



ROWAN COUNTY

Comprehensive Parks & Recreation Master Plan

August 1, 2016



✓ MCADAMS



Prepared By:

The John R. McAdams Company

3436 Toringdon Way, Suite 110

Charlotte, NC 28277

T 704. 527. 0800

www.mcadamsco.com

ACKNOWLEDGMENTS

County Commissioners

Gregg Edds
Jim Green
Mike Caskey
Judy Klusman
Craig Pierce

Rowan County Parks Staff

Don Bringle
Rocky Cain
Craig Farmer
Vernice Gallon
Edward Hailey
Joni Hobbs
Phyllis Kluttz
Bob Pendegrass

Rowan County Parks & Recreation Commission

Robert Bruce
James Greene
William Kepley
David Najarian
Matthew Owen
Bob Parker
Kevin Taylor

Salisbury-Rowan County Convention & Visitors Bureau

James Meacham

Consultants

McAdams
Pros Consulting
Highland Mapping
Leisure Vision/ETC Institute

TABLE OF CONTENTS

| | | |
|----------|---|-----------|
| 1 | Executive Summary | i |
| 2 | Introduction | 14 |
| | Overview of Rowan County | 16 |
| 3 | Process | 18 |
| | Model for Investigation | 20 |
| | Goals & Objectives | 22 |
| | Timetable of Events | 23 |
| 4 | Inventory & Analysis | 26 |
| | Review of Previous Master Plans & Maps | 28 |
| | Inventory & Analysis of Existing Facilities | 37 |
| | Inventory & Analysis of Existing Programs | 48 |
| | Demographics | 61 |
| | Trends Analysis | 68 |
| | Benchmarking & Level of Service | 77 |
| 5 | Public Opinion | 88 |
| | Staff & Local Government Input | 88 |
| | Community Meetings Summary | 89 |
| | Survey Data & Analysis | 90 |
| 6 | Needs & Demands | 98 |
| | Parks & Facilities | 100 |
| | Programs | 108 |
| | Land | 109 |
| | Trails | 109 |
| | Marketing | 110 |

| | | |
|----------|--|------------|
| 7 | Recommendations | 112 |
| | General Strategies | 114 |
| | Programs | 118 |
| | Facilities | 133 |
| | Funding | 148 |
| 8 | Action Plan | 156 |
| | Priority of Recommendations | 158 |
| | Budgeting | 162 |
| 9 | Appendix | 164 |
| | Maps | A |
| | Data Tables | B |
| | Documentation of Public Input Meetings | C |
| | Survey & Results | D |
| | Facilities Inventory | E |
| | Opinions of Probable Cost | F |
| | References | G |

EXECUTIVE SUMMARY

ROWAN COUNTY PARKS & RECREATION COMPREHENSIVE MASTER PLAN

September 2016

For Rowan County,
North Carolina



Prepared for Rowan County
Board of Commissioners

 **MCADAMS**

Prepared By:
The John R. McAdams Company
3436 Toringdon Way, Suite 110
Charlotte, NC 28277
T 704. 527. 0800

www.mcadamsco.com

EXECUTIVE SUMMARY

PROJECT OVERVIEW

The Comprehensive Parks & Recreation Master Plan

The Rowan County Parks & Recreation Department and the County Commissioners have recognized the need to develop a Comprehensive Plan for Parks and Recreation for Rowan County. The Comprehensive Plan shall address the needs of the citizens of Rowan County as they relate to park and recreation programs and facilities offered over the next 5-10-15 years. The following groups have contributed to the development of the plan:

- Rowan County Parks & Recreation Department
- Rowan County Parks & Recreation Commission
- County Commissioners
- Citizens of Rowan County
- Project consultants from: McAdams, Pros Consulting, Highland Mapping, & Leisure Vision/ETC Institute

Rowan County Parks & Recreation Service Area

Today, the Parks and Recreation Department of Rowan County provides recreational facilities and services to approximately 140,000 residents within the County limits. The Parks and Recreation Department provides mostly passive use parks on a district and regional level; with local municipalities providing most of the active facilities and programming. The Department provides special programming to targeted demographics with, Therapeutic Recreation, Senior Games, Arts Classes, and Nature Learning for school age children.

Dan Nicholas Park's regional draw brings users from across the state and provides most of the Parks System's non-tax revenue (\$1.45 million annually). The Nature Learning program at the park's Nature Center provides programming to school groups from over 30 North Carolina Counties annually.

Another important aspect of the system are the contributions of municipalities non-profit, and private recreation providers. The YMCA, County Schools, local country & swim clubs and municipalities have provided most of the county's active recreation. The types of recreation includes mainly organized sports leagues.

Many of the County's park lands have come from citizen donations. Public input will be an important component in determining future system needs. For this study the county was divided into four regions for public input: North, South, East and West.

EXECUTIVE SUMMARY

MASTER PLAN CONTENTS

The following Master Plan sections are included in the Master Plan document which can be found in the Parks & Recreation Department office:

1. Executive Summary
2. Introduction
3. Process
4. Inventory & Analysis
5. Public Opinion
6. Needs & Demands
7. Recommendations
8. Action Plan
9. Appendix

MASTER PLAN PROCESS

The method of investigation for this Master Plan involved several means of data collection and analysis that were used to determine the unmet needs for recreation in Rowan County. Public comment and feedback were taken from, meetings with park staff, local government, community meetings and a County wide survey. Methods for collection and analysis are listed below:

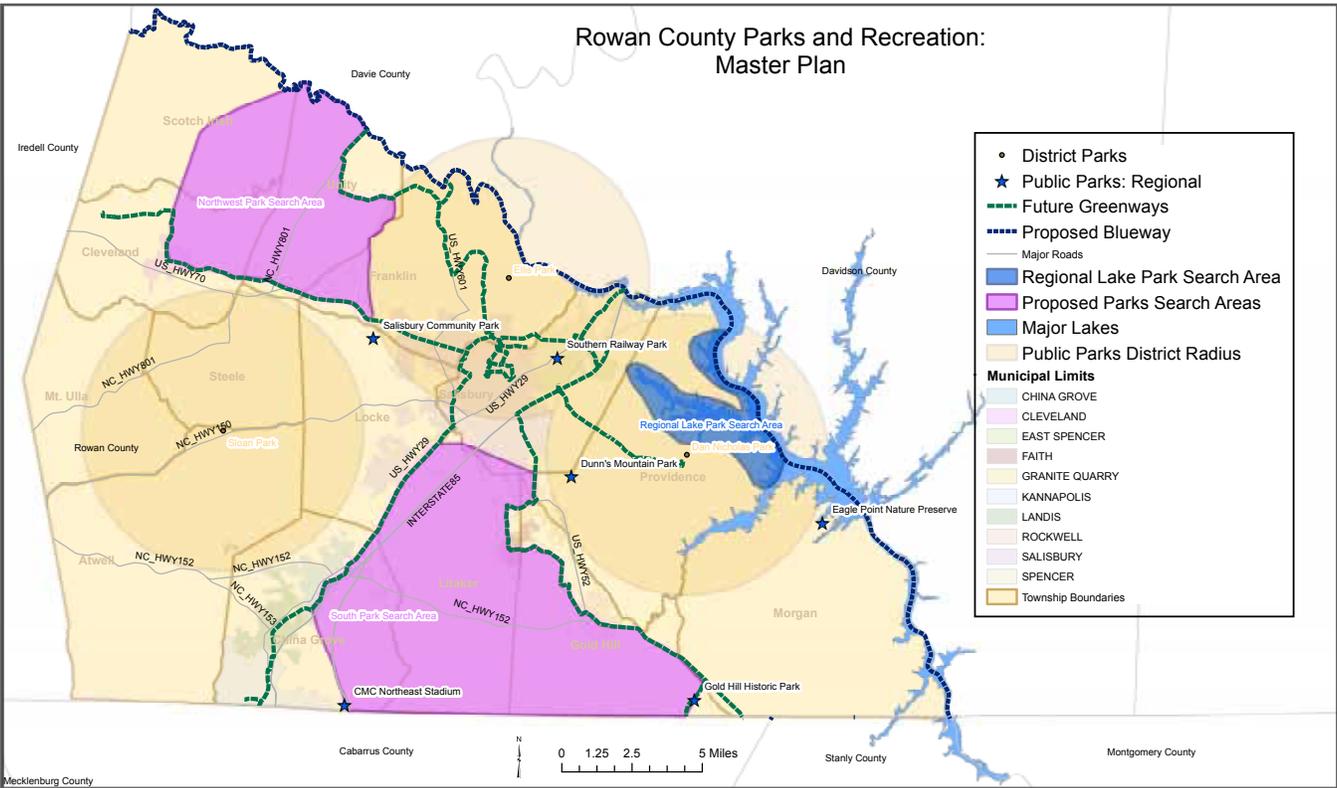
- County wide facilities Inventory
- Review of Previous Master Plans & Maps
- Inventory & Analysis of Existing Facilities
- Inventory & Analysis of Existing Programs
- Demographics Study
- Trends Analysis Study
- Benchmarking & Level of Service Study
- Meetings with staff
- Meetings with Government officials & Parks Committee
- County Survey & Data Analysis
- Public Meetings

The public meetings were an open forum where citizens were encouraged to view maps of the County's population and existing recreation facilities. Citizens were then interviewed about their needs for recreation and any concerns or dreams they may have for the Parks & Recreation System. Meetings were held in the morning and afternoon of April 21st and 28th.

EXECUTIVE SUMMARY

NEEDS & DEMANDS

The Rowan County Parks & Recreation unmet needs and demands were broken down into four categories, parks & facilities, programming and marketing. The list of needs and demands provides a comprehensive look at many different areas within the Department that should be provided, expanded, or improved in order to better serve County residents.



EXECUTIVE SUMMARY

ACTION PLAN

The needs & demands were turned into formal recommendations and prioritized into a final action plan for implementation along a 10 year time-line of completion.

1-5 YEARS

- **GENERAL STRATEGIES**

- * Partnering with Agricultural Advisory Board.
- * Development of new open space, park land acquisition and greenways ordinances.
- * Perform park specific accessibility audits & inventories.
- * Adopting a system wide accessibility standard.

- **PROGRAMMING**

- * Development of core programming.
- * Enhance how the entire calendar year is presented to the public.
- * Define standards and procedures for reviewing customer satisfaction.
- * Implementation of customer feedback strategies.
- * Implement an annual review process of programs.
- * Layout a documented program development process.
- * Identification of customer requirements.
- * Conduct similar provider review on a bi-annual basis.
- * Create partnership policies.
- * Development of new partnerships.
- * Creation of a sponsorship recognition program.
- * Develop a volunteer program.
- * Develop a marketing strategy through social media campaign, website renovation and branding.
- * Development of a pricing policy for programs.
- * Create a standard of financial performance measures.

- **FACILITIES**

- * Produce master plans for each existing park.
- * Meet outstanding needs and renovations for existing parks.
- * Map a strategy for use of County owned school facilities.
- * Creation of greenway and blueway trail connections.

- Final planning of the Carolina Thread Trail.
- Acquisition of land for 10 miles of greenway trails.
- Planning of possible access points for blueway trail.

- * Serve the County with a Regional and District Park System.
 - Acquisition of land for the High Rock Lake Regional Park
 - Acquisition of land for the South District Park
- * Plan and Design a Central Programming Facility.
 - Identify a space for renovation within the Rowan County Facilities Master Plan
 - Develop a Master Plan and Program for the facility.

- **FUNDING**

- * Identify money available through grants, charitable donors, and other foundations.
- * Capitalize on retaining self-generated funding through establishing a non-reverting fund.
- * Maximize self-generated funding.

5-10 YEARS

- **PROGRAMMING**

- * Staffing to administer program needs.
- * Development of new programming.
- * Provide programs coordinator position.
- * Devise a system wide approach for handling customer dissatisfaction
- * Development of new partnerships.

- **FACILITIES**

- * Creation of greenway and blueway trail connections.
 - Development of Greenway Trails (10 miles)
 - Acquisition of land for Greenway Trails (8 miles)
 - Acquisition and development of access points for blueway trail.
- * Serve the County with a Regional and District Park System.
 - Acquisition of land for the Northwestern District Park
 - Development and planning of the High Rock Lake Regional Park
 - Development and planning of the South District Park

EXECUTIVE SUMMARY

- **FUNDING**

- * Identify money available through grants, charitable donors, and other foundations.
- * Obtain County generated funds to assist with financing.

10 + YEARS

- **GENERAL STRATEGIES**

- * Master Plan update

- **PROGRAMMING**

- * Development of new partnerships.

- **FACILITIES**

- * Creation of greenway and blueway trail connections.
 - Development of Greenway Trails (18 miles by)
 - Acquisition of land for Greenway Trails should be ongoing until the trail network is complete.
- * Serve the County with a Regional and District Park System.
 - Development and planning of the Northwestern District Park

- **FUNDING**

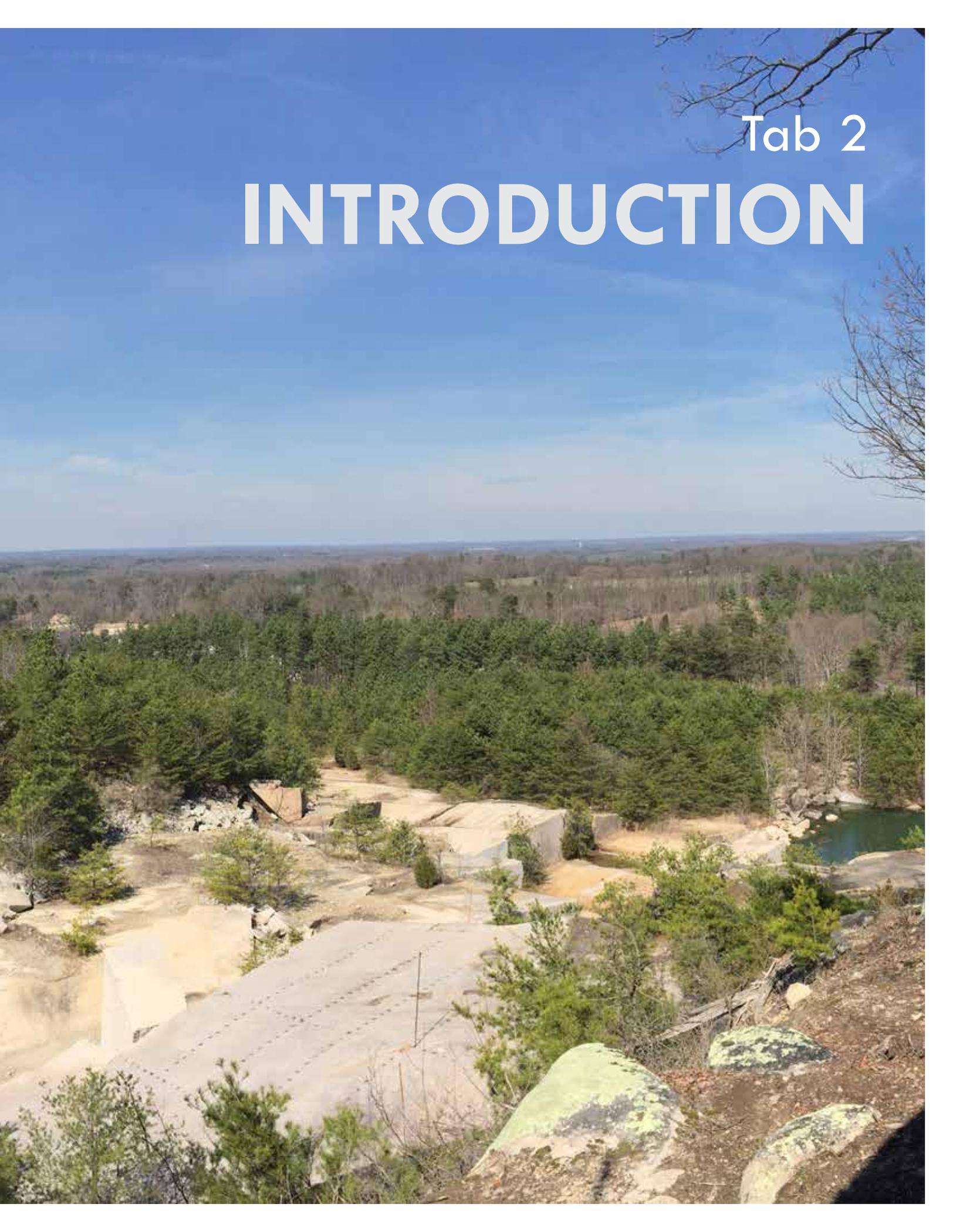
- * Identify money available through grants, charitable donors, and other foundations.
- * Obtain County generated funds to assist with financing.





Tab 2

INTRODUCTION



2 INTRODUCTION



Sunset over crops on Hall Road

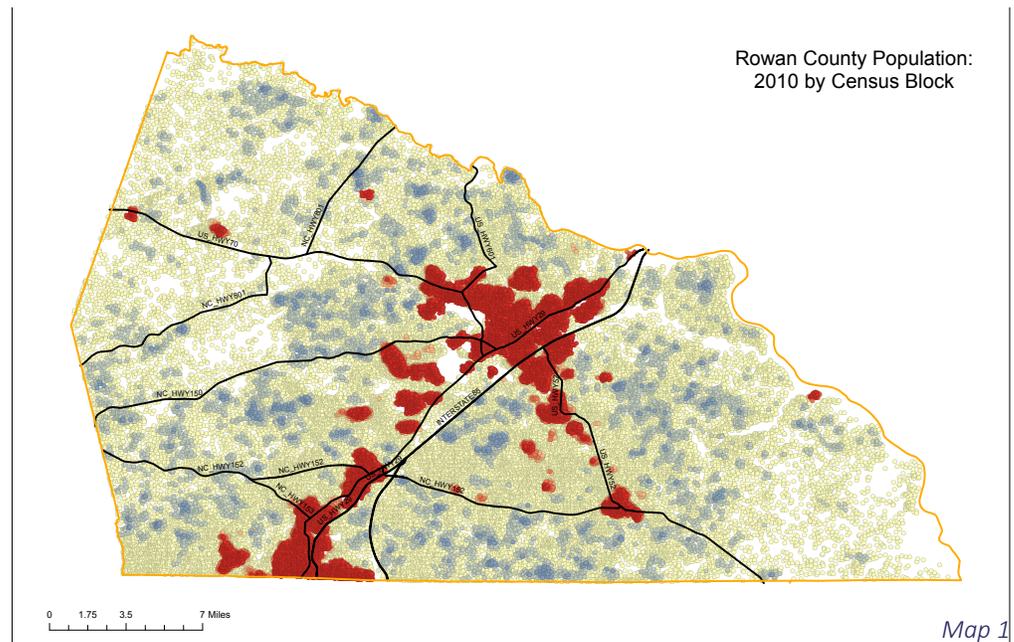
OVERVIEW OF ROWAN COUNTY

Geography & History

Nestled in the middle of North Carolina's Piedmont Region between interstates 85, 77, and 40; Rowan county is a rare oasis of rural beauty rich in history. It's borders are formed by the Yadkin River to the east and by the South Yadkin River and High Rock lake to the north. Delineating the southern border is an east west line that bisects the city of Kannapolis. The County possesses a variety of natural resources. The Yadkin River and High Rock Lake provides endless opportunity for water recreation. There are also countless rural vistas and preserved natural areas to enjoy both passively and actively. One of North Carolina's oldest counties (founded in 1753 by active governor Matthew Rowan), Rowan County provides an environment filled with historical legacy dating back to 1567 when the County had an indefinite western boundary. The County has been able to preserve much of its beauty and history through its active historical society and citizens dedication to preserving land for future generations through the Parks Department. The County is well know for being an agricultural community with roots in crop farming and more recently agri-tourism.

Demographics

A key factor in predicting future recreation needs is understanding the county's demographics and population trends. Current census data shows that the largest population is 55+, constituting 29.5% of the population. As evident from the Parks and Recreation Department's vibrant senior programs, the senior population group is an active part of the County demographic and is projected to increase 8% by 2020. With Millennials quickly moving to urban areas for employment and residence, Rowan county provides an environment that also increasingly appeals to seniors due to its vicinity to large metropolitan areas (close to children and grandchildren) and its slower paced rural lifestyle.



Master Plan Introduction

There is a regional draw for families to visit Dan Nicholas Park, due to its unique forms of recreation. The County's distinction as part of the Charlotte Metro area further fortifies its importance as a rural oasis in a quickly developing area of the state. As Rowan County continues to grow; particularly from its southern border, the Parks Department strives to provide affordable recreation opportunities for all of its residents. This study strives to inventory the County's current park resources and help guide administration's efforts to take advantage of available opportunities. The plan will also identify the County's recent trends in recreation and help predict and plan for future needs as the County continues to grow and respond to the citizens' needs for recreation.



Tab 3

PROCESS



3 PROCESS

MODEL FOR INVESTIGATION

To ensure the validity of findings several planning techniques were deployed to evaluate and analyze parks and recreation in Rowan County. A model was used to move through the planning process (see Figure 1). The diagram has three stages of action: Analysis, Vision, and Implementation. These stages guide the process of investigation for seven areas of study: parks lands/facilities, programs/services/events, resource management, financial planning, revenue opportunities, and identification of partnerships. Within each section of the process there are planning tools that are used to solicit and analyze data that will inform final recommendations and plans of action.



Figure 1 Process Diagram

Analysis

Analysis employs three planning tools; inventorying existing resources, public input, and creation of overarching principles and values. The inventory process documents an extensive list of existing resources needed for the creation of a comprehensive parks system. The elements inventoried include size, location, facilities, general condition and opportunities. Public input is gathered through a series of community input sessions held in strategic districts of the county (Figure 2) as well as from discussions with staff and elected officials. A mailed survey was also sent to residents with specific questions to help gather further public opinion concerning the areas of study previously mentioned. From these public information gathering sessions a set of principles and values is identified that will inform the next stage of the process; Vision. These principles and values are guidelines to help insure that the larger vision creates a system that correctly represents Rowan County.

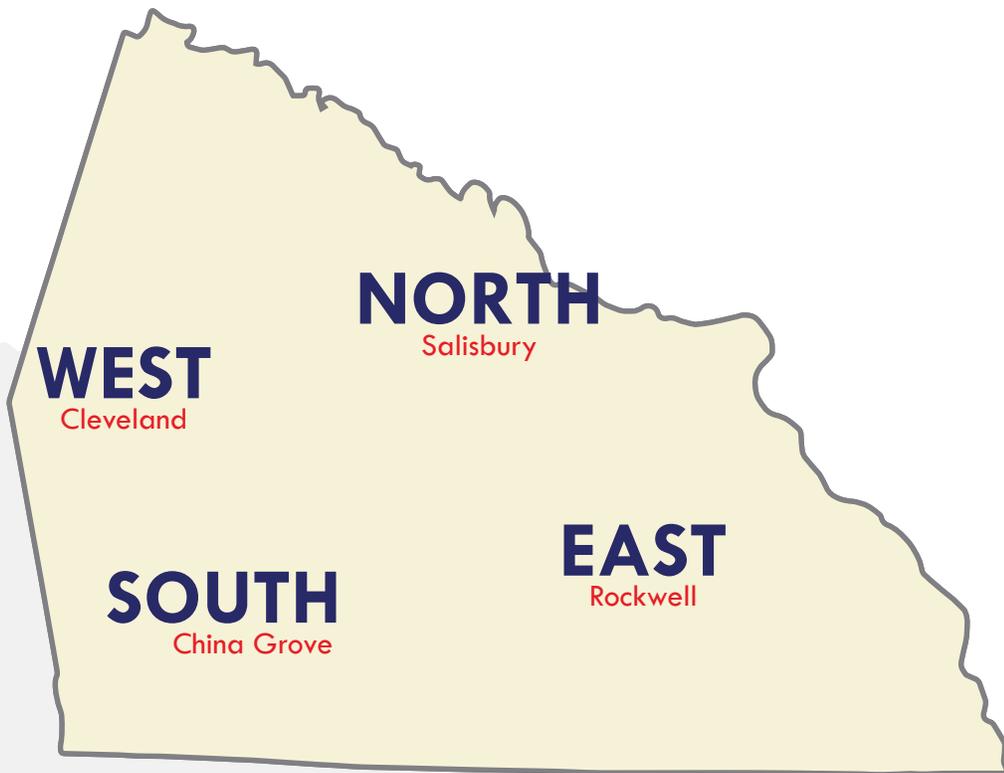


Figure 2 Public input districts

3 PROCESS

Vision

The vision stage focuses on studying trends and priorities to inform the creation of park models and customized standards that best create the type of system requested by the public in the analysis stage. Steps include:

- Analysis of trends and priorities
- Determine the components needed to create the County specific park models
- Create customized standards that achieve the implementation of the desired parks system.

Implementation is concerned with making the vision tangible. During this stage strategies are identified to create the recommended improvements for the parks system. Specific park and facility types are identified to create the space where the vision for recreation can be facilitated. Greenway and open spaces are used to help further connect people to the recreation system. The action plan focuses on creating policies and funding methods required for implementation of the plans recommendations.

GOALS & OBJECTIVES

The goals and objectives of this project are defined below:

GOALS

1. Understand Rowan County’s current population and how it recreates.
2. Determine the current and future population’s recreation needs.
3. Create an Action Plan that meets the current and future population’s recreation needs.
4. Identify means to fund current and future recreation needs.

OBJECTIVES

1. Review growth, environment and demographics.
2. Inventory existing public parks, recreation, programs, events, and facilities.
3. Inventory private recreation facilities.
4. Analyze existing parks, recreation, programs, events and facilities.
5. Conduct community input and needs assessment through community meetings and mailed surveys.
6. Analyze standards and trends in recreation from Rowan County benchmarking results with current national trends of parks and recreation services.
7. Create a set of recommendations for service and facilities through a master plan document.
8. Layout an action plan detailing how to implement recommendations and ways to fund future parks programs and facilities additions/enhancements.

TIME TABLE OF EVENTS

The master planning process was conducted over a 6 month period using specific benchmarks to track progress. The project kick-off meeting was held on February 7th. Following the kick-off initial meetings were held with Rowan County Staff which included parks staff, County Commissioners and the Parks Committee. An initial question and answer session was conducted with Parks Staff along with tours of each of the County's five parks. Staff shared their duties, the programs they run, concerns with the existing parks system, and visions for their respective programs or parks. Meetings were also scheduled with each County Commissioner. Commissioners shared their philosophies about parks as well as their visions for the future of the County parks system.

Following initial tours and interviews with staff, existing conditions of the county parks system were documented. While on the initial staff guided park visits, the planning team toured facilities, reviewed existing programming, observed user interactions and discussed maintenance. This beginning set of visits to Rowan County set the stage for the following month's activities.

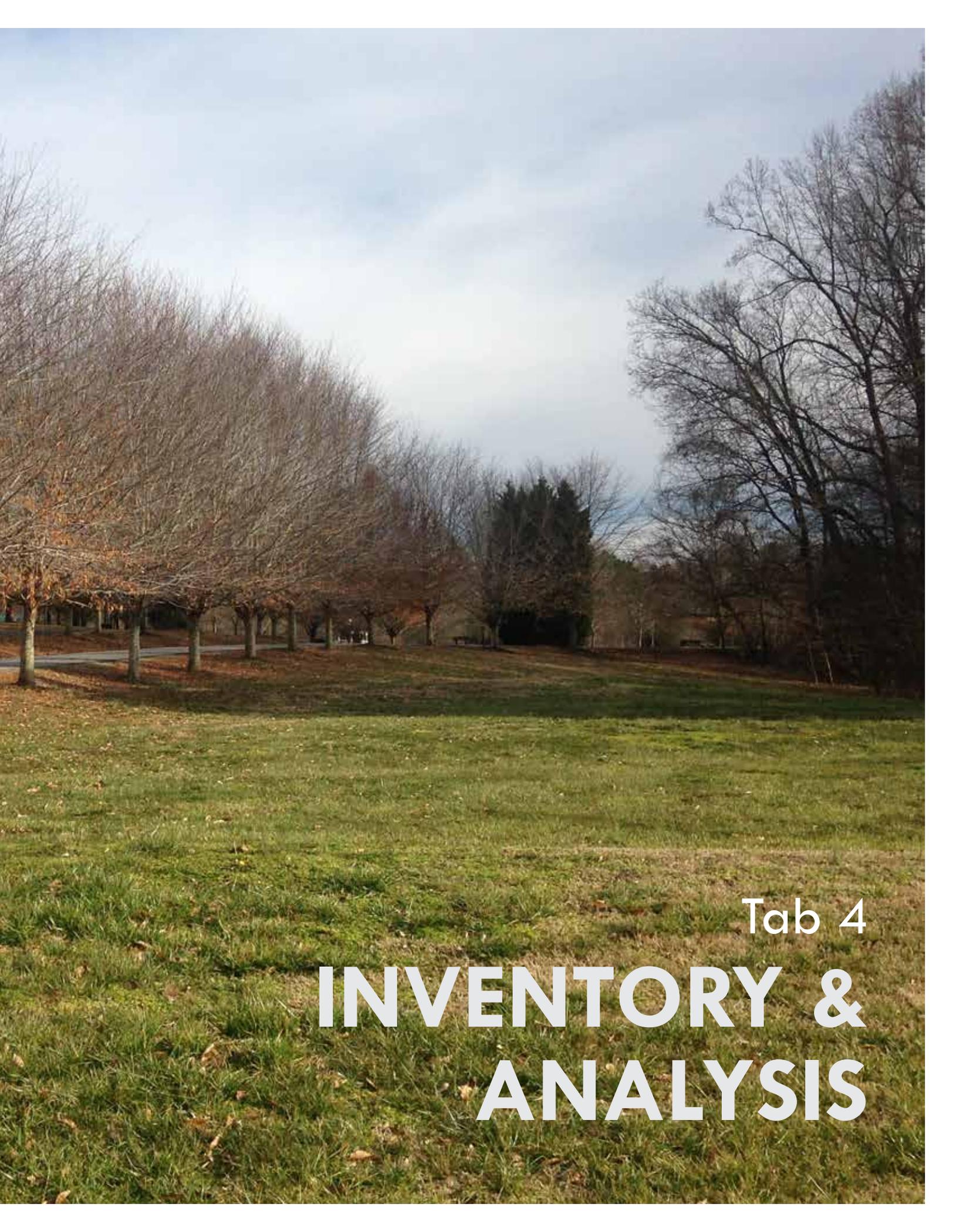
March commenced the County wide inventory of facilities and programs. A comprehensive inventory of County led programs was collected from Staff and cataloged. Both private and public recreation facilities were logged and compiled into a database for benchmarking the County's current level of service against national park's standards.

3 PROCESS

From April through June analysis of the existing parks system was conducted along with Community input sessions. Following these sessions a plan of recommendations was formulated in July and August ending with the delineation of an action plan and approvals from County Staff with completion of the master plan concluded in September.







Tab 4

INVENTORY & ANALYSIS

4 INVENTORY & ANALYSIS



REVIEW OF PREVIOUS MASTER PLANS & MAPS

CAROLINA THREAD TRAIL MASTER PLAN FOR ROWAN COUNTY COMMUNITIES (2015)

The Carolina Thread Trail is a regional network of greenways, trails, and conserved lands. Rowan County’s thread trail plan was completed and adopted by County Commissioners in July, 2015. This master plan strives to preserve natural amenities, conserve historic sites, and provide public recreation facilities through Greenway & Trail Development. The plan produced a map of 107.8 miles of recommended trail segments throughout Rowan County.

“The Carolina Thread Trail will provide important connections through Rowan County, linking residents to the places that make the individual communities and region unique.”

Source: Carolina Thread Trail Plan for Rowan County Communities, 2015.

Trails are to be located along stream & river corridors, road rights of way, abandoned rail lines, undeveloped land and dirt roads. There were also 67 miles of blueway trails identified along the Yadkin River. The plan also states that most of Rowan County’s trails are limited to the boundaries of several County and state facilities. The plan begins the process of creating connections between many of these places as well as other historical and environmental resources within the County. A plan of action is also included that describes creating partnerships between County and City government to help facilitate the creation of this trail system.



ROWAN COUNTY FACILITIES MASTER PLAN (2016)

The County is in the approval process of a facilities master plan that creates a vision for use of the County’s current and future and recently acquired West End Plaza. The study focuses on costs of renovating current buildings for use by a variety of County service departments compared to the cost of new development of space. Services to possibly acquire new space within the West End Plaza are; Social Services, Health, Board of Elections, Building Code Enforcement, Environmental Health, Planning & Development, Veteran’s Services, and the Public Library-Local History & Genealogy Department. Conference space and flex space are also mentioned with the two proposed Plaza space allocation options. The flex spaces offered in option 1 are 59,500

sf, and two 34,000 sf areas. Option 2 details flex spaces of 60,700 sf and 69,800 sf. The plan is currently under review and comment and will go before the board of commissioners for approval sometime this year (2016).



SALISBURY-ROWAN COUNTY TOURISM MASTER PLAN

The Salisbury-Rowan County Convention & Visitor's Bureau has developed a 10-year master plan for fostering the tourism industry in Rowan County. While many areas of development were mentioned, this overview outlines areas that could directly involve the Rowan County Parks and Recreation Department. The plan defines county assets that could provide opportunities for economic development. Some specific programming opportunities listed were concerts/music festivals and hiking/biking. The plan sees tourism as an investment, specifically the investment in attractions that take advantage of the county's natural beauty and enhance the quality of life for residents. Currently some of Rowan's most significant visitor and resident assets are its parks. Dan Nicholas Park was targeted as an example of the type of park visitors patronage; as seen from its status as the top elementary school trip location in the state.

Light adventure tourism has been targeted as a vehicle used to help foster overnight visits to the County. Light adventure tourism is outdoor activities that take place in an environment that is less controlled and encompasses a wider variety of visitors. Hiking and biking trails have been identified as opportunities to support the comprehensive plan's vision. The plan suggests the development of bike friendly trails and multi-use trails. The County possesses the assets needed to help foster this activity through County Parks. The plan mentions creating a partnership with the Salisbury-Rowan Convention & Visitor's Bureau and the Rowan County Parks and Recreation Department to help create light adventure opportunities.

Agri-scenic tourism was also identified as an area of development. Dan Nicholas Park was mentioned as the flagship to this industry. One goal with the park is to use visitor development grants to upgrade facilities. It was also mentioned that the Bureau would partner to help with marketing initiatives. Other county assets have also been tagged for development in the plans defined goals.

4 INVENTORY & ANALYSIS

Within the 1 – 3 year goals, the following have been identified specific to recreation;

1. High Rock Lake: Work with the land trust to create opportunities to open recreational activities on the Lake; which is the state’s second largest lake.
2. Dunn’s Mountain: Build awareness of the park and connect the park to the light adventure tourism programs.
3. Expanded Hiking: Identify and develop day hiking trails within Rowan County and partner with guide services to provide programming.

In the 5-10 year scope the following goals were outlined

1. Identify new recreation opportunities.
2. Develop canoe/kayak trails.
3. Increase hiking along the Yadkin River.
4. Create off-road trails for Jeeps.
5. Increase access to High Rock & Tucker Town Lakes through dedicated parks with public swimming access, picnic options, and restroom facilities.



ADOPTED LAND-USE PLAN AREAS WEST OF I-85 (2009)

As a response to growth trends in the western part of the County, a plan was created and adopted to “promote desirable communities that are both affordable and sustainable, while preserving quality of life with respect to individual rights and opportunities.” The land use plan identifies development trends and existing physical conditions of the western Rowan study area and its land use. Public input sessions and a steering committee were utilized to create a set of recommendations for the study area. A set of next steps were provided at the end of the planning process. The encompassing vision strives to preserve the open agricultural feel of the West Rowan Area by defining agribusiness districts, creating a farmland preservation plan and allowing medium density development near townships. The plan also called for a private property rights ordinance that was never adopted. Specific to parks and recreation the plan calls for additional recreational opportunities in the southern portion of the study area.



ADOPTED LAND-USE PLAN AREAS EAST OF I-85 (2012)

Adopted in 2012 this plan studies land use in the East Rowan Area of Rowan County. Goals of the plan were to provide balance with the Western Area Plan adopted by the Commission April 2009, and satisfy the federal highway administration and NCDOT requirement for a land use plan as it relates to a future I-85 interchange at Old Beatty Ford Road. A steering committee was created and workshops were facilitated to gather comments and suggestions for consideration by the committee. The plan offers recommendations for defined plan areas through the definition of specific land-use areas and business corridors. Some next steps that could affect parks and recreation call for a more detailed study and plan for the High Rock Lake area to accommodate or determine the appropriate retail and service businesses needed for increasing population and recreation on the lake.



NCDOT SCENIC BYWAYS

The North Carolina Department of Transportation created two systems that delineated scenic byways (for automobiles) as well as preferred bike routes for touring historic, agricultural and natural sites throughout the state. The Millbridge Scenic Byway is a 38-mile byway that passes through land that has a long tradition of farming and a rich history. The area has a population density of only 50 people per square mile, and is dominated by open spaces, crop fields, streams and working farms. There are also well preserved historic homes and barns. Some specific historic landmarks that make up the route are Kerr Mill, Thyatira Church, the Rankin Sherrill House, and Back Creek Presbyterian Church. It also passes by two of Rowan County's most popular agri-tourism attractions; Lazy-5 Ranch and Patterson Farm.



YADKIN PEE-DEE RIVER TRAIL

The Yadkin Pee Dee River Trail is a 125-mile long paddling trail which includes multiple put-in and take-out areas for easy access to the river. The River Trail is mostly flat, with Class I rapids and a few Class II spots. The Yadkin Pee Dee River Trail may be paddled by kayak or canoe beginning east of W. Kerr Scott Reservoir in Wilkes County, meandering east through Elkin and over towards Winston-Salem and then turning south along the boundaries of Davie, Rowan and Davidson Counties to the entrance to High Rock Lake. The part of the trail that goes through Rowan County is the South Lakes Region that extends from High Rock to Baden lake.

4 INVENTORY & ANALYSIS



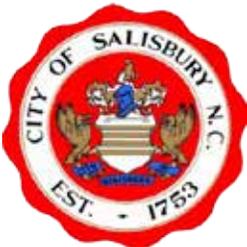
ALCOA GAME LANDS MAP

ALCOA owns much of the land along the Rowan County side of High Rock Lake. The power company in conjunction with the North Carolina Wildlife Resource Commission have created game lands on many of these properties. Game lands are both public and private properties set aside for public hunting, trapping, and fishing.



SALISBURY COMPREHENSIVE BICYCLE PLAN (2009)

The city of Salisbury's Department of Land Management & Development, in conjunction with NCDOT's Division of Bicycle and Pedestrian Transportation, created a comprehensive bicycle master plan with a comprehensive grant program administered by NCDOT. The purpose of the comprehensive plan was to develop a bicycle planning tool for the City of Salisbury by providing documentation to assist the City with expansion, promotion and funding of safe and efficient bicycle facilities, programs and initiatives throughout the City. Specifically, a group of 5 "Out and Back" routes were created to connect users to Ellis and Dan Nicholas Park.



SALISBURY COMPREHENSIVE PARKS & RECREATION MASTER PLAN (2009)

The 2009 plan is an update from the 2000 plan, that extends a vision through the year 2020. It evaluates existing park facilities and develops new strategies for meeting future recreation needs. Updates respond to changes in demographics, facility inventory and community input. Rowan County Parks & Recreation's role in the parks plan is to offer facilities on a county-wide basis; specifically parks that are categorized as district, regional, and specialized facilities. Continuing to implement the Grants Creek Greenway Master Plan is a recommendation from the plan. The role of the greenway is to help connect people to recreation opportunities across the City and County. Part of this plan's vision for the county and city parks system is to maintain current facilities, provide assistance with community recreation sites as needed and to work on creating a joint use agreement for facilities between county recreation providers.



PIEDMONT TRIAD REGIONAL COUNCIL BICYCLE PLAN

Under contract with the Bicycle and Pedestrian Division of NCDOT, the Regional Council developed a regional bicycle plan for the Central Park NC region. The Central Park region of North Carolina is comprised of eight counties in the south central Piedmont: Anson, Davidson, Montgomery, Moore, Randolph, Richmond, Rowan, and Stanly. While predominantly rural in character with small to mid-sized cities, the region is easily accessible from major metropolitan areas of the State. Cyclists traveling in the Central Park NC region enjoy rolling hills, unspoiled scenery and lightly traveled rural roadways. The network of routes and connectors identified in this plan provide a variety of scalable bicycle touring experiences, from day trips to multi-day tours along routes that connect to communities, historic sites, recreational areas, State parks and the North Carolina Zoo.

Four multi-county regional loop routes have been identified to serve the Central Park region. In addition, a network of connectors has been identified to provide flexibility for users to create individual riding experiences that best meet their time constraints and abilities. The routes through Rowan County are described below.

Piedmont Heritage - Covers 152 miles and 11 small towns and cities in Randolph, Davidson and Rowan Counties. The route highlights the heritage of manufacturing in the Piedmont, while also taking bicyclists across the Yadkin River where Daniel Boone was alleged to have lived. The cycling route is located in the northern area of Central Park passing through several small cities and towns, villages, farms and forest land.

North Uwharrie - Covers 132 miles and 7 small towns and cities in Montgomery, Southern Davidson, Rowan and Stanly Counties. The route highlights many of the natural heritage assets of the Uwharrie Region winding through National Forest lands, while also providing access to the Yadkin Pee Dee River and lakes and many of the small towns that grew up around gold mining and traditional manufacturing industries. The cycling route is located in the northwestern section of the Central Park region and 40 miles of the route is shared with the South Uwharrie.

4 INVENTORY & ANALYSIS



SPENCER PARKS & RECREATION COMPREHENSIVE MASTER PLAN

Spencer’s 2014 master plan is a 10 year vision to ensure that future generations will have adequate parks, trails, and open space. The plan categorizes the towns present parks and creates a plan for preservation and expansion into the future by measuring the town’s current rate of service. County Parks such as Dan Nicholas were seen to meet the town’s need at a district and regional level. It was observed that Rowan County Parks and recreation’s role was to provide recreation to the county at a larger scale. It was also stated that “town staff should meet annually with Parks & Recreation agencies operating within the region to communicate with each other in an effort to minimize duplication and maximize cooperative planning”. Development of Greenway Trails in conjunction with the Carolina Thread Trail’s Rowan County Master Plan were also mentioned, specifically connections with the Yadkin River and Davidson County.



NORTH CAROLINA OUTDOOR RECREATION PLAN – SCORP

North Carolina has had expansive growth from 1990 to 2010 (44%). With expansive growth comes a need for increased development, which reduces the availability of recreation land. A public survey was given with 17,000 people responding. People in North Carolina’s most popular form of recreation was visiting a beach or lake, walking for exercise, and visiting parks or historic sites. One half of all respondents hike or fresh water fish. North Carolina residents were generally happy with parks available to them. Ninety percent of respondents said that parks are extremely important. With importance of parks and waning availability of land, the plan established two main priorities for North Carolina Parks:

- 1. Maintain existing parks.**
- 2. Acquire new parks.**

If survey respondents participate in outdoor recreation frequently, it stands to reason that a large majority (81%) think it is extremely important to spend public funds to acquire land and develop outdoor parks and recreation. Parks are a value that is core to most North Carolinians.

Of particular importance to this study, the plan defined a set of County level roles and responsibilities. They are to provide resource based and locally oriented outdoor recreational areas that are not large enough to be managed feasibly at the state level. Furthermore, municipalities’ role is to provide more intense user oriented facilities such as, playgrounds, swimming pools, ball fields, tennis courts, and picnic areas.

Trails are positioned and well suited to meet some of the more popular outdoor recreation activities and needs, which were identified in North Carolina’s 2014 survey. Eight related trail activities were in the top 35 of outdoor activities. Eight percent of respondents found it was important for local park trails to connect to outdoor recreation opportunities.

“The goal of SCORP is to meet the outdoor needs of a growing population, to manage and protect North Carolina’s natural resources for current and future citizens and to achieve the related health and economic benefits for local communities and the state.”



DAVIDSON COUNTY BLUEWAY PLAN (2011)

The Davidson County Plan analyzes access points to the lake on both sides of High Rock Lake and suggests potential access points on High Rock Lake and Yadkin River. Of particular note, it proposes a potential blueway trail route, named the Bald Eagle Blue Trail. This trail connects to Eagle Point Preserve and suggests an access point on the Rowan County side of the lake near an old Boy Scout camp. The plan also details statutes and design criteria from NCDNR for creating a blueway system. Criteria for selecting new access points and trail routes is also detailed within the plan. Davidson County could be a possible partner for creating a blueway network down the Yadkin into High Rock Lake.



4 INVENTORY & ANALYSIS

PARK MODELS

National standards are established by the NRPA (National Recreation and Park Association). These are referenced to guide the standards used to classify Rowan County’s parks system. The table below depicts park categories and the guidelines defining each category. These designations will be used to help determine Rowan County Park’s and Recreation’s current level of service. Traditionally county parks systems have focused on offering regional and district parks and left municipalities the responsibility of providing smaller parks (Mini Park, Neighborhood Park, and Community Park). Rowan County follows this same principle. For the inventory and analysis of the Rowan County Parks and Recreation System the following models were defined as follows.

| PARK TYPE | PARK SIZE | SERVICE AREA |
|-------------------|----------------|--------------|
| Mini Park | 2500 sf - 5 Ac | 1/4 mile |
| Neighborhood Park | 5 - 10 Ac | 1/2 mile |
| Community Park | 30-50 Ac | 3 mile |
| District Park | 50-200 Ac | 5 mile |
| Regional Park | Varies | 50 mile |

Source: Parks, Recreation, Open Space and Greenway Guidelines. A project of the National Recreation and Park Association and the American Academy for Park and Recreation Administration.

Table 1

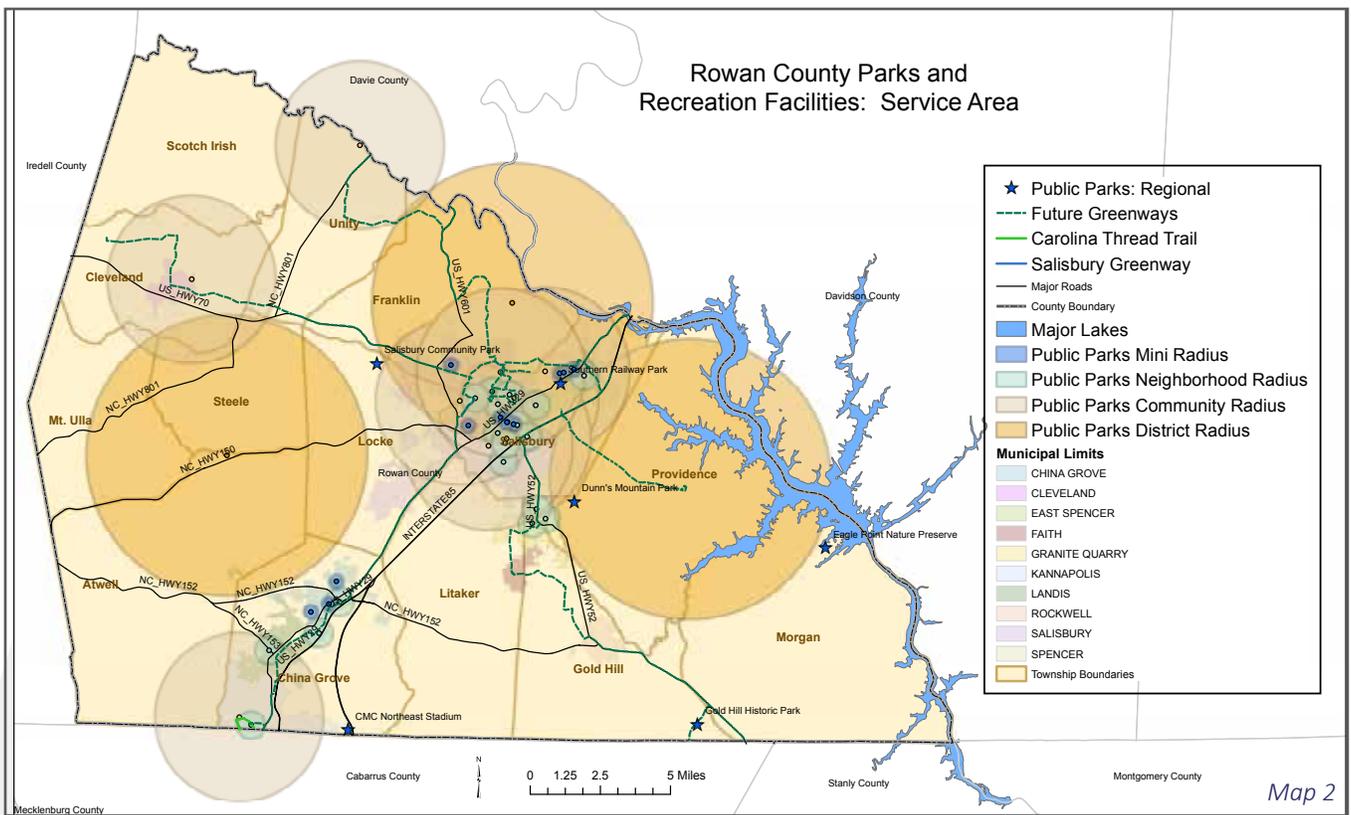
Rowan County provides excellent service at the district and regional park level. The Rowan County Parks and Recreation Department should continue to focus on providing the park types described below.

District Park Model: Approximately 50-100 acres in size, service area for this park model is 5 miles. Centrally located within the district’s service area. The District Park Model gives consideration to surrounding land uses, safety, access and land availability. A prototypical park should contain: 2-4 ball field complex, a soccer/ football field, one volleyball court, a playground, a leisure trail and passive use areas.

Regional Park Model: Varying in size but usually over 200 acres, service area for this park model is 50 miles. The park should be located in an area with unusual natural or ornamental quality. It contains predominantly passive recreation areas such as nature trails, picnicking, boating, fishing, and large open spaces. It may also provide some areas and facilities for active games such as softball, playground areas, and leisure trails.

INVENTORY & ANALYSIS OF EXISTING FACILITIES

The existing recreation and parks sites in Rowan County were evaluated based on their facilities, function, safety, general accessibility, and site specific criteria. This inventory is also a record of the components for each park site. Detailed within each park analysis are strengths and weaknesses and a compilation of potentials and constraints determined by the project team. This information becomes data to progress the team's comprehensive analysis of the Rowan County's current Parks and Recreation System. A complete inventory of public, private, and institutional recreation facilities can be found in Appendix A.



4 INVENTORY & ANALYSIS



DAN NICHOLAS PARK

The flagship of the County Parks System is located at 6800 Bringle Ferry Rd. about 10 minutes from Interstate 85. This is the largest active park (425 acres) in the County and is a regional attraction for school groups and families. Over 30 different North Carolina counties utilize the park's nature center for educational trips. The nature center contains Rowan Wildlife Adventure's native species zoo, the Cheerwine Aquarium & Reptile Center and an auditorium for small group educational talks and seminars. Adjacent to the nature center is the Stanback Petting Barn. There is also a gem mine with sluicing and a gem cutting shop. Other attractions include Haden's Carousel, Hurley Splash Pad, Hurley Train Station, Millers Pond Scout Camp, T.M. Stanback Outdoor Theater, Dale Earnhardt Forest, Nick's Playground (ADA accessible playground), 3 miniature train rides, paddle boats, fishing pier, concession stand, ADA accessible miniature golf, picnic/shelter areas, and family camping. The park contains a large variety of family camping options, that include cabins, personal tent sites, personal RV sites, and a special events campground. The camp ground also includes shower/bathroom facilities, a septic dumping station, as well as electric and water hookup at RV sites. There is also a large network of nature trails. Tennis courts, volley ball courts, sports fields, horseshoe pits and outdoor basketball courts are also available for organized sporting events. The park also houses Rowan County Parks and Recreation's maintenance hub.

Dan Nicholas Park has no admission or parking fees with many of its activities currently free to the public. Many of the park's attractions produce a yearly revenue in excess of \$1.45 million per year. It is also Rowan County's most highly programmed park, which will be discussed further in the programs section.



Existing Facilities:

- Concession/restroom facility
- Gift Shop (Hurley Station)
- Gem Mine and Gem Shop
- Outdoor Theater
- Rowan Wildlife Adventure (native species zoo)
- Nature Center
- Petting Zoo
- Splash Pad
- Playground equipment (Nick's playground ADA accessible)
- 2-18 hole miniature golf courses (ADA accessible)
- 3 outdoor basketball courts
- 3 volleyball courts
- 4 tennis courts
- Volksmarch Walking Trail
- Foltz Steel Bridge
- Multipurpose fields
- TM Stanback Outdoor Theater
- 18 shelters
- 4 company shelters
- 14 rental picnic areas
- Scout campground
- 6 rental cabins
- 78 RV camping sites
- Group camping area
- Primitive camping sites
- 2 campground shower houses
- Parking for approximately 700 cars
- Maintenance Building

Size: 425 acres

Type: District/Regional Park

4 INVENTORY & ANALYSIS

Physical Constraints & Evaluations:

1. Staff offices/facilities are limited for the current number of employees. If more staff are added for future programs; expansion of current office facilities is needed.
2. Existing concessions area needs to be expanded and the layout reworked for more efficient service on busy weekends.
3. The nature center auditorium need remodeling to accommodate larger groups of students

Park Potential:

1. The park's large wooded areas could be better utilized to add walking/ bike trails as well as for the addition of adventure activities such as a ropes course or zip lines.
2. A relocated train depot building near the pond could be renovated to house offices for staff and future park programming.
3. Program and augment multi-use sports fields at the park's entry. The parks vicinity to Interstate 85, dining, and lodging make it a target location for travel sports tournaments. This could also produce revenue for future park expansion and programming.
4. The Stanback Amphitheater provides a revenue opportunity with the potential to host music festivals. The park currently has a regional draw that could be further capitalized upon.
5. There are possibilities for converting the less used tennis courts into an off leash dog park or dog training area.
6. Further conversion of the park's future development should focus on providing universal accessibility for other recreation opportunities as the park has done with Nick's Playground and the miniature golf course (see universal design principles in the recommendations section of this document).
7. There is also an opportunity to provide a new visitor's center for gatherings and conferences next to the park's 10 acre Lake Murtis.
8. The number of camp sites, the outdoor gathering venues and multipurpose field areas provides the park opportunities to host a variety of festivals, travel sporting tournaments and large events.
9. Opportunity also exists to provide new attractions that cater to adventure recreation, such as ropes and obstacle courses and bike trails within the park's vast forested areas.



SLOAN PARK

Contrasting in character from Dan Nicholas, Sloan Park is the more traditional passive park with rolling pastoral landscapes and picturesque views of the natural environments. It is located on 550 Sloan Road in Mt. Ulla off Mooresville Hwy. This park speaks to Rowan County's rich history in agriculture. Due to its picturesque character, the park has been the location of numerous weddings (this produces some revenue). Located on the grounds is historic Kerr Mill (est. 1823), the mill contains a museum detailing the history of milling & agriculture in Rowan County. There is also programming associated with the mill called "stories by the millstream". Future programming will include an antique farm equipment museum that will be run by a non-profit group. Sloan is the only large scale park in the western part of the county. Some feature elements of the park are the Alice Stanback Monument Forest, Fred's Pond, Culp Historic Tree Trail, and Don's Gazebo. The park also has active elements that include, volleyball, softball, play equipment and walking trails. There are also opportunities for gatherings at on-site shelters and the outdoor theater. It is also of note that the park possess two residential rental properties that produce revenue.

Existing Facilities:

- Outdoor Theater
- Kerr Mill Museum
- Don's Gazebo
- 2 restroom facilities
- 5 Shelters
- Covered bridge
- Parking for approximately 140 cars
- Playground equipment
- 2 Volleyball courts
- 1 softball diamond
- 3 miles of walking trails

Size: 100 acres

Type: District Park

4 INVENTORY & ANALYSIS

Physical Constraints & Evaluations:

1. Maintenance of the park consumes most of full and part time Staff's time. The park supervisor expressed that maintenance takes most of the week to complete. Additional staff not dedicated to maintenance, could help to foster more programming for Sloan Park.
2. The park's location away from population is both a strength and weakness. Unless users are from the area, they may be unaware of Sloan Park. A promotion and marketing strategy may be needed. Its rural setting makes it a great location to get away from a metropolitan area and experience nature and open space.
3. It has also been noted by staff that the erosion adjacent to Kerr Mill and aging trees could become a hazard to the Mill if not addressed in a timely fashion.

Park Potential:

1. Many of Sloan Park's natural features are very conducive to the addition of more trails.
2. Available park space has gentle slopes that could allow for the addition of sports fields if the need arose in the future, as it contains large expanses of open, relatively flat land.
3. The addition of the antique farm equipment museum and its team of nonprofit volunteers lends itself to further programming of the site with farming demonstrations and even community gardening plots.
4. Further marketing of the park as a wedding venue with the addition of a conditioned reception building could generate additional park revenue.



EAGLE POINT NATURE PRESERVE

Located off the eastern end of Bringle Ferry Road off Black Road and bordered by High Rock Lake, Eagle Point is mostly undisturbed hardwood forest. The park was donated to Rowan County by the Land Trust of North Carolina. The County owns 100 acres with an additional 100 acres being added in a long term lease from Aluminum Company of America. A conservation easement has been placed over the property to ensure that the natural quality is preserved. The goal of the preserve is to provide natural habitat for native flora and fauna. Trails and observation overlooks are planned to allow visitors access to the entire site. A nature trail currently exists with a tree and plant identification loop that leads to a “high water” canoe access on High Rock Lake.



Existing Facilities:

- Picnic table
- Walking/biking trails
- Canoe access point
- Parking for approximately 10 vehicles
- Port-of-John

Size: 200 acres (100 acres owned, 100 acres in a long term lease)

Type: Regional

Physical Constraints & Evaluations:

1. Access to High Rock Lake is seasonal due to fluctuating water levels.
2. The park’s status as a preserve limits its use for high intensity recreation but its “untouched state” allows for interaction with wildlife and pristine natural environments.

Park potential:

1. There is potential for expanded nature trails which will allow for expanded school programs that involve environmental education, as well as self guided walks for exercise.
2. The diversity of wildlife could be marketed as a wildlife viewing opportunity for bird watchers and nature enthusiasts.
3. Future canoe access is a possibility with expanded ramp/canoe launch facilities. Study of potential launch facilities in deeper water is needed.

4 INVENTORY & ANALYSIS



DUNN'S MOUNTAIN NATURE & HISTORY PRESERVE

The park is located at 1740 Dunn's Mountain Road off of Bringle Ferry Road. Dunn's Mountain is a land trust that was previously a rock quarry. With the vantage point of the highest elevation in the county, the park has breathtaking views of the rock quarry, Blue Ridge Mountains, the Charlotte skyline and Winston Salem skyline. The park also has a great vantage point to view fall color. Dunn's Mountain is also designated as a nature preserve. Site access is limited to the parking area at the bottom of the mountain and visitor center at the apex of the site. There is also a blacksmith shop with a blacksmith on hand for demonstrations.



Existing Facilities:

- Visitor's Center with observation deck
- Bathroom facility
- Van storage shed
- Blacksmith shop
- Paved parking for approximately 40 vehicles.



Size: 82 acres

Type: Regional

Physical Constraints & Evaluations:

1. Due to liabilities with the existing quarry's topography and pond; barriers exist to allow users full access to the entire park property.
2. Staffing is all volunteer and does not afford users access on a consistent basis.
3. The conservation easement only permits certain types of development in order to preserve the character and historical context of the site.
4. Access to the top of the quarry is provided by volunteer staff by vans that drive patrons up a stabilized previous access road.



Park potential:

1. If marketed, the site's observation deck could provide regional interest for viewing the piedmont landscape especially during the fall season. There are possibilities for a partnership with the Visitor's Bureau.
2. A permanent staff member could allow more access to the site and consistent park hours.
3. Because of unique natural features trail potential exists.



ELLIS PARK

An active recreation site; Ellis Park is located at 3541 Old Mocksville Road, 2 miles from Salisbury. The property began its life as one of Franklin D. Roosevelt's WPA school projects. In 1971 it was purchased by the County as a park. The school building now houses the County's Special Populations Program. It also has a game room, ceramics workshop and large dining hall with a fully equipped kitchen. The game room and dining hall can both be rented out for events. Ellis Park's eighteen hole Frisbee Golf Course has a regional draw with visitors coming from Charlotte and other points to play. Another unique aspect to the park is the horse arena. There are other types of active recreation offered that include, bocce, horseshoes, outdoor fitness equipment, baseball fields, tennis courts and a children's play area.



Existing Facilities:

- Ellis Events Center with public restrooms
- Horse arena with public restrooms
- Parking for approximately 100 vehicles
- Playground equipment
- 2 Shelters
- 2 bocce courts
- 2 Baseball fields
- 2 Tennis courts
- 2 horse shoe pits
- Outdoor fitness area
- 18 hole Frisbee Golf Course

Size: 26 acres

Type: District

4 INVENTORY & ANALYSIS

Physical Constraints & Evaluations:

1. The parking at the Horse arena is difficult to navigate with a horse trailer and is limited with the amount of space needed to park an event.
2. The programs housed in the existing civic center have outgrown their space; centralized programming for certain events, such as the senior games, is needed. Storage space and room to house specific events is necessary as program coordinators are forced to book events at venues scattered across the county. A larger facility to accommodate these programs is much needed. The current building's ADA access to bathrooms and the center is also challenging as the Therapeutic Recreation program caters to many users that are limited to wheel chairs. The senior games program specifically needs; a track, softball fields, indoor basketball court, pickle ball court, and indoor multipurpose area for other games.
3. The Park supervisor expressed a need for more baseball fields, but the park's land is currently built to capacity.
4. There is no gate or fence to close the park to vehicular access after the park has closed.
5. The tennis courts are due for restoration and are not a high use activity. This area could be adapted for a more desired use as identified in the recommendations.

Park potential:

1. The park has potential to be an even more vibrant place with renovations to the current civic center, including upgraded bathroom facilities and better ADA access. The building more adequately provides the additional space needed for the therapeutic program if an alternative space was provided for the senior games program.
2. The horse complex has potential to flourish if the parking was improved and the possibility of horse trails added in the woods adjacent to the complex.
3. There is possibility of modifying the tennis court as a dog park or some type of accessible facility for the therapeutic recreation program.
4. Future renovations to the park should focus on creating recreation opportunities that are universally accessible (see universal design principles in the recommendations section of this document).



