

TOWN OF GARNER

PARK CLASSIFICATIONS

DATE	REVIEWED BY	COMMENTS



Park classifications provide a conceptual framework for understanding site selection, park use, maintenance standards, and design standards for a Department’s parks and facilities. Department staff can use park classifications to identify maintenance needs and design standards suitable for an existing park based on its classification, or it can be used to inform the site selection, design standards and maintenance requirements for a future park as land is acquired. Using the park classification system to make site, use, maintenance, and design decisions about a park will result in a park system that is diverse, cohesive, well maintained, and safe.

 SITE SELECTION	 PARK USE	 MAINTENANCE STANDARD	 DESIGN STANDARD
<p>How does an available site influence what type of park can be built? Or, how do community needs influence land acquisition decisions to ensure the site will be suited for the identified need?</p> <ul style="list-style-type: none"> > Location > Size > Connectivity > Transportation access 	<p>Will the park provide opportunities for active or passive recreation? How long will visitors stay? How will park design influence this?</p> <ul style="list-style-type: none"> > Visit duration > Programming 	<p>What is the standard of maintenance required to keep this park safe while responsibly using limited staff and budget resources?</p> <ul style="list-style-type: none"> > Level 1 > Level 2 > Level 3 > Other 	<p>What design standards must be met for the park to fulfill its purpose for as many people as possible?</p> <ul style="list-style-type: none"> > Amenities > Comfort facilities > Furnishings > Landscaping > Signage > Traffic calming > Lighting > Naming > Art > Other

MAINTENANCE STANDARDS

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 percent 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 to 10 percent 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, to 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.

PARK CLASSIFICATION SYSTEM

Park classifications are a comprehensive standard incorporating a fine level of detail into decisions about park design and use. The proposed classification system builds upon the existing Town of Garner park facilities and anticipates classifications that will potentially be needed in the future.

The Town of Garner’s proposed park classifications include:

CLASSIFICATION	GARNER PARKS
Pocket Park	none
Neighborhood Park	Greenbrier Park Jaycee Park Jackie Johns Sr. Community Park Thompson Road Park Avery Street Park
Community Park	Creech Road Elementary School Park Garner Recreational Park South Garner Park
Regional Park	Lake Benson Park
Special Use Park or Facility	Avery Street Recreation Center Garner Performing Arts Center Garner Recreation Center Garner Senior Center Lake Benson Boathouse White Deer Park Nature Center
Greenways and trails	7.43 miles of trail throughout system
Sports Complex	Centennial Park
Nature Parks	White Deer Park
Undeveloped Open Space	Bryan Road Preserve

POCKET PARK

Pocket parks are small outdoor spaces with an intimate character surrounded by pedestrian-oriented uses, such as businesses or homes. Pocket parks may include play areas for children, spaces for relaxing and socializing, or taking lunch breaks. They may even serve as small event spaces such as neighborhood events or farmers markets. Pocket parks have been included to inform design standards for land acquired through fee-in-lieu or provide guidelines for developers creating parks which they intend to transfer to the Town. Successful pocket parks are places that are accessible for all pedestrians 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.

This type of park may be found within the public park system, but pocket parks are commonly designed, constructed and maintained privately. These private pocket parks are areas within a private residential development managed by a homeowner’s association or as part of a commercial building plaza.

In an urban environment, pocket parks may be located on underused land or located in-between buildings to maximize public use of these small spaces. In a suburban environment, pocket parks may be designed, constructed, or maintained by private developers according to open space requirements. A best practice is to include open space allocation and park design standards in a Subdivision Control Ordinance as part of the Unified Development Ordinance.

 SITE SELECTION	
Location	<ul style="list-style-type: none"> – Within areas with frequent pedestrian use – Adjacent to residential or commercial areas – On neighborhood streets or areas protected from heavy automobile traffic – On underused urban land
Size	<ul style="list-style-type: none"> – Approximately 0 to 5 acres
Connectivity	<ul style="list-style-type: none"> – Should connect to commercial and residential developments when possible – May connect to multi use paths, greenways, or other urban trails – Visitors are usually within a 5 min walk of the park
Transportation Access	<ul style="list-style-type: none"> – Handicapped parking may be provided – Little or no other parking – Widened on-street parking near park boundaries – Bicycle parking should be available – Sidewalk access to park should be ADA compliant at a minimum and achieve Universal Design standards when possible

 PARK USAGE	
Visit Duration	<ul style="list-style-type: none"> – Visitors tend to stay an hour or less
Programming	<ul style="list-style-type: none"> – Parks are designed primarily for passive or unprogrammed recreation – Special events such as farmers markets may occur onsite – Amenities are unprogrammed and can be used on a first come, first-served basis

 MAINTENANCE STANDARDS	
Level 1	<ul style="list-style-type: none"> – Applied to park as funding and resources are available – May be applied to individual amenity requiring a higher level of upkeep
Level 2	<ul style="list-style-type: none"> – Required for this park
Level 3	<ul style="list-style-type: none"> – Standard is inadequate for this park

 DESIGN STANDARDS	
Amenities	<ul style="list-style-type: none"> – Should include amenities for passive recreation such as fitness walking loops, playgrounds and picnic/gathering areas – Playgrounds should be designed for ages 2 to 5 years and 5 to 12 years, should include shade and be ADA accessible. – May feature unprogrammed small sports fields or courts
Comfort Facilities	<ul style="list-style-type: none"> – Restrooms are not provided – Water fountains may be provided
Furnishings	<ul style="list-style-type: none"> – Benches and garbage cans should be located near amenities – Park furnishings should meet jurisdiction’s style and design standards
Landscaping	<ul style="list-style-type: none"> – Appropriately designed to complement park theme – Will enhance visitor experience (shade, aesthetics, etc.)? – Will use Crime Prevention Through Environmental Design (CPTED) standards to ensure preservation of sight-lines through park areas.
Signage	<ul style="list-style-type: none"> – Consistent style within park and park system – May include entrance signage – Pedestrian-scale wayfinding signs to direct visitors to park – Park and amenity rules will be posted
Traffic Calming	<ul style="list-style-type: none"> – Traffic calming methods should be used on streets adjacent to the park to enhance pedestrian access to the park
Lighting	<ul style="list-style-type: none"> – Security lighting should be kept on all night
Naming	<ul style="list-style-type: none"> – Park name should be consistent with the jurisdiction’s ordinances
Art	<ul style="list-style-type: none"> – Public art may be included – Should represent the character, context, and brand of the adjacent neighborhood – Local artists should be commissioned to provide art installations
Other	<ul style="list-style-type: none"> – Pocket park design can be tailored to the specific recreation needs or demographics of the surrounding neighborhood – Safety design of park should meet established standards of crime prevention through environmental design standards (CPTED)

NEIGHBORHOOD PARK

Neighborhood parks offer a variety of recreational opportunities near the places people live, work, and play. Neighborhood parks likely receive daily use and are integrated into the neighborhood land use pattern. They often have little or no parking to prioritize walking to the destination instead of driving. Neighborhood parks are ideally connected to a greenway system and provide important nodes or hubs within an area’s larger open space pattern. A variety of passive recreation opportunities with little formal programming is an indicator of a neighborhood park.

 SITE SELECTION	
Location	<ul style="list-style-type: none"> – Located near local collector streets – Located in established or growing neighborhoods – Adjacent to community anchor such as school – Within walking distance of residential areas – May connect to commercial areas
Size	<ul style="list-style-type: none"> – Appropriately sized to accommodate multiple park amenities with a balance of active and passive recreation – Most parks will be between 5-20 acres
Connectivity	<ul style="list-style-type: none"> – Connect to commercial and residential developments when possible – Greenways, sidewalks, crosswalks and connector trails connect this park to its surroundings – Visitors are usually within a 10 min walk of the park
Transportation Access	<ul style="list-style-type: none"> – Some parking necessary, but parking should not inhibit the visitor experience – Widened on-street parking near park boundaries – 5 to 10 parking stalls, including handicapped parking should be adequate, but parking must meet local development standards

 PARK USAGE	
Visit Duration	<ul style="list-style-type: none"> – Visitors tend to stay 1-2 hours
Programming	<ul style="list-style-type: none"> – Revenue generating facilities or programs are not present or are not the focus of this park – Most areas are programmed space, while a small amount of space is left unprogrammed – Amenities and sports fields are unprogrammed and can be used on first come basis – A single signature amenity may require programming or reservations

 MAINTENANCE STANDARDS	
Level 1	<ul style="list-style-type: none"> – Applied to park as funding and resources are available – May be applied to an individual amenity or high visibility park that requires a higher level of upkeep
Level 2	<ul style="list-style-type: none"> – Required for this park
Level 3	<ul style="list-style-type: none"> – Standard is inadequate for this park

 DESIGN STANDARDS	
Amenities	<ul style="list-style-type: none"> – Amenities will be varied and provide wide appeal to users of many ages, ability levels, and interests – Amenities may include walking loops, fitness stations, playgrounds, dog parks, picnic shelters, sports courts, and open play fields – Playgrounds should be designed for ages 2 to 5 years and 5 to 12 years, include shade and be ADA accessible. – Playgrounds should have unique features that appeal to target user groups such as accessible playgrounds or skate parks
Comfort Facilities	<ul style="list-style-type: none"> – Restrooms are not provided unless necessary for the signature amenity.
Furnishings	<ul style="list-style-type: none"> – Benches and garbage cans should be located near amenities – Park furnishings should meet jurisdiction’s style and design standards
Landscaping	<ul style="list-style-type: none"> – Appropriately designed to complement park theme – Will enhance visitor experience – Will not obscure visibility of park’s amenities to ensure safety
Signage	<ul style="list-style-type: none"> – Consistent style within park and park system – Entrance signage should be provided at auto and pedestrian accesses – Wayfinding signs within park – Pedestrian-scale wayfinding signs to direct visitors – Park and amenity rules will be posted
Traffic Calming	<ul style="list-style-type: none"> – Traffic calming methods should be used on streets adjacent to the park to enhance pedestrian access to the park
Lighting	<ul style="list-style-type: none"> – Security lighting should be kept on all night
Naming	<ul style="list-style-type: none"> – Park name should be consistent with the jurisdiction’s ordinances
Art	<ul style="list-style-type: none"> – Public art may be included – Should represent the character, context, and brand of the adjacent neighborhood – Local artists should be commissioned to provide art installations
Other	<ul style="list-style-type: none"> – Neighborhood park design can be tailored to the specific recreation needs or demographics of the surrounding neighborhood. – Safety design of park should meet established standards of crime prevention through environmental design standards

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 offers a variety of outdoor recreational opportunities such as multiple athletic fields or a combination of multiple uses and may include indoor recreation facilities. Community parks should offer passive and active recreational opportunities. It is important to link these community parks within the pattern of green space as they offer a broader variety of park facilities. Community parks should be large enough to adequately accommodate multiple amenities. Unprogrammed open space is available at this park and may provide greenway access to other parks or natural features.

 SITE SELECTION	
Location	<ul style="list-style-type: none"> – Along two collector streets, preferably including one arterial street – May be in non-residential areas – Surrounded by streets on all sides or adjacent to a community anchor such as a school
Size	<ul style="list-style-type: none"> – Appropriately sized to accommodate multiple park amenities – Most parks will be between 20-50 acres
Connectivity	<ul style="list-style-type: none"> – Linkages to other parks with sidewalk, greenway, or trail connections – Conveniently located to pull visitors from many surrounding neighborhoods – May link to regional park through a greenway system – Visitors are usually within a 15 min walk or a 10-minute drive of the park
Transportation Access	<ul style="list-style-type: none"> – Must provide ample parking for auto-based trips to park – Parking provision may be determined by traffic generation of programs and amenities – Should occupy no more than 10 percent of the park and meet development standards – Parking should be primarily provided in an off-street lot – Bicycle parking should be provided – Curb cuts in and around the park should accommodate wheelchairs and strollers

 PARK USAGE	
Visit Duration	<ul style="list-style-type: none"> – Visitors tend to stay 2 to 3 hours at this park
Programming	<ul style="list-style-type: none"> – Should have a minimum of four essential program services such as sports practice or games, camps, or aquatics – Revenue generating facilities are an important feature of this park and generate many of the park’s visits – A balanced ratio of programmed and unprogrammed park use. Typically weighted towards more programming. – Jurisdiction may partner with community groups to offer programming – May be the location of indoor recreational facilities

 MAINTENANCE STANDARDS	
Level 1	<ul style="list-style-type: none"> – Applied to park as funding and resources are available – May be applied to an individual amenity or high visibility park that requires a higher level of upkeep
Level 2	<ul style="list-style-type: none"> – Required for this park
Level 3	<ul style="list-style-type: none"> – Standard is inadequate for this park

 DESIGN STANDARDS	
Amenities	<ul style="list-style-type: none"> – Should have up to four signature amenities – Amenities should have broad community appeal and target all ages and ability levels – Sports fields / courts should be structured for practice and organized league play – Playgrounds should be designed for ages 2 to 5 years and 5 to 12 years with shade structures and ADA accessibility – Reservable shelters and event spaces are ideal for Community Parks
Comfort facilities	<ul style="list-style-type: none"> – Restrooms should be provided – Water fountains should be provided
Furnishings	<ul style="list-style-type: none"> – Should meet jurisdictions style and design standards within park and park system
Landscaping	<ul style="list-style-type: none"> – Edges and boundaries should enhance an atmosphere of quiet enjoyment by defining park boundaries near heavily trafficked streets with natural or artificial barriers – Appropriate design to compliment park theme – Enhance the visitor experience – May be enhanced at entryways or near facilities – May be provided as a stand-alone amenity (botanical garden, community garden, demonstration garden, etc.) – Will not obscure visibility of park’s amenities to ensure safety (CPTED)
Signage	<ul style="list-style-type: none"> – Consistent style within park and park system – May include entrance signage or monumentation – Wayfinding signs within park – Posted rules for park and amenities – Kiosks may include wayfinding or interpretive information – Wayfinding signage located at arterial roads should direct visitors to park – Signage may be provided as a stand-alone amenity such as interpretive signage or educational signage.
Traffic Calming	<ul style="list-style-type: none"> – Should be used on streets adjacent to the park to enhance pedestrian access – Should be used within park at road crossings or along main access roads
Lighting	<ul style="list-style-type: none"> – Sports field lighting should be provided as needed (should be constructed to sports field standards)

PARK CLASSIFICATIONS > TOWN OF GARNER

	<ul style="list-style-type: none"> – Amenities, areas near sports fields, paths and parking should be lit for use after daylight hours with pedestrian-scale lighting for safety – Dual system should allow 50 percent of pedestrian-scale lighting to remain on all night – Athletic field and parking lot lighting should be designed to minimize light pollution and spillover onto adjacent parcels
Naming	<ul style="list-style-type: none"> – Park name should be consistent with the jurisdiction’s ordinances
Art	<ul style="list-style-type: none"> – Public art may be included – Should represent the character, context and brand of the adjacent neighborhood – Local artists should be commissioned to provide art installations
Environmental Sustainability	<ul style="list-style-type: none"> – Required stormwater management facilities should be well-integrated into the landscape and overall site design. – Should use current best practices in stormwater management such as low impact design approaches – Design of parks should employ best practices in sustainable site design such as those outlined by the Sustainable Sites Initiative <http://www.sustainable-sites.org/>
Other	<ul style="list-style-type: none"> – Safety design of park should meet established standards of crime prevention through environmental design standards (CPTED)

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 may be managed as nature preserves and can protect high-quality natural areas for their unique ecological characteristics. 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 playgrounds, play lawns, or athletic fields and courts. Regional parks can be operated and maintained by a municipality but are often under the jurisdiction of a County or State park system.

 SITE SELECTION	
Location	<ul style="list-style-type: none"> – May be located to protect natural resources such as wetlands, streams, and other geographic features or sites with significant cultural or historic features
Size	<ul style="list-style-type: none"> – Should be located on sites with enough acreage to accommodate multiple park amenities and provide ample space for day-long hikes, outings, or special events – Will vary in size but generally will be between 50 and 100 acres in size
Connectivity	<ul style="list-style-type: none"> – Locate on roads capable of handling the anticipated traffic generated by the amenities onsite, including special events – Link to major trail systems – Park should be accessible by public transportation. – Include area in trails master planning and include as destination for regional trail systems – Visitors are usually within a 15-30-minute drive depending on amenities provided
Transportation Access	<ul style="list-style-type: none"> – Should accommodate parking needs on high volume days – Overnight parking available when camping is offered – Special event or overflow parking provided if needed.

 PARK USAGE	
Visit Duration	<ul style="list-style-type: none"> – Visitors will make day-long trips to this park
Programming	<ul style="list-style-type: none"> – Space should be a combination of programmed and unprogrammed areas – Amenities will be a combination of revenue generating and non-revenue generating – Revenue generating programs and facilities should be priced to offset operational or maintenance costs of park programs and amenities with a revenue recovery target of 90 to 100 percent – This park classification shall have a balance of programmed and unprogrammed park amenities – Programmed amenities should meet at least four of the community’s core parks and recreation needs – Programming may include pay-to-play, value-added amenities such as supervised rock climbing

- Revenue generating facilities may include entry/membership fees, concessions, or pay-to-play amenities.



MAINTENANCE STANDARDS

Level 1	<ul style="list-style-type: none"> – Applied to park as funding and resources are available – May be applied to an individual amenity that requires a higher level of upkeep
Level 2	<ul style="list-style-type: none"> – Minimum for this park
Level 3	<ul style="list-style-type: none"> – Inadequate for this park
Other	<ul style="list-style-type: none"> – Dedicated site managers should be on-duty to address ongoing and emergency maintenance needs – Develop stand-alone business plan to promote accountability



DESIGN STANDARDS

Amenities	<ul style="list-style-type: none"> – Should offer between 10 and 12 amenities – Amenities should have regional appeal – Special facilities with regional appeal may include golf courses, tennis complexes, sports complexes, lake or river access, regional playgrounds, reservable shelters, camping, outdoor or extreme sport access, recreation centers, pools, gardens, trails, zoos, camping and more – May include facilities for large outdoor special events including amphitheaters or event fields with vendor hookups – Sports facilities or sports complexes may be one amenity offered at the park (although sports complex is a separate classification) – Playground units should be placed to compliment other amenities
Comfort facilities	<ul style="list-style-type: none"> – Restrooms should be provided – Drinking fountains should be provided – Concessions stands or restaurants may be provided – Comfort facilities should meet the needs of visitors for day-long or overnight visits – Water, sewer, and cable hookups should be provided where recreational vehicle camping is offered
Furnishings	<ul style="list-style-type: none"> – Should meet jurisdiction’s style and design standards within park and park system
Landscaping	<ul style="list-style-type: none"> – Should be appropriate design to compliment park theme and use. – Should enhance the visitor experience. – May be enhanced near entryways or amenities – Landscaping may extend through park – Will not obscure visibility of park’s amenities to ensure safety (CPTED)
Signage	<ul style="list-style-type: none"> – Consistent style within park and park system – Should provide entrance signage or monumentation

	<ul style="list-style-type: none"> – Wayfinding signs or kiosks within park – Posted rules for park and amenities – May provide interpretive kiosks – Wayfinding signage located at arterial roads should direct visitors to park
Traffic Calming	<ul style="list-style-type: none"> – Methods should be used within the park to ensure pedestrian safety along walking routes between amenities
Lighting	<ul style="list-style-type: none"> – Amenities, paths, and parking should be lit for use after daylight hours with pedestrian-scale lighting for safety – Dual system should allow 50 percent of pedestrian-scale lighting to remain on all night – Sports field lighting should be provided as needed – Should be constructed to sports field standards – Athletic field and parking lot lighting should be designed to minimize light pollution and spillover onto adjacent parcels
Naming	<ul style="list-style-type: none"> – Park name should be consistent with the jurisdiction’s ordinances
Art	<ul style="list-style-type: none"> – Public art may be included – Should represent the character, context, and brand of the adjacent neighborhood, the jurisdiction, or wider region – Local artists should be commissioned to provide art installations
Environmental Sustainability	<ul style="list-style-type: none"> – Required stormwater management facilities should be well-integrated into the landscape and overall site design – Should use current best practices in stormwater management such as low impact design approaches – Design of parks should employ best practices in sustainable site design such as those outlined by the Sustainable Sites Initiative <http://www.sustainablesites.org/>
Other	<ul style="list-style-type: none"> – Safety design of park should meet established standards of crime prevention through environmental design standards (CPTED)

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. Special use parks and facilities benefit from explicitly defining parameters for all the elements below based on the specifics of the facility.

 SITE SELECTION	
Location	– Facility should be located at a site appropriate for the intended use
Size	– Varies based on facility
Connectivity	– Provide greenway trail and pedestrian connectivity to the extent possible and as suggested by complimentary plans such as transportation plans or greenway master plans
Transportation Access	<ul style="list-style-type: none"> – On street or of-street parking should be provided as appropriate – Handicapped parking should be provided – Should accommodate parking needs on high volume days – Should be determined based on the expected trip generation of the facility

 PARK USAGE	
Visit Duration	– Varies based on facility
Programming	<ul style="list-style-type: none"> – Varies based on facility – Typically serves special user groups – Should generate revenue to support the operations and maintenance of the facility – Cost recovery should be determined based on the jurisdiction’s program cost recovery policies – Sports programming varies based on facility – May provide facilities for niche sports

 MAINTENANCE STANDARDS	
Standard	<ul style="list-style-type: none"> – Provide the highest-level maintenance with available funding – Level 2 maintenance should be minimum standard while some amenities may require a level 1 standard.

 DESIGN STANDARDS	
Amenities	<ul style="list-style-type: none"> – May have broad appeal or cater to specific recreation needs of select communities – Amenities offered should support uses complimentary to specialty amenity – Amenities should be regionally unique offerings – Playgrounds be placed to compliment other amenities
Comfort Facilities	<ul style="list-style-type: none"> – Varies based on facility
Furnishings	<ul style="list-style-type: none"> – Should meet jurisdiction’s style and design standards within park and park system
Landscaping	<ul style="list-style-type: none"> – Should be appropriate design to compliment park theme and use – Should enhance visitor experience – May be enhanced near entryways or amenities – Will not obscure visibility of park’s amenities to ensure safety (CPTED)
Signage	<ul style="list-style-type: none"> – Consistent style within park and park system – Should provide entrance signage or monumentation – Wayfinding signs or kiosks within park – Posted rules for park or facility – May vary based on facility
Traffic Calming	<ul style="list-style-type: none"> – Methods should exist within the park and on pedestrian routes accessing the park
Lighting	<ul style="list-style-type: none"> – Amenities, paths, and parking should be lit for use after daylight hours with pedestrian-scale lighting for safety when applicable – Lightning needs should be based on facility needs
Naming	<ul style="list-style-type: none"> – Park name should be consistent with the jurisdiction’s ordinances
Art	<ul style="list-style-type: none"> – Public art may be included – Should represent the character, context, and brand of the adjacent neighborhood, the jurisdiction, or wider region – Local artists should be commissioned to provide art installations
Environmental Sustainability	<ul style="list-style-type: none"> – Required stormwater management facilities should be well-integrated into the landscape and overall site design – Should use current best practices in stormwater management such as low impact design approaches – Design of parks should employ best practices in sustainable site design such as those outlined by the Sustainable Sites Initiative <http://www.sustainablesites.org/>
Other	<ul style="list-style-type: none"> – Safety design of park should meet established standards of crime prevention through environmental design standards (CPTED)

GREENWAYS + TRAILS

Greenways 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.

A greenway 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 within parks. Trails are opportunities to use otherwise undevelopable land such as utility easements and stream buffers. They are frequently locations where people can interact with natural features such as forests or streams.

Greenways and trails offer safe routes for biking and other forms of alternative transportation and provide safe locations for individuals to pursue fitness activities. These networks may serve as urban wildlife corridors and offer sites for outdoor recreation and environmental interpretation.

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

Greenways and trails are included as a classification in order to better inform design decisions and location of trails in order to provide a cohesive and consistent experience for both residents and visitors of the Garner park system.

 SITE SELECTION	
Location	<ul style="list-style-type: none"> – All trails should be located to maximize connectivity of park system – Locating greenway systems should be a result of comprehensive planning processes to ensure long-term connectivity and viability
Size	<ul style="list-style-type: none"> – 50-foot right of way of unencumbered land for a greenbelt – 10- to 12-foot paved or gravel trail width for multi-use pedestrian and bicycle uses – 3-foot natural surface trail width for open space trails – Equestrian trails require a 10-foot trail width in addition to multiuse trail width. Design standards specify a 5-foot decomposed granite path, plus a 5-foot landscaped separation from pedestrian and bike uses in urban areas, and a 5-foot wide natural surface, plus a 5-foot landscaped separation from pedestrian and bike uses in open space settings.
Connectivity	<ul style="list-style-type: none"> – Trails should connect the jurisdiction’s park system – Trails should connect the areas where people live, work, and play – Trails should link into existing bicycle and pedestrian transportation infrastructure – Trailheads service area is a 15-minute walk or a 5-10-minute drive

Transportation Access	<ul style="list-style-type: none"> – Provide some parking at major trailheads – Account for additional parking need when greenway trailhead is located within existing park
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 **PARK USAGE**

Visit Duration	– Varies
Programming	– Site will not be actively programmed, though special events such as nature walks and races may occur along trails and greenways

 **MAINTENANCE STANDARDS**

Level 1	<ul style="list-style-type: none"> – Needed for entryways and areas where maintenance is needed for safe access – May be required during growing season
Level 2	– Adequate for corridor segments
Level 3	– May be adequate for off-season corridor maintenance
Other	– Maintenance standard should be determined based on season, usage rates, and available funding

 **DESIGN STANDARDS**

Amenities	<ul style="list-style-type: none"> – Amenities may be provided to enhance the user experience – Interpretive signage or public art can enhance the visitor experience
Comfort Facilities	– Provide restrooms at major trail heads
Furnishings	<ul style="list-style-type: none"> – Should meet jurisdiction’s style and design standards within park and park system – Location of furnishings along trails should balance needs of convenience for users, access for maintenance, and visibility for safety – At a minimum, should provide benches and trash receptacles at regular intervals – Bike maintenance stations and emergency blue light alert phones may be provided at regular intervals
Landscaping	<ul style="list-style-type: none"> – Landscaping and planting scheme in urban areas – Landscaping at trail heads – Limited or no planting in open space areas – Prioritize use of native plant species
Signage	<ul style="list-style-type: none"> – Mileage markers at half mile intervals – Interpretive kiosks as appropriate – Wayfinding signage at trailheads – Street identification signage at road crossings

Traffic Calming	<ul style="list-style-type: none"> – Traffic calming is essential at locations where urban trails cross roadways – Signage should indicate trail crossing to motorists and trail users – Crossings may be painted, lighted with push-button activation, raised, or other
Lighting	<ul style="list-style-type: none"> – Security lighting at trailheads is preferred
Naming	<ul style="list-style-type: none"> – Greenways, paths, and trails should be consistent with the jurisdiction’s ordinances
Art	<ul style="list-style-type: none"> – Public art may be included – Should represent the character, context, and brand of the adjacent neighborhood, the jurisdiction, or wider region – Local artists should be commissioned to provide art installations
Environmental Sustainability	<ul style="list-style-type: none"> – When possible, use low-impact design approaches to minimize environmental impact
Other	<ul style="list-style-type: none"> – Safety design of park should meet established standards of crime prevention through environmental design standards (CPTED) – It is advised that the Town adopt trail construction specifications within the Town Unified Development Ordinance (UDO).

SPORTS COMPLEXES

Sports complexes are developed to provide four to 16 fields or courts at one location. A sports complex may support extreme sports facilities, such as BMX and skateboarding. Sports complexes can be single-sport or multi-sport and can include indoor or outdoor facilities to serve the needs of both youth and adults. Outdoor fields should be lighted to maximize value and productivity of the complex. Agencies developing sports complexes focus on meeting resident needs while attracting sport tournaments for economic development purposes.

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, grand stands, amplified sound, press boxes, etc. Enhanced amenities could be identified through discussion between the jurisdiction, the school district, and private sports associations, and would be dependent upon adequate funding.

 SITE SELECTION	
Location	<ul style="list-style-type: none"> – Should be located on or near arterial streets for a stand-alone sports complex – Streets on four sides, or three sides with school or municipal use on fourth side. – Service radius determined by community demand
Size	<ul style="list-style-type: none"> – 40 acres or more for stand-alone sports complexes
Connectivity	<ul style="list-style-type: none"> – Accessible by public transportation when provided – Located on roads capable of handling anticipated traffic generated at peak hours – Link to major trail systems – Visitors are usually within a 30-45 min drive of the park
Transportation Access	<ul style="list-style-type: none"> – Adequate parking and circulation for high-volume days – Overflow parking options

 PARK USAGE	
Visit Duration	<ul style="list-style-type: none"> – Two- to three-hour experience for single activities – Can be all day for tournaments or special events.
Programming	<ul style="list-style-type: none"> – Four or more revenue generating facilities or programs – Most amenities will be activity programmed for sports with some support programming such as playgrounds, walking loop trails, and comfort facilities – Sports complexes may be a “park within a park” and include facilities that exist as a portion of a larger park. – Facility hosts sports programming, practice, league play, and tournaments

 MAINTENANCE STANDARDS	
Level 1	– Ideal maintenance standard for this park
Level 2	– Adequate during off-seasons or when funding and resources are not available

Level 3	– Inadequate for this park
Other	– Annual plan for turf maintenance

 DESIGN STANDARDS	
Amenities	<ul style="list-style-type: none"> – 4 to 16 fields or sports courts – Provide a range of amenities to serve recreation needs and interests of users not specifically engaged in programmed sport or athletics, such as walking trails, playgrounds, etc.
Comfort facilities	<ul style="list-style-type: none"> – Restrooms should be located at multiple strategic locations – Drinking fountains should be provided – Concessions stands should be provided – Comfort facilities should meet the needs of visitors for day-long visits
Furnishings	– Should meet jurisdiction’s style and design standards within park and park system
Landscaping	<ul style="list-style-type: none"> – Appropriate design to enhance park theme and use – Should enhance visitor experience – Enhanced landscape at entrances and throughout complex – Landscaping should be used to provide shade when possible – Shadows should not interfere with player visibility – Additional vegetative buffers along property limits should be provided
Signage	<ul style="list-style-type: none"> – Entryway signage or monumentation – Park and amenity rules posted – Wayfinding signage within park – Field names or numbers identified and clearly displayed – Wayfinding signage located at arterial roads should direct visitors to park
Traffic Calming	<ul style="list-style-type: none"> – Methods should be used within the park to ensure pedestrian safety along walking routes between amenities – Pedestrian connectivity to surrounding neighborhoods if possible
Lighting	<ul style="list-style-type: none"> – Sports field lighting designed for minimal light pollution and spillover onto adjacent properties – Should be constructed to sports field standards – Amenities, paths, and parking should be lit for use after daylight hours with pedestrian-scale lighting for safety – Dual system should allow 50 percent of pedestrian-scale lighting to remain on all night
Naming	– Park name should be consistent with the jurisdiction’s ordinances
Art	<ul style="list-style-type: none"> – Public art may be included with an athletics or sports-oriented theme – Should represent the character, context, and brand of the adjacent neighborhood, the jurisdiction, or wider region – Local artists should be commissioned to provide art installations

PARK CLASSIFICATIONS > TOWN OF GARNER

Environmental Sustainability	<ul style="list-style-type: none">– Required stormwater management facilities should be well-integrated into the landscape and overall site design– Should use current best practices in stormwater management such as low impact design– Design of parks should employ best practices in sustainable site design such as those outlined by the Sustainable Sites Initiative <http://www.sustainablesites.org/>
Other	<ul style="list-style-type: none">– Safety design of park should meet established standards of crime prevention through environmental design standards (CPTED)

TOWN OF GARNER

PROGRAM ASSESSMENT

DATE	REVIEWED BY	COMMENTS



INTRODUCTION

The assessment offers an in-depth analysis of the Department's programming strengths, challenges, and opportunities. The assessment also assists in identifying core program areas, program lifecycles, program classification, cost recovery, similar providers, program standards, and best practices.

The Department provided the project team with information including program descriptions, financial data, website content, statistically significant survey results, demographic information, and discussions with focus groups.

The Department has a recreation program plan that directs staff on the development and implementation of programs. This is a best practice and is beneficial as the Department provides a broad range of year-round recreation and leisure programming for all ages. This analysis includes cultural resources programming from the analysis, as cultural resources programming is discussed individually in the Cultural Resources section of this chapter.

Currently in Garner, 52 percent of households participate in Town of Garner programming within the past 12 months, according to the statistically valid survey. Participants had good experiences with Town of Garner programming, with 96 percent of survey respondents who participated in programming rated their experience as good or excellent. This analysis will identify challenges and opportunities to ensure that Garner will continue to provide high quality programming to a majority of residents during the next 10 years.

COMMUNITY NEEDS ASSESSMENT SURVEY

Analysis of the statistically valid survey which asks respondents important questions, provides valuable insight to help understand the need and importance of program areas. Community engagement results were very supportive of the Town Parks, Recreation and Cultural Resources services. A few specific program related results that demonstrate the demand, value, and quality of programs are:

- > 52 percent of households have participated in special events or programming within the past 12 months. The national average for this question in responding yes is 33 percent. The Department is nineteen percentage points above the national average.
- > 43 percent of households who have participated in programming rated the quality of those programs as "excellent". This is seven percentage points higher than the national average. 53 percent rated the quality as good, and the national average is the same.
- > 71 percent of households report using the Town of Garner for their program and facility needs. The national average for households using their local municipality's services is 44 percent. This demonstrates a high level of satisfaction and perceived value from the community.

In addition to these questions, the survey asked if there is programming that is important to households and how many residents have an unmet need for the programs. These two questions are used to determine the priority investment rating (PIR) for programming. Based on the survey results, the priority investment rating identified the following six programs/activities as "high priorities" for investment:

- > Outdoor music & concerts
- > Aquatics programs
- > Swimming

- > Fitness & wellness
- > Special events & family festivals
- > Music lessons & classes

The full survey report can be found in the appendix.

PROGRAM STANDARDS AND PERFORMANCE MEASUREMENT

Program standards set the framework and expectations that Departments need to perform at high levels and become community and industry leaders. Program standards and performance measures are essential to accurately and effectively providing customer services Department-wide through all staff members and at all parks and recreation locations.

Best practice for performance measures includes tracking the participant to staff ratios, cancellation rate, customer satisfaction and customer retention rate.

Customer retention rate can be captured at registration or on the program survey. Surveys can be very useful indicators of success if used in the right way – keeping the number of questions to a minimum and avoiding survey fatigue. Other best practices are:

- > 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

CORE PROGRAM AREAS

Identifying Core Program Areas creates a sense of focus around specific program areas. Ensuring that these Core Program Areas are based on current and future recreation needs ensures programming remains relevant and fulfilling to residents and participants. Establishing Core Program Area enables staff, policy makers, and the public to focus on programs that will provided the greatest benefit to the community. Program areas are considered as Core if they meet a majority of the following categories:

A Core Program Area:

- > Has been provided for more than 4 to 5 years.
- > Meets the community's expectation that the program will be provided.
- > Requires 5 percent or more of the Department's budget.
- > Is offered 3 to 4 seasons per year.
- > Has wide demographic appeal.
- > Serves a tiered level of skill development within program offerings.
- > Has full time staff dedicated to programming.
- > Has special use facilities to specifically support the program area.

- > Is providing greater than 20 percent of the total program offering within the community, including private providers.

The project team and Department staff identified the following Core Program Areas. Cultural Resources is included in this list, but data has been omitted from this analysis. The Cultural Resources Core Program Area is discussed independently later in this chapter.

Figure 1 - Core program areas

ADULT	CAMP	NATURE / OUTDOOR	PRESCHOOL
SENIOR	SPECIAL EVENTS	YOUTH	CULTURAL RESOURCES *Included in a separate analysis

Adult

Adult programming provides promotes a healthy, vibrant and well-connected community by offering a variety of fitness and wellness opportunities.

Programs include:

- > Sport Leagues
- > Group Fitness Classes

Camps

Camps goal is to provide recreational opportunities that stress participation, skill development, and fun with diverse youth programs that provide a safe place for children to play, learn and develop social skills.

Programs include:

- > School Break Camps
- > Summer Camps
- > Sports Camps
- > Junior Counselor Leadership Programs

Nature/Outdoor

Nature/Outdoor programs provide memorable, affordable, special events that blend education and entertainment while showcasing parks and facilities. White Deer Park is an important facility for this program area.

Programs include:

- > Hikes
- > Tree Identification
- > Animal/Creature/Bugs-Education for Youth
- > Youth Nature Camp
- > Paddle Events

Preschool

Preschool programming is similar to camps with a priority to offer diverse youth programs that provide safe place for children to play, learn and develop soft skills for the preschool age segment.

Programs include:

- > Preschool Sports
- > Daddy/Mommy Events
- > Camps

Seniors

Senior programming promotes arts, education, fitness, health and wellness, special events, and travel programming for the community's seniors. The Garner Senior Center and many community partners make this Core Program Area successful.

Programs include:

- > Cooking
- > History
- > Languages
- > Fitness
- > Sports
- > Arts
- > Social Games
- > Health and wellness education
- > Trips

Special Events

Special events create moments of civic pride and community cohesion by bringing together thousands of residents and visitors to mark specially occasions. Special events include fireworks displays and Easter egg hunts.

Programs include:

- > Holiday Events
- > Cultural Events
- > Family Events
- > Pop Up Markets
- > Outdoor Movie Nights

Youth

Youth programming goals are the same as camps and preschool by providing athletic opportunities that stress participation, skill development, sportsmanship and fun while creating a safe place for children to play, learn, and develop social skills for school-aged children.

Programs include:

- > STEM
- > Youth Sports

AGE SEGMENT ANALYSIS

The age segment analysis identifies the target ages each core program area serves and determines whether certain age segments are adequately served based on the community’s current and projected demographics.

Demographic characteristics and future trends for the Town are detailed in the Demographics and Trends chapter of this plan. Figure 2 indicates the portions of the population by age projected for the next 10 years. The trend indicates that the senior population is growing, while the population of young children is slightly decreasing. Understanding and being responsive to these trends over time will ensure that the Department continues to effectively serve residents of all ages.

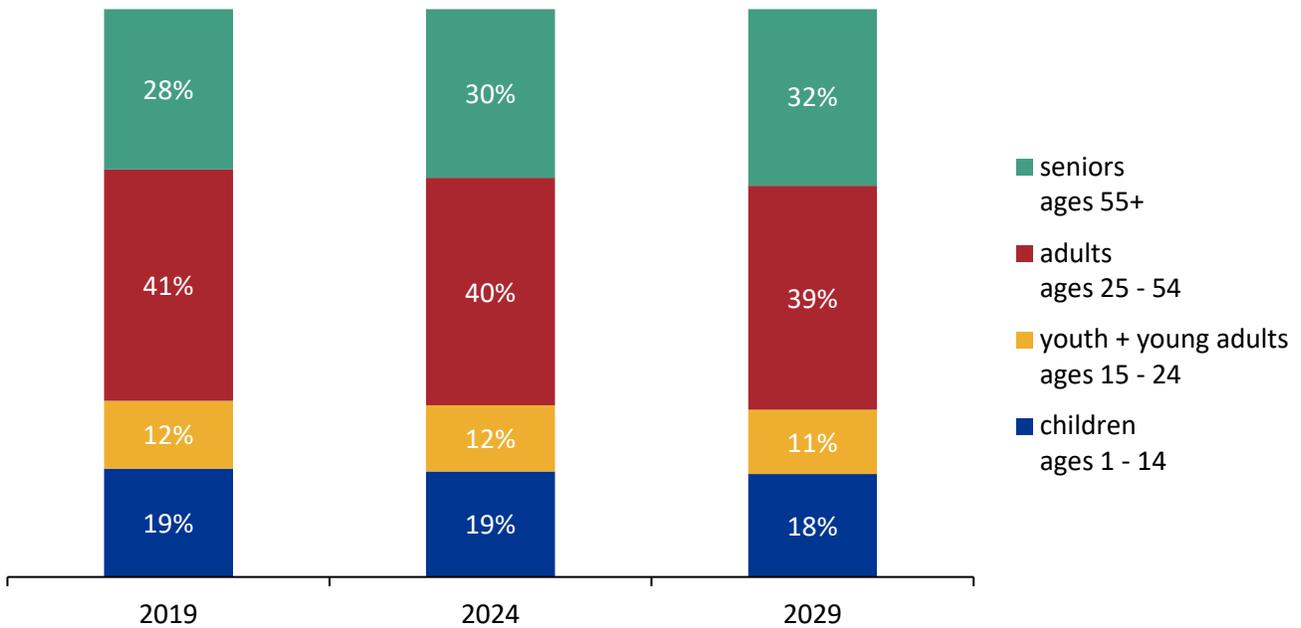


Figure 2 - Population proportion by age during the next 10 years. Each bar represents 100 percent of the population.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri Forecasts for 2018 and 2023. Project team projected data for 2019, 2024, and 2029.

Table 1 depicts each Core Program Area and the most prominent age segments they serve. Recognizing that many Core Program Areas serve multiple age segments, Primary, noted in green, and Secondary, noted in yellow, markets are identified.

The Age Segment Analysis uses Core Program Areas to illustrate which age segments Department programming serves and identifying any gaps.

The analysis indicates that Department programming serves all age groups and identifies some gaps. For example, Camps and Youth programming reach teens, but teens are not the primary target for any Core Program Area. Seniors are the target age segment only for senior programming, but this Program Assessment shows that senior programming is one of the most extensive and diverse Core Program Areas, indicating that this age segment is well-served through department programming.

Table 1 - Age segment analysis

CORE PROGRAM AREA	PRESCHOOL (<5 YEARS)	ELEMENTARY (6-12)	TEENS (13-17)	ADULT (18+)	SENIOR (55+)	ALL AGES PROGRAMS
Adult	-	-	-	Primary	Secondary	Primary
Camps	-	Primary	Secondary	-	-	-
Nature / Outdoors	-	Secondary	-	-	-	Primary
Preschool	Primary	-	-	-	-	-
Senior	-	-	-	-	Primary	-
Special Event	-	-	-	-	-	Primary
Youth	Secondary	Primary	Secondary	-	-	-

PROGRAM LIFECYCLE

The Program Lifecycle Analysis determines the stage of growth or decline for each program the Department offers. Understanding the program lifecycles informs strategic decisions about introducing and retiring new programming. A department with a healthy mix of programming will have offerings at each stage of the program lifecycle. Department staff introduce new programs, and as trends, preferences, and demographics change, programs will flow through the lifecycle stages. As programs reach decline stages, Department staff will make informed decisions about retiring programs, and introducing new programs to maintain customer retention. A healthy mix of program offerings will also offer some legacy programs, which operate outside of the program lifecycle. Legacy programs tend to be longstanding, established programs that the community expects will always be provided. Participation may increase or decrease across seasons, but its legacy status within the community will prevent it from fully reaching decline stage.

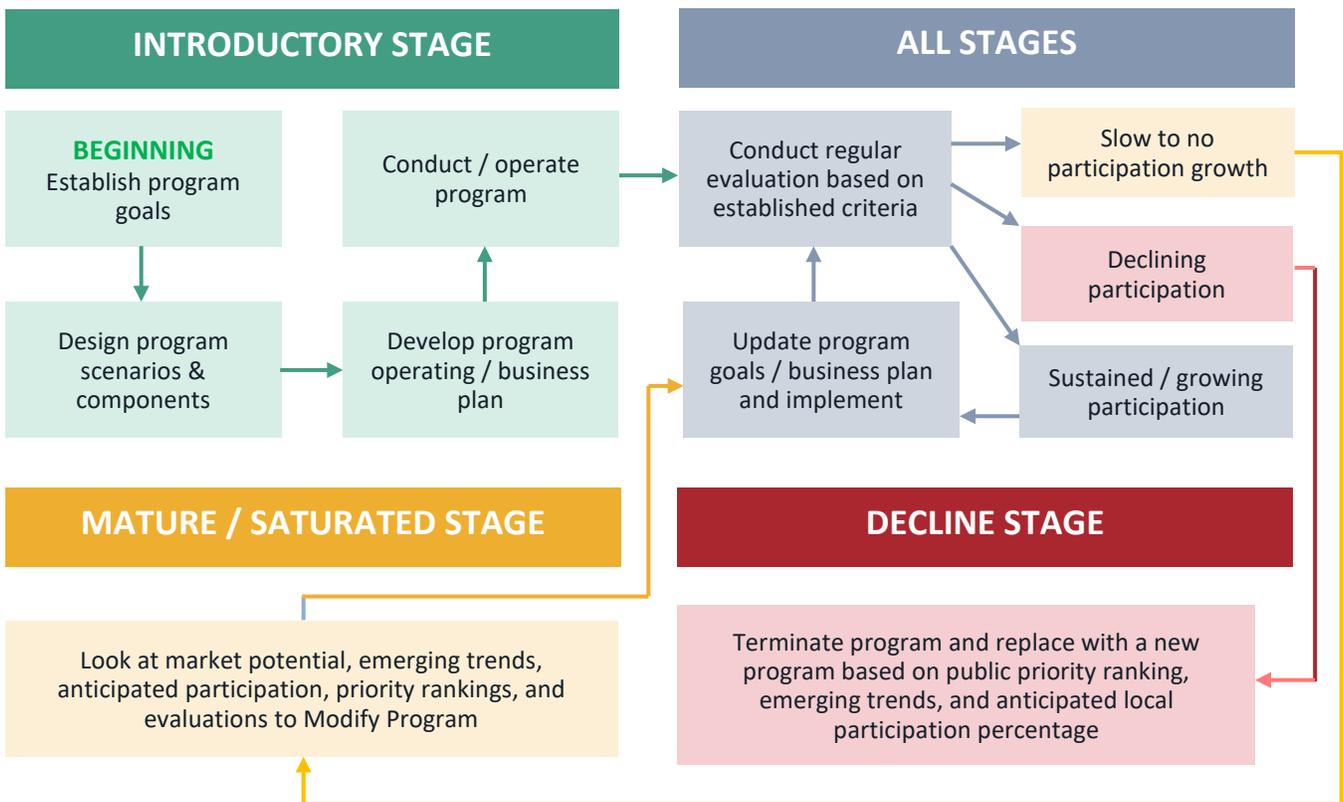


Figure 3 - Program lifecycle stages

This analysis is not based on strict quantitative data and instead uses staff members’ knowledge of their program areas. The following table shows the percentage distribution of the various lifecycle categories of the GPRCR programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff members.

Table 2 - Program lifecycle distribution

LIFECYCLE STAGE	DESCRIPTION	ACTUAL PROGRAM DISTRIBUTION		BEST PRACTICE PROGRAM DISTRIBUTION
Introduction	New program; modest participation	0%	65% Total	50% - 60% Total
Take-off	Rapid participation growth	17%		
Growth	Moderate, but consistent participation growth	48%		
Mature	Slow participation growth	17%	17% Total	40% Total
Saturated	Minimal to no participation growth; extreme competition	9%	18%	0% - 10%
Decline	Declining participation	9%	Total	Total

The department currently has a healthy distribution of programs at all stages within the program lifecycle. Though the program distribution varies slightly from best practices of program distribution, programs currently in the Introductory lifecycle stage will eventually transition into mature programs, evening the distribution within best practice guidelines. Annual tracking will equip staff with the information needed to ensure program lifecycle distribution is responsive to best practices as the distribution evolves from year to year.

According to staff, zero percent of programs fall into the introduction lifecycle stage. Take-off and Growth lifecycle stages represents 65 percent which is over the recommended distribution of 50 to 60 percent. It is useful to have a strong percentage of programs in these early stages to ensure the department is innovating and being responsive to community needs. In instances where introductory is stronger than the recommended levels, the Department should monitor program participation in the Growth stage to identify when participation levels slow and programs need to transition into the Mature stage. Currently, seventeen percent of programs are in the Mature stage. This is below the recommended level of forty percent and it is anticipated that programs will transition from Growth into Mature bringing the programs into a better balance among the lifecycle stages.

As programs enter into the Decline stage, they must be closely reviewed and evaluated for repositioning or elimination. When this occurs, the Department should modify and update these programs, at which point they become new programs in the Introductory stage.

PROGRAM CLASSIFICATION

Program classification analyzes how each program serves the Department’s mission and the goals and objectives of each core program area. A program’s classification informs how the program should be funded with regard to tax dollars versus user fees and charges. How a program is classified determines appropriate management, funding, and marketing strategies with limited resources and capacity.

Program classifications are determined by the degree of public benefit versus a private benefit a program provides. Figure 5 illustrates the balance of public and private benefit within program classifications. Public benefit indicates that a program serves a purpose that benefits the community overall and provides equal access to all residents. Private benefit indicates that a program offers individual benefit to the participant and may serve a smaller segment of the population. Senior programming provides a useful example of all program classifications. A senior meal program creates a public benefit by providing food and socialization for seniors, a population that may be low-income or lack transportation. Senior trips also provide socialization, but these activities serve a primarily private benefit to the residents who are able to participate.

		CURRENT CLASSIFICATION DISTRIBUTION	COST RECOVERY BEST PRACTICE
 <p>ESSENTIAL SERVICE</p>	<p>•Town must provide this service. Service is expected and supported, is a sound investment of public funds, has broad public support and benefit, will result in a negative impact if not offered, is part of the mission, requires high to complete subsidy.</p>	19%	0-50%
 <p>IMPORTANT SERVICE</p>	<p>•Town should provide this service if it expands and enhances core services. Service is broadly supported and used, has conditional public support, has an economic / social / environmental benefit to the community, has community importance, requires moderate subsidy.</p>	69%	50-75%
 <p>VALUE-ADDED SERVICE</p>	<p>•Town may provide this service with additional resources. Service adds value to the community, supports core and important services, has community support, generates income, has an individual benefit, can be supported by user fees, enhances community, requires little to no subsidy.</p>	12%	75-100+%

Figure 4 - Program classification descriptions, current classification distributions, and cost recovery best practices.

PROGRAM ASSESSMENT > TOWN OF GARNER

The Department currently classifies programs as Essential, Important, and Value-Added services. Program classification depends upon alignment with organizational mission, financial sustainability, public versus private benefit, marketplace competition, and access.

The project team and Department staff classified all programs the Town offers. The current program distribution is 19 percent Essential, 69 percent Important, and 12 percent Value-added.

Each Core Program Area includes the number of programs classified as Essential, Important, or Value Added. Understanding the relationship between Core Program Area and Program Classification enables programming staff to balance and plan where programs can be added or altered to represent all classifications. A Core Program Area, such as Seniors, may be challenged to meet a high cost recovery goal. Programs weighted toward Important and Value-Added should have higher cost recovery goals and should be monitored to determine they are adequately meeting community expectations for serving the public good.

Figure 5 - Program Classification

CORE PROGRAM AREA	ESSENTIAL PROGRAMS		IMPORTANT PROGRAMS		VALUE-ADDED PROGRAMS	
	Program Number	%	Program Number	%	Program Number	%
Adult	-	0%	15	10%	3	11%
Camp	5	11%	-	0%	2	7%
Nature/Outdoor	1	2%	35	22%	2	7%
Preschool	-	0%	18	12%	-	0%
Senior	24	55%	71	46%	16	59%
Special Events	8	18%	5	3%	1	4%
Youth	6	14%	12	8%	3	11%
Core Program Area Total	44	100%	156	100%	27	100%
CORE PROGRAM AREA OVERALL DISTRIBUTION	19%		69%		12%	

Program Classification and Cost Recovery

Cost recovery is a tool for addressing the Department’s financial subsidy of programs based on whether they serve a public or private benefit. Essential programs with a greater public benefit can be offered with a lower cost recovery threshold, whereas programs with a primarily private benefit can be offered with a higher cost recovery expectation. As the Department evolves to meet community needs, services should be managed according to the Cost Recovery Model for Sustainable Services in Figure 6.

The Cost Recovery Model adds an additional level of detail to determining cost recovery goals for programs based on public versus private benefit. The next section of this chapter includes a discussion of meeting cost recovery goals through an understanding of a total cost of services model.

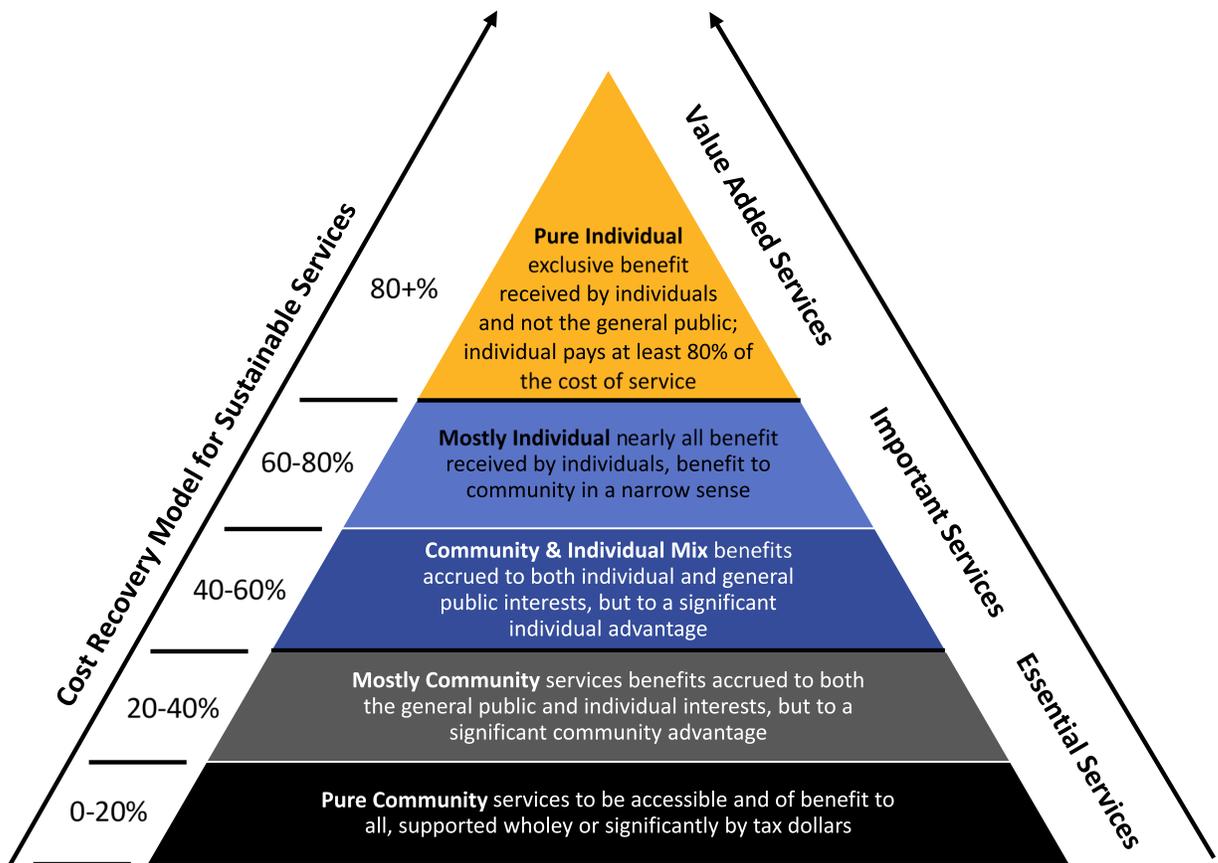


Figure 6 - Cost recovery model for sustainable services

COST RECOVERY + TOTAL COST OF SERVICE

Cost recovery is the amount of a program’s total cost of service that is recovered through program fees. Cost recovery goals are identified for each Core Program Area and for specific programs or events when feasible. Best practice includes reviewing program classification to inform cost recovery, and identifying subsidy goals that enable equitable program access and contribute to the Department’s financial sustainability.

Determining cost recovery performance and using it to make informed pricing decisions includes four steps.

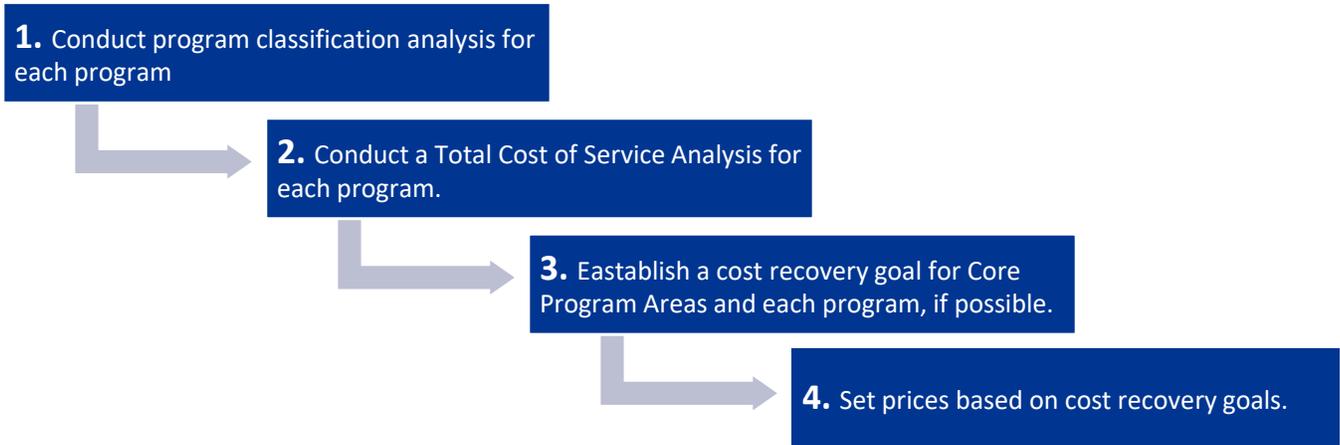


Figure 7 - Cost recovery determination process

UNDERSTANDING THE FULL COST OF SERVICE

Step Two in the process above includes calculating the full cost of service. Department staff must have an accurate understanding of a program’s direct and indirect costs in order to create and achieve cost recovery goals.

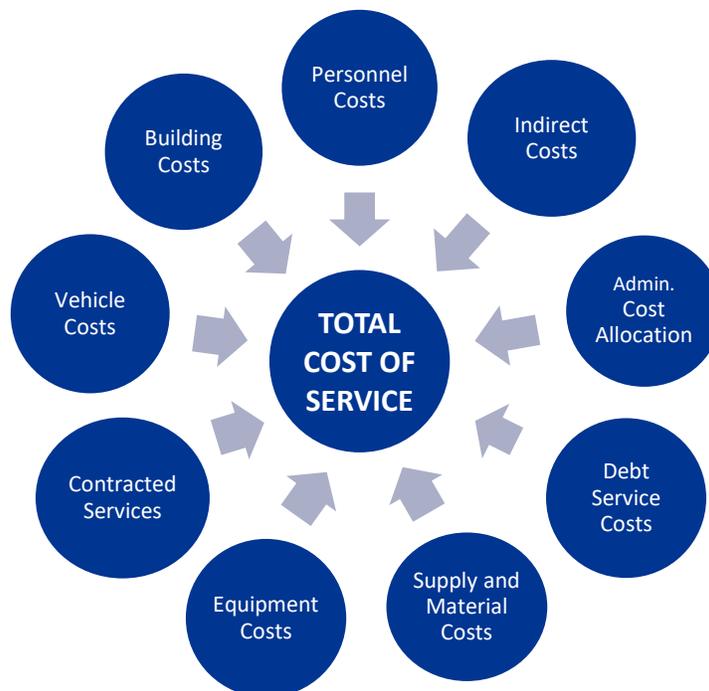


Figure 8 - Total cost of service conceptual model

A Total Cost of Service Analysis should be conducted on each Core Program Area and, if possible, each program. The total cost of service will calculate direct (program specific) and indirect (comprehensive, including overhead and administrative) costs. Figure 9 illustrates common costs that contributed to a Total Cost of Service for recreational programming.

Costs can be derived on a per unit basis. Program or activity units may include:

- > Number of participants
- > Number of tasks performed
- > Number of consumable units
- > Number of service calls
- > Number of events
- > Hours for offering program/service.

Best practice suggests that program staff be trained in conducting a Total Cost of Service Analysis and regularly conduct the analysis for new programs.

CURRENT COST RECOVERY

After determining the Total Cost of Service for Core Program Areas and individual programs, the next step is to set cost recovery goals based on department policy. The Department’s current cost recovery goals are identified in Table 3. This analysis determined actual cost recovery based on the Departments current recordkeeping practices. Adult, Camps, Nature/Outdoor, Preschool, Special Events and Youth Core Program Areas currently meet or exceed cost recovery goals. Senior Core Program Area cost recovery is less than the goal. Best practice in cost recovery for Senior programming is typically between 25 and 50 percent cost recovery.

Table 3 - Cost recovery goals and actual cost recovery by core program area

CORE PROGRAM AREA	COST RECOVERY GOAL	ACTUAL COST RECOVERY ACTUAL	COST RECOVERY GOAL ACHIEVED?
Adult	100%	117% Fitness 103% Athletics	Yes
Camps	60%	100%	Yes
Nature/Outdoor	95%	143%	Yes
Preschool	80%	87%	Yes
Senior	100%	73%	No
Special Events	0%	0%	Yes
Youth	60%	70%	Yes

PRICING

Setting customer prices is an important tool the Department has for ensuring programs achieve cost recovery goals. There are many strategies for pricing programs to achieve cost recovery while ensuring that programs remain affordable and accessible to the residents with less ability to pay for programming.

In addition to setting prices based on cost recovery goals, strategies the Department currently uses include adjusting prices based on a customer’s age, residency, and ability to pay. Strategies not currently used in the program portfolio are adjusting prices based on household/family status, weekday/weekend rates, prime/non-prime time, group discounts, by location, and market rate.

In addition to meeting cost recovery goals, pricing strategies can stabilize usage patterns for programs or facilities with high demand. For example, offering discounts at recreation centers during workday hours may alleviate peak hour attendance as residents with free time and eager for a discount adjust their routine to come earlier in the day. Best practice is to monitor the effectiveness of pricing strategies employed and adjust as necessary within the policy frameworks that guide the overall cost recovery and pricing guidelines. The Department created a Revenue Policy approved by Town Council in March of 2015. Best practice is to review the pricing direction to staff and ensure the policy is referenced during program development. Annually monitoring competitor pricing can also inform pricing strategies.

Table 4 - Pricing strategies by core program area

CORE PROGRAM AREA	AGE	HOUSEHOLD STATUS	RESIDENCY	WEEKDAY WEEKEND	PRIME NON-PRIME TIME	GROUP DISCOUNTS	BY LOCATION	MARKET RATE	COST RECOVERY	ABILITY TO PAY
Adult	-	-	●	-	-	-	-	-	●	-
Camps	-	-	●	-	-	-	-	-	●	●
Nature/Outdoor	-	-	●	-	-	-	-	-	●	●
Preschool	-	-	●	-	-	-	-	-	●	-
Senior	-	-	●	-	-	-	-	-	●	-
Special Event	-	-	-	-	-	-	-	-	-	-
Youth	●	-	●	-	-	-	-	-	●	●

CURRENT COST OF SERVICES

The Department provided a framework of current cost of each program. The figure below indicates the program inventory by Core Program Area and the fees associated.

Table 5 - Program price framework by core program area

CORE PROGRAM AREA	FREE	PARTNER DETERMINED	\$1-\$10	\$11-\$30	\$31-\$50	\$51-80	\$81-\$100	\$100+
Adult	1	-	3	13	4	3	-	6
Camps	1	-	-	3	2	3	1	2
Nature/Outdoor	3	-	26	13	4	-	-	1
Preschool	-	-	6	10	9	-	-	-
Senior	43	13	22	12	11	-	-	-
Special Events	17	2	-	1	-	-	-	-
Youth	2	16	3	4	3	7	1	2
TOTAL	67	31	60	56	33	13	2	11

SIMILAR PROVIDERS

Similar providers are organizations with programs and facilities providing an experience similar to Department offerings. Department staff identified 19 organizations considered to be providing similar services and experiences. Direct Competitors are organizations that provide the same experience as GPRCR. Similar Providers are defined as organizations offering recreation opportunities that may not have the same programs, amenities, or services as GPRCR. Five operations were considered a Direct Competitors with a Town of Garner address. Other direct providers are located nearby in Raleigh.

Table 6 - Analysis of other providers of parks and recreation services

NAME OF SIMILAR PROVIDER	LOCATION	DIRECT COMPETITOR OR SIMILAR PROVIDER
PUBLIC		
Biltmore Hills Community Center	2615 Fitzgerald Dr. Raleigh, NC 27610	Direct Competitor
Cary Recreation & Enjoyment	316 N. Academy St. Cary, NC 27513	Direct Competitor
Clayton Parks and Recreation	715 Amelia Church Road Clayton, NC 27520	Direct Competitor
Fuquay-Varina Parks, Recreation & Cultural Resources	820 S. Main Street Farquay-Varina, NC 27526	Direct Competitor
Raleigh Parks and Recreation	222 W Hargett St Raleigh, NC 27601	Direct Competitor
Ralph Campbell Community Center	756 Lunar Dr Raleigh, NC 27610	Direct Competitor
Sanderford Road Center	2623 Sanderford Road Raleigh, NC 27610	Direct Competitor
Worthdale Community Center	1001 Cooper Rd. Raleigh, NC 27610	Direct Competitor
NOT-FOR-PROFIT		
Communities of Hope Ministries	601 Saint Marys St. Garner, NC 27529	Direct Competitor
Poole Family YMCA	2110 Aversboro Rd. Garner, NC 27529	Direct Competitor
PRIVATE		
Polar Ice House	103 New Rand Rd. Garner, NC 27529	Similar Provider
Go Play Outside Now (Privately Owned Park)	44 Cornwallis St. Garner, NC 27529	Direct Competitor
Rush Hour Karting	5335 Raynor Rd. Garner, NC 27529	Similar Provider
Heather Hills Pool (Private Pool)	901 Claymore Dr. Garner, NC 27529	Similar Provider
Edgebrook Pool (Private Pool)	1503 Kenbrook Drive	Similar Provider

PROGRAM ASSESSMENT > TOWN OF GARNER

	Garner, NC 27529	
Planet Fitness	1885 Aversboro Dr. Garner, NC 27529	Direct Competitor
Rex Wellness Center	1400 Timber Dr. East, Garner, NC 27529	Direct Competitor
Riverwood Golf and Athletic Club (Semi-Private)	400 Riverwood Drive Clayton, NC 27527	Direct Competitor / Similar Provider
Buffaloe Lanes South Bowling Centers	6701 Fayetteville Rd. Raleigh, NC 27603	Similar Provider
Artistic Gymnastics	3315 Anvil Pl. Raleigh, NC 27603	Direct Competitor
Interskate	5300 Fayetteville Rd. Raleigh, NC 27603	Similar Provider
Second Round Boxing	600 W Cabarrus St. Raleigh, NC 27603	Similar Provider

MARKETING, VOLUNTEERS, AND PARTNERSHIPS

Marketing programs, organizing volunteers, and maintain partnerships are essential elements to ensuring the Department can offer its impressive array of programming at such a high quality. Marketing generates interest and enrollment while volunteers and partnerships expand the capacity of department staff and facilities.

MARKETING

Effective marketing ensures that residents are aware of Department offerings of programs and events and generates interest and excitement to spur enrollment and participation. The following list includes strategies the Department currently uses to market programming.

- > Discover, Play, Celebrate Program Guide (print and online)
- > Town of Garner website
- > Fliers
- > Direct mail
- > Email blasts
- > Public service announcements
- > Roadside marquees
- > Paid advertisements
- > Radio
- > Television
- > Newsletter
- > Signage in facilities
- > Social media (facebook, Instagram, Twitter, YouTube)
- > QR Codes

The Discover, Play, Celebrate Brochure is the number one way residents are currently hearing about parks and recreation programming. The results of the statistically valid survey are illustrated in Figure 9.

