















Prepared By:

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

www.mcadamsco.com

ACKNOWLEDGMENTS

Mayor & Council

J. Scott Padgett- Mayor
Samuel Leder- District 1
W. Brian King- District 2
Ella Mae Small- Mayor Pro-Tem, District 3
Alfred M. Brown, Jr.- District 4
W. Lamar Barrier- District 5
Jennifer Parsley- District 6
John Sweat, Jr.- District 7

Office of City Manager

Brian Hiatt- City Manager Merl Hamilton- Deputy City Manager Lloyd Payne- Assistant City Manager

City of Concord Parks & Recreation Staff (Leadership Team)

Bob Dowless- Parks & Recreation Director Mark Kincaid- Parks & Recreation Deputy Director Dawn Simpson- Athletic Coordinator Debbie Littlefield- Program Coordinator

Parks and Recreation Steering Committee

Steve Osborne- Planning & Neighborhood Development Deputy Director Susan Sessler- Building & Grounds Director Leadership Team (as listed above)

Consultants

McAdams

Management Learning Laboratories

Highland Mapping

TABLE OF CONTENTS

	Executive Summary	i
1	Introduction Overview of Concord	8
	Goals & Objectives of the Master Plan	10
2	Influencing Factors	14
	Demographics	14
	Growth	23
	Environment	23
	Tourism	23
3	Process	26
	Model for Investigation	26
	Time Table of Events	28
4	Inventory & Analysis	30
	Review of Previous Plans & Studies	30
	Park Models	59
	Existing Facilities	63
	Existing Programs	113
	Existing Program Assessment	127
	Review of City of Concord Development Ordinance	133
5	Standards & Trends	134
	Trends Analysis	134
	Local Sport & Market Potential	141
	Benchmarking	147
	Level of Service Standards	154

6	Public Opinion	158
	Staff & Local Government Input	158
	Community Input Summary	161
	Survey Data & Analysis	162
7	Recommendations	190
	General Strategies	190
	Parks & Facilities	194
	Programs	218
	Public Relations	223
	Funding	231
8	Action Plan	240
	1-5 Years	240
	5-10 Years	243
	10+ Years	246
9	Appendix	
	Existing Parks and Recreation Facilities	A1
	Existing Parks and Recreation Facilities – Expanded	A2
	Recreation Needs Survey	B1
	Public Input	C1
	Inventory – City Facilities	D1
	Inventory – Public Schools	D3
	Inventory – Private Facilities	D4
	Existing Park Improvements Cost Analysis	E1
	Neighborhood Park Cost Analysis	E6
	Community Park Cost Analysis	E8
	District Park Cost Analysis	E10
	Regional Park Cost Analysis	E12
	Dog Park Cost Analysis	E14
	Facility Prototype Cost Analysis	E16
	New Park Improvements Cost Analysis	E20
	Works Cited	F1

CITY OF CONCORD PARKS & RECREATION COMPREHENSIVE MASTER PLAN

December 2016

For City of Concord, North Carolina



Prepared for City of Concord City Council



Prepared By:

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

www.mcadamsco.com

MASTER PLAN INTRODUCTION

Concord's distinction as one of the fastest growing communities in the Charlotte Metro area reinforces its status as a vital player in an emerging growth area in the region. The City recognizes the value of parks and recreation and as its population continues to grow, the Parks and Recreation Department strives to provide high quality and affordable recreation opportunities for all its residents as well as residents of surrounding communities.

PURPOSE OF THE PLAN

The purpose of this Comprehensive Parks and Recreation Master Plan is to ensure that the City's recreation programs and facilities will continue to meet residents' needs over the next 5-10-15 years. This plan is designed to evaluate the existing and future park and recreation supply and demand and to make recommendations for new facilities, programs, and improvements.

This study endeavors to inventory the City's current recreation resources and aims to guide Administration's efforts in taking advantage of available opportunities. The plan also identifies the City's recent trends in recreation and helps predict and plan for future needs. The Comprehensive Master Plan addresses the needs of the citizens of Concord as they relate to park and recreation programs and facilities offered over the next 5-10-15 years.

The following groups have contributed to the development of the plan:

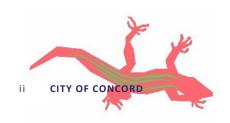
- Concord Parks & Recreation Department
- Mayor's Office and Concord City Council
- City Manager's Office
- Citizens of Concord
- Project consultants from: McAdams, Management Learning Laboratories, and Highland Mapping

MASTER PLAN CONTENTS

The following sections are included in the Comprehensive Master Plan document:

- 1. Introduction
- **2.** Influencing Factors
- **3.** Process
- 4. Inventory & Analysis
- 5. Standards & Trends

- **6.** Public Opinion
- **7.** Recommendations
- 8. Action Plan
- 9. Appendix



MASTER PLAN PROCESS

The method of investigation for this Master Plan used several means of data collection and analysis to determine unmet needs for recreation in Concord. Methods for data collection and analysis included:

- Meetings with Staff
- Meetings with Government Officials
- Inventory & Analysis of Existing Facilities
- Inventory & Analysis of Existing Programs
- Private Facilities Inventory
- Review of Previous Master Plans & Maps
- Demographics Study
- Trends Analysis
- Benchmarking & Level of Service Study
- City Survey & Data Analysis
- Public Meetings

Public comment and feedback were obtained from meetings with park staff, local government, community meetings and a random city-wide distribution of a recreation survey. The public meetings were an open forum where citizens were encouraged to share their opinions on existing recreation facilities and programs.

RECOMMENDATIONS

Through inventory and analysis of the City of Concord Parks and Recreation System and review and interpretation of public input, a series of recommendations were developed, divided into six categories; General Strategies, Parks & Facilities, Programs, Policy, Public Relations, and Funding. The recommendations provide a comprehensive look at many different areas within the Department that should be enhanced, expanded, or improved upon in order to better serve City residents.

ACTION PLAN

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

1-5

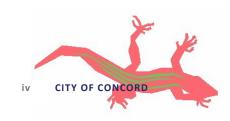
YEAR ACTION PLAN

GENERAL STRATEGIES

- Update existing open space and parkland acquisition ordinance and add greenway acquisition and dedication language
- Advance accessibility audits and inventories of existing parks and facilities
- Adopt a system wide accessibility standard

PROGRAMMING

- Work collaboratively with existing organizations in the development of expanded programs
- Seek out local individuals and groups with a strong interest in specific cultural and community activities that might serves as a theme for instructional programs, special events, and festivals
- Mainstream individuals with special needs into existing programs
- Expand arts and crafts classes with the addition of Propst House space and current Hartsell Recreation renovations
- Expand indoor fitness with the addition of Propst House space and current Hartsell Recreation renovations
- Expand aquatic offerings (swim lessons, water aerobics, lap swim, special events) with McInnis pool dome installation
- Provide additional water based offerings at Lake Fisher- more boats and canoe/kayak rentals and places for fishing
- Expand and enhance youth recreation leagues (baseball, softball, soccer, lacrosse, rugby) with W.W. Flowe expansion and a new community park on the west side of the City.
- Expand travel offerings to include more nature-based activities like hiking, fall foliage, canoeing, etc.
- Expand youth and adult basketball with partnerships with County Schools
- Consider the position of Director of environmental education programs
- Expand environmental activities with assistance from Environmental Education Director and expansion of the greenway system
- Provide after school programs with the current Hartsell Rec Center renovation and addition of Propst House space
- Develop an environmental ethics program in cooperation with schools and local environmental and conservation organizations
- Provide senior recreational programs and provide transportation for participants as needed



- Create Training and Education Courses (adult and youth) health, wellness, safety
- Create clubs and/or planned activities for Moms and Dads to socialize
- Develop teen Programs
- Develop therapeutic recreation for special needs families and participants
- Offer a Friday Night Concert series on a recurring basis (i.e. 1x/month)
- Offer "Movie in the Park" events on a recurring basis (i.e. 1x/month)

FACILITIES

- Create Master Plans for each existing park
- Meet outstanding needs and renovations for existing parks including
 - New walkways to address minimum accessibly at Hartsell Field
 Complex, McAllister Field, Webb Field, Gibson Field, and Hartsell Park
 - Propst House Community Center renovations
 - John McInnis Aquatic Center updates and renovations
 - Lake Fisher updates and renovations
 - Beverly Hills Park updates and renovations
 - J.W. "Mickey" McGee Park updates and renovations
 - James Dorton Park updates and renovations
 - Marvin Caldwell Park updates and renovations
 - W.W. Flowe Park updates and renovations
- Map a strategy for increased access to County owned school facilities and work with County on future community school park plans
- Expansion of greenway trails and connections including 5 miles of new constructed trails.
- Serve the City with a new Community Park (West Concord)
- Design and construct new splash pad

FUNDING

- Identify money available through grants, charitable donors, and other foundations
- Work with City finance office to find ways for increasing yearly operations budget
- Submit PARTF grant for new park or park improvements
- Maximize self-generated funding through revenue at parks and events
- Update the fees and charges levels for current programs and special events
- Utilize the City's park fund for acquisition of new land for new parks
- Continue to look for partnership opportunities

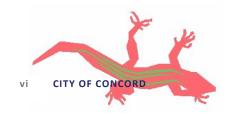
ACTION PLAN - FACILITIES COST SUMMARY

1-5 YEAR PRIORITIES (2017-2022)

	NO.	DESCRIPTION	QUANTITY	UNIT		UNIT COST	SUBTOTAL
1		IMPROVEMENTS TO EXISTING PARKS					
	Α	Propst House Community Center	1	LS	@	\$233,750.00	\$233,750
	В	John McInnis Aquatic Center	1	LS	@	\$291,500.00	\$291,500
	С	Hartsell Field Complex (Accessibility)	1	LS	@	\$20,000.00	\$20,000
	D	McAllister Field (Accessibility)	1	LS	@	\$3,750.00	\$3,750
	Ε	Webb Field (Accessibility)	1	LS	@	\$3,750.00	\$3,750
	F	Gibson Field (Accessibility)	1	LS	@	\$4,000.00	\$4,000
	G	Lake Fisher	1	LS	@	\$173,250.00	\$173,250
	Н	Beverly Hills Park	1	LS	@	\$159,500.00	\$159,500
	- 1	Hartsell Park (Accessibility)	1	LS	@	\$3,750.00	\$3,750
	J	J.W. "Mickey" McGee Park	1	LS	@	\$62,975.00	\$62,975
	K	James Dorton Park	1	LS	@	\$40,000.00	\$40,000
	L	Marvin Caldwell Park	1	LS	@	\$82,500.00	\$82,500
	M	W.W. Flowe Park	1	LS	@	\$901,850.00	\$901,850
		SUBTOTAL					\$1,980,575
							_
2		GREENWAYS					
	Α	Harold B. McEachern Greenway	1	LS	@	\$199,650.00	\$199,650
	В	The Village Greenway	1	LS	@	\$14,300.00	\$14,300
	С	Downtown Greenway Loop	1	LS	@	\$30,800.00	\$30,800
	D	Hector Henry II Greenway (Moss Creek Phase)	1	LS	@	\$149,213.00	\$149,213
	Ε	Hector Henry II Greenway (Weddington Road Phase)	1	LS	@	\$208,450.00	\$208,450
	F	5 Miles of New Greenway*	5	MI	@	\$1,400,000.00	\$7,000,000
		SUBTOTAL					\$7,602,413
3		NEW PARKS AND FACILITIES					
	Α	New West Community Park	1	LS	@	\$4,141,500.00	\$4,141,500
	В	Splash Pad	1	EA	@	\$440,000.00	\$440,000
		SUBTOTAL					\$4,581,500

ITOTAL	4 F V	/FAD	DDIDDITV	' SUMMARY
ΙΙΙΙΔΙ	1-5 Y	FAR	PRIUKITY	ZI HVHVI AR Y

\$14,164,488



^{*}Greenway unit Cost based on current City of Concord greenway budget numbers

5_1 O YEAR ACTION PLAN

PROGRAMMING

- Expand youth and adult basketball with partnerships with recreation center renovations
- Create after school programs with recreation center renovations
- Create toddler and Pre-K classes (ages 1-3) with recreation center renovations
- Expand environmental activities with expansion of the greenway system
- Expand and enhance youth recreation leagues (baseball, softball, soccer, lacrosse, rugby) with new central area neighborhood park and W.W.
 Flowe athletic complex
- Adventure Programming (rock climbing, canoeing, kayaking, paragliding, dirt/mountain biking, driving off-road vehicles, mud runs) with development of district park at Lake Howell
- Develop shooting sports programming (archery/ trap and skeet shooting, target shooting)
- Develop non-traditional sports programs (X-games style activities like skateboarding, BMX biking, mountain biking, wake boarding, waterskiing, etc.)
- Expand arts and performing arts classes with dedicated spaces designed for those activities (i.e. pottery and painting studios, acoustic spaces for performing arts classes. etc.) with development of the new indoor facility
- Develop drop-in programs (i.e. lunchtime basketball) at recreation centers
- Expand arts and crafts classes with new indoor facility availability
- Expand indoor fitness with new indoor facility availability
- Offer more tournament space with W.W. Flowe expansion
- Create an adult Soccer league
- Expand pickleball with new indoor facility availability
- Create family fitness classes with new indoor facility availability

FACILITIES

- Meet outstanding needs and renovations for existing parks including
 - Academy Recreation Center
 - Hartsell Recreation Center
 - Hartsell Field Complex
 - Logan Multi Purpose Center
 - McAllister Field
 - Webb Field
 - Gibson Field
 - Hartsell Park
 - W.W. Flowe Park (Planning)
- Expansion of greenway trails and connections including 5 miles of new constructed trails.
- Serve the City with a New Neighborhood Park (Central Concord)
- Partner with County and others on a New District Park at Lake Howell
- Design and Construct new Indoor Recreation Center (West Concord)
- Design and Construct new Athletic Complex (County owned land (50 AC) adjacent to W.W. Flowe)

FUNDING

- Continue to identify money available through grants, charitable donors, and other foundations
- Partner with County on projects such as the new district park at Lake Howell and the new athletic complex at W.W. Flowe Park
- Continue to evaluate operations budget with City finance office based on City growth and expansion of service to increased population
- Submit PARTF grant for new park or park improvements
- Continue to expand revenue opportunities at parks and events
- Utilize the City's park fund for acquisition of new land for new parks
- Continue to look for partnership opportunities

5-10 YEAR PRIORITIES (2022 - 2027)							
	NO.	DESCRIPTION	QUANTITY	UNIT		UNIT COST	SUBTOTAL
1		IMPROVEMENTS TO EXISTING PARKS					
	Α	Academy Recreation Center	1	LS	@	\$836,000.00	\$836,000
	В	Hartsell Recreation Center	1	LS	@	\$187,500.00	\$187,500
	С	Hartsell Field Complex	1	LS	@	\$255,925.00	\$255,925
	D	Logan Multi Purpose Center	1	LS	@	\$52,000.00	\$52,000
	Ε	McAllister Field	1	LS	@	\$41,625.00	\$41,625
	F	Webb Field	1	LS	@	\$107,900.00	\$107,900
	G	Gibson Field	1	LS	@	\$121,675.00	\$121,675
	Н	Hartsell Park	1	LS	@	\$105,975.00	\$105,975
	1	W.W. Flowe Park (Planning)	1	LS	@	\$15,000.00	\$15,000
		SUBTOTAL					\$1,723,600
2		GREENWAYS					
	Α	5 Miles of New Greenway*	5	MI	@	\$1,400,000.00	\$7,000,000
		SUBTOTAL					\$7,000,000
3		NEW PARKS AND FACILITIES					
	Α	New Central Neighborhood Park	1	LS	@	\$2,173,500.00	\$2,173,500
	В	New District Park (Contribution)	1	LS	@	\$1,650,000.00	\$1,650,000
	С	Indoor Recreation Center	1	LS	@	\$3,300,000.00	\$3,300,000
	D	Athletic Complex (Near W.W. Flowe)	1	LS	@	\$5,115,000.00	\$5,115,000
		SUBTOTAL					\$12,238,500

TOTAL 5-10 YEAR PRIORITY SUMMARY

^{*}Greenway unit Cost based on current City of Concord greenway budget numbers

\$20,962,100

10+

YEAR ACTION PLAN

PROGRAMMING

- Expand environmental activities with expansion of the greenway system
- Expand aquatic offerings (swim lessons, water aerobics, lap swim, special events) with new indoor aquatic center
- Expand and enhance youth recreation leagues (baseball, softball, soccer, lacrosse, rugby) with new school park
- Create an adult tennis leagues with new school park

FACILITIES

- Meet outstanding needs and renovations for existing parks including
 - Logan Multi Purpose Center
 - Gibson Field
 - Weddington Road Bark Park
 - James L. Dorton Park
 - Marvin Caldwell
 - Les Myers
- Expansion of greenway trails and connections including 5 miles of new constructed trails.
- Work with County on new school expansion plan and partner on a new School Park / Community School
- Serve the City with a new Community Park (South Concord)
- Design and construct a new Aquatic Center (Central Concord)
- Design and construct a new Dog Park (near Downtown Concord)

FUNDING

- Continue to identify money available through grants, charitable donors, and other foundations
- Partner with County on projects such as a new School Park / Community School
- Continue to evaluate operations budget with City finance office based on City growth and expansion of service to increased population
- Submit PARTF grant for new park or park improvements
- Continue to expand revenue opportunities at parks and events
- Utilize the City's park fund for acquisition of new land for new parks
- Continue to look for partnership opportunities



10-1	5 YE	AR PRIORITIES (2027-2032)					
	NO.	DESCRIPTION	QUANTITY	UNIT		UNIT COST	SUBTOTAL
1		IMPROVEMENTS TO EXISTING PARKS					
	Α	Logan Multi Purpose Center	1	LS	@	\$25,000.00	\$25,000
	В	Gibson Field	1	AC	@	\$121,675.00	\$121,675
	С	Weddington Road Bark Park	1	AC	@	\$390,500.00	\$390,500
	D	James L. Dorton Park	1	LS	@	\$126,650.00	\$126,650
	Ε	Marvin Caldwell	1	AC	@	\$261,505.00	\$261,505
	F	Les Myers	1	LS	@	\$194,150.00	\$194,150
		SUBTOTAL					\$1,119,480
_							
2		GREENWAYS					
	Α	5 Miles of New Greenway*	5	MI	@	\$1,400,000.00	\$7,000,000
		SUBTOTAL					\$7,000,000
3		NEW PARKS AND FACILITIES					
	Α	School Park (Contribution)	1	EA	@	\$440,000.00	\$440,000
	В	South Community Park	1	MI	@	\$4,141,500.00	\$4,141,500
	С	Aquatic Center	1	EA	@	\$5,500,000.00	\$5,500,000
	D	Dog Park	1	EA	@	\$1,454,470.00	\$1,454,470
		SUBTOTAL					\$11,535,970

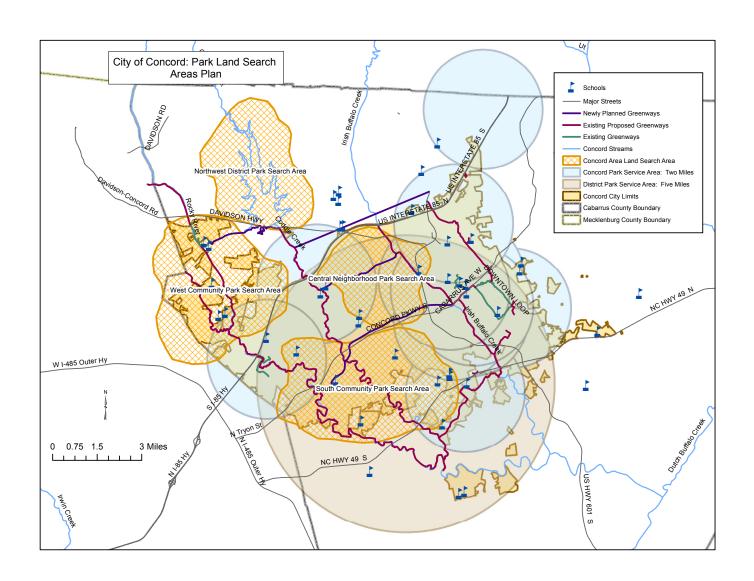
^{**}TOTAL 10-15 YEAR PRIORITY SUMMARY

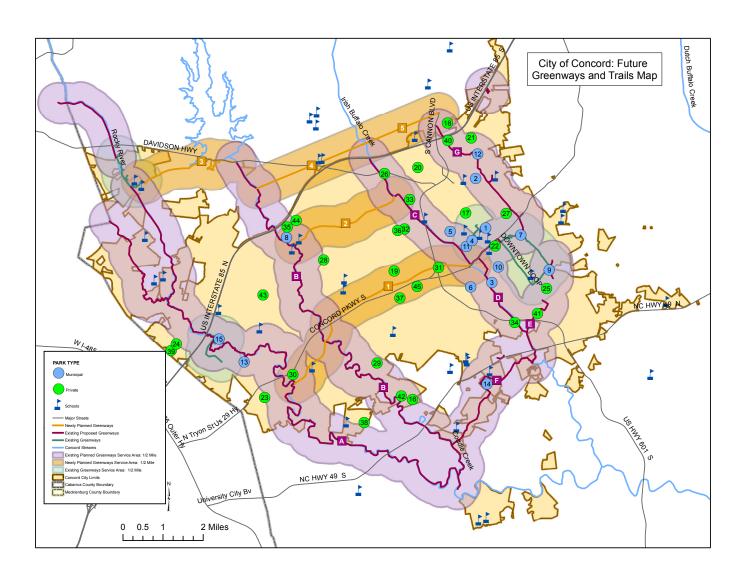
*Greenway unit Cost based on current City of Concord greenway budget numbers

Note: Cost data was derived by average market prices determined during the development of this master plan.

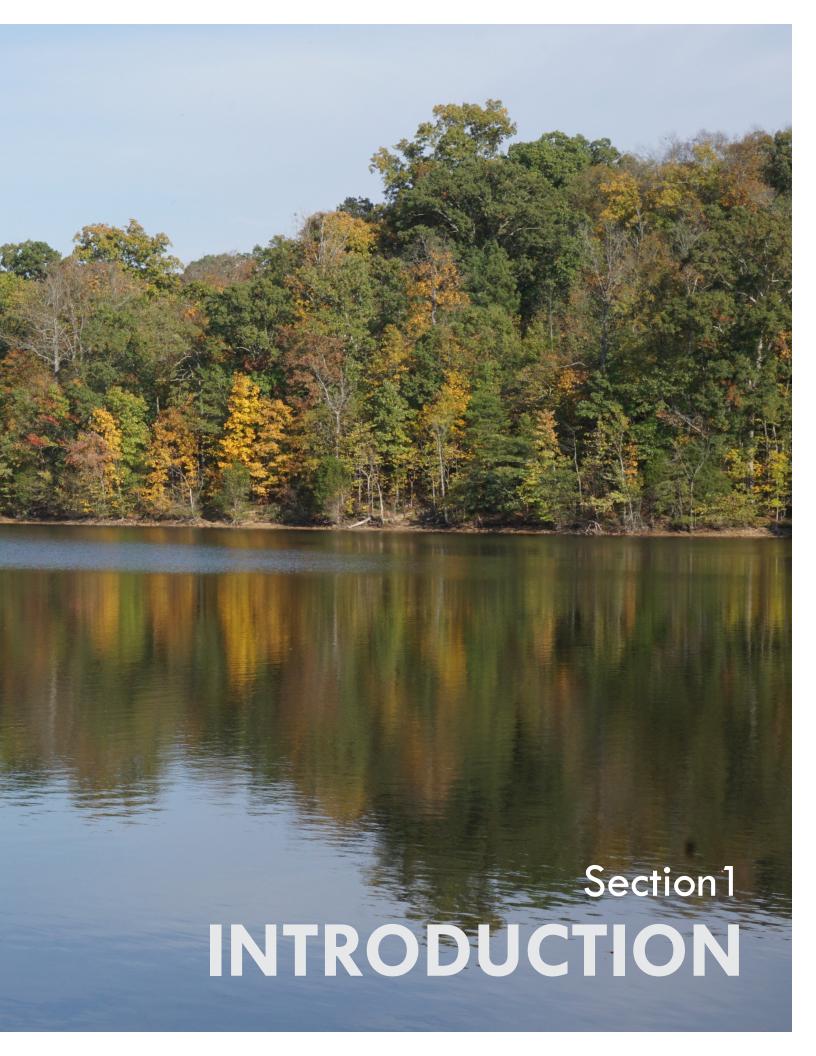
Prices may vary due to local market conditions.

\$19,655,450







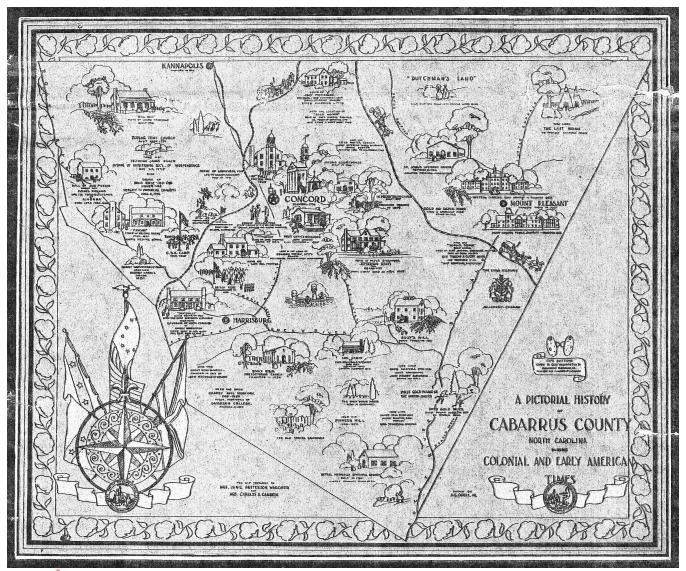


INTRODUCTION

OVERVIEW OF CITY OF CONCORD

HISTORY

Concord's rich history dates back over 200 years. Located in western Cabarrus County in the Piedmont region of North Carolina and in the rapidly growing NE quadrant of the Charlotte-metro area, Concord was laid out on a 26 acre tract of land lying on the ridge near the old Indian Trading Path and to the west of Three Mile Branch. Catawba Indians were the primary inhabitants of the area when significant numbers of Scotch-Irish and German immigrants began traveling the Great Wagon Road to the North Carolina backcountry in the middle of the eighteenth century.





OVERVIEW OF CITY OF CONCORD

In the late 1700's, there was a disagreement between the Scotch-Irish and German settlements over exactly where the County seat of the newly formed Cabarrus County should be located. A compromise was eventually reached, and the new city was founded in 1796. The city was named Concord, meaning "harmony," to reflect the spirit in which the issue was settled.

Industry began in Concord with the organization of the first cotton mill in 1839 (positioned north of town which is now the site of Locke Mill Plaza). As county seat and with the North Carolina Railroad running to the west, Concord became a center of trade and retail for the cotton-producing region. With cotton as a commodity crop and through textile manufacturing, Concord became a site of industrialization in the late 19th century. In 1877, Concord Cotton Factory was bought by Captain J.M. Odell and by 1890 that mill, along with several others Odell built, made Concord the most successful mill town in North Carolina. Concord's Coleman Manufacturing Company, which operated from 1896 to 1904, was the nation's first textile company owned and operated by African Americans.

With the success of the great mills, no city in North Carolina had more energy and excitement than 1890 Concord. The town's population had more than doubled – to 1600 persons – in 1880, and then to 4,000 persons by 1890. By 1900, Concord's population swelled to 8,000 persons. The city continued its steady growth, its population increasing to 8,715 in 1910 and 9,903 a decade later. By 1936, 13,500 people called Concord home. By 1985, Concord had a population of about 18,000 persons and was poised for its greatest period of growth . Today Concord is the second largest city in the Charlotte-metro area and the twelfth largest in North Carolina with a population of over 85,000 people.

From the time of incorporation through the 1970s, Concord's jurisdiction was centered around the downtown area. On June 30, 1986, the city annexed 8.06 square miles of land along its western and southern boundaries. Thy city has grown west of the City-Center towards Charlotte with portions of the city limit boundary adjoining the Cabarrus/Mecklenburg County line.

Although it enjoys many of the advantages of small town lifestyle, Concord continues to be a progressive community. The Concord of today boasts a brilliant mixture of progress and heritage and a wonderful blend of business, industrial, and residential life. With such a balance, one can see that Concord still embodies the original meaning of its name- "harmony."



Downtown Concord 1930's





Coleman Manufacturing Company



County Courthouse Concord, NC



Housing conditions of the workers in Cannon Mills

INTRODUCTION

OVERVIEW OF CITY OF CONCORD

GEOGRAPHIC PROFILE

As the largest municipality in Cabarrus County in both land area and population, Concord's population represents nearly half of the County's total population. The City is part of Charlotte's larger metropolitan region and is in close proximity to Uptown Charlotte and other regional employment, shopping and entertainment centers.

Interstate 85 creates the majority of the City's northern border, making Concord easily accessible. Interstate 485 to the southwest provides links throughout the metropolitan region and improved connection to the I-77 corridor; a key route to northern and mid-west states as well as to central Charlotte, Rock Hill, and Columbia.

GOALS & OBJECTIVES OF THE MASTER PLAN

MASTER PLAN INTRODUCTION

Concord's distinction as one of the fastest growing communities in the Charlotte Metro area reinforces its status as a vital player in an emerging growth area in the region. The City recognizes the value of parks and recreation and as its population continues to grow, the Parks and Recreation Department strives to provide high quality and affordable recreation opportunities for all its residents as well as residents of surrounding communities.

PURPOSE OF THE PLAN

The purpose of this Comprehensive Parks and Recreation Master Plan is to ensure that the City's recreation programs and facilities will continue to meet residents' needs over the next 5-10-15 years. This study endeavors to inventory the City's current recreation resources and aims to guide Administration's efforts in taking advantage of available opportunities. The plan also identifies the City's recent trends in recreation and helps predict and plan for future needs. The recommendations and strategies found in Sections 7 and 8 are prioritized to give the City a clear path in providing excellent parks and recreation offerings for years to come.

This plan is designed to evaluate the existing and future park and recreation supply and demand, to engage with citizens of Concord, and to make recommendations for new facilities, programs, and improvements.



GOALS & OBJECTIVES OF THE MASTER PLAN

In addition to maintaining the facilities that are heavily used and in good condition, the City must also consider the possibility of expansion or enhancement of existing facilities and programs, development of entirely new facilities, and repositioning, consolidating, or reallocating existing facilities to meet current and future needs. Prioritization of these opportunities should be made with public interest, anticipated population growth, fiscal availability, and park and recreation trends in mind.

This plan also offers a summary of the existing parks and recreational opportunities available in the City and provides an overview of the expectations for future growth opportunities. Additionally, this plan provides justification and validation to elected officials for budget requests and to grantors of funding submissions. The City should also utilize this plan when reviewing and evaluating land use and development projects in order to capture opportunities for developer participation in parks and recreation development within the City.

GOALS & OBJECTIVES

Goals and Objectives of the master plan are identified below.

Goals

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

Objectives

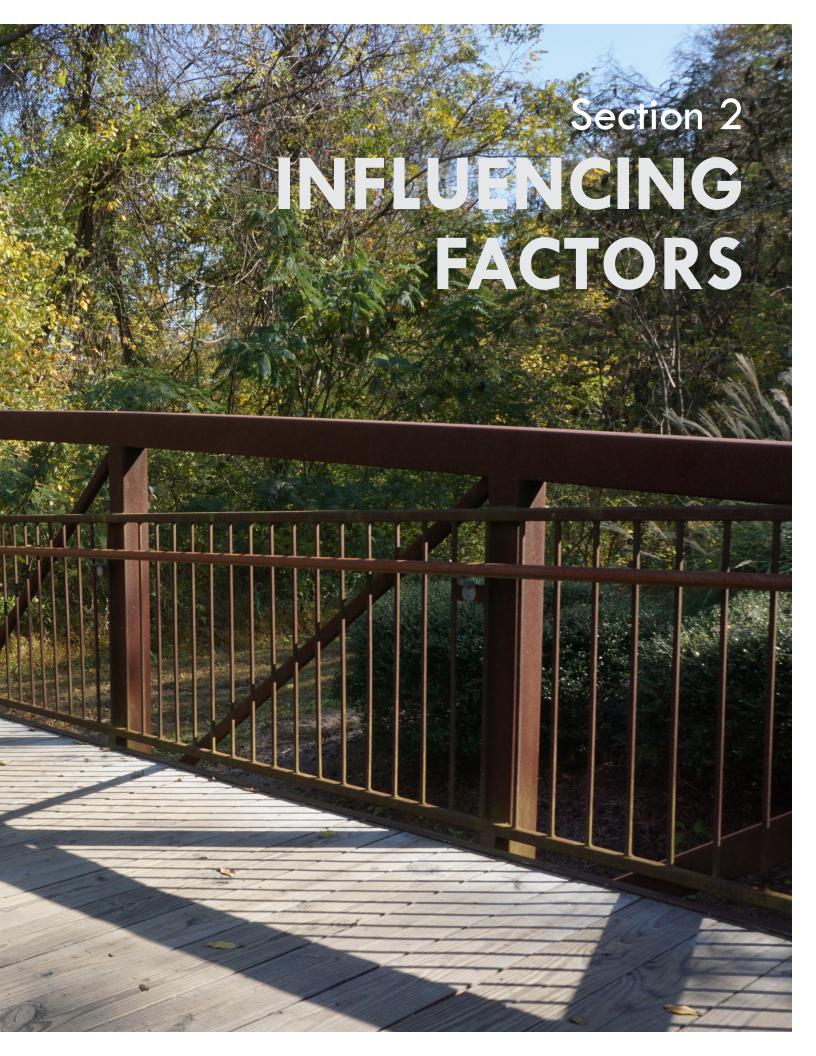
- 1. Review growth, environment, and demographics.
- 2. Provide an inventory of existing public recreation opportunities within the City; parks and facilities, programs, events.
- **3.** Identify private recreation facilities and opportunities within the City and surrounding area.
- **4.** Analyze existing parks and facilities, programs, and events.
- **5.** Engage the community through community workshops and mailed surveys to solicit input regarding recreation needs and preferences.
- **6.** Identify priorities of City residents as revealed in public workshops and mailed survey results.

INTRODUCTION

GOALS & OBJECTIVES OF THE MASTER PLAN

- 7. Compare standards and trends in recreation from Concord's benchmarking results with current national trends of parks and recreation services.
- **8.** Compare Concord's recreation budget and expenditures to other local communities and communities of similar size within the state.
- **9.** Create a set of recommendations for existing and future recreation facilities and programs based on facility inventory and analysis, public input, and local and national standards and trends.
- **10.** Provide a cost estimate for proposed facilities.
- **11.** Provide an action plan detailing how to implement recommendations
- **12.** Provide a comprehensive list of funding opportunities available for park planning and construction.





INFLUENCING FACTORS

DEMOGRAPHICS

DEMOGRAPHIC ANALYSIS

The Demographic Analysis provides an understanding of Concord's population. This analysis is reflective of the total population and its key characteristics; population density, age distribution, gender, ethnicity, and household income. It is important to note that future projections are based on historical patterns and unforeseen circumstances during or after the time of the projections could have a significant bearing on their validity.

METHODOLOGY

Demographic data was obtained from Concord's Planning Department, utilizing information projected by Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. Data was acquired in September 2016 and reflects actual numbers as reported in the 2010 Census. Estimates for 2016 and 2021 were derived from ESRI. The geographic boundary of the City of Concord was utilized as the demographic analysis boundary.



DEMOGRAPHICS

RACE AND ETHNICITY DEFINITIONS

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

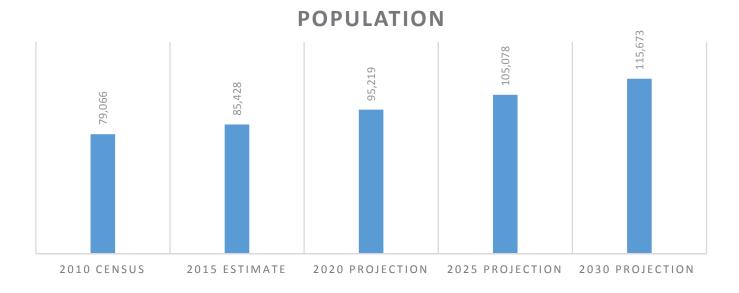
- American Indian This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
- Asian This includes a person having origins in any of the original peoples of the Far East, Southeast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

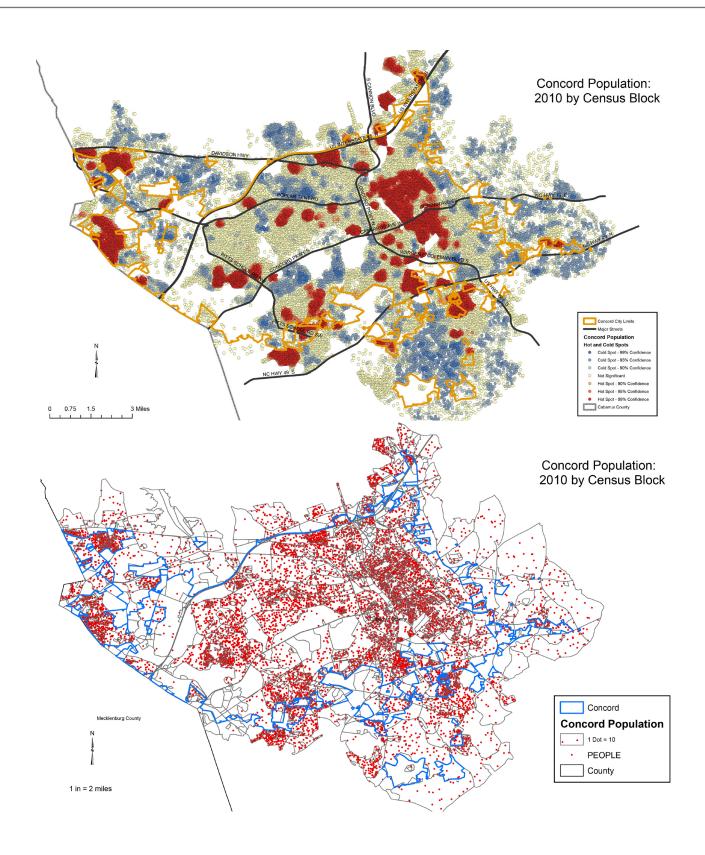
INFLUENCING FACTORS

DEMOGRAPHICS

POPULATION

A key factor in predicting future recreation needs is understanding the City's demographics and population trends. Concord has witnessed noticeable growth in recent years. From 2010 to 2015, the City's total population underwent an increase of 7.5%, from 79,066 to 85,428 Projecting ahead, the total population of Concord is expected to continue to increase over the next 15 years. Based on predictions through 2030, the local population is anticipated to have approximately 115,673 residents living within 44,384 Households.





2 INFLUENCING FACTORS

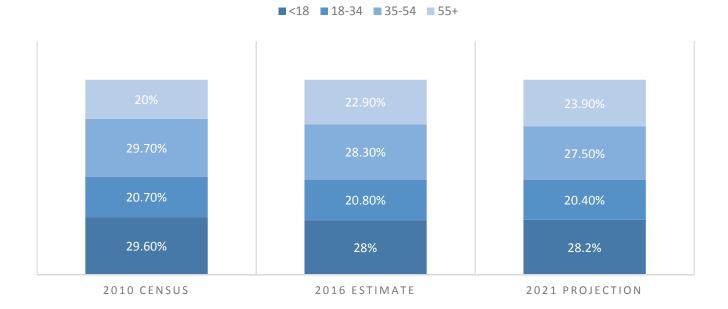
DEMOGRAPHICS

AGE SEGMENTATION

Evaluating the distribution by age segments, Concord's largest age segment is the 35-54 group. Currently, the 35-54 group represents 28.3% of the population, which is only 0.3% larger than the second most populous age segment (<18) with expectations to surpass the 35-54 age group by 2021. As evident from the Parks and Recreation Department's vibrant youth programs, the under 18 population group is the focus of the City's recreation offerings. The current and projected population data of these two groups indicate that Concord does, and will continue to, appeal to families and recreation offerings need to accommodate that growth.

The smallest is the 18-34 age segment which constitutes 20.8% of the population and this group is projected to remain the smallest through 2021. The 55+ age population is expected to grow an additional 1% over the next 5 years and will be the only age segment projected to significantly increase. As such, programs need to be incorporated to accommodate their active lifestyle.

POPULATION BY AGE

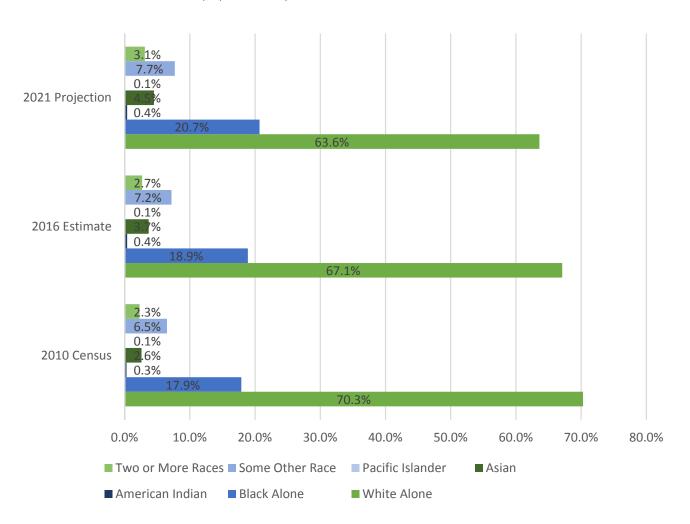




DEMOGRAPHICS

RACE AND ETHNICITY

In analyzing race and ethnicity, the selected area is diversifying. The 2016 estimate shows that 67.1% of the population falls into the White Alone category. Predictions for 2021 expect the White Alone population to decrease to 63.6%. The Hispanic/Latino population represented 12.4% of the 2010 population, and is expected to reach 14.7% by 2021. The Black Alone population is the largest minority group and is projected to represent 20.7% of the population by 2021.



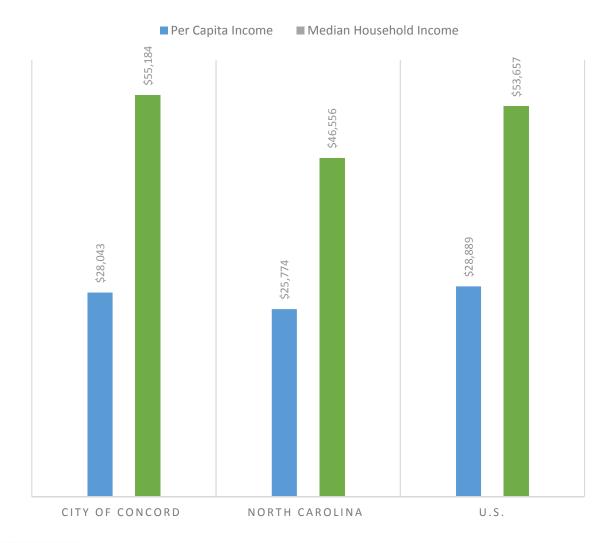
INFLUENCING FACTORS

DEMOGRAPHICS

HOUSEHOLDS AND INCOME

As seen below, the City's per capita income is above the state (\$25,774) but lower than the national (\$28,889) average. Median household income is above both the state (\$46,556) and national (\$53,657) averages. Future predictions expect that both per capita income and median household Income for the area will increase to \$30,336 and \$61,841, respectively, by 2021.

COMPARATIVE INCOME CHARACTERISTICS





DEMOGRAPHICS

CITY OF CONCORD IMPLICATIONS

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

Population Projection

The population is increasing and is projected to experience 31.8% population growth over the next 15 years. The number of households is projected to experience a 35.4% growth rate over the same time frame. With a growing population, recreation services must grow commensurate to the population. Additionally, development will continue over the next 15 years and the parks and recreation system will need to strategically invest, develop, and maintain facilities in relation to housing development areas.

Age Segmentation

The City's aging population growth is significant because programs and facilities focused on an actively adult (55+) population will assume an even greater importance as the population changes in the years to come. Age segments have different likings towards activities. For example, older adults may enjoy passive recreation activities more so than active. However, with the millennial generation surpassing the baby boomer population, multigenerational facilities and services will be crucial to help support different age segments throughout the City of Concord in the years to come.

Race and Ethnicity

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

INFLU

INFLUENCING FACTORS

DEMOGRAPHICS

Households and Income

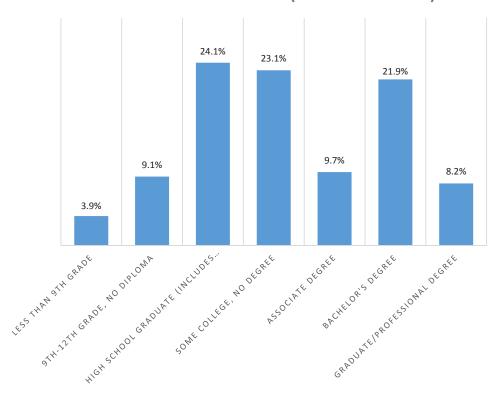
With a median and per capita household income higher than state and national averages, it would be important for the City to provide offerings that are focus on the value of money with still offering a good quality product. It would also benefit the system to look into different funding and revenue strategies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

MARKET PROFILE

Level of Education

The following chart depicts the education level of adults 25 years and older within Concord, North Carolina. Approximately 87% of residents have at least a high school diploma, and approximately 30.1% have a Bachelor's degree or better.

EDUCATION ATTAINED (25+ YEARS OLD)



Unemployment Rate

7.7% of residents within the City of Concord were unemployed in 2015. This is higher than the current national unemployment rate (5.4%) and the state of North Carolina (5.5%) as reported by the Bureau of Labor Statistics in April 2015. However, current unemployment rate is 5%.



GROWTH

Concord is one of North Carolina's and the Nation's fastest growing cities. Although the eastern part of the City has experienced slow or no growth, the northwestern edge along the Mecklenburg County line continues to experience high growth. The southeastern part of the city is somewhere in between with a medium level of growth. With growth in both population and in physical boundary, demands on city services are continually pushed and tested. The map on the following page shows a snapshot of residential development as of November, 2016. As mentioned, the bulk of growth is occurring in the northwest sector of the City with additional growth present in the southeast.

According to a WalletHub Study published in October of 2016, Concord was identified as the nation's 9th fastest growing city and the 3rd fastest growing small city (small city defined as having fewer than 100,000 people). The study spanned the period between 2009 to 2015 and compared 515 cities of varying populations based on sociodemographic and jobs & economy dimensions. These two categories were evaluated using 14 key indicators of rapid economic growth such as population growth, unemployment rate decrease, and growth in regional GDP per capita. More detailed information can be found at https://wallethub.com/edu/fastest-growing-cities/7010/.

With proper planning, the City can shape its parks and recreation opportunities to directly relate and enhance both residential and commercial growth. While the need for parks, recreation facilities, and open space will grow with the projected increase in population, available land resources will decline as additional land is committed to residential and urban development.

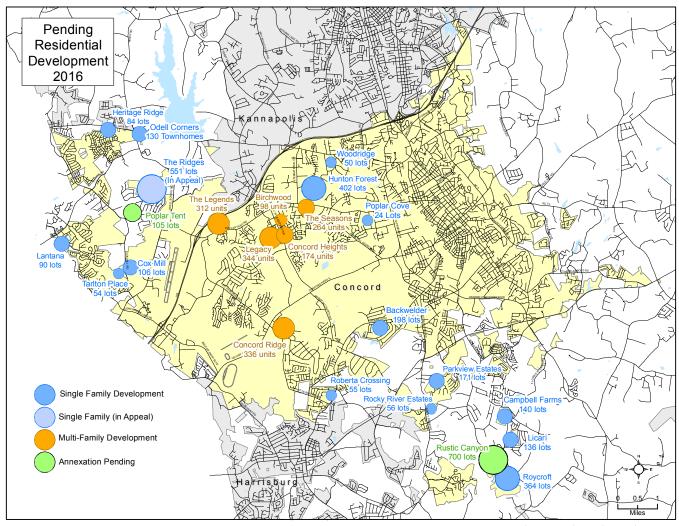
ENVIRONMENT

Concord consists of a series of waterways that run from the southeast quadrant of the city up to the northwest, dividing the City into three distinct, parallel upland areas where development occurs. The streams and creeks that divide the City are the Rocky River, Coddle Creek, Irish Buffalo Creek, and Threemile Branch. These streams offer a unique opportunity to provide green, pedestrian corridors that traverse the City from one end to the other, creating a framework for a robust greenway system. They also offer much needed habitat preservation in a city whose development edges continue to expand.

INFLUENCING FACTORS

TOURISM

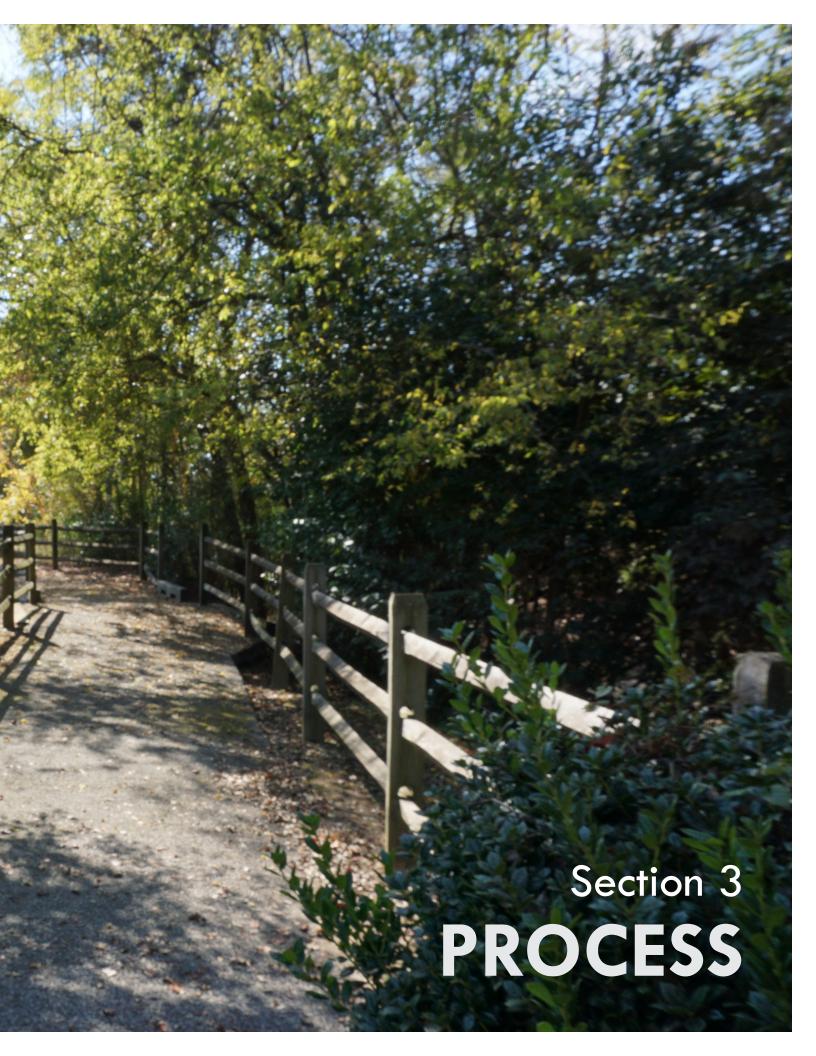
Regardless of your tastes, there is something for everyone in Concord. Attractions that bring visitors to the area include motor sports, shopping, cultural and historic offerings, and sports and recreation. Home to Charlotte Motor Speedway, zMax Dragway, The Dirt Track, and top NASCAR race shops, Concord earns its nickname "Speed City USA." Concord Mills Mall and Downtown Concord offer both designer and local shopping venues and plenty of art and cultural experiences can be had at Bost Grist Mill, historic Downtown, and various art galleries to name a few.











3 PROCESS

CITY OF CONCORD

MODEL FOR INVESTIGATION

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



MODEL FOR INVESTIGATION

ANALYSIS

Analysis employs three planning tools; inventor existing resources, gathering public input, and creating overarching principles and values. The inventory process documents an extensive list of existing resources needed for the creation of a comprehensive parks system. The elements inventoried include size, location, facilities, general condition, and opportunities. Public input was gathered through a series of community workshops as well as from discussions with staff and elected officials. A mailed survey was sent to a random sample of residents with specific questions to gather further public opinion on needs and desires. From these public information gathering sessions a set of principles and values is identified that will inform the next stage of the process; Vision. These principles and values are guidelines to help ensure that the larger vision creates a system that correctly represents the City of Concord.

VISION

The vision stage focuses on studying identified trends and needs to create customized standards that best reflect the type of system requested by the public in the analysis stage and to inform the desired mix of additional park models into the overall system. Steps include:

- Analysis of local and national trends and community identified needs,
- Determination of the components needed to identify the proposed additional park models,
- Creation of customized standards that achieve the implementation of the desired parks system.

IMPLEMENTATION

Implementation makes the vision tangible. During this stage strategies are identified to create the recommended improvements for the parks system. Specific park and facility types are identified to create the system where the vision for recreation can be facilitated. The action plan focuses on creating policies and funding methods required for implementation of the plans recommendations.

3 PROCESS

TIME TABLE OF EVENTS

The master planning process was conducted over an 8 month period using specific benchmarks to track progress. The project kickoff meeting was held May 9th and included an initial question and answer session with Staff along with tours of each of the City's recreation facilities. During the kickoff meeting, Staff shared their thoughts on the strengths of the Parks and Recreation system, their duties and programs they run, concerns with the existing parks system, and visions for the future of parks and programs.

During initial tours and interviews with staff, existing conditions of the facilities were documented. While on the initial staff guided park visits, the planning team toured facilities, reviewed existing programming, observed user interactions and discussed maintenance. Staff also provided a comprehensive inventory of City facilities and programs that were valuable to the planning process. These meetings and visits to existing facilities set the stage for the following months' activities.

Along with City recreation facilities, both private and other public recreation facilities were logged and compiled into a database to supplement the list of recreation offerings in Concord and the surrounding area. This information was also used in the development of the City's current level of service, comparing that against national park standards.

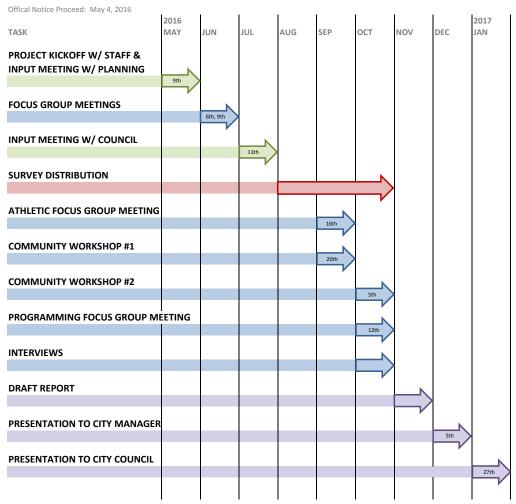
After the planning kickoff, follow-up meetings were held with Planning & Neighborhood Development Department Staff and City Council members. Council members shared their philosophies about parks and how the system is meeting the needs of their constituents as well as their visions for the future of the City's recreation offerings.

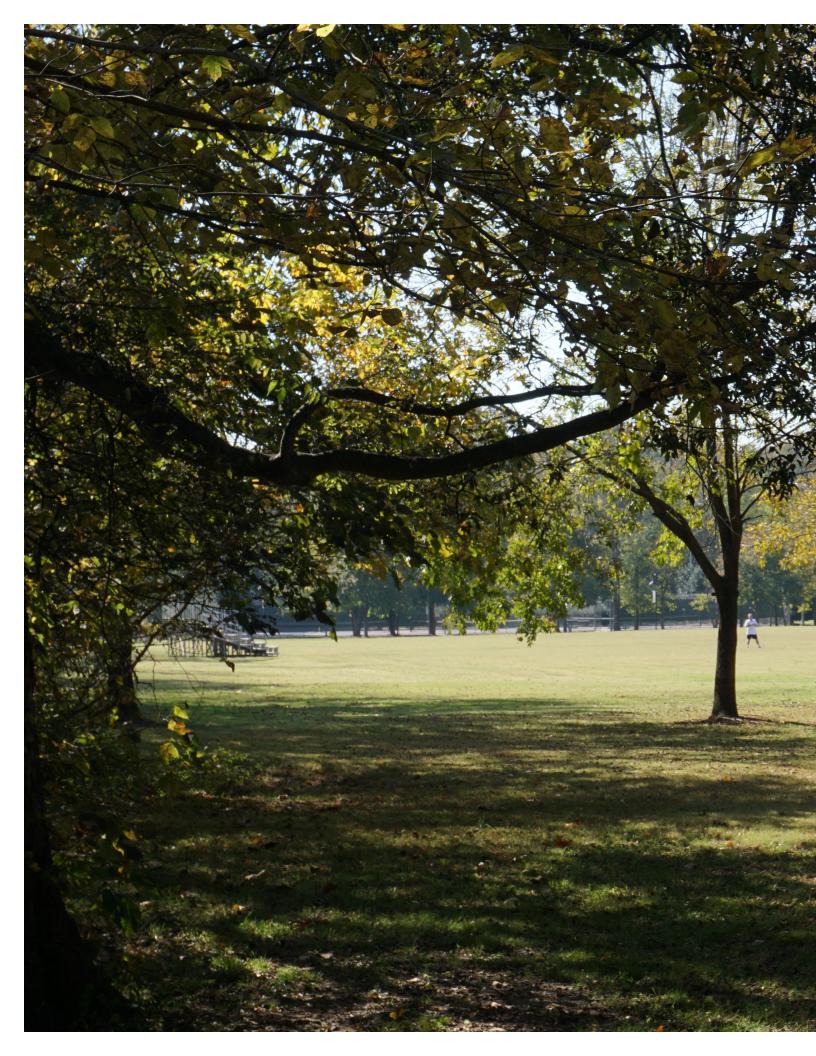
In addition to the input received from Staff and Council, a questionnaire was sent to citizens to garner their input. In efforts to prepare the statistically valid survey instrument that would be mailed out to a random sample of City residents, four separate focus groups of varying interests were convened. These focus groups took place in early June with a draft survey submitted to Staff later that month. With their input and input from City Council, the final questionnaire was distributed in August. The survey remained open into October to receive the greatest number possible of results.

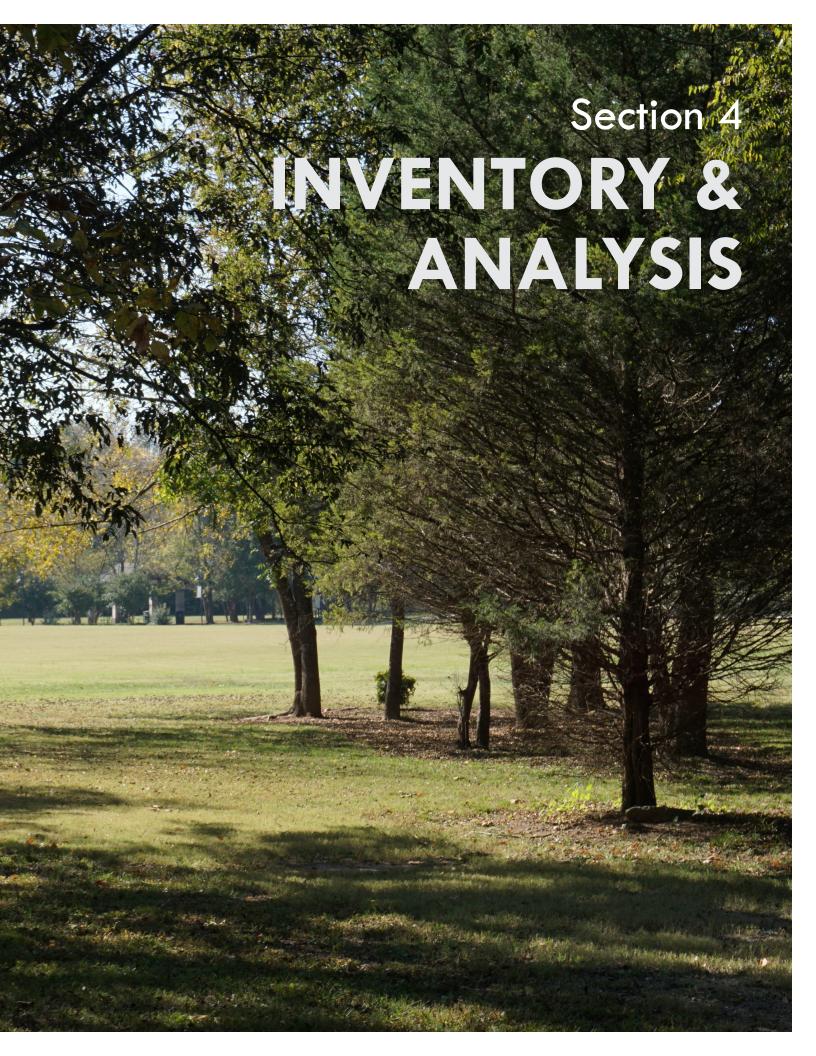
While responses were being collected from the mailed questionnaire, two community workshops, two additional focus groups, and interviews with interested organizations were conducted in September and October.

Following these data gathering sessions, recommendations were formulated culminating in the delineation of an action plan with the DRAFT document provided to the Parks and Recreation Department in November. A presentation was given to the City Manger, Deputy Manager, and Assistant Manger in early December and approvals obtained from City Council in January.

TIME TABLE OF EVENTS







INVENTORY & ANALYSIS

REVIEW OF PREVIOUS PLANS & STUDIES

INTRODUCTION

During the master planning process, previous plans and studies that have a direct correlation to the City of Concord's parks and recreation offerings were reviewed. The following contains a summary of those studies and calls out recommendations that may help inform and guide new recommendations.



CITY OF CONCORD RECREATIONAL NEEDS ASSESSMENT SURVEY (2014)

In 2014, the City's Parks and Recreation Department invested in a recreational needs assessment survey in order to establish needs and priorities for the development of future parks, recreation facilities, cultural offerings, programs, and services. Having participated in the Livable Community Blueprint and supporting the Carolina Thread Trail (see following pages for additional information on both), the City of Concord has been diligently working to expand their recreational programs, develop parks, and install greenways in order to achieve and fulfill the goals and recommendations outlined in those documents.

To confirm previously recognized needs and identify current user desires, the City engaged in a recreational needs assessment survey designed to obtain statistically valid results of user preferences. Through a combination of online and paper distribution, the 24-question survey was mailed to a random sample of 1,500 households in the City (with a 14.4% response rate) and was made available through an on-line link and at an on-site location (258 additional surveys received).

Compiled data from the survey resulted in the following recommendations:

- Additional information should be collected to ascertain whether the City should invest in additional youth programs.
- When creating programs, recognize the varying needs and interests of adults at different life stages, i.e. young adults, adults with children, and seniors.
- The Parks and Recreation Department should further develop the current greenway system to connect with local neighborhoods and parks. Results indicated that if greenways were more easily accessible they would be used more frequently.
- The Parks and Recreation Department should look into greenway connections that can be made with the most popular facilities: Les Myers Park, Frank Liske Park Soccer Complex, and Academy Recreation Center.





- The City should connect the trail system to shopping destinations as a matter or economic interest, as there appears to be a large cycling community that wants to utilize the system as an alternative mode of transportation.
- Provide more natural surface trails through woodlands with varying degrees of difficulty to respond to the strong interest from the mountain biking community.
- Define and implement a greenway community outreach process to inform new and current residents of the location of the greenway with their district as well as a website or local community center where additional information ca be found. It was also recommended to put this information into a local newsletter that gets sent out via mail or email. As part of the marketing strategy, it was recommended to explore how Charlotte markets its system to determine if similar strategies can be utilized.
- In areas where the greenway system abuts high traffic roads, a separation device (i.e. planting strip) should be incorporated to provide additional protection and comfort users.
- To assist cyclist / pedestrian collisions on trails that abut roads, bike lanes should clearly delineated on roadways with 35 mph or less speeds and nearby greenway paths should be of adequate width to provide pedestrian only requirements. In areas where roadway speeds exceed 35 mph, the greenway path should be wide enough to safely accommodate both cyclists and walkers / joggers.
- To address suspicious activity on the greenways, proposed trails should avoid remote areas, minimize thick underbrush adjacent to the pathway, and provide lighting where possible.
- It is recommended that the City take inventory of its existing facilities and provide dog parks, playgrounds, and picnic areas in facilities that lack these amenities and / or along greenways where possible.
- Further data should be collected regarding the current use of local swimming pools and nearby aquatic centers to determine the most cost effected location (if any) for new facilities.

