



City of Greensboro 2017 Comprehensive Parks and Recreation Master Plan

March 1998





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EXECUTIVE SUMMARY

INTRODUCTION

The Greensboro Comprehensive Parks and Recreation Master Plan is based upon a review of the entire community, an analysis of the existing park system, the identification of user needs, the development of recreation standards, and an adherence to stated proposals and recommendations. The plan is intended to be “action-oriented” and designed to provide a framework from which the City can enhance its park and recreation system.

The Executive Summary outlines the major findings and recommendations of the complete 2017 Parks and Recreation Comprehensive Master Plan document and refers to tables, exhibits, and maps within the full report.

In April of 1997, the City hired Woolpert, a professional park planning firm, to assist them in preparing a new comprehensive plan to forecast the parks and recreation needs through the year 2017. Woolpert was assigned the task to evaluate the existing programs and facilities offered through the Greensboro Parks and Recreation Department and to develop new strategies in meeting future recreation needs. A key objective in preparing the plan was to extensively involve the public in helping to identify both current and future recreation needs. Residents of Greensboro and Guilford County actively participated in the planning effort by attending workshops at various locations throughout the City.

MASTER PLAN PURPOSE

The main purpose of this document is to provide the City with an accurate and usable plan to guide its actions and decisions concerning:

- Land acquisition and park development
- Renovations
- Facilities and programming
- Partnerships
- Department organizational structure
- Funding strategies

The Master Plan report is organized into six major sections:

1. Review of Demographic and Physical Information
2. Inventory and Analysis of Existing Recreation Programs
3. Inventory and Analysis of Existing Park Facilities
4. Community Needs Assessment
5. Master Plan Proposals and Recommendations
6. Action Plan Implementation



DEMOGRAPHIC INFORMATION

- The demographic information relating to Greensboro has been reviewed to gain an understanding of the unique characteristics of the community and to identify factors that may influence recreation and park planning.
- The planning area for this report includes the current City corporation boundary, extra-territorial jurisdiction (ETJ) boundary, and selective areas of the county, as determined by the project team with input from Greensboro and Guilford County’s planning departments. To better define the planning area it is divided into seven separate planning districts. The planning districts are 1-South, 2-Northeast, 3-North, 4-West, 5-Southwest, 6-Southeast, and 7-East. The seven planning districts are shown in Exhibit 1-1 “Planning Area.”
- Greensboro has grown at a steady rate of between 1% and 2% since 1950 and will continue to experience steady population growth. During the 1980s, the rate of growth was estimated to be at 1.8% per year and from 1990 to 1996 the rate has been approximately 1.5% per year. The high rate of population growth from 1980 to 1996 is primarily attributed to the annexation. This trend will be much slower due to changes being proposed by the North Carolina General Assembly and agreements entered into with surrounding towns.
- The Greensboro population is projected to be approximately 242,259 by 2017. The planning area population will be approximately 270,973 by 2017. At an annual growth rate of .8%, the City is projected to account for approximately 56% of the total county population by the year 2017. Population projections for Greensboro, the planning area, and Guilford County are as follows:

Table 1-2

Population Projections							
Location	1990	1996	2000	2005	2010	2015	2017
Greensboro	183,521	200,485	211,568	220,167	229,916	238,428	242,259
Guilford County	347,420	366,000	378,000	393,250	408,500	423,250	—
Planning Area	N/A	216,298	229,327	240,619	253,471	265,563	270,973

Source: 1990 U.S. Census; Guilford County Planning Department - Forecast 2015 Plan (County Population for 1996-2015); Greensboro Planning Department (City estimates 1996-2017)

- The overall population will continue to age.
- The population is becoming more culturally diverse.
- The ratio of males to females has remained relatively constant at approximately 47% to 53%, respectively, since 1960. Influencing factors such as mortality, longevity, and fertility should ensure that this trend continues through the planning period.
- Household size is declining. Household size for Guilford County is projected to be 2.3 between the years 2000 and 2015. Past experience indicates the City of Greensboro will follow the same trend.
- One can expect to see an increase in two income households and single head of household through the planning period.
- From 1990 to 2015, average household income is expected to increase to ±\$49,000. However, overall purchasing power will decline due to cost of living escalation.



- The City is becoming more urbanized. Growth is strong in the Northwest, North/Northeast, and South/Southwest. Industry is predominant along the major highway corridors. The City has a strong commitment to neighborhood revitalization and historic preservation to help with urbanization, but watershed policies may tend to increase urban sprawl.
- Major roadway, water, and sewer projects will support new development.
- Soils and topography present only slight limitations to new development.
- Public concern for protecting the environment is increasing. Watershed protection regulations will influence the importance of open space.

INVENTORY AND ANALYSIS OF EXISTING RECREATION PROGRAMS

- A program analysis was conducted on the individual program areas that were selected by a Greensboro Parks and Recreation staff committee. National trends for each program area were overlaid and a SWOT analysis (strengths, weaknesses, opportunities, and threats) was completed for each program area. Visits were made to most of the facilities where these programs exist and the staff had input on the program area summaries.
- The Department has a strong overall program base with excellent diversity.
- The programs provide the bulk of the recognition the Department receives from the public and are well received by the community in terms of participation and support. The programs evaluated tend to follow traditional program trends of the 1960's and 1970's except in the arts and youth at risk programs where the Department is clearly leading the country in creativity and effort to service these two program areas.
- National program trends are identified in the plan for the Department to consider in a management strategy for delivering services. The trends noted are for wellness and fitness programming, earned income opportunities, program standards with measurable outcomes, market plans for facilities and programs, partnership development, core program development, and intergenerational programming of recreation centers.

INVENTORY AND ANALYSIS OF EXISTING PARK FACILITIES

- The Department currently operates 170 sites and manages over 3,545 acres of an impressive variety of regional, community, neighborhood, and special facilities.
- Department staff compiled an inventory of existing recreation facilities and the Consultant performed site evaluations for 50 sites. Department staff and Woolpert personnel visited all 50 sites in June 1997. (Refer to Table 3-1 "System-Facility Inventory")
- Site evaluations focused on assessing visual quality, parking, site furnishings, vandalism, accessibility, level of use, and overall conditions. The purpose of the review was to observe parks and facilities from the user's perspective and assess how the facilities are currently operating. Summary statements for each of the 50 sites are within the plan. (Refer to Table 3-2 "Key Park Facilities Assessment")
- Most sites and facilities were rated good to excellent by evaluating visual quality, parking, furnishings, vandalism, and accessibility. All sites were well maintained and most sites are used extensively.



COMMUNITY NEEDS ASSESSMENT

- The identification of community needs of new recreation programs and park facilities were determined by using three separate assessment techniques: public involvement, group interviews and recreation standards.
- Fifty separate meetings to discuss park and recreation issues with a variety of special interest or “focus” groups were held between June, 1997 and September, 1997. Each group was asked to identify services, needs, activities, or important issues pertaining to recreational services, programs, and facilities provided by the City.
- In addition to the focus group meetings, six communitywide public workshops were held between August 6-21, 1997. Meetings were held at recreation centers throughout the City and at the City Council chambers. Input statements from the special interest group meetings were displayed at the workshops and participants were given the opportunity to read the statements concerning the various needs of the community. In a democratic fashion, participants were then given the opportunity to vote on the statements that they supported. In addition to the public workshop input, written statements from Greensboro citizens and groups were received and incorporated into the public involvement process.
- The workshop held at City Council chambers was broadcast to approximately 55,000 cable TV subscribers.
- Approximately (250) citizens actively participated in the workshops. Overall, it is estimated that over 170,000 members of organizations were represented throughout the process.
- The following represents a brief summary of the key issues brought forward at the community workshop meetings that had high community support. A complete summary is provided in Section 4.

Community Workshop Facility Statements

1. Develop Jefferson-Pilot property as a park
2. Develop walking trails and paved biking trails
3. Need more parks and facilities for growing population
4. Save Hester Park from Painter Boulevard
5. Preserve green space in the parks
6. Preserve Hagan-Stone Park
7. Need (6) indoor tennis courts at Spencer Love Facility
8. Maintain the existing park system
9. Need more athletic fields-soccer, softball, lacrosse, etc. for tournaments
10. Extend greenway from Piedmont Environmental Center to Country Park

Community Workshop Program Statement

1. Eliminate programs that are high cost/low attended
2. More teen programs at recreation centers
3. More sports for teenage girls
4. Consider more educational opportunities at recreation centers
5. Programs at recreation centers for neighborhood needs
6. Programs designed for the entire family
7. Expand programs for seniors
8. More programs for younger disabled children



9. Need more sports programs for youth and teens
10. Use recreation centers for teaching art classes

Community Workshop Policy Statements

1. Network better with schools and universities
2. Need adequate equipment to maintain facilities
3. Provide longer hours for the swimming pools
4. Take the politics out of parks
5. Transportation to park sites is an issue, especially for seniors and teens
6. Use older citizens as volunteers
7. Expand the Adopt-A-Park program
8. Expand park and recreation marketing and promotions
9. Consider privatization of special programs or facilities
10. Safety concerns are on the rise

Community Workshop Funding Statements

1. Explore local, state, and federal grants to fund park improvements
 2. Develop more corporate sponsorships to offset cost
 3. Develop a county-wide parks and recreation tax
 4. Develop public/private partnership
 5. Increase user fees for Guilford County residents
 6. Apply for donations from private foundations
 7. Seek financial assistance from Guilford County
 8. Provide tax incentives for landowners giving greenway property
 9. Pursue grants from the state of North Carolina PARTF
 10. Use community volunteers for manpower
- Standards developed by the National Recreation and Park Association (NRPA), the North Carolina Department of Environment Health and Natural Resources (NCDEHNR), and master plans for cities of similar size were analyzed to support the development of individual standards for Greensboro. Specific circumstances such as varying natural resources, economic conditions, land use availability, cultural preferences, and community needs also contributed to the formation of the standards.

Evaluation of Park Types and Land Needs

- The types of parks that will be needed by the end of the planning period (2017) are based upon the acreage standards provided in Table 4-1 and Table 4-2. They include magnet parks, regional parks, community parks, neighborhood parks, mini parks, and special use areas.

Land Needs for 2017

- Magnet Park Land—existing acreage is adequate
- Regional Park Land—need approximately 881 acres (2-3 sites)
- Community Park Land—need approximately 315 acres (5-8 sites)
- Neighborhood Park Land—need approximately 46 acres (16 sites)
- Mini-Park Land—existing acreage is adequate (need 5 parks individual planning districts)



Evaluation of Facility Needs

- The number of public facilities needed in Greensboro through the planning period (1997-2017) are identified in Table 4-4 “Public Recreation Facilities Needs Analysis.”
- Based upon the standards, immediate needs for additional facilities include:
 - (9) Adult baseball fields
 - (9) Baseball/softball fields
 - (23) Volleyball courts
 - (6) Play areas
 - (9) Amphitheaters
 - (22) Miles of hiking/nature trails
 - (2) Swimming pools
- Through the year 2017 the facility needs increase to the following totals:
 - (12) Adult baseball fields
 - (20) Baseball/softball fields
 - (34) Volleyball courts
 - (33) Play areas
 - (1) Recreation center with gym
 - (12) Amphitheaters
 - (36) Miles of hiking/nature trails
 - (12) Miles of fitness/jogging trails
 - (5) Swimming pools

MASTER PLAN PROPOSALS AND RECOMMENDATIONS

- Greensboro is recognized throughout the state and region as having excellent park facilities and high quality recreation programs. The challenge in the future will be to maintain this optimum performance level.
- Greensboro citizens are accustomed to having opportunities to be part of many diverse recreational activities provided by the Department and they will settle for no less in the future. Public input through the planning process suggests that citizens’ demand for quality leisure services will only increase as time passes. Citizens also expect local government to be a main provider of recreation services at a price that accommodates as many people as possible.
- In order to present a realistic plan to meet the recreational needs of the future, master plan scenarios were developed “in-house” by the Consultant as part of the overall planning process. Each scenario was evaluated as to how well they addressed the recreational needs of the community. A preliminary plan with proposals and recommendations was presented and reviewed with department staff prior to a final review meeting with the Advisory Team and the general public on October 22, 1997.

Roles of Providers

- Meeting all the recreational needs of the community will require a joint effort between the various government agencies and the private sector.
- The state of North Carolina should continue to offer a variety of recreational facilities and programs on a multi-county regional basis typically associated with magnet parks.
- The state of North Carolina should take the lead responsibility of coordinating and planning the Mountains to Sea Trail that is planned to pass through Guilford County.



- The state of North Carolina should financially assist Greensboro with acquiring land for parks, developing new parks, and renovating existing parks through the North Carolina PARTF grant program or any other state grant programs.
- By the year 2015, it is forecasted that there will be 423,250 people living in Guilford County, which will create a strong need for additional recreation services and park facilities. If these increased needs are to be met, Guilford County must continue to expand its support for recreation programs and be more involved with the development of park facilities similar to what they are currently doing with the City at Bur-Mil Park.
- Currently Guilford County provides regional parkland at six park locations throughout the County. Gibson, Mackintosh, Bur-Mil, and Triad have park facilities while Randleman and Northeast are open lands planned for future parks. The acreage provided at these sites is adequate to fulfill the needs throughout the planning period.
- The County's primary role should be to offer financial assistance for programs and facilities on a countywide basis. Possible means to fund this support could be through the use of bonds, creating a City-County parks and recreation department, or using a local option sales tax for parks and recreation projects.
- As its primary focus, Greensboro needs to offer recreation programs and park facilities for its own citizens. Historically, the City has been serving both Greensboro residents and those living in Guilford County. It is anticipated that the City will not be in a financial position to offer recreation programs and park facilities for a large population of citizens living in the county unless partnerships and alliances are created.
- The Master Plan is based on the premise that Greensboro's parks and recreation system will be structured to primarily serve approximately 270,973 people who are anticipated to live within the City or its sphere of influence (extraterritorial planning area) by the year 2017. The proposed facilities will not be able to accommodate the entire County, except for those offered at special use parks and programs through partnering agreements and alliances.
- Greensboro Parks and Recreation Department should continue to offer a variety of recreational activities that meet the diverse needs of the community. The City should also continue being the provider of magnet (Bryan Park only), regional, community, neighborhood, and special-use parks.
- The extent of program and facility offerings will ultimately be determined by what Greensboro can afford. The City should search for teaming opportunities with other governmental agencies and the private sector in sharing of programs and facility development.
- Similar to Greensboro, the other cities and towns in Guilford County will need to assist in offering recreational programs and facilities for their own communities.
- Guilford County school system The Park and Recreation Department have a joint use agreement for facilities at sites such as Grimsley High School, Smith High School, Page High School Dudley High School, Smith Jr. High School, Western Guilford High School and Rankin School.
- The Department is working with Guilford County school system in attaining an overall joint use agreement. They have cooperated in the past in making school property available for recreational use where possible. The schools and the Department should work more closely together in identifying additional programs that may take place on school or park properties. Additionally, a committee has identified sites within the City and County to better utilize existing facilities in the area through use of a centralized scheduling plan.



- Through the years quasi-public organizations such as churches, civic clubs, and community organizations in Greensboro have provided or supported vital recreational activities in the community. It will be important through the year 2017 for the quasi-public sector to maintain its strong supporting role in providing facilities and programs.
- Large corporations such as Burlington Industries, Cone Mills, Jefferson Pilot, and Lucent Technologies can play a vital role in assisting the City with providing leisure services.
- In the future, Greensboro will need to target private industries in helping to mutually develop new recreation facilities.
- Developers need to assist the City of Greensboro and Guilford County by the dedication or reservation of future park sites as part of the overall land development process.

Park Proposals and Recommendations

- It is recommended by the year 2017 that Greensboro make provisions for the following new park facilities: (6) community parks, (16) neighborhood parks, (1) community center, (2) large regional recreation centers, (1) special use athletic/sports park, (1) swimming/aquatics facility, and (20) miles of greenway. The proposals and recommendations are graphically shown on Exhibit 5-8 “Master Plan Proposals” and on individual maps for each park/facility category (Exhibits 5-1 to 5-7). Table 5-1 “Park Facility Reclassification” provides a revised classification of the park and facilities within the system.

Magnet Parks

- Sites serving the area are adequate.
- The Joseph M. Bryan Foundation Property Master Plan development will provide more open space and accommodate individual facility needs.

Regional Parks

- Two planned County Parks (Randleman and Northeast) provide adequate land.
- Existing City sites need renovations and improvements to accommodate facility needs and improve service.
- Renovations include:
 - Acquire adjacent property for perimeter buffers and new facilities or activities.
 - Add more and improve play areas, picnic, and camping facilities.
 - Consider a large regional recreation center at an existing site such as Bur-Mil or Barber.
 - Improve and possibly enlarge pools at Bur-Mil and Hagan Stone/Camp Joy.
 - Add and improve parking areas and roads.
 - Improve infrastructure items such as water, sewer, and electric.
 - Enlarge maintenance facilities to better house equipment and materials.

Community Parks

- Fifteen existing City community parks need renovations and improvements to accommodate facility needs and improve service. Improvements to existing community parks may include the following list of items:
 - Acquire adjacent property for new facility offerings and/or perimeter buffers.
 - Add more picnic areas and seating spaces (shelters, tables, and benches).
 - Add and improve play areas.
 - Improve existing pools at Warnersville, Lindley, and Windsor.



- Add and improve parking areas.
- Improve signage and landscaping.
- Site sports fields or courts to increase revenues (basketball complex).
- Install or improve items such walkways, drinking fountains, and restrooms.
- Provide more picnic shelters and enlarge maintenance facilities to house equipment and materials.
- Improve disabled accessibility within the parks.
- Reuse underutilized tennis court sites (Peeler, Windsor, etc.) for other recreation opportunities such as basketball, skateboarding, and in-line skating.
- Acquire larger sites (40-75 acres).
- Develop six new sites.
 - Planning District 1 Community Park (1C)** in the general area between Randleman Road, and US 220 south of the proposed I-85 bypass.
 - Planning District 2 Community Park (2C)** in the general area of Rankin Mill Road near Hines Church Road. A possible alternate location is Keeley Nursery site.
 - Planning District 4 Community Park (4C)** in the general area of Horse Pen Road, west of US 220 near Lake Higgins An alternate location is the Cardinal area near the Airport.
 - Planning District 5 Community Park (5C)** in the general area of the Grandover conference center. It will need to accommodate a recreation center.
 - Planning District 6 Community Park (6C)** in the general area of Lynwood Lake between US 421 and Alamance Road. This is a possible joint effort between the City and County since the park will benefit many residents outside the City.
 - Planning District 7 Community Park (7C)** in the general area of Burlington Road (US 70) and Mount Hope Church Road that is currently in the county. It is a possible joint effort between the City and County since the park will benefit many residents outside the City.

Neighborhood Parks

- Existing sites need renovations and improvements to accommodate individual facilities and improve service. Improvements to existing neighborhood parks may include the following:
 - Renovate and improve play equipment areas to current standards (i.e. fall-zone material, accessibility, remove wood structures, etc.).
 - Acquire adjacent property for improving facility offerings and/or perimeter buffers.
 - Add more picnic and seating spaces.
 - Improve restroom accessibility at sites that offer facilities.
 - Improve parking areas where offered and provide disabled access to facilities.
 - Improve signage and landscaping.
 - Site sports fields or courts to be sensitive to the surrounding neighborhood and eliminate conflicts with other park activities.
 - Install, improve, or renovate items such as walkways, drinking fountains, and picnic shelters.
 - Improve overall disabled accessibility within parks.
 - Link parks to local walkways and where feasible, connect to greenways and trails.
 - Reuse underutilized tennis courts or multi-purpose courts for other recreation opportunities such as basketball, skateboarding, or in-line skating.



- Develop 16 new sites using existing city property where possible. Locations are identified in Section 5
 - Planning District 3** Develop 6 sites.
 - Planning District 4** Develop 3 sites.
 - Planning District 5** Develop 3 sites.
 - Planning District 6** Develop 2 sites.
 - Planning District 7** Develop 2 sites.

Mini Parks

- Existing sites need renovations and improvements to accommodate new equipment and facilities. Improvements to existing mini-parks include the following:
 - Renovate and improve play equipment areas to current standards (i.e. fall-zone material, accessibility, remove wood structures, etc.).
 - Acquire adjacent property to improve facility offerings and/or perimeter buffers.
 - Add more picnic and seating spaces.
 - Improve restroom accessibility at sites that offer facilities.
 - Improve signage and landscaping.
 - Install, improve, or renovate items such as walkways, drinking fountains, and picnic shelters.
 - Improve overall disabled accessibility within parks.
 - Link parks to existing neighborhood walkways and, where feasible, to proposed greenways or trails.
- Develop 5 new sites using existing city property where possible.
 - Planning District 5 Mini-Parks**—Two parks should be located in the district and within a needed neighborhood at an existing natural area or open space site.
 - Planning District 6 Mini-Parks**—Two parks should be located within existing populated areas by either the City or County as needed or requested by local residents.
 - Planning District 7 Mini-Parks**—One park should be located within an existing populated area as needed or requested by local residents.

Existing Special Use Parks/Facilities Parks

- Existing sites need renovations and improvements to accommodate new equipment and facilities. Improvements to existing sites are:
 - Caldcleugh Multi-Cultural Center**—activity rooms need to be furnished with equipment suitable for the performing arts, especially theater and dance. Kitchen space and art/activity rooms are limited and need improvements.
 - Drama Workshop**—needs to be evaluated and reorganized for better productivity or relocated to a site that offers better space at the same cost.
 - Gillespie Golf Course**—needs renovation and expansion to its clubhouse building. The pro-shop, bathrooms/lockers, and grill/food service areas could help improve use and increase revenues at this site.
 - Park Maintenance Facility**—The facility is small and needs to be expanded to include more storage/warehouse space, workshops, and offices. There is also a need for additional indoor storage areas for materials and equipment.
 - Greensboro Farmers' Curb Market**—The most apparent need at the facility is with the electrical and HVAC system in the market area. Additionally, office space and storage space for landscape maintenance staff and equipment is limited and causes



conflicts with use of the parking area. Locating landscape maintenance staff and equipment to the Park Maintenance Facility once it is renovated should be reviewed as a means to improve parking access and eliminating conflicts with storage of maintenance equipment and vehicles at the market.

—**Greensboro Arts & Cultural Center**—Office space for staff and contracted program instructors needs to be expanded. Dance studios need additional space and resilient flooring and spaces for visual arts and ceramics need expanding.

—**Keeley Nursery**—Renovations to office and employee work areas would improve overall working conditions at the facility. Additional renovations are needed to the ventilation system in the propagation house and the container stock storage area would be easier maintained as mulched beds instead of gravel.

—**Camp Joy**—Site furnishings need to be replaced. Drainage problems need repair at the cabins. Water and sewer service facilities need renovating and the main building/center needs a floor, roofing, and kitchen repairs. Additional improvements to be considered include expanding the size of the swimming pool, expanding the parking area, constructing a picnic shelter at the pool, and expanding the center to include a gymnasium.

Proposed Special Use Parks/Facilities

- The following recommendations for proposed parks and/or special facilities are intended to increase and improve use through the planning period:

—**Athletic Complex/Facility**—There was strong interest voiced during the community input meetings for additional sports fields (baseball, softball, lacrosse, and soccer) primarily to provide space for practice. It is recommended that 20 baseball/softball fields and 7 soccer/football/lacrosse fields be placed throughout the planning area by 2017. The development of a proposed sports facility could provide a central location for most of these facilities. The siting of this facility should occur at a proposed community park or regional park site.

—**Large Regional Recreation Centers**—Two large regional recreation centers are recommended to accommodate yearround activities similar to what is found at private facilities or a YMCA. The centers could contain a swimming pool, weight/exercise rooms, instruction rooms, running track, gymnasium, etc. Generally, the facilities could be located at existing sites such as Barber Park or Bur-Mil Park, however they could also be stand-alone facilities. The proposed center sites are shown on Exhibit 5-6 “Recreation Centers Map.”

—**Swimming Facilities**—The public stated that there is a desire for more indoor facilities that will accommodate recreational swimming, competitive swimming, and instructional classes for swimming and exercise. The existing facilities will likely become a major maintenance problem due to their age and will eventually need to be replaced. Public outcry for more indoor swimming facility warrants a recommendation of a single large citywide aquatics facility at a minimum. An alternative plan would be to develop two facilities, one for competition and instruction, and the other for leisure/recreational and therapeutic purposes.

Greenways /Hiking Trails

- Develop approximately 20 miles of paved greenway to provide service through the planning period. Refer to Exhibit 5-7.
- Use existing public land and trails where possible.
- Acquire adjacent property at existing parks for access where possible.



- Develop greenway corridors to link parks together, provide access to natural resources, and provide safe easy access to other use areas such as schools or public facilities.
- The existing trail system within the planning area provides exceptional service for hiking, but it needs enhancement.
- The watershed trail system, the trails at Hagan Stone Park, and those being proposed at the Joseph M. Bryan Foundation Property provide adequate service, but there is a need for more structured or paved greenway trails in the area.
- “Greenway/Trails Map” identifies over 40 miles of trails or greenways as part of an overall plan to serve the area.

Natural Areas and Open Space

- The City owns approximately 3,545 acres of parkland throughout the planning area and owns, controls, or has access to over 2,000 acres of land associated with watershed protection areas. The City should continue to acquire natural areas to fortify its existing holdings through the Greensboro Development Ordinance.
- The City should try to acquire properties adjacent to existing parks to increase buffers and possibly expand use.

Individual Facility Proposals and Recommendations

- Adult baseball fields–(7 fields needed) Sites should be added as requested/needed at schools when possible.
- Baseball/softball fields–(22 fields needed) Sites should be located at existing and proposed regional, community parks, and at a proposed athletic complex.
- Youth soccer fields–(7 fields needed) Sites should be added at a special facility, regional parks, or community parks.
- Volleyball courts–(34 courts needed) These can be provided at community, neighborhood, or special use parks.
- Large picnic pavilion/shelter–(1 needed) It should be added at a regional park.
- Large group picnic shelters should be added at all new community park sites.
- Playground activities–(33 playgrounds needed) They should be provided throughout the park system and with schools where possible.
- Swimming pools–(5 pools needed) The existing sites need to be renovated and the City needs to provide a central city indoor aquatics facility.
- Community recreation centers–(1 needed) The existing centers need to be renovated and the City needs to provide one new center in the Grandover area of District 5.

Overall Program Considerations

Immediate Program Considerations

To begin implementing programmatic recommendations over the next five years, the following listed items are detailed in the recommendations section of the master plan. This list is a combination of program, policy, procedural, and funding recommendations listed in a strategic order not necessarily in a priority of importance. Many of these can be implemented simultaneously, but they are not dependent on each other. This list is not to be interpreted as an order or definitive steps to implementing programmatic changes. The order makes sense to accomplish the initial implementation of the master plan from a programmatic perspective.

- Expand the hours of operation at each recreation center to encompass the hours customers can participate.



- Create community-input opportunities via focus groups.
- Create a set core of programs at each facility based on population demographic needs.
- Individual Program Area Recommendations can be implemented simultaneously.
- Implement consistent management model centering on program offerings responding to demographic needs, versus standard program segments.
- Develop pricing philosophy/policy to consistently price programs more toward the value and benefits of the program.
- Create partnerships and sponsorships for program delivery to create community bonds and lower program expenses.
- Develop computerized, centralized computer registration that is customer friendly and accessible at multiple locations (recreation centers included).
- Create an activity-based costing model for recreation programs to determine the true cost of each program.
- Create more staff training opportunities.
- Create, track, and benchmark performance standards for all programs. This includes performance measurements for customer satisfaction, revenue to expense levels, facility and program capacity levels, cost per experience, retention rates, partnership levels and standards met.
- Track the lifecycle of all programs to determine how to build capacity in the program or not offer those programs in a down cycle.
- Create market plans for each facility to determine the overall direction of programming and marketing goals necessary to increase usage at each facility.

Individual Program Recommendations

The individual program areas were selected by the Greensboro Parks and Recreation staff and reviewed by the consultant. All the information available for each program area was evaluated, facilities were visited, national trends were overlaid, and recommendations for each program area were determined. Individual recommendations have been made for over 30 individual program areas to improve program creativity, expand use and increase revenues. The individual program recommendations are listed within Section 5 of the Master Plan document.

Financial Proposals and Recommendations

- Use activity-based costing model for recreation programs and park maintenance to identify activities that can be contracted at a lower cost and to make better decisions concerning fees and charges.
- Perform cost benefit analysis to improve revenue enhancement and support development of facilities and programs.
- Create a full revenue plan for the Department that focuses on maximizing funding strategies.
- Track cost per experience.
- Price activities based on the level of benefits received.
- Benchmark prices against other providers.
- Use bonds for development and expansion.
- Increase partnerships and/or sponsorships as part of a revenue plan.

Policy and Procedural Proposals and Recommendations

- Change policies concerning hours of operation.
- Provide customer friendly registration procedures.



- Reorganize department structure to consolidate programming functions into demographic groups. This will help maximize available staff resources such as time, money, and equipment and will encourage staff to think more holistically.
- Create procedures for staff training, team building, process tracking, and accountability.
- Create consistent procedures for use of volunteers.
- Make program-pricing policies consistent.
- Explore having the building maintenance/custodial policy to come under the department's control.
- Establish procedures for "benchmarking" performance standards.
- Establish procedures to implement marketing plans for each recreation center.
- Establish a marketing strategy for the department to highlight FABs (Features, Advantages, and Benefits).
- Change philosophy and mindset of "spend" to "earned."

Maintenance Standards and Recommendations

- Evaluate the system as a whole identify and develop maintenance classification system in which parks with the highest visibility and use receive the highest classification for maintenance and level of care. The City of Greensboro should evaluate using park site plans in identifying the areas and facilities of highest use and greatest visibility for each location.
- By using a standard facility inventory list, staff can identify significant maintenance within the park system. Examples of these could include the following:
 - Building
 - Tennis courts
 - Hard surface
 - Playground equipment and surfaces
 - Game fields
 - Picnic areas
 - Landscape areas
 - Turf areas
 - Roads and parking
 - Walks and trails
 - Fencing
 - Bridges and boardwalks
 - Aquatic-related facilities
- It is recommended that Greensboro develop six classes of maintenance standards and apply them to each park and recreation area outlined in their inventory. For grounds maintenance, there are 13 task categories that must be analyzed to meet the standards. These task categories include the following:
 - Turf care
 - Fertilizer
 - Irrigation
 - Litter control
 - Pruning
 - Disease and insect control
 - Lighting
 - Surfaces



Repairs
Inspection
Floral planting
Restrooms
Special features

- There are six classes that are further defined in Section 6.
 - Class I–State-of-the-art maintenance
 - Class II–High level maintenance
 - Class III–Moderate levels of maintenance
 - Class IV–Moderately low level
 - Class V–High visitation natural areas
 - Class VI–Minimum maintenance levels
- Develop productivity standards through use of information from trial and error, historical records, statistical standards, or engineered standards in order to calculate budgets.

Immediate Maintenance Concerns

- Current resources will not be able to maintain all existing and future facilities to the desired level of care/maintenance. Resources (staff, funding, equipment, etc.) will need to be added, shifted, or contracted to maintain the quality of the maintenance desired.
- Consider changing the existing building maintenance policy for the recreation centers. The custodial/maintenance staff should be under the direction of the Department to allow for better customer satisfaction. It allows the Department to be directly accountable for responding to customer concerns with buildings.
- The existing Maintenance Division facility, located on Florida Street, is inadequately sized for current operational tasks. The facility must to be expanded to accommodate equipment repair, additional set-up space, and additional storage.
- Maintenance facilities at regional parks need to be renovated and expanded, particularly at Barber Park and Hagan Stone Park.
- Add another satellite maintenance facility in the northwest section of the City as more parks are brought into the system.
- Swimming facilities are aging and need to be replaced or repaired before they become major drains on the overall maintenance budget of the Department.
- Maintenance standards must be developed for each facility and park or portion of a facility with a designated level of care. The standards can be compared to national and local performance standards, but should be designed to meet the need of the facility and available staff resources.
- Activity-based costing model must be implemented to track “true cost.” Cost can be compared to the local market to see what procedures should be contracted.
- Staff training must be incorporated to implement new maintenance standard and procedures.
- Develop policies for implementing partnerships and contracting of services.

ACTION PLAN IMPLEMENTATION

The Action Plan Implementation is design to provide a framework or strategy for the City to follow the proposals and recommendations and enhance its park and recreation system.



Capital Improvement Program

• The capital improvement program for the acquisition, development, and renovation of parks for the planning period was prepared with input from City staff and the planning team. All of the proposed costs are shown in 1998 dollar values. Table 6-1 shows the Capital Improvement Program costs for the planning period divided into three funding intervals starting in 1999 and ending in 2017.

• The capital improvement program can be summarized into the following components:

Renovation/Maintenance Program	\$ 21,932,350
Land Acquisition Program	3,995,000
Park Development Program	29,755,000
Special Use Facilities Development Program	<u>25,300,000</u>
Total Capital Improvement Cost	\$ 80,982,350

• This total figure for the capital improvement program equates to spending approximately \$4,049,118 annually through the year 2017.

• Table 6-1.1 further defines the capital improvements program on an annual basis for the first funding period. The table reflects the implementation of significant renovation and maintenance projects for existing parks that includes:

- Magnet Park Improvements–Bryan Park.
- Regional Park Improvements–Infrastructure/structure repairs and road paving.
- Community Park Improvements–Restroom renovation and equipment replacements.
- Neighborhood Park Improvements–Play equipment replacements and general improvements.
- Mini-Park Improvements–Play equipment replacements and general improvements.
- Recreation Center Improvements–Replace gym floors and bleachers.
- Special Facility Improvements–Repairs and renovations to Keeley maintenance, Arboretum paths, lake paths, piers, bulkheads & boathouses, pools, tennis courts, and Memorial Stadium lights.
- Recreation Center Equipment – Repair and updating HVAC and gym/exercise equipment at recreation centers.
- Administrative Hardware and Equipment – Includes computer equipment for registration system and activity based cost tracking.
- ADA compliance and equipment.

Proposed Operations Budget

• The proposed operations budget includes cost for staff, operations, and general maintenance requirements similar to those that are currently being performed by the Department. The proposed operations budget has been projected for the Department in 1998 dollars without any allowance for inflation. Operation budgets from the past three fiscal years (FY) of the Department were studied in making the forecast for the planning period. The overall historical budgets are as follows:



Year	Total Operating Cost	Per Capita Total Cost	General Fund Contributions	Per Capita General Fund
FY 95/96	\$13,306,905	\$69.19	\$10,936,295	\$56.86
FY 96/97	\$13,992,230	\$69.79	\$11,465,435	\$57.19
FY 97/98	\$14,294,625	\$70.35	\$11,816,625	\$58.15

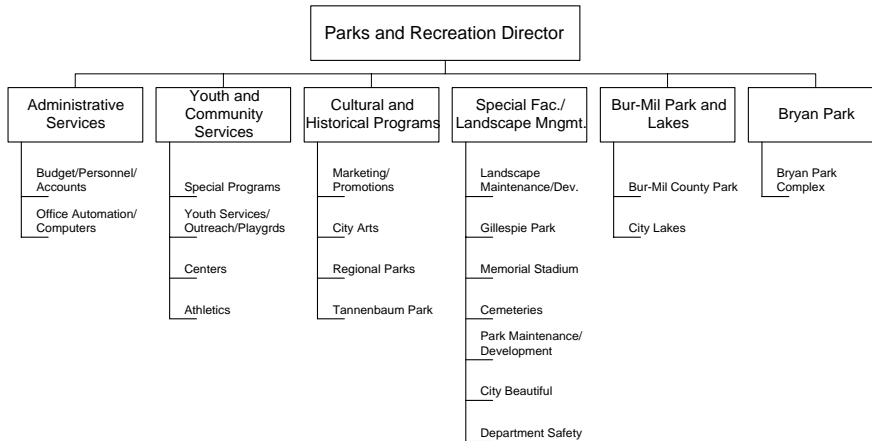
- The grand total cost for operations through the year 2017 is estimated to be \$333,537,500 or approximately \$16,676,875 per year throughout the 20-year planning period. Table 6-2 shows proposed annual operations budgets and projected per capita amounts to accommodate the operations of the proposed master plan through the year 2017. Revenues generated from the park system are not included in this analysis. The per capita cost average equals \$74.18 or approximately 5.44% greater than for FY 1997/98 (\$70.35). As a comparison the average/mean per capita cost in the state of North Carolina for municipalities the size of Greensboro was \$70.91 for FY96/97.

Staff Needs

- The Master Plan contains a review of the existing organizational structure and how the existing structure relates to the implementation strategies. The recommendations have been developed through a careful analysis and critique of the existing structure and a management strategy that centers on efficiency, communication, and strategic management.
- Efficiency in the use of existing park and recreation resources. The resources include people's time, equipment, budget-money, facilities, and work unit connectivity.
- Communication relating to organizational accountability and responsibility.
- Strategic management in implementing the vision of the master plan against day to day operations that asks the question, "Are we doing the right things and are we doing them well?"
- The proposed changes to the Department's organizational structure illustrated in the following charts should not be considered "etched in stone" or "the final solution" to how the Department would be organized in the future. The charts are an initial response to how key positions (Director, Assistant Directors, and Program Managers) should be aligned to improve communication, efficiency, and strategic management.



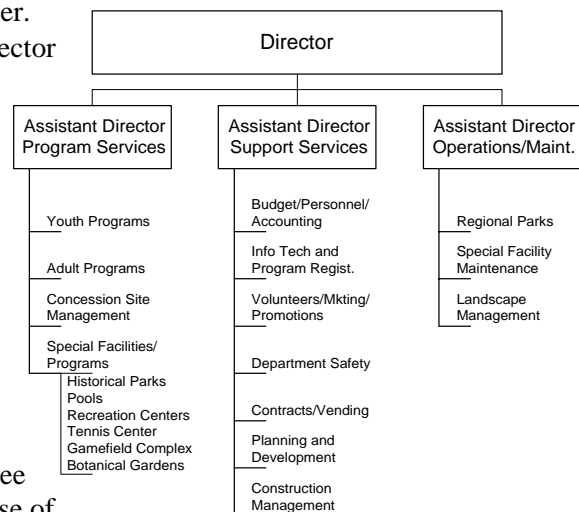
Existing Structure



Recommended New Organizational Structure

- The recommended new organizational structure allows the Director to spend more critical time on strategic management. This allows her to implement the recommendations of the master plan and create the support in the community.
- The recommendations establishes three key organizational Assistant Directors that provide greater accountability and responsibility to each other.
- In absence of the Director, the Assistant Director of Support Services should be the person in charge. This division is intended to support the other two divisions and not control.
- The makeup of this structure allows for better communication to exist based on organization unit assignments.

New Structure



Partnership Opportunities

- Historically, public, quasi-public, and private agencies have provided recreation services and facilities.
- The relaxation of the boundaries in these three sectors has been partly responsible for the rise of partnerships in the delivery of leisure services. The word partnership is an umbrella term that includes agreements, cooperative ventures, joint agreements, collaboration, coalitions, and workforces.
- Historically, the Department has utilized partnerships. It is the recommendation of the Master Plan to create even more partnerships. Greensboro has potential partnership opportunities in the following areas:
 - City/school partnerships for joint development and use of game fields, pools, and recreational facilities.
 - City/neighborhood partnerships in managing and developing neighborhood parks through the creation of a park ambassador program, adopt-a-park program, and park amenity investment above baseline standards by neighborhood associations.
 - City/church partnerships in maintaining parks next to church properties and joint program development.



City/non-profit program development. This partnership moves away from duplication and into segments of specific program areas with each agency developing a niche in the total program area.

City/private sector partnership. Typically a private developer can use private funds to develop a special use facility on city property with the city leasing it to the developer on a long-term basis. During the period of the lease the developer returns a portion of the revenue to the city and at the end of the lease the facility reverts to city ownership.

City/private sector service contracts for managing parks and recreation services.

City/hospital partnership in development of health-related facilities such as fitness areas in recreation centers, game fields, facilities, and therapy pools.

City/trail partnerships in the development of trails for walking, inline skating, bicycling, and running. Partnerships are created with each entity that assists the City in developing a mile of trail.

City/Guilford County partnership that works for the benefit of both partners for providing parks and recreation services. In order for this partnership to work it is imperative that both partners share the same vision.

- Examples of three Greensboro/Guilford County partnership alternatives have been developed for consideration and are listed below. A potential joint project between Greensboro and the County could be developed using any of the following approaches.

Partnership Alternative No. 1

- City and County jointly plan a new or expanded park/facility that incorporates City and County residents and staff from both agencies.
- An Advisory Board made up of representatives from the County and City would oversee the park program and services provided. The Advisory Board would also provide input into the planning process.
- The City and the County agree to purchase property as “tenants in common” for developing the park/facility.
- The City would maintain and program all areas of the park/facility.
- The City and County share operating and maintenance costs for the park on an equal 50/50 basis. All revenue generated from the park will be split equally between the City and County after settlement of contributions to the perpetual maintenance/minor capital improvement fund, and reconciliation of incidental cost associated with providing operations and management services for the park.
- The City and County would each budget/earmark 2.5% of gross revenues (5% total) generated from operations of park facilities for perpetual maintenance and small capital improvements. The Advisory Board would review these budgeted funds and provide recommendations for projects that need to be performed.
- A full activity based costing model would be put in place to document all the capital costs that each party would put into the project as well as the operational and management costs.
- There would be no distinction between Greensboro residents and Guilford County residents in fees for using the park facilities due to the partnership.

Partnership Alternative No. 2

- The City and County jointly plan the development of a park or facility. Acquisition and development costs are identified in the plan with both parties



agreeing to work towards a 50/50 split in total capital cost. A time frame for implementation is agreed upon.

- A non-profit foundation is created with appointments to the foundation made by both the City and County. Both parties get an equal number of appointments and the foundation would make one appointment as a group.
- All revenues created in the project would go to the foundation and any cost not generated through revenues would be made up by the foundation. The foundation would contract with the City for operation and maintenance cost. The foundation could contract for the development or management of revenue centers with either the City or other recreational providers in the area. The City and County each would agree to put a certain percentage of gross revenues generated by the project into a long-term preventive maintenance fund. Non-resident fees would not be charged at the project by the foundation due to the partnership agreement.

Partnership Alternative No. 3

- The City and County jointly plan the expansion for a park or facility incorporating City and County residents and staff from both agencies.
- The City agrees to do the full capital development cost for the park and the County agrees to repay the City in yearly allotments totaling up to 50% of the complete capital cost. The County also agrees to pay 50% of the operational and maintenance costs for park/facility based on an agreed budget less all revenues derived from the project. Additionally, the City and County would each agree to put a certain percentage of gross revenues into a fund for preventative maintenance.
- A park advisory board would be put in place with appointments made by the City and County to oversee operation and maintenance costs.
- The City would not charge non-resident fees at the park based on the partnership agreement.

Additional partnership agreements have been studied from two locations in North Carolina as examples for this report. The two locations are the City of Clinton-Sampson County Recreation Agreement, and Fayetteville-Cumberland County Agreement.

Key Funding/Revenue Sources

The Greensboro Parks and Recreation Department has a long history of good public support for funding of parks, program services, and recreation facilities. However, the existing funding sources will not be able to keep up with the expanded operations and additional facilities unless additional dollars become available through a combination of sources. Funding sources are provided in the plan to help Greensboro evaluate all their options.

Revenue Plan

Upon adoption of the Master Plan, the City needs to continue with establishing a revenue plan. A revenue plan incorporates all available funding resources in a community, prioritizes them, and puts each option into a funding strategy. In a revenue plan the following funding alternatives are evaluated for its appropriate use in funding capital improvements and programs.



- **General Tax Revenues-** General tax revenues traditionally provide the principle sources of funds for general operations and maintenance of a municipal recreation and park system.
- **General Obligation Bonds-** The State of North Carolina gives municipal governments the authority to accomplish this borrowing of funds for parks and recreation through the issuance of bonds not to exceed the total cost of improvements (including land acquisition).
- **Revenue Bonds -** Revenue bonds have become a popular funding method for financing high use specialty facilities like golf courses, aquatic centers, ice rinks, tennis centers, and complexes for softball and soccer.
- **Parks Foundation-** Greensboro has the opportunity to create a parks foundation to assist the city in acquiring land, developing facilities, sponsoring programs, and buying equipment for the Department.
- **General Foundations -** Foundation funds should be sought for both development and construction of facilities as well as providing programs. They should include general-purpose foundations that have relatively few restrictions, special program foundations for specific activities, and corporate foundations found with few limitations and typically from local sources.
- **Federal/State Assistance -** Federal funding sources necessary to help finance the Master Plan have historically been available from the U.S. Park Service's Land and Water Conservation Fund (LWCF). Potential funding through the U.S. Department of Housing and Urban Development's Community Development Block Grant Program is also available given certain conditions. Other potential sources for recreational funding can be found in Section 6.
- **Fees and Charges -** There are three different types of consumptive services provided by parks and recreation agencies that must be identified and priced accordingly. A public service is a service that has high public benefit (equal benefit to everyone) and should be free and supported by taxes. The second type of service is a merit service, which provides some public benefit. The person receiving the service benefits more than the general taxpayer and should pay an equitable share of the cost to provide the service. The third type of service is a private benefit service. This type of service benefits the user totally, not the general taxpayer. Therefore, the user should pay the total cost of providing the service.
- **Resident/Non-Resident Fees -** A philosophy of pricing activities based on the value and benefits to the participant is necessary to create equity for city and county residents. To develop a true partnership between the city and county, the philosophy of charging the same fee for any participant would demonstrate this equity and create a market value of the activity. A policy should be developed and adhered to consistently throughout the Department.
- As a part of this study, the City of Tallahassee was contacted concerning their use of resident/non-resident fees (differential fees). The findings are in the plan.

Master Plan Funding Strategy

- Over the next 20 years, Greensboro will not be able to support the proposed capital improvements and operations budget of \$414,519,850 (in 1998 dollars) solely through the current level of contributions from the general fund.
- The City must use a combination of revenue sources to accomplish the recommendations of the Master Plan.



General Fund

- Assuming allocations from the general fund are maintained at current fiscal year (FY) 1997-1998 level of \$11,816,295, or \$58.15 per capita for the 20-year planning period, the total funds generated will be approximately \$236,325,900. This equates to 57.01% of the projected expenditures for the total budget (capital improvements and operations) or 70.85% of the total operations budget. This strategy proposes to maintain the current level of general fund contributions to accomplish the Master Plan.

General Obligation Bonds

- General Obligation Bonds should be used in acquiring and developing new park and recreation facilities as well as renovating existing facilities. The funding strategy proposes three bond issues be targeted, ranging from approximately \$23.4 to \$31.5-million, for the years of 1999, 2005, and 2011. The total of the three bond issues should be \$80,982,350, which represents 100% of the capital improvement program.

User Charges

- Currently, user charges are projected at \$2,425,780 for FY 1997-1998, which is 16.96% of the overall budget. Assuming this level of funding continues through the 20-year planning period it will generate approximately \$48,515,600 for implementing the Master Plan.
- A goal of the plan is to attain 18% of the total budget or \$74,613,573 from user charges. To accommodate this goal, revenue from user charges must increase 1.04% annually (16.96%+1.04% =18%) or generate an additional \$148,665 annually, throughout the 20-year planning period.
- With renovations to existing facilities and new facilities on-line, this goal is achievable with extremely modest changes to the current fee structure for activities and programs.
- Within this strategy, the proposed special use facilities would provide \$19,580,000 from user charges. This amount added to the projected revenue (\$48,515,600) generated by the current level of user charges over twenty years equals \$68,095,600. This leaves a total of \$6,517,973 for attaining the goal of 18% of the total budget.

Partnerships, Grants, and Gifts

A combination of partnerships, grants, gifts, or other revenue sources will need to offset the remaining 5.45% or \$22,598,027 of the total budget for the Master Plan. Over the 20-year planning period this amounts to \$1,129,901 per year.

Summary of Funding Strategy

Funding Source	Percentage of Budget	Amount
General Fund	57.01%	\$236,325,900
Bonds	19.54%	\$80,982,350
User Charges Revenue	18.00%	\$74,613,573
Partnerships, Grants, and Gifts	5.45%	\$22,598,027
Total	100%	\$414,519,850



Other Methods for Acquisition and Development

Other methods available to Greensboro for acquiring and developing parks have been included in the Master Plan.

- **Fee Simple Purchase** - The outright purchase is perhaps the most widely used method of obtaining parkland though this method is the most difficult to reconcile with limited public resources.
- **Fee Simple with Lease-Back or Resale** - This technique of land acquisition enables the City to purchase land to either lease or sell to a prospective user with deed restrictions that would protect the land from abuse or development.
- **Long-term Option** - A long-term option is frequently used when a particular piece of land is seen as having potential future value though it is not desired or affordable to the City at the time. Under the terms of a long-term option, the City agrees with the landowner on a selling price for the property and a time period over which the city has the right to exercise its option.
- **First Right of Purchase** - This approach to acquiring parkland eliminates the need for fixing the selling price of a parcel of land yet alerts the City of any impending purchase which might disrupt the parkland acquisition goals. The City would be notified that a purchase is pending and would have the right to purchase the property before it is sold to the party requesting the purchase.
- **Land Trust** - The role and responsibility of a Land Trust is to acquire parkland and open space while maintaining a well balanced system of park resources representing outstanding ecological, scenic, recreational, and historical features. A Land Trust is a 501 (c)(3) not-for-profit corporation made up of key knowledgeable leaders in Greensboro who represent a cross section of recreation, historic, conservation, preservation, land development, and environment.
- **Local Gifts** - A significant and yet most often untapped source of providing funds for acquisition and development of local park projects is through a well organized local gifts program. The pursuit of land, money, construction funds, or donated labor can have a meaningful impact on the development of a well-rounded system.
- **Life Estate** - A life estate is a deferred gift. Under this plan, a donor retains use of his land during his lifetime and relinquishes title to such land upon his death. In return for this gift, the owner is usually relieved of the property tax burden on the donated land.
- **Easement** - The most common type of less-than-fee interest in land is an easement. Since property ownership may be envisioned as a bundle of rights, it is possible for the City to purchase any one or several of these rights. An easement seeks either to compensate the landholder for the right to use his land in some manor or to compensate him for the loss of one of his privileges to use the land.
- **Zoning/Subdivision Regulations/Mandatory Dedication**- Zoning ordinances, subdivision regulation, and mandatory dedications may be utilized to create new parkland at no cost to the community.

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INTRODUCTION

The City of Greensboro is located in Guilford County, North Carolina within the upper piedmont region of the state. Greensboro is widely recognized as a progressive community with a long heritage of providing the highest quality park and recreation services to its citizens. The Parks and Recreation Department can trace its early beginnings back to 1910 when Mrs. Emanuel Sternberger arranged to have stamps sold for the acquisition and development of playground equipment for the city. The equipment was placed near the present site of the old county courthouse but was abandoned rather abruptly due to objections from the neighborhood. In 1918 the Greensboro Parent Teachers Association provided playground equipment at school sites around the city which enabled them to employ playground supervisors. In 1919, representatives of the Playground and Recreation Association of America visited the city. They performed a survey on the city's recreation and recommended that Greensboro initiate significant park and recreation development if it was to live up to its identity as "The Progressive City". The result of their recommendation was the formation of the Greensboro Camp and Playground Association in 1920. Greensboro City Council ordained the Greensboro Recreation Commission in 1933 and this body was critical to the formation of the Greensboro Parks and Recreation Department that we know today. The Commission hired the first director and began acquisition of property that now encompasses over 3,200 acres of land and 170 parks and special facilities. Throughout all this growth Greensboro continues to be recognized as a "progressive and proactive" city including its Parks and Recreation Department. The Department has a national and international reputation for providing quality service to the public through offering unique and diverse programs and activities, providing easily accessible facilities, instilling a commitment to excellence in its staff, and providing quality professional management that is accessible and accountable to the public.