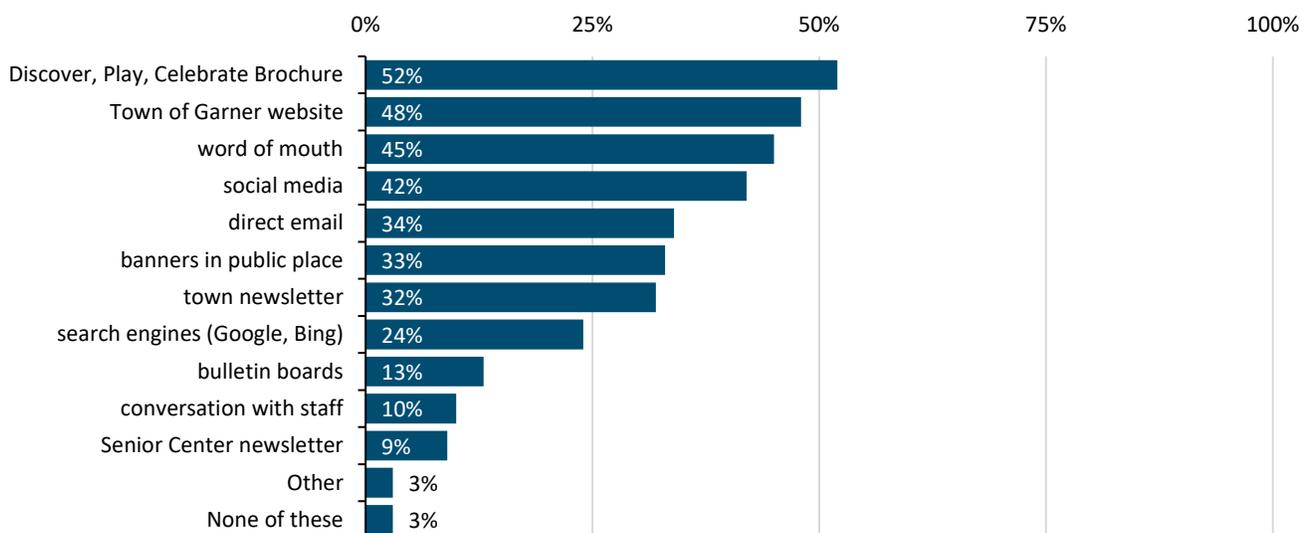


Figure 9 - Results of the statistically valid survey for “How do you currently learn about Town of Garner parks, facilities and special events?”

Marketing Strategies

An effective marketing strategy accounts for content, messaging, and methods of delivery. The Town of Garner has a Communication Plan that identifies goals and objective for communicating to the public using the website, social media, and videos. The Department has developed a Marketing Plan that identifies target markets, market objectives, evaluation, and examples of marketing materials. Having a Strategic Marketing Plan brings the department in line with industry best practices for marketing.

A strategic marketing plan should address the following:

- > Target audiences/markets identification
- > Key messages for each target market
- > Communication channels/media for each target market
- > Graphic identity and use protocols
- > Style handbook for all marketing material
- > Social media strategies and tactics
- > Communication schedule
- > Marketing roles and responsibilities
- > Staffing requirements

An effective marketing plan must build upon and integrate with supporting plans, such as this master plan, and directly coordinate with organization priorities. The plan should also provide specific guidance as to how the GPRCR identity and brand is to be consistently portrayed across the multiple methods and deliverables used for communication.

Website

The current Town of Garner website connects to the Parks Recreation and Cultural Resources homepage through the Department drop down menu. The mobile friendly website is effective and displays well on mobile devices. Website layout has Core programs to the left; the center highlights registrations, reservations and the ability to download the brochure guide, while the right side lists upcoming events and news.



Social Media

The Town of Garner has great use of Web 2.0 technology with Facebook, Instagram, Twitter, YouTube, and Flickr. In 2018, they had 40,000 followers across all departments and platforms. The Garner Performing Arts Center, Avery Street Recreation Center, White Deer Park, and the Garner Senior Center each have their own social media presence. Successful social media use moves the audience from awareness to action by creating user engagement. Strategies for increasing user engagement include:

- > Allowing controlled ‘user generated content’ by encouraging users to send in their pictures from the Town’s special events or programs
- > Introducing Social media-only promotions to drive greater visitation to the Department’s social media pages
- > obtain customer feedback for programs, parks and facilities and customer service
- > Expand opportunities for Crowd-sourcing information on an ongoing basis
 - Existing resources include www.mindmixer.com and www.peakdemocracy.com
- > Create opportunities for Donations or Crowd-funding through the website
 - Use www.kickstarter.org / www.indiegogo.com / www.razoo.com for crowd funding options including printing program guides or developing marketing material
- > Maximize the website’s revenue generating capabilities
- > Conduct annual website strategy workshop with the staff to identify ways and means that the website can support social media trends

VOLUNTEERS

Today’s realities require most public park and recreation departments to seek productive volunteers and meaningful partnerships with individuals and community organizations to deliver quality and seamless services to residents. Relationships should be mutually beneficial to each party to better meet overall community needs and achieve the Department’s mission. Effective partnerships and meaningful volunteerism are key strategies for the Town to meet community needs in years to come.

Currently, residents interested in volunteering sign up through GPRCR website. Potential volunteers give GPRCR permission to email them with volunteer opportunities. Garner has effective volunteer management procedures in place, including requiring an application process and a signed volunteer agreement. Volunteers receiving training, a volunteer manual and an information packet. The Department hosts two annual major volunteer recognition events.



SEARCH...



ABOUT US

DEPARTMENTS

GOVERNMENT

CAREERS

HOW DO I...?

POLICE SERVICES

VOLUNTEER

- Parks, Recreation and Cultural Resources
 - About
 - + Committees
 - eClub
 - FAQ
 - Financial Assistance
 - Plan the Future
 - Policies & Forms**
 - Programming Partners
 - Staff
 - > Volunteer
 - Adult
 - + Events
 - Preschool
 - Senior
 - Youth
 - Avery Street Recreation Center
 - + Garner Performing Arts Center
 - Garner Recreation Center
 - + Garner Senior Center
 - White Deer Park Nature Center
 - + Parks and Facilities

Volunteer Interest

Interested in volunteering for Garner Parks, Recreation & Cultural Resources programs and events? Sign-up to receive email notifications when opportunities are available.

Email Address

First Name

SIGN UP

By submitting this form, you are granting: Garner Parks, Recreation and Cultural Resources Department, 900 Seventh Ave., Garner, North Carolina, 27529, United States, <http://www.garnermc.gov/Departments/Parks%20and%20Recreation/Default.aspx> permission to email you. You may unsubscribe via the link found at the bottom of every email. (See our [Email Privacy Policy](#) for details.) Emails are serviced by Constant Contact.



Subscribe to the eClub and receive monthly emails about upcoming events & programs. Stay informed & text 22828 to subscribe.

Click [here](#) to view photos from past events. | #DiscoverPlayCelebrate | @GarnerPRCR

Oops! Something went wrong when trying to fetch the Facebook feed. Please refresh the page or report the issue to the site administrator.

MORE POSTS >

TWITTER

GARNERPRCR @GARNERPRCR JUN 27
2019 @NBA #1 draft pick @ZIONWILLIAMSON showed our 5-7 basketball league what hard work&dedication looks like!! Tha... [HTTPS://T.CO/HXEVZYPUQ](https://t.co/HXEVZYPUQ)

GARNERPRCR @GARNERPRCR MAY 09
JOIN US TONIGHT!
#DISCOVERPLAYCELEBRATE #GARNERNC #PARKSANDRECREATION #THEFUTUREISNOW [HTTPS://T.CO/OWAVLVSLML](https://t.co/OWAVLVSLML)

GARNERPRCR @GARNERPRCR APR 13
Spring Eggstravaganza Update: Due to the rain, we are modifying the event to consist of a drive-through egg pick-up... [HTTPS://T.CO/VXXKTYNOZR](https://t.co/VXXKTYNOZR)

MORE TWEETS >

In developing the policy, some best practices that the Town 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 Town.
- > 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.
- > Developing a good reward and recognition system. 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

Currently, Garner partners with eight different organization to provide Youth Sports, they also partner with a Tennis organization for Youth and Adult Pickleball and Tennis. As stated in Town of Garner Strategic Plan from 2016, their first objective is to build and maintain strong relationships with regional and community partners to enhance program partnership, economic development, planning, and emergency services.

All partnerships developed and maintained by the Town should adhere to common policy requirements. These include:

- > Each partner will meet with or report to Town 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 Town-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



[Agendas & Minutes](#) | [Calendar](#) | [Bid Postings & RFPs](#) | [Forms & Docs](#) | [Legal Notices](#) | [Permitting & Plan Submittals](#)

ABOUT US
DEPARTMENTS
GOVERNMENT
CAREERS
HOW DO I...?
POLICE SERVICES

PROGRAMMING PARTNERS

- Parks, Recreation and Cultural Resources
- About
 - + Committees
 - eClub
 - FAQ
 - Financial Assistance
 - Plan the Future
 - Policies & Forms
 - > **Programming Partners**
 - Staff
 - Volunteer
- Adult
- + Events
- Preschool
- Senior
- Youth
- Avery Street Recreation Center

The Town partners with a variety of volunteer organizations to provide additional youth athletics opportunities. Please contact program providers directly regarding registration, fees and schedules.

Sport	Provider	Age	Registration	Season
Youth Basketball	GPRCR	5-17	Mid April-Late May	June-Early August
	GPRCR	Boys & Girls 5-7, 13-17	Mid September-Mid November	Mid November-Early March
	Optimist Club	Boys 8-12	Late October	Mid November-Late February
	Gamer AAU Flames	Select Girls 8-13	Fall	Year Round
Youth Baseball	GAYSL	Boys 5-14	Early February	March-June
	GAYSL	Boys 5-14	Late July	August-October
	GBI	Boys & Girls 5-18	Early February	March-June
	GBI	Boys & Girls 5-18	Mid-July	August-October
Pop Warner Cheerleading	Civitan Club	5-15	Late May-June	August-November
Pop Warner Football	Civitan Club	5-15	Mid-March	August-November
Youth Soccer	GASA	5-17	October-December	Mid February-Early June
	GASA	5-17	May-June	Mid August-November
Youth Fast-Pitch Softball	GAYSL	Girls 5-16	Early February	March-June
	GAYSL	Girls 5-16	Late July	August-October
Girls Volleyball	GPR&CR	8-17	Mid September-Mid November	Mid November-Early March
Youth Open Gym	GPR&CR	6-17	None	Saturdays, Outside Youth Basketball Season
Tennis/Pickleball	Tennisbloc	Youth/Adult		Spring/Summer

APPENDIX

Table 7 - Program classifications as identified by the department and project team.

CORE PROGRAM AREA	PROGRAM	ESSENTIAL	IMPORTANT	VALUE-ADDED
Adult	Open Art Studio		●	
	Adult Advanced Basketball League (AABL)		●	
	Recreational Softball League		●	
	Men's Softball League		●	
	Men's 50 Plus Softball League		●	
	40 & Over (3 on 3) Basketball League		●	
	25 & Over Basketball League		●	
	Dance Fusion		●	
	Zumba		●	
	Early Bird Boot Camp		●	
	Holiday Dance Parties		●	
	Hooping		●	
	Fusion Sweat		●	
	Yoga: Hatha			●
	Yoga: Yin			●
	Yoga in the Park			●
	Step & Sculpt Daytime		●	
	Soul/Urban Line Dance		●	
	PM Pickleball		●	
	Nature/Outdoor	Night Hike		
All About Owls			●	
Animal Investigators			●	
Animals on the Job			●	
Backyard Builders			●	
Big Bad Wolf			●	
Boisterous Bugs			●	
Busy Bug Hunt			●	
Dirty by Design			●	
Egg Invaders			●	
Flower Power			●	
Fossils & Footprints			●	
Freshwater Friends			●	
Group Programs			●	
Ingenious Adaptations			●	
In the Garden			●	
Kids Rock!			●	
Little Detectives			●	
Little Inventors			●	
Magnificent Macros			●	
Natural Selection & Classification			●	
Preschool Nature Camp: Little Birdwatchers			●	
Preschool Nature Camp: Little Herpetologists			●	

PROGRAM ASSESSMENT > TOWN OF GARNER

CORE PROGRAM AREA	PROGRAM	ESSENTIAL	IMPORTANT	VALUE-ADDED
	Rotten Rompers		●	
	Santa's Little Helpers			●
	Squirmy Wormies		●	
	Storytime with Smokey		●	
	Tree-mendous Tree ID		●	
	Uncommon Creatures		●	
	Animal Interactions		●	
	Beginner Birdwatching		●	
	Discovery Days	●		
	Freshwater Ecology Hike		●	
	Full Moon Paddles		●	
	Tree ID Hike		●	
	Winter Tree ID Hike		●	
	Youth Nature Camp		●	
	Picnic w/ Professionals		●	
Camps	Winter Break Camp	●		
	School's Out Days	●		
	Camp Kaleidoscope	●		
	Lego Camp			●
	Junior Counselor Leadership Program	●		
	Soccer Camp			●
	Spring Break Camp	●		
Senior	Bead Weaving			●
	Acrylic Painting Class			●
	Wake Co Senior Games: Silver Arts Follies Show			●
	Colony to State: NC History			●
	Conversational Spanish		●	
	Horticultural Therapy for Seniors		●	
	Jump Start to Spanish Conversation Part 1		●	
	A Jump Start to Spanish Conversation Part 2		●	
	Musical History: Part 1		●	
	Musical History: Part 2		●	
	20th Century Art & Historic Events Part 1		●	
	20th Century Art & Historic Events Part 2		●	
	Wildlife Sanctuary Certification Program for NC		●	
	Tai Chi Chih			●
	Intro to Pickleball	●		
	Line Dance		●	
	Line Dance Workshop		●	
	Beginner Senior Yoga	●		
	Beginner Table Tennis	●		
	Senior Yoga		●	
	Pickleball (competitive and noncompetitive)		●	
	Basketball		●	

PROGRAM ASSESSMENT > TOWN OF GARNER

CORE PROGRAM AREA	PROGRAM	ESSENTIAL	IMPORTANT	VALUE-ADDED
	Soul/Urban Line Dancing		●	
	Stretch & Flex		●	
	Table Tennis (competitive)		●	
	Table Tennis (noncompetitive)		●	
	Senior Fitness		●	
	Line Dance Workshops	●		
	S.A.I.L. (Stay Active & Independent for Life!)	●		
	TOPS		●	
	G Squad		●	
	Indoor Walking	●		
	Tennis		●	
	Woodcarving		●	
	Chair Fitness	●		
	On the Mend		●	
	Senior Circuit		●	
	Turtle Walking	●		
	Additional Medicare and Benefits		●	
	Aging: What is Normal and What is Not?		●	
	Annual Mobile Mammograms	●		
	Legal Aid Clinic	●		
	Fire Safety for Older Adults	●		
	Working Through Your Grief	●		
	Heart Connection Group		●	
	Blood Pressure Screening	●		
	Diabetes Support Group		●	
	Finding Your Passions: New Hobbies or New Purpose		●	
	Health Topic: 'Noggin Joggin'		●	
	How to Maintain Healthy Relationships		●	
	Parkinson's Information Exchange		●	
	Seasonal Effects on Your Mood		●	
	SHIP Counseling	●		
	Meals on Wheels Wake County	●		
	Pathway to Peace		●	
	Pharmacist on Call Just for You	●		
	Staying Calm & Cool/Feeling Hot-Hot!		●	
	Self Defense for Women	●		
	Honoring Veterans Week (Care Packages for Disabled Veterans)		●	
	Holiday Dinner		●	
	Chinese Lantern Festival (Cary)			●
	The Country Doctor Museum & Finch Pottery in Bailey, NC			●
	American Red Cross Blood Drive	●		
	15th Annual Lavender Harvest Celebration on the Farm			●
	Day Trip: NC Museum of History & Museum of Natural Sciences			●
	NC Zoo			●

PROGRAM ASSESSMENT > TOWN OF GARNER

CORE PROGRAM AREA	PROGRAM	ESSENTIAL	IMPORTANT	VALUE-ADDED
	Thanksgiving Feast		●	
	NC State Fair: Senior Day (Raleigh)		●	
	Carolina Mudcats Baseball Game			●
	Durham Bulls Baseball Game			●
	Southern Women's Show			●
	Valentine's Day Dance			●
	NC Whirligig Festival (Wilson)			●
	Winter Dinners		●	
	Black History Month Celebration	●		
	Pinochle		●	
	Bowling		●	
	Scrabble		●	
	Fun Golfers		●	
	Bridge		●	
	Card Games		●	
	Color Me Calm		●	
	Book Club		●	
	Chorus		●	
	Canasta		●	
	Bingo		●	
	Dominos		●	
	Meditation		●	
	Simply Music		●	
	Table Games		●	
	Wii		●	
	Board Games		●	
	Beginners Bridge Lessons	●		
	Intermediate Bridge Lessons		●	
	Card & Board Games		●	
	Chess		●	
	Chess in the Park		●	
	Chess Lessons		●	
	Games & Cards		●	
	Open Art Studio		●	
	Movie Matinee		●	
	Needlework		●	
	Hand & Foot (cards)		●	
	Annual Gardening Day		●	
	LEGAL: Important Documents Everyone Should Have	●		
	LEGAL: Trusts & How They Work	●		
	LEGAL: Understanding Beneficiary Designations	●		
	Life Writing - Dr. Jim Clark		●	
	AARP's Driver Safety		●	
	Annual Flu Shots	●		

PROGRAM ASSESSMENT > TOWN OF GARNER

CORE PROGRAM AREA	PROGRAM	ESSENTIAL	IMPORTANT	VALUE-ADDED	
Preschool	Brunch with Santa		●		
	Preschool Basketball		●		
	Dynamite Dinosaur		●		
	Little Scientist Camp		●		
	Preschool Super Hero Camp		●		
	Bitty Band Camp		●		
	Daddy Daughter Dance		●		
	Doll Tea Party		●		
	Preschool Art Camp		●		
	Family Ornament Making		●		
	Paint, Paste and Play		●		
	Mommy & Me Play School		●		
	Mother's Day Crafts		●		
	Mini Hoopsters		●		
	Mini Heisman		●		
	Mini Sluggers		●		
	Mini Kickers Indoor		●		
	Mini Kickers		●		
	Special Event	Veterans Day Observance	●		
Trick or Treat the Trails		●			
Outdoor Movie Nights			●		
Multicultural Festival		●			
Independence Day Celebration		●			
Light Up Main		●			
Memorial Day Observance		●			
On the Mend Holiday Craft Sale			●		
Spring Eggstravaganza		●			
Groundhog Day		●			
	Big Sweep/Litter Sweep		●		
	Friday Family Flicks Camping			●	
	Friday Family Flicks		●		
	Statewide Star Party		●		
	Youth	Jedi Engineering with LEGO Materials			●
		Jedi Master Engineering with LEGO Materials			●
		Garner Afterschool Club	●		
		Mother-Son Night Out		●	
Super Hero Smash				●	
Youth Basketball Clinic		●			
Youth Open Gym		●			
Weekend Open Gym		●			
Weekday Open Gym		●			
	14-17 Basketball		●		
	5-7 Basketball		●		
	8-10 Basketball		●		

PROGRAM ASSESSMENT > TOWN OF GARNER

CORE PROGRAM AREA	PROGRAM	ESSENTIAL	IMPORTANT	VALUE-ADDED
	11-13 Basketball		●	
	Girls Basketball League (GBL)		●	
	Pop Warner Cheerleading		●	
	Youth Soccer		●	
	Youth Baseball		●	
	Youth Fast Pitch Softball		●	
	Pop Warner Football		●	
	Girls Volleyball Clinic	●		
	Girls Volleyball League		●	

Table 8 - Program proposal form sample

Program Idea (Name or Concept): _____

Internal Factors

Priority Ranking:	High	Medium	Low
	<input type="text"/>	<input type="text"/>	<input type="text"/>

Program Area:	Core	Non-core
	<input type="text"/>	<input type="text"/>

Classification	Essential	Important	Discretionary
	<input type="text"/>	<input type="text"/>	<input type="text"/>

Cost Recovery Range	0-40%	60-80%	80+%
	<input type="text"/>	<input type="text"/>	<input type="text"/>

Age Segment	Primary	Secondary
	<input type="text"/>	<input type="text"/>

Sponsorship/Partnership

Potential Partnerships	Monetary	Volunteers	Partner Skill	Location/Space
	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Potential Sponsors	Monetary	Volunteers	Sponsor Skill	Location/Space
	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Market Competition

Number of Competitors _____

Competitiveness	High	Medium	Low
	<input type="text"/>	<input type="text"/>	<input type="text"/>

Growth Potential	High	Low
	<input type="text"/>	<input type="text"/>

Table 9 - Marketing and promotion methods form sample

Marketing & Promotion Methods			
Program Idea (Name or Concept): _____			
Marketing Methods	Content Developed	Contact Information	Start Date
<i>Activity Guide</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>Website</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>Newspaper Article</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>Radio</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>Social Media</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>Flyers - Public Places</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>Newspaper Ad</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>Email Notification</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>Event Website</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>School Flyer/Newsletter</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>Television</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>Digital Sign</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>Friends & Neighbors Groups</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>Staff Promotion @ Events</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>

TOWN OF GARNER

HEALTH + WELLNESS

DATE	REVIEWED BY	COMMENTS



The integral relationship between parks and health is easy to demonstrate. The first parks in the United States were developed in the 19th century as public health resources. Conceived as ‘green refuges’ in urban areas, parks were designed with the aim of improving the health and the quality of life for all residents by offering places for recreation, spiritual transformation through nature, exposure to fresh, clean air, and social interaction that transcended class.¹ Since that time, public investment in parks has been a priority for every level of government and the evidence suggesting that parks are ‘green health spaces’ has grown.

THE CASE FOR PARKS AND HEALTH

Among an endless list of benefits, some of the documented health-related benefits of parks are increased physical activity, reduced stress, improved mental health, and increased social connectivity² (Figure 1).

PHYSICAL ACTIVITY

The public health impact of these documented benefits are “broad and cross-cutting”³ with the ability to impact population health in the most holistic sense of the word. Physical inactivity has been identified as a primary cause of most chronic health conditions⁴ including, cardiovascular disease, Type II Diabetes, obesity, certain cancers, depression, and anxiety. One study estimated that 11% of all deaths in the United States are attributable to physical inactivity and projected that life expectancy in the United States would be increased by 0.78 years with the elimination of physical inactivity.⁵ The direct and indirect cost burden of chronic illnesses associated with physical inactivity exceeds \$500 billion a year in the United States.⁶

MENTAL HEALTH AND STRESS

Depression, anxiety, and chronic stress are also major public health concerns. In 2016, approximately one in five adults in the United States (43.8 million individuals) had a mental illness.⁷ More than a third of these adults (16 million individuals) were living with major depression. Anxiety disorder is even more prevalent. It is estimated that 18% of American adults (42 million individuals) are living with anxiety disorder.⁸ Among youth the prevalence is high as well. 20% of youth ages 13-18 live with a mental health condition, 11% have depression, and 8% have an anxiety disorder.⁹ These numbers have been on the rise in recent years.

The consequences of the high prevalence of mental illness in the United States are significant. For instance, suicide is the 10th leading cause of death in the United States and the 3rd leading cause of death for youth ages 10-24. For every suicide death, it is estimated that there are 11.4 hospital visits for suicide attempts. Notably, 90% of those who die by suicide had an underlying mental illness with depression being the most common underlying disorder (30% to 70% of suicide victims).¹⁰ Depression has been associated with reduced educational

¹ The Benefits of Parks: Why America Needs More City Parks and Open Space. Paul Sherer. Trust for Public Land, San Francisco, CA, 2006. Accessed at: <https://www.tpl.org/sites/default/files/cloud.tpl.org/pubs/benefits-park-benefits-white-paper12005.pdf>

² Barret, Meredith, Miller, Daphne, and Frumkin, Howard. Parks and Health: Aligning Incentives to Create Innovation in Chronic Disease Prevention. Preventing Chronic Disease, 11:130407. DOI: <http://dx.doi.org/10.58888/pcd11.130407>

³ Improving Public Health through Public Parks and Trails: Eight Common Measures. Merriam, D., Bality, A. Stein, J., Boehmer, T. 2017. US Department of Health and Human Services, Centers for Disease Control and Prevention and US Department of the Interior. Accessed at: https://go.nps.gov/improving_public_health

⁴ Booth FW, Roberts CK, Laye MJ. Lack of exercise is a major cause of chronic diseases. Compr Physiol. 2012;2(2):1143-211.

⁵ Lee IM, Shiroma EJ, Lobelo F, et al. Effect of physical inactivity on major non-communicable diseases worldwide: an analysis of burden of disease and life expectancy. Lancet. 2012;380(9838):219-29.

⁶ A Smart Investment for America’s Health. Codevilla, B., The Land and Water Conservation Fund. City Park Alliance, 2015. Accessed at: https://www.cityparksalliance.org/storage/documents/Mayors_for_Parks/CPA_SMART_INVEST_FINAL_RPT_L_1.pdf

⁷ Any Mental Illness (AMI) Among Adults. (n.d.). Retrieved November 16, 2018, from <http://www.nimh.nih.gov/health/statistics/prevalence/any-mental-illness-ami-among-adults.shtml>

⁸ <https://www.nimh.nih.gov/health/statistics/major-depression.shtml>

⁹ <https://www.nami.org/Learn-More/Mental-Health-By-the-Numbers>

¹⁰ Ibid

attainment, lower earning potential, increased chance of teenage childbearing, higher unemployment, and increased work disability.¹¹ A recent study estimated that the workplace and medical cost burden of depression in the United States is \$210.5 billion a year and that 62% of these costs were incurred as a result of co-occurring disorders like anxiety, posttraumatic stress, and chronic pain.¹²

SOCIAL COHESION

While social cohesion is a broader and less measurable concept, there is evidence of its importance for fostering a healthy community. Healthy People 2020 identified social cohesion as a key issue in shaping social determinants of health. According to Healthy People 2020, social relationships, which are conceptualized with concepts like social cohesion, social capital, and social support, are important for health and well-being.¹³ Studies have found that social capital, for example, is associated with mortality¹⁴ and social support serves as a protective factor against risk factors that cause poor health¹⁵. Another study of social cohesion and health found that countries with higher levels of social inclusion, social capital, and social diversity had populations who were more likely to report good health.¹⁶ Global economists, political scientists, and social scholars have gone as far as arguing that social cohesion is an important factor in promoting economic growth and population health worldwide.¹⁷

CONNECTING PARKS + HEALTH

The connections between parks planning and community health are clear. Communities should consider parks and recreation planning as an opportunity to pursue community health and wellness goals to ensure that residents have opportunities for physical activity in safe and accessible locations, provide spaces for connecting with nature to achieve and maintain mental health, and provide events and community interactions that promote social cohesion.

Parks and recreation professionals and health and wellness professionals frequently share a vision for residents to achieve health and wellness within their community. This Health and Wellness Assessment connects parks and recreation planning efforts to Wake County's ongoing Community Health Needs Assessment priorities.

¹¹ Kessler, R. C. (2012). The costs of depression. *Psychiatric Clinics of North America*, 35, 1–14. doi: 10.1016/j.psc.2011.11.005

¹² Greenberg, P. E., Fournier, A. A., Sisitsky, T., Pike, C. T., & Kessler, R. C. (2015). The economic burden of adults with major depressive disorder in the United States (2005 and 2010). *Journal of Clinical Psychiatry*, 76, 155–162. doi: 10.4088/JCP.14m09298

¹³ <https://www.healthypeople.gov/2020/topics-objectives/topic/social-determinants-health/interventions-resources/social-cohesion>

¹⁴ Kawachi I, Kennedy BP, Lochner K, Prothrow-Stith D. Social capital, income inequality, and mortality. *Am J Public Health*. 1997;87(9):1491–98.

¹⁵ Cohen S, Wills TA. Stress, social support, and the buffering hypothesis. *Psychol Bull*. 1985;98(2):310.

¹⁶ Social Cohesion Matters in Health. Ying-Chih Chuang, Kun-Yang Chuang. *International Journal for Equity in Health*: 2013 1287 <https://doi.org/10.1186/1475-9276-12-87>

¹⁷ Foa, R. (2011). The economic rationale for social cohesion—the cross country evidence. In *The international conference for social cohesion*. OECD. Paris, OECD.

Figure 1: Highlighted Research Findings on Health-Related Benefits of Parks

PHYSICAL ACTIVITY

Counties with more facilities and more acreage devoted to recreation have a lower proportion of the population reporting insufficient physical activity	People who use parks and open spaces are 3 times more likely to achieve the recommended levels of physical activity than nonusers	People who live near trails are 1.5 times more likely to meet physical activity guidelines	Access to outdoor space that is well-maintained and safe has been associated with initiating and maintaining physical activity and reducing obesity
Time spent outdoors is predictive of higher levels of activity in children	Children living within 1/2 mile of a park are more likely to have higher levels of physical activity	Studies have shown that a 1% increase in park and recreation areas is associated with a 1.2% to 1.4% increase in young children’s physical activity	

MENTAL HEALTH AND STRESS

Higher levels of neighborhood green space are associated with significantly lower levels of symptomology for depression, anxiety and stress.	Outdoor exercise improves mental and physical well-being more so than indoor activity	In one study, more than 70% of participants had fewer symptoms of depression after going on an outdoor walk.
Exposure to nature can reduce stress levels in children by 28%	Even a 20-minute walk in nature can help children with attention deficit hyperactivity disorder concentrate better	

SOCIAL COHESION

Parks have been shown to serve as places where people of different cultures interact acting as a catalyst for interactions between people of different backgrounds and reducing intolerance.	The casual interactions that happen between people in parks—a simple hello, nod, or wave of the hand—have been shown to be important in fostering a sense of community and feelings of inclusion	Older adults who have more exposure to green common spaces report a stronger sense of unity among residents within their local neighborhood, and experience a stronger sense of belonging to the neighborhood
Outdoor common areas in low-income housing neighborhoods that featured more greenery have been shown to lead to more social activity and stronger feelings of belonging		

Source: National Recreation and Parks Association <https://www.nrpa.org/>

WAKE COUNTY COMMUNITY HEALTH NEEDS ASSESSMENT

The 2019 Wake County Community Health Needs Assessment identified existing and emerging challenges to health and wellness throughout the County. Data collected through the assessment process, existing data, and extensive community input from surveys, focus groups and more, the Community Health Needs Assessment identifies five areas for county-wide health priorities. The five priority areas are described in Figure 2.



Figure 2 - Five priority areas identified in the 2019 Wake County Community Health Needs Assessment

The Community Health Needs Assessment identifies eight zones within Wake County. Garner is in the South-Central zone. The report includes findings specific to this region. Garner is fully within the South-Central zone, but the area also includes portions of Raleigh and unincorporated areas of Wake County. The report indicates “the South-Central zone is the second most racially diverse zone within Wake County. This zone represents approximately 11 percent of the total Wake County population in 2018.”¹⁸

FROM THE ASSESSMENT: A lack of full-time positions and the health insurance coverage gap that exists for many minimally employed individuals are areas of concern that have lasting impacts on both an individual’s health and the health of the community.

¹⁸ Wake County Community Health Needs Assessment. Page 11

RELATION TO PARKS AND RECREATION*Table 1 - Wake County Community Health Needs Assessment Performance Measures with Parks and Recreation Relevance*

PERFORMANCE MEASURE	SOUTH CENTRAL ZONE	WAKE COUNTY	NORTH CAROLINA
TRANSPORTATION + TRANSIT			
Percentage of workforce driving alone to work	81.0%	79.5%	81.1%
Percentage of workforce commuting more than 30 minutes in a car alone	--	33.1%	31.3%
Percentage of workforce commuting by public transportation	1.6%	1.1%	1.1%
Percentage of workforce walking to work	1.2%	1.3%	1.8%
UNEMPLOYMENT			
Unemployment rate (percentage of population age 16+ unemployed)	--	4.2	5.1
ACCESS TO CARE			
Percentage of uninsured individuals	14.1%	10.40%	13.2%
Mental Health ED visits per 1,000 population	195.8	132.3	
MENTAL HEALTH + SUBSTANCE USE DISORDERS			
Suicide mortality rate (per 100,000 population)	--	8.9	12.9
Poor mental health days (avg. number in past 30 days age-adjusted)	--	3.6	3.9
HOUSING + HOMELESSNESS			
NA	-	-	-
BUILT ENVIRONMENT INDICATORS			
Percent of population living within a half mile of a park	--	50.0%	23.0%
Access to exercise opportunities (percent of the population with adequate access to locations for physical activity)	--	92.2%	76.1%

Source: 2019 Community Health Needs Assessment

PARKS + HEALTH EQUITY

Health equity can be defined as “the state in which everyone has the opportunity to attain their full health potential and no one is disadvantaged from achieving this potential because of social position or any other socially defined circumstance”¹⁹. Up to 80 percent of an individual’s health is determined by physical determinants of health. These determinants include the natural environment, the built environment and anywhere people live, work, play, worship, and age.²⁰ Community-wide issues like poverty, unemployment, poor education, income inequality, inadequate housing, poor public transportation, exposure to violence, and racial and ethnic discrimination diminish people’s opportunities to be healthy. Conversely, economic stability, early childhood education, high school and college education, employment, stable housing, and a sense of belonging and security can increase people’s opportunities to be healthy. The result of the unequal distribution of these ‘social determinants of health’ are systematic disparities in health that are directly tied to systems-level policies, structures, and decisions that are enacted across multiple sectors.²¹ A Health-in-All Policies approach seeks to reduce these disparities by addressing systemic social and economic inequities that prevent all people from achieving their optimal health.

HEALTH-IN-ALL POLICIES

According to the Public Health Institute (PHI), Health-in-All policies act as a guide to inform state and local governments about the health consequences of various policy options during the policy development process. It is a collaborative approach to improving the health of all people by incorporating health considerations into decision-making across sectors and policy areas.²²

A Health-in-All Policies approach is only impactful if the common goals healthy and wellness and parks and recreation partners identify translate into ongoing collaboration, the sharing of resources, and innovative funding partnerships beyond the planning process. In other words, the inclusion of a health element in the Parks and Recreation Master Plan is only a nominal step. To achieve the full impact of incorporating health equity into the planning process, strategies to successfully pursue shared aims are necessary.

Given the strong relationship between parks and health, it is necessary to purposely address disparities associated with parks and recreation. Currently across the country, local parks systems are not equitable. For instance, research has shown that youth who live in poor or mostly minority neighborhoods are 50% less likely to have a recreational facility near their home²³ and that 70% of predominantly African American neighborhoods and 81% of predominantly Hispanic neighborhoods lack recreation facilities²⁴. Moreover, even in studies that have found minority and low-income neighborhoods have walkable access to parks, persistent disparities exist in acres of parks per person, park spending, park quality, park maintenance, and park safety when compared to

¹⁹ National Academies of Sciences, Engineering, and Medicine, Health and Medicine Division, Board on Population Health and Public Health Practice, Committee on Community-Based Solutions to Promote Health Equity in the United States; Baciu A, Negussie Y, Geller A, Weinstein JN, editors. *Communities in Action: Pathways to Health Equity*. Washington (DC): National Academies Press (US); 2017 Jan 11.

²⁰ <https://www.healthypeople.gov/2020/topics-objectives/topic/social-determinants-of-health>

²¹ National Academies of Sciences, Engineering, and Medicine, Health and Medicine Division, Board on Population Health and Public Health Practice, Committee on Community-Based Solutions to Promote Health Equity in the United States; Baciu A, Negussie Y, Geller A, Weinstein JN, editors. *Communities in Action: Pathways to Health Equity*. Washington (DC): National Academies Press (US); 2017 Jan 11.

²² Rudolph, L., Caplan, J., Ben-Moshe, K., & Dillon, L. (2013). *Health in All Policies: A Guide for State and Local Governments*. Washington, DC and Oakland, CA: American Public Health Association and Public Health Institute. 5.

²³ Gordon-Larsen P, Nelson MC, Page P, Popkin BM. “Inequality in the Built Environment Underlies Key Health Disparities in Physical Activity and Obesity, 117(2): 417-424, 2006

²⁴ Moore LV, Diez Roux, AC, Evenson KR, et al. “Availability of Recreational Resources in Minority and Low Socioeconomic Status Areas”. *American Journal of Preventive Medicine*, 34(1): 16-22, 2008.

wealthier, non-Hispanic white neighborhoods.²⁵ Disparities in access and utilization exist for other populations as well. Approximately 12% of adults aged 18-64 years have a disability, and nearly half are inactive creating a disparity in the participation rates in leisure engagement for persons with disabilities. Unfortunately, studies have found that despite the American Disabilities Act, many parks and recreation systems fall short of meeting the needs of people with disabilities. Built and natural environmental features, type of equipment, lack of information, perceptions and attitudes among staff, and availability of resources all serve as barriers to access and participation for many people with disabilities.²⁶

²⁵ Wen, M., et al. (2013). Spatial Disparities in the Distribution of Parks and Green Spaces in the USA. *Annals of Behavioral Medicine*, 45(Suppl): S18-S27.
Sister, C., Wolch, J. Wilson, J (2010). "Got Green? Addressing Environmental Justice in Park Provision". *GeoJournal*, 75:229-248.

²⁶ Rimmer, J. H., Riley, B., Wang, E., & Rauworth, A., & Jurkowski, J. (2004). Physical activity participation among persons with disabilities. *American Journal of Preventive Medicine*, 26,419-425.

PARKS PLANNING FOR A HEALTHIER COMMUNITY

Positive health outcomes are clearly an essential benefit of parks, but inequities in parks and park systems remain. Maximizing the health benefits of parks for all residents requires purposeful planning and ongoing evaluation. Fortunately, there is a growing body of literature outlining the many criteria that can be used to improve the health and equity impact of parks, specifically through the planning and design process. This health Assessment establishes various criteria for each of the three primary phases of the development process that intend to improve health equity and health and wellness outcomes. The following table offers a summary of some of the cited criteria and their associated measures.

		PHASES OF PARK DEVELOPMENT		
PARKS + RECREATION CRITERIA	PLANNING	DESIGN	PROGRAMMING	
	DETERMINING THE WHERE AND WHEN OF PARK DEVELOPMENT	ENVISIONING THE BUILT ENVIRONMENT	BRINGING PARKS TO LIFE	
Proximity	<ul style="list-style-type: none"> - % population within ½ mile of a park or shared use recreation area - Location in area with high Social Vulnerability Index (SVI) 	--		--
Walking Access	<ul style="list-style-type: none"> - % of population with a less than ½ mile walkable route to park (or shared use recreation area) or trail entrance 	--		--
Connectivity	<ul style="list-style-type: none"> - Ratio of the number of people with less than a half-mile walk route to a public park or trail entrance to the number of people living within a half mile of that specific park or trail corridor boundary. 	--		--
Acreage	<ul style="list-style-type: none"> - Total land area designated as public parks or trails in a given range ('park deserts', unequal distribution) 	--		--
Investment	<ul style="list-style-type: none"> - Investment per park user - Investment per resident within ½ mile of park - Investment per park acre - Ratio of reinvestment (how much invested in park/total cost of ownership) - Investment strategy that includes consideration of community characteristics and site-specific characteristics 	--		--
Inclusion	<ul style="list-style-type: none"> - Assessment of community context (demographics, community health, inequality, and assets) informs overall priorities and strategies for inclusion 	<ul style="list-style-type: none"> - Proportion of design decisions that are made with stakeholder input (i.e. local community members, underrepresented/excluded social groups) 		<ul style="list-style-type: none"> - % of programs dedicated to special needs of under-represented populations

PHASES OF PARK DEVELOPMENT			
PARKS + RECREATION CRITERIA	PLANNING	DESIGN	PROGRAMMING
	DETERMINING THE WHERE AND WHEN OF PARK DEVELOPMENT	ENVISIONING THE BUILT ENVIRONMENT	BRINGING PARKS TO LIFE
	<ul style="list-style-type: none"> - # of community members from underrepresented social groups actively engaged in the planning process - Proportion of decisions made with stakeholder input - Level of impact of stakeholder / inclusivity consultant involvement 	<ul style="list-style-type: none"> - # of cultural, locally sourced public art, and natural heritage features incorporated into park design 	
Safety	--	<ul style="list-style-type: none"> - Multiple access/entry points - Extent Crime Prevention through Environmental Design Guidelines are followed - Hierarchy of lighting types and clear sight lines incorporated into design - Wayfinding Signage 	<ul style="list-style-type: none"> - Encourage instructors to achieve CPR certifications
Access	--	<ul style="list-style-type: none"> - Presence of ADA required features - # of entry points - # of connections to nearby neighborhoods, trails, and primary destinations - # of walkable routes to the park - Visible entrance and wayfinding signs - Signage in multiple languages 	<ul style="list-style-type: none"> - % of programs that provide transportation for non-vehicular households
Physical Activity	--	<ul style="list-style-type: none"> - # of leisure, moderate, and vigorous physical activity areas - # of park elements for different age groups and populations 	--
Healthy Eating	--	<ul style="list-style-type: none"> - # of acres dedicated to edible landscapes 	--
Social Cohesion	--	<ul style="list-style-type: none"> - # of park elements that encourage social interaction 	<ul style="list-style-type: none"> - % of programs that encourage social interaction

**Criteria in this table are derived from a variety of sources including the National Park Service and the Centers for Disease Control and Prevention’s eight common measures, the System for Observing Play and Recreation in Communities (SOPARC), the Community Parks Assessment Tool, Minneapolis Parks and Recreation’s Equity Action Plan, the Gehl Institute’s Inclusive Places Framework, and professional expertise.*

These criteria move beyond traditional park measures by building in criteria that make explicit the elements needed for developing a parks system that promotes health for all residents.

That said, in order to make these criteria meaningful and achievable local parks and recreation systems must take the time to ensure that outcomes are tailored to reflect the community context and to identify feasible strategies for achieving outcomes. For instance, what serves as an outcome in an urban environment (i.e., 100%

of population within a ½ mile of a public park) may be unrealistic in the rural extents of a municipality and alternative measures or strategies should be pursued.

To tailor the criteria to meet community health equity, local data is essential. Using data collected through the Master Parks Planning process as well as local health data and other primary and secondary sources, the specific needs of the community can be assessed to guide the planning, design, and programming process.

Outcomes specific to the Town of Garner are discussed above in relation to the Wake County Community Health Needs Assessment. Other measures to consider include:

- > Crime Rates
- > Population Density
- > % population with self-reported safe place to exercise near home
- > % population in poverty (Areas of Concentrated Poverty)
- > % minority population in poverty (Racially Concentrated Areas of Poverty)
- > % households with children
- > % households with 65+
- > % 0 car households
- > % population meeting daily physical activity recommendations
- > % population meeting daily fruits and vegetables consumption recommendations
- > % population with one or more chronic illnesses

Mapping measures like these can take the analysis further and help inform how decisions are made about where parks are located, how they are designed, and what programs need to be offered. They can also help identify opportunities for partnerships and be used to educate decision-makers about the enhanced value of parks and recreation investments in specific locations throughout the community.

Adopting a data-driven approach to Parks and Recreation planning, design, and programming is an example of the type of strategies that are needed to ensure that the criteria for high impact parks are translated into action. The ability to use this data requires building capacity and strategic partnerships for the collection, sharing, analyzing and reporting of relevant data. Thus, it is important that recommendations in parks and recreation plans explicitly address how shared parks and health aims can be achieved through strategies that leverage the strengths and resources of public, private, and nonprofit partners.

The three takeaways from this section on parks planning for a healthier community are:

1. There are concrete, measurable criteria that can be used through the park planning and design process for creating a parks and recreation system that advances health equity in the community.
2. The criteria are not one-size fits all. The community context including demographics, geography, population health outcomes and behaviors, community preferences and desires, stated health and wellness goals, and local budgets should be used to adapt and prioritize criteria that are meaningful and achievable.
3. Strategies for leveraging the resources of different sectors towards achieving selected criteria should be incorporated into the recommendations of the parks and recreation master plan to ensure that collaboration with diverse stakeholders is explicitly built into the implementation and evaluation process.

ALIGNMENT OF HEALTH AND PARKS AND RECREATION OBJECTIVES

Based on the preceding sections, the following table demonstrates the alignment of health objectives and parks and recreation objectives. The first column lists health and wellness objectives relevant to parks and recreation. The table identifies where parks and recreation objectives align with the goals and objectives of other health and wellness activities in Wake County. Pursuing all health and wellness objectives is an important undertaking. This table identifies objectives that will receive wider community support because they align with the goals of other health and wellness organizations. The table can inform how potential collaborative strategies are prioritized within the Town of Garner. This plan includes additional considerations for implementation in the Recommendations and Action and Implementation Chapters.

Table 2 - Policy crosswalk of parks and recreation objectives and Wake County Community Health Needs Assessment Priority Areas

Parks and Recreation Objectives for Health and Wellness in Garner	2019 Wake County Community Health Needs Assessment Priority Areas					
	TRANSPORTATION OPTIONS + TRANSIT	EMPLOYMENT	ACCESS TO CARE	MENTAL HEALTH + SUBSTANCE ABUSE DISORDERS	HOUSING + HOMELESSNESS	BUILT ENVIRONMENT INDICATORS
PHYSICAL ACTIVITY						
Increase the percentage of residents who live within 1 mile of park, trail/greenway, or shared-use recreation area (i.e. schools, conservation areas, etc.)	●	-	-	-	●	●
Increase the percentage of residents who have a safe route for walking or biking to a park, trail/greenway, or shared-use recreation area	●	-	●	-	-	●
Increase the percentage of residents who report that parks are safe spaces for recreation	-	-	-	●	●	●
MENTAL HEALTH						
Increase the percentage of residents who report visiting a park at least 1x/month	●	-	-	●	-	●
Increase the number of adults who participate in parks and recreation programming	-	-	-	●	-	-
Increase the number of youth who participate in parks and recreation programming	-	-	-	●	-	-
Increase the percentage of park visitors who engage in moderate or vigorous activity	-	-	-	●	-	-
HEALTHY EATING						
Increase the percentage of locally sourced foods sold at parks and recreation events	-	-	-	-	-	-
Increase the number of healthy food options available at parks and recreation events	-	-	-	-	-	-
Increase the number of healthy eating and cooking programs offered by parks and recreation	-	-	-	-	-	-
Increase the number of parks that incorporate edible landscapes into their design	-	-	-	-	-	-
SOCIAL CONNECTION + COHESION						
Increase the number of community gathering spaces in parks (i.e. amphitheaters, picnic shelters, bleachers, community kitchens, etc.)	-	-	-	●	-	-
Increase the number of community events hosted in parks each year	-	-	-	●	-	-
Increase the number of community partnerships that support and sustain recreation and programs	-	●	-	-	-	-
Increase the number of recreational programming opportunities available at parks	-	-	-	-	-	-
Increase the number of youth who participate in parks and recreation programming	-	-	-	-	-	-
TOBACCO USE						
Achieve 100% no tobacco or e-cigarette use in parks	-	-	-	●	-	-

APPENDIX:**WAKE COUNTY COMMUNITY HEALTH NEEDS ASSESSMENT**

This appendix includes the full list of health indicators selected to represent each of the County's focus areas. The items in bold are those included in this plan's Health and Wellness assessment due to their potential to double as parks and recreation health and wellness indicators.

TRANSPORTATION OPTIONS + TRANSIT

PERFORMANCE MEASURE	SOUTH CENTRAL ZONE	WAKE COUNTY	NORTH CAROLINA
Percentage of workforce driving alone to work	81.0%	79.5%	81.1%
Percentage of workforce commuting more than 30 minutes in a car alone	--	33.1%	31.3%
Percentage of workforce commuting by public transportation	1.6%	1.1%	1.1%
Percentage of workforce walking to work	1.2%	1.3%	1.8%

Source: 2019 Community health Needs Assessment

EMPLOYMENT

PERFORMANCE MEASURE	SOUTH CENTRAL ZONE	WAKE COUNTY	NORTH CAROLINA
Unemployment rate (percentage of population age 16+ unemployed)	--	4.2	5.1

Source: 2019 Community health Needs Assessment

ACCESS TO CARE

PERFORMANCE MEASURE	SOUTH CENTRAL ZONE	WAKE COUNTY	NORTH CAROLINA
Health Professionals Ratio per 10,000 - Nurse Practitioner	--	--	--
Health Professionals Ratio per 10,000 - Physician Assistants	--	--	--
Health Professionals Ratio per 10,000 - Physicians	--	--	--
Beds in General Hospitals per 10,000 population	--	--	--
Nursing Facility Beds per 10,000 population	--	--	--
Persons served by Area Mental Health Programs per 10,000 population	--	--	--
Persons served in State Alcohol and Drug Treatment Centers per 10,000 population	--	--	--
Persons served in State Psychiatric Hospitals per 10,000 population	--	--	--
Dentists (ratio of population to dentists - population per one dentist)	--	--	--
Mental health providers (ratio of population to mental health providers - population per one provider)	--	--	--

Other primary care providers (ratio of population to other primary care providers - population per one provider)	--	--	--
Percentage of uninsured individuals	14.1%	10.40%	13.2%
Primary Care (ratio of population to primary care physicians - population per one provider)	--	--	--
Mental Health ED visits per 1,000 population	195.8	132.3	--

Source: 2019 Community health Needs Assessment

MENTAL HEALTH + SUBSTANCE USE DISORDERS

PERFORMANCE MEASURE	SOUTH CENTRAL ZONE	WAKE COUNTY	NORTH CAROLINA
All benzodiazepine poisoning deaths (all intents), rate per 10,000 population	--	0.41	0.53
All commonly prescribed opioid medication poisoning hospitalizations (all intents), rate per 10,000 population	--	0.93	1.81
All heroin poisoning hospitalizations (all intents), rate per 10,000 population	--	0.52	0.59
All methadone poisoning deaths (all intents), rate per 10,000 population	--	0.09	0.12
All opiate poisoning hospitalizations (all intents), rate per 10,000 population	--	1.61	2.66
Opioid Pills Dispensed, rate per 10,000 population	--	386,607.09	664,897.17
Alcohol-impaired driving deaths	--	37.1%	31.4%
Suicide mortality rate (per 100,000 population)	--	8.9	12.9
Poor mental health days (avg number in past 30 days age-adjusted)	--	3.6	3.9

Source: 2019 Community health Needs Assessment

HOUSING + HOMELESSNESS

PERFORMANCE MEASURE	SOUTH CENTRAL ZONE	WAKE COUNTY	NORTH CAROLINA
Severe housing problems (percentage of households with at least 1 of 4 housing problems: overcrowding, high housing costs, or lack of kitchen or plumbing facilities)	--	14.8%	16.6%
Percentage of people spending more than 30% of their income on rental housing	52.3%	43.5%	44.8%
Median monthly housing costs, owner-occupied housing units with a mortgage	--	\$1,543	\$1,243
Crowded households (more than 1 person per room)	3.6%	2.5%	2.4%

Source: 2019 Community health Needs Assessment

BUILT ENVIRONMENT INDICATORS

PERFORMANCE MEASURE	SOUTH CENTRAL ZONE	WAKE COUNTY	NORTH CAROLINA
Percent Of Population Living Within A Half Mile Of A Park	--	50.0%	23.0%
Children with Low Access to a Grocery Store	--	5.1%	NA
Fast Food Restaurants (Rate per 1,000)	--	0.8	NA
Households with No Car and Low Access to a Grocery Store	--	1.0%	NA
Low-Income and Low Access to a Grocery Store	--	1.4%	NA
People 65+ with Low Access to a Grocery Store	--	18.9%	NA
Supermarkets and Grocery Stores (Rate per 1,000)	--	0.2	NA
WIC-authorized Food Stores	--	0.2	NA
SNAP authorized Food Stores	--	0.6	NA
Access to exercise opportunities (percent of the population with adequate access to locations for physical activity)	--	92.2%	76.1%
Food environment index (index of factors that contribute to a healthy food environment, 0 (worst) to 10 (best))	--	7.9	6.4

Source: 2019 Community health Needs Assessment

TOWN OF GARNER

CAPRA REVIEW

DATE	REVIEWED BY	COMMENTS



INTRODUCTION

The Garner Parks, Recreation, and Cultural Resources Department is accredited by the Commission for Accreditation of Park and Recreation Agencies (CAPRA). CAPRA Accreditation demonstrates high standards in business operations, service delivery, maintenance and asset preservation, ensuring the best outcomes for residents accessing parks and recreation services. Garner is one of a 176 CAPRA Accredited Agencies in the United States and one of 12 accredited agencies in North Carolina. This distinction is reserved for departments and agencies that meet 85 percent of the standards and 100 percent of the fundamental standards. There are 151 standards for accreditation with 37 fundamental standards that must be met and 103 non-fundamental standards for initial accreditation. The agency must achieve a higher level of non-fundamental standards for reaccreditation. The Department is submitting for reaccreditation in 2020.

This report reviews the Self-Assessment Report developed by Garner Parks, Recreation and Cultural Resources for CAPRA. Standards 1 through 3 reference partial Planning Team review for the 2019 Self-Assessment. Areas in standards 1 through 3 are currently under development by the department. The planning team reviewed what the Department has developed for 2020 reaccreditation, the 2014 Self-Assessment, 2014 CAPRA Accreditation Visitation Report and reflect on the planning team’s experience as a CAPRA visitor. The assessment review did not include all documents of evidence of compliance (EOC). The Department’s summary will include the EOC and will be provided to the visiting team and included in the official submission to CAPRA accreditation commissioners.

CAPRA REVIEW

The project team reviewed Garner Park, Recreation and Cultural Resources Self-Assessment. Observations are based on the document review, the project team’s experience with CAPRA Accredited agencies, and review of 2014 Visiting Team’s assessment.

1.0 Agency Authority, Role, and Responsibility

This review is based on the 2019 Self-Assessment as completed up to this review. Six of 14 standards in this section are fundamental standards required for accreditation. Three of these sections will have content from technical reports and the Comprehensive Master Plan, reflected in the table below. The CAPRA review team will review all required signatures, dates, historical data and the timeline of application that will be included in the EOC provided. This section often has many large documents. Therefore, it is important to include page numbers for important areas in the summary of EOC or highlighting within the EOC to assist the review teams in confirming the standard has been met.

FUNDAMENTAL STANDARDS	COMPREHENSIVE MASTER PLAN
1.1 Source of Authority 1.4 Mission 1.4.1 Agency Goals and Objectives 1.5 Vision 1.6.1 Administrative Policies & Procedures 1.7 Agency Relationship	1.4 Mission 1.4.1 Agency Goals and Objectives 1.5 Vision

2.0 Planning

This review is based on the 2019 Self-Assessment completed up to this review. Four of the 11 standards are fundamental for accreditation. The Comprehensive Master Plan will address two standards and touch on two

more. This section’s EOCs should be checked for minutes, agendas and cooperative agreements that are required in adopting any plans. The planning section places high importance on authority, dates, and approval signatures of each plan adopted by the organization.

FUNDAMENTAL STANDARDS	COMPREHENSIVE MASTER PLAN
2.2 Involvement in Local Planning	2.3.1 Community Comprehensive Plan with Park and Recreation Component
2.4 Park and Recreation Master Plan	2.4 Parks and Recreation Master Plan
2.5 Strategic Plan	2.7 Site Plans
2.9 Community Involvement	2.9 Community Involvement

3.0 Organization and Administration

This review is based on the 2019 Self-Assessment completed up to this review. Organization and Administration has four of 13 fundamental standards, only one of which may have content from technical reports and the Comprehensive Master Plan.

FUNDAMENTAL STANDARDS	COMPREHENSIVE MASTER PLAN
3.1 Organizational Structure	3.1 Organization Structure
3.3 Internal Communication	
3.4 Public Information Policy & Procedure	
3.5.1 Management Information Systems	

Standard 3.1, Organizational Structure: EOC indicates a need to demonstrate how the organizational structure is communicated to staff and public. This may be done through a website, manual, or sign on site.

Standard 3.4, Public Information Policy and Procedure (fundamental standard): EOC summary indicates that evidence provided does not reference policy. Adding original policy from 2010 that is still in effect should be a part of the evidence with indication of approval of proper authority.

4.0 Human Resources

The Town of Garner Human Resources Department has established policies and procedures to guide all Town government departments. Having a representative from the Human Resources Department available to answer questions or provide additional information during the CAPRA visiting team review will yield the best results for the visit. Seven of 30 standards in this section are fundamental. Many of these standards are proof of current operational procedures, policies, or plans. The “Suggested Evidence of Compliance” of the Self-Assessment identifies key words such as “last review”, “authority”, “evidence of implementation”, and “completed documents”, to identify the information required for the standard. It is important to redact any personal information in this section’s documents.

FUNDAMENTAL STANDARDS	COMPREHENSIVE MASTER PLAN
4.1 Personnel Policies and Procedures Manual 4.1.1 Code of Ethics 4.1.3 Equal Opportunity Employment and Workforce Diversity 4.1.5 Background Investigation 4.2 Staff Qualifications 4.3 Job Analyses for Job Descriptions 4.4 Chief Administrator	-none-

Standard 4.7.2, Volunteer Recruitment, Selection, Orientation, Training and Retention: when submitting large documents for evidence (Volunteer Manual) CPARA Visitors are looking for page numbers of the EOC summary or highlighting the section to prove the standard.

Standard 4.7.3, Supervision and Evaluation of Volunteers: This is where the evidence demonstrating how the Department provides support for youth sports volunteers. CAPRA visitors will be looking for the supervision of other area volunteers. Garner 2014, EOC summary suggests an informal process that can lead to volunteers with exceptional service having a lead role of small volunteer groups for future volunteer events. A document such as an award, social media recognition, or internal email of performance would help support this summary.

5.0 Fiscal Policy

A representative from the Town’s Finance Department should be available for the CAPRA visiting team to identify required records and standards. Seven of 20 are considered fundamental. The Comprehensive Master Plan and the Recreation Program Plan can help address a few items in Standard 5.1.4, Private, Corporate, and Non-Profit Support Procedures. The EOC for this standard usually requires legal authority with signatures and approval dates. CAPRA visitors check standard 5.1.4 to ensure that each project description, grantor/sponsor, date awarded, value, and method or recognition is available in the Garner PRCR Support Summary.

FUNDAMENTAL STANDARDS	COMPREHENSIVE MASTER PLAN
5.1 Fiscal Policy 5.1.1 Comprehensive Revenue Policy 5.2 Fiscal Management Procedures 5.2.2 Purchasing Procedures 5.3 Accounting Systems 5.3.4 Independent Audit 5.4 Annual or Biennial Budget	5.1.1 Comprehensive Revenue Policy 5.1.4 Private, Corporate, and Non-Profit Support Procedures

6.0 Program and Service Management

Three of 13 standards in this section are required as fundamental. Section one of standard six may have multiple sub-sections that will have amendments in the Comprehensive Master Plan and Program Assessment section. This is another instance where adding page numbers to the EOC summary or highlighting sections within the EOC will assist CAPRA reviewers.

FUNDAMENTAL STANDARDS	COMPREHENSIVE MASTER PLAN
6.1 Recreation Programming Plan	6.1 Recreation Program Plan
6.2 Program Objectives	6.1.1 Program and Service Determinants
6.3.1 Outreach to Diverse Underserved Population	6.1.4 Leader-Directed Program & Services
	6.1.5 Facilitated Programs & Services
	6.1.6 Cooperative Programming
	6.2 Program Objectives

Standard 6.1.2, Participant Involvement: A. Recommending Policy; EOC summary indicates committees developing policy. A written example of committee agendas and committee notes or minutes helps to support compliance in EOC. B. Planning Activities; The Department sites a survey and the document was not included in the EOC section. As an example, the survey results from the Comprehensive Master Plan can support compliance in this EOC. D. Sponsoring Activities; a document supporting the minutes from a Focus group meeting would help support the summary. The Comprehensive Master Plan community engagement and focus group notes would be an example for EOC in this standard.

Standard 6.4.1 Community Health and Wellness Education and Promotion: All areas mentioned in the EOC summary demonstrate compliance with corresponding documentation of the EOC listed items. Example supporting documents would be health and wellness seminar, coaches and parent meeting agendas, and grant annual report or evaluation.

7.0 Facility and Land Use Management

One of 17 standards in Facility and Land Use Management are fundamental, Maintenance and Operations Management Standards. The existing Maintenance Management Plan meets the standard for 7.5 and 7.10. Natural resources management plans and procedures may be covered in the Comprehensive Master Plan. CAPRA Visitors are looking for dates of last review documents in your EOC. Providing page numbers or highlighted sections in larger documents assist CAPRA reviewers in easily identifying compliance.

FUNDAMENTAL STANDARDS	COMPREHENSIVE MASTER PLAN
7.5 Maintenance & Operations Management Standards	7.5 Maintenance & Operations Management Standards
	7.9 Natural Resources Management Plans and Procedures
	7.10 Maintenance Personnel Assignment Procedures

Standard 7.2, Areas and Facilities Development Policies and Procedures: This standard did not meet requirements in 2014. Reviewing team made note that there were five plans available to help guide Garner in Area and Facility Development but no actual policies developed and approved by the proper authority to guide the organization. This standard can be met easily, if a policy was written and adopted by the proper authority since the 2014 Self-Assessment.

Standard 7.2.1 ADA Existing Facility and Site Access Audit; Standard was not met in 2014 Self-Assessment due to lack of submission of ADA access audit. An audit will need to be complete for this standard to be met. These audits can be self-audits or consultant conducted audits.

8.0 Public Safety, Law Enforcement, and Security

Three of 14 standards are required as fundamental. During the CAPRA visit, a member of the Public Safety, Law Enforcement Departments, and/or Garner Park Ranger should be available to assist with any questions or additional documentation request from the visiting team.

FUNDAMENTAL STANDARDS	COMPREHENSIVE MASTER PLAN
8.1 Codes, Laws, & Ordinances 8.2 Authority to Enforce Laws by Law Enforcement Officers 8.5 General Security Plan	

Standard 8.1, Codes, Laws and Ordinances, examples of compliance will include how these items are communicated to the park patrons. Best practice is to use social media to remind park patrons before certain parks and recreation activities of the park rules, easiest access, public safety, and how to have the best overall experience. This is to increase awareness of the general public, since citizens do not typically review ordinances before enjoying public property or events.

9.0 Risk Management

One of six standards are required as a fundamental, Standard 9.1.1. Risk Management Plan and Procedures. This section’s EOC summary was very strong, with identification of where to look within each EOC provided. This a great example of how best to help the CAPRA review process. When the CAPRA visiting team is on site, the Risk Manager (Assistant Town Manager) may need to be available for any questions.

10.0 Evaluation, Assessment and Research

This section has one of 13 standards that are considered fundamental. As the newest section to the CAPRA accreditation process, it is typically the most misunderstood standard. If reviewed with the correct critical eye, six of these standards should be addressed in the Comprehensive Master Plan with the correct EOC summary.

FUNDAMENTAL STANDARDS	COMPREHENSIVE MASTER PLAN
10.1 Systematic Evaluation Process	10.2 Outcomes Assessment 10.3 Performance Measurement 10.3.1 Level of Service Standards 10.4 Needs Assessment 10.5 Program and Service Statistics 10.5.1 Recreation and Leisure Trends Analysis 10.5.2 Community Inventory

Standard 10.2, Outcomes Assessment: Typically, a section within a larger document and an example where highlighted sections or page numbers within EOC summary make compliance easy to identify.

Standard 10.3.1, Level of Service Standards: new data will be available once the Comprehensive Master Plan is complete. When land, amenities, or facilities are added between reaccreditations, update the documents including the date of the review and most recent update.

Standard 10.4, Needs Assessment: Evidence of Compliance is asking for current evidence with frequency of accomplishing these assessments. The Comprehensive Master Plan process used a statistically valid survey from the ETC institute which will be a great EOC. It is best practice to assess the community's needs between master plan update periods.

Standards 10.4.6, Research Investigation: This standard was not met in 2014, Garner needed information to drive the decision when developing a pilot program. The pilot program needed data or evaluation of the end product. This evaluation would drive the next decision for the pilot program which could lead to keeping, enhancing or cancelling the program. This is identified in the Recommendation Chapter of the Comprehensive Master Plan.

CONCLUSION

Garner Parks, Recreation and Cultural Resources CAPRA Self-Assessment has a few items that can be addressed throughout the document. These items are listed below:

- > Ensure most recent examples are available as an EOC.
- > Ensure dates and signatures are on all applicable documents.
- > If describing examples in an EOC summary, a document should be available to support the summary in the EOC listed below the standard.
- > When writing EOC summaries, providing the name of the associated file in the description will assist the reviewers in referencing the correct document.
- > When using a section of a document, unless the full document is requested, a page number in the EOC summary or highlighted section of the document should be provided to assist reviewers in referencing the correct section intended to meet the standard.
- > As the 2019 Self-Assessment continues to be developed, referencing the completed work from 2014 will help guide new staff members in what the accreditation process is looking for.

Town of Garner Community Survey

Findings Report

...helping organizations make better decisions since 1982

2019

Submitted to the Town of Garner

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

August 2019





Contents

Executive Summary	i
Section 1: Charts and Graphs	1
Section 2: Importance-Satisfaction Analysis.....	37
Section 3: Benchmarking Analysis	45
Section 4: Tabular Data.....	51
Section 5: Survey Instrument	99

The Town of Garner Community Survey Executive Summary

Overview

ETC Institute administered a community survey for the Town of Garner Parks, Recreation and Cultural Resources Department during summer 2019. The survey will help The Town of Garner update the Parks, Recreation and Cultural Resources Comprehensive Master Plan.

Methodology

ETC Institute mailed a survey packet to a random sample of households in the Town of Garner. 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 GarnerGov.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 Town of Garner from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed on-line did not match one of the addresses selected for the sample, the on-line survey was not counted.

A total of 305 residents completed the survey. The overall results for the sample of 305 households have a precision of at least +/-5.61% 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/amenities and programs (Section 2)
- Benchmarking analysis comparing the District's results to national results (Section 3)
- Tabular data showing the overall results for all questions on the survey (Section 4)
- A copy of the survey instrument (Section 5)

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

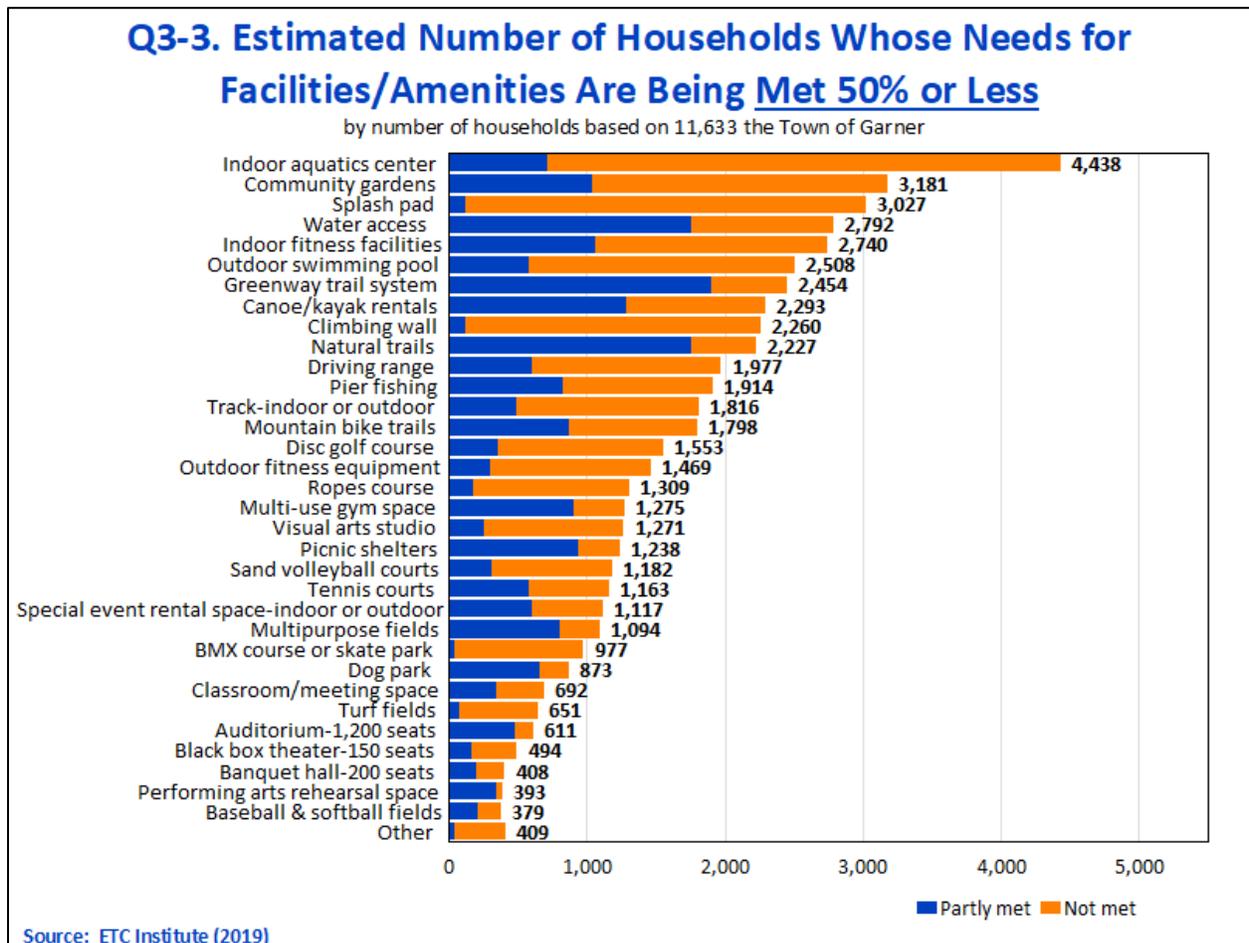
Facility/Amenity Needs and Priorities

Facility/Amenity Needs: Respondents were asked to identify if their household had a need for 34 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/amenities.

