has placed an emphasis on making sure the services are delivered to those most in need. This typically means a lower cost recovery for the department. It can still be beneficial to track the cost recovery as a Key Performance Indicator (KPI) from which future decisions can be made. Meaning, the data is readily available if circumstances change and there becomes a need to identify areas of operation where additional revenue could be generated.

Overall, the benchmark comparison highlights areas of opportunity for the Department to reflect upon. While the delivery of service, specific to Fayetteville Cumberland Parks and Recreation service area is priority one, the Department can set incremental targets using the benchmark data to improve. It is important to know that this will take time and the Department should identify attainable goals along the way that will guide the Department from small victories to realizing larger performance goals for the system.

Riverside Dog Park
Fayetteville, NC

# ACTION + IMPLEMENTATION PLAN

## IN THIS CHAPTER

Parkland
Programming
Operations
Equity
Interlocal Agreements

Riverside Dog Park
Fayetteville, NC

**ACTION + IMPLEMENTATION PLAN**

**Throughout the planning process, five themes to address in the Action and Implementation Plan emerged. Grounded in community values and the voices of residents, these themes represent the perspectives on how the existing parks and recreation system can evolve to be even better. These themes include parkland, programming, operations, Equity and interlocal agreements. Each of these themes is discussed below with associated goals, objectives and strategies outlined.**

An implementation plan with prioritized action items is outlined below. Action items receiving higher priority are those supported by significant community input or are items that have been delayed or postponed in the past but have significant bearing on achieving the goals of this plan. Each action item indicates a responsible party to foster accountability within the department.

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

## Parkland

The Fayetteville-Cumberland Parks and Recreation Department offers a variety of parkland throughout their service area. Each park the Department provides fall into one of nine park classifications. Park classifications provide a tool for understanding approaches to park design and planning. Classifications also illustrate the diversity of park types within a system and the variety of park experiences available to residents. The park classification summary below indicates that the Department offers a variety of park types that are well-distributed among each classification.

The two classifications that appear underrepresented through this analysis include sports complexes, greenways, and

open space and natural areas. Pocket parks and heritage parks also have low acreages but are not underrepresented. Pocket parks are small facilities and therefore will have a smaller portion of overall acreage and heritage parks are unique local sites that offer one-of-a-kind experiences and are not expected to be a large portion of the overall offering.

Sports complexes may be underrepresented within the Department's parkland at only 16.6 acres. It is likely that this need is adequately filled through joint use agreements with the local school system. It may become necessary for the Department to expand its own sports complex offering to ensure they have long-term access to sports facilities.

Greenways are an area of focus and expansion for the department. The Cape Fear Greenway is an excellent amenity for the community. The Department should continue to expand this amenity and create a network of trails that will connect residents to parks and other destinations within the community.

Open space and natural areas accounts for the acreage that the Department has currently acquired to potentially develop future parks. The department will need to continue acquiring land in order to expand the park system to meet growing need during the 10-year planning horizon. The acreage of open space and natural areas will need to increase in order to ensure the Department has adequate land available for future park development.

Table 1 - Park classification distribution

| PARK CLASSIFICATION | ACRES |
|---|---|
| Pocket Parks | 16.19 |
| Neighborhood Parks | 115.5 |
| Community Parks | 159.67 |
| Sports Complex | 16.6 |
| Regional Park | 389.38 |
| Greenways | 32 |
| Joint-Use Facilities | 274.6 |
| Heritage Park | 17.9 |
| Open Space and Natural Areas | 7.5 |

Open space and natural areas accounts for the acreage that the Department has currently acquired to potentially develop future parks. The department will need to continue acquiring land in order to expand the park system to meet growing need during the 10-year planning horizon. The acreage of open space and natural areas will need to increase in order to ensure the Department has adequate land available for future park development.

The department can identify adequate land for new or expanded parks using three methods. First, acquiring land adjacent to existing facilities provides a simple approach and locates land in areas that are already suited for park sites. Strategies for acquiring parkland in areas that are not served by existing parks include land in an area not already served within a 10-minute walk of a park, trail, or facility. Areas with high levels of social vulnerability should also be prioritized for parkland acquisition. This plan includes a park search area map that identifies high priority areas for parkland acquisition.

### PARK SEARCH AREAS

This plan identifies park search areas that should receive priority for the Department's investment in future parks and recreation investments. Park search areas are identified based on two criteria, areas that lack existing parkland, and areas that ranked highly on the social vulnerability index.

Linden, Godwin, and Wade are identified as park search areas. These incorporated areas are members of the interlocal agreement. The Department provides recreational programming to these areas through contracted services, and recently invested in splashpads and other amenities in these areas. The Department should continue to invest in providing these areas with recreational amenities and programming. Other jurisdictions in the interlocal agreement include Falcon, Eastover, and Stedman. Each of these jurisdictions currently has a dedicated park but should continue to receive investment for parkland

from the local jurisdiction as well as the Fayetteville-Cumberland Parks and Recreation Department.

The park search area along the southeastern portion of Fayetteville indicates and area that ranks high on the social vulnerability index. This area includes lower density and includes some parkland, primarily provided in partnership with the school system. The department should ensure that any new development in this area incorporates an adequate amount of parkland.

The park search area including Brentwood Elementary School and E.M. Honeycutt Elementary School and John Griffin Middle School is selected due to its density, lack of parkland, and social vulnerability index ranking. Residents of this community have requested a recreation center to serve their area. This plan recommends increasing parkland in this area, including a recreation center.

The final park search area follows Murchison Road. This area is identified as a park search area due to its social vulnerability index rating and gap in existing parklands.

### LEVEL OF SERVICE

The Department's current level of service determines the provision of parkland acreage and trail mileage based on the total population served.

The department currently offers 3.42 acres of parkland per 1,000 residents, which is below the industry practice of 9 acres of parkland per 1,000 population for county-wide departments. This plan recommends the department raise its level of service to 5.79 acres of parkland per 1,000 residents. This recommendation results in a need for an additional 830 acres of parkland during the 10-year planning horizon. The recommendation to add 830 acres of parkland is aspirational in order to create to opportunity for a bold approach to land acquisition for future parkland. Land acquisitions should within the park search areas identified for this plan should be prioritized.

Table 2 - Parkland acreage level of service recommendation

| THE DEPARTMENT'S CURRENT LEVEL OF SERVICE IS - | BENCHMARKING LEVEL OF SERVICE IS - | INDUSTRY BEST PRACTICE IS - | RECOMMENDATION |
|---|---|---|---|
| **3.42 acres** of developed parkland per 1,000 pop. | **9.2 acres** of developed parkland per 1,000 pop. | **9 acres** of developed parkland per 1,000 pop. | INCREASE level of service to 5.79 acres of parkland per 1,000 residents |

The Department current offers 0.04 miles of trail per 1,000 residents, which is below the industry best practice for 1 mile of greenway per 1,000 residents. The plan recommends the Department raise its level of service to 0.6 miles of trail per 1,000 residents. This recommendation results in an additional 186 miles of trail during the 10-year planning horizon. The recommendation for an additional 186 miles of trail is an ambitious goal but is intended to offer the department the opportunity to create a greenway-specific master plan that identifies trail routes and alignments. An adopted greenway master plan will enable the City and County to integrate greenway planning with other transportation planning efforts and pursue funding and implementation.

Table 3 - Parkland acreage level of service recommendation

| DEPARTMENT'S CURRENT LEVEL OF SERVICE IS - | BENCHMARKING LEVEL OF SERVICE IS - | INDUSTRY BEST PRACTICE IS - | RECOMMENDATION |
|---|---|---|---|
| **0.04 miles** of trail mileage per 1,000 pop. | **9.2 acres** of developed parkland per 1,000 pop. | **1 mile** of trail mileage per 1,000 pop. | INCREASE level of service of 0.6 miles of trail per 1,000 residents |

## Goal 1: Parkland Acquisition

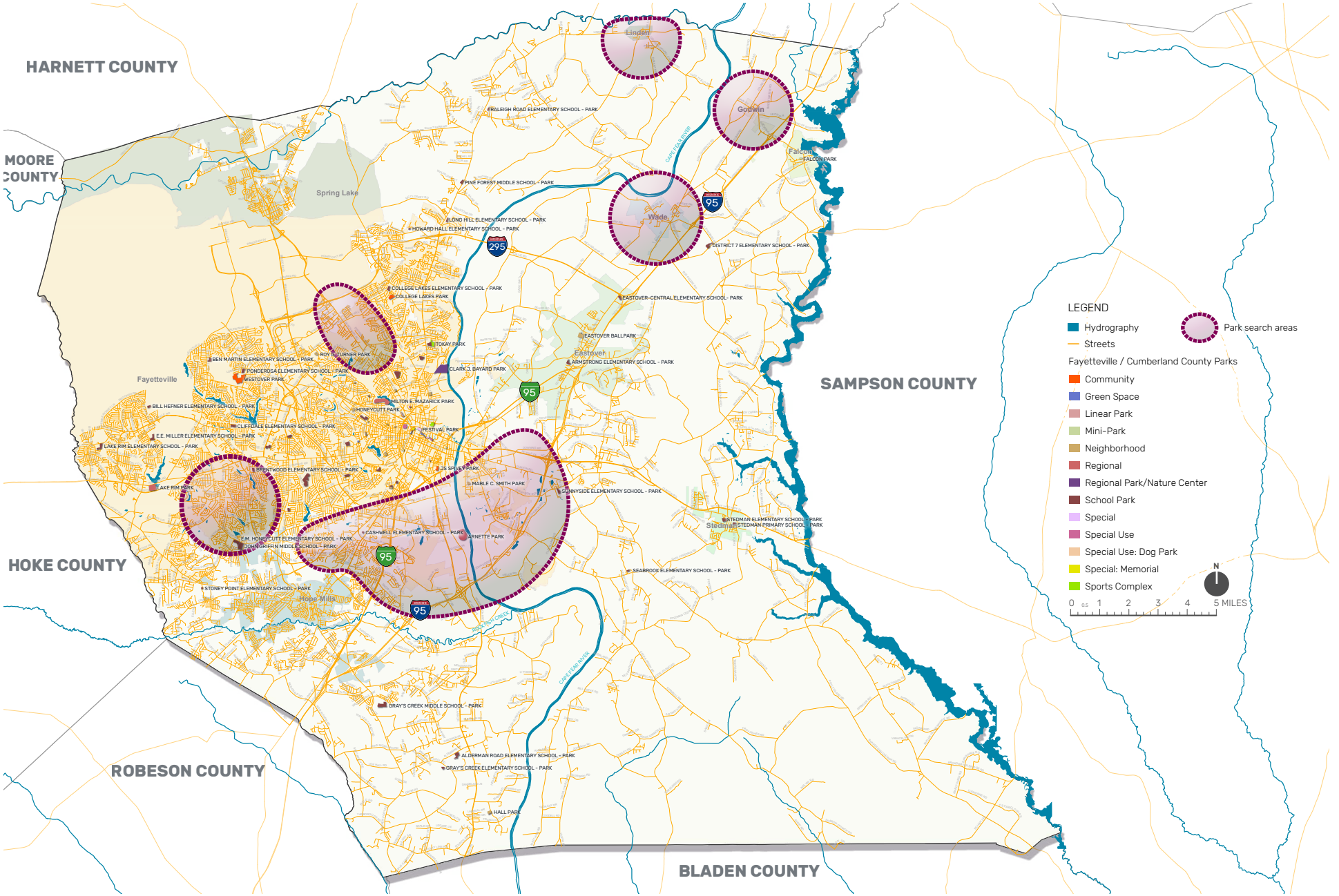
| OBJECTIVES | STRATEGY / ACTION ITEM | GROUP RESPONSIBLE | TIME LINE |
|---|---|---|---|
| 1.1<br>Implement park design standards outlined in the park classifications while integrating opportunities to create unique experience within parks | 1.1.1 - Implement a community-based process using arts and cultural expression to rejuvenate parks and open spaces | | |
| | 1.1.2 - Integrate aspects of public art, history, and culture into park design | | |
| | 1.1.3 - Create spaces for people from diverse backgrounds to share and create experiences. | | |
| | 1.1.4 - Increase acreage of greenway, multiuse paths, and trails park classification to create an experiential and connected trail network. | | |
| | 1.1.5 - Determine whether there is a need to expand acreage of sports complex park classification or whether this need is accommodated through joint use agreements with school facilities. | | |
| 1.2<br>Thoughtfully acquire land to anticipate future park expansion needs in accordance with parkland acquisition map. | 1.2.1 - Expand acreage of parks by acquiring land adjacent to existing facilities. | | |
| | 2.2.2 - Increase parkland acreage in areas not served within a 10-minute walk of an existing park. | | |
| | 1.2.3 - Increase parkland in areas demonstrating higher levels of social vulnerability using the Social Vulnerability Index. | | |
| | 1.2.4 - Us site suitability analysis to inform site selection for parkland acquisition. | | |

## Goal 2: Level of Service Recommendations

| OBJECTIVES | STRATEGY / ACTION ITEM | GROUP RESPONSIBLE | |
|---|---|---|---|
| 2.1<br>Increase level of service of parkland acreage from 3.91 acres of parkland per 1,000 residents in the Department service area to 5 acres of parkland per 1,000 residents in the Department service area | 2..1.1 - Offer an additional 830 acres of parkland by 2028. This accounts for a 740-acre deficit to achieve a level of service of 5 acres per 1,000 residents in 2018, plus an additional 90 acres to account for population growth during the 10-year planning horizon. | | |
| 2.2<br>Increase level of service of trail mileage from 0.04 miles of trail per 1,000 residents in the Department service area to 0.6 miles of trail per 1,000 residents in the Department service area. | 2.2.1 - Offer an additional 186 miles of trail by 2028. This accounts for a 177-mile deficit to achieve a level of service of 0.6 miles per 1,000 residents in 2018, plus an additional 9 miles of trail to account for population growth during the 10-year planning horizon. | | |
| 2.3<br>Increase level of service of indoor recreation space from 0.26 square feet of indoor recreation space per resident in the Department service area to 1 square foot of indoor recreation space per resident in the Department service area. | 2.3.1 - Offer an additional 247,357 square feet of indoor recreation space by 2028. This accounts for a 231,802 square foot deficit to achieve a level of service of 1 square foot per resident in 2018, plus an additional 15,555 square feet of indoor recreation space to account for population growth during the 10-year planning horizon. | | |

## Goal 3: Improve and expand existing and future park system with amenities identified through community engagement process.

| OBJECTIVES | STRATEGY / ACTION ITEM | GROUP RESPONSIBLE | |
|---|---|---|---|
| 3.1<br>Use results of community engagement and statistically valid survey when identifying amenities for existing park upgrades and future park programming | 3.1.1 - Identify opportunities to create the following amenities identified as a high priority through the statistically valid survey:<br>- Natural walking or hiking trails<br>- Indoor aquatics center<br>- Indoor fitness facilities | | |
| | 3.1.2 - Identify opportunities to create the following amenities identified as a high priority through community engagement with the general public:<br>- Multi-use fields and courts<br>- Playgrounds<br>- Indoor recreation center and gym<br>- Walking and running trails<br>- Open fields for free play | | |
| 3.2<br>Upgrade existing parks to reflect best practices in park design for:<br>-Diversity of park amenities<br>-Green infrastructure<br>-Maintenance<br>- ADA + inclusivity<br>-Shade + comfort<br>- Placemaking<br>- Connectivity<br>- CPTED + Safety | 3.2.1 - Complete detailed list of upgrades for individual parks, estimate cost and request funding as part of operational budget or CIP. | | |
| | 3.2.2 - Improve overall visual appearance of parks and facilities and improve longevity of equipment and materials. | | |
| | 3.2.3 - Coordinate with the Public Works Department to ensure detailed maintenance plans and deferred maintenance lists are routinely updated and implemented and the expectations of Department are met. | | |
| | 3.2.4 - Ensure ADA Transition Plan is up to date and being implemented by Public Works Department. | | |
| | 3.2.5 - Include requirement for experience with listed best practices in released RFQ's for design services | | |
| | 3.2.6 - Confirm best practices are met throughout planning, design, and construction phases | | |


HARNETT COUNTY
MOORE COUNTY
HOKE COUNTY
ROBESON COUNTY
SAMPSON COUNTY
BLADEN COUNTY
Linden
Godwin
Falcon
Wade
Spring Lake
Fayetteville
Eastover
Stedman
Hope Mills
LEGEND
Hydrography
Streets
Park search areas
Fayetteville / Cumberland County Parks
Community
Green Space
Linear Park
Mini-Park
Neighborhood
Regional
Regional Park/Nature Center
School Park
Special
Special Use
Special Use: Dog Park
Special: Memorial
Sports Complex
N
0 0.5 1 2 3 4 5 MILES

## Programming

The Department effectively provides programming to its entire service area through Department staff, contracted program providers, and program partners. Department staff is incredibly responsive to community needs for programming and frequently updates and refreshes programming to meet resident's needs and desires.

Recommendations for programming include formalizing the process by which program staff can update and improve programming. Using the community engagement results identified in this plan to select new program offerings will enable the department to offer programs that already have demonstrated community support. The statistically valid survey gathered information from residents who may not already be program participants, providing valuable input from people who are not already engaged with the Department. This outsider perspective can help the Department increase the number of residents it serves.

The plan recommends that program offerings follow a business model for program development. This enables the department to set expectations for cost recovery, targets for enrollment and attendance, and investigate similar providers or potential competition. Aligning program offerings with community needs and approaching programming planning from a business model perspective will ensure that the Department continues to provide high quality programming that that residents want.

### MARKETING

Marketing expands programming awareness and increases enrollment. Any method residents use to find out about Departmental offerings can be considered marketing.

The plan recommends an improved website that prioritizes user information as the most accessible resources. Minimizing clicks needed to reach relevant information improves the experience of website users. Easily navigable websites also reduce the need for staff to field questions when the information is found easily online. Enhancing the Department's social media presence is another opportunity for expanding marketing. This plan includes recommendations for training staff on social media and expanding social media outreach.

### COST RECOVERY AND PRICING

Cost recovery goals and program pricing are core elements of any recreation program. The Fayetteville-Cumberland community are extremely supportive of ensuring that programming is provided at a low or no cost to participants to ensure that users with low ability to pay are able to access programs. This community value was reflected in all aspects of community engagement, including drop-in meetings, the statistically valid survey, and focus groups with decisionmakers and is a key element of the Department's identity.

Ensuring all users have access to recreational programming is a key element of all parks and recreation departments. This is especially important in communities that serve many residents with low ability to pay. Cost recovery goals and pricing strategies offer opportunities to tailor the cost of programs to ensure that the Department is able to sustainably provide programming for the long term while ensuring that low-income residents are able to participate. This plan recommends the Department develop a pricing strategy that creates a variety of options for programs, with the goal that users with a higher ability to pay for program will pay a higher rate, while users with low ability to pay are still able to have access. All users have subsidized access to programming, but one user receives a higher subsidy than another based on need. Departments often use a family's qualification for free or reduced-price lunch, or qualification for SNAP as a proxy for determining ability to pay. In order to fully consider diversifying pricing strategies, local decision makers should consider increasing prices as an option. This plan lays out strategies for implementing pricing changes for programming.

## Goal 1: Align programs and services to meet the needs of residents across the County

| OBJECTIVES | STRATEGY / ACTION ITEM | GROUP RESPONSIBLE | |
|---|---|---|---|
| 1.1 Enhance programs and offerings to follow a business model for program development. | 1.1.1 – Enhance core program areas and definitions to reduce confusion between staff and patrons in those that have overlap (Leisure Activities, Cultural Arts, Seniors and Youth). | | |
| | 1.1.2 – Conduct a market analysis for all new programs developed to identify the greatest opportunities for success in offering new services. | | |
| | 1.1.3 – Re-evaluate programming and demographics when new census data is released ensuring the right programs are being offered for the right segments in the most appropriate location. | | |
| | 1.1.4 – Review existing contractors and partners to explore collaborating with similar providers that may already be using the park system when developing new programs. | | |
| | 1.1.5 – Develop the Fayetteville way in customer service by documenting program and customer service standards for employees and contractors. | | |
| 1.2 Develop programs and services that specifically address program operational challenges, identified community needs within the statistically valid survey, the recreational trends, and demographics. | 1.2.1 – Focus program development around adult & youth sports as seen from local and regional trends and the statistically valid survey results. | | |
| | 1.2.2 – Increase offerings for Seniors to include increased outreach and programming at centers across the City/County to ensure needs are met for this growing segment of the population. | | |
| | 1.2.3 – In conjunction with the local military base conduct an online interest survey of adults ages 18-34 to understand specific program interests in sports, fitness, and cultural arts. | Also trying to collaborate more with military on facilities. | |
| | 1.2.4 Explore the implementation of a coaches training program for volunteer youth sport coaches addressing first aid & safety, protecting against abuse, sports fundamentals, and concussion protocols. | | |

## Goal 2: increase programming, participation and satisfaction through marketing best practices

| OBJECTIVES | STRATEGY / ACTION ITEM | GROUP RESPONSIBLE | |
|---|---|---|---|
| 2.1<br>Enhance website to create a better customer service experience for information and program seekers. | 2.1.1 – Develop hyperlinks from facility's program titles directly to WebTrac for ease and convenience of registering by location. | | |
| | 2.1.2 – Dive into website and identify all areas and subject titles where the number of clicks can be decreased for ease in navigation. | | |
| | 2.1.3 - Updated website to include access to volunteer landing page as a quick link from the main page. | | |
| 2.2<br>Conduct a market analysis for new opportunities in programs and services. | 2.2.1 – Review the priority program investments to determine if there is a need to develop new programming and conduct a simple market analysis. | | |
| | 2.2.2 – Review the existing similar provider database for competition in new programs developed. | | |
| | 2.2.3 – Review the most recent demographic data for the area or location of the new program to ensure there is interest or a need. | | |
| | 2.2.4 – Review the most recent local trend data to know if there is increased or decreased market for specific new programs. | | |
| | 2.2.5 - Conduct specific interest surveys prior to new seasonal programs being developed to ensure the programs will have a following. | | |
| 2.3<br>Enhance social media engagement through best practice strategies. | 2.3.1 – Regularly conduct social media platform research of the Department to ensure control of accounts and consistent messaging that does not dilute the brand. | | |
| | 2.3.2 – Reach out to claim ownership of the FCPR Instagram page that already exists and start managing the current random posts and develop content and campaigns to tell the Department's story. | | |
| | 2.3.3 - Continue to develop engaging content, campaigns, and contests on Facebook to reach people where they are and entice action and involvement. | | |
| | 2.3.4 – Train field staff to recognize photo opportunities during operations that will help tell the Department's story, provide a behind the scenes look, demonstrate living the mission, and reinforce the brand. | | |

**Goal 3: Develop enhanced cost recovery and pricing strategy to increase sustainability of programs.**

| OBJECTIVES | STRATEGY / ACTION ITEM | GROUP RESPONSIBLE | |
|---|---|---|---|
| 3.1<br>Develop cost recovery and pricing policy to direct staff in establishing user fees. | 3.1.1 – Identify and document the overall pricing philosophy by core program area. | | |
| | 3.1.2 - Develop cost recovery goals for each core program area. | | |
| | 3.1.3 – Update the fee structure as needed based on philosophy and cost recovery goals. | | |
| | 3.1.4 – Develop social equity into policy by designating a certain percentage of each program's total participation as free or reduced based on need. | | |
| | 3.1.5 – Review fees annually for necessary increases and update fee structure as needed. | | |
| 3.2<br>Implement more dynamic pricing best practices and communicate how the fees are used. | 3.2.1 – Help drive perceived value of programs by marketing the quality, standards, and benefits, developing more value-added programs | | |
| | 3.2.2 – Develop fair market value costs for programs and services and provide a resident discount to demonstrate the commitment to local residents who support asset preservation through taxes. | | |
| | 3.2.3 – Where increased fees are needed, develop a phased approach over two to three years as a way to decrease the impact to residents. | | |
| | 3.2.4 – Explore incorporating more pricing by location, especially where an increased benefit is present due to the amenities and design of spaces enhancing the customer experience. | | |
| | 3.2.5 – Explore the implementation of prime time and non-prime time pricing to manage demand. | | |
| | 3.2.6 – Review existing fee structure and address any necessary increases for programs and services that have not been established or last changes as of 2015 and earlier.<br>Custodial setup/breakdown/clean-up (1999), Expedited rental fee (2011), Increase pricing for exclusive outside events that close parks to resident daily uses, Boating/Camping fees (1998 & 1995), Pool entry fee (1995 or prior), Athletic protest fee (2002) | | |

## Operations

This plan includes a Service and Function Classification as part of the operational piece of the inventory and analysis. The analysis found that the Department classifies all functions as Essential functions. As Fayetteville-Cumberland Parks and Recreation continues to classify job and 0service functions for staff, a job task priority list should be created when assigning classifications. The classifications should include Essential services that must happen daily, Important services that should be happening daily, but can be bumped for Essential services, and Value-Added for occasional services. Assigning classifications with workload capacity can help balance, shift, or reduce responsibilities.

Classifying all services could be considered unrealistic for workload distribution and staff capacity. Some part-time positions and area specific roles may have all functions classified as Essential, but generally speaking, clearly establishing a services classification can establish priorities and responsibilities within heavy workloads. The appendix includes suggested changes to service classifications. These recommendations should be updated based on staff's detailed understanding of the service's necessity and priority.

Additional functions will be added as the Department focuses more on cost recovery to develop a sustainable system moving forward. This will impact the capacity of the department and should be accounted for in the tracking and monitoring of the workload. The Department should use the framework of this analysis in updating service delivery analysis on an annual basis.

After reviewing the public input, survey results, staff input, function classifications, the following recommendations will develop the Department's capacity through training, strategic management, workload management, technology, and additional staff.

- Use the cost of service model to help determine the appropriate staffing level to ensure the capacity to manage operations and preserve assets as the system grows and adds new amenities, parks, service areas, and facilities.
- Develop business plans for all facilities to help manage determined outcomes.
- Teach and train staff in business principles, policies, procedures, standards, and outcomes. Train all staff on new organizational functions as they are added to the system.
- Track hours spent in each classification of service performed to ensure a balanced workload.
- Develop customer service training and conduct annual refresher training that is specific to parks and recreation services.
- Use function classifications and roles (lead/support) in managing workloads and new opportunities to ensure proper alignment.
- Examine, at least annually, the functionality of the organizational structure. Amend as necessary.

**Goal 1: Align services and needs with the best practices in service delivery and appropriate classification based on community benefit versus individual benefit and cost recovery goals.**

| OBJECTIVES | STRATEGY / ACTION ITEM | GROUP RESPONSIBLE | |
|---|---|---|---|
| 1.1<br>Define priority functions and services to better classify during annual updates to the service delivery analysis. | 1.1.1 – Identify priorities based on Department mission and social needs where other providers are not meeting the full need. | | |
| | 1.1.2 – Using the established priorities, apply these to the classification criteria and reclassify services and functions that have changed from the initial analysis. | | |
| | 1.1.3 – Identify opportunities to offer and classify services as value-added for those seeking better quality experiences and appropriately set cost recovery goals. | | |
| | 1.1.4 – Annually review the classification spreadsheet and update with new and discontinued services or functions. | | |
| 1.2<br>Implement management principles to improve the Department's overall sustainability. | 1.2.1 – Conduct a cost of service study to understand the total expense of providing recreational services and use data to develop cost recovery goals. | | |
| | 1.2.2 – Set workload management priorities and goals through the evaluation process to ensure outcomes are reviewed and achieved. | | |
| | 1.2.3 – Develop business plans for all revenue generating facilities and core program areas to establish management philosophies that drive identified outcomes. | | |
| | 1.2.4 – Train staff on business principles, policies, procedures, standards, and outcomes as they evolve. | | |

**Goal 2: Improve capacity and efficiency by incorporating additional best practices in Service delivery.**

| OBJECTIVES | STRATEGY / ACTION ITEM | GROUP RESPONSIBLE | |
|---|---|---|---|
| 2.1<br>Increase capacity through the implementation of workload management principles. | 2.1.1 – Document options for workload management and train staff on implementation. | | |
| | 2.1.2 – Increase Department fulltime equivalents to preserve assets as they are added to the system. | | |
| | 2.1.3 – Continue to research technology, outside contracting and collaborations on programs and services to identify additional opportunities to decrease windshield time. | | |
| | 2.1.4 – Conduct a cost of service study for maintenance and asset preservation to forecast financial resources needed to properly maintain assets through their full lifecycle including replacement costs. | | |
| | 2.1.5 – Conduct a cost benefit analysis when adding assets to the system by analyzing service contracts versus in-house service to achieve outcomes (resident expectation and financial implications). | | |
| 2.2<br>Enhance existing and develop new public/private and public/nonprofit partnerships in service delivery. | 2.2.1 – Continue to evaluate opportunities with existing partners to expand the agreement and collaborate on meeting more of the needs across the County. | | |
| | 2.2.2 – Identify potential partners and sponsors for new opportunities as they materialize to share resources in meeting the needs of residents. | | |
| | 2.2.3 – Ensure the terms for existing and new partnerships are tied to the Department mission or fills an identified gap in service and is part of partnership best practices. | | |
| | 2.2.4 – Develop a permit process and agreement for vendors/contractors that profit from using public property to provide services through the Department as well. | | |
| | 2.2.5 - Evaluate all partnerships annually for successes and challenges from existing terms and negotiate to improve and establish greater equity or benefit to the public. | | |

## Equity

Equity is an important consideration of this plan. For the purposes of this section, equity refers both to an individual's ability to access parks and recreation opportunities, regardless of their circumstances, and the Department's ability to sustainably provide parks and recreation resources to all residents.

### New park location

In addition to the park search areas described in the Parkland goals above, this plan recommends other criteria for identifying and acquiring parkland that provides parkland distributed equitably across the geographic region. The three entities to consider include Fayetteville, unincorporated Cumberland County, and incorporated jurisdictions within Cumberland County that are part of the interlocal agreement. This plan recommends striving to provide parks, facilities, and trails within a 10-minute walk of all residents. Additionally, isolated neighborhoods and communities should be considered for new parks and programming provided at a scale appropriate to enhancing the surrounding area and community.

Providing parkland at the county level looks different than providing urban parkland. In an urban setting, a strategically placed small park can effectively serve many residents, while parks in rural areas tend to be larger with more amenities that will attract visitors from a wider service area. Expanding parkland within Cumberland County should focus on ensuring that County residents live within a 15-minute drive of a park. However, there are still isolated communities within rural areas and the Department should ensure that these areas have access to parks and programming.

Equitably providing parkland in Cumberland County includes serving the incorporated areas within the interlocal agreement. The Department recently invested in recreational amenities in some member jurisdictions. The Department should continue investing resources in these areas and supporting Towns to provide their own recreational resources as well.

Ensuring that parks provided in low-income neighborhoods is essential to ensuring that a park system is providing equitable access. This plan recommends first ensuring that parks are provided in areas of high social vulnerability by providing parks in the park search areas. Second, the Department should track financial investment in these areas to ensure that parks are parks are appropriately and adequately serving residents of these areas a quality parks and recreation experience.

Cost recovery and pricing is discussed in the Programming goals above. Ensuring an equitable and paced transition is important to any adjustments made to program or reservation prices. Changes to fee structures must be made with ample notice and paced over a series of years.

**Goal 1: Identify areas to expand parkland that will fill gaps in current service provision within Fayetteville, Cumberland County, and local jurisdictions.**

| OBJECTIVES | STRATEGY / ACTION ITEM | GROUP RESPONSIBLE | |
|---|---|---|---|
| 1.1<br>Identify areas to expand parkland acreage within Fayetteville city limits to expand parkland acreage. | 1.1.1 - Increase number of residents who live with a 10-minute walk of a park. | | |
| | 1.1.2 - Identify small or isolated communities within the City that are underserved by current parkland offerings. | | |
| | 1.1.3 - Determine feasibility of providing parks or programming to residents in small or isolated communities. | | |
| 1.2<br>Identify areas to expand parkland acreage within Cumberland County. | 1.2.1 - Increase number of residents who live within a 15-minute drive of a park. | | |
| | 1.2.2 - Identify small or isolated communities within the County that are underserved by current parkland offerings | | |
| | 1.2.3 - Determine feasibility of providing parks or programming to residents in small or isolated communities. | | |
| 1.3<br>Identify areas to expand parkland acreage within local jurisdictions within the interlocal agreement | 1.3.1 - Increase number of residents who live within a 10-minute walk of a park. | | |
| | 1.3.2 - Implement goals and objectives identified within the section on Interlocal Agreements. | | |
| 1.4<br>Ensure quality of parks provided within areas of high social vulnerability. | 1.4.1 - Ensure that parks provided in areas of high social vulnerability are of equal quality to parks in less vulnerable areas. | | |
| | 1.4.2 - Track financial investment, physical condition, and available amenities at parks to ensure that each park is appropriately serving residents and offering a variety of recreational opportunities. | | |

| | | | |
|---|---|---|---|
| 1.5<br>Identify geographic areas to expand programming within Fayetteville-Cumberland Parks and Recreation service area. | 1.5.1 - Use GIS to map locations and participation of current program offerings. | | |
| | 1.5.2 - Use the data developed, to identify gaps in programming and develop a strategy to distribute programs across the County. | | |
| | 1.5.3 - Use demographic data, regional and local trends, and survey results to identify specific needs at locations across the service area. | | |
| | 1.5.4 – Communicate the Department's efforts to equitably distribute needed programs and services across the County through presentations to leadership and social media posts. | | |

**Goal 2: Increase Department operating budget to accommodate Service area residents and those from adjacent jurisdictions.**

| OBJECTIVES | STRATEGY / ACTION ITEM | GROUP RESPONSIBLE | |
|---|---|---|---|
| 2.1<br>Increase per capita operating expense for department to improve system for residents and account for residents from adjacent areas. | 2.1.1 - Increase per capita operating expense from $60.04 to $69.56. | | |
| | 2.1.2 - Increase overall operating expense by $3,041,146 for a total operating expense budget of $22,220,834. | | |
| | 2.1.3 - Introduce pricing strategies that account for resident and non-resident pricing. | | |
| | 2.1.4 - Pursue interlocal agreements with adjacent jurisdictions to supplement operating budget based on usership from their jurisdictions. | | |

**Goal 3: Expand use of pricing strategies to guarantee program affordability while equipping the department to charge higher prices for specialized programming.**

| OBJECTIVES | STRATEGY / ACTION ITEM | GROUP RESPONSIBLE | |
|---|---|---|---|
| 3.1 Continue ensuring program affordability for residents with little or no ability to pay for parks and recreation programming and service. | 3.1.1 - Continue offering programs at low- or no-cost for residents with demonstrated need. | | |
| | 3.1.2 - Update fee structure that equips the department to expand use of pricing strategies identified in the inventory and analysis. | | |
| | 3.1.3 - Use program classification model to determine appropriate pricing strategies and price points for programming. | | |
| | 3.1.4- Use cost of service model to communicate the value of services the Department is providing at low or no cost to participants. | | |
| 3.2 Introduce updates to fee structure with ample notice and advertisement for participants. | 3.2.1 - Provide additional discounts and scholarships during transition period. | | |
| | 3.2.2 - Ensure messaging highlights the Department's commitment to providing affordable and no-cost programs. | | |

## Interlocal Agreements

The Fayetteville-Cumberland parks and recreation department serves residents from many jurisdictions, both within and without of the interlocal service agreement.

### Serving other communities

Fayetteville-Cumberland Parks and Recreation serves a prominent regional city in an otherwise primarily rural area. Due to this community context, the Department understands it is inevitably the primary recreational service provider for users not within the service area. Serving these residents benefits the community by attracting outside spending as visitors to parks, programs, and events purchase gas and meals in the area, however it also places an additional responsibility on the department, as these users do not pay taxes to support department operations. This additional use places additional wear and tear on parks and equipment, reducing their lifecycle and increasing maintenance costs. The Department's current operating budget is $19,179,688 annually. This results in a Departmental operating expense per capita of $60.04. There are an estimated 50,625 residents within a 2-mile distance of the Departmental service area. If the Fayetteville-Cumberland Parks and Recreation Department is the primary service provider for each of those surrounding residents, that places an additional $3,041,146 of operational burden on the department, based on the current per capital operating expense. This plan recommends increasing the operating budget based on the per capita operating expense to bring the Department in line with what other departments are providing their residents, and to account for this additional responsibility. Additionally, when possible, pricing strategies should differentiate between residents and non-residents, where non-residents pay closer to market rate while residents receive a discount.

The department should begin tracking park use, program enrollment, and event attendance to document and understand the degree to which adjacent residents use Fayetteville-Cumberland Parks and Recreation Services. The assumption included above that adjacent residents using parks and recreation services places an additional $3,041,146 of operating expense on the department is a rough estimate. Additional information about actual numbers of out-of-town users will provide a more detailed and accurate understanding of the added responsibility these users create. Based on this data, the Department can approach adjacent jurisdictions regarding joint use agreements for facilities and programs to continue serving these residents while cost sharing among jurisdictions.

### Address local community needs

The planning process included engagement of decisionmakers from each of the jurisdictions included in the interlocal agreement. Each community has a unique set of community needs and wants and each as its own capacity to provide parks and recreation services to their residents. The Department will continue to provide and support parks and recreation services in these areas. Based on input, the most effective ways the Department can support jurisdictions include expansions to existing parks, providing new amenities, supporting operations, and supporting community engagement.

## Goal 1: Adjacent jurisdictions

| OBJECTIVES | STRATEGY / ACTION ITEM | GROUP RESPONSIBLE | |
|---|---|---|---|
| 1.1<br>Determine and track number of out of town users of parks, programs, and facilities. | 1.1.1 - Conduct intercept surveys at parks to determine residence status of park users. | | |
| | 1.1.2 - Conduct pre-program surveys to determine residence status of program participants. | | |
| | 1.1.3 - Conduct point-of-entry surveys at facilities to determine residence status of facility users. | | |
| 1.2<br>Use data generated in objective 1.1 to begin discussion with adjacent jurisdictions about joint use agreements. | 1.2.1 - Use park, facility, and programming usage to create an understanding of impact generated by residents from adjacent jurisdictions. | | |
| | 1.2.2 - Use existing per capita operating budget figures to quantify impact of residents from adjacent jurisdictions. | | |
| | 1.2.3 - Use numbers generated from strategy 1.2.2 to begin conversation with adjacent jurisdictions about joint use agreements and resources allocations. | | |

**Goal 2: Address the following needs identified through engagement of jurisdictions participating in the interlocal agreement. Interlocal agreement jurisdictions include: Eastover, Falcon, Godwin, Linden, Steadman, and Wade.**

| OBJECTIVES | STRATEGY / ACTION ITEM | GROUP RESPONSIBLE | |
|---|---|---|---|
| 2.1<br>Make updates, improvements, and expansions that have the following character in jurisdictions participating in the interlocal agreement. | 2.1.1 - Parks that enable people to gather and are safe places for children to play. | | |
| | 2.1.2 - Parks that are a source of pride in local jurisdictions. | | |
| 2.2<br>When feasible, provide the following amenities to jurisdictions participating in the interlocal agreement. | 2.2.1 - Create opportunities for the following park amenities within parks located in the jurisdictions participating in the interlocal agreement:<br>- Picnic shelters<br>- Walking trails<br>- Basketballs<br>- Playgrounds | | |
| 2.3<br>Assist jurisdictions participating in the interlocal agreement with addressing the following operational challenges. | 2.3.1 - Create opportunities to address the following operational challenges:<br>- Drainage issues<br>- Safety<br>- Field maintenance<br>- General maintenance<br>- Programmatic marketing<br>- Expanding parking | | |
| 2.4<br>Support local jurisdictions in their efforts to enhance community involvement in their local parks and recreation. | 2.4.1 - Identify opportunities to support local jurisdictions with:<br>- volunteers to coach or assist with programs<br>-coordinate league play<br>- resident input and ideas | | |
| 2.5<br>Support local jurisdictions in their efforts to enhance park amenities. | 2.5.1 - Identify opportunities to support local jurisdictions with increasing picnic shelter space, expanding parking, park maintenance, playgrounds for young children, afterschool and youth sports programming | | |
| 2.6<br>Determine feasibility of having Fort Bragg contribute to the interlocal agreement parks and recreation fund. | 2.6.2 - Look to other jurisdictions with adjacent military bases to determine precedent for military bases contributing to local parks and recreation funds. | | |
| | 2.6.1 - Begin conversations with Fort Brag to determine feasibility of joint use agreement. | | |

# APPENDIX

## IN THIS CHAPTER

Demographics
Programming
Operations
Statistically Valid Survey
Best Practices

## APPENDIX- CORE VERSUS CASUAL PARTICIPATION TRENDS

This appendix includes the long-form version of participation trends and core versus casual participation trends.

### GENERAL SPORTS

| National Core vs Casual Participatory Trends - General Sports | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Activity | Participation Levels | | | | | | % Change | |
| | 2013 | | 2017 | | 2018 | | 5-Year Trend | 1-Year Trend |
| | # | % | # | % | # | % | | |
| **Golf (9 or 18-Hole Course)** | **24,720** | **100%** | **23,829** | **100%** | **N/A** | **100%** | **N/A** | **N/A** |
| **Basketball** | **23,669** | **100%** | **23,401** | **100%** | **24,225** | **100%** | **2.3%** | **3.5%** |
| *Casual (1-12 times)* | 6,998 | 30% | 8,546 | 37% | 9,335 | 39% | 33.4% | 9.2% |
| *Core(13+ times)* | 16,671 | 70% | 14,856 | 63% | 14,890 | 61% | -10.7% | 0.2% |
| **Tennis** | **17,678** | **100%** | **17,683** | **100%** | **17,841** | **100%** | **0.9%** | **0.9%** |
| **Baseball** | **13,284** | **100%** | **15,642** | **100%** | **15,877** | **100%** | **19.5%** | **1.5%** |
| *Casual (1-12 times)* | 4,201 | 32% | 6,405 | 41% | 6,563 | 41% | 56.2% | 2.5% |
| *Core (13+ times)* | 9,083 | 68% | 9,238 | 59% | 9,314 | 59% | 2.5% | 0.8% |
| **Soccer (Outdoor)** | **12,726** | **100%** | **11,924** | **100%** | **11,405** | **100%** | **-10.4%** | **-4.4%** |
| *Casual (1-25 times)* | 6,532 | 51% | 6,665 | 56% | 6,430 | 56% | -1.6% | -3.5% |
| *Core (26+ times)* | 6,194 | 49% | 5,259 | 44% | 4,975 | 44% | -19.7% | -5.4% |
| **Softball (Slow Pitch)** | **6,868** | **100%** | **7,283** | **100%** | **7,386** | **100%** | **7.5%** | **1.4%** |
| *Casual (1-12 times)* | 2,685 | 39% | 3,060 | 42% | 3,281 | 44% | 22.2% | 7.2% |
| *Core(13+ times)* | 4,183 | 61% | 4,223 | 58% | 4,105 | 56% | -1.9% | -2.8% |
| **Badminton** | **7,150** | **100%** | **6,430** | **100%** | **6,337** | **100%** | **-11.4%** | **-1.4%** |
| *Casual (1-12 times)* | 4,834 | 68% | 4,564 | 71% | 4,555 | 72% | -5.8% | -0.2% |
| *Core(13+ times)* | 2,316 | 32% | 1,867 | 29% | 1,782 | 28% | -23.1% | -4.6% |
| **Volleyball (Court)** | **6,433** | **100%** | **6,317** | **100%** | **6,317** | **100%** | **-1.8%** | **0.0%** |
| *Casual (1-12 times)* | 2,715 | 42% | 2,939 | 47% | 2,867 | 45% | 5.6% | -2.4% |
| *Core(13+ times)* | 3,718 | 58% | 3,378 | 53% | 3,450 | 55% | -7.2% | 2.1% |
| **Football, Flag** | **5,610** | **100%** | **6,551** | **100%** | **6,572** | **100%** | **17.1%** | **0.3%** |
| *Casual (1-12 times)* | 2,813 | 50% | 3,572 | 55% | 3,573 | 54% | 27.0% | 0.0% |
| *Core(13+ times)* | 2,797 | 50% | 2,979 | 45% | 2,999 | 46% | 7.2% | 0.7% |
| *Core Age 6 to 17 (13+ times)* | 1,363 | 50% | 1,565 | 55% | 1,578 | 54% | 15.8% | 0.8% |
| **Football, Touch** | **7,140** | **100%** | **5,629** | **100%** | **5,517** | **100%** | **-22.7%** | **-2.0%** |
| *Casual (1-12 times)* | 3,952 | 55% | 3,332 | 59% | 3,313 | 60% | -16.2% | -0.6% |
| *Core(13+ times)* | 3,188 | 45% | 2,297 | 41% | 2,204 | 40% | -30.9% | -4.0% |
| **Volleyball (Sand/Beach)** | **4,769** | **100%** | **4,947** | **100%** | **4,770** | **100%** | **0.0%** | **-3.6%** |
| *Casual (1-12 times)* | 3,261 | 68% | 3,544 | 72% | 3,261 | 68% | 0.0% | -8.0% |
| *Core(13+ times)* | 1,509 | 32% | 1,403 | 28% | 1,509 | 32% | 0.0% | 7.6% |
| **Football, Tackle** | **6,165** | **100%** | **5,224** | **100%** | **5,157** | **100%** | **-16.4%** | **-1.3%** |
| *Casual (1-25 times)* | 2,601 | 42% | 2,145 | 41% | 2,258 | 44% | -13.2% | 5.3% |
| *Core(26+ times)* | 3,564 | 58% | 3,078 | 59% | 2,898 | 56% | -18.7% | -5.8% |
| *Core Age 6 to 17 (26+ times)* | 2,586 | 42% | 2,427 | 41% | 2,353 | 44% | -9.0% | -3.0% |
| **Gymnastics** | **4,972** | **100%** | **4,805** | **100%** | **4,770** | **100%** | **-4.1%** | **-0.7%** |
| *Casual (1-49 times)* | 3,209 | 65% | 3,139 | 65% | 3,047 | 64% | -5.0% | -2.9% |
| *Core(50+ times)* | 1,763 | 35% | 1,666 | 35% | 1,723 | 36% | -2.3% | 3.4% |
| **Soccer (Indoor)** | **4,803** | **100%** | **5,399** | **100%** | **5,233** | **100%** | **9.0%** | **-3.1%** |
| *Casual (1-12 times)* | 1,967 | 41% | 2,657 | 49% | 2,452 | 47% | 24.7% | -7.7% |
| *Core(13+ times)* | 2,836 | 59% | 2,742 | 51% | 2,782 | 53% | -1.9% | 1.5% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | | | | |
| **Participation Growth/Decline** | Large Increase (greater than 25%) | | Moderate Increase (0% to 25%) | | Moderate Decrease (0% to -25%) | | Large Decrease (less than -25%) | |
| **Core vs Casual Distribution** | Mostly Core Participants (greater than 75%) | | More Core Participants (56-74%) | | Evenly Divided (45-55% Core and Casual) | | More Casual Participants (56-74%) | Mostly Casual Participants (greater than 75%) |

*Figure 1 - General sports participation trends*

| National Core vs Casual Participatory Trends - General Sports | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Activity** | **Participation Levels** | | | | | | **% Change** | |
| | **2013** | | **2017** | | **2018** | | **5-Year Trend** | **1-Year Trend** |
| | **#** | **%** | **#** | **%** | **#** | **%** | | |
| **Track and Field** | **4,071** | **100%** | **4,161** | **100%** | **4,143** | **100%** | **1.8%** | **-0.4%** |
| *Casual (1-25 times)* | 1,808 | 44% | 2,040 | 49% | 2,071 | 50% | 14.5% | 1.5% |
| *Core(26+ times)* | 2,263 | 56% | 2,121 | 51% | 2,072 | 50% | -8.4% | -2.3% |
| **Cheerleading** | **3,235** | **100%** | **3,816** | **100%** | **3,841** | **100%** | **18.7%** | **0.7%** |
| *Casual (1-25 times)* | 1,669 | 52% | 2,164 | 57% | 2,039 | 53% | 22.2% | -5.8% |
| *Core(26+ times)* | 1,566 | 48% | 1,653 | 43% | 1,802 | 47% | 15.1% | 9.0% |
| **Ultimate Frisbee** | **5,077** | **100%** | **3,126** | **100%** | **2,710** | **100%** | **-46.6%** | **-13.3%** |
| *Casual (1-12 times)* | 3,715 | 73% | 2,270 | 73% | 1,852 | 68% | -50.1% | -18.4% |
| *Core(13+ times)* | 1,363 | 27% | 856 | 27% | 858 | 32% | -37.1% | 0.2% |
| **Racquetball** | **3,824** | **100%** | **3,526** | **100%** | **3,480** | **100%** | **-9.0%** | **-1.3%** |
| *Casual (1-12 times)* | 2,569 | 67% | 2,451 | 70% | 2,407 | 69% | -6.3% | -1.8% |
| *Core(13+ times)* | 1,255 | 33% | 1,075 | 30% | 1,073 | 31% | -14.5% | -0.2% |
| **Pickleball** | **N/A** | **100%** | **3,132** | **100%** | **3,301** | **100%** | N/A | **5.4%** |
| **Ice Hockey** | **2,393** | **100%** | **2,544** | **100%** | **2,447** | **100%** | **2.3%** | **-3.8%** |
| *Casual (1-12 times)* | 1,093 | 46% | 1,227 | 48% | 1,105 | 45% | 1.1% | -9.9% |
| *Core(13+ times)* | 1,300 | 54% | 1,317 | 52% | 1,342 | 55% | 3.2% | 1.9% |
| **Softball (Fast Pitch)** | **2,498** | **100%** | **2,309** | **100%** | **2,303** | **100%** | **-7.8%** | **-0.3%** |
| *Casual (1-25 times)* | 1,117 | 45% | 1,077 | 47% | 1,084 | 47% | -3.0% | 0.6% |
| *Core(26+ times)* | 1,381 | 55% | 1,232 | 53% | 1,219 | 53% | -11.7% | -1.1% |
| **Lacrosse** | **1,813** | **100%** | **2,171** | **100%** | **2,098** | **100%** | **15.7%** | **-3.4%** |
| *Casual (1-12 times)* | 914 | 50% | 1,142 | 53% | 1,036 | 49% | 13.3% | -9.3% |
| *Core(13+ times)* | 899 | 50% | 1,030 | 47% | 1,061 | 51% | 18.0% | 3.0% |
| **Roller Hockey** | **1,298** | **100%** | **1,834** | **100%** | **1,734** | **100%** | **33.6%** | **-5.5%** |
| *Casual (1-12 times)* | 841 | 65% | 1,419 | 77% | 1,296 | 75% | 54.1% | -8.7% |
| *Core(13+ times)* | 457 | 35% | 415 | 23% | 437 | 25% | -4.4% | 5.3% |
| **Wrestling** | **1,829** | **100%** | **1,896** | **100%** | **1,908** | **100%** | **4.3%** | **0.6%** |
| *Casual (1-25 times)* | 948 | 52% | 1,179 | 62% | 1,160 | 61% | 22.4% | -1.6% |
| *Core(26+ times)* | 881 | 48% | 717 | 38% | 748 | 39% | -15.1% | 4.3% |
| **Rugby** | **1,183** | **100%** | **1,621** | **100%** | **1,560** | **100%** | **31.9%** | **-3.8%** |
| *Casual (1-7 times)* | 756 | 64% | 1,097 | 68% | 998 | 64% | 32.0% | -9.0% |
| *Core(8+ times)* | 427 | 36% | 524 | 32% | 562 | 36% | 31.6% | 7.3% |
| **Squash** | **1,414** | **100%** | **1,492** | **100%** | **1,285** | **100%** | **-9.1%** | **-13.9%** |
| *Casual (1-7 times)* | 1,082 | 77% | 1,044 | 70% | 796 | 62% | -26.4% | -23.8% |
| *Core(8+ times)* | 332 | 23% | 447 | 30% | 489 | 38% | 47.3% | 9.4% |
| **Field Hockey** | | **100%** | **1,596** | **100%** | | **100%** | **#DIV/0!** | **-100.0%** |
| *Casual (1-7 times)* | | #DIV/0! | 897 | 56% | | #DIV/0! | #DIV/0! | -100.0% |
| *Core(8+ times)* | | #DIV/0! | 700 | 44% | | #DIV/0! | #DIV/0! | -100.0% |
| **Boxing for Competition** | **1,134** | **100%** | **1,368** | **100%** | **1,310** | **100%** | **15.5%** | **-4.2%** |
| *Casual (1-12 times)* | 982 | 87% | 1,168 | 85% | 1,118 | 85% | 13.8% | -4.3% |
| *Core(13+ times)* | 152 | 13% | 199 | 15% | 192 | 15% | 26.3% | -3.5% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | | | | |
| **Participation Growth/Decline** | Large Increase (greater than 25%) | | Moderate Increase (0% to 25%) | | Moderate Decrease (0% to -25%) | | Large Decrease (less than -25%) | |
| **Core vs Casual Distribution** | Mostly Core Participants (greater than 75%) | | More Core Participants (56-74%) | | Evenly Divided (45-55% Core and Casual) | | More Casual Participants (56-74%) | Mostly Casual Participants (greater than 75%) |

*Figure 2 - General sports participation trends continued*

| National Participatory Trends - General Sports | | | | | |
|---|---|---|---|---|---|
| **Activity** | **Participation Levels** | | | **% Change** | |
| | **2013** | **2017** | **2018** | **5-Year Trend** | **1-Year Trend** |
| Golf (9 or 18-Hole Course) | 24,720 | 23,829 | N/A | N/A | N/A |
| Basketball | 23,669 | 23,401 | 24,225 | 2.3% | 3.5% |
| Tennis | 17,678 | 17,683 | 17,841 | 0.9% | 0.9% |
| Baseball | 13,284 | 15,642 | 15,877 | 19.5% | 1.5% |
| Soccer (Outdoor) | 12,726 | 11,924 | 11,405 | -10.4% | -4.4% |
| Softball (Slow Pitch) | 6,868 | 7,283 | 7,386 | 7.5% | 1.4% |
| Football, Flag | 5,610 | 6,551 | 6,572 | 17.1% | 0.3% |
| Badminton | 7,150 | 6,430 | 6,337 | -11.4% | -1.4% |
| Volleyball (Court) | 6,433 | 6,317 | 6,317 | -1.8% | 0.0% |
| Football, Touch | 7,140 | 5,629 | 5,517 | -22.7% | -2.0% |
| Soccer (Indoor) | 4,803 | 5,399 | 5,233 | 9.0% | -3.1% |
| Football, Tackle | 6,165 | 5,224 | 5,157 | -16.4% | -1.3% |
| Volleyball (Sand/Beach) | 4,769 | 4,947 | 4,770 | 0.0% | -3.6% |
| Gymnastics | 4,972 | 4,805 | 4,770 | -4.1% | -0.7% |
| Track and Field | 4,071 | 4,161 | 4,143 | 1.8% | -0.4% |
| Cheerleading | 3,235 | 3,816 | 3,841 | 18.7% | 0.7% |
| Racquetball | 3,824 | 3,526 | 3,480 | -9.0% | -1.3% |
| Pickleball | N/A | 3,132 | 3,301 | N/A | 5.4% |
| Ultimate Frisbee | 5,077 | 3,126 | 2,710 | -46.6% | -13.3% |
| Ice Hockey | 2,393 | 2,544 | 2,447 | 2.3% | -3.8% |
| Softball (Fast Pitch) | 2,498 | 2,309 | 2,303 | -7.8% | -0.3% |
| Lacrosse | 1,813 | 2,171 | 2,098 | 15.7% | -3.4% |
| Wrestling | 1,829 | 1,896 | 1,908 | 4.3% | 0.6% |
| Roller Hockey | 1,298 | 1,834 | 1,734 | 33.6% | -5.5% |
| Rugby | 1,183 | 1,621 | 1,560 | 31.9% | -3.8% |
| Squash | 1,414 | 1,492 | 1,285 | -9.1% | -13.9% |
| Boxing for Competition | 1,134 | 1,368 | 1,310 | 15.5% | -4.2% |
| 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 3 - General sports participation trends summary*

## General Fitness

| National Core vs Casual Participatory Trends - General Fitness | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Activity** | **Participation Levels** | | | | | | **% Change** | |
| | **2013** | | **2017** | | **2018** | | **5-Year Trend** | **1-Year Trend** |
| | **#** | **%** | **#** | **%** | **#** | **%** | | |
| **Fitness Walking** | **117,351** | **100%** | **110,805** | **100%** | **111,001** | **100%** | **-5.4%** | **0.2%** |
| *Casual (1-49 times)* | 37,538 | 32% | 35,326 | 32% | 36,139 | 33% | -3.7% | 2.3% |
| *Core(50+ times)* | 79,813 | 68% | 75,479 | 68% | 74,862 | 67% | -6.2% | -0.8% |
| **Treadmill** | **48,166** | **100%** | **52,966** | **100%** | **53,737** | **100%** | **11.6%** | **1.5%** |
| *Casual (1-49 times)* | 21,747 | 45% | 24,444 | 46% | 25,826 | 48% | 18.8% | 5.7% |
| *Core(50+ times)* | 26,419 | 55% | 28,523 | 54% | 27,911 | 52% | 5.6% | -2.1% |
| **Free Weights (Dumbbells/Hand Weights)** | **58,267** | **100%** | **52,217** | **100%** | **51,291** | **100%** | **-12.0%** | **-1.8%** |
| *Casual (1-49 times)* | 18,891 | 32% | 18,866 | 36% | 18,702 | 36% | -1.0% | -0.9% |
| *Core(50+ times)* | 39,376 | 68% | 33,351 | 64% | 32,589 | 64% | -17.2% | -2.3% |
| **Running/Jogging** | **54,188** | **100%** | **50,770** | **100%** | **49,459** | **100%** | **-8.7%** | **-2.6%** |
| *Casual (1-49 times)* | 24,345 | 45% | 24,004 | 47% | 24,399 | 49% | 0.2% | 1.6% |
| *Core(50+ times)* | 29,843 | 55% | 26,766 | 53% | 25,061 | 51% | -16.0% | -6.4% |
| **Stationary Cycling (Recumbent/Upright)** | **35,247** | **100%** | **36,035** | **100%** | **36,668** | **100%** | **4.0%** | **1.8%** |
| *Casual (1-49 times)* | 18,311 | 52% | 18,447 | 51% | 19,282 | 53% | 5.3% | 4.5% |
| *Core(50+ times)* | 16,936 | 48% | 17,588 | 49% | 17,387 | 47% | 2.7% | -1.1% |
| **Weight/Resistant Machines** | **36,267** | **100%** | **36,291** | **100%** | **36,372** | **100%** | **0.3%** | **0.2%** |
| *Casual (1-49 times)* | 14,857 | 41% | 14,496 | 40% | 14,893 | 41% | 0.2% | 2.7% |
| *Core(50+ times)* | 21,410 | 59% | 21,795 | 60% | 21,479 | 59% | 0.3% | -1.4% |
| **Stretching** | **N/A** | **N/A** | **33,195** | **100%** | **N/A** | **N/A** | **N/A** | **N/A** |
| *Casual (1-49 times)* | N/A | N/A | 10,095 | 30% | N/A | N/A | N/A | N/A |
| *Core(50+ times)* | N/A | N/A | 23,100 | 70% | N/A | N/A | N/A | N/A |
| **Elliptical Motion Trainer*** | **30,410** | **100%** | **32,283** | **100%** | **33,238** | **100%** | **9.3%** | **3.0%** |
| *Casual (1-49 times)* | 14,770 | 49% | 15,854 | 49% | 16,889 | 51% | 14.3% | 6.5% |
| *Core(50+ times)* | 15,640 | 51% | 16,430 | 51% | 16,349 | 49% | 4.5% | -0.5% |
| **Free Weights (Barbells)** | **25,641** | **100%** | **27,444** | **100%** | **27,834** | **100%** | **8.6%** | **1.4%** |
| *Casual (1-49 times)* | 9,613 | 37% | 10,868 | 40% | 11,355 | 41% | 18.1% | 4.5% |
| *Core(50+ times)* | 16,028 | 63% | 16,576 | 60% | 16,479 | 59% | 2.8% | -0.6% |
| **Yoga** | **24,310** | **100%** | **27,354** | **100%** | **28,745** | **100%** | **18.2%** | **5.1%** |
| *Casual (1-49 times)* | 14,129 | 58% | 16,454 | 60% | 17,553 | 61% | 24.2% | 6.7% |
| *Core(50+ times)* | 10,182 | 42% | 10,900 | 40% | 11,193 | 39% | 9.9% | 2.7% |
| **Calisthenics/Bodyweight Exercise** | **N/A** | **N/A** | **24,454** | **100%** | **24,183** | **100%** | **N/A** | **-1.1%** |
| *Casual (1-49 times)* | N/A | N/A | 10,095 | 41% | 9,674 | 40% | N/A | -4.2% |
| *Core(50+ times)* | N/A | N/A | 14,359 | 59% | 14,509 | 60% | N/A | 1.0% |
| **Choreographed Exercise** | **N/A** | **N/A** | **22,616** | **100%** | **22,391** | **100%** | **N/A** | **-1.0%** |
| *Casual (1-49 times)* | N/A | N/A | 14,867 | 66% | 14,503 | 65% | N/A | -2.4% |
| *Core(50+ times)* | N/A | N/A | 7,748 | 34% | 7,888 | 35% | N/A | 1.8% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | | | | |
| **Participation Growth/Decline** | Large Increase (greater than 25%) | | Moderate Increase (0% to 25%) | | Moderate Decrease (0% to -25%) | | Large Decrease (less than -25%) | |
| **Core vs Casual Distribution** | Mostly Core Participants (greater than 75%) | | More Core Participants (56-74%) | | Evenly Divided (45-55% Core and Casual) | | More Casual Participants (56-74%) | Mostly Casual Participants (greater than 75%) |

