WARREN COUNTY

PARKS + RECREATION COMPREHENSIVE MASTER PLAN

Warren County
NORTH CAROLINA

DRAFT | NOVEMBER 2018

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ACKNOWLEDGMENTS

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1 EXECUTIVE SUMMARY

CHAPTER 1 > EXECUTIVE SUMMARY

The Warren County Parks and Recreation Comprehensive Plan will guide the progress of the County's Parks and Recreation Department for the next 10 years. The recreational needs of the County's residents are at the heart of this plan and the analysis, goals and recommendations will inform decisions to meet those needs. The plan addresses multiple aspects of the department, including parkland, programming, and departmental operations.

This executive summary introduces the planning process, provides snapshots of the current status of each of the plan's elements and lists the Department's goals for the next 10 years.

THE PLANNING PROCESS

1. Inventory + Analysis

The information-gathering phase of the planning process.

- Park, trail and facility site visits
- GIS base mapping of the park system
- Analysis of demographics and recreation trends
- Benchmarking of peer communities
- Identification of level of service of existing recreational amenities

2. Community Engagement

The outreach and community-input gathering elements of the planning process.

- Tabling at Government Day
- One drop-in public input meeting
- A statistically valid survey
- Meeting with the Warren County Parks and Recreation Commission
- Staff input meetings and staff input survey
- Stakeholder interviews with County Commissioners

3. Recommendations

The planning and direction developing portion of the planning process.

- Parkland recommendations
- Programming recommendations
- Operations recommendations

4. Action + Implementation Plan

The detailed strategy development portion of the planning process.

- Prioritized recommendations
- Resources to achieve goals
- Designation of short-term, medium-term, long-term and ongoing objectives

PARKLAND

The Warren County Parks and Recreation Department provides a wide array of recreational amenities for residents. The Department diligently maintains parks for day to day use, but in some cases longer-term maintenance is needed to bring parks and amenities up to their full potential. Parkland goals are structured to identify elements in need of immediate attention while planning for future needs. Park and facility maintenance is addressed further in Operations.

The park system includes:

5 parks

1 gymnasium

1 pool

5 baseball fields

4 basketball courts

4 playgrounds

1 fishing access

1 football / soccer field

3 tennis courts

2 outdoor pickleball courts

Walking loop trails

Nature trails

Mountain bike trails

Parkland Goals:

1. Make improvements to existing parkland.
2. Allocate the budget needed to pursue capital improvements.
3. Plan for development of future parkland, trails and other facilities.
4. Identify and track maintenance needs for the existing park system.

PROGRAMMING

The Department offers quality programming for Warren County residents. Athletics are the primary type of programming offered, with a strong emphasis on youth sports. Warren County Parks and Recreation programming served 660 residents in 2017 through athletic programming, without including open gym participants or special event attendees. Community input indicates interest in a wider range of programmatic offerings, including cultural arts programming. Volunteers are essential to providing programming.

Program areas include:

Youth sports

- **Soccer**
- **Flag football**
- **Tackle football**
- **Volleyball**
- **Basketball**
- **Baseball + Softball**

Adult sports

- **Softball**

Special events

- **Egg Hunt**

Open gym

- **Pickleball**
- **Free play**

Programming Goals:

1. Improve current program offerings.
2. Expand programming offerings with partnerships.
3. Expand programming to encourage recreational tourism in Warren County.

OPERATIONS

Department staff are stretched to meet all the demands of parks and recreation services. Maintaining the 179 acres and 2.3 miles of trails place a significant demand on the Department's available staff time. The maintenance for parks and recreation resources is in addition to the responsibility of administering programs, including registration, scheduling and volunteer coordination. This plan recommends strategies for addressing the staff needed to adequately maintain the existing park systems and expand programming.

The Department maintains:

179 acres of developed parkland

45 acres of undeveloped parkland

2.3 miles of trail

The Department served:

660 program participants

The department operates with:

3 full time staff

15 seasonal staff

142 volunteers

Operations Goals:

1. Expand staff to serve additional program and maintenance needs.
2. Revamp outreach opportunities for advertising programming, especially new programming
3. Implement best practices for program administration such as program life cycle, cost recovery and pricing strategies.

2 INTRODUCTION

CHAPTER 2 > INTRODUCTION

Warren County is a large rural county rich in history. There is an active interest in programs, facilities and experiences offered by the Warren County Parks and Recreation Department. Proximity to the Research Triangle area of Wake, Durham and Orange Counties poses both advantages and challenges to Warren County's growth and development potential. While proximity to these population centers affords benefits including major highway access for commercial and commuter travel and the assumed potential for overflow development from the Triangle area to spill over into Warren County[1], current development trends tend to be concentrated near more urban and metropolitan centers, like Raleigh and Durham, leaving more rural regions experiencing population decline. The disconnect between the desires of Warren County residents and the reality of the County's decreasing population necessitate the development of an updated comprehensive Parks and Recreation Master Plan to help establish common ground for future parks and recreation facilities and program development.

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

THE BIG IDEA

The 2018 Comprehensive parks and Recreation Master Plan will provide a framework to achieve the Department's vision for a 10-year planning horizon. Key focus areas of the plan include:

Parkland

Programs

DEPARTMENT MISSION

Warren County Parks and Recreation aims to promote and develop an effective and holistic program providing diverse and quality recreation for the enrichment of all citizens.

1 https://www.warrencountync.com/DocumentCenter/View/2053/Comprehensive-Land-Development-Plan-PDF

PROJECT BACKGROUND

The County's Parks and Recreation Department undertook a Parks and Recreation Master Plan in 2004 and the most recent amendments to the plan came in 2009. The Plan summarizes the County's current recreation facilities and activity offerings and provides recommendations for meeting the future recreation needs within the County. While many of the plan's action items are still in progress, an update to the plan is necessary to accommodate changing trends in demographics and recreation, recently completed planning studies, as well as mandates by state and national grant funding sources. It is the goal of this master plan to develop recommendations through best practices to ensure adoption by decision makers and support by the community and stakeholders.

MASTER PLANNING PROCESS

The master planning process involves data collection and analysis, community engagement and recommendations developed through an analytical and level of service approach. From the initial inventory and analysis through to the implementation plan, the project team engaged the community, stakeholders and Department staff, while researching recreation trends and understanding the County's demographics. The project team used the existing conditions to evaluate the level of service and operational standards of the Department's parks and facilities. Finally, the project team, in conjunction with Department staff, developed and prioritized recommendations to improve the recreational offerings provided for a ten (10) year planning horizon. This 2018 Parks and Recreation Master Plan is comprised of several components.

Demographics + Trends

The project team completed a demographic and trends analysis using current ESRI (Environmental Systems Research Institute, Inc.). National and local recreation trends were evaluated and cross-referenced with both the County's demographics, local Market Potential Index (MPI) data and national publications to draw conclusions about current and future recreation trends and participation levels.

Inventory & Analysis

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

An inventory, evaluation and assessment of public parks and facilities, programs and operations was completed. The project team mapped the location of each County-owned and operated park using GIS. The project team visited each park to observe existing conditions as a basis for recommending upgrades and improvements as well as understanding the overall character and quality of the existing parks system.

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

The project team completed a detailed parkland assessment and program assessment to evaluate the Department's current offerings. The program analysis evaluates five key program metrics including age segments served, program life cycle stage, program classification, cost recovery goals, personnel and volunteer needs and pricing strategies.

Community Engagement

The project team conducted a public input process to gather input from Department staff and the public. The engagement plan consisted of the following elements:

- Two community input meetings
- Two staff meetings including a SWOT meeting
- One Parks and Recreation Advisory Board Meeting
- A statistically valid household survey issued to Warren County residents that provides a 95% accuracy rate.

Level of Service + Benchmarking

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

Benchmarking of comparable agencies provides a peer comparison for both the existing state of the department and recreational offerings as well as informs level of service standards for the ten-year planning horizon. Peer agencies were provided by the National Parks and Recreation Association and selected for similar size, density, full time equivalent employees, operating expenses, and more. Metrics for parks, trails, acreage, staffing, and budget, are evaluated for each peer agency which informs the development of an appropriate level of service standard specific to the County. Such standards are population-based so target metrics can evolve to meet demands of Warren County's shifting demographics.

Recommendations + Implementation Plan

The recommendations and prioritized implementation plan will guide park, facility, open space and programming. It is structured to guide decision making for programs, facilities and Department policy. Each recommendation is prioritized as short term (1-5 years), mid-term (5-10 years) or long-term (beyond 10 years). Criteria for recommendation prioritization vary based on the item's context and range from land availability to financial implications but are firmly rooted in community preferences. This information can be found in Chapter 8. The implementation plan concludes with a list of outcome measures to ensure the Department staff and management are executing on the action items, achieving the goals of this master plan, and sharing their successes.

REGIONAL CONTEXT + RESOURCES

Warren County is located in North Carolina's piedmont region and is situated along the Virginia-North Carolina line. Northampton, Halifax, Nash, Franklin and Vance Counties boarder Warren County. The area is rural and defined by its rich cultural history, agricultural roots and diverse population. This master plan acknowledges the County's history and diversity as they relate to opportunities for improving the County's recreation system.

HISTORY AND CULTURE

The area that is now Warren County was first populated by the Tuscarora Indians and is still home to descendants of the Tuscarora, Oconeechee, Saponi, Tutelo and Nansemond tribes, known today as the Haliwa-Saponi.[2] Formally founded in 1779, the County was among North Carolina's first economic centers with its tobacco and cotton plantations, as well as home to a number of the State's early political figures.[3]

As of 2017, more than 50 percent of Warren County residents identify their race as "black alone" in the U.S. Census, as compared to the North Carolina average of 22 percent.[4] This large proportion of African Americans is a legacy of the County's history as an agricultural area depended on the labor of enslaved people of African descent.

Warren county once held more enslaved people than any other county in the state.[5] This history is reflected in the County's parkland at Buck Spring park, the homestead of pre Civil War era statesman Nathaniel Macon. Macon himself is reported to have enslaved over seventy people to work his 2,000-acre plantation.[6] At the turn of the nineteenth century, Warren County's cotton and tobacco industries were thriving, which made necessary a readily available work force to tend the land. Because the County's economy was deeply entangled with the plantation-slave system, Warren County seceded from the Union.[7] In the aftermath of the Civil War during reconstruction, County structure weakened and the plantations fell into disrepair, along with the County's once bountiful agricultural resources.[8] Yet, agriculture persists today with the main sources of revenue for Warren County residents being agriculture and agri-

2 https://www.warrencountync.com/DocumentCenter/View/2053/Comprehensive-Land-Development-Plan-PDF
3 https://www.ncpedia.org/geography/warren
4 https://www.census.gov/quickfacts/fact/table/warrencountynorthcarolina,nc/PST045217#qf-flag-Z
5 https://www.ncpedia.org/biography/macon-nathaniel-0
6 https://www.ncpedia.org/biography/macon-nathaniel-0
7 https://www.warrencountync.com/DocumentCenter/View/2053/Comprehensive-Land-Development-Plan-PDF
8 https://www.warrencountync.com/DocumentCenter/View/2053/Comprehensive-Land-Development-Plan-PDF

business, with concentrations in tobacco and swine production.[9]

In the late 1800's the County experienced new growth in the agriculture and textile industries and many historic homes in the County seat of Warrenton were restored. While tobacco and textiles would suffer another decline in the late 20th century, the historic homes remained, contributing to the County's historic character enjoyed by residents and visitors alike.[10] Today, there are two historic districts[11] and twenty-five historic sites listed on the National Register of Historic Places.[12]

Soul City was an attempt at establishing a majority African American community in one of the most rural counties in North Carolina. Founded in the late 1960's by Civil Rights leader, Floyd B. McKissick, Soul City was intended to be an economic center where black people build businesses and pursued economic and political power and autonomy. The project was funded by the Department of Housing and Urban Development along with the State of North Carolina and McKissick predicted that within two decades, Soul City would have fifty thousand citizens and create twenty-four thousand new jobs. Due to unfounded claims of corruption and the resulting delays to construction and loss of interest, the full vision of Soul City was never realized. Today, the community has several hundred residents.[13]

More recently, in 1979 thousands of gallons of PCB contaminated oil were illegally dumped along roadsides. After a delayed cleanup, contaminated soil was relocated to a toxic waste landfill near the Afton community in Warren County. Community members and national leaders protested the landfill location due to health concerns and the decision to locate the toxic waste in a predominantly African American community. The dump was ultimately constructed in the chosen area, but the activism protesting the location of the site is said to be the birth of the U.S. environmental justice movement which recognizes the disproportionate impact that environmental issues have on communities of color. Plans to rehabilitate the landfill site into a park were never realized due to the toxic nature of the site and its impact on water and air quality.

9 https://www.warrencountync.com/DocumentCenter/View/2053/Comprehensive-Land-Development-Plan-PDF

10 https://www.warrencountync.com/DocumentCenter/View/2053/Comprehensive-Land-Development-Plan-PDF

11 https://www.warrencountync.com/DocumentCenter/View/2045/Parks-and-Recreation-Master-Plan-December-2009-PDF

12 https://nationalregisterofhistoricplaces.com/nc/warren/state.html

13 http://northcarolinahistory.org/encyclopedia/soul-city/

3 DEMOGRAPHICS + TRENDS

Chapter 3 > Demographics + Trends

This chapter provides an overview of broad demographic trends influencing the characteristics of Warren County's changing population now and into the future. The analysis covers estimates from years past, and projects population trends into the future, providing population projections for 2022 and 2028. This chapter also includes market research into the recreational habits of Warren County's current population to illustrate demand for recreational activities. This analysis provides a data-driven foundation for understanding the recreational needs of Warren County's residents now and through the next 10 years.

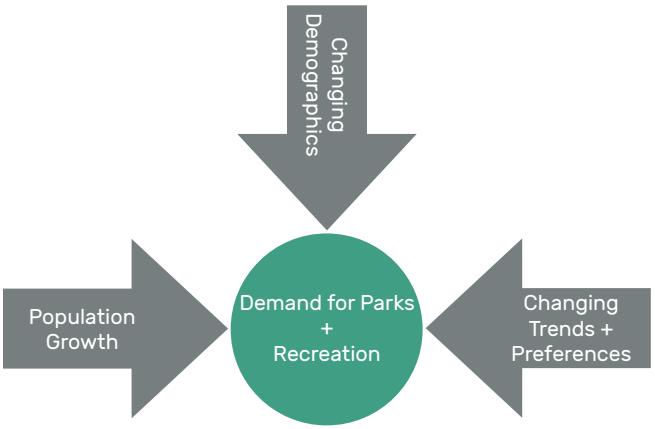


Figure 1 - Elements that influence demand for parks, facilities and programs in an area.

DATA SOURCES

Data used in this section is gathered from two sources: the U.S. Census Bureau and the Environmental Systems Research Institute (ESRI). Most of the data used in this analysis is pulled from the U.S. Census Bureau's American Community Survey, a project of the U.S. Census Bureau. The American Community Survey gathers data on a rolling basis in between decennial censuses which occur in years ending with "0". For smaller and more rural communities such as Warren County, this data becomes available approximately every 5 years, once the U.S. Census Bureau has received enough responses for an accurate analysis. The most recent year for which the U.S. Census Bureau data is available for Warren County is 2016.

Demographic data from ESRI is based on the 2016 American Community Survey, but ESRI projects the 2016 data for 2017 and 2022. It is important to note that, although we are past the year 2017, data in the plan for the year 2017 are projections of 2016 data, not estimates of 2017 population data. The project team used average annual growth rates for estimates and projections from the U.S. Census Bureau and ESRI to create a population projection for 2028.

SOURCE	DATA
U.S. Census (2010)	This data is the source data for the ESRI data analysis described below
U.S. Census Bureau 2012-2016 American Community Survey 5-Year Estimates (2016)	- Population pyramid - Population lining in poverty
Environmental Systems Research Institute (ESRI) Forecast of U.S. Census Data (2017)	- Population change - Population by race - Population by ethnicity - Population by age - Population by income
ESRI Forecast of U.S. Census Data (2022)	- Population change - Population by race - Population by ethnicity - Population by age - Population by income
Professional Opinion of Project Team (2028)	- Population projection that will serve as the foundation for recommendations later in the plan

DEMOGRAPHIC ANALYSIS

The demographic analysis establishes the foundational population projections for this comprehensive parks and recreation comprehensive plan. The population projections outlined below will become the basis for many of this plan's recommendations, most prominently, the level of service analysis, which establishes standards for facility space, park acreage, sports fields, and amenities that will be needed in the coming years. The population projection used for this plan are listed below. The methodology for determining these population projections is included in the average annual growth section below.

2018 ESTIMATED POPULATION **> 20,542**

2023 ESTIMATED POPULATION **> 20,153**

2028 ESTIMATED POPULATION **> 19,773**

-0.38%
AVERAGE ANNUAL GROWTH RATE

Table 1 - Warren County population estimates and projections
Source: U.S. Census Bureau, Census 2010 Summary File 1. ESRI forecasts for 2017 and 2022 ESRI converted Census 2000 data into 2010 geography.

AVERAGE ANNUAL GROWTH

Warren County's population has been declining at a slow but steady rate in recent years and this trend is expected to continue. The average annual growth rate is a measure of how much the population grows during a given year during a period of multiple years. The average annual growth rate provides a tool for projecting population numbers for future years based on the growth rates from past years.

Warren County mirrors nationwide trends of population decline in rural areas. This population decline is likely driven by adults and young families leaving rural areas for urban centers with more opportunities for employment. This trend in combination with a lack of new residents moving to the area to create a negative population growth rate.

Since Warren County's rate of population change has been consistent over the past decade, this plan simply uses the estimated average annual growth rate for 2017-2022 and extends the period to create an estimate for 2028. The -0.38 percent growth rate generates a projection of 19,950 residents in Warren County in 2028.

PERIOD	AVERAGE ANNUAL GROWTH
2000-2010	**0.49%**
2010-2017	**-0.24%**
2010-2022	**-0.30%**
2017 -2022 (ESRI PROJECTION	**-0.38%**
2017-2028	**-0.38%***

Table 2 – Summary of average annual growth rates for available population estimates and projections
*Source: U.S. Census Bureau, Census 2010 Summary File 1. ESRI forecasts for 2017 and 2022 ESRI converted Census 2000 data into 2010 geography. *2017-2028 population projection generated based on project team professional opinion.*

POPULATION AND HOUSEHOLDS

Warren County's population estimate has been slowly declining in recent years, with a growth rate of approximately -0.25 percent between 2010 and 2017. This slight downward trend is expected to continue. Similarly, the number of households in the County is declining with an average annual growth rate of -0.07 percent between 2010 and 2017. This decline in households (family members living in the same housing unit) indicates that there is likely a surplus of housing units in the County, leading to high vacancy rates in the county. This indicates there may be a surplus of housing leading to vacant or unoccupied residential units.

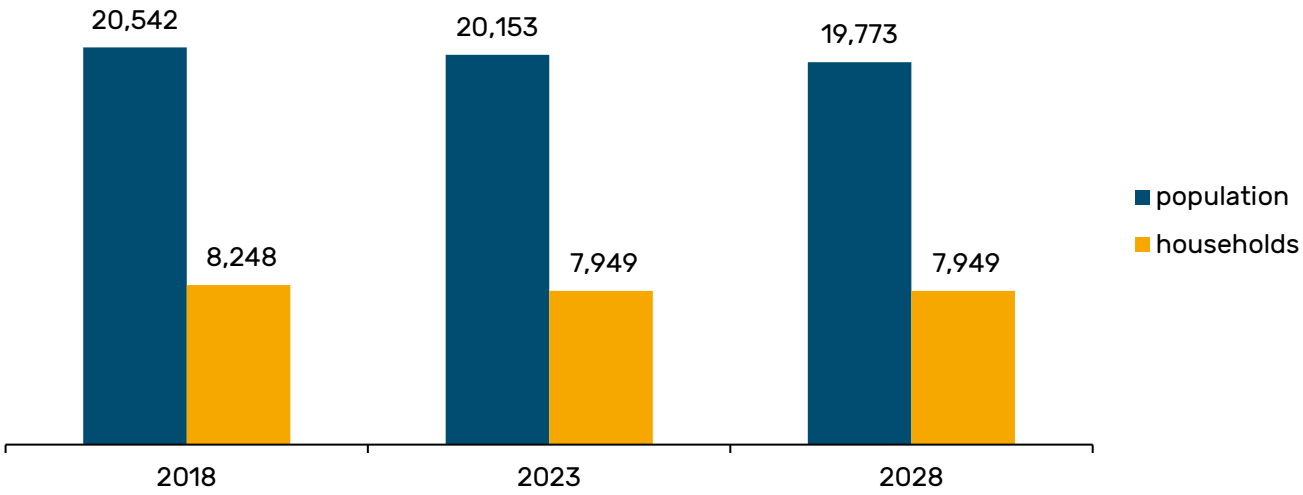


Figure 1 –Warren County population change over time
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.

RACE AND ETHNICITY

The majority of Warren County's population identifies as the category "black alone." That category is expected to become a plurality rather than a majority in the coming years, as the population identifying as the category "black alone" falls just below 50 percent to 49.6 percent. The proportions of the population each category comprises is expected to remain consistent in the coming years with no single category changing its proportion of the population by a full percentage point between the years 2017 and 2022.

The portion of the population identifying as "Hispanic origin" is expected to increase by almost a full percentage point between 2017 and 2022. ESRI projects that in 2022 residents identifying as "Hispanic origin" will comprise 5 percent of the County's population.

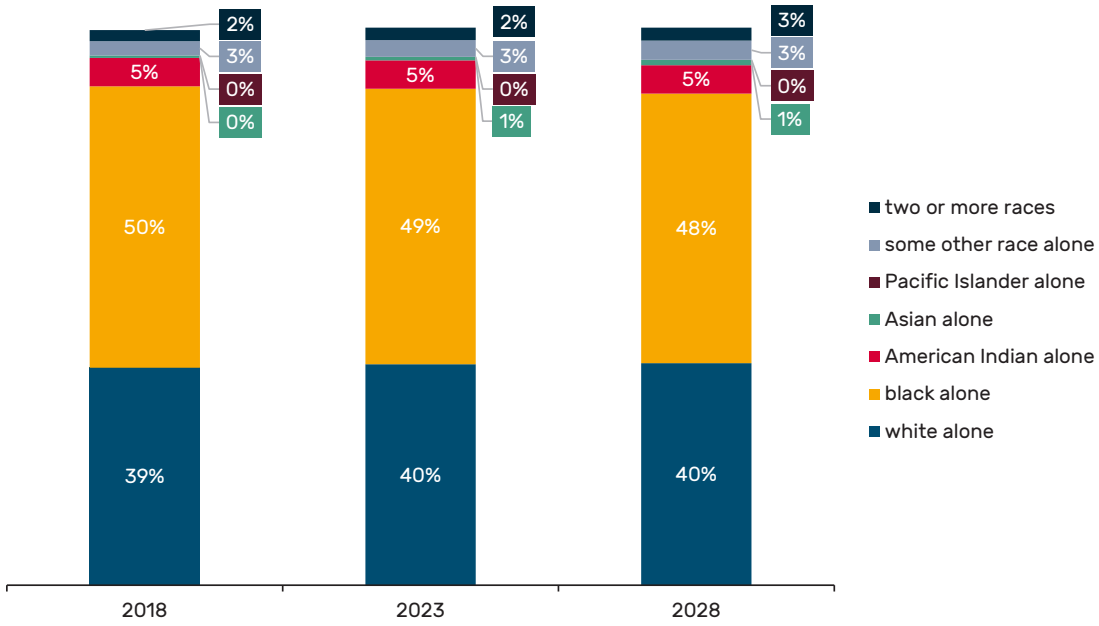


Figure 2 – Total portion of population by race
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.

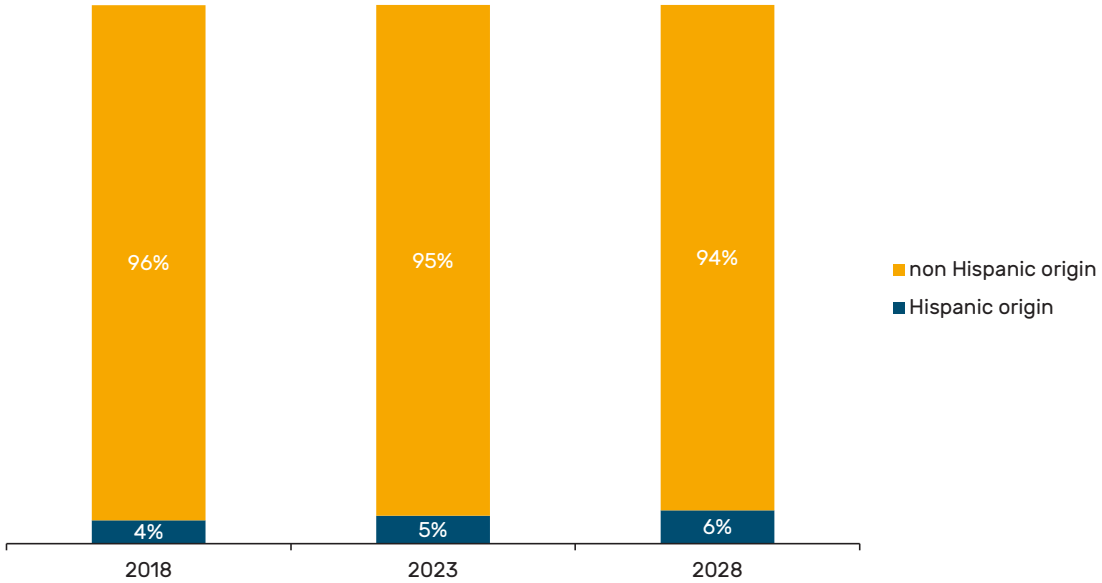


Figure 3 – Total portion of population by ethnicity
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.

AGE SEGMENT

The age segments of Warren County's population indicate that senior citizens, individuals age 65 or older comprise nearly 30 percent of the population while children age 14 and under comprise 15 percent of the population. The age segment that comprises the largest proportion of the population is the cohort aged 55-64.

In North Carolina, the age segments indicate that 24 percent of the total population is age 18 and under, while 16 percent of the population is 65 and older. Warren County's population has a much larger proportion of senior residents, and a much smaller proportion of youth residents than the statewide population.

The ESRI projections indicate that the age segment proportions will remain consistent in the coming years. While adults between the ages of 45 and 84 will remain consistent, adults between the ages of 65 and 84 will begin to comprise a larger portion of that population.

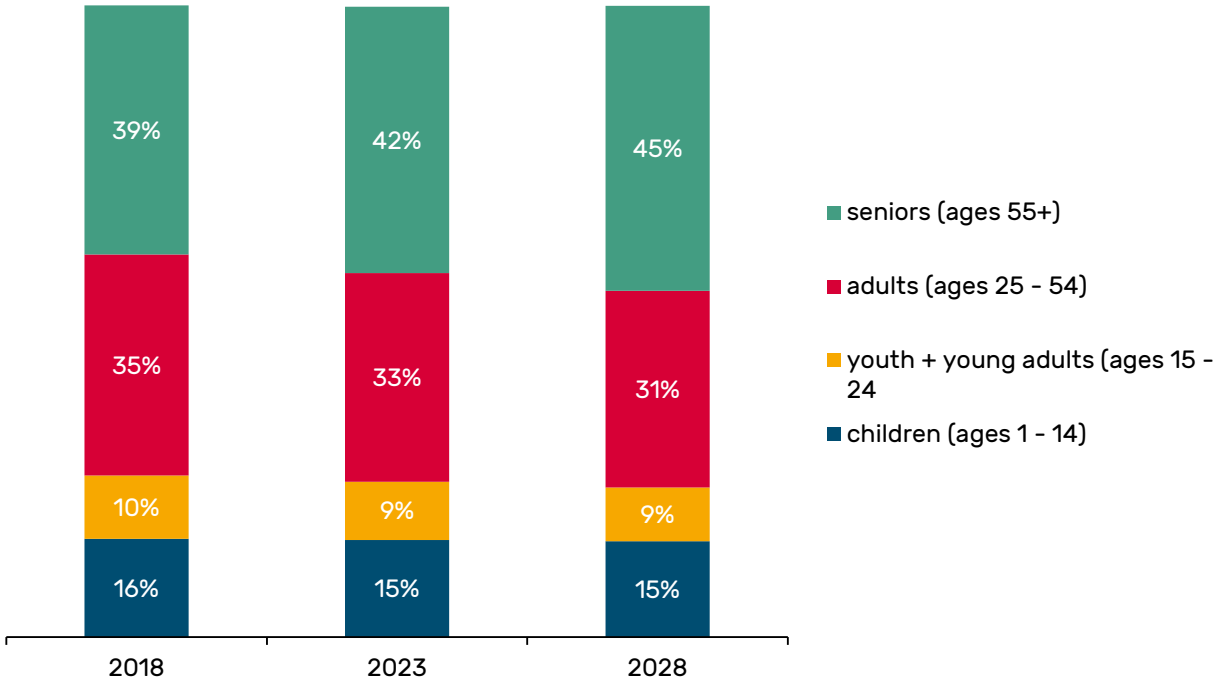


Figure 4 – Total portion of population by age
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.

HOUSEHOLD INCOME

The 2017 median income for Warren county was $35,420 and the average household income was $50,313. Nearly half of Warren County's residents earn household incomes less than $49,999. Nearly 25 percent of all residents live in poverty in Warren County, as compared the national average of 12.7 percent according to the U.S. Census bureau. Poverty rates for children are even higher with 35 percent of youth under age 18 living in poverty, as compared to 18 percent at the national level. The average household income is expected to rise slightly by 2022 to $53,549

	NUMBER OF MEASURED POPULATION	PERCENT OF MEASURED POPULATION
Children under 18 years living in poverty	1,301	34.50%
Seniors 60+ living in poverty	926	15.80%
Total population living in poverty	4,662	24.20%

Table 3 – Warren County population living in poverty
Source: U.S. Census Bureau. 2012-2016 American Community Survey 5-Year Estimates.

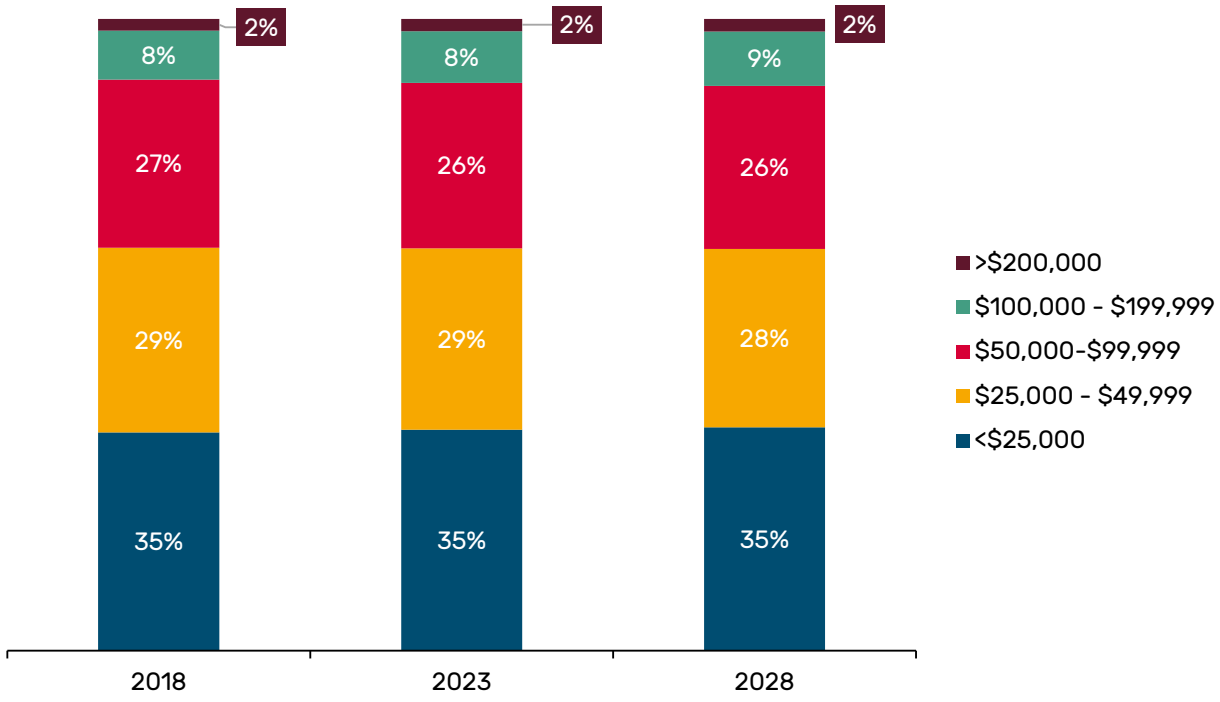


Figure 5 – Total portion of population by household income
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.

TRENDS ANALYSIS

Recreational trends influence a community's needs for parkland, programming, indoor facility space, and amenities. This section covers both broad national trends and trends specific to Warren County's population.

NATIONAL TRENDS IN RECREATION

National recreation trends can serve as an important reference point against which to compare local recreation trends. National trends can confirm local trends or highlight unique characteristics of the local area. National trends can also inform best practices for local parks and recreation departments or indicate future demand for activities that have not yet caught on at the local level.

Sports, Fitness, + Recreation

National trends are drawn from the Sports and Fitness Industry Association's Sports, Fitness & Recreational Activities Topline Participation Report 2017. In the U.S. in 2016, 42 percent of the U.S. population age six and above participated at least once per week in a high calorie burning activity. Overall, participation in most sports saw increases in 2016 from previous years.

Outdoor Recreation

Participation in outdoor recreation activities is on the rise across the United States. The term outdoor recreation covers activities ranging from hiking, boating, wildlife viewing, hunting, fishing, biking, camping, adventure sports, and many other activities centered around natural resources.

In 2016, 5.2 percent of the U.S. population over age 6 participated in hunting activities. In total, 12.9 percent participated in freshwater fishing. Outdoor recreation in rural areas with access to natural resources such as streams, lakes, and forests, also pose opportunities for revenue and tax-income generation through environmental tourism.

Youth Sports Leagues

While team sports participation remains steady nationwide, there are declining rates of youth who are active to a healthy level throughout the year. The most popular sports in the nation are basketball, baseball, and soccer, all which Warren County offers. National trends in youth sports leagues highlight the role of youth sports leagues mitigating childhood obesity and other negative health outcomes.

According to a report by The Aspen Institute and the Sports and Fitness Industry Association, fewer than 30 percent of coaches receive training in CPR and Basic First Aid and Physical Condition, while only 31 percent of coaches receive training in Sports skills in tactics, and 30 percent receive training in effective motivational techniques. Only 29 percent of youth sports coaches are women, whereas just less than half of youth sports participants are girls.[1]

Senior Programming

National trends indicate that this aging population continues to remain active, though individuals' needs change as their mobility and health changes. A 2015 publication from the National Recreation and Parks Association indicates that the park needs for senior populations include flatter topography and shorter trails with frequent resting stops, improved wayfinding signage, and partnerships with senior communities or programs to increase awareness of park offerings tailored to seniors' needs.

1 Solomon, J. (2017, September 5). 7 Charts that Show Why We Need to Fix Youth Sports. Retrieved from https://www.aspeninstitute.org/blog-posts/7-charts-show-fix-youth-sports/

LOCAL TRENDS IN RECREATION

Local trends in recreation show the recreational needs of Warren County's current residents. Trends provide context that can support or refute the existence of national trends at the local level. Local trends, while discussed here will also be synthesized with the results of the statistically valid survey, discussed in a forthcoming chapter.

Market Potential Index

The market potential index (MPI) is a measure that compares local demand for a product or service to the national demand for that product or service. An MPI of more than 100 indicates that the local demand for a product or service is higher than the national average, while an MPI of less than 100 indicates that the local demand is lower than the national average. The products or services are not necessarily indicative of the County's facility or program offerings. Demand at both the local and national level is measured with survey responses that ask whether an individual has participated in a certain activity within the past 12 months.

The market potential index indicates that Warren County residents create demand for a wide variety of recreational activities with an emphasis on outdoor and natural resource-based activities.

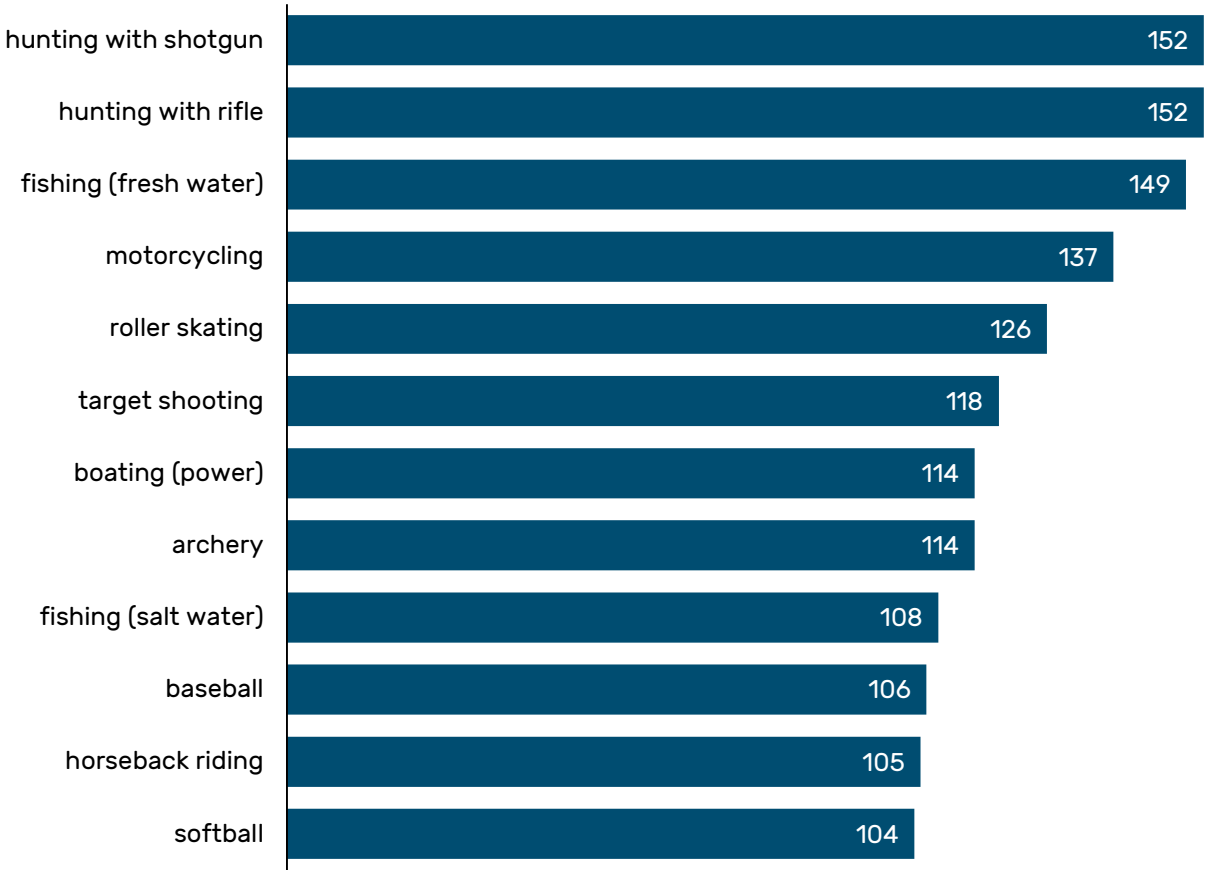


Figure 4 – Warren County market potential index for recreation activities for activities with MPI scores greater than 100
Source: These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by GfK MRI in a nationally representative survey of U.S. households.

	FASTEST GROWING	MOST POPULAR
TEAM SPORTS		
	Rugby Roller Hockey Swimming on a team	Basketball Baseball Soccer (outdoor)
INDIVIDUAL SPORTS		
	Adventure racing Triathlon (non-traditional/off-road) Boxing for competition	Bowling Ice Skating Trail Running
AEROBIC ACTIVITIES		
	High impact/intensity and training Aquatic exercise Swimming for fitness	Walking for Fitness Treadmill Running/jogging
OUTDOOR ACTIVITIES		
	Bicycling (BMX) Climbing (traditional/ice/mountaineering) Shooting (trap/skeet)	Hiking (day) Bicycling (road/paved surface) Fishing (freshwater/other)
RACKET SPORTS		
	Cardio tennis Squash Badminton (No data for pickleball)	Tennis Table Tennis Badminton
WATER SPORTS		
	Stand up paddling Kayaking (white water) Kayaking (sea/touring)	Canoing Kayaking (recreational) Snorkeling

Table 5 – Fastest growing and most popular sports and activities in Warren County
Source: 2017 Sports, Fitness, and Leisure Activities Topline Participation Report

Activities with Highest Percentage of Population and Highest MPI

Table 4 lists activities that have the highest overall participation, while Table 5 lists the activities that have the highest MPI demand, indicating that the local demand for these activities has the largest contrast to the average national demand for that activity. Freshwater fishing is the only activity present on both lists. Items listed in Table 4 are potentially a higher priority for the Department to address, due to their higher participation rates, while activities in Table 5 are potentially areas where the town could offer facilities or programs to fill a gap to meet local demand for an activity.

Most of the activities on both lists are individual and self-guided activities. The lack of representation of team sports on this list is that these market research tools are only reporting adult participation in activities. The lack of representation of softball, baseball, basketball, and other sports for which Warren County organizes youth leagues should not indicate a lack of interest or importance of these activities.

	EXPECTED NUMBER OF ADULTS	PERCENT	MPI
Participated in walking for exercise in last 12 months	3356	20	74
Participated in fishing (fresh water) in last 12 months	2997	17.8	149
Participated in swimming in last 12 months	2189	13	84
Participated in bicycling (road) in last 12 months	1235	7.3	72
Participated in bowling in last 12 months	1163	6.9	72

Table 6 – Top five sports and activities with the highest rates of participation
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.

	EXPECTED NUMBER OF ADULTS	PERCENT	MPI
Participated in hunting with rifle in last 12 months	1131	6.7	152
Participated in hunting with shotgun in last 12 months	942	5.6	152
Participated in fishing (fresh water) in last 12 months	2997	17.8	149
Participated in motorcycling in last 12 months	698	4.2	137
Participated in roller skating in last 12 months	408	2.4	126

Table 7 – Top five sports and activities with the highest MPI
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.

CONCLUSIONS

A synthesis of demographic projections and national and local trends provides insight into the future parks and recreation needs for Warren County's residents. The following is a non-exhaustive list of conclusions the information above suggests.

STATIC DEMOGRAPHIC COMPOSITION

Warren County's demographic composition is expected to change very little in the coming years, both in terms of total population and the proportional spread of the County's demographic characteristics. Many comprehensive plans focus on growth and meeting the needs of an ever-changing population, but Warren County's marginal changes in population and demographic characteristics in the coming years offer the unique opportunity for the County to focus on bringing current parks, facilities and programs up to a high level of service standard. Parks, facilities, and programs will only need to be expanded as needed to meet the demands of the existing population.

Warren County's declining population is far from an indication that the department has little opportunity for growth or change in the coming years. This demographic analysis indicates that the Department can focus its efforts on improving services to low-income or underserved communities and improving existing facilities, important efforts that may be overlooked in areas attempting to keep pace with booming populations.

AGE SEGMENT RECREATION OPPORTUNITIES

Youth sports are extremely important in providing children opportunity to build positive lifelong health and social habits. Public sports leagues are essential for fulfilling this need, especially in rural areas where there may not be youth sports league options outside of local government-run leagues. Though the youth population in Warren County is a much smaller proportion of the population than that of North Carolina, youth programs will be an essential part of the future of Warren County's Parks and Recreation Department.

The age segment analysis of Warren County indicates that special attention must also be given to the recreational needs of the County's senior population. Many senior residents are dependent on public programs and facilities offered by or in partnership with parks and recreation departments for their social and physical activity needs. The recreational needs vary widely among individuals as some people remain mobile and active well into their 80s and beyond, while others experience limited mobility much earlier in life. Senior programming should provide opportunities for seniors with limited mobility to recreate safely, but not ignore that many older individuals may desire more active programming.

RURAL CHARACTER OF COMMUNITY AND ACTIVITIES

Warren County's rural setting presents unique opportunities and challenges for the Parks and Recreation Department. The trends toward outdoor recreation indicated in the MPI analysis above mostly focus on individual activities that residents can pursue on private or public property. Freshwater fishing is the only activity that occurs on both lists, indicating that local relative demand is high for freshwater fishing and that freshwater fishing is overall a popular activity. This is also an activity for which the Department provides facilities, in the form of a fishing dock with a trash receptacle on Lake Gaston. The County does not provide any other fishing access or any swimming or boating access. Warren County Parks and Recreation Department can provide these highly demanded outdoor activities for their residents, but there are challenges for doing so as none of the incorporated municipalities in Warren County offer their own parks and recreation departments. This indicates that the County Department is responsible for providing Parks and Recreation facilities and programs more typical of city or urban departments, such as neighborhood parks or sports leagues. The department has the opportunity to determine the balance of meeting these two complimentary needs.

Seven Benefits of Parks:

Adapted from Measuring the Economic Value of a City Park System by the Trust for Public Land (2009) <https://www.tpl.org/sites/default/files/cloud.tpl.org/pubs/ccpe-econvalueparks-rpt.pdf>

1 > Tourism

Though not always recognized, parks play a major role in a city's tourism economy. Some are tourist attractions by themselves. Others are simply great venues for festivals, sports events, even demonstrations. Ready any newspaper's travel section and you'll usually see at least one park among the "to see" picks.

2 > Direct Use

While city parks provide much indirect benefit, they also provide huge tangible value through such activities as team sports, bicycling, skateboarding, walking, picnicking, bench-sitting and visiting a flower garden. Economists call these activities "direct uses". Most direct uses in city parks are free of charge but economists can still calculate value by knowing the cost of a similar recreation experience in the private marketplace. This is known as "willingness-to-pay". In other words, if parks were not available in the city, how much would the resident pay in a commercial facility? (Thus, rather than income, this value represents savings by residents.

3 > Property value

Other things being equal, most people are willing to pay more for a home close to a nice park. Property value is affected primarily by two factors: distance from the park and the quality of the park itself. People's desire to live near a park depends on characteristics of the park. Beautiful natural resource parks with great trees, trails, meadows and gardens are markedly valuable. Other parks with excellent recreational facilities are also desirable (although sometimes the greatest property value is a block or two away if there are issues of noise, lights and parking). Less attractive or poorly maintained parks are only marginally valuable. And parks with frightening or dangerous aspects can reduce nearby property values.

4 > Community Cohesion

The more webs of human relationships a neighborhood has, the stronger, safe and more successful it is. Any institution that promotes this kind of community cohesion – whether a club, a school, a political campaign, a religious institution, a co-op – adds value to a neighborhood and by extension, to the whole city. This human web, which Jane Jacobs termed "social capital", is strengthened by parks. From playgrounds to sports fields to park benches to chessboards to swimming pools to ice skating rinks to flower gardens, parks offer opportunities for people of all ages to interact, communicate, compete, learn and grow.

5 > Health

Lack of exercise is shown to contribute to obesity and its many effects and experts call for a more active lifestyle. Research suggests that access to parks can help people increase their level of physical activity. Park users who undertake at least 30 minutes of moderate to vigorous activity at least three days per week cut their annual medical costs by an average of $250 per year. This is an avoided cost.

6 > Clean water

Stormwater runoff is a significant problem in urban areas. When rainwater flows off roads, sidewalks and other impervious surfaces, it picks up pollutants. Parkland reduces stormwater management costs by capturing precipitation and/or slowing its runoff. Large pervious (absorbent) surface areas in parks allow precipitation to infiltrate and recharge the groundwater. Also, vegetation in parks provides considerable surface area that intercepts and stores rainwater, allowing some to evaporate before it ever reaches the ground. Thus, urban green spaces function like mini storage reservoirs.

7 > Clean air

Air pollution is a significant and expensive urban problem, injuring health and damaging structures. The human cardiovascular and respiratory systems are affected and there are broad consequences for healthcare costs and productivity. In addition, acid deposition, smog and ozone increase the need to clean and repair buildings and other costly infrastructure. Trees and shrubs remove air pollutants such as nitrogen dioxide, sulfur dioxide, carbon monoxide, ozone and some particulates. Leaves absorb gases and particulates adhere to the plant surface, at least temporarily. Thus, vegetation in city parks plays a role in improving air quality and reducing pollution costs.

Image Source: site visit - 01/25/2018

4 INVENTORY + ANALYSIS

CHAPTER 4 > INVENTORY + ANALYSIS

The Warren County Parks and Recreation department is a regional provider of recreation opportunities including parks, facilities, programs and community events. The Department maintains four parks and an additional ball field at the Armory in Warrenton. The park system's amenities include athletic fields and courts, picnic shelters, playgrounds, a pool, a fishing pier, and more.

The mission of the Warren County Parks and Recreation Department is to promote and develop an effective and holistic program providing diverse and quality recreation for the enrichment of all citizens.

THE BIG IDEA

The Inventory + Analysis collects detailed inventory for

Parks

Programming

and conducts and analysis to describe the department.

CURRENT CONDITIONS

The Warren County Parks and Recreation Department provides the County's residents amenities and programs with a regional appeal. The County also supports the efforts of local jurisdictions to provide park amenities to their residents. The State maintains significant acreage in the County at Kerr Lake and two game land areas.

PARKLAND INVENTORY

	PARK NAME	ACREAGE	PARK CLASSIFICATION
1	Buck Spring Park	81.54	Regional Park
2	Rotary Park	5	Pocket Park
3	Warren Recreation Complex	65	Sports Complex
4	Magnolia-Ernest Recreation Park	8.05	Community Park
5	Armory Fields	7.77	Community Park
6	John Graham Gym	0	Special Use Facility
	TOTAL ACREAGE	167.36	

PROGRAMMING INVENTORY

Youth Sports

- Soccer
- Flag Football
- Tackle Football
- Volleyball
- Basketball
- Baseball + Softball

Adult Sports

- Softball

Special Events

- Egg Hunt

Open Gym

- Pickleball
- Free play

OTHER RECREATION OPPORTUNITIES

Access to other park facilities and programs within the County contribute to the Department's ability to offer expanded recreation amenities to residents.

Other recreation opportunities include access to playgrounds, lakes and gymnasiums, as well as sports programs like basketball and softball.

OTHER PROVIDERS	ACREAGE
Town of Warrenton	4
Town of Norlina	5.5
State of North Carolina	
Kerr Lake State Recreation Area	2,017*
State game lands	1,217*
Churches	Not tracked
Civic Clubs	Not tracked
Lake Gaston	No public access

*Acreage is an estimate based on GIS data accessible through the State of North Carolina

ROLE OF COUNTY DEPARTMENT

Typically, a county recreation agency provides regional parks, recreation facilities and programs beyond the capabilities of municipal government, yet less extensive than what state-level government provides. Community needs that a county parks and recreation department typically addresses include large parks with regional appeal, specialty facilities such as golf courses and aquatic centers and athletic complexes, conservation of undeveloped open space and greenway trail networks.

County recreation programming should address regional needs while filling gaps in local jurisdiction programming. In rural areas where there is no municipal government to provide recreation services, a county may serve as a coordinator and provider of recreation services to meet local recreation needs. This is true for Warren County Parks and Recreation Department as there are few other providers for public parks and recreation programming where a local agency does not exist. In fact, many of these areas, typically rural in nature and exhibiting lower average incomes, are in particular need of local recreation programming such as summer camps and after school programs to teach youth essential life skills and build character and provide healthy alternatives to risk-taking behaviors.

While the roles of a County versus municipal parks and recreation department differ in many ways, ensuring coordination between agencies will result in fewer redundancies and wasted resources, improved distribution of facilities, equitable access to parks, and enhanced overall support for a robust parks and recreation system.

PARKLAND

The Department owns and maintains 179 acres of parkland throughout the County. The County recently acquired a 45 acre parcel adjacent to the Recreation Complex with the intention of developing it for recreational use.

There are 3,235 acres of parkland in Warren County not owned by the County. Ownership of other park areas includes Town of Norlina, Town of Warrenton and North Carolina State Parks. These parks provide important recreation resources for County residents, including playgrounds, a disc golf course, boat access, campsites, picnic areas, walking trails, nature preserves and lake access.

Kerr Lake and Lake Gaston are notable recreational features in Warren County. At Kerr Lake the reservoir is managed by the Army Corps of Engineers, and North Carolina State Parks manages campsites and boat access on the banks. Lake Gaston is maintained and owned by Dominion Resources, a private hydroelectric company that maintains the reservoir for energy generation and flood control. Warren County's Buck Springs Park has a pier that provides fishing access to Lake Gaston, but there is no publicly maintained boat access to the lake in Warren County.

There is recreational boat access to the lake through private marinas and private residences.

Other private organizations that provide parks and recreation services to County residents include churches, which provide youth and adult recreation activities like basketball and softball, and civic groups like the Rotary Club, Lions Club, Jaycees, 4-H Club and the Ruritan Club.

Warren County's wealth of open space, including publicly-owned game lands and forested areas, contributes to its rural character and identity. The Embro Game Land, a 3.05-acre tract, and the Shocco Creek Game Land, a 1,214.8-acre tract, are owned and managed by the North Carolina Wildlife Resources Commission. Game lands are forested areas publicly accessible for hunting, subject to state guidelines. The County also includes other conservation areas listed as Natural Heritage Program Managed Areas, a collection of properties and easements with goals geared toward conservation of biodiversity and ecosystem function. Game lands, State forests, sensitive habitats and nature preserves are among the site typologies that could be included under this classification.

METHODOLOGY

The parkland and facility assessment inventories existing conditions of each park to create the foundation for recommendations to improve accessibility, sense of place, access, signage and sustainability.

The assessment uses a weighted scoring system to generate a rating of outstanding, satisfactory or needs improvement for each park. The analysis focuses primarily on the built environment. The analysis identifies areas of excellence or deficiencies within individual parks and throughout the park system. The following sections provide a brief description and rating of each park and facility.

SITE CHARACTERISTICS

Accessibility – Is the park designed so people of all abilities can access the park and all its amenities? Does the park meet most or all requirements of the Americans with Disabilities Act (ADA)?

Sense of Place – Does the park design support the intended use of the park and create an enjoyable place to pursue those activities? Does the park appear to reflect the history or identity of the County?

Access. Linkage and Safety – Does the park connect to its surroundings through sidewalks, greenways and trails while still allowing safe passage?

Signage – Are people able to identify this park as a Warren County park and easily navigate both to and within the park?

Sustainability – Does this park promote green building practices and promote environmental

CURRENT CONDITIONS + THEMES

The themes included in this section reflect observations made during the project team's site visit to the County's parks. The themes are a summary of the realities, opportunities and challenges observed throughout the park system. Each theme summary synthesizes observations of parks across the County. Themes are not discrete categories nor a comprehensive list of considerations.

NEED FOR MORE TRAILS AND IMPROVED CIRCULATION

Walking is among the top four recreation pursuits in the County according to the recreational trends analysis conducted as part of this plan. The statistically valid survey indicates that investment in natural surface trails is a priority for both adult and youth residents. The County currently provides amenities for this need with the nature trail at Buck Spring Park, the walking track at the Recreation Complex and trails located within Kerr Lake State Recreation Area. However, this is a limited number of trails given the high demand for walking. Additionally, pedestrian circulation within parks is lacking, creating a sense of disconnect between site elements.

With a land area just over 440 square miles, Warren County is large and rural. The three incorporated municipalities of Warrenton, Norlina and Macon are located near the center of the county, but there are no trail resources located in this area. The proximity of these areas creates the opportunity for multi-use path connections between these towns and their respective park resources. Adding walking nature trails or fitness loops at each of the County's parks would help to establish a framework for future connections, while helping to solve circulation issues and provide activity promoting health and wellness.

An example of inadequate circulation is seen at Buck Spring Park where a lack of walkways and a well-defined trail footprint pose potential safety risks. There is a fishing pier on Lake Gaston at the lower portion of the park that is an approximately quarter-mile walk from the parking area. The upper park area includes a playground, multi-purpose field, picnic shelter and several historic buildings. The nature trail connects these two areas. The trail weaves through mature trees and sites of cultural significance. While the trail is well aligned and does provide an important connection, its footprint is often unclear and visitors unfamiliar with the area could become disoriented. Additionally, in the upper park, walkways are limited to the area of the picnic shelter with no dedicated pathways to the multipurpose field, playground or historic structures.

OPPORTUNITIES TO IMPROVE COMFORT AND SAFETY

A lack of consistent signage and branding is seen across Warren County's parks. This includes both entry monumentation and wayfinding signage within parks. County parks should be consistently branded and easily recognizable as recreation resources available to all community members. During a recent community engagement exercise, a recurring theme was that County residents were unaware that there were more parks in the County apart from the Recreation Complex. Recreation resources, at any scale, can only serve the needs of those who know that they exist and consistent branding can aid in recognition.

The Recreation Complex has numerous signs indicating the locations of fields and walking tracks. Rotary Park and the John Graham Gym are located in close proximity but there is no signage indicating any connection between the two locations. At Buck Spring, visitors without prior knowledge of the nature trail may miss the trail head or the lower park area, which connects to Lake Gaston since there are no clear wayfinding markers directing users to these features. Wayfinding is especially important along the nature trail at Buck Spring Park.

Adding consistent signage to all parks increases cohesion and brand recognition while enhancing overall safety and usability, ultimately making parks more accessible and successful.

INFRASTRUCTURE UPGRADES

Two County parks currently would benefit from infrastructure upgrades and enhanced stormwater control measures. Most in need of upgrades are Armory fields and Magnolia Ernest Recreation Park.