The three facilities/amenities with the highest number of households that have an unmet need were:

1. Indoor aquatics center- 4,438 households
2. Community gardens- 3,138 households
3. Splash pad – 3,027 households

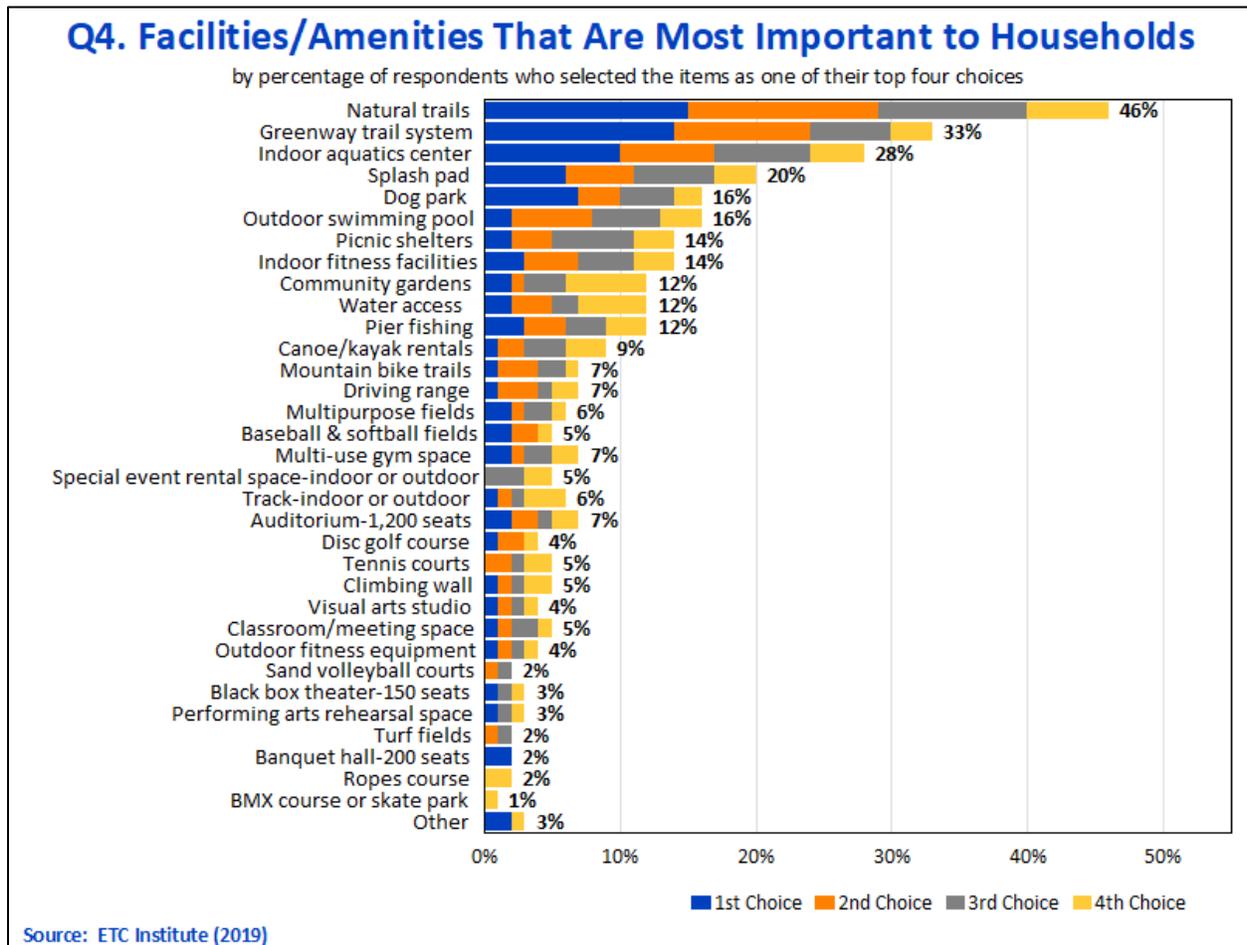
The estimated number of households that have unmet needs for each of the 34 facilities/amenities that were assessed is shown in the chart below.



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 -46 %
- Greenway trail system- 33%
- Indoor aquatics center – 28%

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

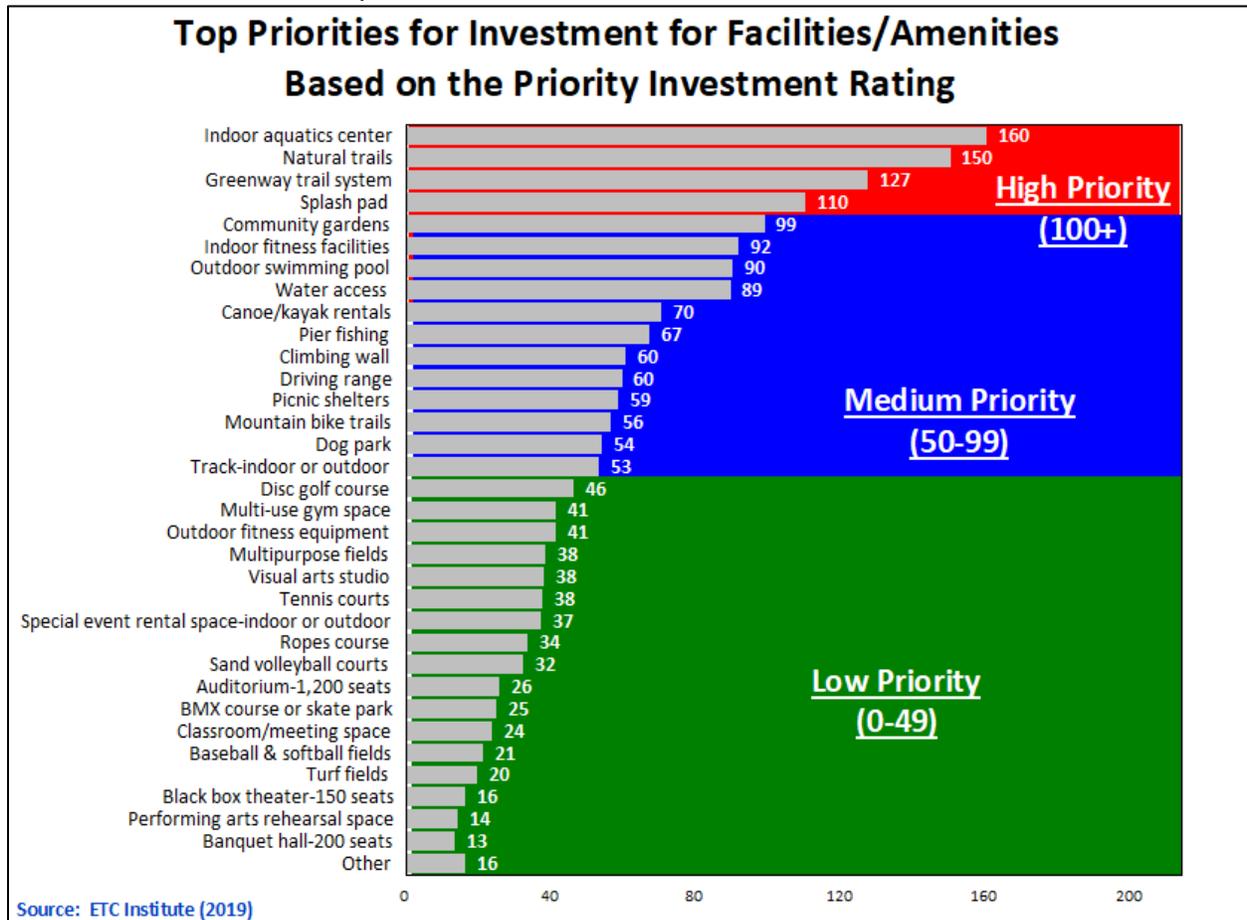


Priorities for Facility Investments: The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weights (1) the importance that residents place on facilities/amenities and (2) how many residents have unmet needs for the facility. [Details regarding the methodology for this analysis are provided in Section 2 of this report.]

Based the Priority Investment Rating (PIR), the following four facilities/amenities were rated as high priorities for investment:

- Indoor aquatics center (PIR=160)
- Natural trails (PIR=150)
- Greenway trail system (PIR=127)
- Splash pad (PIR=110)

The chart below shows the Priority Investment Rating for each of the 34 facilities/amenities that were assessed on the survey.



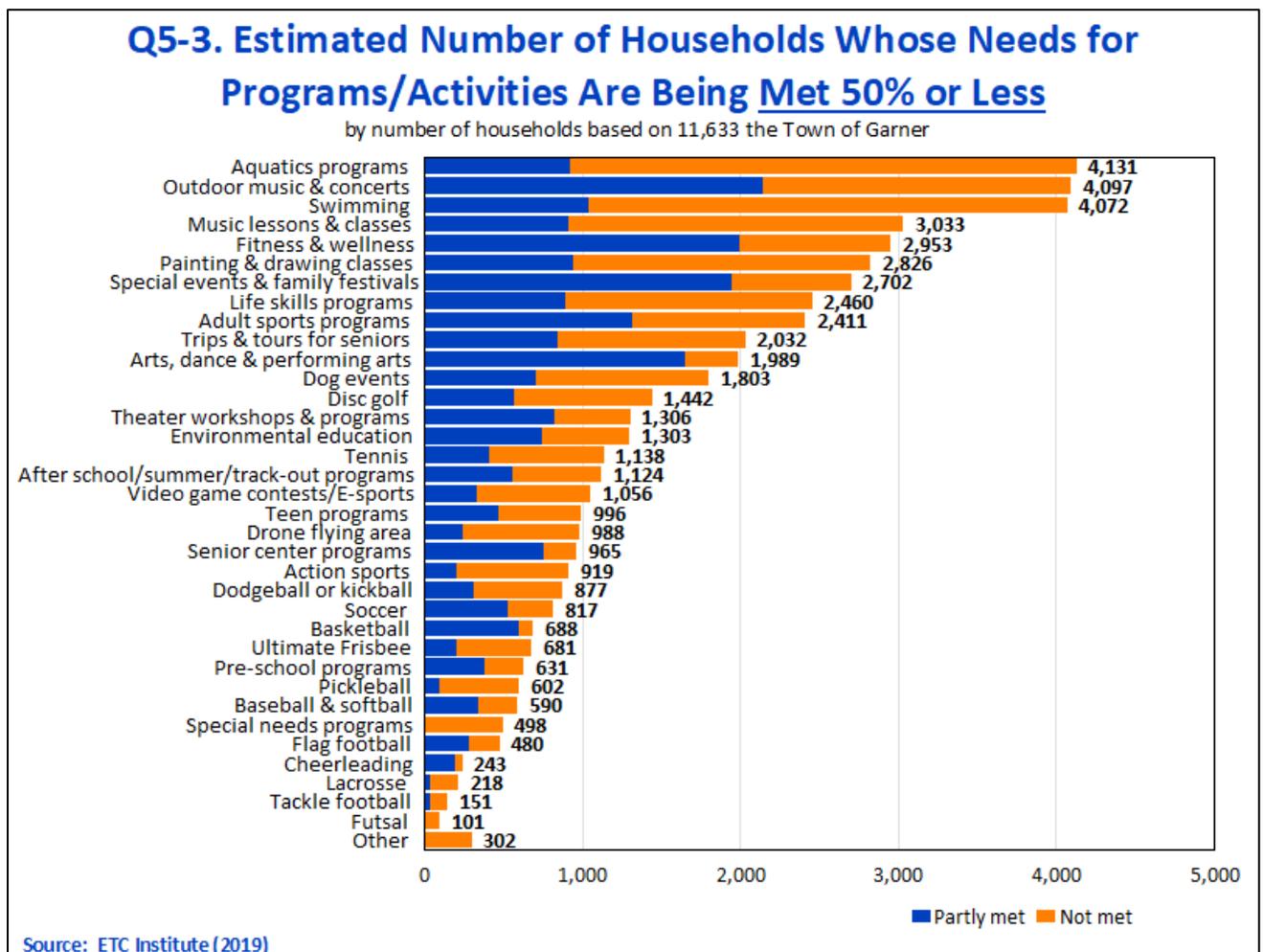
Program/Activity Needs and Priorities

Programming Needs. Respondents were also asked to identify if their household had a need for 36 programs/activities and rate how well their needs for each program/activity 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/activity.

The three programs/activities with the highest number of households that had needs were:

- Aquatics programs- 4,131 households,
- Outdoor music & concerts – 4,097 households and
- Swimming- 4,072 households

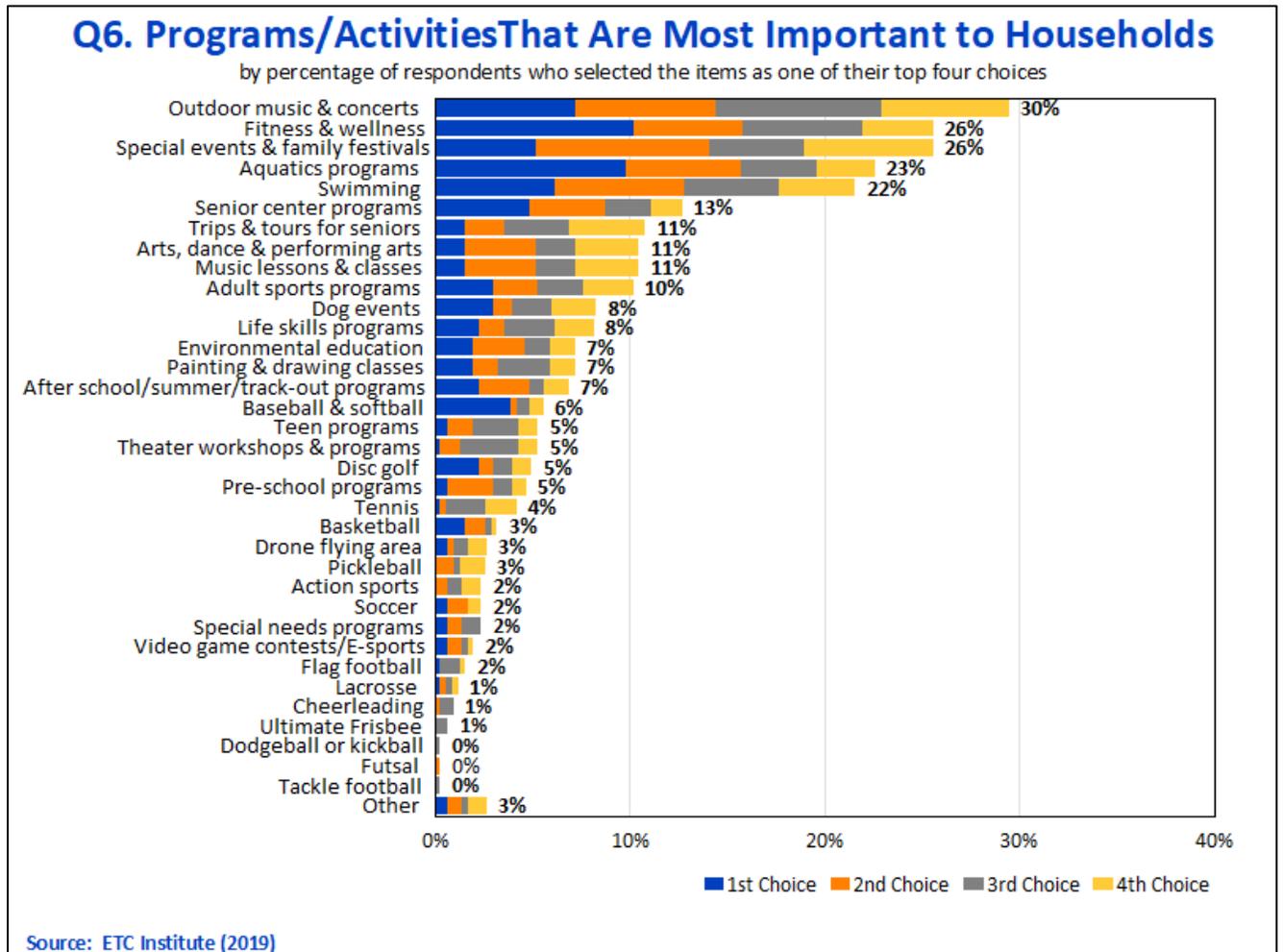
The estimated number of households that have unmet needs for each of the 36 programs/activities that were assessed is shown in the chart below.



Program/Activity Importance. In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents place on each program/activity. Based on the sum of respondents' top four choices, the three most important programs/activities to residents were:

- Outdoor music & concerts -30%
- Fitness & wellness -26%
- Special events & family festivals- 26%

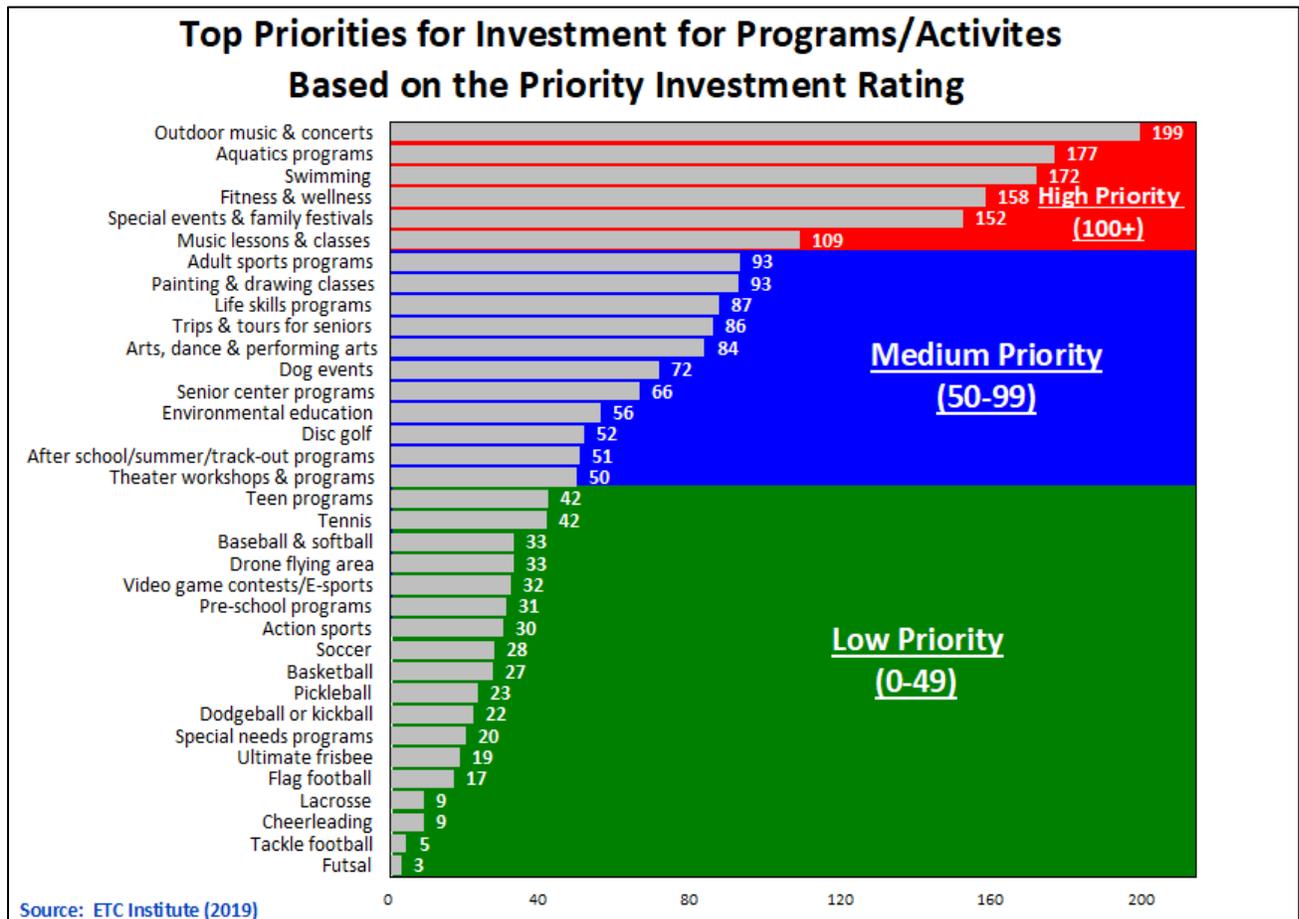
The percentage of residents who selected each program/activity as one of their top four choices is shown in the table below.



Priorities for Programming/Activities Investments. Based 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 six programs/activities were rated as “high priorities” for investment:

- Outdoor music & concerts (PIR=199)
- Aquatics programs (PIR=177)
- Swimming (PIR=172)
- Fitness & wellness (PIR=158)
- Special events & family festivals (PIR=152)
- Music lessons & classes (PIR= 109)

The chart below shows the Priority Investment Rating (PIR) for each of the 36 programs/activities that were rated.

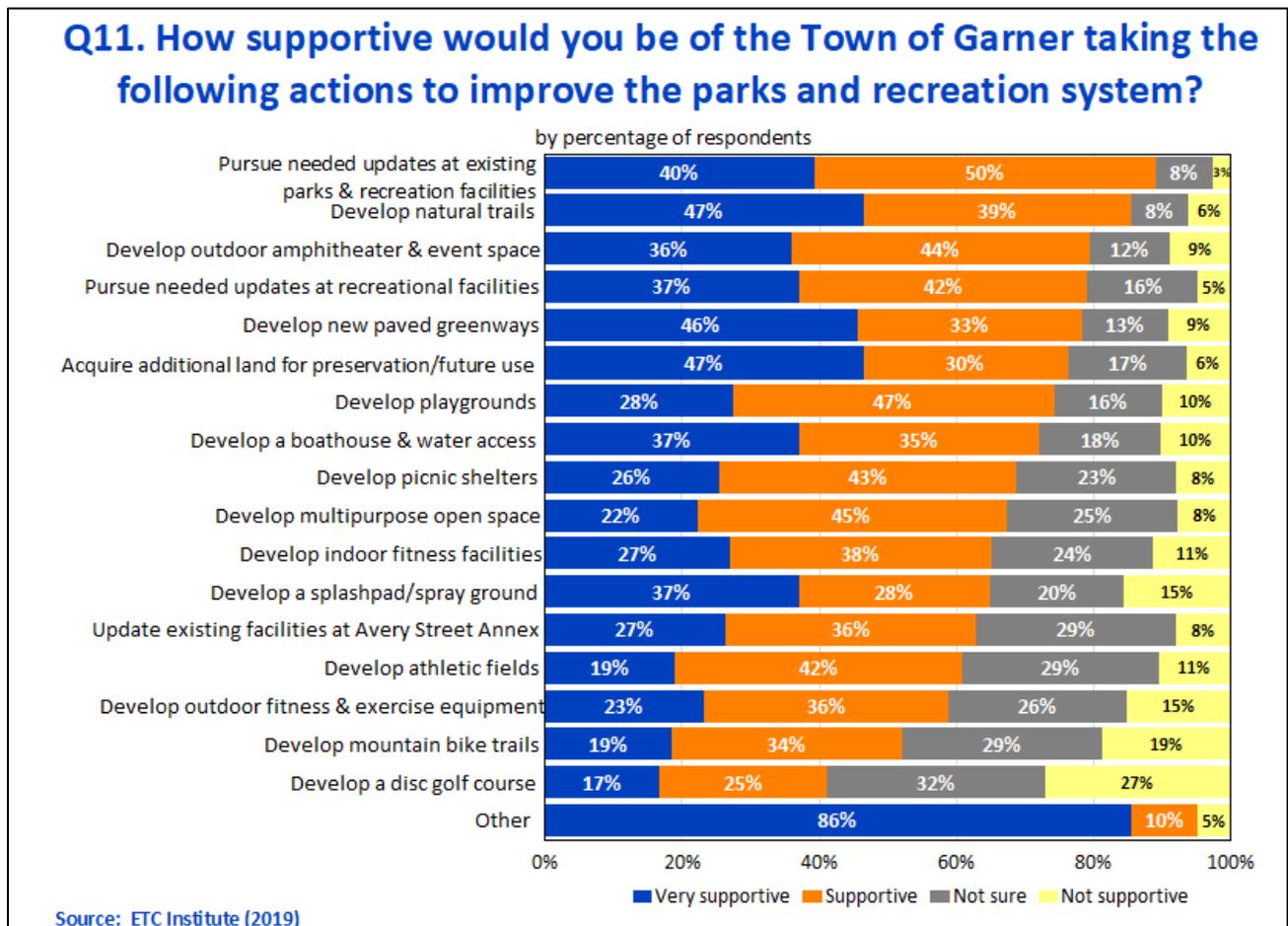


Potential Improvements to the Park System

Respondents were asked how supportive they would be of actions the Town of Garner could take to improve the park and recreations system. Ninety percent (90%) of respondents indicated they would be “very supportive” or “somewhat supportive” of the Town pursuing needed updates at existing parks and recreation facilities. Eighty-six percent (86%) respondents indicated they would be “very supportive” or “somewhat supportive” of developing nature. Respondents were least supportive of developing a disc golf course.

The major actions that the Town of Garner could take to improve the Recreation and Parks system respondents would be most willing to fund with their tax dollars were: developing a splashpad/spray ground (25%), developing new paved greenways (23%), devolving nature trails (23%) and developing an outdoor amphitheater & event space (23%)

The chart below shows how supportive residents would be of actions the Town of Garner could take to improve the park and recreations system.



Additional Findings

- Seventy percent (70%) respondents indicated that they visit a park or facility of the Town of Garner Department of Recreation and Parks at least once a month.
- Ninety-four percent (94%) of respondents who have used a park or facility rated the quality as “excellent” or “good”.
- Fifty-two percent (52%) of respondents indicated that they have participated in a program or special event offered by the Town of Garner.
- Ninety-two percent (92%) of respondents rated the quality of programs or special event they participated in as “excellent” or “good”.
- Not enough time/too busy (35%) and lack of information/don’t know what is offered (33%) were the top reasons preventing households from using the parks and facilities offered by the Town of Garner recreation and parks department more often.
- Respondents indicated they used direct emails (32%), parks brochure (31%) and social media (31%) the most to learn about Town of Garner parks, facilities, and special events
- Ninety-five percent (95%) of respondents “strongly agree” or “agree” that the Public parks add to quality of life in the community.
- Sixty- three percent of respondents indicated they would be “very supportive” or “somewhat supportive” of increasing property taxes by \$0.01 to \$0.03 per \$100 of property valuation to fund improvements and expansions of the parks and recreation system in the Town.
- Seventy-seven percent (77%) of respondents use Town of Garner Parks, Recreation and Cultural Resources, programs and facilities to meet their physical health needs.

Conclusions

To ensure the Town of Garner continues to meet the needs and expectations of the community, ETC Institute recommends that they sustain and/or improve the performance in areas that were identified as “high priorities” by the Priority Investment Rating (PIR). The facilities/amenities with the highest PIR ratings are listed below.

Park and Facility Priorities

- Indoor aquatics center (PIR=160)
- Natural trails (PIR=150)
- Greenway trail system (PIR=127)
- Splash pad (PIR=110)

Program Priorities

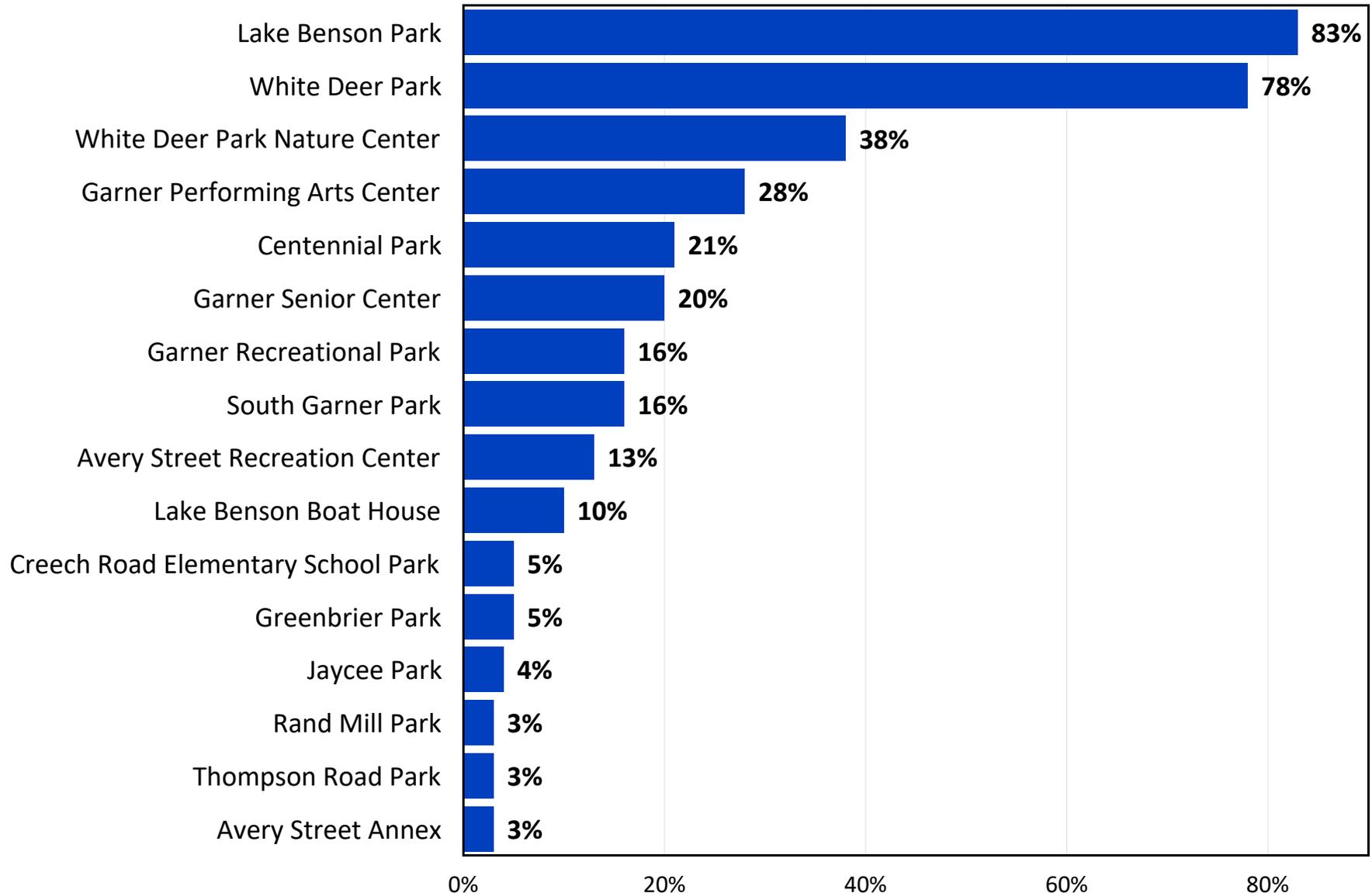
- Outdoor music & concerts (PIR=199)
- Aquatics programs (PIR=177)
- Swimming (PIR=172)
- Fitness & wellness (PIR=158)
- Special events & family festivals (PIR=152)
- Music lessons & classes (PIR= 109)

Section 1

Charts and Graphs

Q1. What parks or facilities offered by the Town of Garner you or members of your household have used during the past 12 months?

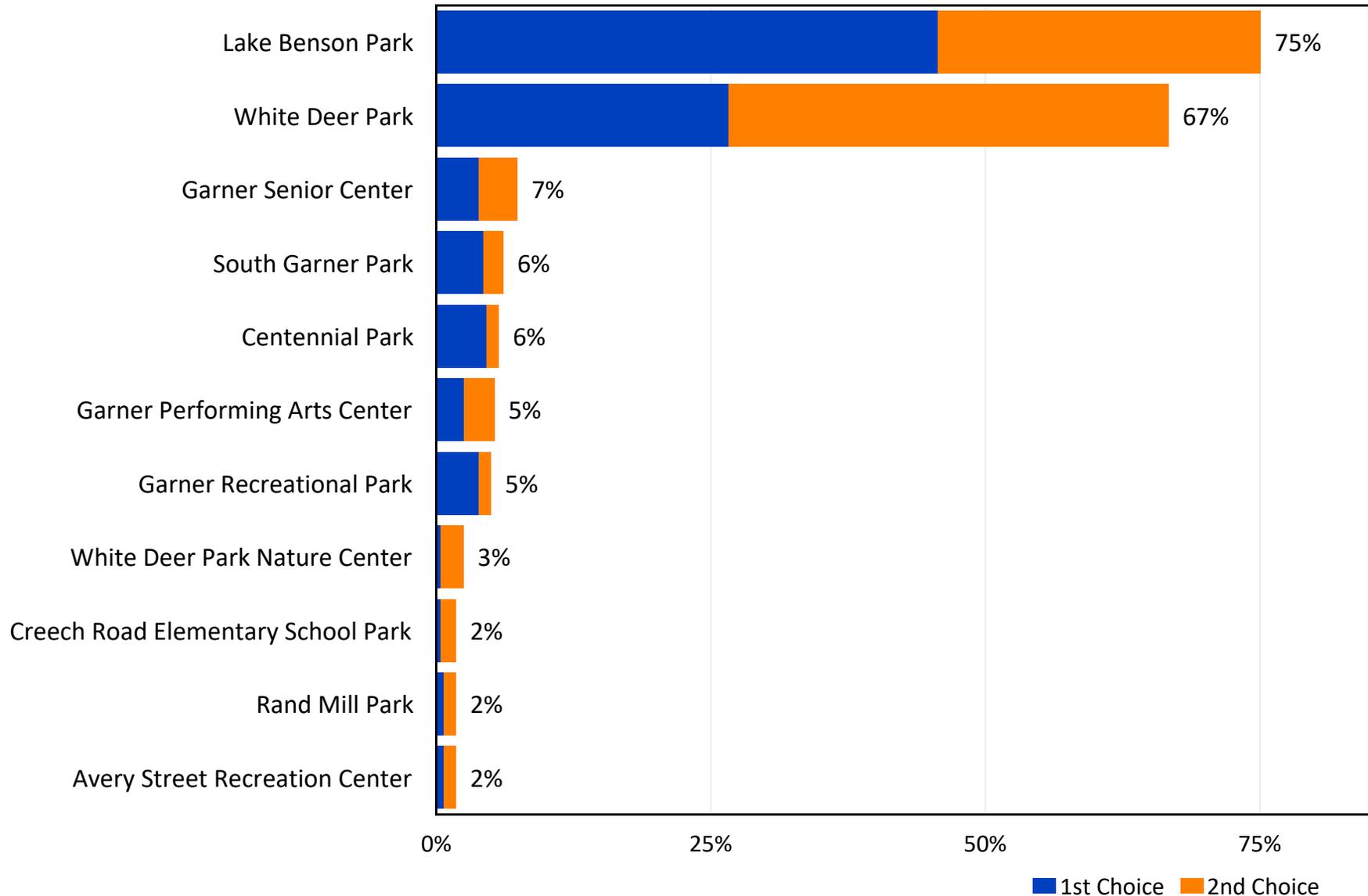
by percentage of respondents who have used a park or facility (multiple responses could be made)



Source: ETC Institute (2019)

Q1a. What parks/facilities do you and your household visit most often?

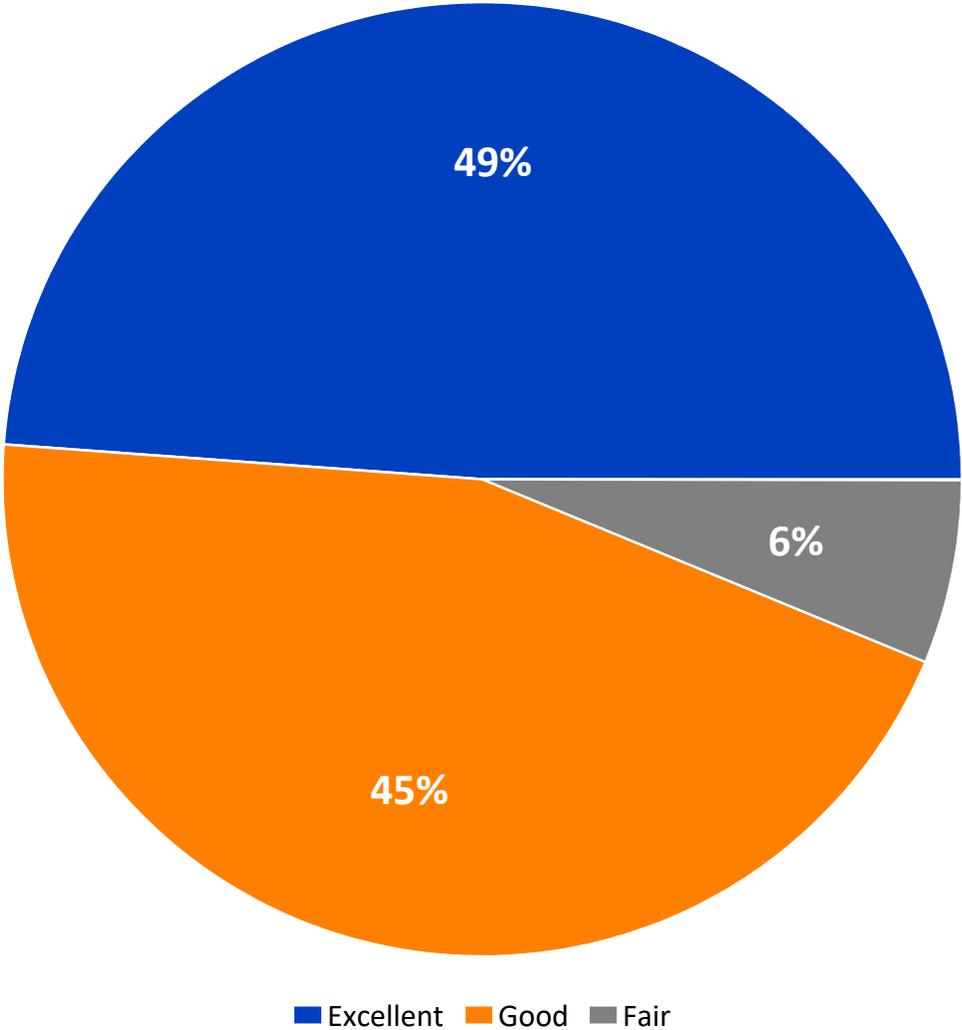
by percentage of respondents that selected the items as one of their top two choices



Source: ETC Institute (2019)

Q1b. How would you rate the overall quality of all the parks or facilities offered by the Town of Garner you or members of your household have used during the past 12 months?

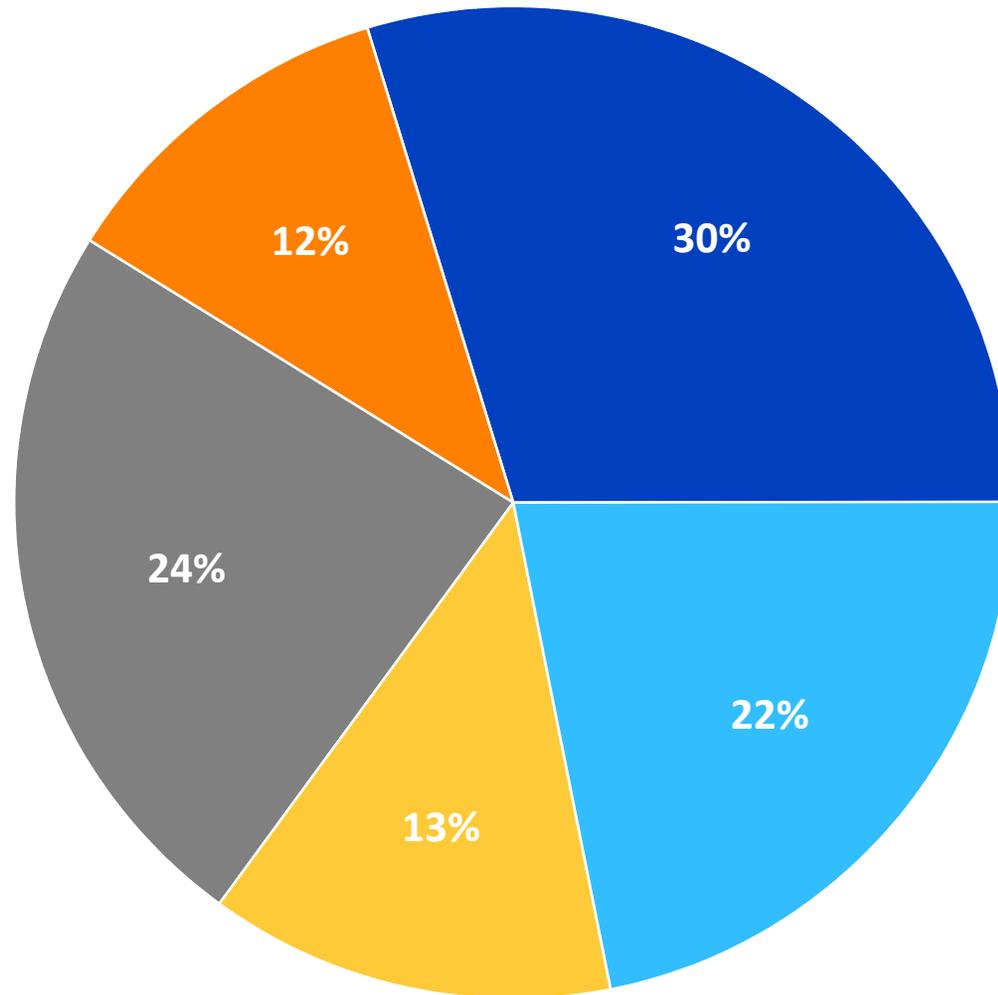
by percentage of respondents who have used a park or facility



Source: ETC Institute (2019)

Q1c. How often have you or members of your household visited any Town of Garner parks or facilities?

by percentage of respondents who have used a park or facility

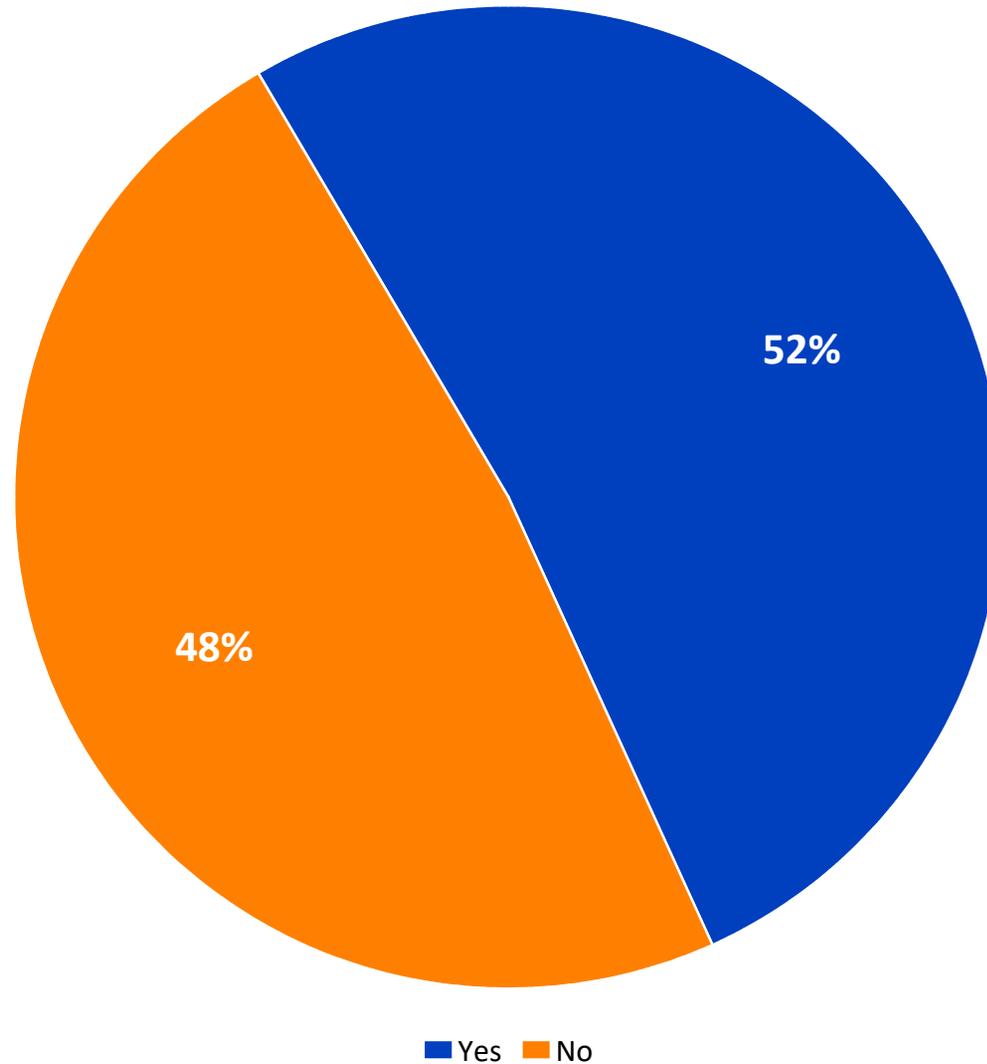


■ Every couple of months ■ Once a month ■ A few times a month ■ Once a week ■ 2-3 times a week

Source: ETC Institute (2019)

Q2. Have you or any member of your household participated in any programs or special events offered by the Town of Garner?

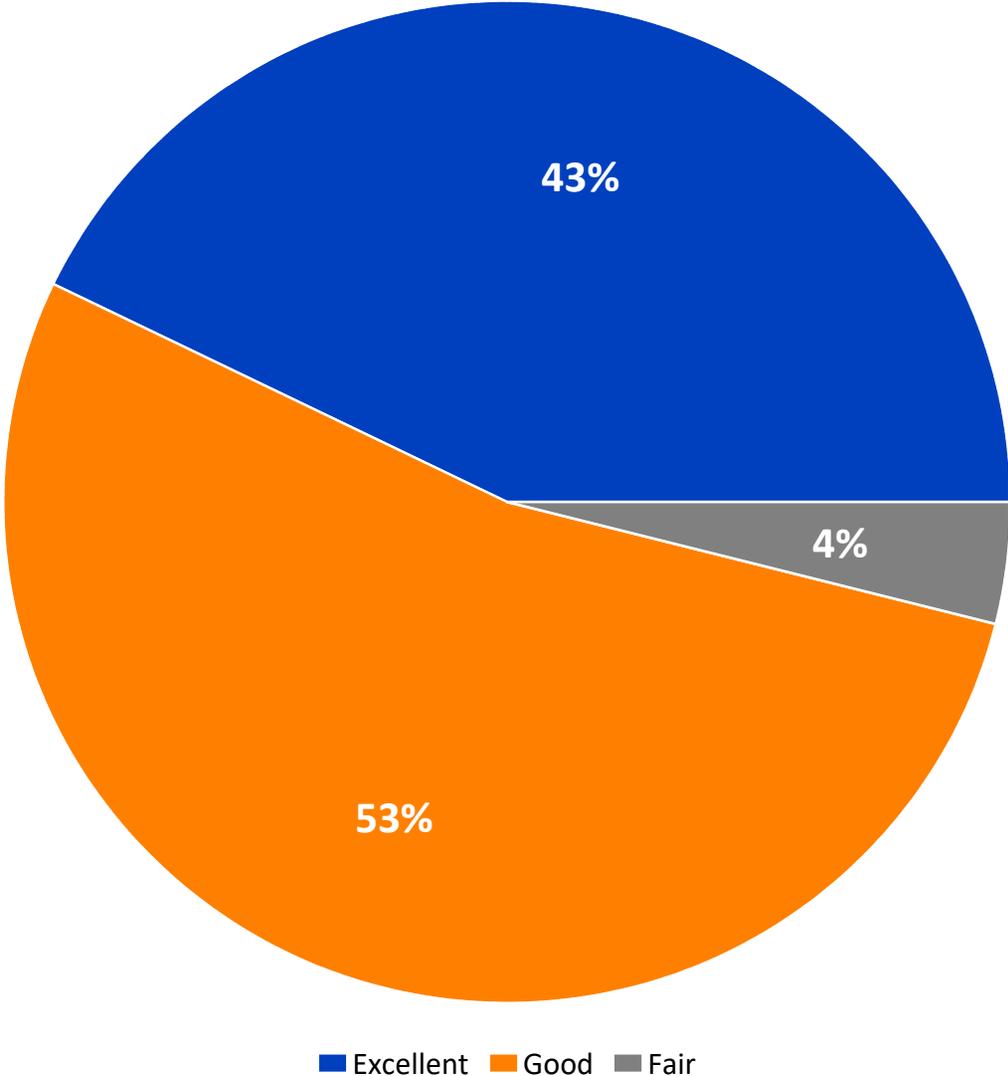
by percentage of respondents



Source: ETC Institute (2019)

Q2a. How would you rate the overall quality of programs or special events that you and members of your household have participated in?

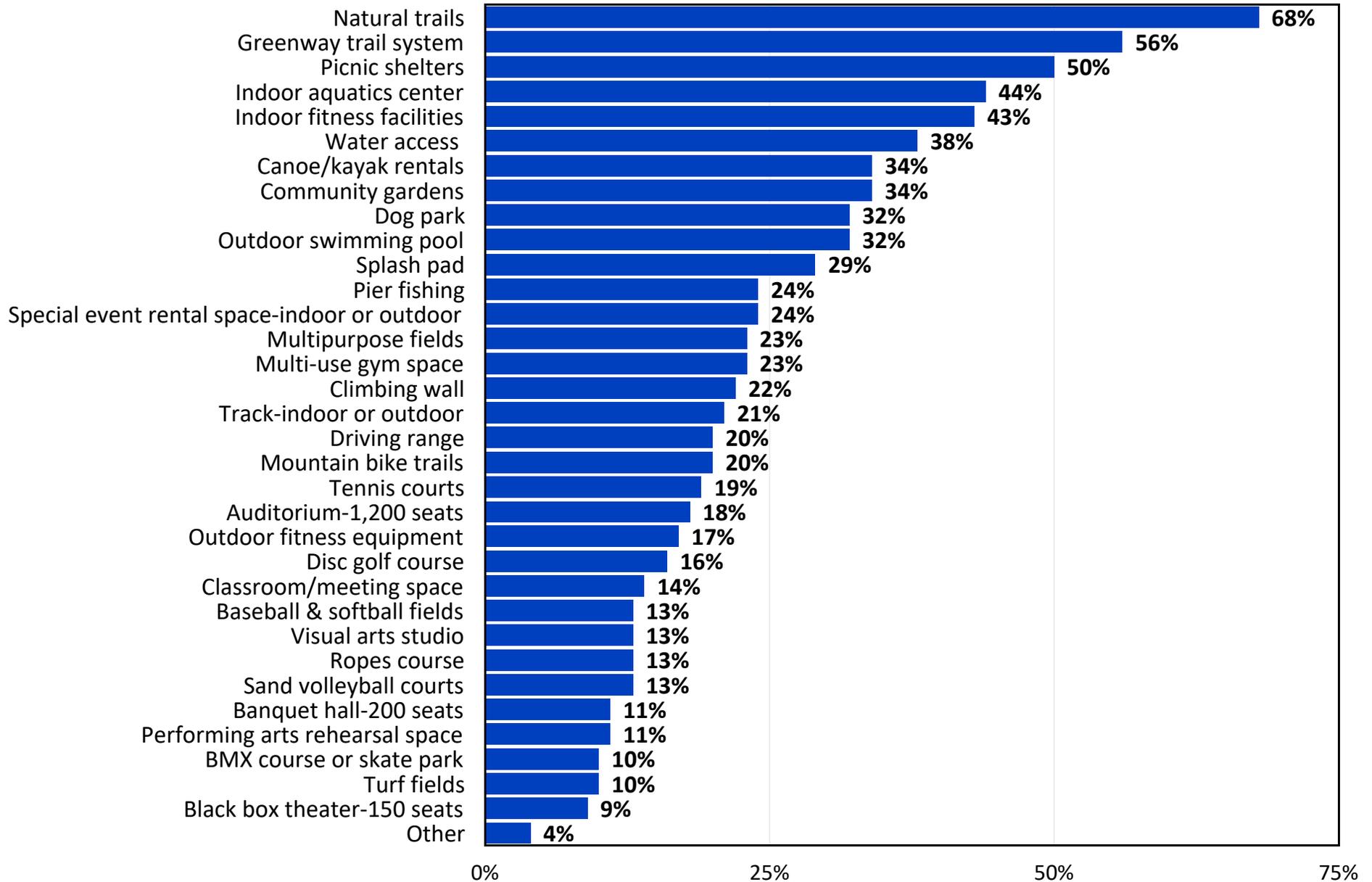
by percentage of respondents who have participated in a program



Source: ETC Institute (2019)

Q3. Facilities/Amenities Respondent Households Have a Need For

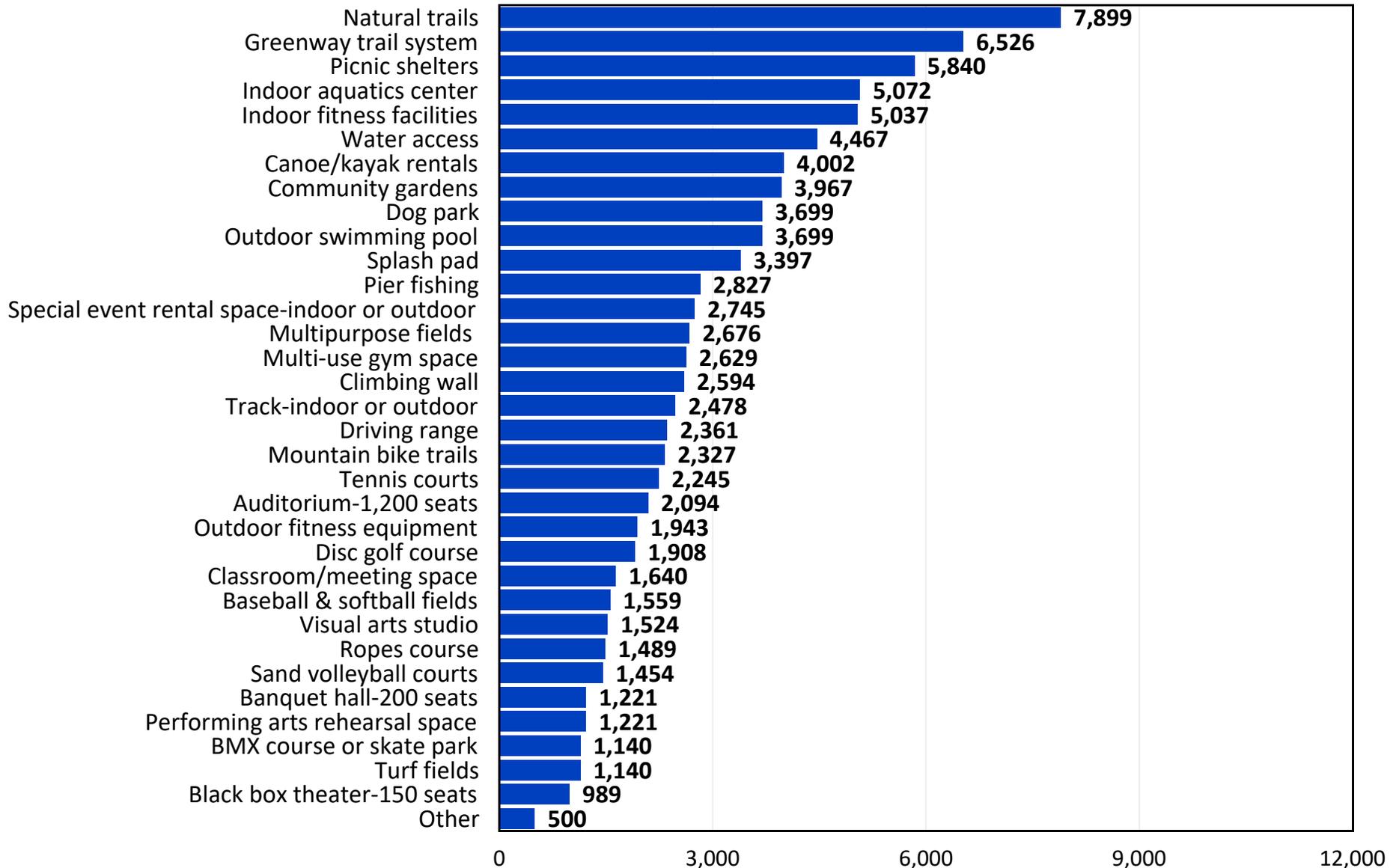
by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2019)

Q3-1. Estimated Number of Households That Have a Need for Various Facilities/Amenities

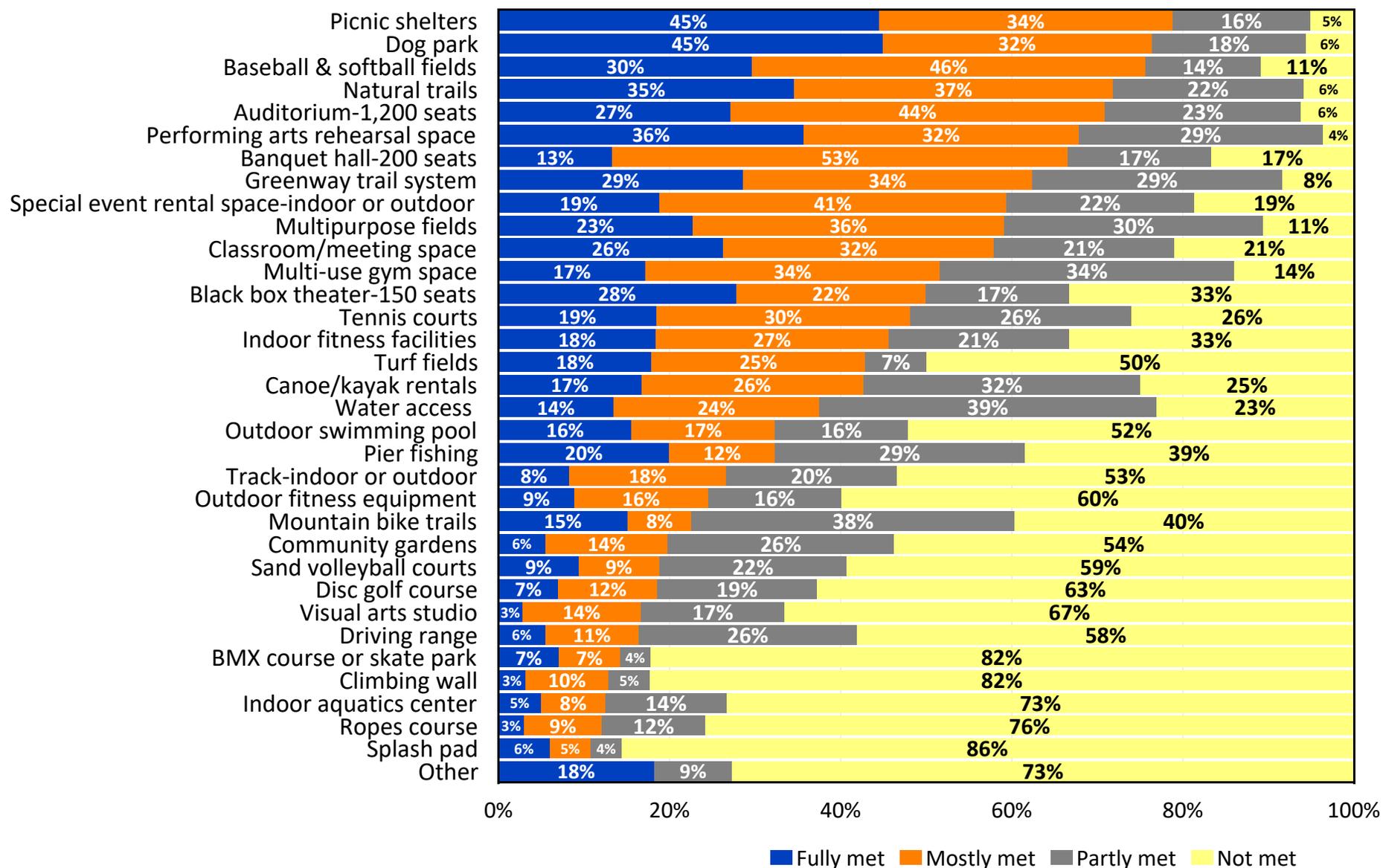
by number of households based on 11,633 the Town of Garner



Source: ETC Institute (2019)

Q3-2 How Well Facilities/Amenities Meet the Needs of Respondent Households

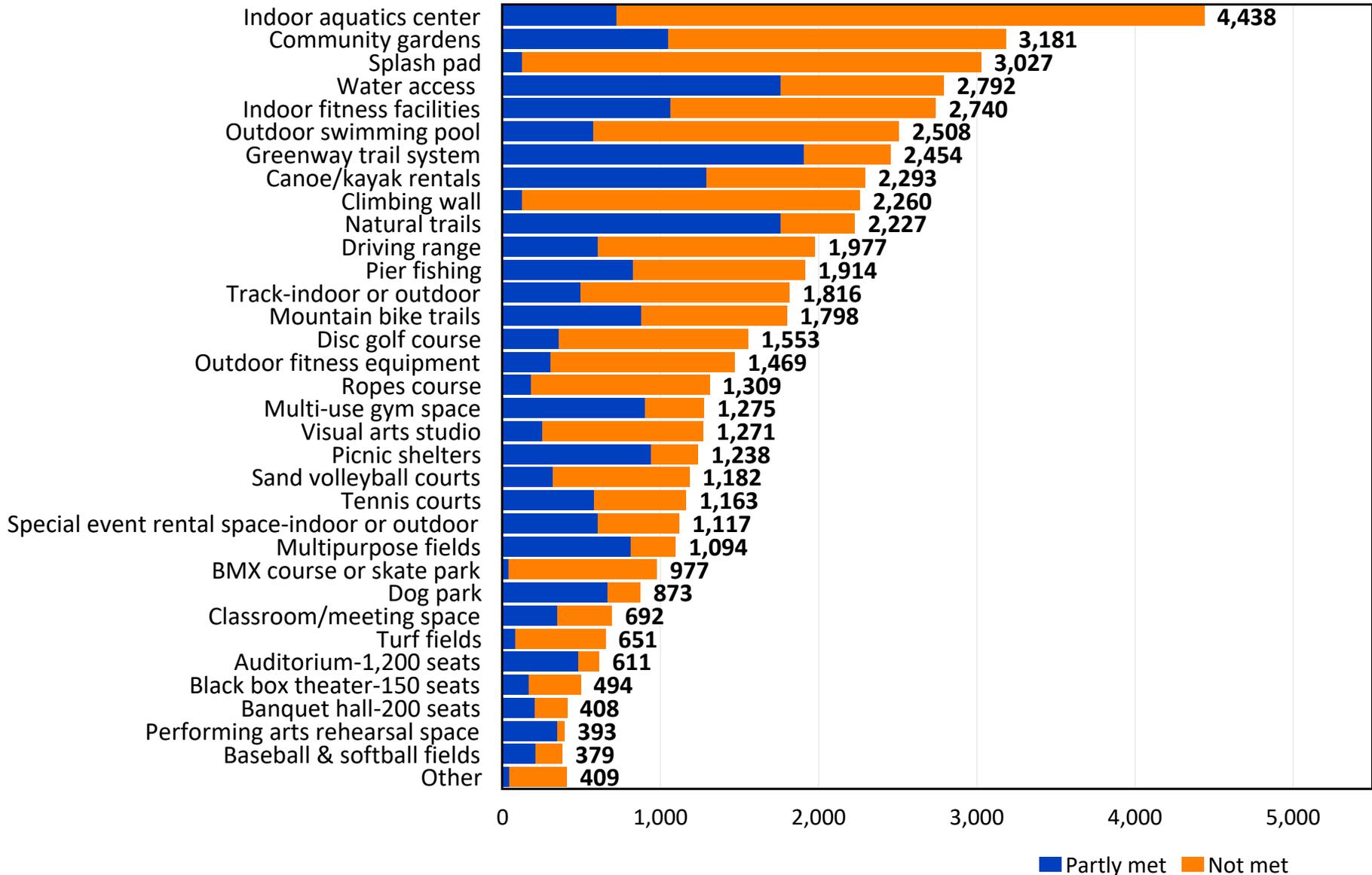
by percentage of respondents with a need for facilities



Source: ETC Institute (2019)

Q3-3. Estimated Number of Households Whose Needs for Facilities/Amenities Are Being Met 50% or Less

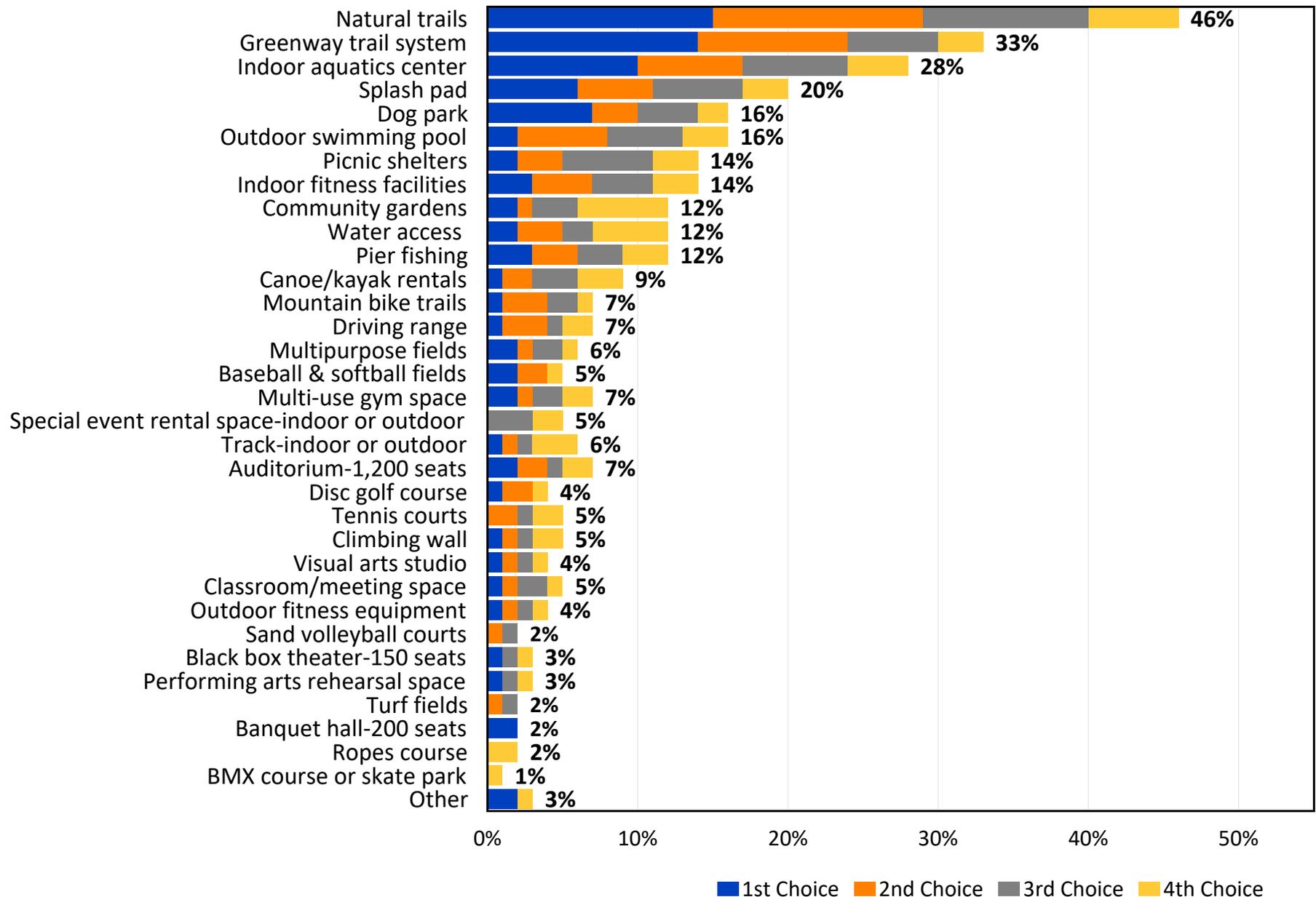
by number of households based on 11,633 the Town of Garner



Source: ETC Institute (2019)