*Cardio Cross Trainer is merged to Elliptical Motion Trainer

*Figure 4 - General fitness participation trends*

| National Core vs Casual Participatory Trends - General Fitness | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Activity | Participation Levels | | | | | | % Change | |
| | 2013 | | 2017 | | 2018 | | 5-Year Trend | 1-Year Trend |
| | # | % | # | % | # | % | | |
| **Aerobics (High Impact)** | **17,323** | **100%** | **21,476** | **100%** | **21,611** | **100%** | **24.8%** | **0.6%** |
| *Casual (1-49 times)* | 8,986 | 52% | 12,105 | 56% | 11,828 | 55% | 31.6% | -2.3% |
| *Core(50+ times)* | 8,337 | 48% | 9,370 | 44% | 9,783 | 45% | 17.3% | 4.4% |
| **Stair Climbing Machine** | **12,642** | **100%** | **14,948** | **100%** | **15,025** | **100%** | **18.8%** | **0.5%** |
| *Casual (1-49 times)* | 7,365 | 58% | 9,501 | 64% | 9,643 | 64% | 30.9% | 1.5% |
| *Core(50+ times)* | 5,277 | 42% | 5,447 | 36% | 5,382 | 36% | 2.0% | -1.2% |
| **Cross-Training Style Workout** | **N/A** | **100%** | **13,622** | **100%** | **13,338** | **100%** | **N/A** | **-2.1%** |
| *Casual (1-49 times)* | N/A | N/A | 6,890 | 51% | 6,594 | 49% | N/A | -4.3% |
| *Core(50+ times)* | N/A | N/A | 6,732 | 49% | 6,744 | 51% | N/A | 0.2% |
| **Stationary Cycling (Group)** | **8,309** | **100%** | **9,409** | **100%** | **9,434** | **100%** | **13.5%** | **0.3%** |
| *Casual (1-49 times)* | 5,253 | 63% | 6,023 | 64% | 6,097 | 65% | **16.1%** | 1.2% |
| *Core(50+ times)* | 3,056 | 37% | 3,386 | 36% | 3,337 | 35% | **9.2%** | -1.4% |
| **Pilates Training** | **8,069** | **100%** | **9,047** | **100%** | **9,084** | **100%** | **12.6%** | **0.4%** |
| *Casual (1-49 times)* | 4,782 | 59% | 5,698 | 63% | 5,845 | 64% | **22.2%** | 2.6% |
| *Core(50+ times)* | 3,287 | 41% | 3,348 | 37% | 3,238 | 36% | **-1.5%** | -3.3% |
| **Trail Running** | **6,792** | **100%** | **9,149** | **100%** | **10,010** | **100%** | **47.4%** | **9.4%** |
| **Cardio Kickboxing** | **6,311** | **100%** | **6,693** | **100%** | **6,838** | **100%** | **8.4%** | **2.2%** |
| *Casual (1-49 times)* | 4,088 | 65% | 4,671 | 70% | 4,712 | 69% | **15.3%** | 0.9% |
| *Core(50+ times)* | 2,223 | 35% | 2,022 | 30% | 2,126 | 31% | **-4.4%** | 5.1% |
| **Boot Camp Style Training** | **6,911** | **100%** | **6,651** | **100%** | **6,695** | **100%** | **-3.1%** | **0.7%** |
| *Casual (1-49 times)* | 4,490 | 65% | 4,637 | 70% | 4,780 | 71% | **6.5%** | 3.1% |
| *Core(50+ times)* | 2,421 | 35% | 2,014 | 30% | 1,915 | 29% | **-20.9%** | -4.9% |
| **Martial Arts** | **5,314** | **100%** | **5,838** | **100%** | **5,821** | **100%** | **9.5%** | **-0.3%** |
| *Casual (1-12 times)* | 1,533 | 29% | 2,021 | 35% | 1,991 | 34% | **29.9%** | -1.5% |
| *Core(13+ times)* | 3,781 | 71% | 3,816 | 65% | 3,830 | 66% | **1.3%** | 0.4% |
| **Boxing for Fitness** | **5,251** | **100%** | **5,157** | **100%** | **5,166** | **100%** | **-1.6%** | **0.2%** |
| *Casual (1-12 times)* | 2,538 | 48% | 2,738 | 53% | 2,714 | 53% | **6.9%** | -0.9% |
| *Core(13+ times)* | 2,713 | 52% | 2,419 | 47% | 2,452 | 47% | **-9.6%** | 1.4% |
| **Tai Chi** | **3,469** | **100%** | **3,787** | **100%** | **3,761** | **100%** | **8.4%** | **-0.7%** |
| *Casual (1-49 times)* | 2,019 | 58% | 2,329 | 61% | 2,360 | 63% | **16.9%** | 1.3% |
| *Core(50+ times)* | 1,450 | 42% | 1,458 | 39% | 1,400 | 37% | **-3.4%** | -4.0% |
| **Barre** | **2,901** | **100%** | **3,436** | **100%** | **3,532** | **100%** | **21.8%** | **2.8%** |
| *Casual (1-49 times)* | **2,276** | **78%** | 2,701 | 79% | 2,750 | 78% | **20.8%** | 1.8% |
| *Core(50+ times)* | **625** | **22%** | 735 | 21% | 782 | 22% | **25.1%** | 6.4% |
| **Triathlon (Traditional/Road)** | **2,262** | **100%** | **2,162** | **100%** | **2,168** | **100%** | **-4.2%** | **0.3%** |
| **Triathlon (Non-Traditional/Off Road)** | **1,390** | **100%** | **1,878** | **100%** | **1,589** | **100%** | **14.3%** | **-15.4%** |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | | | | |
| **Participation Growth/Decline** | Large Increase (greater than 25%) | | Moderate Increase (0% to 25%) | | Moderate Decrease (0% to -25%) | | Large Decrease (less than -25%) | |
| **Core vs Casual Distribution** | Mostly Core Participants (greater than 75%) | | More Core Participants (56-74%) | | Evenly Divided (45-55% Core and Casual) | | More Casual Participants (56-74%) | Mostly Casual Participants (greater than 75%) |

*Figure 5 - General fitness participation trends, continued*

| National Participatory Trends - General Fitness | | | | | |
|---|---|---|---|---|---|
| **Activity** | **Participation Levels** | | | **% Change** | |
| | **2013** | **2017** | **2018** | **5-Year Trend** | **1-Year Trend** |
| Fitness Walking | 117,351 | 110,805 | 111,101 | -5.3% | 0.3% |
| Treadmill | 48,166 | 52,966 | 53,737 | 11.6% | 1.5% |
| Free Weights (Dumbbells/Hand Weights) | 58,267 | 52,217 | 51,291 | -12.0% | -1.8% |
| Running/Jogging | 54,188 | 50,770 | 49,459 | -8.7% | -2.6% |
| Stationary Cycling (Recumbent/Upright) | 35,247 | 36,035 | 36,668 | 4.0% | 1.8% |
| Weight/Resistant Machines | 36,267 | 36,291 | 36,372 | 0.3% | 0.2% |
| Elliptical Motion Trainer | 30,410 | 32,283 | 33,238 | 9.3% | 3.0% |
| Yoga | 24,310 | 27,354 | 28,745 | 18.2% | 5.1% |
| Free Weights (Barbells) | 25,641 | 27,444 | 27,834 | 8.6% | 1.4% |
| Bodyweight Exercise | N/A | 24,454 | 24,183 | N/A | -1.1% |
| Dance, Step, & Choreographed Exercise | N/A | 22,616 | 22,391 | N/A | -1.0% |
| Aerobics (High Impact) | 17,323 | 21,476 | 21,611 | 24.8% | 0.6% |
| Stair Climbing Machine | 12,642 | 14,948 | 15,025 | 18.8% | 0.5% |
| Cross-Training Style Workout | N/A | 13,622 | 13,338 | N/A | -2.1% |
| Trail Running | 6,792 | 9,149 | 10,010 | 47.4% | 9.4% |
| Stationary Cycling (Group) | 8,309 | 9,409 | 9,434 | 13.5% | 0.3% |
| Pilates Training | 8,069 | 9,047 | 9,084 | 12.6% | 0.4% |
| Cardio Kickboxing | 6,311 | 6,693 | 6,838 | 8.4% | 2.2% |
| Boot Camp Style Cross-Training | 6,911 | 6,651 | 6,695 | -3.1% | 0.7% |
| Martial Arts | 5,314 | 5,838 | 5,821 | 9.5% | -0.3% |
| Boxing for Fitness | 5,251 | 5,157 | 5,166 | -1.6% | 0.2% |
| Tai Chi | 3,469 | 3,787 | 3,761 | 8.4% | -0.7% |
| Barre | 2,901 | 3,436 | 3,532 | 21.8% | 2.8% |
| Triathlon (Traditional/Road) | 2,262 | 2,162 | 2,168 | -4.2% | 0.3% |
| Triathlon (Non-Traditional/Off Road) | 1,390 | 1,878 | 1,589 | 14.3% | -15.4% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | |
| **Legend:** | Large Increase (greater than 25%) | Moderate Increase (0% to 25%) | Moderate Decrease (0% to -25%) | Large Decrease (less than -25%) | |

*Figure 6 - General fitness participation trends summary*

## OUTDOOR/ADVENTURE RECREATION

| National Core vs Casual Participatory Trends - Outdoor / Adventure Recreation | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Activity | Participation Levels | | | | | | % Change | |
| | 2013 | | 2017 | | 2018 | | 5-Year Trend | 1-Year Trend |
| | # | % | # | % | # | % | | |
| **Hiking (Day)** | **34,378** | **100%** | **44,900** | **100%** | **47,860** | **100%** | **39.2%** | **6.6%** |
| **Bicycling (Road)** | **40,888** | **100%** | **38,866** | **100%** | **39,041** | **100%** | **-4.5%** | **0.5%** |
| *Casual (1-25 times)* | 19,470 | 48% | 20,212 | 52% | 20,777 | 53% | 6.7% | 2.8% |
| *Core(26+ times)* | 21,417 | 52% | 18,654 | 48% | 18,264 | 47% | -14.7% | -2.1% |
| **Fishing (Freshwater)** | **37,796** | **100%** | **38,346** | **100%** | **38,998** | **100%** | **3.2%** | **1.7%** |
| *Casual (1-7 times)* | 20,067 | 53% | 19,977 | 52% | 21,099 | 54% | 5.1% | 5.6% |
| *Core(8+ times)* | 17,729 | 47% | 18,369 | 48% | 17,899 | 46% | 1.0% | -2.6% |
| **Camping (< 1/4 Mile of Vehicle/Home)** | **29,269** | **100%** | **26,262** | **100%** | **27,416** | **100%** | **-6.3%** | **4.4%** |
| **Camping (Recreational Vehicle)** | **14,556** | **100%** | **16,159** | **100%** | **15,980** | **100%** | **9.8%** | **-1.1%** |
| *Casual (1-7 times)* | 7,895 | 54% | 9,332 | 58% | 9,103 | 57% | 15.3% | -2.5% |
| *Core(8+ times)* | 6,661 | 46% | 6,826 | 42% | 6,877 | 43% | 3.2% | 0.7% |
| **Fishing (Saltwater)** | **11,790** | **100%** | **13,062** | **100%** | **12,830** | **100%** | **8.8%** | **-1.8%** |
| *Casual (1-7 times)* | 7,060 | 60% | 7,625 | 58% | 7,636 | 60% | 8.2% | 0.1% |
| *Core(8+ times)* | 4,730 | 40% | 5,437 | 42% | 5,194 | 40% | 9.8% | -4.5% |
| **Birdwatching (>1/4 mile of Vehicle/Home)** | **14,152** | **100%** | **12,296** | **100%** | **12,344** | **100%** | **-12.8%** | **0.4%** |
| **Backpacking Overnight** | **9,069** | **100%** | **10,975** | **100%** | **10,540** | **100%** | **16.2%** | **-4.0%** |
| **Bicycling (Mountain)** | **8,542** | **100%** | **8,609** | **100%** | **8,690** | **100%** | **1.7%** | **0.9%** |
| *Casual (1-12 times)* | 3,751 | 44% | 4,389 | 51% | 4,294 | 49% | 14.5% | -2.2% |
| *Core(13+ times)* | 4,791 | 56% | 4,220 | 49% | 4,396 | 51% | -8.2% | 4.2% |
| **Archery** | **7,647** | **100%** | **7,769** | **100%** | **7,654** | **100%** | **0.1%** | **-1.5%** |
| *Casual (1-25 times)* | 6,337 | 83% | 6,602 | 85% | 6,514 | 85% | 2.8% | -1.3% |
| *Core(26+ times)* | 1,310 | 17% | 1,167 | 15% | 1,140 | 15% | -13.0% | -2.3% |
| **Fishing (Fly)** | **5,878** | **100%** | **6,791** | **100%** | **6,939** | **100%** | **18.1%** | **2.2%** |
| *Casual (1-7 times)* | 3,761 | 64% | 4,448 | 65% | 4,460 | 64% | 18.6% | 0.3% |
| *Core(8+ times)* | 2,117 | 36% | 2,344 | 35% | 2,479 | 36% | 17.1% | 5.8% |
| **Skateboarding** | **6,350** | **100%** | **6,382** | **100%** | **6,500** | **100%** | **2.4%** | **1.8%** |
| *Casual (1-25 times)* | 3,702 | 58% | 3,970 | 62% | 3,989 | 61% | 7.8% | 0.5% |
| *Core(26+ times)* | 2,648 | 42% | 2,411 | 38% | 2,511 | 39% | -5.2% | 4.1% |
| **Roller Skating (In-Line)** | **6,129** | **100%** | **5,268** | **100%** | **5,040** | **100%** | **-17.8%** | **-4.3%** |
| *Casual (1-12 times)* | 4,249 | 69% | 3,853 | 73% | 3,680 | 73% | -13.4% | -4.5% |
| *Core(13+ times)* | 1,880 | 31% | 1,415 | 27% | 1,359 | 27% | -27.7% | -4.0% |
| **Bicycling (BMX)** | **2,168** | **100%** | **3,413** | **100%** | **3,439** | **100%** | **58.6%** | **0.8%** |
| *Casual (1-12 times)* | 1,129 | 52% | 2,039 | 60% | 2,052 | 60% | 81.8% | 0.6% |
| *Core(13+ times)* | 1,039 | 48% | 1,374 | 40% | 1,387 | 40% | 33.5% | 0.9% |
| **Adventure Racing** | **2,095** | **100%** | **2,529** | **100%** | **2,215** | **100%** | **5.7%** | **-12.4%** |
| *Casual (1 times)* | 901 | 43% | 899 | 36% | 581 | 26% | -35.5% | -35.4% |
| *Core(2+ times)* | 1,194 | 57% | 1,630 | 64% | 1,634 | 74% | 36.9% | 0.2% |
| **Climbing (Traditional/Ice/Mountaineering)** | **2,319** | **100%** | **2,527** | **100%** | **2,541** | **100%** | **9.6%** | **0.6%** |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | | | | |
| **Participation Growth/Decline** | Large Increase (greater than 25%) | | Moderate Increase (0% to 25%) | | Moderate Decrease (0% to -25%) | | Large Decrease (less than -25%) | |
| **Core vs Casual Distribution** | Mostly Core Participants (greater than 75%) | | More Core Participants (56-74%) | | Evenly Divided (45-55% Core and Casual) | | More Casual Participants (56-74%) | Mostly Casual Participants (greater than 75%) |

*Figure 7 - Outdoor adventure recreation participation trends*

| National Participatory Trends - Outdoor / Adventure Recreation | | | | | |
|---|---|---|---|---|---|
| **Activity** | **Participation Levels** | | | **% Change** | |
| | **2013** | **2017** | **2018** | **5-Year Trend** | **1-Year Trend** |
| Hiking (Day) | 34,378 | 44,900 | 47,860 | 39.2% | 6.6% |
| Bicycling (Road) | 40,888 | 38,866 | 39,041 | -4.5% | 0.5% |
| Fishing (Freshwater) | 37,796 | 38,346 | 38,998 | 3.2% | 1.7% |
| Camping (< 1/4 Mile of Vehicle/Home) | 29,269 | 26,262 | 27,416 | -6.3% | 4.4% |
| Camping (Recreational Vehicle) | 14,556 | 16,159 | 15,980 | 9.8% | -1.1% |
| Fishing (Saltwater) | 11,790 | 13,062 | 12,830 | 8.8% | -1.8% |
| Birdwatching (>1/4 mile of Vehicle/Home) | 14,152 | 12,296 | 12,344 | -12.8% | 0.4% |
| Backpacking Overnight | 9,069 | 10,975 | 10,540 | 16.2% | -4.0% |
| Bicycling (Mountain) | 8,542 | 8,609 | 8,690 | 1.7% | 0.9% |
| Archery | 7,647 | 7,769 | 7,654 | 0.1% | -1.5% |
| Fishing (Fly) | 5,878 | 6,791 | 6,939 | 18.1% | 2.2% |
| Skateboarding | 6,350 | 6,382 | 6,500 | 2.4% | 1.8% |
| Roller Skating, In-Line | 6,129 | 5,268 | 5,040 | -17.8% | -4.3% |
| Bicycling (BMX) | 2,168 | 3,413 | 3,439 | 58.6% | 0.8% |
| Climbing (Traditional/Ice/Mountaineering) | 2,319 | 2,527 | 2,541 | 9.6% | 0.6% |
| Adventure Racing | 2,095 | 2,529 | 2,215 | 5.7% | -12.4% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | |
| **Legend:** | Large Increase (greater than 25%) | Moderate Increase (0% to 25%) | Moderate Decrease (0% to -25%) | Large Decrease (less than -25%) | |

*Figure 8 - Outdoor adventure participation trends summary*

## AQUATICS

| National Core vs Casual Participatory Trends - Aquatics | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Activity | Participation Levels | | | | | | % Change | |
| | 2013 | | 2017 | | 2018 | | 5-Year Trend | 1-Year Trend |
| | # | % | # | % | # | % | | |
| **Swimming (Fitness)** | **26,354** | **100%** | **27,135** | **100%** | **27,575** | **100%** | **4.6%** | **1.6%** |
| *Casual (1-49 times)* | 16,912 | 64% | 18,319 | 68% | 18,728 | 68% | 10.7% | 2.2% |
| *Core(50+ times)* | 9,442 | 36% | 8,815 | 32% | 8,847 | 32% | -6.3% | 0.4% |
| **Aquatic Exercise** | **8,483** | **100%** | **10,459** | **100%** | **10,518** | **100%** | **24.0%** | **0.6%** |
| *Casual (1-49 times)* | 5,281 | 62% | 7,222 | 69% | 7,391 | 70% | 40.0% | 2.3% |
| *Core(50+ times)* | 3,202 | 38% | 3,237 | 31% | 3,127 | 30% | -2.3% | -3.4% |
| **Swimming (Competition)** | **2,638** | **100%** | **3,007** | **100%** | **3,045** | **100%** | **15.4%** | **1.3%** |
| *Casual (1-49 times)* | 1,153 | 44% | 1,664 | 55% | 1,678 | 55% | 45.5% | 0.8% |
| *Core(50+ times)* | 1,485 | 56% | 1,343 | 45% | 1,367 | 45% | -7.9% | 1.8% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | | | | |
| **Participation Growth/Decline** | Large Increase (greater than 25%) | | Moderate Increase (0% to 25%) | | Moderate Decrease (0% to -25%) | | Large Decrease (less than -25%) | |
| **Core vs Casual Distribution** | Mostly Core Participants (greater than 75%) | | More Core Participants (56-74%) | | Evenly Divided (45-55% Core and Casual) | | More Casual Participants (56-74%) | Mostly Casual Participants (greater than 75%) |

*Figure 9 - Aquatics participation trends*

| National Participatory Trends - Aquatics | | | | | |
|---|---|---|---|---|---|
| Activity | Participation Levels | | | % Change | |
| | 2013 | 2017 | 2018 | 5-Year Trend | 1-Year Trend |
| Swimming (Fitness) | 26,354 | 27,135 | 27,575 | 4.6% | 1.6% |
| Aquatic Exercise | 8,483 | 10,459 | 10,518 | 24.0% | 0.6% |
| Swimming (Competition) | 2,638 | 3,007 | 3,045 | 15.4% | 1.3% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | |
| **Legend:** | Large Increase (greater than 25%) | Moderate Increase (0% to 25%) | Moderate Decrease (0% to -25%) | Large Decrease (less than -25%) | |

*Figure 10 - Aquatics participation trends summary*

## WATER SPORTS/ACTIVITIES

| National Core vs Casual Participatory Trends - Water Sports / Activities | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Activity | Participation Levels | | | | | | % Change | |
| | 2013 | | 2017 | | 2018 | | 5-Year Trend | 1-Year Trend |
| | # | % | # | % | # | % | | |
| **Canoeing** | **10,153** | **100%** | **9,220** | **100%** | **9,129** | **100%** | **-10.1%** | **-1.0%** |
| **Kayaking (Recreational)** | **8,716** | **100%** | **10,533** | **100%** | **11,017** | **100%** | **26.4%** | **4.6%** |
| **Snorkeling** | **8,700** | **100%** | **8,384** | **100%** | **7,815** | **100%** | **-10.2%** | **-6.8%** |
| *Casual (1-7 times)* | 6,893 | 79% | 6,721 | 80% | 6,321 | 81% | -8.3% | -6.0% |
| *Core(8+ times)* | 1,807 | 21% | 1,663 | 20% | 1,493 | 19% | -17.4% | -10.2% |
| **Jet Skiing** | **6,413** | **100%** | **5,418** | **100%** | **5,324** | **100%** | **-17.0%** | **-1.7%** |
| *Casual (1-7 times)* | 4,407 | 69% | 3,928 | 72% | 3,900 | 73% | -11.5% | -0.7% |
| *Core(8+ times)* | 2,006 | 31% | 1,490 | 28% | 1,425 | 27% | -29.0% | -4.4% |
| **Sailing** | **3,915** | **100%** | **3,974** | **100%** | **3,754** | **100%** | **-4.1%** | **-5.5%** |
| *Casual (1-7 times)* | 2,682 | 69% | 2,720 | 68% | 2,596 | 69% | -3.2% | -4.6% |
| *Core(8+ times)* | 1,233 | 31% | 1,254 | 32% | 1,159 | 31% | -6.0% | -7.6% |
| **Water Skiing** | **4,202** | **100%** | **3,572** | **100%** | **3,363** | **100%** | **-20.0%** | **-5.9%** |
| *Casual (1-7 times)* | 3,069 | 73% | 2,575 | 72% | 2,499 | 74% | -18.6% | -3.0% |
| *Core(8+ times)* | 1,133 | 27% | 997 | 28% | 863 | 26% | -23.8% | -13.4% |
| **Rafting** | **3,836** | **100%** | **3,479** | **100%** | **3,754** | **100%** | **-2.1%** | **7.9%** |
| **Stand-Up Paddling** | **1,993** | **100%** | **3,325** | **100%** | **3,453** | **100%** | **73.3%** | **3.8%** |
| **Kayaking (Sea/Touring)** | **2,694** | **100%** | **2,955** | **100%** | **2,805** | **100%** | **4.1%** | **-5.1%** |
| **Scuba Diving** | **3,174** | **100%** | **2,874** | **100%** | **2,849** | **100%** | **-10.2%** | **-0.9%** |
| *Casual (1-7 times)* | 2,351 | 74% | 2,113 | 74% | 2,133 | 75% | -9.3% | 0.9% |
| *Core(8+ times)* | 823 | 26% | 761 | 26% | 716 | 25% | -13.0% | -5.9% |
| **Wakeboarding** | **3,316** | **100%** | **3,005** | **100%** | **2,796** | **100%** | **-15.7%** | **-7.0%** |
| *Casual (1-7 times)* | 2,306 | 70% | 2,101 | 70% | 1,900 | 68% | -17.6% | -9.6% |
| *Core(8+ times)* | 1,010 | 30% | 903 | 30% | 896 | 32% | -11.3% | -0.8% |
| **Surfing** | **2,658** | **100%** | **2,680** | **100%** | **2,874** | **100%** | **8.1%** | **7.2%** |
| *Casual (1-7 times)* | 1,629 | 61% | 1,705 | 64% | 1,971 | 69% | 21.0% | 15.6% |
| *Core(8+ times)* | 1,029 | 39% | 975 | 36% | 904 | 31% | -12.1% | -7.3% |
| **Kayaking (White Water)** | **2,146** | **100%** | **2,500** | **100%** | **2,562** | **100%** | **19.4%** | **2.5%** |
| **Boardsailing/Windsurfing** | **1,324** | **100%** | **1,573** | **100%** | **1,556** | **100%** | **17.5%** | **-1.1%** |
| *Casual (1-7 times)* | 10,960 | 828% | 1,289 | 82% | 1,245 | 80% | -88.6% | -3.4% |
| *Core(8+ times)* | 234 | -728% | 284 | 18% | 310 | 20% | 32.5% | 9.2% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | | | | |
| **Participation Growth/Decline** | Large Increase (greater than 25%) | | Moderate Increase (0% to 25%) | | Moderate Decrease (0% to -25%) | | Large Decrease (less than -25%) | |
| **Core vs Casual Distribution** | Mostly Core Participants (greater than 75%) | | More Core Participants (56-74%) | | Evenly Divided (45-55% Core and Casual) | | More Casual Participants (56-74%) | Mostly Casual Participants (greater than 75%) |

*Figure 11 - Water sports/activities participation trends*

| National Participatory Trends - Water Sports / Activities | | | | | |
|---|---|---|---|---|---|
| **Activity** | **Participation Levels** | | | **% Change** | |
| | **2013** | **2017** | **2018** | **5-Year Trend** | **1-Year Trend** |
| Kayaking (Recreational) | 8,716 | 10,533 | 11,017 | 26.4% | 4.6% |
| Canoeing | 10,153 | 9,220 | 9,129 | -10.1% | -1.0% |
| Snorkeling | 8,700 | 8,384 | 7,815 | -10.2% | -6.8% |
| Jet Skiing | 6,413 | 5,418 | 5,324 | -17.0% | -1.7% |
| Sailing | 3,915 | 3,974 | 3,754 | -4.1% | -5.5% |
| Stand-Up Paddling | 1,993 | 3,325 | 3,453 | 73.3% | 3.8% |
| Rafting | 3,836 | 3,479 | 3,404 | -11.3% | -2.2% |
| Water Skiing | 4,202 | 3,572 | 3,363 | -20.0% | -5.9% |
| Surfing | 3,658 | 2,680 | 2,874 | -21.4% | 7.2% |
| Scuba Diving | 3,174 | 2,874 | 2,849 | -10.2% | -0.9% |
| Kayaking (Sea/Touring) | 2,694 | 2,955 | 2,805 | 4.1% | -5.1% |
| Wakeboarding | 3,316 | 3,005 | 2,796 | -15.7% | -7.0% |
| Kayaking (White Water) | 2,146 | 2,500 | 2,562 | 19.4% | 2.5% |
| Boardsailing/Windsurfing | 1,324 | 1,573 | 1,556 | 17.5% | -1.1% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | |
| **Legend:** | Large Increase (greater than 25%) | Moderate Increase (0% to 25%) | Moderate Decrease (0% to -25%) | Large Decrease (less than -25%) | |

*Figure 12 - Water sports/activities participation trends summary*

## APPENDIX

| ESSENTIAL Programs | IMPORTANT Programs | VALUE-ADDED Programs |
|---|---|---|
| Athletics | | |
| | 1. Spring Baseball<br>2. Fall Baseball<br>3. Winter Basketball<br>4. Summer Basketball<br>5. Bowling<br>6. Soccer<br>7. Spring Softball<br>8. Fall Softball<br>9. Tennis Lessons<br>10. Tiny Tots Tennis<br>11. Quick Start Tennis<br>12. Junior Training Tennis<br>13. Tennis Camp<br>14. Cheer Camp<br>15. Cheer<br>16. Cheer Instructional<br>17. Track<br>18. Golf Lessons<br>19. Football<br>20. Indoor Soccer<br>21. Lacrosse<br>22. Fall Volleyball<br>23. Summer Volleyball<br>24. Rugby<br>25. Basketball Camp<br>26. Football Camp<br>27. Soccer Camp<br>28. Volleyball Camp<br>29. Softball Camp<br>30. Baseball Camp<br>31. Golf Camp<br>32. Adult Softball Spring<br>33. Adult Softball Fall<br>34. Senior Adult Intramural Softball<br>35. Adult Basketball Summer<br>36. Adult Volleyball Fall<br>37. Adult Flag Football<br>38. Adult Tennis Lessons | 1. Adult Open Play<br>2. Kids Run the World<br>3. Baseball and Softball Clinic<br>4. Football Clinic<br>5. Soccer Clinic<br>6. Girls Flag Football Clinic<br>7. Youth Basketball Skills Clinic<br>8. Cape Fear Wrestling Camp<br>9. Cape Fear Basketball Camp<br>10. Cape Fear Round Up Football Camp<br>11. Basketball Clinic<br>12. Football Conditioning Clinic<br>13. Summer Conditioning Clinics<br>14. Big Man Clinic (basketball)<br>15. Baseball Skills Camp<br>16. Baseball Skills Day<br>17. Mid Carolina Senior Games Event Demos |

| ESSENTIAL Programs | IMPORTANT Programs | VALUE-ADDED Programs |
|---|---|---|
| | 39. Adult Challenge Ladder Tennis<br>40. Adult Tennis Social<br>41. Adult City/County Tennis Tournament<br>42. Adult Tennis Men's Progressive Doubles<br>43. Women's Golf League<br>44. Senior Adult Golf League<br>45. Coaching clinics<br>46. Middle School Golf League<br>47. Instructional Wrestling<br>48. Wrestling<br>49. Adult Basketball Winter<br>50. Adult Kickball<br>51. Cheer Spirit Day<br>52. Cheer Clinic<br>53. 3v3 Soccer Tournament<br>54. 3v3 Basketball Tournament<br>55. Little Kickers<br>56. Little Hitters<br>57. Little Ballers<br>58. Youth Open Play<br>59. Pickleball<br>60. Girl Time Open Gym<br>61. Home School Gym Time<br>62. Mid-Carolina Senior Games | |
| Aquatics | | |
| 1. Swim Lessons Youth<br>2. Swim Lessons Adult<br>3. Swim Lessons Pre-school | 1. General Public Swim<br>2. Swim League<br>3. Swim Camp<br>4. Advanced Swim Lessons<br>5. Fitter Faster Swim Clinic<br>6. Westover Community Swim Lesson<br>7. Aqua Zumba<br>8. Senior Open Swim at Fay. State | |
| Youth Development | | |
| 1. Counselor In Training Program<br>2. College Readiness Workshops | 1. Junior Officials Program<br>2. Junior Scorekeeper Program<br>3. Junior Lifeguard Program | 1. Special Olympics SwampDogs Internship<br>2. HBCU College Fair |

| ESSENTIAL Programs | IMPORTANT Programs | VALUE-ADDED Programs |
|---|---|---|
| 3. Career Readiness Workshops<br>4. Making Proud Choices<br>5. Homework Cramp<br>6. Massey Hill Tiger Youth<br>7. Act like a lady<br>8. Mason Unlimited "The Village" | 4. Fayetteville-Cumberland Youth Council<br>5. Back to School Teen Explosion/Conference<br>6. How to be an Effective Advocate for your child<br>7. High School Prep Workshops<br>8. Seasonal Volunteer Opportunities<br>9. Youth Mentoring Program<br>10. Youth Mentoring for Girls<br>11. Youth Outreach Union<br>12. Lake Rim Home School Group | 3. Purposed Pearls |
| Historical/Museums | | |
| 1. Offsite Presentations<br>2. Museum Core Exhibit<br>3. Museum Tours<br>4. Market House Tour | 1. Spring Break Scavenger Hunt<br>2. 4th Fridays at the Market House Museum<br>3. Cruise-In for 4th Friday at the Museum<br>4. Local History at the Library<br>5. Mid-Month Market House Open House<br>6. Constitution Day at the Market House<br>7. A Dickens Holiday<br>8. Cumberland County History Bus Tour<br>9. Mid-Month @ Market House<br>10. Temporary Exhibit<br>11. Collaborative Exhibit<br>12. Offsite Exhibit<br>13. Fort Bragg Training Tour<br>14. Local History Bus Tours<br>15. Historic Cemetery Tour<br>16. Downtown Walking Tour<br>17. Local Historic Site Tour | 1. Spring Fling Car Show<br>2. City Market at the Museum Spring Kick-off<br>3. Fayetteville Area Transportation and Local History Museum Exhibits<br>4. Veterans Day Vintage Car Show<br>5. North Carolina State Capitol Bus Tour<br>6. Architecture Walking Tour: Headquarters Library Downtown Fayetteville<br>7. Cape Fear River Presentation and Boat Tour<br>8. Historic Churches Bus Tour<br>9. Mid-Month @ Market House<br>10. Cumberland County New Hire Briefings<br>11. Regional History Bus Tour |
| Outdoor/ Nature Programming | | |
| | | 1. Senior Programs Fishing Derby<br>2. Natural History Programs<br>3. Outdoor Skills Programs<br>4. Preschool Nature Programs |

| ESSENTIAL Programs | IMPORTANT Programs | VALUE-ADDED Programs |
|---|---|---|
| | | 5. Educational Outreach Programs<br>6. Onsite Educational Group Field Trips<br>7. Science Programs<br>8. Local History Programs<br>9. Summer Experiences (camps)<br>10. Whitewater Rafting Trips<br>11. Hiking Day Trips<br>12. Overnight Outdoor Adventure Trips<br>13. Nature Craft Programs<br>14. Fishing Programs<br>15. Fishing Tackle Loaner Program<br>16. Archery Classes<br>17. Kayak Lake Tours<br>18. Kayak River Trips<br>19. Canoe Lake Tours<br>20. Astronomy Programs<br>21. Scavenger Hunts<br>22. "Snowball" Fight<br>23. Scout Badge Programs<br>24. 2nd Grade Earth Day Festival<br>25. Exploring Nature<br>26. Adventure Kids: Zoo<br>27. Adventure kids: Kayak<br>28. Adventure Kids: Aquarium<br>29. Animal Feeding<br>30. Archery Classes<br>31. Astronomy Program<br>32. Campfire Program<br>33. Campout<br>34. Canoe Lake Tour<br>35. Environmental Mobile Unit<br>36. Golf Cart Tour<br>37. Kayak Lake Tour<br>38. Local History Program<br>39. Mountain Bike Trail Work<br>40. Natural History Program<br>41. Nature Craft Program<br>42. On site Field Trips<br>43. Outdoor Skills Program |

| ESSENTIAL Programs | IMPORTANT Programs | VALUE-ADDED Programs |
|---|---|---|
| | | 44. Outreach Events<br>45. Pre School Nature Programs<br>46. Quest/Search/Hunt Programs<br>47. River Boat Cruise<br>48. Science Program<br>49. Scout Program<br>50. Storytelling/Folklore Program<br>51. Summer Adventure Week<br>52. Growing Up Wild Week<br>53. Survival Week<br>54. Tubing |
| Martial Arts | | |
| | 1. Self-defense | 1. Pami-Kol<br>2. Capoeira<br>3. Tang Soo Do Karate<br>4. Muay Thai<br>5. Beginner Tae Kwon Do<br>6. Intermediate Tae Kwon Do<br>7. Advanced Tae Kwon Do<br>8. Beginner Karate<br>9. Intermediate Karate<br>10. Advance Karate<br>11. Brazilian Jiu-Jitsu<br>12. Tang Soo Do Karate/Self Defense<br>13. Elite Tang Soo Do<br>14. Uechi Ryu<br>15. Kobudo<br>16. Kung Fu |
| Cultural Arts | | |
| | 1. Jazz Dance<br>2. Ballet Class<br>3. Tap Class<br>4. Hip Hop Class<br>5. Aztec Dance Class<br>6. Youth Art & DIY Projects | 1. Art Camp<br>2. Drama Camp<br>3. Dance Camp<br>4. Swing Dance<br>5. The Art of Mehndi, Henna Body Art<br>6. Kid's Paint Night<br>7. Salsa Dancing<br>8. Beginner Belly dance<br>9. Intermediate Belly Dance<br>10. Advance Belly Dance |

| ESSENTIAL Programs | IMPORTANT Programs | VALUE-ADDED Programs |
|---|---|---|
| | | 11. Beginning Line Dance<br>12. Advance Line Dance<br>13. Legacy Dance<br>14. Legacy Cheer<br>15. Reggae Dance<br>16. Hip Hop/Majorette<br>17. Quilting<br>18. Painting Class<br>19. Mother's Day Painting Class<br>20. Michelle's Dance Company (Team)<br>21. Baby Break Dancing<br>22. Young Breaker Break Dancing<br>23. Pop and Lock Hip Hop Dance<br>24. Creative Art Class |
| Fitness | | |
| 1. Fitness Room | 1. Fitness Room HIIT Boot Camp<br>2. Westover 24 fit Challenge<br>3. Kathy Pate's Step, Core, & More<br>4. Senior Aerobics<br>5. Senior Chair Aerobics<br>6. Self-Defense for Women<br>7. May Fun Fitness<br>8. Let's Move | 1. Zumba<br>2. Yoga<br>3. Zumbathon<br>4. Aerobics<br>5. Tai Chi<br>6. Zumba Gold<br>7. Pound Fit<br>8. Open Fitness Room<br>9. Body Sculpting<br>10. Family Fun Color Run<br>11. Kids Zumba<br>12. Zumba Strong<br>13. Fitness Fun<br>14. Balance of Yoga<br>15. All About Fitness<br>16. TeamWerk Fitness Free Fit Group<br>17. BellyFit |
| Senior Programs | | |
| 1. Annual AARP Tax Preparation | 1. Matter of Balance Class<br>2. Fitness Assessments<br>3. Strong Bones Class<br>4. Taking Off Pounds Sensibly (TOPS)<br>5. A Unique S.C.E.N.T. | 1. Manic Monday's Shopping<br>2. Theater shows<br>3. Museum Tours<br>4. Educational Tours<br>5. Casino Boat Trips<br>6. Bingo |

| ESSENTIAL Programs | IMPORTANT Programs | VALUE-ADDED Programs |
|---|---|---|
| | 6. Senior Appreciation Dinner<br>7. Blood Pressure Checks<br>8. Flu Shots-2/year<br>9. Health Seminars<br>10. CPR/AED/First Aid Cert. Classes<br>11. Caregiver Classes<br>12. Celebrating Seniors<br>13. Senior badminton<br>14. Senior cards<br>15. Senior Line Dancing<br>16. Crochet/Knitting Social Hour | 7. Bible Study<br>8. Pinochle<br>9. Bid Whist<br>10. Pokeno<br>11. Monthly Tuesday Night Dance<br>12. Weekly Time Out for Seniors<br>13. Book Club<br>14. Bridge<br>15. AARP Drivers Ed Classes<br>16. Spades<br>17. Open Billiards<br>18. Bowling<br>19. Cruises<br>20. Motorcoach Tours<br>21. Craft Classes<br>22. Painting Classes<br>23. Crocheting Classes<br>24. Sewing Classes<br>25. Knitting Classes<br>26. Senior Clubs<br>27. Senior Geek Squad<br>28. Senior Breakfast Club<br>29. SENIOR HANGOUT<br>30. Senior Fitness<br>31. Senior Citizens Fishing Experience<br>32. Senior Fitness<br>33. Friday Night Food, Fun & Fellowship<br>34. Ear Wax Screenings<br>35. Health Classes<br>36. Halloween Boo Bash<br>37. Christmas Crafting<br>38. Give Thanks-Give Food<br>39. Day Trips<br>40. Dine & Dash<br>41. Food & Fun<br>42. Lunch & Learn<br>43. Walking Tours<br>44. Historical Tours |
| Special Events | | |

| ESSENTIAL Programs | IMPORTANT Programs | VALUE-ADDED Programs |
|---|---|---|
| 1. Beautification Day<br>2. Christmas Community Banquet<br>3. Back to School Giveaway<br>4. Gun Violence Awareness | 1. Gilmore Family Fun Festival<br>2. Seniors Rocker-Thon-2/year<br>3. Father/Daughter Dance<br>4. Monster Mash<br>5. Mother/Son Dance<br>6. Halloween Party<br>7. Learn to Skate<br>8. SANTA PAWS<br>9. CHRISTMAS CHEER<br>10. THANKSGIVING DINNER<br>11. Coat Drive<br>12. Sports Equipment Drive<br>13. Unity Walk<br>14. City of Fayetteville Veterans Day Ceremony<br>15. City Market at the Museum<br>16. 4th Friday @Market House<br>17. Dicken's Holiday @ Market House<br>18. Cruise Into 4th Friday<br>19. Read Across America<br>20. Mid-Summer's Night Fairy Door Hunt<br>21. Wonderful World of Wizards<br>22. Historic Hauntings<br>23. 4th Friday at the Museum<br>24. Local History @ the Library<br>25. Constitution Day @ Market House | 1. Fayetteville Cumberland Glow Fest<br>2. Halloween Trail<br>3. Eggs-Travaganza<br>4. Trunk -Treat<br>5. Bike safety<br>6. Westover Community Awareness day<br>7. Westover Community swim lesson<br>8. Pumpkin carving party<br>9. Fitness fun day<br>10. Father day remote control cars<br>11. Back to school Bash<br>12. T.G.I.F<br>13. Special Olympics Annual Award Banquet<br>14. Special Olympics Fun Festival<br>15. Spring Fling<br>16. Mother's Day Bazaar<br>17. Fall Festival<br>18. Mother's Day Breakfast<br>19. Winter Wonderland Designers<br>20. Valentine's Galore<br>21. Back to School Dance<br>22. Valentines Dance<br>23. End of School Dance<br>24. Christmas Cards and Cookies<br>25. No Sew Blanket Making<br>26. Cookie Decorating<br>27. Make Your Class Valentines<br>28. Donuts with Dad<br>29. Volunteer Appreciation Dinner<br>30. Annual Senior Christmas Banquet<br>31. Senior Spring Picnic -Fish Fry<br>32. Senior Chair Aerobics Christmas Party<br>33. Seniors Quarterly Birthday Banquets |

| ESSENTIAL Programs | IMPORTANT Programs | VALUE-ADDED Programs |
|---|---|---|
| | | 34. Senior's Mother's Day Luncheon<br>35. Senior Groove Dance<br>36. Grandparents Brunch<br>37. Back to school Dance<br>38. Pumpkin Carving Glow Party<br>39. Gratitude Day Lunch<br>40. Pajama Party<br>41. Adult Masquerade Prom<br>42. Easter Egg Hunt<br>43. Camp Out with Fun<br>44. Mommy and Me Paint Party<br>45. Dads, Donuts and Paint<br>46. Senior Yard Sale Bazaar<br>47. Christmas Cookies, Cards &Cheer<br>48. Christmas Luau<br>49. Kids Fest<br>50. Independence Day Concert<br>51. Metric Century Bike Ride<br>52. Christmas in the Park<br>53. Easter Egg Scavenger Hunt<br>54. Movie Night at Godwin Town Park<br>55. Christmas Pics for Pets & Families<br>56. Family Game Night<br>57. Community Yard Sale<br>58. Easter Eqqtravaganza & Pictures with the Easter Bunny<br>59. Holiday Helpers<br>60. Food Drive<br>61. Cinco de Bingo<br>62. 2019 Summer Kickoff!<br>63. Children's Book Exchange<br>64. Toddler Olympics<br>65. Mega Hearts Dance<br>66. Leprechaun Hunt<br>67. Juice and Cookies<br>68. Easter Egg Dodgeball<br>69. Mother day Tea Party |

| ESSENTIAL Programs | IMPORTANT Programs | VALUE-ADDED Programs |
|---|---|---|
| | | 70. Plant Swap<br>71. Spring Fling/Easter Egg Hunt<br>72. Mother's Day Breakfast<br>73. Hoop Shoot<br>74. Bridge Tournament<br>75. Spring Fling Car Show<br>76. Veterans Day Car Show<br>77. FlashLight Egg-Stravaganza |
| Therapeutic Programs | | |
| 1. Spades<br>2. Spades Ambassador Volunteers<br>3. Friends of Gilmore<br>4. Adaptive Zumba<br>5. Therapeutic Tai Chi<br>6. Adaptive Creative Movement<br>7. Adaptive Jazz<br>8. Adaptive Hip-Hop<br>9. Baby Steps<br>10. Adaptive Open Gym<br>11. Please Pass the Peas Cooking<br>12. Rustic Craft Box<br>13. Animal Origami<br>14. What's Your Color Palate Cooking<br>15. Visualize the Clay Art<br>16. Chair Chi Clinic<br>17. Gilmore Council<br>18. Girls and Guys Night Out<br>19. Halloween Dance<br>20. Spades Community Thanksgiving Luncheon<br>21. Sparkling Stars Holiday Dinner/Dance<br>22. Christmas at Camp Rockfish<br>23. Snowflake Ball for All<br>24. Make it and Take it Meals<br>25. Journaling for Joy<br>26. Fresh from the Farm<br>27. Mother's Day Truffles<br>28. Watermelon Social | 1. Buddy Baseball<br>2. Buddy Soccer<br>3. Buddy Football<br>4. Buddy Basketball<br>5. Buddy Tennis<br>6. Bowling for Fun<br>7. Paralympic Sports Club Airguns<br>8. Paralympic Sports Club Archery<br>9. Paralympic Sports Club Boccia<br>10. Paralympic Sports Club Goalball<br>11. Paralympic Sports Club Wheelchair Basketball<br>12. Special Olympic Basketball<br>13. Special Olympic Boccia<br>14. Special Olympic Bowling<br>15. Special Olympic Cheerleading<br>16. Special Olympic Equestrian<br>17. Special Olympic Golf<br>18. Special Olympic Powerlifting<br>19. Special Olympic Soccer<br>20. Special Olympic Softball<br>21. Special Olympic Swimming<br>22. Special Olympic Tennis<br>23. Special Olympic Track<br>24. Special Olympic Unified Flag Football<br>25. Special Olympic Unified Basketball<br>26. Special Olympic Volleyball | 1. Fireseeds |

| ESSENTIAL Programs | IMPORTANT Programs | VALUE-ADDED Programs |
|---|---|---|
| 29. Breakfast Bunch<br>30. Art Club<br>31. ACCESS Outings<br>32. Gilmore Annual Prom<br>33. Showcase of the Stars Open Mic Night<br>34. Camp Challenge<br>35. Spades Summer Adventures<br>36. Art Beyond Sight<br>37. Collaborative Art for All<br>38. Adaptive Family Fitness<br>39. Holiday Bake it and Take it<br>40. Gilmore Super Bowl of Snacks<br>41. Chews Me! Valentine Bubblegum Gifts<br>42. Gilmore Guided Exercise<br>43. Teen/Young Adult Connection<br>44. Adaptive Salsa/Latin Dance<br>45. Adaptive Street Jazz/Hip Hop<br>46. Adaptive Musical Theater<br>47. Storeybook Creatures<br>48. Creative Minds Art<br>49. Therapeutic Guitar<br>50. Healthy Hearts<br>51. Healthy Habits<br>52. Homeade for the Holidays<br>53. Christmas Cookie Exchange<br>54. Therapeutic Sailing Simulation<br>55. Ballet Buddies Workshop<br>56. LitFIT<br>57. Adaptive Freestyle Choreography<br>58. SOCC Young Athletes<br>59. LIFE BEYOND AMPUTATION | 27. BOCCIA | |
| **Out of School Time/ Learning Programs** | | |
| 1. LEAP Afterschool Program<br>2. Summer Day Camp<br>3. Summer Playground Camp<br>4. Workday Camps<br>5. Spring Break Camp<br>6. Winter Break Camp | 1. Teddy Bear Preschool Club<br>2. Community Preparatory Academy | |

| ESSENTIAL Programs | IMPORTANT Programs | VALUE-ADDED Programs |
|---|---|---|
| 7. Fall Intersession<br>8. Winter Intersession<br>9. Spring Intersession | | |

**Program Idea *(Name or Concept):*** _____

## Internal Factors

| ***Priority Ranking:*** | High | Medium | Low |
|---|---|---|---|
| | | | |

| ***Program Area:*** | Core | Non-core |
|---|---|---|
| | | |

| ***Classification*** | Essential | Important | Discretionary |
|---|---|---|---|
| | | | |

| ***Cost Recovery Range*** | 0-40% | 60-80% | 80+% |
|---|---|---|---|
| | | | |

| ***Age Segment*** | Primary | Secondary |
|---|---|---|
| | | |

## Sponsorship/Partnership

| ***Potential Partnerships*** | Monetary | Volunteers | Partner Skill | Location/Space |
|---|---|---|---|---|
| | | | | |

| ***Potential Sponsors*** | Monetary | Volunteers | Sponsor Skill | Location/Space |
|---|---|---|---|---|
| | | | | |

## Market Competition

***Number of Competitors*** _____

| ***Competitiveness*** | High | Medium | Low |
|---|---|---|---|
| | | | |

| ***Growth Potential*** | High | Low |
|---|---|---|
| | | |

# Marketing & Promotion Methods

**Program Idea *(Name or Concept):*** _____

| **Marketing Methods** | Content Developed | Contact Information | Start Date |
|---|---|---|---|
| ***Activity Guide*** | | | |
| ***Website*** | | | |
| ***Newspaper Article*** | | | |
| ***Radio*** | | | |
| ***Social Media*** | | | |
| ***Flyers - Public Places*** | | | |
| ***Newspaper Ad*** | | | |
| ***Email Notification*** | | | |
| ***Event Website*** | | | |
| ***School Flyer/Newsletter*** | | | |
| ***Television*** | | | |
| ***Digital Sign*** | | | |
| ***Friends & Neighbors Groups*** | | | |
| ***Staff Promotion @ Events*** | | | |

## APPENDIX

### LEADERSHIP

| Service Area | Major Services/Functions | Classification | Classification Change | Lead or Support |
|---|---|---|---|---|
| ***Parks, Recreation & Maintenance Director*** | | | | |
| | Assume full management responsibility for all Parks, Recreation & Maintenance | Essential | | Lead |
| | Manage the development and implementation of the Parks, Recreation & Maintenance Department goals, objectives, policies, and priorities | Essential | | Lead |
| | Plan, direct and coordinate, through subordinate level managers | Essential | | Lead |
| | Assess and monitor workload, administrative and support systems, and internal reporting relationships | Essential | | Lead |
| | Select, motivate, train and evaluate Parks, Recreation & Maintenance Department personnel | Essential | | Lead |
| | Oversee and participate in the development and administration of the Parks, Recreation & Maintenance Department budget; | Essential | | Lead |
| | Represent the Parks, Recreation & Maintenance Department to other city departments, elected officials, external agencies, and the general public | Essential | | Lead |
| | Provide staff assistance to the City Manager | Essential | | Lead |
| | Direct the development of each division's master plans | Essential | | Lead |

**SECURITY**

| Service Area | Major Services/Functions | Classification | Classification Change | Lead or Support |
|---|---|---|---|---|
| ***Site Security Coordinator*** | | | | |
| | Develop and implement facility and staff security in coordination with internal staff, local law enforcement | Essential | | Lead |
| | Develop and implement training on personal protective equipment; coordinate the preparation and dissemination of safety materials and handouts | Essential | | Lead/Support |
| | Serve as the safety officer for the department. | Essential | | Lead |
| | Identify safety equipment needs for the department; research equipment; | Essential | Important (Capacity) | Lead |
| | Consult with architects in planning and designing new facilities to ensure reasonable standards of security | Essential | Important (Capacity) | Support |
| | Assess employee and departmental training needs based on departmental goals and objectives | Essential | Important (Capacity) | Support |
| | Communicate pertinent Federal, state and local policies, procedures laws and regulations to staff | Essential | | Lead |

**BUSINESS**

| Service Area | Major Services/Functions | Classification | Classification Change | Lead or Support |
|---|---|---|---|---|
| ***Business Manager*** | | | | |
| | Participate in development/implement goals, objectives, policies and priorities of the department | Essential | | Lead |
| | Annual budget development, coordination & oversight | Essential | | Lead |
| | Review and analyze department policies & procedures | Essential | | Lead |
| | Administer and develop Contract Agreements | Essential | | Lead/Support |
| | Coordinate Concession Operations | Essential | | Lead/Support |
| | Review Market conditions, recommend fees and charges | Essential | Important (Capacity) | Lead/Support |
| | Coordinate Volunteers | Essential | | Lead/Support |
| | Research park and recreation field | Essential | Important (Capacity) | Lead/Support |
| | Seek gifts & funding | Essential | | Lead/Support |
| | Oversee business transactions | Essential | | Lead |
| | Monitor Department services standards & Customer Service | Essential | | Lead |
| | | | | |
| ***Management Analyst*** | | | | |
| | Organization studies & investigations | Essential | Important (Capacity) | Lead |
| | prepare reports | Essential | | Lead/Support |
| | Develop and implement goals, objectives, policies and priorities | Essential | | Lead/Support |
| | Participate in City's strategic plan process | Essential | | Lead/Support |
| | Special projects | Essential | | Lead/Support |

| Service Area | Major Services/Functions | Classification | Classification Change | Lead or Support |
|---|---|---|---|---|
| ***Personnel Technician*** | | | | |
| | Direct the development of each division's master plans of personnel programs | Essential | | Support |
| | Serve as a liaison between assigned department and the City's Human Resource Development Department. | Essential | | Lead |
| | Schedule and arrange departmental training workshops and classes | Essential | Important (Capacity) | Support |
| | Prepare and maintain a variety of general and confidential files and filing systems | Essential | | Lead/Support |
| | Perform a variety of clerical duties | Essential | Important (Capacity) | Support |
| | Create vacancies in applicable database | Essential | | Support |
| | Complete Employee Change Notices (ECNs) | Essential | | Support |
| | Participate and assist in the process of sensitive, confidential personnel actions | Essential | | Support |
| | Facilitate the implementation of new or revised City and/or departmental policies | Essential | | Support |
| | Prepare and review departmental payroll | Essential | | Lead/Support |
| | Monitor and maintain workers' compensation claims | Essential | | Support |
| | Update and maintain a variety of logs and records | Essential | | Support |
| | Prepare and process travel, training and per diem requests | Essential | Important (Capacity) | Support |
| | | | | |
| ***Administrative Manager*** | | | | |
| | Manage day-to-day administration responsibilities | Essential | | Lead |
| | Ensure compliance | Essential | | Lead |
| | Review budgets | Essential | | Support |
| | Work with Department Managers/Supervisors | Essential | | Lead |

| Service Area | Major Services/Functions | Classification | Classification Change | Lead or Support |
|---|---|---|---|---|
| ***Office Assistant II*** | | | | |
| | Screen visitors, telephone, calls, & mail | Essential | | Lead |
| | Maintain calendar of department manager | Essential | | Support |
| | Compose, review and distribute forms, reports, & documents | Essential | | Support |
| | Assist with department budget prep | Essential | | Support |
| | Prepare monthly invoices | Essential | | Support |
| | Process accounts payable | Essential | | Lead |