The importance of recreation as a part of our everyday lives has never been more critical to the development of our society. The tremendous growth of recreation services on a national and state level is evident in the increased number of local governments who provide service on a year round basis. In North Carolina alone there are approximately 130 municipalities and 58 counties that provide recreation services. National trends indicate that expectations and demands for diverse and quality recreation service will only increase as our population matures. The elderly segment of our population will likely expand faster than any other segment of our society do in part to longer life expectancy and the aging of the "baby boomer" generation. As the elderly segment of the population increases in size, affluence, and education so will their influence on attitudes and perceptions of what recreation entails. Another indicator of how important recreation is to our society is the increased demand for recreation professionals to provide more programs involving childcare activities. These programs include after-school activities and expanded summer camps for children of all ages. This is a direct result of the increase of two income households and single parent households who have children at home under 18 years old.



Greensboro is a “recreation activities-oriented” community requiring the Parks and Recreation Department to offer diverse programs that generally have a large number of participants. The public demand for programs and facilities has directly resulted in a significant growth in the Department. Facility improvements have taken place in almost every area of the Department’s operation. These improvements have been funded primarily by bond referenda, contributions, and monies from the city’s general funds.

Meeting the citizen’s increased demand for additional recreation programs and facilities seems to be an ever-increasing challenge for the city of Greensboro. This is coupled with the fact that many of the existing facilities in the park system have now aged 10-40 years. This is an appropriate time for the city to reassess its existing recreation programs and facilities and to formulate a comprehensive master plan which will help address future needs in a proactive manner.

The Greensboro Parks and Recreation Department must be proactive instead of reactive in their approach to service. Historically this Department has met the challenge not only because the community demands it, but also due to the staff’s level of professionalism and the importance staff puts on being the best. A well-defined master plan is one part of Greensboro’s approach to providing recreational service that will address recreation needs for the future.

MASTER PLAN PURPOSE

The members of the Greensboro City Council, City Manager’s Office, Greensboro Parks and Recreation Commission, and the Parks and Recreation Department staff have recognized the need to evaluate the Department’s facilities and programs, and to prepare a Comprehensive Master Plan for parks and recreation for the next 20 years.

In April of 1997, the city hired the services of Woolpert, a professional park planning firm to assist them in preparing a new comprehensive plan to forecast the recreation and park needs through the year 2017. Woolpert was assigned the task to evaluate the existing programs and facilities offered through the Greensboro Parks and Recreation Department and to develop new strategies in meeting future recreation needs. A key objective in preparing the plan was to extensively involve the public in helping to identify both current and future recreation needs. Residents of Greensboro and Guilford County actively participated in the planning effort by attending workshops at various locations in the City.

The main purpose of this document is to provide the City with an accurate and usable plan to guide its actions and decisions concerning:

- Trails and greenways
- Open space and land acquisition and management
- Facilities and programming
- School system partnerships
- Department organizational structure
- Major maintenance concerns for current and proposed facilities



- Athletic field needs

The Master Plan report is organized into six major components:

1. Review of Demographic and Physical Information
2. Inventory and Analysis of Existing Recreation Programs
3. Inventory and Analysis of Existing Park Facilities
4. Recreation Standards and Community Needs Assessment
5. Master Plan Proposals and Recommendations
6. Action Plan Implementation

REFERENCE MATERIAL

Previous documents, reports, and maps were referenced in preparation of the Master Plan which provided background information pertaining to land use, demographics, and recreation planning. The documents reviewed include:

Benefits of Local Recreation and Park Services, National Recreation and Park Association, 1992.

City of Greensboro Environmental Scan, Greensboro Strategic Planning Technical Committee, April 1997.

Forecast 2015 - Guilford County, Office of Comprehensive Planning, 1996.

Economic Impacts of Parks and Recreation Resource Book, National Park Service.

Municipal and County Parks and Recreation Services Study, FY 1995-1996, North Carolina Recreation Resources Service, 1996.

Population and Housing, Greensboro, NC 1996, Greensboro Planning Department, 1996.

Recreation Programming, Theory and Technique, Patricia Farrell and Herberta M. Lundegren, 1991.

City Trends, U.S. Census: 1960-1990, Greensboro, NC, Greensboro Planning Development, July 1993.

Guilford County Master Parks and Recreation Plan, Woolpert, 1991.



REVIEW OF DEMOGRAPHIC AND PHYSICAL INFORMATION

POPULATION

The demographic information relating to Greensboro has been reviewed to gain an understanding of the unique characteristics of the community, and to identify factors that may influence recreation and park planning. Understanding characteristics of the population provides a means of customizing recommendations concerning programs and facilities for particular age groups, income levels, gender or ethnicity. The following information concerning the population of Greensboro identifies basic data concerning age, race, ethnic, and gender composition. To better define the planning area for this report the city is divided into seven (7) separate planning districts. The districts roughly follow the boundaries of the five (5) city council districts within Greensboro along with two (2) areas found south/southeast and east of the city. The seven planning districts are shown in Exhibit 1-1 Planning Area Districts as follows:

- . 1—South
- . 2—Northeast
- . 3—North
- . 4—West
- . 5—Southwest
- . 6—Southeast
- . 7—East

Greensboro has grown at a steady rate of between 1% and 2% since 1950 as shown in Table 1-1. Major population increases occurred when the city made major land annexations in 1957, 1973, and 1985.

During the 1980s the rate of growth was estimated to be at 1.8% per year and from 1990 to 1996 the rate has been approximately 1.5 % per year. The high rate of population growth from 1980 to 1996 is primarily attributed to the annexation of over 47 square miles of land that increased the size of Greensboro by 177%. This trend will continue on a much slower basis due to changes being proposed by the North Carolina General Assembly and agreements entered into with surrounding towns.



Table 1-1

Greensboro Population 1950-1996			
Year	Population	Annualized Percent Change	Land Area (square miles)
1950	74,389	N/A	17.8
1960	119,574	6.1	49.6
1970	144,076	2.0	51.4
1980	155,642	.8	60.7
1990	183,521	1.7	80.1
1995	192,330	1.0	97.3
1996(7/1/96)	200,485	4.2	107.7

Source: 1950-1990 U.S. Censuses, 1995&1996 population estimated by Greensboro Planning Department

POPULATION PROJECTIONS

The City of Greensboro is projected to be approximately 211,568 people by the year 2000 and approximately 242,259 by the end of the 20-year planning period. At an annual growth rate of .8%, the City is projected to account for approximately 56% of the total county population by the year 2017. Residential development, college enrollment, natural increases, continued immigration, and annexation influence the future growth of the City. These influences will cause the annual increases, however the County projections show a slight reduction in the rate of population growth by the end of the planning period.

Table 1-2

Population Projections							
Location	1990	1996	2000	2005	2010	2015	2017
Greensboro	183,521	200,485	211,568	220,167	229,916	238,428	242,259
Guilford County	347,420	366,000	378,000	393,250	408,500	423,250	—
Planning Area	N/A	216,298	229,327	240,619	253,471	265,563	270,973

Source: 1990 U.S. Census; Guilford County Planning Department - Forecast 2015 Plan (County Population for 1996-2015) ; Greensboro Planning Department (City estimates 1996-2017)



AGE DISTRIBUTION AND MEDIAN AGE

Like many communities in the nation Greensboro's population is aging. Persons older than 65 years old accounted for the greatest gain in population over the past two decades. This can be attributed to improved nutrition and medical advances that result in longer life expectancy. Additionally, birth rates are lower and the "baby boomer" generation is moving into middle age. Information available for Guilford County indicates that persons under 20 years old will decrease from 26.2% in 1990 to 24.9% in 2015, while persons over 65 years old will increase from 11.9% to 15.9% within the same time span. Past experience has indicated that the City and the County have demonstrated similar trends regarding age distribution. Accordingly, it can be assumed that estimated changes in age distribution will continue to be similar throughout the planning period. The median age for the City in 1990 was 32.2 years as compared with 33.4 for the County. Median age for the County in the year 2015 is estimated to be 40.0 years and one can only assume that the City will be slightly lower.

Table 1-3

Guilford County Age Groups—Percent of Population						
Group	1980	1990	2000	2005	2010	2015
Under 20	31.0	26.2	26.7	20.4	26.0	24.9
20-64	59.0	61.9	60.5	65.1	60.0	59.3
Over 65	10.0	11.9	12.8	14.5	14.0	15.9
Median Age	30.1	33.4	36.8	38.3	39.3	40.0
<i>Source: U.S. Census, 1980 - 1990; NC State Demographer, 2000 - 2015; Median age data: Woods and Poole, Inc. (1/95)</i>						



RACE

The non-white population of Greensboro and Guilford County continues to increase and diversify. The number of non-white persons is increasing at a greater rate than white persons. In 1970, the proportion of white to non-white persons for Greensboro was 71.3% to 28.7% and the County was 77.5% white to 22.5% non-white. In 1990, non-whites accounted for 36.1% of the Greensboro population and 28.2% of the County population while whites accounted for 63.9% for Greensboro and 71.8% for the County. The trend of increased minority/non-white population is expected to continue within Guilford County and Greensboro throughout the planning period. It is anticipated that by 2015 the County population will be 32.3% non-white and 67.7% white. Similar to the County, proportions for Greensboro are expected to increase and may be closer to 40% non-white and 60% white by the end of the planning period.

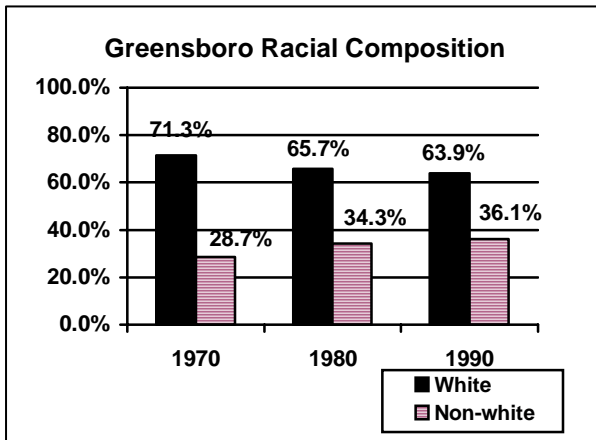


Figure 1-2

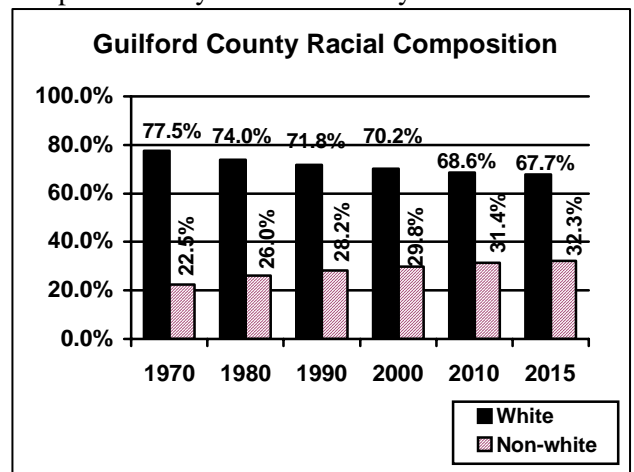


Figure 1-1

SEX/GENDER

The ratio of males to females has remained relatively constant since 1960. In 1990 males accounted for 46.5% of the population and females 53.5%. Influencing factors such as mortality, longevity, and fertility should ensure that this trend continues through the planning period.

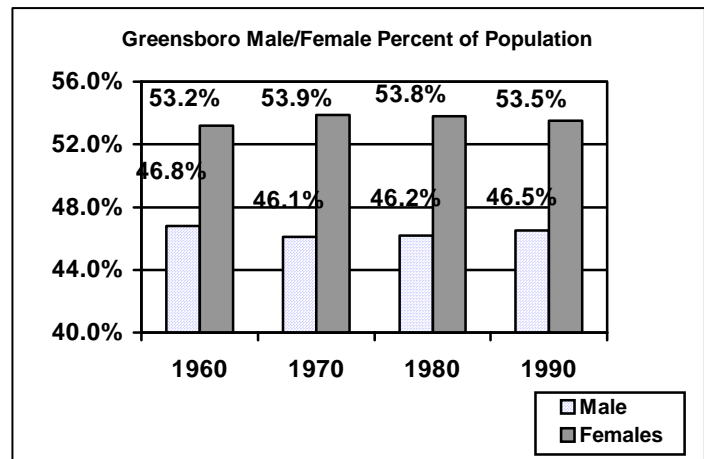


Figure 1-3



HOUSEHOLDS

Between 1970 and 1990 the number of households in Greensboro increased 71% or more than 2 times the population growth rate. This implies that household composition changes have occurred due to social behavioral influences. During this period the number of persons per household dropped from 3.09 to 2.33 in Greensboro and 3.16 to 2.44 in Guilford County. The rate is expected to decrease in Guilford County to 2.3 persons per household from 2000-2015. Past experience indicates that the City of Greensboro will follow the same trend.

Table 1-4

		Household Size					
		1970	1980	1990	2000	2010	2015
Guilford County	Households	87,827	114,084	137,627	158,595	171,288	177,581
	Persons per Household	3.16	2.67	2.44	2.3	2.3	2.3
Greensboro	Households	43,696	56,702	74,905	—	—	—
	Persons per Household	3.09	2.58	2.44	—	—	—

Source: U.S. Census, 1970-1990; Greensboro Planning Department; Guilford County Planning & Development Dept. 2000-2015 (1/95)

The decline in household size can be attributed to changes in attitudes toward marriage, family composition, and the increase in non-family households. High divorce rates in the 1970s and 1980s have resulted in an increase of single parent households, both male and female. Between 1970 and 1990 the number of female-headed households increased by 110.4% while male-headed households increased 133.2%. The most obvious result of this trend is that children living with single parents have increased and children in married households have declined. The overall trend appears to be slowing and will likely stabilize, however the effects of high divorce rates during the 1970s and 1980s significantly influenced the makeup of the family unit.



Table 1-5

Greensboro Family Relationship				
Family Type	1960	1970	1980	1990
Married couples w/children under 18	16,060	17,573	14,959	14,918
Female householders w/children	—	841	1,431	1,961
Male householders w/children	—	4,683	7,719	9,854

Source: U.S. Census 1960-1990; Greensboro Planning Department

INCOME

Average household income in Guilford County climbed from \$37,265 in 1970 to \$44,042 in 1990, an increase of 18% (adjusted for inflation). From 1990 to 2015, average household income is expected to rise from \$43,949 to \$48,764 or approximately 9.6%.

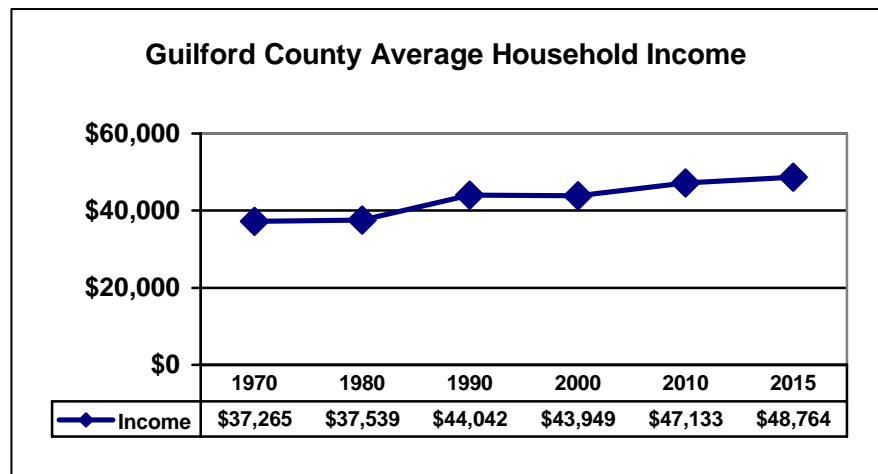


Figure 1-4 *Source: Woods & Poole, 1995*

Between 1980 and 1990, Greensboro's average family income rose from \$23,943 to \$46,224 or 93%. In addition, families making less than \$10,000 (low income) have decreased 82.7% between 1960 and 1990. Families making \$25,000 to \$49,999 (middle income) increased 97% and during the period 1970-1990 upper income families increased 96%. The only negative concerning these income rate increases is that the overall purchasing power will decline due to living cost escalation. Therefore, the average family will be harder pressed to find discretionary monies for nonessential items and activities for recreation and entertainment.

PLANNING DISTRICT PROFILES

Besides the population data acquired for the city of Greensboro as a whole, demographic profiles have been provided for each of the seven planning districts. Table 1-6 identifies some



demographic profile information for each area/planning district such as total population, race, education level, and occupations.

Planning District 1–South

- There are numerous neighborhood initiatives for renewal.
- Possible future historic district.
- Open space is limited, however stormwater utility may have potential sites for recreation with detention improvements and lakes
- It is a working class district. It has the lowest average household income of all the districts.
- It is a culturally diverse district with 65% non-white population.
- It has a high rate of single parent households.

Planning District 2–Northeast

- District 2 has the second lowest average household income among the districts.
- It contains part of the central city.
- Development is in a growth stage in this district.
- It is a culturally diverse district with 65% non-white population.
- There is a potential for development of open space and parks on a landfill and within Keeley Nursery.
- The transportation corridors are barriers to park access (US 29, East Market Street, Lee Street, etc.)
- The population within the district is aging.

Planning District 3–North

- This is the most populated district with the third highest average household income in the county.
- The population is 84% white.
- Watershed restrictions will influence growth.
- The existing and proposed transportation corridors pose a barrier to park access.
- The district has many natural areas due to the watershed lakes and stream/creek corridors.
- The district is in a growth stage for industrial and business park developments.

Planning District 4–West

- The district is predominately white (91%) and has the highest average household income.
- Most of the population is considered “white collar.”
- Growth and development is occurring in all areas of the district including airport expansion and industrial and business park growth.
- Open space is becoming a scarce commodity due to the growth.
- The future outer belt and I-73 corridor will influence growth and act as barriers to park access.



Planning District 5–Southwest

- The district will be the second most populated district in the county.
- The population is 75% white and aging.
- The majority of the population is employed in “white collar” jobs and the district is the second highest in average household income.
- Open space is difficult to attain.
- Office park developments and large multi-purpose developments such as Grandover will influence land use in the area.

Planning District 6–Southeast

- The population is mostly middle income with mixed “blue” and “white collar” employment.
- It is the second least populated district and predominately white (92%).
- Transportation improvements and water and sewer expansions should encourage future development.
- Open space is available and abundant.
- Soil conditions limit development.

Planning District 7–East

- It is the least populated district and is rural in character.
- 87% of the population is white and employment is “mixed.”
- There is development occurring along the I-85/I-40 corridor, Stoney Creek area, and Rock Creek Industrial area.



Table 1-6

Planning District Profile							
Planning District	1 South	2 Northeast	3 North	4 West	5 Southwest	6 Southeast	7 East
Population (April 1, 1995 est.)	38,029	40,014	39,791	37,434	38,589	8,267	5,629
Estimated Population 2017	45,315	48,254	53,507	48,530	49,906	14,851	10,610
Race							
(percent of planning district's population)*							
White	35%	35%	84%	91%	77%	92%	83%
Non-White	65%	65%	16%	9%	23%	8%	17%
Highest educational level attained							
(Percent of planning district's population aged 18 yrs or older)*							
No high school diploma or GED	33%	28%	14%	8%	12%	22%	30%
High school graduate	29%	25%	20%	18%	21%	33%	35%
Some college	21%	27%	23%	26%	29%	19%	17%
Associate degree	5%	4%	6%	7%	6%	7%	5%
Bachelor degree	10%	11%	26%	29%	23%	14%	9%
Graduate or professional degree	4%	5%	11%	13%	9%	5%	4%
Occupations							
(Percentage of planning district's population 25 yrs. or older who are employed)							
Executive	16%	19%	37%	41%	33%	26%	17%
Administrative	17%	16%	17%	17%	20%	18%	16%
Sales and service	33%	32%	30%	30%	30%	26%	25%
Farming and forestry	1%	1%	1%	1%	1%	2%	4%
Laborers	34%	32%	17%	11%	17%	28%	38%
Average Household Income							
Maximum	\$42,430	\$66,120	\$52,103	\$77,516	\$62,386	\$52,585	\$37,060
Minimum	\$16,036	\$19,784	\$24,427	\$27,576	\$23,810	\$31,767	\$33,971
*Estimated							

Source: Greensboro Planning Department; Guilford County Board of Elections; 1990 Census



ECONOMY

Guilford County has traditionally found economic strength in tobacco, furniture, apparel and textiles. These industries are all labor intensive and pay relatively low wages compared to other types of manufacturing. In recent years the area has benefited from the national trend of corporations locating offices in the southeast. Corporate offices are considered attractive to most communities because they pay good salaries and place little demand on public services. In addition, Guilford County has drawn several high-tech manufacturing establishments that produce electronic components. Despite the trends regarding corporate locational decisions, textile and manufacturing facilities continue to dominate the Guilford County economy.

While manufacturing remains a strong part of the overall economy, non-manufacturing industries are growing at a greater rate. During the next ten years the majority of the work force will be engaged in managerial, professional and technical jobs. Other North Carolina counties such as Wake and Mecklenburg out pace Guilford County in manufacturing employment. In 1996, specific industries were identified for marketing and recruiting to the area. Manufacturing industry targets include automotive, medical products and instruments, plastic products and steel wire products. Services industry targets include medical and dental laboratories and research and testing facilities.

To better understand the perceptions and needs of the business community the Chamber of Commerce conducted a Retention and Expansion Survey. The survey noted that 90% of the businesses that responded voiced approval of the business climate for the area. However it also identified the following factors which discourage business retention in Greensboro: lack of qualified work force, skilled labor shortage, government regulations and processes, taxes and lack of tax incentives.

To enhance the business climate and economic base the following improvements were identified to address some of the concerns: reform of the educational system; tax incentives for existing companies; planned controlled quality growth; and coordinated economic development. Greensboro, Guilford County and High Point are addressing these factors by promoting incentive strategies to foster active recruitment and retention of industries. Greensboro has executed agreements totaling over \$1.5 million in infrastructure with six major firms. The Chamber of Commerce has formed the Forward Guilford initiative to recruit and retain selected industries by implementing a proactive marketing program, strengthening regional economic cooperation and building partnerships between business and education. Education and training of the work force is essential to providing the labor required by the targeted industries. Providing recreational amenities can also help address some of the concerns raised by the survey. Companies often look at the communities' cultural and recreational resources when relocating to ensure a good quality of life for their workers. Providing recreation amenities also helps attract highly trained and educated individuals to the area that subsequently become part of the labor force needed by the targeted industries. The community could also provide additional tax incentives to businesses that assist with acquisition and development of new recreation facilities.



GROWTH TRENDS AND LAND USE

Greensboro's growth over the past 35 years has been relatively steady as compared to other larger cities in the southeast such as Atlanta, Charlotte, and Raleigh. Even so, the growth has changed the landscape of the area dramatically as Greensboro and Guilford County's land use has become more urbanized. Greensboro and High Point have expanded their city limits through annexation and now share common boundaries. What were once distinct municipal entities has become blurred and is now commonly referred to by the development community as "Green Point."

The urban form of Greensboro is increasingly becoming decentralized due to the development of activity centers that serve business growth areas and residential developments scattered around the city. These activity centers encourage continued development of office parks, retail/commercial establishments, and residential subdivisions.

Guilford County and Greensboro's economy is evolving into a market of diversity. While manufacturing remains a strong part of the county economy, non-manufacturing industries are growing at a greater rate. This has affected the development of office space in Greensboro. Although there is still a strong concentration of office areas in the central business district of Greensboro and High Point, office buildings have expanded into the High Point Road corridor and into northwest Greensboro. Due to Guilford County's stability as a manufacturing center, industrial land uses continue to be a large part of the area's overall land use. Most of the industrial land use is located around the airport, along the Highway 6 corridor through Greensboro, near I-40/I-85 at Whitsett, between Lake Townsend and Highway 29, at the junction of I-40 and I-85, and along I-85 Business near High Point.

The Greensboro Planning Department identified eight major business growth areas as a part of the *1997 Greensboro Environmental Scan*. These include: Center City, Airport Area, Interstate Highway 40/Wendover Avenue, Rock Creek Corporate Center/AT&T Guilford Center, Four Seasons Town Center, Grandover Resort and Conference Center, Northeast Guilford, and Northwest Guilford. These areas are where most of the city's future commercial growth will occur.

The area northwest of Greensboro has experienced increased residential development on a large scale in the past five years and this trend is expected to continue. There is also reason to expect increased residential development to the south and north/northeast where developers have announced plans for large single-family subdivisions, multi-family complexes, commercial centers, and business/office parks. As land use diversifies, preservation and the availability of open space will become more of a concern for the area because of increased competition and demand for developable land. To keep pace with the increased urbanization and development, the County has proposed additional open space. The areas identified are Randleman Lake, along North and South Buffalo Creeks, between I-40 and Alamance Church Road, several areas north and northeast of High Point Lake, and several sites around Greensboro.



Growth Trends

Growth trends expected during the planning period (1997-2017) are as follows: (Source: *Forecast 2015* Guilford County Planning Dept.)

- . Downtown land use will essentially remain the same.
- . The Battleground Avenue and High Point Road retail corridors will continue to extend.
- . Another small retail center may emerge somewhere along Bryan Blvd.
- . Small retail satellites may emerge along future interchanges of I-85 to the southeast.
- . Additional commercial growth may occur along I-85 or I-85 Business near Grandover.
- . Residential growth will continue in the area between Greensboro, High Point, and Jamestown.
- . New industrial growth will continue around the airport area especially along I-40 and Highways 68 and 421.
- . Because of pressure from both Greensboro and Burlington, the Rock Creek area will also expand.

Growth Factors

The following list of growth factors influence the evolution (how and where) of Greensboro's future land use. (Source: *1997 Greensboro Environmental Scan*)

- . Environmental Constraints
 - watersheds
 - natural resources
 - air quality regulations
 - soil types
- . Utility Capabilities
 - water resources
 - water and sewer treatment capacities/service areas
 - solid waste disposal
- . Major Road Projects
 - Wendover Road
 - Bryan Boulevard
 - Urban Loop
 - NC68/220 connector
 - Proposed Interstate 73 and 74
- . Existing Land Use Patterns Constraining Development



- airport noise cone
- landfills
- quarries
- waste water treatment plants

· Land Use Restrictions and Policies

- city and county development ordinances
- use of economic development incentives

Neighborhood & Historic Preservation

Greensboro is considered a leader in neighborhood preservation and housing. Greensboro was the first in North Carolina to be involved with slum removal, federal housing programs, and the use of CDBG funds for homeowners' assistance. In the 1980s as federal funding decreased, the city began to look to other sources of funding neighborhood programs. Bonds were passed in 1985 to renew Greensboro's commitment to housing issues. The primary focus of the neighborhood preservation was to improve living conditions for poor families, primarily those with household income below \$10,000. In 1990, the city hired a director of Housing Development and created the Greensboro Housing Partnership trust fund. With an annual budget of about \$1 million, the City acts as a facilitator and partner with non-profit and profit housing groups to improve neighborhoods by funding affordable housing programs. By 1994, the city had invested approximately \$7.5 million in this effort and an additional \$38.9 million had been invested from private sources. One of the first projects funded by the partnership was the Greensboro Affordable Housing Initiative. A primary function of the initiative is educating and counseling prospective homebuyers. The initiative underwrites guidelines for available financing, provides secondary financing for down payments and closing costs, and works with lenders to meet the financing needs of individual households. Other housing programs include a Multifamily Housing Program, an Employer Assisted Home Ownership Program, and development of an affordable housing subdivision. Additionally, the city is involved with non-profit organizations such as Habitat for Humanity and Project Homestead to assist in providing affordable housing. The revitalization of neighborhoods through public/private partnerships is a way for Greensboro to ensure that low and moderate-income households can afford housing. The city has several neighborhoods that are working on housing improvements that will benefit the community.

Historic preservation has both tangible and intangible benefits. On a day-to-day basis one is most familiar with the intangible benefits such as maintaining linkages with the past so one can experience historical and archeological properties firsthand. The tangible benefits typically are financially based and may be more important to the owners of historic properties. The financial incentives offered to owners of historic properties include federal and state tax credits and property tax deferrals. Unlike many states, North Carolina does not offer loans for the acquisition or rehabilitation of historic properties and the only incentive it does offer requires an owner to provide a public easement. There are a few groups, public and private, in Guilford County and Greensboro who are active in historic preservation. Public agencies include the Guilford County Historic Preservation Commission and the Greensboro Historic District Commission. Planning Department staff that oversees the administration of design guidelines for alterations and improvements of structures and property within the local historic district staffs the latter. The Greensboro Historic Commission also maintains an inventory of



historic and architectural resources, assists applicants for National Register nomination, and provides education and technical assistance with projects. The Guilford County Historic Preservation Commission, staffed by the County Manager staff, recommends designation of historic sites to local governing bodies and oversees the Oakridge Historic District. Private organizations that provide preservation assistance include Preservation Greensboro, the Old Greensboro Preservation Society, and several neighborhood organizations. Sites/Districts include Guilford County Courthouse National Military Park, Guilford College, Irving Park White Oak New Town, Hoskins House, Fisher Park, College Hill Downtown Greensboro, Bennet College, and South Greensboro.

TRANSPORTATION AND ROADS

Major U.S. highways serving the area include I-85 through High Point and Greensboro to the eastern side of the county, I-40 from the western side of the county through Greensboro to the east, US 421 from the western side of the county to the south, Highway 220 from north to south on the northern half of the county, US 70 going southwest to east, US 29 from southwest to northeast, and Highway 311 west through the southwestern corner of the county to the south. State primary roads include NC 150 north of Greensboro going west to east, Highway 68 from north to south connecting High Point to Stokesdale, Highway 61 from north to south on the eastern side of the county, Highway 62 running from the southwest of the county to the southeast, and Highway 22 beginning at US 421 just south of Greensboro and south.

The dispersion and increasing number of activity centers is having a profound impact on traffic patterns. More trips are occurring cross-town or between towns rather than into and out of the city center. Suburb-to-suburb is also an increasing consideration. Major road projects proposed for improving traffic flow would have a significant impact on future development. The Transportation Improvement Plan (TIP) listed 22 projects that will be designed and/or constructed between 1996-2002. Projects include the "Urban Loop" (Painter Boulevard) for which design has been completed and construction has begun and the construction of the I-85 bypass south of Greensboro is planned to begin in 1998. The Greensboro Urban Area Thoroughfare Plan update will be completed in FY 1998. The following list of TIP projects identifies locations for projects between 1996-2002.

1. I-2201: Widen I-40 from Sandy Ridge Road east (eight lanes 10.5 mi.), cost \$90.5 million, part under construction, completion after 2002.
2. I-2402: Construct I-85 bypass (14 mi.), cost \$147 million, under design complete by 2002.
3. R-2611: widen US 421 to five lanes (NC 68 - Colfax 3.6 mi.), cost \$7.5 million, design 1998 complete after 2002.
4. R-2612: Convert Woody Mill Rd. and NC 22 at-grade intersection on U.S. 421 to interchanges. Cost \$16.6 million. Design in 1998, completion after 2002.
5. R-2802: Upgrade Business I-85 and make safety improvements in Davidson and Guilford Counties. Total length - 31 miles. Cost \$30 million. Designed in 1996 and completion after 2002.



6. R-2910 and U-2581: Widen U.S. 70 (Burlington Rd.) from Greensboro to Alamance County. Total length - 4.2 miles. Cost \$80 million. Construction to begin in 1997, completion after 2002.
7. R-2577: Widen U.S. 158 to four lanes. Total length - 18.8 miles. Cost \$40.6 million. Design and construction after 2002.
8. R-2309: Widen U.S. 220 north of Greensboro to four lanes. Total length - 7.2 miles. Cost \$17 million. Construction in 1997 and completion after 2002.
9. R-2413: Construct multi-lane connector between U.S. 220 North near Summerfield and N.C. 68 near the airport. Total length - 12.4 miles. Cost \$87 million. Construction beginning in 1997 and completion after 2002.
10. R-609: Construct multi-lane U.S. 311 bypass around High Point. Total length - 12.9 miles. Cost \$146 million. Under construction, completion after 2002.
11. U-608: Complete Bryan Boulevard from New Garden Rd. to airport. Total length - 2.9 miles. Cost \$25.5 million. Under construction, completion in 1997.
12. U-2012 and U-28115: Widen Airport Parkway to four lanes and construction interchange with N.C. 68. Total length - 1.9 miles. Cost \$12 million. Construction in 1997 and completion by 1999.
13. U-2412: Construct Greensboro-High Point Rd. bypass around Jamestown. Total length - 7.8 miles. Cost \$50 million. Construction to begin in 1999, completion after 2002.
14. U-2524: Construct Western Loop from I-85 to Lawndale Drive in Greensboro. Total length - 15 miles. Cost \$239 million. Construction to begin 1998; completion after 2002.
15. U-2525: Construct Eastern Loop from Lawndale Drive in Greensboro to U.S. 70. Total length - 15.1 miles. Cost \$155 million. Construction in 1997 and completion after 2002.
16. U-2913: Widen Guilford College Rd. from I-40 south to Jamestown. Total length - 4.5 miles. Cost \$13 million. Construction in 1998, completion after 2002.
17. U-3108: Relocate Wiley David Rd. as four-lane highway. Total length - 2.6 miles. Cost \$9.6 million. Under construction.
18. U-3313: Widen Groomtown Rd. to multi-lane facility from I-85 to Wayne Rd. Total length - 1.4 miles. Cost \$6.4 million. Construction after 2002.
19. U-3429: Widen Vickrey Chapel Rd. from Business I-85 to Wiley Davis Rd. Length - 0.3 miles Cost \$1 million. Construction after 2000.
20. U-2413: Widen Wendover Avenue to multi-lane facility. Total length - 4.1 miles. Cost \$16.5 million. Under construction.
21. U-2536: Construct immediate loop in High Point from U.S. 311 to Montlieu Ave. Total length - 2.2 miles. Cost \$12.6 million. Construction in 1998.
22. U-2717: Widen Kivett Dr. from Brentwood St. to U.S. 29-70. Total length - 2.5 miles. Cost \$8.2 million. Construction after 2002.



WATER AND SEWER

By the year 2000, Greensboro will need additional supplies of raw water. A potential solution has been concentrated on constructing Randleman Dam and Treatment Plant. This would locate Randleman Reservoir on Deep River in Randolph County near the town of Randleman.

The ultimate practical limit to the amount of sewage effluent that the streams can handle will not be exceeded before 2015 in Guilford County. Greensboro is presently using an increasing number of costly pump stations to direct sewage to the treatment plants. Guilford County has proposed water and sewer mains primarily east of Greensboro reaching to Gibsonville and Whitsett.

SOILS AND TOPOGRAPHY

Guilford County is considered part of a geographical providence in North Carolina known as the Piedmont. The county is characterized by gentle sloping or rolling topography drained by small streams. Elevations in the county range from 510 feet at the Big Alamance Creek/Alamance County line to 1,000 feet south of NC 150/Forsyth County line.

In general, the soils within Greensboro and Guilford County have slight to moderate limitations for development that can be overcome with proper planning and design. For instance, alluvial soils associated with floodplains, streams, and creeks occur on property that is set aside for recreation. These areas should typically be planned for more passive forms of recreation, which require less intense facility development. The largest problem in soil management for the area is soil erosion. In addition, soils in the area are known for problems with high plasticity and depth to bedrock. The soils in Greensboro and Guilford County can be divided into seven basic groups as follows:

- . Cecil-Madison soils are gently sloping and sloping, well-drained soils that have a sandy clay loam and clay subsoil; on uplands. This association makes up 29% of the county and occurs mainly in the northwest portion of the county. This association poses slight to severe limitations for camp areas, picnic areas, and paths/trails. Playgrounds have moderate to severe limitations.
- . Madison-Cecil soils are strongly sloping to steep, well-drained soils that have a sandy clay loam, clay loam, and clay subsoil; on uplands. This association makes up 3% of the county and occurs in the northwest portion of the county. This association poses slight to severe limitations for camp areas, picnic areas, and paths/trails. Playgrounds have moderate to severe limitations.
- . Enon-Mecklenburg soils are gently sloping and sloping, well-drained soils that have a sandy clay loam, clay, and clay loam subsoil; on uplands. This association makes up 49% of the county and occurs primarily in the entire county except the northwest portion. The association has moderate limitations for recreational development.
- . Wilkes-Enon soils are sloping to steep, well-drained soils that have a sandy loam, clay loam, sandy clay loam, or clay subsoil; on uplands. This association makes up 4% of the county and occurs in a few random areas around the county. This association



poses slight to severe limitations for picnic areas and paths/trails. Camp areas and playgrounds would have moderate to severe limitations.

Coronaca-Mecklenburg soils are gently sloping and sloping, well-drained soils that have a clay or clay loam subsoil; on uplands. This association makes up 2% of the county and occurs in two areas in the eastern portion of the county. This association poses slight to moderate limitations for camp areas, picnic areas, and paths/trails. Playgrounds would have moderate to severe limitations.

Appling-Vance-Helena soils are gently sloping and sloping, well-drained and moderately well drained soils that have a sandy clay loam, sandy clay, clay, and clay loam subsoil; on uplands. This association makes up 10% of the county and occurs in a few areas around the county but primarily in the southeastern portion. This association poses slight to moderate limitations for camp areas, picnic areas, and paths/trails. Playgrounds would have moderate to severe limitations.

Chewacla-Wehadkee-Congaree soils are nearly level, well-drained to poorly drained soils that have a sandy loam, loam, silt loam, clay loam, and silty clay loam subsoil; on flood plains. This association makes up 3% of the county and occurs on several areas that have flood plains along creeks and streams. All recreation on this association poses severe limitations with wetness and floods.

ENVIRONMENT OPEN SPACE AND WATERSHEDS

Watershed regulations for the protection of drinking water are state mandated through the North Carolina Environmental Management Commission. Watersheds have been classified into five areas primarily based upon the amount of development allowed within each zone. The essence of these regulations is to maintain or increase the quality of potable water supplies by limiting development of impervious areas within a particular area of the watershed. The amount of built upon area allowed varies with each classification of the watershed and the distance it is from the reservoir site. Basically, this leaves areas designated as part of the General Watershed Area (GWA) or a Watershed Critical Area (WCA). The administration of watershed regulations in Guilford County, Greensboro, and High Point is stronger than the state's minimum requirements through use of a Tier system for WCAs. The Tier system allows successively less development the closer it is to the reservoir (the lower the numerical Tier designation the more restrictive). The results of these regulations have not been fully experienced, however it is expected that they will result in more pressure toward urban sprawl.

Watershed Critical Areas are located at Lake Townsend, Lake Jeanette, Lake Brandt, Lake Higgins, Oak Hollow Lake, High Point Lake, Lake Mackintosh, and the proposed Randleman Lake.

Concern with protecting the environment is increasingly important to the general public as information on preservation, conservation, and protection is more readily available and understood. More people, especially younger people, are concerned with the physical and aesthetic issues that demand attention in order to provide the commodities we need to survive comfortably—clean air and water, adequate food and shelter, and space to recreate and release stress from everyday life. The amount of open land for protection of plant and animal habitats



has become more important to our society and our personal well-being as we have urbanized. The public has awakened to these needs and their demand of more open space for passive recreation and aesthetic enjoyment will continue to grow. The demand has initiated a trend by local governments to acquire open space for watershed protection, regional parks, and greenways. The public demands have also propelled local governments to require developers to incorporate open space areas as part of a project's plan. The start of all these open space initiatives is an attempt to link parks, environmental features, and other "people spaces" to form a diverse network of green space that will benefit the entire region.

Unique Natural Areas

There are over 200 recorded archaeological sites in Guilford County, including the historic sites of the David Caldwell Log College in Greensboro, the McCullough Gold Mill in the Jamestown area and the Quaker Meeting House and other buildings located at High Point City Lake Park.

Bryan Park, located in the north central portion of the county, contains more than 1,000 acres, the majority of which serve as a wildlife sanctuary and natural habitat area. In addition, open space surrounding stream channels such as Reedy Fork Creek, Deep River and Polecat Creek possess unique natural characteristics.

The North Carolina Natural Heritage Foundation is attempting to assess the significant natural areas within Guilford County by undertaking the Guilford County Natural Areas Inventory. The inventory will identify unique or exemplary natural ecosystems, rare species' habitat, special wildlife habitat and scenic areas.

Guilford County and the North Carolina Natural Heritage Foundation have prepared a Natural Areas Inventory of Guilford County, which identified natural areas and rare species habitats of the county. Thirty-six sites have been identified as significant for preservation and protection. These sites include:

- | | |
|-----------------------------------|-----------------------------------|
| 1. Lake Jeanette #1, Gazebo Shore | 19. Reddicks Creek |
| 2. Big Alamance Creek | 20. McManus Preserve |
| 3. Big Alamance Creek #2 | 21. Freeman Millpond |
| 4. Little Alamance Creek | 22. Piedmont Environmental Center |
| 5. Pole Cat Creek - Morrow Site | 23. East Fork Road Lake Trail |
| 6. Hagan Stone Park Depression | 24. Laurel Thicket |
| 7. Staley Lake Upland Flats | 25. Johnson Road Crossing |
| 8. Beaver Pond Site | 26. Buckeye-Tangle Nature Trail |
| 9. Guilford Wildlife Club | 27. Brooks Bridge Crossing |
| 10. Enon Bog | 28. Reedy Fork-Buffalo Creek Con. |
| 11. Stoney Hill Spring | 29. Haw River Bur Reed Floodplain |
| 12. Brush Creek | 30. Witty Road Wetland |



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- | | |
|----------------------------------|-----------------------------------|
| 13. Reedy Fork Creek | 31. Cummings Dairy Beaver Pond |
| 14. Moore Creek | 32. Strader Road Beaver Pond |
| 15. Lake Brandt-Reedy Fork Creek | 33. Cone Swamp |
| 16. Pearman's Quarry Woods | 34. Benaja Creek Marsh |
| 17. Anthony Road Holler | 35. Haw River Skunk Cabbage Swamp |
| 18. King's Creek Slopes | 36. Draper's Wildlife Sanctuary |



INVENTORY AND ANALYSIS OF EXISTING RECREATION PROGRAMS

INTRODUCTION

A program analysis was conducted on the following individual program areas which were selected by a Greensboro Park and Recreation staff committee (SWATS). National trends for each program area were overlaid and a SWOT analysis (strengths, weaknesses, opportunities, threats) was completed for each program area. Visits were made to most of the facilities where these programs exist and the staff had input on the program area summaries. The following is a brief summary of the findings in each program area.

The Greensboro Parks and Recreation program offering provides a wide range of program services for residents of Greensboro. The Department's program strengths are found in the arts, sports, special events, environmental and outdoor activities, day camps, youth at risk programs and golf.

These programs provide the bulk of the core programs and recognition the Department receives from the public and are well received by the community in terms of participation and support. The programs evaluated tended to follow traditional program trends of the 1960's and 1970's, except in the arts and youth at risk programs where the Department is clearly leading the country in creativity and effort to service these two program areas.

NATIONAL PROGRAM TRENDS

National program trends that are developing and have been in place for some time that could be developed into Greensboro's program management strategy for delivery of services are as follows:

- Nationally, fitness and wellness programs in the form of free weights and cardiovascular programs are on the rise and have been for some time. People are becoming more health conscious and as they grow older are paying more attention to what they eat and drink as well as exercising more by walking, bicycling, jogging and doing more cardiovascular training. This is evidenced by the fact that hospitals are creating more health and fitness programs and facilities and businesses are encouraging more wellness programs on stress, weight control, fitness, and education for employees. At the same time, schools are reducing physical education programs for youth and youth are becoming more and more overweight and are not eating right.

Locally, Greensboro does not provide programs in the areas of free weights and cardiovascular programs or spaces. The Department does provide some aerobic programs for adults, but needs to consider adding more programs, designated spaces and equipment for cardiovascular and weight training.



- Nationally, park and recreation agencies are developing more earned income opportunities to support operating budgets and pricing services based on benefits received against an established subsidy level for various segments of the populations being served. More and more programs are pricing both direct and indirect cost associated in providing the service.

Locally, Greensboro's recreation programs are heavily subsidized and are priced to the 20% who cannot pay versus the 80% who can. Where the Department does charge program prices they typically include only direct cost and not indirect cost. The Department needs to evaluate their current pricing policy and update to national trends in pricing program services to the level of benefit received. Additionally, the Department has not sought other earned income opportunities such as advertising, sponsorships, partnerships, grants, development of a parks foundation, and licensing opportunities.

- Nationally, program standards with measurable outcomes are being developed for delivery of services. These include customer service standards for facilities, and programs, operation practices for quality and quantify of hours, equipment provided and ratio of instructor to participant and evaluating cost per experience and program lifecycles.

Locally, there was no evidence of standards and performance measures in place for the programs reviewed. The consultants are sure that some program standards are in place but they were not stated in the program information provided. There was no evidence of performance measures in place that evaluates the money invested against measures that the City feels is important to the goals and values that they seek to demonstrate to their publics.

- Nationally, many departments are developing mini-market plans for facilities and programs to create a continuous learning process of delivery of services and managing capacity of facilities and program trends and life cycles. Staff is trained on how to manage against the market plans and measurable outcomes are developed and incorporated into the evaluation process for employees. In addition, evaluations of programs by pre- and post-evaluations, shopper programs, and focus groups are key evaluation processes being used by various departments around the country.

Locally, the Department did not have facility or program market plans in place for the staff to focus on and manage against. The Department does provide some post-evaluations but the ones reviewed were not consistent and timely.

- Nationally, partnership development in program delivery is becoming the trend of the future. This is brought about because departments can no longer duplicate efforts in communities but must manage a community of resources to maximize efforts and efficiency of resources available. Partnerships with park and recreation agencies have included school partnerships, investment partnerships in developing of new facilities or renovating facilities. Additional partnerships include not-for profit partnerships with other service providers in the delivery of programs. Church partnerships, product partnerships, and interagency partnerships are becoming more popular to share resources.



Locally, the department does not have many partnerships in place to leverage resources and maximize efficiency. Most of the partnerships with the city are in sports programs between youth organizations and special interest groups.

- Nationally, many cities provide a set of core programs for each recreation area based on the neighborhood and community being served. These core programs focus on specific neighborhood needs. Additional programs offered are wrapped around these core programs to provide balance and compliment other providers in the community.

Locally, the Department did not have a set of core program offerings identified for each recreation facility based on information reviewed and interview with staff. Most programs were established based on hours of the center and availability of staff.

- Nationally, programs are being targeted by demographic area such as youth, teens, families, and seniors versus sports, arts, outdoor recreation, and aquatics. This trend allows staff to work in a specific area and cover all program aspects of that demographic group in the program categories. This allows for more community wide thinking and less overlap of services.

Locally, the Department is set up in the traditional program areas of sports, aquatics, seniors, arts, outdoor recreation, recreation centers and people with disabilities.

- Nationally, recreation centers are targeting more intergenerational programs for people of all ages incorporating areas within centers for designated groups such as seniors, and teens. This allows for more community wide programming versus special interest. Recreation centers are opening more operational hours to targeted groups and are open seven days a week with longer hours to meet all the needs of the community.

Locally, Greensboro recreation centers are not as focused on multi-dimensional programming whereby several programs are programmed simultaneously in one setting but instead are programmed for one use because of lack of personnel and supervision. This doesn't allow for efficient use of resources. There is a lot of excess capacity in existing facilities that could be made available for further programming or for programs by other recreation providers.

- Nationally, contracting of instructors and staff for specific services is the management norm. This allows for less risk on the part of the city and the city can save benefit dollars by brokering for services versus being a direct provider. This change process still allows the city to overlay and monitor standards and quality without the direct employment and scheduling cost.

Locally, the Department feels that they cannot program facilities and classes in this manner unless the instructors are on payroll. This is a policy issue the city needs to review and provide alternatives to for the staff to embrace.



REVIEW OF KEY PROGRAMS

Program Area—Youth Baseball

Program Notes

- Baseball programs are provided for participants ages 5-14
- There is a current decline in participation numbers especially after the age of 10
- A customer friendly approach for scheduling and registration is needed
- More community involvement is needed via local college teams and business sponsorships
- More marketing of the features, advantages and benefits of baseball is needed to be spelled out in publications for youth and parents.

Current Strengths

- 75% of the market is controlled by Greensboro Parks and Recreation Department, established leagues, have a good reputation for quality

Current Weaknesses

- A decline in participation numbers, marketing pieces do not include features, benefits, and advantages for enrolling in the program

Improvements

- Adding more local business sponsorships, creating more instructional leagues and clinics, adding more registration opportunities, i.e. fax, phone, at school, etc., survey parents and youth on why they are getting out of the sport. Greater efforts to incorporate inner city baseball through the R.B.I. program is needed as well as looking at adding fall leagues and adult leagues.

Program Area- Youth Football

Program Notes

- Football programs are provided for ages 7-12
- There is a decline in participation numbers, from 1,625 in 1994 to 895 in 1996
- The program is operating at an efficient, cost effective and organized level
- More marketing of features, advantages and benefits of the program would entice more participation

Current Strengths

- The Department controls 100% of market, established leagues, there is an evaluation of programs, and the program has a good reputation.

Current Weaknesses

- The cost of equipment is too high, marketing pieces do not spell out contents of programs, or cost to participate



Improvements

- Developing more local business sponsorships to keep costs down, football camps and clinics for youth and coaches, create more instructional leagues, evaluate participants who drop out of programs and why, add more flag football program for youth and adults

Program Area- Youth Soccer

Program Notes

- Soccer programs are provided for participants ages 7-19
- The features and benefits of the program need to be marketed stronger, those could include lighted fields, quality coaching, new equipment etc.
- Participation numbers have increased

Current Strengths

- The partnership with the GYSA, the program has a good reputation, there are established leagues in place, increasing number of participants, organizational structure of the program is good, 11 field complex is available

Current Weaknesses

- Current marketing pieces do not include features, advantages and benefits of the program, no call in registration for credit card opportunities for past participants is in place, there is no individual player fee advertised with price break for 2 or more siblings

Improvements

- Creating more instructional leagues and clinics, formulation of a youth sports organization, adding weekend tournaments, creating more co-ed soccer programs for youth 12 to 16 as well as creating recreational leagues for this age group in lieu of select teams and travel teams.

Program Area- Cheerleading Clinic

Program Notes

- The program is provided for participants ages 9-13
- Current marketing materials do not spell out the features, benefits, or advantages of the program
- Some programs are contracted with other groups such as, Cheer America, Cheer Limited, or Cheer USA
- Fee for the program is low- \$20-\$25 in terms of value of the service provided

Current Strengths

- 450 participants, the programs co-sponsorships with other service providers and schools, steady participation levels



Current Weaknesses

- Greensboro Parks and Recreation only controls 5% of market, current marketing pieces do not include the benefits, features and advantages of program

Improvements

- The department should consider allowing other service providers to operate this program based on percent of market they controlled, offer clinics for younger children, let clinic participants perform at youth football games and other organized games, add tumbling as an extension of the program

Program Area- Martial Arts Program

Program Notes

- The program is offered for ages 5 and up
- The Greensboro Parks and Rec. only controls 5% of the market
- The current promotional pieces did not include the features, benefits, and advantages of the martial arts program.

Current Strengths

- The skills the participants learn, the cost of the program, the instructors are well trained.

Current Weaknesses

- There seems to be a duplication of efforts with other service providers, programs not targeted to women or adults, program descriptions do not give any of the benefits of the class.

