



DRAFT

PLAYBOOK 2033

Recreation and Parks Master Plan

City of Greenville, North Carolina



Special Thanks

Thank you to the residents of the City of Greenville, elected officials, the City Manager's Office, Recreation and Parks Commission Board Members, Recreation and Parks Department Staff, and stakeholders for your participation in interviews, workshops, and surveys. This feedback was critical in the creation of a master plan that will serve as a guide for the future of recreation and parks in the City of Greenville.

City of Greenville

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Table of Contents

Introduction	3
Needs Assessment	7
A. Guiding Documents	8
B. Demographic Analysis	12
C. Park Evaluations	18
D. Level of Service Analysis	26
E. Program Assessment	48
F. Public Engagement	56
G. Needs and Priorities Assessment Summary	70
 Vision & Strategic Plan	 73
H. Long-Range Vision	74
I. Implementation Strategies	78
J. Statagic Plan	88
 Appendix	 93
Vision & Implementation Workshop Notes	94
Online Survey Results	106
Statistical Survey Results	126
Vision Capital Costs Estimate	142



Mission

To advance parks, recreation, and environmental conservation efforts that promote mental and physical health, serve as a deterrent to illegal or inappropriate behaviors, and enhance Greenville's quality of life.

Vision

We envision our department as being a viable and recognized force in positively impacting the health, economy, natural environment, and well being of the Greenville community and its people.



Introduction





Introduction

Purpose

The purpose of recreation and parks master planning is to create well-designed, functional, and sustainable parks and recreation facilities that meet the needs of residents and visitors. This type of planning aims to balance the demands for healthy lifestyles, environmental protection, social equity, and cultural preservation. Master planning involves the strategic allocation of services and infrastructure to help ensure efficient use of resources, minimize environmental impacts, and foster healthy and livable neighborhoods. The ultimate goal of recreation and parks planning is to create communities that are safe, accessible, and enjoyable places to live, work, and play for all residents.

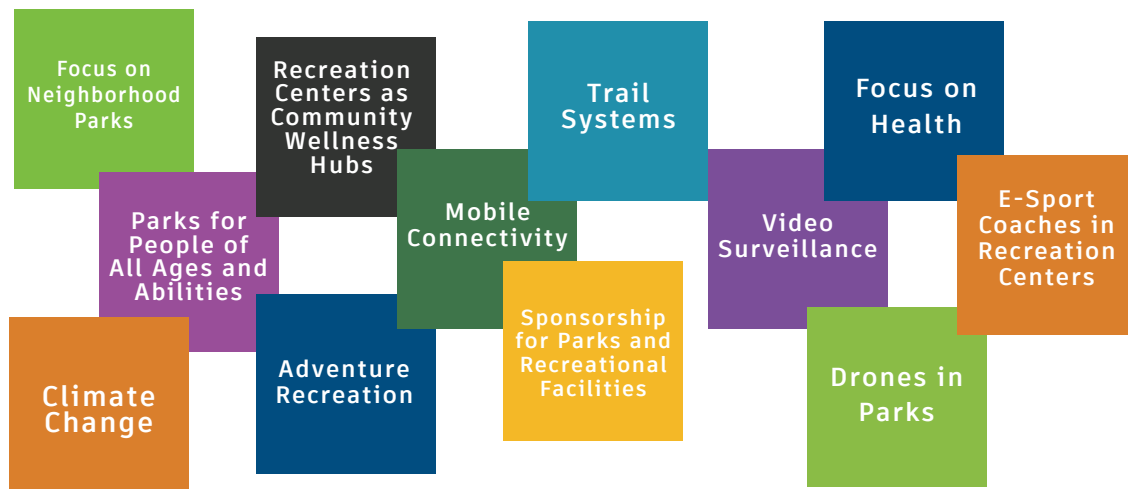
This recreation and parks master plan was developed as an update to Greenville's prior 2008 master plan. Over the last 15 years, incredible changes have occurred including multiple recessions, tremendous growth, and a global pandemic. Through these impacts, needs and priorities for recreation and parks have evolved. This planning process was structured to identify current needs and priorities as well as project needs over the next 10 or more years.

This master plan is intended to be referenced regularly to identify community needs for parks and recreation facility development and investment, align goals with other community-wide goals, and gauge progress towards meeting community needs.

A Growing Demand for Public Parks:

During and after the COVID-19 pandemic, support for public parks in the United States significantly increased. As people spent more time at home, many looked for ways to stay active and maintain their mental health. The importance of parks as a community resource has become more apparent. This has led to an increase in both public awareness and funding for parks. Many communities have recognized the role that parks play in promoting health and well-being, and have advocated for increased funding to support park maintenance, programming, and access.

Additionally, the pandemic highlighted the disparities in access to parks and green space in low-income and marginalized communities in many cities. This led to calls for more equitable distribution of park resources and funding, as well as efforts to create new parks and improve existing ones. Furthermore, many local governments and private organizations stepped in to support public parks as an outcome of the pandemic. These organizations have provided additional funding, volunteers, and resources to help maintain parks and ensure that they remain safe and accessible for all visitors. This increased support for public parks has helped to ensure that these valuable community resources are able to continue to serve the needs of the public.



Examples of national trends in recreation and parks

The Benefits of Recreation and Parks:

The benefits associated with recreation and parks have been well studied over the last few decades. Some of the most well documented benefits include:

1. **Promoting Physical and Mental Health:** Parks are essential for promoting physical and mental health. Regular exercise in parks has been linked to reduced risk of chronic diseases like obesity, heart disease, and diabetes. Additionally, parks offer a serene and peaceful environment, which can provide mental health benefits such as reduced stress, anxiety, and depression.
2. **Enhancing Environmental Sustainability:** Parks are crucial for enhancing environmental sustainability. They serve as natural buffers against climate change, absorb carbon dioxide emissions, mitigate the impacts of air and water pollution, and reduce urban heat island effects. Parks provide habitats for wildlife, promote biodiversity, and protect natural resources such as water, soil, and vegetation. Parks also are excellent for stormwater management by acting as sponges during large storm events and disasters.
3. **Providing Economic Benefits:** Parks provide economic benefits to the communities they serve. They generate revenue for local businesses and create jobs in the areas of park maintenance, tourism, and recreation.
4. **Fostering Social Cohesion:** Parks play an essential role in fostering social equity and promoting community inclusion. They provide a space for people to come together, build relationships, and participate in community events and activities.
5. **Preserving Cultural Heritage:** Parks can help preserve cultural heritage and promote cultural identity. Parks can also be used to celebrate cultural events and traditions, promoting cultural awareness and understanding.
6. **Increasing Property Values:** Parks and green spaces can increase the value of nearby properties, which can help to attract new businesses and residents to the area.
7. **Promoting Tourism:** Parks can attract tourists to an area, which can boost the local economy through increased spending on lodging, food, and activities.



Needs Assessment





Guiding Documents

Overview

Previous efforts by the City of Greenville and its partner agencies have produced several plans and studies which form a base of knowledge and a vision that this master plan will seek to build upon. The section includes summaries of key plans, relevant goals, and strategies with specific applications for this master plan. The following reports and plans were reviewed upon the initiation of this master plan and again during implementation planning in order to leverage prior efforts by the City:

- Prior Comprehensive Recreation and Parks Master Plan (2008)
- Horizons 2026: Greenville's Community Plan (2016 Comprehensive Plan)
- Greenville City Council Goals and Priorities (2022 Update)
- Greenville Urban Area MPO's 2045 Metropolitan Transportation Plan
- Greenville Flood Land Reuse Plan (2004)
- Bicycle & Pedestrian Master Plan; Greenville Urban Area MPO
- Active Transportation Plan; Greenville Area MPO
- Neuse River Basin Regional Hazard Mitigation Plan (2020)
- Pitt County 2015 Comprehensive Recreation and Park Master Plan
- Pitt County Greenway Plan 2025
- Pitt County Open Space Management Study (2001)
- Comprehensive Parks and Recreation Master Plan for Town of Winterville (2016)
- Winterville Greenway Master Plan

Key Takeaways:

- Greenville's Horizons 2026 Comprehensive Plan includes vision framework and sustainability themes which overlap with the benefits that parks and recreation provide.
- The implementation of the prior recreation and parks master plan (2008) was significantly hampered by lack of funding, particularly the largest proposed source, \$35 million in bond funding.
- Most unfunded capital projects from the 2008 master plan remain as needs today.
- Other guiding documents include recommendations for projects such as greenways which overlap with needs expressed by residents for parks.



Covers of example guiding documents for the City of Greenville

Horizons 2026: Greenville's Comprehensive Plan

The City's award-winning comprehensive plan was adopted in 2016 and serves as the primary long-range plan. The City has had a long history of developing community-driven plans to guide growth and define their vision with the most recent version consisting of an update to the City's prior Comprehensive Plan from 2010.

The long-range plan established two driving elements that combine vision with sustainability goals. The following are elements of each:

Vision Framework

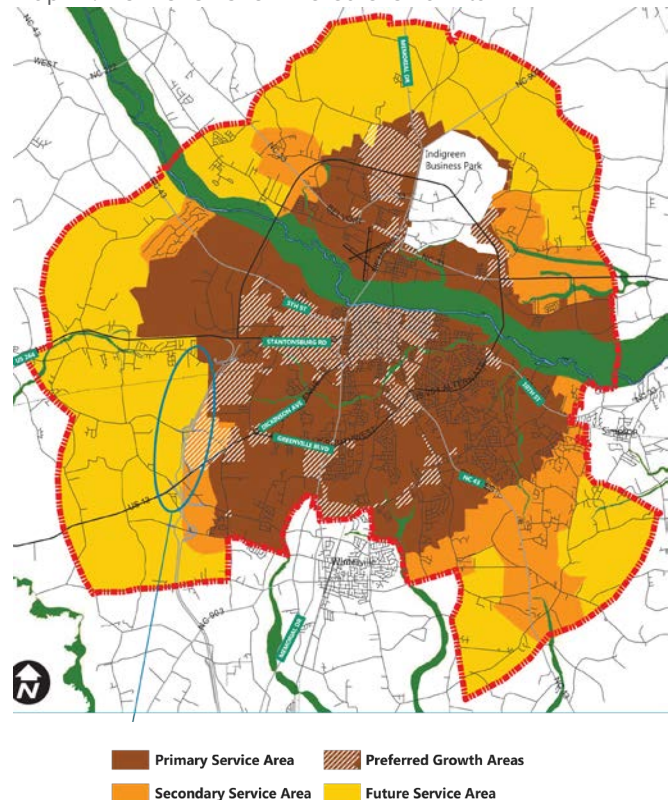
1. Building Great Places
2. Enhancing Mobility
3. Maintaining Fiscal Responsibility
4. Growing the Economic Hub
5. Creating Complete Neighborhoods
6. Fostering a Resilient City
7. Growing a Healthy City
8. Growing Together

Sustainability Themes

1. Interwoven Equity
2. Resilient Economy
3. Strong Fiscal Responsibility
4. Livable Built Environment
5. Affordable Cost of Living
6. Harmony with Nature
7. Healthy Community
8. Responsible Regionalism

Parks and recreation have a particular role within Greenville to bring together each theme and framework of the long-range plan. The ability to advance the community's vision and sustainability goals demonstrates the power parks and recreation provide residents. Investments within parks and recreation, therefore, provide a high level of return on investment through the advancement of many vision and sustainability goals.

Map A1: Horizons 2026 - Tiered Growth Plan



As a long-range vision document, Horizons 2026 provides a tiered growth plan (Map A1) for the City that identifies neighborhoods as primary, secondary, or future service areas. Furthermore, the plan includes an overlay for neighborhoods designated as Preferred Growth Areas. This information is important to the master plan for:

- Aligning future resources in designated growth areas
- Identifying short-term and long-term growth areas
- Determining future search areas for acquisition of parkland

City of Greenville Comprehensive Recreation and Parks Master Plan

Adopted in 2008, the City's prior recreation and parks master plan was an update from the 2000 master plan which had a 20-year horizon. Review of this plan was focused on success



of implementation. The master plan included an implementation plan which recommended over \$53 million in capital improvements, equal to nearly \$75 million in 2023.

Historically, the Recreation and Parks Department (Department) has had challenges in obtaining ample funding to implement such a robust capital improvement program. On average, the Department has received funding for approximately 15% of total capital improvement requests. This compares to Public Works which on average receives 68% of capital project funding requests and Community Development which receives 58% of requested funding.

A significant amount of capital improvement recommendations remain unfunded from the 2008 master plan. Specific projects in the 2008 plan included:

- Land acquisition in West Greenville of 50 acres for a new community park
- Acquisition of land for six additional neighborhood parks:
 - West Central
 - West
 - South West
 - South Central
 - South East
 - East
- Acquisition of 14 sites for mini parks
- Development of an existing community park site in East Greenville
- Development of a new community park in West Greenville
- Development of seven new neighborhood parks
- Development of 14 mini park sites
- Development of a new recreation center
- Development of a new swimming pool
- Development of a spray-ground
- Development of 10 miles of greenways

Unfortunately, most of the above recommended land acquisitions and park development projects (**Map A2**) have not been completed. Out of this list, a new neighborhood park (Westpointe Park) opened on the west side of the city, a renovated recreation center (South Greenville), and the City recently celebrated the opening of a new pool at Thomas Foreman Park.

One primary challenge to the progress of the 2008 master plan capital projects was lack of funding. As noted earlier, the Department has historically received funding for a small portion of requested capital projects, averaging \$800,000 annually. This amount matches the amount identified in the 2008 master plan's implementation strategies, providing roughly \$10 million over the 12-15 year period.

The largest proposed funding source included in the 2008 master plan, however, was \$35 million in general obligation bonds (GOBs); followed by \$2 million in user fees, \$3 million in donations, \$1.5 million in sponsorships, and \$2 million in grants. Of all the proposed funding strategies, only the GOBs source was not realized. The fact that 2/3 of all proposed capital funding depended upon GOB that was not provided, greatly impacted the City's ability to fully implement the 2008 master plan's capital recommendations.

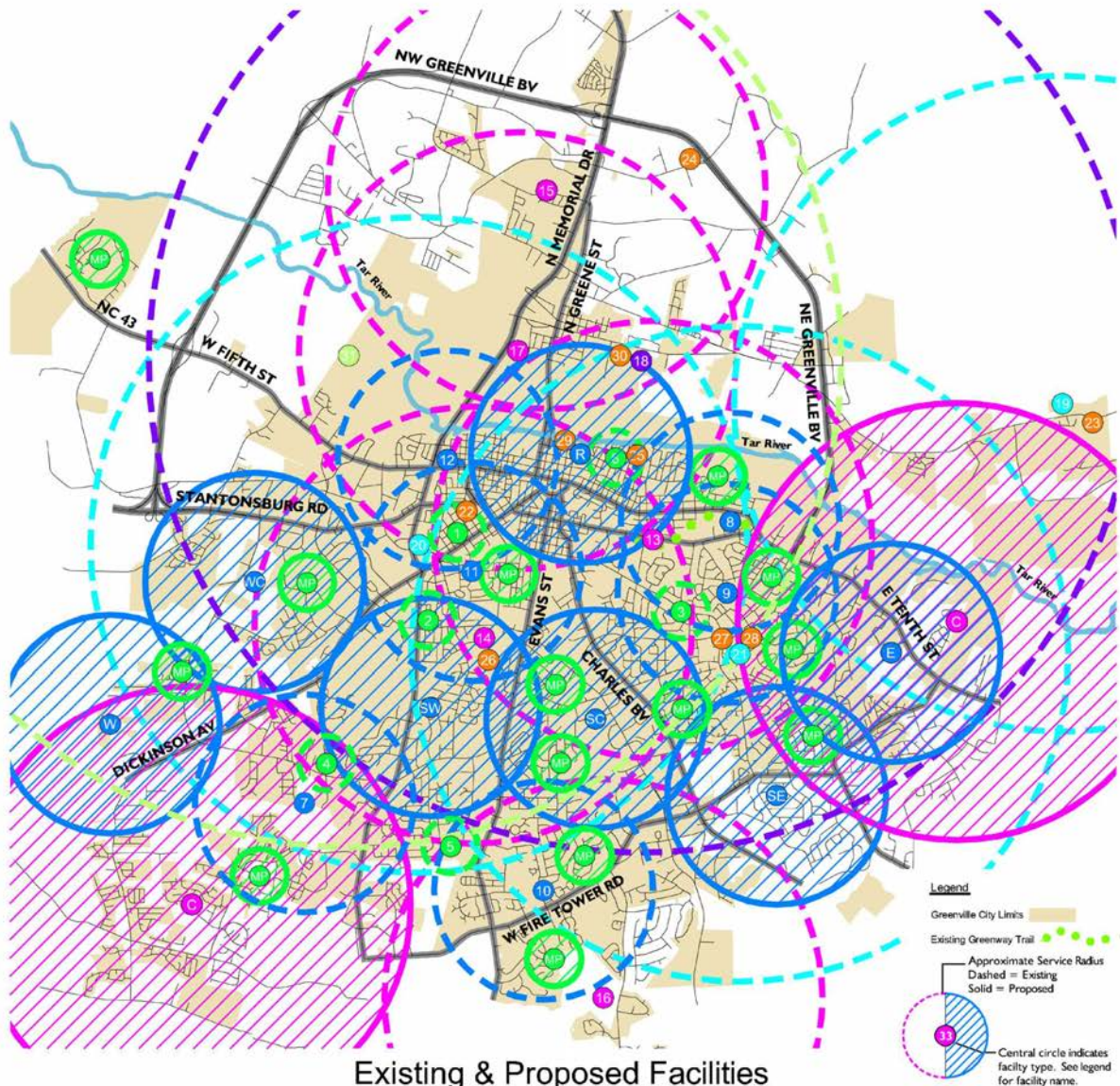
Conclusion

The City's history of proactively planning for a high-quality community that meets the social equity, sustainability, and economic development goals of residents has included recreation and parks. In fact, recreation and parks have played a critical role in advancing the goals outlined in many of the City's guiding documents.

Despite the tremendous overlap of the benefits of recreation and parks to advancing the goals of the City, funding to grow and reinvest in existing parks and facilities has been limited. Requests for funding are typically provided at much smaller proportion when compared to other departments managing critical community infrastructure. Alternative funding sources such as GOBs have been utilized to advance capital projects throughout the city, but they have not included significant investment in parks and recreation facilities comparable to transportation or safety. Many of the unfunded recommendations of the 2008 Master Plan are still needs today and will carry forward.

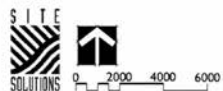
Map A2: 2008 Recreation and Parks Master Plan - Existing and Proposed Facilities

City of Greenville
Recreation and Parks Department
Recreation and Parks Master Plan



Existing & Proposed Facilities

- | | | | | |
|---|--|--|--|---|
| Mini Parks ■■■■
1 Belmont / Dream Park
2 Hilledale Playground
3 Peppermint Park
4 Tobacco Road Park
5 Westhaven Park
6 Woodlawn Playground | Neighborhood Parks ■■■■
7 Andrew A. Best Freedom Park
8 Greensprings Park
9 Jaycee Park
10 Paramore Park
11 South Greenville Park / Center
12 Thomas Foreman Park / Eppes Recreation Center | Community Parks ■■■■
13 Elm Street Park / Center / Gym
14 Evans Park
15 Greenfield Terrace / Community Center
16 H. Boyd Lee Park
17 West Meadowbrook Park / Disc Golf Course
Regional Parks ■■■■
18 River Park North Science Nature Center | Sports Complexes ■■■■
19 Bradford Creek Soccer Complex
20 Guy Smith Stadium Park / Pool
21 Perkins Little League
Special-Use
22 Beatrice Maye Garden Park
23 Bradford Creek Golf Course
24 Greenville Aquatics and Fitness Center
25 Offleash Dog Area | Special-Use
26 River Birch Tennis Center
27 Sports Connection
28 Teen Center / Perkins Field Sports Connection
29 Town Commons
30 Walter L. Stasavich Science Nature Center
Existing Undeveloped Parks ■■■■
Phil Carroll Nature Preserve |
|---|--|--|--|---|





Demographic Analysis

Overview

Demographic trends can provide valuable insights for long-range planning by helping to identify potential shifts in population, age distribution, and other key factors that can impact a community or organization's future needs and priorities. Analyzing population growth or decline can help the City to anticipate changes in demand, recreation programming, or amenities. Similarly, examining age distribution can inform decisions about new programming needs. By taking into account demographic trends, the City can better anticipate future challenges and opportunities and develop more effective strategies to meet the needs of residents.

Population Growth

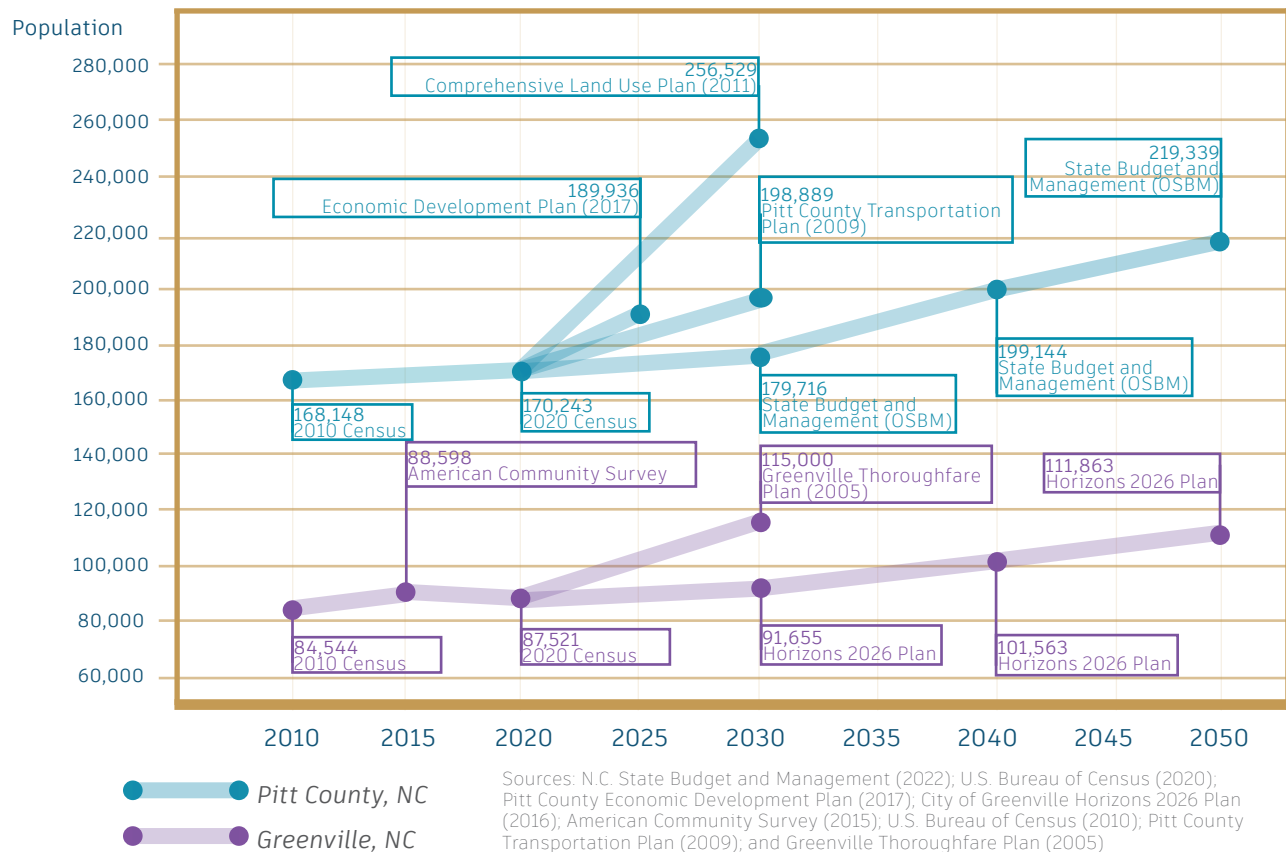
The future remains bright for the City of Greenville when it comes to population growth. Between 2000 and 2010, the City enjoyed significant growth which plateaued in 2020. This slowdown in growth appears to be short lived as projections across all guiding documents point to long-term population growth. **Figure B1** identifies estimates for population growth for both Pitt County and the City based on various tracks of projection by different guiding documents. For the purpose of this master plan, the City's estimates based upon the Horizons 2026 Plan are utilized. For all projections regarding Pitt County, North Carolina Office of State Budget and Management (OSBM) information is cited. Greenville is projected to increase in population by over 14,000 residents, a 16%+

Key Takeaways:

- Greenville is projected to grow at twice the rate over the next decades as compared to previous decade.
- Additional population growth will necessitate additional parkland.
- Late teens and college aged youth (15-24 years old) are the largest age group in the city at 23.8% of all residents.
- Seniors, aged 65+, are the fastest growing age group in the city, nearly double the growth rate as the state average.
- Neighborhoods are highly segregated; so there is an increased need to provide neighborhood-level unique offerings.
- Household wealth is concentrated in the periphery neighborhoods where there are fewer opportunities and access for recreation in public parks.

increase by the year 2040. This represents twice the rate of growth as experienced between 2000-2010. As the City's population continues to grow, additional parkland will be needed to maintain existing quality and access to recreation opportunities for residents.

Figure B1: Historical and Projected Population Trends for City of Greenville and Pitt County



Age

Age group trends assist in informing programming for recreation facilities and parks. **Figure B4** presents age group trends that are notably above or below state rates. Population trends show there is a 45% growth rate of residents in the 65+ age range, which is more than 20% higher than the state average growth rate from 2010 to 2022. Conversely, there is a higher than state average loss of residents age 10-19 and 20-24. Despite the negative trend of residents ages 10-24, residents age 15-24 make up the majority of all residents at nearly 24% of the total population. **Figure B3** indicates the percentage of age groups in comparison to state averages. **Map B2** geographically identifies the density of youth population in relation to park locations. Concentrations of youth population can be observed in neighborhoods with limited or no existing parks.

Race and Ethnicity

Figure B5 contains three maps illustrating density of the African-American, Hispanic/Latino, and White populations across the City based on data from the 2020 Census. The highest density of the African-American population is located in the southwestern quadrant of the city, while the highest density of the Latino population is located in a few separated areas on the edges of the City and centrally in the northeast quadrant. Areas with the highest density of White population are primarily the southern outskirts of the city and in the east.

These maps are key to evaluating equity of park access and park quality. The largest of Greenville's existing natural parks are along the Tar River, which is most directly accessible to the Hispanic communities. Larger sports facilities are located on the



Map B2: Youth Population Density; U.S. Census Bureau 2020

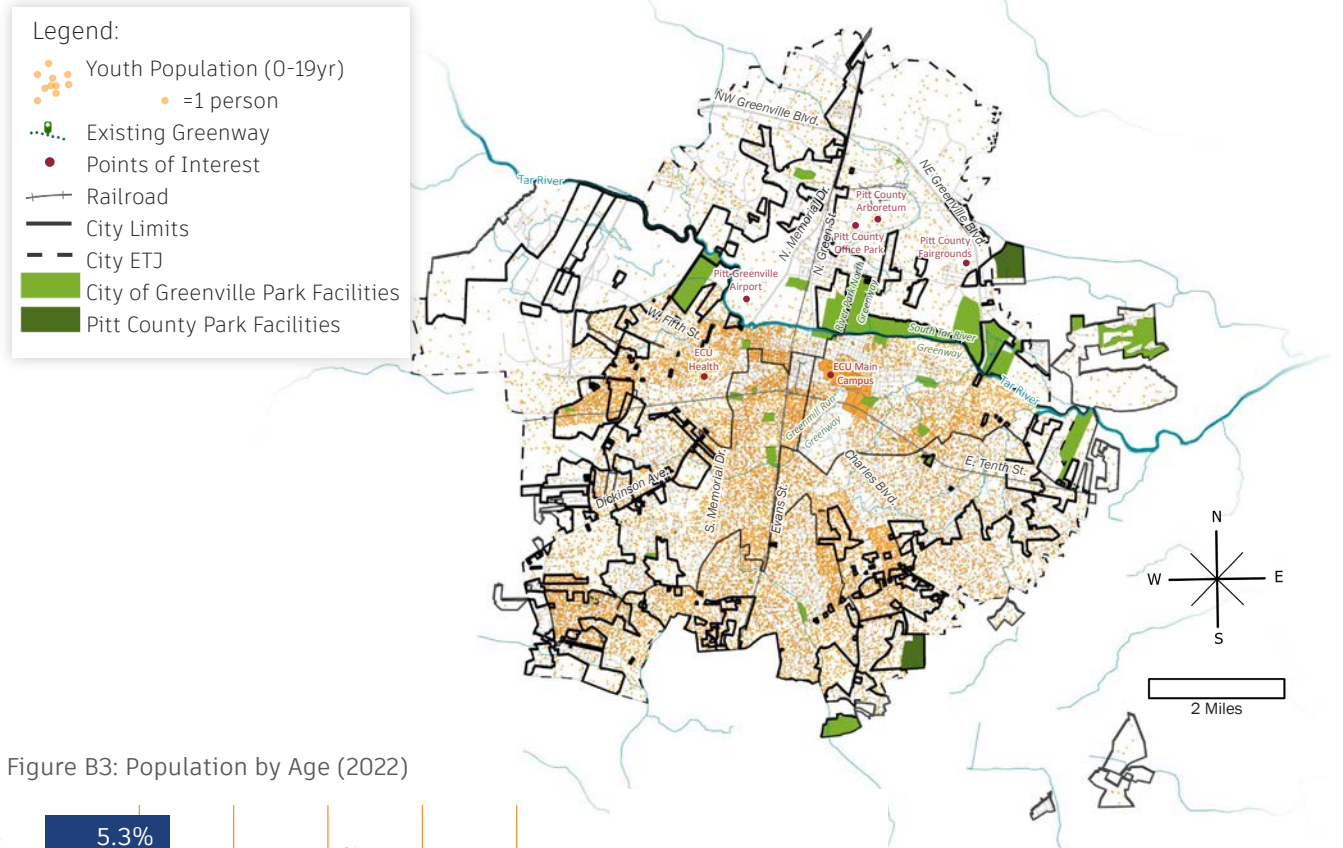
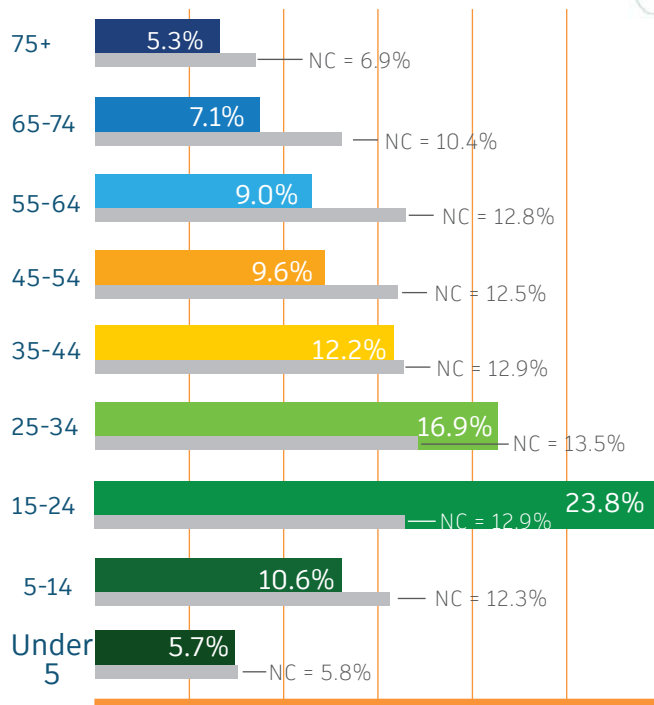
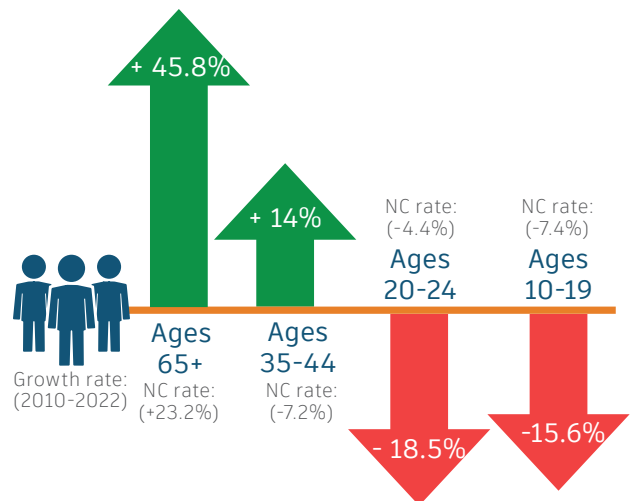


Figure B3: Population by Age (2022)



Sources: U.S. Census Bureau 2010 decennial Census data converted by Esri

Figure B4: Age Group Growth Rates (2010-2022)



Sources: Esri forecasts for 2022 and 2027. U.S. Census Bureau 2010 decennial Census data converted by Esri

outside edges of the City, making them more accessible to visiting teams but less accessible to residents located centrally in the city. Neighborhood parks are concentrated centrally to the City making them most accessible to those attending ECU and a portion of the African-American population.