**PARK DIVISION**

| Service Area | Major Services/Functions | Classification | Classification Change | Lead or Support |
|---|---|---|---|---|
| ***Park Division Manger*** | | | | |
| | Direct and coordinate the organization, staffing and operational activities for the park maintenance | Essential | | Lead |
| | Develop, recommend, and implement goals, objectives, policies, procedures and priorities | Essential | | Lead |
| | Select, train, motivate and evaluate park maintenance personnel | Essential | Essential for leadership team | Lead/Support |
| | Identify opportunities for improving service delivery methods and procedures | Essential | | Lead |
| | Develop and administer the Parks Division program budget | Essential | | Lead/Support |
| | Prepare and review plans, specifications, contract documents and work schedules | Essential | | Lead/Support |
| | Request and review equipment, materials and services quotations | Essential | | Lead |
| | Plan, prioritize, assign, supervise and review the work of staff | Essential | Essentail for Leadership Team | Lead |
| | Repair and present staff reports and other necessary correspondence. | Essential | | Lead/Support |
| | Provide staff support to a variety of boards and commissions | Essential | Important (capacity) | Lead/Support |

| Service Area | Major Services/Functions | Classification | Classification Change | Lead or Support |
|---|---|---|---|---|
| ***Park Superintendent*** | | | | |
| | Coordinate the organization, staffing and operational activities | Essential | | Lead/Support |
| | Participate in the development and implementation of goals, objectives, policies, and priorities | Essential | | Lead/Support |
| | Select, train, motivate and evaluate park maintenance personnel | Essential | | Lead/Support |
| | Identify opportunities for improving service delivery methods and procedures | Essential | | Lead/Support |
| | Direct, coordinate and review the work plan for City park maintenance program | Essential | | Lead/Support |
| | Participate in the development and administration of the Parks Division program budget | Essential | | Lead/Support |
| | Prepare and review plans, specifications, contract documents and work schedules | Essential | | Lead/Support |
| | Request and review equipment, materials and services quotations | Essential | | Lead/Support |
| | Develop, prepare and administer safety and training programs | Essential | | Lead/Support |
| | Plan, prioritize, assign, supervise and review the work of staff | Essential | | Lead/Support |
| | Provide staff assistance to the Parks Division Manager | Essential | Important (capacity) | Lead/Support |
| | Provide staff support to a variety of boards and commissions | Essential | Important (capacity) | Lead/Support |
| | May act as or on behalf of the Parks Division Manager in his/her absence | Essential | Important (capacity) | Lead/Support |
| | | | | |
| ***Landscape Architect*** | | | | |
| | Perform Professional work related to landscape development projects | Essential | | Lead |
| | Perform & Supervise field surveys and suitability | Essential | | Lead/Support |
| | Design, Draft and Layout plans | Essential | | Lead |
| | Analyze landscape and grounds | Essential | | Lead |
| | Meet community groups and provide project information | Essential | Important (Capacity) | Lead/Support |
| | Advise City departments | Essential | Important (Capacity) | Lead/Support |

| Service Area | Major Services/Functions | Classification | Classification Change | Lead or Support |
|---|---|---|---|---|
| ***Fleet Services Coordinator*** | | | | |
| | Inspect all vehicles, equipment, radios, and facilities | Essential | | Lead/Support |
| | Perform diagnostic vehicles, equipment and facilities | Essential | | Lead/Support |
| | Maintain records of warranty work, vehicles & equipment | Essential | | Lead/Support |
| | Receive new vehicles, equipment, and public facilities from dealers | Essential | | Lead/Support |
| | Arrange delivery, installations, and inspection work | Essential | | Lead/Support |
| | Review requisition of new equipment | Essential | | Lead/Support |
| | Prepare reports | Essential | | Lead/Support |
| | Review work plans | Essential | | Lead/Support |
| | Train operators | Essential | | Lead/Support |
| | | | | |
| ***Crew Supervisor*** | | | | |
| | Supervise, train, oversee and review assigned crew | Essential | | Lead |
| | Review work accuracy, techniques & compliance | Essential | | Lead |
| | Coordinate & review work plans | Essential | | Lead/Support |
| | Ensure team is adhering to safe work practices | Essential | | Lead |
| | Participate in duties assigned to crew | Essential | | Lead/Support |
| | Operate heavy construction equipment | Essential | Important (Capacity) | Lead/Support |
| | Maintain logs and records | Essential | | Lead/Support |
| | Create and compile computerized work orders | Essential | | Support |
| | | | | |
| | | | | |
| ***Crew Leader*** | | | | |
| | Lead, train, & Review the work of staff | Essential | | Lead/Support |
| | Coordinate workplans and work flow | Essential | | Lead/Support |
| | Ensure team is adhering to safe work practices | Essential | | Lead/Support |
| | Supervise use of equipment | Essential | | Lead/Support |
| | Maintain logs and records | Essential | | Lead/Support |

| Service Area | Major Services/Functions | Classification | Classification Change | Lead or Support |
|---|---|---|---|---|
| ***Skilled Trades Tech*** | | | | |
| | Maintain and repair city facilities, equipment, irrigation systems or timers, appliances and buildings | Essential | | Lead/Support |
| | Install, adjust, repair and inspect equipment including exhaust fans, air filters, and compressors | Essential | | Lead/Support |
| | Repair and replace plumbing fixtures including sinks, toilets, irrigation valves, heads or timers, faucets and pipes. | Essential | | Lead/Support |
| | Perform journey level carpentry work | Essential | | Lead/Support |
| | Perform routine electrical repairs | Essential | | Lead/Support |
| | Perform basic heating and air conditioning repairs | Essential | | Lead/Support |
| | Operate, maintain and repair a variety of mechanical tools and equipment | Essential | | Lead/Support |
| | Participate in the estimation of repair and maintenance | Essential | | Lead/Support |
| | Install, maintain and repair a variety of floor coverings and roof coverings as required | Essential | | Lead/Support |
| | Mix and dilute paint solutions | Essential | | Lead/Support |
| | | | | |
| ***Equipment Operator (EOI)*** | | | | |
| | Operates light construction equipment | Essential | | Lead/Support |
| | Inspects equipment | Essential | | Lead/Support |
| | Participates in repairs and maintenance of parks, publicly owned properties, cemeteries, City streets, roads and alleyways | Essential | | Lead/Support |
| | Identify equipment needs for projects | Essential | | Lead/Support |
| | Perform basic preventive maintenance on light equipment | Essential | | Lead/Support |
| | Maintains records and logs | Essential | | Lead/Support |
| | Transports materials and equipment | Essential | | Lead/Support |

| Service Area | Major Services/Functions | Classification | Classification Change | Lead or Support |
|---|---|---|---|---|
| ***Equipment Operator (EOII)*** | | | | |
| | Operates medium construction equipment | Essential | | Lead/Support |
| | Inspects equipment | Essential | | Lead/Support |
| | Participates in repairs and maintenance of parks, publicly owned properties, cemeteries, City streets, roads and alleyways | Essential | | Lead/Support |
| | Identify equipment needs for projects | Essential | | Lead/Support |
| | Perform basic preventive maintenance on medium equipment | Essential | | Lead/Support |
| | Maintains records and logs | Essential | | Lead/Support |
| | Transports materials and equipment | Essential | | Lead/Support |
| | Participates in required training classes | Essential | | Lead/Support |
| | Safe movement while operating equipment | Essential | | Lead/Support |
| | Perform pre & post trip inspections | Essential | | Lead/Support |
| | Remove snow, install street barricades, | Essential | | Lead/Support |
| | Respond to emergencies, disaster recovery | Essential | | Support |
| | | | | |
| | | | | |
| ***Maintenance Worker*** | | | | |
| | Clean & maintain roads, alleyways, right-of-way, open spaces, cometary and other City facilities | Essential | | Support |
| | Operate and maintain hand tools | Essential | | Support |
| | Prepare ball fields | Essential | | Support |
| | perform janitorial functions | Essential | | Support |
| | Repair and maintain landscape areas | Essential | | Support |
| | Sign installations | Essential | | Support |
| | Playground installation | Essential | | Support |

| Service Area | Major Services/Functions | Classification | Classification Change | Lead or Support |
|---|---|---|---|---|
| ***Landscape Technician*** | | | | |
| | Identify & plant trees, shrubs, annuals & turf | Essential | | Support |
| | Design, edge, & mulch | Essential | | Support |
| | Identify and detour plant diseases | Essential | | Support |
| | Mix and apply fertilizer | Essential | | Support |
| | plant, cultivate, water plants, shrubs, trees, annuals, and turf | Essential | | Support |
| | Provide training for crew members | Essential | | Support |
| | Oversee activities of work crew | Essential | | Support |
| | | | | |
| ***Landscape Worker*** | | | | |
| | Operates mowers and landscape equipment | Essential | | Support |
| | Plant, cultivate, water various plant types | Essential | | Support |
| | Cutting, pruning, and trimming various plant types | Essential | | Support |
| | Rake leaves and remove fallen limbs | Essential | | Support |
| | Edge, mulch, weed | Essential | | Support |
| | Perform routine maintenance | Essential | | Support |

| Service Area | Major Services/Functions | Classification | Classification Change | Lead or Support |
|---|---|---|---|---|
| ***Turf Tech*** | | | | |
| | Identify, record, report and treat turf grass diseases, field damage, and irrigation problems | Essential | | Lead/Support |
| | Read, interpret and understand soil test results and calculate, plan, route and apply correct amounts of lime, fertilizer, herbicide and pesticide. | Essential | | Lead/Support |
| | Maintain records and logs | Essential | | Support |
| | Read and understand blueprints of athletic fields, irrigation and landscapes | Essential | | Lead/Support |
| | Conduct inventory; requisition and monitor the storage of turf equipment, attachments, linkage, parts and operating fluids | Essential | | Lead/Support |
| | Prepare, mix and apply spray, dust, granular, and seed applications | Essential | | Lead/Support |
| | Layout athletic fields to identify defects in surface planes and make adjustments as needed | Essential | | Lead/Support |
| | Identify equipment needed for each assigned project and transport equipment and materials as needed | Essential | | Lead/Support |
| | Correct and maintain athletic field playing area dimension in accordance with athletic regulations | Essential | | Lead/Support |
| | Fill, level and align athletic field surface planes with proper soil amendments | Essential | | Lead/Support |
| | Train personnel on turf equipment and preventative maintenance | Essential | | Lead/Support |
| | Participate in the repair and maintenance of parks, publicly owned properties, and athletic fields | Essential | | Lead/Support |
| | | | | |
| ***Custodians*** | | | | |
| | Sweep, mop, scrub, was, strip & polish floors | Essential | | Lead/Support |
| | Dust & polish furniture clean & disinfect drinking fountains | Essential | | Lead/Support |
| | organize and maintain storage room | Essential | | Lead/Support |

| Service Area | Major Services/Functions | Classification | Classification Change | Lead or Support |
|---|---|---|---|---|
| ***Tree Care Tech*** | | | | |
| | Operate bucket truck to prune and remove hazardous limbs | Essential | | Lead/Support |
| | Climb trees to perform pruning and removal work | Essential | | Lead/Support |
| | Operate chain saw while climbing, working from bucket, on or off the ground to cut up or bring trees down | Essential | | Lead/Support |
| | Operate various mechanical tools and equipment | Essential | | Lead/Support |
| | Complete work orders for the removal of vegetation that causes roadway conflicts | Essential | | Lead/Support |
| | Plant, irrigate and mulch young trees in special project areas | Essential | | Lead/Support |
| | Periodically, attend workshops to stay abreast of professional arboricultural standards and techniques, and to maintain pesticide application license | Essential | | Lead/Support |
| | Apply pesticides for the control of weeds and pests as appropriate | Essential | | Lead/Support |
| | | | | |
| ***Tree Care supervisor*** | | | | |
| | Respond to public inquiries | Essential | | Lead |
| | Maintain records of employee attendance and work hours | Essential | | Lead/Support |
| | Review work plan for assigned responsibilities | Essential | | Lead |
| | Identify equipment needs for each assigned project | Essential | | Lead |
| | Provide and coordinate staff training | Essential | | Lead/Support |
| | Operate various mechanical tools and equipment | Essential | | Lead |
| | Evaluate trees to determine if hazardous | Essential | | Lead |
| | Supervise and perform all necessary arboricultural practices | Essential | | Lead |
| | Climb trees to perform pruning and removal work | Essential | | Lead |
| | Ensure trees are planted, irrigated and mulched | Essential | | Lead |

## RECREATION DIVISION

| Service Area/Facility | Major Services/Functions | Classification | Classification Change | Lead or Support |
|---|---|---|---|---|
| ***Recreation Division Manager*** | | | | |
| | Plan, prioritize, assign, supervise and review the work of staff | Essential | Essential for leadership Team | Lead/Support |
| | Participate in the selection of assigned staff | Essential | | Lead |

| Service Area/Facility | Major Services/Functions | Classification | Classification Change | Lead or Support |
|---|---|---|---|---|
| ***Historic Properties Manager*** | | | | |
| | Manage Historical Properties division and services; recommend and administer policies | Essential | | Lead |
| | Manage division goals and objectives; allocate resources accordingly | Essential | | Lead |
| | Represent the division to other City departments, elected officials and outside agencies | Essential | | Lead |
| | Conduct research of historical information | Essential | Important (Capacity) | Lead/Support |
| | Assist with restoration and preservation of artifacts | Essential | | Lead/Support |
| | Liaison to the Historical Resource Commission | Essential | | Lead/Support |
| | Assist in planning, organizing and conducting cultural and historic programs | Essential | Important (Capacity) | Lead/Support |
| | Research, registering, inventorying and cataloguing historic property and programs | Essential | | Lead/Support |
| | Planning and displaying exhibits | Essential | Important (Capacity) | Lead/Support |
| | Lead tours | Essential | Important (Capacity) | Lead/Support |
| | Assist with City's historic priorities | Essential | | Lead/Support |
| | Assist with volunteer schedule, museum management & training | Essential | Important (Capacity) | Lead/Support |
| | Special Events | Essential | Important (Capacity) | Lead/Support |
| | Assist citizens conducting historic research | Essential | Important (Capacity) | Lead/Support |

| Service Area/Facility | Major Services/Functions | Classification | Classification Change | Lead or Support |
|---|---|---|---|---|
| ***Park Ranger Manager*** | | | | |
| | Prepare, publicize, and present public relations programs; answer questions and provide information to the general public | Essential | | Lead |
| | Procure and care of animals vital to nature programming | Essential | | Lead |
| | Oversee operations of parks and nature centers | Essential | | Lead |
| | Oversee, create, organize, instruct and promote interpretive and recreational programs | Essential | | Lead |
| | Recommend and assist in the implementation of goals and objectives for educational programs | Essential | | Lead |
| | Prepares annual budget, forecasts funds for staffing, equipment and supplies, monitors expenses. | Essential | | Lead |
| | Enforce park and nature center rules, regulations and codes | Essential | | Lead/Support |
| | Supervise, schedule and assign work performed by volunteers, community service workers and Park Rangers. | Essential | | Lead/Support |
| | Select, train, evaluate, and manage staff | Essential | | Lead/Support |
| | Evaluate nature trails for safety, take corrective action if unsafe or not to code | Essential | | Lead/Support |
| | Schedule events for educators, recreation staff, civic groups and business organizations | Essential | Important (Capacity) | Lead/Support |
| | Curate a variety of native animals, establish feeding and maintenance schedules, ensure adequate supplies are maintained. | Essential | | Lead/Support |
| | Collects payment for facility use and program participation | Essential | | Lead/Support |
| | Prepare, maintain and update a variety of files and records | Essential | | Lead/Support |
| | Solicit donations and grants | Essential | Important (Capacity) | Support |

| Service Area/Facility | Major Services/Functions | Classification | Classification Change | Lead or Support |
|---|---|---|---|---|
| ***Recreation Division Supervisor*** | | | | |
| | Plan, prioritize, assign, supervise and review the work of staff | Essential | Essential for leadership Team | Lead/Support |
| | Participate in the selection of assigned staff | Essential | | Support |
| | Recommend and assist in the implementation of goals and objectives | Essential | | Support |
| | Participate in the preparation and administration of the recreation centers, athletics, special populations, senior citizens and Fayetteville-Cumberland Youth Council (FCYC) program budgets | Essential | Important (Capacity) | Support |
| | Recruit, screen and train volunteers and part-time staff. | Essential | Important (Capacity) | Lead/Support |
| | Identify opportunities for improving service delivery methods and procedures | Essential | | Lead/Support |
| | Direct, coordinate and review the work plan | Essential | | Lead/Support |
| | Provide staff assistance to the Recreation Division Manager | Essential | | Lead/Support |
| | Coordinate City recreation programs with those of other divisions and outside agencies and organizations | Essential | Important (Capacity) | Support |
| | Ensure the maintenance of materials and supplies for the Recreation Services Division | Essential | | Lead/Support |
| | Open, lock and close recreational facilities | Essential | Important (Capacity) | Support |
| | Serve as a liaison for the Recreation Division with other City departments and outside agencies | Essential | Important (Capacity) | Support |
| | Compose, prepare and distribute a variety of correspondence, documents and reports | Essential | | Lead/Support |

| Service Area/Facility | Major Services/Functions | Classification | Classification Change | Lead or Support |
|---|---|---|---|---|
| ***Special Events Coordinator*** | | | | |
| | Plans, organizes, schedules and directs recreation programs for special community and City-wide events | Essential | | Lead/Support |
| | Facilitate and act as a resource person to community civic groups, businesses and recreation staff | Essential | | Lead/Support |
| | Develop programs designed to meet the leisure needs of a diverse City population | Essential | | Lead/Support |
| | Assist with solicitation of corporate sponsorships, fund-raising projects and develop public/private partnerships and joint ventures. | Essential | | Lead/Support |
| | Develop program policies and guidelines, recruit, and train part-time | Essential | | Lead/Support |
| | Conduct, research, and write reports regarding new and existing special events and revenue-oriented programs | Essential | | Lead/Support |
| | Evaluate programs for user satisfaction, sponsor satisfaction, and cost effectiveness | Essential | | Lead/Support |
| | Assist in budget preparation for program areas | Essential | | Lead/Support |
| | Develop and coordinate advertising and promotions | Essential | | Lead/Support |
| | Maintain inventory and schedule | Essential | | Lead/Support |
| | Supervise the work and schedule of mini-bus operators | Essential | | Lead/Support |
| | Maintain the special events calendar for the department | Essential | | Lead/Support |
| | Serve as a lead for the Special Events Committee | Essential | | Lead/Support |

| Service Area/Facility | Major Services/Functions | Classification | Classification Change | Lead or Support |
|---|---|---|---|---|
| ***Historic Properties Coordinator*** | | | | |
| | Conduct research of historical information | Essential | | Lead/Support |
| | Assist with restoration and preservation of artifacts | Essential | | Lead/Support |
| | Liaison to the Historical Resource Commission | Essential | | Lead/Support |
| | Assist in planning, organizing and conducting cultural and historic programs | Essential | | Lead/Support |
| | Research, registering, inventorying and cataloguing historic property and programs | Essential | | Lead/Support |
| | Planning and displaying exhibits | Essential | | Lead/Support |
| | Lead tours | Essential | | Lead/Support |
| | Assist with City's historic priorities | Essential | | Lead/Support |
| | Assist with volunteer schedule, museum management & training | Essential | | Lead/Support |
| | Special Events | Essential | | Lead/Support |
| | Assist citizens conducting historic research | Essential | | Lead/Support |
| | | | | |
| ***Historic Properties Specialist*** | | | | |
| | Conduct tours | Essential | | Lead/Support |
| | Assist with restoration and cataloging of artifacts | Essential | | Support |
| | Assist in exhibit designs and construction | Essential | | Lead/Support |
| | Assist with Historic Resource Commission activities | Essential | | Lead/Support |
| | Assist with maintenance and minor repairs | Essential | | Support |

| Service Area/Facility | Major Services/Functions | Classification | Classification Change | Lead or Support |
|---|---|---|---|---|
| ***Historic Properties Coordinator*** | | | | |
| | Conduct research of historical information | Essential | | Lead/Support |
| | Assist with restoration and preservation of artifacts | Essential | | Lead/Support |
| | Liaison to the Historical Resource Commission | Essential | | Lead/Support |
| | Assist in planning, organizing and conducting cultural and historic programs | Essential | | Lead/Support |
| | Research, registering, inventorying and cataloguing historic property and programs | Essential | | Lead/Support |
| ***Park Ranger Supervisor*** | | | | |
| | Oversee, create, organize, instruct and promote interpretive and recreational programs | Essential | | Lead/Support |
| | Recommend and assist in the implementation of goals and objectives for educational programs | Essential | | Lead/Support |
| | Prepares annual budget, forecasts funds for staffing, equipment and supplies, monitors expenses. | Essential | | Support |
| | Enforce park and nature center rules, regulations and codes | Essential | | Lead/Support |
| | Supervise, schedule and assign work performed by volunteers, community service workers and Park Rangers. | Essential | | Lead/Support |
| | Select, train, evaluate, and manage staff | Essential | | Lead/Support |
| | Evaluate nature trails for safety, take corrective action if unsafe or not to code | Essential | | Lead/Support |
| | Schedule events for educators, recreation staff, civic groups and business organizations | Essential | | Lead/Support |
| | Curate a variety of native animals, establish feeding and maintenance schedules, ensure adequate supplies are maintained. | Essential | | Lead/Support |
| | Collects payment for facility use and program participation | Essential | | Support |
| | Prepare, maintain and update a variety of files and records | Essential | | Support |
| | Solicit donations and grants | Essential | | Lead/Support |

| Service Area/Facility | Major Services/Functions | Classification | Classification Change | Lead or Support |
|---|---|---|---|---|
| ***Park Ranger*** | | | | |
| | Research, develop, coordinate and conduct natural science and history educational programs | Essential | | Support |
| | Coordinate and conduct nature center and out-of-town mountain backpacking, river canoeing and camping activities. | Essential | | Support |
| | Perform daily operations of the nature center | Essential | | Support |
| | Enforce park and nature center rules, | Essential | | Support |
| | Curate a variety of native and exotic animals. | Essential | | Support |
| | Design, build and maintain exhibits | Essential | | Support |
| | Act in behalf of a Park Ranger Coordinator in his/her absence | Essential | | Support |
| | Participate in the selection and evaluation of assigned part-time staff | Essential | | Support |
| | Prepare, maintain and update a variety of files and records | Essential | | Support |
| | | | | |
| ***Athletics Program Coordinator*** | | | | |
| | Coordinates staff & activities, for athletics & sports | Essential | | Lead/Support |
| | Assist with development/implementation of goals, objectives, policies, and priorities of athletics activities | Essential | | Lead/Support |
| | Identifies areas to improve athletics | Essential | | Lead/Support |
| | Select, train, motivate and evaluate athletics personnel | Essential | | Lead/Support |
| | Coordinate with partnerships outside of the Division | Essential | | Lead/Support |
| | Ensure maintenance of supplies and materials are ready for athletics and recreation center | Essential | | Lead/Support |

| Service Area/Facility | Major Services/Functions | Classification | Classification Change | Lead or Support |
|---|---|---|---|---|
| ***Recreation Center Supervisor*** | | | | |
| | Organize, schedule, coordinate and supervise recreation programs and services | Essential | | Lead/Support |
| | Implement and administer a variety of recreation programs and activities | Essential | | Lead |
| | Coordinate and schedule recreation classes | Essential | | Lead |
| | Select, train, motivate and evaluate personnel | Essential | | Lead/Support |
| | Recruit volunteers for center programs | Essential | | Lead/Support |
| | recommend and assist in the implementation of goals and objectives; establish schedules and methods for center management; implement policies and procedures | Essential | | Support |
| | Monitor, inspect and supervise activities and operations | Essential | | Lead/Support |
| | Schedule usage of recreational center for activities | Essential | | Lead/Support |
| | Conduct surveys of program participants | Essential | | Lead/Support |
| | Design, plan and implement program | Essential | | Lead/Support |
| | Oversee routine maintenance | Essential | Important (capacity) | Support |
| | Participate in preparation of annual budget | Essential | | Support |
| | Maintain records and develop reports | Essential | | Lead/Support |
| | | | | |
| ***Assistant Recreation Center Supervisor*** | | | | |
| | Assist with coordination, scheduling, programing of recreation center | Essential | Important (Capacity) | Support |
| | Promote activities; preparing marketing materials | Essential | | Lead/Support |
| | Act as Recreation Supervisor in their absence | Essential | Important (Capacity) | Lead |
| | Survey program participants | Essential | | Lead/Support |
| | Maintain report and develop reports | Essential | | Lead/Support |

| Service Area/Facility | Major Services/Functions | Classification | Classification Change | Lead or Support |
|---|---|---|---|---|
| ***Recreation Program Coordinator*** | | | | |
| | Organize, coordinate & supervise recreation programs | Essential | | Lead/Support |
| | Coordinate and schedule recreation classes, activities & special events | Essential | | Lead/Support |
| | Select, train, motivate & evaluate personnel | Essential | | Lead/Support |
| | Recommend goals, objectives, schedule, policies, & priorities | Essential | | Lead/Support |
| | Schedule Recreation centers activities | Essential | | Lead/Support |
| | Conduct Surveys | Essential | | Lead/Support |
| | | | | |
| ***Field supervisor*** | | | | |
| | Provide all necessary equipment for games o the score/timekeeper and games officials | Essential | | Support |
| | Make certain that fields are set-up and broken down properly | Essential | | Lead |
| | Inspect the playing area to ensure the field is safe for competition | Essential | | Lead |
| | | | | |
| | | | | |
| ***Gym Supervisor*** | | | | |
| | Understand rules of each league supervised | Essential | | Lead |
| | provide equipment, scorekeeper, and timekeeper for each game | Essential | | Support |
| | Inspect playing area | Essential | | Support |
| | Check equipment prior to game | Essential | | Support |
| | Supervise site area | Essential | | Lead |
| | Complete shift paperwork | Essential | | Lead |

| Service Area/Facility | Major Services/Functions | Classification | Classification Change | Lead or Support |
|---|---|---|---|---|
| ***Recreation Assistant*** | | | | |
| | Help organize and assist by supervising recreation programs and services at an assigned center. | Essential | | Support |
| | Enforce Recreation Center Rules and regulations as it relates to safety and procedure. | Essential | | Support |
| | Help prepare, setup and disassemble appropriate materials and equipment for activities | Essential | | Support |
| | Receive money for center use; write and issue receipts. | Essential | | Support |
| | Answer questions and provide information to the public concerning recreation center programs and assigned activities | Essential | | Support |
| | | | | |
| ***Scorekeeper*** | | | | |
| | Keeping Score and/or keeping time at various athletic events | Essential | | Lead |
| | Assisting Site Supervisor in pre-game and post-game maintenance | Essential | | Support |
| | | | | |
| ***Mini-bus operators*** | | | | |
| | Mini Bus Operator serves as part-time operator of Fayetteville-Cumberland Parks & Recreation (FCPR) mini bus; provides safe, efficient, dependable and courteous transportation of participants of FCPR and affiliated activities of the City of Fayetteville | | | Lead |

## FACILITIES

| Service Area/Facility | Major Services/Functions | Classification | Classification Change | Lead or Support |
|---|---|---|---|---|
| ***Facilities Manager*** | | | | |
| | Manage & Participate in development of goals and objectives | Essential | | Lead |
| | prepare, schedule, manage, and participate in maintenance projects | Essential | | Lead |
| | Serve as the City's ADA representative | Essential | | Lead |
| | Conduct walk-throughs with ADA checklist | Essential | | Lead |
| | Attended Fayetteville-Cumberland Advisory Council | Essential | | Lead |
| | Install & maintain security cameras | Essential | | Lead |
| | Plan, direct, coordinate & review work plan | Essential | | Lead |
| | Oversee and development of annual budget | Essential | | Lead |
| | Develop & coordinate Capital Improvement Plan | Essential | | Lead |
| | Develop & manage maintenance and repair schedule | Essential | | Lead |
| | Participate in design & construction | Essential | | Lead |
| | | | | |
| ***Facilities Supervisor*** | | | | |
| | Plan, Prioritize, assign, and review staff | Essential | | Lead/Support |
| | Review work orders and prepare daily schedule & assign tasks | Essential | | Lead/Support |
| | Provide staff training | Essential | | Lead/Support |
| | Ensure adherence to safe work practices | Essential | | Lead/Support |
| | Identify equipment needs and obtain Quotes | Essential | | Lead/Support |
| | Maintain records and logs | Essential | | Lead/Support |
| | | | | |
| ***Electrician*** | | | | |
| | Install, maintain, repair & test electrical equipment | Essential | | Lead/Support |
| | Implement energy efficient solutions | Essential | | Lead/Support |
| | learn, plan, train, and review staff | Essential | | Lead/Support |
| | Maintain, repair, and install minor electrical lighting systems | Essential | | Lead/Support |
| | Install electrical circuits | Essential | | Lead/Support |

| Service Area/Facility | Major Services/Functions | Classification | Classification Change | Lead or Support |
|---|---|---|---|---|
| ***Senior Skilled Trades Tech*** | | | | |
| | Lead, plan, train, and review the work of staff | Essential | | Lead/Support |
| | Operate various mechanical tools and equipment | Essential | | Lead/Support |
| | Estimate time, materials, and equipment required for jobs assigned | Essential | | Lead/Support |
| | Maintain and repair City facilities, equipment, systems or fixtures, appliances and buildings by performing the most advanced skilled carpentry, electrical, plumbing, heating, air conditioning and mechanical repair work. | Essential | | Lead/Support |
| | Install a variety of electrical circuits | Essential | | Lead/Support |
| | Maintain, repair and install plumbing fixtures and systems | Essential | | Lead/Support |
| | Perform advanced carpentry work | Essential | | Lead/Support |
| | Assist in designing, arranging, setting up, and disassembling electrical layouts for special events | Essential | | Lead/Support |
| | | | | |
| ***Skilled Trades Tech*** | | | | |
| | Maintain and repair city facilities, equipment, irrigation systems or timers, appliances and buildings | Essential | | Lead/Support |
| | Install, adjust, repair and inspect equipment including exhaust fans, air filters, and compressors | Essential | | Lead/Support |
| | Repair and replace plumbing fixtures including sinks, toilets, irrigation valves, heads or timers, faucets and pipes. | Essential | | Lead/Support |
| | Perform journey level carpentry work including the fabrication, construction, installation, remodeling and repairing of furniture | Essential | | Lead/Support |
| | Perform routine electrical repairs | Essential | | Lead/Support |
| | Perform basic heating and air conditioning repairs | Essential | | Lead/Support |
| | Operate, maintain and repair a variety of mechanical tools and equipment | Essential | | Lead/Support |
| | Participate in the estimation of repair and maintenance including submitting cost estimates to supervisor or lead worker | Essential | | Lead/Support |
| | Install, maintain and repair a variety of floor coverings and roof coverings as required | Essential | | Lead/Support |
| | Mix and dilute paint solutions | Essential | | Lead/Support |

# Fayetteville-Cumberland Parks and Recreation Needs Assessment Survey

# Findings Report

*…helping organizations make better decisions since 1982*

2019

**Submitted to the Fayetteville-Cumberland Parks and Recreation:**
**By:**
ETC Institute
725 W. Frontier Lane,
Olathe, Kansas
66061
**November 2019**

ETC INSTITUTE

# Contents

Executive Summary ..... i

Section 1: Charts and Graphs ..... 1

Section 2: Priority Investment Rating ..... 36

Section 3: Benchmarking Analysis ..... 46

Section 4: Tabular Data ..... 52

Section 5: Survey Instrument ..... 104

# Fayetteville-Cumberland
# Parks and Recreation Needs Assessment Survey
# Executive Summary

## Overview

ETC Institute administered a parks and recreation facilities and services needs assessment for Fayetteville-Cumberland Parks and Recreation Department the Fall of 2019. This survey will assist the Parks and Recreation Department develop a community-supported comprehensive Parks Master Plan that will provide guidance the future of parks, programs, and facilities in the community. In addition, the survey will aid Fayetteville-Cumberland Parks and Recreation Department in taking a resident-driven approach to making decisions that will enrich the future of our community and positively affect the lives of all its residents.

## Methodology

ETC Institute mailed a survey packet to a random sample of households in Cumberland 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 at fayettevilleparksurvey.org.

Ten days after the surveys were mailed, ETC Institute sent emails 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 the Cumberland County from participating, everyone who completed the survey on-line were 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 600 residents. The goal was exceeded with a total of 637 residents completing the survey. The overall results for the sample of 637 households have a precision of at least +/- 3.88 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 Cities 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 on the following pages.

## Satisfaction with Parks, Programs and Recreation Services

Sixty-four percent (64%) respondents were “very satisfied” or “satisfied” with the overall value their household receives from Fayetteville-Cumberland Parks and Recreation Department. The Fayetteville-Cumberland Parks and Recreation Department was indicated as the most used organization for recreation needs.

The two most often used parks and recreation facilities by respondent households were: Festival Park (37%) and Lake Rim Park (27%). Forty-five percent (45%) of respondents have used the Parks and Recreation facilities 11 or more times in the past year.

## Program Use and Ratings

Thirty-eight percent (38%) of households surveyed indicated that they had participated in any program offered by Parks and Recreation Department during the past 12 months. Eighty-five percent (85%) of households that indicated they had participated in a program rated the overall quality as "Excellent" or “Good”.

## Information Sources

Respondents were asked which information sources their household utilizes to find out about Fayetteville-Cumberland Parks and Recreation Department programs and activities. The two most utilized information sources were: Word of mouth (49%) and Fayetteville-Cumberland Parks & Recreation website (31%) .

## Barriers to Park, Facility and Program Usage

Respondents were asked to identify, from a list of 13 potential reasons, from using recreation programs/facilities offered by the Parks and Recreation Department. The top two reasons, given by survey participants were: “not enough time/too busy” (29%) and “lack of information/don't know what is offered” (28%).

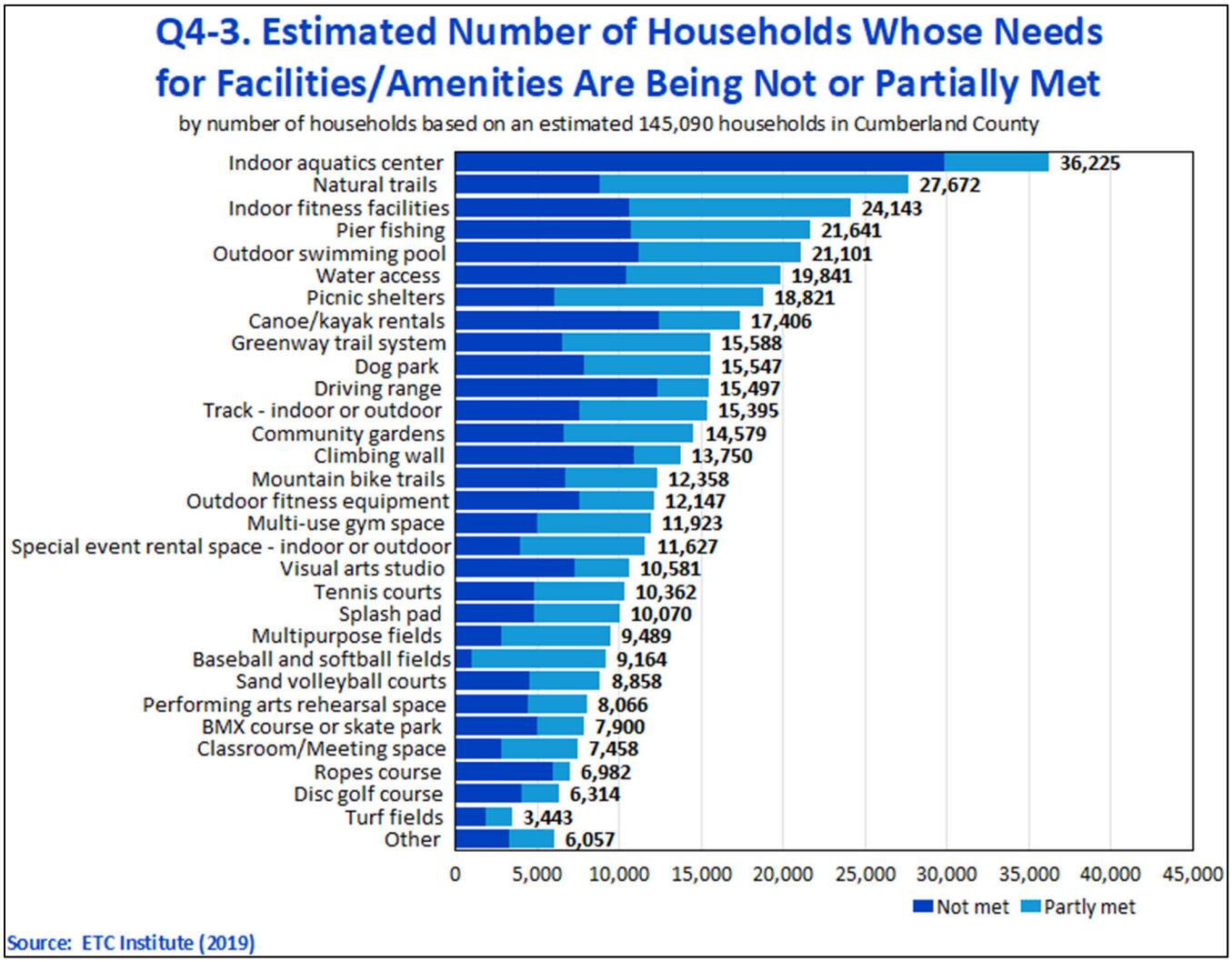
## Facilities/Amenities Needs and Priorities

**Facility Needs:** Respondents were asked to identify if their household had a need for 31 facilities/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 facilities/amenities with the highest number of households that have an unmet need were:

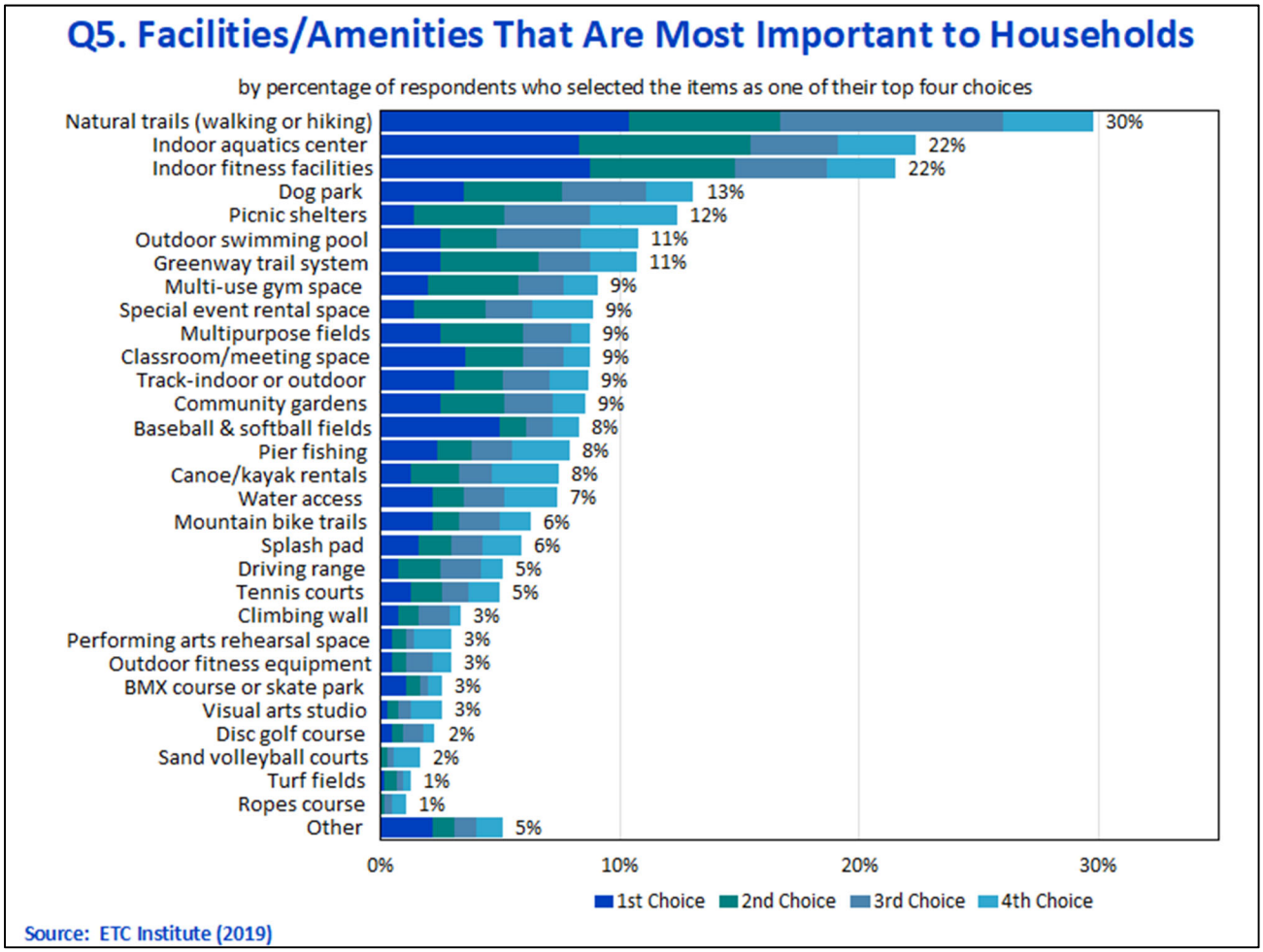
1. Indoor aquatics center- 36,225 households
2. Natural trails -27,672 households
3. Indoor fitness facilities – 24,143 households

The estimated number of households that have unmet needs for each of the 31 facilities/amenities that were assessed is shown in the chart below.




**Facility/Amenity Importance:** In addition to assessing the needs for each facility/amenity, ETC Institute also assessed the importance that residents placed on each facility/amenity. Based on the sum of respondents' top four choices the three most important facilities/amenities to residents were natural trails (walking or hiking) (30%) indoor aquatics center (22%) and indoor fitness facilities (22%).

The percentage of residents who selected each facility/amenity as one of their top four choices is shown on the chart below.

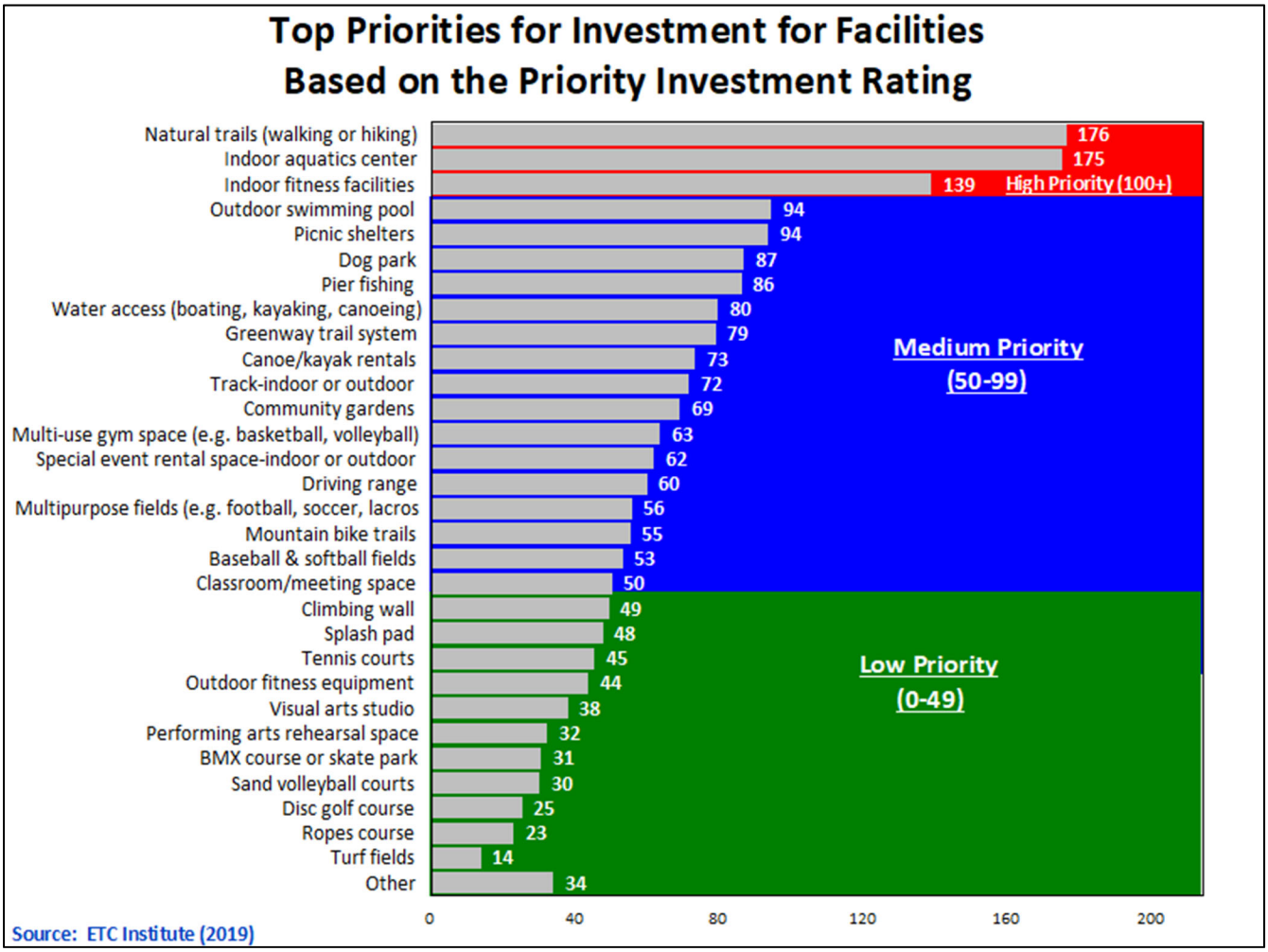



**Priorities for Facility Investments:** The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on Parks, Recreation and Forestry investments. The Priority Investment Rating (PIR) equally 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 on the Priority Investment Rating (PIR), the following three facilities were rated as high priorities for investment:

1. Natural trails (walking or hiking) (PIR=176)
2. Indoor aquatics center (PIR=175)
3. Indoor fitness facilities (PIR=139)

The chart below shows the Priority Investment Rating for each of the 31 facilities that were assessed on the survey.

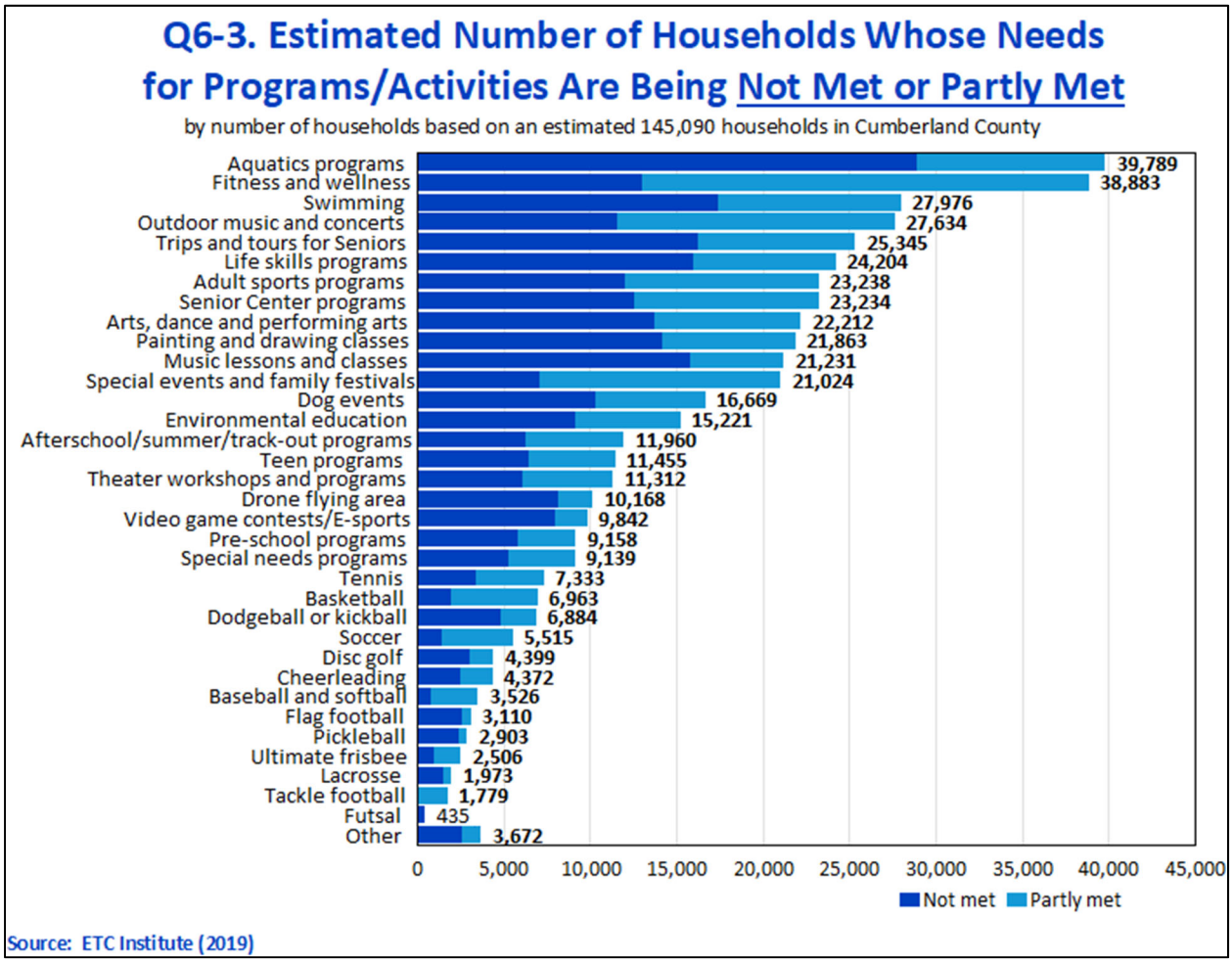



## Program/Activity Needs and Priorities

**Program/Activity Needs**. Respondents were also asked to identify if their household had a need for 35 programs/activities 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 two programs/activities with the highest percentage of households that have an unmet need were:

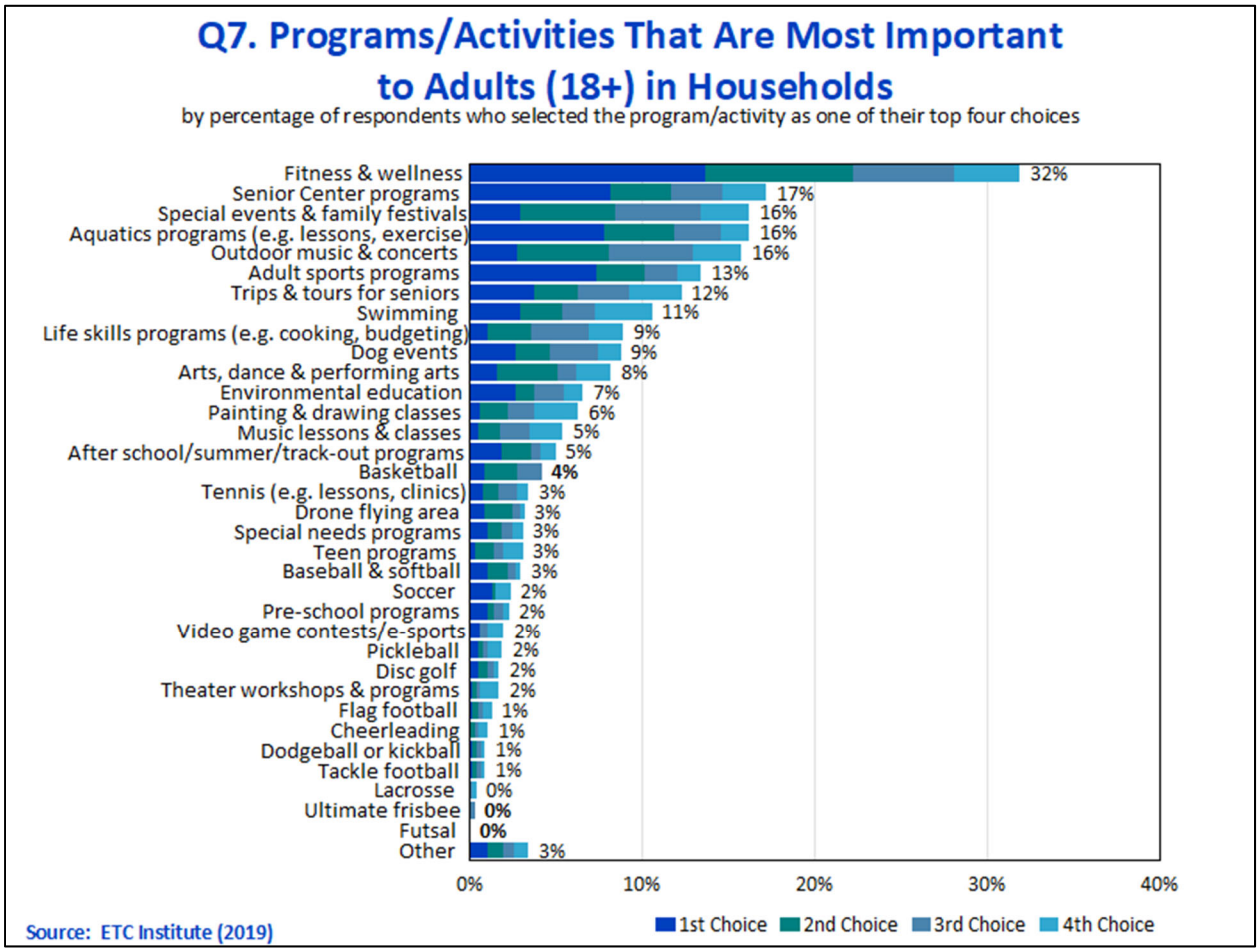
1. Aquatics programs-39,789 households
2. Fitness and wellness-38,883 households

The estimated number of households that have unmet needs for each of the 35 programs/activities that were assessed is shown in the chart on the next page.




**Adult Programs/Activities Importance.** In addition to assessing the needs for each activity, ETC Institute also assessed the importance that residents place on each activity. Based on the sum of respondents' top four choices, the most important activities for adults (18+) was fitness and wellness (32%).

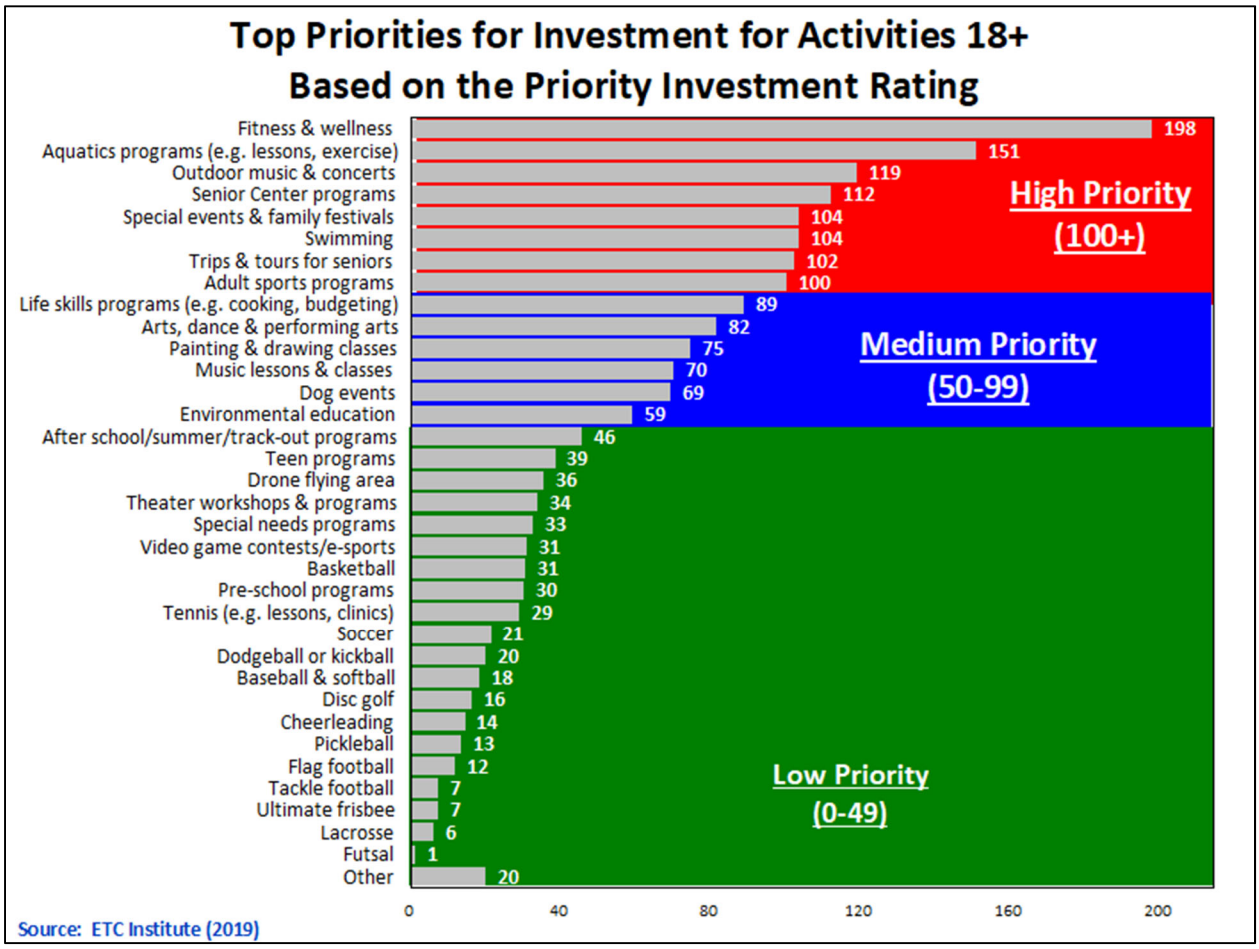
The percentage of residents who selected each activity as one of their top four choices for adults is shown in the chart on the next page.




**Priorities for Adult (18+) Programming Investments.** Based on the priority investment rating (PIR), which was described briefly on page v of this Executive Summary and is described in more detail in Section 2 of this report, the following eight programs were rated as "high priorities" for adult (18+) programing investment:

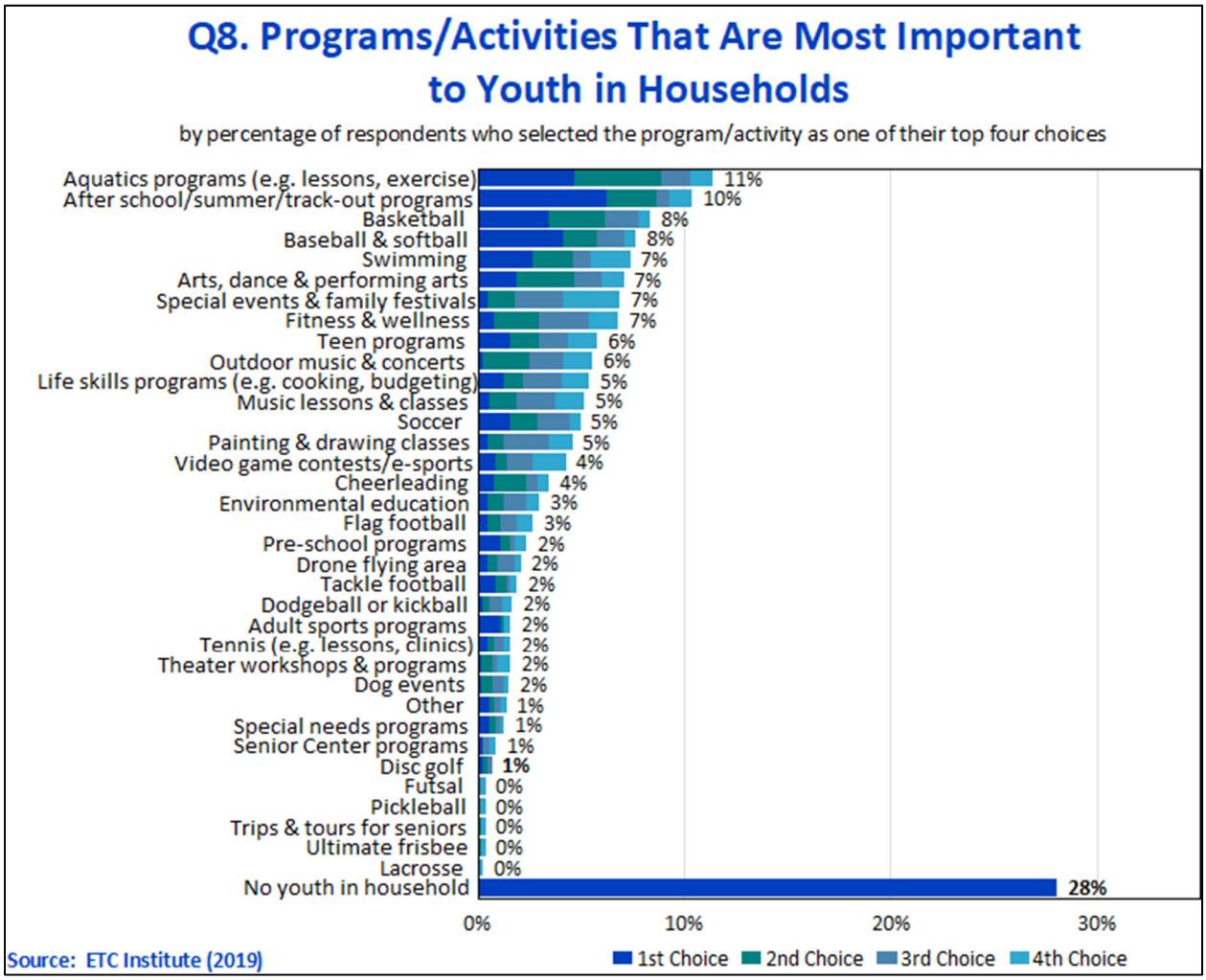
1. Fitness & wellness (PIR= 198)
2. Aquatics programs (e.g. lessons, exercise) (PIR= 151)
3. Outdoor music & concerts (PIR= 119)
4. Senior Center programs (PIR= 112)
5. Special events & family festivals (PIR= 104)
6. Swimming (PIR= 104)
7. Trips & tours for seniors (PIR=102)
8. Adult sports programs (PIR=100)

The chart below shows the Priority Investment Rating (PIR) for each of the 35 activities that were rated for adults (18+).