The ball field at Armory Park needs updates to dugouts and fencing around the baseball diamond. A set of unused bleachers may pose a safety hazard. Erosion is evident on a steep slope leading from the drive aisle to the baseball diamond. Installing plant material along this slope could help stabilize the area, while filtering stormwater runoff and visually enhancing the site.

Magnolia-Ernest Recreation Park needs upgrades to the restrooms and bath house. Stormwater is funneled into a concrete channel, which empties directly into an adjacent pond without filtration. This area could be replaced by a bioswale or rain gardens, which could both slow and treat runoff before it reaches the pond, while reducing impervious surface created by the existing channel.

OPPORTUNITIES FOR ENHANCED PLACEMAKING

Sense of place is the feeling evoked by a given site, an impression that visitors take away and hold in their memory. Warren County's parks are each unique and have the potential to become destinations that visitors regularly visit to learn, explore and appreciate natural beauty in addition to their value as recreation resources.

The addition of shrubs and ornamental trees could enhance the landscape and provide shade in exposed sites like Rotary Park. Rain gardens or bioswales featuring native species could be installed at Magnolia-Ernest Recreation Park and the Sports Complex to help solve drainage issues, while contributing to visual interest and providing opportunities for educating the public on sustainability measures.

Opportunities for environmental education could stem from the inclusion of sustainability measures, as well as by adding tree identification plaques like those at Buck Spring Park and informational waysides highlighting native plant and animal species. There are also opportunities for historical interpretation at both Buck Spring Park and Magnolia-Ernest Recreation Park. A number of historic sites and structures are present at Buck Spring, including a burial ground for the people who were enslaved on the plantation formerly at this site, along with an historic homestead and old wellspring. Including interpretive signage about these features would give the site dimension and historical context within the region, while providing opportunities for school groups and the public to visit and learn about local history.

Another avenue to improve sense of place is the inclusion of sculpture or other public art. Iconic elements in the landscape can leave a lasting impression on visitors, while contributing to a park's brand. They can be used to tell a story, while remaining subjective in appearance.

RECREATION COMPLEX

840 US Highway 158 Bypass
Warrenton, NC 27589

Sports Complex
31.59 Acres

AMENITY INVENTORY

- Walking Trails
- Picnic Shelter
- Multi-purpose Field
- Baseball Fields
- Basketball Court
- Pickleball Court
- Playground
- Restrooms

SUCCESSES

The Warren County Recreation Complex is centrally located, serving visitors throughout the County. Sports fields, ball courts, walking tracks and play equipment make this park an active destination for the whole family. A playground is located at the heart of the site and an abundance of open space gives kids room to run free. There is plenty of parking, making this the perfect venue for hosting special events like the annual Warren County Government Day. ADA accessible walkways connect the various sports nodes to the parking lot, playground and restrooms. A large stand of mature pines along with smaller, ornamental trees and shrubs lends a welcome bit of softness to the highly engineered sports fields. The entrance is clearly marked and the rules and regulations are posted in highly visible areas The level of care coupled with the openness of this park yields a sense of security and community pride.

OPPORTUNITIES

The majority of mature trees on this site are located in a central clump and there are few opportunities for shade. Adding shade sails to the playground would help mitigate afternoon sun, increasing comfort of children and parents. Enhanced landscaping would help beautify the park. Wayfinding signage and rules should be visually consistent with the branding of other county parks. A stormwater management system, comprised of pipes, rip-rap and a detention pond, could be handled by rain gardens. The surface of the playground area should be updated and the rusted swings replaced.

PARK RATING

CRITERIA	RANKING
Access and Linkage	Outstanding
Sense of Place	Outstanding
Uses and Activities	Satisfactory
Sustainability	Needs Improvement
Design and Construction	Outstanding
OVERALL PARK SCORE	**SATISFACTORY**

RECOMMENDATIONS

IMPROVEMENT	LOW ESTIMATE	HIGH ESTIMATE
Refresh mulch at playground	$5,000	$5,000
Event electrical hookups	$8,000	$8,000
Expand restrooms	$40,000	$40,000
Stormwater + drainage improvements	$60,000	$60,000
Shade structures (for playgrounds and community events)	$80,000	$80,000
Enhanced landscaping and beautification	**$30,000**	**$30,000**
Wayfinding signage	**$80,000**	**$80,000**
Subtotal	**$303,000**	**$303,000**
20% contingency	**$60,600**	**$60,600**
TOTAL	**$363,600**	**$720,000**

MAGNOLIA - ERNEST RECREATION PARK at SOUL CITY

252 Duke Drive
Manson, NC 27553

Neighborhood Park
8.08 Acres

AMENITY INVENTORY

- Basketball Courts
- Tennis Courts
- Playground
- Outdoor Pool
- Restrooms
- Fishing Pond

SUCCESSES

The Magnolia-Ernest Recreation Park sits at the edge of the Soul City Neighborhood in Manson. The Park's range of activities and features, which cater to a variety of users, make it an asset to the Soul City community. The park is largely open with clumps of mature trees and there is plenty of parking on site. The mix of uses spans basketball, tennis, a playground, outdoor swimming pool, open space for unstructured play, natural areas and space for picnicking. The pool has an ADA lift and is well-used by visitors from throughout the County, including summer day camps. An adjacent pond provides an idyllic setting for a picnic or an afternoon of fishing.

OPPORTUNITIES

This park presents an opportunity for a complete programming update and a new master plan, created in conjunction with residents, is recommended. Stormwater runoff could be filtered through bioswales and rain gardens prior to entering the pond, providing opportunities for site beautification, environmental stewardship and ecological education. The landscape could be enhanced throughout to include more trees and native plantings to attract pollinator species. Restroom facilities should be modernized and drinking fountains should be added. Courts could be resurfaced to enhance playability and safety. Adding shade sails or a picnic shelter would provide protection from the elements and encourage gathering. The path network should promote connectivity between site elements, including the pond and the surface should accommodate ADA users. Entry and wayfinding signage should be added, consistent with branding across county parks.

PARK RATING

CRITERIA	RANKING
Access and Linkage	Needs Improvement
Sense of Place	Satisfactory
Uses and Activities	Needs Improvement
Sustainability	Needs Improvement
Design and Construction	Satisfactory
OVERALL PARK SCORE	**Needs Improvement**

RECOMMENDATIONS

IMPROVEMENT	LOW ESTIMATE	HIGH ESTIMATE
Overall Park Master Plan	$50,000	$80,000

Cost estimate for park improvements should be based on the completed park master plan. This comprehensive plan recommends a budget of $1.2 to $4 million be established for potential park improvements. At a minimum, the master plan should consider the elements in the park best practices graphic in the appendix. A robust community engagement process should lead the design process and inform the overall program from improvements. The Priority Investment Rating and other data resulting from the statistically valid survey should also be considered when determining what priority community needs the master plan should address.

BUCK SPRING PARK

217 Nathaniel Macon Drive
Warrenton, NC 27589

Community Park
81.54 Acres

AMENITY INVENTORY

- Walking Trail
- Picnic Shelter
- Multi-purpose Field
- Playground
- Restrooms
- Lake
- Non-motorized Boat Access
- Historic Sites

SUCCESSES

Tucked into a quiet corner of the county, this site is a secluded paradise. The largest park in the system, Buck Spring exemplifies the connections among history, nature and recreation. There are a number of historic structures and the thread of history weaves through a wooded nature trail, guiding visitors through a series of historic sites and an arboretum of native trees. The trail connects the upper parkland with the lower area, where visitors can access Lake Gaston from a small pier- a perfect spot for fishing or a picnic. The upper portion of the park includes unprogrammed open space, a playground, picnic shelter with restrooms, a small parking area and a newer building, which can be reserved for meeting space.

OPPORTUNITIES

Wayfinding signage would improve usability of this remote area. Consistent signage throughout the park would help orient visitors and guide them through the park's features. Entrance markers for both the upper park and the road to the fishing pier should be updated to a consistent standard of branding across all county parks. The woodland trail should be resurfaced and realigned in some places. Paving and regrading existing walkways would improve access to the picnic shelter, water fountain, restrooms and playground.

PARK RATING

CRITERIA	RANKING
Access and Linkage	Needs Improvement
Sense of Place	Satisfactory
Uses and Activities	Needs Improvement
Sustainability	Needs Improvement
Design and Construction	Satisfactory
OVERALL PARK SCORE	**Needs Improvement**

RECOMMENDATIONS

IMPROVEMENT	LOW ESTIMATE	HIGH ESTIMATE
"Improved wayfinding signage: - Direction from main road to park - Directions within park - Directions from parking area to	$5,000	$5,000
Shade structures for playground	$8,000	$8,000
Replace existing water fountain	$40,000	$40,000
Expand ADA access to shelter from ADA parking	$60,000	$60,000
Interpretive signage for historic and environmental features	$80,000	$80,000
ADA parking and access to pier adjacent lake	$30,000	$30,000
Subtotal	**$166,000**	**$260,000**
20% contingency	**$33,200**	**$52,000**
TOTAL	**$199,200**	**$312,000**

WARRENTON ROTARY PARK

113 Wilcox Street
Warrenton, NC 27589

Pocket Park
5 Acres

AMENITY INVENTORY

- Baseball Field
- Playground
- Gymnasium
- Basketball Court
- Pickleball Court

SUCCESSES

Rotary Park is the perfect spot for families with children. A fence creates a park boundary and seating provide space where visitors can enjoy a packed lunch. The remainder of the park comprises a baseball field with a scoreboard, bleachers and stadium lights. Adjacent is a satellite campus of Vance-Granville Community College. Also on site is a former high school building, which now houses the County Parks and Recreation offices, along with the well-used John Graham gym. The park has clear borders and trees atop an embankment, lending a sense of enclosure and protection.

OPPORTUNITIES

Rotary Park is poised to become a true amenity for the town of Warrenton and the neighboring community college. Close proximity to the John Graham gym broadens the scope of users the park could attract and provides ideal conditions for creating partnerships with local schools for camps and after school programs. The addition of shade structures or covered shelters could create space for outdoor classrooms and community events. Creating connections between the gym and the park with walkways could strengthen the relationship between these features, while providing an accessible route for all users. Older structures, like the bleachers, scoreboard and back stop should be decommissioned due to safety concerns and in their place, program should be refreshed to allow for on-trend amenities, like an amphitheater for cultural events or a multi-purpose field. Enhancing the park with trees and shrubs would draw visitors and improve park's overall appearance.

PARK RATING

CRITERIA	RANKING
Access and Linkage	Needs Improvement
Sense of Place	Satisfactory
Uses and Activities	Needs Improvement
Sustainability	Needs Improvement
Design and Construction	Satisfactory
OVERALL PARK SCORE	**Needs Improvement**

RECOMMENDATIONS

IMPROVEMENT	LOW ESTIMATE	HIGH ESTIMATE
Refresh signage, landscaping and general beautification	$15,000	$30,000
Improve entryway ??		
Replace playground and swings	$120,000	$150,000
Provide shade structure(s)	$30,000	$60,000
Partner with school for enhanced maintenance through volunteers		
Upgrade furnishings	$30,000	$80,000
Subtotal	**$195,000**	**$320,000**
20% contingency	**$39,000**	**$64,000**
TOTAL	**$234,000**	**$384,000**

ARMORY FIELDS

501 US Highway Business East
Warrenton, NC 27589

Neighborhood park
7.77 Acres

AMENITY INVENTORY

- Baseball Field

SUCCESSES

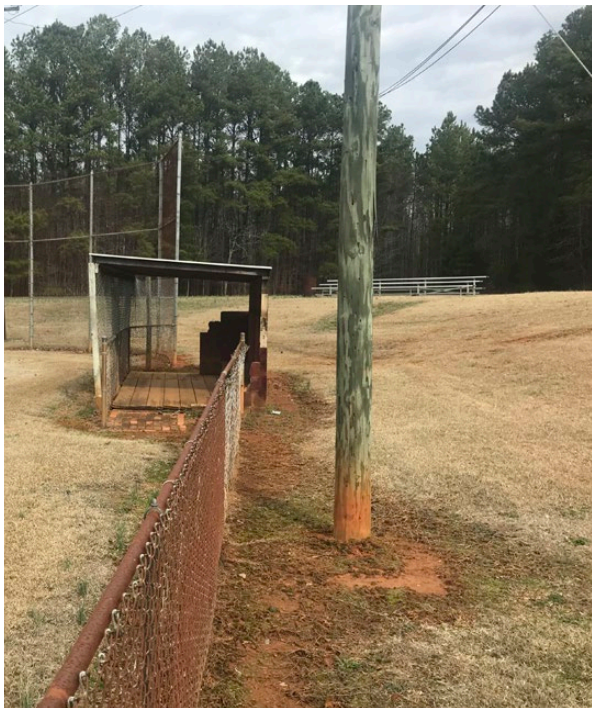
Armory fields is situated just outside the Warrenton town limits and shares a parcel with the Warren County Armory and Economic Development Commission offices. The armory serves as a civic center and can be reserved for meetings and special events. The building is encircled by a drive aisle and several parking areas. The site is wooded on three sides with mature trees and with a large, level open area just beyond a well-used baseball diamond. The baseball diamond is fully fenced. The parking lot has several ADA accessible spaces and walkways to the building. Turf grass is in good condition in most of the park, but the turf on the baseball field is worn. There is plenty of parking for special events and the site is largely open and free of unsafe areas.

OPPORTUNITIES

Structures like an old chain-link fence and obsolete site elements like a set of run-down bleachers should be removed due to safety concerns. Clear signage visible from the roadway would raise awareness about the site as a community recreation asset. The turf and infield areas of the baseball diamond should be rejuvenated and improvements could be made to the dugouts and fence. Adding site furnishings would increase the usability of the site, and the building could be opened up during daylight hours to allow visitors access to restrooms. Incorporating a tot lot or playground could draw new users to the park and provide space for younger children to play while older siblings take part in baseball games. The addition of a paved walkway from the parking lot to the ball field would increase overall accessibility of the site. Planting the embankment adjacent the ball field could help halt erosion while enhancing the site's overall appearance.

PARK RATING

CRITERIA	RANKING
Access and Linkage	Needs Improvement
Sense of Place	Needs Improvement
Uses and Activities	Needs Improvement
Sustainability	Needs Improvement
Design and Construction	Needs Improvement
OVERALL PARK SCORE	**Needs Improvement**



RECOMMENDATIONS

IMPROVEMENT	LOW ESTIMATE	HIGH ESTIMATE
Replace fencing and netting	$150,000	$220,000
Replace doug-outs	$12,000	$15,000
upgrade lights	$250,000	$400,000
Refresh turf (sod) & dirt infield	$80,000	$100,000
replace bleachers	$8,500	$10,000
Provide ADA walking trail as access from parking lot and 1/4 mile walking loop	$30,000	$40,000
Replace and enhance site furnishings	$15,000	$30,000
Subtotal	**$545,500**	**$815,000**
20% contingency	**$109,100**	**$163,000**
TOTAL	**$654,600**	**$978,000**

RELEVANT PLANNING DOCUMENTS

Two adopted planning documents inform this comprehensive plan. The goals from each of these plans are organized by the goals that have been accomplished, goals that are not yet accomplished, and goals that are no longer a priority.

2004 PARKS & RECREATION MASTER PLAN - AMENDED 2009

In 2004, the County Parks and Recreation Department undertook a Parks and recreation Master Plan to provide the governing body and citizens of Warren County a summary of current recreation amenities and programs offered, while providing recommendations for meeting future recreation needs. The plan was amended December 7, 2009. What follows is a summary of the plan's goals that the County has accomplished, those that are still relevant and those that are no longer relevant given current demographics, recreational trends, or county priorities.

Goals accomplished

- Developing a new County Recreation Complex, which includes, basketball, softball, baseball, soccer and football fields, along with a playground, picnic area, walking track, concessions and restrooms
- Constructing playgrounds in the Towns of Warrenton, Norlina, Macon and Soul City
- Upgrading facilities at Magnolia Ernest Recreation Park, including resurfacing ball courts, the parking lot, renovating the pool, adding a picnic area, horseshoe pits and a split rail fence

Goals not yet accomplished

- Adding a picnic shelter and renovating the bath house facilities at Magnolia-Ernest Park
- Developing a park at the 60,000 square foot Polychlorinated biphenyls (PCB) landfill. PBCs are industrial contaminants known to cause cancer and other harmful side effects. The landfill is capped with concrete but is perceived as a safety hazard by the public. The site's remote location is another barrier to development
- Develop a park in the Arcola area with a ball field, picnic shelter and playground. Land acquisition was a barrier to development of this park.
- Constructing a playground in the Wise community

No longer a priority

- Utilizing the County Armory building as a recreation resource by upgrading the gymnasium for basketball, volleyball and providing an indoor walking track. The facility was renovated to accommodate County Economic Development Commission offices just after the 2004 parks and recreation plan was adopted.

WARREN COUNTY 2022 COMPREHENSIVE DEVELOPMENT PLAN - ADOPTED 2002

Developed in the early 2000s, this plan was created to address the spillover of unchecked residential development into Warren County from the Raleigh-Durham areas. The Plan is intended to provide a road map for future development that would benefit the County while protecting it from unfavorable side-effects of increased development, such as increased demands on infrastructure and harm to natural resources.

Goals Include

- Promote, expand and diversify the economic base and job opportunities in Warren County to maximize the use of workers and protect the environment
- Promote, encourage and stimulate the conservation of existing housing and construction of new housing needed currently and to attract new families to the County
- Provide and maintain adequate county services and facilities to accommodate economic growth and development and to protect public health and general welfare
- Encourage development at a rate and in a pattern, which can be efficiently served by existing and planned service and facilities
- Develop a transportation system that will address economic development and local travel concerns

SUMMARY OF FINDINGS

Warren County parks provide residents opportunities for passive and active recreation at parks ranging from sports complexes to nature parks. There are opportunities to expand amenities offered at these individual locations as well as at a recently acquired parcel of land that the County plans to develop in the future.

Elements such as the ramp at the Recreation Complex aim to increase access to parks for all people, but overall, parks lack some accessibility upfits that would promote inclusivity at parks and individual amenities within parks.

Currently, individual parks have a unique sense of place, such as a nature park or recreation complex. However, more opportunities exist to enhance and celebrate each park's unique characteristics. Even while the County highlights unique aspects of each park, they can also develop a unified identity among all County parks that helps users identify Warren County as an excellent provider of parkland and park amenities throughout the County.

PROGRAMMING

This analysis includes an in-depth look at the programmatic offerings of Warren County's Parks and Recreation Department. The information informing this report includes data the Department provided to assess program participation, cost recovery, staffing needs, and ages served. Considering community preferences and needs as measured through community engagement and the statistically valid survey provides important context. This analysis will inform the plan's recommendations for ways to enhance or expand the Department's programmatic offerings.

METHODOLOGY

The program assessment focuses on four key objectives:

- Review of existing program offerings
- Alignment with demographics and trends
- Review of scientific survey results related to residents' perceived program satisfaction
- Self-reported data for the following statistics:
  - Programs
  - 2017 program costs and revenue
  - Staffing and volunteer needs per program
  - Number of participants from 2013 through 2018
  - Number of years program has been offered
  - Provider
  - Age segments served

CURRENT PROGRAM OFFERINGS

Categorizing programs by type allows for creating standards and goals among a group of similar programs. Understanding program areas can identify gaps in what the Department offers residents. Program areas should reflect current offerings and allow for growth and diversification as new programs are offered. Identifying program areas can prioritize program types that are essential to the community and that the Department is expected to provide.

Program areas include things the Department itself provides through partnerships.

The Department currently offers three program areas: youth athletics, adult athletics and special events. There has been little change in the program offerings in the past five years, and the Department has such well-established expectations for which programs should be offered.

YOUTH ATHLETICS

Youth athletics are a primary goal and expectation for the Department. Administering youth athletics and maintaining the necessary facilities is the most significant function of the Department. In 2017, 660 youth participated in Warren County youth athletic programming. (This figure may double count some participants enrolled in more than one program.) The purpose of youth athletics is to provide opportunities for children to be physically active, build character through teamwork and sportsmanship, and teach skills and habits for a lifetime of physical fitness.

ADULT ATHLETICS

Adult athletics is the second largest program area for the Department. The Department did not host adult athletics in 2017, but at its peak in 2014, 160 adults participated in the County's softball league. The Department also offers open gym hours for pickleball through a partnership with the Senior Center.

The purpose of adult athletics is to offer opportunities for physical fitness and tend to fulfill needs for socializing and building community for adult participants.

SPECIAL EVENTS

The Department's main special event is the annual Egg Hunt in the spring. The Department also provides space for special events others host, such as the annual Government Day, hosted by Warren County Government, and the annual Community Celebration, hosted by local radio station WARR. These events are intended to create a sense of community identity and generate traditions that residents come to expect and enjoy. The Department does not currently track attendance at the Egg Hunt. A facility rental fee schedule for independent rentals is included in Appendix 3 of this plan.

ALIGNMENT WITH DEMOGRAPHICS TRENDS, AND COMMUNITY NEEDS

The key to successful parks and recreation programming is providing programs residents expect and depend on, while evolving program offerings to meet changing community needs and demographics while attracting new participants.

DEMOGRAPHICS

Ensuring that a community's program offerings reflect demographics is essential. Based on the figure of 660 youth athletics participants and data found in the demographic analysis, 15 percent of Warren County residents participate in the Department's parks and recreation programming. According to the statistically valid survey, 23 percent of the County's full population participates in County programming. The eight percent difference is likely attributable to adult athletics or special events. This suggests that 77 percent of County residents are not participating in Department programming, indicating that with new programs and outreach strategies, there is likely room for the Department to increase their program participation by reaching or appealing to new participants.

Warren County's programmatic offerings focus on the County's youngest residents, specifically youth athletic opportunities. These opportunities provide children with enrichment opportunities to learn lifelong habits of teamwork and fitness. The Warren County Senior Center run by County Government provides programming for the County's population aged 55 and up. The senior population of the County is expected to become a larger proportion of the overall population during the 10-year planning horizon. Though there is another provider for senior programming in the County, there is opportunity to partner with the County's Senior Center to coordinate programming and park amenities. This will ensure that the Department remains responsive to the needs of the County's aging population. However, the Department has provided recreational opportunities to this group by creating outdoor pickleball courts and establishing open gym hours for pickleball, a game popular among active adult.

In Warren County, 64 percent of the population earns less than $50,000 and 24 percent of the total population lives below the poverty level . The poverty rate for children is higher at 34 percent for youth under 18 in Warren County, as compared to 24 percent statewide in North Carolina. This gives an indication of resident's ability to pay for recreation overall and may indicate that residents are dependent upon low-cost recreational opportunities from the County. This creates the challenge for the county to provide programs that many may depend on without charging a price that would exclude potential participants based on income.

The demographic analysis shows that the County's youth population is declining and that there is a high percentage of youth living in poverty. Regardless of the decline in population numbers, youth will remain an important demographic to reach with County recreational programming to provide recreational service for at-risk youth. The senior population will continue increasing, and similarly to youth, seniors are more likely to be living in poverty than the general population. This indicates that continuing partnerships to enhance and expand senior programming is an important priority for the department.

COMMUNITY NEEDS

This plan gathers information about the programs Warren County residents love or would like to see offered. Results of community input from Government Day identified the following five programs as the most wanted:

- Summer day camps
- After school programs
- Youth athletics
- Senior athletics
- Community special events

The statistically valid survey indicates that the following three youth programs are a high priority for the County to offer:

- Swimming
- Aquatic programs
- Art, dance and performing arts

The statistically valid survey indicates that the following three adult programs are a high priority for the County to offer:

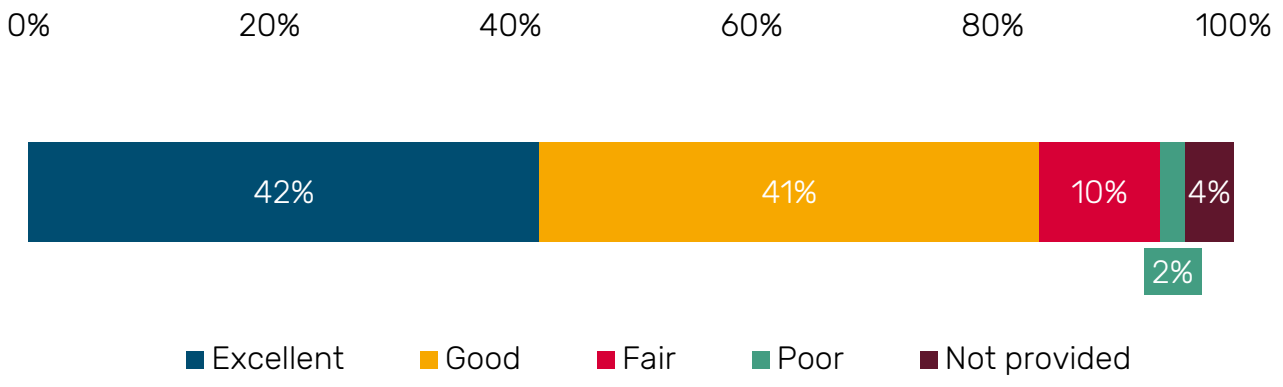
- Adult fitness and wellness programs
- Aquatic programs
- Outdoor music and concerts
- Senior citizen programs
- Swimming

COMMUNITY PERCEPTIONS OF COUNTY PROGRAMMING

County resident's perception of the Department's programming is overall positive. The primary way that residents hear about programmatic offerings is word of mouth.

Based on the results of the statistically valid survey, 83 percent of Warren County residents perceive the overall quality of programming to be excellent or good quality and 12 percent perceive the overall quality of programming to be fair or poor. The department does not currently run satisfaction surveys at the beginning or end of programs so there is no specific data other than word-of-mouth about participant's satisfaction with County programs. The number of participants reporting a poor or fair experience is low, but there is significant opportunity to increase participant's experiences from good to excellent.

Figure 1 – How would you rate the overall quality of programs that you and members of your household have participated in?



Survey results indicate that word of mouth is the primary way that residents learn about parks and recreation programming, with newspapers and banners in public places ranking second and third. Notably, 25 percent of respondents learn about programming through social media and only 5 percent through direct email. This represents an opportunity for the County to increase online advertising of programs by building direct email lists and increasing social media presence. This opportunity will become increasingly important as the County continues to pursue bringing broadband to residents.

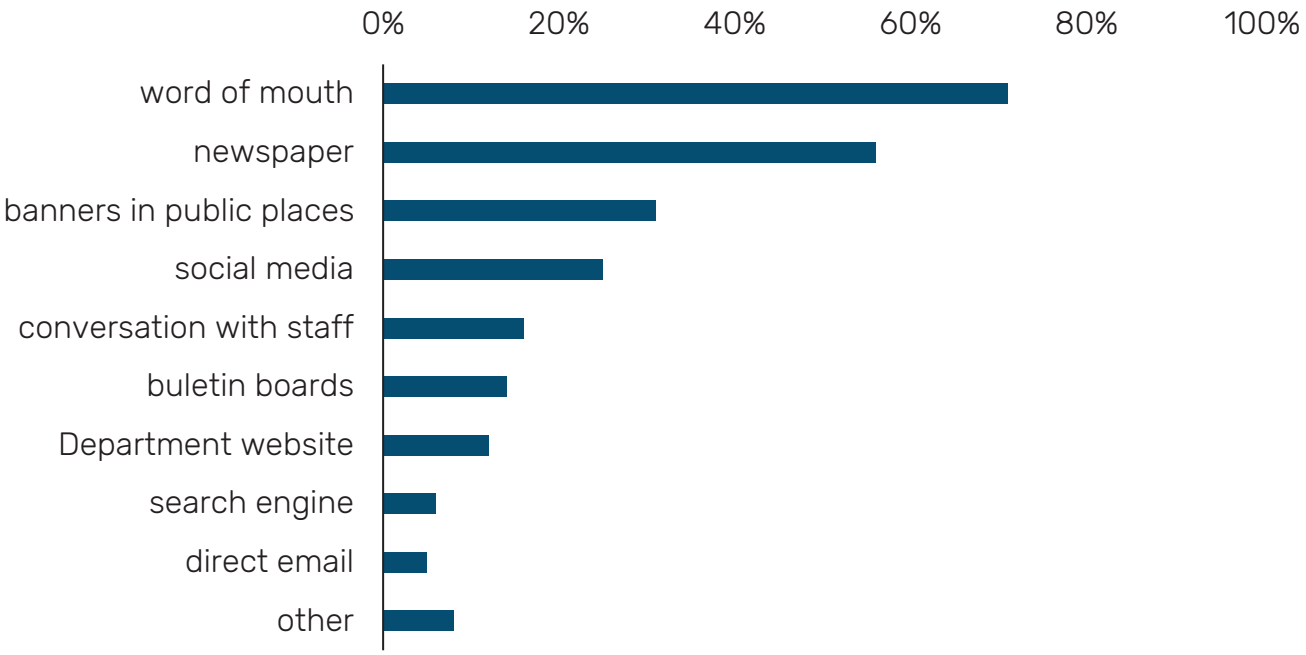


Figure 2 – Ways respondents learn about Warren County Parks + Recreation programs

The community's needs for sports programs and outdoor recreation are fully met or mostly met for only half of County residents. Sports programs are the majority of the Department's recreational programming and the Department is currently maximizing programming participation based on their staffing and field space available. These results indicate that there is an opportunity for expanding sports programs and suggest that resident's demand for sports is not currently the limiting factor for providing sports programming. Additionally, the community's needs for arts and cultural programs and special needs programs are unmet for more than 50 percent of residents indicating an opportunity for diversifying the County's programming to include these program types.

Finally, 41 percent of respondents indicate that a reason they don't access parks, facilities, or programs more often is due to a "lack of information/don't know what is offered" and "not enough time/too busy". Only seven percent of residents listed cost of programs and facilities as a barrier to participation. This indicates an opportunity to restructure pricing of programs so that some residents pay a market rate to participate while other participants receive a scholarship or discounted enrollment. The statistically valid survey reaches residents that are not already involved with the Department or knowledgeable about the Department's park and programming offerings. This gap in awareness indicates an opportunity for targeted marketing of specific groups that the Department would like to serve or to generate interest and awareness in new programs the Department may offer in the future.

SELF-REPORTED DATA REVIEW

The program analysis assesses the following characteristics of Warren County's recreational programming.

- Program classification framework
- Age segments served
- Cost recovery
- Program life cycle
- Pricing strategies
- Personnel + volunteer needs

PROGRAM CLASSIFICATION

Parks and recreation departments are faced with many challenging decisions regarding programming, such as how to price programs, how to identify which new programs to offer, and how to determine when to retire or refresh programs. Adopting program classifications based on the community needs a program serves creates a framework to inform the decision making process.

Program classification framework is based on the following considerations:

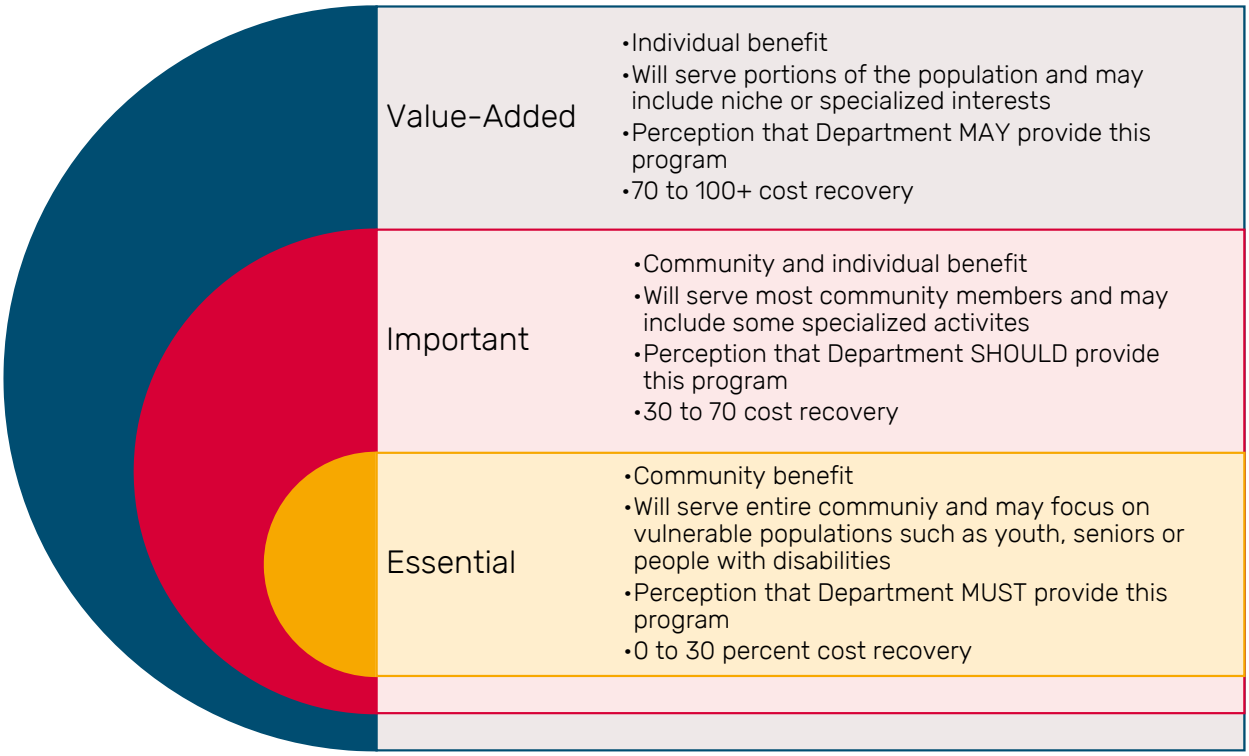
- Public benefit of program
- Target audience
- Community expectation for program
- Cost recovery and subsidy guidelines

The department currently offers programs classified as essential with adult softball and open gym hours qualifying as important programs. The department does not currently offer any value-added programs.

Table 7 – Program Classifications

PROGRAM AREAS	ESSENTIAL	IMPORTANT	VALUE-ADDED
Youth Sports	X		
Soccer	X		
Flag football	X		
Tackle football	X		
Volleyball	X		
Basketball	X		
Baseball + softball	X		
Adult softball		X	
Special Events	X		
Open Gym		X	

Figure 4 – Program Classification Framework



AGE SEGMENT ANALYSIS

An individual's age is one of the most influential demographic characteristics for determining what type of recreational activities that person will pursue. Many parks and recreation departments aim to provide programming for individuals in all age segments to maximize the benefit their department can create for the population while other departments choose to focus programming on a specific age segment with high needs, such as youth or seniors.

Providing quality athletic leagues, especially baseball and softball for youth, is one of the Department's essential functions, as evidenced by the high concentration of youth athletics the Department offers. The Department does a good job of meeting youth's recreational needs but may not adequately meet the needs of the community's adults and seniors.

According to the results of the statistically valid survey, Warren County's athletic programming fully or mostly meets households recreational program needs for 50 percent of households. It is likely that a proportion of the remaining 50 percent whose needs are partially met or not met by Warren County recreation are receiving the recreational programming they need from another entity such as local parks and recreation agencies, churches or other religious organizations or State and Federal parks.

Table 8 – Age segment breakdown of program areas

PROGRAM AREAS	Preschool (Under 6)	Elementary (6 - 12)	Teens (13 - 7)	Adult (18+)	Senior (55+)	All Ages Programs
Youth Sports	Secondary	Primary	Secondary	-	-	-
Soccer	Primary	Primary	Primary	-	-	-
Flag football	-	Primary	-	-	-	-
Tackle football	-	Primary	-	-	-	-
Volleyball	-	Primary	Primary	-	-	-
Basketball	-	Primary	Primary	-	-	-
Baseball + softball	Primary	Primary	Primary	-	-	-
Adult softball	-	-	-	Primary	-	-
Special Events	-	-	-	-	-	Primary
Open Gym	-	-	-	Secondary	Primary	-

COST RECOVERY

Cost recovery refers to the amount of cost of services the Department recovers from programming revenue. Common sources of revenue generated from programming include enrollment fees and sponsorships, but partnerships, grants and other sources may also generate funds to cover programming costs.

Some programs will be subsidized by the County to ensure that all residents have an opportunity to participate without cost as a barrier, and others may have a goal of generating revenue to fully cover the costs required to provide the program. Factors that may influence a Department's decision on whether to have an overall cost recovery approach may include the average income of residents, the County's cost recovery philosophy, and the ability of residents to receive services elsewhere (from schools, private clubs, libraries, etc.).

A program may adopt an overall price recovery strategy to determine whether they will generally subsidize or generally generate revenue from programming. Even with an overarching Departmental approach to cost recovery, the cost recovery goals for individual programs may still vary. Programs that are essential to the public good of a county may be more heavily subsidized recovering a lower portion of their costs, whereas programs providing primarily individual benefit will require more cost recovery from enrollment fees or sponsorship.

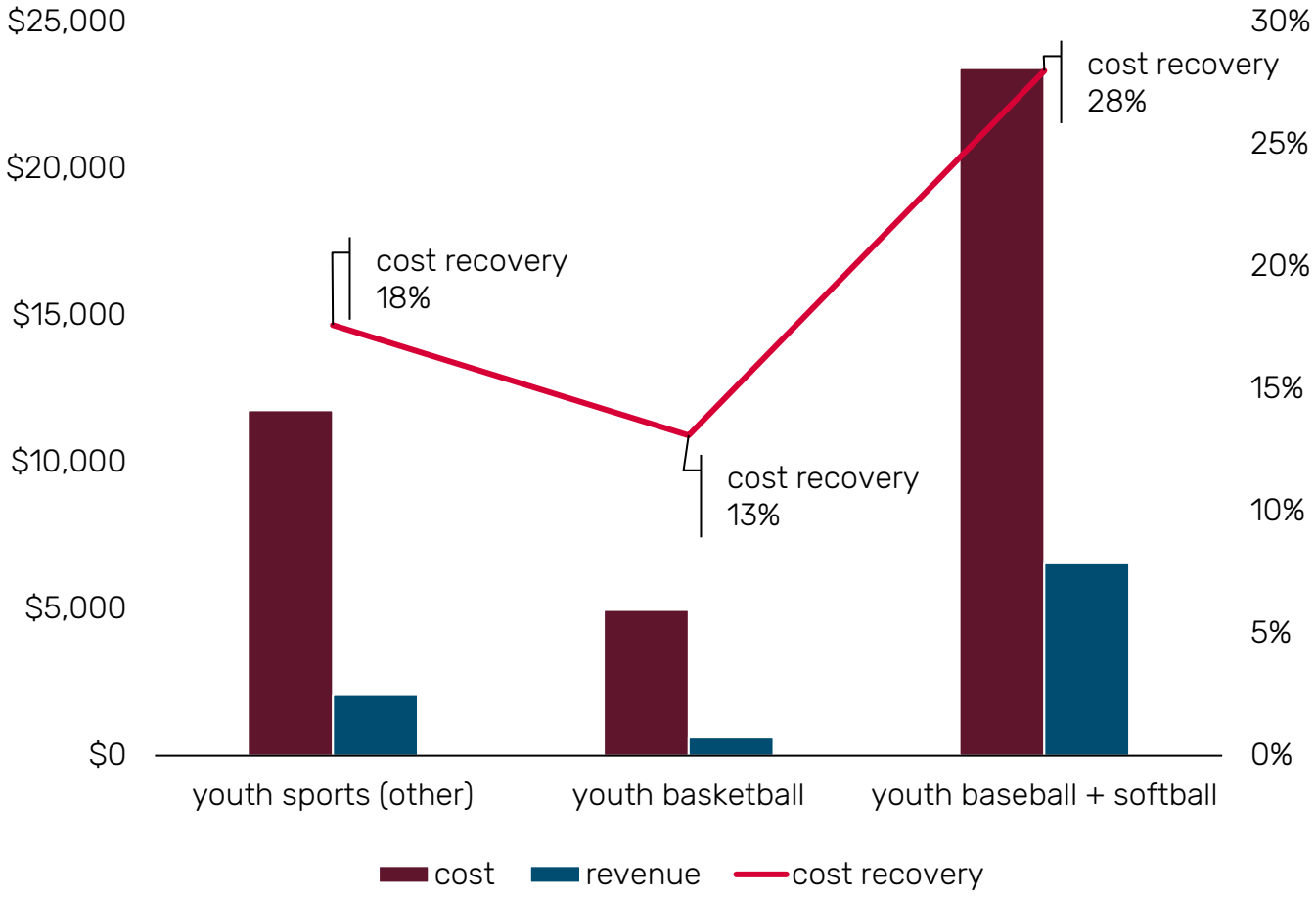
The Department currently has low cost recovery percentages for each of the programs below. Overall cost recovery for all programs is 23 percent. 2017 cost recovery numbers were not available for adult softball. Based on the demographic analysis and feedback from Department staff and advisors, cost recovery percentages are low because it is a challenge charging even minimal prices for the athletic programs the Department provides. It is important for the county to continue offering programming for youth sports at a subsidized rate.

Considering cost recovery does not mean the department must begin charging more for current programs. There are many strategies for addressing this challenge discussed further in the recommendations chapter of this Plan. The Department should determine cost recovery goals by considering whether to continue offering only highly subsidized programs, or whether there is an opportunity for offering programs with a higher percentage of costs recovered through generating revenue.

Table 9 – Cost recovery best practice

PROGRAM AREAS	CURRENT COST RECOVERY	BEST PRACTICE COST RECOVERY
Youth Sports		
Youth sports (other)	18%	25% - 75%
Youth basketball	13%	25% - 75%
Youth baseball + softball	28%	25% - 100%
Adult softball	Not offered 2017	50% - 100%
Open gym	Not tracked	50% - 100%
Special events	Not tracked	0% - 50%

Figure 5 – Cost recovery for 2017 program offerings



"Youth Sports (other)" includes soccer, flag football, youth tackle football and volleyball

WHAT IS COST RECOVERY?

Cost recovery approaches attempt to define what should be paid for by tax revenues (basic services) and what should be provided and recovered fully or partially through fees, charges, and other non-tax revenue sources. Cost recovery is about identifying acceptable levels of basic services, merit services, and private services.

Adapted from: Recreation and Leisure in Modern Society by McLean, Dayer-Berenson, Seaward, Hurd.

BENEFITS OF COST RECOVERY

1. Government can divert tax dollars to areas of greater need

2. Cost recovery allows agencies to improve opportunities that they would otherwise be unable to maintain at current levels

3. Cost recovery is an information tool allowing agencies to determine user perceptions of value of a product or service and user preferences.

4. Cost recovery expands recreation and park opportunities.

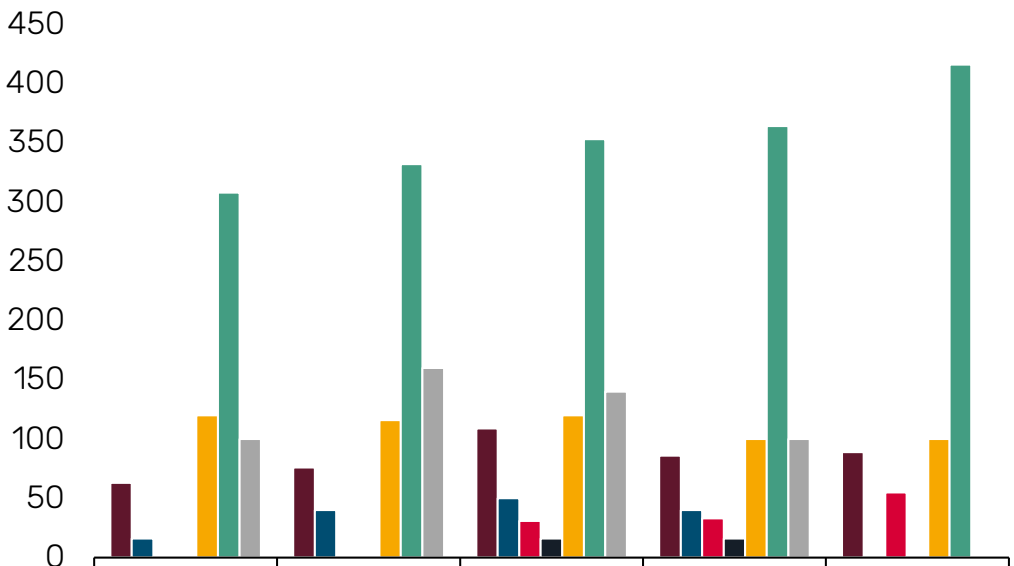
PROGRAM LIFE CYCLE

All programs included in the program analysis have been offered for more than 10 years. This shows that the Department is specialized to offer these highly desired programs to residents but may indicate an opportunity for refreshing and reinvigorating existing programs and possibly explore offering new programs. As a trusted provider of recreation programming in Warren County, the Department can try new things given that new programs coincide with stated needs and balance the community's ability to pay and established cost recovery goals.

The graph below indicates program participation over time. Youth baseball and softball remains the Department's top program over time. In past years, adult softball and youth basketball alternate as the second and third highest-ranking programs, though adult soft ball was not offered in 2017.

Program participation peaked in 2015 at 819 participants. Since that peak, overall program participation has declined to 660, a decrease of 20 percent between 2015 and 2017. Despite the overall declining trend of program participation, youth softball and baseball participation are on the rise. Youth basketball participation has experienced a slight decline across the years and adult softball has declined since its peak in 2014 and was not offered in 2017. Flag football, volleyball and adult softball were offered in 2016, but were not offered in 2017, contributing to the decline in participation between those two years.

Figure 6 – Program participation from 2013 to 2017



	2013	2014	2015	2016	2017
soccer	63	76	109	86	89
flag football	16	40	50	40	0
midget tackle football	0	0	31	33	55
volleyball	0	0	16	16	0
youth basketball	120	116	120	100	100
youth baseball + softball	308	332	353	364	416
adult softball	100	160	140	100	0

PRICING

A Department's pricing strategies should balance established cost recovery goals, market value of the services provided and a community's ability to pay for recreational services. It is a common challenge for departments to set prices that are fair and ensure access to programming for residents at all income levels.

Pricing strategies that departments can use include:

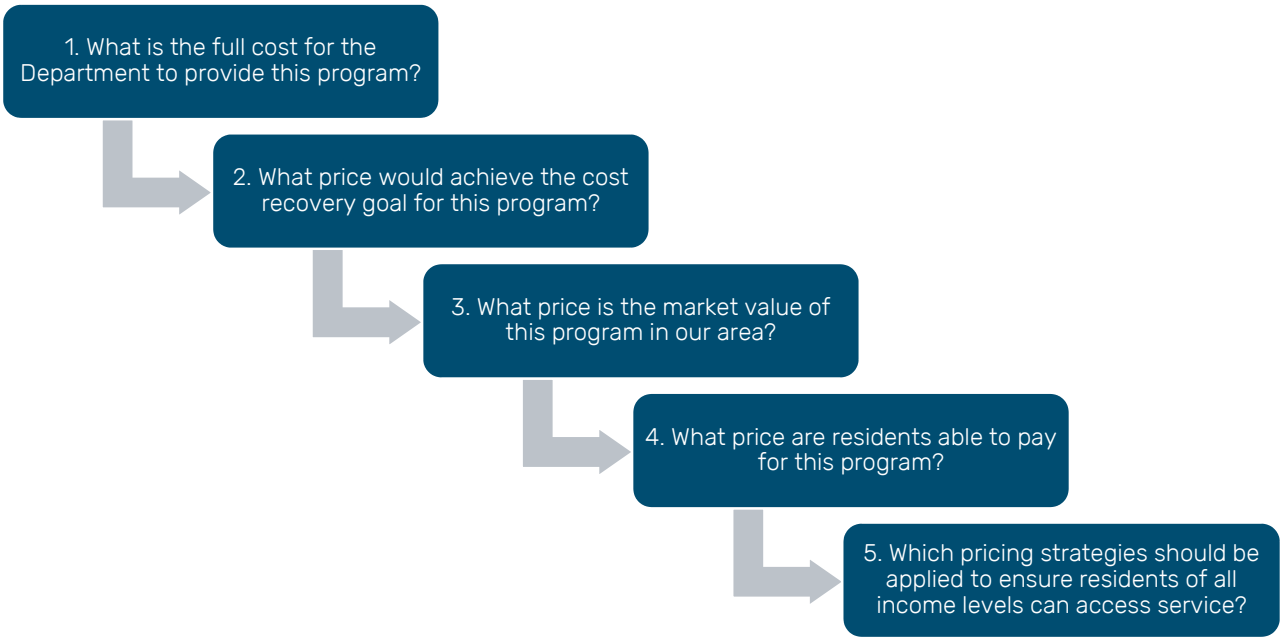
- Ability to pay – some participants are charged a "market rate" price while those with demonstrated need are charged a discounted price or receive a scholarship
- Age segment – some age groups, such as youth and seniors, are charged a discounted rate
- Cost recovery goals – price is determined based on the Department's identified cost recovery goals for the program.
- Family pricing – families are charged as a group rather than by individual. Families with two or more children enrolled in programming may pay the market rate for the first child enrolled and a discounted price for all others.
- Market rate – the Department determines the price based on the prices private and public competitors charge.
- Prime-time use – a market rate is charged during peak use hours or times of year, and a discounted rate is charged during less popular hours or times of year.
- Residency – residents receive a discount from the market rate price.

An additional consideration for pricing is how pricing of a service informs perception of the quality for that program. A low price for a program may be intended to ensure that the program is accessible to all residents regardless of income but may have an unintended consequence. Residents may question why the program is priced below those of other providers and may determine that the program is low-quality to match its low price. Establishing program classifications and cost recovery goals will help defend increases in pricing if or when they are needed. Additionally, employing a variety of the pricing strategies listed above will ensure that programs priced appropriately while remaining accessible. Advertising programs at their market rate will assure participants that they are receiving a quality service, while providing discounts to those who need them will ensure programs are accessible to residents of all income levels.

Currently, the County charges the following fees:

- $10 for season for youth athletics registration
- $10 for season for adult athletics registration
- $25 for four hours and $40 for full day picnic shelter rental
- $20 for two hours for gymnasium rental

Figure 7 – Decision making model for program price setting



HOW TO DETERMINE PRICING STRATEGIES

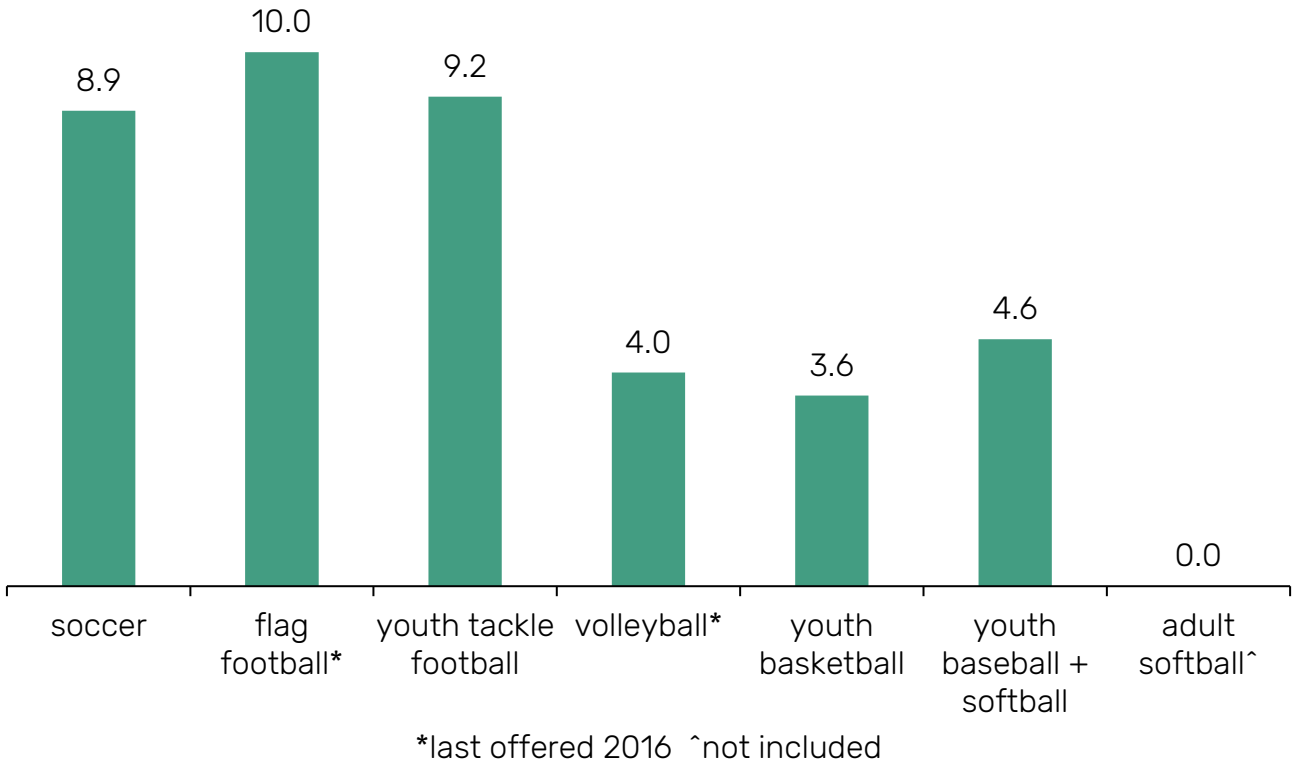
- Identify the level of benefit a customer receives to determine the subsidy level. The three different levels of benefit are essential, individual, and value-added. Public services are highly subsidized because they provide the highest level of benefit to the community.
- Calculate the cost of services and include direct and indirect costs.
- Determine the cost recovery goals by considering the level of benefit (described in point one), cost of service, and the availability of funding.
- Ensure affordable access by providing scholarships.
- Create revenue by pursuing sponsorships and grants or diversifying pricing methods.

Adapted from: https://scholarworks.sjsu.edu/cgi/viewcontent.cgi?referer=https://www.google.com/&httpsredir=1&article=1414&context=etd_projects

VOLUNTEER + PERSONNEL NEEDS

The department depends heavily on volunteers to provide recreational services to participants. Each program requires two Department staff members to provide scheduling, maintenance and other services to program participants. The participant to volunteer ratio indicates how many additional volunteers are needed or not needed based on program participation growth or decline. For example, for every 9 additional soccer registrants, the Department should recruit one additional volunteer.

Figure 8 – Participants per staff or volunteer per program.



SUMMARY OF FINDINGS

The Department offers a limited, but well-established programs. Nearly all programs focus on youth athletics, but also include an adult softball league, special events, and open gym hours.

Most of the Department's programs are "essential" programs that provide an essential service to the community in the form of youth sports leagues. Though these programs are well-loved, there is also a stated need for arts, dance and performing arts programming, something the Department does not currently offer.

The Department's offerings are heavily youth-focused and do not provide much programming for teens, adults and seniors. The senior center currently provides programming for the County's older residents, but additional opportunities for partnership exist to expand recreational programming opportunities for youth, adults and seniors alike.

The Department's overall cost recovery is at 23 percent for programming which is appropriate for a department with a goal of providing subsidized programming. Establishing cost recovery goals for programming may be a challenging undertaking in a community with many low-income residents, but creative pricing strategies and implementing changes gradually over time can create a fair and equitable pricing and cost recovery strategy for the Department.

5 COMMUNITY ENGAGEMENT

CHAPTER 5 > COMMUNITY ENGAGEMENT

Community input is an essential part of any planning process and the most effective plans are firmly rooted in the realities and visions of the communities that created them. This plan uses a combination of input from community members, the Parks and Recreation commissioners, and Department staff to inform the community engagement portion of the information-gathering process.

COMMUNITY ENGAGEMENT PROCESS

The public engagement process gathered input and feedback from community members, County Commissioners and Department staff to inform plan recommendations. The process was intended to be equitable and inclusive, offering a variety of input opportunities and methods for all community members to have a comfortable platform for expressing their input. The public engagement process included the following elements:

- Tabling at Government Day
- Community input meeting
- Staff input meeting
- Parks and Recreation Commission meeting
- Interviews with County Commissioners
- Statistically valid survey

Each meeting with community members and department staff has its own purpose and outcomes. Meetings towards the beginning of the planning process had a broad approach with the Department and project team intending to inform attendees about the planning process and solicit input regarding community values, customer satisfaction and the community's recreational needs and wants. Meetings later in the process have a more focused approach, seeking feedback on proposed recommendations.

The community input process included a statistically valid survey which polled a statistically representative portion of Rolesville's population. The survey provides an opportunity to reach individuals who would not typically attend a meeting or otherwise participate in a public engagement process.

THE BIG IDEA

Community engagement elements of this plan include

- Tabling at Government Day
- Community input meeting
- Staff input meeting
- Parks and Recreation Commission meeting
- Interviews with County Commissioners
- Statistically valid survey

GOVERNMENT DAY COMMUNITY INPUT

Date

March 26, 2018

67 ATTENDEES

Purpose

To solicit input regarding community values, satisfaction and recreational needs and wants.