4 INVENTORY & ANALYSIS

INVENTORY & ANALYSIS OF EXISTING PROGRAMS

INTRODUCTION

The Consulting Team performed an assessment of the recreation program offerings of Rowan County. The Recreation Program Assessment offers an in-depth perspective of the recreation program offerings and helps identify strengths, weaknesses, opportunities and threats in programming. The Assessment also assists in identifying core programs, program gaps within the County, key system-wide issues and areas of improvement and determines recommendations for future program offerings for Rowan County residents.

The Consulting team based these program findings and comments from program assessment review with staff from the County as well as a review of the County's Program Website and on-site review of program related facilities. This report addresses the program offerings from a systems perspective, as well as individual program information. It identifies key issues and presents recommendations for these issues, while also offering recommendations to elevate the core programs to the next level.

PROGRAM ASSESSMENT AND OVERVIEW

The County offers a gamut of core programs that include Senior Games, arts, Therapeutic Recreation, special events, and nature education. An evaluation of the overall program offering indicates that the recreation program offerings are at a lower level in comparison to most agencies nationwide of similar size counties but the programs offered are highly valued and appreciated based on the level of participation from residents in the programs. The recreation staff would like to offer additional programs, but there are limited recreation facilities in the County. This is addressed in the recommendations. Some overall observations from the program assessment are as follows:

1. The **program descriptions** are limited in promoting the benefits of participation and the details of each program based on a review of the County's website and flyers picked up at program sites. The County does not have a program guide that lists all programs in one catalog with descriptions of times, dates and details on each program; all of which could be incorporated into their web site as well. The program calendars on the website do not provide much description of the programs either for participants to understand what they are signing up for, but the staff are excellent at selling the programs over the phone. A full program guide is needed for the agency on a quarterly basis that promotes the program opportunities in written form and on the website.
2. **Age segment distribution** is primarily limited to senior adults, adults with disabilities and school age children interested in nature education. A wider age segment appeal would add a larger range of users who can grow the value and appreciation of living in the County as a good program provider beyond the YMCA. Program areas that need improvement include offering core programs for high school and college age participants, adult programs for 22 to 35 age participants, family programs and outdoor adventure/ education programs. The reason for not offering these programs is a lack of staff and a program facility to host them. If the county wants to attract young adults to live in the county it must provide program spaces for young adults and their families. Program spaces for senior related programs are needed as well, as the Senior Games program is limited by the spaces they have access to.
3. **Program life-cycles.** A large number of programs lie in the growth stage of their life-cycle, which is encouraging. Overall, the programs' life-cycle balance is satisfactory and must be continued based on staff conversations about the particular programs they manage.
4. There are some **similar program providers in the county** with the majority of them being youth sports associations the cities within the County, the school districts and other surrounding communities. The YMCA has three sites and offers many programs as well.

4 INVENTORY & ANALYSIS

5. **Program performance measures** are limited to discussions with staff. Measures are limited to, level of participation and retention of users and programs offered versus programs held. The following areas are not tracked: customer satisfaction levels, cost recovery levels, age segments served, areas of the County served, earned income created, and economic value of programs to the County.
6. Good **volunteer support** exists for Senior Games, arts, people with disabilities and special events in the County. There is however, an absence of a system-wide volunteer management approach within the Department, as well as limited tracking of volunteer hours due to lack of staff availability.
7. From a **partnership** standpoint, there are partnerships and cooperation with other agencies, such as school districts, other cities in the County and special interest clubs. Most of these groups do not have formal agreements with the County now but should have moving forward. There is no oversight by the County of the existing sports programs that play on County fields at Ellis Park and the sports groups do not support the costs to maintain the fields. Staff would like to see a different operational model for youth sports.
8. From a **marketing and promotions** standpoint, there is limited variety of promotions, with a number of programs using a newsletter to list programs available. Also, programs are listed on the County's website, and some email blasts to users. Currently, there is no direct mail as a part of the marketing mix. Additionally the Department for the future needs to do the following to maximize their marketing and promotions efforts:
 - Identify marketing Return on Investment for all marketing initiatives to track impact on programs and future facilities to be developed.
 - Increase the number of cross-promotions with the various cities in the County, school districts and YMCA and other service providers tracking a similar audience.
 - Create Department-specific social network accounts (Facebook, Twitter, etc.)
 - Hire at least one person to manage communications and marketing of services for the County.

-
9. Most commonly used **customer feedback methods** are post program evaluations, user surveys and the website.
- Pre and Post-program surveys are very limited. Pre-program surveys are useful to gauge potential user interest before offering programs so as to limit cancellation rates and maximize resources. The Department does do some post evaluations.
 - Lost customer surveys would also be a valuable addition, particularly for programs with high attrition rates. By utilizing space available information for all past and present users, the staff can track lost customers on an annual basis. This list could then be surveyed to identify reasons for customer drop-outs.
 - On-going online surveys through www.surveymonkey.com too could be employed to complement the surveys done through the website.
10. **Pricing strategies for programs** are very limited and the most commonly used strategies are not to price by competition (market rate) or residency (with the exception at Dan Nicholas Park and Ellis Park). These are undesirable practices when the agency is trying to build a system that can serve a multitude of groups and individuals.
11. **Financial performance measures** are at a much lower level in comparison to most park and recreation agencies as it applies to programs. There is not a built in philosophy and awareness by Staff on the reason to establish a cost to provide a program. Also the Department should track cost per experience and cost recovery, which also factors indirect costs within the price which is a good management tool to follow. The goal should be to price services correctly based on cost and incorporate a good policy to achieve greater fiscal sustainability and provide operational money to hire staff, pay for rental facilities and equipment. This can happen within the existing system but it takes time and the support of elected officials to make this a reality.
12. The balance of **age segment program distribution** can be improved. An area that stands out is the lack of program distribution for grade school, high school and college age programs. College age is among the toughest age groups to program for and best practice systems nationwide tend to have this group in the 12%- 13% range of programs provided.

4 INVENTORY & ANALYSIS

13. **Youth programs** for kids 6-12 is limited with the exception of nature education programs and some day camp programs.
14. The **demographics report** depicts that the U-18 age group comprises 22.4% of the total population and it is projected to further decrease slightly to 21% in the next 10 years. However, the program distribution by age segment needs more programming dedicated to other age segments.
15. The **rest of the age segment distribution** is definitely better in comparison to some agencies nationwide. One way to obtain even greater balance would be to review the age segment distribution on an annual basis. Also, rather than categorizing the 55+ market as one program area, the trend is moving toward having two to three segments of older adults. The Department must look into further splitting program offerings into 45–54, 55–65, 65–75 and 75+.

Key Issues to address for the future of Rowan County.

- **Need for a central program space that is multi-generational to house senior games staff, people with disability programs, senior programs, youth programs and art related services. Minimum of 40,000 square feet.**
- **Senior participations in Senior Games is high and there needs to be a facility to program out of to address the high level of players (732) in 2015 Games**
- **The budget for programs is low. Both on the tax side and fee side. A pricing policy needs to be established for the program division for the future.**
- **Core programs are limited and need to be expanded to include Outdoor Adventure, Youth and Family programs, Special Events and Young Adult programs for the future based on the growth of the county and the desire to attract younger people to the county**

LIFE-CYCLE ANALYSIS

Life-cycle analysis is a systematic approach for looking at the beginning and the end of a program in a given time period. The program assessment did not include a life-cycle analysis. The following list shows what the percentage of distribution of the various life-cycle categories the Department's recreation programs for the future should strive for:

- Introduction stage (New program; modest participation) – 10%.
- Take off stage (Rapid participation growth) – 25%.
- Growth stage (Moderate, but consistent participation growth) – 35%.
- Mature stage (Slow participation growth) – 15%.
- Saturation stage (Minimal to no participation growth; extreme competition) – 10%.
- Decline stage (Declining participation) – 5%.

The life-cycle distribution as described above indicate a good balance for staff to manage to for the future.

CORE PROGRAMS

It is important to identify core programs based on current and future needs. This assists in creating a sense of focus around specific program areas of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people, especially in a community such as Rowan County. The core program philosophy assists staff in being able to focus on what is most important. Programs are categorized as core programs if they meet a majority of the following categories:

- The program has been provided for a long period of time (over 4-5 years).
- Offered 3-4 sessions per year.
- Wide demographic appeal.
- Includes 5% or more of recreation budget.
- Includes a tiered level of skill development.
- Requires full-time staff to manage the program area.
- Has strong social value.
- High level of customer interface exists.
- High partnering capability.
- Facilities are designed to support the program.

4 INVENTORY & ANALYSIS

During the programming meeting with Staff, the following core program areas were identified:

- Facility Rentals (Fields) and Picnic Facilities (County maintains the facilities at no cost to teams)
- Summer Camp
- Special Events held in the County
- Senior Programs (arts and Senior Games)
- Special Olympics
- Nature Education program
- People with Disabilities Programs

Based on the Citizens Survey the following core program areas to focus on for the future include:

For Youth:

- After school and Friday programs
- Camps
- Basketball
- Walking for exercise
- Painting and drawing classes
- Baseball
- Shooting sports/archery
- Trips and Tours
- Martial Arts

For Adults:

- Walking for exercise
- Trips/Tours
- Shooting Sports/Archery
- Senior recreational programs
- Therapeutic recreation
- Painting/Drawing classes
- Training and Education Certifications
- Tennis lessons and clinics
- Pickle ball

RECOMMENDED NEW CORE PROGRAMS

The following list includes recommendations to reposition current programs or add new core programs to the existing ones:

- **Outdoor skills / Adventure programs (Adventure Trips, 5K races, mountain biking, kayaking, Bi-Athlons, Mud Runs.).**
- **Shooting Sports**
- **Volunteerism**
- **Community-wide Special Events**
- **Youth and Teen programs**
- **Visual and performing arts**
- **Family Programs**
- **Middle School and High School Aged Programs**

It is understood that staffing resources or availability of space may hinder some of the program growth efforts, but it is essential that the staff commit to a concerted effort towards expanding / repositioning these core program areas in the coming years when new facilities come on line.

Nationally, **Outdoor skills / adventure programming** is a growing trend and this could be an area that has the potential to become a core program. Program types can include rock climbing, canoing, kayaking, para-gliding, dirt biking, driving off-road vehicles, running, and mud runs. The staff can add in outdoor adventure trips too as a new program area. This area of the state is known for these types of activities and the Department should capitalize on the opportunity as no other agency is currently providing this program.

Shooting Sports are very popular and include archery/ trap and skeet shooting and target shooting.

While there is limited **volunteer support** and the Department is well appreciated in the community, there is an absence of a system-wide program that focuses on volunteer recruitment and retention. Focusing on **volunteerism** as a core program in order to build greater advocacy and support in the system as well as control operational costs is a recommended approach.

4 INVENTORY & ANALYSIS

Community-wide special events include events built around the holidays that bring the Rowan County Community together such as Christmas, Easter, Fourth of July, Memorial Day, Labor Day and Veteran’s Day. Also the Department could celebrate anniversaries of each park when it was established or Park and Recreation Month (July).

PARTNERS / SPONSORS AND VOLUNTEER PROGRAMS

Currently, there is a good level of support for Senior Games in the County but not adequate system-wide sponsor / partner support. In order to truly sell the uniqueness of Rowan County and the potential benefits of partnering with the system, there is a need to develop a sponsorship policy, brochure, and a proposal for tiered sponsorship levels. By detailing an event calendar, participation metrics and user demographics, the Department will provide potential sponsors an opportunity to identify how well the park system participants align with the sponsor’s target market and choose the right fit for them. These metrics will also help the Department evaluate its return on investment (ROI) for sponsorships / partnerships for various events. Some other recommendations would be to publish these metrics on the website and promote them aggressively.

MARKETING AND PROMOTIONS

This section reviews the Department’s marketing approaches, a specific department only website, as well as key promotions and tactics. Based on current marketing and promotions activities undertaken, virtually every program is promoted via the website and through some limited flyers. Not many of the program staff stated that they promote other activities provided by the Department which indicates the limited presence of cross-promotions at such programs in the Department.

WEBSITE / ONLINE MEDIUMS

The Department has its own Website as part of the County's overall website. This could be enhanced to allow website registration. Overall, the website needs to focus on the value and benefits of the services provided. Using the website to generate opportunities for calls to action, and driving user behavior, could further raise user's perceived value of the Department's service offerings. Use of volunteers to manage the web-site and Facebook should be considered.

CUSTOMER FEEDBACK

Customer service is at the root of the success of any organization. A true community-service organization prides itself on identifying its customers' preferences and acting in accordance to help fulfill their needs. In order to do this, an ongoing and system-wide feedback mechanism is of vital importance.

Currently, the Department does not have a system-wide approach but rather a program-wise approach towards garnering customer feedback. Most of the feedback is limited to 'Post-program evaluation'. Maximizing the use of the website, utilizing online survey tools such as www.surveymonkey.com and incorporating pre-program feedback system-wide are recommended tactics for the Department staff to implement. Lost customer surveys too would be a useful addition to identify causes of attrition or dwindling program popularity, where applicable.

At the beginning of a year or a season, the Department could also conduct targeted 'Open Houses' to provide potential users an opportunity to preview the upcoming program offerings and provide feedback on the types of offerings they would be most interested in. This provides a constant input mechanism for programming ideas and ensures that offerings are need-based not personality based. Additionally, users are more likely to participate in programs that they have had a chance to provide input on. This could occur at school open houses as well.

4 INVENTORY & ANALYSIS

It is important that the Department continue to capture the customer feedback data and develop a database that can be used over the years to track trends and changes. The feedback obtained must be communicated with the County Elected officials and future staff so as to ensure an open and transparent process and one that looks at improving as a team without focusing on individual blame.

As for future instructors, it is imperative to implement quality control mechanisms to ensure effectiveness and build credibility. Outside of post-program customer feedback, the County does not undertake any mechanism of evaluating overall customer feedback as well as glean information pertaining to the quality of the experience. Having an on-going instructor quality check as well as establishing lesson plans at the beginning of each class would certainly help elevate the level of the offerings which would in turn enable the Department to further price the programs to its true value.

SERVICE SYSTEM REVIEW

The relationship between the service delivery process and program revenues is of critical importance. With an understanding of this important dynamic, the following section provides an analysis of the service system and includes building on the service foundation that already exists in the Department. As observed from the discussions with the Staff, the community does seem to exhibit a relatively high level of satisfaction with the offerings provide by the Department they just want more of it. Based on the Consultant’s operational experience; too, the Department’s operations and program offerings are above average based on nationwide trends with such a limited staff. But more is needed to service the community better. This section is intended to move the Department to a higher level of sophistication in its service approaches and move it into the best practice realm where it aspires to be.

QUALITY APPROACHES TO RECREATION PROGRAMMING

This is an area that is more applicable to high quality agencies, which aspire to be among the best of its kind in the state. As discussed with Staff, one of the most significant issues in managing a recreation program system includes the challenges faced with the complexity associated with thousands of service transactions, in-person and online, from several staff members dealing with a diverse audience at a variety of facilities within the system. Furthermore, the heavy reliance on part-time staff in the service delivery process creates even greater challenges. These dynamics result in significant program and service quality variation.

PROS recommends the Department track the best practices for recreation programming. This does not necessarily reflect the current practices or deficiencies in the system but is merely a listing of some key best practice areas that help ensure a high quality and consistent experience for customers. Recommendations addressing several of these best practice areas have been provided throughout this report.

In reviewing the program assessment information, there are limited numbers of performance measures used throughout the system to gauge performance. Recreation programs should have standard measures in place. Some examples include:

- Customer retention.
- Customer satisfaction toward the online registration system.
- Specific cleanliness ratings of the parks and recreation facilities where programs are held.
- Cost recovery rates.
- Household percentage of program participation.
- Percent of programs in introduction and growth stage.
- Market penetration by age group.
- Program distribution by age group.

4 INVENTORY & ANALYSIS

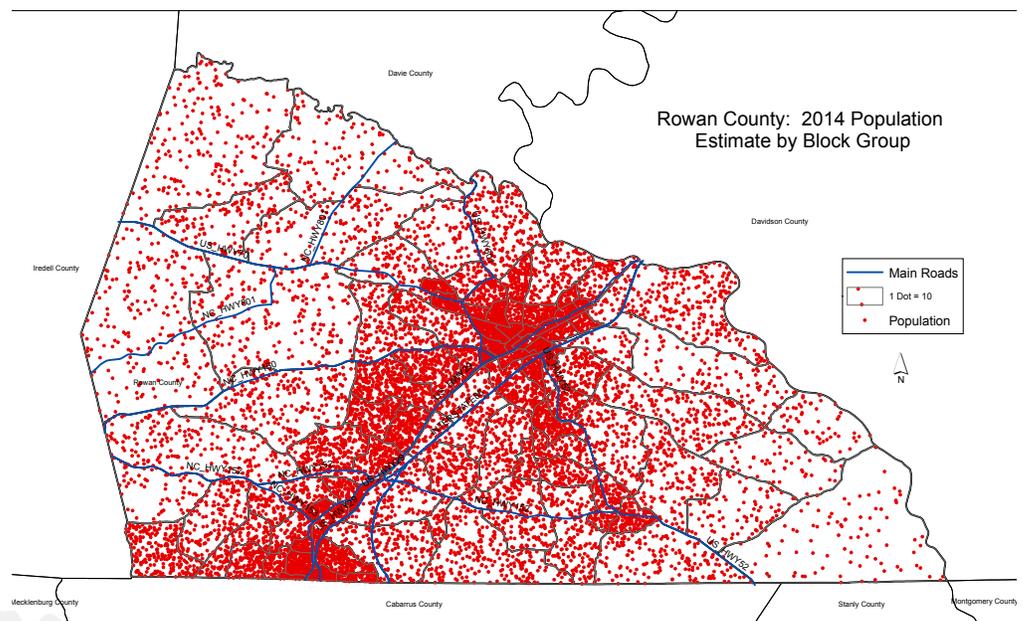
Currently, the organization does have program standards in place which are good but could be improved upon. Many of these standards should apply consistently to all programs. System-wide standards reduce service variation and provide customers with reliable and consistent service throughout the system. They help to reinforce to part-time and seasonal staff what is most important to customers and significantly help with the Department brand building process. Standards include such items as:

- Facility cleanliness standards.
- Safety standards.
- Signage standards.
- Program cancellation standards.
- Instructional quality standards, such as instructor toolkits.
- Internal communication standards for part time and seasonal staff, such as instructors.
- Class minimums and maximums.
- Registration process standards.
- Telephone answering standards.
- Customer service standards.
- A systematic approach to measuring customer satisfaction.
- Employee orientation program. / Training program for staff, particularly customer service training.
- Trends research process to identify program opportunities for the future (e.g. American Sports Data).
- On-going policy review.
- This must be undertaken to ensure relevance and effectiveness of established policies.
- Instructor toolkit that outlines information about the Department, including mission, vision, values, goals, organizational structure, etc.
- On-going process to connect part-time programming staff with the Department through meetings, email, newsletters, staff recognition, and random visits by management as well as determining their job satisfaction.
- Root cause analysis to determine cause of turnover, quantifying resultant associated costs.

DEMOGRAPHICS

DEMOGRAPHIC ANALYSIS

The Demographic Analysis provides an understanding of the population within Rowan County, North Carolina. This analysis is reflective of the total population, and its key characteristics such as population density, age distribution, households, gender, ethnicity, and household income. It is important to note that future projections are all based on historical patterns and unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.



METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in April 2016 and reflects actual numbers as reported in the 2010 Census, and estimates for 2015 and 2020 as obtained by ESRI. Straight line linear regression was utilized for projected 2025 and 2030 demographics. The geographic boundary of Rowan County was utilized as the demographic analysis boundary.

4 INVENTORY & ANALYSIS

Race and Ethnicity Definitions

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

- American Indian – This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
- Asian – This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- Black – This includes a person having origins in any of the black racial groups of Africa
- Native Hawaiian or Other Pacific Islander – This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- White – This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
- Hispanic or Latino – This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race

ROWAN COUNTY POPULACE

Population

The County has witnessed minimal change in recent years. From 2010 to 2015, the County's total population underwent a slight increase of 1.1%, from 138,428 to 140,001. Projecting ahead, the total population of Rowan County is expected to continue to slightly increase over the next 15 years. Based on predictions through 2030, the local population is anticipated to have approximately 144,467 residents living within 55,428 households see Figure 4.

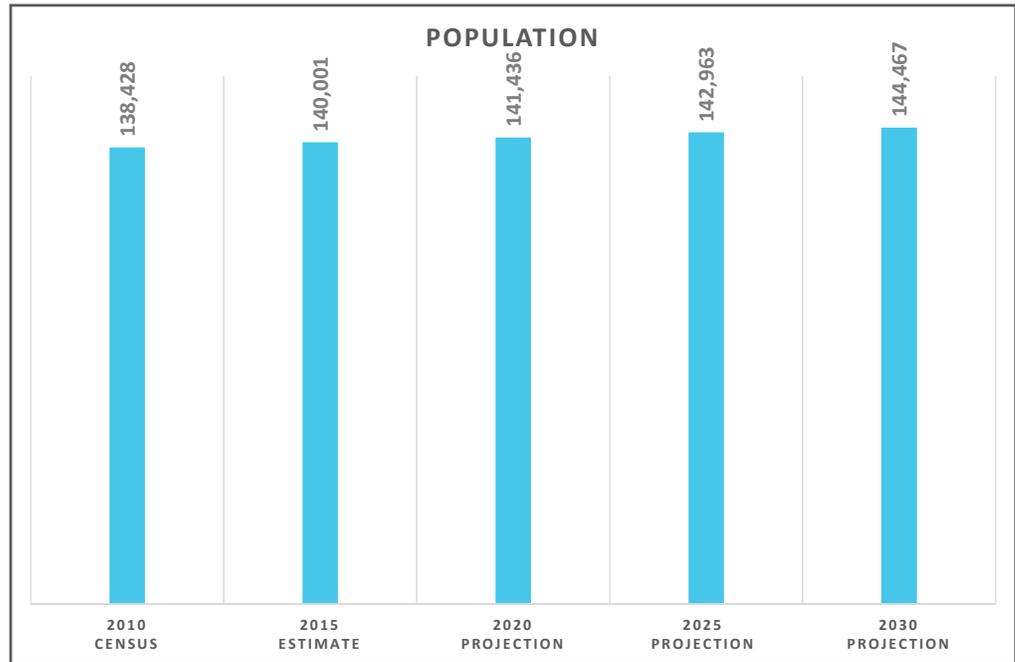


Figure 4

Age Segmentation

Evaluating the distribution by age segments, the County's largest age segment is the 55+ group. Currently, the 55+ group represents 30% of the population, which is 3.4% larger than the second most populous age segment (35-54). The smallest is the 18-34 age segment which constitutes 21.4% of the population and this group is projected to remain the smallest through 2030. The 55+ age population is expected to grow to 37.6% over the next 15 years and will be the only age segment projected to increase. See Figure 5.

4 INVENTORY & ANALYSIS

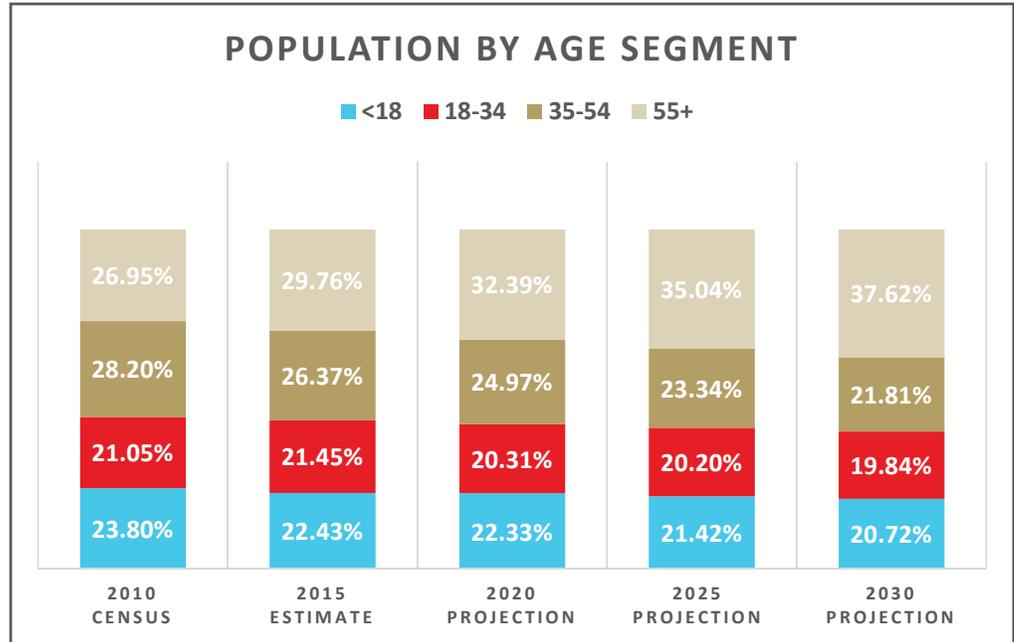


Figure 5

Race and Ethnicity

In analyzing race and ethnicity, the County is diversifying. The 2015 estimate shows that 75.73% of the population falls into the White Alone category. Predictions for 2030 expect the White Alone population to decrease to 72.84%. The Hispanic/Latino population represented 7.69% of the 2010 population, and is expected to reach 11.05% by 2030. The Black Alone population is the largest minority group and is projected to represent 16% of the population by 2030. See Figure 6.

ROWAN COUNTY IMPLICATIONS

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

Population Projection

The population is increasing and is projected to experience 3.2% population growth over the next 15 years. The number of households is projected to experience a 3% growth rate over the same time-frame. With a growing population, recreation services must grow commensurate to the population. Additionally, development will continue over the next 15 years and the parks

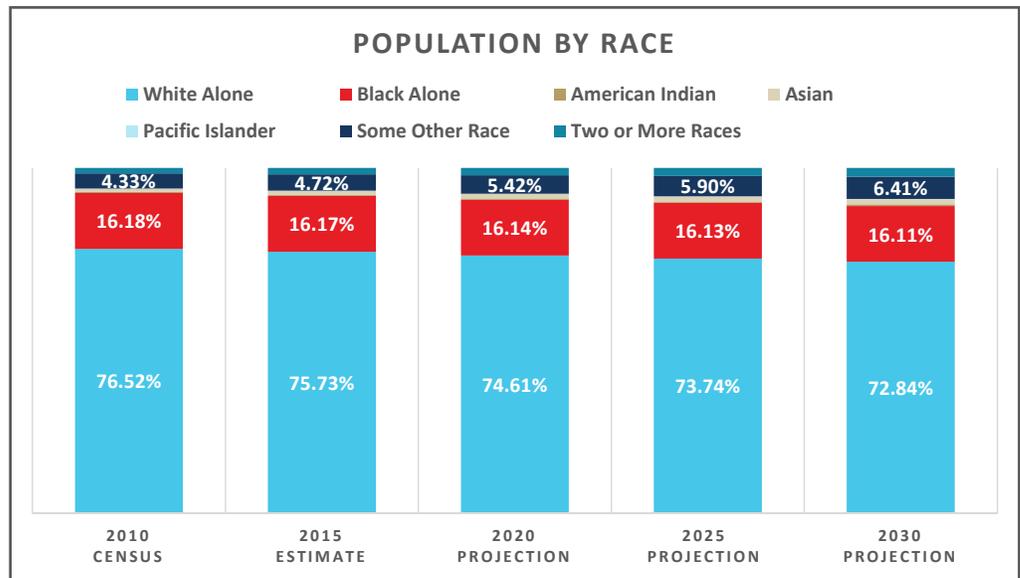


Figure 6

and recreation system will need to strategically invest, develop, and maintain facilities in relation to housing development areas.

Age Segmentation

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

Race and Ethnicity

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

4 INVENTORY & ANALYSIS

Households and Income

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

MARKET PROFILE

Level of Education

The following chart (Figure 7) depicts the education level of adults 25 years and older within Rowan County, North Carolina. Approximately 82% of residents have at least a high school diploma, and approximately 18% have a Bachelor's degree or better.

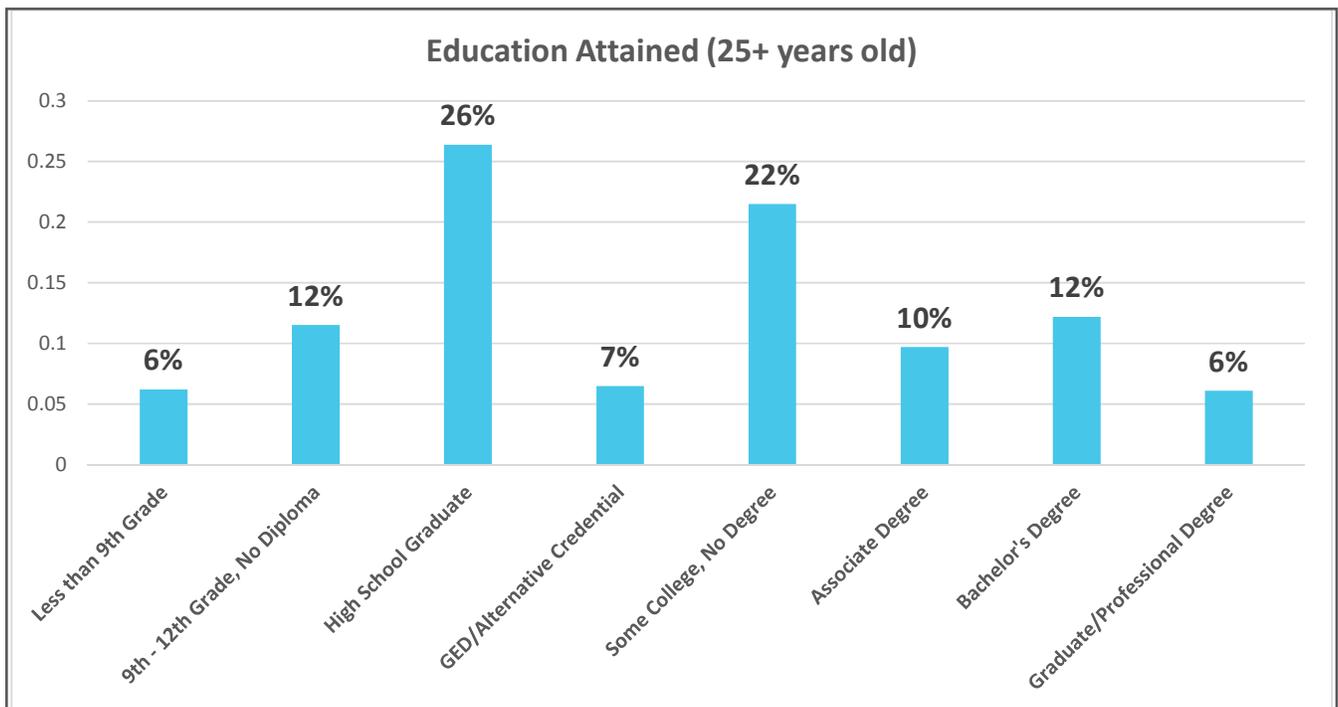


Figure 7

Unemployment Rate

As seen below (Figure 8), 7% of residents within Rowan County were unemployed in 2015. This is higher than the current national unemployment rate (5.4%) and the state of North Carolina (5.5%) as reported by the Bureau of Labor Statistics in April 2015.

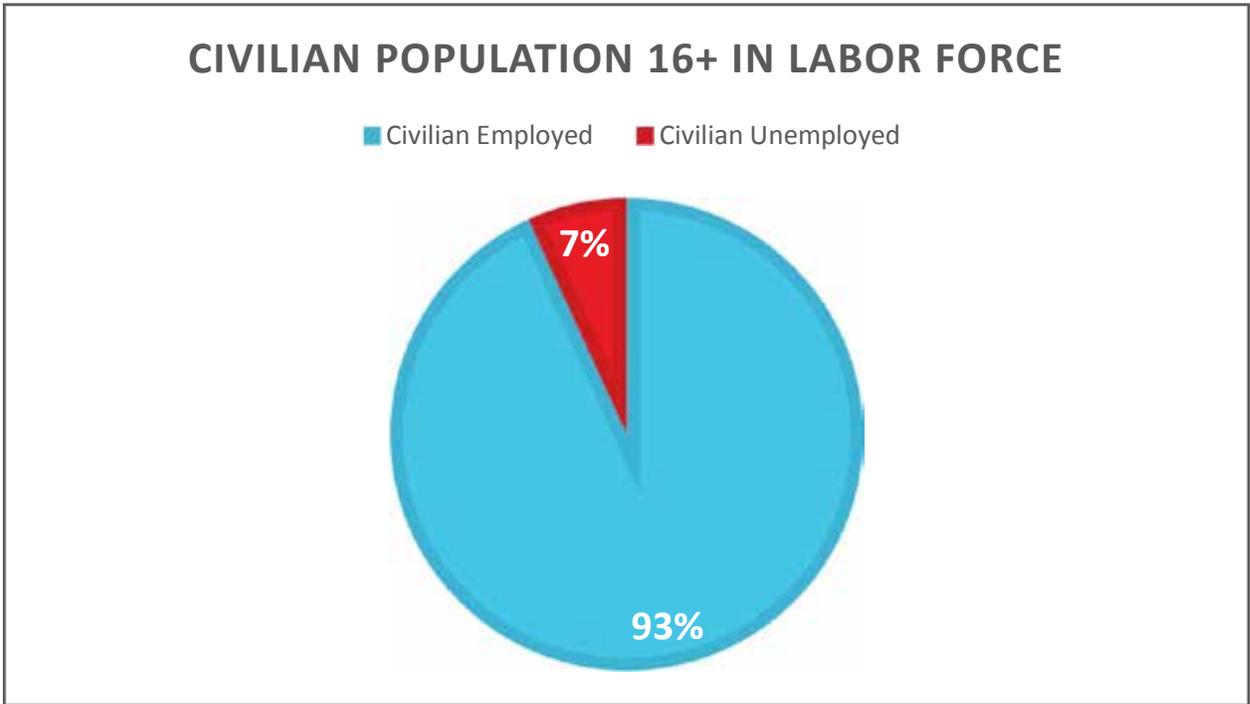


Figure 8



4 INVENTORY & ANALYSIS

TRENDS ANALYSIS

INTRODUCTION

Information released by Sports & Fitness Industry Association's (SFIA) 2015 Study of Sports, Fitness, and Leisure Participation reveals that the most popular sport and recreational activities include: fitness walking, running/jogging, treadmill, free weights and road bicycling. Most of these activities appeal to both young and old alike, can be done in most environments, are enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of the social aspect. For example, although fitness activities are mainly self-directed, people enjoy walking and biking with other individuals because it can offer a degree of camaraderie and social interaction.

Fitness walking has remained the most popular activity of the past decade by a large margin, in terms of total participants. Walking participation during the latest year data was available (2014), reported over 112 million Americans had walked for fitness at least once.

From a traditional team sport standpoint, basketball ranks highest among all sports, with approximately 23 million people reportedly participating in 2013. Team sports that have experienced significant growth in participation are rugby, lacrosse, field hockey, ice hockey, roller hockey, and gymnastics – all of which have experienced double digit growth over the last five years. In the past year, the estimated number of “inactives” in America has increased 3%, from 80.2 million in 2013 to 82.7 million in 2014. According to the Physical Activity Council, an “inactive” is defined as an individual that doesn't take part in any “active” sport. Although inactivity was up in 2014, the 209 million “actives” seem to be participating more often and in multiple activities.

The Sports & Fitness Industry Association (SFIA) Sports, Fitness & Recreational Activities Topline Participation Report 2014 was utilized to evaluate national sport and fitness participatory trends. SFIA is the number one source for sport and fitness research. The study is based on online interviews carried out in January and February of 2015 from nearly 11,000 individuals and households. NOTE: In 2012, the Sports & Fitness Industry Association (SFIA) came into

existence after a two-year strategic review and planning process with a refined mission statement-- “To Promote Sports and Fitness Participation and Industry Vitality”. The SFIA was formerly known as the Sporting Goods Manufacturers Association (SGMA).

NATIONAL TRENDS IN GENERAL SPORTS

The sports programs with the highest participation levels for 2014 were golf (24.7 million) and basketball (23 million). While both of these activities have seen declining participation levels in recent years, the number of participants for each activity are well above the other activities in the general sports category. The popularity of golf and basketball can be attributed to the ability to compete with relatively small numbers of participants. Golf also benefits from its wide age segment appeal, and is considered a life-long sport. Basketball’s success can also be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game.

As seen in Figure 9, since 2009, squash and other niche sports, like lacrosse and rugby, have seen strong growth. Squash has emerged as the overall fastest growing sport, as it has seen participation levels rise by 100% over the last five years. Based on survey findings from 2009-2014, rugby and lacrosse have also experienced significant growth, increasing by 77% and 73% respectively. Other sports with notable growth in participation over the last five years were field hockey (42.6%), roller hockey (21.7%), ice hockey (20%), gymnastics (16.9%), and cheerleading (12.6%). In the last year, the fastest growing sports were roller hockey (33.7%), squash (12.9%), competition boxing (12.7%), lacrosse (10.9%), and rugby (7.9%). During the last five years, the sports that are most rapidly declining include wrestling (40.3% decrease), touch football (down 32.3%), and racquetball (24.9% decrease).

In terms of total participants, the most popular activities in the general sports category in 2014 include golf (24.7 million), basketball (23 million), tennis (17.9 million), baseball (13.1 million), and outdoor soccer (12.6 million). Although four out of five of these sports have been declining in recent years, the sheer number of participants demands the continued support of these activities.

4 INVENTORY & ANALYSIS

| National Participatory Trends - General Sports | | | | | |
|--|--------------------------------------|----------------------------------|-----------------------------------|------------------------------------|--------|
| Activity | Participation Levels | | | % Change | |
| | 2009 | 2013 | 2014 | 13-14 | 09-14 |
| Golf | 27,103 | 24,720 | 24,700 | -0.1% | -8.9% |
| Basketball | 25,131 | 23,669 | 23,067 | -2.5% | -8.2% |
| Tennis | 18,546 | 17,678 | 17,904 | 1.3% | -3.5% |
| Baseball | 14,429 | 13,284 | 13,152 | -1.0% | -8.9% |
| Soccer (Outdoor) | 13,957 | 12,726 | 12,592 | -1.1% | -9.8% |
| Badminton | 7,469 | 7,150 | 7,176 | 0.4% | -3.9% |
| Softball (Slow Pitch) | 9,180 | 6,868 | 7,077 | 3.0% | -22.9% |
| Football, Touch | 9,726 | 7,140 | 6,586 | -7.8% | -32.3% |
| Volleyball (Court) | 7,737 | 6,433 | 6,304 | -2.0% | -18.5% |
| Football, Tackle | 7,243 | 6,165 | 5,978 | -3.0% | -17.5% |
| Football, Flag | 6,932 | 5,610 | 5,508 | -1.8% | -20.5% |
| Volleyball (Sand/Beach) | 4,324 | 4,769 | 4,651 | -2.5% | 7.6% |
| Gymnastics | 3,952 | 4,972 | 4,621 | -7.1% | 16.9% |
| Soccer (Indoor) | 4,825 | 4,803 | 4,530 | -5.7% | -6.1% |
| Ultimate Frisbee | 4,636 | 5,077 | 4,530 | -10.8% | -2.3% |
| Track and Field | 4,480 | 4,071 | 4,105 | 0.8% | -8.4% |
| Racquetball | 4,784 | 3,824 | 3,594 | -6.0% | -24.9% |
| Cheerleading | 3,070 | 3,235 | 3,456 | 6.8% | 12.6% |
| Pickleball | N/A | N/A | 2,462 | N/A | N/A |
| Softball (Fast Pitch) | 2,476 | 2,498 | 2,424 | -3.0% | -2.1% |
| Ice Hockey | 2,018 | 2,393 | 2,421 | 1.2% | 20.0% |
| Lacrosse | 1,162 | 1,813 | 2,011 | 10.9% | 73.1% |
| Wrestling | 3,170 | 1,829 | 1,891 | 3.4% | -40.3% |
| Roller Hockey | 1,427 | 1,298 | 1,736 | 33.7% | 21.7% |
| Squash | 796 | 1,414 | 1,596 | 12.9% | 100.5% |
| Field Hockey | 1,092 | 1,474 | 1,557 | 5.6% | 42.6% |
| Boxing for Competition | N/A | 1,134 | 1,278 | 12.7% | N/A |
| Rugby | 720 | 1,183 | 1,276 | 7.9% | 77.2% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | |
| | Large Increase (greater than 25%) | Moderate Increase (0% to 25%) | Moderate Decrease (0% to -25%) | Large Decrease (less than -25%) | |

Figure 9

NATIONAL TRENDS IN AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport, and activities in aquatics have remained very popular among Americans. Fitness swimming is the absolute leader in multi-generational appeal with over 25 million reported participants in 2014 (Figure 10). NOTE: In 2011, recreational swimming was broken into competition and fitness categories in order to better identify key trends.

Aquatic Exercise has a strong participation base, and has recently experienced an upward trend. Aquatic exercise has paved the way for a less stressful form of physical activity, allowing similar gains and benefits to land based exercise, including aerobic fitness, resistance training, flexibility, and better balance. Doctors have begun recommending aquatic exercise for injury rehabilitation, mature patients, and patients with bone or joint problems due to the significant reduction of stress placed on weight-bearing joints, bones, muscles, and also the effect of the water in reducing swelling of injuries.

| National Participatory Trends - Aquatics | | | | | |
|--|--------------------------------------|----------------------------------|-----------------------------------|------------------------------------|-------|
| Activity | Participation Levels | | | % Change | |
| | 2009 | 2013 | 2014 | 13-14 | 09-14 |
| Swimming (Fitness) | N/A | 26,354 | 25,304 | -4.0% | N/A |
| Aquatic Exercise | 8,965 | 8,483 | 9,122 | 7.5% | 1.8% |
| Swimming (Competition) | N/A | 2,638 | 2,710 | 2.7% | N/A |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | |
| | Large Increase (greater than 25%) | Moderate Increase (0% to 25%) | Moderate Decrease (0% to -25%) | Large Decrease (less than -25%) | |

Figure 10

NATIONAL TRENDS IN GENERAL FITNESS

National participatory trends in fitness have experienced some strong growth in recent years. Many of these activities have become popular due to an increased interest among people to improve their health by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of activities that are relatively inexpensive to participate in and can be performed by nearly anyone with no time restrictions. The most popular fitness activity by far is fitness walking, which had over 112.5 million participants in 2013, which was a 2.9% increase from the previous year. Other leading fitness activities based on number of participants include running/jogging (51 million), treadmill (50 million), hand weights (42 million), and weight/resistant machines (36 million).

4 INVENTORY & ANALYSIS

Over the last five years, the activities that grew most rapidly were off-road triathlons (up 123%), road triathlons (up 92%), trail running (up 55%), high impact aerobics (55% increase), and yoga (up 33%). Most recently, from 2013-2014, the largest gains in participation were high impact aerobics (14% increase), trail running (up 11%), and barre (up 10%). See Figure 11.

| National Participatory Trends - General Fitness | | | | | |
|---|----------------------|---------|---------|----------|--------|
| Activity | Participation Levels | | | % Change | |
| | 2009 | 2013 | 2014 | 13-14 | 09-14 |
| Fitness Walking | 110,882 | 117,351 | 112,583 | -4.1% | 1.5% |
| Running/Jogging | 42,511 | 54,188 | 51,127 | -5.6% | 20.3% |
| Treadmill | 50,395 | 48,166 | 50,241 | 4.3% | -0.3% |
| Free Weights (Hand Weights) | N/A | 43,164 | 41,670 | -3.5% | N/A |
| Weight/Resistant Machines | 39,075 | 36,267 | 35,841 | -1.2% | -8.3% |
| Stationary Cycling (Recumbent/Upright) | 36,215 | 35,247 | 35,693 | 1.3% | -1.4% |
| Stretching | 36,299 | 36,202 | 35,624 | -1.6% | -1.9% |
| Free Weights (Dumbbells) | N/A | 32,209 | 30,767 | -4.5% | N/A |
| Elliptical Motion Trainer | 25,903 | 27,119 | 28,025 | 3.3% | 8.2% |
| Free Weights (Barbells) | 26,595 | 25,641 | 25,623 | -0.1% | -3.7% |
| Yoga | 18,934 | 24,310 | 25,262 | 3.9% | 33.4% |
| Calisthenics/Bodyweight Exercise | N/A | N/A | 22,390 | N/A | N/A |
| Aerobics (High Impact) | 12,771 | 17,323 | 19,746 | 14.0% | 54.6% |
| Stair Climbing Machine | 13,653 | 12,642 | 13,216 | 4.5% | -3.2% |
| Pilates Training | 8,770 | 8,069 | 8,504 | 5.4% | -3.0% |
| Stationary Cycling (Group) | 6,762 | 8,309 | 8,449 | 1.7% | 24.9% |
| Trail Running | 4,845 | 6,792 | 7,531 | 10.9% | 55.4% |
| Cross-Training | N/A | 6,911 | 6,774 | -2.0% | N/A |
| Cardio Kickboxing | 5,500 | 6,311 | 6,747 | 6.9% | 22.7% |
| Martial Arts | 6,643 | 5,314 | 5,364 | 0.9% | -19.3% |
| Boxing for Fitness | N/A | 5,251 | 5,113 | -2.6% | N/A |
| Tai Chi | 3,315 | 3,469 | 3,446 | -0.7% | 4.0% |
| Barre | N/A | 2,901 | 3,200 | 10.3% | N/A |
| Triathlon (Traditional/Road) | 1,148 | 2,262 | 2,203 | -2.6% | 91.9% |
| Triathlon (Non-Traditional/Off Road) | 634 | 1,390 | 1,411 | 1.5% | 122.6% |

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

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

Figure 11

NATIONAL TRENDS IN OUTDOOR RECREATION

Results from the SFIA's Topline Participation Report demonstrate increased popularity among Americans in numerous outdoor recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or with a group, and are not limited by time restraints. In 2014, the most popular activities in the outdoor recreation category include road bicycling (40 million), freshwater fishing (38 million), and day hiking (36 million).

From 2009-2014, outdoor recreation activities that have undergone large increases are adventure racing (up 136%), archery (up 33%), backpacking overnight (up 30%), and BMX bicycling (up 27%). Over the same time frame, activities declining most rapidly were in-line roller skating (down 32%), camping within ¼ mile of home or vehicle (down 16%), and recreational vehicle camping (down 14%). See Figure 12.

| National Participatory Trends - Outdoor Recreation | | | | | |
|--|--------------------------------------|----------------------------------|-----------------------------------|------------------------------------|--------|
| Activity | Participation Levels | | | % Change | |
| | 2009 | 2013 | 2014 | 13-14 | 09-14 |
| Bicycling (Road) | 39,127 | 40,888 | 39,725 | -2.8% | 1.5% |
| Fishing (Freshwater) | 40,646 | 37,796 | 37,821 | 0.1% | -7.0% |
| Hiking (Day) | 32,542 | 34,378 | 36,222 | 5.4% | 11.3% |
| Camping (< 1/4 Mile of Vehicle/Home) | 34,012 | 29,269 | 28,660 | -2.1% | -15.7% |
| Wildlife Viewing (>1/4 Mile of Home/Vehicle) | 22,702 | 21,359 | 21,110 | -1.2% | -7.0% |
| Camping (Recreational Vehicle) | 16,977 | 14,556 | 14,633 | 0.5% | -13.8% |
| Birdwatching (>1/4 mile of Vehicle/Home) | 13,847 | 14,152 | 13,179 | -6.9% | -4.8% |
| Fishing (Saltwater) | 13,054 | 11,790 | 11,817 | 0.2% | -9.5% |
| Backpacking Overnight | 7,757 | 9,069 | 10,101 | 11.4% | 30.2% |
| Archery | 6,368 | 7,647 | 8,435 | 10.3% | 32.5% |
| Bicycling (Mountain) | 7,367 | 8,542 | 8,044 | -5.8% | 9.2% |
| Hunting (Shotgun) | 8,611 | 7,894 | 7,894 | 0.0% | -8.3% |
| Skateboarding | 7,580 | 6,350 | 6,582 | 3.7% | -13.2% |
| Roller Skating, In-Line | 8,942 | 6,129 | 6,061 | -1.1% | -32.2% |
| Fishing (Fly) | 5,755 | 5,878 | 5,842 | -0.6% | 1.5% |
| Climbing (Sport/Indoor/Boulder) | 4,541 | 4,745 | 4,536 | -4.4% | -0.1% |
| Climbing (Traditional/Ice/Mountaineering) | 2,062 | 2,319 | 2,457 | 6.0% | 19.2% |
| Adventure Racing | 1,005 | 2,095 | 2,368 | 13.0% | 135.6% |
| Bicycling (BMX) | 1,858 | 2,168 | 2,350 | 8.4% | 26.5% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | |
| | Large Increase (greater than 25%) | Moderate Increase (0% to 25%) | Moderate Decrease (0% to -25%) | Large Decrease (less than -25%) | |

Figure 12

4 INVENTORY & ANALYSIS

LOCAL SPORT AND MARKET POTENTIAL

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

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

- archery
- fishing (fresh water)
- horseback riding
- fishing (salt water)
- boating (power)
- canoing/kayaking

The County also spends more money than the U.S. average on overnight camping trips, on sports equipment (\$250+), and attending high school sporting events.

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

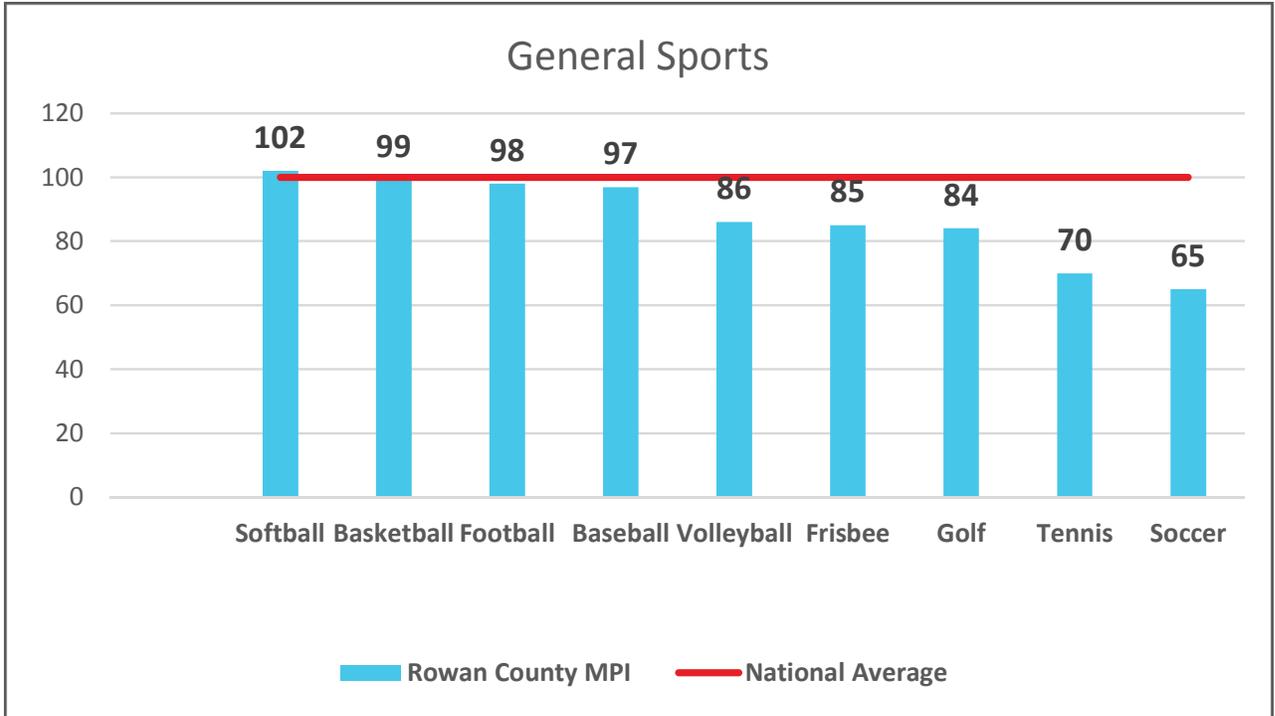


Figure 13

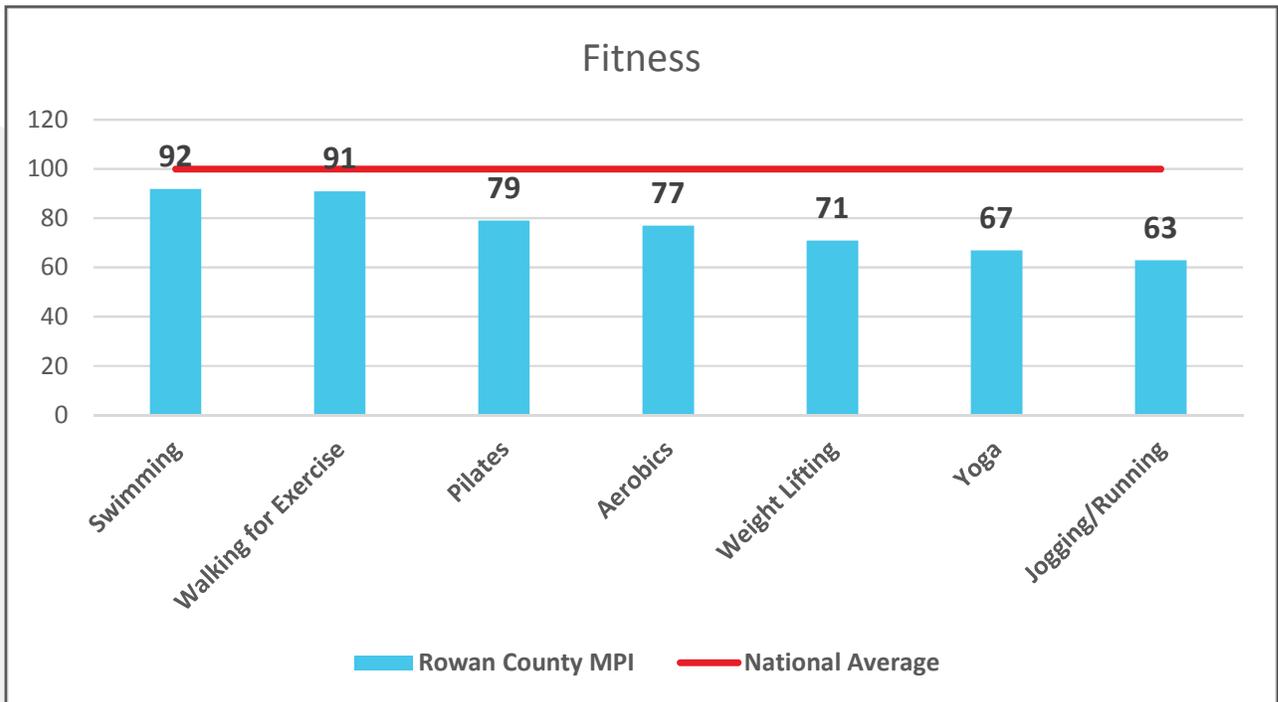


Figure 14

4 INVENTORY & ANALYSIS

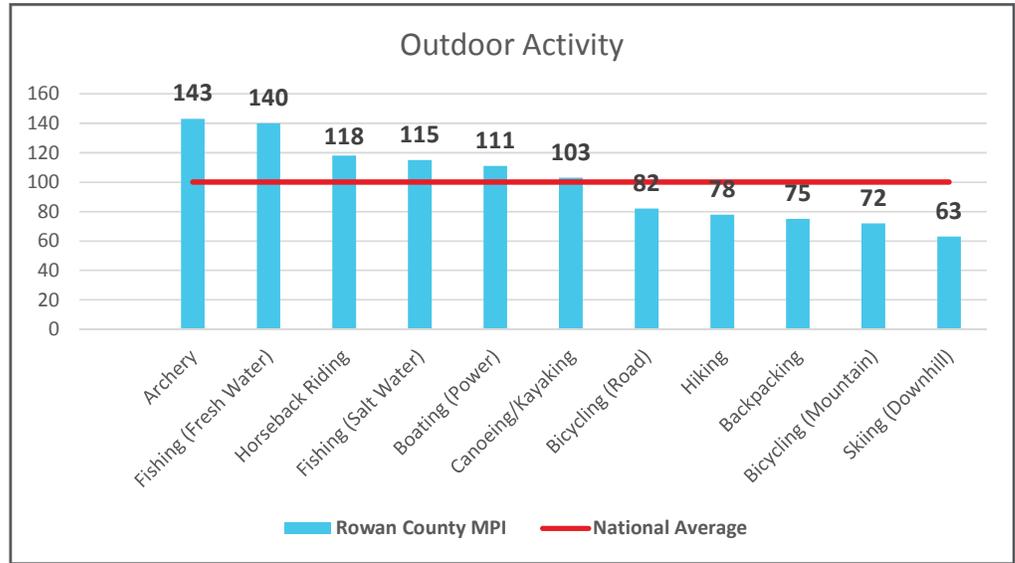


Figure 15

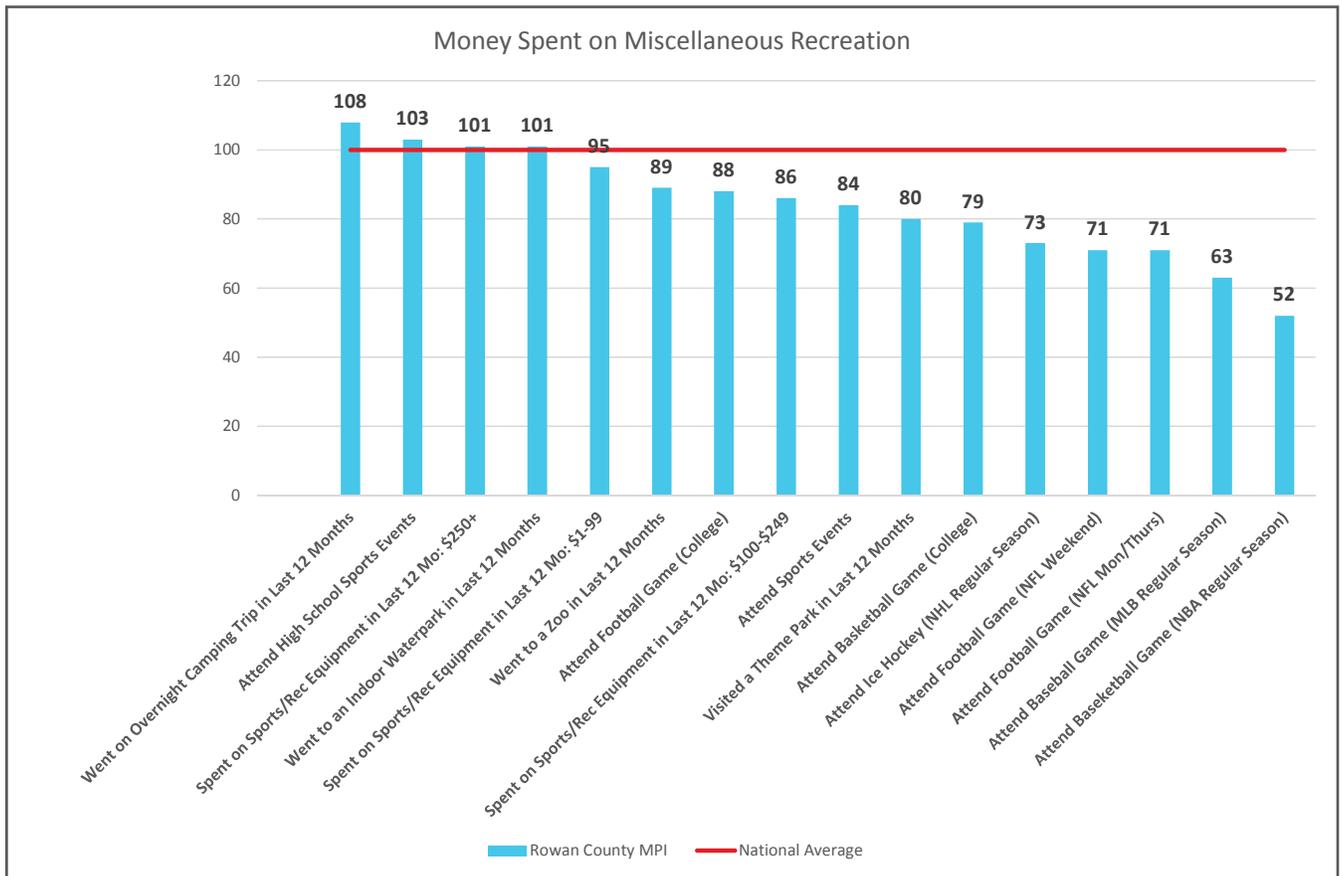


Figure 16

BENCHMARKING & LEVEL OF SERVICE

INTRODUCTION

The Team, in collaboration with Rowan County Parks and Recreation Department, identified operating metrics to be benchmarked against comparable park and recreation systems across the State of North Carolina. This analysis aims to provide a direct comparison of peer agencies through a methodology of statistics and ratios to deliver objective information that is relevant and accurate, as best as possible.

It must be noted that the benchmark analysis is only an indicator based on the information provided; however, the consulting team made every effort to obtain the most credible information and organize the data in a consistent and comparable format. The information sought was a combination of operating metrics and information on budgets, staffing, and inventories.

This benchmark analysis incorporates a mix of county systems and city-county combined systems, which include the following agencies:

| Agency | Population | Jurisdiction Size (Sq. Mi.) | Population per Sq. Mi. |
|--|------------|-----------------------------|------------------------|
| Rowan County Parks and Recreation | 140,001 | 524.00 | 267 |
| Catawba County Parks | 155,056 | 414.00 | 375 |
| Davidson County Parks and Recreation | 164,622 | 552.15 | 298 |
| Gaston County Parks and Recreation | 213,442 | 364.00 | 586 |
| Iredell County Parks and Recreation | 169,866 | 597.00 | 285 |
| Lincoln County Parks and Recreation | 81,035 | 307.00 | 264 |
| Mecklenburg County Park and Recreation | 1,012,539 | 524.00 | 1,932 |

Table 2

Due to difference in how each system collects, maintains, and reports data, variances may exist. These variations have an impact on the per capita and percentage allocations; hence, the overall comparison must be viewed with this in mind. Also, there may be some instances where the data provided by the benchmarked systems was incomplete or unavailable.