**Youth Programs/Activities Importance.** In addition to assessing the needs for each activity, ETC Institute also assessed the importance that residents place on each activity. Based on the sum of respondents' top four choices, the two most important activities for youth in respondent households were aquatics programs (e.g. lessons, exercise) (11%) and after school/summer/track-out programs (10%).

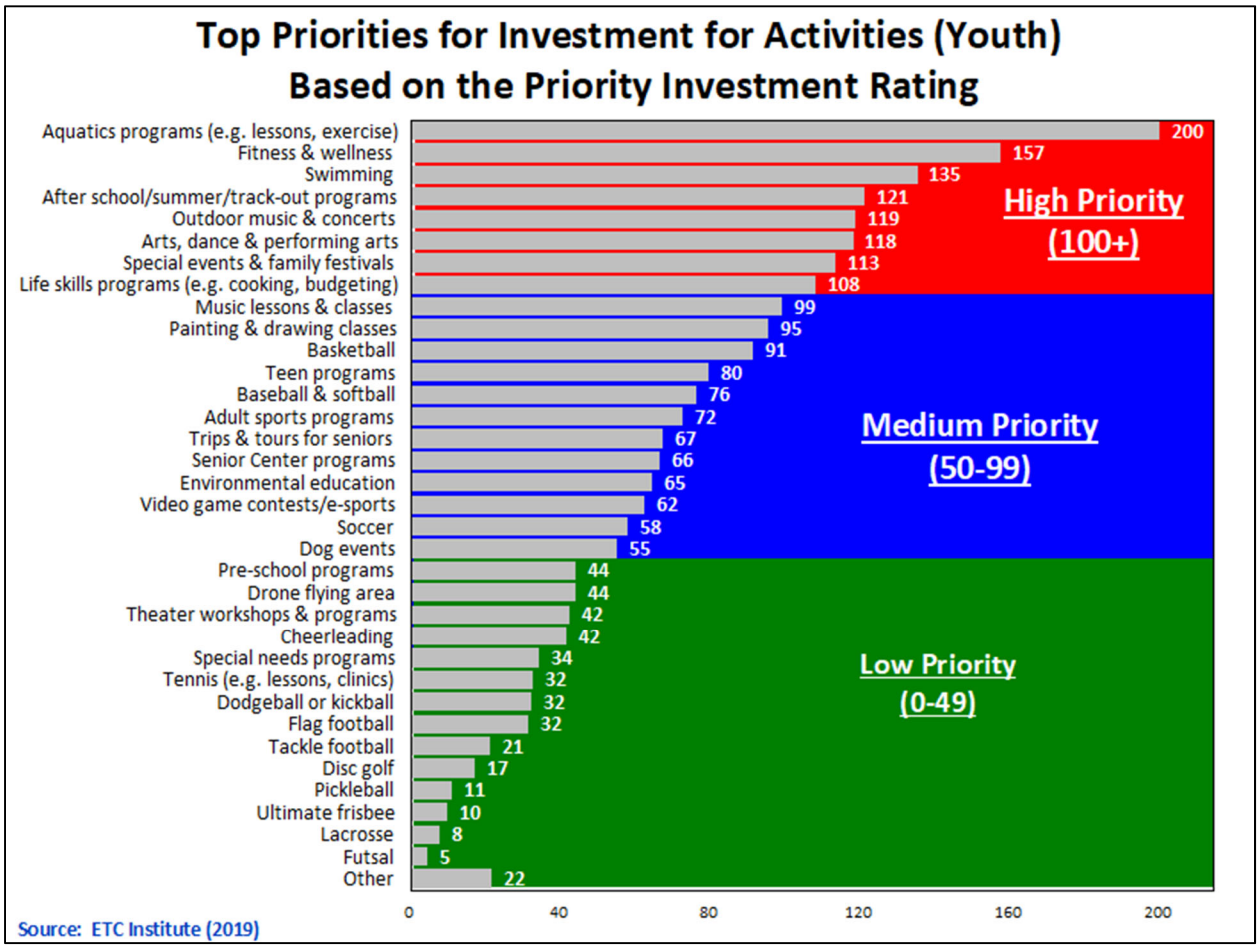
The percentage of residents who selected each program/activity as one of their top four choices for youth is shown in the chart on the next page.




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

1. Aquatics programs (e.g. lessons, exercise) (PIR=200)
2. Fitness & wellness (PIR= 157)
3. Swimming (PIR=135)
4. After school/summer/track-out programs (PIR=121)
5. Outdoor music & concerts (PIR=119)
6. Arts, dance & performing arts (PIR= 118)
7. Special events & family festivals (PIR=113)
8. Life skills programs (e.g. cooking, budgeting) (PIR=108)

The chart below shows the Priority Investment Rating (PIR) for each of the 35 activities that were rated for youth programming.




## Potential Improvements to the Park System

Sixty-seven percent (67%) of respondents feel it is a " very high priority" or "high priority" to make improvements to parks, facilities, recreation programs, and special events compared to other priorities for the City.

The top two potential indoor programming spaces that could be added or expanded that household would use were: walking & jogging track (55%) and exercise facility for adults 50+ years (43%).

## Additional Findings

- Eighty-two percent (82%) of respondents indicated it there is a great or some need for additional parks & facilities
- Ninety percent (90%) of respondents indicated the existence of public parks and recreation areas is "very important" or "important" to the quality of life in Fayetteville and Cumberland County

# Conclusions and Recommendations

In order to ensure that the Fayetteville-Cumberland Parks and Recreation Department continues to meet the needs and expectations of the community, ETC Institute recommends that the Fayetteville-Cumberland 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.

**Facility Priorities**

- Nature/hiking trails (PIR=200)
- Paved Trails (PIR=199)
- Natural areas for passive recreation (PIR=101)

**Youth Program Priorities**

1. Aquatics programs (e.g. lessons, exercise) (PIR=200)
2. Fitness & wellness (PIR= 157)
3. Swimming (PIR=135)
4. After school/summer/track-out programs (PIR=121)
5. Outdoor music & concerts (PIR=119)
6. Arts, dance & performing arts (PIR= 118)
7. Special events & family festivals (PIR=113)
8. Life skills programs (e.g. cooking, budgeting) (PIR=108)

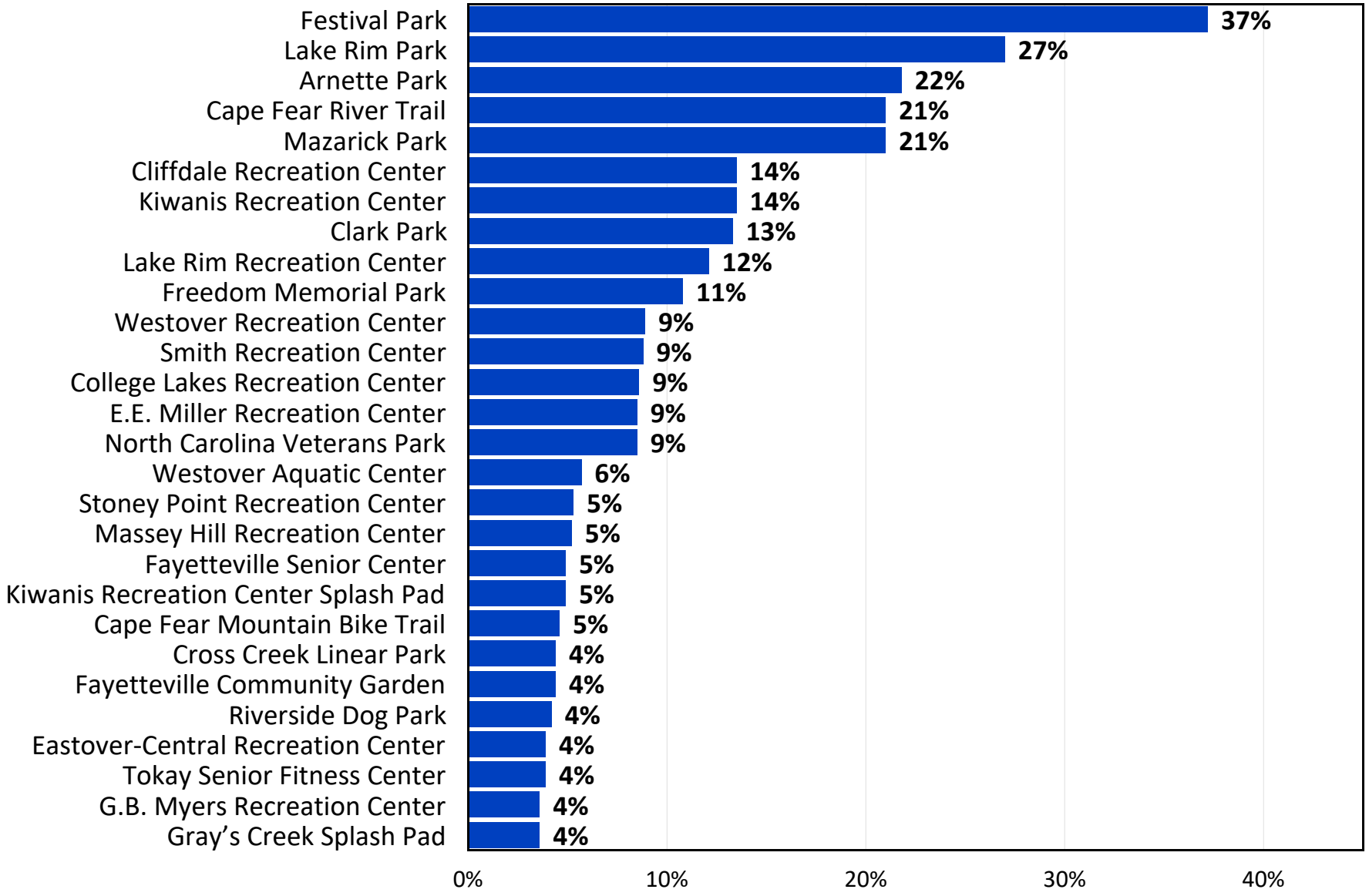
**Adult (18+) Program Priorities**

1. Fitness & wellness (PIR= 198)
2. Aquatics programs (e.g. lessons, exercise) (PIR= 151)
3. Outdoor music & concerts (PIR= 119)
4. Senior Center programs (PIR= 112)
5. Special events & family festivals (PIR= 104)
6. Swimming (PIR= 104)
7. Trips & tours for seniors (PIR=102)
8. Adult sports programs (PIR=100)

# Section 1
## *Charts and Graphs*

# Q1. Has your household used any facilities operated by the Parks and Recreation Department during the past year?

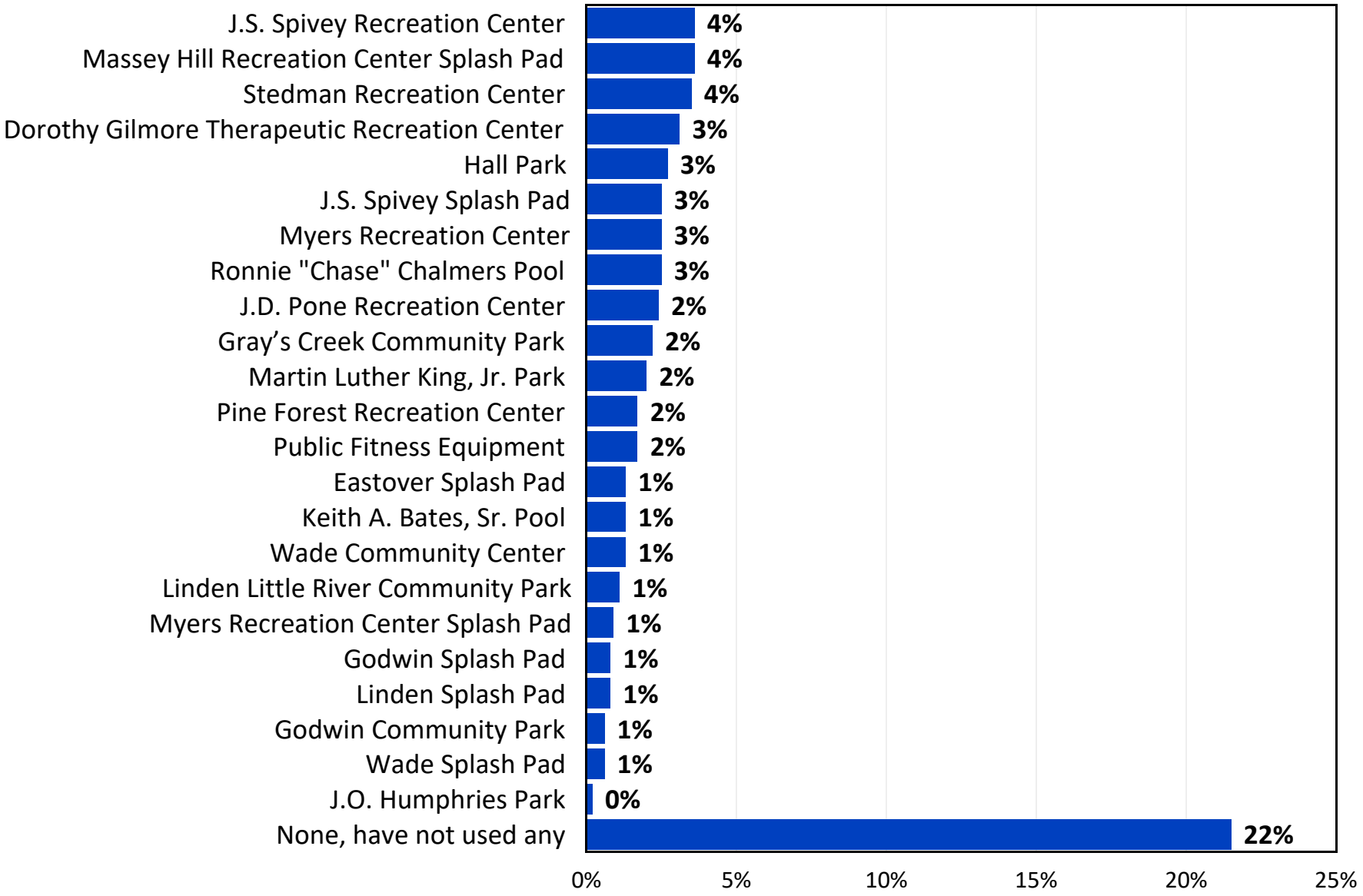
by percentage of respondents (multiple choices could be made)




**Source: ETC Institute (2019)**

# Q1. Has your household used any facilities operated by the Parks and Recreation Department during the past year? (continued)

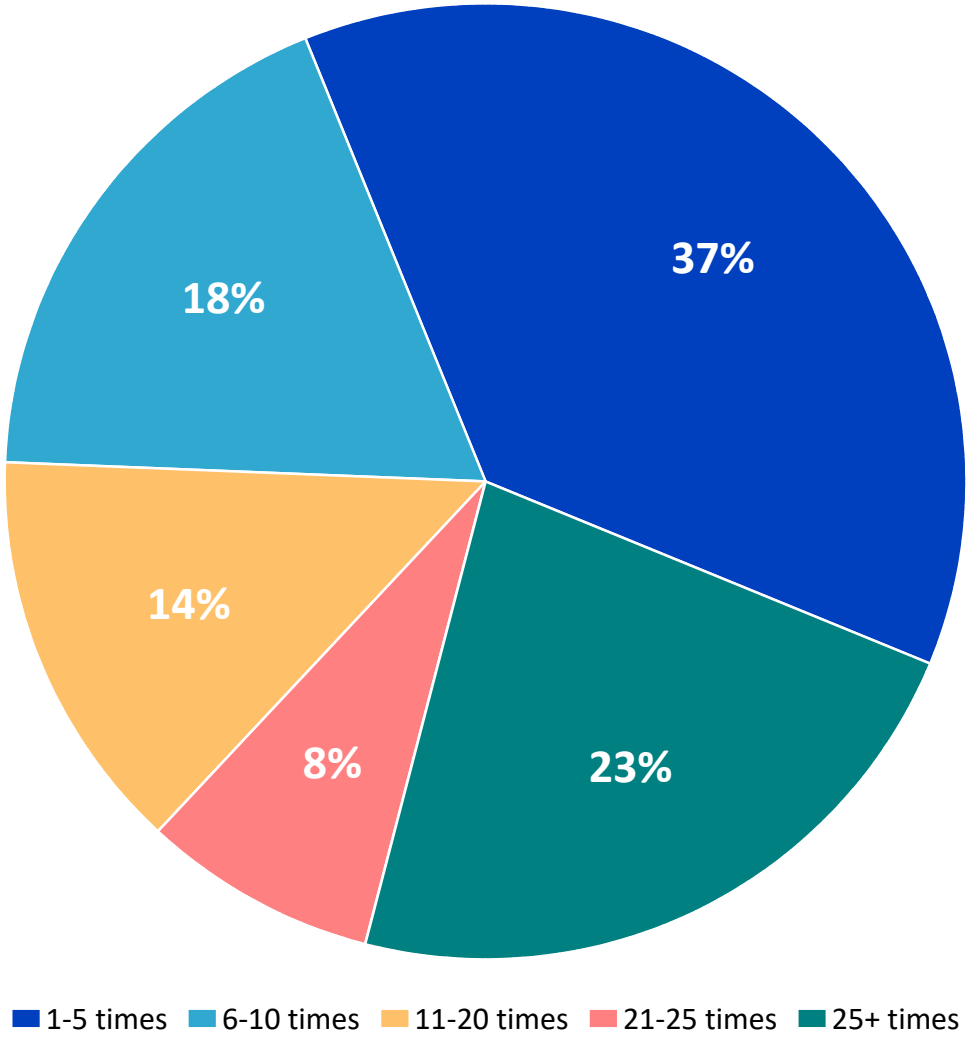
by percentage of respondents (multiple choices could be made)




**Source: ETC Institute (2019)**

# Q1a. How many times has household visited any Parks and Recreation facilities during the past year?

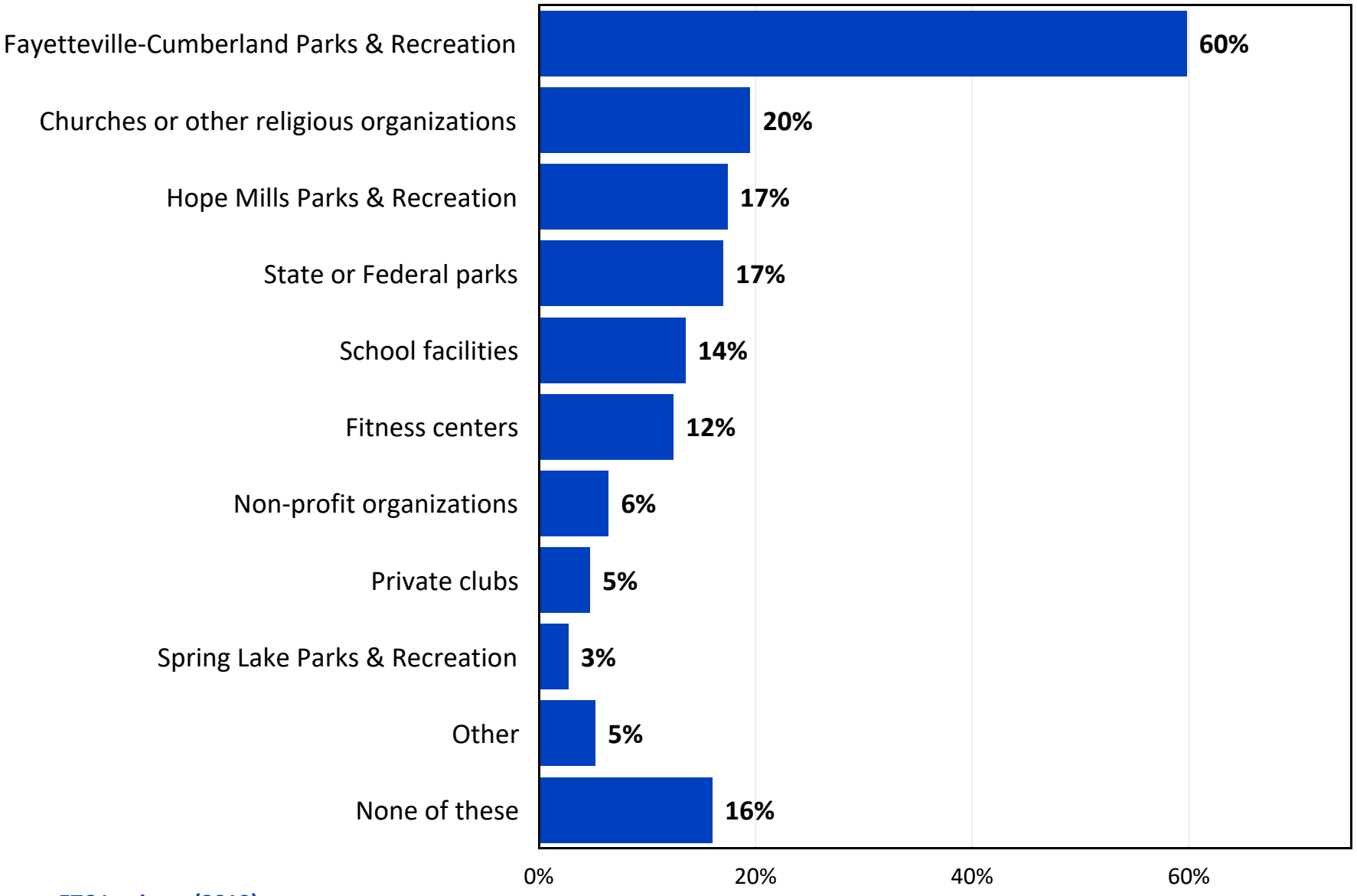
by percentage of respondents




**Source: ETC Institute (2019)**

# Q2. Which organizations provide the recreation FACILITIES that you and other members of your household use?

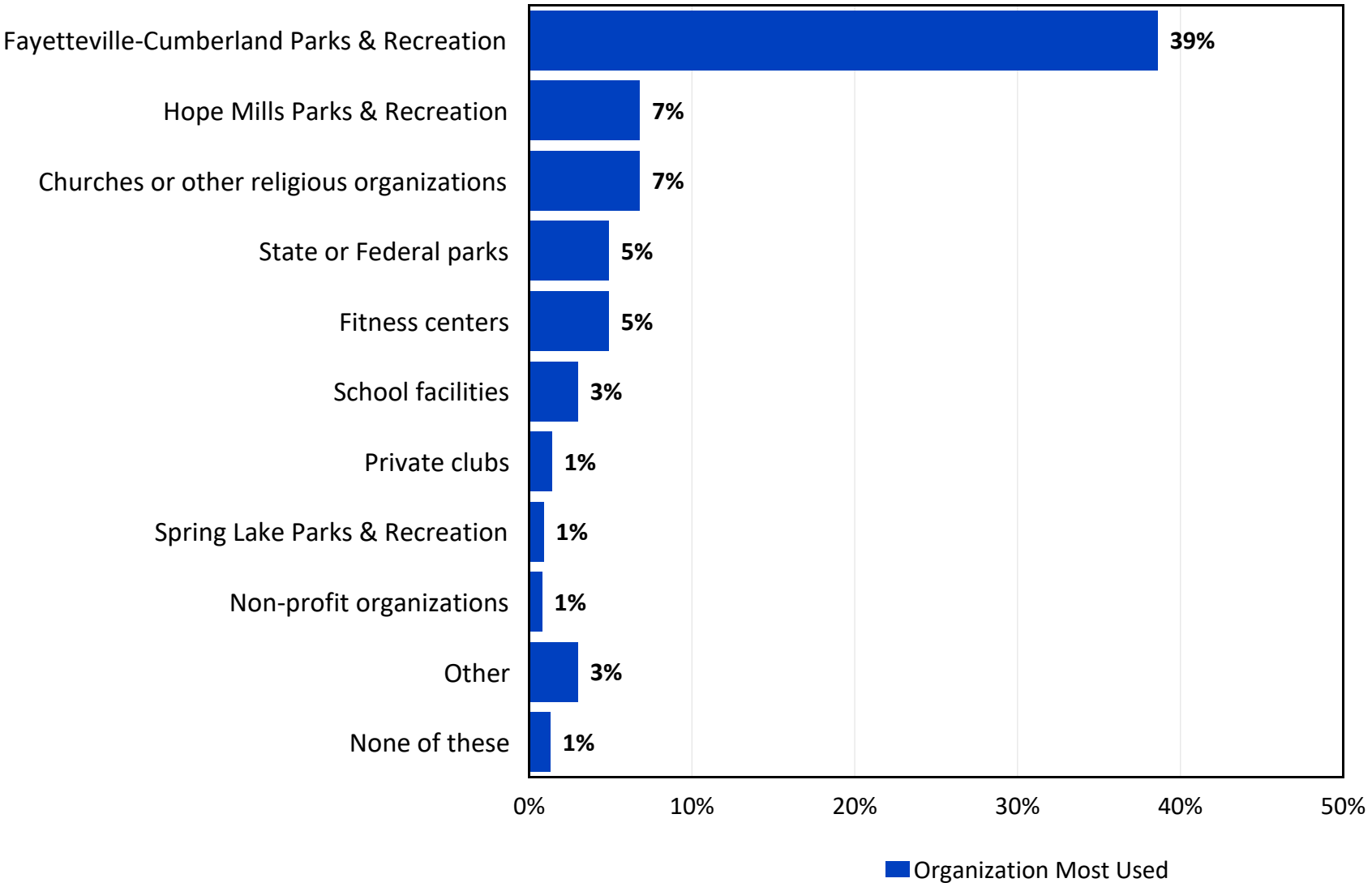
by percentage of respondents (multiple choices could be made)




**Source: ETC Institute (2019)**

# Q2a. Which organizations do you USE MOST for your household's recreation needs?

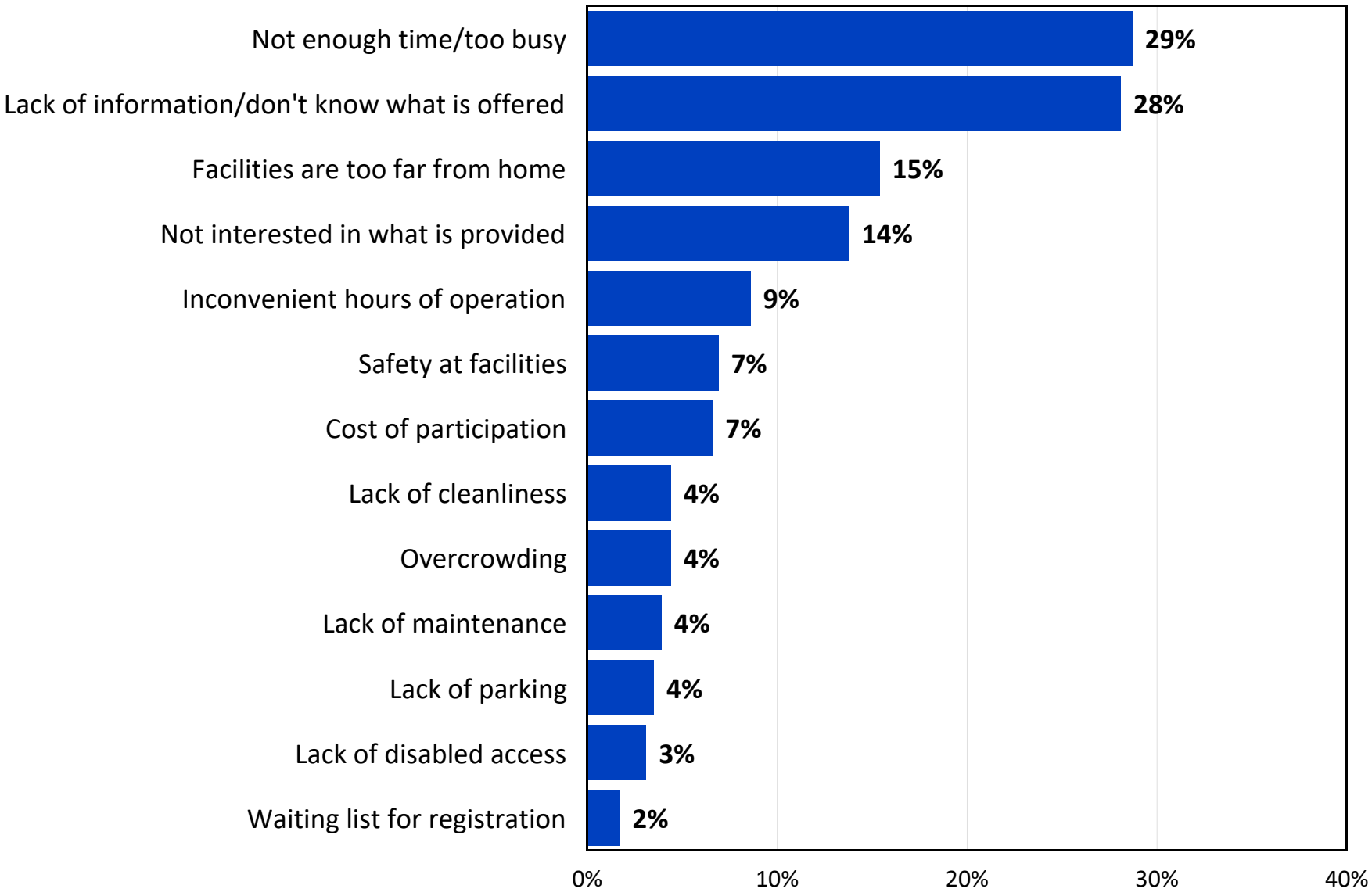
by percentage of respondents who selected the items as their top choice




**Source: ETC Institute (2019)**

# Q3. What reasons prevents your household from using recreation programs/facilities offered by the Parks and Recreation Department?

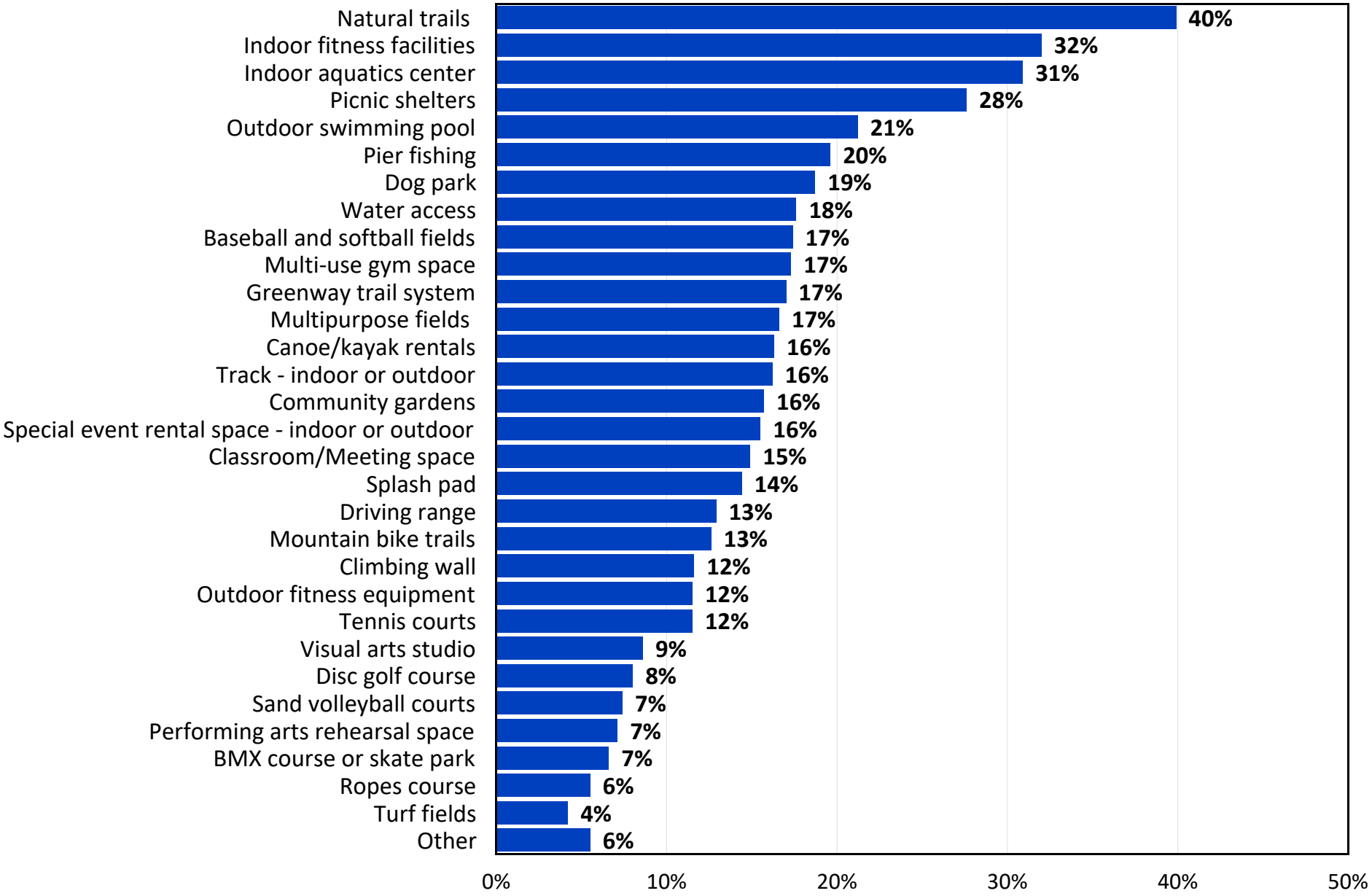
by percentage of respondents (multiple choices could be made)




Source: ETC Institute (2019)

# Q4. Facilities/Amenities Respondent Households Have a Need For

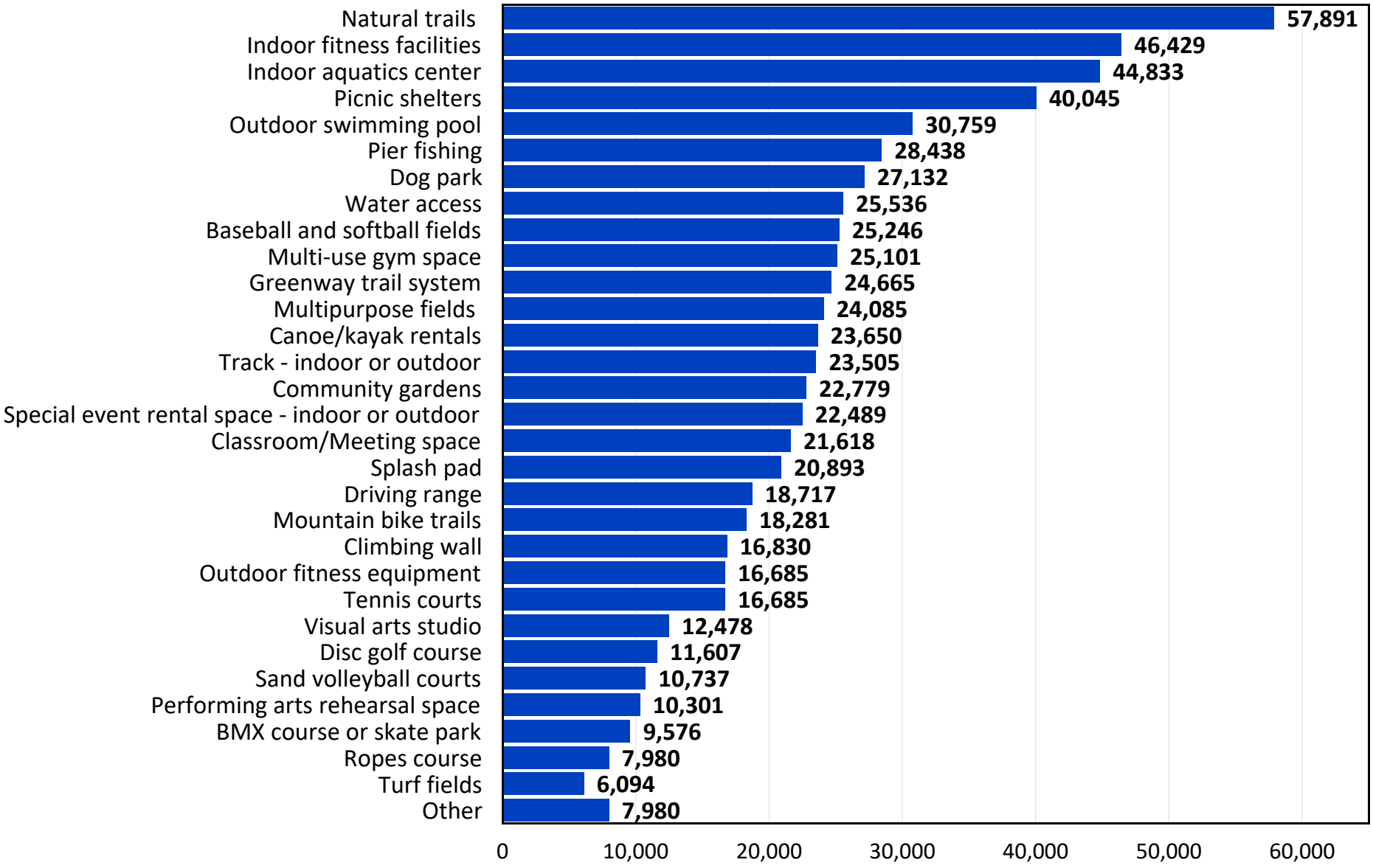
by percentage of respondents (multiple choices could be made)




**Source: ETC Institute (2019)**

# Q4-1. Estimated Number of Households That Have a Need for Various Facilities/Amenities

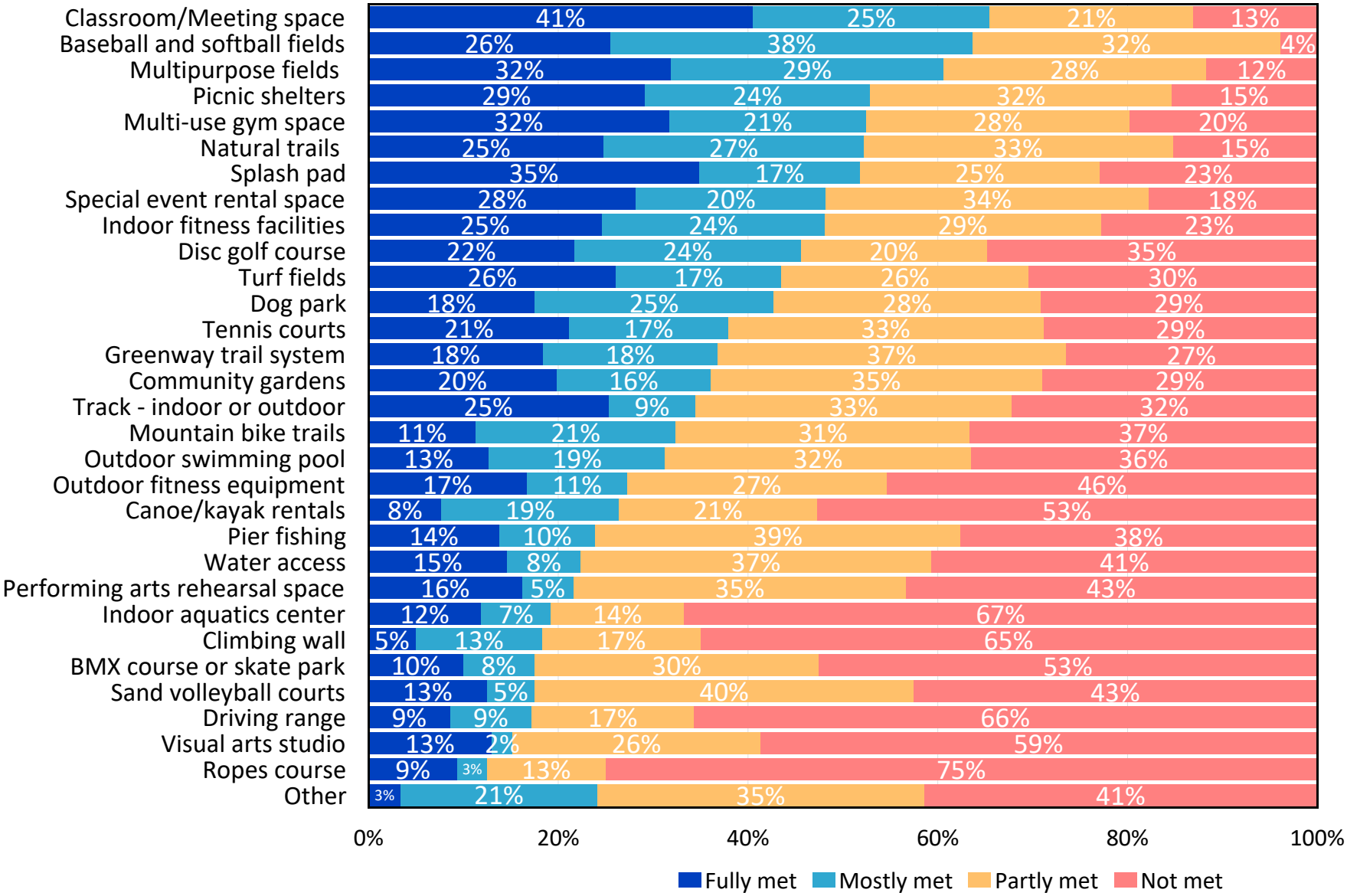
by number of households based on an estimated 145,090 households in Cumberland County




**Source: ETC Institute (2019)**

# Q4-2. How Well Facilities/Amenities Meet the Needs of Respondent Households

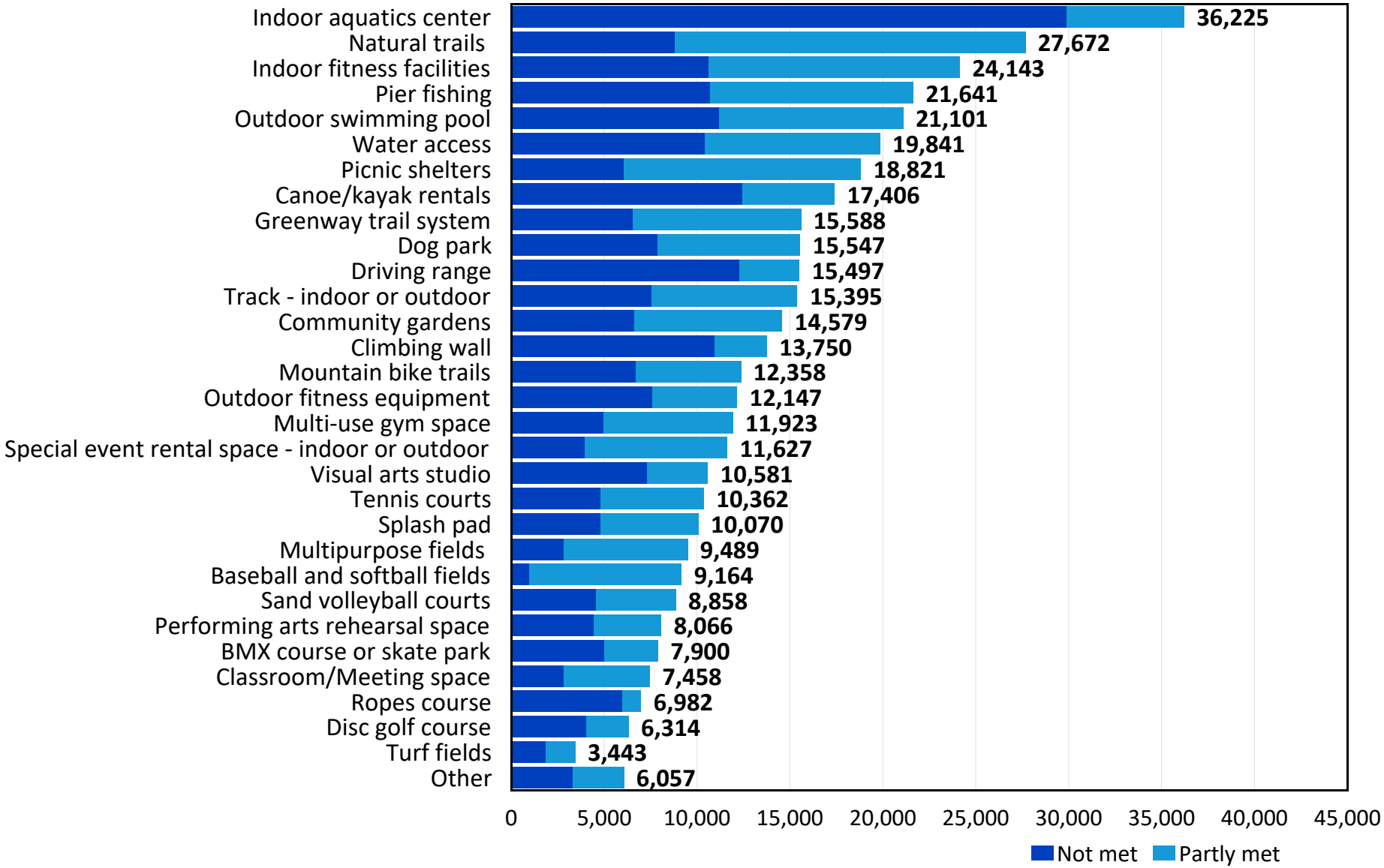
by percentage of respondents with a need for facilities




**Source: ETC Institute (2019)**

# Q4-3. Estimated Number of Households Whose Needs for Facilities/Amenities Are Being Not or Partially Met

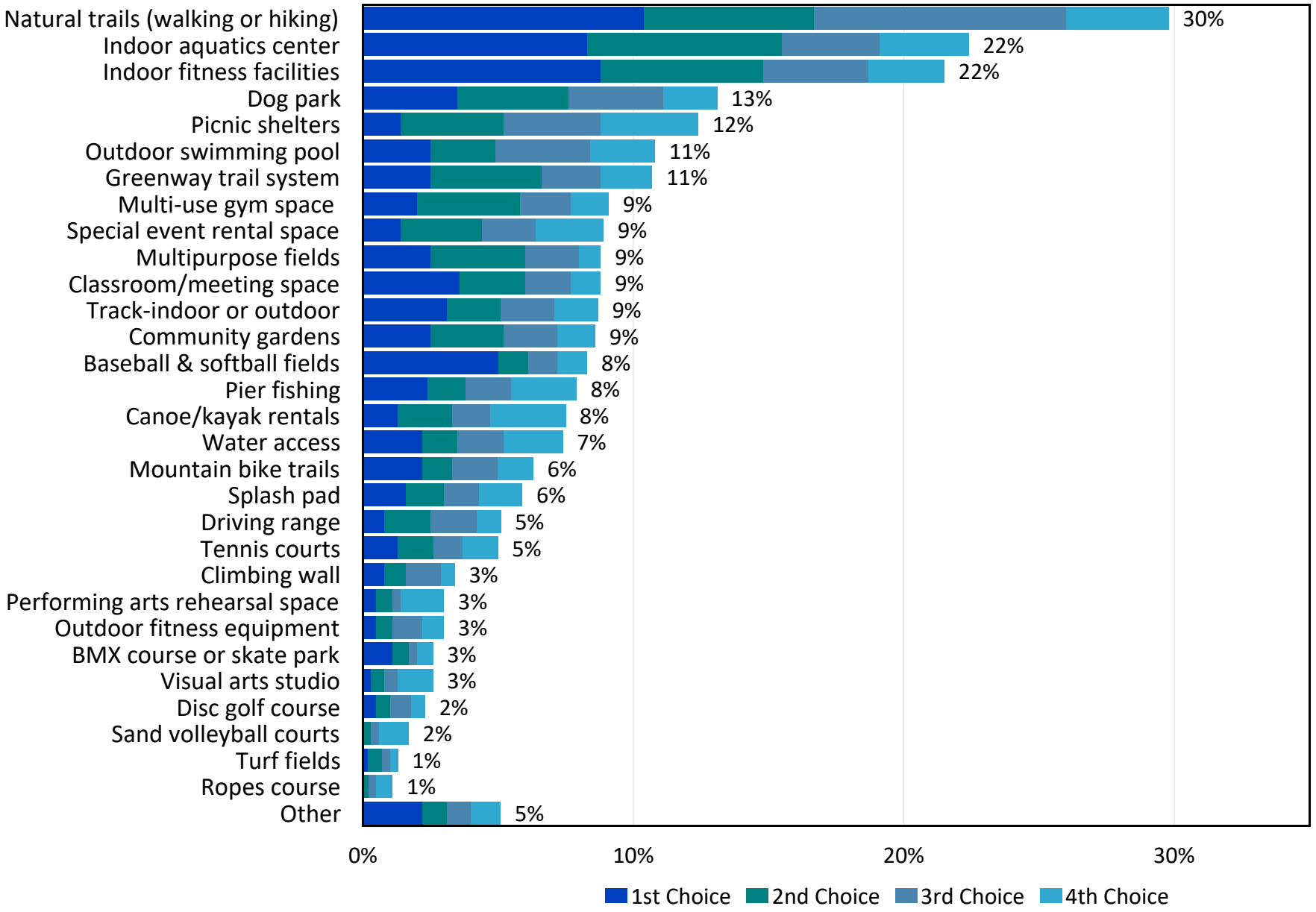
by number of households based on an estimated 145,090 households in Cumberland County




**Source: ETC Institute (2019)**

# Q5. Facilities/Amenities That Are Most Important to Households

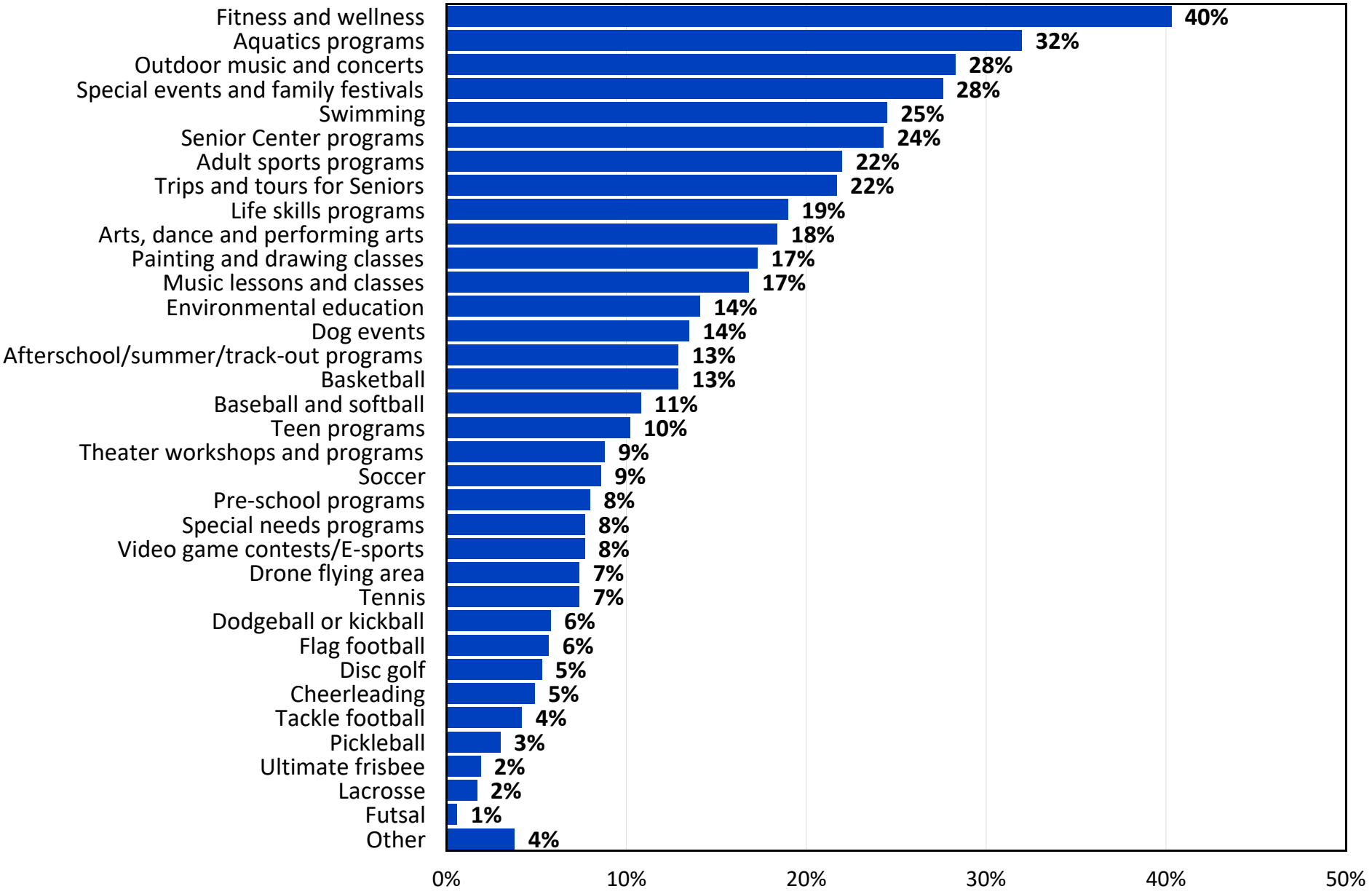
by percentage of respondents who selected the items as one of their top four choices




**Source: ETC Institute (2019)**

# Q6. Programs/Activities Respondent Households Have a Need For

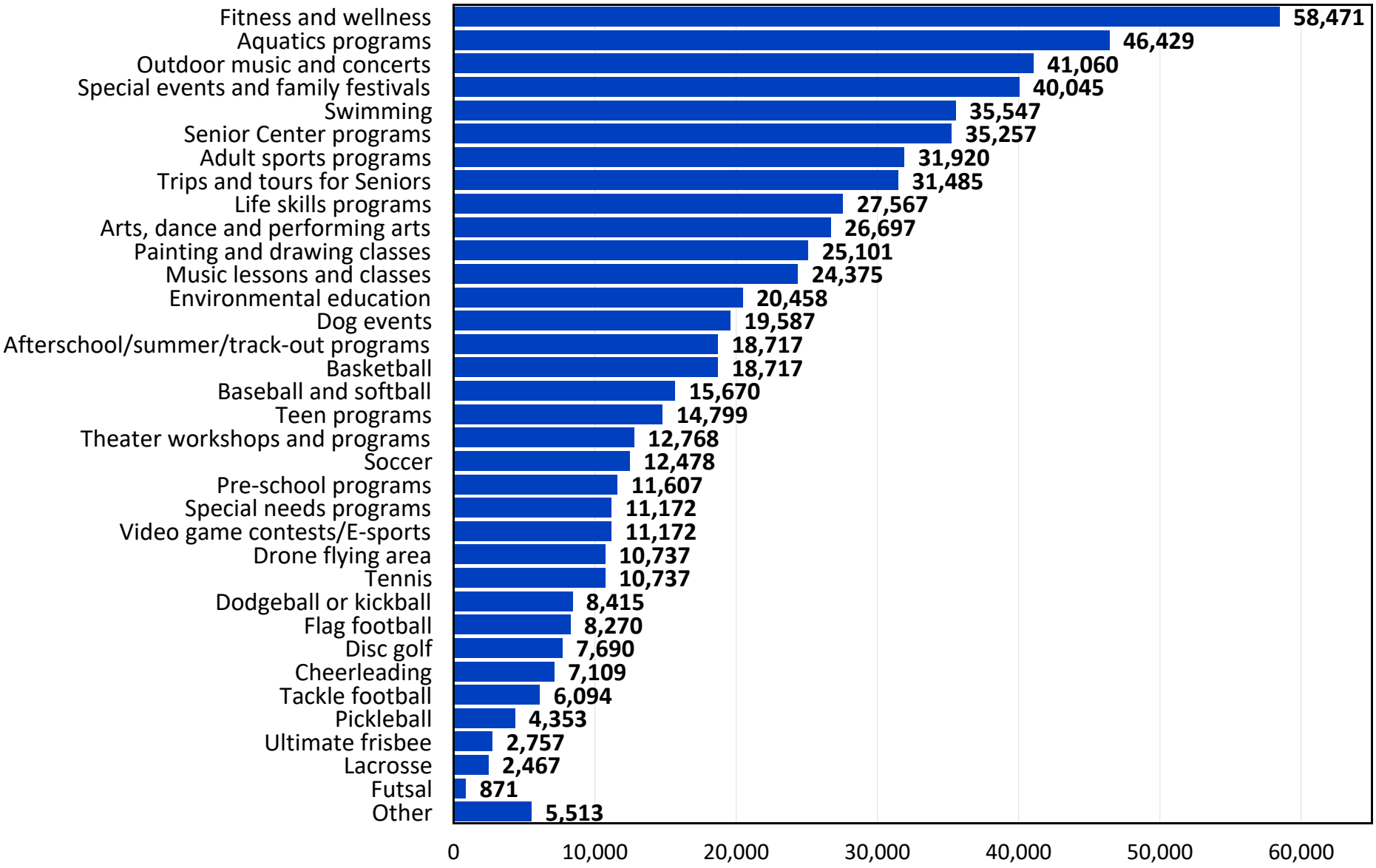
by percentage of respondents (multiple choices could be made)




**Source: ETC Institute (2019)**

# Q6-1. Estimated Number of Households That Have a Need for Various Programs/Activities

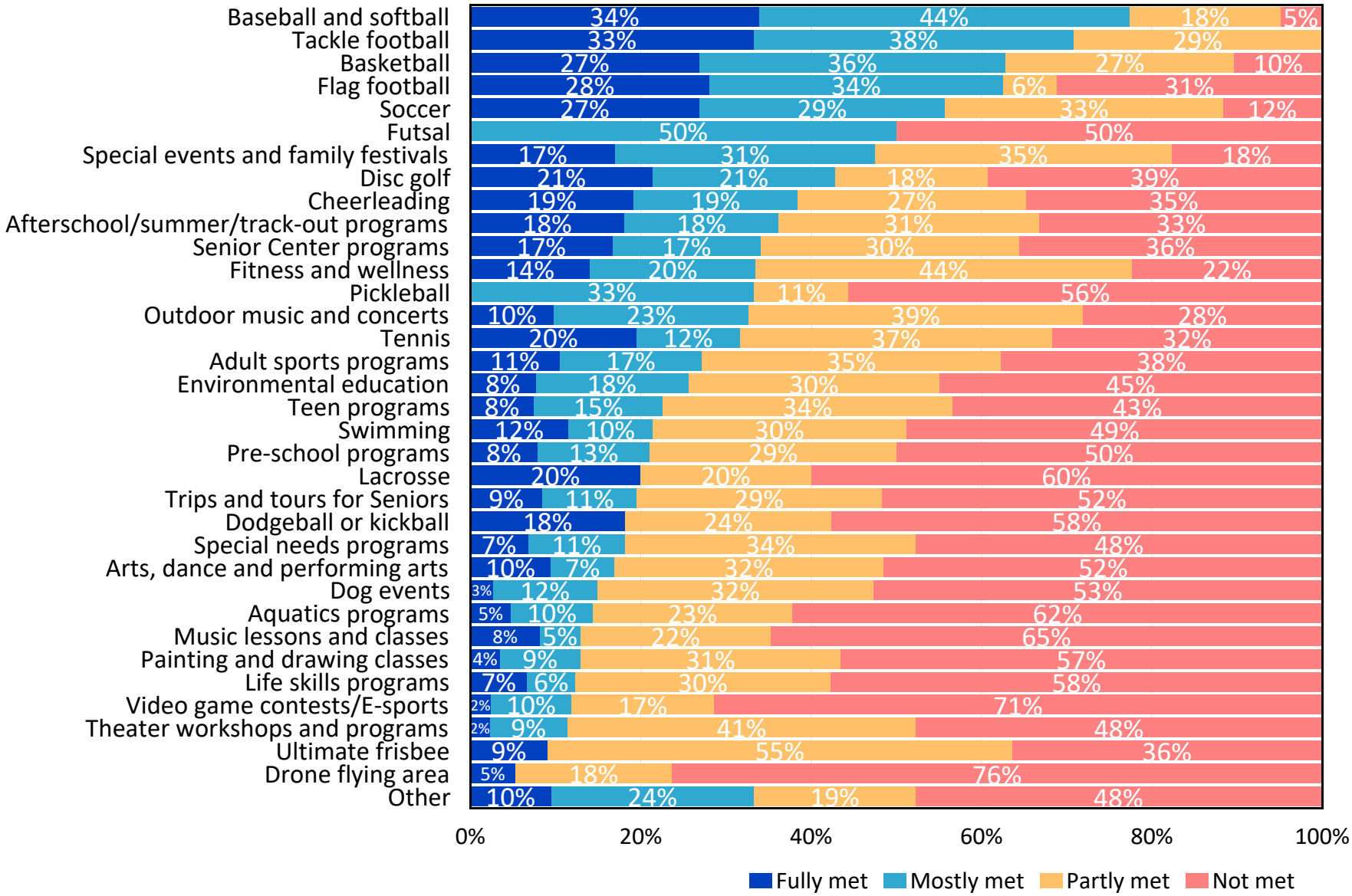
by number of households based on an estimated 145,090 households in Cumberland County