Big Ideas

Most Desired Park Amenities

- Swimming pools
- Fitness walking paths
- Nature trails and parks

Most Desired Programs

- Summer day camps
- After school programs
- Youth athletics (general)

Park Values

- Health + Fitness
- People + Community
- Education + Learning

Reasons for Visiting Parks

- It's a relaxing and peaceful environment
- Its a great place for special events
- Its a great place for social engagement

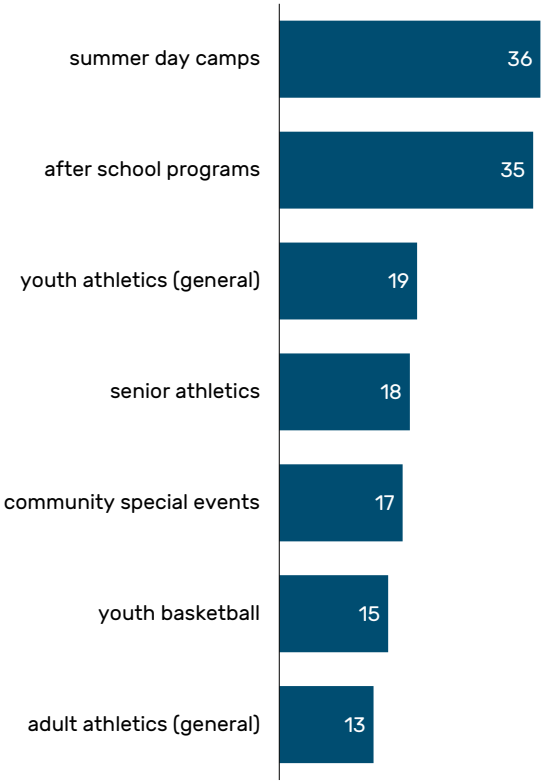
SUMMARY

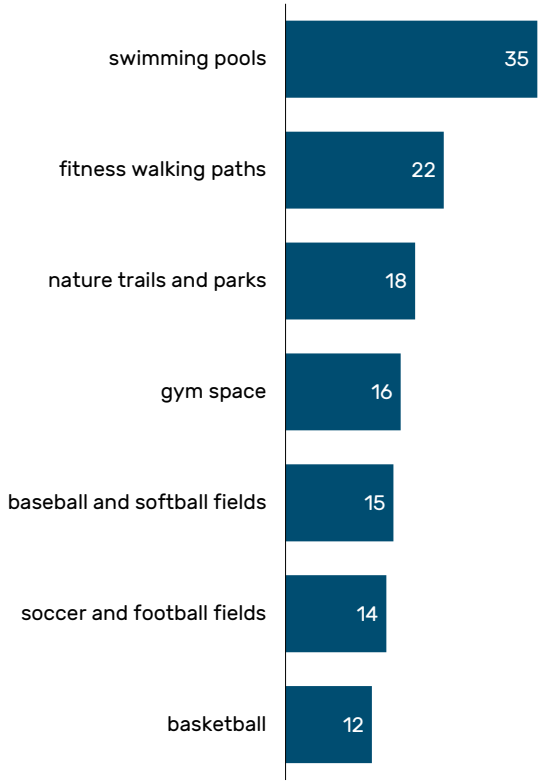
A swimming pool is the facility that received the most support with many respondents commenting that they would like to have a locally available facility instead of driving to Henderson in Vance County to use Aycock Recreation Center. Input indicates interest in afterschool and summer programs for youth and many of the additional comments requested a dog park. Fitness walking trails were another facility residents indicated they would like more of, and many stated their enjoyment of the fitness walking loop on-site at the Recreation Center. In addition to the fitness walking loops, respondents indicated support for nature trails, such as those at Buck Springs Park, aligning with the top reasons Warren County residents visit parks, to enjoy a quiet peaceful environment.

Youth sports programs received strong support, and many respondents indicated that the County's youth sports program was an asset to the community. Youth sports will continue to be a central component of the County Parks and Recreation department, but respondent's feedback indicates that County residents are excited about the potential for new programs, facilities, and offerings offered by the County Parks and Recreation Program, a well-established entity that residents know and trust to offer high-quality programming and facilities.

Residents selected their reasons for visiting parks. Boxes are sized relative to the number of responses per reason.

Residents selected programs and facilities they would like to see in Warren County. The top seven items are listed below.





STATISTICALLY VALID SURVEY

Dates

Distributed for approximately three weeks during the summer of 2018

362
RESPONDENTS

Purpose

To solicit feedback on the recreational needs and wants of the community. Responses reflect a statistically representative population of Warren County.

Big ideas

High priority facilities for youth

- Indoor fitness and exercise facility
- Playgrounds
- Aquatics and swimming facility
- Natural trails
- Baseball and softball fields
- Basketball courts

High priority facilities for adults

- Indoor fitness and exercise facility
- Natural trails
- Aquatics and swimming facility
- Picnic shelters
- Senior center
- Pier for fishing

High Priority youth programs

- Swimming
- Aquatics programs
- Art, dance or performing arts

High Priority adult programs

- Fitness and wellness programs
- Aquatic programs
- Outdoor music and concerts
- Senior citizen programs
- Swimming

METHODOLOGY

A survey contractor mailed a survey packet to a random sample of households in Warren County. Each survey packet contained a cover letter signed by the Parks and Recreation Department Director, a copy of the survey, and a postage-paid return envelope. Residents who received the survey had the option of returning the survey by mail or completing it online. A more detailed description of ETC Institutes's methodology for ensuring statistically valid results is contained in Appendix II.

RESULTS

The survey identified the facilities and programs residents identified as being the highest need for their households. The Priority Investment Rating is a measure of desire for a facility or program and the existing availability of that facility or program. This analysis identifies the top items that should be prioritized for investment.

Additional questions included park use and opinions about the park system. Half of the county's residents use parks and recreation facilities about once a month and 23 percent of households have participated in an event. Most participants have a good or excellent experience with programming.

Only 31 percent of respondents are satisfied with the variety of programming and 32 percent are satisfied with the variety of opportunities they receive for their tax dollars.

Percentage of respondents whose households have used the following parks and facilities within the past year.

Recreation Complex - 86%

John Graham Gym - 36%

Buck Spring Park - 24%

How often residents use Warren County parks or facilities

Frequent users visit parks and facilities about twice a month.
Regular users visit parks and facilities about once a month.
Infrequent users visit parks and facilities less than once a month or never.

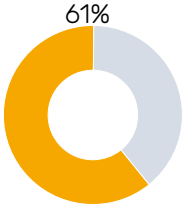
23% of households have participated in Warren County parks and recreation Department programs during the past year.

Residents ranked the quality of Warren County programming they participated in.

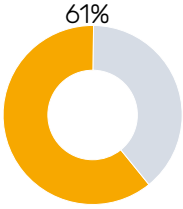
4 percent did not respond to this question.

Respondents indicated all reasons their households use parks, facilities and programs Warren County offers. The following are the top three responses:

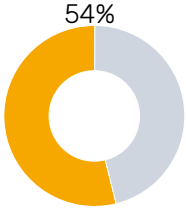
It is close to our home.
61%



We enjoy the outdoors.
61%



We improve our health and fitness.
54%

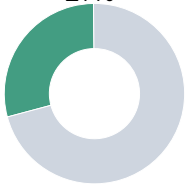


Respondents indicated reasons that prevent them from using Warren County's parks, facilities and programs more often. The following are the top three responses:

I don't know what is offered.
41%

I don't have enough time.
36%

Things are too far from my home.
29%



STAFF + COUNTY COMMISSIONER INPUT

Date

June 19 2018 – Staff Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis

Commissioner interviews conducted in the fall of 2018

Purpose

To receive detailed input on what the Department does well, what the Department could do better, and staff's impressions of external influences into how the Department operates.

Interviews were to ensure County Commissioners were able to communicate community interests and priorities.

Parks and Recreation staff and County Commissioners have an understanding that the County's park system is a valuable asset to the community and the people who engage with the system have good experiences. There is also an understanding of the following challenges:

- Parks are the County's gems but many people do not know what parks are offered. In some cases, a lack of signage on main roads mean people passing do not know there is a park nearby.
- Youth athletics are successful in the department in the community. The variety of programming is limited. Types of programming can be expanded with additional staff and additional space to hold programs.
- Many programs are volunteer dependent. This creates challenges for expanding programming. Volunteer recruitment and coordination has placed many demands on staff time.
- The community has a high expectation for the level of facility maintenance and the Department staff takes pride in meeting this expectation. There is a need for a comprehensive understanding of the amount of staff time needed to maintain existing facilities to the expected level.
- A number of deferred maintenance costs exist, including maintenance of the pool at Soul City's Magnolia-Ernest Recreation Park, and there is a limited budget to address these needs.

GOVERNMENT DAY INPUT BOOTH	STATISTICALLY VALID SURVEY	STAFF + COUNTY COMMISSIONER INPUT
Most Desired Park Amenities › Swimming pools › Fitness walking paths › Nature trails and parks Most Desired Programs › Summer day camps › After school programs › Youth athletics (general) Park Values › Health + Fitness › People + Community › Education + Learning Reasons for Visiting Parks › It's a relaxing and peaceful environment › Its a great place for special events › Its a great place for social engagement	High priority facilities for youth › Indoor fitness and exercise facility › Playgrounds › Aquatics and swimming facility › Natural trails › Baseball and softball fields › Basketball courts High priority facilities for adults › Indoor fitness and exercise facility › Natural trails › Aquatics and swimming facility › Picnic shelters › Senior center › Pier for fishing High Priority youth programs › Swimming › Aquatics programs › Art, dance or performing arts High Priority adult programs › Fitness and wellness programs › Aquatic programs › Outdoor music and concerts › Senior citizen programs › Swimming	Quality parks with deferred maintenance needs. Youth athletics are successful and are heavily dependent on volunteers to be successful. High expectations for maintenance with limited staff availability. Deferred maintenance needs are arising and the County has limited funding to address costs. There is community demand for a wider variety of programming in the County.

6 BENCHMARKING + LEVEL OF SERVICE

BENCHMARKING

This benchmarking analysis provides a direct comparison among peer communities and parks and recreation departments with similar characteristics. The analysis is an illustration of how Warren County's Parks and Recreation Department is operating in comparison to other jurisdiction's departments. Looking to departments of other counties is a valuable tool for decision-making, department evaluation and goal setting.

The benchmarking analysis will inform the level of service standards recommendations as part of this plan outlined later in this chapter. These standards determine Warren County's need for parkland, trails, finance and staffing for this plan's 10-year planning horizon. Using benchmarking to inform the level of service standards adds detail to national standards and provides appropriate context to determining level of service standards specifically tailored to Warren County.

This analysis compares key performance measures of the six peer communities summarized below.

METHODOLOGY

Peer communities should be jurisdictions that share similar enough characteristics to allow for a meaningful comparison, but still represent an array of circumstances and situations among the departments. The project team identified peer communities based on the following characteristics:

- Counties with a population similar to Warren County
- Counties with rural character
- Counties located in the southeast

The project team gathered information from peer communities with a questionnaire, and through the National Recreation and Parks Association's Park Metrics portal. The project team gathered information from six communities total including Warren County.

The analysis will report the collected data at a per-population rate to normalize the data among peer communities. Warren County's performance measures will be compared to the median response for each measure.

THE BIG IDEA

The benchmarking and level of service analysis synthesize data for the department's:

Parkland
Trails
Finances
Operations
Amenities

PARKLAND

The rate of acres of parkland per 1,000 residents indicates generally how much access to parkland residents have. A greater number indicates more acres per resident, and therefore, more access to parks. This number indicates whether a department's provision of parkland is keeping pace with population growth and helps forecast land acquisition needs over time based on population projections.

Warren County offers 8.95 acres of parkland per 1,000 residents, which is the highest number among the peer communities, and well above the median of 3.2 acres per 1,000 residents. This measure includes developed parkland that is currently a park, undeveloped parkland that could potentially become parkland in the future, and conservation land that is intended for ecological conservation purposes. No peer community currently holds acreage for conservation lands.

This indicates that the Department is currently excelling at providing parkland to Warren County residents in comparison to other communities. However, the department falls slightly behind the national average of 10.1 acres of parkland per 1,000 residents. The bulk of the County's park acreage is at Buck Springs Park, the Recreation Complex, and a recently acquired parcel of undeveloped land near the Recreation Complex. The concentration of this acreage among two locations indicates the regional role that these parks play in the County. The unique amenities offered, ball fields and pickleball courts at the Recreation complex and a fishing pier and mountain bike trails at Buck Springs Park, indicate that residents will be willing to make the drive to recreate at these parks despite the distance.

Warren County Provides a high rate of parkland per 1,000 residents among peer communities but is still behind the national average.

Table 1 – Acres of developed and undeveloped parkland per 1,000 residents among peer communities

COMMUNITIES	DEVELOPED PARKLAND	UNDEVELOPED PARKLAND	TOTAL ACRES	POPULATION	RATIO PER 1,000
Nelson County, VA	16	0	16	15,020	1.07
Northampton County, NC	30	0	30	22,086	1.36
Fentress County, TN	0	33	33	18,000	1.83
Wilcox County, GA	35	5	40	8,900	4.49
Cook County, GA	18	106	124	18,000	6.89
Warren County, NC	133	45	178	19,883	8.95
MEDIAN					**3.2**

Figure 1 – Total acres of parkland per 1,000 residents

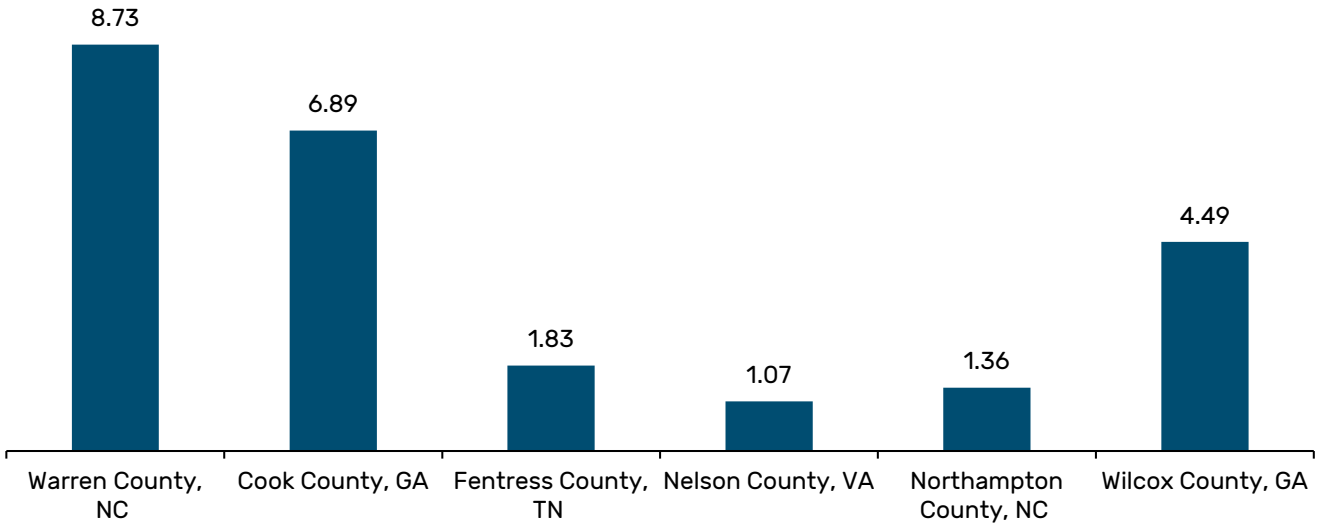
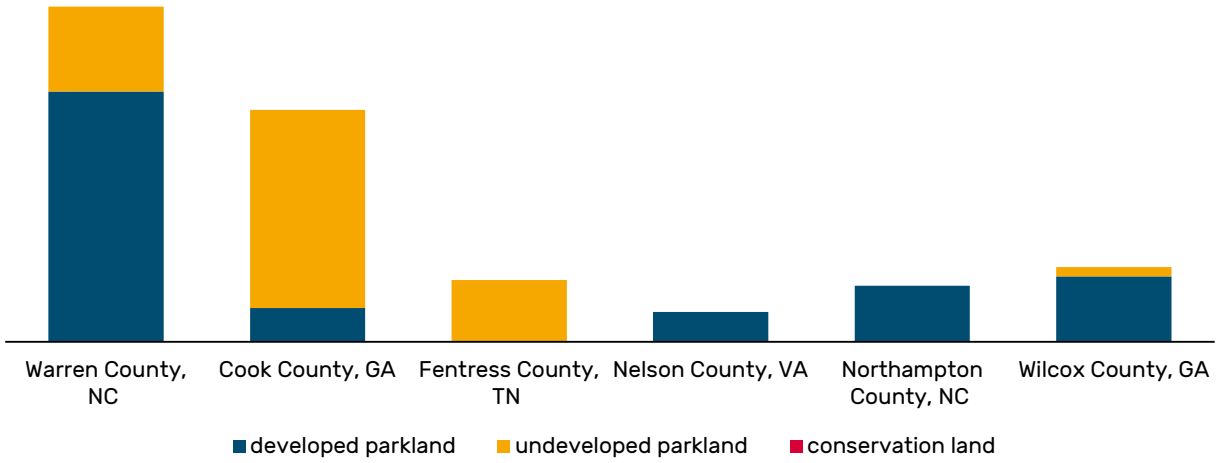


Figure 2 – Acres of parkland by development type



PROGRAMMING

Warren County has the second greatest number of program participants at 660 residents served. Two counties did not report their program participation. Warren County is serving the greatest number of participants per program among peer communities with 660 participants among 9 programs, for a ratio of 75 participants per program.

With limited staff, the Department is dependent on volunteer work to provide their programming to the community. A total of 147 volunteers helped provide Warren County recreational programming. This is the greatest amount among peer communities, with Fentress County ranking second at 120 volunteers. It is clear Warren County would not be able to serve as many program participants without the support of volunteers.

Warren County serves many residents with Department programming. Volunteers are essential to running programs.

The Department is providing an important asset to the community by providing low-cost recreational opportunities to so many participants, primarily youth. Programming accounts for 30 percent of Warren County's staff hours, which is the greatest number among peer communities. In Warren County the overall staff time allocations of administration, operations and maintenance, and programming is nearly evenly split among the three categories. This is to be expected in a department with a small and dedicated staff that is involved in every aspect of parks and recreation.

Table 3 – Number of participants

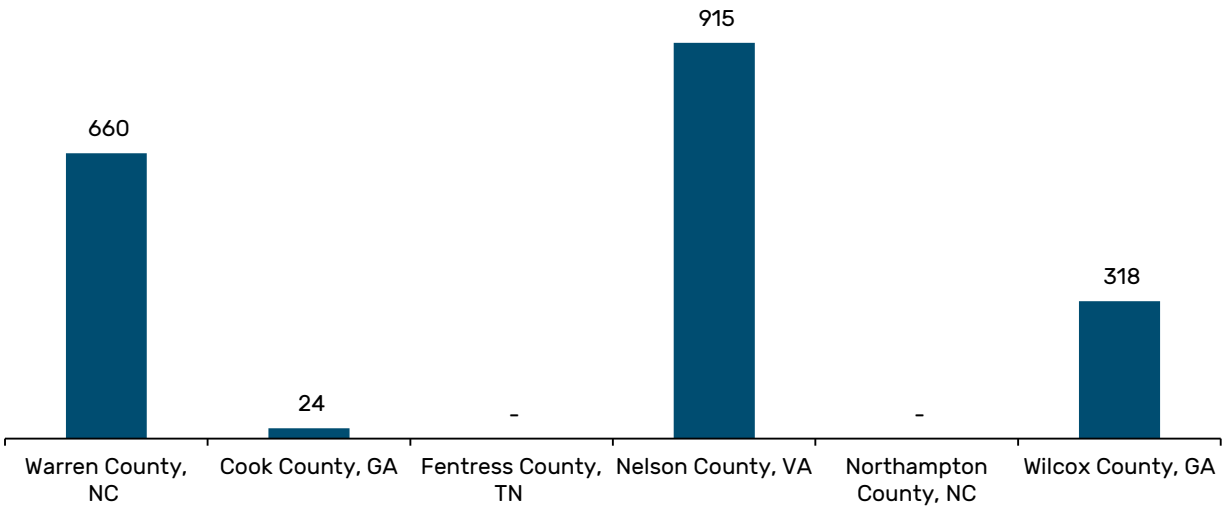


Table 4 – Number of programming volunteers

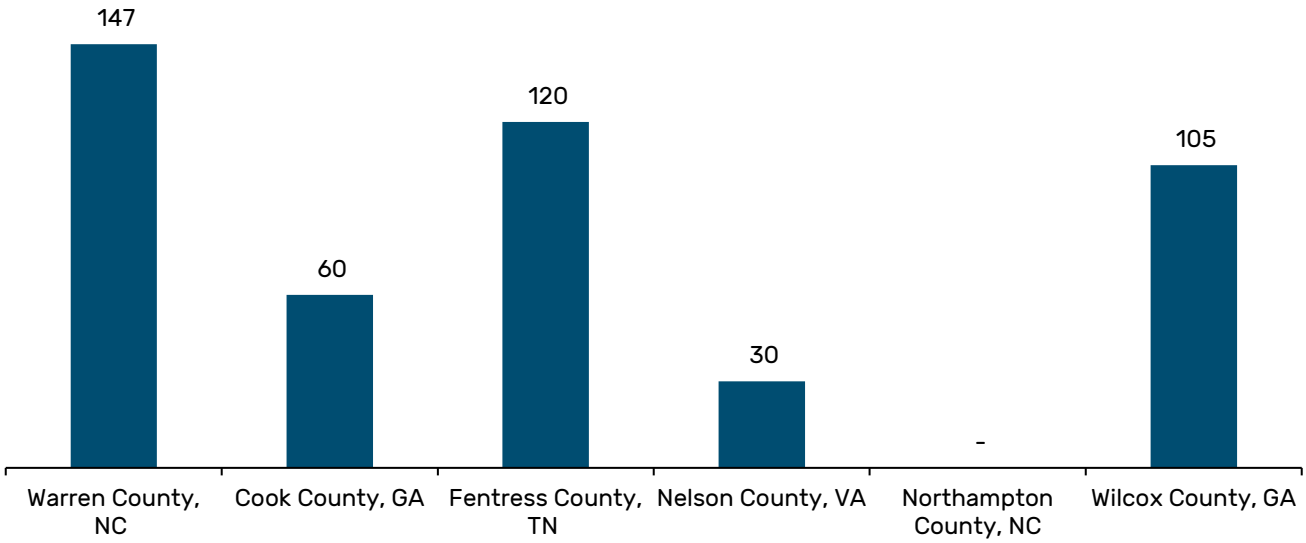
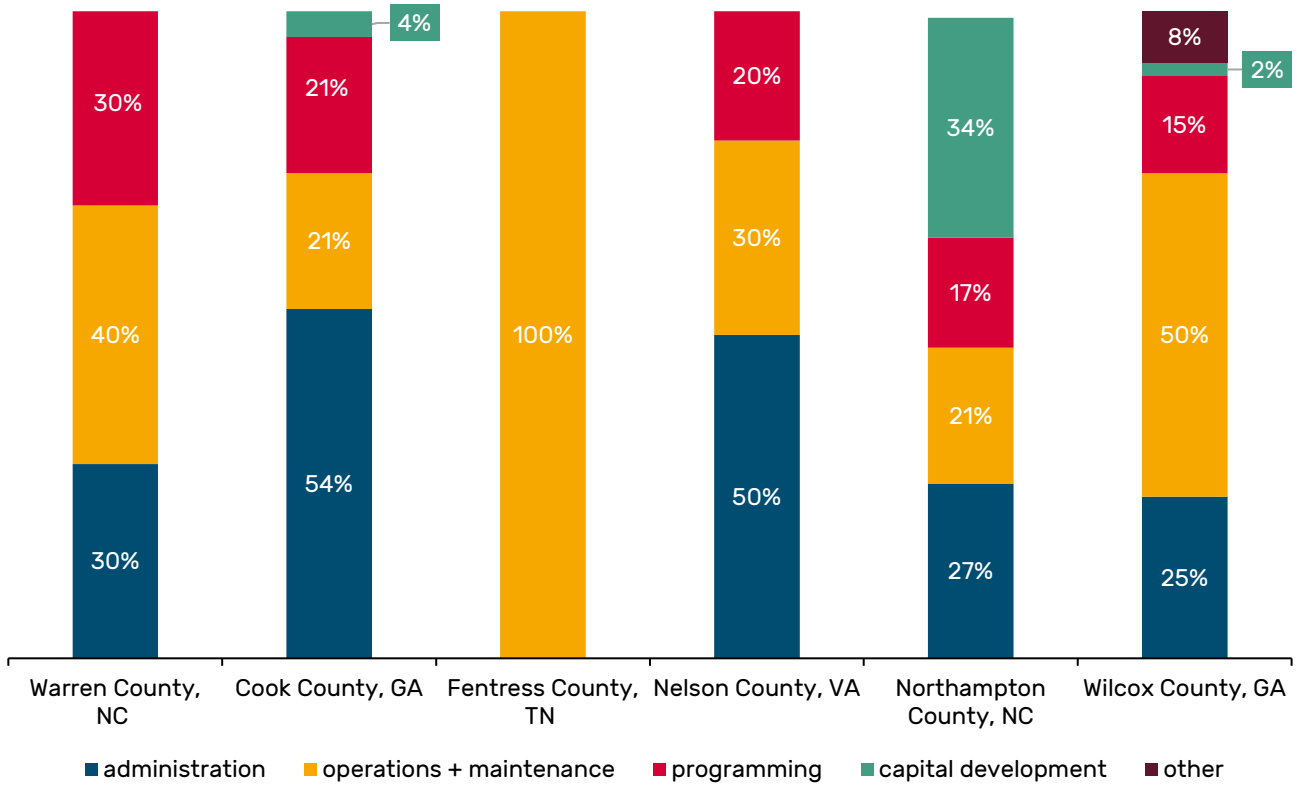


Figure 4 – Allocation of FTE hours



TRAILS

Trail mileage accounts for paved trail mileage of greenways and paved walking loops, multiuse paths and unpaved or natural surface trail mileage. The rate of trail mileage per 1,000 residents shows generally how much access to trails residents have. A greater number indicates more trail miles per resident, and therefore more access to trails. This number indicates whether a department's provision of parkland is keeping pace with population growth.

Three of the peer communities do not provide trail mileage, and Warren County falls between the two communities that do provide trail mileage. At 0.12 miles of trail per 1,000 residents, Warren County is below the national standards of 0.4 miles of trail per 1,000 residents.

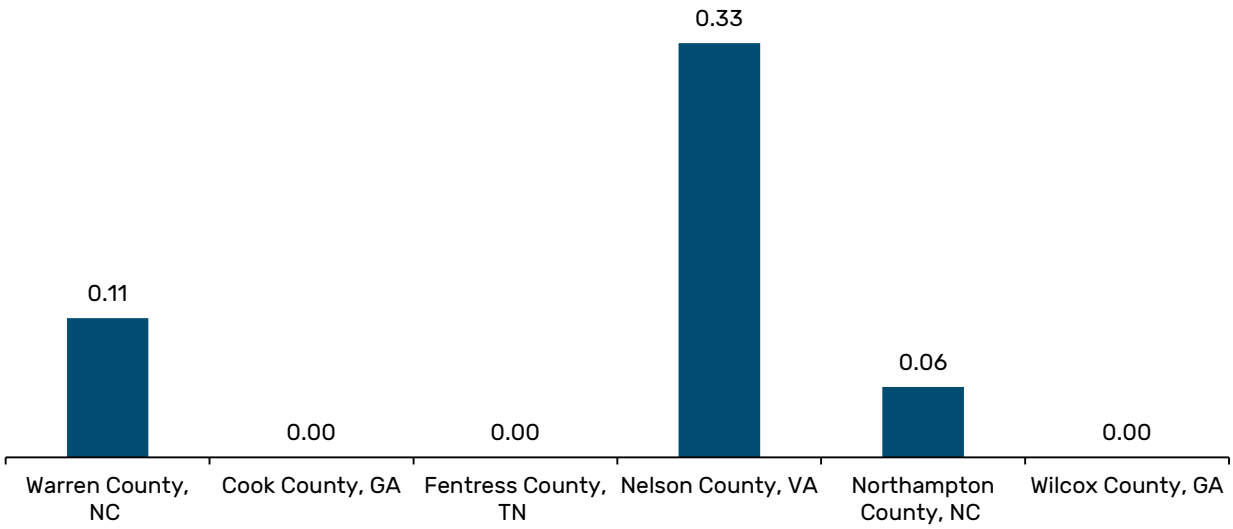
Warren County provides the median amount of trail mileage per 1,000 residents and currently plans to expand the trail system. This is below the national average.

The County's recent addition of mountain biking trails at Buck Springs park is included in the analysis. The County's trail provision is expected to increase in the coming years with the addition of new mountain bike trail mileage at Buck Springs.

Table 2 – Miles of trail per 1,000 residents

COMMUNITIES	MILES	POPULATION	RATIO PER 1,000
Cook County, GA	-	18,000	-
Fentress County, TN	-	18,000	-
Wilcox County, GA	-	8,900	-
Northampton County, NC	1	22,086	0.06
Warren County, NC	2	19,883	0.12
Nelson County, VA	5	15,020	0.33
MEDIAN			**0.12**

Figure 3 – Total trail mileage per 1,000 residents



OPERATIONS

The Department operates at a rate of $3,215.03 of operating costs per acre of parkland. This is below the benchmarking median of $4,486 of operating expense per acre of parkland. Only two peer communities exceed the national standard of approximately $7,000 of operating expenses per acre of parkland. Fentress County did not report their annual operating expenses.

Operating expenses per acre of parkland provides an indication of the cost to the department to maintain the parks and recreation system's parks and facilities and run sports leagues and programs at these locations. Warren County's low rate of operating expenses per acre of parkland indicates that the Department is running efficiently, especially considering the large number of acreages the Department provides and the large number of program participants the Department serves.

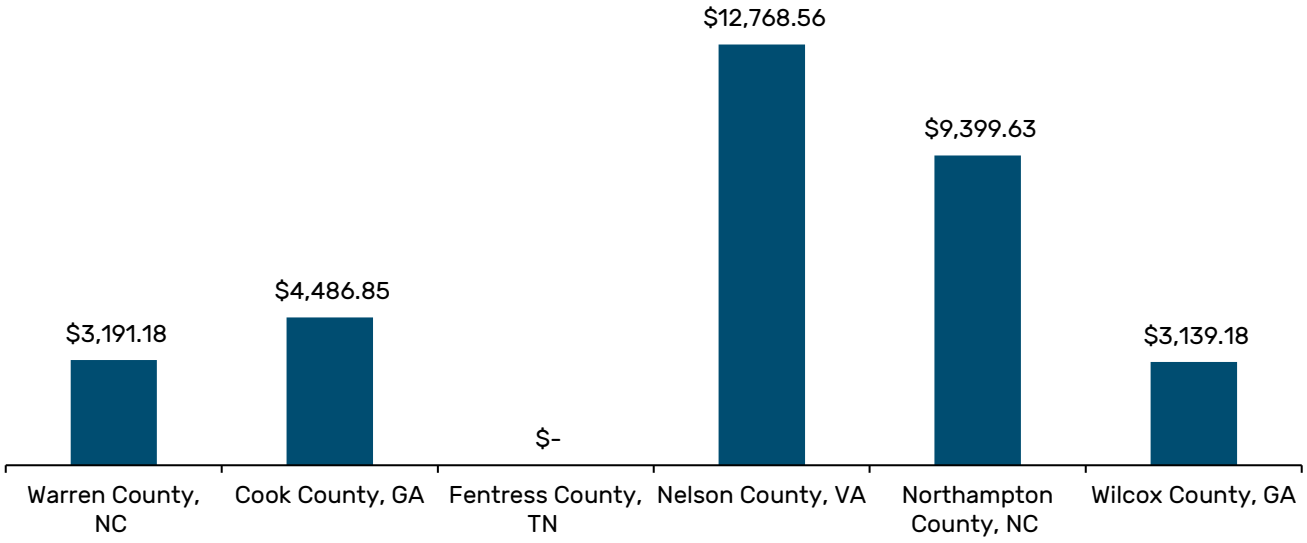
Warren County has a low dollar amount for operating expenses per acre of parkland, indicating that the department is run efficiently, and may need more funding to expand, improve and maintain parks.

This measure indicates that the Department is a good steward of the budget they receive and make funds stretch as far as possible. This measure may also indicate that the Department is under resourced for improving and expanding their parks and programming.

Table 5 – Operating expense per acre of parkland

COMMUNITIES	OPERATING EXPENSE	PARK ACREAGE	OPERATING EXPENSES PER ACRE OF PARKLAND
Fentress County, TN	-	33	-
Wilcox County, GA	$125,567	40	$3,139.18
Warren County, NC	$572,275	178	$3,215.03
Cook County, GA	$556,370	124	$4,486.85
Northampton County, NC	$281,989	30	$9,399.63
Nelson County, VA	$204,297	16	$12,768.56
MEDIAN			**$4,486.85**

Figure 5 – Operating expenses per acre of parkland



SUMMARY OF FINDINGS

The benchmarking analysis shows that Warren County is providing more parkland for its residents than other peer communities. However, the parkland offering is still behind the National Recreation and Parks Association's national average of 10.1 acres per 1,000 residents. The Department provides a good balance of parkland for programmed recreation, such as organized sports, versus self-guided recreation, such as hiking.

Warren County provides the median among peer communities for trail mileage per 1,000 residents. The Department is currently partnering with mountain biking volunteer groups to construct mountain bike trail on county parkland.

Warren County provides the median amount of trail mileage per 1,000 residents and currently has plans to expand the trail system. This current trail mileage offering is below the national average.

Warren County serves many residents with Department programming. Volunteers are essential to running programs.

Warren County has a low dollar amount for operating expenses per acre of parkland, indicating that the department is run efficiently, and may need to secure more funding to expand, improve and maintain parks.

LEVEL OF SERVICE

The level of service standard is a metric used to determine deficits or surpluses of parkland, facilities, and amenities in a park system based on the population of the County. The analysis begins with an inventory of existing facilities, synthesizes the benchmarking data, national standards and staff input, and creates a tailored level of service standard that will reflect the increase in parks and recreation needs through the 10-year planning horizon. The final output of the analysis is a table of 2018 and 2028 levels of service which show deficits and surpluses in parkland and facilities based on population projects for the next 10 years.

METHODOLOGY

The level of service analysis uses a ratio of the number or amount of parkland, an amenity, or a facility per 1,000 residents. For example, the County offers 4 playgrounds, or approximately 0.19 playgrounds per 1,000 residents. Based on national averages and what peer communities provide, Department staff can determine what level of service they should provide to Warren County Residents. If the Department determines to provide a level of service of 0.3 playgrounds per 1,000 residents, the Department will need to construct 1 playground in the next 10 years to meet that standard. Population projections show a declining population in Warren County in the next 10 years. This means that if Level of Service standards are maintained at their current levels, then no change is needed to the system to meet future demand. For this reason, most level of service recommendations are higher than the county's current offering. This indicates that the Department will still expand to meet more needs of the county's existing residents.

The formula for calculating level of service is as follows:

$$\textit{Level of Service} = \left(\frac{\textit{acreage, amenity, facility}}{\textit{population}} \right) \textit{x 1,000}$$

Three measures contribute to the creation of Warren County's level of service standard. The current inventory serves as a baseline, the benchmarking analysis provides peer community context and the National Recreation and Parks Association provides national trends.

PARKLAND

The national standard for parkland acreage is 10.1 acres per 1,000 residents. Warren County is currently offering a level of service standard of 8.73 acres of parkland per 1,000 residents. The level of service analysis accounts for both developed and undeveloped parkland with the potential to be developed.

This plan recommends that the County adopt a level of service of the national standard of 10.1 for the 10-year planning horizon. To maintain this standard, the County must acquire 20.4 acres of parkland within the next 10 years.

Table 6 – Current and recommended park acreage level of service

PARKLAND	CURRENT OFFERING	CURRENT LEVEL OF SERVICE PER 1,000 RESIDENTS	RECOMMENDED LEVEL OF SERVICE	NEEDED TO MEET 2028 LEVEL OF SERVICE
All Parkland	179.33	8.73	10.1	20.4

GREENWAYS + TRAILS

The department plans to grow its greenway and trail system during the 10-year planning horizon. The County is currently offering a level of service above what other peer communities are offering, but below the national standard.

For trail mileage, numbers should be used to guide trail mileage goals, but the emphasis should be on connectivity and networks of trails that provide users access to needed destinations as well as providing recreational opportunities. The recommended level of service for greenway and trail mileage is 0.6 miles of trail per 1,000 residents. This recommendation is divided equally among paved trail, natural surface trail, and mountain bike trail.

Table 7 – Current and recommended trail mileage level of service

TRAIL TYPES	CURRENT MILEAGE	2018 LEVEL OF SERVICE PER 1,000 RESIDENTS	RECOMMENDED LEVEL OF SERVICE	NEEDED TO MEET 2028 LEVEL OF SERVICE
Paved trail	0.3	0.01	0.2	3.7
Natural surface trail	0.3	0.01	0.2	3.7
Mountain bike trail	1.7	0.08	0.2	2.4
Total trail offering	2.3	0.11	0.6	9.6

SUMMARY OF FINDINGS

Warren County will need to acquire 20.4 acres of parkland by 2028 to offer the recommended level of service of 10.1 acres of parkland per 1,000 residents. A total of 9.6 new miles of trail is recommended to achieve a level of service of 0.6 miles of trail per 1,000 residents. The amenities listed above each have an individually determined level of service and a recommendation for additional amenities needed to meet future levels of service.

Image Source: https://www.joseph-adams.com/?p=297

7 RECOMMENDATIONS

CHAPTER 6 > RECOMMENDATIONS

This chapter includes a narrative description of this plan's goals, objectives and implementation considerations. The chapter is organized into parkland, programming, and operations and the goals recommended for each topic. The narrative descriptions are intended to provide the rationale behind each goal and identify key opportunities for implementation. The Action + Implementation chapter included in this plan provides more detailed strategies for each of these goals, and identifies each strategy as short, medium and long term.

PARKLAND

Goal 1 Make improvements to existing parkland

Goal 2 Allocate the budget needed to pursue capital improvements

Goal 3 Plan for development of future parkland, trails and facilities

Goal 4 Identify and track maintenance needs for the existing park system

PROGRAMMING

Goal 1 Improve current program offerings

Goal 2 Expand programmatic offerings with partnerships

Goal 3 Expand programming to encourage recreational tourism in Warren County

OPERATIONS

Goal 1 Expand staff to serve additional program offerings

Goal 2 Revamp outreach opportunities for advertising programming, especially new programming

Goal 3 Implement best practices for program administration such as program life cycle, cost recovery and pricing strategies

PARKLAND

Residents recognize that the County's parks are the gems of Warren County. The County's parks fill a variety of roles for the community including hosting sports and providing space for community events. The Recreation Complex has become a staple of life in Warren County as the location for organized sports in the county, as well as a prime location for special events that bring the community together. Buck Springs parks creates a destination where residents can go hiking or have public fishing access to Lake Gaston. Magnolia-Ernest Recreation Park at Soul City is where Warren County's only public pool is located, making the park a popular summertime destination. John Graham Gym hosts open gym hours and provides a location for indoor sports. Rotary Park provides a small but easy to visit playground in downtown Warrenton. Each location provides a unique recreational opportunity for County residents of all ages and abilities.

The Big Idea

The recommendations section includes goals and descriptions for each of the following areas

Parkland

Programming

Operations

GOAL 1 Make improvements to existing parkland

Warren County's parkland currently serves a variety of recreational needs for residents, but there are opportunities for improving the system's existing park offerings. The County should consider upgrades and expansions to improve safety, accessibility, visual character, and meet the recreation needs of the community with current best practices. These improvements should be funded as part of the capital improvement budget and be prioritized according to community need, safety and accessibility, and visual appearance.

Continued partnerships with local special interest groups and volunteers may help implement improvements and share the financial responsibility among groups. For example, The County is currently pursuing the construction of mountain bike trails at Buck Spring Park in conjunction with the County's Economic Development office and a local mountain bike advocacy group. The group has planned and is providing volunteer time to construct trails on County property. The terms of partnerships should be detailed in a written memorandum of understanding to identify partnership roles such as project administration, construction, funding, design standards, and long-term maintenance.

SAFETY + ACCESSIBILITY

There are opportunities for small improvements that would improve park safety and accessibility. These improvements can be identified and then pursued as individual projects, or as elements of larger park renovation projects.

Improvements that would improve safety and access include:

- Updating fencing
- Improving safety lighting
- Adherence to the requirements of the Americans with Disabilities Act

Image Source: City of [illegible]

DEPARTMENT MISSION

Promote and develop an effective and holistic program providing diverse and quality recreation for the enrichment of all citizens.

Fencing

New chain link fencing could be installed at Rotary Park, the ball field at Rotary park and Armory Field. Fencing updates could also include installing safety fencing guards that cover the sharp and potentially rusty chain links that protrude from fence tops.

Lighting

There are also opportunities for installing or improving site lighting at many of the parks. These improvements could be made by installing lighting systems at currently unlit parks, or unlit amenities at parks, or by improving the durability of existing lighting fixtures, using vandal-resistant caged lighting fixtures at picnic shelters or as safety lighting.

ADA Accessibility + Inclusivity

While the park system offers handicapped accessible amenities, there are opportunities for improving the usability of these accessible elements. Ensuring handicapped accessibility at parks makes park access possible for users with mobility challenges and improves the park experience for all park users.

Following design requirements of the Americans with Disabilities Act may create accessibility in a park, but there are additional considerations to promote true inclusivity. Inclusivity expands the idea of accessibility to include the experiences of park users with disabilities including mobility difficulties, as well as cognitive, visual, auditory or other disabilities. An inclusive space will ensure that a park visitor with a disability is able to have a safe, fun, social and active park experience. Inclusivity should be considered as part of each park improvement and park redesign.

An ADA transition plan evaluates current mobility barriers, identifies specific issues, and creates a time line for addressing them. Items can be prioritized as needing immediate correction. Less pressing items that do not directly relate to safety concerns can represent improvements to be made as parks and amenities are up-fitted and refurbished. The ADA transition plan is an important tool that identifies and prioritizes improvements the Department should make. A documented ADA transition plan is required for CAPRA accreditation, the National Recreation and Parks Association's process for certifying Departments that adhere to best practices of department administration and park design. Completing this plan in the short-term is a proactive way to begin the accreditation process while also furthering the Department's goal to make needed accessibility improvements.

ADA TRANSITION PLANS ADDRESS THE FOLLOWING CONSIDERATIONS

1. Identify physical obstacles in the public entity's facilities that limit the accessibility of programs or activities to individuals with disabilities.

2. Describe in detail the methods that will be used to make the facilities accessible.

3. Specify the schedule for taking the steps necessary to achieve compliance with this section and, if the time period of the transition plan is longer than one year, identify steps that will be taken during each year of the transition period.

4. Indicate the official and staff members responsible for implementation of the full plan as well as individual objectives.

HEALTH + WELLNESS

Improvements to existing parkland should create or enhance opportunities for residents to pursue health and wellness goals. This can be achieved by creating new amenities in parks such as fitness stations or signage identifying walking loops in terms of distance traveled and calories burned.

Opportunities for wellness pursuits may extend beyond physical wellness into mental, emotional, or spiritual wellness. Amenities such as quiet meditation areas, community gardens, or walking labyrinths create opportunities to pursue wellness for all aspects of personal and community life.

When prioritizing park improvements, priority should be given to upgrades and amenities that improve health and wellness outcomes. Health objectives may include:

- Increased residents who report having very good to excellent overall health
- Increased life expectancy
- Increased percentage of residents who have access to a safe place to be physically active
- Reduced number of adults and youth who smoke or use tobacco products
- Reduced percentage of residents who report feelings of sadness / hopelessness

PLACEMAKING + VISUAL CHARACTER

Community members have strong awareness about the connection among the Parks and Recreation Department, the Recreation Complex, and the youth athletic programming that the Department provides. The Department has solidified its identity as a provider of sports recreation in the County.

The Department also provides playgrounds, hiking trials, fishing access, and more. These elements of the park system are not as well known in the community but are well-loved among those familiar with these spaces.

The Department's reputation as an excellent provider of sports programming has been developed over the past decade and is an identity the Department should continue to cultivate. This reputation can be expanded to include the high-quality passive recreation spaces the Department also provides at Buck Springs Park and the playgrounds provided throughout the county via partnerships with local governments and facilities. Creating a consistent visual character at Warren County parks will help promote a consistent identity among parks.

Consistent visual character is achieved by using consistent signage, site furnishings, and materials throughout the park system and establishing a set of design standards for the park system.

The park classification system contained within this master plan sets forth design guidelines that should be implemented at existing and future Warren County Parks. Consistent design standards create an identity, but flexibility to integrate points of visual interest, public art or enhanced landscape and hardscape materials will contribute to a unique sense of place at each location and allow expression of historic and cultural narratives into the built environment.

AMENITIES TO MEET COMMUNITY NEEDS

As funding allows, the Department should continue to upgrade and renovate parks with relevant amenities that the community both has an unmet need for and are important to residents. Updating tired or outdated amenities with those the community desires will maintain resident satisfaction with the park offerings within the County. This is reflected by the Priority Investment Rating (PIR) found in the statistically valid survey results.

According to the PIR, priority should be given to installing the following amenities:

- Indoor fitness & exercise facilities
- Outdoor aquatics
- Baseball + Softball fields
- Playgrounds
- Natural trails
- Indoor basketball courts

The community engagement process revealed residents desire include:

- Mountain bike trails
- Improved access to Lake Gaston at Buck Springs Park
- Space for community events

GOAL 2 Allocate the budget needed to pursue capital improvements

This goal includes a list of upgrades for each park. Each of the items on This list is identified during the community engagement process or was identified as a need by landscape architects during site visits to each location. Each improvement includes a high and low cost estimate to assist with capital budgeting for the County.

BUCK SPRINGS PARK IMPROVEMENTS	Low Cost Estimate	High Cost Estimate
Refresh mulch at playground	$5,000	$5,000
Event electrical hookups	$8,000	$8,000
Expand restrooms	$40,000	$40,000
Stormwater + drainage improvements	$60,000	$60,000
Shade structures (for playgrounds and community events)	$80,000	$80,000
Enhanced landscaping and beautification	$30,000	$30,000
Wayfinding signage	$80,000	$80,000
MAGNOLIA-ERNEST RECREATIONAL PARK AT SOUL CITY	Low cost Estimate	High Cost Estimate
Overall Park Master Plan	$50,000	$80,000
BUCK SPRINGS PARK	Low cost Estimate	High Cost Estimate
"Improved wayfinding signage: - Direction from main road to park - Directions within park - Directions from parking area to	$5,000	$5,000
Shade structures for playground	$8,000	$8,000
Replace existing water fountain	$40,000	$40,000
Expand ADA access to shelter from ADA parking	$60,000	$60,000
Interpretive signage for historic and environmental features	$80,000	$80,000
ADA parking and access to pier adjacent lake	$30,000	$30,000
ROTARY PARK	Low cost Estimate	High Cost Estimate
Refresh signage, landscaping and general beautification	$15,000	$30,000
Improve entryway		
Replace playground and swings	$120,000	$150,000
Provide shade structure(s)	$30,000	$60,000
Upgrade furnishings	$30,000	$80,000
ARMORY BALL FIELD PARK	Low cost Estimate	High Cost Estimate
Replace fencing and netting	$150,000	$220,000
Replace dug-outs	$12,000	$15,000
Upgrade lights	$250,000	$400,000
Refresh turf (sod) & dirt infield	$80,000	$100,000
Replace bleachers	$8,500	$10,000
Provide ADA walking trail as access from parking lot and 1/4 mile walking loop	$30,000	$40,000
Replace and enhance site furnishings	$15,000	$30,000

GOAL 3 Plan for development of future parkland, trails and facilities

Creating a shared community vision for improvements to the parks and recreation system will assist with determining the feasibility of each element and ensure that the department is allocating financial resources for true community needs. This plan has identified that the priorities for new park development include creating a plan for the undeveloped parcel on Serls Farm Road and creating a strategic master plan for the development of trails and greenways throughout the County.

NEW PARK DEVELOPMENT

This plan prioritizes incremental improvements at most of the County's existing parks, while recommending revitalization of outdated parks and development of a new park.

In addition to the incremental improvements outlined in goal 2 above, this master plan recommends the development of two site master plans, one at Magnolia-Ernest Recreational Park and the other at the 45-acre County-owned property on Serls Farm Road adjacent to the Recreation Complex. Each master planning process should include community input, a detailed site analysis, a needs assessment, proposed program plan, phasing plan (if required) and cost estimates. The master planning processes will be followed by preparation of construction documents, the public bidding process and construction of the proposed park improvements.

When approaching the master plan needs assessment, the County should consider that the community outreach has identified a strong desire for a multipurpose indoor recreation facility that may include aquatics, indoor fitness, classroom space and meeting space. Such a facility would undoubtedly be an asset to the community, but the County must consider market forces that could influence the success of the facility. Undertaking a market study as part of the master planning process, or prior to construction of such a facility will determine what type of facility would be financially feasible for the County and achieve long-term financial and operational sustainability. A new facility could operate in addition to or instead of the current indoor recreation space at John Graham Gym. Any feasibility study for future indoor recreation space should include a consideration of the recreation needs the John Graham Gym current serves and whether those needs will be met in a new facility or if the County should continue providing space and John Gram Gym after the provision of new indoor recreation space.

Pursuing a partnership is one implementation strategy that could improve the feasibility of an indoor recreation center. Partnerships should be determined on an individual basis, but potential partners could include recreation providers, such as the YMCA or other nonprofit recreation provider, or an adjacent jurisdiction that could expand recreation opportunities into Warren County, such as Vance, Franklin or Halifax Counties. Recreation opportunities could be pursued in partnerships with nonprofit entities that provide other services. Examples may include a satellite campus of a community college or a regional healthcare provider that includes an indoor recreation facility or other recreational opportunities.

Aquatics is another stated community need that could be provided through partnerships. The

WHAT IS INCLUDED IN A PARK MASTER PLAN?

Community input that is specific to the park site

Detailed site analysis that identifies the landscape elements that create opportunities or constraints for park design. The site analysis also identifies local policies that direct park development.

Proposed park design that highlights the sites opportunities and adheres to the potential constraints.

Phasing plan that prioritizes improvements over time, if needed.

Cost estimates for the construction of individual proposed amenities and infrastructure improvements.

WHY HAVE A PARK MASTER PLAN?

Park master plans create a shared community vision

Park master plans create realistic expectations about park opportunities and capital needs required for implementation

Park master plans improve opportunities for receiving funding from the State through the Parks and Recreation Trust Fund.

Department currently provides the only public pool in the County and ongoing maintenance of the pool causes strain on the Department's budget. The pool was out of service for the Summer 2018 season and there is strong community support for repairing the existing pool. The County should carefully consider the cost of the needed renovations and determine possible scenarios for continuing to provide aquatics and the costs and benefits of each scenario. Evaluation criteria for each scenario should include costs of renovations for the existing pool, fee schedule for pool use (day use and rentals), hours or operation, cost recovery goals (described in more detail below), and capacity for expanding aquatics facilities in the future through partnership or additional County investment. Pool renovations would be a key element of any master plan created for Magnolia-Ernest Recreational Park.

TRAILS + GREENWAYS

There is growing awareness of the benefit that trails and greenways provide to communities. Trails provide new recreational spaces, connectivity between a community's parks and other destinations, and community amenities that are widely used by people of all ages, abilities and backgrounds.

Parks and Recreation Departments have been at the forefront of establishing these amenities within communities, and projects are often pursued in close partnership with a jurisdiction's transportation agency. The terms trails and greenways refer to a variety of trail types that provide different recreational experiences.

Natural surface trails are dirt, mulch or gravel trails that may run through forested areas. Hiking, trail-running or mountain biking are common activities for natural surface trails.

Walking loops are shorter paved trails where visitors may stroll or walk for fitness. Their surroundings are frequently landscaped or mown lawns with some tree cover for shade.

Greenways are paved trails for walking, running or cycling. Greenway trails may be many miles in length and are usually part of a larger network of trails geared toward facilitating pedestrian and cycle trips to community destinations. Extensive greenway networks are constructed through focused, multi-year efforts and are often constructed in short segments or phases as funding and land acquisition allow.

In Warren County the Department has pursued trail creation in partnership with the economic development agency and a local mountain bike advocacy organization which have created trails on County park property. This partnership has plans for the creation of more trails in the future.

Increasing the mileage of hiking and walking trails offered is another opportunity for enhancing trail offerings. Potential areas for expanding hiking trails include additional trail at Buck Springs Park or as part of the future park adjacent to the existing Recreation Center. Paved walking trails for fitness provide convenient and safe areas for people to exercise. The Recreation Center currently has a 0.33-mile walking loop. Fitness walking loops are typically short trails less than a mile long with signage detailing fitness information, benches for seating, and water fountains along the trail.

The County could pursue greenway trail development through a trails master planning process. Greenway trails are a combination of park and transportation infrastructure and often serve both goals. The most effective strategy for implementing greenways is to plan a greenway network that connects locations that people want to travel to and from or provides walking and cycling access to unique natural features. The County's rural context could provide opportunities for destination greenways that draw visitors who want to spend the day cycling on a greenway in a natural setting. Many greenways are rails-to-trails projects that repurpose disused rail corridors as paved greenway trails.

This plan recommends 19.2 miles of trail. This mileage would include natural surface trails, fitness walking loops, and greenway trails. This is an ambitious goal for the County to achieve in the next ten years. But a focused effort could increase trail mileage for natural surface trails and walking loops while planning for and beginning to implement greenway trails.

GOAL 4 Identify and track maintenance needs of the existing park system

Residents truly recognize the park system as the gem of Warren County. However, there is less recognition and understanding regarding the amount of maintenance, volunteer and staff hours that go into maintaining the parks in a way that helps them achieve this reputation.

The Department typically employees 3 full time staff with additional part time staff to maintain the 179.33 acres of Warren County Parkland. The Department uses volunteers to run sports programs. Much of Warren County's developed parkland is developed for active recreation which requires a higher level of maintenance than passive recreation.

The Department also handles some landscaping needs such as mowing for non-park areas. According to the 2018 National Recreation and Parks Association Performance Review, the median number of full-time equivalent employees (FTEs) per 10,000 residents is 7.9. Warren County's Department is currently operating on 1.45 FTEs per 10,000 residents suggesting they are providing the same parks and recreation services per-capita service with significantly less staff.

Park maintenance is a foundational element of providing a safe and high-quality park system to an area's residents and parks and recreation staff work every day to achieve that status. Park maintenance also includes many hidden costs and unseen time expenditures. Mowing requires transportation of equipment to and from sites, any time needed to repair or replace equipment and refueling, in addition to time spent on the mower itself. This challenge is often compounded in County-wide departments where parks are often located in remote areas and apart from maintenance equipment storage facilities.

Daily maintenance tasks include landscaping and trash removal, long-term maintenance, such as structural repairs, and unplanned maintenance needs, such as addressing vandalism. While many staff members have a complete understanding of a park systems maintenance needs, it is important to have records of the time and funding expenditures required to achieve all maintenance needs, so the department can be adequately staffed and funded.

A well-planned maintenance strategy will include full accounting of the time and budget required to meet short term, long term, and unplanned maintenance needs. As the Department grows its park system, they will need to determine whether there is a need for a remote or satellite maintenance facility.

The Department's record keeping indicates that there is inadequate staffing levels to achieve the needed balance of maintenance and administration at the current levels of parkland and programming. This lack of staff limits the Department's potential for expansion.

A deeper understanding of the true maintenance needs across the department will inform what an accurate staffing level for the department would be.

One strategy for understanding a department's true staffing needs for maintenance is by implementing maintenance levels for park areas that categorizes each area of a park based on the intensity or frequency of maintenance it needs.

Each park, facility and amenity is kept at a certain level of maintenance to provide quality service to park system users. An established maintenance plan implements the following recommend to achieve operational efficiencies and effectiveness.

The Department should create maintenance management plans that establish standards to forecast management needs as the system evolves. Standards evaluation criteria include FTEs per acre, cost per acre, maintenance standards and the frequency of a task. It is important to understand how the above performance indicators assist with maintenance management and costs.

The Department should update maintenance standards to define maintenance zones within parks, the level of maintenance required for each area, and the frequency of tasks. Identifying maintenance zones can increase efficiencies and promote asset preservation for parkland, facilities and amenities.

- Use a work order system to manage existing workloads and use the data collected regarding time spent and cost to improve the understanding of maintenance needs and ultimately forecast maintenance needs annually.
- Seek outside contracts for jobs that can achieve a cost-benefit advantage from being outsourced to a private contractor
- Develop design standards that account for maintenance and operational cost over an asset's lifetime.
- Develop a life cycle analysis tracking spreadsheet to track needed replacements and renovations of amenities. This tracking method will also account for full cost of ownership.

PROGRAMMING

The County has established a decade-long reputation of providing high-quality athletic programming to the County's residents, with an emphasis on youth athletics. This effort has undoubtedly improved the quality of life for many Warren County youth by establishing positive habits of teamwork and exercise. There are opportunities for the department to expand programming in addition to continuing the athletic programming the community depends upon.

GOAL 1 Improve Current Program Offerings

The Department currently faces some challenges in offering sports programming and these challenges have resulted in fluctuating attendance in recent years. The challenges the Department faces includes both sustaining enrollment and attendance in current programmatic offerings, as well as lacking the resources to introduce new programs or expand programmatic offerings. The Department's programs are heavily dependent on volunteers, and indoor recreation is heavily dependent on facilities that are outside of the control of the Department, such as school gyms. While this is not uncommon among recreation Departments, each of these realities introduces a degree of uncertainty in the Department's ability to consistently and reliably. Key challenges facing attendance and girl's participation in sports are trends that have developed over the course of years. Therefore, augmenting these trends will likely take years. Approaches to increase attendance and girl's participation should be sustained over multiple seasons of a sport to begin counteracting the established trends.

STABILIZE EXISTING PROGRAM ENROLLMENT

An analysis of program enrollment in the past 10 years shows fluctuations in both numbers of participants enrolled in programs and the programs offered. Department staff expressed challenges with maintaining program attendance for the duration of sports seasons.

Stabilize program offerings

- Plan program offerings one to two years in advance
- Create written joint use agreements with schools, churches or other entities that can support County programming by providing indoor recreation facility space at designated times

Stabilize program attendance

- Foster parent/coach relationships by hosting a meet-and-greet at the beginning of the season
- Host concurrent programming for parents during youth sports team practice, such as a walking group or wellness class
- Determine potential for offering transportation or providing support for team carpooling organization.