Improvements

- Adding more women's classes targeted to self-defense, creating classes that include the entire family.

Program Area- Aquatic Programs

Program Notes

- The Program are offered for ages 6-12
- The current marketing pieces did not spell out some of the basic information such as price, location and phone numbers
- Phone registration with a credit card is in place for aquatic program registration
- The benefits, features and advantages were not included in marketing pieces

Current Strengths

- The Greensboro Parks and Rec. has both indoor and outdoor pools, the participation numbers have been stable, Greensboro Parks and Rec. controls 65% to 76% of the market, sponsors are in place.



Current Weaknesses

- There are no aquatic centers with interactive water playgrounds, zero depth entry or water slides, there is a low revenue versus high expense with a 15% cost recovery for the aquatic program, program fee is low in terms of value of the service provided.

Improvements

- More sponsorships for swim programs and events, scuba classes that utilize deep water pool, canoeing and kayaking classes, parent tot swim lessons to create more family activities, establish water basketball leagues or classes, create a birthday party package.

Program Area- Youth First

Program Notes

- This program is for ages 6 to 18
- This program is really on target in the direction of supporting youth by providing public facilities and organized programs working directly with community partners to initiate self organized recreational activities and outreach.
- The features, benefits and advantages were spelled out well in publications.
- The program has good partners and sponsors.

Current Strengths

- The program has good participation and numbers are growing, the program makes good use of volunteers to help run the programs, Youth First includes a mentoring program, the activities appear to be well designed and creative, the programs are youth driven versus adult driven.

Current Weaknesses

- There is a small budget for the expected impact that is trying to be made. Currently there are two staff focusing on this program and more staff need to be involved. There is no youth forum in place to help guide adults in their planning efforts and there is currently no market research in place to help guide the planning efforts. The facility needs to be updated to appeal more to youth.

Improvements

- Programs that create projects in the city to demonstrate the positive side of youth, these could include clean up, fix up areas in the city, flower scapes, mural paintings etc., other programs for youth that are growing in popularity are Work-reation programs, Mayors Council on Youth, Smart Bars, Pride in Youth Days, incentive program at recreation centers for good grades, adding a fee to programs will place a value on the services that are offered, utilizing more volunteers to help reduce staff costs

Program Area- Greensboro Youth Council

Program Notes

- Programs in this area are provided for ages 14 to 18.



- The program is very progressive and unique.
- The Greensboro Youth Council has many features, benefits and advantages, however not many were spelled out in marketing materials.

Current Strengths

- The program has many partnership and sponsorship opportunities, this age group is extremely important to target and Greensboro is doing a good job, the Youth Council is highly visible, the program is very organized and has established bylaws, handbooks, job descriptions, selection process etc., there is a current evaluation for participants in place.

Current Weaknesses

- The participation numbers seem not to be increasing, there is a continuous drop out due to graduation, and the program does not reach middle school children so that it would feed into high school.

Improvements

- Creating a mentoring program where youth have the opportunity to shadow successful business people in their daily routine, add college or job fairs administered by youth for youth.

Program Area- Summer Day Camps

Program Notes

- The program is provided for ages 5 to 12
- On site registration is required to be in the program, so registration opportunities are limited.
- The features, benefits and advantages are not described in any detail in any of the marketing pieces.

Current Strengths

- The day camps are very affordable to participants, there is great exposure to non-traditional sports and activities, registration numbers are up.

Current Weaknesses

- The current registration system is cumbersome and inconvenient to customers, there were no themes listed in any of the information provided, the camps could be a couple of weeks longer in length to accommodate parents.

Improvements

- Adding themes to camps, these could include sports camps, adventure camps, outdoors environmental camps, computers, aquatics and music. The addition of overnight camps is good for youth.

Program Area- Summer Playgrounds

Program Notes

- The program is offered for school aged children



- The program is a “drop in” program and is not as structured as day camps
- The features, benefits and advantages were not listed on marketing pieces, only program locations were listed

Current Strengths

- There are multiple sites for convenience to patrons, 12 of the sites are part of the federal lunch program, there are a wide variety of activities and projects offered at each site, there is a thorough training program in place for staff, currently there is an evaluation in place, as well as good record keeping, that has the potential of offering a lot of information on participants.

Current Weaknesses

- There are no sponsorships in place, currently there are no partnerships for the program, the evaluation is too lengthy for customers, it should be kept to just one page listing why the evaluation is conducted.

Improvements

- Creating sponsorships with local businesses, creating more themed days or events, add programs like a mentoring program with the Kiwanis Club, add some music or academic learning programs

Program Area- After School

Program Notes

- The after school program is offered for children ages 5 to 12.
- The program runs for 36 weeks
- Some of the features, benefits and advantages were listed in marketing pieces, however the addition of more of these could help increase participation.

Current Strengths

- Greensboro Parks and Recreation controls 25% of the market, the program offers a wide variety of activities, the price for the program is reasonable, the program has a good income stream with the revenue exceeding the expenses.

Current Weaknesses

- The youth population in the City of Greensboro seems to be declining, it appears that there is no themeing of activities within the program, there was no evaluation of the program available for review.

Improvements

- Adding weekly and monthly themes helps keep the programs from becoming routine, creating special instruction in various skills, after school programs for ages 13 to 15 is a growing trend and can be based like a teen center.

Program Area- Special Populations

Program Notes

- The programs in this area are offered for children age 5 through adults.



- Some of the features were spelled out in publications, however the benefits and advantages were left out.
- There does not seem to be much mainstreaming through inviting participants to try programs not designed for special populations.

Current Strengths

- The participation levels are stable or increasing, there seems to be a good source of transportation, there were good sponsorship opportunities.

Current Weaknesses

- The revenue versus the expenses were not in line, more revenue could come from sponsors, grants etc., most of the programs were targeted to ages 15 to 18 and adults, only three programs were for under age 15.

Improvements

- Offering programs or classes at group homes, this can help reduce the need for transportation and can help add participation because of the location, creating a Special Populations Advisory Council that can assist staff in programming resources etc., partnering with other local special populations agencies to provide joint programs utilizing each others resources and strengths.

Program Area- Adult and Junior Golf

Program Notes

- There are a wide variety of programs offered in the Golf program area
- Golf Courses include: Gillespie Park, a nine hole/18 tee operation, a driving range that is not lighted, Bryan Park, 36 holes, warm up range and practice facility which are not lighted, Bur-mil Park, a par 3, 9 hole course and driving range which is lit.
- The golf courses are open year round, seven days a week with the exception of Christmas day.
- The promotional information provided did not spell out the features of the courses, however none of the Golf program features were identified.

Current Strengths

- There are a variety of leagues offered, youth program are in place, there is a public learning course with pros on site, the pro shop offers a good selection of materials, there is good growth in the market for this kind of golf experience, there are non-resident fees in place.

Current Weaknesses

- The courses could provide earlier tee times during the spring and summer months, the rates are below market for what the experience is worth, the driving range is not lighted at Bryan and Gillespie parks which limits when it is used,

Improvements

- The development of golf academies and camps, lighting the driving range would help to maximize the golf course's revenue opportunities, more of a concentration on women's and minority programs, family programs such as mother/daughter, father/



son and so on promote family oriented activities, child care service in the evenings and for tournaments, create specialty leagues, creating partnerships with local schools to teach classes for physical education and intramural play.

Program Area- Miscellaneous Programs for Recreation Centers

(Dog Obedience, Ceramics, Dance)

Program Notes

- All three of the programs analyzed in this area were in a declining state.
- For all three programs the features, benefits and advantages were not listed on the marketing pieces.
- To retain participants in these programs the ability to help users learn basics of each activity are a must.

Current Strengths

- Programs are provided for all ages, Greensboro Parks and Rec. controls 30% of the market in these program areas, the dance program appears to have a good revenue stream, there are 8 sessions available to participants.

Current Weaknesses

- The market for these programs is declining, instructors are paid too much for each class participant, there is no mention of levels of classes.

Improvements

- Adding more adult dance classes, such as ballroom dance and country and western dance, Irish dancing is a growing trend in the country, classes for youth could include tap and funk dance.

Program Area- Fitness

Program Notes

- The program area reviewed was mostly targeted to aerobics.
- The marketing materials only listed ages and fees and did not spell out the features benefits or advantages.
- It is not indicated if there is cardiovascular equipment available

Current Strengths

- The Greensboro Parks and Recreation Department controls 25% of the market, the instructors are contracted which helps reduce costs, the fees for the program are moderate and there seem to be good flexibility for participants.

Current Weaknesses

- The participation numbers are low, there are no levels of classes provided, there is no on site circuit training or cardiovascular equipment to move participants from aerobic to machine training, the contractors take too much of the revenue for classes, the percentages should be reversed so that the City receives 60% and the instructor receives 40%.



Improvements

- The addition of cardiovascular equipment and weight machines could add a lot to the program, partnerships with local hospitals can provide added value for participants, segmenting the age groups for different programs, creating a personal trainer program for participants.

Program Area- Adult Sports at Recreation Centers

Program Notes

- This program area was analyzed as adult sports in general.
- It appears that basketball for adults is increasing in numbers and drop-in recreational play at recreation center is still popular.
- The information provided for this program area was very basic and marketing materials did not include features, benefits and advantages.

Current Strengths

- The Greensboro Parks and Recreation Department controls 40% of the market, the price for each team is good, participation numbers are increasing.

Current Weaknesses

- There is no 3 on 3 leagues established, revenue information was not covered, there is no segmentation of players into abilities.

Improvements

- Creating specialty leagues, such as over 30 leagues, 3rd shift leagues, mother/daughter leagues etc., adding instructional leagues, creating a Run and Shoot program, which is similar to tee times in golf, players rotate in 20 minute time slots, this allows more participation.

Program Area- Adult Softball

Program Notes

- The program is offered for ages 16 and up
- The marketing of the benefits, features and advantages of the program were not apparent in material analyzed.

Current Strengths

- The Greensboro Parks and Rec. controls 100% of the market, overall participation numbers are increasing, Greensboro has the largest municipal softball program in the state, there are established leagues and the program has a good reputation.

Current Weaknesses

- Greensboro Parks and Rec. has limited field space and practice fields are lacking, registration opportunities for the softball program do not include phone and fax with a credit card



Improvements

- Creating more specialty leagues such as 55 plus leagues, 3rd shift day time leagues, leagues that are shorter in season, double header leagues where 2 games are played on the same day.

Program Area- Adult Basketball

Program Notes

- The program is offered for ages 16 and up
- The registration opportunities include early bird registration for residents to sign up prior to non-residents

Current Strengths

- Greensboro Parks and Recreation. controls a major percent of the market with 100% of the women's market controlled, the participation numbers are stable, the leagues are well established and have a good reputation, the revenue exceeds expenses for the basketball program

Current Weaknesses

- There is no agency wide policy on resident versus non-resident fees, facilities for the program are limited, participants can not register by fax or with a credit card

Improvements

- Creating 3 on 3 leagues and 3 on 3 tournaments played indoors as well as outdoors

Program Area- Lindley Boxing Club

Program Notes

- The program is offered for ages 16 and up
- Greensboro Parks and Recreation controls 100% of market
- The Lindley Boxing Club is the only facility in the area
- The features, benefits and advantages are not spelled out in marketing pieces
- Added benefits that could be provided might include weight training, bouts matched per skill level and self-defense classes.

Current Strengths

- They control 100% of market, there is increasing participation, it's the only boxing facility and equipment in area

Current Weaknesses

- The high cost for equipment and supplies, there are no sponsorship contributions to off set the cost of program, revenues contribute only 21% of the expense budget

Improvements

- Create sponsorships to enhance revenue potential, add boxing clinics or camps might help increase interest, utilize volunteers as instructors



Program Area- Contracted Volleyball

Program Notes

- The program are offered for adults ages 16 and up
- Program categories include: Power, Indoor, Grass and Sand, VolleyClinic, VolleyLunch, Tournaments, Corporate, Recreational Coed, Men's, Women's, 6s, 4s, and 3s
- Marketing pieces listed features, but few of the benefits or the advantages were listed in any marketing pieces.

Current Strengths

- Promotional pieces have specific information for people to plan and schedule their time, a wide variety of programs, events, clinics and tournaments are offered, 75% of the market is controlled by Greensboro, contracting the program is reducing cost to the department, participation numbers have increased.

Current Weaknesses

- There is no registration form provided on marketing pieces, participants have to call and have a form mailed to them, lack of financial information, there are no evaluations by customers or park staff for contracted programs, there are no apparent compliance checks on contracted vendor.

Improvements

- Adding more tournaments through out the year, host exhibitions given by Pro Tours and teams, create more family oriented volleyball activities.

Program Area- Contracted Tennis

Program Notes

- The tennis program is offered for all ages
- Tournaments, recreational and competitive programs were offered as well as season reservations
- The features, advantages and benefits were not highlighted enough in marketing materials.

Current Strengths

- 75% of the market is controlled by Greensboro Parks and Rec., the program is contracted so the cost to the department is reduced, participation number have consistently increased, program are offered to a wide range of age and skill levels, Greensboro has an indoor tennis complex.

Current Weaknesses

- There are no sponsorships currently in place, there is not customer satisfaction evaluation or survey in place, the registration methods are not as convenient as they could be, there is no historical tracking of participation levels, ages and established use patterns for marketing.



Improvements

- Creating an equipment rental program, school partnership with physical education classes and intramural play, provide child care for participants

Program Area- Sailing Program

Program Notes

- The sailing program is offered for all ages
- The sailing classes are offered by the Yacht Club, not Greensboro Parks.
- The relationship of the Yacht Club and the Parks and Recreation Department is not clear
- The features, advantages and benefits of the program were not clearly spelled out in any of the marketing pieces.

Current Strengths

- The number of participants in the program has risen about 77% from 1995 to 1996. (in 1995 the program was not advertised)

Current Weaknesses

- There is no revenue from the classes going back to the Greensboro Parks and Rec. department, there are no sponsorships for the program, regattas and race participation is down 44%

Improvements

- Creating family sailing programs, Rowing and skulling by age groups and skill levels, creating sponsorships for classes and races.

Program Area- Special Events

Program Notes

- The programs offered include: Fun Fourth, City Stage, Christmas Lights, Greater Greensboro Chrysler Classics, Coliseum Events and NCDOT Right of Way Grounds Maintenance
- Without the Greensboro Parks and Rec. these events would not be possible to operate at there current level.
- Partnerships are used for many of these special events.

Current Strengths

- The ability to place a true value on resources and negotiate an equitable partnership, available resources, numerous partnership opportunities.

Current Weaknesses

- Some partnerships are not equitable, dollars paid for services do not go to offset costs in those areas where the expenditures take place



Improvements

- Make sure the partner knows the value of what the Parks and Recreation Department gives to an event, this includes resources that in the past have been seen as “freebies”

Program Area- Historic Programs

Program Notes

- The programs are offered to a wide variety of ages, children through adults.
- The programs follow the traditional living history program offered throughout the United States.
- The promotional pieces did a good job of promoting the features of the program, but the advantages and benefits of the program were left out.

Current Strengths

- Greensboro Parks and Recreation Department controls 50% of the market, the programs are traditional in scope, there is a good variety of programs offered, there are good participation numbers and the numbers are growing, the program looks to be well organized based on the materials provide.

Current Weaknesses

- The budget for the program is low for what is being offered, there are currently no fees for programs offered, there is no parking fee to help support big events, there is only one partnership in place, currently there is a limited amount of evaluations used by staff on the public’s response.

Improvements

- Adding more sponsorship and partners, contracts could be established for demonstrations with local craftsmen on a consistent basis, creating youth programs at the sites, and more teachers training.

Program Area- Seniors

Program Notes

- These programs offer a wide variety of activities for the senior population of Greensboro.
- Some of the advantages were listed in marketing pieces, some of the basic features were listed as well, however very few of the benefits were listed.

Current Strengths

- Most of the participation numbers for the programs are either increasing or maintaining, a wide variety of classes were offered, there is some tracking of participants.

Current Weaknesses

- There is currently no evaluation in place, there are no partnerships in place at this time, no expense sheets were provided, expenses that were listed were not inclusive of all direct and indirect costs.



Improvements

- Creating intergenerational programs where youth are mixed with the mature adults, not calling them “senior” programs is a growing trend due to the fact that most feel 15 years younger than their age, adding more fitness activities, like golf, or walking for fitness, day trips and extended trips for seniors is a program growing in popularity.

Program Area- City Arts- Drama

Program Notes

- The program in this area is offered for children ages 5 through adults.
- Most of the programs in this area are subsidized by taxes at 60%, there are a few that do not receive any city tax support.
- There was a good job done on promoting the features, benefits and advantages of the programs offered in this area.

Current Strengths

- There is a wide age group of participants in all core program areas, no one is turned away for this program, this program has good volunteer support, scholarships are available for classes and instruction, the drama program has a good budget to work with, there are a variety of shows and options for participants, the program has a booster club to help raise money for the program, there seems to be a growing interest in programs and services.

Current Weaknesses

- The drama program is in competition with other service providers in the city, the program is heavily subsidized, there are few partnerships in place, there seems to be a stronger follow on adults than youth, currently there is no ongoing market research in place on audience appreciation and user appreciation that was available for review.

Improvements

- Partnering with other service providers in the city to compliment each other efforts and utilize each others resources, target some of the activities to at-risk youth in the 13 to 17 year old age range, create more local and regional sponsorships, add parent and child theater classes or programs to promote family oriented activities.

Program Area- The Music Center

Program Notes

- This program area offers an extensive service for the community for children beginning at age 18 months through adults.
- A large variety of programs are offered from bands to music training classes.
- Approximately 60% of the program is subsidized by city tax dollars.
- The features, benefits and advantages are listed well in the marketing materials.

Current Strengths

- There are a good variety of programs offered in this area, the program has a good history and reputation, the participation numbers are increasing, the staff has a very



high commitment level to the program, there is also a good commitment by the City Council to support this program.

Current Weaknesses

- There seems to be a duplication of services that exist in the community, there are very few sponsors in place, the programs in this area are heavily subsidized.

Improvements

- Creating more partnerships with other service providers in the community to utilize resources, continue efforts to develop African American music and singing programs, create and add more youth at-risk programs.

Program Area- Dance

Program Notes

- This program is offered from age 3 to adults.
- The marketing materials did not clearly spell out the feature, benefits and advantages of the program in this area.

Current Strengths

- There is a good evaluation program in place, the participation numbers are stable or increasing, there are a wide variety of programs offered, the program covers a large age range.

Current Weaknesses

- The evaluations do not address the quality of the program, the revenues for this program do not cover the expenses, and the pricing of the program does not add value for the service being offered.

Improvements

- Creating more sponsorships and partners to help offset cost of the program, adding more levels of tumbling to keep the participants interested in the programs, adding mom and me classes which encourages family participation.

Program Area- Greensboro Visual Arts

Program Notes

- The programs in this area are for children age 3 to adults.
- Approximately 60% of this program's budget is subsidized.
- Many of the features, benefits and advantages were spelled out in marketing materials

Current Strengths

- There are a wide variety of classes and activities offered in this program area, visual arts programs are offered on evenings and weekends giving everyone a chance to participate, the programs are offered at multiple locations and class times are flexible, the instructors for this program are professional, the participation numbers for these programs have increased.



Current Weaknesses

- There is currently no customer evaluation information available, there were no partners or sponsors listed in information available, the programs seemed to be traditional, not a lot of new “trendy” programs were offered.

Improvements

- The visual art program will be contracted out, services will be provided by a non-profit group who will hire instructors, manage the programs and collect the programs fees, the group will use the Greensboro Parks and Recreation facilities with a percentage of the gross revenue going back to Greensboro Parks and Recreation.

Program Area- Multicultural Outreach

Program Notes

- The programs offered in this area were for all ages.
- This program area offers many positive and successful programs.
- The marketing pieces did not include features, benefits or advantages of the program or the facility.

Current Strengths

- The staff has a great attitude and a good amount of positive energy, there are scholarships available for participants, participation numbers have been increasing, the Caldleugh Multicultural Arts Center itself is a strength.

Current Weaknesses

- The revenue versus expense is out of line, free programs do not demonstrate a value being placed on the service that is provided, there is not a program evaluation process in place at this time.

Improvements

- Placing a fee on the programs offered will add value to the programs, seeking more partners to help underwrite the programs can do this, this will also help increase the appreciation of the multicultural arts program.

Program Area- City Beautiful/ Landscape/ Horticulture

Program Notes

- The analysis of this program area demonstrates a tremendous effort by the City for landscape and horticulture programs.
- This program has good partnerships with Greensboro Beautiful Inc., who has raised millions of dollars for beautification, a school grant program for beautification projects on campuses throughout the county.
- This program area has good private support through effective sponsorships, which makes up approximately 60% of the total operating budget.



Current Strengths

- There is very good volunteer support and a handbook for this program area, the marketing pieces for this area were complete and listed all pertinent information, the program has well planned efforts, there are currently good programs in place for city wide recycling, clean up, and beautification, the programs in this area tie nicely to national programs.

Current Weaknesses

- Currently there is no complete beautification plan in place for the city, at this time there is no customer tracking being done, there is not a neighborhood beautification plan for blighted areas, and one is needed.

Improvements

- Creating more programs that generate revenue, adding an evaluation of programs to track customer satisfaction.

Program Area- City Beautiful Environmental Programs

Program Notes

- This program has outstanding programs locally and is utilizing national programs.
- There are a wide variety of programs offered in this program area, this allows participation for all ages.
- The features, advantages and benefits were listed on some marketing pieces.

Current Strengths

- There are good sponsorship and partnership opportunities in this area, there are good educational components in the environmental programs area, the program is utilizing national programs, the Greensboro Parks and Rec. has good volunteer support for these programs, there is good information and handouts available, the program has increasing participation numbers and has community wide involvement.

Current Weaknesses

- Currently, there is no evaluation system in place for customer input, the communication with other city departments could be improved, all of the environmental and beautification programs are not in the same program area.

Improvements

- More partnerships could be extended into the downtown business districts and specific neighborhoods in need of enhancements, creating a family tree program where every first grader receives a tree and a program booklet regarding the importance of trees, how to plant a tree and how to take care of it, create summer day camps for children who help replant areas of the community and maintain existing areas.

Program Area- Environmental Programs

Program Notes

- The programs offered in this area were for ages kindergarten through adult



- Basic program information was listed in marketing pieces, many of the features, benefits and advantages of the programs were not listed in any marketing pieces.

Current Strengths

- There is some variety of programs for teachers to choose from, participation numbers have increased compared to 1996 participation numbers, participants get to take home projects that are done or fish that they catch.

Current Weaknesses

- There is no fee charged for services, there are no evaluation forms in place for teachers, groups or the public, there are no current marketing efforts indicated for attracting new and return customers.

Improvements

- Environmental programs in general are growing in interest, some new programs might include, Women in the Outdoors, Mountain Biking, Single Parent Camping, Sensory Trails, Interpretation Programs, Family Camping, Backpacking, Environmental Camps, Eco-Tours, Adventure Tours and Day Trips.

Program Area- Adopt-A-Park

Program Notes

- The program is offered at Bluford Park, College Park, Fisher Park, Kirkwood Park, Lindley Park, McAdoo Heights, Partnership Park, and McTuen School.
- The features, benefits and advantages were not spelled out in the material analyzed.

Current Strengths

- There is a good level of corporate involvement in the program, the program promotes community ownership and pride which helps lessen vandalism, the program helps stretch resources, the program provides good partnership opportunities.

Current Weaknesses

- The marketing materials do not include features, advantages and benefits, there is no recognition or evaluation program in place.

Improvements

- A park ambassador program in which an individual is trained by parks staff on safety, playground inspection, and generally what to look for.

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INVENTORY AND ANALYSIS OF EXISTING PARK FACILITIES

OVERVIEW OF ENTIRE PARK SYSTEM

The Greensboro Parks and Recreation Department operates numerous recreation facilities. There are currently over 170 sites, which contain over 3,545 acres. Department staff completed a detail inventory of the existing sites and facilities. The inventory is presented on Table 3-1 "Systemwide Park Facilities Inventory," which is shown on the next page. The sites have been organized based on a variety of factors. First, the sites have been sorted by planning area district, which assist in identifying locations. Next, each has been sorted by classification: recreation centers, regional, community, neighborhood, school, beautification, and special facilities. This helps to understand the function of the facility. Within Table 3-1 a Map Reference number is shown on the far left column, which assists in locating the park on the Existing Facilities Map, following the table. Also shown in Table 3-1 is the address, size, facility type, and number of facilities provided at the park.

KEY PARK FACILITIES ASSESSMENT

After Department staff completed the inventory of parks and facilities for the entire system, fifty sites were selected for a more detailed evaluation. Both staff and Woolpert personnel visited all fifty sites in June of 1997. The evaluations focused on assessing visual quality, parking, site furnishings, vandalism, accessibility, level of use, and overall conditions. The purpose of the review was to observe parks and facilities from the user's perspective and to assess how the facilities are currently operating. The findings from the site visits are summarized on Table 3-2 "Key Park Facilities Assessment." Summary statements for each of the fifty sites are also utilized in this section.

Visual Quality

The visual quality of a site can be described as:

- Attractiveness of the park or facility setting (Appeal, cleanliness, and safety)
- Quality of landscaping (Amount, location, and maintenance)
- Overall design of park elements (Conflicting uses, wasted space, and inefficiencies)
- Compatibility of park use with the site

Most of the facilities visited were rated of good visual character. Sites that had problems were primarily due to lack of landscaping and coordinated signage, damage caused by incidents of vandalism, or maintenance that had not been performed to date. The individual site reviews remark on these occurrences.



Parking

Parking was reviewed because of its affect on use within the park and the adjoining neighborhood. Often parking influences the size of a programmed activity and can impact the number and use of facilities on site. Parking experiences lead to public perceptions when using a facility. Parks with a lot of people and activities can attract observers and build interest; but a crowded parking area can discourage use. Additionally, parking layouts when properly designed with landscaping and screening can communicate to the community that the city is concerned with their neighbors and the environment. The items reviewed included:

- Off street parking (paved or unpaved)
- On street parking (paved or unpaved)
- Parking problems related with on-site activities and programs
- Parking problems related with off-site neighbors

Most of the facilities visited had off street parking that was paved. Many of the sites that only offered a single facility or minor facilities had off street parking that was gravel. In general, parking appears adequate at most facilities, however some parks have problems during peak periods of use, and some facilities that have on street parking can cause congestion in the adjoining neighborhood. The individual site reviews remark on these occurrences.

Site Furnishings

Site furnishings include benches, tables, game equipment, shelters, and other like items located at a park which support the programs and activities. Site furnishings are elements, which assist with identifying with the park or the activity. The furnishings were rated as being adequate or inadequate.

- Inventory of site furnishings (Benches, tables, shelters, equipment, drinking fountains, bleachers, fencing, signage, etc.)
- Standards used for site furnishings
- Standards for a specific site
- Overall condition (vandalism, maintenance, etc.)
- Adequacy of site furnishings for the use area or program

Most of the facilities visited were provided with adequate site furnishings to conduct programs and activities at the sites. The most common remarks concerning site furnishings involved replacement of wooden and outdated play equipment, need for more additional seating and benches, and need for more storage space. Another common problem identified is the lack of uniform signage. It appears that individual facilities have different signage standards. Most of the sites that had problems with visual character were also lacking in the quality of site furnishings due to maintenance that had not been performed to date. The individual site reviews identify areas that were affected.



Vandalism

Vandalism was reviewed to identify sites that may need to be re-designed or re-programmed to minimize damage. The sites were categorized as having minimal, average, or heavy vandalism.

- Problem areas identified by staff
- Policy on addressing the problems
- Supervision of site

Most of the sites that have damage tend to be in areas where facilities or programs are not structured or programmed. Overall, vandalism is not a major problem with the parks. This can be attributed to a structured maintenance program implemented by staff that identifies incidents and handles them in a timely fashion. All of the recreation centers visited were maintained in good condition and common vandalism such as graffiti was almost nonexistent. Most vandalism identified by staff members was associated with incidents of disgruntled patrons or random theft of personal valuables.

Accessibility

Accessibility to facilities was reviewed as per the Americans with Disability Act (ADA) guidelines and was either rated adequate or inadequate.

- Marked parking areas with signage
- Access concerns and problems
- Plans for improvement

The majority of the sites are not fully accessible by ADA standards and requirements. Common problems noted in the individual site reviews included lack of accessible parking spaces, poor ground surfaces for maneuverability, lack of a designated route to a facility/program, routes exceeding 5% slopes without railings, and restrooms which do not meet minimum clearances for wheelchair maneuvering. A detailed study was performed previously by the city that identified ADA problem areas and the facilities are being corrected as budget allows.

Overall Condition

Overall conditions were rated by asking staff, when available, what they thought of the facility along with the impressions of the reviewer:

- Excellent—meets all the expectations of the public, staff, and program needs
- Good—on-going maintenance has kept facility in good repair
- Fair—signs of vandalism, some low maintenance, minor equipment failures and repairs
- Poor—high vandalism, not maintained, equipment is broken



A strong majority of the facilities visited were in overall excellent to good condition. Very few sites were of fair to poor condition. This can be attributed to a structured maintenance program committed to identifying problem areas early on and rectifying them in a timely fashion.

Level of Use

Level of use information was obtained by talking directly to staff familiar with the facility. The level of use was characterized as being either high, medium, or low as determined by staff. Comments concerning level of use focused on:

- Level of use related to vandalism, inadequacies, over use, design, maintenance, overall condition, visual quality, popularity of programs
- Influences on level of use

Most of the facilities visited were rated high to medium use due to seasonal programs. The recreation centers typically are busiest during fall, winter, and spring because of sports programming and after school programs. Recreation centers with substantial activity during the summer occur because of camp programs. Parks usually are busiest when sports programs are scheduled. Parks that are not active recreation oriented tend to be busiest after work hours, during special events, and on weekends. Special facilities such as the Greensboro Arts Facility, Caldcleugh Center and the Curb Market are used the most during scheduled programs and special events.

REVIEW OF KEY FACILITIES

District One Facilities Recreation Centers

The Brown Center

The Brown Center is named after the most recent retired director of the department and is approximately four years old. Visual quality is good and landscaping is being installed to improve the site appearance. The center has a gymnasium, two multi-purpose rooms, kitchen, and offices. A play area with benches and a walking path are also located on the site. Parking at the facility is paved, off street and appears adequate for the center. Vandalism is not a problem at the site and disabled access is adequate. The building is in excellent condition and the overall park is in good condition. As this community grows future site furnishing will be added and support facilities such as parking will be expanded. This center is smaller than typical centers in the system and does not include a game room and large storage areas. The smaller size of this facility has caused the summer day camp to be limited to 40 participants.

Warnersville Recreation Center and Park

The center is one of the oldest within the system and is currently under renovation. The building has a gymnasium, weight room, game room, offices, small kitchen, and two multi-purpose meeting rooms. The park elements consist of a lighted softball field used for athletics, 25-meter swimming pool, restroom building, basketball court, and play area. The site is



located adjacent to a school that also has play equipment. Visual quality is rated good to fair at this site. Landscaping around the building and parking areas would improve the setting. The parking area is located off street, is paved and marked, and is adequate for the facility. Vandalism is not a major concern at the site, however staff would rate it average for the system. No visual signs of vandalism were present during the inspection. Accessible parking spaces are provided and a route is clear to the building and pool. The small restroom facility is not ADA accessible due to minimum clearances at the doorway and the route is not paved. The overall condition of the recreation center and park is good. Site furnishings need to be improved aesthetically, however the existing equipment is well maintained and in good condition. There are plans to replace the play equipment in the future. The site could benefit with additional seating for the play area, basketball court, and ball field. Current level of use at the site is low due to renovations, but it is typically high to medium. The busiest periods are during school months when after school and sports programs are in progress and during summer camp. The center does coordinate activities with the adjacent school.

Regional Parks

Barber Park

Barber Park is located on Dans Road off of Florida Street. The 109-acre site features a special use facility for eight tennis courts and four volleyball courts. The park also has an outdoor amphitheater, picnic areas, six shelters, play areas, a one mile walking trail, restroom building, and small plaza. A separate area of the park has a lighted bronco baseball stadium with seating for over 400. The stadium includes restroom/concessions, scorers area, and dugouts. The site has a small maintenance building to support the park. The visual quality of this facility is excellent with nice entrance landscaping and natural areas providing for a strong image. All parking is paved off street and adequate for most of the scheduled programs. The exception would be some performances at the amphitheater need more parking and overflow is provided on lawn areas. The site furnishings are adequate for the site and are well maintained. There may be opportunities to include more sitting areas and play equipment for the park. Vandalism is minimal at the site and does not appear to be a problem. Accessible parking is available at different lot locations and the main building is accessible by a ramp. The overall condition of the park is excellent to good. The level of use for the courts depends on the season. Summer is very low, because of the heat in the facility and winter is very busy with league play. The park is very active during the summer with concert programs and games at the bronco stadium. Management of the tennis and volleyball facility is performed through service contracts. Future improvements suggested for the site include replacing the amphitheater stage canopy and constructing a new maintenance facility.

Schools

Allen Junior High School

The recreation facilities at the school site consist of a lighted softball/baseball field, spectator seating, concession/restroom building, play area, basketball slab with one goal, and asphalt walkways that connect with use areas and the school. The Department operates the outdoor facilities. The visual quality of the site is fair due to the poor appearance of the unpaved surfaces and the lack of landscaping. Vandalism is not a problem at the site and accessibility is



difficult to the restrooms due to gravel surfaces. The ball field is in excellent to good condition and is well maintained. Overall the park facilities are in good to fair condition, but are beginning to show signs of age. Suggested improvements include replacement of a basketball goal, play equipment, and adding bleacher pads with landscaping.

Dudley High School

This school provides eight tennis courts that are used jointly between the school system and the Department. The site also has sports facilities for the school that include a football stadium, track, practice fields for soccer/football, and softball and baseball fields. The shared tennis courts are in good condition. The visual quality of the area is good, but could be improved by providing seating areas for players and spectators and creating a stronger pedestrian access to the courts. Parking for the tennis facility is provided both on street adjacent to the courts, and also off street at the large school parking area. The on street parking is close to the courts, but occurs on a busy street. Parking for tennis court patrons needs improvement. Vandalism does not appear to be a problem, however, during inspection, some courts had net posts that were bent and others with nets down on the ground. The overall condition of the facility is rated good to fair and level of use appears to be low.

Special Facilities

Caldcleugh Art Center and Park

This is a former recreation center that has become a multi-cultural center for arts, drama, dance, and neighborhood meetings. Located next to Wylie School, the site also has a small nature education center, which offers programs through the Nature Science Museum. Visual quality is good to fair with a lack of landscaping hurting the appearance. The building itself is very good and murals are currently being added to the exterior. Paved off street parking is available and is adequate for the facility except when special events are held. A long access road and the adjacent school property help alleviate parking problems during these periods. Site furnishings include a small limited play area, a bench, and an open play space. The center has offices, a theatre, and multi-purpose rooms for dance, arts, and music labs. Vandalism is currently not a problem since the facility has been converted to an arts center. Accessibility appears to be adequate and ramp access is provided to the nature museum. The overall condition of the building is excellent to good and the park elements are good to fair. The kitchen for the center needs to be expanded to accommodate the events on-site. Outdoor seating is needed near the building and play area. Although the play area is currently in good condition, it will need to be renovated in the near future. The site could benefit with a shelter or other outdoor use space to accommodate park users. The level of use at the park can be very high and is influenced with the Boys Club, Girls Club, Wylie School, Chinese Association, African-American Association, YMCA, nature museum programs, art programs, and music instruction classes.

Drama Workshop

This facility is located in a warehouse/office building within a historic area of Greensboro. It is owned and operated by a private business. At this facility, Department staff constructs sets for the arts programs including props and backdrops. It also offers storage of costumes,



seasonal props, and theater equipment. The building layout does not work well for the functions performed by the staff. The loading area is very difficult to navigate and low ceiling height and columns interfere with work. Additionally, the paint shop is located upstairs in the building and the halls leading to this space do not accommodate many of their larger projects. The overall condition of the building is good, but it does not adequately accommodate the staff. The level of use is high for this facility. Staff has indicated that there are needs for computer drafting capabilities to aid with set design modifications and additional racks and space for storage of equipment and materials.

Gillespie Golf Course

Gillespie Golf Course is a nine-hole facility with additional tees that allows play to be expanded as an 18-hole course. Visual quality of the course is excellent to good, with the pro shop/building rated fair to good. Improved design of interior spaces with a better entry to the pro shop would create a more pleasing visual setting. The off street parking area is paved and disabled spaces are designated. Parking appears to be adequate for the facility. Exterior site furnishings includes an entry plaza with benches and tables, a picnic shelter with 10 tables, and paved cart paths with benches on the course. Additionally, the course has a cart storage area, two maintenance buildings, and a caretaker's residence. Vandalism is not an issue at this facility and accessibility is adequate, but improvements are necessary to be in full compliance with ADA. Designated disabled parking locations are needed and the course does not currently accommodate disabled patrons. Overall condition of this facility is excellent to good and the course management has received positive comments from patrons concerning good playing conditions and excellent customer service. The level of use at the golf course is very high with approximately 28,000 rounds per year. Clubhouse building renovations are needed to improve the grill/food service area, pro shop, and bathrooms/lockers. The improvements would increase revenues and help enhance the overall appearance of the facility.

Old Peck Ball Field

This facility includes a lighted ball field with 250' outfields, used for programmed softball games. The site has a concession/restroom building, and bleacher seating for spectators. The visual quality of the site is good to fair with improvements to landscaping needed for interest and shade. Parking is located both on surrounding streets and off street in a temporary gravel lot that was built during a roadway expansion project. The site does get used extensively when games are scheduled and additional parking is required. Site furnishings are adequate for the field, but spectator seating could be improved by providing concrete pads for the bleachers and additional areas for tables. Vandalism is minor at the site with some incidents that occur randomly. ADA accessibility is inadequate for spectators due to lack of marked parking spaces, steep gradients, clearance in the bathrooms and lack of an accessible route from the parking areas. The actual field is in good condition, but due to the lack of site furnishings, parking, and accessibility problems the overall condition of the facility is good to fair. The level use is rated medium, because of limited programming and the desire to make the facility open to the public on a "first come, first serve" basis.

Greensboro Maintenance Division Facilities

This facility includes the parks and recreation maintenance division and consists of a main operations center building with offices and garages/shops, along with six small storage



buildings for equipment and materials. In addition to the buildings there are canopies for protecting equipment in a large fenced work yard. Parking at the site is off street and paved in one area and another gravel parking area is located near the gates of the maintenance yard. The number of spaces is adequate for the facility but there are conflicts with the adjacent parking area used for Gillespie Golf Course. Conflicts occur during peak use periods at the golf course. To help resolve the problem maintenance division personnel have been assigned individual parking spaces. Vandalism is very minimal in this area and rarely occurs. There have been minor improvements made to accommodate the disabled, with additional improvements forthcoming. The overall condition of the main building is excellent to good for its age. The level of use is very high seasonally, with 67 full-time and 23 part-time employees working out of this location. The full-time employees include beautification staff, and shop maintenance staff from the City's Equipment Services Division. All park maintenance activities such as equipment repairs, field maintenance, irrigation repairs, and mowing originate from this location. Beautification staff is responsible for special projects, landscape planting and maintenance, and installation of irrigation for designated areas. Maintenance staff supports the entire park system including the set up of bleachers, concessions, and other miscellaneous equipment.

It was observed that storage capabilities of the main building are very limited. Additionally, the two workshop areas are not large enough for working on large equipment and there is no space for equipment set-up during poor weather. This facility needs to be expanded to include more storage/warehouse space, workshops, and offices. There is also a need for additional indoor storage areas for materials and equipment.

District Two Facilities Recreation Centers

Peeler Center and Park

Peeler Center and Park is located on Sykes Avenue on approximately six (6) acres of land. The park facilities consist of a swimming pool with bathhouse facilities, basketball slab with two goals, softball/baseball field, shelter/restroom building, tennis courts, play apparatus and the recreation center building. Paved off street parking is available and is adequate for the programs offered at the center. Vandalism at the center and park is a problem. People often break into the swimming pool at night and destroy equipment, fencing, light fixtures are dismantled, and park furnishing are often vandalized or stolen. The recreation center building is not subjected to the same level of abuse, however it also has experienced higher level of vandalism than other city facilities. Accessibility is adequate for the center and ADA issues are being resolved. The site furnishing at the park are inadequate due to the abuse that received from vandalism. The overall condition of the park facilities are fair to poor and alternative programming should be explored to help improve the situation. The swimming pool is in a poor location for security surveillance and the tennis courts are rarely used.

Smith Center and Park

The Smith Center was built in 1976 and is in excellent condition. The center offers three medium size activity rooms, a ceramic room, a game room with pool tables and table tennis, swimming pool, all-purpose gymnasium, restrooms, and locker rooms. The interior of the



facility was recently painted and in excellent condition. Accessibility throughout the interior of the facility is adequate with only minor non-compliant issues. The park associated with the center includes two lighted tennis courts, playground equipment and two checker/chess tables. The overall condition of the park facilities is good with the playground recently having been upgraded with new equipment and a full-sand surface. A timber border and generally inaccessible equipment limit accessibility to the playground. Vandalism appears to be minimal with any incidents quickly being resolved. Off street parking is available and adequate at two parking lots (1 gravel and 1 paved) and will accommodate 100 cars. In addition, on street parking is available on Fairview Street. The center and park receives a high level of use primarily from youth and senior activities.

Windsor Center and Park

This site is located on East Lee Street across from the branch library and Nocho Park. The center is one of the city's largest and busiest. The center facilities consist of a gymnasium with a stage, game room, multi-purpose rooms, a central office, an additional office used for storage, and a connection to the swimming pool office and support facilities. The park facilities include the swimming pool, basketball courts, tennis courts and play apparatus near the Catholic Church. The visual quality of the area is good to fair with the lack of landscaping in the parking areas and maintenance of lawn areas hurting the site appearance. Signage could also be enhanced with additional landscaping. Vandalism and litter are moderate at the site and more common than other facilities visited. Paved off street parking is available on-site, but is remote to the building. This is a minor draw back in using the facility especially with senior programs. Accessibility is adequate but needs to be improved due to conflicts with traffic flow along the east side of the building. The center is well maintained and in good condition. Most needed improvements for the center are site related such as improving parking and providing better pedestrian circulation. Overall, the park facilities are in good to fair condition and could be improved visually and functionally. The basketball courts and pool are well maintained and are in good condition but the tennis courts receive little use and are in poor condition. A possible solution is to remove the tennis nets and posts and provides for additional basketball courts.

Community Parks

Joe Davis Park

Located at the corner of 19th Street and Ceasar Street, Joe Davis Park offers a softball field, restroom and concession building, basketball court, playground equipment, and a walking trail. The primary facility at the park is the lighted softball field. Providing for various league play, the field receives extremely high use. The playing field, bleachers, and dugouts are in good condition and well maintained. The restroom/concession facility is typical for most facilities of this nature and in need of minor upgrades and maintenance. The playground equipment, although in good condition due to excellent maintenance, has become somewhat outdated and should be considered for replacement. Parking is available at a small off street gravel lot for 25 cars and on both perimeter streets for 50 cars. In general, visual quality and overall conditions are good. Site furnishings appear to be adequate but in need of future replacement. Accessibility throughout the park is inadequate and non-compliant with the Americans with Disability Act.



Revolution Park

Revolution Park contains an adult softball field with lights. The facility has an exceptionally high level of use throughout the day and evening hours due to industrial league play. The general condition and visual quality of the softball field is excellent. Evidence of vandalism is minimal and the facility is well maintained. The bleachers are wooden, in good condition and appear adequate for the facility. The restroom and concession building is a brick structure in good condition with the exception of accessibility. The restrooms, drinking fountain and path to the building are not accessible. Off street, gravel parking is available for approximately 100 cars. Additional overflow parking is located in a grass area adjacent to the parking lot and frequently used.

Neighborhood Parks

Nocho Park (Levette Field)

This neighborhood facility is located directly across US 29 from Windsor Recreation Center. The park consists of a lighted softball/baseball field with 200' outfields, play area, basketball slab, picnic shelter/restroom building, picnic tables, benches, spectator seating, pedestrian tunnel to Windsor Recreation Center, and a gravel parking area. The visual quality is rated good to fair with attractive natural areas on-site. Visual quality could be further improved by providing trees and ornamental landscape planting within the parking area. Off street parking is provided with a gravel lot for approximately 50 cars, which is adequate for the facility. Site furnishings are in good condition, but need to be modernized and additional benches and tables are needed on-site to support the uses. Vandalism is moderate at the site with some occurrences. Accessibility is a problem from the gravel parking area to the shelter restroom building. The overall condition of the facility is rated good with only minor concerns caused by erosion in the high traffic areas. Improvements for the park should include new play equipment, paved parking, and additional tables and benches at use areas.

Schools

Rankin School

Located on Summit Avenue and adjacent to a public school, Rankin ball field provides an adult softball field with lights, bleachers and a restroom/concession building. The facility is owned by the county school system and maintained by the Department. The softball field is in excellent condition and maintains a high level of use throughout the season, especially during the evening hours. Site furnishings provided are minimal and limited to metal bleachers that are adequate and in good condition. Off street parking is available at a shared gravel lot located adjacent to the school. Accessibility to the ball field is severely limited by steps and the restrooms are in non-compliance with ADA requirements. With the exception of accessible restrooms and drinking fountain, the restroom/concession building is in good condition.



Special Facilities

The Greensboro Farmers' Curb Market

This special facility is located across from Memorial Stadium and houses various parks and recreation offices. The Farmers' Curb Market is located on the first floor of the building and is open Tuesday and Thursday 2:30-6:30pm from April to December and on Saturdays from 6:00am until 12noon throughout the year. The market is provided to farmers for selling their farm produce and for selling other "homemade" items, made by the seller. Admission is free. A Farmers' Curb Market Advisory Committee assists with planning and implementing special events to draw customers. The Market program is a very popular activity in the city and the Department is looking to eventually make it a daily operation. The market facility is in good condition and is adequately maintained. The Programming and Community Services Division and City Beautification personnel use the remaining portion of the building for office space. Off street parking at the facility is paved and needs to be expanded. Accessibility to the market facility is adequate, however, there are problems within the building that do not meet all ADA standards. Vandalism is minimal. There is some concern for staff safety and security of the building due to high volume of public use at all hours of the day and evening. Overall the facility is in good condition, but improvements are needed to the HVAC system, the roof, and electrical system to benefit the vendors and the general public.

The Greensboro Arts & Cultural Center

This facility is a large multi-center that houses the City Arts program. The Department is one of many tenants in the building. The Department uses the facility for education, instruction, and entertainment purposes dealing with visual and performing arts. The main level of the building, includes studios/labs for City Arts programs, the City Arts Kiln, Center for Creative Arts, the Music Center, a music center library, and offices of City Arts. Level two has gallery space for the African Heritage Center, Greensboro Artist League, Greenhill Center for North Carolina, Guilford Native American Gallery, and the University rotating gallery. Also on level two is the box office that is operated by the Department, a restaurant, a visitor orientation area, and the offices of the United Arts Council. Level three has studios for the Center for Creative Arts, City Arts, Civic Ballet Theater, offices of the Civic Ballet, Community Theater of Greensboro offices, Easter Music Festival offices, Greensboro Symphony Orchestra offices, and Volunteer Center offices. Level four includes additional studios, classroom space, offices for Center for Creative Arts, Community Theater of Greensboro, a classroom for the Community Theater of Greensboro, and offices. All Department arts programs are coordinated through the City Arts offices at this site. The Department also has studio space for dance, music, theater, and summer camp programs that include a pottery area and visual art classroom.

The outdoor areas of this facility include outdoor gallery and exhibit space, a stage and performance area with plazas. The visual quality of the site is excellent with good landscaping and plenty of site furnishings. Parking is provided in a deck adjacent to the facility. The overall condition of the facility is excellent and with the future new library nearby the whole area is becoming the cultural center of the City.



Keeley Nursery

Keeley Nursery is a special use facility located on Keeley Road, east of Greensboro near McLeansville. The nursery provides most of the plant materials for use in city construction projects. The property consists of approximately 140 acres, of which 40 acres is used for tree stock. Five (5) irrigation ponds provide irrigation for the property. There are eight (8) overwintering houses, a propagation building, office space, caretaker residence, three (3) storage buildings and a barn used for storage. Visual quality of this facility is good because of the natural setting. Identification of the site could be enhanced with better signage. The facility is not open to the general public except for tours and it is not accessible by ADA guidelines. Parking is not an issue at this facility, because there is plenty of open gravel area available when needed. Vandalism is not a problem at this site. The overall condition of the facility is good. The facilities for office space and employee work areas are limited and lack many conveniences of normal office use. Renovations to office and employee work areas would improve overall working conditions at the facility. Additional renovations are needed to the ventilation system in the propagation house and the container stock storage area would be easier to maintain as mulched beds rather than gravel.

Memorial Stadium

Memorial Stadium is a special facility owned by the City of Greensboro and leased and managed by the Greensboro Bats organization. The Stadium is home to the Bats, a Class A minor league baseball team. The current condition of the baseball field and stadium is excellent to good with a high level of care being given to the facility. Associated with the Stadium is a small 60 car off street paved parking lot and a small off street gravel parking lot. In general, the condition of both parking areas is fair, however inadequate for the seasonal demand of events at the stadium. Additional on street parking and use of alternative city parking lots are available. Site furnishings present are minimal at the facility, as well as any evidence of vandalism. Accessibility is adequate within the Stadium, however significant non-compliant issues were observed in the parking areas and exterior routes to the stadium. In general, the use of the facility is limited to Bats baseball games.

District Three Facilities Recreation Centers

Craft Center and Park

Craft Center is located on Yanceyville Street and was built in 1976. The center has a gymnasium, multi-purpose rooms, game room, and ceramics kiln room. The programs run at this facility are sports oriented during the winter months along with senior activities year round. The outdoor facilities include a wooden play area, bocce courts and paved parking. Parking is adequate for the facility and the building is accessible from the parking area. The facility is in good condition and the visual quality of the site is also good. A new weight/exercise room could help expand fitness programs.



Lewis Center and Park

The Lewis Center offers three meeting rooms, a game room, all-purpose gymnasium, kitchen and restroom/locker room facilities. The visual quality and overall condition of the facility is good. The interior of the center has been recently painted and has been well maintained. The level of use at the facility is considered average and evidence of vandalism at the center and its associated park is minimal. Accessibility throughout the interior of the facility is adequate with exception of non-compliant elements within the restroom and locker rooms. Severe limitations related to accessibility exist throughout the park. Off street paved parking is available for the center and park, and appears in good condition and adequate for the facility. Elements within the Lewis Center community park include playground equipment, youth (Colt) baseball field, restroom and concession building, basketball court, asphalt volleyball courts, and a Safety Town program. The lighted baseball field is in excellent condition and often used for tournament play. The Safety Town program also is in excellent condition. With exception of the baseball field and Safety Town, other park elements are in fair to poor condition and quality. The goals at the basketball court have been removed and a great deal of sediment has eroded onto the playing surface. There is a lack of turf establishment throughout the park. The playground equipment has been recently painted and well maintained, but is out dated. Site furnishing such as benches and picnic tables appear to be adequate.

Community Parks

Henry Street Park

Henry Street Park is classified as a community park and is located on a residential street among two neighborhoods. Site furnishings at the park are adequate and well maintained. Henry Street Park offers such facilities as playground equipment, picnic tables, benches, concrete walking trail, bike trails, picnic shelter, abandoned basketball court and multi-use/softball field. In addition, the park is a designated location for the Summer Playgrounds program. Parking is available on street only with adequate space to accommodate 25 cars. The visual quality and general overall conditions of the park is excellent to good. The playground equipment is aging, but has been well maintained and appears to be in good condition with the exception of compliance with ADA. Turf establishment needs to occur throughout the playground and picnic areas. Level of use appears to be average considering the programs offered, location, and type of park.