**Source: ETC Institute (2019)**

# Q6-2. How Well Programs/Activities Meet the Needs of Respondent Households

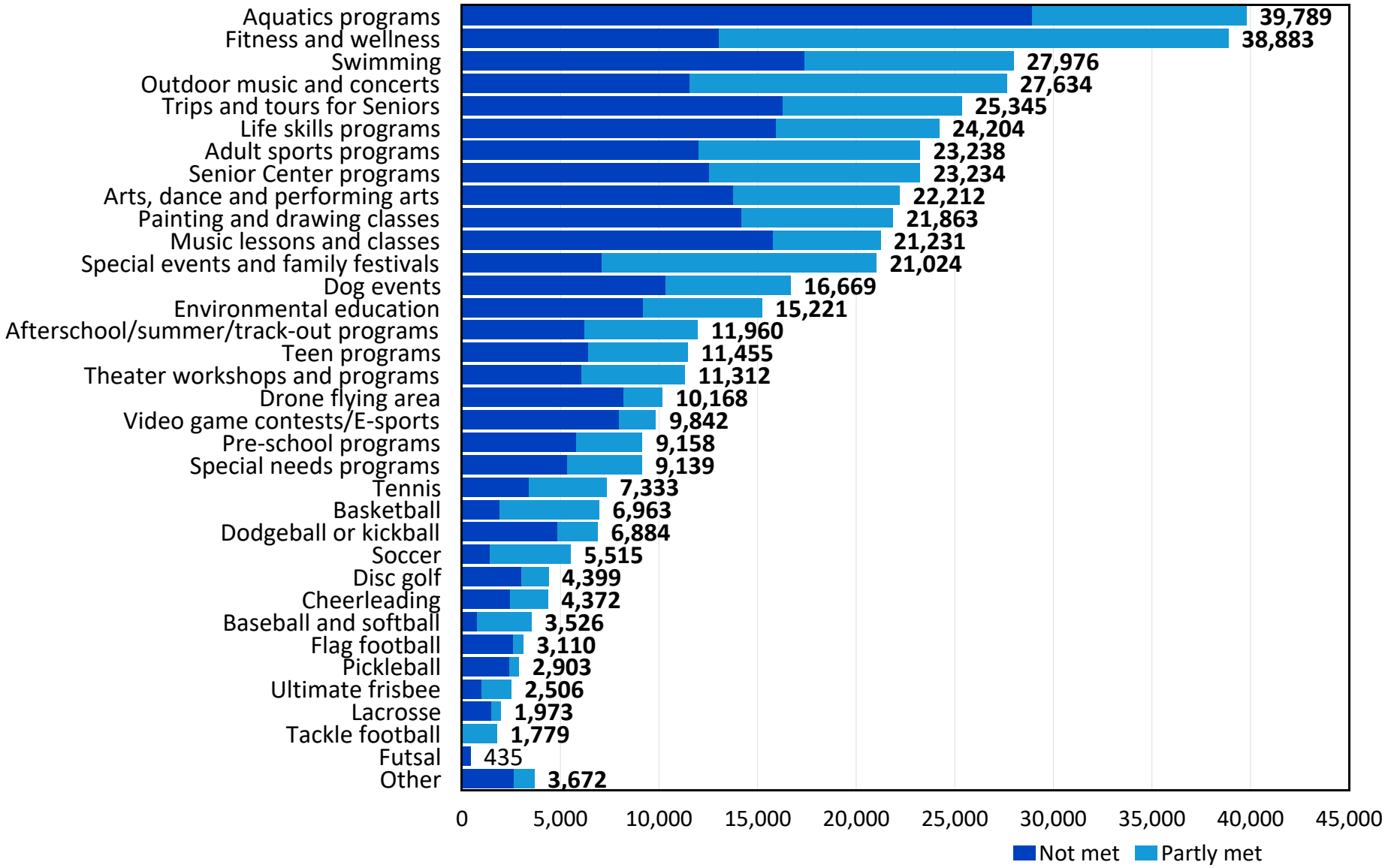
by percentage of respondents with a need for facilities




**Source: ETC Institute (2019)**

# Q6-3. Estimated Number of Households Whose Needs for Programs/Activities Are Being Not Met or Partly Met

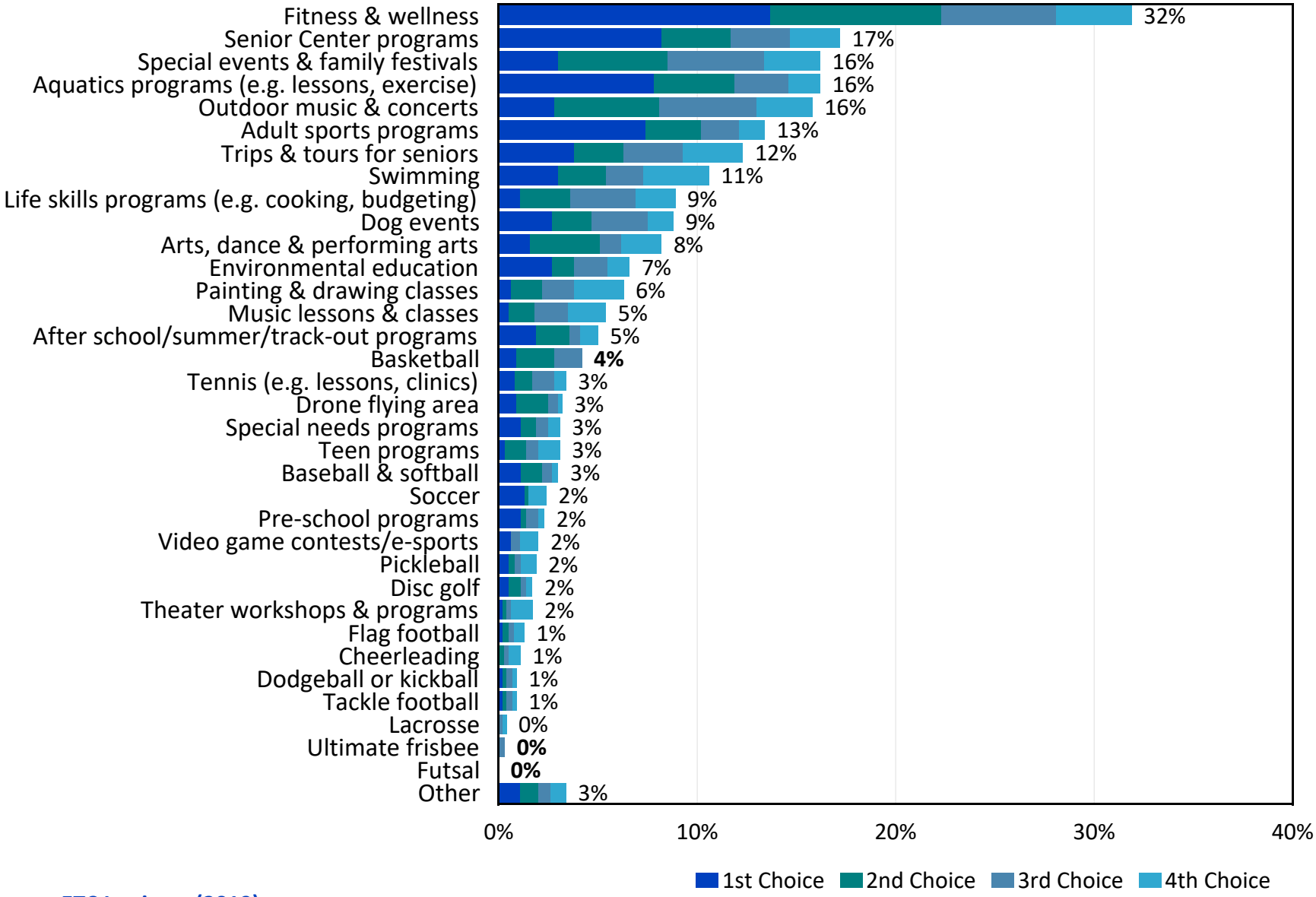
by number of households based on an estimated 145,090 households in Cumberland County




**Source: ETC Institute (2019)**

# Q7. Programs/Activities That Are Most Important to Adults (18+) in Households

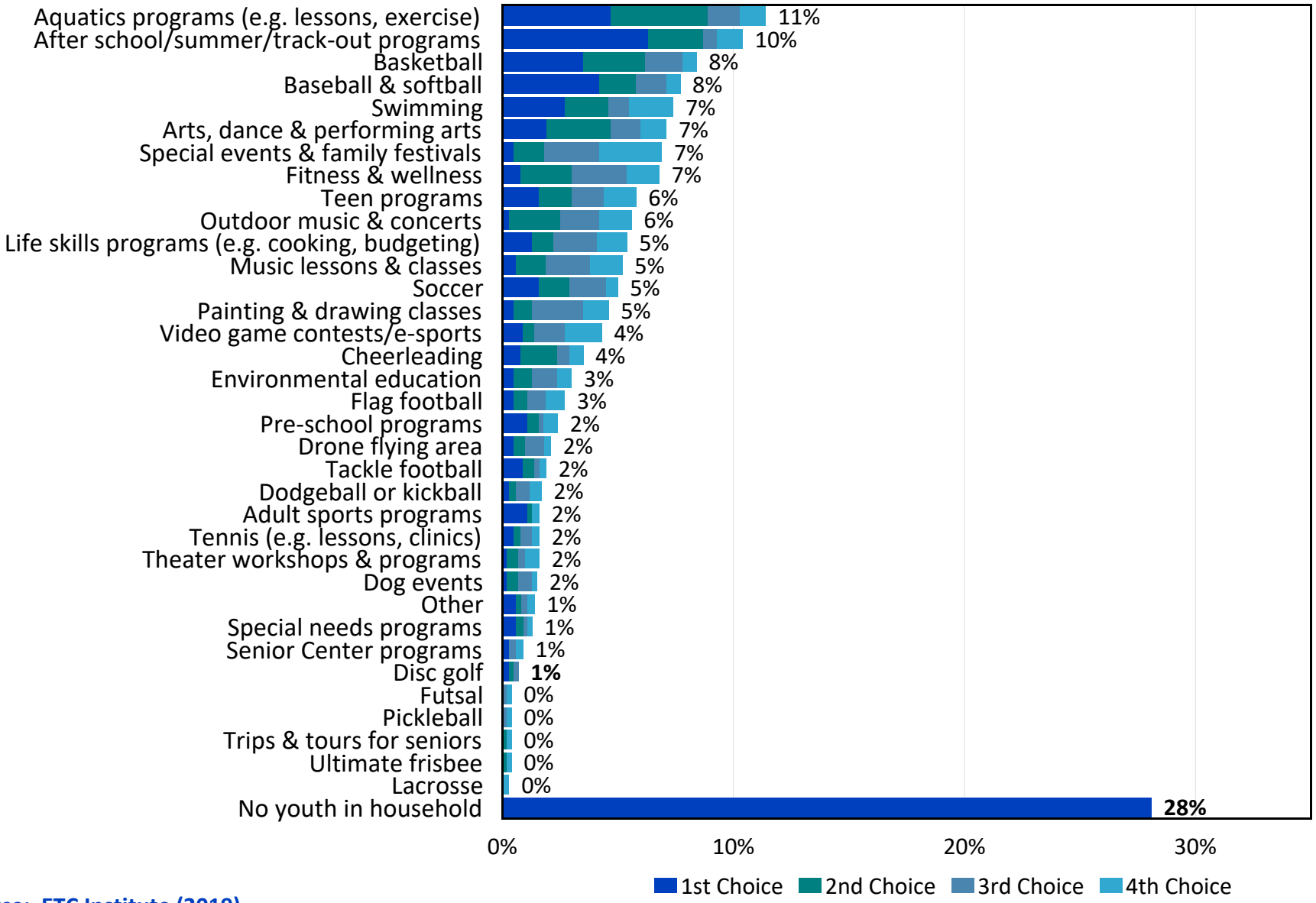
by percentage of respondents who selected the program/activity as one of their top four choices




**Source: ETC Institute (2019)**

# Q8. Programs/Activities That Are Most Important to Youth in Households

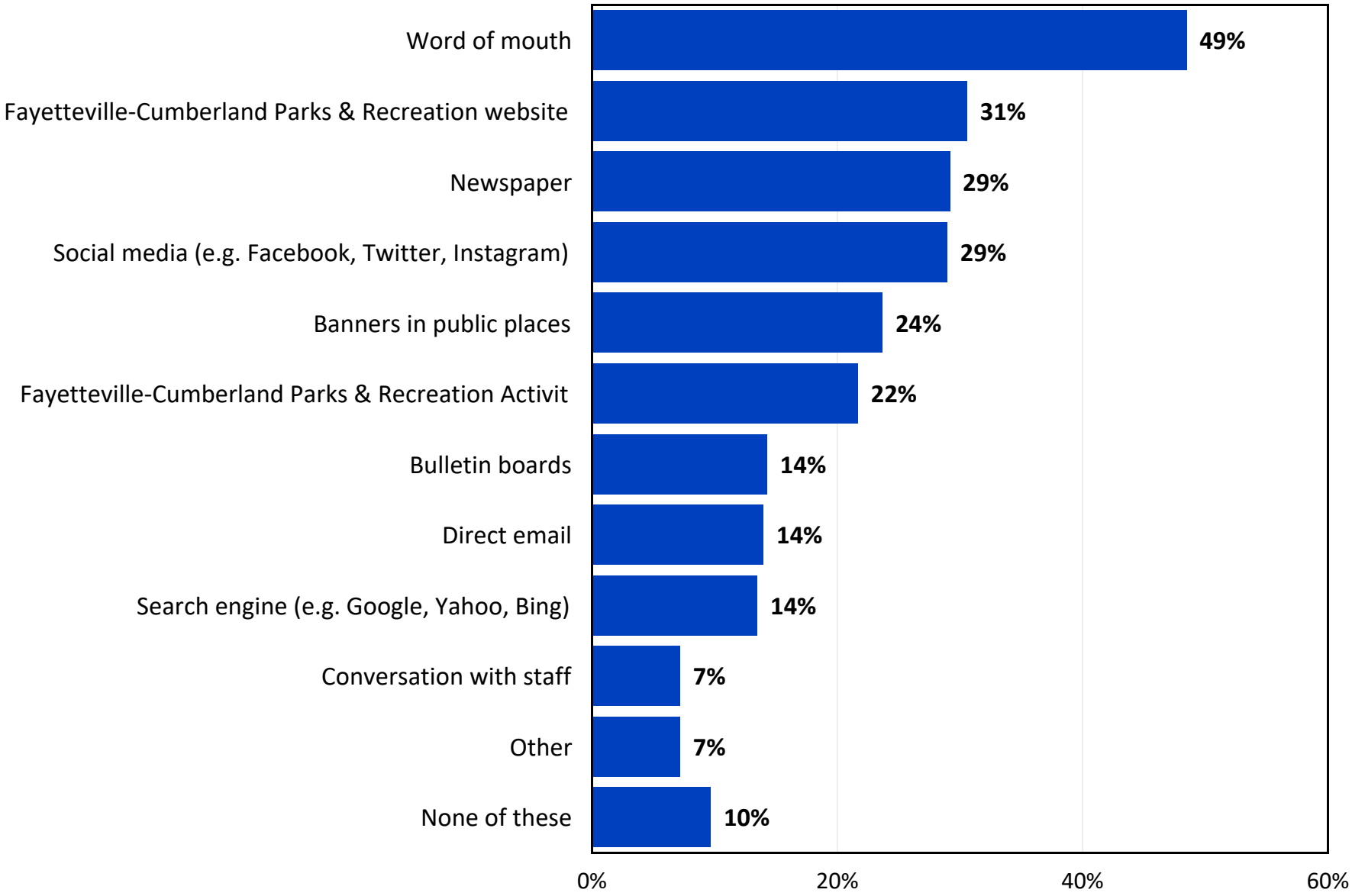
by percentage of respondents who selected the program/activity as one of their top four choices




**Source: ETC Institute (2019)**

# Q9. How do you learn alearn about Fayetteville-Cumberland Parks and Recreation Department programs and activities?

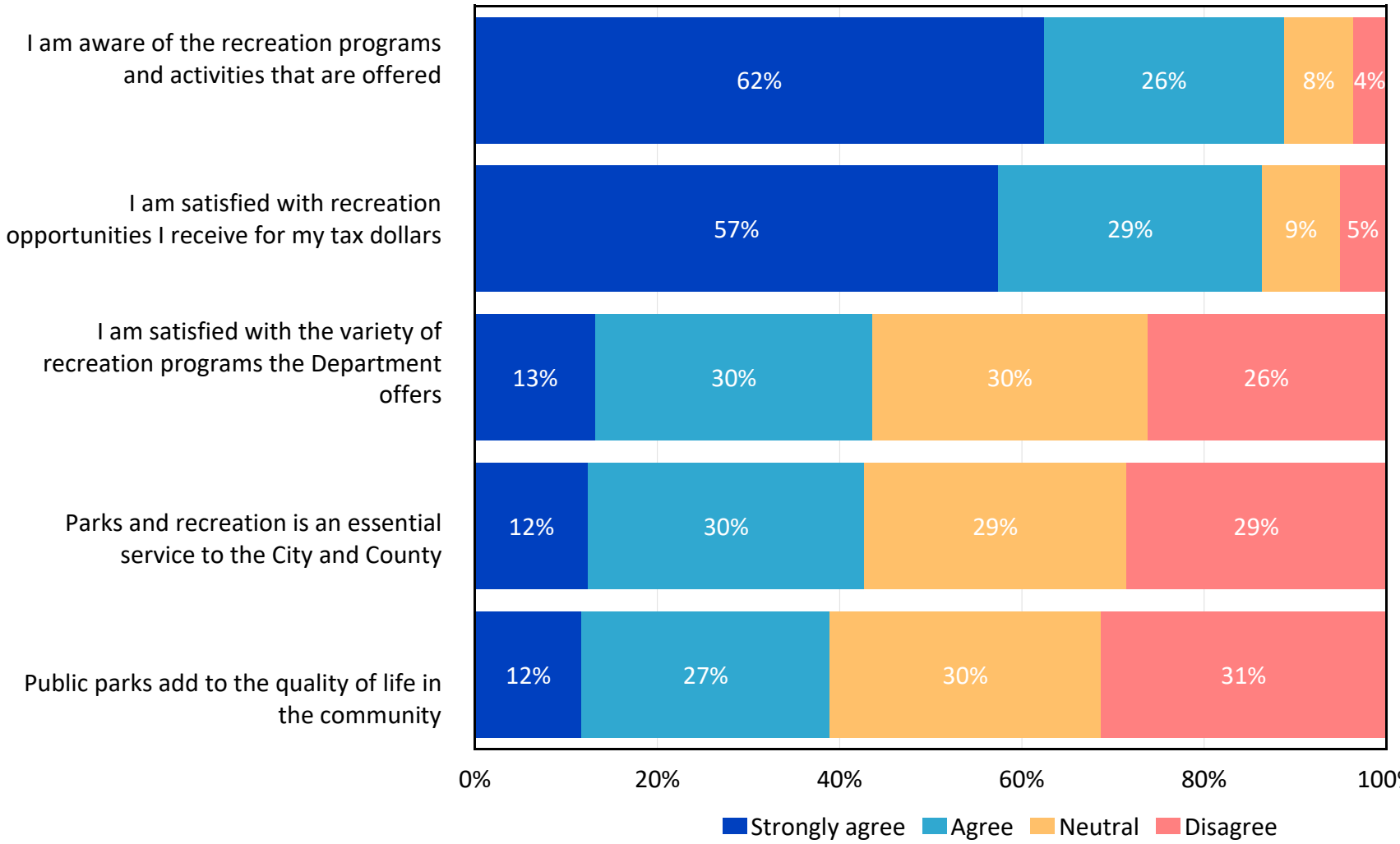
by percentage of respondents (multiple choices could be made)




**Source: ETC Institute (2019)**

# Q10. What is your level of agreement with each statement regarding the Fayetteville-Cumberland Parks and Recreation Department?

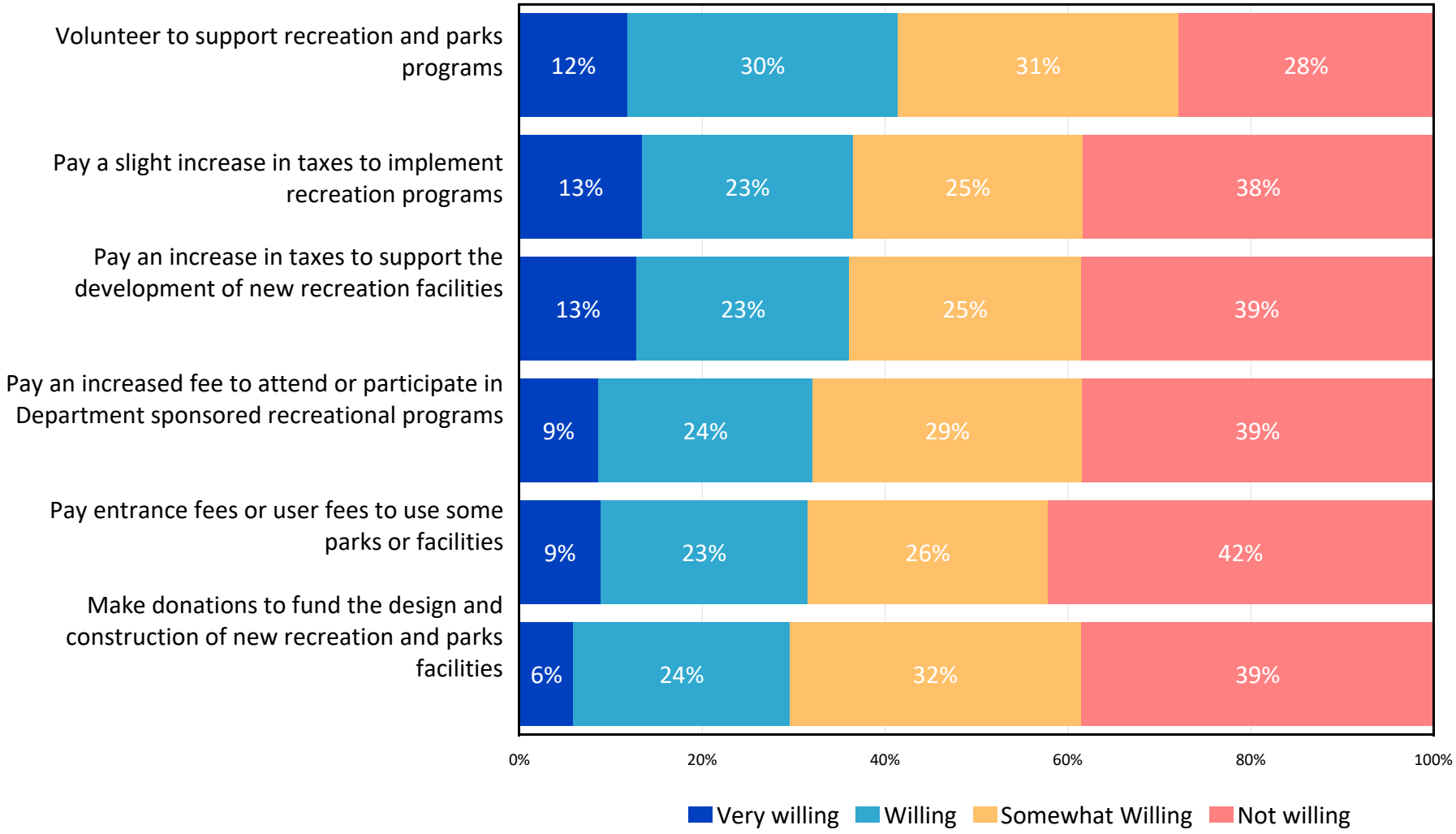
by percentage of respondents




**Source: ETC Institute (2019)**

# Q11. How willing you would be to do the following to support expanding or implementing recreation and parks facilities/programs?

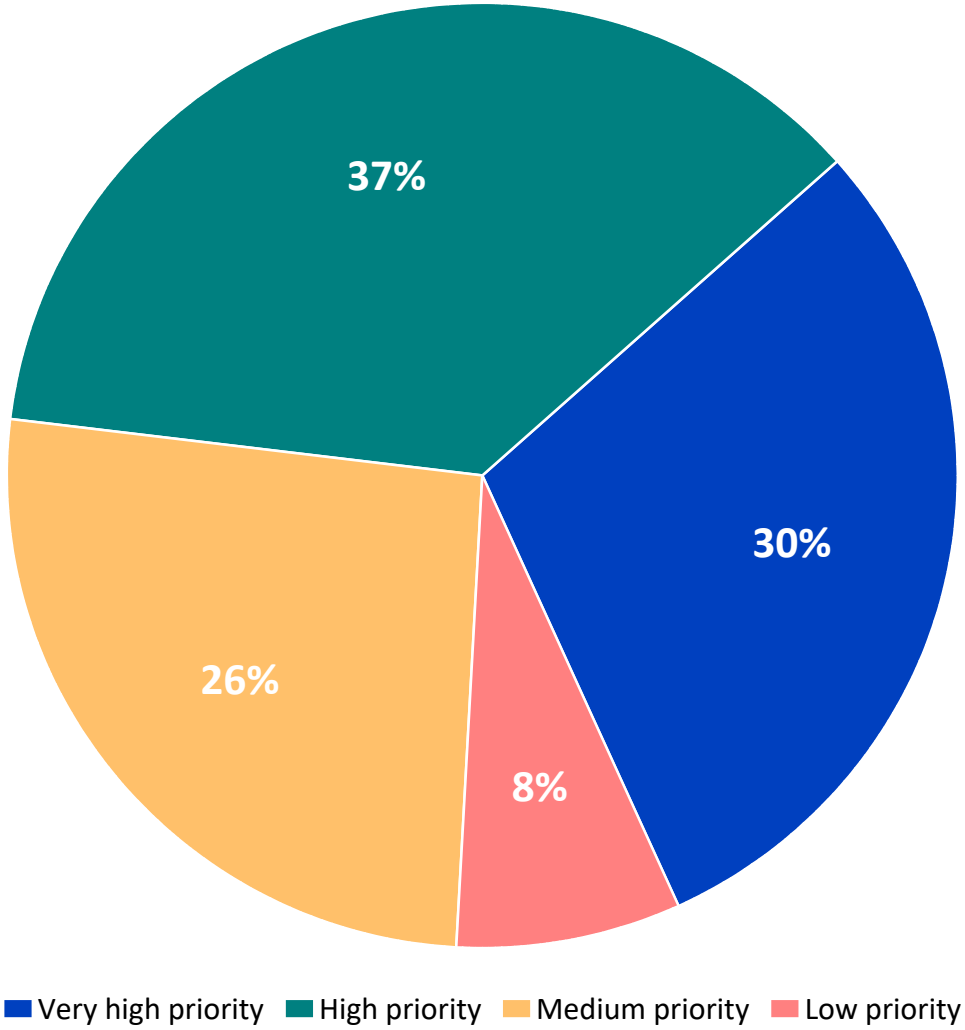
by percentage of respondents




**Source: ETC Institute (2019)**

# Q12. How high of a priority should it be to make improvements to parks, facilities, recreation programs, and special events compared to other priorities for the City?

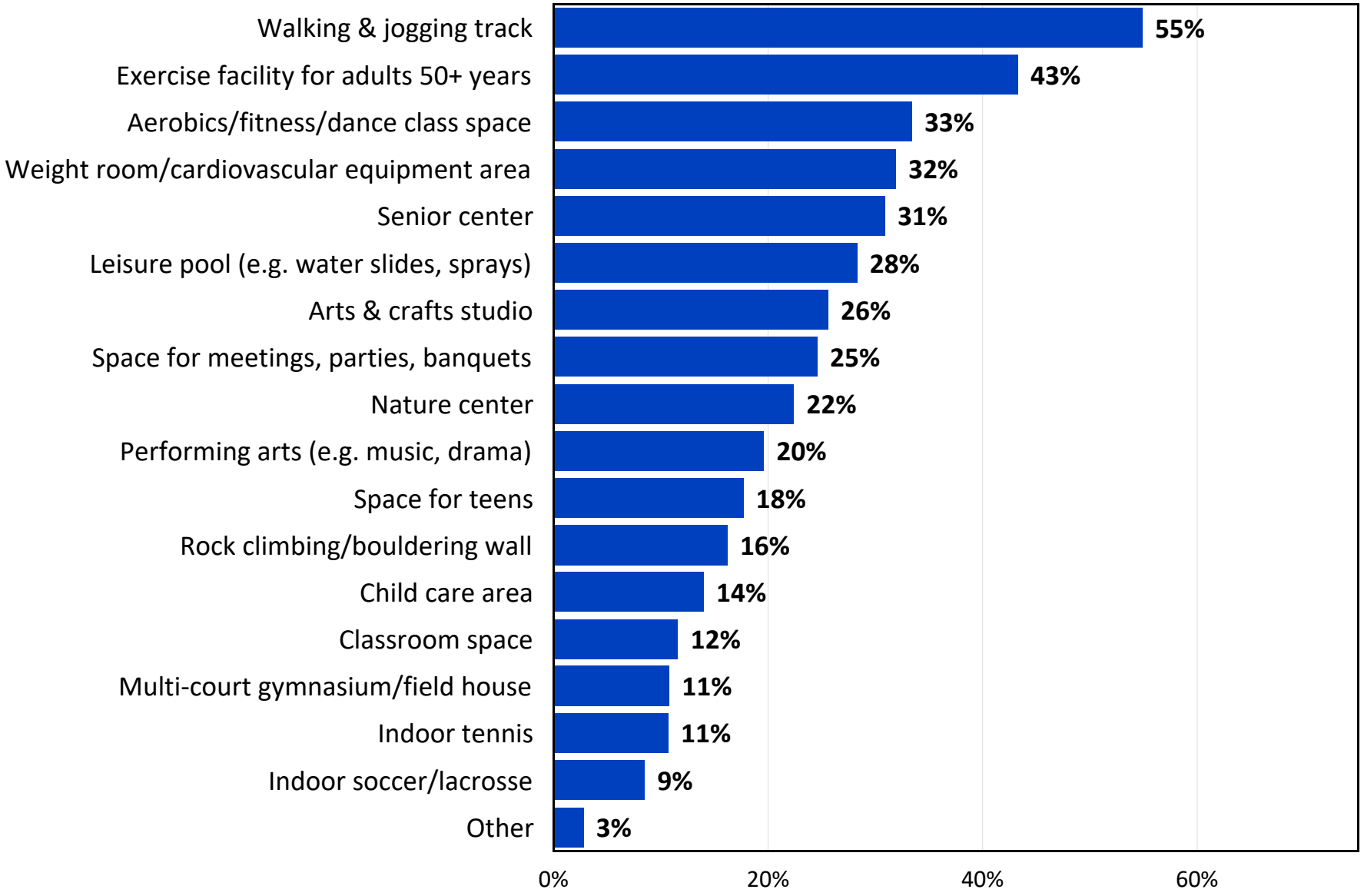
by percentage of respondents




Source: ETC Institute (2019)

# Q13. Which potential indoor programming spaces that could be added or expanded would your household use?

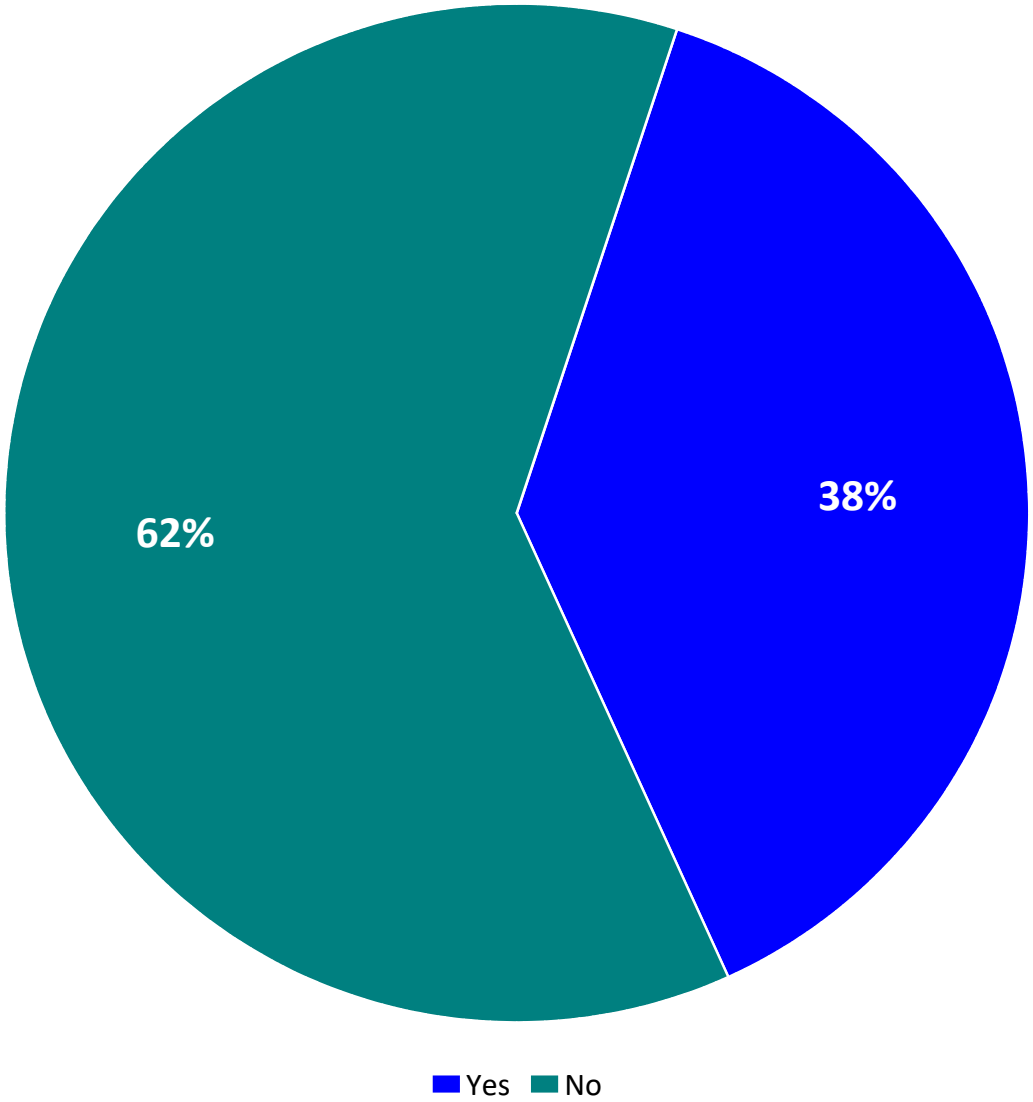
by percentage of respondents (multiple choices could be made)




**Source: ETC Institute (2019)**

# Q14. In the past 12 months, has your household participated in any PROGRAMS offered by the Parks and Recreation Department?

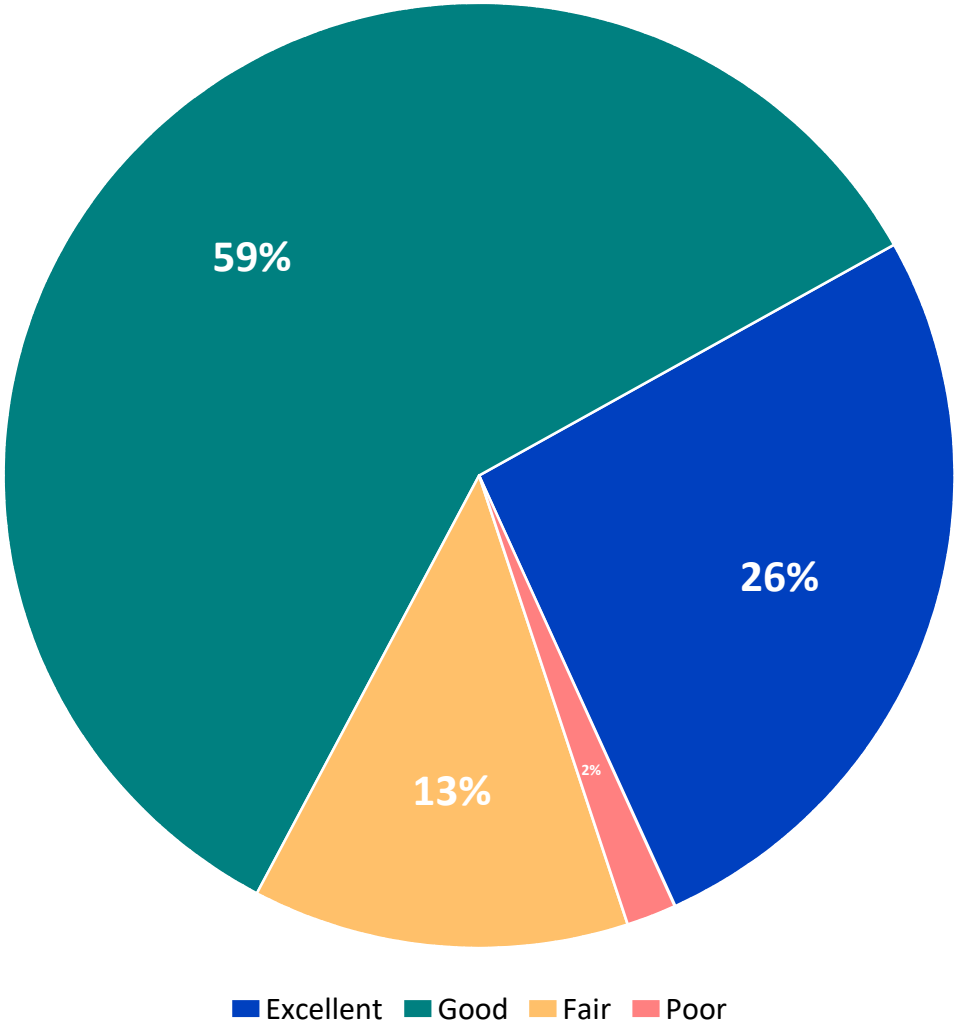
by percentage of respondents




Source: ETC Institute (2019)

# Q14a. How would you rate the overall quality of PROGRAMS that you and members of your household have participated in?

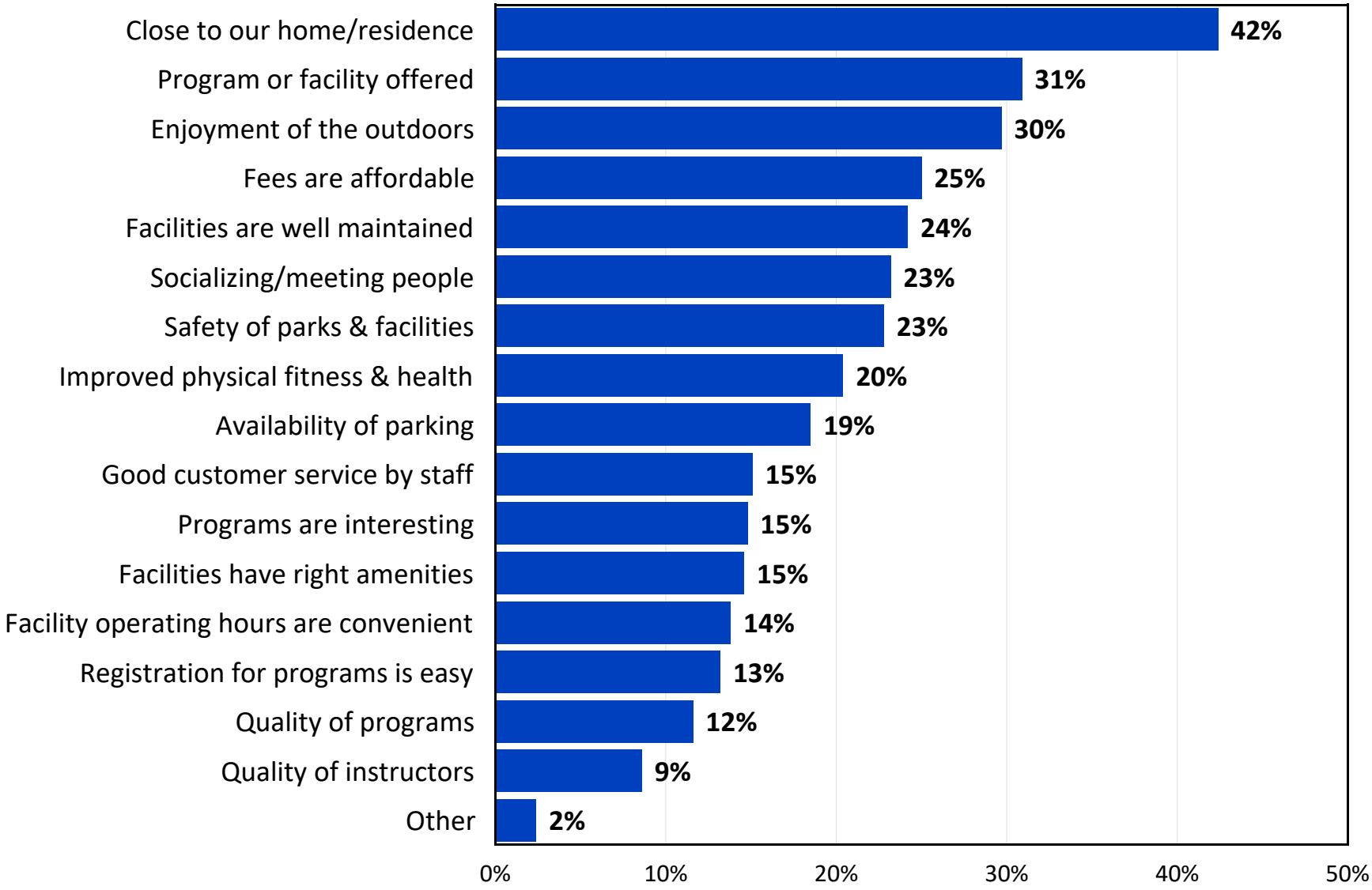
by percentage of respondents who participated in a program




**Source: ETC Institute (2019)**

# Q15. Why did your household use the Parks and Recreation facilities offered by the Parks and Recreation Department?

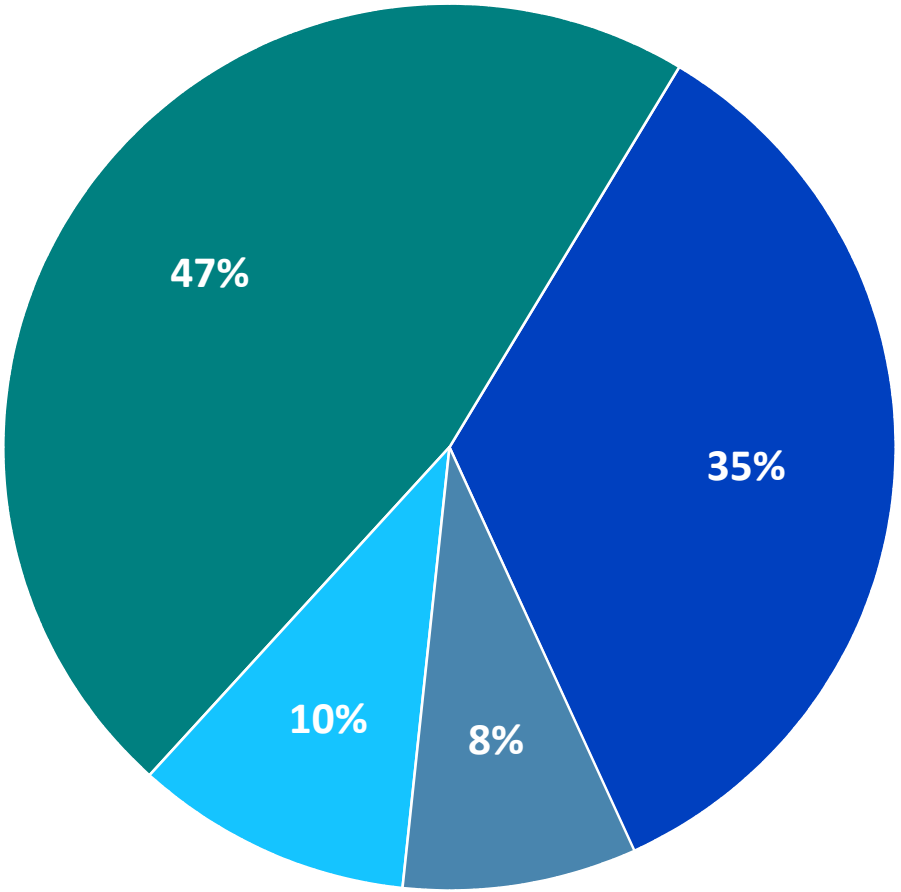
by percentage of respondents (multiple choices could be made)




**Source: ETC Institute (2019)**

# Q16. Based on what you know or have heard, which best describes your opinion on additional public parks and recreation facilities in Fayetteville and Cumberland County?

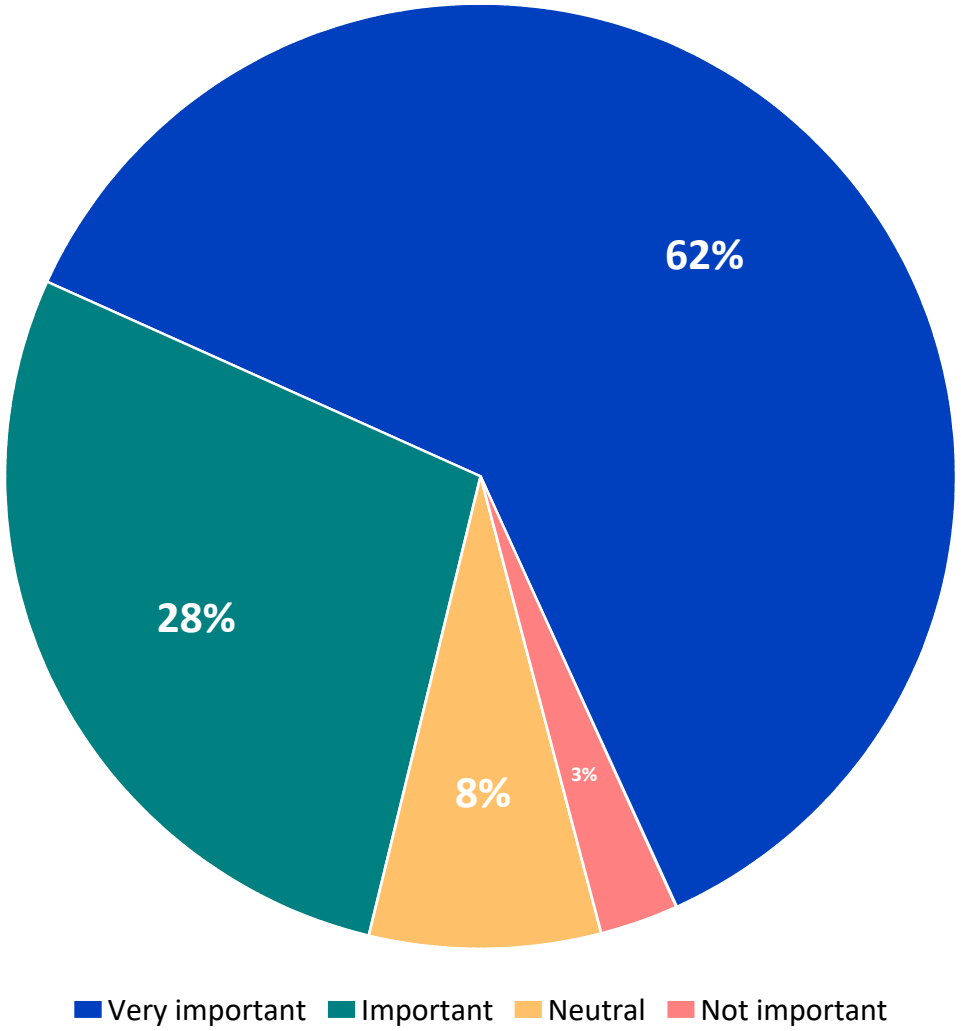
by percentage of respondents




**Source: ETC Institute (2019)**

# Q17. How important is the existence of public parks and recreation areas to the quality of life in Fayetteville and Cumberland County?

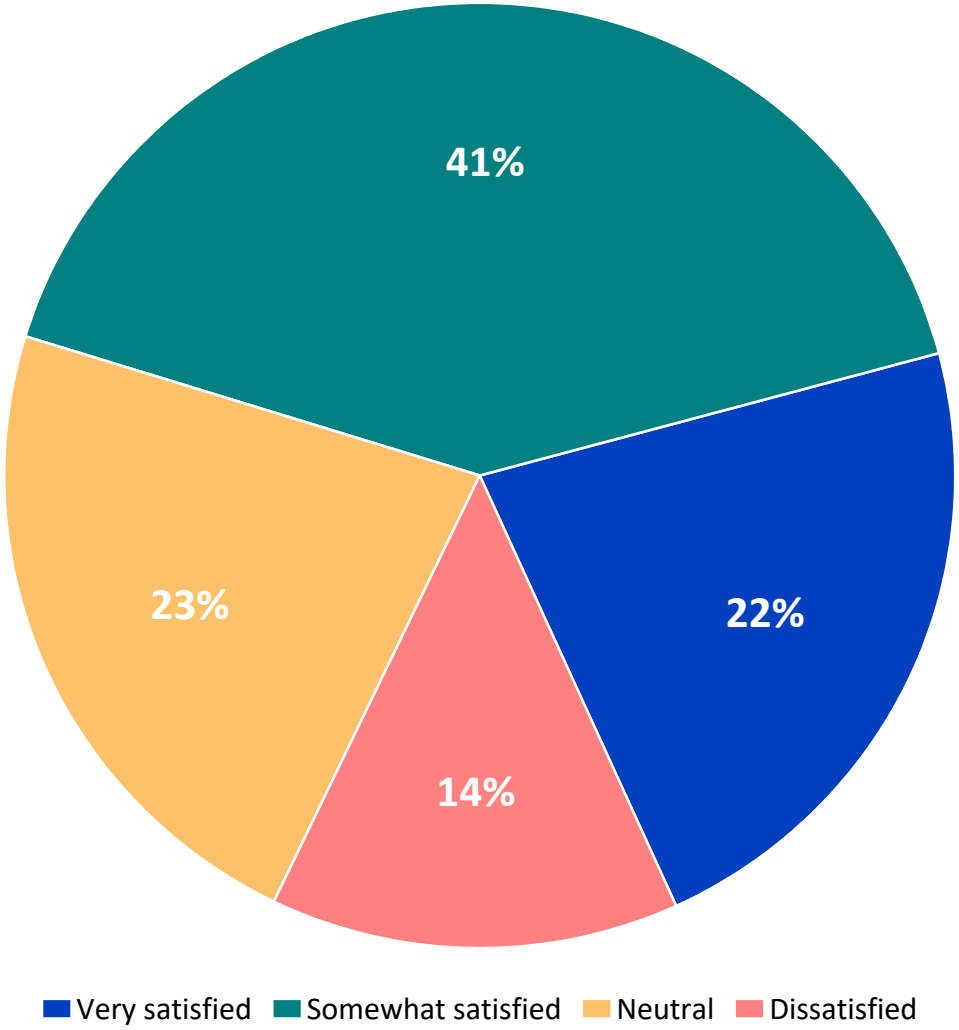
by percentage of respondents




**Source: ETC Institute (2019)**

# Q18. How satisfied are you with the overall value your household receives from the Parks and Recreation Department?

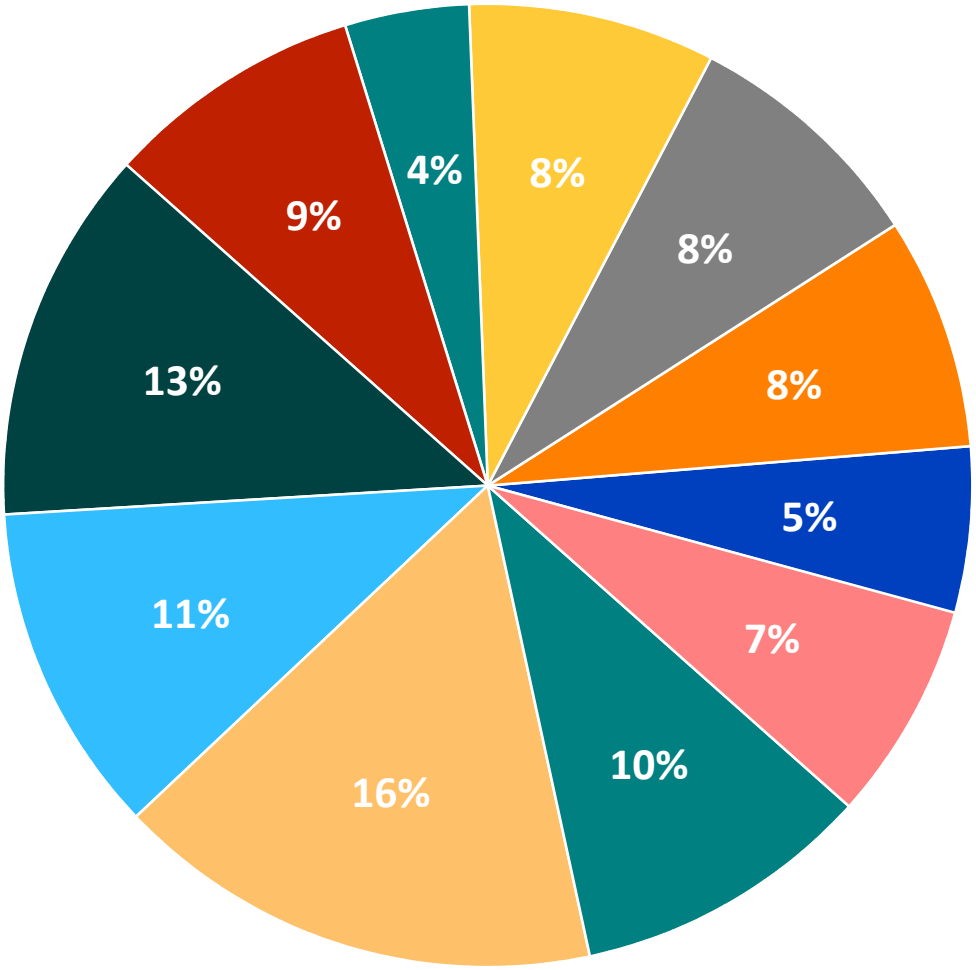
by percentage of respondents




**Source: ETC Institute (2019)**

# Q19. Demographics: Ages of People in Household

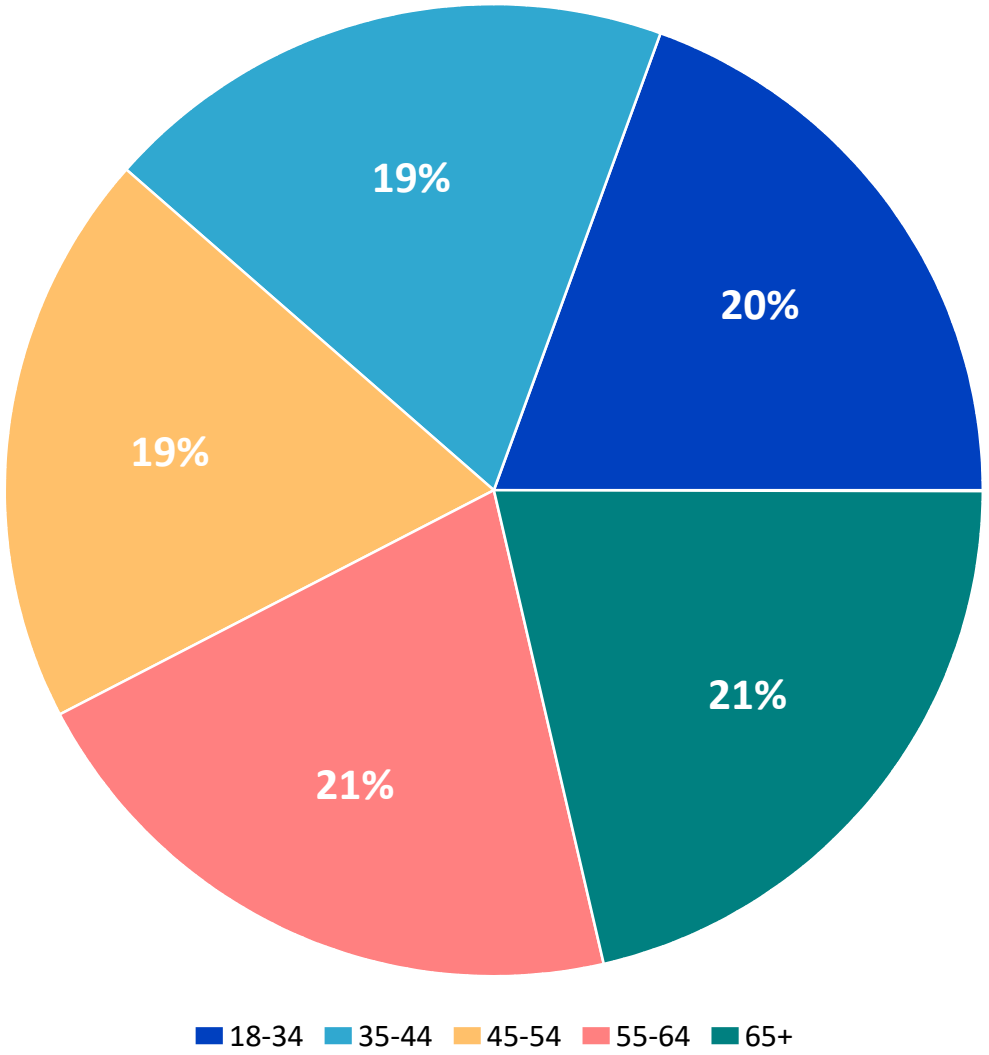
by percentage of household occupants




**Source: ETC Institute (2019)**

# Q20. Demographics: What is your age

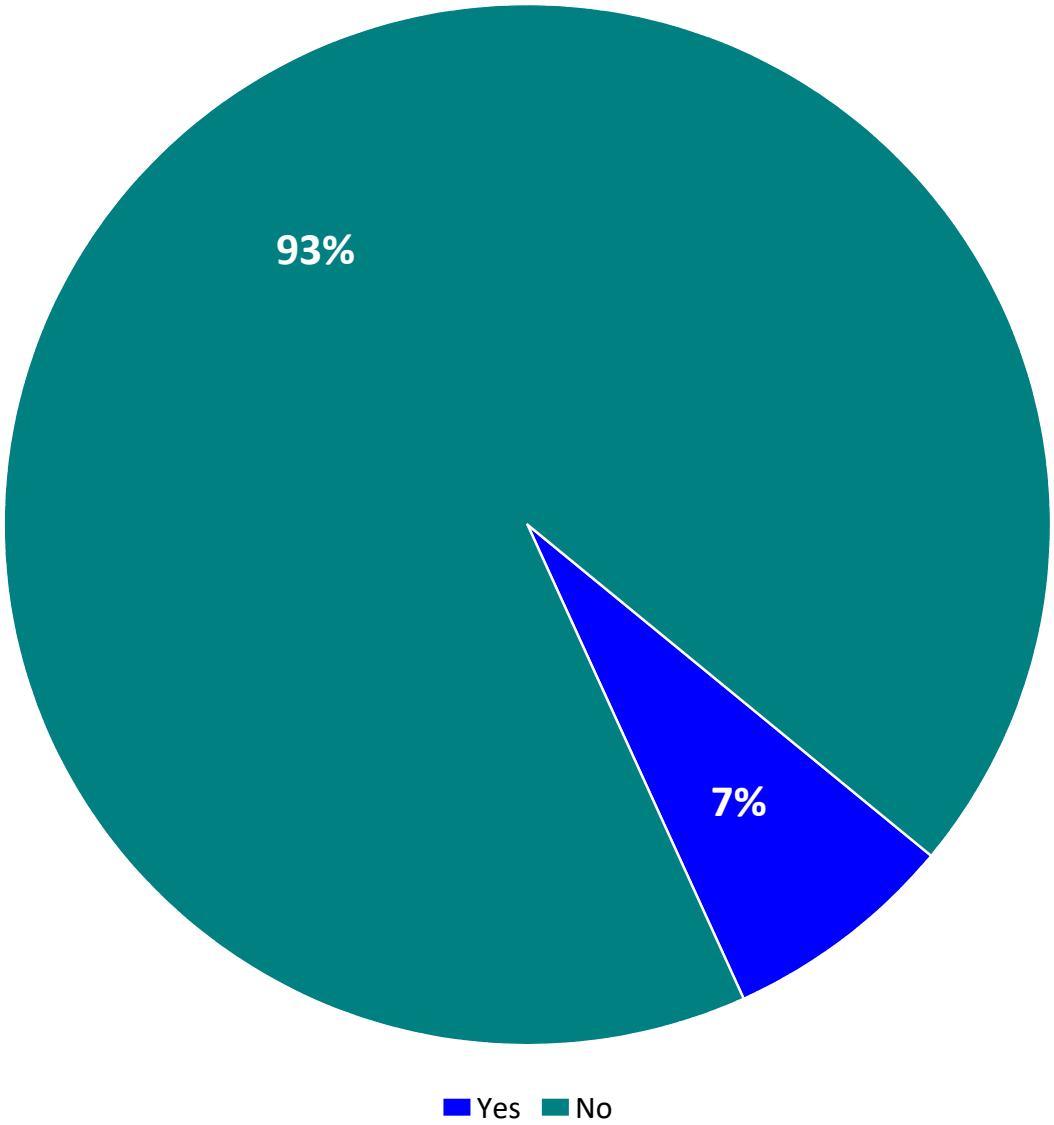
by percentage of respondents




Source: ETC Institute (2019)