INVENTORY & ANALYSIS

REVIEW OF PREVIOUS PLANS & STUDIES



CABARRUS COUNTY COMPREHENSIVE MASTER PLAN (2015-2025)

In 2002, Cabarrus County adopted the Livable Community Blueprint, a planning document created to develop a ten year vision for parks and recreation needs (see following pages for additional information on the Livable Community Blueprint).

The 2002 plan established goals to guide future park development and while some new parks and greenways were developed and some land was preserved in accordance with those goals, most of the proposed recommendations have not been implemented. Therefore, in 2014, recognizing the need for an updated plan, elected officials funded a new 10-year vision planning study specifically for the Active Living and Parks Department of Cabarrus County.

The following are some recommendations extracted from the Cabarrus County Comprehensive Master Plan.

- Development of District Parks should be a priority for Cabarrus County. This includes the renovation and expansion of its existing District Parks (Camp T.N. Spencer, Frank Liske, Vietnam Veterans, and Rob Wallace Parks), as well as development of two new District Parks; located in the western and northeastern areas of the County. A possible location for the western area District Park may be in close proximity to Don T. Howell Lake and the County should look for opportunities to work collaboratively with Kannapolis and Concord on the development of this future district park. To accommodate the second District Park in the northeast area of the County, parkland needs to be found and protected for future park development.
- Based on a conservative Level of Service, the County recognized that there will be a need for several additional Community Parks throughout the County, three to four new Neighborhood Parks, and additional Mini Parks; all of which should be developed by municipal departments.
- The following facility needs are considered County wide needs, and meeting these needs should be a coordinated effort by all parks and recreation providers within the County.
 - 1. There is a current need for eight additional youth baseball fields, with that need growing to 24 to support the 2025 projected growth.
 - 2. They County has a need for additional softball fields. It should be noted that new softball fields should be designed to accommodate both women's and youth play. Existing fields should be retrofitted to accommodate these user groups as well.







- **3.** The County needs five additional soccer fields, with the 2025 demand growing to twelve. The County should consider lighting fields and utilizing synthetic turf where appropriate.
- 4. The demand for multi-purpose fields has been made more intense with the growth of field sports such as lacrosse, field hockey, and rugby. Consider developing larger multi-use fields that can be used for a variety of field sports.
- 5. The County currently has a need for five new outdoor basketball courts with the need increasing to ten courts to accommodate projected 2025 demand.
- **6.** There is a current need for ten additional tennis courts throughout the County, with the 2025 need equaling 18.
- 7. There is a current need for four volleyball courts with a 2025 demand of eight courts. It is recommended that volleyball courts be added to existing parks.
- **8.** Horseshoes and shuffleboard provide a recreational outlet and social opportunities, especially for older citizens. If a demand for both activities exists, i is recommended that additional courts be added to existing parks or in conjunction with senior centers.
- 9. There is currently a need for seven picnic shelters throughout the County. By 2025, the demand will require an additional eighteen shelters.
- 10. As new parks are developed, the County should look for locations to meet the current need of 23 additional playgrounds. The 2025 need will require an additional 34 playgrounds County wide. As playgrounds are renovated, wood fiber and sand surfaces should be replaced with poured in place safety surfacing. The County should also consider development of nature based playgrounds in lieu of more traditional playground equipment.
- 11. Priority should be placed on the development of walking trails in all existing and future parks and the County should look for opportunities to work with other agencies and/or organizations to explore trail development along Rocky River and Irish Buffalo Creek. The County should also work collaboratively with municipal agencies and the Carolina Thread Trail in the development of the CTT network of greenways. Current demand calls for an additional 21 miles of trails with over 30 additional miles to meet 2025 needs.

INVENTORY & ANALYSIS

REVIEW OF PREVIOUS PLANS & STUDIES



- 12. The County should encourage the development of bike routes to connect all County towns and points of interest. Bike trails should include paths in existing and future parks as well as bike lanes or wider shoulders on roads to accommodate cyclists (work in collaboration with NCDOT). The County should also look for opportunities to develop mountain bike trails in existing or future parks.
- **13.** It is recommended that the Concord Senior Center facility undergo renovation to combat general maintenance issues and to stay current with the growing and changing senior needs and demographics.
- **14.** The County should explore the option of constructing a multi-use recreation center and/or work jointly with local school boards to develop larger or additional gymnasiums at schools to accommodate recreational use.
- **15.** While the final decision on aquatic facilities should be determined is future planning studies, it is recommended that the County take the initiative to consider the development of a therapy pool and adding splash pads to existing and future parks.
- **16.** Of recent parks and recreation trends, the County may consider future development of additional disc golf courses, a dog park, additional community gardens, and pickleball courts.

Livable Community

for Cabarrus County

LIVABLE COMMUNITY BLUEPRINT FOR CABARRUS COUNTY (2001-2010)

In 2002, Concord participated in the Livable Community Blueprint for Cabarrus County. This plan was prepared as a flexible framework to guide Cabarrus County and its municipalities in the development of parks and recreation facilities and to identify demands on bicycle and pedestrian routes. This plan assessed existing parks and programs and outlined a County-wide Action Plan to guide acquisition of land for recreation, upgrade existing facilities and develop new facilities, create a transportation master plan, and market programs.

It was identified that with differences in the level of service provided by each municipality, the County should focus on land acquisition and development of larger parks, while the cities and towns within the County should develop smaller parks and provide programs, community centers, and swimming pools. The study also determined providing safe and interesting environments for walking and biking was a priority.



Livable Community

For Cabarrus County

Nine goals were established to guide future park development, land acquisition, agency partnerships, and capital improvement projects.

- 1. Recognize the need for coordination between county, municipalities, schools and public access providers.
- 2. Acquire parkland for future recreation use.
- **3.** Upgrade existing parks and facilities.
- 4. Develop parks and facilities.
- **5.** Create a transportation plan that will provide for a diverse and safe environment for bicycles and pedestrians to access a variety of destinations and services.
- **6.** Provide cost effective parks and facilities.
- **7.** Provide diverse recreation opportunities based on the unique characteristics of Cabarrus County.
- **8.** Develop a marketing strategy to inform residents of available recreations opportunities.
- **9.** Work closely with the North Carolina State Cultural Resources Commission to pursue all avenues leading to the development and enhancement of the Reed Gold Mine.

The study identified top, intermediate, and long-range priorities to help manage the financial commitment necessary to undertake vast development projects. The table below identifies the proposed park development within the City of Concord per the Blueprint recommendations.

CITY OF CONCORD - PROPOSED PUBLIC PARKS	
CURRENT	LOCATION
1 Mini Park	To be determined
1 Neighborhood Park	Southwest Concord
1 Civic Park	On 14 acre property along Three Mile Branch River
1 Community Park	Northeast Concord
INTERMEDIATE	
2 Neighborhood Parks	North and Central Concord
LONG TERM	
2 Neighborhood Parks	Southeast and South Concord

Table 1

INVENTORY & ANALYSIS

REVIEW OF PREVIOUS PLANS & STUDIES

Livable Community

Per the Blueprint, major bicycle and pedestrian routes are listed below. The primary goal is to establish public access through these corridors, with trail development following.

- 1. Three Mile Branch Corridor- from Country Club Dr. to Les Myers Park (4.5 miles)
- 2. Concord Route Downtown Spur- from Three Mile Branch through stormwater management property to Union Street (0.8 miles)
- 3. Afton Run / Coddle Creek- from J. Dorton Park to Hwy. 29 (3.2 miles)
- **4.** Weddington Hills Connection- from Weddington Hills Elementary north to Coddle Creek (1.4 miles)
- **5.** Concord Route Irish Buffalo Creek Spur- from Corban Ave. to McGill St. connection the Boys and Girls Club and the Academy Center (1.1 miles)

Since the City acts as the provider of many of the parks and program offerings throughout the County, there are multiple issues that can adversely affect the City's efforts to move forward. The Blueprint provided the following recommendations that should be taken into consideration to keep the department moving forward.

- Focus on the acquisition of land to ensure that recreation parks and facilities serve all areas of the City of Concord.
- Pursue dedicated funding sources to support the ongoing development and operations of parks
- Anticipate growth patterns to acquire land prior to escalating land prices.
- Develop passive parks including opportunities for trails picnicking, camping, and nature study. Acquire land that has an environmental quality that lends itself to preservation and nature-based activities.
- Preserve environmentally sensitive areas such as the Rocky River Corridor.
- Continue efforts to improve and expand existing parks and facilities.
- Work with the County in the development of Community Parks in the City of Concord.
- Continue the momentum begun by citizen groups by supporting their efforts to promote and establish greenways that can be used for bicycle and pedestrian corridors.
- Identify an agency and an individual responsible for coordinating and promoting bicycle and pedestrian routes.
- Continue the efforts by the many City agencies that have identified bike and pedestrian corridors.





- Encourage new development to incorporate sidewalks and off-road facilities for bicycles and pedestrians.
- Encourage all new utility and street project to incorporate a bike and pedestrian element.
- Ensure all future NCDOT road projects and improvement provide for bike lanes, and that road conditions better facilitate bicycle transportation.
- Continue public / private partnerships for program and facility development.
- Continue to partner with schools for the development of school parks.
- Expand cultural and artistic activities including concerts, art shows, and festivals.
- Partner with non-profit organization (such and the Boys and Girls Club and YMCA) to minimize duplication of services and to provide for more programming for the public.



CABARRUS COUNTY CENTRAL AREA PLAN (2008)

The Cabarrus County Central Area Plan, adopted in 2008, was created in response to the County's need to better manage growth and its impacts within the central portion of the County. Lying on the east side of Concord and bordered by Rocky River Road and Cold Spring Road, the study area encompasses County land and land lying within the jurisdictions, ETJs and spheres of influence of Concord and Kannapolis. The plan establishes a vision to guide future growth and development, to set standards for achieving quality growth, and to establish a framework for consistent land use planning and growth management.

Some recommendations related or specific to parks and recreation include:

- Protecting environmental and natural resources (water quality, existing tree canopy, plant and animal habitats)
- Supporting conservation planning efforts and fostering sustainable growth
- Providing greenways and other facilities for enhanced mobility for bikes and pedestrians
- Supporting regional greenway initiatives that provide long-term connectivity
- Encourage the integration of community facilities into existing and proposed development
- Raise awareness of existing historic and cultural resources and encourage the preservation of resources that contribute to the area's character

INVENTORY & ANALYSIS



Weaving Communities Together

REVIEW OF PREVIOUS PLANS & STUDIES

CAROLINA THREAD TRAIL MASTER PLAN FOR CABARRUS COUNTY COMMUNITIES (2009)

The Carolina Thread Trail (CTT) is a regional network of greenways, trails, and conserved lands that will link 15 counties; a portion of which winds its way through Cabarrus County. Offering valuable opportunities for recreation, alternative transportation, and economic development as well as contributing to land and open space conservation efforts that protect natural habitats and water and cultural resources, the CTT also promotes the preservation and improvement of residents' quality of life.

Adopted in 2009, the CTT Master Plan outlines a 100-year vision, a 20-year master plan, and a 5-year action plan for the development of an interconnected trail system; one that will conserve natural resources and provide public access to some of the most scenic areas of the County. The CTT trail route recommendations built upon past plans to integrate all existing and proposed municipal and County trails with additional segments that together, create a comprehensive multi-use network.

The 100-mile Carolina Thread Trail route within Cabarrus County includes approximately six miles of existing trails and incorporates 77 miles of trails already proposed by local governments within the County (primarily trails proposed via the Livable Community Blueprint). Approximately 77% of the "Thread" in Cabarrus County is planned along streams and river corridors, 13% along existing bike routes and sidewalks, and 4% along road rights-of-way.

The CTT master plan identified top priority greenway corridors. These segments were selected as priority projects based on criteria such as proximity to population, available land / right-of-way, functionality, ease of development, and available funding. Based on that criteria, the segments of the Carolina Thread Trail that have been designated as priorities are:

- Segment E- Irish Buffalo Creek Corridor: Rowan County Line to North Cabarrus Park
- Segment I- Cabarrus Ave.: Connector to Myers Park Greenway
- Segment B- Rocky River Corridor: Clarke Creek to Harrisburg

All three priority segments either run through or touch the edge of Concord (refer to Figure 1 on the following page for locations of all the CTT segments throughout the County).



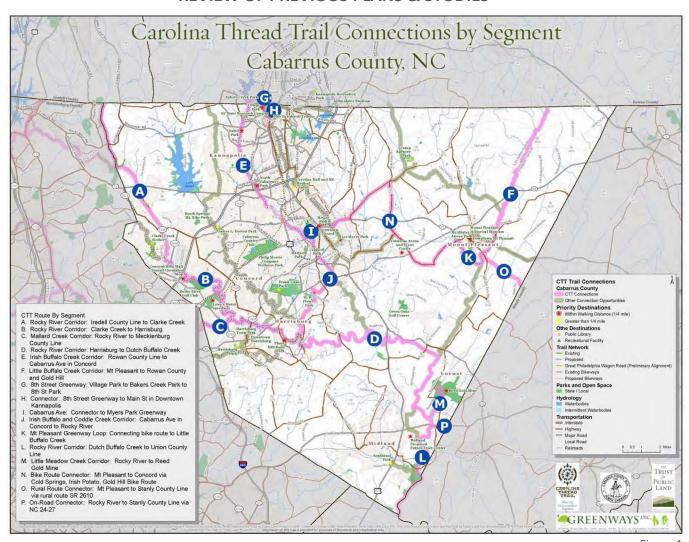


Figure 1

With an interconnected greenway / trail system, it is important to link desirable destinations safely, providing opportunities for pedestrians and bicyclists to freely travel between them. Some specific destinations in and around Concord that were most frequently mentioned during the CTT planning process were:

- Concord Mills Mall
- Cox Mill Elementary
- Downtown Concord
- Frank Liske Park
- James L. Dorton Park

- Les Myers Park
- Lowe's Motor Speedway
- North Cabarrus Park
- W. W. Flowe Park

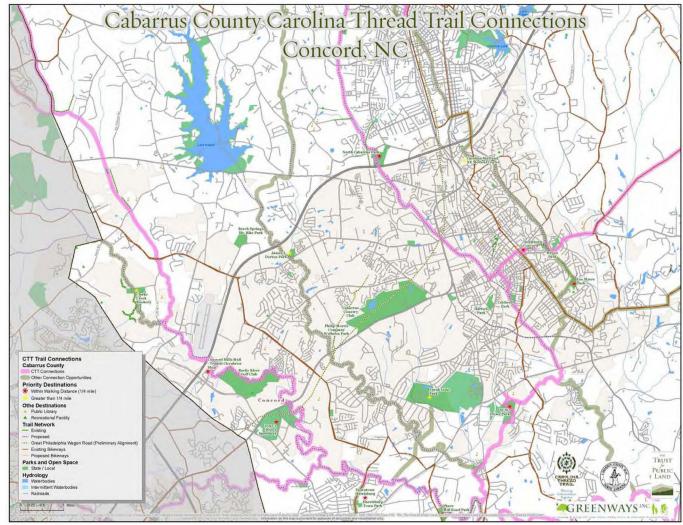
INVENTORY & ANALYSIS

REVIEW OF PREVIOUS PLANS & STUDIES



Weaving Communities Together The map below (Figure 2) highlights proposed trail connections specifically in Concord. Trails shown in purple are those recommended for the CTT designation while trails shown in green are presented for consideration to supplement the community's trail system and further tie together destinations.

Trail segments as shown in Figure 2 that are within Concord and the immediately surrounding areas include the previously mentioned top priority segments E, I, and B as well as segments A, C, D, J, and N (either partially or in their entirety).







NORTH CAROLINA OUTDOOR RECREATION PLAN - SCORP (2015-2020)

Since the passage of the federal Land and Water Conservation Fund (LWCF) Act of 1965, states have been required to prepare a Statewide Comprehensive Outdoor Recreation Plan (SCORP) in order to be eligible for LWCF assistance. Through evaluating demand for and supply of outdoor recreation resources and facilities in the state and engaging is public participation, the SCORP report provides a framework that addresses problems, needs, and opportunities relating to the necessity of improved public outdoor recreation.

The process for developing the plan included a large scale survey to gather public input, an inventory of park lands and recreational facilities state-wide, public presentations, and analysis of the issues related to outdoor recreation and natural resource conservation. These efforts resulted in an action plan addressing identified goals, issues, and objectives.

In order to understand trends in recreation, a citizen survey was made available to gather information regarding how and why people recreate. The first question is how do North Carolinians recreate? Results of the survey (17,000 respondents) indicated that the most popular recreational activities in North Carolina were:

- Visiting a beach or lake
- Walking for pleasure or exercise
- Visiting parks and historic sites
- Hiking on trails
- Freshwater fishing

- Viewing scenery
- Fishing from a boat
- Nature viewing
- Swimming

Other popular activities (as reported by at least 10% of respondents) included canoing, picnicking, bird watching, bicycling, and tennis. It is also worth noting that recreation professionals identified the following as the most needed park and facility priorities.

- Linear parks
- Nature parks
- Trail linkages to other jurisdictions
- Cultural / historic parks
- Community parks

- Unpaved trails
- Picnic shelters
- Wildlife / nature observation sites
- Paved trails

INVENTORY & ANALYSIS

REVIEW OF PREVIOUS PLANS & STUDIES



The next question is why do North Carolinians recreate? Survey participants were asked to indicate their motivations for participating in outdoor recreation activities. The most poplar answers were:

- Be outdoors
- Have fun
- Relax
- To be closer to nature
- To be with family and friends
- It is free and / or affordable
- Exercise or physical fitness
- Visit / see new places and things

With residents recreating in various activities and for various reasons, the survey results indicated that North Carolina residents were generally happy with the parks available to them; over 90% of respondents said that parks are extremely important to them. If the public is generally happy with offerings, what are the public priorities for park management?

Per the survey results, park management priorities include:

- Operating existing parks
- Acquiring new parks and open space
- Developing new trails
- Developing new facilities at existing parks
- Providing educational program

Of course, responding to the park management priorities does not come without costs. It was identified that a large majority (81%) or respondents think it is extremely important to spend public funds to acquire land and develop outdoor parks and recreation at all levels- local, state, and federal.

Looking at park management from a different perspective, recreation professionals indicated that the most difficult management challenges they face, particularly when trying to obtain funding include:

- New facilities
- Major renovations
- Facility replacement
- Land acquisition

- Accessibility
- Programs
- Administration
- Maintenance

Another element to the SCORP document is a defined a set of municipal level roles and responsibilities. Because of population densities and the lack of large open-space areas, most municipal recreation systems concentrate efforts on providing intensive, user-oriented facilities.





Typical outdoor recreational facilities provided by municipalities include playgrounds, swimming pools, ball fields, tennis courts, and picnic areas. Municipalities play a vital role in North Carolina by providing facility-dependent recreational opportunities and this role will likely grow as increased public emphasis is placed on having recreational opportunities closer to home.

And as municipalities continue to grow, a greater emphasis is put on planning for and providing open space opportunities, especially through corridors that allow for trail-related recreation, alternative transportation opportunities, improved water and air quality, and wildlife habitat. As these environmental components become more important to the public, municipalities are tasked with providing them in order to maximize outdoor experiences for a denser, more urban population. And trails and greenways are well positioned to provide those outdoor experiences.

- Walking for pleasure
- Hiking
- Canoing / kayaking
- Backpacking

- Jogging / running
- Off-road bicycling
- Horseback trail riding
- Dirt bike trails

Some of the more popular outdoor recreation activities and needs as identified in the survey were trail related activities:

Not only are the trails themselves critical, but the connection of those trails to other outdoor recreational opportunities is vital.

Through analysis of the citizen survey, the recreation providers survey, and the factors that influence the availability of outdoor recreation resources, the report identified an overarching goal: "To meet the outdoor needs of a growing population, to manage and protect North Carolina's natural resources for current and future citizens and to achieve the related health and economic benefits for local communities and the state."

Along with this goal, six specific issues North Carolina is challenged with were identified along with supporting objectives, initiatives, and recommendations to address the issues (Table 2).

INVENTORY & ANALYSIS

REVIEW OF PREVIOUS PLANS & STUDIES

ISSUE	OBJECTIVE
Growing Population	Meet the needs of North Carolina's rapidly growing population by maintaining and enhancing its outdoor recreation resources
Public Health	Support improvements in public health and fitness by increasing opportunities for physical activity
Access and Cooperation	Improve the visibility of and public access to public recreation areas and foster cooperation between public recreation managers
Outdoor Recreation and the Economy	Promote the economic advantages of the state's recreation opportunities for communities across North Carolina
Conservation	Protect and conserve North Carolina's high quality natural resources and landscapes
Public Awareness	Increase public awareness of the state's natural resources and outdoor recreation opportunities through educations and outreach

Table 2



CLASSIC CONCORD CENTER CITY PLAN (2003)

Adopted by City Council in December 2003, the Center City Plan is a ten year plan that established a set of strategies for future redevelopment and sustainability of fourteen (14) existing neighborhoods surrounding the City's downtown. The plan includes a Future Land Use Map, Multi-Modal Connections Map (Figure 3), Corridor Improvement Strategies, Neighborhood Improvement Strategies, and Development Incentives. Center City is defined as the area bounded by Interstate I-85, US Highway 3 (Branchview Drive), US Highway 601 (Warren C. Coleman Blvd.), and US Highway 29 (Concord Parkway).

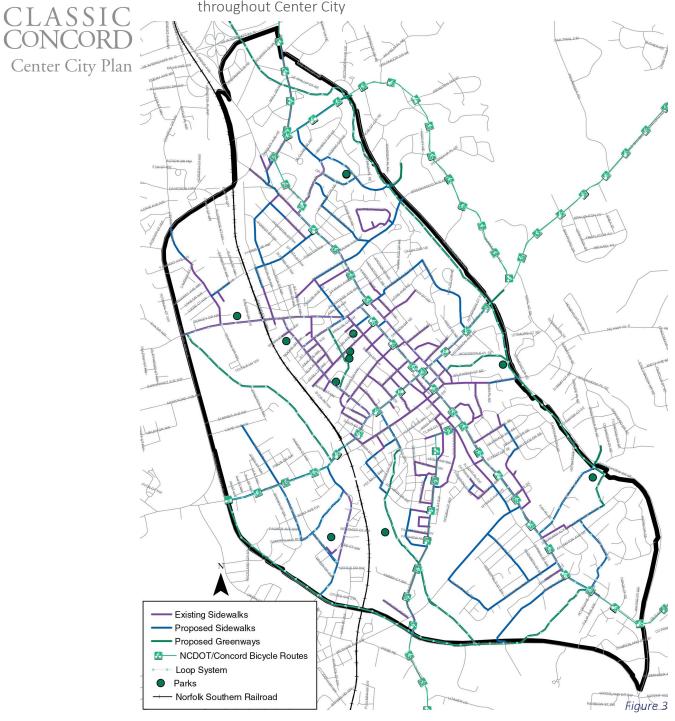
The strategies contained within the plan, both overall and area/neighborhood specific, were called out to be jointly implemented by public, private, non-profit, and neighborhood organizations.

Overall Center City strategies that directly support identified efforts of the Parks and Recreation Department include:

 Construct new sidewalks as shown on the Multi-Modal Connections Map (Figure 3) each year, as feasible, through the City's Pedestrian Improvement Program (PIP)



• Construct additional greenway connections as shown on the Multi-Modal Connections Map (Figure 3) to complete a greenway loop system throughout Center City



INVENTORY & ANALYSIS





The two corridors called out in the Center City plan are Cabarrus Avenue and Church Street. Strategies for the corridor improvements include travel lane reductions, sidewalk construction, installation of landscape medians and protected left turn lanes, implementation of bike lanes and transit stops, burying existing utility lines, and installation of decorate street lights.

The plan also called out strategies for the 14 neighborhoods that were evaluated. The neighborhoods include:

- Downtown
- North Gate
- Beverly Hills
- Brookwood
- Sidestown-Shankletown
- Logan
- Gibson Village

- Historic Concord
- Wilmar Park / Locke Mill
- Hillcrest
- Myers Park
- Cumberland / Sylvan
- Silver Hill
- Hartsell

Within these neighborhoods, strategies that support efforts within the Parks and Recreation Department include:

- Install and/or repair sidewalks
- Implement streetscape improvements
- Construct Greenways (Three Mile Branch, Academy Creek) and promote opportunities for additional greenway connections
- Construct Parks
 - 1. Along the west side of Three Mile Branch Greenway
 - 2. Along north side of McGill Avenue
 - 3. At former City Electric Warehouse site
 - 4. In Cumberland Sylvan neighborhood
 - 5. Along Irish Buffalo Creek
- Create a main street in the Logan neighborhood with sidewalks, street trees, street lights, and traffic calming measures- connection Lincoln Street through to Corbin Avenue.
- Enhance connections of existing public facilities (parks, schools, etc.)
- Explore opportunities to relocate the recreation facilities at the Logan Multi-Purpose Center to Caldwell Park
- Develop a cultural center within the Logan community
- Provide greater exposure and visibility to Academy Recreation Center
- Develop connection from R. Brown McAllister Elementary School to Les Myers Park





CONCORD PARKWAY / ROBERTA CHURCH ROAD SMALL AREA PLAN (2005)

During the latter part of 2004, consultants collaborated with the City of Concord to develop a vision for 780 acres of primarily undeveloped land located between the Coddle Creek floodplain to the west, George W. Liles Parkway to Roberta Church Road to the east, Weddington Road to the north, and encompasses land on the south side Concord Parkway. Adopted in 2005, the majority of the plan focused on the development of office, industrial, and retail elements with a portion of the vision outlining transportation and circulation recommendations; of which included pedestrian and bicycle route implementation. Key recommendations regarding these elements included:

- Adopt the recommended greenways and multi-use paths recommended in the small area plan
- Install a multi-use path along the Concord Parkway to provide for a regional northeast-southwest bicycle route
- Promote good street designs that provide enhanced bicycle and pedestrian accommodations

The master plan that was ultimately developed is divided into seven areas (see Figure 4): Each of the individual areas have specific recommendations, several of which include and/or impact recreation components.

Weddington Neighborhood Center

- 1. Install sidewalks and on-street bicycle lanes along both sides of Weddington Road.
- 2. Construct a trail head from Weddington Road to the planned Coddle Creek Greenway.

The Neighborhood

- 1. Preserve key open spaces noted on the plan including the floodplain/ greenway and the neighborhood park.
- 2. Reserve an area for key civic/institutional building such as a church or a school.

Mixed-Use Campus

- 1. Preserve the forest stand and knoll on the western edge of this area as an undisturbed area.
- 2. Encourage the use of Low Impact Design Standards such as a linear rain garden in the median to manage stormwater impacts.

INVENTORY & ANALYSIS

REVIEW OF PREVIOUS PLANS & STUDIES

CONCORD PARKWAY/ ROBERTA CHURCH ROAD SHALL AREA PLAN

Concord Farms Road South

1. Construct a greenway trail with interpretive signage along the route of the Great Wagon Road.

School Site

- 1. Acquire the site and construct a shoool and public park.
- 2. Continue the Great Wagon Road path along the northern boundary.

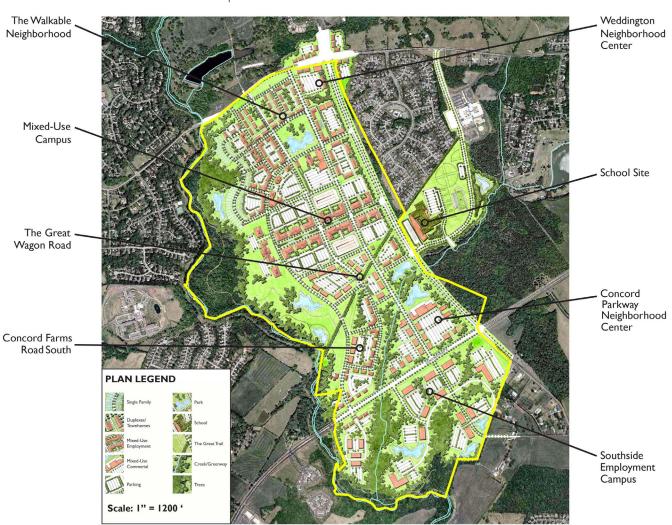
Concord Parkway Neighborhood Center

1. Require a 100 foot informally planted setback with a 10 foot multi-use path along Concord Parkway.

Southside Employment Area

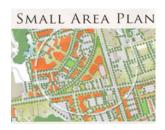
1. Require a 100 foot parkway setback along Concord Parkway with a multiuse path.

Figure 4









CONCORD PARKWAY / WARREN C. COLEMAN SMALL AREA PLAN (2007)

The Concord Parkway (U.S. Hwy 29) / Warren C. Coleman (U.S. Hwy 601) Small Area Plan was adopted by the City Council in May of 2007. This plan addresses the future market demands for retail, commercial, open space, and residential uses within the study area for a twenty year planning horizon.

The vision of the plan establishes a unique character for the area through architectural, streetscape, and development/redevelopment opportunities, promoting a walkable, pedestrian-friendly environment. It recommends a diverse range of residential housing opportunities to accommodate a population with varied ages, races, and socioeconomic backgrounds with a variety of parks, plazas, recreational open spaces, and a greenway network.

Strategies contained in the small area plan regarding open space and recreation opportunities include:

- The streets within this area will balance pedestrian, bicycle, and vehicular needs through providing sidewalks on both sides of the street and as well as constructing new sidewalks in the existing Mill Village by creating easements with the private homeowners.
- Promote the construction of a variety of parks, plazas, and open space
 for both active and passive recreation that range in size from an intimate
 scale to regional open space. Such open spaces should include outdoor
 cafes, plaza, gardens, smaller parks, a civic or community open space and
 regional parks and trail system with will create a diverse and extensive
 open space network.
- Promote the connectivity of the different open spaces through improved streetscape, sidewalks, and lighting.
- Promote the construction of a regional trail system along the existing streams and creeks as a requirement for new development.



2015 LAND USE PLAN (2007)

The Concord Land Use Plan was developed to provide the framework for land use and development with the City for a ten year planning horizon. The Land Use Plan document contains specific goals, policies, and recommendations for development in the City and surrounding areas. While not legally binding, the Land Use Plan acts as an official statement by the City of its vision, intentions, goals, objectives, and strategies for future land use development.

INVENTORY & ANALYSIS

REVIEW OF PREVIOUS PLANS & STUDIES



As part of the development of the Land Use Plan, the public participated in a through input process with meetings designed to promote discussions about the current and future land use issues the City faces. Below are key parks and recreation related issues identified during the public forum which ultimately become part of the considerations that formed the framework for the recommendations.

Recreation/Greenways/Natural Resources

- Parks are important to the City, providing recreation opportunities and helping preserve environmentally sensitive areas and the natural environment.
- Floodplains and wetlands are important candidates for park and greenway location. The Rocky River basin is a good example of this.
- More parks and greenways are needed in the City. It is important to
 ensure that established areas of the City are adequately served by
 recreational facilities before extending additional recreation resources
 into newly developing areas.
- Land for parks and greenways should be obtained before land prices become prohibitive.
- Adequate parking and connectivity to nearby subdivisions and other residential uses should be provided for parks. Pedestrian connectivity to parks from residential uses and schools is important.
- A park is needed downtown to provide a focal point and gathering place to attract people to the downtown.
- Bicycle paths (including bike lanes along roads) are needed throughout the City.
- Greenways are needed throughout the City to provide recreation areas and accommodate alternative modes of transportation (walking, biking, etc.).
- "Rail to Trails" converting old railroad track beds to greenways is an excellent opportunity for the City to gain greenways and connectivity between land uses, such as residential and recreation.
- The clear cutting of trees is unsightly, bad for the environment, and results in increased energy consumption, and should be avoided whenever possible.





General Development - Transportation

- Vehicular and pedestrian connectivity between residential, employment, commercial, schools and recreation are important and need to be considered and included in both public and private projects.
- The Concord Mills area needs sidewalks.

In addition to the public meetings, one-on-one interviews were held with local and regional stakeholders to identify current issues, trends, and potential strategies to address community issues. Stakeholders included representatives from public agencies, county and municipal governments, the airport, major employers, schools, faith-based organizations, local businesses and private developers. The comments obtained during these interviews represent view of the public and do not reflect the City's official position.

Recreation/Greenways/Natural Resources

- The park system in Concord is extensive but it has use limitations. Public space in Concord is not promoted well.
- The Robert Wood Johnson Foundation is providing grants of up to \$200,000 for community design and walking facilities focusing on lower income communities.

Through analysis of the identified issues, detailed goals, objectives, strategies were developed to guide future development and land use regulations. Again, the goals, objectives, and strategies listed below closely relate to parks and recreation and do not represent an all-inclusive list as included in the Land Use Plan document.

Goal 1: Balance of Land Uses

Achieve a balance between residential, commercial and industrial uses

Objective: Encourage Mixed-Use Districts and Village Centers to enhance the livability of the City through encouragement of an attractive and functional mix of living, working, shopping, and recreational activities.

INVENTORY & ANALYSIS

REVIEW OF PREVIOUS PLANS & STUDIES

2015 Land Use Plan

Goal 2: Vehicular and Pedestrian Connectivity

Encourage and promote both vehicular and pedestrian connectivity between residential, employment, commercial, and recreational uses.

Objective: Provide for and encourage alternative modes of travel. Strategies:

- Planning and Community Development Department should work with the City's Transportation Department and the Pedestrian Improvement Plan Committee to facilitate the sidewalk connections between residential neighborhoods to recreation, schools, and other amenities.
- Designate the routes identified in the Livable Community Blueprint as priority routes to pursue in the development of safe and user-friendly pedestrian and bicycle corridors.
- Encourage new developments to incorporate off-road facilities for bicycles and pedestrians.
- On an on-going basis, seek partnerships and funding to develop and inter-connected greenway system throughout the community and the region.

Goal 3: Sustainable Community

Create a sustainable community through the provision of a diverse range and adequate supply of housing, commercial, transportation, recreational, entrainment, and employment options.

Objective: Encourage the development of entertainment and recreational facilities, activities, and open space to accommodate the needs of Concord residents and visitors.

Strategies:

- The City shall promote and enhance opportunities for residents and visitors to participate in the Arts through accessibility to cultural facilities and activities.
- The City shall support the development of regional and local community cultural facilities readily accessible to all residents and visitors.
- The City shall work to ensure a role for art and culture in site plans, when practical.
- The City shall work with private and public organizations to encourage availability of adequate public space in development plans for cultural purposes, such as exhibits, festival, and artists studios.



REVIEW OF PREVIOUS PLANS & STUDIES



Objective: Increase the City's attractiveness to tourists through the establishment of a land use pattern aimed at accommodating increased tourism.

Strategy:

• The City should provide public transportation, pedestrian, and bicycling opportunities that enhance tourism.

Goal 4: Preservation of Unique Character

Preserve the unique character of the City.

Objective: Preserve and promote Concord's positive image as a desirable community in which to live and work.

Strategies:

- Endorse recommendation of *Envision Cabarrus* to encourage the construction of facilities that could host regional, state, and national sports and other activities.
- Endorse recommendation of Envision Cabarrus to include sidewalk, bikeways, and greenways that connect neighborhoods and create walkable neighborhoods by revising the UDO as necessary to ensure such facilities are constructed.
- Revise the UDO to include language to facilitate the development
 of "green buffers" along key corridors that would include the
 development of additional open space and landscaping requirements
 for new development, as well as pedestrian/biking amenities that will
 help to link up with the greenways.

Objective: Maintain and encourage strong neighborhoods. Strategy:

 Support recommendation of Envision Cabarrus to create and implement a community-wide master plan that locates community centers within each neighborhood in existing facilities such as schools and churches.

Goal 5: Compatible Land Use

Ensure compatibility of neighboring land uses.

Goal 6: Adequate Infrastructure

Provide adequate infrastructure to serve the residents of the City.

Objective: Expand and develop parks and recreation facilities to serve the needs of the citizens of Concord.

INVENTORY & ANALYSIS

REVIEW OF PREVIOUS PLANS & STUDIES



Strategies:

- Support efforts to promote and establish greenways that can be sued for bicycle and pedestrian corridors.
- Preserve environmentally sensitive areas such as the Rocky River Corridor.
- Develop mini parks, neighborhood parks, and civic parks as recommended in the Livable Community Blueprint.
- Develop passive parks including opportunities for trails, picnicking, camping, and nature study.
- Acquire lands that have an environmental quality that lend themselves to preservation and nature-based activities.
- Continue efforts to improve and expand existing parks and facilities.
- Work with Cabarrus County in the development of community parks within the City.

Goal 7: Farmland, Natural Resource, and Open Space Preservation

Preserve farmland, natural resources, and open space.

Objective: Promote the preservation of open space throughout the City. Strategies:

- Acquire lands along river corridors and within riverine buffers as corridors to linking greenways and open space.
- Seek partnerships and funding to develop an inter-connected greenway system throughout the community and region.

Goal 8: Linking Plans and Strategies

Incorporate the recommendations of the Concord Land Use Plan into other plans and strategies.

The next section of the Land Use Plan summarizes the future land use categories recommended for Concord. Those categories that most closely relate to parks and recreation uses are Greenways and Green Corridors and Open Space.

Greenways and Green Corridors

Per the Livable Communities Blueprint, four greenways are recommended to be developed by the City of Concord. These include sections along Rocky River, Coddle Creek, Irish Buffalo Creek, and Three Mile Branch. Other greenway sections in the City core are outlined in the Center City Master Plan.



REVIEW OF PREVIOUS PLANS & STUDIES



The proposed greenways along streams are allowed under the UDO perennial stream buffer regulations. Ideally, the minimum required vegetative buffer width should be extended from 50' to 100' to properly protect the waterways, accommodate greenway connections, and to separate uses.

The NPDES Phase II Stormwater Regulations have established a 30-foot vegetative buffer along all intermittent streams. Where possible, new developments should be encouraged to incorporate greenways into their plans as recreational amenities and environmental protection features.

In addition to greenways, the Land Use Plan recommends a series of green corridors along the following roads:

- Concord Parkway
- Branchview Drive
- Poplar Tent Road
- Warren C. Coleman Boulevard
- Davidson Highway

- Highway 49
- Church Street
- Union Street
- Cabarrus Avenue.

See Figure 5 for a map of the greenway and green corridor locations. Pedestrian/biking amenities linking planned greenways to form a green network should also be encouraged.

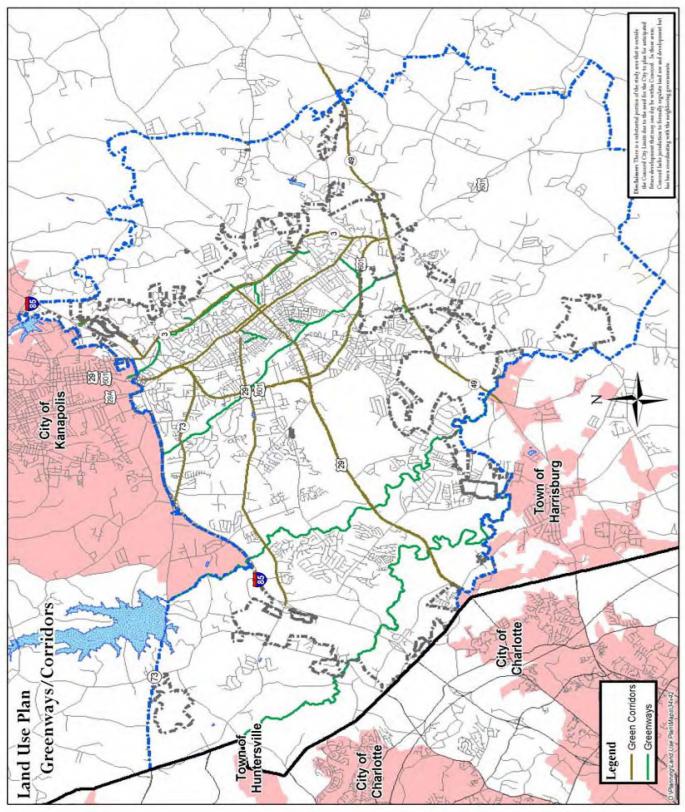
Open Space

This category includes recreational areas, such as parks and golf courses, and passive open space. Many of these areas will be tied into the green network created by greenways and green corridors. The Livable Communities Blueprint for Cabarrus County recommends Concord incorporate a minimum of four additional parks:

- One mini park (.25 to 3 ac.)
- One neighborhood park (3 to 25 ac. located in Southwest Concord)
- One civic park (14 ac. along Three Mile Branch)
- One community park (25 to 70 ac.- located in Northeast Concord)

Additionally, the Plan indicates medium and long-term needs for a minimum of four additional neighborhood parks each of 3 to 25 acres. Although the Land Use Plan does not specify locations for these parks, it is expected that guidance for their location will be drawn from the Livable Communities Blueprint.

4 INVENTORY & ANALYSIS



REVIEW OF PREVIOUS PLANS & STUDIES



ENVISION CABARRUS (2001)

"Envision Cabarrus" is a county-wide, vision-driven strategic plan that resulted in a common vision and direction for Cabarrus County for the short-term (1-5 years), mid-term (5-10 years), and long-term (20 years) planning periods, with the group's collaborative vision outlined below.

By 2020, Cabarrus County will:

- Be a community of life-long learners with the educational resources to encourage all citizens to reach their potential.
- Have a highly diversified and expanding economy that maximizes the quality of life of its residents.
- Be a diverse community with accessible and adequate resources to meet the spiritual, physical, cultural, and health needs of all its citizens.
- Have the infrastructure required to maximize the quality of life and economic opportunities of its citizens.
- Have governments that encourage the participation of all citizens and are effective, efficient, accountable, and accessible.
- Have private sector leadership that ensures an interdependent process of growth which results in the betterment of all our citizens and organizations.

During the process, ten priority issues facing the County in the near future were identified. These ten issues are addressed within the six foundations areas that support a county-wide strategic plan.

- 1. Education
- **2.** Economic Development
- **3.** Transportation
- **4.** Quality of Life
- 5. Growth Management
- **6.** Infrastructure
- 7. Water and Sewer
- 8. Environmental
- **9.** Park/Recreation/Green Space
- 10. Human Relations

As mentioned, six foundation areas were developed through a "strategic thinking" process with the community. A Vision Statement was developed for each of the six foundations as well as suggested strategies for achieving those Visions. The foundation areas include:

- Quality of life
- Education
- Infrastructure

- Government
- Economic development
- Private sector leadership

INVENTORY & ANALYSIS

REVIEW OF PREVIOUS PLANS & STUDIES



For purposes of this master plan, only the foundation areas and strategies that directly relate to parks and recreation are referenced below.

Quality of Life Foundation

Vision- Cabarrus County will be a diverse community with accessible and adequate resources to meet the spiritual, physical, cultural, and health needs of all its citizens.

Strategies:

- **1.** Family & Youth & Senior Citizens
 - Create a community wide master plan that locates community centers within each neighborhood in existing facilities such as schools, churches, and other facilities. Implement the master plan to ensure that the recreation, social, and cultural needs as well as social services of our community are met in a center close to where each citizen lives. Include sidewalks and bikeways that connect the neighborhoods and create walkable neighborhoods.
- 2. Recreation, Arts & Culture
 - Implement a community wide parks and recreation master plan that encourages the construction of active facilities that serve the hosting of regional, state, and national tournaments. Provide the leadership for our region to become the amateur sports center of the east coast.
 - Develop a performing arts center.
- 3. Human Relations & Sense of Community
 - Develop events and festivals to create a sense of community.
- **4.** Social Services
 - Deliver social services through our community centers.

Infrastructure Foundation

Vision- Cabarrus County will have the infrastructure required to maximize the quality of life and economic opportunities of its citizens.

Strategies:

- 1. Growth Management
 - Create and implement a county-wide comprehensive land use and infrastructure plan to meet anticipated growth (includes recreation elements such as bikeways, sidewalks, and walking trails that encourage "walkable" communities, recreation & parks, open space, environment, and historic preservation).
 - Encourage the development of a foundation or trust to preserve open space.





PARK MODELS

The NRPA (National Recreation and Park Association) establishes national standards for park models and facilities. The table below depicts park categories and the guidelines defining each park model. These designations will be used to help determine the City of Concord's Parks and Recreation current level of service.

PARK TYPE	PARK SIZE	SERVICE AREA
Mini Park	2,500 sf - 5 Ac	1/4 mile
Neighborhood Park	5 - 10 Ac	1/2 mile
Community Park	30 - 50 Ac	2 miles*
District Park	50 - 200 Ac	5 miles
Regional Park	Varies	50 miles
Special Use Facilities	Varies	2 miles*
Greenways	Varies	1/2 mile*

Source: Parks, Recreation, Open Space and Greenway Guidelines. A project of the National Recreation and Park Association and the American Academy for Park and Recreation Administration. *Adjusted for City of Concord's customized model.

CLOSE TO HOME PARK LANDS

Mini Park: Approximately 2,500 sf- 5 acres in size, a mini park may be described as a corner lot, pocket park, or neighborhood playground. Located with access, safety, and convenience to nearby neighborhoods, they may contain natural and/or paved areas, intensive or passive play areas, and an imaginative layout of equipment and landscaping. Common facilities typically include a playground and picnic tables. Municipalities provide mini parks on limited basis as they are often provided for within neighborhood developments. The service radius for a mini park is 1/4 mile.

Neighborhood Park: Ranging from 5-10 acres, neighborhood parks are geographically centered between nearby community populations and should be easily accessible from a safe walking and biking distance. Neighborhood parks may be located within residential communities or at an elementary or middle school. Activities for all ages, passive or active, should be provided. A prototypical park contains a playground, ball fields and/or a multi-purpose field (soccer), basketball or tennis court, picnic shelters, and/or walking trails. However, final facilities should be determined by characteristics of the site and the area served. The service radius for a neighborhood park is 1/2 mile.

INVENTORY & ANALYSIS

PARK MODELS

Community Park: Generally 30 to 50 acres, a community park is centrally located within its park service area with consideration given to surrounding land uses, safety, access, and land availability. Accessible to multiple neighborhoods with activities for the entire family, a community park should contain active and passive recreation opportunities that may include fields, courts, trails, playgrounds, and open space. Community parks may also include a municipal swimming pool or community center. The service radius for a community park is 3 miles.

Civic Park: Varying in size, there are two types of civic parks.

- 1. The first type is more organic in nature. Located along an unusual land feature such as floodplains, rivers, or easements, this type should be of natural or aesthetic quality intended for passive outdoor recreation but may include limited active facilities such as trails, playgrounds, and picnicking. It may also include open space for free play or festivals/ events and an outdoor amphitheater.
- 2. The second type is located in urban areas and is used as passive open space. They can be seen as urban plaza space with landscape and may include gazebos, benches, formal gardens, and fountains.

Due to a Civic Park's varying nature, there is not an established standard and therefore is not included in Table 1.

REGIONAL PARK LANDS

District Park: Approximately 76- 200 acres in size, district parks are centrally located within a reasonable driving distance to the community it serves and are typically part of an area with natural beauty or ornamental quality. The district park model contains large areas for passive recreation use such as nature trails, picnicking, boating, fishing, camping, interpretive center, and large open spaces. Facilities for active games (i.e. softball, basketball, tennis) may also be provided. The service radius for a district park is 5 miles.

Regional Park: Varying in size but usually in the 1000 acre range, the regional park should be located in an area of natural quality for natural resource based outdoor recreation. These parks contain predominantly passive recreation areas such as nature trails, picnicking, camping, boating, fishing, and swimming. Often, land within a regional park may be reserved for conservation and resource management. These parks may also provide facilities for active games such as baseball, softball, soccer, and playground areas. The service radius for a district park model is 50 miles.



PARK MODELS

OTHER PARK LANDS

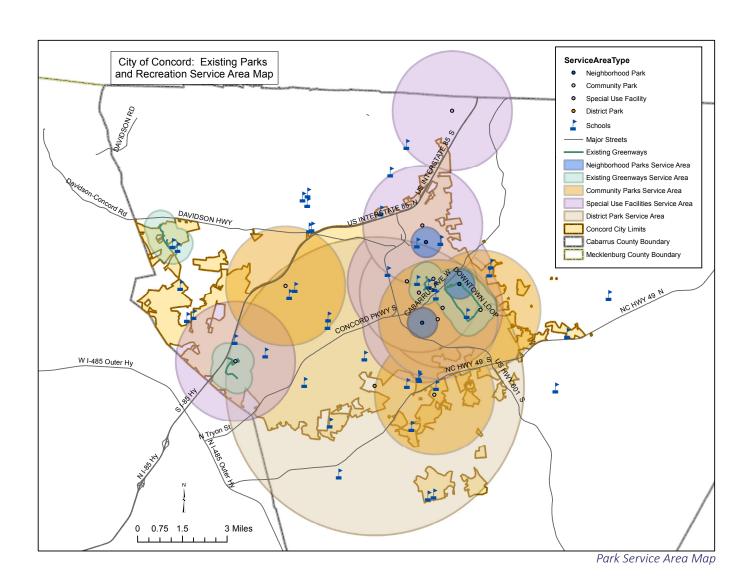
Special Use Park: Varying in size, special use facilities include areas for specialized or single purpose recreation activities such as beach parks, dog parks, historic and archaeological sites, nature preserves, marinas or boat landings, fishing facilities, canoe and kayaking trails, golf courses, or equestrian facilities. Due to the specific and varying needs of these parks, there is not an established standard. However, for Concord's customized model, the special use facilities are shown with a 2 mile service radius.

Greenways: A Greenway is a linear open space established along either:

- A natural corridor, such as a riverfront, stream valley, or ridge line
- Overland along a railroad right-of-way converted to recreational use
- Along a canal, scenic road or other route.

It is a natural or landscaped course for pedestrian or bicycle passage; an open-space connector linking parks, nature preserves, cultural features, or historic sites with each other and with populated areas; are linear parks of land left in a natural state that provide enjoyable corridors for walking, jogging, skating and biking. The term greenway comes from the *green* in green belt and the *way* in parkway, implying a recreational or pedestrian use rather than a typical street corridor, as well as an emphasis on introducing or maintaining vegetation in a location where such vegetation is otherwise lacking. Some greenways include community gardens as well as typical park-style landscaping of trees and shrubs. They also tend to have a mostly contiguous pathway and resemble linear parks.

4 INVENTORY & ANALYSIS





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

RECREATION CENTERS

The Concord Parks and Recreation Department has three recreation centers; Academy Recreation Center, Hartsell Recreation Center, and Logan Multi-Purpose Center. All have a variety of recreational opportunities available to the public at no charge with each Center providing game rooms/tables and weight rooms equipped with machines, free weights and cardiovascular equipment. The centers offer free-play basketball in the gymnasiums and meeting rooms are available for rental. The City also recently acquired the Propst House on Burrage Road and will soon provide cultural arts programming opportunities at this location.

INVENTORY & ANALYSIS

EXISTING FACILITIES

ACADEMY RECREATION CENTER

147 Academy Avenue, NW

Academy Recreation Center is located in the heart of Concord and is surrounded by Webb and McAllister Fields and John F. McInnis Aquatic Center with access to the Village Greenway. The Parks and Recreation Department offices are located at Academy Recreation Center as well as a gymnasium, fitness rooms and arts and crafts facilities. Other facilities available at the Center and programs held are listed below.





Existing Facilities:

- Gymnasium w/ Game tables
- Weight room and Cardio area
- Arts & Crafts room
- Fitness classroom

- Exercise room
- Offices- Administrative, Program, Athletic
- Vending room

Existing Programs:

- Youth programs
- Arts & Crafts classes
- Fitness classes
- Coaches meetings
- Basketball team practice and play Senior Games
- Festival and event staging
- 5K Staging
- Facility rental processing
- Program registration

Type: Special Use Facility- Recreation Center

Size: 1.5 acres



ACADEMY RECREATION CENTER

General Observations:

- 1. Past renovations have been completed
- 2. Facility is heavily used after school
- 3. No AC in gym limits summer use
- 4. Restroom and locker room facilities are dated
- 5. Activity room space is limited

- 1. Upgrade HVAC system to incorporate air conditioning in the gym
- **2.** Renovate restroom and locker room facilities
- 3. Upgrade gym and fitness equipment
- **4.** Expand Administration wing of building to add more offices
- **5.** Relocate existing work spaces behind the gym to the proposed addition and reuse that space for indoor activity rooms
- **6.** General exterior enhancements: landscape, bike parking









INVENTORY & ANALYSIS

EXISTING FACILITIES

HARTSELL RECREATION CENTER

60 Hartsell School Road

Hartsell Recreation Center was the historical site of Hartsell High School and was purchased by the City in 1994 for use by the Parks and Recreation Department. The Center is surrounded by the Hartsell Field Complex with access to Hartsell Park. The 60 yr old building is currently undergoing a \$1.8 million renovation and is scheduled to reopen in the summer of 2017 with renovated exercise, fitness, and multi-purpose rooms.





Aerial Map

Area Map

Existing Facilities:

- Gymnasium
- Game room
- Weight room
- Multipurpose room

- Meeting room
- Center staff offices
- Lighted outdoor basketball courts
- Multi-use field

Existing Programs:

- Fitness classes
- Youth programs
- Arts & crafts classes
- Basketball team practice and play
- Facility rental processing
- Program registration
- Summer Playground for ages 6-10
- Senior games

Type: Special Use Facility- Recreation Center

Size: 6 acres



HARTSELL RECREATION CENTER

General Observations:

- 1. Center is currently under renovation
- **2.** Renovations will provide for:
 - Expanded and upgraded weight/fitness facilities
 - Elevator installation for ADA access
 - New restroom and locker room facilities
 - New multi-purpose rooms

- 1. Upgrade HVAC system to incorporate air conditioning in the gym
- 2. Install artificial turf at multi-use field along Swink St.
- 3. Renovate field behind the building into baseball/softball training and practice facility
- **4.** General exterior enhancements: landscape, tree trimming, streetscape, asphalt resurfacing, bike parking
- **5.** Replace exterior lighting with energy efficient fixtures











INVENTORY & ANALYSIS

EXISTING FACILITIES

LOGAN MULTI-PURPOSE CENTER

184 Booker Street, SW

The City of Concord renovated Logan Multi-Purpose Center in 2011 to improve its functionality, to enhance user experience, and to preserve the building's status as a community recreation center for the future. The renovations were made possible through \$300,000 of local funding (City of Concord) for the interior and \$200,000 of EECBG stimulus funds for the exterior. Improvements included upgraded HVAC systems, complete renovation to the Multi-Purpose and Arts and Crafts Rooms, enhancements to the spaces used by the Cabarrus County Department of Aging's Lunch Plus Program, and replacement of existing windows and doors with energy-efficient glass.





Aerial Map

Area Map

Existing Facilities:

- Gymnasium
- Game room
- Weight room
- Multipurpose room

- Kitchen
- Center staff offices
- Meeting/activity room

Existing Programs:

- Fitness classes
- Youth programs
- Arts & crafts classes
- Basketball team practice and play
- Facility rental processing
- Program registration
- Lunch Plus Senior Program

Type: Special Use Facility- Recreation Center

Size: 1.6 acres



LOGAN MULTI-PURPOSE CENTER

General Observations:

- 1. Center is in great shape due to recent renovations:
 - Upgraded HVAC systems
 - Multipurpose and art/craft rooms
 - Dining space enhancements
 - Exterior improvements- windows, doors, landscape

- 1. Upgrade HVAC system to incorporate air conditioning in the gym
- 2. Upgrade weight and fitness equipment









INVENTORY & ANALYSIS

EXISTING FACILITIES

PROPST HOUSE COMMUNITY CENTER

946 Burrage Road

The City recently acquired the Propst House on Burrage Road and will soon provide cultural arts programming opportunities at this location. Facilities may include indoor classroom space as well as walking trail connections to Carolina Medical Center NorthEast. Current renovation budget is \$309,000.





Aerial Map

Area Map

Existing Facilities:

- No facilities yet on line
- Slated for indoor classrooms
- Plans to provide Greenway to connect to Beverly Hills Park (via sidewalk) and McEachern Greenway (via creek on property)

Existing Programs:

- No programs yet on line
- Slated for art and fitness classes

Type: Special Use Facility- Recreation Center

Size: 10 acres

PROPST HOUSE COMMUNITY CENTER

General Observations:

- 1. Only exterior of property was observed
- 2. Provides excellent potential to connect to Carolina's Medical Center Northeast
- **3.** Property offers potential to incorporate additional natural area facilities and programming adjacent to a creek at the back of the property
- 4. Will need to ensure renovations and uses are compatible with the surrounding neighborhood

- 1. Full interior renovation to accommodate recreation center uses
- **2.** Exterior renovations to include:
 - Parking expansion and ADA accommodation
 - Provide energy efficient lighting
- **3.** Provide nature based, passive use, outdoor facilities- outdoor classrooms, shelters, trails, etc.









INVENTORY & ANALYSIS

EXISTING FACILITIES

SPECIAL USE FACILITIES

As mentioned, special use facilities vary in size and are specialized or single purpose recreation activities such as aquatic centers, dog parks, fishing facilities, singular sports field, etc. The following facilities (along with the previously mentioned Recreation Centers) have been identified as special use facilities.

JOHN F. MCINNIS AQUATIC CENTER

151 Academy Avenue, NW

Located adjacent to Academy Recreation Center, the John F. McInnis Aquatic Center offers both child and adult swimming lessons, water aerobics and public swim. The facility features a 6 lane, 25 yard pool with a shallow area, bath house, and concessions and an outdoor, enclosed seating area equipped with picnic tables.



Davidson Hwy 73

Poplar Tent Rd 23

Area Map

Existing Facilities:

- Pool
- Bath house / Restroom

Aerial Map

Office

Existing Programs:

- Swim instruction
- Public swim
- Water aerobics
- Pre-swim team instruction
- Process admissions
- Party rentals

Concession

Concessions

Type: Special Use Facility- Aquatic Center

Size: 2.1 acres



JOHN F. MCINNIS AQUATIC CENTER General Observations:

- 1. Facility is well maintained
- 2. Facility does not provide multi-seasonal use
- **3.** Facility is centrally located and positioned nicely with supporting facilities at Academy Recreation Center

- 1. Upgrade bathhouse and locker room facilities
- 2. Consider providing a splash pad at the current fenced in seating area
- 3. Relocate seating area along the back side of the bath house
- **4.** Provide provisions to install a bubble for winter use to maximize programming in fall, winter, and spring (swim lessons, competitive swimming, rentals, etc.)
- 5. General exterior enhancements: landscape, bike parking, seating









INVENTORY & ANALYSIS

EXISTING FACILITIES

HARTSELL FIELD COMPLEX

60 Hartsell School Road

Hartsell Field Complex is a three field complex adjacent to Hartsell Recreation Center. Bernie Edwards Field, Liles Field, and Hartsell Broome Field host both local baseball and softball practice and play as well as tournament play. Fields are grass with dirt infields with dugouts and covered and uncovered spectator seating.





Aerial Map

Area Map

Existing Facilities:

- 3 lighted baseball fields: 2-200', 1-300'
- Batting Cage
- Press box
- Concession stand
- Restroom

Existing Programs:

- Softball/Baseball team practice and play
- Tournament play

Type: Special Use Facility- Sports Field

Size: 7 acres



HARTSELL FIELD COMPLEX

General Observations:

- 1. Field and fencing in good condition
- 2. Gravel used for circulation is migrating, creating bare spots
- 3. Connection from upper level Rec Center parking is cumbersome
- **4.** ADA accessibility is deficient

- 1. Upgrade backstops- replace netting with backstop fencing
- 2. Provide provisions for ADA accessibility
- **3.** Provide bleachers at southern most field along 1st base line and provide shade structures at all uncovered bleachers
- **4.** Upgrade wood light poles
- **5.** General press box and restroom upgrades
- **6.** Convert gravel surfaces to concrete and extend sidewalks as necessary
- 7. General exterior enhancements: landscape, tree trimming
- **8.** Repaint outfield foul-line markers











INVENTORY & ANALYSIS

EXISTING FACILITIES

MCALLISTER FIELD

160 Crowell Drive, NW

McAllister Field is located adjacent Academy Recreation Center, McInnis Aquatic Center, and Webb Field. It consists of a single field where both baseball and softball practice and play is held. McAllister Field is a grass field with dirt infield with dugouts and uncovered seating.





Aerial Map

Area Map

Existing Facilities:

- Lighted baseball/softball field: 225'
- Restroom

Existing Programs:

• Softball team practice and play

Type: Special Use Facility- Sports Field

Size: 2.4 acres

MCALLISTER FIELD

General Observations:

- 1. Field and fencing in good condition
- 2. Gravel used for circulation is migrating, creating bare spots
- 3. ADA accessibility is deficient

- 1. Upgrade backstops- replace netting with backstop fencing
- **2.** Provide provisions for ADA accessibility
- **3.** General press box and restroom upgrades
- **4.** Convert gravel surfaces to concrete
- 5. General exterior enhancements: landscape, bike parking









INVENTORY & ANALYSIS

EXISTING FACILITIES

WEBB FIELD

165 Academy Avenue, NW

Webb Field, founded in 1924 as the athletic field for then adjoining Concord High School, is on the National Register of Historic Places Study List. The field is named for Dr. A. S. Webb, principal and later superintendent of the Concord City Schools in the early 1900's. Visiting teams were said to be entering "the spider's Webb." Webb Field was renovated in 1935 to accommodate football in the outfield, with Concord High football teams playing here through the 1966 season. The baseball teams played at Webb Field for another 25 years. Webb Field was also home to minor league baseball, the Concord Weavers, in the 1930's through early 1950's.

Baseball, softball, and football is still played at Webb Field. The Boys & Girls Club and First Assembly Church utilize the football field for games as does the Carolina Thundering Herd, a semi-pro football team based in Kannapolis.



Area Map

Existing Facilities:

- Lighted softball/baseball field: 300'
- Lighted football field
- 2 Press boxes

Existing Programs:

- Softball/baseball practice and play
- Football games (no practice)

- 2 Concession stands
- Restroom
- Warehouse/storage unit

Concessions



Size: 3.7 acres



WEBB FIELD

General Observations:

- 1. Field and fencing in good condition
- 2. Gravel used for circulation is migrating, creating bare spots
- 3. ADA accessibility is deficient
- 4. Area connecting Rec Center parking to McAllister field on top of concrete bleachers is bare dirt

- 1. Upgrade backstops- replace netting with backstop fencing
- **2.** Provide provisions for ADA accessibility
- **3.** Upgrade wood light poles
- **4.** General press box and restroom upgrades
- 5. Convert gravel and bare dirt surfaces to concrete
- **6.** General exterior enhancements: landscape, bike parking
- **7.** Celebrate the rich history of Webb Field through signage, historically relevant architecture









INVENTORY & ANALYSIS

EXISTING FACILITIES

GIBSON FIELD

321 Misenheimer Avenue, NW

Gibson Field is located near The Depot at Gibson Mill and is touted as the best baseball field in the County. It is a single, dirt infield facility where baseball teams practice and play. Other amenities include dugouts, a batting cage, and covered and uncovered bleacher. The modern, covered bleacher structure along the third base line was designed by architecture students at UNC Charlotte.





Aerial Map

Area Map

Existing Facilities:

- Lighted baseball Field- 225'
- Press box
- Restroom
- Batting cage

Existing Programs:

• Baseball team practice and play (11-12 yr and younger)

Type: Special Use Facility- Sports Field

Size: 4.3 acres



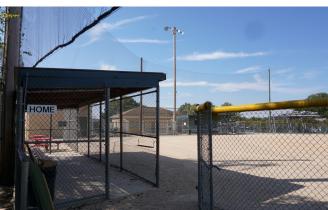
GIBSON FIELD

General Observations:

- 1. Field and fencing in good condition
- 2. Grass in circulation areas worn bare
- 3. ADA accessibility is deficient

- 1. Upgrade backstops- replace netting with backstop fencing
- **2.** Provide provisions for ADA accessibility
- **3.** Upgrade wood light poles
- **4.** General press box and restroom upgrades
- **5.** Convert bare dirt surfaces to concrete or gravel/crushed fines
- 6. General exterior enhancements: landscape, bike parking









INVENTORY & ANALYSIS

EXISTING FACILITIES

LAKE FISHER

5099 Lake Fisher Road

Lake Fisher is a 534 acre reservoir owned and operated by the City of Concord. The water from Lake Fisher is pumped to a filter plant in Concord where it is treated then pumped to homes throughout the City. Because this lake is classified as a watershed, rules and regulations along with state laws govern allowable activities which are in place to protect the integrity of the water supply. Fishing is permitted at Lake Fisher with boats available for rent. Users may bring gas motors no larger than 10 hp or electric trolling motors. Fishermen will find a variety of fish including smallmouth bass, white bass, pumpkinseed sunfish, crappie, flathead catfish, largemouth bass, bream and bluegill.