Data utilized in the benchmark analysis was primarily sourced from North Carolina Municipal and County Parks and Recreation Services Studies (MCPRSS), and supplemented by information available through the National Recreation and Park Association (NRPA) PRORAGIS, existing master plans, financial comprehensive annual audit report and official city websites. By using

4 INVENTORY & ANALYSIS

each system’s financial comprehensive annual audit report, operational figures are from both cultural and recreation departments. This may include facilities such as libraries.

The benchmark data collection for all systems was obtained by July of 2016. While it is possible that there may have been changes or updates in the data provided, to ensure consistency only the original figures obtained at that time have been used in the benchmark. The goal is to evaluate how Rowan County Parks and Recreation is positioned among peer agencies as it applies to efficiency and effectiveness practices through data that offers an encompassing view of each system’s operations.

BENCHMARK COMPARISON

System Acreage

This section provides a general overview of each system within the benchmark analysis. The table below describes the total acreage for each system then compares the total acreage per 1,000 residents.

In terms of total acreage per 1,000 residents, Rowan County is one of the top leaders among benchmark agencies with 5.24 acres per 1,000. Although, Rowan County is a leader among the benchmark agencies, this level of service is considered much lower for agencies’ nationwide and county agencies nationwide, as Rowan provides its residents with half the national median acreage (9.5 acres per 1,000) for all agencies and (9.3 acres per 1,000) for county agencies, reporting figures to the NRPA database.

| Agency | Population | Total Number of Parks | Residents per Park | Total Acres Owned or Managed | Total Acres per 1,000 Residents |
|--|------------|-----------------------|--------------------|------------------------------|---------------------------------|
| Rowan County Parks and Recreation | 140,001 | 5 | 28,000 | 733 | 5.24 |
| Catawba County Parks | 155,056 | 3 | 51,685 | 660 | 4.26 |
| Davidson County Parks and Recreation | 164,622 | 6 | 27,437 | 792 | 4.81 |
| Gaston County Parks and Recreation | 213,442 | 19 | 11,234 | 662 | 3.10 |
| Iredell County Parks and Recreation | 169,866 | 5 | 33,973 | 285 | 1.68 |
| Lincoln County Parks and Recreation | 81,035 | 6 | 13,506 | 258 | 3.18 |
| Mecklenburg County Park and Recreation | 1,012,539 | 150 | 6,750 | 19,078 | 18.84 |

Table 3

Trail Miles

The table below describes the total trail miles in each park system and compares the number of trail miles to the population of each jurisdiction. Rowan County ranks near the bottom among peer agencies for total trail miles and trail miles per 1,000 residents. This is an area where the Department could approve upon, as best practice agencies typically offer between 0.25-0.5 miles of trail per 1,000 residents.

| Agency | Population | Total Trail Miles | Trail Miles per 1,000 Residents |
|--|------------|-------------------|---------------------------------|
| Rowan County Parks and Recreation | 140,001 | 10.5 | 0.07 |
| Catawba County Parks | 155,056 | 21.0 | 0.14 |
| Davidson County Parks and Recreation | 164,622 | 86.0 | 0.52 |
| Gaston County Parks and Recreation | 213,442 | - | 0.00 |
| Iredell County Parks and Recreation | 169,866 | 7.5 | 0.04 |
| Lincoln County Parks and Recreation | 81,035 | 10.2 | 0.13 |
| Mecklenburg County Park and Recreation | 1,012,539 | 196.0 | 0.19 |

Table 4

OPERATIONAL EXPENDITURES AND REVENUE GENERATION

This portion covers the annual operational expenditures, earned income, and cost recovery levels. Budget items in this section include the most recent figures. Non-tax revenues and operating expenses are compared to the population of each jurisdiction to determine the revenue / cost per capita. Dividing total non-tax revenue by total operating expense arrives at the operational cost recovery. Cost recovery is a critical performance indicator that measures how well each department's revenue generation covers the total operating costs.

Operating Expense Per Capita

Based on expenditure figures, Rowan County operates on a higher budget than most of the agencies except for Mecklenburg County. Rowan County ranks at the top for operating expense per capita, with nearly \$17 spent on operations per resident annually.

4 INVENTORY & ANALYSIS

| Agency | Population | Total Operating Expense | Operating Expense per Resident |
|--|------------|-------------------------|--------------------------------|
| Rowan County Parks and Recreation | 140,001 | \$ 2,369,467 | \$ 16.92 |
| Catawba County Parks | 155,056 | \$ 291,402 | \$ 1.88 |
| Davidson County Parks and Recreation | 164,622 | \$ 745,490 | \$ 4.53 |
| Gaston County Parks and Recreation | 213,442 | \$ 1,105,291 | \$ 5.18 |
| Iredell County Parks and Recreation | 169,866 | \$ 1,398,946 | \$ 8.24 |
| Lincoln County Parks and Recreation | 81,035 | \$ 1,145,090 | \$ 14.13 |
| Mecklenburg County Park and Recreation | 1,012,539 | \$ 37,449,368 | \$ 36.99 |

Table 5

Non-Tax Revenue Per Capita

Rowan County is again above the benchmark median for both total revenue and revenue per capita, with earned income of \$1.45 million in total, which amounts to \$10 in revenue generation per resident. These figures highlight the earning capability of Rowan as a strength and contributes to the overall sustainability of the Department. Majority of Rowan County’s income is from the success of Dan Nicholas Park. Dan Nicholas Park has multiple revenue generating facilities and amenities located at the park such as 17 covered shelters for rent, Stanback Barnyard, Rowan Wildlife Adventures, Haden’s Carousel, Miner Moose Gem Mine, and Mini Golf.

| Agency | Population | Total Non-Tax Revenue | Revenue per Resident |
|--|------------|-----------------------|----------------------|
| Rowan County Parks and Recreation | 140,001 | \$ 1,450,000 | \$ 10.36 |
| Catawba County Parks | 155,056 | \$ 7,115 | \$ 0.05 |
| Davidson County Parks and Recreation | 164,622 | \$ 410,278 | \$ 2.49 |
| Gaston County Parks and Recreation | 213,442 | \$ 187,840 | \$ 0.88 |
| Iredell County Parks and Recreation | 169,866 | \$ 556,495 | \$ 3.28 |
| Lincoln County Parks and Recreation | 81,035 | \$ 224,056 | \$ 2.76 |
| Mecklenburg County Park and Recreation | 1,012,539 | \$ 2,442,614 | \$ 2.41 |

Table 6

Operational Cost Recovery

Assessing its operating cost recovery, Rowan County is exceedingly above the benchmark average, at a 61% cost recovery. The actual per cost average for the Countys studied was \$5.39, Rowan County is slightly above that average. According to the NRPA, this level of sustainability is above the national median cost recovery level of 29%, which points to efficient operations paired with effective revenue generation. A allocation model can be found in Appendix B.

| Agency | Total Non-Tax Revenue | Total Operating Expense | Operational Cost Recovery | Actual Cost Per Resident |
|--|-----------------------|-------------------------|---------------------------|--------------------------|
| Rowan County Parks and Recreation | \$ 1,450,000 | \$ 2,369,467 | 61% | \$6.57 |
| Catawba County Parks | \$ 7,115 | \$ 291,402 | 2% | \$1.83 |
| Davidson County Parks and Recreation | \$ 410,278 | \$ 745,490 | 55% | \$2.04 |
| Gaston County Parks and Recreation | \$ 187,840 | \$ 1,105,291 | 17% | \$4.30 |
| Iredell County Parks and Recreation | \$ 556,495 | \$ 1,398,946 | 40% | \$6.02 |
| Lincoln County Parks and Recreation | \$ 224,056 | \$ 1,145,090 | 20% | \$11.37 |
| Mecklenburg County Park and Recreation | \$ 2,442,614 | \$ 37,449,368 | 7% | \$3.50 |

Note: Reporting total operating expense figures are from the 2013-14 M CPRSS.

Table 7

OPERATING COST PER ACRE

The chart below compares the total operating expense to the total acreage for each agency. This comparison provides a high-level understanding of each department's cost to maintain and operate each acre. Compared to peer agencies, Rowan County has a higher operating expense per acre. This demonstrates the operational efficiency of the Department and can indicate higher maintenance levels and/or offerings in comparison

| Agency | Total Acres | Total Operating Expense | Operating Expense per Acre |
|--|-------------|-------------------------|----------------------------|
| Rowan County Parks and Recreation | 733 | \$ 2,369,467 | \$ 3,233 |
| Catawba County Parks | 660 | \$ 291,402 | \$ 442 |
| Davidson County Parks and Recreation | 792 | \$ 745,490 | \$ 941 |
| Gaston County Parks and Recreation | 662 | \$ 1,105,291 | \$ 1,670 |
| Iredell County Parks and Recreation | 285 | \$ 1,398,946 | \$ 4,909 |
| Lincoln County Parks and Recreation | 258 | \$ 1,145,090 | \$ 4,438 |
| Mecklenburg County Park and Recreation | 19,078 | \$ 37,449,368 | \$ 1,963 |

to benchmark agencies.

Table 8

STAFFING LEVELS AND FULL-TIME EQUIVALENTS (FTEs)

This section compares levels of staffing for each system by comparing full-time equivalents (FTEs) to the total population.

FTEs Per 10,000 Residents

Total FTEs per 10,000 residents is a key performance indicator that measures each agency's ability to meet the demand of its service area. When comparing staffing levels to the overall population of each service area, Rowan County's ratio ranks first among

4 INVENTORY & ANALYSIS

benchmark cities, with 5.17 FTEs per 10,000 residents. Rowan County’s service coverage is also above the national median for county parks and recreation agencies (3.2 FTEs per 10,000), as gleaned from the NRPA database. This level of staffing would indicate the Department is well-equipped, in terms of

| Agency | Full-Time Employees | Part-Time Employees | Total FTEs |
|--|---------------------|---------------------|------------|
| Rowan County Parks and Recreation | 21 | 107 | 72 |
| Catawba County Parks | 4 | 3 | 5 |
| Davidson County Parks and Recreation | 3 | 1 | 3 |
| Gaston County Parks and Recreation | 13 | 2 | 14 |
| Iredell County Parks and Recreation | 12 | 24 | 24 |
| Lincoln County Parks and Recreation | 15 | 26 | 28 |
| Mecklenburg County Park and Recreation | 305 | 130 part-time FTEs | 435 |

Table 9

human resources, to operate at a high level.

2016 NRPA Field Report Comparison

The following chart compares a variety of metrics for Rowan County against the national averages found in the 2016 NRPA Field Report. This report is based on data collected for the NRPA PRORAGIS database of parks and recreation agencies across the country. Rowan County’s metrics are pitted against the median figures for all agencies in the database, as well as against county agencies. The table below then describes how far above or below Rowan County is from the median, which is denoted by the variance column for each point of comparison. Figures shaded in green represent performance in excess of the median, while those in red signal results that fall below the median.

| Key Performance Indicator | Rowan County | NRPA Median for All Agencies | Variance | NRPA Median for County Agencies | Variance |
|---------------------------------|--------------|------------------------------|------------|---------------------------------|-----------|
| Acres per 1,000 residents | 5.24 | 9.5 | (4.26) | 9.3 | (4.06) |
| Non-Tax Revenue per Capita | \$ 10.36 | \$ 18.22 | (7.86) | \$ 6.05 | \$ 4.31 |
| Operating Expense per Capita | \$ 16.92 | \$ 76.44 | \$ (59.52) | \$ 20.06 | \$ (3.14) |
| Operating Expense per Acre | \$ 3,233 | \$ 6,476 | \$ (3,243) | \$ 3,480 | \$ (247) |
| Operating Cost Recovery Level | 61% | 29% | 32% | 22% | 39% |
| Total FTEs per 10,000 Residents | 5.17 | 7.4 | -2.23 | 3.2 | 1.97 |

Table 10

LEVEL OF SERVICE STANDARDS

Level of Service Standards are guidelines that define service areas based on population that support investment decisions related to parks, facilities and amenities. Level of Service Standards can and will change over time as the program life-cycles change and demographics of a community change.

The recommended service levels for the standards used a combination of resources. These resources included: National Recreation and Park Association (NRPA) guidelines, recreation activity participation rates reported by the Sports & Fitness Industry Association's (SFIA) 2015 Study of Sports, Fitness and Leisure Participation as it applies to activities that occur in the United States, the Rowan County Statically Valid Community Survey and general observations for unmet needs within Rowan County. This information allowed standards to be customized to Rowan County Parks and Recreation.

These standards should be viewed as a guide. The standards are to be coupled with conventional wisdom and judgment related to the particular situation and needs of the community. By applying these facility standards to the population of Rowan County, gaps and surpluses in park acres, facility and amenity types are revealed. Currently, there are needs to be met in Rowan County to help meet the needs of the community now and in the future. The standards outlined are not aggressive, but are conservative (See Table 11).



LEVEL OF SERVICE TABLE

Rowan County Level of Service Standards

| PARKS: 2016 Inventory - Developed Facilities | | | | | | | | | | | 2016 Facility Standards | | 2021 Facility Standards | | 2026 Facility Standards | | | | |
|--|---------------|-------------------------|---------------|-----------------|---|------------------|--------------|--|------------------|--------------|-------------------------------|--|-------------------------------|--|-------------------------------|--|--------------------|------------|----------------|
| Park Type | Rowan County | Municipality Facilities | YMCA | Total Inventory | Current Service Level based upon population | | | Recommended Service Levels; Revised for Local Service Area | | | Meet Standard/ Need Exists | Additional Facilities/ Amenities Needed | Meet Standard/ Need Exists | Additional Facilities/ Amenities Needed | Meet Standard/ Need Exists | Additional Facilities/ Amenities Needed | | | |
| | | | | | | | | | | | | | | | | | | | |
| District Parks | 126.00 | 660.83 | | 786.83 | 5.55 | acres per | 1,000 | 5.50 | acres per | 1,000 | Meets Standard | - | Acre(s) | Need Exists | 5 | Acre(s) | Need Exists | 19 | Acre(s) |
| Regional Parks | 707.00 | | | 707.00 | 4.99 | acres per | 1,000 | 5.50 | acres per | 1,000 | Need Exists | 72 | Acre(s) | Need Exists | 85 | Acre(s) | Need Exists | 99 | Acre(s) |
| Special Use Park | | | | - | - | acres per | 1,000 | 0.25 | acres per | 1,000 | Need Exists | 35 | Acre(s) | Need Exists | 36 | Acre(s) | Need Exists | 37 | Acre(s) |
| Recreation Centers | | | 206.29 | 206.29 | 1.46 | acres per | 1,000 | 1.75 | acres per | 1,000 | Need Exists | 42 | Acre(s) | Need Exists | 46 | Acre(s) | Need Exists | 50 | Acre(s) |
| Total Park Acres | 833.00 | 660.83 | 206.29 | 1,700.12 | 12.00 | acres per | 1,000 | 13.00 | acres per | 1,000 | Need Exists | 142 | Acre(s) | Need Exists | 171 | Acre(s) | Need Exists | 205 | Acre(s) |
| OUTDOOR AMENITIES: | | | | | | | | | | | | | | | | | | | |
| Reservable Shelters | 27.00 | | | 27.00 | 1.00 | site per | 5,249 | 1.00 | site per | 5,000 | Need Exists | 1 | Sites(s) | Need Exists | 2 | Sites(s) | Need Exists | 2 | Sites(s) |
| Multi-Purpose Fields (Soccer, Football, Cricket, Lacrosse) | 4.00 | 7.00 | | 11.00 | 1.00 | field per | 12,884 | 1.00 | field per | 10,000 | Need Exists | 3 | Field(s) | Need Exists | 3 | Field(s) | Need Exists | 4 | Field(s) |
| Adult Ball Fields | 2.00 | 6.00 | | 8.00 | 1.00 | field per | 17,715 | 1.00 | field per | 15,000 | Need Exists | 1 | Field(s) | Need Exists | 2 | Field(s) | Need Exists | 2 | Field(s) |
| Youth Ball Fields | 1.00 | 12.00 | | 13.00 | 1.00 | field per | 10,902 | 1.00 | field per | 10,000 | Need Exists | 1 | Field(s) | Need Exists | 1 | Field(s) | Need Exists | 2 | Field(s) |
| Basketball Courts | 2.00 | 15.00 | | 17.00 | 1.00 | court per | 8,337 | 1.00 | court per | 7,500 | Need Exists | 2 | Court(s) | Need Exists | 2 | Court(s) | Need Exists | 3 | Court(s) |
| Tennis Courts | 6.00 | 17.00 | | 23.00 | 1.00 | court per | 6,162 | 1.00 | court per | 7,000 | Meets Standard | - | Court(s) | Meets Standard | - | Court(s) | Meets Standard | - | Court(s) |
| Playgrounds | 2.00 | 24.00 | | 26.00 | 1.00 | site per | 5,451 | 1.00 | site per | 4,500 | Need Exists | 5 | Site(s) | Need Exists | 6 | Site(s) | Need Exists | 7 | Site(s) |
| Dog Parks | | 1.00 | | 1.00 | 1.00 | site per | 141,723 | 1.00 | site per | 50,000 | Need Exists | 2 | Site(s) | Need Exists | 2 | Site(s) | Need Exists | 2 | Site(s) |
| Skate Park | | | | - | 1.00 | site per | #DIV/0! | 1.00 | site per | 70,000 | Need Exists | 2 | Site(s) | Need Exists | 2 | Site(s) | Need Exists | 2 | Site(s) |
| Trails (miles) | 10.45 | | | 10.45 | 0.07 | miles per | 1,000 | 0.20 | miles per | 1,000 | Need Exists | 18 | Mile(s) | Need Exists | 18 | Mile(s) | Need Exists | 19 | Mile(s) |
| Outdoor Pools | | 2.00 | | 2.00 | 1.00 | site per | 70,862 | 1.00 | site per | 50,000 | Need Exists | 1 | Site(s) | Need Exists | 1 | Site(s) | Need Exists | 1 | Site(s) |
| INDOOR AMENITIES: | | | | | | | | | | | | | | | | | | | |
| Recreation/Gymnasium/Aquatic Centers (Square Feet) | 2,000.00 | | 167,500.00 | 169,500.00 | 1.20 | SF per | person | 1.50 | SF per | person | Need Exists | 43,085 | Square Feet | Need Exists | 46,425 | Square Feet | Need Exists | 50,355 | Square Feet |

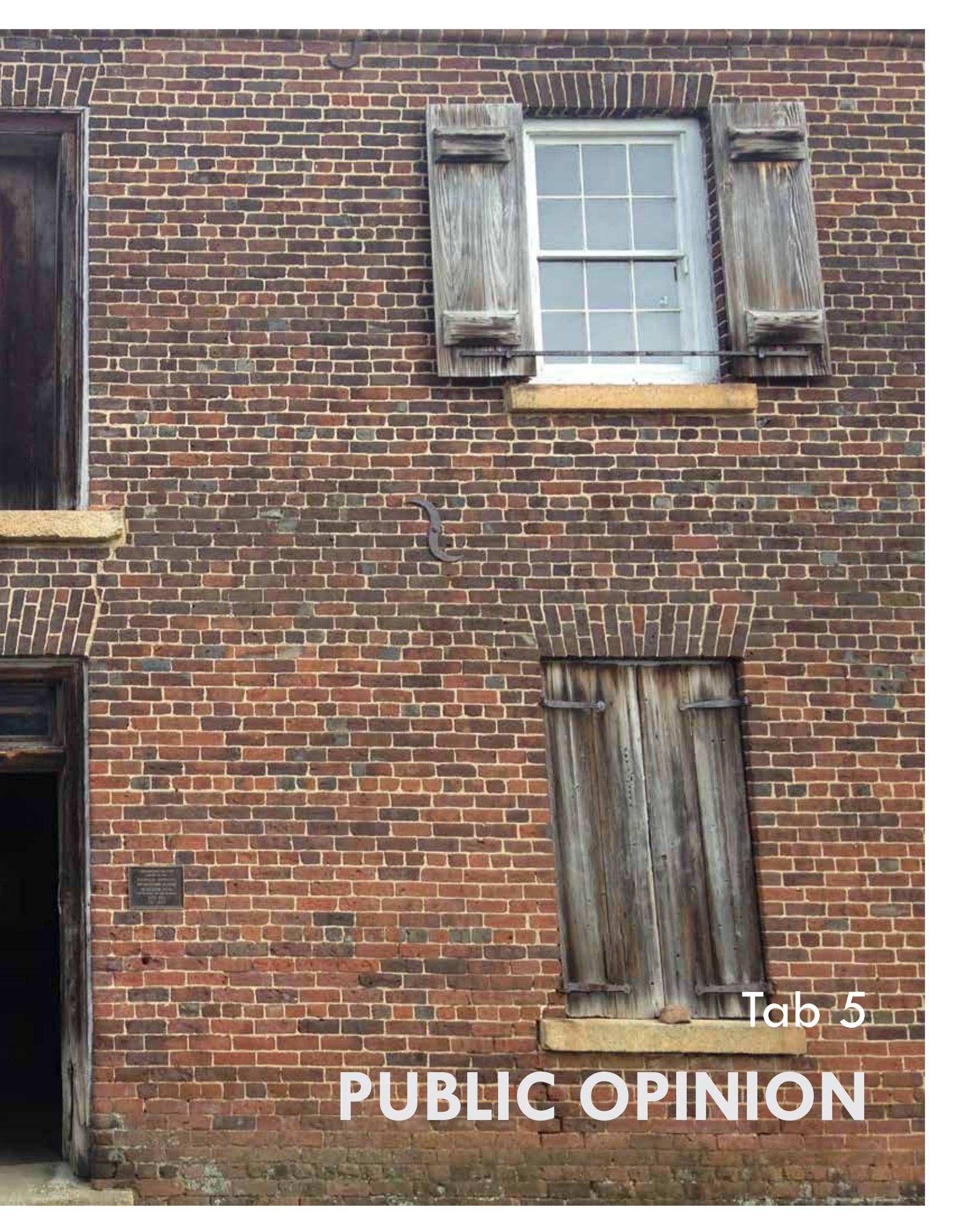
Table 11

| | |
|---------------------------|---------|
| 2016 Estimated Population | 141,723 |
| 2021 Estimated Population | 143,950 |
| 2026 Estimated Population | 146,570 |

Notes:
Municipality Facilities column include Cleveland, Cooleemee, China Grove, East Spencer, Granite Quarry, Gold Hill, Kannapolis, Landis, Salisbury, and Spencer.
YMCA column include JF Hurley YMCA, J. Fred Corriher Jr. YMCA, and Saleeby-Fisher YMCA.
Rowan County's recreation center square footage includes Rowan County Senior Center.
There are also multiple schools, colleges, and private facilities that help meet some of the unmet needs of Rowan County residents.







Tab 5

PUBLIC OPINION

5 PUBLIC OPINION

STAFF & LOCAL GOVERNMENT INPUT

Planning began by interviewing three key decision making bodies; Rowan County Parks & Recreation Staff, Rowan County Commissioners, and The Rowan County Parks & Recreation Commission. These groups are important stakeholders in the life of this master plan because they will be tasked with making the master plan vision a reality in the coming years.

We kicked off our master plan discussion with Rowan County Park's and Recreation staff. During this meeting we discussed strengths and weaknesses of the system, possible improvements and future expansion for Rowan County Parks and Recreation. One-on-one talks with specific park and program heads, further detailed staff's vision for the system. Dan Nicholas Park was mentioned as a benchmark for what a park should be. As stated by Staff, what they do best is, provide high quality customer service, family oriented experiences in a safe clean environment, and affordable recreation that appeals to all ages.

Several areas of improvement were mentioned. Rowan County Parks & Recreation needs to adopt a logo and mission statement that represents the Department's philosophy to help guide future program development. It was expressed that multi-use and expanded storage facilities were needed to service current programming and provide opportunity for expansion of these programs. Utilizing current assets for activity development was also mentioned. Opportunities included, trail expansion, wildlife center exhibit expansion, blueway and greenway development, universally accessible recreation such as a Miracle Field, and more staff to facilitate recreation expansion.

The current Commission sees Parks and Recreation as an economic development tool that could benefit Rowan County. Also, the Parks System provides avenues of recreation that are accessible to the whole population. Rowan county has a great parks tradition through providing parks that are unique in their recreation offerings. Furthermore, building upon this foundation and maintaining current assets is a priority. It is the County's responsibility to prioritize investment the Park's System.

Many in the Commission also expressed in the need to expand the variety of recreation by taking advantage of natural features that are unique to Rowan County. Expanding and developing recreation along the High Rock Lake corridor was seen as a huge opportunity. Providing a multi-use site for

swimming, boating, trails, picnicking and concerts could foster private sector relationships. Greenways and bike trails were another area of recreation expansion mentioned. With the approval of the Carolina Thread Trail through Rowan County, trail generation has become a priority. Many of Rowan County's current parks could accommodate needed trail systems. Adventure recreation such as an obstacle course, ropes course and zip lines could be developed in many of the current Park properties.

Distribution of parks was also a concern. Many of the County's parks are clustered in the Eastern region of the county. There may be a need to provide park space in the Southern (China Grove area) and Western Regions (Woodleaf area) of the county to better distribute recreation opportunities.

An input session was also held with the Rowan County Parks & Recreation Committee. It was mentioned that many citizens from the Western part of the county participate in Kannapolis, Concord and Mooresville's sports leagues and use fields across the County line for active recreation. Rowan County has a unique set of parks that speak to the County's history. Also mentioned was that the County was underserved for, Senior sports facilities, activities for 25-35 age group, a park for the Southern region of the County, more staffing for parks, development of niches for each existing park, and the additions of blueway & greenway trails. One concluding central vision from the group was a need to provide public recreation on High Rock Lake.

COMMUNITY MEETINGS SUMMARY

Community meetings were conducted in four regions of the county:

North District: Rowan Public Library Salisbury Branch

South District: Rowan County Public Library, China Grove Branch

East District: Rowan County Public Library, Rockwell Branch

West District: Cleveland Town Hall

Meetings were advertised in the local paper, and email. Each session was held as an open forum allowing citizens to voice concerns, opinions, wants, and visions for the parks system. The sessions were also set up as a drop-in format. Citizens could stop by the session location within a time window to learn about the master plan and give input. A large inventory map of Rowan County was displayed so users could find their residence and visually note

5 PUBLIC OPINION

their vicinity to both municipal and private recreation. The map acted as a catalyst for further conversation about parks and recreation on a county level. Specific comments from these meetings can be found in the appendix section of this document. Meetings were well attended by the senior population, with a general focus on age specific facilities and programs, such as the Senior Games.

SURVEY DATA & ANALYSIS

OVERVIEW

Leisure Vision Institute administered a needs assessment survey for Rowan County during the spring and summer of 2016. The survey was administered as a part of the Rowan County Parks and Recreation Department Master Plan survey to establish priorities for the future development of parks and recreation facilities, programs, and services within the County. The results will aid Rowan County in taking a resident-driven approach to making decisions that will enrich the future of the County and positively affect the lives of its residents.

METHODOLOGY

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

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

random sample. If the address from a survey completed on-line did not match one of the addresses selected for the sample, the on-line survey was not counted.

The goal was to obtain completed surveys from at least 400 residents. The goal was exceeded with a total of 404 residents completing the survey. The overall results for the sample of 404 households have a precision of at least +/-4.8% at the 95% level of confidence.

This report contains the following:

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

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

PROGRAM, FACILITY, AND ACTIVITY PARTICIPATION

How Well Rowan County is Meeting Needs: Forty percent (40%) of respondents indicated their need for outdoor recreation was either fully (12%) or mostly (28%) met. Thirty-three percent (33%) of respondents indicated their need for sports programs was either fully (11%) or mostly (22%) met, while 28% said their need for special events was either fully (11%) or mostly (17%) met. Forty percent (40%) of respondents indicated they do not have a need for therapeutic recreation, and 45% indicated their need for therapeutic recreation was either partly (17%) or not (28%) met.

Use: Respondents were asked to indicate if they or members of their household had used a list of five facilities operated by Rowan County during the past year. Over three-fourths (77%) of respondents indicated they had used Dan Nicholas Park, 29% had used Sloan park, and 20% had used Ellis Park within the past year.

5 PUBLIC OPINION

Organizations Who Provide Facilities: From a list of 11 organizations residents were asked to select all of the organizations they have used for recreation facilities. Sixty-three percent (63%) of residents indicated they used Rowan County Parks and Recreation facilities, 36% use churches or other religious organization facilities, 31% use the City of Salisbury facilities, and 23% use fitness center facilities.

BARRIERS TO PROGRAM USAGE

Respondents were asked to list all the reasons which prevent them from using recreation programs offered by the Rowan County Parks and Recreation Department. Nearly half (47%) of respondents indicated they do not know what is offered or available, 25% indicated the program or facility is not offered, and 18% indicated there was a lack of quality programs.

Respondents were next asked to indicate all of the ways they learn about Rowan County Parks and Recreation programs and activities. Over half (55%) of respondents indicated they learn about programs and activities from friends and family, 39% indicated the newspaper, and 28% indicated they learn about programs and activities through the Rowan County website.

FACILITY NEEDS AND PRIORITIES

Facility Needs: Respondents were asked to identify if their household had a need for 27 recreation facilities and rate how well their needs for each facility were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various facilities.

The three recreation facilities with the highest percentage of households that indicated a need for the facility were: trail system (55%), enclosed picnic shelter (54%), and a playground (52%). When ETC Institute analyzed the needs in the community, three facilities, shooting sports – shooting and archery range, dog park, and trail system, had an unmet need that affected more than 18,000 households. ETC Institute estimates a total of 18,938 households in Rowan County have unmet needs for shooting sports – shooting and archery range.

Facility Importance: In addition to assessing the needs for each facility, ETC Institute also assessed the importance that residents placed on each facility. Based on the sum of respondents’ top four choices, the three most important facilities to residents were: trail system (35%), weights and fitness machines (27%), and a playground (26%). The percentage of residents who selected each facility as one of their top four choices is shown in the table on the following page.

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

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

- Trail system (PIR=195)
- Weights and fitness machines(PIR=169)
- Dog park (PIR=164)
- Indoor track (PIR=154)
- Enclosed picnic shelter (PIR=151)
- Shooting sports – shooting and archery range (PIR=144)
- Multi-use gym space – basketball, volleyball, etc. (PIR=138)
- Playground (PIR=127)

PROGRAMMING NEEDS AND PRIORITIES

Programming Needs: Respondents were also asked to identify if their household had a need for 30 recreational programs and rate how well their needs for each program were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had “unmet” needs for each program.

The three programs with the highest percentage of households that had needs were: walking for exercise (64%), trips and tours (37%), and senior recreation programs (36%). In addition to having the highest total need, two of these

5 PUBLIC OPINION

programs also have the highest unmet need among the 30 programming-related areas that were assessed. ETC Institutes estimates that a total of 18,555 households have unmet needs for trips and tours, 16,488 have unmet needs for walking for exercise, and 18,141 have unmet needs for shooting sports and archery.

Program Importance: In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents place on each program, these importance factors were based on the youth and adults of the household. Based on the sum of respondents' top four choices, the three most important programs to youth were: after school and Friday programs (16%), camps (summer and school break) (16%), and basketball (13%). The three most important programs to adults were: walking for exercise (50%), senior recreational programs (27%), and trips and tours (27%).

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

- Walking for exercise (PIR=169)
- After school and Friday programs (PIR=156)
- Painting and drawing classes (PIR=156)
- Camps (summer and school break) (PIR=155)
- Shooting sports and archery (PIR=150)
- Trips and tours (PIR=149)

The following five programs were rated as "high priorities" for investment for adults:

- Walking for exercise (PIR=189)
- Trips and tours (PIR=155)
- Shooting sports and archery (PIR=133)
- Senior recreational programs (PIR=132)
- Therapeutic recreation (PIR=129)

CONCLUSIONS

The results of the survey show Rowan County should continue serving children and youth in the County, as evidenced by 56% of respondents indicating

children and youth should be the County’s top priority. In order to focus this attention on children and youth; the County can point to the most important programs for youth, after school and Friday programs, camps, and basketball are the top three most important programs to youth.

When analyzing the programs offered by Rowan County Parks and Recreation Department, walking for exercise is listed as one of the top three in terms of unmet need, as well as the fourth most important program to youth, and the most important program for adults. If focusing on serving the most residents in the County investing in walking for exercise programs would have the greatest reach. This could directly coincide with a trail system which is the most important facility to households in the County, and has the third highest unmet need in the County.

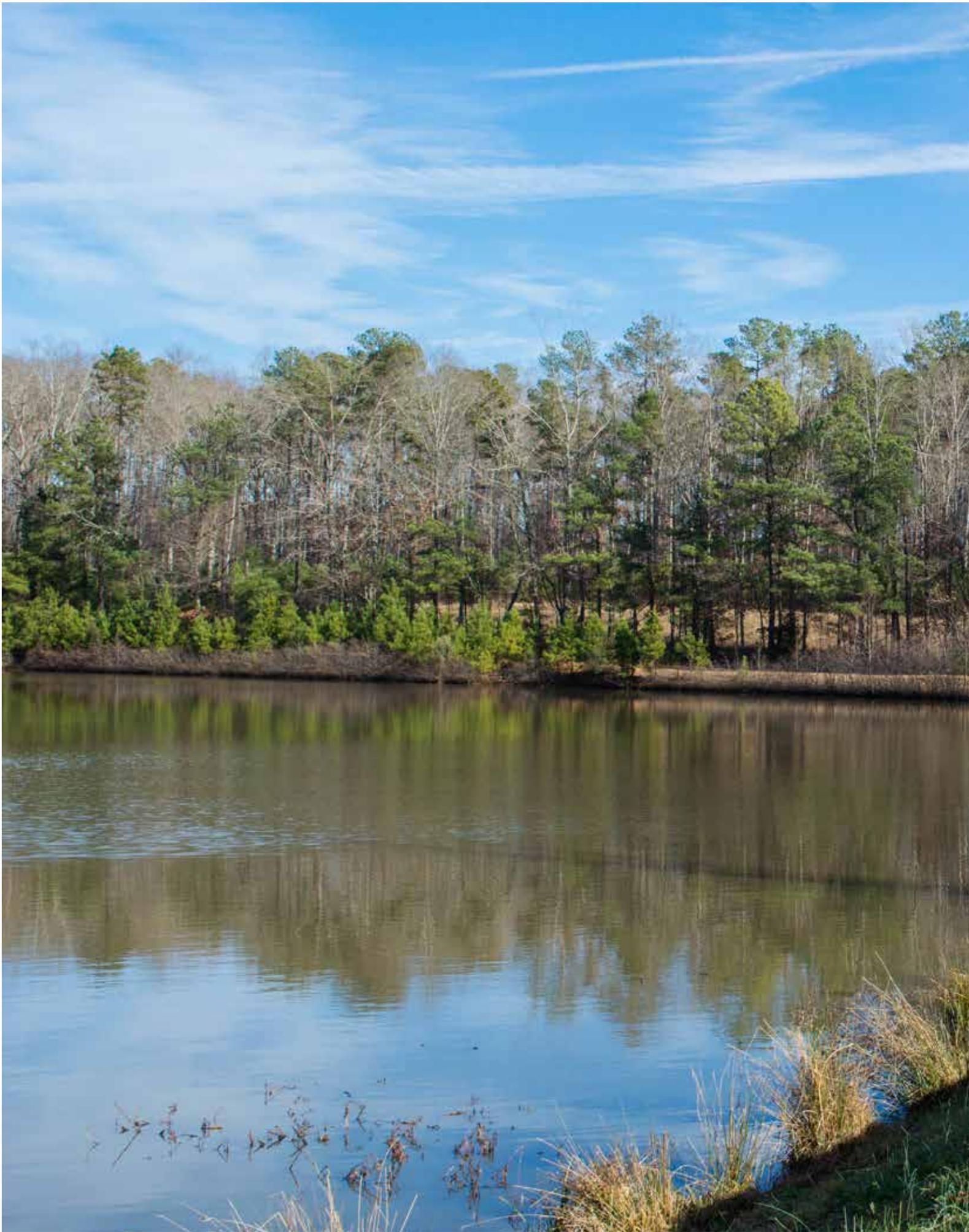
In order to ensure that Rowan County continues to meet the needs and expectations of the community, ETC Institute recommends that the Parks and Recreation Department sustain and/or improve the performance in areas that were identified as “high priorities” by the Priority Investment Rating (PIR). The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

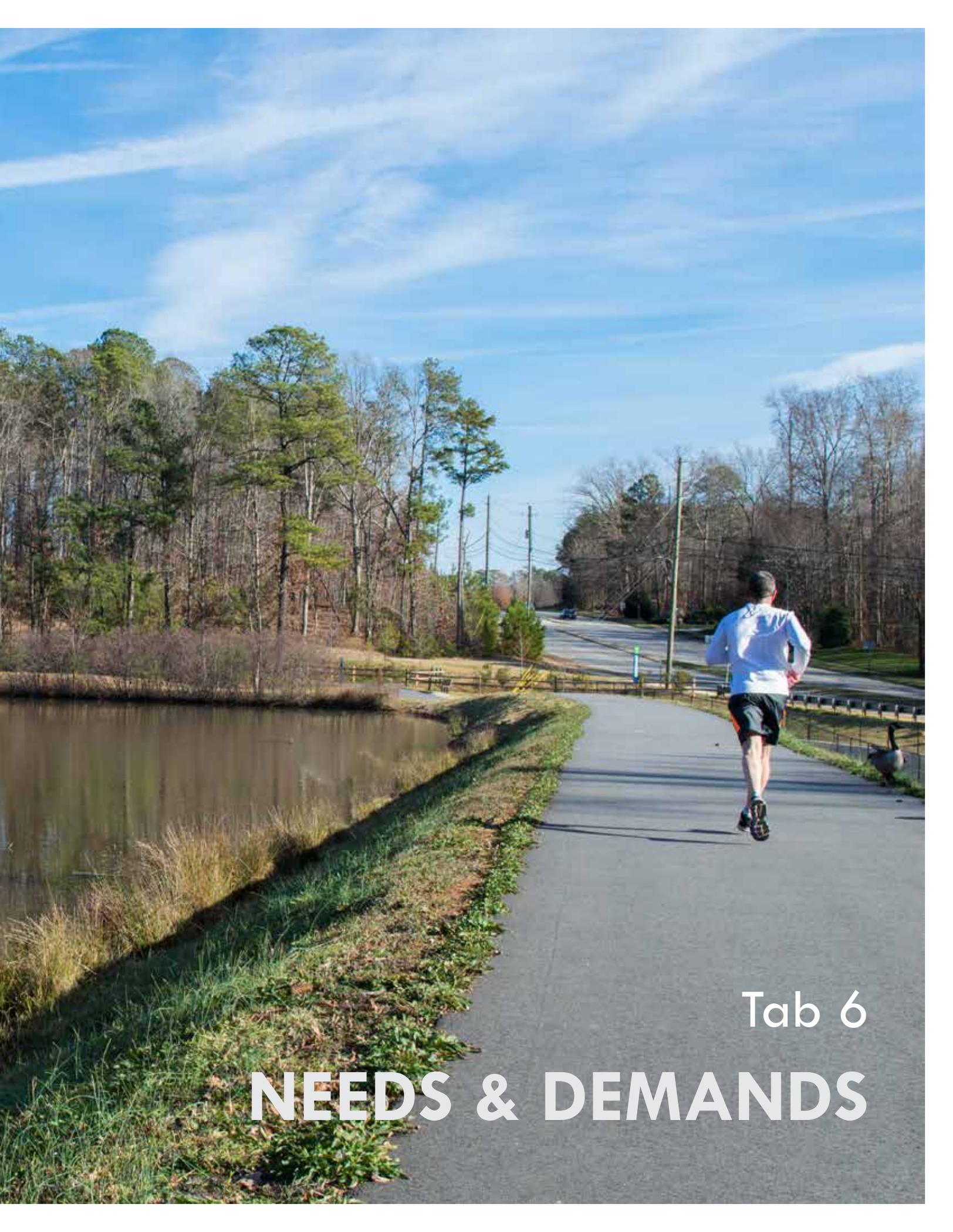
Facility Priorities

- Trail system
- Weights and fitness machines
- Dog park
- Indoor track
- Enclosed picnic shelter
- Shooting sports shooting and archery range
- Multi-use gym space – basketball, volleyball, etc.
- Playground

Programming Priorities

- Walking for exercise
- After school and Friday programs
- Painting and drawing classes
- Camps
- Trips and tours
- Shooting sports and archery





Tab 6

NEEDS & DEMANDS

6 NEEDS & DEMANDS

PARKS & FACILITIES

Through the inventory and analysis of the Rowan County Parks and Recreation System a list of needs and demands were flushed out and organized into five categories; Parks & Facilities, Programs, Land, Greenway Trails, and Marketing. The data suggests that there are unmet needs & demands at a system and individual park level. Service area gaps for parks based on location can be seen on Map 1 from the adjacent foldout.

- **A district park in the southern region of the county east of I-85, possibly near the proposed exit.**

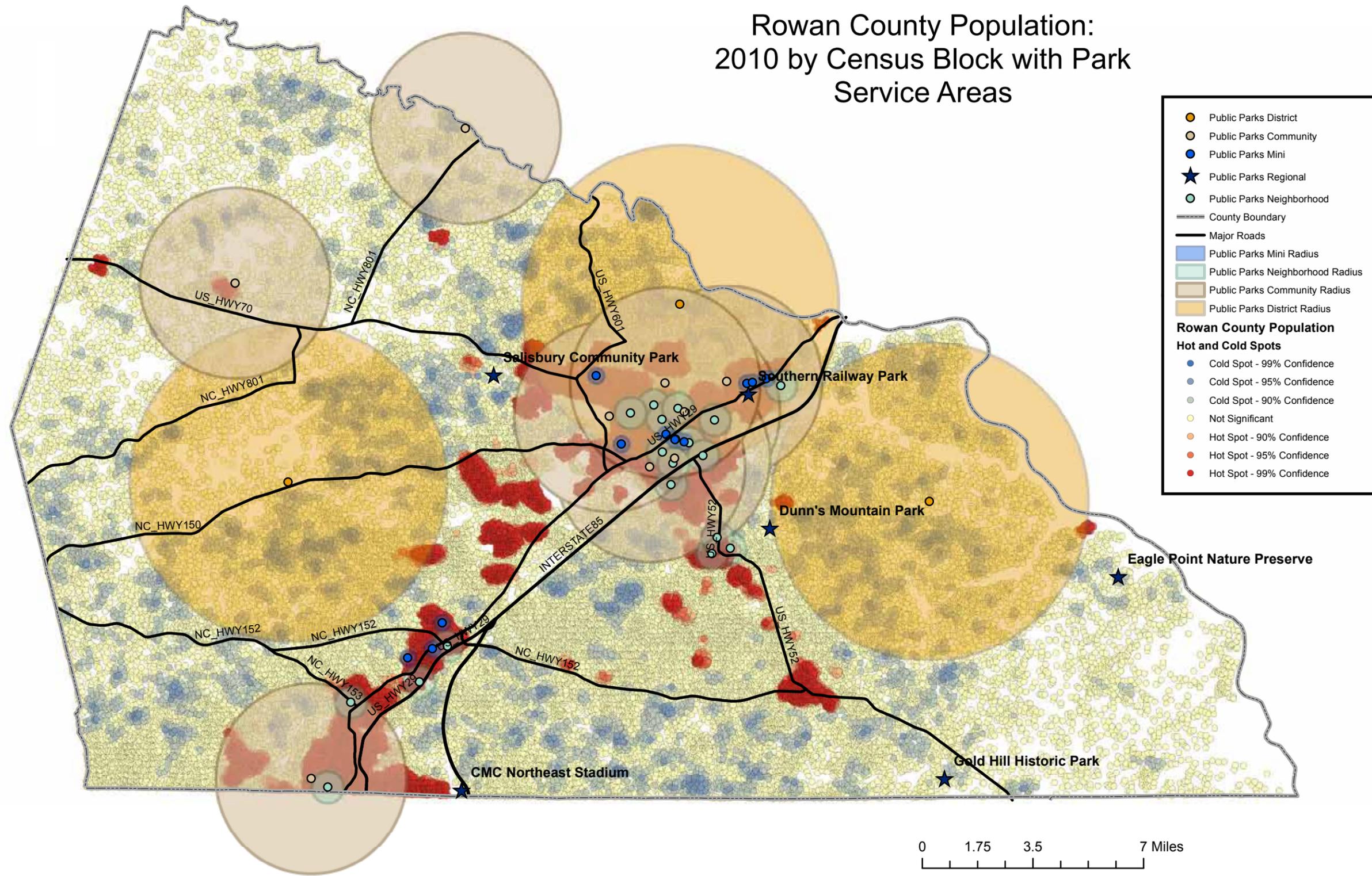
Population projections from numerous plans and studies have predicted that the highest growth in the County will occur in the Southern Region adjacent to Interstate 85. With the level of service study recommending more park acreage; it makes sense to find land for a park in this region. Public sentiment has also been stated, that a district size park is needed here. Viewing the Parks service radii map it is clear that a service gap exists in the Southern region of the county.

- **A district park to serve the northwest region possibly near Woodleaf.**

Population is not growing at as high of a rate in these region as others. That being said, a part of the existing population is under-served in this area from studying the parks service radii map. A portion of the required new park acreage (called for in the previous level of service table) could be located here. Acquiring land in the northwest region as part of a land trust could also be a way to preserve the rural character of the area, which was a stated goal of the adopted Land Use Plan for Areas West of I-85.

- **A centralized gymnasium (40,550 sf).** With the character of the current Parks and Recreation program offerings; this type of facility would be well utilized by both the Therapeutic Recreation and Senior Games programs. Many of their activities need an indoor gymnasium space. The populations being served by the programs as well as the program administrators have voiced a need for a centralized facility; as it is difficult to schedule time for events at other facilities. The senior demographic is the largest growing population in the County and has an evident desire to recreate through the Senior Games program. The level of service study also suggests that there is a County deficiency for this type of facility.

Rowan County Population: 2010 by Census Block with Park Service Areas



Map 4

• **A regional park and amphitheater on High Rock Lake.** Surveys, community meeting input, staff and government leader input, and other county master plans have all suggested a need for a space to hold civic events and concerts that would be a regional draw. High Rock Lake is a resource that is unique to Rowan County, and could provide a picturesque setting for this type of facility. Festivals and concerts at this type of facility could also be an economic catalyst in the area. The Salisbury/Rowan Tourism Master Plan specifically calls for a venue to host concerts & civic events.

• **Develop water access and recreation on High Rock Lake.** Providing the public access to nature and preserving uncommon natural resources has defined Rowan County Parks and Recreation's past with parks like Eagle Point and Dunn's Mountain. The survey conducted suggests that the population wants the type of outdoor recreation that a lake side park could provide. As discussed above, a park on the lake could provide a regional draw. The type of activities that could be provided by such a park align with the desires of the population as seen in the trends portion of this plan.

• **Develop biking, hiking, and blueway trails.** Through the planning process, one theme has been constant; a need for trails. Survey data supports that trails are a top need/desire for County residents. Furthermore, trends in the industry show that trails are a vital part of a parks recreation system. With recent governmental support of the Carolina Thread Trail there is momentum to partner with municipalities and other agencies to create a robust system of trails. Rowan County has natural resources such as the Yadkin River and High Rock Lake that could provide blue trails that are unique to the County. Many of the master plans concerning Rowan County have called for a central trail system. Trails are also low hanging fruit because they provide recreation that is accessible to every user group.

6 NEEDS & DEMANDS

- **Park specific items.** The level of service study has suggested that compared with national standards and trends; Rowan County has a need to provide the following structures within the current parks frame work.
 - a. Shelters 1
 - b. Multipurpose field – 3
 - c. Adult ball fields – 1
 - d. Youth ball fields – 1
 - e. Basketball courts – 2
 - f. Playgrounds – 5
 - g. Dog Parks – 2
 - h. Skate Park – 2
 - i. Trail Miles – 18
 - j. Outdoor pool – 1

INDIVIDUAL PARK NEEDS

After carefully analyzing each park and talking with Staff, there were park specific improvements that need to be made to both maintain the current level of recreation and bring parks up to typical standards. The standard used has been described in the park models section and each park has been categorized as either a district or regional park.

Dan Nicholas Park

- Further Development of sports fields; ball fields and football/soccer field to meet standards of a district park.
- • Larger office space for park staff. Upon visiting the current facility there is minimal space for current employees. If Dan Nicholas continues to grow Staff, the current facility is insufficient.
- Expanded concessions building with better flow. It has been observed by staff that on crowded weekends the current concession stand has insufficient size and layout to accommodate guests' needs.

-
- **Nature center renovations to accommodate large class sizes.** Nature learning is one of the main draws of Dan Nicholas park, as it is one of the top school field trip destinations in the state. Staff have stated that the current auditorium is too small to house large groups of students. The popularity of the current nature learning program suggests that renovation and more space is needed to meet current and future needs.
 - **Addition of adventure recreation.** The park's natural resources provide the perfect setting for providing adventure recreation such as a ropes course, zip line, or obstacle course. This type of recreation has been identified as a desired trend and the park has the space and natural resources to provide this activity.
 - **Dog Park.** The level of service and survey suggests that there is a need for this activity. Dan Nicholas has the space and infrastructure to accommodate this activity. The current tennis courts are already a destination for dog training groups.
 - **Biking, Hiking Trails.** The large acreage and natural features of the park afford the further development of trails. The park has parking, restrooms and a visitor's center that could provide the framework needed to accommodate an extensive trail system that accesses more of the parks extensive acreage.

Sloan Park

- **Develop a football/soccer field.** This helps the park to meet the standard of a district park. The park already maintains large areas of open, flat grassed field. One of these spaces could be further groomed into a competition grade field that could be used by local teams to practice or by users for pickup games.
- **Develop 1 more ball field and renovate existing softball field.** The standard for a district park suggests that the park needs one more ball field facility.
- **Expand trail system.** The existing trail system at the park can be expanded to add additional trail miles to meet the need for total trails in the County, as stated in the level of service.

6 NEEDS & DEMANDS

Ellis Park

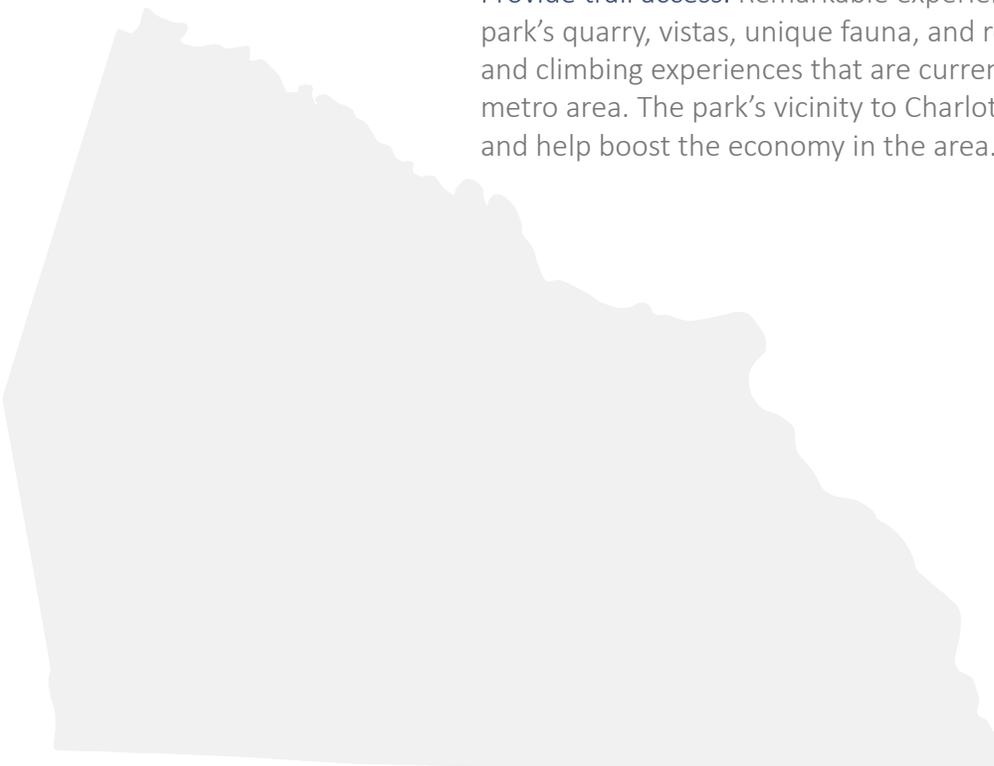
- **Develop trail system.** The current park has an adjacent wooded area that could provide trails that connect around the perimeter of the ball fields and merge with the outdoor fitness area. This would help the park further meet standards for a district park.
- **Provide better accessibility to the Civic center.** The current civic center houses the Therapeutic Recreation. Many of the participants require a higher standard of accessibility than the current facility provides. Specifically, the entry to the building does not meet universal standards for accessibility.
- **Provide ADA bathroom facilities.** Staff and users have mentioned that the current facilities provide a barrier for disabled users. The current facilities do not meet ADA or Universal design standards for accessibility.
- **Restore tennis court or develop another activity in the space.** It has been observed that the current courts are in disrepair. The courts are used by local private schools for practice but only during the school year. Staff have commented that the courts' use is not that high. With Ellis Park not having much available space, this area may be better served to provide another need, such as a basketball court or dog park.
- **Provide parking for the equestrian facility.** A main concern of this facility is lack of parking for large trucks with horse trailers. Further expansion of this facility's programming will require more land for parking.
- **Provide a way to close the park to vehicle access after-hours.** Staff have mentioned that to secure the park after hours, it is necessary to provide a lockable gating system. This is a park safety concern.

Eagle Point Nature Preserve

- Further development as a regional park by developing an attraction that focuses on the park's character as a nature preserve and its access to High Rock Lake. Many residents stated that they did not know this park was available.
- Develop trail system. The stated need for additional trail development could be accommodated at Eagle Point Nature Preserve. The park's natural features and character as a wildlife preserve could provide a desirable destination to commune with nature.
- Provide a visitors center with restroom facilities. Further development of these types of facilities would provide the needed infrastructure to accommodate visitors to the park.
- Canoe access to High Rock Lake. Development of a canoe access could be an access point on the future development of a blueway trail system.

Dunn's Mountain Nature & History Preserve

- Provide trail access. Remarkable experiences draw visitors to a place. This park's quarry, vistas, unique fauna, and rocky terrain could provide hiking and climbing experiences that are currently not available in the Charlotte metro area. The park's vicinity to Charlotte could be a draw for the County and help boost the economy in the area.



6 NEEDS & DEMANDS

PROGRAMS

The list of suggested programs are recommendations from survey results, and community input. The recommended programs also strive to serve a wider section of the County's population. Many of these programs have requested as needs from survey data. The existing programming focus on two specific populations of users; seniors and people with disabilities. These suggested programs coincide with specific facility needs detailed in the inventory and analysis and survey sections.

- **Outdoor Skills & Adventure Programs (trips, 5k's, mountain biking, kayaking, mud runs)**
- **Shooting Sports**
- **Volunteerism**
- **Community Wide Special Events**
- **Youth/Teen Programs**
- **Visual/Performing Arts Programs**
- **Family Programs**
- **Middle/High School Programs**



LAND

The recommended service level for total park acres is 12.75 acres per 1,000 residents. Rowan County's current level is 12 acres per 1,000 residents. A need exists for additional park acreage; 142 acres.



TRAILS

Rowan County's current service level for trails is .07 miles per 1,000 residents. The standard is .2 miles per 1,000. It will take an additional **18 miles of trail** to bring Rowan County up to standard. From survey results and public input sessions there is also a desire from residents to further develop the County's network of greenway trail systems.



6 NEEDS & DEMANDS

MARKETING

Rowan County parks has a lot to offer. There are other strategies that can be added to current efforts to help promote the existing parks system and help advertise regional attractions to users outside the County as well as in the County.

- **Cross Program**
- **Internet (Website, Social Media)**
- **Sponsorship recognition**







Tab 7

RECOMMENDATIONS

7 RECOMMENDATIONS

GENERAL STRATEGIES

GENERAL STRATEGY RECOMMENDATION 1

RECOGNITION THAT ROWAN COUNTY HAS ABUNDANT OPEN SPACE WITH A VALUABLE RURAL AND NATURAL CHARACTER WORTHY OF PROTECTING.

- Partnering with Agricultural Advisory board. Recreation comes in many forms. The County provides a variety of traditional recreational offerings within its 5 major parks. Partnering with the agricultural advisory board to provide access to public and private lands which may benefit the citizens of the County for access to recreation types such as hunting, fishing, nature and education. Determine where opportunities may exist to cross promote nature and farm based activities for the enjoyment of citizens.

GENERAL STRATEGY RECOMMENDATION 2

CONSIDER ORDINANCE UPDATES AND DEVELOPMENT OF REGULATIONS WHICH PROMOTE THE SUCCESS OF PARKS AND RECREATION WITHIN THE COUNTY.

- Development of new open space, park land acquisition and greenways ordinances. Develop new ordinance which describes in detail the requirement for open space within new development. Amend the Unified Development Ordinance (UDO) to provide a mechanism for Developers to fund land for parks, sidewalks, trails, greenways, recreation and open space purposes. All major residential conventional subdivisions must either dedicate on-site open space for use by the property owners within the development or pay a fee in-lieu of on-site open space dedication. The County can apply fee in-lieu funds to future park sites, open space, or park improvements for the region. For example, the Unified Development Ordinance (UDO) could require any subdivision of 25 lots or more- which are ½ acre or less in size- to construct sidewalks on one side of the street. Although the County should be flexible with development opportunities, it could require the developer to provide right-of-ways or easements for pedestrian facilities. All development approved by the County should include the accommodation of pedestrians by the developer(s). This Master Plan delineates future greenway corridors in the County. As development occurs along these future greenway corridors, it

is recommended that the County require the developer/property owner to dedicate a public easement for the greenway facility along the subject property.

GENERAL STRATEGY RECOMMENDATION 3

PROMOTE THE BENEFITS OF THE COUNTY'S PARKS AND RECREATION FACILITIES AND PROGRAMS

- Parks are healthy places. Parks are appealing venues for physical activity. Obesity and sedentary lifestyles are linked to a host of chronic diseases, including diabetes, heart disease, cancer, hypertension, arthritis, stroke, depression, and sleep disorders, which account for more than 20% of total US health care costs (1). Projections indicate that millions of Americans will be newly diagnosed with a preventable chronic disease over the next 20 years at an estimated cost ranging from \$48 billion to \$66 billion per year (2). Physical activity is a proven strategy to prevent, manage, and reduce this burden, but only an estimated 50% of the US population gets enough exercise (3). Access to outdoor space is associated with initiating and maintaining physical activity and reducing obesity, especially when that space is well maintained, safe, and accessible and offers attractive facilities and programs. (Haskell WL, Blair SN, Hill JO). Key steps may include
 - * Work with the schools to provide access to open space and facilities for programming.
 - * Work with health care providers to provide recreation facilities that benefit the population.
 - * Promote benefits of physical activity on the website suggesting County provided recreation options that people can take advantage of.

7 RECOMMENDATIONS

- **Parks are good for the environment.** Park land acquisition is one of the most effective methods of preserving natural habitat. With the rise in population and development in North Carolina it is important that land is preserved to conserve the diverse habitats and environmental features that make North Carolina such a desirable place to live. Water resources should be a priority because all healthy ecosystems are dependent on clean water for viability.
 - * Rowan County maintains over 733 acres of park land throughout the county. A variety of threatened and endangered species could be present within the parks for viewing. Parks are where these species can be protected and provided with much needed natural habitat.
 - * Continue the acquisition and preservation of unique and environmentally sensitive lands for preserves and open space.
- **Parks are good for the economy.** As stated in the Tourism Master Plan, parks have been identified as a vehicle for economic development. The Plan outlines a tourism strategy that highlights adventure tourism, which utilizes parkland and Rowan County's natural resources as a regional draw. It was also stated by many sources within the inventory that Millennials and other populations looking to relocate desire a large park network with greenways and trails.
 - * Dan Nicholas currently brings in almost 1.45 million dollars a year in revenue with its regional draw of patrons.
 - * Partner with the Economic Development Board to cross promote the County's Park System and create tourism opportunities.

GENERAL STRATEGY RECOMMENDATION 4

ADOPT SYSTEM WIDE ACCESSIBILITY STANDARDS FOR FACILITIES.

- Performing park specific accessibility audits & inventories would help flush out any current problems with accessibility to recreation facilities and help plan for future renovations. At a minimum an ADA audit is needed. The goal of providing accessible recreation should focus on building facilities or adapting existing facilities to meet the unique needs of users with physical and developmental disabilities. For example, Therapeutic recreation is a successful, established program that's users require specific design standards. These standards have been met in many of the Rowan County Parks System's facilities. It may not be feasible to make all activities completely accessible due to the nature of the activity, but standards should be met in areas that are reasonably applicable.
- Adopting a system wide standard based on Universal Design Principles could help guide design to better accommodate all types users into the future. These principles are as follows:
 1. Equitable Use: The design is useful and marketable to people with diverse abilities
 2. Flexibility in use: The design accommodates a wide range of individual preferences and abilities
 3. Simple and intuitive use: Use of the design is easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level
 4. Perceptible information: The design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory ability.
 5. Tolerance for error: The design minimizes hazards and the adverse consequences of accidental or unintended actions
 6. Low physical effort: The design can be efficiently and comfortably and with a minimum of fatigue.
 7. Size and space for approach and use: Appropriate size and space provided for approach, reach, manipulation and use regardless of user's body size, posture, or mobility.

Using this approach to design helps to provide spaces that are safer and more accessible to all users. Many of these principles are standards that can be met at a low cost to the Parks Department.

7 RECOMMENDATIONS

PROGRAMS

PROGRAM RECOMMENDATION 1

ENHANCEMENT AND EXPANSION OF EXISTING & NEW PROGRAMS.

- Providing central programming space. Through the inventory and analysis of the Parks System; input from staff, community input and level of service analysis have all determined that a central programming space of approximately 40,550 sf is required to accommodate current program and future program needs within the system. This space could be provided through renovation of existing and be planned for in the current Facilities Master Plan being reviewed by the county. In the future a standalone facility could be master planned. See facility recommendations for additional information further detailing the suggested facility.