Lake Daniel

Lake Daniel is located near downtown Greensboro, within walking distance of UNC-Greensboro. The linear community park includes 45 acres along a drainageway. The overall condition and visual quality of the park is good. However, the playground equipment and restroom/concession facility should be considered for upgrading or replacement. Vandalism appears average considering the park receives a high level of use by local neighborhoods and UNC-Greensboro students. The outdoor courts available include three lighted tennis courts, one basketball court, and two volleyball courts. The courts are in good condition and used heavily. Site furnishing such as benches and picnic tables are available, however may be considered inadequate for a park of this nature. A unique feature extensively used by the local community and in excellent condition, is the bikeway that passes through the park and



connects downtown to Grimsley High School. Off street gravel parking lot is limited to 15 spaces and is considered adequate given the location of the park and its proximity to the University and adjacent neighborhoods. On street parking is available at specific locations. Accessibility is generally limited throughout the park.

Latham Park

Located near downtown Greensboro, Latham Park offers such facilities as baseball fields, tennis courts and greenway/bikeway trail. The two recently irrigated and lighted bronco size baseball fields are in good condition and receive an average to high level of use throughout the season. In association with the fields, a restroom building and separate concession building are available. The two concrete block buildings are in good to fair condition, with the exception of compliance with ADA. Also provided at the baseball fields are metal bleachers and off street parking. Parking appears to be inadequate during peak times throughout the baseball season. Additional parking is available on street and will accommodate approximately 75 cars. The eight lighted tennis courts also receive a high level of use. Like other tennis facilities through the park system, the facilities are owned by the City of Greensboro and operated by a private association. The tennis complex provides a pro shop/office, restroom facilities and observation area. All of the facilities are in good condition with the exception of accessibility. The citywide greenway/bikeway trail mentioned in Lake Daniel, passes through Latham Park. The trail is in excellent condition and heavily used throughout the year.

Regional Parks

Bryan Park

Bryan Park, located in northeast Greensboro, is classified as a regional park. Facilities offered at the park include two 18-hole golf courses, tennis, volleyball, soccer, picnic areas, playgrounds, and an Enrichment Center (conference/meeting facility). The visual quality of the park is excellent with a great deal of care given to maintenance and appearance. Considering the high number of users, vandalism appears to be at a minimum, with immediate action taken when incidents occur. With exception of the Enrichment Center, accessibility is inadequate with non-compliance accessible parking, exterior paths of travel, and restroom facilities. Off street paved parking lots are available at the Enrichment Center, golf course, golf practice area, volleyball and tennis courts, and picnic areas. Two bituminous surface treatment (BST) parking lots accommodate approximately 925 cars are located at the soccer complex. On-street parking and a small gravel parking lot is also available at the soccer practice fields. All of the available parking lots appear to be in good condition and adequate with the exception of accessibility.

The two 18-hole golf courses and Enrichment Center are in excellent condition and highlights of the park. The Center offers exhibit/meeting rooms, offices, restrooms, and a kitchen. It is heavily used by local, regional, and state organizations for conferences, retreats, and receptions. In addition to the golf courses and Enrichment Center, Bryan Park offers an excellent soccer complex, featuring 11 adult soccer fields (three with lights) and two practice fields. The practice field also serves as youth competition fields as peak times throughout the season. The soccer fields, maintained by the Department, are managed and scheduled by the Greensboro Youth Soccer Association, GYSA. The City and GYSA have a 25-year agreement



on the complex. The picnic facilities, available at primarily two locations, offer 10 shelters and approximately 65 picnic tables. Each location includes a restroom building that is not ADA accessible. All of the picnic facilities and restroom buildings appear to be in good condition and well maintained. Available near the picnic areas and golf practice area are two sand volleyball courts and two asphalt volleyball courts. Currently no lights are provided and the courts are in excellent to good condition. The tennis courts are asphalt with no lights. The courts are in good condition and receive average daily use. Considering the high number of users and visibility of Bryan Park, it is recommended that the issue of accessibility be addressed throughout the park. In addition, aging playground equipment should be replaced in the near future.

Bur-Mill Park

Bur-Mill Park was originally a private facility built in the early 1950's and managed by Burlington Industries for their employees. Currently the park is owned by Guilford County and managed by the City of Greensboro. Classified as a regional park, Bur-Mill Park encompasses approximately 250 acres and offers facilities such as miniature golf, driving range, 9-hole par 3 golf course, softball field, soccer practice fields, conference/meeting/banquet/party facility, tennis courts, swimming pools, picnic shelters and tables, playgrounds, sand and grass volleyball courts, hiking and biking trails, and fishing. Numerous special programs such as golf lessons, swimming lessons, day camps, and MUSEP are offered at the park throughout the year.

The visual quality of the park is good and vandalism appears to be at a minimum. Accessibility is mostly inadequate, which is generally typical for any facility of this age. Off street asphalt parking lots located at the swimming pool and clubhouse have an inadequate number of spaces. Playground equipment, located throughout the park, was rated to be in fair to poor condition. However, a new playground structure is planned to be installed next year and the old equipment removed. Six picnic shelters are located throughout the park. Five of the shelters have dirt bases and should be considered for upgrading. The two youth soccer fields are generally used for practice only and scheduled by the Summerfield Recreation Association. The youth softball field does not have lights or bleachers and appears to receive minimal use. In contrast, the golf facilities and swimming pool receive an extremely high number of users. The facilities are in excellent to good condition. The miniature golf facilities are in fair condition. The location of the miniature golf course within a wooded area may be the cause for degradation. Repairs or possibly relocation should be considered for the miniature golf course. Outdoor courts available include six lighted tennis courts, a basketball court, and four volleyball courts (2 sand and 3 grass). The lights for the tennis courts are in poor condition and should be replaced. Additionally, the tennis courts are in need of resurfacing. The basketball goals have been removed and the asphalt surface is in poor condition. It is apparent that little activity occurs on a regular basis at the basketball court. The conference/meeting clubhouse offers large and small meeting rooms. The general condition of the facility is good, with minor repairs, upgrading and maintenance necessary. Two multi-use trails are available and are in excellent condition. One of the trails is one mile in length and is self-contained within the park. The other trail is 2 miles long and connects to the 10 mile loop trail at Lake Brandt.



Recent relocation of the trails headquarters to the clubhouse has presented the opportunity for future displays and an interpretive center. Additionally, future plans for Bur-Mill Park include connection to the Greenway and potential expansion of property.

Country Park

Country Park is the oldest park in the City of Greensboro, established in 1934. Adjacent to Jaycee Park, municipal cemetery and the Science Center, Country Park is classified as a regional park and offers a variety of activities ranging from picnicking, fishing, to war reenactment. Country Park is unique in several ways, one of which is that no vehicular access is permitted on weekends. Country Park incorporates two historic features one being an old jail built in 1900 and the other an actual location of a historic revolutionary battlefield. Another distinguishing feature is the amount of effort that has been given to accessibility. Country Park has recently installed the following accessible facilities: playground equipment; fishing pier; picnic shelter and grill; restrooms; and over one mile (North Carolina's longest) of visually impaired interpretive trail. Other trails for mountain bikes, road bikes, walking, jogging, roller blading, and nature are found throughout the park and identified by lane markings. The Park functions as an urban park, receiving 2,500 visitors/day to eat lunch, and take walks. The park is in excellent condition and offers site furnishings adequate for the high level of use received daily.

School

Grimsley School

Grimsley High School is the site of an indoor swimming pool and an adult baseball field. The Department provides the facilities to the public.

The 25 meter 8 lane swimming pool is in excellent condition and includes support facilities such as a changing/locker room, restrooms and bleachers. The facility is 20 years old and in good condition. Minor non-compliant ADA accessibility issues should be addressed. The pool appears to receive a moderate number of users. Approximately 25 users per night in the fall and winter, and approximately 100 users per day in the late spring and summer.

The adult baseball facility is in excellent condition offering excellent team bench areas, warning track, batting cage, and scoreboard. Foul line dimensions are 325', with center field at 375'. Currently no lights are provided and the spectator bleachers, press box, and concession stand are adequate. Off street asphalt parking is available and adequate in conjunction with the school.

Page High School

The tennis facility at Page High School is owned by the county school system and operated by the Department. The eight asphalt tennis courts with lights, range in condition from excellent to fair. Two of the courts have significant cracks in the asphalt and are in need of repair. Site furnishings are limited to three benches, which are in poor condition. A single bay of gravel, off-street parking is available at the courts and in fair condition. The level of use by the



general public is considered medium to low and seasonally high during school hours. Typically, the school uses the tennis courts during the day and the general public in the evening. Accessibility to the tennis courts and benches is limited and inadequate.

Special Facilities

Jaycee Park

The key facilities offered at Jaycee Park are soccer, baseball, and tennis. Volleyball courts are located within Jaycee Park but maintained by Country Park. Each facility is offered on a championship level caliber, exhibiting exceptional visual quality and conditions. The baseball complex, Stoner-White Stadium, is host to the National Palomino World Series each year. The lighted field has stadium seating, restroom and concession facilities, and an excellent playing field. The facility accommodates a high level of use, approximately 325 games annually. The soccer/football complex offers three lighted fields, each with its own scoreboard and a centrally located restroom concession building. The playing surfaces appear to be in good condition considering the high level of use. Each field hosts approximately 75 games per year. The primary use of the field is soccer, however football is played during the fall season for midget and pee-wee leagues. In addition to soccer/football and baseball, Jaycee Park is home of the Spencer Love tennis complex. The complex offers twelve courts with lights, restroom and concession facilities, outdoor decks, observation areas, and the North Carolina Tennis Hall of Fame. Overall, the facilities are in excellent condition. In general, Jaycee Park appears to have minimal vandalism, adequate site furnishings, and in overall good condition. Adequate off street parking is provided for all of the programs and is offered in one large, centrally located asphalt parking lot. Accessibility varies throughout the park with general circulation being adequate. However, access to many facilities such as restrooms, observation areas, and the Tennis Hall of Fame is inadequate and severely limiting.

Tannenbaum Park

Tannenbaum Park is the site of the North Carolina Colonial Heritage Center and Hoskins House, which is listed on the National Register of Historic Places. As a highlight to the park, the Hoskins House and farmstead are in excellent condition, restored to appear as it did in 1780. Various living history programs are offered throughout the year at the historic site. Access to the farmstead is available from an off street asphalt parking lot, which is in excellent condition, and through a series of concrete walks to the original site. All of the site furnishings associated with the center and historic house are adequate and in excellent condition. In addition to the Hoskins House, the North Carolina Colonial Heritage Center, built in 1992 is located at the park. The interior and exterior of the facility is in excellent condition and access throughout appears to be in compliance with ADA. Offered within the Center is a classroom, exhibit hall/interactive museum, gift shop, and classroom. All of the facilities are in excellent condition and of high quality. Tannenbaum Park annually receives approximately 36,000 visitors and is considered a special use facility.



District Four Facilities Beautification

The Greensboro Arboretum

The Greensboro Arboretum is a 17-acre public garden located off West Market Street within Lindley Park. The facility offers a display of plant material along a pedestrian path and garden setting. The Arboretum is divided into nine distinct collection areas. Within these areas are eight display gardens. Special features include the Landmark Arbor, the Blanche S. Benjamin Overlook, the R.R. Allen Family Foundation, and the Greensboro Council of Garden Clubs Gazebo. A number of bridges and benches are in place. All of the garden collections are connected by a paved path and easily accessible. Mulched paths also allow accessibility into wooded areas. Off street parking is available at Lindley Park and along Ashland Drive and is adequate for daily use, but not for expanded peak periods or special events. One restroom facility is currently available in Lindley Park near the ballfield, but does not adequately serve the public using the Arboretum. The restrooms and electrical hookups are also inadequate for special events such as weddings. The visual quality of the site is excellent and the grounds are well maintained. Vandalism is minimal with the exception of the fountain in the Butterfly Garden, plant labels, and graffiti. Damage to the fountain has reoccurred continuously since installation in 1991. Overall this facility is in excellent condition and has high praise in comparison to similar public gardens throughout the southeast.

Bicentennial Garden/David Caldwell Historic Park

The Bicentennial Garden is located north of Friendly Avenue between Hobbs and Holden Roads. This 7.5 acre public garden was originally completed in 1976 to commemorate the nation's bicentennial celebration, and is currently undergoing renovation and visitor enhancements including paved walkways, stone walls, benches, a new Wedding Garden, Sculpture Garden, and Old Mill site. The garden features formal plantings of flowering and evergreen trees and shrubs, annuals, perennials, and distinct garden displays. There is a maintenance building with public restroom facilities and parking located on the site. Adjacent to Bicentennial Garden is David Caldwell Historic Park, which is maintained as passive greenspace. Paved trails are being installed through Caldwell Park to provide access to this historic site. Interpretive signage is also in process to further educate visitors about David Caldwell and his role in history. The visual quality of these sites is excellent and they are well maintained.

The Bog Garden

The Bog Garden is located directly across from the Bicentennial Garden and is an informal woodland garden. The Bog Garden encompasses about 7 acres and is situated within the wetlands adjacent to Benjamin Lake. It offers views of naturally occurring vegetation, North Carolina native plants, and animal habitat for public enjoyment. The garden has paved and unpaved pedestrian paths and a series of boardwalks that enables one to observe nature as it was intended. The Bog Garden is endowed with excellent visual quality and the facility is in excellent condition. The public extensively visits the gardens. Vandalism is minimal and accessibility is limited to the paved and mulched walkways and boardwalks within the gardens. Off street parking is available at the Bicentennial Garden, and is adequate for daily



use, but cannot meet the needs of special events. Additional parking for the Bog Garden is available on Starmount Farm Drive, but is limited and interferes with neighborhood traffic. A crosswalk and caution light are needed to address pedestrian safety when crossing Hobbs Road from Bicentennial Garden to the Bog Garden.

Recreation Centers

Leonard Center and Park

The recently constructed Leonard Center is located near the airport in western Greensboro. One of the newest recreation centers, Leonard offers an indoor gymnasium with a rubberized floor and bleachers, four large meeting rooms, kitchen and restroom/locker room. The facility appears to be in compliance with ADA requirements and is in excellent condition. In addition to indoor spaces, the park offers an exceptional adult baseball field with lights, and one adult (or 2 youth) soccer field, also with lights. Currently restroom facilities for the outdoor activities are located inside the building and the only concession facility is a portable unit located at the baseball field, operated by Guilford College. The soccer field has inadequate coverage of its irrigation system, and no site furnishings except bleachers. A new playground structure is currently being installed at the center as well as a practice soccer field. There was no evidence of vandalism and the center receives a high level of use. Adequate parking is available in the new off street asphalt lot associated with the center.

Lindley Center and Swimming Pool

This recreation center shares the same site with the Lindley Pool. Visual quality of the center is good to fair with connections to natural areas on-site. Parking is a problem during major swimming events when crowds are large. Additionally, the increased noise generated from these major events creates conflict with the surrounding neighborhood. Site furnishings inside the center are adequate, but will need replacement in the near future. The center has a gymnasium, game room, kitchen, and multi-purpose room. Additionally, the Greensboro Boxing Club is located in a large room adjacent to the gymnasium. The boxing facility is separate from the center and is accessed from a separate exterior entry. Vandalism is minimal at the site and accessibility is adequate. Overall conditions of the center is excellent to good. The center receives high to medium use depending on the season.

The 50 meter swimming pool is also in good condition and has been maintained well over the years, however the age of the facility is beginning to show and will eventually become a major maintenance concern. Changing facilities, concession area, and office space are in good to fair condition. Accessibility to the pool deck and building is not a problem, however a ramp or lift is not available for direct access into the pool. Overall the pool has a high level of use. Suggested future improvements include replacing the play equipment next to the pool.

Community Parks

Lindley Park (Market Street Fields)

This park is located off of Market Street near Wendover Avenue and consists of two lighted softball/baseball fields with spectator seating, a scorers/concession building, basketball courts,



play equipment, and a picnic shelter/restroom building. The park is connected to the city arboretum by a pedestrian bridge and has open play fields for multi-purpose use. The parking at the facility is paved and is off street in two locations and on street near the ball fields. The parking is adequate for the site under normal conditions but during tournaments and special games the site is congested. Parking on the street or entry drive also presents a problem because the drive abuts residential property in the area. Overall the park is in good condition. The pedestrian connection to the arboretum is a positive visual enhancement and the site has good visual quality. Site furnishings are outdated and could use remodeling. Areas that should be investigated for improvement include the shelter/restroom facility, spectator seats at the ball fields, play equipment, park benches and tables.

School

Western Guilford High School

Classified as a school facility, the Department maintains one adult soccer and two baseball fields at Western Guilford High School. The pony league ball field is in excellent condition, while the soccer field and bronco baseball field are in good condition. The surrounding grounds, paths, restrooms, and concession building are in good to fair condition. Both the restroom building and the concession stand are considered inaccessible due to steps and inadequate fixtures. The facilities are located at an elevation below that of the school and parking lot. Thus, access to the fields is down approximately 25 steps. The stairs are in good condition, however significantly limit accessibility. All three fields have lights and bleachers and receive a high level of use by local youth leagues and the High School. The overall condition and general quality of the facility is good.

District Five Facilities Recreation Centers

Glenwood Center and Park

This community facility is located on Coliseum Boulevard and contains approximately 6 acres. The site includes a recreation center, lighted ball field, multi-purpose field for football and soccer, basketball slab with two goals, picnic shelter with concession and restrooms, and a play area with a variety of equipment. There is also benches provided in the play area and spectator seating at the baseball field. Paved off street parking is available and is adequate for daily use at the center. During baseball season and winter sports, parking is less adequate due to high use. The center has a gymnasium, office, game room, and multipurpose rooms. Vandalism is minimal and rarely occurs. Accessibility appears to be adequate, however the wheelchair turnaround clearance and toilet fixture mounting heights in the shelter bathrooms do not appear to meet ADA requirements. The facility is in overall good condition and the only improvements required are new play equipment and improved seating areas around the shelter and play area.



Trotter Center

This center was built in 1977 and is named after a former mayor of the city. It is located in Oaka T. Hester Park. The visual quality is rated good with mature landscaping on-site that provides for a nice setting. Paved off street parking is available and is adequate for the center except for football and soccer seasons. The site furnishings appear to be adequate within the building. The center includes a gymnasium, office space, game room, kitchen, and multi-purpose rooms. Vandalism is very minimal and only happens on rare occasions. Accessibility appears to be adequate throughout the center. The overall condition of this facility is rated excellent to good. The level of use is influenced seasonally with high use taking place during the school year when sports programs are offered and in the summer with camps. Suggested improvements to the facility includes providing more storage space and better ventilation for the restrooms.

Community Parks

Hampton Park

The park is a community facility with a lighted ball field, picnic shelter/restroom building, picnic tables and grills, play equipment, basketball slab, and a small path system that connects use areas of the site. The visual quality of the park is good due to the natural features of the site. Driveways and parking areas need landscape improvements for aesthetics. A gravel parking area is provided off street and overflow parking is accommodated on street. Site furnishings are inadequate with a need for improved play equipment and additional spectator seating. The ball field also appears to be located too close to the road. Vandalism is minimal with no apparent problems. Designated ADA parking space signs do not meet height code requirement, and wheelchair access to the restroom facility is difficult, because of the terrain and gravel surface. The overall condition of the facility is good due to the strong maintenance provided at the site. The level of use is rated medium, because it is provided primarily for use by the local neighborhood. The field is programmed for co-ed and women's softball games.

Regional Parks

Oka T. Hester Park

This regional facility is named after a former director of the department. The visual quality of the facility is rated excellent to good with the lake and natural areas on site giving the park a nice passive character. In the future, the proposed I-85 Bypass will affect in a negative way the visual quality of the park. The park includes a large lake surrounded by day use areas with seven picnic shelters of various sizes, two play areas, two restroom buildings, volleyball courts, and open play fields. The lake has four fishing piers and paddleboats available for rental. The park also offers active recreation facilities that include eight (8) tennis courts, a tennis control building, inline skating area (3 former tennis courts), three lighted soccer/football fields, three playground areas, and a restroom/concession building. Park offices and a maintenance building are also located on the site to easily support the facilities. Use areas are connected by a trail system that is 1.3 miles in length. Parking is paved on-site and is adequate except during peak use periods. At these times, overflow parking is available near the park maintenance building. Site furnishings are good overall, but there is a need for



additional trash receptacles and benches. Vandalism is minimal and is not a problem at the site. Accessibility is hindered within the gravel parking areas and where accessible routes are not designated to use areas. The overall condition of the park is excellent to good with minor improvements needed to upgrade the wooden play equipment and expand parking.

School

Smith High School

This high school site includes both a swimming pool and outdoor sports fields that are jointly used by the school system and Parks and Recreation Department. The pool is used by the school when in session and by the Department the remaining times. The pool itself is in good condition except for some tile surfaces that need replacing. There is no lobby and limited counter space, which hinders the use of the facility when used after school hours. There currently is no handicap accessible ramp leading down into the pool, but could be provided in the future. Vandalism is minimal and the overall condition is good to fair for the swimming pool with medium level of use. During the school year the school uses it more intensely.

The outdoor athletic fields consist of two lighted softball fields with 300 feet outfields and three soccer fields at regulation size. All the fields are in excellent condition. There are also lighted tennis courts at the high school that are in good condition and are used jointly by the school and the Department. There are adequate support facilities with paved off street parking, a large restroom/concession building, and spectator bleacher seating. The visual quality of the site is excellent to good with landscape planting occurring at the parking area and fields. The level of use of the fields is high and is used for tournaments.

There are accessible spaces marked in the parking area and handicap access throughout the site appears to be adequate.

District Six Facilities Regional Parks

Hagan Stone Park

Hagan Stone Park is classified as a regional park and located outside the city limits. The park facilities include six (6) picnic shelters, four lakes, marina, three play areas, two volleyball courts, softball field, concession restroom building, three caretaker residences, renovated Oak Grove School House, and hiking/nature trails. A camping area is located in the park that offers 16 tent camping sites, 70 RV camping sites, two group camping areas and support facilities such as a bath house, picnic shelter, play area and vending area. Also located in the park is a fenced maintenance facility. This area includes a maintenance building, small storage buildings, and a covered storage area. The park hosts environmental education programs and special events such cross country meets and camping rallies. Parking areas are located off the main entrance drive within the park and are adequate for normal programmed activities. During peak use periods at the park and during special events, such as cross country races, vehicular circulation and parking is difficult. Accessibility at the park is adequate to the main buildings but not in total compliance with ADA requirements. Vandalism is not a problem



within the park and incidents that have occurred were minor. Overall the park is in excellent to good condition.

Site furnishings within the camping area are adequate but need to be improved. If additional campsites are added, support facilities will also need to be expanded. Improvements include paving the camp site access drive, replacing play equipment, renovating tent pads, providing a camp store and laundry facility, and improving the existing shelter.

Site furnishings within the park are currently adequate, but need to be improved. Items identified for renovation include new play equipment to replace wooden structures, renovate concession building, improved parking areas at day uses areas, improve disabled access to use areas, build fishing piers, renovate and expand boat docks, and improve trails. Additionally, the maintenance area needs more covered storage space for equipment and materials. Utilities especially a sewer system also needs to be upgraded.

Special Facilities

Camp Joy

Camp Joy is a special facility located adjacent to Hagan Stone Park that provides programs for disabled populations. The maintenance staff at Hagan Stone Park maintains the facilities and programs are offered by the special populations unit of the department. The programs include for a day camp with arts, crafts, swimming, nature studies, and music. The site includes a group activities building and six (6) cabins that are used for individual class activities and a swimming pool that is open to visitors of Hagan Stone Park. Camp Joy is connected to Hagan Stone Park by a trail leading to the swimming pool. The natural surroundings make the visually quality of the site excellent. Parking at the facility is located near the swimming pool. The lot is paved and is adequate for the pool, but does not provide adequate parking for the entire facility. Accessibility from the parking area to the cabins is not in compliance with ADA guidelines. Paths that connect the cabins to the General Activities Center are too steep and do not have proper landings or handrails. Overall the condition of the facility is good because of the care and maintenance provided by staff. The site furnishings at the camp are showing signs of wear. The wood cabins are difficult to maintain due to drainage problems, water and sewer facilities need renovated, the center has roof problems, the kitchen facilities need renovation and floors need to be replaced. Additional improvements to be considered include expanding the size of the swimming pool, expanding the parking area, constructing a picnic shelter at the pool, and expanding the center to include a gymnasium.

Lakes

Greensboro Watershed Parks: Lake Brandt, Lake Higgins, Lake Townsend

Lake Brandt, Lake Higgins, and Lake Townsend make up the watershed park system. The annual attendance for the three parks exceeds 50,000 visitors. Due to lack of full-time staff, the parks operate on a rotating six-day schedule, with one of the three parks closed. One of the many facilities offered and common to all three parks is a network of 11 trails totaling 31.8 miles. The trails offer opportunities for walking/hiking, mountain biking, and



nature/interpretive activities. The trails are a highlight of the park system and have been well maintained and monitored. Access to the trails is available through several identified points. In addition to primitive trails, approximately three miles of greenway are in place and additional two miles under construction. Water activities are also available at all three parks. Each park provides for fishing, boat rental and boat launch. Only Lake Townsend allows pleasure boating and sailboating.

The visual quality and overall conditions of the three watershed parks are good. Each park experiences minimal instances of vandalism and when a rare incident does occur, it is corrected immediately. Site furnishings appear to be adequate throughout the parks. The park offices and restrooms are beginning to show signs of age, and should be considered for upgrading or renovation in the near future. Parking is provided at gravel lots located at each park marina/park office, and generally serve automobiles and trailers. Available parking is adequate with the exception of particularly high seasonal use. In addition, small parking areas are available at various locations throughout the trail system. The park system at all three parks have previously addressed accessibility. An accessibility study was conducted for Lake Brandt, however no modifications to improve accessibility have been implemented to date. Lake Townsend is considered to be generally accessible by the park system.

Established in 1957 and the oldest of the three watershed parks, Lake Brandt offers a multitude of activities ranging from fishing, boating, hiking, to educational and nature programs. Primary access to facilities begins at the marina/park office. The overall general condition of the facility is good, with minimal vandalism apparent and adequate site furnishings available. The marina offers boat docks, boat launch and a gravel automobile and trailer parking lot, which will accommodate 75 vehicles. The park office, built over thirty years ago, is beginning to become inadequate considering the volume of visitors and programs offered at the park. At the park office, users can obtain permits and pay fees for programs such as pier fishing, rowboat rental, private boat launch, and canoe rental. In addition, restrooms, vending machines, educational items and information on trails and activities are available at the park office. These activities and programs offered at the park office are common to all three parks.

Lake Higgins is the key location for educational programs offered within the watershed park system. Over 2,500 children visit the Educational Center and trout pond throughout the school year. The one-room center also serves Boy Scout classes, taxidermy and general educational programs. Although small, the stand-alone center appears to be in good condition, accessible, and adequate for its current function. Active recreation is limited throughout the watershed parks. Lake Higgins does have land available and has previously considered it for active recreation.

Lake Townsend is the newest of the three parks, established in 1969, and located on the largest water body (1,500 acres). Lake Townsend also receives the highest number of users. The primary attractions to Lake Townsend are boating and fishing. Unique to the watershed parks, Lake Townsend offers pleasure boating, sailboat rental and dry-dock storage. The boats available for rental are in excellent condition as are the dry-dock facilities, boat docks, and boat launch. The large fishing pier is also in excellent condition and heavily used. Educational programs offered at Lake Townsend include sailing classes, taught by the Lake Townsend Yacht Club and NC A&T, and Hunter Safety Classes.

TABLE 3-2 KEY PARK FACILITIES ASSESSMENT

CLASS	MAP#	DIST	LOCATIONS	Visual Quality				Parking		Site Furnishings		Vandalism			Accessible		Overall Condition				Level of Use	
				Excellent	Good	Fair	Poor	On street	Off street	Adequate	Inadequate	Minimal	Average	Heavy	Adequate	Inadequate	Excellent	Good	Fair	Poor	Minimal	Average
CENTER	RC1	1	Brown Center & Park		•				•	•	•				•			•				•
CENTER	RC12	1	Warnersville Center & Park			•			•		•				•			•				•
REGIONAL PARK	R1	1	Barber Park	•					•	•	•				•		•					•
SCHOOL	S1	1	Allen Jr. High School			•			•		•				•		•	•				•
SCHOOL	S2	1	Dudley High School			•		•	•		•				•		•					•
SPECIAL FACILITY	F1	1	Caldcleugh Center & Park		•				•	•	•				•		•					•
SPECIAL FACILITY		1	Drama Scene Shop			•		•	•		•				•			•				
SPECIAL FACILITY	F4	1	Gillespie Golf Course		•				•	•	•				•		•					
SPECIAL FACILITY	F9	1	Old Peck Field			•		•	•		•				•		•					•
SPECIAL FACILITY		1	PMD		•				•	•	•				•		•					
CENTER	RC9	2	Peeler Center & Park			•			•		•				•			•				•
CENTER	RC10	2	Smith Center & Park	•				•	•	•	•				•		•					
CENTER	RC13	2	Windsor Center & Park			•			•		•				•			•				
COMMUNITY	C13	2	Joe Davis Park		•			•	•		•				•		•					
COMMUNITY	C22	2	Nocho Park (Levette) Field			•			•		•				•		•					•
COMMUNITY	C26	2	Revolution		•				•	•	•				•		•					
NATURAL AREA	N24	2	Keeley Nursery		•				•		•				•		•					•
SCHOOL	S5	2	Rankin School		•				•		•				•		•					•
SPECIAL FACILITY	F5	2	Greensboro Arts Center	•				•	•	•	•				•		•					
SPECIAL FACILITY	F3	2	Curb Market		•				•	•	•				•		•					•
SPECIAL FACILITY	F8	2	Memorial Stadium	•				•	•		•				•		•					•
CENTER	RC2	3	Craft Center		•				•	•	•				•		•					•
CENTER	RC7	3	Lewis Center & Park		•				•	•	•				•		•					•
COMMUNITY	C12	3	Henry Street Park	•				•	•	•	•				•		•					•
COMMUNITY	C16	3	Latham Park		•			•	•	•	•				•		•					
REGIONAL PARK	R2	3	Bryan Park	•					•	•	•				•		•					
REGIONAL PARK	R3	3	Bur-Mil Park	•	•				•	•	•				•		•					
REGIONAL PARK	R4	3	Country Park		•				•	•	•				•		•					
SCHOOL	S3	3	Grimsley High School		•				•	•	•				•		•					•
SCHOOL	S4	3	Page High School			•			•		•				•			•				•
SPECIAL FACILITY	F6	3	Jaycee Park	•					•	•	•				•		•					
SPECIAL FACILITY	L2	3	Lake Daniel Complex		•			•	•		•				•		•					
SPECIAL FACILITY	F10	3	Tannenbaum Park	•					•	•	•				•		•					•
BEAUTIFICATION	B1	4	Arboretum	•				•	•	•	•				•		•					
BEAUTIFICATION	B2	4	Bicentennial Garden & Bog Garden	•				•	•	•	•				•		•					

TABLE 3-2 KEY PARK FACILITIES ASSESSMENT

CENTER	RC6	4	Leonard Center & Park	•					•	•		•			•		•					
CENTER	RC8	4	Lindley Center & Pool/Park		•				•	•		•				•		•				
COMMUNITY	C20	4	Market Street Fields/Lindley Park/		•			•	•	•		•				•		•				
SCHOOL	S7	4	Western Guilford High School			•			•			•				•		•				
CENTER	RC6	5	Glenwood Center		•				•	•		•				•		•				•
CENTER	RC11	5	Trotter Center		•				•	•		•				•		•				
COMMUNITY	C10	5	Hampton Park		•				•		•	•					•		•			•
REGIONAL PARK	R6	5	Hester ,Oka T. Park	•					•	•		•					•	•				
SCHOOL	S6	5	Smith High School		•				•	•		•			•			•				
REGIONAL PARK	R5	6	Hagan-Stone Park	•					•	•		•					•		•			
SPECIAL FACILITY	F2	6	Camp Joy		•				•		•	•					•		•			•
SPECIAL FACILITY			Lake Brandt	•					•	•		•					•		•			
SPECIAL FACILITY			Lake Higgins	•					•	•		•					•		•			
SPECIAL FACILITY			Lake Townsend	•					•	•		•					•	•				

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RECREATION STANDARDS AND COMMUNITY NEEDS ASSESSMENT

INTRODUCTION

The quantity and distribution of recreation land and facilities within a community or for a specific user group is determined by standards established by the recreation and park industry.

The National Recreation and Park Association (NRPA), in their publication Recreation, Park and Open Space Standards and Guidelines, edited by R.A. Lancaster, defines recreation and park standards in this manner:

“Community recreation and park standards are the means by which an agency can express recreation and park goals and objectives in quantitative terms, which in turn, can be translated into spatial requirements for land and water resources. Through the budget, municipal ordinances, cooperative or joint public-private efforts, these standards are translated into a system for acquisition, development and management of recreation and park resources.”

The publication further describes the role standards have in establishing a baseline or minimum for the amount of land required for various types of park and recreation facilities. Additionally, standards correlate recreational needs into spatial requirements and provide justification for recreational expectations and needs.

The recreation needs of Greensboro have been ascertained through public comment, an inventory of existing land and facilities, select interviews with recreation user groups, and a review of typical and generally accepted park, recreation, and open space standards. The national standards are a useful guide in determining minimum requirements, however the City of Greensboro must establish its own standards in consideration of the expressed needs and the City’s economic, administrative, operational, and maintenance capabilities. Typically, standards are only one technique used to determine needs for programs, parkland, and facilities. This plan used additional techniques to identify the needs for the Greensboro planning area. One of the methods included the use of public citizen input meetings, where citizens were asked to participate in the process of defining their needs. These meetings were held at different locations throughout the area to get as much public comment as possible. One of the meetings was broadcast to approximately 55,000 cable-TV subscribers. Additional meetings were held with special interest/focus groups, and similar to the citizen-input meetings the groups identified their needs for review and comment at subsequent public input meetings. Department staff was also involved during the process to solicit input from their perspective.

COMMUNITY INPUT NEEDS ASSESSMENT

One of the most important aspects in preparing a comprehensive master plan is the solicitation of public comment on the perceived recreation and park needs of the community. The input gathered from the community involvement process can then be cross-checked with the recreation standards and survey approaches.



It is imperative that a master plan be community-driven if it is to truly identify the unique recreation needs of the citizens it is to serve. Community input can identify both needs and priorities that surveys or standards cannot normally accomplish. Extensive efforts were made to involve as many citizens as possible in the planning process. Knowing that Greensboro is composed of citizens who represent a wide range of recreational needs, the public involvement process was formatted in an effort to reach as many interested groups as possible throughout the community. Park and Recreation Department staff and volunteers conducted Fifty (50) separate meetings to discuss recreation and park issues with a variety of special interest or “focus” groups between June, 1997 and September, 1997. When possible the meetings with the groups were conducted at their “home” location. When this was not possible these meeting were held at city sites such as recreation centers. Each group focused on discussing its own special needs and interests. Members also contributed comments as individuals concerning issues or needs they felt were important to the entire community. Some of the interest groups for which meetings were organized can be categorized as follows:

- Youth/Teens
- Senior Adults
- Citizens with Special Needs
- Adult Athletics
- Arts and Humanities
- School Personnel
- Exercise Groups
- Youth Athletics
- Environmentalists
- Chamber of Commerce
- Private Recreation Providers
- Swim Club
- Tennis Club
- City Department Heads
- Churches
- Neighborhood Organizations
- Outreach Groups
- Businesses
- Civic organizations

Each group was asked to identify at least 10 pressing or important issues pertaining to recreational services, programs, and facilities provided by the City of Greensboro. The number of participants in the special interest group sessions ranged from 1 to as many as 25 people. Once all the special interest needs were identified, a series of six (6) community-wide public workshops were held between August 6 and 21, 1997 at recreation centers throughout the city and at the City Council chambers. The meeting at the City Council chambers was broadcast to approximately 55,000 cable-TV subscribers. Input statements from the special interest group meetings were displayed at the workshops and participants were given the opportunity to read the statements concerning the various needs of the community. In a democratic fashion, participants were then given the opportunity to vote on the statements that they supported. Approximately (250) citizens actively participated in these workshops, some of which represented the special interest groups that participated in the original meetings. In addition to the public workshop input, written statements from Greensboro citizens or groups were received and incorporated into the public involvement process. Overall it is estimated that over 170,000 members of organizations were represented within the collection of information throughout the process.



Community input information or statements presented at the workshops and special interest group meetings are summarized and organized into four categories. The categories are facility statements, program statements, policy statements, and funding statement. The following listed comments are as they were presented at the meeting. The statements are grouped by the level of public interest showed at the meeting as interpreted/understood by the consultant (a complete listing of the statements made at meetings has been documented by the city in minutes and/or videotapes). The following represents a summary of the findings from the community input sessions for determining recreation needs.

Community Workshop Facility Statements

1. Develop Jefferson-Pilot property as a park
2. Develop walking trails and paved biking trails
3. Need more parks and facilities for growing population
4. Save Hester Park from Painter Boulevard
5. Preserve green space in the parks
6. Preserve Hagan-Stone Park
7. Need (6) indoor tennis courts at Spencer Love Facility
8. Maintain the existing park system
9. Need more athletic fields-soccer, softball, etc. for tournaments
10. Extend greenway from Piedmont Environmental Center to Country Park
11. Renovate the swimming pools
12. Link trails throughout the city
13. Need bike lanes throughout the city
14. Secure future easements and right-of-ways for greenways
15. Develop more parks and facilities on southside of city

Community Workshop Program Statements

1. Eliminate programs that are high cost/low attended
2. More teen programs at recreation centers
3. More sports for teenage girls
4. Consider more educational opportunities at recreation centers
5. Programs at recreation centers for neighborhood needs
6. Programs designed for the entire family
7. Expand programs for seniors
8. More programs for younger disabled children
9. Need more sports programs for youth and teens
10. Use recreation centers for teaching art classes
11. Provide more senior citizens' days and overnight trips
12. Consider living history, reenactments at parks
13. More cultural programs at recreation centers
14. Host multicultural or international festivals
15. Develop more joint programs between Artist League and City Arts



Community Workshop Policy Statements

1. Network better with schools and universities
2. Need adequate equipment to maintain facilities
3. Provide longer hours for the swimming pools
4. Take the politics out of parks
5. Transportation to park sites is an issue, especially for seniors and teens
6. Use older citizens as volunteers
7. Expand the Adopt-A-Park program
8. Expand park and recreation marketing and promotions
9. Consider privatization of special programs or facilities
10. Safety concerns are on the rise
11. Establish a “Friends of the Park” program
12. Advertise park and recreation programs more throughout the county
13. Be more flexible in reshaping programs
14. Need to prioritize services and facilities with funding
15. Pursue more contract management

Community Workshop Funding Statements

1. Explore local, state, and federal grants to fund park improvements
2. Develop more corporate sponsorships to off-set cost
3. Develop a county-wide parks and recreation tax
4. Develop public/private partnerships
5. Increase user fees for Guilford County residents
6. Apply for donations from private foundations
7. Seek financial assistance from Guilford County
8. Provide tax incentives for landowners giving greenway property
9. Pursue grants from the State of North Carolina PARTF
10. Use community volunteers for manpower
11. Pursue private donations
12. Reduce cost by privatizing certain programs/services
13. Study the fee structure for facilities and programs
14. Pursue private endowments
15. Pursue bond referendums for park improvements

In addition to the interest/focus group meetings and public workshops, the consultants have assessed the following needs statements through their analysis and review of existing facilities and programs offered by the Department. The statements are listed randomly and are not in order of importance.



Consultant's Facility Statements

- Recreation centers need to be updated to current national standards (i.e. air conditioning in gyms)
 - Standards for park acreage and service areas need to be formally adopted and adhered to
 - Disabled access to facilities needs improvement
 - Official standards for site design and furnishings need to be developed
 - The most apparent need for additional park land is for community parks
 - Outdoor courts and fields are heavily programmed and practice facilities are needed
 - Swimming facilities are not efficient and need to be planned for more entertaining and captivating activities
 - There is a perceived need for more specialized facilities such as sports complexes and centers to provide for tournaments and allow more fields and courts for open use/practice, etc.
- (existing fields provide adequate service by location)
- Change field/court dimensions to serve different segments of the population
 - Facilities need to be better linked via alternative transportation routes
 - Specialized facilities such as The Bog, Bicentennial Garden, and The Arboretum are elements within the system to expand upon
 - Playground equipment needs to be updated
 - Facilities need to be designed to accommodate programs versus programs fitting facilities.
 - Open space/natural areas are ample throughout the overall system, but within individual facilities there are conflicts between uses that have site design issues that need to be addressed.

Consultant's Program Statements

- Program standards for customer satisfaction needs to be established
 - Program creativity is low and dated, needs improvement especially at recreation centers
 - Arts programs, within the department, need to consolidate efforts to eliminate the perceived duplication of service (effective partnering)
 - Need to expand youth/teen programs at centers as core activity
 - Special population programs need to be expanded (more young adult and kid programs)
- Programs are under valued by the city in price
 - Fitness programs need expanding to include more cardiovascular and weight training opportunities
 - Need to provide written program standards with measurable performance outcomes
 - Need to track life cycle of programs (determine if the activity is emerging, growing, maturing, or declining)
 - Need set core of programs for each recreation site, (offerings don't have to be universal)



- Address program development by serving different segments of the population versus individual programs (i.e. youth, seniors, and family, instead of sports, aquatics, and special pops.)
- Establish more community based programming versus special interest
- Consider corporate business events and programs
- Reevaluate traditional program sessions of 8, 10, and 12 weeks and try 3 hour, 2-4 sessions, etc.
- Use “master scheduling” information being developed to make best use of sites used for athletics in the entire city and planning area

Consultant’s Policy Statements

- Policies concerning hours of operation need to be reviewed
- Registration policies and procedures need to be reviewed to make it customer friendly
- Reorganize the structure of the department to consolidate programming
- Need better procedures for staff training, team building, process tracking, and accountability
- Procedures for use of volunteers needs to be more consistent
- Policies and procedures for partnerships and sponsorships need developed to make sure they are equitable
- Pricing policies need to be made consistent (resident/non-resident, activity value, etc.)
- Need to explore the possibility of having advisory councils for each recreation center
- Explore changing the building custodial/maintenance policy to be under the department’s control
- Need to establish procedures for “benchmarking” performance standards
- Establish procedures for implementing marketing plans for each recreation center
- Establish a marketing strategy for the department to highlight features, advantages, and benefits (FAB)
- Need to change attitudes and mindset of “spend” to “earned”
- Develop more partnerships with the community

Consultant’s Funding Statements

- Activity pricing needs to be based on the level of benefits received
- Need to establish an activity based costing model for park maintenance to compare true cost to the private sector and identify activities that can be contracted
- Need to benchmark program prices against other providers (i.e. day camps priced lower than baby sitting); To determine how much elasticity is in the market
- Cost tracking improvements to identify duplication of tasks by staff or other providers



- Explore use of bonds and county-wide “recreation tax” to provide money for development and expansion of facilities and programs
- Current pricing for programs must be evaluated to increase revenues but not limit use by those who cannot afford the activity (i.e. have a safety net program to provide scholarships etc.)
- Cost benefit analysis is necessary to improve revenue enhancement and support development of facilities and programs
- Need to track cost per experience (computerized system is needed)
- Review concession management to increase revenue through partnerships and advertising
- Increase partnerships and/or sponsorships with other agencies to divide cost of service
- Look at contracting more services where necessary (i.e. programs, maintenance, etc.)
- Need full revenue plan for the department (overall strategy)
- Need to acquire the tools and resources (computers, people software) to enable staff to track and identify areas of improvement

STATE AND NATIONAL TRENDS AND ASSESSMENTS

Surveys designed to determine the demand for outdoor recreation have been conducted on a national and state level by the President’s Commission on Americans Outdoors (1986), National Sporting Goods Association (1996), and the State of North Carolina (1989).

The President’s Commission Report indicated the following significant facts:

Top ten outdoor recreation activities nationwide:

1. Picnicking
2. Driving for pleasure
3. Swimming
4. Sightseeing
5. Walking for pleasure
6. Playing sports
7. Fishing
8. Attending sport events
9. Boating
10. Bicycling

Activities rapidly growing in popularity:

1. Canoeing
2. Bicycling
3. Attending outdoor sports
4. Camping, all types
5. Sailing
6. Hiking/backpacking
7. Walking for pleasure
8. Water skiing

The local levels (municipalities and counties) of the nation are providing 39% of the public recreation opportunities.



The National Sporting Goods Association (NSGA) conducts an annual study of Sports Participation. The 1996 survey listed the following activities per million participants. A participant is defined as someone seven years of age or older who participates in a sport more than once within a year for all sports except aerobic exercising, bicycle riding, calisthenics, exercise walking, exercising with equipment, running/jogging, and swimming. For these seven fitness sports, participation is defined as six times or more during the year.

NSGA 1996 Sports Participation Study (in millions)

- | | |
|-----------------------------------|-------------------------------------|
| 1. Exercise walking (73.3) | 11. Hiking (26.5) |
| 2. Swimming (60.2) | 12. Roller skating (in-line) (25.5) |
| 3. Bicycle Riding (53.3) | 13. Aerobic Exercising (24.1) |
| 4. Exercise with equipment (47.8) | 14. Golf (23.1) |
| 5. Fishing (45.6) | 15. Running/jogging (22.2) |
| 6. Camping (44.7) | 16. Dart throwing (21.3) |
| 7. Bowling (42.9) | 17. Baseball (19.9) |
| 8. Billards Pool (34.5) | 18. Hunting with firearms (19.3) |
| 9. Basketball (33.3) | 19. Volleyball (18.5) |
| 10. Boating (motor/power) (28.8) | 20. Target shooting (15.7) |

The North Carolina Outdoor Recreation Survey conducted in 1989 provided an indication on the most popular outdoor recreation activities in the State. The most popular outdoor recreation activities in North Carolina are:

- | | |
|------------------------------|----------------------------|
| 1. Walking for pleasure | 6. Swimming |
| 2. Driving for pleasure | 7. Visiting natural areas |
| 3. Viewing scenery | 8. Picnicking |
| 4. Beach activities | 9. Attending sports events |
| 5. Visiting historical sites | 10. Visiting zoos |

PARK CLASSIFICATIONS AND LAND REQUIREMENTS

The Master Plan preparation includes reviewing recreation standards developed by organizations including the National Recreation and Park Association (NRPA), the North Carolina Department of Environment Health and Natural Resources (NCDEHNR), and the master plans for cities of similar size. In addition, specific characteristics such as local natural resources, economic conditions, land use availability, cultural preferences, and community needs contribute to the formation of the City's recreation standards.

The recommended standards for park classifications and land area requirements are described below and itemized in Table 4-1. The park classifications conform to one of seven general categories: magnet, regional, community, neighborhood, mini and greenway parks, and special facilities. Space requirements, typical facilities and programs, and unique environmental features further define the park types.

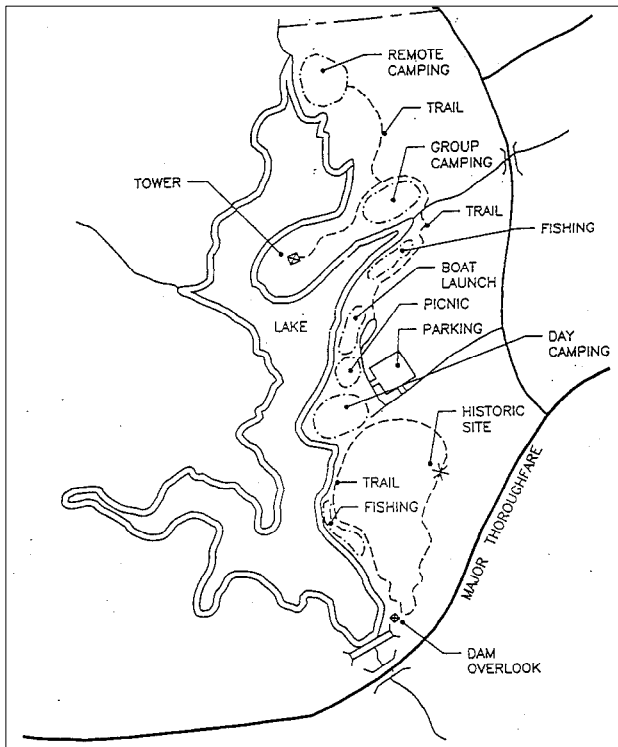


Exhibit 4-1—Magnet Park

Magnet Park

A magnet park serves several communities or a multi-county region within a one hour driving distance. Approximately 10 acres per 1,000 population is served and the park is generally 1,000 acres or more. A magnet park is an area of natural ornamental quality that provides diverse and unique natural resources for nature oriented outdoor recreation such as nature viewing and study, wildlife habitat conservation, hiking, camping, canoeing, and fishing. Usually 80% of the land is reserved for conservation and natural resource management with less than 20% of the site developed for active recreation. Active recreation areas consist of play areas and open fields for informal use and can include specialized activities like golf, boating, hiking, lodging, and a conference center. It is common for

these types of parks to become specialized in their offerings to the public. Many magnet parks can be considered a “destination park.” Typical magnet parks in the area are Bryan Park located in northeast Greensboro and Oak Hollow Park located in High Point. Exhibit 4-1 illustrates a typical magnet park.

Regional Park

A regional park provides more diverse recreational opportunities than the magnet park, yet on a smaller scale. Similar to a magnet park, a regional park emphasizes passive recreational opportunities, but it also includes active recreational facilities. A regional park is easily accessible by the population it serves and maintains a 5 mile service radius. The park contains a minimum of 10 acres per 1,000 population and should be 200-400 acres in size. However regional parks in Greensboro typically range from 76-200 acres.

Regional parks normally include an indoor recreation building or an

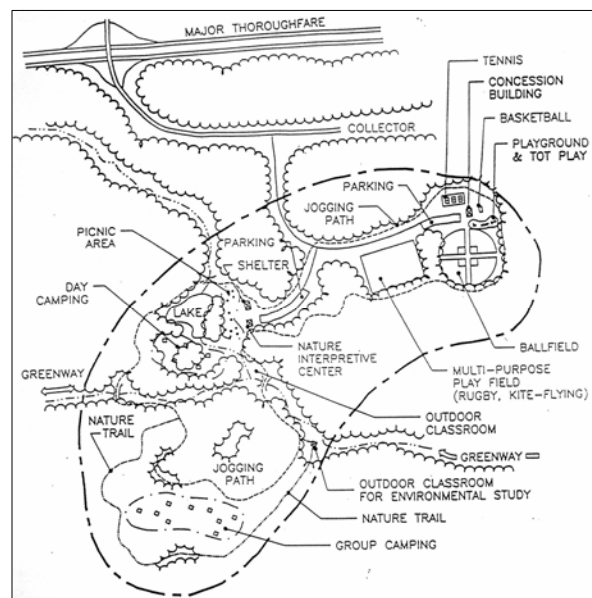


Exhibit 4-2—Regional Park



interpretive center that reflects the character of the park. Active recreational facilities located in a regional park include active play areas, ballfields, hard surface courts, golfing, swimming, boating, multi-purpose play fields, picnic facilities, and various types of trails. Many regional parks are specialized in their offerings to the public and draw participants from throughout the community. A typical regional park located within the planning area is Bur-Mil Park. Exhibit 4-2 illustrates a typical regional park.