Aerial Map

Area Map

Existing Facilities:

- 534 ac reservoir 3 miles long
- Rental office
- Storage shed
- Restroom

Existing Programs:

- Fishing equipment rental (boats, life jackets, oars, paddles, seat cushions)
- Fishing
- Fishing Derby in the Spring

Type: Special Use Facility- Lake

Size: 40 acres



LAKE FISHER

General Observations:

- 1. Beautiful, scenic, peaceful area
- 2. Shoreline where boats are accessed is degraded-difficult to put in and pull out boats
- 3. ADA accessibility to water's edge is deficient

- 1. Install individual boat slips for easier access and preservation of shoreline
- **2.** Expand watercraft offering to canoes and kayaks
- **3.** Provide provisions for ADA accessibility to water's edge
- **4.** General upgrades to rental office









INVENTORY & ANALYSIS

EXISTING FACILITIES

WEDDINGTON ROAD BARK PARK

8955 Weddington Road, NW

Located beside Fire Station 11 and EMS Station 9, Weddington Road Bark Park offers two separate play areas for small and large dogs. The large dog area is 1.5 acres and the small dog area is 0.6 acre; both spaces containing training and obstacle course equipment and dog friendly drinking fountains. Weddington Road Bark Park opened late 2015 and provides connection to the newest phase of the Hector H. Henry, II Greenway.





Aerial Map

Area Map

Existing Facilities:

- 1.5 Acre large dog area
- 0.6 Acre small dog area
- Restroom
- Access to HHH greenway
- Drinking fountain

Existing Programs:

• Youth day programs and events

Type: Special Use Facility- Dog Park

Size: 2.1 acres



WEDDINGTON ROAD BARK PARK

General Observations:

- 1. Heavy, consistent use by patrons (with both small and large dogs)
- 2. Grass is worn out in both dog areas
- 3. Fencing, furnishings, equipment, restrooms in great shape
- **4.** Park is in full sun during the day, but is relatively shady late in the day

- 1. Consider K9 Grass (artificial turf) surfacing
- 2. Consider more permanent dog wash station setup
- 3. Consider dog water play/splash pad as expansion opportunity
- **4.** Need more shaded spaces (trees, shade structures, shelters, etc.)









INVENTORY & ANALYSIS

EXISTING FACILITIES

NEIGHBORHOOD PARKS

The following City Parks have been identified as Neighborhood Parks. Generally located within residential communities or geographically centered between nearby community populations, neighborhood parks should be easily and safely accessible via walking and biking distance.

BEVERLY HILLS PARK

631 Miramar Street, NE

This 4 acre gem of a neighborhood park offers playground equipment for ages 2-12, a tennis court, restroom facilities and one picnic shelter that can be reserved. Nestled in an established neighborhood, Beverly Hills Parks is a mix of active an passive uses surrounded by dense tree canopy with a small natural creek running through the park.



Davidson Hwy 73

Poplar Tent Rd 29

Concord

Ridge At 29

Concord

Poplar Tent Rd 29

Concord

Align At 29

Concord

Poplar Tent Rd 29

Concord

Align At 29

Concord

Align At 29

Concord

Align At 29

Concord

Area Map

Existing Facilities:

- Lighted asphalt tennis court
- Playground (ages 2-12)
- Two-bay swing set (4 swings)
- Shelter with tables and grillsWalking Trails
- Restroom

Existing Programs:

• Youth summer day programs

Type: Neighborhood Park

Size: 4 acres



BEVERLY HILLS PARK

General Observations:

- 1. Playground equipment is in great condition- recently replaced
- 2. Curb and mulch safety surface prohibits ADA accessibility to play equipment
- **3.** Sidewalk that switch-backs down the slope from Miramar Street is shifting and buckling due to tree root conflicts
- 4. Tennis court recently resurfaced
- 5. Access to tennis court not accessible

- 1. Replace safety surface to poured in place rubber and eliminate curb to allow for accessible play equipment
- 2. Replace damaged sidewalk along slope with an elevated boardwalk to eliminate conflicts with existing trees and provide ADA accessibility (handrails)
- 3. Add section of sidewalk to provide ADA access to tennis court
- **4.** General restroom upgrades
- 5. Upgrade wood light poles and replace lighting with energy efficient fixtures
- **6.** General landscape improvements and replacement foot bridge
- **7.** Provide sidewalk connection to future McEachern Greenway Extension









INVENTORY & ANALYSIS

EXISTING FACILITIES

HARTSELL PARK

65 Sunderland Road

This 14 acre passive park includes playground equipment, the Bill Stafford Picnic Shelter, a volleyball court, horseshoes, a concrete skating rink and restroom facilities. Nestled behind Hartsell Recreation Center and Field Complex, Hartsell Park boasts gorgeous trees that provide ample shade and open space for the surrounding neighborhood to enjoy.





Aerial Map

Area Map

Existing Facilities:

- Playground
- 2 bay swing set (4 swings)
- Shelter with tables and grills
- Sand volleyball court

- Concrete skating rink
- Restroom
- Drinking fountain

Horseshoe pits

Existing Programs:

No existing programs

Type: Neighborhood Park

Size: 8.4 acres

HARTSELL PARK

General Observations:

- 1. Lovely neighborhood park with great shade
- 2. Playground equipment is in good condition
- **3.** Swing set is dated
- **4.** Landscape timber curb and mulch safety surface at playground and swings prohibit ADA accessibility

- 1. Re-purpose concrete skating rink- add basketball goals or pickleball court
- 2. Replace safety surface to poured in place rubber and eliminate curb to allow for accessible play equipment
- **3.** Provide provisions for ADA accessibility to swings, drinking fountain
- **4.** General restroom upgrades
- 5. Replace exterior lighting with energy efficient fixtures
- **6.** Repaint stair handrail









INVENTORY & ANALYSIS

EXISTING FACILITIES

J. W. "MICKEY" MCGEE PARK

219 Corbon Avenue

This 14 acre passive park located along Threemile Branch, boasts a partially ADA accessible playground, restroom facility, a picnic shelter, and a ¼ mile paved trail. The City named McGee Park after J.W. "Mickey" McGee in 2005. Mr. McGee served as a member of the Concord Board of Aldermen (now the City Council), Mayor Pro-Tem, an elected School Commissioner, an elected Light and Water Commissioner, and an appointed Historic Preservation Commission Member. The park provides direct access to McEachern Greenway and the Downtown Connector.





Aerial Map Area Map

Existing Facilities:

- Playground (ages 2-12) partially ADA accessible
- Shelter with tables and a grill
- Restroom
- 1/4 mile paved trail

- Bike Rack
- Benches
- Drinking fountain
- Access to McEachern Greenway
- Access to Downtown Connector

Existing Programs:

- Certified 5k course
- Youth day programs and events

Type: Neighborhood Park

Size: 14 acres



J. W. "MICKEY" MCGEE PARK

General Observations:

- 1. Heavily used- both park and access to Greenway
- 2. Playground equipment in good shape
- 3. Limited parking for park and Greenway patrons-little (if any) room to expand
- 4. Non-structured parking creates inefficient parking

- 1. Expand parking (where possible) and stripe existing parking for better efficiency
- **2.** General restroom upgrades
- **3.** Expand ADA accessibility to remainder of play equipment through additional poured in place rubber safety surface









INVENTORY & ANALYSIS

EXISTING FACILITIES

COMMUNITY PARKS

Community Parks are typically accessible to multiple neighborhoods with activities for the entire family. A community park should contain active and passive recreation opportunities. The following parks have been identified as Community Parks.

JAMES L. DORTON PARK

5790 Poplar Tent Road

This 24 acre park is located in the midst of Afton Village along Afton Run Creek. The park includes lighted tennis courts, playground equipment, soccer fields, gravel walking trails, picnic shelters, and restrooms. Dorton Park also offers a 9 hole disc golf course for beginner and intermediate play.





Aerial Map

Area Map

Existing Facilities:

- 3 Lighted asphalt tennis courts
- 3 Playgrounds (ages 2-12)
- Three-bay swing set (6 swings)
- 3 Shelters with tables a grill
- 1.1 Mile walking trail w/ benches
- 2 Soccer fields
- 9 Hole disc golf course
- Restroom
- Drinking fountains

Existing Programs:

- Youth day programs and events
- Soccer team practice and play
- Couch to 5k program
- Tennis instruction

Type: Community Park

Size: 24 acres



JAMES L. DORTON PARK

General Observations:

- 1. Playground equipment in good shape
- 2. Curb and mulch safety surface prohibits ADA accessibility to play equipment
- **3.** Heavily used parking is limited
- **4.** Only one of the two soccer fields can be used at a time due to parking limitations
- **5.** Great walking trail that winds through various micro-climatic conditions
- **6.** Park does flood, but most of park recovers quickly- tennis courts tend to stay wet after rain events.

- 1. Replace safety surface to poured in place rubber and eliminate curb to allow for accessible play equipment
- 2. General exterior enhancements: tree trimming, stump removal, bike parking
- 3. Consider converting walking trail to asphalt for greater, multi-use and accessibility
- **4.** General restroom upgrades









INVENTORY & ANALYSIS

EXISTING FACILITIES

MARVIN CALDWELL PARK

362 Georgia Street, SW

Marvin Caldwell Park is located on the banks of Irish Buffalo Creek and includes basketball and tennis courts, playground equipment nestled in the shade of mature trees, a skating circle, 1.4 mile walking trail, youth softball fields, the Robert Mathis Amphitheater, 5 picnic shelters and the Dan Pharr Community Building.





Aerial Map

Area Map

Existing Facilities:

- 2 lighted, asphalt tennis courts
- 4 lighted, full basketball courts
- 2 lighted softball fields: 1-275', 1-300'
- Press box
- 1 Multipurpose field
- 1.4 Mile walking trail
- 2 Playgrounds

- Three-bay swing set (6 swings)
- Concrete skating rink
- Amphitheater
- 4 Shelters with tables and grills
- Community Building
- Restroom
- Drinking fountain

Existing Programs:

- Summer Playground for 6-10 year olds
- Softball/baseball team practice and play
- Football team practice

Type: Community Park

Size: 24 Acres



MARVIN CALDWELL PARK

General Observations:

- 1. Ample shade at playground and picnic areas
- 2. Curb and mulch safety surface prohibits ADA accessibility to play equipment
- 3. Tennis and basketball courts in great condition
- 4. Landscape fabric exposed near Community Building

- 1. Replace safety surface to poured in place rubber and eliminate curb to allow for accessible play equipment
- 2. Provide shade structures at all uncovered bleachers
- 3. Upgrade wood light poles and replace lighting with energy efficient fixtures
- **4.** Re-purpose empty space into sand volleyball court
- 5. General Community Building and restroom upgrades
- **6.** Re-purpose skating rink to splash pad
- **7.** Softball infields need general maintenance









INVENTORY & ANALYSIS

EXISTING FACILITIES

LES MYERS PARK

338 Lawndale Avenue

Located on the banks of Threemile Branch, Les Myers Park includes playground equipment, horseshoe pits, a concrete skating rink, softball/baseball field, picnic shelters, the C. T. Sherrill Community Building and the Frank Dusch Amphitheater. The Park is the City's center of tennis, offering an 8 court lighted complex and tennis instruction.





Aerial Map

Area Map

Existing Facilities:

- 8 lighted, asphalt tennis courts
- Lighted baseball/softball field: 300'
- Paved walking trail
- 3 Playgrounds
- Amphitheater
- 4 Shelters with tables & grills
- Community Building

- Restroom
- Press box
- Concession stand
- Shuffleboard, 4 square, hopscotch
- Concrete skating rink
- Benches
- Drinking Fountain
- Horseshoes

Existing Programs:

- Softball/baseball practice & play
- Tennis instruction
- Dogs Day Out pet festival
- Summer playground (6-10 yrs)
- Special events
- Youth day programs and events
- Certified 5k course
- Senior Games on the ball field

Type: Community Park

Size: 21 acres



LES MYERS PARK

General Observations:

- 1. Tennis courts in great shape
- 2. Playground equipment recently replaced
- 3. Curb and mulch safety surface prohibits ADA accessibility to the majority of play equipment
- **4.** Game court (shuffleboard, 4 square, hopscotch) surface color is faded
- 5. Amphitheater is a great asset, but doesn't get utilized-fairly steep incline
- **6.** Built on old landfill- expansion is limited due to landfill development restrictions

- 1. Finish environmental study to determine full extent of contamination (landfill)
- 2. Provide shade structures at all uncovered bleachers
- 3. Provide landscape buffer between parking and western court seating
- **4.** Replace safety surface to poured in place rubber and eliminate curb to allow for accessible play equipment
- **5.** General restroom upgrades
- **6.** Resurface / repaint game courts (shuffleboard, 4 square, hopscotch)
- 7. General exterior enhancements: landscape, tree trimming, asphalt resurfacing, bike parking
- 8. Upgrade wood light poles at baseball/softball field
- 9. Consider dog park in expansion/open space area at rear of park









INVENTORY & ANALYSIS

EXISTING FACILITIES

W.W. FLOWE PARK

99 Central Heights Drive

Located next door to Central Cabarrus High Shcool, W. W. Flowe Park is a premier 4-field baseball/softball complex. Built and owned by Cabarrus County but operated by the City (via a 20 yr lease - 2002), the 40 acre park includes playground equipment, picnic sites and shelters, volleyball courts, horseshoe pits, and 3/4 mile gravel walking trail. Flowe Park also play host to ball tournaments from March through November.





Aerial Map

Area Map

Existing Facilities:

- 4 Baseball/softball fields: 1-200', 1-220', 1-275', 1-300'
- Multi-purpose field
- 3/4 mile crushed fines walking trail
- 2 sand volleyball courts
- Horseshoe pits
- Playground
- 2 Shelters with tables and grills
- 3 covered picnic tables

Existing Programs:

- Softball/baseball team practice and play
- Tournament play

Type: Community Park

Size: 40 acres



W.W. FLOWE PARK

General Observations:

- 1. Fields and fencing in great condition
- 2. Heavily used
- **3.** ADA accessibility is deficient
- 4. Curb and mulch safety surface prohibits ADA accessibility to play equipment
- 5. No shade at the playground

- 1. Increase active recreation space with expansion of new ball fields and multi-use fields (to accommodate soccer, football, lacrosse, rugby) in open space area north of existing fields
- 2. Work with the County to evaluate the best athletic field options for the undeveloped acreage (+/-50 ac) across Central Heights Drive
- 3. Upgrade backstops- replace netting with backstop fencing
- 4. Provide provisions for ADA accessibility to playground, shelters, ball field seating
- **5.** General press box and restroom upgrades
- **6.** Convert bare dirt surfaces at field nucleus to concrete or gravel/crushed fines
- **7.** Convert crushed fines walking trail to asphalt
- 8. Provide a bigger shelter for large group gatherings
- 9. Provide shade at playground (trees, shade structure)









INVENTORY & ANALYSIS

EXISTING FACILITIES

GREENWAYS

Greenways are linear open spaces established along natural corridors, such as a riverfront or stream, or overland along a railroad right-of-way converted to recreational use, or along a canal or scenic road. They are natural or landscaped courses for pedestrian or bicycle passage.

HAROLD B. MCEACHERN GREENWAY

Harold B. McEachern Greenway was the City's first greenway. It extends 1 mile along Branchview Drive between Les Myers and J. W. McGee Parks. A second phase of the Greenway, the Downtown Connector (0.5 mile), extends from McGee Park to the Downtown Greenway loop at Means Ave. The 10' wide asphalt trail provides walkers, runners, and bicyclists the opportunity to enjoy nature, giving residents the convenience of a city park in their own backyard.





Area Map

Existing Facilities:

- 1 mile asphalt trail- Connecting McGee Park and Myers Park
- 0.5 mile asphalt trail- Connection McGee Park to Downtown Loop
- Parking at McGee Park and Myers Park
- 2 Picnic shelters (on McEachern Downtown Connector)
- 5 Life Trail Fitness Stations (on McEachern Downtown Connector)

Existing Programs:

- Certified 5k course
- Couch to 5k practice course
- Youth day programs and events

Type: Greenway **Size:** 1.5 miles



HAROLD B. MCEACHERN GREENWAY

General Observations:

- 1. Heavily used greenway that winds through a variety of environments
- 2. Primary starting point at J.W. McGee Park-limited parking

- 1. Consider incorporating public art along the greenway- sculpture along trail and/or mural in pedestrian tunnel
- **2.** Consider installing additional rest stops
- 3. Continue with proposed plans to extend Greenway











INVENTORY & ANALYSIS

EXISTING FACILITIES

THE VILLAGE GREENWAY

The Village Greenway is the City's second greenway, opening on August 4, 2007. It is a half-mile paved asphalt trail that runs through the historic Gibson Village community. The Greenway trail starts on Elm Avenue, NW, beside the Boys and Girls Club of Cabarrus County and travels down Elm Avenue, turning left at Alexander Street and then right at Academy Avenue. The greenway takes you past the Academy Recreation Center and Webb Field, then crosses a bridge and travels alongside Webb and McAllister fields. The greenway trail then crosses Crowell Drive and follows Locke Mill Creek to Kerr Street.

There are three entrances to The Village Greenway, at the Boys and Girls Club of Cabarrus County, on Academy Avenue just past Webb Field, and on Kerr Street between Crowell Drive and Cedar Drive.

The Village Greenway gives the public another opportunity to exercise and enjoy the natural beauty of Concord and provides a safe, walkable trail connecting the Gibson Village Community with Historic Downtown Concord.





Aerial Map

Area Map

Existing Facilities:

- 0.5 mile paved trail
- Parking at Cabarrus County Boys & Girls Club
- Trailhead at Clearwater Artist Studios/Kerr Ave.

Type: Greenway **Size:** .5 miles



THE VILLAGE GREENWAY

General Observations:

- 1. Lovely greenway section that winds through a variety of environments
- 2. Provides great connection from neighborhoods to multiple recreation opportunities- Academy Rec Center, ball fields, McInnis Pool

- 1. Consider installing a few rest stops
- 2. Consider installation of environmental education displays to enhance the greenway experience











INVENTORY & ANALYSIS

EXISTING FACILITIES

DOWNTOWN GREENWAY LOOP

The Downtown Greenway Loop is a 4 mile paved greenway that connects Les Myers Park and McGee Park, passes through McGee Park, and continues through Downtown Concord. The loop encompasses the McEachern Greenway and McEachern Downtown Connector and utilizes sidewalks along Means Ave, Union Street South, Patton Court, and Lawndale Avenue. Complete with Life Trail Fitness stations, dog friendly drinking fountains, and picnic shelters, the Downtown Greenway Loop offers an urban oasis in the heart of Concord. Walking bridges along the loop protect crossing streams and provide a safe habitat for small animals, birds, and reptiles.





Aerial Map

Area Map

Existing Facilities:

- 4 Mile paved loop
- 2 Picnic shelters (on McEachern Downtown Connector)
- 5 Life Trail Fitness Stations (on McEachern Downtown Connector)

Existing Programs:

• Partial certified 5k course

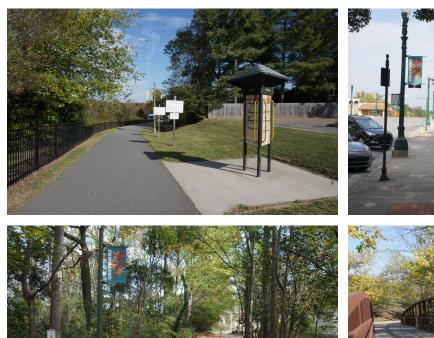
Type: Greenway **Size:** 4 miles

DOWNTOWN GREENWAY LOOP

General Observations:

- 1. Heavily used greenway that winds through a variety of environments
- 2. Provides great connection from neighborhoods to multiple recreation opportunities- J.W. McGee Park and Les Myers Park

- 1. Consider installing a few rest stops
- 2. Consider installation of environmental education displays to enhance the greenway experience







INVENTORY & ANALYSIS

EXISTING FACILITIES

HECTOR H. HENRY II GREENWAY

In what will become the City's longest greenway, the HHH II Greenway was named in July 2013 in honor of Council Member Dr. Hector H. Henry, II who served the City of Concord for over thirty years. The greenway will eventually follow 14 miles of bank along the Rocky River through Concord. As part of the Carolina Thread Trail, once completed the Hector H. Henry II Greenway will provide connections upstream to Kannapolis and Davidson, and downstream to Charlotte Motor Speedway, Harrisburg and Charlotte's University Area.

HECTOR H. HENRY II GREENWAY (MOSS CREEK PHASE)

This first completed 1.5 mile section phase of the Hector H. Henry, II Greenway at the Odell Elementary School entrance in Moss Creek Village is the perfect place for an easy walk, meandering through scenic wetlands adjacent to the Rocky River. Parking is available at the Odell Elementary School, 1215 Moss Farm Street NW.





Aerial Map

Area Map

Existing Facilities:

- 1.5 mile asphalt trail
- Environmental education displays
- Boardwalks
- Observation decks
- Trailhead and parking at Odell Elementary School

Existing Programs:

• Youth day programs and events

Type: Greenway **Size:** 1.5 miles



HECTOR H. HENRY II GREENWAY (MOSS CREEK PHASE) General Observations:

- 1. Beautiful scenic walk through wetlands
- 2. Environmental education displays enhance the greenway experience

- 1. Consider incorporating public art along the greenway
- 2. Consider installing additional rest stops
- 3. Continue with proposed plans to extend Greenway









INVENTORY & ANALYSIS

EXISTING FACILITIES

HECTOR H. HENRY II GREENWAY (WEDDINGTON ROAD PHASE)

Experience the wetland and forest scenery on the second section of the HHH Greenway. This 1.3 mile walk connects the Weddington Road Bark Park with the Embassy Suites. Parking is available at 8955 Weddington Road and at the Embassy Suites, 5400 John Q. Hammonds Drive.





Aerial Map

Area Map

Existing Facilities:

- 1.3 mile asphalt trail
- Connects Weddington Road Bark Park with Embassy Suites
- Trailhead at Embassay Suites
- Parking at Embassay Suites and Weddington Road Bark Park
- Restrooms at Weddington Road Bark Park

Existing Programs:

• Youth day programs and events

Type: Greenway **Size:** 1.3 miles

HECTOR H. HENRY II GREENWAY (WEDDINGTON ROAD PHASE) General Observations:

- 1. Beautiful scenic walk through a variety of environments
- 2. Ample parking opportunities at both Bark Park and Embassay Suites

- 1. Consider incorporating public art along the greenway
- 2. Consider installing additional rest stops
- 3. Consider installation of environmental education displays to enhance the greenway experience
- **4.** Continue with proposed plans to extend Greenway







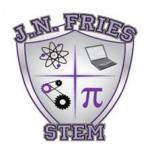




INVENTORY & ANALYSIS













EXISTING FACILITIES - Other Public

FRANK LISKE PARK - CABARRUS COUNTY

Frank Liske Park is a County facility located in central Cabarrus County. This 240 acre district park boasts numerous facilities such as softball fields, tennis and volleyball courts, playgrounds, and picnic shelters to name a few. But most importantly for the City of Concord is the soccer complex. The City has a priority use agreement in place with the County to utilize 5 of the 11 fields within the complex for Concord Parks and Recreation soccer programs.

Facilities Used by Concord Parks and Recreation

5 Soccer Fields

SCHOOLS

The City currently has agreements with both Concord Middle School and JN Fries Middle School to utilize indoor gym facilities for youth and adult basketball programs and to utilize the ballfields at Concord Middle School for youth baseball/softball programs.

Facilities Used by Concord Parks and Recreation

- Gym and ballfields at Concord Middle School
- Gym at JN Fries Middle School

CLEARWATER ARTIST STUDIO

Originally home to the City Water Works in the 1920s, the site on Crowell Drive NW later housed the Board of Light and Water and eventually became the City's Electric Operations facility. By the late 1990s, all of the buildings stood vacant. As a strategy to spur community development within Gibson Village, the City made plans to redevelop the site and offer studios to artists at affordable rates. As part of the City Council approved Center City Plan (2003), plans for the renovation of the former facility into an artisan village began to take shape in 2008. The site consists of 38,000 SF of building space, some of which is utilized in cooperation with Parks and Rec to host youth and adult art programs.

Facilities Used by Concord Parks and Recreation

Artist Studios hold youth and adult art classes

CONCORD FIRE STATIONS

Fire Stations 7, 8 and 9 have community rooms that the Parks Department utilizes.

EXISTING FACILITIES - Area YMCA's



CANNON MEMORIAL YMCA

The Cannon Memorial YMCA includes 3 branches in Cabarrus County: West Cabarrus (Concord), Kannapolis, and Harrisburg. Area residents oftentimes fulfill their recreational needs through facilities offered at their area YMCA. Those facilities are listed below.



Existing Facilities - West Cabarrus YMCA - Concord:

- Fitness Rooms (includes secondary strength training room)
- Indoor 25-yd Lap Pool
- Indoor Family Fun Pool
- Hot Tub and Sauna
- Gyms
- Rock Climbing Wall



Contributions for the construction of the West Cabarrus branch came from David Mayfield, the City of Concord, NorthEast Medical Center and the Cannon Foundation with the City appropriating \$700,000. The 65,000 SF branch opened October 5, 2003.

Existing Facilities - Kannapolis YMCA:

- Fitness Rooms (includes specific cross training room)
- Indoor 25-yd Lap Pool
- Hot Tub and Sauna
- Gyms
- Indoor Track
- Racquetball / Handball Court
- Cross Training Room

Existing Facilities - Harrisburg YMCA:

• Fitness Rooms (includes specific cross training room)

INVENTORY & ANALYSIS















EXISTING FACILITIES - Private

Below is a list of other recreation facilities offered by private vendors.

SPORTS CLUBS

SportsCenter Fitness & Athletic Club

• basketball, tennis, swim, beach volleyball, racquetball

Core Athletics

• baseball, softball

Carolina Courts

• basketball, volleyballl

Concord Swim Club
Tri Acres Swim Club
Cabarrus County Gymnastics
Top Notch Gymnastics

GOLF CLUBS / COURSES

Cabarrus Country Club
Golf Club of Concord
Green Oaks Golf Course
Cripple Creek Golf Center
Natural Swing Golf Driving Range

OTHER FACILITIES

Boys & Girls Club Frye's Roller Rink Frye's Lake Lanes Speedpark @ Concord Mills BOSS Archery Funderburks Lake (fishing) Eagle Guns (shooting range) ZX Fitness (fitness studio) Planet Fitness (fitness studio)





EXISTING PROGRAMS

Existing programs as identified in this section were derived from review of the Parks and Recreation Department website and a full cycle of the 2016 Leisure Times publication (Spring, Summer, and Fall issues).



Seasons consist of 10 regular season games and 1 single elimination tournament game.



Adult Basketball: Winter (January-March)

• Men's and Women's Divisions

Adult Softball: Spring (April-June) and Fall (September-November)

• Men's, Women's, and Co-Ed Divisions

Adult Kickball: Spring (April-June)

Co-Ed Division

Adult Wooden Bat Softball: Summer (July-September)

Men's and Co-Ed Divisions

Adult Flag Football: Fall (September-December)

Men's and Co-Ed Divisions



Tennis

Department run adult tennis programming is held at Dorton Park.

- Cardio Tennis: 5 total sessions (January-May)
- Beginner Tennis: 12 total sessions (January-November)
- Senior Tennis: 2 total sessions (September-November)



Golf

All clinics are designed for beginners and experienced golfers and are held at Rocky River Golf Club.

Ladies Clinics: (March-June)

• Adult Clinics: (May-July)

INVENTORY & ANALYSIS



EXISTING PROGRAMS

COUCH TO 5K

This group training and exercise program is designed to encourage, motivate, and challenge the individual to compete with his/her peers. The final goal is to run a 5k road race at the end of the session. Training is held at Dorton Park.



Couch to 5K Challenge Spring session (January-March)

• Goal: Bunny Run 5K (March)

Couch to 5K Challenge Spring session (May-July)

• Goal: Streetlight 5K (July)

Couch to 5K Challenge Fall session (August-November)

• Goal: Veterans Salute (November)

Motivate Wellness 5K to 10K (November-December)

• A 6 week intermediate running program for those interested in training to run longer distances



YOUTH ATHLETICS

Baseball, Softball, Soccer, & Basketball

- 3&4 yrs Instructional Clinic- designed to introduce players to organized sports. Rules are simplified, team rosters are reduced, and playing season is compacted to allow maximum exposure in a limited time frame.
- 5&6 yrs, 7&8 yrs Divisions- Begins developing fundamentals for each specific sport. Rules are modified to present the optimum playing experience for novice participants.
- 9&10 yrs Division- Builds on basic fundamentals of given sport. Rules are slightly modified to present optimum playing experience for participants with limited exposure.
- 11-15 yrs Division- Designed to promote teamwork, sportsmanship, and advance fundamental development. No rule modifications.



Baseball (Spring = March-June, Fall = September-November)

T-ball Co-Ed (3&4): Spring

Coach Pitch

• Co-Ed (5&6): Spring and Fall

Boys (7&8): Spring and Fall

Boys (9&10, 11&12, 13-15): Spring and Fall







Softball (Spring = March-June, Fall = September-November)

- Coach Pitch Girls (7&8): Spring and Fall
- Girls (9&10, 11&12, 13-15): Spring and Fall



- Instructional Clinic Co-Ed (3&4)
- Co-Ed (5&6, 7&8, 9&10, 11&12, 13-15)



- Instructional Clinic Co-Ed (3&4)
- Co-ed (5&6)
- Boys (7&8, 9&10, 11&12, 13-15)
- Girls (7&8, 9&10, 11&12, 13-15)

Tennis

- 10 & Under Tennis- Group Lessons: ages 5-10 (year round sessions); Les Myers Park and Dorton Park
- Junior Clinics 5 sessions each Clinic level (January-May); Dorton Park Preschool (ages 3-5)

1 / cool (a g c o o c

Red Ball (ages 5-8)

Orange Ball (ages 8-10)

Rookie Champs (ages 11-17)

Junior Development (ages 11-17)

- Sunset Tennis Camps (ages 6-18)- 3 sessions (June-August); Dorton Park
- Junior Tennis (ages 11-16) 3 sessions (September-November); Dorton Park- for the beginner player or player wanting to play high school tennis

Golf

All clinics are designed for beginners and experienced golfers and are held at Rocky River Golf Club.

- Junior Clinics (every Saturday starting in March)
- Junior Camps 3 sessions (June , July, & August)
- PGA Junior League Golf Team (April-August)







INVENTORY & ANALYSIS





AQUATICS

Adult Water Aerobics - 2 sessions (June-August) Guardstart Training (ages 11-14) - (July)

 Junior lifeguard class to prepare participants to take the American Red Cross Lifeguard certification program.

Public Swim (weekdays June-August)
Adult Swim (Friday-Sunday, June-August)



Swim Lessons - The American Red Cross Learn to Swim program is used.

Adult Lessons - 2 sessions (June-August)

Parent/Child Lessons (18mo-2yrs) - 5 sessions (June-July)

- Parents are in the water with their children
- Individual Youth Lessons (June-August)

• Scheduled on an individual basis

Group Youth Lessons (age 3+) - 4 Sessions (June-August)

Grouped by skill level (Pre School- Pre Swim Team levels)



Session 1

- Pre School (1 Class)
- Level 1 (1 class)
- Level 2 (1 class)
- Level 3 (1 class)
- Level 4 (1 class)
- Level 5&6 (1 class)

Session 2

- Pre School (2 Classes)
- Level 1 (3 classes)
- Level 1 Advance (1 Class)
- Level 2 (6 classes)
- Level 3 (4 classes)
- Level 4 (3 classes)
- Level 4&5 (1 Class)
- Level 5&6 (3 classes)
- Level 6 (1 class)
- Pre Swim Team (1 class)

Session 3

- Pre School (4 Classes)
- Level 1 (4 classes)
- Level 1 Advance (1 Class)
- Level 2 (6 classes)
- Level 3 (4 classes)
- Level 4 (4 classes)
- Level 4&5 (1 class)
- Level 5&6 (2 classes)
- Level 6 (1 class)

Session 4

- Pre School (1 Class)
- Level 1 (4 classes)
- Level 1 Advance (1 Class)
- Level 2 (6 classes)
- Level 3 (4 classes)
- Level 4 (4 classes)
- Level 5 (1 class)
- Level 5&6 (2 classes)
- Pre Swim Class (1 class)









EXISTING PROGRAMS

YOUTH ART

Messy Art (ages 4-8) - 12 sessions throughout the year; held at Academy Recreation Center

- Snap, Roll and Pop (January)
- Crayon the Rainbow (February)
- Gritty Playdough (February)
- Bead-a-licious (March)
- Pavement Picasso (March)
- Twistart (April and November)
- Puffy Paint (September)
- Floating Chalk (October)
- Pop Paint (October)
- Colors & Clay (November)
- Squish Painting (November)

Youth Art Party (ages 9-19)- 6 sessions; held at Fire Station #7

- Starry Night (February)
- Fauvism Style Flowers (March)
- Abstract Style Painting (April)
- The Scream (May)
- Whimsical Pumpkins (October)
- Winter Showman (December)

Youth Art at ClearWater

Classes and camps as listed below are instructed by ClearWater artists and other artists from the Concord area and held at ClearWater Artist Studio during the summer (June-August).

- Around the World Tie Dye (ages 9-14) 1 session
- Seed Packet Printmaking (ages 14-18) 1 session
- Paper Pets (ages 9-13 & 14-18)- 3 sessions each age group
- Exploring Acrylic Painting (ages 8-10 & 11-13) 2 sessions each age group
- Creatures in Pastel (ages 12-18) 4 sessions
- Jewelry Design (ages 14-18) 3 sessions
- Urban Sketching (ages 14-18) 1 session
- Pop Art Paint (ages 14-18) 1 session
- Print & Paper Making (ages 10-14) 1 session
- Photo Silk Screen (ages 14-18) 1 session
- Imagination Creations (ages 8-12) 1 session
- Kapow! Comics and Cartoon Characters (ages 10-14) 1 session
- Tiny Tots Art Camp (ages 3-5) 1 session
- 3 in 1 Art Camp (ages 5-9) 1 session
- Basic Oil Painting (ages 14-18) 1 session

Photography for TEENS (ages 12-17) - 1 session (September-October)
This 6 week course held at Joy Bruce Photography and Design, teaches photography concepts, composition strategies, how to critique a photograph, various types of photography, editing and more.

INVENTORY & ANALYSIS



EXISTING PROGRAMS

YOUTH ACTIVITIES

Ballet: Spring (ages 2-5 & 6-10)

- 5 sessions (January-May)
- 3 sessions each age group (June-August)
- 3 sessions (September-December)
- Held at Hartsell Rec Center
- Being held at Academy Rec Center during renovations

Hartsell Karate Club (ages 3+)

- 5 sessions (January-May)
- 3 sessions (June-September)
- 4 sessions (September-December)
- Held at Hartsell Rec Center
- Being held at Les Myers Park C.T. Sherrill Building during renovations

Southwest Karate (ages 4+) - Tuesdays and Thursdays (continual)

Held at Logan Multi-Purpose Center

Junior Bridge Club (ages 8+) - select Mondays (September-December)

- New Activity
- Held at Academy Recreation Center

Habitat Heroes Club (ages 6-12) - 3 sessions (February, March, May)

• Held at Academy Recreation Center



Mini Camps

Pickelball (And More) in the Park (ages 6-12) - select Thursdays (June-August)

• Held at Beverly Hills Park

Hunger Games: Tribute Training Camp (ages 6-12) - 1 session (June)

• Held at McGee Park Shelter and Hartsell Recreation Center

Camp Olympics (ages 6-12) - 1 session (August)

• Held at Les Myers Park Amphitheater



Youth Camps

Youth Camps are held at Old Courthouse Theatre (OCT) Mondays-Fridays in June and July and are instructed by OCT staff.

- Wild Animals (ages 5-7)
- Superheros! (ages 5-7)
- Fractured Fairy Tales (ages 8-10)
- Production Camp-Acting 101 (ages 11-13)









EXISTING PROGRAMS

Summer Playgound: Ages 6-10, 11-13 (June-August)

 Held at Academy Recreation Center, Myers Park, Hartsell Recreation Center, Caldwall Park

Greenway Adventures (ages 4+) - programs change throughout the year



Using the Greenways as the classroom, critters and their habitats are explored using fun and creative activities.

Recycled Boat Float (March)- HHH Greenway

• Crafty Critters (March) - McEachern Greenway

• Bug Olympics (April and August)- HHH Greenway

Creature Feature (April) - McEachern Greenway

• It's A Birds Life (May)- HHH Greenway

• Land Art (May)- HHH Greenway

Solar Flares (June) - McEachern Greenway

• The Voice, Nature Round (June)- HHH Greenway

• Bug Bungalows (July)- HHH Greenway

• Tree-Tectives (July)- HHH Greenway

You-Haul Water (July)- HHH Greenway

Nature in Shapes (July)- McEachern Greenway

Misty Mural (August) - McEachern Greenway

• App for That: Leafsnap (September)- HHH Greenway

Critter Caves (September) - McEachern Greenway

• Greenway Bingo (October)- HHH Greenway

Now You See It, Now You Don't (October)- HHH Greenway

• Nature Senses (October) - McEachern Greenway

• Forest Feast (October) - HHH Greenway



Hiking Excursions (ages 12-16)

- Mystery Hikes (June) held at Academy Recreation Center
- Trail Blazing (July) held at McGee Park
- Up a Hill, Down a Mountain (August) held at Academy Recreation Center

Girl Scouts Girls Go Beyond - Free Being Me (ages 5-10) - Tuesdays (September-November) - held at Academy Recreation Center

INVENTORY & ANALYSIS



EXISTING PROGRAMS

BowWow Basics (ages 6-12) - held at Weddington Road Bark Park Come with or without a pet to learn about doggie language, training techniques, and the best ways to play.

- Doggie Dialect (June)
- Training & Tricks (July)
- Paws in Play (July)
- Party Animals (August)



Silly Summer Days (ages 6-12)

- Dye It Up (June and August) Beverly Hills Park and Dorton Park
- Superhero Supersoakers (July) Dorton Park and McGee Park
- Wacky Watermelon (August) McGee Park



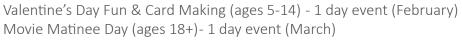
Library Line-Up programs are geared to coincide with the Public Library's Reading Programs. Programs are held at the Concord Public Library.

- Survivor Outsmart, Outlaugh, Outfun (June)
- Superhero Super Slam (July)
- Minecraft Mayhem (August)
- Silly Halloween Scene (October)
- Kid's Vote (November)



RECREATION CENTERS

Academy Recreation Center



Mother's Day Card Making (ages 5-14)- 1 day event (May)

Father's Day Craft (ages 5-12) - 1 day event (June)

Thanksgiving Fun & Activity Day (ages 5-12) - 1 day event (November) Christmas Bingo & Fun Activity Day (ages 5-12) - 1 day event (December) Beginning Bridge (ages 18+)- 2 sessions (September-December)

New Class

Update Your Bridge Skills (ages 18+)- 2 sessions (September-December)

New Class







EXISTING PROGRAMS

Hartsell Recreation Center

- Movie Day (ages 11-18)- 1 day event (March)
- Tutoring (ages 6-16 Grades 1-11) Thursdays (Spring)
- Chill Out at Hartsell (ages 11-17)- 1 day event (February)
- Saturday Bingo (ages 6-12)- 1 day event (April)
- Kids Zumba (ages 5-10)- Thursdays (June-August)
- Walking Class (ages 18+)- Monday-Wednesday, Friday (continual)
- Bingo With Bill (ages 6-12)- Tuesdays (August)
- Adult Pool Tournament (ages 18+)- 1 day event (August)
- Pickleball (ages 50+)- Mondays, Wednesday, and Fridays (continual)
 - Held at Academy Recreation Center during renovations



- Walk Away the Pounds (ages 18+)- Monday-Friday (continual)
- Afro-Modern Dance (ages 12+)- Wednesdays (continual)
- Free-Throw Contest (youth and teens)- Fridays (September/October)
- Holiday Arts & Crafts (ages 5-13)- 3 days (October/November/December)
- Christmas Card Making (ages 5-13)- 1 day event (December)
- Coloring Day (ages 4-13)- Mondays (June-August)
- Movie Day (ages 5-13)- 1 day event (July)
- Story Time (ages 5-10)- select Tuesdays (July-August)
- Father's Day Card Making (ages 5-13)- 1 day event (June)
- Youth Bingo Days (ages 5-13)- select days (January, April, August)
- Basketball Fundamentals (ages 6-15)- (Mon/Wed/Fri (June-August)
- 3 On 3 Basketball (ages 9-16)- Tuesdays and Thursday (June-August)
- Adult Pool Tournament (ages 18+)- 1 day event (June)
- Walking Program (ages 18+)- Monday-Friday (continual)
- Make a Heart Day (ages 4-13)- 1 day event (February)
- Create an Easter Bunny (ages 4-13) 1 day event (March)
- Youth Movie Days (ages 5-13)- select days (March)
- Youth Fun Time in the Gym (ages 5-13)- 1 day event (March)
- Game of 200 (ages 9-17)- select days (February/March)
- Beat the Clock Shoot Out (ages 9-17)- 1 day event (April)
- Mother's Day Card Making (ages 4-13)- 1 day event (May)

Les Myers Park, C.T. Sherrill Building

• Bingo (ages 18+)- Wednesdays (January-June, September-November)





INVENTORY & ANALYSIS



E AS NOE





EXISTING PROGRAMS

SPECIAL EVENTS

Egg Hunt at Caldwell Park (ages 2-10)- 1 day event (March)
Egg Hunt at Hartsell Park (ages 2-10)- 1 day event (March)
Hoppin' Egg Jamboree at Webb Field (all ages)- 1 day event (March)
Flutter-By Earth Day (all ages)- 1day event (March)

• Dorton Park and Les Myers Park

Seussfest (Family) - 1 day event (March)

• Held at Concord Public Library

Bunny Run Festival (Family) - 1 day event (March)

Held in Downtown Concord

Sol! Summer Celebration (Family)- 1 day event (June)

• Held at ClearWater Artist Studios

Streetlight Frolic (Family) - 1 day event (July)

Held in Downtown Concord

Take a Child Outside Week- Bingo Scavenger Hunt (Family)- 2 events (September)

Held at Dorton Park and McGee Park

Candy Crawl (Families) - 1 day event (October)

Held in Downtown Concord

Halloween Howler (Families) - 1 day event (October)

• Held at Academy Recreation Center

Treat Fest (ages 2-10)- 1 day event (October)

• Held at Logan Multi-Purpose Center

Pumpkin Prowl (ages 2-5)- 1 day event (October)

Held at Hartsell Park

Dogs' Day Out (Family) - 1 day event (October)

• Held at Les Myers Park

Annual Christmas Tree Lighting and Fireworks (Family)- 1 day event (November)

• Held at Les Myers Park









EXISTING PROGRAMS

ADULT ART

Watercolor Pencils (ages 14+)- 2 sessions (January, April)

• Held at Academy Recreation Center

Colored Pencils (ages 14+)- 2 sessions (February, May)

Held at Academy Recreation Center

Fabric Painting (ages 14+)- 1 session (March)

• Held at Academy Recreation Center

Quilting (ages 14)- multiple classes year round

Held at Logan Multi-Purpose Center

Quilting Class (ages 14+)- multiple classes year round

- Self-Instructed
- Held at Fire Station #7

Linoleum Relief Printing (ages 14+)- 1 session (September)

Held at Fire Station #7

Portfolio Drawing (ages 14+)- 2 sessions (September-October)

• Held at Academy Recreation Center

Clothed Figure Drawing (ages 14+)- 1 session (November)

Held at Academy Recreation Center

Adult Beginner Sewing (ages 18+)- 2 sessions (September-November)

• Held at Academy Recreation Center

Techniques in Shibori (ages 18+)- 2 sessions (September-October)

Held at ClearWater

Faux Taxidermy (ages 18+)- 3 sessions (June-August)

Held at ClearWater

Jewelry Design (ages 18+)- 4 sessions (June-August)

Held at ClearWater

Adult Art Party (ages 18+)- held at Fire Station #7

- Starry Night (February)
- Fauvism Style Flowers (March)
- Abstract Style Painting (April)
- The Scream (May)
- Whimsical Pumpkins (October)
- Winter Snowman (December)

INVENTORY & ANALYSIS



EXISTING PROGRAMS

ADULT FITNESS

Boot Camp Monday (7 sessions- year round)

• Held at Academy Recreation Center

Total Body Sculpt (7 sessions-year round)

• Held at Academy Recreation Center

Boot Camp in the Park (14 sessions-year round)

Held at Academy Recreation Center and Les Myers Park

Gentle Yoga (12 sessions- year round)

• Held at Academy Recreation Center

Chair Yoga (12 sessions- year round)

Held at Academy Recreation Center

Harmony Yoga (5 sessions- February-June, September-December)

• Held at Les Myers Park C. T. Sherrill Building

Fitnastics (10 sessions- year round)

- Held at Hartsell Recreation Center
- Held at Academy Recreation Center during renovations

Personal Training (by appointment- year round)

Held at Academy Recreation Center

Pilates (9 sessions- year round)

Held at Academy Recreation Center

Saturday Yoga (7 sessions- year round)

Held at Academy Recreation Center

Aging Reversed (10 sessions- year round)

Held at Academy Recreation Center

Long, Slow, Deep Stretch Yoga (3 sessions- September-January)

- New Class
- Held at Academy Recreation Center

Kettlebell AMPD (3 sessions- January-May)

- New Class
- Held at Academy Recreation Center

Kettlebell Express (Tuesdays and Thursdays- year round)

- Held at Academy Recreation Center Mixxedfit (Tuesdays- year round)
- New Class
- Held at Academy Recreation Center











ACTIVE LIVING

Fit & Fabulous (Wednesdays, Year round)

Held at Fire Station #8

Zumba (Days vary - year round)

Held at Logan Multi-Purpose Center

Zumba Gold (Days vary- year round)

- Held at Hartsell Recreation Center
- Held at Academy Recreation Center during renovations

Living Healthy Classes

- Living Healthy (January-February)
- Living Healthy with Diabetes (April-May)
- Held at Academy Recreation Center

Carolina Shag Dance

- 10 Sessions (January-June, August-November)
- Held at Academy Recreation Center

Senior Games

 Held in the Spring in conjunction w/ Cabarrus County Active Living and Parks Departments



TRIPS - offered monthly and utilize David Walter Travels.

- Barn Dinner Theater (March)
- Biltmore House & Gardens (April)
- Lazoom Comedy Tour- Asheville (May)
- Wilkesboro Museum, Community Gardens & Frescoes (June)
- Tour of Lexington, NC (July)
- Wohlfahart Haus: Joseph & The Amazing Technicolor Dreamcoat (August)
- Shatley Springs (September)
- Brushy Mountain Apple Festival (October)
- Korner's Folly & Hillbilly Hideaway (November)
- Daniel Stowe Botanical Gardens Christmas Lights (December)



LAKE FISHER

Lake Fisher is open for fishing Wednesday-Sunday, March through October, with seasonal operation (Saturdays and Sundays only) from through winter (November-February). All fishing must be from a boat. The City provides the boat (rental fee) but does not provide motors (electric trolling and gas motors no larger than 10 hp allowed). There is a Family Fishing Derby held in May.



4

INVENTORY & ANALYSIS

EXISTING PROGRAMS

SPECIAL INTEREST

CPR (Non Certified) - 1 day class (October)

• Held at Fire Station #8

Pin Splitters (January-March, June-August)

- Designed for individuals with developmental disabilities
- Held at Foxfire Lanes, Kannapolis

OTHER AREA RECREATION PROGRAM PROVIDERS

SportsCenter Fitness & Athletic Club

Core Athletics

Carolina Courts

Concord Swim Club

Tri-Acres Swim Club

Cabarrus County Gymnastics

Top Notch Gymnastics

West Cabarrus YMCA

Boys and Girls Club

AMP Tennis Academy

Top Gun Sports

Odell Rec Sports

Northwest Recreation League

Hartsell Athletic Association

Futbol Club Carolina Alliance (FCCA)

Cabarrus County Clash (lacrosse)

Capstone Climbing & Adventure

PRIVATE PROGRAMS THAT USE CITY FACILITIES

Football (Webb Field)

- First Assembly Christian Church School
- Boys and Girls Club of Cabarrus County
- Carolina Thundering Herd (semi-pro)

Baseball / Softball

Top Gun









EXISTING PROGRAM ASSESSMENT

INTRODUCTION

The Consulting Team performed an assessment of the recreation program offerings of Concord. The program assessment offers an in-depth perspective of the recreation program offerings and helps identify strengths, weaknesses, opportunities and threats in programming. The assessment also assists in identifying core programs, program gaps within the City, key system-wide issues, and areas of improvement. Through the assessment, recommendations for future program offerings for Concord residents come to light.

These program findings and comments are based on discussions and review with staff, review of the Parks and Recreation Department website and Leisure Times publication, and on-site review of program related facilities.

This assessment primarily addresses the program offerings from a systems perspective. It identifies key issues and presents recommendations for these issues while also offering recommendations to elevate the core programs to the next level.

PROGRAM ASSESSMENT AND OVERVIEW

The City offers a focused core of programs that include youth athletics, youth arts, special events, and nature based activities. An evaluation of the overall program offerings indicate that the programs offered are highly valued and appreciated based on participation levels and community feedback. However, it has been revealed that while the existing programs are highly valued, expanded programming is desired to meet the growing needs of the community. While staff would like to offer additional programs, they are limited by available space and man-power. These limitations are addressed in the recommendations (Section 7). Some overall observations from the program assessment are:

1. Age segment distribution is geared primarily to school age children with limited offerings for teens, adults, seniors, youth and adults with disabilities, and preschool age children. A wider age segment appeal would add a larger pool of users who can grow the value of the system. Program areas that need improvement include offering core programs for high school and college age participants and adult and senior participants, family and multi-generational programs, and outdoor adventure/education programs.

4

INVENTORY & ANALYSIS

EXISTING PROGRAM ASSESSMENT

- 2. There are **similar program providers in the City** with the majority of them being private youth sports associations. The area YMCA has three sites in Cabarrus County and offers many programs as well.
- **3.** Good **volunteer support** exists for summer programs and special events, especially through the Youth Council program.
- **4.** From a **marketing and promotions** standpoint, there is a variety of marketing efforts undertaken. The primary methods are distribution of the Leisure Times publication, providing program information on the City's website, sending email blasts to users, and having flyers available at recreation facilities. Currently, there is no direct mail as a part of the marketing mix. Additionally, the Department should perform the following to maximize their marketing and promotions efforts for the future:
 - Identify marketing Return on Investment for all marketing initiatives to track impact on programs and future facilities to be developed.
 - Increase the number of cross-promotions with the school district, YMCA, and other service providers tracking a similar audience.
 - Hire at least one person to manage communications and marketing of services.
- 5. Pricing strategies for programs are very limited and the most commonly used strategies are not to price by competition (market rate) or residency. These are undesirable practices when the agency is trying to build a system that can serve a multitude of groups and individuals. However, incremental price increases program wide would be acceptable in order to continue to raise the level of service and program quality.
- **6. Financial performance measures.** The Department should track cost per experience and cost recovery, which also factors indirect costs within the price which is a good management tool to follow. The goal should be to price services correctly based on cost and incorporate a good policy to achieve greater fiscal sustainability and provide operational money to hire staff, pay for rental facilities and equipment. This can happen within the existing system but it takes time and the support of elected officials to make this a reality.

EXISTING PROGRAM ASSESSMENT

LIFE-CYCLE ANALYSIS

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

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

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

CORE PROGRAMS

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

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

4

INVENTORY & ANALYSIS

EXISTING PROGRAM ASSESSMENT

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

- Youth Athletics
- Youth Summer Camps/Playground
- Youth Greenway Adventures
- Youth Summer Aquatics / Swim Lessons
- Youth Art and Activities
- Adult Athletics
- Adult Fitness
- Special Events
- Trips

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

- Special Events
- Outdoor and Indoor Fitness
- Nature Based Activities
- Family Programs
- Environmental Programs
- Performing Arts
- Aquatics
- Travel & Tourism

WEBSITE / ONLINE MEDIUMS

The Department has its own Website as part of the City's overall website. Overall, the website needs to focus on the value and benefits of the services provided. Using the website to generate opportunities for calls to action, and driving user behavior could further raise user's perceived value of the Department's service offerings. Having a dedicated staff as previously mentioned to update and control the information would be an excellent way to enhance communication. Having an intern could be a way to jump start this position.

EXISTING PROGRAM ASSESSMENT

CUSTOMER FEEDBACK

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

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

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

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

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



INVENTORY & ANALYSIS

EXISTING PROGRAM ASSESSMENT

SERVICE SYSTEM REVIEW

The relationship between the service delivery process and program revenues is of critical importance. With an understanding of this important dynamic, an analysis of the service system was performed and includes building on the service foundation that already exists in the Department. As observed from discussions with Staff, the community does seem to exhibit a relatively high level of satisfaction with the offerings provided by the Department, they just want more of it. Based on the Consultant's experience too, the Department's program offerings are above average based on nationwide trends with such a limited staff. But more is needed to service the community especially as the community continues to grow.

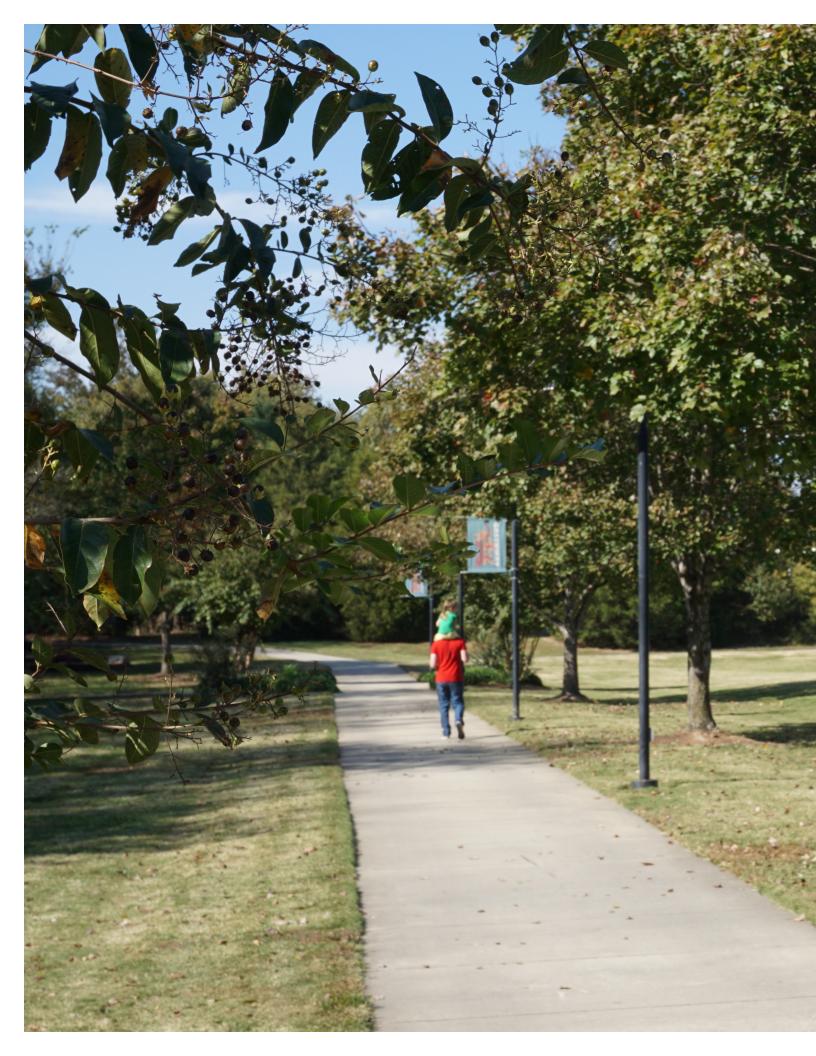
REVIEW OF CITY OF CONCORD DEVELOPMENT ORDINANCE

The City of Concord Development Ordinance contains language in Article 10, Development and Design Standards, that specifically addresses park and open space lands, with respect to development within the City. This ordinance requires that open space and parks be provided for new residential developments. Certain developments are exempt if they can meet the following requirements:

- 1. Contains less than 50 proposed dwelling units, and
- 2. Located less than ½ mile of walking distance from an existing or planned public park (or a public school with recreation facilities accessible to the general public), and
- **3.** Includes a proposed connection to the park or school by a sidewalk or greenway trail.

If the proposed residential development cannot meet the above exemptions, then the requirements for space is determined based on the zoning classification and density provided. There are also criteria which determine what element should be included within each open space type, minimum standards for how the open spaces should be finished and maintained, and it's location and proximity to the residential units it is serving. The ordinance also provides for an open space fee in-lieu-of providing / constructing of the open space. This fee would be paid to a special parks and recreation services area fund, to accrue interest, and expended for the sole purpose of property acquisition, development, rehabilitation, or recreational lands or related improvements.

It is recommended that the ordinance be updated to reflect this master plan and the updated Cabarrus County Parks and Recreation Master Plan as the guidelines for determining needs and location of new parks lands during any negotiations to receive new or dedicated public park lands. It is also recommended that new language be added which addresses new / future greenways throughout the City.





TRENDS ANALYSIS

INTRODUCTION

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

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

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

The Sports & Fitness Industry Association (SFIA) Sports, Fitness & Recreational Activities Topline Participation Report 2014 was utilized to evaluate national sport and fitness participatory trends. SFIA is the number one source for sport and fitness research. The study is based on online interviews carried out in January and February of 2015 from nearly 11,000 individuals and households. NOTE: In 2012, the Sports & Fitness Industry Association (SFIA) came into existence after a two-year strategic review and planning process with a refined mission statement-- "To Promote Sports and Fitness Participation and Industry Vitality". The SFIA was formerly known as the Sporting Goods Manufacturers Association (SGMA).

TRENDS ANALYSIS

NATIONAL TRENDS IN GENERAL SPORTS

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

As seen in Table 3, since 2009, squash and other niche sports, like lacrosse and rugby, have seen strong growth. Squash has emerged as the overall fastest growing sport, as it has seen participation levels rise by 100% over the last five years. Based on survey findings from 2009-2014, rugby and lacrosse have also experienced significant growth, increasing by 77% and 73% respectively. Other sports with notable growth in participation over the last five years were field hockey (42.6%), roller hockey (21.7%), ice hockey (20%), gymnastics (16.9%), and cheerleading (12.6%). In the last year, the fastest growing sports were roller hockey (33.7%), squash (12.9%), competition boxing (12.7%), lacrosse (10.9%), and rugby (7.9%). During the last five years, the sports that are most rapidly declining include wrestling (40.3% decrease), touch football (down 32.3%), and racquetball (24.9% decrease).

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

TRENDS ANALYSIS

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



TRENDS ANALYSIS

NATIONAL TRENDS IN AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport, and activities in aquatics have remained very popular among Americans. Fitness swimming is the absolute leader in multi-generational appeal with over 25 million reported participants in 2014 (Table 4). NOTE: In 2011, recreational swimming was broken into competition and fitness categories in order to better identify key trends.

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

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

Table 4

TRENDS ANALYSIS

NATIONAL TRENDS IN OUTDOOR RECREATION

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

From 2009-2014, outdoor recreation activities that have undergone large increases are adventure racing (up 136%), archery (up 33%), backpacking overnight (up 30%), and BMX bicycling (up 27%). Over the same time frame, activities declining most rapidly were in-line roller skating (down 32%), camping within ¼ mile of home or vehicle (down 16%), and recreational vehicle camping (down 14%). See Table 5.

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



TRENDS ANALYSIS

NATIONAL TRENDS IN GENERAL FITNESS

National participatory trends in fitness have experienced some strong growth in recent years. Many of these activities have become popular due to an increased interest among people to improve their health by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of activities that are relatively inexpensive to participate in and can be performed by nearly anyone with no time restrictions.

The most popular fitness activity by far is fitness walking, which had over 112.5 million participants in 2013, which was a 2.9% increase from the previous year. Other leading fitness activities based on number of participants include running/jogging (51 million), treadmill (50 million), hand weights (42 million), and weight/resistant machines (36 million). Over the last five years, the activities that grew most rapidly were off-road triathlons (up 123%), road triathlons (up 92%), trail running (up 55%), high impact aerobics (55% increase), and yoga (up 33%). Most recently, from 2013-2014, the largest gains in participation were high impact aerobics (14% increase), trail running (up 11%), and barre (up 10%). See Table 6.

TRENDS ANALYSIS

A salis dass	Pa	rticipation Lev	% Change		
Activity	2009	2013	2014	13-14	09-14
Fitness Walking	110,882	117,351	112,583	-4.1%	1.5%
Running/Jogging	42,511	54,188	51,127	-5.6%	20.3%
Treadmill	50,395	48,166	50,241	4.3%	-0.3%
Free Weights (Hand Weights)	N/A	43,164	41,670	-3.5%	N/A
Weight/Resistant Machines	39,075	36,267	35,841	-1.2%	-8.3%
Stationary Cycling (Recumbent/Upright)	36,215	35,247	35,693	1.3%	-1.4%
Stretching	36,299	36,202	35,624	-1.6%	-1.9%
Free Weights (Dumbells)	N/A	32,209	30,767	-4.5%	N/A
Elliptical Motion Trainer	25,903	27,119	28,025	3.3%	8.2%
Free Weights (Barbells)	26,595	25,641	25,623	-0.1%	-3.7%
Yoga	18,934	24,310	25,262	3.9%	33.4%
Calisthenics/Bodyweight Exercise	N/A	N/A	22,390	N/A	N/A
Aerobics (High Impact)	12,771	17,323	19,746	14.0%	54.6%
Stair Climbing Machine	13,653	12,642	13,216	4.5%	-3.2%
Pilates Training	8,770	8,069	8,504	5.4%	-3.0%
Stationary Cycling (Group)	6,762	8,309	8,449	1.7%	24.9%
Trail Running	4,845	6,792	7,531	10.9%	55.4%
Cross-Training	N/A	6,911	6,774	-2.0%	N/A
Cardio Kickboxing	5,500	6,311	6,747	6.9%	22.7%
Martial Arts	6,643	5,314	5,364	0.9%	-19.3%
Boxing for Fitness	N/A	5,251	5,113	-2.6%	N/A
Tai Chi	3,315	3,469	3,446	-0.7%	4.0%
Barre	N/A	2,901	3,200	10.3%	N/A
Triathlon (Traditional/Road)	1,148	2,262	2,203	-2.6%	91.9%
Triathlon (Non-Traditional/Off Road)	634	1,390	1,411	1.5%	122.6%
NOTE: Participation figures are in 000's for th	e US population	ages 6 and ove	er		
NOTE: Participation figures are in 000's for th		ages 6 and ove	er		
Legend	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Table 6



LOCAL SPORT & MARKET POTENTIAL

The following charts show sport and leisure market potential data from ESRI (A geographic information system (GIS) which allows customers to visualize, question, analyze, and interpret data to understand relationships, patterns, and trends). A Market Potential Index (MPI) measures the probable demand for a product or service in Concord, North Carolina. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the US National average.

The National average is 100, therefore numbers below 100 would represent a lower than average participation rate, and numbers above 100 would represent higher than average participation rate.

ESRI's MPI for a product or service for an area is calculated by the ratio of the local consumption rate for a product or service for the area to the US consumption rate for the product or service, multiplied by 100. MPIs are derived from the information integration from four consumer surveys. The City is compared to the national average in four (4) categories – general sports, fitness, outdoor activity, and money spent on miscellaneous recreation. Overall, residents of the City of Concord demonstrate participation trends that are at or slightly above average potential index numbers in all categories, with very few exceptions.