- Development of new programming. In order to better serve the needs of a growing population the development of new programming is necessary. After examining current trends in programming, and the results of the survey; a list of suggested programs are listed below. Much of the suggested programming can be met through the expansion of existing facilities.
 - For Youth.
 - * Walking for exercise
 - * Trips/Tours
 - * Shooting Sports/Archery
 - * Senior recreational programs
 - * Therapeutic recreation
 - * Painting/Drawing classes
 - * Training and Education Certifications
 - * Tennis lessons and clinics
 - * Pickle ball

-
- For Adults.
 - * After school and Friday programs
 - * Camps
 - * Basketball
 - * Walking for exercise
 - * Painting and drawing classes
 - * Baseball
 - * Shooting sports/archery
 - * Trips and Tours
 - * Martial Arts

 - Core Programs.
 - * Outdoor skills / Adventure programs (Adventure Trips, 5K races, mountain biking, kayaking, Bi-Athlons, Mud Runs.).
 - * Shooting Sports
 - * Volunteerism
 - * Community-wide Special Events
 - * Youth and Teen programs
 - * Visual and performing arts
 - * Family Programs
 - * Middle School and High School Aged Programs



7 RECOMMENDATIONS

PROGRAM RECOMMENDATION 2

CREATE ADDITIONAL PROGRAMMING FOR COMMUNITY WIDE SPECIAL EVENTS.

- Provide programs coordinator position. Through this study's research it has been determined that in order to expand and enhance programming; the County may need to hire a program coordinator. A job description for this staff member could read as follows: To perform a variety of duties associated with providing administrative assistance and support to the Parks and Recreation Department relating to facility management and community interaction and provides oversight and direction of recreational programming, camps and special events. The position is engaged in planning, implementing, coordinating, and supervising recreation programs with involvement in managing of core programs, volunteers, summer camps and special events for the community.
- Enhance how the entire calendar year is presented to the public. A large sentiment from public interactions was that they were unaware of park events and programs. A monthly calendar distributed through means discussed in the marketing recommendations could help create public awareness and attendance of these events.

PROGRAM RECOMMENDATION 4

DEVELOPMENT OF A SERVICE SYSTEM REVIEW PROCESS.

- Define standards and procedures for reviewing customer satisfaction. It is important for the Department to manage service as an overall system in which all program areas consistently apply similar service standards. This is first and foremost in working on continuously improving overall service excellence. One method to achieve this is to follow established standards for customer satisfaction. This can be accomplished through a cross functional 'voice-of-the-customer' team. The following are best practices for system review.

-
- **Top management commitment** is demonstrated by allocating resources to continuously improve services, such as technology, registration system improvements, staffing to support excellent service, development of overall service training, and recognizing staff for excellent service. Part-time staffing recruitment, retention, salary and benefits are all typical areas to focus on for delivering excellent service. Top management should regularly review data relating to customer satisfaction. This can be achieved by including customer feedback as a regular discussion item in staff meetings.

- **Implementation of customer feedback strategies.**

- * The Needs Assessment surveys are a good starting point in determining customer needs. This formalized approach should be completed approximately every five years. In interim years, it is helpful to do less formal approaches in determining customer needs by core program areas through program evaluations, consumer advisory panels, and focus groups. Good service systems identify future customer needs as well as current needs.
- * Customer satisfaction rates should be included as part of a performance measurement system. Results should be shared with Elected Officials, staff, and the public. It is important to ensure that the evaluation criteria match the key customer requirements which should be established for each program area. Customer satisfaction processes should occur not only with recreation programs, but also with general park maintenance and athletic field quality, any new park design, and community events.
- * Another best-practice suggestion for enhancing the customer satisfaction process is to use the American Customer Satisfaction Index (ACSI) score criteria, developed at the University of Michigan. Their customer satisfaction index includes three overall satisfaction scores:

How satisfied are customers with the Department overall?
How likely will the customer repurchase the program or service?
How likely will the customer refer the service to a friend?

7 RECOMMENDATIONS

The averages of all three percentages are then included as one overall score. These questions should be included on all surveys and program evaluations. Survey questions need to correlate with the most important customer requirements. No standardized process exists for determining customer requirements. The most effective method to determine important customer requirements is through interviews/focus groups with customers. Staff input into the process is valuable as well; particularly staff who interface with customers on a regular basis.

- * Devise a system wide approach for handling customer dissatisfaction. Another component of excellent standards for customer satisfaction is the development of a system wide approach to handling customer dissatisfaction. Standards should exist for handling complaints and inquiries. Furthermore, if one does not already, then a database should exist that tracks all of the inquiries or comments about needed improvements. This information should be reviewed on a quarterly basis by the staff. Consistent suggestions for improvements or dissatisfaction areas should become a focus for the following year's strategic objectives.

As mentioned previously, a voice-of-the-customer team can be responsible for overseeing the service system. This is a cross-functional team comprised of several staff interested in service quality and they assume responsibility for overseeing the organization's service system.

This process ensures consistency in the customer experience throughout the entire organization. This team should have the responsibility of developing an overall customer satisfaction measurement system, the development of standards, and the development of customer requirements for core program areas. The team should also monitor customer service training. The voice-of-the-customer team can develop a Department-wide approach to service, supplemented by site-specific individual training and orientation.

PROGRAM RECOMMENDATION 3

DEVELOP A SET OF QUALITY APPROACHES TO RECREATION PROGRAMMING.

- Implement an annual review process of programs. Another method of ensuring quality programming is to develop an annual program review process, in which recreation staff present their yearly goals for program areas to the Director. This would include policy reviews, financial and registration performance, customer issues, and plans for the future. This helps to ensure good communication and cooperation for supporting divisions, such as parks, administration and technology as well.
- Layout a documented program development process. This is required in order to reduce service variation and assist in training new staff. This is a how-to process map that provides guidance to staff in consistently developing new programs. It will help to diminish the learning curve for new staff and reinforce program development as a core competency. This is created in a flow chart format showing the steps in the process for program development including writing class descriptions, process steps, hiring staff, using contractual employees, and the list of standards.
- Identification of customer requirements. Staff should also identify customer requirements for core program areas. Again, this is important to emphasize with staff that directly interface with customers. Customer requirements relate to those service and product attributes that are most important to a customer. A core program area should include a listing of approximately five key customer requirements. For example, in a senior sports program, key requirements could include: overall safety of the program, instructional quality by coaches, convenience and ease of registration, cost of the program, and skill development learned. Key requirements should be identified by customers and can be included as part of an importance/performance matrix (asking what is most important and asking how the county is performing). Key requirements should be reinforced in the training process. Additionally, in developing surveys or program evaluations, the survey questions should relate to the key requirements.

7 RECOMMENDATIONS

- Conduct similar provider review on a bi-annual basis. Another good practice includes a similar provider review. This includes identifying key similar providers of core program areas. Every two years or so, staff should develop a matrix of information to compare services in areas that have the greatest importance to customers. Benchmarking other state-wide renowned agencies also can provide a process to continuously improve programming.
- Specific list of quality approach tasks for Rowan County:
 - * Create a systematic approach to measuring customer satisfaction.
 - * Employee orientation program. / Training program for staff, particularly customer service training.
 - * Trends research process to identify program opportunities for the future (e.g. American Sports Data).
 - * On-going policy review. This must be undertaken to ensure relevance and effectiveness of established policies.
 - * Instructor toolkit that outlines information about the Department, including mission, vision, values, goals, organizational structure, etc.
 - * On-going process to connect part-time programming staff with the Department through meetings, email, newsletters, staff recognition, and random visits by management as well as determining their job satisfaction.
 - * Root cause analysis to determine cause of turnover, quantifying resultant associated costs.

PROGRAM RECOMMENDATION 4

FURTHER DEVELOPMENT OF PARTNERSHIPS.

- Rowan County Parks & Recreation’s identity. The parks and recreation department excels at providing district and regional park opportunities. Programming focuses on providing recreation for special populations.
- Municipalities role. Active programing has traditionally been provided by the city of Salisbury and other townships in the County. The County should look to provide space for activities but continue to allow municipal departments to program them.
- Create partnership policies. Official policies define relationships between specific entities that the Parks and Recreation Department partners with. This helps to clearly define what is expected from each party and how the relationship will function. Policies should be written to outline the following relationships:
 - * Public/Public: This includes other parks and recreation departments, schools, municipalities and other publicly funded agencies that the County may partner with.
 - * Public/Non Profit: The category includes nonprofit organizations such as the YMCA, The Carolina Thread Trail or other similar recreation advocacy groups.
 - * Public/Private: Any private donor or corporate sponsorship.

7 RECOMMENDATIONS

- Developing new partnerships could become a catalyst for additional programming, funding, and facilities for the County. Independent patrons have played a pivotal role in the creation of most of the parks the County owns. There are many groups that the County could utilize to develop the parks system further. A possible list is detailed below.
 - * Local Health Organizations: Novant Health, VA Medical Center, Rowan County Health Department. With the nation’s current health crisis of obesity, many health organizations have allocated funds to partner with local recreation departments to start programs that promote physical activity as well as to provide facilities for these activities. Partnering with health groups could help provide the trail system that has been defined as a county need.
 - * The Carolina Thread Trail: The recent adoption of the Rowan County portion of the trail could help open doors with land acquisition and design of both Greenway and Blue way trails. Aligning County goals and policy with the trails master plan could open up doors for design, funding and trail administration.
 - * ALCOA Power Generation Inc.: As the main administrator and land owner of High Rock Lake an ALCOA partnership could provide the land needed for and permit to build the type of lake front park and amphitheater mentioned in the needs section. ALCOA provides most of the water access on High Rock Lake and the Yadkin River as well as most of the Wildlife Preserves on near the Lake. The County has been successful in the at partnering with ALCOA. Care and review should be taken in land selection to ensure that proper access is provided to residents. An outline of needs for this property is outlined in the criteria for a regional water front park in the facilities recommendations.

-
- * Municipalities: Cities, Schools, Planning Departments, and Parks & Recreation Departments. Creating a county wide committee for Parks and Recreation has been mentioned within many of the municipal master plans. Working together to provide recreation and programming is a great way to be good stewards of facilities and resources. A strong group of administrators with one common goal can more easily bridge gaps towards creating a complete parks and recreation system for Rowan County residents. Local municipal partnerships can also help fill voids for facilities and programming.
 - * YMCA: The YMCA provides gymnasiums and pool facilities within the County. Programming for active recreation has been successfully provided through this non-profit organization. The Parks and Recreation department should continue to partner with the YMCA to meet needs for aquatics stated in the previous needs summary. Further partnering with the YMCA could also help sustain facility needs for existing and suggested programming.
 - * Corporate: Food Lion, Daimler Trucks, Hitachi, Performance Fibers, & Cheerwine are just a few examples of national corporations within Rowan County. Many of these types of companies have budgets for community investment and desire partnerships with local Parks and Recreation Departments as a type of marketing and philanthropy for the company.
 - * Higher Education Providers: Catawba College (has a parks & recreation degree program), Hood Theological Seminary, Livingstone College, and Rowan Cabarrus Community College are all possible partners that could help with programming, design and funding of the parks system. Many college students intern with local parks departments and help to run many programs within the recreation systems as part of their curriculum. Creating partnerships with Universities outside of the county could also produce intern help with programming. Appalachian State University, East Carolina University, Elon University, Mount Olive College, NC Central University, NC State University, UNC Greensboro, UNC Wilmington University, Western Carolina University, and Winston-Salem State University all have parks and recreation degree programs.

7 RECOMMENDATIONS

- * Private Sector: Many generous donors have helped to create the current parks system. Highlighting park successes and needs in the media and through public gatherings is a good way to create interest from private donors who may be unaware of County Park needs, and feel moved to donate time, land, or funding.
- * Advocacy Groups: Yadkin River Keepers, Piedmont Regional Council, The Arc of Rowan, Dog Paws and numerous other local grass roots initiatives. One example of such a partnership is the Country Life Museum being built at Sloan Park by the Carolina Antique Power Association. Partnering with local groups helps to create investment in Parks as well as a sense of ownership from residents. Many philanthropy and special interest groups have both volunteer power and funding to help with creation of recreation facilities, programming and marketing. Many of these groups have wide reaching influences that could be a great resource to the County.
- * Salisbury/Rowan County Convention and Visitor's Bureau: The group's recently adopted Tourism Master Plan envisions Rowan County Parks and Recreations parks and programs as a vehicle for fostering growth and tourism in the County. Many of the plans targeted activities are the type of activities that have been mentioned as a needs in this plan. It specifically mentions adventure tourism which includes; hiking, biking, kayaking, canoeing, rock climbing and other outdoor activities. Partnering with this group could provide funds and help with programing and development of future recreation.
- **Creation of a sponsorship recognition program.** In order to truly sell the uniqueness of Rowan County and the potential benefits of partnering with the system, there is a need to develop a sponsorship policy, brochure and a proposal for tiered sponsorship levels. By detailing an event calendar, participation metrics and user demographics, the Department will provide potential sponsors an opportunity to identify how well the park system participants align with the sponsor's target market and choose the right fit for them. These metrics will also help the Department evaluate its return on investment (ROI) for sponsorships / partnerships for various events. Some other recommendations would be to publish these metrics on the website and promote them aggressively.

-
- * Sponsor Recognition- Recognizing all existing or past sponsors for their support would certainly help build goodwill. The brochure's images could provide some sample images of promotions that may have been done or could be done. The images should also focus on reflecting the diversity of the participant base in the county as well.
 - * Tiered Sponsorship Levels- It is essential to create tiered levels of sponsorship in order to allow all potential sponsors the ability to choose the level of support they wish to exhibit. Another area to be evaluated is that of Naming Rights for special-use facilities or complexes.
 - * Package Offerings- It has been seen that the greater the opportunities to package the offerings, the more the likelihood of selling sponsorship. Providing sample packaging options that tie-in some signature special events such as festivals and with some of the less popular events would ensure that the staff up-sells events that may not get sold otherwise, while the partner gets more bang for their buck. The ability to offer a potential partner / sponsor the chance to maximize the experiential marketing opportunities they offer is a huge plus.
 - * Also, it would be useful to develop and implement a partnership plan for the next five years to maximize existing resources and serve the community's needs. Identify potential partners, reasons for involvements and desired strategic outcomes from the given partnerships are important steps to bear in mind as the Department embarks on expanding the partner / sponsor base. Additionally, teaching and training staff to negotiate and manage partnerships will assist in empowering them and helping ensure the successful implementation of partnership / sponsorship agreements.

7 RECOMMENDATIONS

- **Develop a volunteer program.** The Department must seek to establish a volunteer coordinator or allocate a set portion of a staff member’s time towards volunteer management. The focus of this position is to create a branded volunteer program and develop a system-wide approach to targeting and utilizing volunteers. Additionally, they must seek to enhance the desirability of volunteering for the Department’s programs and events by developing a good reward and recognition system, similar to Frequent Flier airline programs.

Volunteers can use their volunteer hours to obtain early registration at programs, or discounted pricing at certain programs, rentals or events or for use at future recreation facilities to be built. Other avenues include creating a volunteer section on the website as a future program guide. Staff should also quantify the labor dollars and operational cost savings that volunteers provide to the Department and this should be communicated to all partners, stakeholders and community members as well as used for in-kind support in grants.

PROGRAM RECOMMENDATION 5 DEVELOP A MARKETING STRATEGY.

- **Cross Promotions.** It is imperative that the Department take advantage of the presence of high numbers of relative captive audience in a special event environment, youth sports event or adult senior event to promote its other offerings, programs, amenities and rentals.
- **‘On-hold pre-programmed messages’** are another underutilized but effective and affordable means of promotion that highlight upcoming classes, events or key registration dates for everyone who calls in to the Department. These do not cost anything and can be set up as well as changed periodically as required by seasons, events or even programs.

- **Social Media.** There is a need to create the Department’s own Facebook and Twitter account and create a strategy to maximize community engagement and solidify the Department’s brand. Have a dedicated registration staff and on-line registration needs to be made a priority as the Department grows.
 - * Facebook – Teens used to be the main target of this medium but it has rapidly moved on to middle aged adults and even older adults. The Department could utilize Facebook to:
 1. Provide a plethora of free and constantly updated information, including weekly calendar updates with events and programs.
 2. Control the message and identify how the target market responds to it.
 3. Display pictures and clips from special events.
 4. Allow controlled ‘user generated content’ by encouraging users to send in their pictures from the Department special events or programs they participated in.
 5. Introduce Facebook-only promotions to drive greater visitation to Facebook.
 - * Twitter – can be updated daily/hourly with promo codes and special events.
 - * Blogs – This could be written by alternating Park Board or staff members or could be ‘from the Director’s desk’ where upcoming events, past successes or plain community outreach could be undertaken. This is a very personalized form of communication and helps build an affinity for the staff and Department as a whole.
- **Website Development.** The Department has its own Website as part of the overall County’s website. This could be enhanced to allow website registration for classes to occur. Overall, the website needs to focus on the value and benefits of the services provided. Greater opportunities for call to action and driving user behavior would be useful in that regards. Use of volunteers to manage the web-site and Facebook should be considered.
- **Branding.** Currently the Rowan County Parks and Recreation Department is working on a new logo. Along with the logo the department needs to develop a mission statement and set of principles to guide its future

7 RECOMMENDATIONS

decision making. Further development of the Parks “Brand” could be conducted alongside website development and be further cultivated with the local Tourism Board. Creating a positive park image that is marketable to all ages could create future partnerships, funding and help with staffing programs.

- Development of a pricing policy for programs. The program staff should classify services as core essential, important and value added and incorporate strategies factoring in Cost Recovery Goals based on direct and indirect cost of delivering a program service. A pricing policy needs to be established for the Department for services provided based on costs that follow these classification methods. The Department should contract with instructors to provide programs with a percentage of revenues coming back to the County for use of the space and marketing of the programs and services at 60% to the instructor and 40% to the County to market the service, register individuals and cover space costs.

PROGRAM RECOMMENDATION 6

DEVELOP A SET OF FINANCIAL PERFORMANCE MEASURES FOR PROGRAMS.

- Financial performance measures are at a much lower level in comparison to most parks and recreation agencies as it applies to programs. There is not a built in philosophy and awareness by staff on the reason to establish a cost to provide a program and the reason the Department should track cost per experience and cost recovery, which also factors indirect costs within the price which is a good management tool to follow. The goal should be to price services correctly based on cost and incorporate a good policy to achieve greater fiscal sustainability and provide operational money to hire staff, pay for rental facilities and equipment. This can happen with the existing system but it takes time and the support of elected officials to make this a reality. So much of the Senior Games operational money comes from donations and sponsorships. Participants do pay for travel costs and rental fees as well as uniforms etc.



FACILITIES

FACILITIES RECOMMENDATION 1

MAXIMIZE UTILIZATION OF EXISTING FACILITIES.

- Produce master plans for each park. The following is a list of points that should be addressed when creating master plans. The criteria have been lifted from the PARTF grant application.
 - * Site analysis- Describe and evaluate the site's natural, historic, and man-made features. These include items such as topography, soils, vegetation, hydrology, significant natural communities, wetlands, existing structures, and public access.
 - * Recreational needs- Identify the recreational opportunities that the public prefers using meetings or a surveys. Describe how the recreational opportunities being proposed by the master plan relate to existing recreational facilities and services in the jurisdiction.
 - * Program description- Identify the main purposes of the park including a description of how the local government will design the park to be used by the public.
 - * Physical needs- Identify the physical needs of the park's site. Include any land the local government will acquire and any capital improvements (buildings, recreation facilities, roads, utilities). All land and capital improvements proposed in the PARTF application must be included in the master plan.
 - * Project costs for property acquisition and capital improvements, divided into phases if necessary. The cost information can be provided in a separate document that is submitted with the master plan.

7 RECOMMENDATIONS

- Site plans and illustrations depicting the boundaries of land to be acquired and the location of facilities.
- Public Involvement- Describe how the local government involved a broad range of the citizens in its jurisdiction as the master plan was being developed. Examples include public meetings or advisory committee meetings. This description can also be provided in a separate document that is submitted with the master plan.
- Meet outstanding needs and renovations for existing parks. Below is a bulleted list of needs itemized by park that could be a starting point for programming individual park master plans. These bullets have been discussed in more detail in the inventory & analysis and needs & demands sections of this plan.



DAN NICHOLAS PARK

- * Further Development of sports fields; ball fields and football/ soccer field.
- * Larger office space for park staff.
- * Expanded concessions building with better flow.
- * Nature center renovations to accommodate large class sizes.
- * Addition of adventure recreation.
- * Dog Park.
- * Develop Biking, Hiking Trails.



SLOAN PARK

- * Develop a football/soccer field.
- * Develop 1 more ball field and renovate existing softball field.
- * Expand trail system.



ELLIS PARK

- * Develop trail system
- * Provide better accessibility to the Civic center.
- * Provide ADA bathroom facilities.
- * Restore tennis court or develop another activity in the space
- * Provide parking for the equestrian facility
- * Provide a way to close the park to vehicle access after-hours



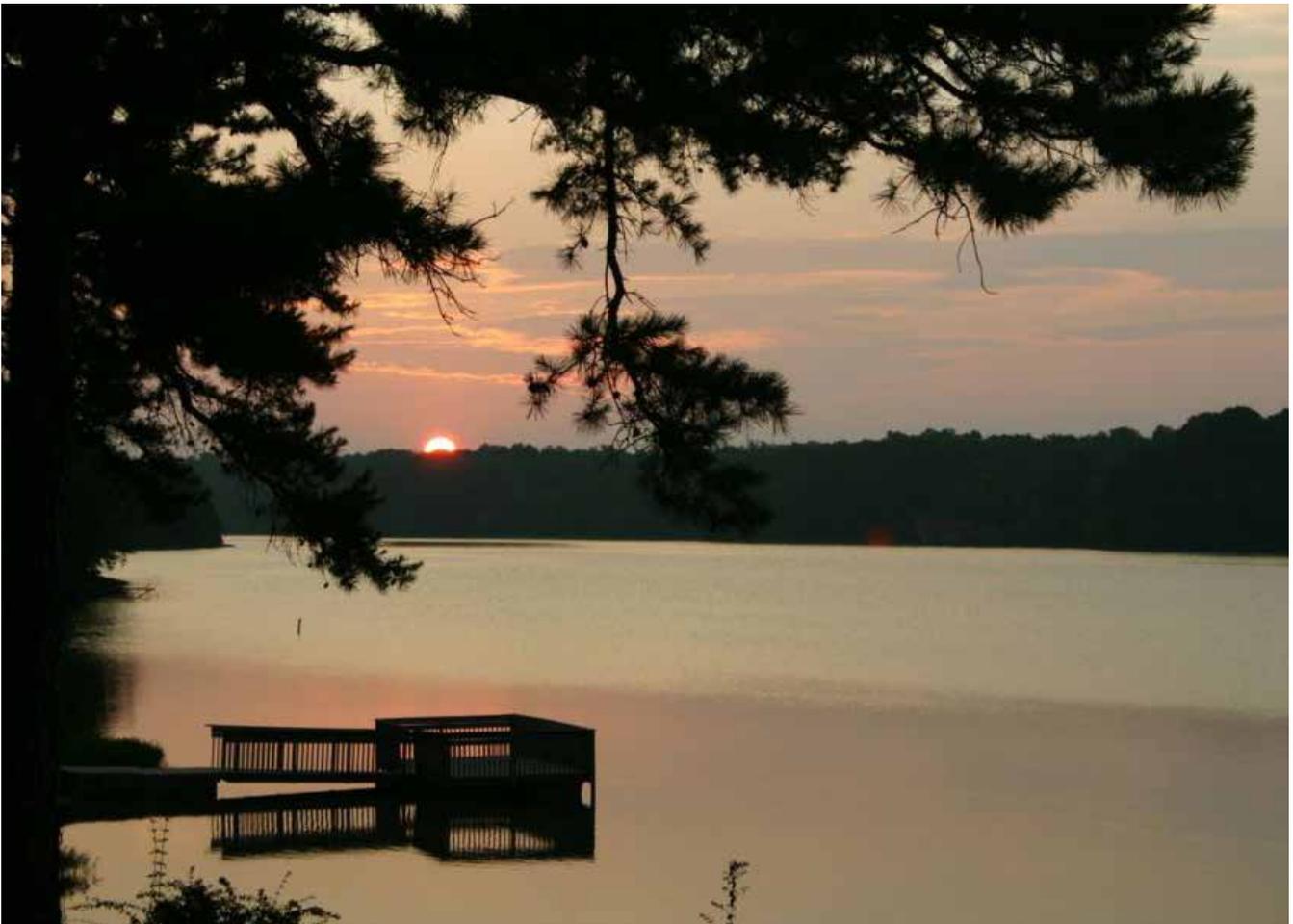


EAGLE POINT NATURE PRESERVE

- * Further development as a regional park.
- * Further develop trail system.
- * Provide a visitors center with restroom facilities.
- * Further develop canoe access to High Rock Lake

DUNN'S MOUNTAIN NATURE & HISTORY PRESERVE

- * Develop trail system.
- * Develop rock climbing course.



7 RECOMMENDATIONS

- Map a strategy for use of County owned school facilities. County schools have been able to provide some recreation opportunities for local communities and neighborhoods. The State established the Community Schools Act in 1977 giving a way for local communities to have more access to the facilities built at schools for a variety of activities, including both programmed and non-programmed recreation. In certain areas of the County, for example, the local elementary school is more convenient than a county or municipal park for access to open space or a playground. However, gaining access to these facilities for both the outdoor and indoor recreation facilities can be a challenge. Schools have very busy schedules, during the school year, and keeping up with the scheduling needs of the school can be a challenge for anyone desiring access to facilities during non-use hours. Maximizing these facilities could be a way to help ease recreation needs at peak times for key events and programs, such as Senior Games. According to the North Carolina Division of Public Health in 2014, the primary barrier preventing more shared use of school property is concern about liability. North Carolina currently provides clear statutory liability protection to schools that enter into agreements with community groups to use school facilities for recreation. On the other hand, protection for schools that allow community residents to use their facilities for unorganized recreational activities is not explicitly addressed by statute. Cabarrus County for example, embraces the Community Schools concept entirely and utilizes a foundation for joint planning to look at each school park opportunity. What they have found is that through joint administration and joint financing of recreation facilities that will serve both the schools and the community, 45 quality playgrounds and parks have been built at existing schools. A school campus with a park, typically has more facilities for its students and the community to use than what the school system alone can afford. The community, the school system, and the Parks Department all benefit from the school park concept.

Therefore, to increase the use of key school facilities which might offset some the current needs, a few key strategies could be employed.

- * Work with the Superintendent or designee, to determine which facilities can be used for the benefit of County residents for recreation purposes. This use shall be allowed on such terms and conditions as approved by the Superintendent, provided such use does not interfere in any manner with the operation of the school nor endanger school personnel, students, or the public at large.
- * Coordination between the Parks and Recreation Advisory Board and school board representative(s) to share needs and look for new opportunities in the future. During the recent consolidation efforts, new and expanded schools should be built with consideration of the local communities needs for recreation and access to facilities.
- * Work with the County to determine if any unused school property could be re-purposed for parks or other facilities which can serve the needs for a local community. Properties could be land banked for future development if expansion financing or capital was immediately unavailable.



7 RECOMMENDATIONS

FACILITIES RECOMMENDATION 2

LOOK FOR NEW EXPANSION OPPORTUNITIES IN UNDERSERVED AREAS.

- Creation of greenway and blueway trail connections. Greenways and blueways are both new recreation opportunities for Rowan County for the future. During the master plan process, it became evident that the public desired to have new trails throughout the County and as well as access to water. Development of a County wide greenways system will be able to provide new connections and resources for pedestrians, bicyclists, and equestrians as well as help to protect and maintain many areas within the County. The blueways opportunities, primarily focused around the navigable waters of the Yadkin River and High Rock Lake, will give water access to the public.



- * County Greenways and Trails – Walking for recreation has been identified as an unmet need within the County. Focusing on the development of new trails both within existing parks and as part of a new County wide system, will help to satisfy this unmet need. All 5 parks have walking opportunities, while Dan Nicholas, Eagle Point, and Sloan Parks have the greatest ability to continue to provide trails and walking as well as expand trail offerings at existing parks. These new trails can be a combination of hard and natural surface trails to provide a variety of walking surfaces and trail environments. Also, identifying new trail opportunities within these parks for both equestrian use and mountain biking will also help to diversify the trails.





The County-wide trails system identified in the Carolina Thread Trail Master Plan will also increase the needed trails as well as connect communities with new alternative transportation links. The system once complete will bring +/-107 miles of new trail corridor to serve both recreation and transportation needs. It is important to keep in mind however, that planning and building such an ambitious project will take time and concentrated effort. Therefore, it is recommended that some key strategies be considered to help advance the project and begin the process to making the system come to life.

* Create a Rowan County greenway and trails commission to provide input on greenway and trails planning. Group to be made up of volunteers from both the public and private sectors with a passion for making the trails system a success.

- 1.** Work to establish greenway corridor priorities which will link key elements within the overall parks system as well as serve a broad population. This first segment is key in gaining support for future phases.
- 2.** Set a goal for completing +/-15-20 miles of new greenway trails in the next +/-10 years. Breaking the larger goal into smaller segments which can be accomplished will help to gain momentum.
- 3.** Consider hiring a greenway trails planning coordinator. This new staff would take on the responsibility of identifying and securing the easements required for building the trails as well as assisting with the design, permitting and construction aspects of the new trails.
- 4.** Identify key partnerships with local municipalities and land owners, public and private, who are also interested in seeing the county-wide system in place.



7 RECOMMENDATIONS



- * County Blueways- Access to water was a need which was identified during focus group meetings and with County leadership. Providing access to water will serve a variety of recreation needs, such as swimming, boating, canoeing, kayaking, fishing, and enjoyment of the river to name a few. The Cooleemee River Park access is an existing access point within Rowan County. This point is also identified in the Yadkin River Keeper access maps. The Yadkin River Keepers is a non-profit organization which focuses on the promotion of clean water, legal aspects and education of the river system. It also has done a good job of identifying the various access points for the Yadkin River. Additional access points should be considered to help make the Rowan County portion of the river a much more accessible resource. Also, providing additional access to High Rock Lake at existing and future lake front facilities. Working with Yadkin River Keeper, NC Blueways and the local river enthusiasts, to identify the general location for additional access points would be a key first step towards expansion of the blueways. Also, developing a Rowan County river to lake blueway trail, supported by Rowan County or partnering agencies, as a new Eco-tourism opportunity, will help to expand the Counties recreation offerings. Davidson County has begun the process of creating a blueway on High Rock through its 2011 Blueways Report. The proposed Bald Eagle Blueway connects to two access points on the Rowan County side of the lake; an old boy scout camp and Eagle Point Nature Preserve. Davidson County could be a future partner in furthering blueway trail development on High Rock Lake.

- Serve the County with a Regional and District Park System. It was determined that the County has a key focus on regional facilities which tend to make them specialized destinations within the County and beyond. Whether it is a nature center, pavilion with a view of the county or a Historic Mill, the County has done an excellent job acquiring unique properties and programming them with facilities that attract visitors from around the region. Three of the parks (Dan Nicholas, Ellis and Sloan) contain a range of facilities that also serve the local community's needs. With facilities such as recreation centers, playgrounds, trails, pavilions, playing fields, tennis courts, and other activities, these parks tended to be more active and serve a variety of the local district level needs. It was observed that Sloan Park in the West District Dan Nicholas Park in the East District and Ellis Park in the North Strict, tend to function more as district parks, because of their service for the surrounding communities. Therefore, it is recommended that the County continue to serve the constituents with a system of both regional and district parks. These two park classifications are as follows:

- * A regional park is an area of land preserved on account of its natural beauty, historic interest, recreational use or other reason, and under the administration of Rowan County, serves the needs of residents and visitors and can also function as a tourism destination.
- * A district park is an area of land developed to serve the recreation needs of a portion of the county with both active and passive recreation opportunities, and under the administration of Rowan County, serves the needs of residents and visitors.



7 RECOMMENDATIONS



- Plan and design for Two New District Parks

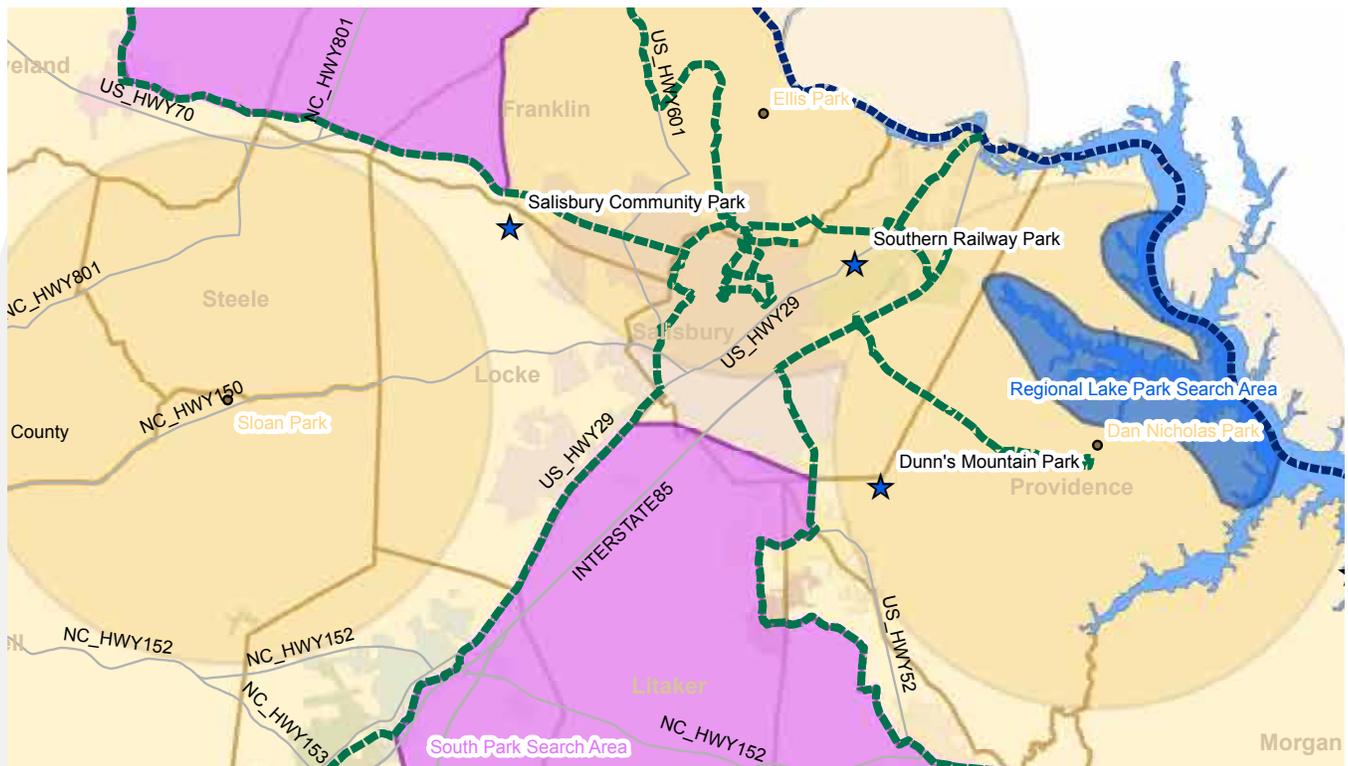
South District (Near I-85 corridor) - During the analysis phase of the project, it was determined that portions of the County were underserved with conveniently located parks. Also, within the expanding growth corridor along Highway 85 at the southern edge of the county, between Kannapolis and China Grove, new homes and businesses are being planned and constructed. The areas will also experience economic development and expansion with the addition of the two new traffic exits along Highway 85. The County is currently looking at existing key infrastructure in that direction which would prepare for new jobs and homes. Providing a new park in this growth location, would help to provide for the existing residents needs as well as plan for the future expansion.

Woodleaf Community District – It was also determined that the northwest area of the county is underserved with County or municipal park opportunities. While this area is not as populous as the South District is or will be in the near future, the northwest area of the county, is an established area. Currently, many of the residents will travel outside of the county to look for recreation opportunities which are more conveniently located in Iredell County. To continue to provide services for this portion of the county, it is recommended that a new district park be completed in the future. The program for a district park may include:

- 50-100 acres suitable for park development
- Community room / center
- Picnic pavilions
- Playground(s)
- Walking trails
- Ball fields or multi-use fields
- Open space
- Parking lot

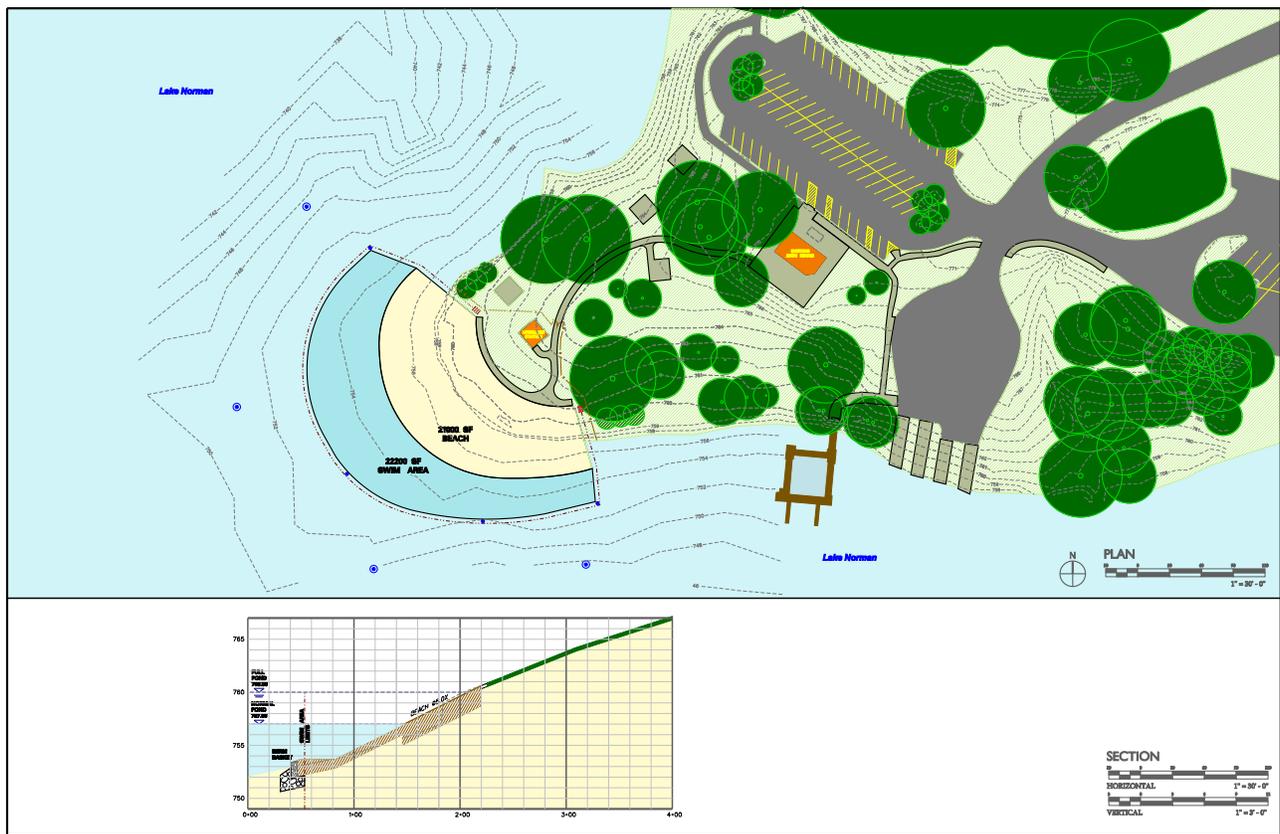
- Strategies for developing the District Park

1. Identification of a location for the new district park should be done carefully. Not all land is valuable for development of a park due to environmental restrictions for example. Carefully review the subject land and prepare a full due diligence prior to offer.
2. Look for opportunities for land donations or dedications, but only after vetting for appropriateness with the park program. Just because someone is willing and able to give the land to the County, doesn't always make it the perfect situation and best park land.
3. Create a master plan for the district park on the subject land. Gather the local communities input before the plan is drawn and have the plan approved by the community leaders as well as the County board. Carefully following the guidelines set out in the PARTF application will help to prepare the park to be potentially funded.



7 RECOMMENDATIONS

- Plan and design for One Regional Park on High Rock Lake. Mecklenburg County has paved the way with the creation of Ramsey Park, a regional park on Lake Norman. This park has been a highly visited park that could serve as a study model for the type of park Rowan could create. This is the first park to provide public swimming access in the area since 1970. It is important to layout a brief case study to help understand how a Lake side park has been previously planned and help guide the program for Rowan County.



CASE STUDY: RAMSEY PARK CORNELIUS, NC



Park Overview: The park is located off Nantz road in Cornelius. The parks grand opening saw an enormous flow of visitors, it was observed that cars had to be turned around and sent elsewhere to park within the first hour of the opening. People were observed parking at other businesses and walking 1/3 of a mile to visit. As the opening was Memorial Day weekend a large crowd was to be expected. A previous visit to the park revealed that the beach was full and in use on a hot Sunday afternoon in August, but not crowded to the extent of the grand opening. Ramsey is a 46-acre park that provides the following facilities for recreation:

- * Swim beach that can accommodate 500 people
- * Boat ramp and parking
- * 2 restroom facilities
- * Shelters
- * Fishing pier
- * Trails
- * Volley ball court
- * Playground
- * Park & ride available from Huntersville
- * Outdoor water fountain and shower
- *

Also of note was a gate fee that had a cost scale for in County and out of County visitors. The park was staffed with three life guards at the beach, parking attendants, two gate attendants, beach attendants and a first aid station. Numerous police units on foot and off-road vehicles monitored the park. The presence of so many staff provided a high level of park safety.

Observations: The park experience was pleasant and well organized. The size of the beach and water access seemed very small for the capacity noted on the parks website. Water access was very controlled with no swimming signs posted outside the swim beach area. A forested area with trails and picnic areas seemed to be well used and laid out in a comfortable spacing for patrons. All amenities of the site were easily accessible by the trail system with parking adjacent to major features of the park. Due to the parks high popularity; no parking signs were posted all over adjacent residential communities to combat parking outside of the park grounds. When choosing a location for a similar park it may be necessary to locate the facility in a less populated area to lessen conflicts with existing residential communities.

7

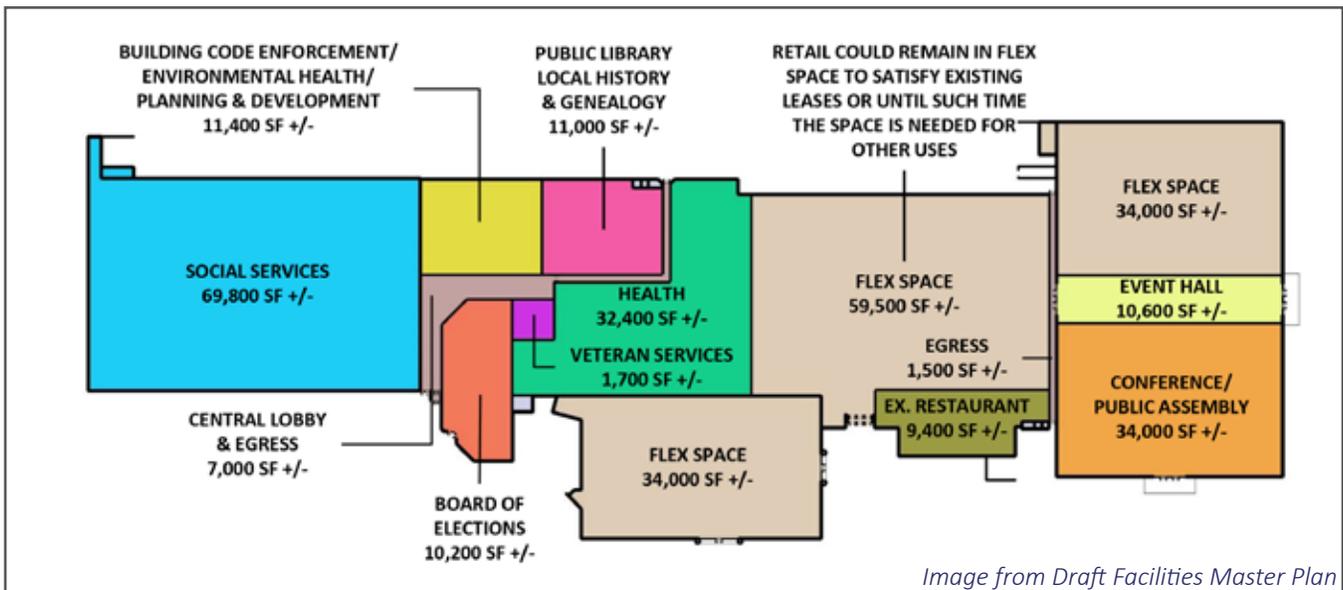
RECOMMENDATIONS



- Plan and design one new Regional Park
 - * Land should be easily accessible from interstate 85 and have easy access to an area of High Rock Lake that has deep water levels throughout the summer season. The properties parking should accommodate a volume of traffic and be properly buffered from any existing residential communities. It should also have old forest growth to accommodate shaded walking trails and picnic areas (similar to Dan Nicholas Park).
 - * The program for this park should include:
 - 100 acres of land suitable for park development
 - Amphitheater with a capacity for 7,000 people
 - Restroom facility
 - Trails
 - Picnic shelters
 - Playground
 - Volleyball courts
 - Swim beach
 - Fishing pier
 - Dock for patrons arriving by boat.
 - Parking lot
 - Multi-use fields for recreation and overflow parking
 - Entry gate house

Note: The amphitheater is patterned after Riverfront park amphitheater in Little Rock, Arkansas.





- Plan and Design a Central Programming Facility. With a growing senior population, a centralized programming facility is needed to house the system’s current Senior Games. This vibrant program attracts over 700 participants in the County and hosts many regional events throughout the year. Rowan County’s Senior Games program is the largest in the State. Other future and present Parks System programs could also benefit from the space; as YMCA and School facilities have been stated by Staff to have become more and more difficult to book programming.

A facility could be initially accommodated as a renovated space in a facility currently owned by the County. The recent County Facilities Master Plan (currently in review by the County) could include space allocation for the facility being described in this section. A more permanent standalone structure could be planned down the road to service future programming needs. A program for activities and needed facility allocation in this space is as follows:

- * Total recommended facility area = 40,550 sf
- * 2 Bocce courts
- * Pool table
- * Pickle ball court
- * Space to accommodate 50 plus users for events and meetings.
- * 1 Basketball court
- * Table tennis
- * Workout room
- * Bingo
- * Art classes
- * 1 Lap pool
- * Equipment storage
- * Indoor track

7 RECOMMENDATIONS

FUNDING

FUNDING RECOMMENDATION 1

IDENTIFY MONEY AVAILABLE THROUGH GRANTS, CHARITABLE DONORS & OTHER FOUNDATIONS.

- **Grants.**
 - The SRCCVB (LOCAL) offers tourism marketing and sponsorship support funds designed to provide resources to tourism partners in Rowan County for the purpose of increasing tourism in the destination. Tourism capital funds are design to assist organizations initiating, developing, planning or constructing new tourism-related capital projects in the City limits of Salisbury that seek to increase visitation to the destination or support the growth of new tourism-related projects. One of the criteria for funding states that the activity being funding is concurrent with one of the projects or areas of focus detailed in The Tourism Master Plan.
 - The North Carolina Parks and Recreation Trust Fund (PARTF) (STATE): Provides dollar-for-dollar matching grants to local governments for parks and recreational projects to serve the public. PARTF is the primary source of funding to build and renovate facilities in the state parks as well as to buy land for new and existing parks.
 - The North Carolina Trails Program (STATE): Is dedicated to helping citizens, organizations and agencies plan, develop and manage all types of trails ranging from greenways and trails for hiking, biking and horseback riding to river trails and off-highway vehicle trails. Program duties include administration of federal Recreational Trails Program grants. These grants help to fund trails and trail-related recreational needs.
 - Connect NC Grant Program (STATE): The Connect NC Bond package, approved in March 2016, included one-time funding of \$3 million for parks and recreation grants to benefit children and/or veterans with disabilities. Local governments, including some public authorities, are eligible to apply for the matching grants. The program is administered through the N.C. Division of Parks and Recreation and the N.C. Parks and Recreation Trust Fund. The matching grants can be used to build

special facilities or adapt existing facilities that meet the unique needs of children and/or veterans with physical and developmental disabilities. Local governments can request a maximum of \$500,000 with each application and must match the grant with at least one dollar of local funds for every four dollars in grant funds.

- **NCDOT Regional Bicycles Plans (STATE):** NCDOT’s Bicycle and Pedestrian Division provides funding and technical assistance to develop comprehensive regional bicycle plans. The plans may focus on both on-road and off-road bicycle connections between origins and destinations, such as municipal jurisdictions, recreational resources and other points of interest, within a defined multi-county region. These connections identify improvements primarily to existing roadways, but may potentially locate preferred alignments through public lands or new developments for greenways and rail trails.
- **NCDOT Planning Grant Initiative (STATE):** The NCDOT Division of Bicycle and Pedestrian Transportation and the Transportation Planning Branch created an annual matching grant program – the Bicycle and Pedestrian Planning Grant Initiative – to encourage municipalities to develop comprehensive bicycle plans and pedestrian plans. This program was initiated in January 2004 and is currently administered through NCDOT-DBPT.
- **Community Facilities Direct Loan & Grant Program (FEDERAL):** This program provides affordable funding to develop essential community facilities in rural areas. An essential community facility is defined as a facility that provides an essential service to the local community for the orderly development of the community in a primarily rural area, and does not include private, commercial or business undertakings.
- **Land and Water Conservation Fund (FEDERAL):** The Land and Water Conservation Fund was established by Congress in 1964 to fulfill a bipartisan commitment to safeguard our natural areas, water resources and cultural heritage, and to provide recreation opportunities to all Americans. Using zero taxpayer dollars, the fund invests earnings from offshore oil and gas leasing to help strengthen communities, preserve our history and protect our national endowment of lands and waters.

7 RECOMMENDATIONS

The LWCF program can be divided into the “State Side” which provides grants to State and local governments, and the “Federal Side” which is used to acquire lands, waters, and interests therein necessary to achieve the natural, cultural, wildlife, and recreation management objectives of federal land management agencies.

- **Community Facilities Direct Loan & Grant Program (FEDERAL):** This program provides affordable funding to develop essential community facilities in rural areas. An essential community facility is defined as a facility that provides an essential service to the local community for the orderly development of the community in a primarily rural area, and does not include private, commercial or business undertakings.
- **Outdoor Recreational Grant Program (FEDERAL):** The National Park Service (NPS) sponsors the Outdoor Recreational Grant program through the Land & Water Conservation Fund. Grants are used to acquire land and plan and develop recreational areas such as playgrounds, tennis courts, outdoor swimming pools, hiking trails, picnic areas, campgrounds, and boat-launching ramps. Funds are also used to build restrooms, water systems, and other support facilities for the general public. States, cities, counties, and park districts are eligible to apply for these grants, and over the course of NPS’s history, more than \$5 billion has been awarded for preservation and recreation grants. Funds are allocated as matching with state grants.
- **Department of Housing and Urban Development (HUD)(FEDERAL):** Sponsors the state-administered Community Development Block Grant (CDBG) program. Grants from this program are used to acquire real estate property for public use, demolish blighted structures, and construct and renovate public service facilities, recreational facilities, and public and private buildings. Funds are also used to support economic development activities including assisting micro-enterprises. Grants are administered by states to cities and counties with fewer than 50,000 and 200,000 residents respectively. Up to 3 percent of the grant can be allocated to cover technical assistance and administrative expense.
- **NRPA (NATIONAL):** NRPA’s Partnership and Business Development department works with funders and like-minded organizations to make an impact through local parks across NRPA’s pillars: conservation,

health and wellness, and social equity. The NRPA offers a myriad of grants and program resources that provide funding to parks and recreation departments. A list of programs can be found on their website.

- **Charitable Foundations.**

- The Carolina Thread Trail (REGIONAL): It is a comprehensive effort aimed at preserving and enhancing our region’s natural resources for the enjoyment of future generations. It is about collaboration, connectivity, and leverage: collaborating to promote and protect the region’s quality of life; connecting communities and people, and leveraging catalytic private capital with public capital to protect and create local and regional assets. It seeks to accomplish its objectives by inviting and encouraging communities to participate in a regional effort through their local actions. All communities with the 15-county region described below are eligible to participate, regardless of their current level of trail development. Counties include Anson, Cabarrus, Catawba, Cleveland, Gaston, Iredell, Lincoln, Mecklenburg, Rowan, Stanly and Union.
- Adopt-A-Foot Program: These are typically small grant programs that fund new construction, repair/renovation, maps, trail brochures, facilities (bike racks, picnic areas, birding equipment) as well as provide maintenance support. The Adopt-A-Foot program is in the form of cash contributions that range from \$2,640 to \$26,400 over a five-year period.
- Greenways Conservation Groups: Conservation groups adopt green corridors to support the operations and capital costs for specific greenway corridors. These groups raise needed money for designated greenways for capital and operations costs.
- Greenway Trust Fund: Another strategy used by several communities is the creation of a trust fund for land acquisition and facility development that is administered by a private greenway advocacy group, or by a local greenway commission. A trust fund can aid in the acquisition of large parcels of high-priority properties that may be lost if not acquired by private sector initiative. Money may be contributed to the trust fund from a variety of sources, including the municipal and county general funds, private grants, and gifts.

7 RECOMMENDATIONS

- **Floodway Funding Sources:** Many cities and counties have used floodway funding sources to support development and operations of greenways. This funding source is used extensively in Houston, Texas, and in Cleveland, Ohio for their park systems.
- **Greenway Foundations:** Greenway foundations focus on developing and maintaining trails and green corridors on a County-wide basis. The City could seek land leases along their trails as a funding source, in addition to selling miles of trails to community corporations and nonprofits in the City. The development rights along the trails can also be sold to local utilities for water, sewer, fiber optic, and cable lines on a per mile basis to support development and management of these corridors. Some greenway foundations have created its own specific Greenway Trail license plate which they have had in place for over 20 years to help support the development and maintenance of trails in their city and should be expanded. The cities get \$45 dollars from each greenway tag sold. This could really be expanded if promoted on trails, in publications and on the city's website.
- **Conservancy or Friends Organization:** This type of nonprofit is devoted to supporting a specific park like Centennial Park. These Park Conservancy's or Friends Groups are a major funding source for parks in the United States and should be considered for Metro Parks.
- **Private Charitable donations.** Efforts to maintain and nurture new partnerships should continue to be fostered into the future to help supplement land and funds not provided by grants, park revenue, and governmental assistance. A list of possible partners had been discussed in program recommendation 6.

FUNDING RECOMMENDATION 2

CAPITALIZE ON RETAINING SELF-GENERATED FUNDING THROUGH ESTABLISHING A NON REVERTING FUND.

The Rowan County Parks and Recreation Department has had great success generating revenue. \$1,288,966 were collected last year. Creation of a non-reverting fund for 50% of the revenue could help with identified renovations of the current park system and provide a future pool of capital. In ten years the Parks specific fund could accumulate upwards of \$6,000,000 at the current rate of revenue generation. The general industry standard is to delegate new revenue to enhance parks and recreation costs.

FUNDING RECOMMENDATION 3

MAXIMIZING SELF GENERATED FUNDING.

- **Fees & Charges Study.** It is recommended that an annual fee study should be performed to ensure that revenue generation is offsetting costs at a market rate. Prices do not have to be raised at large increments but should reflect the market value of costs that are comparative to other recreation providers in the area.
- **Look for new revenue opportunities.** With the suggested creation of new parks, it is important to look for new opportunities to generate revenue to help offset the initial cost of providing the new park. One example is gates fees or parking fees. A one-dollar fee is affordable; with the high patronage at Dan Nicholas Park alone could provide for the salary of one or two additional staff members. Fees for park entry could initially be collected at the regional park level and if needed be implemented at a district level.

7 RECOMMENDATIONS

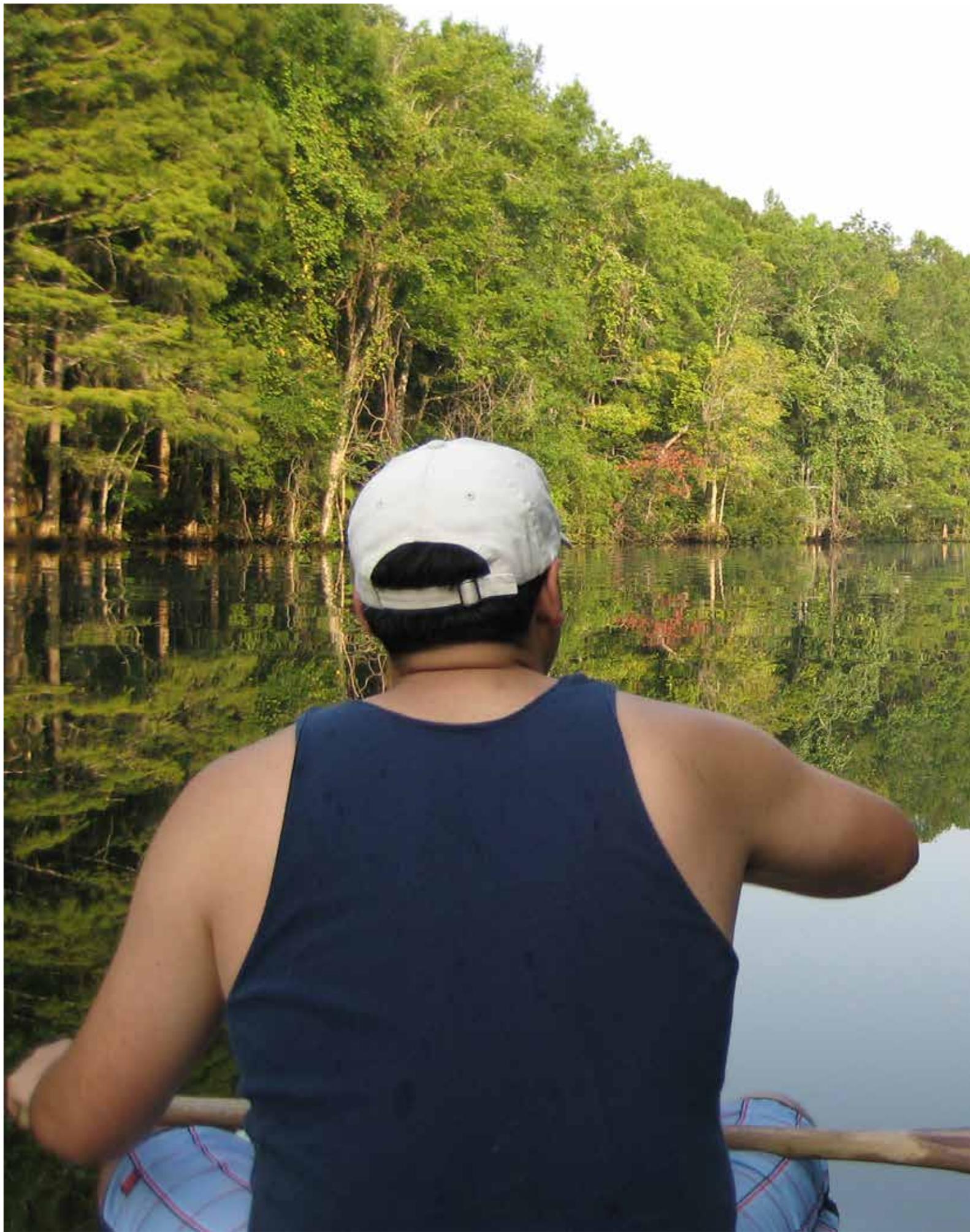
FUNDING RECOMMENDATION 4

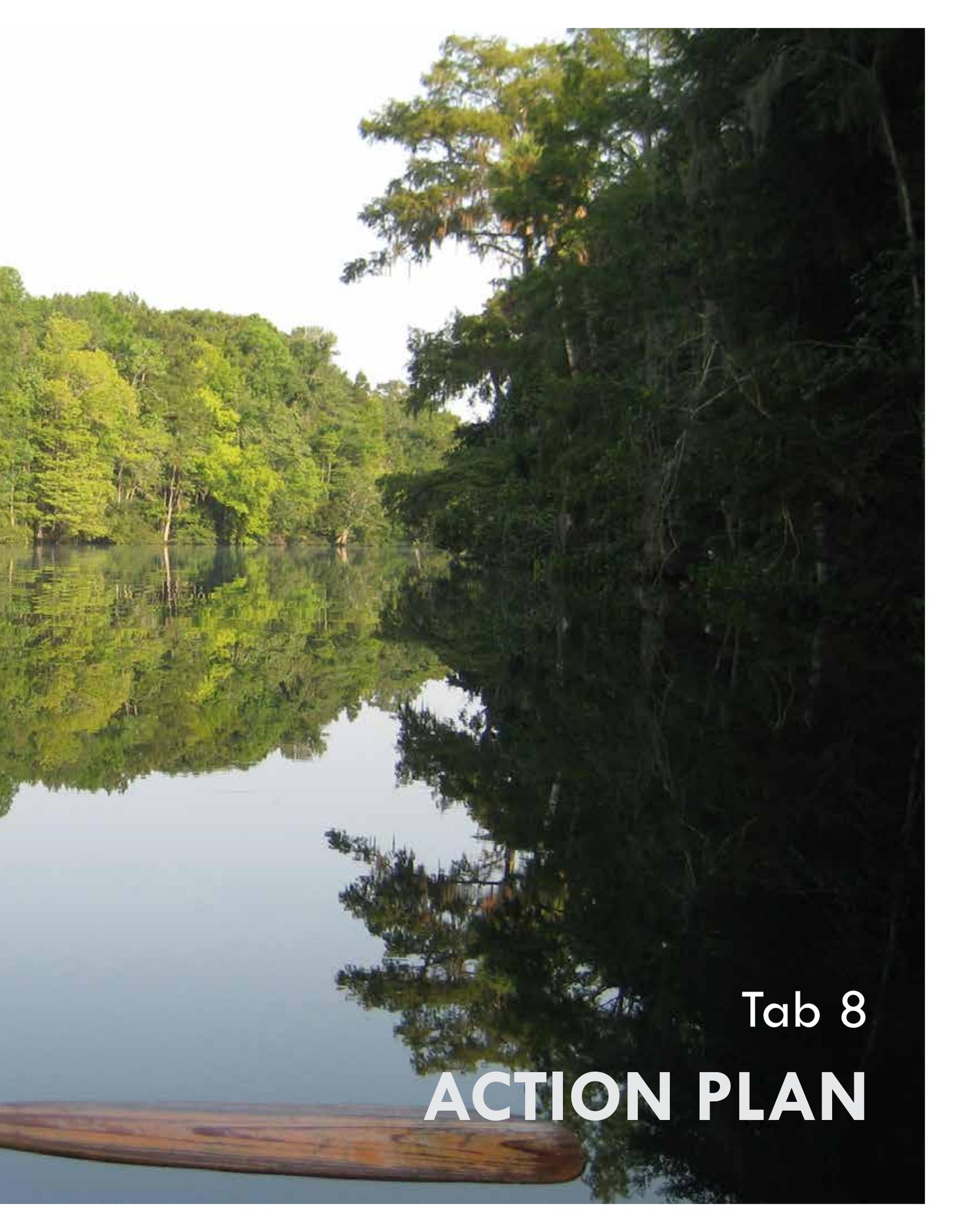
COUNTY GENERATED FUNDS TO ASSIST WITH FINANCING IMPROVEMENTS.