Household Income

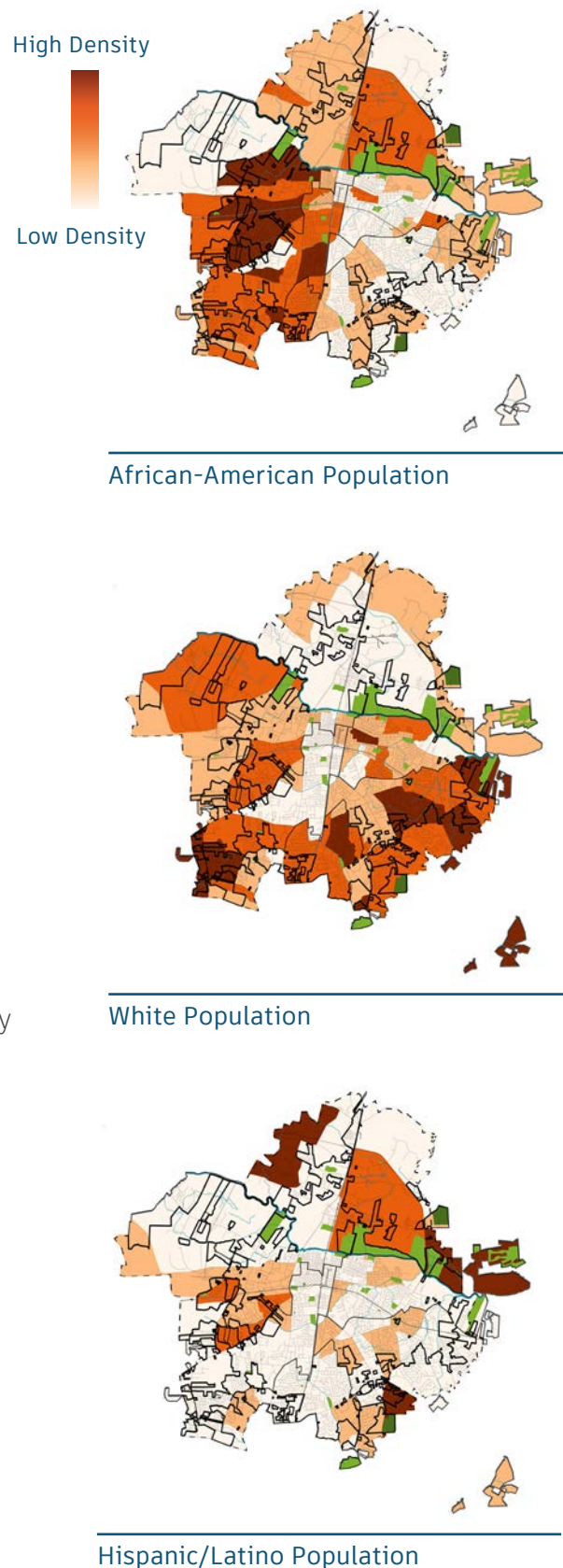
Map B6 shows the dispersion of wealth across the city by Median Household Income based on the 2020 Census. The wealth mostly exists along the outside edges of Greenville with the highest averages in the northwestern quadrant. The higher income areas have few neighborhood and community parks. This suggests that there may be fiscal support for new park facilities or program fees to support further development of more immediate park facilities. The lower income areas of Greenville are concentrated centrally, consistent with where there are the highest levels of parks.

Figure B7 identifies the percentage of population by annual household income, the largest of which, 26.4%, is less than \$24,999 annually. Although the highest concentration of parks is in the central neighborhoods of the city, these areas are the most densely populated. Residents in these areas are also more likely to be able to walk to a park. Additionally, these parks are likely more heavily utilized but will face capacity challenges as redevelopment in the area continues.

Conclusion

Demographic analysis indicates Greenville will grow to a population of more than 100,000 by the year 2040. As the population of the city continues to grow, so will the need for the parks and recreation system. Emphasis should be placed on providing new facilities where growth occurs as well as reinvestment and diversification of opportunities throughout the city.

Figure B5: Race and Ethnicity; U.S. Census Bureau 2020





Map B6: Median Household Income; U.S. Census Bureau 2020

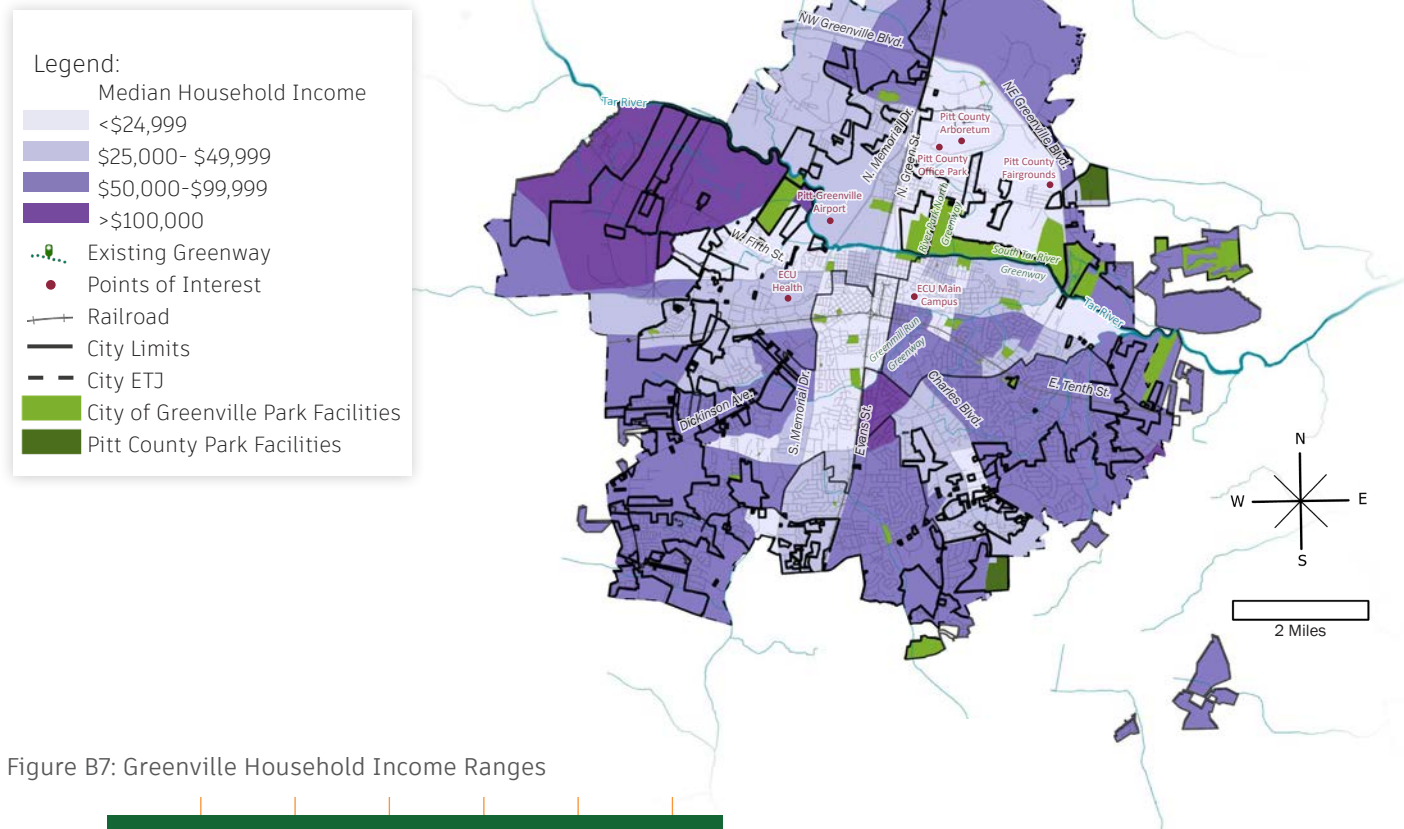
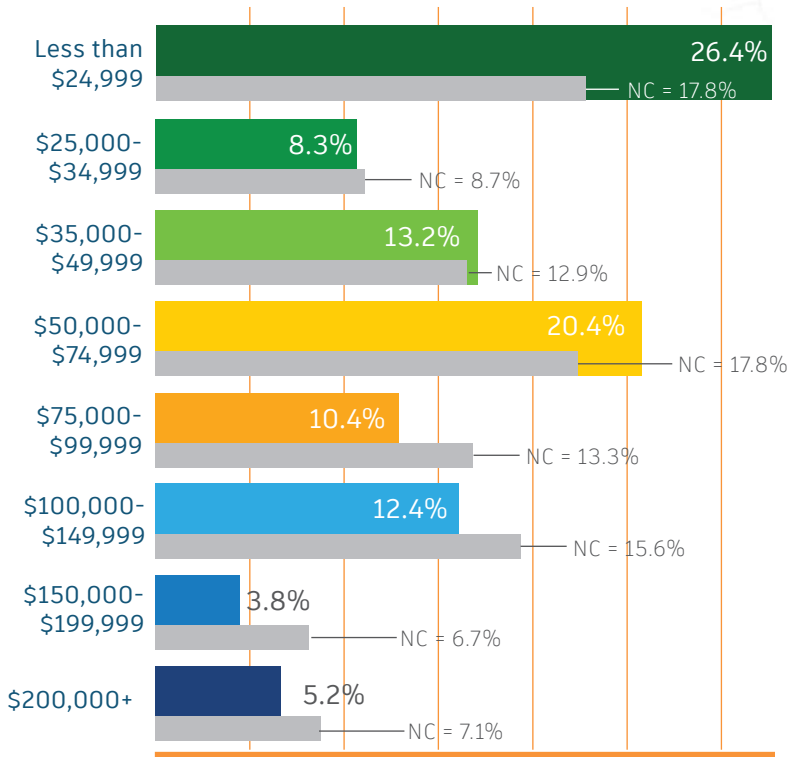
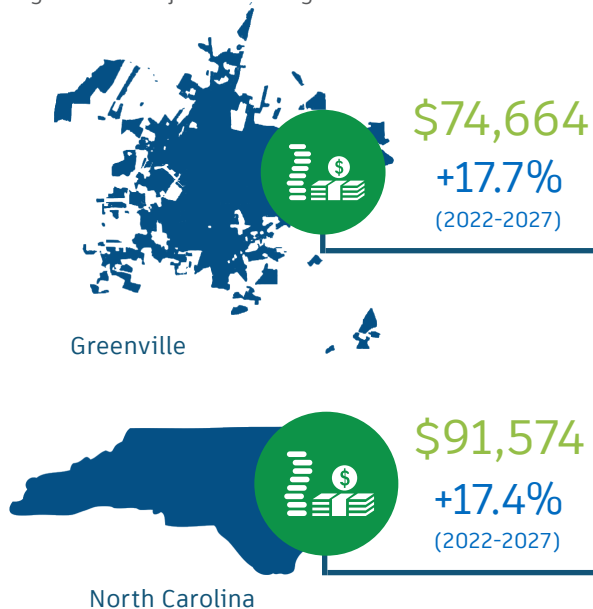


Figure B7: Greenville Household Income Ranges



Sources: U.S. Census Bureau 2010 decennial Census data converted by Esri

Figure B8: Projected Change in Household Income



Sources: Esri forecasts for 2022 and 2027. U.S. Census Bureau 2010 decennial Census data converted by Esri



River Park North Fishing Dock



Park Evaluations

Overview

Park evaluations were completed as qualitative and quantitative inventories of existing park facilities. More than 1,400 acres of City parks were evaluated and categorized by park classification based on programming and size. These typologies include:

- Mini Parks
- Neighborhood Parks
- Community Parks
- Regional Parks
- Sports/Facilities

Map C1 identifies existing parks. All parks were visited and rated against a set criteria in order to evaluate quality and inventory of existing facilities.

Key Takeaways:

- Parks in Greenville scored exceptionally high in condition, representing a high-level of maintenance and standards of operations.
- Generally, newer parks, and parks with the most amenity options, and parks available to visitors that include enhancements to pedestrian connectivity scored the highest.
- Areas of sustainability and resiliency represent the majority of opportunities for improvement across the city's parks; followed by access and linkages.

Highest Scoring Parks

90



Town Common

89



Greensprings Park

86



Jaycee Park

86

River Park North

Lowest Scoring Parks

54



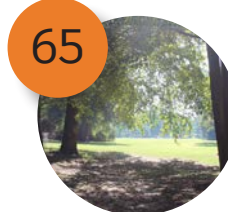
Kristin Drive Park

62



Guy Smith Park

65



Matthew Lewis Park

Evolution of Public Parks in the United States:

Public parks in the United States have evolved significantly over time, both in terms of their functions and their use. In the early days of the country, parks were primarily seen as a way to preserve natural landscapes and provide a respite from the hustle and bustle of urban life. During the 19th century, many large parks were established in major cities, such as Central Park in New York City, with the goal of providing a place for people to enjoy nature, relax, and escape the crowded conditions of the city.

Over time, the functions of public parks expanded to include a wide range of recreational activities. Parks have become an important resource for health and wellness, with many offering walking trails, fitness classes, and other opportunities for physical activity. Parks have also become a destination for cultural events and festivals, with many parks hosting concerts, art shows, and other community events.

The use of public parks has also changed over time. Historically, parks were primarily used by the wealthy and middle class, who had the leisure time and means to enjoy them. However, as the working class grew, parks became more accessible to a wider range of people. Today, parks are used by people of all ages and backgrounds, and they serve as an important resource for people of all income levels.



Chicago 1912 – Library of Congress

Parks have also played an important role in the history of social and political movements in the United States. Many parks have been the site of protests, rallies, and other public gatherings, and they have been an important venue for the exercise of free speech and the right to assemble. Additionally, parks have been an important resource for marginalized communities, providing a space for socializing and gathering, and have been an important tool in the fight for racial and social justice.



Canal Park Washington DC –LandscapePreformance.org

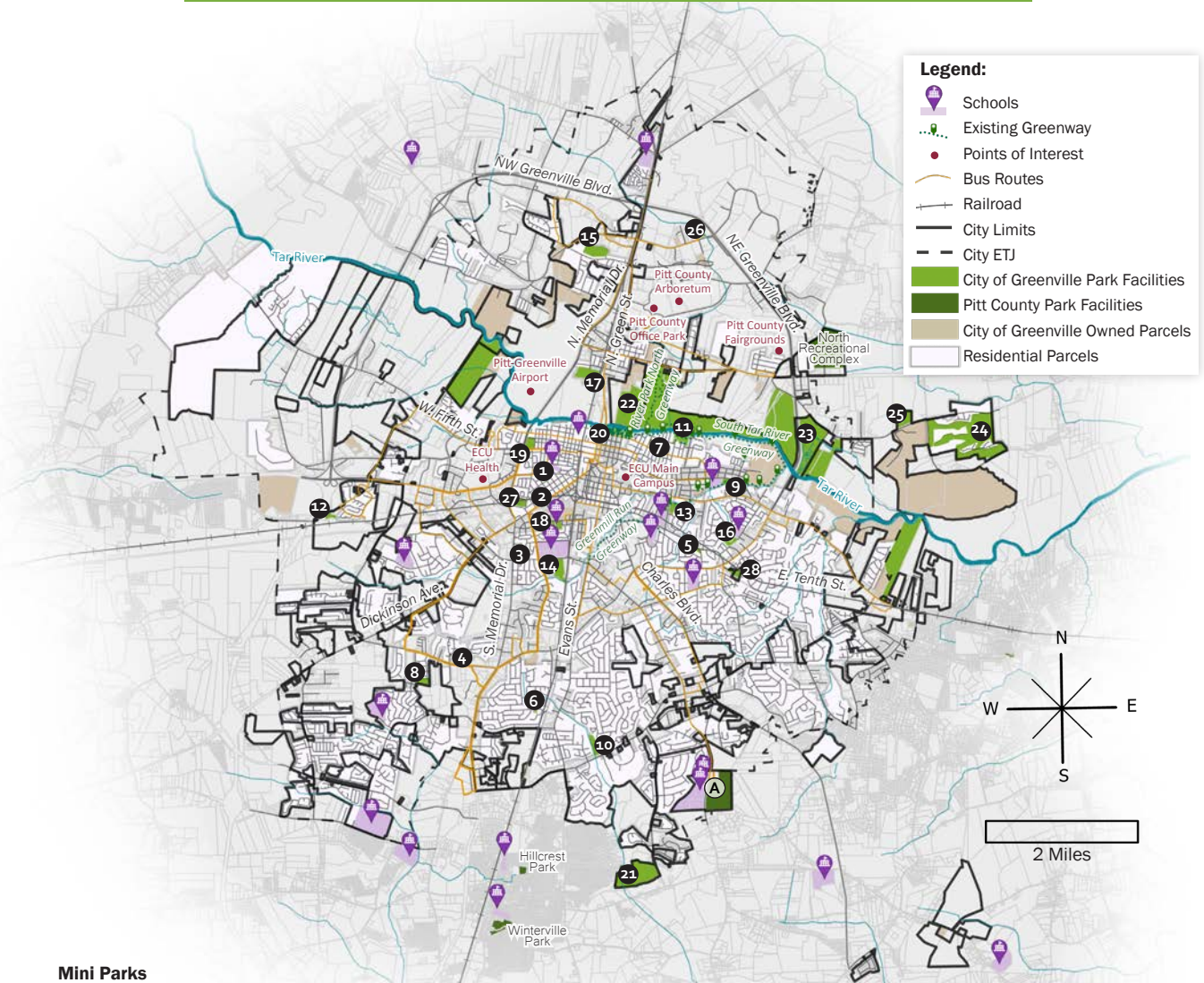
Despite the evolution of public parks functions and use, challenges remain. Parks have been underfunded in the past, and many are in need of repair and maintenance. Additionally, access to parks is not equal across all communities, with low-income and marginalized communities often having less access to parks and green space. Furthermore, in recent years, the use of public spaces has increased, leading to overcrowding and social distancing challenges during the pandemic.

Overall, public parks in the United States have evolved over time, from being primarily a place for the wealthy to enjoy nature, to being a vital community resource. Today, people of all ages and backgrounds enjoy a wide range of recreational activities, while parks serve as a platform for cultural events, political movements, and community gatherings. Though challenges remain, public parks continue to be an important resource for the health and well-being of individuals and communities.



Map C1

Greenville North Carolina | Parks and Open Spaces



Mini Parks

- 1 Beatrice Maye Garden Park
- 2 Dream Park
- 3 Hillsdale Park
- 4 Kristin Drive Park
- 5 Peppermint Park
- 6 Westhaven Park
- 7 Woodlawn Park

Neighborhood Parks

- 8 Andrew A. Best Freedom Park
- 9 Greensprings Park
- 10 Paramore Park
- 11 Rivers Edge Park
- Greenville Off Leash Dog Park
- 12 Westpointe Park

Community Parks

- 13 Elm Street Park
Drew Steele Center
- 14 Evans Park
River Birch Tennis Center
- 15 Greenfield Terrace
Barnes-Ebron-Taft Community Center
- 16 Jaycee Park
Center for Arts and Crafts
Extreme Skate Park
- 17 Matthew Lewis Park
West Meadowbrook Park
- 18 South Greenville Park
and Recreation Center
- 19 Thomas Foreman Park
Eppes Recreation Center
Greenville Outdoor Aquatic Center
- 20 Town Common

Regional Parks

- 21 H.Boyd Lee Park
- 22 River Park North
Walter L. Stasavich Science
and Nature Center
- 23 Wildwood Park

Sports/Facilities

- 24 Bradford Creek Public Golf Course
- 25 Bradford Creek Soccer Complex
- 26 Greenville Aquatics and Fitness Center
- 27 Guy Smith Park
- 28 Perkins Athletic Complex
Magnolia Arts Center
Sports Connection

Other Parks

- A Alice F. Keene District Park

Park Classifications

Small neighborhood parks to large regional parks serve the visitors differently. Defining park classifications assists in the evaluation of how each park is meeting community needs.

Mini Parks

Size: <0.5 acres
Service Area: 0.5 mile

The smallest park classifications, mini parks may have benches, shade trees, or small playgrounds accessible to immediate residents by walking or biking.



Westhaven Park; Nearmap Image (2022)

Neighborhood Parks

Size: 0.5-5.0 acres
Service Area: 0.5 miles

Neighborhood Parks serve nearby residents by providing recreation opportunities within walking distance. These parks may have small athletic courts, playgrounds, or open lawn space.

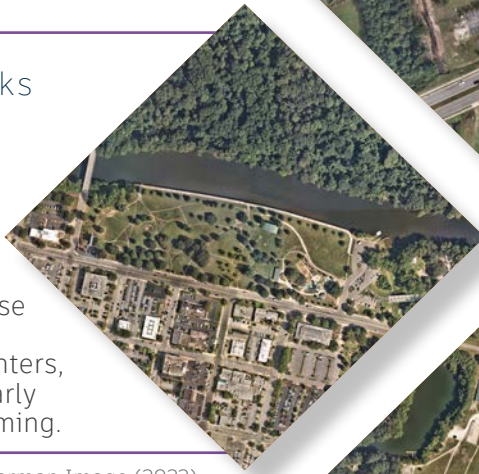


Paramore Park; Nearmap Image (2022)

Community Parks

Size: 5.0-20 acres
Service Area: 1 mile

Community parks provide open space to residents across the city. These types of parks may have community centers, restrooms, or regularly scheduled programming.

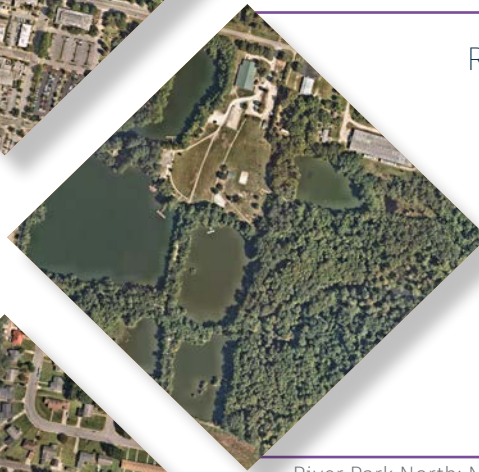


Town Common; Nearmap Image (2022)

Regional Parks

Size: 20+ acres
Service Area: 3 miles

Regional Parks are the largest park classification recognized as a county or state resource. These parks may be large natural areas programed as passive recreation with seasonal programming.

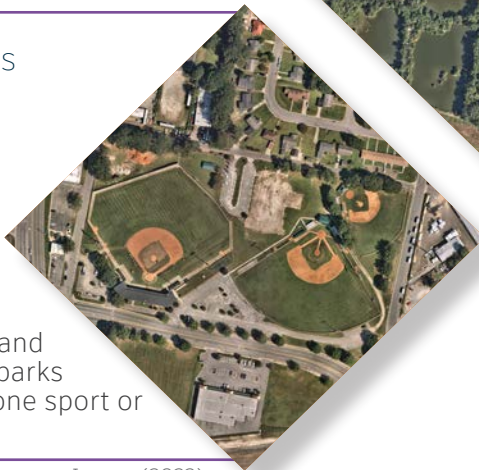


River Park North; Nearmap Image (2022)

Sports/Facilities

Size: 5.0+ acres
Service Area: 3 miles

Sports and Sports Facilities may have several regulation size athletic fields, courts, lighting, restrooms, parking, and concessions. These parks may be focused on one sport or many.



Guy Smith Park; Nearmap Image (2022)



Evaluation Criteria

Park evaluations are an extension of a quality Level of Service measurement. During an evaluation, each park's performance is rated across six categories and 40 topics. The final product provides a weighted score from 0-100 for each park which is mapped (Map C2) and geographically evaluated for neighborhood-level and city-wide trends. The criteria is intended to objectively observe parks both individually and as a system.

The criteria used is based in part on guidelines developed by Project for Public Spaces (PPS), a non-profit organization dedicated to helping communities create and sustain public spaces that build stronger communities. For each question, parks are assigned a rating based on observation at the time of the park visit. Ratings are based on a scale of 1-5, with 1 representing the lowest and 5 representing the highest. A rating of "n/a" indicates that the criteria was not applicable and is not included in final ratings.

Final ratings are weighted to a scale of 0-100, with 100 being the highest possible. Ratings are based on observations made during a limited time period and are intended to provide information regarding trends for individual parks or across the park system only. Map C2 shows individual evaluation scores for parks. The following section details the scoring range of evaluations. The six categories of evaluation include:

- Design and Construction
- Effectiveness
- Condition
- Comfort and Image
- Access and Linkage
- Sustainability and Resiliency

Exceeding Expectations (Park Scores 75-100)

Parks with scores in this category are defined as parks that have new or recently enhanced facilities or features, that are readily accessible through multiple modes of transportation, exhibit multiple features that enhance the comfort and experience of park users, and exhibit a maintenance quality that meets or exceeds standards of the city.

Meeting Expectations (Park Scores 50-74)

Parks with scores in this category are defined as parks that have serviceable facilities or features providing functional recreational access for the public, and are accessed primarily by vehicle with some connections to adjacent neighborhoods. These parks exhibit few features that enhance the comfort and experience of park users beyond a minimal recreational access capacity. They also exhibit a maintenance level sufficient for the uses in the park, but may benefit from additional maintenance.

Below Expectations (Park Scores 0-49)

Parks within this score category are generally defined as parks with facilities or features that have exceeded their functional life span and/or need enhancement or replacement to provide functional recreational access for the public. These parks exhibit few, if any, features that enhance the comfort and experience of park users and exhibit a maintenance level insufficient to continue to provide the desired uses and recreational access.

The image shows a sample of a 'Village of Pleasanton - Park Site Evaluation Criteria' form. It is a detailed spreadsheet-style form with multiple sections. Each section has a title, a list of sub-questions, and a rating scale (1-5). The sections include:

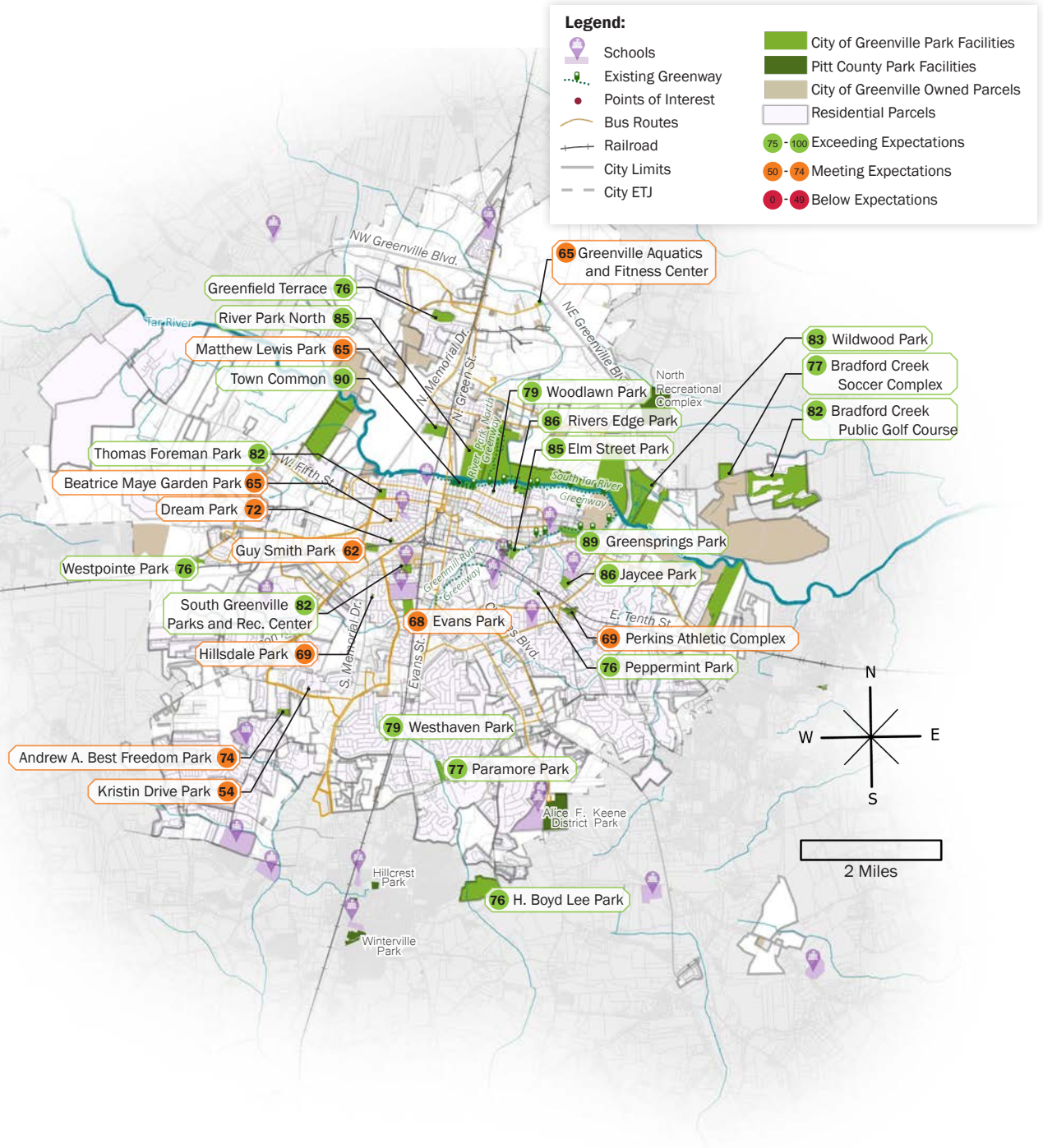
- Design and Construction:** Questions about site layout, parking, landscaping, and building materials.
- Effectiveness:** Questions about the park's ability to provide recreational access, safety, and community use.
- Condition:** Questions about the state of the park's facilities, including playgrounds, sports fields, and walking/biking paths.

At the bottom of the form, there is a section for 'Comments' and a 'Total Score' field.

Example of Park Evaluation Form

Map C2

Greenville North Carolina | Park Evaluation Results





Successes

Condition **89/100**

- High quality maintenance
- High level of pride and satisfaction
- Minimum site improvements needed

Effectiveness **81/100**

- High level of use
- Range of choices in activities
- Balance of active & passive options

Design & Construction **81/100**

- Recent improvements
- Clear branding
- Meets needs of users

Comfort & Image **78/100**

- Adequate places to sit
- Clean and free of litter
- Minimum vehicle presence in site



Opportunities

Economic Sustainability **41/100**

- Create revenue generating opportunities
- Promote or support permanent jobs
- Contribute to increasing property value

Environmental Sustainability **54/100**

- Improve water quality
- Contribute to biological diversity
- Enhance environmental knowledge

Access & Linkage **72/100**

- Clear and useful wayfinding
- Easily accessible to pedestrians
- Connect to nearby transit stops

Figure C3: Park Evaluation Category Score Highlights

Conclusion

Figure C3 highlights categories with the highest and lowest scores across the city. The categories with the highest scores represent successes while the lowest scores represent opportunities for improvements.