INCREASE PARTICIPATION AMONG GIRLS

Programmatic offerings are heavily weighted toward boy's sport's teams. According to Women's Sports Foundation, lack of access to program offerings for girls is a primary reason girls stop participating in sports.[1] Studies show that the motivations girls have for playing sports are different than the motivations for boys to play sports.[2] For example, girl's motivations include physical health and improvement, and fun and enjoyment. Boy's motivations are primarily competition and excitement. These differences in motivation are important to consider when determining how to market and advertise sports enrollment.

- Expand opportunities for girls' team sports
- Target advertising to focus on girls' primary reasons for participating
- Pursue programs that focus on girls' fitness and wellness, such as Girls on the Run

1 https://www.womenssportsfoundation.org/support-us/do-you-know-the-factors-influencing-girls-participation-in-sports/

2 Koivula, N. "Sport participation: differences in motivation and actual participation due to gender typing." Journal of Sport Behavior 22, no. 3 (1999): 360-380.

TRACK PROGRAM SATISFACTION + PARTICIPATION

Tracking program performance will be an important part of evaluating the implementation strategies to improve program attendance or satisfaction. Program participation can be tracked by enrollment as well as attendance over time to determine if there is a dropping-off of program participation throughout a season or program.

Program performance can be evaluated based on satisfaction surveys administered at the beginning and end of programs to determine if the program is meeting its goals. For example, a cardio fitness class may ask participants to rate their knowledge of cardio exercises at the beginning of the program from 1 through 5, and then again at the end of the program. A measurable goal would be to have 60 percent of attendees increase their knowledge of cardio exercises during the program, based on their self-reported knowledge of cardio exercises. Administering surveys at the beginning and end of a program can inform the department of participant's change over time.

Questions should be tailored to the stated goals of each program. Questionnaires should not include names but should include demographic information to account for the participant's age, race, gender, household income range, and other relevant information to gain an understanding of what demographics programs serve.

EXTEND OPPORTUNITIES FOR SUMMER YOUTH PROGRAMS

The County's athletics program provides an important opportunity and enrichment during the summer months. Currently the County's baseball and softball programs end a month prior to the beginning of the school year, with the start of the County's All-Star league. Without interfering in the provision of the All-Star league the department could expand the season with league play or open play to provide programs.

GOAL 2 Expand Programmatic Offerings with Partnerships

This plan's analysis indicates that many residents have a need for additional programming, however, current staff are heavily taxed with existing maintenance duties. Additionally, results, indicate demand for programs outside of the department's existing expertise. Partnerships with groups already providing programs or support for local chapters will be an important strategy for achieving expansion of programs while minimizing the addition of new staff time the County would need to resource.

The statistically valid survey identified the following programs as high priority investment for youth and adult programming:

High Priority youth programs

- Swimming
- Aquatics programs
- Art, dance or performing arts

High Priority adult programs

- Fitness and wellness programs
- Aquatic programs
- Outdoor music and concerts
- Senior citizen programs
- Swimming

IDENTIFY PARTNERS TO PURSUE OFFERING PROGRAMS FOR ART + CULTURE, HEALTH + WELLNESS

The Department does not currently possess the staff time, knowledge or materials to begin offering arts and culture programming. However, with strategically identified partnerships, the Department could begin offering this type of programming. As programming continues and partnerships solidify, the department can determine whether this is a program element in need of investment of staff time or facility space.

Potential partners may include:

- Warren County Fine Arts Council
- Local Dance studios
- Halifax Community College
- Vance-Granville Community College
- Support local chapters of national programs: Girls on the Run, Outdoor Afro, etc.

CREATE FORMAL PARTNERSHIP BETWEEN DEPARTMENT AND SENIOR CENTER

The Senior Center and the Department both current meet the needs of the County's senior population. The senior center has a designated facility and provides many opportunities that enhance seniors' recreation opportunities meals, social opportunities, arts and crafts, an exercise facility, and field trips. The department and senior center share similar goals of providing recreational opportunities to the County's population, and it is likely that there are operational efficiencies that both entities could achieve by partnering.

The Department and the Senior Center could also identify opportunities for resource sharing. There may be immediate opportunities for sharing facility space, transportation or staff time for programming. A long-term established partnership could lead to sharing of grant and funding resources as well to achieve the goals that the Department and Senior Center have identified as mutually beneficial.

GOAL 3 Expand Programming to Encourage Recreational Tourism in Warren County

The Department should be considered as a partner in steering the future of natural resources tourism-based economic development strategies pursued in the County. Currently the Department has provided a venue for the construction of mountain biking trails. A stated goal of these trails is to attract mountain biking related tourism to the area. County staff members have stated that currently the impact of these economic development strategies is limited due to the lack of facilities in the County that would enable visitors to stay overnight, such as hotels and restaurants. Overnight stays are considered a primary driver of tourism-based economic development.

QUESTIONS TO TRACK PROGRAM PERFORMANCE

1. Do participants have an increased knowledge of the topic after completing the program?
2. Did participants implemented changes in their behaviors or daily lives based on knowledge or habits developed as part of the program?
3. Did the program meet the participants expectations?
4. How satisfied with the program are participants?
5. How likely are you to recommend this program to others?

As the County continues to pursue this strategy, there are two things to consider:

- Additional investment into aspects of the parks and recreation system, such as mountain biking trails, increased paddle boat access to Lake Gaston, or creation of a greenway network, could draw visitors to the area seeking unique experiences in a rural setting.
- Even with additional investment into parks and recreation infrastructure, the impact of natural resource-based economic development will be constrained without an expansion in the services that enable overnight guests.

OPERATIONS

Operations refers to the standard procedures that guide daily, seasonal, annual and ongoing functions of the Parks and Recreation Department. Operations includes administration, staffing structures, and planning processes to account for Departmental needs. The recommendations included here are intended to guide the elements of operational decision making that will be required to improve and grow the parks and recreation system.

GOAL 1 Expand staff to serve additional program offerings

Currently, staff time is consumed with maintaining parks, administering existing programming and recruiting volunteers. The Department's leadership will need to address additional staffing needs to implement future programming expansion.

The Department currently heavily depends on volunteers to administer programs. This commitment to volunteerism creates strong community bonds that generate social investment in programs. Ensuring that there is adequate staff to administer programs and direct volunteers

The Department should assess current staffing needs for the following programs, and then identify how additions to each program would increase impact staffing needs.

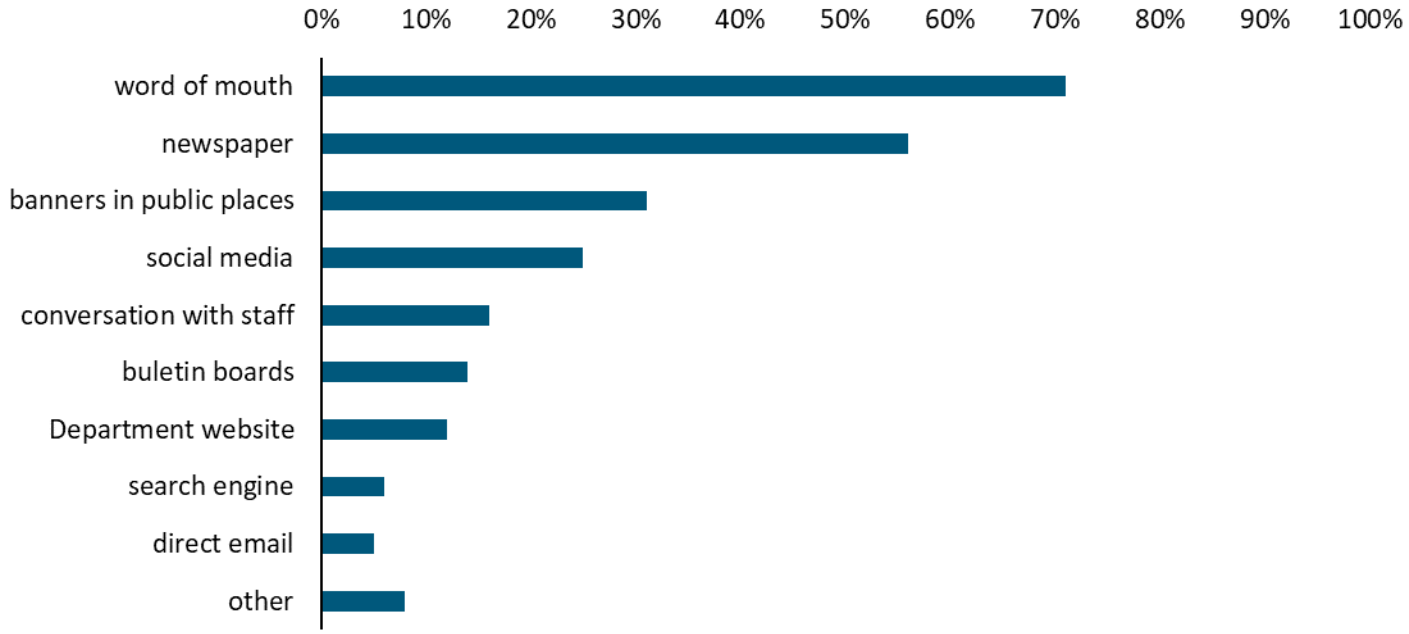
- Sports seasons: expanded seasons during summer
- Open gym and unstructured recreational opportunities: extending open gym hours
- Arts and culture programming: introducing new programming type
- Special events: adding special events for the department or through partnerships
- Adult and teen programs: incorporating adult fitness and wellness programs, potentially in conjunction with youth sports programming to offer parents while children are at practice

The Department should grow programming over time and use the results of program tracking to adjust offerings as they expand. An effective approach would be to identify short-term (1 to 2 years) and medium-term (3 to 5 years) priorities and create a plan for adding programs, staff needed to expand programs, partnerships for offering programs, additional funding needed and funding sources. The Department should consider expanding programming first by contracting with program providers, rather than hiring new staff to provide programs. As contracted programming expands it is likely the department will need additional staff to assist in the administration of new programming, scheduling, program tracking efforts, marketing, and planning for future program growth. By clearly identifying the needs of the Department and growing responsibilities, the Department can anticipate additional staffing needs and adjust budgets and staffing numbers to coincide when the additional capacity will be needed.

GOAL 2 Revamp outreach opportunities for advertising programming, especially new programming

The Department's current programmatic offerings are well established and well known in the County. However, there are opportunities to expand advertising for existing programming as well as finding new avenues to advertising existing and future programming. A question from the statistically valid survey indicates the ways people currently find out about the Department's programs. Word of mouth and newspaper are currently the two highest ranking strategies. Social media ranks fourth, and other internet-based forms of marketing, search engine and direct email, ranked low on the list. This indicates that newspaper ads are currently an effective marketing strategy, but the department could continue to develop online marketing as a low-cost opportunity for marketing. Creating a social media page for the department could be an effective too, as well as developing an email list of residents interested in parks and recreation activities. In addition to the department developing their own tools for online marketing, programs can be cross promoted with existing email lists of other organizations in the County. The Department can develop an annual schedule for event marketing that includes announcements for program seasons and enrollment, and program details can be included as developed.

Figure 1 – Ways respondents learn about Warren County Parks and Recreation Department Programs



GOAL 3 Implement Best Practices for Program Administration Such as Program Life Cycle, Cost Recovery + Pricing Strategies

The department can expand its programmatic offerings to expand the community needs met as well as potentially create new sources of revenue for the Department. The Department's current programmatic offerings are in the mature / saturated stage or decline stage and program offerings vary little from year to year. There are some programs the department may offer depending on whether enrollment will support the program and pricing for athletic programs is $10 per participant for all sports, ages, and programs. The department does not currently have established cost recovery goals.

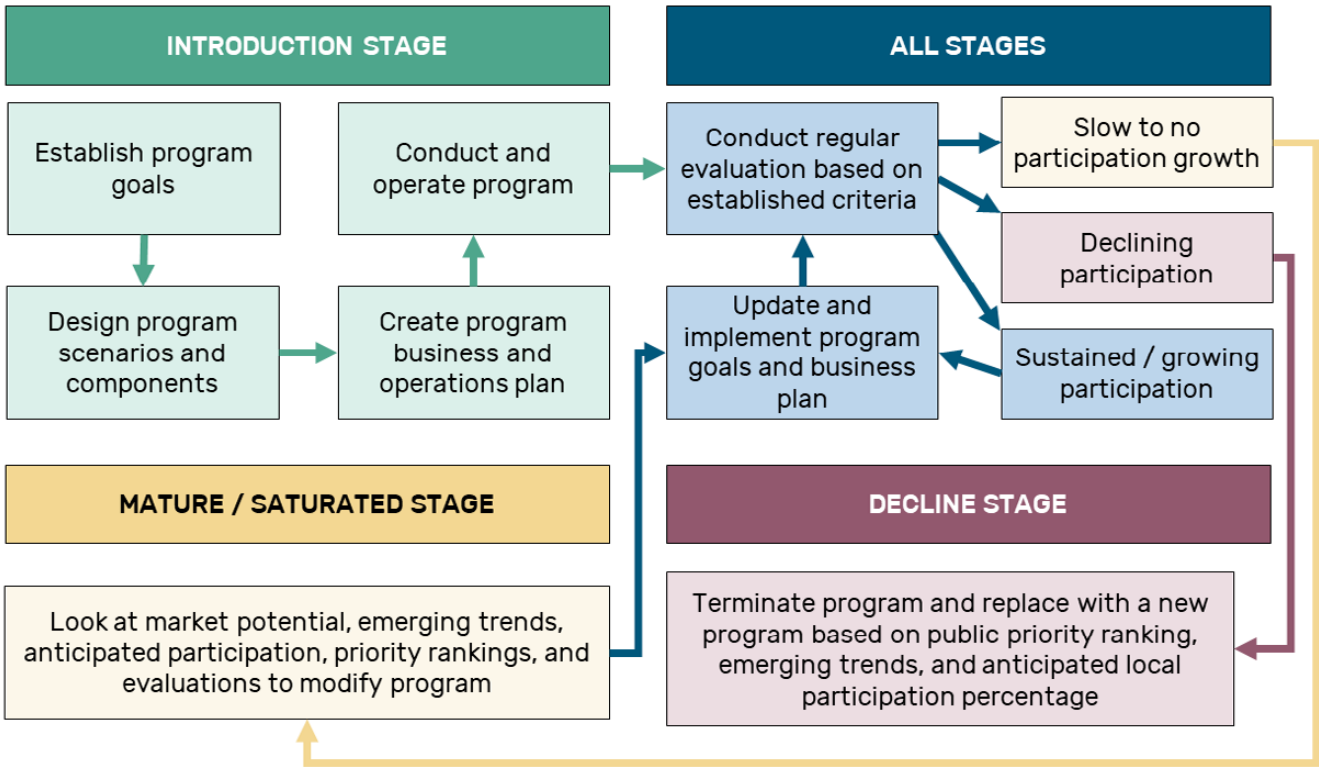
PROGRAM LIFE CYCLE

The department's current program life cycle distribution is out of balance with recommended life cycle distribution practices. The program life cycle distribution in Warren County is heavily weighted toward mature/saturated programs, with few new programs. Keeping the program life cycle in line with best practices ensures that the Department offers programs that the community expects and depends upon, while also offering new and exciting programs, or working to expand the community needs that mature programs can address. The program life cycle can identify when a program is in decline. Declining programs may need refreshing, reevaluation, or simply may need to be retired. When a program is retired, the Department should consider what gaps are created in programming and attempt to replace the program with an offering that will address some of the needs that will be unmet after the program is retired. The department may need to conduct user survey to ensure they have an accurate understanding of the community needs a program is fulfilling. For example, an appropriate alternative to girls' volleyball, which has had declining enrollment in the past, may be a teen or youth fitness class for girls that will meet recreational needs for exercise and social opportunities.

Table 1 – Program life cycle stages, current distribution and best practice distribution

LIFE CYCLE STAGES	CURRENT DISTRIBUTION	BEST PRACTICE DISTRIBUTION
Introduction Stage	0%	25%
Mature / Saturated Stage	66%	50%
Decline Stage	33%	25%

Table 2 – Program life cycle flow chart



COST RECOVERY

Determining cost recovery also requires that the department account for all costs associated with a program, even if the costs are indirect. For example, the Department runs Adult Softball with volunteer time, however, there is still a cost to the Department for the adult leagues to use facilities. This cost should be included in the accounting of cost recovery to ensure the department is able to fully account for costs associated with programs.

The department should determine to what degree it would like to subsidize costs for residents, and how much they are willing to forward the cost of those subsidies onto other participants. Determining cost recovery goals should be considered at the same time as determining pricing strategies. The flow chart in the program analysis of this plan provides a framework for the department to address the philosophical discussion regarding the degree to which they should subsidize program costs.

Table 3 – Cost recovery, current and best practice by program area

PROGRAM AREA	CURRENT COST RECOVERY	BEST PRACTICE COST RECOVERY
Youth Athletics	28%	50 - 100%
Adult Athletics	No cost estimated	75 - 100%
Special Events	No cost estimated	0 - 50%

PRICING STRATEGIES

Pricing strategies provide opportunity for the Department to meet its cost recovery goals while still meeting community members' needs for low cost programming. Introducing pricing strategies can enable the department to improve cost recovery for the department overall without compromising its role in the community as a provider of high-quality, low-cost programming for residents. Potential pricing strategies include:

- Different prices offered for different ages
- Different prices offered for families or groups
- Different prices for residents versus non-residents
- Different prices for different days of the week
- Different prices offered for different times of day
- Different prices at different locations
- Prices depend on competitors' prices
- Cost recovery goals influence prices
- Scholarships, subsidies or discounted rates for qualifying participants
- Sliding scale pricing allowing participants to estimate their own ability to pay within a designated amount

8 ACTION + IMPLEMENTATION PLAN

CHAPTER 8 > ACTION + IMPLEMENTATION PLAN

An implementation plan with prioritized action items is outlined below. The recommendations presented in Chapter six have been further refined into strategies and prioritized as short (1-5 years), mid (5-10 years), long-term (10+ years), and on-going action items. In the charts below, short term is indicated with an "S," mid-term with "M," long-term with "L" and on-going with "OG". Action items receiving higher priority are those supported by significant community input or are items that have been delayed or postponed in the past but have significant bearing on achieving the goals of this plan. Additionally, high priority items can immediately improve the function and efficiency of the department, have longer lead times and support additional funding, revenue recovery and land acquisition as the basis for meeting other more detailed objectives. Each prioritized action item assigns a responsible party to foster accountability within the department. Finally, a performance measure enables the agency to track, recognize, and share success. It is important to note that performance measures have not been developed for all strategies. Performance measures only apply to strategies with metrics that regularly measure success. They have not been developed nor do they apply to strategies where the strategy is to simply complete the action item (indicated by "NA" for Not Applicable).

KEY

S – Short-Term (1-5 years)
M – Mid-Term (5-10 years)
L – Long-Term (10+ years)
OG – Ongoing

PARKLAND

GOAL 1 MAKE IMPROVEMENTS TO EXISTING PARKLAND

OBJECTIVES	STRATEGY + ACTION ITEM	GROUP RESPONSIBLE	PRIORITY
1.1 Improve overall safety and accessibility of existing parks	› Complete an ADA transition plan		
	› Complete identified park improvements to address safety concerns (See Capital Improvement Recommendations in Chapter 7)		
1.2 Prioritize renovations that improve health outcomes	› Integrate walking trails, fitness equipment and other amenities that improve physical health outcomes		
	› Integrate passive recreation opportunities that connect people with nature to improve mental and emotional health outcomes		
	› Implement policy forbidding smoking and / or tobacco products at all public parks		
1.3 Improve overall park placemaking and comfort across the park system	› Identify opportunities to integrate public art, interpretive signage, or other unique park elements into existing parks.		
	› Install additional plant material (shrubs and trees) at all parks to enhance visual appearance and demonstrate park pride		
	› Provide additional amenities to offer shade (landscaping, shade structures, shade sails, etc.).		
1.4 Implement park upgrades and expansions with relevant amenities per results of the scientific survey and community input	› Refer to detailed park amenity recommendations included in Chapter 7.		

1.5 Establish and implement design standards to address consistent style of site furnishings and wayfinding across all system parks.	› Create Department-specific branding for use in promotional materials and park wayfinding.		
	› Update all internal and external collateral materials to reflect new brand.		
	› Install new way finding and site furnishing matching established design standards at all existing and future parks.		
1.6 Develop park master plan and cost estimate for the redevelopment and revitalization of Soul City Park and development of the 45 acre parcel of land on Serls Farm Road	› Commission park planning & design firm to develop master plan		
	› Engage and include the community throughout the master planning process		
	› Develop a cost estimate (phased if applicable) for the proposed improvements		
	› Include cost estimate in future CIP		
	› Commission consulting firm to develop construction drawings		
	› Bid and construct project		
1.7 Continue to assist Warren County's towns with playground installation to increase impact of department	› Create a program assistance fund with established terms and conditions policy		
	› Distribute funds to jurisdiction Departments, nonprofit organizations and schools		
	› Require funded playgrounds to be public and acknowledge the County's contribution with signage as established in the terms and conditions policy.		

GOAL 2 ALLOCATE THE BUDGET NEEDED TO PURSUE CAPITAL IMPROVEMENTS

OBJECTIVES	STRATEGY + ACTION ITEM	GROUP RESPONSIBLE	PRIORITY
2.1 Pursue improvements for existing parkland based on the cost estimates identified in the recommendations section.	› Recreation Complex improvements: • Refresh mulch at playground • Event electrical hookups • Expand restrooms • Stormwater and drainage improvements • Shade Structures (for playgrounds and community events • Enhanced landscaping and beautification • Wayfinding Signage		
	› Magnolia-Ernest Recreation Park at Soul City • Overall Park Master Plan		
	› Buck Spring Park • Improved wayfinding signage: • Shade structures for playground • Replace existing water fountain • Expand ADA access to shelter from ADA parking • Interpretive signage for historic and environmental features • ADA parking and access to pier adjacent lake		
	› Rotary Park • Refresh signage, landscaping and general beautification • Improve entryway • Replace playground and swings • Provide shade structure(s) • Partner with school for enhanced maintenance through volunteers • Upgrade furnishings		

	› Warrenton Rotary Park • Replace fencing and netting • Replace doug-outs • upgrade lights • Refresh turf (sod) & dirt infield • replace bleachers • Provide ADA walking trail as access from parking lot and 1/4 mile walking loop • Replace and enhance site furnishings		

GOAL 3 PLAN FOR DEVELOPMENT OF FUTURE PARKLAND, TRAILS AND FACILITIES

OBJECTIVES	STRATEGY + ACTION ITEM	GROUP RESPONSIBLE	PRIORITY
2.1 Develop 45 acres of undeveloped open space on Serls Farm Road	› Create master plan for the site to accommodate athletics		
	› Develop master plan and cost estimate for athletic park with community center to support arts programming		
2.2 Construct 17 miles of greenway, natural surface, and mountain bike trail	› Develop greenway network plan		
	› Prioritize network segments and complete corridor studies		
2.3 Identify partnerships and determine feasibility of creating an indoor recreation facility	› Determine feasibility of partnering with YMCA, community colleges, or Departments in adjacent counties		
	› Conduct feasibility of indoor recreation space that includes cost recovery targets, additional staffing needs, potential revenue generation and a cost benefit analysis for the facility		

GOAL 4 IDENTIFY AND TRACK MAINTENANCE NEEDS OF EXISTING PARK SYSTEM

OBJECTIVES	STRATEGY + ACTION ITEM	GROUP RESPONSIBLE	PRIORITY
3.1 Expand the maintenance standards to include frequency of routine and asset preservation tasks to understand the total cost of ownership and include in maintenance plans.	› Consider method to define maintenance zones within the park system, trails, and individual facilities based on the visibility, amount of use, and frequency of maintenance needed. See example provided in the appendix.		
	› Implement park design standards that minimize additional maintenance over the life of amenities, landscaping, and assets. See park classifications in the appendix.		
	› Calculate and document the total cost of ownership using the cost of the amenity, park, or facility along with the long-term maintenance over the life of the asset, component replacement costs, the cost to replace the asset once the life has expired, and include inflation estimates		

PROGRAMMING

GOAL 1 IMPROVE CURRENT PROGRAM OFFERINGS

OBJECTIVES	STRATEGY + ACTION ITEM	GROUP RESPONSIBLE	PRIORITY
1.1 Stabilize program offerings + attendance	› Plan program offerings 1-2 years in advance		
	› Create written joint use agreements with schools, churches or other entities that can support County programming by providing indoor recreation facility space at designated times		
	› Increase opportunities to build coach/parent/ participant relationships through coach meet and greets and other social or community events		
	› Create adult recreational programming scheduled simultaneously with youth sports practices to improve parent involvement		
	› Determine potential for offering transportation or providing support for team carpooling organization.		
	› Provide recognition and incentives for attendance to keep youth engaged in recreational programming		
1.2 Increase participation among girls	› Expand opportunities for girls' team sport		
	› Target advertising to focus on girls' primary reasons for participating		
	› Pursue programs that focus on girls' fitness and wellness, such as Girls on the Run		

1.3 Track program performance and participation to ensure the department is evolving with changing demographic and recreation trends	› Establish performance measures for participation and retention of participants		
	› Implement customer satisfaction surveys to measure success of department		
	› Regularly facilitate program needs surveys to keep programs fresh and meeting community demand		
	› Implement on-line registration system to minimize burden on staff and customers		
	› Establish cost recovery goals for each core program area. Update fee schedules to meet cost recovery goals.		
1.4 Extend opportunities for summer youth programs	› Use program tracking to determine what summer programming children would like to participate in outside of regularly scheduled athletic programming		
	› Incorporate stated needs into department-wide program expansion planning		

GOAL 2 EXPAND PROGRAMMATIC OFFERINGS WITH PARTNERSHIPS

OBJECTIVES	STRATEGY + ACTION ITEM	GROUP RESPONSIBLE	PRIORITY
2.1 Expand programming to offer visual and performing arts and culture programming opportunities	› Identify partners with specific skill set and facilities to support expanded programs		
	› If successful, determine feasibility of County-led program offerings		
	› If feasible, develop program offerings based on the program classification and program life cycle strategies presented in this master plan		
	› If feasible, develop cost recovery goals and associated fee structure for all new programs		
2.2 Create a formal partnership between the Department and the Senior Center to expand program offerings for Seniors.	› Facilitate focused needs surveys to identify primary program interests and gaps in service		
	› Identify redundancies and opportunities for operational efficiencies through an enhanced partnership		
	› Identify opportunities for resource sharing		

GOAL 3 EXPAND PROGRAMMING TO ENCOURAGE RECREATIONAL TOURISM IN WARREN COUNTY

OBJECTIVES	STRATEGY + ACTION ITEM	GROUP RESPONSIBLE	PRIORITY
3.1 Leverage the greenway network plan developed in Objective 2.3 to attract recreational tourism to Warren County	› Incorporate historic, cultural or recreation destinations in the greenway network plan		
	› Incorporate greenway corridors that celebrate and attract visitors to Warren County's agricultural identity (EX: Pedal to Plate & Farm to table running and bicycle events)		
3.2 Identify opportunities for expanding Buck Springs Park with destination amenities to attract new visitors and increase revenue through value added programs	› Expand mountain bike trails		
	› Evaluate potential for ropes course, boat rentals, or environmental programming on the trails and at the community building.		
3.3 Develop strong partnerships with agencies who promote recreation and tourism	› Partner with Warren County Economic Development Commission needs, opportunities and responsibilities for implementation		
	› Partner with State Parks and Wildlife Resources Commission to promote safe and accessible recreation on Kerr Lake and State Game Lands		
	› Partner with NC Wildlife Resources Commission to promote hunting, inland fishing, and trapping and attract new visitors to the County		
3.4 Consider hosting recreation events to diversify sources of recreation revenue and promote the visitation to the County	› Complete feasibility / market study for hosting events such as mud runs, 5K, triathlons, road or trails races.		

OPERATIONS

GOAL 1 EXPAND STAFF TO SERVE ADDITIONAL PROGRAM OFFERINGS

OBJECTIVES	STRATEGY + ACTION ITEM	GROUP RESPONSIBLE	PRIORITY
1.1 Develop organizational structure that improves efficiency, fills gaps and allows for diversification of staff talent	› Develop organizational chart that accommodates new positions		
	› Develop detailed roles and responsibilities for current and future department staff positions		
	› Match staff talent with appropriate roles and responsibilities to improve efficiencies and quality of service		
	› Develop a succession plan to communicate information and knowledge transfer		
1.2 Attract and retain two new positions to fill gaps in marketing, programming and / or maintenance	› Identify gaps in operations and develop job descriptions for future staff, highlighting culture, benefits and career development		
	› Compete peer agency salary reviews to determine competitive salaries ranges		
	› Develop continuing education and training program to enhance staff skills and promote career development		
	› Implement employee recognition plan to acknowledge and celebrate success		
1.3 Create operations plan for Buck Springs Park	› Specify cost recovery goals, maintenance levels and operational responsibilities		
	› Assign a park manager / superintendent as the primary point of contact and manager of all operations.		

1.4 Review the Department's employee manual, policies, operating procedures	› Update all policies to improve communications, efficiencies and further define roles and responsibilities		
	› Develop and conduct training for agency staff (part and full time) on all policies and procedures		

GOAL 2 REVAMP OUTREACH OPPORTUNITIES FOR ADVERTISING PROGRAMMING, ESPECIALLY NEW PROGRAMMING

OBJECTIVES	STRATEGY + ACTION ITEM	GROUP RESPONSIBLE	PRIORITY
2.1 Develop marketing strategy department wide.	› Identify part-time marketing coordinator to prepare marketing collateral, manage social media accounts, and promote programs and events.		
	› Identify and develop promotional materials such as Leisure guides, press releases, and monthly newspaper articles		
	› Update all promotional materials with new department branding		
2.2 Target promotional material to increase new participants and users	› Identify priority segments (currently under served) to target marketing efforts towards		

GOAL 3 IMPLEMENT BEST PRACTICES FOR PROGRAM ADMINISTRATION SUCH AS PROGRAM LIFE CYCLE, COST RECOVERY AND PRICING STRATEGIES

OBJECTIVES	STRATEGY + ACTION ITEM	GROUP RESPONSIBLE	PRIORITY
3.1 Adjust program distribution to align with best practices	› Complete customer satisfaction surveys to determine where gaps exist and what programs are in demand		
	› Add programs in the introduction stage (i.e. new or revamped core programs) to minimize gaps in service		
3.2 Establish cost recovery goals for each core program area	› Determine Departmental approach to cost recovery and establish cost recovery goals in accordance with best practices identified in this plan		
3.3 Expand pricing structure to include additional pricing strategies	› Determine pricing structure required to meet cost recovery goals		
	› Approve and implement new pricing policy		

9 APPENDIX

Park Planning + Design > **Best Practices**

PARK CLASSIFICATION APPENDIX

2018

WARREN COUNTY

pros consulting

McAdams

ETC Institute

INTRODUCTION

This appendix outlines Warren County's proposed park classification system. The purpose of the park classification system is to provide a conceptual framework for the Parks and Recreation Department to understand the park usage and programming, site selection, maintenance standards and design standards for a park. The park classification system can be used to understand the maintenance needs and design standards suitable for an existing park based on park size and park use, or it can be used to inform site selection, design standards and maintenance requirements for a future park as land is acquired. When properly applied, the park classification system will result in a park system that is diverse, cohesive, well-maintained and safe.

NEW PARK CLASSIFICATION SYSTEM

The proposed park classification system utilizes the National Recreation and Parks Association's (NRPA) 1995 document that establishes widely accepted park classification standards. The report states that "a standard for parks and recreation cannot be universal, nor can one city be compare with another even though they are similar in many respects."[1] While the NRPA is an important tool for parks and recreation departments, the classification system has its limitations. The proposed park classification system for Warren County tailors the NRPA standards to meet the County's specific needs and provides more comprehensive standards that incorporate a finer level of detail into how a park is designed and used. Some of these details include site selection, maintenance standards, detailed design standard and length of stay.

- **Site selection:** How does an available site influence what type of park can be built there? How does community need influence acquisition decisions to ensure the site will be adequate for the identified need?
- **Park usage:** How do visitors use this park? How does programming affect park design standards? How do the existing conditions of the site and the needs of the surrounding community affect park design standards?
- **Maintenance standards:** What is the expected maintenance load to keep this park safe, clean and inviting?
- **Design standards:** What design standards must be met for the park to fulfil its purpose for as many people as possible?

The new park classifications are intended for both existing parks and future parks. These classifications are:

- Pocket Park
- Neighborhood Park
- Community Park
- Regional Park
- Special Use Park or Facility
- Joint-Venture Facilities
- Open Space Natural Areas
- Sports Complexes
- Greenbelts, Greenways and Multi-use Trails

[1] Mertes, James D., and James R. Hall. 1996. *Park, Recreation, Open Space and Greenway Guidelines.* Arlington, Va.: National Recreation and Park Association.

POCKET PARK

Pocket parks are small open spaces that are well-integrated into surrounding land use patterns. They serve as play areas for children, spaces for relaxing and socializing, taking lunch breaks and even small event spaces. Successful pocket parks are accessible to pedestrians, allow people to engage in self-led recreational activities such as playing or relaxing and are comfortable and inviting spaces where visitors can expect to interact with friends and neighbors.

In general, pocket parks offer minimal amenities on site and are not designed to support programming, except for small neighborhood events such as farmers markets or shelter rentals. The service area for pocket parks is usually less than a quarter-mile and they are intended for users within close walking distance of the park.

Pocket parks are not typical offerings of county recreation departments as their small size, frequent use and inevitably wide geographic distribution would place an undue maintenance burden on Department staff. However, pocket parks are excellent strategies for small, underutilized spaces or areas where the community needs an amenity such as a playground but has limited resources.

SITE SELECTION

Location	– Adjacent to areas with frequent pedestrian use – Adjacent to residential or commercial areas – On neighborhood streets or areas protected from heavy automobile traffic – On underutilized urban land
Sizing	– Approximately 0.5 to 3 acres
Connectivity	– Should connect to commercial and residential developments when possible – May connect to multi use paths, greenways or other urban trails – Visitors to the park will typically come from a 0.25 mile radius

PARK USAGE

Visit Duration	– Visitors tend to stay an hour or less
Programming	– Parks are designed primarily for passive or unprogrammed recreation – Small special events may occur onsite – Amenities are unprogrammed and can be used on a first-come, first-served basis

MAINTENANCE STANDARDS

Level 1	– 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	– Required for this park
Level 3	– Standard is inadequate for this park

DESIGN STANDARDS

Amenities	–	Should include amenities for passive recreation such as fitness walking loops, playgrounds and picnic shelters
Comfort Facilities	–	Restrooms are not provided
	–	Covered shelters may be provided
	–	Water fountains may be provided
Sports	–	May feature unprogrammed small sports fields or courts
Playgrounds	–	Designed for ages 2 to 5 years and 5 to 12 years
	–	Should include shade
	–	Should be ADA accessible
Furnishings	–	Benches and garbage cans should be located near amenities
	–	Park furnishings should meet jurisdiction's style and design standards
Landscaping	–	Appropriately designed to complement park theme
	–	Will enhance visitor experience
	–	Will not obscure visibility of park's amenities to ensure safety
Signage	–	Consistent style within park and park system
	–	Should meet jurisdictional style and design standards
	–	May include entrance signage
	–	Wayfinding signs within park if needed
	–	Pedestrian-scale wayfinding signs to direct visitors to park
	–	Park and amenity rules will be posted
Transportation Access	–	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 include curb cuts to accommodate wheelchairs and strollers
Traffic Calming	–	Traffic calming methods should be used on streets adjacent to the park to enhance pedestrian access to the park
Lighting	–	Security lighting should be kept on all night
	–	
Naming	–	Park name should be consistent with the jurisdiction's ordinances
Art	–	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	– 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

NEIGHBORHOOD PARK

Neighborhood parks offer a variety of recreational opportunities close to places where people live, work, and play. Neighborhood parks likely receive daily use. These parks are integrated into the neighborhood land use pattern and often have little or no parking to prioritize walking to the destination instead of driving. 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	– Located near local collector streets – Located in established or growing neighborhoods – Adjacent to community anchor such a school – Within walking distance of residential areas
Sizing	– Appropriately sized to accommodate multiple park amenities with a balance of active and passive recreation – Most parks will be between 3 to 10 acres
Connectivity	– Connect to commercial and residential developments or downtown districts when possible – Greenways, sidewalks, crosswalks and connector trails connect this park to its surroundings – Visitors to this park will generally come from a 0.5-mile service radius

PARK USAGE

Visit Duration	– Visitors tend to stay one to two hours
Programming	– Revenue generating facilities or programs are not present or are not the focus of this park – Up to 85 percent of this park is actively programmed or developed – At least 15 percent is open and unprogrammed space – Amenities are unprogrammed and can be used on a first-come, first-served basis – A single signature amenity may require programming or reservations

MAINTENANCE STANDARDS

Level 1	– 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	– Required for this park
Level 3	– Standard is inadequate for this park

DESIGN STANDARDS

Amenities	– Amenities will be varied and provide wide appeal to users of many ages, ability levels and interests – Examples of amenities may include walking loops, fitness stations, playgrounds, dog parks, picnic shelters, sports courts, and open play fields
Comfort Facilities	– Restrooms are not provided unless necessary for the signature amenity
Sports	– Sports fields and courts may be present but will be unprogrammed or multi-use – Fields may be used to support league practice when other space is not available
Playgrounds	– Accommodate ages 2 to 5 years and 5 to 12 years – Should include shade – Should be ADA accessible
Furnishings	– Benches and garbage cans should be located near amenities – Park furnishings should meet jurisdiction's style and design standards
Landscaping	– Appropriately designed to complement park theme – Will enhance visitor experience – Will not obscure visibility of park's amenities to ensure safety
Signage	– Consistent style within park and park system – Entrance signage should be provided at vehicular and pedestrian accesses – Wayfinding signs within park – Should meet jurisdictional style and design standards – Park and amenity rules will be posted
Transportation Access	– 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
Traffic Calming	– Traffic calming methods should be used on streets adjacent to the park to enhance pedestrian access to the park
Lighting	– Security lighting should be kept on all night
Naming	– Park name should be consistent with the jurisdiction's ordinances
Art	– 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	– 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 can offer a variety of outdoor and indoor recreational opportunities, such as multiple athletic fields or a combination of uses. Community parks should be large enough to adequately accommodate multiple amenities and both passive and active recreational opportunities. Unprogrammed open space is available at this park and may provide greenway access to other parks or natural features. It is important to link these community parks within the pattern of the County system as they offer a broader variety of park facilities.

SITE SELECTION

Location	– 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	– Appropriately sized to accommodate multiple park amenities – Most parks will be between 10-30 acres
Connectivity	– 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 to this park will generally come from a two mile service radius

PARK USAGE

Visit Duration	– Visitors tend to stay two to three hours at this park
Programming	– Should have a minimum of four essential program services such as sports practice games camps or aquatics – Revenue generating facilities are an important feature of this park and generate many of the park's visits – More than half of this park is actively programmed or developed with amenities – Up to one third is open and unprogrammed space – Jurisdiction may partner with community groups such as sports leagues to offer programming – May be the location of indoor recreational facilities

MAINTENANCE STANDARDS

Level 1	– 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	– Required for this park
Level 3	– Standard is inadequate for this park

DESIGN STANDARDS

Amenities	– Should have up to four signature amenities – Amenities should have broad community appeal
Comfort facilities	– Restrooms should be provided – Water fountains should be provided
Sports	– Sports fields should be programmed for practice and organized league play
Playgrounds	– Designed for ages 2 to 5 years and 5 to 12 years – Should include shade and seating – Should be ADA accessible
Furnishings	– Should meet jurisdictions style and design standards within park and park system
Landscaping	– 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 such as a demonstration garden
Signage	– Consistent style within park, park system and jurisdictional style and design standards – 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
Transportation Access	– Must provide ample parking for auto-based trips to park – Parking provision may be determined based on traffic generation of programs and amenities – Should occupy no more than 10 percent of the park but must meet local development standards – Should include a combination of lot parking and widened on-street parking – Bicycle parking should be provided – Curb cuts in and around the park should accommodate wheelchairs and strollers
Traffic Calming	– Should be used on streets adjacent and within the park to enhance pedestrian access to the park
Lighting	– Sports field lighting should be provided as needed – Should be constructed to sports field standards – 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	– Park name should be consistent with the jurisdiction's ordinances
Art	– Public art may be included – Should represent the character, context, and brand of the adjacent neighborhoods – Local artists should be commissioned to provide art installations
Environmental Sustainability	– 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	– Safety design of park should meet established standards of crime prevention through environmental design standards

REGIONAL PARK

Regional parks offer large-scale recreational opportunities and tend to offer access for residents and regional visitors to pursue passive recreation, such as boating, camping, hiking, self-guided environmental education or exploration. Regional parks can be managed as nature preserves and can protect high-quality natural areas for their unique ecological characteristics. 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.

Buck Spring Park's approximately 80 acres feature historic and natural elements, complimented by trails, open space, gathering and play areas.

SITE SELECTION

Location	–	May be located to protect natural resources such as wetlands, streams, and other geographic features or sites with significant cultural or historic features
Size	–	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 50-150 acres in size
Connectivity	–	Located on roads capable of handling the anticipated traffic generated by the amenities on-site, including special events
	–	Link to major trail systems
	–	Park should be accessible by public transportation
	–	Include the area in trails master planning and as a destination for regional trail systems

PARK USAGE

Visit Duration	–	Visitors will make day-long trips to this park
Programming	–	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
	–	Up to 50 percent will be programmed space
	–	50 percent or more will be unprogrammed for passive recreation
	–	Programs should meet at least four of the community's core parks and recreation needs

MAINTENANCE STANDARDS

Level 1	–	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	–	Minimum for this park
Level 3	–	Inadequate for this park
Other	–	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	–	Should offer between 10 and 12 amenities
	–	Amenities should have regional appeal
	–	Special facilities with regional appeal may include sports complexes, lakes, regional playgrounds, reservable shelters, camping, outdoor or extreme sport access, recreation centers, pools, gardens, trails, camping and more
	–	Revenue generating facilities may include entry/membership fees, gift shops for the sale of retail or park-branded merchandise or concessions
	–	Programming may include pay-to-play, value-added amenities such as supervised rock climbing
	–	May include facilities for large outdoor special events including amphitheaters or event fields with vendor hookups
Comfort facilities	–	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
Sports	–	Sports facilities or sports complexes may be one amenity offered at the park (although sports complex is a separate classification)
Playgrounds	–	Playground units should be placed to compliment other amenities
Furnishings	–	Should meet jurisdiction's style and design standards within park and park system
Landscaping	–	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	–	Consistent style within park and park system meeting jurisdiction standards
	–	Should provide entrance signage or monumentation
	–	Wayfinding signs or informational kiosks within park

	–	Posted rules for park and amenities
	–	May provide interpretive kiosks
	–	Wayfinding signage located at arterial roads should direct visitors to park
Transportation Access	–	Should accommodate parking needs on high volume days
	–	Overnight parking available when camping is offered
	–	Special event or overflow parking provided if needed.
Traffic Calming	–	Methods should be used within the park to ensure pedestrian safety along walking routes between amenities
Lighting	–	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	–	Park name should be consistent with the jurisdiction's ordinances
Art	–	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	–	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	–	Safety design of park should meet established standards of crime prevention through environmental design standards (CPTED)

SPECIAL USE PARK OR FACILITY – *JOHN GRAHAM GYM*

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

SITE SELECTION

Location	–	Facility should be located at a site appropriate for the intended use
Sizing	–	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

PARK USAGE

Visit Duration	–	Varies based on facility
Service Radius	–	Varies based on facility
Programming	–	Varies based on facility
	–	Typically serves special user groups and historically underserved populations
	–	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

MAINTENANCE STANDARDS

Standard	–	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	–	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
Comfort Facilities	–	Varies based on facility
Sports	–	Varies based on facility
	–	May provide facilities for niche sports
Playgrounds	–	May be placed to compliment other amenities
Furnishings	–	Should meet jurisdiction's style and design standards within park and park system

Landscaping	– Should be appropriate design to compliment park theme and use – Should enhance visitor experience – May be enhanced near entryways or amenities
Signage	– Consistent style within park and park system meeting jurisdictional standards – Should provide entrance signage or monumentation – Wayfinding signs or informational kiosks within park – Posted rules for park or facility – May vary based on facility
Traffic Calming	– Methods should exist within the park and on pedestrian routes accessing the park
Lighting	– 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	– Park name should be consistent with the jurisdiction's ordinances
Art	– Public art may be included – Should represent the character, context, and brand of the adjacent neighborhoods, the jurisdiction or wider region – Local artists should be commissioned to provide art installations
Environmental Sustainability	– 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	– Safety design of park should meet established standards of crime prevention through environmental design standards (CPTED)

JOINT-VENTURE FACILITIES

Joint-venture facilities allow public agencies to maximize resources by allowing the Parks and Recreation Department to enter an agreement with another entity to benefit from the shared use of facilities and valuable land resources. The local school system, local businesses and other public departments are all entities that could profit from joint-use facilities. These facilities typically go beyond the simple shared used of indoor and outdoor recreational facilities. The Parks and Recreation Department would partner with the other entity regarding the development, maintenance and operation of these facilities. The shared use of indoor amenities (gymnasiums, classrooms, community rooms, etc.) or outdoor amenities (ball fields, playgrounds, picnic shelters, etc.) maximizes opportunities for community use while minimizing the costs of development, operation and maintenance. Joint-venture facilities are only successful when roles, responsibilities and the use of facilities are outlined in a mutually agreed upon joint use agreement between both parties.

SITE SELECTION

Location	–	Varies based on facility
Sizing	–	Varies based on facility
Connectivity	–	Located on roads capable of handling anticipated traffic generated at peak hours
	–	Link to major trail systems or greenways when possible

PARK USAGE

Visit Duration	–	Varies based on facility
	–	Visitors may stay 2 to 6 hours or all day for tournaments or special events
Programming	–	Varies based on facility
	–	Focus is on active programming of most amenities
	–	Joint-venture facilities may embody the “park within a park” concept which describes facilities that exist as a portion of a larger park; both facilities benefit from the proximity of the other

MAINTENANCE STANDARDS

Standard	–	Level of maintenance varies based on facility and is defined in the mutually agreed upon joint-use agreement between both parties

DESIGN STANDARDS

Amenities	–	If sports facilities are a part of the designated program, provide 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	–	Restrooms should be located at multiple strategic locations
	–	Drinking fountains should be provided

	–	Additional comfort facilities, such as concession stands, to be determined for each facility
Sports	–	Varies by facility
Playgrounds	–	Varies by facility
Furnishings	–	Should meet jurisdiction's style and design standards within park and park system
Landscaping	–	Landscape varies based on facility and is defined in the mutually agreed upon joint-use agreement between both parties
Signage	–	Park and amenity rules posted
	–	Should meet jurisdiction's style and design standards within park and park system
Transportation Access	–	Parking should be adequate for estimated trip generation of onsite amenities
	–	Parking may need to accommodate the needs of both parties in agreement
Traffic Calming	–	Varies by facility
Lighting	–	Varies by facility
Naming	–	Naming should be consistent with the jurisdiction's ordinances
Other	–	Roles, responsibilities and the use of facilities must be defined by a mutually agreed upon joint use agreement

OPEN SPACE AND NATURAL AREAS

Open space and natural areas are undeveloped but may include natural or paved trails. Natural areas may be preserved for their unique natural features or may be incidental to other uses such as early successional areas in utility easements and forested stream buffers. Open space and natural areas contain natural resources that can be managed for recreation and natural resource conservation values such as a desire to protect wildlife habitat, ecological function, water quality and endangered species. Open space can also provide opportunities for nature-based, unstructured, low-impact recreational opportunities such as walking, photography, and wildlife viewing.

SITE SELECTION

Location	– Should be located to protect natural resources such as wetlands, streams, forests and other geographic features or sites with significant cultural or historic features – Should provide pedestrian access to notable natural features such as mature forests, streams, and lakes if access will not negatively impact the ecological integrity of the features
Sizing	– Should be sized according to goals of natural area and conservation and land management best practices – Should be large enough to provide trail desired mileage without seeming overcrowded – Should be large enough to preserve environmental features identified for protection
Connectivity	– Should connect to greenway system when possible and may serve as a habitat corridor

PARK USAGE

Visit Duration	– Visitors may stay 2 to 6 hours
Programming	– Up to 100 percent will be unprogrammed space – Jurisdictions or community partners may provide environmental education or health and wellness programming onsite – May be site of day camps focused on outdoor activities or extreme sports as facilities and natural features allow – In cases where public access is not allowed, park should fulfill specifically articulated environmental service such as water filtration or viewshed protection

MAINTENANCE STANDARDS

Standard	– Demand-based maintenance with available funding – Environmental management practices observed and implemented

DESIGN STANDARDS

Amenities	– Amenities should accommodate passive recreation needs

	– Amenities may include paved or natural surface trails, wildlife viewing areas, outdoor or extreme sports facilities, disc golf, environmental or cultural interpretive signage, educational facilities
Comfort Facilities	– Restrooms should not be provided unless there is an adequate budget for regular upkeep – Portable restroom facilities may be provided during special events
Sports	– Sports facilities should not be located at this park
Playgrounds	– Natural playscapes may be provided at trail heads
Furnishings	– 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
Landscaping	– Areas are generally not landscaped – Entryways or areas around buildings may be landscaped – Prioritize use of native plant species – Protect naturally-occurring vegetation – Implement invasive species management or other natural resource management plans as necessary to maintain ecological integrity of site
Signage	– Wayfinding signage at trailheads – Trail intersections marked – Color-coded blazes along trails – Interpretive kiosks at locations of interest
Transportation Access	– Parking should be adequate for estimated trip generation of onsite amenities – Parking may need to accommodate site-specific features such as boat launches or trailer turnarounds
Traffic Calming	– Methods used in parking areas to ensure pedestrian safety
Lighting	– None
Naming	– Naming should be consistent with the jurisdiction's ordinances
Other	– Land management plan developed and implemented.

SPORTS COMPLEXES

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

Sport field design includes appropriate field distances for each sport's governing body and support amenities designed to produce revenue to offset operational costs. Signature sports complexes include enhanced amenities such as artificial turf, multipurpose field benches and bleachers, scoreboards, amplified sound, scorer's booths, etc.

SITE SELECTION

Location	– Should be located on or near arterial streets or interstates 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	– 40 acres or more for stand-alone sports complexes
Connectivity	– Accessible by public transportation when provided – Located on roads capable of handling anticipated traffic generated at peak hours – Link to major trail systems

PARK USAGE

Visit Duration	– Two- to three-hour experience for single activities – Can be all day for tournaments or special events.
Programming	– Four or more revenue generating facilities or programs – 90 percent active programming – 10 percent passive programming – Focus is on active programming of most amenities – Sports complexes may embody the "park within a park" concept which describes facilities that exist as a portion of a larger park; both facilities benefit from the proximity of the other

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	– 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	– 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
Sports	– Sports programming, practice, league play and tournaments are the primary purpose of this facility
Playgrounds	– May be provided as support amenity
Furnishings	– Should meet jurisdiction's style and design standards within the park and park system
Landscaping	– 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
Signage	– 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
Transportation Access	– Adequate parking and circulation for high-volume days – Overflow parking options
Traffic Calming	– Methods should be used within the park to ensure pedestrian safety along walking routes between amenities – Pedestrian connectivity to surrounding neighborhoods if possible
Lighting	– Sports field lighting – 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	– 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	– 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	– Safety design of park should meet established standards of crime prevention through environmental design standards (CPTED)

GREENBELTS, GREENWAYS, MULTI-USE PATHS AND TRAILS

Greenbelts, greenways, multi-use paths and trails are essential elements of a park system by creating connections between recreational spaces, serving as recreational spaces themselves and providing linkages among the places where people live, work and play.

A greenway, path or trail may be paved, gravel or natural surface, depending on its purpose and intended use. These trails may connect users to destinations outside of parks or provide loops for walking, jogging or running. Trails 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.

Trails and paths serve many purposes. They offer safe routes for biking and other forms of alternative transportation and provide safe locations for individuals to pursue fitness activities. Greenbelts provide urban wildlife corridors and offer sites for outdoor recreation and environmental interpretation.

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

SITE SELECTION

Location	– All trails should be located to maximize connectivity of the park system – Locating greenway systems should be a result of comprehensive planning processes to ensure long-term connectivity and viability
Sizing	– 30-foot right of way of unencumbered land for a greenbelt – 10-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	– 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

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

Standard	– Maintenance standard should be determined based on season, usage rates and available funding

DESIGN STANDARDS

Amenities	– 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
Sports	– Not applicable
Playgrounds	– Not applicable
Furnishings	– 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	– 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	– Mileage markers at half mile intervals – Interpretive kiosks as appropriate – Wayfinding signage at trailheads – Street identification and pedestrian signage at road crossings
Transportation Access	– Provide some parking at major trailheads – Account for additional parking need when greenway trailhead is located within existing park
Traffic Calming	– Traffic calming is essential at locations where urban trails cross traditional road ways – Signage should indicate trail crossing to motorists and trail users – Crossings may be painted, lighted with push-button activation, raised, or other
Lighting	– Security lighting at trailheads is preferred
Naming	– Greenways, paths and trails should be consistent with the jurisdiction's ordinances
Art	– 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	–	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	–	Safety design of park should meet established standards of crime prevention through environmental design standards (CPTED)

MAINTENANCE STANDARDS

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

Level 1 Maintenance – High profile areas where the entire area is visible to foot traffic such as entrances to community centers and areas where funding permits a higher level of maintenance. Example of maintenance activities include: Mowing and edging twice per week during peak growing season, 95 percent turf coverage at start of season with 5% weeds and 0 percent bare area, edging once per week, tree pruning cycle once annually, litter pickup twice per week.

Level 2 Maintenance – Moderate to heavy use typical of most parks. Example maintenance activities include: Mowing and edging once per week, 80 percent turf coverage at start of season with 5-10% weeds and 5 percent bare area, tree pruning cycle every several years, litter pickup once per week.

Level 3 Maintenance – Typical for low usage parks or when funding is limited very limited. Example maintenance activities include: Mowing and edging every 2 weeks, 80 percent turf coverage at start of season with 20 percent weeds, edging once per week or every 2 weeks in off-season, tree pruning cycle every 10 years, litter pickup every other week. In areas where turf does not impact quality of experience (i.e., dog parks) or non-landscaped open space areas, demand-based maintenance is provided according to funding availability.

DEFINITIONS

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

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

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

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

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

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

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

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

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

Warren County Parks & Recreation Survey 2018

…helping organizations make better decisions since 1982

Findings Report

Submitted to Warren County, North Carolina

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

August 2018

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Warren County
Parks & Recreation Survey
Executive Summary

Overview

ETC Institute administered a needs assessment survey for Warren County during the summer of 2018. The survey was administered as part of the County's efforts to plan the future for parks and recreation opportunities. The survey and its results will guide Warren County in making improvements to the County's existing and future parks, trails, and recreational programs to best serve the needs of its residents. The survey will also help the County establish priorities for the future improvement of Parks and Recreation facilities, programs and services within its communities.

Methodology

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

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

The goal was to obtain completed surveys from at least 300 residents. The goal was exceeded with a total of 362 residents completing the survey. The overall results for the sample of 362 households have a precision of at least +/-5.1% at the 95% level of confidence.

This report contains the following:

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

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

Overall Facility Use

Eighty-six percent (86%) of respondents indicated their household has used the Recreation Complex during the past 12 months, 36% have used the John Graham Gym, and 24% have used Buck Spring Park. Thirty percent (30%) of respondents who have visited at least one park or facility operated by Warren County made between 1 and 5 visits during the past 12 months, 22% made between 6 and 10 visits, 18% made between 11 and 20 visits, 7% made between 21 and 25 visits, and 25% made 26 or more visits. The John Graham Gym (85%) and the Recreation Complex (61%) were the most used parks or facilities visited by respondent households.

Program Participation and Ratings

Twenty-three percent (23%) of households indicated they have participated in Warren County Parks and Recreation Department programs during the past 12 months. Of those households who have participated in at least one program during the past 12 months, forty-two percent (42%) rated the overall quality of the program as "excellent" and 41% rated the programs as "good", 10% gave a "fair" rating, only 2% gave a "poor" rating, and 4% did not give a response.

Use of Parks, Facilities, and Programs

Respondents were asked to indicate all the reasons their household use parks, facilities, and programs offered by the Warren County Parks and Recreation Department. Sixty-one percent (61%) of respondents indicated they use parks, facilities, and programs offered by Warren County because the programs are close to their residence or they enjoy being outdoors, and 54% use them for improved physical health and fitness.

Organizations Used for Parks, Facilities, and Programs

Three-quarters of respondents (75%) indicated their household uses Warren County Parks and Recreation for parks, facilities, and program recreation use. The three organizations that provide households with parks, facilities, and programs, not including Warren County Parks and Recreation, were: State or Federal parks (41%), churches or other religious organizations (34%), and school facilities (30%). Respondents were then asked to indicate what organizations they use the most often for their household's recreation needs; thirty-five percent (35%) use Warren County Parks and Recreation, 13% use State or Federal parks, and 8% use churches or other religious organizations.