- Tax generation. Below is a list of tax strategies that other government agencies across the country have used to levy funds.
 - * Tax increment financing districts. A state constitution amendment in 2004 was approved to allow TIF's to capture increases in property tax revenue within a designated geographic area and allocate the funds for specific public improvement purposes. Examples of fund use include, park acquisition, maintenance, and improvements.
 - * Sales and Use Taxes. Governing bodies can choose to allocate a percentage of local or state wide sales taxes specifically for parks.
 - * Levy on Property Tax. Public agencies receive funding through property tax revenues. In North Carolina Chapter 153A of the general statute allows for each county to levy property taxes for: (23) Open Space.- To acquire open space land and easements in accordance with Article 19, Part 4, Chapter 160A of the General Statutes. *“(25) Parks and Recreation. - To establish, support and maintain public parks and programs of supervised recreation.”*
- Bonds. As stated in NC General Statutes the county cannot barrow money in excess of 15% of the County's General fund operating budget. By the year 2020 current bonding capacity will be retired. County leadership should consider a new bond to include County recreation improvements. See the strategies for bonding below:
 1. Capacity Building: This builds a larger base of community base leadership to assist with the development of the bond. It is important to identify local leadership and communicate with interested parties/
 2. Feasibility Research: Information is gathered that informs the development of public opinion polling and measure design. It is critical to consider fiscal issues such as current funding, bond ratings, revenue trends, and debt burden. Political circumstances, key community issues, and results of past elections should also be considered.
 3. Polling: This step should identify voter priorities. The poll should quantify the number of voters willing to pay for the bond's improvements and test ballot language. Polling should also help narrow down compelling arguments for the bond.

-
4. Measure Design: This strategy focuses on the development of ballot language that would appeal to voters and clearly explain how the measure addresses the particular issues being targeted by the bond and meets community needs.
 5. Campaigning: Publicize the proposed ballot measure and encourage voter turnout. Steps include; direct mailings, promoting the cause via other means (website, social media, etc.), and soliciting media coverage
 6. Implementation: This assumes that the bond passes. It is important to start the process of implanting the bond smoothly and quickly so that voters are rewarded with timely tangible results.







Tab 8

ACTION PLAN

8 ACTION PLAN

1-5

YEAR ACTION PLAN

GENERAL STRATEGIES

- Partnering with Agricultural Advisory board.
- Development of new open space, park land acquisition and greenways ordinances.
- Perform park specific accessibility audits & inventories.
- Adopting a system wide accessibility standard.

PROGRAMMING

- Development of core programming.
- Enhance how the entire calendar year is presented to the public.
- Define standards and procedures for reviewing customer satisfaction.
- Implementation of customer feedback strategies.
- Implement an annual review process of programs.
- Layout a documented program development process.
- Identification of customer requirements.
- Conduct similar provider review on a bi-annual basis.
- Create partnership policies.
- Development of new partnerships.
- Creation of a sponsorship recognition program.
- Develop a volunteer program.
- Develop a marketing strategy through social media campaign, website renovation and branding.
- Development of a pricing policy for programs.
- Create a standard of financial performance measures.

FACILITIES

- Produce master plans for each existing park.
- Meet outstanding needs and renovations for existing parks.
- Map a strategy for use of County owned school facilities.
- Creation of greenway and blueway trail connections.
 - * Final planning of the Carolina Thread Trail.
 - * Acquisition of land for 10 miles of greenway trails.
 - * Planning of possible access points for blueway trail.
- Serve the County with a Regional and District Park System.
 - * Acquisition of land for the High Rock Lake Regional Park
 - * Acquisition of land for the South District Park
- Plan and Design a Central Programming Facility.
 - * Identify a space for renovation within the Rowan County Facilities Master Plan
 - * Develop a Master Plan and Program for the facility.

FUNDING

- Identify money available through grants, charitable donors, and other foundations.
- Capitalize on retaining self-generated funding through establishing a non-reverting fund.
- Maximize self-generated funding.



8 ACTION PLAN

5-10

YEAR PLAN

PROGRAMMING

- Staffing to administer program needs.
- Development of new programming.
- Provide programs coordinator position.
- Devise a system wide approach for handling customer dissatisfaction
- Development of new partnerships.

FACILITIES

- Creation of greenway and blueway trail connections.
 - * Development of Greenway Trails (10 miles)
 - * Acquisition of land for Greenway Trails (8 miles)
 - * Acquisition and development of access points for blueway trail.
- Serve the County with a Regional and District Park System.
 - * Acquisition of land for the Northwestern District Park
 - * Development and planning of the High Rock Lake Regional Park
 - * Development and planning of the South District Park

FUNDING

- Identify money available through grants, charitable donors, and other foundations.
- Obtain County generated funds to assist with financing.

10 +

YEAR PLAN

GENERAL STRATEGIES

- Master Plan update

PROGRAMMING

- Development of new partnerships.

FACILITIES

- Creation of greenway and blueway trail connections.
 - * Development of Greenway Trails (18 miles by)
 - * Acquisition of land for Greenway Trails should be ongoing until the trail network is complete.
- Serve the County with a Regional and District Park System.
 - * Development and planning of the Northwestern District Park

FUNDING

- Identify money available through grants, charitable donors, and other foundations.
- Obtain County generated funds to assist with financing.

8 ACTION PLAN

ACTION PLAN - FACILITIES COST SUMMARY 1-5 YEAR PRIORITIES

| NO. | DESCRIPTION | QUANTITY | UNIT | UNIT COST | SUBTOTAL |
|--|---|----------|------|------------------|---------------------|
| 1 | LAND ACQUISITIONS | | | | |
| A | Regional Park on High Rock Lake | 100 | AC | @ \$10,000.00 | \$1,000,000 |
| B | Southern District Park | 50 | AC | @ \$6,000.00 | \$300,000 |
| C | Greenways | 12 | AC | @ \$6,000.00 | \$72,000 |
| | SUBTOTAL | | | | \$1,372,000 |
| 2 | IMPROVEMENTS TO EXISTING PARKS | | | | |
| A | Dan Nicholas Park | 1 | EA | @ \$2,680,095.00 | \$2,680,095 |
| B | Ellis Park | 1 | EA | @ \$612,805.00 | \$612,805 |
| C | Sloan Park | 1 | EA | @ \$932,333.00 | \$932,333 |
| D | Dunn's Mountain Park | 1 | EA | @ \$187,018.00 | \$187,018 |
| E | Eagle Park | 1 | EA | @ \$1,856,335.00 | \$1,856,335 |
| | SUBTOTAL | | | | \$6,268,586 |
| 3 | OTHER | | | | |
| A | Central Programming Facility (40K SF Renovated Space) | 1 | EA | @ \$1,000,000.00 | \$1,000,000 |
| B | Greenway Trails | 5 | MI | @ \$285,120.00 | \$1,425,600 |
| C | Blueway Trails (2 Canoe Launch Sites) | 2 | EA | @ \$150,000.00 | \$300,000 |
| | SUBTOTAL | | | | \$2,725,600 |
| TOTAL 1-5 YEAR PRIORITY SUMMARY | | | | | \$10,366,186 |

5-10 YEAR PRIORITIES

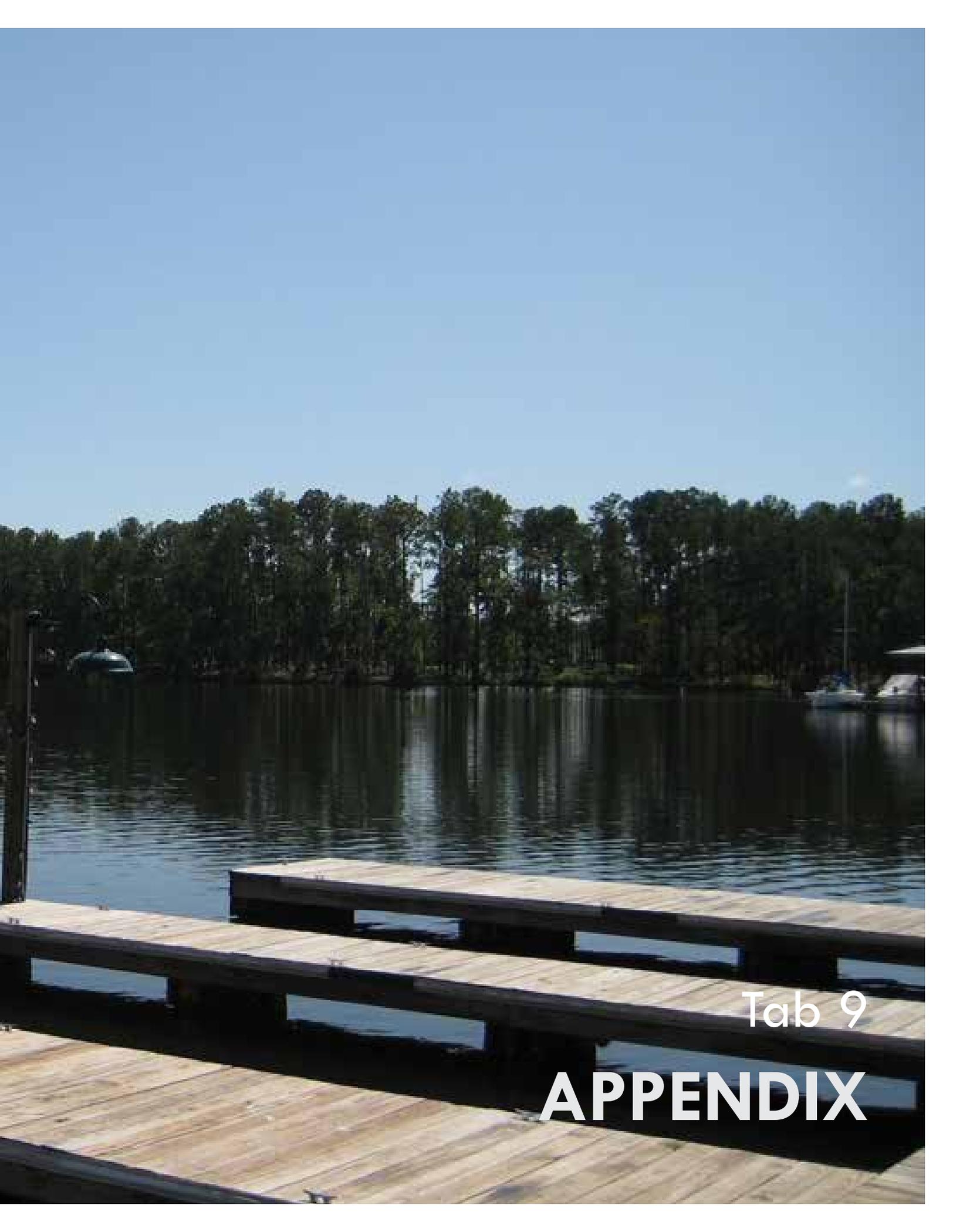
| NO. | DESCRIPTION | QUANTITY | UNIT | UNIT COST | SUBTOTAL |
|---|---------------------------------|----------|------|------------------|---------------------|
| 1 | LAND ACQUISITIONS | | | | |
| B | Northwest District Park | 50 | AC | @ \$6,000.00 | \$300,000 |
| C | Greenways | 24 | AC | @ \$6,000.00 | \$144,000 |
| | SUBTOTAL | | | | \$444,000 |
| 2 | PARKS AND GREENWAYS | | | | |
| A | Southern District Park | 1 | EA | @ \$4,184,692.00 | \$4,184,692 |
| B | Regional Park on High Rock Lake | 1 | EA | @ \$5,636,067.00 | \$5,636,067 |
| B | Greenway Trails | 10 | MI | @ \$285,120.00 | \$2,851,200 |
| | SUBTOTAL | | | | \$12,671,959 |
| TOTAL 5-10 YEAR PRIORITY SUMMARY | | | | | \$13,115,959 |

10-15 YEAR PRIORITIES

| NO. | DESCRIPTION | QUANTITY | UNIT | UNIT COST | SUBTOTAL |
|--|----------------------------|----------|------|------------------|--------------------|
| 1 | LAND ACQUISITIONS | | | | |
| C | Greenways | 24 | AC | @ \$6,000.00 | \$144,000 |
| | SUBTOTAL | | | | \$144,000 |
| 2 | PARKS AND GREENWAYS | | | | |
| A | Northwestern District Park | 1 | EA | @ \$4,184,692.00 | \$4,184,692 |
| B | Greenway Trails | 10 | MI | @ \$285,120.00 | \$2,851,200 |
| | SUBTOTAL | | | | \$7,035,892 |
| TOTAL 10-15 YEAR PRIORITY SUMMARY | | | | | \$7,179,892 |

Note: Cost data was derived by average market prices determined during the development of this master plan.
Prices may vary due to local market conditions.



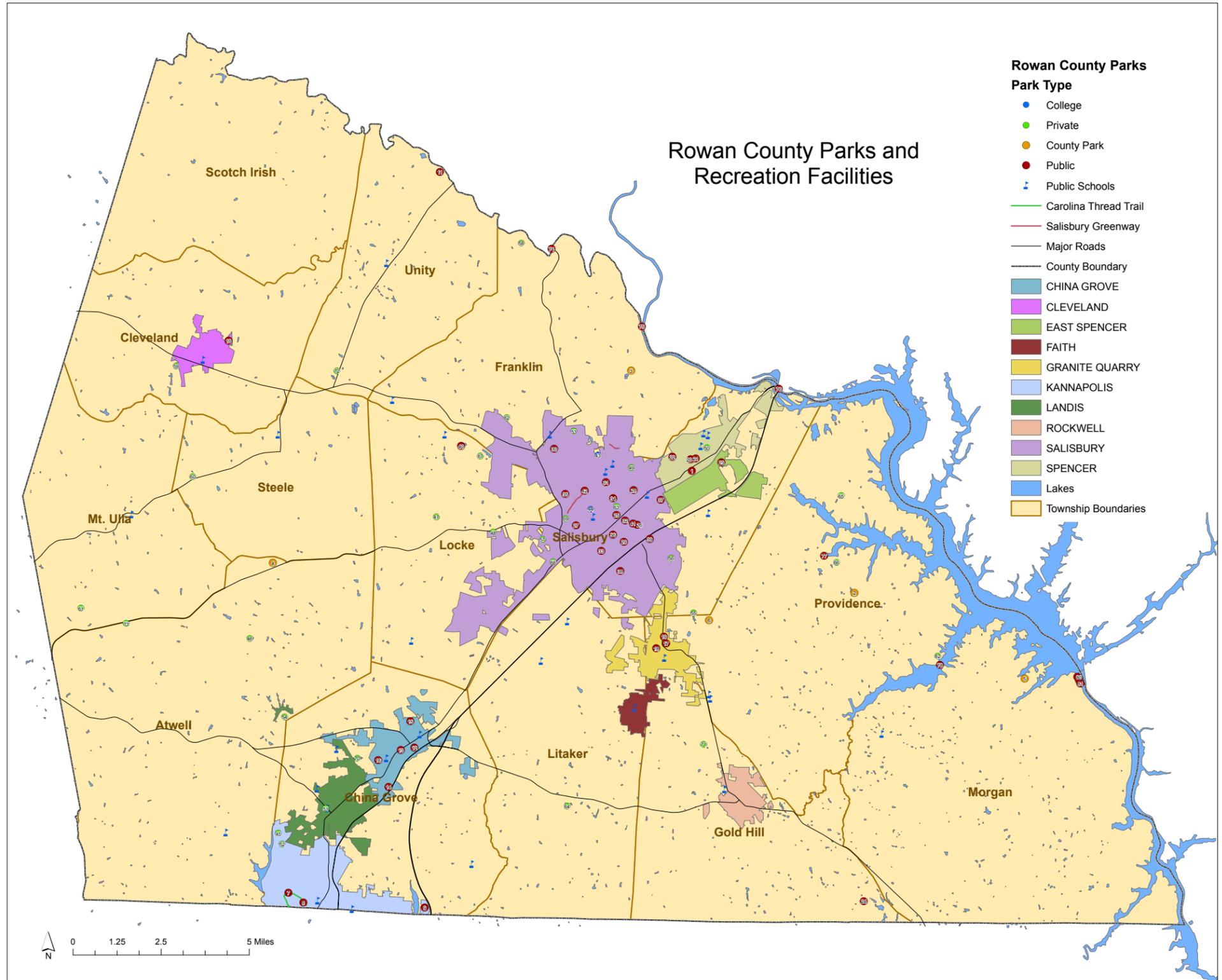


Tab 9

APPENDIX

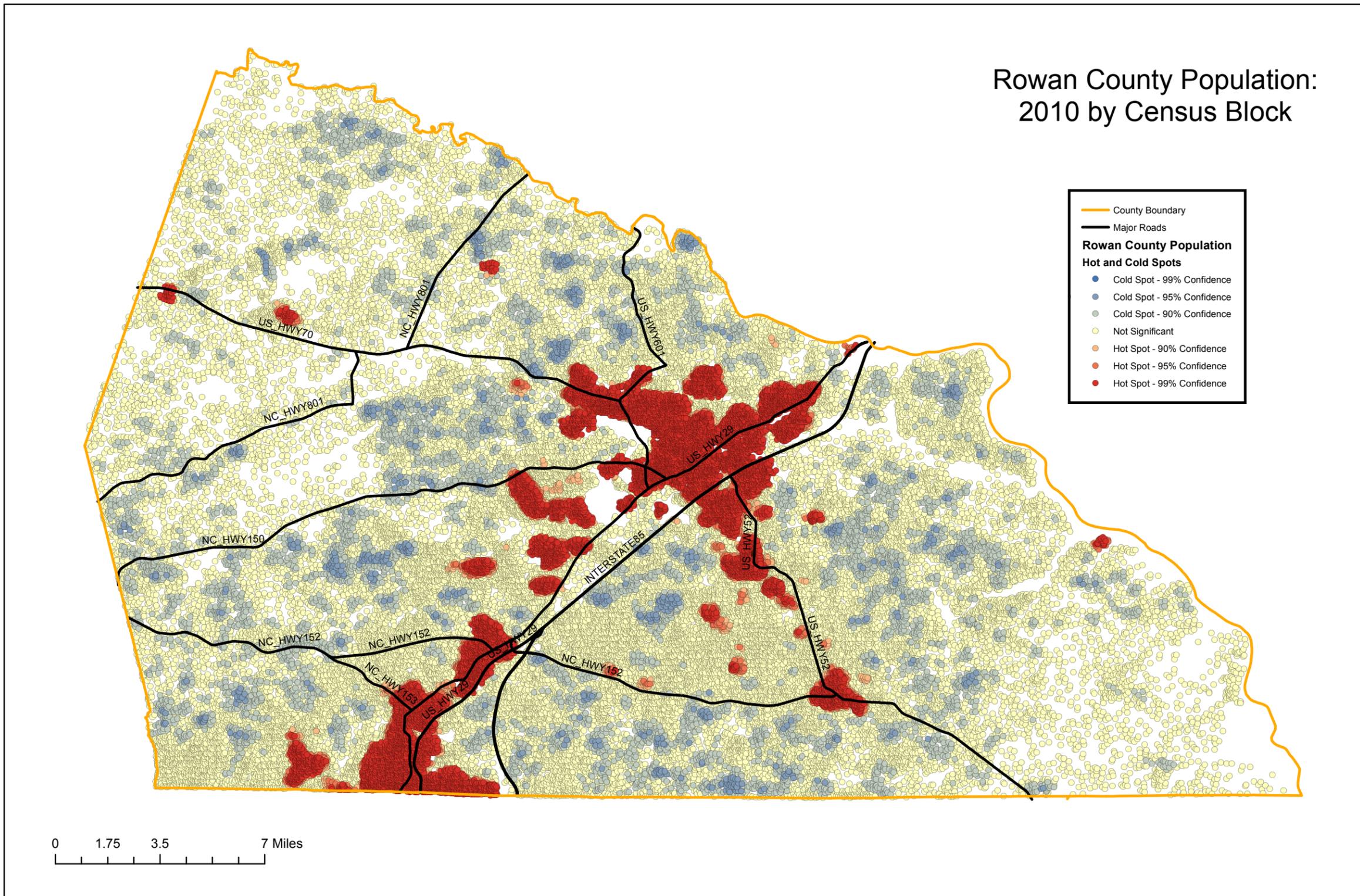


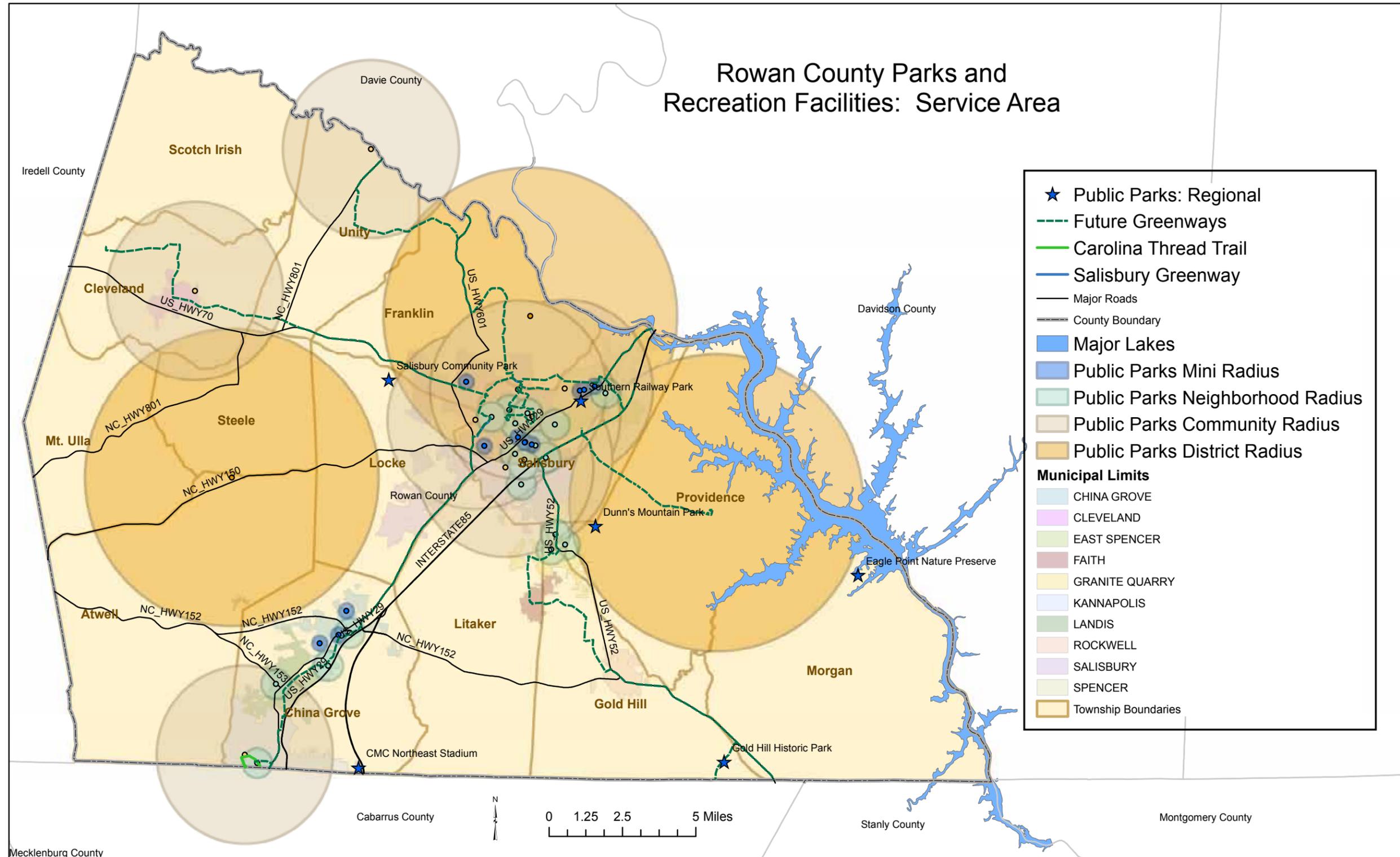
APPENDIX RECREATION INVENTORY MAP

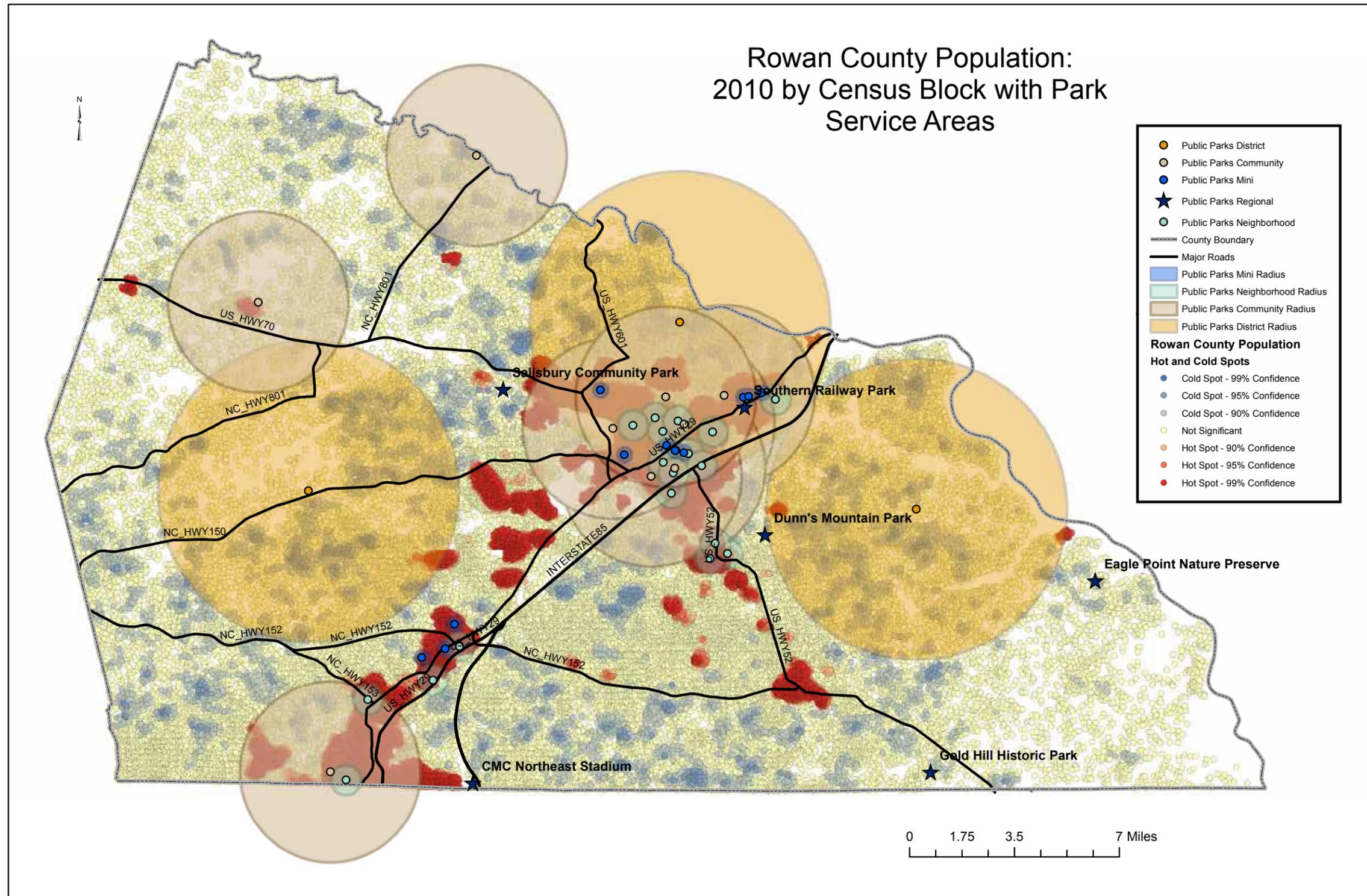


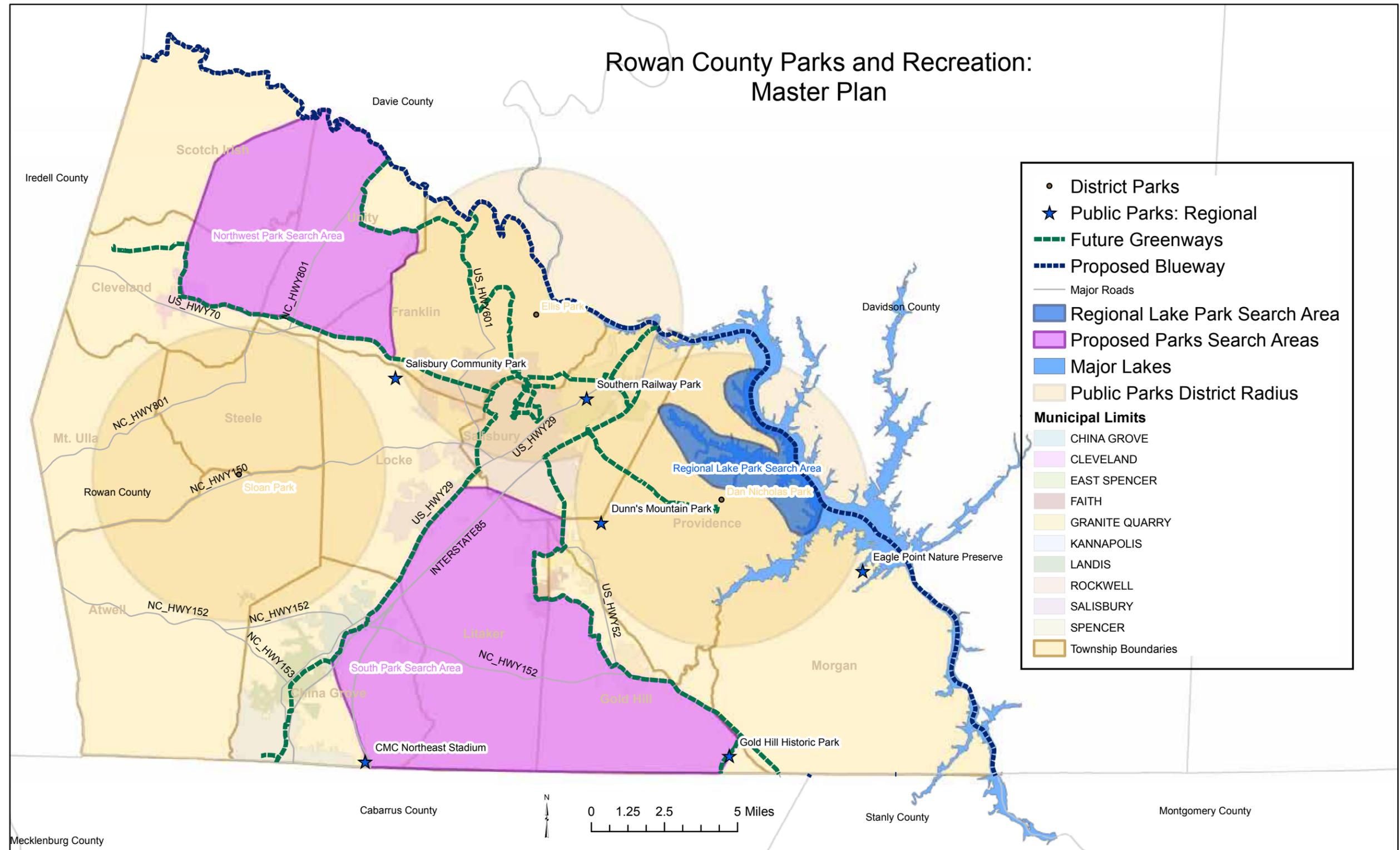
| Map Number | Park Name | Park Type |
|------------|---------------------------------------|-------------|
| 1 | Southern Railway Park | Public |
| 2 | Dan Nicholas Park | County Park |
| 3 | Ellis Park | County Park |
| 4 | Sloan Park | County Park |
| 5 | Eagle Point Nature Preserve | County Park |
| 6 | Dunn's Mountain Park | County Park |
| 7 | Baker's Creek Park | Public |
| 8 | 8th Street Park | Public |
| 9 | CMC Northeast Stadium | Public |
| 10 | Cleveland Town Park | Public |
| 11 | The Bull Hole | Public |
| 12 | Cannon Park | Public |
| 13 | Hannah Park | Public |
| 14 | Village Grove Park | Public |
| 15 | Westhaven Park | Public |
| 16 | Westside Park | Public |
| 17 | Centennial Park | Public |
| 18 | Granite Civic Park | Public |
| 19 | Granite Lake | Public |
| 20 | Library Park | Public |
| 21 | Second St Park | Public |
| 22 | Eighth Street Ball Park | Public |
| 23 | Royal Giants Park | Public |
| 24 | Gold Hill Historic Park | Public |
| 25 | Bell Tower | Public |
| 26 | Cannon Park | Public |
| 27 | Centennial Park | Public |
| 28 | City Park | Public |
| 29 | Town Creek Park | Public |
| 30 | Foil Tatum Park | Public |
| 31 | Forest Hills Park | Public |
| 32 | Gateway Park | Public |
| 33 | Jaysee Optimist Sports Park | Public |
| 34 | Jersey City Park | Public |
| 35 | Kelsey Scott Park | Public |
| 36 | Lincoln Park | Public |
| 37 | Long Street Park | Public |
| 38 | Morian Park | Public |
| 39 | Oakland Heights | Public |
| 40 | Salisbury Community Park | Public |
| 41 | Tar Branch | Public |
| 42 | West End Community Park & Garden | Public |
| 43 | Catawba College | College |
| 44 | Livingston College | College |
| 45 | Kannapolis Country Club | Private |
| 46 | Pines Recreation Club | Private |
| 47 | Westside Swim & Racquet Club | Private |
| 48 | Forest Glen Pool | Private |
| 49 | Salisbury Country Club | Private |
| 50 | Forestdale Club Pool | Private |
| 51 | Landis Swimming Pool | Private |
| 52 | Kannapolis Country Club | Private |
| 53 | Crescent Golf Club | Private |
| 54 | Warrior Golf Club | Private |
| 55 | McCanless Golf Club | Private |
| 56 | Corbin Hills Golf Course | Private |
| 57 | Rolling Hills Golf Club | Private |
| 58 | Foxwood Golf Course | Private |
| 59 | Cornerstone Baptist Church | Private |
| 60 | St. Luke's Lutheran Church | Private |
| 61 | Centenary United Methodist Church | Private |
| 62 | Enon Baptist Church | Private |
| 63 | First Baptist Church | Private |
| 64 | Tiger World | Private |
| 65 | Golden Pond Campground | Private |
| 66 | High Rock Boat and Ski Club | Private |
| 67 | Rowan Wildlife Association | Private |
| 68 | The Forum of Salisbury | Private |
| 69 | JF Hurley YMCA | Private |
| 70 | J Fred Corriher YMCA | Private |
| 71 | Saleeby-Fisher YMCA | Private |
| 72 | West Rowan Park | Private |
| 73 | Lazy 5 Ranch | Private |
| 74 | Highway 601 Boat Access Area | Public |
| 75 | Rowan County Pump Station Boat Access | Public |
| 76 | York Hill Boat Access | Public |
| 77 | Little Crane Creek Fishing Access | Public |
| 78 | Dutch Second Creek Boat Access | Public |
| 79 | High Rock Dam Canoe Portage Take-out | Public |
| 80 | High Rock Dam Canoe Portage Put-in | Public |
| 81 | High Rock Dam Tailrace Access | Public |
| 82 | Tmrac Marina | Private |

Rowan County Population: 2010 by Census Block









- District Parks
- ★ Public Parks: Regional
- Future Greenways
- Proposed Blueway
- Major Roads
- Regional Lake Park Search Area
- Proposed Parks Search Areas
- Major Lakes
- Public Parks District Radius

Municipal Limits

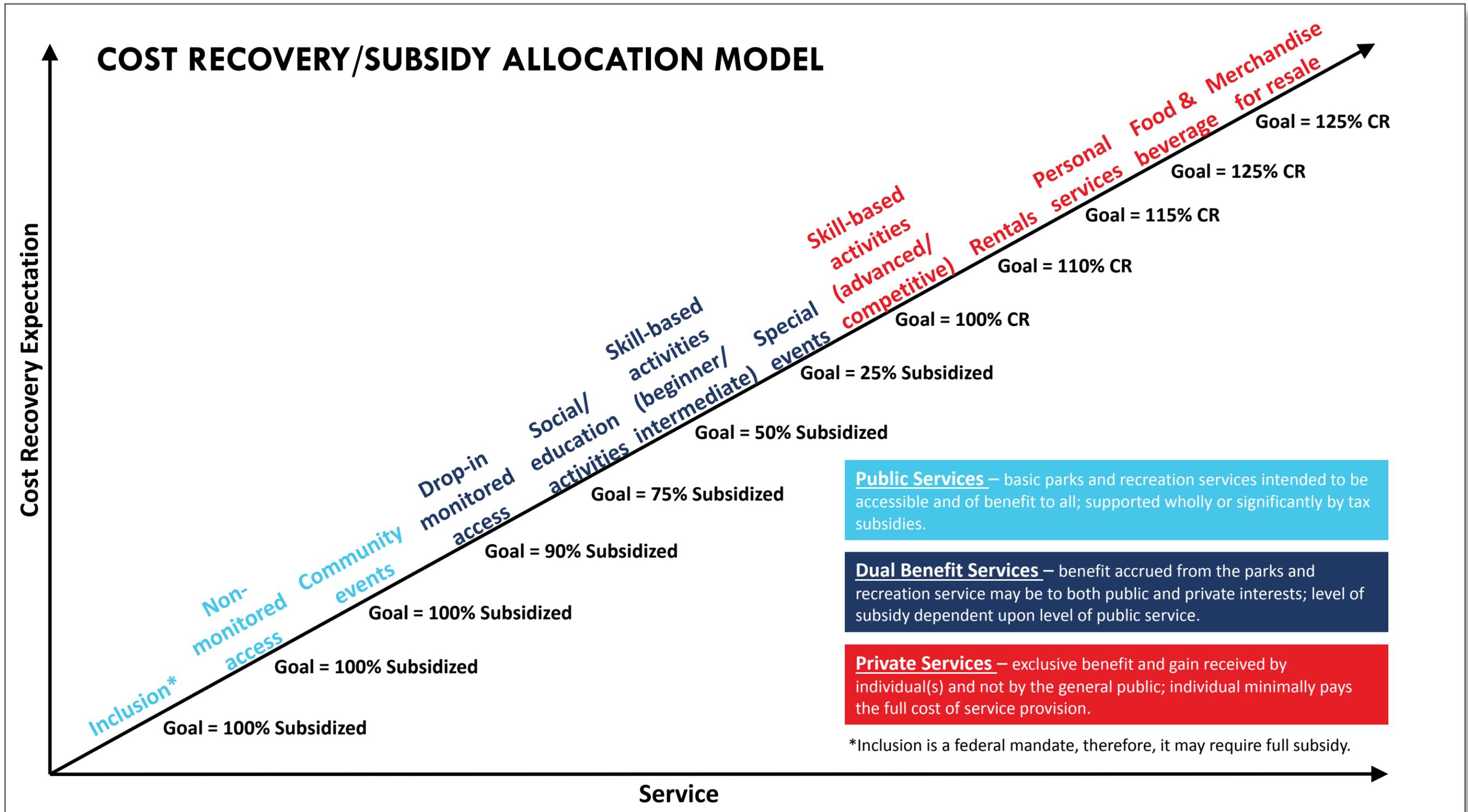
- CHINA GROVE
- CLEVELAND
- EAST SPENCER
- FAITH
- GRANITE QUARRY
- KANNAPOLIS
- LANDIS
- ROCKWELL
- SALISBURY
- SPENCER
- Township Boundaries

B APPENDIX LEVEL OF SERVICE TABLE

Rowan County Level of Service Standards

| PARKS: 2016 Inventory - Developed Facilities | | | | | | | | | | | 2016 Facility Standards | | 2021 Facility Standards | | 2026 Facility Standards | | | | |
|--|---------------|-------------------------|---------------|-----------------|---|------------------|--|--------------|------------------|-------------------------------|--|-------------------------------|--|-------------------------------|--|----------------|--------------------|------------|----------------|
| Park Type | Rowan County | Municipality Facilities | YMCA | Total Inventory | Current Service Level based upon population | | Recommended Service Levels; Revised for Local Service Area | | | Meet Standard/ Need Exists | Additional Facilities/ Amenities Needed | Meet Standard/ Need Exists | Additional Facilities/ Amenities Needed | Meet Standard/ Need Exists | Additional Facilities/ Amenities Needed | | | | |
| District Parks | 126.00 | 660.83 | | 786.83 | 5.55 | acres per | 1,000 | 5.50 | acres per | 1,000 | Meets Standard | - | Acre(s) | Need Exists | 5 | Acre(s) | Need Exists | 19 | Acre(s) |
| Regional Parks | 707.00 | | | 707.00 | 4.99 | acres per | 1,000 | 5.50 | acres per | 1,000 | Need Exists | 72 | Acre(s) | Need Exists | 85 | Acre(s) | Need Exists | 99 | Acre(s) |
| Special Use Park | | | | - | - | acres per | 1,000 | 0.25 | acres per | 1,000 | Need Exists | 35 | Acre(s) | Need Exists | 36 | Acre(s) | Need Exists | 37 | Acre(s) |
| Recreation Centers | | | 206.29 | 206.29 | 1.46 | acres per | 1,000 | 1.75 | acres per | 1,000 | Need Exists | 42 | Acre(s) | Need Exists | 46 | Acre(s) | Need Exists | 50 | Acre(s) |
| Total Park Acres | 833.00 | 660.83 | 206.29 | 1,700.12 | 12.00 | acres per | 1,000 | 13.00 | acres per | 1,000 | Need Exists | 142 | Acre(s) | Need Exists | 171 | Acre(s) | Need Exists | 205 | Acre(s) |
| OUTDOOR AMENITIES: | | | | | | | | | | | | | | | | | | | |
| Reservable Shelters | 27.00 | | | 27.00 | 1.00 | site per | 5,249 | 1.00 | site per | 5,000 | Need Exists | 1 | Sites(s) | Need Exists | 2 | Sites(s) | Need Exists | 2 | Sites(s) |
| Multi-Purpose Fields (Soccer, Football, Cricket, Lacrosse) | 4.00 | 7.00 | | 11.00 | 1.00 | field per | 12,884 | 1.00 | field per | 10,000 | Need Exists | 3 | Field(s) | Need Exists | 3 | Field(s) | Need Exists | 4 | Field(s) |
| Adult Ball Fields | 2.00 | 6.00 | | 8.00 | 1.00 | field per | 17,715 | 1.00 | field per | 15,000 | Need Exists | 1 | Field(s) | Need Exists | 2 | Field(s) | Need Exists | 2 | Field(s) |
| Youth Ball Fields | 1.00 | 12.00 | | 13.00 | 1.00 | field per | 10,902 | 1.00 | field per | 10,000 | Need Exists | 1 | Field(s) | Need Exists | 1 | Field(s) | Need Exists | 2 | Field(s) |
| Basketball Courts | 2.00 | 15.00 | | 17.00 | 1.00 | court per | 8,337 | 1.00 | court per | 7,500 | Need Exists | 2 | Court(s) | Need Exists | 2 | Court(s) | Need Exists | 3 | Court(s) |
| Tennis Courts | 6.00 | 17.00 | | 23.00 | 1.00 | court per | 6,162 | 1.00 | court per | 7,000 | Meets Standard | - | Court(s) | Meets Standard | - | Court(s) | Meets Standard | - | Court(s) |
| Playgrounds | 2.00 | 24.00 | | 26.00 | 1.00 | site per | 5,451 | 1.00 | site per | 4,500 | Need Exists | 5 | Site(s) | Need Exists | 6 | Site(s) | Need Exists | 7 | Site(s) |
| Dog Parks | | 1.00 | | 1.00 | 1.00 | site per | 141,723 | 1.00 | site per | 50,000 | Need Exists | 2 | Site(s) | Need Exists | 2 | Site(s) | Need Exists | 2 | Site(s) |
| Skate Park | | | | - | 1.00 | site per | #DIV/0! | 1.00 | site per | 70,000 | Need Exists | 2 | Site(s) | Need Exists | 2 | Site(s) | Need Exists | 2 | Site(s) |
| Trails (miles) | 10.45 | | | 10.45 | 0.07 | miles per | 1,000 | 0.20 | miles per | 1,000 | Need Exists | 18 | Mile(s) | Need Exists | 18 | Mile(s) | Need Exists | 19 | Mile(s) |
| Outdoor Pools | | 2.00 | | 2.00 | 1.00 | site per | 70,862 | 1.00 | site per | 50,000 | Need Exists | 1 | Site(s) | Need Exists | 1 | Site(s) | Need Exists | 1 | Site(s) |
| INDOOR AMENITIES: | | | | | | | | | | | | | | | | | | | |
| Recreation/Gymnasium/Aquatic Centers (Square Feet) | 2,000.00 | | 167,500.00 | 169,500.00 | 1.20 | SF per | person | 1.50 | SF per | person | Need Exists | 43,085 | Square Feet | Need Exists | 46,425 | Square Feet | Need Exists | 50,355 | Square Feet |
| 2016 Estimated Population | 141,723 | | | | | | | | | | | | | | | | | | |
| 2021 Estimated Population | 143,950 | | | | | | | | | | | | | | | | | | |
| 2026 Estimated Population | 146,570 | | | | | | | | | | | | | | | | | | |

Notes:
Municipality Facilities column include Cleveland, Cooleemee, China Grove, East Spencer, Granite Quarry, Gold Hill, Kannapolis, Landis, Salisbury, and Spencer.
YMCA column include JF Hurley YMCA, J. Fred Corriher Jr. YMCA, and Saleeby-Fisher YMCA.
Rowan County's recreation center square footage includes Rowan County Senior Center.
There are also multiple schools, colleges, and private facilities that help meet some of the unmet needs of Rowan County residents.





EAST ROWAN DISTRICT PUBLIC MEETING NOTES

April 21, 2016 12pm-2pm

“My grandson has to go to Indian Trail to play hockey.”

“Spencer has the only baseball field with a grand stand, there is a possibility to have concerts here.”

“Spencer is currently trying to design a park at the Wilcox bridge to connect pedestrians over the Yadkin River to Davidson County. There are hopes to further develop the old finishing plan near the bridge as some type of recreation resource. There may be a need for a private developer to help facilitate this vision.”

“There is a need for something that would make the county a destination for an event (sports). Some examples are Lisk park, a soccer complex in Concord and the Brunswick County baseball/softball complex.”

“Rowan county does not have a good civic-events center. A good example is the Cabarrus County Fair Grounds. The County needs this as a draw for people to visit. What event is there that the county could provide a facility for?”

“Hurley ball fields has tournaments done by private groups for baseball and softball. The private sector makes money on concessions and pay a rate to rent the facility for the weekend. There is no events coordinator for the county to facilitate this type of revenue generation and events planning within the parks system.”

“I did not know about Eagle Point and I live in the Eastern part of the county.”

“Embarrassed by the debris left in the parks by the recent windstorm.”

“I would like to see more trails and benches in the parks.”

“I am concerned about safety at the Salisbury Civic Center and Hall’s gym where many of the senior games events are held.”

“I need a safe place to play ping pong.”

“I am disappointed in the upkeep of Eagle Point”

“Need better Tennis Courts and a facility for pickle ball.”

NORTH ROWAN DISTRICT PUBLIC MEETING NOTES

April 21, 2016 5pm-7pm

“The old Belk building in the mall needs to be used for a senior games facility.”

“Bicycle lanes separate from the main road are needed.”

“There is a need for youth recreation programs.”

“We need more children’s rides in parks other than Dan Nicholas, example the train ride.”

“Special needs program participants have to travel long distances for programs.”

“The Senior Games need a new home. There are a lot of vacant buildings to use for a facility, Belk building would provide the space needed. Transit for the older population is limited.

“The Senior Games program needs more staff to help with events; staffing is a big problem.”

“The County needs to use parks as a revenue stream, possibly a sports complex.”

“We need a Par-3 golf course.”

“I am advocating for my son with disabilities, what the county offers for recreation/facilities is OK.”

“How does the county recruit athletic corporations to fund programs.”

“Need to promote vacant buildings in the County for other uses.”

“The Boy Scouts need more trails and areas to camp.”

There were concerns voiced about land use and accumulating property to create a Greenway.

“I have a bad taste in my mouth with sewer easements and people riding 4-wheel drive vehicles; destroying the right of way. Trails maybe an issue with the thread trail being built.”

“It is dumb not to connect to the Carolina Thread Trail.”

“Need an amphitheater, the Kannapolis Amphitheater is a good example of a park add on.”

“There is a need for a shaded Dog Park nearby.”



SOUTH ROWAN DISTRICT PUBLIC MEETING NOTES

April 28, 2016 12pm-2pm

- “There is a need for a park on the south end of the county, the YMCA is the only facility. Would like something like Dan Nicholas that has hiking trails, passive and active activities.”
- “More therapeutic programs for the disabled, expanded to allow more attendees with more days a week offered.”
- “Therapeutic recreation needs its own facility centrally located.”
- “There are not enough staff to serve the volume of users in the Therapeutic Recreation program.”
- “No facility for Special Olympics to train, facilities are shared with schools.”
- “This program needs its own completion track, as school facilities are not always available.”
- “The YMCA is the only place for indoor swimming, disabled programs are last on the list for practice times.”
- “It is nice to see the County working with the Carolina Thread Trail. It will be exciting to see how existing trails and parks will be connected through this partnership. I like the fact that the Thread Trail does not promote eminent domain.”
- “Spencer and East Spencer are working a pedestrian and bike master plan.”
- “Biking is a part of the economy.”
- “Municipalities should create events to promote trails within parks such as triathlons.”
- “There are no trails in the Western or Southern part of the County.”
- “The younger generation is looking for Greenways and bike trails.”
- “All types of trails are a possibility; people are in support of the Thread Trail. How can we use the Thread Trail as a resource to get funds for trails?”
- “I have a vision for a passive park that would duplicate Dan Nicholas in the Southern region of Rowan County. It would include the YMCA, Library, and part of Lake Kannapolis. It would include 100 acres east of Grant’s Creek and phase in 200 acres on land that has never been developed. There were conversations had about creating the park in the 90’s that included a master plan for the park. The South Rowan Regional park would also have a Greenway along Grant’s Creek that would connect China Grove to Landis. There were also plans for an amphitheater at Lake Corriher Wilderness Area. “
- “I am not in favor of a giant sports complex.”
- “Parks provide a higher quality of life and economic development.”
- “Citizens would pay extra taxes to have more parks. I am not in favor of a pay to play policy at public parks.”

PUBLIC MEETING NOTES CONTINUED

“Some missing activities are archery, equestrian sports, and summer day camps for kids.”

“Activities and sports offered should be broadened.”

“The County is missing out on weekend tournament sports revenue.”

“Need amenities that attract millennials, they will be the ones to support parks. They desire nature experience.”

The Health Department and Novant Health have seen Rowan County as becoming a retirement community.”

Millennials are leaving because there is nothing to do.”



WEST ROWAN DISTRICT PUBLIC MEETING NOTES

April 28, 2016 5pm-7pm

“A miracle field would have a lot of potential to serve the disabled population as well as the elderly population.”

“The VA has wheel chair sports and could be a good partner with Therapeutic Recreation.”

“Transportation is a problem for Therapeutic Recreation activities.”

“It was mentioned that the County take over Special Olympics. The special Olympics coordinator is employed by the YMCA and rented to the County.”

“There is a need to build a sports complex on the interstate. It would be beneficial to have a major travel sports complex, it brings in revenue and opportunity.

“Some type of amphitheater would be a good thing for the County.”

“BMX bike trails or tracks could be something different to attract people to visit Rowan County.”

PUBLIC MEETING SIGN-IN SHEET

April 21, 2016

Rowan County - Parks + Recreation
MASTER PLAN - PUBLIC INPUT SESSION
 SIGN-IN SHEET

| NAME | ADDRESS | Phone Number |
|--|--|-----------------------------|
| Jay/Cydney | 7275 BRINGLE FERRY RD SALISBURY, NC 28146 | 704-636-6938 |
| Troy Powell | Town of Spence | 704-633-2031 |
| Shane Toliver | 665 King Rd. Salis. 28146 | 704-223-0710 |
| <hr/> | | |
| Ms. Hazel Weston Campbell C. Vincent Campbell | 1405 Faith Rd. Salisbury NC 28146 | 704-636-4805 |
| Jeanne Grenada | 811 4th St Spence 28159 | 704-212-2982 |
| Clay Grenada | u u | u |
| Sue Helen | 307 China Grove Hwy | 704-267-2662 |
| Matthew D | 1219 Rowan Mill Road | 704-778-8015 |
| Bob Bruce | #09 S. Kayla Dr | 204 704-279-1175 |
| Jerry Lawson | 301 Bethel Dr | 704-232-0247 |
| Bill KEPLER | 7265 BRINGLE FERRY RD | 704-637-1478 |
| ZACH SMITH | 829 BROOKMONT AVE | 704-960-2386 |
| Kevin Tyl | 140 waterford Dr | 704-637-5464 |
| Jeff Hall | 460 Endy Rd CG | 704-213-0584 |

D

APPENDIX SURVEY REPORT



Rowan County Community Parks & Recreation Survey Report

...helping organizations make better decisions since 1982

Submitted by:

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

July 2016





Contents

| | |
|--|----|
| Executive Summary | i |
| Section 1: Charts and Graphs | 1 |
| Section 2: PIR Analysis | 14 |
| Section 3: Benchmarking Analysis | 24 |
| Section 4: Tabular Data..... | 29 |
| Section 5: Survey Instrument | 64 |

Rowan County

Community Parks & Recreation Survey

Executive Summary

Overview

ETC Institute administered a needs assessment survey for Rowan County during the spring and summer of 2016. The survey was administered as a part of the Rowan County Parks and Recreation Department Master Plan survey to establish priorities for the future development of parks and recreation facilities, programs, and services within the County. The results will aid Rowan County in taking a resident-driven approach to making decisions that will enrich the future of the County and positively affect the lives of its residents.

Methodology

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

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

The goal was to obtain completed surveys from at least 400 residents. The goal was exceeded with a total of 404 residents completing the survey. The overall results for the sample of 404 households have a precision of at least +/-4.8% at the 95% level of confidence.

This report contains the following:

- Charts showing the overall results of the survey (Section 1)
- Priority Investment Rating (PIR) that identifies priorities for facilities and programs (Section 2)
- Benchmarking analysis comparing Rowan County 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.

Program, Facility, and Activity Participation

How Well Rowan County is Meeting Needs: Forty percent (40%) of respondents indicated their need for outdoor recreation was either fully (12%) or mostly (28%) met. Thirty-three percent (33%) of respondents indicated their need for sports programs was either fully (11%) or mostly (22%) met, while 28% said their need for special events was either fully (11%) or mostly (17%) met. Forty percent (40%) of respondents indicated they do not have a need for therapeutic recreation, and 45% indicated their need for therapeutic recreation was either partly (17%) or not (28%) met.

Use: Respondents were asked to indicate if they or members of their household had used a list of five facilities operated by Rowan County during the past year. Over three-fourths (77%) of respondents indicated they had used Dan Nicholas Park, 29% had used Sloan park, and 20% had used Ellis Park within the past year.

Organizations Who Provide Facilities: From a list of 11 organizations residents were asked to select all of the organizations they have used for recreation facilities. Sixty-three percent (63%) of residents indicated they used Rowan County Parks and Recreation facilities, 36% use churches or other religious organization facilities, 31% use the City of Salisbury facilities, and 23% use fitness center facilities.

Barriers to Program Usage

Respondents were asked to list all the reasons which prevent them from using recreation programs offered by the Rowan County Parks and Recreation Department. Nearly half (47%) of respondents indicated they do not know what is offered or available, 25% indicated the program or facility is not offered, and 18% indicated there was a lack of quality programs.

Respondents were next asked to indicate all of the ways they learn about Rowan County Parks and Recreation programs and activities. Over half (55%) of respondents indicated they learn about programs and activities from friends and family, 39% indicated the newspaper, and 28% indicated they learn about programs and activities through the Rowan County website.

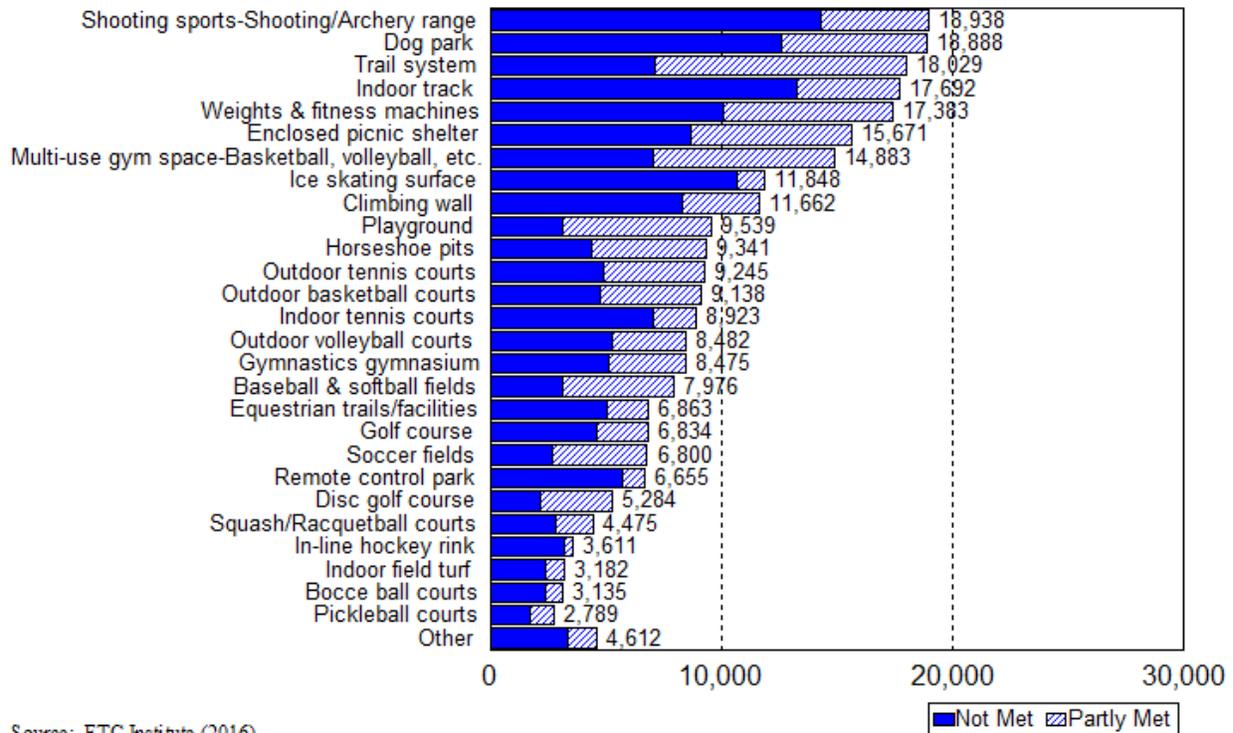
Facility Needs and Priorities

Facility Needs: Respondents were asked to identify if their household had a need for 27 recreation facilities and rate how well their needs for each facility were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various facilities.

The three recreation facilities with the highest percentage of households that indicated a need for the facility were: trail system (55%), enclosed picnic shelter (54%), and a playground (52%). When ETC Institute analyzed the needs in the community, three facilities, shooting sports – shooting and archery range, dog park, and trail system, had an unmet need that affected more than 18,000 households. ETC Institute estimates a total of 18,938 households in Rowan County have unmet needs for shooting sports – shooting and archery range. The estimated number of households that have unmet needs for each of the 25 facilities that were assessed is shown in the table on the following page.