Q4. Facilities/Amenities That Are Most Important to Households

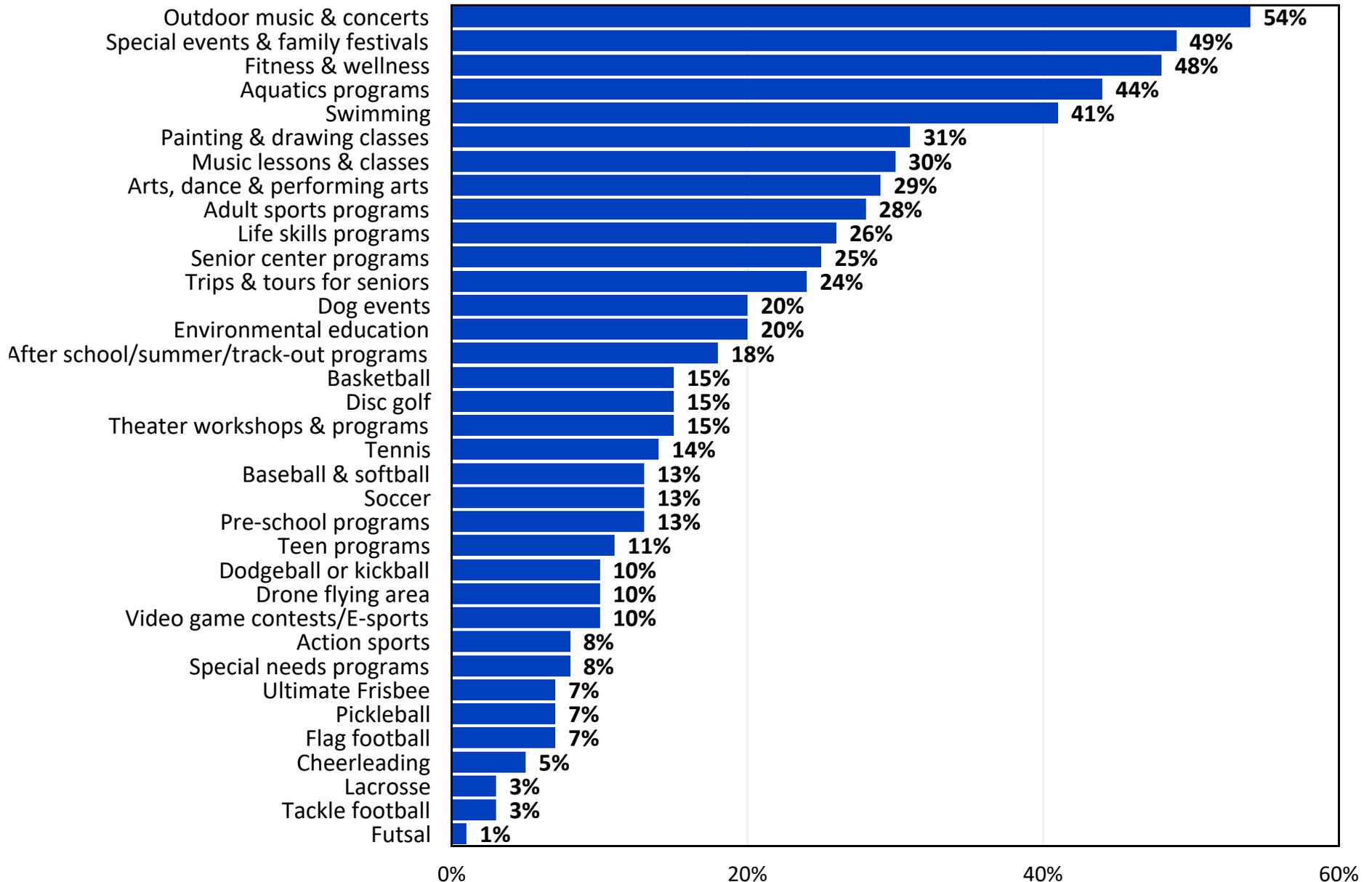
by percentage of respondents who selected the items as one of their top four choices



Source: ETC Institute (2019)

Q5. Programs/Activities Respondent Households Have a Need For

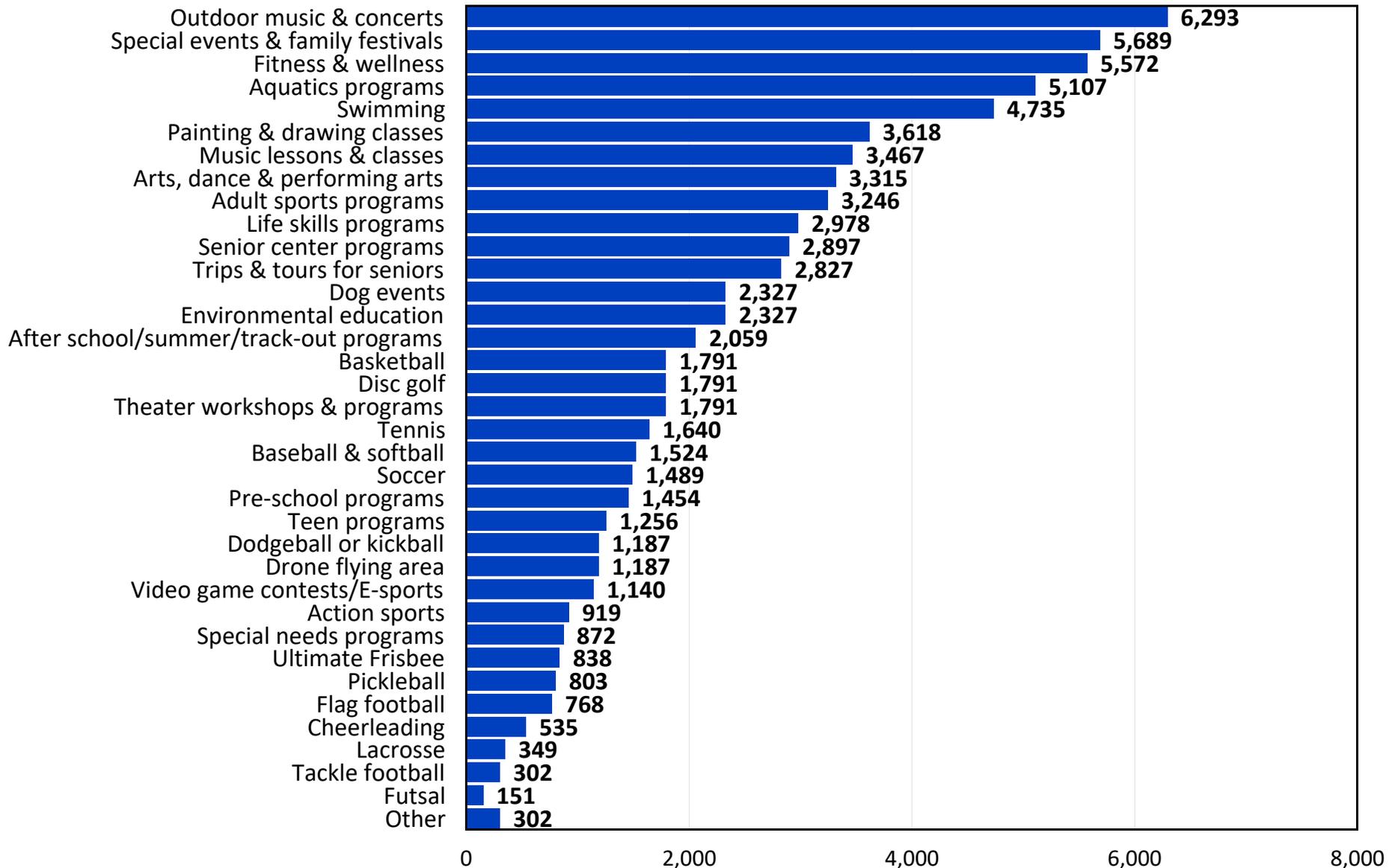
by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2019)

Q5-1. Estimated Number of Households That Have a Need for Various Programs/Activities

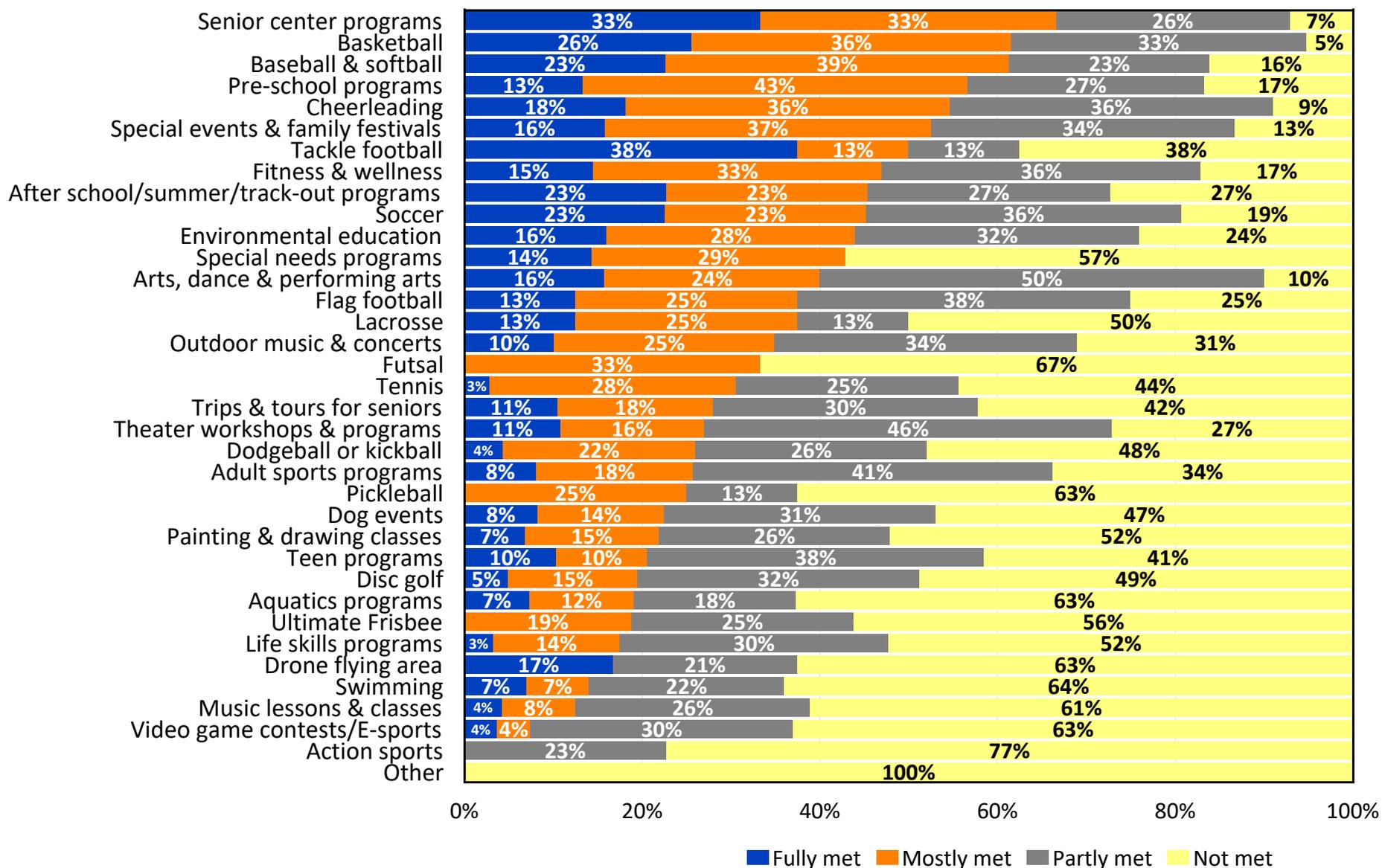
by number of households based on 11,633 the Town of Garner



Source: ETC Institute (2019)

Q5-2. How Well Programs/Activities Meet the Needs of Respondent Households

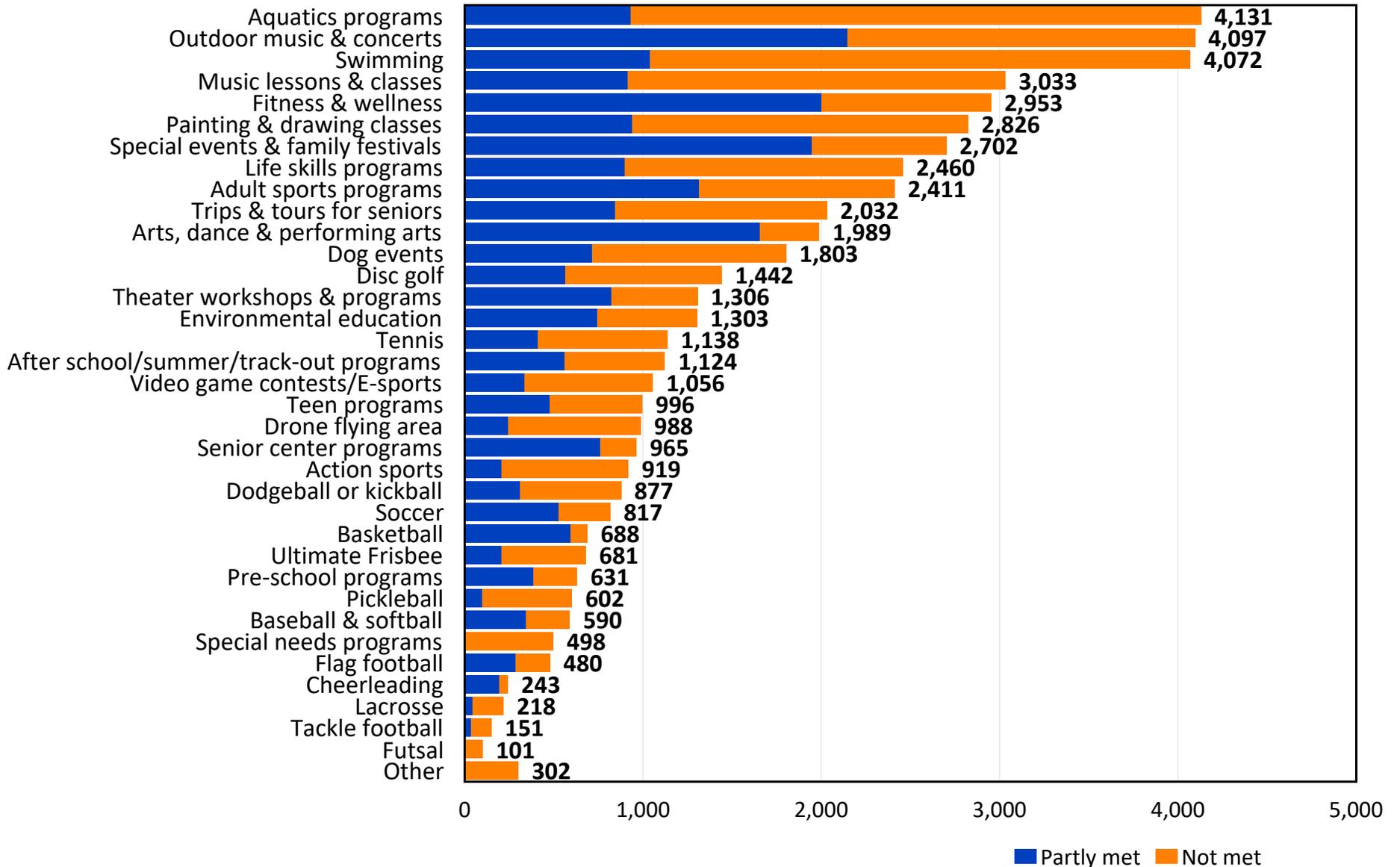
by percentage of respondents with a need for programs or activities



Source: ETC Institute (2019)

Q5-3. Estimated Number of Households Whose Needs for Programs/Activities Are Being Met 50% or Less

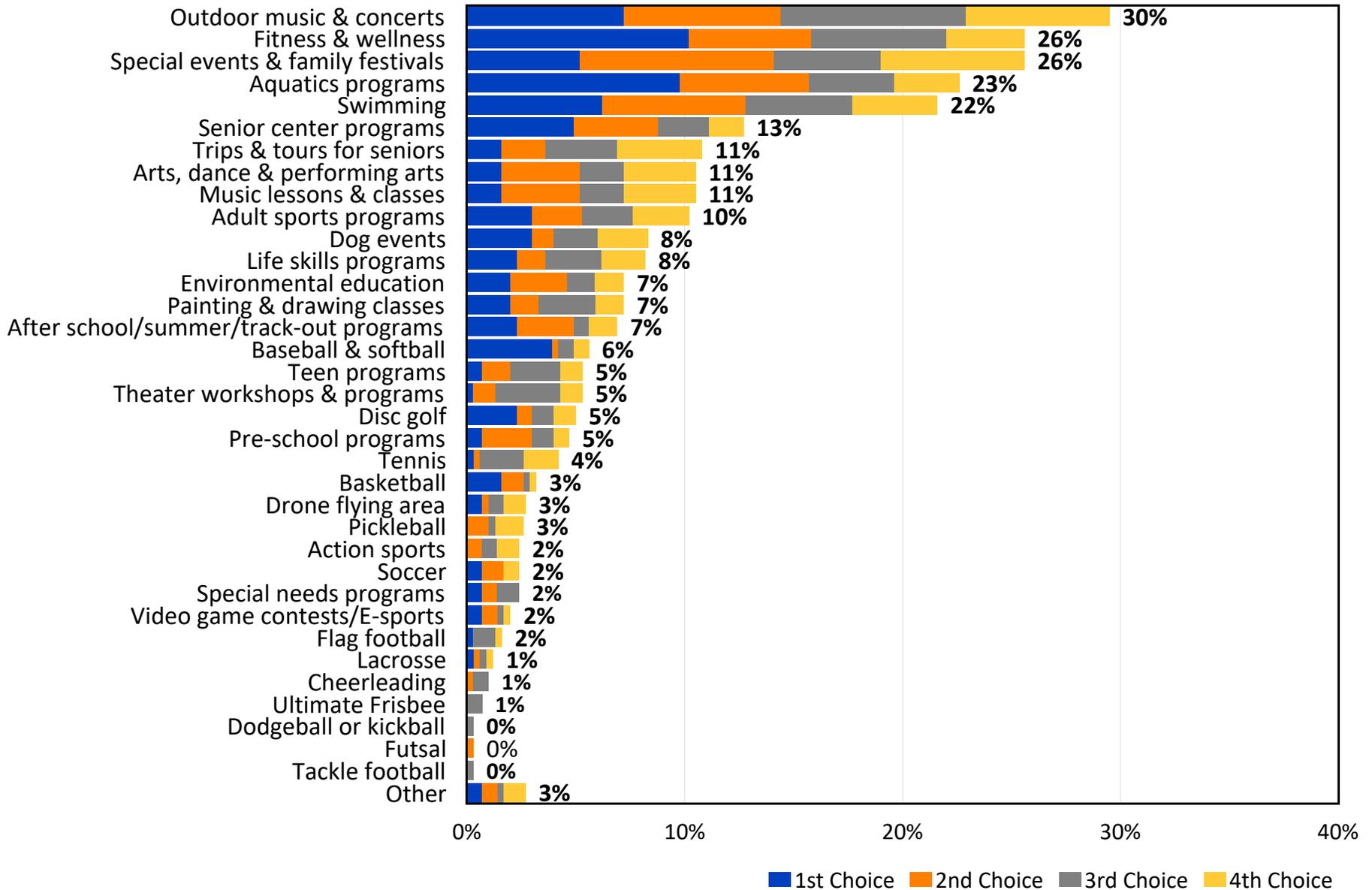
by number of households based on 11,633 the Town of Garner



Source: ETC Institute (2019)

Q6. Programs/Activities That Are Most Important to Households

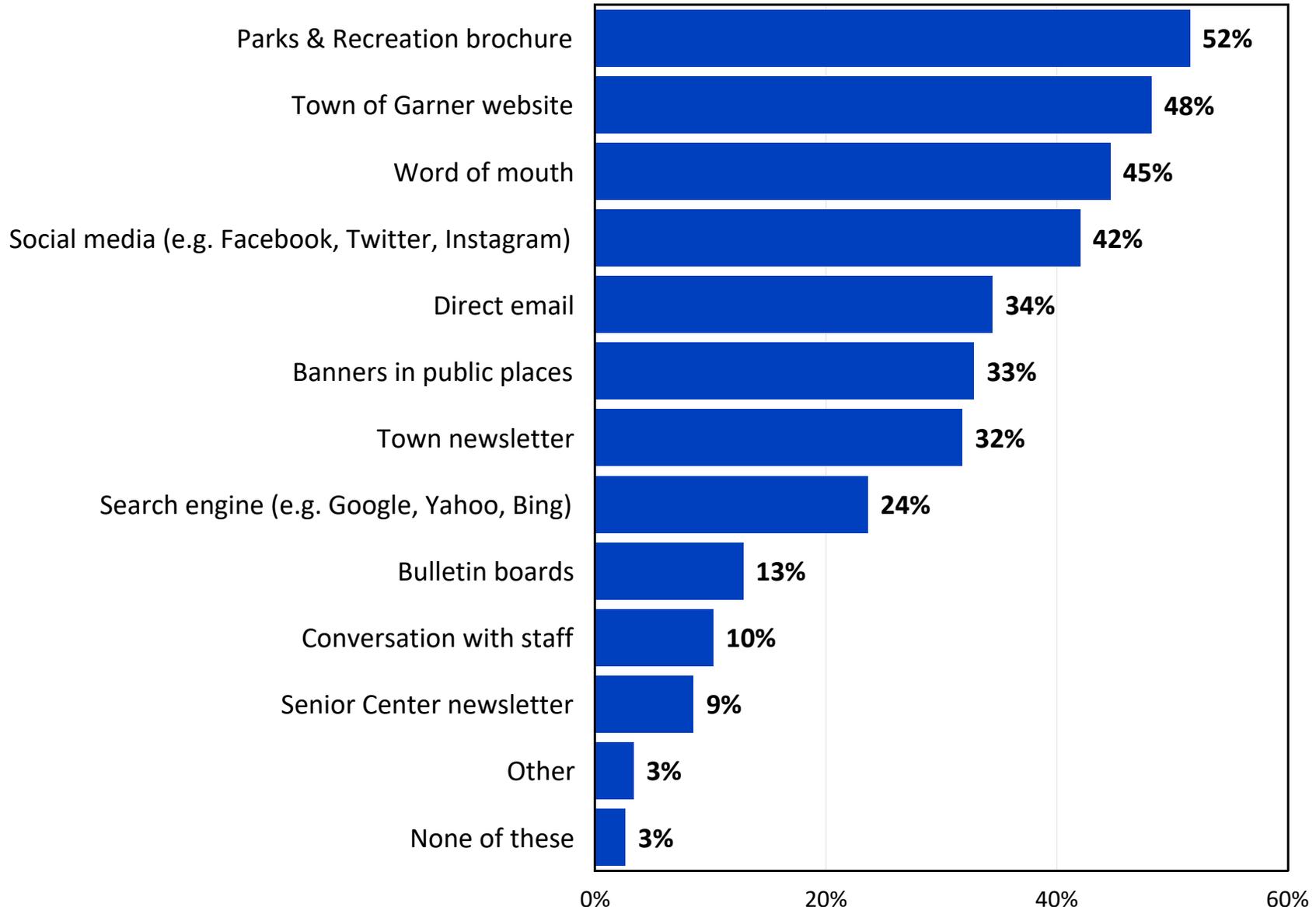
by percentage of respondents who selected the items as one of their top four choices



Source: ETC Institute (2019)

Q7. How do you currently learn about Town of Garner parks, facilities and special events?

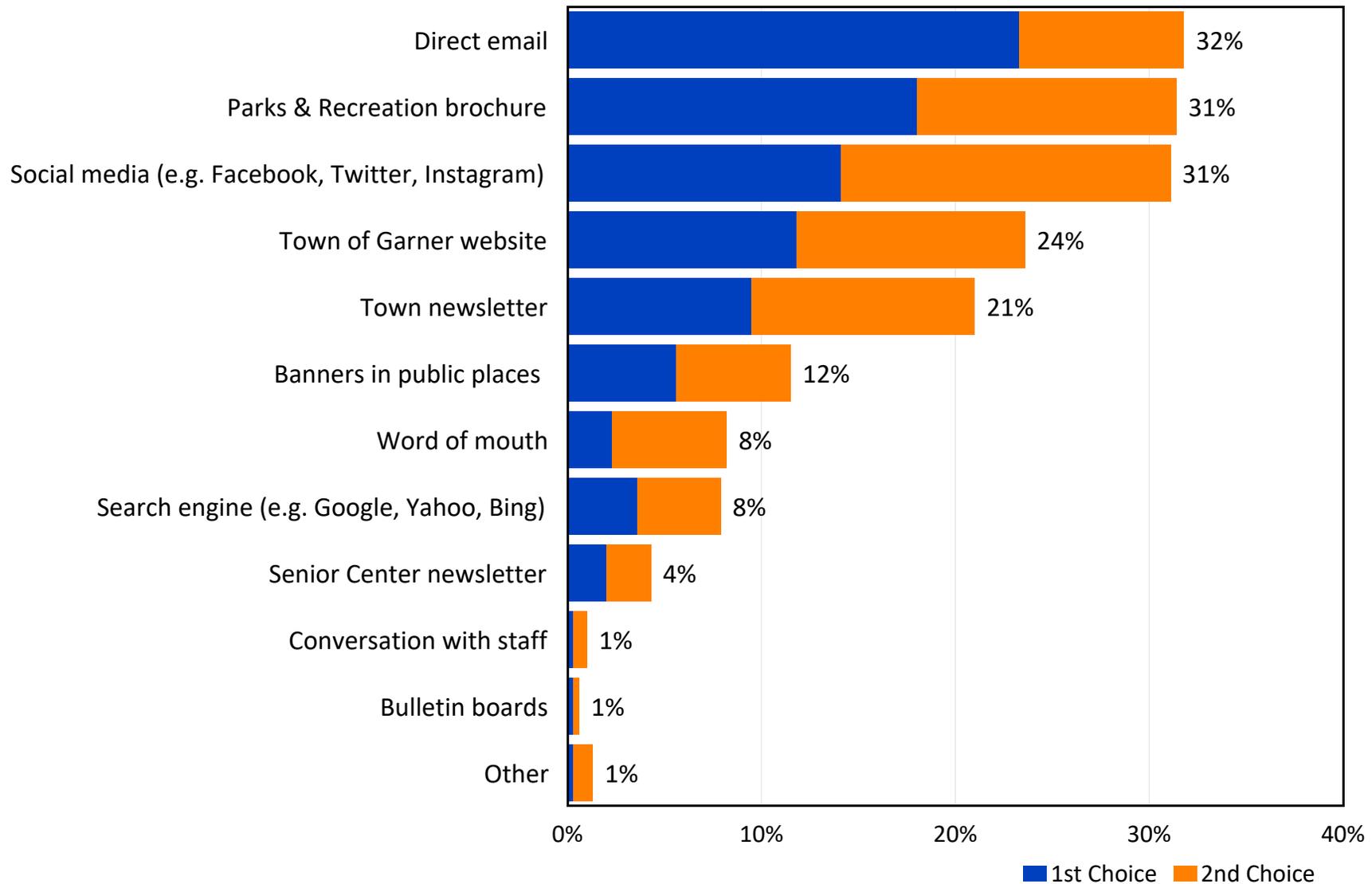
by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2019)

Q8. What is the source of information you most prefer to use to learn about Town of Garner parks, facilities, and special events?

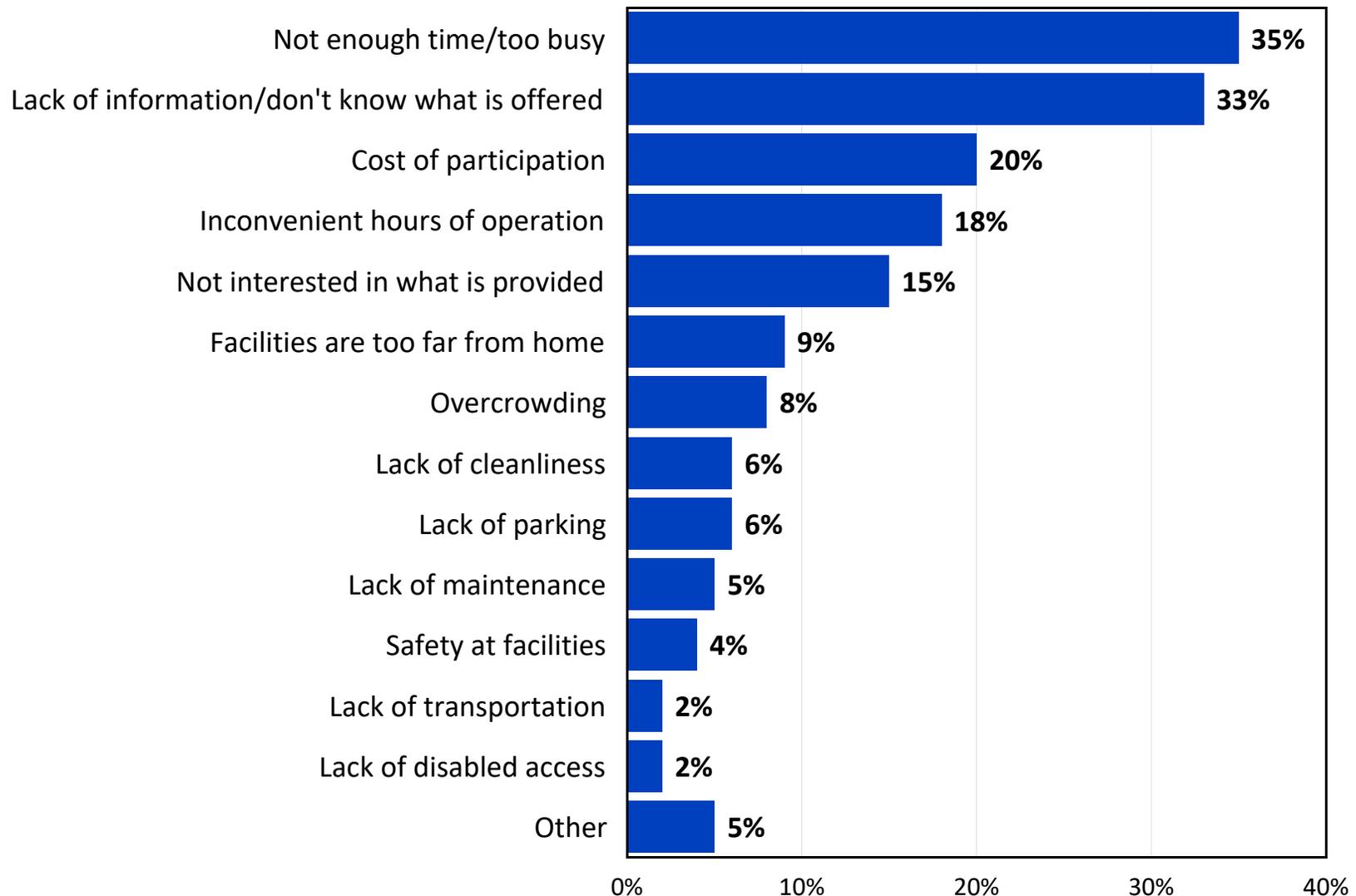
by percentage of respondents who selected the items as one of their top two choices



Source: ETC Institute (2019)

Q9. What reasons prevent you or other members of your household from using the parks and facilities offered by the Town of Garner Recreation and Parks Department?

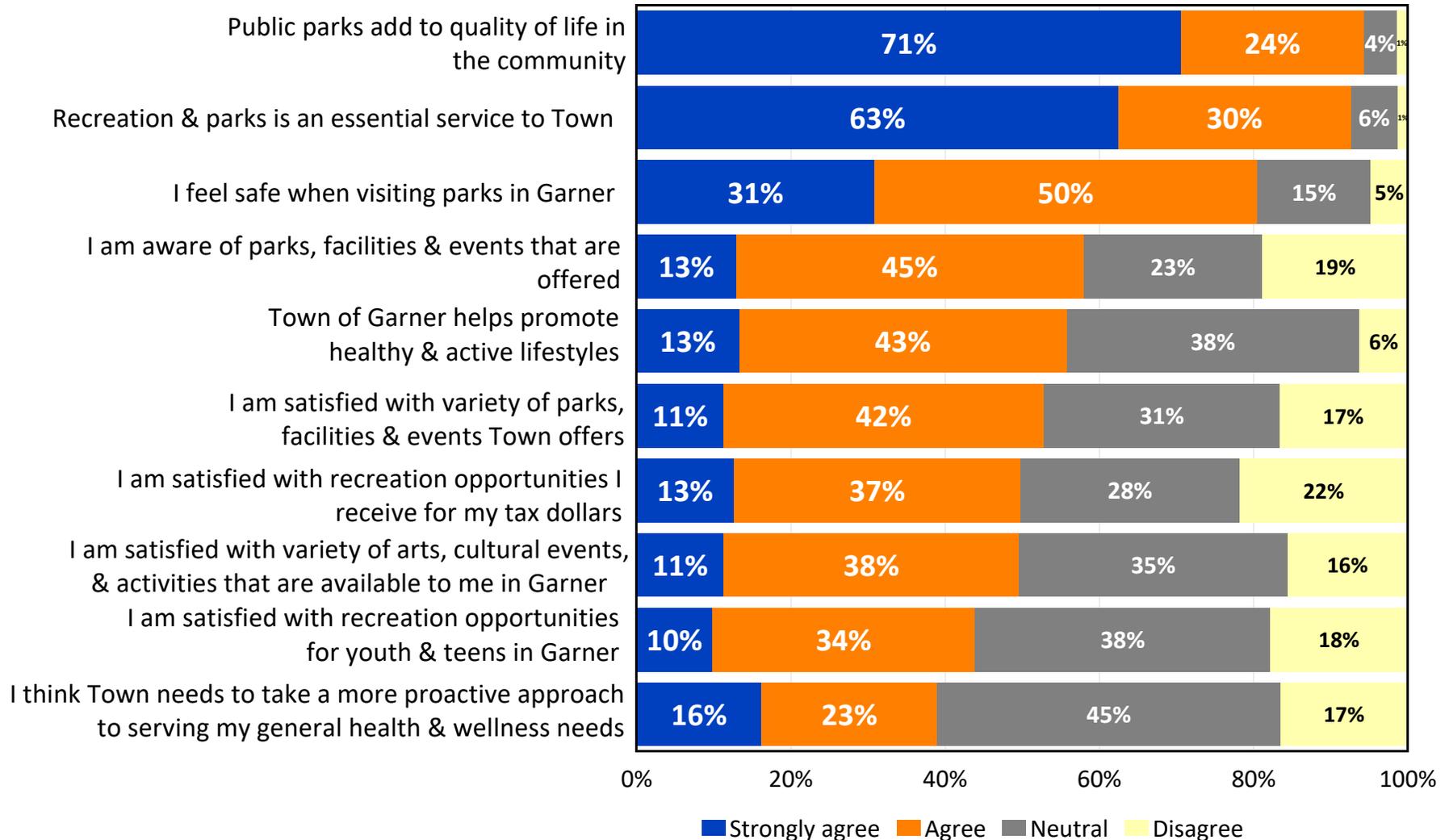
by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2019)

Q10. What is your level of agreement with each of the following statements regarding the Town of Garner Parks, Recreation and Cultural Resources?

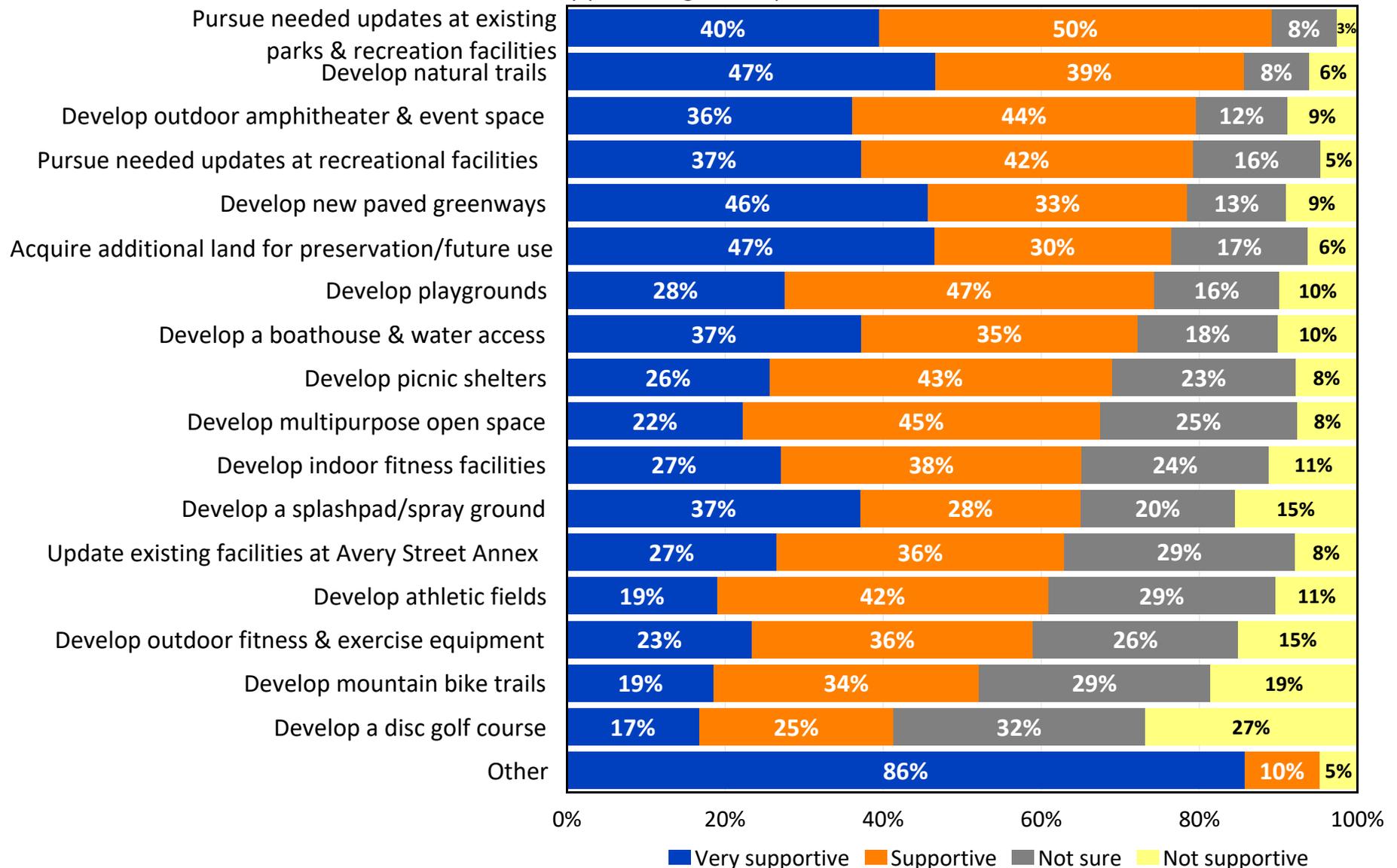
by percentage of respondents



Source: ETC Institute (2019)

Q11. How supportive would you be of the Town of Garner taking the following actions to improve the parks and recreation system?

by percentage of respondents

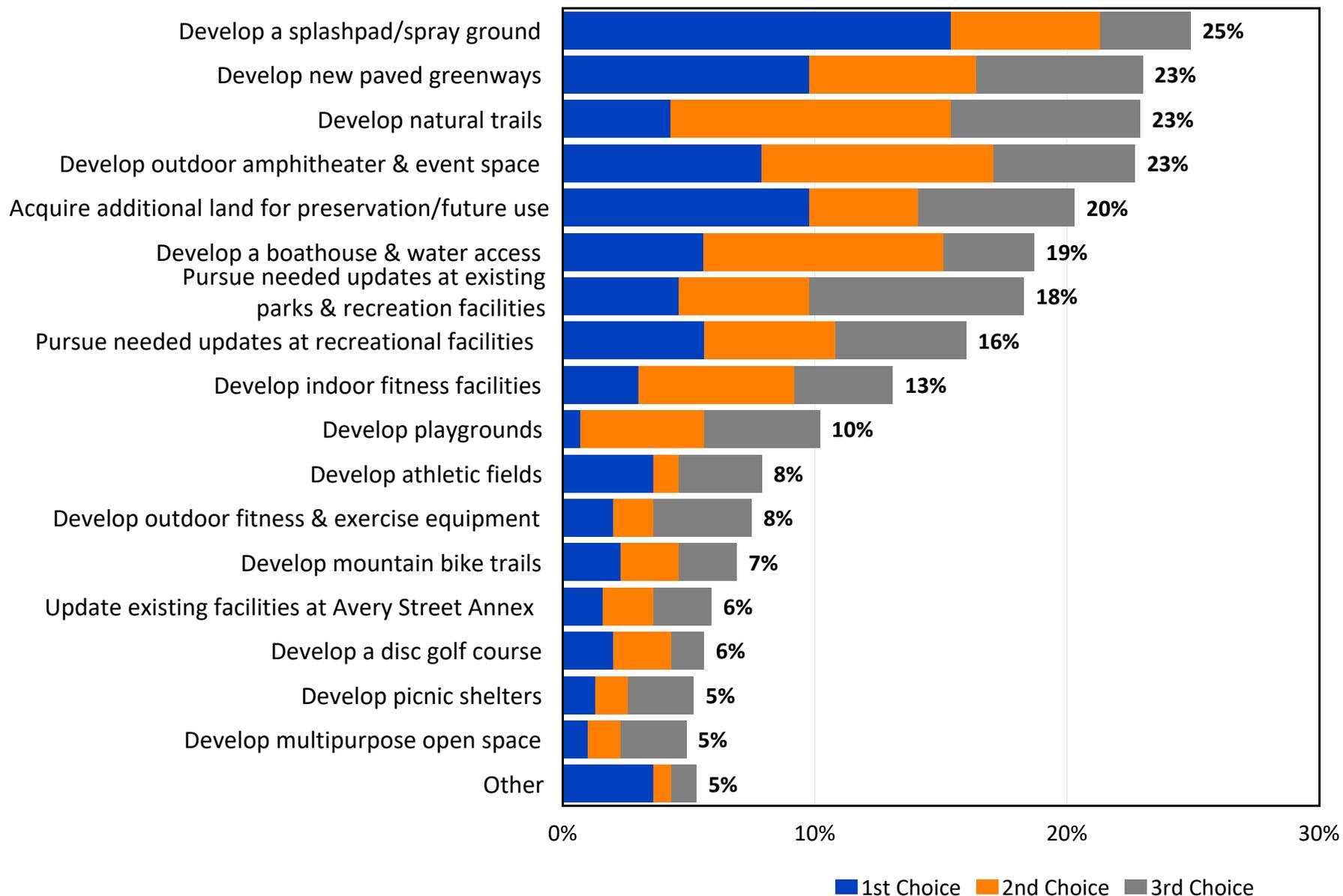


Source: ETC Institute (2019)

Q12. Which items listed would you be most willing to support with your tax dollars?

support with your tax dollars?

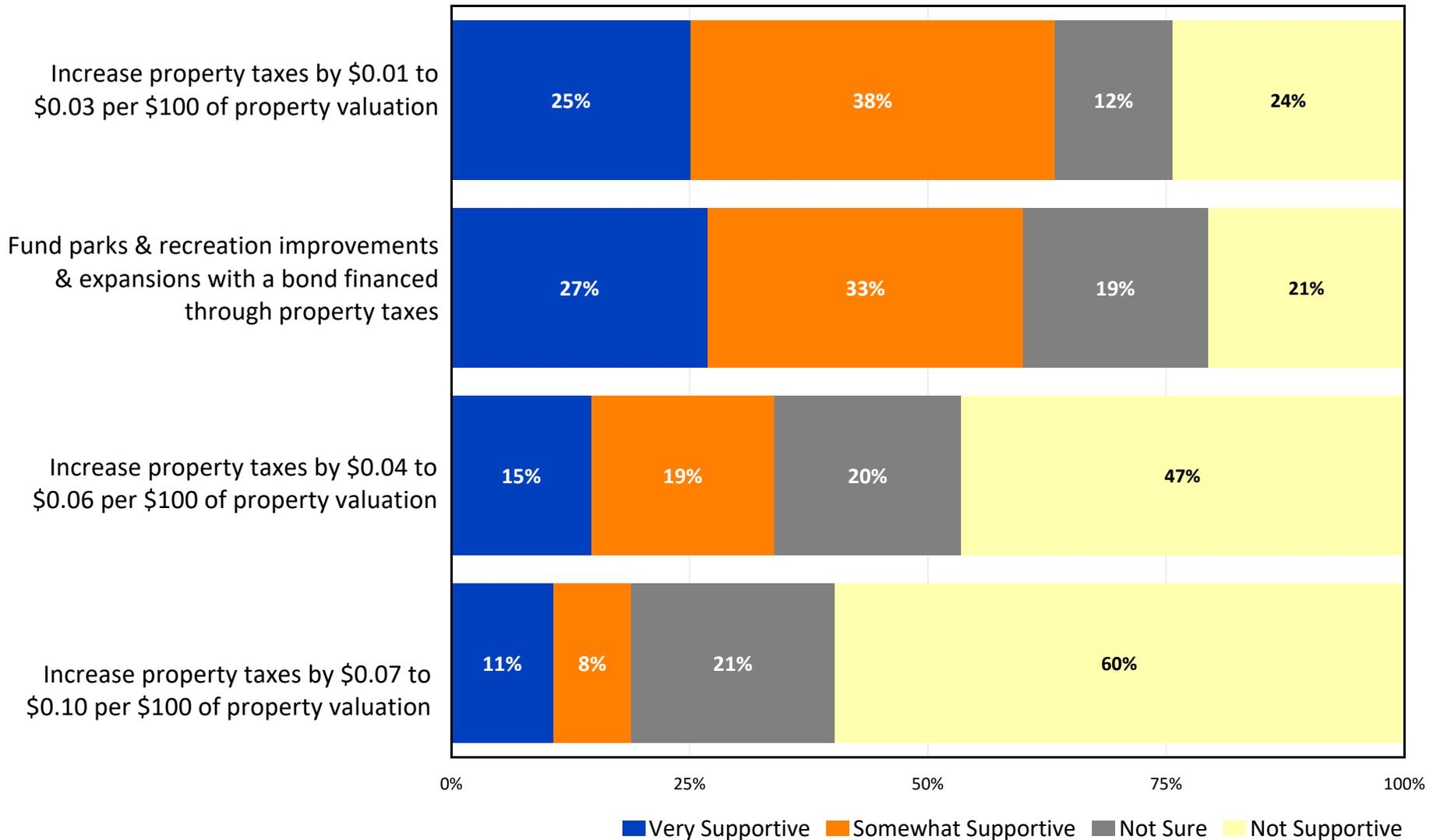
by percentage of respondents who selected the items as one of their top four choices



Source: ETC Institute (2019)

Q13. How supportive you would be of the Town of Garner taking the following actions to fund improvements and expansions of the parks and recreation system in the Town?

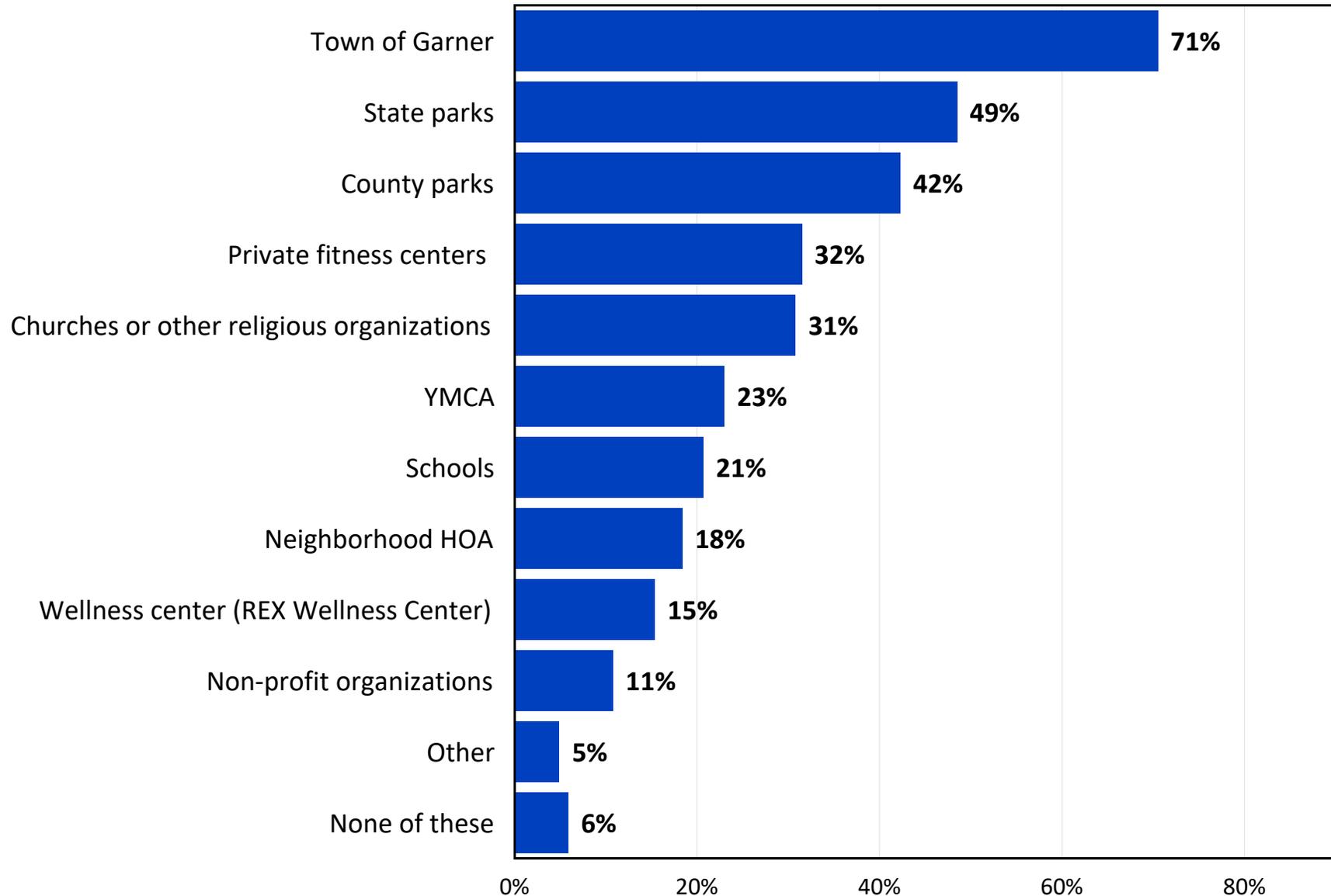
by percentage of respondents



Source: ETC Institute (2019)

Q14. What organizations provide the parks and facilities that you and other members of your household use for recreation?

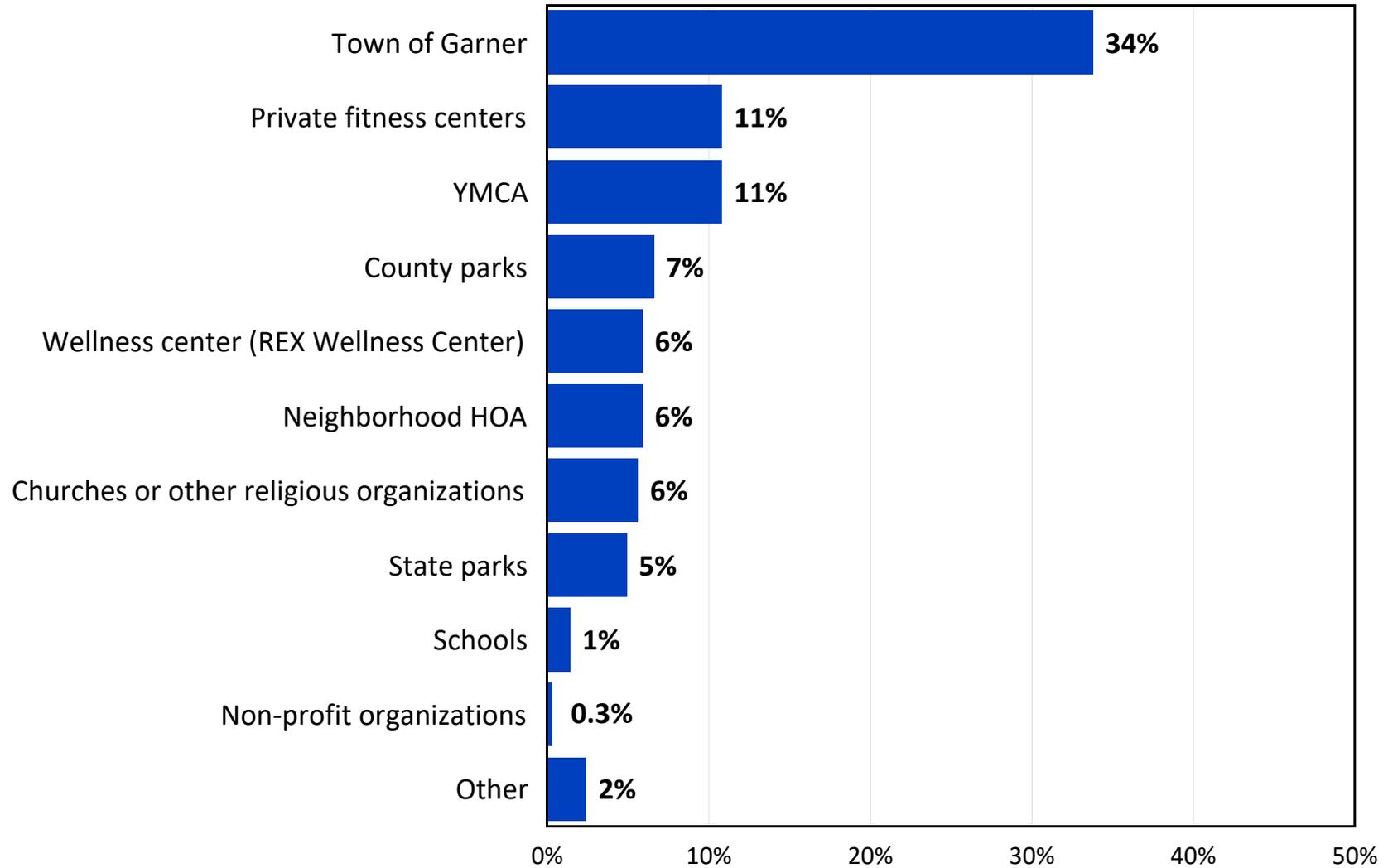
by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2019)

Q15. What organization do you use most for your household's recreation needs?

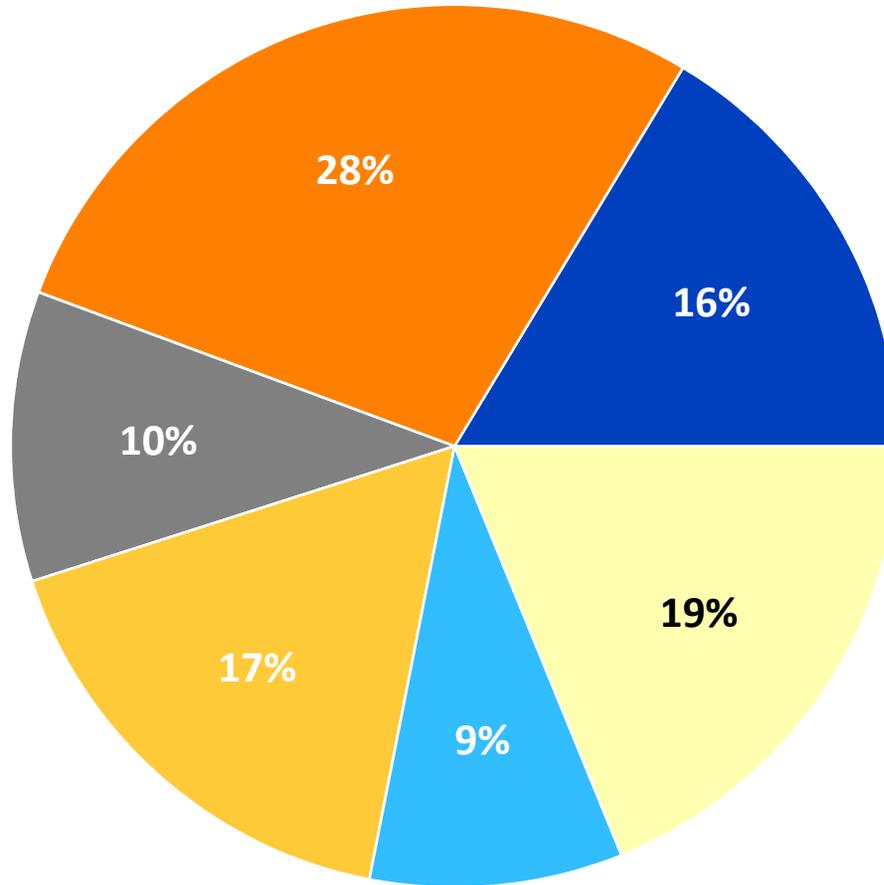
by percentage of respondents



Source: ETC Institute (2019)

Q16. How often have you or members of your household used any Town of Garner parks and facilities to achieve personal health outcomes?

by percentage of respondents

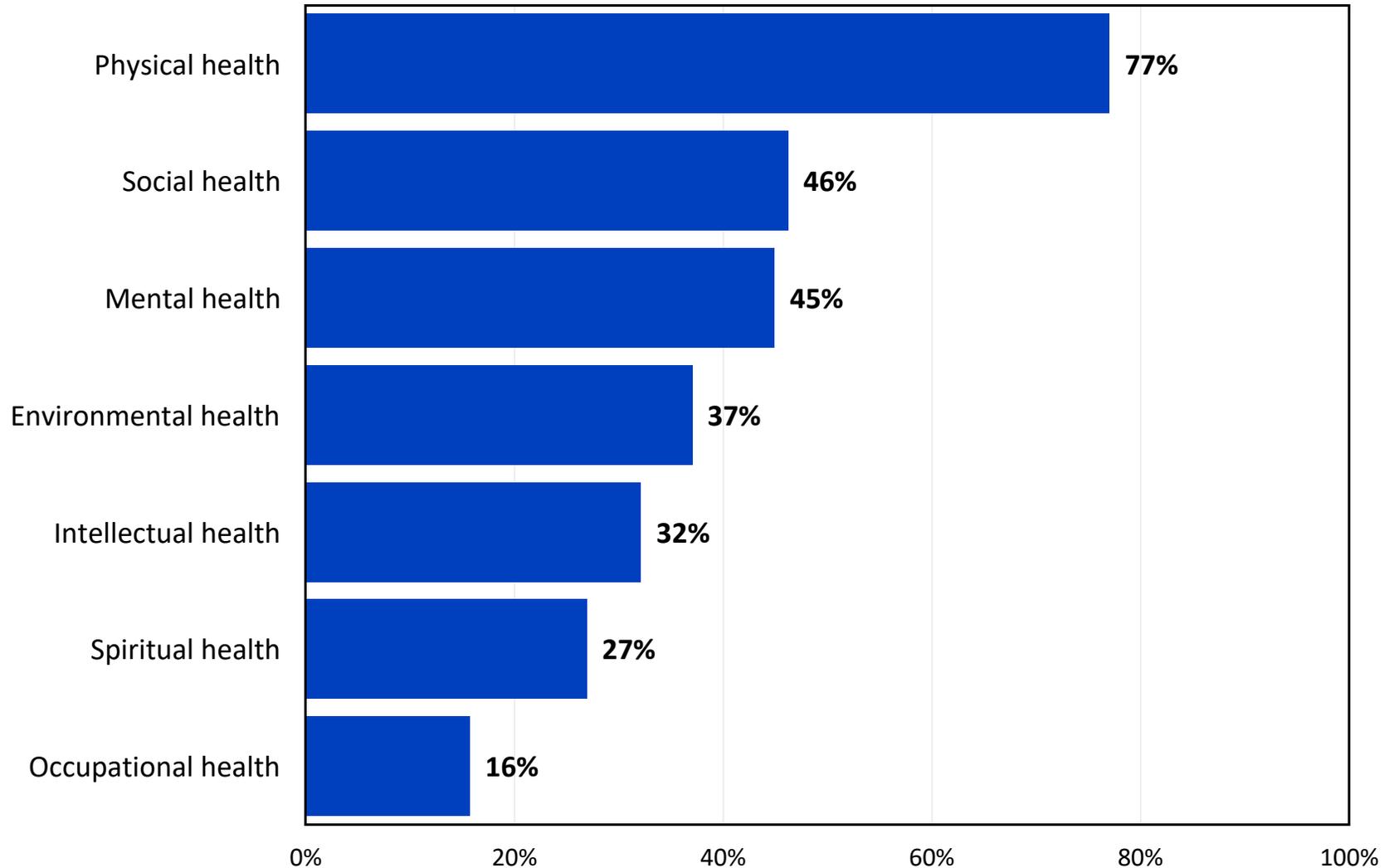


■ Have not used parks or facilities ■ Every couple of months ■ Once a month
■ A few times a month ■ Once a week ■ 2-3 times a week

Source: ETC Institute (2019)

Q17. Do you have a desire to use Town of Garner Parks, Recreation and Cultural Resources, programs and facilities to meet your health and wellness needs ?

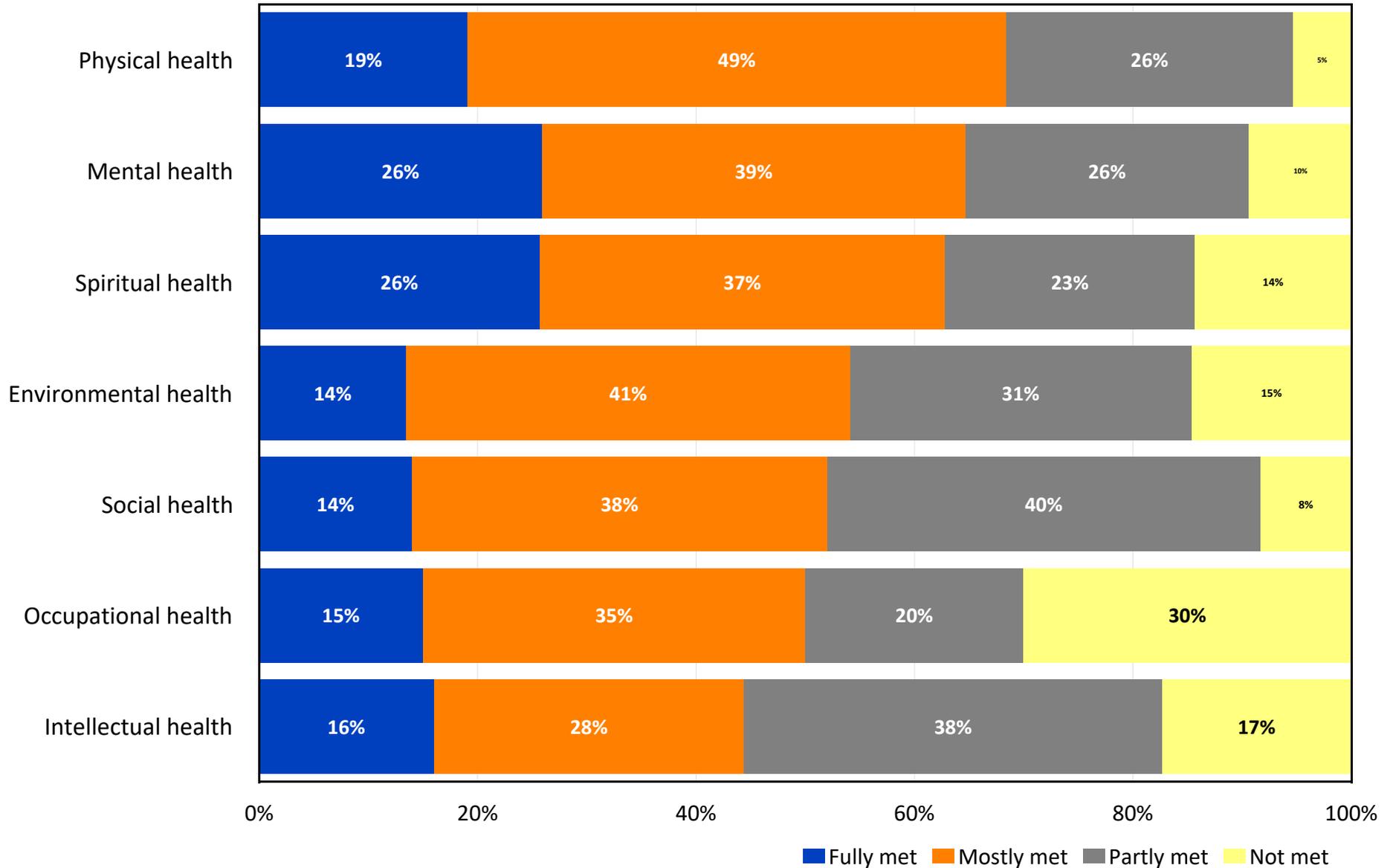
by percentage of respondents



Source: ETC Institute (2019)

Q17-1. How Well Programs and Facilities Meet the Health and Wellness Needs of Respondent Households.