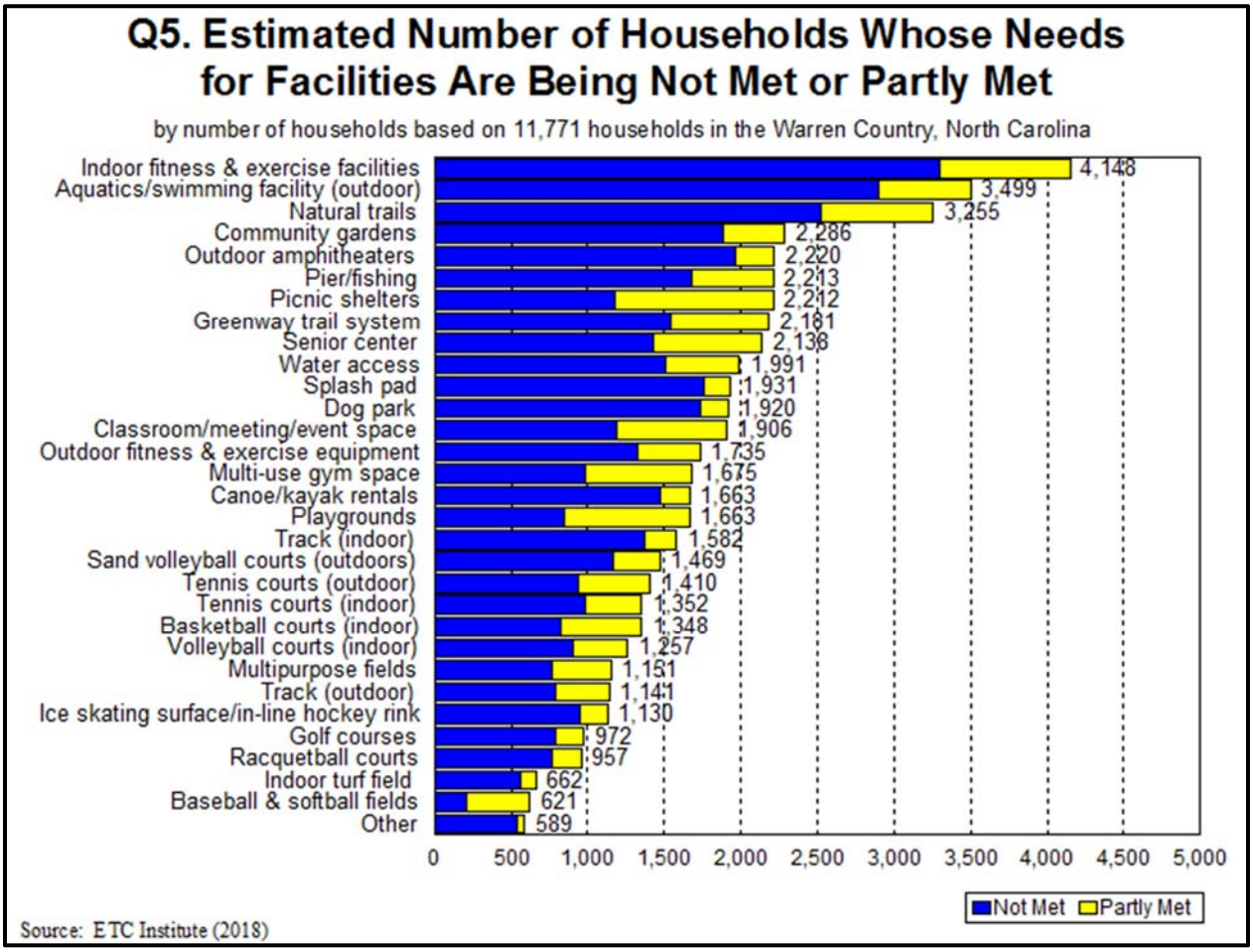
Barriers to Park, Facility and Program Usage

Respondents were asked from a list of 15 potential reasons to identify what prevents them from using parks, facilities, and programs offered by the Warren County Parks and Recreation Department more often. The top four reasons selected were: lack of information/don't know what is offered (41%), not enough time/too busy (36%), facilities are too far from home (29%), and not interested in what is provided (20%).

Facility Needs and Priorities

Facility Needs: Respondents were asked to identify if their household had a need for 30 recreation facilities and amenities and rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest "unmet" need for various facilities.

The top four recreation facilities with the highest percentage of households that indicated a need for the facility were: indoor fitness and exercise facilities (43%), picnic shelters (43%), playgrounds (41%), and natural trails (40%). ETC Institute estimates a total of 4,148 of the 11,771 households in Warren County have unmet needs for indoor fitness and exercise facilities, 3,499 households have unmet needs for an aquatics/swimming facility (outdoors), and 3,255 households have unmet needs for natural trails. The estimated number of households that have unmet needs for each of the 30 facilities that were assessed is shown in the table below.

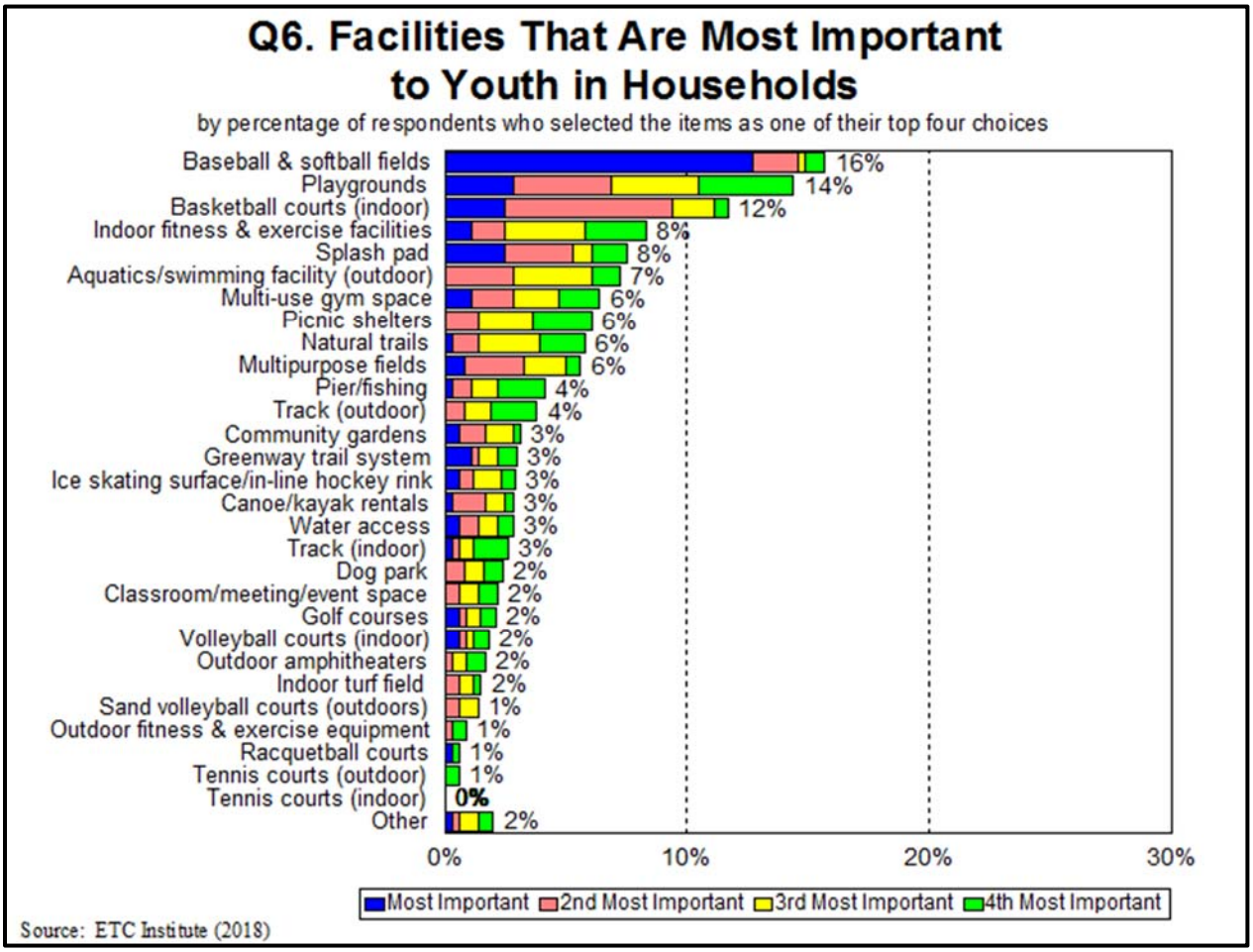


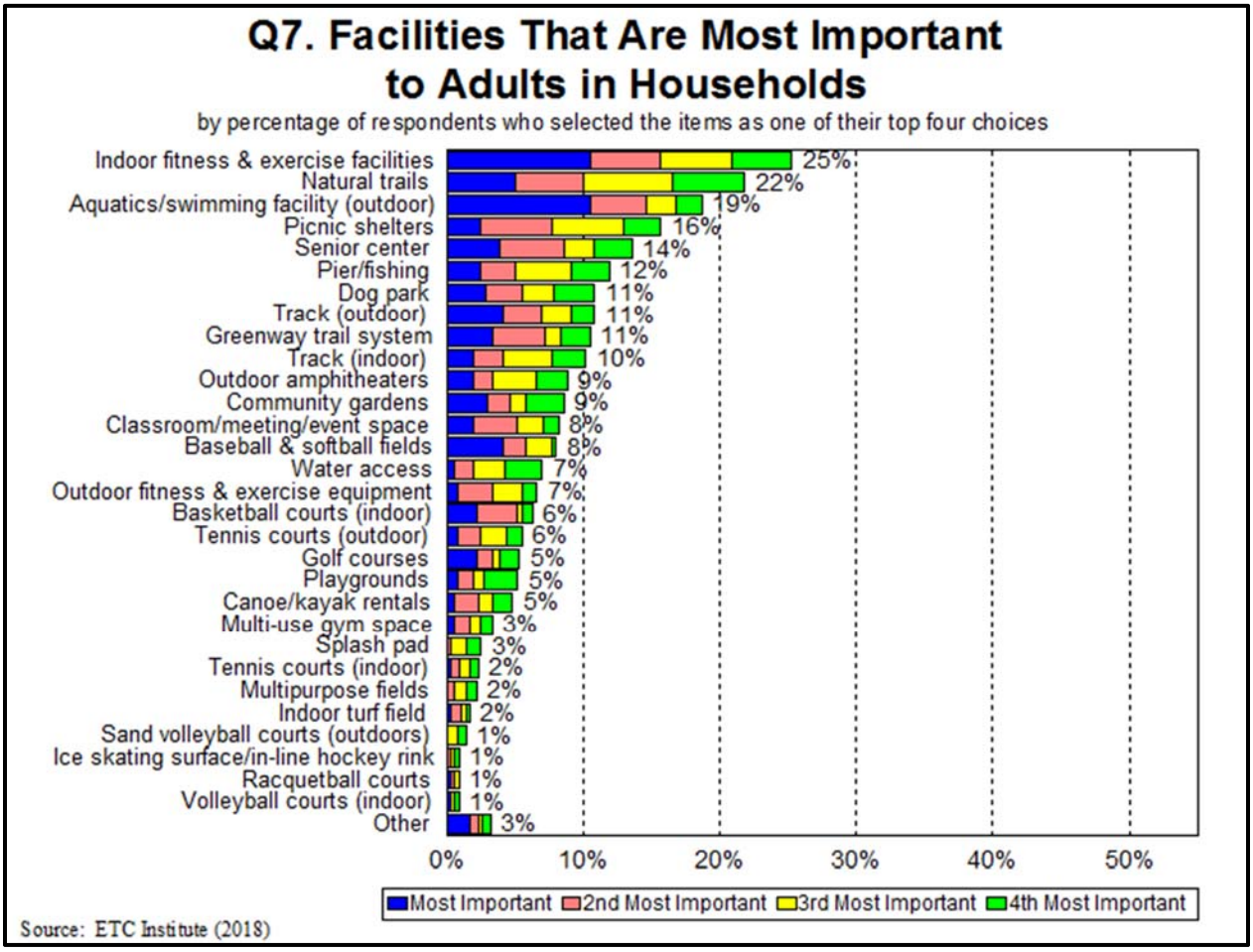
Facility Importance: In addition to assessing the needs for each facility, ETC Institute also assessed which facilities were the most important to both youth and adults.

Youth: Based on the sum of respondents' top four choices, the three most important facilities to youth, were: baseball and softball fields (16%), playgrounds (14%), and indoor basketball courts (12%).

Adults: Based on the sum of respondents' top four choices, the three most important facilities to adults, were: indoor fitness and exercise facilities (25%), natural trails (22%), and an outdoor aquatics/swimming facility (19%).

The percentage of residents who selected each facility as one of their top four choices, for youth and adults are shown below and on the following page.



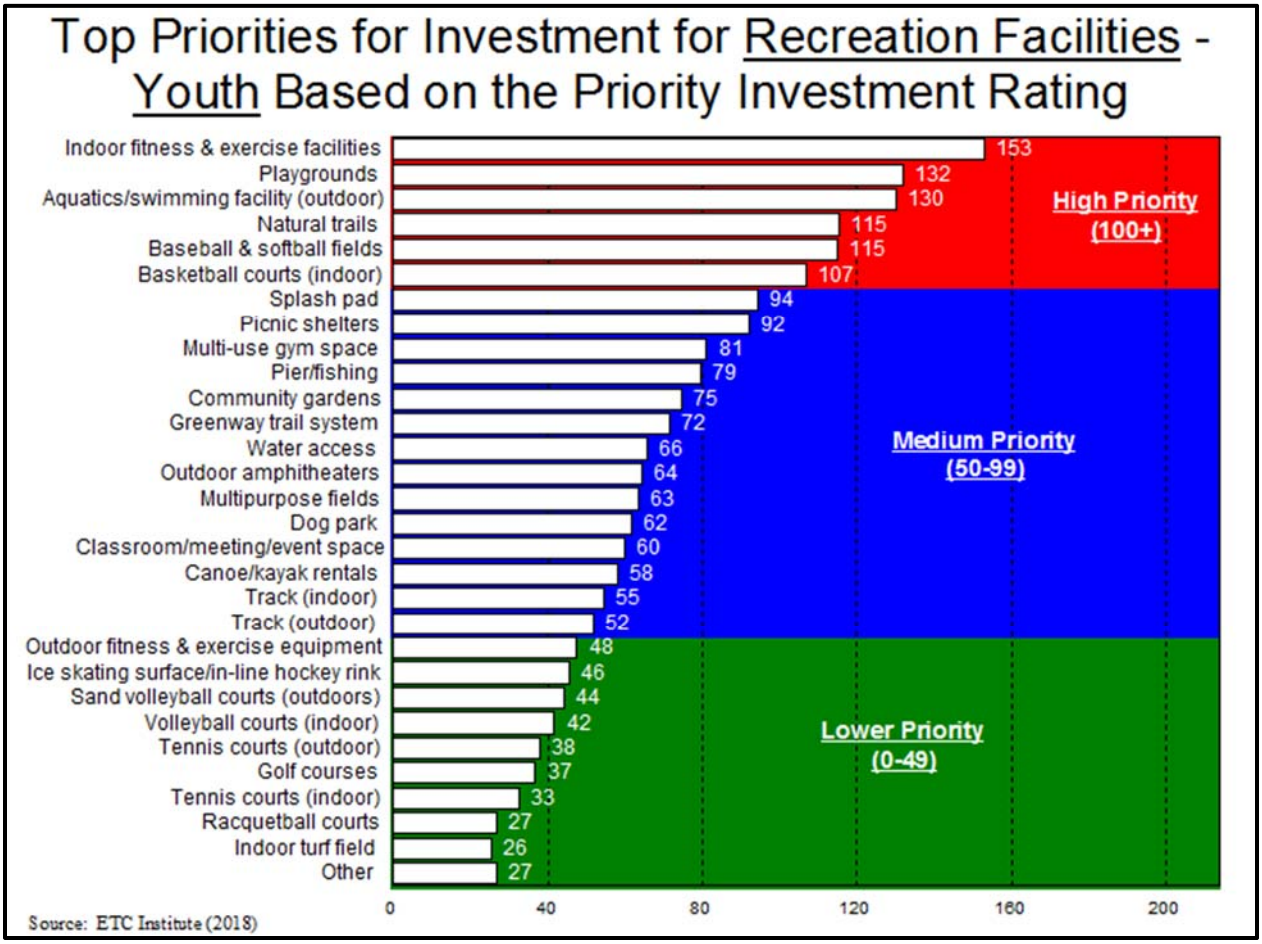


Priorities for Facility Investments – Youth. The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on Parks and Recreation investments. The Priority Investment Rating (PIR) equally weights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

Based the Priority Investment Rating (PIR), the following six facilities were rated as " high priorities" for **youth** in the County:

- Indoor fitness & exercise facilities (PIR=153)
- Playgrounds (PIR=132)
- Outdoor aquatics/swimming facility (PIR=130)
- Natural trails (PIR=115)
- Baseball & softball fields (PIR=115)
- Indoor basketball courts (PIR=107)

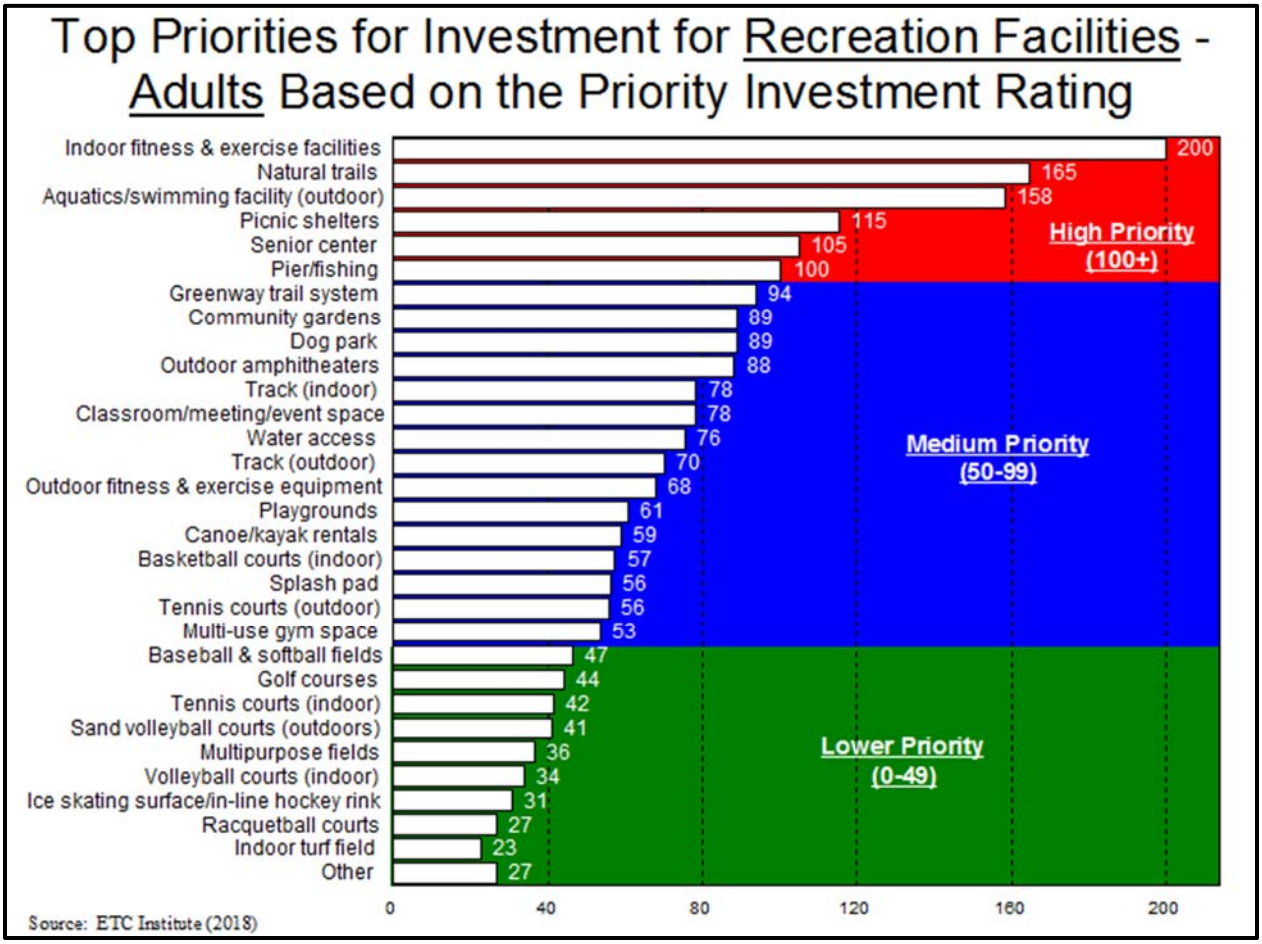
The chart on the following page shows the Priority Investment Rating for each of the 29 facilities/amenities that were rated.



Priorities for Facility Investments – Adults. Based on the priority investment rating (PIR), which was described briefly on page v of this Executive Summary and is described in more detail in Section 2 of this report, the following six facilities were rated as "high priorities" for investment for **adults** in the County:

- Indoor fitness & exercise facilities (PIR=200)
- Natural trails (PIR=165)
- Outdoor aquatics/swimming facility (PIR=158)
- Picnic shelters (PIR=115)
- Senior center (PIR=105)
- Pier/fishing (PIR=100)

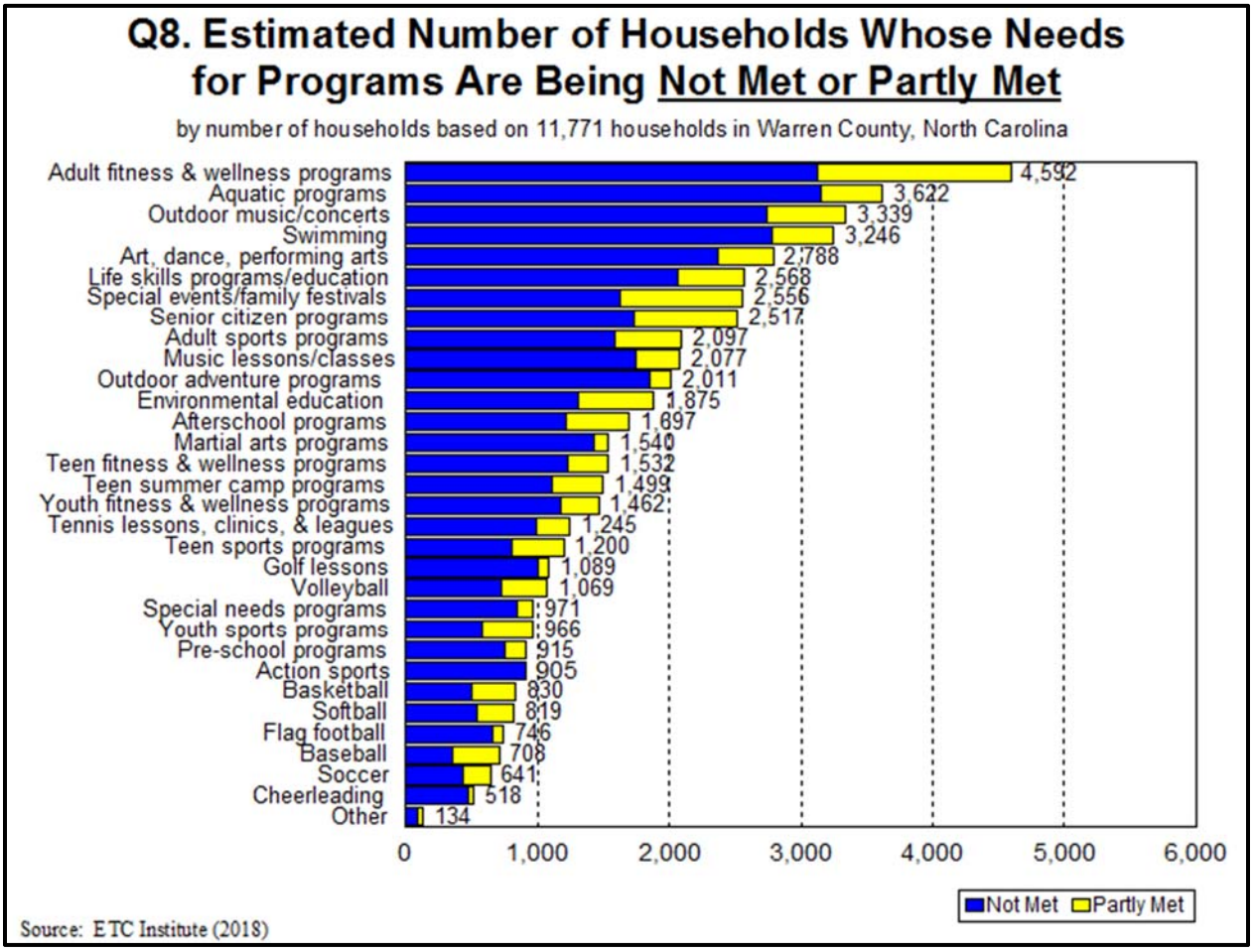
The chart on the following page shows the Priority Investment Rating for each of the 30 facilities/amenities that were assessed on the survey.



Programming Needs and Priorities

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

The six programs with the highest percentage of households that had needs were: adult fitness and wellness programs (51%), aquatic programs (39%), outdoor music/concerts (33%), special events/family festivals (33%), senior citizen programs (33%), and swimming (33%). In addition to having the highest total need, the top two programs also have the highest unmet need among the 31 programming-related areas that were assessed. ETC Institute estimates a total of 4,592 out of the 11,771 households in Warren County have unmet needs for adult fitness and wellness programs, 3,622 households have unmet needs for aquatic programs, 3,339 households have unmet needs for outdoor music/concerts, and 3,246 households have unmet needs for swimming programs. The estimated number of households that have unmet needs for each of the 31 programs that were assessed is shown in the chart at the top of the following page.

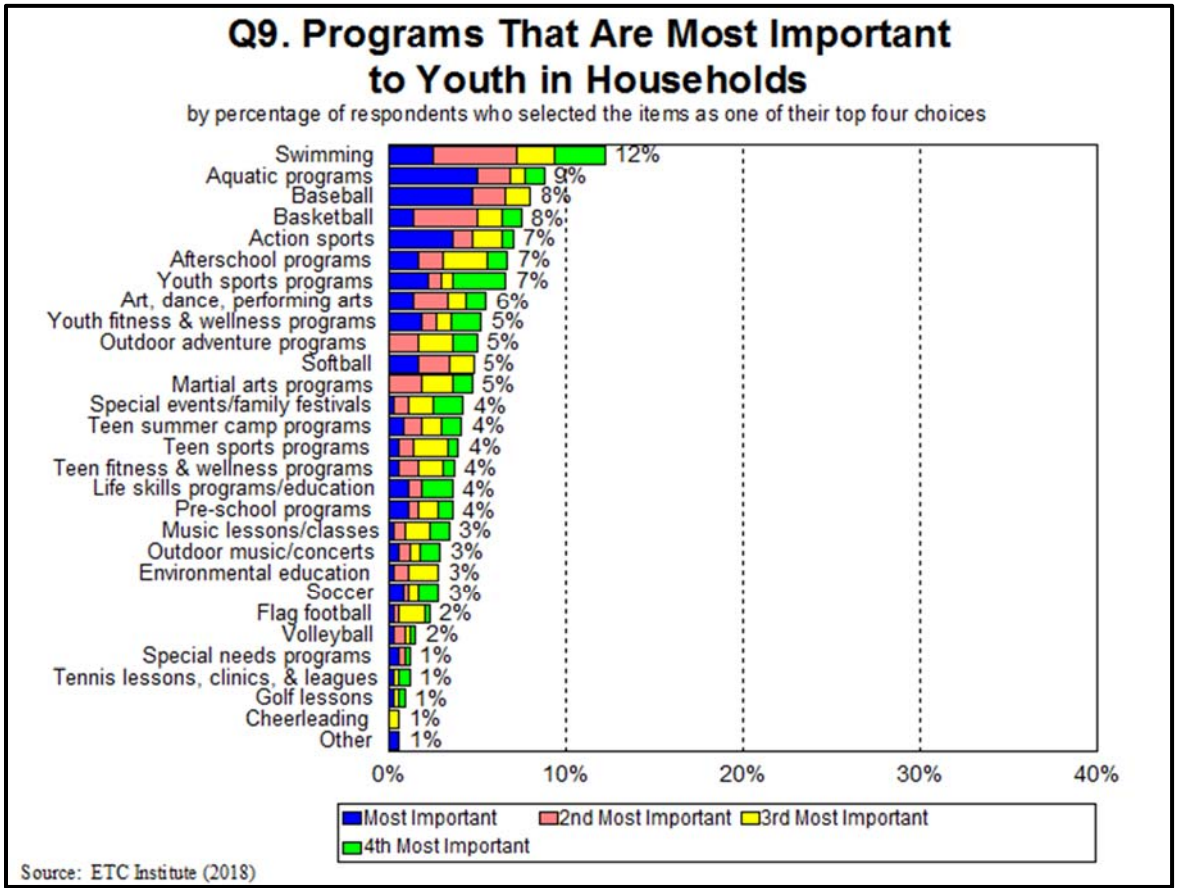


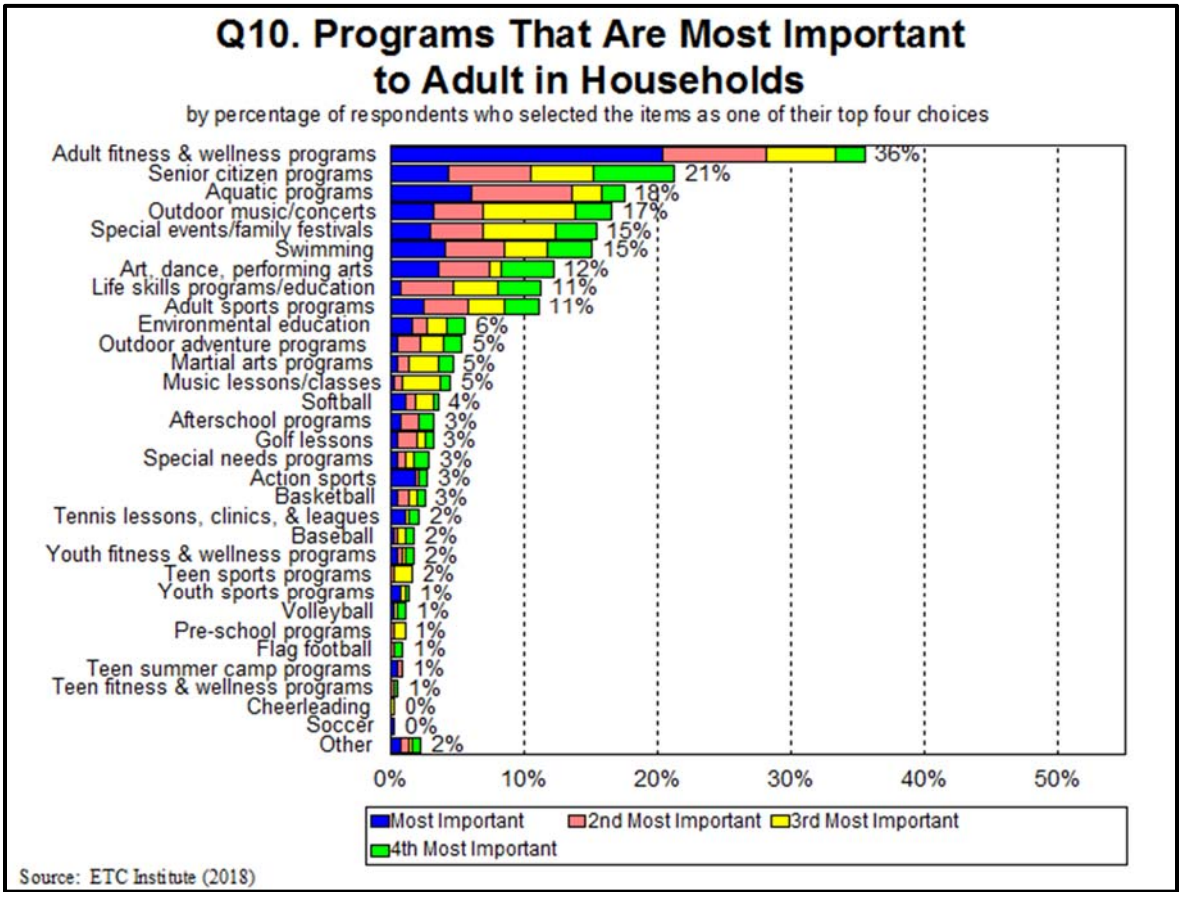
Program Importance. In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents place on each program for both youth and adults.

Youth: Based on the sum of respondents' top four choices, the four most important programs to youth, were: swimming (12%), aquatic programs (9%), baseball (8%), and basketball (8%).

Adults: Based on the sum of respondents' top four choices, the four most important programs to adults were: adult fitness and wellness programs (36%), senior citizen programs (21%), aquatic programs (18%), and outdoor music/concerts (17%).

The percentage of residents who selected each program as one of their top four choices, for youth and adults are shown on the following page.

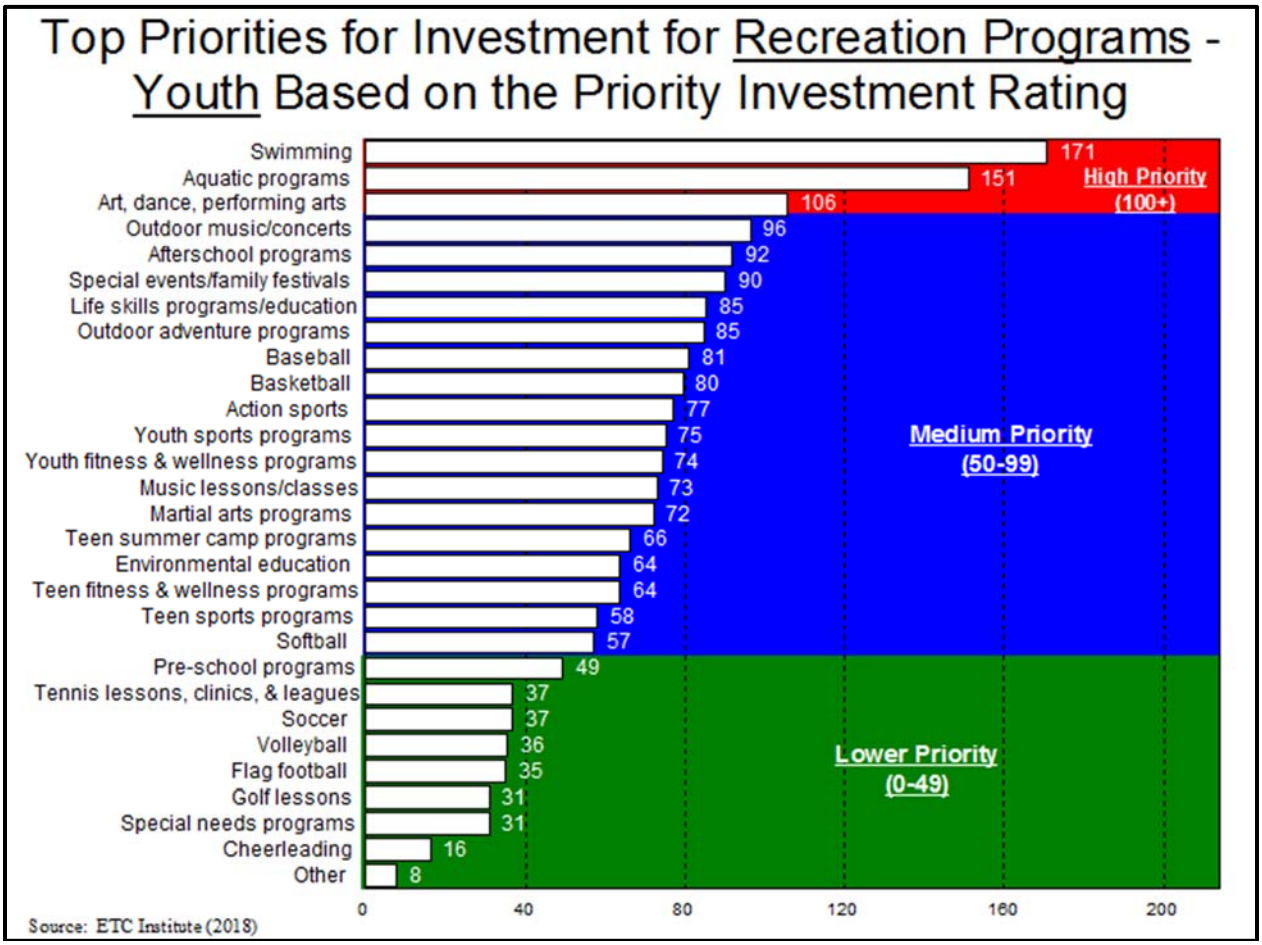

Q9. Programs That Are Most Important to Youth in Households
by percentage of respondents who selected the items as one of their top four choices
Swimming 12%
Aquatic programs 9%
Baseball 8%
Basketball 8%
Action sports 7%
Afterschool programs 7%
Youth sports programs 7%
Art, dance, performing arts 6%
Youth fitness & wellness programs 5%
Outdoor adventure programs 5%
Softball 5%
Martial arts programs 5%
Special events/family festivals 4%
Teen summer camp programs 4%
Teen sports programs 4%
Teen fitness & wellness programs 4%
Life skills programs/education 4%
Pre-school programs 4%
Music lessons/classes 3%
Outdoor music/concerts 3%
Environmental education 3%
Soccer 3%
Flag football 2%
Volleyball 2%
Special needs programs 1%
Tennis lessons, clinics, & leagues 1%
Golf lessons 1%
Cheerleading 1%
Other 1%
0% 10% 20% 30% 40%
Most Important
2nd Most Important
3rd Most Important
4th Most Important
Source: ETC Institute (2018)


Q10. Programs That Are Most Important to Adult in Households
by percentage of respondents who selected the items as one of their top four choices
Adult fitness & wellness programs 36%
Senior citizen programs 21%
Aquatic programs 18%
Outdoor music/concerts 17%
Special events/family festivals 15%
Swimming 15%
Art, dance, performing arts 12%
Life skills programs/education 11%
Adult sports programs 11%
Environmental education 6%
Outdoor adventure programs 5%
Martial arts programs 5%
Music lessons/classes 5%
Softball 4%
Afterschool programs 3%
Golf lessons 3%
Special needs programs 3%
Action sports 3%
Basketball 3%
Tennis lessons, clinics, & leagues 2%
Baseball 2%
Youth fitness & wellness programs 2%
Teen sports programs 2%
Youth sports programs 1%
Volleyball 1%
Pre-school programs 1%
Flag football 1%
Teen summer camp programs 1%
Teen fitness & wellness programs 1%
Cheerleading 0%
Soccer 0%
Other 2%
0% 10% 20% 30% 40% 50%
Most Important
2nd Most Important
3rd Most Important
4th Most Important
Source: ETC Institute (2018)

Priorities for Programming Investments - Youth. 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 three programs were rated as "high priorities" for investment for **youth** in the County:

- Swimming (PR=171)
- Aquatic programs (PIR=151)
- Art, dance, performing arts (PIR=106)

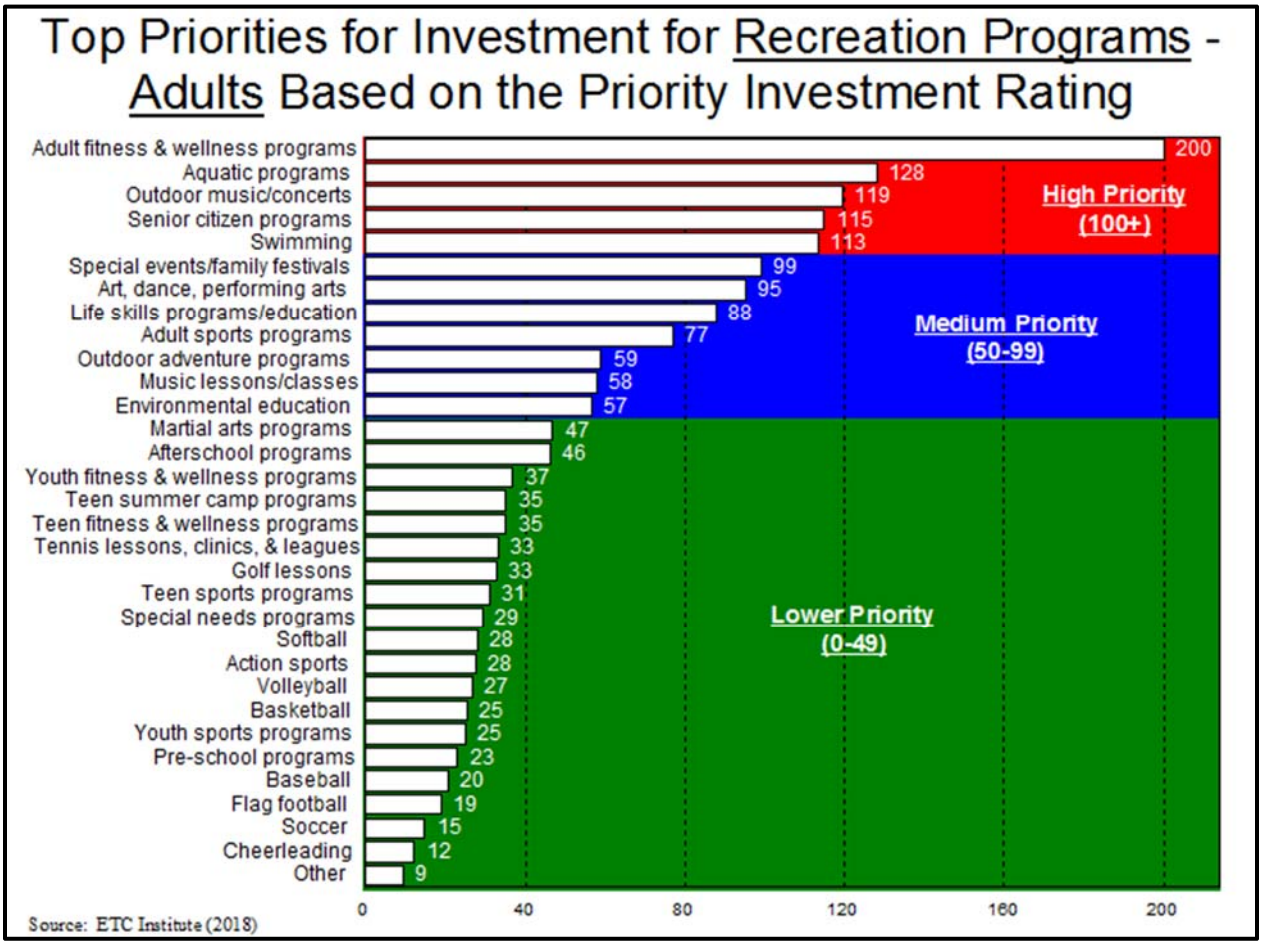
The chart below shows the Priority Investment Rating (PIR) for each of the 28 programs that were rated.



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

- Adult & fitness wellness programs (PIR=200)
- Aquatic programs (PIR=128)
- Outdoor music/concerts (PIR=119)
- Senior citizen programs (PIR=115)
- Swimming (PIR=113)

The chart below shows the Priority Investment Rating (PIR) for each of the 31 programs that were rated.



Additional Findings

Residents were asked to indicate, from a list of 17 potential indoor facilities that could be added or expanded, which one(s) their household would use. Half of the respondents (50%) indicated they would use an indoor facility with a walking and jogging track and 45% specified they would use an exercise facility for adults 50 years and older.

Respondents were asked to rate their level of agreement with various statements regarding the Warren County Parks and Recreation Department. The statements that respondents most agreed with based on the sum of "strongly agree" and "agree" responses, were: public parks add to quality of life in the community (91%) and parks and recreation is an essential service to the County (88%).

Respondents were asked to rate how well the Warren County Parks and Recreation Department programs met their household's needs. Based on the sum of "fully met" and "mostly met" responses, the highest ratings for programs meeting the needs of residents, were: sports programs (50%) and outdoor recreation (48%).

Warren County asked respondents to indicate the maximum amount of time they would travel to use Parks and Recreation programs: 49% of respondents indicated they would travel more than 15 minutes, 31% would travel between 10 and 14 minutes, 8% would travel between 5 and 9 minutes, 5% would only travel less than 5 minutes, and 8% did not give a response.

Respondents were asked to indicate all the ways they learn about Warren County Parks and Recreation Department programs. Seventy-one percent (71%) of respondents indicated they learn about programs by word of mouth, 56% use the newspaper, 31% use banners in public places, and 25% use social media.

Recommendations

To ensure Warren County continues to meet the needs and expectations of the community, ETC Institute recommends that the Parks and Recreation Department sustain and/or improve the performance in areas that were identified as "high priorities" by the Priority Investment Rating (PIR). The facilities and programs with the highest PIR ratings are listed below.

Facility Priorities - Youth

- Indoor fitness & exercise facilities (PIR=153)
- Playgrounds (PIR=132)
- Outdoor aquatics/swimming facility (PIR=130)
- Natural trails (PIR=115)
- Baseball & softball fields (PIR=115)
- Indoor basketball courts (PIR=107)

Facility Priorities - Adults

- Indoor fitness & exercise facilities (PIR=200)
- Natural trails (PIR=165)
- Outdoor aquatics/swimming facility (PIR=158)
- Picnic shelters (PIR=115)
- Senior center (PIR=105)
- Pier/fishing (PIR=100)

Programming Priorities - Youth

- Swimming (PR=171)
- Aquatic programs (PIR=151)
- Art, dance, performing arts (PIR=106)

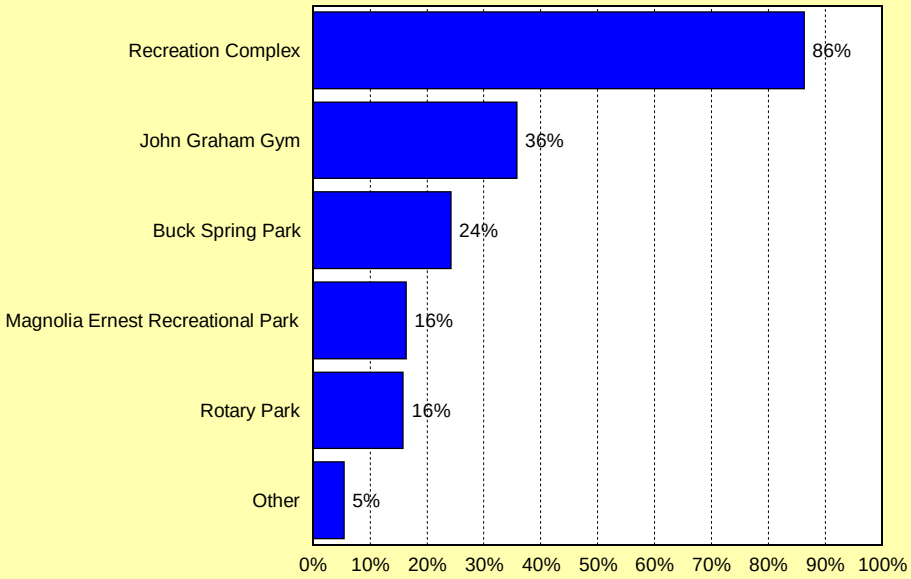
Programming Priorities - Adults

- Adult & fitness wellness programs (PIR=200)
- Aquatic programs (PIR=128)
- Outdoor music/concerts (PIR=119)
- Senior citizen programs (PIR=115)
- Swimming (PIR=113)

Section 1
Charts and Graphs

Q1. Warren County Parks and Facilities Respondent Households Have Used In the Past 12 Months

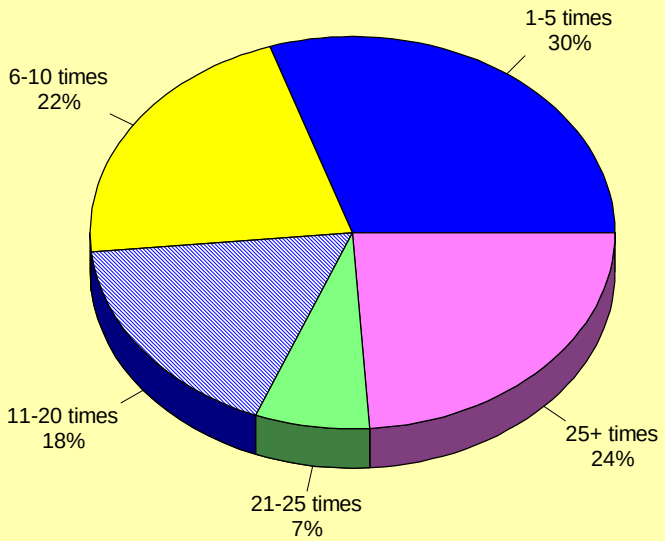
by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2018)

Q1a. How Many Times Respondent Households Have Visited Any Parks and Facilities

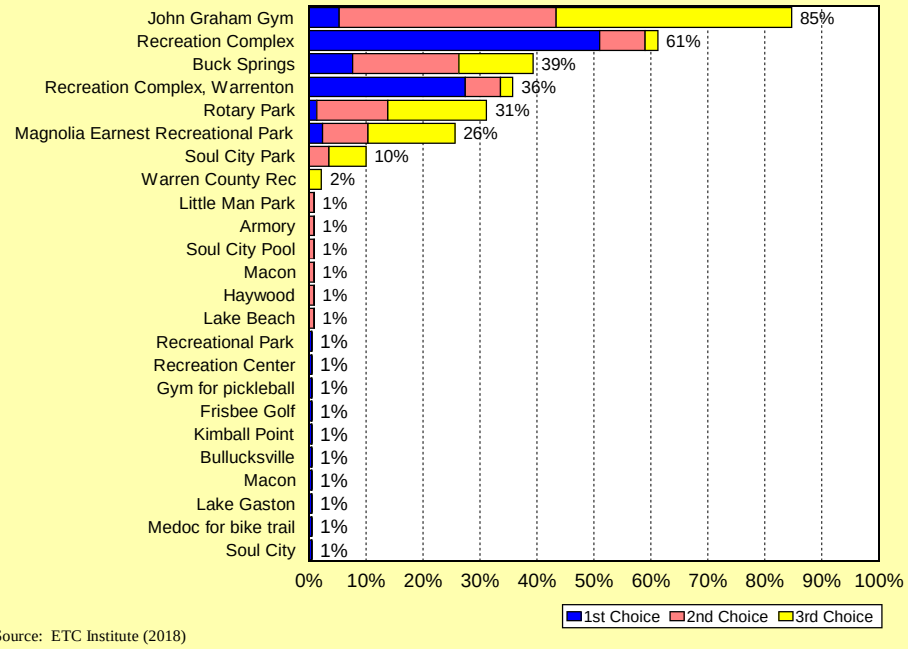
by percentage of households that have visited parks and facilities in the past 12 months



Source: ETC Institute (2018)

Q1b. Parks and Facilities Household Visit Most Often

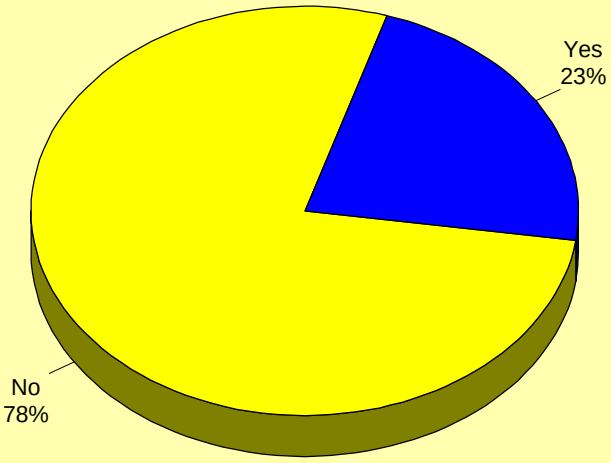
by percentage of respondents who selected the items as one of their top three choices



Source: ETC Institute (2018)

Q2. In the past 12 months, have you or any member of your household participated in any programs offered by the Warren County Parks and Recreation Department?