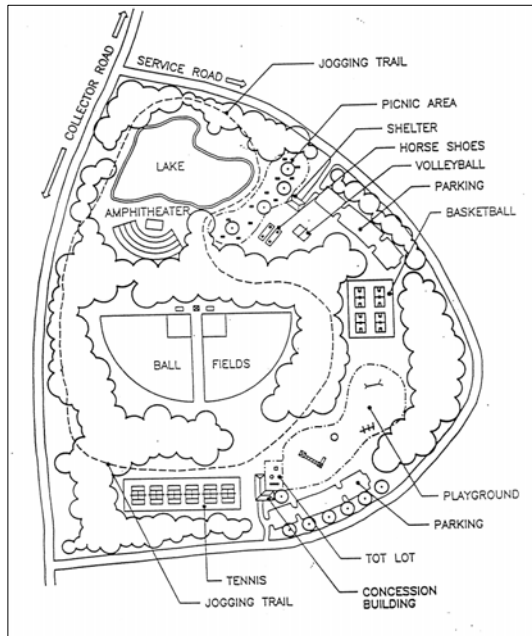


Exhibit 4-3—Community Park

Community parks have an average service area of 2 miles and requires a minimum of 3 acres per 1,000 population served and should be between 16 and 75 acres (typically 40 acres). The size is variable to the type of facilities located within the park. Exhibit 4-3 illustrates a typical community park. Municipal governments usually provide community parks and an example of this type of park in Greensboro is Jaycee/Lewis Park.

Community Park

Community parks are easily accessible to a single or several neighborhoods depending on local needs and the population distribution at the time it was developed. When possible, the park may be developed adjacent to a middle or elementary school. The community park provides recreational opportunities for the entire family and contains areas suited for intense recreational purposes such as a recreation center building, athletic fields, swimming, tennis, and walking/jogging trails. The park may also have a recreation center and/or have areas of natural quality for outdoor recreation such as viewing, sitting, and picnicking.

Neighborhood Park

A neighborhood park is designed to serve a population of up to 5,000, but in many instances may serve more. The park requires 2 acres per 1,000 population served and should be between 5-15 acres, however many times they are smaller. Neighborhood parks are typically characterized by family oriented recreational activities such as court games, crafts, playground apparatus, picnicking, and space for quiet/passive activities.

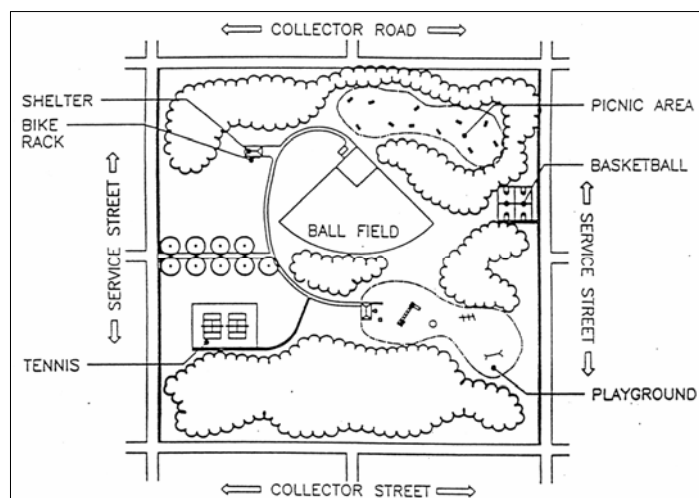


Exhibit 4-4—Neighborhood Park



The service radius for a neighborhood park is ½ mile and is easily accessible to the neighborhood population through safe walking and biking access. Parking may or may not be required. Where feasible the activity use areas are divided equally between quiet/passive activities and active play areas. This type of park may be developed as a school/park or neighborhood center facility. Exhibit 4-4 illustrates a typical neighborhood park. Municipal governments normally provide neighborhood parks and an example of this type of park in Greensboro is Woodlea Acres Park and Bingham Park.

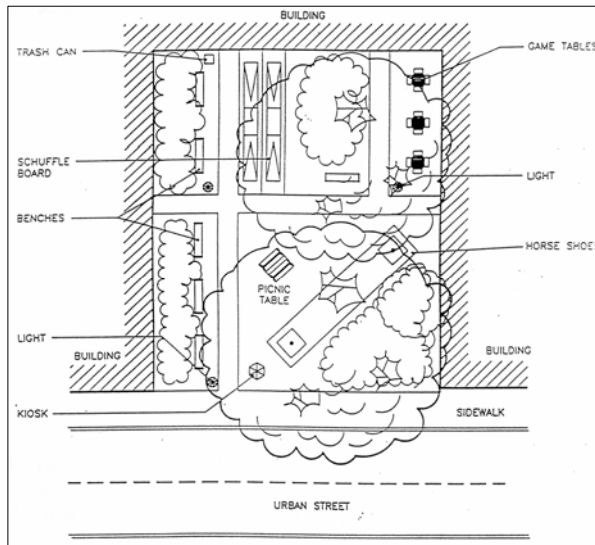


Exhibit 4- 5—Mini Park

Mini Park

Mini parks are characterized by their relatively small size (approximately 1-4 acre), and specialized facilities to serve a specific segment of the population (i.e., tot lots or senior citizens). This park is typically located within close proximity to more densely populated neighborhoods such as apartment complexes, townhouse developments, and housing for the elderly. The service area for a mini park is less than ¼ mile. Exhibit 4-5 illustrates a typical mini park. Mini parks are normally provided by municipal governments if they are to occur. Examples of a mini park in Greensboro are Zoe Barbee and Tolbert

Tot Lot.

Greenway Park

A greenway park is an area developed for one or more varying modes of recreational travel such as hiking and biking. Often times the greenway park will be developed to connect recreational facilities as well as schools and residential neighborhoods.

The acreage and service area of a greenway park is variable and subject to existing natural and man-made features, the existence of public right-of-way, and the public demand for this type of park. In some cases, a greenway park is developed within a large land area designated for protection and management of the natural environment, with the recreational use as a secondary objective. Exhibit 4-6 illustrates a typical greenway park. All levels of government provide these parks.

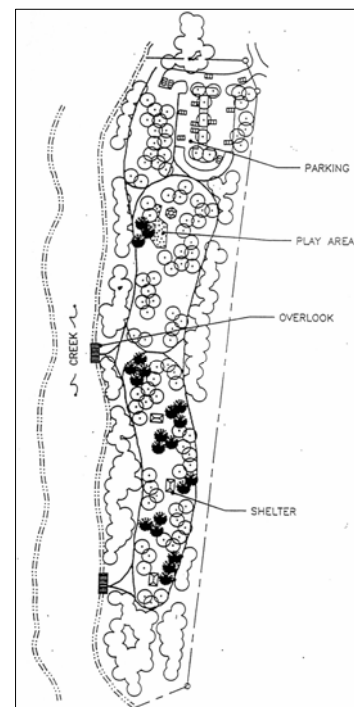


Exhibit 4- 6—Greenway Park



Special Sites or Facilities

Special sites or facilities are park types that exist to enhance or utilize a special man-made or natural feature. They can include beaches, aquatic facilities, museums, golf facilities, parkways, historical sites, sites of archeological significance, arboretums, conservation easements, flood plains, etc. Minimum standards relating to acreage or population have not been established by the park and recreation industry for this category. A size that is sufficient to protect and interpret the resource while providing optimum use is considered desirable for special sites that are natural in character. Other specialized facilities require space sufficient to accommodate the program planned for the site. All levels of government provide special use parks.

EVALUATION OF PARK LAND NEEDS

The minimum park land requirement (in acres) for the total population of the Greensboro planning area is provided in Table 4-1. The acreage requirement is based upon the population ratio method (acres of park land per 1,000 population) established for each park classification.

The types of parks that will be needed by the end of the planning period (2017) are based upon the acreage standards provided in Table 4-1. They include magnet parks, regional parks, community parks, neighborhood parks, mini parks, and special use areas. The recommended total acreage for magnet parks by the end of the planning period is 2,710 acres. This recommended acreage requires a total of 2-3 magnet parks by 2017. Recommended regional park acreage for 2017 is 2,710, or approximately 7 regional parks. Recommended community park acreage for 2017 is 813 or approximately 11-20 community parks. The recommended total acreage for neighborhood parks by the end of the planning period is 542 acres. This recommended acreage requires a total of 54 neighborhood parks by 2017. Recommended mini park acreage for 2017 is 68 acres or approximately 68 mini parks.

Additional acreage needed by the end of the planning period (2017) is summarized by park type as follows:

Land Needs for 2017

- Magnet Park Land—existing acreage is adequate
- Regional Park Land—need approximately 881 acres
- Community Park Land—need approximately 315 acres
- Neighborhood Park Land—need approximately 46 acres
- Mini Park Land— existing acreage is adequate

Refer to Table 4-2 for a detailed breakdown of total park sites and acreage requirements. Tables 4-2.1 through 4-2.7 breaks the needs down further per planning district.

OPEN SPACE

While it is feasible and appropriate to adopt population-based standards for park land and facilities, it is not quite as clear to calculate open space standards. Perhaps the most appropriate standard is a determination by the community that certain open space areas are necessary to protect perceived significant natural areas.



Public open space is defined as any land acquired for the purpose of keeping it in a permanent undeveloped state. The functions of such land include: a) protection of drainage areas for water supplies (watersheds); b) protection of areas that are particularly well suited for growing crops (farmland preservation); c) protection of attractive waterways (wild and scenic rivers); d) preservation of spaces between communities to prevent urban sprawl (greenbelts); e) protection of wildlife habitat (sanctuaries); f) protection of approach and take-off areas near airports (clear zones); and g) protection of undevelopable land (landfills). While these are some of the more common open space functions, many others exist. The majority of open space in Greensboro is comprised of city owned property, privately held agricultural land, and watershed land.

The City owns approximately 3,545 acres of park land throughout the planning area. The City also owns, controls, or has access to over 2,000 acres of land associated with watershed protection areas. This watershed park/trail located at Lake Townsend, Lake Brandt, and Lake Higgins provides recreational opportunities via ten (10) separate pedestrian/hiking trails.

FACILITY STANDARDS

Minimum standards for recreational facilities (i.e. ball fields, courts, outdoor areas, etc.) have been developed for Greensboro in accordance with industry guidelines established by the NRPA (National Recreation and Park Association) and the NCDEHNR (North Carolina Department of Environment Health and Natural Resources). Table 4-3, Standards for Public Facilities, identifies the minimum recreation facility standards that may be used to compare Greensboro with other public entities in North Carolina and the United States.

EVALUATION OF FACILITY NEEDS

The number of public facilities needed in Greensboro through the planning period (1997-2017) are identified in Table 4-4, Public Recreation Facilities Needs Analysis. Based upon the standards, immediate needs for additional facilities include:

- (9) Adult baseball fields
- (9) Baseball/softball fields
- (23) Volleyball courts
- (6) Play areas
- (9) Amphitheaters
- (22) Miles of hiking/nature trails
- (2) Swimming pools

Through the year 2017 the facility needs increase to the following totals:

- (12) Adult baseball fields
- (20) Baseball/softball fields
- (34) Volleyball courts
- (33) Play areas
- (1) Recreation center with gym
- (12) Amphitheaters
- (36) Miles of hiking/nature trails
- (12) Miles of fitness/jogging trails
- (5) Swimming pools



**Table 4-1
City of Greensboro Park and Land Area Requirements**

Park Type Standard	Acres/1000 Population	Acres	Population Served	Service Area
Magnet Park				
National	10	1000	Sev. Communities	1 hr. drive
State	20	1000	Sev. Communities	1 hr. drive
Recommended	10	1000	100,000	50 mi. radius
Regional Park				
National	5-10	200	Sev. Communities	1 hr. drive
State	10	200	Sev. Communities	15-20 mi. radius
Recommended	10	76-400	40,000-50,000	5 mi. radius
Community Park				
National	5-8	25+	Sev. Neigh.	1-2 mile radius
State	8	25+	20,000	1-3 mile radius
Recommended	3	16-75+	25,000	2 mile radius
Neighborhood Park				
National	1-2	15+	5,000	¼-½ mile
State	2	6-8	4,000	¼-½ mile
Recommended	2	5-15	5,000	½ mile
Mini Park				
National	.25	1	Adjacent Neigh.	¼ mile
State	-	-	-	-
Recommended	.25	1-4	Adjacent Neigh.	¼ mile
Greenway Park Special Use Site				
National	Varies	Varies	Varies	Varies
State	30	Varies	Varies	Varies
Recommended	Varies	Varies	Varies	Varies



**TABLE 4-2
CITY OF GREENSBORO PLANNING AREA
TOTAL PARK SITES AND ACREAGE REQUIREMENTS**

PARK TYPE	PLANNING AREA Year/Population and Requirements						
	1996 (216,298)	2000 (229,327)	2005 (240,619)	2010 (253,471)	2015 (265,563)	2017 (270,973)	Existing
Magnet Parks* +1000 acre park (10 Ac/1000)	2163 acres 2 sites	2293 acres 2 sites	2406 acres 2 sites	2535 acres 2-3 sites	2656 acres 2-3 sites	2710 acres 2-3 sites	+12000 acres ¹ 4 sites
Regional Parks* 86-400 acre park (10 Ac/1000)	2163 acres 5 sites	2293 acres 6 sites	2406 acres 6 sites	2535 acres 6 sites	2656 acres 6-7 sites	2710 acres 7 sites	1828.5 acres ² 7 sites ²
Community Parks +15-75 acre park (3 Ac/1000)	649 acres 9-16 sites	688 acres 9-17 sites	721 acres 10-18 sites	760 acres 10-19 sites	797 acres 11-20 sites	813 acres 11-20 sites	497.85 acres ³ 16 sites ³
Neighborhood Parks 5-15 acre park (2 Ac/1000)	433 acres 43 sites	458 acres 46 sites	481 acres 48 sites	506 acres 51 sites	531 acres 53 sites	542 acres 54 sites	496.55 acres ⁴ 44 sites ⁴
Mini Parks 1-4 acre park (.25 Ac/1000)	54 acres 54 sites	57 acres 57 sites	60 acres 60 sites	63 acres 63 sites	66 acres 66 sites	68 acres 68 sites	∇140 acres ⁵ 79 sites ⁵
Greenway or Special Use Parks (no std.)	Varies	Varies	Varies	Varies	Varies	Varies	∇2000 acres

* The acreage shown for Magnet Parks and Regional Parks denotes Greensboro's planning area share for this type of park whether provided by the city, another municipality, state or other governmental body

¹ Magnet Parks=Bryan Park (±1000ac), Oak Hollow Park(±1000ac), Hanging Rock State Park (+5000ac) and Uwharrie National Forest (+5000ac) lands provide magnet park service for the area. (each park's service radius encompasses the Greensboro planning area)

² Regional Parks=Barber (109), Bur-Mil (247), Country (95), Jaycee(62.0), Hester (86.5), Triad (420), MacKintosh (400), Hagan Stone (409) (Two locations are combine to form one site Country/Jaycee)

³ Community parks listed include Brown Center Park (20.5), Warnersville (5.1), Windsor Ctr. (4.1), Nocho (6.9), Peeler (5.0), Smith Ctr. Pk. (2.75), Craft Ctr. Pk. (4.4), Lake Daniel Complex (80.0), Latham (126), Lewis Ctr. Pk. (20.0), Sheridan/Pisgah Church Rd. (18.7), Leonard Ct. Pk. (30.0), Lindley Complex (103.0), Lindley Ctr. Pk. (4.0), Folk Ctr. Pk. (4.7), Rolling Road Roads (18.5), Glenwood Ctr. Pk. (5.7), Pleasant Garden County site(20),(Four (4) locations are combine to form two (2) sites: Windsor/Nocho, and Lindsey Center/Lindsey Park)

⁴ Neighborhood Parks listed include Bingham (11.9), Steelman (3.5), Woodlea Acres (13.4), Douglas (8.0), Greenfield (3.8), Sussman St. (14.8), Greentree (11.0), Shannon Hills (14.7), Westbury (4.6), Benbow (8.7), Greenhaven (4.3), Hannaford (4.4), Shannon Woods (23.4), Southmont (5.5), Spring Valley (5.3), Fisher (12.8), Heath (12.0), Joe Davis (7.0), Revolution (3.0), Woodmere (20.1), O'Henry (13.4), Bywood (12.9), Autumn (11.0), Cumberland (4.4), Kings Forest (6.7), Henry St. (10.0), Three Meadows (6.9), Kirkwood (8.0), Mitchell (11.0), Friendly Acres South (4.7), Carriage Hills (6.9), Forest Valley (6.7), Hamilton Lakes (60.8), Luper (6.95), Sunset (9.7), British Woods (5.7), Brownbark (24.8), Hampton (11.6), Random Woods (8.0), Ardmore (7.6), Hillsdale (49.6), Hunter Hills (6.2), Mayer (3.0), Oaks West (7.9)

⁵ Mini-Parks include Caldcleugh (2.7), Voltz St. (2.8), Morris Farlow (2.0), Apach St. (1.9), Pear St. (1.0), Rotherwood (2.5), Tolbert Tot Lot (3.0), Tuscaloosa Tot Lot (.8), Ward St. (.55), Foushee Pk. (1.7), Richardson (1.0), Youth Plaza (1.0), Strnberger (1.8), Arlington (1.0), Guilford Hills (4.0), McColloch St. (.4), Terrell-Keck (2.1), Textile Dr. (3.0), Zoe Barbee (1.0), Carolina Laurel (4.5), Elmwood (1.0), Johnson (3.1), Murchie (1.2), Cascade (3.1), College (1.7), Coronado (.3), Friendswood (1.8), Gracewood (1.4), Brevard (.7), Highland (.6), Fairview Hms. (.9), Merryweather (.6), Springdale (.4), Twin Lakes (3.8), (The overall count includes 45 additional sites provided at elementary and middle schools)



PARK TYPE	Table 4-2.1 PLANNING DISTRICT – 1 Year/Population and Requirements						
	1995 (38,029)	2000 (41,349)	2005 (42,492)	2010 (43,615)	2015 (44,837)	2017 (45,315)	Existing
Magnet Parks* +1000 acre park (10 Ac/1000)	380 acres N/A	413 acres N/A	425 acres N/A	436 acres N/A	448 acres N/A	453 acres N/A	N/A ¹ N/A
Regional Parks* 86-400 acre park (10 Ac/1000)	380 acres 1 site	413 acres 1 site	425 acres 1 site	436 acres 1 site	448 acres 1 site	453 acres 1 site	109 acres ² 1 site
Community Parks +15-75 acre park (3 Ac/1000)	114 acres 2-3 sites	124 acres 2-3 sites	127 acres 2-3 sites	131 acres 2-3 sites	135 acres 2-3 sites	136 acres 2-3 sites	25.6 acres ³ 2 sites
Neighborhood Parks 5-15 acre park (2 Ac/1000)	76 acres 8 sites	83 acres 8 sites	85 acres 9 sites	87 acres 9 sites	90 acres 9 sites	91 acres 9 sites	137.2 acres ⁴ 15 sites
Mini Parks 1-4 acre park (.25 Ac/1000)	9.5 acres 10 sites	10.3 acres 10 sites	10.6 acres 11 sites	10.9 acres 11 sites	11.2 acres 11 sites	11.3 acres 11 sites	∇40 acres ⁵ 22 sites
Greenway or Special Use Parks (no std.)	N/A N/A	N/A N/A	N/A N/A	N/A N/A	N/A N/A	N/A N/A	83 acres 3 sites

• The acreage shown for Magnet Parks and Regional Parks denotes Greensboro’s planning area share for this types of parks whether provided by the city, another municipality, state or other governmental body

¹No magnet parks are within the planning district. (parks located outside the district provide service)

²Regional Parks = Barber (109) within the planning district (parks located outside the district provide service)

³Community Parks = Brown Center Park (20.5), Warnersville (5.1)

⁴Neighborhood Parks = Bingham (11.9), Steelman (3.5), Woodlea Acres (13.4), Douglas (8.0), Greenfield (3.8), Sussman St. (14.8), Greentree (11.0), Shannon Hills (14.7), Westbury (4.6), Benbow (8.7), Greenhaven (4.3), Hannaford (4.4), Shannon Woods (23.4), Southmont (5.5), Spring Valley (5.3)

⁵Mini-Parks = Caldcleugh (2.7), Voltz St. (2.8), Morris Farlow (2.0), Apach St. (1.9), Pear St. (1.0), Rotherwood (2.5), Tolbert Tot Lot (3.0), Tuscaloosa Tot Lot (.8), Ward St. (.55) (The overall count includes 13 additional sites provided by schools)

•School/Sp. Use = Dudley (Tennis)
 •Rec. Ctrs. (2 sites) = Brown, Warnersville
 •Sp. Use. = (3 sites) = Caldcleugh Ctr, Gillespie Golf, Old Peck



**Table 4-2.2
PLANNING DISTRICT - 2
Year/Population and Requirements**

PARK TYPE	Table 4-2.2 PLANNING DISTRICT - 2 Year/Population and Requirements						
	1995 (40,014)	2000 (43,528)	2005 (44,878)	2010 (46,221)	2015 (47,678)	2017 (48,254)	Existing
Magnet Parks* +1000 acre park (10 Ac/1000)	400 acres N/A	435 acres N/A	449 acres N/A	462 acres N/A	477 acres N/A	483 acres N/A	N/A ¹ N/A
Regional Parks* 86-400 acre park (10 Ac/1000)	400 acres 1 sites	435 acres 1 sites	449 acres 1 sites	462 acres 1 sites	477 acres 1 sites	483 acres 1 sites	0 acres ² 0 sites
Community Parks +15-75 acre park (3 Ac/1000)	120 acres 2-3 sites	131 acres 2-3 sites	135 acres 2-3 sites	139 acres 2-3 sites	143 acres 2-4 sites	145 acres 2-4 sites	18.75 acres ³ 3 sites ³
Neighborhood Parks 5-15 acre park (2 Ac/1000)	80 acres 8 sites	87 acres 8-9 sites	90 acres 9 sites	92 acres 9 sites	95 acres 9-10 sites	97 acres 9-10 sites	103.3 acres ⁴ 10 sites
Mini Parks 1-4 acre park (.25 Ac/1000)	10.0 acres 3-10 sites	10.9 acres 3-11 sites	11.2 acres 3-11 sites	11.6 acres 3-12 sites	11.9 acres 3-12 sites	12.0 acres 3-12 sites	∇25 acres ⁵ 16 sites
Greenway or Special Use Parks (no std.)	N/A N/A	N/A N/A	N/A N/A	N/A N/A	N/A N/A	N/A N/A	N/A N/A

• The acreage shown for Magnet Parks and Regional Parks denotes Greensboro's planning area share for this types of parks whether provided by the city, another municipality, state or other governmental body

¹No magnet parks are within the planning district. (parks located outside the district provide service)

²No regional parks exist within the planning district (parks located outside the district provide service)

³Community Parks = Windsor Ctr. (4.1), Nocho (6.9), Peeler (5.0), Smith Ctr. Pk. (2.75), (Two locations are combine to form one site: Windsor/Nocho)

⁴Neighborhood Parks = Fisher (12.8), Heath (12.0), Joe Davis (7.0), Revolution (3.0), Woodmere (20.1), O'Henry (13.4), Bywood (12.9), Cumberland (4.4), Kings Forest (6.7), Autumn (11.0)

⁵Mini-Parks = Arlington (1.0), McColloch St. (.4), Terrell-Keck (2.1), Textile Dr. (3.0), Zoe Barbee (1.0), Foushee (1.7), Rhichardson (1.0), Youth Plaza (1.0), Sternberger (1.8), (The overall count includes 7 additional sites provided by schools)

•Recreation Centers (4 sites) = Windsor, E. White Oak, Peeler, Smith

•Special Use (4 sites) = Curb Mkt., Arts Ctr., Keeley, Mem. Stad.



PARK TYPE	Table 4-2.3 PLANNING DISTRICT - 3 Year/Population and Requirements						
	1995 (39,791)	2000 (44,336)	2005 (46,835)	2010 (49,453)	2015 (52,324)	2017 (53,507)	Existing
Magnet Parks* +1000 acre park (10 Ac/1000)	398 acres N/A	443 acres N/A	468 acres N/A	495 acres N/A	523 acres N/A	535 acres N/A	1000 acres ¹ 1 site
Regional Parks* +200 acre park (10 Ac/1000)	398 acres 1 sites	443 acres 1 sites	468 acres 1 sites	495 acres 1 sites	523 acres 1-2 sites	535 acres 1-2 sites	468 acres ² 3 sites
Community Parks +15-75 acre park (3 Ac/1000)	119 acres 2-3 sites	133 acres 2-3 sites	141 acres 2-4 sites	148 acres 2-4 sites	157 acres 2-4 sites	161 acres 2-4 sites	121.1 acres ³ 5 sites ³
Neighborhood Parks 8-10 acre park (2 Ac/1000)	80 acres 8 sites	89 acres 9 sites	94 acres 10 sites	99 acres 10 sites	105 acres 11 sites	107 acres 11 sites	24.9 acres ⁴ 3 sites
Mini Parks 1-4 acre park (.25 Ac/1000)	9.9 acres 10 sites	11.1 acres 11 sites	11.7 acres 12 sites	12.4 acres 12 sites	13.1 acres 13 sites	13.4 acres 13 sites	∇25 acres ⁵ 13 sites
Greenway or Special Use Parks (no std.)	N/A N/A	N/A N/A	N/A N/A	N/A N/A	N/A N/A	N/A N/A	N/A N/A

• The acreage shown for Magnet Parks and Regional Parks denotes Greensboro's planning area share for this types of parks whether provided by the city, another municipality, state or other governmental body

¹ Magnet Parks = Bryan Park (±1000ac by City) is within the planning district (parks located outside the district provide service)

² Regional Parks = Bur-Mil (247.0), Country (95.0), Jaycee(62.0), are located within the planning district (Two locations are combine to form one site: Country/Jaycee), (parks located outside the district provide service)

³ Community Parks = Craft Ctr. Pk. (4.4), Lake Daniel Complex (80.0), Latham (126.0), Lewis Ctr. Pk. (20.0), Sheridan/Pisgah Church Rd. (18.7)

⁴ Neighborhood Parks = Henry St. (10.0), Three Meadows (6.9), Kirkwood (8.0)

⁵ Mini-Parks = Carolina Laurel (4.5), Elmwood (1.0), Johnson (3.1), Murchie (1..2), (The overall count includes 9 additional sites provided by schools)

•School/Sp. Use = Grimsley (Pool, Baseball), Page HS (Tennis)
 •Rec. Ctrs. (2 sites) = Craft Ctr., Lewis Ctr.
 •Sp. Use (1 site) = Tannenbaum, Lake Danial Res.



PARK TYPE	Table 4-2.4 PLANNING DISTRICT – 4 Year/Population and Requirements						
	1995 (37,434)	2000 (41,483)	2005 (43,432)	2010 (46,441)	2015 (47,636)	2017 (48,530)	Existing
Magnet Parks* +1000 acre park (10 Ac/1000)	374 acres N/A	415 acres N/A	434 acres N/A	464 acres N/A	476 acres N/A	485 acres N/A	N/A ¹ N/A
Regional Parks* 86-400 acre park (10 Ac/1000)	374 acres 1 sites	415 acres 1 sites	434 acres 1 sites	464 acres 1 sites	476 acres 1 sites	485 acres 1 sites	0 acres ² 0 sites
Community Parks +15-75 acre park (3 Ac/1000)	112 acres 2-3 sites	124 acres 2-3 sites	130 acres 2-3 sites	139 acres 2-3 sites	143 acres 2-4 sites	146 acres 2-4 sites	137 acres ³ 2 sites
Neighborhood Parks 5-15 acre park (2 Ac/1000)	75 acres 8 sites	83 acres 8 sites	87 acres 9 sites	93 acres 9 sites	95 acres 10 sites	97 acres 10 sites	137.25 acres ⁴ 9 sites
Mini Parks 1-4 acre park (.25 Ac/1000)	9.4 acres 9 sites	10.4 acres 10 sites	10.9 acres 11 sites	11.6 acres 12 sites	11.9 acres 12 sites	12.1 acres 12 sites	∇25 acres ⁵ 13 sites
Greenway or Special Use Parks (no std.)	N/A N/A	N/A N/A	N/A N/A	N/A N/A	N/A N/A	N/A N/A	N/A N/A
<ul style="list-style-type: none"> The acreage shown for Magnet Parks and Regional Parks denotes Greensboro’s planning area share for this types of parks whether provided by the city, another municipality, state or other governmental body <p>¹No magnet parks are within the planning district (parks located outside the district provide service)</p> <p>²No regional Parks exist within the planning district (parks located outside the district provide service)</p> <p>³Community Parks = Leonard Ct. Pk. (30.0), Lindley Ctr. Complex (103.0), Lindley Ctr. Pk. (4.0) (Two locations are combine to form one site: Lindley Complex//Lindley Ctr. Pk.)</p> <p>⁴Neighborhood Parks = Mitchell (11.0), Friendly Acres South (4.7), British Woods (5.7), Brown Bark (24.8), Carriage Hills (6.9), Forest Valley (6.7), Hamilton Lakes (60.8), Luper (6.95), Sunset (9.7),</p> <p>⁵Mini-Parks = Cascade (3.1), College (1.7), Coronado (.3), Friendswood (1.8), Gracewood (1.4), Guilford Hills (4.0), (The overall count includes 7 additional sites provided by schools)</p> <ul style="list-style-type: none"> School/Sp. Use = West Guilford (Football, Baseball, Restroom) 							



PARK TYPE	Table 4-2.5 PLANNING DISTRICT - 5 Year/Population and Requirements						
	1995 (38,589)	2000 (42,686)	2005 (44,684)	2010 (46,743)	2015 (48,991)	2017 (49,906)	Existing
Magnet Parks* +1000 acre park (10 Ac/1000)	386 acres N/A	427 acres N/A	447 acres N/A	467 acres N/A	490 acres N/A	499 acres N/A	N/A ¹ N/A
Regional Parks* 86-400 acre park (10 Ac/1000)	386 acres 1 sites	427 acres 1 sites	447 acres 1 sites	467 acres 1 sites	490 acres 1 sites	499 acres 1 sites	86.5 acres ² 1 sites
Community Parks +15-75 acre park (3 Ac/1000)	116 acres 2-3 sites	128 acres 2-3 sites	134 acres 2-3 sites	140 acres 2-4 sites	147 acres 2-4 sites	150 acres 2-4 sites	28.9 acres ³ 3 sites
Neighborhood Parks 5-15 acre park (2 Ac/1000)	77 acres 8 sites	85 acres 8-9 sites	89 acres 8-9 sites	93 acres 9 sites	98 acres 9-10 sites	100 acres 10 sites	93.9 acres ⁴ 7 sites
Mini Parks 1-4 acre park (.25 Ac/1000)	9.6 acres 10 sites	10.7 acres 11 sites	11.2 acres 11 sites	11.6 acres 12 sites	12.2 acres 12 sites	12.5 acres 13 sites	∇17 acres ⁵ 11 sites
Greenway or Special Use Parks (no std.)	N/A N/A	N/A N/A	N/A N/A	N/A N/A	N/A N/A	N/A N/A	N/A N/A
<ul style="list-style-type: none"> The acreage shown for Magnet Parks and Regional Parks denotes Greensboro's planning area share for this types of parks whether provided by the city, another municipality, state or other governmental body <p>¹No magnet parks are within the planning district. (parks located outside the district provide service)</p> <p>²Regional Parks = Hester (86.5) within the planning district (parks located outside the district provide service)</p> <p>³Community Parks = Folk Ctr. Pk. (4.7), Rolling Roads (18.5), Glenwood Ctr. Pk. (5.7)</p> <p>⁴Neighborhood Parks = Hampton (11.6), Random Woods (8.0), Ardmore (7.6), Hillsdale (49.6), Hunter Hills (6.2), Mayer (3.0), Oaks West (7.9)</p> <p>⁵Mini-Parks = Brevard (.7), Highland (.6), Fairview Hms. (.9), Merry Weather (.6), Springdale (.4), Twin Lakes (3.8), (The overall count includes 5 additional sites provided by schools)</p> <ul style="list-style-type: none"> Schools/Sp. Use = Smith School (Football, Soft Baseball, Pool, Tennis, Restroom/Concession) Rec. Ctrs. (3 sites) = Folk, Glenwood, Trotter 							



PARK TYPE	Table 4-2.6 PLANNING DISTRICT - 6 Year/Population and Requirements						
	1995 (8,267)	2000 (9,444)	2005 (10,789)	2010 (12,326)	2015 (14,081)	2017 (14,851)	Existing
Magnet Parks* +1000 acre park (10 Ac/1000)	83 acres N/A	94 acres N/A	108 acres N/A	123 acres N/A	141 acres N/A	148 acres N/A	N/A ¹ N/A
Regional Parks* 86-400 acre park (10 Ac/1000)	83 acres 0-3 sites	94 acres 0-3 sites	108 acres 0-1 sites	123 acres 0-1 sites	141 acres 0-1 sites	149 acres 0-1 sites	409 acres ² 1 site
Community Parks +15-75 acre park (3 Ac/1000)	25 acres 0-1 sites	28 acres 0-1 sites	32 acres 0-1 sites	37 acres 0-1 sites	42 acres 1 site	45 acres 1 sites	20 acres ³ 1 sites
Neighborhood Parks 5-15 acre park (2 Ac/1000)	17 acres 2 sites	19 acres 2 sites	22 acres 2 sites	25 acres 3 sites	28 acres 3 sites	30 acres 3 sites	0 acres 0 sites
Mini Parks 1-4 acre park (.25 Ac/1000)	2.1 acres 2 sites	2.4 acres 2 sites	2.7 acres 3 sites	3.1 acres 3 sites	3.5 acres 4 sites	3.7 acres 4 sites	∇4 acres ⁴ 2 sites
Greenway or Special Use Parks (no std.)	N/A N/A	N/A N/A	N/A N/A	N/A N/A	N/A N/A	N/A N/A	15.0 acres ⁵ 1 site
<ul style="list-style-type: none"> The acreage shown for Magnet Parks and Regional Parks denotes Greensboro's planning area share for this types of parks whether provided by the city, another municipality, state or other governmental body <p>¹No magnet parks are within the planning district. (parks located outside the district provide service)</p> <p>²Regional Parks = Hagan Stone Pk (409.0) within the planning district (parks located outside the district provide service)</p> <p>³Community Parks = Pleasant Garden Athletic/Community Assoc. Facility (∇20.0), (quasi-public site identified in the county recreation plan)</p> <p>⁴Mini -Parks are provided at two (2) school sites in the area</p> <p>⁵Sp. Use (1 site) = Camp Joy (15.0)</p>							



PARK TYPE	Table 4-2.7 PLANNING DISTRICT - 7 Year/Population and Requirements						
	1995 (5,629)	2000 (6,501)	2005 (7,509)	2010 (8,672)	2015 (10,016)	2017 (10,610)	Existing
Magnet Parks* +1000 acre park (10 Ac/1000)	56 acres N/A	65 acres N/A	75 acres N/A	87 acres N/A	100 acres N/A	106 acres N/A	N/A ¹ N/A
Regional Parks* 86-400 acre park (10 Ac/1000)	56 acres 0 sites	65 acres 0 sites	75 acres 0 sites	87 acres 0 sites	100 acres 0-1 sites	106 acres 0-1 sites	400 acres ² 1 sites
Community Parks +15-75 acre park (3 Ac/1000)	17 acres 0-1 sites	20 acres 0-1 sites	23 acres 0-1 sites	26 acres 0-1 sites	30 acres 0-1 sites	32 acres 0-1 sites	0 acres 0 sites
Neighborhood Parks 5-15 acre park (2 Ac/1000)	11 acres 1 site	13 acres 1 site	15 acres 1 site	17 acres 1-2 sites	20 acres 1-2 sites	21 acres 1-2 sites	0 acres 0 sites
Mini Parks 1-4 acre park (.25 Ac/1000)	1.4 acres 0-1 sites	1.6 acres 0-2 sites	1.9 acres 0-2 sites	2.2 acres 0-2 sites	2.5 acres 0-3 sites	2.7 acres 0-3 sites	∇4 acres ³ 2 sites
Greenway or Special Use Parks (no std.)	N/A N/A	N/A N/A	N/A N/A	N/A N/A	N/A N/A	N/A N/A	N/A N/A
<p>* The acreage shown for Magnet Parks and Regional Parks denotes Greensboro's planning area share for this types of parks whether provided by the city, another municipality, state or other governmental body</p> <p>¹No magnet parks are within the planning district. (parks located outside the district provide service)</p> <p>²Regional Park = Mackintosh (400 ac.County site operated with Burlington/Alamance) (parks located outside the district provide service)</p> <p>³Mini Parks are provided at two (2) school sites in the area</p>							



**Table 4-3
City of Greensboro Standards for Public Facilities**

Facility	National Standard/ 1000 pop.	State Standard/ 1000 pop.	Greensboro Standard/ 1000 pop.
Play Fields			
Adult Baseball	1/20,000	1/15,000	1/20,000
Baseball/Softball	N/A	N/A	1/5,000
Football/Soccer	1/10,000	1/10,000	1/8,000
Courts			
Basketball	1/5,000	1/5,000	1/5,000
Tennis (ltd)	1/6,000	1/6,000	1/6,000
Volleyball	1/5,000	1/5,000	1/5,000
Shuffleboard	N/A	N/A	1/5,000
Horseshoe	N/A	N/A	1/5,000
Outdoor Areas			
Picnic Tables	N/A	N/A	1/400
Picnic Shelters	1/2000	N/A	1/5,000
Playground Activities	N/A	1/1,000	1/2,000
Trails			
- Hiking/Nature	1/region	.4 mile/1,000	1 mile/4,000
- Fitness/Jogging	1/region	.2 mile/1,000	1 mile/5,000
Archery/Shooting Area	1/50,000	1/50,000	1/50,000
Amphitheater	N/A	N/A	1/20,000
Specialized			
Recreation Center w/gym	1/25,000	N/A	1/20,000
Recreation Center w/o gym	1/10,000	N/A	1/10,000
Swimming Pool	1/20,000	1/20,000	1/20,000
Competition Pool	1/75,000	N/A	1/75,000
Golf Course	1/25,000	1/25,000	1/25,000
Bicycling	1 mile/2,000	1 mile/1,000	1 mile/2,000
Canoeing			
- Stream Mileage	N/A	.2 mile/1,000	.2 mile/1,000
- Access points	N/A	1/10 miles	1/10 miles



**Table 4-4
City of Greensboro Public Recreation Facilities Needs Analysis**

Year Population	1996 (216,298)	2000 (229,327)	2005 (240,619)	2010 (253,471)	2015 (265,563)	2017 (270,973)	Existing
Facility							
Fields							
Adult Baseball	11	11	12	13	13	14	2 ¹
Baseball/Softball	43	46	48	51	53	54	34
Football/Soccer	27	29	30	32	33	34	27
Courts							
Basketball	43	46	48	51	53	54	66
Tennis (ltd)	36	38	40	42	44	45	97
Volleyball	43	46	48	51	53	54	20
Shuffleboard	43	46	48	51	53	54	N/A
Horseshoe	43	46	48	51	53	54	N/A
Outdoor Areas							
Picnic Tables	540	573	601	634	664	677	485
Picnic Shelters	43	46	48	51	53	54	61
Playground Areas	108	115	120	127	133	135	102
Trails							
- Hiking/Nature	54 mi.	57 mi.	60 mi.	63 mi.	66 mi.	68 mi.	32
- Fitness/Jogging	43 mi.	46 mi.	48 mi.	51 mi.	53 mi.	54 mi.	42
Archery/Shooting Area	4	5	5	5	5	5	0
Amphitheater	11	11	12	13	13	14	2
Specialized							
Rec. Center w/gym	11	11	12	13	13	14	13
Rec. Center w/o gym.	22	23	24	25	27	27	N/A
Swimming Pool	11	11	12	13	13	14	9
Golf Course	9	9	10	10	11	11	15 ²
Bicycling	108 mi.	114 mi.	120 mi.	127 mi.	133 mi.	135 mi.	N/A
Canoeing							
- Stream Miles	43 mi.	46 mi.	48 mi.	51 mi.	53 mi.	54 mi.	N/A
- Access Points	4	5	5	5	5	5	N/A
Recommended number of facilities to support the planning area.							
¹ Does not include high school sites throughout the planning area							
² Includes nine-hole and 18-hole courses (11 sites/courses are privately owned but available to the public)							

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MASTER PLAN PROPOSALS AND RECOMMENDATIONS

INTRODUCTION

Greensboro is recognized throughout the state and region as having excellent park facilities and high quality recreation programs. The challenge in the future will be to maintain this optimum performance level. It is a foregone conclusion that the City's population will continue to grow moderately to the northwest, northeast, and south-southeast placing additional burden on the existing park system. Additionally, Guilford County residents also participate in programs offered by the City and further use of facilities by this population is expected. The unique facilities within the system such as the watershed lake and trails, arboretum, gardens, golf courses, greenway, pools, art center, and the recreation centers will continue to attract participants from outside the City. As these facilities continue to age they will require significant renovation, modification, or expansion.

The citizens of Greensboro are accustomed to having opportunities to be a part of many diverse recreational activities provided by the Parks and Recreation Department and they will settle for no less in the future. Public input brought forward during the planning process suggests that the citizens' interest and demand for quality leisure services will only increase as time passes. Additionally, the citizens expect local government to be a main provider of recreation services and these services to be priced to accommodate as many people as possible.

Due to increased future growth, the city of Greensboro will likely be pressed to meet all demands placed on its municipal services such as fire and police protection, sewer and water services, and education to name a few. Balancing the budgets for all city operations while providing adequate service will continue to be an enormous challenge.

In order to present a realistic plan to meet the recreational needs of the future, master plan scenarios were developed "in-house" by the consultant as part of the overall planning process. Each scenario was evaluated as to how well they addressed the recreational needs of the community. A preliminary plan with proposals and recommendations was presented and reviewed with department staff prior to a final review meeting with the Advisory Team and the general public on October 22, 1997. This section of the master plan presents the final proposals and recommendations, which are a result of this interactive process.

The recommendations have been divided into the following categories:

- Roles of Providers
- Park Proposals and Recommendations
- Facility Proposals and Recommendations
- Program Proposals and Recommendations
- Financial Proposals and Recommendations
- Policy and Procedural Recommendations
- Maintenance Standards and Recommendation

Many of the recommendations are made with knowledge of work performed by other planning initiatives, task forces, or ordinances. The recommendations are intended to compliment, support, and endorse items such as the Greensboro Development Ordinance, County and City



Land Use Plans, Forecast 2015, and the Greensboro Environmental Scan. Additionally, the Greensboro Strategic Planning Executive Committee, formed as a result of the Environmental Scan, designated four “Task Force” groups to identify strategies, policies, and procedures that can be put in place to improve city services and prepare the city for the future. Many of the Master Plan proposals mirror or emulate recommendations identified by the task force groups set up for Vision and Management Philosophy, Integrated Planning and Performance, Service Alignment, and Technology.

ROLES OF PROVIDERS

Meeting all the recreational needs of the community will require a joint effort between the various government agencies and the private sector. No one group can be held solely responsible for providing all the programs and facilities for the community. The following recommendations describe the roles that each recreational provider should take over the planning period.

State of North Carolina

The state of North Carolina should continue to offer a variety of recreational facilities and programs on a multi-county regional basis. The State should be the provider of magnet type state parks that include opportunities for camping, fishing, biking, and special facilities such as zoos and preservation of historic sites. The closest state park to Greensboro is Hanging Rock State Park located approximately 45-50 miles northwest of the city in Stokes County. Additionally, the State also operates the N.C. Zoological Park south of Greensboro, near Asheboro.

The state of North Carolina should take the lead responsibility of coordinating and planning the Mountains to Sea Trail that is envisioned to go from the Great Smoky Mountains National Park to Nags Head on the Outer Banks. It will incorporate all types of trails including hiking, horse, bicycle, and canoe. The State has indicated that the trail will connect with Guilford County and Greensboro in the northern part of the county along the watershed lakes. The trail is planned to connect from Alamance County to the proposed county Northeast Park, and continue on to Bryan Park where it will eventually connect with Triad Park in western Guilford County. The existing Watershed Trails along Lake Townsend, Lake Bryant, and Lake Higgins are identified as a possible route to connect Bryan Park to Triad Park. Opportunities to connect with the proposed trail via the existing park sites and trail head locations are very likely as the plan moves forward. The State should work closely with the city of Greensboro to determine possible joint use of sites and joint funding of improvements for the trail. Improvements may include canoe launch areas, restrooms, and parking areas.

The state of North Carolina should also financially assist Greensboro with acquiring land for parks, developing new parks, and renovating existing parks through the North Carolina PARTF grant program, ISTE, Community Development Block Grants, and the Clean Water Management Trust Fund. Each of these grant programs are described in more detail in Section Six.



Guilford County

Currently Guilford County provides parkland at six locations throughout the county. The sites were acquired from a 1988 park bond issue that assembled over 1,000 acres of property and constructed approximately six miles of greenway. Four sites Gibson, Mackintosh, Bur-Mil, and Triad have park facilities and the remaining two sites Randleman and Northeast are open land planned for future parks. The County does not have a recreation department and all of their facilities are operated under contract by other park and recreation departments in the area. Additionally, the County does provide recreational opportunities at school sites and associated local athletic association sites. These school properties are used primarily for athletic league programs such as baseball, softball, soccer, and basketball. In order to improve recreational opportunities in the area, the County must continue to expand its financial support of recreation programs and park facilities offered through municipal departments. It is recommended that this be handled equitable through a comprehensive partnership agreement between the County and other government agencies, including Greensboro. (Refer to Section Six, for a more detail explanation on the partnership opportunities between Guilford County and the city of Greensboro.) The County will need to be involved with the development of the facilities not only through acquisition of land but also funding operating expenses for programs, activities, and facilities used by county residents. A good example of partnering is Bur-Mil Park. The County owns the park and funds the operational expenses which are provided by the City of Greensboro. The County funds operational expenses at the park. By the year 2015, it is forecasted that there will be 423,250 people living in Guilford County which will create a strong need for additional recreation services and park facilities. If these increased needs are to be met, Guilford County will have to continue to expand its support for recreation programs and park facilities. Guilford County's primary role should be to offer financial assistance to programs and facilities on a countywide basis. The County does provide funding through a grant system to organizations such as rural recreation and athletic associations. Beyond partnerships, other possible means to fund this support could be the use of bonds, creating a city-county park and recreation department, or using a local option sales tax for park and recreation projects. A local option sales tax would need to be approved by the state legislature and the funds from this tax could be earmarked for recreational use in general or on specific (limited) projects. The key to this tax is that it is limited in its duration to accommodate a set project or funding amount. This Master Plan should be presented to the County immediately to begin additional coordination of long-term recreation and park planning. Joint programming and sharing of facilities should continue and be encouraged.

City of Greensboro

As its primary focus, the city of Greensboro needs to offer recreation programs and park facilities for its own citizens. Historically, the City has been serving both Greensboro residents and those living in Guilford County. Through the planning period, it will be increasingly more difficult to follow this trend. It is anticipated that the City will not be in a financial position to offer recreation programs and park facilities for a large population of citizens living in the county unless partnerships and alliances are created. The Master Plan is based on the premise that the city of Greensboro's recreation and parks system will be structured to primarily serve the approximately 270,973 people who are anticipated to live within the city or its sphere of influence (extraterritorial planning area) by the year 2017. The proposed facilities will not be able to accommodate the entire county, except for those offered at special use parks and



programs through partnering agreements and alliances. It is recommended that the City begin the process of discussing a comprehensive partnership agreement with Guilford County.

In the future, the Greensboro Parks and Recreation Department's role should continue to offer a variety of recreational activities that meet the diverse needs of the community. The City should also continue being the provider of magnet (Bryan Park only), regional, community, neighborhood, and special-use parks. The extent of programming and offering recreation facilities will ultimately be determined by what Greensboro can afford for leisure services. The City should search for teaming opportunities with other governmental agencies and the private sector in sharing of programs and facility development.

Other Municipalities

Similar to Greensboro, the other cities and towns in Guilford County will need to assist in offering recreational programs and facilities for their own communities. Currently the cities of High Point, Jamestown, and Gibsonville offer recreation and park services. It is anticipated that towns such as Stokesdale and Whitsett may need to provide leisure services for their citizens at some point in time. However, if this does take place, it will likely occur very late in the planning period or beyond the year 2017. The city of High Point currently offers many of the same type of facilities and programs that Greensboro presents. High Point will most likely continue to provide parks and programs at this level to serve its citizens and many people from southwest Guilford County. However, like the city of Greensboro, High Point and Jamestown cannot continue to provide for all the citizens from the county and they too must concentrate their efforts on providing services primarily for city residents and work on trying to create partnerships with other providers to provide service on a county-wide basis. Joint development of facilities with Greensboro has become more important as the population in the area increases and the border between the two cities becomes less distinct. Gibsonville, on the other hand should concentrate on providing smaller facilities or “neighborhood or community facilities” to serve its population. They will need to rely on the larger municipalities and the County to provide larger facilities such as special use sites and regional parks. With all of the municipalities being within close proximity to one another, there should be ample opportunity for joint recreation programs and sharing of facilities.

School System

The Guilford County school system has cooperated in the past in making school property available for recreational use where possible. Currently, most of the recreational programs taking place at school sites are associated with programs offered through the city parks and recreation department and county athletic associations. Daycare and after school programs conducted by the schools occasionally use recreation facilities on an informal basis. The Park and Recreation Department has a joint use agreement for facilities at sites such as Grimsley High School, Smith High School, Page High School Dudley High School, Smith Jr. High School, Western Guilford High School and Rankin School. Currently the Parks and Recreation Department is working with the local schools in attaining an overall joint use agreement. Additionally, a committee has identified sites within the city and county that are used by sports teams for practice to better utilize existing facilities in the area through use of a centralized scheduling plan. The schools and the Parks and Recreation Department should work more



closely together in identifying additional programs that may take place on school or park properties.

The Greensboro Parks and Recreation Department has begun the process of final negotiations with the Schools relating to the comprehensive joint use agreement. The City should consider the following factors in their discussions:

- The Department has full use and control of sports facilities except during school use.
- The Department will maintain and administer a yearly master schedule.
- The Department and School Board will post and maintain adequate liability insurance.
- The Department and the School Board (protecting each party in the agreement) will provide indemnification clauses.
- Title IX, discrimination clause will be part of the agreement.
- The Department may lease the fields and collect revenue for programming on these facilities.
- The Department and School Board will jointly agree upon capital improvements and repairs for each site.

Quasi-Public Sector

Through the years quasi-public organizations such as churches, civic clubs, and community organizations, in Greensboro have provided or supported vital recreational activities in the community. The developments of facilities in the system are due to the strong support that came from the quasi-public sector. Quasi-public organizations such as churches and YMCAs also have a unique role of complementing the programs and facilities offered by the city of Greensboro. It will be important through the year 2017 for the quasi-public sector to maintain its strong supporting role in providing recreation facilities and programs.

Private Sector

Commercial Recreation Providers

Generally the private sector has provided recreational facilities and programs that the public or quasi-public organizations have chosen not to or have been unable to afford. Examples of commercial outdoor recreation providers include golf courses, swimming pools, and amusement facilities. Additionally, there are private commercial providers of bowling facilities, fitness/work-out gyms, and hockey rinks. The commercial providers are in the recreation business to make a profit and thus their pricing and operation policies will reflect this mission. These private facilities still help to complement recreation provided by the city of Greensboro and in many instances these facilities are used for programs offered by the City.