The City of Concord does exhibit higher levels of interest within each of these 4 areas which includes the following activities (based on their MPI ratio):

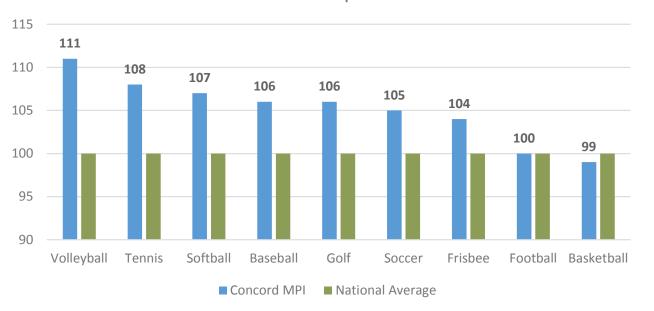
General Sports

- Volleyball
- Tennis
- Softball
- Baseball
- Golf
- Soccer

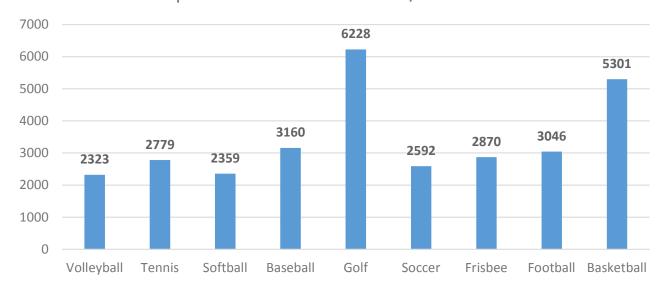
Also, adult and household participation levels for golf (6228) and basketball (5301) appear to have an much higher level of participation based on national averages as well.

LOCAL SPORT & MARKET POTENTIAL

General Sports



General Sports
Expected Number of Adults / Household



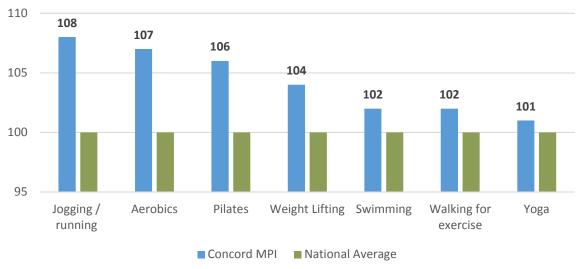
LOCAL SPORT & MARKET POTENTIAL

Fitness

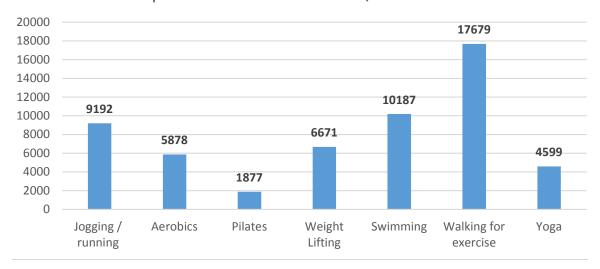
- Jogging / running
- Aerobics
- Pilates

It is important to note the adult and household participation is in two specific activities- walking for exercise (17,679) and swimming (10,187) which have very high overall levels and continue to be at the top of the list activities when compared with other activities using the national averages.

Fitness



Fitness
Expected Number of Adults / Households



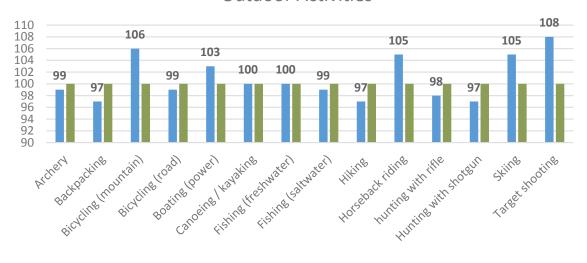
LOCAL SPORT & MARKET POTENTIAL

Outdoor Activity

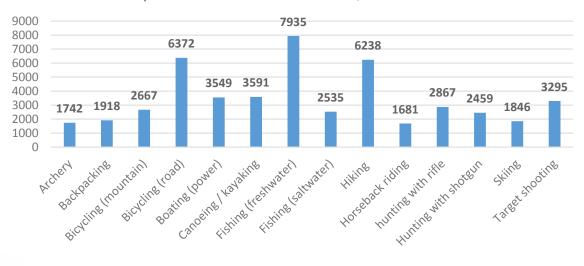
- Target shooting
- Mountain bicycling
- Horseback riding
- Skiing

There are higher levels of overall participation in certain categories per adult / household such as freshwater fishing (7935), road bicycling (6372) and hiking (6238).

Outdoor Activities



Outdoor Activities Expected Number of Adults / Households





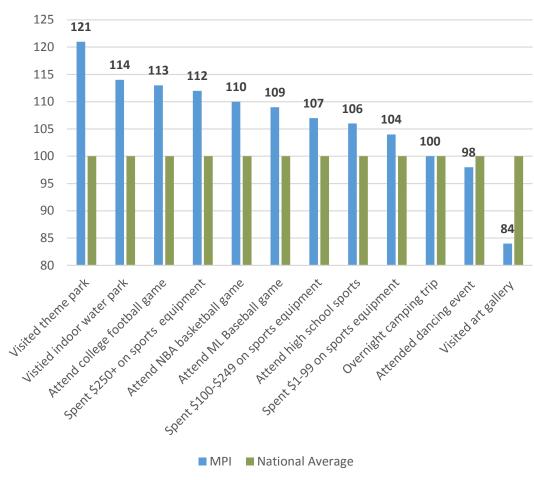
LOCAL SPORT & MARKET POTENTIAL

Money Spent on Miscellaneous Recreation

The City also spends more money than the U.S. average on the following:

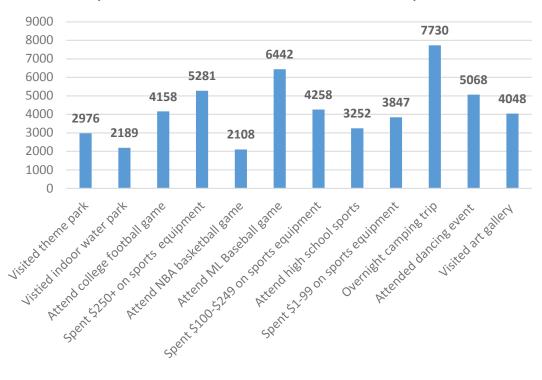
- Visiting theme park
- Visiting indoor water park
- Attending college football game
- Spending \$250+ on sports equipment
- Attending a major league baseball game
- Spending \$100-\$249 on sports equipment
- Attending high school sports events

Money Spent on Miscellaneous Recreation



LOCAL SPORT & MARKET POTENTIAL

Expected Number of Adult / HH Participation



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

BENCHMARKING

INTRODUCTION

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

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

This benchmark analysis incorporates primarily city systems with an occasional city-county combined system. The following agencies are included in the benchmark analysis:

- Charlotte
- Raleigh
- Greensboro
- Winston-Salem
- Durham
- Fayetteville
- Cary

- Wilmington
- High Point
- Greenville
- Asheville
- Gastonia
- Jacksonville
- Rocky Mount

- Chapel Hill
- Burlington
- Wilson
- Huntersville
- Kannapolis
- Hickory
- Apex

Data utilized in the benchmark analysis was primarily sourced directly from individual municipalities and supplemented by North Carolina Municipal and County Parks and Recreation Services Studies (MCPRSS).

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

It is worth noting that since park and recreation agencies provide diverse functions, with some agencies focusing on delivering park facilities and active recreation programming while others may focus on providing only parks or possibly even civic centers or golf courses, figures as reported my not be an

BENCHMARKING

apples to apples comparison. In some instances, the information provided for one metric may directly contradict information provided for another. McAdams assumes each local park and recreation agency reported their information completely and accurately. As such, care must be taken when making interpretations from the reported data.

It should also be noted that population figures used in the benchmark comparisons were derived from a different source than the populations used in the demographic sections of this report, and therefore discrepancies between population data may exist. Benchmark population figures were obtained from the MCPRSS 2013-2014 and 2014-2015 Executive Reports.

BENCHMARK COMPARISON

The benchmark data was collected between August and October of 2016. While it is possible that there may have been changes or updates in the data provided, to ensure consistency, only the original figures obtained at that time have been used in the benchmark. The goal is to evaluate how Concord Parks and Recreation is positioned among peer agencies as it applies to efficiency and effectiveness practices through data that offers an encompassing view of each system's operations.

SYSTEM ACREAGE

This section provides an overview of each reviewed system within the context of park acreage per 1,000 residents. The table below highlights the total acreage for each system and acreage per 1,000 residents, comparing Concord with other state agencies. In comparison, Concord sits at the bottom among benchmark agencies with only 2.34 acres per 1,000 residents. This level of service is significantly lower than those agencies benchmarked as well as the national median acreage for agencies nationwide (9.5 acres per 1,000 for all agencies reporting figures to the NRPA database). With only 2.34 acres of parkland per 1,000 residents, it would suggest that the system is stretched thin trying to provide park resources to the community at large.

Over the course of the master planning period, significant acreage needs to be added to meet the recommended level of service and bring Concord up to the level of its peer agencies and meet demands of residents.

BENCHMARKING

Agency	Population	Total Acres Owned or Managed	Total Acres per 1,000 Residents
Concord	81,350	190	2.34
Charlotte (Mecklenburg County)	962,593	21,400	22.23
Winston-Salem	233,232	3,688	15.81
Wilmington	209,846	1,228	5.85
Cary	142,382	2,700	18.96
Asheville	86,205	859	9.96
Greenville	86,142	1,454	16.88
Chapel Hill	57,757	1,080	18.70
Rocky Mount	56,650	853	15.06
Burlington	51,195	631	12.33
Hickory	40,039	514	12.84
Apex	39,765	506	12.72
Average (with Charlotte)	170,596	2,925	17.15
Average (without Charlotte)	100,321	1,351	13.47

TRAIL MILES

The table below describes the total trail miles in each park system and compares the number of trail miles to the population of each jurisdiction. Concord ranks near the bottom among peer agencies for total trail miles and trail miles per 1,000 residents. This is an area where the Department is continuing to grow, with additional trail miles already planned. Best practice agencies typically offer between 0.25-0.5 miles of trail per 1,000 resident

Agency	Population	Population Total Trail Miles	
Concord	81,350	8	0.098
Charlotte (Mecklenburg County)	962,593	240	0.249
Winston-Salem	233,232	23.21	0.100
Wilmington	209,846	8	0.038
Cary	142,382	85	0.597
Asheville	86,205	5.45	0.063
Greenville	86,142	6.5	0.075
Chapel Hill	57,757	23	0.398
Rocky Mount	56,650	7	0.124
Burlington	51,195	10.5	0.205
Hickory	40,039	11	0.275
Apex	39,765	9	0.226
Average (with Charlotte)	170,596	36	0.213
Average (without Charlotte)	100,321	19	0.188

BENCHMARKING

OPERATIONAL EXPENDITURES AND REVENUE GENERATION

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

OPERATING EXPENSE PER CAPITA

Based on expenditure figures, Concord operates on the lower end of operating budgets per compared agencies. Concord also ranks in the bottom half for operating expense per capita, with nearly \$71 spent on operations per resident annually.

Agency	Population	Total Operating Expense	Operating Expense per Resident
Concord	81,350	\$5,757,140.00	\$70.77
Charlotte (Mecklenburg County)	962,593	\$36,964,000.00	\$38.40
Winston-Salem	233,232	\$9,897,280.00	\$42.44
Wilmington	209,846	\$2,659,367.00	\$12.67
Cary	142,382	\$13,968,925.00	\$98.11
Asheville	86,205	\$9,905,874.00	\$114.91
Greenville	86,142	\$7,111,884.00	\$82.56
Chapel Hill	57,757	\$6,650,459.00	\$115.15
Rocky Mount	56,650	\$11,000,000.00	\$194.17
Burlington	51,195	\$1,957,631.00	\$38.24
Hickory	40,039	\$3,671,874.00	\$91.71
Apex	39,765	\$3,602,725.00	\$90.60
Average (with Charlotte)	170,596	\$9,428,929.92	\$82.48
Average (without Charlotte)	100,321	\$7,042,601.90	\$88.06

NON-TAX REVENUE PER CAPITA

Concord is near the bottom for both total revenue and revenue per capita, with earned income of \$306,000 in total, which amounts to only \$3.77 in revenue generation per resident. These figures highlight the affordability of recreation programs in Concord but also suggests that there is a need to increase feeds in order to better sustain the Department.

BENCHMARKING

Agency	Population	Total Non-Tax Revenue	Revenue Per Resident
Concord	81,350	\$306,483.00	\$3.77
Charlotte (Mecklenburg County)	962,593	\$6,500,000.00	\$6.75
Winston-Salem	233,232	\$981,158.00	\$4.21
Wilmington	209,846	\$68,500.00	\$0.33
Cary	142,382	\$7,162,554.00	\$50.31
Asheville	86,205	\$1,447,501.00	\$16.79
Greenville	86,142	\$2,021,266.00	\$23.46
Chapel Hill	57,757	\$1,322,477.00	\$22.90
Rocky Mount	56,650	\$1,276,453.00	\$22.53
Burlington	51,195	\$2,475,237.00	\$48.35
Hickory	40,039	\$209,826.00	\$5.24
Apex	39,765	\$900,000.00	\$22.63
Average (with Charlotte)	170,596	\$2,055,954.58	\$18.94
Average (without Charlotte)	100,321	\$1,786,497.20	\$21.67

OPERATIONAL COST RECOVERY

Assessing its operating cost recovery, Concord is significantly below the benchmark average, at a 5% cost recovery. According to the NRPA, this level of sustainability is well below the national median cost recovery level of 29%. This again points to the extreme affordability of recreation in the City, as the revenue generated is not in line with the large quantity of reported participation numbers. The actual cost per resident average for municipalities studied was \$43.22. Concord is above that average at \$67.00.

Agency	Total Operating Expense	Total Non-Tax Revenue	Operational Cost Recovery	Actual Cost per Resident
Concord	\$5,757,140.00	\$306,483.00	5%	\$67.00
Charlotte (Mecklenburg County)	\$36,964,000.00	\$6,500,000.00	18%	\$31.65
Winston-Salem	\$9,897,280.00	\$981,158.00	10%	\$38.23
Wilmington	\$2,659,367.00	\$68,500.00	3%	\$12.35
Cary	\$13,968,925.00	\$7,162,554.00	51%	\$47.80
Asheville	\$9,905,874.00	\$1,447,501.00	15%	\$98.12
Greenville	\$7,111,884.00	\$2,021,266.00	28%	\$59.10
Chapel Hill	\$6,650,459.00	\$1,322,477.00	20%	\$92.25
Rocky Mount	\$11,000,000.00	\$1,276,453.00	12%	\$171.64
Burlington	\$1,957,631.00	\$2,475,237.00	126%	-\$10.11
Hickory	\$3,671,874.00	\$209,826.00	6%	\$86.47
Apex	\$3,602,725.00	\$900,000.00	25%	\$67.97
Average (with Charlotte)	\$9,428,929.92	\$2,055,954.58	27%	\$43.22
Average (without Charlotte)	\$7,042,601.90	\$1,786,497.20	30%	\$52.39

BENCHMARKING

OPERATING COST PER ACRE

The chart below compares the total operating expense to the total acreage for each agency. This comparison provides a high-level understanding of each department's cost to maintain and operate each acre. Compared to peer agencies, Concord has a high operating expense per acre. This demonstrates the operational inefficiency of the Department or can indicate higher maintenance levels and/or offerings in comparison to benchmark agencies. This also shows that the total acres is quite low (as compared to peer agencies) and that operating expense will go down as acreage is added. Notice in the chart below that the smaller acreages all have higher costs per acre.

Agency	Total Acres	Total Operating Expense	Operating Expense per Acre
Concord	190	\$5,757,140.00	\$30,300.74
Charlotte (Mecklenburg County)	21,400	\$36,964,000.00	\$1,727.29
Winston-Salem	3,688	\$9,897,280.00	\$2,683.64
Wilmington	1,228	\$2,659,367.00	\$2,165.61
Cary	2,700	\$13,968,925.00	\$5,173.68
Asheville	859	\$9,905,874.00	\$11,531.87
Greenville	1,454	\$7,111,884.00	\$4,891.25
Chapel Hill	1,080	\$6,650,459.00	\$6,157.83
Rocky Mount	853	\$11,000,000.00	\$12,895.66
Burlington	631	\$1,957,631.00	\$3,102.43
Hickory	514	\$3,671,874.00	\$7,143.72
Apex	506	\$3,602,725.00	\$7,120.01
Average (with Charlotte)	2,925	\$9,428,929.92	\$7,907.81
Average (without Charlotte)	1,351	\$7,042,601.90	\$6,286.57

BENCHMARKING

STAFFING LEVELS

This section looks at staffing levels by comparing full-time and part-time employees of Class B agencies. Class B agencies serve populations of 50,000 - 99,999. For this benchmark comparison, Class B municipal agencies as obtained from the 2014-2015 MCPRSS Executive Report were reviewed. As shown, Concord is operating with fewer full time employees than those reviewed, especially when compared to the most similar population of Greenville, which employed 69 full time and 159 part-time employees compared to Concord's 16 full time and 57 part-time.

Concord's employee numbers are well below the average for the group as well. The full time employee average is 48 and the part-time employee average is 221. If Concord desires to enhance and expand their parks and recreation offerings, additional full time and part-time employees should be retained to accommodate anticipated expansion and to bring the City more in line with comparable agencies.

Agency	Full Time Emplyees	Part-Time Employees	Population
Concord	16	57	81,350
Huntersville	21	30	50,141
Burlington	39	150	51,195
Rocky Mount	65	547	56,650
Greenville	69	159	86,142

LEVEL OF SERVICE STANDARDS

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

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

These standards should be viewed as a guide. The standards are to be coupled with conventional wisdom and judgment related to the particular situation and needs of the community. By applying these facility standards to the population of Concord, gaps and surpluses in park acres, facility, and amenity types are revealed. Currently, there are needs to be met in Concord now and in the future.

LEVEL OF SERVICE STANDARDS

Parks:	2016 Inventor	y - Develo	ped Faci	lties						
	City of				Current Le	evel of Service	based	Recomme	nded Service	Levels;
Park Type	Concord	County*	YMCA**	Total Inventory	upon pop	ulation		Revised fo	r Local Service	e Area
Parks:		<u> </u>	<u> </u>		•					
Neighborhood	32			32	0.36619	acres per	1,000	0.5	acres	1,000
Community	109			109	1.24734	acres per	1,000	2	acres	1,000
District [#]		238		238	2.72354	acres per	1,000	3.25	acres	1,000
Special Use - Facilities	56.5			56.5	0.64656	acres per	1,000	0.7	acres	1,000
Total Concord Park Acres	197.5			197.5	2.26008	acres per	1,000	5.75	acres	1,000
Outdoor Amenities										
Greenway Trails (Miles)	5			5	0.05722	miles per	1,000	0.2	miles per	1,000
Mountain Bike / Nature Trails (Miles)	7			7	0.0801	miles per	1,000	0.15	miles per	1,000
Reservable Shelters	16			16	1	shelter per	5,462	1	shelter per	5,000
Multi-Purpose Fields (Soccer, Football, Cricket, Lacrosse)***	6	11	2	11	1	field per	7,944	1	fields per	6,000
Ball Fields (Large)	7	2		9	1	field per	9,710	1	fields per	8,000
Ball Fields (Small)	6	2		8	1	field per	10,923	1	fields per	8,000
Basketball Courts	5			5	1	court per	17,477	1	court per	15,000
Volleyball Courts	3			3	1	court per	32,397	1	court per	20,000
Tennis Courts	14	6		20	1	court per	4,369	1	court per	4,000
Playgrounds	12	5		17	1	site per	5,140	1	site per	5,000
Dog Parks	1			1	1	site per	87,386	1	site per	40,000
Skate Parks				0	0	site per	87,386	1	site per	60,000
Outdoor Pools	1			1	1	pool per	87,386	1	site per	50,000
Spraygrounds				0	0	site per	87,386	1	site per	50,000
Skate Rink	3			3	1	site per	29,129	1	site per	50,000
Amphitheaters	2			2	1	site per	43,693	1	site per	50,000
Disc Golf	1			1	1	site per	87,386	1	course per	50,000
Golf Course	1			1	1	site per	87,386	1	course per	100,000
Indoor Amenities										
Recreation Centers	3		1	4	1	center per	21,847	1	center per	20,000
Seniors Center		1		1	1	center per	87,386	1	center per	50,000
Community Building	2			2	1	building per	43,693	1	building per	50,000
Indoor Pools	0	0	1	1	1	pool per	87,386	1	pool per	50,000
Gymnasium	3		1	4	1	gym per	21,847	1	gym per	18,000
Fittness Rooms	3		1	4	1	room per	21,847	1	room per	18,000
Weight Rooms	3		1	4	1	room per	24,298	2	room per	18,000
Arts / Crafts / Multi-Purpose Room	6		1	7	1	room per	12,484	1	room per	10,000

87386.2
97190.8
107197

Notes:

#City of Concord shall partner with the County on future District Park needs

^{*}County facilities represent Frank Lisk Park.

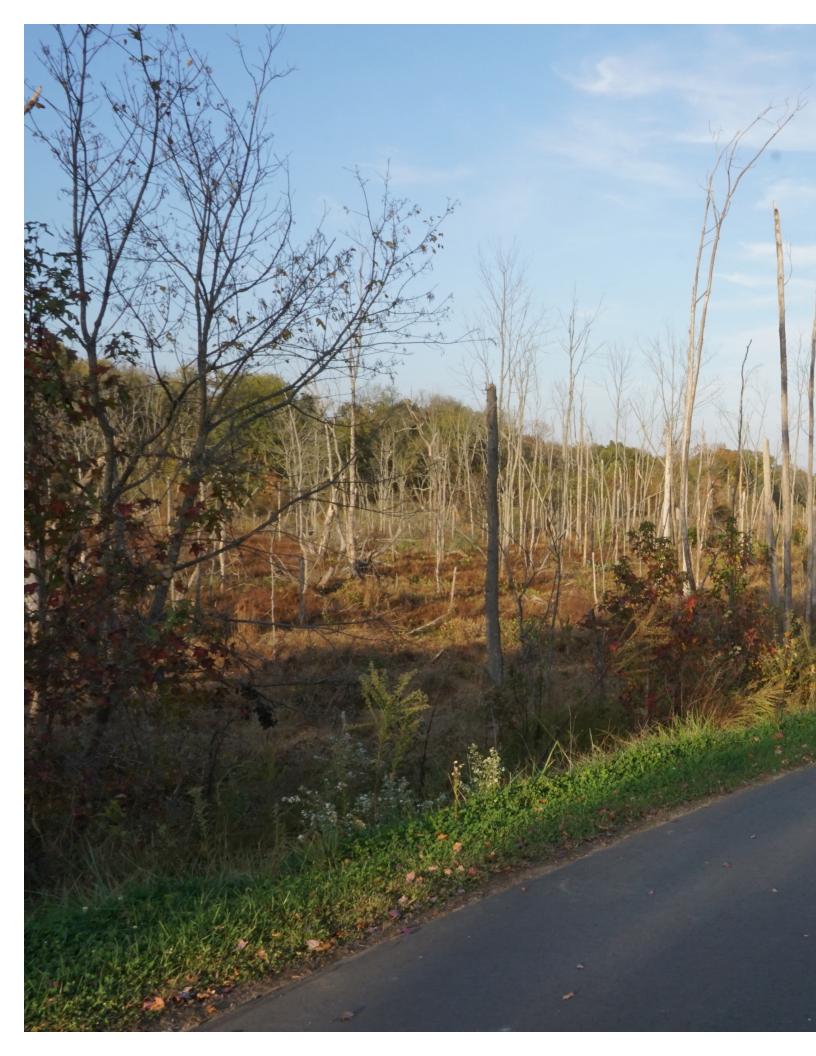
^{*}YMCA represents West Cabarrus County YMCA.

^{***}Multi purpose fields total inveotry is reduced to 11 to properly weight the number of fields which are accessible for City of Concord programs.

⁺District park acreage may also be met with participation from the County and others.

LEVEL OF SERVICE STANDARDS

			2016 Lovel of	Carries Star	dorde	2021 Level of	Cornico Star	adarda	2026 Lovel of	Forming Star	adarda
Decommended Consider Lavalan			2016 Level of Service Standards Meet Standard / Additional Facilities /						26 Level of Service Standard / Additional Fac		
Recommended Service Levels;		,	Needs Exists			Needs Exists	Additional Facilities /		Needs Exists		
Revised for Local Service Area		ineeus exists	Amenities Ne	eaea	ineeds exists	Amenities No	eeaea	ineeus exists	Amenities No	eeaea	
0.5	acres	1 000	Need Exists	11.7	acres	Need Exists	16.6	acres	Need Exists	21.6	acres
2	acres	,	Need Exists		acres	Need Exists		acres	Need Exists		acres
3.25	acres	,	Needs Exists+		acres	Needs Exists		acres	Needs Exists		acres
0.7	acres	,	Need Exists		acres	Need Exists		acres	Need Exists		acres
5.75	acres	,	Need Exists+	305.0		Need Exists	1	acres	Need Exists		acres
		,,,,,,									
0.2	miles per	1.000	Need Exists	12.5	miles	Need Exists	14.4	miles	Need Exists	16.4	miles
0.15	miles per		Need Exists		miles	Need Exists		miles	Need Exists		miles
1	shelter per		Need Exists	1.5	shelter	Need Exists	3.4	shelter	Need Exists	5.4	shelter
1	fields per	6,000	Need Exists	3.6	fields	Need Exists	5.2	fields	Need Exists	6.9	fields
1	fields per	8,000	Need Exists	1.9	fields	Need Exists	3.1	fields	Need Exists	4.4	fields
1	fields per	8,000	Need Exists	2.9	fields	Need Exists	4.1	fields	Need Exists	5.4	fields
1	court per	15,000	Need Exists	0.8	court	Need Exists	1.5	court	Need Exists	2.1	court
1	court per	20,000	Need Exists	1.4	court	Need Exists	1.9	court	Need Exists	2.4	court
1	court per	4,000	Need Exists	1.8	court	Need Exists	4.3	court	Need Exists	6.8	court
1	site per	5,000	Need Exists	0.5	site	Need Exists	2.4	site	Need Exists	4.4	site
1	site per	40,000	Need Exists	1.2	site	Need Exists	1.4	site	Need Exists	1.7	site
1	site per	60,000	Need Exists	1.5	site	Need Exists	1.6	site	Need Exists	1.8	site
1	site per	50,000	Need Exists	0.7	site	Need Exists	0.9	site	Need Exists	1.1	site
1	site per	50,000	Need Exists	1.7	site	Need Exists	1.9	site	Need Exists	2.1	site
1	site per	50,000	Meets Standard	-1.3	site	Meets Standard	-1.1	site	Meets Standard	-0.9	site
1	site per	50,000	Meets Standard	-0.3	site	Meets Standard	-0.1	site	Need Exists	0.1	site
1	course per	50,000	Need Exists	0.7	course	Need Exists	0.9	course	Need Exists	1.1	course
1	course per	100,000	Meets Standard	-0.1	course	Meets Standard	0.0	course	Need Exists	0.1	course
1	center per	20,000	Need Exists	0.4	center	Need Exists	0.9	center	Need Exists	1.4	center
1	center per	,	Need Exists	0.7	center	Need Exists	0.9	center	Need Exists	1.1	center
1	building per	50,000	Meets Standard	-0.3	building	Meets Standard	-0.1	building	Need Exists	0.1	building
1	pool per	50,000	Need Exists		pool	Need Exists	0.9	1	Need Exists		pool
1	gym per		Need Exists		gym	Need Exists	1.4	gym	Need Exists	2.0	gym
1	room per		Need Exists		room	Need Exists	1.4	room	Need Exists		room
2	room per		Need Exists		room	Need Exists	1.4	room	Need Exists		room
1	room per	10,000	Need Exists	1.7	room	Need Exists	2.7	room	Need Exists	3.7	room





STAFF & LOCAL GOVERNMENT INPUT

Planning began by interviewing three key leadership groups; City of Concord Parks & Recreation Staff, members of City Council, and the City's Planning and Neighborhood Development Department. These groups are crucial stakeholders in the development of this master plan, as they will be tasked with making the master plan vision a reality.

The master plan discussion kicked off with Parks and Recreation staff. During this meeting we discussed what the department in known for, strengths and weaknesses of the system, and possible improvements and future expansion. Discussions with the Director, Deputy Director, Athletic Coordinator, and Program Coordinator further detailed staff's vision for the system.

What the Department is Known For

The recreation offering that rises to the top is greenways and trails. The City currently has over 8 miles of trails with many more miles proposed. The greenways and trails provide opportunities for fitness via self-guided walking, running, and biking and through organized events (like the Streetlight 5K) as well serving as outdoor classrooms for environmental youth programs. Creating more connectivity though the greenway system is a primary goal for Staff, with the goal of providing more access for City residents to get on the greenway system and move about town, connecting them to neighborhoods, commercial, and entertainment centers in Concord. The greenways fulfill the Department's environmental recreation focus.

The second offering is high quality recreational athletic programs. The goal with youth athletics is to give them the opportunity to learn the sport and to promote teamwork and sportsmanship. While the athletic programs may not meet the needs of the advanced, competitive athlete, it does achieve the Department's goal of introducing youth to the lifelong benefits that athletics instill. Adult athletics are also an important component of the system but typically do not receive the same level of attention as youth programs. The athletic offerings, both youth and adult, fulfill the Department's active recreation focus.

The third offering is the recreation centers. Staff recognizes that while the recreation centers provide critical services, they are limited by available space and geographic distribution. The gyms operate at capacity and without air conditioning, there is a constant need for more gym space and fitness and multi-purpose rooms, and the recreation centers are located fairly close

STAFF & LOCAL GOVERNMENT INPUT

together within the central core of the City, making it difficult for all residents to conveniently access a center. With that being said, the heath and fitness opportunities at Academy Recreation Center, Logan Multi-Purpose Center, and the soon to be renovated Hartsell Recreation Center are still very much a valuable and heavily used commodity for the community. The recreation centers in Concord fulfill the Department's health and fitness focus.

Strengths and Weaknesses

As mentioned, strengths and weaknesses were identified in this kickoff meeting. As stated by Staff, what they do best is:

- 1. Engage the community in the things they are doing.
- **2.** Provide excellent customer service by responding to questions and addressing issues as they arise.
- **3.** Get the information out to the public- communication has dramatically improved over the last few years and with the continued publication of Leisure Times and a more pronounced presence on social media, the Department believes it is reaching so many more residents.
- 4. Branding the Department- they stay consistent with their brand, both in message and in visual representation. Staff and volunteers showcase the best that they City has to offer and the red lizard is a common visual thread that identifies a program, facility, event, or publication as a Parks and Recreation offering.
- **5.** Provide facilities that are safe and attractive.

Staff was also very honest about their weaknesses. Those elements that need the most improvement are:

- 1. Lack of geographic diversity- there is not equal distribution of facilities and some neighborhood were forced to create their own athletic associations due to their distance from provided Concord facilities.
- 2. There is limited indoor space for programming- the Department has been forced to look outside of their facilities to accommodate programs, utilizing school gyms and the community rooms at the fire stations. While partnering for use of facilities is encouraged, limitations tend to come with those partnerships. It would therefore, be ideal to have more indoor space the Parks and Recreation Department could call their own.

STAFF & LOCAL GOVERNMENT INPUT

Areas of improvement and opportunities for expansion were also discussed. Staff believes that the most needed facilities, other than indoor space, is a public aquatic facility and one or two large passive parks, both on the west side of the City. They are continuing their efforts to provide increased ADA access to park features and discussed the need to provide trail and greenway connectivity. Mountain biking and increased water access at Lake Fisher was also identified as a need.

Following the meeting with Staff, the consultant team met with the Planning and Neighborhood Development Department. This meeting was geared toward discussing growth within the City and efforts to incorporate additional open space and trail connection policies. The consensus was that those kinds of policy recommendations would be encouraged and supported.

The third meeting was held with members of City Council. The consultant team provided an overview of the project and the process. The current Council views Parks and Recreation as an important contributing factor to the high quality of life Concord residents enjoy. Concord has a great recreation system in place and provides parks that are more traditional in their offerings but to accommodate a growing, diverse, and multi-generational population, the Council expressed interest in seeing more unique offerings as the parks system moves forward.

The most discussed need was connectivity; connecting greenways and trails to each other and to parks, providing more sidewalks within existing neighborhoods to connect those residents to other neighborhoods, greenways and parks, and in general creating a more walkable, interconnected community. Several Council members also expressed the need to expand traditional sports facilities (baseball, softball, soccer) while exploring unique, alternative offerings like mountain bike trails and skate parks. Other expressed needs included an indoor aquatic facility tailored for competitive swimming, additional recreation centers to accommodate the senior population and their programming as well as multi-use space for general recreation, and programming and accessible facilities for Concord's special needs residents.

Another hot button topic was the urgency of land acquisition. With the current rate of growth, land is scarce and the City should take strides in securing land in the Center City and throughout the City when available to preserve greenspace and provide natural, passive recreation options.



STAFF & LOCAL GOVERNMENT INPUT

The meeting closed with a funding discussion. Council indicated they would be open to grant opportunities, partnerships with public entities (such as the County, Kannapolis, or schools) and/or private partners. Using public funds without raising taxes or utilizing bonds for an immediate impact were also acceptable routes to fund system improvements. They also were not adverse to debt if used responsibly, as they view park expansion and improvement as an investment. The final funding option discussed was a 'Pay to Play' model that covers operations and maintenance rather than turning a profit. These fees would still be less than private recreation fees and would be on a sliding scale to keep City recreation affordable.

COMMUNITY INPUT SUMMARY

Two community workshops were conducted in two locations within the City:

- Fire Station #9 Community Room- 1020 Ivey Cline Road
- City Hall Council Chambers 35 Cabarrus Avenue West

Meetings were advertised in the local paper and through the City's website. Each session was held as an open forum allowing citizens to voice concerns, opinions, wants, and visions for the parks system. The sessions were set up as a drop-in format where citizens could stop by either location any time between 4:00 and7:00 pm to learn about the master plan and give input. A large inventory map of Concord was displayed so users could find their home base and visually note their vicinity to both municipal and private recreation. The map also highlighted the existing facility distribution. Specific comments from these meetings can be found in the appendix section of this document. The first input session was not well attended (1 participate). The second meeting had a much higher turn out with 28 attending.

An Athletic Focus Group was also convened at the Academy Recreation Center to get input from an athletic facility and programming perspective from those that are involved in the traditional athletic sports' offerings- soccer, baseball/ softball, basketball, tennis, and Couch to 5K. And finally, representatives from both the Boys and Girls Club and the West Cabarrus YMCA, as well as Cabarrus County Parks and Recreation were interviewed to glean their impressions of recreation in Concord.

6

PUBLIC OPINION

SURVEY DATA & ANALYSIS

OVERVIEW

Management Learning Laboratories (MLL) administered a needs assessment study that was commissioned by the Concord Parks and Recreation Department (CPRD) during the fall of 2016. The survey was administered as part of the City of Concord's Parks and Recreation Comprehensive Master Plan to identify public needs and desires for the future development of parks and recreation facilities, programs, and services within the City. The results will aid Concord in establishing a resident-driven approach to decision making.

READING / INTERPRETING THE REPORT

The following sections detail the final outcome of the Needs Assessment Study (henceforth referred to as "study"). In reading/interpreting the study, it is important to note that the results are presented in several ways. First, there is a narrative description of the findings, which then are supported by data tables. Recommendations can be found in colored boxes throughout the body of the analysis.

The tables and numbers in the report should be considered carefully as there were occasionally different questions that addressed similar issues distributed in different parts of the questionnaire. When combined, these pieces of information together make up the results. In many cases, the importance attached to a particular piece of numeric data must be interpreted along with other similar questions in the instrument. Moreover, before drawing specific conclusions, it is important to recognize that a universal yardstick cannot be used to interpret the results.

For example, the results from one section of the questionnaire may suggest that a facility, considered by 40% of the respondents to be needed in Concord, is in fact a significant necessity because most of the other facilities listed in that section received far less endorsement. On the other hand, an activity that is considered necessary by 40% of the respondents may be very insignificant in a particular section if there were other activities that received far more support. It is the ranking, as presented in the tables, that is most important. Consequently, it is impossible to try to find one percentage as the cut-off point for all questions. Each question needs to be considered separately and as a part of the section to which it belongs.

INTRODUCTION TO THE STUDY

The study was designed to elicit interest, behavior, demographic, and attitude information from the citizens served by the CPRD concerning recreation and leisure. It is important to note that the study was intended to obtain information from the entire community and not any specific user group. The objective of the study was to obtain the relevant information that will help the CPRD do its job more effectively by enabling it to be more responsive to the recreation needs of the residents of Concord. Additionally, the information would also be used to better organize the internal workings of the CPRD to stay in tune with the current and future needs of the community. Finally, the data is expected to serve as factors in the preparation of a master plan for the CPRD. The master planning process is well served by learning about the residents' awareness of the recreation activities within Concord.

METHODS AND PROCEDURES OF THE STUDY Determination of the Sample

While it is desirable to question all the residents of Concord, it is not possible to do so due to a variety of constraints including cost, available time, and access. However, using the principles of random sampling, it was possible to collect data from a part of the population and then make projections about the entire population. For this reason, a statistically viable and reliable random sampling procedure was used for this study. Given the fact that it was a random sample of the population, it is possible to claim that, within a small margin of error (3.00% to 5.00%), the sample is reliably representative of the community as a whole.

In this case, a sample of 4,000 addresses were selected from a complete list of addresses in Concord. Addresses were chosen randomly from this sampling frame so that every address had an equal chance of being selected. The addresses then were used in mailing the questionnaires to City residents.

SURVEY DATA & ANALYSIS

Development of the Questionnaire

Numerous people were invited to meet with the research staff resulting in several focus group meetings and a couple of personal interviews that helped identify issues relating to parks and recreation in Concord. These issues were then used to design the questionnaire for data collection. All of the background information gathered in these meetings was used to produce the first draft of the instrument, which contained questions and items specific to the community, as well as some common items gleaned from past questionnaires developed by MLL. This first draft was then reviewed by the consulting team, as well as by the members of the CPRD. After thorough reviews, a final draft of the questionnaire was approved by the CPRD.

Once the questionnaire was finalized, the sample was sent a questionnaire that respondents could complete either on paper or using a Web based instrument. The response rate to this data collection effort was under 9%. Although the response rate was not as high as would be desirable, the total number of returned questionnaires, 312, is sufficient to produce estimates at a sampling error rate of 5%.

Data analysis consisted primarily of frequency distributions for each response category on each questionnaire item, in order to determine the percentage of respondents who selected each answer option. This was done for the sample as a whole. It is important to note that the analysis reported here, as well as the recommendations presented, is primarily based on the aggregate information and data. Furthermore, it should be noted that the data presented is based only on the responses obtained in the community-wide study and the descriptive and narrative information collected in the focus group meetings. There are no presumptions about the actual performance of the CPRD; only the perceptions of the community are reported. It is quite possible that many of the perceptions do not match the actual activities of the CPRD. However, the purpose of this report is to present the perception, accurate or inaccurate, to demonstrate how the community feels about the CPRD.

As a follow up to the initial phase of data collection, MLL has provided the City with a Website where citizens can continue to complete the questionnaire until October 2017. The City has been encouraged to promote the Website to maximize the amount of data collected through this mechanism. Even though this data is not "generalizable" in a true statistical sense, the information would offer an insight to the attitudes and needs of the sections of the community who choose to complete the questionnaire using the Internet.



Questionnaire Contents

The first section of the questionnaire was designed to elicit respondent interest in various recreation categories such as "aquatics," "nature-based activities," "special events," etc. Respondents were asked to indicate their level of interest in each of the categories. Examples of activities within each category were listed so respondents would know what each category meant.

The second section dealt with use and respondents were asked to indicate the times during the days of the week when it was most convenient for them to participate in recreation activities. Furthermore, different types of recreation facilities were listed and the respondents were asked to indicate how frequently they had used/visited the facilities in the past twelve months. The following question was designed to elicit reasons for not using or attending recreation facilities and programs. A list of possible barriers was provided and respondents were asked to indicate if each applied to them and the members of their family. The choices included items such as "lack of information," "lack of cleanliness," etc.

The third section, labeled, "Areas of Emphasis," listed items that were indicated as needs identified in the various focus group meetings. These included both programmatic and facility additions. The respondents were asked to indicate the level of importance of each item. They were also asked to indicate how they would want to fund the items they felt were important.

In the fourth section, respondents were asked about the best ways of keeping informed about public recreation opportunities. They were provided with a list that included items such as cable television, seasonal brochures, and word of mouth. Respondents were then asked to evaluate items in the list as either "effective" or "not effective."

The fifth section of the questionnaire dealt with personal opinions of the respondents. There was a series of statements for which they could indicate their level of agreement on a four-point scale that ranged from "strongly agree" to "strongly disagree," with a fifth "don't know" option. There were several general areas of personal opinion.

6

PUBLIC OPINION

SURVEY DATA & ANALYSIS

The items dealt with issues such as:

- Respondents' personal knowledge and feelings about the CPRD and its offerings,
- Specific improvements that the CPRD could make in its services,
- General recreation and health issues related to the CPRD,
- Opinions about the effectiveness of marketing and publicity efforts of the CPRD, and
- General questions about the quality of life in Concord.

The last section of the questionnaire included general demographic questions concerning gender, age, marital status, household composition, length of residence in Concord, and where generally the respondent lives in the community.

RESULTS OF THE STUDY: DEMOGRAPHICS Description of the Population

A set of questions was designed to elicit demographic information such as age, marital status, gender, etc. These questions can provide information about a community's makeup and its possible recreation needs. It is useful to note that the percentages reported and tabulated sometimes add up to 101% or 99% due to the effects of rounding off decimals.

Gender

The sample was made up of 41% male and 59% female respondents which is an acceptable gender distribution given that the Census reports a distribution of 47% males and 53% females (see, http://www.city-data.com/city/Concord-North-Carolina.html).

Age

The questionnaire provided age categories (percentages reported in the adjacent table). This places the median age in the 45-54 age group which is higher than the 2010 Census information. It should be noted that this study was commissioned as an adult needs assessment with no plans to gather data from youth. As such, the sampling process, questionnaire and the accompanying cover letter were directed at the adult, thus there is no representation of the youth population.

AGE CATEGORY	
18-20	1%
21-34	12%
35-44	20%
45-54	19%
55-64	24%
65-69	14%
70-74	7%
OVER 75	5%



It should also be noted that there is a slight amount of discrepancy between the proportions within age categories and what is reported by the 2010 Census. This is not unusual and the discrepancy is within an acceptable margin of error. As such, the findings can be considered to be generally representative of the population with a slight bias towards the older age group.

Income and Employment

The household income distribution varied from under \$25,000 to over \$125,000 per year, with the median income being in the \$50,000 to \$75,000 range which matches the latest Census information. The respondents also indicated that 77% had one or more working adult in the household.

INCOME	
CATEGORY	
UNDER \$25,000	1%
\$25 - 50,000	12%
\$50 - 75,000	20%
\$75 - 100,000	19%
\$100 - 125,000	24%
OVER \$125,000	14%

Household composition

The results show that 68% of the households have two adults in the home. Furthermore, nearly 12% have one or more children under five years of age, 12% have at least one child in the five to ten-year range, 8% of the respondents indicated that they have at least one child in the eleven to fourteen-year age range, and finally 5% claimed they have at least one child in the fifteen to eighteen-year age range. Thus, in total, one-third of the respondents indicated that their household has at least one child under the age of eighteen.

The respondents indicated that 63% were married. Nearly 85% of the respondents claimed to be white, with the rest being primarily a mix of African-Americans and Hispanics, with 11% claiming to be African-American and 4% Hispanic. The respondents also claimed that 7% had no access to the Internet with the remainder having access either at home or work or both. About 14% claimed to have some special needs.

Demographic Overview

The results reported in this document are obtained from respondents who represent a somewhat affluent family-oriented segment of the population. A good portion of the respondents have children and are in the "middle-income" range.

SURVEY DATA & ANALYSIS

These results are consistent with information available from other sources such as "City-data" which maintains updated information about most US cities. They report the same portion of ethnicities, income, and household composition. Thus, the respondents to the survey can be considered to be generally representative of the community.

RESULTS OF THE SURVEY: GENERAL FINDINGS

The following sections of this report describe the findings on the various recreational needs of Concord residents. The questionnaire was used to explore recreation and leisure interests as well as what residents believe should be areas of emphasis for additional facilities and programs. Moreover, information was gathered concerning opinions about various recreation-related issues, including factors that limit the use of facilities and how recreation programs should be funded. Personal opinions about recreation and health-related issues were also collected. Unless otherwise specified, numbers in parentheses refer to the percentage responding positively to a question. Furthermore, it should be noted that the percentages are estimates and can vary between plus or minus three to five percentage points.

Recreation Interests

The first section of the questionnaire asked respondents to indicate the level of interest they have for each of fifteen different categories of recreational activities. The scale included the options, "interested," and "not interested." The results are described in terms of the percentages of respondents who showed interest in a particular recreational activity by selecting the "great interest" or "some interest" option.

Special events (80%) and family activities (77%) appear at the top of the ranking. Both of these types of activities can involve residents of all ages, fulfilling in part the perceived need for activities in which the whole family can participate. The availability of special events also become attractive reasons why residents would come out to the facilities of the CPRD with the whole family thus fulfilling these two interests in the community.

The CPRD should make sure there are sufficient opportunities and areas for special events, especially events that would attract the whole family.



Environmental activities (75%) and nature-based activities (78%) were of interest to more than three fourths of the respondents. Travel and tourism (70%) also ranked highly among the interest categories. These findings demonstrate that the community is interested in activities that would allow them to connect with the environment and perhaps even participate in travel opportunities that have a "nature" component to it. Furthermore, it demonstrates a community commitment to environmental activities.

The CPRD should provide environmental activities that offer the community opportunities to participate in travel that could be connected with nature-based activities.

Outdoor fitness (78%), indoor fitness (71%), sports and athletics (60%), and aquatics (75%) were of interest to most of the respondents. The consistent interest in fitness and athletics suggests this is an important and necessary component of recreation in Concord. This is a community that is interested in an active lifestyle seeking opportunities for activities that help keep them active.

The CPRD should provide fitness and athletic activities and facilities to meet the recreation needs of the residents of Concord given the high levels of interest in them.

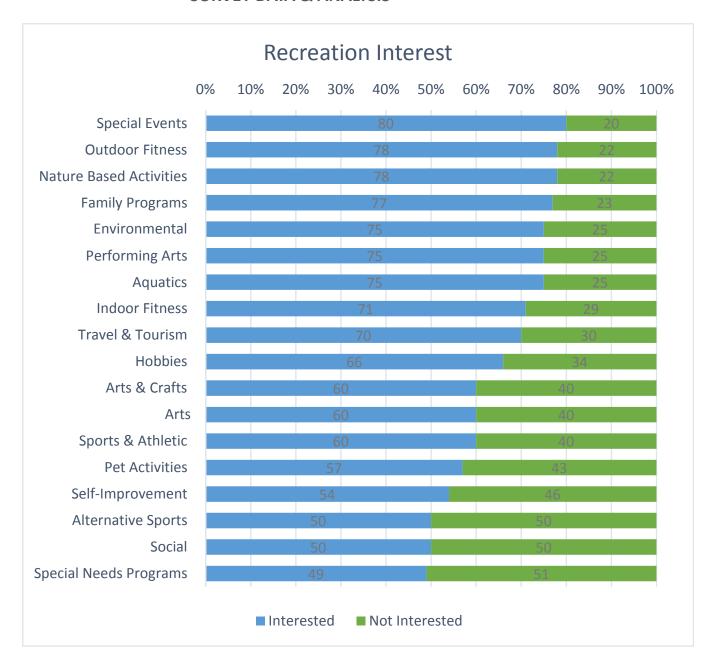
At the same time, there is sufficient interest in performing arts (75%), arts, and arts and crafts (60% each). This interest in the arts shows that there is a sense of balance in the community with nearly equal levels of interest in the sports and athletic activities as in the arts. This is a community that is interested in pursuing creative and artistic opportunities.

The CPRD should provide opportunities for the residents to pursue their interest in arts, crafts, performing arts and related activities.

The remaining recreation categories were of interest to fewer than twothirds of the respondents. While they should not be ignored, they should be considered less pressing than the more popular needs. In all cases, given this current information about recreation interests,

The CPRD should evaluate whether its current facilities and programming are designed to address the expressed interests of the residents.

SURVEY DATA & ANALYSIS



Visits to, and Awareness of, Facilities and Events

One section of the questionnaire asked respondents to indicate with what frequency they have visited various parks and facilities in Concord, and whether they were aware of each facility. Additionally, respondents indicated the best times for them to be participating in activities.

The data suggests that the best time for participation is Saturdays between 4 pm and 7 pm (70%) followed by Sundays at the same time (61%). Friday proves to be the best weekday with 4 pm to 7 pm being popular with 55% of the respondents. On the other hand, weekday mornings (6 am to noon) are less popular and week nights (7 pm to 11 pm) are popular with about a third of the respondents.

CPRD should focus on offering programs during the times when the residents are able to participate.

This is especially important since a third of the respondents indicated that inconvenient timing of events was a barrier to participation.

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
6 a.m 8 a.m.	3	3	3	4	6	18	16
8 a.m Noon	17	16	15	18	17	49	35
Noon - 4 p.m.	20	19	18	19	26	63	54
4 p.m 7 p.m.	43	45	49	43	55	70	61
7 p.m 11 p.m.	33	34	33	37	48	55	38
11 p.m 6 a.m.	1	2	2	1	7	17	17

Another section of the questionnaire listed eight items and sought the level of use and level of awareness about the facilities; some were specific facilities, while other items represented general types of facilities. Five frequency response options were provided, ranging from "never" to "12 and more" times in the past year. The sixth response option asked if the respondent was aware that each existed in Concord. This information gives the CPRD an idea of which parks and facilities are most popular among the residents, as well as the residents' knowledge about facilities run by the CPRD.

6

PUBLIC OPINION

SURVEY DATA & ANALYSIS

Parks in Concord are the most frequently visited facilities, with only about 20% of the respondents indicating they have never been there. Most (98%) of the respondents are aware of their neighborhood parks. Almost equally popular are the county parks and the greenways with high levels of awareness about these facilities.

The Parks Department should be aware of the significant popularity of the parks and greenways as the most frequently visited areas in the community.

Other facilities were less frequently visited with nearly two-thirds of the respondents indicating that they have never been to the athletic facilities or recreation centers, although they were aware of the existence of the facilities. School recreation areas were also well known and more frequently visited than the athletic facilities and recreation centers. There was, however, very low levels of awareness and use of the dog park or the pool with nearly an average of 15% of the respondents claiming not to know of this and three-quarters of the respondents indicting that they have never visited the facilities.

CPRD should make efforts to promote the less-known facilities in the community.

This recommendation is especially important since nearly half the respondents indicated that "lack of information" was a barrier to participation. The results from these items are presented in the following table, including percentages of residents who have visited each and were aware of each.

Facility	Never	1 to 4	5 to 8	8 to 12	More than 12	Never Heard
Concord Parks	20	29	18	11	23	2
County Parks	28	24	17	13	17	4
Greenway	43	17	16	6	20	1
School Areas	59	18	3	7	14	3
Athletic Facilities	59	22	5	4	8	4
Recreation Centers	64	19	6	2	6	4
Dog Park	72	9	4	2	3	12
John F. McInnis Pool	75	6	2	0	4	19

Reasons for Non-attendance

This section of the questionnaire was aimed at investigating the reasons that residents may have for not visiting or attending CPRD facilities or programs so that staff can address issues that may serve as barriers to participation. Twenty-two possible reasons for not using CPRD facilities and activities were listed, and respondents were asked to indicate all responses that applied to them and their family members.

A very important reason for not taking advantage of CPRD activities and facilities was a perceived lack of information. Almost half (47%) of the respondents indicated they do not have enough information to take advantage of recreation offerings, making this the single most important barrier to address. Because this was recognized as a potential barrier during the focus group meetings, one section of the questionnaire was devoted to ascertaining the best ways to keep residents informed about recreation opportunities (these results are presented later in the report).

The CPRD should use the results presented in this report to determine the best ways of keeping residents informed about recreation opportunities.

Nearly 51% of the respondents cited a lack of time, nearly one third (31%) perceive the recreation opportunities to be offered at inconvenient times, and 11% reported "hours of operation" as a barrier. While there is little the CPRD can do about residents' busy schedules and a general lack of time, there may be scheduling changes that could be made to enable more residents to participate. As indicated earlier in the report, the CPRD should carefully examine the times when residents are available to participate in recreation activities.

CPRD should attempt to work around residents' schedules in order to enable them to participate in recreation offerings.

The next most important reason for non-attendance was overcrowding at the facilities. Nearly 18% of the respondents cited overcrowding as the reason for non-participation. This finding might seem counter-intuitive given that there are large percentages that claim that they have never been to many facilities as indicated earlier in the report. However, this finding indicates that there is a combination of two possible factors involved – first some facilities are oversubscribed and there are other facilities that remain under used.

6

PUBLIC OPINION

SURVEY DATA & ANALYSIS

This is often due to lack of awareness and the variety and quality of programs offered at the facilities. Indeed, nearly 16% of the respondents indicated that there was a lack of programs for adults and 12% felt that the programs were of "poor quality." It is the combination of all these factors that could work as barriers to participation.

The CPRD should attempt to provide a greater variety of high-quality programs distributed across different facilities to its residents.

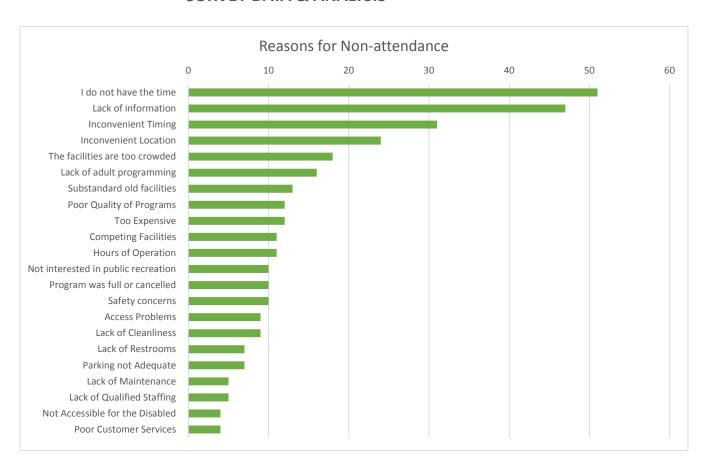
Inconvenient location was also cited as barriers to participation by nearly 24% of the respondents. These results are consistent with the large proportion of respondents who feel there is a need for better geographic distribution of facilities as was indicated in the focus group meetings.

The CPRD should continue to address the issues of location in order to ensure they do not serve as barriers to participation and attendance.

Safety concerns were cited by 10% of the respondents as a reason they do not participate in CPRD recreation opportunities. Whether accurate or not, perceptions about safety should be taken seriously. Efforts at improving safety and changing public perception are usually wise investments.

The CPRD should continue to evaluate safety levels at its facilities and programs, as well as continue to make efforts to ensure the public perceives their offerings as safe.

The results from these items are presented on the following page. Percentages reflect the respondents who selected each as a reason they do not participate in CPRD activities or visit the facilities.



SURVEY DATA & ANALYSIS

Information About Recreation Opportunities

The issue of publicity surfaced in the focus group meetings and there was some concern that the residents may not be as informed as they could be about the recreation opportunities that are available to them. Indeed, a lack of information about what opportunities exist and where to go to take advantage of them proved to be barriers to some of the respondents. As such, publicity constitutes a relatively important issue that can and should be considered as the CPRD strives to make improvements.

In order to help the CPRD address this issue, one section of the questionnaire was devoted to finding out which channels are the best for conveying information about recreation opportunities to the residents. Thirteen publicity methods were listed and respondents were asked to rate each one on a five-point scale ranging from "very effective" to "very ineffective." A "not sure" option was provided in case respondents did not have enough information to form an opinion. The results presented here will help the CPRD target its informational efforts more strategically to best reach the residents and increase use of its facilities and programming.

By far, the two most effective publicity methods are direct mail of the CPRD program book to residents and announcements sent by e-mail. Nearly three-quarters of respondents considered these two methods to be equally effective, making this combination the single best way to reach residents. This goes to show that there is always a desire to have a "hard copy" at hand in addition to the periodic electronic messages.

The CPRD should continue using direct mail to disseminate information regularly about recreation opportunities to all residents of Concord and supplement that by sending messages by e-mail.

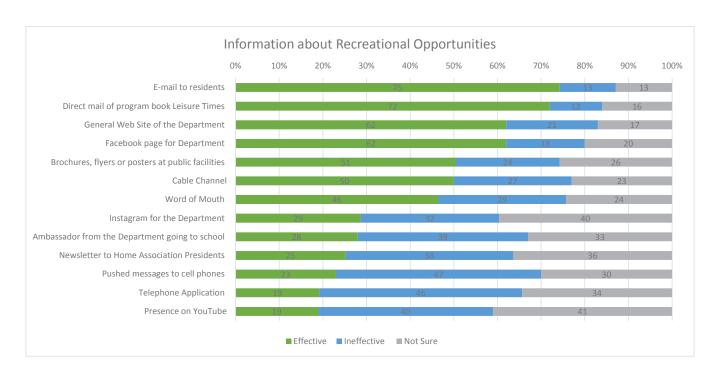
The second most preferred means of obtaining information was through the Internet. Nearly 62% of the respondents considered accessing the Department Website as the next most preferred way of getting information. Additionally, 62% also felt that the Facebook "page" of the Department was an effective method of getting information to the residents. There is an increasing popularity of Facebook among the older users of the Internet, and this goes to show that this method of getting information disseminated is effective.

The CPRD should aggressively develop the use of the Internet to disseminate information regularly about recreation opportunities to all residents of Concord using the Department Website and the Facebook presence of the Department.

Nearly half the respondents also felt that information on Cable TV and brochures at public places were effective. These represent the more "traditional" means of promotion and these remain popular in spite of the growing presence of the digital methods of publicity.

CPRD should allocate resources to find a balance between new and old media.

Some of the other methods did not seem appealing to the respondents and those methods can be explored after the more popular methods have been utilized fully. The other methods such as newsletters to Home Owners' Associations and cell phone messages could be effective for some programs, but they are not considered to be effective by a majority of the respondents.



6

PUBLIC OPINION

SURVEY DATA & ANALYSIS

Opinions About Recreation in Concord

This section of the questionnaire contained twenty-three opinion statements with which respondents could agree or disagree. A four-point scale ranging from "strongly agree" to "strongly disagree" was provided, along with a fifth "don't know" option in case the respondents did not have enough experience with a particular issue to form an opinion about it. For the sake of simplicity of presentation, the results have been collapsed into the categories "agree," "disagree" and "don't know." These opinion items were generated in part on the input of the focus group meetings with staff and residents and they reflect some of the larger issues surrounding the operation of the CPRD. Although the items were arranged somewhat randomly in the questionnaire, the results are presented here around six major topic areas.

Issues related to recreation facilities

Some of the items in the opinions section of the questionnaire specifically addressed the facilities maintained by the CPRD. These reflect opinions about the development of new facilities and use of existing ones, and they will help the staff understand what needs there may be.

First, 87% of the respondents agree that the parks in Concord are clean and well maintained. Additionally, nearly 82% feel that the facilities they have visited satisfy their needs. These opinions are consistent with the relatively high levels of usage of parks in Concord as well as the general appreciation the respondents seem to have for CPRD across the board. It is also important to note that the majority (86%) of the respondents felt safe in the parks.

The CPRD should continue to ensure that park maintenance and safety remain a high priority given the demand and appreciation for the parks in Concord.

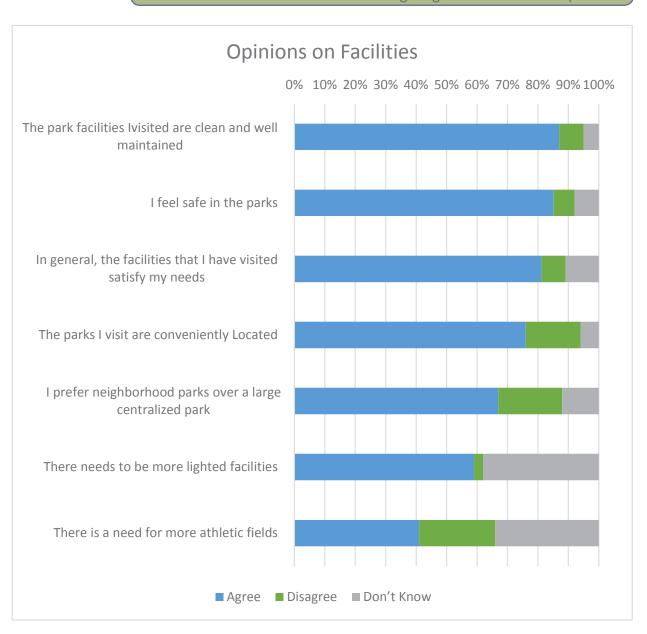
Nearly two-thirds of the respondents (67%) prefer neighborhood parks over a large centralized park, while nearly three-quarters of the respondents feel the parks they visit are conveniently located. This is consistent with the fact that only a one-third of the respondents reported that location was the barrier to participation.

The CPRD should continue to provide facilities in convenient locations while focusing on the maintenance and development of neighborhood parks.



More than half (59%) of the respondents suggested that there is a need for more lighting in the parks. This finding should be considered carefully since the addition of lighting would only reinforce the feeling of safety in parks and could encourage use of the parks at times that are convenient to the community, as weekend and week nights are popular utilization times.

The CPRD should consider additional lighting at the facilities and parks.



SURVEY DATA & ANALYSIS

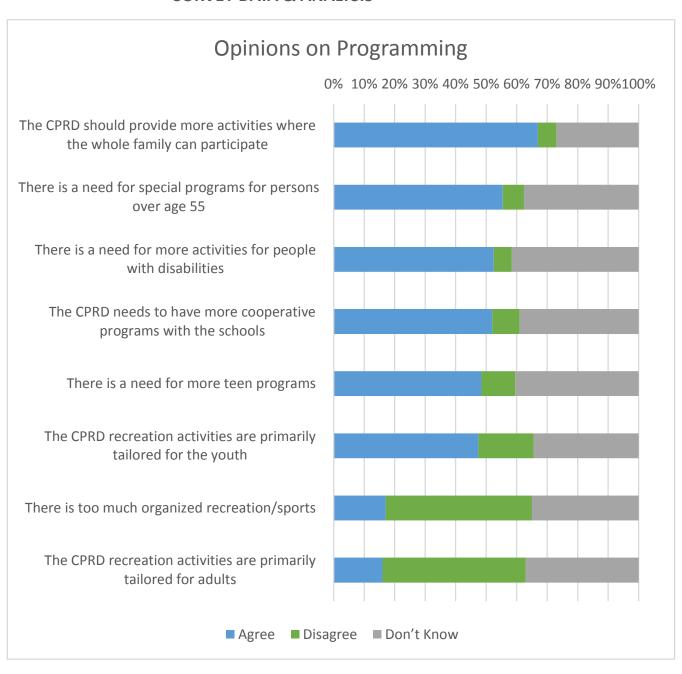
Issues related to programming

Some of the items in the opinions section were specific to issues of programming. These items are designed to accompany the interest categories discussed earlier, as well as the items discussed later regarding future areas of emphasis.

Nearly two-thirds of the respondents agreed that there needs to be more programs in which the whole family could participate. Many also feel there is a need for programs for persons over age 55 (56%). This interest in family-based programs involving multiple generations has been mentioned in other responses to other segments of the questionnaire as well. There is a general sense that there is a lack of programs for teens whereas the programs are generally geared primarily for the "youth." The data suggests that:

The CPRD should provide more family-oriented activities, as well as other programming that can address the specific recreation needs of all the different age groups in Concord.

Such diversity of programs should also make provisions for people with disabilities with nearly half the respondents indicating the need to serve the special-needs population.