Across all park typologies, parks are notably well maintained and are actively being improved. Parks are heavily used but are not well connected for pedestrian access. Sustainability is where the largest opportunity for improvement exists within existing parks.

In general, Greenville offers a great mix of park types. Newer parks and/or those which offer the greatest range of amenity choices and the best connections to surrounding neighborhoods scored the highest. Parks which are typically older and/or single use with little choice in amenities scored lowest. Improvements to lower scoring parks can typically consist of evaluating choices in offerings, adding additional amenities to better serve a diversity of needs, enhancing pedestrian connectivity, and implementing lifecycle capital replacement of existing amenities.



Town Common River Front Promenade



Level of Service Analysis

Overview

The purpose of a Level of Service (LOS) Analysis is to quantify how well the existing parks system is meeting the needs of residents. The National Recreation and Park Association's definition of LOS analysis is "an allocation mechanism for the delivery of park land and basic recreation facilities throughout a community. By adoption of such a standard, a community in essence says that all citizens

, [...], will have an equal opportunity to share in the basic menu of services implicit in the standard and accompanying spatial distribution and allocation of policies."

LOS analysis was measured based on four concepts:

- **Acreage (Amount of Park Land)**
Every resident should have similar opportunities to park land.
- **Facilities (Number of Facilities)**
Every resident should have similar opportunities to use recreation facilities.
- **Funding and Staffing**
Every resident should enjoy comparable level of funding spent on capital and operations.
- **Access (Distance or Travel Time)**
Every resident should be able to access specific park facilities within similar walking, bicycling, public transit and/or driving distances.

Key Takeaways:

- Greenville provides twice as much parkland as in-state peer communities and 60% more than national averages.
- Future development of existing City-owned parkland will meet a majority of passive park use needs by 2040 as the city grows. An additional 66+ acres of mini, neighborhood, community, and sports parks will still be needed.
- Passive regional parks represent 66% of all parkland in Greenville.
- There is a current shortage of multipurpose fields compared to national averages.
- Future recreation facility needs include multipurpose fields, pickleball courts, playgrounds, picnic shelters, and basketball courts.
- Staffing levels are below peer communities (6 FTE) and national (17 FTE) averages.
- Funding is 8-16% below peer and national averages respectively.
- The Greenville Recreation and Parks Department is currently maintaining a park system that is twice the size of peer communities with less staff and lower funding per capita.
- Access to parkland is most limited in the southern and western neighborhoods of the city.

Acreage Level of Service

The most common way to measure LOS for existing acreage is number of park acres per 1,000 residents in a community. What does this measurement mean? A general lack of national standards in definition of what should count as parks results in difficulty in comparing figures with peer communities or establishment of a national benchmark. Analysis, however, can identify local trends and result in standards that meet the needs and desires of residents for the long-term vision of the community.

The best acreage LOS standard for the City is ultimately based on public input and what the community desires. By using population estimates and acreage figures, an acreage LOS calculation can be obtained, see **Figure D1**. The current Acreage LOS for Greenville is 15.0 acres of developed park land per 1,000 residents.

The Phil Carroll Nature Preserve (181 acres with no public access), Eastside Park (119 acres with public access) and Staton Road Park (5 acres) are undeveloped parkland owned by the City and lack any amenities. If developed,

two of the sites would fall within the regional park typology as they are natural areas and with planned passive recreation uses, similar to River Park North. Additionally, both sites are prone to significant impacts from flooding due to their location adjacent to the Tar River.

The City's acreage LOS is currently higher than both national (9.20 acres per 1,000 population) and peer communities (7.19 acres per 1,000 population) averages. As the City's population is projected to grow, the existing acreage LOS will decrease unless additional parkland is developed. In order to maintain the currently provided Acreage LOS, the City would need to provide an additional 66.88 acres of neighborhood, community, and sports parks by 2040. The largest future need for 138 acres of regional parks can be met by developing the existing undeveloped parkland at Phil Carroll Nature Preserve and Eastside Park.

Comparatively, Greenville is currently providing more than twice the acreage LOS than peer communities. This underscores the high local demand for parkland and the higher percentage of regional parks that represent parkland in Greenville compared to other communities.

Figure D1: City of Greenville Acreage LOS by Park Type

		City of Greenville 2020 Level of Service (Pop. 87,521)*			2040 - City of Greenville LOS (Est. 101,563 Pop.)**	
Park Types	Acreage	2020 LOS (acres/1000 pop)	NRPA 2022 LOS (acres/1000 pop)***	Average LOS of Peer^ Communities	Additional Acreage Needed to Meet Existing City LOS ^^	Acreage Needed to Meet Peers LOS
City Parks						
Neighborhood & Pocket Parks	75.6	0.86			12.13	
Community Parks	145.3	1.66			23.31	
Regional Parks	864.9	9.88			138.77	
Sports/Facilities	225.8	2.58			36.23	
Developed Parkland Total:	1,311.67	15.0	9.20	7.19	210.45	-791.88
Undeveloped Parkland	305.6	3.49			-143.77	
All Parks Total:	1,617.27	18.5			66.68	

Notes: *Source: US Census Bureau; ** Source: Horizons 2026 Community Plan, *** National Recreation and Park Association Agency Performance Review Median Number per Facilities per 1,000 population for jurisdictions with population between 50,000 to 99,999; ^ Peer Communities include: **Wilmington, Asheville, High Point, Gastonia, Jacksonville, Concord** ; ^^ City owns 300 acres of undeveloped regional passive parkland which contributes to future needs, but does not provide Neighborhood/Pocket Park, Community Parks or Sports Parks acreage



Facility Level of Service

The second LOS measurement analyzes the provision of facilities on a per capita basis. From fishing docks and trails within Wildwood Park, to recreation centers in H. Boyd Lee Park, to the many playgrounds across neighborhood parks, existing parks provide a wide range of recreation facilities.

Similar to the acreage LOS analysis, there are no national standards for facility LOS goals. Each community's provision of facilities is intended to meet local needs; however, the measurement can be utilized to compare Greenville to national averages.

Facility LOS is determined by quantifying the number of facilities provided per capita. Data collected through park evaluations and from Department staff populated an inventory of existing recreation facilities.

Figure D2 compares the City's existing facilities to national standards and projects needs for 2040 as the city continues to grow. Results indicate that residents enjoy a surplus of recreation facilities when compared to 2022 National Recreation and Park Association (NRPA) average. Compared to national average, the City is only in need of additional multipurpose fields, playgrounds, and pickleball courts. Highest needs are for multipurpose fields and pickleball courts, with both potentially currently needing six additional and growing to seven each as 2040 population projections are included. Playgrounds have the next highest facilities with three needed currently, growing to seven by 2040.

By maintaining existing facilities LOS as the city continues to grow or benchmarking local standard to national averages, both

Figure D2: City of Greenville Facility LOS

Facility Type	Existing Number of Facilities	2022 Comparison to NRPA Averages	Additional Facilities by 2040 Needed to meet NRPA Average
Athletic Fields			
Baseball (Adult & Youth)	11	0	2
Multi-Use Softball	8	(1)	1
Multipurpose (Soccer, etc.)	5	6	7
Sport Courts			
Basketball Courts	8	2	4
Tennis Courts	18	(4)	(2)
Volleyball Courts (sand)	4	0	0
Pickleball Courts (outdoor)	1	6	7
Facilities			
Picnic Shelters (small and large)	29	n/a	n/a
Playgrounds	20	3	7
Community Centers	8	(6)	(6)
Rec. Ctrs./Gymnasiums	5	(3)	(3)
Nature Center	1	0	0
Amphitheaters	2	(1)	0
Specialty			
Restrooms (indoor/outdoor)	23	n/a	n/a
Dog Parks	1	n/a	n/a
Aquatics			
Pools (indoor/outdoor)	2	0	1
Spray Pad/Spray Feature	1	n/a	n/a

Figure D2 Legend

- Meets needs or surplus of facilities
- Minimum level of need
- High level of need

Notes: *Number of facilities per 1,000 population; ** National Recreation and Park Association Agency Performance Review Median Number per Facilities per 1,000 population for jurisdictions with population between 50,000 - 99,999.

actions would result in the need for most types of outdoor athletic facilities, as well as, picnic shelters, restrooms, and indoor recreation facilities and community centers will be needed. Other providers, such as the NC Wildlife Resources Commission's Port Terminal boat and kayak launch facility, are examples of partnerships that can provide public access to recreation amenities.

Staffing and Funding Level of Service

The third LOS measurement analyzed was staffing and funding. **Figure D3** identifies developed acres per full-time equivalent (FTE) staff member, FTE per 10,000 residents, and expenditures per capita compared to national and peer averages. This measurement method helps to identify how Greenville is funding and staffing parks and recreation facilities compared to other providers.

Though Greenville provides twice as many acres of parkland per 1,000 population than peer communities, and 60% more than national averages, staffing and expenditures on a per capita basis in Greenville are lower. Additionally, as noted in the park evaluations, the condition of parks and recreation facilities is noted as exceptionally high in Greenville. In essence, Department staff are maintaining

twice as much parkland as peer agencies and doing so at a high level of quality. The City has acquired a significant amount of passive parkland in the last ten years, but staffing levels have remained consistent. Comparing staffing levels to average peer communities, Greenville has 6.7 FTE fewer positions, and 17.8 FTE positions below national averages.

Expenditures on recreation and parks (salaries, fringe, and capital investment) on a per capita basis for Greenville are similar to staffing, below both peer communities and national averages. Compared to peers, Greenville would require \$670,693 in additional funding to match per capita levels. This does not factor that with less per capita funding, Greenville is maintaining and operating twice as much parkland. Compared to national averages, this deficit in funding grows to \$1.2 million. Greenville is therefore underfunding parks and recreation compared to peer communities and national averages by between 8-16%.

An important note is that Department funding for 2023, used in the above comparisons, was an increase of 10% from the average annual funding the Department has received since the prior 2008 master plan. If comparing historic funding averages, the deficit from peer communities increases to \$1.3 million and \$1.9 million when compared to national averages.

Figure D3: City of Greenville Staffing and Funding LOS

	Peer Cities (2022)***	NRPA (2022)**	Greenville (2023)*	Needed to Meet Peer Average	Needed to Meet NRPA Average
FTE Staff	84.68	64.10	66.25		
Acres per FTE	7.95	n/a	19.80	98.65	n/a
FTE per 10k Pop.^	8.34	9.60	7.57	6.77	17.77
Expenditures	\$ 9,873,275	\$ 7,330,336	\$ 7,905,239		
\$ per capita	\$ 97.99	\$ 104.38	\$ 90.32	\$ 670,693	\$ 1,230,203

Notes: FTE = Full Time Equivalent; *Source: City of Greenville; ** National Recreation and Park Association Agency Performance Review Median Number per Facilities per 1,000 population for jurisdictions with population between 50,000 to 99,999; *** Peer Communities include: Wilmington, Asheville, High Point, Gastonia, Jacksonville, Concord ; ^Concord contracts aquatics; ^^Developed park land only



Access Level of Service

The final LOS analysis is related to access to parks and recreation facilities. This measurement answers the vital question, How well can residents get to parks? This is typically measured as a distance, either in miles or travel time. Being able to analyze access to parkland and recreation facilities is important for Greenville for the following reasons:

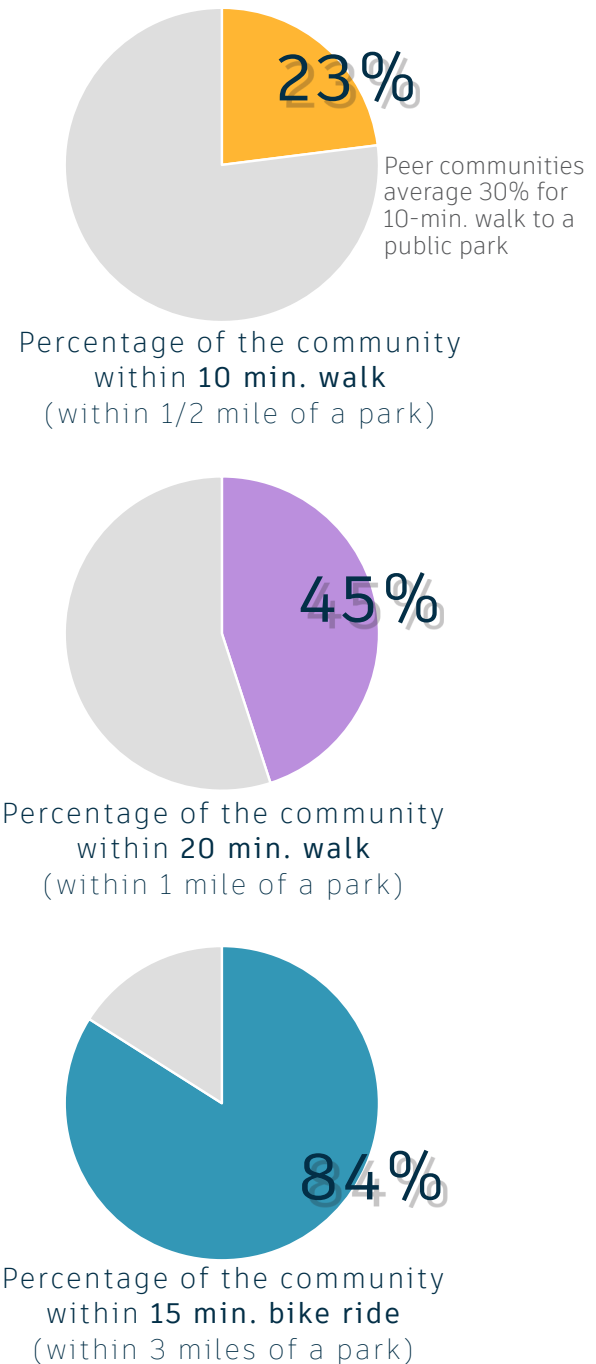
1. The City provides an above-average amount of parkland to residents compared to peers, but not all residents share in ease of access.
2. As shown in the demographic analysis, the City remains highly segregated by neighborhoods. Ensuring each neighborhood has access to parkland and recreation opportunities is an important step toward improvements in social inequities.

How is access determined?

Access LOS can be analyzed by using the City's GIS street network data to measure respective travel distances (1/2 mile, 1 mile, or 3 miles) from park entrance. This creates each park's or recreation facility's service area, or the area in which someone could walk, bike, or drive a reasonable distance to each. Mini and neighborhood parks often have minimum to no parking and smaller programed areas, as they are meant to serve immediate residents; therefore, walking and biking distances are primarily used with these types of parks.

Larger parks or sports facilities are designed to accommodate larger numbers of visitors and, due to their uniqueness and cost to construct and operate, frequently serve a larger area of the community with an expectation that visitors drive, carpool, or take transit to these facilities. Natural barriers such as the Tar River and man-made barriers such as freeways impact the service area for each park or recreation facility and are included in the analysis. The result is a series of true walkshed, bikeshed, and driveshed for each facility.

Figure D4: City of Greenville Access Level of Service (LOS) percentage of geographical area of city with access



Distances used for each park typology are based on typical 1/2 to 1 mile walking range for mini, neighborhood, and community parks. A 10 minute walk translates into a 1/2-mile distance while a 20 minute walk is typically a one mile distance. The 1/2-mile distance also translates into an average 5 minute bike ride. Regional parks and the sports facilities typology rely upon access by biking, driving or transit. Because of this, they are evaluated by a larger, 3 mile service area or a 15 minute bike ride.

Areas outside of the color shaded service areas are not considered to have reasonable access to the identified park or facilities. Alice F. Keene District Park is a Pitt County owned and operated park but is included in this access LOS analysis under 'Other Parks' because of its location within the city limits.

The maps following the conclusion of this section present Access Service Areas by park typologies:

Map D5: Existing Parks LOS
Map D6: 1/2-mile & 1 mile Existing Parks LOS
Map D7: Mini & Neighborhood Parks LOS
Map D8: Community Parks LOS
Map D9: Regional Parks LOS
Map D10: Sports/Facilities LOS

Analysis based on park typologies shows overall park access is most limited to the southwestern and northwestern neighborhoods. The southwestern area is more notable, as it is also more densely populated. Parks accessible by walking or biking are concentrated in the central neighborhoods of the city, and larger regional parks primarily serve eastern neighborhoods of the city. Additional maps show access LOS of specific facilities within park space:

Map D11: Restrooms LOS
Map D12: Playgrounds LOS
Map D13: Wi-Fi LOS
Map D14: Tennis Courts LOS

Map D15: Pickleball Courts LOS
Map D16: Baseball & Softball Fields LOS
Map D17: Basketball Courts LOS
Map D18: Soccer & Multipurpose Fields LOS
Map D19: Picnic Shelters LOS

Conclusion

LOS analyses are measurements intended to evaluate the existing park system through comparison or service area. Through these measurements, Greenville has been identified as meeting or exceeding acreage and facilities per capita averages, specifically when compared to peer communities. As the city continues to grow, it will be important for the City to continue to invest in additional parkland and recreation facilities to maintain LOS measurements.

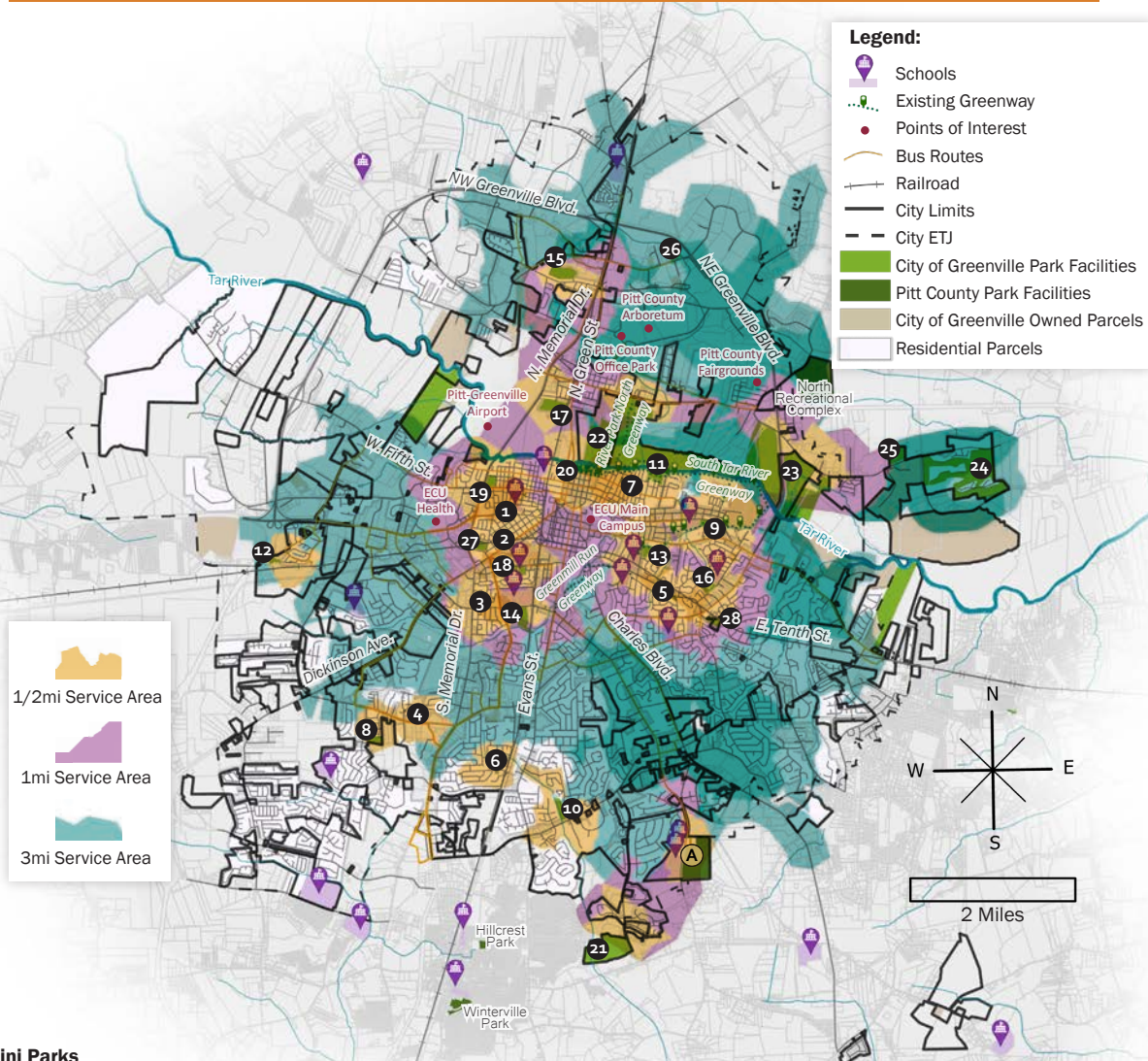
Two measurements identified potential areas of need for Greenville: staffing/funding and access LOS. Greenville is below peer communities (9%) and national average (20%) for staffing, while current staff maintain a park system that is twice the size as peer communities. In addition, funding on a per capita measurement is also below peer communities (8%) and national averages (16%) for jurisdictions the same size as Greenville.

Analysis of access to parks identifies that Greenville trails peer communities when it comes to providing park space within a 10 minute walk of all residents 23% for Greenville compared to 30% for peer communities. Access does increase as the distance to parks is increased; however, on average, less than 10% of the public is typically willing to walk more than 10 minutes to a park.



Map D5

Greenville, NC Recreation and Parks | Existing Parks Level of Service



Mini Parks

- 1 Beatrice Maye Garden Park
- 2 Dream Park
- 3 Hillsdale Park
- 4 Kristin Drive Park
- 5 Peppermint Park
- 6 Westhaven Park
- 7 Woodlawn Park

Neighborhood Parks

- 8 Andrew A. Best Freedom Park
- 9 Greensprings Park
- 10 Paramore Park
- 11 Rivers Edge Park
- 12 Westpointe Park

Community Parks

- 13 Elm Street Park
Drew Steele Center
- 14 Evans Park
River Birch Tennis Center
- 15 Greenfield Terrace
Barnes-Ebron-Taft Community Center
- 16 Jaycee Park
*Center for Arts and Crafts
Extreme Skate Park*
- 17 Matthew Lewis Park
West Meadowbrook Park
- 18 South Greenville Park
and Recreation Center
- 19 Thomas Foreman Park
*Eppes Recreation Center
Greenville Outdoor Aquatic Center*
- 20 Town Common

Regional Parks

- 21 H.Boyd Lee Park
- 22 River Park North
*Walter L. Stasavich Science
and Nature Center*
- 23 Wildwood Park

Sports/Facilities

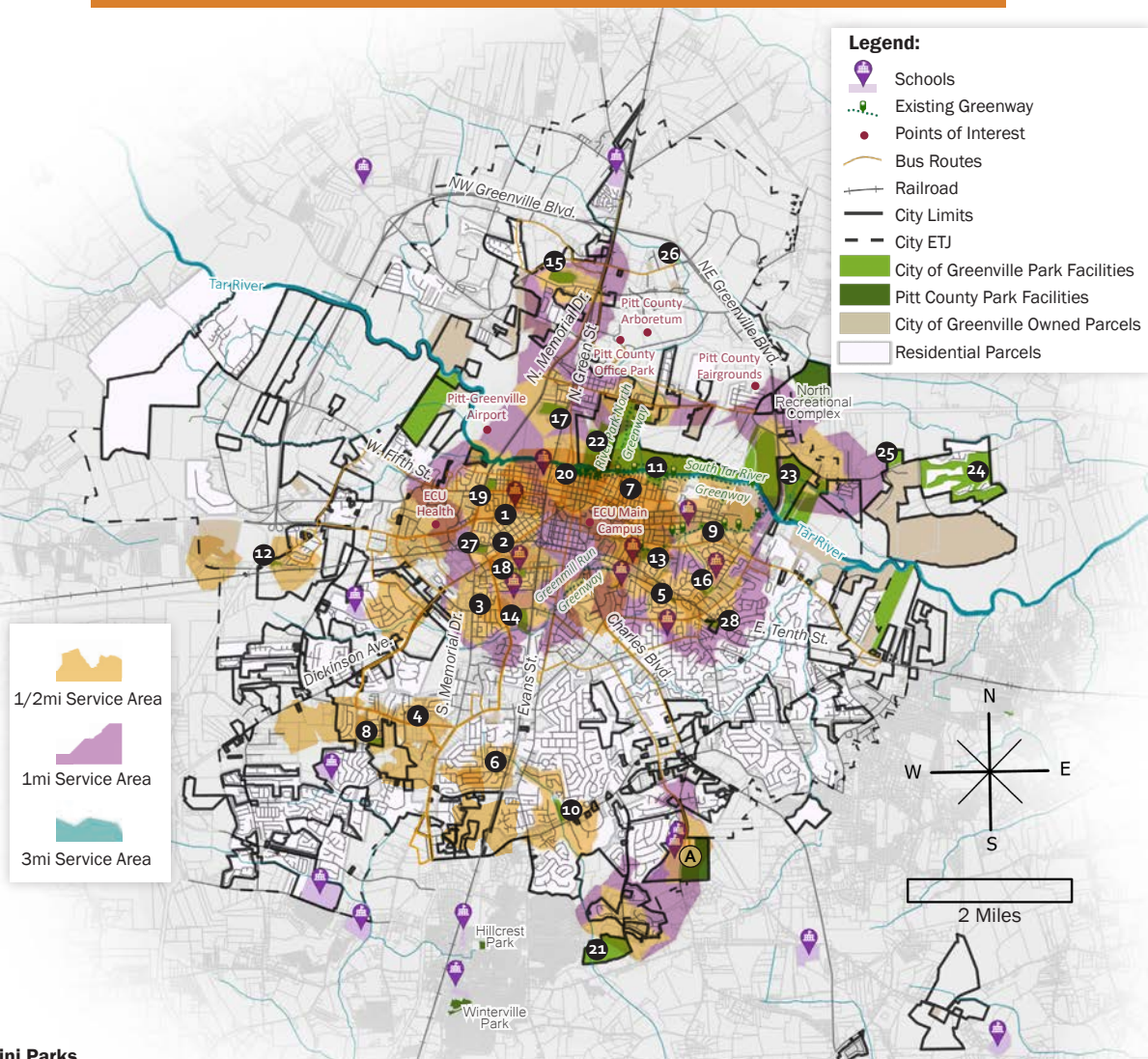
- 24 Bradford Creek Public Golf Course
- 25 Bradford Creek Soccer Complex
- 26 Greenville Aquatics and Fitness Center
- 27 Guy Smith Park
- 28 Perkins Athletic Complex
*Magnolia Arts Center
Sports Connection*

Other Parks

- A Alice F. Keene District Park

Map D6

Greenville North Carolina | Level of Service, 0.5mi & 1mi

**Mini Parks**

- 1 Beatrice Maye Garden Park
- 2 Dream Park
- 3 Hillsdale Park
- 4 Kristin Drive Park
- 5 Peppermint Park
- 6 Westhaven Park
- 7 Woodlawn Park

Neighborhood Parks

- 8 Andrew A. Best Freedom Park
- 9 Greensprings Park
- 10 Paramore Park
- 11 Rivers Edge Park
- Greenville Off Leash Dog Park
- 12 Westpointe Park

Community Parks

- 13 Elm Street Park
Drew Steele Center
- 14 Evans Park
River Birch Tennis Center
- 15 Greenfield Terrace
Barnes-Ebron-Taft Community Center
- 16 Jaycee Park
Center for Arts and Crafts
Extreme Skate Park
- 17 Matthew Lewis Park
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- 18 South Greenville Park
and Recreation Center
- 19 Thomas Foreman Park
Eppes Recreation Center
Greenville Outdoor Aquatic Center
- 20 Town Common

Regional Parks

- 21 H.Boyd Lee Park
- 22 River Park North
Walter L. Stasavich Science
and Nature Center
- 23 Wildwood Park

Sports/Facilities

- 24 Bradford Creek Public Golf Course
- 25 Bradford Creek Soccer Complex
- 26 Greenville Aquatics and Fitness Center
- 27 Guy Smith Park
- 28 Perkins Athletic Complex
Magnolia Arts Center
Sports Connection

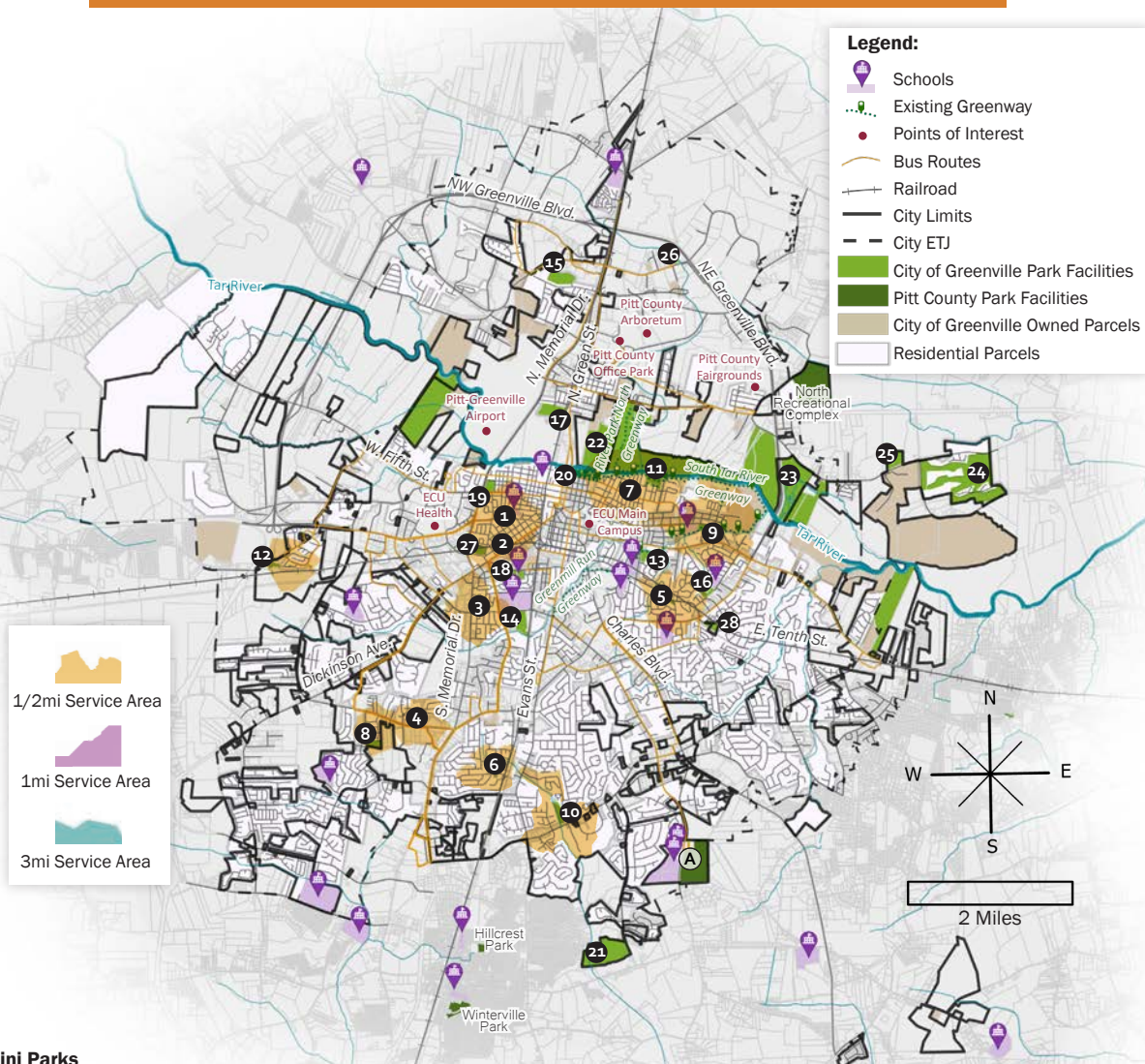
Other Parks

- A Alice F. Keene District Park



Map D7

Mini & Neighborhood Parks | Level of Service, 0.5mi



Mini Parks

- 1 Beatrice Maye Garden Park
- 2 Dream Park
- 3 Hillsdale Park
- 4 Kristin Drive Park
- 5 Peppermint Park
- 6 Westhaven Park
- 7 Woodlawn Park