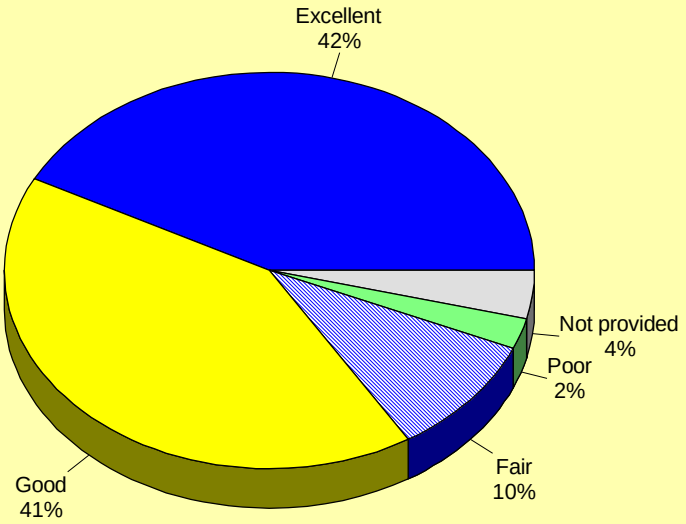
by percentage of respondents



Source: ETC Institute (2018)

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

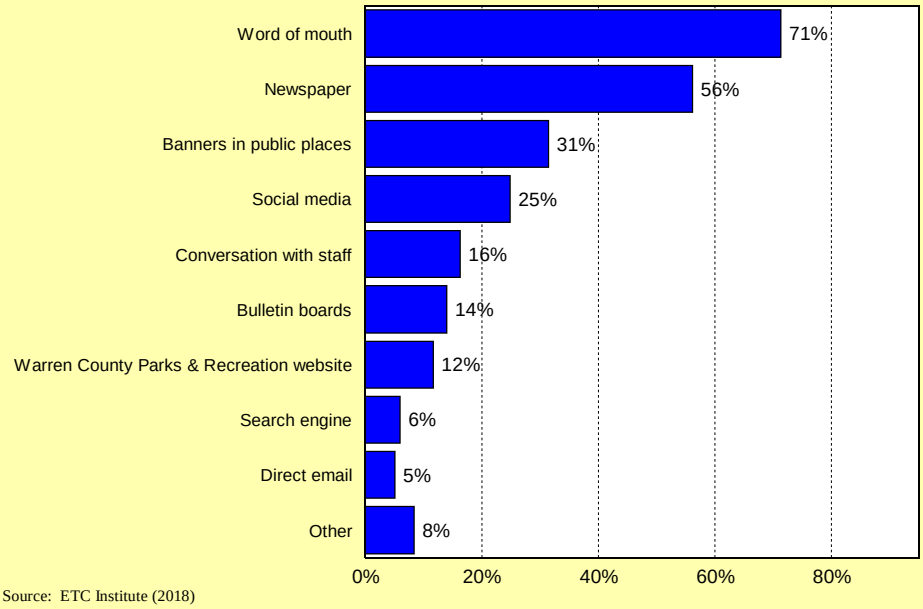
by percentage of households that have participated in programs in the past 12 months



Source: ETC Institute (2018)

Q3. Ways Respondents Learn About Warren County Parks and Recreation Department Programs

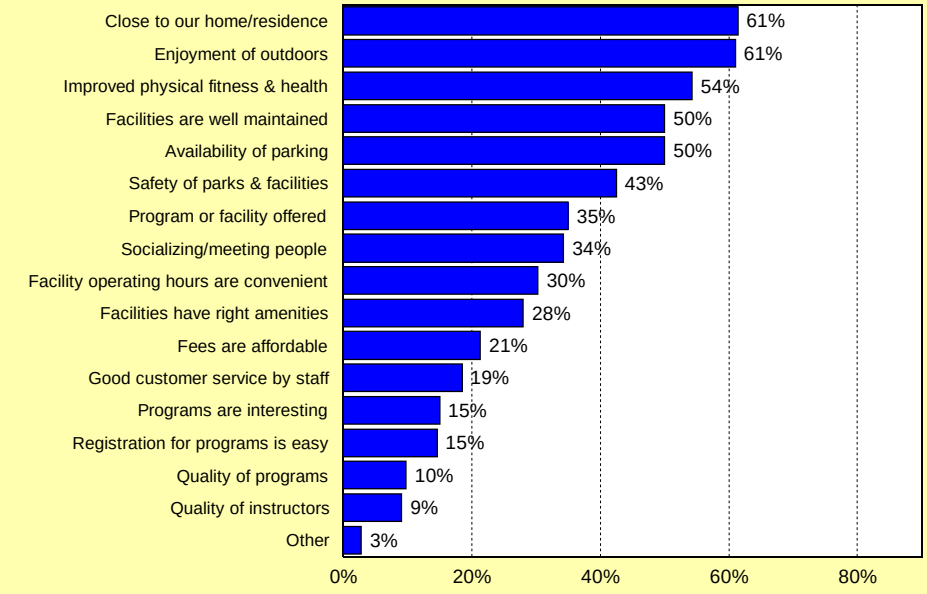
by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2018)

Q4. Reasons Households Use the Parks, Facilities, & Programs Offered by the Warren County Parks & Recreation Department

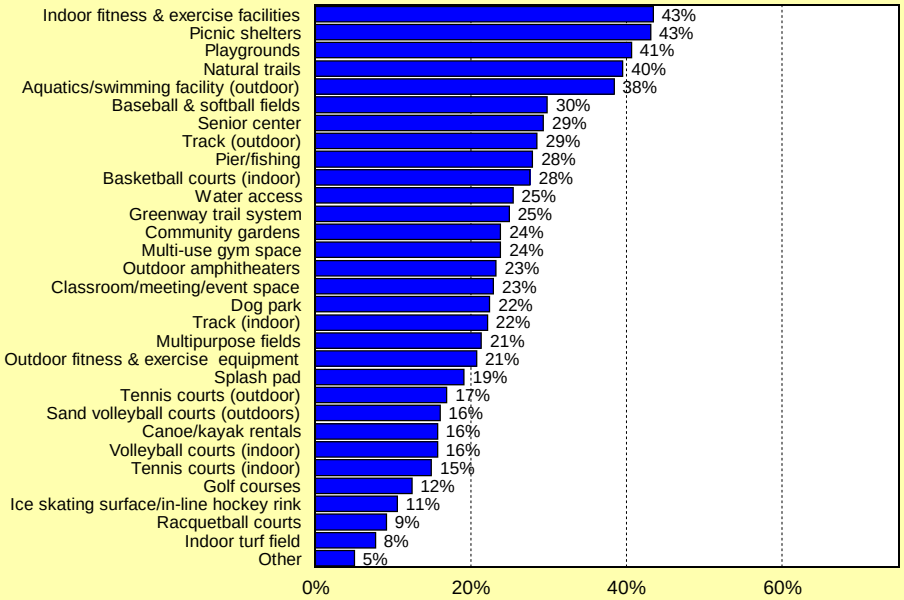
by percentage of households (multiple choices could be made)



Source: ETC Institute (2018)

Q5. Facilities or Amenities Respondent Households Have a Need For

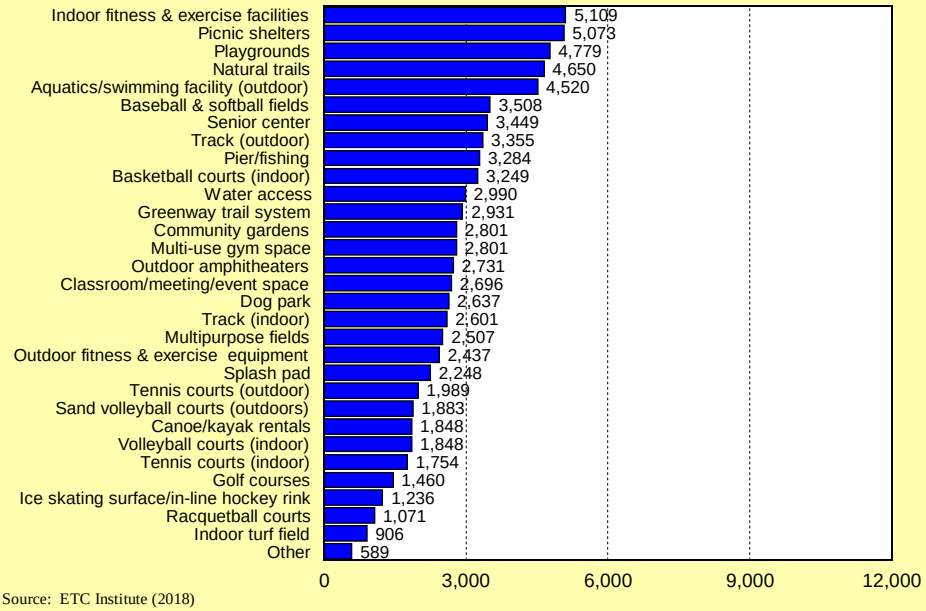
by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2018)

Q5. Estimated Number of Households That Have a Need for Various Facilities

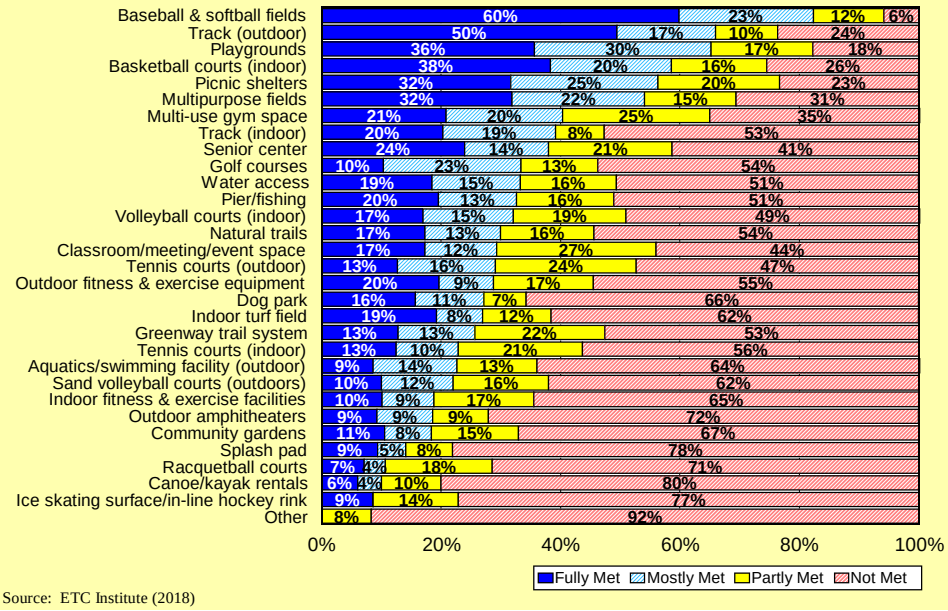
by number of households based on 11,771 households in Warren County, North Carolina



Source: ETC Institute (2018)

Q5. How Well Parks and Recreation Facilities Meet the Needs of Respondent Households

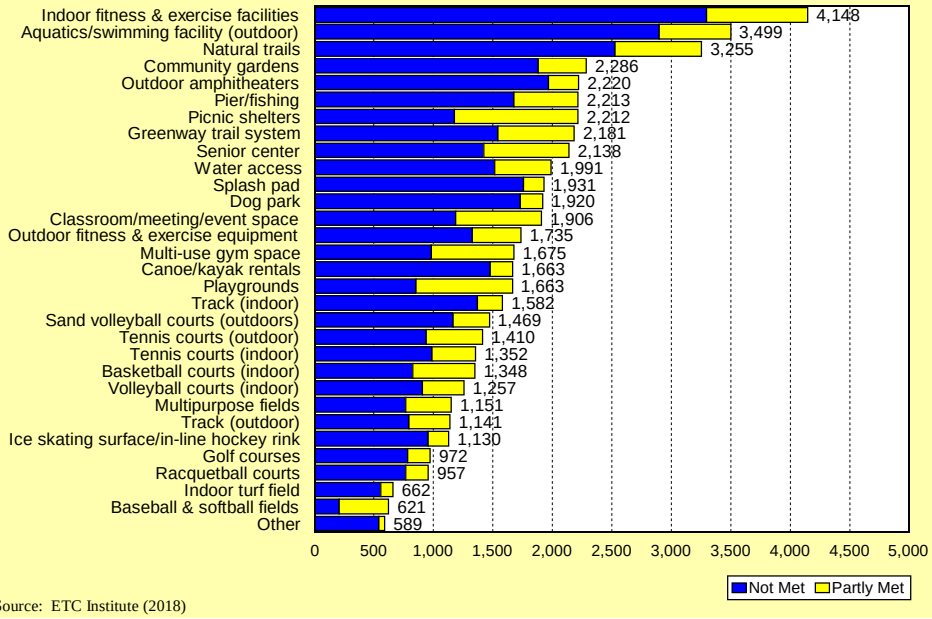
by percentage of respondents with a need for facilities



Source: ETC Institute (2018)

Q5. Estimated Number of Households Whose Needs for Facilities Are Being Not Met or Partly Met

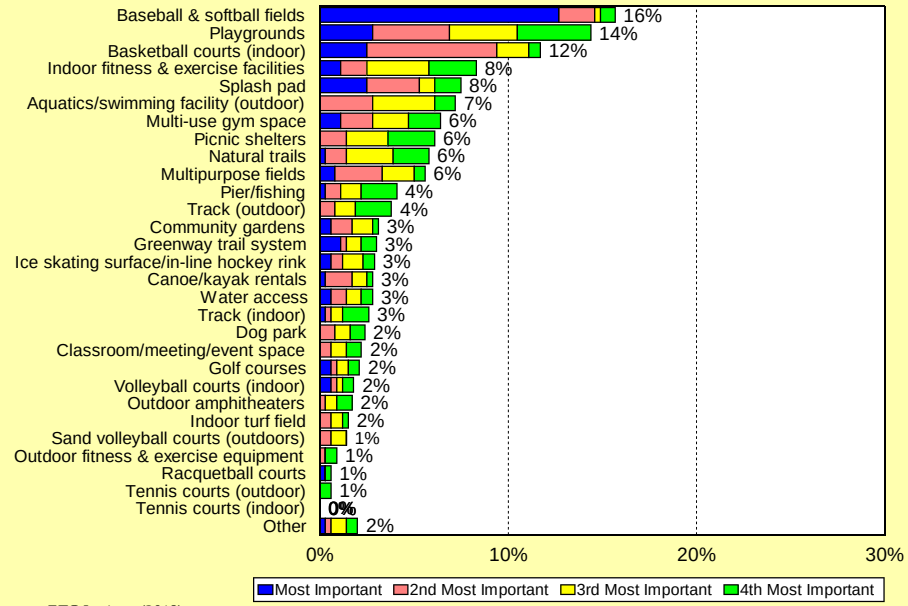
by number of households based on 11,771 households in the Warren Country, North Carolina



Source: ETC Institute (2018)

Q6. Facilities That Are Most Important to Youth in Households

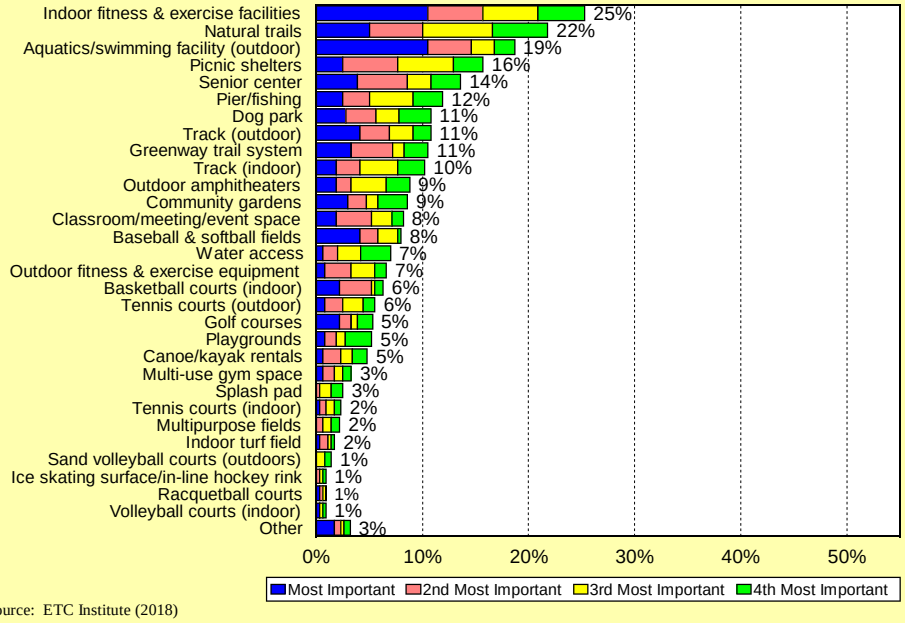
by percentage of respondents who selected the items as one of their top four choices



Source: ETC Institute (2018)

Q7. Facilities That Are Most Important to Adults in Households

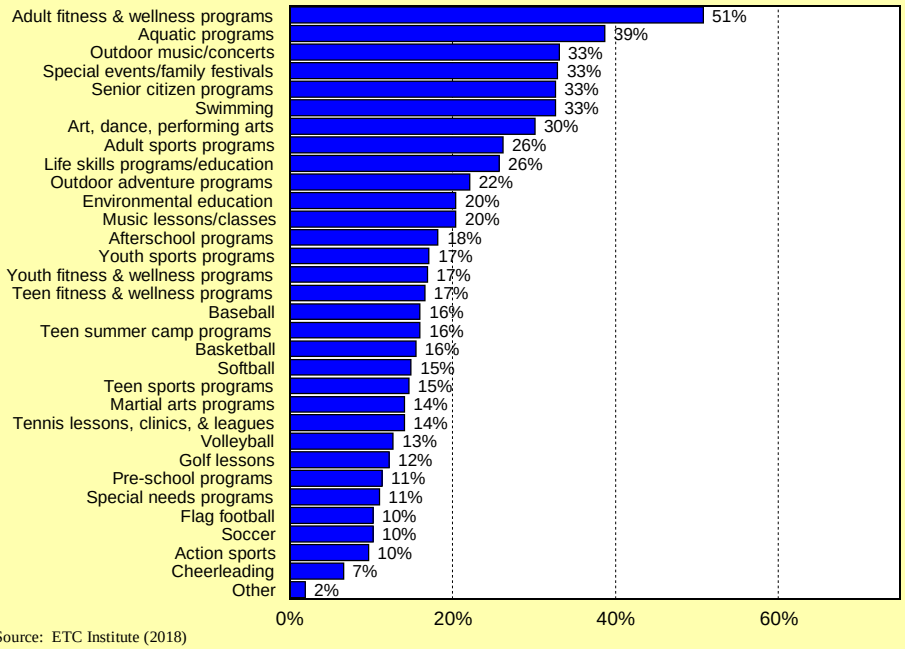
by percentage of respondents who selected the items as one of their top four choices



Source: ETC Institute (2018)

Q8. Programs Respondent Households Have a Need For

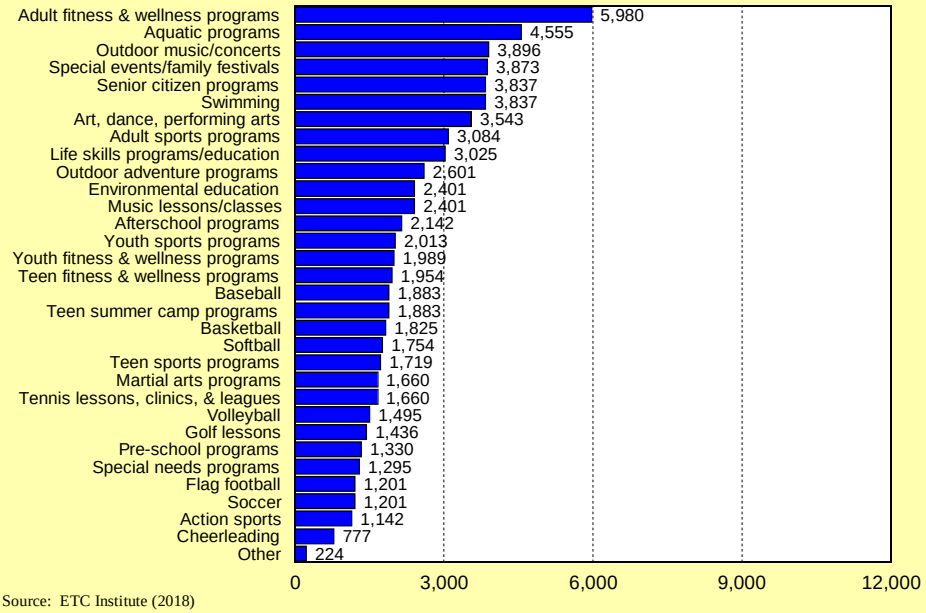
by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2018)

Q8. Estimated Number of Households That Have a Need for Various Programs

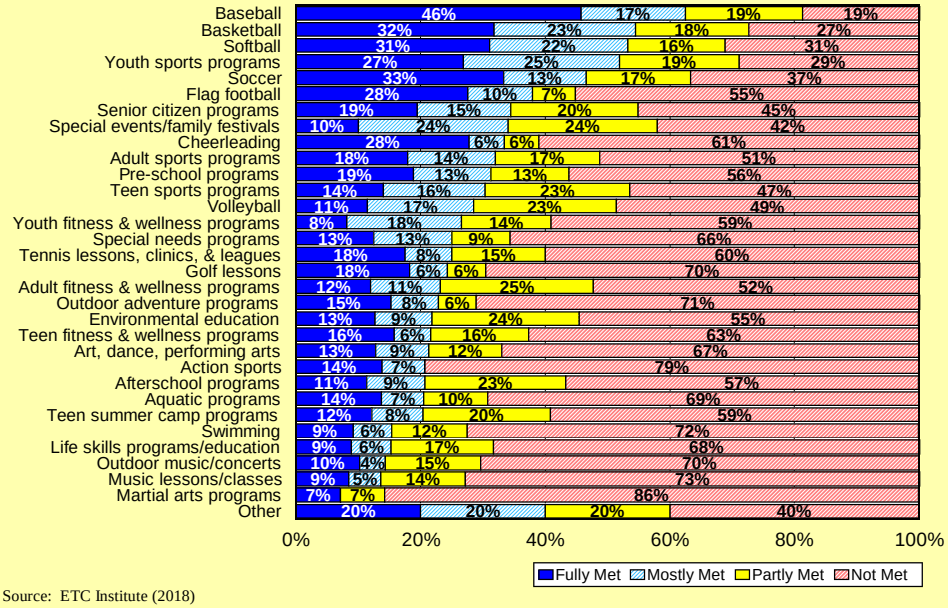
by number of households based on 11,771 households in Warren County, North Carolina



Source: ETC Institute (2018)

Q8. How Well Parks and Recreation Programs Meet the Needs of Respondent Households

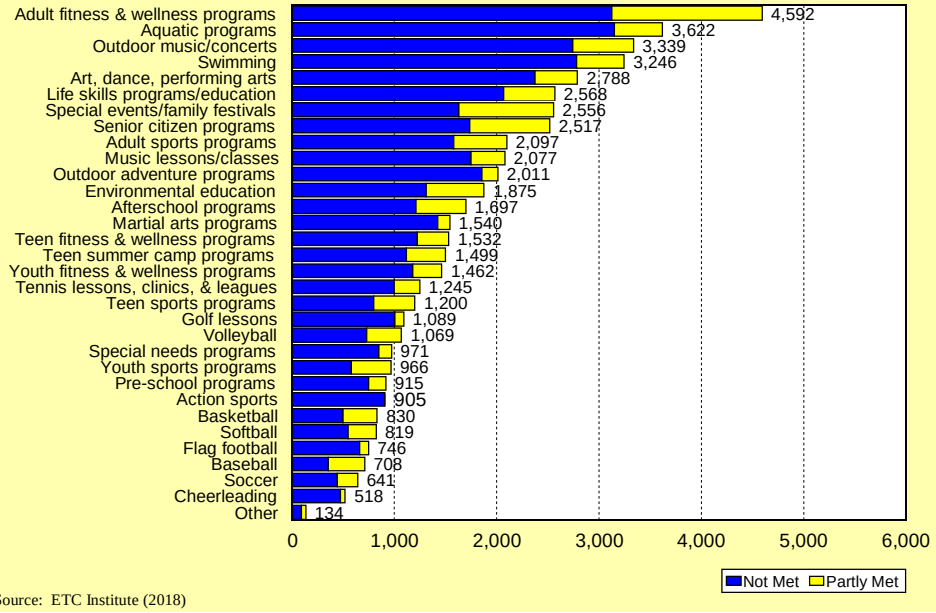
by percentage of respondents with a need for programs



Source: ETC Institute (2018)

Q8. Estimated Number of Households Whose Needs for Programs Are Being Not Met or Partly Met

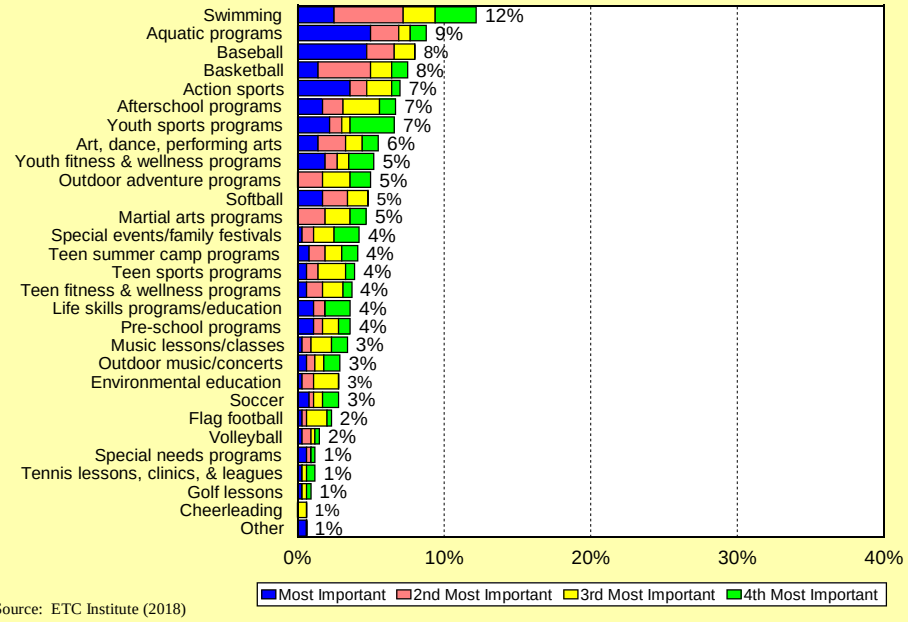
by number of households based on 11,771 households in Warren County, North Carolina



Source: ETC Institute (2018)

Q9. Programs That Are Most Important to Youth in Households

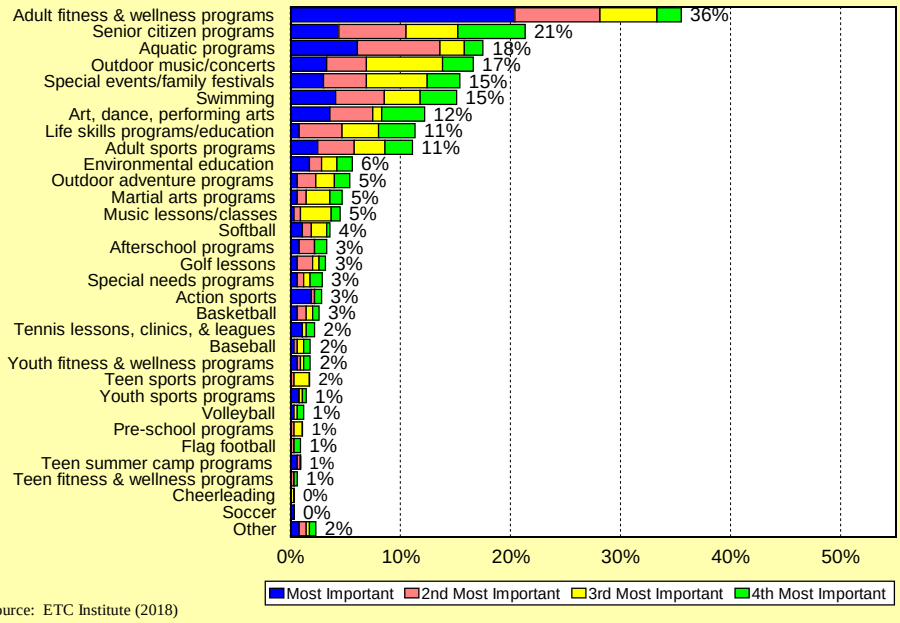
by percentage of respondents who selected the items as one of their top four choices



Source: ETC Institute (2018)

Q10. Programs That Are Most Important to Adult in Households

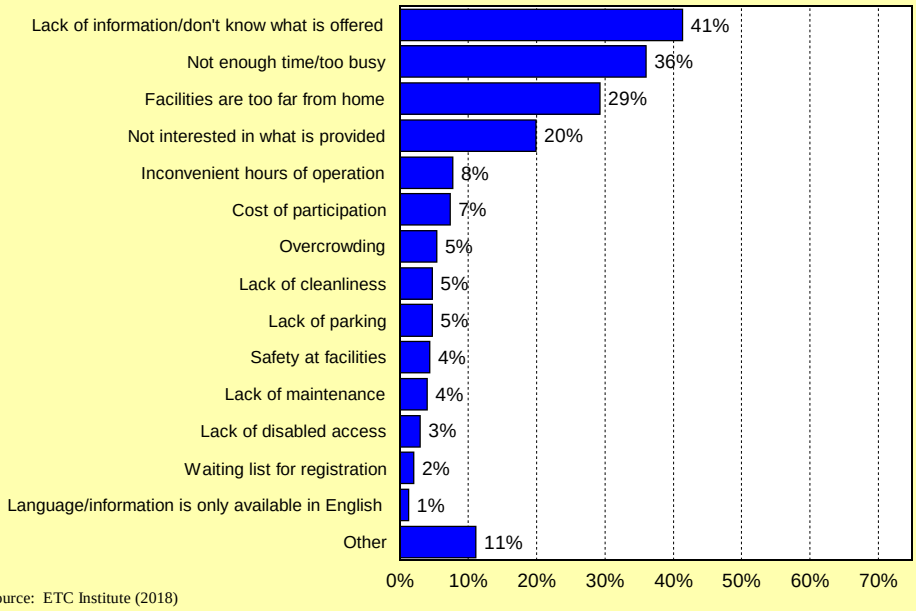
by percentage of respondents who selected the items as one of their top four choices



Source: ETC Institute (2018)

Q11. Reasons Preventing Households From Using Parks, Facilities, and Programs More Often

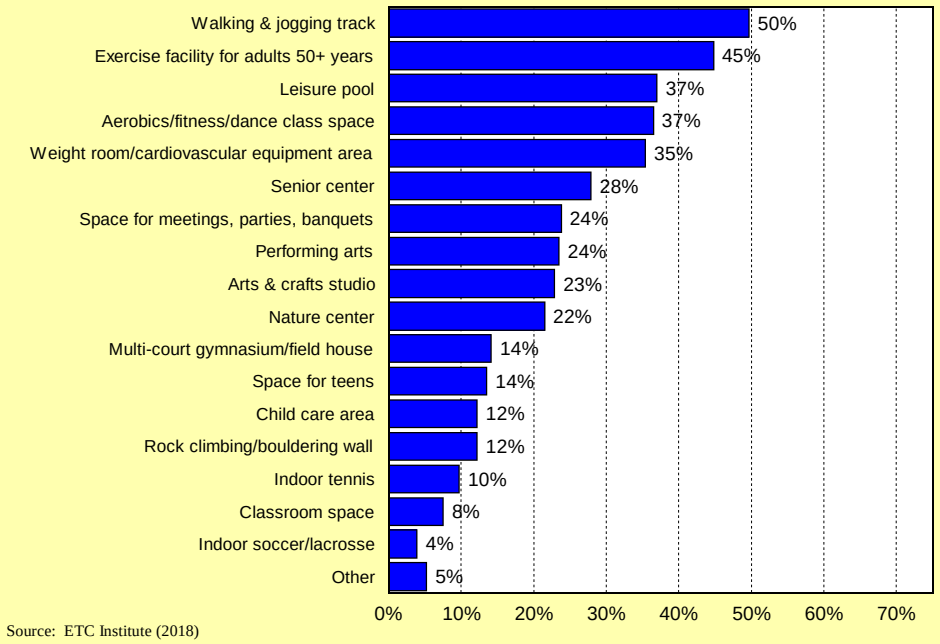
by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2018)

Q12. Potential Indoor Facilities Households Would Use

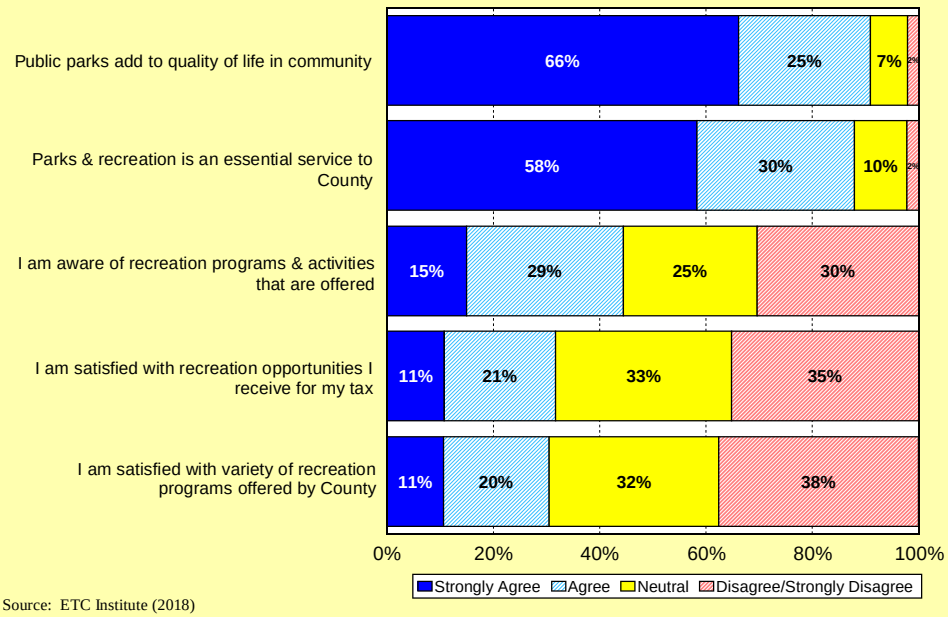
by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2018)

Q13. Level of Agreement With Various Statements Regarding the Warren County Parks and Recreation Department

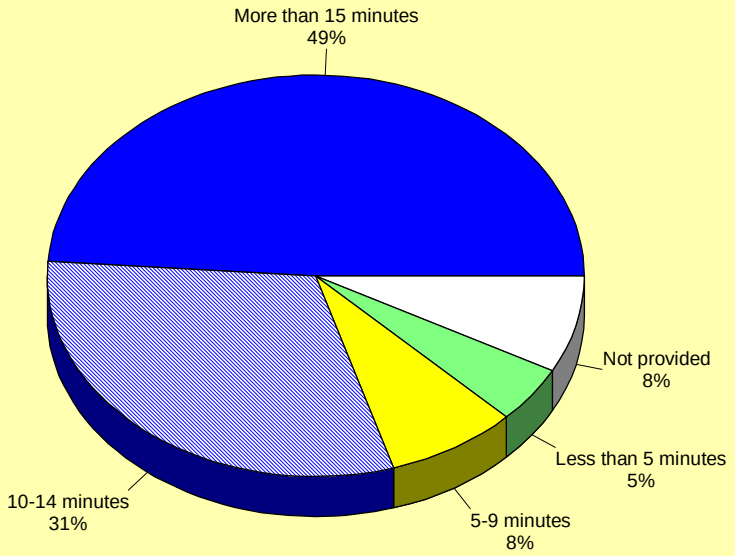
by percentage of respondents



Source: ETC Institute (2018)

Q14. Maximum Travel Time to Use Parks and Recreation Programs and Facilities

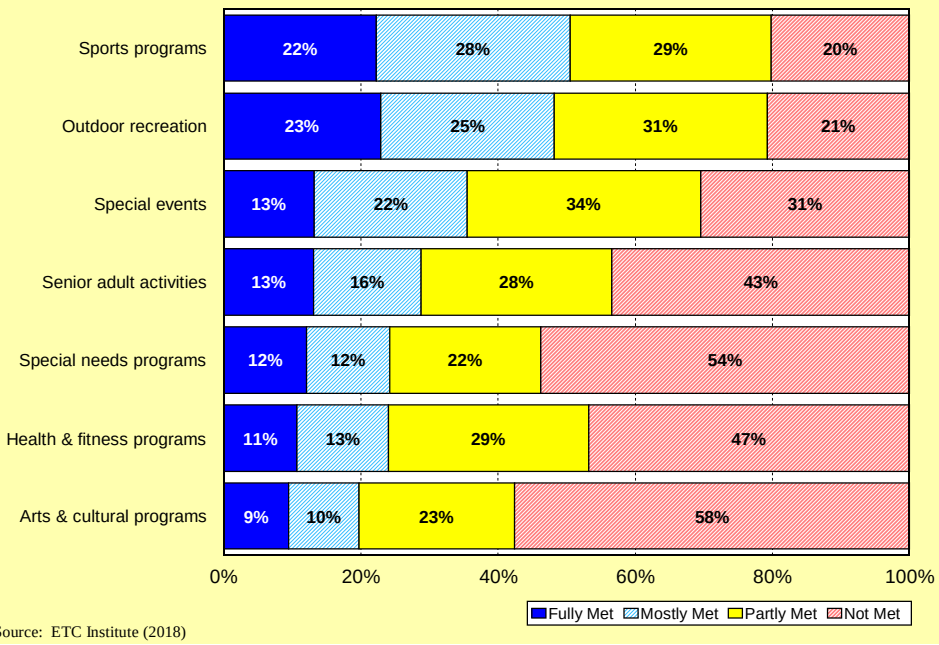
by percentage of households



Source: ETC Institute (2018)

Q15. How Well Various Programs Meet Household's Needs

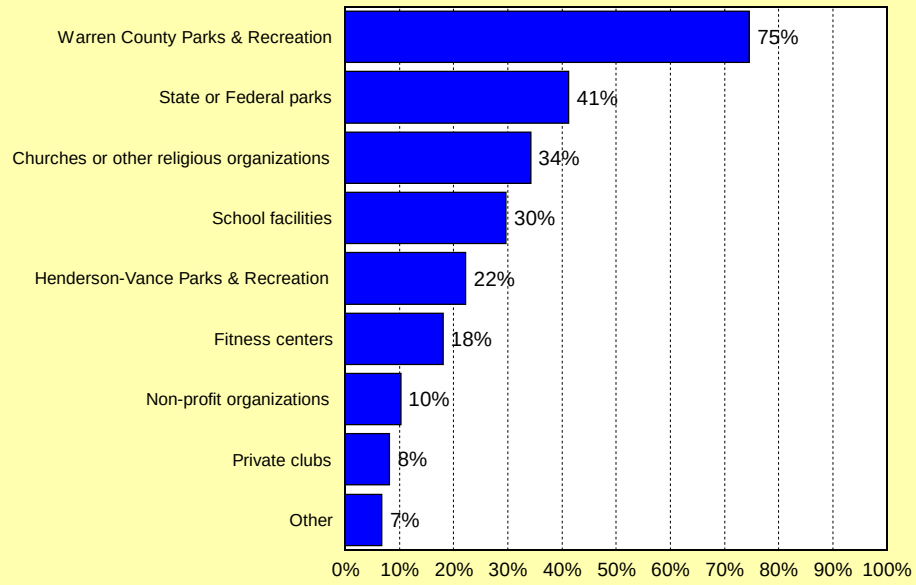
by percentage of respondents



Source: ETC Institute (2018)

Q16. Organizations That Provide Parks, Facilities, and Programs Respondent Households Use for Recreation

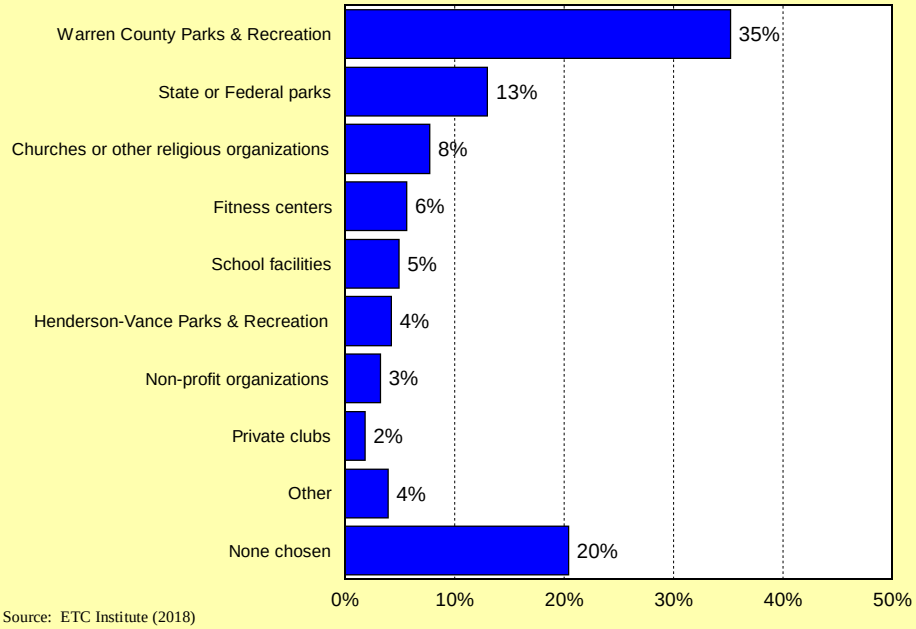
by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2018)

Q17. Organization Used Most for Recreation Needs

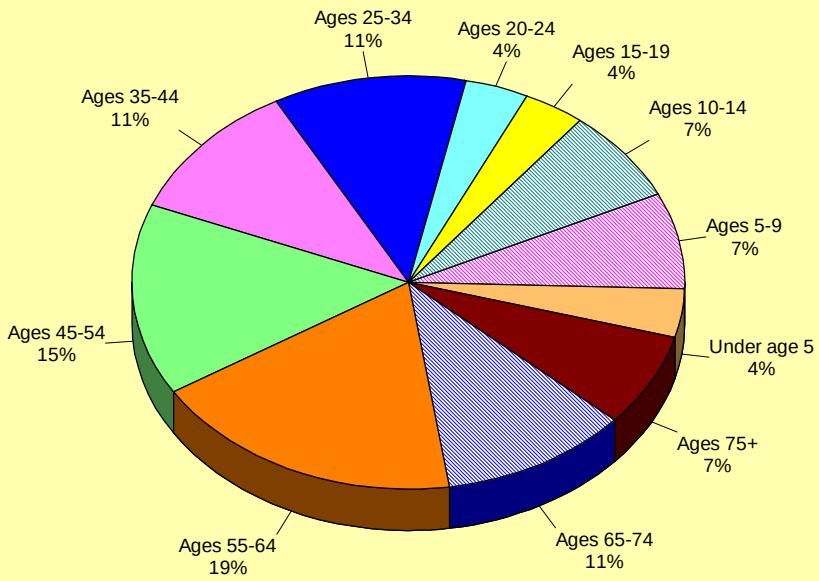
by percentage of respondents who use organizations



Source: ETC Institute (2018)

Q18. Demographics: Ages of People in Household

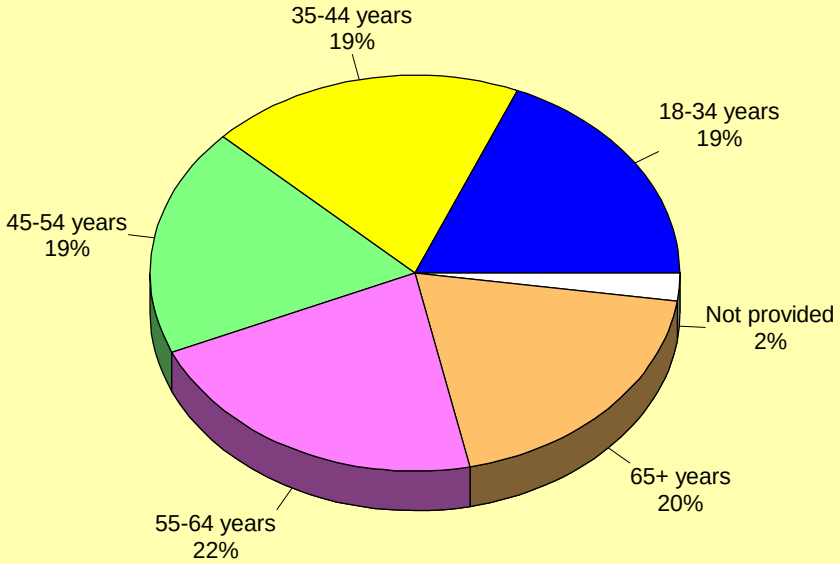
by percentage of household occupants



Source: ETC Institute (2018)

Q19. Demographics: What is your age?

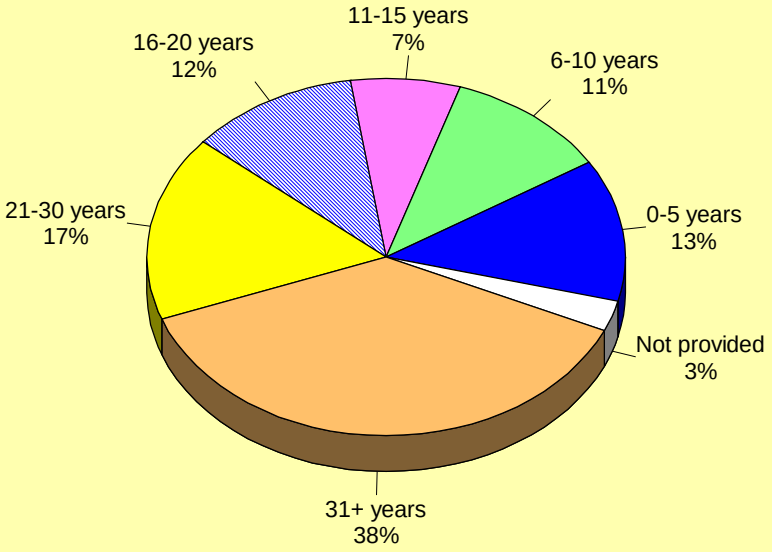
by percentage of respondents



Source: ETC Institute (2018)

Q20. Demographics: How many years have you lived in Warren County?

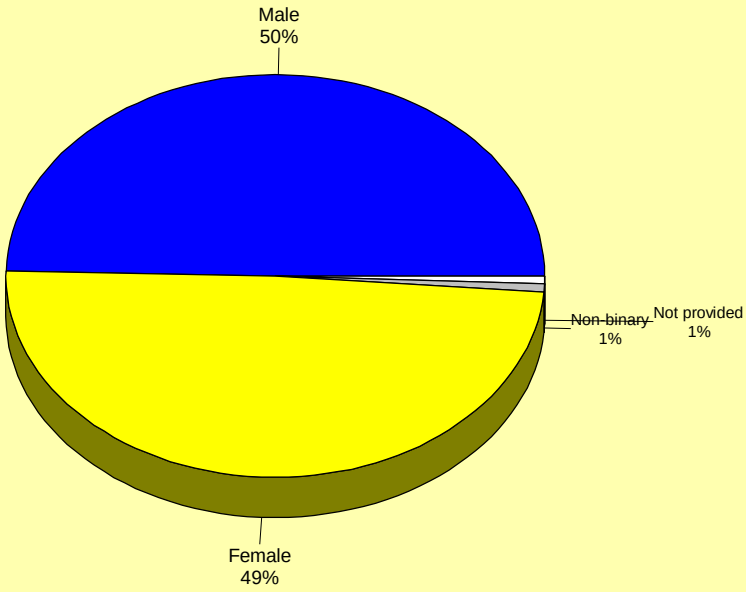
by percentage of respondents



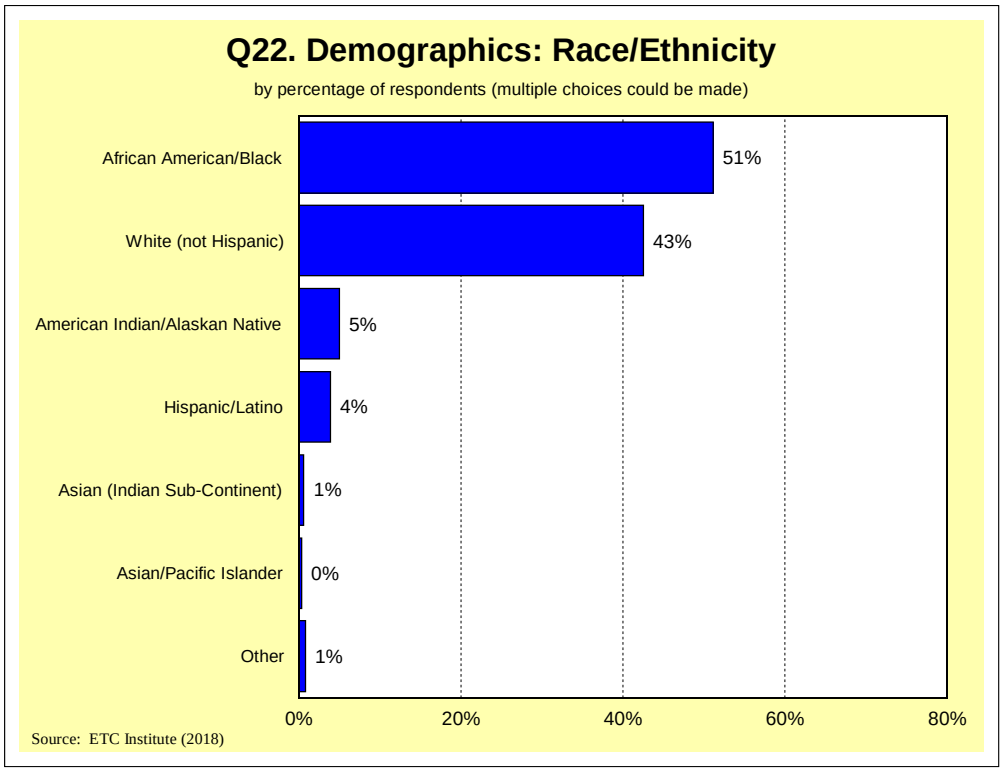
Source: ETC Institute (2018)

Q21. Demographics: Your gender:

by percentage of respondents



Source: ETC Institute (2018)


Q22. Demographics: Race/Ethnicity
by percentage of respondents (multiple choices could be made)
African American/Black
51%
White (not Hispanic)
43%
American Indian/Alaskan Native
5%
Hispanic/Latino
4%
Asian (Indian Sub-Continent)
1%
Asian/Pacific Islander
0%
Other
1%
0%
20%
40%
60%
80%
Source: ETC Institute (2018)

Section 2
Priority Investment Rating

Priority Investment Rating
Warren County, North Carolina

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

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

PIR = UNR + IR

For example, suppose the Unmet Needs Rating for playgrounds is 40.1 (out of 100) and the Importance Rating for playgrounds is 12.7 (out of 100), the Priority Investment Rating for playgrounds would be 52.8 (out of 200).

How to Analyze the Charts:

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

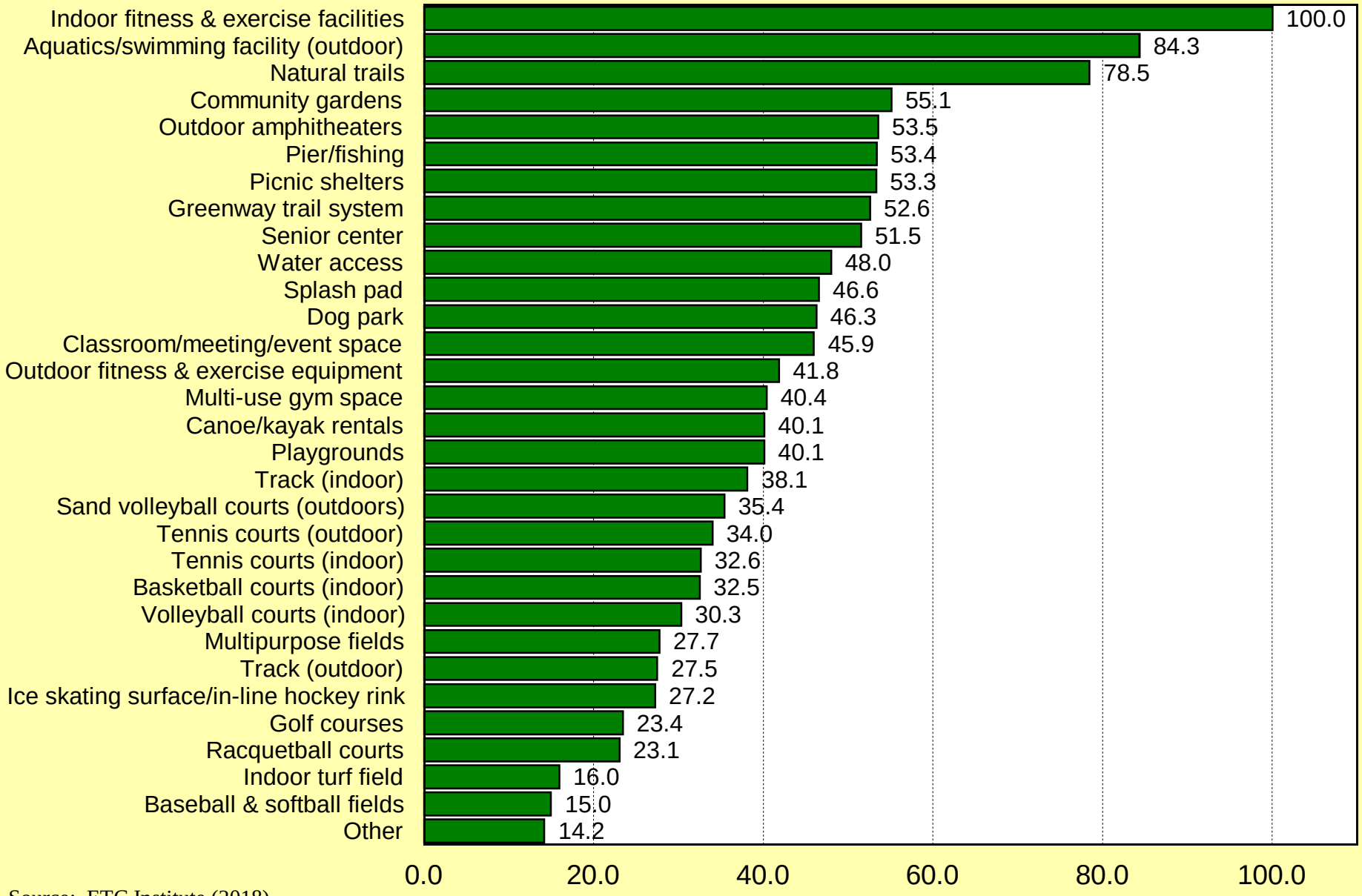
- **Medium Priority Areas** are those with a PIR of 50-99. A rating in this range generally indicates there is a medium to high level of unmet need or a significant percentage of residents generally think it is important to fund improvements in these areas.

- **Low Priority Areas** are those with a PIR below 50. A rating in this range generally indicates there is a relatively low level of unmet need and residents do not think it is important to fund improvements in these areas. Improvements may be warranted if the needs of very specialized populations are being targeted.