SURVEY DATA & ANALYSIS

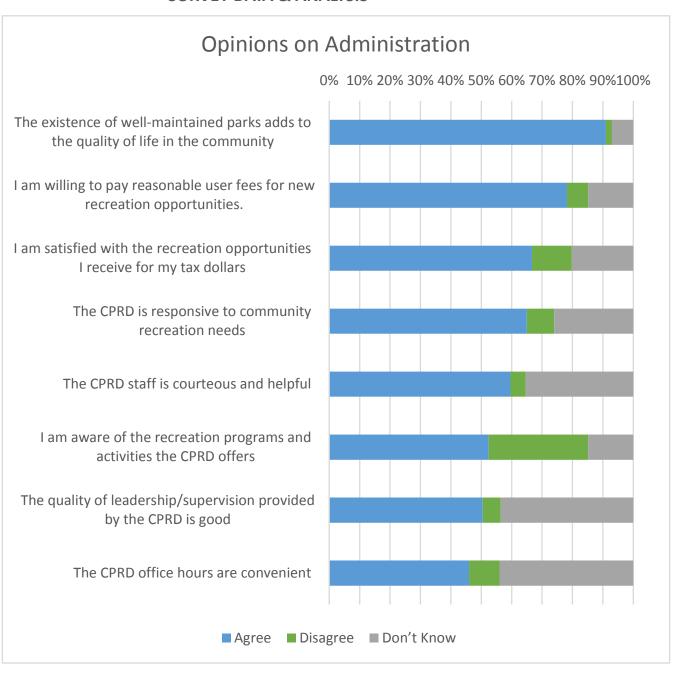
Issues related to administration

Some of the items in the opinions section of the questionnaire were related to way the CPRD performed as a financial and administrative entity. Nearly all the respondents felt that the existence of the parks added to the quality of life in Concord. This finding is further reinforced by the fact that 79% of the respondents were willing to pay a user fee to participate in the activities provided by the CPRD. This is an overwhelming endorsement of the services being provided by CPRD, especially when two-thirds of the respondents report that they are satisfied with the services they receive for the taxes they pay.

The CPRD should continue to maintain the level of service that they are providing, and if needed, they can levy reasonable user fees for the services.

Nearly half of the respondents consider the staff to be courteous and helpful, and 51% feel the quality of leadership provided by the CPRD is good. These proportions are not as strong as they could be. However, it is also the case that the proportion of people disagreeing with these items was small, suggesting that a fair portion of the community does not have sufficient interaction with the staff to develop a judgment about the staff.

The CPRD should strive to maintain the positive public perceptions by continuing its dedication to customer service and quality programming.



SURVEY DATA & ANALYSIS

Areas of Emphasis

One section of the questionnaire was designed to determine the relative importance of the various recreation needs there may be in the community. Forty-six possible needs were listed and respondents were asked whether each was needed for the children, teens, adults and seniors in their family ("yes or "no"). The respondents were also asked to indicate how they thought each item should be paid for. These results can help the CPRD prioritize its future additions in terms of what the community perceives as a need. They can also help the Parks and Recreation Department recognize areas that may be perceived as a need simply because residents are not aware of existing provisions. This information can help the CPRD judge public support for various funding options with respect to each facility and program. The items were listed randomly in the questionnaire but have been divided into facilities and programs for ease of presentation and data analysis.

Areas of emphasis - Facilities

Aquatic facilities ranked high among the respondents with 75% expressing the need for "year-round pool" and 62% suggesting a need for an aquatic center. These needs were also discussed in the focus group meetings. There was also an interest in programs related to swimming and aquatics as described later in the report. It is also useful to note that the respondents indicated that these opportunities should be funded by a combination of fees and taxes with greater emphasis on fees. Given the interest in aquatics:

The CPRD should consider providing a variety of aquatic opportunities to the residents and consider charging reasonable user fees for these opportunities.

There was also significant interest in greenways (paved) and trails with more than two-thirds of the respondents suggesting a need for these. This interest in trails and greenways connects with the active life-style of the residents that was highlighted earlier in the report. The respondents also felt that these opportunities should be funded by tax revenue and not with user fees.

The CPRD should consider adding paved greenways and trails.



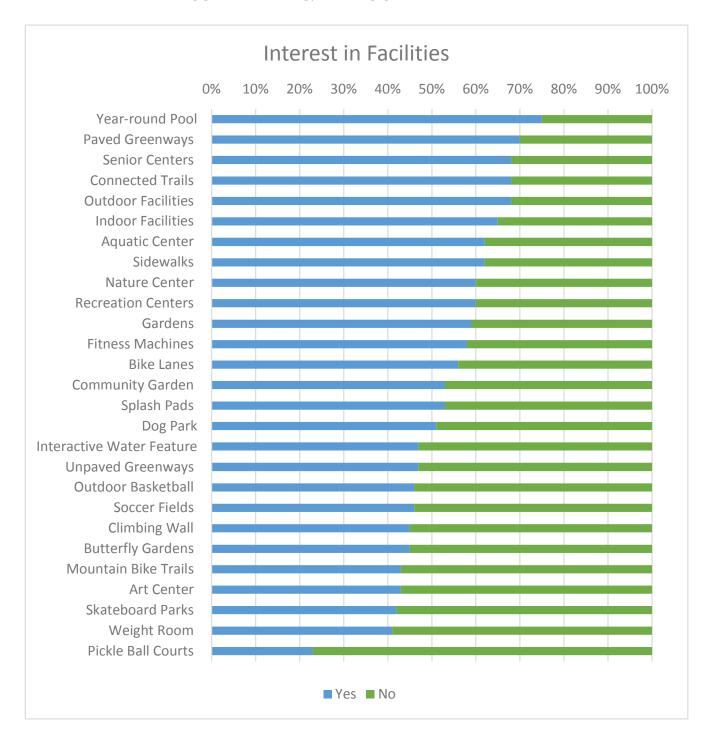
Facilities, both indoor and outdoor, along with senior centers, recreation centers and natures center(s) were also high in the priority list of the residents. This need was also echoed in the focus group meetings and there could be different ways to meet these needs. The respondents also indicated that a combination of tax revenue and user fees should be used to fund these needs.

The CPRD should consider developing one or more centers with indoor and outdoor facilities to serve special groups such as seniors and different special interest groups that need a facility.

The respondents also indicated different special interest groups had need for facilities including soccer fields, climbing walls, skateboard parks, and dog parks to mention a few. Generally, the respondents indicated that such facilities should be funded by user fees when possible.

The CPRD should look into the feasibility of providing special interest facilities supported by user fees.

SURVEY DATA & ANALYSIS



Areas of emphasis - Programming

In addition to facilities, nineteen items related to programming were also included in this section of the questionnaire. Results from these items can help the CPRD recognize some of the interests of the residents as well as which existing programs might benefit from greater publicity efforts.

Consistent with the significant interest in family-based and outdoor activities, more than two-thirds of the respondents showed interest in outdoor concerts and movies. The respondents also indicated that they would be willing to pay for these with user fees. Consistent with earlier findings related to needs for the seniors, nearly two-thirds of the respondents also expressed a need for special programs aimed at seniors. Given this consistency across the entire data-set:

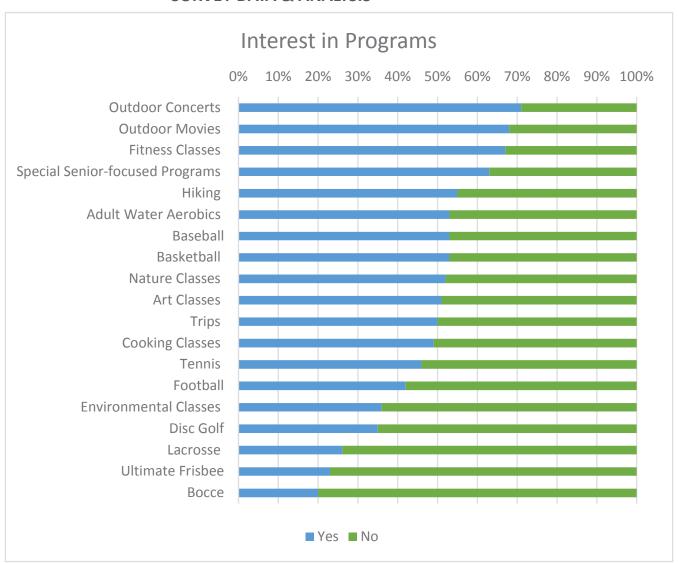
The CPRD should consider offering programs that are appealing to all age groups that can be enjoyed in a communal setting such as outdoor concerts and movies.

Consistent with the significant interest in fitness and general well-being, between two-thirds and half of the respondents expressed a need for fitness classes, hiking and water-aerobics. Similar interests are expressed in response to other segments of the questionnaire and the respondents also indicated that they would be willing to pay user fees for classes and special activities such as aerobics.

The CPRD should consider adding exercise and fitness classes and other fitness-related programs.

Most of the other programs represented different special program interest groups and half or fewer of the respondents expressed need for these programs. In most cases the respondents were willing to pay a user fee for these programs.

SURVEY DATA & ANALYSIS



CONCLUSIONS

The results of the survey were consistent with what the consultant team heard during the community workshops. Outdoor activities with a nature based/environmental focus are in great demand as are special events geared toward families. Greenways and trails, indoor activity space, and an indoor aquatic center are sought after facilities. The survey also highlighted community interest in performing and creative arts, something that was identified as a desired need in the community workshops.





7

RECOMMENDATIONS

GENERAL STRATEGIES

Through inventory and analysis of the City of Concord Parks and Recreation System and review and interpretation of public input, a series of recommendations were developed, divided into six categories; General Strategies, Parks & Facilities, Programs, Policy, Public Relations, and Funding.

GENERAL STRATEGY RECOMMENDATION 1

Promote the Benefits of the City's Parks and Recreation Facilities and Programs



Parks are healthy places. Obesity and sedentary lifestyles are linked to a host of chronic diseases, including diabetes, heart disease, cancer, hypertension, arthritis, stroke, depression, and sleep disorders, which account for more than 20% of total US health care costs. Projections indicate that millions of Americans will be newly diagnosed with a preventable chronic disease over the next 20 years at an estimated cost of \$48 billion to \$66 billion per year. Physical activity is a proven strategy to prevent, manage, and reduce this burden, but only an estimated 50% of the US population gets enough exercise. Access to outdoor space is linked to initiating and maintaining physical activity, especially when that space is well maintained, safe, and accessible and is available for user participation in active programs. (Haskell WL, Blair SN, Hill JO). Key steps to promote health benefits or parks may include:

- Work with health care providers to provide recreation facilities that benefit the population.
- Work with the schools to provide access to open space and facilities for active programming.
- Promote the benefits of physical activity on the website, highlighting City provided recreation options that people can take advantage of.



Parks are good for the environment. Park land acquisition is one of the most effective methods of preserving natural habitat. With the rise in population and development in North Carolina it is important that land is preserved to conserve the diverse habitats and environmental features that make North Carolina such a desirable place to live. Water resources should be a priority because all healthy ecosystems are dependent on clean water for viability. A variety of threatened and endangered species could be present within the parks. Parks are where these species can be protected and provided with much needed natural habitat.

 Acquire and preserve unique and environmentally sensitive lands for open space preservation.



GENERAL STRATEGIES



Parks are good for the economy. Parks have been a proven vehicle to boost economic development. The Parks and Recreation Departments should continue to Partner with the Economic Development and Planning and Neighborhood Development Departments to cross promote the City's Park System to create and encourage growth and tourism opportunities.

GENERAL STRATEGY RECOMMENDATION 2 Consider Ordinance Updates & Development of Regulations Which Promote the Success of Parks and Recreation within the City



The City of Concord has in place an excellent policy within its land development ordinances which will help the city meet the challenge of providing the recreational needs of its population as it continues to grow. The current policy requires subdivided land provide for future residents by contributing to the parks, recreation, greenways, open space, and cultural resource needs of this community. The Concord Development Ordinance (CDO) outlines land dedication, or fee in lieu, when a residential development is submitted for approval. The policy is written to add recreation acreage to the parks system in order to meet the needs of the population caused by new development of residential communities.



The policy should remain in place as it exists today. However, some additions to the policy should be considered moving forward to address the greenway dedications which will be needed in the future to complete the expansive greenway system. Trails and greenways are the highest priority for Concord residents. Therefore, strengthened language added to the park dedication ordinance should be added to detail how this greenway land may be dedicated in the future. The policy should address both residential and commercial land uses where future greenways are proposed. As a by-product, this policy would also help to strengthen the City's transportation needs. The City should therefore continue to work with state, regional, and local agencies in order to identify corridors and connections that are a part of the City's improvements, but also a part of the overall City-wide transportation plan and vision.

RECOMMENDATIONS

GENERAL STRATEGIES



Greenway connections between key destinations like residential communities, business parks, commercial centers, and public facilities are essential to meeting these transportation needs. These destinations and locations were highlighted by residents in the needs assessment as key locations for pedestrian and bicycle connectivity. The town should evaluate commercial site design requirements to include comprehensive trail connections and support facilities.

Additionally, the CDO should be updated to reference this new Parks and Recreation Master Plan for all future dedications of park land and greenways. Generally, the smaller land dedications which an individual development may attempt to dedicate for use as park space may not be the most suitable resource, sue to size, location or quality. The Parks and Recreation Master Plan should continue to be used as a resource for determining where new parks are needed and for leveraging larger future developments and or areas plans in locating quality parks in places they are needed.

GENERAL STRATEGIES



GENERAL STRATEGY RECOMMENDATION 3

Adopt System Wide Accessibility Standards for Facilities

 Perform park specific accessibility audits & inventories. Doing so would help flush out current accessibility issues at facilities and help plan future renovations. The goal of providing accessible recreation should focus on building facilities and/or adapting existing facilities to meet the unique needs of users with physical and developmental disabilities. It may not be feasible to make all activities completely accessible due to the nature of the activity, but standards should be met in areas that are reasonably applicable.



• Adopt a system-wide standard based on Universal Design Principles.

Doing so could help guide design to better accommodate all user types. These principles are as follows:

- 1. Equitable Use: The design is useful and marketable to people with diverse abilities.
- **2.** Flexibility in use: The design accommodates a wide range of individual preferences and abilities.
- **3.** Simple and intuitive use: Use of the design is easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level.
- **4.** Perceptible information: The design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory ability.
- **5.** Tolerance for error: The design minimizes hazards and the adverse consequences of accidental or unintended actions.
- **6.** Low physical effort: The design can be efficiently and comfortably traversed with minimum fatigue.
- **7.** Size and space for approach and use: Appropriate size and space provided for approach, reach, manipulation and use regardless of user's body size, posture, or mobility.

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



RECOMMENDATIONS

PARKS & FACILITIES

PARKS & FACILITIES RECOMMENDATION 1: Continued Upgrades and Maintenance of Existing Facilities

Concord has built a core system of parks and open spaces containing 7 parks, 3 recreation centers, 7 special purpose facilities, and 8.1 miles of greenways and trails. Through this system, along with other partnering facilities within County parks and schools, the City has delivered most of its programs and services. Keeping these existing facilities maintained and updated to meet the current and future demands will be key to maintaining a high satisfaction level.

One of the first steps in providing this ongoing update for existing resources is to produce master plans for each park or site. Below is a list of points that should be addressed when creating master plans. This criterion has been referenced from the PARTF grant application. As plans are developed, it is important to consult the most up to date application and work with the local Recreation Resource Services agent.

- Site analysis- Describe and evaluate the site's natural, historic, and manmade features. These include items such as topography, soils, vegetation, hydrology, significant natural communities, wetlands, existing structures, and public access.
- Recreational needs- Identify the recreational opportunities that the
 public prefers using meetings or surveys. Describe how the recreational
 opportunities being proposed by the master plan relate to existing
 recreational facilities and services in the jurisdiction.
- Program description- Identify the main purposes of the park including a
 description of how the local government will design the park to be used
 by the public.
- Physical needs- Identify the physical needs of the park's site. Include any land the local government will acquire and any capital improvements (buildings, recreation facilities, roads, utilities). All land and capital improvements proposed in the PARTF application must be included in the master plan.



- Project costs for property acquisition and capital improvements, divided into phases if necessary. The cost information can be provided in a separate document that is submitted with the master plan.
- Site plans and illustrations depicting the boundaries of land to be acquired and the location of facilities.
- Public Involvement- Describe how the local government involved a broad range of the citizens in its jurisdiction as the master plan was being developed. Examples include public meetings or advisory committee meetings. This description can also be provided in a separate document that is submitted with the master plan.
- Meet outstanding needs and renovations for existing parks. Below is a bulleted list of needs itemized by park that could be a starting point for programing individual park master plans. These needs and updates were identified during the analysis of each park.



Academy Recreation Center

- 1. Upgrade HVAC system to incorporate air conditioning in the gym
- 2. Renovate restroom and locker room facilities
- 3. Upgrade gym and fitness equipment
- **4.** Expand Administration wing of building to add more offices
- **5.** Relocate existing work spaces behind the gym to the proposed addition and reuse that space for indoor activity rooms
- **6.** General exterior enhancements: landscape, bike parking



Hartsell Recreation Center

- 1. Upgrade HVAC system to incorporate air conditioning in the gym
- 2. Install artificial turf at multi-use field along Swink St.
- 3. Renovate field behind the building into baseball/softball training and practice facility
- **4.** General exterior enhancements: landscape, tree trimming, streetscape, asphalt resurfacing, bike parking
- **5.** Replace exterior lighting with energy efficient fixtures

RECOMMENDATIONS



PARKS & FACILITIES

Logan Multi-Purpose Center

- 1. Upgrade HVAC system to incorporate air conditioning in the gym
- 2. Upgrade weight and fitness equipment



Propst House Community Center

- 1. Full interior renovation to accommodate cultural art programming
- **2.** Exterior renovations to include:
 - Parking expansion and ADA accommodation
 - Provide energy efficient lighting
- 3. Provide nature based, passive use, outdoor facilities- outdoor classrooms, shelters, trails, etc.



John F. McInnis Aquatic Center

- 1. Upgrade bathhouse and locker room facilities
- 2. Consider providing a splash pad at the current fenced in seating area (see Facility Recommendation 4: Develop New Special Purpose Facilities)
- 3. Relocate seating area along the back side of the bath house
- **4.** Provide provisions to install a bubble for winter use to maximize programming in fall, winter, and spring (swim lessons, competitive swimming, rentals, etc.)
- 5. General exterior enhancements: landscape, bike parking, seating



Hartsell Field Complex

- 1. Upgrade backstops- replace netting with backstop fencing
- 2. Provide provisions for ADA accessibility
- 3. Convert unused field into infield practice facility (see Hartsell Rec Center)
- **4.** Provide bleachers at southern most field along 1st base line and provide shade structures at all uncovered bleachers
- 5. Upgrade wood light poles
- **6.** General press box and restroom upgrades
- **7.** Convert gravel surfaces to concrete and extend sidewalks as necessary
- 8. General exterior enhancements: landscape, tree trimming
- **9.** Repaint outfield foul-line markers



McAllister Field

- 1. Upgrade backstops- replace netting with backstop fencing
- 2. Provide provisions for ADA accessibility
- **3.** General press box and restroom upgrades
- 4. Convert gravel surfaces to concrete
- 5. General exterior enhancements: landscape, bike parking



Webb Field

- 1. Upgrade backstops- replace netting with backstop fencing
- 2. Provide provisions for ADA accessibility
- 3. Upgrade wood light poles
- **4.** General press box and restroom upgrades
- 5. Convert gravel and bare dirt surfaces to concrete
- **6.** General exterior enhancements: landscape, bike parking
- **7.** Celebrate the rich history of Webb Field through signage, historically relevant architecture, etc.



Gibson Field

- 1. Upgrade backstops- replace netting with backstop fencing
- 2. Provide provisions for ADA accessibility
- 3. Upgrade wood light poles
- **4.** General press box and restroom upgrades
- **5.** Convert bare dirt surfaces to concrete or gravel/crushed fines
- **6.** General exterior enhancements: landscape, bike parking



Lake Fisher

- 1. Install individual boat slips for easier access and preservation of shoreline
- **2.** Expand watercraft offering to canoes and kayaks
- 3. Provide provisions for ADA accessibility to water's edge
- 4. General upgrades to rental office



Weddington Road Bark Park

- 1. Consider K9 Grass (artificial turf) surfacing
- 2. Consider more permanent dog wash station setup
- 3. Consider dog water play/splash pad as expansion opportunity
- **4.** Need more shaded spaces (trees, shade structures, shelters, etc.)

RECOMMENDATIONS



PARKS & FACILITIES

Beverly Hills Park

- 1. Replace safety surface to poured in place rubber and eliminate curb to allow for accessible play equipment
- 2. Replace damaged sidewalk along slope with an elevated boardwalk to eliminate conflicts with existing trees and provide ADA accessibility (handrails)
- 3. Add section of sidewalk to provide ADA access to tennis court
- **4.** General restroom upgrades
- **5.** Upgrade wood light poles and replace lighting with energy efficient fixtures
- 6. General landscape improvements and replacement of foot bridge
- 7. Provide sidewalk connection to future McEachern Greenway Extension



Hartsell Park

- 1. Re-purpose concrete skating rink- add basketball goals or pickleball court
- 2. Replace safety surface to poured in place rubber and eliminate curb to allow for accessible play equipment
- 3. Provide provisions for ADA accessibility to swings, drinking fountain
- **4.** General restroom upgrades
- 5. Replace exterior lighting with energy efficient fixtures
- **6.** Repaint stair handrail



J. W. "Mickey" McGee Park

- 1. Expand parking (where possible) and stripe existing parking for better efficiency
- **2.** General restroom upgrades
- **3.** Expand ADA accessibility to remainder of play equipment through additional poured in place rubber safety surface



James L. Dorton Park

- 1. Replace safety surface to poured in place rubber and eliminate curb to allow for accessible play equipment
- **2.** General exterior enhancements: tree trimming, stump removal, bike parking
- 3. Consider converting walking trail to asphalt for greater, multi-use and accessibility
- **4.** General restroom upgrades





Marvin Caldwell Park

- 1. Replace safety surface to poured in place rubber and eliminate curb to allow for accessible play equipment
- 2. Provide shade structures at all uncovered bleachers
- **3.** Upgrade wood light poles and replace lighting with energy efficient fixtures
- 4. Re-purpose empty space into sand volleyball court
- **5.** General Community Building and restroom upgrades
- **6.** Re-purpose skating rink to splash pad (see Facility Recommendation 4: Develop New Special Purpose Facilities)
- 7. Softball infields need general maintenance



Les Myers Park

- 1. Finish environmental study to determine full extent of contamination (landfill)
- 2. Provide shade structures at all uncovered bleachers
- 3. Provide landscape buffer between parking and western court seating
- **4.** Replace safety surface to poured in place rubber and eliminate curb to allow for accessible play equipment
- **5.** General restroom upgrades
- **6.** Resurface / repaint game courts (shuffleboard, 4 square, hopscotch)
- **7.** General exterior enhancements: landscape, tree trimming, asphalt resurfacing, bike parking
- **8.** Upgrade wood light poles at baseball/softball field (see Facilities Recommendation 5: Maximize Resources to Create Centralized Athletic Complex)
- **9.** Consider dog park in expansion/open space area at rear of park

RECOMMENDATIONS



PARKS & FACILITIES

W.W. Flowe Park

- 1. Increase active recreation space with expansion of new ball fields / multi use fields (to accommodate soccer, football, lacrosse, rugby) in open space area north of existing fields.
- 2. Work with the County to evaluate the best athletic field options for the undeveloped acreage (+/-50 AC) across Central Heights Drive.
- 3. Upgrade backstops- replace netting with backstop fencing
- **4.** Provide provisions for ADA accessibility to playground, shelters, ball field seating
- **5.** General press box and restroom upgrades
- **6.** Convert bare dirt surfaces at field nucleus to concrete or gravel/crushed fines
- 7. Convert crushed fines walking trail to asphalt
- **8.** Provide a bigger shelter for large group gatherings
- **9.** Provide shade at playground (trees, shade structure)



Harold B. McEachern Greenway

- 1. Consider incorporating public art along the greenway-sculpture along trail and/or mural in pedestrian tunnel
- 2. Consider installing additional rest stops
- 3. Continue with proposed plans to extend Greenway



The Village Greenway

- 1. Consider installing a few rest stops
- **2.** Consider installation of environmental education displays to enhance the greenway experience



Downtown Greenway Loop

- 1. Consider installing a few rest stops
- 2. Consider installation of environmental education displays to enhance the greenway experience



Hector H. Henry II Greenway (Moss Creek Phase)

- 1. Consider incorporating public art along the greenway
- 2. Consider installing additional rest stops
- **3.** Continue with proposed plans to extend Greenway





Hector H. Henry II Greenway (Weddington Road Phase)

- 1. Consider incorporating public art along the greenway
- 2. Consider installing additional rest stops
- **3.** Consider installation of environmental education displays to enhance the greenway experience
- **4.** Continue with proposed plans to extend Greenway

PARKS & FACILITIES RECOMMENDATION 2: Strengthen School Partnerships & "School Park" Facilities

County schools have been able to provide some recreation opportunities for City residents, local communities and neighborhoods. The State established the Community Schools Act in 1977 giving a way for local communities to have more access to the facilities built at schools for a variety of activities, including both programmed and non-programmed recreation. In certain schools within the City, such as Cox Mill Elementary School for example, the local neighborhood school is more convenient than a City park for access to recreation fields, open space or a playground. However, gaining access to these facilities for both the outdoor and indoor recreation facilities can be a challenge. Schools have very busy schedules during the school year and keeping up with the scheduling needs of the school can be a challenge for anyone desiring access to facilities during non-use hours.

Maximizing these facilities could be a way to help ease recreation demands at peak times for key events and programs, especially athletic events and programs. Per the North Carolina Division of Public Health in 2014, the primary barrier preventing more shared use of school property is concern about liability. North Carolina currently provides clear statutory liability protection to schools that enter into agreements with community groups to use school facilities for recreation. On the other hand, protection for schools that allow community residents to use their facilities for unorganized recreational activities is not explicitly addressed by statute.

Cabarrus County, embraces the Community Schools concept entirely and utilizes a foundation for joint planning to look at each school park opportunity. What they have found is that through joint administration and joint financing of recreation facilities that will serve both the schools and the community, 45 quality playgrounds and parks have been built at existing schools.

RECOMMENDATIONS

PARKS & FACILITIES

A school campus with a park, typically has more facilities for its students and the community to use than what the school system alone can afford. The community, the school system, and the Parks Department all benefit from the school park concept. Leveraging the County's excellent relationship with the local schools will be an advantage as the City assists citizens with understanding access as well as setting up more shared use facilities for existing and new schools. Strategies for increasing access to schools include:

- Identification of existing, key schools where local neighborhood and communities could benefit from access as well as gaining additional access for departmental programs.
- Working with County parks and recreation to assist with working out agreements for access under the County's community schools program.
- Work with the County to determine if any unused school property could be re-purposed for parks or other facilities which can serve the needs of the local community. Properties could be land banked for future development if expansion financing or capital was immediately unavailable.
- Participate in the planning of any new or expanding schools to help plan
 the appropriate facilities which could be shared in the future. Per the
 County, +/- 10 new schools will be built during this next cycle of school
 building and some will be built to be a community school. Having a seat
 at the planning table to acquire just a bit more property for a community
 school will pay off.



RECOMMENDATIONS



PARKS & FACILITIES

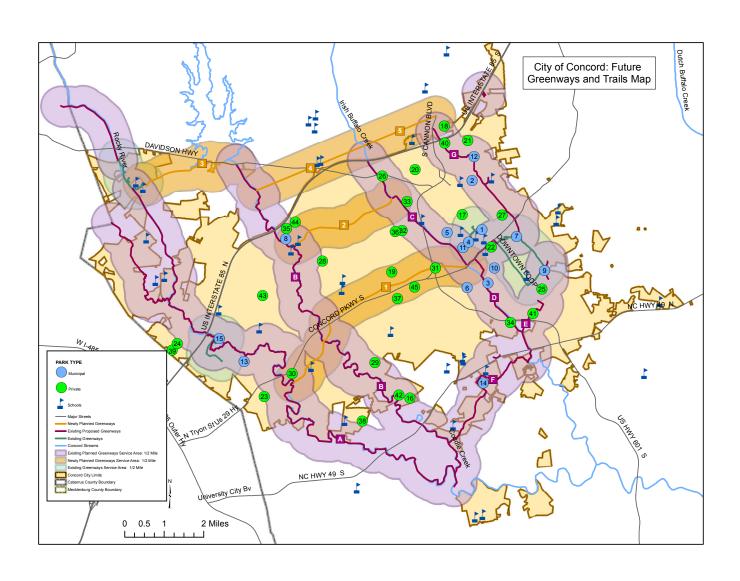
FACILITIES RECOMMENDATION 3: Expansion of the City Greenway System



The existing greenways and trails within the City receive heavy use and are an important asset within the parks system. During the master plan process, it became evident that the public desired to have new trails throughout the City. Development of a City-wide greenways system will provide new connections and resources for pedestrians, bicyclists, and others. Several miles of planned trails have already been identified through the Carolina Thread Trail master plan as well as planned by the City of Concord Parks and Recreation staff. Most of these trails follow drainage patterns and parallel existing streams and creeks which run primarily north to south. New corridors are identified within this plan which attempt to bring more connections east and west to create a trail network linking additional communities, urban areas, parks and other destinations.



There was significant interest in greenways and trails within the public input gathered with more than two-thirds of the respondents suggesting a need for these. Focusing on the development of new trails and walking opportunities both within existing parks and within the City-wide system will help satisfy this unmet need. All seven existing parks have some walking opportunities, with Hartsell, Dorton, Les Myers, and Flowe Parks having the greatest ability to expand walking facilities. These new trails can be a combination of hard and natural surface trails to provide a variety of walking surfaces and trail environments.



RECOMMENDATIONS

PARKS & FACILITIES

The County-wide trails system identified in the Carolina Thread Trail Master Plan will also satisfy needed trails as well as connect communities with new alternative transportation links. The system, once complete, will bring +/-74 miles of new trail corridors to serve both recreation and transportation needs. It is important to keep in mind however, that planning and building such an ambitious network will take time and a concentrated effort. Therefore, it is recommended that some key strategies be considered to help advance the project.

- Create a City of Concord greenway and trails commission to provide input on greenway and trails planning. Group should be made up of volunteers from both the public and private sectors with a passion for making the trails system a success.
- Work to establish greenway corridor priorities which will link key
 elements within the overall parks system as well as serve a broad
 population. This first segment is key in gaining support for future phases.
- Set a goal for completing +/-15 miles of new greenway trails in the next +/- 15 years. Breaking the larger goal into smaller segments which can be accomplished will help to gain momentum.
- Consider hiring a dedicated greenway trails planning coordinator. This new staff person would take on the responsibility of identifying and securing the easements required for building the trails as well as assisting with the design, permitting and construction aspects of the new trails.
- Identify key partnerships with land owners, public and private, who are also interested in seeing the expanded City-wide system in place.

PARKS & FACILITIES RECOMMENDATION 4: Look for New Park Expansion Opportunities in Under-Served Areas

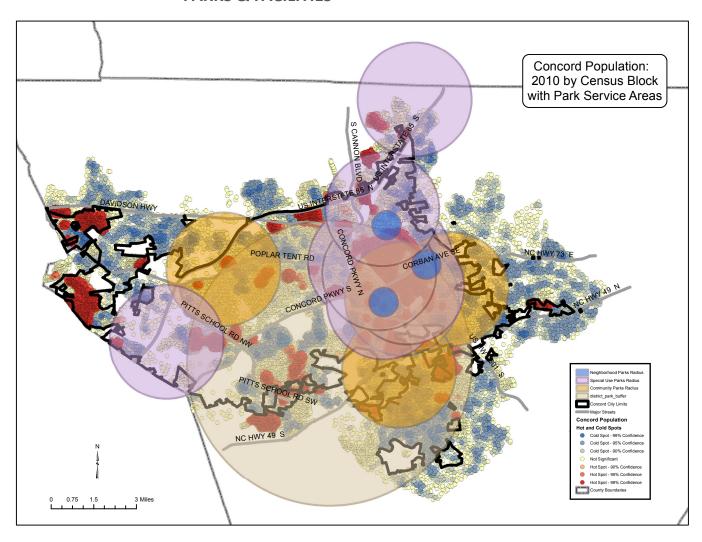
Expand the City park system by acquiring and planning for new parks in areas lacking access to convenient parks. The City's existing parks are mostly located near the historic center of Concord and were built several decades ago, prior to the city's expansion over the last 20 years.

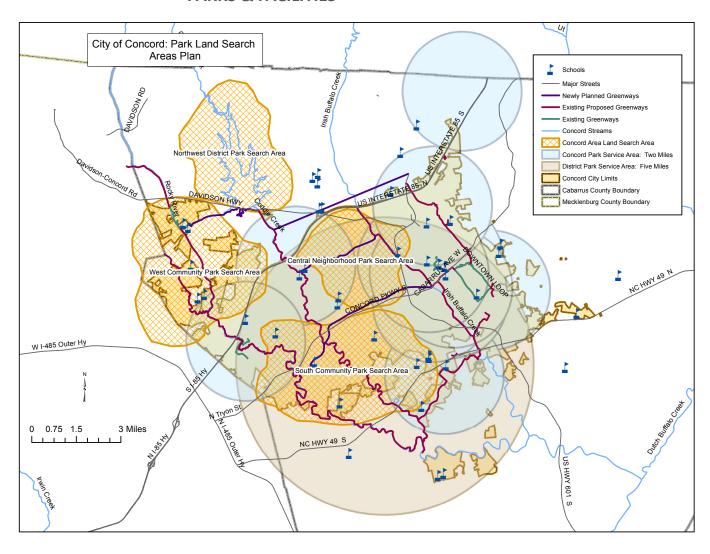
Currently, over 300 acres of new parkland are recommended for acquisition/ development. Four distinct areas are identified as key areas to search for land to serve as dedicated parks in the future. Two (2) new community parks, one (1) new neighborhood park and a one (1) new district park have been identified based on a variety of factors including the current level of service relative to total acres per capita, level of service for specific facilities and geographic location. These new facilities would serve residents in much the same way that the existing parks within the City do, in providing a variety of facilities, activities and services for surrounding communities and the entire City.

The master plan map on the following page highlights these search areas and the park types anticipated within each area.

RECOMMENDATIONS

PARKS & FACILITIES



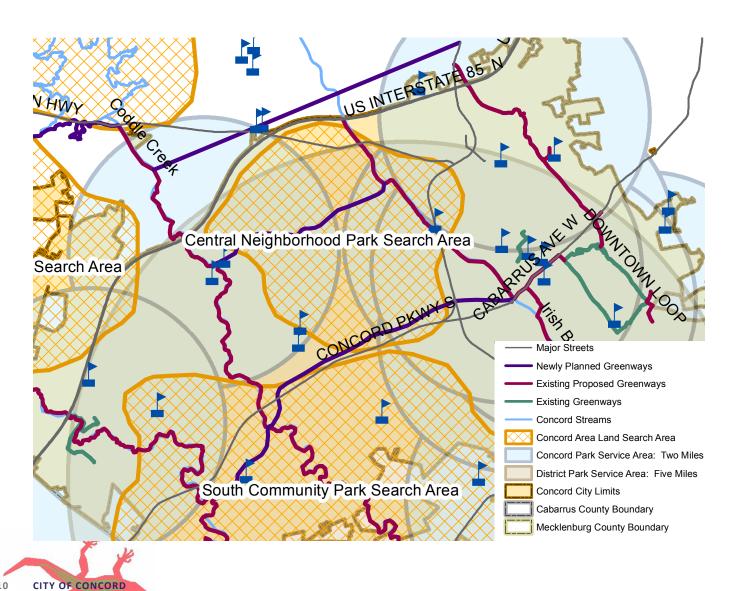


RECOMMENDATIONS

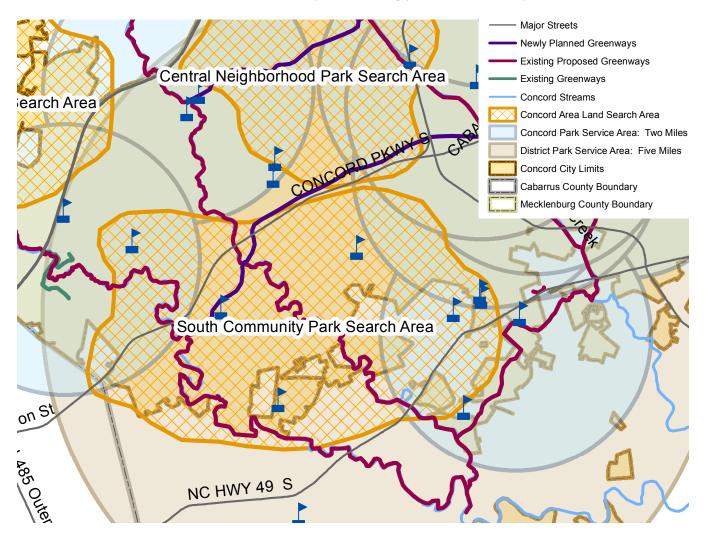
PARKS & FACILITIES

The four park areas are as follows:

1. New Central Neighborhood Park- During the analysis phase of the project, it was determined that portions of the City were underserved with conveniently located parks. A large service gap exists from central Concord (west of the city center) to the furthest points west. This also represents the direction which the City is growing with new residences and commercial developments. Providing a new park in this area would help provide for the existing residents needs as well as planned expansion. Facilities within this area park might include a playground, ball fields and/ or a multi-purpose field (soccer), basketball or tennis court, picnic shelters, and/or walking trails.



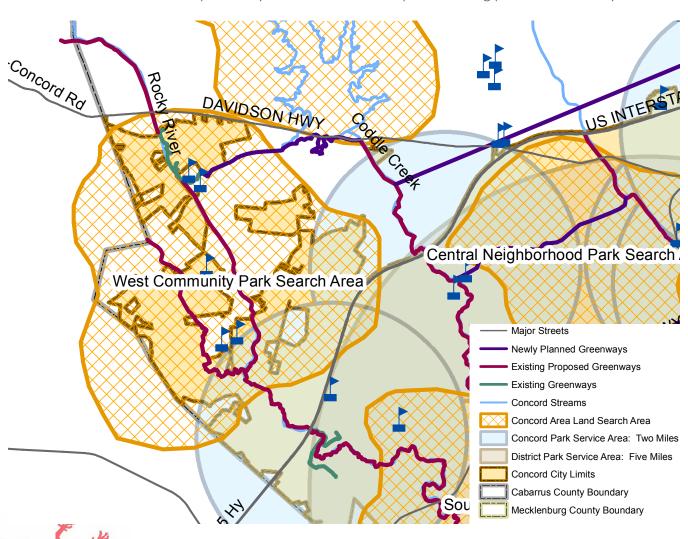
2. New South Community Park — It was also determined that south-central Concord is underserved with existing park opportunities. Existing homes as well as potential future growth in this area will further increase the need for park land and recreation facilities in this area. Currently, many of the residents will travel outside of this area to seek recreation opportunities which are more conveniently located within the City and County. To continue to provide services for this portion of the City, it is recommended that a new community park (30-50 acres) in this area be added to the system in the future. The program for a community park may include active and passive recreation opportunities that may include fields, courts, trails, playgrounds, and open space. Community parks may also include a municipal swimming pool or community center.



RECOMMENDATIONS

PARKS & FACILITIES

3. New West Community Park — Concord's rapid growth towards Charlotte, which has increased the footprint of the City's boundary, is most likely to continue. It has been evident in the many meetings and community outreach that this western territory is under-served with park land and resources supporting recreation. As additional land is annexed and more residential development continues, opportunities for park land acquisition will be a priority. To continue to provide services for this portion of the City, it is recommended that a new community park (30-50 acres) in this area be added to the system in the future. The program for a community park may include active and passive recreation opportunities that may include fields, courts, trails, playgrounds, and open space. Community parks may also include a municipal swimming pool or community center.



CITY OF CONCORD

4. New District Park – District Parks have typically been delivered by Cabarrus County. In reviewing the County's Comprehensive Plan for Active Living and Parks Department, it was clear that additional district parks should be planned and developed. The western district park identified to be placed near Concord's northern boundary will be a future park resource that would serve many residents of Concord, Kannapolis and Cabarrus County and perhaps beyond. The Don T. Howell Lake, a 1,300-acre reservoir impoundment that provides water to Concord and Kannapolis, is an excellent location for a district park resource. It has been discussed within the County's plan that such a park could be a partnership with Concord, Kannapolis and the County. The program for this park, as with the other planned parks, should carefully consider the overall unmet needs within the City. Possible program elements for this district park may include large areas for passive recreation use such as nature trails, picnicking, boating, fishing, camping, interpretive center, and large open spaces. Facilities for active games (i.e. softball, basketball, tennis) may also be provided. Typical district parks range in size from 76 – 200 acres. During the input sessions and community engagement, there was a strong desire to add unique outdoor facilities (nature based and outdoor fitness focus) to the parks system which would accommodate adventure activities such as climbing, mountain biking, and trails, for example. The typical service radius for a district park is 5 miles. These types of facilities would fit well into a district park serving the broader community and could become a larger destination for the surrounding region.

RECOMMENDATIONS

PARKS & FACILITIES

PARKS & FACILITIES RECOMMENDATION 5: Develop New Special Purpose Facilities



Swimming / Aquatics Facility- Swimming and related activities were ranked as top priorities per public input gathered. Within the public input questionnaire, year-round pool was the number one preferred facility and an aquatic facility was number four. Outdoor swimming facilities, both public and private, are only operational during the warm months of the year. Through the development of an indoor aquatics facility, programs, activities, and selfguided participation could be run throughout the year and offer an excellent resource for Concord and the region.

Existing indoor facilities do exist at private facilities such as the West Cabarrus YMCA, Sports Center Fitness and Athletic Club, Great Wolf Lodge, (a destination resort hotel), as well as a few other smaller hotels. The closest public indoor pool facilities are located in Mecklenburg County (Mecklenburg County Aquatic Center, Marion Diehl) and Huntersville (HFFA). The indoor aquatics facility should be placed on the west side of town, considering the location of the existing John F. McInnis Aquatic Center.

The Aquatics facility should consist of a 50m indoor swimming pool with approximately 24,800 sf. This would be the main pool and suitable for competition swimming as well as handle general lap swimming. Other factors for the programming of the pool should consider the overall type of pool, or combination of types for a variety of participation.

- Pool for children and families maximum depth of water should not exceed +/-36" and contain a variety of features such as zero entry, splash area, play apparatus, and possible lazy river components. Deck space around this pool should be sized for parents and groups watching. This facility would be separated from other pools for safety considerations and from older swimmers.
- General swimming pool for older children and adults any size or shape, usually rectangular. Minimum of 500 sf. Depth varies between 3-5 feet. Pool activities such as volleyball, swim aerobics or swim therapy should be considered when planning the pool.



 Seasonal outdoor pool – Often, outdoor pools are paired with indoor facilities to help maximize the swimming needs of the community. Many pool attendees prefer to be outdoors when the weather is favorable.
 Several models of this type of facility can be observed at the local YMCAs.



Downtown Civic Park - City residents desire a place to have special events such as outdoor concerts and outdoor movies. Performing arts events as well as travel and tourism were also recreation activities of interest to residents. Also, over 60% of survey respondents desire more activities where the whole family can participate. City staff provided the plans for the new urban park on Spring St., along with a connecting greenway and lake area. This plan, adopted by the City Council, is a vision for enhanced public urbans spaces suitable for a variety of activities. These types of civic improvements to the downtown will help create spaces in the urban core where citizens can gather for special events as well as enjoy passive use space. These spaces are fundamentally important for strengthening the downtown "Main Street" environment by providing a venue for the many festivals and events throughout the year. As a national trend, more and more people are desiring to live close to walkable areas where they can live, work, eat and play all close to home. Downtown Concord is the perfect place to make this type of investment as more individuals look to live close to urban areas as well as travel to these areas in search of entertainment and travel activities. The Park and Recreation Department should play an active role in planning these spaces as well as their future programming.



Splash Pad - Another trend for the City to explore relative to access to water is a community splash pad. This facility could be built to provide a water related activity to address some of the access to water needs expressed during the public input phase. A good place to locate this would at the existing John F. McInnis Aquatic Center or Caldwell Park. Typically, a community splash pad would include a concrete pad with in-ground spray nozzles and interactive water play features for children and families.



Dog Park — The existing dog park has been a huge success. Additional parks for dogs should be considered. A need was expressed for a new dog park somewhere close to downtown Concord. The existing Bark Park is an excellent example of a large area for large and small dogs with shade and stabilized surfacing suitable for dog use. Locating the facility at an existing park may be a possibility and help put underutilized resources back in service. However, work closely with the community with this re-purposing.

RECOMMENDATIONS

PARKS & FACILITIES

Indoor Recreation Center – The existing indoor recreation centers have been the workhorse for the City's system for many years. These facilities provide gymnasium space, fitness areas, weight rooms, community space, classrooms, and support facilities. A need for additional indoor recreation was identified throughout the process. This new facility could be planned to serve the needs for the entire community by including flexible programming space. The basic program may include the following spaces:

- Studio / Fitness Rooms (2 @ 150 SF)
- Fitness / dance / aerobics (30 x 45')
- Crafts rooms (30 x 45')
- Meeting rooms (100 people at 10 sf per person)
- Television / central space with game room, pool, media area, etc.
- Vending / snack
- 4 6 administrative offices
- Restrooms / Lockers
- Maintenance / service (janitor's closets, mechanical room, electrical room)

Total space needed = \pm 10,000 SF

PARKS & FACILITIES RECOMMENDATION 6: Maximize Resources to Create Centralized Athletic Complex







Expand W.W. Flowe Park to become an Athletic Complex – Throughout the master plan process it became very evident that the current resources in place for athletics were being fully maximized. For example, it was discovered that the City's programs for recreational soccer is limited to very specific hours on fields that do not have lighting. Adult recreation leagues have also formed within the City with great interest and have very limited places to play. Also, pick up soccer games on certain fields in the city have worn out the surfacing. New fields sports are gaining in popularity, such as lacrosse, and will also have multi-sport field needs. Also, in looking at the youth baseball and softball, the existing facilities within the city are spread out and require maintenance personnel to spend extra time traveling between facilities. Finally, the users' experience from both parent and player is enhanced when the facilities can be consolidated and include warm up areas, batting cages, concessions, etc. at a single complex.

W.W. Flowe park offers an excellent area to expand to the north of the existing park's facilities with additional baseball / softball fields. The +/-50 acers to the south would be able to serve multisport needs as well as offer other sports such as tennis, basketball and volleyball. Careful site due diligence should be applied to this site and evaluated for its suitability for sports field development. Other considerations for this expanded complex include sports field lighting, adequate parking, restroom and concessions as well as a playground. Having a complex in this location works very well coupled with Frank Liske Park in creating a region rich in facilities suitable for hosting large tournaments in a small destination city.

RECOMMENDATIONS

PROGRAMS

These program recommendations are the by-product of analysis, public input and development of the parks and facilities recommendations. Programs are the heart and soul of the system and they support and enhance facilities, both new and existing. It is the positive experiences had through programs that influence and improve the quality of life for participants. Value is added to programs when they are successfully delivered, convenient, and appropriately designed and marketed. Program offerings are initiated as a result of identified community needs or demands and their success is dependent on the availability of City resources: physical (facilities), human (staff, volunteers, participants), financial (revenue sources), technological and natural.

Since programming is based on the needs of the population to which they serve, their demand is time-specific in nature. Therefore the majority of the program recommendations are considered to be high priority and should be provided as soon as necessary resources become available.

PROGRAM RECOMMENDATION 1 Enhance & Expand Existing Programs

Enhance and expand existing program offerings to broaden recreation opportunities to a deeper pool of Concord residents. It is understood that staffing resources or availability of space may hinder some of the program growth efforts, but it is essential that the staff commit to a concerted effort towards expanding these program areas in the coming years as new facilities and resources become available. In most instances, the expansion of programs rely on the development of new or expanded facilities as outlined in the Parks and Facilities Recommendations. Existing programs that should be enhanced or expanded include:

- Special Events
- Outdoor and Indoor Fitness
- Nature Based Activities
- Family Programs
- Environmental Programs
- Performing Arts
- Aquatics
- Travel & Tourism





PROGRAMS

Aquatics

In the instance of Aquatics, the expansion of those programs are contingent upon the installation of a pool dome at John F. McInnis Aquatic Center to expand its availability beyond summer months (recommendation #1) and the development of an indoor aquatic facility (recommendation #5). Both scenarios allow for expansion of aquatic programming (swim lessons, water aerobics, lap swim, special events, etc.) beyond the summer months and provides more space to accommodate projected growth in participation levels as population continues to increase.



Outdoor Programming

The same is true for outdoor programs, both athletics and general recreation. With facility expansion at existing parks or the development of new parks, these new facilities offer the space needed to grow existing outdoor programs. Programs that should be expanded with the onset of additional outdoor facility space include:



- Youth recreation leagues (baseball, softball, soccer)
- Additional water based offerings at Lake Fisher (more boats, canoe and kayak rentals)

Also, with expanded ball fields at W.W. Flowe, tournament facilities become available for both recreation leagues as well as private groups (for rent).



Indoor Programming

Indoor activities are currently limited by the amount of space available.

Again, with the expansion of indoor space, more programs could be offered.

Recreation programs that should be expanded with the onset of additional indoor facility space include:



- Pickleball
- Indoor fitness
- Arts and crafts classes (with dedicated spaces designed for those activities)
- Arts and Performing arts classes (with dedicated spaces designed for those activities, i.e. pottery and painting studios, acoustic spaces for performing arts classes. etc.)







RECOMMENDATIONS



PROGRAMS

Environmental Programming

With the substantial popularity of the greenways, the Department should provide expanded environmental activities that are centered around the greenways, offering the community opportunities to participate in more indepth nature based programming. A director of environmental education programs should be hired and housed in an environmental education center. There is also the opportunity to expand the travel offerings to connect with more nature-based activities like hiking, viewing fall foliage, canoeing, etc..



Family and Multi-Generational Programming

The Department should make sure there are sufficient opportunities for programs and special events that would attract the whole family. The survey indicated that family-oriented activities, as well as other programming that can address specific recreation needs of all the different age groups was desired. While there are several seasonal special events, more recurring events not associated with a holiday should take place throughout the year. Taking advantage of the newly planned civic park space in downtown will help to provide a home for more gathering spaces for regularly scheduled events during the spring, summer and fall months.



And lastly, the Department needs to provide opportunities for mainstreaming individuals with special needs into existing programs. These individuals are often overlooked and allocating provisions for them to participate in existing programs provides a place to engage and participate in activities that meet their needs.

PROGRAMS

PROGRAM RECOMMENDATION 2 Develop New Programs

Develop new programming. In order to better serve the needs of a growing population the development of new programming is necessary. After examining current trends and the results of the public opinion survey, suggested new programs are listed below. Again, in most instances, the creation of new programs rely on the development of new or expanded facilities. Thought must also be given to the location of these new programs, as they, along with existing programs, should be distributed across different facilities throughout the City to appeal to a wider range of participants.



For Adults

- Tennis leagues
- Soccer leagues
- Drop-in programs (i.e. lunchtime basketball)
- Senior recreational programs (providing transportation will be key to this program's success)
- Training and Education Courses
- Sport safety courses (for coaches, umpires, referees, athletes, parents)
- Adventure Programming (rock climbing, canoeing, kayaking, dirt biking, driving off-road vehicles, mud runs)
- Clubs / planned activities for Moms and Dads



For Youth

- Toddler and Pre-K classes (ages 1-3)
- After school programs
- Lacrosse and Rugby
- Non-traditional sports programs (X-games style activities like skateboarding, BMX biking, mountain biking, wake boarding, waterskiing, etc.)
- Shooting sports (archery/ trap and skeet shooting, target shooting)
- Safety programs- playground safety, water safety, bicycle safety (based on parent and community needs)
- Teen Programs both active and social focused
- Adventure Programming (rock climbing, canoeing, kayaking, dirt biking, driving off-road vehicles, mud runs)
- Develop an environmental ethics program in cooperation with schools and local environmental and conservation organizations





RECOMMENDATIONS

PROGRAMS

For Families / Multi-generational

- Health, wellness, and safety programs (water safety, bicycle safety, boat safety)
- Family fitness classes
- Cultural based programs
- Therapeutic recreation (special needs families)
- Friday Night Concert series
- Movies in the Park

Strategies

Occasionally a new program may require expertise from outside the Department. Where possible, work collaboratively with existing organizations in the development of these new programs, especially where a joint effort might lead to greater success (i.e. cultural programs, environmental education, therapeutic recreation). Seek out local individuals and groups with a strong interest in specific cultural and community activities that might serve as a theme for instructional programs, special events, and festivals.

PROGRAM RECOMMENDATION 3

Develop a Set of Financial Performance Measures for Programs

Financial performance data suggests that the department operates at a much lower level to comparable parks and recreation agencies for a variety of measures. The goal should be to price services correctly based on cost and incorporate a good policy to achieve greater fiscal sustainability and provide operational money to hire staff and pay for equipment and supplies. Making responsible adjustments to keep up with the cost of service delivery will be important as the department grows to bring on new programs. It is recommended that a full fees and charges review be provided to help make the appropriate changes moving forward.

PUBLIC RELATIONS

PUBLIC RELATIONS RECOMMENDATION 1 Development of a Service System Review Process

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

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

Implementation of customer feedback strategies

- 1. The Needs Assessment surveys are a good starting point in determining customer needs. This formalized approach should be completed approximately every five years. In interim years, it is helpful to do less formal approaches in determining customer needs by core program areas through program evaluations, consumer advisory panels, and focus groups. Good service systems identify future customer needs as well as current needs.
- 2. Customer satisfaction rates should be included as part of a performance measurement system. Results should be shared with Elected Officials, staff, and the public. It is important to ensure that the evaluation criteria match the key customer requirements which should be established for each program area. Customer satisfaction processes should occur not only with recreation programs, but also with general park maintenance and athletic field quality, any new park design, and community events.

RECOMMENDATIONS

PUBLIC RELATIONS

- **3.** Another best-practice suggestion for enhancing the customer satisfaction process is to use the American Customer Satisfaction Index (ACSI) score criteria, developed at the University of Michigan. Their customer satisfaction index includes three overall satisfaction scores:
 - How satisfied are customers with the Department overall?
 - How likely will the customer repurchase the program or service?
 - How likely will the customer refer the service to a friend?

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

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

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

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



PUBLIC RELATIONS

PUBLIC RELATIONS RECOMMENDATION 2 Further Development of Partnerships

Create partnership policies. Official policies define relationships between specific entities that the Parks and Recreation Department partners with. This helps clearly define what is expected from each party and how the relationship will function. Policies should be written to outline the following relationships:

- <u>Public/Public:</u> This includes other parks and recreation departments, schools, municipalities and other publicly funded agencies that the City may partner with.
- <u>Public/Non Profit:</u> This category includes nonprofit organizations such as the YMCA, The Carolina Thread Trail or other similar recreation advocacy groups.
- Public/Private: Any private donor or corporate sponsorship.

Develop new partnerships. This could become a catalyst for additional programing, funding, and facilities for the City. There are many groups that the City could utilize to develop the parks system further. A possible list is detailed below.

- Local Health Organizations: Novant Health, VA Medical Center, Cabarrus Health Alliance. With the nation's current health crisis of obesity, many health organizations have allocated funds to partner with local recreation departments to start programs that promote physical activity as well as to provide facilities for these activities. Partnering with health groups could help fund trail expansion and wellness programs that have been defined as a system need.
- Municipalities: County, neighboring Cities, Schools, Planning and Economic Development Departments. Working together to provide recreation and programming is a great way to be good stewards of facilities and resources. A strong group of administrators with one common goal can more easily bridge gaps towards creating a complete parks and recreation system for Concord residents.

RECOMMENDATIONS

PUBLIC RELATIONS

- YMCA: The YMCA provides gymnasiums, a pool, and fitness facilities in Concord. Programming for active recreation has been successfully provided through this non-profit organization. The Parks and Recreation department should explore partnering with the YMCA to meet needs for aquatics and indoor, multi-purpose space. Partnering with the YMCA could also help sustain facility needs for existing and suggested programming.
- <u>Corporate</u>: Shoe Show, Celgard, Roush Fenway Racing, S&D Coffee, and ACN Inc. are a few examples of national and international corporations in Concord. Many of these types of companies have budgets for community investment and desire partnerships with local Parks and Recreation Departments as a type of marketing and philanthropy for the company.
- Higher Education Providers: Catawba College (has a parks & recreation degree program), UNC Charlotte, Davidson College, Livingstone College, and Rowan Cabarrus Community College are all possible partners that could help with programming, design and funding of the parks system. Many college students intern with local parks departments and help run many programs within the recreation system as part of their curriculum. Creating partnerships with Universities outside of the area could also produce intern help with programming. Appalachian State University, East Carolina University, Elon University, Mount Olive College, NC Central University, NC State University, UNC Greensboro, UNC Wilmington University, Western Carolina University, and Winston-Salem State University all have parks and recreation degree programs.
- <u>Private Sector:</u> Highlighting park successes and needs in the media and through public gatherings is a good way to create interest from private donors who may be unaware of park needs and feel moved to donate time, land, or funding.
- Advocacy Groups: Partnering with local groups like the Girl and Boy Scouts, Junior Charity League of Concord, The Arc of Union/Cabarrus, 4-H, and numerous other local grass roots initiatives helps create investment in Parks as well as a sense of ownership from residents. Many philanthropy and special interest groups have both volunteer power and funding to help with creation of recreation facilities, programming and marketing. Many of these groups have wide reaching influences that could be a great resource to the City.



PUBLIC RELATIONS

<u>Cabarrus County Convention and Visitor's Bureau:</u> As a destination marketing organization, the Cabarrus County Convention & Visitors Bureau's primary objective is to promote and market Cabarrus County as a visitor destination. They also represent and support the interests of the local tourism industry and promote public awareness of the importance of tourism. Partnering with this group could provide funds and help with programing and development of future recreation.

Creation of a sponsorship recognition program. In order to truly sell the uniqueness of Concord and the potential benefits of partnering with the system, there is a need to develop a sponsorship policy, brochure and a proposal for tiered sponsorship levels. By detailing an event calendar, participation metrics and user demographics, the Department will provide potential sponsors an opportunity to identify how well the park system participants align with the sponsor's target market and choose the right fit for them. These metrics will also help the Department evaluate its return on investment (ROI) for sponsorships / partnerships for various events. Some other recommendations would be to publish these metrics on the website and promote them aggressively.

- Sponsor Recognition- Recognizing all existing or past sponsors for their support would certainly help build goodwill. The brochure's images could provide some sample images of promotions that may have been done or could be done. The images should also focus on reflecting the diversity of the participant base in the City as well.
- Tiered Sponsorship Levels- It is essential to create tiered levels of sponsorship in order to allow all potential sponsors the ability to choose the level of support they wish to exhibit. Another area to evaluate is that of Naming Rights for special-use facilities or complexes.
- Package Offerings- It has been seen that the greater the opportunities to package the offerings, the more the likelihood of selling sponsorship. Providing sample packaging options that tie-in some signature special events such as festivals with some of the less popular events would ensure that the staff up-sells events that may not get sold otherwise, while the partner gets more bang for their buck. The ability to offer a potential partner / sponsor the chance to maximize the experiential marketing opportunities they offer is a huge plus.

7

RECOMMENDATIONS

PUBLIC RELATIONS

Develop and implement a partnership plan for the next five years to
maximize existing resources and serve the community's needs. Identify
potential partners, reasons for involvements and desired strategic
outcomes from the given partnerships are important steps to bear in
mind as the Department embarks on expanding the partner / sponsor
base. Additionally, teaching and training staff to negotiate and manage
partnerships will assist in empowering them and helping ensure the
successful implementation of partnership / sponsorship agreements.

Develop a volunteer program. The Department has a great resource in the Youth Council when it comes to volunteering, but should still seek to enhance the desirability of volunteering for the Department's programs from the City at large, especially as population and programs grow. This can be done by developing a good reward and recognition system, similar to Frequent Flier airline programs.

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

PUBLIC RELATIONS RECOMMENDATION 3 Develop a Marketing Strategy

Expand communications / publicity to include multimedia strategies for identified target markets. The Department should make efforts to promote the less-known facilities and programs in the Community to attract attention to these offerings.

Cross Promotions. It is imperative that the Department take advantage of the presence of high numbers of a relative captive audience in a special event environment, youth sports event or adult senior event to promote its other offerings, programs, amenities and rentals.



PUBLIC RELATIONS

'On-hold pre-programmed messages' are another underutilized but effective and affordable means of promotion that highlight upcoming classes, events or key registration dates for everyone who calls in to the Department. These do not cost anything and can be changed periodically as required by seasons, events or even programs.

Social Media. There is a need to develop a strategy to maximize community engagement and solidify the Department's brand on social media. The Department should aggressively develop the use of social media to disseminate information regularly about recreation opportunities to all residents of Concord.

- <u>Facebook</u> Teens used to be the main target of this medium but it has rapidly moved on to middle aged adults and even older adults. The Department could utilize Facebook to:
 - 1. Provide constantly updated information, including weekly calendar updates with events and programs
 - 2. Control the message and identify how the target market responds to
 - **3.** Allow controlled 'user generated content' by encouraging users to send in their pictures from the Department special events or programs they participated in.
 - **4.** Introduce Facebook-only promotions to drive greater visitation to Facebook.
 - **5.** Use of volunteers to manage the Facebook should be considered.
- <u>Twitter</u> can be updated daily/hourly with promo codes and special events.
- <u>Blogs</u> This could be written by alternating staff members or could be 'from the Director's desk' where upcoming events, past successes or community outreach could be undertaken. This is a very personalized form of communication and helps build an affinity for the staff and Department as a whole.

Website Development. The Department has its own Website as part of the overall City's website. Overall, the website needs to focus on the value and benefits of the services provided. Greater opportunities for call to action and driving user behavior would be useful in that regard. Use of volunteers to manage the web-site should be considered.

7

RECOMMENDATIONS

PUBLIC RELATIONS

Balance between new and old media. The Department should allocate resources to find a balance between new and old media to get the attention of multi-generational participants. The Department should continue using direct mail to disseminate information regularly about recreation opportunities to all residents of Concord and supplement that by sending messages by e-mail and via social media.

Branding. Further development of the Parks "Brand" could be conducted alongside website development and be further cultivated with Cabarrus County Convention & Visitors Bureau. Creating a positive park image that is marketable to all ages could create future partnerships, funding and help with staffing programs.

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

Maintain positive public perceptions. The Department should strive to maintain the positive public perceptions by continuing its dedication to customer service and quality programming. Continuing to evaluate safety levels at its facilities and programs, as well as continuing to make efforts to ensure the public perceives their offerings as safe make great strides to maintain the positive perception.

FUNDING

FUNDING RECOMMENDATION 1

Identify Money Available Through Grants, Charitable Donors, & Other Foundations

Grants

The North Carolina Parks and Recreation Trust Fund (PARTF) (STATE):

Provides dollar-for-dollar matching grants to local governments for parks and recreational projects to serve the public. PARTF is the primary source of funding to build and renovate facilities as well as to buy land for new and existing parks.

The North Carolina Trails Program (STATE): Is dedicated to helping citizens, organizations and agencies plan, develop and manage all types of trails ranging from greenways and trails for hiking, biking and horseback riding to river trails and off-highway vehicle trails. Program duties include administration of federal Recreational Trails Program grants. These grants help to fund trails and trail-related recreational needs.

Connect NC Grant Program (STATE): The Connect NC Bond package, approved in March 2016, included one-time funding of \$3 million for parks and recreation grants to benefit children and/or veterans with disabilities. Local governments, including some public authorities, are eligible to apply for the matching grants. The program is administered through the N.C. Division of Parks and Recreation and the N.C. Parks and Recreation Trust Fund. The matching grants can be used to build special facilities or adapt existing facilities that meet the unique needs of children and/or veterans with physical and developmental disabilities. Local governments can request a maximum of \$500,000 with each application and must match the grant with at least one dollar of local funds for every four dollars in grant funds.

NCDOT Regional Bicycles Plans (STATE): NCDOT's Bicycle and Pedestrian Division provides funding and technical assistance to develop comprehensive regional bicycle plans. The plans may focus on both on-road and off-road bicycle connections between origins and destinations, such as municipal jurisdictions, recreational resources and other points of interest, within a defined multi-county region. These connections identify improvements primarily to existing roadways, but may potentially locate preferred alignments through public lands or new developments for greenways and rail trails.

7

RECOMMENDATIONS

FUNDING

NCDOT Planning Grant Initiative (STATE): The NCDOT Division of Bicycle and Pedestrian Transportation and the Transportation Planning Branch created an annual matching grant program to encourage municipalities to develop comprehensive bicycle plans and pedestrian plans. This program was initiated in January 2004 and is currently administered through NCDOT-DBPT.