Neighborhood Parks

- 8 Andrew A. Best Freedom Park
- 9 Greensprings Park
- 10 Paramore Park
- 11 Rivers Edge Park
- Greenville Off Leash Dog Park
- 12 Westpointe Park

Community Parks

- 13 Elm Street Park
Drew Steele Center
- 14 Evans Park
River Birch Tennis Center
- 15 Greenfield Terrace
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- 20 Town Common

Regional Parks

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Walter L. Stasavich Science
and Nature Center
- 23 Wildwood Park

Sports/Facilities

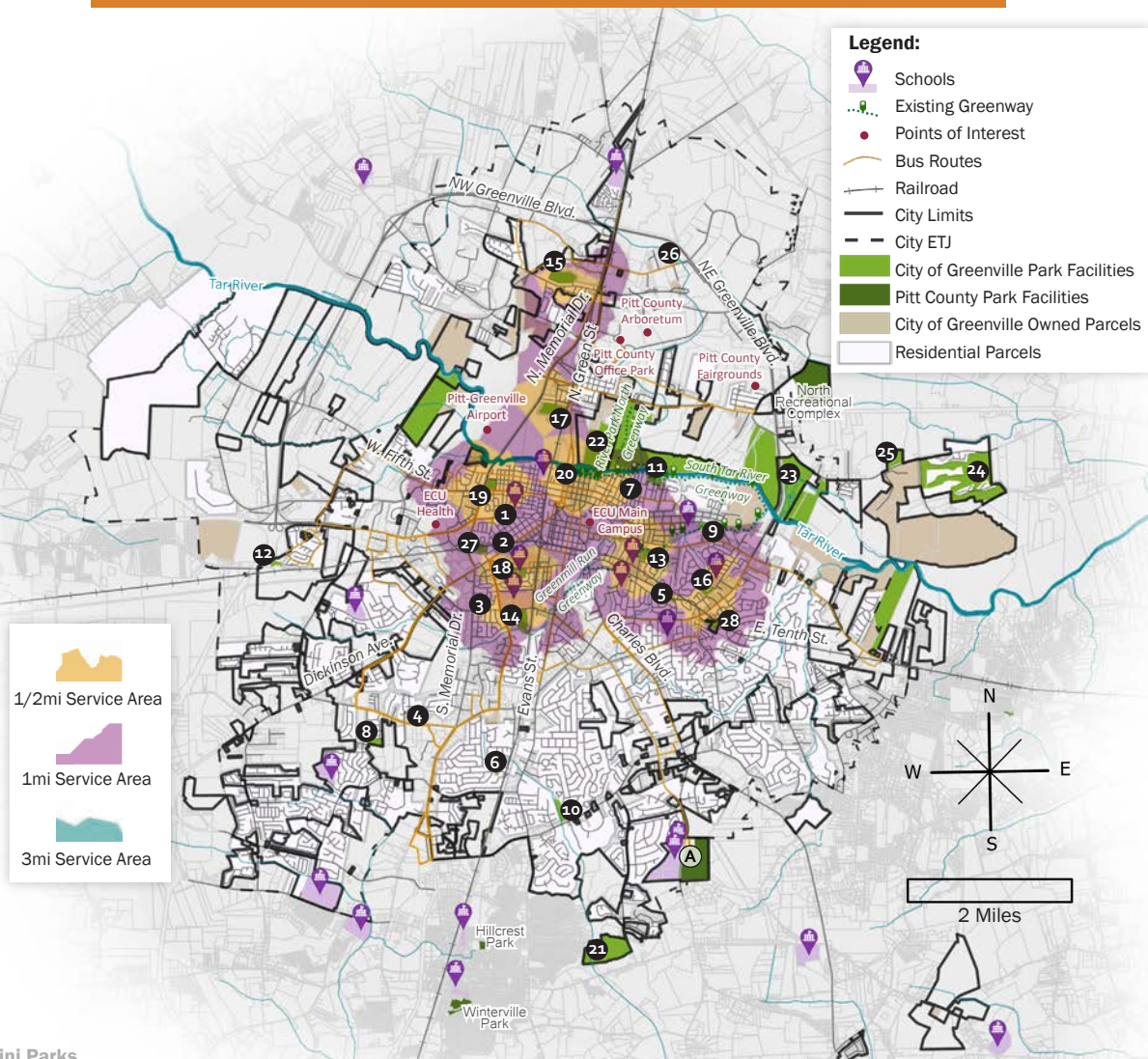
- 24 Bradford Creek Public Golf Course
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- 27 Guy Smith Park
- 28 Perkins Athletic Complex
Magnolia Arts Center
Sports Connection

Other Parks

- A Alice F. Keene District Park

Map D8

Community Parks | Level of Service, 0.5mi & 1mi

**Mini Parks**

- 1 Beatrice Maye Garden Park
- 2 Dream Park
- 3 Hillsdale Park
- 4 Kristin Drive Park
- 5 Peppermint Park
- 6 Westhaven Park
- 7 Woodlawn Park

Neighborhood Parks

- 8 Andrew A. Best Freedom Park
- 9 Greensprings Park
- 10 Paramore Park
- 11 Rivers Edge Park
- Greenville Off Leash Dog Park
- 12 Westpointe Park

Community Parks

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Greenville Outdoor Aquatic Center
- 20 Town Common

Regional Parks

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Walter L. Stasavich Science and Nature Center
- 23 Wildwood Park

Sports/Facilities

- 24 Bradford Creek Public Golf Course
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- 27 Guy Smith Park
- 28 Perkins Athletic Complex
Magnolia Arts Center
Sports Connection

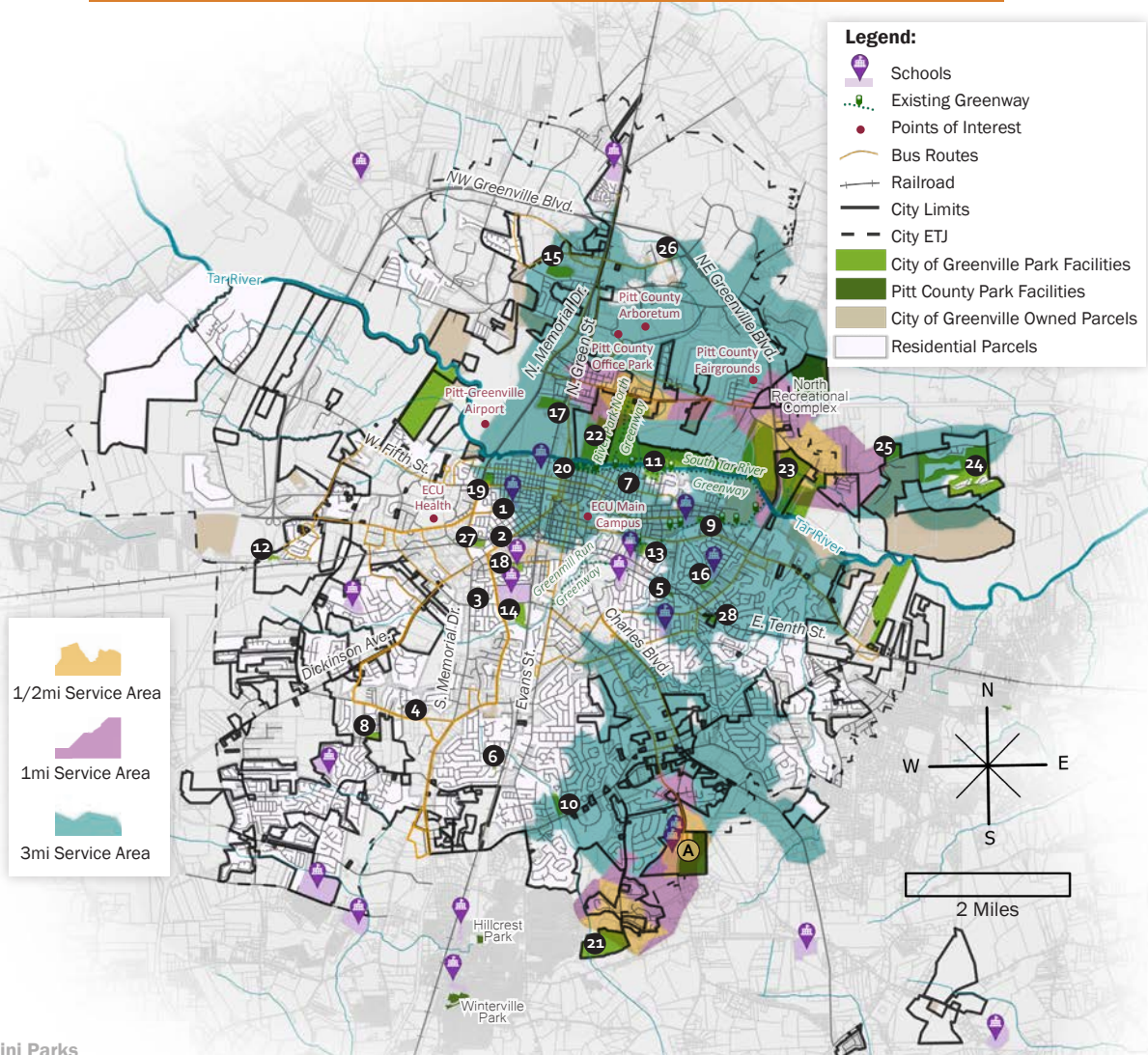
Other Parks

- (A) Alice F. Keene District Park



Map D9

Regional Parks | Level of Service, 0.5mi, 1mi, & 3mi



Mini Parks

- 1 Beatrice Maye Garden Park
- 2 Dream Park
- 3 Hillsdale Park
- 4 Kristin Drive Park
- 5 Peppermint Park
- 6 Westhaven Park
- 7 Woodlawn Park

Neighborhood Parks

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- 9 Greensprings Park
- 10 Paramore Park
- 11 Rivers Edge Park
- Greenville Off Leash Dog Park
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Community Parks

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and Nature Center*
- 23 Wildwood Park

Sports/Facilities

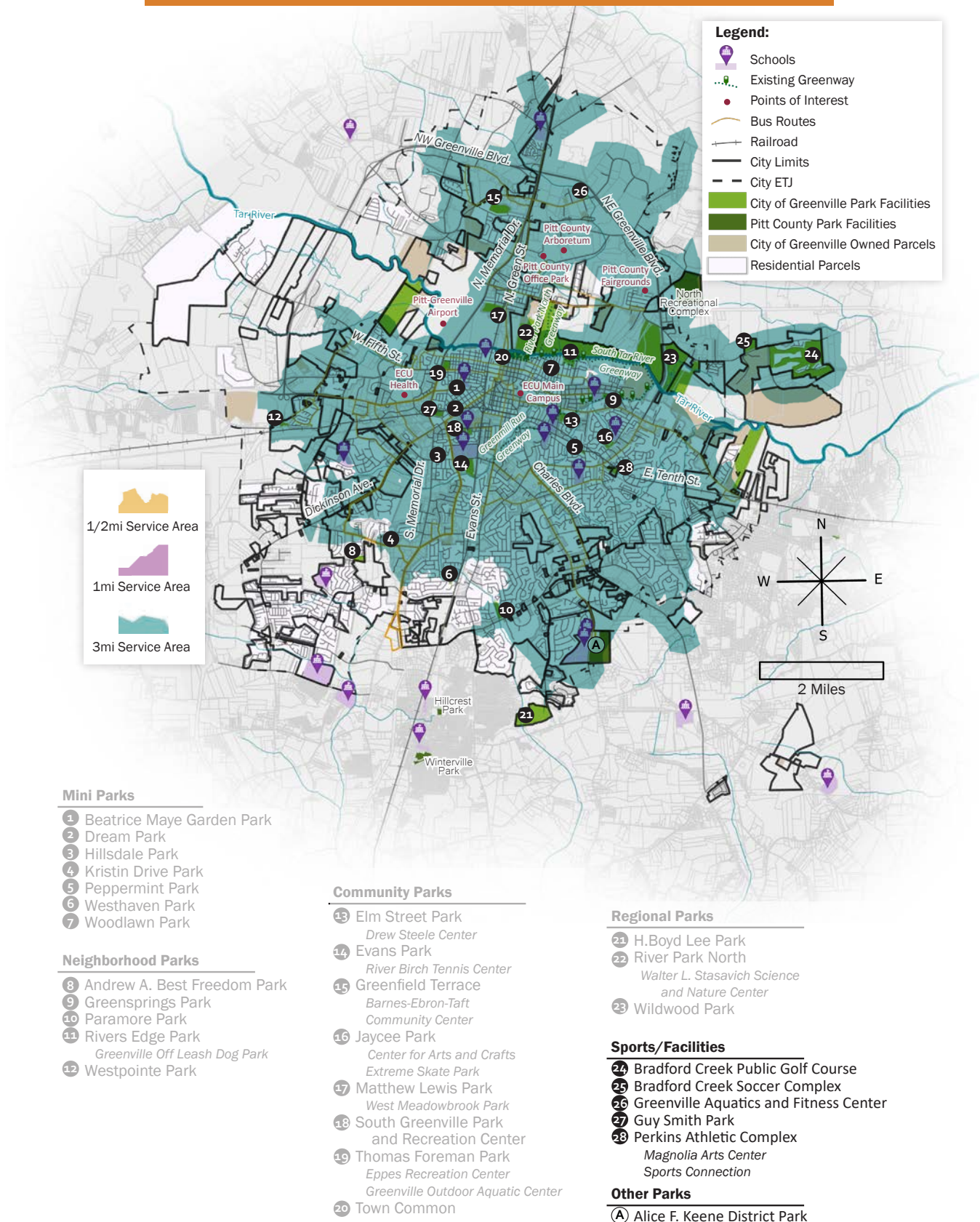
- 24 Bradford Creek Public Golf Course
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- 27 Guy Smith Park
- 28 Perkins Athletic Complex
*Magnolia Arts Center
Sports Connection*

Other Parks

- A Alice F. Keene District Park

Map D10

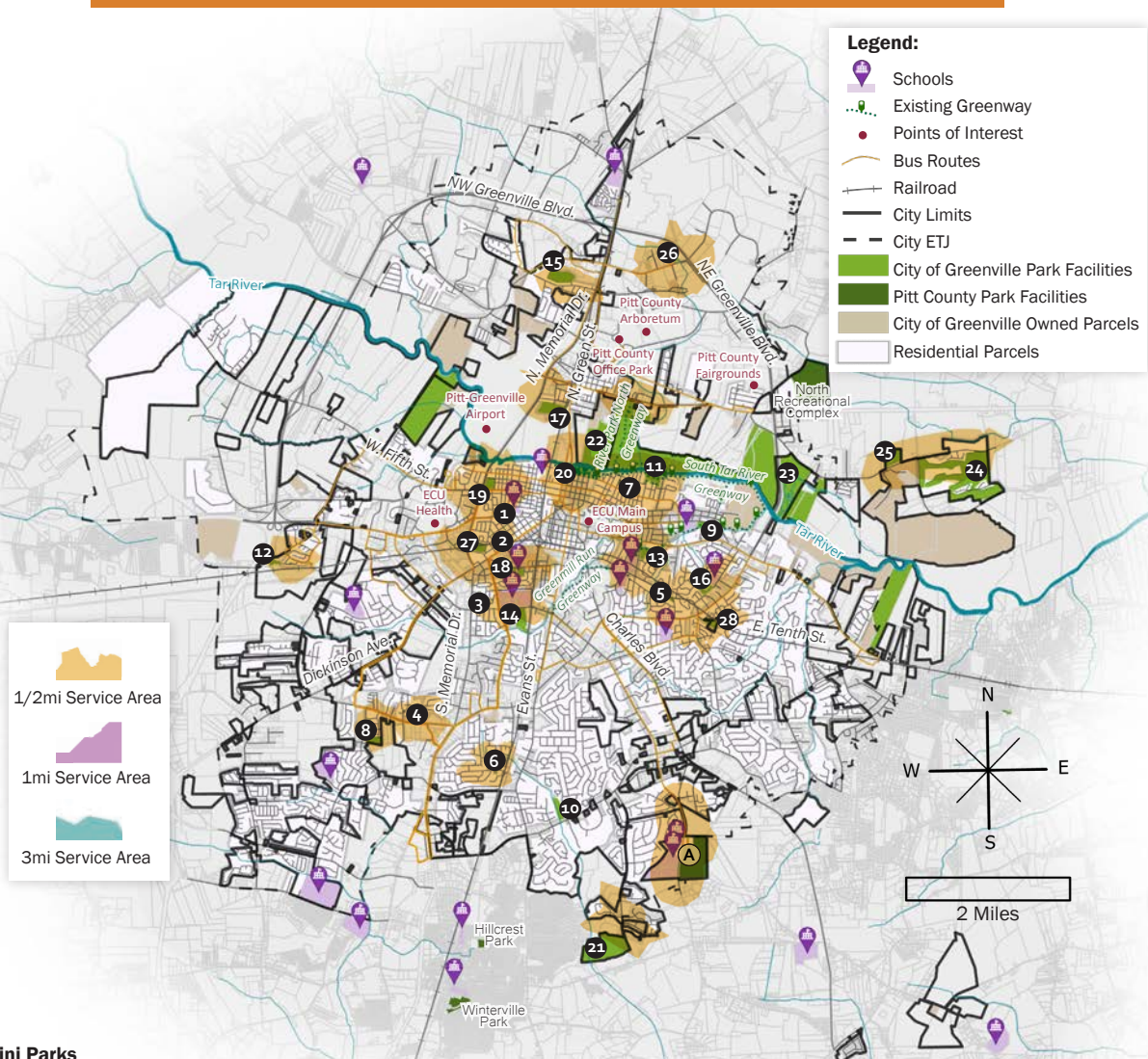
Sports/Facilities | Level of Service, 3mi





Map D11

Restrooms | Level of Service, 0.5mi



Mini Parks

- 1 Beatrice Maye Garden Park
- 2 Dream Park
- 3 Hillsdale Park
- 4 Kristin Drive Park
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- 6 Westhaven Park
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Neighborhood Parks

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- 23 Wildwood Park

Sports/Facilities

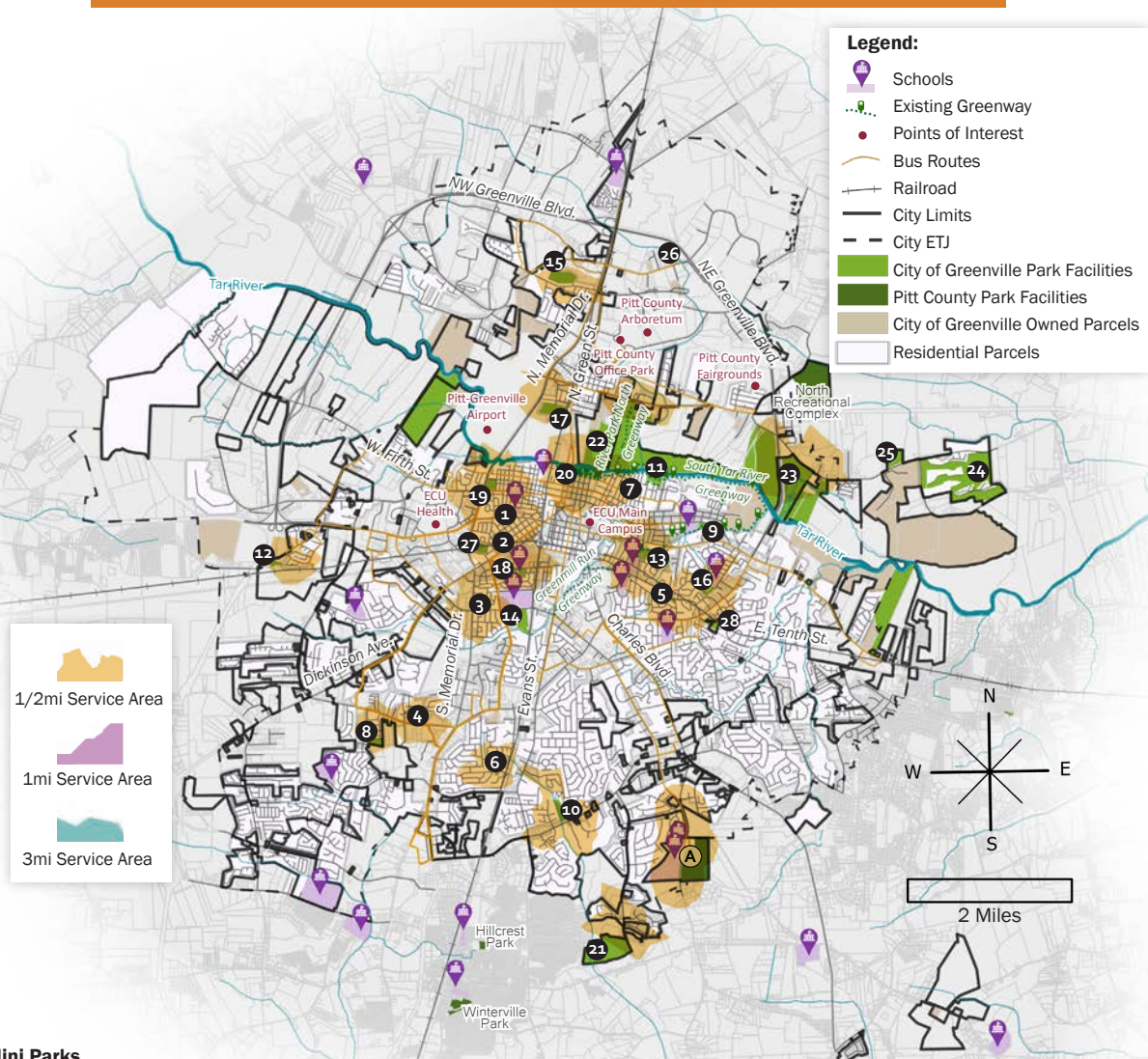
- 24 Bradford Creek Public Golf Course
- 25 Bradford Creek Soccer Complex
- 26 Greenville Aquatics and Fitness Center
- 27 Guy Smith Park
- 28 Perkins Athletic Complex
Magnolia Arts Center
Sports Connection

Other Parks

- A Alice F. Keene District Park

Map D12

Playgrounds | Level of Service, 0.5mi

**Mini Parks**

- 1 Beatrice Maye Garden Park
- 2 Dream Park
- 3 Hillside Park
- 4 Kristin Drive Park
- 5 Peppermint Park
- 6 Westhaven Park
- 7 Woodlawn Park

Neighborhood Parks

- 8 Andrew A. Best Freedom Park
- 9 Greensprings Park
- 10 Paramore Park
- 11 Rivers Edge Park
Greenville Off Leash Dog Park
- 12 Westpointe Park

Community Parks

- 13 Elm Street Park
Drew Steele Center
- 14 Evans Park
River Birch Tennis Center
- 15 Greenfield Terrace
Barnes-Ebron-Taft Community Center
- 16 Jaycee Park
*Center for Arts and Crafts
Extreme Skate Park*
- 17 Matthew Lewis Park
West Meadowbrook Park
- 18 South Greenville Park
and Recreation Center
- 19 Thomas Foreman Park
*Eppes Recreation Center
Greenville Outdoor Aquatic Center*
- 20 Town Common

Regional Parks

- 21 H.Boyd Lee Park
- 22 River Park North
*Walter L. Stasavich Science
and Nature Center*
- 23 Wildwood Park

Sports/Facilities

- 24 Bradford Creek Public Golf Course
- 25 Bradford Creek Soccer Complex
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- 27 Guy Smith Park
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*Magnolia Arts Center
Sports Connection*

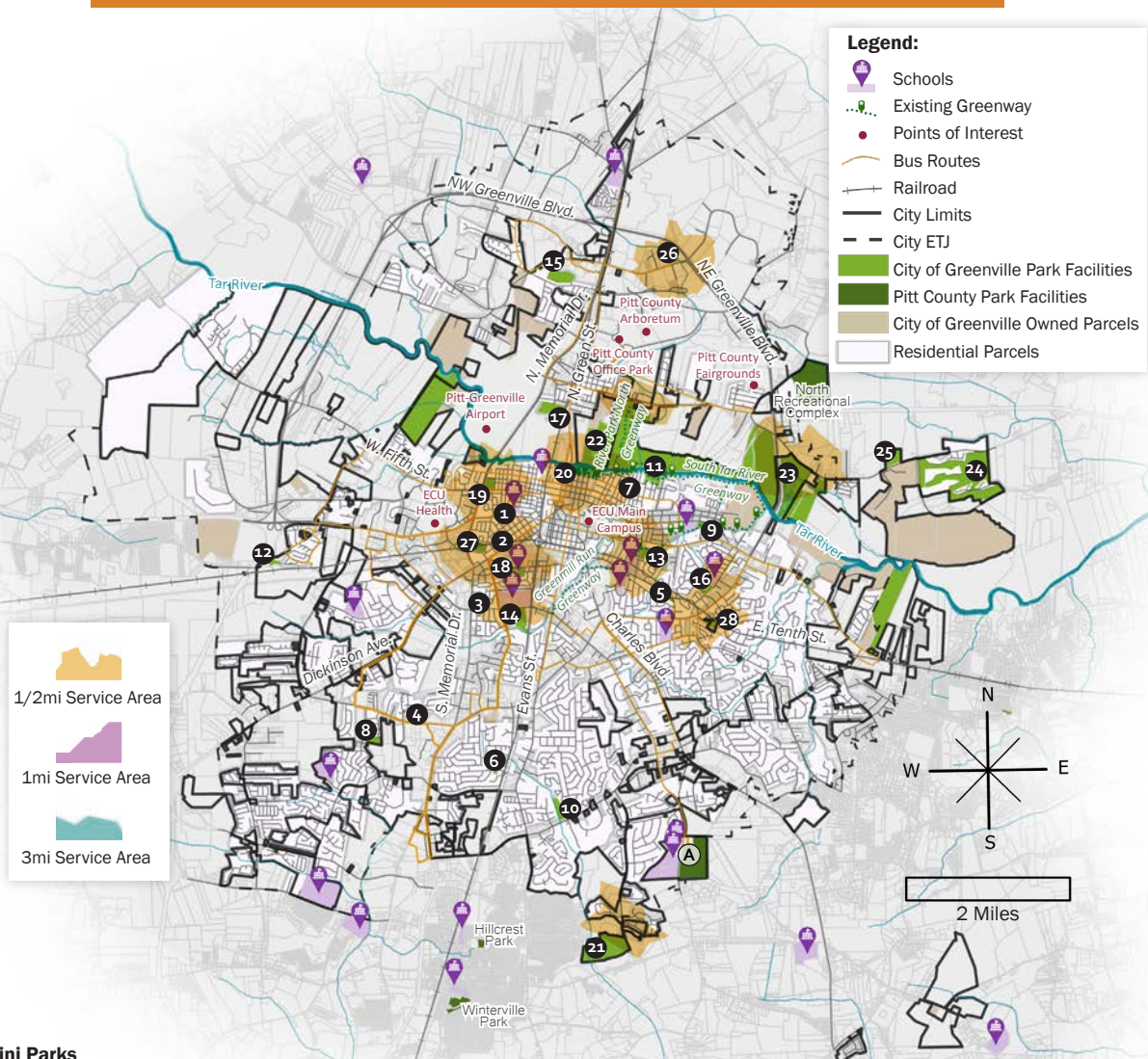
Other Parks

- A Alice F. Keene District Park



Map D13

Wi-Fi | Level of Service, 0.5mi



Mini Parks

- 1 Beatrice Maye Garden Park
- 2 Dream Park
- 3 Hillsdale Park
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Neighborhood Parks

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Community Parks

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Regional Parks

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and Nature Center*
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Sports/Facilities

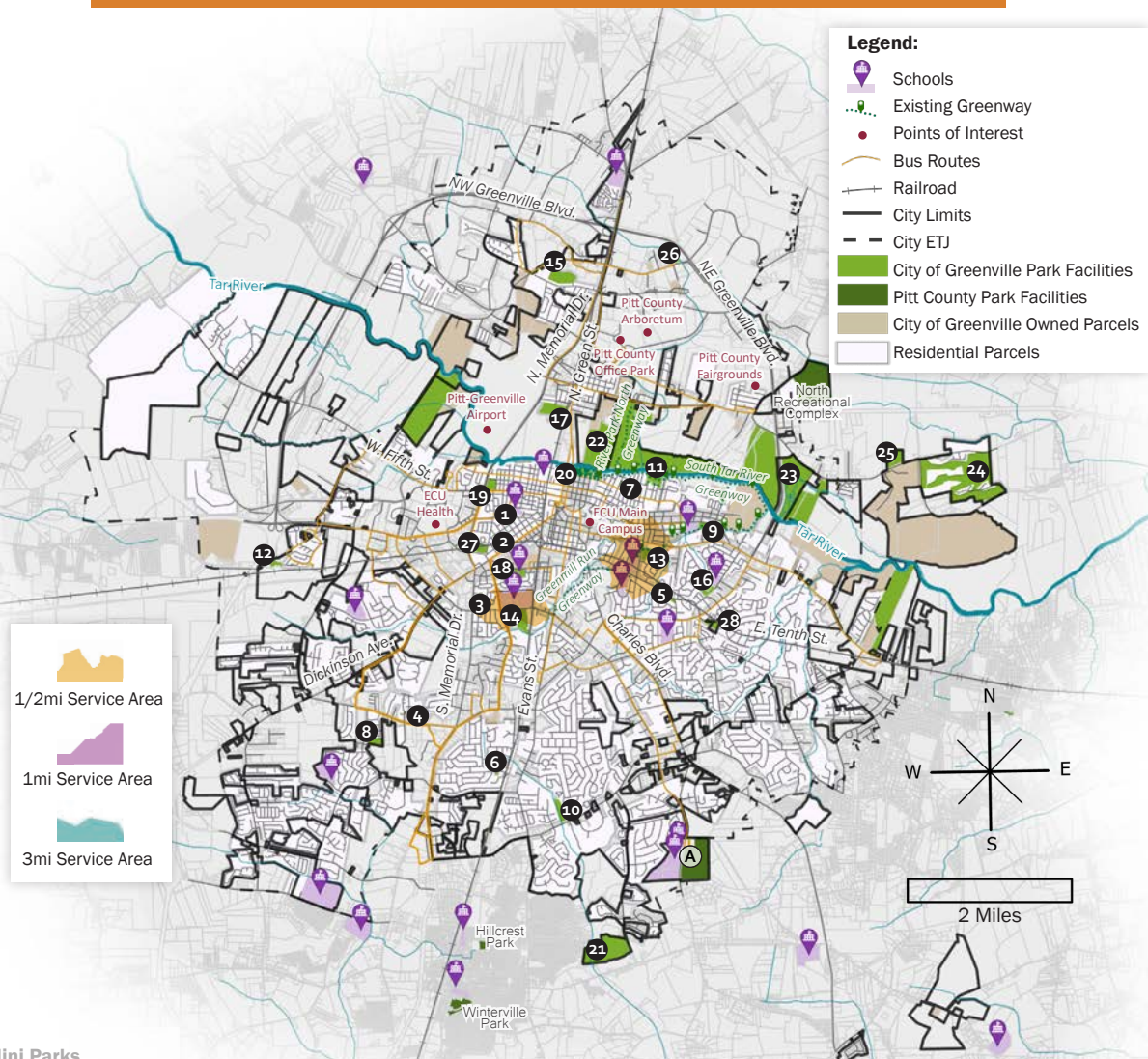
- 24 Bradford Creek Public Golf Course
- 25 Bradford Creek Soccer Complex
- 26 Greenville Aquatics and Fitness Center
- 27 Guy Smith Park
- 28 Perkins Athletic Complex
*Magnolia Arts Center
Sports Connection*