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

Unmet Needs Rating for Recreation Facilities

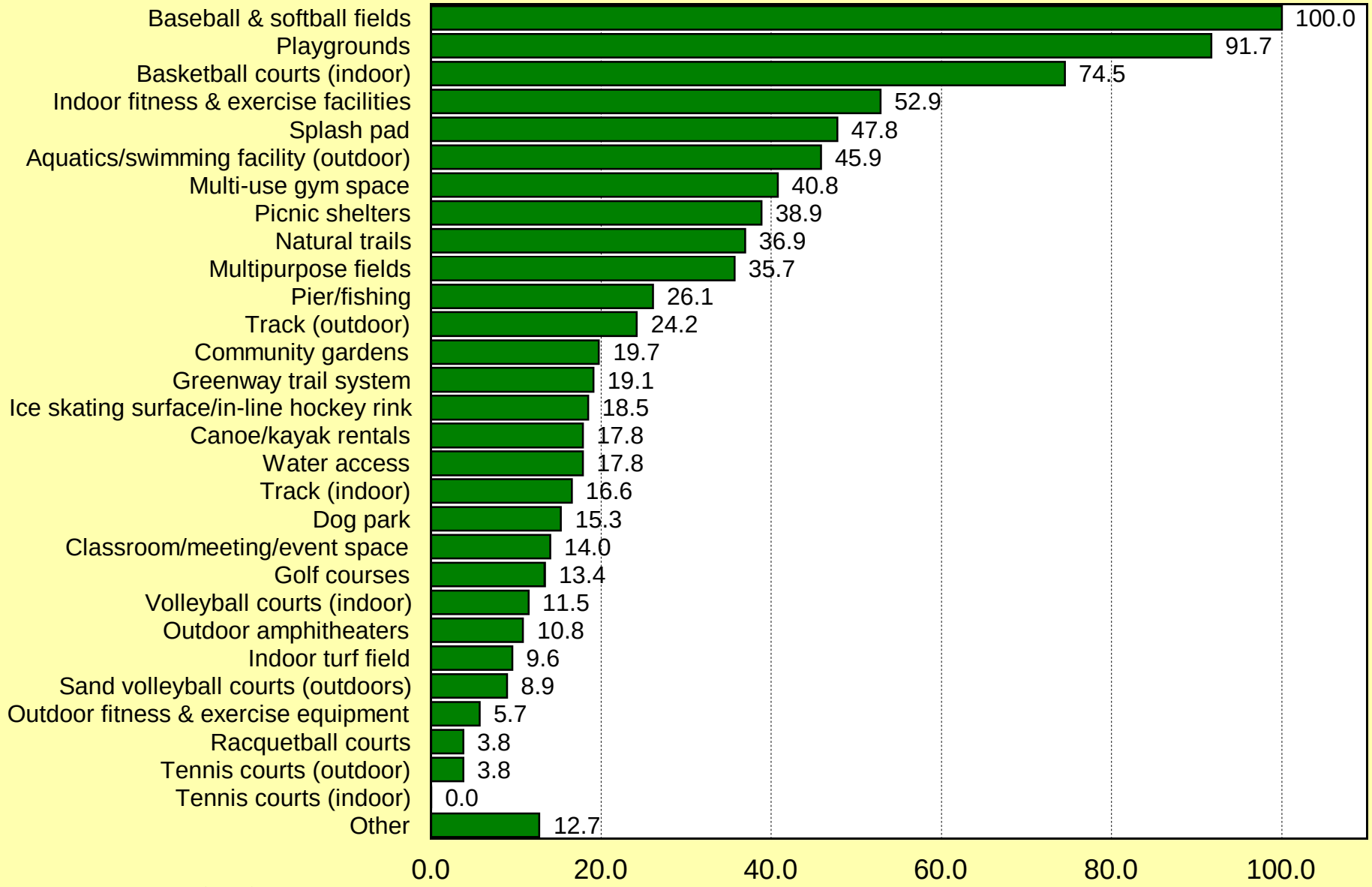
the rating for the item with the most unmet need=100
the rating of all other items reflects the relative amount of unmet need for each item compared to the item with the most unmet need



Source: ETC Institute (2018)

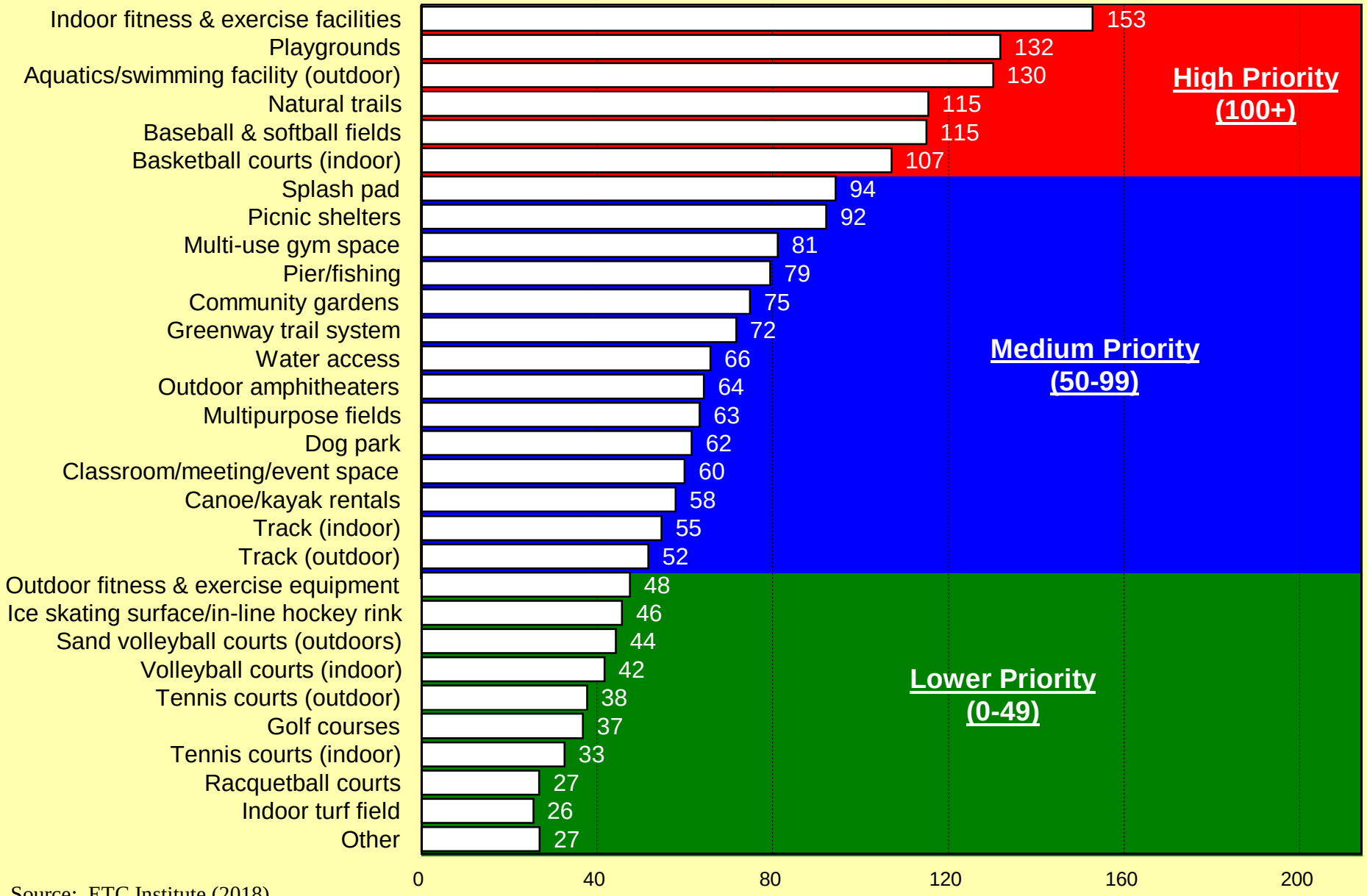
Importance Rating for Recreation Facilities - Youth

the rating for the item rated as the most important=100
the rating of all other items reflects the relative level of importance for each item compared to the item rated as the most important



Source: ETC Institute (2018)

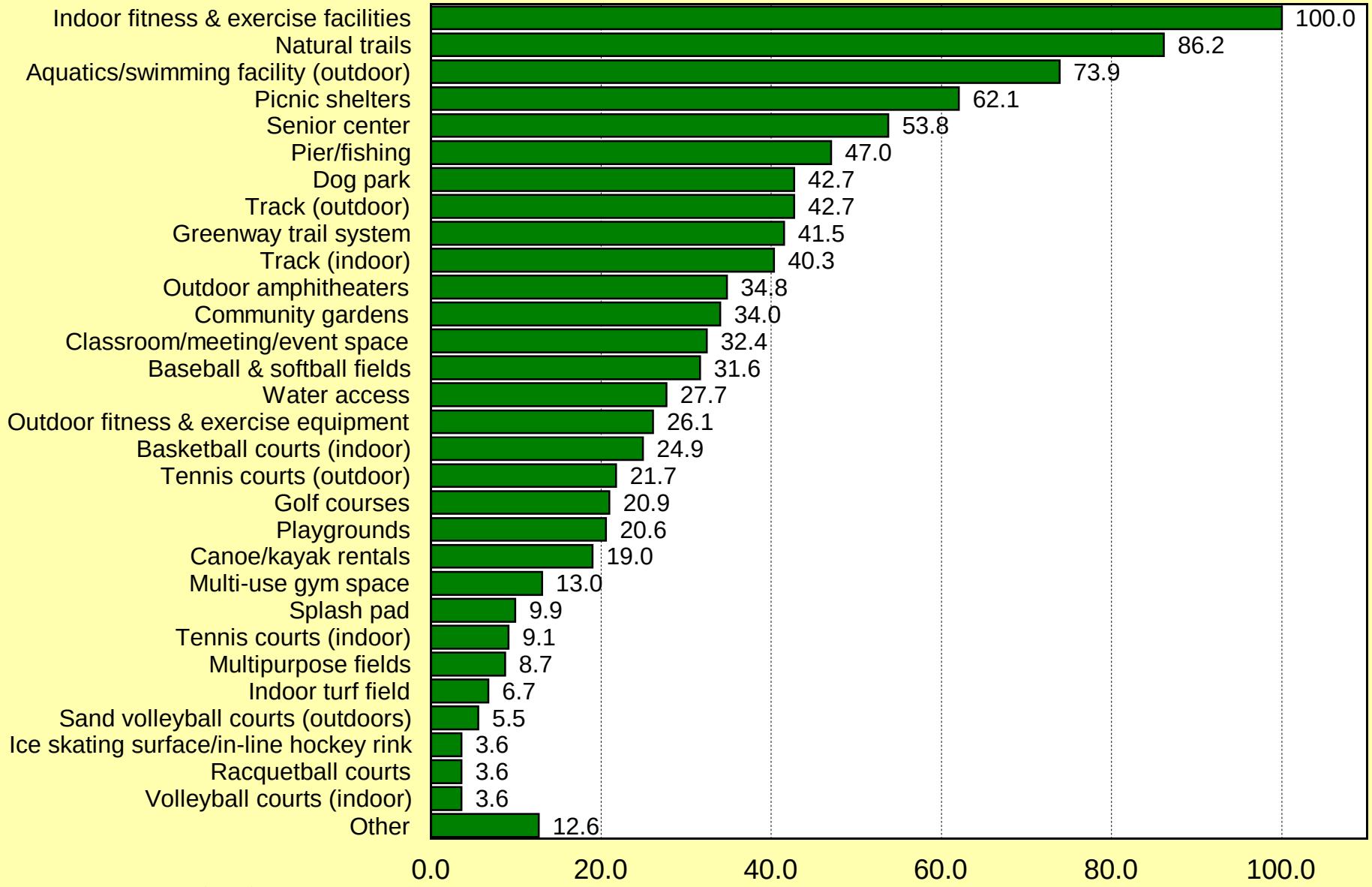
Top Priorities for Investment for Recreation Facilities - Youth Based on the Priority Investment Rating



Source: ETC Institute (2018)

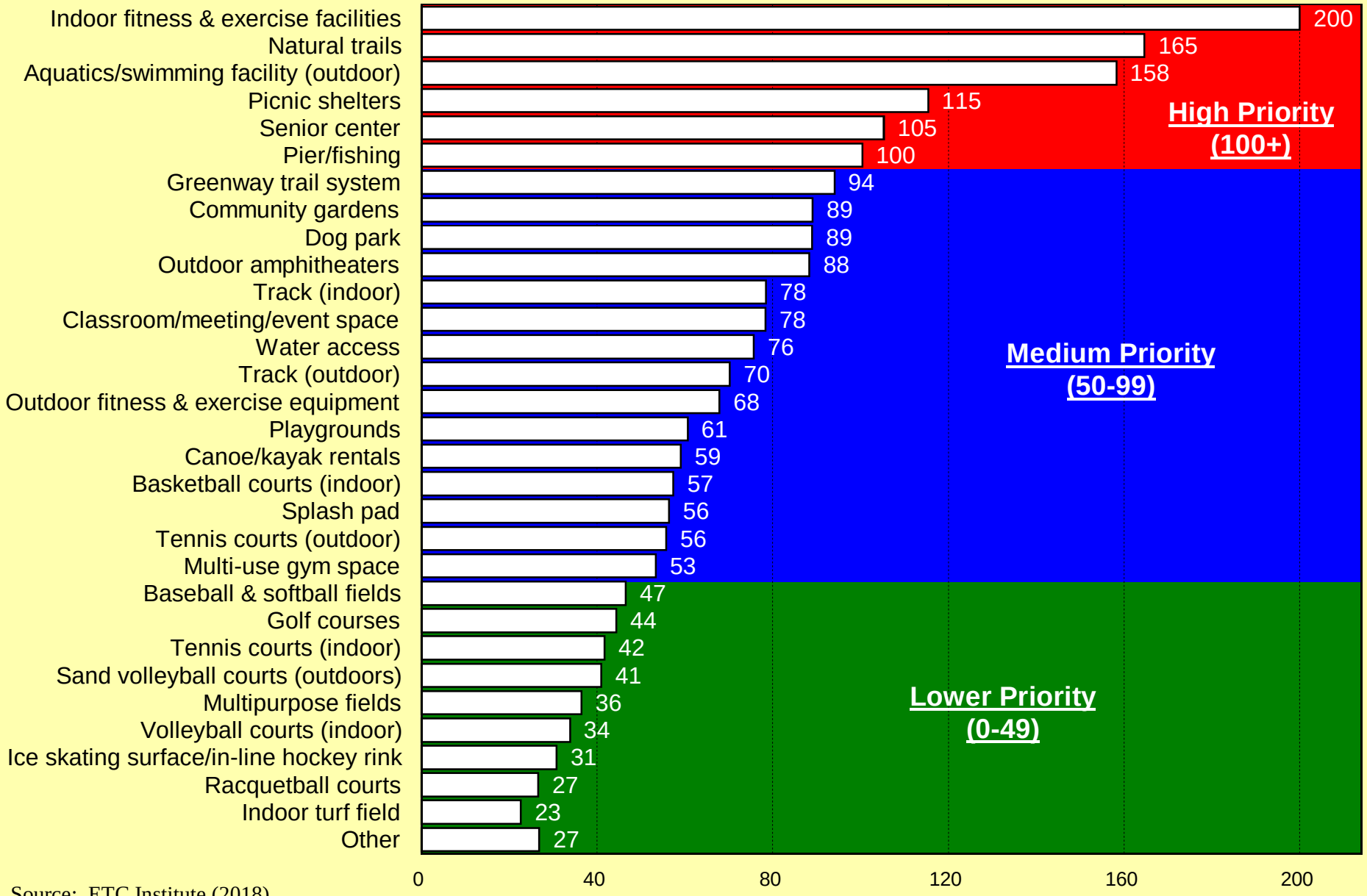
Importance Rating for Recreation Facilities - Adults

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 (2018)

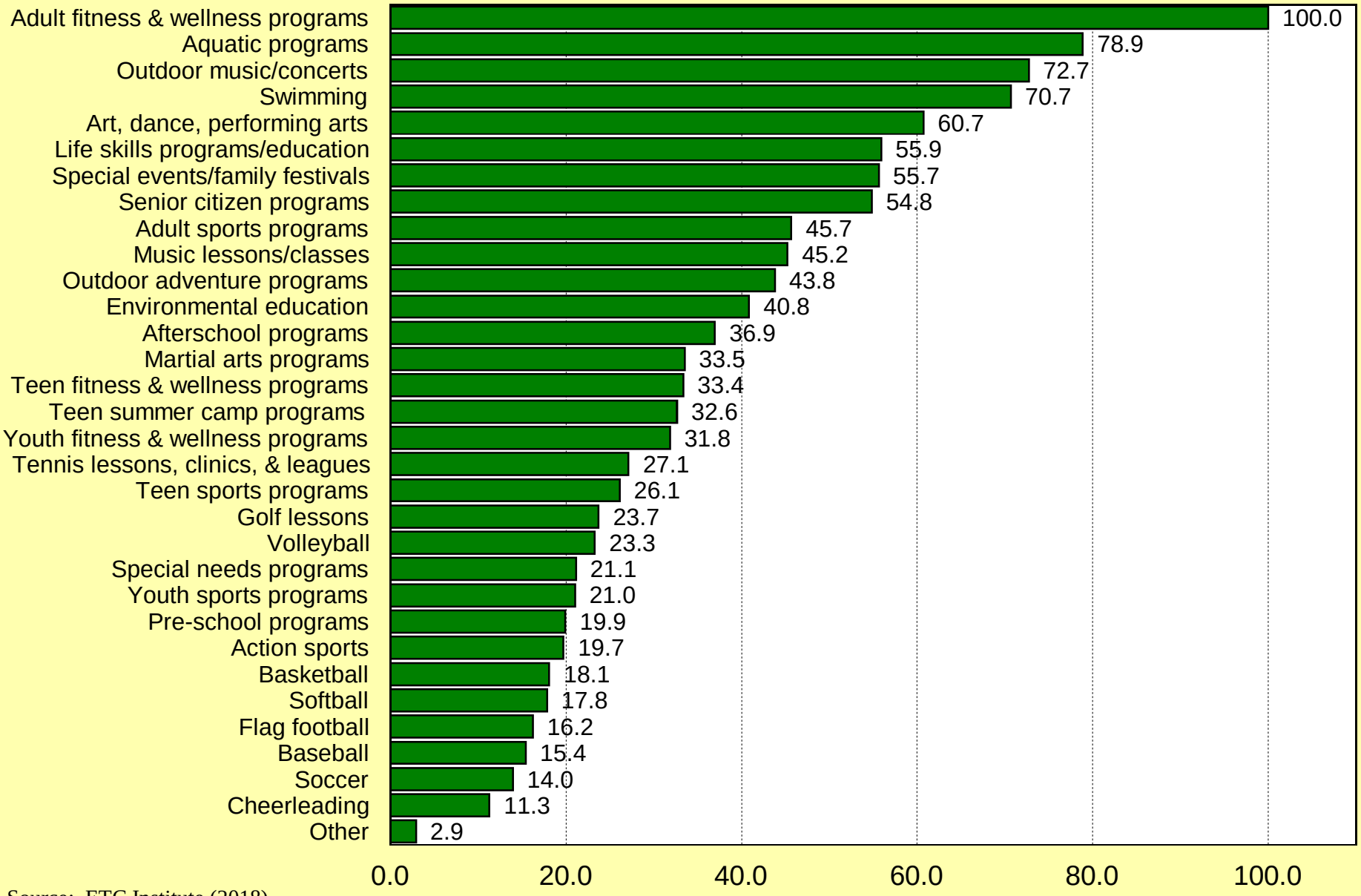
Top Priorities for Investment for Recreation Facilities - Adults Based on the Priority Investment Rating



Source: ETC Institute (2018)

Unmet Needs Rating for Recreation Programs

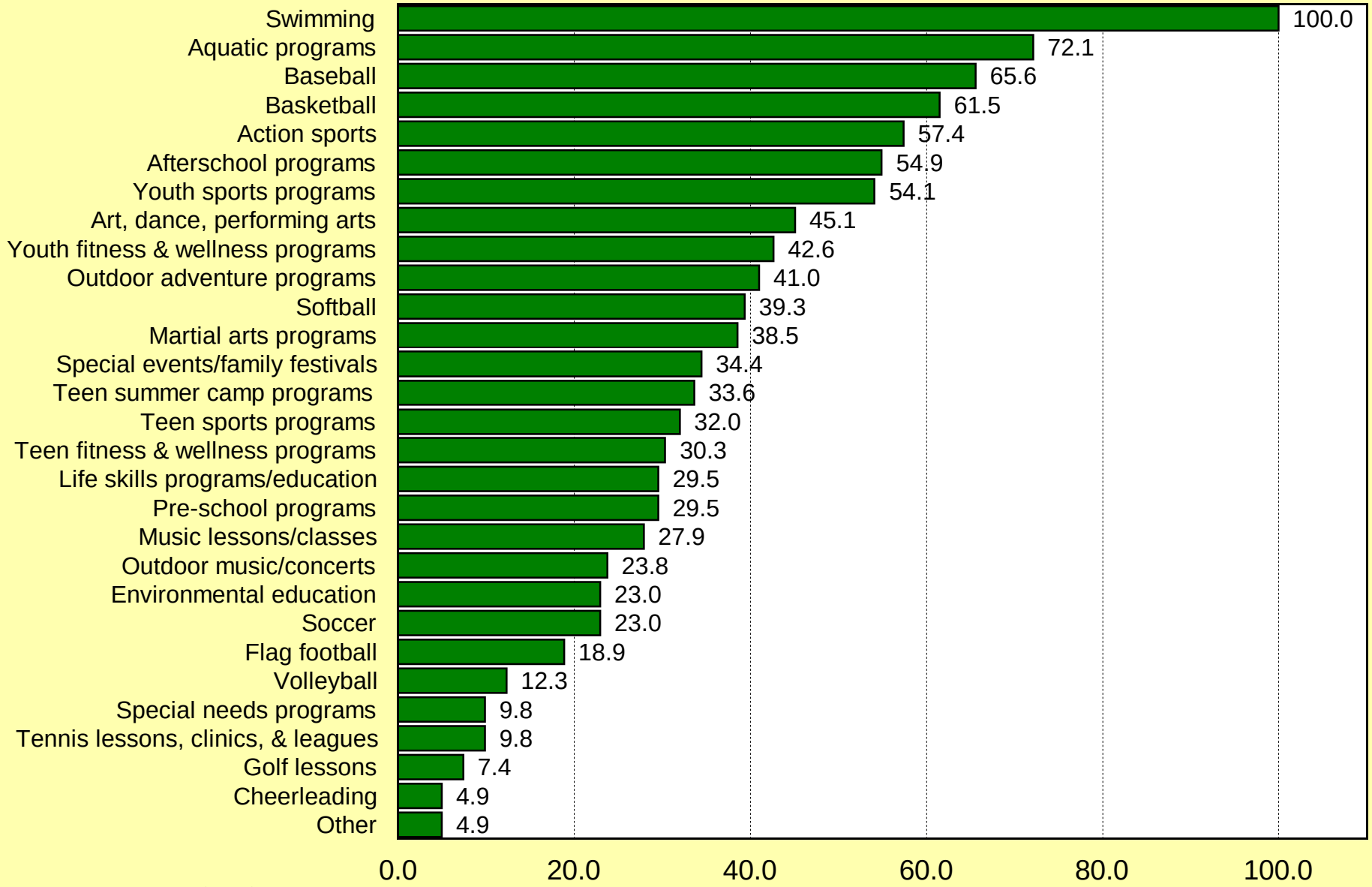
the rating for the item with the most unmet need=100
the rating of all other items reflects the relative amount of unmet need for each item compared to the item with the most unmet need



Source: ETC Institute (2018)

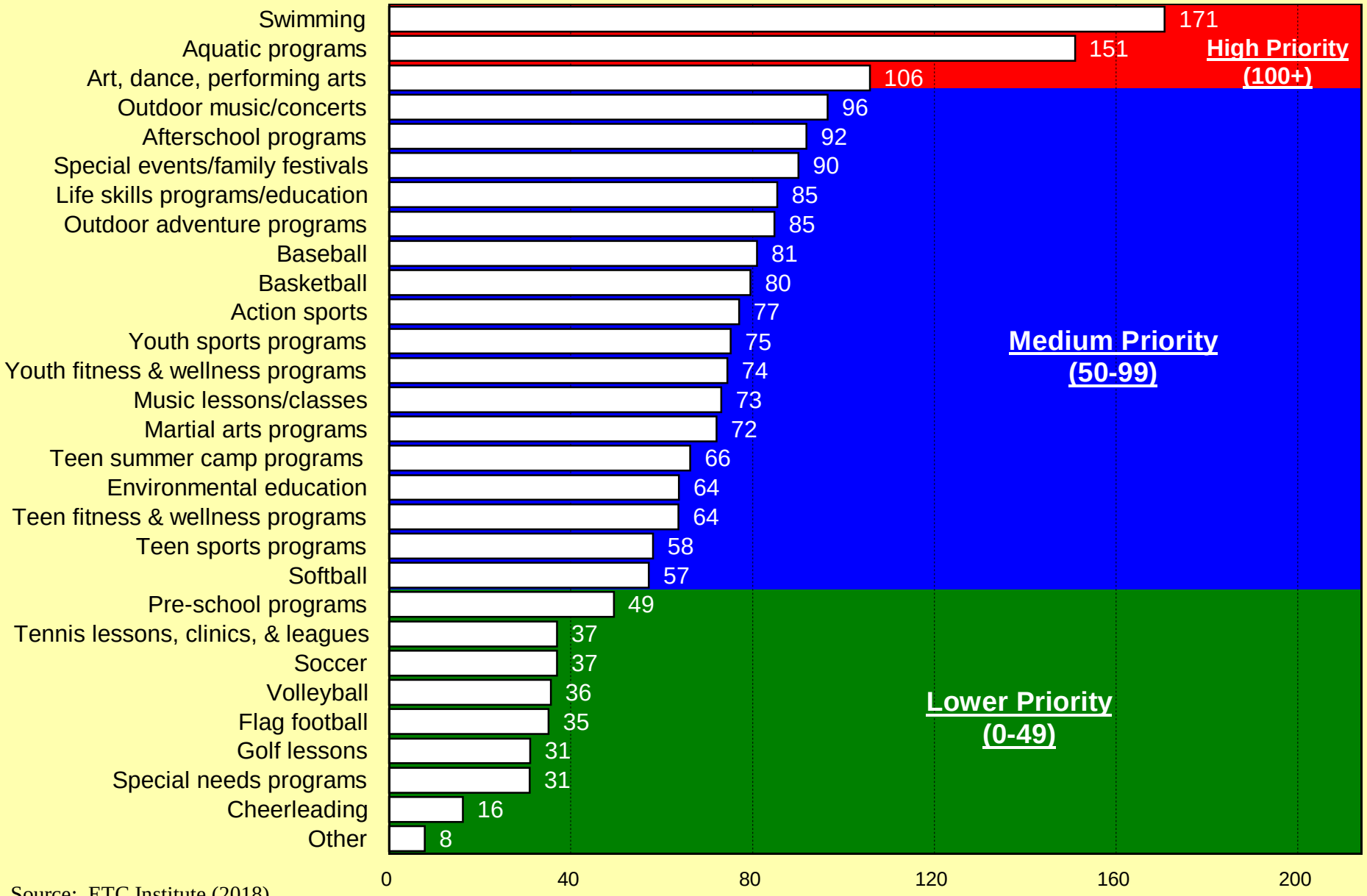
Importance Rating for Recreation Programs - Youth

the rating for the item rated as the most important=100
the rating of all other items reflects the relative level of importance for each item compared to the item rated as the most important



Source: ETC Institute (2018)

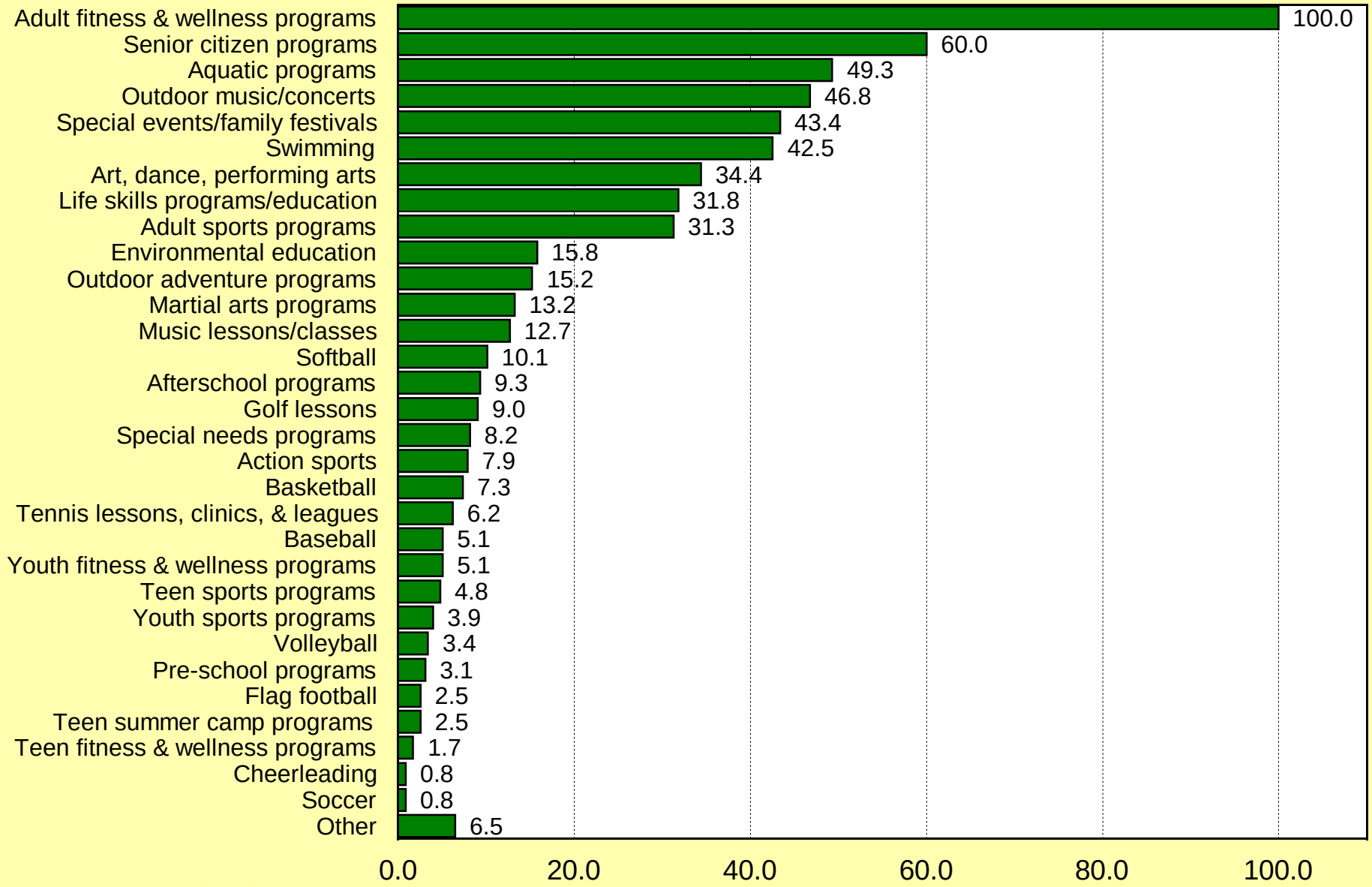
Top Priorities for Investment for Recreation Programs - Youth Based on the Priority Investment Rating



Source: ETC Institute (2018)

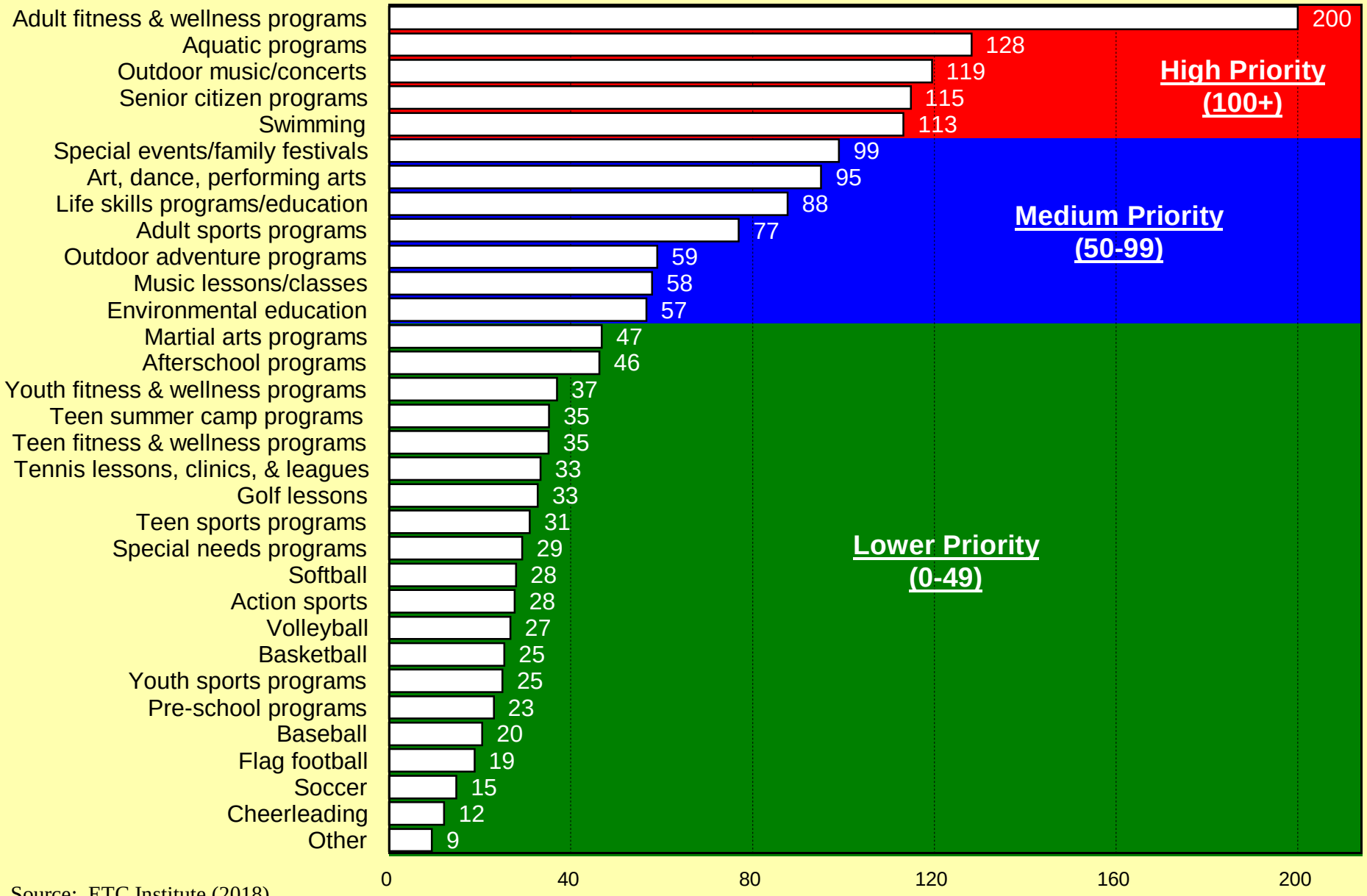
Importance Rating for Recreation Programs - Adults

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 (2018)

Top Priorities for Investment for Recreation Programs - Adults Based on the Priority Investment Rating



Source: ETC Institute (2018)

Section 3
Benchmarking Analysis

Benchmarking Summary Report
Warren County, North Carolina

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

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

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

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

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

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

Benchmarking for Warren County, North Carolina		
	National Average	***Warren County***
Have you or members of your household participated in City/County/Park District recreation programs during the past year?		
Yes	34%	**23%**
No	65%	**78%**
How would you rate the quality of all the recreation programs you've participated in?		
Excellent	36%	**43%**
Good	53%	**41%**
Fair	9%	**10%**
Poor	1%	**3%**
Ways respondents learn about recreation programs and activities		
Word of Mouth/Friends/Coworkers	43%	**71%**
Newspaper	37%	**56%**
Banners in public places	27%	**31%**
Social media - Facebook/Twitter	11%	**25%**
Conversations with City/County/Park District staff	6%	**16%**
Website	31%	**12%**
Direct E-mail	11%	**5%**
Organizations used for parks and recreation programs and facilities		
City/County Parks & Recreation Department	46%	**75%**
State Parks	38%	**41%**
Churches	28%	**34%**
School District	30%	**30%**
Other Cities/Park Districts	24%	**22%**
Non-profit organizations	5%	**10%**
Private Clubs	21%	**8%**

Benchmarking for Warren County, North Carolina		
	National Average	***Warren County***
Reasons preventing the use of parks and recreation facilities and programs more often		
I do not know what is being offered	24%	**41%**
We are too busy	34%	**36%**
Too far from residence	12%	**29%**
Not interested in what is provided	16%	**20%**
Facility operating hours are not convenient	7%	**8%**
Fees are too expensive	15%	**7%**
Overcrowding	5%	**5%**
Lack of parking	6%	**5%**
Safety at facilities	9%	**4%**
Lack of accessibility (Not accessible for people w disabilities)	4%	**3%**
Recreation programs that respondent households have a need for		
Adult arts, dance, performing arts	21%	**30%**
Adult fitness and wellness programs	46%	**51%**
Water fitness programs	29%	**39%**
Special events	40%	**33%**
Seniors/Adult programs for 50 years and older	25%	**33%**
Adult sports programs	22%	**26%**
Nature programs/environmental education	31%	**20%**
Before and after school programs	16%	**18%**
Teen programs	17%	**17%**
Youth fitness and wellness programs	19%	**17%**
Youth summer camp programs	19%	**16%**
Youth sports programs	26%	**15%**
Martial arts programs	14%	**14%**
Tennis lessons and leagues	16%	**14%**
Golf lessons and leagues (Golf lessons)	18%	**12%**
Preschool programs	14%	**11%**
Special needs programs	12%	**11%**

Benchmarking for Warren County, North Carolina		
	National Average	***Warren County***
Most important recreation programs (sum of top choices)		
Adult fitness and wellness programs	30%	**36%**
Seniors/Adult programs for 50 years and older	15%	**21%**
Water fitness programs	14%	**18%**
Special events	21%	**15%**
Adult arts, dance, performing arts	8%	**11%**
Adult sports programs	9%	**11%**
Nature programs/environmental education	13%	**6%**
Martial arts programs	4%	**5%**
Before and after school programs	7%	**3%**
Golf lessons and leagues	8%	**3%**
Special needs programs	5%	**3%**
Tennis lessons and leagues	6%	**2%**
Youth fitness and wellness programs	7%	**2%**
Youth sports programs	14%	**1%**
Preschool programs	8%	**1%**
Youth summer camp programs	9%	**1%**
Teen programs	7%	**1%**

Benchmarking for Warren County, North Carolina		
	National Average	***Warren County***
Parks and recreation facilities that respondent households have a need for		
Baseball & softball fields	13%	**30%**
Indoor Fitness and Exercise Facilities	46%	**43%**
Picnic Areas and Shelters	52%	**43%**
Playground Equipment for Children	43%	**41%**
Nature Center/Nature Trails	51%	**40%**
Outdoor Swimming Pools/Aquatic Center	43%	**38%**
Senior Centers (Senior activity space)	22%	**29%**
Fishing areas (Fishing piers)	35%	**28%**
Basketball courts (indoor)	23%	**28%**
Bodies of Water/Lake with Public Access	41%	**25%**
Greenway trail system	48%	**25%**
Community Gardens	31%	**24%**
Indoor Gyms/Multi-Purpose Rec Center	27%	**24%**
Outdoor Amphitheater	33%	**23%**
Meeting Space/conference center	24%	**23%**
Off-leash dog parks	28%	**22%**
Indoor running/walking track	40%	**22%**
Soccer, Lacrosse Fields (Outdoor field space)	21%	**21%**
Splash park/pad	28%	**19%**
Tennis Courts (outdoor)	26%	**17%**
Volleyball courts (outdoor sand)	15%	**16%**
Indoor Tennis	17%	**15%**
Golf courses	28%	**12%**
Indoor sports complex (Indoor sports fields)	17%	**8%**

Benchmarking for Warren County, North Carolina		
	National Average	***Warren County***
Most important parks and recreation facilities (sum of top choices)		
Bodies of Water/Lake with Public Access	15%	**37%**
Outdoor Swimmming Pools/Aquatic Facilities	19%	**19%**
Nature Center/Nature Trails (Nature trails/nature parks)	19%	**18%**
Indoor Fitness and Exercise Facilities	19%	**15%**
Picnic Areas and Shelters	15%	**14%**
Fishing areas	12%	**13%**
Indoor sports complex (Indoor sports fields)	4%	**12%**
Off-Leash Dog Park	14%	**11%**
Greenway trail system	16%	**11%**
Senior Centers (Senior activity space)	9%	**10%**
Outdoor Amphitheater	8%	**9%**
Community Gardens	9%	**9%**
Indoor running/walking track	14%	**9%**
Meeting Space/conference center	5%	**8%**
Baseball & softball fields	3%	**8%**
Tennis Courts (outdoor)	7%	**8%**
Soccer, Lacrosse Fields (Outdoor field space)	8%	**7%**
Basketball courts (indoor)	6%	**6%**
Golf courses	11%	**5%**
Playground Equipment for Children	18%	**5%**
Indoor Gyms/Multi-Purpose Rec Centers	7%	**5%**
Indoor Tennis	6%	**4%**
Splash park/pad	9%	**3%**
Volleyball Courts (outdoor sand)	2%	**1%**

Section 4
Tabular Data

Q1. Please CHECK ALL of the following Warren County parks and facilities that you or other members of your household have used in the past 12 months.

Q1. All Warren County parks & facilities you have used in past 12 months	Number	Percent
Rotary Park, 315 Spring Street, Warrenton	38	10.5 %
Recreation Complex 840, US HWY 158 Byps., Warrenton	207	57.2 %
Magnolia Ernest Recreational Park, 1620 Soul City Boulevard, Manson	39	10.8 %
Buck Spring Park, 266 Nathaniel Macon Drive, Littleton	58	16.0 %
John Graham Gym, 113 Wilcox Street, Warrenton	86	23.8 %
Other	13	3.6 %
None of the above	122	33.7 %
Total	563	

WITHOUT "NONE OF THE ABOVE"

Q1. Please CHECK ALL of the following Warren County parks and facilities that you or other members of your household have used in the past 12 months. (without "none of above")

Q1. All Warren County parks & facilities you have used in past 12 months	Number	Percent
Rotary Park, 315 Spring Street, Warrenton	38	15.8 %
Recreation Complex 840, US HWY 158 Byps., Warrenton	207	86.3 %
Magnolia Ernest Recreational Park, 1620 Soul City Boulevard, Manson	39	16.3 %
Buck Spring Park, 266 Nathaniel Macon Drive, Littleton	58	24.2 %
John Graham Gym, 113 Wilcox Street, Warrenton	86	35.8 %
Other	13	5.4 %
Total	441	

Q1. Other

Q1. Other	Number	Percent
Haley-Haywood Park	2	15.4 %
Little Man Park	1	7.7 %
Soul City Pool	1	7.7 %
Armory	1	7.7 %
FRISBEE GOLF COURSE	1	7.7 %
Kimball Point	1	7.7 %
DOWNTOWN LITTLETON MAIN ST	1	7.7 %
MACON PARK	1	7.7 %
LAKE GASTON	1	7.7 %
LAKE BEACH	1	7.7 %
MEDOC	1	7.7 %
COUNTY LINE	1	7.7 %
Total	13	100.0 %

Q1a. In the past 12 months, approximately how many times have you or members of your household visited any Warren County Parks and Recreation parks and facilities?

Q1a. How many times have you visited any Warren County Parks & Recreation parks & facilities in past 12 months	Number	Percent
1-5 times	70	29.2 %
6-10 times	50	20.8 %
11-20 times	41	17.1 %
21-25 times	16	6.7 %
25+ times	56	23.3 %
Not provided	7	2.9 %
Total	240	100.0 %

WITHOUT "NOT PROVIDED"

Q1a. In the past 12 months, approximately how many times have you or members of your household visited any Warren County Parks and Recreation parks and facilities? (without "not provided")

Q1a. How many times have you visited any Warren County Parks & Recreation parks & facilities in past 12 months	Number	Percent
1-5 times	70	30.0 %
6-10 times	50	21.5 %
11-20 times	41	17.6 %
21-25 times	16	6.9 %
25+ times	56	24.0 %
Total	233	100.0 %

Q1b. Which THREE parks or facilities do you visit MOST OFTEN? (1st choice)

Q1b. 1st choice	Number	Percent
Recreation Complex	106	51.0 %
Recreation Complex 840, US Hwy 158 Byps., Warrenton	57	27.4 %
Buck Springs	16	7.7 %
John Graham Gym	11	5.3 %
Magnolia Earnest Recreational Park	5	2.4 %
Rotary Park	3	1.4 %
Recreational Park	1	0.5 %
Recreation Center	1	0.5 %
Gym for pickleball	1	0.5 %
Frisbee Golf	1	0.5 %
Kimball Point	1	0.5 %
Bullucksville	1	0.5 %
Macon	1	0.5 %
Lake Gaston	1	0.5 %
Medoc for bike trail	1	0.5 %
Soul City	1	0.5 %
Total	208	100.0 %

Q1b. Which THREE parks or facilities do you visit MOST OFTEN? (2nd choice)

Q1b. 2nd choice	Number	Percent
John Graham Gym	43	38.1 %
Buck Springs	21	18.6 %
Rotary Park	14	12.4 %
Recreation Complex	9	8.0 %
Magnolia Ernest Recreational Park	9	8.0 %
Recreation Complex 840, US HWY 158 Byps., Warrenton	7	6.2 %
Soul City Park	4	3.5 %
Little Man Park	1	0.9 %
Armory	1	0.9 %
Soul City Pool	1	0.9 %
Macon	1	0.9 %
Haywood	1	0.9 %
Lake Beach	1	0.9 %
Total	113	100.0 %

Q1b. Which THREE parks or facilities do you visit MOST OFTEN? (3rd choice)

Q1b. 3rd choice	Number	Percent
John Graham Gym	19	41.3 %
Rotary Park	8	17.4 %
Magnolia Ernest Recreational Park	7	15.2 %
Buck Springs	6	13.0 %
Soul City Pool	3	6.5 %
Warren County Rec	1	2.2 %
Recreation Complex 840, US HWY 158 Byps., Warrenton	1	2.2 %
Recreation Complex	1	2.2 %
Total	46	100.0 %

Q2. In the past 12 months, have you or any member of your household participated in any programs offered by the Warren County Parks and Recreation Department?

Q2. Have you participated in any programs offered by Warren County Parks & Recreation Department in past 12 months	Number	Percent
Yes	80	22.1 %
No	276	76.2 %
Not provided	6	1.7 %
Total	362	100.0 %

WITHOUT "NOT PROVIDED"

Q2. In the past 12 months, have you or any member of your household participated in any programs offered by the Warren County Parks and Recreation Department? (without "not provided")

Q2. Have you participated in any programs offered by Warren County Parks & Recreation Department in past 12 months	Number	Percent
Yes	80	22.5 %
No	276	77.5 %
Total	356	100.0 %

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

Q2a. How would you rate overall quality of programs you have participated in	Number	Percent
Excellent	34	42.5 %
Good	33	41.3 %
Fair	8	10.0 %
Poor	2	2.5 %
Not provided	3	3.8 %
Total	80	100.0 %

WITHOUT "NOT PROVIDED"

Q2a. How would you rate the overall quality of programs that you and members of your household have participated in? (without "not provided")

Q2a. How would you rate overall quality of programs you have participated in	Number	Percent
Excellent	34	44.2 %
Good	33	42.9 %
Fair	8	10.4 %
Poor	2	2.6 %
Total	77	100.0 %

Q3. From the following list, please CHECK ALL of the ways you learn about Warren County Parks and Recreation Department programs.

Q3. What are all the ways you learn about Warren County Parks & Recreation Department programs	Number	Percent
Banners in public places	95	26.2 %
Bulletin boards	42	11.6 %
Conversation with staff	49	13.5 %
Direct email	15	4.1 %
Warren County Parks & Recreation website	35	9.7 %
Newspaper	170	47.0 %
Social media (e.g. Facebook, Twitter, Instagram)	75	20.7 %
Search engine (e.g. Google, Yahoo, Bing)	18	5.0 %
Word of mouth	216	59.7 %
Other	25	6.9 %
None of these	59	16.3 %
Total	799	

WITHOUT "NONE OF THE ABOVE"

Q3. From the following list, please CHECK ALL of the ways you learn about Warren County Parks and Recreation Department programs. (without "none of these")

Q3. What are all the ways you learn about Warren County Parks & Recreation Department programs	Number	Percent
Banners in public places	95	31.4 %
Bulletin boards	42	13.9 %
Conversation with staff	49	16.2 %
Direct email	15	5.0 %
Warren County Parks & Recreation website	35	11.6 %
Newspaper	170	56.1 %
Social media (e.g. Facebook, Twitter, Instagram)	75	24.8 %
Search engine (e.g. Google, Yahoo, Bing)	18	5.9 %
Word of mouth	216	71.3 %
Other	25	8.3 %
Total	740	

Q3. Other

Q3. Other	Number	Percent
Observed while driving past	6	24.0 %
School	4	16.0 %
FLYERS FROM SCHOOLS	2	8.0 %
RADIO	2	8.0 %
Email	1	4.0 %
WARREN RECORD NEWPAPER	1	4.0 %
Friends	1	4.0 %
BALL GAMES	1	4.0 %
RIDE BY CHECKED OUT PARK	1	4.0 %
Grandchildren playing with the recreation	1	4.0 %
BOARD OF COMMISSION	1	4.0 %
CHAMBER OF COMMERCE	1	4.0 %
School announcement	1	4.0 %
VISITING	1	4.0 %
Google	1	4.0 %
Total	25	100.0 %

Q4. Please CHECK ALL of the following reasons that you and members of your household use the parks, facilities, and programs offered by the Warren County Parks and Recreation Department.

Q4. What are the reasons you use parks, facilities, & programs offered by Warren County Parks & Recreation Department	Number	Percent
Program or facility offered	89	24.6 %
Safety of parks & facilities	108	29.8 %
Quality of instructors	23	6.4 %
Facilities have right amenities	71	19.6 %
Quality of programs	25	6.9 %
Facilities are well maintained	127	35.1 %
Close to our home/residence	156	43.1 %
Enjoyment of outdoors	155	42.8 %
Programs are interesting	38	10.5 %
Fees are affordable	54	14.9 %
Good customer service by staff	47	13.0 %
Facility operating hours are convenient	77	21.3 %
Registration for programs is easy	37	10.2 %
Availability of parking	127	35.1 %
Improved physical fitness & health	138	38.1 %
Socializing/meeting people	87	24.0 %
Other	7	1.9 %
None. I do not use parks, recreation facilities, or programs	108	29.8 %
Total	1474	

WITHOUT "NONE"

Q4. Please CHECK ALL of the following reasons that you and members of your household use the parks, facilities, and programs offered by the Warren County Parks and Recreation Department. (without "none")

Q4. What are the reasons you use parks, facilities, & programs offered by Warren County Parks & Recreation Department	Number	Percent
Program or facility offered	89	35.0 %
Safety of parks & facilities	108	42.5 %
Quality of instructors	23	9.1 %
Facilities have right amenities	71	28.0 %
Quality of programs	25	9.8 %
Facilities are well maintained	127	50.0 %
Close to our home/residence	156	61.4 %
Enjoyment of outdoors	155	61.0 %
Programs are interesting	38	15.0 %
Fees are affordable	54	21.3 %
Good customer service by staff	47	18.5 %
Facility operating hours are convenient	77	30.3 %
Registration for programs is easy	37	14.6 %
Availability of parking	127	50.0 %
Improved physical fitness & health	138	54.3 %
Socializing/meeting people	87	34.3 %
Other	7	2.8 %
Total	1366	

Q4. Other

Q4. Other	Number	Percent
RETIRED	1	14.3 %
YOUTH SPORTS	1	14.3 %
PLAYGROUND	1	14.3 %
TRAILS	1	14.3 %
Attend grand kids' games	1	14.3 %
HISTORY	1	14.3 %
School soccer practice	1	14.3 %
Total	7	100.0 %

Q5. Please indicate if you have a need for each of the following recreation facilities or amenities.

(N=362)

	Yes	No
Q5-1. Aquatics/swimming facility (outdoor)	38.4%	61.6%
Q5-2. Baseball & softball fields	29.8%	70.2%
Q5-3. Basketball courts (indoor)	27.6%	72.4%
Q5-4. Canoe/kayak rentals	15.7%	84.3%
Q5-5. Classroom/meeting/event space	22.9%	77.1%
Q5-6. Community gardens	23.8%	76.2%
Q5-7. Dog park	22.4%	77.6%
Q5-8. Golf courses	12.4%	87.6%
Q5-9. Greenway trail system	24.9%	75.1%
Q5-10. Ice skating surface/in-line hockey rink	10.5%	89.5%
Q5-11. Indoor turf field	7.7%	92.3%
Q5-12. Indoor fitness & exercise facilities	43.4%	56.6%
Q5-13. Multipurpose fields (e.g. football, soccer, lacrosse)	21.3%	78.7%
Q5-14. Multi-use gym space (e.g. basketball, volleyball)	23.8%	76.2%
Q5-15. Natural trails	39.5%	60.5%
Q5-16. Outdoor amphitheaters	23.2%	76.8%
Q5-17. Outdoor fitness & exercise equipment	20.7%	79.3%
Q5-18. Picnic shelters	43.1%	56.9%
Q5-19. Pier/fishing	27.9%	72.1%

Q5. Please indicate if you have a need for each of the following recreation facilities or amenities.

	Yes	No
Q5-20. Playgrounds	40.6%	59.4%
Q5-21. Sand volleyball courts (outdoors)	16.0%	84.0%
Q5-22. Senior center	29.3%	70.7%
Q5-23. Splash pad	19.1%	80.9%
Q5-24. Racquetball courts	9.1%	90.9%
Q5-25. Tennis courts (indoor)	14.9%	85.1%
Q5-26. Tennis courts (outdoor)	16.9%	83.1%
Q5-27. Track (indoor)	22.1%	77.9%
Q5-28. Track (outdoor)	28.5%	71.5%
Q5-29. Volleyball courts (indoor)	15.7%	84.3%
Q5-30. Water access (e.g. boating, kayaking, canoeing)	25.4%	74.6%
Q5-31. Other	5.0%	95.0%

Q5. If "Yes," please rate how well the facility/amenity meets the needs of your household using a scale of 4 to 1, where 4 means the needs of your household are "Fully Met" and 1 means "Not Met."

(N=296)

	Fully met	Mostly met	Partly met	Not met
Q5-1. Aquatics/swimming facility (outdoor)	8.6%	14.1%	13.3%	64.1%
Q5-2. Baseball & softball fields	59.8%	22.5%	11.8%	5.9%
Q5-3. Basketball courts (indoor)	38.3%	20.2%	16.0%	25.5%
Q5-4. Canoe/kayak rentals	6.0%	4.0%	10.0%	80.0%
Q5-5. Classroom/meeting/event space	17.3%	12.0%	26.7%	44.0%
Q5-6. Community gardens	10.5%	7.9%	14.5%	67.1%
Q5-7. Dog park	15.7%	11.4%	7.1%	65.7%
Q5-8. Golf courses	10.3%	23.1%	12.8%	53.8%
Q5-9. Greenway trail system	12.8%	12.8%	21.8%	52.6%
Q5-10. Ice skating surface/in-line hockey rink	8.6%	0.0%	14.3%	77.1%
Q5-11. Indoor turf field	19.2%	7.7%	11.5%	61.5%
Q5-12. Indoor fitness & exercise facilities	10.1%	8.7%	16.7%	64.5%
Q5-13. Multipurpose fields (e.g. football, soccer, lacrosse)	31.9%	22.2%	15.3%	30.6%
Q5-14. Multi-use gym space (e.g. basketball, volleyball)	20.8%	19.5%	24.7%	35.1%
Q5-15. Natural trails	17.3%	12.6%	15.7%	54.3%
Q5-16. Outdoor amphitheaters	9.3%	9.3%	9.3%	72.0%
Q5-17. Outdoor fitness & exercise equipment	19.7%	9.1%	16.7%	54.5%
Q5-18. Picnic shelters	31.7%	24.6%	20.4%	23.2%
Q5-19. Pier/fishing	19.6%	13.0%	16.3%	51.1%

Q5. If "Yes," please rate how well the facility/amenity meets the needs of your household using a scale of 4 to 1, where 4 means the needs of your household are "Fully Met" and 1 means "Not Met."

	Fully met	Mostly met	Partly met	Not met
Q5-20. Playgrounds	35.6%	29.6%	17.0%	17.8%
Q5-21. Sand volleyball courts (outdoors)	10.0%	12.0%	16.0%	62.0%
Q5-22. Senior center	23.9%	14.1%	20.7%	41.3%
Q5-23. Splash pad	9.4%	4.7%	7.8%	78.1%
Q5-24. Racquetball courts	7.1%	3.6%	17.9%	71.4%
Q5-25. Tennis courts (indoor)	12.5%	10.4%	20.8%	56.3%
Q5-26. Tennis courts (outdoor)	12.7%	16.4%	23.6%	47.3%
Q5-27. Track (indoor)	20.3%	18.9%	8.1%	52.7%
Q5-28. Track (outdoor)	49.5%	16.5%	10.3%	23.7%
Q5-29. Volleyball courts (indoor)	17.0%	15.1%	18.9%	49.1%
Q5-30. Water access (e.g. boating, kayaking, canoeing)	18.5%	14.8%	16.0%	50.6%
Q5-31. Other	0.0%	0.0%	8.3%	91.7%

Q5. Other

Q5-31. Other	Number	Percent
Indoor swimming pool	6	33.3 %
Bike trails	2	11.1 %
Pickleball	2	11.1 %
Biking trails that are off the road but have a smooth surface	1	5.6 %
Bike trails! Indoor pool!	1	5.6 %
Bridge game	1	5.6 %
YOGA	1	5.6 %
Mountain bike trails	1	5.6 %
SWIMMING EXERCISE	1	5.6 %
Arts & crafts classes	1	5.6 %
EXCERCISE FOR OVER 50	1	5.6 %
Total	18	100.0 %

Q6. Which FOUR of the facilities or amenities from the list in Question 5 are MOST IMPORTANT to YOUTH (under age 18) in your household?

Q6. Top choice	Number	Percent
Aquatics/swimming facility (outdoor)	35	9.7 %
Baseball & softball fields	46	12.7 %
Basketball courts (indoor)	9	2.5 %
Canoe/kayak rentals	1	0.3 %
Community gardens	2	0.6 %
Golf courses	2	0.6 %
Greenway trail system	4	1.1 %
Ice skating surface/in-line hockey rink	2	0.6 %
Indoor fitness & exercise facilities	4	1.1 %
Multipurpose fields (e.g. football, soccer, lacrosse)	3	0.8 %
Multi-use gym space (e.g. basketball, volleyball)	4	1.1 %
Natural trails	1	0.3 %
Pier/fishing	1	0.3 %
Playgrounds	10	2.8 %
Splash pad	9	2.5 %
Racquetball courts	1	0.3 %
Track (indoor)	1	0.3 %
Volleyball courts (indoor)	2	0.6 %
Water access (e.g. boating, kayaking, canoeing)	2	0.6 %
Other	1	0.3 %
No youth in household	100	27.6 %
None chosen	122	33.7 %
Total	362	100.0 %

Q6. Which FOUR of the facilities or amenities from the list in Question 5 are MOST IMPORTANT to YOUTH (under age 18) in your household?

Q6. 2nd choice	Number	Percent
Aquatics/swimming facility (outdoor)	10	2.8 %
Baseball & softball fields	7	1.9 %
Basketball courts (indoor)	25	6.9 %
Canoe/kayak rentals	5	1.4 %
Classroom/meeting/event space	2	0.6 %
Community gardens	4	1.1 %
Dog park	3	0.8 %
Golf courses	1	0.3 %
Greenway trail system	1	0.3 %
Ice skating surface/in-line hockey rink	2	0.6 %
Indoor turf field	2	0.6 %
Indoor fitness & exercise facilities	5	1.4 %
Multipurpose fields (e.g. football, soccer, lacrosse)	9	2.5 %
Multi-use gym space (e.g. basketball, volleyball)	6	1.7 %
Natural trails	4	1.1 %
Outdoor amphitheaters	1	0.3 %
Outdoor fitness & exercise equipment	1	0.3 %
Picnic shelters	5	1.4 %
Pier/fishing	3	0.8 %
Playgrounds	15	4.1 %
Sand volleyball courts (outdoors)	2	0.6 %
Splash pad	10	2.8 %
Track (indoor)	1	0.3 %
Track (outdoor)	3	0.8 %
Volleyball courts (indoor)	1	0.3 %
Water access (e.g. boating, kayaking, canoeing)	3	0.8 %
Other	1	0.3 %
None chosen	230	63.5 %
Total	362	100.0 %

Q6. Which FOUR of the facilities or amenities from the list in Question 5 are MOST IMPORTANT to YOUTH (under age 18) in your household?

Q6. 3rd choice	Number	Percent
Aquatics/swimming facility (outdoor)	12	3.3 %
Baseball & softball fields	1	0.3 %
Basketball courts (indoor)	6	1.7 %
Canoe/kayak rentals	3	0.8 %
Classroom/meeting/event space	3	0.8 %
Community gardens	4	1.1 %
Dog park	3	0.8 %
Golf courses	2	0.6 %
Greenway trail system	3	0.8 %
Ice skating surface/in-line hockey rink	4	1.1 %
Indoor turf field	2	0.6 %
Indoor fitness & exercise facilities	12	3.3 %
Multipurpose fields (e.g. football, soccer, lacrosse)	6	1.7 %
Multi-use gym space (e.g. basketball, volleyball)	7	1.9 %
Natural trails	9	2.5 %
Outdoor amphitheaters	2	0.6 %
Picnic shelters	8	2.2 %
Pier/fishing	4	1.1 %
Playgrounds	13	3.6 %
Sand volleyball courts (outdoors)	3	0.8 %
Senior center	2	0.6 %
Splash pad	3	0.8 %
Track (indoor)	2	0.6 %
Track (outdoor)	4	1.1 %
Volleyball courts (indoor)	1	0.3 %
Water access (e.g. boating, kayaking, canoeing)	3	0.8 %
Other	3	0.8 %
None chosen	237	65.5 %
Total	362	100.0 %

Q6. Which FOUR of the facilities or amenities from the list in Question 5 are MOST IMPORTANT to YOUTH (under age 18) in your household?

Q6. 4th choice	Number	Percent
Aquatics/swimming facility (outdoor)	4	1.1 %
Baseball & softball fields	3	0.8 %
Basketball courts (indoor)	2	0.6 %
Canoe/kayak rentals	1	0.3 %
Classroom/meeting/event space	3	0.8 %
Community gardens	1	0.3 %
Dog park	3	0.8 %
Golf courses	2	0.6 %
Greenway trail system	3	0.8 %
Ice skating surface/in-line hockey rink	2	0.6 %
Indoor turf field	1	0.3 %
Indoor fitness & exercise facilities	9	2.5 %
Multipurpose fields (e.g. football, soccer, lacrosse)	2	0.6 %
Multi-use gym space (e.g. basketball, volleyball)	6	1.7 %
Natural trails	7	1.9 %
Outdoor amphitheaters	3	0.8 %
Outdoor fitness & exercise equipment	2	0.6 %
Picnic shelters	9	2.5 %
Pier/fishing	7	1.9 %
Playgrounds	14	3.9 %
Splash pad	5	1.4 %
Racquetball courts	1	0.3 %
Tennis courts (outdoor)	2	0.6 %
Track (indoor)	5	1.4 %
Track (outdoor)	7	1.9 %
Volleyball courts (indoor)	2	0.6 %
Water access (e.g. boating, kayaking, canoeing)	2	0.6 %
Other	2	0.6 %
None chosen	252	69.6 %
Total	362	100.0 %

Q6. Which FOUR of the facilities or amenities from the list in Question 5 are MOST IMPORTANT to YOUTH (under age 18) in your household? (top 4)

Q6. Sum of top 4 choices	Number	Percent
Aquatics/swimming facility (outdoor)	61	16.9 %
Baseball & softball fields	57	15.7 %
Basketball courts (indoor)	42	11.6 %
Canoe/kayak rentals	10	2.8 %
Classroom/meeting/event space	8	2.2 %
Community gardens	11	3.0 %
Dog park	9	2.5 %
Golf courses	7	1.9 %
Greenway trail system	11	3.0 %
Ice skating surface/in-line hockey rink	10	2.8 %
Indoor turf field	5	1.4 %
Indoor fitness & exercise facilities	30	8.3 %
Multipurpose fields (e.g. football, soccer, lacrosse)	20	5.5 %
Multi-use gym space (e.g. basketball, volleyball)	23	6.4 %
Natural trails	21	5.8 %
Outdoor amphitheaters	6	1.7 %
Outdoor fitness & exercise equipment	3	0.8 %
Picnic shelters	22	6.1 %
Pier/fishing	15	4.1 %
Playgrounds	52	14.4 %
Sand volleyball courts (outdoors)	5	1.4 %
Senior center	2	0.6 %
Splash pad	27	7.5 %
Racquetball courts	2	0.6 %
Tennis courts (outdoor)	2	0.6 %
Track (indoor)	9	2.5 %
Track (outdoor)	14	3.9 %
Volleyball courts (indoor)	6	1.7 %
Water access (e.g. boating, kayaking, canoeing)	10	2.8 %
Other	7	1.9 %
No youth in household	100	27.6 %
None chosen	122	33.7 %
Total	729	

Q7. Which FOUR of the facilities or amenities listed in Question 5 do you think are MOST IMPORTANT to ADULT members (over age 18) of your household?