Land and Water Conservation Fund (FEDERAL): The Land and Water Conservation Fund was established by Congress in 1964 to fulfill a bipartisan commitment to safeguard our natural areas, water resources and cultural heritage, and to provide recreation opportunities to all Americans. Using zero taxpayer dollars, the fund invests earnings from offshore oil and gas leasing to help strengthen communities, preserve our history and protect our national endowment of lands and waters. The LWCF program can be divided into the "State Side" which provides grants to State and local governments, and the "Federal Side" which is used to acquire lands, waters, and interests therein necessary to achieve the natural, cultural, wildlife, and recreation management objectives of federal land management agencies.

Transportation Enhancement Fund (FEDERAL): The Transportation Enhancement (TE) Activities offer funding opportunities to help expand transportation choices and enhance the transportation experience through 12 eligible TE activities related to surface transportation, including pedestrian and bicycle infrastructure and safety programs, scenic and historic highway programs, landscaping, historic preservation, and environmental mitigation. TE projects must relate to surface transportation and must qualify under one or more of the 12 eligible categories.

Outdoor Recreational Grant Program (FEDERAL): The National Park Service (NPS) sponsors the Outdoor Recreational Grant program through the Land & Water Conservation Fund. Grants are used to acquire land and plan and develop recreational areas such as playgrounds, tennis courts, outdoor swimming pools, hiking trails, picnic areas, campgrounds, and boat-launching ramps. Funds are also used to build restrooms, water systems, and other support facilities for the general public. States, cities, counties, and park districts are eligible to apply for these grants, and over the course of NPS's history, more than \$5 billion has been awarded for preservation and recreation grants. Funds are allocated as matching with state grants.

FUNDING

NRPA (NATIONAL): NRPA's Partnership and Business Development department works with funders and like-minded organizations to make an impact through local parks across NRPA's pillars: conservation, health and wellness, and social equity. The NRPA offers a myriad of grants and program resources that provide funding to parks and recreation departments. A list of programs can be found on their website.

The Kodak American Greenway Program (NATIONAL): The Kodak American Greenways Awards Program, a partnership project of the Eastman Kodak Company, the Conservation Fund and the National Geographic Society, provides small grants to stimulate the planning and design of greenways in communities throughout America. The organization is interested in funding activities such as mapping, ecological assessments, surveying, conferences and design activities; developing brochures, interpretative displays, audiovisual productions or public opinion surveys; hiring consultants; incorporating land trusts; and/or building footbridges, planning bike paths or other creative projects. In general, grants can be used for all appropriate expenses needed to complete a greenway project, including planning, technical assistance, legal and other costs.

Charitable Donations / Foundations - Greenways/Trails

The Carolina Thread Trail (REGIONAL): It is a comprehensive effort aimed at preserving and enhancing our region's natural resources for the enjoyment of future generations. It is about collaboration, connectivity, and leverage: collaborating to promote and protect the region's quality of life; connecting communities and people, and leveraging catalytic private capital with public capital to protect and create local and regional assets. It seeks to accomplish its objectives by inviting and encouraging communities to participate in a regional effort through their local actions. All communities within the 15-county region described below are eligible to participate, regardless of their current level of trail development. Counties include Anson, Cabarrus, Catawba, Cleveland, Gaston, Iredell, Lincoln, Mecklenburg, Rowan, Stanly and Union.

7

RECOMMENDATIONS

FUNDING

NC Rails-Trail (REGIONAL): NCRT monitors the state's rail system, actively pursues corridor preservation, retrieval and conversion to public trails. NCRT fosters local leadership and currently supports local rail-trail initiatives throughout the state. NCRT provides coordination between local, state and federal agencies, allied state and national organizations, and project funding sources. The members of the Board represent bicycling, hiking, equestrian, historic, conservation, preservation and economic development interests.

Greenway Foundations: Greenway foundations focus on developing and maintaining trails and green corridors on a County-wide basis. The City could seek land leases along their trails as a funding source, in addition to selling miles of trails to community corporations and nonprofits in the City. The development rights along the trails can also be sold to local utilities for water, sewer, fiber optic, and cable lines on a per mile basis to support development and management of these corridors. Some greenway foundations have created its own specific Greenway Trail license plate to help support the development, maintenance, and expansion of trails in their city. The cities get \$45 dollars from each greenway tag sold. This could really be expanded if promoted on trails, in publications and on the city's website.

Greenways Conservation Groups: Conservation groups adopt green corridors to support the operations and capital costs for specific greenway corridors. These groups raise needed money for designated greenways for capital and operations costs.

Greenway Trust Fund: Another strategy used by several communities is the creation of a trust fund for land acquisition and facility development that is administered by a private greenway advocacy group, or by a local greenway commission. A trust fund can aid in the acquisition of large parcels of high-priority properties that may be lost if not acquired by private sector initiative. Money may be contributed to the trust fund from a variety of sources, including municipal and county general funds, private grants, and gifts.

Floodway Funding Sources: Many cities and counties have used floodway funding sources to support development and operations of greenways.



FUNDING

Charitable Donations / Foundations - Public Health

The Kate B. Reynolds Charitable Trust has been instrumental in funding projects in North Carolina. Opportunities to improve the quality of life and health for North Carolinians remain abundant. The Kate B. Reynolds Charitable Trust has a unique mandate and perspective that honors the wishes of Mrs. Reynolds' whereby 75% of the Trust's funding is dedicated to improving health and wellness in North Carolina. The Trust is also committed to making a difference by existing to protect and improve the lives of those who need it most—vulnerable populations, the underserved, and the economically disadvantaged. They invest where they believe they can make the greatest difference today and in the future.

W.K. Kellogg Foundation The (WKKF) places the optimal development of children at the center of all they do and calls for healing the profound racial gaps and inequities that exist in our communities. We believe in supporting and building upon the mindsets, methods and modes of change that hold promise to advance children's best interests generally, and those of vulnerable children in particular. Concentrating resources on early childhood (prenatal to age 8), within the context of families and communities, offers the best opportunity to dramatically reduce the vulnerability caused by poverty and racial inequity over time. There is strong evidence that optimal child development means providing children with the stimulus, tools and support necessary for their emotional, intellectual, physical and cultural growth

BlueCross BlueShield of North Carolina Foundation has invested millions of dollars in communities across the state. They support opportunities that impact the health of our state. Their areas of focus are: health of vulnerable populations, healthy active communities, and community impact through non-profit excellence.

Charitable Donations / Foundations - Athletics

Dick's Sporting Goods Sponsorship and Donation. DICK'S Sporting Goods' Community Program proudly supports leagues, teams, athletes and outdoors enthusiasts. They support thousands of youth sports and outdoor recreation organizations in communities surrounding their stores.

7

RECOMMENDATIONS

FUNDING

Finish Line Youth Foundation: Finish Line Youth Foundation focuses funding on organizations that provide opportunities for youth participation in the following areas:

- 1. Youth athletic programs- Community-based programs addressing active lifestyle and team building skills.
- 2. Camps- Established camps with an emphasis on sports and active lifestyle, especially programs serving disadvantaged and special needs kids.

Charitable Donations / Foundations - General Recreation

KaBOOM! is a national non-profit dedicated to bringing balanced and active play into the daily lives of all kids, particularly those growing up in poverty in America. They envision a place to play within walking distance of every child. KaBOOM! works with communities, volunteers and funding partners to build playgrounds throughout the country.

The Tony Hawk Foundation seeks to foster lasting improvements in society, with an emphasis on supporting and empowering youth. Through special events, grants, and technical assistance, the Foundation supports recreational programs focusing on the creation of public skateboard parks in low-income communities.

Adopt-A-Foot Program: These are typically small grant programs that fund new construction, repair/renovation, maps, trail brochures, facilities (bike racks, picnic areas, birding equipment) as well as provide maintenance support. The Adopt-A-Foot program is in the form of cash contributions that range from \$2,640 to \$26,400 over a five-year period.

Private Charitable donations. Efforts to maintain and nurture new partnerships should continue to be fostered to supplement land and funds not provided by grants, park revenue, and governmental assistance. A list of possible partners is discussed in Public Relations Recommendation 2.

Conservancy or Friends Organization: This type of nonprofit is devoted to supporting a specific park. These Park Conservancies or Friends Groups are a major funding source for parks in the United States and should be considered.



FUNDING

FUNDING RECOMMENDATION 2 Maximizing Self-Generated Funding

Fees & Charges Study. It is recommended that an annual fee study should be performed to ensure that revenue generation is offsetting costs at a market rate. Prices do not have to be raised in large increments but should reflect the market value of costs that are comparative to other recreation providers in the area. Ultimately, the City may consider a change in user fees that will help offset more of the cost of some activities. Based on elected officials' direction, the revenue generated by increased fees could then be used to offset impacts on the general fund and possibly be used for capital improvement funding to help make park improvements.

Look for new revenue opportunities. With the suggested creation of new parks, it is important to look for new opportunities to generate revenue to help offset the initial cost of providing the new park.

FUNDING RECOMMENDATION 3City Generated Funds to Assist with Financing Improvements

Tax generation. Below is a list of tax strategies that other government agencies across the country have used to levy funds.

- <u>Tax increment financing districts.</u> A state constitution amendment in 2004 was approved to allow TIF's to capture increases in property tax revenue within a designated geographic area and allocate the funds for specific public improvement purposes. Examples of fund use include, park acquisition, maintenance, and improvements.
- <u>Sales and Use Taxes</u>. Governing bodies can choose to allocate a percentage of local or state wide sales taxes specifically for parks.
- Levy on Property Tax. Public agencies receive funding through property tax revenues. In North Carolina Chapter 153A of the general statute allows for each county to levy property taxes for: (23) Open Space.- To acquire open space land and easements in accordance with Article 19, Part 4, Chapter 160A of the General Statutes. "(25) Parks and Recreation. To establish, support and maintain public parks and programs of supervised recreation."

7

RECOMMENDATIONS

FUNDING

Bonds. As stated in NC General Statutes the City cannot borrow money in access of 15% of the City's General fund operating budget. City leadership should consider a bond to include City recreation improvements. See the strategies for boding below:

- 1. <u>Capacity Building:</u> This builds a larger base of community based leadership to assist with the development of the bond. It is important to identify local leadership and communicate with interested parties.
- **2.** <u>Feasibility Research:</u> Information is gathered that informs the development of public opinion polling and measure design. It is critical to consider fiscal issues such as current funding, bond ratings, revenue trends, and debt burden. Political circumstances, key community issues, and results of past elections should also be considered.
- 3. <u>Polling:</u> This step should identify voter priorities. The poll should quantify the number of voters willing to pay for the bond's improvements and test ballot language. Polling should also help narrow down compelling arguments for the bond.
- 4. <u>Measure Design:</u> This strategy focuses on the development of ballot language that would appeal to voters and clearly explain how the measure addresses the particular issues being targeted by the bond and meets community needs.
- **5.** <u>Campaigning:</u> Publicize the proposed ballot measure and encourage voter turnout. Steps include; direct mailings, promoting the cause via other means (website, social media, etc.), and soliciting media coverage
- **6.** <u>Implementation:</u> This assumes that the bond passes. It is important to start the process of implanting the bond smoothly and quickly so that voters are rewarded with timely tangible results.

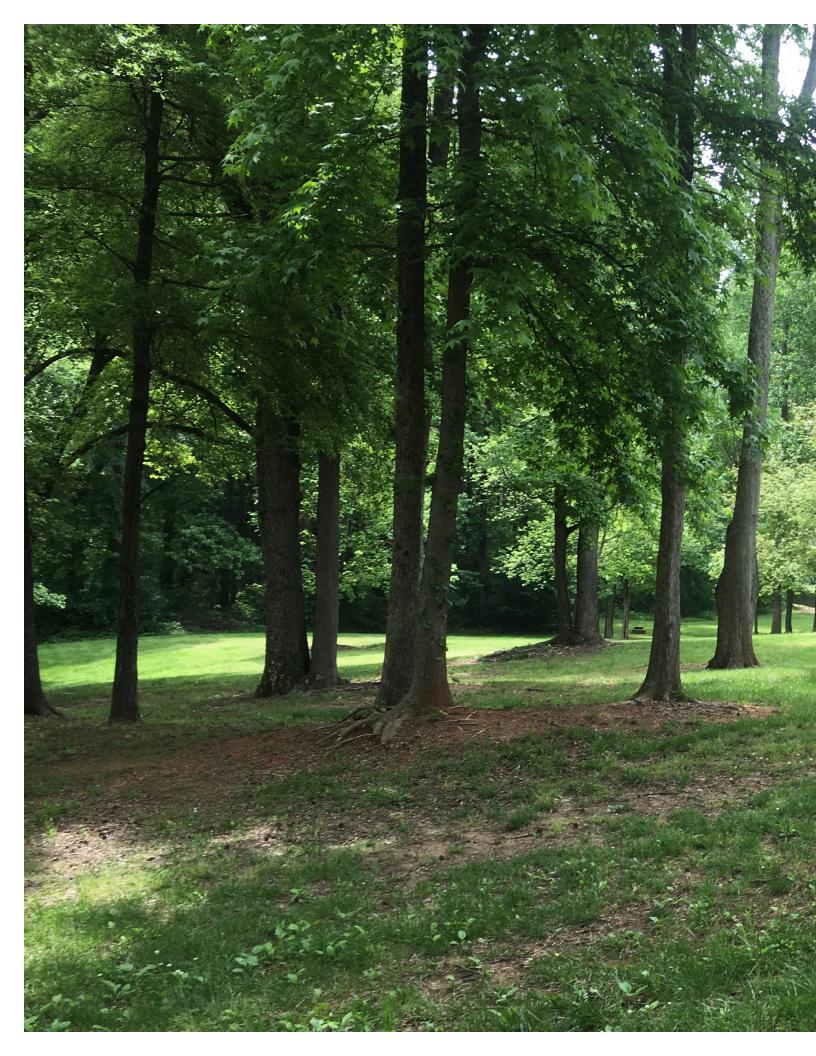
FUNDING

FUNDING RECOMMENDATION 4Partnerships to Assist with Financing New Facilities

As previously discussed in the Public Relations Recommendation #2, partnerships are critical to the success of a parks and recreation system. Relative to implementing a capital improvements plan, these partnership are especially important.

Concord should continue strengthening their existing partnership with Cabarrus County (including Cabarrus County Schools) and foster opportunities to partner with the adjacent municipalities of Kannapolis and Harrisburg. One such example of a strong potential partnership to obtain new facilities is the development of the recommended district park by partnering with the County and Kannapolis. The private sector is also a partnership funding source that should be explored and supported. The YMCA is an organization where needs in the future may be met for citizens as they expand their facilities and offerings.

Agreements between the Concord Parks and Recreation Department and their partners should be documented via memorandums of understanding, memorandums of agreement, intergovernmental agreements, or other similar contractual documentation such that each party clearly understands their specific roles and responsibilities. When developing partnerships, it is imperative that benefits formed from these partnerships be reciprocal to all parties involved.





8 ACTION PLAN

1-5

YEAR ACTION PLAN

GENERAL STRATEGIES

- Update existing open space and parkland acquisition ordinance and add greenway acquisition and dedication language
- Advance accessibility audits and inventories of existing parks and facilities
- Adopt a system wide accessibility standard

PROGRAMMING

- Work collaboratively with existing organizations in the development of expanded programs
- Seek out local individuals and groups with a strong interest in specific cultural and community activities that might serves as a theme for instructional programs, special events, and festivals
- Mainstream individuals with special needs into existing programs
- Expand arts and crafts classes with the addition of Propst House space and current Hartsell Recreation renovations
- Expand indoor fitness with the addition of Propst House space and current Hartsell Recreation renovations
- Expand aquatic offerings (swim lessons, water aerobics, lap swim, special events) with McInnis pool dome installation
- Provide additional water based offerings at Lake Fisher- more boats and canoe/kayak rentals and places for fishing
- Expand and enhance youth recreation leagues (baseball, softball, soccer, lacrosse, rugby) with W.W. Flowe expansion and a new community park on the west side of the City.
- Expand travel offerings to include more nature-based activities like hiking, fall foliage, canoeing, etc.
- Expand youth and adult basketball with partnerships with County Schools
- Consider the position of Director of environmental education programs
- Expand environmental activities with assistance from Environmental Education Director and expansion of the greenway system
- Provide after school programs with the current Hartsell Rec Center renovation and addition of Propst House space
- Develop an environmental ethics program in cooperation with schools and local environmental and conservation organizations
- Provide senior recreational programs and provide transportation for participants as needed

- Create Training and Education Courses (adult and youth) health, wellness, safety
- Create clubs and/or planned activities for Moms and Dads to socialize
- Develop teen Programs
- Develop therapeutic recreation for special needs families and participants
- Offer a Friday Night Concert series on a recurring basis (i.e. 1x/month)
- Offer "Movie in the Park" events on a recurring basis (i.e. 1x/month)

FACILITIES

- Create Master Plans for each existing park
- Meet outstanding needs and renovations for existing parks including
 - New walkways to address minimum accessibly at Hartsell Field
 Complex, McAllister Field, Webb Field, Gibson Field, and Hartsell Park
 - Propst House Community Center renovations
 - John McInnis Aquatic Center updates and renovations
 - Lake Fisher updates and renovations
 - Beverly Hills Park updates and renovations
 - J.W. "Mickey" McGee Park updates and renovations
 - James Dorton Park updates and renovations
 - Marvin Caldwell Park updates and renovations
 - W.W. Flowe Park updates and renovations
- Map a strategy for increased access to County owned school facilities and work with County on future community school park plans
- Expansion of greenway trails and connections including 5 miles of new constructed trails.
- Serve the City with a new Community Park (West Concord)
- Design and construct new splash pad

FUNDING

- Identify money available through grants, charitable donors, and other foundations
- Work with City finance office to find ways for increasing yearly operations budget
- Submit PARTF grant for new park or park improvements
- Maximize self-generated funding through revenue at parks and events
- Update the fees and charges levels for current programs and special events
- Utilize the City's park fund for acquisition of new land for new parks
- Continue to look for partnership opportunities

8 ACTION PLAN

ACTION PLAN - FACILITIES COST SUMMARY

1-5 YEAR PRIORITIES (2017-2022)

	NO.	DESCRIPTION	QUANTITY	UNIT	UNIT COST		SUBTOTAL
1		IMPROVEMENTS TO EXISTING PARKS					
	Α	Propst House Community Center	1	LS	@	\$233,750.00	\$233,750
	В	John McInnis Aquatic Center	1	LS	@	\$291,500.00	\$291,500
	С	Hartsell Field Complex (Accessibility)	1	LS	@	\$20,000.00	\$20,000
	D	McAllister Field (Accessibility)	1	LS	@	\$3,750.00	\$3,750
	Ε	Webb Field (Accessibility)	1	LS	@	\$3,750.00	\$3,750
	F	Gibson Field (Accessibility)	1	LS	@	\$4,000.00	\$4,000
	G	Lake Fisher	1	LS	@	\$173,250.00	\$173,250
	Н	Beverly Hills Park	1	LS	@	\$159,500.00	\$159,500
	- 1	Hartsell Park (Accessibility)	1	LS	@	\$3,750.00	\$3,750
	J	J.W. "Mickey" McGee Park	1	LS	@	\$62,975.00	\$62,975
	K	James Dorton Park	1	LS	@	\$40,000.00	\$40,000
	L	Marvin Caldwell Park	1	LS	@	\$82,500.00	\$82,500
	M	W.W. Flowe Park	1	LS	@	\$901,850.00	\$901,850
		SUBTOTAL					\$1,980,575
_							
2		GREENWAYS					
	Α	Harold B. McEachern Greenway	1	LS	@	\$199,650.00	
	В	The Village Greenway	1	LS	@	\$14,300.00	
	С	Downtown Greenway Loop	1	LS	@	\$30,800.00	
	D	Hector Henry II Greenway (Moss Creek Phase)	1	LS	@	\$149,213.00	
	E	Hector Henry II Greenway (Weddington Road Phase)	1	LS	@	\$208,450.00	
	F	5 Miles of New Greenway*	5	MI	@	\$1,400,000.00	
		SUBTOTAL					\$7,602,413
3		NEW PARKS AND FACILITIES					
	Α	New West Community Park	1	LS	@	\$4,141,500.00	\$4,141,500
	В	Splash Pad	1	EA	@	\$440,000.00	\$440,000
		SUBTOTAL					\$4,581,500

TOTAL 1-5 YEAR PRIORITY SUMMARY

\$14,164,488

^{*}Greenway unit Cost based on current City of Concord greenway budget numbers

5_1 O YEAR ACTION PLAN

PROGRAMMING

- Expand youth and adult basketball with partnerships with recreation center renovations
- Create after school programs with recreation center renovations
- Create toddler and Pre-K classes (ages 1-3) with recreation center renovations
- Expand environmental activities with expansion of the greenway system
- Expand and enhance youth recreation leagues (baseball, softball, soccer, lacrosse, rugby) with new central area neighborhood park and W.W. Flowe athletic complex
- Adventure Programming (rock climbing, canoeing, kayaking, paragliding, dirt/mountain biking, driving off-road vehicles, mud runs) with development of district park at Lake Howell
- Develop shooting sports programming (archery/ trap and skeet shooting, target shooting)
- Develop non-traditional sports programs (X-games style activities like skateboarding, BMX biking, mountain biking, wake boarding, waterskiing, etc.)
- Expand arts and performing arts classes with dedicated spaces designed for those activities (i.e. pottery and painting studios, acoustic spaces for performing arts classes. etc.) with development of the new indoor facility
- Develop drop-in programs (i.e. lunchtime basketball) at recreation centers
- Expand arts and crafts classes with new indoor facility availability
- Expand indoor fitness with new indoor facility availability
- Offer more tournament space with W.W. Flowe expansion
- Create an adult Soccer league
- Expand pickleball with new indoor facility availability
- Create family fitness classes with new indoor facility availability

8 ACTION PLAN

FACILITIES

- Meet outstanding needs and renovations for existing parks including
 - Academy Recreation Center
 - Hartsell Recreation Center
 - Hartsell Field Complex
 - Logan Multi Purpose Center
 - McAllister Field
 - Webb Field
 - Gibson Field
 - Hartsell Park
 - W.W. Flowe Park (Planning)
- Expansion of greenway trails and connections including 5 miles of new constructed trails.
- Serve the City with a New Neighborhood Park (Central Concord)
- Partner with County and others on a New District Park at Lake Howell
- Design and Construct new Indoor Recreation Center (West Concord)
- Design and Construct new Athletic Complex (County owned land (50 AC) adjacent to W.W. Flowe)

FUNDING

- Continue to identify money available through grants, charitable donors, and other foundations
- Partner with County on projects such as the new district park at Lake
 Howell and the new athletic complex at W.W. Flowe Park
- Continue to evaluate operations budget with City finance office based on City growth and expansion of service to increased population
- Submit PARTF grant for new park or park improvements
- Continue to expand revenue opportunities at parks and events
- Utilize the City's park fund for acquisition of new land for new parks
- Continue to look for partnership opportunities

5-10 YEAR PRIORITIES	(2022 - 2027)

N	0.	DESCRIPTION	QUANTITY	UNIT		UNIT COST	SUBTOTAL	
1		IMPROVEMENTS TO EXISTING PARKS						
	Α	Academy Recreation Center	1	LS	@	\$836,000.00	\$836,000	
	В	Hartsell Recreation Center	1	LS	@	\$187,500.00	\$187,500	
	С	Hartsell Field Complex	1	LS	@	\$255,925.00	\$255,925	
	D	Logan Multi Purpose Center	1	LS	@	\$52,000.00	\$52,000	
	Ε	McAllister Field	1	LS	@	\$41,625.00	\$41,625	
	F	Webb Field	1	LS	@	\$107,900.00	\$107,900	
	G	Gibson Field	1	LS	@	\$121,675.00	\$121,675	
	Н	Hartsell Park	1	LS	@	\$105,975.00	\$105,975	
	I	W.W. Flowe Park (Planning)	1	LS	@	\$15,000.00	\$15,000	
		SUBTOTAL					\$1,723,600	
2		GREENWAYS						
	Α	5 Miles of New Greenway*	5	MI	@	\$1,400,000.00	\$7,000,000	
		SUBTOTAL					\$7,000,000	
3		NEW PARKS AND FACILITIES						
	Α	New Central Neighborhood Park	1	LS	@	\$2,173,500.00	\$2,173,500	
	В	New District Park (Contribution)	1	LS	@	\$1,650,000.00	\$1,650,000	
	С	Indoor Recreation Center	1	LS	@	\$3,300,000.00	\$3,300,000	
	D	Athletic Complex (Near W.W. Flowe)	1	LS	@	\$5,115,000.00	\$5,115,000	
		SUBTOTAL					\$12,238,500	

TOTAL 5-10 YEAR PRIORITY SUMMARY
IOIAE 3-10 IEAN I NIONI I SOMMANI

^{*}Greenway unit Cost based on current City of Concord greenway budget numbers

\$20,962,100

8 ACTION PLAN

10+

YEAR ACTION PLAN

PROGRAMMING

- Expand environmental activities with expansion of the greenway system
- Expand aquatic offerings (swim lessons, water aerobics, lap swim, special events) with new indoor aquatic center
- Expand and enhance youth recreation leagues (baseball, softball, soccer, lacrosse, rugby) with new school park
- Create an adult tennis leagues with new school park

FACILITIES

- Meet outstanding needs and renovations for existing parks including
 - Logan Multi Purpose Center
 - Gibson Field
 - Weddington Road Bark Park
 - James L. Dorton Park
 - Marvin Caldwell
 - Les Mvers
- Expansion of greenway trails and connections including 5 miles of new constructed trails.
- Work with County on new school expansion plan and partner on a new School Park / Community School
- Serve the City with a new Community Park (South Concord)
- Design and construct a new Aquatic Center (Central Concord)
- Design and construct a new Dog Park (near Downtown Concord)

FUNDING

- Continue to identify money available through grants, charitable donors, and other foundations
- Partner with County on projects such as a new School Park / Community School
- Continue to evaluate operations budget with City finance office based on City growth and expansion of service to increased population
- Submit PARTF grant for new park or park improvements
- Continue to expand revenue opportunities at parks and events
- Utilize the City's park fund for acquisition of new land for new parks
- Continue to look for partnership opportunities

10-15 YEAR PRIORITIES (2027-2032)

	NO.	DESCRIPTION	QUANTITY	UNIT	ı	UNIT COST	SUBTOTAL
1		IMPROVEMENTS TO EXISTING PARKS					
	Α	Logan Multi Purpose Center	1	LS	@	\$25,000.00	\$25,000
	В	Gibson Field	1	AC	@	\$121,675.00	\$121,675
	С	Weddington Road Bark Park	1	AC	@	\$390,500.00	\$390,500
	D	James L. Dorton Park	1	LS	@	\$126,650.00	\$126,650
	Ε	Marvin Caldwell	1	AC	@	\$261,505.00	\$261,505
	F	Les Myers	1	LS	@	\$194,150.00	\$194,150
		SUBTOTAL					\$1,119,480
2		GREENWAYS					
	Α	5 Miles of New Greenway*	5	MI	@	\$1,400,000.00	\$7,000,000
		SUBTOTAL					\$7,000,000
3		NEW PARKS AND FACILITIES					
	Α	School Park (Contribution)	1	EA	@	\$440,000.00	\$440,000
	В	South Community Park	1	MI	@	\$4,141,500.00	\$4,141,500
	С	Aquatic Center	1	EA	@	\$5,500,000.00	\$5,500,000
	D	Dog Park	1	EA	@	\$1,454,470.00	\$1,454,470
		SUBTOTAL					\$11,535,970

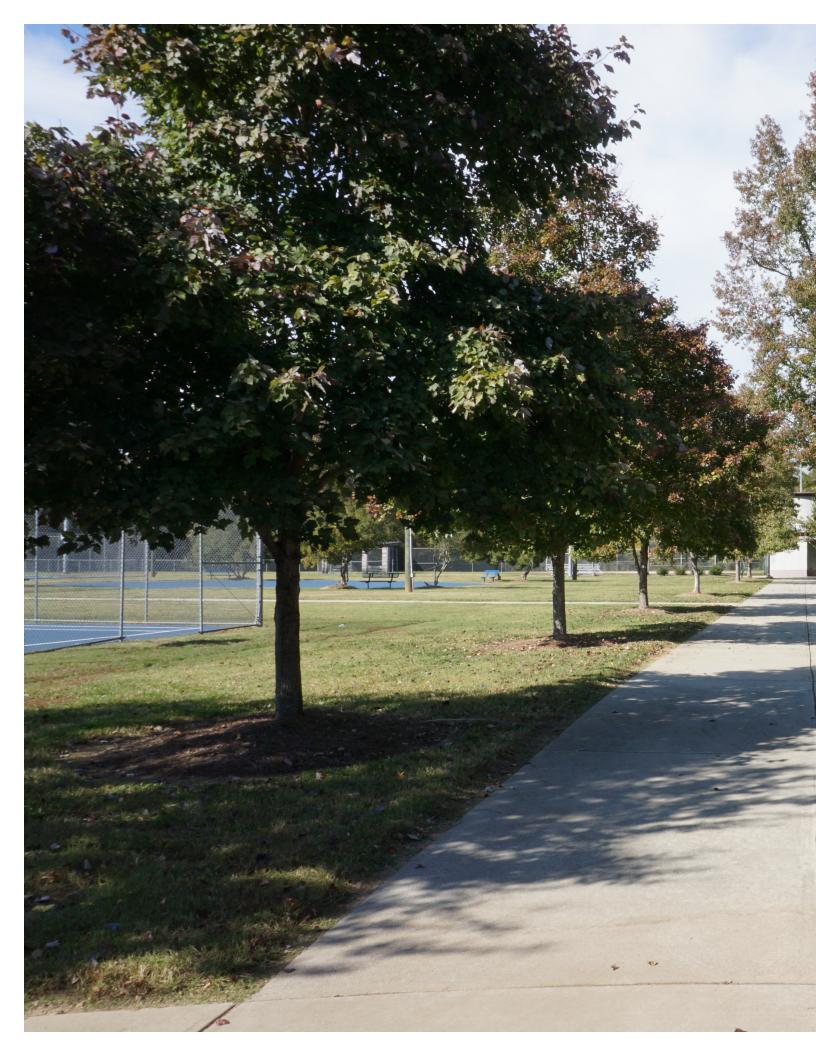
TOTAL 10-15 YEAR PRIORITY SUMMARY

\$19,655,450

Note: Cost data was derived by average market prices determined during the development of this master plan.

Prices may vary due to local market conditions.

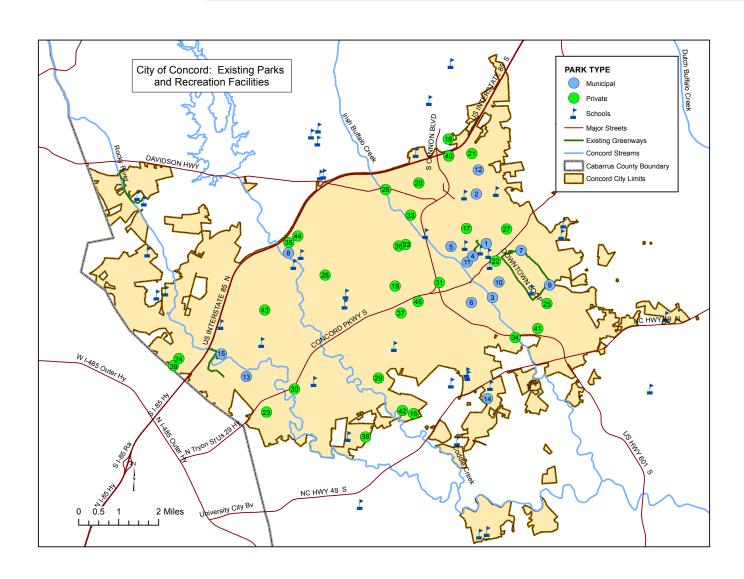
^{*}Greenway unit Cost based on current City of Concord greenway budget numbers





A

APPENDIX - MAPS



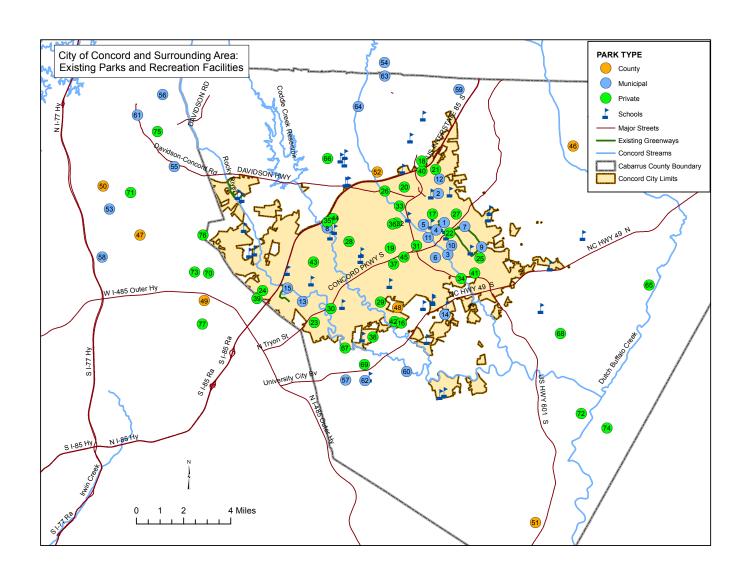


APPENDIX - MAPS

Park ID	Park Name	Park Type
	Academy Center	Municipal
	Beverly Hills Park	Municipal
	Caldwell Park	Municipal
	Clearwater Artist Studios	Municipal
	Gibson Field	Municipal
	Hartsell Park & Recreation Center	Municipal
	J.W. "Mickey" McGee Park	Municipal
	James L. Dorton Park	Municipal
g	Les Myers Park	Municipal
10	Logan Multi-purpose Center	Municipal
	Mcinnis Aquatic Center & Fields	Municipal
	Propst House Community Center	Municipal
	Rocky River Golf Club	Municipal
	W.W. Flowe Park	Municipal
	Weddington Road Bark Park	Municipal
	Boss Archery	Private
	Boys and Girls Club	Private
	Brian Center Nursing & Rehab	Private
	Cabarrus Country Club	Private
	Cabarrus County Gymnastics	Private
	Calvary Lutheran Church	Private
	Carolina Courts	Private
	Charlotte Motor Speedway	Private
	Concord Mills	Private
	Concord Swim Club	Private
	Connect Christian Church	Private
	Core Athletics	Private
	Crossroads Church	Private
	Eagle Guns	Private
	FIRE Church	Private
	First Assembly of God	Private
	Frye's Roller Rink And Lake Lanes	Private
	Funderburks Lake	Private
	Golf Club of Concord LLC	Private
	Kannapolis YMCA	Private
	Natural Swing Golf Driving Range	Private
	Planet Fitness	Private
	Rocky River Church	Private
	Speed Park @ Concord Mills	Private
	Sportscenter Fitness & Athletic Club	Private
	St James Catholic Church	Private
	Top Notch Gymnastics	Private
	Tri Acres Swim Club	Private
	West Cabarrus YMCA	Private
	ZX Fitness	Private

A

APPENDIX - MAPS





Park ID Park Name		Park Type	
46 Camp TN Spe	,	County	
47 David B. Wayı	mer Flying Field (Mecklenburg)	County	
48 Frank Liske Pa	ark (Cabarrus)	County	
49 Mallard Creek	Community Park (Mecklenburg)	County	
	nburg Community Park (Mecklenburg)	County	
51 Rob Wallace I	Park (PROPOSED Cabarrus)	County	
52 Vietnam Veter	ans Park (Cabarrus)	County	
53 Abernathy Pai	rk (Huntersville)	Municipal	
54 Bakers Creek		Municipal	
55 Bradford Park	(Huntersville)	Municipal	
56 Fisher Farm P	ark (Davidson)	Municipal	
57 Harrisburg Co	mmunity Park (Harrisburg)	Municipal	
58 Huntersville A	thletic Park (Huntersville)	Municipal	
59 Lake Fisher		Municipal	
60 Pharr Mill Roa	d Park (Harrisburg)	Municipal	
61 River Run Ath	letic Park (Davidson)	Municipal	
62 Stallings Road	l Park (Harrisburg)	Municipal	
63 Village Park (ł	(annapolis)	Municipal	
64 Walter M Safr	it Park (Kannapolis)	Municipal	
65 Buffalo Creek	Preserve	Private	
66 Cripple Creek	Golf Center	Private	
67 Elledge Prese	rve	Private	
68 Green Oaks G	Golf Course	Private	
69 Harrisburg YM	ICA	Private	
70 Highland Cree	k Golf Club	Private	
71 Northstone Co	ountry Club	Private	
72 Pharr Family F	arm And Preserve	Private	
73 Prosperity Par	73 Prosperity Park		
74 Reed Gold Mi		Private	
75 River Run Cou	untry Club	Private	
76 Skybrook Golf	Club	Private	
77 The Tradition	Golf Club	Private	



147 Academy Ave., NW, P.O. Box 308, Concord, NC 28026 - www.ci.concord.nc.us

Dear City of Concord Resident:

Your response to the enclosed survey is extremely important...

A few minutes of your time will make the City of Concord a better place to live, work and play!

City of Concord Parks & Recreation is conducting a Master Plan Survey that will establish priorities for future improvements and development of parks and recreation facilities, programs and services within the city. The Master Plan is a tool that will benefit all the residents of the City of Concord so we hope you take this opportunity to let your opinions be heard!

Your household was one of a limited number selected at random to receive this survey, therefore it is very important that you participate. Please take 10-15 minutes from your busy schedule to complete and return the survey within the next week using the postage-paid envelope provided.

We have selected McAdams, a leading firm in park master plan studies, to compile, analyze the survey data, and present the results to the City of Concord. Your survey responses will remain confidential.

Your survey questionnaire is also an entry form for a drawing to win 2 FREE admission tickets to the *Biltmore Estate House & Gardens*. McAdams will draw one household from those who respond to the survey. Only one entry per household; more than one entry will result in disqualification.

If you have any questions, please feel free to contact Mark Kincaid, City of Concord Parks & Recreation, at 704-920-5600.

We appreciate your time and thank you for participating in this important survey for our community. Help us make decisions that will positively affect the lives of Concord residents.

Sincerely,

Bob Dowless, Director



RECREATION INTERESTS

Listed below are many different categories of recreational activities that can be enjoyed year-round. For each activity, please indicate whether YOU and/or your family would have **interest** in the activities.

Category	Category Example		Some Interest	Great Interest	
Alternative sports	Mountain biking, skate boarding, climbing wall, etc.	1	2	3	
Aquatics	Lap swim, swim lessons, open swim, water park, competitive swimming, etc.	1	2	3	
Arts	Photography, calligraphy, drawing, painting, etc.	1	2	3	
Arts and Crafts	Ceramics, Paper Mache, DIY, etc.	1	2	3	
Environmental	Gardening, natural landscaping, nature study, nature walks, etc.	1	2	3	
Family Programs	Parties, parent/child dances, outdoor movies, concerts, etc.	1	2	3	
Hobbies	Cooking, flower arranging, models, chess, cards etc.	1	2	3	
Indoor Fitness	Exercise equipment, free weights, jogging track, aerobics, etc.	1	2	3	
Nature Based Activities	Picnic, fishing, hiking, bird watching, etc.	1	2	3	
Outdoor Fitness	Hiking, running, walking, biking, etc.	1	2	3	
Performing Arts	Theater, concerts, ballet, music, etc.	1	2	3	
Pet Activities	Dog parks, pet friendly facilities, etc.	1	2	3	
Self-Improvement	Self-defense, home computer, etc.	1	2	3	
Social	Dances, teen clubs, senior club, bridge, etc.	1	2	3	
Special Events	One or two day events, festivals, shows, etc.	1	2	3	
Special Needs Program	Special Olympics, therapeutic recreation, etc.	1	2	3	
Sports & Athletics	Baseball, soccer, basketball, football etc.	1	2	3	
Travel & Tourism	Trips to points of interest within 3 hour drive, etc.	1	2	3	

TIME AND ATTENDANCE

The Concord Parks and Recreation Department (CPRD) wants to schedule recreational activities and special events when it is most convenient for you and your family. Please circle all the times when you and your family would attend recreation activities, programs and facilities.

	M	T	W	Th	F	Sa	S
6 a.m 8 a.m.	1	2	3	4	5	6	7
8 a.m Noon	1	2	3	4	5	6	7
Noon – 4 p.m.	1	2	3	4	5	6	7
4 p.m 7 p.m.	1	2	3	4	5	6	7
7 p.m 11 p.m.	1	2	3	4	5	6	7
11 p.m 6 a.m.	1	2	3	4	5	6	7

Please indicate how often YOU and/or your family visited/attended and used the following facilities at these locations in the past 12 months. Also indicate if you were aware of the facility.

	Never	1 to 4	5 to 8	8 to 12	More than 12	Never Heard
Athletic facilities	1	2	3	4	5	8
Concord parks	1	2	3	4	5	8
Dog Park	1	2	3	4	5	8
Greenways	1	2	3	4	5	8
John F. Mc Innis Pool	1	2	3	4	5	8
County Parks	1	2	3	4	5	8
Recreation Centers	1	2	3	4	5	8
School areas	1	2	3	4	5	8

There are some reasons why people cannot, or do not, participate in programs, or visit sites offered by the CPRD. Please indicate the reasons why YOU and/or your family have <u>not</u> participated.

	Yes		Yes
Access is a problem	1	Lack of restrooms	1
Competing facilities	1	Not accessible for the disabled	1
Hours of operation	1	Not interested in public recreation	1
I do not have the time	1	Parking not adequate	1
Inconvenient location	1	Poor customer service	1
Inconvenient timing	1	Poor quality of program	1
Lack of adult programming	1	Program was full or cancelled	1
Lack of cleanliness	1	Safety concerns	1
Lack of information	1	Substandard old facilities	1
Lack of maintenance	1	The facilities are too crowded	1
Lack of qualified staffing	1	Too expensive	1

AREAS OF EMPHASIS

Please indicate whether the following additional facilities and programs are needed for the children, teens, adults and seniors in your family and how each of the facilities and programs should be paid for.

	No	Yes	Tax	User Fee		No	Yes	Tax	User Fee
Adult water aerobics	1	2	1	2	Lacrosse	1	2	1	2
Aquatic Center	1	2	1	2	Mountain Bike Trails	1	2	1	2
Art Center	1	2	1	2	Nature Center	1	2	1	2
Art Classes	1	2	1	2	Nature Classes	1	2	1	2
Baseball	1	2	1	2	Outdoor Basketball	1	2	1	2
Basketball	1	2	1	2	Outdoor Concerts	1	2	1	2
Bike Lanes	1	2	1	2	Outdoor Facilities	1	2	1	2
Bocce	1	2	1	2	Outdoor Movies	1	2	1	2
Butterfly Gardens	1	2	1	2	Paved Greenways	1	2	1	2
Climbing Wall	1	2	1	2	Pickle Ball Courts	1	2	1	2
Community Garden	1	2	1	2	Recreation Centers	1	2	1	2
Connected Trails	1	2	1	2	Senior Centers	1	2	1	2
Cooking Classes	1	2	1	2	Sidewalks	1	2	1	2
Disc Golf	1	2	1	2	Skateboard Parks	1	2	1	2
Dog Park	1	2	1	2	Soccer fields	1	2	1	2
Environmental Classes	1	2	1	2	Special Senior-focused programs	1	2	1	2
Fitness Classes	1	2	1	2	Splash pads	1	2	1	2
Fitness Machines	1	2	1	2	Tennis	1	2	1	2
Football	1	2	1	2	Trips	1	2	1	2
Gardens	1	2	1	2	Ultimate Frisbee	1	2	1	2
Hiking	1	2	1	2	Unpaved Greenways	1	2	1	2
Indoor Facilities	1	2	1	2	Weight Room	1	2	1	2
Interactive Water Feature	1	2	1	2	Year-round pool	1	2	1	2

INFORMATION ABOUT PARKS AND RECREATION OPPORTUNITIES

We are interested in determining the best ways of informing you about parks and recreation programs and activities. To help us, please circle the appropriate numbers below to indicate how effective the following methods would be for keeping you informed.

	Very Ineffective	Ineffective	Not Sure	Effective	Very Effective
Ambassador from the Department going to schools	1	2	3	4	5
Brochures, flyers or posters at public facilities	1	2	3	4	5
Cable channel	1	2	3	4	5
Direct mail of program book Leisure Times	1	2	3	4	5
E-mail to residents	1	2	3	4	5
Facebook page for the Department	1	2	3	4	5
General Web Site of the Department	1	2	3	4	5
Instagram for the Department	1	2	3	4	5
Newsletter to Home Association Presidents	1	2	3	4	5
Presence on You Tube	1	2	3	4	5
Pushed messages to cell phones	1	2	3	4	5
Telephone application	1	2	3	4	5
Word of mouth	1	2	3	4	5

PERSONAL OPINIONS

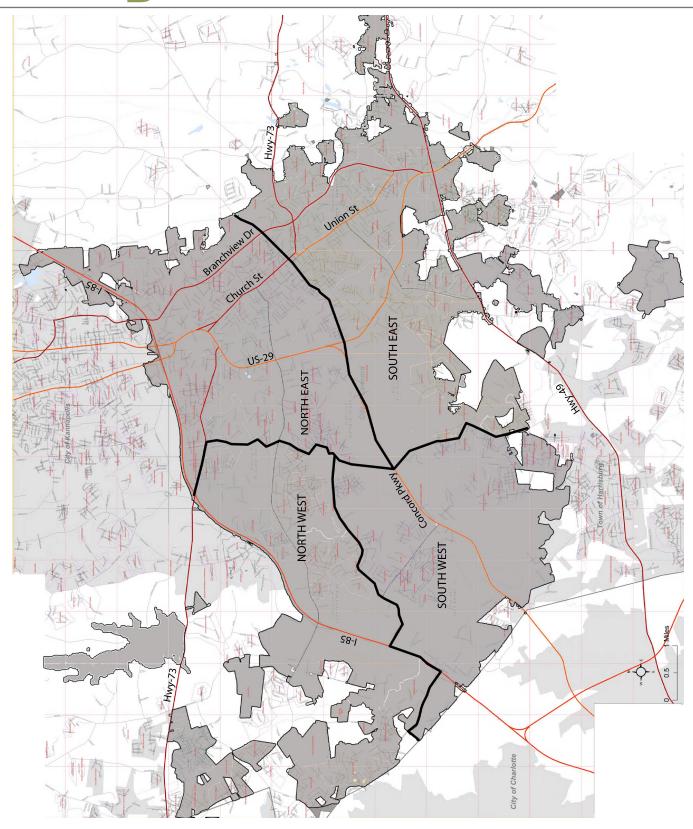
The CPRD would like to obtain your personal opinions about a variety of issues. Please circle the number that most closely reflects your attitudes.

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
In general, the facilities that I have visited satisfy my needs		2	3	4	8
The CPRD is responsive to community recreation needs	1	2	3	4	8
The park facilities I visit are clean and well maintained	1	2	3	4	8
The quality of leadership/supervision provided by the CPRD is good	1	2	3	4	8
The CPRD staff is courteous and helpful	1	2	3	4	8
I am aware of the recreation programs and activities the CPRD offers	1	2	3	4	8
I feel safe in the parks	1	2	3	4	8
There is a need for more activities for people with disabilities	1	2	3	4	8
The CPRD needs to have more cooperative programs with the schools	1	2	3	4	8
I prefer neighborhood parks over a large centralized park	1	2	3	4	8
There is a need for more athletic fields	1	2	3	4	8
The CPRD recreation activities are primarily tailored for the youth	1	2	3	4	8
The CPRD recreation activities are primarily tailored for adults	1	2	3	4	8
There is a need for special programs for persons over age 55	1	2	3	4	8
The existence of well-maintained parks adds to the quality of life in the community	1	2	3	4	8
The CPRD should provide more activities where the whole family can participate	1	2	3	4	8
I am satisfied with the recreation opportunities I receive for my tax dollars	1	2	3	4	8
I am willing to pay reasonable users fees for new recreation opportunities	1	2	3	4	8
There is a need for more teen programs	1	2	3	4	8
The parks I visit are conveniently located	1	2	3	4	8
There is too much of organized recreation/sports	1	2	3	4	8
The CPRD office hours are convenient	1	2	3	4	8
There needs to be more lighted facilities	1	2	3	4	8

GENERAL INFORMATION

Please help us make better decisions by providing the following information. Please remember that the individual answers will be treated with confidence. Please circle the number of the response or fill in the blank. What is your gender? Male....1 Female....2 **What is your age?** 18-24...1 25-34...2 35-44...3 45-54...4 55-64...5 65-69...6 70-74...7 Over 75...8 What was your household income before taxes in 2015? Under \$24,999.....1 \$75,000 to \$99,999......4 \$25,000 to \$49,999.....2 \$100,000 to \$124,900 ...5 \$50,000 to \$74,999....3 Over \$125,0006 How many adults, including yourself, age 19 and above, currently live in your household? How many children in your household are: under age five ____; ages 5 to 10 _____; ages 11 to 14 _____; ages 15 to 18 _____ What is your marital status: Married...1 Divorced/Separated...2 Single...3 How many years have you lived in Concord? _____ What is your ethnicity? Caucasian...1 African-American...2 Hispanic...3 Asian...4 Other (Specify) Work...2 Do you use the Internet at: Home...1 Home and Work...3 No access...4 Do you have any disabilities: Yes...1 No...2 Looking at the map on the back of the cover letter, please put in the location for your area of residence (SW, NW, NE, SE):___

Please write any additional comments in the space below:



C

APPENDIX - PUBLIC INPUT

PROJECT KICKOFF: 5.9.16

Leadership Team

- Bob Dowless
- Mark Kincaid
- Dawn Simpson
- Debbie Littlefield

Efforts to work with the County (maybe even Kannapolis) – on large park Discussion currently at City manager level

Technologies Edge – contracted with the City 2-3 years ago (GIS) Customer addresses (pins) – to keep track of participants – Dawn is looking into it

Master plan general discussion:

Interested in policy

- Developers provide park land or payment in lieu
- Private development are there greenway opportunities?
- Should be addressed with Council

Good, accurate report that reflects a way to move forward

- Reflective of what could be done
- Move forward in recreation

Not enough facilities in NW

While in the City, some residents feel they are not being served by the City

Facility deficit – entire west side (north to south)

No adventure course – Debbie is interested

Fees: are they where they should be?- Consensus is to keep the customer happy

Current cost recovery at 15-16% (youth) Adult Cost recovery is 100%



PROJECT KICKOFF: 5.9.16

What is the City known for? In terms of recreation?

Greenways and trails (walking)

- Paved trails biking, walking, running
- Programs Greenway Adventures (environmental based programs, every other week – nature based, seasonal interest)- Outdoor explorers
- Runs on the greenway 300-400 participants in April run, less in November
 - Bunny Run April
 - Street Light July
 - 5 Alarm 5K November (name changed)
 - Through Parks and Rec. Dept.
 - Private groups rent out the greenways for 5Ks
 - Interest shown to offer 10Ks
- Couch to 5K Program
- Hiking program adult and youth mini camps (2 days of hiking)
 - Start on greenways
 - Jump off greenways into the woods
 - Offsite travel
- Greenway- Connectivity
 - Facility that is a destination point
 - Connections via greenways (Dog Park)
 - Council zeroes in on greenways

Environmental – Focus

Public looks for Concord to give a stable, recreational athletic program

- Leave the competition to other (AAU, travel ball, etc.)
- Recreational learn the sport
- Numbers going up
- Does it meet the needs for learning the game? Yes that is what it should be goal of Rec Dept.
- May not meet the needs of the competitive family
- Travel sports get the competitive attention
- AAU, private groups using Parks & Rec facilities (baseball, Tennis USTA, AMP Tennis)
 - Contract to rent
- Can branch off for more elite offerings?
 - Provide the opportunity?

Recreation - Focus

PROJECT KICKOFF: 5.9.16

Three Rec Centers, Open Gym

• Downside – centers are close together – geographically not diverse

Health & Fitness - Focus

Swimming – May-August

Summer Playground (8 weeks) -255 kids total (kids on the waiting list) Three sites for 6-10 yrs, one site for 11-13 yrs

What do they do best?

- 1. Engage the community in the things they are doing
- **2.** Respond to questions address the issues
- **3.** Get the information out there (is it enough?) Communication has changed dramatically in the last few years
 - Leisure Times
 - Facebook
 - Instagram
- **4.** Branding the department consistent with the brand started in 2004 (as greenway banner- red lizard)
- 5. Provide facilities that are safe, attractive
- 6. Customer service high marks

What are the weaknesses?

- 1. Don't serve all geographic areas
 - Not equal distribution (due to how the city has grown)
 - Odell and Winecoff have their own athletic associations due to distance to Concord facilities
 - Odell Rec Sports
 - Northwest Recreation League
- 2. Limited inside space for programming
 - Would love more indoor space
 - Have another facility house in Beverly Hills neighborhood- Propst house & Grounds (10 acres)
 - Near hospital
 - Indoor programming space- Fitness and art classes
 - Greenway Trail
 - Renovation budget \$309,000
 - Will connect to Beverly Hills Park (via sidewalk) and McEachern Trail (follow the creek)



PROJECT KICKOFF: 5.9.16

- Fire stations have community rooms (3)
 - Have access to them with some limitations (size, music = no fitness)
- Gyms maxed out
 - Limited due to basketball priorities
 - No A.C.
 - Use two school gyms for basketball
 - Used to use school gyms for fitness got kicked out
- Potential building at Dog Park site (not unlike the Y)
 - Have the land available
 - Will have programming associated with Bark Park

What is the most needed facility?

- Public swim west side
- Large, passive parks west side (1-2)

Trails:

- Carolina thread trail segments keep
- 2 new segments at McGee
- 2 more segments at Rocky River
- Look @ those not included in CTT
- What to keep per CTT, what to rethink?
- Big Council priority one under construction, 2 more upcoming
- 10' asphalt trail easy to maintain
- Carolina Thread Trail natural trail

Mills @ Rocky River

- Wells Fargo & Ryan Homes Thread Trail segment
- Deed to city
- 2.5 mile nature trail w/ equestrian capabilities

Mountain biking – have heard need – nothing currently in the city

- Couple trails in Huntersville
- Used to be one off Poplar Tent Road
- Have met with people interested

Compliance inspection (playgrounds) a couple of years ago

Have been making improvements and replacements as necessary

PROJECT KICKOFF: 5.9.16

Private facilities that play a role

- Soccer fields Futbol Club Carolina Alliance (FCCA) Harrisburg (may merge w/ CLT)
- Baseball Fields Rocky River Elem. School

Hartsell Athletic Association – serves Concord Youth

- Partners w/ Cabarrus County Schools and Parks and Rec
- Not as involved in Baseball anymore

Basketball Facilities – Concord Middle and J.N. Fries

Tennis is a growth sport

• AMP Tennis

Frishee Golf

- 9 holes @ Dorton
- 4 holes @ Academy center (on school land)
- 18 holes @ Frank Liske

Water Access – Lake Fisher

- Rent John boats
- Water source (drinking water)
- No other activity allowed
- Can bring up to 10 HP gas motor to put on City (rented) boat
- Closed Monday and Tuesday

Festivals

- Bunny Run Saturday before Easter
- Streetlight Frolic July 5K, band, DJ
- Sol Summer June
- Halloween / Candy Crawl
- 5 Alarm 5K
- Tree Lighting 20K people
- Dog Day Out Myers Park- vendors

Steering Committee: Leadership team + Steve Osborne (Planning) + Susan Sessler (grounds)



MEETING W/ PLANNING DEPT.: 5.9.16

Growth – physical Boundary and population

Voluntary annexation

Central Area Plan (City did it with the County)

Eastern – slow or no growth SE- medium growth High growth @ Mecklenburg line

Old Wagon Road – 400 + 700 acres (next to Phillip Morris)

- Small area plan
- Zoned industrial
- Geographic center of City
- Attract Class A office, mixed use
- Revisited small area plan 2007

No ETJ line

Mixed Use-Downtown and Afton Village – only walkable communities

Downtown Master Plan (Bench Mark is Consultant)

Actively looking at applications to reserve Trail connections

Planning Dept. and Council – would agree to institute those kinds of policies

Cox Mill HS and Middle School – maxed out – lot of pressure on NW edge Charter school off Weddington Road

David Darwin – Core Athletics (private)

- 200+ team baseball league (maxed out)
- Softball
- Looking to develop training facility
 - Indoor/outdoor
 - 4 baseball
 - 1 soccer

Carolina Courts – basketball, volleyball (Private)

Biggest need: greenways and action sports

FOCUS GROUP (City Residents): 6.6.16

Demographic Block – Gender, Age, Household Income, Household info, Marital Status, # year in community, ethnicity, locations, disabilities,

Elected official districts for the map

Types

- Special needs?
- Sports & Recreation larger
- Outdoor fitness

Where

 Recreation centers, athletic facilities, greenways, parks, dog park, McInnis pool

Why don't you come?

 Hours – Location – Programming – Cleanliness (or lack thereof) – not interested – Access – Culture

Best Way To Get Word Out?

- Phone app?
- Brochures
- TWC 14 Programming
- Leisure Times
- FB Page for Dept
- No flyers
- Program at HOA's Newspaper?
- YouTube
- Push messages cell phone
- No twitter
- Instagram
- City website
- Email (mail chimp)

List of Actions / Programs / Facilities

- Aquatics
- More Bike trails
- Splash Pad
- Rec Center Athletic Facility



FOCUS GROUP (City Residents): 6.6.16

- Soccer Basketball Baseball Football Lacrosse- Tennis Disc Golf
 Ultimate Frisbee Art Space Pickle Ball outdoor Basketball Art
 Center
- Trails & Greenways
- Fitness & weight rooms
- Walking + Fitness Environmental

Group I- At Large

- Pickleball (x2)
- Tennis (x2)
- Seniors (x4)
- Greenway
- Local Community Association
- Large Park
- Community/rec center (x2)
- Special needs

Need to think about the seniors-relative to recreation centers

Concord is doing good job Downtown Greenway Downtown

Cabarrus County has a very large population Activities and groups for seniors...not just kids

Geographical – certain areas don't receive attention

Could be more cooperation between city and county

Recreation keeps kids out of trouble

Advertising – Leisure Times

Ambassador with Parks & Rec – Chad – does he do this?

Lack of information

Special needs substitute activities - \$10 Registration

• Swimming – Bocce Ball

FOCUS GROUP (City Residents): 6.6.16

Utilize existing space

Must feel comfortable – need to be safe Empty buildings in County – to utilize for Rec Center?

Spring St. and Brookwood - White Owl

Have a space issue

Grant writing specialist – staff need

Amphitheater- more cultural events, children's events, enhanced programs – outdoor movies

Used pool at Barbara Scotia

Need to think about how to geographically disperse

More pools – indoor?

Best Parks & Rec – greenways

Want more connections- need connections

Butterfly garden next to greenway – good resource

Only one bus. David Walker bosses are not comfortable

Philanthropist, taxes, user fees, grants

Family reunion – picnic sites?

Promote the parks – better utilization



FOCUS GROUP (Youth Council): 6.9.16

Youth Council

- 6 upcoming seniors
- 1 junior
- 1 sophomore

What to do for fun:

- Go out to eat with group of people
- Concord Mills mall shop, walk, hang out place
- Tennis (x2)
- Swim
- Dance
- Softball did with Rec.
- Lacrosse
- Gymnastics
- Cheerleading

Tennis:

- Practice at Les Myers
- Have two courts in neighborhood closer to home
- Use Dorton Park courts, must drive through Dad must take

Swim at the SportsCenter Fitness & Athletic Club

Dorton Park – live across the street – walk the dogs, play

Basketball

Soccer w/ Rec

Swim w/ Concord Swim Club

All seem to have played with rec when younger

Track / Cross County – use the greenway

Frank Liske – use the facility

Moss Creek – use the greenway, biking, walking

FOCUS GROUP (Youth Council): 6.9.16

Top Complaints:

- Tennis
 - Only two tennis courts in neighborhood
 - Lights are out
 - Bad drainage
 - Want new courts because Dorton is too far away
 - 1 soccer
- No Track want actual measurements
- Baseball Fields maintenance; overgrown
- Being on outskirts (Cox Mill District)
 - Didn't know offerings due to location
 - Would have participated

How would you know?

- City Circulars
- NextDoor App (w/the city) (Events, promotions)- may not be best for youth
- Everyone has Sanpchat! Is too instant- not enough warning
- Twitter everyone has it, uses it
- Instagram

Summer Programs underutilized

Live downtown – didn't know about programs until started with youth council

Felt disconnected

Doing something that is actually interesting- something that people want to do

Reaching them (teens) is difficult

- No one is distributing info
- Don't read the paper
- Do everything on phone (Remind 101 send texts to phone)

Do they pay attention to billboards, signage, markets? No

Get the word out about what? What would have been fun? Outdoor movies – City wide vs. Community



FOCUS GROUP (Youth Council): 6.9.16

If program is interesting, advertise where kids go – in print

- The Creamery
- Sweet Frog
- Chick-fil-a
- Afton area
- Cookout
- Downtown

Difficult to please and to target directly to teens

Played sports - organized

Why arent' you participating?

- Can't drive transportation Access
- Distance from home to Concord (Can get to downtown CLT in same time)
- Cost- Don't like to pay (Not many events cost \$)
- Friends aren't doing it
- During school year, the main focus is sports

Concord is Sports

Union Street Live- Adult focused, More adult music

Concord is charming, sleepy, southern town

Start with rec. sports, move to school sports

Fitness Programs – Couch to 5K, Greenways

Like the White Water Center (example)

Is interested in Fitness

New Build – what do you want?

• Something that targets teens – nothing to do

Observe mis-education regarding pregnancy, contraception Observe drug use (mostly weed, Xanax, Oxy)

FOCUS GROUP (Youth Council): 6.9.16

Drive around – they are bored

Would you come back and live?

- 3-4 said yes
- 4 or so said no

Reasons why not:

- Career opportunities not great
- 10 yrs in Concord is enough
- Wants out of the country

Reasons why:

• Had great childhood- Wants to raise a family here

Wants Concord to be relatively the same Concord is based on tradition

If came back – wants more modern outlook
Art, progressive

Don't want it to be Charlotte- Love Charlotte, but Concord is not Charlotte Love the small-town feel Likes the idea of more diversity

Old Concord vs. New Concord (the growth areas)- There is a difference

Would introduce themselves as from North Carolina, from Charlotte

• Concord not used as an identifier

Recreation Department should make an APP to reach people

Youth Council – Senior leadership organization

- Volunteer with rec. activities
- Attend City Council
- Is an application process and interview
- 80-90 total members
- Have an executive board elected by the Council



FOCUS GROUP (City Residents): 6.9.16

Leisure Times is a good publication for those that don't get on the Internet

Registration Process – is good too

Great Instructors- Great programs

Facilities

- Greenways love
- Need better water fountains (more?)
- Incorporate shade Would like to see shade structures at playgrounds
- Love the aquatic center (SportsCenter)- Another facility in the city where?
- More ballfields need upgraded need to compete w/ surround areas
- Don't have enough time with the kids due to lack of space (12 fields for 78 teams)
- Don't use the school fields
- Competing with soccer or football for space
- Some field just mowed down.
- Webb Field built for big kids

Need more summer camps for kids

More participating in art classes and Greenway adventures

Home school community

- Classes earlier in the day (year round)
- Open to Home School Community to get the kids into more "classes" more structure

Why aren't people seeing the Leisure Times?

- What is the mailing list?
- Not many people recognize the document
- Is it sent to County residents? Vs City residents?
- More access to Leisure Times?

More activity on Facebook page

FOCUS GROUP (City Residents): 6.9.16

Department lacking in information exchange Looking @digital forms of info, lacks technological interaction Registration is not easy online Timing of receipt of Leisure Times

More options for elementary school kids' programs School Resource Dept. – People don't realize the services that the Community Centers have

If you are new to the City – you are missing the services

People see Parks and Rec as a low-income venue – this is a perception that is dependent on income

• Spread the word that it is for all

Not allowed to send things through school system – conflict with school programs?

Crime, drugs up – get the kids involved!

Get the City and County to work together

Teen Center / Youth Center Skateboard Park Place to hang at – teens

Staffing problems – hard to get staff for the hours – scheduling is an issue

BMX Trail Facility

Seniors – Senior Center is good with lots of activities (not City but County)

- Need more probably a staffing issue
- Transport for Seniors (assisted living)

Barriers

- Lack of information
- Perception of location / visibility
- Brings attention to the Centers



FOCUS GROUP (City Residents): 6.9.16

Connect greenways

Department brand – increase visibility Signage to parks – Directional, Visibility

Les Myers Park – underused? why?