Q1-3. Estimated Number of Households in Rowan County Whose Need for Parks and Recreation Facilities Are Not Met or Partly Met

by number of households based on 60,148 households in Rowan County

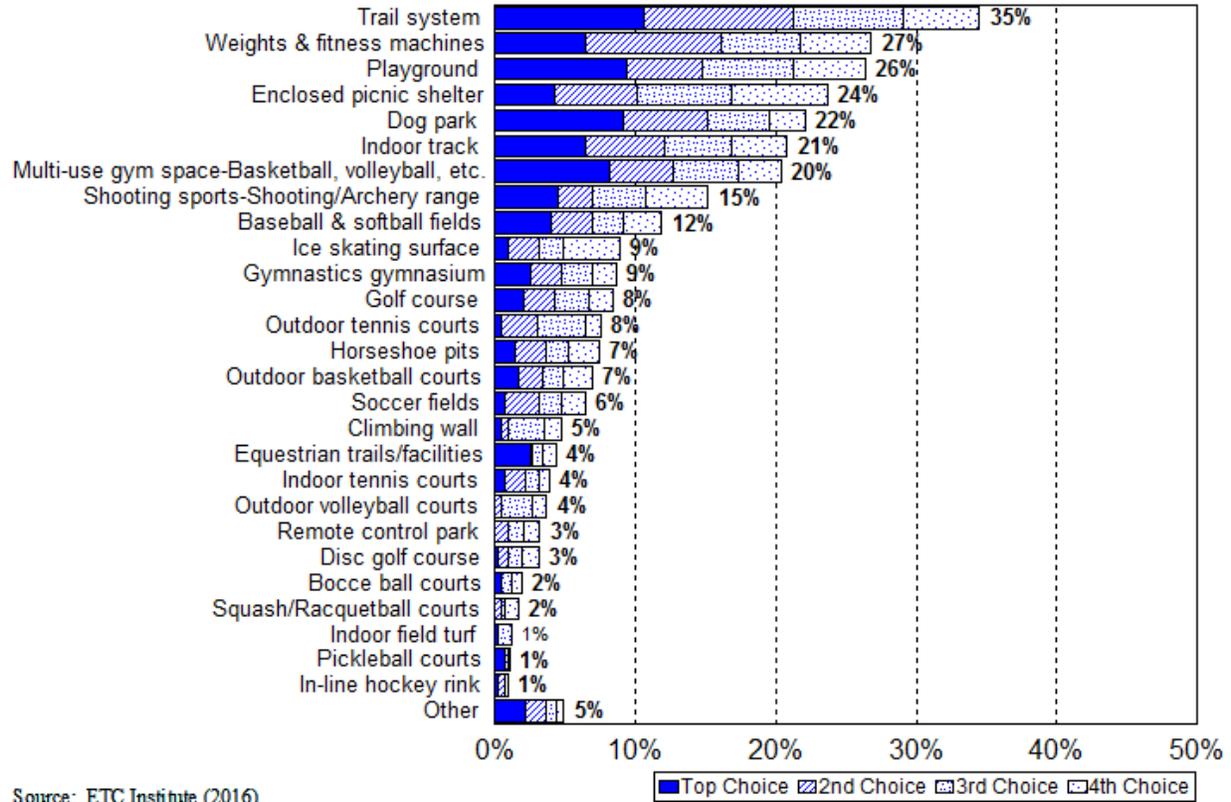


Source: ETC Institute (2016)

Facility Importance: In addition to assessing the needs for each facility, ETC Institute also assessed the importance that residents placed on each facility. Based on the sum of respondents’ top four choices, the three most important facilities to residents were: trail system (35%), weights and fitness machines (27%), and a playground (26%). The percentage of residents who selected each facility as one of their top four choices is shown in the table on the following page.

Q2. Parks and Recreation Facilities Most Important to Household

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



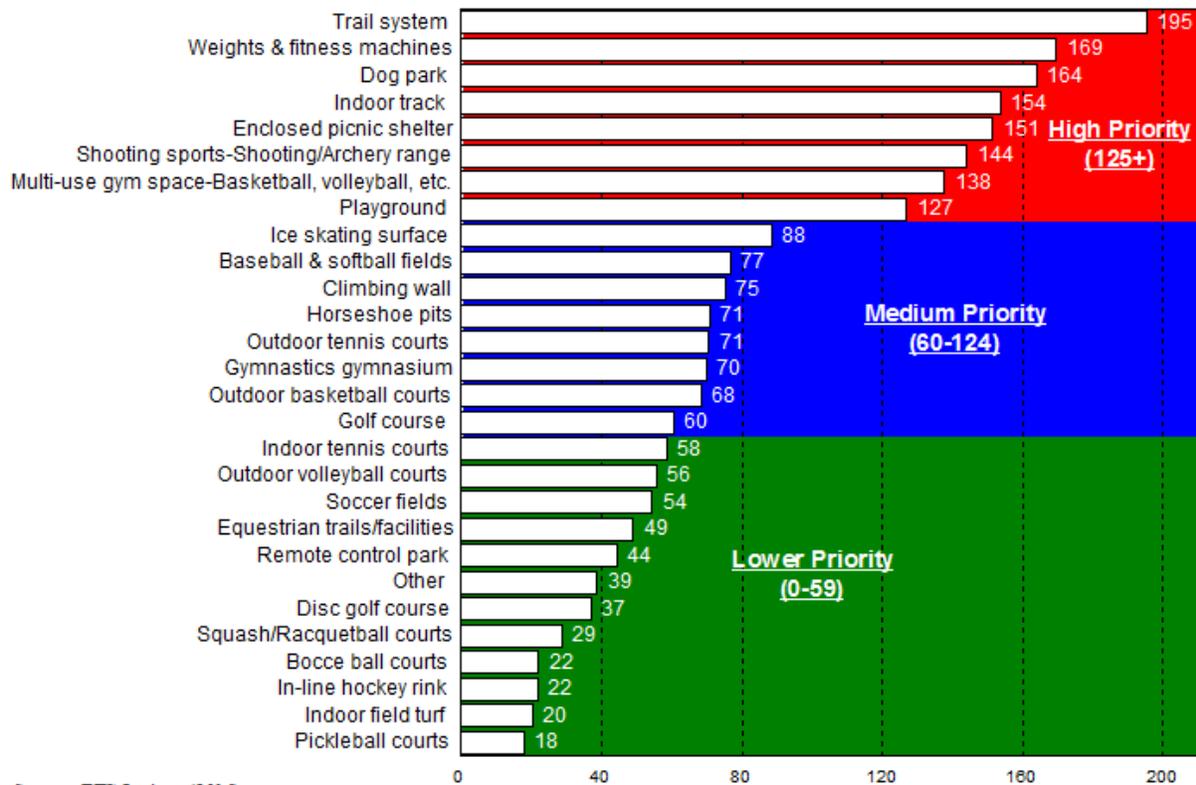
Priorities for Facility Investments: The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on parks and recreation investments. The Priority Investment Rating (PIR) equally weights (1)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

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

- Trail system (PIR=195)
- Weights and fitness machines(PIR=169)
- Dog park (PIR=164)
- Indoor track (PIR=154)
- Enclosed picnic shelter (PIR=151)
- Shooting sports – shooting and archery range (PIR=144)
- Multi-use gym space – basketball, volleyball, etc. (PIR=138)
- Playground (PIR=127)

The chart on the following page shows the Priority Investment Rating for each of the 27 facilities/amenities that were assessed on the survey.

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



Source: ETC Institute (2016)

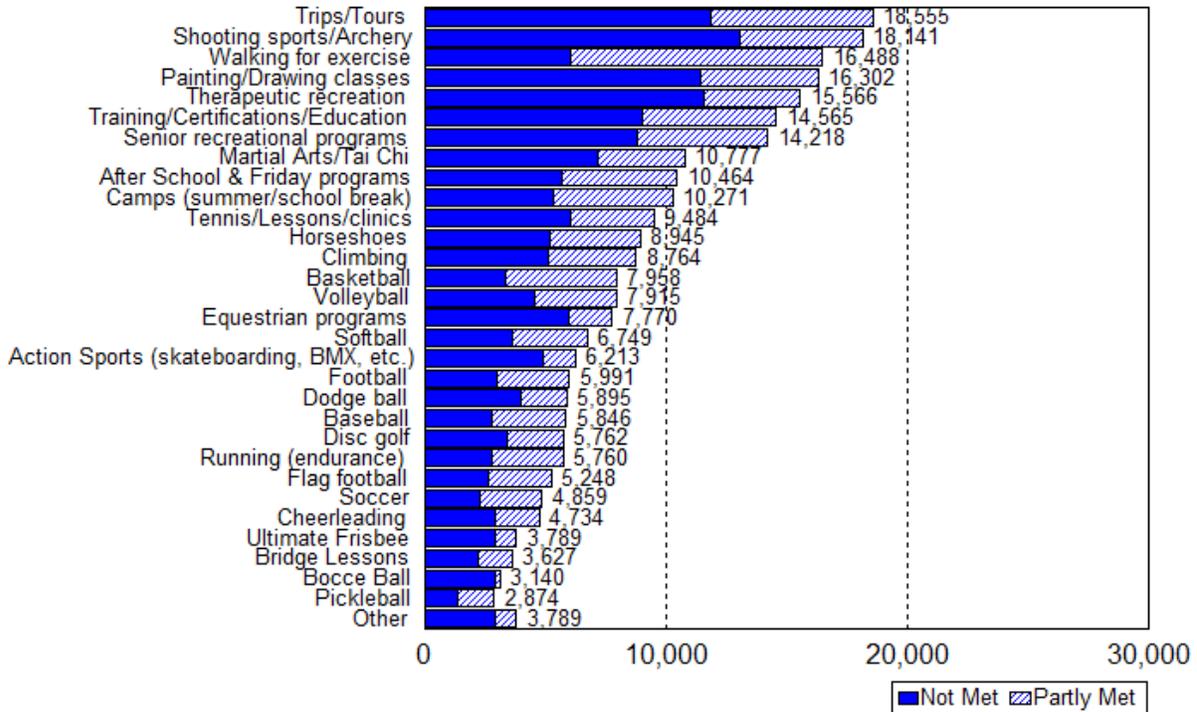
Programming Needs and Priorities

Programming Needs. Respondents were also asked to identify if their household had a need for 30 recreational programs and rate how well their needs for each program were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had “unmet” needs for each program.

The three programs with the highest percentage of households that had needs were: walking for exercise (64%), trips and tours (37%), and senior recreation programs (36%). In addition to having the highest total need, two of these programs also have the highest unmet need among the 30 programming-related areas that were assessed. ETC Institutes estimates that a total of 18,555 households have unmet needs for trips and tours, 16,488 have unmet needs for walking for exercise, and 18,141 have unmet needs for shooting sports and archery. The estimated number of households that have unmet needs for each of the 30 programs that were assessed is shown in the chart on the following page.

Q3-3. Estimated Number of Households in Rowan County Whose Needs for Parks and Recreation Programs Are Partly Met or Not Met

by number of households based on 60,148 households in Rowan County



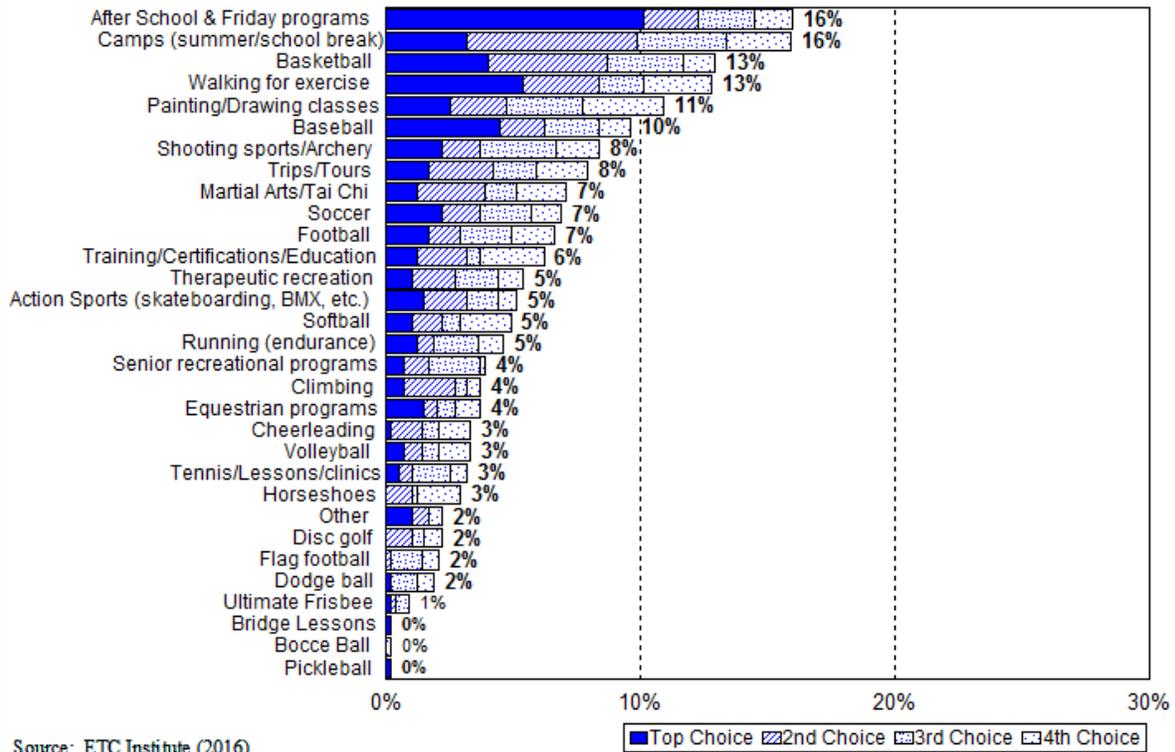
Source: ETC Institute (2016)

Program Importance. In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents place on each program, these importance factors were based on the youth and adults of the household. Based on the sum of respondents’ top four choices, the three most important programs to youth were: after school and Friday programs (16%), camps (summer and school break) (16%), and basketball (13%). The three most important programs to adults were: walking for exercise (50%), senior recreational programs (27%), and trips and tours (27%).

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

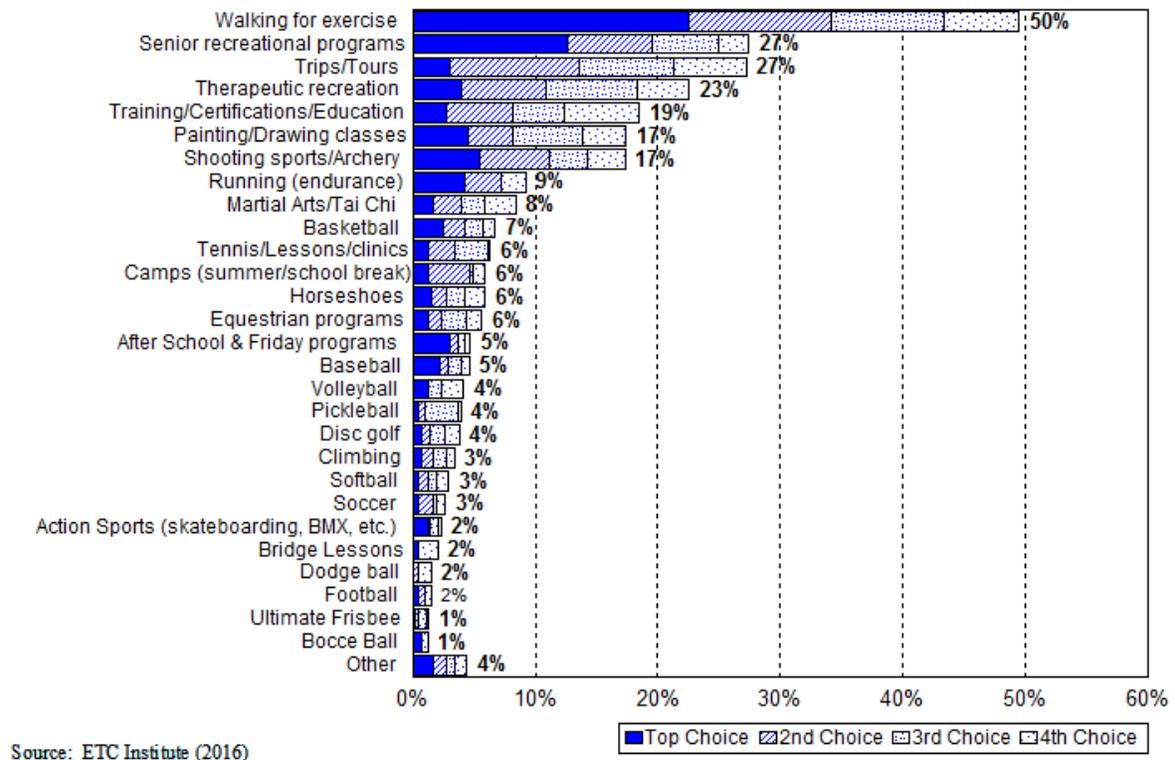
Q4. Parks and Recreation Programs Most Important to Youth in Household

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



Q5. Parks and Recreation Programs Most Important to Adults in Household

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



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

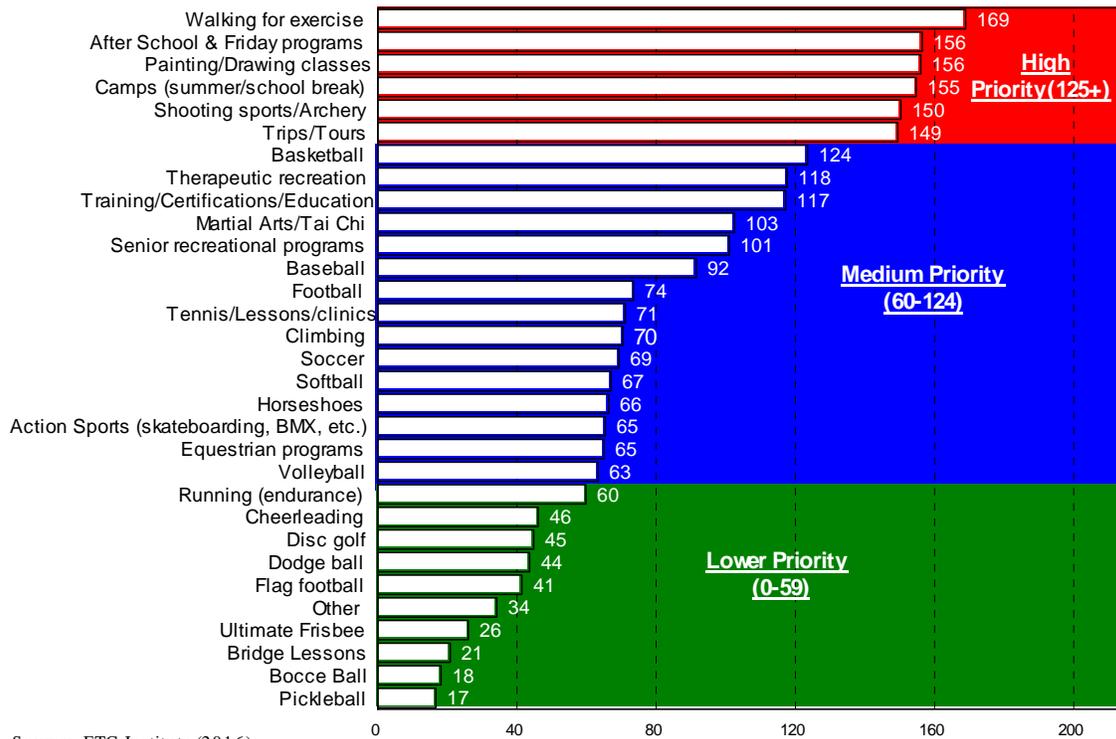
- Walking for exercise (PIR=169)
- After school and Friday programs (PIR=156)
- Painting and drawing classes (PIR=156)
- Camps (summer and school break) (PIR=155)
- Shooting sports and archery (PIR=150)
- Trips and tours (PIR=149)

The following five programs were rated as “high priorities” for investment for adults:

- Walking for exercise (PIR=189)
- Trips and tours (PIR=155)
- Shooting sports and archery (PIR=133)
- Senior recreational programs (PIR=132)
- Therapeutic recreation (PIR=129)

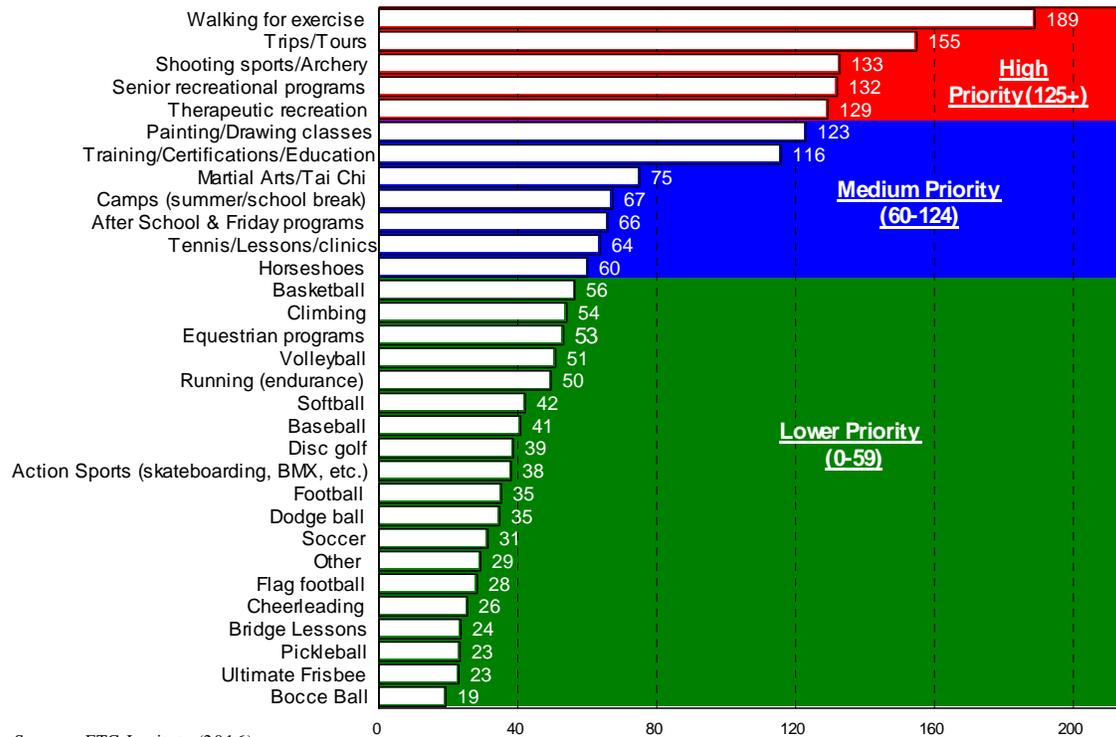
The charts on the following page shows the Priority Investment Rating (PIR) for each of the 30 programs that were rated for both youth and adults.

Top Priorities for Investment for Programs Based on the Priority Investment Rating (Youth)



Source: ETC Institute (2016)

Top Priorities for Investment for Programs Based on the Priority Investment Rating (Adults)



Source: ETC Institute (2016)

Conclusions

The results of the survey show Rowan County is should continue serving children and youth in the County, as evidenced by 56% of respondents indicating children and youth should be the County's top priority. In order to focus this attention on children and youth the County can point to the most important programs for youth, after school and Friday programs, camps, and basketball are the top three most important programs to youth.

When analyzing the programs offered by Rowan County Parks and Recreation Department walking for exercise is listed as one of the top three in terms of unmet need, as well as the fourth most important program to youth, and the most important program for adults. If focusing on serving the most residents in the County investing in walking for exercise programs would have the greatest reach. This could directly coincide with a trail system which is the most important facility to households in the County, and has the third highest unmet need in the County.

In order to ensure that Rowan 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

- Trail system
- Weights and fitness machines
- Dog park
- Indoor track
- Enclosed picnic shelter
- Shooting sports shooting and archery range
- Multi-use gym space – basketball, volleyball, etc.
- Playground

Programming Priorities

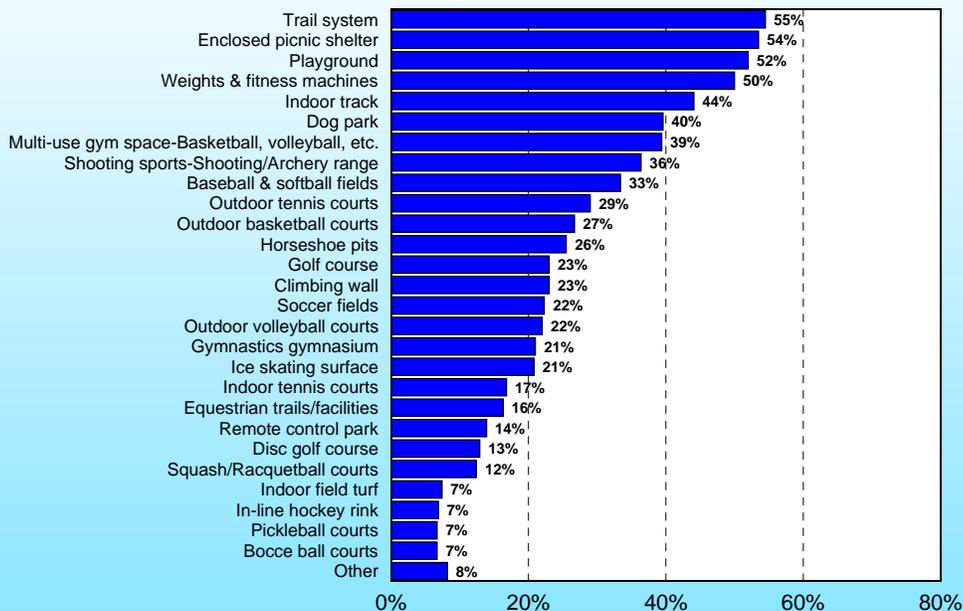
- Walking for exercise
- After school and Friday programs
- Painting and drawing classes
- Camps
- Trips and tours
- Shooting sports and archery

Section 1

Charts and Graphs

Q1. Households that Have a Need for Parks and Recreation Facilities

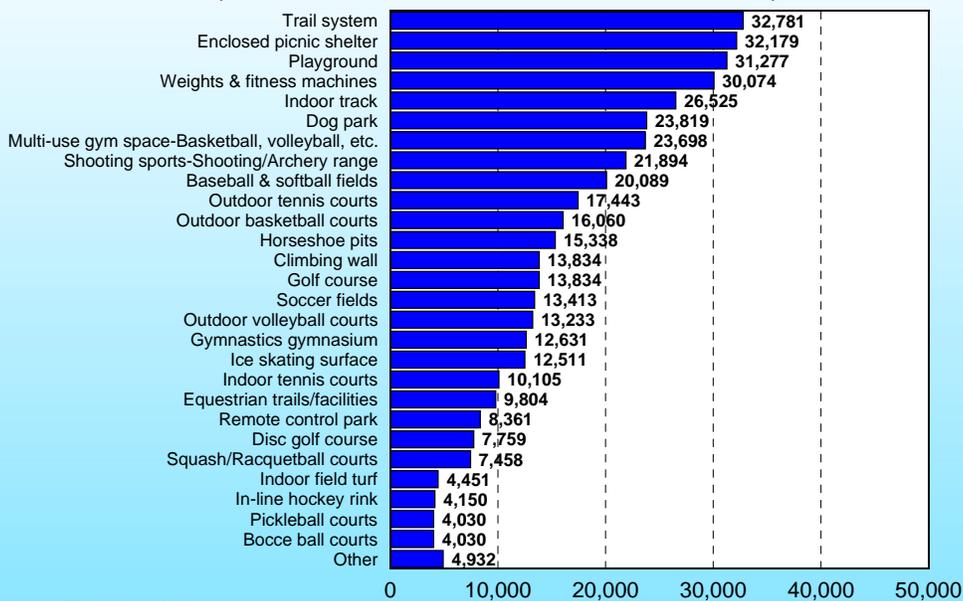
by percentage of respondents



Source: ETC Institute (2016)

Q1-1. Estimated Number of Households in Rowan County that Have a Need for Parks and Recreation Facilities

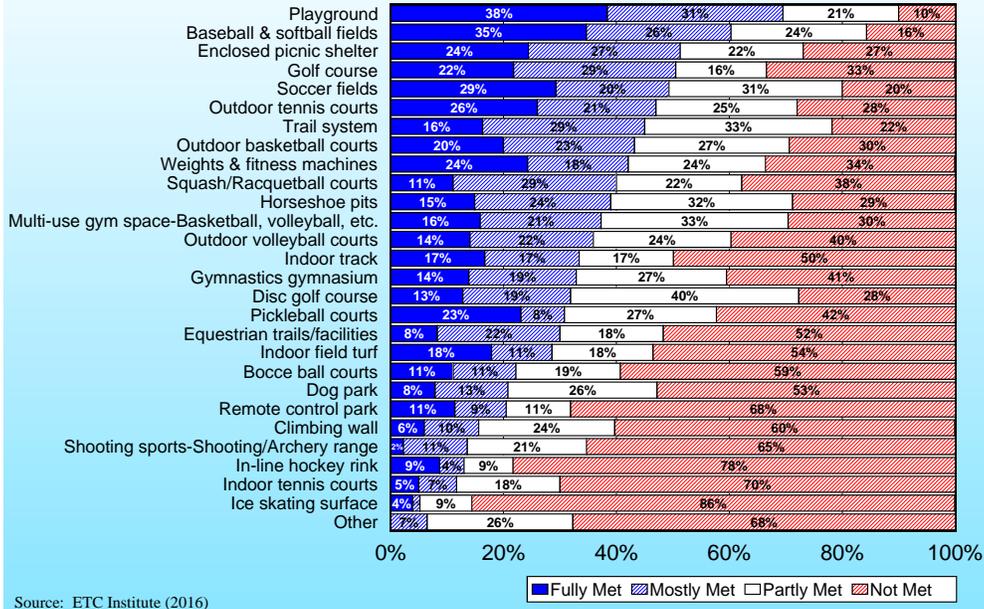
by number of households based on 60,148 households in Rowan County



Source: ETC Institute (2016)

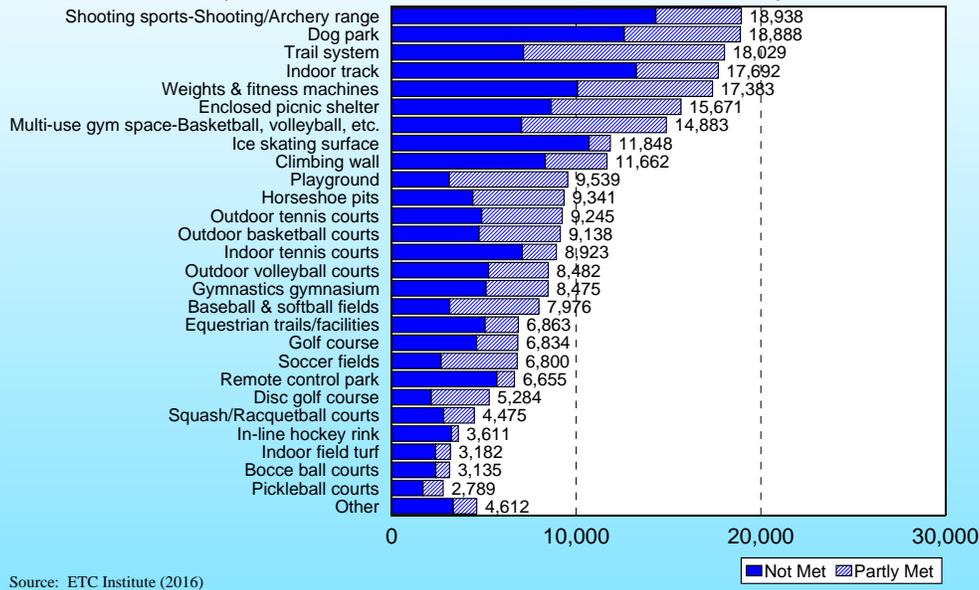
Q1-2. How Well Rowan County Parks and Recreation Facilities are Meeting the Needs of Households

by percentage of households that have a need for facilities



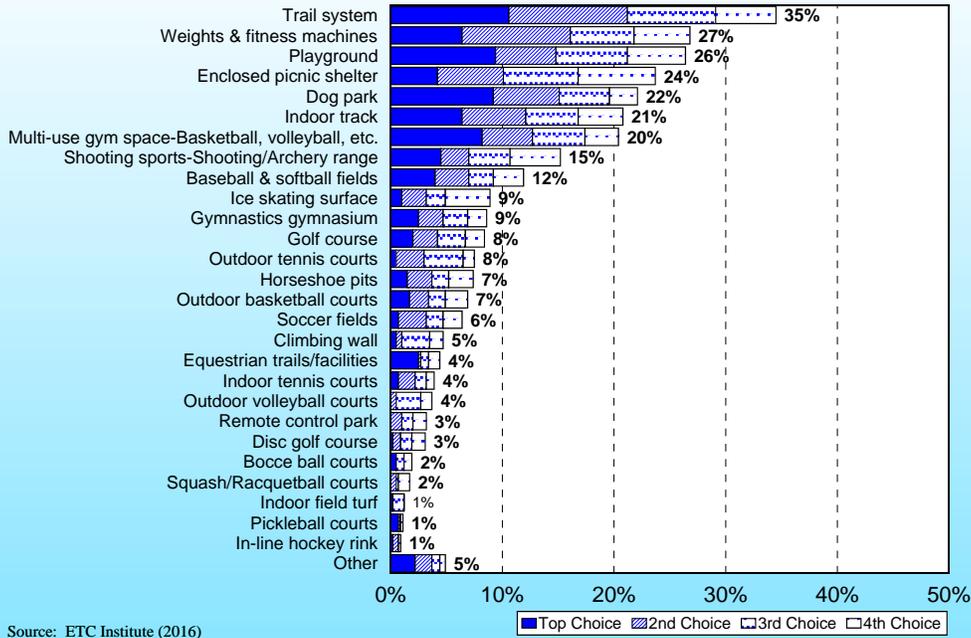
Q1-3. Estimated Number of Households in Rowan County Whose Need for Parks and Recreation Facilities Are Not Met or Party Met

by number of households based on 60,148 households in Rowan County



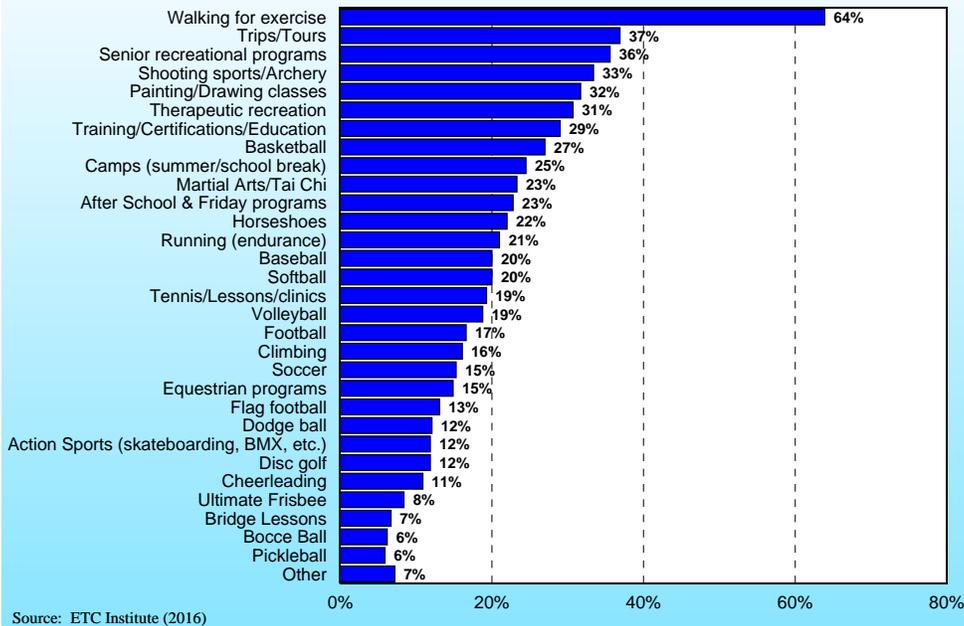
Q2. Parks and Recreation Facilities Most Important to Household

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



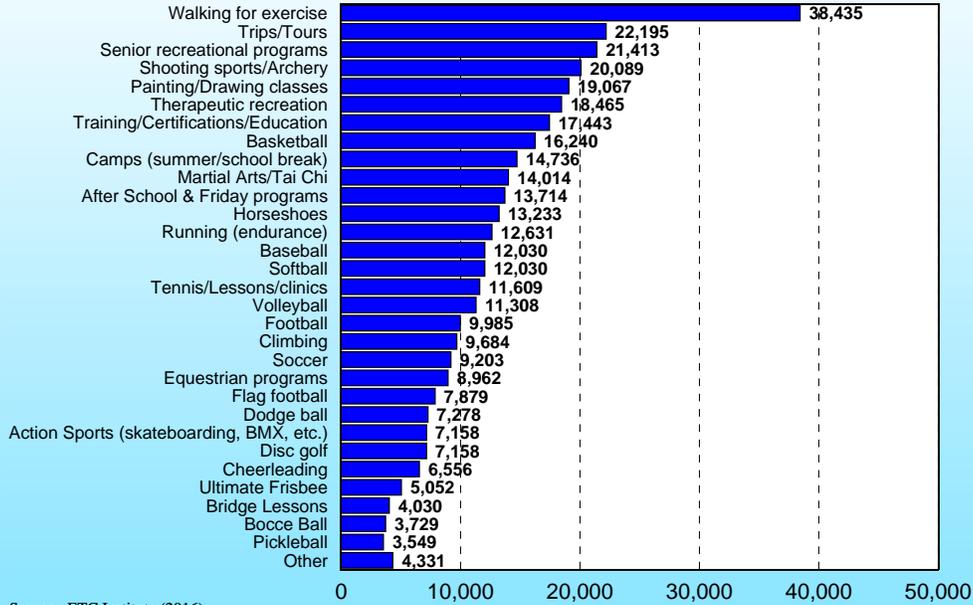
Q3. Households that Have a Need for Parks and Recreation Programs

by percentage of respondents



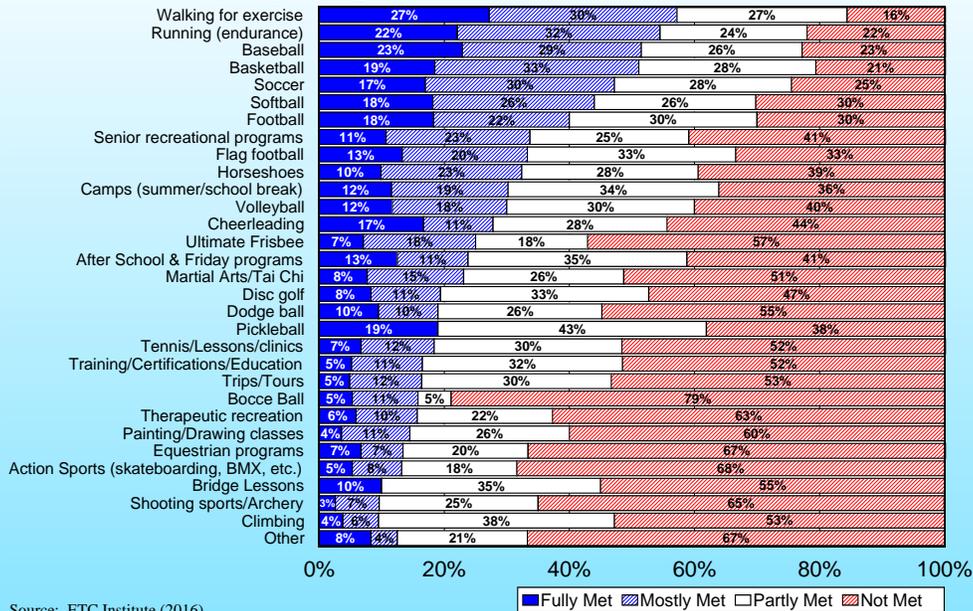
Q3-1. Estimated Number of Households in Rowan County that Have a Need for Parks and Recreation Programs

by number of households based on 60,148 households in Rowan County



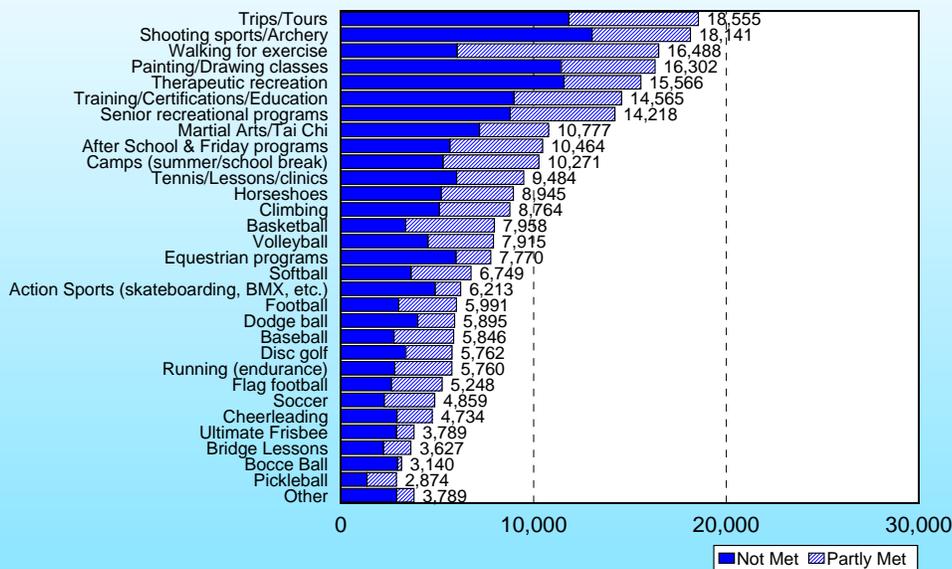
Q3-2. How Well Rowan County Parks and Recreation Programs are Meeting the Needs of Households

by percentage of households that have a need for facilities



Q3-3. Estimated Number of Households in Rowan County Whose Needs for Parks and Recreation Programs Are Partly Met or Not Met

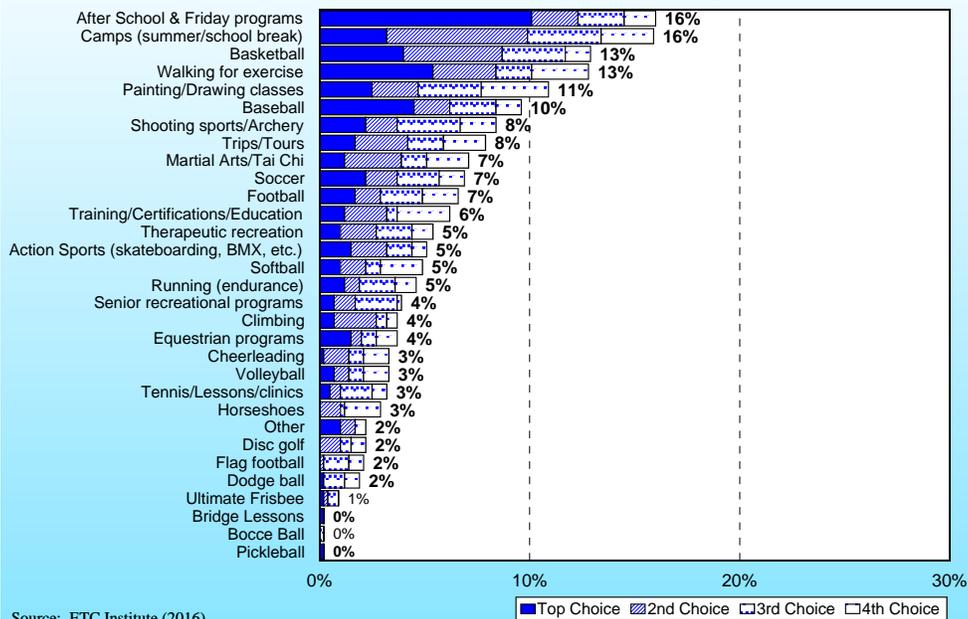
by number of households based on 60,148 households in Rowan County



Source: ETC Institute (2016)

Q4. Parks and Recreation Programs Most Important to Youth in Household

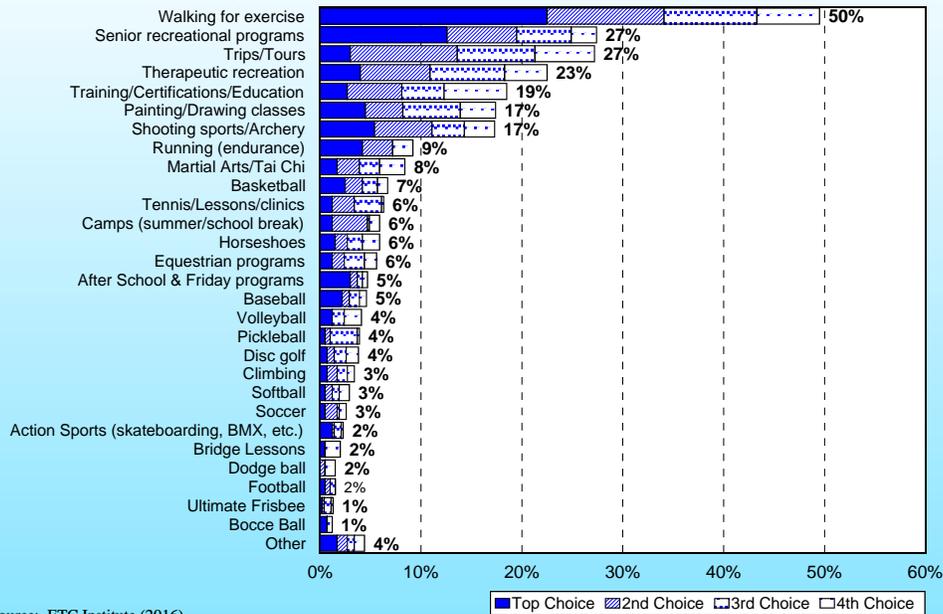
by percentage of respondents who selected the item as one of their top four choices



Source: ETC Institute (2016)

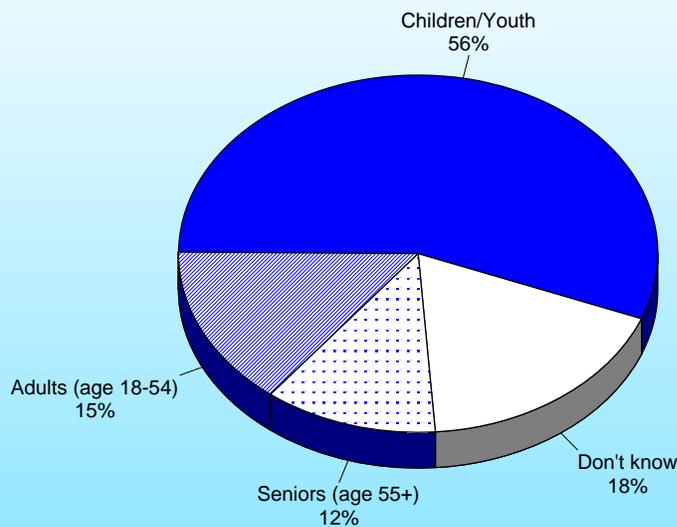
Q5. Parks and Recreation Programs Most Important to Adults in Household

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



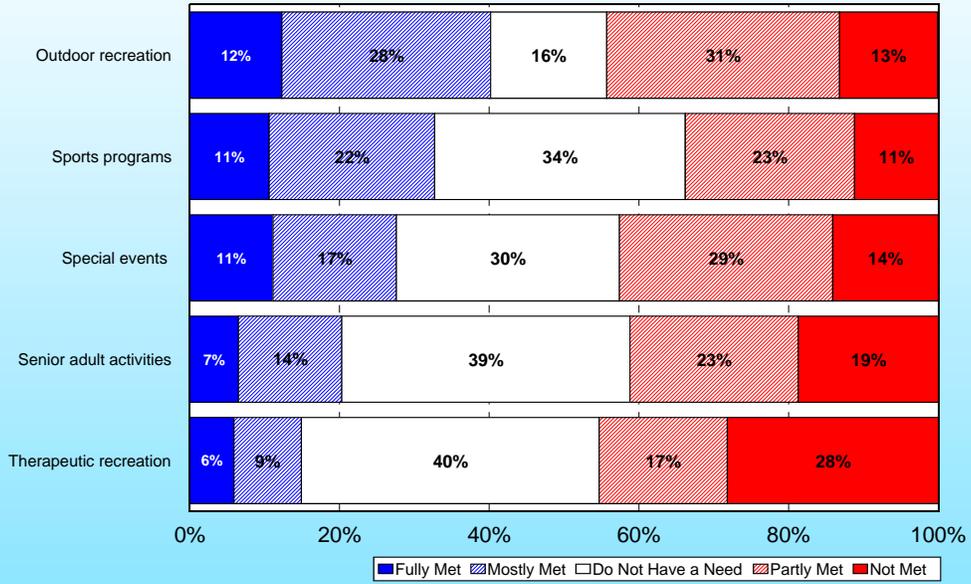
Q6. Which Group Should Be the Rowan County Park and Recreation Department's Top Priority to Serve

by percentage of respondents



Q7. How Well Rowan County Parks and Recreation Programs and Activities are Meeting the Needs of Households

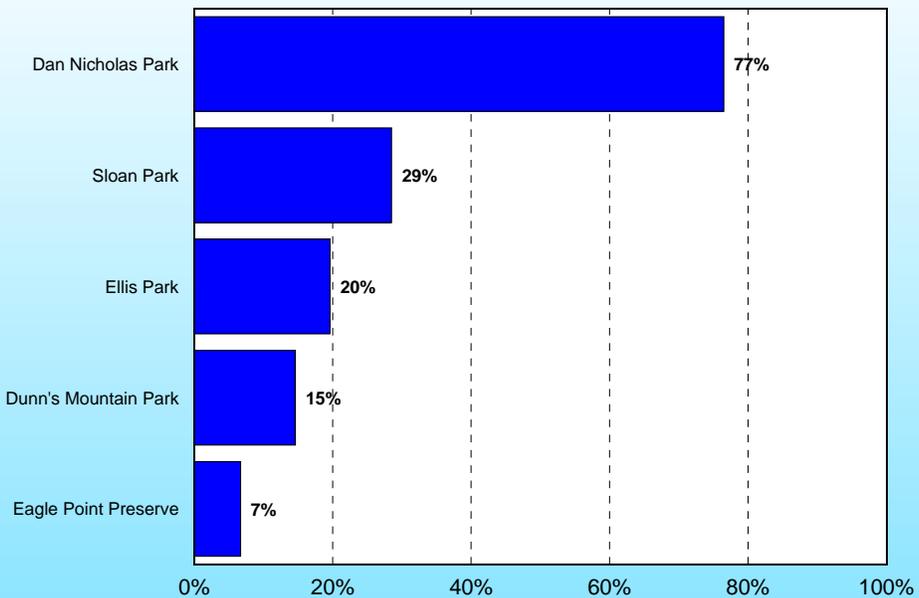
by percentage of respondents



Source: ETC Institute (2016)

Q8. Have You Used Any of the Following Facilities Operated by Rowan County During the Past Year

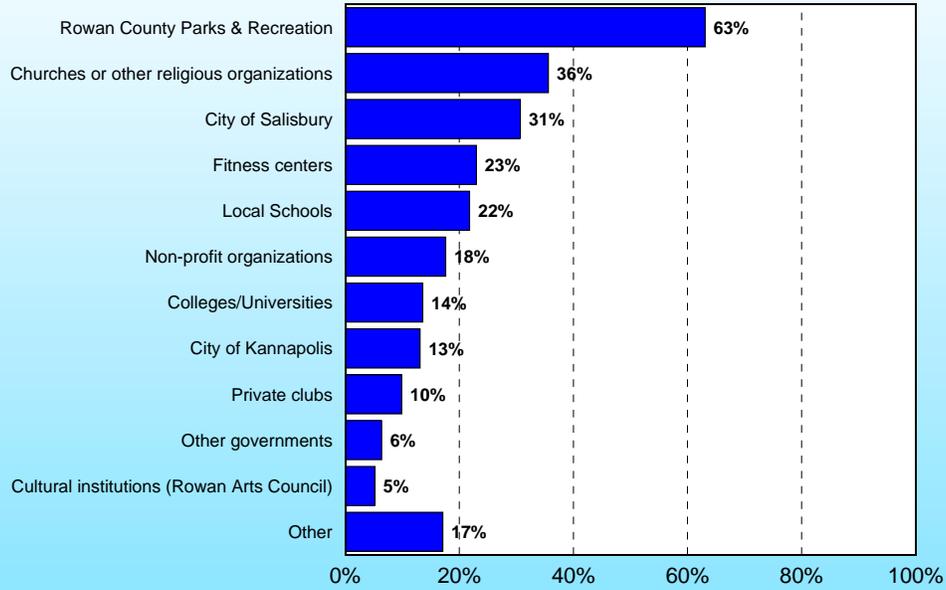
by percentage of respondents



Source: ETC Institute (2016)

Q9. Which Organizations Provide the Recreation Facilities Used by the Household

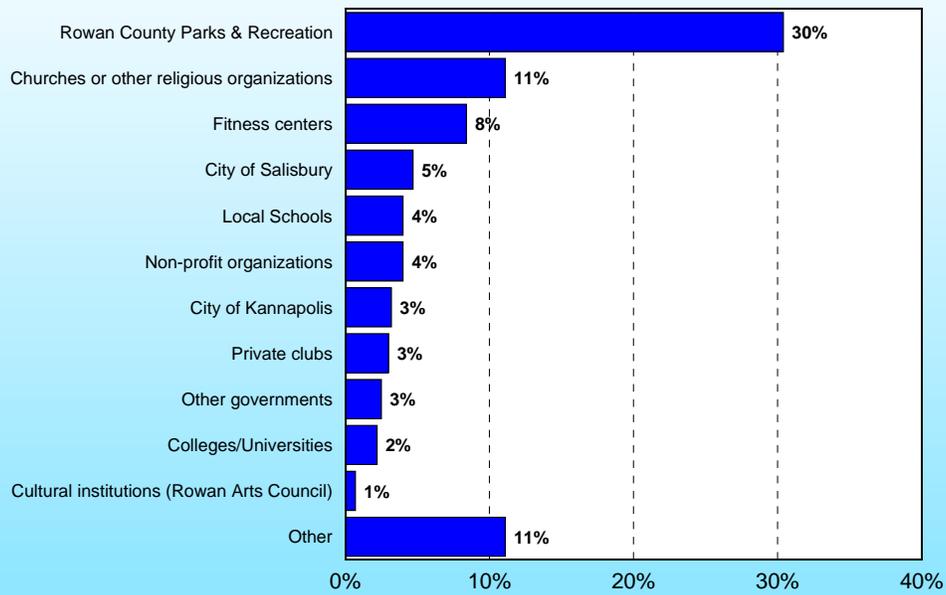
by percentage of respondents



Source: ETC Institute (2016)

Q9-1. Which of the Facilities Do You Use Most For Your Household's Recreation Needs

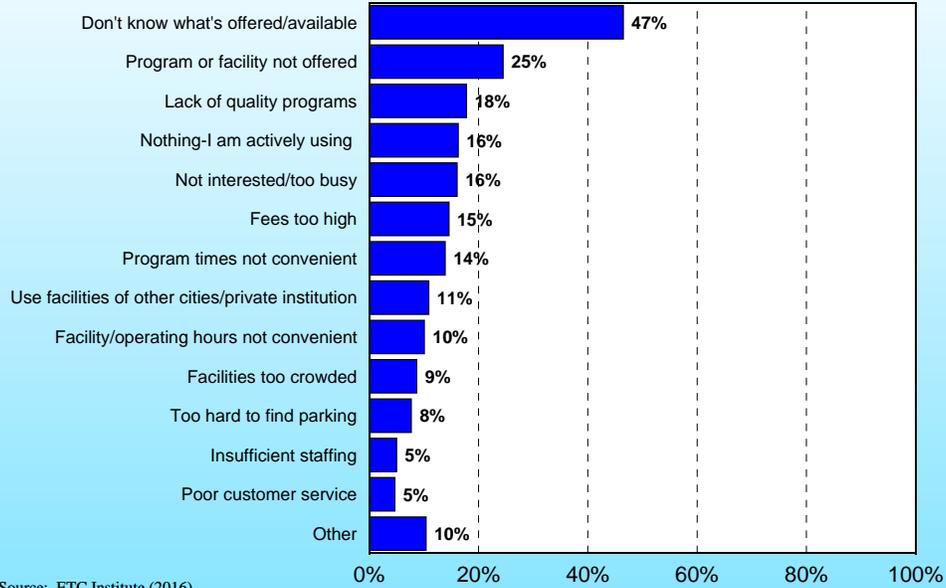
by percentage of respondents



Source: ETC Institute (2016)

Q10. Which Reasons Prevent You and Your Household From Using Recreation Programs Offered by the Rowan County Parks and Recreation Department

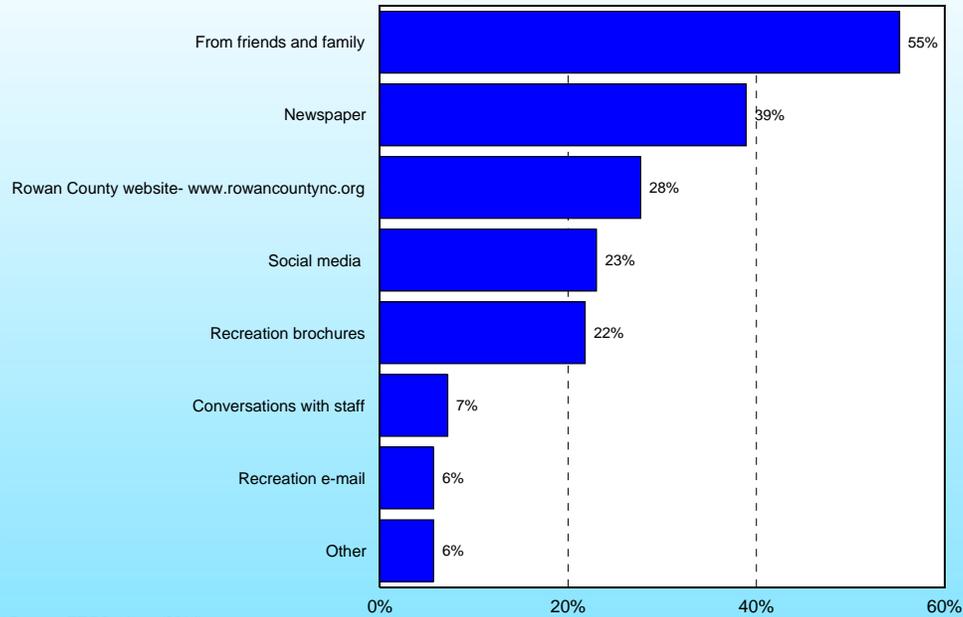
by percentage of respondents



Source: ETC Institute (2016)

Q11. All the Ways You Learn About Rowan County Parks and Recreation Programs and Activities

by percentage of respondents



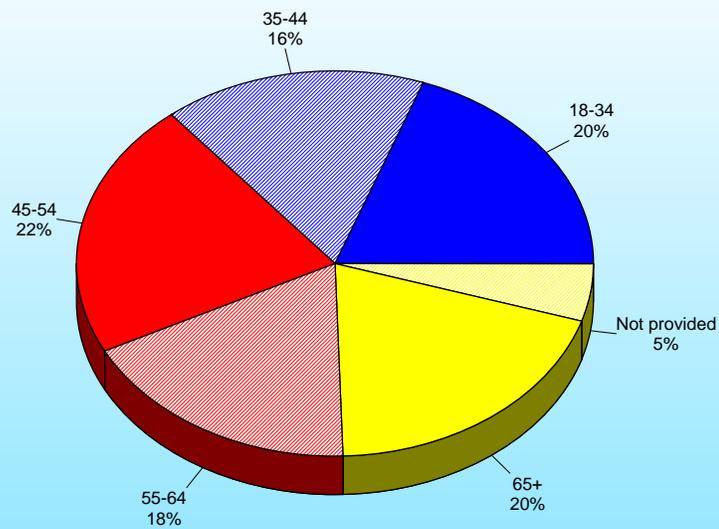
Source: ETC Institute (2016)

Demographics

Source: ETC Institute (2016)

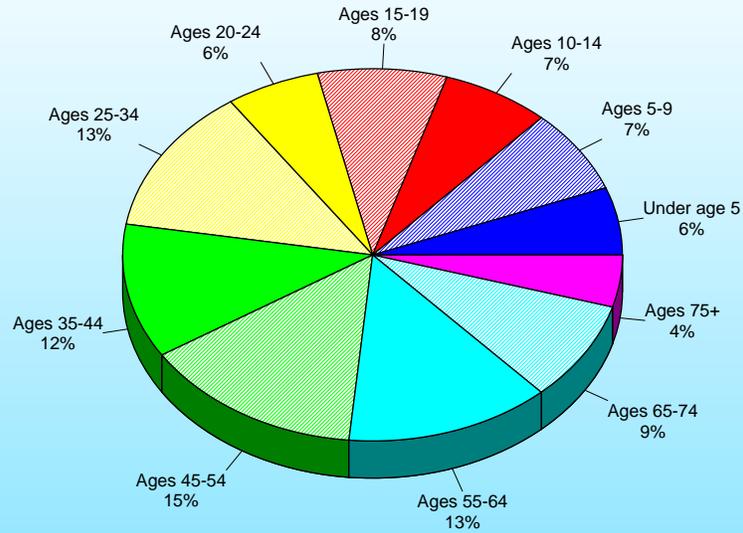
Q12. Demographics: Your Age

by percentage of respondents



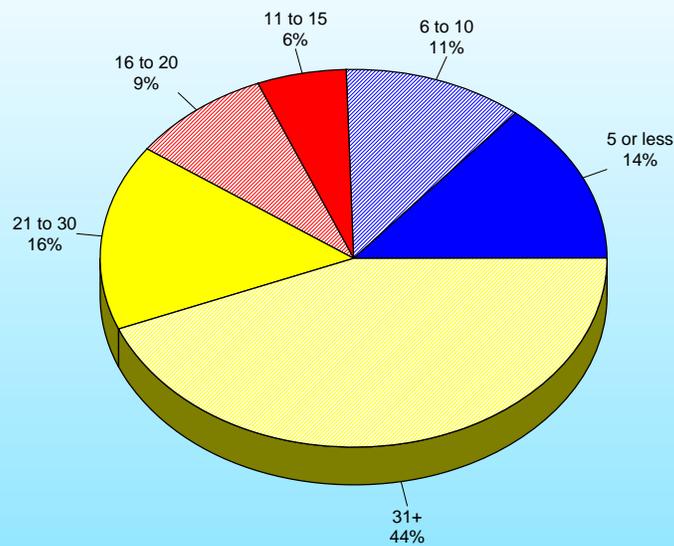
Source: ETC Institute (2016)

Q13. Demographics: Ages of Persons in Household
by percentage of respondents



Source: ETC Institute (2016)

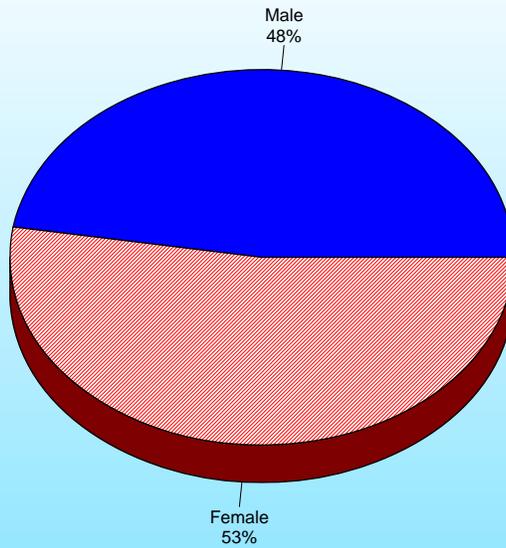
Q14. Demographics: How Many Years Have You Lived in Rowan County
by percentage of respondents



Source: ETC Institute (2016)

Q15. Demographics: Gender

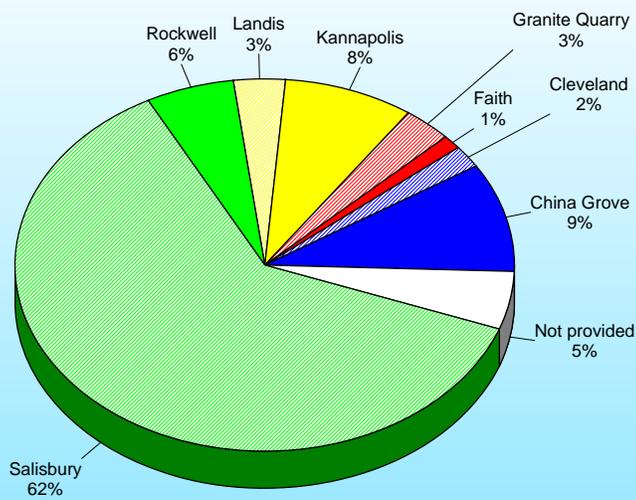
by percentage of respondents (excluding not provided)



Source: ETC Institute (2016)

Q16. Demographics: Where Do You Live in Rowan County

by percentage of respondents



Source: ETC Institute (2016)

Section 2

PIR Analysis

Priority Investment Rating

Rowan 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 Partly or Not Met) for each facility/program relative to the facility/program that rated the highest overall. Since decisions related to future investments should consider both the level of unmet need and the importance of facilities and programs, the PIR weights each of these components equally.