Corporate Community

Large corporations such as Burlington Industries, Cone Mills, Jefferson Pilot, and Lucent Technologies can play a vital role in assisting the City with providing leisure services. Many corporations who have a large number of employees often have their own facilities. This can help to reduce some of the demands placed on the public sector. Good corporate citizens usually



desire to become an integral part of the community and are willing to assist in the development of facilities. This is evident through the efforts of the Bryan Foundation at Bryan Park and other private sector sponsorship of facilities in the area. In the future, the city of Greensboro will need to target private industries in helping to mutually develop new recreation facilities. There are many partnerships being formed and private contributions given in the support of public leisure services will be important to attain.

Developers

Developers need to assist the City of Greensboro and Guilford County by the dedication or reservation of future park sites as part of the overall land development process. The City's subdivision regulations allow the plat approval body, as a condition of plat approval, to require the dedication of drainageway and open space along certain streams shown on the Parkland and Greenways Map, and on other streams where a 66" or larger pipe would be needed in a streambed. This provision was originally intended primarily to serve drainage and flood damage prevention functions, but greenways suitable for hiking, observing nature, and in some cases limited play equipment do result. However, inasmuch as this requirement focuses on low-lying areas where a developer would normally not be placing buildings in any case, property suitable for buildings, ballfields, or large playgrounds normally does not result. If such sites were identified on an adopted master plan, reservation for a short time to permit public acquisition could be required. As an alternative to the present arrangement, the City and County could introduce the parkland dedication requirement enabled by state law in order to produce sites with more usefulness for active recreation, while granting credit for required drainageway and open space dedications. Also, developers could provide payments in lieu of dedication when the property does not fit the City or County's comprehensive plan. As another alternative, or in conjunction with any new dedication requirement, developers could be granted density bonuses in exchange for park dedication and/or playground construction, especially if sidewalks to the parks are a part of the equation.

PARK PROPOSALS AND RECOMMENDATIONS

As previously stated the city of Greensboro should focus on developing and operating magnet (Bryan Park only), regional, community, neighborhood, and special use parks along with greenways. Section 3 "Community Needs Assessment of Recreation and Facilities" identified the existing and future parks needed in the city. It is recommended by the year 2017 that Greensboro make provisions for the following new park facilities: (6) community parks, (16) neighborhood parks, (1) community/neighborhood center, (2) large recreation centers (community-wide mega-centers), (1) special use athletic/sports park, (1) swimming/aquatics facility, and (20 miles) of greenway paths. An overall summary of the park proposals and recommendations are listed below. In addition the proposals and recommendations are graphically shown on Exhibit 5-8 "Master Plan Proposals" and on individual maps for each park/facility category (Exhibits 5-1 to 5-7). Table 5-1 "Park Facility Re-classification" provides a revised classification of the park system.



Magnet Parks

There are five magnet parks within a 50-mile radius of Greensboro. These facilities include Tanglewood, Greensboro's Bryan Park, High Point's Oak Hollow Park, Hanging Rock State Park, and Uwharrie National Forest. Additionally, when considered as a unit, Gibson Park, Jamestown Community Park, Piedmont Environmental Center, and City Lake Park, all located in the High Point-Jamestown area of Penny Road, make up what could easily be considered a magnet park. These facilities provide the Greensboro planning area with the necessary amount of magnet parkland throughout the planning period and no future magnet parks are proposed by this plan. The future expansion and development of Bryan Park will only increase the overall abundance of magnet parkland and the site can accommodate many of the facilities identified in the community needs assessment of this report.

The state of North Carolina will continue to offer a variety of recreational facilities and programs on a multi-county regional basis. The state should continue to improve their facilities as money is made available from PARTF monies. Most of the facilities provided by the State will center on providing locations for camping, fishing, biking, and special facilities such as zoos and preservation of historic sites. Other sites such as High Points' Oak Hollow Park and Uwharrie National Forest offer recreational opportunities that are typically found in magnet parks that attract visitors from a large service radius of \forall 50 miles. It is anticipated that these facilities will continue to be maintained and improved by their providers throughout the planning period. Exhibit 5-1 "Magnet Parks Map" identifies the locations of Oak Hollow, Bryan Park, Tanglewood, the Gibson/Jamestown/Piedmont/City Lake magnet unit, the service area radius for Hanging Rock State Park, and Uwharrie National Forest.

Regional Parks

In accordance with the recreation standards established for the plan, it is recommended that Greensboro, in conjunction with Guilford County, provide (7) Regional Parks based upon the population and facility needs within the study area by the year 2017. Currently, the City provides (4) Regional Parks: Barber, Country/Jaycee, Hagan Stone, and Oka T. Hester. The County provides another three sites: Bur-Mil, MacKintosh, and Triad which are operated by other park and recreation departments in the area. Bur-Mil is operated by the City of Greensboro; MacKintosh by the City of Burlington; and Triad by Forsyth County. Typically, counties provide this type of park while cities and towns focus on providing smaller facilities such as community and neighborhood parks. However, the City has been providing regional parks within the area and they will continue to operate these sites. The existing facilities provided by the city of Greensboro and Guilford County meet the current needs for the population within the study area. Additionally, the planned development of Randleman (2000-2005) and Northeast (beyond 2006) park sites by Guilford County will provide adequate regional parkland throughout the planning period. The existing and proposed Regional Parks are identified on Exhibit 5-2 "Regional Park Map."

Existing Regional Park Facilities

The existing regional park facilities provided by the city of Greensboro and Guilford County meet the current needs of the study area, however, these facilities will require improvements and



renovation to keep pace with changing needs and to accommodate more users. Improvements to existing regional parks may include the following listed items:

- Acquire adjacent property where available to secure perimeter buffers and accommodate more facilities or activities.
- Add more picnic and camping facilities.
- Add and improve play areas.
- Consider a large recreation center at an existing site such as Bur-Mil or Barber.
- Improve and possibly enlarge existing pools at Bur-Mil and Hagan Stone/Camp Joy.
- Increase and lengthen the trails systems within the parks.
- Add and improve parking areas.
- Site new sports fields and courts to increase revenues (possible athletic complex).
- Improve infrastructure items such as water, sewer, and electric.
- Enlarge maintenance facilities to better house equipment and materials.

Regardless of the suggested improvements, an individual site master plan update should be prepared for any major park improvement or renovation. Additionally, the general public should be involved with the planning process for any major renovation or improvement.

Proposed Regional Facilities

The planned development of Randleman and Northeast Regional Parks by Guilford County will provide adequate regional park land throughout the planning period. Randleman is scheduled for development from 2001-2005 and Northeast will depend on the development of Bryan Park expansion, but will occur late in the planning period after 2006. The proposed regional parks should be connected to other recreational sites in the area by a greenway trail and they should be designed to preserve natural open space and provide active facilities such as sports fields and courts as needed. Site specific master plans should be developed for each park to determine what facilities will be located at each site. Park components may include facilities such as a day use area with picnic facilities, play areas, open play fields, sports fields and courts, camping facilities an educational/instruction center, preserved vegetation areas with trails and walks, and water/lake access.

Community Parks

The existing community parks within the system are providing service by using small compact sites. Most of the parks are less than 25 acres in size, which limits the ability to include multiple facilities found typically at community parks. These smaller sites were common during the 1950s through 1970s, when most of these parks were developed. Today, these sites are difficult to program and maintain because of the high level of use received, the number of sites, and the limited space allowed for multi-purpose use. The existing 16 community parks (15 provided by Greensboro, 1 provided by the Pleasant Garden community) identified in the plan will require improvements and renovations to accommodate future use and allow for facility needs described by the needs assessment. Community parks will most likely house a majority of active facilities such as sports fields and courts. The Pleasant Garden community park should eventually become the responsibility of this local community due to their recent attempt to incorporate. The City must develop larger sites that allow for multi-purpose activities. New parks should typically be 75 acres (minimum 40 acres) to provide for multi-purpose use that enables more diverse participation. Community parks can also be used for locating special-use facilities such as a



sports complex, community center, indoor pool, large multi-purpose recreation center, or other large-scale single facility. The Master Plan calls for the development of (6) new community parks for the system. All the proposed and existing community park sites are identified on Exhibit 5-3 “Community Park Map.”

Existing Park Facilities

Improvements to existing community parks may include the following list of items:

- Acquire adjacent property where available to increase facility offerings and/or secure perimeter buffers.
- Add more picnic and seating spaces (shelters, tables, benches).
- Add and improve play areas.
- Improve existing pools at Warnersville, Lindley, and Windsor.
- Add and improve parking areas.
- Improve signage and landscaping.
- Site sports fields or courts to increase revenues (basketball complex).
- Install or improve items such walkways, drinking fountains, restrooms
- Provide additional picnic shelters and enlarged maintenance facilities to house equipment and materials.
- Improve disabled accessibility within the parks.
- Reuse under utilized tennis court sites (Peeler, Windsor, etc.) for other recreation opportunities such as basketball, skateboarding, and in-line skating.

Again, regardless of the suggested improvements, an individual site master plan update should be prepared for any major park improvement or renovation and the public should be involved with the development process.

Proposed Community Park Facilities

The Master Plan calls for the development of (6) new community parks for the system. The sites have been generally located to best serve the planning area. The parks have been identified by their location within a particular planning district number. The parks should have a combination of active and passive recreation facilities that, for the most part, have a service radius of 2 miles. If a special use facility is incorporated into any of the proposed parks, the park will need to be larger to accommodate park participants from throughout the area. Each proposed park should have a site master plan prepared for its development and the general public and potential user groups should be made a part of the development process. Where feasible, the parks should be linked to other parks and recreation areas by greenways trails. The following list of park descriptions identifies the general location of all (6) proposed community park sites. (Please note: Planning District 3 does not have a proposed park facility because existing community parks serve the area adequately through the planning period.)

Planning District 1 Community Park (1C)—The planned location for this park is in the general area between US 220 and Randleman Road, south of the proposed I-85 bypass. This park is proposed to accommodate for future growth south of the current city limits.

Planning District 2 Community Park (2C)—The proposed location for the park is in the general area of Rankin Mill Road near Hines Church Road and Hicone Road. This park is



proposed to serve the northeast portion of the city and study area near Keeley Nursery. A possible alternate location for this park would be to use the nursery site.

Planning District 4 Community Park (4C)–The proposed park is to serve the northwest portion of the city and study area not served by existing community parks at Leonard Center and Lewis Center. The proposed location for the park is in the general area of Horse Pen Road, west of US 220 near Lake Higgins or near the cardinal area close to the Airport.

Planning District 5 Community Park (5C)–A park in this planning area is intended to serve the growing residential area near the Grandover community in southwest Greensboro near I-85. The park is located in the general area of the conference center and will need to accommodate a recreation center to serve this area of the city.

Planning District 6 Community Park (6C)–The proposed location for the park is southeast of the city center in the general area of Lynwood Lake between US 421 and Alamance Road. The park location will need to account for the proposed I-85 Bypass. This site should be identified as a possible joint effort between the city and county governments since the park will benefit many residents outside the city.

Planning District 7 Community Park (7C)–This park is proposed to serve the eastern portion of the planning area. The location for the park is in the general area of Burlington Road (US 70) and Mount Hope Church Road that is currently in the county.

Neighborhood Parks

Greensboro currently provides neighborhood park sites of varied size and character. The standards from the needs assessment identified a shortage of approximately 55 acres of neighborhood parkland by 2017. This would account for approximately 5-10 parks within the planning area. Upon reviewing the need for neighborhood park facilities by individual planning districts, the need was determined to be 10-17 sites. The Master Plan has identified 16 sites, many of which can be developed on existing City property using natural areas. The City should attempt to use as many existing sites larger than five acres to provide these parks. Neighborhood parks should be approximately 5-15 acres with 10 acres as optimal to provide a balance between active and passive uses. Active recreation facilities should be used on an informal and unstructured basis. A menu of recreation facilities within a neighborhood park includes play equipment, court games, informal play fields that can be used as practice facilities for youth sports, internal trails/walks, picnic facilities, and sitting areas. As the existing 44 neighborhood parks provided within the study area will require improvements and renovations to accommodate and enhance future use. The most apparent need at the existing parks is improvements to play areas. These should address new safety standards and guidelines. The Master Plan calls for the development of (16) new neighborhood parks for the system. All of the proposed and existing neighborhood park sites are identified on Exhibit 5-4 “Neighborhood Park Map”

Existing Neighborhood Park Facilities

Improvements to existing neighborhood parks may include the following list of items:

- Add and improve play areas.
- Renovate and improve play equipment areas to current standards (i.e. fall-zone material, accessibility, remove wood structures, etc.).



- Acquire adjacent property where available to improve facility offerings and/or secure perimeter buffers.
- Add more picnic and seating spaces.
- Improve restroom accessibility at sites that offer facilities.
- Improve parking areas where offered and provide disabled access to facilities.
- Improve signage and landscaping.
- Site sports fields or courts to be sensitive to the surrounding neighborhood and eliminate conflicts with other park activities.
- Install, improve, or renovate items such as walkways, drinking fountains, and picnic shelters.
- Improve overall disabled accessibility within parks.
- Link parks to existing neighborhood walkways and, where feasible, to proposed greenways or trails.
- Reuse under utilized tennis courts or multi-purpose courts for other recreation opportunities such as basketball, skateboarding, or in-line skating.

Regardless of the suggested improvement, site plans should be prepared for any major park change or renovation and the public should be involved with the development process.

Proposed Neighborhood Park Facilities

The new neighborhood park sites have been located to best serve the planning area. The parks have been identified by their location within a particular planning district number. Each proposed park should have a site specific master plan prepared for its development and local neighborhood users should be made part of the development process. Where feasible, the parks should be linked to other parks and recreation areas by greenways trails. The following list of park descriptions identifies the general location of all (16) proposed neighborhood park sites. Where existing sites can be used it has been noted within the description. (Please note: No parks have been proposed for Planning Districts 1 and 2 due to existing neighborhood parks serving the area adequately throughout the planning period.)

Planning District 3 Neighborhood Parks

The needs assessment indicates a shortage of 6-8 neighborhood park sites in Planning District 3 by the end of the planning period. Six sites have been recommended:

- **Park Location (3N-1)**—The location for this park is proposed in the general area of Lake Brandt near Quaker Landing Road. The park is intended to serve the neighborhood that surrounds the existing open space near Quaker Landing Road Candlewick Drive and Pewter Place. If feasible the park should be connected to the lake trails in the area.
- **Park Location (3N-2)**—This park is proposed in the general area of Regents Park Lane where the city owns a natural area (North Hills) and some existing open space. This park is intended to serve the neighborhood that surrounds the existing open space near Lake Jeannette. If feasible the park should be connected to the lake trails in the area.
- **Park Location (3N-3)**—The park is planned to serve a neighborhood in the general area between Pisgah Church Road and Cone Boulevard. The proposed location is an existing city natural area (Tiffany).



- **Park Location (3N-4)**–This park is proposed to serve the neighborhood in the general area between Country Club Drive and Sunset Drive. The proposed location is an existing city natural area (Hood).
- **Park Location (3N-5)**–The park is proposed to serve a neighborhood in the general area between Pisgah Church Road and Cone Boulevard near Lawndale Drive. This property would need to be acquired.
- **Park Location (3N-6)**–The location of this park is proposed to serve a neighborhood in the general area of Brightwood Elementary School. This new park will require land acquisition unless it is co-located with the school. (The location shown on the map requires property to be acquired.)

Planning District 4 Neighborhood Parks

The needs assessment indicates a shortage of three neighborhood park sites in Planning District 4 by the end of the planning period. Three sites have been recommended:

- **Park Location (4N-1)**–This park is proposed to serve a neighborhood in the general area between New Garden Road and Jefferson Road. The proposed location is an existing city natural area (Robin Ridge).
- **Park Location (4N-2)**–This park is proposed to serve a neighborhood in the general area between Tower Road and West Market Street near Starmount Country Club. The proposed location is an existing city natural area on Waycross Drive (Waycross).
- **Park Location (4N-3)**–This park is proposed to serve a neighborhood in the general area between Ballinger Road and W. Friendly Avenue west of New Garden Road. The proposed location is an existing city natural area on King George Drive (King George).

Planning District 5 Neighborhood Parks

The needs assessment indicates a shortage of three neighborhood park sites in Planning District 5 by the end of the planning period. Three sites have been recommended:

- **Park Location (5N-1)**–This park is proposed to serve a neighborhood in southwest Greensboro near Jamestown. The general location is at MacKay Road and Kildare Woods Drive. The proposed location is an existing open space site off of Kildare Woods Drive.
- **Park Location (5N-2)**–This park is proposed to serve a neighborhood in southwest Greensboro west of Hester Park. The general location of the site is between High Point Road and Groometown Road. The proposed location is an existing natural area and open space site between Cabarrus Drive and Kings Mill Drive.
- **Park Location (5N-3)**–This park is proposed to serve a neighborhood in southwest Greensboro north of Hester Park. The general location of the site is between High Point Road and Frazier Road near Wintergarden Lane. The proposed location is an existing open space site off of Wintergarden Lane.

Planning District 6 Neighborhood Parks

The needs assessment indicates a shortage of two neighborhood park sites in Planning District 6 by the end of the planning period. Two sites have been recommended:



- **Park Location (6N-1)**–The proposed site is to serve an existing neighborhood near Southeast High School. The County identified a site closer to Julian as part of their 1991 Recreation Plan. The site would require land to be purchased.
- **Park Location (6N-2)**–This park is proposed to serve the existing neighborhoods near Lynwood Lake. The site would require land to be purchased.

Planning District 7 Neighborhood Parks

The need assessment indicates a shortage of two neighborhood park sites in Planning District 6 by the end of the planning period. Two sites have been recommended:

- **Park Location (7N-1)**–This proposed park is planned to serve the area near Sedalia Elementary School and is proposed near the Sadalia Elementary school site.
- **Park Location (7N-2)**–The proposed park is intended to serve the McLeansville area and Gallant Estates area near the existing landfill site. The County identified a site closer to McLeansville as part of their 1991 Recreation Plan.

Mini-Parks

Greensboro currently provides mini-parks at a variety of different sites throughout the city. These small parks vary in character from very urban to very natural. The standards from the needs assessment do not identify a need for additional mini-park acreage or sites throughout the planning period. However, upon reviewing the need for mini-park facilities by individual planning districts, a need of five sites was determined for Planning Districts 5, 6, and 7. This Master Plan has not identified individual sites for these parks, but recommends using existing natural areas and open space to provide these parks. The City and/or County should attempt to use as many existing natural area sites to reduce land acquisition cost. Mini-parks should be approximately ½ -4 acres with 1 acre as optimal to provide a setting that is needed or requested by a neighborhood or select interest group. A menu of recreation facilities that may be found in a mini-park includes play equipment, court games, informal play fields, picnic facilities, and sitting areas. As a general rule, the park should be designed to meet the needs of a specific user group or activity. The existing 79 mini-parks provided within the study area will require improvement and renovation to accommodate and enhance future use. The most apparent need at existing parks is to improve play areas to meet new safety standards or guidelines. The Master Plan calls for the development of (5) new mini-parks for the system. All the proposed and existing mini-park sites are identified on Exhibit 5-5 “Mini-Park Map.”

Existing Mini Park Facilities

Improvements to existing mini-parks may include the following list of items:

- Add and improve play areas.
- Renovate and improve play equipment areas to current standards (fall-zone material, accessibility, remove wood structures, etc.).
- Acquire adjacent property where available to improve facility offerings and/or secure perimeter buffers.
- Add more picnic and seating spaces.
- Improve restroom accessibility at sites that offer facilities.
- Improve signage and landscaping.



- Install, improve, or renovate items such as walkways, drinking fountains, and picnic shelters.
- Improve overall disabled accessibility within parks.
- Link parks to existing neighborhood walkways and where feasible to proposed greenways or trails.

Regardless of the suggested improvement, site plans should be prepared and the public or specific user group should be involved with the design process.

Proposed Mini-Park Facilities

The following list of park descriptions identifies the planning district location of all the proposed mini-park sites. Where possible, existing City-owned property should be used to develop these parks. Joint use of sites with other city departments (library, fire/police, transit, health services, etc.) is highly encouraged to save on development cost. (Please note: Parks have only been proposed for Planning Districts 5, 6, and 7 because these areas were deficient of mini-parks.)

- **Planning District 5 Mini-Parks**—Two parks should be located within the district within a needed neighborhood at an existing natural area or open space site.
- **Planning District 6 Mini-Parks**—Two parks should be located within existing populated areas by either the City or County as needed or requested by local residents.
- **Planning District 7 Mini-Parks**—One park should be located within an existing populated area as needed or requested by local residents.

Special Use Parks/Facilities

Greensboro provides a variety of special facilities to the public at 14 sites. The facilities include the Greensboro Arts Center, Memorial Stadium, Greensboro Farmers' Curb Market, Greensboro Arboretum, The Bog, Bicentennial Garden, Keeley Nursery, Caldwell Historical Site, Tannenbaum Historic Park, Caldcleugh Multi-Cultural Center, Gillespie Golf Course, Old Peck Field and Camp Joy. Each of these special sites has been identified in the analysis of existing facilities and there are no plans to discontinue their use within the system. The plan also recognizes the need for additional special facilities as made apparent during the public input meetings and focus group meetings held during the needs assessment component of this study. The proposed special facilities include a swimming/aquatics facility, two large recreation centers (recreation mega-centers), and an athletic complex.

Existing Special Facilities

The following recommendations for the existing sites are intended to improve their use through the planning period.

- **Caldcleugh Multi-Cultural Center**—The center is a fine example of how to make a problem facility an asset. The center had problems with vandalism and abusive clientele. By eliminating some of the uses provided at the center and refocusing its mission, it has become a very strong community asset that no longer suffers from these problems. The facility like many of the existing recreation centers needs renovations to provide better space for the programs offered at the site. The activity



rooms need to be furnished with equipment suitable for the performing arts, especially for theater and dance. Like many of the recreation centers in the system the kitchen space and art/activity rooms are limited and need improvements. (Further recommendations are made for recreation centers within this section under the “Facility Recommendations and Proposals”)

- **Drama Workshop**–The leased space used for this activity needs to be evaluated for better productivity and reorganized or it should be moved to another site that can offer better space at the same cost.
- **Gillespie Golf Course**–Gillespie is a fine facility that is need of renovation and expansion to its clubhouse building. The pro-shop, bathrooms/lockers, and grill/food service areas could help improve use and increase revenues at this site.
- **Park Maintenance Facility**–The facility is small for the work performed by staff at this site. Storage capabilities of the main building are very limited and workshop areas are not large enough for working on larger equipment. Additionally, there is no space for equipment set-up during poor weather. This facility needs to be expanded to include more storage/warehouse space, workshops, and offices. There is also a need for additional indoor storage areas for materials and equipment.
- **Greensboro Farmers’ Curb Market**–The market is a facility that accommodates office space for various departments’ staff and provides vending space/booths for market sales. The most apparent need at the facility is with the electrical and HVAC system in the market area. Additionally, office space and storage space for landscape maintenance staff and equipment is limited and causes conflicts with use of the parking area. Locating landscape maintenance staff and equipment to the Park Maintenance Facility once it is renovated should be reviewed as a means to improve parking access and eliminating conflicts with storage of maintenance equipment and vehicles at the market.
- **Greensboro Arts & Cultural Center**–Office space for staff and contracted program instructors needs to be expanded. Studios for dance needs additional space and resilient flooring and spaces for visual arts and ceramics need to be expanded.
- **Keeley Nursery**–The facilities for office space and employee work areas are limited and lack many conveniences of normal office use. Renovations to office and employee work areas would improve overall working conditions at the facility. Additional renovations are needed to the ventilation system in the propagation house and the container stock storage area would be easier to maintain as mulched beds rather than gravel.
- **Camp Joy**–The site furnishings at the camp are showing signs of wear. The wood cabins are difficult to maintain due to drainage problems that need to be repaired. Water and sewer service facilities need renovating, and the main building/center needs floor, roofing, and kitchen repairs. Additional improvements to be considered include expanding the size of the swimming pool, expanding the parking area, constructing a picnic shelter at the pool, and expanding the center to include a gymnasium.

Proposed Special Parks or Facilities

The following recommendations for proposed parks or special facilities are intended to increase and improve use through the planning period.



- **Athletic Complex/Facility**—There was strong interest voiced during the community input meetings for additional sports fields (baseball, softball, lacrosse, and soccer) primarily to provide space for practice. It is recommended that 20 baseball/softball fields and 7 soccer/football/lacrosse fields be placed throughout the planning area by 2017. The development of a proposed sports facility could provide a central location for most of these facilities. The siting of this facility should occur at a proposed community park or regional park site. The facility should include support facilities such as parking, concessions, restrooms, and spectator areas designed to accommodate large and small crowds. The fields should be lighted and irrigated and their size should be established for the intended user group. Multi-purpose fields should be large enough to work for varied sports layouts of different dimensions (youth soccer, adult soccer, lacrosse, etc.).
- **Large Recreation Centers**—Two sites are recommended. (See individual facility recommendations—Recreation Centers)
- **Swimming Facilities**—(See individual facility recommendations—Swimming Pools)

Greenways/Hiking Trails

Greenways serve a number of important functions such as linking parks together to make for a cohesive park system, allowing for safe pedestrian/bike access within a community, emphasizing how nature can interact with the built environment, and enhancing property values. In many respects protected open space or natural resource areas have much in common with greenways. They preserve natural resources and provide corridors for wildlife habitat and provide buffers at developed areas. The primary difference between a greenway and natural areas is that greenways emphasize use. The location of a greenway within a particular urban area could easily make it a light traffic corridor. Important aspects of developing greenway corridors is to link parks together, provide access to natural resources, and provide safe easy access to other use areas such as schools or public facilities. The existing trail system within the planning area provides exceptional service for hiking but still needs enhancement. The watershed trail system and trails at Hagan Stone Park and the proposed trail addition to the Bryan Park expansion property should provide adequate service, but there is a need for more structured or paved greenway trails in the area. The Master Plan recommends that approximately 20 miles of paved greenway trails be constructed to provide service through the planning period. Exhibit 5-7 “Greenway/Trails Map” identifies over 40 miles of trails or greenways as part of an overall plan to serve the area.

Natural Areas and Open Space

While it is feasible and appropriate to adopt population-based standards for parkland and facilities, it is not quite as clear to calculate open space standards. Perhaps the most appropriate standard is a determination by the community that certain open space areas are necessary to protect perceived significant natural resources.

Public open space is defined as any land acquired for the purpose of keeping it in a permanent undeveloped state. The functions of such land can include protecting watersheds, preserving farmland, protecting scenic rivers or streams, preserving open space or greenbelts between communities, and preserving wildlife habitat. While these are some of the more common open space functions, many others exist. The majority of open space in Greensboro is comprised of City-owned property, privately held agricultural land, and watershed land.



The City owns approximately 3,545 acres of parkland throughout the planning area. The City also owns, controls, or has access to over 2,000 acres of land associated with watershed protection areas. This watershed park/trail located at Lake Townsend, Lake Brandt, and Lake Higgins provides recreational opportunities via ten separate pedestrian/hiking trails. Based upon this history, the City should continue to acquire natural areas to fortify its existing holdings. The ability of the City to acquire these properties can be enforced through the Greensboro Development Ordinance to accept open space that is compatible with the recommendations of this study. Additionally, the City should try to acquire properties adjacent to existing parks to increase buffers and possibly expand use.

FACILITY PROPOSALS AND RECOMMENDATIONS

As previously stated, by the year 2017 Greensboro should contain (6) new community parks, (16) new neighborhood parks, (5) new mini-parks, and (20) new miles of greenway. These park sites and active greenway corridors will allow for expansion of needed recreation facilities. All new facilities will need to comply with federal, state, and local building codes. This includes the requirements of the American with Disabilities Act, which requires access to all public services. In Section 4 “Recreation Standards and Community Needs Assessment”, specific facility needs were identified through the community public involvement process and by using recreation standards. This section summarizes facility improvements that need to be considered in future park development.

Adult Baseball

(Use school sites as best possible)

Recreation standards identified a need for (12) adult baseball fields by the year 2017, although there was no strong interest brought out of the public involvement process. Existing adult baseball fields are provided at high school sites that were not made part of the inventory. It is recommended that adult baseball fields be added to the park system as they are needed or requested. The fields can be located at future community parks or an athletic facility/parks. For the time being, school sites should be used jointly as best possible to accommodate adult fields.

Baseball/Softball

(20 fields needed)

Youth baseball and adult softball are consistently two of the most popular and largest athletic programs that the City offers. The programs include participants from Greensboro and surrounding Guilford County. The youth baseball fields presently accommodate all who wish to participate in the program, however the facilities are scattered throughout the city making it difficult to program events or tournaments. There was strong interest voiced during the community input meetings for additional baseball and softball fields primarily to provide space for practice. It is recommended that 20 fields be placed at a proposed athletic facility/park, regional parks, and at future community park sites to accommodate youth play and adult softball programs. The existing fields at neighborhood parks can then be used more for practices as necessary.



Youth Soccer

(7 fields needed)

Similar to baseball, the youth soccer program has a very high rate of participation. There was strong interest voiced during the public input meetings and focus group meetings for additional fields. The existing facilities are currently over used and are difficult to program for practice. From all indications the popularity of soccer in the community will continue to increase and this interest will continue to have an immediate impact on Greensboro. The standards suggest a need for (7) soccer/football/lacrosse fields by 2017. These fields should be located at a special use facility, regional park, or community park.

Volleyball Courts

(34 courts needed)

There are currently (20) volleyball courts in Greensboro and the recreation standards recommend adding 34 more courts by 2017. These courts can be located at any of the community, neighborhood, or special use park sites. Volleyball is a growing programmed activity in Greensboro and the need for courts, especially indoor, should be monitored closely.

Picnic Shelters and Tables

(200 tables, 1 large picnic pavilion needed)

The standards indicate no additional need for shelters during the planning period. However, during the public involvement process a need was expressed for a large picnic shelter facility to accommodate over 250 people. In addition national and state users surveys have determined that picnicking is consistently one of the top desired outdoor recreation activities. Usually there are never enough picnic shelters and tables within a park system. Therefore, it is recommended that a large picnic facility/pavilion be provided at a regional park. Also, each community park should have a large picnic shelter and each neighborhood park should have a small group of picnic shelters. Picnic tables should be clustered around each shelter for both individual and group use. The standards only indicate a need for approximately 200 additional tables, but more can be provided to accommodate any new shelter.

Playground Activities

(33 playgrounds needed)

In accordance with the recreation standards, Greensboro has a deficiency in the number of playgrounds within the City. By the year 2017, the City should strive to have a separate playground structure at every park site. Several playground units for different age groups should also be provided at the community parks and where picnic activities occur. The most pressing issue regarding playground equipment concerns the renovation and replacement of existing equipment that is outdated and cannot conform to current safety standards or guidelines. Over 100 sites are in need of some type of upgrade. The City should work closely with the school



system to upgrade existing playgrounds especially at colocated facilities. The standards identify a need for 33 new playgrounds by the year 2017.

Swimming Pools

(5 pools needed, provide aquatics facility and renovate existing)

Swimming pools were a prominent discussion point at the public meetings and focus group meetings. The standards indicate a need for 5 pools by 2017. The public stated that there is a desire for more indoor facilities that will accommodate recreational swimming, competitive swimming, and instructional classes for swimming and exercise. Support for swimming pools seems to be strong and comes from all age groups including seniors, adults, and youth. The existing facilities will likely become a major maintenance problem due to their age and will eventually need to be replaced. The existing small outdoor facilities (Warnersville) should be made more appealing by introducing water play features that will attract users. In addition, the public outcry for more indoor swimming facility warrants a recommendation of a single large city-wide aquatics facility at a minimum. This single site will need to accommodate all forms of use, leisure/recreational, competitive, instructional, and therapeutic. An alternative plan would be to develop two facilities, one for competition and instruction, and the other for leisure/recreational and therapeutic purposes. A single facility should be centrally located to ease accessibility. If two sites are developed they could be incorporated into a new community park, proposed large recreation center, or an existing regional park. The facility(s) will require a market research plan and site specific study to confirm the exact need.

Recreation Centers

(1 community center, 2 large regional centers needed)

Centers are multi-purpose facilities serving a variety of needs. Art programs, seniors activities, day camps, and special events are all uses found at Craft, Lewis, or Brown Recreation Centers. The existing centers work well as “neighborhood” or community centers due to their relatively small size and intimate scale. However, the centers need to be renovated to accommodate more than a single activity, at one particular time, without conflicts. Many of the sites have space for expansion if necessary (Trotter, Leonard, Brown, Peeler, Windsor). Additional improvements at center sites include kitchen renovations, providing exercise rooms, and incorporating new design elements within the building to provide a more appealing environment for the users.

The standards indicate a need for one recreation center by 2017 and it should be located in the southwest part of the city near Grandover to accommodate for growth in the area. This center should be similar in size to the existing centers, but it should be designed for future expansion when necessary. Additionally, two large regional recreation centers are recommended to accommodate year-round activities similar to what is found at private facilities or a YMCA. The centers could contain a swimming pool, weight/exercise rooms, instruction rooms, running track and gymnasium, etc. In general, the facilities could be located at existing sites such as Barber Park or Bur-Mil Park, but they could also be stand-alone facilities. The proposed center sites are shown on Exhibit 5-6 “Recreation Centers Map.”



PROGRAM PROPOSALS AND RECOMMENDATIONS

The consultant evaluated the existing Greensboro recreational programs through a combination review/analysis utilizing the following methods:

1. A review of existing reference materials on each program requested by the city staff. The reference material review included an analysis of program descriptions, promotional flyers, brochures, and educational materials against accepted marketing principles of promotion, place, product, and price. In addition, each program was evaluated for its strengths, weaknesses, opportunities, and threats.
2. On-site observation.
3. Interviewing full-time staff responsible for each program area.
4. National recreation program standards and trends in recreation service delivery.
5. Each recreation program was analyzed for its current lifecycle. The lifecycle evaluates rather the program is in emerging stage, a growth stage, a mature stage, or a decline stage.

Overall Program Consideration

Overall, the Greensboro Parks and Recreation Department provides a well-balanced offering of recreation program services to the community. The staff is very committed to their program responsibilities and they take great pride in the results. This evaluation is built on recommendations to enhance the staffs' programming efforts and to provide the community with greater value than they already are receiving.

The recreation programs are organized around specific individual recreational programs such as sports, aquatics, seniors, arts, and special populations. Nationally, more agencies are moving away from specific program segments (set up like Greensboro) to demographic segments in program delivery. These new segments are being created in demographic areas: Youth Programs, Adult Programs, Teens, Seniors, and Community Wide Activities. This recommendation is built around getting the program staff to think more holistic and cross-train each other into more program areas. This matrix component, linking demographic areas to individual programs and facilities, enables current staff to develop the specific program, but everyone working in that program area does the delivery of the program. This maximizes the resources of the agency and balances the workload based on the season the activity is provided or times of year the activity is provided.

The agency needs to consider creating a set core of programs for each activity site where services are offered. These set cores of programs can vary by the population demographics surrounding the activity center. By setting a core program for each activity center the Department can create a program niche in the recreation market place. The niche market can be age specific (6 to 8 year olds) or program specific (youth baseball), but it should be based on non-duplication of services and how much of the market the Department is controlling in terms of the capacity of the total market. As an example, if the Department is controlling 75% of all baseball offered in the city, then this is a core program area and should be provided citywide. If the Department is providing child care services and is controlling 20% of the child care market and other providers control the remaining 80% in the area, the Department should only consider providing this program where there is gaps in the market service area. To eliminate any duplication of program services in a specific area, the Department can invite



other providers into their recreation facilities, where they have excess capacity of space, and the provider is already controlling a large niche in the market place, and invite them to provide the service to the area in need.

Customer service standards need to be created by the department staff for programs they provide. The users of the facilities and programs should create the standards by setting priorities in the hierarchy of the service benefits provided. Customer service standards should be written and can include such benefits as safety, cleanliness, instructor knowledge, equipment provided, skills learned, etc. In addition, customer service standards can be extended into programs standards that include basic staff standards such as name tags, standard customer greetings for phones and face-to-face contact, staff clothing, and posted signage in facilities indoor and outdoor. These standards then can be tested in survey instruments to ensure consistency in delivery through pre- and post-program evaluations, focus groups, and mystery shoppers. These performance measures will demonstrate to the administrators that customer expectations are being met in programs and facilities.

The City provides a very good program in Youth First. This program needs to be provided at more than one site. Nationally, youth ages 13 to 16 years old who can't get a job or don't have the skills to compete in sports are in need of alternative services that keep them active and challenged. Many cities are turning small recreation centers into youth/teen centers to make a more concentrated effort to reach these youth in the age group identified. Other programs that are needed in the neighborhood area can then fit around the youth and teen programs.

The City needs to extend special populations programs to include more segments of the population with disabilities. The City can work in partnership with other service providers who program to this group now, as well as incorporate people with disabilities into existing provided recreational programs. This inclusion trend has been going on for ten years nationally and can be incorporated into Greensboro program offerings in organized and non organized programs. In addition counseling youth and adults with disabilities in how to access recreation programs the City offers will need to be provided to demonstrate to this demographic group the commitment is there by the City to service their recreational needs.

The City needs to price their recreational services to the value people receive. Pricing recreational services to value and benefits received is based on the understanding that each targeted program segment of society has the ability to pay something for their recreation experience. The city needs to develop a cost tracking method that evaluates program cost on a direct and indirect basis. This would enable them to track cost per experience for each program area they provide. Across the United States a recreation hour is being priced at \$3 to \$3.50 per hour for like kinds of service. Examples are \$7 dollars for a movie that lasts 2 hours, \$30 dollars for a theme park that last 10 hours, \$15 to \$18 dollars for a public golf round that takes 5 hours to play. The City can establish a scholarship program for youth and adults to accommodate the users who do not have the monies to cover the full or partial cost of their recreation experience. This can be done on a sliding scale basis. Nationally, typical subsidy levels for recreation program activities are as follows:

1. Golf–0% of tax subsidy
2. Day Camps–50% tax subsidy
3. Senior Programs–40% tax subsidy
4. Fitness Programs–10% tax subsidy
5. Youth Programs–50% tax subsidy



6. Youth Sports Programs–50% tax subsidy
7. After School Programs–0% tax subsidy
8. Adult Sports Programs–0% tax subsidy

Developing an updated pricing policy is needed and should be studied separately by the City. Recreation program services are consumptive in nature. Once a person experiences the activity, the best one can hope for is a memorable experience. It is for this reason that recreation services need to incorporate some level of price in each program provided.

The City needs to capture a tremendously growing national trend in recreation centers by providing fitness programs for adults and seniors utilizing cardiovascular and weight training equipment. Our society is becoming more health conscious and many people are uncomfortable going to a health club because of the cost. They are also uncomfortable with how unfit they are, but want to get back into shape and improve on their cardiovascular systems without feeling embarrassed. This will require adding space onto existing recreation centers or converting existing space in the centers for wellness and weight training programs.

Currently, the City does not track the life cycle of programs. Every recreation program provided by the City is in some lifecycle stage. This could be a emerging stage, a growth stage, a mature stage, or a decline stage. Many organizations tend to put more tax money into declining programs to bring them out of their down cycle instead of reducing or eliminating the program. This tracking system will ensure that all programs are producing productive cost effective results. This is a great indicator for administrators to stop funding programs that people are no longer interested in and transfer the staff's programming efforts to emerging and growth programs. Across the country people have less and less time for recreation. The program staff needs to take this into consideration in the development of the recreation programs they provide by reducing the length of classes from 8, 10, and 12 week programs to 3 hour and 2-4 week programs. The length can be determined by asking the users of the program by how much time they can commit to and analyzing how participation levels flow throughout the length of existing classes provided. This will add value to the program lifecycle process as well.

The City needs to create more community-wide special events that builds a sense of community pride in Greensboro versus creating events that are special interest driven. Nationally, cities have recognized that parks and recreation departments know how to build community special events around the history of the city. Special interest events can either be molded into community-wide events or provided by the city on a more cost-effective basis. These major special events can be high economic producers for the city due to participation of outside visitors. Many of these events can be sponsored by the business community in the form of a title sponsor, presenting sponsors, product sponsors, or as associate sponsors. These partnerships are exciting for the city to enter into and it provides added value to the event, at a potential reduced cost.

Immediate Program Considerations

The following listed items are included to begin in implementing programmatic recommendations over the next five years. This list is a combination of program, policy, procedural and funding recommendations listed in a strategic order, not necessarily in a priority of importance. Many of these can be implemented simultaneously because they are



not dependent on each other. This list is not to be interpreted as an order or definitive steps to implementing programmatic changes.

- Expand the hours of operation at each recreation center to encompass the hours customers can participate to enhance capacity.
- Create community-input opportunities via focus groups to increase success ratio in programming.
- Create a set core of programs at each facility based on population demographic needs.
- Individual program area recommendations can be implemented simultaneously.
- Implement consistent matrix management model centering on program offerings responding to demographic needs, versus standard program segments. The programming specialists versus the facility supervisors should deliver these programs.
- Develop pricing philosophy/policy to consistently price programs more toward the value and benefits of the program.
- Create partnerships and sponsorships for program delivery to create community bonds and lower program expenses.
- Develop computerized, centralized computer registration that is accessible at multiple locations (recreation centers included). To be customer friendly, credit card capabilities, mail-ins, walk-ins, and fax-ins, should be implemented.
- Create an activity based costing model for recreation programs to determine not only the direct program cost, but also the indirect costs to determine the true cost of each program.
- Create more staff training opportunities to improve communication between staff, consistency in program delivery, teamwork, activity based costing, pricing, matrix management and capacity utilization.
- Create customer service standards for all programs
- Create, track and benchmark performance standards for all programs. This includes performance measurements for customer satisfaction, revenue to expense levels, facility and program capacity levels, cost per experience, retention rates, partnership levels and standards met.
- Track the lifecycle of all programs to determine how to build capacity in the program or not offer those programs in the down cycle.
- Create market plans for each facility to determine the overall direction of programming and marketing modes necessary to increase the capacity usage of each facility.

Individual Program Recommendations

The individual program areas listed were developed by the Greensboro Parks and Recreation staff. All the information available for each program area was evaluated, facilities were visited, national trends were overlaid, and these recommendations for each program area were determined.



Program Area–Youth Baseball

- Add more local business sponsorships
- Create more instructional leagues and clinics
- Add more registration opportunities, i.e. fax, phone, at school etc.
- Survey parents and youth on why they are getting out of the sport
- Greater efforts to incorporate inner city baseball through the R.B.I. program is needed as well as possibly adding fall leagues and adult leagues

Program Area–Youth Football

- Develop more local business sponsorships to keep costs down
- Football camps and clinics for youth and coaches
- Create more instructional leagues
- Evaluate participants who drop out of programs and determine why
- Add more flag football program for youth and adults

Program Area–Youth Soccer

- Create more instructional leagues and clinics
- Add weekend tournaments
- Create more co-ed soccer programs with various age groups
- Create recreational leagues for this age group in lieu of select teams and travel teams.

Program Area–Cheerleading Clinic

- The Department should consider allowing other service providers to operate this program based on percent of market they controlled
- Offer clinics for younger children
- Let clinic participants perform at youth football games and other organized games
- Add tumbling as an extension of the program



Program Area–Martial Arts Program

- Add more women’s classes targeted for self-defense
- Create classes that include the entire family

Program Area–Youth Aquatic Programs

- More sponsorships for swim programs and events
- Scuba classes that utilize deep water pool
- Canoeing and kayaking classes
- Parent/tot swim lessons to create more family activities
- Establish water basketball leagues or classes
- Create a birthday party package

Program Area–Youth General

- Programs that create projects in the City to demonstrate the positive side of youth
- Clean up/fix up areas in the City
- Flower scapes, mural paintings, etc.
- Work-recreation programs, Mayors Council on Youth, Smart Bars, Pride in Youth Days
- Incentive program at recreation centers for good grades
- Utilize more volunteers to help reduce staff costs

Program Area–Greensboro Youth Council

- Create a mentoring program where youth have the opportunity to shadow successful business people in their daily routine
- Sponsor college or job fairs administered by youth for youth



Program Area–Summer Day Camps

- Add themes to camps
- Sports camps, adventure camps, outdoor environmental camps, computers, aquatics and music camps
- Overnight camps

Program Area–Summer Playgrounds

- Create sponsorships with local businesses
- Create more themed days or events
- Add mentoring programs with organizations like the Kiwanis Club, etc.
- Add music or academic learning programs

Program Area–After School

- Add weekly and monthly themes to keep programs fresh
- Create special instruction in various skills
- Develop after school programs for teens ages 13 to 15 based on a teen center

Program Area–Special Populations

- Offer programs or classes at group homes to reduce the need for transportation and help add participation due to the location
- Create a Special Populations Advisory Council that can assist staff in programming resources, etc.
- Partner with other local special populations agencies to provide joint programs utilizing each others resources and strengths

Program Area–Adult and Junior Golf

- Development of golf academies and camps
- Lighting the driving range to help maximize the golf course’s revenue opportunities
- Concentrate on women and minority programs



- Family programs such as mother/daughter and father/son to promote family-oriented activities
- Child care service in the evenings and for tournaments
- Create specialty leagues
- Create partnerships with local schools to teach classes for physical education and intramural play

Program Area–Miscellaneous Programs for Recreation Centers

(Dog Obedience, Ceramics, Dance)

- Add more adult dance classes i.e., ballroom dance, country and western dance, and Irish dancing
- Classes for youth focusing on tap and funk dance

Program Area–Fitness

- Add cardiovascular equipment and weight machines
- Partnerships with local hospitals to provide added value for participants
- Segmented age groups for different programs
- Create a personal trainer program for participants

Program Area–Adult Sports at Recreation Centers

- Create specialty leagues i.e., over 30 leagues, 3rd shift leagues, mother/daughter leagues, etc.
- Add instructional leagues
- Create a Run and Shoot program which is similar to tee times in golf (players rotate in 20 minute time slots, this allows more participation)

Program Area–Adult Softball

- Create specialty leagues
- 55 plus leagues
- 3rd shift day time leagues



- Leagues that are shorter in season
- Double header leagues where 2 games are played on the same day

Program Area–Adult Basketball

- Create 3 on 3 leagues
- 3 on 3 tournaments played indoors as well as outdoors

Program Area–Lindley Boxing Club

- Create sponsorships to enhance revenue potential
- Add boxing clinics or camps
- Utilize volunteers as instructors

Program Area–Contracted Volleyball

- Add more tournaments throughout the year
- Host exhibitions given by Pro Tours and teams
- Create more family oriented volleyball activities

Program Area–Contracted Tennis

- Create an equipment rental program
- School partnership with physical education classes and intramural play
- Provide child care for participants

Program Area–Sailing Program

- Create family sailing programs
- Rowing and sculling by age groups and skill levels
- Create sponsorships for classes and races
- Consider changing the name of the facility from “Yacht Club” to Sailing Club, etc.
- The current program is geared toward single adults



- Additionally, the yacht club is a facility where fees should be reviewed for possible increases and services possibly contracted

Program Area–Special Events

- Partner needs to know the value of what the Parks and Recreation Department gives to an event
- Include resources that in the past have been seen as “freebies.”

Program Area–Historic Programs

- Add more sponsorship and partners
- Contracts could be established for demonstrations with local craftsmen on a consistent basis
- Creating youth programs at the sites
- Teacher training

Program Area–Seniors (Mature Adults)

- Create intergenerational programs where youth are mixed with the mature adults
- Add more fitness activities like golf or walking for fitness
- Additional day trips
- Extended trips
- Survey of specific needs or wants for this group should be done regularly

Program Area–City Arts–Drama

- Partner with other service providers in the city to compliment each others’ efforts and utilize each others resources
- Target some of the activities to at-risk youth in the 13 to 17 year old age range
- Create more local and regional sponsorships
- Add parent and child theater classes or programs to promote family oriented activities



Program Area–The Music Center

- Create more partnerships with other service providers in the community to utilize resources
- Continue efforts to develop African American music and singing programs
- Create and add more youth at-risk programs

Program Area–Dance

- Create more sponsorships and partners to help offset cost of the programs
- Add more levels of tumbling to keep the participants interested in the programs
- Add Mom and Me classes to encourage family participation

Program Area–Greensboro Visual Arts

- Contract out the visual arts program
- Services to be provided by a non-profit group who will hire instructors, manage the programs and collect the program fees
- Group will use the Greensboro Parks and Recreation Department facilities with a percentage of the gross revenue going back to Greensboro Parks and Recreation Department

Program Area–Multi-Cultural Outreach

- Place a fee on the programs offered will add value to the programs
- Seek more partners to help underwrite programs

Program Area–City Beautiful/Landscape/Horticulture

- Create more programs that generate revenue
- Add an evaluation of programs to track customer satisfaction



Program Area–City Beautiful Environmental Programs

- Partnerships extended into the downtown business districts and specific neighborhoods in need of enhancements
- Create a family tree program where every first grader receives a tree, a program booklet regarding the importance of trees, how to plant a tree, and how to take care of it
- Create summer day camps for children to replant areas of the community and maintain existing areas

Program Area–Environmental Programs

- Environmental programs of interest include: Women in the Outdoors, Mountain Biking, Single Parent Camping, Sensory Trails, Interpretation Programs, Family Camping, Backpacking, Environmental Camps, Eco-Tours, Adventure Tours, and Day Trips.

Program Area–Adopt-A-Park

- Park Ambassador program which trains an individual on safety, playground inspection, and general park security

FINANCIAL PROPOSALS AND RECOMMENDATIONS

Regarding financial issues, the Department needs to start with creating an activity based costing model for recreation programs and park maintenance. The Department has the option to compare these true costs to the private sector and identify activities that can be contracted to lower cost and improve the level of service. To do this, the Department needs to acquire the necessary resources to begin the task. These resources include software cost tracking, staff training in activity based costing, and how to adjust cost based on agreed to funding levels. This cost benefit analysis is necessary to improve on revenue enhancements and support the development of facilities and programs.

When the Department develops the activity-costing model this will allow them to track cost per experience and then make price adjustments based on a revenue philosophy, market elasticity, and customer demographics. The Department ultimately will need to have a tiered pricing strategy in place or create new revenue sources to offset pricing adjustments. These pricing adjustments can be benchmarked against other service providers in the city to demonstrate where the Department is positioned in the market place. Additionally, the Department's philosophy toward pricing for the economically disadvantaged must be included when developing the strategy.

The Department needs to create a revenue plan that focuses on maximizing funding strategies available. These funding strategies include:



1. Effective pricing.
2. Increasing partnerships and sponsorships.
3. Establishing effective concessions.
4. Use of capital improvement monies to enhance facilities to make them more marketable and attractive.
5. Use of effective flow charts on systems in place to streamline operations and eliminate unnecessary decision making processes.
6. Asset management of equipment and use of facilities.
7. Tracking of facility lifecycles and program lifecycles.
8. Develop effective use of volunteers in management of programs and park facilities.

These funding strategies when managed collectively in one strategic direction can help reposition the Department in the future and assist them in meeting the recommendations outlined in the master plan. Staff training is a must to make these recommendations become part of the agency culture. These management tools are only strategies to work towards. A specific funding strategy for implementing this master plan is included in Section Six.

The Department needs to revisit the pricing policy they have in place and make the policies more consistent. The City needs to establish an overall revenue to tax funding strategy towards how recreation services are provided. The revenue to tax funding strategy needs to incorporate a philosophy of how each earned income dollar is created. The earned income categories include the following:

1. Program prices
2. Permits
3. Reservations
4. Concessions
5. Sponsorships
6. Rentals
7. Partnership pricing
8. Advertising
9. Resident and Non-resident pricing

When the City determines which level of tax subsidy they want to incorporate into each earned income area then the staff can then create the price for the service provided. When this process is not used, prices for services are not consistent which can cause conflicts between user groups.