- Location?
- Condition of playgrounds (lower playground)
- No shade at playgrounds
- Thurs only tennis

Spring Street is the "divider"

- Economic divider
- Facility locations

Bring the community to the facility in the areas that are perceived as unsafe to change the perception

Control of access at facilities

- User would be detracted by groups of kids "hanging out"
- ID cards have run off riff-raff

Academy Center

• Update the facade – liven it up!- Not so drab- Beautification

County provides the meals for summer camps – use that connection as a 'bridge"

Swimming classes

- Fill up fast
- Add aquatic center
- Community swim team (all private)

Adult Aquatic center – Indoor facility- year round Adult – movies in the park Activity Fair – represent all offerings Desires a Dog Park in the City

NextDoor – use as advertising, (doubled the # joined)

FOCUS GROUP (City Council): 7.13.16

Will survey be a true sampling of the community?

Hearing from the boomers – want to talk about recreation for the older generation

- Rec Barriers living longer
- Pickleball
- Active recreation
- Maximize use of facilities multi-age

Address provisions for special needs population

Boys and Girls Club – fundraising for facility expansion

Swimming needs

- Very few African American children are swimming (lessons, clubs, recreation)
- What is leading to their disinterest in swimming?
- One indoor pool 50m at YMCA (\$750K contributed by City)
- Barbara Scotia has a pool 50m; not operational pool needed work 10 years ago

Sports Education School (Barbara Scotia) – in the works Online classes – 200-250 enrollment Train / play sports

Caldwell Park

- Basketball asked if Caldwell Park has basketball (it does)
- Does Tennis get used?
- Are the baseball fields better suited for a different use?
- Ample playground equipment
 - Make sure it is accessible
- Is location/environment of Caldwell an issue in wetland area flooding
 - Not been an issue
 - Biggest flooding Dorton, Beverly Hills, McGee
- Renovations to far building people enjoy using that
- Amphitheater not using it much
- Condition of concession stands water damage (burst pipe) need repaired
- Fire at Caldwell bathroom repaint



FOCUS GROUP (City Council): 7.13.16

Building renovations moving forward at Hartsell

Need more space available at the rec centers

Reclaiming more space at Hartsell w/ renovations

Very little trails in the Logan Community – very few sidewalks/narrow streets (District 3)

Neighborhoods near downtown go to Union Street – relatively flat, trees = shade, access

Connected Trail system

How should projects be funded?

- 1. Bonds
 - Borrow (to have immediate impact)
 - Not debt adverse (if used responsibly)
 - Is an investment
- 2. Partnerships
 - School board (could run into problems)
 - County
 - Private partnerships
- **3.** Pay to Play
 - Pay fees (less than private fees, still on a sliding scale)
 - To cover operations / maintenance (specialized recreation)
- **4.** Grants
- **5.** Public funds without raising taxes

How does the County want to participate? – Provide the land?

- County built W. W. Flowe, City operates
- Priority Use Agreement @ Frank Liske County Park
- Combine w/ Kannapolis on Joint Park? Hwy 73 & Odell School Road
- County talking to CTT and Kannapolis to connect w/ Concord, to connect w/ Harrisburg
 - (CTT taking and interest in connecting)

Land around Lake has opportunity

FOCUS GROUP (City Council): 7.13.16

Looking for an online "clearinghouse" to collect feedback from general public

- Separate from the survey
- Open up the survey on-line

No one will complain about more greenways
Get to any neighborhood – walkability, interconnectivity
Need to plan a master trail system
Mountain bike trail – camp Spencer?
Formally incorporate public ROW for trails "mini-Duke Forest"

Uniqueness! – Quality of life Create a unique experience special to Concord

Skate Park – w/ 1st Assembly
Urban Park – Destination Park (mountain bike)

• Connect to trails

Greenways and existing parks are great

Love the dog park

- Has been a success
- Lots of maintenance
- See a dog park on this end of the town (Downtown)

Most join YMCA – pool New communities and apartments – building pools

Competitive swimming is popular in Concord- Big group of year round swim kids

- Need a MAC-like facility in the City competition pool
- Partnership w/ County, schools, etc.
- 7 teams year round (100+ kids per team)

Ballfield shortage (true for most of the traditional sports)

• Falls short in certain locations

Is Myers Park Field being used less?
Busting at the seams w/ Field use
Gibson Field is the best field



FOCUS GROUP (City Council): 7.13.16

Senior activity centers – multi-purpose rooms (Hartsell) Pickleball

Tournament Facility

- Baseball/softball = tourism (private guy is exploring this possibility
- Serve the citizens (not tourism)

Partner with Business Bureau/Chamber

Change in population – work towards bringing back those that grew up here Population make up is from those not from Concord (NW district)

Connectivity

Greenspace – being w/ family, Multi-generational People want more of these multi-generational opportunities

Education – getting those existing assets out to the population

Waterways (Blueways) – movement toward that trend

Connecting to the parks vs. having parks in the neighborhoods – sidewalks and trails

Greenspace vs. park

Collaborate w/ the County – especially at the fringes of the city

Greenspace – definition may change per individual

Battle to connect the outskirts to Concord...inbetweeners

• Athletics start to pull those people in as part of the City

Opportunities within the Center City? – Property available?

 Brownfield properties – battle between property owners – getting people to see what can be done within the City (i.e. Carolina Courts)

Look @ Master Plan – Commitment to Downtown Civic Park

FOCUS GROUP (City Council): 7.13.16

Network – being social – 25-35 year olds

Those that work in Charlotte don't use Concord Central City

- Bike trails
- Reedy Creek

Dog Park – Social Groups that stem from that

Boat launch

Social media – to get the work out

With the growth, it needs to slow down

• Concern with the change in the landscape – cutting down trees

Investing \$ into greenspace

City buying land and preserving trees

Need for competitive swim facilities so they don't have to go to Charlotte

Prioritize when looking at funding Land acquisition urgency – due to growth



FOCUS GROUP (Athletics): 9.16.16

Representation

- 7-8, 11-12 soccer coach
- Soccer, baseball, basketball coach
- Athletic specialist
- Soccer, softball coach
- Adult softball
- Athletic supervisor
- Athletic coordinator
- Tennis coordinator
- Couch to 5k

University of Tennessee camp- girls softball- indicated that girls softball is growing

• Is the case here locally?

Top Gun tournament this weekend

- 119 teams from 8U to HSU (19 and under)
- Travel team

City provides rec league

• 3-4, 5-6 coed, 7-8 starts separation (modified fast pitch rules)

Not enough facilities

- Could have 5-6 teams in spring
- Would have more teams (w/ baseball) than available fields

Field usage- Baseball & Softball

- Same fields use portable mounds
- Leave Webb as permanent mound

Baselines - 60,65,70,90

2-90' @Flowe

1-90' @ Hartsell

1-90' @ Myers

Lights at Myers getting ready to go away

FOCUS GROUP (Athletics): 9.16.16

With growth – great beginning programs, but once they hit a certain skill level they leave (from 10 yr up)

- Nothing that is the "next level"
- No Competition go to travel teams
- Without the mid level skill player, the league won't grow
 - I.E. an all-star team to incentivize/ strive for better play

Recreation vs. competition

Likely won't change: the city "brand" is recreation

Have had an "all-star" team of rec kids, but not sponsored by the city

Do private associations do a good job w/ the next skill level

- Not necessarily
- Usually pay-to-play; becomes exclusive

If more facilities, more staff available- could grow into a next level, competitive program

If we see numbers continue to grow at the rate of the past few years... will be in trouble in terms of staff and facilities

Participation levels – are they capturing everyone that wants to play?

• Anyone that shows up gets put on a team

Running – good route for 5k but nothing more for 10k plus

- Couch to 5k-7-8 yr old program (built from scratch)
- Dorton Park-Tuesday & Thursday evenings at 6:30
- Race is downtown concord, use the greenway system
- Bridge program 5k to 10k
- Must go out of the city to find 10k
- Offer to the community a 10K race either w/ the 5k or separate 10k race
- 3 couch to 5k events via the city (have to have buy-in from other City departments)
- Have asked for 10k, and triathlons
- Participant numbers would go up if more offered
- Use every parking space @ Dorton for training especially when overlapped w/ soccer
- Parking in neighborhood, across Poplar tent = safety issues



FOCUS GROUP (Athletics): 9.16.16

Can start advertising/ sending registration forms homes from the schools

• Will start w/ spring baseball/softball

Increase participation drives the need for more facilities

Fees

- Are very low
- Scholarship opportunities available
- Removing barriers to participate
- \$100 @ Huntersville couch to 5k 6 week- City is only \$15 with so much more
- Parents are saying the fees are too low
- "get what you pay for" mindset
- Council sets the fees

Don't have a cost recovery for youth sports

• Furnish equipment, uniforms, umpires, etc. 20-30K

Don't make much money on adult sports Higher fees may spur more dedication

3-6 years, great participation numbers

Soccer

- Lighted fields- don't have access to the lighted fields @ Frank Liske
 - Soccer club owns the lights- they have priority on these fields
- Tough to have practice when you can't see the ball
- Sometimes use baseball outfields for practice
 - Trouble when seasons overlap
- All soccer games @ Frank Liske: 3-4 to 13-15 age range
- 2 fields @ Dorton Park but no parking there
- 11-12 playing double headers- due to field availability
- Only so many hours allowed on the fields
- The County monitors that

Frank Liske may be land locked

New park land/acquisition

Consolidated sports complex to accommodate all sports

FOCUS GROUP (Athletics): 9.16.16

Why can't we get school facilities?- Athletic associations get those County Parks and Rec has a great working relationship w/ schools Concord Middle-use gyms and Baseball Weddington Hills soccer facility – can't get use Irvin Elementary – multipurpose field

• Mt. Pleasant uses it

Disconnect between the city and the school systems- making strides to strengthen that relationship

• Utilize their facilities

Have 4 regulation fields @ Frank Liske

- More issues with having no lights than number of fields
- Joint agreement to put up lights?

Tennis

- Primarily @ Les Myers park
- Rec tennis feeds into private Junior Academy
- Bridge the gap with schools-prior to high school when schools don't have the programs
- Tennis resurface every 3-4 years
- Courts on landfills or in flood zones
- 135 Junior tennis tournament in concord

The schools are using public facilities because they are better – taking away from rec- Everyone is fighting for facilities- public/schools

185 corridor – so well connected

No facilities in the NW section- to draw kids into rec

Any communication w/ Huntersville?

• Bradford park facilities – softball fields(5)

No specific grant writer on staff—someone to go after Funding! Each department has a "committee"

City fields are better than Frank Liske fields



FOCUS GROUP (Athletics): 9.16.16

Adult Sports

- If we had more fields would have more participation
- Adult softball is dying across the state
- Dodgeball, kickball, Flag Footbal (replacing softball)
- Flag football- has one league
- Kickball- has a couple of tournaments, but no league
- "free agents" vs finding their own team may encourage more participants
- Had no adult basketball last year
- Adult leagues are in decline
- Pick up games are on the rise- not organized play

Basketball

- Don't have gym space
- One closed for renovation
- No A.C.
- Facilities limit us to what we can do- Putting band-aids on 50-60 year old buildings
- Rec centers are old high school gyms
- Have to use school gyms
- Pay to use school facilities
- 3 rec centers till 9:00
- JN Fries and Concord Middle (during the week)
- Saturday 3:00 pm JN Fries- others till 5:00
- Could use 3-4 more courts to meet current demand (not to mention growth)
- Can't offer summer league due to AC issues
- Would love (and could support) 2x year league

All public gyms – no free gym space

No A.C.

If facilities aren't built, relationships have to be built

- These facilities are used by schools, associations, etc
- Not ideal for rec (flooring, adjustable goals)
- Middle schools looking to share gym space
- Building new school- build new school park

Downtown Events / partner with Downtown Dev. Association – get downtown (businesses) involved

C APF

APPENDIX - PUBLIC INPUT

COMMUNITY WORKSHOP #1: 9.20.16

Connect Carolina Thread Trail to Mecklenburg County – 1.5 mile connector

• Mallard Creek to Rocky River

Get Carolina Thread Trail map out to make proposed connections- internal of Concord and to surrounding municipalities & counties

Connections

- Highland area to nearby greenways in Concord (and into Mecklenburg County)
- Fill in "holes/ gaps" in the sidewalk network
- Sidewalks on Cox Mill
- Charlotte greenway to University

Neighborhood Parks (vs. large regional parks)

Highland Neighborhood does not receive the local cable access channel

Highland Creek uses Charlotte resources

Interested in trails + Greenways

- Moss Creek will go to speedway
- Rocky River to Moss Creek
- Harrisburg + County will extend greenway

Cox Mill elementary is behind Spring Mill/Highland Creek

Missing sidewalk link from Christenbury to school

Nice parks-could be smaller

What would be in park

• Open space

Participates in Highland Creek

Likes the Velodrome

Build something at the mallard creek park

Lifestyle activities



	COMMU	INI -	TY	WC	RI	KSF	10	P	#:	1:	9.	20	.10	5			
3	McAdams	E-Mail Address	APRZYKUCKI Qaninavr.com														
Meeting Sign-In Sheet		Phone Number	es70-765-hac														
Meeting	City of Concord Parks & Recreation Master Plan COC-16000 20-Sep-16 4:00 - 7:00	Company															
	Project Name: Project Number: Date: Time:	Name	Mille Przykucki														

COMMUNITY WORKSHOP #2: 10.5.16

Love Academy Center

Village Greenway – partnering w/ Rec. to adopt a stream (Academy Branch)

Pollinator Pledge – Concord Wildlife Alliance

• Mayor took the pledge

Make sure enough staff to maintain facilities

- Aesthetic and safety
- Pick up trash, don't just mow over it

Trail Connectivity
Larger park network
More soccer
Mountain Bike Trails!!!
Basketball goals
Soccer fields
Natural playground – free play

SW- Logan community- large Hispanic population

- Large soccer interest
- Using tennis courts to practice @ Caldwell
- Caldwell fields are being used for adult/youth games

Need multi-purpose field / soccer complex in the City

No multipurpose fields @ Caldwell

Need one so games don't go to Mecklenburg County

There are no skate parks – need one (@ Les Myers?)

- Give kids a place to skate other than the library
- Stunt course/obstacles

Confusing to people: what is City vs what is County?
All great facilities but ½ the people wouldn't know the difference
Senior Center = County
Opportunity for City/County shared facility



COMMUNITY WORKSHOP #2: 10.5.16

Lake Howell

- Kayak, stand up paddle board (non-motorized)
- Regional draw
- Robust policing
- No bringing in invasive species (clean the boats)
- Sailing small skiff
- Small, recreational sailing
- Fishing non-motorized

If you don't understand where you are coming from, there is no incentive to protect it

- Looking for more places for kids to be exposed to nature
- Places to get buses in and out
- Restrooms
- Programming with schools

Would like to see one more rec center @ NW Cabarrus

Not enough golf courses

• Cabarrus County, Rocky River, + 2 others

All the kids are going to Carolina courts (in the Logan community) for basketball

• Go there due to quality, AC, hours of availability, state of the art facility

You've got all this competition; if public facilities aren't on par, participants go w/ quality

Private facility in pre-planning-through Core Athletics

- HWY 73
- Baseball & some soccer (4 baseball, indoor training, 1-2 soccer
- Relocated from church street facility
- Expansion

Partnership with schools, especially in SW- for fields

Tourism facilities to bolster the visitor count

Limitations @ WW Flowe – very close to Frank Liske

COMMUNITY WORKSHOP #2: 10.5.16

User friendly parks

Lake Fisher

- Eroded drive
- Unsafe bank access,
- Would like to stay open through Dec (maybe all year)
- Extended hours
- Seasonal Pass @ lake fisher (lots of requests)
- Property maintenance needs a little work (@ shoreline where the boats are)
- Expand the offerings- Underutilized
 - Mountain bike trails
 - Pedestrian trails
 - Kayaks, etc.
- Can't fish by yourself (tackling boat by yourself function of getting the boat in/out of water)
- Would like boat slips
- Sand bank as a baseline-Damages the boats on gravel bank
- Closer restroom facility
- Bigger boats (for 4 people)
- No discount for seniors in Cabarrus County all County residents pay \$5, out of County pay \$10
- Only has 22 boats, could accommodate more the demand is there
- Need ADA access

People would like to fish Concord Lake (County)- need more places to fish Lake Concord- parking is gone
Would switch between Concord & Fisher

Problem @ George Liles – bike access/connectivity

• Need safe way for bikes to cross- push button crossing

YMCA & Dorton park- landlocked – need to connect Connecting from Dorton Park along Coddle Creek Sewer line easement – possible greenway at Coddle Creek

No place to bike 15-20 miles at a time- off road



COMMUNITY WORKSHOP #2: 10.5.16

185 is the "Berlin Wall" of Cabarrus County

- Go under the interstate
- Greenway connections across the interstate

Afton Creek gets you to Kannapolis greenway system

Bike lanes

- Barrier between travel lanes and bike lane parking lane for example (Prospect Park West in Brooklyn)
- Cyclist- pedal safety
- Church Street bike lane is bad

Lack of bike racks around town

Kannapolis is ahead of Concord regarding biking and pedestrian transportation Tie into transit connection/stop

Request artificial turf soccer fields (conversions)

Communication is lacking

Better communication- marketing, not finding out about at programs Central spot of community happenings

Send notice to all who attend the public meetings when document is available online

Offer something that is less sports oriented and more nature based/educational

- Compost program
- Used to offer a rain barrel making class

Urban Forest Network – Knoxville Economic impact of Urban Forest Urban wildlife – urban forest to allow the wildlife to survive- habitat preservation

Transportation is part of parks & rec

- Should be able to ride from one end of town to the other
- ROW powerline, sewer, lakes (easements)

C

APPENDIX - PUBLIC INPUT

COMMUNITY WORKSHOP #2: 10.5.16

Cabarrus County used to have mountain biking (Rocky River – private facility) Cabarrus County Mountain Bike Park- vision

A lot of interesting terrain Bouldering and climbing

Retail establishments that connect to greenway/trails

Tanglewood – equestrian, bike, etc. (Forsythe County) as an example

County M.P. calls for baseball/softball complex- don't want to double up efforts

Adult swim hours limited, add hours @ the end of the day

Soccer- pick-up group @ Dorton Park

- Not a lot of adult leagues for soccer
- Don't have time to play in organized league
- Want to play year round vs. a couple of months
- All they want are fields
- Have a hard time finding places to play
- Need open fields- non reservation policy
- Want lighting @ soccer fields

Tennis @ Les Myers-good. Like it. Keep it that way

• Expand if program keeps growing

If tennis were to expand- is it better to expand @ Les Myers or elsewhere?

• Fine if located elsewhere- for those not near Les Myers

Need something unique at Les Myers

- Amphitheater doesn't get used
- Use the hill for fitness

Need for baseball/softball fields

Top Gun hosts 35 events/year; have to spill into neighboring cities Only 30 out of 100 teams can play in Concord City might be more aggressive in pursuing recommendations Competing with other sports complexes There is a need in Concord



COMMUNITY WORKSHOP #2: 10.5.16

67 acres across from WW Flowe

- Dedicated to be used for recreation
- Partnership between City and County

18 "tournament quality" fields

• This weekend – need 27 fields – results in spill over to other cities

Dog Park in Brown Mill neighborhood and Downtown Bark Park covered in dirt- not ideal

Natural green space, greenways, open space

Connectivity- wants to not get in a car to get to a park

Connecting neighborhoods to a broader network

Safe streets

Open space policy for new communities and how to connect to network

Tennis @ Dorton Park

- Wants the lights to work
- Would love to see more courts
- Pro uses 2 of 3 courts
- Courts are underwater in the rain, (in the flood plain)

COM	MUNITY	WORKSHOP	#2: 10	0.5.16
-----	--------	----------	--------	--------

	Meeting	Meeting Sign-In Sheet	1
Project Name: Project Number:	City of Concord Parks & Recreation Master Plan COC-16000	5 1	MCADAMS
	9/26/2016 - Athletics Focus Group		
	6:30 - 8:00	i	
name	Company	Phone Number	E-Mail Address
10mmy Lecturar	BCH Pals+ HalosCApes		ETTOWNY LOBALLON (SRH-NC, CON
log technic	(ARILA HOME CON HOLD SOLVES)	63	Carolinations contest Solotes of Sonos lice
THE DIRECTE	The state of the s	104 MI 1000	104 - H1 1000 (2018/KB) Catholink, Net
1	D mo to NWS	704-806-0908	or ad @a mot one side
Michelle Zelaya	notivate Wellness - Cash	704 724 6807	Motivate Wellings - Cast 704 724 6807 motivativelling @ color com
0			
4			



Malla @ Cented devented, Con

icevanrego @ yahoo: com

7960-275-086 7047771920

Resident

(concord

ダダ

Rall

Means

ir blake Dalumi.nesu.ed reid, castrodale @ quail, com

704-904-7999 919-345-8606

2892-121-407 -4-4-450) Wilmameans@ Hot. COM

COMMUNITY WORKSHOP #2: 10.5.16

S
AN
AD
10
-

Meeting Sign-In Sheet

City of Concord Parks & Recreation Master Plan COC-16000 Project Number:

Project Name:

Date: Time:

4:00 - 7:00 5-Oct-16

Phone Number

E-Mail Address	summel-ewyogma:/	CUMMAN BAMBILION	Mody sense, Osmillon	704-796-2411 1 Doller a 208, cm	Woluble Socies Acedoux (FCCA) 910-281-0372 Obroadley echarlothe socies acedeux con	dmur a ctaacademy, org	Spurtarila concardacione as 17	osbornes a concollado, god	dianeprovoldourioun, com	Smithal @ contouding any	+ ientins 2 @ Wast, not	Cop. show mes @ 1/ wolsow		VV Melton @ Backbab.ung	,
Phone Number	704720-7320	704-720-7320		11tz-96L-hoz	916-281-0372	8855-284-402	5515 076 4of	11 11 5732	704-784-4208	704.920.5379	6996-886-606	24 22.5878	704 R3 6332	2892-12L-MI	, ,
company	2) Considir fe Allince 1704720-7320	YESTELDAY FRENER	Rty P& R. / Southwest	Tennis "Theorny"	Charlestocces Accobing (FCA)	CONCORD FIRST ASSEMBLY ALADEMY 704-287-5588	Manning	Concord - Plannin)	Concord Down Town	CONCOVA Environmental Ed.	Charlotte Rodislan	Riber Transit	Kammap is Internal Medicula 704 183 633	Boss & Chris Club of Calpanus	
Name	ROSEBUMMEL- EUR	MICHAELEURY	Town Mode.	Jehn Delbler	Peter Browles	David Mucr	Julian Bruton	Steve Osborne	Biane Young	Mandy Smith-Thompen	Tim Tenting by	L. T. UDSlangle:	Havila Thomas	Valence Melton	()

Parks and	Recreation	Comprehensi	ve Master Plan

FOCUS GROUP (Programming): 10.12.16

Debbie Littlefield – Program Coordinator

Strengths

Competitive pricing- aren't charging high prices

Don't have the space to put on the necessary programs. Have one Fitness Room to hold all classes.

Good success with Greenway & Programs in the parks

- Dropped programs at Parks in fragile neighborhoods (not participating)
- Starting to offer programs at Dog Park

Indoor programming is lacking – due to lack of space

Wish list:

- Rec Center to not be in a former school
- NW area competitive with YMCA (western part of the County going elsewhere)
- Fitness room
- Acoustic classroom
- Flex space

New space in Beverly Hills Neighborhood (Propst House) – upcoming in the next year

Cooking classes – don't have a kitchen (will have small one @ Propst House)

Partnering with people:

- Concord Bridge Club
- Pickleball
- Sewing and Quilting Classes
- Fitness daytime classes pre-school

Populations best served? – depends on the class

- Not a lot of classes for seniors (due to senior center-County)
- Not a lot for pre-school children
- Elementary and middle school summer programs
- Adult fitness 30-50 yrs



FOCUS GROUP (Programming): 10.12.16

Limit Pilates – due to space size

Registration

- Online
- Mail in
- In person

Try to reach people – FaceBook, Leisure Times, Instagram

If had more staff and space – could be doing a lot more

• Day time programs

As the City grew, the department didn't

- Same # of staff for 15 years
- Don't have facilities, don't have staff

Biggest success – Youth Council (72 members this year)

- Created in 2001 through City manager's office
- 6-7 years ago, turned over to Parks and Rec
- Integral part of it putting on Festivals
- Maintains strong core of volunteers,
- Meet 2xmonth
- 1,100 hrs of community service 50 kids
- Help with summer programs

Would love to reach middle school & elementary school ages

• Don't have the man power

Festivals are strong – Dogs' Day Out

Sponsor money goes to Youth Council scholarships

Excited about greenway programs- change it up every quarter

- Classrooms are on the greenway like @ Moss Creek
- Shelters become outdoor classrooms

BOYS & GIRLS CLUB INTERVIEW

Valerie Melton – Executive Director

- 1. Get their spin on recreation in Concord
 - Rec. Dept. Does a lot very active
 - Concord is a fortunate community
 - Lots of choices
- 2. Are there City facilities that B&G Club regularly use? City programs that are participated in?
 - Primarily all B&G facilities on site
 - Do have a football program- games at Webb Field huge partnership
 - Practice on site
- **3.** Are there City facilities or programs that your organization would like to see that may assist in your efforts/mission?
 - Would consider a program partnership for basketball
 - Fortunate to have great facility- 3 Gyms
- **4.** Are there any joint opportunities or partnering efforts with Parks & Rec that you envision or have explored in the past?
 - Open relationship with the City
 - Huge partnership with County Rec
 - Three Lakes camp 6 weeks day camp for 10-15 year olds- became a County park – (Camp Spencer)
 - Collaborate in Holiday Tournaments (basketball)
 - Participates with City league
 - Early stages conversations with City and Cal Ripkin Foundation-(Baseball Programming)
 - Also do Youth Development Parks (in Greensboro) with B&G Club
 - Turf Fields multipurpose- after school, summer, football
 - Would sit down with Rec. wants to coordinate City partnership

No requests from City to use facilities on site

• But Gyms are part of Holiday Basketball tournament

B&G Summer programs – at capacity After school programs – near capacity Limited sharing opportunities



BOYS & GIRLS CLUB INTERVIEW

Youth related focus- Limited to use by youth (no adult use)

Expansion to facility is coming

- New wing in 18/19 school year
- Would positively impact summer and school program
- New expansion offers opporutnity for more specialized programs & outreach

Used to walk down to the pool

- Back before new facility was built
- Was great activity
- Getting to pool now would be logistical nightmare, but would like to see that happen

No small focus programs- always geared toward large groups

- Small classes ideal for environment, art classes (don't offer due to shear numbers)
- Bring people in from Rec to host these programs

Wearing her citizen hat:

- Lives in the City walking distance to Myers Park, grown up with kids at the park
- Greenway is so nice
- Amazing parks, amazing staff
- Together make more of an impact

Results of survey responses from Community Meetings Surveys collected = 24

1. Recreation Interests

recreation interests						
	No	Some	Great			
	Interest	Interest	Interest			
Alternative Sports	7	10	6			
Aquatics	7	8	9			
Arts	11	8	4			
Arts and Crafts	11	6	5			
Environmental	2	13	9			
Family Programs	5	12	8			
Hobbies	12	7	2			
Indoor Fitness	6	9	8			
Nature Based Activities	2	7	15			
Outdoor Fitness	1	7	16			
Performing Arts	3	13	8			
Pet Activities	7	13	4			
Self-Improvement	13	8	2			
Social	14	9	0			
Special Events	5	10	8			
Special Needs Programs	8	12	4			
Sports & Athletics	7	7	8			
Travel & Tourism	10	7	5			

(comments)

Community art

2. Time and Attendance

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	(comments)
6 am - 8 am	8	8	8	8	8	9	9	Weekend evenings during the summer
8 am - Noon	2	2	2	2	2	11	7	
Noon - 4 pm	2	2	2	3	2	11	8	
4 pm - 7 pm	7	8	8	8	9	11	7	
7 pm - 11 pm	9	10	10	10	14	12	9	
11 pm - 6 am	2	2	2	1	2	3	2	

	Never	1 to 4	5 to 8	8 to 12	12+	Never Heard	comments)
Athletic facilties	6	6	2	4	7	0	tennis and rec. soccer
Concord parks	0	6	4	7	8	0	
Dog Park	12	6	1	1	2	2	
Greenways	5	5	7	3	4	1	
John F. McInnis Pool	15	5	1	0	1	2	
County Parks	2	6	5	4	5	0	
Recreation Centers	9	4	4	2	4	1	
School areas	7	7	3	2	2	0	



2. Time and Attendance

Access is a problem	3
Competing facilities	3 2
Hours of operation	6
I don't not have the time	9
Inconvenient location	1
Inconvenient timing	4
Lack of adult programming	5
Lack of cleanliness	2
Lack of information	5 2 7 2
Lack of maintenance	2
Lack of qualified staffing	1
Lack of restrooms	1
Not accessible fo the disabled	0
Not interested in public recreation	1
Parking not adequate	4
Poor customer service	2 1
Poor quality of program	1
Program was full or cancelled	0
Safety concerns	2
Substandard old facilities	3
The facilites are too crowded	3
Too expensive	0

3. Areas of Emphasis

Areas of Emphasis	no	yes	tax	user fee
Adult water aerobics	7	12	1	10
Aquatic center	3	17	4	9
Art center	9	10	6	3
Art classes	6	10	1	7
Baseball	7	10	3	5
Basketball	8	9	4	2
Bike lanes	4	17	12	1
Bocce	13	4	1	2
Butterfuly gardens	9	10	10	1
Climbing wall	9	9	0	7
Community garden	8	11	4	4
Connected trails	5	16	9	2
Cooking classes	9	9	1	8
Disc golf	8	7	2	2
Dog park	4	12	6	4
Enviornmental classes	5	12	5	6
Fitness classes	8	11	3	6
Fitness machines	8	9	4	6
Football	11	5	1	2
Gardens	10	10	8	1
Hiking	4	14	7	3
Indoor facilities	5	13	6	4
Interactive water feature	12	5	3	1
Lacrosse	10	7	0	5
Mountain bike trails	3	15	9	2
Nature center	3	14	7	4
Nature classes	4	12	4	6
Outdoor basketball	7	10	5	2
Outdoor concerts	7	15	7	6
Outdoor facilites	8	10	6	2
Outdoor movies	7	13	6	3
Paved greenways	2	17	11	2
Pickle ball courts	11	6	2	3
Recreation centers	7	11	6	3
Senior centers	6	11	7	2
Sidewalks	3	14	9	2
Skateboard parks	7	8	3	4
Soccer fields	10	7	3	4
Special senior focused programs	6	11	6	
Splash pads	9	9	5	2
Tennis	9	10	3	
Trips	10	7	0	
Ultimate frisbee	10	6	1	
Unpaved greenways	5	12	7	
Weight room	6	9	4	
Year-round pool	5	14	3	4

4. Information about parks and recreation opportunities

	very ineffective	ineffective	not sure	effective	very effective	(comments)
Ambassador from the Department going to schools	2	1	13	2	2	
Brochures, flyers or posters at public facilities	2	1	6	8	3	
Cable channel	4	0	7	7	2	not seen in Highland Creek
Direct mail of program book Leisure Times	1	0	4	9	5	
E-mail to residents	1	0	4	10	8	
Facebook page for the Department	0	0	3	6	10	
General website of the Department	0	0	3	10	6	
Instagram for the Department	1	2	7	6	3	
Newsletter to Home Association Presidents	2	2	9	3	2	
Presence on You Tube	1	0	13	2	1	
Pushed messages to cell phones	2	1	11	4	3	
Telephone application	3	2	9	3	1	
Word of mouth	0	1	5	8	6	

5. Personal Opinions

Personal Opinions					
	Strongly disagree	disagree	agree	strongly agree	don't know
In general, the facilites that I have visited satisfy my needs	0	4	17	2	1
The CPRD is responsive to community recreation needs	0	6	9	8	1
The park facilities I visit are clean and well maintained	1	5	11	7	0
The quality of leadership/supervision provided by the CPRD is good	2	0	7	11	3
The CPRD staff is courteous and helpful	0	3	8	13	0
I am aware of the recreation programs and activities the CPRD offers	1	3	13	5	2
I feel safe in the parks	0	2	12	4	3
There is a need for more activites for people with disabilties	0	0	7	3	11
The CPRD needs to have more cooperative programs with the schools	0	1	8	5	9
I prefer neighborhood parks over a large centralized park	0	5	10	7	1
There is a need for more athletic fields	1	5	3	8	7
The CPRD recreation activites are primarily tailored for the youth	1	7	6	3	7
The CPRD recreation activites are primarily tailored for adults	1	11	3	0	7
There is a need for speical programs for persons over age 55	0	1	12	3	7
The existence of well-maintaind parks adds to the quality of the live in the community	0	0	4	18	1
The CPRD should provide more activites where the whole family can participate	0	0	13	5	5
I am satisfied with the recreation opportunities I receive for my tax dollars	1	6	13	2	2
I am willing ot pay resaonable users fees for new recreation opportunities	0	0	14	9	1
There is a need for more teen programs	0	1	9	4	9
The parks I visit are conveniently located	0	5	13	4	0
There is too much of organized recreation/sports	0	9	5	1	9
The CPRD office hours are convenient	1	6	10	3	3
There needs to be more lighted facilites	1	0	6	6	10

Additional Comments

- 1. 1-sidewalk access connecting Highland Creek and Winding Walk with the Cox Mill area. 2 Greenway expansion. 3- neighborhood parks and green spaces
- 2. 1-Dog Parks. 2-Connectivity through greenways and green areas is a MUST. 3-Bikelanes and Sidewalks and new areas. 4-places to enjoy the water
- 3. 1-Keep the need of public facilities and trails in mind with future development. They are important.
- 4. 1-Use Native planting at parks and offices. 2-ensure there is staff and funding for quality infrastructure and maintenance.3-pathway connectivity
- 5. 1-Natural Play Areas/Playground. 2- Nature Center with programming, bus parking, and restroom. 3- Improved Facilities at Lake Fisher
- 6. 1- Need connecting trails ASAP, no good safe place to bike
- 7. 1-Soccer fscilities for public use. 2-More lighted facilities. 3-Open fields

CA

APPENDIX - PUBLIC INPUT

6. General Information

_				
(76	Pn	a	ρ	r

Male	14
Female	8

Age

7.60	
18-24	0
25-34	4
35-44	4
45-54	6
55-64	10
65-69	0
70-74	0
Over 75	0

Income

Under \$24,999	1
\$25,000-\$49,999	5
\$50,000-\$74,999	4
\$75,000-\$99,999	4
\$100,000-\$124,999	3
Over \$125,000	6

	1	2	3	4
How many adults, including yourself, age 19 and above, currently live in your household	6	12	3	1

	Under 5	5-10 vrs	11-14	15-18
	yrs	2-10 AI2	yrs	yrs
How many children in your household are	2	3	3	5

Married	17
Divorced/separated	3
Single	4

How many years have you lived in Concord?

13, 55, 49, 39, 1, 48, 31, 14, 7, 12, 9, 9, 5, 9, 22, 13, 30, 20, 18, 60+, 4, 23, 6

Caucasian	21
African - American	2
Hispanic	0
Asian	1
Other	0

	home	work	home and work	no access
Do you use the internet at	4	0	20	0

	yes	no
Do you have any disabilities	2	21

	SW	NW	NE	SE
Location of area of residence	4	3	3	3



Results of survey responses from Athletic Focus Group Surveys collected = 5

1. Recreation Interests

	No	Some	Great
	Interest	Interest	Interest
Alternative Sports	1	3	1
Aquatics	0	5	0
Arts	4	0	1
Arts and Crafts	4	1	1
Environmental	2	3	0
Family Programs	0	5	0
Hobbies	3	1	1
Indoor Fitness	1	4	0
Nature Based Activities	1	3	1
Outdoor Fitness	0	4	1
Performing Arts	3	2	0
Pet Activities	4	1	0
Self-Improvement	2	3	0
Social	3	2	0
Special Events	2	2	1
Special Needs Programs	2	3	0
Sports & Athletics	0	2	3
Travel & Tourism	3	1	0

2. Time and Attendance

Time and Attendance							
	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
6 am - 8 am	0	0	0	0	0	2	1
8 am - Noon	0	0	0	0	0	3	1
Noon - 4 pm	0	0	0	0	0	1	0
4 pm - 7 pm	2	4	4	4	4	3	2
7 pm - 11 pm	2	4	4	4	4	3	2
11 pm - 6 am	0	0	0	0	0	0	0

	Never	1 to 4	5 to 8	8 to 12	12+	Never Heard
Athletic facilties	0	1	0	1	3	0
Concord parks	0	0	0	0	5	0
Dog Park	4	1	0	0	0	0
Greenways	1	1	2	0	1	0
John F. McInnis Pool	2	2	0	0	0	1
County Parks	0	0	0	0	5	0
Recreation Centers	1	3	0	0	1	0
School areas	1	2	0	2	0	0

2. Time and Attendance

Time and Attendance	
Access is a problem	2
Competing facilities	0
Hours of operation	0
I don't not have the time	0
Inconvenient location	0
Inconvenient timing	0
Lack of adult programming	0
Lack of cleanliness	0
Lack of information	2
Lack of maintenance	0
Lack of qualified staffing	0
Lack of restrooms	2
Not accessible fo the disabled	1
Not interested in public recreation	0
Parking not adequate	2
Poor customer service	0
Poor quality of program	0
Program was full or cancelled	0
Safety concerns	1
Substandard old facilities	1
The facilites are too crowded	2
Too expensive	0

3. Areas of Emphasis

	no	yes	tax	user fee
Adult water aerobics	2	2	0	2
Aquatic center	1	3	0	3
Art center	2	2	1	1
Art classes	2	2	0	2
Baseball	0	4	0	3
Basketball	0	4	0	3
Bike lanes	2	2	2	0
Bocce	3	1	0	1
Butterfuly gardens	3	1	1	0
Climbing wall	3	1	0	1
Community garden	0	3	2	0
Connected trails	1	3	2	0
Cooking classes	3	1	0	2
Disc golf	1	3	3	1
Dog park	2	2	1	1
Enviornmental classes	1	3	2	0
Fitness classes	1	3	0	4
Fitness machines	1	3	0	4
Football	0	4	0	3
Gardens	1	3	2	0
Hiking	1	3	2	0
Indoor facilities	0	3	1	2
Interactive water feature	3	1	1	0
Lacrosse	1	2	0	2
Mountain bike trails	1	4	3	0
Nature center	1	3	2	0
Nature classes	1	3	0	1
Outdoor basketball	0	4	3	0
Outdoor concerts	1	3	2	1
Outdoor facilites	0	4	3	0
Outdoor movies	1	3	1	1
Paved greenways	1	3	2	0
Pickle ball courts	0	4	0	3
Recreation centers	0	4	2	1
Senior centers	2	2	3	0
Sidewalks	1	3	3	0
Skateboard parks	3	1	0	1
Soccer fields	0	4	3	1
Special senior focused programs	2	2	2	1
Splash pads	1	3	1	1
Tennis	0	4	2	2
Trips	3	1	0	
Ultimate frisbee	3	1	0	1
Unpaved greenways	2	2	2	0
Weight room	2	2	0	
Year-round pool	1	3	0	3

4. Information about parks and recreation opportunities

	very ineffective	ineffective	not sure	effective	very effective
Ambassador from the Department going to schools	0	0	1	2	1
Brochures, flyers or posters at public facilities	0	0	1	0	3
Cable channel	0	2	1	0	1
Direct mail of program book Leisure Times	0	1	1	1	1
E-mail to residents	0	0	1	2	1
Facebook page for the Department	0	0	0	3	1
General website of the Department	0	1	0	1	2
Instagram for the Department	0	1	3	0	0
Newsletter to Home Association Presidents	0	2	1	1	0
Presence on You Tube	0	0	2	2	0
Pushed messages to cell phones	1	0	2	1	0
Telephone application	1	1	2	0	0
Word of mouth	0	0	0	2	2

5. Personal Opinions

	Strongly disagree	disagree	agree	strongly agree	don't know
In general, the facilites that I have visited satisfy my needs	0	0	5	0	0
The CPRD is responsive to community recreation needs	0	0	3	2	0
The park facilities I visit are clean and well maintained	0	0	3	2	0
The quality of leadership/supervision provided by the CPRD is good	0	0	1	4	0
The CPRD staff is courteous and helpful	0	0	2	3	0
I am aware of the recreation programs and activities the CPRD offers	0	0	2	3	0
I feel safe in the parks	0	0	2	3	0
There is a need for more activites for people with disabilties	0	1	3	0	1
The CPRD needs to have more cooperative programs with the schools	0	0	2	1	2
I prefer neighborhood parks over a large centralized park	0	1	3	0	1
There is a need for more athletic fields	0	0	0	5	0
The CPRD recreation activites are primarily tailored for the youth	0	0	2	3	0
The CPRD recreation activites are primarily tailored for adults	0	5	0	0	0
There is a need for speical programs for persons over age 55	1	0	2	0	2
The existence of well-maintaind parks adds to the quality of the live in the community	0	0	1	3	1
The CPRD should provide more activites where the whole family can participate	0	0	2	1	1
I am satisfied with the recreation opportunities I receive for my tax dollars	0	0	1	4	0
I am willing ot pay resaonable users fees for new recreation opportunities	0	0	1	3	0
There is a need for more teen programs	0	0	3	2	0
The parks I visit are conveniently located	0	0	3	2	0
There is too much of organized recreation/sports	2	2	2	0	0
The CPRD office hours are convenient	0	1	3	2	0
There needs to be more lighted facilites	0	0	1	5	0

6. General information

	_	 _	_	
(-				

Male	4
Female	1

Age

18-24	0
25-34	1
35-44	2
45-54 55-64	1
55-64	0
65-69	1
70-74	0
Over 75	0

Income

Under \$24,999	0
\$25,000-\$49,999	0
\$50,000-\$74,999	1
\$75,000-\$99,999	1
\$100,000-\$124,999	0
Over \$125,000	2

	1	2	3	4
How many adults, including yourself, age 19 and above, currently live in your household	1	2	2	0

	Under 5	5-10 vrs	11-14	15-18
	yrs	J-10 y13	yrs	yrs
How many children in your household are	4	6	1	0

Married	4
Divorced/separated	1
Single	0

How many yeard have you lived in Concord?

4, 20, 17, 10

Caucasian	4
African - American	0
Hispanic	1
Asian	0
Other	0

	home	work	home and work	no access
Do you use the internet at	3	2	4	0

	yes	no
Do you have any disabilities	0	5

	SW	NW	NE	SE
Location of area of residence	1	3	0	0

Results of survey responses from Council Surveys collected = 6

1. Recreation Interests

Recreation interests			
	No	Some	Great
	Interest	Interest	Interest
Alternative Sports	0	0	0
Aquatics	1	3	1
Arts	0	4	1
Arts and Crafts	1	1	1
Environmental	1	2	2
Family Programs	0	1	4
Hobbies	2	2	1
Indoor Fitness	2	4	0
Nature Based Activities	0	0	0
Outdoor Fitness	0	4	2
Performing Arts	0	3	3
Pet Activities	0	0	0
Self-Improvement	2	2	1
Social	2	1	2
Special Events	0	2	4
Special Needs Programs	1	2	2
Sports & Athletics	1	2	2
Travel & Tourism	3	0	2

(comments)

(not included in council version of survey)
Competitive swim

(not included in council version of survey)

(not included in council version of survey)

2. Time and Attendance

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
6 am - 8 am	0	0	0	0	0	0	1
8 am - Noon	0	0	0	0	0	3	2
Noon - 4 pm	1	1	1	1	1	4	3
4 pm - 7 pm	1	1	1	1	3	4	4
7 pm - 11 pm	0	0	0	1	2	3	3
11 pm - 6 am	0	0	0	0	0	0	0

	Never	1 to 4	5 to 8	8 to 12	12+	Never
	Never	1 (0 4	3108	8 (0 12	12+	Heard
Athletic facilties	0	2	2	0	1	0
Concord parks	0	1	2	1	2	0
Dog Park	1	2	1	0	2	0
Greenways	0	2	0	0	4	0
John F. McInnis Pool	4	1	0	0	0	0
County Parks	0	2	1	0	3	0
Recreation Centers	1	1	1	0	2	0
School areas	0	1	0	0	4	0

2. Time and Attendance

inc and Attendance	
Access is a problem	0
Competing facilities	2
Hours of operation	1
I don't not have the time	5
Inconvenient location	0
Inconvenient timing	2
Lack of adult programming	0
Lack of cleanliness	0
Lack of information	2
Lack of maintenance	0
Lack of qualified staffing	0
Lack of restrooms	0
Not accessible fo the disabled	0
Not interested in public recreation	0
Parking not adequate	0
Poor customer service	0
Poor quality of program	1
Program was full or cancelled	0
Safety concerns	0
Substandard old facilities	0
The facilites are too crowded	1
Too expensive	0

3. Areas of Emphasis

	no	yes	tax	user fee
Adult water aerobics	1	3	1	3
Aquatic center	1	3	1	3
Art center	1	3	1	3
Art classes	1	3	1	3
Baseball	2	2	1	2
Basketball	1	3	1	3
Bike lanes	0	5	4	2
Воссе	3	1	0	0
Butterfuly gardens	3	1	1	0
Climbing wall	0	0	0	0
Community garden	2	2	2	1
Connected trails	0	6	6	1
Cooking classes	1	3	1	3
Disc golf	1	3	1	2
Dog park	0	0	0	0
Enviornmental classes	2	4	2	3
Fitness classes	2	3	1	3
Fitness machines	2	3	1	3
Football	2	2	2	1
Gardens	3	1	0	1
Hiking	1	4	2	1
Indoor facilities	2	3	2	2
Interactive water feature	0	0	0	0
Lacrosse	3	1	1	1
Mountain bike trails	2	2	1	2
Nature center	3	1	0	1
Nature classes	2	2	1	2
Outdoor basketball	2	2	2	0
Outdoor concerts	0	4	4	1
Outdoor facilites	0	4	4	1
Outdoor movies	1	4	4	3
Paved greenways	0	6	6	0
Pickle ball courts	2	2	2	1
Recreation centers	0	5	5	1
Senior centers	1	4	4	1
Sidewalks	0	5	5	0
Skateboard parks	2	2	2	0
Soccer fields	2	3	3	1
Special senior focused programs	1	3		1
Splash pads	2	2	1	1
Tennis	2	3	2	1
Trips	2	2	1	2
Ultimate frisbee	2	2	2	1
Unpaved greenways	2	4	4	0
Water fountains	3	1	1	0
Weight room	2	2	1	2
Year-round pool	2	2	1	2

4. Information about parks and recreation opportunities

	very ineffective	ineffective	not sure	effective	very effective
Ambassador from the Department going to schools	1	2	0	1	2
Brochures, flyers or posters at public facilities	0	0	2	4	0
Cable channel	0	0	1	5	0
Direct mail of program book Leisure Times	0	0	1	4	1
E-mail to residents	0	0	1	5	0
Facebook page for the Department	0	1	1	3	1
General website of the Department	0	1	2	2	1
Instagram for the Department	0	2	3	0	1
Newsletter to Home Association Presidents	0	1	0	4	1
Presence on You Tube	1	0	2	2	1
Pushed messages to cell phones	0	3	2	0	1
Telephone application	0	1	2	3	0
Word of mouth	0	0	3	4	0

5. Personal Opinions

reisonal Opinions					
	Strongly disagree	disagree	agree	strongly agree	don't know
In general, the facilites that I have visited satisfy my needs	0	1	4	1	0
The CPRD is responsive to community recreation needs	0	0	4	1	1
The park facilities I visit are clean and well maintained	0	0	3	3	0
The quality of leadership/supervision provided by the CPRD is good	0	0	3	2	1
The CPRD staff is courteous and helpful	0	0	2	3	1
I am aware of the recreation programs and activities the CPRD offers	0	0	5	1	0
I feel safe in the parks	0	0	4	2	0
There is a need for more activites for people with disabilties	0	0	3	1	2
The CPRD needs to have more cooperative programs with the schools	0	1	1	1	2
I prefer neighborhood parks over a large centralized park	0	0	3	3	0
There is a need for more athletic fields	0	1	2	0	3
The CPRD recreation activites are primarily tailored for the youth	0	1	3	0	2
The CPRD recreation activites are primarily tailored for adults	0	4	0	0	2
There is a need for speical programs for persons over age 55	0	0	2	1	3
The existence of well-maintaind parks adds to the quality of the live in the community	0	0	1	5	0
The CPRD should provide more activites where the whole family can participate	0	0	5	0	1
I am satisfied with the recreation opportunities I receive for my tax dollars	0	0	5	1	0
I am willing ot pay resaonable users fees for new recreation opportunities	0	0	5	2	0
There is a need for more teen programs	0	0	3	1	2
The parks I visit are conveniently located	0	0	3	3	0
There is too much of organized recreation/sports	1	1	1	0	3
The CPRD office hours are convenient	0	0	5	0	1
There needs to be more lighted facilities	0	0	0	0	6

Additional Comments

- 1. I would like to see more youth in District 3 (Logan Community) involved in swimming and drama activities. Caldwell Park has an amphitheater that could be used for such activities a part time and volunteers could help make it possible
- 2. Be good to have more walking access to parks from neighborhoods





6. General Information

<u> </u>		i	
(ne	no	ю	٢

ſ	Male	4
F	Female	2

٦gc

7.60	
18-24	0
25-34	0
35-44	2
45-54	2
55-64	0
65-69	1
70-74	0
Over 75	1

Income

Under \$24,999	0
\$25,000-\$49,999	0
\$50,000-\$74,999	1
\$75,000-\$99,999	0
\$100,000-\$124,999	1
Over \$125,000	4

	1	2	3	4
How many adults, including yourself, age 19 and above, currently live in your household	2	2	1	1

	Under 5	5-10 vrs	11-14	15-18
	yrs	J-10 y13	yrs	yrs
How many children in your household are	0	1	4	1

Married	4	
Divorced/separated	1	
Single	1	(widow)

How many yeard have you lived in Concord?					
42, 65, 10, 58, 20, 20					

Caucasian	4
African - American	1
Hispanic	0

	•	1
Asian	0	
Other	1	(Native American

	home	work	home and work	no access
Do you use the internet at	2	0	4	0

	yes	no
Do you have any disabilities	2	4

	SW	NW	NE	SE
Location of area of residence	0	0	0	1

D

NORTH CAROLINA High Performance Living	ACREAGE/ MILEAGE	BASEBALL / SOFTBALL FIELD	FOOTBALL FIELD	SOCCER FIELD	MULTI-PURPOSE FIELD	TENNIS COURT (OUTDOOR)	BASKETBALL COURT (OUTDOOR)	VOLLEYBALL COURT (OUTDOOR)	HORSHOE PITS	SWIMMING POOL (OUTDOOR)
INVENTORY										
CITY OF CONCORD FACILITIES										
RECREATION CENTERS										
Academy Recreation Center	1.50									
Hartsell Recreation Center	6.00				1		1			
Logan Multi-purpose Center	1.60									
Propst House Community Center	10.00									
SPECIAL USE FACILITIES										
John F. McInnis Aquatic Center	2.10									1
Hartsell Field Complex	7.00	3								
McAllister Field	2.40	1								
Webb Field	3.70	1	1							
Gibson Field	4.70	1								
Lake Fisher Reservior *	40.00									
Weddington Road Bark Park	2.10									
PARKS										
Beverly Hills Park	4.00					1				
Hartsell Park	8.40							1	1	
J.W. "Mickey" McGee Park	14.00									
James L Dorton Park	24.00			2		3				
Marvin Caldwell Park	24.00	2			1	2	4			
Les Myers Park	21.00	1				8			1	
W.W. Flowe Park	40.00	4			1			2	1	
GREEN WAYS	4 = 1									
Harold McEachern Greenway	1.5 Mile									
The Village Greenway	0.5 Mile									
Hector H. Henry II Greenway / Moss Creek	1.5 Miles									
Hector H. Henry II Greenway / Exit 49	1.3 Miles									
Downtown Greenway Loop	4 Miles									
TOTALS:	216.50	13	1	2	3	14	5	3	3	1
TOTAL PARK ACREAGE:	216.50			T .			<u> </u>	<u> </u>		
Rocky River Golf Club	313.50									
Frank Liske Park (County)	187.00	4		11		6		8		
Echo Park (Housing Authority)	4.00			1						



SKATING RINK	PLAYGROUND	DOG PARK	GREENWAY (PAVED)	WALKING TRAILS / PATHS	PARK SHELTERS	OUTDOOR PERFORMANCE AREA	COMMUNITY GARDENS	BOATING FACILITIES	GOLF COURSE	DISC GOLF COURSE	RESTROOMS	RECREATION CENTER / COMMUNITY BLDG.	FITNESS ROOM	WEIGHT ROOM	GYMNASIUM	ARTS AND CRAFT SPACE / MULTIPURPOSE ROOM
	1 1 1 3 2 3 1	1	1 1 1 1 1 1 1	1 1 1 1 1 1 1 1	1 1 1 3 4 4 2	1 1		1		1	1 1 1 1 1 1 1 1 1 1 1 1	1 1 1 1 1	3	1 1 1	1 1 1 1	1 2 3
3	5	1	5	2	16	13	1	1	1	1	14	1	3	3	3	6

D

Concord NORTH CAROLINA High Performance Living	BASEBALL FIELD	SOFTBALL FIELD	FOOTBALL FIELD	SOCCER / MULTI-USE FIELD	FITNESS CENTER	GYMNASIUM	TENNIS COURT (OUTDOOR)	BASKETBALL COURT (OUTDOOR)	SWIMMING POOL	PLAYGROUND	PERFOMRING ARTS CENTER	COMMUNITY GARDENS	WALKING TRACK/TRAIL	COMPETITION TRACK	EQUESTRIAN FACILITIES
INVENTORY															
PUBLIC SCHOOLS															
ELEMENTARY SCHOOLS															
Winecoff	1	1		1		1		1		2			1		
Beverly Hills	i	i i		1		1		2		1			1		
W M Irvin	1			1		1		2		2			1		
Coltrane Webb				2		1		1		2			1		
R Brown McAllister				1		1		2		2					
Weddington Hills	1			2		1		2		2			1		
Wolf Meadow	1			4		1		1		2		1	1		
A T Allen				2		1		1		3		1	1		
Rocky River	5	2				1		2		4					
Cox Mill	3			9		1		1		2					
Pitts School Road	1	1		3		1		1		2					
W R Odell	1					1		2		3					
Patriots				1		1		1		1			1		
MIDDLE SCHOOLS															
Northwest Cabarrus			1	1		1								1	
Concord	1	1	1			1		1						1	
Haris Road			1			1								1	
C C Griffin	1	1	1	1		1							1	1	
Hickory Ridge	1	1	1	2		1								1	
Harold E. Winkler	1	1	1	2										1	
HIGH SCHOOLS															
Concord	1	1	1	2		1	4							1	
Cox Mill	1	1	1	2		1	6					1		1	
Central Cabarrus	1	1	1	2		1	4		1		1	1		1	1
Jay M Robinson	1	1	1	2			6						1	1	
Hickory Ridge	1	1	1	4		1	6								
Northwest Cabarrus	1	1	1			1	4							1	
Early College															
PRIMARY SCHOOLS															
Cannon School	1	1	1	4		1	6		1					1	
J N Fries						1				4	1		4		
Carolina International				2		1				1			1		
Cabarrus Charter Academy															
TOTALS:	18	4	13	45	0	23	36	20	1	28	1	4	10	11	1
00115050															
COLLEGES				0	4	4		4			4			4	
Rowan Cabarrus Community College	1			2	1	1		4			1			1	
TOTAL C.	4	0	0	2	4	4	0	4	0	0	4	0	0	4	0
TOTALS:	1	0	0	2	1	1	0	4	0	0	1	0	0	1	0

NORTH CAROLINA High Performance Living	BASEBALL FIELD	SOFTBALL FIELD	SOCCER / MULTI-USE FIELD	FITNESS CENTER	GYMNASIUM	TENNIS COURT (OUTDOOR)	SWIMMING POOL	SENIOR CENTER	PLAYGROUND / AMUSEMENT PARK	SHOOTING/ARCHERY RANGE	GOLF COURSE	DRIVING RANGE	MINI GOLF	ROLLER RINK	BOWLING ALLEY	OUTDOOR SHELTER	MOTOR RACING TRACK / GO KART TRAC
INVENTORY																	
PRIVATE FACILITIES	_	_	_	_	_	_	_	_	_	_	_	_	_	_	_	_	
AQUATIC CLUBS																	
Concord Swim Club							1										
Tri Acres Swim Club							1									1	
FITNESS/ATHLETIC CLUBS																	
Core Athletics	1																
Sportscenter Fitness & Athletic Club	<u>'</u>			1	1	9	3									1	
Carolina Courts				<u>'</u>	1											1	
Cabarrus County Gymnastics					1												
Top Notch Gymnastics					1												
GOLF CLUBS/COURSES																	
Cabarrus Country Club						9	1				1	1					
Golf Club of Concord							'				'	1					
Green Oaks Golf Course											1	<u>'</u>					
Cripple Creek Golf Center											'	1					
Natural Swing Golf Driving Range												1					
CHURCH												<u> </u>					
First Assembly of God	2	2	1														
Rocky River Church	-	-	i .						1								
FIRE Church																1	2
Crossroads Church			1						1							1	
Connect Christian Church			1						1							1	
St James Catholic Church			i						1							1	
Calvary Lutheran Church									1							-	
OTHER									Ė								
West Cabarrus YMCA			1		1		1										
Boys & Girls Club			1		1		Ė		1								-
Funderburks Lake			1														
Eagle Guns				1						1							
Speed Park at Concord Mills									1				1				4
Frye's Roller Rink and Lake Lanes														1	1		
Boss Archery										1							
Planet Fitness				1													
ZX Fitness				1	1												
Brian Center Nursing and Rehab				1				1									
, and the second																	
TOTALS:	3	2	6	5	7	18	7	1	7	2	2	4	1	1	1	7	6

EXIST	ING PA	ARK IMPROVEMENTS			
				BUDGE	
		NO. DESCRIPTION	LOW	HIGH	AVERAGE
1		ACADEMY RECREATION CENTER			
	Α	Upgrade HVAC system to incorporate air conditioning in the gym	\$20,000	\$30,000	\$25,000
	В	Renovate restroom and locker room facilities	\$80,000	\$120,000	
	С	Upgrade gym and fitness equipment	\$35,000	\$55,000	\$45,000
	D	Expand Administration wing of building to add more offices	\$300,000	\$500,000	\$400,000
	Е	Surfacing- Sand clay infield	\$25,000	\$35,000	\$30,000
	F	Relocate existing work spaces behind the gym to the proposed addition and reuse that space for	\$100,000	\$140,000	\$120,000
	_	indoor activity rooms	4	4	
	G	General exterior enhancements: landscape, bike parking	\$30,000	\$50,000	
	Н	10% Contingency - Fully developed TOTAL			\$76,000
		IOIAL			\$836,000
2		HARTSELL RECREATION CENTER			
	Α	Upgrade HVAC system to incorporate air conditioning in the gym	\$20,000	\$30,000	\$25,000
	В	Install artificial turf at multi-use field along Swink St.	\$250,000	\$350,000	\$300,000
	С	Renovate field behind the building into baseball/softball training and practice facility	\$150,000	\$225,000	\$187,500
	D	Backboard & Post	\$15,000	\$25,000	\$20,000
	E	Fencing- 10' High Chain Link, vinyl coaGeneral exterior enhancements: landscape, tree trimming, streetscape, asphalt resurfacing, bike parking	\$40,000	\$55,000	\$47,500
	F	Replace exterior lighting with energy efficient fixtures	\$5,000	\$10,000	\$7,500
	G	10% Contingency			\$58,750
		TOTAL			\$646,250
3		LOGAN MULTI PURPOSE CENTER			
3	Α	Upgrade HVAC system to incorporate air conditioning in the gym	\$20,000	\$30,000	\$25,000
	В	Upgrade weight and fitness equipment	\$35,000	\$55,000	
	C	10% Contingency	\$33,000	733,000	\$7,000
	Č	TOTAL			\$77,000
					, ,,,,,
4		PROPST HOUSE COMMUNITY CENTER			
	Α	Full interior renovation to accommodate recreation center uses	\$75,000	\$150,000	\$112,500
	В	Parking expansion and ADA accommodation	\$30,000	\$60,000	
	С	Provide energy efficient lighting	\$5,000	\$15,000	
	D	Provide nature based, passive use, outdoor facilities - outdoor classrooms, shelf	\$30,000	\$60,000	
	Е	10% Contingency			\$21,250
		TOTAL			\$233,750
5		JOHN F. MCINNIS AQUATIC CENTER			
	Α	Upgrade bathhouse and locker room facilities	\$35,000	\$65,000	\$50,000
	В	Consider providing a splash pad at the current fenced in seating area	\$50,000	\$150,000	
	С	Relocate seating area along the back side of the bath house	\$15,000	\$25,000	
	D	Provide provisions to install a bubble for winter use to maximize programming in fall, winter, and	\$65,000	\$85,000	
	-	spring	645.000	42F 622	420.000
	E	General exterior enhancements: landscape, bike parking, seating	\$15,000	\$25,000	
	F	10% Contingency TOTAL			\$26,500
		IUIAL			\$291.500

6		HARTSELL FIELD COMPLEX			
	Α	Upgrade backstops - replace netting with backstop fencing	\$20,000	\$40,000	\$30,000
	В	Provide provisions for ADA accessibility	\$15,000	\$25,000	\$20,000
	С	Convert unused field into infield practice facility	\$50,000	\$75,000	\$62,500
	D	Provide bleachers at southern most field along 1st base line and	\$25,000	\$35,000	\$30,000
	_	provide shade structures at all uncovered bleachers	6425.000	¢200.000	¢4.62.500
	E	Upgrade wood light poles	\$125,000	\$200,000	\$162,500
	F	General press box and restroom upgrades	\$10,000	\$15,000	\$12,500
	G	Convert gravel surfaces to concrete and extend sidewalks as necessary	\$8,000	\$14,000	\$11,000
	H	General exterior enhancements: landscape, tree trimming	\$10,000	\$15,000	\$12,500
	!	Repaint outfield foul-line markers	\$500	\$1,000	\$750
	J	10% Contingency TOTAL			\$34,175
		IOTAL			\$375,925
7		MCALLISTER FIELD			
•	Α	Upgrade backstops - replace netting with backstop fencing	\$12,000	\$18,000	\$15,000
	В	Provide provisions for ADA accessibility	\$2,500	\$5,000	\$3,750
	C	General press box and restroom upgrades	\$10,000	\$15,000	\$12,500
	D	Convert gravel surfaces to concrete	\$4,000	\$6,000	\$5,000
	E	General exterior enhancements: landscape, bike parking	\$4,000	\$6,000	\$5,000
	F	10% Contingency	ψ 1,000	φο,σσσ	\$4,125
	•	TOTAL			\$45,375
				L	
8		WEBB FIELD			
	Α	Upgrade backstops - replace netting with backstop fencing	\$15,000	\$20,000	\$17,500
	В	Provide provisions for ADA accessibility	\$2,500	\$5,000	\$3,750
	С	Upgrade wood light poles	\$50,000	\$70,000	\$60,000
	D	General press box and restroom upgrades	\$10,000	\$15,000	\$12,500
	Ε	Convert gravel and bare dirt surfaces to concrete	\$3,000	\$5,000	\$4,000
	F	General exterior enhancements: landscape, bike parking	\$3,000	\$4,500	\$3,750
	G	10% Contingency			\$10,150
		TOTAL			\$111,650
9		GIBSON FIELD			
	Α	Clearing & GrubbingUpgrade backstops - replace netting with backstop fencing	\$16,000	\$24,000	\$20,000
	В	Provide provisions for ADA accessibility	\$3,000	\$5,000	\$4,000
	С	Upgrade wood light poles	\$60,000	\$80,000	\$70,000
	D	General press box and restroom upgrades	\$10,000	\$15,000	\$12,500
	Ε	Convert bare dirt surfaces to concrete or gravel/crushed fines	\$3,000	\$5,000	\$4,000
	F	General exterior enhancements: landscape, bike parking	\$3,000	\$4,500	\$3,750
	G	10% Contingency - Practice Fields Only			\$11,425
		TOTAL			\$125,675
10		LAKE FISHER			
	Α	Install individual boat slips for easier access and preservation of shoreline		\$125,000	\$100,000
	В	Expand watercraft offering to canoes and kayaks	\$20,000	\$40,000	\$30,000
	С	Provide provisions for ADA accessibility to water's edge	\$10,000	\$20,000	\$15,000
	D	General upgrades to rental office	\$10,000	\$15,000	\$12,500
		10% Contingency			\$15,750
	E				
	E	TOTAL			\$173,250
11	E			L	\$173,250
11		WEDDINGTON ROAD BARK PARK	\$250.000	\$350,000	
11	A	WEDDINGTON ROAD BARK PARK Consider K9 Grass (artificial turf) surfacing	\$250,000	\$350,000	\$300,000
11	A B	WEDDINGTON ROAD BARK PARK Consider K9 Grass (artificial turf) surfacing Consider more permanent dog wash station setup	\$4,000	\$6,000	\$300,000 \$5,000
11	A	WEDDINGTON ROAD BARK PARK Consider K9 Grass (artificial turf) surfacing			\$300,000