Other Parks

- (A) Alice F. Keene District Park

Map D14

Tennis Courts | Level of Service, 0.5mi

**Mini Parks**

- 1 Beatrice Maye Garden Park
- 2 Dream Park
- 3 Hillsdale Park
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Regional Parks

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and Nature Center
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Sports/Facilities

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- 25 Bradford Creek Soccer Complex
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- 27 Guy Smith Park
- 28 Perkins Athletic Complex
Magnolia Arts Center
Sports Connection

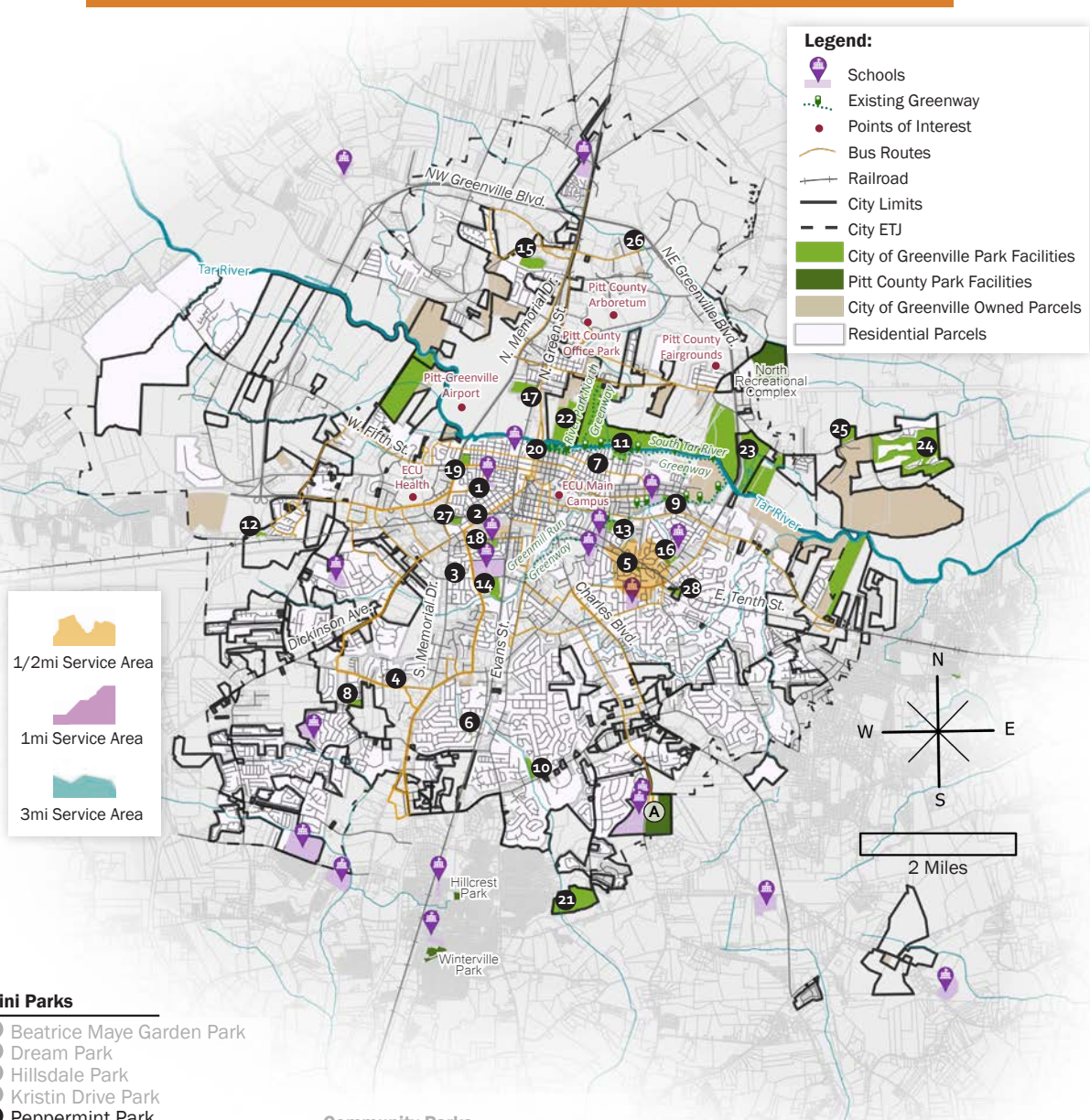
Other Parks

- (A) Alice F. Keene District Park



Map D15

Pickleball Courts | Level of Service, 0.5mi



Mini Parks

- 1 Beatrice Maye Garden Park
- 2 Dream Park
- 3 Hillsdale Park
- 4 Kristin Drive Park
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Neighborhood Parks

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- 20 Town Common

Regional Parks

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and Nature Center
- 23 Wildwood Park

Sports/Facilities

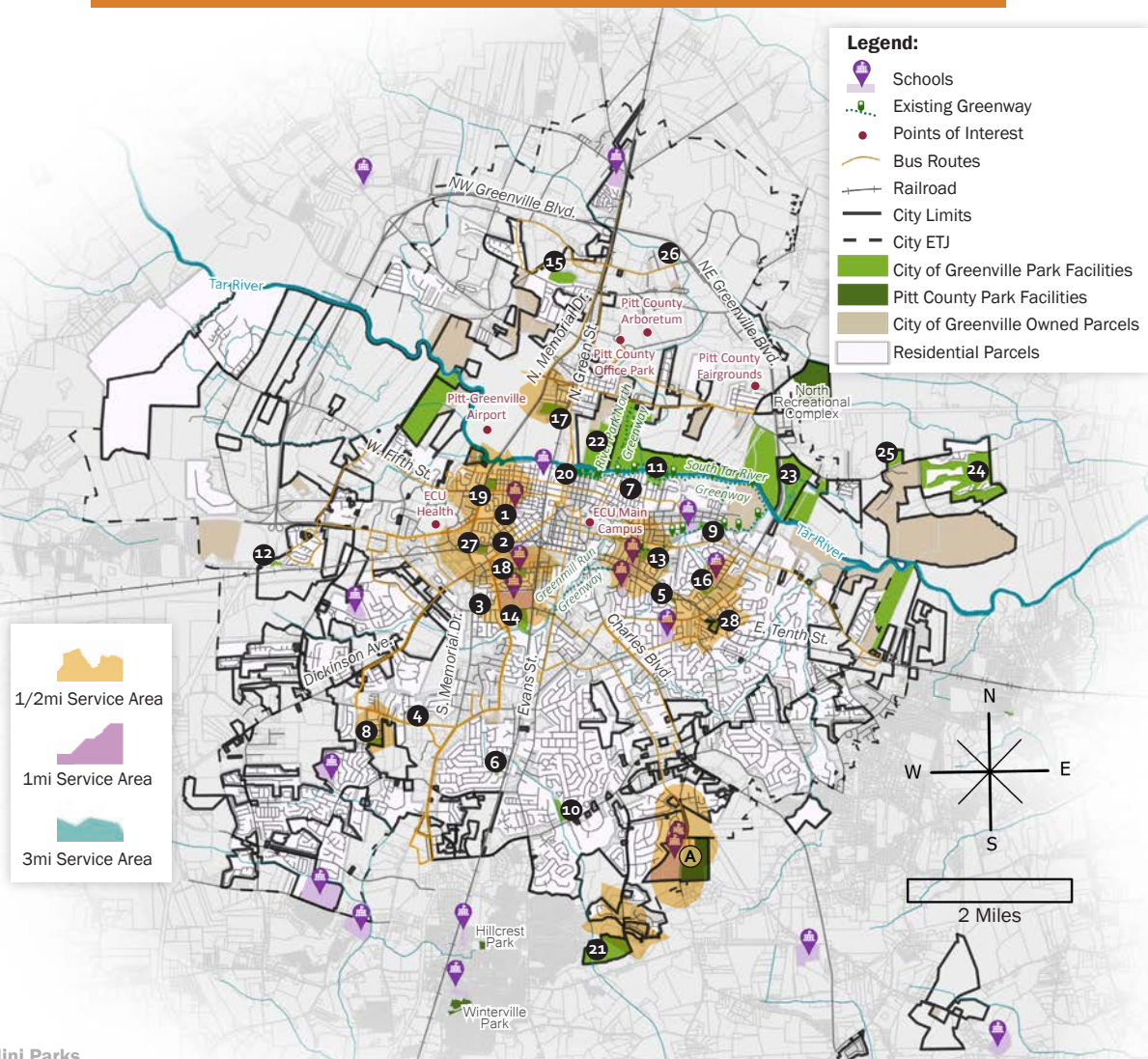
- 24 Bradford Creek Public Golf Course
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- 26 Greenville Aquatics and Fitness Center
- 27 Guy Smith Park
- 28 Perkins Athletic Complex
Magnolia Arts Center
Sports Connection

Other Parks

- (A) Alice F. Keene District Park

Map D16

Baseball & Softball Fields | Level of Service, 0.5mi

**Mini Parks**

- 1 Beatrice Maye Garden Park
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Neighborhood Parks

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and Nature Center*
- 23 Wildwood Park

Sports/Facilities

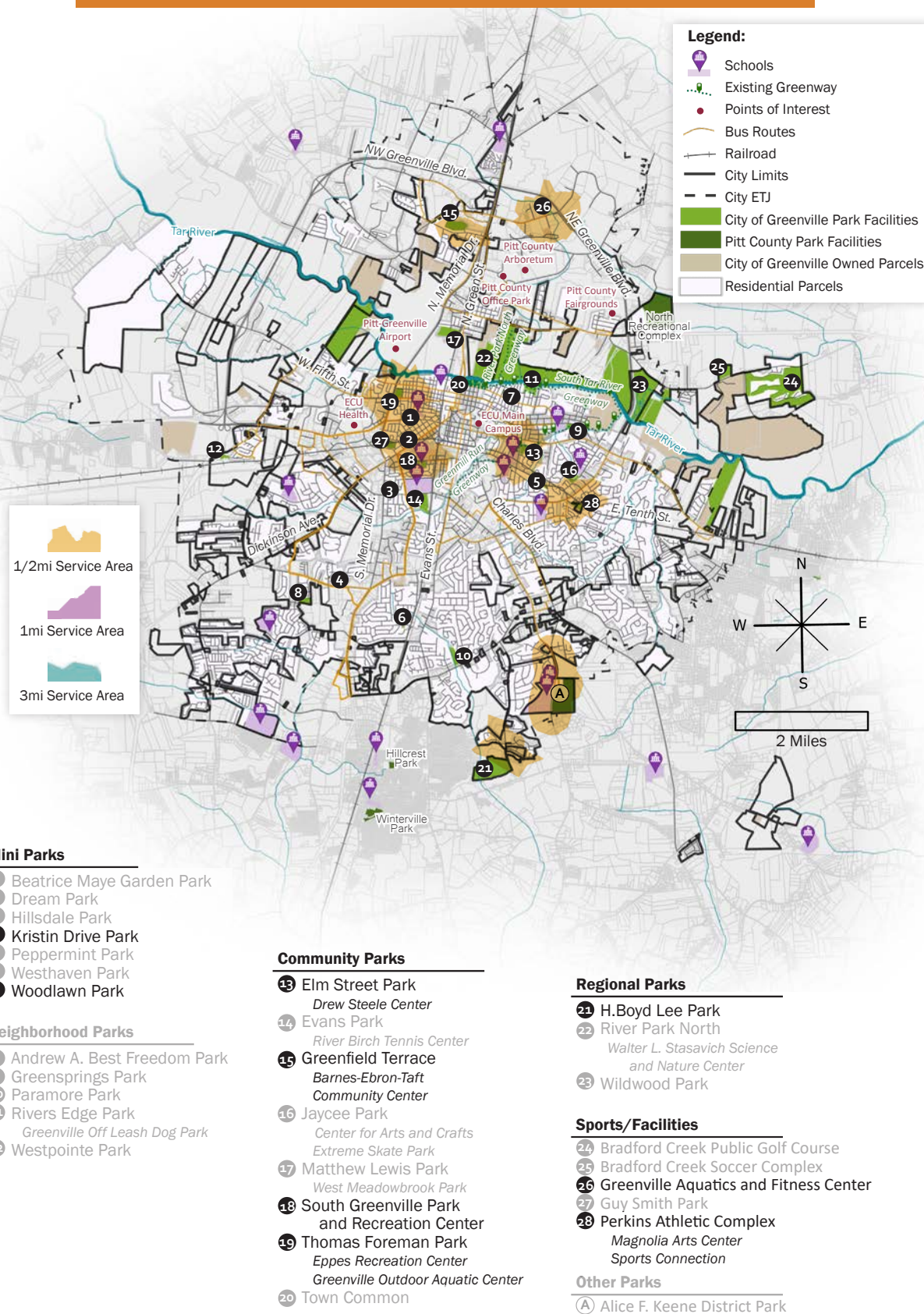
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- 27 Guy Smith Park
- 28 Perkins Athletic Complex
*Magnolia Arts Center
Sports Connection*

Other Parks

- A Alice F. Keene District Park

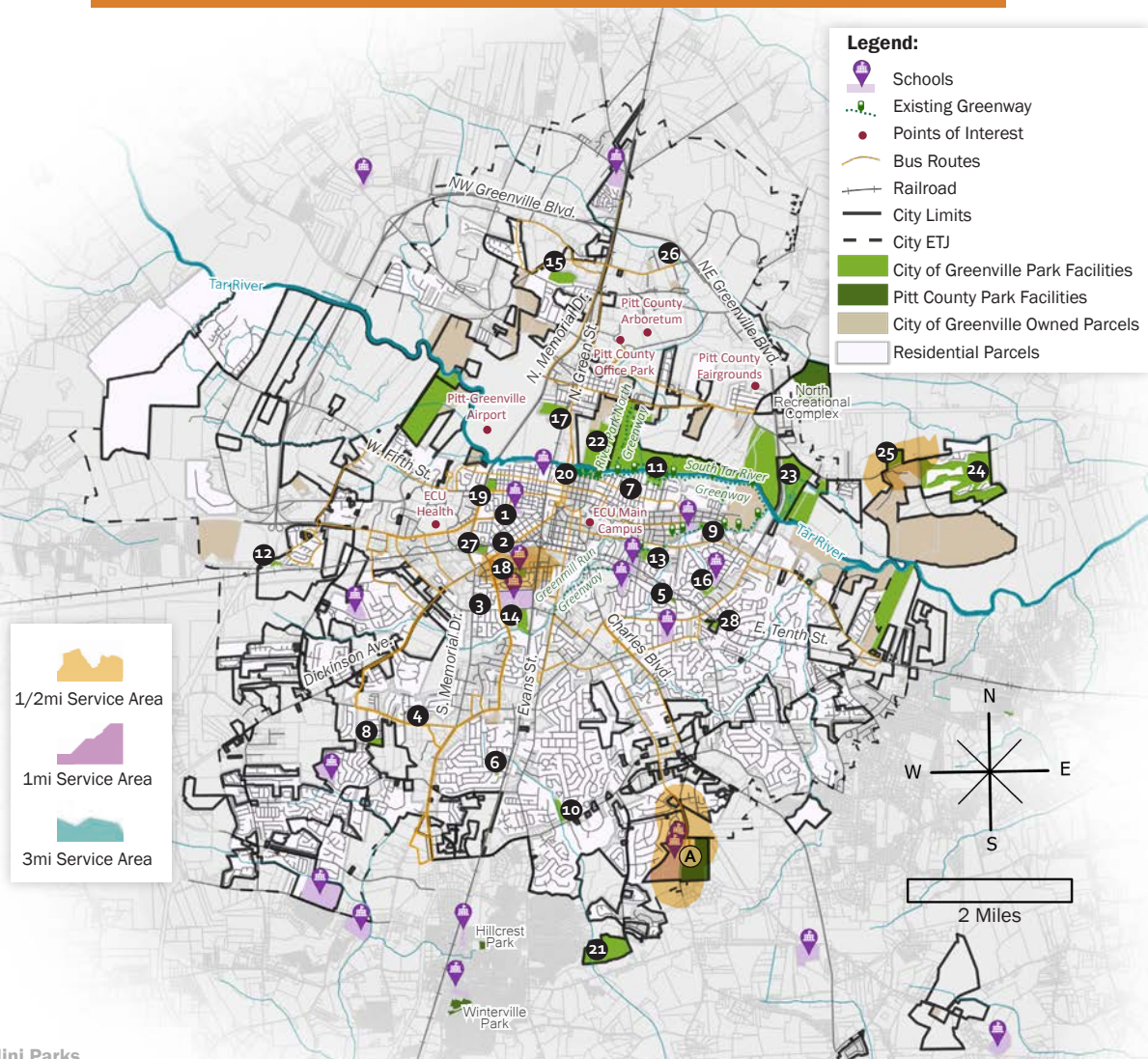
Map D17

Indoor & Outdoor Basketball | Level of Service, 0.5mi



Map D18

Soccer & Multipurpose Fields | Level of Service, 0.5mi

**Mini Parks**

- 1 Beatrice Maye Garden Park
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Sports/Facilities

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Magnolia Arts Center
Sports Connection

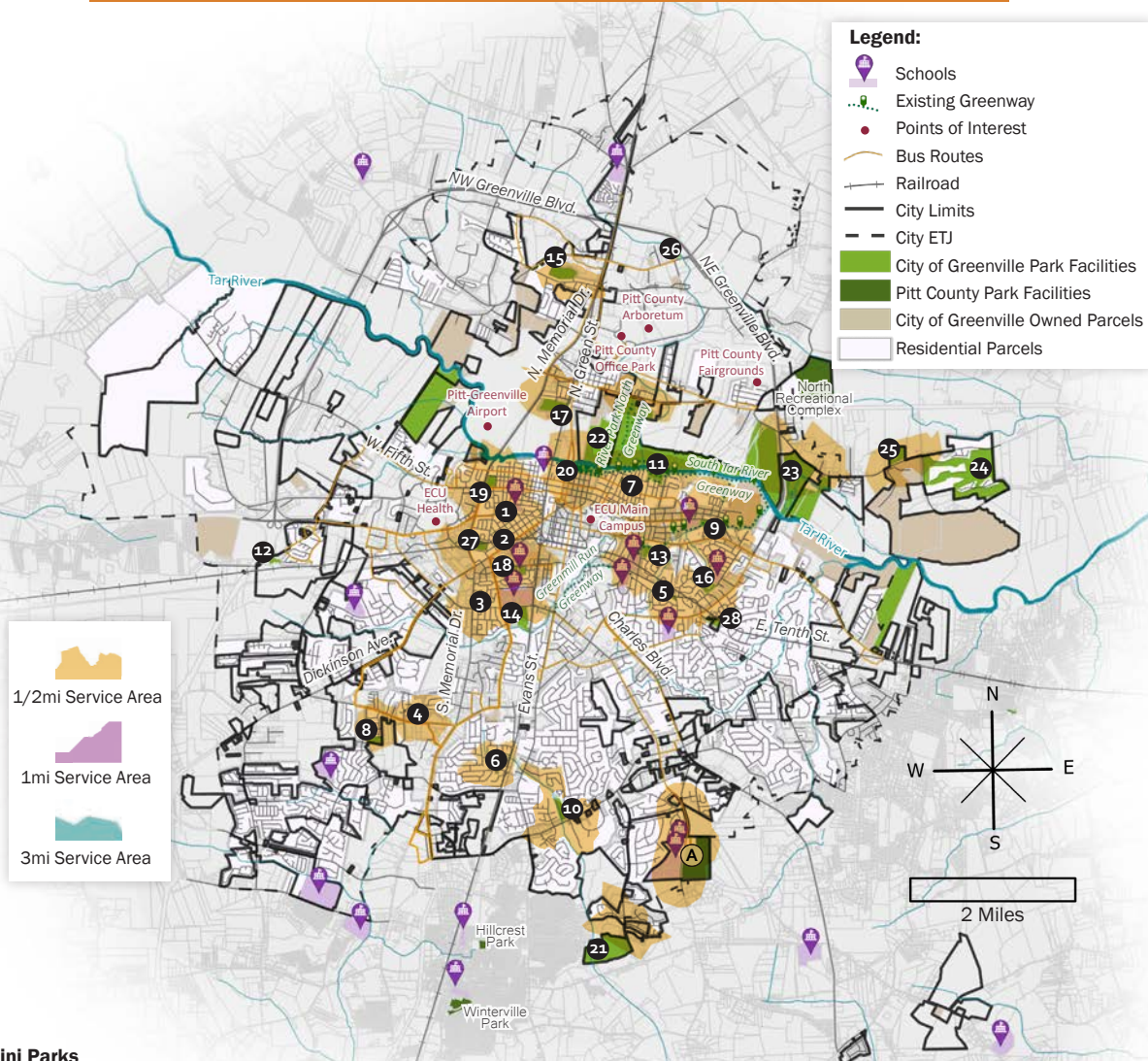
Other Parks

- A Alice F. Keene District Park



Map D19

Picnic Shelters | Level of Service, 0.5mi



Mini Parks

- 1 Beatrice Maye Garden Park
- 2 Dream Park
- 3 Hillsdale Park
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Magnolia Arts Center
Sports Connection

Other Parks

- A Alice F. Keene District Park



Town Common Playground



Program Assessment

Overview

Assessment of recreation programming and services is a vital step in developing a comprehensive master plan. Information included in this analysis overlaps with the Department's recent market assessment. The market assessment is an important source of information as it overlays demographics characteristics of the city with participation statistics. This assessment focuses on programs currently offered, demographic trends, expressed public needs and priorities, and Department resources.

The following areas are covered:

- Program Statistics and Core Services
- Rental Statistics
- Program Delivery Model
- Staff Input and Recommendations
- Future Considerations
 - o New Program
 - o Program Evaluation
 - o Program Lifecycle

Key Takeaways:

- Core program types include youth, adult and family, active adult and senior, drop-in recreation, memberships, and passive recreation.
- Participation rates have rebounded to pre-pandemic levels for many programs; while some have even decreased from post-pandemic boosts.
- Quality of instructors and facilities are the top two areas of satisfaction by customers with over 85% satisfied or very satisfied.
- Participants recognize a high value of currently offered programming with over 75% of survey respondents willing to pay additional fees to participate.
- Cost recovery philosophy has shifted over the last ten (10+) years, decreasing from 33.5% in 2012 to a low of 12.5% in 2020, and increasing to 18.6% in 2022 and projected to be 20.7% in 2023.
- Ability to recruit staff and timely marketing are the two most critical challenges identified by staff.
- Providing flexible indoor space for relocating programs during facility renovations, expansions, or replacements is critical for continued success of programs.

Figure E1: 2019 Program Enrollment and Cancellation figures

Facility	Total Enrollment	Cancellations
Bradford Soccer Complex	1,748	21
H. Boyd Lee Park	2,747	123
Community Pool	120	1
Drew Steele Center	1,024	35
Elm Street Park	256	0
Elm Street Center	393	14
Eppes Recreation Center	395	16
Evans Park	239	7
Aquatic & Fitness Center	1,323	162
Guy Smith Stadium	33	2
Greenfield Terrace Park & Barnes-Ebron-Taft Center	179	7
Jaycee Park & Administrative Offices	1,410	76
Perkins Baseball Complex	138	5
River Birch Tennis Center	483	23
River Park North Science and Nature Center	374	24
Sports Connection	105	9
South Greenville Recreation Center	590	52
Totals:	11,557	577

Notes: 2019 enrollment data

Program Statistics & Core Services

Statistics and participation (Figure E1) were compiled and reviewed to understand existing participation in recreation programs. It is important to note that the data reviewed was from 2019. Given the COVID-19 pandemic, it is important to base future recommendations on what the Department experienced pre-pandemic. In recent discussions with Department staff, program enrollment figures have already returned or in some cases are projected to exceed pre-pandemic registration figures.

The comparison of enrollment versus cancellations is very positive with less than 5% cancellations to all enrollments. This indicates programming staff are responding to the needs and desires of the community, and in doing so, are minimizing cancellation rates. This finding is also consistent with statistical

survey results which mirror national averages for ‘lack of interesting programs’ and ‘program not offered’ as barriers to participating in recreation activities.

The primary focus groups of programming for the Department are:

- Youth
- Adult & Family
- Active Adults & Seniors

Within those groups, programs fall into the following categories:

- Athletics
- Aquatics
- Arts & Crafts
- Card & Board Games
- Clubs
- Education
- Exercise
- Health Learning & Wellness
- Homeschool Programs
- Nature Programs
- Pickleball
- Senior Games
- Special Events
- Specialized Recreation
- Spring Break Camps
- Summer Camps
- Travel
- Volunteer Opportunities

The lists above, for both focus groups and program categories, are referred to as the Department’s core services. In addition to those listed, review of program offerings and enrollment figures suggest the following are additional core services of the Department:

- Drop-In Recreation
- Membership
- Passive Recreation

While these 3 categories are common to the recreation industry, it is important to note that drop-in use of facilities, passive



use of parks and park land, and offering memberships to facilities are in fact programs.

Other important characteristics of programs offered by the Department include:

- **Location** – Based on conversation and research, all programs offered by the Department are offered in City-owned facilities. It is not uncommon for communities the size of Greenville to have the facilities and infrastructure to offer this depth and breadth of programming, all at City-owned facilities.
- **Fees** – Almost all programs that are listed in the Department’s program guide have fees associated with them. At the same time, the fees fluctuate by program and instructor/program intensity. It is also important to note that the associated fees appear to be market-based to facilitate high levels of participation.

It is also important to note that for most programs where there are fees, there is a standard rate and Greenville residents receive a discount. In the case of programs that are taking place at the Greenville Aquatic & Fitness Center, members of that facility receive an additional discount from the resident rate.

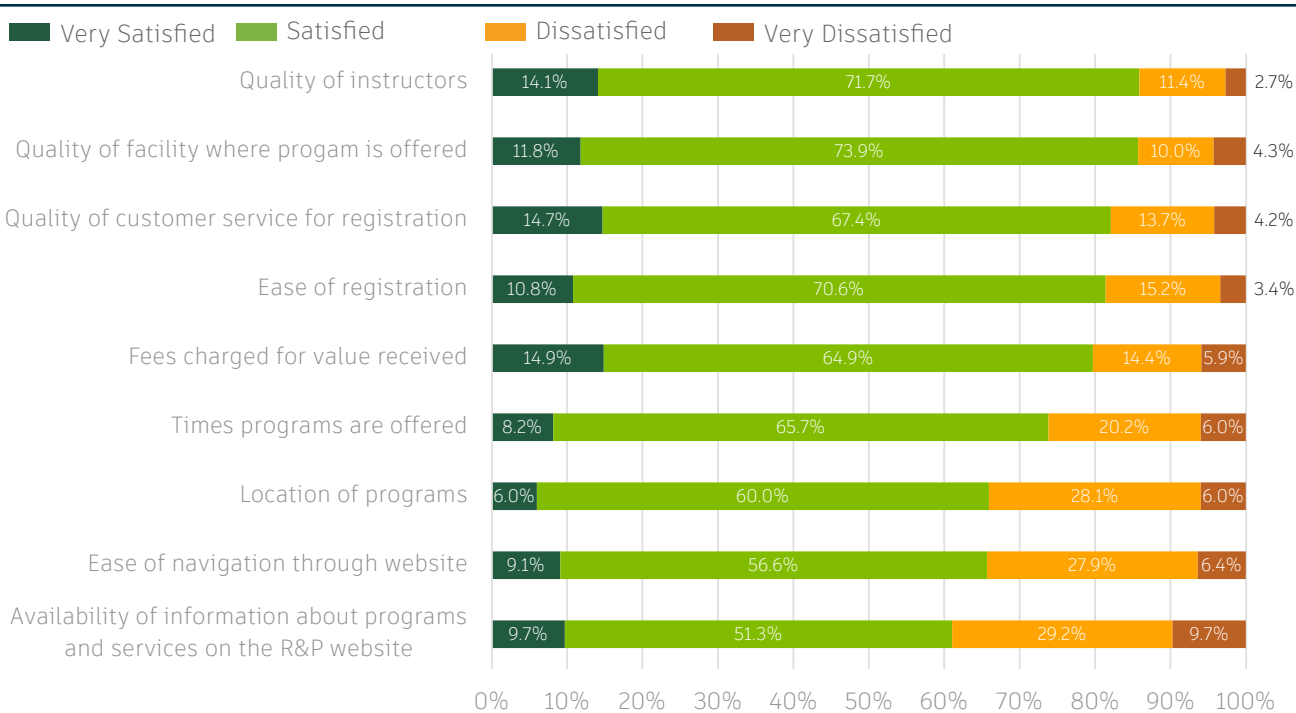
The application of fees and standard versus resident and member rates are both within industry standards and should be continued.

- **Registration** – All programs that require a fee also require registration. That registration process can be completed online and at select facilities within the Department. Having the option of registering both online and in person is within industry standards and should be continued.

Figure E2 identifies satisfaction levels by respondents of the statistical survey.

Figure E2: Recreation Program Participant Satisfaction

Q11. Rate your satisfaction with the following program services provided by the City of Greenville Recreation and Parks Department.



Rentals

An additional service the Department provides is facility rentals, which could be considered a core service. Given the number of indoor and outdoor facilities the Department operates, being a rental provider in the community provides a vital service at an affordable cost to residents and visitors.

Rentals, as a category, is one that can generate significant revenue for many agencies. The biggest challenge in generating revenue from rentals is balancing rentals, programming, and drop-in use. Greenville appears to accommodate a significant number of rentals in both the shelter and facility categories as shown in Figure E3. It is important to note that the Department employs resident and non-

resident rate structures, in addition to profit and non-profit. This is an industry standard that should continue.

Program Delivery Model

The Department currently uses multiple models to deliver programs to the community. The two (2) primary models can be described as follows:

- **Staff Run:** These programs are offered by the Department and are run by staff, both full-time and part-time, and can take place on a seasonal or annual basis.

Benefits: The Department has maximum control over the program, its content, and the instructors. They can also maximize revenue generation.

Figure E3: 2019 Rental Types and Figures

Facility Type & Rental Figures						
Facility	Shelter	Facility	Field	Pool	Tennis	Courts
Andrew Best	32					
Boyd Lee	60	4	8			
Dream Park				9		
Drew Steele Center		63				
Elm	47				10	
Eppes	19	77				
Evans			9			
GAFC		40				
Guy Smith			3			
Greenfield Terrace	19	89				
Jaycee Park	42	79				
Matthew Lewis	13					
Paramore	38					
Peppermint	20					
Perkins			1			
River Birch						46
River Park North	40	46				
Sports Connection		78				
South Greenville	7	48				
Town Common	37					
Westhaven	5					
Totals:	379	524	21	9	10	46

Notes: 2019 rentals data



Challenges: The Department is responsible for managing and maintaining the staff.

Examples: swim lessons, summer camps, etc.

- **Rental:** These programs may or may not appear in the Department's seasonal program brochure and are run by an outside group that is renting facility space from the Department.

Benefits: The Department is only renting the space, there is minimal staff time required, and it is transactional in nature.

Challenges: The programs taking place during the rentals can be associated with the Department which can cause challenges if not done properly.

As the Department continues to evolve and work to solve existing staffing challenges, they may consider using a third-party model.

- **Third Party:** These programs may or may not appear in the Department's seasonal program brochure but are run by a third-party contractor. These instructors are paid on a contract basis, and there is typically a revenue split between the contractor and the Department.

Benefits: Using contract instructors/programmers allows the Department to pivot as trends shift. It also means that the Department does not have to hire additional part-time staff.

Challenges: The biggest challenge in managing third party contracts is how the program will be a reflection on the Department.

Examples: Healthy cooking for kids, children's garden.

It is important to note that the program delivery model does not impact whether a program is a core service.

Staff Input

As part of evaluating the programming that the Department offers, program staff were engaged in a series of interviews. Meetings with staff focused on the level of current programming, areas they would like to expand/contract, and challenges with offering programs to the community. The following are themes from those meetings.