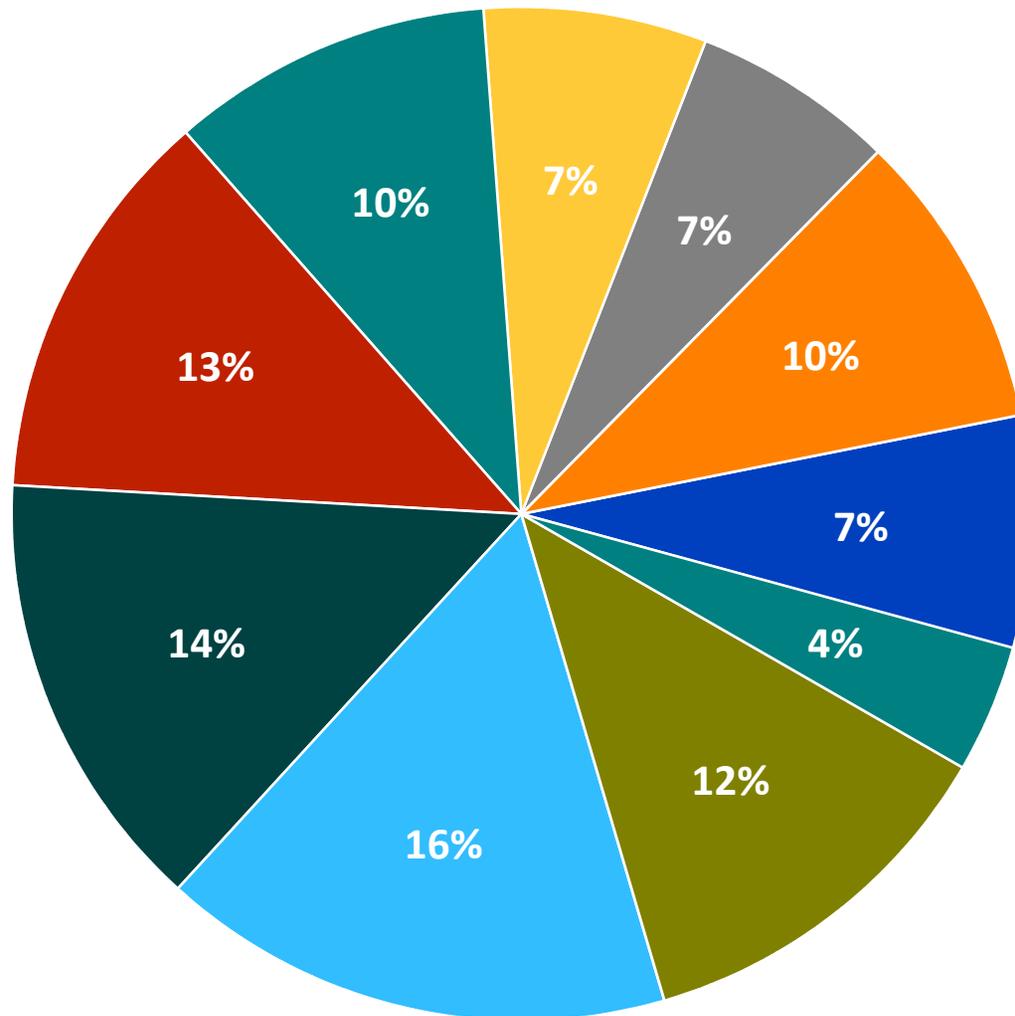
by percentage of respondents with a need



Source: ETC Institute (2019)

Q18. Demographics: Ages of People in Household

by percentage of household occupants

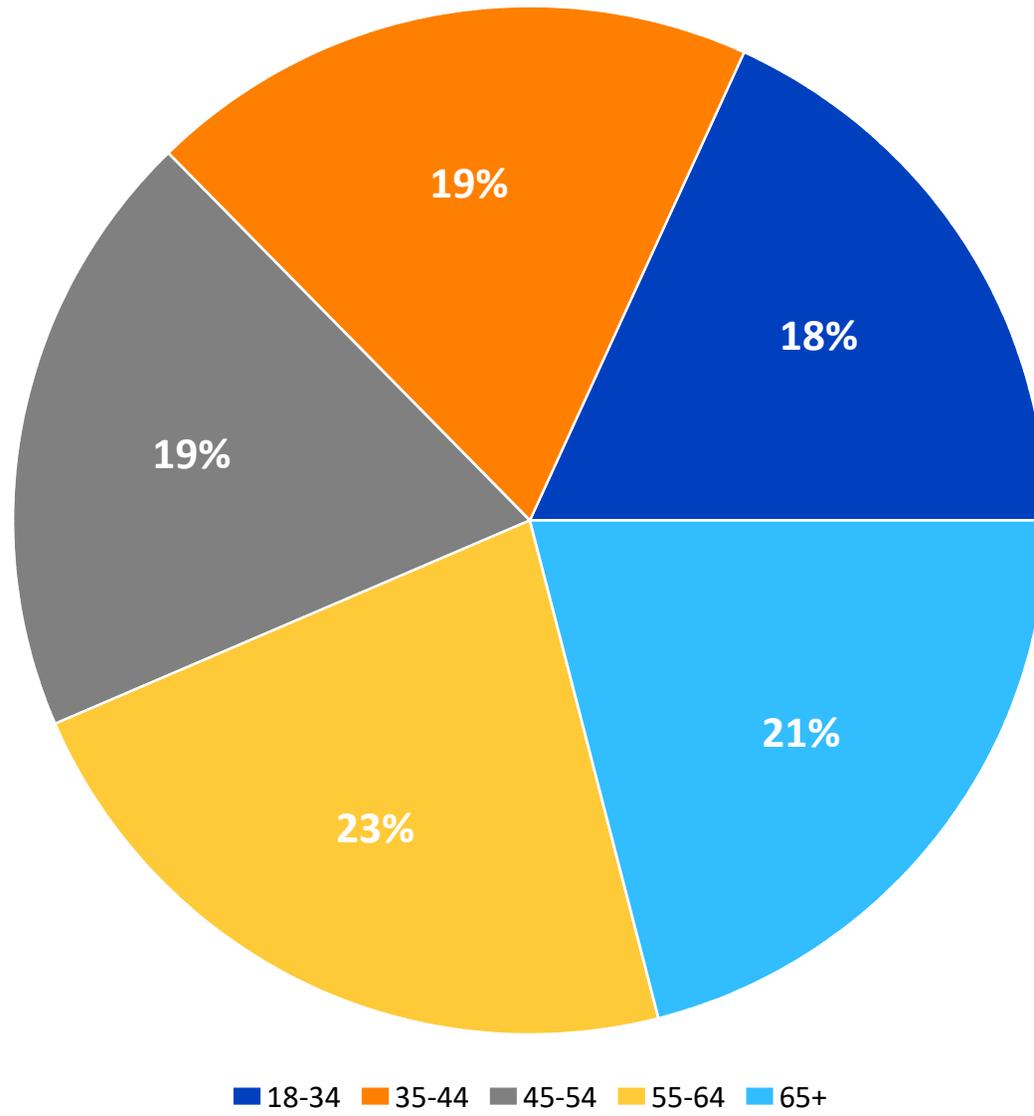


■ Under age 5 ■ Ages 5-12 ■ Ages 13-17 ■ Ages 18-24 ■ Ages 25-34 ■ Ages 35-44 ■ Ages 45-54
■ Ages 55-64 ■ Ages 65-74 ■ Ages 75+

Source: ETC Institute (2019)

Q19.What is your age?

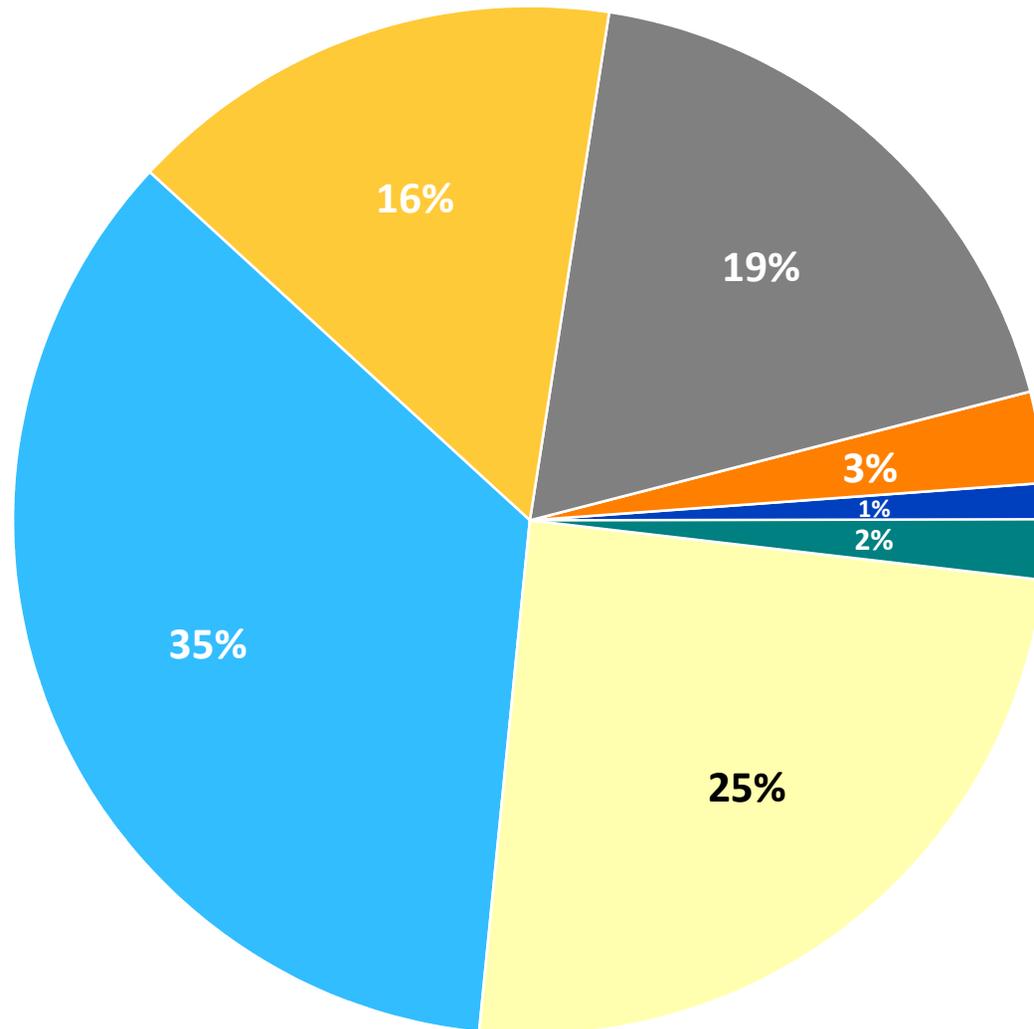
by percentage of respondents



Source: ETC Institute (2019)

Q20. Demographics: What is the highest degree or level of school you have completed?

by percentage of household occupants

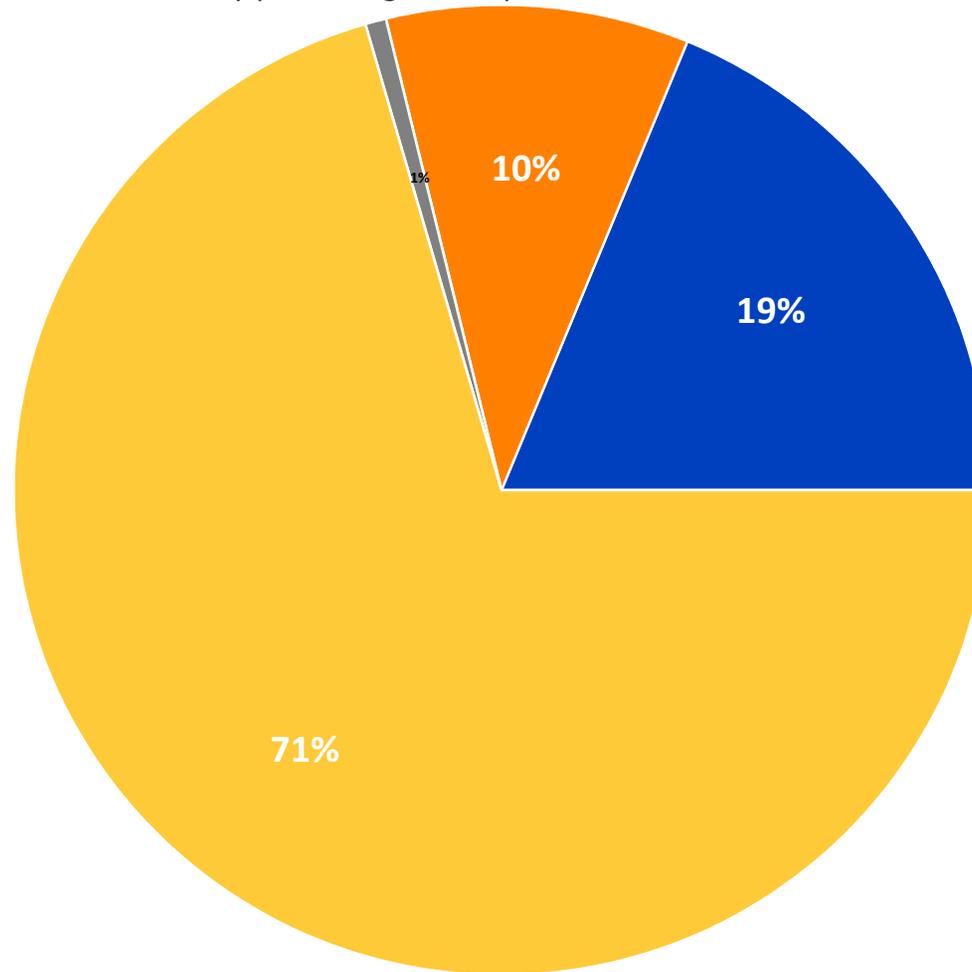


■ No schooling completed ■ Completed some schooling ■ High school diploma or equivalent ■ Associate's degree
■ Bachelor's degree ■ Master's degree or professional degree ■ Doctorate degree

Source: ETC Institute (2019)

Q21. Demographics: What describes the house, apartment, or mobile home your household occupies?

by percentage of respondents

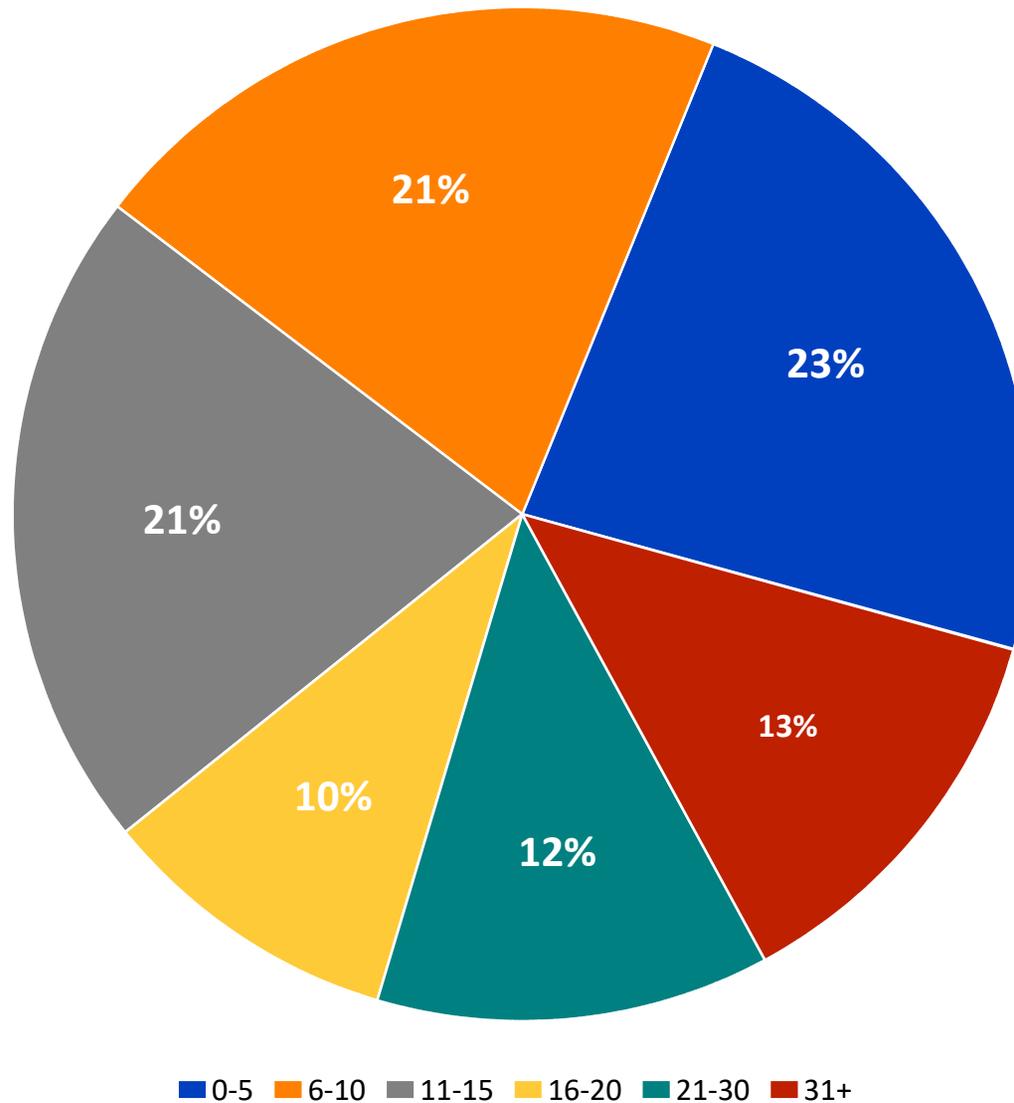


- Owned by you or someone in this household free & clear
- Rented
- Occupied without payment of rent
- Owned by you or someone in this household with a mortgage or loan

Source: ETC Institute (2019)

Q22. Demographics: How many years have you lived in the Town of Garner?

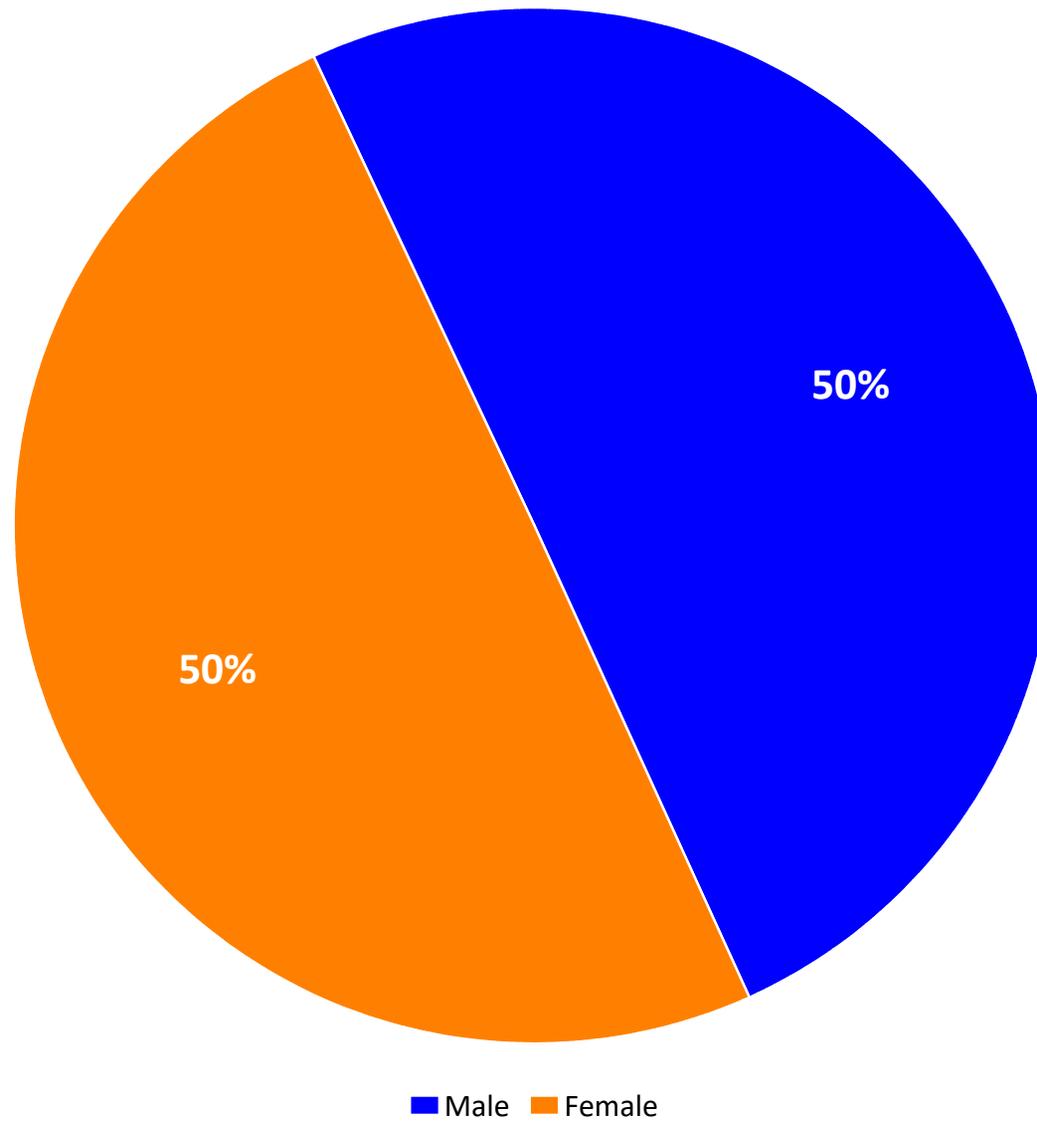
by percentage of respondents



Source: ETC Institute (2019)

Q23. Demographics: What is your gender?

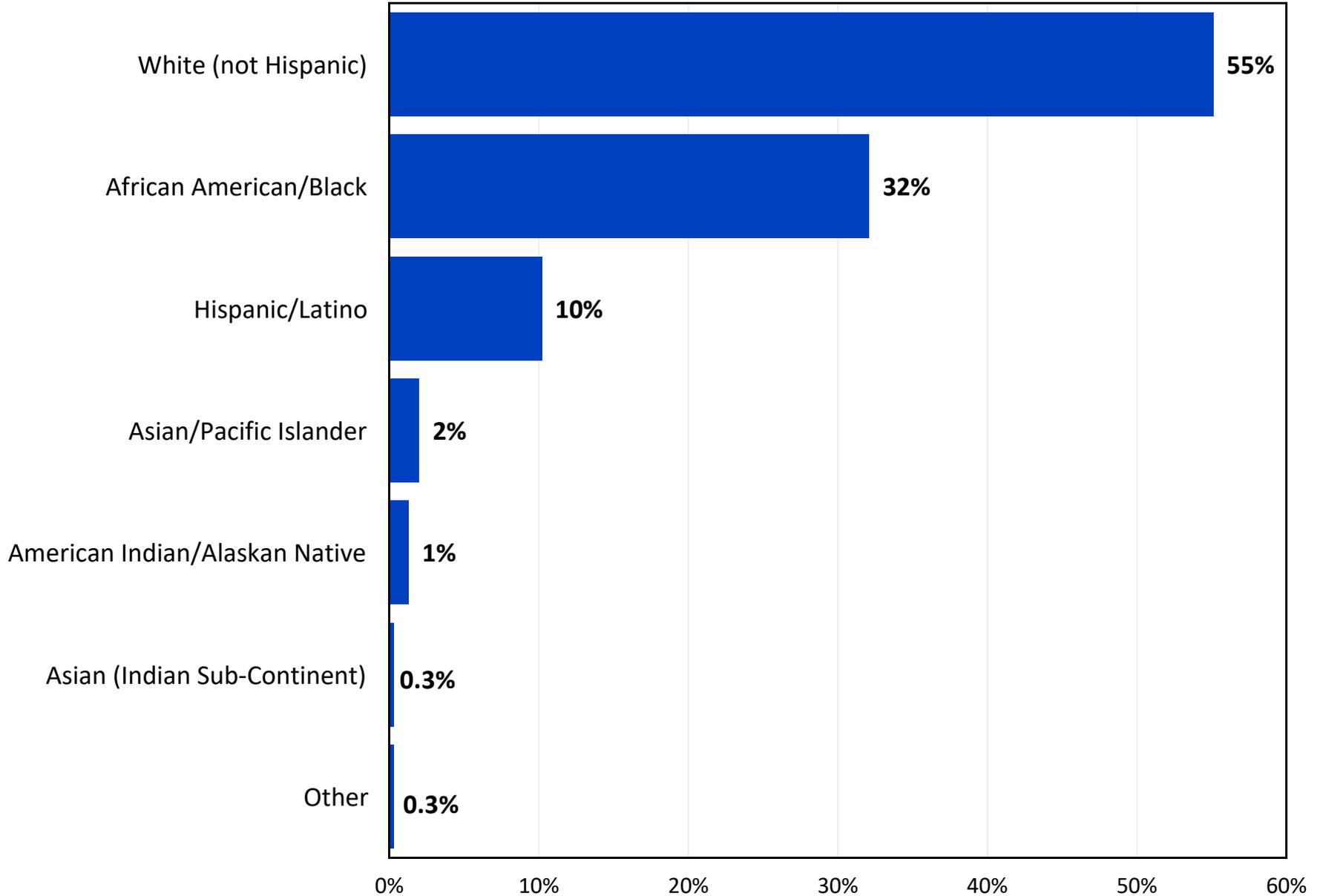
by percentage of respondents



Source: ETC Institute (2019)

Q24. Demographics: What best describe your race/ethnicity?

by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2019)

Section 2

Importance-Satisfaction Analysis

Priority Investment Rating

Town of Garner, NC

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

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

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

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

How to Analyze the Charts:

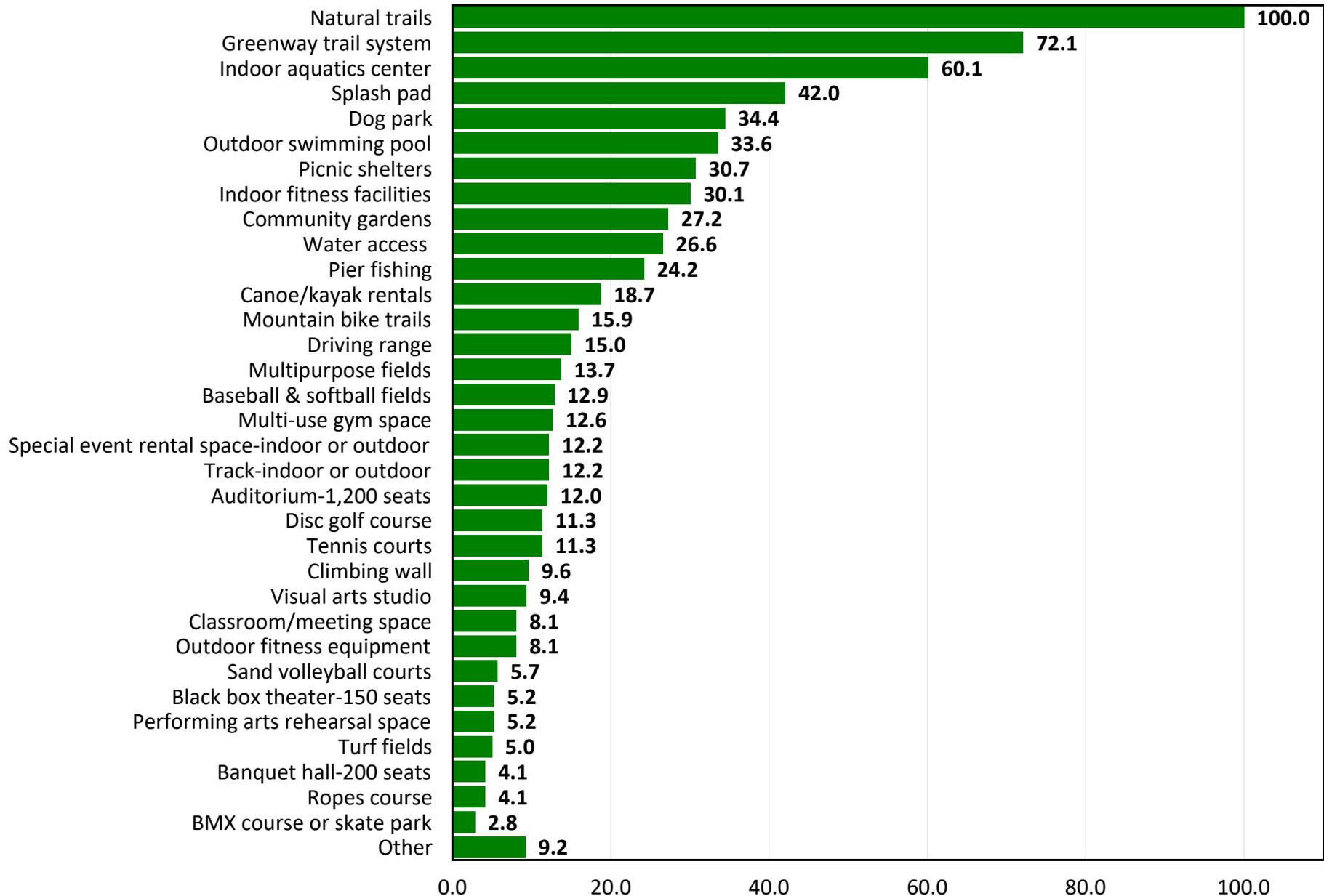
- **High Priority Areas** are those with a PIR of at least 100. A rating of 100 or above generally indicates there is a relatively high level of unmet need and residents generally think it is important to fund improvements in these areas. Improvements in this area are likely to have a positive impact 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/Amenities

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

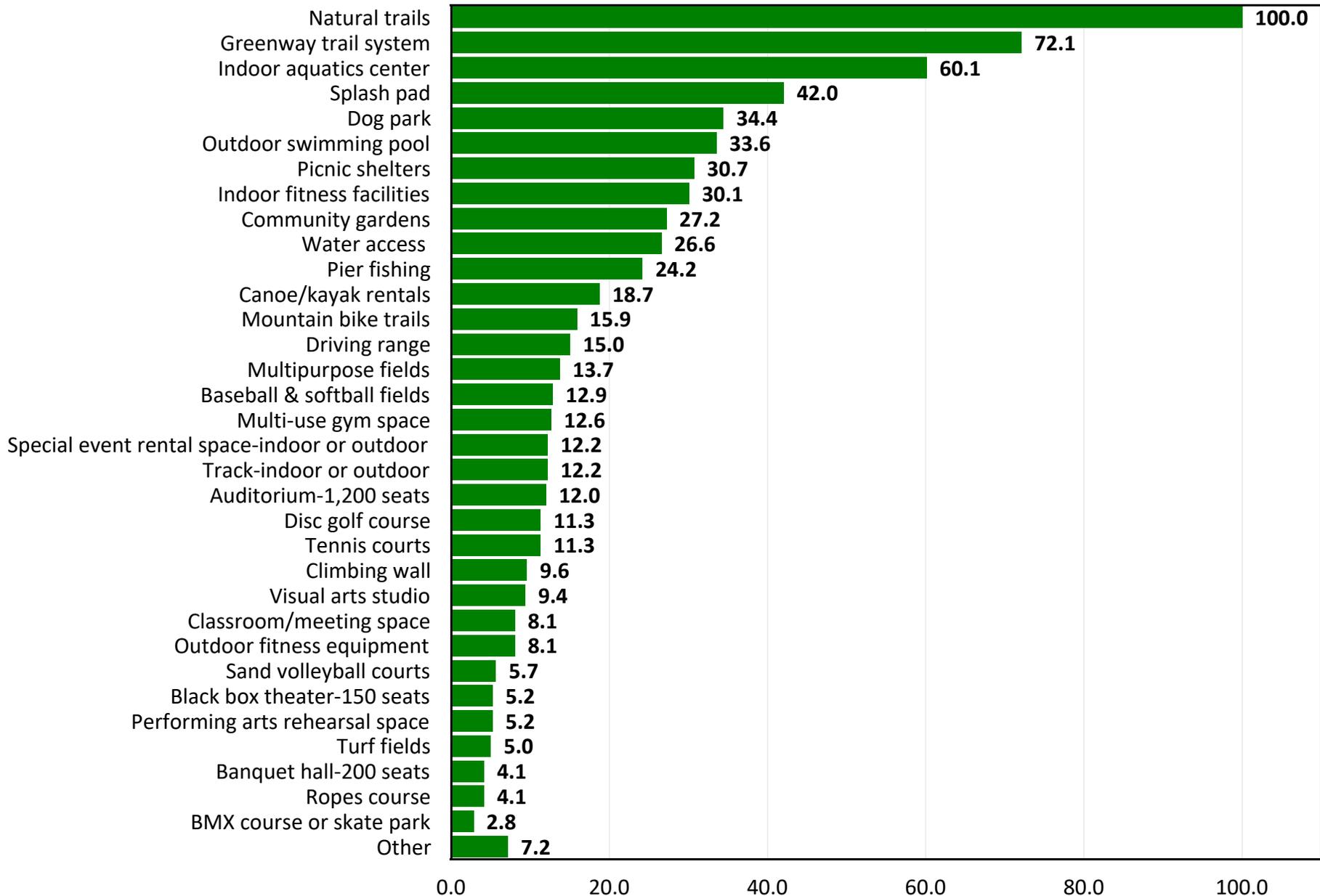


Source: ETC Institute (2019)

Importance Rating for Recreation Amenities/Facilities

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

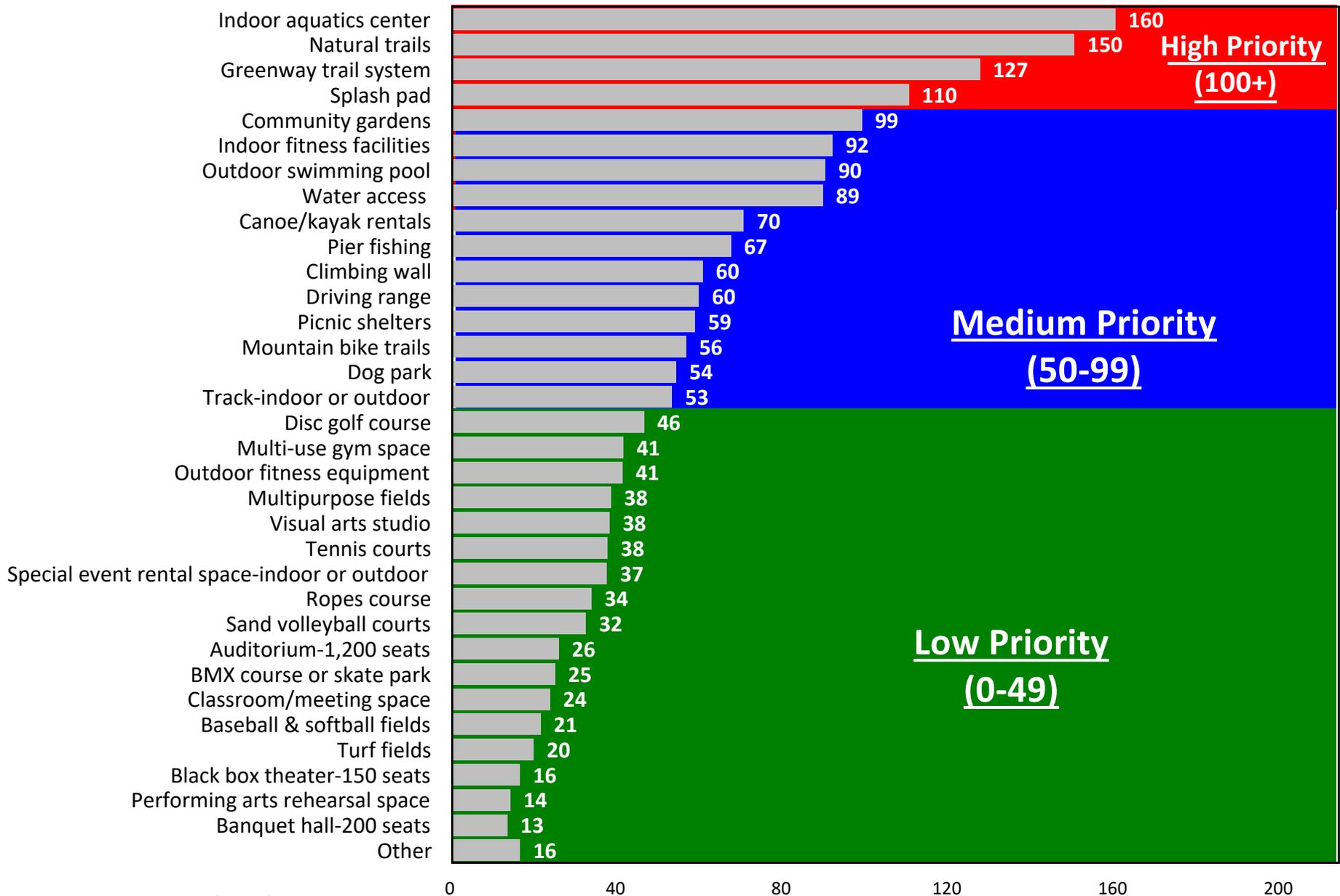
the rating of all other items reflects the relative level of importance for each item compared to the item rated as the most important



Source: ETC Institute (2019)

Top Priorities for Investment for Facilities/Amenities

Based on the Priority Investment Rating

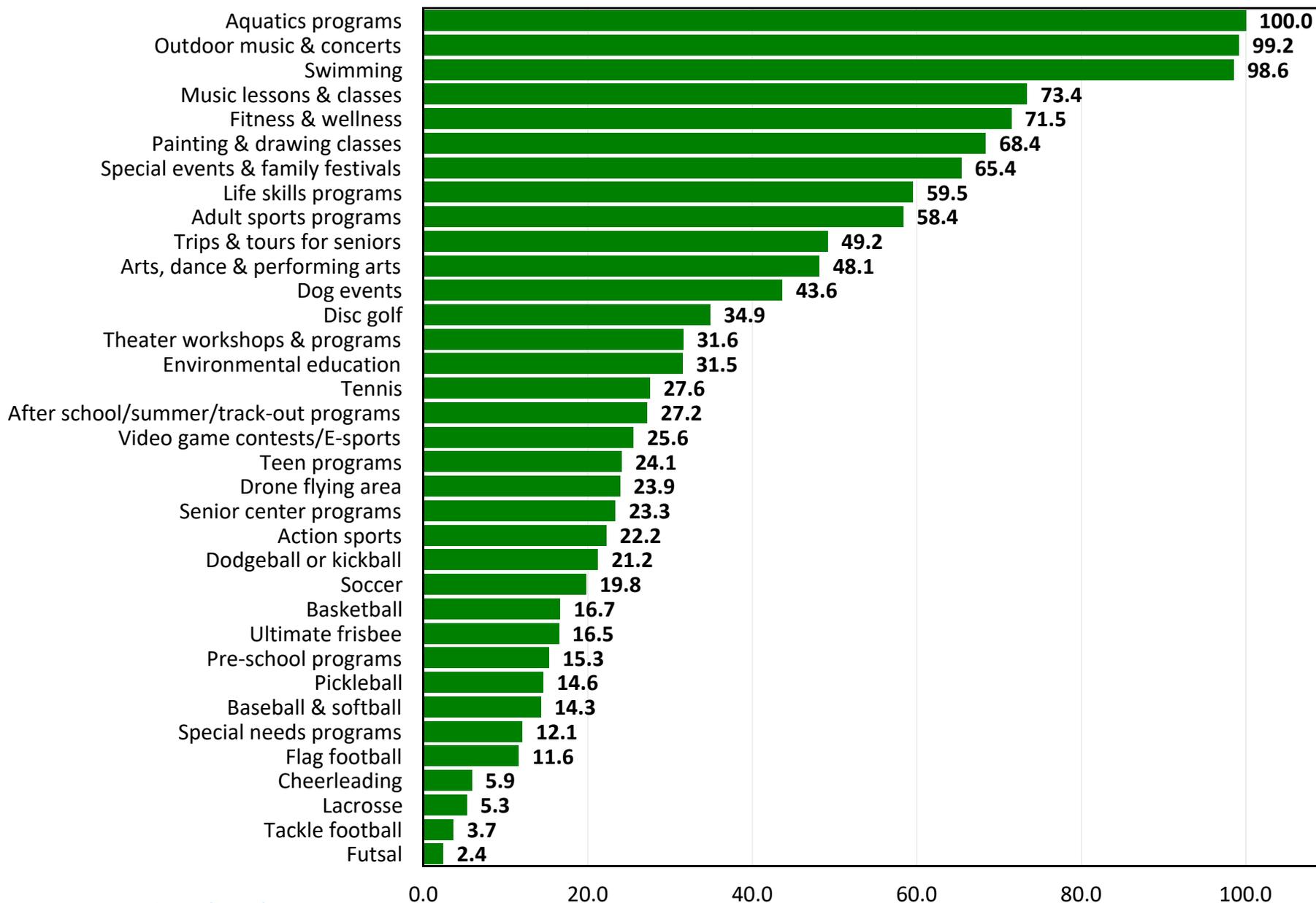


Source: ETC Institute (2019)

Unmet Needs Rating for Programs /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

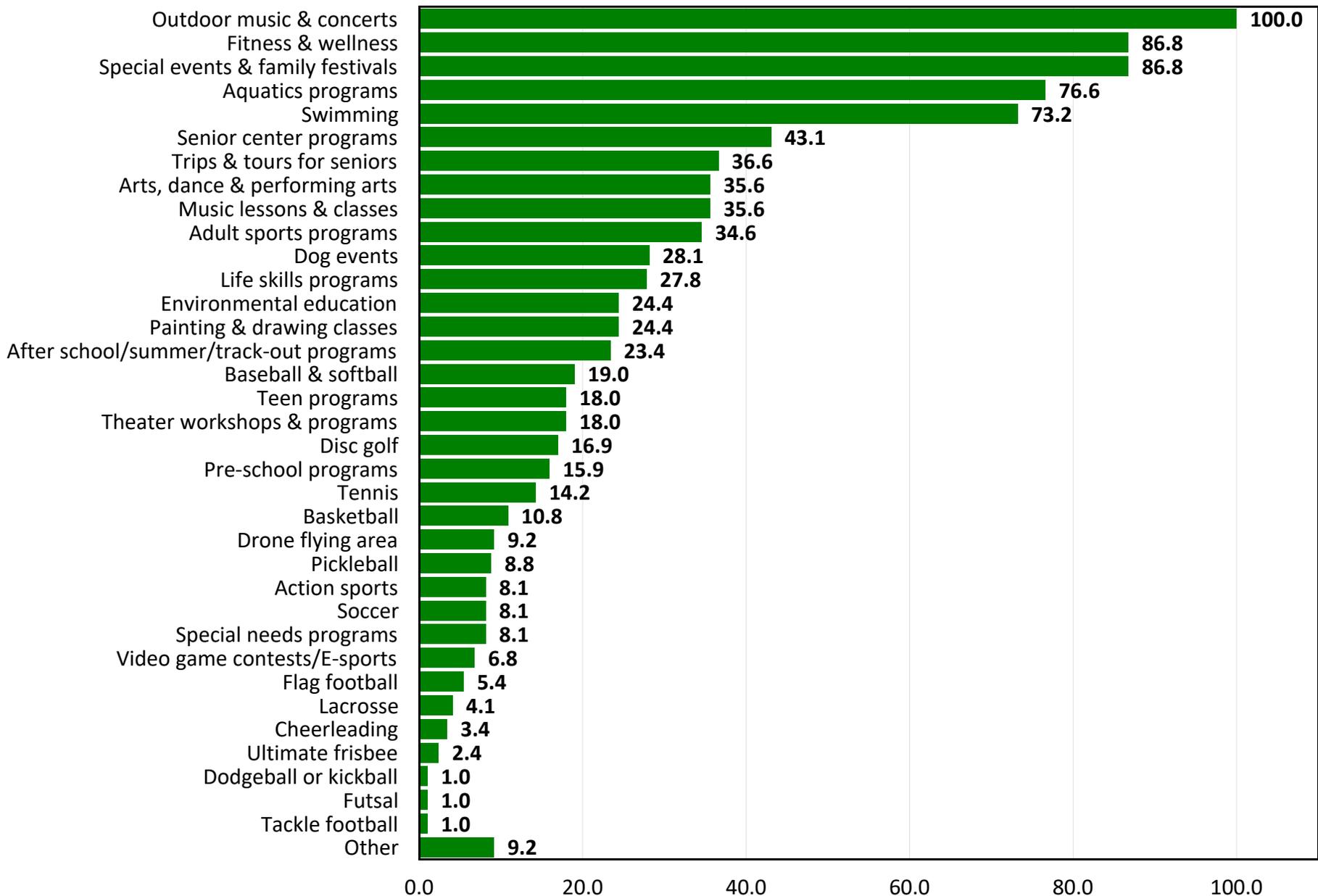


Source: ETC Institute (2019)

Importance Rating for Programs/Activites

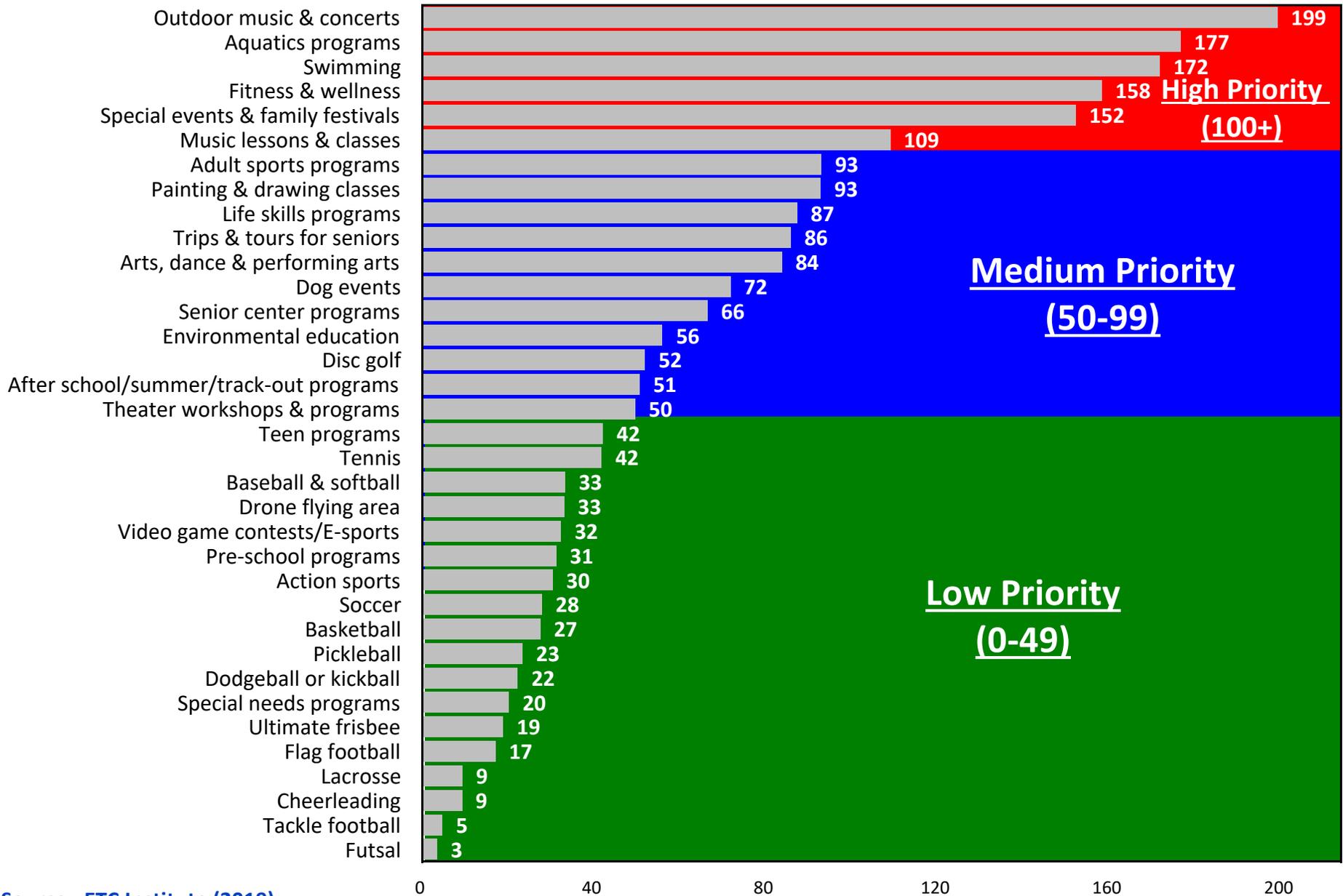
the rating for the item rated as the most important=100

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 Programs/Activities Based on the Priority Investment Rating



Source: ETC Institute (2019)

Section 3

Benchmarking Data

Benchmarking Summary Report

Town of Garner, NC

Overview

ETC Institute's *DirectionFinder* program was originally developed in 1999 to help community leaders across the United States use statistically valid community survey data as a tool for making better decisions. Since November of 1999, the survey has been administered in more than 230 cities in 43 states. Most participating cities conduct the survey on an annual or biennial basis.

This report contains benchmarking data from three sources: (1) a national survey that was administered by ETC Institute during the fall of 2014 to a random sample of more than 4,000 residents across the United States, (2) a regional survey administered to over 450 residents living in the Southwest Region of the United States during the fall of 2014. The Southwest includes residents living in the following states: Texas, Oklahoma, Arizona, and New Mexico.

The charts on the following pages show how the overall results for Schertz compare to the United States national and regional averages based on the results of the 2014 survey that was administered by ETC institute to a random sample of over 4,000 residents across the United States, and the regional survey administered to over 450 residents living in the Southwest Region of the United States. Schertz's results are shown in blue, the Southwest Region averages are shown in red, and the National averages are shown in yellow.

Benchmarking for the Town of Garner

	Town of Garner 2019	National Average
How would you rate the quality of all the parks you've visited?		
Excellent	49%	31%
Good	45%	54%
Fair	6%	12%
Have you or members of your household participated in City/County/Park District recreation programs during the past year?		
Yes	52%	33%
No	48%	63%
How would you rate the quality of all the recreation programs you've participated in?		
Excellent	43%	36%
Good	53%	53%
Fair	4%	9%
Ways respondents learn about recreation programs and activities		
Word of mouth	45%	42%
Social media (e.g. Facebook, Twitter, Instagram)	42%	11%
Town of Garner website	48%	30%
Town newsletter	32%	24%
Parks & Recreation brochure	52%	42%
Direct email	34%	11%
Conversation with staff	10%	9%
Organizations used for parks and recreation programs and facilities		
Town of Garner	71%	44%
County parks	42%	38%
Neighborhood HOA	18%	16%
YMCA	23%	17%
State parks	49%	37%
Churches or other religious organizations	31%	27%
Schools	21%	24%
Private fitness centers	32%	20%

Benchmarking for the Town of Garner

	Town of Garner 2019	National Average
Parks and recreation facilities that respondent households have a need for		
Natural trails (walking or hiking)	68%	54%
Greenway trail system	56%	54%
Picnic shelters	50%	49%
Indoor aquatics center	44%	39%
Indoor fitness facilities	43%	47%
Water access (boating, kayaking, canoeing)	38%	48%
Community gardens	34%	31%
Dog park	32%	30%
Outdoor swimming pool	32%	41%
Splash pad	29%	25%
Pier fishing	24%	30%
Multipurpose fields (e.g. football, soccer, lacrosse)	23%	21%
Multi-use gym space (e.g. basketball, volleyball)	23%	20%
Track-indoor or outdoor	21%	39%
Mountain bike trails	20%	22%
Tennis courts	19%	21%
Disc golf course	16%	13%
Classroom/meeting space	14%	33%
Baseball & softball fields	13%	19%
Sand volleyball courts	13%	16%
BMX course or skate park	10%	11%

Benchmarking for the Town of Garner

	Town of Garner 2019	National Average
Most important parks and recreation facilities (sum of top choices)		
Natural trails (walking or hiking)	46%	20%
Greenway trail system	33%	21%
Indoor aquatics center	28%	17%
Splash pad	19%	8%
Dog park	16%	15%
Outdoor swimming pool	15%	17%
Picnic shelters	14%	14%
Indoor fitness & exercise facilities	14%	20%
Community gardens	13%	9%
Water access (boating, kayaking, canoeing)	12%	22%
Pier/fishing	11%	11%
Mountain bike trails	7%	7%
Multipurpose fields (e.g. football, soccer, lacrosse)	6%	7%
Baseball & softball fields	6%	6%
Multi-use gym space	6%	10%
Multi-use gym space (e.g. basketball, volleyball)	6%	4%
Disc golf course	5%	3%
Tennis courts	5%	6%
Classroom/meeting/event space	4%	8%
Sand volleyball courts	3%	2%
BMX course or skate park	1%	2%

Benchmarking for the Town of Garner

	Town of Garner 2019	National Average
Programs/Activities that respondent households have a need for		
Special events & family festivals	49%	39%
Adult sports programs	28%	23%
Senior center programs	25%	25%
After school/summer/track-out programs	17%	16%
Tennis	14%	15%
Pre-school programs	13%	13%
Teen programs	11%	15%
Special needs programs	8%	10%
Most important programs and activities (sum of top choices)		
Special events & family festivals	26%	21%
Senior center programs	13%	16%
Adult sports programs	10%	10%
After school/summer/track-out programs	7%	8%
Pre-school programs	5%	6%
Teen programs	5%	6%
Tennis	4%	5%
Special needs programs	2%	4%
Reasons preventing the use of parks and recreation facilities and programs more often		
Not enough time/too busy	35%	33%
Lack of information/don't know what is offered	33%	34%
Cost of participation	20%	16%
Inconvenient hours of operation	18%	10%
Facilities are too far from home	9%	14%
Lack of parking	6%	8%
Lack of maintenance	5%	5%
Safety at facilities	4%	9%
Lack of transportation	2%	4%
Lack of disabled access	2%	3%

Section 4

Tabular Data

Q1. Please check all the parks or facilities offered by the Town of Garner you or members of your household have used during the past 12 months.

Q1. All parks or facilities offered by Town of Garner you have used during past 12 months	Number	Percent
Centennial Park	64	21.0 %
Creech Road Elementary School Park	15	4.9 %
Garner Recreational Park	50	16.4 %
Greenbrier Park	15	4.9 %
Jaycee Park	13	4.3 %
Lake Benson Park	253	83.0 %
Rand Mill Park	9	3.0 %
South Garner Park	48	15.7 %
Thompson Road Park	9	3.0 %
White Deer Park	237	77.7 %
White Deer Park Nature Center	115	37.7 %
Garner Senior Center	60	19.7 %
Garner Performing Arts Center	84	27.5 %
Avery Street Recreation Center	38	12.5 %
Avery Street Annex	8	2.6 %
Lake Benson Boat House	30	9.8 %
None	23	7.5 %
Total	1071	

Q1a. Which TWO of the parks listed in Question 1 do you and your household visit most often?

<u>Q1a. Top choice</u>	<u>Number</u>	<u>Percent</u>
Centennial Park	13	4.6 %
Creech Road Elementary School Park	1	0.4 %
Garner Recreational Park	11	3.9 %
Greenbrier Park	3	1.1 %
Jaycee Park	1	0.4 %
Lake Benson Park	129	45.7 %
Rand Mill Park	2	0.7 %
South Garner Park	12	4.3 %
White Deer Park	75	26.6 %
White Deer Park Nature Center	1	0.4 %
Garner Senior Center	11	3.9 %
Garner Performing Arts Center	7	2.5 %
Avery Street Recreation Center	2	0.7 %
Avery Street Annex	2	0.7 %
Lake Benson Boat House	3	1.1 %
<u>None chosen</u>	<u>9</u>	<u>3.2 %</u>
Total	282	100.0 %

Q1a. Which TWO of the parks listed in Question 1 do you and your household visit most often?

<u>Q1a. 2nd choice</u>	<u>Number</u>	<u>Percent</u>
Centennial Park	3	1.1 %
Creech Road Elementary School Park	4	1.4 %
Garner Recreational Park	3	1.1 %
Greenbrier Park	1	0.4 %
Jaycee Park	1	0.4 %
Lake Benson Park	83	29.4 %
Rand Mill Park	3	1.1 %
South Garner Park	5	1.8 %
White Deer Park	113	40.1 %
White Deer Park Nature Center	6	2.1 %
Garner Senior Center	10	3.5 %
Garner Performing Arts Center	8	2.8 %
Avery Street Recreation Center	3	1.1 %
Lake Benson Boat House	2	0.7 %
<u>None chosen</u>	<u>37</u>	<u>13.1 %</u>
Total	282	100.0 %

SUM OF TOP 2 CHOICES**Q1a. Which TWO of the parks listed in Question 1 do you and your household visit most often? (top 2)**

<u>Q1a. Sum of Top 2 Choices</u>	<u>Number</u>	<u>Percent</u>
Centennial Park	16	5.7 %
Creech Road Elementary School Park	5	1.8 %
Garner Recreational Park	14	5.0 %
Greenbrier Park	4	1.4 %
Jaycee Park	2	0.7 %
Lake Benson Park	212	75.2 %
Rand Mill Park	5	1.8 %
South Garner Park	17	6.0 %
White Deer Park	188	66.7 %
White Deer Park Nature Center	7	2.5 %
Garner Senior Center	21	7.4 %
Garner Performing Arts Center	15	5.3 %
Avery Street Recreation Center	5	1.8 %
Avery Street Annex	2	0.7 %
Lake Benson Boat House	5	1.8 %
None chosen	9	3.2 %
Total	527	

Q1b. How would you rate the overall quality of all the parks or facilities offered by the Town of Garner you or members of your household have used during the past 12 months?

Q1b. How would you rate overall quality of all parks or facilities you have used during past 12 months

	Number	Percent
Excellent	136	48.2 %
Good	125	44.3 %
Fair	17	6.0 %
Poor	1	0.4 %
Not provided	3	1.1 %
Total	282	100.0 %

WITHOUT NOT PROVIDED

Q1b. How would you rate the overall quality of all the parks or facilities offered by the Town of Garner you or members of your household have used during the past 12 months? (without "not provided")

Q1b. How would you rate overall quality of all parks or facilities you have used during past 12 months

	Number	Percent
Excellent	136	48.7 %
Good	125	44.8 %
Fair	17	6.1 %
Poor	1	0.4 %
Total	279	100.0 %

Q1c. In the past 12 months, approximately how often have you or members of your household visited any Town of Garner parks or facilities?

Q1c. How often have you visited any Town of Garner parks or facilities in past 12 months

	Number	Percent
Every couple of months	82	29.1 %
Once a month	32	11.3 %
A few times a month	66	23.4 %
Once a week	36	12.8 %
2-3 times a week	61	21.6 %
Not provided	5	1.8 %
Total	282	100.0 %

WITHOUT NOT PROVIDED

Q1c. In the past 12 months, approximately how often have you or members of your household visited any Town of Garner parks or facilities? (without "not provided")

Q1c. How often have you visited any Town of Garner parks or facilities in past 12 months

	Number	Percent
Every couple of months	82	29.6 %
Once a month	32	11.6 %
A few times a month	66	23.8 %
Once a week	36	13.0 %
2-3 times a week	61	22.0 %
Total	277	100.0 %

Q2. In the past 12 months, have you or any member of your household participated in any programs or special events offered by the Town of Garner?

Q2. Have you participated in any programs or special events offered by Town of Garner in past 12 months

	Number	Percent
Yes	156	51.1 %
No	146	47.9 %
Not provided	3	1.0 %
Total	305	100.0 %

WITHOUT NOT PROVIDED

Q2. In the past 12 months, have you or any member of your household participated in any programs or special events offered by the Town of Garner? (without "not provided")

Q2. Have you participated in any programs or special events offered by Town of Garner in past 12 months

	Number	Percent
Yes	156	51.7 %
No	146	48.3 %
Total	302	100.0 %

Q2a. How would you rate the overall quality of programs or special events that you and members of your household have participated in?

Q2a. How would you rate overall quality of programs or special events you have participated in

	Number	Percent
Excellent	67	42.9 %
Good	83	53.2 %
Fair	6	3.8 %
Total	156	100.0 %

Q3. Please indicate if you or any members of your household have a need for each of the following recreation facilities or amenities by circling either "Yes" or "No."

(N=305)

	Yes	No
Q3-1. Baseball & softball fields	13.4%	86.6%
Q3-2. Auditorium-1,200 seats	18.0%	82.0%
Q3-3. Banquet hall-200 seats	10.5%	89.5%
Q3-4. Black box theater-150 seats	8.5%	91.5%
Q3-5. BMX course or skate park	9.8%	90.2%
Q3-6. Canoe/kayak rentals	34.4%	65.6%
Q3-7. Classroom/meeting space	14.1%	85.9%
Q3-8. Climbing wall	22.3%	77.7%
Q3-9. Community gardens	34.1%	65.9%
Q3-10. Disc golf course	16.4%	83.6%
Q3-11. Dog park	31.8%	68.2%
Q3-12. Driving range	20.3%	79.7%
Q3-13. Greenway trail system	56.1%	43.9%
Q3-14. Indoor aquatics center	43.6%	56.4%
Q3-15. Indoor fitness facilities	43.3%	56.7%
Q3-16. Mountain bike trails	20.0%	80.0%
Q3-17. Multipurpose fields (e.g. football, soccer, lacrosse)	23.0%	77.0%
Q3-18. Multi-use gym space (e.g. basketball, volleyball)	22.6%	77.4%
Q3-19. Natural trails (walking or hiking)	67.9%	32.1%
Q3-20. Outdoor fitness equipment	16.7%	83.3%
Q3-21. Outdoor swimming pool	31.8%	68.2%

Q3. Please indicate if you or any members of your household have a need for each of the following recreation facilities or amenities by circling either "Yes" or "No."

	Yes	No
Q3-22. Performing arts rehearsal space	10.5%	89.5%
Q3-23. Picnic shelters	50.2%	49.8%
Q3-24. Pier fishing	24.3%	75.7%
Q3-25. Ropes course	12.8%	87.2%
Q3-26. Sand volleyball courts	12.5%	87.5%
Q3-27. Special event rental space-indoor or outdoor	23.6%	76.4%
Q3-28. Splash pad	29.2%	70.8%
Q3-29. Tennis courts	19.3%	80.7%
Q3-30. Track-indoor or outdoor	21.3%	78.7%
Q3-31. Turf fields	9.8%	90.2%
Q3-32. Visual arts studio	13.1%	86.9%
Q3-33. Water access (boating, kayaking, canoeing)	38.4%	61.6%
Q3-34. Other	4.3%	95.7%

Q3. If "yes," how well are your needs being met?

(N=279)

	Fully met	Mostly met	Partly met	Not met
Q3-1. Baseball & softball fields	29.7%	45.9%	13.5%	10.8%
Q3-2. Auditorium-1,200 seats	27.1%	43.8%	22.9%	6.3%
Q3-3. Banquet hall-200 seats	13.3%	53.3%	16.7%	16.7%
Q3-4. Black box theater-150 seats	27.8%	22.2%	16.7%	33.3%
Q3-5. BMX course or skate park	7.1%	7.1%	3.6%	82.1%
Q3-6. Canoe/kayak rentals	16.7%	26.0%	32.3%	25.0%
Q3-7. Classroom/meeting space	26.3%	31.6%	21.1%	21.1%
Q3-8. Climbing wall	3.2%	9.7%	4.8%	82.3%
Q3-9. Community gardens	5.5%	14.3%	26.4%	53.8%
Q3-10. Disc golf course	7.0%	11.6%	18.6%	62.8%
Q3-11. Dog park	44.9%	31.5%	18.0%	5.6%
Q3-12. Driving range	5.5%	10.9%	25.5%	58.2%
Q3-13. Greenway trail system	28.6%	33.8%	29.2%	8.4%
Q3-14. Indoor aquatics center	5.0%	7.5%	14.2%	73.3%
Q3-15. Indoor fitness facilities	18.4%	27.2%	21.1%	33.3%
Q3-16. Mountain bike trails	15.1%	7.5%	37.7%	39.6%
Q3-17. Multipurpose fields (e.g. football, soccer, lacrosse)	22.7%	36.4%	30.3%	10.6%
Q3-18. Multi-use gym space (e.g. basketball, volleyball)	17.2%	34.4%	34.4%	14.1%
Q3-19. Natural trails (walking or hiking)	34.6%	37.2%	22.3%	5.9%
Q3-20. Outdoor fitness equipment	8.9%	15.6%	15.6%	60.0%
Q3-21. Outdoor swimming pool	15.6%	16.7%	15.6%	52.2%

Q3. If "yes," how well are your needs being met?

	Fully met	Mostly met	Partly met	Not met
Q3-22. Performing arts rehearsal space	35.7%	32.1%	28.6%	3.6%
Q3-23. Picnic shelters	44.5%	34.3%	16.1%	5.1%
Q3-24. Pier fishing	20.0%	12.3%	29.2%	38.5%
Q3-25. Ropes course	3.0%	9.1%	12.1%	75.8%
Q3-26. Sand volleyball courts	9.4%	9.4%	21.9%	59.4%
Q3-27. Special event rental space-indoor or outdoor	18.8%	40.6%	21.9%	18.8%
Q3-28. Splash pad	6.0%	4.8%	3.6%	85.5%
Q3-29. Tennis courts	18.5%	29.6%	25.9%	25.9%
Q3-30. Track-indoor or outdoor	8.3%	18.3%	20.0%	53.3%
Q3-31. Turf fields	17.9%	25.0%	7.1%	50.0%
Q3-32. Visual arts studio	2.8%	13.9%	16.7%	66.7%
Q3-33. Water access (boating, kayaking, canoeing)	13.5%	24.0%	39.4%	23.1%
Q3-34. Other	18.2%	0.0%	9.1%	72.7%

Q3-34. Other

Q3-34. Other	Number	Percent
CONNECT TO RALEIGH GREENWAYS	1	7.7 %
Dance studios	1	7.7 %
INDOOR RACQUETBALL COURT	1	7.7 %
LOCAL MUSEUM	1	7.7 %
MORE LIBRARY PROGRAMS	1	7.7 %
POTTERY STUDIO	1	7.7 %
PUBLIC GOLF COURSE	1	7.7 %
RACQUETBALL COURTS	1	7.7 %
REMOTE CONTROL AIRPLANES	1	7.7 %
Senior class	1	7.7 %
Some pickleball courts at South Garner Park next to tennis courts	1	7.7 %
Special events i.e. Easter Hunt, July 4th, Kaleidoscope Camp	1	7.7 %
Specialty classes i.e. language arts, crafts, dancing	1	7.7 %
Total	13	100.0 %

Q4. Which FOUR of the facilities or amenities from the list in Question 3 are MOST IMPORTANT to your household?

Q4. Top choice	Number	Percent
Baseball & softball fields	7	2.3 %
Auditorium-1,200 seats	5	1.6 %
Banquet hall-200 seats	5	1.6 %
Black box theater-150 seats	2	0.7 %
BMX course or skate park	1	0.3 %
Canoe/kayak rentals	3	1.0 %
Classroom/meeting space	2	0.7 %
Climbing wall	2	0.7 %
Community gardens	6	2.0 %
Disc golf course	4	1.3 %
Dog park	21	6.9 %
Driving range	2	0.7 %
Greenway trail system	43	14.1 %
Indoor aquatics center	31	10.2 %
Indoor fitness facilities	9	3.0 %
Mountain bike trails	2	0.7 %
Multipurpose fields (e.g. football, soccer, lacrosse)	6	2.0 %
Multi-use gym space (e.g. basketball, volleyball)	5	1.6 %
Natural trails (walking or hiking)	46	15.1 %
Outdoor fitness equipment	3	1.0 %
Outdoor swimming pool	5	1.6 %
Performing arts rehearsal space	2	0.7 %
Picnic shelters	5	1.6 %
Pier fishing	8	2.6 %
Special event rental space-indoor or outdoor	1	0.3 %
Splash pad	19	6.2 %
Track-indoor or outdoor	4	1.3 %
Turf fields	1	0.3 %
Visual arts studio	3	1.0 %
Water access (boating, kayaking, canoeing)	6	2.0 %
Other	7	2.3 %
None chosen	39	12.8 %
Total	305	100.0 %

Q4. Which FOUR of the facilities or amenities from the list in Question 3 are MOST IMPORTANT to your household?

Q4. 2nd choice	Number	Percent
Baseball & softball fields	6	2.0 %
Auditorium-1,200 seats	5	1.6 %
Banquet hall-200 seats	1	0.3 %
Black box theater-150 seats	1	0.3 %
Canoe/kayak rentals	6	2.0 %
Classroom/meeting space	2	0.7 %
Climbing wall	2	0.7 %
Community gardens	4	1.3 %
Disc golf course	7	2.3 %
Dog park	9	3.0 %
Driving range	8	2.6 %
Greenway trail system	29	9.5 %
Indoor aquatics center	22	7.2 %
Indoor fitness facilities	13	4.3 %
Mountain bike trails	10	3.3 %
Multipurpose fields (e.g. football, soccer, lacrosse)	4	1.3 %
Multi-use gym space (e.g. basketball, volleyball)	3	1.0 %
Natural trails (walking or hiking)	44	14.4 %
Outdoor fitness equipment	2	0.7 %
Outdoor swimming pool	17	5.6 %
Picnic shelters	9	3.0 %
Pier fishing	8	2.6 %
Sand volleyball courts	4	1.3 %
Special event rental space-indoor or outdoor	1	0.3 %
Splash pad	14	4.6 %
Tennis courts	5	1.6 %
Track-indoor or outdoor	3	1.0 %
Turf fields	3	1.0 %
Visual arts studio	3	1.0 %
Water access (boating, kayaking, canoeing)	9	3.0 %
Other	1	0.3 %
<u>None chosen</u>	<u>50</u>	<u>16.4 %</u>
Total	305	100.0 %

Q4. Which FOUR of the facilities or amenities from the list in Question 3 are MOST IMPORTANT to your household?

Q4. 3rd choice	Number	Percent
Baseball & softball fields	1	0.3 %
Auditorium-1,200 seats	2	0.7 %
Black box theater-150 seats	2	0.7 %
Canoe/kayak rentals	8	2.6 %
Classroom/meeting space	5	1.6 %
Climbing wall	3	1.0 %
Community gardens	10	3.3 %
Disc golf course	1	0.3 %
Dog park	13	4.3 %
Driving range	4	1.3 %
Greenway trail system	19	6.2 %
Indoor aquatics center	20	6.6 %
Indoor fitness facilities	12	3.9 %
Mountain bike trails	6	2.0 %
Multipurpose fields (e.g. football, soccer, lacrosse)	6	2.0 %
Multi-use gym space (e.g. basketball, volleyball)	5	1.6 %
Natural trails (walking or hiking)	33	10.8 %
Outdoor fitness equipment	2	0.7 %
Outdoor swimming pool	16	5.2 %
Performing arts rehearsal space	3	1.0 %
Picnic shelters	19	6.2 %
Pier fishing	8	2.6 %
Ropes course	1	0.3 %
Sand volleyball courts	4	1.3 %
Special event rental space-indoor or outdoor	9	3.0 %
Splash pad	18	5.9 %
Tennis courts	4	1.3 %
Track-indoor or outdoor	2	0.7 %
Turf fields	2	0.7 %
Visual arts studio	3	1.0 %
Water access (boating, kayaking, canoeing)	6	2.0 %
<u>None chosen</u>	<u>58</u>	<u>19.0 %</u>
Total	305	100.0 %

Q4. Which FOUR of the facilities or amenities from the list in Question 3 are MOST IMPORTANT to your household?