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

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

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

How to Analyze the Charts:

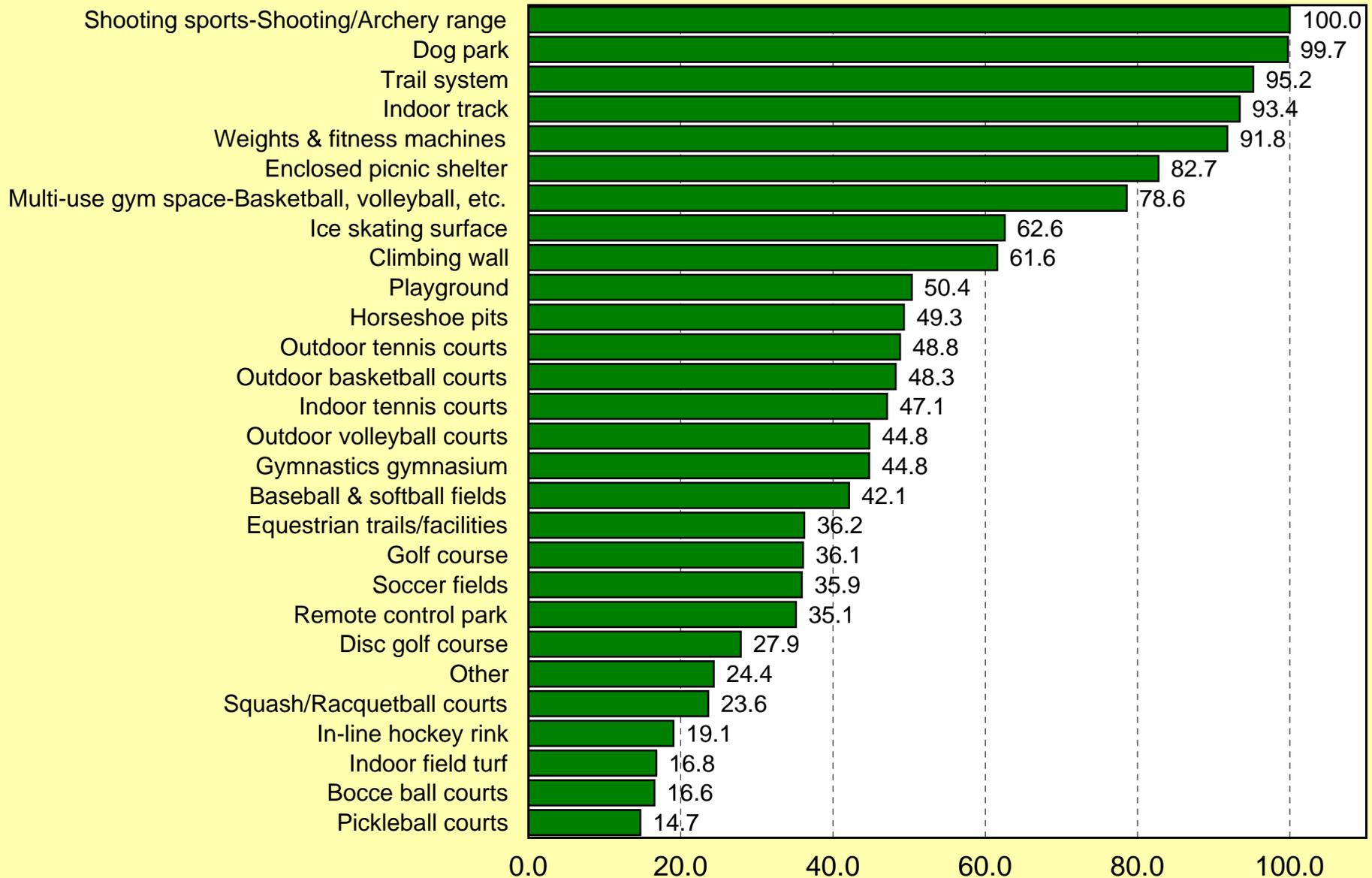
- **High Priority Areas** are those with a PIR of at least 125. A rating of 125 or above generally indicates there is a relatively high level of unmet need and residents generally think it is important to fund improvements in these areas. Improvements in this area are likely to have a positive impact on the greatest number of households.
- **Medium Priority Areas** are those with a PIR of 60-124. A rating in this range generally indicates there is a medium to high level of unmet need or a significant percentage of residents generally think it is important to fund improvements in these areas.
- **Low Priority Areas** are those with a PIR below 60. 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 Facilities

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

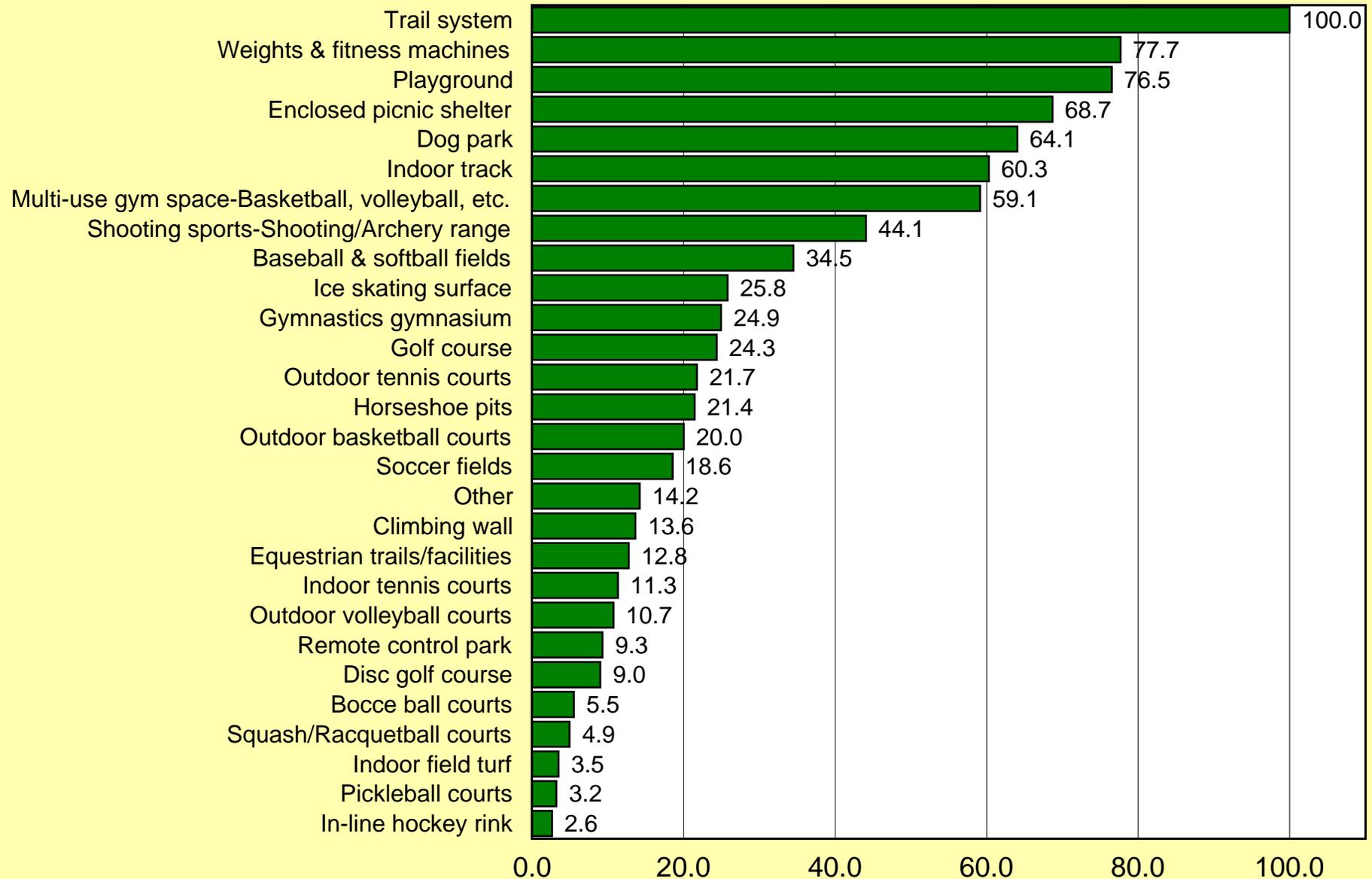
the rating of all other items reflects the relative amount of unmet need for each item compared to the item with the most unmet need



Source: ETC Institute (2016)

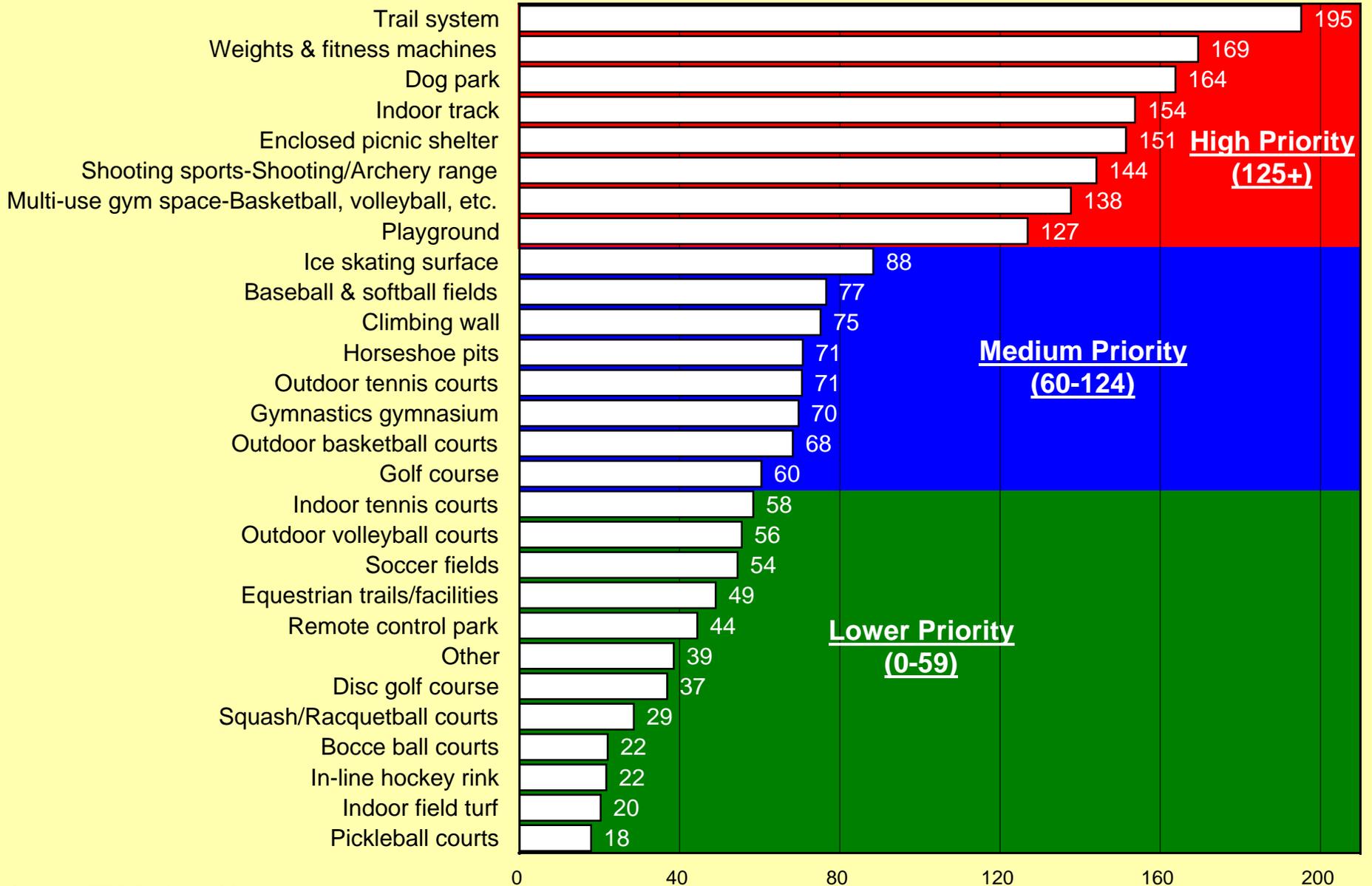
Importance Rating for Facilities

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



Source: ETC Institute (2016)

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

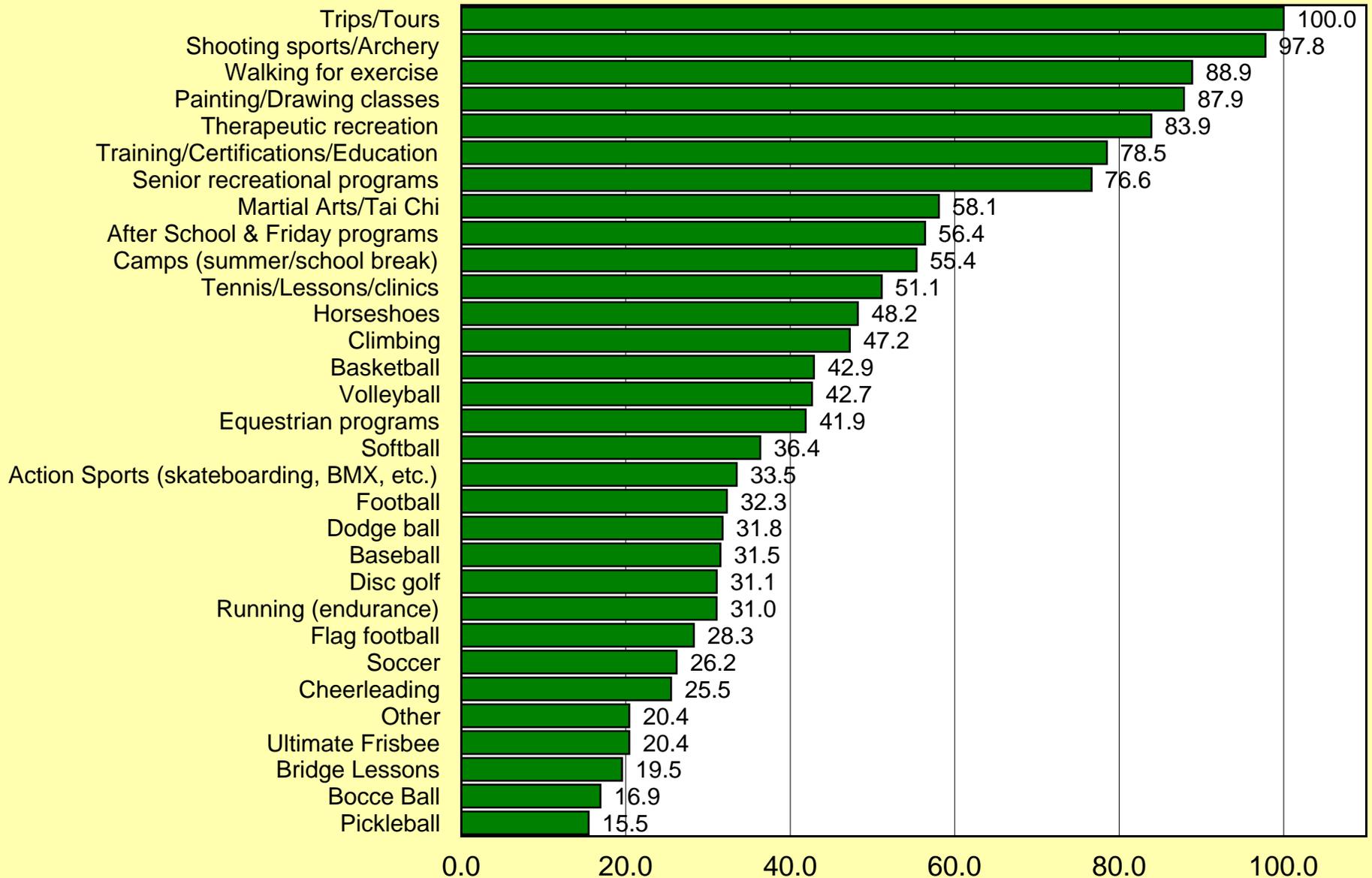


Source: ETC Institute (2016)

Unmet Needs Rating for Programs

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

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

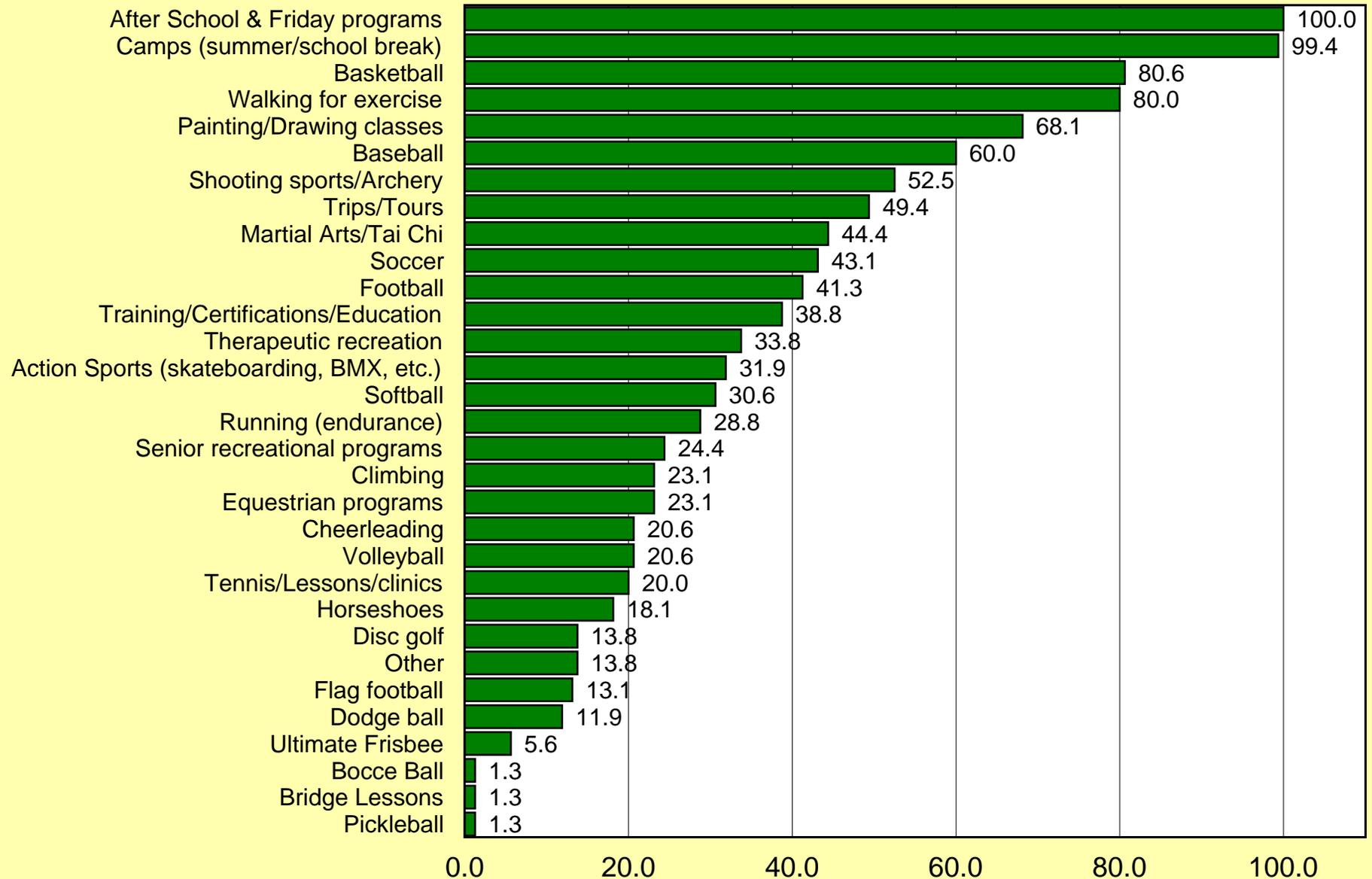


Source: ETC Institute (2016)

Importance Rating for Programs (Youth)

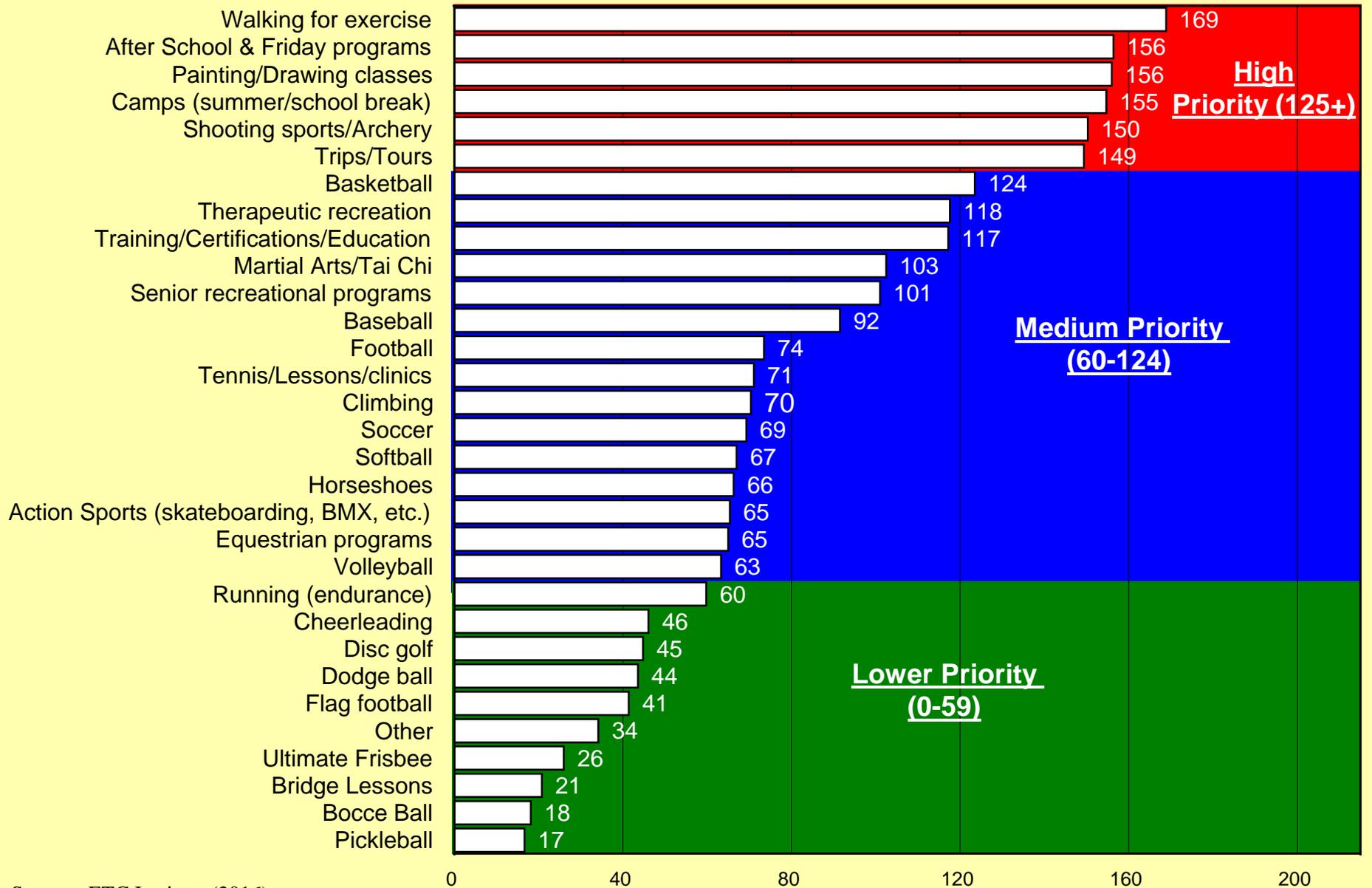
the rating for the item rated as the most important=100

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 (2016)

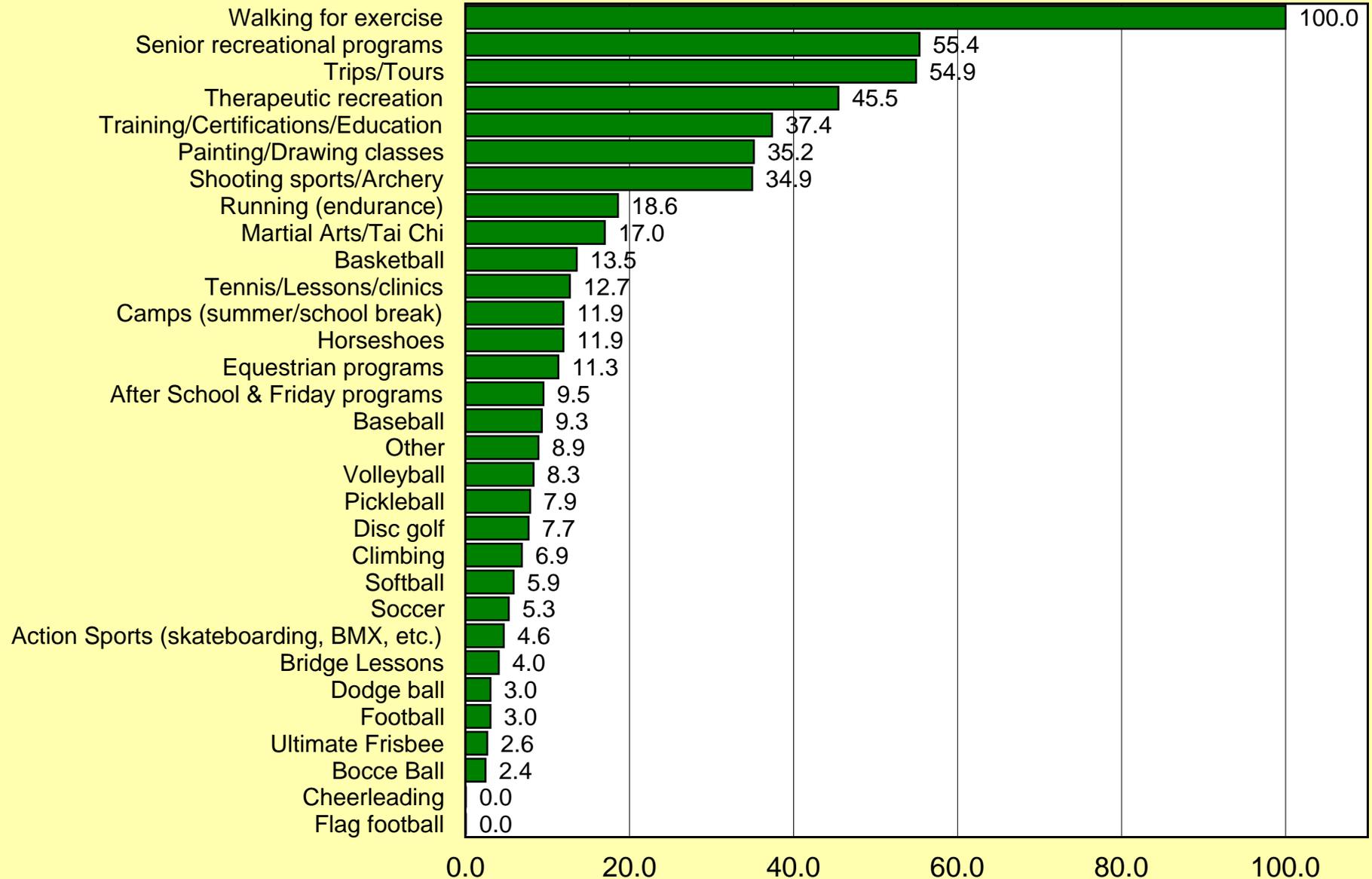
Top Priorities for Investment for Programs Based on the Priority Investment Rating (Youth)



Source: ETC Institute (2016)

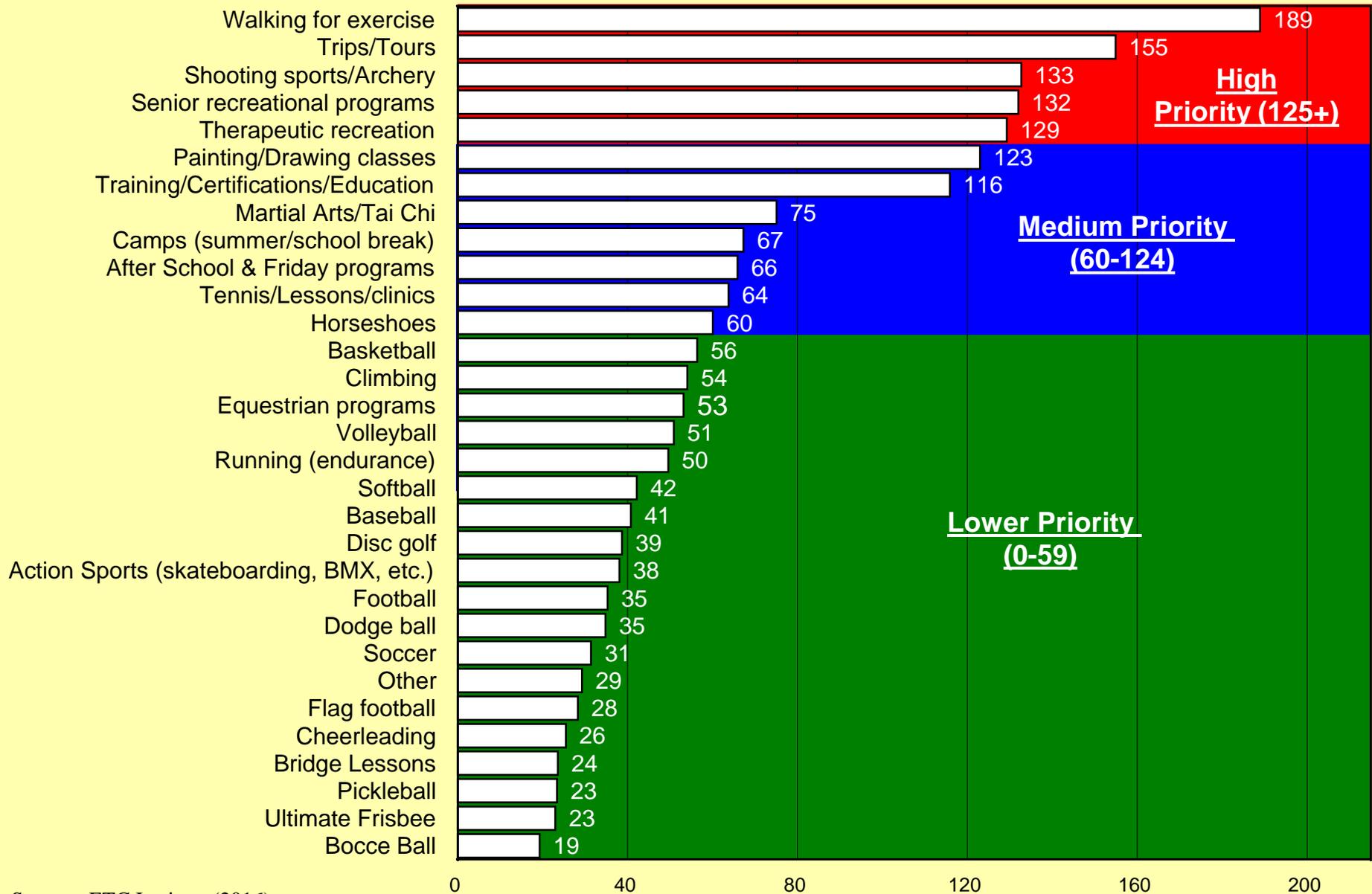
Importance Rating for Programs (Adults)

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 (2016)

Top Priorities for Investment for Programs Based on the Priority Investment Rating (Adults)



Source: ETC Institute (2016)

Section 3

Benchmarking Analysis

Benchmarking Summary Report

Rowan County, North Carolina

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

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

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

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

Results from household responses for Rowan County 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 Rowan County is not authorized without written consent from ETC Institute.

| Benchmarking for Rowan County | | |
|--|--------------------------------|----------------------------|
| | <i>National Average</i> | <i>Rowan County</i> |
| Ways respondents learn about recreation programs and activities | | |
| Conversations with City/County/Park District staff | 6% | 7% |
| Departmental Brochure (Seasonal program guide) | 54% | 22% |
| E-mail bulletins/notification (Email) | 11% | 6% |
| Newspaper | 37% | 39% |
| Website | 31% | 28% |
| Word of Mouth/Friends/Coworkers | 43% | 55% |
| Social media - Facebook/Twitter | 11% | 23% |
| Organizations used for parks and recreation programs and facilities | | |
| Churches | 28% | 36% |
| College/University Facilities | 16% | 14% |
| Private Clubs | 21% | 10% |
| School District | 30% | 22% |

| Benchmarking for Rowan County | | |
|--|--------------------------------|----------------------------|
| | <i>National Average</i> | <i>Rowan County</i> |
| Parks and recreation <u>facilities</u> that respondent households have a need for | | |
| Golf Course | 28% | 23% |
| Equestrian Facility/Trails | 10% | 16% |
| Weights and fitness machines | 46% | 50% |
| Indoor Gyms/Multi-Purpose Rec Center | 27% | 39% |
| Ice skating surface | 26% | 21% |
| Indoor Inline Skating/Hockey | 10% | 7% |
| Indoor running/walking track | 40% | 44% |
| Indoor sports complex (Indoor sports fields) | 17% | 7% |
| Indoor Tennis | 17% | 17% |
| Dog parks | 28% | 40% |
| Outdoor basketball/multi-use courts | 23% | 27% |
| Picnic Areas and Shelters | 52% | 54% |
| Playground Equipment for Children | 43% | 52% |
| Soccer, Lacrosse Fields (Outdoor field space) | 21% | 22% |
| Tennis Courts (outdoor) | 26% | 29% |
| Disc Golf | 15% | 13% |
| Volleyball courts (outdoor sand) | 15% | 22% |
| Trail system | 70% | 55% |

| Benchmarking for Rowan County | | |
|--|--------------------------------|----------------------------|
| | <i>National Average</i> | <i>Rowan County</i> |
| Most important parks and recreation facilities (sum of top choices) | | |
| Golf Course | 11% | 8% |
| Equestrian Facility/Trails | 3% | 4% |
| Weights and fitness machines | 19% | 27% |
| Indoor Gyms/Multi-Purpose Rec Centers | 7% | 20% |
| Ice skating surface | 7% | 9% |
| Indoor sports complex (Indoor sports fields) | 4% | 1% |
| Indoor Tennis | 6% | 4% |
| Indoor running/walking track | 14% | 21% |
| Dog Park | 14% | 22% |
| Outdoor Basketball Courts | 4% | 7% |
| Picnic Areas and Shelters | 15% | 24% |
| Playground Equipment for Children | 18% | 26% |
| Soccer, Lacrosse Fields (Outdoor field space) | 8% | 6% |
| Tennis Courts (outdoor) | 7% | 8% |
| Disc Golf | 3% | 3% |
| Volleyball Courts (outdoor sand) | 2% | 4% |
| Trail system | 44% | 35% |
| Reasons preventing the use of parks and recreation facilities and programs more often | | |
| Fees are too expensive | 15% | 15% |
| I do not know what is being offered | 24% | 47% |
| Lack of parking | 6% | 8% |
| Lack of quality programs | 8% | 18% |
| Poor customer service by staff | 3% | 5% |
| Program times are not convenient | 16% | 14% |
| Programs I am interested in are not offered | 16% | 25% |
| Use other facilities | 10% | 11% |
| We are not interested | 17% | 16% |

Section 4

Tabular Data

Q1. FACILITY NEEDS. A variety of recreation facilities/amenities are listed below. For each one, please indicate if you or others in your household have a need for the facility/amenity.

(N=404)

| | Yes | No |
|---|-------|-------|
| Q1-1. Multi-use gym space-Basketball, volleyball, etc | 39.4% | 60.6% |
| Q1-2. Gymnastics gymnasium | 21.0% | 79.0% |
| Q1-3. Weights & fitness machines | 50.0% | 50.0% |
| Q1-4. Indoor track | 44.1% | 55.9% |
| Q1-5. Indoor field turf | 7.4% | 92.6% |
| Q1-6. Squash/Racquetball courts | 12.4% | 87.6% |
| Q1-7. Pickleball courts | 6.7% | 93.3% |
| Q1-8. Bocce ball courts | 6.7% | 93.3% |
| Q1-9. Horseshoe pits | 25.5% | 74.5% |
| Q1-10. Dog park | 39.6% | 60.4% |
| Q1-11. Baseball & softball fields | 33.4% | 66.6% |
| Q1-12. Soccer fields | 22.3% | 77.7% |
| Q1-13. Outdoor tennis courts | 29.0% | 71.0% |
| Q1-14. Indoor tennis courts | 16.8% | 83.2% |
| Q1-15. Outdoor basketball courts | 26.7% | 73.3% |
| Q1-16. Outdoor volleyball courts | 22.0% | 78.0% |
| Q1-17. Disc golf course | 12.9% | 87.1% |
| Q1-18. Golf course | 23.0% | 77.0% |
| Q1-19. Ice skating surface | 20.8% | 79.2% |
| Q1-20. In-line hockey rink | 6.9% | 93.1% |
| Q1-21. Trail system | 54.5% | 45.5% |

Q1. FACILITY NEEDS. A variety of recreation facilities/amenities are listed below. For each one, please indicate if you or others in your household have a need for the facility/amenity.

| | Yes | No |
|---|-------|-------|
| Q1-22. Equestrian trails/facilities | 16.3% | 83.7% |
| Q1-23. Shooting sports-Shooting/Archery range | 36.4% | 63.6% |
| Q1-24. Climbing wall | 23.0% | 77.0% |
| Q1-25. Remote control park | 13.9% | 86.1% |
| Q1-26. Enclosed picnic shelter | 53.5% | 46.5% |
| Q1-27. Playground | 52.0% | 48.0% |
| Q1-28. Other | 8.2% | 91.8% |

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

(N=361)

| | Fully Met | Mostly Met | Partly Met | Not Met |
|---|-----------|------------|------------|---------|
| Q1-1. Multi-use gym space-Basketball, volleyball, etc | 15.9% | 21.4% | 33.1% | 29.7% |
| Q1-2. Gymnastics gymnasium | 13.9% | 19.0% | 26.6% | 40.5% |
| Q1-3. Weights & fitness machines | 24.3% | 17.8% | 24.3% | 33.5% |
| Q1-4. Indoor track | 16.7% | 16.7% | 16.7% | 50.0% |
| Q1-5. Indoor field turf | 17.9% | 10.7% | 17.9% | 53.6% |
| Q1-6. Squash/Racquetball courts | 11.1% | 28.9% | 22.2% | 37.8% |
| Q1-7. Pickleball courts | 23.1% | 7.7% | 26.9% | 42.3% |
| Q1-8. Bocce ball courts | 11.1% | 11.1% | 18.5% | 59.3% |
| Q1-9. Horseshoe pits | 14.9% | 24.1% | 32.2% | 28.7% |
| Q1-10. Dog park | 7.9% | 12.9% | 26.4% | 52.9% |
| Q1-11. Baseball & softball fields | 34.7% | 25.6% | 24.0% | 15.7% |
| Q1-12. Soccer fields | 29.3% | 20.0% | 30.7% | 20.0% |
| Q1-13. Outdoor tennis courts | 26.0% | 21.0% | 25.0% | 28.0% |
| Q1-14. Indoor tennis courts | 5.0% | 6.7% | 18.3% | 70.0% |
| Q1-15. Outdoor basketball courts | 20.0% | 23.2% | 27.4% | 29.5% |
| Q1-16. Outdoor volleyball courts | 14.1% | 21.8% | 24.4% | 39.7% |
| Q1-17. Disc golf course | 12.8% | 19.1% | 40.4% | 27.7% |
| Q1-18. Golf course | 21.8% | 28.7% | 16.1% | 33.3% |
| Q1-19. Ice skating surface | 3.9% | 1.3% | 9.2% | 85.5% |
| Q1-20. In-line hockey rink | 8.7% | 4.3% | 8.7% | 78.3% |
| Q1-21. Trail system | 16.3% | 28.7% | 33.2% | 21.8% |

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

| | Fully Met | Mostly Met | Partly Met | Not Met |
|---|-----------|------------|------------|---------|
| Q1-22. Equestrian trails/facilities | 8.3% | 21.7% | 18.3% | 51.7% |
| Q1-23. Shooting sports-Shooting/Archery range | 2.3% | 11.3% | 21.1% | 65.4% |
| Q1-24. Climbing wall | 6.0% | 9.6% | 24.1% | 60.2% |
| Q1-25. Remote control park | 11.4% | 9.1% | 11.4% | 68.2% |
| Q1-26. Enclosed picnic shelter | 24.4% | 26.9% | 21.8% | 26.9% |
| Q1-27. Playground | 38.4% | 31.1% | 20.5% | 10.0% |
| Q1-28. Other | 0.0% | 6.5% | 25.8% | 67.7% |

Q1-28. Other

| <u>Q1-28. Other</u> | <u>Number</u> | <u>Percent</u> |
|--|---------------|----------------|
| Fishing | 4 | 13.3 % |
| Bicycle trail | 3 | 10.0 % |
| Fishing areas | 2 | 6.7 % |
| Bike lanes and trails, outdoor pool | 1 | 3.3 % |
| Bike paths around the city | 1 | 3.3 % |
| Swimming pool | 1 | 3.3 % |
| Access to water areas for taking pictures | 1 | 3.3 % |
| Biking trails (non-motor) | 1 | 3.3 % |
| Community center | 1 | 3.3 % |
| Yoga | 1 | 3.3 % |
| more family activities | 1 | 3.3 % |
| Boxing facility | 1 | 3.3 % |
| After school program | 1 | 3.3 % |
| Swimming pool with lap lanes | 1 | 3.3 % |
| Skin care-facials-cosmetology | 1 | 3.3 % |
| Gardening | 1 | 3.3 % |
| Fitness obstacle course | 1 | 3.3 % |
| Bike Path/greenway | 1 | 3.3 % |
| Diving Pool | 1 | 3.3 % |
| Zip line | 1 | 3.3 % |
| Roller skating rink | 1 | 3.3 % |
| Community pool | 1 | 3.3 % |
| Airsoft grounds | 1 | 3.3 % |
| Handicap access fitness areas with low impact activities | 1 | 3.3 % |
| Total | 30 | 100.0 % |

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

| Q2. Top choice | Number | Percent |
|--|-----------|---------------|
| Multi-use gym space-Basketball, volleyball, etc. | 33 | 8.2 % |
| Gymnastics gymnasium | 10 | 2.5 % |
| Weights & fitness machines | 26 | 6.4 % |
| Indoor track | 26 | 6.4 % |
| Indoor field turf | 1 | 0.2 % |
| Pickleball courts | 3 | 0.7 % |
| Bocce ball courts | 2 | 0.5 % |
| Horseshoe pits | 6 | 1.5 % |
| Dog park | 37 | 9.2 % |
| Baseball & softball fields | 16 | 4.0 % |
| Soccer fields | 3 | 0.7 % |
| Outdoor tennis courts | 2 | 0.5 % |
| Indoor tennis courts | 3 | 0.7 % |
| Outdoor basketball courts | 7 | 1.7 % |
| Disc golf course | 1 | 0.2 % |
| Golf course | 8 | 2.0 % |
| Ice skating surface | 4 | 1.0 % |
| In-line hockey rink | 1 | 0.2 % |
| Trail system | 43 | 10.6 % |
| Equestrian trails/facilities | 10 | 2.5 % |
| Shooting sports-Shooting/Archery range | 18 | 4.5 % |
| Climbing wall | 2 | 0.5 % |
| Enclosed picnic shelter | 17 | 4.2 % |
| Playground | 38 | 9.4 % |
| Other | 9 | 2.2 % |
| <u>None chosen</u> | <u>78</u> | <u>19.3 %</u> |
| Total | 404 | 100.0 % |

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

| Q2. 2nd choice | Number | Percent |
|--|-----------|---------------|
| Multi-use gym space-Basketball, volleyball, etc. | 18 | 4.5 % |
| Gymnastics gymnasium | 9 | 2.2 % |
| Weights & fitness machines | 39 | 9.7 % |
| Indoor track | 23 | 5.7 % |
| Squash/Racquetball courts | 2 | 0.5 % |
| Pickleball courts | 1 | 0.2 % |
| Horseshoe pits | 9 | 2.2 % |
| Dog park | 24 | 5.9 % |
| Baseball & softball fields | 12 | 3.0 % |
| Soccer fields | 10 | 2.5 % |
| Outdoor tennis courts | 10 | 2.5 % |
| Indoor tennis courts | 6 | 1.5 % |
| Outdoor basketball courts | 7 | 1.7 % |
| Outdoor volleyball courts | 2 | 0.5 % |
| Disc golf course | 3 | 0.7 % |
| Golf course | 9 | 2.2 % |
| Ice skating surface | 9 | 2.2 % |
| In-line hockey rink | 2 | 0.5 % |
| Trail system | 43 | 10.6 % |
| Equestrian trails/facilities | 1 | 0.2 % |
| Shooting sports-Shooting/Archery range | 10 | 2.5 % |
| Climbing wall | 2 | 0.5 % |
| Remote control park | 4 | 1.0 % |
| Enclosed picnic shelter | 24 | 5.9 % |
| Playground | 22 | 5.4 % |
| Other | 6 | 1.5 % |
| <u>None chosen</u> | <u>97</u> | <u>24.0 %</u> |
| Total | 404 | 100.0 % |

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

| Q2. 3rd choice | Number | Percent |
|--|------------|---------------|
| Multi-use gym space-Basketball, volleyball, etc. | 19 | 4.7 % |
| Gymnastics gymnasium | 9 | 2.2 % |
| Weights & fitness machines | 23 | 5.7 % |
| Indoor track | 19 | 4.7 % |
| Indoor field turf | 4 | 1.0 % |
| Squash/Racquetball courts | 1 | 0.2 % |
| Bocce ball courts | 3 | 0.7 % |
| Horseshoe pits | 6 | 1.5 % |
| Dog park | 18 | 4.5 % |
| Baseball & softball fields | 9 | 2.2 % |
| Soccer fields | 6 | 1.5 % |
| Outdoor tennis courts | 14 | 3.5 % |
| Indoor tennis courts | 4 | 1.0 % |
| Outdoor basketball courts | 6 | 1.5 % |
| Outdoor volleyball courts | 9 | 2.2 % |
| Disc golf course | 4 | 1.0 % |
| Golf course | 10 | 2.5 % |
| Ice skating surface | 7 | 1.7 % |
| Trail system | 32 | 7.9 % |
| Equestrian trails/facilities | 3 | 0.7 % |
| Shooting sports-Shooting/Archery range | 15 | 3.7 % |
| Climbing wall | 10 | 2.5 % |
| Remote control park | 4 | 1.0 % |
| Enclosed picnic shelter | 27 | 6.7 % |
| Playground | 26 | 6.4 % |
| Other | 3 | 0.7 % |
| <u>None chosen</u> | <u>113</u> | <u>28.0 %</u> |
| Total | 404 | 100.0 % |

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

| Q2. 4th choice | Number | Percent |
|--|------------|---------------|
| Multi-use gym space-Basketball, volleyball, etc. | 12 | 3.0 % |
| Gymnastics gymnasium | 7 | 1.7 % |
| Weights & fitness machines | 20 | 5.0 % |
| Indoor track | 16 | 4.0 % |
| Squash/Racquetball courts | 4 | 1.0 % |
| Pickleball courts | 1 | 0.2 % |
| Bocce ball courts | 3 | 0.7 % |
| Horseshoe pits | 9 | 2.2 % |
| Dog park | 10 | 2.5 % |
| Baseball & softball fields | 11 | 2.7 % |
| Soccer fields | 7 | 1.7 % |
| Outdoor tennis courts | 4 | 1.0 % |
| Indoor tennis courts | 3 | 0.7 % |
| Outdoor basketball courts | 8 | 2.0 % |
| Outdoor volleyball courts | 4 | 1.0 % |
| Disc golf course | 5 | 1.2 % |
| Golf course | 7 | 1.7 % |
| Ice skating surface | 16 | 4.0 % |
| In-line hockey rink | 1 | 0.2 % |
| Trail system | 22 | 5.4 % |
| Equestrian trails/facilities | 4 | 1.0 % |
| Shooting sports-Shooting/Archery range | 18 | 4.5 % |
| Climbing wall | 5 | 1.2 % |
| Remote control park | 5 | 1.2 % |
| Enclosed picnic shelter | 28 | 6.9 % |
| Playground | 21 | 5.2 % |
| Other | 2 | 0.5 % |
| <u>None chosen</u> | <u>151</u> | <u>37.4 %</u> |
| Total | 404 | 100.0 % |

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

| Q2. Sum of Top 4 Choices | Number | Percent |
|--|--------|---------|
| Multi-use gym space-Basketball, volleyball, etc. | 82 | 20.3 % |
| Gymnastics gymnasium | 35 | 8.7 % |
| Weights & fitness machines | 108 | 26.7 % |
| Indoor track | 84 | 20.8 % |
| Indoor field turf | 5 | 1.2 % |
| Squash/Racquetball courts | 7 | 1.7 % |
| Pickleball courts | 5 | 1.2 % |
| Bocce ball courts | 8 | 2.0 % |
| Horseshoe pits | 30 | 7.4 % |
| Dog park | 89 | 22.0 % |
| Baseball & softball fields | 48 | 11.9 % |
| Soccer fields | 26 | 6.4 % |
| Outdoor tennis courts | 30 | 7.4 % |
| Indoor tennis courts | 16 | 4.0 % |
| Outdoor basketball courts | 28 | 6.9 % |
| Outdoor volleyball courts | 15 | 3.7 % |
| Disc golf course | 13 | 3.2 % |
| Golf course | 34 | 8.4 % |
| Ice skating surface | 36 | 8.9 % |
| In-line hockey rink | 4 | 1.0 % |
| Trail system | 140 | 34.7 % |
| Equestrian trails/facilities | 18 | 4.5 % |
| Shooting sports-Shooting/Archery range | 61 | 15.1 % |
| Climbing wall | 19 | 4.7 % |
| Remote control park | 13 | 3.2 % |
| Enclosed picnic shelter | 96 | 23.8 % |
| Playground | 107 | 26.5 % |
| Other | 20 | 5.0 % |
| None chosen | 78 | 19.3 % |
| Total | 1255 | |

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

(N=404)

| | Yes | No |
|--|-------|-------|
| Q3-1. Action Sports (skateboarding, BMX, etc.) | 11.9% | 88.1% |
| Q3-2. After School & Friday programs | 22.8% | 77.2% |
| Q3-3. Baseball | 20.0% | 80.0% |
| Q3-4. Basketball | 27.0% | 73.0% |
| Q3-5. Bocce Ball | 6.7% | 93.3% |
| Q3-6. Bridge Lessons | 6.2% | 93.8% |
| Q3-7. Camps (summer/school break) | 24.5% | 75.5% |
| Q3-8. Cheerleading | 10.9% | 89.1% |
| Q3-9. Climbing | 16.1% | 83.9% |
| Q3-10. Disc golf | 11.9% | 88.1% |
| Q3-11. Dodge ball | 12.1% | 87.9% |
| Q3-12. Flag football | 13.1% | 86.9% |
| Q3-13. Football | 16.6% | 83.4% |
| Q3-14. Horseshoes | 22.0% | 78.0% |
| Q3-15. Martial Arts/Tai Chi | 23.3% | 76.7% |
| Q3-16. Painting/Drawing classes | 31.7% | 68.3% |
| Q3-17. Pickleball | 5.9% | 94.1% |
| Q3-18. Running (endurance) | 21.0% | 79.0% |
| Q3-19. Senior recreational programs | 35.6% | 64.4% |
| Q3-20. Shooting sports/Archery | 33.4% | 66.6% |
| Q3-21. Therapeutic recreation | 30.7% | 69.3% |

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

| | Yes | No |
|--|-------|-------|
| Q3-22. Soccer | 15.3% | 84.7% |
| Q3-23. Softball | 20.0% | 80.0% |
| Q3-24. Tennis/Lessons/clinics | 19.3% | 80.7% |
| Q3-25. Training/Certifications/Education | 29.0% | 71.0% |
| Q3-26. Trips/Tours | 36.9% | 63.1% |
| Q3-27. Equestrian programs | 14.9% | 85.1% |
| Q3-28. Ultimate Frisbee | 8.4% | 91.6% |
| Q3-29. Volleyball | 18.8% | 81.2% |
| Q3-30. Walking for exercise | 63.9% | 36.1% |
| Q3-31. Other | 7.2% | 92.8% |

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

(N=369)

| | Fully Met | Mostly Met | Partly Met | Not Met |
|--|-----------|------------|------------|---------|
| Q3-1. Action Sports (skateboarding, BMX, etc.) | 5.3% | 7.9% | 18.4% | 68.4% |
| Q3-2. After School & Friday programs | 12.5% | 11.3% | 35.0% | 41.3% |
| Q3-3. Baseball | 22.9% | 28.6% | 25.7% | 22.9% |
| Q3-4. Basketball | 18.5% | 32.6% | 28.3% | 20.7% |
| Q3-5. Bocce Ball | 10.0% | 0.0% | 35.0% | 55.0% |
| Q3-6. Bridge Lessons | 5.3% | 10.5% | 5.3% | 78.9% |
| Q3-7. Camps (summer/school break) | 11.6% | 18.6% | 33.7% | 36.0% |
| Q3-8. Cheerleading | 16.7% | 11.1% | 27.8% | 44.4% |
| Q3-9. Climbing | 3.8% | 5.7% | 37.7% | 52.8% |
| Q3-10. Disc golf | 8.3% | 11.1% | 33.3% | 47.2% |
| Q3-11. Dodge ball | 9.5% | 9.5% | 26.2% | 54.8% |
| Q3-12. Flag football | 13.3% | 20.0% | 33.3% | 33.3% |
| Q3-13. Football | 18.3% | 21.7% | 30.0% | 30.0% |
| Q3-14. Horseshoes | 9.9% | 22.5% | 28.2% | 39.4% |
| Q3-15. Martial Arts/Tai Chi | 7.7% | 15.4% | 25.6% | 51.3% |
| Q3-16. Painting/Drawing classes | 3.6% | 10.9% | 25.5% | 60.0% |
| Q3-17. Pickleball | 19.0% | 0.0% | 42.9% | 38.1% |
| Q3-18. Running (endurance) | 22.1% | 32.4% | 23.5% | 22.1% |
| Q3-19. Senior recreational programs | 10.7% | 23.0% | 25.4% | 41.0% |
| Q3-20. Shooting sports/Archery | 2.6% | 7.0% | 25.4% | 64.9% |
| Q3-21. Therapeutic recreation | 5.9% | 9.8% | 21.6% | 62.7% |

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

| | Fully Met | Mostly Met | Partly Met | Not Met |
|--|-----------|------------|------------|---------|
| Q3-22. Soccer | 17.0% | 30.2% | 28.3% | 24.5% |
| Q3-23. Softball | 18.2% | 25.8% | 25.8% | 30.3% |
| Q3-24. Tennis/Lessons/clinics | 6.7% | 11.7% | 30.0% | 51.7% |
| Q3-25. Training/Certifications/Education | 5.2% | 11.3% | 32.0% | 51.5% |
| Q3-26. Trips/Tours | 4.9% | 11.5% | 30.3% | 53.3% |
| Q3-27. Equestrian programs | 6.7% | 6.7% | 20.0% | 66.7% |
| Q3-28. Ultimate Frisbee | 7.1% | 17.9% | 17.9% | 57.1% |
| Q3-29. Volleyball | 11.7% | 18.3% | 30.0% | 40.0% |
| Q3-30. Walking for exercise | 27.2% | 30.0% | 27.2% | 15.7% |
| Q3-31. Other | 8.3% | 4.2% | 20.8% | 66.7% |

Q3-31. Other

| <u>Q3-31. Other</u> | <u>Number</u> | <u>Percent</u> |
|--------------------------------------|---------------|----------------|
| Yoga | 5 | 18.5 % |
| Fishing | 2 | 7.4 % |
| Zumba | 2 | 7.4 % |
| Dance classes for adults | 1 | 3.7 % |
| Music instruction | 1 | 3.7 % |
| Swimming | 1 | 3.7 % |
| Toddler or young children activities | 1 | 3.7 % |
| Golf | 1 | 3.7 % |
| Art | 1 | 3.7 % |
| Indoor swimming | 1 | 3.7 % |
| Yoga lessons | 1 | 3.7 % |
| Community garden | 1 | 3.7 % |
| Bicycle trail | 1 | 3.7 % |
| Boxing | 1 | 3.7 % |
| Shooting sports | 1 | 3.7 % |
| Skin care-facials | 1 | 3.7 % |
| Roller/ice hockey | 1 | 3.7 % |
| Tennis tournaments | 1 | 3.7 % |
| Zip lining, kayak tours | 1 | 3.7 % |
| Swimming/lifetime skill | 1 | 3.7 % |
| <u>Airsoft</u> | <u>1</u> | <u>3.7 %</u> |
| Total | 27 | 100.0 % |

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

| Q4. Top choice | Number | Percent |
|--|------------|---------------|
| Action Sports (skateboarding, BMX, etc.) | 6 | 1.5 % |
| After School & Friday programs | 41 | 10.1 % |
| Baseball | 18 | 4.5 % |
| Basketball | 16 | 4.0 % |
| Bridge Lessons | 1 | 0.2 % |
| Camps (summer/school break) | 13 | 3.2 % |
| Cheerleading | 1 | 0.2 % |
| Climbing | 3 | 0.7 % |
| Dodge ball | 1 | 0.2 % |
| Football | 7 | 1.7 % |
| Martial Arts/Tai Chi | 5 | 1.2 % |
| Painting/Drawing classes | 10 | 2.5 % |
| Pickleball | 1 | 0.2 % |
| Running (endurance) | 5 | 1.2 % |
| Senior recreational programs | 3 | 0.7 % |
| Shooting sports/Archery | 9 | 2.2 % |
| Therapeutic recreation | 4 | 1.0 % |
| Soccer | 9 | 2.2 % |
| Softball | 4 | 1.0 % |
| Tennis/Lessons/clinics | 2 | 0.5 % |
| Training/Certifications/Education | 5 | 1.2 % |
| Trips/Tours | 7 | 1.7 % |
| Equestrian programs | 6 | 1.5 % |
| Ultimate Frisbee | 1 | 0.2 % |
| Volleyball | 3 | 0.7 % |
| Walking for exercise | 22 | 5.4 % |
| Other | 4 | 1.0 % |
| <u>None chosen</u> | <u>197</u> | <u>48.8 %</u> |
| Total | 404 | 100.0 % |

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

| Q4. 2nd choice | Number | Percent |
|--|--------|---------|
| Action Sports (skateboarding, BMX, etc.) | 7 | 1.7 % |
| After School & Friday programs | 9 | 2.2 % |
| Baseball | 7 | 1.7 % |
| Basketball | 19 | 4.7 % |
| Camps (summer/school break) | 27 | 6.7 % |
| Cheerleading | 5 | 1.2 % |
| Climbing | 8 | 2.0 % |
| Disc golf | 4 | 1.0 % |
| Flag football | 1 | 0.2 % |
| Football | 5 | 1.2 % |
| Horseshoes | 4 | 1.0 % |
| Martial Arts/Tai Chi | 11 | 2.7 % |
| Painting/Drawing classes | 9 | 2.2 % |
| Running (endurance) | 3 | 0.7 % |
| Senior recreational programs | 4 | 1.0 % |
| Shooting sports/Archery | 6 | 1.5 % |
| Therapeutic recreation | 7 | 1.7 % |
| Soccer | 6 | 1.5 % |
| Softball | 5 | 1.2 % |
| Tennis/Lessons/clinics | 2 | 0.5 % |
| Training/Certifications/Education | 8 | 2.0 % |
| Trips/Tours | 10 | 2.5 % |
| Equestrian programs | 2 | 0.5 % |
| Ultimate Frisbee | 1 | 0.2 % |
| Volleyball | 3 | 0.7 % |
| Walking for exercise | 12 | 3.0 % |
| Other | 3 | 0.7 % |
| None chosen | 216 | 53.5 % |
| Total | 404 | 100.0 % |