Discussion Themes:

1. Pandemic Impacts:

- Memberships are back to pre-pandemic levels.
- Youth sports have recovered to pre-pandemic levels. In some cases that means that participation has decreased, as outdoor activities saw a surge during the pandemic.
- Outdoor recreation has returned to pre-pandemic levels.

2. Adult Sports: Challenged by decreasing rates of participation that can be attributed to a number of factors such as the pandemic, difficulties in hiring officials, time commitment, and affordability. While overall numbers are decreasing, drop-in participation for adult sport related activities is increasing.

3. Youth Sports Partners: The Department works with several groups in the community to help deliver youth sports, in particular the competitive level teams. Some of those partners include:

- PGSA – soccer
- Greenville Little League
- Youth Lacrosse
- Babe Ruth – baseball
- Jackie Robinson Baseball
- Youth Football
- Beach Volleyball

While these groups work alongside the Department there is some inconsistency

between which groups rent or pay for facilities and those that do not. Based on this feedback, a consistent facility rental policy for all user groups, sport, and non-sport would be best. This change in policy will need to be developed in alignment with the Department's cost recovery philosophy.

4. **Cost Recovery:** There are different targets for cost recovery based on the type of programs that are offered. Figure E4 identifies statistical survey respondents' willingness to pay additional user fees or charges for participating in their favorite events. Approximately 75% of respondents indicated a willingness to pay additional amounts, showing there is a recognition of value with current program and event offerings and support to potentially increase revenues in alignment with the Department's cost recovery philosophy and affordability

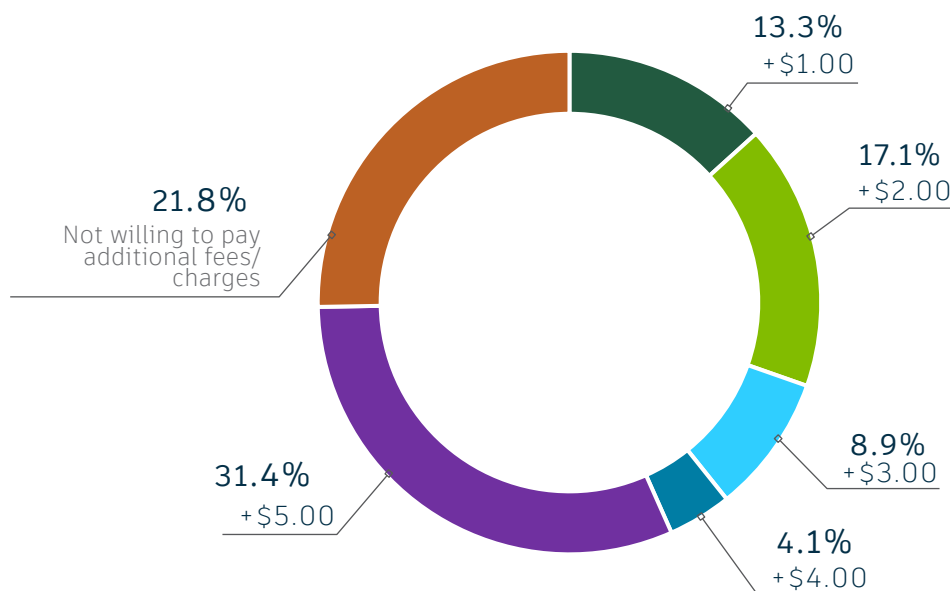
goals. The following encapsulates the approach by program type/category:

- **Memberships:** Memberships are available at the Greenville Aquatics and Fitness Center. The membership rates at the facility are focused on helping the facility achieve 100% of its operating expenses. This is a common practice for a facility of this type. It is also important to note that programs within the facility also help offset operating expenses.
- **Special Events:** These are 100% covered by sponsorships and/or admission fees. It is common for municipal departments to seek sponsorships for special events, or for those to be subsidized from the City's budget. It is also important to note that there are a variety of special events that the Department offers. Events such as a father/daughter

Figure E4: Willingness to pay additional user fee or charges; Statistical Survey results

Q16. Additional amount in user fee or charges per person you would be willing to pay for your favorite recreation and parks activity or program which you or members of your household participate.

Over 75% of participants responded with a willingness to pay an additional user fee for their favorite programs.





event may have minor sponsorships, with an associated fee. In contrast; a Memorial Day Parade or 4th of July Festival (common examples) would be supported by sponsorships and the City.

- **Arts Center:** The goal of the center is for all expenses associated with offering programs to be covered by program fees. Additionally, a portion of that revenue should cover operating expenses of the facility.
- **Programs (general):** There is some fluctuation regarding cost recovery of all the other programming that takes place outside of the specialized categories previously outlined. Staff agreed that a minimum goal is to recover direct costs associated with running programs. Staff also agreed that some programs should be subsidized. Staff further agreed that subsidizing select programs provides a service for individuals that may be unable to afford to participate.

While discussing cost recovery, most managers had a very clear understanding of the cost recovery goals for their various areas. Outside of management-level staff, there was less clarity about the cost recovery goals for programs and the Department overall. Programs are a significant generator of revenue for the Department. Because of this, all programming staff must understand cost recovery goals for their respective areas.

It is also important to note that within the framework of cost recovery, the Department has had some philosophical changes in the past 10-15 years, as shown in Figure E5. During the 2010–2012 timeframe, there was less focus on cost recovery and revenue generation. At that time the focus was on maximizing participation with minimal fees. Beginning in 2012-2013, the philosophy shifted with leadership, and there was more focus on cost recovery and revenue generation. Most recently the philosophy has shifted again with a more balanced approach of maximizing revenue where possible to help support other areas within the Department.

Figure E5: Historic Department Cost Recovery Percentages

Year	Expenses	Revenues	Cost Recovery
2012	\$6,504,517	\$2,181,639	33.5%
2013	\$7,254,788	\$2,032,002	28.0%
2014	\$7,429,094	\$1,981,598	26.7%
2015	\$7,400,170	\$2,007,186	27.1%
2016	\$7,457,419	\$1,864,662	25.0%
2017	\$7,503,495	\$1,851,389	24.7%
2018	\$7,573,949	\$1,999,487	26.4%
2019	\$6,884,779	\$1,262,688	18.3%
2020	\$7,184,198	\$888,220	12.4%
2021	\$6,497,083	\$1,001,475	15.4%
2022	\$7,206,678	\$1,347,050	18.7%
2023	\$7,936,842	\$1,631,850	20.6%
Avg.	\$7,236,084	\$1,670,771	23.1%

5. **Staffing:** The most critical issue expressed through staff interviews was staffing. The ability to recruit, hire, and retain staff, both full-time and part-time, is extremely challenging. That challenge has impacted the Department's ability to staff and open facilities and to maintain or expand programming. This is a common concern across the country in almost every job sector, with no easy solutions to the problem. The common solutions that are being employed are increasing wage scales, expanding benefit opportunities, and increasing job flexibility.

6. **Marketing:** The second most critical issue expressed through staff interviews was the ability to market programs to the community. Almost every staff member felt that the Department could do more to market facilities and programs to residents. The current methods that staff use are:

- **Website:** The Department's website is extensive with easy-to-navigate and easy-to-find information on programs and how to register for programs.
- **Social Media:** The Department has multiple social media outlets of their own that are used to push program information to the community. Staff also work with other City departments to help promote activities and bring attention to special events.
- **Brochure:** The Department continues to develop a program brochure. However, it is not mailed to all residents. The brochure is digitally available online through the website or via PDF download.
- **Flyers:** Department staff can work with other City departments to have flyers developed for programs that then can be distributed.

The staff's concerns about marketing focused primarily on the development of flyers. The current process is for Department staff to submit a request for a flyer to be developed and include all necessary information. This is a fairly common practice. The challenge for staff is that the lead time for the flyer to be developed commonly takes weeks, possibly months. This significantly hinders the staff's ability to be agile with their marketing. Given the depth and breadth of the Department, having an in-house graphic position to facilitate these types of requests could result in improved marketing efforts.

The development of a program brochure, while once standard practice, has evolved alongside technology. Some agencies do not produce brochures anymore, others develop brochures and make them only digitally available online, while other agencies develop brochures and make them available online and distribute them.

Provided the socioeconomics of Greenville, not all households have access to computers or the ability to register for programs online. Because of this, adopting a hybrid approach to program brochure distribution may better reach residents and increase participation.

Three (3) steps may be followed:

- Continue to create the brochure on the seasonal basis currently used.
- Copies of the brochure should be printed and available at all municipal facilities.
- Based on participation information, brochures should be mailed to areas of the community that are underrepresented in program participation.

7. **Facilities:** The Department has a wide variety of facilities and facility types. This enables the Department to host a wide variety of programs for the community. However, in many cases, the Department has been or is in the process of outgrowing these facilities. This challenge becomes sequential in that time is needed to expand programming, but if that time does not exist expansion becomes impossible. Programs are difficult to relocate or shut down while renovation, expansion, or replacement of facilities occur. Developing plans to accommodate these needs will help to ensure consistent operations and allow for programs to retain participants.



Public Engagement

Overview

Public engagement is essential in planning as it ensures that the community's needs and opinions are taken into account when making important decisions. Engaging the public in the planning process allows for a transparent and inclusive approach, which can increase public trust and support for development projects. Additionally, involving the public can help identify potential issues and concerns early on, enabling the City to address them before they become major problems. By fostering a collaborative relationship between the City and the community, public engagement can lead to better-designed communities

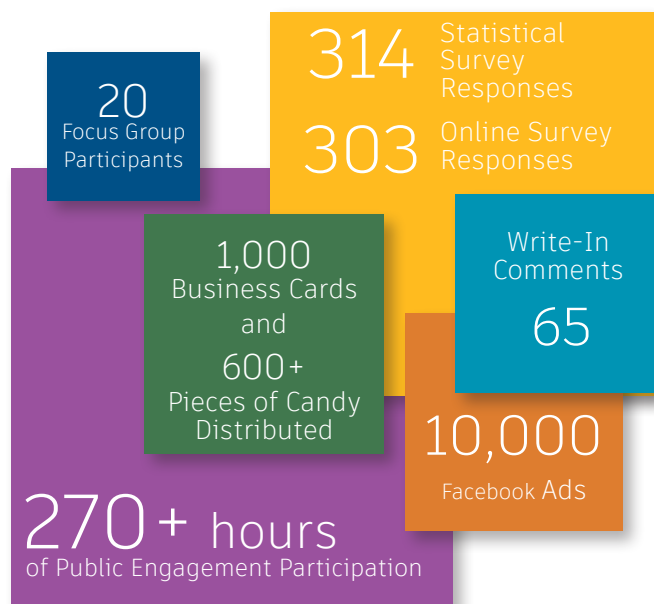


Figure F1: Public Engagement Participation

Key Takeaways:

- Planning efforts balanced qualitative (public input) and quantitative (data) engagement techniques.
- Statistical survey was random (each household had an equal opportunity) and stratified to match the city's demographics and confirmed online survey results.
- Highest needs and importance for recreation facilities focused on mostly passive uses: trails and sidewalks, nature preserves, smaller neighborhood parks, and gathering spaces.
- Highest needs and importance for activities include nature enjoyment, history/museums, fitness/wellness, senior adults, and performing arts.
- Development of trails (46%), maintenance of existing parks (45%), and acquisition of more parkland (34% neighborhood; 32% natural lands) were the top four supported actions, with a willingness to fund.
- Over 78% of respondents are willing to provide additional tax funding to improve parks and recreation offerings.
- Majority of respondents support additional or higher user fees/charges (75%) and support use of park foundation (64%) and sponsorships (58%) for alternative funding.



Figure F2: Public Engagement Advertisements

that meet the recreation and park needs of residents and promote social, economic, and environmental sustainability. Ultimately, public engagement is crucial for creating livable, vibrant, and equitable park spaces that benefit all members of the community.

Public engagement has undergone significant changes in recent years, driven by technological advancements and shifting social and political dynamics. The rise of social media platforms has enabled individuals to easily connect and share information, leading to increased levels of online activism and grassroots movements.

Additionally, the COVID-19 pandemic forced many public engagement efforts to move online, with virtual meetings and events becoming the norm. This has allowed for greater accessibility and inclusivity, as individuals who may not have been able to attend in-person events can now participate from anywhere with some methods, at any time. However, there are also concerns about the impact of these changes on the quality and effectiveness of public engagement efforts, as well as social equity in access to technology. This master plan sought to balance techniques used by having in-person events as well as virtual and digital offerings.

The following provides a brief overview of the public engagement events facilitated during the development of this master plan:

Community Workshops

Two in-person Community Workshops were held to gather input for this master plan. The first was hosted on October 5, 2022 at South Greenville Recreation Center. Discussion was focused on specific recreation facilities.

The second Community Workshop was held on October 27, 2022 at Jaycee Park. Exercise stations involved identifying recreation options participant households currently use and which they need as well as writing in thoughts on the best qualities of Greenville's Parks and Recreation programs.

Virtual Focus Groups

In early October 2022, a series of four (4) public online Focus Group sessions was held open to the public and one (1) Focus Group session was held in late November for City Staff. Sessions began with a presentation of the Master Plan project overview and timeline, park evaluation findings, and an overview of survey participation opportunities. Following the presentation, a series of questions prompted attendees to provide input on priority setting, vision for the recreation and parks system, the role the City plays in achieving that vision, opportunities for funding partnerships, and other park facilities and programs participants had experienced elsewhere that they would like to see in Greenville.

Staff & Stakeholder Interviews

Stakeholder interviews with individuals were conducted to receive specific feedback of day-to-day functionality and challenges. Individuals were identified by Department staff and interviews were completed during October and November of 2022.

These three types of public engagement form the basis of the qualitative techniques. Additionally, two quantitative techniques were used and consisted of a statistical survey of city residents and an online survey open to all willing participants.



Project Kickoff

August 18, 2022

The Planning Team met with Department staff in Greenville to review project goals and schedule.



Community Workshop #1

South Greenville Recreation Center
October 5, 2022

Stakeholder & Focus Groups Interviews

October 5-7, 2022

A series of stakeholder interviews and focus groups was held to answer introductory questions about how parks are used and their goals for the system.

Community Workshop #2

Jaycee Park
October 27, 2022



Sept. 22, 2022

Online Survey Launch

October 3, 2022

Statistical Survey Launch



November 4, 2022

Statistical Survey Completed

November 6, 2022

Online Survey Completed

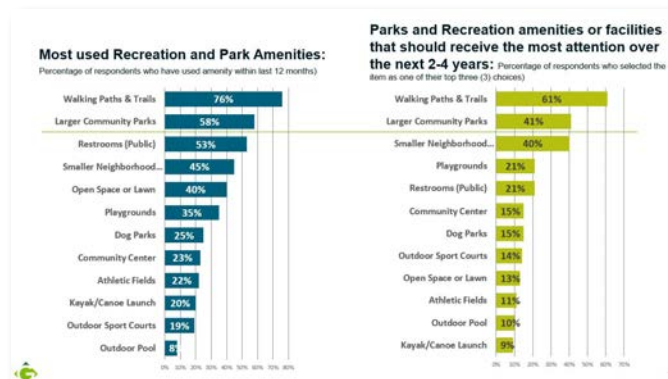


Figure F3: Public Engagement Timeline

Staff Focus Groups for Recreation Program Assessment

November 30, 2022

VISION GOALS AND OBJECTIVES

1. Continue to develop a safe trail system for the city to increase accessibility to existing parks
2. Diversify programming to accommodate changing demographics and interests
3. Identify locations for new neighborhood parks to provide equitable access to parks
4. Continue to update and expand existing facilities through the Facilities Improvement Plan & Capital Improvement Program
5. Identify funding and grants to support maintenance and improvements to all facilities.



Recreation and Parks Commission Presentation

January 11, 2023

Recreation & Parks Commission and Public Presentation

April 12, 2023

Final City Council Presentation

May 8, 2023

January 27, 2023

City Council Planning Session

January 11, 2023

Vision & Implementation Workshop





Statistical Survey

A statistical survey was mailed to over 2,000 randomly selected households across the city. Each household had an equal chance of being selected. Methods to complete the survey included by mail (return postage was included), by phone, or by website, with 314 completed surveys received. The survey was available in multiple languages and directions were provided with a toll-free phone number. Facebook ads were utilized with a geographic reference of the city's limits. Respondents that completed a survey online were asked to provide an address which was reviewed to ensure the respondent was a city resident. Responses were limited to one per address. Results were weighted to match the demographics of the city.

Question topics included which programs and facilities participants currently use, satisfaction with existing recreation and parks, barriers that prevent them from using parks and programs, support for improvement actions, and input on funding and tax actions. The following pages present key results from the statistical survey. Full statistical survey results can be found at **Appendix A**.

Online Survey

An online survey was available to complete by any willing participant from late September to early November 2022. A QR code was included on handout materials and business cards for participants to scan with a smartphone, and a link was posted via social media and emails by the City. In total, 303 survey responses were collected. Demographic questions were included to qualify results and ensure the ability to cross-tabulate responses from city residents compared to all responses. Approximately 70% of responses were from city residents.

Questions were similar to those included in the statistical survey with a few additional. The Department's website and social media accounts were used to distribute information for the survey. Staff handed out business cards at a community Trunk or Treat Halloween event at Greenfield Terrace Park. Results from the online survey were consistent and within the margin of error for most questions from the statistical survey and helped to confirm results. See online survey results at **Appendix B**.

Conclusion

The public engagement outcomes are valuable to informing recommendations of this master plan to work towards a long-term plan that serves specific community needs. Information provided through public engagement can be best used to inform more specific decisions regarding projects, funding, and priority setting.

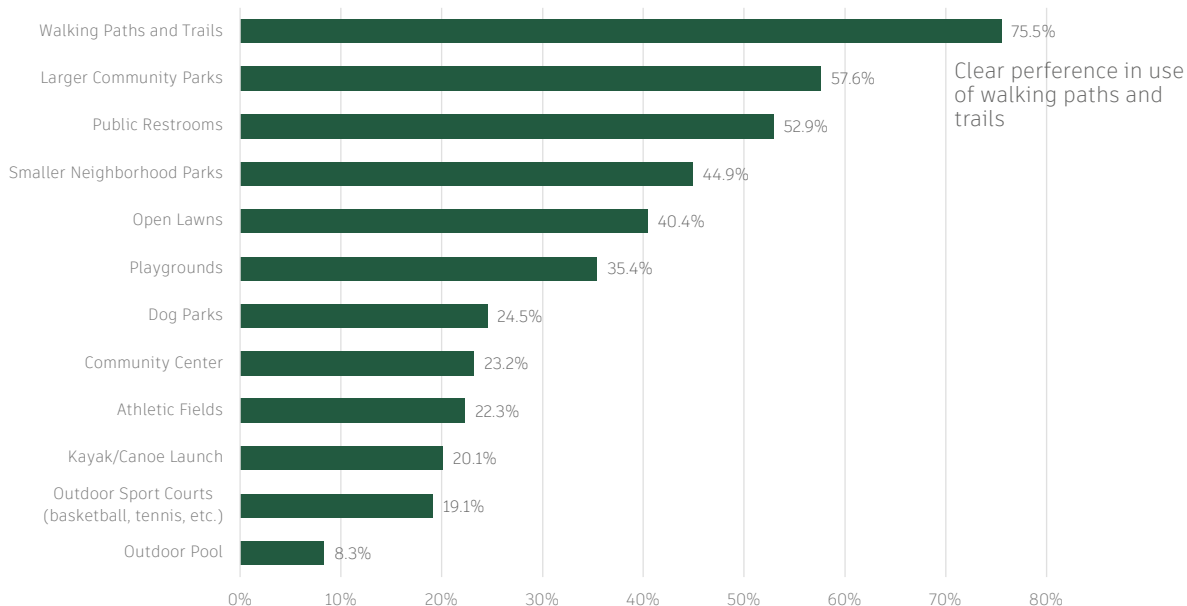


Trunk or Treat Event (2022) at Greenfield Terrace Park

Q1a. Indicate if you use the following major parks and recreation amenity types provided by the City of Greenville.

Walking paths, trails, community pools, public restrooms, and small neighborhood parks are the most used amenities.

Yes



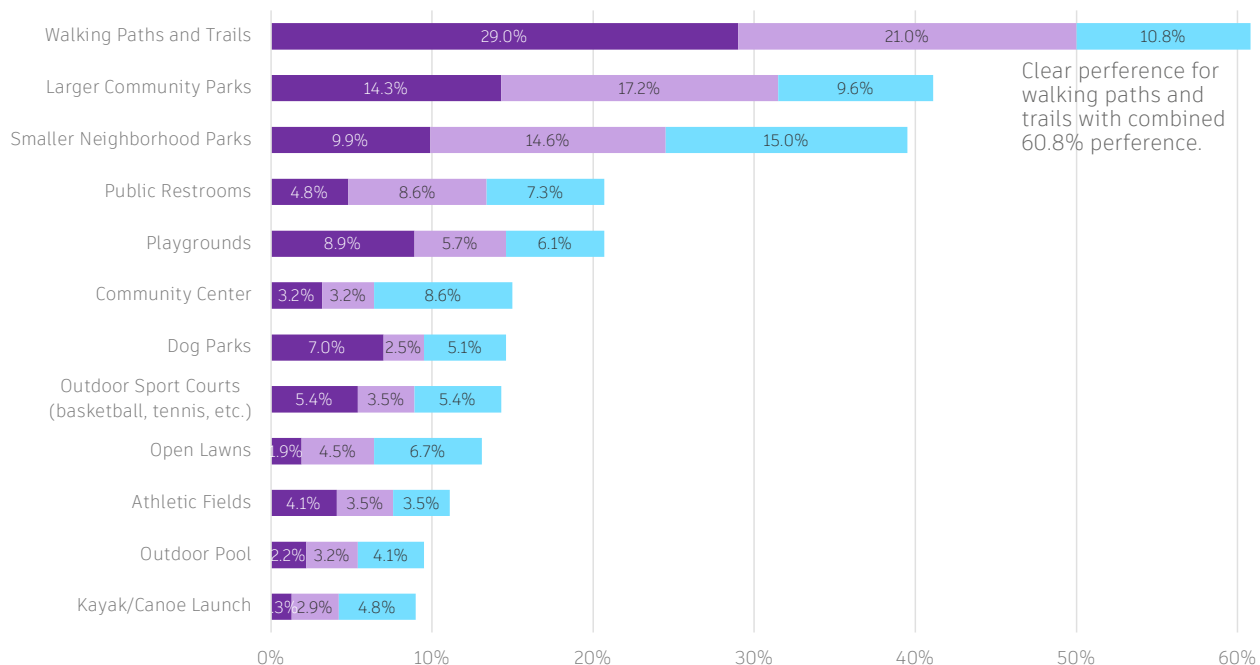
Q2. Which three (3) parks and recreation amenities/facilities do you think should receive the most attention from the City over the next two (2) to four (4) years?

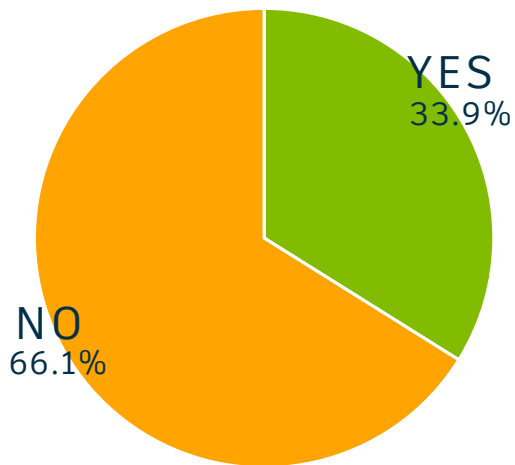
Responses identify a priority to the most used amenities/facilities in the next two to four years.

First Choice

Second Choice

Third Choice



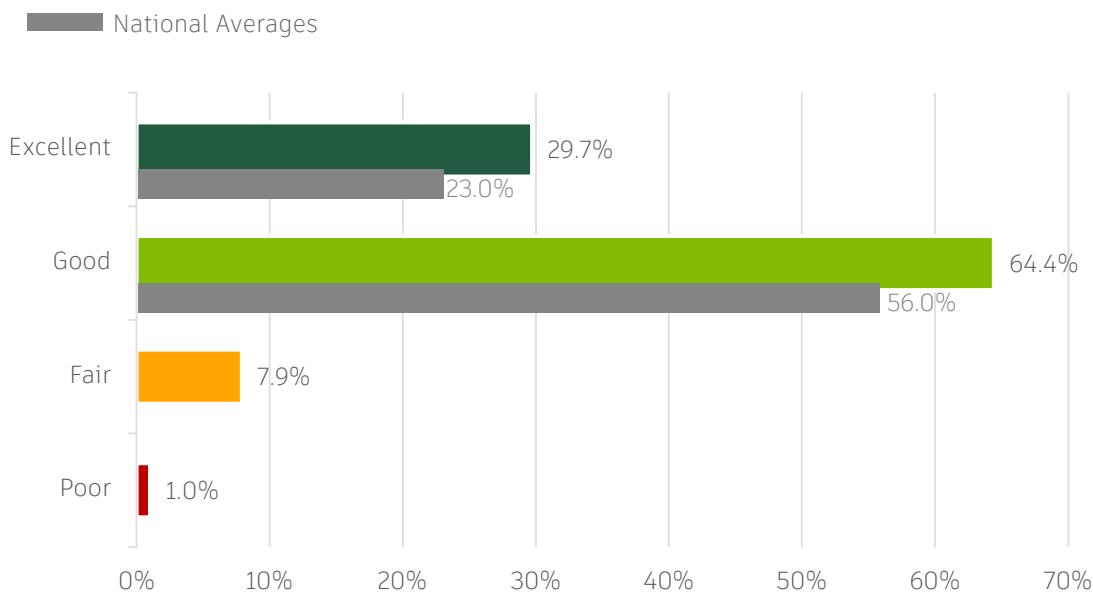


Q3. Do you feel there are sufficient parks and greenspace areas within walking distance of your residence?

Access LOS Analysis identifies that 25% of residents are within walking distance of a park or open space when defining 'walking distance' as a 1/2 mile or 10 minutes. For this question, 33.9% of residents responded that they feel they have sufficient greenspace within walking distance of their residence, indicating a willingness to travel longer distances to visit greenspace.

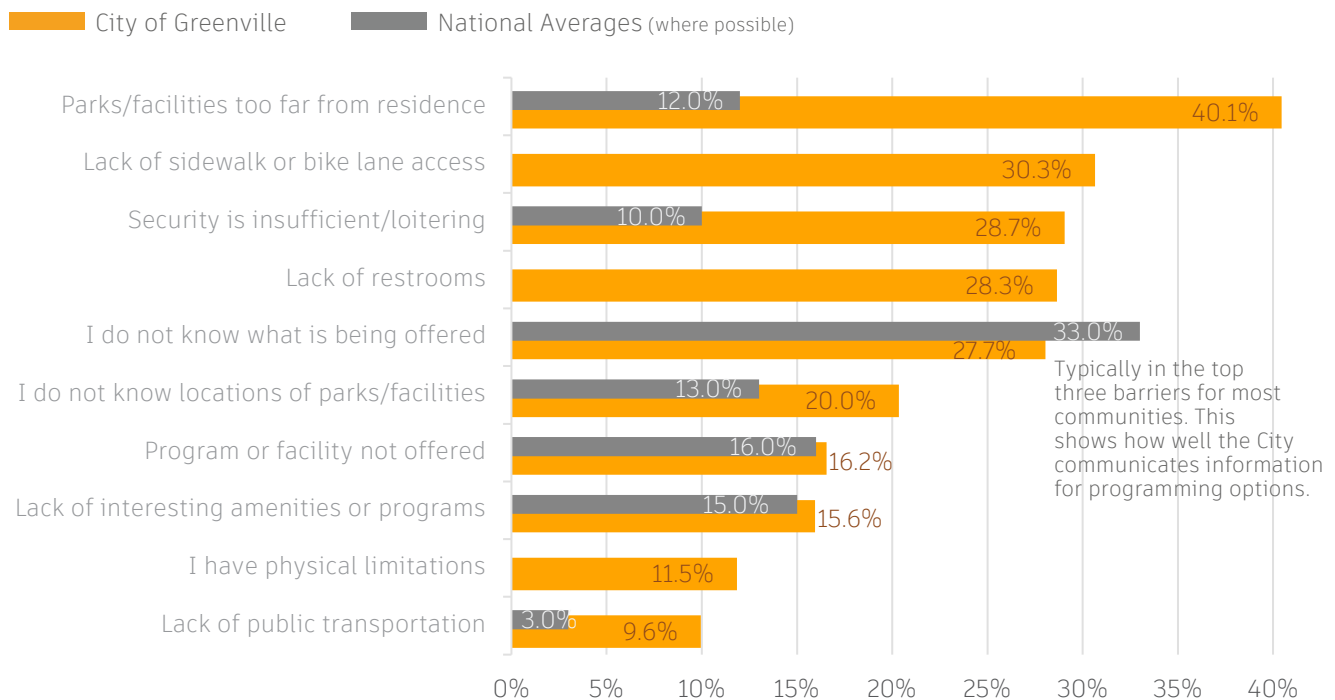
Q4b. Overall, how would you rate the quality of the programs offered by the City of Greenville that you and members of your household participated in?

Residents of Greenville find a higher level of satisfaction (94.1%) from programs being offered by the Department than national averages (79%).



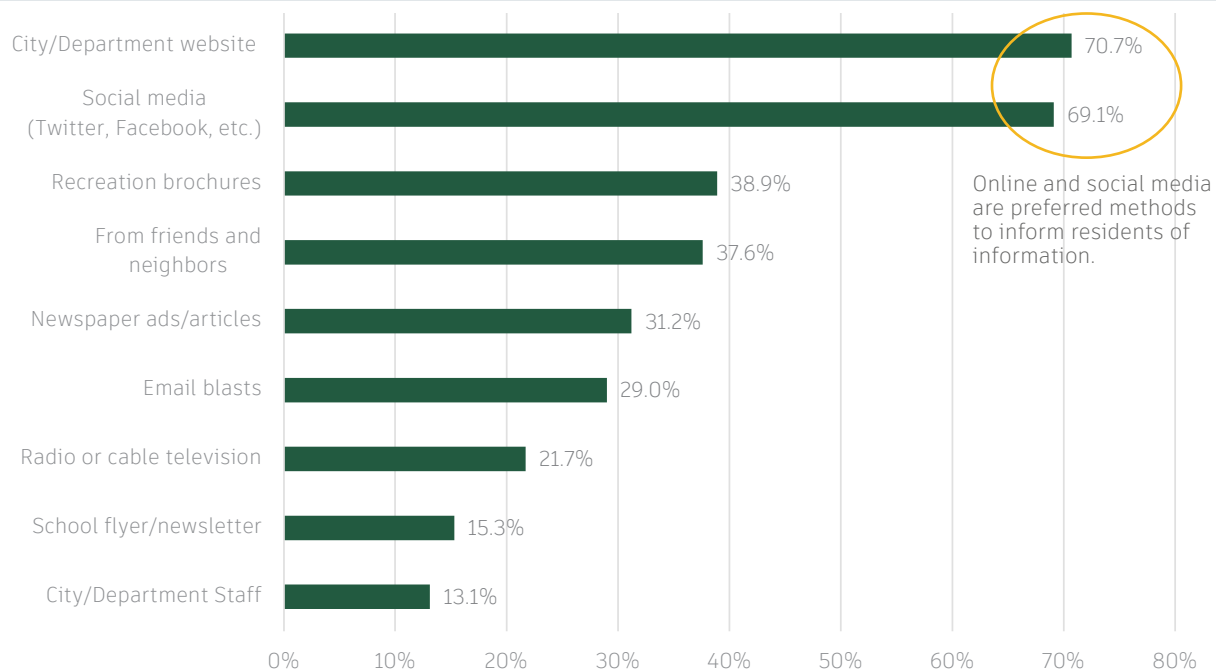
Q7. Reasons that prevent you or other members of your household from using parks, trails, recreation, and aquatic facilities or programs in Greenville more often. (Top 10 results)

Compared to national averages, City of Greenville residents are over three times as likely to not use recreation and parks facilities because of the distance from their residence.