# Q21. Demographics: Are you currently enrolled as a college student?

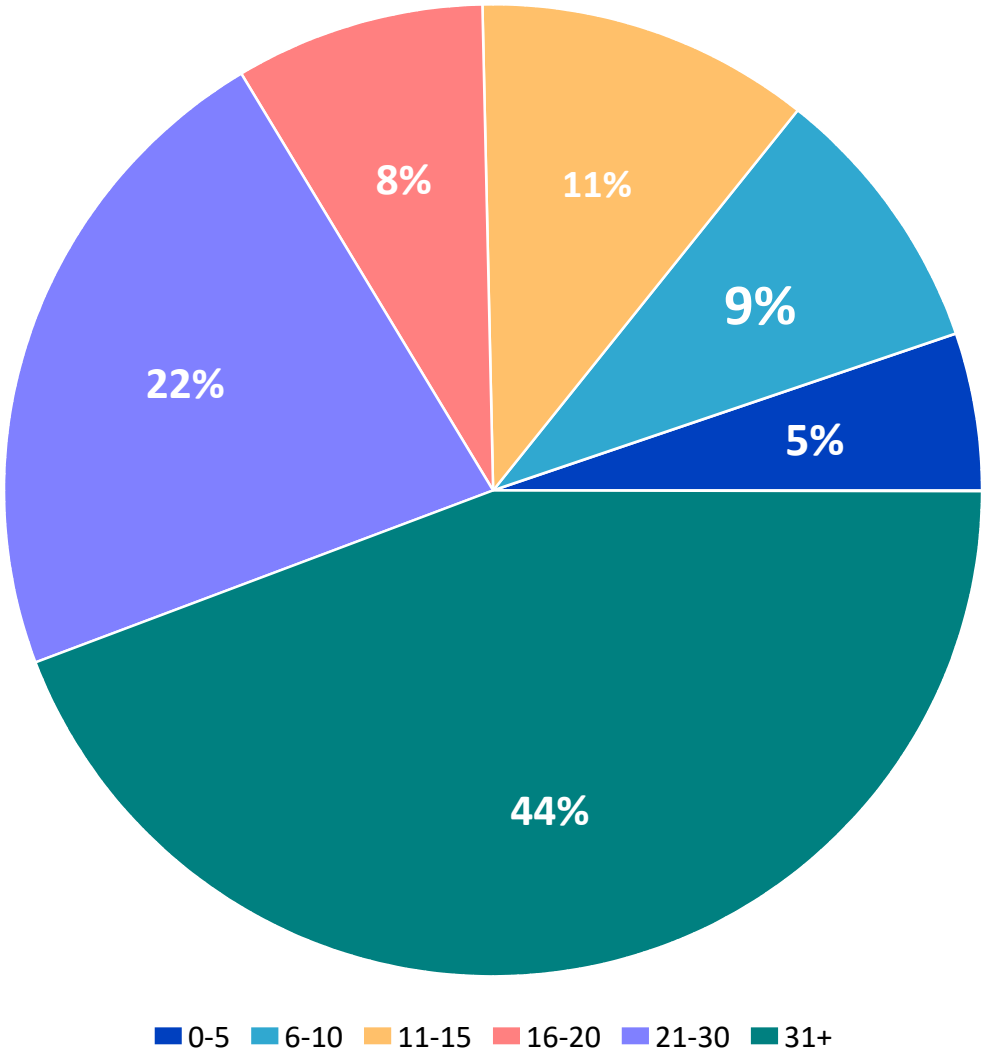
by percentage of respondents




**Source: ETC Institute (2019)**

# Q23. Demographics: Approximately how many years have you lived in Cumberland County?

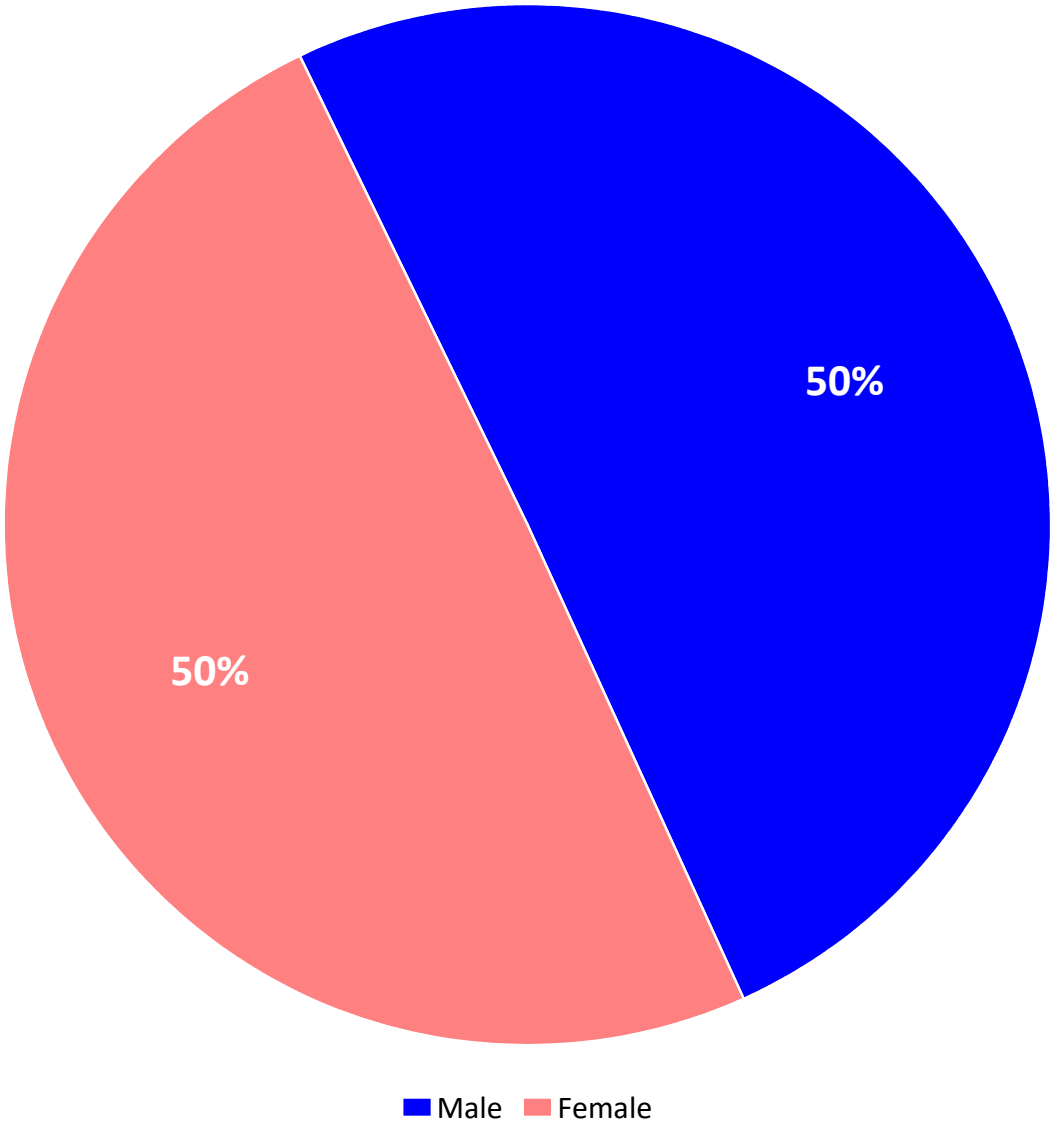
by percentage of respondents




Source: ETC Institute (2019)

# Q24. Demographics: What is your gender?

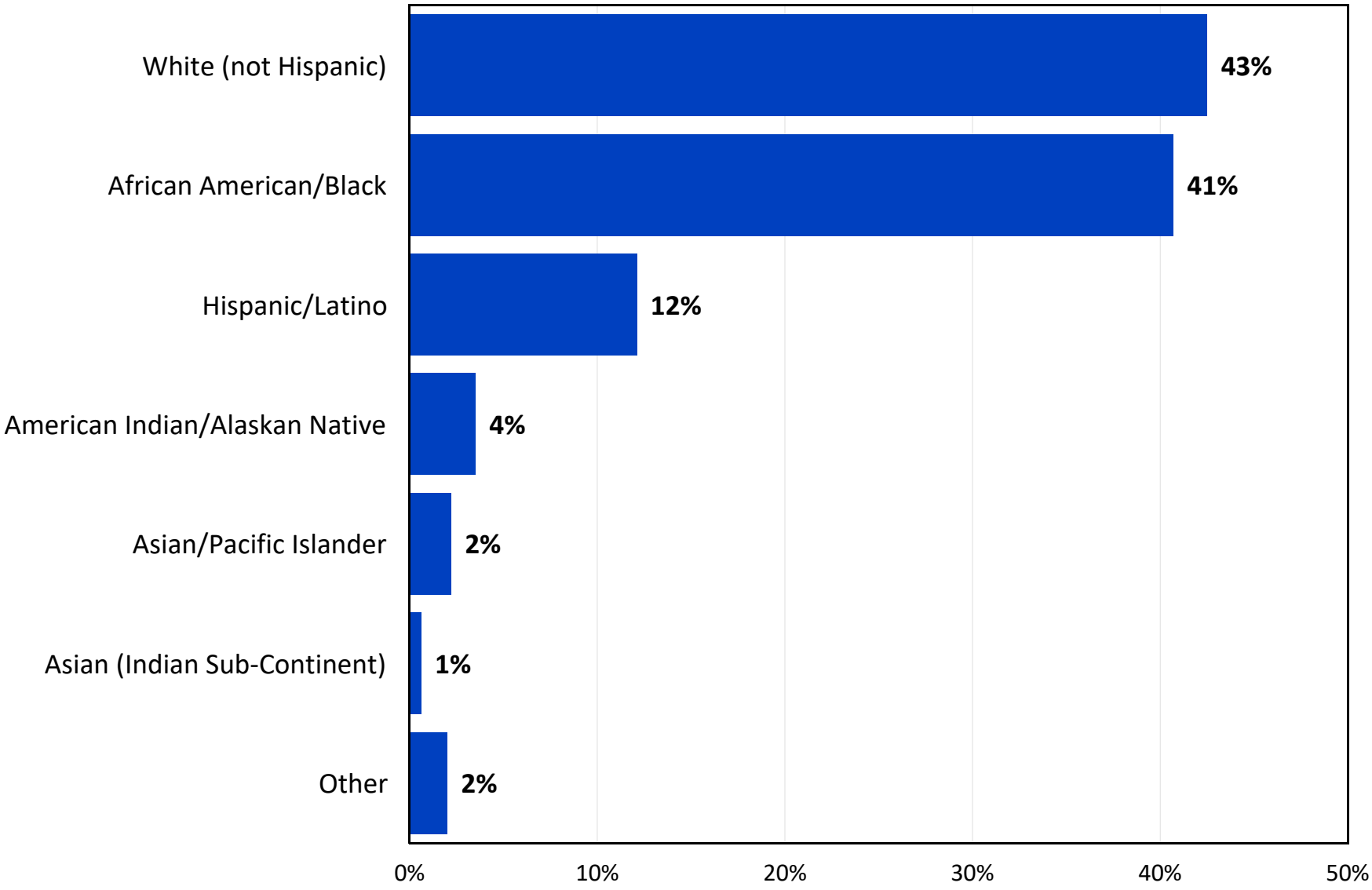
by percentage of respondents




Source: ETC Institute (2019)

# Q25. Demographics: Which best describes your race/ethnicity?

by percentage of respondents (multiple choices could be made)




**Source: ETC Institute (2019)**

# Section 2
# *Priority Investment Rating*

# Priority Investment Rating
# Fayetteville-Cumberland
# Parks and Recreation Department

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:

PIR = UNR + IR

For example, suppose the Unmet Needs Rating for picnic shelters is 52 (out of 100) and the Importance Rating for picnic shelters is 42 (out of 100), the Priority Investment Rating for picnic shelters would be 94 (out of 200).

**How to Analyze the Charts:**

- **High Priority Areas** are those with a PIR of at least 100. A rating of 100 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.

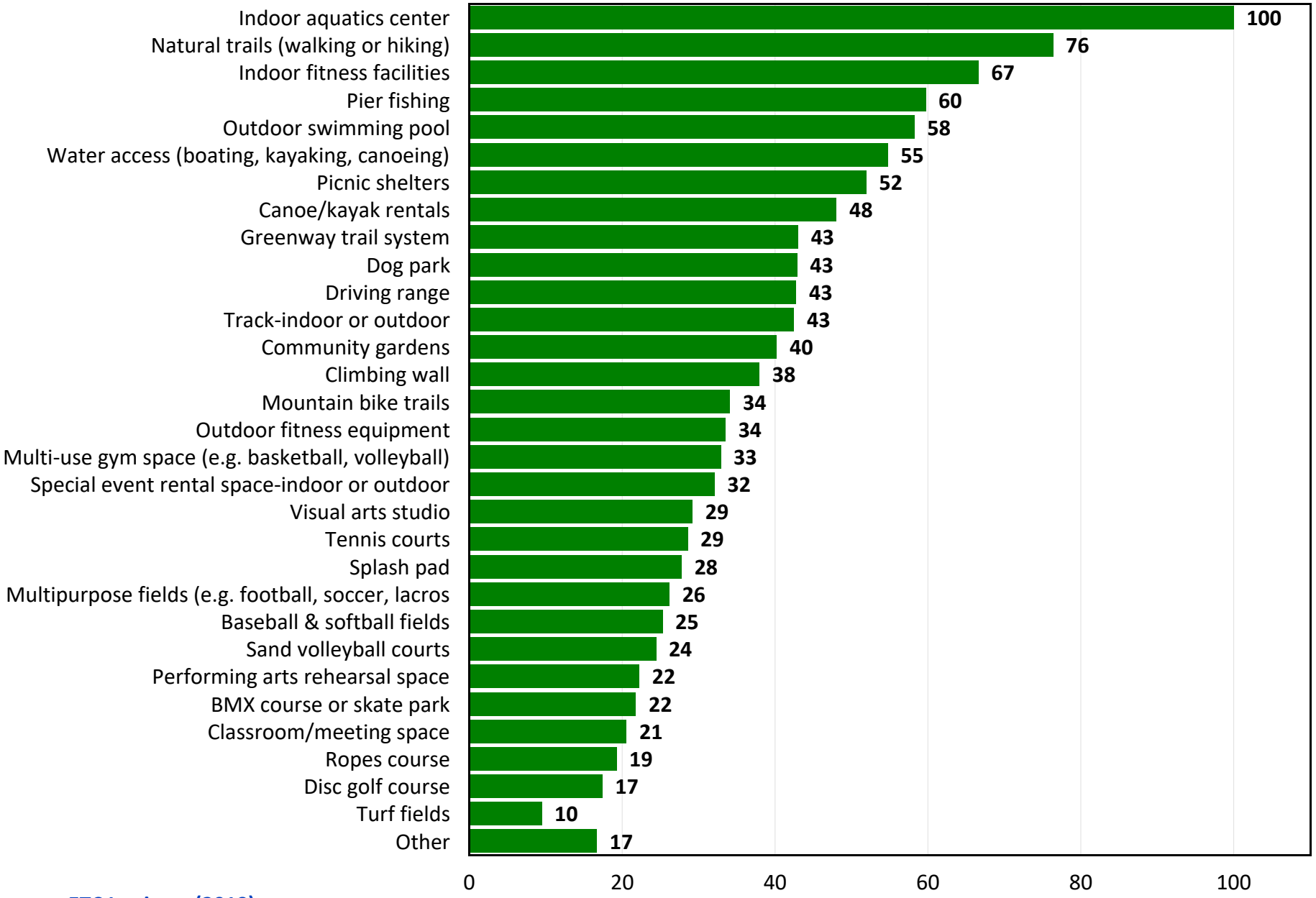
- **Medium Priority Areas** are those with a PIR of 50-99. A rating in this range generally indicates there is a medium to high level of unmet need or a significant percentage of residents generally think it is important to fund improvements in these areas.

- **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

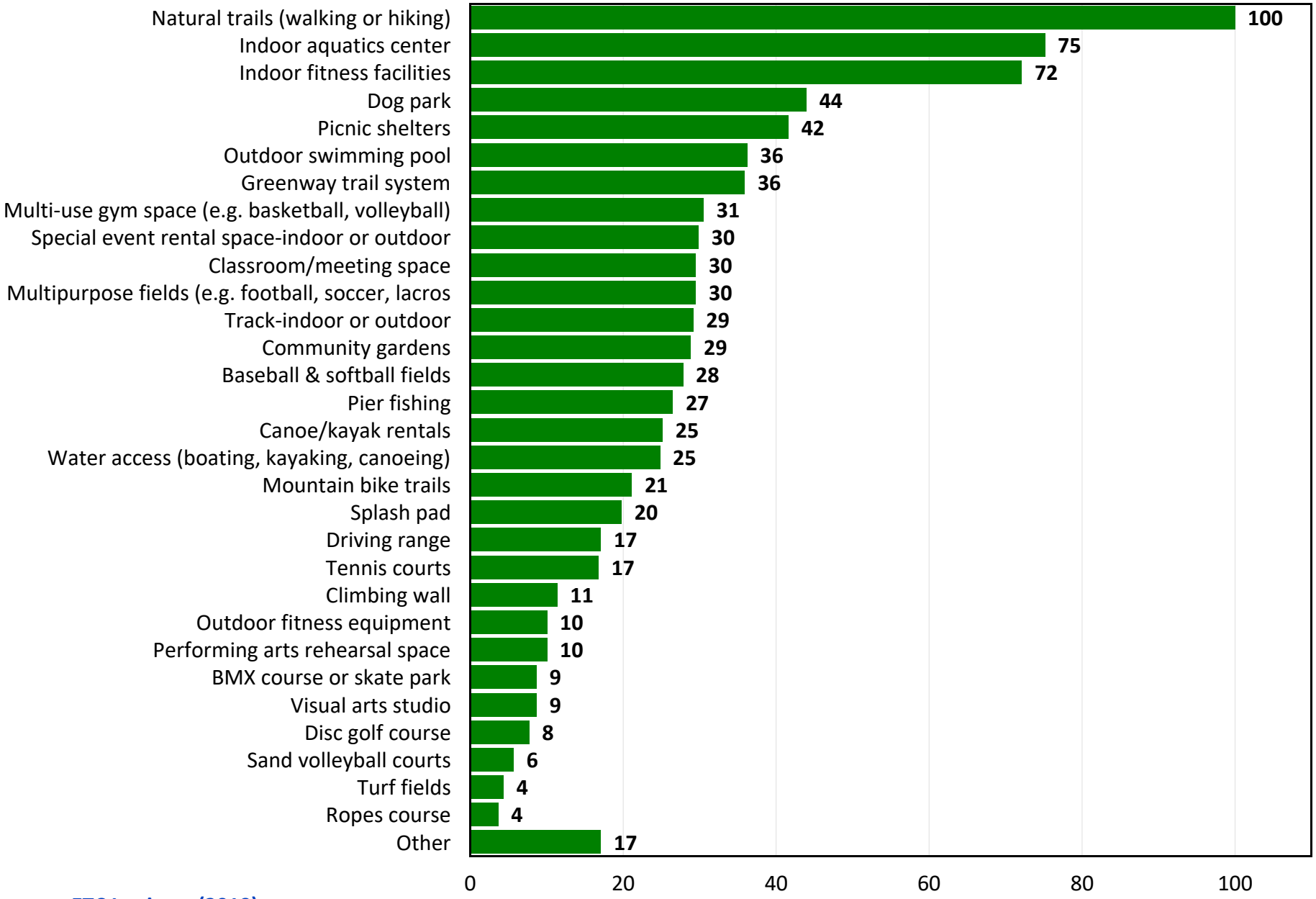
the rating for the item with the most unmet need=100
the rating of all other items reflects the relative amount of unmet need for each item compared to the item with the most unmet need




**Source: ETC Institute (2019)**

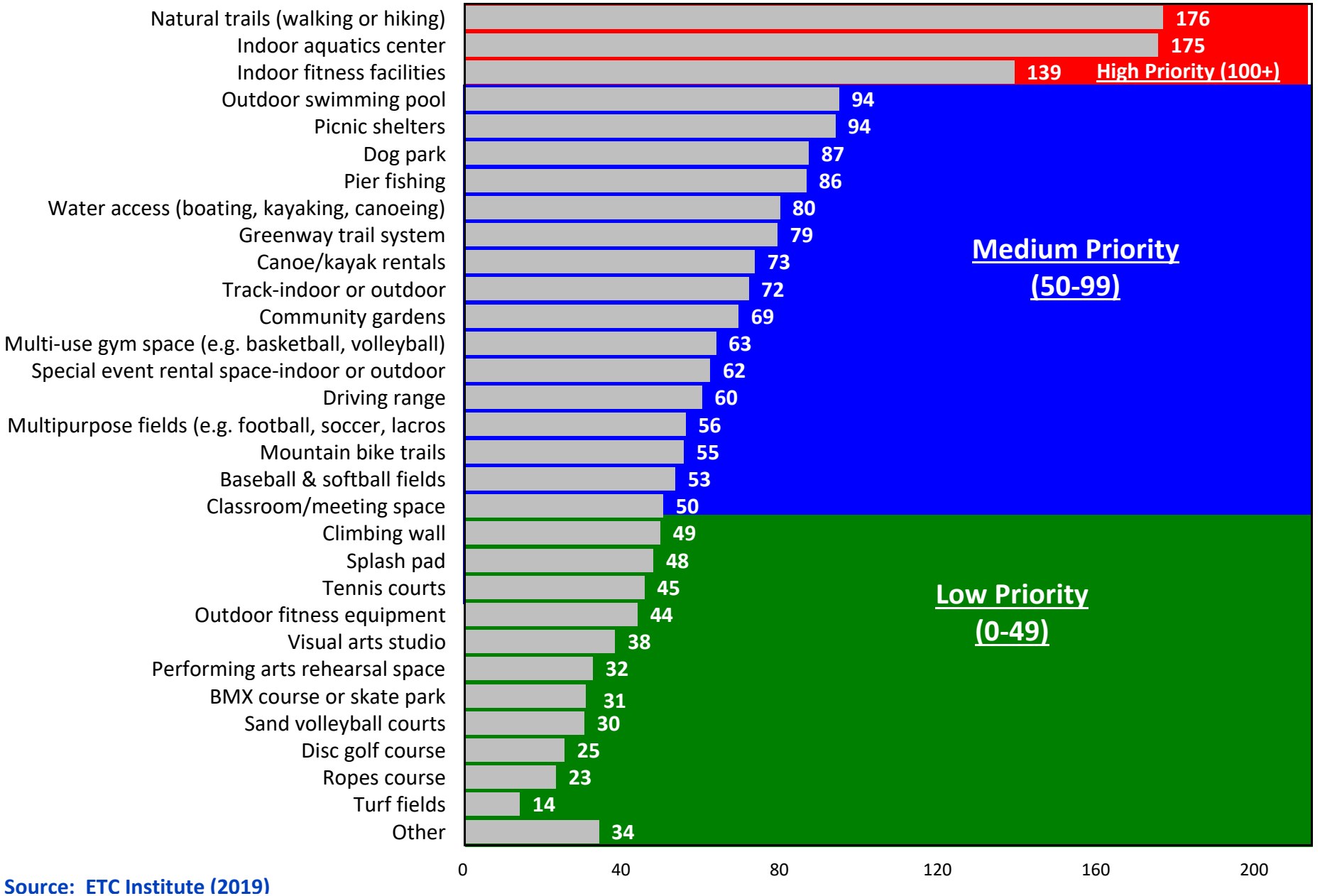
# Importance Rating for Recreation Facilities

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 (2019)**

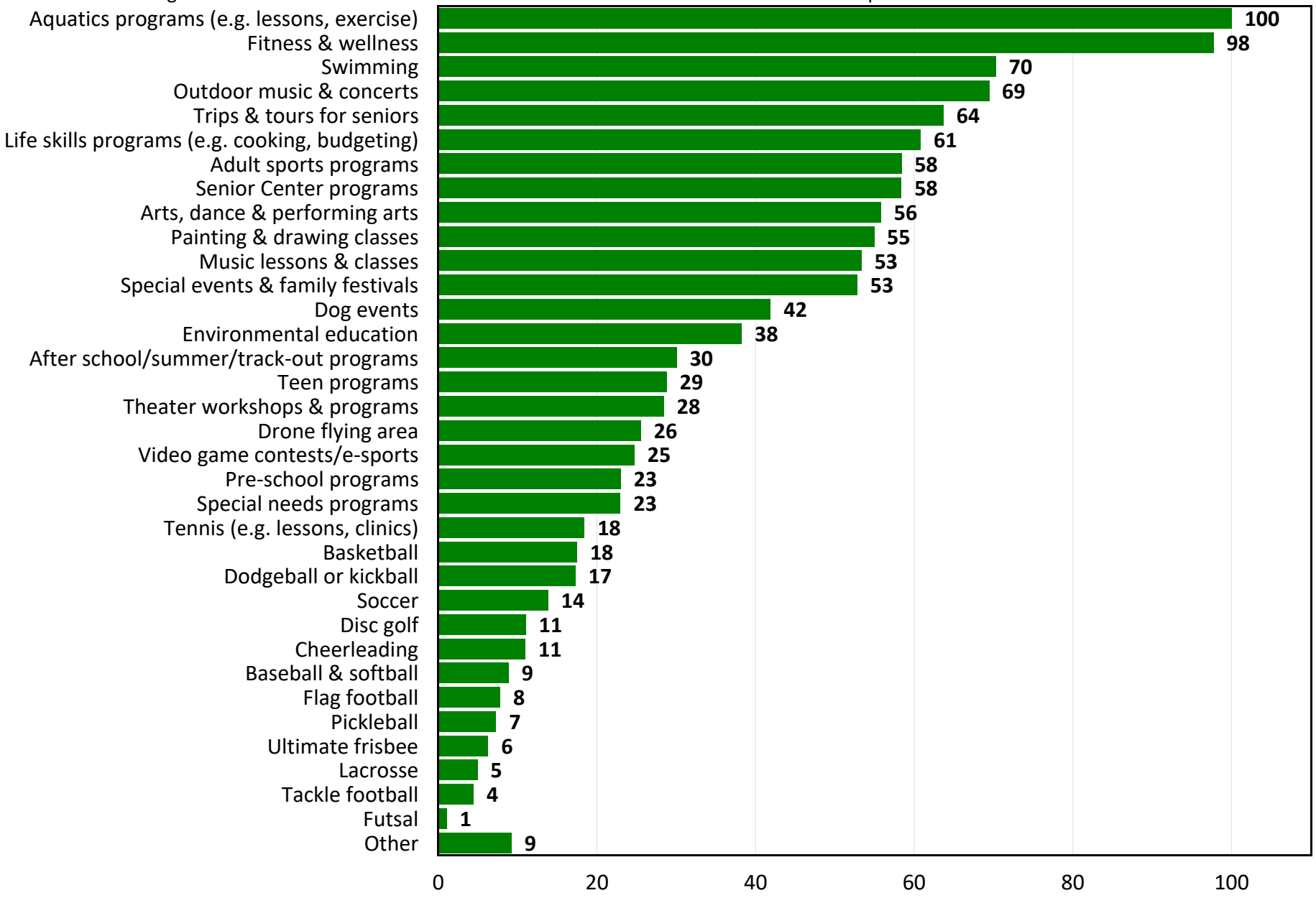
# Top Priorities for Investment for Facilities Based on the Priority Investment Rating




Source: ETC Institute (2019)

# Unmet Needs Rating for Activities

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

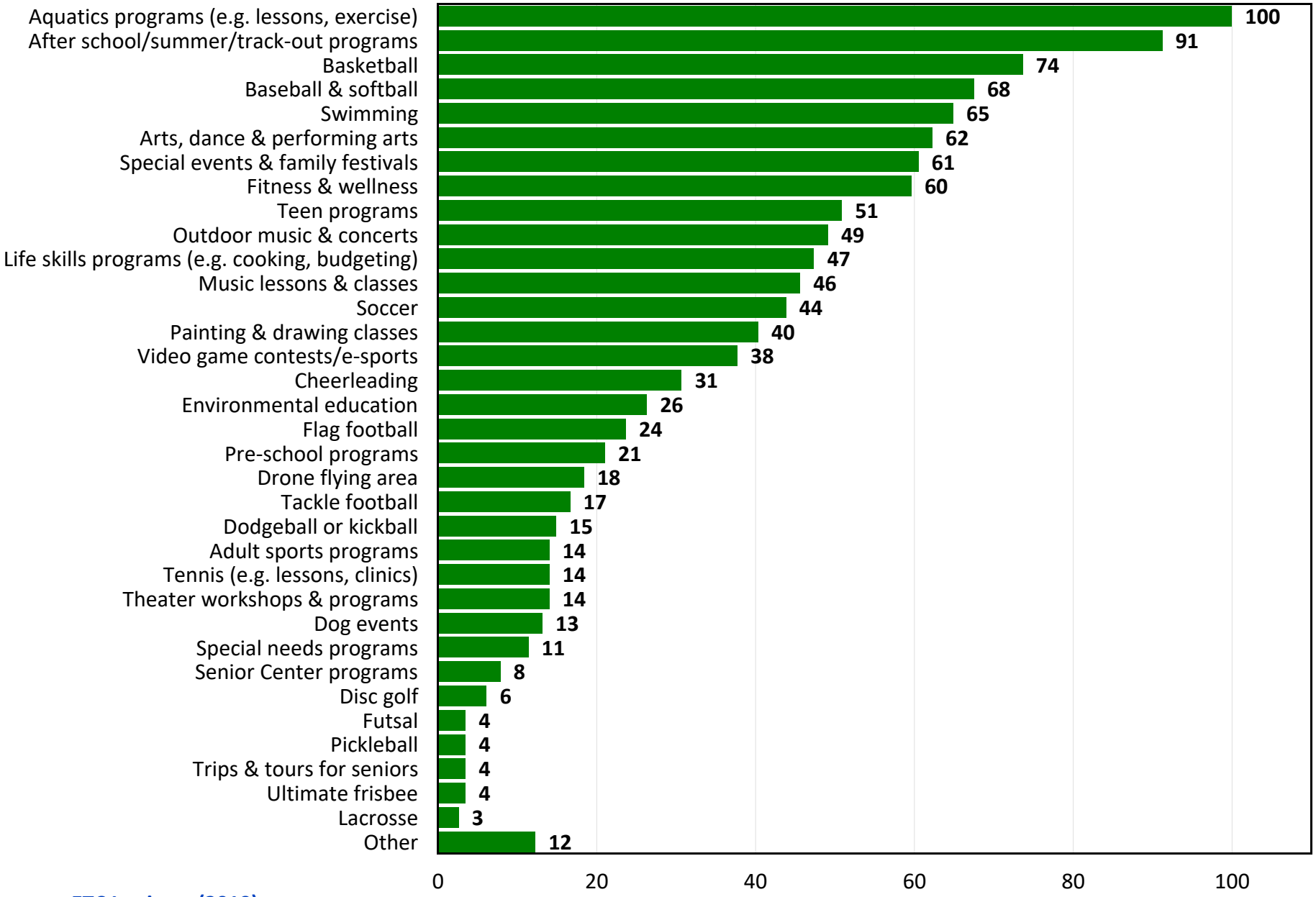



**Source: ETC Institute (2019)**

# Importance Rating for Activities (YOUTH)

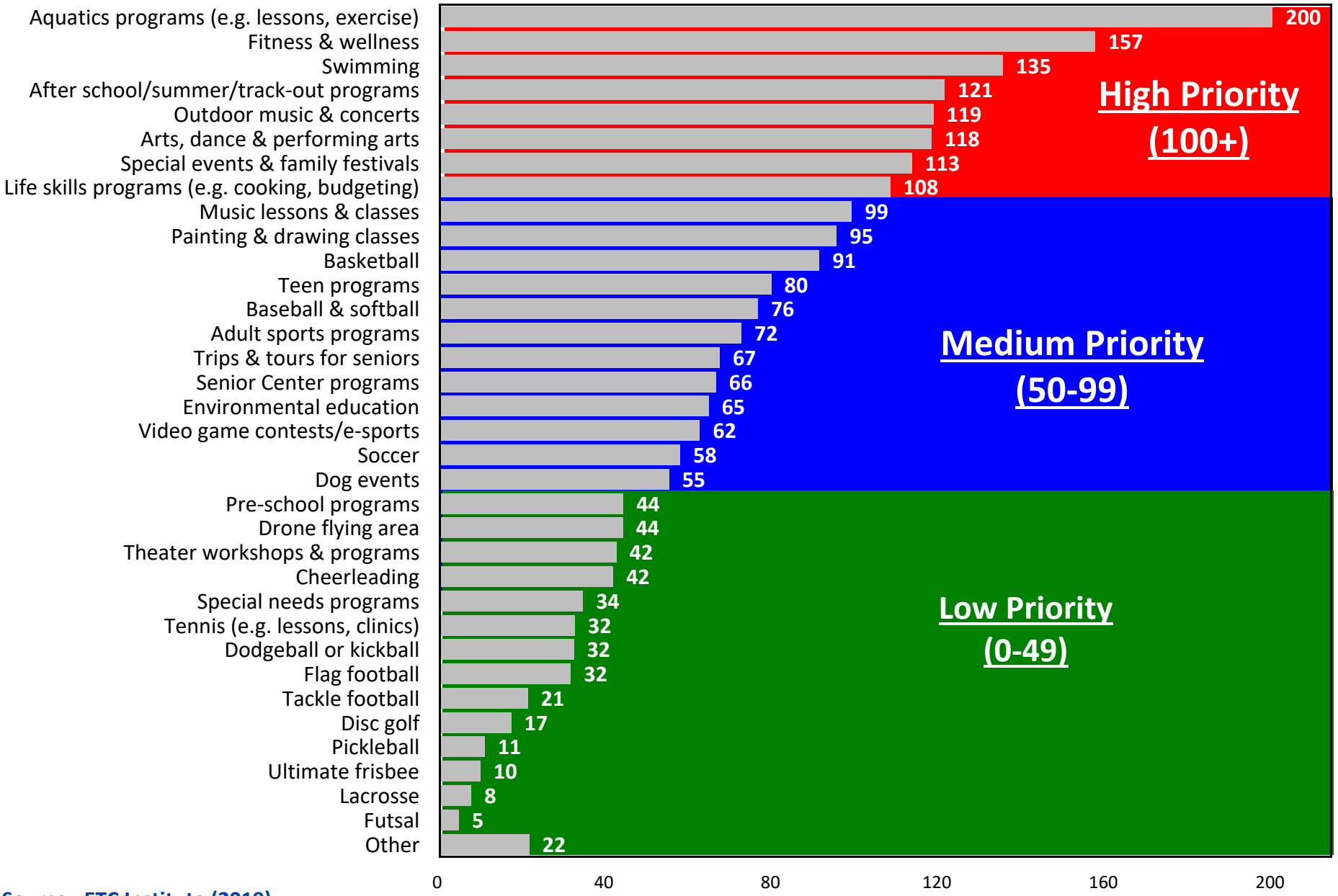
the rating for the item rated as the most important=100

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 (2019)**

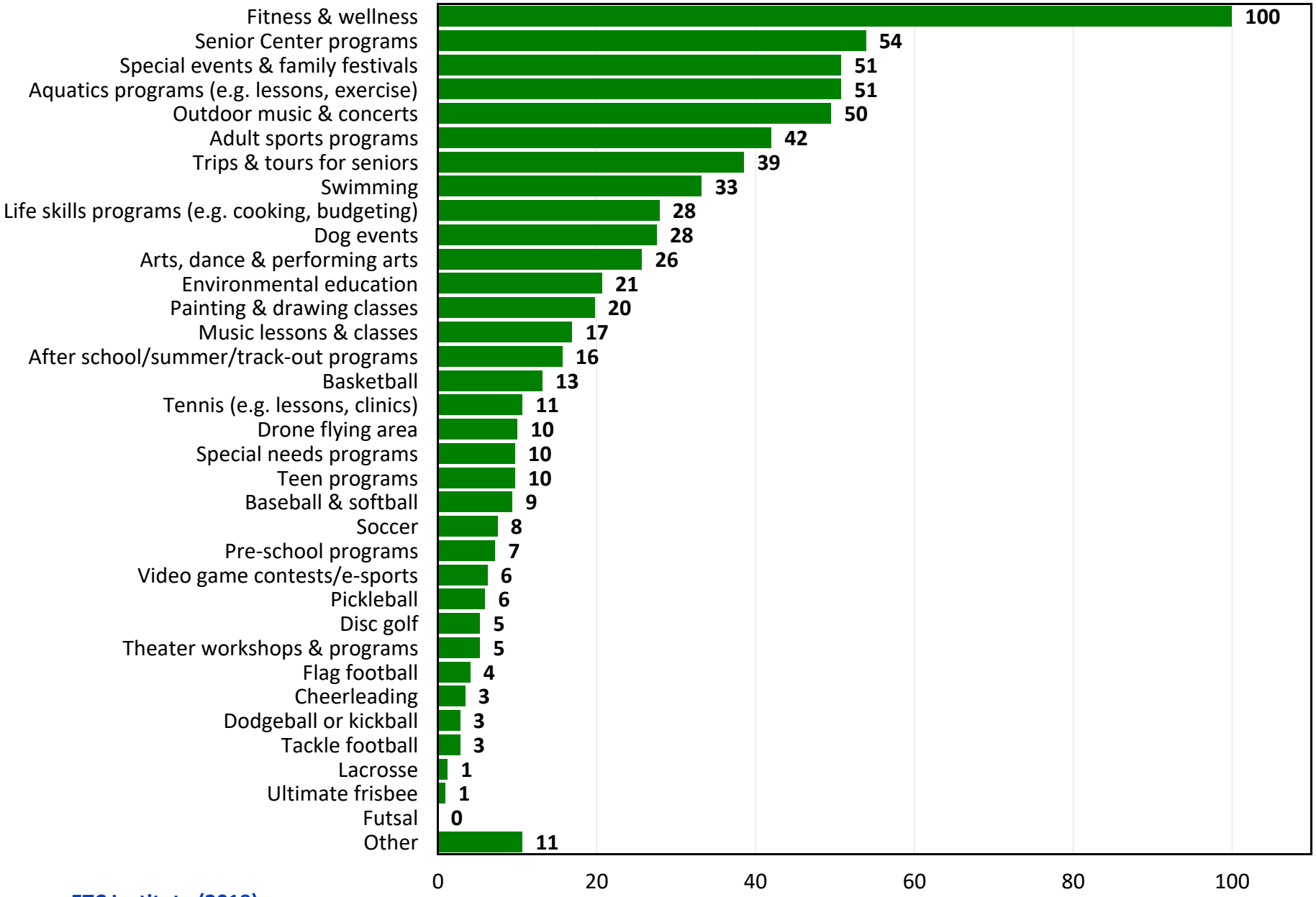
# Top Priorities for Investment for Activities (Youth)
# Based on the Priority Investment Rating




Source: ETC Institute (2019)

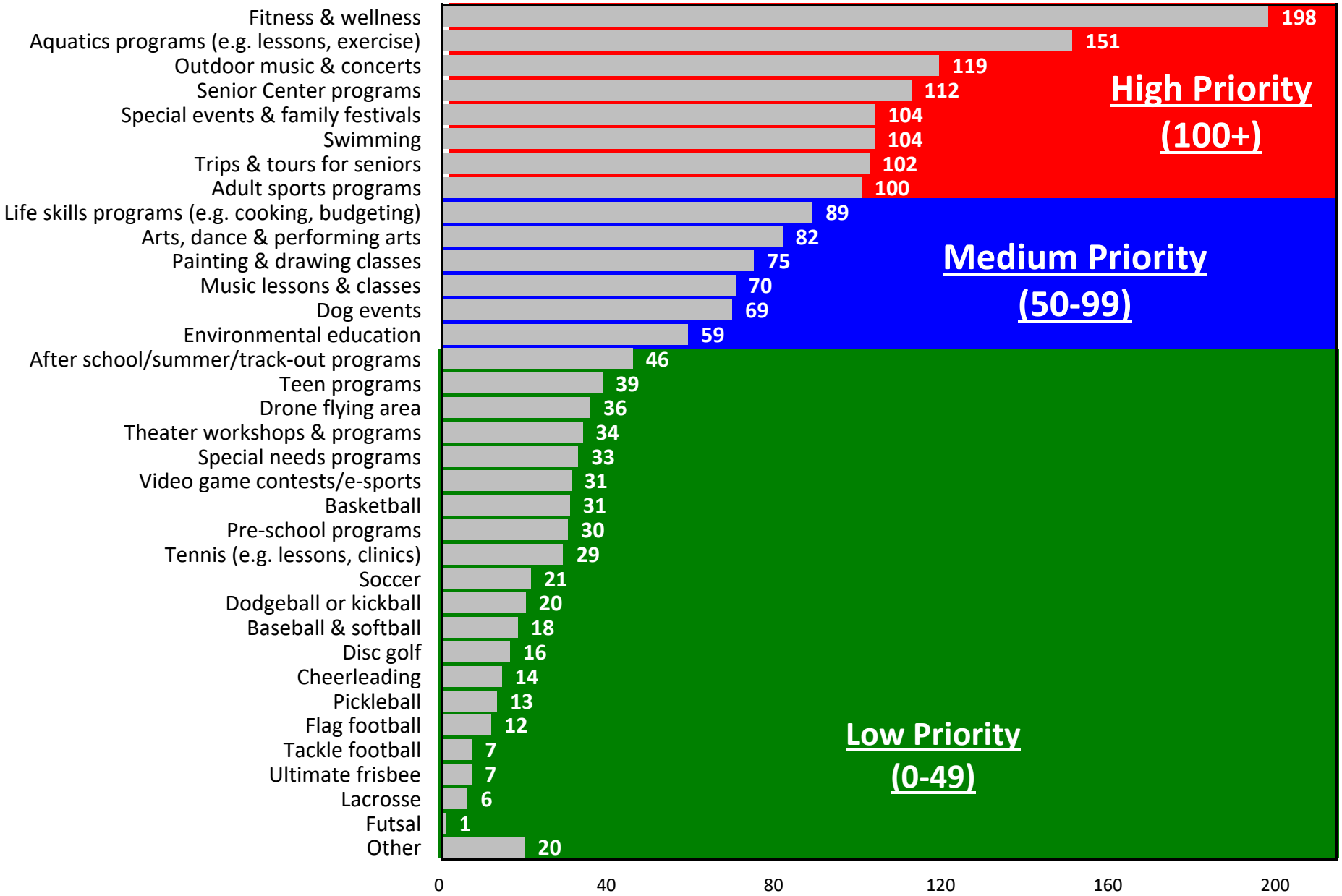
# Importance Rating for Activities (18+)

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 (2019)**

# Top Priorities for Investment for Activities 18+
# Based on the Priority Investment Rating




**Source: ETC Institute (2019)**

# Section 3
# *Benchmarking Data*

# Benchmarking Summary Report
# Fayetteville-Cumberland
# Parks and Recreation

***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 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 Fayetteville-Cumberland Parks and Recreation 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 the Fayetteville-Cumberland Parks and Recreation is not authorized without written consent from ETC Institute.**

| Benchmarking for the Fayetteville-Cumberland Parks and Recreation | | |
|---|---|---|
| | Fayetteville-Cumberland Parks and Recreation Department | National |
| **Have you or members of your household participated in City/County/Park District recreation programs during the past** | | |
| Yes | 38% | 32% |
| No | 62% | 68% |
| **How would you rate the quality of all the recreation programs you've participated in?** | | |
| Excellent | 26% | 34% |
| Good | 59% | 54% |
| Fair | 13% | 10% |
| Poor | 2% | 2% |
| **Ways respondents learn about recreation programs and** | | |
| Word of mouth | 49% | 49% |
| Fayetteville-Cumberland Parks & Recreation website | 31% | 37% |
| Newspaper | 29% | 34% |
| Social media (e.g. Facebook, Twitter, Instagram) | 29% | 25% |
| Fayetteville-Cumberland Parks & Recreation Activities Guide | 22% | 42% |
| Direct email | 14% | 26% |
| Conversation with staff | 7% | 6% |
| **Recreation programs that respondent households have a need** | | |
| Fitness and wellness | 40% | 49% |
| Special events and family festivals | 28% | 39% |
| Senior Center programs | 24% | 25% |
| Adult sports programs | 22% | 23% |
| Arts, dance and performing arts | 18% | 15% |
| Environmental education | 14% | 30% |
| Afterschool/summer/track-out programs | 13% | 16% |
| Teen programs | 10% | 15% |
| Pre-school programs | 8% | 13% |
| Special needs programs | 8% | 10% |
| Tennis | 7% | 15% |

| Benchmarking for the Fayetteville-Cumberland Parks and Recreation | | |
|---|---|---|
| | Fayetteville-Cumberland Parks and Recreation Department | National |
| **Parks and recreation facilities that respondent households have a need for** | | |
| Natural trails | 40% | 51% |
| Indoor fitness facilities | 32% | 47% |
| Indoor aquatics center | 31% | 39% |
| Picnic shelters | 28% | 49% |
| Outdoor swimming pool | 21% | 41% |
| Pier fishing | 20% | 30% |
| Dog park | 19% | 30% |
| Water access | 18% | 48% |
| Baseball and softball fields | 17% | 12% |
| Multi-use gym space | 17% | 29% |
| Track - indoor or outdoor | 16% | 39% |
| Community gardens | 16% | 31% |
| Classroom/Meeting space | 15% | 33% |
| Splash pad | 14% | 25% |
| Driving range | 13% | 25% |
| Mountain bike trails | 13% | 22% |
| Tennis courts | 12% | 21% |
| Disc golf course | 8% | 13% |
| Sand volleyball courts | 7% | 16% |
| Performing arts rehearsal space | 7% | 31% |
| BMX course or skate park | 7% | 13% |

| Benchmarking for the Fayetteville-Cumberland Parks and Recreation | | |
|---|---|---|
| | **Fayetteville-Cumberland Parks and Recreation Department** | **National** |
| **Most important parks and recreation facilities (sum of top choices)** | | |
| Natural trails (walking or hiking) | 30% | 20% |
| Indoor aquatics center | 22% | 17% |
| Indoor fitness facilities | 22% | 20% |
| Dog park | 13% | 15% |
| Picnic shelters | 12% | 14% |
| Outdoor swimming pool | 11% | 17% |
| Multi-use gym space (e.g. basketball, volleyball) | 9% | 4% |
| Classroom/meeting space | 9% | 8% |
| Track-indoor or outdoor | 9% | 15% |
| Community gardens | 9% | 9% |
| Baseball & softball fields | 8% | 3% |
| Pier fishing | 8% | 11% |
| Water access (boating, kayaking, canoeing) | 7% | 22% |
| Mountain bike trails | 6% | 7% |
| Splash pad | 6% | 8% |
| Driving range | 5% | 9% |
| Tennis courts | 5% | 6% |
| Performing arts rehearsal space | 3% | 11% |
| BMX course or skate park | 3% | 2% |
| Disc golf course | 2% | 3% |
| Sand volleyball courts | 2% | 2% |
| **Satisfaction with the overall value received from the parks and recreation department** | | |
| Very satisfied | 22% | 24% |
| Somewhat satisfied | 41% | 35% |
| Neutral | 23% | 22% |
| Somewhat dissatisfied | 8% | 6% |
| Very dissatisfied | 6% | 3% |

# Section 4
# *Tabular Data*

**Q1. Have you or other members of your household used any of the following facilities operated by the Fayetteville-Cumberland Parks and Recreation Department during the past year?**

| Q1. Have you used any facilities operated by Fayetteville-Cumberland Parks & Recreation Department during past year | Number | Percent |
|---|---|---|
| E.E. Miller Recreation Center | 54 | 8.5 % |
| Arnette Park | 139 | 21.8 % |
| Cape Fear Mountain Bike Trail | 29 | 4.6 % |
| Cape Fear River Trail | 134 | 21.0 % |
| Clark Park | 85 | 13.3 % |
| Cliffdale Recreation Center | 86 | 13.5 % |
| College Lakes Recreation Center | 55 | 8.6 % |
| Cross Creek Linear Park | 28 | 4.4 % |
| Dorothy Gilmore Therapeutic Recreation Center | 20 | 3.1 % |
| Eastover-Central Recreation Center | 25 | 3.9 % |
| Eastover Splash Pad | 8 | 1.3 % |
| Fayetteville Community Garden | 28 | 4.4 % |
| Fayetteville Senior Center | 31 | 4.9 % |
| Festival Park | 237 | 37.2 % |
| Freedom Memorial Park | 69 | 10.8 % |
| G.B. Myers Recreation Center | 23 | 3.6 % |
| Godwin Community Park | 4 | 0.6 % |
| Godwin Splash Pad | 5 | 0.8 % |
| Gray's Creek Community Park | 14 | 2.2 % |
| Gray's Creek Splash Pad | 23 | 3.6 % |
| Hall Park | 17 | 2.7 % |
| J.D. Pone Recreation Center | 15 | 2.4 % |
| J.O. Humphries Park | 1 | 0.2 % |
| J.S. Spivey Recreation Center | 23 | 3.6 % |
| J.S. Spivey Splash Pad | 16 | 2.5 % |
| Keith A. Bates, Sr. Pool | 8 | 1.3 % |
| Kiwanis Recreation Center | 86 | 13.5 % |
| Kiwanis Recreation Center Splash Pad | 31 | 4.9 % |
| Lake Rim Park | 172 | 27.0 % |
| Lake Rim Recreation Center | 77 | 12.1 % |
| Linden Little River Community Park | 7 | 1.1 % |
| Linden Splash Pad | 5 | 0.8 % |
| Martin Luther King, Jr. Park | 13 | 2.0 % |
| Massey Hill Recreation Center | 33 | 5.2 % |
| Massey Hill Recreation Center Splash Pad | 23 | 3.6 % |
| Mazarick Park | 134 | 21.0 % |
| Myers Recreation Center | 16 | 2.5 % |
| Myers Recreation Center Splash Pad | 6 | 0.9 % |
| North Carolina Veterans Park | 54 | 8.5 % |
| Pine Forest Recreation Center | 11 | 1.7 % |
| Public Fitness Equipment | 11 | 1.7 % |
| Riverside Dog Park | 27 | 4.2 % |
| Ronnie "Chase" Chalmers Pool | 16 | 2.5 % |

## Q1. Have you or other members of your household used any of the following facilities operated by the Fayetteville-Cumberland Parks and Recreation Department during the past year?

| Q1. Have you used any facilities operated by Fayetteville-Cumberland Parks & Recreation Department during past year | Number | Percent |
|---|---|---|
| Smith Recreation Center | 56 | 8.8 % |
| Stedman Recreation Center | 22 | 3.5 % |
| Stoney Point Recreation Center | 34 | 5.3 % |
| Tokay Senior Fitness Center | 25 | 3.9 % |
| Wade Community Center | 8 | 1.3 % |
| Wade Splash Pad | 4 | 0.6 % |
| Westover Aquatic Center | 36 | 5.7 % |
| Westover Recreation Center | 57 | 8.9 % |
| None, have not used any | 137 | 21.5 % |
| Total | 2278 | |

**Q1a. Approximately how many times have you or members of your household visited any Fayetteville-Cumberland Parks and Recreation facilities during the past year?**

| Q1a. How many times have you visited any Fayetteville-Cumberland Parks & Recreation facilities during past year | Number | Percent |
|---|---|---|
| 1-5 times | 176 | 35.2 % |
| 6-10 times | 87 | 17.4 % |
| 11-20 times | 65 | 13.0 % |
| 21-25 times | 38 | 7.6 % |
| 25+ times | 108 | 21.6 % |
| Not provided | 26 | 5.2 % |
| Total | 500 | 100.0 % |

**WITHOUT NOT PROVIDED**

**Q1a. Approximately how many times have you or members of your household visited any Fayetteville-Cumberland Parks and Recreation facilities during the past year? (without "not provided")**

| Q1a. How many times have you visited any Fayetteville-Cumberland Parks & Recreation facilities during past year | Number | Percent |
|---|---|---|
| 1-5 times | 176 | 37.1 % |
| 6-10 times | 87 | 18.4 % |
| 11-20 times | 65 | 13.7 % |
| 21-25 times | 38 | 8.0 % |
| 25+ times | 108 | 22.8 % |
| Total | 474 | 100.0 % |

**Q2. Which of the following organizations provide the recreation FACILITIES that you and other members of your household use?**

| Q2. Which organizations provide recreation facilities you use | Number | Percent |
|---|---|---|
| Fayetteville-Cumberland Parks & Recreation | 381 | 59.8 % |
| School facilities | 86 | 13.5 % |
| Hope Mills Parks & Recreation | 111 | 17.4 % |
| Spring Lake Parks & Recreation | 17 | 2.7 % |
| State or Federal parks | 108 | 17.0 % |
| Non-profit organizations | 41 | 6.4 % |
| Private clubs | 30 | 4.7 % |
| Fitness centers | 79 | 12.4 % |
| Churches or other religious organizations | 124 | 19.5 % |
| Other | 33 | 5.2 % |
| None of these | 102 | 16.0 % |
| Total | 1112 | |

## Q2-6. Non-profit organizations:

| Q2-6. Non-profit organizations | Number | Percent |
|---|---|---|
| Act Like A Lady | 1 | 5.0 % |
| American Legion Post 32 | 1 | 5.0 % |
| Arts Council | 1 | 5.0 % |
| Big Fix, Massey Hill Community Watch | 1 | 5.0 % |
| Botanical Gardens | 1 | 5.0 % |
| Cadence International | 1 | 5.0 % |
| Cape Fear Dog Training Club | 1 | 5.0 % |
| Church | 1 | 5.0 % |
| Cumberland County Autism Society | 1 | 5.0 % |
| Delta Sigma Theta | 1 | 5.0 % |
| FSU Retirees Club, Smith National Alumni Association | 1 | 5.0 % |
| Kiwanis | 1 | 5.0 % |
| Methodist University | 1 | 5.0 % |
| Team RWB | 1 | 5.0 % |
| United Way, local churches, Vision Resource Center (VRC) | 1 | 5.0 % |
| VFW & AMERICAN LEGION | 1 | 5.0 % |
| VFW, American Legion, Retired Military Association | 1 | 5.0 % |
| YMCA | 3 | 15.0 % |
| Total | 20 | 100.0 % |

## Q2-7. Private clubs:

| Q2-7. Private clubs | Number | Percent |
|---|---|---|
| Area Stars Baseball | 1 | 6.7 % |
| Break to the future Kids breakdancing | 1 | 6.7 % |
| Eutaw Spa and Fitness | 1 | 6.7 % |
| FRC | 1 | 6.7 % |
| GATES FOUR GOLF AND COUNTRY CLUB | 1 | 6.7 % |
| Gates Four | 1 | 6.7 % |
| Gates Four | 1 | 6.7 % |
| Gates Four, tennis and swimming | 1 | 6.7 % |
| Highland CC | 1 | 6.7 % |
| Highland Country Club, Dark Branch Swim and Tennis Club | 1 | 6.7 % |
| NC A&T State University, Fayetteville Alumni Chapter | 1 | 6.7 % |
| Planet Fitness | 1 | 6.7 % |
| Rv Travel parks that we are member of. | 1 | 6.7 % |
| WALKS | 1 | 6.7 % |
| YMCA | 1 | 6.7 % |
| Total | 15 | 100.0 % |