POLICY AND PROCEDURAL PROPOSALS AND RECOMMENDATIONS

Policies and procedures create the framework for the Department to operate under. Procedures in any organization need to be constantly challenged to improve on how services are delivered to the public. The recommendations outlined focus on current observations and should be reevaluated periodically by the Department.



Policy Recommendations

The Department needs to consider changing its policy on hours of operation for recreation centers. Currently, the largest recreation day in the United States is Sunday, yet many of Greensboro's recreation centers are closed on Sundays. In addition with the development of more wellness and fitness areas, many people want to do this activity before and after work. Most recreation centers are open seven days a week throughout the United States for a total of 95 to 100 hours a week. This change would require additional man hours for staff at each center, but the invested time would result in greater service provided to the community along with increased revenue.

The agency needs to consider reorganization in the recreation division to consolidate programming functions into demographic groups to maximize the available resources of staff time, equipment, money, and facilities. This will encourage the staff to think more holistically. This is further elaborated on in Section Six.

The agency needs to consider changing the building maintenance policy to allow the recreation staff in the recreation centers to direct the employees who clean and take care of the maintenance of the center. This would allow the maintenance staff to see the recreation staff as their customer. This is discussed further under Immediate Maintenance Recommendations.

The Department needs to consider developing policies and procedures on how they manage future partnerships and sponsorships. Every effort needs to ensure that the agreements for events are equitable in the resources provided by each partner. The closer to 50/50 sharing of cost and resources, the more successful the event.

The Department needs to consider the development of more community input into how recreation centers provide services to the community. Many cities have developed Recreation Center Focus Groups to assist the center staff in the delivery of services. The Focus Groups do not make policy decisions, but assist the staff in program selection, recruitment of volunteers, fundraising for specific center needs, and advise on how to deal with neighborhood and community conflicts that may arise.

Procedural Recommendations

The Department needs to provide recreation program registration in a more customer friendly manner. Most cities the size of Greensboro have computerized registration in place by allowing users to sign up for classes in a multiple of ways. These methods of sign up include phone-in registration by credit card, fax-in by credit card, mail-in, and walk-in. The key is to allow users to access the city registration services at multiple locations. Currently, there are several national software applications for program registration available in the marketplace and they are reasonable in price.

With a centralized computer registration program in place the agency can begin to develop market information for specific recreation centers or sites. With this information, site specific market plans and program specific market plans can be developed to be more responsive to customer needs.



This market planning effort will allow the Department to establish benchmarking performance standards for services provided based on comparable agencies of similar size. These benchmark standards can include the following:

1. Customer satisfaction levels
2. Revenue to expense levels
3. Capacity levels of facility management
4. Retention rates of users
5. Partnerships developed
6. Standards met in program and facility management
7. Cost per experience

The Department must also look at consistent use of volunteers to create a volunteer corp upon which to draw. Volunteerism is an extension of a recreation experience only at a higher level. Volunteers provide advocacy and add value to a user's experience. The use of volunteers can be utilized in every aspect of the Department. Creating a system that recruits and rewards volunteers is essential to a successful park and recreation operation.

The Department needs to create more training opportunities to assist staff in creating and practicing teamwork in the agency. This is just as important as any other management tool the Department uses to maximize the use of its resources. Teaching and training staff in process tracking and accountability measures allows the staff to take more ownership.

MAINTENANCE STANDARDS AND RECOMMENDATIONS

Development of a standard maintenance classification system begins with goals and objectives that are set by the community. The Greensboro community ultimately determines the acceptable level of care necessary to maintain, beautify, and protect park system assets.

Not all parks and recreation areas should be maintained at the same level. Not all areas within a specific park or recreation facility require the same level or degree of maintenance. An example of a single facility that requires different levels of maintenance is a golf course. It is obvious that tees, greens, traps, fairways, and roughs have different maintenance requirements for using equipment, types of procedures, and frequency of work tasks based on their purpose and degree of use.

Evaluating a community's park system as a whole should result in identifying and developing a maintenance classification system in which parks with the highest visibility and use receive the highest classification for maintenance and level of care. The City of Greensboro should evaluate using park site plans in identifying the areas and facilities of highest use and greatest visibility for each location.



Further, by using a standard facility inventory list staff can identify significant maintenance needs within the park system. Examples of these could include the following:

- Buildings
- Tennis Courts
- Hard Surfaces
- Playground Equipment and Surfaces
- Gamefields
- Picnic Areas
- Landscape Area
- Turf Areas
- Roads and Parking
- Walks and Trails
- Fencing
- Bridges & Boardwalks
- Aquatic-Related Facilities

Ground Maintenance Standards

In relation to grounds maintenance, 13 elements typically need to be considered in setting up a standard approach. These maintenance elements need to be incorporated into a classification system based on visibility and use. A classification system is typically used to rank levels of care from most intensive (Class I) to least intensive (Class VI). There are parks in Greensboro's system where a segment of the park is in one class and the rest of the park is in another. Costs per unit for maintenance will vary in each class because of labor rates, costs of materials, extent of design, length of season, moisture availability, transportation costs, and intensity of public use. Each class can create a cost standard based on unit cost. These unit costs can be applied in a budget forecast for new development, and existing parks.

It is recommended that Greensboro develop six classes of maintenance standards and apply them to each park and recreation area outlined in their inventory. Within each class there are 13 task categories that must be analyzed to meet the standards. These task categories include the following:

- Turf care: grass height, frequency, aeration, reseeding, sodding, weed control
- Fertilizer: application rates and times should ensure all even supply of nutrients for the entire year for grasses, plants, trees, flowers
- Irrigation: frequency of use follows rainfall, temperature, seasons length and demands of plant material and turf.
- Litter control: number of receptacles, frequency
- Pruning: frequency dictated by species and variety of trees and shrubs, length of growing season and design
- Disease and insect control: *preventative*-scheduled to prevent significant damage, *corrective*-to eliminate observed problems, *integrated*-with holding any controls until pests demonstrate damage
- Lighting: bulb replacement
- Surfaces: sweeping cleaning and washing of surfaces based on frequency; repainting or restaining of structures based on weather and wear and graffiti removal
- Repairs: repairs to all elements of design indoor or outdoor based on visibility, safety and use.
- Inspection: how often by a member of staff
- Floral planting: ground level beds, planters, hanging baskets, based on number of seasons in blooming, cycle, water, fertilizer, disease control, debudding, and weeding
- Restrooms: levels of cleaning and frequency



- Special features: fountains, drinking fountains, sculptures, speaker systems, structural art, flag poles, HVAC.

The description of each class recommended to the City of Greensboro to use is as follows:

Class I–State-of-the-art maintenance applies to a high quality diverse landscape usually associated with high traffic urban areas such as public squares, malls, government grounds, or high visitation parks.

Class II–High level maintenance associated with well developed park areas with reasonably high visitation. Examples would be picnic facilities, gamefields, special use facilities, community, and neighborhood parks.

Class III–Moderate levels of maintenance associated with locations with moderate to low levels of development, moderate to low levels of visitation, or with agencies that because of budget restrictions can't afford a higher intensity of maintenance.

Class IV–Moderately low level usually associated with low level of development, low visitation, undeveloped areas, or remote parks. An example would be nature preserve parks.

Class V–High visitation natural areas usually associated with large magnet or regional parks. Size and user frequency may dictate resident maintenance staff, road, pathway, or trail systems that are relatively well developed. Other facilities at strategic location such as entries, trail heads, facilities, and parking lots.

Class VI–Minimum maintenance level for low visitation natural areas or large magnet parks that are undeveloped.

An additional resource for determining maintenance classification can be attained from a National Recreation and Park Association (NRPA) publication entitled Park Maintenance Standards.

Developing Productivity Standards

Maintenance productivity standards can be established in several ways. Standards are only yardsticks that Greensboro can use to evaluate their maintenance efficiency. They should be evaluated annually and adjusted to reflect changing conditions within the park and City. Productivity standards have been compiled by sources such as Grounds and Maintenance Magazine, NRPA, and Clemson University and are available to the city.

Trial and Error Standards

This is the most commonly used standard for determining maintenance needs. It is the least accurate and most difficult to apply and justify without detailed knowledge and experience. Trial and error standards are based on the best judgment of the person making the estimates. No documentation is available and the estimate is always open to question.



Historical Records

Historical records can be used to estimate needs and is a refinement to the trial and error method using average time calculation based on past experience. The disadvantage of historical records lies in the fact that they are based on past performance with older equipment and less efficient methods and therefore generally low. These past inefficiencies make the introduction of new equipment and techniques more difficult because of the reluctance of workers to accept higher productivity “standards”.

Statistical Standards

This method represents a third way of determining maintenance needs. A statistical standard is the time it should take to perform a work unit based upon a statistical analysis of past performances. Statistical standards differ from historical records in that they add the dimension of work sampling to historical records. Statistical standards are more accurate because they can be developed from a broader base of information and are more reliable.

Engineered Standards

These standards are based on the time it should take a person to perform a work unit at a normal pace according to a specified method determined by a detailed study of the job. Engineered standards are usually determined by direct time and motion studies, predetermined time study, standard data, or work sampling.

Developing Budgets Based on Standards

In developing a budget based on standards it is recommended that the City of Greensboro adopt various standard modes for each component of the park system. The Department then needs to establish particular unit costs for each maintained area. Unit costs should include average equipment cost, material unit cost (per acre, square yard, square foot, or square foot cost), labor cost based on time required (per acre, unit, square feet, etc.), and annual repair cost associated with each maintenance function. Once these costs are established the Department must establish frequency levels to meet the classification requirements.

Immediate Maintenance Recommendations

The following list summarizes immediate maintenance recommendations to be incorporated into the park system. The recommendations are based on the review of existing facilities and the needs assessment sections of this report.

- With the development of additional parks and facilities, current resources will not be able to maintain all facilities to the desired level of care/maintenance. Resources (staff, funding, equipment etc.) will need to be added, shifted, or contracted to maintain the quality of the maintenance desired.
- The Department needs to consider changing the existing building maintenance policy for the recreation centers. The custodial/maintenance staff should be under the direction of the Department to allow for better customer satisfaction. This will



allow the Department to be directly accountable for responding to customer comments and concerns with buildings.

- The existing Maintenance Division facility, located on Florida Street, is inadequately sized for current operational tasks. The facility must be expanded to accommodate equipment repair, additional set-up space, and additional storage. The need will only increase as new facilities come on line.
- Maintenance facilities at regional parks need to be renovated and expanded, particularly at Barber Park and Hagan Stone Park.
- An additional satellite maintenance facility will be required in the northwest section of the City as new parks are brought into the system.
- Swimming facilities are aging and need to be replaced/repared before they become extremely high cost on the overall maintenance budget of the Department.
- Maintenance standards must be developed for each facility/park or portion of a facility with a designated level of care. The standards can be compared to national and local performance standards but should be designed to meet the need of the facility and the available staff resources.
- Activity based costing model must be implemented to track “true cost” based on individually designed maintenance standards and performance criteria. This will help compare cost with the local market to see what procedures can or should be contracted.
- Staff training must be incorporated to implement new maintenance standards and procedures. Training should be for development of maintenance procedures, tracking methods, asset management, and performance criteria.
- Develop policies for implementing partnerships and contracting of services. (tracking is necessary to be well informed for these decisions)

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Table 5.1 PARK FACILITY RECLASSIFICATION

MAP #	NAME	DIST	CLASS	LOCATION	SIZE
MAGNET (over 1,000 acre., 1 hour drive, +/- 50 mile service radius)					
R2	BRYAN PARK COMPLEX	3	MAGNET	6275 BRYAN PARK RD	1006
REGIONAL PARKS (76-400 acre, 5 mile service radius)					
R1	BARBER PARK	1	REGIONAL PARK	E. FLORIDA/DANS RD.	109
R3	BUR-MIL COUNTY PARK	3	REGIONAL PARK	5834 OWL'S ROOST RD.	247
R4	COUNTRY	3	REGIONAL PARK	LAWNDALE DR EXTENSION	95
F6	JAYCEE	3	REGIONAL PARK	JAYCEE PARK DR.	62
R6	HESTER, OKA T.	5	REGIONAL PARK	3606 HERBIN RD.	86.5
R5	HAGAN-STONE	6	REGIONAL PARK	HAGAN-STONE PARK RD.	409
EX	MACKINTOSCH	7	REGIONAL PARK		400
EX	TRIAD (COUNTY SITE)	OUT	REGIONAL PARK		420
PROP	RANDLEMAN (SOUTHEAST CNTY)	OUT	REGIONAL PARK		400
PROP	NORTHEAST (COUNTY SITE)	OUT	REGIONAL PARK		400
COMMUNITY PARKS (16-75 acre, 2 mile service radius)					
C2	BROWN CENTER PARK	1	COMMUNITY	302 W. VANDALIA RD.	20.5
C8	GLENWOOD CENTER PARK	1	COMMUNITY	2010 S CHAPMAN	5.7
C32	WARNERSVILLE CENTER PK	1	COMMUNITY	601 DOAK ST.	5.1
1C	PROPOSED LOCATION (1C)	1	COMMUNITY	US-220 to Randleman (new property)	
C22	NOCHO	2	COMMUNITY	1010 DUKE ST.	6.9
C23	PEELER CENTER PARK	2	COMMUNITY	1300 SYKES AVE.	6
C28	SMITH CENTER PARK	2	COMMUNITY	2401 FAIRVIEW ST	2.75
C33	WINDSOR CENTER PARK	2	COMMUNITY	1601 E. LEE ST.	4.1
2C	PROPOSED LOCATION (2C)	2	COMMUNITY	Keeley Nursery area (new property)	
C4	CRAFT CENTER PK	3	COMMUNITY	3911 YANCEYVILLE ST	4.4
C15	LAKE DANIEL COMPLEX	3	COMMUNITY	411 MIMOSA	80
C16	LATHAM	3	COMMUNITY	905 CRIDLAND RD.	126
C18	LEWIS CENTER PARK	3	COMMUNITY	FOREST LAWN DR,	20
C24	SHERIDAN/PISGAH CHURCH	3	COMMUNITY	3916 SHERIDAN RD.	18.7
C17	LEONARD CTR. PK	4	COMMUNITY	6324 BALLINGER RD.	30
C19	LINDLEY CENTER PARK	4	COMMUNITY	2907 SPRINGWOOD DR.	4
4C	PROPOSED LOCATION (4C)	4	COMMUNITY	Lake Higgins area (new property)	
C7	FOLK CENTER PARK	5	COMMUNITY	3910 CLIFTON RD.	4.7
C20	LINDLEY COMPLEX	5	COMMUNITY	3299 STARMOUNT DR.	103
C27	ROLLING ROADS	5	COMMUNITY	2300 BRIDGETTE	18.5
5C	PROPOSED LOCATION (5C)	5	COMMUNITY	Grandover Area (new property)	
NONE	PLEASANT GARDEN (COUNTY)	6	COMMUNITY	Alliance Church Rd. (existing park)	
6C	PROPOSED LOCATION (6C)	6	COMMUNITY	Lynwood Lake area (new property)	
7C	PROPOSED LOCATION (7C)	7	COMMUNITY	Existing landfill area (new property)	
NEIGHBORHOOD (5-15 acre, 1/2 mile service radius)					
P4	BENBOW	1	NEIGHBORHOOD	1901 S. BENBOW RD (1800)	8.7
C1	BINGHAM	1	NEIGHBORHOOD	500 BINGHAM ST (401)	11.9
C9	GREENFIELD	1	NEIGHBORHOOD	2414 MADRE PLACE	3.8
P20	GREENHAVEN	1	NEIGHBORHOOD	3801 LYNHAVEN	4.3
P21	GREENTREE	1	NEIGHBORHOOD	1401 SPRINGBROOK DR.	11
P23	HANNAFORD	1	NEIGHBORHOOD	1701 HANNAFORD ST	4.4
P2	HILLSDALE	1	NEIGHBORHOOD	2501 MURRAYHILL	49.6
P40	SHANNON HILLS	1	NEIGHBORHOOD	4115 DONEGAL DR.	14.7
P41	SHANNON WOODS	1	NEIGHBORHOOD	4100 S. REHOBETH CHURCH R	23.4
P42	SOUTHMONT	1	NEIGHBORHOOD	2200 ATLANTA	5.5
P43	SPRING VALLEY	1	NEIGHBORHOOD	901 W. MEADOWVIEW	5.2
C29	STEELMAN	1	NEIGHBORHOOD	925 HIGHLAND AVE.	3.5
C30	SUSSMAN STREET	1	NEIGHBORHOOD	301 SUSSMAN	14.8
P52	WESTBURY	1	NEIGHBORHOOD	4413 TUCSON DR.	4.6
C34	WOODLEA ACRES	1	NEIGHBORHOOD	308 LARGO ST.	13.4

MAP #	NAME	DIST	CLASS	LOCATION	SIZE
C11	AUTUMN	2	NEIGHBORHOOD	NEW AUTUMN DR.	11
C13	BYWOOD	2	NEIGHBORHOOD	2301 BYWOOD	12.9
C26	CUMBERLAND	2	NEIGHBORHOOD	401 CUMBERLAND ST	4.4
C5	DOUGLAS PARK	2	NEIGHBORHOOD	701 DOUGLAS (700 E BRAGG)	8
C6	FISHER	2	NEIGHBORHOOD	700 N. ELM	12.8
C35	HEATH	2	NEIGHBORHOOD	3830 HOLTS CHAPEL	12
N4	JOE DAVIS PARK	2	NEIGHBORHOOD	1410 19TH ST.	7
P36	KINGS FOREST	2	NEIGHBORHOOD	1501 LARCHMONT	6.7
P8	O' HENRY OAKS	2	NEIGHBORHOOD	1400 GUEST ST.	13.4
P14	REVOLUTION	2	NEIGHBORHOOD	2200 YANCEYVILLE	3
P28	WOODMERE	2	NEIGHBORHOOD	2100 AUTUMN DR.	20.1
C12	HENRY STREET	3	NEIGHBORHOOD	3113 HENRY ST	10
N38	KIRKWOOD	3	NEIGHBORHOOD	1000 BROOKSIDE DR.	8
P29	THREE MEADOWS	3	NEIGHBORHOOD	500 MILTWOOD ST.	6.9
3N1	PROPOSED LOCATION (3N1)	3	NEIGHBORHOOD	Quaker Landing Rd. (Open Space)	
3N2	PROPOSED LOCATION (3N2)	3	NEIGHBORHOOD	Regent Park Ln (North Hills Area)	
3N3	PROPOSED LOCATION (3N3)	3	NEIGHBORHOOD	Pisgah Ch Rd/Cone (Tiffany)	
3N4	PROPOSED LOCATION (3N4)	3	NEIGHBORHOOD	Country Club/Sunset (Hood Area)	
3N5	PROPOSED LOCATION (3N5)	3	NEIGHBORHOOD	Lawndale/Pisgah (new property)	
3N6	PROPSOED LOCATION (3N6)	3	NEIGHBORHOOD	New Property	
C21	BRITISH WOODS	4	NEIGHBORHOOD	2027 DOWNING	5.7
N19	BROWN BARK	4	NEIGHBORHOOD	3901 WATUGA	24.8
P18	CARRIAGE HILLS	4	NEIGHBORHOOD	1610 BEAR HOLLOW RD	6.9
P6	FOREST VALLEY	4	NEIGHBORHOOD	1801 FOREST VALLEY RD	6.7
P7	FRIENDLY ACRES SOUTH	4	NEIGHBORHOOD	GRAMERCY	4.7
P17	HAMILTON LAKES	4	NEIGHBORHOOD	4301 STARMOUNT DR.	60.8
P22	LUPER	4	NEIGHBORHOOD	1100 PEBBLE DR.	6.95
P30	MITCHELL	4	NEIGHBORHOOD	4800 MITCHELL ST.	11
P45	SUNSET	4	NEIGHBORHOOD	401 E. GREENWAY N. DR.	9.7
4N1	PROPOSED LOCATION (4N1)	4	NEIGHBORHOOD	New Garden/Jefferson (Robin Ridge)	
4N2	PROPOSED LOCATION (4N2)	4	NEIGHBORHOOD	Waycross Dr. (Waycross nat. area)	
4N3	PROPOSED LOCATION (4N3)	4	NEIGHBORHOOD	King George Dr. (King George nat)	
C25	ARDMORE	5	NEIGHBORHOOD	2901 FLORIDA ST	7.6
C10	HAMPTON	5	NEIGHBORHOOD	3111 FOUR SEASONS BLVD.	11.6
P25	HUNTER HILLS	5	NEIGHBORHOOD	3901 GENTRY ST.	6.2
P26	MAYER	5	NEIGHBORHOOD	116 POE ST.	3
P31	OAKS WEST	5	NEIGHBORHOOD	2301 CREEKWOOD DR.	7.9
P37	RANDOM WOODS	5	NEIGHBORHOOD	4601 BECKFORD	8
5N1	PROPOSED LOCATION (5N1)	5	NEIGHBORHOOD	MacKay/Kildare (ex open space)	
5N2	PROPOSED LOCATION (5N2)	5	NEIGHBORHOOD	Cabarrus/KingsMill (ex open space)	
5N3	PROPOSED LOCATION (5N3)	5	NEIGHBORHOOD	Wintregarden Ln (ex open space)	
6N1	PROPOSED LOCATION	6	NEIGHBORHOOD	Southeast High area (new property)	
6N2	PROPOSED LOCATION	6	NEIGHBORHOOD	Lynwood Lake area (new property)	
7N1	PROPOSED LOCATION	7	NEIGHBORHOOD	Sedalia Elem. area (new property)	
7N2	PROPOSED LOCATION	7	NEIGHBORHOOD	Gallant Estates area (new property)	
MINI-PARKS (1-4 acres, 1/4 mile service radius)					
P1	APACHE STREET	1	MINI-PARK	2307 APACHE	1.9
P3	ARLINGTON	1	MINI-PARK	1201 BELLEVUE	1
C3	CALDCLEUGH PARK	1	MINI-PARK	1700 ORCHARD ST	2.7
P34	MORRIS FARLOW	1	MINI-PARK	1212 GLENWOOD	2
P38	PEAR STREET	1	MINI-PARK	1302 GULF COURT	1
P39	ROTHERWOOD	1	MINI-PARK	1901 ACORN RD.	2.5
P49	TUSCALOOSA ST. TOT LOT	1	MINI-PARK	825 TUSCALOOSA ST.	0.8
P51	WARD STREET	1	MINI-PARK	1511 WARD ST.	0.55
B4	FOUSHEE PK	2	MINI-PARK	BURLINGTON & HUFFINE MILL	1.7
P32	McCULLOCH ST. TOT LOT	2	MINI-PARK	304 E. McCULLOCH	0.4
B5	RICHARDSON	2	MINI-PARK	305 N. CHURCH ST.	1
N37	STERNBERGER	2	MINI-PARK	715 SUMMIT AVE.	1.8
P46	TERRELL-KECK	2	MINI-PARK	410 DUDLEY ST.	2.1
P47	TEXTILE DRIVE	2	MINI-PARK	2301 TEXTILE DR.	3
P48	TOLBERT TOT LOT	2	MINI-PARK	1511 PERKINS ST.	3
C31	VOLTZ ST. PARK	2	MINI-PARK	DOROTHY BROWN ST.	2.8
B7	YOUTH PLAZA PARK	2	MINI-PARK	LINDSEY STREET	1
P53	ZOE BARBEE	2	MINI-PARK	1051 HUFFINE MILL RD.	1

MAP #	NAME	DIST	CLASS	LOCATION	SIZE
P9	CAROLINA LAUREL	3	MINI-PARK	WALDRON ST.	4.5
P15	ELMWOOD	3	MINI-PARK	101 ELMWOOD	1
N21	GUILFORD HILLS	3	MINI-PARK	1000 BENJAMIN PARKWAY	4
P27	JOHNSON	3	MINI-PARK	1300 BRAIRCLIFF	3.1
P35	MURCHIE	3	MINI-PARK	SHARON,MURCHIE,REDOR,ROSE	1.2
P11	CASCADE	4	MINI-PARK	3400 WATUGA	3.1
P12	COLLEGE	4	MINI-PARK	200 S AYCOCK	1.7
P13	CORONADO	4	MINI-PARK	701 CORONADO ST	0.3
P10	FRIENDSWOOD	4	MINI-PARK	SHELBY DR.	1.8
P19	GRACEWOOD	4	MINI-PARK	1515 GRACEWOOD	1.4
P5	BREVARD	5	MINI-PARK	3513 BREVARD ST	0.7
P16	FAIRVIEW HOMES	5	MINI-PARK	3700 BELHAVEN	0.9
P24	HIGHLAND	5	MINI-PARK	4245 PRINCETON AVE	0.6
P33	MERRYWEATHER .	5	MINI-PARK	3100 MERRYWWEATHER RD.	0.6
P44	SPRINGDALE	5	MINI-PARK	916 SPRING GARDEN	0.4
P50	TWIN LAKES	5	MINI-PARK	3100 CYPRESS PARK RD.	3.8
none	PROPOSED LOCATION	5	MINI-PARK	populated area/existing property	
none	PROPOSED LOCATION	5	MINI-PARK	populated area/existing property	
none	PROPOSED LOCATION	6	MINI-PARK	populated area/existing property	
none	PROPOSED LOCATION	6	MINI-PARK	populated area/existing property	
none	PROPOSED LOCATION	7	MINI-PARK	populated area/existing property	
NATURAL AREA (no standard)					
N8	CLINTON HILLS	1	NATURAL AREA	1812 S BENBOW	8.2
N9	COTTAGE GROVE	1	NATURAL AREA	E. FLORIDA ST.	2.7
N11	DILLARD ST	1	NATURAL AREA	1021 DILLARD ST	3
N15	EAST SIDE DR	1	NATURAL AREA	1310 JULIAN ST	0.8
N24	KERSEY	1	NATURAL AREA	2500 KERSEY STREET	3.5
N27	McCORMICK	1	NATURAL AREA	2205 FREEMAN MILL RD.	0.5
N33	ROSS STREET	1	NATURAL AREA	801 E. FLORIDA	0.5
N34	SPRING VALLEY PLAZA	1	NATURAL AREA	500 W. MEADOWVIEW	3.3
N35	SPRINGBROOK	1	NATURAL AREA	SPRINGBROOK DRIVE.	3.5
N40	TROGDON	1	NATURAL AREA	1714 TROGDON ST.	0.75
N44	WOODLEA LAKES	1	NATURAL AREA	108 E. MONTCASTLE	2.5
N3	AUDUBON	2	NATURAL AREA	111 TANKERSLEY DR	13.7
N14	DUR/CHAR ST. TOT LOT	2	NATURAL AREA	2400 CHARLOTTE ST	0.2
N20	GATEWOOD	2	NATURAL AREA	GATEWOOD & TUCKER	5.3
N6	BILL CRAFT PK.	3	NATURAL AREA	700 BLAIR ST	2.6
N10	DELLWOOD	3	NATURAL AREA	1817 CONE BLVD	1.1
N12	DOGWOOD	3	NATURAL AREA	210 MEADOWBROOK TERRACE	4
N22	HOOD	3	NATURAL AREA	700 SUNSET	1.4
N28	NORTH HILLS	3	NATURAL AREA	REGENT PARK LANE	1.3
N29	NOTTINGHAM	3	NATURAL AREA	901 NOTTINGHAM	3.9
N39	TIFFANY	3	NATURAL AREA	WILLOUGHBY - NORTH	7.3
N43	WILTON DRIVE	3	NATURAL AREA	WILTON DRIVE	1.5
N1	ALDERMAN	4	NATURAL AREA	1514 ALDERMAN	1.9
N7	CHATFIELD	4	NATURAL AREA	3600 CHATFIELD	3.7
N16	ERSKINE DR	4	NATURAL AREA	208 ERSKINE DR EAST	4.5
N17	FOREST HILL	4	NATURAL AREA	3501 WATAUGA DR	10
N18	FRIENDLY ACRES NORTH	4	NATURAL AREA	BENJAMIN PKWY EXTENSION	6.3
N25	LIPSCOMB	4	NATURAL AREA	KEELING RD.	4.9
N26	MANNING	4	NATURAL AREA	4904 MANNING DR.	1
N30	NUT BUSH	4	NATURAL AREA	4400 STARMOUNT DR	1.7
N32	ROBIN RIDGE	4	NATURAL AREA	1100 CONDOR DR.	6.5
N36	STARMOUNT	4	NATURAL AREA	3300 W. MARKET ST.	28
N41	WAYCROSS	4	NATURAL AREA	WAYCROSS DRIVE	7.8
N42	WESTMINSTER	4	NATURAL AREA	FOREST HILL & WATUGA	3.5
N45	WOODS OF GUILFORD	4	NATURAL AREA	KING GEORGE DR.	14
N2	AMBER	5	NATURAL AREA	4200,4201 BECKFORD DR	5.5
N5	BIG TREE	5	NATURAL AREA	BIG TREE WAY & SHELBY DR.	5
N13	DUMPHRIES	5	NATURAL AREA	2816 KILBOURNE	0.5
N23	IMMANUEL ROAD	5	NATURAL AREA	3418 IMMANUEL RD.	1.4
N31	PENNYDALE	5	NATURAL AREA	4305 PENNYDALE	1.4

MAP #	NAME	DIST	CLASS	LOCATION	SIZE
SCHOOLS					
S1	ALLEN JR. HIGH	1	SCHOOL	1108 GLENDALE ROAD	0
S2	DUDLEY SCHOOL	1	SCHOOL	1200 LINCOLN ST.	0
S13	BLUFORD ELEM	1	SCHOOL		
S20	FOUST ELEM.	1	SCHOOL		
S21	FRAZIER ELEM.	1	SCHOOL		
S25	HAMPTON ELEM.	1	SCHOOL		
S28	JACKSON ELEM.	1	SCHOOL		
S30	JONES ELEM.	1	SCHOOL		
S33	LINCOLN MIDDLE	1	SCHOOL		
S39	MURPHEY TRADITIONAL ACAD.	1	SCHOOL		
S40	PECK ELEM.	1	SCHOOL		
S41	PEELER OPEN ELEM.	1	SCHOOL		
S47	VANDALIA ELEM.	1	SCHOOL		
S49	WILEY ELEM.	1	SCHOOL		
S5	RANKIN SCHOOL	2	SCHOOL	3301 SUMMIT AVE.	0
S11	AYCOCK MIDDLE	2	SCHOOL		
S12	BESSEMER ELEM.	2	SCHOOL		
S18	CONE. ELEM.	2	SCHOOL		
S19	ERWIN OPEN ELEM.	2	SCHOOL		
S35	MCIVER	2	SCHOOL		
S48	WASHINGTON ELEM.	2	SCHOOL		
S3	GRIMSLEY SCHOOL	3	SCHOOL	801 WESTOVER TER.	0
S4	PAGE SCHOOL	3	SCHOOL	201 ALMA PINNIX DR.	0
S14	BRIGHTWOOD ELEM.	3	SCHOOL		
S15	BROOKS GLOBAL STUDIES	3	SCHOOL		
S16	BROWN SUMMIT ELEM.	3	SCHOOL		
S27	IRVING PARK ELEM.	3	SCHOOL		
S29	JESSE WHARTON ELEM.	3	SCHOOL		
S31	JOYNER ELEM.	3	SCHOOL		
S32	KISER MIDDLE	3	SCHOOL		
S37	MENDENHALL MIDDLE	3	SCHOOL		
S50	LAKE BRANDT	3	SCHOOL		
S7	WESTERN GUILFORD	4	SCHOOL	409 FRIENDWAY RD.	0
S17	CLAXTON ELEM.	4	SCHOOL		
S22	GREENE ELEM.	4	SCHOOL		
S23	GUILFORD ELEM.	4	SCHOOL		
S24	GUILFORD MIDDLE	4	SCHOOL		
S34	LINDLEY ELEM.	4	SCHOOL		
S38	MOREHEAD ELEM.	4	SCHOOL		
S46	STERNBERGER ELEM.	4	SCHOOL		
S6	SMITH SCHOOL	5	SCHOOL	2407 S. HOLDEN RD.	0
S9	ALDERMAN ELEM.	5	SCHOOL		
S10	ARCHER ELEM.	5	SCHOOL		
S26	HUNTER ELEM.	5	SCHOOL		
S42	PILOT ELEM.	5	SCHOOL		
S45	SEDGEFIELD ELEM.	5	SCHOOL		
S8	ALAMANCE ELEM.	6	SCHOOL		
S43	PLEASANT GARDEN ELEM.	6	SCHOOL		
S36	MCLEANSVILLE MIDDLE	7	SCHOOL		
S44	SEDALIA	7	SCHOOL		
RECREATION CENTERS					
RC1	BROWN CENTER	1	CENTER	302 W. VANDALIA RD.	0
RC5+B163	GLENWOOD CENTER	1	CENTER	2010 S. CHAPMAN	0
RC12	WARNERSVILLE CENTER	1	CENTER	601 DOAK ST.	0
RC9	PEELER CENTER	2	CENTER	4300 SYKES AVE.	0
RC10	SMITH CENTER	2	CENTER	2401 FAIRVIEW ST.	0
RC13	WINDSOR CENTER	2	CENTER	1601 E. LEE ST.	0
RC2	CRAFT CENTER	3	CENTER	3911 YANCEYVILLE ST.	0
RC7	LEWIS CENTER	3	CENTER	FOREST LAWN DR.	0
RC6	LEONARD CENTER	4	CENTER	6324 BALLINGER RD.	0
RC4	FOLK CENTER	5	CENTER	3910 CLIFTON RD.	0
RC8	LINDLEY CENTER	5	CENTER	2907 SPRINGWOOD DR.	0
RC11	TROTTER CENTER	5	CENTER	3906 BETULA ST.	0
none	PROPOSED GRANDOVER CTR.	5	CENTER	Grandover area (new property)	

MAP #	NAME	DIST	CLASS	LOCATION	SIZE
none	PROPOSED LARGE CENTER	3-4	CENTER	Northern part of study area	
none	PROPOSED LARGE CENTER	2	CENTER	Southern part of study area	
SPECIAL FACILITY					
F1	CALDCLEUGH MULTI-CUL CTR.	1	SPECIAL FACILITY	1700 ORCHARD ST.	0
F4	GILLESPIE GOLF COURSE	1	SPECIAL FACILITY	1720 ASHEBORO ST	80
F9	OLD PECK	1	SPECIAL FACILITY	1101 FAIRBANKS AVE.	3
F3	CURB MARKET	2	SPECIAL FACILITY	503 YANCEYVILLE	3
F5	GREENSBORO ARTS CENTER	2	SPECIAL FACILITY	200 N. DAVIE ST	0
F7	KEELEY	2	SPECIAL FACILITY	4138 KEELEY RD MCCLEANVLE	138
F8	MEMORIAL STADIUM	2	SPECIAL FACILITY	510 YANCEYVILLE ST.	12
C14	LAKE DAN RESERVOIR	3	SPECIAL FACILITY	520 BENJAMIN PKWY	17.5
F?	TAMANARY	3	SPECIAL FACILITY	5900 TAMANARY DR.	28.4
B6	THE BOG	3	SPECIAL FACILITY	STARMOUNT FARMS&HOBBS	21
F10	TANNENBAUM	3	SPECIAL FACILITY	BATTLEGROUNND & NEW GARDEN	7.5
B1	ARBORETUM	4	SPECIAL FACILITY	ASHLAND DR. & WALKER AVE.	17
B2	BICENTENNIAL GARDEN	4	SPECIAL FACILITY	1109 HOBBS RD.	7.5
B3	CALDWELL	4	SPECIAL FACILITY	3205 W. CORNWALLIS DR	14
F2	CAMP JOY	6	SPECIAL FACILITY	HAGAN-STONE PARK RD.	15
WATERSHED PARKS					
	LAKE BRANDT	3	WATERSHED	KING GEORGE DR.	
	LAKE TOWNSEND	3	WATERSHED	BRYAN PARK ACCESS	
	LAKE HIGGINS	4	WATERSHED	LINDSEY STREET	
WATERSHED TRAILS					
T1	BALD EAGLE TRAIL	4	TRAIL	HAMBERG MILL RD.	3
T2	BEECH BLUFF TRAIL	4	TRAIL	BRASS EAGLE LOOP	1
T3	LAKE HIGGINS TRAIL	4	TRAIL	HAMBERG MILL RD.	0.5
T4	LAUREL BLUFF TRAIL	3	TRAIL	CHURCH STREET	3.5
T5	NAT GREEN TRAIL	3	TRAIL	OLD BATTLEGROUNND RD.	3.2
T6	OSPREY TRAIL	3	TRAIL	CHURCH STREET	2.4
T7	OWL'S ROOST TRAIL	3	TRAIL	OLD BATTLEGROUNND RD.	5.2
T8	PENINSULA TRAIL	3	TRAIL	CHURCH STREET	1.2
T9	PIEDMONT	3	TRAIL	STRAWBERRY RD.	3
T10	REEDY FORK	3	TRAIL	LAKE BRANDT RD.	3.7
T11	TOWNSEND	3	TRAIL	YANCEYVILLE RD.	5.1



ACTION PLAN IMPLEMENTATION

INTRODUCTION

The Greensboro Comprehensive Park and Recreation Master Plan is based upon a review of the entire community, an analysis of the existing park system, the identification of user needs, the development of recreation standards, and an adherence to stated proposals and recommendations. The plan is intended to be “action oriented”—designed to provide a framework from which the city can enhance its park and recreation system.

Instrumental to implementation of the Master Plan is the identification of adequate funding, at a time when balancing municipal budgets throughout the state has become increasingly difficult. The North Carolina Statewide Comprehensive Outdoor Recreation Plan identified inadequate funding for park facilities and recreation programs as a key issue needing to be addressed in the next 5 years if government is to maintain basic minimum services. According to the U.S. Census Bureau, per capita funding for parks and recreation services throughout the State of North Carolina, including local government, is 33% below the national average. Even though funding is currently low, it does not appear to reflect the high value Greensboro citizens’ place on parks and recreation.

Implementing the Master Plan will result in meeting the future needs for parks and recreation services, as well as preserving some transitional open space in Greensboro. The city will need to continue to establish annual budgets for the Department based on projected capital improvement costs, staffing needs, and operations and maintenance costs. The action plan is formatted into three funding periods covering a period of time from 1999 to 2017 and is designed to give Greensboro a realistic approach to finance the proposals and recommendations of the Master Plan.

CAPITAL IMPROVEMENT PROGRAM

The capital improvement program for the acquisition, development, and renovation of parks for the planning period was prepared with input from city staff and the planning committee team. All of the proposed costs are shown in 1998-dollar values. The capital improvement costs include funds for land acquisition, site preparation, site utilities, access, and parking along with renovation and significant maintenance improvements. The capital improvement plan also includes estimated planning and design fees.

The capital improvement program can be summarized into the following components:

Renovation/Maintenance Program	\$ 21,932,350
Land Acquisition Program	3,995,000
Park Development Program	29,755,000
Special Use Facilities Development Program	<u>25,300,000</u>
Total Capital Improvement Cost	\$ 80,982,350

This total figure equates to spending approximately \$4,049,118 annually through the year 2017. Table 6-1 shows the capital improvement program costs for the planning period divided into three funding intervals starting in 1999 and ending in 2017. The table reflects the proposals and



recommendations as outlined in Section 5 of this Master Plan. Table 6-1.1 further defines the capital improvements program on an annual basis for the first funding period. The table reflects the implementation of significant renovation and maintenance projects for existing parks that includes:

- Magnet Park Improvements - Bryan Park
- Regional Park Improvements – Infrastructure/structure repairs and road paving
- Community Park Improvements – Restroom renovation and equipment replacements
- Neighborhood Park Improvements – Play equipment replacements and general improvements
- Mini-park Improvements - Play equipment replacements and general improvements
- Recreation Center Improvements – Replace gym floors and bleachers
- Special Facility Improvements – Repairs and renovations to Keeley maintenance, Arboretum paths; Lake paths, piers, bulkheads & boathouses; pools, tennis courts, and Memorial Stadium lights
- Recreation Center Equipment - Repairs and updating HVAC systems and gym/exercise equipment at recreation centers.
- Administrative Hardware and Equipment - Includes computer equipment for registration system and activity based cost tracking
- ADA – Compliance and equipment

PROPOSED OPERATIONS BUDGET

The proposed operations budget includes cost for staff, operations, and general maintenance requirements similar to those that are currently being performed by the Parks and Recreation Department. The proposed operations budget has been projected for the Department in 1998 dollars without any allowance for inflation. Operation budgets from the past three fiscal years (FY) of the Department were studied in making the forecast for the planning period. The overall historical budgets are as follows:

Year	Total Operating Cost Including Capital Outlay	Per Capita Total Cost	General Fund Contributions	Per Capita General Fund 1
FY 95/96	\$13,306,905	\$69.19	\$10,936,295	\$56.86
FY 96/97	\$13,992,230	\$69.79	\$11,465,435	\$57.19
FY 97/98	\$14,294,625	\$70.35	\$11,816,625	\$58.15

Table 6-2 shows proposed annual operations budgets and projected per capita amounts to accommodate the operations of proposed master plan through the year 2017. Revenues generated from the park system are not included in this analysis. The grand total cost for operations through the year 2017 is estimated to be \$333,537,500 or approximately \$16,676,875 per year throughout the 20-year planning period. The per capita cost average equals \$74.18 or approximately 5.44% greater than for FY 1997/98 (\$70.35). The \$74.18 figure is also 6.3% greater than the average per capita operating cost for the past three years (\$69.78). As a comparison the average/mean per capita cost in the state of North Carolina for municipalities the size of Greensboro was \$70.91 for FY96/97 without capital improvements.



STAFF NEEDS

The Master Plan requires a review of the existing organizational structure in place and how the existing structure relates to the implementation strategies. The following recommendations have been developed through a careful analysis and critique of the existing structure and a management strategy that centers on three key principals.

Efficiency in use of existing park and recreation resources. The resources include people's time, equipment, budget-money, facilities, and work unit connectivity.

Communication relating to organizational accountability and responsibility.

Strategic management in implementing the vision of the master plan against day to day operations that ask the question "are we doing the right things and are we doing them well?"

The proposed changes to the department's organizational structure illustrated in the following charts should not be considered "etched in stone" or "the final solution" to how the department will be organized in the future. The charts are however, an initial response to how key positions (Director, Assistant Directors, and Program Managers) should be aligned to improve communication, efficiency, and strategic management.

Critique of Existing Organizational Structure

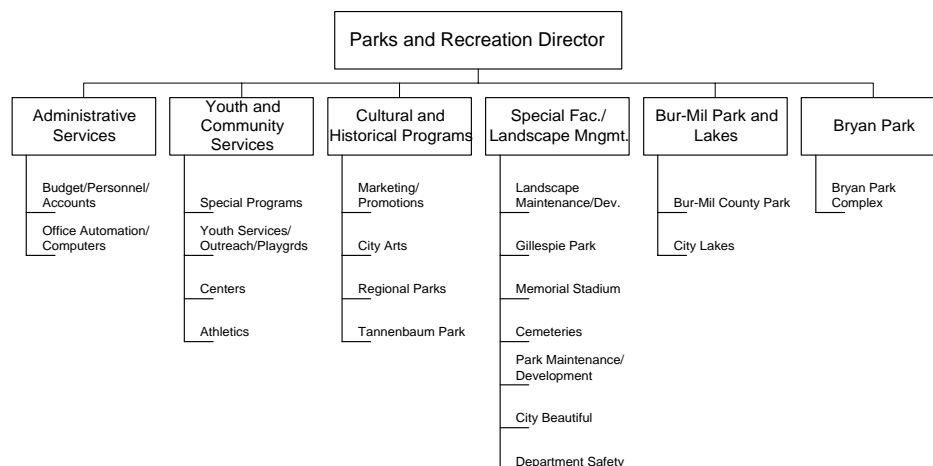
The existing organizational structure centers on administrative functions, core program services, individual special use facilities and individual park types. This is a traditional park and recreation organizational model. In a detail review of the Greensboro organizational structure, there appears to be several divisions where the managers are doing a combination of managing core program services and units, as well as overseeing special use facilities and park areas. This current practice can cause the individual managers to think more independently versus holistically.

In further review of the existing organizational structure there appears to be some duplication of similar functions in more than one division. This can create some inefficiency in use of people, equipment, facilities, and budgets.

In the existing organizational structure the Director has six divisions reporting to her directly. This forces her to split her time between daily operations and strategic management.

The strengths of this organizational structure is that individual managers and staff in one divisional area will take on greater pride in how well they work together in accomplishing their divisional goals even though it may not be as efficient. It takes very effective managers with exceptional vision and understanding of organizational culture to make this model work to its fullest level of productivity and efficiency.

Existing Structure





Recommended New Organizational Structure

The recommended new organizational structure allows the Director to spend more critical time on strategic management. This allows her to implement the recommendations of the master plan and create the support in the community.

The recommendations establishes three key organizational Assistant Directors that provide greater accountability and responsibility to each other. This will allow each Assistant Director to fully develop their respective areas of control by aligning like kinds of functions and units in one work division. This forces all resources to come together to support each other in meeting the needs of the community.

In absence of the Director, the Assistant Director of Support Services should be the person in charge because of the budget, personnel, and accounting components of the job that are crucial to the management of the Department. This division is intended to support the other two divisions, not control.

The make up of this structure allows for better communication to exist based on organization unit assignments. The key to an excellent organizational team is effective communication.

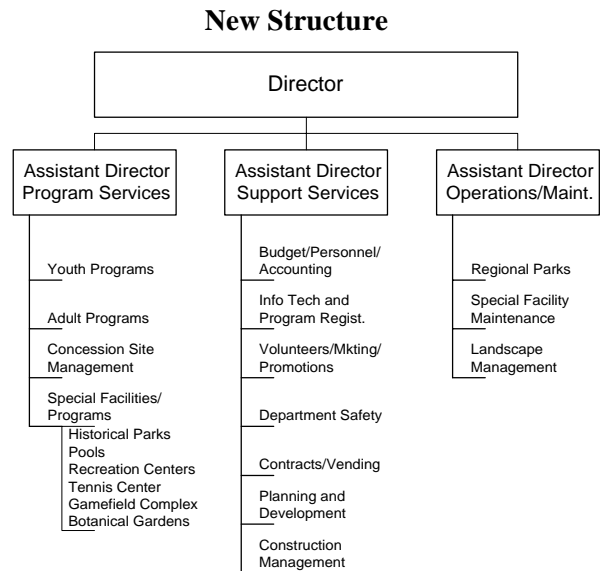
The weakness with this recommendation is that some staff may lose power because of the re-alignment and may also have to give up an area under their control that they enjoy managing. But in the essence of organizational efficiency this will be necessary.

In addition, the trend in organization design is to move away from program specific areas and into more demographic groups for programming of recreational services. This allows staff to specialize with a certain group, such as youth, and focus on meeting their overall needs.

Key Positions

Director of Parks and Recreation

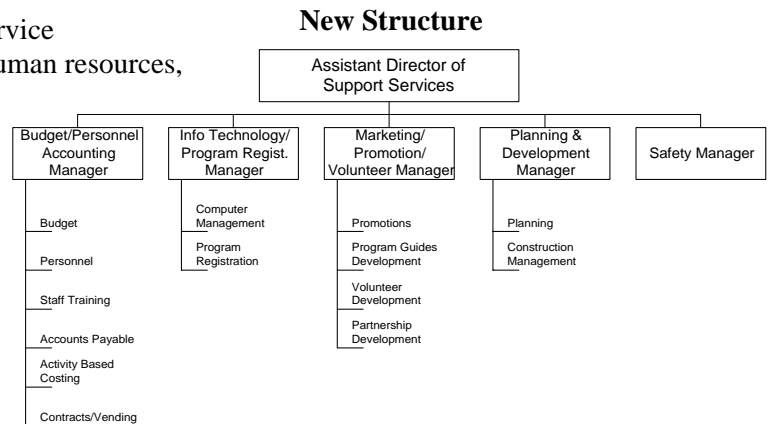
Responsible for managing the vision of the organization including overseeing the implementation of the master plan. Strategic management responsibilities include developing ongoing community support from elected officials, users, non-users, partners, special interest groups, volunteers, stakeholders, businesses and other recreation providers. The Director oversees the Assistant Directors who are responsible for individual units of service areas involving full-time and part-time staff. The position also oversees all parkland including individual parks, open space areas, and facilities.





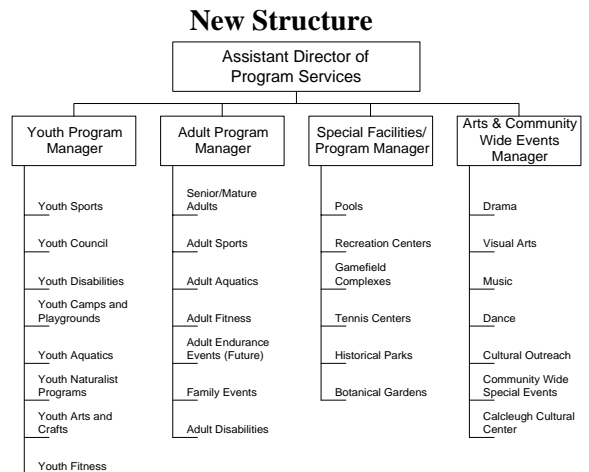
Assistant Director of Support Services

Responsible for providing direct care service responsibilities in fiscal management, human resources, information technology, marketing and promotions, volunteers, department wide safety, contracts/vending, planning and development, and construction management. This division provides support to all other areas of the Department through effective systems management of policies, procedures and agency wide services.



Assistant Director of Program Services

Provides overall direct management of special use facilities and program services that occupy these facilities. The program responsibilities include programs for youth, adults, arts and community wide events and special facilities that include all pools, recreation centers, athletic field complexes, tennis facilities, botanical gardens, and historical parks.



Assistant Director of Operation and Maintenance Services

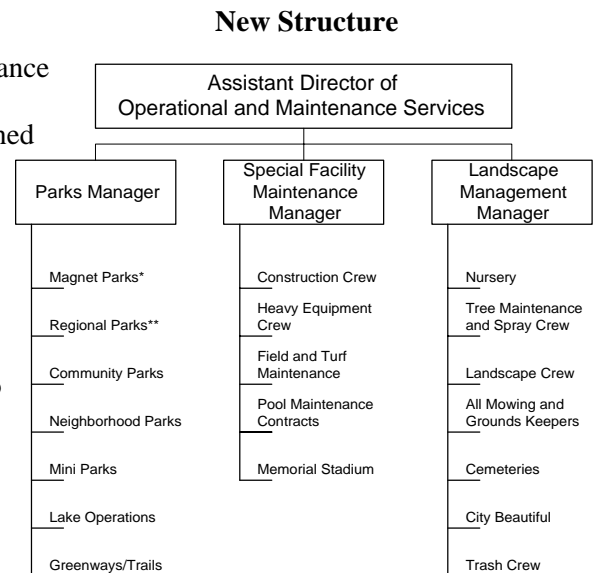
Oversees all park assets, preventive maintenance, landscaping, tree care, turf care, construction maintenance and special use facilities. Duties include stewardship management that is required to keep all assets positioned well in the minds of the community.

Managers

Managers are responsible for the functions, facilities, and/or programs listed which is self-explanatory. A key change is the Special Facility Manager who manages specialty facility sites and programmers who will program the sites.

Other Structural Issues

Within the Arts and Community Wide Events Section, all art resources are combined and applied to community wide events. The arts programs should filter into recreation centers, adult programs, and



*Bryan Park Complex's location within this chart is subject to change based on the recommendations made by a separate management study by the City Manager's office on this enterprise fund.
 **Bur-Mil Park is a Guilford County Regional Park



youth programs.

The Support Service Section combines the Budget Management, Personnel Management, and Account Payable Sections with the other Support Services and Administration. Information Technologies and Program Registration are combined so staff in Information Technologies can have both internal and external customers.