Q17. Identify all the ways you prefer to learn about City of Greenville recreational programs and activities.

The City/Department website, social media, and brochures are the ways that residents prefer to learn about recreational programs and activities.

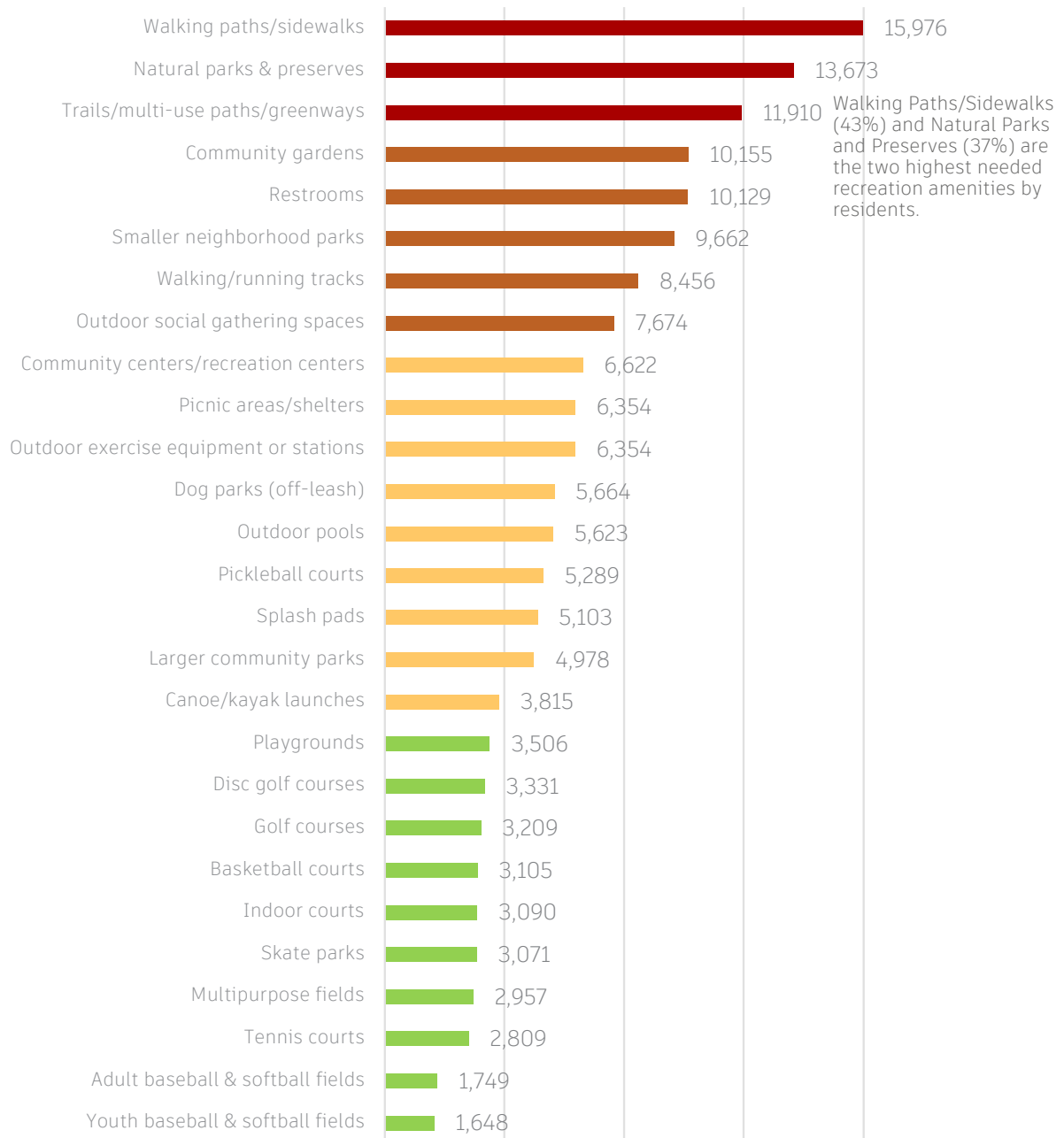




Q5c. Number of households that indicated they have a need for the following park/recreation facility that is currently only being met 50% or less.

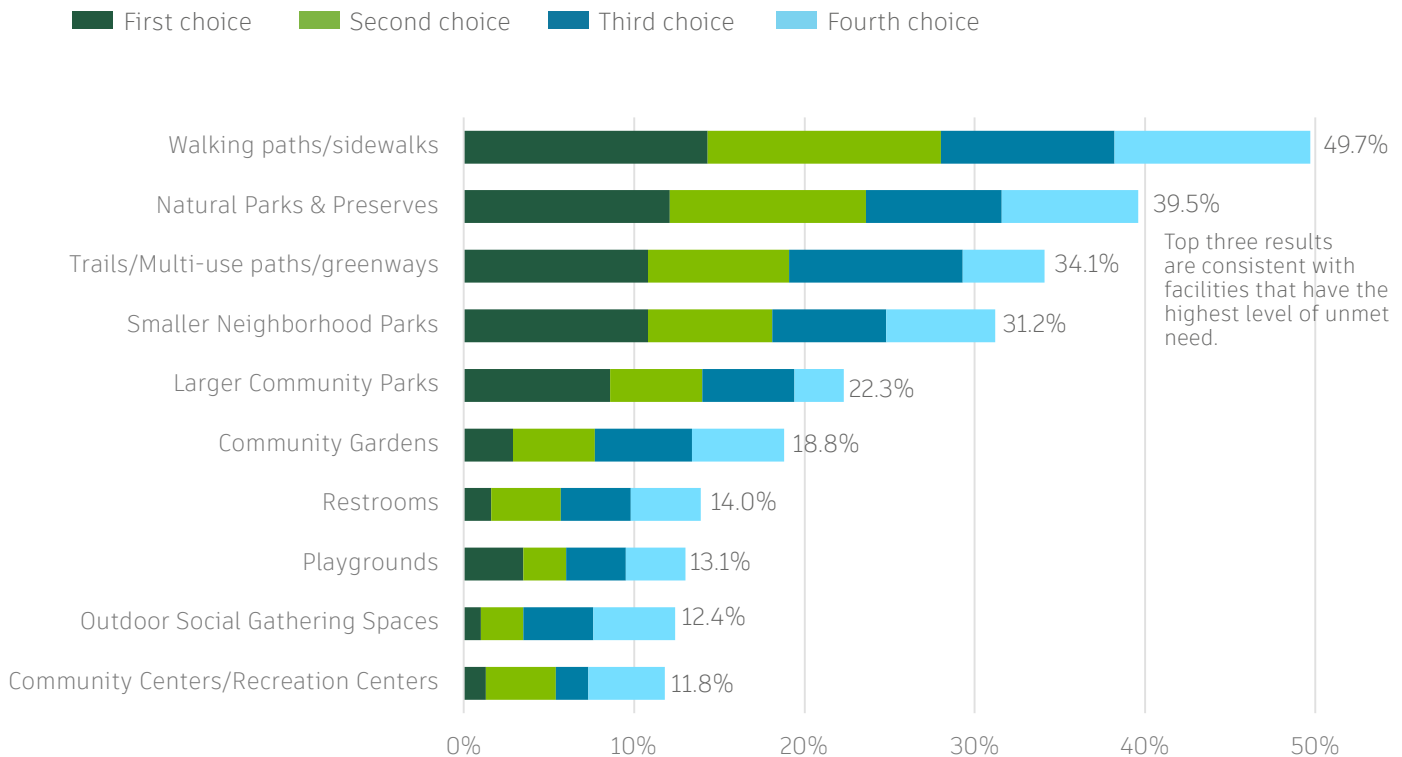
Walking paths/sidewalks, natural parks & preserves, and trails/multi-use paths/greenways had the highest indicated need. Adult and youth softball and baseball fields, tennis courts, and multipurpose fields had the lowest indicated need.

30%+ of households 20%+ of households 10%+ of households Less than 10 % of households



Q6. Which four (4) recreation **facilities** do you think are most important for you and members of your household? (Top 10 results)

The top four facilities identified as having a need are the same facilities identified as most important to Greenville households.

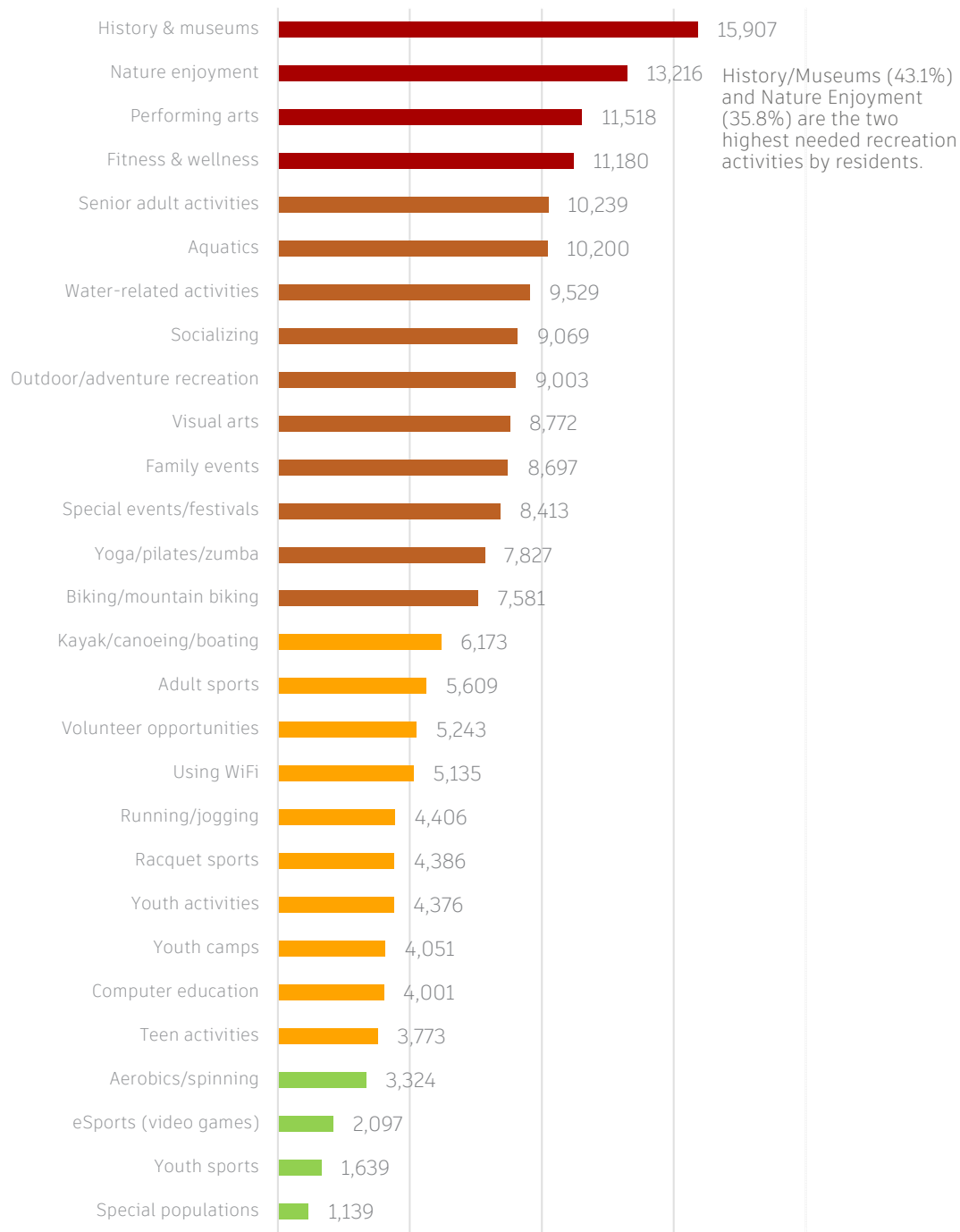




Q8c. Number of households that indicated they have a need for the following park/recreation facility that is currently only being met 50% or less.

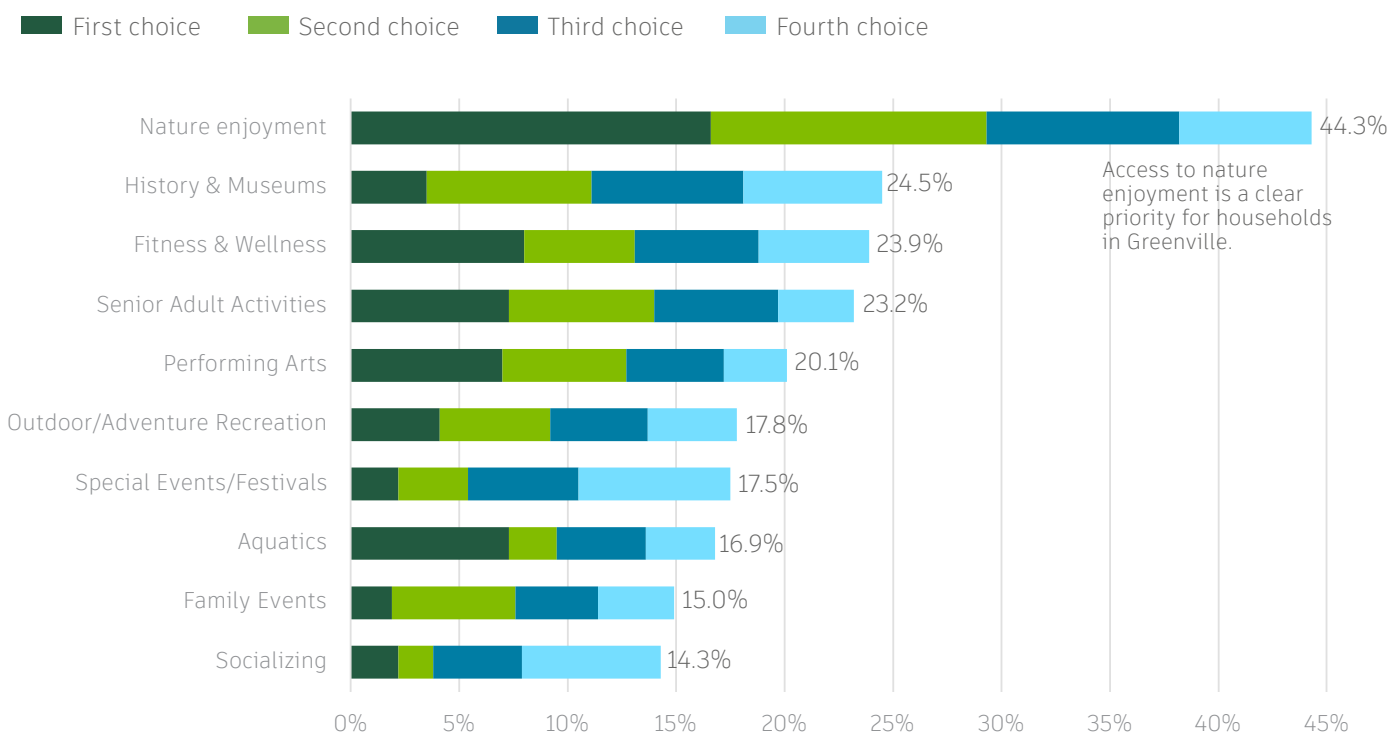
History & museums, nature enjoyment, and performing arts had the highest indicated need. Special population activities, youth sports, and eSports had the lowest indicated need.

30%+ of households 20%+ of households 10 %+ of households Less than 10 % of households



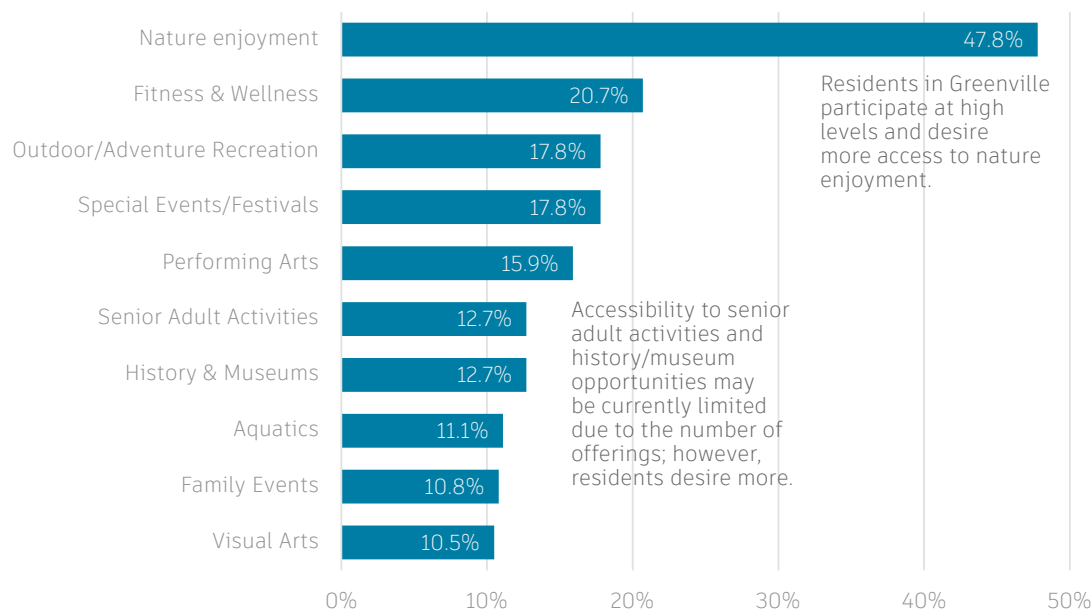
Q9. Which four (4) recreation **activities** are most important for you and members of your household? (Top 10 results)

When asked to rank importance, nature enjoyment became the leading activity by nearly 20% higher than the next activity.



Q10. Which four (4) recreation **activities** do you currently participate in most often (Top 10 results)

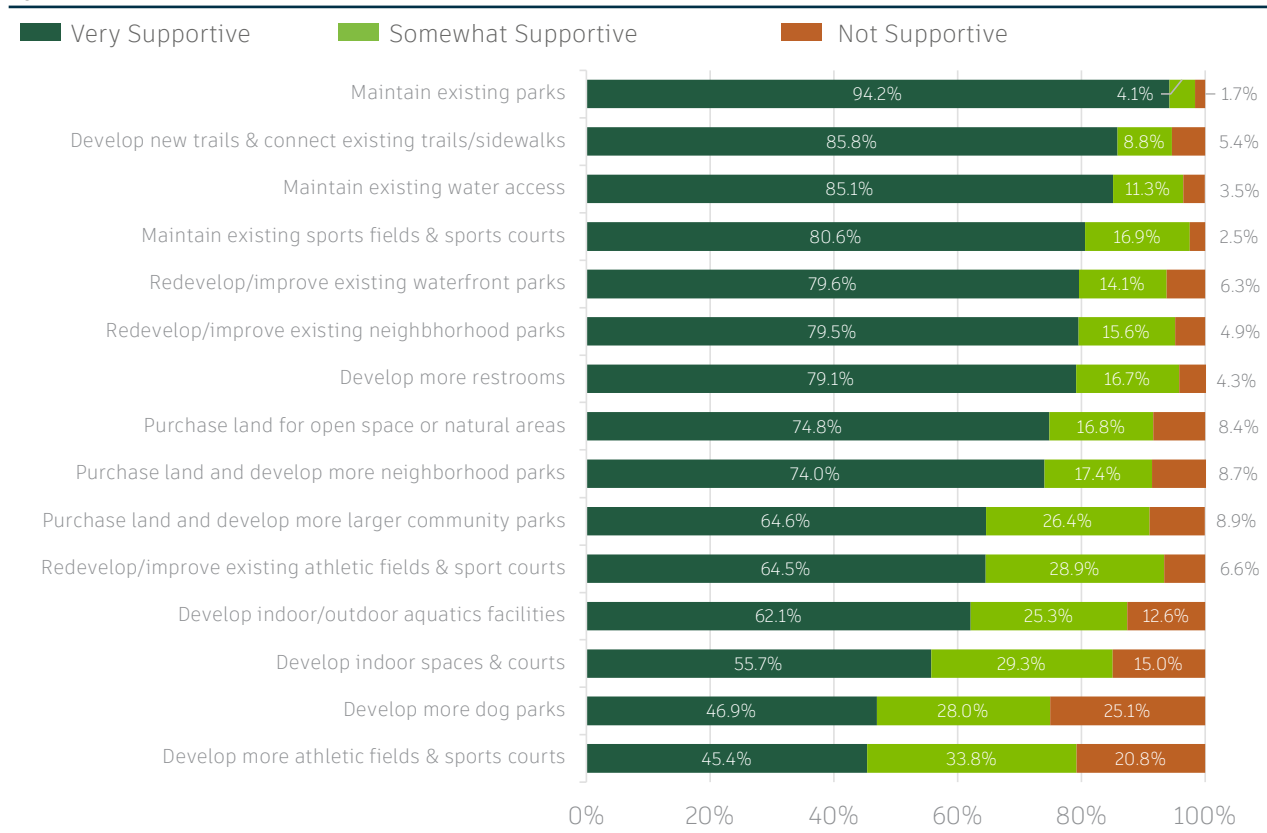
Nature enjoyment was indicated as having the second most need, ranked as the highest most important activity, and most frequent use.





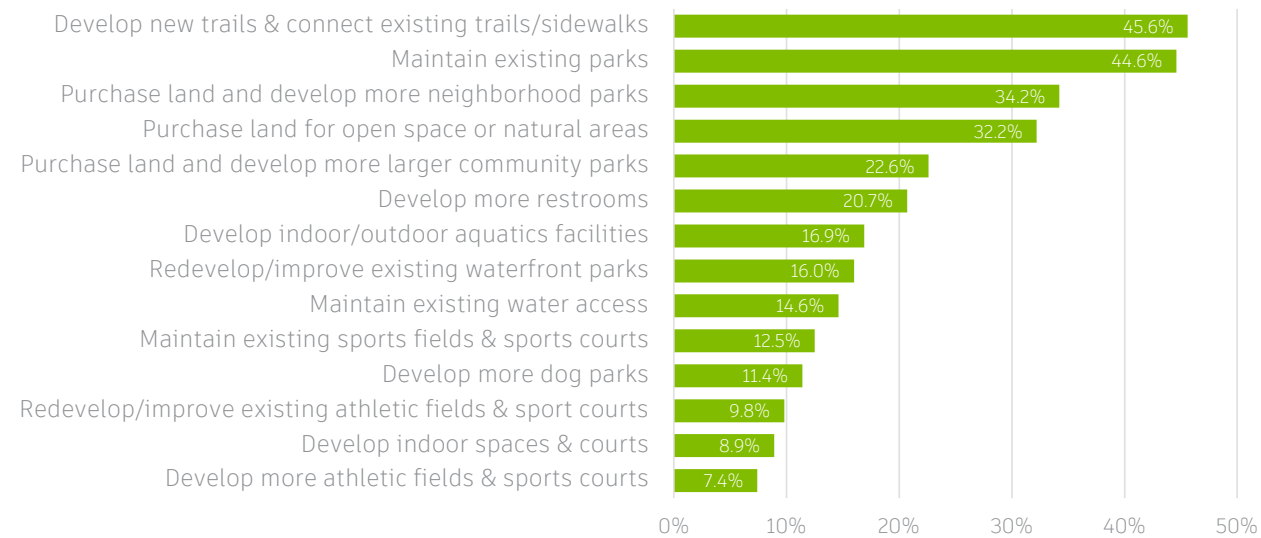
Q12. Rate your level of support for each of the following actions that the City of Greenville could take to improve the recreation and parks system.

The actions that received the most support are focused around maintenance of existing facilities, development of new trails/sidewalks, and redevelopment of exiting waterfront parks.



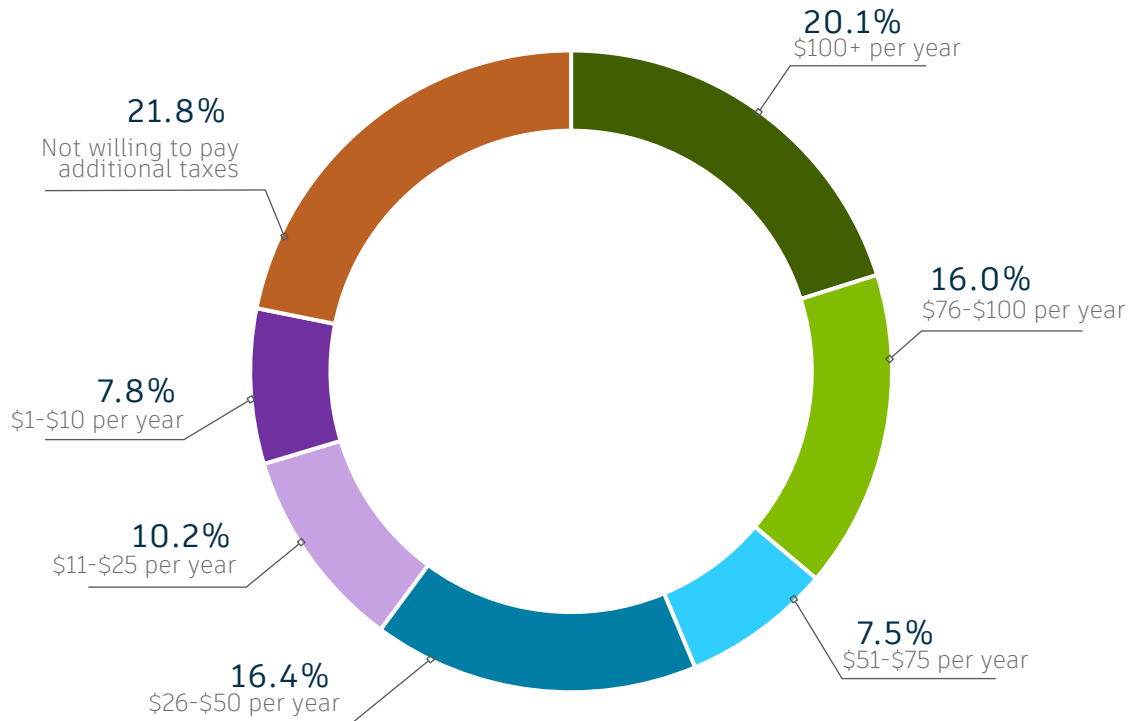
Q13. Which actions would you be most willing to fund with your tax dollars?

The actions most supported by a willingness to fund with tax dollars focus on development of trails/sidewalk, maintaining existing parks, and acquisition of additional parkland.



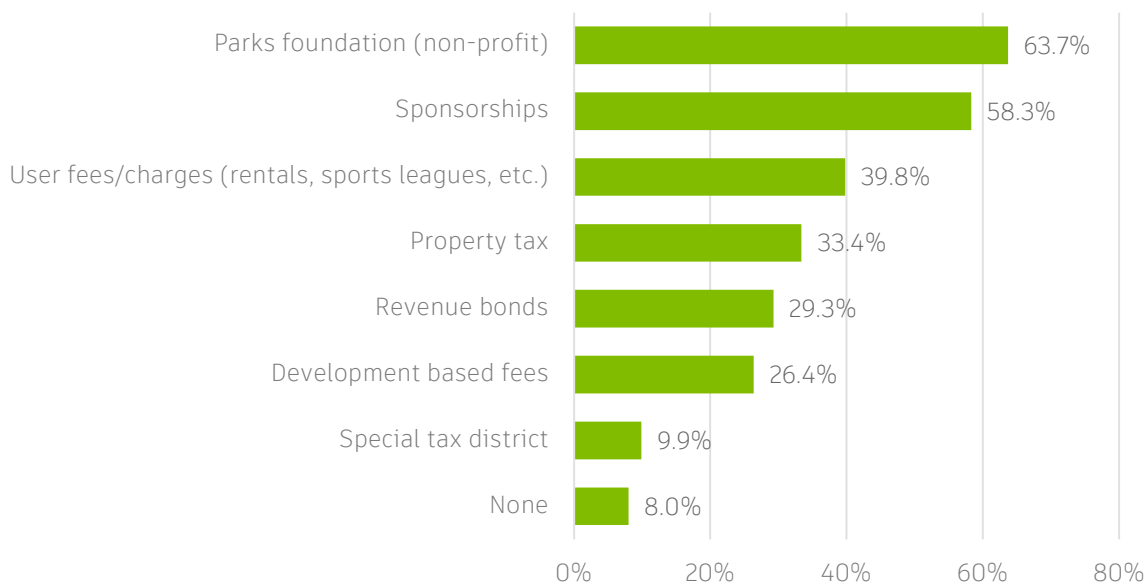
Q14. Check the additional amount you would be willing to pay in additional taxes to fund the action that you indicated as most important to your household.

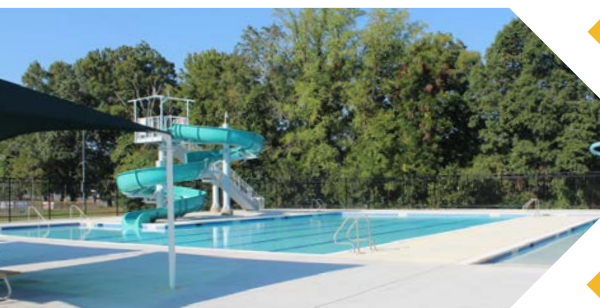
Over 78% of respondents indicated a willingness to pay additional taxes to fund improvements to parks and recreation.



Q15. Which choices of alternative funding for parks, recreation facilities/programs, and trails do you most prefer?

A majority of respondents support use of a parks foundation and sponsorships as alternative funding sources.





Needs and Priorities Assessment Summary

Through the completion of various public engagement and research techniques, a number of parks and recreation needs and priorities emerged. **Figure G1** provides a summary overview of the findings from each analysis technique, which were further refined based on additional public input and analysis.

Three types of research were utilized in a mixed-methods, triangulated approach to a needs assessment process: observational, qualitative, and quantitative. Together, these research methods provided multiple opportunities to cross-check results and better determine an accurate understanding of Greenville's needs and priorities for parks, recreation facilities, and programming.

The top ten facilities and programs needs are identified as a means to concisely present findings. These facilities and activities are ones identified through multiple techniques to have the highest level of importance and most unmet need by the community. In addition to the identification of the top community-wide needs from public participation and survey techniques, overall priorities have emerged and are listed in descending order to the right.

Key Takeaways:

- Recreation and park facility top needs include trails, additional parks, and select athletic facilities.
- Top recreation program and activities include diverse opportunities from fitness/wellness to nature enjoyment, racquet sports, and adventure recreation.
- Priorities focus on implementation of the City's (MPO's) bike and pedestrian connectivity projects, obtaining additional funding, and diversifying programming and facility offerings.

Top 5 Priorities:

1. Enhance bike and pedestrian accessibility, including to park destinations.
2. Provide equitable access to parks through connectivity and new acquisition or development.
3. Diversify programming to better meet changing demographics and interests.
4. Prioritize natural parks and blueway programming to better connect to water.
5. Prioritize alternative funding options to provide operational funding and additional capital improvements funding.