Q4. 4th choice	Number	Percent
Baseball & softball fields	4	1.3 %
Auditorium-1,200 seats	5	1.6 %
Black box theater-150 seats	2	0.7 %
BMX course or skate park	3	1.0 %
Canoe/kayak rentals	9	3.0 %
Classroom/meeting space	2	0.7 %
Climbing wall	6	2.0 %
Community gardens	18	5.9 %
Disc golf course	4	1.3 %
Dog park	5	1.6 %
Driving range	7	2.3 %
Greenway trail system	10	3.3 %
Indoor aquatics center	11	3.6 %
Indoor fitness facilities	8	2.6 %
Mountain bike trails	4	1.3 %
Multipurpose fields (e.g. football, soccer, lacrosse)	3	1.0 %
Multi-use gym space (e.g. basketball, volleyball)	5	1.6 %
Natural trails (walking or hiking)	17	5.6 %
Outdoor fitness equipment	4	1.3 %
Outdoor swimming pool	9	3.0 %
Performing arts rehearsal space	2	0.7 %
Picnic shelters	10	3.3 %
Pier fishing	10	3.3 %
Ropes course	5	1.6 %
Special event rental space-indoor or outdoor	6	2.0 %
Splash pad	8	2.6 %
Tennis courts	7	2.3 %
Track-indoor or outdoor	8	2.6 %
Turf fields	1	0.3 %
Visual arts studio	4	1.3 %
Water access (boating, kayaking, canoeing)	16	5.2 %
Other	2	0.7 %
<u>None chosen</u>	<u>90</u>	<u>29.5 %</u>
Total	305	100.0 %

SUM OF TOP 4 CHOICES**Q4. Which FOUR of the facilities or amenities from the list in Question 3 are MOST IMPORTANT to your household? (top 4)**

<u>Q4. Sum of Top 4 Choices</u>	<u>Number</u>	<u>Percent</u>
Baseball & softball fields	18	5.9 %
Auditorium-1,200 seats	17	5.6 %
Banquet hall-200 seats	6	2.0 %
Black box theater-150 seats	7	2.3 %
BMX course or skate park	4	1.3 %
Canoe/kayak rentals	26	8.5 %
Classroom/meeting space	11	3.6 %
Climbing wall	13	4.3 %
Community gardens	38	12.5 %
Disc golf course	16	5.2 %
Dog park	48	15.7 %
Driving range	21	6.9 %
Greenway trail system	101	33.1 %
Indoor aquatics center	84	27.5 %
Indoor fitness facilities	42	13.8 %
Mountain bike trails	22	7.2 %
Multipurpose fields (e.g. football, soccer, lacrosse)	19	6.2 %
Multi-use gym space (e.g. basketball, volleyball)	18	5.9 %
Natural trails (walking or hiking)	140	45.9 %
Outdoor fitness equipment	11	3.6 %
Outdoor swimming pool	47	15.4 %
Performing arts rehearsal space	7	2.3 %
Picnic shelters	43	14.1 %
Pier fishing	34	11.1 %
Ropes course	6	2.0 %
Sand volleyball courts	8	2.6 %
Special event rental space-indoor or outdoor	17	5.6 %
Splash pad	59	19.3 %
Tennis courts	16	5.2 %
Track-indoor or outdoor	17	5.6 %
Turf fields	7	2.3 %
Visual arts studio	13	4.3 %
Water access (boating, kayaking, canoeing)	37	12.1 %
Other	10	3.3 %
None chosen	39	12.8 %
Total	1022	

Q5. Please indicate if you or any members of your household have a desire to participate in each of the following recreation programs or activities by circling either "Yes" or "No."

(N=305)

	Yes	No
Q5-1. Action sports (e.g. BMX, skateboarding)	7.9%	92.1%
Q5-2. Adult sports programs	27.9%	72.1%
Q5-3. After school/summer/track-out programs	17.7%	82.3%
Q5-4. Aquatics programs (e.g. lessons, exercise)	43.9%	56.1%
Q5-5. Arts, dance & performing arts	28.5%	71.5%
Q5-6. Baseball & softball	13.1%	86.9%
Q5-7. Basketball	15.4%	84.6%
Q5-8. Cheerleading	4.6%	95.4%
Q5-9. Disc golf	15.4%	84.6%
Q5-10. Dodgeball or kickball	10.2%	89.8%
Q5-11. Dog events	20.0%	80.0%
Q5-12. Drone flying area	10.2%	89.8%
Q5-13. Environmental education	20.0%	80.0%
Q5-14. Fitness & wellness	47.9%	52.1%
Q5-15. Flag football	6.6%	93.4%
Q5-16. Futsal	1.3%	98.7%
Q5-17. Lacrosse	3.0%	97.0%
Q5-18. Life skills programs (e.g. cooking, budgeting)	25.6%	74.4%
Q5-19. Music lessons & classes	29.8%	70.2%
Q5-20. Outdoor music & concerts	54.1%	45.9%
Q5-21. Painting & drawing classes	31.1%	68.9%

Q5. Please indicate if you or any members of your household have a desire to participate in each of the following recreation programs or activities by circling either "Yes" or "No."

	Yes	No
Q5-22. Pickleball	6.9%	93.1%
Q5-23. Pre-school programs	12.5%	87.5%
Q5-24. Senior center programs	24.9%	75.1%
Q5-25. Soccer	12.8%	87.2%
Q5-26. Special events & family festivals	48.9%	51.1%
Q5-27. Special needs programs	7.5%	92.5%
Q5-28. Swimming	40.7%	59.3%
Q5-29. Tackle football	2.6%	97.4%
Q5-30. Teen programs	10.8%	89.2%
Q5-31. Tennis (e.g. lessons, clinics)	14.1%	85.9%
Q5-32. Theater workshops & programs	15.4%	84.6%
Q5-33. Trips & tours for seniors	24.3%	75.7%
Q5-34. Ultimate frisbee	7.2%	92.8%
Q5-35. Video game contests/E-sports	9.8%	90.2%
Q5-36. Other	2.6%	97.4%

Q5. If "yes," how well are your needs being met?

(N=273)

	Fully met	Mostly met	Partly met	Not met
Q5-1. Action sports (e.g. BMX, skateboarding)	0.0%	0.0%	22.7%	77.3%
Q5-2. Adult sports programs	8.1%	17.6%	40.5%	33.8%
Q5-3. After school/summer/track-out programs	22.7%	22.7%	27.3%	27.3%
Q5-4. Aquatics programs (e.g. lessons, exercise)	7.3%	11.8%	18.2%	62.7%
Q5-5. Arts, dance & performing arts	15.7%	24.3%	50.0%	10.0%
Q5-6. Baseball & softball	22.6%	38.7%	22.6%	16.1%
Q5-7. Basketball	25.6%	35.9%	33.3%	5.1%
Q5-8. Cheerleading	18.2%	36.4%	36.4%	9.1%
Q5-9. Disc golf	4.9%	14.6%	31.7%	48.8%
Q5-10. Dodgeball or kickball	4.3%	21.7%	26.1%	47.8%
Q5-11. Dog events	8.2%	14.3%	30.6%	46.9%
Q5-12. Drone flying area	16.7%	0.0%	20.8%	62.5%
Q5-13. Environmental education	16.0%	28.0%	32.0%	24.0%
Q5-14. Fitness & wellness	14.5%	32.5%	35.9%	17.1%
Q5-15. Flag football	12.5%	25.0%	37.5%	25.0%
Q5-16. Futsal	0.0%	33.3%	0.0%	66.7%
Q5-17. Lacrosse	12.5%	25.0%	12.5%	50.0%
Q5-18. Life skills programs (e.g. cooking, budgeting)	3.2%	14.3%	30.2%	52.4%
Q5-19. Music lessons & classes	4.2%	8.3%	26.4%	61.1%
Q5-20. Outdoor music & concerts	10.1%	24.8%	34.1%	31.0%
Q5-21. Painting & drawing classes	6.8%	15.1%	26.0%	52.1%
Q5-22. Pickleball	0.0%	25.0%	12.5%	62.5%

Q5. If "yes," how well are your needs being met?

	Fully met	Mostly met	Partly met	Not met
Q5-23. Pre-school programs	13.3%	43.3%	26.7%	16.7%
Q5-24. Senior center programs	33.3%	33.3%	26.3%	7.0%
Q5-25. Soccer	22.6%	22.6%	35.5%	19.4%
Q5-26. Special events & family festivals	15.8%	36.7%	34.2%	13.3%
Q5-27. Special needs programs	14.3%	28.6%	0.0%	57.1%
Q5-28. Swimming	7.0%	7.0%	22.0%	64.0%
Q5-29. Tackle football	37.5%	12.5%	12.5%	37.5%
Q5-30. Teen programs	10.3%	10.3%	37.9%	41.4%
Q5-31. Tennis (e.g. lessons, clinics)	2.8%	27.8%	25.0%	44.4%
Q5-32. Theater workshops & programs	10.8%	16.2%	45.9%	27.0%
Q5-33. Trips & tours for seniors	10.5%	17.5%	29.8%	42.1%
Q5-34. Ultimate frisbee	0.0%	18.8%	25.0%	56.3%
Q5-35. Video game contests/E-sports	3.7%	3.7%	29.6%	63.0%
Q5-36. Other	0.0%	0.0%	0.0%	100.0%

Q5-36. Other

Q5-36. Other	Number	Percent
BOCCE BALL	1	12.5 %
CRAFT CLASSES	1	12.5 %
FISHING	1	12.5 %
HIKING, ORIENTEERING	1	12.5 %
PHOTOGRAPHY CLASSES OR CLUB	1	12.5 %
PILATES	1	12.5 %
SINGLES ACTIVITIES	1	12.5 %
VOLLEYBALL	1	12.5 %
Total	8	100.0 %

Q6. Which FOUR of the programs and activities listed in Question 5 do you think are MOST IMPORTANT to your household?

Q6. Top choice	Number	Percent
Adult sports programs	9	3.0 %
After school/summer/track-out programs	7	2.3 %
Aquatics programs (e.g. lessons, exercise)	30	9.8 %
Arts, dance & performing arts	5	1.6 %
Baseball & softball	12	3.9 %
Basketball	5	1.6 %
Disc golf	7	2.3 %
Dog events	9	3.0 %
Drone flying area	2	0.7 %
Environmental education	6	2.0 %
Fitness & wellness	31	10.2 %
Flag football	1	0.3 %
Lacrosse	1	0.3 %
Life skills programs (e.g. cooking, budgeting)	7	2.3 %
Music lessons & classes	5	1.6 %
Outdoor music & concerts	22	7.2 %
Painting & drawing classes	6	2.0 %
Pre-school programs	2	0.7 %
Senior center programs	15	4.9 %
Soccer	2	0.7 %
Special events & family festivals	16	5.2 %
Special needs programs	2	0.7 %
Swimming	19	6.2 %
Teen programs	2	0.7 %
Tennis (e.g. lessons, clinics)	1	0.3 %
Theater workshops & programs	1	0.3 %
Trips & tours for seniors	5	1.6 %
Video game contests/E-sports	2	0.7 %
Other	2	0.7 %
None chosen	71	23.3 %
Total	305	100.0 %

Q6. Which FOUR of the programs and activities listed in Question 5 do you think are MOST IMPORTANT to your household?

Q6. 2nd choice	Number	Percent
Action sports (e.g. BMX, skateboarding)	2	0.7 %
Adult sports programs	7	2.3 %
After school/summer/track-out programs	8	2.6 %
Aquatics programs (e.g. lessons, exercise)	18	5.9 %
Arts, dance & performing arts	11	3.6 %
Baseball & softball	1	0.3 %
Basketball	3	1.0 %
Cheerleading	1	0.3 %
Disc golf	2	0.7 %
Dog events	3	1.0 %
Drone flying area	1	0.3 %
Environmental education	8	2.6 %
Fitness & wellness	17	5.6 %
Futsal	1	0.3 %
Lacrosse	1	0.3 %
Life skills programs (e.g. cooking, budgeting)	4	1.3 %
Music lessons & classes	11	3.6 %
Outdoor music & concerts	22	7.2 %
Painting & drawing classes	4	1.3 %
Pickleball	3	1.0 %
Pre-school programs	7	2.3 %
Senior center programs	12	3.9 %
Soccer	3	1.0 %
Special events & family festivals	27	8.9 %
Special needs programs	2	0.7 %
Swimming	20	6.6 %
Teen programs	4	1.3 %
Tennis (e.g. lessons, clinics)	1	0.3 %
Theater workshops & programs	3	1.0 %
Trips & tours for seniors	6	2.0 %
Video game contests/E-sports	2	0.7 %
Other	2	0.7 %
<u>None chosen</u>	<u>88</u>	<u>28.9 %</u>
Total	305	100.0 %

Q6. Which FOUR of the programs and activities listed in Question 5 do you think are MOST IMPORTANT to your household?

Q6. 3rd choice	Number	Percent
Action sports (e.g. BMX, skateboarding)	2	0.7 %
Adult sports programs	7	2.3 %
After school/summer/track-out programs	2	0.7 %
Aquatics programs (e.g. lessons, exercise)	12	3.9 %
Arts, dance & performing arts	6	2.0 %
Baseball & softball	2	0.7 %
Basketball	1	0.3 %
Cheerleading	2	0.7 %
Disc golf	3	1.0 %
Dodgeball or kickball	1	0.3 %
Dog events	6	2.0 %
Drone flying area	2	0.7 %
Environmental education	4	1.3 %
Fitness & wellness	19	6.2 %
Flag football	3	1.0 %
Lacrosse	1	0.3 %
Life skills programs (e.g. cooking, budgeting)	8	2.6 %
Music lessons & classes	6	2.0 %
Outdoor music & concerts	26	8.5 %
Painting & drawing classes	8	2.6 %
Pickleball	1	0.3 %
Pre-school programs	3	1.0 %
Senior center programs	7	2.3 %
Special events & family festivals	15	4.9 %
Special needs programs	3	1.0 %
Swimming	15	4.9 %
Tackle football	1	0.3 %
Teen programs	7	2.3 %
Tennis (e.g. lessons, clinics)	6	2.0 %
Theater workshops & programs	9	3.0 %
Trips & tours for seniors	10	3.3 %
Ultimate frisbee	2	0.7 %
Video game contests/E-sports	1	0.3 %
Other	1	0.3 %
None chosen	103	33.8 %
Total	305	100.0 %

Q6. Which FOUR of the programs and activities listed in Question 5 do you think are MOST IMPORTANT to your household?

Q6. 4th choice	Number	Percent
Action sports (e.g. BMX, skateboarding)	3	1.0 %
Adult sports programs	8	2.6 %
After school/summer/track-out programs	4	1.3 %
Aquatics programs (e.g. lessons, exercise)	9	3.0 %
Arts, dance & performing arts	10	3.3 %
Baseball & softball	2	0.7 %
Basketball	1	0.3 %
Disc golf	3	1.0 %
Dog events	7	2.3 %
Drone flying area	3	1.0 %
Environmental education	4	1.3 %
Fitness & wellness	11	3.6 %
Flag football	1	0.3 %
Life skills programs (e.g. cooking, budgeting)	6	2.0 %
Music lessons & classes	10	3.3 %
Outdoor music & concerts	20	6.6 %
Painting & drawing classes	4	1.3 %
Pickleball	4	1.3 %
Pre-school programs	2	0.7 %
Senior center programs	5	1.6 %
Soccer	2	0.7 %
Special events & family festivals	20	6.6 %
Swimming	12	3.9 %
Teen programs	3	1.0 %
Tennis (e.g. lessons, clinics)	5	1.6 %
Theater workshops & programs	3	1.0 %
Trips & tours for seniors	12	3.9 %
Video game contests/E-sports	1	0.3 %
Other	3	1.0 %
None chosen	127	41.6 %
Total	305	100.0 %

SUM OF TOP 4 CHOICES**Q6. Which FOUR of the programs and activities listed in Question 5 do you think are MOST IMPORTANT to your household? (top 4)**

Q6. Sum of Top 4 Choices	Number	Percent
Action sports (e.g. BMX, skateboarding)	7	2.3 %
Adult sports programs	31	10.2 %
After school/summer/track-out programs	21	6.9 %
Aquatics programs (e.g. lessons, exercise)	69	22.6 %
Arts, dance & performing arts	32	10.5 %
Baseball & softball	17	5.6 %
Basketball	10	3.3 %
Cheerleading	3	1.0 %
Disc golf	15	4.9 %
Dodgeball or kickball	1	0.3 %
Dog events	25	8.2 %
Drone flying area	8	2.6 %
Environmental education	22	7.2 %
Fitness & wellness	78	25.6 %
Flag football	5	1.6 %
Futsal	1	0.3 %
Lacrosse	3	1.0 %
Life skills programs (e.g. cooking, budgeting)	25	8.2 %
Music lessons & classes	32	10.5 %
Outdoor music & concerts	90	29.5 %
Painting & drawing classes	22	7.2 %
Pickleball	8	2.6 %
Pre-school programs	14	4.6 %
Senior center programs	39	12.8 %
Soccer	7	2.3 %
Special events & family festivals	78	25.6 %
Special needs programs	7	2.3 %
Swimming	66	21.6 %
Tackle football	1	0.3 %
Teen programs	16	5.2 %
Tennis (e.g. lessons, clinics)	13	4.3 %
Theater workshops & programs	16	5.2 %
Trips & tours for seniors	33	10.8 %
Ultimate frisbee	2	0.7 %
Video game contests/E-sports	6	2.0 %
Other	8	2.6 %
None chosen	71	23.3 %
Total	902	

Q7. From the following list, please CHECK ALL of the ways you learn about Town of Garner parks, facilities and special events.

Q7. Ways you learn about Town of Garner parks, facilities & special events	Number	Percent
Banners in public places (Signacades/Sandwich Boards)	100	32.8 %
Bulletin boards	39	12.8 %
Conversation with staff	31	10.2 %
Direct email	105	34.4 %
Town of Garner website	147	48.2 %
Parks & Recreation brochure	157	51.5 %
Town newsletter	97	31.8 %
Senior Center newsletter	26	8.5 %
Social media (e.g. Facebook, Twitter, Instagram)	128	42.0 %
Search engine (e.g. Google, Yahoo, Bing)	72	23.6 %
Word of mouth	136	44.6 %
Other	10	3.3 %
None of these	8	2.6 %
Total	1056	

Q7-12. Other

Q7-12. Other	Number	Percent
FULL BLOOM OWNER	1	12.5 %
GARNER APP	1	12.5 %
GARNER MAGAZINE	1	12.5 %
NEWS	1	12.5 %
NEXTDOOR	2	25.0 %
RADIO	1	12.5 %
email	1	12.5 %
Total	8	100.0 %

Q8. Which TWO of the sources of information listed in Question 7 do you most prefer to use to learn about Town of Garner parks, facilities, and special events?

Q8. Top choice	Number	Percent
Banners in public places (Signacades/Sandwich Boards)	17	5.6 %
Bulletin boards	1	0.3 %
Conversation with staff	1	0.3 %
Direct email	71	23.3 %
Town of Garner website	36	11.8 %
Parks & Recreation brochure	55	18.0 %
Town newsletter	29	9.5 %
Senior Center newsletter	6	2.0 %
Social media (e.g. Facebook, Twitter, Instagram)	43	14.1 %
Search engine (e.g. Google, Yahoo, Bing)	11	3.6 %
Word of mouth	7	2.3 %
Other	1	0.3 %
None chosen	27	8.9 %
Total	305	100.0 %

Q8. Which TWO of the sources of information listed in Question 7 do you most prefer to use to learn about Town of Garner parks, facilities, and special events?

Q8. 2nd choice	Number	Percent
Banners in public places (Signacades/Sandwich Boards)	18	5.9 %
Bulletin boards	1	0.3 %
Conversation with staff	2	0.7 %
Direct email	26	8.5 %
Town of Garner website	36	11.8 %
Parks & Recreation brochure	41	13.4 %
Town newsletter	35	11.5 %
Senior Center newsletter	7	2.3 %
Social media (e.g. Facebook, Twitter, Instagram)	52	17.0 %
Search engine (e.g. Google, Yahoo, Bing)	13	4.3 %
Word of mouth	18	5.9 %
Other	3	1.0 %
None of these	1	0.3 %
None chosen	52	17.0 %
Total	305	100.0 %

SUM OF TOP 2 CHOICES**Q8. Which TWO of the sources of information listed in Question 7 do you most prefer to use to learn about Town of Garner parks, facilities, and special events? (top 2)**

<u>Q8. Sum of Top 2 Choices</u>	<u>Number</u>	<u>Percent</u>
Banners in public places (Signacades/Sandwich Boards)	35	11.5 %
Bulletin boards	2	0.7 %
Conversation with staff	3	1.0 %
Direct email	97	31.8 %
Town of Garner website	72	23.6 %
Parks & Recreation brochure	96	31.5 %
Town newsletter	64	21.0 %
Senior Center newsletter	13	4.3 %
Social media (e.g. Facebook, Twitter, Instagram)	95	31.1 %
Search engine (e.g. Google, Yahoo, Bing)	24	7.9 %
Word of mouth	25	8.2 %
Other	4	1.3 %
None of these	1	0.3 %
None chosen	27	8.9 %
Total	558	

Q9. Please CHECK ALL of the following reasons that may prevent you or other members of your household from using the parks and facilities offered by the Town of Garner Recreation and Parks Department (or, if you currently use them, what prevents you from using them more often)?

Q9. Reasons that may prevent you from using parks & facilities offered by Town of Garner Recreation & Parks Department

	Number	Percent
Cost of participation	60	19.7 %
Facilities are too far from home	26	8.5 %
Inconvenient hours of operation	56	18.4 %
Lack of transportation	5	1.6 %
Lack of cleanliness	18	5.9 %
Lack of disabled access	5	1.6 %
Lack of information/don't know what is offered	99	32.5 %
Lack of maintenance	16	5.2 %
Lack of parking	18	5.9 %
Not enough time/too busy	107	35.1 %
Not interested in what is provided	45	14.8 %
Overcrowding	23	7.5 %
Safety at facilities	12	3.9 %
Other	16	5.2 %
Nothing. I am actively using Town's parks & facilities	70	23.0 %
Total	576	

Q9-15. Other

Q9-15. Other	Number	Percent
I have not taken advantage of what is available	1	6.7 %
LACK OF SIDEWALKS OR GREENWAYS TO ACCESS PARKS	1	6.7 %
NEED TURF MULTI-PURPOSE FIELD	1	6.7 %
No aquatics center, tennis courts, basketball court	1	6.7 %
NO SIDEWALKS TO GET THERE	1	6.7 %
NOT ENOUGH NATURE PROGRAMS	1	6.7 %
NOT ENOUGH SHADE/OVERCROWDED	1	6.7 %
No swimming facilities that are affordable	1	6.7 %
Overhaul website	1	6.7 %
POOR HEALTH	1	6.7 %
POORLY PLANNED EVENTS	1	6.7 %
PROTECTION FROM HEAT IN THE SUMMER	1	6.7 %
SMELL	1	6.7 %
There are no long walking trails	1	6.7 %
WEATHER	1	6.7 %
Total	15	100.0 %

Q10. Please indicate your level of agreement with each of the following statements regarding the Town of Garner parks, recreation and cultural resources, where 5 is "strongly agree" and 1 is "strongly disagree."

(N=305)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
Q10-1. I am aware of parks, facilities & events that are offered	12.5%	43.6%	22.3%	14.8%	3.6%	3.3%
Q10-2. I am satisfied with recreation opportunities I receive for my tax dollars	11.8%	34.8%	26.6%	15.4%	4.9%	6.6%
Q10-3. I am satisfied with variety of parks, facilities & events Town offers	10.5%	38.7%	28.5%	13.4%	2.0%	6.9%
Q10-4. Recreation & parks is an essential service to Town	60.7%	29.2%	5.9%	0.7%	0.7%	3.0%
Q10-5. Public parks add to quality of life in the community	69.2%	23.3%	4.3%	1.0%	0.3%	2.0%
Q10-6. I think Town needs to take a more proactive approach to serving my general health & wellness needs	15.4%	21.6%	42.3%	11.1%	4.6%	4.9%
Q10-7. I feel safe when visiting parks in Garner	29.5%	47.5%	14.1%	3.3%	1.3%	4.3%
Q10-8. I am satisfied with variety of arts, cultural events, & activities that are available to me in Garner	10.5%	35.4%	32.1%	12.1%	2.3%	7.5%
Q10-9. Town of Garner helps promote healthy & active lifestyles	12.5%	39.7%	35.4%	4.9%	1.0%	6.6%
Q10-10. I am satisfied with recreation opportunities for youth & teens in Garner	6.9%	23.9%	26.9%	10.2%	2.3%	29.8%

WITHOUT DON'T KNOW**Q10. Please indicate your level of agreement with each of the following statements regarding the Town of Garner parks, recreation and cultural resources, where 5 is "strongly agree" and 1 is "strongly disagree." (without "don't know")**

(N=305)

	Strongly Di	Agree	Neutral	Disagree	Strongly disagree
Q10-1. I am aware of parks, facilities & events that are offered	12.9%	45.1%	23.1%	15.3%	3.7%
Q10-2. I am satisfied with recreation opportunities I receive for my tax dollars	12.6%	37.2%	28.4%	16.5%	5.3%
Q10-3. I am satisfied with variety of parks, facilities & events Town offers	11.3%	41.5%	30.6%	14.4%	2.1%
Q10-4. Recreation & parks is an essential service to Town	62.5%	30.1%	6.1%	0.7%	0.7%
Q10-5. Public parks add to quality of life in the community	70.6%	23.7%	4.3%	1.0%	0.3%
Q10-6. I think Town needs to take a more proactive approach to serving my general health & wellness needs	16.2%	22.8%	44.5%	11.7%	4.8%
Q10-7. I feel safe when visiting parks in Garner	30.8%	49.7%	14.7%	3.4%	1.4%
Q10-8. I am satisfied with variety of arts, cultural events, & activities that are available to me in Garner	11.3%	38.3%	34.8%	13.1%	2.5%
Q10-9. Town of Garner helps promote healthy & active lifestyles	13.3%	42.5%	37.9%	5.3%	1.1%
Q10-10. I am satisfied with recreation opportunities for youth & teens in Garner	9.8%	34.1%	38.3%	14.5%	3.3%

Q11. Please indicate how supportive you would be of the Town of Garner taking the following actions to improve the parks and recreation system in the Town.

(N=305)

	Very supportive	Supportive	Not sure	Not supportive	Don't know
Q11-1. Acquire additional land for preservation/future use	41.3%	26.6%	15.4%	5.6%	11.1%
Q11-2. Develop a splashpad/spray ground	33.1%	24.9%	17.4%	13.8%	10.8%
Q11-3. Develop a disc golf course	14.4%	21.3%	27.5%	23.3%	13.4%
Q11-4. Develop athletic fields	16.1%	35.4%	24.3%	8.9%	15.4%
Q11-5. Develop mountain bike trails	16.1%	28.9%	25.2%	16.1%	13.8%
Q11-6. Develop multipurpose open space	19.3%	39.0%	21.6%	6.6%	13.4%
Q11-7. Develop outdoor amphitheater & event space	31.8%	38.4%	10.2%	7.9%	11.8%
Q11-8. Develop a boathouse & water access	32.5%	30.5%	15.4%	8.9%	12.8%
Q11-9. Develop outdoor fitness & exercise equipment	20.3%	30.8%	22.6%	13.1%	13.1%
Q11-10. Develop new paved greenways	41.6%	29.8%	11.5%	8.2%	8.9%
Q11-11. Develop picnic shelters	22.6%	38.4%	20.7%	6.9%	11.5%
Q11-12. Develop indoor fitness facilities	23.6%	33.1%	20.7%	9.8%	12.8%
Q11-13. Develop playgrounds	23.9%	40.7%	13.8%	8.5%	13.1%
Q11-14. Develop natural trails	42.3%	35.4%	7.5%	5.6%	9.2%
Q11-15. Pursue needed updates at recreational facilities (Garner Performing Arts Center, Avery Street Recreation Center, Senior Center)	33.4%	37.7%	14.4%	4.3%	10.2%
Q11-16. Update existing facilities at Avery Street Annex (i.e. classrooms & restrooms)	22.0%	30.2%	24.3%	6.6%	17.0%
Q11-17. Pursue needed updates at existing parks & recreation facilities	35.7%	44.9%	7.5%	2.3%	9.5%
Q11-18. Other	85.7%	9.5%	0.0%	4.8%	0.0%

WITHOUT DON'T KNOW**Q11. Please indicate how supportive you would be of the Town of Garner taking the following actions to improve the parks and recreation system in the Town. (without "don't know")**

(N=305)

	Very supportive	Supportive	Not sure	Not supportive
Q11-1. Acquire additional land for preservation/future use	46.5%	29.9%	17.3%	6.3%
Q11-2. Develop a splashpad/spray ground	37.1%	27.9%	19.5%	15.4%
Q11-3. Develop a disc golf course	16.7%	24.6%	31.8%	26.9%
Q11-4. Develop athletic fields	19.0%	41.9%	28.7%	10.5%
Q11-5. Develop mountain bike trails	18.6%	33.5%	29.3%	18.6%
Q11-6. Develop multipurpose open space	22.3%	45.1%	25.0%	7.6%
Q11-7. Develop outdoor amphitheater & event space	36.1%	43.5%	11.5%	8.9%
Q11-8. Develop a boathouse & water access	37.2%	35.0%	17.7%	10.2%
Q11-9. Develop outdoor fitness & exercise equipment	23.4%	35.5%	26.0%	15.1%
Q11-10. Develop new paved greenways	45.7%	32.7%	12.6%	9.0%
Q11-11. Develop picnic shelters	25.6%	43.3%	23.3%	7.8%
Q11-12. Develop indoor fitness facilities	27.1%	38.0%	23.7%	11.3%
Q11-13. Develop playgrounds	27.5%	46.8%	15.8%	9.8%
Q11-14. Develop natural trails	46.6%	39.0%	8.3%	6.1%
Q11-15. Pursue needed updates at recreational facilities (Garner Performing Arts Center, Avery Street Recreation Center, Senior Center)	37.2%	42.0%	16.1%	4.7%
Q11-16. Update existing facilities at Avery Street Annex (i.e. classrooms & restrooms)	26.5%	36.4%	29.2%	7.9%
Q11-17. Pursue needed updates at existing parks & recreation facilities	39.5%	49.6%	8.3%	2.5%
Q11-18. Other	85.7%	9.5%	0.0%	4.8%

Q11-18. Other

<u>Q11-18. Other</u>	<u>Number</u>	<u>Percent</u>
ADD SIDEWALKS FOR ACCESS	1	4.8 %
Any needs that assist in daily park operations	1	4.8 %
Buy land for green space instead of letting builders ruin open space	1	4.8 %
GARDEN AREA	1	4.8 %
INCREASED STAFFING	1	4.8 %
INDOOR/OUTDOOR SWIMMING	1	4.8 %
JAYCEE PARK	1	4.8 %
MORE FLAT BIKING WALKING PATHS, AQUATIC CENTER	1	4.8 %
MORE LIBRARY PROGRAMS	1	4.8 %
MORE WATER ACTIVITIES	1	4.8 %
MUSEUM SUPPORT	1	4.8 %
Outdoor and indoor swimming facilities	1	4.8 %
Outdoor swimming pool	1	4.8 %
PAVE ROAD AT LAKE BENSON	1	4.8 %
POTTERY STUDIO	1	4.8 %
Pools, adult educational activities, concerts in parks	1	4.8 %
RESTORE CLOVERDALE PARK	1	4.8 %
SIDEWALKS	1	4.8 %
TRAILS AND EQUIPMENT ARE TORN UP	1	4.8 %
TURF MULTI PURPOSE FIELD	1	4.8 %
UPDATE SENIOR CENTER BATHROOMS	1	4.8 %
Total	21	100.0 %

Q12. Which THREE of the items in Question 11 would you be most willing to support with your tax dollars?

Q12. Top choice	Number	Percent
Acquire additional land for preservation/future use	30	9.8 %
Develop a splashpad/spray ground	47	15.4 %
Develop a disc golf course	6	2.0 %
Develop athletic fields	11	3.6 %
Develop mountain bike trails	7	2.3 %
Develop multipurpose open space	3	1.0 %
Develop outdoor amphitheater & event space	24	7.9 %
Develop a boathouse & water access	17	5.6 %
Develop outdoor fitness & exercise equipment	6	2.0 %
Develop new paved greenways	30	9.8 %
Develop picnic shelters	4	1.3 %
Develop indoor fitness facilities	9	3.0 %
Develop playgrounds	2	0.7 %
Develop natural trails	13	4.3 %
Pursue needed updates at recreational facilities (Garner Performing Arts Center, Avery Street Recreation Center, Senior Center)	17	5.6 %
Update existing facilities at Avery Street Annex (i.e. classrooms & restrooms)	5	1.6 %
Pursue needed updates at existing parks & recreation facilities	14	4.6 %
Other	11	3.6 %
None chosen	49	16.1 %
Total	305	100.0 %

Q12. Which THREE of the items in Question 11 would you be most willing to support with your tax dollars?

Q12. 2nd choice	Number	Percent
Acquire additional land for preservation/future use	13	4.3 %
Develop a splashpad/spray ground	18	5.9 %
Develop a disc golf course	7	2.3 %
Develop athletic fields	3	1.0 %
Develop mountain bike trails	7	2.3 %
Develop multipurpose open space	4	1.3 %
Develop outdoor amphitheater & event space	28	9.2 %
Develop a boathouse & water access	29	9.5 %
Develop outdoor fitness & exercise equipment	5	1.6 %
Develop new paved greenways	20	6.6 %
Develop picnic shelters	4	1.3 %
Develop indoor fitness facilities	19	6.2 %
Develop playgrounds	15	4.9 %
Develop natural trails	34	11.1 %
Pursue needed updates at recreational facilities (Garner Performing Arts Center, Avery Street Recreation Center, Senior Center)	16	5.2 %
Update existing facilities at Avery Street Annex (i.e. classrooms & restrooms)	6	2.0 %
Pursue needed updates at existing parks & recreation facilities	16	5.2 %
Other	2	0.7 %
None chosen	59	19.3 %
Total	305	100.0 %

Q12. Which THREE of the items in Question 11 would you be most willing to support with your tax dollars?

Q12. 3rd choice	Number	Percent
Acquire additional land for preservation/future use	19	6.2 %
Develop a splashpad/spray ground	11	3.6 %
Develop a disc golf course	4	1.3 %
Develop athletic fields	10	3.3 %
Develop mountain bike trails	7	2.3 %
Develop multipurpose open space	8	2.6 %
Develop outdoor amphitheater & event space	17	5.6 %
Develop a boathouse & water access	11	3.6 %
Develop outdoor fitness & exercise equipment	12	3.9 %
Develop new paved greenways	20	6.6 %
Develop picnic shelters	8	2.6 %
Develop indoor fitness facilities	12	3.9 %
Develop playgrounds	14	4.6 %
Develop natural trails	23	7.5 %
Pursue needed updates at recreational facilities (Garner Performing Arts Center, Avery Street Recreation Center, Senior Center)	16	5.2 %
Update existing facilities at Avery Street Annex (i.e. classrooms & restrooms)	7	2.3 %
Pursue needed updates at existing parks & recreation facilities	26	8.5 %
Other	3	1.0 %
None chosen	77	25.2 %
Total	305	100.0 %

SUM OF TOP 3 CHOICES**Q12. Which THREE of the items in Question 11 would you be most willing to support with your tax dollars? (top 3)**

<u>Q12. Sum of Top 3 Choices</u>	<u>Number</u>	<u>Percent</u>
Acquire additional land for preservation/future use	62	20.3 %
Develop a splashpad/spray ground	76	24.9 %
Develop a disc golf course	17	5.6 %
Develop athletic fields	24	7.9 %
Develop mountain bike trails	21	6.9 %
Develop multipurpose open space	15	4.9 %
Develop outdoor amphitheater & event space	69	22.6 %
Develop a boathouse & water access	57	18.7 %
Develop outdoor fitness & exercise equipment	23	7.5 %
Develop new paved greenways	70	23.0 %
Develop picnic shelters	16	5.2 %
Develop indoor fitness facilities	40	13.1 %
Develop playgrounds	31	10.2 %
Develop natural trails	70	23.0 %
Pursue needed updates at recreational facilities (Garner Performing Arts Center, Avery Street Recreation Center, Senior Center)	49	16.1 %
Update existing facilities at Avery Street Annex (i.e. classrooms & restrooms)	18	5.9 %
Pursue needed updates at existing parks & recreation facilities	56	18.4 %
Other	16	5.2 %
<u>None chosen</u>	<u>49</u>	<u>16.1 %</u>
Total	779	

Q13. Please indicate how supportive you would be of the Town of Garner taking the following actions to fund improvements and expansions of the parks and recreation system in the Town. Garner's property tax rate is currently \$0.5325 per \$100 of home valuation.

(N=305)

	Very supportive	Supportive	Not sure	Not supportive	Don't know
Q13-1. Fund parks & recreation improvements & expansions with a bond financed through property taxes	21.3%	26.2%	15.4%	16.4%	20.7%
Q13-2. Increase property taxes by \$0.01 to \$0.03 per \$100 of property valuation	20.7%	31.5%	10.2%	20.0%	17.7%
Q13-3. Increase property taxes by \$0.04 to \$0.06 per \$100 of property valuation	11.8%	15.4%	15.7%	37.4%	19.7%
Q13-4. Increase property taxes by \$0.07 to \$0.10 per \$100 of property valuation	8.5%	6.6%	17.0%	47.9%	20.0%

WITHOUT DON'T KNOW

Q13. Please indicate how supportive you would be of the Town of Garner taking the following actions to fund improvements and expansions of the parks and recreation system in the Town. Garner's property tax rate is currently \$0.5325 per \$100 of home valuation. (without "don't know")

(N=305)

	Very supportive	Supportive	Not sure	Not supportive
Q13-1. Fund parks & recreation improvements & expansions with a bond financed through property taxes	26.9%	33.1%	19.4%	20.7%
Q13-2. Increase property taxes by \$0.01 to \$0.03 per \$100 of property valuation	25.1%	38.2%	12.4%	24.3%
Q13-3. Increase property taxes by \$0.04 to \$0.06 per \$100 of property valuation	14.7%	19.2%	19.6%	46.5%
Q13-4. Increase property taxes by \$0.07 to \$0.10 per \$100 of property valuation	10.7%	8.2%	21.3%	59.8%

Q14. Please CHECK ALL of the following organizations that provide the PARKS and FACILITIES that you and other members of your household use for recreation.

Q14. Organizations that provide parks & facilities you use for recreation	Number	Percent
Town of Garner	215	70.5 %
Schools	63	20.7 %
State parks	148	48.5 %
County parks	129	42.3 %
Non-profit organizations	33	10.8 %
Private fitness centers (Planet Fitness, Cross Fit, Burn Boot Camp)	96	31.5 %
Churches or other religious organizations	94	30.8 %
YMCA	70	23.0 %
Wellness center (REX Wellness Center)	47	15.4 %
Neighborhood HOA	56	18.4 %
Other	15	4.9 %
None of these	18	5.9 %
Total	984	

Q14-11. Other

Q14-11. Other	Number	Percent
Apartment community fitness center	1	6.7 %
CITY OF RALEIGH FACILITIES	1	6.7 %
CLUB SPORTS	1	6.7 %
FEDERAL PARK/FOREST	1	6.7 %
FOR PROFIT BUSINESS	1	6.7 %
HEATHER HILLS POOL	1	6.7 %
NC AQUARIUM	1	6.7 %
NC STATE GYM	1	6.7 %
NC STATE UNIVERSITY	1	6.7 %
NFC SOCCER	1	6.7 %
OTHER TOWN AND CITY RECREATION	1	6.7 %
Our own activities in the yard, and or around our neighborhood	1	6.7 %
RALEIGH PARKS	1	6.7 %
Town of Raleigh	1	6.7 %
WAKE GYM	1	6.7 %
Total	15	100.0 %

Q15. Of the organizations listed in Question 14, which ONE do you USE MOST for your household's recreation needs?

Q15. Which one organization do you use most for your household's recreation needs	Number	Percent
Town of Garner	97	33.8 %
Schools	4	1.4 %
State parks	14	4.9 %
County parks	19	6.6 %
Non-profit organizations	1	0.3 %
Private fitness centers (Planet Fitness, Cross Fit, Burn Boot Camp)	31	10.8 %
Churches or other religious organizations	16	5.6 %
YMCA	31	10.8 %
Wellness center (REX Wellness Center)	17	5.9 %
Neighborhood HOA	17	5.9 %
Other	7	2.4 %
None chosen	33	11.5 %
Total	287	100.0 %

Q16. Within the past 12 months, approximately how often have you or members of your household used any Town of Garner parks and facilities to achieve personal health outcomes?

Q16. How often have you used any Town parks & facilities to achieve personal health outcomes within past 12 months

	Number	Percent
Have not used parks or facilities	46	15.1 %
Every couple of months	78	25.6 %
Once a month	29	9.5 %
A few times a month	48	15.7 %
Once a week	25	8.2 %
2-3 times a week	53	17.4 %
Not provided	26	8.5 %
Total	305	100.0 %

WITHOUT NOT PROVIDED

Q16. Within the past 12 months, approximately how often have you or members of your household used any Town of Garner parks and facilities to achieve personal health outcomes? (without "not provided")

Q16. How often have you used any Town parks & facilities to achieve personal health outcomes within past 12 months

	Number	Percent
Have not used parks or facilities	46	16.5 %
Every couple of months	78	28.0 %
Once a month	29	10.4 %
A few times a month	48	17.2 %
Once a week	25	9.0 %
2-3 times a week	53	19.0 %
Total	279	100.0 %

Q17. Please indicate if you have a desire to use Town of Garner Parks, Recreation and Cultural Resources, programs and facilities to meet your health and wellness needs by circling either "Yes" or "No."

(N=305)

	Yes	No
Q17-1. Physical health	77.0%	23.0%
Q17-2. Mental health	44.9%	55.1%
Q17-3. Social health	46.2%	53.8%
Q17-4. Spiritual health	26.9%	73.1%
Q17-5. Intellectual health	32.1%	67.9%
Q17-6. Environmental health	37.0%	63.0%
Q17-7. Occupational health	15.7%	84.3%

Q17. If "yes," how well are your needs being met?

(N=247)

	Fully met	Mostly met	Partly met	Not met
Q17-1. Physical health	19.1%	49.3%	26.3%	5.3%
Q17-2. Mental health	25.9%	38.8%	25.9%	9.5%
Q17-3. Social health	14.0%	38.0%	39.7%	8.3%
Q17-4. Spiritual health	25.7%	37.1%	22.9%	14.3%
Q17-5. Intellectual health	16.0%	28.4%	38.3%	17.3%
Q17-6. Environmental health	13.5%	40.6%	31.3%	14.6%
Q17-7. Occupational health	15.0%	35.0%	20.0%	30.0%

Q18. Including yourself, how many people in your household are...

	<u>Mean</u>	<u>Sum</u>
number	2.70	779
Under age 5	0.19	56
Ages 5-12	0.26	75
Ages 13-17	0.18	51
Ages 18-24	0.19	54
Ages 25-34	0.28	80
Ages 35-44	0.34	99
Ages 45-54	0.38	110
Ages 55-64	0.44	126
Ages 65-74	0.33	96
Ages 75+	0.11	32

Q19. What is your age?

<u>Q19. Your age</u>	<u>Number</u>	<u>Percent</u>
18-34	53	17.4 %
35-44	55	18.0 %
45-54	55	18.0 %
55-64	65	21.3 %
65+	61	20.0 %
Not provided	16	5.2 %
Total	305	100.0 %

WITHOUT NOT PROVIDED

Q19. What is your age? (without "not provided")

<u>Q19. Your age</u>	<u>Number</u>	<u>Percent</u>
18-34	53	18.3 %
35-44	55	19.0 %
45-54	55	19.0 %
55-64	65	22.5 %
65+	61	21.1 %
Total	289	100.0 %

Q20. What is the highest degree or level of school you have COMPLETED?

Q20. Highest degree or level of school you have completed	Number	Percent
No schooling completed	3	1.0 %
Completed some schooling	8	2.6 %
High school diploma or equivalent	53	17.4 %
Associate's degree	44	14.4 %
Bachelor's degree	100	32.8 %
Master's degree or professional degree	70	23.0 %
Doctorate degree	5	1.6 %
Not provided	22	7.2 %
Total	305	100.0 %

WITHOUT NOT PROVIDED

Q20. What is the highest degree or level of school you have COMPLETED? (without "not provided")

Q20. Highest degree or level of school you have completed	Number	Percent
No schooling completed	3	1.1 %
Completed some schooling	8	2.8 %
High school diploma or equivalent	53	18.7 %
Associate's degree	44	15.5 %
Bachelor's degree	100	35.3 %
Master's degree or professional degree	70	24.7 %
Doctorate degree	5	1.8 %
Total	283	100.0 %

Q21. Please check the appropriate response to describe the house, apartment, or mobile home your household occupies.

Q21. What best describes the house, apartment, or mobile home your household occupies	Number	Percent
Owned by you or someone in this household with a mortgage or loan	202	66.2 %
Owned by you or someone in this household free & clear (without a mortgage or loan)	54	17.7 %
Rented	28	9.2 %
Occupied without payment of rent	2	0.7 %
Not provided	19	6.2 %
Total	305	100.0 %

WITHOUT NOT PROVIDED

Q21. Please check the appropriate response to describe the house, apartment, or mobile home your household occupies. (without "not provided")

Q21. What best describes the house, apartment, or mobile home your household occupies	Number	Percent
Owned by you or someone in this household with a mortgage or loan	202	70.6 %
Owned by you or someone in this household free & clear (without a mortgage or loan)	54	18.9 %
Rented	28	9.8 %
Occupied without payment of rent	2	0.7 %
Total	286	100.0 %

Q22. Approximately how many years have you lived in the Town of Garner?

Q22. How many years have you lived in Town of Garner	Number	Percent
0-5	66	21.6 %
6-10	59	19.3 %
11-15	60	19.7 %
16-20	28	9.2 %
21-30	35	11.5 %
31+	37	12.1 %
Not provided	20	6.6 %
Total	305	100.0 %

WITHOUT NOT PROVIDED

Q22. Approximately how many years have you lived in the Town of Garner? (without "not provided")

Q22. How many years have you lived in Town of Garner	Number	Percent
0-5	66	23.2 %
6-10	59	20.7 %
11-15	60	21.1 %
16-20	28	9.8 %
21-30	35	12.3 %
31+	37	13.0 %
Total	285	100.0 %

Q23. Your gender:

<u>Q23. Your gender</u>	<u>Number</u>	<u>Percent</u>
Male	151	49.5 %
Female	150	49.2 %
Not provided	4	1.3 %
Total	305	100.0 %

WITHOUT NOT PROVIDED

Q23. Your gender: (without "not provided")

<u>Q23. Your gender</u>	<u>Number</u>	<u>Percent</u>
Male	151	50.2 %
Female	150	49.8 %
Total	301	100.0 %

Q24. Please CHECK ALL of the following that best describe your race/ethnicity.

<u>Q24. Your race/ethnicity</u>	<u>Number</u>	<u>Percent</u>
Asian/Pacific Islander	6	2.0 %
Asian (Indian Sub-Continent)	1	0.3 %
African American/Black	98	32.1 %
American Indian/Alaskan Native	4	1.3 %
Hispanic/Latino	31	10.2 %
White (not Hispanic)	168	55.1 %
Other	1	0.3 %
Total	309	

Q24-7. Other

<u>Q24-7. Other</u>	<u>Number</u>	<u>Percent</u>
Multi	1	100.0 %
Total	1	100.0 %

Section 5

Survey Instrument



Dear Town of Garner Resident,

Your response to the enclosed survey is extremely important.

The Town of Garner Parks, Recreation and Cultural Resources Department strives to meet the recreational needs of our community. To continue meeting this goal, the Town of Garner is updating its Parks, Recreation and Cultural Resources Comprehensive Master Plan, the primary guide for the future of parks, programs, and facilities in Garner. 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 complete, 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 Town.

Your responses will remain confidential.

Please return your completed survey in the enclosed postage-paid envelope addressed to ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061. If you would prefer to complete this survey online, you may do so by visiting GarnerGov.org.

If you have any questions, please contact Dr. Sonya Shaw with the Town of Garner Parks, Recreation and Cultural Resources Department at sshaw@garnernc.gov. The survey is a tool that will benefit all residents. Please take this opportunity to have your voice heard.

Sincerely,

Sonya R. Shaw

Dr. Sonya R. Shaw, Director
Town of Garner
Parks, Recreation and Cultural Resources Department

2019 Town of Garner Parks, Recreation and Cultural Resources Survey

Your input will be used to assess community recreation and parks needs and priorities for the Town of Garner. If you prefer, you may complete the survey on-line at www.GarnerGov.org.

1. Please check all the parks or facilities offered by the Town of Garner you or members of your household have used during the past 12 months.

- | | |
|--|--|
| <input type="checkbox"/> (01) Centennial Park | <input type="checkbox"/> (10) White Deer Park |
| <input type="checkbox"/> (02) Creech Road Elementary School Park | <input type="checkbox"/> (11) White Deer Park Nature Center |
| <input type="checkbox"/> (03) Garner Recreational Park | <input type="checkbox"/> (12) Garner Senior Center |
| <input type="checkbox"/> (04) Greenbrier Park | <input type="checkbox"/> (13) Garner Performing Arts Center |
| <input type="checkbox"/> (05) Jaycee Park | <input type="checkbox"/> (14) Avery Street Recreation Center |
| <input type="checkbox"/> (06) Lake Benson Park | <input type="checkbox"/> (15) Avery Street Annex |
| <input type="checkbox"/> (07) Rand Mill Park | <input type="checkbox"/> (16) Lake Benson Boat House |
| <input type="checkbox"/> (08) South Garner Park | <input type="checkbox"/> (17) None [Skip to Q2.] |
| <input type="checkbox"/> (09) Thompson Road Park | |

1a. Which TWO of the parks listed in Question 1 do you and your household visit most often?
[Write in your answers below using the item numbers from the list in Question 1.]

1st: ____ 2nd: ____

1b. How would you rate the overall quality of all the parks or facilities offered by the Town of Garner you or members of your household have used during the past 12 months?

- (1) Excellent (2) Good (3) Fair (4) Poor

1c. In the past 12 months, approximately how often have you or members of your household visited any Town of Garner parks or facilities?

- | | |
|---|---|
| <input type="checkbox"/> (1) Every couple of months | <input type="checkbox"/> (4) Once a week |
| <input type="checkbox"/> (2) Once a month | <input type="checkbox"/> (5) 2-3 times a week |
| <input type="checkbox"/> (3) A few times a month | |

1d. What improvements or additions would you like to see made to the parks you and the members of your household visit most often?

2. In the past 12 months, have you or any member of your household participated in any programs or special events offered by the Town of Garner?

- (1) Yes [Answer Q2a.] (2) No [Skip to Q3.]

2a. How would you rate the overall quality of programs or special events that you and members of your household have participated in?

- (1) Excellent (2) Good (3) Fair (4) Poor

3. Please indicate if you or any members of your household have a need for each of the following recreation facilities or amenities by circling either "Yes" or "No." If "Yes," answer the question in the shaded area to the right.

Facilities and Amenities	Do you have a need for this facility or amenity?		If "Yes," how well are your needs being met?			
	Yes	No	Fully Met	Mostly Met	Partly Met	Not Met
01. Baseball and softball fields	Yes	No	4	3	2	1
02. Auditorium - 1,200 seats	Yes	No	4	3	2	1
03. Banquet hall - 200 seats	Yes	No	4	3	2	1
04. Black box theater - 150 seats	Yes	No	4	3	2	1
05. BMX course or skate park	Yes	No	4	3	2	1
06. Canoe/Kayak rentals	Yes	No	4	3	2	1
07. Classroom/Meeting space	Yes	No	4	3	2	1
08. Climbing wall	Yes	No	4	3	2	1
09. Community gardens	Yes	No	4	3	2	1
10. Disc golf course	Yes	No	4	3	2	1
11. Dog park	Yes	No	4	3	2	1
12. Driving range	Yes	No	4	3	2	1
13. Greenway trail system	Yes	No	4	3	2	1
14. Indoor aquatics center	Yes	No	4	3	2	1
15. Indoor fitness facilities	Yes	No	4	3	2	1
16. Mountain bike trails	Yes	No	4	3	2	1
17. Multipurpose fields (e.g. football, soccer, lacrosse)	Yes	No	4	3	2	1
18. Multi-use gym space (e.g. basketball, volleyball)	Yes	No	4	3	2	1
19. Natural trails (walking or hiking)	Yes	No	4	3	2	1
20. Outdoor fitness equipment	Yes	No	4	3	2	1
21. Outdoor swimming pool	Yes	No	4	3	2	1
22. Performing arts rehearsal space	Yes	No	4	3	2	1
23. Picnic shelters	Yes	No	4	3	2	1
24. Pier fishing	Yes	No	4	3	2	1
25. Ropes course	Yes	No	4	3	2	1
26. Sand volleyball courts	Yes	No	4	3	2	1
27. Special event rental space - indoor or outdoor	Yes	No	4	3	2	1
28. Splash pad	Yes	No	4	3	2	1
29. Tennis courts	Yes	No	4	3	2	1
30. Track - indoor or outdoor	Yes	No	4	3	2	1
31. Turf fields	Yes	No	4	3	2	1
32. Visual arts studio	Yes	No	4	3	2	1
33. Water access (boating, kayaking, canoeing)	Yes	No	4	3	2	1
34. Other: _____	Yes	No	4	3	2	1

4. Which FOUR of the facilities or amenities from the list in Question 3 are MOST IMPORTANT to your household? [Write in your answers below using the item numbers from the list in Question 3, or circle "NONE."]

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

5. Please indicate if you or any members of your household have a desire to participate in each of the following recreation programs or activities by circling either "Yes" or "No." If "Yes," answer the question in the shaded area to the right.

Programs and Activities	Do you have a desire to participate in this activity?		If "Yes," how well are your needs being met?			
	Yes	No	Fully Met	Mostly Met	Partly Met	Not Met
01. Action sports (e.g. BMX, skateboarding)	Yes	No	4	3	2	1
02. Adult sports programs	Yes	No	4	3	2	1
03. Afterschool/summer/track-out programs	Yes	No	4	3	2	1
04. Aquatics programs (e.g. lessons, exercise)	Yes	No	4	3	2	1
05. Arts, dance and performing arts	Yes	No	4	3	2	1
06. Baseball and softball	Yes	No	4	3	2	1
07. Basketball	Yes	No	4	3	2	1
08. Cheerleading	Yes	No	4	3	2	1
09. Disc golf	Yes	No	4	3	2	1
10. Dodgeball or kickball	Yes	No	4	3	2	1
11. Dog events	Yes	No	4	3	2	1
12. Drone flying area	Yes	No	4	3	2	1
13. Environmental education	Yes	No	4	3	2	1
14. Fitness and wellness	Yes	No	4	3	2	1
15. Flag football	Yes	No	4	3	2	1
16. Futsal	Yes	No	4	3	2	1
17. Lacrosse	Yes	No	4	3	2	1
18. Life skills programs (e.g. cooking, budgeting)	Yes	No	4	3	2	1
19. Music lessons and classes	Yes	No	4	3	2	1
20. Outdoor music and concerts	Yes	No	4	3	2	1
21. Painting and drawing classes	Yes	No	4	3	2	1
22. Pickleball	Yes	No	4	3	2	1
23. Pre-school programs	Yes	No	4	3	2	1
24. Senior Center programs	Yes	No	4	3	2	1
25. Soccer	Yes	No	4	3	2	1
26. Special events and family festivals	Yes	No	4	3	2	1
27. Special needs programs	Yes	No	4	3	2	1
28. Swimming	Yes	No	4	3	2	1
29. Tackle football	Yes	No	4	3	2	1
30. Teen programs	Yes	No	4	3	2	1
31. Tennis (e.g. lessons, clinics)	Yes	No	4	3	2	1
32. Theater workshops and programs	Yes	No	4	3	2	1
33. Trips and tours for Seniors	Yes	No	4	3	2	1
34. Ultimate frisbee	Yes	No	4	3	2	1
35. Video game contests/E-sports	Yes	No	4	3	2	1
36. Other: _____	Yes	No	4	3	2	1

6. Which FOUR of the programs and activities listed in Question 5 do you think are MOST IMPORTANT to your household? [Write in your answers below using the item numbers from the list in Question 5, or circle "NONE."]

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

7. From the following list, please CHECK ALL of the ways you learn about Town of Garner parks, facilities and special events.

- | | |
|--|--|
| <input type="checkbox"/> (01) Banners in public places
(Signacades/Sandwich Boards) | <input type="checkbox"/> (07) Town newsletter |
| <input type="checkbox"/> (02) Bulletin boards | <input type="checkbox"/> (08) Senior Center Newsletter |
| <input type="checkbox"/> (03) Conversation with staff | <input type="checkbox"/> (09) Social media (e.g. Facebook, Twitter, Instagram) |
| <input type="checkbox"/> (04) Direct email | <input type="checkbox"/> (10) Search engine (e.g. Google, Yahoo, Bing) |
| <input type="checkbox"/> (05) Town of Garner website | <input type="checkbox"/> (11) Word of mouth |
| <input type="checkbox"/> (06) Parks and Recreation brochure | <input type="checkbox"/> (12) Other: _____ |
| | <input type="checkbox"/> (13) None of these |

8. Which TWO of the sources of information listed in Question 7 do you most prefer to use to learn about Town of Garner parks, facilities, and special events? [Write in your answers below using the item numbers from the list in Question 7.]

1st: _____ 2nd: _____

9. Please CHECK ALL of the following reasons that may prevent you or other members of your household from using the parks and facilities offered by the Town of Garner Recreation and Parks Department (or, if you currently use them, what prevents you from using them more often)?

- | | |
|--|--|
| <input type="checkbox"/> (01) Cost of participation | <input type="checkbox"/> (10) Information is only available in English |
| <input type="checkbox"/> (02) Facilities are too far from home | <input type="checkbox"/> (11) Not enough time/too busy |
| <input type="checkbox"/> (03) Inconvenient hours of operation | <input type="checkbox"/> (12) Not interested in what is provided |
| <input type="checkbox"/> (04) Lack of transportation | <input type="checkbox"/> (13) Overcrowding |
| <input type="checkbox"/> (05) Lack of cleanliness | <input type="checkbox"/> (14) Safety at facilities |
| <input type="checkbox"/> (06) Lack of disabled access | <input type="checkbox"/> (15) Other: _____ |
| <input type="checkbox"/> (07) Lack of information/don't know what is offered | <input type="checkbox"/> (16) Nothing; I am actively using the Town's parks and facilities |
| <input type="checkbox"/> (08) Lack of maintenance | |
| <input type="checkbox"/> (09) Lack of parking | |

10. Please indicate your level of agreement with each of the following statements regarding the Town of Garner Parks, Recreation and Cultural Resources, where 5 is "Strongly Agree" and 1 is "Strongly Disagree."

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
01.	I am aware of the parks, facilities and events that are offered	5	4	3	2	1	9
02.	I am satisfied with recreation opportunities I receive for my tax dollars	5	4	3	2	1	9
03.	I am satisfied with the variety of parks, facilities and events the Town offers	5	4	3	2	1	9
04.	Recreation and parks is an essential service to the Town	5	4	3	2	1	9
05.	Public parks add to the quality of life in the community	5	4	3	2	1	9
06.	I think the Town needs to take a more proactive approach to serving my general health and wellness needs	5	4	3	2	1	9
07.	I feel safe when visiting parks in Garner	5	4	3	2	1	9
08.	I am satisfied with the variety of arts and cultural events and activities that are available to me in Garner	5	4	3	2	1	9
09.	The Town of Garner helps promote healthy and active lifestyles	5	4	3	2	1	9
10.	I am satisfied with the recreation opportunities for youth and teens in Garner	5	4	3	2	1	9

11. Please indicate how supportive you would be of the Town of Garner taking the following actions to improve the parks and recreation system in the Town.

How supportive are you of:		Very Supportive	Supportive	Not Sure	Not Supportive	Don't Know
01.	Acquire additional land for preservation/future use	4	3	2	1	9
02.	Develop a splashpad/sprayground	4	3	2	1	9
03.	Develop a disc golf course	4	3	2	1	9
04.	Develop athletic fields	4	3	2	1	9
05.	Develop mountain bike trails	4	3	2	1	9
06.	Develop multipurpose open space	4	3	2	1	9
07.	Develop outdoor amphitheater and event space	4	3	2	1	9
08.	Develop a boathouse and water access at Lake Benson	4	3	2	1	9
09.	Develop outdoor fitness and exercise equipment	4	3	2	1	9
10.	Develop new paved greenways	4	3	2	1	9
11.	Develop picnic shelters	4	3	2	1	9
12.	Develop indoor fitness facilities	4	3	2	1	9
13.	Develop playgrounds	4	3	2	1	9
14.	Develop natural trails	4	3	2	1	9
15.	Pursue needed updates at recreational facilities (Garner Performing Arts Center, Avery Street Annex)	4	3	2	1	9
16.	Update facilities at Avery Street Annex (i.e. classrooms and restrooms)	4	3	2	1	9
17.	Pursue needed updates at existing parks and recreation facilities	4	3	2	1	9
18.	Other: _____	4	3	2	1	9

12. Which THREE of the items in Question 11 would you be most willing to support with your tax dollars? [Write in your answers below using the item numbers from the list in Question 11, or circle "NONE."]

1st: _____ 2nd: _____ 3rd: _____ NONE

13. Please indicate how supportive you would be of the Town of Garner taking the following actions to fund improvements and expansions of the parks and recreation system in the Town. Garner's property tax rate is currently \$0.5325 per \$100 of home valuation.

How supportive are you of:		Very Supportive	Supportive	Not Sure	Not Supportive	Don't Know
01.	Fund parks and recreation improvements and expansions with a bond financed through property taxes	4	3	2	1	9
02.	Increase property taxes by \$0.01 to \$0.03 per \$100 of property valuation	4	3	2	1	9
03.	Increase property taxes by \$0.04 to \$0.06 per \$100 of property valuation	4	3	2	1	9
04.	Increase property taxes by \$0.07 to \$0.10 per \$100 of property valuation	4	3	2	1	9

14. Please CHECK ALL of the following organizations that provide the PARKS and FACILITIES that you and other members of your household use for recreation.

- | | |
|--|--|
| ____(01) Town of Garner | ____(07) Churches or other religious organizations |
| ____(02) Schools | ____(08) YMCA |
| ____(03) State Parks | ____(09) Wellness Center (REX Wellness Center) |
| ____(04) County parks | ____(10) Neighborhood HOA |
| ____(05) Non-profit organizations | ____(11) Other: _____ |
| ____(06) Private Fitness centers (Planet Fitness, Cross Fit, Burn Boot Camp) | ____(12) None of these [Skip to Q16.] |

15. Of the organizations listed in Question 14, 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 14.]

Organization used most: _____

16. Within the past 12 months, approximately how often have you or members of your household used any Town of Garner parks and facilities to achieve personal health outcomes?

- (1) Have not used the parks or facilities (3) Once a month (5) Once a week
 (2) Every couple of months (4) A few times a month (6) 2-3 times a week

17. Please indicate if you have a desire to use Town of Garner Parks, Recreation and Cultural Resources, programs and facilities to meet your health and wellness needs by circling either "Yes" or "No." If "Yes," answer the question in the shaded area to the right.

Elements of Health and Wellness	Do you desire using recreation and parks resources to meet this need?		If "Yes," how well are your needs being met?			
	Yes	No	Fully Met	Mostly Met	Partly Met	Not Met
1. Physical health	Yes	No	4	3	2	1
2. Mental health	Yes	No	4	3	2	1
3. Social health	Yes	No	4	3	2	1
4. Spiritual health	Yes	No	4	3	2	1
5. Intellectual health	Yes	No	4	3	2	1
6. Environmental health	Yes	No	4	3	2	1
7. Occupational health	Yes	No	4	3	2	1

18. Including yourself, how many people in your household are...

- Under age 5: Ages 18-24: Ages 45-54: Ages 75+:
 Ages 5-12: Ages 25-34: Ages 55-64:
 Ages 13-17: Ages 35-44: Ages 65-74:

19. What is your age? years

20. What is the highest degree or level of school you have COMPLETED?

- (1) No schooling completed (5) Bachelor's degree
 (2) Completed some schooling (6) Master's degree or Professional degree
 (3) High school diploma or equivalent (7) Doctorate degree
 (4) Associate's degree

21. Please check the appropriate response to describe the house, apartment, or mobile home your household occupies.

- (1) Owned by you or someone in this household with a mortgage or loan
 (2) Owned by you or someone in this household free and clear (without a mortgage or loan)
 (3) Rented
 (4) Occupied without payment of rent

22. Approximately how many years have you lived in the Town of Garner? [Write "0" if less than 1 year.]

years

23. Your gender: (1) Male (2) Female

24. Please CHECK ALL of the following that best describe your race/ethnicity.

- (1) Asian/Pacific Islander (3) African American/Black (6) White (not Hispanic)
 (2) Asian (Indian Sub-Continent) (4) American Indian/Alaskan Native (7) Other:
 (5) Hispanic/Latino

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!

BEST PRACTICES

Volunteer management

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

- > Involve volunteers in cross-training to expose them to various departmental 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 volunteers are coordinated with the Town of Morrisville as a whole, and that he or she is Finally, this plan recommends the department continue to build volunteerism to serve marketing and communication efforts. communicating with associated park staff to stay fully informed about the strategic direction of the agency 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.
- > Develop a good reward and recognition system to maintain the desirability of volunteerism in the agency. 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 Town function. Identify and summarize volunteer recognition policies in a Volunteer Policy document.
- > Update volunteer position descriptions regularly. 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 agency 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.

Partnerships - general

All partnerships developed and maintained by the Department should adhere to common policy requirements. These 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 agency for communication and planning purposes.
- > If conflicts arise between partners, the Town-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

Partnerships - public / private

The recommended policies and practices for public/private partnerships that may include businesses, private groups, private associations, or individuals who desire to make a profit from use of Department facilities or programs are detailed below. These can also apply to partnerships where a private party wishes to develop a facility on park property, to provide a service on publicly-owned property, or who has a contract with the agency to provide a task or service on the agency's behalf at public facilities. These unique partnership principles are as follows:

- > Upon entering into an agreement with a private business, group, association or individual, Town staff and political leadership must recognize that they must allow the private entity to meet their financial objectives within reasonable parameters that protect the mission, goals and integrity of the Department.
- > As an outcome of the partnership, the Town of Morrisville must receive a designated fee that may include a percentage of gross revenue dollars less sales tax on a regular basis, as outlined in the contract agreement.
- > The working agreement of the partnership must establish a set of measurable outcomes to be achieved, as well as the tracking method of how those outcomes will be

monitored by the agency. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the agency, and overall coordination with the Town for the services rendered.

- > Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year or multiple years.
- > If applicable, the private contractor will provide a working management plan annually they will follow to ensure the outcomes desired by the Department. The management plan can and will be negotiated, if necessary. Monitoring of the management plan will be the responsibility of both partners. The agency must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved and the terms of the partnership agreement are adhered to.
- > The private contractor cannot lobby agency advisory or governing boards for renewal of a contract. Any such action will be cause for termination. All negotiations must be with the Parks, Recreation, and Cultural Resources Director or their designee.
- > The agency has the right to advertise for private contracted partnership services, or negotiate on an individual basis with a bid process based on the professional level of the service to be provided.

Financial Sustainability

Fundraising:

- > Departments should consider establishing more park related Friends Groups, establishing a Park Foundation, or the development of a future Park Conservancy to help raise money for the system or a specific park as needs to continue grow. Example. Average park foundations in cities the size of Nashville typically raise 4-5 million a year for the parks system they represent. Some cities also create Park Conservancy's for a specific large park or attraction. Example: The city of St. Louis has a Park Conservancy for Forest Park called Forest Park Forever that has raised over 200 million dollars for updating Forest Park and it manages elements of the park on a yearly basis to keep their investment working for the long term. They raise on average approximately 4 million a year for operations of that park. There are 39 such Conservancy's managing signature parks in cities across the United States now based on TPL.
- > Find philanthropists that will support users that do not have the ability to pay for services and have them invest in these users through a park foundation or friends group established for this purpose.
- > Teach and train your key park and recreation related boards or city leaders that Friends Groups, Conservancy's and Park Foundations are not in competition with you but need to act as your advocate. Placement of the right types of people on these boards is a very important process that needs to be taught and put into practice. These types of boards can meet the level of fundraising desired by the agency if the right people are on the board. Management agreements between each fundraising group needs to be completed each year with goals, dollars to be raised for what purpose and benefit to the Department.