## Q2-8. Fitness centers:

| Q2-8. Fitness centers | Number | Percent |
|---|---|---|
| Any on post | 1 | 1.9 % |
| CAPE FEAR VALLEY REHAB | 1 | 1.9 % |
| CORE 3 FITNESS, THE SPA and Wellness at Eutaw and Bordeaux | 1 | 1.9 % |
| Cape Fear Healthplex | 1 | 1.9 % |
| Cape Fear Valley Healthplex | 1 | 1.9 % |
| EE Miller | 1 | 1.9 % |
| Eastover | 1 | 1.9 % |
| Embrace Yoga, Fort Bragg gyms | 1 | 1.9 % |
| Eutaw Spa Fitness | 1 | 1.9 % |
| FIT FOR LIFE | 2 | 3.8 % |
| Fayetteville Senior Center in Pine Forest Middle School | 1 | 1.9 % |
| Fort Bragg | 1 | 1.9 % |
| GRAY'S CREEK REC CENTER | 1 | 1.9 % |
| HOPE MILLS | 1 | 1.9 % |
| Healthplex | 6 | 11.5 % |
| Hope Mills and Kiwanis | 1 | 1.9 % |
| Omni | 1 | 1.9 % |
| Planet Fitness | 7 | 13.5 % |
| Seabrook, Honeycutt | 1 | 1.9 % |
| Smith and Westover | 1 | 1.9 % |
| Spring Lake | 1 | 1.9 % |
| Stoney Point and Smith Rev | 1 | 1.9 % |
| The Spa | 7 | 13.5 % |
| Tokay | 2 | 3.8 % |
| Tru Fit in Hope Mills | 1 | 1.9 % |
| World Gym | 1 | 1.9 % |
| YMCA | 5 | 9.6 % |
| YMCA and Planet Fitness | 1 | 1.9 % |
| YMCA, Parks & Rec | 1 | 1.9 % |
| Total | 52 | 100.0 % |

## Q2-10. Other:

| Q2-10. Other | Number | Percent |
|---|---|---|
| Basketball gym | 1 | 3.7 % |
| CHATHAM COUNTY FISHING BY POWER PLANT | 1 | 3.7 % |
| CITY OF FALCON PARK | 1 | 3.7 % |
| COUNTY LIBRARY SYSTEM | 1 | 3.7 % |
| City of Fayetteville | 1 | 3.7 % |
| Dog park or dog friendly areas | 1 | 3.7 % |
| EASTERN STAR | 1 | 3.7 % |
| FRIENDS AND FAMILY | 1 | 3.7 % |
| Family reunions | 1 | 3.7 % |
| Fort Bragg, Raeford Park, Pinehurst parks | 1 | 3.7 % |
| Friday After 5 Events | 1 | 3.7 % |
| HONEYCUTT | 1 | 3.7 % |
| HOPE MILLS WALKING TRAILS | 1 | 3.7 % |
| MWR | 1 | 3.7 % |
| Military | 2 | 7.4 % |
| My children do sports through Hope Mills Parks and Rec | 1 | 3.7 % |
| Planet Fitness, Healthplex | 1 | 3.7 % |
| Pokemon Go, Fayetteville/John E Pechmann Fishing Education Center | 1 | 3.7 % |
| Putt-Putt Golf/The Climbing Place/B&B Lanes/Ft Bragg Ice Skating Rink | 1 | 3.7 % |
| SCOUTS | 1 | 3.7 % |
| VANDER CIVIC | 1 | 3.7 % |
| WALK DOG IN NEIGHBORHOOD | 1 | 3.7 % |
| WALK IN NEIGHBORHOOD | 1 | 3.7 % |
| YMCA | 2 | 7.4 % |
| YOGA STUDIO, THE SPA | 1 | 3.7 % |
| Total | 27 | 100.0 % |

**Q2a. Of the organizations listed in Question 2, which ONE do you USE MOST for your household's recreation needs?**

| Q2a. Top choice | Number | Percent |
|---|---|---|
| Fayetteville-Cumberland Parks & Recreation | 246 | 38.6 % |
| School facilities | 19 | 3.0 % |
| Hope Mills Parks & Recreation | 43 | 6.8 % |
| Spring Lake Parks & Recreation | 6 | 0.9 % |
| State or Federal parks | 31 | 4.9 % |
| Non-profit organizations | 5 | 0.8 % |
| Private clubs | 9 | 1.4 % |
| Fitness centers | 31 | 4.9 % |
| Churches or other religious organizations | 43 | 6.8 % |
| Other | 19 | 3.0 % |
| None of these | 8 | 1.3 % |
| None chosen | 177 | 27.8 % |
| Total | 637 | 100.0 % |

**Q3. Which of the following reasons prevent you or other members of your household from using recreation programs/facilities offered by the Fayetteville-Cumberland Parks and Recreation Department (or, if you currently use them, what prevents you from using them more often)?**

| Q3. Which reasons that prevent you from using recreation programs/facilities offered by Fayetteville-Cumberland Parks & Recreation Department | Number | Percent |
|---|---|---|
| Cost of participation | 42 | 6.6 % |
| Facilities are too far from home | 98 | 15.4 % |
| Inconvenient hours of operation | 55 | 8.6 % |
| Lack of cleanliness | 28 | 4.4 % |
| Lack of disabled access | 20 | 3.1 % |
| Lack of information/don't know what is offered | 179 | 28.1 % |
| Lack of maintenance | 25 | 3.9 % |
| Lack of parking | 22 | 3.5 % |
| Waiting list for registration | 11 | 1.7 % |
| Not enough time/too busy | 183 | 28.7 % |
| Not interested in what is provided | 88 | 13.8 % |
| Overcrowding | 28 | 4.4 % |
| Safety at facilities | 44 | 6.9 % |
| Total | 823 | |

**Q4. Please indicate if you have a need for each of the recreation facilities/amenities listed below.**

(N=637)

| | Yes | No |
|---|---|---|
| Q4-1. Baseball & softball fields | 17.4% | 82.6% |
| Q4-2. BMX course or skate park | 6.6% | 93.4% |
| Q4-3. Canoe/kayak rentals | 16.3% | 83.7% |
| Q4-4. Classroom/meeting space | 14.9% | 85.1% |
| Q4-5. Climbing wall | 11.6% | 88.4% |
| Q4-6. Community gardens | 15.7% | 84.3% |
| Q4-7. Disc golf course | 8.0% | 92.0% |
| Q4-8. Dog park | 18.7% | 81.3% |
| Q4-9. Driving range | 12.9% | 87.1% |
| Q4-10. Greenway trail system | 17.0% | 83.0% |
| Q4-11. Indoor aquatics center | 30.9% | 69.1% |
| Q4-12. Indoor fitness facilities | 32.0% | 68.0% |
| Q4-13. Mountain bike trails | 12.6% | 87.4% |
| Q4-14. Multipurpose fields (e.g. football, soccer, lacrosse) | 16.6% | 83.4% |
| Q4-15. Multi-use gym space (e.g. basketball, volleyball) | 17.3% | 82.7% |
| Q4-16. Natural trails (walking or hiking) | 39.9% | 60.1% |
| Q4-17. Outdoor fitness equipment | 11.5% | 88.5% |
| Q4-18. Outdoor swimming pool | 21.2% | 78.8% |
| Q4-19. Performing arts rehearsal space | 7.1% | 92.9% |
| Q4-20. Picnic shelters | 27.6% | 72.4% |
| Q4-21. Pier fishing | 19.6% | 80.4% |

**Q4. Please indicate if you have a need for each of the recreation facilities/amenities listed below.**

| | Yes | No |
|---|---|---|
| Q4-22. Ropes course | 5.5% | 94.5% |
| Q4-23. Sand volleyball courts | 7.4% | 92.6% |
| Q4-24. Special event rental space-indoor or outdoor | 15.5% | 84.5% |
| Q4-25. Splash pad | 14.4% | 85.6% |
| Q4-26. Tennis courts | 11.5% | 88.5% |
| Q4-27. Track-indoor or outdoor | 16.2% | 83.8% |
| Q4-28. Turf fields | 4.2% | 95.8% |
| Q4-29. Visual arts studio | 8.6% | 91.4% |
| Q4-30. Water access (boating, kayaking, canoeing) | 17.6% | 82.4% |
| Q4-31. Other | 5.5% | 94.5% |

## Q4. If "YES," how well are your needs being met?

(N=535)

| | Fully met | Mostly met | Partly met | Not met |
|---|---|---|---|---|
| Q4-1. Baseball & softball fields | 25.5% | 38.2% | 32.4% | 3.9% |
| Q4-2. BMX course or skate park | 10.0% | 7.5% | 30.0% | 52.5% |
| Q4-3. Canoe/kayak rentals | 7.7% | 18.7% | 20.9% | 52.7% |
| Q4-4. Classroom/meeting space | 40.5% | 25.0% | 21.4% | 13.1% |
| Q4-5. Climbing wall | 5.0% | 13.3% | 16.7% | 65.0% |
| Q4-6. Community gardens | 19.8% | 16.3% | 34.9% | 29.1% |
| Q4-7. Disc golf course | 21.7% | 23.9% | 19.6% | 34.8% |
| Q4-8. Dog park | 17.5% | 25.2% | 28.2% | 29.1% |
| Q4-9. Driving range | 8.6% | 8.6% | 17.1% | 65.7% |
| Q4-10. Greenway trail system | 18.4% | 18.4% | 36.7% | 26.5% |
| Q4-11. Indoor aquatics center | 11.9% | 7.3% | 14.1% | 66.7% |
| Q4-12. Indoor fitness facilities | 24.6% | 23.5% | 29.1% | 22.9% |
| Q4-13. Mountain bike trails | 11.3% | 21.1% | 31.0% | 36.6% |
| Q4-14. Multipurpose fields (e.g. football, soccer, lacrosse) | 31.9% | 28.7% | 27.7% | 11.7% |
| Q4-15. Multi-use gym space (e.g. basketball, volleyball) | 31.7% | 20.8% | 27.7% | 19.8% |
| Q4-16. Natural trails (walking or hiking) | 24.8% | 27.4% | 32.6% | 15.2% |
| Q4-17. Outdoor fitness equipment | 16.7% | 10.6% | 27.3% | 45.5% |
| Q4-18. Outdoor swimming pool | 12.7% | 18.6% | 32.2% | 36.4% |
| Q4-19. Performing arts rehearsal space | 16.2% | 5.4% | 35.1% | 43.2% |
| Q4-20. Picnic shelters | 29.1% | 23.8% | 31.8% | 15.2% |
| Q4-21. Pier fishing | 13.8% | 10.1% | 38.5% | 37.6% |

## Q4. If "YES," how well are your needs being met?

| | Fully met | Mostly met | Partly met | Not met |
|---|---|---|---|---|
| Q4-22. Ropes course | 9.4% | 3.1% | 12.5% | 75.0% |
| Q4-23. Sand volleyball courts | 12.5% | 5.0% | 40.0% | 42.5% |
| Q4-24. Special event rental space-indoor or outdoor | 28.2% | 20.0% | 34.1% | 17.6% |
| Q4-25. Splash pad | 34.9% | 16.9% | 25.3% | 22.9% |
| Q4-26. Tennis courts | 21.2% | 16.7% | 33.3% | 28.8% |
| Q4-27. Track-indoor or outdoor | 25.3% | 9.2% | 33.3% | 32.2% |
| Q4-28. Turf fields | 26.1% | 17.4% | 26.1% | 30.4% |
| Q4-29. Visual arts studio | 13.0% | 2.2% | 26.1% | 58.7% |
| Q4-30. Water access (boating, kayaking, canoeing) | 14.6% | 7.8% | 36.9% | 40.8% |
| Q4-31. Other | 3.4% | 20.7% | 34.5% | 41.4% |

## Q4-31. Other

| Q4-31. Other | Number | Percent |
|---|---|---|
| Actual parks with playground for children | 1 | 2.9 % |
| Amusement park/zoo, race car track | 1 | 2.9 % |
| Arts and crafts | 1 | 2.9 % |
| Basketball gym | 2 | 5.9 % |
| Basketball, soccer | 1 | 2.9 % |
| Bike paths on city streets for commuting | 1 | 2.9 % |
| Board and card games | 1 | 2.9 % |
| Bridge Club Meeting/Playing Room | 1 | 2.9 % |
| Camping | 1 | 2.9 % |
| Dance | 1 | 2.9 % |
| Events for over 50 years old adults | 1 | 2.9 % |
| Fishing | 1 | 2.9 % |
| GUN/SHOOTING RANGE | 1 | 2.9 % |
| I'm a 69-year-old retiree who lives alone | 1 | 2.9 % |
| INDOOR POOL BY GOLF COURSE | 1 | 2.9 % |
| Indoor swimming pool | 1 | 2.9 % |
| Karate class | 1 | 2.9 % |
| More basketball courts | 1 | 2.9 % |
| Outdoor exercise equipment | 1 | 2.9 % |
| POOLS | 1 | 2.9 % |
| Pickleball | 2 | 5.9 % |
| Playground equipment and events at festival park | 1 | 2.9 % |
| Road bike, cycling | 1 | 2.9 % |
| SKATING LOCALLY | 1 | 2.9 % |
| Soccer | 2 | 5.9 % |
| TRAILS AND PARKS IN WEST FAYETTEVILLE | 1 | 2.9 % |
| To use for football conditioning and other activities | 1 | 2.9 % |
| Utilize creeks, etc. | 1 | 2.9 % |
| Wheelchair swings | 1 | 2.9 % |
| Working/useable equipment for volleyball area and outdoor basketball court | 1 | 2.9 % |
| YOGA | 1 | 2.9 % |
| Total | 34 | 100.0 % |

**Q5. Which FOUR of the facilities from the list in Question 4 are MOST IMPORTANT to you and the members of your household?**

| Q5. Top choice | Number | Percent |
|---|---|---|
| Baseball & softball fields | 32 | 5.0 % |
| BMX course or skate park | 7 | 1.1 % |
| Canoe/kayak rentals | 8 | 1.3 % |
| Classroom/meeting space | 23 | 3.6 % |
| Climbing wall | 5 | 0.8 % |
| Community gardens | 16 | 2.5 % |
| Disc golf course | 3 | 0.5 % |
| Dog park | 22 | 3.5 % |
| Driving range | 5 | 0.8 % |
| Greenway trail system | 16 | 2.5 % |
| Indoor aquatics center | 53 | 8.3 % |
| Indoor fitness facilities | 56 | 8.8 % |
| Mountain bike trails | 14 | 2.2 % |
| Multipurpose fields (e.g. football, soccer, lacrosse) | 16 | 2.5 % |
| Multi-use gym space (e.g. basketball, volleyball) | 13 | 2.0 % |
| Natural trails (walking or hiking) | 66 | 10.4 % |
| Outdoor fitness equipment | 3 | 0.5 % |
| Outdoor swimming pool | 16 | 2.5 % |
| Performing arts rehearsal space | 3 | 0.5 % |
| Picnic shelters | 9 | 1.4 % |
| Pier fishing | 15 | 2.4 % |
| Special event rental space-indoor or outdoor | 9 | 1.4 % |
| Splash pad | 10 | 1.6 % |
| Tennis courts | 8 | 1.3 % |
| Track-indoor or outdoor | 20 | 3.1 % |
| Turf fields | 1 | 0.2 % |
| Visual arts studio | 2 | 0.3 % |
| Water access (boating, kayaking, canoeing) | 14 | 2.2 % |
| Other | 14 | 2.2 % |
| None chosen | 158 | 24.8 % |
| Total | 637 | 100.0 % |

**Q5. Which FOUR of the facilities from the list in Question 4 are MOST IMPORTANT to you and the members of your household?**

| Q5. 2nd choice | Number | Percent |
|---|---|---|
| Baseball & softball fields | 7 | 1.1 % |
| BMX course or skate park | 4 | 0.6 % |
| Canoe/kayak rentals | 13 | 2.0 % |
| Classroom/meeting space | 15 | 2.4 % |
| Climbing wall | 5 | 0.8 % |
| Community gardens | 17 | 2.7 % |
| Disc golf course | 3 | 0.5 % |
| Dog park | 26 | 4.1 % |
| Driving range | 11 | 1.7 % |
| Greenway trail system | 26 | 4.1 % |
| Indoor aquatics center | 46 | 7.2 % |
| Indoor fitness facilities | 38 | 6.0 % |
| Mountain bike trails | 7 | 1.1 % |
| Multipurpose fields (e.g. football, soccer, lacrosse) | 22 | 3.5 % |
| Multi-use gym space (e.g. basketball, volleyball) | 24 | 3.8 % |
| Natural trails (walking or hiking) | 40 | 6.3 % |
| Outdoor fitness equipment | 4 | 0.6 % |
| Outdoor swimming pool | 15 | 2.4 % |
| Performing arts rehearsal space | 4 | 0.6 % |
| Picnic shelters | 24 | 3.8 % |
| Pier fishing | 9 | 1.4 % |
| Ropes course | 1 | 0.2 % |
| Sand volleyball courts | 2 | 0.3 % |
| Special event rental space-indoor or outdoor | 19 | 3.0 % |
| Splash pad | 9 | 1.4 % |
| Tennis courts | 8 | 1.3 % |
| Track-indoor or outdoor | 13 | 2.0 % |
| Turf fields | 3 | 0.5 % |
| Visual arts studio | 3 | 0.5 % |
| Water access (boating, kayaking, canoeing) | 8 | 1.3 % |
| Other | 6 | 0.9 % |
| None chosen | 205 | 32.2 % |
| Total | 637 | 100.0 % |

**Q5. Which FOUR of the facilities from the list in Question 4 are MOST IMPORTANT to you and the members of your household?**

| Q5. 3rd choice | Number | Percent |
|---|---|---|
| Baseball & softball fields | 7 | 1.1 % |
| BMX course or skate park | 2 | 0.3 % |
| Canoe/kayak rentals | 9 | 1.4 % |
| Classroom/meeting space | 11 | 1.7 % |
| Climbing wall | 8 | 1.3 % |
| Community gardens | 13 | 2.0 % |
| Disc golf course | 5 | 0.8 % |
| Dog park | 22 | 3.5 % |
| Driving range | 11 | 1.7 % |
| Greenway trail system | 14 | 2.2 % |
| Indoor aquatics center | 23 | 3.6 % |
| Indoor fitness facilities | 25 | 3.9 % |
| Mountain bike trails | 11 | 1.7 % |
| Multipurpose fields (e.g. football, soccer, lacrosse) | 13 | 2.0 % |
| Multi-use gym space (e.g. basketball, volleyball) | 12 | 1.9 % |
| Natural trails (walking or hiking) | 59 | 9.3 % |
| Outdoor fitness equipment | 7 | 1.1 % |
| Outdoor swimming pool | 22 | 3.5 % |
| Performing arts rehearsal space | 2 | 0.3 % |
| Picnic shelters | 23 | 3.6 % |
| Pier fishing | 11 | 1.7 % |
| Ropes course | 2 | 0.3 % |
| Sand volleyball courts | 2 | 0.3 % |
| Special event rental space-indoor or outdoor | 13 | 2.0 % |
| Splash pad | 8 | 1.3 % |
| Tennis courts | 7 | 1.1 % |
| Track-indoor or outdoor | 13 | 2.0 % |
| Turf fields | 2 | 0.3 % |
| Visual arts studio | 3 | 0.5 % |
| Water access (boating, kayaking, canoeing) | 11 | 1.7 % |
| Other | 6 | 0.9 % |
| None chosen | 260 | 40.8 % |
| Total | 637 | 100.0 % |

**Q5. Which FOUR of the facilities from the list in Question 4 are MOST IMPORTANT to you and the members of your household?**

| Q5. 4th choice | Number | Percent |
|---|---|---|
| Baseball & softball fields | 7 | 1.1 % |
| BMX course or skate park | 4 | 0.6 % |
| Canoe/kayak rentals | 18 | 2.8 % |
| Classroom/meeting space | 7 | 1.1 % |
| Climbing wall | 3 | 0.5 % |
| Community gardens | 9 | 1.4 % |
| Disc golf course | 3 | 0.5 % |
| Dog park | 13 | 2.0 % |
| Driving range | 6 | 0.9 % |
| Greenway trail system | 12 | 1.9 % |
| Indoor aquatics center | 21 | 3.3 % |
| Indoor fitness facilities | 18 | 2.8 % |
| Mountain bike trails | 8 | 1.3 % |
| Multipurpose fields (e.g. football, soccer, lacrosse) | 5 | 0.8 % |
| Multi-use gym space (e.g. basketball, volleyball) | 9 | 1.4 % |
| Natural trails (walking or hiking) | 24 | 3.8 % |
| Outdoor fitness equipment | 5 | 0.8 % |
| Outdoor swimming pool | 15 | 2.4 % |
| Performing arts rehearsal space | 10 | 1.6 % |
| Picnic shelters | 23 | 3.6 % |
| Pier fishing | 15 | 2.4 % |
| Ropes course | 4 | 0.6 % |
| Sand volleyball courts | 7 | 1.1 % |
| Special event rental space-indoor or outdoor | 16 | 2.5 % |
| Splash pad | 10 | 1.6 % |
| Tennis courts | 8 | 1.3 % |
| Track-indoor or outdoor | 10 | 1.6 % |
| Turf fields | 2 | 0.3 % |
| Visual arts studio | 8 | 1.3 % |
| Water access (boating, kayaking, canoeing) | 14 | 2.2 % |
| Other | 7 | 1.1 % |
| None chosen | 316 | 49.6 % |
| Total | 637 | 100.0 % |

**SUM OF TOP 4 CHOICES**

**Q5. Which FOUR of the facilities from the list in Question 4 are MOST IMPORTANT to you and the members of your household? (top 4)**

| Q5. Sum of Top 4 Choices | Number | Percent |
|---|---|---|
| Baseball & softball fields | 53 | 8.3 % |
| BMX course or skate park | 17 | 2.7 % |
| Canoe/kayak rentals | 48 | 7.5 % |
| Classroom/meeting space | 56 | 8.8 % |
| Climbing wall | 21 | 3.3 % |
| Community gardens | 55 | 8.6 % |
| Disc golf course | 14 | 2.2 % |
| Dog park | 83 | 13.0 % |
| Driving range | 33 | 5.2 % |
| Greenway trail system | 68 | 10.7 % |
| Indoor aquatics center | 143 | 22.4 % |
| Indoor fitness facilities | 137 | 21.5 % |
| Mountain bike trails | 40 | 6.3 % |
| Multipurpose fields (e.g. football, soccer, lacrosse) | 56 | 8.8 % |
| Multi-use gym space (e.g. basketball, volleyball) | 58 | 9.1 % |
| Natural trails (walking or hiking) | 189 | 29.7 % |
| Outdoor fitness equipment | 19 | 3.0 % |
| Outdoor swimming pool | 68 | 10.7 % |
| Performing arts rehearsal space | 19 | 3.0 % |
| Picnic shelters | 79 | 12.4 % |
| Pier fishing | 50 | 7.8 % |
| Ropes course | 7 | 1.1 % |
| Sand volleyball courts | 11 | 1.7 % |
| Special event rental space-indoor or outdoor | 57 | 8.9 % |
| Splash pad | 37 | 5.8 % |
| Tennis courts | 31 | 4.9 % |
| Track-indoor or outdoor | 56 | 8.8 % |
| Turf fields | 8 | 1.3 % |
| Visual arts studio | 16 | 2.5 % |
| Water access (boating, kayaking, canoeing) | 47 | 7.4 % |
| Other | 33 | 5.2 % |
| None chosen | 158 | 24.8 % |
| Total | 1767 | |

**Q6. Please indicate if you have a desire to participate in each of the recreation programs listed below.**

(N=637)

| | Yes | No |
|---|---|---|
| Q6-1. Adult sports programs | 22.0% | 78.0% |
| Q6-2. After school/summer/track-out programs | 12.9% | 87.1% |
| Q6-3. Aquatics programs (e.g. lessons, exercise) | 32.0% | 68.0% |
| Q6-4. Arts, dance & performing arts | 18.4% | 81.6% |
| Q6-5. Baseball & softball | 10.8% | 89.2% |
| Q6-6. Basketball | 12.9% | 87.1% |
| Q6-7. Cheerleading | 4.9% | 95.1% |
| Q6-8. Disc golf | 5.3% | 94.7% |
| Q6-9. Dodgeball or kickball | 5.8% | 94.2% |
| Q6-10. Dog events | 13.5% | 86.5% |
| Q6-11. Drone flying area | 7.4% | 92.6% |
| Q6-12. Environmental education | 14.1% | 85.9% |
| Q6-13. Fitness & wellness | 40.3% | 59.7% |
| Q6-14. Flag football | 5.7% | 94.3% |
| Q6-15. Futsal | 0.6% | 99.4% |
| Q6-16. Lacrosse | 1.7% | 98.3% |
| Q6-17. Life skills programs (e.g. cooking, budgeting) | 19.0% | 81.0% |
| Q6-18. Music lessons & classes | 16.8% | 83.2% |
| Q6-19. Outdoor music & concerts | 28.3% | 71.7% |
| Q6-20. Painting & drawing classes | 17.3% | 82.7% |

**Q6. Please indicate if you have a desire to participate in each of the recreation programs listed below.**

| | Yes | No |
|---|---|---|
| Q6-21. Pickleball | 3.0% | 97.0% |
| Q6-22. Pre-school programs | 8.0% | 92.0% |
| Q6-23. Senior Center programs | 24.3% | 75.7% |
| Q6-24. Soccer | 8.6% | 91.4% |
| Q6-25. Special events & family festivals | 27.6% | 72.4% |
| Q6-26. Special needs programs | 7.7% | 92.3% |
| Q6-27. Swimming | 24.5% | 75.5% |
| Q6-28. Tackle football | 4.2% | 95.8% |
| Q6-29. Teen programs | 10.2% | 89.8% |
| Q6-30. Tennis (e.g. lessons, clinics) | 7.4% | 92.6% |
| Q6-31. Theater workshops & programs | 8.8% | 91.2% |
| Q6-32. Trips & tours for seniors | 21.7% | 78.3% |
| Q6-33. Ultimate frisbee | 1.9% | 98.1% |
| Q6-34. Video game contests/e-sports | 7.7% | 92.3% |
| Q6-35. Other | 3.8% | 96.2% |

## Q6. If "YES," how well are your needs being met?

(N=523)

| | Fully met | Mostly met | Partly met | Not met |
|---|---|---|---|---|
| Q6-1. Adult sports programs | 10.5% | 16.7% | 35.1% | 37.7% |
| Q6-2. After school/summer/track-out programs | 18.1% | 18.1% | 30.6% | 33.3% |
| Q6-3. Aquatics programs (e.g. lessons, exercise) | 4.8% | 9.6% | 23.4% | 62.3% |
| Q6-4. Arts, dance & performing arts | 9.5% | 7.4% | 31.6% | 51.6% |
| Q6-5. Baseball & softball | 33.9% | 43.5% | 17.7% | 4.8% |
| Q6-6. Basketball | 26.9% | 35.9% | 26.9% | 10.3% |
| Q6-7. Cheerleading | 19.2% | 19.2% | 26.9% | 34.6% |
| Q6-8. Disc golf | 21.4% | 21.4% | 17.9% | 39.3% |
| Q6-9. Dodgeball or kickball | 18.2% | 0.0% | 24.2% | 57.6% |
| Q6-10. Dog events | 2.7% | 12.2% | 32.4% | 52.7% |
| Q6-11. Drone flying area | 5.3% | 0.0% | 18.4% | 76.3% |
| Q6-12. Environmental education | 7.7% | 17.9% | 29.5% | 44.9% |
| Q6-13. Fitness & wellness | 14.0% | 19.5% | 44.2% | 22.3% |
| Q6-14. Flag football | 28.1% | 34.4% | 6.3% | 31.3% |
| Q6-15. Futsal | 0.0% | 50.0% | 0.0% | 50.0% |
| Q6-16. Lacrosse | 20.0% | 0.0% | 20.0% | 60.0% |
| Q6-17. Life skills programs (e.g. cooking, budgeting) | 6.7% | 5.6% | 30.0% | 57.8% |
| Q6-18. Music lessons & classes | 8.2% | 4.7% | 22.4% | 64.7% |
| Q6-19. Outdoor music & concerts | 9.8% | 22.9% | 39.2% | 28.1% |
| Q6-20. Painting & drawing classes | 3.5% | 9.4% | 30.6% | 56.5% |
| Q6-21. Pickleball | 0.0% | 33.3% | 11.1% | 55.6% |

## Q6. If "YES," how well are your needs being met?

| | Fully met | Mostly met | Partly met | Not met |
|---|---|---|---|---|
| Q6-22. Pre-school programs | 7.9% | 13.2% | 28.9% | 50.0% |
| Q6-23. Senior Center programs | 16.7% | 17.4% | 30.3% | 35.6% |
| Q6-24. Soccer | 26.9% | 28.8% | 32.7% | 11.5% |
| Q6-25. Special events & family festivals | 17.0% | 30.5% | 34.8% | 17.7% |
| Q6-26. Special needs programs | 6.8% | 11.4% | 34.1% | 47.7% |
| Q6-27. Swimming | 11.5% | 9.9% | 29.8% | 48.9% |
| Q6-28. Tackle football | 33.3% | 37.5% | 29.2% | 0.0% |
| Q6-29. Teen programs | 7.5% | 15.1% | 34.0% | 43.4% |
| Q6-30. Tennis (e.g. lessons, clinics) | 19.5% | 12.2% | 36.6% | 31.7% |
| Q6-31. Theater workshops & programs | 2.3% | 9.1% | 40.9% | 47.7% |
| Q6-32. Trips & tours for seniors | 8.5% | 11.0% | 28.8% | 51.7% |
| Q6-33. Ultimate frisbee | 9.1% | 0.0% | 54.5% | 36.4% |
| Q6-34. Video game contests/e-sports | 2.4% | 9.5% | 16.7% | 71.4% |
| Q6-35. Other | 9.5% | 23.8% | 19.0% | 47.6% |

## Q6-35. Other

| Q6-35. Other | Number | Percent |
|---|---|---|
| Aerobics and more Zumba classes available | 1 | 4.2 % |
| Arts and crafts classes and spaces | 1 | 4.2 % |
| Bicycling for senior road bike riders | 1 | 4.2 % |
| Bridge playing room | 1 | 4.2 % |
| Canoe | 1 | 4.2 % |
| Climbing wall | 1 | 4.2 % |
| Cycling | 1 | 4.2 % |
| Dog training courses and obstacles in a fenced area | 1 | 4.2 % |
| Fishing | 1 | 4.2 % |
| Golf | 1 | 4.2 % |
| Gun range | 2 | 8.3 % |
| HOBBIES SUCH AS QUILTING/NEEDLEWORK | 1 | 4.2 % |
| Karate class and walking and park in Hopemills play ground | 1 | 4.2 % |
| MOUNTAIN BIKING/TRAIL/HIKING | 1 | 4.2 % |
| Metal detecting | 1 | 4.2 % |
| Nature danger program for students and adults | 1 | 4.2 % |
| Outdoor lighted walking paths | 1 | 4.2 % |
| PICNIC AREAS | 1 | 4.2 % |
| Pokemon Go | 1 | 4.2 % |
| SENIOR WATER AEROBICS | 1 | 4.2 % |
| Sand volleyball | 1 | 4.2 % |
| Singing contest for adults | 1 | 4.2 % |
| Walking trails | 1 | 4.2 % |
| Total | 24 | 100.0 % |

**Q7. Which FOUR of the programs/activities listed in Question 6 do you think are MOST IMPORTANT to the ADULTS in your household?**

| Q7. Top choice | Number | Percent |
|---|---|---|
| Adult sports programs | 47 | 7.4 % |
| After school/summer/track-out programs | 12 | 1.9 % |
| Aquatics programs (e.g. lessons, exercise) | 50 | 7.8 % |
| Arts, dance & performing arts | 10 | 1.6 % |
| Baseball & softball | 7 | 1.1 % |
| Basketball | 6 | 0.9 % |
| Disc golf | 3 | 0.5 % |
| Dodgeball or kickball | 1 | 0.2 % |
| Dog events | 17 | 2.7 % |
| Drone flying area | 6 | 0.9 % |
| Environmental education | 17 | 2.7 % |
| Fitness & wellness | 87 | 13.7 % |
| Flag football | 1 | 0.2 % |
| Life skills programs (e.g. cooking, budgeting) | 7 | 1.1 % |
| Music lessons & classes | 3 | 0.5 % |
| Outdoor music & concerts | 18 | 2.8 % |
| Painting & drawing classes | 4 | 0.6 % |
| Pickleball | 3 | 0.5 % |
| Pre-school programs | 7 | 1.1 % |
| Senior Center programs | 52 | 8.2 % |
| Soccer | 8 | 1.3 % |
| Special events & family festivals | 19 | 3.0 % |
| Special needs programs | 7 | 1.1 % |
| Swimming | 19 | 3.0 % |
| Tackle football | 1 | 0.2 % |
| Teen programs | 2 | 0.3 % |
| Tennis (e.g. lessons, clinics) | 5 | 0.8 % |
| Theater workshops & programs | 1 | 0.2 % |
| Trips & tours for seniors | 24 | 3.8 % |
| Video game contests/e-sports | 4 | 0.6 % |
| Other | 7 | 1.1 % |
| None chosen | 182 | 28.6 % |
| Total | 637 | 100.0 % |

**Q7. Which FOUR of the programs/activities listed in Question 6 do you think are MOST IMPORTANT to the ADULTS in your household?**

| Q7. 2nd choice | Number | Percent |
|---|---|---|
| Adult sports programs | 18 | 2.8 % |
| After school/summer/track-out programs | 11 | 1.7 % |
| Aquatics programs (e.g. lessons, exercise) | 26 | 4.1 % |
| Arts, dance & performing arts | 22 | 3.5 % |
| Baseball & softball | 7 | 1.1 % |
| Basketball | 12 | 1.9 % |
| Cheerleading | 2 | 0.3 % |
| Disc golf | 4 | 0.6 % |
| Dodgeball or kickball | 1 | 0.2 % |
| Dog events | 13 | 2.0 % |
| Drone flying area | 10 | 1.6 % |
| Environmental education | 7 | 1.1 % |
| Fitness & wellness | 55 | 8.6 % |
| Flag football | 2 | 0.3 % |
| Life skills programs (e.g. cooking, budgeting) | 16 | 2.5 % |
| Music lessons & classes | 8 | 1.3 % |
| Outdoor music & concerts | 34 | 5.3 % |
| Painting & drawing classes | 10 | 1.6 % |
| Pickleball | 2 | 0.3 % |
| Pre-school programs | 2 | 0.3 % |
| Senior Center programs | 22 | 3.5 % |
| Soccer | 1 | 0.2 % |
| Special events & family festivals | 35 | 5.5 % |
| Special needs programs | 5 | 0.8 % |
| Swimming | 15 | 2.4 % |
| Tackle football | 1 | 0.2 % |
| Teen programs | 7 | 1.1 % |
| Tennis (e.g. lessons, clinics) | 6 | 0.9 % |
| Theater workshops & programs | 1 | 0.2 % |
| Trips & tours for seniors | 16 | 2.5 % |
| Other | 6 | 0.9 % |
| None chosen | 260 | 40.8 % |
| Total | 637 | 100.0 % |

**Q7. Which FOUR of the programs/activities listed in Question 6 do you think are MOST IMPORTANT to the ADULTS in your household?**

| Q7. 3rd choice | Number | Percent |
|---|---|---|
| Adult sports programs | 12 | 1.9 % |
| After school/summer/track-out programs | 3 | 0.5 % |
| Aquatics programs (e.g. lessons, exercise) | 17 | 2.7 % |
| Arts, dance & performing arts | 7 | 1.1 % |
| Baseball & softball | 3 | 0.5 % |
| Basketball | 9 | 1.4 % |
| Cheerleading | 1 | 0.2 % |
| Disc golf | 2 | 0.3 % |
| Dodgeball or kickball | 2 | 0.3 % |
| Dog events | 18 | 2.8 % |
| Drone flying area | 3 | 0.5 % |
| Environmental education | 11 | 1.7 % |
| Fitness & wellness | 37 | 5.8 % |
| Flag football | 2 | 0.3 % |
| Lacrosse | 1 | 0.2 % |
| Life skills programs (e.g. cooking, budgeting) | 21 | 3.3 % |
| Music lessons & classes | 11 | 1.7 % |
| Outdoor music & concerts | 31 | 4.9 % |
| Painting & drawing classes | 10 | 1.6 % |
| Pickleball | 2 | 0.3 % |
| Pre-school programs | 4 | 0.6 % |
| Senior Center programs | 19 | 3.0 % |
| Special events & family festivals | 31 | 4.9 % |
| Special needs programs | 4 | 0.6 % |
| Swimming | 12 | 1.9 % |
| Tackle football | 2 | 0.3 % |
| Teen programs | 4 | 0.6 % |
| Tennis (e.g. lessons, clinics) | 7 | 1.1 % |
| Theater workshops & programs | 1 | 0.2 % |
| Trips & tours for seniors | 19 | 3.0 % |
| Ultimate frisbee | 2 | 0.3 % |
| Video game contests/e-sports | 3 | 0.5 % |
| Other | 4 | 0.6 % |
| None chosen | 322 | 50.5 % |
| Total | 637 | 100.0 % |

**Q7. Which FOUR of the programs/activities listed in Question 6 do you think are MOST IMPORTANT to the ADULTS in your household?**

| Q7. 4th choice | Number | Percent |
|---|---|---|
| Adult sports programs | 8 | 1.3 % |
| After school/summer/track-out programs | 6 | 0.9 % |
| Aquatics programs (e.g. lessons, exercise) | 10 | 1.6 % |
| Arts, dance & performing arts | 13 | 2.0 % |
| Baseball & softball | 2 | 0.3 % |
| Basketball | 4 | 0.6 % |
| Disc golf | 2 | 0.3 % |
| Dodgeball or kickball | 1 | 0.2 % |
| Dog events | 8 | 1.3 % |
| Drone flying area | 1 | 0.2 % |
| Environmental education | 7 | 1.1 % |
| Fitness & wellness | 24 | 3.8 % |
| Flag football | 3 | 0.5 % |
| Lacrosse | 1 | 0.2 % |
| Life skills programs (e.g. cooking, budgeting) | 13 | 2.0 % |
| Music lessons & classes | 12 | 1.9 % |
| Outdoor music & concerts | 18 | 2.8 % |
| Painting & drawing classes | 16 | 2.5 % |
| Pickleball | 5 | 0.8 % |
| Pre-school programs | 2 | 0.3 % |
| Senior Center programs | 16 | 2.5 % |
| Soccer | 6 | 0.9 % |
| Special events & family festivals | 18 | 2.8 % |
| Special needs programs | 4 | 0.6 % |
| Swimming | 21 | 3.3 % |
| Tackle football | 1 | 0.2 % |
| Teen programs | 7 | 1.1 % |
| Tennis (e.g. lessons, clinics) | 4 | 0.6 % |
| Theater workshops & programs | 7 | 1.1 % |
| Trips & tours for seniors | 19 | 3.0 % |
| Video game contests/e-sports | 6 | 0.9 % |
| Other | 5 | 0.8 % |
| None chosen | 367 | 57.6 % |
| Total | 637 | 100.0 % |

**SUM OF TOP 4 CHOICES**

**Q7. Which FOUR of the programs/activities listed in Question 6 do you think are MOST IMPORTANT to the ADULTS in your household? (top 4)**

| Q7. Sum of Top 4 Choices | Number | Percent |
|---|---|---|
| Adult sports programs | 85 | 13.3 % |
| After school/summer/track-out programs | 32 | 5.0 % |
| Aquatics programs (e.g. lessons, exercise) | 103 | 16.2 % |
| Arts, dance & performing arts | 52 | 8.2 % |
| Baseball & softball | 19 | 3.0 % |
| Basketball | 31 | 4.9 % |
| Cheerleading | 3 | 0.5 % |
| Disc golf | 11 | 1.7 % |
| Dodgeball or kickball | 5 | 0.8 % |
| Dog events | 56 | 8.8 % |
| Drone flying area | 20 | 3.1 % |
| Environmental education | 42 | 6.6 % |
| Fitness & wellness | 203 | 31.9 % |
| Flag football | 8 | 1.3 % |
| Lacrosse | 2 | 0.3 % |
| Life skills programs (e.g. cooking, budgeting) | 57 | 8.9 % |
| Music lessons & classes | 34 | 5.3 % |
| Outdoor music & concerts | 101 | 15.9 % |
| Painting & drawing classes | 40 | 6.3 % |
| Pickleball | 12 | 1.9 % |
| Pre-school programs | 15 | 2.4 % |
| Senior Center programs | 109 | 17.1 % |
| Soccer | 15 | 2.4 % |
| Special events & family festivals | 103 | 16.2 % |
| Special needs programs | 20 | 3.1 % |
| Swimming | 67 | 10.5 % |
| Tackle football | 5 | 0.8 % |
| Teen programs | 20 | 3.1 % |
| Tennis (e.g. lessons, clinics) | 22 | 3.5 % |
| Theater workshops & programs | 10 | 1.6 % |
| Trips & tours for seniors | 78 | 12.2 % |
| Ultimate frisbee | 2 | 0.3 % |
| Video game contests/e-sports | 13 | 2.0 % |
| Other | 22 | 3.5 % |
| None chosen | 182 | 28.6 % |
| Total | 1599 | |

**Q8. Which FOUR of the programs/activities listed in Question 6 do you think are MOST IMPORTANT to the YOUTH in your household?**

| Q8. Top choice | Number | Percent |
|---|---|---|
| Adult sports programs | 7 | 1.1 % |
| After school/summer/track-out programs | 40 | 6.3 % |
| Aquatics programs (e.g. lessons, exercise) | 30 | 4.7 % |
| Arts, dance & performing arts | 12 | 1.9 % |
| Baseball & softball | 27 | 4.2 % |
| Basketball | 22 | 3.5 % |
| Cheerleading | 5 | 0.8 % |
| Disc golf | 2 | 0.3 % |
| Dodgeball or kickball | 2 | 0.3 % |
| Dog events | 1 | 0.2 % |
| Drone flying area | 3 | 0.5 % |
| Environmental education | 3 | 0.5 % |
| Fitness & wellness | 5 | 0.8 % |
| Flag football | 3 | 0.5 % |
| Life skills programs (e.g. cooking, budgeting) | 8 | 1.3 % |
| Music lessons & classes | 4 | 0.6 % |
| Outdoor music & concerts | 2 | 0.3 % |
| Painting & drawing classes | 3 | 0.5 % |
| Pre-school programs | 7 | 1.1 % |
| Senior Center programs | 2 | 0.3 % |
| Soccer | 10 | 1.6 % |
| Special events & family festivals | 3 | 0.5 % |
| Special needs programs | 4 | 0.6 % |
| Swimming | 17 | 2.7 % |
| Tackle football | 6 | 0.9 % |
| Teen programs | 10 | 1.6 % |
| Tennis (e.g. lessons, clinics) | 3 | 0.5 % |
| Theater workshops & programs | 1 | 0.2 % |
| Video game contests/e-sports | 6 | 0.9 % |
| Other | 4 | 0.6 % |
| No youth in household | 179 | 28.1 % |
| None chosen | 206 | 32.3 % |
| Total | 637 | 100.0 % |

**Q8. Which FOUR of the programs/activities listed in Question 6 do you think are MOST IMPORTANT to the YOUTH in your household?**

| Q8. 2nd choice | Number | Percent |
|---|---|---|
| Adult sports programs | 1 | 0.2 % |
| After school/summer/track-out programs | 15 | 2.4 % |
| Aquatics programs (e.g. lessons, exercise) | 27 | 4.2 % |
| Arts, dance & performing arts | 18 | 2.8 % |
| Baseball & softball | 10 | 1.6 % |
| Basketball | 17 | 2.7 % |
| Cheerleading | 10 | 1.6 % |
| Disc golf | 1 | 0.2 % |
| Dodgeball or kickball | 2 | 0.3 % |
| Dog events | 3 | 0.5 % |
| Drone flying area | 3 | 0.5 % |
| Environmental education | 5 | 0.8 % |
| Fitness & wellness | 14 | 2.2 % |
| Flag football | 4 | 0.6 % |
| Life skills programs (e.g. cooking, budgeting) | 6 | 0.9 % |
| Music lessons & classes | 8 | 1.3 % |
| Outdoor music & concerts | 14 | 2.2 % |
| Painting & drawing classes | 5 | 0.8 % |
| Pre-school programs | 3 | 0.5 % |
| Soccer | 8 | 1.3 % |
| Special events & family festivals | 8 | 1.3 % |
| Special needs programs | 2 | 0.3 % |
| Swimming | 12 | 1.9 % |
| Tackle football | 3 | 0.5 % |
| Teen programs | 9 | 1.4 % |
| Tennis (e.g. lessons, clinics) | 2 | 0.3 % |
| Theater workshops & programs | 3 | 0.5 % |
| Trips & tours for seniors | 1 | 0.2 % |
| Ultimate frisbee | 1 | 0.2 % |
| Video game contests/e-sports | 3 | 0.5 % |
| Other | 1 | 0.2 % |
| None chosen | 418 | 65.6 % |
| Total | 637 | 100.0 % |

**Q8. Which FOUR of the programs/activities listed in Question 6 do you think are MOST IMPORTANT to the YOUTH in your household?**

| Q8. 3rd choice | Number | Percent |
|---|---|---|
| After school/summer/track-out programs | 4 | 0.6 % |
| Aquatics programs (e.g. lessons, exercise) | 9 | 1.4 % |
| Arts, dance & performing arts | 8 | 1.3 % |
| Baseball & softball | 8 | 1.3 % |
| Basketball | 10 | 1.6 % |
| Cheerleading | 3 | 0.5 % |
| Disc golf | 1 | 0.2 % |
| Dodgeball or kickball | 4 | 0.6 % |
| Dog events | 4 | 0.6 % |
| Drone flying area | 5 | 0.8 % |
| Environmental education | 7 | 1.1 % |
| Fitness & wellness | 15 | 2.4 % |
| Flag football | 5 | 0.8 % |
| Futsal | 1 | 0.2 % |
| Life skills programs (e.g. cooking, budgeting) | 12 | 1.9 % |
| Music lessons & classes | 12 | 1.9 % |
| Outdoor music & concerts | 11 | 1.7 % |
| Painting & drawing classes | 14 | 2.2 % |
| Pickleball | 1 | 0.2 % |
| Pre-school programs | 1 | 0.2 % |
| Senior Center programs | 2 | 0.3 % |
| Soccer | 10 | 1.6 % |
| Special events & family festivals | 15 | 2.4 % |
| Special needs programs | 1 | 0.2 % |
| Swimming | 6 | 0.9 % |
| Tackle football | 1 | 0.2 % |
| Teen programs | 9 | 1.4 % |
| Tennis (e.g. lessons, clinics) | 3 | 0.5 % |
| Theater workshops & programs | 2 | 0.3 % |
| Video game contests/e-sports | 8 | 1.3 % |
| Other | 2 | 0.3 % |
| None chosen | 443 | 69.5 % |
| Total | 637 | 100.0 % |

**Q8. Which FOUR of the programs/activities listed in Question 6 do you think are MOST IMPORTANT to the YOUTH in your household?**

| Q8. 4th choice | Number | Percent |
|---|---|---|
| Adult sports programs | 2 | 0.3 % |
| After school/summer/track-out programs | 7 | 1.1 % |
| Aquatics programs (e.g. lessons, exercise) | 7 | 1.1 % |
| Arts, dance & performing arts | 7 | 1.1 % |
| Baseball & softball | 4 | 0.6 % |
| Basketball | 4 | 0.6 % |
| Cheerleading | 4 | 0.6 % |
| Dodgeball or kickball | 3 | 0.5 % |
| Dog events | 1 | 0.2 % |
| Drone flying area | 2 | 0.3 % |
| Environmental education | 4 | 0.6 % |
| Fitness & wellness | 9 | 1.4 % |
| Flag football | 5 | 0.8 % |
| Futsal | 1 | 0.2 % |
| Lacrosse | 2 | 0.3 % |
| Life skills programs (e.g. cooking, budgeting) | 8 | 1.3 % |
| Music lessons & classes | 9 | 1.4 % |
| Outdoor music & concerts | 9 | 1.4 % |
| Painting & drawing classes | 7 | 1.1 % |
| Pickleball | 1 | 0.2 % |
| Pre-school programs | 4 | 0.6 % |
| Senior Center programs | 2 | 0.3 % |
| Soccer | 3 | 0.5 % |
| Special events & family festivals | 17 | 2.7 % |
| Special needs programs | 1 | 0.2 % |
| Swimming | 12 | 1.9 % |
| Tackle football | 2 | 0.3 % |
| Teen programs | 9 | 1.4 % |
| Tennis (e.g. lessons, clinics) | 2 | 0.3 % |
| Theater workshops & programs | 4 | 0.6 % |
| Trips & tours for seniors | 1 | 0.2 % |
| Ultimate frisbee | 1 | 0.2 % |
| Video game contests/e-sports | 10 | 1.6 % |
| Other | 2 | 0.3 % |
| None chosen | 471 | 73.9 % |
| Total | 637 | 100.0 % |

**SUM OF TOP 4 CHOICES**

**Q8. Which FOUR of the programs/activities listed in Question 6 do you think are MOST IMPORTANT to the YOUTH in your household? (top 4)**

| Q8. Sum of Top 4 Choices | Number | Percent |
|---|---|---|
| Adult sports programs | 10 | 1.6 % |
| After school/summer/track-out programs | 66 | 10.4 % |
| Aquatics programs (e.g. lessons, exercise) | 73 | 11.5 % |
| Arts, dance & performing arts | 45 | 7.1 % |
| Baseball & softball | 49 | 7.7 % |
| Basketball | 53 | 8.3 % |
| Cheerleading | 22 | 3.5 % |
| Disc golf | 4 | 0.6 % |
| Dodgeball or kickball | 11 | 1.7 % |
| Dog events | 9 | 1.4 % |
| Drone flying area | 13 | 2.0 % |
| Environmental education | 19 | 3.0 % |
| Fitness & wellness | 43 | 6.8 % |
| Flag football | 17 | 2.7 % |
| Futsal | 2 | 0.3 % |
| Lacrosse | 2 | 0.3 % |
| Life skills programs (e.g. cooking, budgeting) | 34 | 5.3 % |
| Music lessons & classes | 33 | 5.2 % |
| Outdoor music & concerts | 36 | 5.7 % |
| Painting & drawing classes | 29 | 4.6 % |
| Pickleball | 2 | 0.3 % |
| Pre-school programs | 15 | 2.4 % |
| Senior Center programs | 6 | 0.9 % |
| Soccer | 31 | 4.9 % |
| Special events & family festivals | 43 | 6.8 % |
| Special needs programs | 8 | 1.3 % |
| Swimming | 47 | 7.4 % |
| Tackle football | 12 | 1.9 % |
| Teen programs | 37 | 5.8 % |
| Tennis (e.g. lessons, clinics) | 10 | 1.6 % |
| Theater workshops & programs | 10 | 1.6 % |
| Trips & tours for seniors | 2 | 0.3 % |
| Ultimate frisbee | 2 | 0.3 % |
| Video game contests/e-sports | 27 | 4.2 % |
| Other | 9 | 1.4 % |
| No youth in household | 179 | 28.1 % |
| None chosen | 206 | 32.3 % |
| Total | 1216 | |

**Q9. From the following list, please CHECK ALL of the ways you learn about Fayetteville-Cumberland Parks and Recreation Department programs and activities.**

| Q9. All the ways you learn about Fayetteville-Cumberland Parks & Recreation Department programs & activities | Number | Percent |
|---|---|---|
| Banners in public places | 151 | 23.7 % |
| Bulletin boards | 91 | 14.3 % |
| Conversation with staff | 46 | 7.2 % |
| Direct email | 89 | 14.0 % |
| Fayetteville-Cumberland Parks & Recreation website | 195 | 30.6 % |
| Fayetteville-Cumberland Parks & Recreation Activities Guide | 138 | 21.7 % |
| Newspaper | 186 | 29.2 % |
| Social media (e.g. Facebook, Twitter, Instagram) | 185 | 29.0 % |
| Search engine (e.g. Google, Yahoo, Bing) | 86 | 13.5 % |
| Word of mouth | 309 | 48.5 % |
| Other | 46 | 7.2 % |
| None of these | 62 | 9.7 % |
| Total | 1584 | |

## Q9-12. Other

| Q9-11. Other | Number | Percent |
|---|---|---|
| A SIGN AT WALMART | 1 | 2.2 % |
| AM 640 GOOD MORNING FAYETTEVILLE SHOW | 1 | 2.2 % |
| ATTEND COMMUNITY WATCH | 1 | 2.2 % |
| At recreation centers | 2 | 4.3 % |
| Bulletin board on Rockfish Rd | 1 | 2.2 % |
| CHURCH | 1 | 2.2 % |
| Celebrating local creeks and streams | 1 | 2.2 % |
| DRIVING BY | 1 | 2.2 % |
| FLIERS | 1 | 2.2 % |
| Flyers in the facilities | 1 | 2.2 % |
| HOPE MILLS WEBSITE | 1 | 2.2 % |
| IN NEIGHBORHOOD | 1 | 2.2 % |
| Info from school | 1 | 2.2 % |
| Library | 1 | 2.2 % |
| Local news broadcasts | 1 | 2.2 % |
| Monthly newsletter | 1 | 2.2 % |
| Organization newsletters, Nextdoor postings | 1 | 2.2 % |
| PUBLIC TV STATION | 1 | 2.2 % |
| Program ads by organizations using the facilities | 1 | 2.2 % |
| RADIO AD | 1 | 2.2 % |
| RARELY SEE OR HEAR ANYTHING | 1 | 2.2 % |
| Radio | 2 | 4.3 % |
| SCHOOL ALDERMAN ROAD BOOKLETS | 1 | 2.2 % |
| SEARCHING | 1 | 2.2 % |
| See in Up & Coming | 1 | 2.2 % |
| Social media | 1 | 2.2 % |
| TV | 11 | 23.9 % |
| TV & RADIO | 1 | 2.2 % |
| TV and radio advertising | 1 | 2.2 % |
| TV, UP AND COMING MAGAZINE | 1 | 2.2 % |
| UP AND COMING | 1 | 2.2 % |
| UP AND COMING MAGAZINE | 1 | 2.2 % |
| UP AND COMING WEEKLY NEWSPAPER | 1 | 2.2 % |
| Used to work with the County, DSS | 1 | 2.2 % |
| Total | 46 | 100.0 % |

**Q10. Please indicate your level of agreement with each of the following statements regarding the Fayetteville-Cumberland Parks and Recreation Department, where 5 is "Strongly Agree" and 1 is "Strongly Disagree."**

(N=637)

| | Strongly agree | Agree | Neutral | Disagree | Strongly disagree | Don't know |
|---|---|---|---|---|---|---|
| Q10-1. I am aware of recreation programs & activities that are offered | 11.3% | 27.6% | 26.2% | 16.0% | 9.9% | 8.9% |
| Q10-2. I am satisfied with recreation opportunities I receive for my tax dollars | 10.0% | 23.4% | 25.6% | 13.7% | 13.2% | 14.1% |
| Q10-3. I am satisfied with variety of recreation programs Department offers | 11.0% | 25.3% | 25.1% | 14.4% | 7.2% | 17.0% |
| Q10-4. Parks & recreation is an essential service to City & County | 53.1% | 26.8% | 7.8% | 1.4% | 3.3% | 7.5% |
| Q10-5. Public parks add to quality of life in the community | 57.8% | 24.5% | 7.1% | 1.6% | 1.7% | 7.4% |

**WITHOUT DON'T' KNOW**

**Q10. Please indicate your level of agreement with each of the following statements regarding the Fayetteville-Cumberland Parks and Recreation Department, where 5 is "Strongly Agree" and 1 is "Strongly Disagree." (without "don't know")**

(N=637)

| | Strongly agree | Agree | Neutral | Disagree | Strongly disagree |
|---|---|---|---|---|---|
| Q10-1. I am aware of recreation programs & activities that are offered | 12.4% | 30.3% | 28.8% | 17.6% | 10.9% |
| Q10-2. I am satisfied with recreation opportunities I receive for my tax dollars | 11.7% | 27.2% | 29.8% | 15.9% | 15.4% |
| Q10-3. I am satisfied with variety of recreation programs Department offers | 13.2% | 30.4% | 30.2% | 17.4% | 8.7% |
| Q10-4. Parks & recreation is an essential service to City & County | 57.4% | 29.0% | 8.5% | 1.5% | 3.6% |
| Q10-5. Public parks add to quality of life in the community | 62.4% | 26.4% | 7.6% | 1.7% | 1.9% |

**Q11. Please indicate how willing you would be to do the following to support expanding or implementing recreation and parks facilities and programs in the Fayetteville-Cumberland parks and recreation system.**

(N=637)

| | Very willing | Willing | Somewhat willing | Not willing | Don't know |
|---|---|---|---|---|---|
| Q11-1. Pay a slight increase in taxes to implement recreation programs | 11.6% | 20.1% | 21.8% | 33.4% | 13.0% |
| Q11-2. Pay an increase in taxes to support development of new recreation facilities | 11.0% | 19.9% | 21.7% | 33.0% | 14.4% |
| Q11-3. Volunteer to support recreation & parks programs | 9.7% | 24.3% | 25.3% | 22.9% | 17.7% |
| Q11-4. Make donations to fund design & construction of new recreation & parks facilities | 4.7% | 18.8% | 25.3% | 30.8% | 20.4% |
| Q11-5. Pay an increased fee to attend or participate in Department sponsored recreational programs | 7.1% | 19.3% | 24.2% | 31.7% | 17.7% |
| Q11-6. Pay entrance fees or user fees to use some parks or facilities | 7.7% | 19.5% | 22.6% | 36.3% | 14.0% |

**WITHOUT DON'T KNOW**

**Q11. Please indicate how willing you would be to do the following to support expanding or implementing recreation and parks facilities and programs in the Fayetteville-Cumberland parks and recreation system. (without "don't know")**

(N=637)

| | Very willing | Willing | Somewhat willing | Not willing |
|---|---|---|---|---|
| Q11-1. Pay a slight increase in taxes to implement recreation programs | 13.4% | 23.1% | 25.1% | 38.4% |
| Q11-2. Pay an increase in taxes to support development of new recreation facilities | 12.8% | 23.3% | 25.3% | 38.5% |
| Q11-3. Volunteer to support recreation & parks programs | 11.8% | 29.6% | 30.7% | 27.9% |
| Q11-4. Make donations to fund design & construction of new recreation & parks facilities | 5.9% | 23.7% | 31.8% | 38.7% |
| Q11-5. Pay an increased fee to attend or participate in Department sponsored recreational programs | 8.6% | 23.5% | 29.4% | 38.5% |
| Q11-6. Pay entrance fees or user fees to use some parks or facilities | 8.9% | 22.6% | 26.3% | 42.2% |

**Q12. How high of a priority should it be for the City of Fayetteville and Cumberland County to make improvements to parks, facilities, recreation programs, and special events compared to other priorities for the City?**

| Q12. How high of a priority should it be for City to make improvements to parks, facilities, recreation programs, & special events | Number | Percent |
|---|---|---|
| Very high priority | 176 | 27.6 % |
| High priority | 215 | 33.8 % |
| Medium priority | 153 | 24.0 % |
| Low priority | 44 | 6.9 % |
| Not provided | 49 | 7.7 % |
| Total | 637 | 100.0 % |

**WITHOUT NOT PROVIDED**

**Q12. How high of a priority should it be for the City of Fayetteville and Cumberland County to make improvements to parks, facilities, recreation programs, and special events compared to other priorities for the City? (without "not provided")**

| Q12. How high of a priority should it be for City to make improvements to parks, facilities, recreation programs, & special events | Number | Percent |
|---|---|---|
| Very high priority | 176 | 29.9 % |
| High priority | 215 | 36.6 % |
| Medium priority | 153 | 26.0 % |
| Low priority | 44 | 7.5 % |
| Total | 588 | 100.0 % |