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

| Q4. 3rd choice | Number | Percent |
|--|--------|---------|
| Action Sports (skateboarding, BMX, etc.) | 5 | 1.2 % |
| After School & Friday programs | 9 | 2.2 % |
| Baseball | 9 | 2.2 % |
| Basketball | 12 | 3.0 % |
| Bocce Ball | 1 | 0.2 % |
| Camps (summer/school break) | 14 | 3.5 % |
| Cheerleading | 3 | 0.7 % |
| Climbing | 2 | 0.5 % |
| Disc golf | 2 | 0.5 % |
| Dodge ball | 4 | 1.0 % |
| Flag football | 5 | 1.2 % |
| Football | 8 | 2.0 % |
| Horseshoes | 1 | 0.2 % |
| Martial Arts/Tai Chi | 5 | 1.2 % |
| Painting/Drawing classes | 12 | 3.0 % |
| Running (endurance) | 7 | 1.7 % |
| Senior recreational programs | 8 | 2.0 % |
| Shooting sports/Archery | 12 | 3.0 % |
| Therapeutic recreation | 7 | 1.7 % |
| Soccer | 8 | 2.0 % |
| Softball | 3 | 0.7 % |
| Tennis/Lessons/clinics | 6 | 1.5 % |
| Training/Certifications/Education | 2 | 0.5 % |
| Trips/Tours | 7 | 1.7 % |
| Equestrian programs | 3 | 0.7 % |
| Ultimate Frisbee | 2 | 0.5 % |
| Volleyball | 3 | 0.7 % |
| Walking for exercise | 7 | 1.7 % |
| None chosen | 237 | 58.7 % |
| Total | 404 | 100.0 % |

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

| Q4. 4th choice | Number | Percent |
|--|--------|---------|
| Action Sports (skateboarding, BMX, etc.) | 3 | 0.7 % |
| After School & Friday programs | 6 | 1.5 % |
| Baseball | 5 | 1.2 % |
| Basketball | 5 | 1.2 % |
| Camps (summer/school break) | 10 | 2.5 % |
| Cheerleading | 5 | 1.2 % |
| Climbing | 2 | 0.5 % |
| Disc golf | 3 | 0.7 % |
| Dodge ball | 3 | 0.7 % |
| Flag football | 3 | 0.7 % |
| Football | 7 | 1.7 % |
| Horseshoes | 7 | 1.7 % |
| Martial Arts/Tai Chi | 8 | 2.0 % |
| Painting/Drawing classes | 13 | 3.2 % |
| Running (endurance) | 4 | 1.0 % |
| Senior recreational programs | 1 | 0.2 % |
| Shooting sports/Archery | 7 | 1.7 % |
| Therapeutic recreation | 4 | 1.0 % |
| Soccer | 5 | 1.2 % |
| Softball | 8 | 2.0 % |
| Tennis/Lessons/clinics | 3 | 0.7 % |
| Training/Certifications/Education | 10 | 2.5 % |
| Trips/Tours | 8 | 2.0 % |
| Equestrian programs | 4 | 1.0 % |
| Volleyball | 5 | 1.2 % |
| Walking for exercise | 11 | 2.7 % |
| Other | 2 | 0.5 % |
| None chosen | 252 | 62.4 % |
| Total | 404 | 100.0 % |

SUM OF TOP 4 CHOICES**Q4. Which FOUR of the programs/activities listed in Question 3 do you think are MOST IMPORTANT to the YOUTH members of your household? (top 4)**

| Q4. Sum of Top 4 Choices | Number | Percent |
|--|------------|---------------|
| Action Sports (skateboarding, BMX, etc.) | 21 | 5.2 % |
| After School & Friday programs | 65 | 16.1 % |
| Baseball | 39 | 9.7 % |
| Basketball | 52 | 12.9 % |
| Bocce Ball | 1 | 0.2 % |
| Bridge Lessons | 1 | 0.2 % |
| Camps (summer/school break) | 64 | 15.8 % |
| Cheerleading | 14 | 3.5 % |
| Climbing | 15 | 3.7 % |
| Disc golf | 9 | 2.2 % |
| Dodge ball | 8 | 2.0 % |
| Flag football | 9 | 2.2 % |
| Football | 27 | 6.7 % |
| Horseshoes | 12 | 3.0 % |
| Martial Arts/Tai Chi | 29 | 7.2 % |
| Painting/Drawing classes | 44 | 10.9 % |
| Pickleball | 1 | 0.2 % |
| Running (endurance) | 19 | 4.7 % |
| Senior recreational programs | 16 | 4.0 % |
| Shooting sports/Archery | 34 | 8.4 % |
| Therapeutic recreation | 22 | 5.4 % |
| Soccer | 28 | 6.9 % |
| Softball | 20 | 5.0 % |
| Tennis/Lessons/clinics | 13 | 3.2 % |
| Training/Certifications/Education | 25 | 6.2 % |
| Trips/Tours | 32 | 7.9 % |
| Equestrian programs | 15 | 3.7 % |
| Ultimate Frisbee | 4 | 1.0 % |
| Volleyball | 14 | 3.5 % |
| Walking for exercise | 52 | 12.9 % |
| Other | 9 | 2.2 % |
| <u>None chosen</u> | <u>197</u> | <u>48.8 %</u> |
| Total | 911 | |

Q5. Which FOUR of the programs/activities listed in Question3 do you think are MOST IMPORTANT to the ADULT members of your household?

| Q5. Top choice | Number | Percent |
|--|--------|---------|
| Action Sports (skateboarding, BMX, etc.) | 5 | 1.2 % |
| After School & Friday programs | 12 | 3.0 % |
| Baseball | 9 | 2.2 % |
| Basketball | 10 | 2.5 % |
| Bocce Ball | 3 | 0.7 % |
| Bridge Lessons | 2 | 0.5 % |
| Camps (summer/school break) | 5 | 1.2 % |
| Climbing | 3 | 0.7 % |
| Disc golf | 3 | 0.7 % |
| Football | 2 | 0.5 % |
| Horseshoes | 6 | 1.5 % |
| Martial Arts/Tai Chi | 7 | 1.7 % |
| Painting/Drawing classes | 18 | 4.5 % |
| Pickleball | 2 | 0.5 % |
| Running (endurance) | 17 | 4.2 % |
| Senior recreational programs | 51 | 12.6 % |
| Shooting sports/Archery | 22 | 5.4 % |
| Therapeutic recreation | 16 | 4.0 % |
| Soccer | 2 | 0.5 % |
| Softball | 2 | 0.5 % |
| Tennis/Lessons/clinics | 5 | 1.2 % |
| Training/Certifications/Education | 11 | 2.7 % |
| Trips/Tours | 12 | 3.0 % |
| Equestrian programs | 5 | 1.2 % |
| Ultimate Frisbee | 1 | 0.2 % |
| Volleyball | 5 | 1.2 % |
| Walking for exercise | 91 | 22.5 % |
| Other | 7 | 1.7 % |
| None chosen | 70 | 17.3 % |
| Total | 404 | 100.0 % |

Q5. Which FOUR of the programs/activities listed in Question3 do you think are MOST IMPORTANT to the ADULT members of your household?

| Q5. 2nd choice | Number | Percent |
|--|------------|---------------|
| Action Sports (skateboarding, BMX, etc.) | 1 | 0.2 % |
| After School & Friday programs | 3 | 0.7 % |
| Baseball | 3 | 0.7 % |
| Basketball | 7 | 1.7 % |
| Camps (summer/school break) | 14 | 3.5 % |
| Climbing | 4 | 1.0 % |
| Disc golf | 3 | 0.7 % |
| Dodge ball | 2 | 0.5 % |
| Football | 2 | 0.5 % |
| Horseshoes | 5 | 1.2 % |
| Martial Arts/Tai Chi | 9 | 2.2 % |
| Painting/Drawing classes | 15 | 3.7 % |
| Pickleball | 2 | 0.5 % |
| Running (endurance) | 12 | 3.0 % |
| Senior recreational programs | 28 | 6.9 % |
| Shooting sports/Archery | 23 | 5.7 % |
| Therapeutic recreation | 28 | 6.9 % |
| Soccer | 5 | 1.2 % |
| Softball | 3 | 0.7 % |
| Tennis/Lessons/clinics | 9 | 2.2 % |
| Training/Certifications/Education | 22 | 5.4 % |
| Trips/Tours | 43 | 10.6 % |
| Equestrian programs | 5 | 1.2 % |
| Ultimate Frisbee | 1 | 0.2 % |
| Walking for exercise | 47 | 11.6 % |
| Other | 4 | 1.0 % |
| <u>None chosen</u> | <u>104</u> | <u>25.7 %</u> |
| Total | 404 | 100.0 % |

Q5. Which FOUR of the programs/activities listed in Question3 do you think are MOST IMPORTANT to the ADULT members of your household?

| <u>Q5. 3rd choice</u> | <u>Number</u> | <u>Percent</u> |
|-----------------------------------|---------------|----------------|
| After School & Friday programs | 3 | 0.7 % |
| Baseball | 2 | 0.5 % |
| Basketball | 4 | 1.0 % |
| Bridge Lessons | 6 | 1.5 % |
| Camps (summer/school break) | 1 | 0.2 % |
| Climbing | 4 | 1.0 % |
| Disc golf | 5 | 1.2 % |
| Football | 2 | 0.5 % |
| Horseshoes | 6 | 1.5 % |
| Martial Arts/Tai Chi | 8 | 2.0 % |
| Painting/Drawing classes | 23 | 5.7 % |
| Running (endurance) | 11 | 2.7 % |
| Senior recreational programs | 22 | 5.4 % |
| Shooting sports/Archery | 13 | 3.2 % |
| Therapeutic recreation | 30 | 7.4 % |
| Soccer | 1 | 0.2 % |
| Softball | 3 | 0.7 % |
| Tennis/Lessons/clinics | 11 | 2.7 % |
| Training/Certifications/Education | 17 | 4.2 % |
| Trips/Tours | 31 | 7.7 % |
| Equestrian programs | 8 | 2.0 % |
| Ultimate Frisbee | 3 | 0.7 % |
| Volleyball | 5 | 1.2 % |
| Walking for exercise | 37 | 9.2 % |
| Other | 3 | 0.7 % |
| <u>None chosen</u> | <u>145</u> | <u>35.9 %</u> |
| Total | 404 | 100.0 % |

Q5. Which FOUR of the programs/activities listed in Question3 do you think are MOST IMPORTANT to the ADULT members of your household?

| <u>Q5. 4th choice</u> | <u>Number</u> | <u>Percent</u> |
|--|---------------|----------------|
| Action Sports (skateboarding, BMX, etc.) | 1 | 0.2 % |
| After School & Friday programs | 2 | 0.5 % |
| Baseball | 3 | 0.7 % |
| Basketball | 4 | 1.0 % |
| Bocce Ball | 2 | 0.5 % |
| Bridge Lessons | 6 | 1.5 % |
| Camps (summer/school break) | 4 | 1.0 % |
| Climbing | 3 | 0.7 % |
| Disc golf | 5 | 1.2 % |
| Dodge ball | 4 | 1.0 % |
| Horseshoes | 7 | 1.7 % |
| Martial Arts/Tai Chi | 10 | 2.5 % |
| Painting/Drawing classes | 14 | 3.5 % |
| Pickleball | 1 | 0.2 % |
| Running (endurance) | 8 | 2.0 % |
| Senior recreational programs | 10 | 2.5 % |
| Shooting sports/Archery | 12 | 3.0 % |
| Therapeutic recreation | 17 | 4.2 % |
| Soccer | 3 | 0.7 % |
| Softball | 4 | 1.0 % |
| Tennis/Lessons/clinics | 1 | 0.2 % |
| Training/Certifications/Education | 25 | 6.2 % |
| Trips/Tours | 24 | 5.9 % |
| Equestrian programs | 5 | 1.2 % |
| Ultimate Frisbee | 1 | 0.2 % |
| Volleyball | 7 | 1.7 % |
| Walking for exercise | 25 | 6.2 % |
| Other | 4 | 1.0 % |
| None chosen | 192 | 47.5 % |
| Total | 404 | 100.0 % |

SUM OF TOP 4 CHOICES**Q5. Which FOUR of the programs/activities listed in Question3 do you think are MOST IMPORTANT to the ADULT members of your household? (top 4)**

| <u>Q5. Sum of Top 4 Choices</u> | <u>Number</u> | <u>Percent</u> |
|--|---------------|----------------|
| Action Sports (skateboarding, BMX, etc.) | 7 | 1.7 % |
| After School & Friday programs | 20 | 5.0 % |
| Baseball | 17 | 4.2 % |
| Basketball | 25 | 6.2 % |
| Bocce Ball | 5 | 1.2 % |
| Bridge Lessons | 14 | 3.5 % |
| Camps (summer/school break) | 24 | 5.9 % |
| Climbing | 14 | 3.5 % |
| Disc golf | 16 | 4.0 % |
| Dodge ball | 6 | 1.5 % |
| Football | 6 | 1.5 % |
| Horseshoes | 24 | 5.9 % |
| Martial Arts/Tai Chi | 34 | 8.4 % |
| Painting/Drawing classes | 70 | 17.3 % |
| Pickleball | 5 | 1.2 % |
| Running (endurance) | 48 | 11.9 % |
| Senior recreational programs | 111 | 27.5 % |
| Shooting sports/Archery | 70 | 17.3 % |
| Therapeutic recreation | 91 | 22.5 % |
| Soccer | 11 | 2.7 % |
| Softball | 12 | 3.0 % |
| Tennis/Lessons/clinics | 26 | 6.4 % |
| Training/Certifications/Education | 75 | 18.6 % |
| Trips/Tours | 110 | 27.2 % |
| Equestrian programs | 23 | 5.7 % |
| Ultimate Frisbee | 6 | 1.5 % |
| Volleyball | 17 | 4.2 % |
| Walking for exercise | 200 | 49.5 % |
| Other | 18 | 4.5 % |
| <u>None chosen</u> | <u>70</u> | <u>17.3 %</u> |
| Total | 1175 | |

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

| Q6. Top priority | Number | Percent |
|-------------------------|--------|---------|
| Children/Youth | 225 | 55.7 % |
| Adults (18-54 years) | 59 | 14.6 % |
| Senior adults (age 55+) | 47 | 11.6 % |
| Don't know | 73 | 18.1 % |
| Total | 404 | 100.0 % |

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

(N=404)

| | Fully Met | Mostly Met | Partly Met | Not Met | Do Not Have a Need |
|-------------------------------|-----------|------------|------------|---------|--------------------|
| Q7-1. Special events | 11.1% | 16.5% | 28.5% | 14.1% | 29.8% |
| Q7-2. Outdoor recreation | 12.3% | 27.9% | 31.1% | 13.1% | 15.5% |
| Q7-3. Senior adult activities | 6.5% | 13.8% | 22.5% | 18.8% | 38.5% |
| Q7-4. Therapeutic recreation | 5.9% | 9.0% | 17.1% | 28.3% | 39.8% |
| Q7-5. Sports programs | 10.6% | 22.1% | 22.6% | 11.2% | 33.5% |

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

Q8. Have you used any facilities operated by
Rowan County during past year

| | Number | Percent |
|----------------------|--------|---------|
| Dan Nicholas Park | 309 | 76.5 % |
| Sloan Park | 115 | 28.5 % |
| Ellis Park | 79 | 19.6 % |
| Eagle Point Preserve | 27 | 6.7 % |
| Dunn's Mountain Park | 59 | 14.6 % |
| Total | 589 | |

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

Q9. Organizations provide the recreation facilities
used by you

| | Number | Percent |
|--|--------|---------|
| Rowan County Parks & Recreation | 255 | 63.1 % |
| Other governments | 26 | 6.4 % |
| Local Schools | 88 | 21.8 % |
| Colleges/Universities | 55 | 13.6 % |
| Churches or other religious organizations | 144 | 35.6 % |
| Non-profit organizations | 71 | 17.6 % |
| City of Kannapolis | 53 | 13.1 % |
| City of Salisbury | 124 | 30.7 % |
| Private clubs | 40 | 9.9 % |
| Fitness centers | 93 | 23.0 % |
| Cultural institutions (Rowan Arts Council) | 21 | 5.2 % |
| Other | 69 | 17.1 % |
| None of these | 31 | 7.7 % |
| Total | 1070 | |

Q9-9. Which private clubs?

| <u>Q9-9. Which private clubs</u> | <u>Number</u> | <u>Percent</u> |
|--|---------------|----------------|
| YMCA | 8 | 32.0 % |
| Salisbury Country Club | 3 | 12.0 % |
| Forum | 2 | 8.0 % |
| Country club | 2 | 8.0 % |
| Faith Park-American Legion | 1 | 4.0 % |
| Rowan County Wildlife Club, CC Salisbury, Crescent Golf Club | 1 | 4.0 % |
| Center Stage Dance Co | 1 | 4.0 % |
| dance and gymnastics | 1 | 4.0 % |
| Golf | 1 | 4.0 % |
| East Rowan Diamond Sports | 1 | 4.0 % |
| CC Salisbury, Crescent Golf Club | 1 | 4.0 % |
| The Rose Club | 1 | 4.0 % |
| Rufty-Holmes Senior Center | 1 | 4.0 % |
| Spas | 1 | 4.0 % |
| Total | 25 | 100.0 % |

Q9-10. Which fitness centers?

| <u>Q9-10. Which fitness centers</u> | <u>Number</u> | <u>Percent</u> |
|-------------------------------------|---------------|----------------|
| YMCA | 29 | 54.7 % |
| Forum | 10 | 18.9 % |
| Planet Fitness | 5 | 9.4 % |
| Forum of Salisbury | 2 | 3.8 % |
| 24/7 | 1 | 1.9 % |
| YMCA - Salisbury | 1 | 1.9 % |
| YMCA Hurley | 1 | 1.9 % |
| Workout Anytime | 1 | 1.9 % |
| Community Fitness and Charlotte Gym | 1 | 1.9 % |
| Forum, Planet Fitness | 1 | 1.9 % |
| Gold's Gym | 1 | 1.9 % |
| Total | 53 | 100.0 % |

Q9-12. Other

| <u>Q9-12. Other</u> | <u>Number</u> | <u>Percent</u> |
|--|---------------|----------------|
| YMCA | 22 | 33.8 % |
| Library | 2 | 3.1 % |
| Town of Faith, Town of Granite Quarry | 1 | 1.5 % |
| Preschool, daycare very much needed | 1 | 1.5 % |
| City of Mooresville | 1 | 1.5 % |
| Walk at the west end plaza | 1 | 1.5 % |
| Novant Health | 1 | 1.5 % |
| Local theater groups | 1 | 1.5 % |
| Friends | 1 | 1.5 % |
| Rufty | 1 | 1.5 % |
| Lake Norman bike trails | 1 | 1.5 % |
| Rufty Homes | 1 | 1.5 % |
| YMCA - Rockwell | 1 | 1.5 % |
| YMCA - South and YMCA - Kannapolis | 1 | 1.5 % |
| Private Business Dimensions Dance Arts | 1 | 1.5 % |
| Trinity Oaks | 1 | 1.5 % |
| East Spencer | 1 | 1.5 % |
| Spencer Shops | 1 | 1.5 % |
| Public library | 1 | 1.5 % |
| Waterworks | 1 | 1.5 % |
| 4-H | 1 | 1.5 % |
| Town of Landis | 1 | 1.5 % |
| Piedmont Players | 1 | 1.5 % |
| Golf courses (public) | 1 | 1.5 % |
| Ballfields | 1 | 1.5 % |
| State and National Parks | 1 | 1.5 % |
| Daycare/preschool | 1 | 1.5 % |
| Cabarrus Co | 1 | 1.5 % |
| Libraries | 1 | 1.5 % |
| Softball clubs | 1 | 1.5 % |
| Camp Spencer - walking | 1 | 1.5 % |
| Rufty-Holmes Senior Center | 1 | 1.5 % |
| Charlotte | 1 | 1.5 % |
| East YMCA | 1 | 1.5 % |
| Center for Faith and the Arts | 1 | 1.5 % |
| Charlotte Cultural Arts | 1 | 1.5 % |
| Planet Fitness | 1 | 1.5 % |
| City of China Grove | 1 | 1.5 % |
| Town of Spencer | 1 | 1.5 % |
| Cleveland City Parks & Mt Ulla City Park | 1 | 1.5 % |
| Bar/nightlife | 1 | 1.5 % |
| Cabarrus County and Baker Creek Park | 1 | 1.5 % |
| <u>City of Faith park</u> | <u>1</u> | <u>1.5 %</u> |
| Total | 65 | 100.0 % |

Q9a. Of the organizations listed in Question9, which ONE do you use most for your household's recreation needs?

| Q9a. Top choice | Number | Percent |
|--|--------|---------|
| Rowan County Parks & Recreation | 123 | 30.4 % |
| Other governments | 10 | 2.5 % |
| Local Schools | 16 | 4.0 % |
| Colleges/Universities | 9 | 2.2 % |
| Churches or other religious organizations | 45 | 11.1 % |
| Non-profit organizations | 16 | 4.0 % |
| City of Kannapolis | 13 | 3.2 % |
| City of Salisbury | 19 | 4.7 % |
| Private clubs | 12 | 3.0 % |
| Fitness centers | 34 | 8.4 % |
| Cultural institutions (Rowan Arts Council) | 3 | 0.7 % |
| Other | 45 | 11.1 % |
| None of these | 59 | 14.6 % |
| Total | 404 | 100.0 % |

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

Q10. Reasons prevent you from using recreation programs offered by Rowan County Parks & Recreation Department

| | Number | Percent |
|---|--------|---------|
| Too hard to find parking | 31 | 7.7 % |
| Program or facility not offered | 99 | 24.5 % |
| Lack of quality programs | 72 | 17.8 % |
| Program times not convenient | 56 | 13.9 % |
| Use facilities of other cities/private institutions | 44 | 10.9 % |
| Not interested/too busy | 65 | 16.1 % |
| Facility/operating hours not convenient | 41 | 10.1 % |
| Don't know what's offered/available | 188 | 46.5 % |
| Facilities too crowded | 35 | 8.7 % |
| Insufficient staffing | 20 | 5.0 % |
| Poor customer service | 19 | 4.7 % |
| Fees too high | 59 | 14.6 % |
| Nothing-I am actively using County's recreation facilities & programs | 66 | 16.3 % |
| Other | 42 | 10.4 % |
| Total | 837 | |

Q10. Other

| Q10. Other | Number | Percent |
|---|--------|---------|
| Disabled | 2 | 5.0 % |
| Have to drive too far to get to most rec areas | 1 | 2.5 % |
| Need swimming pools | 1 | 2.5 % |
| Location of some programs are not convenient | 1 | 2.5 % |
| West Rowan needs programs near Mooresville | 1 | 2.5 % |
| Age | 1 | 2.5 % |
| Need bike trails | 1 | 2.5 % |
| More parks that cater to toddlers | 1 | 2.5 % |
| YMCA | 1 | 2.5 % |
| Husband is disabled | 1 | 2.5 % |
| Local government should consist of public safety education & transportation | 1 | 2.5 % |
| Other resources are more convenient for driving | 1 | 2.5 % |
| No smoking | 1 | 2.5 % |
| Most of the areas we use are in Cabbarus County | 1 | 2.5 % |
| Use Sloan Park often as my time allows | 1 | 2.5 % |
| Convenient access to other facilities | 1 | 2.5 % |
| Distance to facility | 1 | 2.5 % |
| Need indoor facility for walking and some exercise equipment | 1 | 2.5 % |
| Cabarrus parks are closer to my home | 1 | 2.5 % |
| Taking care of my older sisters | 1 | 2.5 % |
| Not aware of what is available | 1 | 2.5 % |
| Lack of transportation | 1 | 2.5 % |
| Lack of availability in west Rowan | 1 | 2.5 % |
| Physical abilities | 1 | 2.5 % |
| Unaware of programs | 1 | 2.5 % |
| Too far out of the city of Salisbury | 1 | 2.5 % |
| Older kids causing problems where small children play | 1 | 2.5 % |
| Too far away | 1 | 2.5 % |
| No Rowan County parks nearby | 1 | 2.5 % |
| Go to youth ball games | 1 | 2.5 % |
| Use park on occasions | 1 | 2.5 % |
| Physical limitations, mobility | 1 | 2.5 % |
| There is no Rowan County Parks in Southern end of the County | 1 | 2.5 % |
| Lack of choices | 1 | 2.5 % |
| Gangs/bad neighborhoods | 1 | 2.5 % |
| Location not convenient | 1 | 2.5 % |
| Too many programs offered for youth and children | 1 | 2.5 % |
| No dog parks | 1 | 2.5 % |
| <u>Current health reasons</u> | 1 | 2.5 % |
| Total | 40 | 100.0 % |

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

| Q11. Ways you learn about Rowan County Parks & Recreation programs & activities | Number | Percent |
|---|------------|---------|
| Recreation brochures | 88 | 21.8 % |
| Rowan County website- www.rowancountync.org | 112 | 27.7 % |
| Recreation e-mail | 23 | 5.7 % |
| Conversations with staff | 29 | 7.2 % |
| From friends and family | 223 | 55.2 % |
| Newspaper | 157 | 38.9 % |
| Social media (Facebook, Twitter, Instagram, YouTube, etc.) | 93 | 23.0 % |
| Other | 23 | 5.7 % |
| None of these | 48 | 11.9 % |
| Total | 796 | |

Q11. Other

| Q11. Other | Number | Percent |
|--|-----------|----------------|
| Google | 2 | 9.5 % |
| Personal experience | 2 | 9.5 % |
| Internet | 2 | 9.5 % |
| Most of the time we do not get any information | 1 | 4.8 % |
| Casual travel | 1 | 4.8 % |
| Historical support of Sloan Park | 1 | 4.8 % |
| School | 1 | 4.8 % |
| Newspapers online, library | 1 | 4.8 % |
| Google Maps | 1 | 4.8 % |
| Flyers | 1 | 4.8 % |
| Don't ever see anything | 1 | 4.8 % |
| Salisbury Magazine | 1 | 4.8 % |
| TV | 1 | 4.8 % |
| Receive Salisbury weekly e-mail | 1 | 4.8 % |
| Library | 1 | 4.8 % |
| Live by Dan Nicholas Park | 1 | 4.8 % |
| Driving by and stopping | 1 | 4.8 % |
| Posters around town | 1 | 4.8 % |
| Total | 21 | 100.0 % |

Q12. What is your age?

| <u>Q12. Your age</u> | <u>Number</u> | <u>Percent</u> |
|----------------------|---------------|----------------|
| 18-34 | 79 | 19.6 % |
| 35-44 | 66 | 16.3 % |
| 45-54 | 87 | 21.5 % |
| 55-64 | 73 | 18.1 % |
| 65+ | 80 | 19.8 % |
| <u>Not provided</u> | <u>19</u> | <u>4.7 %</u> |
| Total | 404 | 100.0 % |

Q13. Including yourself, how many people are in your household?

| | <u>Mean</u> | <u>Sum</u> |
|-------------|-------------|------------|
| number | 2.96 | 1188 |
| Under age 5 | 0.17 | 70 |
| Ages 5-9 | 0.22 | 87 |
| Ages 10-14 | 0.21 | 84 |
| Ages 15-19 | 0.24 | 97 |
| Ages 20-24 | 0.18 | 72 |
| Ages 25-34 | 0.38 | 153 |
| Ages 35-44 | 0.34 | 137 |
| Ages 45-54 | 0.43 | 173 |
| Ages 55-64 | 0.39 | 157 |
| Ages 65-74 | 0.26 | 106 |
| Ages 75+ | 0.13 | 52 |

Q14. Approximately how many years have you lived in the Rowan County?

| Q14. How many years have you lived in Rowan County | Number | Percent |
|--|--------|---------|
| 5 or less | 55 | 14.0 % |
| 6 to 10 | 45 | 11.5 % |
| 11 to 15 | 22 | 5.6 % |
| 16 to 20 | 36 | 9.2 % |
| 21 to 30 | 62 | 15.8 % |
| 31+ | 173 | 44.0 % |
| Total | 393 | 100.0 % |

Q15. Your gender:

| Q15. Your gender | Number | Percent |
|------------------|--------|---------|
| Male | 192 | 47.5 % |
| Female | 212 | 52.5 % |
| Total | 404 | 100.0 % |

Q16. Please indicate where you live in Rowan County.

| Q16. Where do you live in Rowan County | Number | Percent |
|--|--------|---------|
| Town of China Grove | 38 | 9.4 % |
| Town of Cleveland | 8 | 2.0 % |
| Town of Faith | 5 | 1.2 % |
| Town of Granite Quarry | 13 | 3.2 % |
| City of Kannapolis | 34 | 8.4 % |
| Town of Landis | 13 | 3.2 % |
| Town of Rockwell | 23 | 5.7 % |
| City of Salisbury | 250 | 61.9 % |
| Not provided | 20 | 5.0 % |
| Total | 404 | 100.0 % |

Section 5

Survey Instrument



Rowan County Community Parks & Recreation Survey

Please have an adult in your household complete this survey. Your input will be used to assess community recreation needs and priorities for Rowan County. You may complete the survey on-line at www.RowanCountySurvey.org. If you have questions, please call John Hobbs, at (704) 216-7816.

1. **FACILITY NEEDS.** A variety of recreation facilities/amenities are listed below. For each one, please indicate if you or others in your household have a need for the facility/amenity by circling either "YES" or "NO".

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

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

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

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

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

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

| Programs/Activities | Do you have a desire to participate in this activity? | | If you have a desire to participate, how well are your needs currently being met? | | | |
|---|---|----|---|------------|------------|---------|
| | | | Fully Met | Mostly Met | Partly Met | Not Met |
| 1. Action Sports (skateboarding, BMX, etc.) | Yes | No | 4 | 3 | 2 | 1 |
| 2. After School & Friday programs | Yes | No | 4 | 3 | 2 | 1 |
| 3. Baseball | Yes | No | 4 | 3 | 2 | 1 |
| 4. Basketball | Yes | No | 4 | 3 | 2 | 1 |
| 5. Bocce Ball | Yes | No | 4 | 3 | 2 | 1 |
| 6. Bridge Lessons | Yes | No | 4 | 3 | 2 | 1 |
| 7. Camps (summer/school break) | Yes | No | 4 | 3 | 2 | 1 |
| 8. Cheerleading | Yes | No | 4 | 3 | 2 | 1 |
| 9. Climbing | Yes | No | 4 | 3 | 2 | 1 |
| 10. Disc golf | Yes | No | 4 | 3 | 2 | 1 |
| 11. Dodge ball | Yes | No | 4 | 3 | 2 | 1 |
| 12. Flag football | Yes | No | 4 | 3 | 2 | 1 |
| 13. Football | Yes | No | 4 | 3 | 2 | 1 |
| 14. Horseshoes | Yes | No | 4 | 3 | 2 | 1 |
| 15. Martial Arts/Tai Chi | Yes | No | 4 | 3 | 2 | 1 |
| 16. Painting/Drawing classes | Yes | No | 4 | 3 | 2 | 1 |
| 17. Pickleball | Yes | No | 4 | 3 | 2 | 1 |
| 18. Running (endurance) | Yes | No | 4 | 3 | 2 | 1 |
| 19. Senior recreational programs | Yes | No | 4 | 3 | 2 | 1 |
| 20. Shooting sports/Archery | Yes | No | 4 | 3 | 2 | 1 |
| 21. Therapeutic recreation | Yes | No | 4 | 3 | 2 | 1 |
| 22. Soccer | Yes | No | 4 | 3 | 2 | 1 |
| 23. Softball | Yes | No | 4 | 3 | 2 | 1 |
| 24. Tennis/Lessons/clinics | Yes | No | 4 | 3 | 2 | 1 |
| 25. Training/Certifications/Education | Yes | No | 4 | 3 | 2 | 1 |
| 26. Trips/Tours | Yes | No | 4 | 3 | 2 | 1 |
| 27. Equestrian programs | Yes | No | 4 | 3 | 2 | 1 |
| 28. Ultimate Frisbee | Yes | No | 4 | 3 | 2 | 1 |
| 29. Volleyball | Yes | No | 4 | 3 | 2 | 1 |
| 30. Walking for exercise | Yes | No | 4 | 3 | 2 | 1 |
| 31. Other: _____ | Yes | No | 4 | 3 | 2 | 1 |

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

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

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

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

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

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

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

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

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

___(1) Dan Nicholas Park ___(3) Ellis Park ___(5) Dunn's Mountain Park
 ___(2) Sloan Park ___(4) Eagle Point Preserve

9. Which of the following organizations provide the recreation FACILITIES that are used by yourself and other members of your household? [Check all that apply.]

___(01) Rowan County Parks & Recreation ___(08) City of Salisbury
 ___(02) Other governments ___(09) Private clubs: _____
 ___(03) Local Schools ___(10) Fitness centers: _____
 ___(04) Colleges/Universities ___(11) Cultural institutions (Rowan Arts Council)
 ___(05) Churches or other religious organizations ___(12) Other: _____
 ___(06) Non-profit organizations ___(99) None of these
 ___(07) City of Kannapolis

9-1. Of the organizations listed in Question 9, which ONE do you use most for your household's recreation needs? [Write-in your answer using the numbers from the list in Question 9 that corresponds to the organization your household uses most; e.g. write "01" if the Rowan County Parks and Recreation is the organization that provides the facilities/programs you use most.]

Most used organization: _____

10. Which of the following reasons prevent you or other members of your household from using recreation programs offered by the Rowan County Parks & Recreation Department? [If you currently use them, what prevents you from using them more often? Check all that apply.]

___(01) Too hard to find parking ___(09) Facilities too crowded
 ___(02) Program or facility not offered ___(10) Insufficient staffing
 ___(03) Lack of quality programs ___(11) Poor customer service
 ___(04) Program times not convenient ___(12) Fees too high
 ___(05) Use facilities of other cities/private institutions ___(13) Nothing – I am actively using the County's recreation facilities and programs
 ___(06) Not interested/too busy
 ___(07) Facility/operating hours not convenient ___(14) Other: _____
 ___(08) Don't know what's offered/available

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

- | | |
|--|---|
| <input type="checkbox"/> (1) Recreation brochures | <input type="checkbox"/> (6) Newspaper |
| <input type="checkbox"/> (2) Rowan County website – www.rowancountync.org | <input type="checkbox"/> (7) Social media (Facebook, Twitter, Instagram, YouTube, etc.) |
| <input type="checkbox"/> (3) Recreation e-mail | <input type="checkbox"/> (8) Other: _____ |
| <input type="checkbox"/> (4) Conversations with staff | <input type="checkbox"/> (9) None of these |
| <input type="checkbox"/> (5) From friends and family | |

12. What is your age? _____ years

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

- | | | | |
|--------------------|-------------------|-------------------|-------------------|
| Under age 5: _____ | Ages 15-19: _____ | Ages 35-44: _____ | Ages 65-74: _____ |
| Ages 5-9: _____ | Ages 20-24: _____ | Ages 45-54: _____ | Ages 75+: _____ |
| Ages 10-14: _____ | Ages 25-34: _____ | Ages 55-64: _____ | |

14. Approximately how many years have you lived in Rowan County? [Enter "0" if less than one year.]
_____ years

15. Your gender: _____(1) Male _____(2) Female

16. Please indicate where you live in Rowan County.

- | | | |
|--|--|---|
| <input type="checkbox"/> (01) Town of China Grove | <input type="checkbox"/> (05) Town of Granite Quarry | <input type="checkbox"/> (09) City of Salisbury |
| <input type="checkbox"/> (02) Town of Cleveland | <input type="checkbox"/> (06) City of Kannapolis | <input type="checkbox"/> (10) Town of Rockwell |
| <input type="checkbox"/> (03) Town of East Spencer | <input type="checkbox"/> (07) Town of Landis | |
| <input type="checkbox"/> (04) Town of Faith | <input type="checkbox"/> (08) Town of Rockwell | |

17. [OPTIONAL] If you would like to receive future information regarding the Rowan County Parks & Recreation Programs, and are willing to participate in on-line surveys or would be willing to attend focus groups about leisure/recreation needs in the Rowan County, please provide your contact information below.

Your Name: _____ Phone: _____
E-mail: _____

This concludes the survey – thank you for your time!

Please return your completed survey in the enclosed postage-paid envelope addressed to:
ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061.

You may also scan your survey and return it by e-mail to ctatham@etcinstitute.com,
or complete it on-line by going to www.RowanCountySurvey.org.

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!

F APPENDIX

DISTRICT PARK COST ANALYSIS

APPENDIX F

PARK PROTOTYPE COST ANALYSIS

DISTRICT PARK- 50 ACRES

| NO. | DESCRIPTION | QUANTITY | UNIT | UNIT COST | SUBTOTAL |
|----------|--|----------|------|-----------|------------------|
| 1 | SITWORK | | | | |
| A | Clearing & Grubbing | 10 | AC @ | \$7,000 | \$70,000 |
| B | Fill | 3000 | CY @ | \$17 | \$51,000 |
| C | Grading- Rough and Fine (10 acres) | 29040 | SY @ | \$5 | \$145,200 |
| | SUBTOTAL | | | | \$266,200 |
| 2 | UTILITIES | | | | |
| A | Storm Drainage | 1 | LS @ | \$100,000 | \$100,000 |
| B | Sanitary | 1 | LS @ | \$50,000 | \$50,000 |
| C | Water Service | 1 | LS @ | \$35,000 | \$35,000 |
| | SUBTOTAL | | | | \$185,000 |
| 3 | PAVING | | | | |
| A | Walks - 1200 LF @ 6' Wide | 7200 | SF @ | \$5 | \$36,000 |
| B | Parking - 450 S.F. per space, 350 spaces | 17500 | SY @ | \$15 | \$262,500 |
| | SUBTOTAL | | | | \$298,500 |
| 4 | BUILDINGS | | | | |
| A | Park Center Building | 2000 | LS @ | \$185 | \$370,000 |
| B | Maintenance | 2000 | SF @ | \$100 | \$200,000 |
| | SUBTOTAL | | | | \$570,000 |
| 5 | LANDSCAPING | | | | |
| A | Grassing-Seed | 200000 | SF @ | \$0 | \$50,000 |
| B | Trees & Shrubs | 1 | LS @ | \$200,000 | \$200,000 |
| C | Irrigation | 1 | LS @ | \$55,000 | \$55,000 |
| | SUBTOTAL | | | | \$305,000 |
| 6 | SITE FURNISHINGS | | | | |
| A | Bench | 16 | EA @ | \$2,000 | \$32,000 |
| B | Trash Receptacles | 7 | EA @ | \$1,000 | \$7,000 |
| C | Bicycle Rack | 4 | EA @ | \$1,600 | \$6,400 |
| | SUBTOTAL | | | | \$45,400 |
| 7 | LIGHTING | | | | |
| A | Light Standard | 25 | LS @ | \$2,500 | \$62,500 |
| B | Equipment & Pedestal | 1 | LS @ | \$1,000 | \$1,000 |
| C | Trenching, Wiring Equip & Misc. | 1 | LS @ | \$25,000 | \$25,000 |
| | SUBTOTAL | | | | \$88,500 |
| 8 | SIGNAGE | | | | |
| A | Park Identification & Locational Signage | 1 | LS @ | \$10,000 | \$10,000 |
| B | Traffic Signage | 1 | LS @ | \$2,500 | \$2,500 |
| | SUBTOTAL | | | | \$12,500 |

| | | | | | | |
|-----------|---|---|----|---|-----------|--------------------|
| 9 | FACILITIES | | | | | |
| A | Baseball/ Softball Field | 3 | LS | @ | \$409,129 | \$1,227,387 |
| B | Picnic Table | 6 | LS | @ | \$2,750 | \$16,500 |
| C | Football / Soccer Field | 1 | LS | @ | \$315,975 | \$315,975 |
| D | Leisure Trail | 1 | LS | @ | \$162,624 | \$162,624 |
| E | Volleyball Court | 1 | LS | @ | \$17,742 | \$17,742 |
| F | Playground | 1 | LS | @ | \$129,165 | \$129,165 |
| | SUBTOTAL | | | | | \$1,869,393 |
| 10 | CONTINGENCY | | | | | |
| A | 15% Contingency | 1 | | | | \$544,199 |
| | SUBTOTAL | | | | | \$544,199 |
| 11 | SUMMARY- DISTRICT PARK COST ANALYSIS | | | | | |
| 1 | Sitework | | | | | \$266,200 |
| 2 | Utilities | | | | | \$185,000 |
| 3 | Paving | | | | | \$298,500 |
| 4 | Buildings | | | | | \$570,000 |
| 5 | Landscaping | | | | | \$305,000 |
| 6 | Site Furnishings | | | | | \$45,400 |
| 7 | Lighting | | | | | \$88,500 |
| 8 | Signage | | | | | \$12,500 |
| 9 | Facilities | | | | | \$1,869,393 |
| 10 | Contingency | | | | | \$544,199 |
| | TOTAL COST- DISTRICT PARK | | | | | \$4,184,692 |

Note: Cost data was derived by average market prices determined during the development of this master plan.
Prices may vary due to local market conditions.

F APPENDIX

REGIONAL PARK COST ANALYSIS

APPENDIX F

DAN NICHOLAS PARK IMPROVEMENTS

| NO. | DESCRIPTION | QUANTITY | UNIT | UNIT COST | SUBTOTAL |
|----------|---|----------|------|--------------|--------------------|
| 1 | UTILITIES | | | | |
| A | Storm Drainage | 1 | LS @ | \$25,000.00 | \$25,000 |
| B | Sanitary | 1 | LS @ | \$10,000.00 | \$10,000 |
| C | Water Service | 1 | LS @ | \$10,000.00 | \$10,000 |
| | SUBTOTAL | | | | \$45,000 |
| 2 | BUILDINGS | | | | |
| A | Renovated + Expanded Office Space | 1 | LS @ | \$300,000.00 | \$300,000 |
| B | Renovated and Expanded Concessions Building | 1 | SF @ | \$250,000.00 | \$250,000 |
| C | New Nature Center / Auditorium Building | 1 | SF @ | \$750,000.00 | \$750,000 |
| | SUBTOTAL | | | | \$1,300,000 |
| 3 | LANDSCAPING | | | | |
| A | Grassing-Seed | 10000 | SF @ | \$0.50 | \$5,000 |
| B | Trees & Shrubs | 1 | LS @ | 20,000.00 | \$20,000 |
| C | Irrigation | 1 | LS @ | 5,000.00 | \$5,000 |
| | SUBTOTAL | | | | \$30,000 |
| 4 | SIGNAGE | | | | |
| A | Park Identification & Locational Signage | 1 | LS @ | \$10,000.00 | \$10,000 |
| B | Traffic Signage | 1 | LS @ | \$2500.00 | \$2,500 |
| | SUBTOTAL | | | | \$12,500 |
| 5 | FACILITIES | | | | |
| A | Baseball/ Softball Field | 1 | LS @ | \$409,129.00 | \$409,129 |
| B | Football / Soccer Field | 1 | LS @ | \$315,975.00 | \$315,975 |
| C | Leisure Trail | 1 | LS @ | \$162,624.00 | \$162,624 |
| D | Dog park | 1 | LS @ | \$56,920.00 | \$56,920 |
| | SUBTOTAL | | | | \$944,648 |
| 6 | CONTINGENCY | | | | |
| A | 15% Contingency | 1 | | | \$347,947 |
| | SUBTOTAL | | | | \$347,947 |
| 7 | SUMMARY- DISTRICT PARK COST ANALYSIS | | | | |
| 1 | Utilities | | | | \$45,000 |
| 2 | Buildings | | | | \$1,300,000 |
| 3 | Landscaping | | | | \$30,000 |
| 4 | Signage | | | | \$12,500 |
| 5 | Facilities | | | | \$944,648 |
| 6 | Contingency | | | | \$347,947 |
| | TOTAL COST- DISTRICT PARK | | | | \$2,680,095 |

Note: Cost data was derived by average market prices determined during the development of this master plan. Prices may vary due to local market conditions.

APPENDIX F

DUNN'S MOUNTAIN IMPROVEMENTS

| NO. | DESCRIPTION | QUANTITY | UNIT | UNIT COST | SUBTOTAL |
|---|--|----------|------|-----------|------------------|
| 1 | FACILITIES | | | | |
| A | Leisure Trail | 1 | LS | @ | \$162,624.00 |
| | SUBTOTAL | | | | \$162,624 |
| 2 | CONTINGENCY | | | | |
| A | 15% Contingency | 1 | | | \$24,394 |
| | SUBTOTAL | | | | \$24,394 |
| 3 | SUMMARY- DUNN'S MOUNTAIN IMPROVEMENTS | | | | |
| 1 | Facilities | | | | \$162,624 |
| 2 | Contingency | | | | \$24,394 |
| TOTAL COST- DUNN'S MOUNTAIN IMPROVEMENTS | | | | | \$187,018 |

Note: Cost data was derived by average market prices determined during the development of this master plan. Prices may vary due to local market conditions.

F APPENDIX

REGIONAL PARK COST ANALYSIS

APPENDIX F

EAGLE POINT PARK IMPROVEMENTS

| NO. | DESCRIPTION | QUANTITY | UNIT | UNIT COST | SUBTOTAL |
|----------|--|----------|------|-----------|------------------|
| 1 | SITWORK | | | | |
| A | Clearing & Grubbing | 10 | AC @ | \$7,000 | \$70,000 |
| B | Fill | 3000 | CY @ | \$17 | \$51,000 |
| C | Grading- Rough and Fine (10 acres) | 29040 | SY @ | \$5 | \$145,200 |
| | SUBTOTAL | | | | \$266,200 |
| 2 | UTILITIES | | | | |
| A | Storm Drainage | 1 | LS @ | \$75,000 | \$75,000 |
| B | Sanitary | 1 | LS @ | \$50,000 | \$50,000 |
| C | Water Service | 1 | LS @ | \$35,000 | \$35,000 |
| | SUBTOTAL | | | | \$160,000 |
| 3 | PAVING | | | | |
| A | Walks - 1200 LF @ 6' Wide | 7200 | SF @ | \$5 | \$36,000 |
| B | Parking - 450 S.F. per space, 150 spaces | 7500 | SY @ | \$15 | \$112,500 |
| | SUBTOTAL | | | | \$148,500 |
| 4 | BUILDINGS | | | | |
| A | Park Center Building | 2200 | sf @ | \$175 | \$385,000 |
| B | Maintenance | 1500 | SF @ | \$100 | \$150,000 |
| | SUBTOTAL | | | | \$535,000 |
| 5 | LANDSCAPING | | | | |
| A | Grassing-Seed | 15000 | SF @ | \$1 | \$7,500 |
| B | Trees & Shrubs | 1 | LS @ | \$10,000 | \$10,000 |
| | SUBTOTAL | | | | \$17,500 |
| 6 | SITE FURNISHINGS | | | | |
| A | Bench | 10 | EA @ | \$2,000 | \$20,000 |
| B | Trash Receptacles | 7 | EA @ | \$1,000 | \$7,000 |
| C | Bicycle Rack | 4 | EA @ | \$1,600 | \$6,400 |
| | SUBTOTAL | | | | \$33,400 |
| 7 | LIGHTING | | | | |
| A | Light Standard | 25 | LS @ | \$2,500 | \$62,500 |
| B | Equipment & Pedestal | 1 | LS @ | \$1,000 | \$1,000 |
| C | Trenching, Wiring Equip & Misc. | 1 | LS @ | \$25,000 | \$25,000 |
| | SUBTOTAL | | | | \$88,500 |
| 8 | SIGNAGE | | | | |
| A | Park Identification & Locational Signage | 1 | LS @ | \$10,000 | \$10,000 |
| B | Traffic Signage | 5 | LS @ | \$2,500 | \$12,500 |
| | SUBTOTAL | | | | \$22,500 |

| | | | | | | |
|----------|-------------------|---|----|---|-----------|------------------|
| 9 | FACILITIES | | | | | |
| A | Picnic Table | 5 | LS | @ | \$2,750 | \$13,750 |
| B | Leisure Trail | 1 | LS | @ | \$162,624 | \$162,624 |
| C | Playground | 1 | LS | @ | \$129,165 | \$129,165 |
| D | Canoe Launch | 1 | LS | @ | \$40,000 | \$40,000 |
| | SUBTOTAL | | | | | \$345,539 |

| | | | | | | |
|-----------|--------------------|---|--|--|--|------------------|
| 10 | CONTINGENCY | | | | | |
| A | 15% Contingency | 1 | | | | \$239,196 |
| | SUBTOTAL | | | | | \$239,196 |

| | | | | | | |
|-----------|---|--|--|--|--|--------------------|
| 11 | SUMMARY- EAGLE POINT IMPROVEMENTS | | | | | |
| 1 | Sitework | | | | | \$266,200 |
| 2 | Utilities | | | | | \$160,000 |
| 3 | Paving | | | | | \$148,500 |
| 4 | Buildings | | | | | \$535,000 |
| 5 | Landscaping | | | | | \$17,500 |
| 6 | Site Furnishings | | | | | \$33,400 |
| 7 | Lighting | | | | | \$88,500 |
| 8 | Signage | | | | | \$22,500 |
| 9 | Facilities | | | | | \$345,539 |
| 10 | Contingency | | | | | \$239,196 |
| | TOTAL COST- EAGLE POINT IMPROVEMENTS | | | | | \$1,856,335 |

Note: Cost data was derived by average market prices determined during the development of this master plan. Prices may vary due to local market conditions.

F APPENDIX

REGIONAL PARK COST ANALYSIS

APPENDIX F

ELLIS PARK IMPROVEMENTS

| NO. | DESCRIPTION | QUANTITY | UNIT | UNIT COST | SUBTOTAL |
|----------|--|----------|------|--------------|------------------|
| 1 | SITWORK | | | | |
| A | Clearing & Grubbing | 0.25 | AC @ | \$7,000.00 | \$1,750 |
| B | Grading- Rough and Fine (10 acres) | 1000 | SY @ | \$5.00 | \$5,000 |
| | SUBTOTAL | | | | \$6,750 |
| 2 | UTILITIES | | | | |
| A | Storm Drainage | 1 | LS @ | \$20,000.00 | \$20,000 |
| | SUBTOTAL | | | | \$20,000 |
| 3 | PAVING | | | | |
| A | Walks - 1200 LF @ 6' Wide | 500 | SF @ | \$5.00 | \$2,500 |
| B | Parking - 450 S.F. per space, 100 spaces | 5000 | SY @ | \$15.00 | \$75,000 |
| C | Access Control Gates | 3 | EA @ | \$5000.00 | \$15,000 |
| | SUBTOTAL | | | | \$92,500 |
| 4 | BUILDINGS | | | | |
| A | Renovations to Civic Center | 1 | LS @ | \$200,000.00 | \$200,000 |
| | SUBTOTAL | | | | \$200,000 |
| 5 | LANDSCAPING | | | | |
| A | Grassing-Seed | 10000 | SF @ | 0.50 | \$5,000 |
| B | Trees & Shrubs | 1 | LS @ | 5,000.00 | \$5,000 |
| C | Irrigation | 1 | LS @ | 1,000.00 | \$1,000 |
| | SUBTOTAL | | | | \$11,000 |
| 6 | FACILITIES | | | | |
| A | Tennis Court Renovations | 1 | LS @ | \$40,000.00 | \$40,000 |
| B | Leisure Trail | 1 | LS @ | \$162,624.00 | \$162,624 |
| | SUBTOTAL | | | | \$202,624 |
| 7 | CONTINGENCY | | | | |
| A | 15% Contingency | 1 | | | \$79,931 |
| | SUBTOTAL | | | | \$79,931 |
| 8 | SUMMARY- ELLIS PARK COST ANALYSIS | | | | |
| 1 | Sitework | | | | \$6,750 |
| 2 | Utilities | | | | \$20,000 |
| 3 | Paving | | | | \$92,500 |
| 4 | Buildings | | | | \$200,000 |
| 5 | Landscaping | | | | \$11,000 |
| 6 | Facilities | | | | \$202,624 |
| 7 | Contingency | | | | \$79,931 |
| | TOTAL COST- ELLIS PARK IMPROVEMENTS | | | | \$612,805 |

Note: Cost data was derived by average market prices determined during the development of this master plan. Prices may vary due to local market conditions.

APPENDIX F

SLOAN PARK IMPROVEMENTS

| NO. | DESCRIPTION | QUANTITY | UNIT | UNIT COST | SUBTOTAL |
|----------|--|----------|------|--------------|------------------|
| 1 | UTILITIES | | | | |
| A | Storm Drainage | 1 | LS @ | \$20,000.00 | \$20,000 |
| B | Water Service | 1 | LS @ | \$5,000.00 | \$5,000 |
| | SUBTOTAL | | | | \$25,000 |
| 2 | PAVING | | | | |
| A | Walks - 500 LF @ 6' Wide | 3000 | SF @ | \$5.00 | \$15,000 |
| | SUBTOTAL | | | | \$15,000 |
| 3 | SITE FURNISHINGS | | | | |
| A | Bench | 4 | EA @ | \$2,000.00 | \$8,000 |
| B | Trash Receptacles | 2 | EA @ | \$1,000.00 | \$2,000 |
| C | Bicycle Rack | 1 | EA @ | \$1,600.00 | \$1,600 |
| | SUBTOTAL | | | | \$11,600 |
| 4 | SIGNAGE | | | | |
| A | Park Identification & Locational Signage | 1 | LS @ | \$10,000.00 | \$10,000 |
| B | Traffic Signage | 5 | LS @ | \$2500.00 | \$12,500 |
| | SUBTOTAL | | | | \$22,500 |
| 5 | FACILITIES | | | | |
| A | New Baseball/ Softball Field | 1 | LS @ | \$349,000.00 | \$349,000 |
| B | Upgrade to existing Baseball Field | 1 | LS @ | \$150,000.00 | \$150,000 |
| C | Walking Trail (paved) | 1 | MI @ | \$162,624.00 | \$162,624 |
| D | Playground Upgrades | 1 | LS @ | \$75,000.00 | \$75,000 |
| | SUBTOTAL | | | | \$736,624 |
| 6 | CONTINGENCY | | | | |
| A | 15% Contingency | 1 | | | \$121,609 |
| | SUBTOTAL | | | | \$121,609 |
| 7 | SUMMARY- SLOAN PARK COST ANALYSIS | | | | |
| 1 | Utilities | | | | \$25,000 |
| 2 | Paving | | | | \$15,000 |
| 3 | Site Furnishings | | | | \$11,600 |
| 4 | Signage | | | | \$22,500 |
| 5 | Facilities | | | | \$736,624 |
| 6 | Contingency | | | | \$121,609 |
| | TOTAL COST- SLOAN PARK IMPROVEMENTS | | | | \$932,333 |

Note: Cost data was derived by average market prices determined during the development of this master plan. Prices may vary due to local market conditions.

F APPENDIX

REGIONAL PARK COST ANALYSIS

APPENDIX F

PARK PROTOTYPE COST ANALYSIS

REGIONAL PARK- 100 ACRES

| NO. | DESCRIPTION | QUANTITY | UNIT | UNIT COST | SUBTOTAL |
|----------|--|----------|------|-------------|-------------|
| 1 | SITWORK | | | | |
| A | Clearing & Grubbing | 24 | AC @ | \$7,000 | \$168,000 |
| B | Fill | 16000 | CY @ | \$17 | \$272,000 |
| C | Grading- Rough and Fine (25 acres) | 116160 | SY @ | \$5 | \$580,800 |
| | SUBTOTAL | | | | \$1,020,800 |
| 2 | UTILITIES | | | | |
| A | Storm Drainage | 1 | LS @ | \$300,000 | \$300,000 |
| B | Sanitary | 1 | LS @ | \$125,000 | \$125,000 |
| C | Water Service | 1 | LS @ | \$75,000 | \$75,000 |
| | SUBTOTAL | | | | \$500,000 |
| 3 | PAVING | | | | |
| A | Walks, 2000 LF @ 6' Wide | 12000 | SF @ | \$5 | \$55,200 |
| B | Parking- 450 S.F. per space, 400 spaces | 20000 | SY @ | \$15 | \$300,000 |
| | SUBTOTAL | | | | \$355,200 |
| 4 | BUILDINGS | | | | |
| A | Restrooms (2000 S.F.) | 2000 | LS @ | \$185 | \$370,000 |
| B | Maintenance | 2400 | SF @ | \$85 | \$204,000 |
| C | Entrance Gatehouse | 1000 | SF @ | \$185 | \$185,000 |
| D | Picnic Shelter (1500 S.F.) | 4 | LS @ | \$45,000 | \$180,000 |
| | SUBTOTAL | | | | \$939,000 |
| 5 | LANDSCAPING | | | | |
| A | Grassing-Seed | 500000 | SF @ | \$0.20 | \$100,000 |
| B | Trees & Shrubs | 1 | LS @ | \$300,000 | \$300,000 |
| C | Irrigation | 1 | LS @ | \$70,000 | \$70,000 |
| | SUBTOTAL | | | | \$470,000 |
| 6 | SITE FURNISHINGS | | | | |
| A | Bench | 30 | EA @ | \$2,000 | \$60,000 |
| B | Trash Receptacle | 30 | EA @ | \$1,000 | \$30,000 |
| C | Bicycle Rack | 8 | EA @ | \$1,600 | \$12,800 |
| | SUBTOTAL | | | | \$102,800 |
| 7 | LIGHTING | | | | |
| A | Light Standards | 100 | EA @ | \$2,500 | \$250,000 |
| B | Equipment & Pedestal | 1 | LS @ | \$1,000.00 | \$1,000 |
| C | Trenching, Wiring Equip & Misc. | 1 | LS @ | \$25,000.00 | \$25,000 |
| | SUBTOTAL | | | | \$276,000 |
| 8 | SIGNAGE | | | | |
| A | Park Identification & Locational Signage | 1 | LS @ | \$25,000 | \$25,000 |
| B | Traffic Signage | 1 | LS @ | \$10,000 | \$10,000 |
| | SUBTOTAL | | | | \$35,000 |

| | | | | | | |
|----------|------------------------------------|----|----|---|-----------|-------------|
| 9 | FACILITIES | | | | | |
| A | Multi-use field / Overflow parking | 1 | EA | @ | \$150,000 | \$150,000 |
| A | Volleyball Courts | 2 | EA | @ | \$17,742 | \$35,484 |
| B | Leisure Trail | 2 | EA | @ | \$162,624 | \$325,248 |
| C | Picnic Table | 40 | EA | @ | \$2,750 | \$110,000 |
| D | Playground | 1 | LS | @ | \$129,165 | \$129,165 |
| E | Swim Beach | 1 | LS | @ | \$350,000 | \$350,000 |
| F | Fishing Pier | 1 | LS | @ | \$150,000 | \$150,000 |
| G | Boat Dock | 1 | LS | @ | \$175,000 | \$175,000 |
| | SUBTOTAL | | | | | \$1,424,897 |

| | | | | | | |
|-----------|--------------------|---|--|--|--|-----------|
| 10 | CONTINGENCY | | | | | |
| A | 10% Contingency | 1 | | | | \$512,370 |
| | TOTAL | | | | | \$512,370 |

| | | | | | | |
|-----------|---|--|--|--|--|--------------------|
| 11 | SUMMARY- REGIONAL PARK COST ANALYSIS | | | | | |
| 1 | Sitework | | | | | \$1,020,800 |
| 2 | Utilities | | | | | \$500,000 |
| 3 | Paving | | | | | \$355,200 |
| 4 | Buildings | | | | | \$939,000 |
| 5 | Landscaping | | | | | \$470,000 |
| 6 | Site Furnishings | | | | | \$102,800 |
| 7 | Lighting | | | | | \$276,000 |
| 8 | Signage | | | | | \$35,000 |
| 9 | Facilities | | | | | \$1,424,897 |
| 10 | Contingency | | | | | \$512,370 |
| | TOTAL COST- REGIONAL PARK | | | | | \$5,636,067 |

Note: Cost data was derived by average market prices determined during the development of this master plan. Prices may vary due to local market conditions.



APPENDIX

WORKS CITED

1. Carolina Thread Trail (2015, July). Carolina Thread Trail Master Plan for Rowan County Communities.
2. City of Salisbury Department of Land Management & Development with NCDOT Division of Land Management & Pedestrian Transportation (2009, July). Salisbury Comprehensive Bicycle Plan.
3. City of Salisbury (2001 March 20). Salisbury Vision 2020 Comprehensive Plan.
4. Davidson County Commissioners with Davidson County Tourism & Recreation Investment Partnership (Spring 2011). Davidson County Blueway Plan.
5. Kelly, Margaret C. H.; Zieper, Matthew (2001, June). Strategies for Passing a Bond Referendum. Government Finance Review (Vol. 17, Issue 3):
6. <https://www.questia.com/magazine/1G1-76941399/strategies-for-passing-a-bond-referendum>
7. Mecklenburg County Parks & Recreation (2016, August). Website for Ramsey Creek Park:
8. <http://charmec.org/MECKLENBURG/COUNTY/PARKANDREC/PARKS/PARKSBYREGION/NORTHREGION/Pages/RamseyCreek.aspx>
9. Minneapolis Park & Recreation Board (2015, October 21). Closing the Gap: Public and Private Funding Strategies for Neighborhood Parks: https://www.minneapolisparcs.org/_asset/11bxwt/Closing-the-Gap---Public-and-Private-Funding-Strategies-for-Neighborhood-Parks-10-21-15.pdf
10. Mursak, Joe (2016, May 28). Families Pack Debut of Lake Norman Swimming Beach: <http://www.charlotteobserver.com/news/local/article80593022.html>
11. National Recreation & Park Association: <http://www.nrpa.org/>

-
12. N.C. Division of Parks & Recreation with N.C. Department of Environment & Natural Resources (2015 May). North Carolina Outdoor Recreation Plan.
 13. NCDOT (2008, June). NC Scenic Byways.
 14. Piedmont Triad Regional Council with NCDOT (2014, July 31). Central NC Regional Bicycle Plan.
 15. Rowan County (2015, April). Facilities Master Plan (Draft).
 16. Rowan County Department of Planning & Development (2012, January 17). Land Use Plan Areas East of I-85.
 17. Rowan County Department of Planning & Development (2009, April 20). Land Use Plan Areas West of I-85.
 18. Salisbury Parks & Recreation Department (2009, August 4). 2009 Comprehensive Parks & Recreation Master Plan Update (Through the Year 2020).
 19. Town of Spencer (2014, September 5). 2014-2024 Parks & Recreation Comprehensive Plan.