Partnering:

- > Never allow a private or a not-for-profit group to make money of Department owned facilities without the Departments receiving a share of the gross revenue. Make sure the Department split covers the true costs and then the revenue desired based on an operating pro-forma from the event they are creating in the recreation or park facility it is being provided in.
- > Privatize services where the Departments does not have the capital dollars to operate and maintain the facility, park or service that the system owns to a competitive cost per acre level.
- > Have working, signed agreements with all types of partners to include (public/private, public/not for profit and public/public partners). This requires separate operational policies on each type of partnership that is established. Establish partnership principles that the Department will manage by so not to entitle the partner in anyway.
- > Do not partner with any single group unless the Departments has their own direct and indirect costs determined. Understand the equitable investment the potential partner or partners are putting into the relationship.
- > All partnerships must have working agreements with measurable outcomes. They are to be reviewed at least every two years as one means to hold each other accountable.
- > Ask the private sector to develop team building days in the Departments' parks and facilities by creating cleanup and fix up days. This builds community support and it will overnight enhance The Departments' parks or facilities to a much higher level and it gives the corporate partner a selling point to their value in the community.
- > Determine sponsorship opportunities and levels of sponsorships for the Departments system every five years. Hire a private sponsorship contractor who knows the value of sponsorships for a percentage of the total amount raised instead of doing it yourself. Chicago Park District raises large sums of money to support operational costs through sponsorships of its system.

Government Finance:

- > Know the value of the system less land value and what the assets are worth and where those assets are in their life cycle. This will allow the Department to determine where capital improvements need to be made and the cost benefit of those improvements to the system. Best practice agencies are investing at a minimum 3-5% a year to protect the assets they own. Example; Columbus Ohio invests 30 million a year in maintaining the public assets they own now. This was accomplished by a voter bond issue in 2014 for the next ten years.
- > The Department needs to find dedicated funding sources they can count on annually to support their operational and capital needs.
- > Develop a Business Development division within the Departments to pursue grants, establish and manage effective partnerships, create more earned income, and develop business plans with staff managing revenue producing facilities to maximize each site's earned income capability.
- > Consider setting up business enterprise systems for revenue producing parks or facilities.
- > Develop a cost benefit analysis on all capital improvement projects prior to developing these future parks or facility sites to determine if it is financially feasible and rather operational dollars will be available to support it.

- > Submit two budgets for approval. One that is only tax support and one that is earned income revenue only. This way elected officials can focus on tax related budget items only and revenue related items second.
- > Know how to properly execute an Annual Budget. There is a lot of time spent in the formulation of a budget, but it is the execution of the budget that saves a system. Issues like review, explaining variances, adjustments, operating within it, insuring that all managers are aware of its importance to the financial stability of the agency.
- > Understand the real details of “Capital.” What are the carrying costs of land, facilities, and equipment? Do not burden the Department with capital projects that cost the agency more to own than the land is worth.

Cost Recovery:

- > Replace revenue-producing equipment every 5 years to keep the user experience relevant and competitive with other service providers.
- > Include senior management staff on all design decisions. Force landscape designers and facility architects to outline the maintenance costs on all parks and facilities they design to ensure their design is aligned with the Department’s maintenance and recreation operating budgets.
- > Consider acquiring additional land along trails to setup the potential for land leases for concession operations for a land lease to help support operational costs of the trails system.
- > Know your true costs to deliver program services, maintain parks, trails and facilities, both direct and indirect costs so that the Department can determine the true costs of services on a unit cost basis. This helps to determine how to establish equitable partnerships and when to outsource tasks that are too expensive to provide with public employees.
- > Develop business plans on any program service or facility that the Departments operates that costs more to operate than \$100,000 a year with a goal to deliver a cost recovery goal of 50% at a minimum.
- > Classify services based on core essential, important and value-added criteria and then price services that are furthest away from their mission at full cost recovery levels.

Enterprise Management:

- > Set up business enterprise systems for revenue producing facilities and programs.
- > Design parks and recreation facilities for efficiency, productivity and to produce revenue that will offset operational costs at a predetermined cost recovery goal.
- > Develop a financial policy that allows the Department to keep all earned income revenue in your operating budget without lowering tax dollars received. The Department should not be penalized for generating revenue to keep the system well positioned for the future.
- > Every three years bid out services where the costs are higher than the private sector to keep the Department’s costs competitive in the market place.
- > Develop an annual revenue plan.
- > Find dedicated funding sources that the Department can count on annually.
- > When building a park or trail system, require an agreement from your elected officials that you will receive the appropriate amount of operational funding to ensure that the Department can

maintain these facilities once developed so you do not put undue pressure on the agency's budget. This requires that the staff develop an operational impact cost for each capital improvement developed for the system.

- > Budget for marketing and branding of revenue producing facilities at 3-5% of total operational costs.
- > Do not give any group in the community a larger than necessary discount because of their age, their occupation, their military service etc. All citizens are valuable and should be treated the same. Understand the size of the market for core programs and facilities and how much of the market the Department controls. Is there opportunity to penetrate the market further?
- > Study and understand market strategies that will make a measurable difference and improve the economic positioning of the program or facility the system is targeting.
- > Inform users and partners of what the Department's costs are so they appreciate the value the Department puts into place into the facility or service. This strategy will help to reduce entitlement of users.
- > Track user analytics to understand who and how often the system is being used by patrons.
- > Understand concession management, what it takes to make it worth the time and investment for the Department to provide the service versus an outside contractor. Don't allow special interest groups to have exclusive rights to concession operations without paying the Department some level of gross revenue.

Operational Management:

- > The Department needs to consider not maintaining things in the park system that nobody uses and remove them from the park system. This is a waste of money.
- > Manage by standards and track costs to implement each type of standard for park maintenance and program services.
- > Train staff, regularly on business principals, cost recovery, cost of service and customer service.
- > Know the demographics of users to determine their needs and capability of supporting programs and capital costs.
- > Track population trends and figure out how demographic changes will affect the Department in the future.
- > Hold staff accountable to cost recovery goals for programs, facilities and parks the Department maintains with revenue to support those services. This includes tracking performance outcomes.
- > Track employee costs of similar sized park systems. Review the wages and benefits for all positions every five years to understand how competitive the Department wages are with other systems. Judge if you are below an acceptable level with or above the standard desired for wages and benefits. The goal for total wages including salaries and benefits should be no more than 55-60% of total operational budget costs.
- > Employ the right people for the right job, for the right pay, to achieve the right outcome and benefits to the agency. Learn and apply the correct functionality and desired productivity of key positions within the system so that it is not personality driven but functionally driven.
- > Reward employees for efficiency and productivity.

- > Train staff to understand the management strategies of their supervisors as one way to prepare them for positions at the next level of responsibility.
- > Develop annual revenue and efficiency work sessions with your staff.
- > Properly train staff in business management of concession operations.
- > Hold employees accountable to productivity standards of facilities and programs and cost recovery levels and give them measurable outcomes to manage to and report out quarterly or every six months.
- > Develop sustainability performance outcomes to hold all divisions accountable.

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 and 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 be 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 as 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.

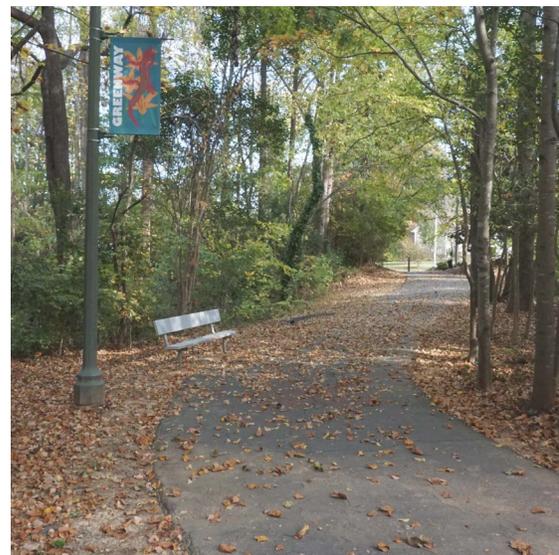
Design Arts Program: The National Endowment for the Arts provides grants to states and local agencies, individuals and nonprofit organizations for projects that incorporate urban design, historic preservation, planning, architecture, landscape architecture, and other community improvement activities, including greenway development. Grants to organizations and agencies must be matched by a 50-percent local contribution. Agencies can receive up to \$50,000.

Corridor Name	Approximate mileage	Community Input Identified 1 point per meeting	Parks and Recreation Facility Connection 1 point per connection	Public School Connection 1 point per connection	Commercial Hub Within 1/4 Mile 1 point per connection	Garner Top Employer Within 1/4 Mile 1 point per employer	Public Facility (Town Hall, Library, Police Station) Within 1/4 Mile 1 point per connection	Identified in Previous Plans 1 point if yes	Existing Greenway Connection 1 point if yes	Planned Future Development Within 1/4 Mile 1 point if yes	TOTAL
1 Timber Drive Corridor	7.03	2	2	3	4	5	0	1	1	1	19
2 Education + Recreation Corridor	8.14	2	3	2	2	3	3	0	1	1	17
3 Garner Road Corridor	10.61	2	5	2	1	1	0	1	0	1	13
4 U.S. 70 Corridor	6.31	0	0	0	4	5	3	0	0	1	13
5 Vandora Corridor	2.78	2	3	1	1	1	3	1	1	0	13
6 East Garner Corridor	8.38	0	1	2	1	3	0	1	0	1	9
7 Benson Road Corridor	6.03	1	1	1	1	2	0	0	1	1	8
8 South Garner Corridor	2.07	3	1	2	0	0	0	1	1	0	8
9 Mahlers Creek Corridor	4.3	2	3	1	0	0	0	0	0	1	7
10 Walnut Creek Connector	6.28	1	2	2	0	0	0	1	1	0	7
11 Auburn Corridor	3.37	0	0	0	1	2	0	1	1	1	6
12 Swift Creek North Corridor	10.29	2	0	0	0	0	0	1	0	1	4
13 White Oak Creek Corridor	4.44	1	0	0	1	2	0	0	0	0	4
14 North Garner Loop	5.41	0	1	1	0	0	0	1	1	0	4
15 Big Branch Corridor	7.71	0	0	0	0	0	0	1	1	1	3
16 Lake Benson Loop	4.01	1	0	1	0	0	0	0	0	0	2
17 Old Stage Road Corridor	6.63	0	0	1	0	0	0	0	0	1	2
18 Swift Creek South Corridor	3.78	1	0	0	0	0	0	0	0	1	2
19 Old Stage Road Corridor Extension	3.09	0	0	0	0	1	0	0	0	1	2
20 Garner Road Big Branch Connector	1.12	0	0	0	0	0	0	0	0	0	0
TOTAL	111.8										

1-5 indicates top 5 priority segment



open space connectivity
system considerations



APPENDIX > OPEN SPACE CONNECTIVITY SYSTEM CONSIDERATIONS

Bicycle and pedestrian connection projects are complicated, and the information contained in this section provides guidelines and suggestions for consideration at the planning, design, and construction phases of a project. Since no two projects are the same, all information may not apply and therefore pertinent ideas should be extrapolated from the text as applicable. These considerations assist staff in consultants in decisionmaking for greenway trail projects. The content as outlined does not preclude requirements of any city, state, or federal ordinance, as these considerations are intended to provide a direction for the development process.

PLANNING CONSIDERATIONS

Planning a pedestrian trail or bicycle facility project must first start with asking the critical questions.

- › Who is the community that is being served by the project?
- › What is the full scope of the project?
- › What is the end goal?
- › How will the project be funded?
- › Who needs to be at the table in the early planning phases?
- › What amenities will it provide?
- › Who will be responsible for long term needs and maintenance?

To help answer some of these critical questions, it is recommended to have corridor and feasibility studies prepared. These studies will assess the practicality of the proposed project and guide decisions that shape project scope and budget.

A **corridor study** looks at the area as a whole. The goal is to identify major trip generators and terminations in a cohesive way that also has a long timeline for completion, i.e. 10–20 years. The purpose of a corridor study is to identify specific projects within a corridor that have logical beginnings and ends and that can be built with available funding sources. The study may include probable costs based on linear foot. However, the probable costs should only be used as a high level estimate, as base map data used to produce the estimate is only high level GIS data. While cost estimates from the corridor study may be used when applying for grant funding, they are very preliminary.

Corridor Studies typically include:

- › 10–20 Mile Corridors
- › Opportunities and Constraints Analysis
- › Route Concept Maps
- › Public Input
- › Property Acquisition Strategy

A **feasibility study** is the next step upon completion of a corridor study but before engineering and design. A feasibility study takes a more detailed look at a specific project identified from the corridor study. The feasibility study is a relatively low expense to the City but produces a much more accurate picture of probable costs, especially regarding construction materials and rights-of-way needs. It also established an accurate schedule for design, permitting, and construction.

A typical feasibility study lays out a rough design that considers widths of trail and grades based on available GIS contours. Physical constraints such as sewer manholes, above ground utilities, and flood plains and flood ways are looked at in detail to route trail alignments. If there are alternative alignments, each will be looked at and weighed against each other and a preferred alignment will be recommended based on the available data. Grading limits can be estimated at the feasibility level which is the basis for starting right-of-way negotiations with property owners while having a more accurate idea of what will be needed for both permanent and temporary easements. From this information preliminary cost estimates can be produced that may be used to submit for grant funding for right-of-way, design and engineering services, as well as construction.

Feasibility Studies typically include:

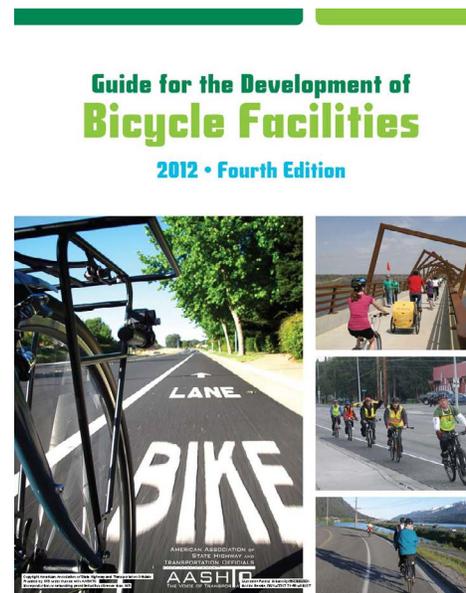
- › 1-5 Mile Corridors
- › Definition of a Specific Project
- › Detailed Route Analysis
- › Public Input
- › Cost Estimates
- › Budgeting and Pursuit of Funding

DESIGN STANDARDS

AASHTO GUIDE FOR THE DEVELOPMENT OF BICYCLE FACILITIES, 4TH EDITION

Published by the American Association of State Highway and Transportation Officials (AASHTO), this guide provides the basis for both planning and designing bicycle facilities. Information covered includes planning, bicycle operation and safety, on-road bicycle facility design, Shared-Use Path design, bicycle parking, and maintenance and operations. The purpose of the guide is to present sound planning and design guidelines by referencing a recommended range of design values and describing alternative design approaches. The guide also allows for the incorporation of pedestrians and motorists along with bicyclists for dynamic designs that are sensitive to local context.

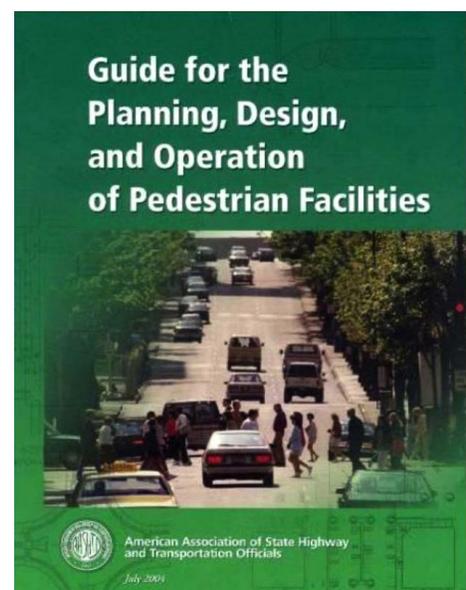
(link: [Guide for the Development of Bicycle Facilities, 4th Edition](#))



AASHTO GUIDE FOR THE PLANNING, DESIGN AND OPERATION OF PEDESTRIAN FACILITIES, 1ST EDITION

Much like the AASHTO's Guide for the Development of Bicycle Facilities, this guide provides instruction on planning, design and operation of pedestrian facilities along streets and highways, focusing on effective ways to accommodate pedestrians within public rights-of-way. Methods to accommodate pedestrian vary depending on the roadway and facility type, and those practices are described in this guide. It also addresses land use planning and site design, as these topics have a profound effect on pedestrian mobility.

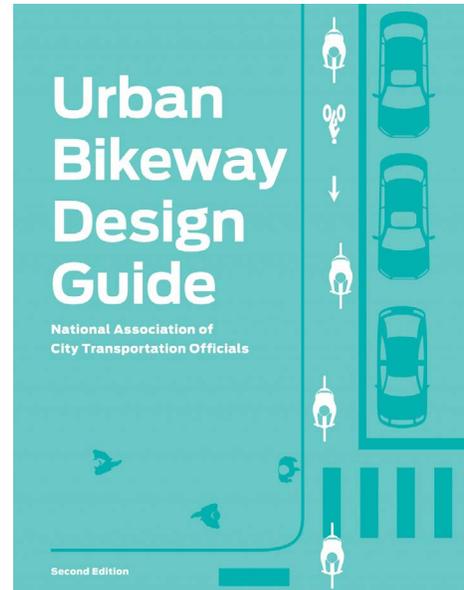
(link: [Guide for the Planning, Design and Operation of Pedestrian Facilities, 1st Edition](#))



NACTO URBAN BIKEWAY DESIGN GUIDE

The NACTO Urban Bikeway Design Guide is based on experience and recommendations from prominent cycling cities from around the world. The target of this guide are cities seeking to improve bicycle transportation where unique challenges like high interaction with traffic, decreased right of way, and increased conflict points are present. These challenged demand innovative solutions and the NACTO guide showcases how other cities have conquered these challenges. The AASHTO Guide is not referenced in most of NACTO design solutions. However, virtually all treatments are permitted under the Manual on Uniform Traffic Control Devices (MUTCD).

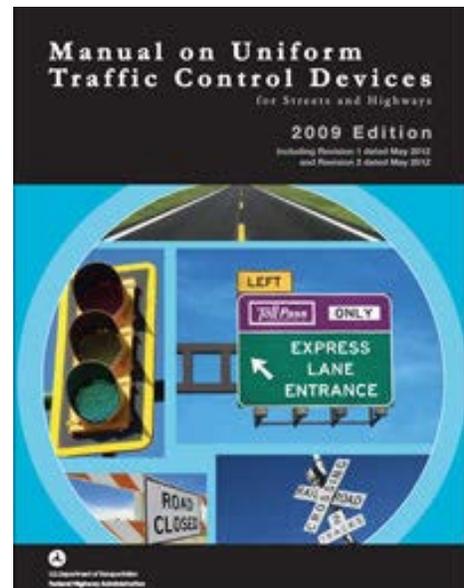
(link: [NACTO Urban Bikeway Design Guide](#))



MANUAL ON UNIFORM TRAFFIC CONTROL DEVICES (MUTCD)

The Federal Highway Administration's MUTCD is the foremost source for guidance on lane striping requirements, signal warrants, recommended signage, and recommended pavement markings for greenway trails and roadway crossings. If desired design treatments are not covered in the MUTCD manual, they may be offered to FHWA for interpretation and official ruling. The FHWA provides an online database where past official rulings can be found (<https://mutcd.fhwa.dot.gov/orsearch.asp>) which may provide useful when progressing through the design process.

(link: [Manual on Uniform Traffic Control Devices](#))

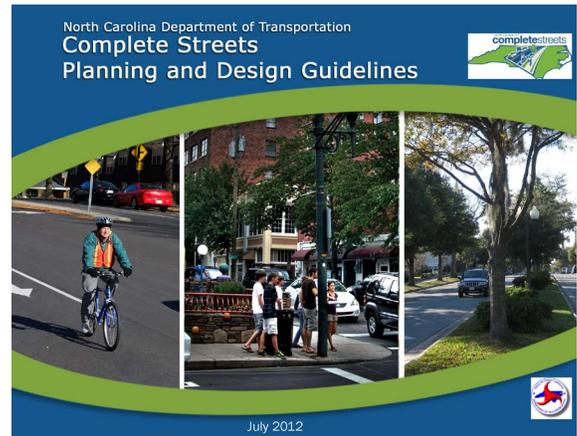


THE NORTH CAROLINA DEPARTMENT OF TRANSPORTATION COMPLETE STREETS PLANNING AND DESIGN GUIDELINES

This publication, released in 2012, includes detailed information on the processes, street types, and recommendations for designing complete streets in North Carolina. The guidelines are meant to help both NCDOT and municipalities with thinking through planning and designing new streets or improving existing infrastructure that all modes of transportation can use, be they pedestrians, bicyclists, or motor vehicles.

While all design standards referenced are valuable to planning and designing a pedestrian and bicycle network, special attention should be paid to AASHTO, MUTCD, and ADA guidelines.

(link: [NCDOT Complete Streets Planning and Design Guidelines](#))



AMERICAN WITH DISABILITIES ACT (ADA)

While elements such as curb ramps, slopes, and railings that are referenced in AASHTO or MUTCD guides, these guides do not explicitly reference compliance with ADA standards. There are several manuals listed below that provide standards for the construction of accessible facilities to comply with the American with Disabilities Act.

- › 2010 ADA Standards for Accessible Design
- › ABA Accessibility Guidelines for Outdoor Developed Areas
- › Public Rights-of-Way Accessibility

Guidelines (PROWAG)

- › Proposed guidelines have been developed but are not yet adopted by the Department of Justice
- › 2017 ICC/ ANSI A117.1 Accessible and Usable Buildings and Facilities
- › US Forest Service Outdoor Recreation Accessibility Guidelines (FSORAG)

Meeting these requirements is important for any bicycle and pedestrian network to do such that the most users can participate.

OTHER VALUABLE RESOURCES

- › U.S. Department of Transportation FHWA – Separated Bike Lane Planning and Design Guide
- › 10 Techniques for Making Cities More Walkable
- › Center for Disease Control and Prevention – Parks and Trails Health Impact Assessment Toolkit
- › National Association of City Transportation Officials (NACTO) – Design Guide Archives
- › Small Town and Rural Design Guide – Facilities for Walking and Biking
- › American Trails
- › Pedestrian and Bicycle Information Center
- › Rails-to-Trails Conservancy
- › America Walks – Learning Center
- › International Mountain Biking Association
- › FHWA Course on Bicycle and Pedestrian Transportation

ELEMENTS OF A MULTI-USE PATH NETWORK - TRAIL TYPES

Multi-use path networks are interconnected pedestrian and bicycle transportation facilities of various forms that allow people of all ages, abilities, and income levels to connect to desired destinations. These facilities must accommodate pedestrians and bicyclists and are intended for recreation and commuter uses. Facilities can run adjacent to roadways (like sidewalks, multi-use paths, or cycle track) or along independent alignments (like greenways trails) and can take different forms based on available land, intended usage, and the overall contribution to a greater connected system.

Many cities and towns have invested significant dollars in pedestrian and bicycle facilities, but few have a complete network that provides safe and convenient connections throughout the community. Access to primary destinations like schools, parks, retail and business centers along a safe and convenient route, while also minimizing exposure to vehicular traffic, is critical to implementing a successful system.

User comfort is also a vital facet of a multimodal network. Additional separation between vehicles and pedestrians/cyclists or reducing vehicle speeds for a safer walking and bicycling experience is important to create a more enjoyable network. Attention to user's comfort level will ensure communities fulfill their potential to serve residents and visitors with a viable multi-modal transportation network.

GREENWAY TRAILS

As the most common type of trail, greenways can be defined as linear open space areas, often associated with wildlife corridors or valuable vegetative buffers. Most often located within a dedicated easement or public utility right-of-way, greenway trails usually include a developed (hard) surface to allow ease of usage for bicycles and other wheeled vehicles. Developed surfaces

are most commonly asphalt, concrete or crushed stone. The width of the trail can vary from ten to fourteen feet, with ten feet being the most common. Communities around North Carolina including, Raleigh, Charlotte and Wilmington have recently updated their standard width to 12 feet due to the high usage seen on built greenways.

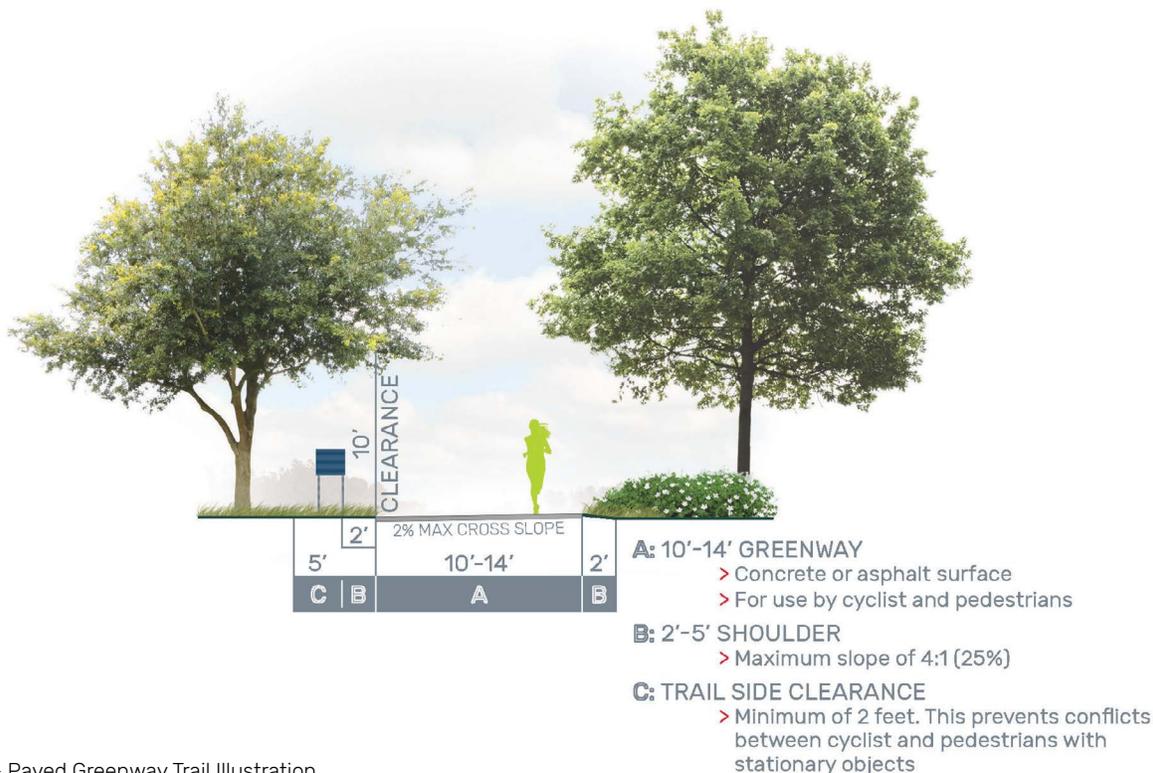


Figure 1 – Paved Greenway Trail Illustration

MULTI-USE PATHS

Usually located immediately adjacent and parallel to a roadway, shared multi-use paths are 10–14 feet in width for two-way traffic flow and are physically separated from vehicular travel through vegetated landscape strips, rumble strips or site furnishings (street lights, way finding signage or benches). Multi-use paths often share the right-of-way (ROW) with collector and highway roads with higher volumes and moderate-to-high speeds (15 – 55 MPH)¹. As roadway speed increases so should the separation width between the vehicular path of travel and the shared multi-use path facility. Specific details regarding path width, separation width, landscape material, maintenance, crossing design or intersection with and connection to other multi-modal facilities should be considered during a detailed corridor study.

Multi-use paths should be located with consideration to a safe clear zone. Highway design manuals specify the distance from the edge of roadway to the multi-use path based on the posted speed of the road and average daily trips. This distance can be mitigated by installing curb and gutter or a vertical barrier to protect trail users from vehicles. The clear zone distance should be considered at the planning stage to determine the adequate right-of-way width required and possible increase in costs for the installation of curb and a closed drainage system. Multi-use paths can offer a more comfortable experience for cyclists as compared to on-road facilities such

as bike lanes or wide outside shoulders located in heavy traffic environments and their inclusion within a network allows for reduced roadway crossing distances.

Multi-use paths are designed to be part of a transportation system, providing off-road routes for a variety of users. The primary users of multi-use paths are bicyclists and pedestrians, including pedestrians using mobility devices such as manual or motorized wheelchairs. While they may coincidentally provide a recreational experience, multi-use paths differ from other types of trails with their transportation focus and serving as a supplement to on-road bike lanes, shared roadways, bike boulevards, and paved shoulders. They may extend or complement a roadway network. Multi-use path design is similar to roadway design but on a smaller scale and for lower speeds. Whether located within a highway right-of-way, provided along a riverbank, or established over natural terrain within an independent right-of-way, multi-use paths differ from sidewalks and trails in that they are primarily designed for bicyclists and others for transportation purposes such as commuting to work.²

For purpose of this plan, multi-use paths are paved facilities and are parallel to the road, connecting users from residential, civic, social, and employment areas to the greenway network.

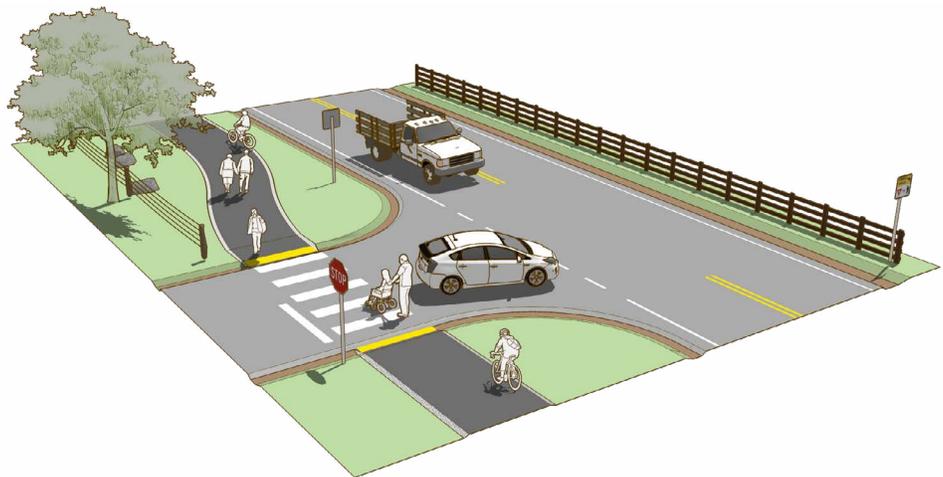


Figure 2 – Paved Greenway Trail Illustration

¹ U.S. Department of Transportation, Federal Highway Administration. Small Town and Rural Multimodal Networks, 2016.

² <http://www.fhwa.dot.gov/environment/bikeped/framework.htm> and <https://www.fhwa.dot.gov/publications/research/safety/pedbike/05137/05137.pdf>

SIDEWALKS

Sidewalks are dedicated to and designed for use by pedestrians. They should be safe, comfortable, and accessible to all. Sidewalks are physically separated from the roadway by a curb or unpaved

buffer space and are paved. Like multi-use paths, sidewalks are typically parallel to a roadway but are designed for pedestrians only, not for bicycles or other recreational purposes.



Figure 3 – Paved Greenway Trail Illustration

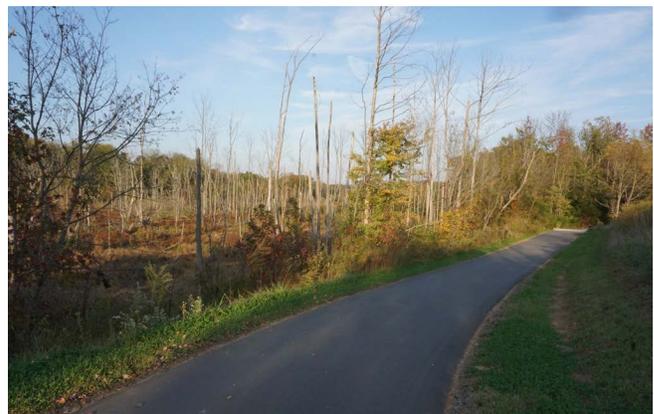
STREAM CORRIDOR TRAILS

For purposes of this plan, stream corridor trails are defined as trails adjacent to stream or river corridors that are typically located within the floodway or floodplain.

This master plan suggests determining the surface of stream corridor trails during the detailed corridor analysis. While paved trails are best practice, the City may make more tangible progress in adding trail miles by considering natural surface trails in the short-term while planning to pave the trails when funding becomes available. While natural surface trails can present a higher degree of maintenance and are not accessible to all, they require less capital investment, engineering, and disturbance. Local interest groups and volunteers have been known to assist with both trail construction and maintenance, allowing the City to implement more miles of trails in the short-term.

It should be noted that there are challenges when including stream corridor trails into the transportation network. There is coordination with North Carolina Department of Transportation (NCDOT) in order to provide access under bridges where streams cross under state roads. There are also other permitting agencies like United States Army Corps of Engineers (USACE) and the

Federal Emergency Management Agency (FEMA) that may be involved in obtaining approvals to construct.



In general, trails located along streams are typically asphalt or concrete to mitigate periodic flooding. Often, an undisturbed vegetated buffer is located between the stream bank and the trail to help stabilize stream banks, moderate stream flow, and filter pollutants. Located within the floodway, the materiality of trail cross sections should be carefully considered to provide an adequate foundation, stabilization, and non-slip surface depending on the frequency and velocity of flood events. Greenways adjacent to streams pose a variety of design challenges that should be considered during planning and project selection, including:

Urban Streams - Dense urban conditions restrict trails to the floodway and may require installation of railings, and/or retaining walls to stabilize stream banks.

Regular Flooding - Trail surface within the floodway that are regularly inundated should be carefully selected. Often concrete is the best solution for these areas. While there is a higher construction cost, maintenance savings for repairs quickly balance the initial investment.

Bench Modifications Beneath Bridges

These greenways stay at the stream elevation when crossing beneath vehicular bridges. Special design considerations and materials are recommended at these locations. Common materials include concrete trail surfaces, retaining walls (segmental block, cast-in place, pile and panel are often required to protect the trail from erosion) and safety rails. Connections up to the surface street network are desirable at most locations.

FEMA Regulated Streams - When working within the regulatory floodway, trail design (regardless of surface type) should minimize any change in ground elevation where possible. Any construction or increase in ground elevation within the floodway triggers detailed hydraulic modeling and required approvals through the Local Floodplain Administrator and possibly Federal Emergency Management Agency (FEMA).

Isolated Asphalt - Many stream corridors include areas of jurisdictional wetlands. Care should be taken to locate boardwalks that cross these wetlands with future maintenance in mind. Asphalt should be avoided if a trail section is located between boardwalks and cannot be accessed by paving equipment for resurfacing. Concrete is the best surface type in this condition as it provides a longer surface life and can be repaired in batches using the adjacent boardwalks.



BIKE FACILITIES

In North Carolina, the bicycle has the legal status of a vehicle. Cyclists have full rights and responsibilities when on the road and are subject to the same rules and regulations that govern the operation of a vehicle. When riding on the road, cyclists must ride on the right and in the same direction as traffic. All traffic signs and signals must be obeyed, and hand signals should be used to communicate intended movements. Bicycles must also be equipped for night riding with the appropriate front lamp and rear reflector. Thus, riding on the road and being treated with the same status as a vehicle can be intimidating for most recreational riders. As such, safer more comfortable provisions should be made with a multi-modal transportation system that caters to the bicycle.

There are various bike facilities that can be accommodated based on existing site conditions. Some are incorporated into a mixed traffic scenario, mixing with cars in the same space, while other facilities are visually or physically separated from traffic. The definitions and graphics as provided below were obtained from *"Small Town and Rural Design Guide – Facilities for Walking and Biking"* and *"NACTO Urban Bikeway Design Guide"*³.

Bike Lanes

Bike lanes allocate an exclusive space for bicyclists with a designated 5-foot striped lane, pavement markings, and signage and enable bicyclists to ride at their chosen speed without interference from traffic. Conventional bike lanes are located directly adjacent to motor vehicle travel lanes and run curbside when no parking is present or adjacent to parked cars on the right side of the street. They typically follow the same direction as motor vehicle traffic and have no physical barriers (bollards, medians, raised curbs, etc.) that restrict vehicular encroachment into the bike lane.

Benefits of conventional bike lanes include:

- Increases use comfort and confidence on busy streets.
- Creates separation between bicyclists and automobiles.
- Increases predictability of bicyclist and motorist movement and interaction.
- Increases streets' carrying capacity.
- A visual reinforcement of the bicyclists' right to the street.

Bike lanes are most conducive on streets with:

- $\geq 3,000$ motor vehicle average daily traffic.
- A posted speed ≥ 25 mph.
- High transit vehicle volume.



Figure 4 - Bike Lane Illustration

³ <http://ruraldesignguide.com/> and <https://nacto.org/publication/urban-bikeway-design-guide/>

Buffered Bike Lanes

A Buffered Bike Lane is a conventional bike lane paired with additional buffer space to separate the motor vehicle traffic lane and/or parking lane from the bicyclists. Multiple pavement markings are typically used to delineate the edge of the travel way for both motor vehicles and bicyclists.

Benefits of buffered bike lanes include:

- › Provides greater shy distance between vehicles and bicyclists.
- › Provides space for bicyclists to pass other bicyclists without encroaching into adjacent vehicle traffic.
- › Encourages bicyclists to ride outside of the door zone when buffer is located between parked cars and the bike lane.
- › Provides a greater space for bicycling, but not so great that the bike lane is mistaken for a travel or parking lane.
- › Appeals to a wider cross-section of bicycle users.
- › Encourages bicycling by contributing to the perception of safety among bicycle network users.

Buffered bike lanes can be incorporated:

- › Anywhere a standard bike lane is being considered.
- › On streets with high travel speeds, high travel volumes, and/or high amounts of truck traffic.
- › On streets with extra lanes or extra lane width.



Figure 5 – Buffered Bike Lane Illustration: Travel Side Buffer



Figure 6 – Buffered Bike Lane Illustration: Parking Side Buffer

Contra-Flow Bike Lane

Contra-flow bicycle lanes are designed to allow bicyclists to ride in the opposite direction of motor vehicle traffic by converting a one-way street into a two-way street. One direction is for vehicles and bikes while the other direction is for bikes only. Contra-flow lanes are separated with yellow center lane striping. While the contra-flow bike lane works best on low-speed and low volume streets, it does introduce new challenges and additional conflict points as motorists may not expect on-coming bicycle traffic.

Benefits of contra-flow bike lanes include:

- › Provides connectivity and access to bicyclists traveling in both directions.
- › Reduces dangerous wrong-way riding.
- › Decreases sidewalk riding.
- › Influences motorist choice of routes without limiting bicycle traffic.
- › Decreases trip distance, the number of intersections encountered, and travel times for bicyclists by eliminating out-of-direction travel.
- › Allows bicyclists to use safer, less trafficked streets

Contra-flow bike lanes can be incorporated:

- › On streets where large numbers of bicyclists are already riding the wrong way.
- › On corridors where alternate routes require excessive out-of-direction travel.
- › On corridors where alternate routes include unsafe or uncomfortable streets with high traffic volumes and/or no bicycle facilities.
- › Where two-way connections between bicycle facilities are needed along one-way streets.



Figure 7 – Contra-Flow Bike Lane Illustration

Left-Side Bike Lane

Left-side bike lanes are conventional bike lanes located on the left side of one-way or two-way median divided streets. Left-side bike lanes offer advantages along streets with heavy delivery or transit use or frequent parking turnover on the right side.

Benefits of left-side bike lanes include:

- › Avoids potential right-side bike lane conflicts.
- › Improves motorists' visibility of bicyclists by having the bike lane on the driver's side.
- › Provides consistent facility configuration in locations where right-side travel lanes are subject to rush hour parking restrictions and other flexible uses.
- › Minimizes door zone conflicts next to parking as there are fewer door openings on vehicles' passenger side.
- › Fewer bus and truck conflicts as most bus stops and loading zones are on the right-side of the street.

Left-side bike lanes can be incorporated:

- › On one-way streets or median divided streets with frequent bus stops or truck loading zones on the right-side of the street.
- › On streets with high parking turnover.
- › On streets with rush hour parking restrictions.
- › On streets with high volumes of right turn movements by motor vehicles.
- › On streets with a significant number of left-turning bicyclists.
- › On streets where traffic enters into a merge lane on the right-hand side, as from a freeway off-ramp.
- › For favorable alignment to connect to a multi-use path, two-way cycle track, or other bicycle facility.



Figure 8 – Left-Side Bike Lane Illustration

Shared Bike Lane

Shared bike lanes use shared lane markings, or “sharrows,” to indicate a shared lane environment for bicycles and automobiles. Shared bike lanes reinforce the legitimacy of bicycle traffic on the street, recommend proper bicyclist positioning, and may be configured to offer directional and wayfinding guidance.

However, utilizing shared lane markings should not be considered a substitute for bike lanes, cycle tracks, or other separation treatments when these types of bicycle facilities are warranted and/or where space permits. Shared lane markings can be used as a standard element in the development of bicycle boulevards to identify streets as bikeways and to provide wayfinding along the route. Shared bike lanes are typically not appropriate on streets with a speed limit above 35 mph.

Benefits of shared bike lanes include:

- ▶ Encourages bicyclists to safely position themselves in lanes too narrow for a motor vehicle and a bicycle to comfortably travel side by side within the same traffic lane.
- ▶ Alerts motor vehicle drivers to the potential presence of bicyclists.
- ▶ Indicates a bicycle path through difficult or potentially hazardous situations (e.g. railroad tracks).
- ▶ Advertises the presence of bikeway routes to all users.
- ▶ Provides a wayfinding element along bike routes.
- ▶ Keeps bicyclists out of the “door zone.”
- ▶ Encourages safe passing by motorists.
- ▶ Requires no additional street space.
- ▶ Reduces the incidence of sidewalk riding.
- ▶ Reduces the incidence of wrong-way bicycling.

Desirable shared bike lane marking applications:

- ▶ When the speed differential between bicyclist and motorist travel speeds is very low, such as:
 - On bicycle boulevards.
 - On low volume, traffic calmed, shared streets with a designed speed of < 25 mph.
 - On downhill segments, preferably paired with an uphill bike lane.
 - On streets where the traffic signals are timed for a bicycling travel speed of 12 to 15 miles per hour.
- ▶ As a reasonable alternative to a bike lane in limited circumstances, such as:
 - Where street width can only accommodate a bicycle lane in one direction.
 - Within single or multi-lane roundabouts.
 - Along front-in angled parking where a bike lane is undesirable.



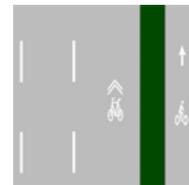
- ▶ To strengthen connections in a bikeway network, such as:
 - To fill a gap in an otherwise continuous bike path or bike lane, generally for a short distance.
 - To transition bicyclists across traffic lanes or from conventional bike lanes or cycle tracks to a shared lane environment.
 - To direct bicyclists along circuitous routes.
- ▶ To clarify bicyclist movement and positioning in challenging environments such as:
 - Through intersections.
 - Through a combined bike lane/turn lane.



- In the presence of a double turn lanes. Double turn lanes are undesirable for bicyclists.



- In the street alongside separated bikeway facilities such as cycle tracks, to permit continued use of the street by bicyclists who prefer to ride in the street.



Cycle Track

A cycle track is an exclusive bike facility, physically separated from motor traffic and distinct from the sidewalk, that combines the experience of a separated path with the on-street infrastructure of a conventional bike lane. Cycle tracks have several different forms, but all provide space that is primarily used for bicycles and are separated from motor vehicle travel lanes, parking lanes, and sidewalks. In contrast to bike lanes, where on-street parking exists, cycle tracks are located on the curb-side of the parking lane.

Cycle tracks can be one-way or two-way and can be at street level, sidewalk level, or an intermediate level. When located at street level, cycle tracks can be separated from motor traffic by raised medians, on-street parking, or bollards. When a cycle track is located at sidewalk level, a curb or median separates it from motor traffic, while pavement markings such as color/texture separates the cycle track from the sidewalk. Separating cyclists from motor traffic offers a higher level of safety than other bike lane facilities and are attractive to a wider array of users.

One-Way Protected Cycle Track

One-way protected cycle tracks are bikeways at street level and use a variety of methods for physical separation from the motor vehicle travel lane such as a raised curb, planters, or a parking buffer.

Benefits of one-way protected cycle tracks include:

- › Dedicates and protects space for bicyclists in order to improve perceived comfort and safety.
- › Eliminates risk and fear of collisions with vehicles.
- › Reduces risk of 'dooring' compared to a bike lane
- › Eliminates the risk of a doored bicyclist being run over by a motor vehicle.
- › Prevents double-parking, unlike a bike lane.
- › Low implementation cost by making use of existing pavement and drainage and by using the parking lane as a barrier.
- › More attractive for bicyclists of all levels and ages.

One-way protected cycle tracks can be incorporated:

- › On streets with parking lanes.
- › On streets where conventional bike lanes would be stressful to bicyclists due to multiple lanes, high traffic volumes, high speed traffic, high demand for double parking, and high parking turnover. While there are no US standards for bicyclist and motor vehicle volumes that warrant the implementation of cycle tracks, several international documents provide basic guidance (refer to the *NACTO website* for such references).
- › On streets where intersection conflicts can be effectively alleviated using parking lane setbacks, bicycle markings through the intersection, and other signalized intersection treatments.
- › Along streets with high bicycle volumes.
- › Along streets with high motor vehicle volumes and/or speeds.



Figure 9 – One-Way Protected Cycle Track Illustration: Raised Curb and Parking Buffer



Figure 10 – One-Way Protected Cycle Track Illustration: Planter and Parking Buffer



Figure 11 – One-Way Protected Cycle Track Illustration: Parking Buffer

Raised Cycle Track

Raised cycle tracks are vertically separated from motor vehicle traffic and many are paired with a furnishing zone between the cycle track and the vehicle travel lane and/or pedestrian area.

Raised cycle tracks may be one-way or two-way and at either the level of the adjacent sidewalk or set at an intermediate level between the roadway and sidewalk. The latter is used to segregate the cycle track from the pedestrian area. A raised cycle track may also be combined with a parking lane or other barrier between the cycle track and the vehicle travel lane. At intersections, the raised cycle track can either be dropped to street level, merging with vehicle traffic or at sidewalk level, where bicyclists cross with pedestrians.

When placed adjacent to a travel lane, one-way raised cycle tracks may be configured with a mountable curb to allow entry and exit from the bicycle lane for passing other bicyclists or to access vehicular turn lanes. This configuration has also been known as a 'raised bike lane.'

Benefits of Raised Cycle Tracks include:

- › Dedication and protection of space for bicyclists in order to improve perceived comfort and safety.
- › More attractive biking environment to a wider range of bicyclists at all levels and ages.
- › Keeping motorists from easily entering the bicyclists space.
- › Encouraging bicyclists to ride in the bikeway rather than on the sidewalk.
- › Visual reduction of the width of the street when provided adjacent to a travel lane.
- › Minimizing maintenance costs due to limited motor vehicle wear.
- › Cost reduction on new roadway construction; a raised cycle track can be less expensive to construct than a wide or buffered bicycle lane.

Raised cycle tracks can be considered:

- › Wherever a bicycle lane would be the standard recommendation.
- › Along higher speed streets with few driveways and cross streets.
- › Along streets where bike lanes would cause many bicyclists to feel stress due to factors such as multiple lanes, high traffic volumes, high speed traffic, high demand for double parking, and high parking turnover.
- › On streets where intersection conflicts can be effectively alleviated using parking lane setbacks, bicycle markings through the intersection, and other signalized intersection treatments.
- › On streets with numerous curves where vehicle encroachment into bike lanes is a concern.
- › Along streets with high bicycle volumes.



Figure 12 – Raised Cycle Track Illustration

Two-Way Cycle Track

Two-way cycle tracks are also known as “protected bike lanes,” “separated bikeways,” and “on-street bike paths.” They are physically separated bicycle facilities that allow bicycle movement in both directions on one side of the road. Two-way cycle tracks share some of the same design characteristics as one-way tracks but may require additional considerations at driveway and side-street crossings.

A two-way cycle track may be configured as a protected cycle track—at street level with a parking lane or other barrier between the cycle track and the motor vehicle travel lane—and/or as a raised cycle track to provide vertical separation from the adjacent motor vehicle lane.

Benefits of two-way cycle tracks include:

- › Dedication and protection of space for bicyclists in order to improve perceived comfort and safety.
- › Reducing the risk of ‘dooring’ compared to a bike lane.
- › Eliminating the risk of a doored bicyclist being run over by a motor vehicle.
- › Reduction of out of direction travel by providing contra-flow movement on one-way streets.
- › Low implementation cost when making use of existing pavement and drainage and using parking lane or other barrier for protection from traffic.
- › More attractive biking environment to a wider range of bicyclists at all levels and ages.

Two-way cycle tracks can be considered:

- › On streets with few conflicts, such as driveways or cross-streets, on one side of the street.
- › On one-way streets where contra-flow bicycle travel is desired.
- › On streets where more destinations are on one side of the street, thereby reducing the need to cross.
- › On streets with extra right-of-way on one side.
- › To connect with another bicycle facility, such as a second cycle track on one side of the street.
- › Along streets on which bike lanes would cause many bicyclists to feel stress because of factors such as multiple lanes, high traffic volumes, high speed traffic, high incidence of double parking, and high parking turnover.
- › On streets where intersection conflicts can be effectively alleviated using parking lane setbacks, bicycle markings through the intersection, and other signalized intersection treatments.
- › Along streets with high bicycle volumes.
- › Along streets with high motor vehicle volumes and/or speeds.



Figure 12 – Two-Way Cycle Track Illustration

Bicycle Boulevard

A bicycle boulevard is a low-stress, shared roadway bicycle facility designed to give bicycles travel priority within a roadway shared with low volume and low speed motor vehicle traffic. Bicycle boulevards use signs, pavement markings, and volume and speed management techniques to create safe and convenient bicycle facilities. The basic components of a safe bicycling environment are often found on existing local streets that have low speeds and volume.

Establishing bicycle boulevards on existing streets can materialize by enhancing these streets with design treatments tailored to existing conditions and desired outcomes. Providing bicycle boulevards not only benefit cyclists, but also creates peaceful streets, benefiting residents and improving safety for all road users.

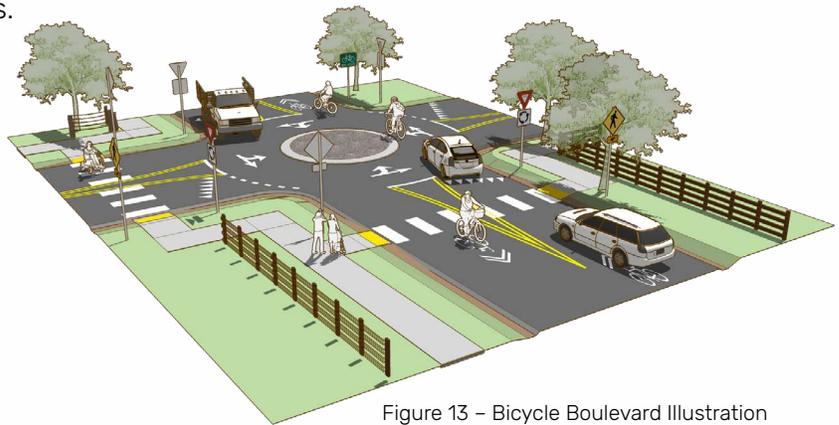


Figure 13 – Bicycle Boulevard Illustration

Paved Shoulder

Paved shoulders on the edge of roadways can be enhanced to serve as a functional space for bicyclists and pedestrians to travel in the absence of other facilities with more separation. Paved shoulders are only recommended for rural roads with lower motor vehicle volumes.

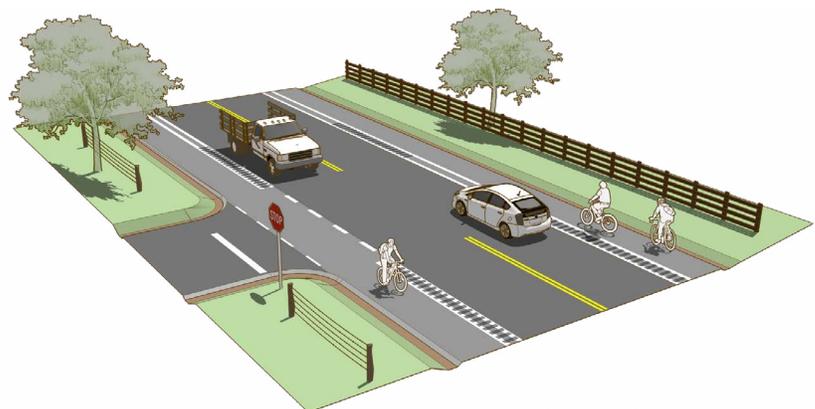


Figure 14 – Paved Shoulder Illustration

DESIGN + CONSTRUCTION CONSIDERATIONS

For the connectivity system to succeed and thrive, certain design and construction considerations should be evaluated and incorporated where applicable. In this section, you will find the following considerations:

1. User Needs
2. Considerations for Environmental Protection
3. Considerations for Greenway Trail Physical Components
4. Considerations for Riparian Greenway Trails
5. Considerations for Greenway Trails in Utility Corridors
6. Considerations for Greenway Trails in Roadway Corridors
7. Typical Cross Sections
8. Control Measures
9. Intersections / Crossings
10. Comfort Facilities + Furnishings + Artwork
11. Branding + Wayfinding
12. Permitting
13. Construction Administration

1. USER NEEDS

Pedestrian users have a variety of needs, abilities, and potential impairments, of which are most often determined by a user's age. Age can be a contributing factor in a pedestrian's walking speed and the perception of their surrounding environment. Children walk more slowly than adults and have different environmental perceptions as they cognitively develop. Older adults may also walk slowly and may require the assistance of physical devices to walk, hear, or see. While a user's mobility will vary significantly across all users, the pedestrian connectivity system should accommodate all users to the greatest possible extent.

Dog walkers make up a large contingent of users on greenway trails. Design dimensions should take into dog size, leash length, walking style, all of which vary greatly. Thus, there is a wide range of possible facility dimensions that can accommodate dog walkers. However, greenway trails that have been designed to accommodate wheelchair users will likely provide the necessary space for the typical dog walker. Dog waste stations at trailheads or periodically along the trail improve the experience for these users.



Runners and joggers are frequently found on greenway trails, many of which prefer softer surfaces like rubber, bare earth or crushed rock. Trail surface is the primary design consideration when taking runners into account. If softer surface options cannot be accommodated, asphalt is preferred over concrete.



Strollers are often used on greenway trails. The size, design, and capacity of strollers vary greatly and the greenway's design considerations when accommodating strollers should examine stroller size and the ability and speed of the adult pushing the stroller. Also, a stroller's small pivoting front wheels that aid in maneuverability may limit their use on unpaved or rough surfaces. Curb ramps are especially useful to these users as lateral overturning is a safety concern.



As populations age, **mobility assistance device users** grow. These devices are typically manual or powered wheelchairs and maneuvering them, particularly around a turn, requires additional space. Providing space for proper turning radii movements at appropriate locations is part of accessible design and shall be considered when designing greenway trail systems.



Bicyclists come in a variety of ages and abilities. Variations of cyclists typically occur with the type of equipment being used (e.g. a conventional bicycle, mountain bike, road bike, recumbent bicycle or tricycle), and the cyclist's skill and comfort level riding on the provided bicycle facility. The design of a connected bicycle system should consider multiple bicycle types, using dimensions that are appropriate to accommodate the broad range of styles and abilities. Proper bicycle facilities require clear, open space without visual obstruction and with a preferred five feet or larger width within which a bicyclist can safely operate.



Electric scooters now are in frequently use on paths and roadways in cities across North Carolina and the country. Per North Carolina legislation, a scooter is not classified as an electric personal assistive mobility device (EPAMD) but rather a vehicle.⁴ As such, the City should consider how these devices will be monitored and their proper use enforced or whether local ordinances will be enacted to regulate the time, place, and manner for operating the scooters.



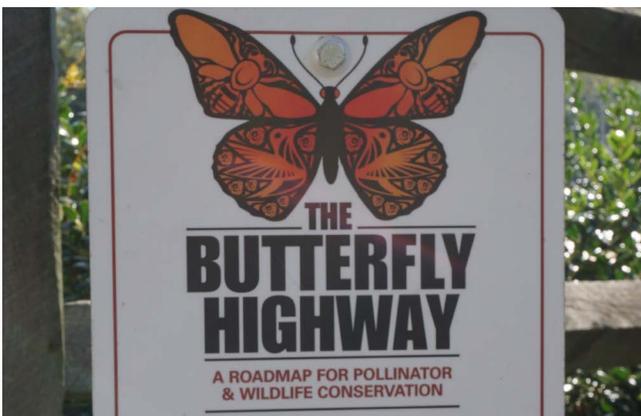
4 <https://nccriminallaw.sog.unc.edu/its-a-bird-its-a-scooter-its-an-overnight-sensation-but-is-it-legal/>

2. CONSIDERATIONS FOR ENVIRONMENTAL PROTECTION

One of the many positive benefits of greenway trails is that they link transportation, recreation, and conservation. As such, the network must be planned, designed, constructed, and maintained to preserve the area's natural resources. Some recommendations to consider for developing and maintaining greenway trails to reap the benefits of natural resource conservation may include the following.

Protecting ecologically sensitive areas should be part of trail development prioritization. Environmental impacts need to be weighed against land availability, costs, accessibility, access, and aesthetics. When possible, it is wise to prohibit greenway trail development that negatively impacts:

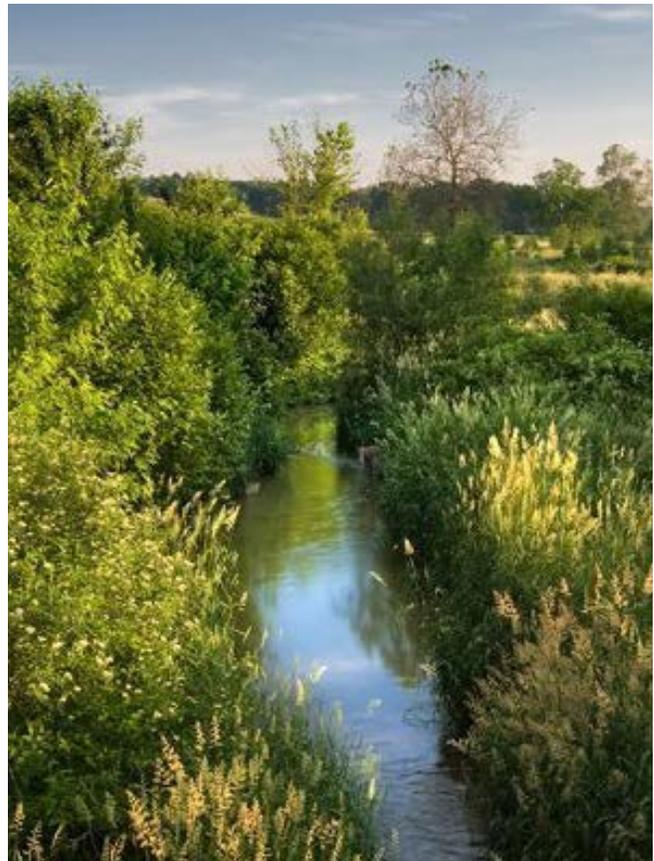
- › Wetlands, creeks, streams, rivers, and lakes
- › Habitat for rare and endangered species
- › Steep slopes and poor soils not capable of supporting trail or road development
- › Sensitive forests
- › Public water supplies
- › Unique geologic features



Providing and maintaining buffers that protect sensitive natural areas adjacent to greenway trails is critical to ensure that these natural areas sustain ecological quality and value. Regardless of how sensitively a greenway trail is designed and constructed, they inevitably impact the environments through which they travel. Due to impacts like soil compaction, increased runoff and erosion, and habitat fragmentation, the implementation of vegetative buffers is imperative when planning and designing greenway trails. However, not all buffers will be the same.

Their recommended widths will vary to respond to specific conditions, such as:

- › Sensitivity of the natural area being impacted
- › Type of greenway trail
- › Grade and soil types
- › Desired user experience



Using best practices for stormwater management along the greenway trail is critical to avoid standing water on the trail. Using natural infiltration systems like vegetated swales are more ecologically and hydrologically advantageous than engineered stormwater solutions like storm drains and catch basins.



Using low impact methods when planning, designing, constructing, and maintaining greenway trails that touch environmentally sensitive areas is preferred. Many greenway trails occur within riparian systems. As such, low impact methods will lessen the impacts to these sensitive areas, aiding in the preservation of existing vegetation, wildlife, water resources, and soils. By employing low impact methods, a greenway trail system becomes a durable facility that serves the public and provides a quality experience.



Clearing & Demolition - While tree preservation and environmental protection is critical for preserving and/or improving ecological, hydrological, and recreational value throughout the pedestrian and bicycle network, it may be necessary to clear vegetation along the length of a new multi-use path or greenway trail. When clearing and demolishing existing vegetation to create greenway facilities, the following guidelines should be considered:

- › Prior to any clearing or demolition activities, set and inspect tree protection fence and limits of disturbance.
- › Protect existing, natural, and man-made cultural assets. These may include historic sites, cultural landmarks, and significant views.
- › Comply with all environmental protection regulations from governing agencies; regulations that apply to erosion control, water quality, NCDENR requirements, and others depending on location.
- › Preserve all riparian buffers.
- › All debris, garbage, dumped items, hazardous material, creek obstructions, and extraneous or abandoned structures shall be removed from greenway property.
- › Prune vegetation in accordance with the National Arborist Association and ANSI A300 standards.
- › Remove invasive species where possible and avoid planting species known to have invasive and aggressive growth habits along the greenway.



Drainage and erosion control are necessary environmental controls to maintain a stable and low maintenance facility. Water flowing along the trail edge or across the path with enough volume and velocity to remove soil results in undesirable erosion conditions. The resulting degraded greenway trail then has the capability to impact adjacent or downstream water resources. Dispersed infiltration stormwater features such as vegetated swales, are recommended along the network to minimize erosion for reduced maintenance and improved aesthetic. Following contours also helps reduce erosion issues, minimizes maintenance, and increases user experience.

Drainage measures are dependent on the trail surface material. Paved surfaces should consider the following guidelines:

- ▶ A 2% cross slope will combat most drainage issues and is recommended to be used for both the main path and shoulders. A maximum 1:6 slope may be used for the shoulders, but 2% is preferred.
- ▶ In cut conditions where uphill water is collected and directed to a catch basin, water should be captured and directed under the greenway in a suitably sized drainage pipe.
- ▶ To help prevent erosion along shoulders, install low groundcover up to the edge of the greenway.



Natural Surface trails should consider the following guidelines.

- ▶ Designing natural surface trails with rolling grades is preferred. "Rolling grade" describes the series of dips, crests, climbs, and drainage crossings that form a sustainable trail that responds to existing contours.
- ▶ Contour trails should be outsloped 5% from the ridge face so that water sheets water off the trail during rain events. This design guideline disperses and sheds water off the trail in a non-erosive manner.
- ▶ Natural surface trails should be designed so that water sheets across, rather than down its tread.
- ▶ Avoid fall line greenway trails when possible. A fall line trail generally follows the most direct line downhill.
- ▶ Erosion can be controlled through frequent grade reversals, dividing the trail into smaller watersheds. Breaking up the drainage area this way allows the drainage attributes from one section to not affect another section. It is recommended to incorporate a grade reversal every 20 to 50 linear feet.

Grading & Earthwork - Ideally, grading and earthwork will be kept to a minimum, with grading activities occurring only as necessary to build the trails, connections, and associated amenities. Filling the floodplain or wetlands will not be permitted unless doing so provides the best greenway alignment in terms of safety, water quality, and/or stream bank restoration. If doing so, placing fill in the floodplain shall be conducted in strict compliance with local and state regulations and their respective policies. All grading activities shall follow all jurisdictional permitting requirements.



3. CONSIDERATIONS FOR GREENWAY TRAIL PHYSICAL COMPONENTS

Surfacing

Greenway trail **surfacing** should be selected to accommodate the intended use and intensity along the trail. Surfacing should also account for flooding frequency, drainage, topography, available construction budget, and maintenance levels.

To be compliant with American Disabilities Act (ADA) Accessibility Guidelines, a greenway trail must be constructed with a paved surface (asphalt or concrete). Where there is little to no topography, compacted gravel fines can be used as an ADA compliant surface. However, these surfaces require more maintenance and cost over time, but does provide a softer, tactile pavement option.

Asphalt is popular with trail users for its smooth, continuous, and joint-forgiving attributes. It also boasts lower material and installation costs but does require more maintenance than concrete. It has a life span of about 10-15 years if constructed properly on suitable sub-grade, which is about half that of concrete. Asphalt offers durability and the cost of installation and maintenance is not cumbersome.

Concrete, however, can last 25 years or more when properly constructed and maintained. As one of the most expensive surfaces, the cost of concrete is often a limiting factor when selecting surface materials. However, concrete should be considered in areas that frequently flood or in urban conditions due to its durability over asphalt and lower maintenance needs. It should be noted, however, that concrete is not the preferred surface by runners, as its hardness is not easy on the joints. And control joints should be saw cut vs. troweled.

Permeable paving is another surface option, but being twice the cost of asphalt to install, it should only be used under special circumstances. When using permeable paving, the area must have proper drainage; permeable paving is not suitable in floodplain conditions or in areas where ponding and sedimentation occurs. Maintenance protocol for permeable paving must be established, as this material needs to be vacuumed to remove debris after storm events in order to maintain its permeable properties.



Natural surface greenway trails are typically located in environmentally-sensitive corridors that exhibit conditions that can support bare earth, wood chip, or crushed stone trails. Natural surfaces offer a low-impact solution, typically found in less developed areas, where a trail is being laid out for future hard surface paving or where a more natural experience is preferred. The most common use of natural surface trails is for mountain biking. Additional guidance on design and construction of mountain biking facilities can be found at the International Mountain Biking Association’s (IMBA) website – www.imba.com

Some options for natural surfaces include:

- › Bare earth
- › Rock
- › Mulch, wood chip, or other native materials
- › Crushed stone or screenings (not to be used in flood-prone or environmentally sensitive areas or on steep slopes)

Regardless of surface material, positive drainage must be provided. Trails that are bench cut should be done so with minimal removal of existing vegetation and grade reversals shall encourage sheet flow across the trail.

Stormwater features are recommended to be located along the network at small scales to minimize erosion. Longitudinal slope should not exceed 5% with the cross slope not exceeding of 2%.



- A: 8'-10' BENCHED GREENWAY**
 - › Concrete, asphalt or natural surface
 - › For use by cyclist and pedestrians
- B: 2' SHOULDER**
 - › Maximum slope of 4:1 (25%)
- C: TRAIL SIDE CLEARANCE**
 - › Minimum of 2 feet. This prevents conflicts between cyclist and pedestrians with

Boardwalks are used when crossing sensitive or inundated areas, small creeks and wetlands in order to limit environmental impacts. Boardwalks can be constructed with timber, modular concrete systems or cast in place concrete decks. Recycled material has durability advantages but come with structural limitations and can only be used in limited applications. Modular concrete boardwalk systems provide low-impact installation solutions and durability and are gaining popularity. Permatrak™ is one such system being used in Charlotte and by the National Park Service. Cast in place concrete decks are also being used in Mecklenburg County and are in service. This is a non-proprietary design that uses wood for sub-structure and cast in place concrete decks to greatly extend boardwalk life.

Maintenance can also be reduced by replacing wooden pickets that are traditionally used. Municipal maintenance departments have shared that replacing individual pickets is time consuming, costly and labor intensive. By replacing pickets with vinyl coated, chain link fence many municipalities around the state have removed this maintenance challenge. The fence panel is tensioned into place and readily available.



A few considerations to keep in mind when analyzing the desire to implement boardwalks:

- ▶ Boardwalks should have a 10' minimum clear span if railings are not used. If railings are used or on sections with higher use expectations, a 12' width is preferred.
- ▶ A 6-inch curb rail is recommended for all boardwalks. However, a 42-inch guardrail will be required if there is a 30-inch or greater grade change between the boardwalk surface elevation and the ground elevation below.
- ▶ A structural engineer should be consulted for foundation post sizing and footing design. Foundation posts are typically marine-grade timber or auger piers with screw anchors. Structural evaluation and design of footings should include uplift as well as loading considerations for flood events.
- ▶ Minimize slippery timber decking surfaces following rain events. A topcoat of non-skid sealer can be used to increase slip resistance.
- ▶ Local, state, and federal permits will be required when constructing a boardwalk is within jurisdictional wetlands.