Q7. Top choice	Number	Percent
Aquatics/swimming facility (outdoor)	38	10.5 %
Baseball & softball fields	15	4.1 %
Basketball courts (indoor)	8	2.2 %
Canoe/kayak rentals	2	0.6 %
Classroom/meeting/event space	7	1.9 %
Community gardens	11	3.0 %
Dog park	10	2.8 %
Golf courses	8	2.2 %
Greenway trail system	12	3.3 %
Indoor turf field	1	0.3 %
Indoor fitness & exercise facilities	38	10.5 %
Multi-use gym space (e.g. basketball, volleyball)	2	0.6 %
Natural trails	18	5.0 %
Outdoor amphitheaters	7	1.9 %
Outdoor fitness & exercise equipment	3	0.8 %
Picnic shelters	9	2.5 %
Pier/fishing	9	2.5 %
Playgrounds	3	0.8 %
Senior center	14	3.9 %
Racquetball courts	1	0.3 %
Tennis courts (indoor)	1	0.3 %
Tennis courts (outdoor)	3	0.8 %
Track (indoor)	7	1.9 %
Track (outdoor)	15	4.1 %
Volleyball courts (indoor)	1	0.3 %
Water access (e.g. boating, kayaking, canoeing)	2	0.6 %
Other	6	1.7 %
None chosen	111	30.7 %
Total	362	100.0 %

Q7. Which FOUR of the facilities or amenities listed in Question 5 do you think are MOST IMPORTANT to ADULT members (over age 18) of your household?

Q7. 2nd choice	Number	Percent
Aquatics/swimming facility (outdoor)	15	4.1 %
Baseball & softball fields	6	1.7 %
Basketball courts (indoor)	11	3.0 %
Canoe/kayak rentals	6	1.7 %
Classroom/meeting/event space	12	3.3 %
Community gardens	6	1.7 %
Dog park	10	2.8 %
Golf courses	4	1.1 %
Greenway trail system	14	3.9 %
Ice skating surface/in-line hockey rink	1	0.3 %
Indoor turf field	3	0.8 %
Indoor fitness & exercise facilities	19	5.2 %
Multipurpose fields (e.g. football, soccer, lacrosse)	2	0.6 %
Multi-use gym space (e.g. basketball, volleyball)	4	1.1 %
Natural trails	18	5.0 %
Outdoor amphitheaters	5	1.4 %
Outdoor fitness & exercise equipment	9	2.5 %
Picnic shelters	19	5.2 %
Pier/fishing	9	2.5 %
Playgrounds	4	1.1 %
Senior center	17	4.7 %
Splash pad	1	0.3 %
Racquetball courts	1	0.3 %
Tennis courts (indoor)	2	0.6 %
Tennis courts (outdoor)	6	1.7 %
Track (indoor)	8	2.2 %
Track (outdoor)	10	2.8 %
Water access (e.g. boating, kayaking, canoeing)	5	1.4 %
Other	2	0.6 %
None chosen	133	36.7 %
Total	362	100.0 %

Q7. Which FOUR of the facilities or amenities listed in Question 5 do you think are MOST IMPORTANT to ADULT members (over age 18) of your household?

Q7. 3rd choice	Number	Percent
Aquatics/swimming facility (outdoor)	8	2.2 %
Baseball & softball fields	7	1.9 %
Basketball courts (indoor)	1	0.3 %
Canoe/kayak rentals	4	1.1 %
Classroom/meeting/event space	7	1.9 %
Community gardens	4	1.1 %
Dog park	8	2.2 %
Golf courses	2	0.6 %
Greenway trail system	4	1.1 %
Ice skating surface/in-line hockey rink	1	0.3 %
Indoor turf field	1	0.3 %
Indoor fitness & exercise facilities	19	5.2 %
Multipurpose fields (e.g. football, soccer, lacrosse)	3	0.8 %
Multi-use gym space (e.g. basketball, volleyball)	3	0.8 %
Natural trails	24	6.6 %
Outdoor amphitheaters	12	3.3 %
Outdoor fitness & exercise equipment	8	2.2 %
Picnic shelters	19	5.2 %
Pier/fishing	15	4.1 %
Playgrounds	3	0.8 %
Sand volleyball courts (outdoors)	3	0.8 %
Senior center	8	2.2 %
Splash pad	4	1.1 %
Racquetball courts	1	0.3 %
Tennis courts (indoor)	3	0.8 %
Tennis courts (outdoor)	7	1.9 %
Track (indoor)	13	3.6 %
Track (outdoor)	8	2.2 %
Volleyball courts (indoor)	1	0.3 %
Water access (e.g. boating, kayaking, canoeing)	8	2.2 %
Other	1	0.3 %
None chosen	152	42.0 %
Total	362	100.0 %

Q7. Which FOUR of the facilities or amenities listed in Question 5 do you think are MOST IMPORTANT to ADULT members (over age 18) of your household?

Q7. 4th choice	Number	Percent
Aquatics/swimming facility (outdoor)	7	1.9 %
Baseball & softball fields	1	0.3 %
Basketball courts (indoor)	3	0.8 %
Canoe/kayak rentals	5	1.4 %
Classroom/meeting/event space	4	1.1 %
Community gardens	10	2.8 %
Dog park	11	3.0 %
Golf courses	5	1.4 %
Greenway trail system	8	2.2 %
Ice skating surface/in-line hockey rink	1	0.3 %
Indoor turf field	1	0.3 %
Indoor fitness & exercise facilities	16	4.4 %
Multipurpose fields (e.g. football, soccer, lacrosse)	3	0.8 %
Multi-use gym space (e.g. basketball, volleyball)	3	0.8 %
Natural trails	19	5.2 %
Outdoor amphitheaters	8	2.2 %
Outdoor fitness & exercise equipment	4	1.1 %
Picnic shelters	10	2.8 %
Pier/fishing	10	2.8 %
Playgrounds	9	2.5 %
Sand volleyball courts (outdoors)	2	0.6 %
Senior center	10	2.8 %
Splash pad	4	1.1 %
Tennis courts (indoor)	2	0.6 %
Tennis courts (outdoor)	4	1.1 %
Track (indoor)	9	2.5 %
Track (outdoor)	6	1.7 %
Volleyball courts (indoor)	1	0.3 %
Water access (e.g. boating, kayaking, canoeing)	10	2.8 %
Other	2	0.6 %
None chosen	174	48.1 %
Total	362	100.0 %

Q7. Which FOUR of the facilities or amenities listed in Question 5 do you think are MOST IMPORTANT to ADULT members (over age 18) of your household? (top 4)

Q7. Sum of top 4 choices	Number	Percent
Aquatics/swimming facility (outdoor)	68	18.8 %
Baseball & softball fields	29	8.0 %
Basketball courts (indoor)	23	6.4 %
Canoe/kayak rentals	17	4.7 %
Classroom/meeting/event space	30	8.3 %
Community gardens	31	8.6 %
Dog park	39	10.8 %
Golf courses	19	5.2 %
Greenway trail system	38	10.5 %
Ice skating surface/in-line hockey rink	3	0.8 %
Indoor turf field	6	1.7 %
Indoor fitness & exercise facilities	92	25.4 %
Multipurpose fields (e.g. football, soccer, lacrosse)	8	2.2 %
Multi-use gym space (e.g. basketball, volleyball)	12	3.3 %
Natural trails	79	21.8 %
Outdoor amphitheaters	32	8.8 %
Outdoor fitness & exercise equipment	24	6.6 %
Picnic shelters	57	15.7 %
Pier/fishing	43	11.9 %
Playgrounds	19	5.2 %
Sand volleyball courts (outdoors)	5	1.4 %
Senior center	49	13.5 %
Splash pad	9	2.5 %
Racquetball courts	3	0.8 %
Tennis courts (indoor)	8	2.2 %
Tennis courts (outdoor)	20	5.5 %
Track (indoor)	37	10.2 %
Track (outdoor)	39	10.8 %
Volleyball courts (indoor)	3	0.8 %
Water access (e.g. boating, kayaking, canoeing)	25	6.9 %
Other	11	3.0 %
None chosen	111	30.7 %
Total	989	

Q8. Please indicate if you have a desire to participate in each of the following recreation programs or activities.

(N=362)

	Yes	No
Q8-1. Action sports (e.g. skateboarding, BMX)	9.7%	90.3%
Q8-2. Art, dance, performing arts	30.1%	69.9%
Q8-3. Adult fitness & wellness programs	50.8%	49.2%
Q8-4. Adult sports programs	26.2%	73.8%
Q8-5. Afterschool programs	18.2%	81.8%
Q8-6. Aquatic programs (e.g. swim lessons, fitness)	38.7%	61.3%
Q8-7. Baseball	16.0%	84.0%
Q8-8. Basketball	15.5%	84.5%
Q8-9. Cheerleading	6.6%	93.4%
Q8-10. Life skills programs/education (e. g. cooking, budgeting)	25.7%	74.3%
Q8-11. Environmental education	20.4%	79.6%
Q8-12. Flag football	10.2%	89.8%
Q8-13. Golf lessons	12.2%	87.8%
Q8-14. Martial arts programs	14.1%	85.9%
Q8-15. Music lessons/classes	20.4%	79.6%
Q8-16. Outdoor adventure programs (e.g. canoeing, camping)	22.1%	77.9%
Q8-17. Outdoor music/concerts	33.1%	66.9%
Q8-18. Pre-school programs	11.3%	88.7%
Q8-19. Special needs programs	11.0%	89.0%
Q8-20. Senior citizen programs	32.6%	67.4%

Q8. Please indicate if you have a desire to participate in each of the following recreation programs or activities.

	Yes	No
Q8-21. Soccer	10.2%	89.8%
Q8-22. Softball	14.9%	85.1%
Q8-23. Special events/family festivals	32.9%	67.1%
Q8-24. Swimming	32.6%	67.4%
Q8-25. Teen fitness & wellness programs	16.6%	83.4%
Q8-26. Teen sports programs	14.6%	85.4%
Q8-27. Teen summer camp programs	16.0%	84.0%
Q8-28. Tennis lessons, clinics, & leagues	14.1%	85.9%
Q8-29. Volleyball	12.7%	87.3%
Q8-30. Youth fitness & wellness programs	16.9%	83.1%
Q8-31. Youth sports programs	17.1%	82.9%
Q8-32. Other	1.9%	98.1%

Q8. If "Yes," please rate how well the programs meet the needs of your household using a scale of 4 to 1, where 4 means the needs of your household are "Fully Met" and 1 means "Not Met."

(N=265)

	Fully met	Mostly met	Partly met	Not met
Q8-1. Action sports (e.g. skateboarding, BMX)	13.8%	6.9%	0.0%	79.3%
Q8-2. Art, dance, performing arts	12.8%	8.5%	11.7%	67.0%
Q8-3. Adult fitness & wellness programs	11.9%	11.3%	24.5%	52.3%
Q8-4. Adult sports programs	17.9%	14.1%	16.7%	51.3%
Q8-5. Afterschool programs	11.3%	9.4%	22.6%	56.6%
Q8-6. Aquatic programs (e.g. swim lessons, fitness)	13.7%	6.8%	10.3%	69.2%
Q8-7. Baseball	45.8%	16.7%	18.8%	18.8%
Q8-8. Basketball	31.8%	22.7%	18.2%	27.3%
Q8-9. Cheerleading	27.8%	5.6%	5.6%	61.1%
Q8-10. Life skills programs/education (e. g. cooking, budgeting)	8.9%	6.3%	16.5%	68.4%
Q8-11. Environmental education	12.7%	9.1%	23.6%	54.5%
Q8-12. Flag football	27.6%	10.3%	6.9%	55.2%
Q8-13. Golf lessons	18.2%	6.1%	6.1%	69.7%
Q8-14. Martial arts programs	7.1%	0.0%	7.1%	85.7%
Q8-15. Music lessons/classes	8.5%	5.1%	13.6%	72.9%
Q8-16. Outdoor adventure programs (e.g. canoeing, camping)	15.2%	7.6%	6.1%	71.2%
Q8-17. Outdoor music/concerts	10.2%	4.1%	15.3%	70.4%
Q8-18. Pre-school programs	18.8%	12.5%	12.5%	56.3%
Q8-19. Special needs programs	12.5%	12.5%	9.4%	65.6%

Q8. If "Yes," please rate how well the programs meet the needs of your household using a scale of 4 to 1, where 4 means the needs of your household are "Fully Met" and 1 means "Not Met."

	Fully met	Mostly met	Partly met	Not met
Q8-20. Senior citizen programs	19.4%	15.1%	20.4%	45.2%
Q8-21. Soccer	33.3%	13.3%	16.7%	36.7%
Q8-22. Softball	31.1%	22.2%	15.6%	31.1%
Q8-23. Special events/family festivals	10.0%	24.0%	24.0%	42.0%
Q8-24. Swimming	9.2%	6.1%	12.2%	72.4%
Q8-25. Teen fitness & wellness programs	15.7%	5.9%	15.7%	62.7%
Q8-26. Teen sports programs	14.0%	16.3%	23.3%	46.5%
Q8-27. Teen summer camp programs	12.2%	8.2%	20.4%	59.2%
Q8-28. Tennis lessons, clinics, & leagues	17.5%	7.5%	15.0%	60.0%
Q8-29. Volleyball	11.4%	17.1%	22.9%	48.6%
Q8-30. Youth fitness & wellness programs	8.2%	18.4%	14.3%	59.2%
Q8-31. Youth sports programs	26.9%	25.0%	19.2%	28.8%
Q8-32. Other	20.0%	20.0%	20.0%	40.0%

Q8. Other

Q8-32. Other	Number	Percent
Visual arts, photography, crafting, museum/gallery	1	14.3 %
Public art	1	14.3 %
FISHING PIER	1	14.3 %
YOGA	1	14.3 %
BICYCLING	1	14.3 %
GYMNASTICS	1	14.3 %
PICKLEBALL COURT	1	14.3 %
Total	7	100.0 %

Q9. Which FOUR of the programs listed in Question 8 do you think are MOST IMPORTANT to YOUTH (under age 18) in your household?

Q9. Top choice	Number	Percent
Action sports (e.g. skateboarding, BMX)	13	3.6 %
Art, dance, performing arts	5	1.4 %
Adult fitness & wellness programs	8	2.2 %
Afterschool programs	6	1.7 %
Aquatic programs (e.g. swim lessons, fitness)	18	5.0 %
Baseball	17	4.7 %
Basketball	5	1.4 %
Life skills programs/education (e.g. cooking, budgeting)	4	1.1 %
Environmental education	1	0.3 %
Flag football	1	0.3 %
Golf lessons	1	0.3 %
Music lessons/classes	1	0.3 %
Outdoor music/concerts	2	0.6 %
Pre-school programs	4	1.1 %
Special needs programs	2	0.6 %
Soccer	3	0.8 %
Softball	6	1.7 %
Special events/family festivals	1	0.3 %
Swimming	9	2.5 %
Teen fitness & wellness programs	2	0.6 %
Teen sports programs	2	0.6 %
Teen summer camp programs	3	0.8 %
Tennis lessons, clinics, & leagues	1	0.3 %
Volleyball	1	0.3 %
Youth fitness & wellness programs	7	1.9 %
Youth sports programs	8	2.2 %
Other	2	0.6 %
No youth in household	98	27.1 %
None chosen	131	36.2 %
Total	362	100.0 %

Q9. Which FOUR of the programs listed in Question 8 do you think are MOST IMPORTANT to YOUTH (under age 18) in your household?

Q9. 2nd choice	Number	Percent
Action sports (e.g. skateboarding, BMX)	4	1.1 %
Art, dance, performing arts	7	1.9 %
Adult fitness & wellness programs	4	1.1 %
Adult sports programs	3	0.8 %
Afterschool programs	5	1.4 %
Aquatic programs (e.g. swim lessons, fitness)	7	1.9 %
Baseball	7	1.9 %
Basketball	13	3.6 %
Life skills programs/education (e.g. cooking, budgeting)	3	0.8 %
Environmental education	3	0.8 %
Flag football	1	0.3 %
Martial arts programs	7	1.9 %
Music lessons/classes	2	0.6 %
Outdoor adventure programs (e.g. canoeing, camping)	6	1.7 %
Outdoor music/concerts	2	0.6 %
Pre-school programs	2	0.6 %
Special needs programs	1	0.3 %
Senior citizen programs	1	0.3 %
Soccer	1	0.3 %
Softball	6	1.7 %
Special events/family festivals	3	0.8 %
Swimming	17	4.7 %
Teen fitness & wellness programs	4	1.1 %
Teen sports programs	3	0.8 %
Teen summer camp programs	4	1.1 %
Volleyball	2	0.6 %
Youth fitness & wellness programs	3	0.8 %
Youth sports programs	3	0.8 %
None chosen	238	65.7 %
Total	362	100.0 %

Q9. Which FOUR of the programs listed in Question 8 do you think are MOST IMPORTANT to YOUTH (under age 18) in your household?

Q9. 3rd choice	Number	Percent
Action sports (e.g. skateboarding, BMX)	6	1.7 %
Art, dance, performing arts	4	1.1 %
Adult fitness & wellness programs	1	0.3 %
Afterschool programs	9	2.5 %
Aquatic programs (e.g. swim lessons, fitness)	3	0.8 %
Baseball	5	1.4 %
Basketball	5	1.4 %
Cheerleading	2	0.6 %
Environmental education	6	1.7 %
Flag football	5	1.4 %
Golf lessons	1	0.3 %
Martial arts programs	6	1.7 %
Music lessons/classes	5	1.4 %
Outdoor adventure programs (e.g. canoeing, camping)	7	1.9 %
Outdoor music/concerts	2	0.6 %
Pre-school programs	4	1.1 %
Senior citizen programs	3	0.8 %
Soccer	2	0.6 %
Softball	5	1.4 %
Special events/family festivals	5	1.4 %
Swimming	8	2.2 %
Teen fitness & wellness programs	5	1.4 %
Teen sports programs	7	1.9 %
Teen summer camp programs	4	1.1 %
Tennis lessons, clinics, & leagues	1	0.3 %
Volleyball	1	0.3 %
Youth fitness & wellness programs	3	0.8 %
Youth sports programs	2	0.6 %
None chosen	245	67.7 %
Total	362	100.0 %

Q9. Which FOUR of the programs listed in Question 8 do you think are MOST IMPORTANT to YOUTH (under age 18) in your household?

Q9. 4th choice	Number	Percent
Action sports (e.g. skateboarding, BMX)	2	0.6 %
Art, dance, performing arts	4	1.1 %
Adult fitness & wellness programs	4	1.1 %
Adult sports programs	1	0.3 %
Afterschool programs	4	1.1 %
Aquatic programs (e.g. swim lessons, fitness)	4	1.1 %
Basketball	4	1.1 %
Life skills programs/education (e.g. cooking, budgeting)	6	1.7 %
Flag football	1	0.3 %
Golf lessons	1	0.3 %
Martial arts programs	4	1.1 %
Music lessons/classes	4	1.1 %
Outdoor adventure programs (e.g. canoeing, camping)	5	1.4 %
Outdoor music/concerts	4	1.1 %
Pre-school programs	3	0.8 %
Special needs programs	1	0.3 %
Senior citizen programs	3	0.8 %
Soccer	4	1.1 %
Special events/family festivals	6	1.7 %
Swimming	10	2.8 %
Teen fitness & wellness programs	2	0.6 %
Teen sports programs	2	0.6 %
Teen summer camp programs	4	1.1 %
Tennis lessons, clinics, & leagues	2	0.6 %
Volleyball	1	0.3 %
Youth fitness & wellness programs	6	1.7 %
Youth sports programs	11	3.0 %
None chosen	259	71.5 %
Total	362	100.0 %

Q9. Which FOUR of the programs listed in Question 8 do you think are MOST IMPORTANT to YOUTH (under age 18) in your household? (top 4)

Q9. Sum of top 4 choices	Number	Percent
Action sports (e.g. skateboarding, BMX)	25	6.9 %
Art, dance, performing arts	20	5.5 %
Adult fitness & wellness programs	17	4.7 %
Adult sports programs	4	1.1 %
Afterschool programs	24	6.6 %
Aquatic programs (e.g. swim lessons, fitness)	32	8.8 %
Baseball	29	8.0 %
Basketball	27	7.5 %
Cheerleading	2	0.6 %
Life skills programs/education (e.g. cooking, budgeting)	13	3.6 %
Environmental education	10	2.8 %
Flag football	8	2.2 %
Golf lessons	3	0.8 %
Martial arts programs	17	4.7 %
Music lessons/classes	12	3.3 %
Outdoor adventure programs (e.g. canoeing, camping)	18	5.0 %
Outdoor music/concerts	10	2.8 %
Pre-school programs	13	3.6 %
Special needs programs	4	1.1 %
Senior citizen programs	7	1.9 %
Soccer	10	2.8 %
Softball	17	4.7 %
Special events/family festivals	15	4.1 %
Swimming	44	12.2 %
Teen fitness & wellness programs	13	3.6 %
Teen sports programs	14	3.9 %
Teen summer camp programs	15	4.1 %
Tennis lessons, clinics, & leagues	4	1.1 %
Volleyball	5	1.4 %
Youth fitness & wellness programs	19	5.2 %
Youth sports programs	24	6.6 %
Other	2	0.6 %
No youth in household	98	27.1 %
None chosen	131	36.2 %
Total	706	

Q10. Which FOUR of the programs listed in Question 8 do you think are MOST IMPORTANT to ADULT members (over age 18) of your household?

Q10. Top choice	Number	Percent
Action sports (e.g. skateboarding, BMX)	7	1.9 %
Art, dance, performing arts	13	3.6 %
Adult fitness & wellness programs	74	20.4 %
Adult sports programs	9	2.5 %
Afterschool programs	3	0.8 %
Aquatic programs (e.g. swim lessons, fitness)	22	6.1 %
Baseball	1	0.3 %
Basketball	2	0.6 %
Life skills programs/education (e.g. cooking, budgeting)	3	0.8 %
Environmental education	6	1.7 %
Golf lessons	2	0.6 %
Martial arts programs	2	0.6 %
Music lessons/classes	1	0.3 %
Outdoor adventure programs (e.g. canoeing, camping)	2	0.6 %
Outdoor music/concerts	12	3.3 %
Special needs programs	2	0.6 %
Senior citizen programs	16	4.4 %
Soccer	1	0.3 %
Softball	4	1.1 %
Special events/family festivals	11	3.0 %
Swimming	15	4.1 %
Teen summer camp programs	2	0.6 %
Tennis lessons, clinics, & leagues	4	1.1 %
Volleyball	1	0.3 %
Youth fitness & wellness programs	2	0.6 %
Youth sports programs	3	0.8 %
Other	3	0.8 %
None chosen	139	38.4 %
Total	362	100.0 %

Q10. Which FOUR of the programs listed in Question 8 do you think are MOST IMPORTANT to ADULT members (over age 18) of your household?

Q10. 2nd choice	Number	Percent
Action sports (e.g. skateboarding, BMX)	1	0.3 %
Art, dance, performing arts	14	3.9 %
Adult fitness & wellness programs	28	7.7 %
Adult sports programs	12	3.3 %
Afterschool programs	5	1.4 %
Aquatic programs (e.g. swim lessons, fitness)	27	7.5 %
Baseball	1	0.3 %
Basketball	3	0.8 %
Life skills programs/education (e.g. cooking, budgeting)	14	3.9 %
Environmental education	4	1.1 %
Flag football	1	0.3 %
Golf lessons	5	1.4 %
Martial arts programs	3	0.8 %
Music lessons/classes	2	0.6 %
Outdoor adventure programs (e.g. canoeing, camping)	6	1.7 %
Outdoor music/concerts	13	3.6 %
Pre-school programs	1	0.3 %
Special needs programs	2	0.6 %
Senior citizen programs	22	6.1 %
Softball	3	0.8 %
Special events/family festivals	14	3.9 %
Swimming	16	4.4 %
Teen fitness & wellness programs	1	0.3 %
Teen sports programs	1	0.3 %
Teen summer camp programs	1	0.3 %
Youth fitness & wellness programs	1	0.3 %
Other	2	0.6 %
None chosen	159	43.9 %
Total	362	100.0 %

Q10. Which FOUR of the programs listed in Question 8 do you think are MOST IMPORTANT to ADULT members (over age 18) of your household?

Q10. 3rd choice	Number	Percent
Art, dance, performing arts	3	0.8 %
Adult fitness & wellness programs	19	5.2 %
Adult sports programs	10	2.8 %
Aquatic programs (e.g. swim lessons, fitness)	8	2.2 %
Baseball	2	0.6 %
Basketball	2	0.6 %
Cheerleading	1	0.3 %
Life skills programs/education (e.g. cooking, budgeting)	12	3.3 %
Environmental education	5	1.4 %
Golf lessons	2	0.6 %
Martial arts programs	8	2.2 %
Music lessons/classes	10	2.8 %
Outdoor adventure programs (e.g. canoeing, camping)	6	1.7 %
Outdoor music/concerts	25	6.9 %
Pre-school programs	3	0.8 %
Special needs programs	2	0.6 %
Senior citizen programs	17	4.7 %
Softball	5	1.4 %
Special events/family festivals	20	5.5 %
Swimming	12	3.3 %
Teen sports programs	5	1.4 %
Tennis lessons, clinics, & leagues	1	0.3 %
Volleyball	1	0.3 %
Youth fitness & wellness programs	1	0.3 %
Youth sports programs	1	0.3 %
Other	1	0.3 %
None chosen	180	49.7 %
Total	362	100.0 %

Q10. Which FOUR of the programs listed in Question 8 do you think are MOST IMPORTANT to ADULT members (over age 18) of your household?

Q10. 4th choice	Number	Percent
Action sports (e.g. skateboarding, BMX)	2	0.6 %
Art, dance, performing arts	14	3.9 %
Adult fitness & wellness programs	8	2.2 %
Adult sports programs	9	2.5 %
Afterschool programs	4	1.1 %
Aquatic programs (e.g. swim lessons, fitness)	6	1.7 %
Baseball	2	0.6 %
Basketball	2	0.6 %
Life skills programs/education (e.g. cooking, budgeting)	12	3.3 %
Environmental education	5	1.4 %
Flag football	2	0.6 %
Golf lessons	2	0.6 %
Martial arts programs	4	1.1 %
Music lessons/classes	3	0.8 %
Outdoor adventure programs (e.g. canoeing, camping)	5	1.4 %
Outdoor music/concerts	10	2.8 %
Special needs programs	4	1.1 %
Senior citizen programs	22	6.1 %
Softball	1	0.3 %
Special events/family festivals	11	3.0 %
Swimming	12	3.3 %
Teen fitness & wellness programs	1	0.3 %
Tennis lessons, clinics, & leagues	3	0.8 %
Volleyball	2	0.6 %
Youth fitness & wellness programs	2	0.6 %
Youth sports programs	1	0.3 %
Other	2	0.6 %
None chosen	211	58.3 %
Total	362	100.0 %

Q10. Which FOUR of the programs listed in Question 8 do you think are MOST IMPORTANT to ADULT members (over age 18) of your household? (top 4)

Q10. Sum of top 4 choices	Number	Percent
Action sports (e.g. skateboarding, BMX)	10	2.8 %
Art, dance, performing arts	44	12.2 %
Adult fitness & wellness programs	129	35.6 %
Adult sports programs	40	11.0 %
Afterschool programs	12	3.3 %
Aquatic programs (e.g. swim lessons, fitness)	63	17.4 %
Baseball	6	1.7 %
Basketball	9	2.5 %
Cheerleading	1	0.3 %
Life skills programs/education (e.g. cooking, budgeting)	41	11.3 %
Environmental education	20	5.5 %
Flag football	3	0.8 %
Golf lessons	11	3.0 %
Martial arts programs	17	4.7 %
Music lessons/classes	16	4.4 %
Outdoor adventure programs (e.g. canoeing, camping)	19	5.2 %
Outdoor music/concerts	60	16.6 %
Pre-school programs	4	1.1 %
Special needs programs	10	2.8 %
Senior citizen programs	77	21.3 %
Soccer	1	0.3 %
Softball	13	3.6 %
Special events/family festivals	56	15.5 %
Swimming	55	15.2 %
Teen fitness & wellness programs	2	0.6 %
Teen sports programs	6	1.7 %
Teen summer camp programs	3	0.8 %
Tennis lessons, clinics, & leagues	8	2.2 %
Volleyball	4	1.1 %
Youth fitness & wellness programs	6	1.7 %
Youth sports programs	5	1.4 %
Other	8	2.2 %
None chosen	139	38.4 %
Total	898	

Q11. Please CHECK ALL of the reasons preventing you or other members of your household from using the parks, facilities, and programs offered by the Warren County Parks and Recreation Department (or, If you currently use them, what prevents you from using them more often)?

Q11. What are the reasons preventing you from using parks, facilities, & programs offered by Warren County Parks & Recreation Department	Number	Percent
Cost of participation	22	6.1 %
Facilities are too far from home	87	24.0 %
Inconvenient hours of operation	23	6.4 %
Lack of cleanliness	14	3.9 %
Lack of disabled access	9	2.5 %
Lack of information/don't know what is offered	123	34.0 %
Lack of maintenance	12	3.3 %
Lack of parking	14	3.9 %
Language/information is only available in English	4	1.1 %
Not enough time/too busy	107	29.6 %
Not interested in what is provided	59	16.3 %
Overcrowding	16	4.4 %
Safety at facilities	13	3.6 %
Waiting list for registration	6	1.7 %
Other	33	9.1 %
Nothing. I'm actively using County's recreation facilities & programs	65	18.0 %
Total	607	

WITHOUT "NOTHING"

Q11. Please CHECK ALL of the reasons preventing you or other members of your household from using the parks, facilities, and programs offered by the Warren County Parks and Recreation Department (or, If you currently use them, what prevents you from using them more often)? (without "nothing")

Q11. What are the reasons preventing you from using parks, facilities, & programs offered by Warren County Parks & Recreation Department	Number	Percent
Cost of participation	22	7.4 %
Facilities are too far from home	87	29.3 %
Inconvenient hours of operation	23	7.7 %
Lack of cleanliness	14	4.7 %
Lack of disabled access	9	3.0 %
Lack of information/don't know what is offered	123	41.4 %
Lack of maintenance	12	4.0 %
Lack of parking	14	4.7 %
Language/information is only available in English	4	1.3 %
Not enough time/too busy	107	36.0 %
Not interested in what is provided	59	19.9 %
Overcrowding	16	5.4 %
Safety at facilities	13	4.4 %
Waiting list for registration	6	2.0 %
Other	33	11.1 %
Total	542	

Q11. Other

Q11. Other	Number	Percent
AGE	3	9.1 %
TOO OLD	2	6.1 %
I prefer adult-only swimming access available year round	1	3.0 %
No dogs allowed	1	3.0 %
Mountain bike trails	1	3.0 %
Just moved here and aren't aware of facilities or programs available	1	3.0 %
I live on the lake	1	3.0 %
NOT INTERESTED	1	3.0 %
I don't know about them	1	3.0 %
DO NOT KNOW WHAT IS OFFERED	1	3.0 %
NO SPECIAL NEEDS PROGRAMS	1	3.0 %
PROGRAMS NOT AVAILABLE	1	3.0 %
LACK OF SHADE	1	3.0 %
AGE 82 YEARS OLD	1	3.0 %
NO SHELTER FROM THE SUN	1	3.0 %
AWARENESS	1	3.0 %
Moved here from another state and do not know anything in this area	1	3.0 %
NO POOL	1	3.0 %
NEED MORE KID FRIENDLY OPTIONS	1	3.0 %
DIDN'T KNOW THESE WERE AVAILABLE	1	3.0 %
WORK HOURS	1	3.0 %
DIDN'T KNOW ANYTHING ABOUT THE PROGRAMS	1	3.0 %
Unaware of anything but youth sports	1	3.0 %
LACK OF COMMUNICATION	1	3.0 %
LACK OF DIVERSITY	1	3.0 %
TOO LAZY	1	3.0 %
When grand kids come to visit	1	3.0 %
No fence around tennis courts	1	3.0 %
Not aware of what is offered	1	3.0 %
HEALTH	1	3.0 %
Total	33	100.0 %

Q12. From the following list of potential indoor facilities that could be added or expanded, please CHECK ALL of the ones you or members of your household would use.

Q12. What are all the potential indoor facilities you would use	Number	Percent
Walking & jogging track	180	49.7 %
Arts & crafts studio	83	22.9 %
Aerobics/fitness/dance class space	132	36.5 %
Space for teens	49	13.5 %
Weight room/cardiovascular equipment area	128	35.4 %
Leisure pool (e.g. water slides, sprays)	134	37.0 %
Child care area	44	12.2 %
Exercise facility for adults 50+ years	162	44.8 %
Rock climbing/bouldering wall	44	12.2 %
Indoor soccer/lacrosse	14	3.9 %
Multi-court gymnasium/field house	51	14.1 %
Classroom space	27	7.5 %
Space for meetings, parties, banquets	86	23.8 %
Indoor tennis	35	9.7 %
Nature center	78	21.5 %
Performing arts (e.g. music, drama)	85	23.5 %
Senior center	101	27.9 %
Other	19	5.2 %
Total	1452	

Q12. Other

Q12. Other	Number	Percent
SWIMMING	3	15.8 %
INDOOR SWIMMING POOL	2	10.5 %
SWIMMING POOL	2	10.5 %
Bike trails	1	5.3 %
Indoor, year round swimming with adult-only times	1	5.3 %
GYMNASTICS	1	5.3 %
Pistle ball	1	5.3 %
WALK OUR DOGS	1	5.3 %
Not from this area, do not know any of this	1	5.3 %
Gym for adults 18-49	1	5.3 %
Counseling services	1	5.3 %
STAFFING SHOULD REFLECT THE COMMUNITY	1	5.3 %
PICKLEBALL	1	5.3 %
Fence around tennis courts	1	5.3 %
SHADED AREAS FOR OLDER ADULTS	1	5.3 %
Total	19	100.0 %

Q13. Please rate your level of agreement with each of the following statements regarding the Warren County Parks and Recreation Department, where 5 is "Strongly Agree" and 1 is "Strongly Disagree."

(N=362)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
Q13-1. I am aware of recreation programs & activities that are offered	12.7%	24.9%	21.3%	12.2%	13.5%	15.5%
Q13-2. I am satisfied with recreation opportunities I receive for my tax	8.6%	16.6%	26.2%	15.2%	12.7%	20.7%
Q13-3. I am satisfied with variety of recreation programs offered by County	8.3%	15.5%	24.9%	17.4%	11.9%	22.1%
Q13-4. Parks & recreation is an essential service to County	52.2%	26.5%	8.8%	0.3%	1.7%	10.5%
Q13-5. Public parks add to quality of life in community	59.7%	22.4%	6.4%	0.8%	1.1%	9.7%

WITHOUT "DON'T KNOW"

Q13. Please rate your level of agreement with each of the following statements regarding the Warren County Parks and Recreation Department, where 5 is "Strongly Agree" and 1 is "Strongly Disagree." (without "don't know")

(N=362)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q13-1. I am aware of recreation programs & activities that are offered	15.0%	29.4%	25.2%	14.4%	16.0%
Q13-2. I am satisfied with recreation opportunities I receive for my tax	10.8%	20.9%	33.1%	19.2%	16.0%
Q13-3. I am satisfied with variety of recreation programs offered by County	10.6%	19.9%	31.9%	22.3%	15.2%
Q13-4. Parks & recreation is an essential service to County	58.3%	29.6%	9.9%	0.3%	1.9%
Q13-5. Public parks add to quality of life in community	66.1%	24.8%	7.0%	0.9%	1.2%

Q14. What is the MAXIMUM amount of time you would travel to use Parks and Recreation programs and facilities?

Q14. Maxium amount of time you would travel to use Parks & Recreation programs & facilities	Number	Percent
More than 15 minutes	177	48.9 %
10-14 minutes	111	30.7 %
5-9 minutes	29	8.0 %
Less than 5 minutes	17	4.7 %
Not provided	28	7.7 %
Total	362	100.0 %

WITHOUT "NOT PROVIDED"

Q14. What is the MAXIMUM amount of time you would travel to use Parks and Recreation programs and facilities? (without "not provided")

Q14. Maxium amount of time you would travel to use Parks & Recreation programs & facilities	Number	Percent
More than 15 minutes	177	53.0 %
10-14 minutes	111	33.2 %
5-9 minutes	29	8.7 %
Less than 5 minutes	17	5.1 %
Total	334	100.0 %

Q15. Please rate how well, overall, the following Warren County Parks and Recreation Department programs meet your household's needs.

(N=362)

	Fully met	Mostly met	Partly met	Not met	Do not have a need
Q15-1. Special events	7.2%	12.2%	18.5%	16.6%	45.6%
Q15-2. Outdoor recreation	15.5%	17.1%	21.0%	14.1%	32.3%
Q15-3. Senior adult activities	7.2%	8.6%	15.2%	23.8%	45.3%
Q15-4. Sports programs	12.2%	15.5%	16.0%	11.0%	45.3%
Q15-5. Health & fitness programs	6.9%	8.6%	18.8%	30.1%	35.6%
Q15-6. Special needs programs	4.4%	4.4%	8.0%	19.6%	63.5%
Q15-7. Arts & cultural programs	5.2%	5.8%	12.7%	32.3%	43.9%

WITHOUT "DON'T HAVE A NEED"

Q15. Please rate how well, overall, the following Warren County Parks and Recreation Department programs meet your household's needs. (without "do not have a need")

(N=362)

	Fully met	Mostly met	Partly met	Not met
Q15-1. Special events	13.2%	22.3%	34.0%	30.5%
Q15-2. Outdoor recreation	22.9%	25.3%	31.0%	20.8%
Q15-3. Senior adult activities	13.1%	15.7%	27.8%	43.4%
Q15-4. Sports programs	22.2%	28.3%	29.3%	20.2%
Q15-5. Health & fitness programs	10.7%	13.3%	29.2%	46.8%
Q15-6. Special needs programs	12.1%	12.1%	22.0%	53.8%
Q15-7. Arts & cultural programs	9.4%	10.3%	22.7%	57.6%

Q16. Please CHECK ALL of the following organizations that provide the parks, facilities, and programs that you and other members of your household use for recreation.

Q16. What are the organizations that provide parks, facilities, & programs you use for recreation	Number	Percent
Warren County Parks & Recreation	212	58.6 %
School facilities	84	23.2 %
Henderson-Vance Parks & Recreation	63	17.4 %
State or Federal parks	117	32.3 %
Non-profit organizations	29	8.0 %
Private clubs	23	6.4 %
Fitness centers	51	14.1 %
Churches or other religious organizations	97	26.8 %
Other	19	5.2 %
None of these	78	21.5 %
Total	773	

WITHOUT "NONE OF THESE"

Q16. Please CHECK ALL of the following organizations that provide the parks, facilities, and programs that you and other members of your household use for recreation. (without "none of these")

Q16. What are the organizations that provide parks, facilities, & programs you use for recreation	Number	Percent
Warren County Parks & Recreation	212	74.6 %
School facilities	84	29.6 %
Henderson-Vance Parks & Recreation	63	22.2 %
State or Federal parks	117	41.2 %
Non-profit organizations	29	10.2 %
Private clubs	23	8.1 %
Fitness centers	51	18.0 %
Churches or other religious organizations	97	34.2 %
Other	19	6.7 %
Total	695	

Q16-5. Which non-profit organizations?

Q16-5. Non-profit organizations	Number	Percent
Lakeland Theatre	2	15.4 %
Fire departments	2	15.4 %
Soul City	1	7.7 %
YMCA	1	7.7 %
Lions Club, churches	1	7.7 %
Churches	1	7.7 %
HOLLISTER REACH	1	7.7 %
NAACP	1	7.7 %
PUBLIC GARDENS	1	7.7 %
Emporia Jaycee	1	7.7 %
Working Landscapes	1	7.7 %
Total	13	100.0 %

Q16-6. Which private clubs

Q16-6. Private clubs	Number	Percent
Warrenton Golf Club	4	33.3 %
Lake Gaston Golf Club	1	8.3 %
Country Club	1	8.3 %
Lake Gaston Computer Club	1	8.3 %
Lake Gaston	1	8.3 %
POOL	1	8.3 %
GOLF COURSES	1	8.3 %
YMCA	1	8.3 %
Lions	1	8.3 %
Total	12	100.0 %

Q16-7. Which fitness centers?

Q16-7. Fitness centers	Number	Percent
King Fitness	9	34.6 %
YMCA	4	15.4 %
Lake Gaston Fitness Center	2	7.7 %
Health Dept	2	7.7 %
Fitness Club	1	3.8 %
Henderson Vance	1	3.8 %
Kings Fitness and Freedom Life Fitness	1	3.8 %
Warren County Health Department	1	3.8 %
REX/RALEIGH	1	3.8 %
YMCA Henderson, Aycock Recreation	1	3.8 %
X-FIT GYM	1	3.8 %
YMCA AND AYCOCK	1	3.8 %
New Day Fitness	1	3.8 %
Total	26	100.0 %

Q16-9. Other

Q16-9. Other	Number	Percent
Granville County facilities	1	7.7 %
Surrounding County baseball/softball programs	1	7.7 %
Dominion Power at Lake Gaston	1	7.7 %
Warren County Health Dept	1	7.7 %
New to the area, so we do not know	1	7.7 %
Oxford Parks and Recreation	1	7.7 %
Roanoke Rapids Aquatic Center	1	7.7 %
Town-sponsored events like festivals and movie nights	1	7.7 %
Facilities in other towns	1	7.7 %
LAKE GASTON	1	7.7 %
HOA	1	7.7 %
JOHN GRAHAM GYM	1	7.7 %
Warrenton Golf Club	1	7.7 %
Total	13	100.0 %

Q17. Of the organizations listed in Question 16, which ONE do you USE MOST for your household's recreation needs?

Q17. Which organization do you use most	Number	Percent
Warren County Parks & Recreation	100	35.2 %
School facilities	14	4.9 %
Henderson-Vance Parks & Recreation	12	4.2 %
State or Federal parks	37	13.0 %
Non-profit organizations	9	3.2 %
Private clubs	5	1.8 %
Fitness centers	16	5.6 %
Churches or other religious organizations	22	7.7 %
Other	11	3.9 %
None chosen	58	20.4 %
Total	284	100.0 %

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

	Mean	Sum
Under age 5	0.1	46
Ages 5-9	0.2	57
Ages 10-14	0.2	71
Ages 15-19	0.1	46
Ages 20-24	0.1	45
Ages 25-34	0.3	95
Ages 35-44	0.3	114
Ages 45-54	0.4	140
Ages 55-64	0.5	162
Ages 65-74	0.3	102
Ages 75+	0.2	58

Q19. What is your age?

Q19. Your age	Number	Percent
18-34	68	18.8 %
35-44	69	19.1 %
45-54	67	18.5 %
55-64	79	21.8 %
65+	71	19.6 %
Not provided	8	2.2 %
Total	362	100.0 %

WITHOUT "NOT PROVIDED"

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

Q19. Your age	Number	Percent
18-34	68	19.2 %
35-44	69	19.5 %
45-54	67	18.9 %
55-64	79	22.3 %
65+	71	20.1 %
Total	354	100.0 %

Q20. Approximately how many years have you lived in Warren County?

Q20. How many years have you lived in Warren County

County	Number	Percent
0-5	46	12.7 %
6-10	41	11.3 %
11-15	26	7.2 %
16-20	42	11.6 %
21-30	60	16.6 %
31+	137	37.8 %
Not provided	10	2.8 %
Total	362	100.0 %

WITHOUT "NOT PROVIDED"

Q20. Approximately how many years have you lived in Warren County? (without "not provided")

Q20. How many years have you lived in Warren County

County	Number	Percent
0-5	46	13.1 %
6-10	41	11.6 %
11-15	26	7.4 %
16-20	42	11.9 %
21-30	60	17.0 %
31+	137	38.9 %
Total	352	100.0 %

Q21. Your gender:

Q21. Your gender	Number	Percent
Male	180	49.7 %
Female	178	49.2 %
Non-binary	2	0.6 %
Not provided	2	0.6 %
Total	362	100.0 %

WITHOUT "NOT PROVIDED"

Q21. Your gender: (without "not provided")

Q21. Your gender	Number	Percent
Male	180	50.0 %
Female	178	49.4 %
Non-binary	2	0.6 %
Total	360	100.0 %

Q22. Please CHECK ALL of the following that BEST describe your race/ethnicity.

Q22. Your race/ethnicity	Number	Percent
Asian/Pacific Islander	1	0.3 %
Asian (Indian Sub-Continent)	2	0.6 %
African American/Black	185	51.1 %
American Indian/Alaskan Native	18	5.0 %
Hispanic/Latino	14	3.9 %
White (not Hispanic)	154	42.5 %
Other	3	0.8 %
Total	377	

Q22. Other

Q22. Other	Number	Percent
Native Hawaiian	1	33.3 %
Mixed	1	33.3 %
BI-RACIAL	1	33.3 %
Total	3	100.0 %

Section 5
Survey Instrument

2018 Warren County Parks and Recreation Survey

Your input will be used to assess community parks and recreation needs and priorities for Warren County. If you prefer, you may complete the survey on-line at *www.warrencountysurvey.org*

1. Please CHECK ALL of the following Warren County parks and facilities that you or other members of your household have used in the past 12 months.

____(1) Rotary Park, 315 Spring Street, Warrenton
____(2) Recreation Complex 840, US HWY 158 Byps., Warrenton
____(3) Magnolia Ernest Recreational Park, 1620 Soul City Boulevard, Manson
____(4) Buck Spring Park, 266 Nathaniel Macon Drive, Littleton
____(5) John Graham Gym, 113 Wilcox Street Warrenton
____(6) Other: _____
____(7) None of the above *[Skip to Q2.]*

1a. In the past 12 months, approximately how many times have you or members of your household visited any Warren County Parks and Recreation parks and facilities?

____(1) 1-5 times ____(3) 11-20 times ____(5) 25+ times
____(2) 6-10 times ____(4) 21-25 times

1b. Which THREE parks or facilities do you visit MOST OFTEN?

1st: _____ 2nd: _____ 3rd: _____

2. In the past 12 months, have you or any member of your household participated in any programs offered by the Warren County Parks and Recreation Department?

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

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

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

2b. What is the reason for your answer in Q2a above?

_____

3. From the following list, please CHECK ALL of the ways you learn about Warren County Parks and Recreation Department programs.

____(01) Banners in public places
____(02) Bulletin boards
____(03) Conversation with staff
____(04) Direct email
____(05) Warren County Parks and Recreation website
____(06) Newspaper
____(07) Social media (e.g. Facebook, Twitter, Instagram)
____(08) Search engine (e.g. Google, Yahoo, Bing)
____(09) Word of mouth
____(10) Other: _____
____(11) None of these

4. Please CHECK ALL of the following reasons that you and members of your household use the parks, facilities, and programs offered by the Warren County Parks and Recreation Department.

____(01) Program or facility offered
____(02) Safety of parks and facilities
____(03) Quality of instructors
____(04) Facilities have the right amenities
____(05) Quality of programs
____(06) Facilities are well maintained
____(07) Close to our home/residence
____(08) Enjoyment of the outdoors
____(09) Programs are interesting
____(10) Fees are affordable
____(11) Good customer service by staff
____(12) Facility operating hours are convenient
____(13) Registration for programs is easy
____(14) Availability of parking
____(15) Improved physical fitness and health
____(16) Socializing/meeting people
____(17) Other: _____
____(18) None - I do not use parks, recreation facilities, or programs

5. Please indicate if you have a need for each of the following recreation facilities or amenities by circling either "Yes" or "No." *If "Yes,"* please rate how well the facility/amenity meets the needs of your household using a scale of 4 to 1, where 4 means the needs of your household are "Fully Met" and 1 means "Not Met."

	Facilities and Amenities	Do you have a need for this facility or amenity?		*If "Yes,"* how well are your needs being met? Fully Met	Mostly Met	Partly Met	Not Met
01.	Aquatics/swimming facility (outdoor)	Yes	No	4	3	2	1
02.	Baseball and softball fields	Yes	No	4	3	2	1
03.	Basketball courts (indoor)	Yes	No	4	3	2	1
04.	Canoe/Kayak rentals	Yes	No	4	3	2	1
05.	Classroom/meeting/event space	Yes	No	4	3	2	1
06.	Community gardens	Yes	No	4	3	2	1
07	Dog park	Yes	No	4	3	2	1
08.	Golf courses	Yes	No	4	3	2	1
09.	Greenway trail system	Yes	No	4	3	2	1
10.	Ice skating surface/in-line hockey rink	Yes	No	4	3	2	1
11.	Indoor turf field	Yes	No	4	3	2	1
12.	Indoor fitness and exercise facilities	Yes	No	4	3	2	1
13	Multipurpose fields (e.g. football, soccer, lacrosse)	Yes	No	4	3	2	1
14.	Multi-use gym space (e.g. basketball, volleyball)	Yes	No	4	3	2	1
15.	Natural Trails	Yes	No	4	3	2	1
16.	Outdoor amphitheaters	Yes	No	4	3	2	1
17.	Outdoor fitness and exercise equipment	Yes	No	4	3	2	1
18.	Picnic shelters	Yes	No	4	3	2	1
19.	Pier/fishing	Yes	No	4	3	2	1
20.	Playground	Yes	No	4	3	2	1
21.	Sand volleyball courts (outdoors)	Yes	No	4	3	2	1
22.	Senior center	Yes	No	4	3	2	1
23.	Splash pad	Yes	No	4	3	2	1
24.	Racquetball courts	Yes	No	4	3	2	1
25.	Tennis courts (indoor)	Yes	No	4	3	2	1
26.	Tennis courts (outdoor)	Yes	No	4	3	2	1
27.	Track (indoor)	Yes	No	4	3	2	1
28.	Track (outdoor)	Yes	No	4	3	2	1
29.	Volleyball courts (indoor)	Yes	No	4	3	2	1
30.	Water access (e.g. boating, kayaking, canoeing)	Yes	No	4	3	2	1
31.	Other: _____	Yes	No	4	3	2	1

6. Which FOUR of the facilities or amenities from the list in Question 5 are MOST IMPORTANT to YOUTH (under age 18) in your household? *[Write in your answers below using the numbers from the list in Question 5, or circle "NONE." If you do not have youth in your household, circle "No Youth in Household."]*

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

7. Which FOUR of the facilities or amenities listed in Question 5 do you think are MOST IMPORTANT to ADULT members (over age 18) of your household? *[Write in your answers below using the numbers from the list in Question 5, or circle "NONE."]*

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

8. Please indicate if you have a desire to participate in each of the following recreation programs or activities by circling either "Yes" or "No." *If "Yes,"* please rate how well the programs meet the needs of your household using a scale of 4 to 1, where 4 means the needs of your household are "Fully Met" and 1 means "Not Met."

	Programs and Activities	Do you have a desire to participate in this activity?		*If "Yes,"* how well are your needs being met?			
				Fully Met	Mostly Met	Partly Met	Not Met
01.	Action sports (e.g. skateboarding, BMX)	Yes	No	4	3	2	1
02.	Art, dance, performing arts	Yes	No	4	3	2	1
03.	Adult fitness and wellness programs	Yes	No	4	3	2	1
04.	Adult sports programs	Yes	No	4	3	2	1
05.	Afterschool programs	Yes	No	4	3	2	1
06.	Aquatic Programs (e.g. swim lessons, fitness)	Yes	No	4	3	2	1
07.	Baseball	Yes	No	4	3	2	1
08.	Basketball	Yes	No	4	3	2	1
09.	Cheerleading	Yes	No	4	3	2	1
10.	Life skills programs/education (e.g. cooking, budgeting)	Yes	No	4	3	2	1
11.	Environmental education	Yes	No	4	3	2	1
12.	Flag football	Yes	No	4	3	2	1
13.	Golf lessons	Yes	No	4	3	2	1
14.	Martial arts programs	Yes	No	4	3	2	1
15.	Music lessons/classes	Yes	No	4	3	2	1
16.	Outdoor Adventure programs (e.g. canoeing, camping)	Yes	No	4	3	2	1
17.	Outdoor music/concerts	Yes	No	4	3	2	1
18.	Pre-School programs	Yes	No	4	3	2	1
19.	Special needs programs	Yes	No	4	3	2	1
20.	Senior citizen programs	Yes	No	4	3	2	1
21.	Soccer	Yes	No	4	3	2	1
22.	Softball	Yes	No	4	3	2	1
23.	Special events/family festivals	Yes	No	4	3	2	1
24.	Swimming	Yes	No	4	3	2	1
25.	Teen fitness and wellness programs	Yes	No	4	3	2	1
26.	Teen sports programs	Yes	No	4	3	2	1
27.	Teen summer camp programs	Yes	No	4	3	2	1
28.	Tennis lessons, clinics, and leagues	Yes	No	4	3	2	1
29.	Volleyball	Yes	No	4	3	2	1
30.	Youth fitness and wellness programs	Yes	No	4	3	2	1
31.	Youth sports programs	Yes	No	4	3	2	1
32.	Other: _____	Yes	No	4	3	2	1

9. Which FOUR of the programs listed in Question 8 do you think are MOST IMPORTANT to YOUTH (under age 18) in your household? *[Write in your answers below using the numbers from the list in Question 8, or circle "NONE." If you do not have youth in your household, circle "No Youth in Household."]*

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

10. Which FOUR of the programs listed in Question 8 do you think are MOST IMPORTANT to ADULT members (over age 18) of your household? *[Write in your answers below using the numbers from the list in Question 8, or circle "NONE."]*

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

11. Please CHECK ALL of the reasons preventing you or other members of your household from using the parks, facilities, and programs offered by the Warren County Parks and Recreation Department (or, If you currently use them, what prevents you from using them more often)?

____(01) Cost of participation
____(02) Facilities are too far from home
____(03) Inconvenient hours of operation
____(04) Lack of cleanliness
____(05) Lack of disabled access
____(06) Lack of information/don't know what is offered
____(07) Lack of maintenance
____(08) Lack of parking
____(09) Language/information is only available in English
____(10) Not enough time/too busy
____(11) Not interested in what is provided
____(12) Overcrowding
____(13) Safety at facilities
____(14) Waiting list for registration
____(15) Other: _____
____(16) Nothing - I am actively using the County's recreation facilities and programs

12. From the following list of potential indoor facilities that could be added or expanded, please CHECK ALL of the ones you or members of your household would use.

____(01) Walking and jogging track
____(02) Arts and crafts studio
____(03) Aerobics/fitness/dance class space
____(04) Space for teens
____(05) Weight room/cardiovascular equip. area
____(06) Leisure pool (e.g. water slides, sprays)
____(07) Child care area
____(08) Exercise facility for adults 50+ years
____(09) Rock climbing/bouldering wall
____(10) Indoor soccer/lacrosse
____(11) Multi-court gymnasium/field house
____(12) Classroom space
____(13) Space for meetings, parties, banquets
____(14) Indoor tennis
____(15) Nature center
____(16) Performing arts (e.g. music, drama)
____(17) Senior center
____(18) Other: _____

13. Please rate your level of agreement with each of the following statements regarding the Warren County Parks and Recreation Department, where 5 is "Strongly Agree" and 1 is "Strongly Disagree."

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
1.	I am aware of the recreation programs and activities that are offered	5	4	3	2	1	9
2.	I am satisfied with recreation opportunities I receive for my tax dollars	5	4	3	2	1	9
3.	I am satisfied with the variety of recreation programs offered by the County	5	4	3	2	1	9
4.	Parks and recreation is an essential service to the County	5	4	3	2	1	9
5.	Public parks add to the quality of life in the community	5	4	3	2	1	9

14. What is the MAXIMUM amount of time you would travel to use Parks and Recreation programs and facilities?

____(1) More than 15 minutes ____(2) 10-14 minutes ____(3) 5-9 minutes ____(4) Less than 5 minutes

15. Please rate how well, overall, the following Warren County Parks and Recreation Department programs meet your household's needs.

	Program/Activity	Fully Met	Mostly Met	Partly Met	Not Met	Do Not Have a Need
1.	Special events	4	3	2	1	9
2.	Outdoor recreation	4	3	2	1	9
3.	Senior adult activities	4	3	2	1	9
4.	Sports programs	4	3	2	1	9
5.	Health and Fitness programs	4	3	2	1	9
6.	Special Needs programs	4	3	2	1	9
7.	Arts and cultural programs	4	3	2	1	9

16. Please CHECK ALL of the following organizations that provide the parks, facilities, and programs that you and other members of your household use for recreation.

____(01) Warren County Parks and Recreation
____(02) School Facilities
____(03) Henderson-Vance Parks and Recreation
____(04) State or Federal Parks
____(05) Non-profit organizations: _____
____(06) Private clubs: _____
____(07) Fitness centers: _____
____(08) Churches or other religious organizations
____(09) Other: _____
____(10) None of these *[Skip to Q18.]*

17. Of the organizations listed in Question 16, 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 16.]*

Organization Used Most: ____

Demographics

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

Under age 5: ____
Ages 5-9: ____
Ages 10-14: ____
Ages 15-19: ____
Ages 20-24: ____
Ages 25-34: ____
Ages 35-44: ____
Ages 45-54: ____
Ages 55-64: ____
Ages 65-74: ____
Ages 75+: ____

19. What is your age? _____ years

20. Approximately how many years have you lived in Warren County? *[Write "0" if less than one year.]*

_____ years

21. Your gender: ____(1) Male ____(2) Female ____(3) Non-Binary

22. Please CHECK ALL of the following that BEST describe your race/ethnicity.

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

23. If you would like to receive future information regarding the Warren County Parks and Recreation programs, or updates on the Parks and Recreation Master Plan, please provide your contact information below.

Name: _____ Phone: _____
E-mail: _____

This concludes the survey – Thank you for your time!

Please return your completed survey in the enclosed postage-paid envelope addressed to:
ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061

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!