The Support Services Section needs to incorporate Volunteers, Safety, Contracts/Vending, Planning and Development, Construction Management, and Marketing & Promotions because these are citywide functions. The other sections all rely on these services therefore they need to be centralized.

The Operations & Maintenance Services Section combines all the physical functions under one umbrella. This enables team thinking and working together in sharing equipment, staff, and resources to maximize efficiency.

PARTNERSHIP OPPORTUNITIES

Historically, public, quasi-public, and private agencies have provided recreation services and facilities. Usually, these three leisure providers are distinct and easily recognized. The public sector relies almost exclusively on taxes to accomplish their mission, the quasi-public operates on funds from local and national fundraisers and fees, while the private sector sells goods and services to those able and willing to purchase them. However, over the past five to ten years there has been a blending of these three sectors; the public sector increasingly turning to earned-income opportunities for delivering services; quasi-public taking on roles previously delegated to the public sector; and the private sector, taking on missions that were formerly the exclusive domain of the public and quasi-public sectors.

The relaxation of the boundaries in these three sectors has been partly responsible for the rise of partnerships in the delivery of leisure services. The word partnership is an umbrella term that includes agreements, cooperative ventures, joint agreements, collaboration, coalitions, and workforces. It is the sharing of resources between two or more parties to achieve collaborative goals. This practice is occurring throughout the United States in cities similar to Greensboro.

In the City of Greensboro, the Parks and Recreation Department has also utilized partnerships. It is the recommendation of the Master Plan to create even more partnerships. The Master Plan cannot be completed without partnerships being raised to a higher level than currently in place.

All types of partnerships can be formed with local public, quasi-public, or private entities. The City of Greensboro has potential partnership opportunities in the following areas:

- City/school partnerships for joint development and use of game fields, pools, and recreational facilities. The Department should seek an alliance with the Guilford County school system to help provide these type of projects.
- City/neighborhood partnerships in managing and developing neighborhood parks through the creation of a park ambassador program, adopt-a-park program, and park amenity investment above baseline standards by neighborhood associations. Use local civic organizations (Kiwanis, Civitans Rotary etc.) to identify



neighborhoods or neighborhood associations with possible projects. The Economic Development Office/Planning Department and local housing authorities can act as the facilitators/brokers for putting these partnerships together.

- City/church partnerships in maintaining parks next to church properties and joint program development.
- City/non-for-profit program development. This partnership moves away from duplication and into segments of specific program areas with each agency developing a niche in the total program area. Contact the local YMCA and YWCA to create strategic alignments for services.
- City/private sector partnership. Typically a private developer can use private funds to develop a special use facility on city property with the city leasing it to the developer on a long-term basis. During the period of the lease the developer returns a portion of the revenue to the city and at the end of the lease the facility reverts to city ownership. Examples are golf courses, golf academies, restaurants, ice rinks, aquatic parks, marinas, concession facilities, gift shops, conference centers, campgrounds, preschool, daycare facilities, and qualified day camps.
- City/private sector service contracts for managing parks and recreation services. These partnership services can include management of museums, recreation facilities, mowing, landscaping, tree maintenance, construction management, marketing, information technologies, restroom cleaning, trash removal, and special use facility management. Greensboro currently does this with contracted services at facilities for volleyball and tennis (Barber Park, and J. Spencer Love Tennis Center).
- City/hospital partnership in development of health-related facilities such as fitness areas in recreation centers, game fields, facilities, and therapy pools. The City should seek partners such as Moses Cone Group of Health Services.
- City/trail partnerships in the development of trails for walking, inline skating, bicycling, and running. Partnerships are created with each entity that assists the City in developing a mile of trail. The partners can include a neighborhood association, a school, another non-profit business, or a college or university (UNC-G, NCA&T, Guilford College, GTCC).
- City/Guilford County partnership that works for the benefit of both partners for providing parks and recreation services. In order for this partnership to work it is imperative that both partners share the same vision. The vision needs to be developed based on the values each other hold for the community and how the vision for the development of a facility or a program benefits both partners. The vision is created from history, values, and common themes each agency is striving to achieve. This vision is developed in the form of a recital that is stated in the very first paragraph of a partnership agreement. This enables all future managers of the partnership to understand why the partnership was created and the spirit in which it was created.

A partnership agreement is essential to demonstrate the commitment of each party and identify the resources each party will contribute to the cause. Regardless of which party (or combination) contributes acquisition, development, operational, maintenance, replacement, or other resources, tracking these contributions to strive for a 50%-50% cost sharing between



partners over the life of the project should be the goal. Negotiations for these contributions should focus on demonstrating the advantages and disadvantages of each partner's participation.

In a partnership agreement between two parties, issues need to be identified between both parties and solutions to overcome them need to be brainstormed. For this Master Plan to be implemented, it is imperative that a successful comprehensive partnership agreement be developed between the City and Guilford County. For the City and the County, these are some of the key issues that need to be considered into the agreement:

- Liability issues that both parties face.
- Addressing how both parties will try to reach an equity position of 50/50 cost sharing during a specific time frame.
- Land use and management needs to be addressed so neither parties' environmental concerns are compromised.
- Joint capital cost development and how both parties need to be involved in the design component, equipment needs, and storage needs.
- It is important that each party share with the other what their mission statement is so there is a greater appreciation of what each party desires to achieve. The key is to get both parties to think on behalf of the overall community first, and their respective needs second.
- In the partnership agreement, each party needs to make a decision on how they will resolve conflicts with each other. In all situations each party needs to create an ongoing communication process that exceeds the boundaries of their normal communication process with a quarterly review of how the partnership is working.
- The partnership agreement is a living document and needs to change in time based on the needs of the community. Facility usage and contribution philosophy will remain consistent in the agreement, but the conditions of the agreement may change.
- Contributions by each partner need to be tracked and shared with all parties while trying to achieve the 50%-50% cost sharing goal within the time frame agreed upon.
- If both parties jointly develop a facility or park, a capital enhancement fund needs to be established for ongoing maintenance and facility upgrades.
- Usage within facilities, pricing of activities, schedule of events, equipment, operational issues, tracking process of partner contributions, and review sessions need to be evaluated periodically by both governing bodies.

Examples of three City of Greensboro/Guilford County Partnership alternatives have been developed for consideration and are listed below. A potential joint project between the City of Greensboro and the County could be developed using any of the following approaches.



Partnership Alternative No. 1

- City and County jointly plan a new or expanded park/facility that incorporates City and County residents and staff from both agencies.
- An Advisory Board made up of representatives from the County and City would oversee the park program and services provided. The Advisory Board would also provide input into the planning process.
- The City and the County agree to purchase property as “tenants in common” for developing the park/facility.
- The City would maintain and program all areas of the park/facility.
- The City and County share operating and maintenance costs for the park on an equal 50/50 basis. All revenue generated from the park will be split equally between the City and County after settlement of contributions to the perpetual maintenance/minor capital improvement fund, and reconciliation of incidental cost associated with providing operations and management services for the park.
- The City and County would each budget/earmark 2.5% of gross revenues (5% total) generated from operations of park facilities for perpetual maintenance and small capital improvements. The Advisory Board would review these budgeted funds and provide recommendations for projects that need to be performed.
- A full activity based costing model would be put in place to document all the capital costs that each party would put into the project as well as the operational and management costs.
- There would be no distinction between Greensboro residents and Guilford County residents in fees for using the park facilities due to the partnership.

Partnership Alternative No. 2

- The City and County jointly plan the development of a park or facility. Acquisition and development costs are identified in the plan with both parties agreeing to work towards a 50/50 split in total capital cost. A time frame for implementation is agreed upon.
- A non-profit foundation is created with appointments to the foundation made by both the City and County. Both parties get an equal number of appointments and the foundation would make one appointment as a group.
- All revenues created in the project would go to the foundation and any cost not generated through revenues would be made up by the foundation. The foundation would contract with the City for operation and maintenance cost. The foundation could contract for the development or management of revenue centers with either the City or other recreational providers in the area. The City and County each would agree to put a certain percentage of gross revenues generated by the project into a long-term preventive maintenance fund. Non-resident fees would not be charged at the project by the foundation due to the partnership agreement.



Partnership Alternative No. 3

- The City and County jointly plan the expansion for a park or facility incorporating City and County residents and staff from both agencies.
- The City agrees to do the full capital development cost for the park and the County agrees to repay the City in yearly allotments totaling up to 50% of the complete capital cost. The County also agrees to pay 50% of the operational and maintenance costs for park/facility based on an agreed budget less all revenues derived from the project. Additionally, the City and County would each agree to put a certain percentage of gross revenues into a fund for preventative maintenance.
- A park advisory board would be put in place with appointments made by the City and County to oversee operation and maintenance costs.
- The City would not charge non-resident fees at the park based on the partnership agreement.

Additional partnership agreements between municipal and county governments have been studied from two locations in North Carolina as part of this report. The two locations are the City of Clinton—Sampson County Agreement, and Fayetteville—Cumberland County Agreement. The following text highlights the major components of these agreements:

Clinton—Sampson County

- There is a joint County City recreation program called the Clinton-Sampson Recreation Program (Program).
- The Program is totally managed and operated by the City, and the County is only responsible to participate in the budget for funding the Program. All personnel working in the Program are employees of the City.
- A copy of every annual City audit and accompanying comments or management letters are provided to the County and at least quarterly a financial report is prepared by the City and submitted to the County for review.
- An Advisory Board is appointed to make recommendations to the City on operating the Program. The Board has eight members consisting of four residents from the County and four residents of the City.
- The budget is managed to abide by the North Carolina Uniform Budget and Accounting System and is prepared by the Program Director for submission to the City Manager, Mayor, County Manager, and Chairman of the Board of County Commissioners.
- The governing body of the City and the governing body of the County approves the final budget.
- Any capital outlay is reviewed and approved by both the City and County.
- Operating cost, including capital outlay expenditures is equally shared (50/50) by the City and County for all activities that occur within the corporate City limits. All activities of the Program outside the City limits and outside the one-mile radius from the City is managed by the City under the terms of this agreement, but



is funded entirely by the County. However, the County can arrange to share cost for the activities outside the one-mile City area with other local municipalities or governmental units.

- Termination of the agreement can occur with majority vote of either government body.
- The County owns all property outside the one-mile City area except for any property purchased jointly by the City and the County. The City owns all property within the City corporate limits and the one-mile City area except for any property purchased jointly by the City and County.
- All real estate purchased jointly by the City and County is jointly owned (50/50) by both parties and deeds are drafted accordingly.

Fayetteville—Cumberland County

- The Board of County Commissioners adopted a resolution in 1975 to establish a service district for the financing of recreation and park services outside of the County municipalities. Any municipalities that desire to be part of the program or district need to pass a resolution requesting the Board of Commissioners to include them in the County program.
- The created County-wide Recreation District excluded the City of Fayetteville, and Spring Lake where services were provided, and included the towns of Wade and Hope Mills as requested by resolution from their respective Boards.
- The District receives \$.02 on each \$100 valuation for distribution to the recreation department(s) for services provided.

Partnership opportunities should also be considered with the private sector. Large corporations should be targeted in the area such as Cone Mills, Lucent Technologies, Moses Cone Group of Health Services, UPS, Gilbarco, AMP Inc. Burlington Industries, Novartis (formerly Ciba), Jefferson Pilot, and Thomasville Furniture. Additionally, smaller businesses can also contribute by sponsoring special events and individual programs on a regular basis. The smaller businesses may be more appropriate for sponsorship of “community based activities” because these activities typically have a direct affect on a particular community/neighborhood where a business is located. In return for their sponsorship the business should be offered proper advertisement or recognition of their contribution.

KEY FUNDING/REVENUE SOURCES

The Greensboro Parks and Recreation Department has a long history of good public support for funding of parks, program services and recreation facilities. However, the existing funding sources will not be able to keep up with the expanded operations and additional facilities unless additional dollars become available through a combination of sources. The following funding sources are provided to help Greensboro evaluate all their options.



Revenue Plan

Upon adoption of the Master Plan, the City needs to continue with establishing a revenue plan. A revenue plan incorporates all available funding resources in a community, prioritizes them, and puts each option into a funding strategy. In a revenue plan the following funding alternatives are evaluated for its appropriate use in funding capital improvements and programs:

General Tax Revenues

General tax revenues traditionally provide the principle sources of funds for general operations and maintenance of a municipal recreation and park system. Recreation as a public service is scheduled along with roadways, health, public safety, schools, etc. in regular budgets established by the municipality. Assessed valuation of real and personal property provides the framework for this major portion of the tax base for the city. The City of Greensboro currently (FY96/97) has a property tax valuation of \$13.34 billion, which generates approximately \$79.7 million in tax revenues. The tax rate in Greensboro for FY96/97 is .5975/\$100 valuation and .5845/\$100 is earmarked for the general fund. General tax revenues typically cover park services as a whole. Recreation facilities such as tennis complexes, game fields, ice rinks, art centers, and museums are covered by a combination of general tax revenues and user fees. All cities have different values in place for how they fund various portions of a recreation experience. Tax subsidies vary by activity.

The City will need to update its current revenues and pricing policy as part of the revenue plan based on the values and guiding funding principals of the city. Refer back to Section 5 of this report for potential subsidy goals and pricing strategies.

General Obligation Bonds

General tax revenue for parks and recreation are usually devoted to current operation and maintenance of existing facilities. In view of the recommended capital improvements suggested in this plan, borrowing of funds to acquire new lands and develop facilities will be necessary. The State of North Carolina gives municipal governments the authority to accomplish this borrowing of funds for parks and recreation through the issuance of bonds not to exceed the total cost of improvements (including land acquisition). For the purpose of paying the debt on these bonds the city is empowered to levy a special tax. Total bonding capacities for local government is limited for parks and recreation to a maximum percentage of assessed property valuation.

The real value of a municipality's bonding authority and capacity is not necessarily the funds made available for capital improvement program alone (in terms of local monies). Bonding enables the city to utilize local funds to match federal grant-in-aid monies or state funds. General obligation bonds are still the greatest source utilized to fund park projects in North Carolina. The last bond referendum that passed for parks and recreation facilities in Greensboro was in 1985.

Revenue Bonds

Revenue bonds have become a popular funding method for financing high use specialty facilities like golf courses, aquatic centers, ice rinks, tennis centers, and complexes for softball



and soccer. The user and other revenue sources on-site pay revenue bonds. This revenue source would only be of use to the city of Greensboro if they choose to change their tax subsidy policy for using this type of funding.

Limited Option or Special Use Tax

Limited option or special use taxes can be established in various ways. A city or county from property valuation, transfer taxes, or sales tax can establish the tax source. The proposal will require legislative approval if it is structured on sales tax or transfers. A tax that is identified or earmarked on existing property valuation can be approved by a local governing body (similar to the example of Cumberland County cited within this section under Partnership Opportunities). The idea behind a special option or limited option tax is that the tax is identified or limited for a *special purpose* or *projects* and the duration can also be limited to the accomplishment of the purpose or projects.

Parks Foundation

Greensboro has the opportunity to create a parks foundation to assist the city in acquiring land, developing facilities, sponsoring programs, and buying equipment for the Department. Park foundations typically create five funding strategies for accessing money to build up their coffers. These include a foundation membership, individual gifts, grants from other recognized and national foundations, long term endowments, and a land trust for future acquisitions. The Department has used private foundations and trust to assist with funding for facilities, programs and land acquisition but currently do not have a “park and recreation foundation.” Other private foundations and trusts such as the Joseph M. Bryan Foundation have been instrumental in the development of parks and recreation in Greensboro. An additional local resource to consider for funding land acquisition is the Michael Weaver Revolving Trust.

General Foundations

Another source of revenue is the direct contribution of money from General Foundations within the state or nation. A listing of appropriate foundations can be found in the text entitled Grant Seeking in North Carolina, made available through the North Carolina Center of Public Policy Research, P.O. Box 430, Raleigh, North Carolina 27602.

Foundation funds should be sought for both development and construction of facilities as well as providing programs. They should include general-purpose foundations that have relatively few restrictions, special program foundations for specific activities, and corporate foundations found with few limitations and typically from local sources. As reported previously the Joseph M. Bryan Foundation has been used for park and recreation activities. Other sources of local assistance may be available by contacting large corporations with a local presence to review any possible funding opportunities they might offer. Companies such as Cone Mills, Lucent Technologies, UPS, Burlington Industries, Novartis (formerly Ciba), Jefferson Pilot, and Thomasville Furniture may have available funding through existing grant programs; or they may be interested in creating a program or partnership for specific projects. The Department should actively pursue grants from foundation and trust sources on a regional and national level. Information on trusts and foundations can be found through the Foundation Center 79



Fifth Avenue, New York, NY 10003-3076 (www.fdncenter.org) and the Non-Profit Gateway to Federal Government agencies (www.nonprofit.gov).

Federal Assistance

Federal funding sources necessary to help finance the Master Plan have historically been available from the U.S. Park Service's Land and Water Conservation Fund (LWCF). Potential funding through the U.S. Department of Housing and Urban Development's Community Development Block Grant Program is also available given certain conditions. Other potential sources for recreational funding are available through the National Foundation of Arts and Humanities and the National Endowment for the Arts (NEA).

During the 1960s 70s, and 80s the Greensboro Parks and Recreation Department used LWCF funds to develop many parks within the system. These include Apache Street Park, Bingham Park, Bryan Park, Camp Joy, Glenwood Center Park, Hampton Park, Mayer Park, McCulloch Street Tot-Lot, Memorial Stadium, Nocho Park, Peeler Park, Tuscaloosa Street Tot-Lot and Woodlea Acres Park. Additionally, the arts programs provided by the city have received funds through local NEA grants and community assistance programs.

The North Carolina General Assembly passed a bill in 1995 creating a consistent source of funds for parks and recreation in the state. The Parks and Recreation Trust Fund (PARTF) will provide money for capital improvements, repairs, renovations, and land acquisition in state and local parks. Revenues from the state's portion of the real estate deed transfer tax support the Fund and are estimated to be \$18 million annually. Of the funds allocated, 65% will go to the state parks system, 30% will provide matching grants to local governments and the remaining 5% will go to the Coastal and Estuarine Water Beach Access Program. The maximum matching grant is limited to \$250,000 for a single project and the anticipated awards to local governments will exceed \$5 million for fiscal year (FY) 1997/98.

Additionally, the State can fund projects such as bikeways and pedestrian walks through the federally funded Intermodal Surface Transportation Efficiency Act (ISTEA). The North Carolina Department of Transportation (NCDOT) administers the funds and the City can use these funds for developing portions of any proposed greenway system. The State also makes funds available for development of facilities and programs through the Community Development Block Grant system (CDBG) administered by the Division of Community Assistance. Eligible communities can use these federal funds for development of projects such as recreation facilities, land acquisition, and neighborhood centers. Non-profit neighborhood groups can receive assistance from this program and the Department can assist these groups by identifying possible projects.

Another source of state administered funding is through the Clean Water Management Trust Fund (CWMTF). These funds are set aside for the acquisition of riparian properties, financing of innovative waste water management initiatives, storm water mitigation and stream bank restoration projects, support for greenways, and some planning programs. The acquired or purchased property can be used for recreation while protecting valuable water resources from the affects of urban encroachment. The General Assembly has initially set aside \$88 million for the CWMTF to allocate grants to restore and/or protect water quality in the state's rivers, lakes, and estuaries. The City of Greensboro Storm Water Utility has successfully acquired funding from this program and is currently working on water quality improvements within local drainage/watershed basins. Storm Water Utility representatives have expressed interest



in providing recreational opportunities as part of their long-term goals for improvements within the area. The Utility is willing to work with the Parks and Recreation Department to identify locations for joint projects.

Fees and Charges

In John Crompton and Dennis Howard's, Pricing Government Services, the authors describe the need to price services based on the logic that there are three different types of consumptive services provided by parks and recreation agencies. A **public service** is a service that has high public benefit (equal benefit to everyone) and should be free and supported by taxes. The second type of service is a **merit service**, which provides some public benefit. The person receiving the service benefits more than the general taxpayer and should pay an equitable share of the cost to provide the service. The third type of service is a **private benefit service**. This type of service benefits the user totally, not the general taxpayer. Therefore, the user should pay the total cost of providing the service.

The City needs to establish the **true cost** of each service provided and communicate and market that price correctly the first time. Then, if the service needs to be discounted or subsidized at a lower cost (or provided free), the user will understand the cost and can appreciate the benefit the City is providing. Pricing strategies and benefits have been previously discussed in Section 5.

Resident/Non-Resident Fees

Resident/non-resident fees are used to help compensate a government agency for providing recreation services and facilities to those individuals who do not live within the jurisdiction of government body. The rationale is that the non-resident is not financially contributing up front to the services and facilities provided. A certain escalated fee is charged to the non-resident to make up the difference. These fees are commonly used throughout the Carolinas and have also been historically used in Greensboro. However, the City currently does not have any consistent policy relating to non-resident fees. It currently is applied on an individual program basis.

As a part of this study, the City of Tallahassee was contacted concerning their use of resident/non-resident fees (differential fees). The City of Tallahassee and Leon County had a partnership structure in place (memorandum of agreement) that allowed the County to contract/pay for recreational services offered to County residents by the Tallahassee Park and Recreation Department. This agreement was nullified and the City instituted "differential fees" (resident and non-resident pricing) to recover a portion of the cost associated with providing services to county residents. Basically the fees for non-residents are set 50% higher than for City residents. The City uses utility bill codes and proper photo identification to establish proof of City residency. The program has been in place for approximately 18 months and has created additional work for staff in the field to verify residency and collect fees on an individual basis. To date the Tallahassee Recreation Department has not experienced a decline in attendance at programs but they have also not been in direct competition with County programs.

The Tallahassee approach is one that should only be used when partnership agreements or other mutual agreements cannot be attained. Fees should be set/established on a program by



program basis and/or facility by facility basis to accommodate any partnership agreements. Additionally fees should be set to recover cost at an established goal as part of a complete revenue plan and should not be an emotional reaction to lack of cooperation and communication between governments. Use of differential fees or non-resident fees should be a last resort in attempting to afford service for residents in the area. A better solution is to have partnership agreements that share or disperse responsibility and cost. When partnerships are unattainable or dissolved a cost recovery plan that includes differential fees should be structured to restore lost or potential revenue.

MASTER PLAN FUNDING STRATEGY

Over the next 20 years, the City of Greensboro will not be able to support the proposed capital improvements and operations budget of \$414,519,850 (in 1998 dollars) solely through the current level of contributions from the general fund. The City must use a combination of revenue sources to accomplish the recommendations of the Master Plan. There are numerous combinations of funding strategies that can be explored and implemented by City Council. Upon careful analysis of past budget documents, current practices, available resources, national trends, and standards, a funding strategy is presented for consideration. The Master Plan proposes a viable funding strategy that emphasizes realism.

General Fund

Assuming allocations from the general fund are maintained at current fiscal year (FY) 1997-1998 level of \$11,816,295, or \$58.15 per capita, for the 20-year planning period, the total funds generated will be approximately \$236,325,900. This equates to 57.01% of the projected expenditures for the total budget (capital improvements and operations) or 70.85% of the total operations budget. Based on this equation, an eventual goal for the total additional revenues to support the operational budget would be 30%. This figure falls in line with current national trends for revenue contributions to general funds and allows the City to expand the level of quality service provided to patrons. This strategy proposes to maintain the current level of general fund contributions to accomplish the Master Plan.

General Obligation Bonds

General Obligation Bonds should be used in acquiring and developing new park and recreation facilities as well as renovating existing facilities. The funding strategy proposes three bond issues be targeted, ranging from approximately \$23.4 to \$31.5-million, for the years of 1999, 2005, and 2011. The total of the three bond issues should be \$80,982,350, which represents 100% of the capital improvement program or 19.54% of the total budget (capital and operations).

User Charges

A crucial strategy to accomplish the goals of this plan is to price services based on the value and benefits received by the participants beyond those of all taxpayers. Increasing participants in using the facilities and programs will increase revenue opportunities. A good time to price services to their value and benefits is after facilities have been renovated to enhance a



participant's recreational experience. A proposed user-charge revenue strategy is not a quantum leap to market value pricing but a slightly enhanced program of increasing fees based on new and renovated facilities that will create more revenue and capacity opportunities for the growing Greensboro population.

Currently, user charges are projected at \$2,425,780 for FY 1997-1998, which is 16.96% of the overall budget. Assuming this level of funding continues through the 20-year planning period it will generate approximately \$48,515,600 for implementing the Master Plan. A goal of the plan is to attain 18% of the total budget or \$74,613,573 from user charges. To accommodate this goal, revenue from user charges must increase 1.04% annually (16.96%+1.04% =18%) or generate an additional \$148,665 annually, throughout the 20-year planning period. With renovations to existing facilities and new facilities on-line, this goal is achievable with extremely modest changes to the current fee structure for activities and programs.

The following table illustrates the revenues that new Special Use Facilities, as recommended in the Master Plan, can generate. The revenues are based on the current pricing structures in place for the Greensboro Parks and Recreation Department. National trends for cities of similar or larger size demonstrate that these type of special facilities can be 100% self-supporting, or in other words, generate revenue to cover 100% of their operating cost. However, the proposed strategy for this plan does not recommend 100% cost recovery. The revenue and expense figures (based on 1998 dollars) are very achievable within Greensboro's current pricing philosophy.

Summary of Revenues for Special-Use Facilities:

Special-Use Facility	Annual Expenses	Annual Revenues	Cost Recovery	Revenue for Life of Master Plan
Athletic Complex	\$800,000	\$400,000	50%	\$6,000,000
Mega-Center				
W/Pool	\$1,000,000	\$700,000	70%	\$10,500,000
Mega-Center	\$600,000	\$200,000	33%	\$2,600,000
Rec. Center w/Gym	\$300,000	\$80,000	27%	\$480,000
Total	\$2,700,000	\$1,380,000	51%	\$19,580,000

Within this strategy the proposed special use facilities would provide \$19,580,000 from user charges. This amount added to the projected revenue (\$48,515,600) generated by the current level of user charges over twenty years equals \$68,095,600. This leaves a total of \$6,517,973 for attaining the goal of 18% of the total budget (\$414.5-million capital and operations) from user charges. This equates to \$325,898 per year over the 20-year planning period. The amount is achievable with modest price changes/and improved facilities and services.

Partnerships, Grants, and Gifts

A combination of partnerships, grants, gifts or other revenue sources will need to offset the remaining 5.45% or \$22,598,027 of the total budget for the Master Plan. Over the 20-year planning period this amounts to \$1,129,901 per year. There are a substantial number of opportunities in Greensboro and Guilford County to support this annual contribution. As described in the Funding Sources section of this chapter (following section), any combination



of grants, donations, in-kind services, and partnership agreements, can contribute to this portion of the funding strategy. The State of North Carolina, Federal grants, local private sector entities, school districts, Guilford County, and non-profit groups, should be aggressively approached in assisting with the funding of the master plan proposals. It should be noted that any growth in revenues from user charges would lower the annual amount needed from partnerships, grants, gifts or other sources accordingly.

Summary of Funding Strategy

Funding Source	Percentage of Overall budget	Amount
General Fund	57.01%	\$236,325,900
Bonds	19.54%	\$80,982,350
User Charges Revenue	18.00%	\$74,613,573
Partnerships, Grants, and Gifts	5.45%	\$22,598,027
Total	100%	\$414,519,850

OTHER METHODS FOR ACQUISITION AND DEVELOPMENT

Other methods available to Greensboro for acquiring and developing parks as recommended in the Master Plan include the following:

Fee Simple Purchase

The outright purchase is perhaps the most widely used method of obtaining parkland though this method is the most difficult to reconcile with limited public resources. Fee simple purchase has the advantage of being relatively simple to administer and to explain to the general public in terms of justifying a particular public expenditure.

Fee Simple with Lease-Back or Resale

This technique of land acquisition enables the City to purchase land to either lease or sell to a prospective user with deed restrictions that would protect the land from abuse or development. This method is used by governments who impose development restrictions severe enough that the owner considers himself to have lost the major portion of the property’s value and it is more economical for him to sell with a lease-back option.

Long-term Option

A long-term option is frequently used when a particular piece of land is seen as having potential future value though it is not desired or affordable to the City at the time. Under the terms of a long-term option, the City agrees with the landowner on a selling price for the property and a time period over which the city has the right to exercise its option. The first benefit of this protective method is that the land use of the property is stabilized because its future is in doubt and an expenditure of money for the property would be lost in the previously agreed upon selling price. Secondly, the City does not have to expend large sums of money



until the land is purchased. Thirdly, the purchase price of the land is settled upon. The disadvantage of this method lies in that every right given by the property owner, a price must be paid. In this case, the cost of land use stabilization and a price commitment comes in the form of the cost of securing the option.

First Right of Purchase

This approach to acquiring parkland eliminates the need for fixing the selling price of a parcel of land yet alerts the City of any impending purchase which might disrupt the parkland acquisition goals. The City would be notified that a purchase is pending and would have the right to purchase the property before it is sold to the party requesting the purchase.

Land Trust

The role and responsibility of a Land Trust is to acquire park land and open space while maintaining a well balanced system of park resources representing outstanding ecological, scenic, recreational, and historical features. A Land Trust is a 501 (c)(3) not-for-profit corporation made up of key knowledgeable leaders in Greensboro who represent a cross section of recreation, historic, conservation, preservation, land development, and environment. Their goals and responsibilities are to work with landowners to acquire parkland for current and future generations. The individuals appointed to the Land Trust must have a good knowledge of land acquisition methods and tools to entice land owners to sell, donate, provide easements, life estates, irrevocable trusts, or a combination of all. This includes seeking out a good land acquisition attorney who is trained in these areas to provide the most efficient and effective processes to achieve the balance of types of land to meet the goals of the Comprehensive Master Plan.

Local Gifts

A significant and yet most often untapped source of providing funds for acquisition and development of local park projects is through a well organized local gifts program. The pursuit of land, money, construction funds, or donated labor can have a meaningful impact on the development of a well-rounded system.

The most frequently used type of gift involves the giving of land (through a full gift of agreed upon below market value sale) to be used for a park. The timing of such a donation can correspond with a PARTF grant application, thereby providing all or a significant portion of the local matching requirement associated with this fund. A familiar use of gifts involves donated labor or materials, which become part of an improvement project and help to reduce project costs. The value of the services or materials can also be used to match non-local grant funds. When not tied into a grant, such donations (land, labor, or materials) still can play an important role in reducing the demand for local capital expenditures.

Some cities have developed a gift catalog as a tool for emphasizing an organized gifts program. Such a publication should explain the role and importance of the gifts program, describe its advantages, define the tax advantages that may occur to the donator, and identify various gifts (land, labor, play equipment, materials, trees, etc.) that are needed to meet local program needs. The gifts catalog should be prepared in a format that can be distributed



effectively and inexpensively, and should employ a clear statement of needs, typical costs associated with various gifts, and be made readily available to the public.

To aid this type of gift program, a strategy for contacting potential donors (individuals, businesses, foundation, service clubs, and the like) should be developed. An important part of this strategy should include contacting the local Bar Association, trust departments of lending institutions, and the Probate Court. Informing these groups regularly will make them aware of the potential for individuals to include a gift to the Parks and Recreation Department as part of their tax and estate planning.

Life Estate

A life estate is a deferred gift. Under this plan, a donor retains use of his land during his lifetime and relinquishes title to such land upon his death. In return for this gift, the owner is usually relieved of the property tax burden on the donated land.

Easement

The most common type of less-than-fee interest in land is an easement. Since property ownership may be envisioned as a bundle of rights, it is possible for the City to purchase any one or several of these rights. An easement seeks either to compensate the landholder for the right to use his land in some manor or to compensate him for the loss of one of his privileges to use the land. One advantage of this less-than-fee interest in the land is the private citizen continues to use the land while the land remains on the tax records continuing as a source of revenue for a City. Perhaps the greatest benefit lies in the fact that the community purchases only those rights that it specifically needs to execute its parkland objectives. By purchasing only rights that are necessary to the system and on the land itself, the City is making more selective and efficient use of its limited financial resources.

Zoning/Subdivision Regulations/Mandatory Dedication

Zoning ordinances, subdivision regulation, and mandatory dedications may be utilized to create new parkland at no cost to the community. This, however, must be approved through special state legislation in Raleigh.

Subdivision regulations can be revised to contain written provisions making allowance for both "cluster and planned unit development." The county currently allows for cluster development. Design standards relating to tree cover, drainageways, and other natural features can be instrumental in the preservation of the natural setting. Regulations can require that land is dedicated and/or compensation in lieu be made to the City for the development of parkland.

Greensboro should reserve the right to review all preliminary development plans to verify acceptance of required dedicated parkland. All too often, developers attempt to dedicate unusable land to local governments. Scattered and unplanned pockets of open space are of no use to the overall recreation and park system. Payment in lieu of dedicated land for facility development at other park sites is recommended as an alternative.



A variation of the mandatory land dedication is payment of a fee in-lieu-of land dedication. This payment of a fee for dwelling unit construction goes directly into a special fund earmarked for park acquisition and development. The benefits of this method for park development in newly evolving neighborhoods are many:

- The City is financially able to purchase parks in accordance with a predetermined set of plans;
- The money is available when needed;
- The residents involved directly feel the benefit of the park fee.

BENEFITS OF PARKS AND RECREATION

The vast majority of the American public use and benefit from the service and facilities provided by their local parks and recreation department and the citizens of Greensboro are no different. Recreation services and parks are valuable resources for many different reasons. These benefits can be categorized into personal, environmental, social, activity-oriented, and economic.

According to the Benefit's of Local Recreation and Park Services: A Nationwide Study of the Perceptives of the American Public, individuals feel they benefit the most from recreation when they participate in programs that provide exercise and fitness. Yet there are many other personal benefits such as relaxation, learning, education, stress release, enjoyment from being outdoors, peace and quiet, as well as time alone. Even individuals who don't actually use recreation facilities or services, feel a sense of comfort knowing that the parks simply exist. Research shows these personal benefits can contribute to both improved mental and physical health. As a result, a large segment of the population views parks and recreation agencies as being health and wellness organizations.

Environmentally, parks provide habitat for wildlife, and green space for wildlife viewing. As raw land continues to be developed, open space preservation will become more important, especially in the protection of environmentally sensitive areas. Open space, especially within the urban areas, is increasingly valuable and is directly related to health and wellness. Greenway corridors also help preserve natural areas and foster a unique kind of learning opportunity about the environment.

Socially, parks and recreation help to foster community awareness or a sense of community. Other social benefits of parks for the general public include providing a safe place for kids to play, providing a place for youth and teens to socialize, and creating spaces for adults and senior citizens to meet. Recreation helps to create interaction between children and adults, and promotes the development of both team spirit and sportsmanship.

Parks and recreation departments provide many recreational activities that would not otherwise be available to the general public. Programs offer instructional classes as well as exposure to the arts thus raising cultural awareness. Facilities provide for a wide range of recreational opportunities such as play areas for children, places to picnic and areas to exercise pets. Planned activities, organized sports, and special events like July 4th celebrations typically occur at park sites and help contribute to a healthier, and stronger community.



The National Park Service has published two documents, which address the economic benefits of recreational facilities. The Economic Impacts of Parks and Recreation Resource Book is a workbook designed to help park and recreation directors quantify the economic activity their parks, programs and facilities contribute to the local and state economy. The resource book offers a methodology for collecting and analyzing economic information, then presenting it in a concise manner. Information such as quotations, testimonials and comparisons help to emphasize the significance of the data that has been collected.

The economic benefit of parks and recreation is perceived differently by various segments of the community. For example, developers, and realtors consider whether the facilities increase property values, increase selling time of property or persuades a corporate relocation. For example:

The Boise River Greenbelt is 9.5 miles in length, runs through the center of Boise, Idaho and connects a series of sports facilities, seven town parks, and two state parks along the Boise River. Over the past twenty-five years, Boise has invested \$10 million into the Greenbelt. The appraised value of properties within the Greenbelt is now over \$200 million which is directly attributable to improvements which have happened because of the Greenbelt. Property values of undeveloped land are \$26,000 to \$34,000 per acre near the Greenbelt versus \$10,000 to \$17,000 elsewhere. (John D. Cooper, Director of Parks, Boise, Idaho, 1989).

The other National Park Service resource publication, Economic Impacts of Protecting Rivers, Trails and Greenway Corridors expands the traditional recognition of these corridors for their role in environmental protection, recreation value and aesthetic appearance, to their potential to create jobs, enhance property values, expand local businesses, attract new business, increase local tax revenues, and decrease local government expenditures. Similar to the traditional park and recreational facilities, a greenway corridor can positively impact a range of economic conditions such as real property values, expenditures by residents, tourism, and business development and job creation.

The Town of Burlington, NC Parks and Recreation Department in 1993 studied some of the positive economic impacts that result from their programs. An example is to look at the breakdown of economic impact that comes from one participant in the Adult Softball League.

- . Based on one participant in the Adult Softball League;
- . Based on a 15-week season including practice and games.

<u>Expenditure Item</u>	<u>Economic Impact</u>
Equipment: Bat, Ball, Glove, Cleats, Batting Glove	\$125.00
Uniforms	30.00
Transportation	50.00
Team get-together	10.00
Dinners _____	75.00
Total Economic Impact Per Participant	\$290.00

- . There are an average of 15 participants per team which equates to \$4,350 per team.



There are an average of 92 teams which equals to \$400,200 worth of positive economic impact from one town program that is returned back to the community.

In a nationwide survey of 1,000 of the largest U.S. corporations, Fortune magazine found style of living for employees as an important factor for 41% of firms that had relocated and 43% of firms with plans for relocation. (The Contribution of Outdoor Recreation to State Economic Development, Suellen Kiener, The Council of State Planning Agencies, Washington, DC 1985)

Manufacturers, vendors and support businesses also benefit from the presence of recreational facilities in a community. Wilson, a well-known manufacturer of sporting equipment found that 30% of their corporate/domestic sales were directly or indirectly supported by park and recreation agencies.

There is plenty of documentation regarding the benefits of parks and recreation for the entire community, such as physical assets like parks, street trees, open space, museums and theaters, or intangible assets like community image and lifestyle. Costs relating to energy, environmental resources, healthcare, crime prevention and education can be indirectly reduced by the presence of a recreation and park system in a community. Whether it is personal, environmental, social, activity-oriented or economic, benefits of recreation and park services can be summarized as simply providing a better way of life for the community and its citizens.

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**TABLE 6-1
CITY OF GREENSBORO PARKS AND RECREATION DEPARTMENT
CAPITAL IMPROVEMENT PROGRAM**

Capital Improvement and Land Acquisition	Total Cost Projection	Time Frame of Improvement		
		1999-2004	2005-2010	2011-2017
Renovation/Maintenance Program				
Existing Parks				
Magnet	\$1,500,000	\$500,000	\$500,000	\$500,000
Regional	\$1,790,000	\$290,000	\$750,000	\$750,000
Community	\$4,112,500	\$2,612,500	\$750,000	\$750,000
Neighborhood	\$2,223,000	\$723,000	\$750,000	\$750,000
Mini-Parks	\$875,000	\$125,000	\$300,000	\$450,000
Recreation Centers	\$2,837,000	\$1,337,000	\$750,000	\$750,000
Special Facilities	\$3,211,000	\$1,711,000	\$750,000	\$750,000
Recreation Center Equipment	\$2,340,000	\$2,340,000		
Admin. Hardware & Equipment	\$50,000	\$50,000		
New Parks	\$1,000,000		\$400,000	\$600,000
Planning & Design	\$1,993,850	\$968,850	\$495,000	\$530,000
Renovation/Maintenance Program Total	\$21,932,350	\$10,657,350	\$5,445,000	\$5,830,000
Land Acquisition Program				
Community Parks (6 sites)				
District 1 (site 1C)	\$320,000		\$320,000	
District 2 (site 2C)	\$240,000	\$240,000		
District 4 (site 4C)	\$640,000	\$640,000		
District 5 (site 5C)	\$320,000			\$320,000
District 6 (site 6C)	\$320,000		\$320,000	
District 7 (site 7C)	\$240,000			\$240,000
Neighborhood Parks (6sites)				
District 3 (site 3N-5)	\$125,000	\$125,000		
District 3 (site 3N-6)	\$125,000		\$125,000	
District 6 (site 6N-1)	\$30,000		\$30,000	
District 6 (site 6N-2)	\$100,000		\$100,000	
District 7 (site 7N-1)	\$50,000		\$50,000	
District 7 (site 7N-2)	\$40,000		\$40,000	
Mini Parks	\$25,000	\$5,000	\$10,000	\$10,000
Greenway	\$1,000,000	\$250,000	\$375,000	\$375,000
Special Facilities				
Athletic Complex	\$300,000	\$300,000		
Large Recreation Center site	\$60,000	\$60,000		
Swimming Facility Site	\$60,000			\$60,000
Land Acquisition Program Total	\$3,995,000	\$1,620,000	\$1,370,000	\$1,005,000

**TABLE 6-1
CITY OF GREENSBORO PARKS AND RECREATION DEPARTMENT
CAPITAL IMPROVEMENT PROGRAM**

Capital Improvement and Land Acquisition	Total Cost Projection	Time Frame of Improvement		
		1999-2004	2005-2010	2011-2017
Park Development Program				
Regional Park	\$1,000,000		\$500,000	\$500,000
Community Parks				
District 1 (site 1C)	\$3,000,000		\$3,000,000	
District 2 (site 2C)	\$3,000,000	\$3,000,000		
District 4 (site 4C)	\$3,000,000	\$3,000,000		
District 5 (site 5C)	\$3,000,000			\$3,000,000
District 6 (site 6C)	\$3,000,000		\$3,000,000	
District 7 (site 7C)	\$3,000,000			\$3,000,000
Neighborhood Parks				
District 3 (site 3N-1)	\$500,000		\$500,000	
District 3 (site 3N-2)	\$500,000		\$500,000	
District 3 (site 3N-3)	\$500,000		\$500,000	
District 3 (site 3N-4)	\$500,000	\$500,000		
District 3 (site 3N-5)	\$500,000		\$500,000	
District 3 (site 3N-6)	\$500,000		\$500,000	
District 4 (site 4N-1)	\$500,000			\$500,000
District 4 (site 4N-2)	\$500,000			\$500,000
District 4 (site 4N-3)	\$500,000			\$500,000
District 5 (site 5N-1)	\$500,000			\$500,000
District 5 (site 5N-2)	\$500,000			\$500,000
District 5 (site 5N-3)	\$500,000			\$500,000
District 6 (site 6N-1)	\$500,000		\$500,000	
District 6 (site 6N-2)	\$500,000		\$500,000	
District 7 (site 7N-1)	\$500,000		\$500,000	
District 7 (site 7N-2)	\$500,000		\$500,000	
Mini Parks (5 sites)	\$50,000	\$10,000	\$20,000	\$20,000
Planning and Design	\$2,705,000	\$651,000	\$1,102,000	\$952,000
Park Development Program Total	\$29,755,000	\$7,161,000	\$12,122,000	\$10,472,000
Special Use Facilities Program				
Athletic Facility	\$2,500,000	\$2,500,000		
Recreation Center (w/Gym)	\$2,500,000			\$2,500,000
Mega Center w/Pool	\$8,000,000	\$8,000,000		
Mega Center	\$5,000,000		\$5,000,000	
Greenway	\$5,000,000	\$500,000	\$1,500,000	\$3,000,000
Planning & Design	\$2,300,000	\$1,100,000	\$650,000	\$550,000
Special Use Facilities Program Total	\$25,300,000	\$12,100,000	\$7,150,000	\$6,050,000
Total Capital Improvement Budget Cost	\$80,982,350	\$31,538,350	\$26,087,000	\$23,357,000

Proposed costs are presented in 1998 dollar values and makes no allowance for inflation.

**TABLE 6-1.1
CITY OF GREENSBORO PARKS AND RECREATION DEPARTMENT
FY 1998/99-2003/04 CAPITAL IMPROVEMENT PROGRAM¹**

Capital Improvement and Land Acquisition	Total Cost 1999-2004	Time Frame of Improvement					
		1998/99	1999/00	2000/01	2001/02	2002/03	2003/04
Renovation/Maintenance Program							
Existing Parks							
Magnet ^z	\$500,000	\$83,000	\$83,000	\$83,000	\$83,000	\$84,000	\$84,000
Regional ^p	\$290,000	\$50,000	\$40,000	\$80,000	\$40,000	\$40,000	\$40,000
Community ^q	\$2,612,500	\$436,000	\$436,000	\$435,000	\$435,000	\$435,000	\$435,000
Neighborhood ^r	\$723,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$123,000
Mini-Parks ^o	\$125,000	\$25,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Recreation Centers ^v	\$1,337,000			\$400,000	\$300,000	\$300,000	\$337,000
Special Facilities ^s	\$1,711,000	\$133,000	\$550,000	\$550,000	\$225,000	\$126,000	\$127,000
Recreation Center Equipment ^y	\$2,340,000		\$780,000	\$780,000	\$780,000		
Admin. Hardware & Equipment ^{uu}	\$50,000	\$50,000					
Planning & Design	\$968,850	\$89,700	\$202,900	\$246,800	\$200,300	\$112,500	\$116,600
Renovation/Maintenance Program Total	\$10,657,350	\$986,700	\$2,231,900	\$2,714,800	\$2,203,300	\$1,237,500	\$1,282,600
Land Acquisition Program							
Community Parks (2 sites)							
District 2 (site 2C)	\$240,000	\$240,000					
District 4 (site 4C)	\$640,000	\$640,000					
Neighborhood Parks (1 site)							
District 3 (site 3N-5)	\$125,000	\$125,000					
Mini Parks	\$5,000	\$5,000					
Greenway	\$250,000		\$250,000				
Special Facilities							
Athletic Complex	\$300,000	\$300,000					
Large Recreation Center site	\$60,000		\$60,000				
Land Acquisition Program Total	\$1,620,000	\$1,310,000	\$310,000	\$0	\$0	\$0	\$0

TABLE 6-1.1
CITY OF GREENSBORO PARKS AND RECREATION DEPARTMENT
FY 1998/99-2003/04 CAPITAL IMPROVEMENT PROGRAM¹

Capital Improvement and Land Acquisition	Total Cost 1999-2004	Time Frame of Improvement					
		1998/99	1999/00	2000/01	2001/02	2002/03	2003/04
Park Development Program							
Community Parks							
District 2 (site 2C)	\$3,000,000			\$3,000,000			
District 4 (site 4C)	\$3,000,000			\$3,000,000			
Neighborhood Parks							
District 3 (site 3N-4)	\$500,000			\$500,000			
Mini Parks (1 site)	\$10,000				\$10,000		
Planning and Design	\$651,000	\$0	\$325,500	\$325,500		\$0	\$0
Park Development Program Total	\$7,161,000	\$0	\$325,500	\$6,825,500	\$10,000	\$0	\$0
Special Use Facilities Program							
Athletic Facility	\$2,500,000					\$2,500,000	
Mega Center w/Pool	\$8,000,000					\$8,000,000	
Greenway	\$500,000		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Planning & Design	\$1,100,000	\$10,000	\$10,000	\$10,000	\$530,000	\$530,000	\$10,000
Special Use Facilities Program Total	\$12,100,000	\$10,000	\$110,000	\$110,000	\$630,000	\$11,130,000	\$110,000
Total Capital Improvement Budget Cost	\$31,538,350	\$2,306,700	\$2,977,400	\$9,650,300	\$2,843,300	\$12,367,500	\$1,392,600

¹Proposed costs are presented in 1998 dollar values and makes no allowance for inflation.

² Magnet park renovations within Bryan park

³ Includes infrastructure repairs at all regional park sites and road paving at 3 parks.

⁴ Includes replacement (18) and renovations (5) to restrooms for ADA compliance and play equipment replacements

⁵ Includes bleacher and play equipment replacement

⁶ Includes play equipment replacement at mini park sites system-wide

⁷ Includes renovation and repairs to recreation center bleachers and gym floors system-wide

⁸ Includes renovation/repairs for: Keeley maintenance, Arboretum paths; Lake paths, piers, bulkheads & boathouses; pools, tennis courts, and Memorial Stadium lights

⁹ Includes repairs and updating HVAC and gym/exercise equipment at recreation centers.

¹⁰ Includes computer equipment for registration system and activity based cost tracking

**TABLE 6-2
CITY OF GREENSBORO PARKS & RECREATION DEPARTMENT
PROPOSED OPERATING BUDGET¹**

Fiscal Year	Population	Operations Budget	Per Capita ²	General Comments
1995-1996	192,330	\$13,306,905	\$69.19	Total operating budgets to show historical trends. (Base=96/97 per capita budget of \$69.79)
1996-1997	200,485	\$13,992,230	\$69.79	
1997-1998	203,200	\$14,294,625	\$70.35	
				3 Year Per Capita Average - \$69.78
1998-1999	205,952	\$14,384,625	\$69.84	Years 1998/99 - 2004/05: 1999-2001 is mostly existing facility renovation and acquiring new parkland. First new operational cost come on line in 2001. 1998/99 Includes cost for staff training ³ (customer service, revenue planning, activity based costing etc.) Years 2001-2005 include new operations for: Greenways, (2) Community Parks, (1) Neighborhood Park, (1) Mini-park, (1) Athletic Complex (1) Mega Center/pool
1999-2000	208,741	\$14,294,625	\$68.48	
2000-2001	211,568	\$14,299,125	\$67.59	
2001-2002	213,260	\$14,384,125	\$67.45	
2002-2003	214,967	\$14,390,625	\$66.94	
2003-2004	216,686	\$16,195,125	\$74.74	
2004-2005	218,419	\$16,249,625	\$74.40	
				7 Year Per Capita Average - \$69.92
2005-2006	220,167	\$17,039,625	\$77.39	Years 2005/06-2010/11: Renovations continue at facilities. New operations include: (1) Regional Park, (2) Community Parks, (4) Neighborhood Parks, (2) Mini Parks (1) Mega Center/pool, and Greenways.
2006-2007	222,083	\$17,165,125	\$77.29	
2007-2008	224,016	\$17,288,625	\$77.18	
2008-2009	225,966	\$17,334,125	\$76.71	
2009-2010	227,932	\$17,377,625	\$76.24	
2010-2011	229,916	\$17,421,125	\$75.77	
				6 Year Per Capita Average - \$76.76
2011-2012	231,594	\$17,457,625	\$75.38	Years 20011/12-2017/18: Renovations continue at facilities. New operations include: (1) Regional Park, (2) Community Parks, (6) Neighborhood Parks, (2) Mini Parks, (1) Recreation Center w/gym, Greenways.
2012-2013	233,283	\$17,942,125	\$76.91	
2013-2014	234,986	\$17,978,625	\$76.51	
2014-2015	236,700	\$18,033,125	\$76.19	
2015-2016	238,428	\$18,097,625	\$75.90	
2016-2017	240,336	\$18,102,125	\$75.32	
2017-2018	242,259	\$18,102,125	\$74.72	
				7 Year Per Capita Average - \$75.85
20 Year Total Operating Budget (1998/99-2017/18)		\$333,537,500		20 Year Per Capita Average - \$74.18

¹Proposed costs are presented in 1998 dollar values and makes no allowance for inflation.

² 96-97 per capita based on city population only - North Carolina per capita average mean = \$70.91 for FY 96/97 (without capital improvements) (Source: NCSU Recreation Resources, N.C. Municipal and County Parks and Recreation Services Study.

³ Total Training Budget = \$90,000 for training staff as necessary on: Customer Service/Hospitality (\$5,000), Team Building (\$5,000), Setting Customer Service Standards (\$8,000), Revenue Planning (\$20,000), Activity Based Costing (\$15,000), Setting Operations Standards/ Performance Measures (\$12,000), Marketing (\$5,000), Partnerships (\$5,000), Flow Charting Systems (\$5,000).