Regardless of the selected surface material, proper foundation design and installation will maximize the greenway trail's longevity. And all surfaces have their advantages and disadvantages, and each must be examined to ascertain which surface is most appropriate in any given location.



Width

- ▶ Eight feet is the minimum width recommended for a low volume, shared use greenway trail. Any trails receiving federal funding must be a 10' minimum per AASHTO requirements.
- ▶ Ten feet is recommended for most moderate to heavy use situations.
- ▶ Twelve feet (and in very heavy use areas, 14-feet) is appropriate for trail sections with high concentrations of multiple user types. Where space permits, a separate lane of 5-foot minimum may be provided for pedestrian only use.

Lateral Clearance

- ▶ Provide 2-foot minimum shoulder on both sides of the greenway trail.
- ▶ Provide an additional 5-feet of clearance (7-feet total) when signage or other site furnishings are provided.
- ▶ Provide 5-foot shoulders in fill sections
- ▶ Provide 5-foot shoulders in cut sections.

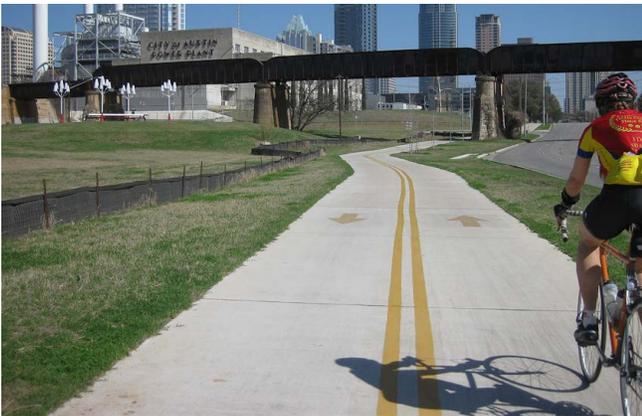
Overhead Clearance

- ▶ Provide 10-feet recommended, 8-foot minimum clearance from overhead obstructions.
- ▶ Provide convex mirrors at blind corners and underpass approaches with poor sight lines.



Striping

Stripe greenway trails with expected heavy use or high concentrations of multiple users.



Surface Grade

- › Comply with ADAAG standards when possible.
- › Provide a 2% cross slope from crown in both directions to positively drain off the trail.
- › Provide a 48-inch height safety rail within 6-feet of pavement edge when:
 - Slope is greater than or equal to 3:1 and drop of 6-feet
 - Slope is greater than or equal to 2:1 and drop of 4-feet
 - Slope is greater than or equal to 1:1 and drop of 1-foot

Accessible Greenway Trails

Constructing **accessible greenway trails** that meet the American with Disabilities Act Accessibility Guidelines (ADAAG) may prove difficult and sometimes prohibitive. It is necessary to comply with these requirements where possible. However, there are certain circumstances where a facility may be exempt from compliance. These exceptions are made when compliance would:

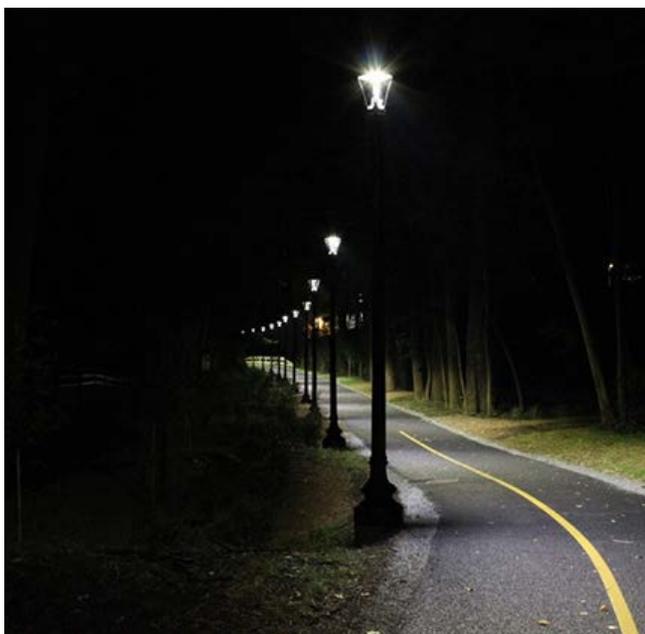
- › Harm significant cultural or natural resources,
- › If compliance would significantly change the intended purpose of the greenway trail,
- › Construction method requirements necessary to become compliant are against federal, state, or local regulations, or
- › Terrain prevents compliance.

More information regarding accessible recreation facility requirements can be found at the [United States Access Board's](#) website.

Crime Prevention Through Environmental Design (CPTED)

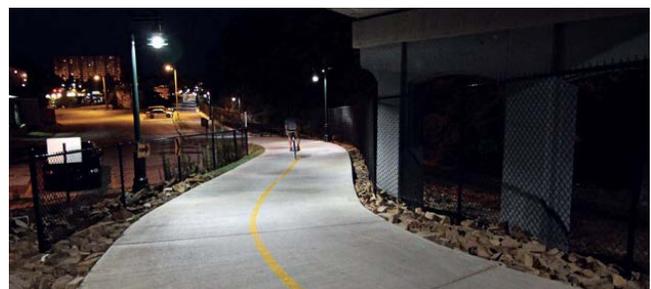


Both actual and perceived personal safety sways one's decision to use a greenway facility. The inherent safety (or lack thereof) also determines whether a community will welcome and support the system. Both actual threats (criminal acts or infrastructure failure) and perceived concerns (fear of crime or fear of injury) must be addressed and can be done so through Crime Prevention Through Environmental Design (CPTED). CPTED is "...a multi-disciplinary approach for reducing crime through urban and environmental design and the management and use of built environments. CPTED strategies aim to reduce victimization, deter offender decisions that precede criminal acts, and build a sense of community among inhabitants so they can gain territorial control of areas and reduce opportunities for crime and fear of crime."⁵



As such, it is recommended to apply CPTED guidelines throughout the network when appropriate, some of which are listed below.

- Fencing along greenway trails should not obstruct the view of trail users.
- Where long stretches of greenway are fenced, provide intermittent openings to allow trail users to enter and exit the corridor.
- Good visibility from all access points is needed for all trail users and its neighbors.
- Signage should include contact numbers to report suspicious behavior, graffiti, and maintenance issues.
- All understory vegetation along greenway trails should not exceed 3-foot height.
- Vertical clearance under trees, over the trail, should be 8-foot minimum.
- Hostile plant material (e.g. native vegetation with thorns) can be strategically used to discourage access to/use of an area.
- Add anti-graffiti application to surfaces where appropriate.
- Where lighting is installed, illumination should:
 - Be sufficient for a face to be identified up to 20-yards away.
 - Provide uniform coverage that eliminates dark spots.
 - Provide good color rendition – recommend using LED or metal halide lamps.
 - Not be obstructed by tree canopies.
 - Lighting should respond to site conditions and meet the minimum safety standards set forth by the Illuminating Engineering Society of North America (IESNA). Remember too, that light quality is as important as light quantity. Whether too bright or not bright enough, poor lighting, can curtail safety.



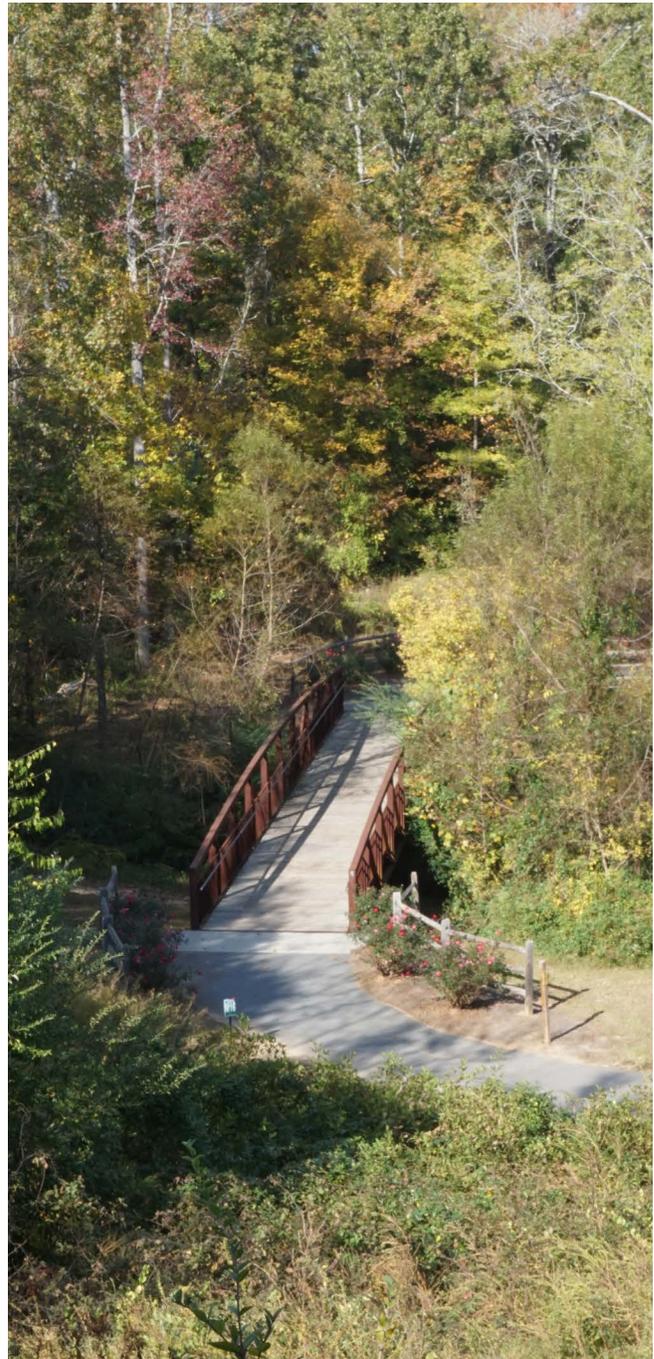
5 <http://www.cpted.net/>

4. CONSIDERATIONS FOR RIPARIAN GREENWAY TRAILS

Greenway trail development often occurs in riparian corridors. These corridors include rivers, streams, creeks, and wetlands. Depending on the size of the floodplain area, riparian corridors can offer both recreational and open space preservation opportunities. All greenway trails constructed within riparian corridors should be examined for stormwater, wildlife habitat, and floodplain development impacts.

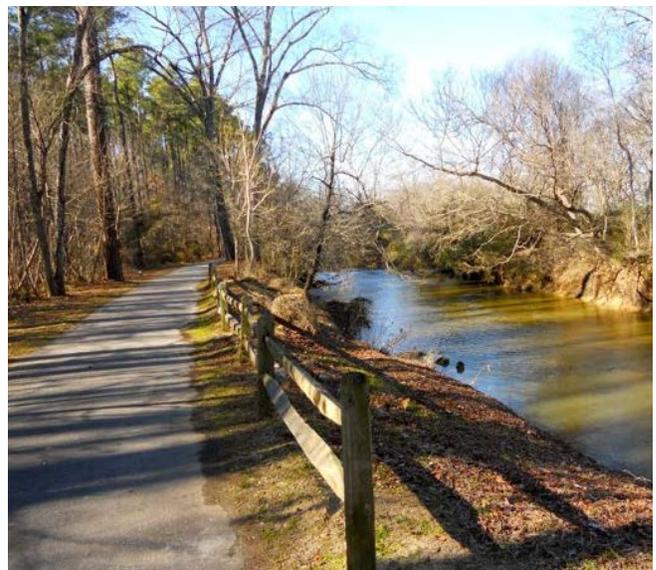
Routing and Alignment

- › Greenway trails should follow the natural contours when possible.
- › Avoid construction along erosion prone fall lines – these areas generally cannot be maintained.
- › Choose the narrowest point to cross wetlands.
- › Avoid construction immediately adjacent to stream banks. Construct all trails at the maximum distance from streams as possible. Consider stream restoration opportunities where feasible. Stream restoration projects frequently reshape the floodplain to allow the stream to access its floodplain.
- › Design logical access points and points of interest to avoid informal “social trails” that trample floodplain vegetation or infringe into sensitive areas.



Materials and Management

- › Concrete, due to its durability and lower maintenance requirements, is the recommended surface for greenway trails that will see regular flooding. Concrete should always be used on the approaches and beneath vehicular bridges as these areas are regularly inundated with standing water.
- › It is not advisable to use permeable paving in riparian corridors (or in other areas with poor drainage). Sediment transport through sheet flow clogs the permeable system and requires vacuuming and extra maintenance after all storm events.
- › Do not use gravel or crushed fines in riparian corridors that are prone to flooding. These materials erode easily and can contribute to sediment build up in streams.
- › When traversing wetlands, use elevated systems like boardwalks to preserve the wetland ecosystem.
- › Stormwater should be managed using natural infiltration systems such as vegetated swales.
- › Avoid concentrated channels which may lead to larger pipes and high velocity of stormwater run-off causing uneven greenway surfaces.



5. CONSIDERATIONS FOR GREENWAY TRAILS IN UTILITY CORRIDORS

- › Corridors that house underground utilities such as water, sewer, natural gas, or buried electric as well as above-ground utilities such as telephone, cable, or overhead electric can serve the needs of greenway trail users. A few things to consider when utilizing a utility corridor for greenway trail use.
- › All greenway trails utilizing a utility corridor will require procurement of a trail easement from the land owner.
- › Review and plan for each utility's policies regarding specifications for construction, repair, maintenance, access requirements.
- › Most utility companies require that specific design guidelines be followed. These include but are not limited to, routing and alignment, width limitations, landscaping requirements, and restrictions on structures.
- › Ten-foot width must be provided if motor vehicles will be accessing the trail for utility maintenance.
- › In sanitary sewer easements, the greenway trail edge should be 10-foot minimum, where possible, from manhole rims.
- › For Duke Electric utility corridors, a minimum separation of 25-foot is required between the greenway trail and any associated electrical equipment (such as guy wires, power poles, and towers; based on Duke Energy ROW requirements for greenway trails).



6. CONSIDERATIONS FOR MULTI-USE PATHS

Trails located within the road right-of-way (ROW) provide wider, more comfortable widths than sidewalks and can accommodate multiple users when properly designed. Paths within ROWs work best along roads that have few driveway crossings along its length and with services primarily located on one side. Multi-use paths can be used on one or both sides of a roadway. In determining the appropriate cross-section planners should evaluate the following:

- ▶ Roadway cross-section: How will cyclists access destinations on both sides of the road? If the roadway does not offer safe comfortable travel for cyclists, then MUPs on both sides may be appropriate. Low volume, low speed roads may not require separated cycling on both sides, while high volume, high speeds roads may.
- ▶ Adjacent land-use: Are there schools, libraries, parks, retail areas or other destinations on both sides of the roadway that users would likely access? Again, focus on the cycling movement to determine if access is supported.
- ▶ Distance to crossings: How far would a cyclist have to ride on the roadway to access the multi-use path? Is there a safe crossing to access the MUP?

Multi-use paths are also advantageous when a road travels along a riverfront or other natural feature.

- ▶ Multi-use paths are 10-feet minimum; necessary for bicyclists to pass other users safely.
- ▶ A 5-foot minimum vegetated buffer between the multi-use path and the road edge should be provided. NCDOT will conditionally allow a 3-foot buffer when right-of-way dimensions are constrained.
- ▶ Provide appropriate regulatory and wayfinding signage and crossing treatments at driveway entrances crossings.
- ▶ All greenway trails constructed within NCDOT ROW require an encroachment permit.
- ▶ Follow NCDOT standards and specifications when providing multi-use paths along NCDOT roadways.



7. TYPICAL CROSS SECTIONS

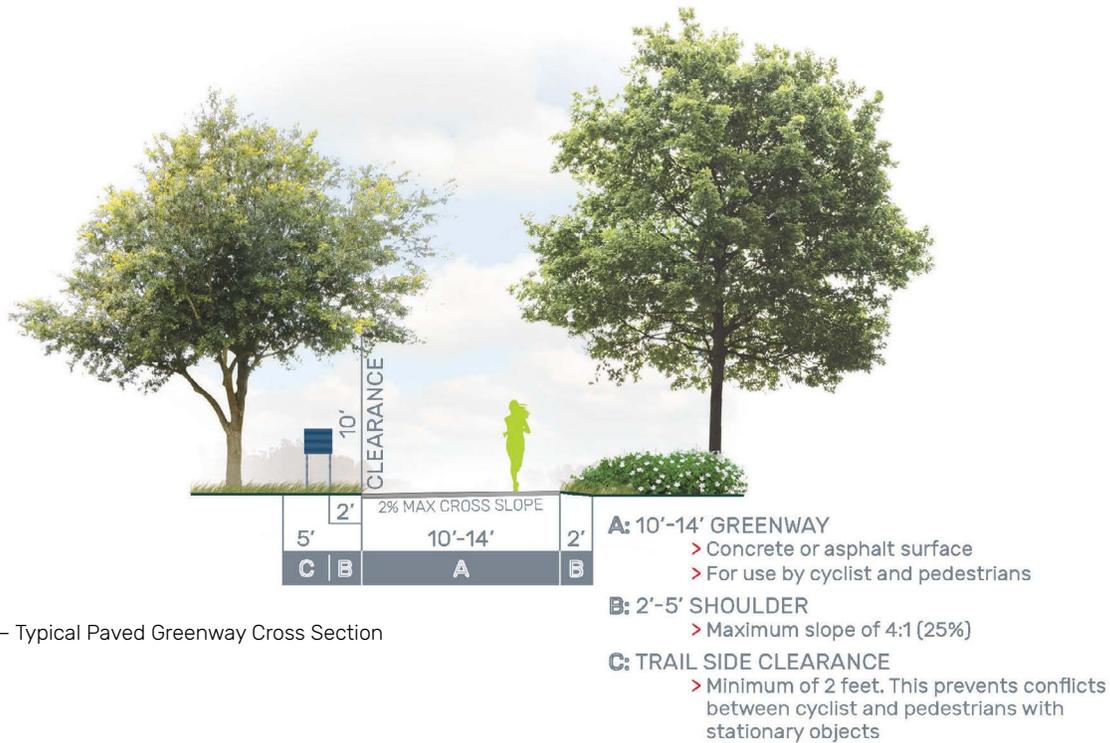


Figure 15 – Typical Paved Greenway Cross Section

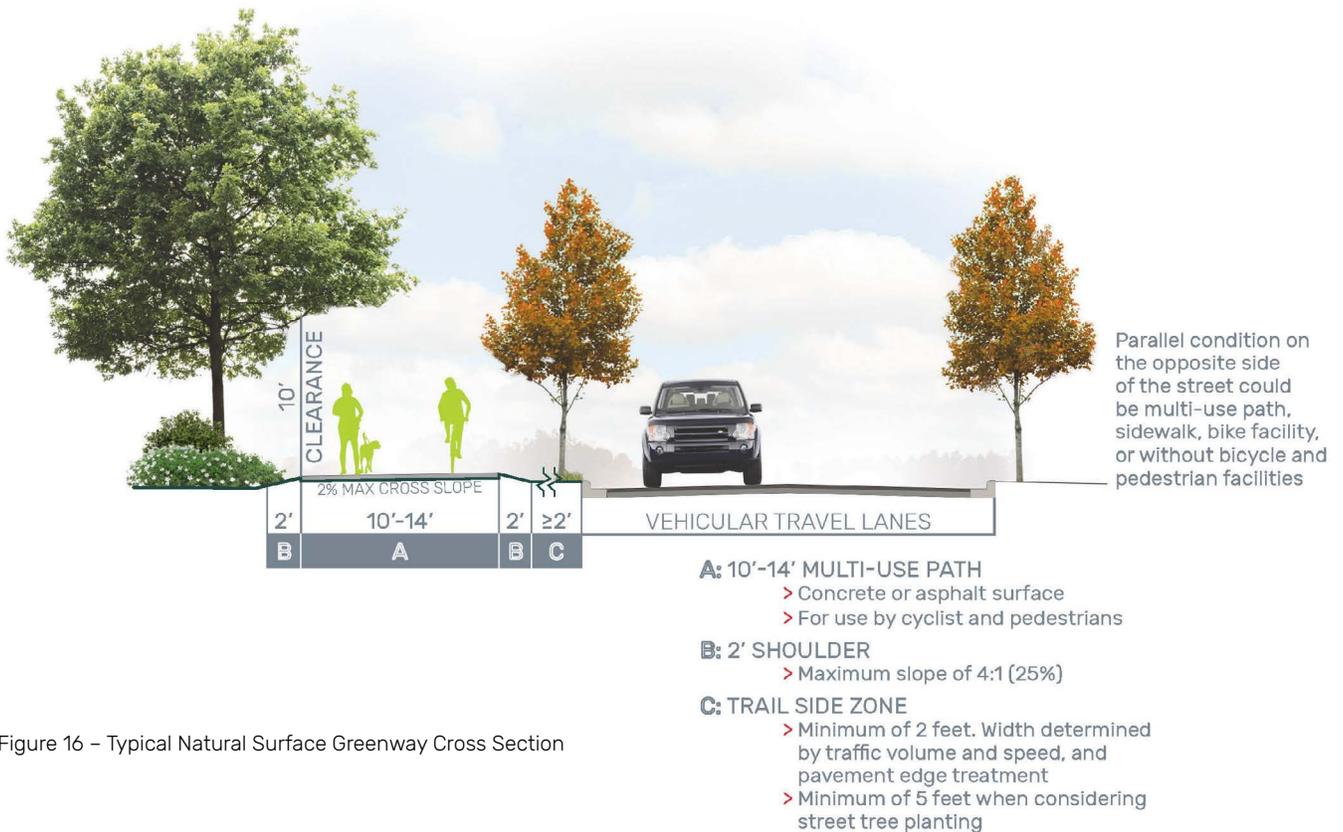


Figure 16 – Typical Natural Surface Greenway Cross Section

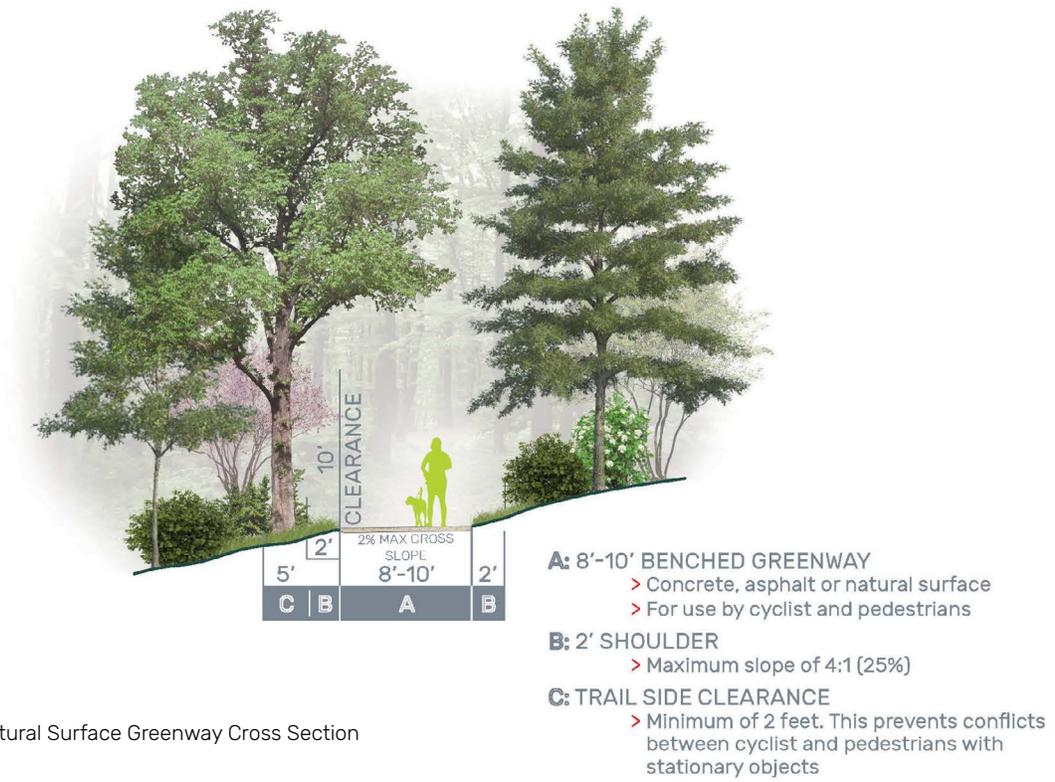


Figure 17 – Typical Natural Surface Greenway Cross Section

8. CONTROL MEASURES

Most greenway trails require some level of control and management to enhance user experience, provide security, or to expand the life of the greenway trail. Features such as trailheads, bollards, or vegetative screening help control greenway access. Bridges allow for environmental control and features such as fences and railing help to control greenway safety.

Access Control

It is essential to provide access to a wide range of users and way finding amenities throughout the system. This can be achieved through establishing trailheads at popular greenway access points. Ideally, trailheads will consist of a paved parking area, signage, restrooms, and a drinking fountain. But ultimately, the size of and amenities provided at the trailhead is contingent upon its location, the size of the parcel of land, and the popularity of the trail being accessed. Trailheads serve several purposes, providing:

- › Wayfinding for individual elements as well as larger system;
- › A central, public location to disseminate greenway rules, programs, and other information; and
- › Convenient parking and entry for greenway users.

Trailheads are an essential element of a



successful and active greenway system and when determining when and where to develop trailheads, consideration needs to be given to locations where:

- › prominent greenways intersect,
- › multiple greenways and other community trails intersect, and
- › a wide range of greenway users can effectively be served.

Trailheads are designated public access points to the greenway trail system, connecting roadways and/or activity centers to the greenway system and may include amenities such as:

- › vehicle and bicycle parking
- › restrooms
- › seating areas/benches
- › shelters and picnic areas
- › drinking fountains
- › trash and recycle receptacles
- › bike share stations
- › pet waste stations
- › bicycle repair stations
- › public art
- › lighting
- › wayfinding and informational signage

Consider locating trailheads in conjunction with other public facilities or through a shared use agreement with owners of adjacent parking areas. Trailheads could be classified into major and minor categories.

Major trailheads should be established near



high population and high use areas such as large residential and commercial developments, transportation nodes, or popular parks. Such siting makes the trailhead accessible to a larger number of users and provides greater access to the greenway trail system.

- › Major trailheads can have a large paved parking lot with emergency and maintenance vehicle access and turnaround. ADA accessible parking spaces must be provided near the site’s accessible route, at a rate of one accessible space per 25 standard spaces.
- › Consider one-way vehicle circulation within parking areas to minimize road width.
- › Provide user access from local streets when major trailheads are located near neighborhoods.

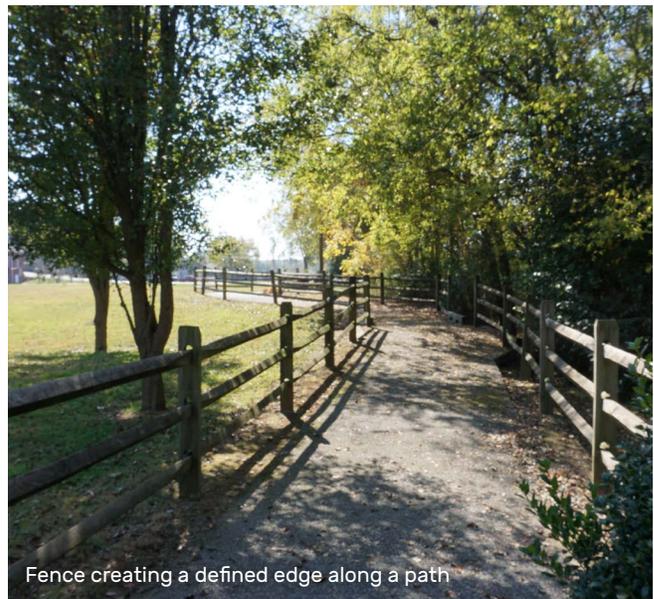


Example of kiosk typical of a major trailhead

Minor trailheads have minimal infrastructure and can occur at smaller parks, residential developments, or other trail/roadway intersections. Some may include a small parking lot, drinking fountains, benches, trash and recycling receptacles, an information kiosk, and informational signage. Consider negotiating shared parking with adjacent development to capitalize on available land for development of the trailhead. Careful consideration should be given in residential neighborhood connections to discourage public parking, congregating on neighborhood streets, signage, landscaping, and lighting.

A **defined trail edge** provides visual separation, delineating the public trail space from private property, separating users from dangerous conditions like a steep grade change, or to discourage “cow paths” from forming into and out of the trail system. Various physical elements can define a trail’s edge: vegetation, fencing, railings, topography, or walls. Consider trail user safety and wildlife movement when determining applicable edge treatments. Other things to consider are detailed below.

- › Fencing is often viewed as a safety measure to prevent unwanted access. When incorporating fence along the greenway to prevent access, a semi-transparent fence four feet tall or less typically provides a sufficient edge to deter most. But fencing that completely blocks visual access to the greenway will restrict casual trail surveillance, thereby resulting in a real or perceived safety issue.
- › When fencing is used to denote property boundaries, there must be a balance between the residents’ desire for privacy and casual surveillance of the greenway trail. Opaque structures can obscure views and create an uneasy feeling of being enclosed, both of which negatively impacts a user’s experience.
- › For physical separation to protect against hazardous slopes, semi-transparent fencing or railings, hostile vegetation, or topography, may be appropriate solutions.



Fence creating a defined edge along a path

Vegetative buffers can be used to create privacy screens, provide wildlife habitat, and stabilize precarious soils. When providing vegetative buffers along a greenway corridor, the following should be considered.

- › When possible protect, preserve, and maintain existing native vegetation when constructing greenway trails through riparian corridors. Existing vegetation is the first choice for providing separation between the trail and adjacent properties.
- › Remove all competing invasive vegetation.
- › When trees and shrubs are planted, native species are recommended, as they are the most ecologically sustainable option. Native species typically require less maintenance and often provide a necessary food source and habitat for wildlife, thus offering the most effective method to create wildlife habitat.
- › Groundcover and shrub height should be 24-inches maximum to maintain an open sight line.
- › Plant the right plant in the right place; responding to topography, sun/shade exposure, and soil moisture.
- › Tree canopies shall not obstruct trail illumination from overhead lighting.
- › Select and locate plant material to provide seasonal comfort: shade during warmer months and sunlight in the winter.
- › Select native, hostile plant material (e.g. vegetation with thorns) to deter greenway users entering unauthorized areas.
- › Consider Crime Prevention Through Environmental Design (CPTED) recommendations.
- › Mulch regularly to conserve water.
- › Trim trees adjacent to the greenway trail to provide an 8-foot minimum vertical clearance.
- › Fertilize native plant material only when necessary if soil conditions need repair.

The presence or absence of vegetation and the type of plant material present in a corridor influences the greenway's quality and performance as a wildlife corridor, its ecological sustainability, and the experience for the trail user.

Bollards are physical barriers designed to restrict access by vehicles. Bollards are effective in preventing unauthorized vehicles from accessing the greenway and should be employed at all primary access points and major trail heads.

- › Bollards should be 40-inches minimum height and 4-inches minimum diameter.
- › Set bollards back from the edge of road by 20-feet minimum.
- › If more than one bollard is installed, it is preferable to use an odd number and space bollard 6 feet apart.
- › Bollards should have reflectors for night time visibility.
- › "No Motor Vehicles" signage (MUTCD R5-3) and/or vertical curb cuts may be used to reinforce vehicular access rules.

It should also be considered that physical barriers may occasionally be ineffective at preventing access and alternately create obstacles to rightful trail users. Other design strategies to accomplish access control utilize signage, landscaping, and curb cut designs to reduce vehicular access.



Environmental Control

Greenway trail bridges are used to cross streams, rivers or other natural features where installing a culvert is not an option. Bridge type and size will vary according to specific site constraints and type of greenway trail, often taking the form of a suspension or a prefabricated clear span bridge. It is also critical to consider emergency and maintenance vehicle access when developing a bridge design for greenway trails.

- ▶ Poorly designed trails traversing through water features can impact wetlands and streams and become conduits for sediment, nutrient, and pathogen delivery throughout the watershed. Poor design and construction can also contribute to bank and streambed erosion. As such, it is best to utilize the following guidelines when considering implementation of a trail bridge.
- ▶ Bridge deck grade should be flush with adjacent greenway surface elevation to provide a smooth transition. If a gap exists between bridge deck and trail, said gap should be covered with a steel plate.
- ▶ Length and height of the bridge cords are dictated by floodway width and anticipated impacts to a stream's base flood elevation.
- ▶ The bridge's clear span should include 2-foot additional feet on both ends of the approach to accommodate the shoulder.
- ▶ Railings, where warranted, shall maintain a 42-inch minimum height and 48-inches where hazardous conditions exist. If utilizing a picket style rail, maximum opening between pickets is 4-inches.
- ▶ A 10-foot minimum overhead clearance is desirable for emergency vehicle access.
- ▶ A 10-foot-wide greenway trail bridge should support 10 tons. If wider than 10-foot, the bridge should support 20 tons to accommodate emergency vehicle access.
- ▶ When crossing creeks or streams, align the crossing as far upstream as possible and in the narrowest channel section to minimize the impact.
- ▶ Trail stormwater features should be implemented before the trail crosses the watercourse.
- ▶ All abutments and foundations should be designed and sealed by a professional structural engineer licensed in the State of North Carolina.
- ▶ Construction and/or installation of greenway trail bridges will require local building permits, stormwater and land disturbance permits, and FEMA approval.



Safety Control

Railing and fences are necessary features on some bridges, boardwalks, or in areas where a hazardous grade change or incompatible adjacent land use is present. Below are a few guidelines to consider when planning for fencing and railings.

- ▶ If grade change requires, railings shall be 42-inches above finished grade and up to 48-inches where more hazardous conditions exist (e.g. a bridge over a highway).
- ▶ Picket style fencing presents a safety hazard for bicyclists and may want to be avoided.
- ▶ Use durable materials for reduced maintenance.
- ▶ Consult local, state, and/or federal regulations and building codes to determine when railing installation is appropriate thus complying with current standards.



9. INTERSECTIONS + CROSSINGS

Roadway Crossings

Pedestrian traffic signals and signage are critical at trail and roadway intersections, particularly at mid-block crossings. Where possible at roadway crossings, the user shall have the opportunity to pass under the street, connect to other sidewalks along the street, or cross at street level with one of these crossings conforming to ADA requirements.

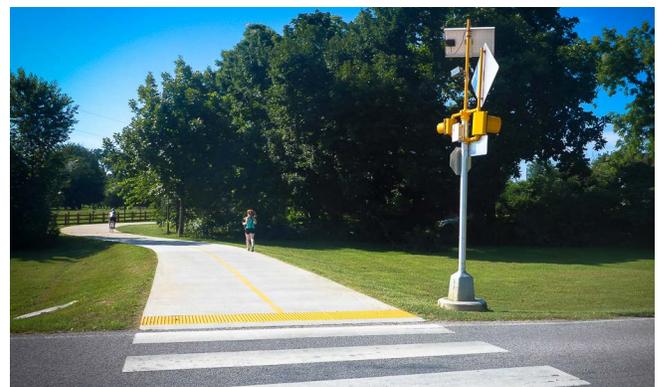
At grade crossings of the road by the trail are the most efficient use of construction and right of way funds that serve several opportunities for a trail. However, at grade crossings also have drawbacks with the potential to create conflicts between greenway trail users and motorists. However, well-designed crossings can mitigate many of these conflicts and provide a high level of safety and comfort for users.

Opportunities for having an at grade crossing is creating visibility of the trail to the community, informing residents and visitors alike that a trail is present and open. The identification of the trail through signage and branding help to establish place and trip origination for trail users. The access is also good for safety as first responders and emergency vehicles have direct access to the trail system from the roadway.

Safety is a concern for at grade crossings and measures must be taken to protect the vulnerable users. Basic two-lane roads typically have the least potential for conflict between crossing trail users and motor vehicles. As roads become bigger with additional lanes and increased speed and volume of motor vehicles, the potential for conflicts with trail users subsequently increases.

Special consideration must be given when delineating at grade crossings. Warning sign types, pavement markings, and other strategies will vary based on the type of roadway the trail crosses. Below are several considerations to evaluate when preparing to design or construct an at grade crossing.

- › The increased possibility for conflict between trail users and motor vehicles must be mitigated to provide a comfortable and safe experience for all. Provide adequate sight distance for trail users and motorists with siting, clearing, and other strategies.
- › Proper signage and pavement markings alerting trail users and motorists of at grade crossings is critical.
- › Warn motorists of approaching trail crossings with pedestrian crossing signage.
- › Warn pedestrians and bicyclist of approaching road crossing with appropriate warning signage.
- › Install marked/painted pedestrian crossing or a speed table where possible.
- › However, care must be taken not to place too many signs at crossings as they may lose their visual impact.
- › Minimize length of crossing as much as possible.
- › Avoid locating crossings where steep side slopes are created, making them prone to erosion.
- › Where curb to curb distance is greater than 75-feet, provide median refuge areas.
- › Clearly indicate through signage who has priority within the right-of-way.



When to Use Signals for at grade crossings – A warrant is a condition that an intersection must meet to justify a signal installation. The Manual on Uniform Traffic Control Devices (MUTCD) specifies eight “traffic control signal needs studies”, known as warrants. However, “The satisfaction of a traffic signal warrant or warrants shall not in itself require the installation of a traffic control signal.” (MUTCD, 4C.01) The final decision is made based upon the traffic engineer’s judgment.

Process to determine if a signal is warranted

The traffic engineer analyzes vehicle traffic volume, pedestrian activity, intersection crash history, and the physical environment in order to determine whether the intersection warrants a traffic control signal. Engineers examining the intersection may review the following:

- › Number of vehicles entering the intersection from all directions during 4-hour and 8-hour periods
- › Vehicular volumes during peak hours, classified by vehicle type for traffic movement in all directions
- › Pedestrian and cyclist volume on each crosswalk in all directions, including children, the elderly, and/or persons with disabilities, during each hour of the day
- › How the crossing fits into the larger bicycle and pedestrian network bot planned and existing.
- › Requests from participants attending nearby facilities and activity centers that serve the young, elderly, and/or persons with disabilities
- › Posted speed limit
- › Physical layout
- › Crash experience/history

Different warrants require detailed analysis of different aspects of the above information.

Roadway Intersection Crossings – At locations where a trail crosses at an existing street intersection, local and NCDOT signals provide necessary pedestrian signage, pavement markings or signals. The advantage of a crossing at an existing intersection is that there are already measures in place for controlling traffic that can be modified to accommodate trail users. Signalized crossings at intersections provide the most protection for users. Desired crossings that

are within +/- 400 feet of an existing signalized intersection should be diverted to the existing intersection. Doing so avoids traffic operation issues that arise when two crossings are in close proximity.

Additional features that may be implemented at an existing intersection may include:

- › Bike signals
- › Green paint (Must obtain experimental letter from FHWA)
- › Limiting turning movements of motor vehicles, I.E. “No Turn on Red”
- › Reducing crossing lengths
 - Pedestrian refuges in median and when space allows
 - Reducing radii and creating curb bulb outs
 - Moving stop bars back from the middle of intersection



Mid-block Trail Crossings

A mid-block at grade crossing can serve as a convenient point of access for the trail when an existing intersection is not present or when it becomes impossible to route the trail to an intersection. Because no existing traffic control features are likely present, steps need to be taken to ensure the safety of trail users and mitigate potential conflicts with motor vehicles. Even though North Carolina Law gives pedestrians in the crosswalk the right of way, good design encourages compliance and improves safety.

Midblock Trail Crossing, 2- and 3-Lane Roads

- › Warning and stop signs at locations where the trail meets the road
- › Reduce road width or create curb and gutter bulb outs at the crossing to reduce the length of the crossing
- › Change of pavement surface on the approach of the crossing
- › 10-foot wide longitudinal crosswalk, across road with curb ramps at each end
 - Curb ramp width should match the width of the of the trail.
- › Fluorescent yellow-green warning signs along road at approaches to trail crossing
 - Recommended 35 mph or less / Required over 35 mph
- › Distinctive markers at approach to trail – boulders, plantings, etc.
- › Alternative pavement surface
- › Rumble strips (in non residential areas), speed tables (in residential areas) or pavement markings at approaches
- › Raised crosswalk
- › Pedestrian-activated rectangular rapid flashing beacons (all)
- › Raised pedestrian refuge in place of center lane
- › Planted median in place of center lane; +/- 200 ft. long (each side of trail crossing)
- › Trail crossing – striped or imprinted asphalt; flush through median
- › Angle crosswalk in the median to orient pedestrian toward on-coming traffic
- › Pedestrian-activated High-Intensity Activated crossWalk (HAWK) signal
- › Rectangular Rapid Flash Beacon (RRFB)
- › Two signal types that may be utilized are the

Designing mid-block crossings is evaluated on elements such as vehicular traffic, greenway trail traffic, line of sight, vehicle speed, road type and width, and other factors like proximity to major attractions.

The trail crossing types described below are for mid-block crossing situations. Mid-block crossings are those that occur solely for the purpose of a greenway trail crossing a surface street. Descriptions of the trail crossing types are as follows:



(HAWK) beacon and the Rectangular Rapid Flash Beacon (RRFB).



Rectangular Rapid Flash Beacon (RRFB)

Midblock Trail Crossing, 4- and 5-Lane Roads (45 mph or Less)

- › Warning and stop signs at trail approaches to road
- › 10-foot wide longitudinal crosswalk, across road with curb ramps at each end
 - Curb ramp width should match the width of the of the trail.
- › Fluorescent yellow-green warning signs along road at approaches to trail crossing
- › Distinctive markers at approach to trail – boulders, plantings, etc.
- › Alternative pavement surface
- › Rumble strips (in non-residential areas) or pavement markings at approaches
- › Pedestrian-activated rectangular rapid flashing beacons (all)
- › Raised pedestrian refuge in place of center lane
- › Planted median in place of center lane; +/- 200 ft. long (each side of trail crossing)
- › Trail crossing – striped or imprinted asphalt; flush through median
- › Angle crosswalk in median to orient pedestrian toward on-coming traffic
- › Pedestrian-activated High-Intensity Activated crossWalk beacon or HAWK signal
- › Pedestrian Hybrid Beacon (PHB)

Grade Separated Crossings – Grade separated crossing removes the potential conflict points between trail users and motor vehicles. Sometimes these crossing can be achieved by an existing overpass or bridge where the trail can pass underneath the existing roadway. When existing structures are not present or cannot be suited to fit a trail, new structures often have to be built. While expensive, these structures offer a level of safety and comfort that is unmatched with an at grade crossing.

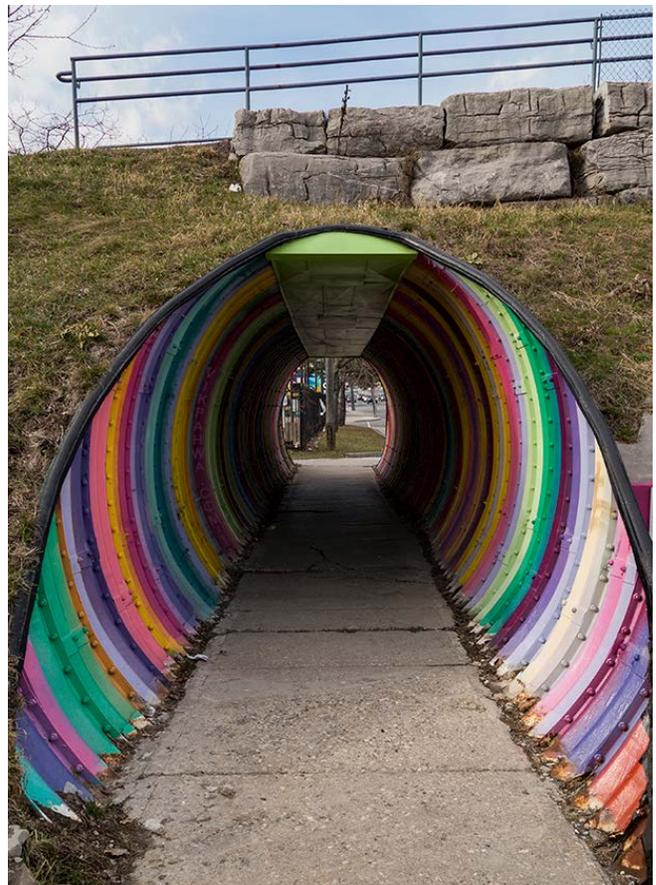
Pedestrian tunnels and bridges are the most common types of grade separated structures. A structure will be required when crossing any NCDOT controlled access such as an interstate. A structure is also recommended for high volume roadways or if the projected number of users of the trail are expected to be high. Additional warrants for a structure for a grade separated crossing include:

- › Crossing of any facility with a design speed higher than 45 miles per hour.
- › Crossing four lanes or more.
- › Crossing a road with poor horizontal or vertical sight distances.



Pedestrian Tunnels or greenway trail underpasses provide critical connections between areas separated by barriers like railroads or high speed/volume roadway corridors. Safety is a major concern with underpasses as users may be temporarily out of sight from the public or may experience poor visibility. Design criteria for pedestrian tunnels include:

- › Vertical clearance: 10-foot minimum
- › Width: 12-feet required
- › Provide positive drainage with a 2% minimum longitudinal slope to avoid pooling of stormwater. Where appropriate, incorporate trench drains at the tunnel entrance to intercept water before it enters the tunnel. Pedestrian tunnels may also be designed to flood periodically if necessary.
- › Pedestrian tunnels should have a 10 foot-candles minimum daytime illuminance. This can be achieved through artificial and/or natural light. Night time illuminance levels should reach 4 foot-candles.
- › Design to allow for wildlife crossing if located in a natural area
- › Roadway Bridge spanning trail is most desirable solution
- › Requires NCDOT encroachment agreement (if crossing state maintained road)
- › Existing box culverts may sometimes be retrofitted but may require additional hydraulic analysis.
- › It is recommended to post warning signage in advance of the pedestrian tunnel on both approaches that indicate necessary warnings regarding visibility or other safety concerns.
- › Consider providing convex mirrors at blind corners and at tunnel approaches with poor sight lines.
- › Pedestrian tunnels are most appealing when they are open, accessible, and exhibit a sense of safety.



Pedestrian Bridges or greenway trail overpasses are often built over large man-made features like highways. Greenway trail bridges are exceptionally expensive and should only be used in locations with an extraordinary need. Site specific design and construction specifications will vary per bridge location, but safety should be the primary design consideration. Design criteria for pedestrian bridges include:

- › Clear Width: 10-feet required, 12-feet preferred
- › 54-inch guard rail on both sides
- › H5 (10,000LBS) Loading requirement minimum, for light maintenance and emergency vehicles.
- › Fenced cover where trail crosses highways/ busy streets
- › Requires NCDOT encroachment agreement (if crossing state maintained road)
- › Shall meet governmental safety requirements and be structurally engineered to support proposed use
- › Always engage a structural engineer in new bridge designs or before making alterations or additions to an existing bridge.
- › While more expensive, a decorative, artistic bridge will draw attention to the trail network and could serve as a landmark.



Routing Trail Beneath Roadway Alongside Existing Streams Crossing

- › Vertical Clearance: 8-foot minimum, 10-foot desired
- › May require additional hydraulic analysis
- › Requires NCDOT encroachment agreement (if crossing state-maintained road)
- › Modification to bench must not impact structure
- › Concrete surface recommended to extend life of trail in regularly flooded location.



At the **intersection with other greenway trails**, users need to be informed that an intersection is approaching and of the potential to encounter different user types from multiple directions. This notification can be provided through signage and/or unobstructed sight lines. Other design criteria include:

- › Trails should intersect at 90 degrees when possible with clear sight lines.
- › Include wayfinding signage at intersections.
- › A roundabout may be a viable intersection design option to slow user speeds and maintain efficient circulation.
 - Consider using low growing (no more than 24-inches high), native landscape that require minimal maintenance and provide clear sight lines.
 - Other material, like boulders and public art, can be used in the center of roundabouts to discourage shortcut paths across the central island. However, clear sight lines under 36-inches should be maintained.

Bike lane connections to and from greenway trails should have smooth transitions. Detectable pavement warnings and signage shall be placed at approaching connection points and avoid, when possible, locating bike lane connections at the bottom of steep slopes. Doing so aids in user safety and helps prevent stopping hazards.



Median refuge islands provide a stopping place between vehicular travel lanes such that trail users can navigate crossing one direction of traffic at a time. These islands improve user safety by minimizing exposure with vehicular conflicts as it breaks the crossing distance into more manageable sections. A few things to consider regarding median refuge islands:

- › They are appropriate at both signalized and unsignalized crosswalks.
- › The refuge island must be accessible, preferably via and at grade passage through the space rather than ramps and landings.
- › Refuge islands can be landscaped. However, the landscape shall not compromise trail users' visibility across the crosswalk. Consider low growing, native shrubs and ground cover that require minimal maintenance and do not reach heights greater than 18-inches.
- › Road debris may collect at refuge islands. Therefore, they do require frequent maintenance efforts.
- › The approach nose to the island must be highly visible with appropriate regulatory signage.



10. COMFORT FACILITIES + FURNISHINGS + ARTWORK

When designing a functional and inviting greenway trail system, comfort facilities, furnishings, lighting, artwork, and other unique amenities must work together to enhance the overall experience for all trail users. Including furnishings along the route provides the opportunity to rest from exercising or to contemplate as a break from causally traversing the trail. Placing seating strategically along the path, especially in communities with an aging population will encourage these users to enjoy the trails to their fullest potential.

When utilities are available, safety furnishings should be included. These features allow users to maintain a sense of comfort and safety. Water fountains and water-bottle filling stations allow users to stay hydrated and adequate lighting provides visibility when natural light is no longer available.

Other amenities commonly available to users include restrooms, overlooks and viewing areas, bike racks, bike maintenance stations, public art, and landscape. Consider grouping these amenities together, providing a centralized rest stop or comfort station. Throughout this section, guidelines for each of the previously mentioned amenities are provided for consideration.

Public restrooms

Public restrooms are a critical amenity. They must be responsive to a wide range of needs and careful consideration must be given to multiple factors before locating them. Available land, size of trailhead, distribution of existing restroom facilities within system, utility availability, and user's needs are some of the factors that need to be explored.

Design professionals can guide communities through building codes, health and safety codes, ADAAG standards, and local development codes. Restrooms demand substantial maintenance and service. Access to these amenities should be a primary factor when planning for restroom building construction. Other considerations include:

- › Prioritization of locating restrooms at trailheads in existing parks, outside the floodplain, and with access to water and sewer.
- › Reviewing the overall system to identify gaps where restrooms could be placed.
- › Locating restroom structures adjacent to vehicular access to accommodate security measures and maintenance activities.
- › Taking advantage of natural light and ventilation to the greatest extent possible.
- › Placing and appropriate quantity of bicycle parking close to restrooms to discourage informal parking and impeding trail users.
- › Providing durable and vandal resistant finishes.



Overlooks + Viewing Areas

Overlooks and viewing areas may be provided to take advantage of pristine views or cultural features along a corridor. A space separate from but adjacent to the primary circulation path allows users to rest, observe, contemplate, and enjoy their surroundings; natural features like a beautiful grove of trees, an interesting rock outcropping, a winding wetland system, or other areas that have natural or historic significance.

Observation areas should accommodate pedestrians and cyclists, with adequate space to circulate and to keep the observer from interfering with primary trail traffic, seating and/or leaning rails, and bike racks. If the structure is 30-inches above ground elevation, railings must be included, which can provide the perfect mounting structure for interpretive and educational signage.



Trash + Recycle Receptacles

Trash and recycle receptacles assist in the necessary maintenance and overall appearance of the system. Signage should be provided in conjunction with the receptacles indicating the bin for trash and the bin for recycling, and which recyclables are accepted. Other guidelines to consider include:

- › Locating receptacles at every trailhead and each seating area.
 - Placement of other receptacles will depend upon the location of other facilities and areas of group activities are programmed.
- › Consider using solar powered, compacting receptacles in areas with adequate sunlight.
- › Receptacles should be set back 3-feet from the edge of the trail, but still accessible to maintenance personnel and trail users.
- › Receptacle size and style should be selected with the following criteria in mind:
 - › Expected trash/recycling amount
 - › Maintenance and collection program limitations
 - › Durability
 - › Animal and weather proof features



Drinking Fountains

Drinking fountains allow trail users to hydrate and potentially prolong their experience on the trail. Ideally, drinking fountains should be located near restrooms, at trailheads, within parks and other public gathering places along the greenway trail. Additional considerations and guidelines include:

- › Availability to the City’s water service.
- › Drinking fountains should be located at least 5-feet from the edge of the trail.
- › Standard and ADA compliant fountains shall be installed to accommodate all users.
- › Drinking fountains should be placed on a well-drained surface, typically a concrete slab at 2% slope.
- › Consider using durable and vandal-resistant materials.



Seating

Seating throughout the trail network provides a place for users to rest, meet, or contemplate. Benches can be merely utilitarian or designed to create whimsy and identity along specific trails. Picnic tables are also an option to incorporate into the trail system. They provide places for users to congregate for meals, meeting, or to relax. Factors to consider when selecting and locating seating include:

- › Locate benches where appropriate and where there is a demand by users along the greenway, ideally in one-mile increments. Seating within 1/2 mile of trailheads is recommended.
- › Locating benches and other site furniture 3-feet minimum from the edge of the trail.
- › Benches should be 4-feet from restrooms and drinking fountains and 2-feet from trash and recycling receptacles, light poles, and sign posts.
- › Provide benches and picnic tables in areas that offer interesting views, are close to an interpretive element, and offer shade or shelter from seasonal conditions.
- › Wheelchair access shall be available at picnic tables and alongside benches; provide access with a hardened surface like concrete or asphalt.
- › Provide positive drainage away from the bench and the greenway trail.
- › Seating should be securely mounted to the ground.
- › Heat absorption should be considered when selecting bench material and color.
- › Seating does not only have to be manufactured furnishings, but can take the form of seat walls, retaining or planter walls, boulders, or even tree stumps.



Bicycle Parking

Bicycle parking should be as convenient and abundant as automobile parking and should be easily accessible to cyclists while minimizing any conflict with trail user circulation patterns. Bicycle parking should be located on a hardened surface adjacent to, but not blocking other greenway amenities. Bike racks should be in highly visible locations, parallel to the greenway approach and no more than 25-feet from ingress/egress of the trail. It is also recommended that bike parking be installed at least 5-feet from the edge of the trail to avoid greenway traffic conflicts. Consideration should also be given to avoid conflicts with emergency ingress/egress routes, service access, and authorized vehicular areas. Other bicycle parking guidelines include:

- ▶ Locating bicycle racks at restrooms, trailheads, points of interest, and overlooks and viewing areas.
- ▶ Bicycle racks should support the bike in at least two places.
- ▶ Bicycle racks should allow locking the frame and one or both wheels with a U-lock.
- ▶ Ensure the rack is securely anchored via in-ground mounting or surface mounting mechanisms.
- ▶ Consider bicycle racks that are durable; resisting scratches, rusting, heat absorption, and bending.

Bicycle Repair Stations

Bicycle repair stations are small work stands that offer a complete set of tools necessary for routine bicycle maintenance and repair. Preferred locations for the repair stations include major and minor trailheads and rest stops throughout the trail network. Consider grouping repair stations with other amenities like seating, bicycle parking, and drinking fountains.

While bicycle repair station tools are secured by durable, high security cables, they will still be an enticing target for theft and vandalism. Locating stations in areas of high activity and visibility is one strategy to thwart potential negative behavior.



Public Art

Public art engages the community, ignites imaginations, and creates a memorable experience for greenway users. Art and sculpture can strengthen a greenway’s identity and heighten the emotional attachment between trail locations and users. Public art can be aesthetic and functional, serve as a public attraction or double as seating, shelter, or gathering areas. Art installations throughout the network become landmarks and act as both useful wayfinding mechanisms and a means by which to tell fascinating stories about culture and history.

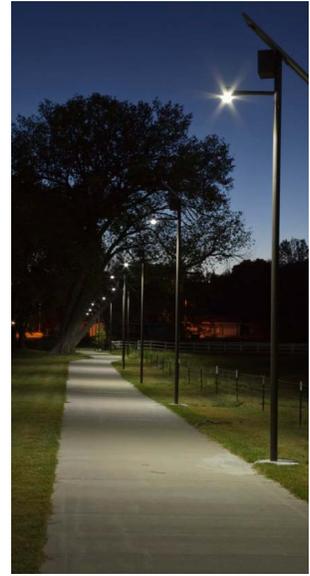
- › When incorporating art along the greenways, it is recommended to consider the following.
- › Artists may be commissioned to create works at a single location or on multiple sites throughout the network.
- › Art on greenway trails provide the most public benefit when located on trails with the greatest expectation of exposure to trail users.
- › Artists should engage the public when developing their concept to obtain the flavor and passion of the local community.
- › If an artist(s) has been selected prior to planning and design services, it may be beneficial for them to engage in the project process.
- › Artists should be encouraged to produce artwork in a variety of materials for sites along the corridor.
- › Site furnishings and amenities may also act as art installations. Key intersections or areas where there is a distinct change in the ecology may be worth showcasing and enhancing through the inclusion of public art.
- › If multiple artists are displayed throughout the network, consider how to balance the design continuity with the artists’ unique vision.
- › Community produced art and/or temporary installations should also be considered.



Lighting

Lighting can improve visibility and safety, both real and perceived. Lighting is especially beneficial along commuter corridors, particularly during the winter, as darkness lingers in the morning and comes early in the evening. Lighting may also be necessary in pedestrian tunnels to illuminate the passage during day-time use. Additional thoughts to consider are listed below.

- ▶ Lighting is best used at the following locations:
 - Trailheads and parking areas
 - Restroom facilities
 - Major trail intersections to assist with navigating through the network
 - Bridge entrances and exits and in pedestrian tunnels
 - Pedestrian street crossings
- ▶ Light emitting diodes (LED) are low cost fixtures offering a range of styles, light levels, optics, and colors. Using LED fixtures for new installations and retrofitting existing fixtures to accept LED lamps can reduce long term utility costs.
- ▶ Solar powered fixtures are an option where the connection to the electrical utility line would be difficult or cost prohibitive, or where using an alternate energy source is preferred.
- ▶ Trail lighting should be pedestrian scale and the lighting design for each corridor where illumination is desired should be analyzed to determine appropriate light levels for that specific location.
- ▶ Light fixtures placed at eye level could impair one's vision. Avoid eye level installations.
- ▶ Direct glare or illumination beyond the greenway property or easement onto adjacent properties, streets, or sidewalks is not permitted. Fixtures can be provided with full cut-off/shielding and luminaires can be designed with specific optics to direct light only where needed.



Landscape

Landscape is often used to aesthetically enhance, screen, or define spaces along a greenway. Landscape can also improve degraded riparian corridors, providing bank stabilization and shade for waterways to boost water quality and improve stream habitats. Other uses and considerations regarding landscape can be found below.

- › Plant material shall be suitable for site specific conditions and either native or adaptive species that thrive in our region.
- › Plant material should be low maintenance and support the character of the greenway.
- › Plant material scale/size shall range from groundcover to large canopy trees based on their location and purpose and shall meet sight clearance requirements as required.
- › Use landscape to define and enhance edge conditions with adjacent developments, neighborhoods, and open spaces.
- › Remove invasive species when developing a new greenway corridor and institute an invasive species management program to eradicate and control invasives along established greenways and riparian corridors.
- › Preserve existing vegetation where possible to emphasize the conservation of natural habitat.
- › Use landscape to frame stunning and/or culturally significant views.



11. BRANDING + WAYFINDING

A signage and wayfinding system should be incorporated into the greenway network planning and design. Trailhead markers help trail users and drivers on adjacent roadways identify trail locations, making navigation through the network safer. Other safety signs should be designed and located per MUTCD regulations. A cohesive signage standard contributes to the safety and ease of which a new (or even experienced) user navigates through the network.

A successful signage network will provide a sense of identity and utility for the greenway trail network. The program adheres to a consistent, selective, and strategic manner so as not to clutter or dominate the visual character of the greenway trails. Signage types throughout the network may include directional, regulatory, etiquette, interpretive, and informational. More information about for each sign type is included in this section with guidelines and suggestions to consider.

Destination / Directional Signs

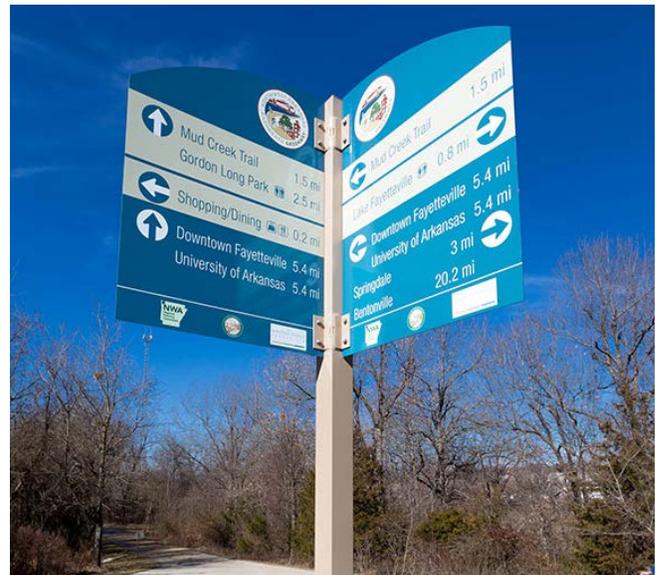
Wayfinding is the ability to navigate through your surroundings, using visual cues like signage, landmarks, or natural features. Within a bicycle and pedestrian network, wayfinding or directional signage is typically situated at locations that lead to greenway access, along greenway trail routes, and at the intersection of multiple trails. Signs throughout the network should communicate direction of travel options, location of popular destinations, and location of access points where users can enter or exit the network. Wayfinding signs also visually signal motorists that they are traveling near a greenway trail corridor and should proceed with caution.

Directional signage increase users' comfort level with the trail network, providing them with an increased level of safety and security as they successfully navigate the system. Wayfinding signage can serve many additional functions as well; functions such as:

- › Encouraging new patrons to use the greenway trail system by identifying access

points

- › Helping users determine the best route to desired destinations.
- › Assisting emergency responders and patrons by identifying locations, in case of emergency on the trails.



Regulatory / Safety Signs

Regulatory signs indicate rules or laws that must be obeyed and typically apply to intersection control (e.g. stop or yield), speed, vehicular circulation pattern, and parking. Other signs may simply call out hazardous conditions, like slippery when wet or tight turning radius, both of which showcase conditions where caution should be used to maintain user safety.



Figure 17 – MUTCD- Regulatory Signs and Plaques for Bicycle Facilities

Etiquette Signage

Etiquette signs inform trail users of desirable or acceptable behavior along the trail system. Such guidance is common when multiple user types are anticipated within the same corridor. For example, yielding the right-of-way to pedestrians may be considered a courtesy, but is a necessary component of a safe trail experience. Trail etiquette messages must be easily understood and should be posted at access points and regularly along the trail.

Interpretive Signage

Interpretive signage displays information about the surrounding context; notable environmental, wildlife, and vegetative features or the significance of historical or cultural elements. Interpretive displays may be combined with public art or have interactive, technological components, and typically are geared to provide educational opportunities to users. The character of each greenway and surrounding environment must be considered when designing these signs. Other considerations include:

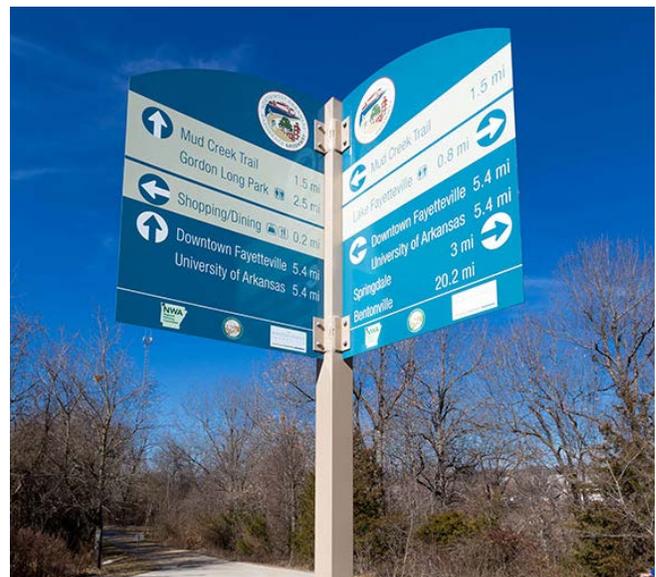
- ▶ Working with experts in the field within which you are developing information for each sign such as historians, ecologists, or horticulturists.
- ▶ Separating interpretive signage from the main circulation path so that patrons can stop to engage without impeding regular greenway traffic, ideally at rest or gathering areas.
- ▶ Signage panels must be ADA accessible so that they can be enjoyed universally by all users.



Information Kiosks

Information Kiosks relay pertinent information to patrons so that they may orient themselves within the trail network, familiarize themselves with rules and regulations of the greenway system, identify potential areas of interest, and be notified of upcoming program opportunities. When providing information kiosks, Considerations for placing kiosks include:

- Installing kiosks at each trailhead, designed using ADA access guidelines as applicable.
- Setting kiosks away from traffic when locating adjacent to parking facilities and incorporating appropriate barriers to protect the structure.
- Posting at a minimum, a map of the full bike/pedestrian network and rules and regulations at each kiosk.
- Evaluating the incorporation of modern technology in the kiosk design to assist in the communication of up-to-date greenway information and messages.



Pavement Markings

Pavement markings are typically used to reinforce posted greenway signage. However, pavement markings should not replace signage. While center line striping is the most common type, warning, regulatory, and directional markings may be incorporated. To direct as much attention as possible to these pavement marking notices, they should be used sparingly. Other guidelines are listed below.

- White or yellow high visibility thermoplastic material is the most durable and visible.
- Safety pavement markings to consider include “Stop,” “Yield,” and “Slow” or road name identification at road crossings.
- Pavement messages should be placed at access points, near intersections with other trails, or prior to roadway intersections and bridges.
- When centerline striping is utilized, use a yellow, 4-inch dashed centerline stripe and a white, 4-inch solid line at trail edges. Solid centerlines should be used at tight or blind corners and on the approaches to road crossings.
- Always use non-slip or nonskid pavement marking materials.



12. PERMITTING

Building any greenway trail will require obtaining construction permits. Depending on the location and amenities proposed, obtaining permits will require coordination with various agencies at the local, state and/or federal levels. Potential required permits for greenway trail construction may include:

- › Local Zoning Clearance/Stormwater Installation /Grading Permit
- › County Building Permits (for structures)
- › North Carolina Department of Transportation Encroachment Permit
- › Other public agency encroachment agreements / permits may be required as well
- › North Carolina Department of Environmental Quality Erosion and Sediment Control Certificate of Approval
- › FEMA Conditional Letter of Map Revision (CLOMR)/FEMA Letter of Map Revision (LOMR)
- › U.S. Army Corps of Engineers Section 401/404 Permit, Pre-Construction Notification (PCN) Permit

13. CONSTRUCTION ADMINISTRATION

Each construction project must have a certain level of construction administration and inspection services to ensure that the project is being delivered per the approved drawings and specifications. The City may opt to perform construction administration services, utilize the design team to carry out these services, or they can employ a third party. Regardless, the decision should be made up front regarding the preferred direction. It should be noted that if federal or state money is being used as part of the construction budget for a facility, construction administration is required to be performed by an outside, third party. Federal and State projects also require Construction, Engineering, and Inspection (CEI) services be performed by a third-party firm.

Maintenance Considerations

Greenway trail maintenance should be discussed at the feasibility stage of each project to determine the type, interval, and cost of annual trail maintenance. Design consultants should also reduce the maintenance burden through appropriate design decisions. Often there is a tradeoff between higher construction costs and lower maintenance costs and vice versa. As a benchmark, The Ohio River Greenway Development Commission has developed best practices in trail maintenance. For reference, this document is attached in the Appendix. The factors that impact maintenance include:

- › Trail Surface - Fully stabilized surfaces like concrete and asphalt have very low annual maintenance requirements. Repaving of asphalt surfaces should be budgeted every 15 years.
- › Materials - Likewise bridges and boardwalks with concrete decks have a lower life cycle cost than southern yellow pine decking, which must be replaced every 7-9 years. Other materials choices have lower maintenance costs including; handrails, kick boards, top rails, pickets and signage.
- › Location - The location of trails also impacts the County's maintenance burden. Trails of any surface type will require higher a maintenance commitment when they are located within a floodplain that sees regular inundation of water.
- › User Type - Different users impact the life of trails. Natural surface trails dedicated to walking and running require substantially less maintenance than mountain biking.