**Q13. From the following list of potential indoor programming spaces that could be added or expanded, please CHECK ALL of the ones you or members of your household would use.**

| Q13. All potential indoor programming spaces you would use | Number | Percent |
|---|---|---|
| Walking & jogging track | 350 | 54.9 % |
| Arts & crafts studio | 163 | 25.6 % |
| Aerobics/fitness/dance class space | 213 | 33.4 % |
| Space for teens | 113 | 17.7 % |
| Weight room/cardiovascular equipment area | 203 | 31.9 % |
| Leisure pool (e.g. water slides, sprays) | 180 | 28.3 % |
| Child care area | 89 | 14.0 % |
| Exercise facility for adults 50+ years | 276 | 43.3 % |
| Rock climbing/bouldering wall | 103 | 16.2 % |
| Indoor soccer/lacrosse | 54 | 8.5 % |
| Multi-court gymnasium/field house | 69 | 10.8 % |
| Classroom space | 74 | 11.6 % |
| Space for meetings, parties, banquets | 157 | 24.6 % |
| Indoor tennis | 68 | 10.7 % |
| Nature center | 143 | 22.4 % |
| Performing arts (e.g. music, drama) | 125 | 19.6 % |
| Senior center | 197 | 30.9 % |
| Other | 18 | 2.8 % |
| Total | 2595 | |

**Q13-18. Other**

| Q13-18. Other | Number | Percent |
|---|---|---|
| A city track and field/city football facilities | 1 | 5.6 % |
| Bridge playing room | 1 | 5.6 % |
| Dog related space and equipment | 1 | 5.6 % |
| GUN RANGE | 1 | 5.6 % |
| INDOOR POOL IN HOPE MILLS | 1 | 5.6 % |
| Indoor and/or outdoor area for dog training | 1 | 5.6 % |
| Indoor golf | 1 | 5.6 % |
| Indoor softball, baseballs fields cages | 1 | 5.6 % |
| Indoor swimming | 1 | 5.6 % |
| Indoor swimming center for high schools in the area | 1 | 5.6 % |
| Movie/game area | 1 | 5.6 % |
| Natural trails | 1 | 5.6 % |
| Outdoor exercise equipment | 1 | 5.6 % |
| SOMETHING FOR TEENS TO DO | 1 | 5.6 % |
| TOO UNSAFE | 1 | 5.6 % |
| Wet sauna capability | 1 | 5.6 % |
| Willing to pay higher taxes to use facilities provided in our community | 1 | 5.6 % |
| YOGA CLASSES | 1 | 5.6 % |
| Total | 18 | 100.0 % |

**Q14. In the past 12 months, have you or any member of your household participated in any PROGRAMS offered by the Fayetteville-Cumberland Parks and Recreation Department?**

| Q14. Have you participated in any programs offered by Fayetteville-Cumberland Parks & Recreation Department in past 12 months | Number | Percent |
|---|---|---|
| Yes | 240 | 37.7 % |
| No | 385 | 60.4 % |
| Not provided | 12 | 1.9 % |
| Total | 637 | 100.0 % |

**WITHOUT NOT PROVIDED**

**Q14. In the past 12 months, have you or any member of your household participated in any PROGRAMS offered by the Fayetteville-Cumberland Parks and Recreation Department? (without "not provided")**

| Q14. Have you participated in any programs offered by Fayetteville-Cumberland Parks & Recreation Department in past 12 months | Number | Percent |
|---|---|---|
| Yes | 240 | 38.4 % |
| No | 385 | 61.6 % |
| Total | 625 | 100.0 % |

**Q14a. How would you rate the overall quality of PROGRAMS that you and members of your household have participated in?**

| Q14a. How would you rate overall quality of programs you have participated in | Number | Percent |
|---|---|---|
| Excellent | 63 | 26.3 % |
| Good | 142 | 59.2 % |
| Fair | 30 | 12.5 % |
| Poor | 4 | 1.7 % |
| Not provided | 1 | 0.4 % |
| Total | 240 | 100.0 % |

**WITHOUT NOT PROVIDED**

**Q14a. How would you rate the overall quality of PROGRAMS that you and members of your household have participated in? (without "not provided")**

| Q14a. How would you rate overall quality of programs you have participated in | Number | Percent |
|---|---|---|
| Excellent | 63 | 26.4 % |
| Good | 142 | 59.4 % |
| Fair | 30 | 12.6 % |
| Poor | 4 | 1.7 % |
| Total | 239 | 100.0 % |

## Q15. Please CHECK ALL of the following reasons that you and members of your household use the Parks and Recreation facilities offered by Fayetteville-Cumberland Parks and Recreation Department.

| Q15. All the reasons you use parks & recreation facilities offered by Fayetteville-Cumberland Parks & Recreation Department | Number | Percent |
|---|---|---|
| Program or facility offered | 197 | 30.9 % |
| Safety of parks & facilities | 145 | 22.8 % |
| Quality of instructors | 55 | 8.6 % |
| Facilities have right amenities | 93 | 14.6 % |
| Quality of programs | 74 | 11.6 % |
| Facilities are well maintained | 154 | 24.2 % |
| Close to our home/residence | 270 | 42.4 % |
| Enjoyment of the outdoors | 189 | 29.7 % |
| Programs are interesting | 94 | 14.8 % |
| Fees are affordable | 159 | 25.0 % |
| Good customer service by staff | 96 | 15.1 % |
| Facility operating hours are convenient | 88 | 13.8 % |
| Registration for programs is easy | 84 | 13.2 % |
| Availability of parking | 118 | 18.5 % |
| Improved physical fitness & health | 130 | 20.4 % |
| Socializing/meeting people | 148 | 23.2 % |
| Other | 15 | 2.4 % |
| None. I do not use parks, recreation facilities, or programs | 154 | 24.2 % |
| Total | 2263 | |

## Q15-17. Other

| Q15-17. Other | Number | Percent |
|---|---|---|
| EDUCATION FROM SPEAKERS | 1 | 6.7 % |
| Family time | 1 | 6.7 % |
| Festivals | 1 | 6.7 % |
| Fishing | 1 | 6.7 % |
| Functions and gatherings that I get to be with friends | 1 | 6.7 % |
| Great concessions versus other parks we've been too | 1 | 6.7 % |
| Hours and shifts I work | 1 | 6.7 % |
| I am not aware of what is offered | 1 | 6.7 % |
| It was the only place cheerleading was offered | 1 | 6.7 % |
| It's the only place that offers pickleball at a time I can make it | 1 | 6.7 % |
| MY HEALTH | 1 | 6.7 % |
| REUNION | 1 | 6.7 % |
| Referee for sports | 1 | 6.7 % |
| SON HAS ASTHMA, DOES NOT PARTICIPATE | 1 | 6.7 % |
| Wheelchair swings | 1 | 6.7 % |
| Total | 15 | 100.0 % |

**Q16. Based on what you know or have heard, which of the following options best describes your opinion on additional public parks and recreation facilities in Fayetteville and Cumberland County?**

| Q16. Which options best describes your opinion on additional public parks & recreation facilities in Fayetteville & Cumberland County | Number | Percent |
|---|---|---|
| There is a great need for additional parks & facilities | 200 | 31.4 % |
| There is some need for additional parks & facilities | 269 | 42.2 % |
| There is little need for additional parks & facilities | 58 | 9.1 % |
| There is no need for additional parks & facilities | 48 | 7.5 % |
| Not provided | 62 | 9.7 % |
| Total | 637 | 100.0 % |

**WITHOUT NOT PROVIDED**

**Q16. Based on what you know or have heard, which of the following options best describes your opinion on additional public parks and recreation facilities in Fayetteville and Cumberland County? (without "not provided")**

| Q16. Which options best describes your opinion on additional public parks & recreation facilities in Fayetteville & Cumberland County | Number | Percent |
|---|---|---|
| There is a great need for additional parks & facilities | 200 | 34.8 % |
| There is some need for additional parks & facilities | 269 | 46.8 % |
| There is little need for additional parks & facilities | 58 | 10.1 % |
| There is no need for additional parks & facilities | 48 | 8.3 % |
| Total | 575 | 100.0 % |

## Q17. In your opinion, how important is the existence of public parks and recreation areas to the quality of life in Fayetteville and Cumberland County?

| Q17. How important is existence of public parks & recreation areas to quality of life in Fayetteville & Cumberland County | Number | Percent |
|---|---|---|
| Very important | 380 | 59.7 % |
| Important | 172 | 27.0 % |
| Neutral | 47 | 7.4 % |
| Not important | 8 | 1.3 % |
| Not at all important | 4 | 0.6 % |
| Not provided | 26 | 4.1 % |
| Total | 637 | 100.0 % |

**WITHOUT NOT PROVIDED**

## Q17. In your opinion, how important is the existence of public parks and recreation areas to the quality of life in Fayetteville and Cumberland County? (without "not provided")

| Q17. How important is existence of public parks & recreation areas to quality of life in Fayetteville & Cumberland County | Number | Percent |
|---|---|---|
| Very important | 380 | 62.2 % |
| Important | 172 | 28.2 % |
| Neutral | 47 | 7.7 % |
| Not important | 8 | 1.3 % |
| Not at all important | 4 | 0.7 % |
| Total | 611 | 100.0 % |

**Q18. How satisfied are you with the overall value your household receives from the Fayetteville-Cumberland Parks and Recreation Department?**

| Q18. How satisfied are you with overall value your household receives from Fayetteville-Cumberland Parks & Recreation Department | Number | Percent |
|---|---|---|
| Very satisfied | 126 | 19.8 % |
| Somewhat satisfied | 232 | 36.4 % |
| Neutral | 127 | 19.9 % |
| Somewhat dissatisfied | 45 | 7.1 % |
| Very dissatisfied | 32 | 5.0 % |
| Don't know | 75 | 11.8 % |
| Total | 637 | 100.0 % |

**WITHOUT DON'T KNOW**

**Q18. How satisfied are you with the overall value your household receives from the Fayetteville-Cumberland Parks and Recreation Department? (without "don't know")**

| Q18. How satisfied are you with overall value your household receives from Fayetteville-Cumberland Parks & Recreation Department | Number | Percent |
|---|---|---|
| Very satisfied | 126 | 22.4 % |
| Somewhat satisfied | 232 | 41.3 % |
| Neutral | 127 | 22.6 % |
| Somewhat dissatisfied | 45 | 8.0 % |
| Very dissatisfied | 32 | 5.7 % |
| Total | 562 | 100.0 % |

## Q19. Including yourself, how many people in your household are...

| | Mean | Sum |
|---|---|---|
| number | 2.95 | 1738 |
| Under age 5 | 0.16 | 97 |
| Ages 5-9 | 0.23 | 135 |
| Ages 10-14 | 0.25 | 149 |
| Ages 15-19 | 0.24 | 139 |
| Ages 20-24 | 0.12 | 68 |
| Ages 25-34 | 0.26 | 154 |
| Ages 35-44 | 0.37 | 218 |
| Ages 45-54 | 0.33 | 193 |
| Ages 55-64 | 0.48 | 282 |
| Ages 65-74 | 0.30 | 176 |
| Ages 75+ | 0.22 | 127 |

## Q20. What is your age?

| Q20. Your age | Number | Percent |
|---|---|---|
| 18-34 | 116 | 18.2 % |
| 35-44 | 112 | 17.6 % |
| 45-54 | 112 | 17.6 % |
| 55-64 | 124 | 19.5 % |
| 65+ | 127 | 19.9 % |
| Not provided | 46 | 7.2 % |
| Total | 637 | 100.0 % |

**WITHOUT NOT PROVIDED**

## Q20. What is your age? (without "not provided")

| Q20. Your age | Number | Percent |
|---|---|---|
| 18-34 | 116 | 19.6 % |
| 35-44 | 112 | 19.0 % |
| 45-54 | 112 | 19.0 % |
| 55-64 | 124 | 21.0 % |
| 65+ | 127 | 21.5 % |
| Total | 591 | 100.0 % |

## Q21. Are you currently enrolled as a college student?

| Q21. Are you currently enrolled as a college student | Number | Percent |
|---|---|---|
| Yes | 45 | 7.1 % |
| No | 560 | 87.9 % |
| Not provided | 32 | 5.0 % |
| Total | 637 | 100.0 % |

**WITHOUT NOT PROVIDED**

## Q21. Are you currently enrolled as a college student? (without "not provided")

| Q21. Are you currently enrolled as a college student | Number | Percent |
|---|---|---|
| Yes | 45 | 7.4 % |
| No | 560 | 92.6 % |
| Total | 605 | 100.0 % |

## Q22. In what jurisdiction do you currently live?

| Q22. In what jurisdiction do you currently live | Number | Percent |
|---|---|---|
| Eastover | 19 | 3.0 % |
| Falcon | 1 | 0.2 % |
| Gray's Creek | 23 | 3.6 % |
| Hope Mills | 55 | 8.6 % |
| Linden | 5 | 0.8 % |
| Spring Lake | 14 | 2.2 % |
| Stedman | 13 | 2.0 % |
| Wade | 5 | 0.8 % |
| Fayetteville | 406 | 63.7 % |
| Fort Bragg | 6 | 0.9 % |
| Cumberland County | 84 | 13.2 % |
| Not provided | 6 | 0.9 % |
| Total | 637 | 100.0 % |

## Q23. Approximately how many years have you lived in Cumberland County?

| Q23. How many years have you lived in Cumberland County | Number | Percent |
|---|---|---|
| 0-5 | 31 | 4.9 % |
| 6-10 | 56 | 8.8 % |
| 11-15 | 67 | 10.5 % |
| 16-20 | 50 | 7.8 % |
| 21-30 | 134 | 21.0 % |
| 31+ | 269 | 42.2 % |
| Not provided | 30 | 4.7 % |
| Total | 637 | 100.0 % |

## WITHOUT NOT PROVIDED

## Q23. Approximately how many years have you lived in Cumberland County? (without "not provided")

| Q23. How many years have you lived in Cumberland County | Number | Percent |
|---|---|---|
| 0-5 | 31 | 5.1 % |
| 6-10 | 56 | 9.2 % |
| 11-15 | 67 | 11.0 % |
| 16-20 | 50 | 8.2 % |
| 21-30 | 134 | 22.1 % |
| 31+ | 269 | 44.3 % |
| Total | 607 | 100.0 % |

## Q24. Your gender:

| Q24. Your gender | Number | Percent |
|---|---|---|
| Male | 319 | 50.1 % |
| Female | 314 | 49.3 % |
| Not provided | 4 | 0.6 % |
| Total | 637 | 100.0 % |

**WITHOUT NOT PROVIDED**

## Q24. Your gender: (without "not provided")

| Q24. Your gender | Number | Percent |
|---|---|---|
| Male | 319 | 50.4 % |
| Female | 314 | 49.6 % |
| Total | 633 | 100.0 % |

## Q25. Which of the following BEST describes your race/ethnicity?

| Q25. Your race/ethnicity | Number | Percent |
|---|---|---|
| Asian/Pacific Islander | 14 | 2.2 % |
| Asian (Indian Sub-Continent) | 4 | 0.6 % |
| African American/Black | 259 | 40.7 % |
| American Indian/Alaskan Native | 22 | 3.5 % |
| Hispanic/Latino | 77 | 12.1 % |
| White (not Hispanic) | 271 | 42.5 % |
| Other | 13 | 2.0 % |
| Total | 660 | |

## Q25-7. Other

| Q25-7. Other | Number | Percent |
|---|---|---|
| AFRICAN, INDIAN | 1 | 8.3 % |
| Bi-racial | 1 | 8.3 % |
| EUROPEAN AMERICAN | 1 | 8.3 % |
| Korean, Columbian and White | 1 | 8.3 % |
| Middle Eastern | 1 | 8.3 % |
| Mixed | 7 | 58.3 % |
| Total | 12 | 100.0 % |

## Location

| Inside City of Fayetteville | Number | Percent |
|---|---|---|
| City of Fayetteville | 430 | 67.5 % |
| Cumberland County (outside City of Fayetteville) | 207 | 32.5 % |
| Total | 637 | 100.0 % |

# Section 5
# *Survey Instrument*

Fayetteville Cumberland
PARKS & RECREATION

Dear Cumberland County Resident,

**Your response to the enclosed survey is extremely important.**
The Fayetteville-Cumberland County Parks and Recreation Department strives to meet the recreational needs of our community. The area this joint department serves includes incorporated areas of Fayetteville, Eastover, Falcon, Godwin, Linden, Stedman, and Wade, and the unincorporated areas of Cumberland County. The Fayetteville-Cumberland Parks and Recreation Department is updating its Parks and Recreation Comprehensive Master Plan, the primary guide for the future of parks, programs, and facilities in our community. The most important part of this planning process is gathering input from residents about their recreational needs and wants.

**Your household was one of a limited number selected at random to receive this survey. It is very important that we have your participation!**

**We appreciate your time.**
This survey will take approximately 10 to 15 minutes to compete, and each question is important. The time you invest in completing this survey will aid the Department in taking a resident-driven approach to making decisions that will enrich the future of our community and positively affect the lives of 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. You may also submit the survey online using the URL found at the top of the survey form.

If you have any questions, please contact Michael Gibson, Director of the Parks and Recreation Department at MGibson@ci.fay.nc.us. The survey is a tool that will benefit all residents. Please take this opportunity to have your voice heard.

Sincerely,

Michael Gibson
Director
Fayetteville-Cumberland Parks and Recreation Department

# 2019 Fayetteville-Cumberland Parks and Recreation Survey

Your input will be used to assess community parks and recreation needs and priorities for the Fayetteville-Cumberland Parks and Recreation Department. If you prefer, you may complete the survey online at *fayettevilleparksurvey.org*.

**1. Have you or other members of your household used any of the following facilities operated by the Fayetteville-Cumberland Parks and Recreation Department during the past year?** *[Check all that apply.]*

____(01) E.E. Miller Recreation Center
____(02) Arnette Park
____(03) Cape Fear Mountain Bike Trail
____(04) Cape Fear River Trail
____(05) Clark Park
____(06) Cliffdale Recreation Center
____(07) College Lakes Recreation Center
____(08) Cross Creek Linear Park
____(09) Dorothy Gilmore Therapeutic Recreation Center
____(10) Eastover-Central Recreation Center
____(11) Eastover Splash Pad
____(12) Fayetteville Community Garden
____(13) Fayetteville Senior Center
____(14) Festival Park
____(15) Freedom Memorial Park
____(16) G.B. Myers Recreation Center
____(17) Godwin Community Park
____(18) Godwin Splash Pad
____(19) Gray's Creek Community Park
____(20) Gray's Creek Splash Pad
____(21) Hall Park
____(22) J.D. Pone Recreation Center
____(23) J.O. Humphries Park
____(24) J.S. Spivey Recreation Center
____(25) J.S. Spivey Splash Pad
____(26) Keith A. Bates, Sr. Pool
____(27) Kiwanis Recreation Center
____(28) Kiwanis Recreation Center Splash Pad
____(29) Lake Rim Park
____(30) Lake Rim Recreation Center
____(31) Linden Little River Community Park
____(32) Linden Splash Pad
____(33) Martin Luther King, Jr. Park
____(34) Massey Hill Recreation Center
____(35) Massey Hill Recreation Center Splash Pad
____(36) Mazarick Park
____(37) Myers Recreation Center
____(38) Myers Recreation Center Splash Pad
____(39) North Carolina Veterans Park
____(40) Pine Forest Recreation Center
____(41) Public Fitness Equipment
____(42) Riverside Dog Park
____(43) Ronnie "Chase" Chalmers Pool
____(44) Smith Recreation Center
____(45) Stedman Recreation Center
____(46) Stoney Point Recreation Center
____(47) Tokay Senior Fitness Center
____(48) Wade Community Center
____(49) Wade Splash Pad
____(50) Westover Aquatic Center
____(51) Westover Recreation Center
____(52) None, have not used any *[Skip to Q2]*

**1a. Approximately how many times have you or members of your household visited any Fayetteville-Cumberland Parks and Recreation facilities during the past year?**

____(1) 1-5 times ____(2) 6-10 times ____(3) 11-20 times ____(4) 21-25 times ____(5) 25+ times

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

____(01) Fayetteville-Cumberland Parks and Recreation
____(02) School Facilities
____(03) Hope Mills Parks and Recreation
____(04) Spring Lake Parks and Recreation
____(05) State or Federal Parks
____(06) Non-profit organizations: _____
____(07) Private clubs: _____
____(08) Fitness centers: _____
____(09) Churches or other religious organizations
____(10) Other: _____
____(11) None of these *[Skip to Q3]*

**2a. Of the organizations listed in Question 2, which ONE do you USE MOST for your household's recreation needs?** *[Write-in your answer below using the numbers from the list in Question 2.]*

Organization used most: ____

**3. Which of the following reasons prevent you or other members of your household from using recreation programs/facilities offered by the Fayetteville-Cumberland Parks and Recreation Department (or, if you currently use them, what prevents you from using them more often)?** *[Check all that apply.]*

____(01) Cost of participation
____(02) Facilities are too far from home
____(03) Inconvenient hours of operation
____(04) Lack of cleanliness
____(05) Lack of disabled access
____(06) Lack of information/don't know what is offered
____(07) Lack of maintenance
____(08) Lack of parking
____(09) Waiting list for registration
____(10) Not enough time/too busy
____(11) Not interested in what is provided
____(12) Overcrowding
____(13) Safety at facilities

**4. Please indicate if you have a need for each of the recreation facilities/amenities listed below by circling either "Yes" or "No". If "Yes", answer the question in the shaded area to the right.**

| | Type of facility/amenity | Do you have a need for this facility/amenity? | | *If "Yes"*, how well are your needs being met? Fully Met | Mostly Met | Partly Met | Not Met |
|---|---|---|---|---|---|---|---|
| 01. | Baseball and softball fields | Yes | No | 4 | 3 | 2 | 1 |
| 02. | BMX course or skate park | Yes | No | 4 | 3 | 2 | 1 |
| 03. | Canoe/kayak rentals | Yes | No | 4 | 3 | 2 | 1 |
| 04. | Classroom/Meeting space | Yes | No | 4 | 3 | 2 | 1 |
| 05. | Climbing wall | Yes | No | 4 | 3 | 2 | 1 |
| 06. | Community gardens | Yes | No | 4 | 3 | 2 | 1 |
| 07. | Disc golf course | Yes | No | 4 | 3 | 2 | 1 |
| 08. | Dog park | Yes | No | 4 | 3 | 2 | 1 |
| 09. | Driving range | Yes | No | 4 | 3 | 2 | 1 |
| 10. | Greenway trail system | Yes | No | 4 | 3 | 2 | 1 |
| 11. | Indoor aquatics center | Yes | No | 4 | 3 | 2 | 1 |
| 12. | Indoor fitness facilities | Yes | No | 4 | 3 | 2 | 1 |
| 13. | Mountain bike trails | Yes | No | 4 | 3 | 2 | 1 |
| 14. | Multipurpose fields (e.g. football, soccer, lacrosse) | Yes | No | 4 | 3 | 2 | 1 |
| 15. | Multi-use gym space (e.g. basketball, volleyball) | Yes | No | 4 | 3 | 2 | 1 |
| 16. | Natural trails (walking or hiking) | Yes | No | 4 | 3 | 2 | 1 |
| 17. | Outdoor fitness equipment | Yes | No | 4 | 3 | 2 | 1 |
| 18. | Outdoor swimming pool | Yes | No | 4 | 3 | 2 | 1 |
| 19. | Performing arts rehearsal space | Yes | No | 4 | 3 | 2 | 1 |
| 20. | Picnic shelters | Yes | No | 4 | 3 | 2 | 1 |
| 21. | Pier fishing | Yes | No | 4 | 3 | 2 | 1 |
| 22. | Ropes course | Yes | No | 4 | 3 | 2 | 1 |
| 23. | Sand volleyball courts | Yes | No | 4 | 3 | 2 | 1 |
| 24. | Special event rental space - indoor or outdoor | Yes | No | 4 | 3 | 2 | 1 |
| 25. | Splash pad | Yes | No | 4 | 3 | 2 | 1 |
| 26. | Tennis courts | Yes | No | 4 | 3 | 2 | 1 |
| 27. | Track - indoor or outdoor | Yes | No | 4 | 3 | 2 | 1 |
| 28. | Turf fields | Yes | No | 4 | 3 | 2 | 1 |
| 29. | Visual arts studio | Yes | No | 4 | 3 | 2 | 1 |
| 30. | Water access (boating, kayaking, canoeing) | Yes | No | 4 | 3 | 2 | 1 |
| 31. | Other: _____ | Yes | No | 4 | 3 | 2 | 1 |

**5. Which FOUR of the facilities from the list in Question 4 are MOST IMPORTANT to you and the members of your household?** *[Write in your answers below using the numbers from the list in Question 4, or circle "NONE".]*

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

**6. Please indicate if you have a desire to participate in each of the recreation programs listed below by circling either "Yes" or "No". If "Yes", answer the question in the shaded area to the right.**

| | Programs/Activities | Do you have a desire to participate in this activity? | | *If "Yes",* how well are your needs being met? Fully Met | Mostly Met | Partly Met | Not Met |
|---|---|---|---|---|---|---|---|
| 01. | Adult sports programs | Yes | No | 4 | 3 | 2 | 1 |
| 02. | Afterschool/summer/track-out programs | Yes | No | 4 | 3 | 2 | 1 |
| 03. | Aquatics programs (e.g. lessons, exercise) | Yes | No | 4 | 3 | 2 | 1 |
| 04. | Arts, dance and performing arts | Yes | No | 4 | 3 | 2 | 1 |
| 05. | Baseball and softball | Yes | No | 4 | 3 | 2 | 1 |
| 06. | Basketball | Yes | No | 4 | 3 | 2 | 1 |
| 07. | Cheerleading | Yes | No | 4 | 3 | 2 | 1 |
| 08. | Disc golf | Yes | No | 4 | 3 | 2 | 1 |
| 09. | Dodgeball or kickball | Yes | No | 4 | 3 | 2 | 1 |
| 10. | Dog events | Yes | No | 4 | 3 | 2 | 1 |
| 11. | Drone flying area | Yes | No | 4 | 3 | 2 | 1 |
| 12. | Environmental education | Yes | No | 4 | 3 | 2 | 1 |
| 13. | Fitness and wellness | Yes | No | 4 | 3 | 2 | 1 |
| 14. | Flag football | Yes | No | 4 | 3 | 2 | 1 |
| 15. | Futsal | Yes | No | 4 | 3 | 2 | 1 |
| 16. | Lacrosse | Yes | No | 4 | 3 | 2 | 1 |
| 17. | Life skills programs (e.g. cooking, budgeting) | Yes | No | 4 | 3 | 2 | 1 |
| 18. | Music lessons and classes | Yes | No | 4 | 3 | 2 | 1 |
| 19. | Outdoor music and concerts | Yes | No | 4 | 3 | 2 | 1 |
| 20. | Painting and drawing classes | Yes | No | 4 | 3 | 2 | 1 |
| 21. | Pickleball | Yes | No | 4 | 3 | 2 | 1 |
| 22. | Pre-school programs | Yes | No | 4 | 3 | 2 | 1 |
| 23. | Senior Center programs | Yes | No | 4 | 3 | 2 | 1 |
| 24. | Soccer | Yes | No | 4 | 3 | 2 | 1 |
| 25. | Special events and family festivals | Yes | No | 4 | 3 | 2 | 1 |
| 26. | Special needs programs | Yes | No | 4 | 3 | 2 | 1 |
| 27. | Swimming | Yes | No | 4 | 3 | 2 | 1 |
| 28. | Tackle football | Yes | No | 4 | 3 | 2 | 1 |
| 29. | Teen programs | Yes | No | 4 | 3 | 2 | 1 |
| 30. | Tennis (e.g. lessons, clinics) | Yes | No | 4 | 3 | 2 | 1 |
| 31. | Theater workshops and programs | Yes | No | 4 | 3 | 2 | 1 |
| 32. | Trips and tours for Seniors | Yes | No | 4 | 3 | 2 | 1 |
| 33. | Ultimate frisbee | Yes | No | 4 | 3 | 2 | 1 |
| 34. | Video game contests/E-sports | Yes | No | 4 | 3 | 2 | 1 |
| 35. | Other: _____ | Yes | No | 4 | 3 | 2 | 1 |

**7. Which FOUR of the programs/activities listed in Question 6 do you think are MOST IMPORTANT to the ADULTS in your household?** *[Write in your answers below using the numbers from the list in Question 6, or circle "NONE".]*

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

**8. Which FOUR of the programs/activities listed in Question 6 do you think are MOST IMPORTANT to the YOUTH in your household?** *[Write in your answers below using the numbers from the list in Question 6, or 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

**9. From the following list, please CHECK ALL of the ways you learn about Fayetteville-Cumberland Parks and Recreation Department programs and activities.**

____(01) Banners in public places
____(02) Bulletin boards
____(03) Conversation with staff
____(04) Direct email
____(05) Fayetteville-Cumberland Parks and Recreation Website
____(06) Fayetteville-Cumberland Parks and Recreation Activities Guide
____(07) Newspaper
____(08) Social media (e.g. Facebook, Twitter, Instagram)
____(09) Search Engine (e.g. Google, Yahoo, Bing)
____(10) Word of mouth
____(11) Other: _____
____(12) None of these

**10. Please indicate your level of agreement with each of the following statements regarding the Fayetteville-Cumberland Parks and Recreation Department, where 5 is "Strongly Agree" and 1 is "Strongly Disagree".**

| | | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know |
|---|---|---|---|---|---|---|---|
| 1. | I am aware of the recreation programs and activities that are offered | 5 | 4 | 3 | 2 | 1 | 9 |
| 2. | I am satisfied with recreation opportunities I receive for my tax dollars | 5 | 4 | 3 | 2 | 1 | 9 |
| 3. | I am satisfied with the variety of recreation programs the Department offers | 5 | 4 | 3 | 2 | 1 | 9 |
| 4. | Parks and recreation is an essential service to the City and County | 5 | 4 | 3 | 2 | 1 | 9 |
| 5. | Public parks add to the quality of life in the community | 5 | 4 | 3 | 2 | 1 | 9 |

**11. Please indicate how willing you would be to do the following to support expanding or implementing recreation and parks facilities and programs in the Fayetteville-Cumberland parks and recreation system.**

| | How willing would you be to : | Very Willing | Willing | Somewhat Willing | Not Willing | Don't Know |
|---|---|---|---|---|---|---|
| 1. | Pay a slight increase in taxes to implement recreation programs | 4 | 3 | 2 | 1 | 9 |
| 2. | Pay an increase in taxes to support the development of new recreation facilities | 4 | 3 | 2 | 1 | 9 |
| 3. | Volunteer to support recreation and parks programs | 4 | 3 | 2 | 1 | 9 |
| 4. | Make donations to fund the design and construction of new recreation and parks facilities | 4 | 3 | 2 | 1 | 9 |
| 5. | Pay an increased fee to attend or participate in Department sponsored recreational programs | 4 | 3 | 2 | 1 | 9 |
| 6. | Pay entrance fees or user fees to use some parks or facilities | 4 | 3 | 2 | 1 | 9 |

**12. How high of a priority should it be for the City of Fayetteville and Cumberland County to make improvements to parks, facilities, recreation programs, and special events compared to other priorities for the City?**

____(1) Very high priority
____(2) High priority
____(3) Medium priority
____(4) Low priority

**13. From the following list of potential indoor programming spaces that could be added or expanded, please CHECK ALL of the ones you or members of your household would use.**

____(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 (e.g. water slides, sprays)
____(07) Child care area
____(08) Exercise facility for adults 50+ years
____(09) Rock climbing/bouldering wall
____(10) Indoor soccer/lacrosse
____(11) Multi-court gymnasium/field house
____(12) Classroom space
____(13) Space for meetings, parties, banquets
____(14) Indoor tennis
____(15) Nature center
____(16) Performing arts (e.g. music, drama)
____(17) Senior center
____(18) Other: _____

**14. In the past 12 months, have you or any member of your household participated in any PROGRAMS offered by the Fayetteville-Cumberland Parks and Recreation Department?**

____(1) Yes ____(2) No *[Skip to Q15.]*

**14a. How would you rate the overall quality of PROGRAMS that you and members of your household have participated in?**

____(1) Excellent ____(2) Good ____(3) Fair ____(4) Poor

**15. Please CHECK ALL of the following reasons that you and members of your household use the Parks and Recreation facilities offered by Fayetteville-Cumberland Parks and Recreation Department.**

____(01) Program or facility offered
____(02) Safety of parks and facilities
____(03) Quality of instructors
____(04) Facilities have the right amenities
____(05) Quality of programs
____(06) Facilities are well maintained
____(07) Close to our home/residence
____(08) Enjoyment of the outdoors
____(09) Programs are interesting
____(10) Fees are affordable
____(11) Good customer service by staff
____(12) Facility operating hours are convenient
____(13) Registration for programs is easy
____(14) Availability of parking
____(15) Improved physical fitness and health
____(16) Socializing/meeting people
____(17) Other: _____
____(18) None; I do not use parks, recreation facilities, or programs

**16. Based on what you know or have heard, which of the following options best describes your opinion on additional public parks and recreation facilities in Fayetteville and Cumberland County?**

____(1) There is a great need for additional parks and facilities
____(2) There is some need for additional parks and facilities
____(3) There is little need for additional parks and facilities
____(4) There is no need for additional parks and facilities

**17. In your opinion, how important is the existence of public parks and recreation areas to the quality of life in Fayetteville and Cumberland County?**

____(1) Very Important
____(2) Important
____(3) Neutral
____(4) Not Important
____(5) Not at all Important

**18. How satisfied are you with the overall value your household receives from the Fayetteville-Cumberland Parks and Recreation Department?**

____(1) Very Satisfied
____(2) Somewhat Satisfied
____(3) Neutral
____(4) Somewhat Dissatisfied
____(5) Very Dissatisfied
____(9) Don't Know

## Demographics

**19. 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: ____

**20. What is your age?** _____ years

**21. Are you currently enrolled as a college student?** ____(1) Yes ____(2) No

**22. In what jurisdiction do you currently live?**

____(01) Bethany
____(02) Eastover
____(03) Falcon
____(04) Godwin
____(05) Gray's Creek
____(06) Hope Mills
____(07) Linden
____(08) Spring Lake
____(09) Stedman
____(10) Wade
____(11) Fayetteville
____(12) Fort Bragg
____(13) Cumberland County

**23. Approximately how many years have you lived in Cumberland County?** *[Write "0" if less than one year.]*

_____ years

**24. Your gender:** ____(1) Male ____(2) Female

**25. Which of the following BEST describes your race/ethnicity?** *[Check all that apply.]*

____(1) Asian/Pacific Islander
____(2) Asian (Indian Sub-Continent)
____(3) African American/Black
____(4) American Indian/Alaskan Native
____(5) Hispanic/Latino
____(6) White (not Hispanic)
____(7) Other: _____

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.

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!

## FUNDING SOURCES FOR CAPITAL IMPROVEMENT DOLLARS AND OPERATING COSTS:

The following financial options outline opportunities to consider in supporting the capital improvements as well as operational costs associated with managing the system for the future. Many of these funding sources may not be allowed or have never been used but should be pursued through legislative means should the Department see the value in pursuing these funding sources.

**General Obligation Bond:** A general obligation bond is a municipal bond secured by a taxing authority to improve public assets that benefits the municipal agency involved that oversee some of the parks and recreation facilities in the city. General Obligation Bonds are a tool used by local governments to borrow money. The bonds are guaranteed by the governing body's full faith and credit and backed by property tax revenues. Departments can use revenue generated from the sale of general obligation bonds to fund a park project and repay the bonds and interest with future property tax revenue.

General Obligation Bonds should be considered for park and recreation facility projects; such as an update to Neighborhood, Community and Regional Parks, trails, recreation centers, aquatic centers, or a sports complexes. Improvements to parks should also be covered by these funding sources because there are very little operational revenues associated with these parks to draw from and some of the parks improvements are in need of upgrades and renovations limiting the uses of other revenue sources. These parks help frame the image and benefit to a wide age segment of users and updating these parks will benefit the community as a whole and stabilize neighborhoods and other areas. This has to be viewed as an economic impact improvement to stabilize neighborhoods an invite people to live in these neighborhoods because of the quality of parks in their neighborhood. If the parks are maintained to a higher level than the neighborhood it raises the value of property. If parks are maintained below the level of existing homes in the neighborhood it will bring the property values down.

**Independent Municipal Corporations** like a Facility Authority can issue debt up to 2% of the debt limit of the city in most states for bond funding. This opportunity is subject to approval of city council.

**Local Option Income Tax for Public Safety**- Many cities in Ohio has used this funding source to help support law enforcement in parks and in their city. Other cities have incorporated this option and moved dollars related to this funding source to support park infrastructure in their parks in Ohio.

**Economic Impact Income Tax- EDIT Funds.** These funds are used to support economic impact projects in parks in many cities. This may be an opportunity to create this funding source for park related economic improvements related to parks.

**Levy on Property Tax:** Public agencies around the country receive funding through property tax revenues. State laws vary on how these funds can be used- rather applied to operating cost or capital investments.

**Special Purpose Levies:** Public agencies, including parks can receive funding through a tax levy designated to a specific purpose and generally for a limited period of time. This could be a one-time, special purpose levy implemented for a limited time period.

**Recreation and Park Impact Fees:** implementing a recreation impact fee if the Department wanted to pursue these funds from developers. Impact fees generally provide some capital funds but rarely are they sufficient to provide full funding of large projects.

**Internal Park Improvement Fund:** This funding source is created from a percentage of the overall park admissions to attractions such as sport complexes, golf courses, aquatic centers, fieldhouses or special events in a park and would allow a percentage usually in the 3-5% of gross revenues to be dedicate to the park or recreation facility for existing and future capital improvements. This type of user fee does not require voter approval but is set up in a dedicated fund to support the existing park for future capital, maintenance and improvements.

**Tax Increment Finance District:** Commonly used for financing redevelopment projects. A Tax Increment Finance District (TIF) involves the issuance of tax-exempt bonds to pay front-end infrastructure and eligible development costs in partnership with private developers that are considered Quality of Life improvements that capture increases in property tax revenue within a designated geographic area and allocates it for a specific public purpose. TIF revenue has been used towards park acquisition, maintenance, and improvements in certain cities. As redevelopment occurs, the "tax increment" resulting from redevelopment projects is used to retire the debt issued to fund the eligible redevelopment costs. The public portion of the redevelopment project funds itself using the additional taxes generated by the project. TIFs can be used to fund park improvements and development as an essential infrastructure cost. These funds would work well in the downtown park redevelopment and in trail development.

**Sales Tax:** Some cities and states allocate a percentage of local or state-wide sales taxes specifically for parks. A general sales tax applies to a broad base of goods, which means that "a substantial amount of revenue can be generated with a relative low tax rate. This keeps the burden on household's low. This has been used in Texas to fund Texas State Parks from the sale of outdoor recreation equipment and in other states to fund trails and city-wide improvements.

**Developer Cash-in-Lieu of meeting the Open Space Requirement:** Ordinances requiring the dedication of open space within developments to meet the park and recreation needs of the new residents often have provisions allowing cash contribution to substitute for the land requirement.

**Park Land Dedication Fee:** A park land dedication fee requires that a portion of any housing or commercial/industrial development be dedicated to public use, in the form of parks, recreation facilities, playgrounds, etc. Alternatively, the development may pay cash in lieu of a land dedication, which would be put in a special fund and used for future park acquisition.

**Business Improvement District:** The public private partnership collects additional taxes from business within a designated area. The fees are used for public projects, based on the notion that a well maintained public space will increase commerce for local businesses. Generally used in downtown areas, a Business Improvement District is a useful strategy for pooling revenue to support a common goal. BID funding is managed by a nonprofit corporation created through the city. This BID district can help support downtown parks as well.

**Impact Development Fees:** Impact Development Fees are one-time fees assessed on residential or commercial development based on the theory that growth pays for growth. Revenue generated from impact fees are allocated towards public infrastructure, including parks. This is a major source of funding for many fast-developing communities.

**Facility Authority:** A Facility Authority is sometimes used by park and recreation agencies to improve a specific park or develop a specific improvement such as a stadium, large recreation center, large aquatic center, or sports venue for competitive events. Repayment of bonds to fund the project usually comes from a sales tax in the form of food and beverage. A facility Authority could oversee improvements for the large facilities; such as an aquatic center and sports field complex. The Department could seek out a private developer to design build a field house facility for Parks and Recreation by paying back these costs over a 20-year period through the facility authority. The Facility Authority could include representation from the schools, the city/town and private developers.

**Utility Lease Fee:** Utility lease fees have been used to support parks in the form of utility companies supporting a park from utility easements, storm water runoff and paying for development rights below the ground. This funding source is derived from fees on property owned based on measures such as the amount of impervious surfacing as well as fees from utility companies having access through the park. It is used by many cities to acquire and develop greenways and other open space resources that provide improvements in the park or development of trails. Improvements can include trails, drainage areas, and retention ponds that serve multiple purposes such as recreation, environmental protection, and storm water management. This could be a source for the utilities to make a contribution to support the parks and trails in the future. This has been very successful in Houston along their bayous and in King County Washington.

**Transient Occupancy Tax:** This funding source is used by many cities and counties to fund improvements to parks from hotels that benefit from the parks in the form of sporting events or entertainment where participants stay in hotels when they use city or county owned sports complexes or competitive facilities. The Transient Occupancy Taxes are typically set at 3-5% on the value of a hotel room a 1% sales tax that can be dedicated for park and recreation improvement purposes as well. Because of the value that parks could provide in the way of events, sports, entertainment and cultural events, hotels in the area that benefit could be set up with a portion of their occupancy funds going to support park and recreation related improvements. Tracking the economic value back to the hotels is important to build trust with the hotel business community.

**Food and Beverage Tax:** These dollars can come from the local community as well as visitors to help pay for a bond to finance future park and recreation related improvements. Food and Beverage Taxes are very well accepted in most communities. Many park and recreation agencies have a 1% food and beverage tax to support land acquisition across the country.

**Special Service District:** Many cities have moved parks and recreation services to a Special District especially in Ohio, Illinois, California and Oregon. Businesses and property owners within a designated area can request that a city authorize a Special Service District. Within the district, property owners and businesses pay a service charge that is used for special services, such as park improvements for operations and maintenance.

**Capital Improvement Fee:** A capital improvement fee can be added to an admission fee to a recreation facility or park attraction to help pay back the cost of developing or updating the facility or attraction. This fee is usually applied to golf courses, aquatic facilities, recreation centers, stadiums, amphitheaters, and special use facilities such as sports complexes. The funds generated can be used either to pay back the cost of the capital improvement on a revenue bond that was used to develop or redevelop the facility. Capital improvement fees normally are $5 per person for playing on the improved site or can be collected as a parking fee or admission fee.

**Capitalizing Maintenance Costs:** Levies and bonds for new projects do not always account for the ongoing maintenance and operations funding that will need to needed by those projects. By capitalizing maintenance costs, cities include those anticipated costs into the specific levy or bond proposal and then set the funding aside in an endowment to cover the future costs.

**Lease Back:** Lease backs are a source of capital funding in which a private sector entity such as a development company buys the park land site or leases the park land and develops a facility such as a park, recreation attraction, recreation center, pool, or sports complex; and leases the facility back to the municipality to pay off the capital costs over a 20 to 30-year period. This approach takes advantage of the efficiencies of private sector development while relieving the burden on the municipality to raise upfront capital funds. This funding source is typically used for recreation and aquatic type facilities, stadiums, civic buildings, and fire stations.

**Capital Improvement Fund Purpose:** The purpose of the Park and Recreation Capital Improvement Fund is to allow for the collection of fees, donations, and revenue from vending machines, and to allow for depositing those fees, donations, revenues from vending machines in the fund for the purpose of future land acquisition or specific capital improvements as may be deemed necessary for future improvement or expansion of the Parks Department.

**Park and Recreation Capital Improvement Fund:** Fees, donations, and revenue from vending machines established. Fees may be established and collected by the Park and Recreation Board for particular special events held on park property as the Board may deem necessary for that specific event. Private organizations who hold their event on park property and who charge admission for the event shall

donate a portion of those charges to The Park and Recreation Capital Improvement Fund. Revenue from all vending machines placed on park property and accessible to the public shall be placed in the fund.

**Partnerships:** Most do not have equitable agreements for how the partnership is financed. Establishing policies for public/public partnerships, public/not-for-private partnerships and public private partnerships needs to be established with measurable outcomes for each partner involved. The Departments can gain a lot of operational monies back to the department if they can manage their partnerships in a more equitable manner.

**Land Leases/Concessions:** Land leases and concessions are public/private partnerships in which the municipality provides land or space for private commercial operations that will enhance the park and recreational experience in exchange for payments to help reduce operating costs. They can range from food service restaurant operations to retail operations on city owned property such as marinas and bait shops. Leases usually pay back to the city a percentage of the value of the land each year in the 15% category and a percentage of gross from the restaurant or retail attraction. They also pay sales tax and employee income taxes to the city which supports the overall government system in the city.

**Admission to the Park:** Many park and recreation systems in the United States have admission fees on a per car, per bike and per person basis to access a park that can be used to help support operational costs. Car costs range from $3 to $5 a car and $2 dollars a bicycle or $2 dollars a person. This is occurring in many park and recreation systems especially at large regional parks. This would really only apply to regional parks or special use sports complexes in city if it is considered. This fee may be useful for large events and festivals that have the capability to be set up as a fee based park at least on weekends.

**Parking Fee:** Many parks that do not charge an admission fee will charge a parking fee. Parking rates range from $3 to $4 dollars a day. This funding source could work for helping to support special events, festivals and tournaments. City and County park systems in Florida and Maryland charge parking fees for beaches, sports complexes and special event sites. They also have parking meters in parks to support the system or individual park and this could be applied to some parks that have high levels of people parking for free in city parks and going to work close by.

**User Fees:** User fees are fees paid by a user of recreational facilities or programs to offset the costs of services provided by Departments in operating a park, a recreation facility or in delivering programs and services. A perception of “value” has to be instilled in the community by staff for what benefits the system is providing to the user. As the Department continues to develop new programs, all future fees should be charged based on cost recovery goals developed in a future Pricing Policy. The fees for the parks and/or core recreation services are based on the level of exclusivity the user receives compared to the general taxpayer. It is recommended that user fees for programs be charged at market rate for services to create value and operational revenue. For services that cannot move forward on adequate user fees to obtain the required cost recovery, consideration of contracting with a not-for-profit and/or private company to help offset service costs should be pursued. This would save the system dollars in

their operational budgets while still ensuring the community receives the service to keep the quality of life at a high standard.

**Corporate Naming Rights:** In this arrangement, corporations invest in the right to name an event, facility, or product within a park in exchange for an annual fee, typically over a ten-year period. The cost of the naming right is based on the impression points the facility or event will receive from the newspapers, TV, websites, and visitors or users to the park. Naming rights for park and recreation facilities are typically attached to sports complexes, amphitheaters, recreation centers, aquatic facilities, stadiums, and events. Naming rights are a good use of outside revenue for parks, recreation facilities or special attractions.

**Corporate Sponsorships:** Corporations can also underwrite a portion or all of the cost of an event, program, or activity based on their name being associated with the service. Sponsorships typically are title sponsors, presenting sponsors, associate sponsors, product sponsors, or in-kind sponsors. Many agencies seek corporate support for these types of activities.

**Advertising Sales:** on sports complexes, scoreboards, gym floors, trash cans, playgrounds, in locker rooms, at dog parks, along trails, flower pots, and as part of special events to help support operational costs have been an acceptable practice in parks and recreation systems for a long time and can support operational costs.

**Maintenance Endowment Fund:** This is a fund dedicated exclusively for a park's maintenance, funded by a percentage of user fees from programs, events, and rentals and is dedicated to protect the asset where the activity is occurring.

**Park and Recreation Revenue Revolving Fund:** This is a dedicated fund to be used for park purposes only that is replenished on an ongoing basis from various funding sources such as grants, sponsorships, advertising, program user fees and rental fees within the park system.

**Permit Fees:** This fee is incorporated for exclusive reservations for picnic shelters, sports fields, special events that are for competition tournaments by other organizations who make a profit off of the Department owned facilities. Permit fees include a base fee for all direct and indirect costs for the Department to provide the space on an exclusive basis plus a percentage of the gross for major special events and tournaments held on park owned permitted facilities. Alcohol permits should be explored and if determined worthwhile, added to these permits which would generate more dollars for these special use areas. These dollars could be applied to a Recreation and Park Revolving Fund to help support park improvements and operations in the future.

**Tipping Fees:** In Michigan some park systems get tipping fees collected at city/county owned landfills are redirected back to their parks systems to help pay for the cost of litter pick up in city and county parks.

**Land Leases:** Many communities across the United States have allowed land leases for commercial retail operations along trails as a source of funding. The communities that have used land leases look for retail operations that support the needs of recreation users of the trails. This includes coffee shops, grill and food concessions, small restaurants, ice cream shops, bicycle shops, farmer's markets and small local business. The land leases provide revenue to maintain the trails and/or to be used for in-kind matching. The City of Indianapolis has many concession leases along the 100+ miles of trails to support the operational costs of trails.

**Sale of Development Rights below the Ground:** Some public agencies have sold their development rights next to greenways below the ground for fiber optic lines and utility lines for gas and electric on a lineal foot basis. This has occurred in King County, Washington.

## PRIVATE FUNDING SOURCES

**Hire a Grant Writer:** There are many local and national grant writers who can help the system acquire local, state and national grants for a relatively low cost.
Business/Citizen Donations: Individual donations from corporations and citizens can be sought to support specific improvements and amenities. Crowd funding is used by many park and recreation agencies.

**Exclusive Product Placement:** Many cities have the official drink or food of parks and recreation, buying the right to be exclusively sold at kiosks and concession stands. They all pay for the right to be exclusive.

**Private Foundation Funds:** Nonprofit community foundations can be strong sources of support for The Departments and should be pursued for specific park and recreation amenities. This can come from a community foundation or a private foundation. Most large park systems have their own parks foundation as well.

**Nonprofit Organizations:** Nonprofit organizations can provide support for green space and parks in various ways. Examples include the following:

- **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.
- **Greenway Foundations:** Greenway foundations focus on developing and maintaining trails and green corridors on a County-wide basis. Departments could seek land leases along their trails as a funding source, in addition to selling miles of trails to community corporations and nonprofits. 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 to help support the development and maintenance of trails.
- **Floodway Funding Sources:** Many cities and counties have used floodway funding sources to support 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 Fundraising Programs:** Agencies across the United States have used greenways for not-for-profit fundraisers in the form of walks, runs, bicycle races, and special events. The local managing agency usually gets $2-$5 per participant in the events to go back to support the operations and maintenance costs.

**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.

**Local Private-Sector Funding:** Local industries and private businesses may agree to provide support for greenway development through one or more of the following methods:

- Donations of cash to a specific greenway segment.
- Donations of services by large corporations to reduce the cost of greenway implementation, including equipment and labor to construct and install elements of a specific greenway.
- Reductions in the cost of materials purchased from local businesses that support greenway implementation and can supply essential products for facility development.

**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.

**State Water Management Funds:** Funds established to protect or improve water quality could apply to a greenways/trails project if a strong link exists between the development of a greenway and the adjacent/nearby water quality. Possible uses of these funds include the purchase of critical strips of land along rivers and streams for protection, which could then also be used for greenways; develop educational materials, displays; or for storm water management.

**Estate Donations:** Wills, estates, and trusts may be also dedicated to the appropriate agency for use in developing and/or operating the greenway system

**Jandy Ammons Foundation:** Provides funding to nonprofit 501(c)(3) organizations for the following:

- Wildlife/park/hunting/conservation projects
- Educational projects/artistic installations
- Christian church mission endeavors

- Other Organizations and projects within the scope of the Foundation’s mission

Further information on the foundation’s website: http://www.thejandyammonsfoundation.org/Grant-Guidelines

## VOLUNTEER SOURCES

**Adopt-a- Area of a Park:** In this approach local neighborhood groups or businesses make a volunteer commitment to maintaining a specific area of a park. Adopt-a- area of a Park arrangements are particularly well-suited for the Department.

**Adopt-a-Trail:** This is similar to Adopt-a-Park but involves sponsorship of a segment of a trail (e.g., one mile) for maintenance purposes.

**Community Service Workers:** Community service workers are assigned by the court to pay off some of their sentence through maintenance activities in parks, such as picking up litter, removing graffiti, and assisting in painting or fix up activities. Most workers are assigned 30 to 60 hours of work. This would seem to be a good opportunity for the parks to work with the sheriff's department on using community service workers.

## VOLUNTEER ASSISTANCE AND SMALL-SCALE DONATION PROGRAMS

**Greenway Sponsors:** A sponsorship program for greenway amenities allows for smaller donations to be received both from individuals and businesses. The program must be well planned and organized, with design standards and associated costs established for each amenity. Project elements that may be funded can include mile markers, call boxes, benches, trash receptacles, entry signage and bollards, and picnic areas.

**Volunteer Work:** Community volunteers may help with greenway construction, as well as conduct fundraisers. Organizations that might be mobilized for volunteer work include the Boy Scouts and Girl Scouts.

## OPERATIONAL FUNDING COSTS OPPORTUNITIES

The following are funding options to consider in operations of a system.

**Concessions:** Concessions can be leased out to a private operator for a percentage of gross profits. Typically, 15%-18% of gross profits for concessions of a profit operator, or a managing agency over a park site could manage concessions. This can include retail goods as well at golf pro-shops and tennis centers.

**Parking Fees:** During major special events, the park system could charge a $5 parking fee for special events in the parks.

**Field Permits:** Department can issue recreational use permits for activities, practice or games. Permits should cover the operational cost of each field and management costs. If a private operator desires to rent the site for a sporting tournament for private gain, Departments should provide a permit fee plus a percentage of gross from the event for the exclusive use of the fields.

**Reservation Fees:** Reservation fees for picnic shelters, hospitality spaces and special use facilities are a great source of revenue for the system if priced correctly and include all operational and capital costs in the fee.

**Admission Fee:** An admission fee to an event in the park can be utilized.

**Walking and Running Event Fees:** Event fees for walking and running events in a park can be assessed to cover safety staff managing the event in the park.

**Advertising Revenue:** Advertising revenue can come from the sale of ads on banners in the parks. The advertising could include trashcans, trail markers, visitor pull trailers, tee boxes, scorecards, and in restrooms.

**Wi-Fi Revenue:** Departments can set up a Wi-Fi area whereby a Wi-Fi vendor is able to sell the advertising on the Wi-Fi access banner to local businesses targeting the users of the site. This revenue has amounted to $20,000-$50,000 in revenue for similar systems.

**Cell Tower:** Cell tower leases can be used. This revenue source would support $35,000-$50,000 annually for the site if cell towers in areas needing cell towers.

**Special Event Sponsors:** Special events provide a great venue for special events sponsors as it applies to a concert, stage, entertainment, and safety.

**Room Reservations:** Rental of rooms in the park system can gain operational revenues from these amenities with a typical range of $200-$500 a day for exclusive rental reservations.

**Special Fundraiser:** Many agencies hold special fundraisers on an annual basis to help cover specific programs and capital projects to be dedicated to a facility or district as a whole.

## OTHER GOVERNMENT FUNDING SOURCES

**Governmental Funding Programs:** A variety of funding sources are available from federal and state government for park-related projects.

For example, the **Land and Water Conservation Fund** funding program has been reinstated for 2016 levels at 150 million and can provide capital funds to state and local governments to acquire, develop, and improve outdoor recreation areas. **Federal Community Development Block Grant (CDBG)** funds are used to support open space related improvements including redevelopment and new development of parks and recreation facilities. **Transportation Enhancement Funds** available through SAFETELU, the current approved federal transportation bill, can be used for trail and related green space development, **AmeriCorps Grants** can be used to fund support for park maintenance. These examples are outlined below:

**SAFETULU Funds** as well as Safe Routes to School Funds should be pursued for the trail improvements outlined in the plan as well and **Transportation Enhancement Funds. Transportation Enhancement Funds monies** require a 20% match and Safe Routes to School Funds require no match.

**CDBG (Community Development Block Grants)** funds are used by many cities and counties to enhance parks. These funds should be used to support the re-development of major facilities based on its location and what it will do to enhance the neighborhood and schools surrounding the park which is the purpose for CDBG monies.

**AmeriCorps Grants** should be pursued by the Parks Division to support park maintenance and cleanup of drainage areas where trails are located and small neighborhood parks.

**Federal Housing Grants** can also help support parks near federal housing areas and should be pursued if appropriate.

**Conservation Reserve Program:** The U. S. Department of Agriculture (USDA), through its Agricultural Stabilization and Conservation Service, provides payments to farm owners and operators to place highly erodible or environmentally sensitive landscapes into a 10-15-year conservation contract. The participant, in return for annual payments during this period, agrees to implement a conservation plan approved by the local conservation district for converting sensitive lands to less intensive uses. Individuals, associations, corporations, estates, trusts, cities, counties and other entities are eligible for this program. Funds from this program can be used to fund the maintenance of open space and non-public-use greenways along bodies of water and ridgelines.

**Wetlands Reserve Program:** The U.S. Department of Agriculture provides direct payments to private landowners who agree to place sensitive wetlands under permanent easements. This program can be used to fund the protection of open space and greenways within riparian corridors.

**Watershed Protection and Flood Prevention (Small Watersheds) Grants:** The USDA Natural Resource Conservation Service (NRCS) provides funding to state and local agencies or nonprofit organizations authorized to carry out, maintain, and operate watershed improvements involving less than 250,000 acres. The NRCS provides financial and technical assistance to eligible projects to improve watershed protection, flood prevention, sedimentation control, public water-based fish and wildlife enhancements, and recreation planning. The NRCS requires a 50-percent local match for public recreation, and fish and wildlife projects.

**Urban and Community Forestry Assistance Program:** The USDA provides small grants of up to $10,000 to communities for the purchase of trees to plant along city streets and for greenways and parks. To qualify for this program, a community must pledge to develop a street-tree inventory, a municipal tree ordinance, a tree commission, committee or department, and an urban forestry-management plan.

**Urban and Community Forestry Grant Program:** A program of the NC Forest Service, the U&CF grant program funds projects which lead to a more effective management of urban and community forests, and improve public understanding of the benefits of preserving existing tree cover in communities. Funds are for creating new programs, expanding existing programs, assisting communities with meeting Tree City USA standards, etc. Grants open January 1 and close March 31. Attendance at an applicant workshop is required. Funds range from $2,500 - $15,000.

**Small Business Tree-Planting Program:** The Small Business Administration provides small grants of up to $10,000 to purchase trees for planting along streets and within parks or greenways. Grants are used to develop contracts with local businesses for the plantings.

**Economic Development Grants for Public Works and Development of Facilities:** The U. S. Department of Commerce, Economic Development Administration (EDA), provides grants to states, counties, and cities designated as redevelopment areas by EDA for public works projects that can include developing trails and greenway facilities. There is a 30-percent local match required, except in severely distressed areas where federal contribution can reach 80 percent.

**National Recreational Trails Program:** These grants are available to government and nonprofit agencies, for amounts ranging from $5,000 to $50,000, for the building of a trail or piece of a trail. It is a reimbursement grant program (sponsor must fund 100% of the project up front) and requires a 20% local match. This is an annual program with an application deadline at the end of January. The available funds are split such that 30% goes toward motorized trails, 30% to non-motorized trails, and 40% is discretionary for trail construction.

**Design Arts Program:** The National Endowment for the Arts provides grants to states and local agencies, individuals and nonprofit organizations for projects that incorporate urban design, historic preservation, planning, architecture, landscape architecture, and other community improvement activities, including greenway development. Grants to organizations and agencies must be matched by a 50-percent local contribution. Agencies can receive up to $50,000.