12		BEVERLY HILLS PARK			
	Α	Replace safety surface to poured in place rubber and eliminate	\$30,000	\$50,000	\$40,000
		curb to allow for accessible play equipment	, ,	, ,	, ,,,,,,
	В	Replace damaged sidewalk along slope with an elevated	\$40,000	\$50,000	\$45,000
	_	boardwalk to eliminate conflicts with existing trees	40.000	40.000	40.000
	С	Add section of sidewalk to provide ADA access to tennis court	\$2,000	\$3,000	\$2,500
	D	General restroom upgrades	\$10,000	\$15,000	\$12,500
	E	Upgrade wood light poles and replace lighting with energy efficient fixtures	\$40,000	\$50,000	\$45,000
	F	10% Contingency			\$14,500
		TOTAL			\$159,500
13		HARTSELL PARK			
15	Α	Re-purpose concrete skating rink - add basketball goals or pickleball court	\$15,000	\$25,000	\$20,000
	В		\$13,000	\$23,000	\$20,000
	Б	Replace safety surface to poured in place rubber and eliminate curb to allow for accessible play equipment	\$30,000	\$50,000	\$40,000
	С	Provide provisions for ADA accessibility to swings, drinking fountain	\$2,500	\$5,000	\$3,750
	D	General restroom upgrades	\$10,000	\$20,000	\$15,000
	E	Replace exterior lighting with energy efficient fixtures	\$10,000	\$25,000	\$20,000
	F	Repaint stair handrail	\$500	\$1,500	\$20,000
	G	10% Contingency	\$300	\$1,300	\$9,975
	G	TOTAL			\$109,725
		IOTAL			\$109,725
14		J. W. "MICKEY" MCGEE PARK			
14	Α	Expand parking and stripe existing parking for better efficiency	\$2,500	\$4,000	\$3,250
	В	General restroom upgrades	\$12,000	\$16,000	\$14,000
	C	Expand ADA accessibility to remainder of play equipment through	\$12,000	710,000	\$14,000
	C	additional poured in place rubber			\$40,000
		safety surface	\$30,000	\$50,000	Ş40,000
	D	10% Contingency	<i>φου</i> ,σου	ψ50,000	\$5,725.00
		TOTAL			\$62,975.00
					1.2 /2.2.2.2
15		JAMES L. DORTON PARK			
	Α	Replace safety surface to poured in place rubber and eliminate			
		curb to allow for accessible play	\$30,000	\$50,000	\$40,000
		eauipment			
	В	General exterior enhancements: tree trimming, stump removal, bike parking	\$8,000	\$10,000	\$9,000
	C	Consider converting walking trail to asphalt for greater, multi-use and accessibil	\$60,000	\$120,000	\$90,000
	D	General restroom upgrades	\$10,000	\$15,000	\$12,500
	Ε	10% Contingency			\$15,150
		TOTAL			\$166,650
16		MARVIN CALDWELL PARK			
	Α	Replace safety surface to poured in place rubber and eliminate			
		curb to allow for accessible play	\$30,000	\$50,000	\$40,000
		equipment	4	4	4
	В	Provide shade structures at all uncovered bleachers	\$16,000	\$26,000	\$21,000
	С	Upgrade wood light poles and replace lighting with energy efficient fixtures	\$130,000	. ,	
	D	Re-purpose empty space into sand volleyball court	\$30,000	\$50,000	\$40,000
	E	General Community Building and restroom upgrades	\$35,000	\$50,000	\$42,500
	F	Re-purpose skating rink to splash pad	\$16,000	\$20,000	\$18,000
	G	Softball infields need general maintenance	\$2,500	\$5,000	\$3,750
	Н	10% Contingency			\$31,275
		TOTAL			\$344,025

47		LEC MAYENC DADIA			
17	^	LES MYERS PARK	¢1.C 000	¢20,000	¢22.000
	A	Provide shade structures at all uncovered bleachers Provide landscape buffer between parking and western court seating	\$16,000	\$28,000	\$22,000
	В	' ' ' ' ' ' ' ' ' ' ' ' ' ' ' ' ' ' ' '	\$4,000	\$7,500	\$5,750
	С	Replace safety surface to poured in place rubber and eliminate curb to allow for accessible play equipment	\$30,000	\$50,000	\$40,000
	D	General restroom upgrades	\$10,000	\$20,000	\$15,000
	E	Resurface / repaint game courts	\$3,000	\$4,500	\$3,750
	F		\$16,000	\$24,000	\$20,000
	G	General exterior enhancements: landscape, tree trimming, asphalt resurfacing,	\$60,000	\$80,000	\$70,000
	Н	Upgrade wood light poles at baseball/softball field 10% Contingency	300,000	300,000	\$17,650
	"	TOTAL			\$194,150
		IOIAL			3154,130
18		W.W. FLOWE PARK			
	Α	Expand active recreation with expansion of new ball fields / multi use fields in e	\$320,000	\$800,000	\$560,000
	В	Work with the County to evaluate the best athletic fields options for the undeve	\$10,000	\$20,000	\$15,000
	С	Upgrade backstops - replace netting with backstop fencing	\$48,000	\$60,000	\$54,000
	D	Provide provisions for ADA accessibility to playground, shelters, ball field seatin	\$5,000	\$7,000	\$6,000
	Ε	General press box and restroom upgrades	\$12,000	\$20,000	\$16,000
	F	Convert bare dirt surfaces at field nucleus to concrete or gravel/crushed fines	\$2,000	\$3,000	\$2,500
	G	Convert crushed fines walking trail to asphalt	\$160,000	\$200,000	\$180,000
	Н	10% Contingency			\$83,350
		TOTAL			\$916,850
				•	
19		HAROLD B. MCEACHERN GREENWAY			
	Α	Consider incorporating public art along the greenway - sculpture along trail and/or mural in pedestrian tunnel	\$5,000	\$25,000	\$15,000
	В	Consider installing additional rest stops	\$5,000	\$8,000	\$6,500
	C	Continue with proposed plans to extend Greenway	\$120,000	\$200,000	\$160,000
	D	10% Contingency	\$120,000	\$200,000	\$18,150
		TOTAL			\$199,650
					7-00/000
20					
		THE VILLAGE GREENWAY			
20	Α	THE VILLAGE GREENWAY Consider installing a few rest stops	\$4,000	\$6,000	\$5,000
20	A B	_	\$4,000 \$6,000	\$6,000 \$10,000	\$5,000 \$8,000
20		Consider installing a few rest stops			\$8,000 \$1,300
20	В	Consider installing a few rest stops Consider installation of environmental education displays to enhance the green			\$8,000
	В	Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency TOTAL			\$8,000 \$1,300
21	B C	Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency TOTAL DOWNTOWN GREENWAY LOOP	\$6,000	\$10,000	\$8,000 \$1,300 \$14,300
	B C	Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency TOTAL DOWNTOWN GREENWAY LOOP Consider installing a few rest stops	\$6,000	\$10,000	\$8,000 \$1,300 \$14,300 \$15,000
	B C	Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency TOTAL DOWNTOWN GREENWAY LOOP Consider installing a few rest stops Consider installation of environmental education displays to enhance the green	\$6,000	\$10,000	\$8,000 \$1,300 \$14,300 \$15,000 \$13,000
	B C	Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency TOTAL DOWNTOWN GREENWAY LOOP Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency	\$6,000	\$10,000	\$8,000 \$1,300 \$14,300 \$15,000 \$13,000 \$2,800
	B C	Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency TOTAL DOWNTOWN GREENWAY LOOP Consider installing a few rest stops Consider installation of environmental education displays to enhance the green	\$6,000	\$10,000	\$8,000 \$1,300 \$14,300 \$15,000 \$13,000
	B C	Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency TOTAL DOWNTOWN GREENWAY LOOP Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency	\$6,000	\$10,000 \$18,000 \$16,000	\$8,000 \$1,300 \$14,300 \$15,000 \$13,000 \$2,800
21	B C	Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency TOTAL DOWNTOWN GREENWAY LOOP Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency TOTAL	\$6,000	\$10,000	\$8,000 \$1,300 \$14,300 \$15,000 \$13,000 \$2,800 \$30,800
21	B C	Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency TOTAL DOWNTOWN GREENWAY LOOP Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency TOTAL HECTOR H. HENRY II GREENWAY (MOSS CREEK PHASE)	\$6,000 \$12,000 \$10,000	\$10,000 \$18,000 \$16,000	\$8,000 \$1,300 \$14,300 \$15,000 \$13,000 \$2,800 \$30,800
21	B C	Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency TOTAL DOWNTOWN GREENWAY LOOP Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency TOTAL HECTOR H. HENRY II GREENWAY (MOSS CREEK PHASE) Consider incorporating public art along the greenway	\$6,000 \$12,000 \$10,000 \$5,000	\$10,000 \$18,000 \$16,000 \$25,000	\$8,000 \$1,300 \$14,300 \$15,000 \$13,000 \$2,800 \$30,800
21	B C	Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency TOTAL DOWNTOWN GREENWAY LOOP Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency TOTAL HECTOR H. HENRY II GREENWAY (MOSS CREEK PHASE) Consider incorporating public art along the greenway Consider installing additional rest stops	\$12,000 \$10,000 \$5,000 \$6,000	\$18,000 \$18,000 \$16,000 \$25,000 \$10,000	\$8,000 \$1,300 \$14,300 \$15,000 \$13,000 \$2,800 \$30,800 \$15,000 \$8,000
21	A B C	Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency TOTAL DOWNTOWN GREENWAY LOOP Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency TOTAL HECTOR H. HENRY II GREENWAY (MOSS CREEK PHASE) Consider incorporating public art along the greenway Consider installing additional rest stops Continue with proposed plans to extend Greenway	\$12,000 \$10,000 \$5,000 \$6,000	\$18,000 \$18,000 \$16,000 \$25,000 \$10,000	\$8,000 \$1,300 \$14,300 \$15,000 \$13,000 \$2,800 \$30,800 \$15,000 \$8,000 \$125,000
21	A B C	Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency TOTAL DOWNTOWN GREENWAY LOOP Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency TOTAL HECTOR H. HENRY II GREENWAY (MOSS CREEK PHASE) Consider incorporating public art along the greenway Consider installing additional rest stops Continue with proposed plans to extend Greenway 10% Contingency TOTAL	\$12,000 \$10,000 \$5,000 \$6,000	\$18,000 \$18,000 \$16,000 \$25,000 \$10,000	\$8,000 \$1,300 \$14,300 \$15,000 \$13,000 \$2,800 \$30,800 \$15,000 \$8,000 \$125,000 \$14,800
21	A B C D	Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency TOTAL DOWNTOWN GREENWAY LOOP Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency TOTAL HECTOR H. HENRY II GREENWAY (MOSS CREEK PHASE) Consider incorporating public art along the greenway Consider installing additional rest stops Continue with proposed plans to extend Greenway 10% Contingency TOTAL HECTOR H. HENRY II GREENWAY (WEDDINGTON ROAD PHASE)	\$12,000 \$10,000 \$5,000 \$6,000 \$100,000	\$18,000 \$18,000 \$16,000 \$10,000 \$10,000	\$8,000 \$1,300 \$14,300 \$15,000 \$13,000 \$2,800 \$30,800 \$15,000 \$8,000 \$125,000 \$14,800 \$162,800
21	B C A B C D	Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency TOTAL DOWNTOWN GREENWAY LOOP Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency TOTAL HECTOR H. HENRY II GREENWAY (MOSS CREEK PHASE) Consider incorporating public art along the greenway Consider installing additional rest stops Continue with proposed plans to extend Greenway 10% Contingency TOTAL HECTOR H. HENRY II GREENWAY (WEDDINGTON ROAD PHASE) Consider incorporating public art along the greenway	\$12,000 \$10,000 \$5,000 \$6,000 \$100,000	\$18,000 \$18,000 \$16,000 \$10,000 \$150,000 \$20,000	\$8,000 \$1,300 \$14,300 \$15,000 \$13,000 \$2,800 \$30,800 \$15,000 \$8,000 \$125,000 \$14,800 \$162,800
21	B C A B C D	Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency TOTAL DOWNTOWN GREENWAY LOOP Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency TOTAL HECTOR H. HENRY II GREENWAY (MOSS CREEK PHASE) Consider incorporating public art along the greenway Consider installing additional rest stops Continue with proposed plans to extend Greenway 10% Contingency TOTAL HECTOR H. HENRY II GREENWAY (WEDDINGTON ROAD PHASE) Consider incorporating public art along the greenway Consider incorporating public art along the greenway Consider installing additional rest stops	\$5,000 \$10,000 \$5,000 \$6,000 \$100,000 \$5,000 \$4,000	\$18,000 \$18,000 \$16,000 \$10,000 \$150,000 \$20,000 \$6,000	\$8,000 \$1,300 \$14,300 \$15,000 \$13,000 \$2,800 \$30,800 \$15,000 \$125,000 \$14,800 \$162,800 \$12,500 \$12,500 \$5,000
21	A B C D	Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency TOTAL DOWNTOWN GREENWAY LOOP Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency TOTAL HECTOR H. HENRY II GREENWAY (MOSS CREEK PHASE) Consider incorporating public art along the greenway Consider installing additional rest stops Continue with proposed plans to extend Greenway 10% Contingency TOTAL HECTOR H. HENRY II GREENWAY (WEDDINGTON ROAD PHASE) Consider incorporating public art along the greenway Consider incorporating public art along the greenway Consider installing additional rest stops Consider installing additional rest stops Consider installation of environmental education displays to enhance the green	\$5,000 \$10,000 \$5,000 \$6,000 \$100,000 \$4,000 \$100,000	\$18,000 \$16,000 \$16,000 \$10,000 \$150,000 \$20,000 \$6,000 \$14,000	\$8,000 \$1,300 \$14,300 \$15,000 \$13,000 \$2,800 \$30,800 \$15,000 \$14,800 \$14,800 \$162,800 \$12,500 \$5,000 \$12,000
21	A B C D	Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency TOTAL DOWNTOWN GREENWAY LOOP Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency TOTAL HECTOR H. HENRY II GREENWAY (MOSS CREEK PHASE) Consider incorporating public art along the greenway Consider installing additional rest stops Continue with proposed plans to extend Greenway 10% Contingency TOTAL HECTOR H. HENRY II GREENWAY (WEDDINGTON ROAD PHASE) Consider incorporating public art along the greenway Consider incorporating public art along the greenway Consider installing additional rest stops Consider installing additional rest stops Consider installation of environmental education displays to enhance the green Continue with proposed plans to extend Greenway	\$5,000 \$10,000 \$5,000 \$6,000 \$100,000 \$5,000 \$4,000	\$18,000 \$18,000 \$16,000 \$10,000 \$150,000 \$20,000 \$6,000	\$8,000 \$1,300 \$14,300 \$15,000 \$13,000 \$2,800 \$30,800 \$15,000 \$14,800 \$14,800 \$162,800 \$12,500 \$5,000 \$12,000 \$12,000
21	A B C D	Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency TOTAL DOWNTOWN GREENWAY LOOP Consider installing a few rest stops Consider installation of environmental education displays to enhance the green 10% Contingency TOTAL HECTOR H. HENRY II GREENWAY (MOSS CREEK PHASE) Consider incorporating public art along the greenway Consider installing additional rest stops Continue with proposed plans to extend Greenway 10% Contingency TOTAL HECTOR H. HENRY II GREENWAY (WEDDINGTON ROAD PHASE) Consider incorporating public art along the greenway Consider incorporating public art along the greenway Consider installing additional rest stops Consider installing additional rest stops Consider installation of environmental education displays to enhance the green	\$5,000 \$10,000 \$5,000 \$6,000 \$100,000 \$4,000 \$100,000	\$18,000 \$16,000 \$16,000 \$10,000 \$150,000 \$20,000 \$6,000 \$14,000	\$8,000 \$1,300 \$14,300 \$15,000 \$13,000 \$2,800 \$30,800 \$15,000 \$14,800 \$14,800 \$162,800 \$12,500 \$5,000 \$12,000

EXISTING PARK IMPROVEMENTS - COST ANALYSIS (SUMMARY)

SUMMARY- FACILITY PROTOTYPE COSTS ANALYSIS

	SUMINIARY- FACILITY PROTOTYPE COSTS ANALYSIS	
1	ACADEMY RECREATION CENTER	\$836,000
2	HARTSELL PARK	\$646,250
3	LOGAN MULTI PURPOSE CENTER	\$77,000
4	PROPST HOUSE COMMUNITY CENTER	\$233,750
5	JOHN F. MCINNIS AQUATIC CENTER	\$291,500
6	HARTSELL FIELD COMPLEX	\$375,925
7	MCALLISTER FIELD	\$45,375
8	WEBB FIELD	\$111,650
9	GIBSON FIELD	\$125,675
10	LAKE FISHER	\$173,250
11	WEDDINGTON ROAD BARK PARK	\$390,500
12	BEVERLY HILLS PARK	\$159,500
13	HARTSELL	\$109,725
14	J. W. "MICKEY" MCGEE PARK	\$62,975
15	JAMES L. DORTON PARK	\$166,650
16	MARVIN CALDWELL PARK	\$344,025
17	LES MYERS PARK	\$194,150
18	W.W. FLOWE PARK	\$916,850
19	HAROLD B. MCEACHERN GREENWAY	\$199,650
20	THE VILLAGE GREENWAY	\$14,300
21	DOWNTOWN GREENWAY LOOP	\$30,800
22	HECTOR H. HENRY II GREENWAY (MOSS CREEK PHASE)	\$162,800
23	HECTOR H. HENRY II GREENWAY (WEDDINGTON ROAD PHASE)	\$208,450
	TOTAL	\$5,876,750

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



NEIGHBORHOOD PARK - COST ANALYSIS

PARK PROTOTYPE COST ANALYSIS NEIGHBORHOOD PARK- 4 ACRES

	NO.	DESCRIPTION	QUANTITY	UNIT		UNIT COST	SUBTOTAL
1		ACQUISITION					
	Α	Site Purhase	4	AC	@	\$30,000	\$120,000
		SUBTOTAL					\$120,000
2		SITEWORK					
	Α	Site Acquisition	4	AC	@	\$35,000	\$140,000
	В	Clearing & Grubbing	1.5	AC	@	\$7,000	
	С	Fill	1600	CY	@	\$17	\$27,200
	D	Grading- Rough and Fine (10 acres)	2420	SY	@	\$5	\$12,100
		SUBTOTAL					\$189,800
_		LITHITIES					
3	•	UTILITIES Chara Danings	4	1.0	0	¢400,000	¢400,000
		Storm Drainage	1	LS	@	\$100,000	
	В	Sanitary Water Service	1	LS	@	\$50,000	
	С	SUBTOTAL	1	LS	@	\$35,000	
		SUBTUTAL					\$185,000
4		PAVING					
•	Α	Walks - 1200 LF @ 6' Wide	1200	SF	@	\$5	\$6,000
	В	Parking - 450 S.F. per space, 350 spaces	500	SY	@	\$15	\$7,500
		SUBTOTAL				7-0	\$13,500
							. ,
5		BUILDINGS					
	Α	Park Center Building	0	LS	@	\$185	\$0
	В	Maintenance	0	SF	@	\$100	\$0
		SUBTOTAL					\$0
6		LANDSCAPING	-				
		Grassing-Seed	200000	SF	@	\$0	
	В	Trees & Shrubs	1	LS	@	\$200,000	\$200,000
	С	Irrigation	1	LS	@	\$55,000	
		SUBTOTAL					\$305,000
_		CITE FURNICUINGS					
7	^	SITE FURNISHINGS	1	Γ.	6	\$2,000	¢0.000
		Bench Trash Receptacles	1	EA EA	@	\$2,000	
	С	Bicycle Rack	2	EA	@	\$1,000	
	C	SUBTOTAL	_	EA	ш	\$1,000	\$3,200 \$12,200
		JODIOTAL					31Z,ZUU

NEIGHBORHOOD PARK - COST ANALYSIS

8		LIGHTING					
	Α	Light Standard	6	LS	@	\$2,500	\$15,000
	В	Equipment & Pedestal	1	LS	@	\$1,000	\$1,000
	С	Trenching, Wiring Equip & Misc.	1	LS	@	\$25,000	\$25,000
		SUBTOTAL					\$41,000
							_
9		SIGNAGE					
	Α	Park Identification & Locational Signage	1	LS	@	\$10,000	\$10,000
	В	Traffic Signage	1	LS	@	\$2,500	\$2,500
		SUBTOTAL					\$12,500
10		FACILITIES					
	Α	Baseball/ Softball Field	1	LS	@	\$409,129	\$409,129
	В	Picnic Table	0	LS	@	\$2,750	\$0
	С	Football / Soccer Field	0	LS	@	\$315,975	\$0
	D	Leisure Trail	0	LS	@	\$162,624	\$0
	Ε	Volleyball Court	0	LS	@	\$17,742	\$0
	F	Playground	1	LS	@	\$129,165	\$129,165
		SUBTOTAL					\$538,294
11		CONTINGENCY	4				¢402.740
	Α	3 ,	1				\$192,719
		SUBTOTAL					\$192,719
		SUMMARY- DISTRICT PARK COST ANALYSIS					
	1	Acquisition					\$120,000
	2	Sitework					\$189,800
	3	Utilities					\$185,000
	4	Paving					\$13,500
	5	Buildings					\$0
	6	Landscaping					\$305,000
	7	Site Furnishings					\$12,200
	8	Lighting					\$41,000
	9	Signage					\$12,500
	10	Facilities					\$538,294
	11	Contingency					\$192,719
		TOTAL COST- DISTRICT PARK					\$1,610,013

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



COMMUNITY PARK - COST ANALYSIS

PARK PROTOTYPE COST ANALYSIS
COMMUNITY PARK- 20 ACRES

	NO.	DESCRIPTION	QUANTITY	UNIT		UNIT COST	SUBTOTAL
1		CONTINGENCY					
	Α	15% Contingency	20	AC	@	\$30,000	\$600,000
		SUBTOTAL					\$600,000
2		SITEWORK					
	Α	Clearing & Grubbing	5	AC		\$7,000	
	В	Fill	3000	CY	@	\$17	\$51,000
	С	Grading- Rough and Fine (10 acres)	24200	SY	@	\$5	\$121,000
		SUBTOTAL					\$207,000
3		UTILITIES					
•	Α	Storm Drainage	1	LS	@	\$100,000	\$100,000
	В	Sanitary	1	LS	@	\$50,000	
		Water Service	1	LS	@	\$35,000	
		SUBTOTAL				, , , , , ,	\$185,000
4		PAVING					
	Α	Walks - 1200 LF @ 6' Wide	6000	SF	@	\$5	\$30,000
	В	Parking - 450 S.F. per space, 350 spaces	5000	SY	@	\$15	\$75,000
		SUBTOTAL					\$105,000
5		BUILDINGS				·	1
		Restroom	1	LS	@	\$350,000	
		Picnic Shelter (1500 S.F.)	1500	SF	@	\$150	
	С	Maintenance	1000	SF	@	\$100	
		SUBTOTAL					\$675,000
6		LANDSCAPING					
0	۸	Grassing-Seed	196020	SF	@	\$0	\$49,005
		Trees & Shrubs	1	LS	@	\$200,000	
	С	Irrigation	1	LS	@	\$55,000	
	C	SUBTOTAL	1	1.5	٣	\$33,000	\$304,005
		000101112					7304,003
7		SITE FURNISHINGS					
	Α	Bench	15	EA	@	\$2,000	\$30,000
	В	Trash Receptacles	15	EA	@	\$1,000	
	С	Bicycle Rack	4	EA	@	\$1,600	\$6,400
		SUBTOTAL					\$51,400

COMMUNITY PARK - COST ANALYSIS

8		LIGHTING					
	Α	Light Standard	15	LS	@	\$2,500	\$37,500
	В	Equipment & Pedestal	1	LS	@	\$1,000	\$1,000
	С	Trenching, Wiring Equip & Misc.	1	LS	@	\$25,000	\$25,000
		SUBTOTAL					\$63,500
9		SIGNAGE					
		Park Identification & Locational Signage	1	LS	@	\$10,000	\$10,000
	В	Traffic Signage	4	LS	@	\$2,500	\$10,000
		SUBTOTAL					\$20,000
10		FACILITIES					
	Α	Baseball/ Softball Field	1	LS	@	\$409,129	\$409,129
	В	Picnic Table	10	LS	@	\$2,750	\$27,500
	С	Football / Soccer Field	1	LS	@	\$315,975	\$315,975
	D	Leisure Trail	1	LS	@	\$162,624	\$162,624
	E	Volleyball Court	1	LS	@	\$17,742	\$17,742
	F	Playground	1	LS	@	\$129,165	\$129,165
		SUBTOTAL					\$1,062,135
11		CONTINGENCY					
	Α	15% Contingency	1				\$397,956
	, ,	SUBTOTAL	-				\$397,956
		000101712					4337,330
		SUMMARY- DISTRICT PARK COST ANALYSIS					
	1	Acquisition					\$600,000
	2	Sitework					\$207,000
	3	Utilities					\$185,000
	4	Paving					\$105,000
	5	Buildings					\$675,000
	6	Landscaping					\$304,005
	7	Site Furnishings					\$51,400
	8	Lighting					\$63,500
	9	Signage					\$20,000
	10	Facilities					\$1,062,135
	11	Contingency					\$397,956
		TOTAL COST- DISTRICT PARK					\$3,670,996
			·	·		·	·

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



DISTRICT PARK - COST ANALYSIS

Clearing & Grubbing	PAR	K PR	OTOTYPE COST ANALYSIS					
ACQUISITION A Site Purchase 50	DIST	TRICT	PARK- 50 ACRES					
A Site Purchase Site Pur		NO.	DESCRIPTION	QUANTITY	UNIT		UNIT COST	SUBTOTAL
SUBTOTAL S1,500,000	1		ACQUISITION					
SiteWork		Α	Site Purchase	50	AC	@	\$30,000	\$1,500,000
A Clearing & Grubbing B Fill 3000 CY © \$17 \$51,000 C Grading- Rough and Fine (10 acres) SUBTOTAL A Storm Drainage B Sanitary C Water Service SUBTOTAL A Walks - 1200 LF @ 6' Wide B Parking - 450 S.F. per space, 350 spaces SUBTOTAL B BUILDINGS A Park Center Building B Maintenance SUBTOTAL C LANDSCAPING A Grassing-Seed B Trees & Shrubs C Irrigation SUBTOTAL C LANDSCAPING C Irrigation SUBTOTAL A Grassing-Seed B Trees & Shrubs C Irrigation SUBTOTAL C Irrigation SUBTOTAL SUBT			SUBTOTAL					\$1,500,000
B Fill 3000	2		SITEWORK					
B Fill 3000		Α	Clearing & Grubbing	10	AC	@	\$7,000	\$70,000
C Grading- Rough and Fine (10 acres) SUBTOTAL 3 UTILITES A Storm Drainage A Storm Drainage B Sanitary C Water Service D SUBTOTAL 4 PAVING A Walks - 1200 LF @ 6' Wide B Parking - 450 S.F. per space, 350 spaces SUBTOTAL 5 BUILDINGS A PAR Center Building B Maintenance SUBTOTAL C LANDSCAPING A Grassing-Seed B Trees & Shrubs C Irrigation SUBTOTAL 5 SITE FURNISHINGS A Bench B Trash Receptacles A Storm Drainage B \$1 LS @ \$100,000 \$100,000 SV @ \$100,000 SUBCOTOR SUBTOTAL C G Bicycle Rack B C S S S S S S S S S S S S S S S S S S		В		3000	CY			\$51,000
SUBTOTAL		С	Grading- Rough and Fine (10 acres)	29040	SY			\$145,200
A Storm Drainage B Sanitary 1 LS @ \$100,000 \$100,000 B Sanitary 1 LS @ \$50,000 \$50,000 C Water Service 1 LS @ \$35,000 \$35,000 SUBTOTAL 1 LS @ \$35,000 \$35,000 SUBTOTAL 5185,000 4 PAVING A Walks - 1200 LF @ 6' Wide F 7200 SF @ \$5 \$36,000 SUBTOTAL 5298,500 SUBTOTAL 5298,500 5 BUILDINGS A Park Center Building B Maintenance 2000 SF @ \$185 \$370,000 SUBTOTAL 5298,500 6 LANDSCAPING A Grassing-Seed A Grassing-Seed B Trees & Shrubs 1 LS @ \$200,000 SF @ \$0 \$50,000 SUBTOTAL 5200,000 SF @ \$0 \$50,000 SUBTOTAL 5300,000 SF @ \$0 \$50,000 SUBTOTAL 5570,000 6 LANDSCAPING A Grassing-Seed B Trees & Shrubs 1 LS @ \$200,000 \$50,000 SUBTOTAL 5570,000 SUBTOTAL 5570,000 SUBTOTAL 5570,000 SUBTOTAL 5570,000 SUBTOTAL 5570,000 SF @ \$0 \$50,000 SP @ \$0 \$0 \$0,000 SP @ \$0 \$0,			SUBTOTAL					\$266,200
A Storm Drainage B Sanitary 1 LS @ \$100,000 \$100,000 C Water Service 1 LS @ \$350,000 \$50,000 SUBTOTAL 1 LS @ \$350,000 \$35,000 SUBTOTAL 1 LS @ \$350,000 \$35,000 SUBTOTAL 5 PAVING A Walks - 1200 LF @ 6' Wide F 7200 SF @ \$5 \$36,000 SUBTOTAL 5 PARKING - 450 S.F. per space, 350 spaces F 7500 SY @ \$15 \$262,500 SUBTOTAL 5 BUILDINGS A Park Center Building B Maintenance F 7200 SF @ \$100 \$298,500 SUBTOTAL 5 BUILDINGS A Park Center Building B Maintenance F 7200 SF @ \$185 \$370,000 SUBTOTAL 5 CITrigation F 7 SITE FURNISHINGS A Bench B Trash Receptacles F 7 EA @ \$1,000 \$320,000 F 7 SITE FURNISHINGS C Bicycle Rack F 7 EA @ \$1,000 \$320,000 F 7 SICE FURNISHINGS F 8 Sicycle Rack F 7 EA @ \$1,000 \$320,000 F 8 Sicycle Rack F 7 EA @ \$1,000 \$320,000 F 8 Sicycle Rack F 7 EA @ \$1,000 \$320,000 F 8 Sicycle Rack	3		UTILITIES					
B Sanitary 1		Α		1	LS	@	\$100,000	\$100.000
C Water Service SUBTOTAL PAVING A Walks - 1200 LF @ 6' Wide Parking - 450 S.F. per space, 350 spaces SUBTOTAL SUBTOTAL PAVING A Park Center Building B Maintenance SUBTOTAL C LANDSCAPING A Grassing-Seed B Trees & Shrubs C Irrigation SUBTOTAL SUBTOTAL STEFURNISHINGS A Bench B Trash Receptacles C Bicycle Rack LS @ \$35,000 \$3			_					
SUBTOTAL \$185,000				1				
A Walks - 1200 LF @ 6' Wide B Parking - 450 S.F. per space, 350 spaces SUBTOTAL SUBT			SUBTOTAL				, , , , , ,	\$185,000
A Walks - 1200 LF @ 6' Wide 7200 SF @ \$5 \$36,000 B Parking - 450 S.F. per space, 350 spaces 17500 SY @ \$15 \$262,500 SUBTOTAL \$298,500 5 BUILDINGS								
B Parking - 450 S.F. per space, 350 spaces 17500 SY @ \$15 \$262,500	4		PAVING	<u></u>				
SUBTOTAL \$298,500 5 BUILDINGS A Park Center Building 2000 LS \$185 \$370,000 B Maintenance 2000 SF \$100 \$200,000 SUBTOTAL \$570,000 6 LANDSCAPING 200000 SF \$200,000 \$50,000 B Trees & Shrubs 1 LS \$200,000 \$200,000 C Irrigation 1 LS \$550,000 \$550,000 SUBTOTAL \$305,000 7 SITE FURNISHINGS A Bench 16 EA \$2,000 \$32,000 B Trash Receptacles 7 EA \$1,000 \$7,000 C Bicycle Rack 4 EA \$1,600 \$6,400		Α	Walks - 1200 LF @ 6' Wide	7200				\$36,000
BUILDINGS A Park Center Building 2000 LS © \$185 \$370,000 B Maintenance 2000 SF © \$100 \$200,000 SUBTOTAL S570,000 6 LANDSCAPING A Grassing-Seed 200000 SF © \$0 \$50,000 B Trees & Shrubs 1 LS © \$200,000 \$200,000 C Irrigation 1 LS © \$55,000 \$55,000 SUBTOTAL \$305,000 7 SITE FURNISHINGS A Bench 16 EA © \$2,000 \$32,000 B Trash Receptacles 7 EA © \$1,000 \$7,000 C Bicycle Rack 4 EA @ \$1,600 \$6,400		В	Parking - 450 S.F. per space, 350 spaces	17500	SY	@	\$15	\$262,500
A Park Center Building B Maintenance 2000 LS @ \$185 \$370,000 SUBTOTAL 2000 SF @ \$100 \$200,000 \$570,000 6 LANDSCAPING A Grassing-Seed P Trees & Shrubs A Bench B Trash Receptacles C Bicycle Rack 2000 SF @ \$0 \$200,000 \$50,0			SUBTOTAL					\$298,500
A Park Center Building B Maintenance 2000 LS @ \$185 \$370,000 SUBTOTAL 2000 SF @ \$100 \$200,000 \$570,000 6 LANDSCAPING A Grassing-Seed P Trees & Shrubs A Bench B Trash Receptacles C Bicycle Rack 2000 SF @ \$0 \$50,000 \$200	5		BUILDINGS					
B Maintenance SUBTOTAL C LANDSCAPING A Grassing-Seed B Trees & Shrubs C Irrigation SUBTOTAL C Irrigation SUBTOTAL D SUBTOTA		Α	Park Center Building	2000	LS	@	\$185	\$370.000
SUBTOTAL \$570,000 6 LANDSCAPING A Grassing-Seed 200000 SF @ \$0 \$50,000 B Trees & Shrubs 1 LS @ \$200,000 \$200,000 C Irrigation 1 LS @ \$55,000 \$55,000 SUBTOTAL \$305,000 7 SITE FURNISHINGS 16 EA @ \$2,000 \$32,000 B Trash Receptacles 7 EA @ \$1,000 \$7,000 C Bicycle Rack 4 EA @ \$1,600 \$6,400			_					\$200,000
A Grassing-Seed B Trees & Shrubs 1 LS @ \$200,000 \$200,000 C Irrigation SUBTOTAL SITE FURNISHINGS A Bench B Trash Receptacles C Bicycle Rack B Trash Receptacles C Bicycle Rack S Shrubs 1 LS @ \$200,000 \$200,000 SUBTOTAL S \$305,000 S20,000 STF			SUBTOTAL				·	\$570,000
A Grassing-Seed 200000 SF @ \$0 \$50,000 B Trees & Shrubs 1 LS @ \$200,000 \$200,000 C Irrigation 1 LS @ \$55,000 \$55,000 SUBTOTAL \$305,000 SUB	6		LANDSCADING					
B Trees & Shrubs 1	Ū	Δ		200000	SF	@	\$0	\$50,000
C Irrigation 1 LS @ \$55,000 \$5					_			
SUBTOTAL \$305,000 7 SITE FURNISHINGS A Bench 16 EA @ \$2,000 \$32,000 B Trash Receptacles 7 EA @ \$1,000 \$7,000 C Bicycle Rack 4 EA @ \$1,600 \$6,400								
A Bench 16 EA @ \$2,000 \$32,000 B Trash Receptacles 7 EA @ \$1,000 \$7,000 C Bicycle Rack 4 EA @ \$1,600 \$6,400				-			\$33,000	\$305,000
A Bench 16 EA @ \$2,000 \$32,000 B Trash Receptacles 7 EA @ \$1,000 \$7,000 C Bicycle Rack 4 EA @ \$1,600 \$6,400	_		CITE FURNISHINGS					
B Trash Receptacles 7 EA @ \$1,000 \$7,000 C Bicycle Rack 4 EA @ \$1,600 \$6,400	,	٨		16	Γ^	6	¢2,000	\$22,000
C Bicycle Rack 4 EA @ \$1,600 \$6,400								
				•				
		C	SUBTOTAL	+	LA	سي .	71,000	\$45,400

DISTRICT PARK - COST ANALYSIS

8		LIGHTING					
	Α	Light Standard	25	LS	@	\$2,500	\$62,500
	В	Equipment & Pedestal	1	LS	@	\$1,000	\$1,000
	С	Trenching, Wiring Equip & Misc.	1	LS	@	\$25,000	\$25,000
		SUBTOTAL					\$88,500
9		SIGNAGE			_		4
		Park Identification & Locational Signage	1	LS	@	\$10,000	\$10,000
	В	Traffic Signage	1	LS	@	\$2,500	\$2,500
		SUBTOTAL					\$12,500
10		FACILITIES					
	Α	Baseball/ Softball Field	3	LS	@	\$409,129	\$1,227,387
	В	Picnic Table	6	LS	@	\$2,750	\$16,500
	С	Football / Soccer Field	1	LS	@	\$315,975	\$315,975
	D	Leisure Trail	1	LS	@	\$162,624	\$162,624
	Ε	Volleyball Court	1	LS	@	\$17,742	\$17,742
	F	Playground	1	LS	@	\$129,165	\$129,165
		SUBTOTAL					\$1,869,393
11		CONTINGENCY					
	Α	15% Contingency	1				\$544,199
		SUBTOTAL					\$544,199
		SUMMARY- DISTRICT PARK COST ANALYSIS					
	1	Acquisition					\$1,500,000
	2	Sitework					\$266,200
	3	Utilities					\$185,000
	4	Paving					\$298,500
	5	Buildings					\$570,000
	6	Landscaping					\$305,000
	7	Site Furnishings					\$45,400
	8	Lighting					\$88,500
	9	Signage					\$12,500
	10	Facilities					\$1,869,393
	11	Contingency					\$544,199
		TOTAL COST- DISTRICT PARK					\$5,684,692

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



REGIONAL PARK - COST ANALYSIS

PARK	PARK PROTOTYPE COST ANALYSIS							
REGIO	NAL PA	RK- 100 ACRES						
	NO.	DESCRIPTION	QUANTITY	UNIT		UNIT COST	SUBTOTAL	
1		ACQUISITION		, ,				
	Α	Land Purchase	100	AC	@	\$30,000	\$3,000,000	
		SUBTOTAL					\$3,000,000	
2		SITEWORK						
	Α	Clearing & Grubbing	24	AC	@	\$7,000	\$168,000	
	В	Fill	16000	CY	@	\$17	\$272,000	
	С	Grading- Rough and Fine (25 acres)	116160	SY	@	\$5	\$580,800	
		SUBTOTAL					\$1,020,800	
_		LITHER						
3	٨	UTILITIES Storm Drainage	1	l icl	@	¢200.000	¢200,000	
	A B	Storm Drainage Sanitary	1	LS LS	@ @	\$300,000 \$125,000	\$300,000	
	С	Water Service	1	LS			\$125,000	
	C	SUBTOTAL	1	LS	@	\$75,000	\$75,000 \$500,000	
		JOBIOTAL					\$300,000	
4		PAVING						
•	Α	Walks, 2000 LF @ 6' Wide	12000	SF	@	\$5	\$55,200	
	В	Parking- 450 S.F. per space, 400 spaces	20000	SY	@	\$15	\$300,000	
	Б	SUBTOTAL	20000	31	۳	713	\$355,200	
		000101112					\$333,200	
5		BUILDINGS						
	Α	Restrooms (2000 S.F.)	2000	LS	@	\$185	\$370,000	
	В	Maintenance	2400	SF	@	\$85	\$204,000	
	С	Entrance Gatehouse	1000	SF	@	\$185	\$185,000	
	D	Picnic Shelter (1500 S.F.)	4	LS	@	\$45,000	\$180,000	
		SUBTOTAL				. ,	\$939,000	
						•	· · ·	
6		LANDSCAPING						
	Α	Grassing-Seed	500000	SF	@	\$0.20	\$100,000	
	В	Trees & Shrubs	1	LS	@	\$300,000	\$300,000	
	С	Irrigation	1	LS	@	\$70,000	\$70,000	
		SUBTOTAL					\$470,000	
7		SITE FURNISHINGS						
	Α	Bench	30	EA	@	\$2,000	\$60,000	
	В	Trash Receptacle	30	EA	@	\$1,000	\$30,000	
	С	Bicycle Rack	8	EA	@	\$1,600	\$12,800	
		SUBTOTAL					\$102,800	

REGIONAL PARK - COST ANALYSIS

8		LIGHTING					
	Α	Light Standards	100	EA	@	\$2,500	\$250,000
	В	Equipment & Pedestal	1	LS	@	\$1,000.00	\$1,000
	С	Trenching, Wiring Equip & Misc.	1	LS	@	\$25,000.00	\$25,000
		SUBTOTAL					\$276,000
			•				
9	^	SIGNAGE	4	1.0		ć25.000	ć25.000
	A	Park Identification & Locational Signage	1	LS	@	\$25,000	\$25,000
	В	Traffic Signage	1	LS	@	\$10,000	\$10,000
		SUBTOTAL					\$35,000
10		FACILITIES					
	Α	Multi-use field / Overflow parking	1	EA	@	\$150,000	\$150,000
	В	Volleyball Courts	2	EA	@	\$17,742	\$35,484
	С	Leisure Trail	2	EA	@	\$162,624	\$325,248
	D	Picnic Table	40	EA	@	\$2,750	\$110,000
	Ε	Playground	1	LS	@	\$129,165	\$129,165
	F	Swim Beach	1	LS	@	\$350,000	\$350,000
	G	Fishing Pier	1	LS	@	\$150,000	\$150,000
	Н	Boat Dock	1	LS	@	\$175,000	\$175,000
		SUBTOTAL					\$1,424,897
4.4		CONTINUENCY					
11		CONTINGENCY	4				Ć542.270
	Α	10% Contingency	1				\$512,370
		TOTAL					\$512,370
		SUMMARY- REGIONAL PARK COST ANALYSI	S				
	1	Acquisition					\$3,000,000
	2	Sitework					\$1,020,800
	3	Utilities					\$500,000
	4	Paving					\$355,200
	5	Buildings					\$939,000
	6	Landscaping					\$470,000
	7	Site Furnishings					\$102,800
	8	Lighting					\$276,000
	9	Signage					\$35,000
	10	Facilities					\$1,424,897
	11	Contingency					\$512,370
		TOTAL COST- REGIONAL PARK					\$8,636,067

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



DOG PARK - COST ANALYSIS

		OTOTYPE COST ANALYSIS					
DOG	PAR	RK- 3 ACRES					
ı	NO.	DESCRIPTION	QUANTITY	UNIT		UNIT COST	SUBTOTAL
1		ACQUISITION	_	1		1 444 444	422.222
	Α	Site Purhase	3	AC	@	\$30,000	
		SUBTOTAL					\$90,000
		CITCMORK					
2	۸	SITEWORK Clearing & Grubbing	1	AC	@	\$7,000	\$7,000
	A B	Fill	3000	CY	<u>@</u> @	\$7,000	\$51,000
	С	Grading- Rough and Fine (10 acres)	29040	SY	<u>@</u>		
	C	SUBTOTAL	23040	31	س	7.5	\$203,200
		JODIOTAL					7203,200
3		UTILITIES					
•	Α	Storm Drainage	1	LS	@	\$100,000	\$100,000
	В	Sanitary	1	LS	@	\$50,000	
	С	Water Service	1	LS	@	\$35,000	
		SUBTOTAL				122,222	\$185,000
						•	
4		PAVING					
	Α	Walks - 500 LF @ 6' Wide	333	SF	@	\$5	\$1,665
		Parking - 450 S.F. per space, 50 spaces	2500	SY	@		\$37,500
		SUBTOTAL					\$39,165
5		BUILDINGS					
	Α	Restroom	1800	SF	@	\$200	\$360,000
		SUBTOTAL					\$360,000
6		LANDSCAPING		•			
	Α	Grassing	88000	SF	@		
	В	Trees & Shrubs	1	LS	@		\$30,000
	С	Irrigation	108000	SF	@	\$0.45	\$48,600
		SUBTOTAL					\$118,200
_		CITE FURNICUMOS					
7	^	SITE FURNISHINGS		F.		62.000	642.000
	A	Bench	6	EA	@		
	В	Trash Receptacles	4	EA	@		
	С	Bicycle Rack SUBTOTAL	1	EA	@	\$1,600	
		JUDIUIAL					\$17,600
8		LIGHTING					
o	Α	Light Standard	16	LS	@	\$2,500	\$40,000
	В	Equipment & Pedestal	1	LS	<u>@</u>		
	С	Trenching, Wiring Equip & Misc.	1	LS	<u>@</u>		
	_	SUBTOTAL			س	723,000	\$66,000
							730,000

DOG PARK - COST ANALYSIS

	SIGNAGE					
Α	Park Identification & Locational Signage	1	LS	@	\$10,000	\$10,00
В	Traffic Signage	1	LS	@	\$2,500	\$2,50
	SUBTOTAL					\$12,50
	FACILITIES					
Α	Fencing	1200	LF	@	\$16	\$19,20
В	Picnic Table	4	LS	@	\$2,750	\$11,00
С	K-9 Grass	1	LS	@	\$30,000	\$30,00
	SUBTOTAL					\$60,20
	CONTINGENCY					
Α	15% Contingency	1				\$157,40
	SUBTOTAL					\$157,40
	SUMMARY- DISTRICT PARK COST ANALYSIS					\$90,00
1	Acquisition					\$145,20
2	Sitework					\$203,20
3	Utilities					\$185,00
4	Paving					\$39,16
5	Buildings					\$360,00
6	Landscaping					\$118,20
7	Site Furnishings					\$17,60
8	Lighting					\$66,00
9	Signage					\$12,50
10	Facilities					\$60,20
11	Contingency					\$157,40
	TOTAL COST- DISTRICT PARK					\$1,454,470

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



FACILITY PROTOTYPE - COST ANALYSIS

	NO. DESCRIPTION	QUANTI	TINU		UNIT COST	SUBTOTAL
	BASEBALL/ SOFTBALL FIELD					
Α	Clearing & Grubbing	1.66	AC	@	\$7,000	\$11,62
В	Fill	3000	CY	@	\$17	\$51,00
С	Grading- Rough and Fine	8100	SY	@	\$5	\$40,50
D	Grassing-Sprigs	62544	SF	@	\$1	\$31,27
Ε	Surfacing- Sand clay infield	300	CY	@	\$30	\$9,00
F	Irrigation	62544	SF	@	\$1	\$40,65
G	Lighting	1	LS	@	\$100,000	\$100,00
Н	Fencing, 6'	1050	LF	@	\$16	\$16,80
I	Backstop (30'back,10' wings, w/ hood)	130	LF	@	\$85	\$11,05
J	Players Bench	2	EA	@	\$1,500	\$3,00
K	Dugout Shelter	2	EA	@	\$14,000	\$28,00
L	Bleachers- 5 row, 50 seats	2	EA	@	\$7,500	\$15,00
M	10% Contingency - Fully developed					\$35,79
Ν	10% Contingency - Practice Field Only					\$15,44
	TOTAL - FULLY DEVELOPED FIELD					\$409,12
	TOTAL - PRACTICE FIELD ONLY (Items A,B,C,D,E,I,	& contingency)				\$154,44
	BASKETBALL COURT (OUTDOOR)					
Α	Clearing & Grubbing	0.16	AC	@	\$7,000	\$1,1
В	Grading	810	SY	@	\$5	
C	Surfacing (Asphalt. w/ painted lines)	800	SY	@	\$22	\$17,60
D	Backboard & Post	1	PR	@	\$4,500	
E	Fencing- 10' High Chain Link, vinyl coa	1021.8	LF	@	\$18	
F	Gate- 7' High	1	EA	@	\$1,500	\$1,50
G	10% Contingency		LA	۳	71,500	\$4,7
ŭ	TOTAL					\$51,8
		_				
	MULTI-PURPOSE BICYCLE TRAIL-1 MILE X 10' WID		1 46		¢40.000	624.24
Α	Clearing & Grubbing	2.42	AC	@	\$10,000	
В	Grading	11733	SY	@	\$5	\$58,66
С	Asphalt Trail	5281	LF	@	\$35	
D	Misc (fencing, guardrail, culverts, etc.)	1	LS	@	\$15,000	\$15,00
E	10% Contingency TOTAL					\$2,42 \$285,12
	•					,,
	4 FOOTBALL FIELD					
Α	Clearing & Grubbing	1.5	AC	@	\$7,000	
В	Fill	2500	CY	@	\$17	\$42,50
С	Grading	7300	SY	@	\$5	
D	Grassing-Sprigs	65000	SF	@	\$1	\$32,50
Ε	Irrigation	65000	SF	@	\$1	
F	Lighting	1	LS	@	\$100,000	
G	Bleachers- 5 Row 50 Seats	2	EA	@	\$7,500	
Н	Goal Post 10% Contingency	1	PR	@	\$8,000	\$8,0 \$28,7 7

FACILITY PROTOTYPE - COST ANALYSIS

5		GOLF COURSE AND CLUB HOUSE					
	Α	18 Hole Golf Course, Practice Fairway	1	LS	@	\$3,000,000	\$3,000,000
	В	Maintenance Building (7500 sq. ft.)	1	LS	@	\$150,000	\$150,000
	С	Maintenance Equipment	1	LS	@	\$275,000	\$275,000
	D	Clubhouse (2500 sq. ft.)	2500	SF	@	\$200	\$500,000
	Ε	Water	1	LS	@	\$25,000	\$25,000
	F	Sewer	1	LS	@	\$25,000	\$25,000
	G	Storm Drainage	1	LS	@	\$20,000	\$20,000
	Н	Parking (200 spaces @ 450 s.f.)	10000	SY	@	\$28	\$280,000
	- 1	Curb & Gutter	3000	LF	@	\$9	\$27,000
	J	Concrete Walks & Terraces	10000	SF	@	\$5	\$50,000
	K	Site Furnishings	1	LS	@	\$15,000	\$15,000
	L	Signage	1	LS	@	\$15,000	\$15,000
	M	Planting-Clubhouse	1	LS	@	\$25,000	\$25,000
	Ν	Irrigation	1	LS	@	\$50,000	\$50,000
	0	Lighting	1	LS	@	\$50,000	\$50,000
	Р	10% Contingency					\$450,700
		TOTAL					\$4,957,700
6		COMMUNITY CENTER					
	Α	Building, gymnasium	#	GSF	@	\$180	\$3,060,000
		(Face Brick w/ Concrete Block					
		Backup & Steel Frame includes					
		gymnasium, equip, and furnishings)					
	В	10% Contingency					\$306,000
		TOTAL					\$3,366,000
_							
7		PICNIC TABLE			_	40.000	40.700
	A	Picnic Table-6' vinyl coated	1	EA	@	\$2,500	\$2,500
	В	10% Contingency					\$250
		TOTAL					\$2,750
8		DIAVODOLIND					
0	Α	PLAYGROUND Clearing & Grubbing	0.06	AC	@	\$7,000	\$420
	В	Grading- Rough & Fine	1210	SY	@	\$7,000	\$6,050
	С	Surfacing- 12" Sand Base	277	CY	@	\$35	\$9,695
	D	Modular Play Structure	1	LS	@	\$75,000	\$75,000
	E	ADA Surfacing	2500	SF	@	\$10	\$25,000
	F	Playground Edging	200	LF	@	\$10	\$2,000
	G	Bench	4	EA	@	\$2,000	\$8,000
	Н	Trash Receptacle	2	EA	@	\$1,500	\$3,000
	ï	10% Contingency		LA	٣	71,500	\$12,917
		TOTAL					\$129,165
							T,

FACILITY PROTOTYPE - COST ANALYSIS

9		COCCED FIELD					
9	^	SOCCER FIELD	1.5	۸۵		¢7.000	¢10 F00
	A B	Clearing & Grubbing	1.5	AC	@	\$7,000	\$10,500
	С	Fill Crading Bough & Fine	2500 7275	CY SY	@ @	\$17 \$5	\$42,500
		Grading-Rough & Fine	65000	SF	@ @	\$5 \$1	\$36,375 \$32,500
	D E	Grassing- Seed Irrigation	57000	SF	Ť	\$1	\$32,500
	F	5	1	LS	@ @	\$120,000	
	G	Lighting Bleachers- 5 Row 50 Seats	2	EA	@	\$7,500	\$120,000 \$15,000
	Н	Goal	1	PR	@	\$5,000	\$5,000
	'' 	10% Contingency - Fully Developed	1	FIV	w	\$3,000	\$29,893
	J	10% Contingency - Practice Fields Only				-	\$12,688
	,	TOTAL - FULLY DEVELOPED SOCCER FIELD					\$341,505
		TOTAL - PRACTICE FIELD ONLY (Items A, B, C, D, H, &	contingency)			-	\$139,563
		TOTAL - FRACTICE TIELD ONET (Items A, D, C, D, II, G	contingency				7133,303
10		SWIMMING POOL (OUTDOOR -25 METER : 45' X 80'					
	Α	Pool- (sitework, excavation, pool	3600	SF	@	\$85	\$306,000
	_	& all functional elements of pool)					4
	В	Grassing-Seed	7600	SF	@	\$1	\$3,800
	С	Coated Concrete Decking	7200	SF	@	\$7	\$50,400
	D	Landscaping	1	LS	@	\$45,000	\$45,000
	E	Irrigation	10000	SF	@	\$1	\$7,500
	F	Bath House and Storage	1500	GSF	@	\$180	\$270,000
	G	Lifeguard Stations	2	EA	@	\$3,000	\$6,000
	H	Gate	2	EA	@	\$1,500	\$3,000
	I .	Fencing- (6' high chain link fence)	460	LF	@	\$14	\$6,440
	J	10% Contingency					\$69,814
		TOTAL					\$767,954
11		SWIMMING POOL (INDOOR AQUATICS FACILITY - 25	METED . AE' V OO'\				
	Α	Lap Pool, Instructional Pool, Locker	1	LS	@	\$5,000,000	\$5,000,000
		Rooms, Office Space, Lobby,	1	LJ	س	\$3,000,000	\$3,000,000
		Dehumidification, etc.					
		TOTAL		ļ!			\$5,000,000
		IVIAL					\$3,000,000
12		TENNIS COURT					
	Α	Clearing & Grubbing	0.10	AC	@	\$7,000	\$700
	В	Grading- Rough & Fine	775	SY	@	\$5	\$3,875
	С	Surfacing- Asphalt w/ Color Coat	775	SY	@	\$22	\$17,050
	D	Lighting	1	LS	@	\$15,000	\$15,000
	Ε	Fencing- 10' High, vinyl coated	360	LF	@	\$24	\$8,640
	F	Net & End Poles	1	EA	@	\$2,000	\$2,000
	G	Gate- 7' High	1	EA	@	\$1,500	\$1,500
	Н	10% Contingency					\$4,877
		TOTAL					\$53,642

FACILITY PROTOTYPE - COST ANALYSIS

		, , , , , , , , , , , , , , , , , , , ,					
	Α	Clearing & Grubbing	0.1	AC	@	\$7,000	\$700
	В	Grading- Rough & Fine	485	SY	@	\$5	\$2,425
	С	Surfacing- Sand 6" Deep	33	CY	@	\$28	\$924
	D	Wood	260	LF	@	\$8	\$2,080
	Ε	Lighting	1	LS	@	\$10,000	\$10,000
	F	10% Contingency					\$1,613
		TOTAL					\$17,742
							_
14		WALKING / JOGGING TRAIL-1 MILE X 8' WIDE (AT EXISTING P.	ARK - NO (CLEARI	NG/	GRADING)	
	Α	Asphalt Trail	5280	LF	@	\$28	\$147,840.00
	В	10% Contingency	•				\$14,784.00
		TOTAL					\$162,624.00
15		FITNESS TRAIL -1 MILE X 8' WIDE					
	Α	Mulch Trail (10' wide)	#	LF	@	\$16	\$84,480

SUMMARY- FACILITY PROTOTYPE COSTS

VOLLEYBALL COURT (OUTDOOR SAND)

ΛΝΑΙ ΥΚΙ

TOTAL

Mulch @ Fitness Stations

C Fitness Course Equipment

10% Contingency

	ANALYSIS	
1	Baseball/ Softball Field	\$409,129
2	Basketball Court (Outdoor)	\$51,879
3	Bicycle Trail	\$285,120
4	Football Field	\$315,975
5	Golf Course And Clubhouse	\$4,957,700
6	Community Center	\$3,366,000
7	Picnic Table	\$2,750
8	Playground	\$129,165
9	Soccer Field	\$341,505
10	Swimming Pool (Outdoor - 25 Meter)	\$767,954
11	Swimming Pool (Indoor Aquatics Facility - 25 Meter)	\$5,000,000
12	Tennis Court	\$53,642
13	Volleyball Court (Outdoor Sand)	\$17,742
14	Leisure Trail	\$162,624
15	Fitness Trail	\$150,040

\$2

\$50,000

LS

\$1,920

\$50,000

\$13,640

\$150,040

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



NEW PARK IMPROVEMENTS - COST ANALYSIS

				BUDGET	
		NO. DESCRIPTION	LOW	HIGH	AVERAGE
1		COMMUNITY SCHOOL PARTNERSHIP			
	Α	Land Acquisition	\$300,000	\$500,000	\$400,000
	В	10% Contingency - Fully developed			\$40,000
		TOTAL			\$440,000
2		EXPANSION OF GREENWAY SYSTEM			
	Α	Aguire ROW - 15 Greenway / Trails Miles	\$1,125,000	\$1,650,000	\$1,387,500
	В	Design - 15 Greenway - Trail Miles	\$3,600,000	\$4,200,000	\$3,900,000
	C	Construction - 15 Greenway / Trail Miles	\$3,750,000	\$6,000,000	\$4,875,000
	D	10% Contingency	40).00,000	7 0,000,000	\$1,016,250
		TOTAL			\$11,178,750
					+
3		NEW CENTRAL NEIGHBORHOOD PARK			
	Α	Aquire Site	\$120,000	\$150,000	\$135,000
	В	Design	\$200,000	\$300,000	\$250,000
	С	Construction	\$1,500,000	\$2,000,000	\$1,750,000
	D	10% Contingency			\$38,500
		TOTAL			\$2,173,500
		NEW COUTH COMMUNITY DADY			
4	Α	NEW SOUTH COMMUNITY PARK	\$600,000	\$750,000	\$675,000
		Aquire Site Design	\$260,000	\$320,000	\$290,000
	B C	Construction	\$2,600,000	\$3,000,000	
	D	10% Contingency	\$2,000,000	\$3,000,000	\$2,800,000 \$376,500
	D	TOTAL			\$4,141,500
				_	+ 1,2 12,000
5		NEW WEST COMMUNITY PARK			
	Α	Aquire Site	\$600,000	\$750,000	\$675,000
	В	Design	\$260,000	\$320,000	\$290,000
	С	Construction	\$2,600,000	\$3,000,000	\$2,800,000
	D	10% Contingency			\$376,500
		TOTAL			\$4,141,500
6	^	NEW DISTRICT PARK	¢1,000,000	\$2,000,000	¢1 F00 000
	A	Contribution to Park	\$1,000,000	\$2,000,000	\$1,500,000
	В	10% Contingency TOTAL			\$150,000 \$1,650,000
		TOTAL			71,030,000
7		SWIMMING / AQUATICS FACILITY			
	Α	Indoor pool facility	\$4,000,000	\$6,000,000	\$5,000,000
	В	10% Contingency	<u> </u>		\$500,000
		TOTAL			\$5,500,000
8		SPLASH PAD			
	Α	Splash Pad Facility (at existing or newly aquired park)	\$350,000	\$450,000	\$400,000
	В	10% Contingency	4333,000	+ .50,000	\$40,000
	-	TOTAL			\$440,000
9		DOG PARK			
	Α	Dog park facility (at existing or newly aquired park)	\$1,400,000	\$1,750,000	\$1,575,000
		TOTAL			\$1,575,000

NEW PARK IMPROVEMENTS - COST ANALYSIS

10		INDOOR RECREATION CENTER	
	Α	Indoor recreation center (at existing or newly aquired park)	\$2,500,000 \$3,500,000 \$3,000,000
	В	10% Contingency	\$300,000
		TOTAL	\$3,300,000
11		NEW ATHLETIC COMPLEX (50 AC AT FLOWE)	
	Α	Design	\$350,000 \$450,000 \$400,000
	В	Contruction	\$3,500,000 \$5,000,000 \$4,250,000
	С	10% Contingency	\$465,000
		TOTAL	\$5,115,000
		SUMMARY-NEW PARK IMPROVEMENTS	
	1	COMMUNITY SCHOOL PARTNERSHIP	\$440,000
	2	EXPANSION OF GREENWAY SYSTEM	\$11,178,750
	3	NEW CENTRAL NEIGHBORHOOD PARK	\$2,173,500
	4	NEW SOUTH COMMUNITY PARK	\$4,141,500
	5	NEW WEST COMMUNITY PARK	\$4,141,500
	6	NEW DISTRICT PARK	\$1,650,000
	7	SWIMMING / AQUATICS FACILITY	\$5,500,000
	8	SPLASH PAD	\$440,000
	9	DOG PARK	\$1,575,000
	10	INDOOR RECREATION CENTER	\$3,300,000
	11	NEW ATHLETIC COMPLEX (50 AC AT FLOWE)	\$5,115,000

\$39,655,250

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



TOTAL

APPENDIX - WORKS CITED

- 1. City of Concord Parks and Recreation Department (2014, January). Recreational Needs Assessment (RNA) Survey Findings Report.
- 2. Cabarrus County Active Living & Parks Department (2015). Comprehensive Master Plan 2015-2025.
- 3. Cabarrus County, Cities of Concord, Kannaolis, Harrisburg, Mt. Pleasant, Cabarrus Health Alliance, Cabarrus/Kannapolis School Districts, Cabarrus/South Rowan Metropolitan Planning Organization (2002, February). Livable Community Blueprint for Cabarrus County- A Plan for the Future of Parks and Bicycle/Pedestrian Transportation.
- 4. Cabarrus County (2008, August) Cabarrus County Central Area Plan.
- 5. Carolina Thread Trail (2009, August). Carolina Thread Trail Master Plan for Cabarrus County Communities.
- 6. North Carolina State Parks Division of Parks and Recreation, N.C. Department of Environment and Natural Resources (2015, May). North Carolina Outdoor Recreation Plan 2015-2020.
- 7. City of Concord Planning & Neighborhood Development (2003, December). Concord Center City Plan.
- 8. City of Concord Planning & Neighborhood Development (2005). Concord Parkway / Roberta Church Road Small Area Plan.
- 9. City of Concord Planning & Neighborhood Development (2007, April). Concord Parkway (US 29) Warren C. Coleman (US 601) Small Area Plan.
- 10. City of Concord Business and Neighborhood Services Department and Development Services Department (2007, April). 2015 Land Use Plan City of Concord, North Carolina.
- 11. Citizens of Cabarrus County (2001, October). Envision Cabarrus.
- 12. Recreation Resources Service, North Carolina State University, North Carolina Division of Parks and Recreation (2015). North Carolina Parks and Recreation Services Studies Executive Report 2014-2015.

APPENDIX - WORKS CITED

- 13. National Recreation & Park Association. www.nrpa.org.
- 14. Horton, Clarence E., Jr. *Concord: A Bicentennial Sketch*. www.concordnc. gov/Portals/0/Documents/Resident/history_of_concord.pdf.
- 15. Bernardo, Richie. 2016's Fastest Growing Cities. www.wallethub.com/edu/fastest-growing-cities/7010/. October 3, 2016.