Figure G1: Needs Assessment Summary Matrix

		Needs Assessment Techniques												
		Guiding Documents	Demographic Analysis	Park Evaluations	Focus Groups	Stakeholder Interviews	Program Assessment	Statistical Survey (Most Support)	Statistical Survey (Attention)	Statistical Survey (Barriers)	Statistical Survey (Needs/Importance)	Online Survey (Needs/Importance)	Online Survey (Most Support)	Level of Service Analysis
		<div> ● = Indicates High Needs ● = Indicates Medium Needs ○ = Indicates Lower Needs </div>												
Facilities	Walking Paths / Sidewalks	●	●	●	●	●		●	●	●	●	●	●	●
	Trails/Multi-Use Paths/ Greenways	●	●	●	●	●		●	●	●	●	●	●	●
	Smaller Neighborhood Parks	●	●	●	○	○		●	●	●	●	●	●	●
	Larger Community Parks	●	●	●	○	○		●	●	●	●	●	●	●
	Natural Parks and Preserves	●	●	●	●	○		●			●	○	●	●
	Pickleball Courts	○	●	●	●	●		○	○		●	●	○	●
	Restrooms (Public)		●	●	○			●	●	●	●	●		●
	Multi-Purpose Fields (Soccer, Lacrosse, etc.)	○	●	●	●	●			○		○	●	●	●
	Outdoor Exercise Equipment	●	●	●	●	●					○	●		●
	Canoe/Kayak Launches	●	●	●	●	○			○		○	○	○	●
Programs and Activities	Fitness and Wellness		●		●	●	●				●	●		
	Nature Enjoyment		●		●	●	●				●	○		
	Racquet Sports (Tennis, Pickleball, etc.)		●		●	●	●				●	●		
	Performing Arts (Dance, Theater, etc.)		●		●	●	●				●	●		
	Outdoor Adventure (Rock Climbing, etc.)		●		●	●	○				●	●		
	Special Events/Festivals (Movie Night, etc.)		●		●	●	●				●	○		
	Aquatics (Learn to Swim, Therapy, etc.)		●				●				●	●		
	Water-Related Activities (Fishing, etc.)		●		●	○					●	●		
	History and Museums		●								●	●		
	Yoga/Pilates/Zumba		●				○				●	●		
	Biking/Mountain Biking		●		○						●	●		



Vision & Strategic Plan





Long-Range Vision

Overview

Long-range visions are crucial for effective planning because they provide a roadmap for development over time. By considering factors such as population growth, changing demographics, physical conditions of facilities, and public input, the City can create a blueprint that not only meets the current needs of residents but also anticipates future needs.

Long-range visions can help elected officials make informed decisions about park development, acquisitions, funding, and modifications to policies, among other things. Without a long-term plan, park and recreation systems risk becoming irrelevant to residents and negatively impact quality of life. Therefore, having a long-range vision is essential for creating livable, sustainable, and thriving neighborhoods that can adapt to changing needs and priorities while continuing to meet the needs of their residents well into the future.

Vision Components

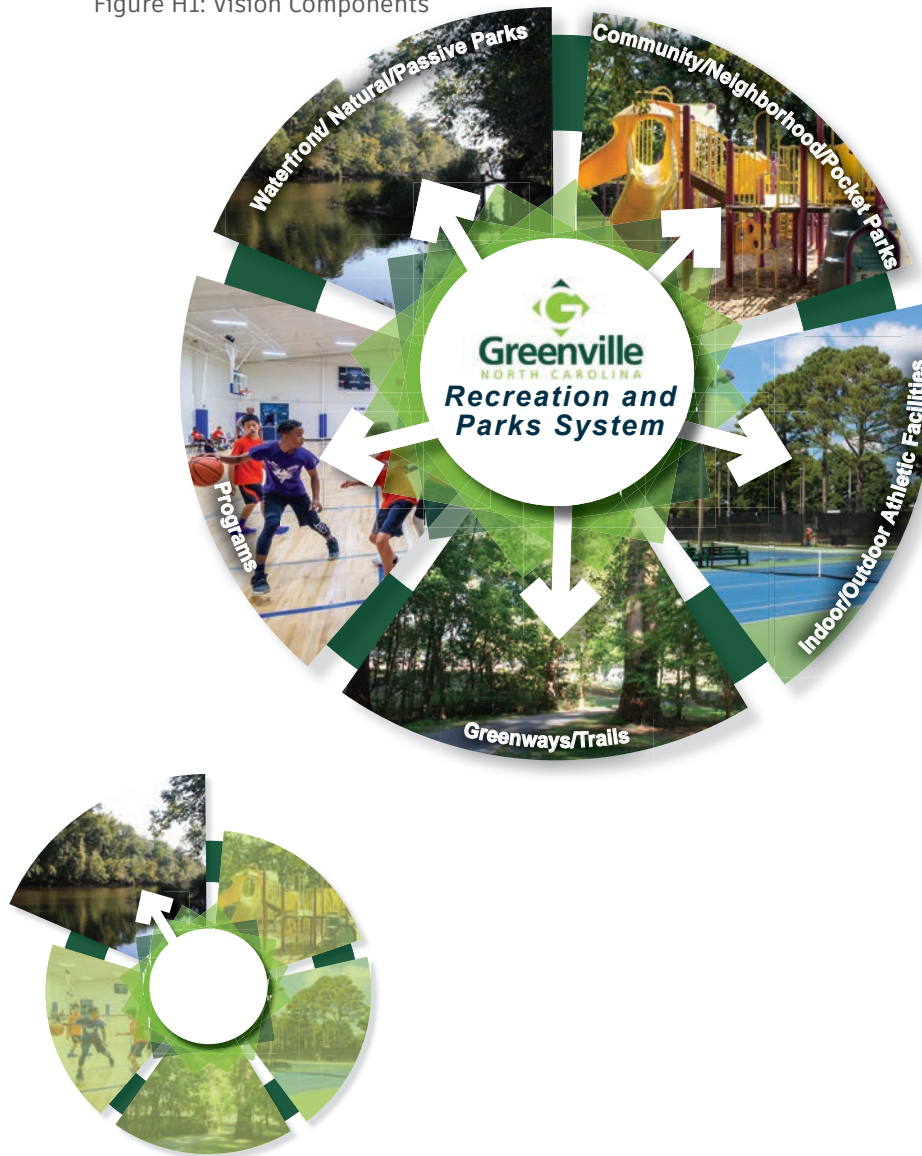
The Recreation and Parks Department has a defined vision to *'To advance parks, recreation, and environmental conservation efforts that promote mental and physical health, serve as a deterrent to illegal or inappropriate behaviors, and enhance Greenville's quality of life.'* By extrapolating this vision statement to incorporate the framework distilled from

Key Takeaways:

- Greenville's vision for recreation and parks builds upon the vision established by the City's Horizons 2026 plan.
- Comprehensive Vision consists of five (5) components defined through public engagement and review of characteristics of the recreation and parks system.
- Working as an interconnected system, the five components identify clear initiatives that can be championed by advocates and progressed by staff.
- Specific goals and objectives are defined to assist in progressing the overall vision.

public input and comprehensive analysis, a set of unique components (**Figure H1**) can be identified. Combined, these diverse components will guide the development of parks and recreation facilities across the city. Each component was developed through community input and analysis of the existing physical system. Guiding principles identified for each component describe the community's aspirations for the overall system and physical attributes. Accomplishment of this vision will be dependent upon City staff, existing and future partners, and the support of residents.

Figure H1: Vision Components



Waterfront, Natural, and Passive Parks

Guiding principles for waterfront, natural, and passive parks include the following:

- 1. Increase Conservation of Biodiversity:** Protection and preservation of unique ecosystems and biodiversity, providing a haven for endangered species and rare habitats.
- 2. Increase Recreational Activities:** Offering of opportunities for hiking, bird watching, fishing, and other outdoor recreational activities, which promote physical fitness and mental well-being.
- 3. Promote Education and Research:** Provide opportunities for scientific research, education, and interpretation of natural and cultural resources, enabling people to learn about the environment and history of a particular area.
- 4. Enhance Economic Benefits:** Waterfront and natural parks often attract tourists, which can generate revenue, create jobs, and help to retain local leisure activity expenditures.
- 5. Improve Resiliency:** Provide a vital role in enhancing resiliency by absorbing environmental shocks, mitigating hazards, and protecting local environments.



Community, Neighborhood, and Pocket Parks

Guiding principles for community, neighborhood, and pocket parks include:

1. **Promote Physical Activity:** Provide a space for people to engage in physical activity, such as walking, running, and playing sports. This helps promote physical health and can reduce the risk of obesity and other health problems.
2. **Enhance Mental Health:** Spending time in parks has been shown to improve mental health and reduce stress levels. Parks provide a peaceful and relaxing environment for people to escape the stresses of daily life.
3. **Foster Social Connections:** Bringing people together and providing a space for community members to socialize and connect. This helps build a sense of community and can lead to increased social cohesion.
4. **Provide Educational Opportunities:** Providing opportunities for people to learn about nature and local environments. This can help foster a sense of environmental stewardship and promote sustainability.
5. **Improve Property Values:** Increase or sustain property values and make neighborhoods more attractive to homebuyers. This can lead to economic benefits for the community as a whole.



Indoor/Outdoor Athletic Facilities

Guiding principles for indoor/outdoor athletic facilities include:

1. **Improve Community Health:** Municipal sports complexes can promote physical activity and encourage people to lead healthier lifestyles. They provide a space for people of all ages and abilities to participate in sports and recreation activities.
2. **Increase Socialization:** Sports complexes also provide opportunities for socialization, where people can meet new friends and interact with others who share their interests.
3. **Enhance Economic Benefits:** Municipal sports complexes can also have positive economic impacts, as they attract visitors and events to the community, generating revenue for local businesses and the City.
4. **Improve Infrastructure:** Sports complexes can also help improve the infrastructure of a community by creating new facilities and upgrading existing ones.



Greenway and Blueway Trails

Guiding principles for greenways and blueways include the following:

1. **Improve Recreation:** Provide opportunities for people to engage in outdoor activities such as walking, running, cycling, and hiking. These activities can improve physical health, reduce stress, and promote social interaction.
2. **Increase Environmental Benefits:** Preserve natural areas and provide habitat for wildlife. Provide green corridors that connect larger natural areas, which is essential for maintaining biodiversity and reducing negative impacts of urbanization.
3. **Enhance Economic Benefits:** Attract tourists, which can bring economic benefits such as increased property values and can lead to the creation of new businesses.
4. **Improve Transportation:** Provide alternative transportation options, such as walking or cycling, which can reduce congestion and improve air quality.
5. **Enhance Community Connectivity:** Provide important connections between neighborhoods, allowing people to access parks, schools, and other destinations without dependence on vehicles.



Programs

Guiding principles for recreation programming include:

1. **Promote Physical Health:** Promote physical activity, which is essential for maintaining good health. Participating in activities like sports, dance, yoga, and fitness classes can improve cardiovascular health, strength, flexibility, and overall physical well-being.
2. **Improve Mental Health:** Contributing to a positive impact on mental health. Physical activity has been shown to reduce stress, anxiety, and depression, while social activities can help individuals build relationships and a sense of community.
3. **Improve Personal Growth:** Provide opportunities for individuals to try new activities and challenge themselves to learn new skills. By learning, individuals can build confidence, self-esteem, and a sense of accomplishment.
4. **Promote Community Building:** Bring people together and foster a sense of community. By participating in group activities, individuals can meet new people, make friends, and feel a sense of belonging.
5. **Promote Lifelong Learning:** Provide opportunities for lifelong learning. Individuals can learn new skills and acquire knowledge in a fun and engaging way.



Implementation Strategies

Overview

The implementation of recreation and park planning is crucial for the development and sustainability of neighborhoods. Effective planning enables the creation of well-designed and functional park and recreation spaces that meet the needs of residents and visitors, while promoting social cohesion, improved health, and environmental sustainability. Effective planning also helps ensure that access to resources such as open spaces, playgrounds, athletic fields and courts are efficient and equitable.

Planning helps to ensure that the built environment is safe, accessible, and resilient to natural disasters and other shocks. Recreation and parks planning also plays a key role in shaping the character and identity of Greenville, reflecting its cultural, historical, and natural heritage. Overall, the implementation of recreation and park planning is essential for creating livable, prosperous, and resilient neighborhoods that meet the needs of present and future generations.

To advance the Long-Range Vision established for Greenville, implementation strategies must be defined and priorities established. Implementation strategies play critical roles in making the vision realistic and are intended to provide guidance in bringing the master plan vision to reality through four critical

Key Takeaways:

- The Department cost recovery rate has rebounded to 20.6% for 2023, higher than the 2019/pre-pandemic rate of 18.3%.
- Inflation has resulted in a reduction of funding value by 7.7% since 2012 while factoring numerical increases.
- Capital projects and land acquisition have been grouped into three (3) phasing timeframes: Short-Term (1-5 Years), Medium-Term (6-10 Years), and Long-Term (10+ Years).
- 65% of total costs are recommended for completion or substantial progress within the next ten (10) years.
- Historic trends in capital improvement funding may provide between \$16.7 - \$34 million over next ten years, 22-45% of needed funding, therefore requiring additional sources.
- Partnerships are key for implementation and may help to reduce projected costs.
- Short-term projects have a probable cost estimate of \$40.5 million, with the Town Common bulkhead replacement deferred costs representing \$22 million or 55%.
- Short-term projects require an additional \$616,567 in operating and maintenance (O&M) costs annually resulting in approximately 5-6 additional FTE positions.

elements: funding analysis, probable cost estimate, phasing strategies, and prioritization.

The Long-Range Vision identified five (5) components, each defined through a series of guiding principles. Defining each component allows City staff to better understand how to address needs and priorities identified throughout the planning process, as well as individual park needs that resulted from the park evaluations and public input.

Utilizing this information, recommendations intended to satisfy system-wide objectives have been developed at an individual park level. These recommendations form a portion of the probable cost estimate. In addition to costs associated with vision-based recommendations, cost estimates also incorporate projects that have been previously identified by the Department, including requested or unfunded projects identified in the Capital Improvement Plan (CIP).

Funding Analysis

Revenues and expenditures over the last decade (Figure I1) have remained consistent. Many communities were quick to reduce expenditures as uncertainties arrived in early 2020, only to find out in some cases that revenues were not as impacted or were impacted in ways that balanced incoming federal and state subsidies.

Funding for fiscal year (FY) 2023 is 9% above the historic average; however, it must be noted that while funding has remained consistent numerically across the last 10+ years, when inflation is considered, funding is 7.7% below 2012 value. Since 2012, inflation has reduced values by 30%, wiping out all increases in funding realized by the Department.

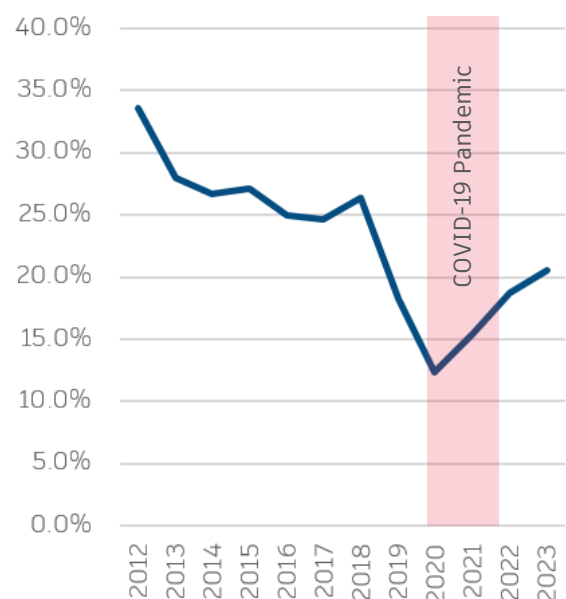
During FY 2020, revenues decreased approximately 30% from FY2019 levels. Expenses decreased 10% the following year in FY 2021 in response to facility and park closures. Before the pandemic, the Department's cost recovery

Figure I1: City of Greenville Recreation and Parks Department Revenues and Expenditures (2012-2023)

Year	Expenses	Revenues
2012	\$6,504,517	\$2,181,639
2013	\$7,254,788	\$2,032,002
2014	\$7,429,094	\$1,981,598
2015	\$7,400,170	\$2,007,186
2016	\$7,457,419	\$1,864,662
2017	\$7,503,495	\$1,851,389
2018	\$7,573,949	\$1,999,487
2019	\$6,884,779	\$1,262,688
2020	\$7,184,198	\$888,220
2021	\$6,497,083	\$1,001,475
2022	\$7,206,678	\$1,347,050
2023	\$7,936,842	\$1,631,850
Avg.	\$7,236,084	\$1,670,771

Note: 2023 figures are projected

Figure I2: City of Greenville Recreation and Parks Department Cost Recovery (2012-2023)



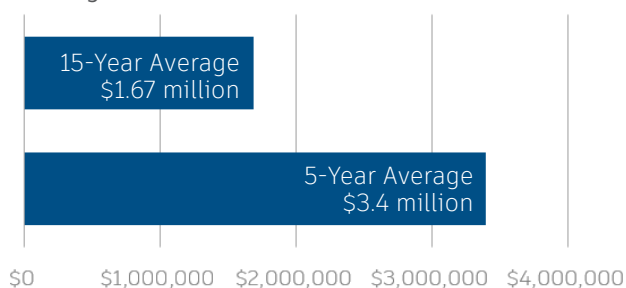
Note: 2023 figures are projected



was already decreasing, from 33.5% in FY 2012 to 18.3% in FY 2019, **Figure I2**. As the impacts of the pandemic reduced venues, the cost recovery dropped to a low of 12.4% in FY 2020. Since reaching a low point in FY 2020, cost recovery has increased to a projected 20.3% in FY 2023.

Historic sources of funding for the Department have been the City's General Fund (property taxes, sales tax, utility fees, transfers, etc.) and the Facilities Improvement Fund (FIP) which splits the funding of deferred maintenance capital projects between the Recreation and Parks Department and Public Works Department. Over the last 15 years, the average annual capital improvements funding has been \$1.67 million. Over the last five years, a few significant capital projects have been funded which has increased the five year average up to \$3.4 million annually, **Figure I3**. This increase is a result of the City receiving several grants and sizable donations used to fund capital projects. If these trends are assumed to continue over the next ten years, the Department could expect to receive between \$16.7 and \$34 million in funding for capital funding.

Figure I3: Historic Annual Averages in Capital Project Funding

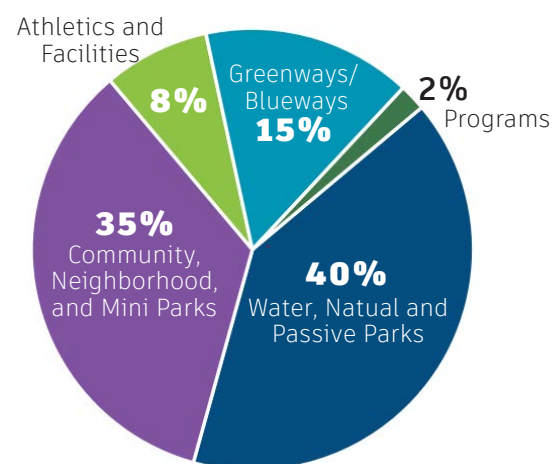


Probable Cost Estimates

Based on cost estimates derived from parks and open space evaluations and projects identified in Capital Improvement Program (CIP) requests and recommendations associated with the Master Plan Vision, the estimated probable cost is approximately \$116.6 million in 2023

dollars for complete implementation of all five (5) components of the Vision (**Figure I4**). Replacement of the bulkhead at Town Common is an outlier as this project represents a significant unfunded deferred maintenance need and at an estimated \$22 million in cost, is 55% of the total short-term capital projects.

Figure I4: Total Capital Cost Percentages by Project Types



The total capital costs estimate includes system improvements anticipated to occur to establish and maintain park delivery within ten (10+) years. Estimated costs are aligned to park components. The full list of projects and estimated costs used to derive the total estimate includes over 130 line items. Escalation is an important consideration for medium-and long-term projects primarily. The US Bureau of Labor Statistics - Consumer Price Index was 9.49% in 2022 and was projected to be 4.5% in 2023 and 2.9% in 2024. Construction cost increases should be considered prior to a project progressing into the funding stage.

An additional cost consideration is the role that partnerships may have in reducing capital or acquisition costs for the City. Implementation of higher cost facilities such as greenways should first consider opportunities to partner with the Greenville MPO or other agencies. Partnerships have the potential to significantly reduce costs, while remaining projects could be further reduced through strategic use of grants.

Trend of Expanding Parkland Dedication Ordinances

The following includes excerpts of an article published by NRPA (Dec. 2021) and written by John L. Crompton, Ph.D, a noted professor of Park, Recreation, and Tourism Science at Texas A&M and elected council member for the City of College Station.

Courts have consistently endorsed and enhanced the principle of communities passing the costs of growth through to new residences that created the costs. The following information highlights the evolution of parkland dedication ordinances that has occurred over the past half century.

Parkland Dedication

One of the oldest approaches to obtaining parkland was through land dedication which typically included a fixed formula imposed mandating the dedication of land for parks. Developers are required to deed a specified amount of land on their site for a park. A primary challenge with this approach is that many development projects are relatively small in acreage, resulting in small park spaces being dedicated. These fragmented parks spaces offer limited potential for recreation and are relatively expensive to maintain. Additionally, the cost of development a park, which is typically much more than the value of the land, is not included.

Fee-in-Lieu of Parkland

This type of ordinance requires developers to pay a fee-in-lieu of the fair market value of the land that otherwise would have been required with a simple land dedication ordinance. A primary benefit of this type of ordinance is that it frequently means fees can be spent off-site and agglomerated to potentially target larger, more meaningful park acquisition opportunities. For many communities, this

type of ordinance expands options beyond acquiring land. Funds can typically be used to develop improvements on parkland and/or to renovate or expand existing parks.

Park Development Fees

The emergence of park development fees over the last couple decades reflects a realization that providing only land requires existing taxpayers to pay the costs of transforming land into a functioning park. Thus, some communities have adopted park development fees as a mechanism to offset costs associated increased needs from new development. Development fees are frequently paired with parkland dedication ordinances.

Park Impact Fees

Similar to most parkland dedication ordinances, park impact fees frequently consist of a fixed formula fee on a per dwelling unit basis for new construction. In North Carolina, city governments may impose impact fees for corporate limits as well as its extraterritorial jurisdiction districts (ETD). At the core of impact fees, is the purpose of placing equitable share of costs for new community facilities upon developers and inhabitants of newly developed areas. Whereas to fully capture the added burden of new development, a community would need to enact either a parkland or fee-in-lieu of parkland ordinance plus a park development fee ordinance, a park impact fee typically allows more flexibility to utilize fees for capital outlay items such as acquisition of land or development of parks and recreation facilities within the rational nexus of meeting the needs of the new development.

Creating Greater Awareness

Although courts have embraced these ordinances, relatively few cities have adopted these measures. Consequently, the unrealized potential of parkland dedication ordinances is arguably the lowest hanging fruit of capital funding sources for parks.



Phasing Plan

The Phasing Plan for capital improvement projects is comprised of three (3) different phases based on community needs and priorities and input from Department staff. These phases, summarized in **Figure 15**, provide a framework for the implementation of over \$116.6 million in capital improvements. Approximately 35% of total capital costs is included in the short-term phase, which means targeted for completion or substantial progress in the next 1-5 years. An additional 30% of projects is shown in the medium-term phase, to be completed in the next 6-10 years. Finally, the long-term phase includes projects that have a lower priority or take longer to identify funding or partners. These projects are likely to not be completed within the next ten (10) years and represent 35% of project capital costs.

Figure 15: Total Capital Cost Percentage by Recommended Phase

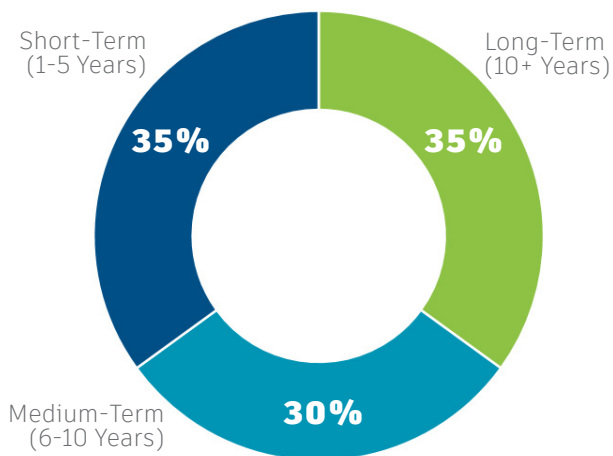
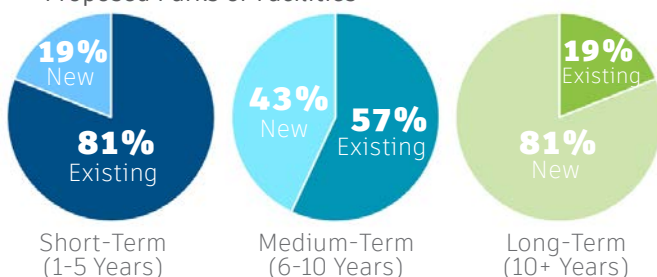


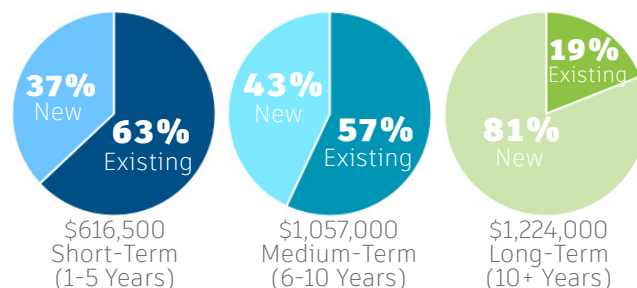
Figure 16: Total Capital Cost Percentage by Phase: Reinvestment/Existing Parks and Facilities or New/Proposed Parks or Facilities



Operations and Maintenance (O&M) Costs

With the addition of new facilities and increased park acreage, O&M costs can be expected to increase. This plan is conservative in the assumption that the replacement of existing park amenities or facilities will result in a minimal cost adjustment for O&M. Improving existing parks or adding new parks and facilities will commonly result in additional O&M costs, however, in some cases costs may be reduced. **Figure 17** identifies the estimated phased annual increase in O&M costs for new and existing facilities.

Figure 17: Total Annual O&M Costs by Reinvestment/Existing Parks and Facilities or New/Proposed Parks or Facilities



Additional short-term O&M costs are projected to be \$616,567 annually, resulting in approximately 5-6 additional FTE staff positions based upon a national average of \$103,272 in funding per FTE position.

Full implementation of the Long-Range Vision is estimated to increase O&M by approximately \$2.89 million annually, or approximately 3% of capital improvements. This equates to an estimated \$30,000 in O&M costs for each \$1 million in capital investment, however, higher costs are associated with the addition of new facilities or amenities vs. replacement. Additional staffing needs from implementation of short and medium-term projects would result in 15-17 FTE positions. New positions would be spread across divisions and may include park rangers, special event staffing, trail and facility maintenance and custodial staff.

Project Prioritization

In order for the Department to be able to prioritize projects, a criteria is needed that responds to community-wide needs and goals. The following criteria, **Figure I8**, can be used as a test for each opportunity or project in order to determine its level of priority in comparison to other projects. This will promote the maximum efficiency of limited resources for the Department.

When the prioritization criteria is applied to projects, the following are the highest scoring in descending order by phase timeframe. **Figure I9** identifies the top 20 projects for completion within the next five years; **Figure I10** identifies the top 20 projects to be completed within the medium-term timeframe or in the next 10 years. **Figure I11** identifies the top 15 priority projects for the long-term timeframe or those that may take more than ten years to implement.

Figure I8: Prioritization Criteria

Criteria	Score Range
Improves Access or Connectivity	0-5
Improves or Advances Equity Goals	0-5
Documented Public Need or Demand	0-5
Potential to Leverage Alternative Funding Sources or Matches	0-4
Funding or Programming Partners Potential	0-4
Revenue Generation Potential	0-3
Lifecycle Replacement or Existing Deferred Maint.	0-3
Incorporates Green Infrastructure and Practices	0-3
Total Potential Score	32

Figure I9: Short-Term (1-5 Years) Project Prioritization Rankings

Priority #	Location/Project	Cost	Score
Town Common		Cost	Score
1	Deferred infrastructure replacement: Replacement of 1,570 LF steel sheet pile bulkhead with a terraced system to promote connection to river, withstand flooding, and allow for boat docking.	\$22,000,000	20
Woodlawn Park		Cost	Score
2	ADA access; curb ramps and sidewalk 5 ft width	\$30,000	18
Hillsdale Park		Cost	Score
3	ADA access; crosswalk to site; sidewalk into site	\$50,000	18
Rivers Edge Park		Cost	Score
4	Kayak launch; blueway signage	\$35,000	17
Wildwood Park		Cost	Score
5	Boardwalk to connect Wildwood Park to River Park North and Pedestrian Bridge to Complete Wildwood Park West Trail Loop.	\$3,500,000	17
Perkins Athletic Complex		Cost	Score
6	Sports Connection: Batting cage area replacement/upgrade of pitching machines and netting.	\$200,000	17
7	ADA path from 14th St. to ballfields; 6 ft width.	\$29,750	16
Bradford Creek Soccer Complex		Cost	Score
8	ADA path; 6 ft wide	\$17,500	16
Greenville Aquatics and Fitness Center		Cost	Score
9	Facility renovation; fitness and strength equipment replacement, flooring replacement for fitness area, gym and rubber multi-purpose flooring.	\$500,000	16
Paramore Park		Cost	Score
10	Trailhead kiosk; signage, bike racks, bike repair station	\$30,000	16
Greensprings Park		Cost	Score
11	Trailhead kiosk, bike repair station	\$40,000	16
Jaycee Park		Cost	Score
12	Create entrance enhancements, expand art classrooms, add storage space, a conference room, and administrative offices.	\$1,500,000	16
Greenville Aquatics and Fitness Center		Cost	Score
13	Pool renovations to include replaster the pool, replace the sand filter, paint pool area, replace drain covers.	\$250,000	15
Future Mini Parks		Cost	Score
14	Council District 4: New Mini Park #1	\$745,000	14
14	Council District 5: New Mini Park #2	\$745,000	14
Future Neighborhood Parks		Cost	Score
14	Council District 4: New Neighborhood Park #2	\$3,080,000	14
Town Common		Cost	Score
15	Blueway signage	\$30,000	14
Evans Park		Cost	Score
16	River Birch Tennis Center: Replace and upgrade court lights. Resurface courts if needed. Upgrade security lighting.	\$500,000	14
Matthew Lewis Park		Cost	Score
17	Unpaved hiking trail	\$75,000	13
H. Boyd Lee Park		Cost	Score
18	Additional unpaved trail	\$100,000	13
Paramore Park		Cost	Score
19	Add a Sprayground and restroom with additional parking.	\$850,000	13
Bradford Creek Soccer Complex		Cost	Score
20	Field Lighting (full-size soccer) for three fields; acquisition of currently leased parcel used for overflow parking	\$1,000,000	13



Figure I10: Medium-Term (6-10 Years) Project Prioritization Rankings

Priority #	Location/Project	Cost	Score
New Greenways and Trails			
1	Council District 5: 1.5 miles of new greenway trail	\$2,587,500	21
New Greenways and Trails			
2	Council District 2: 1.5 miles of new greenway trail	\$2,587,500	20
Town Common			
3	Construct First Street Promenade, add Green Room, Concession Stands, Amphitheater and Seating Improvements, and Removable Fencing System.	\$10,200,000	20
Westpointe Park			
4	Construct a new entrance, parking lot, event shelter, restrooms, outdoor basketball court, dog park, and walking trail.	\$1,450,000	19
H. Boyd Lee Park			
5	Renovate detached restrooms and scorers tower. Address site drainage. Add shade structures over bleachers. Add a new detached restroom close to volleyball facility. Add a dedicated Lacrosse Field. Add facility lighting.	\$1,500,000	17
River Park North			
6	Trailhead kiosk w/ map, bike repair station	\$40,000	16
Phil Carroll Nature Preserve			
7	Construct a nature themed play feature; gravel parking, park signage; utilities, two shelters, restrooms, unpaved hiking trails 15% A&E, permitting	\$2,087,250	16
Greenfield Terrace Park			
8	Restroom replacement; w/ 20x20 shelter	\$450,000	16
Jaycee Park			
9	Install 8 pickleball courts with lighting and a restroom facility.	\$1,000,000	15
Greenfield Terrace Park			
10	6 ft wide sidewalk into park and perimeter path on west side	\$115,500	15
Future Mini Parks			
11	Council District 4: New Mini Park #5	\$745,000	14
11	Council District 5: New Mini Park #6	\$745,000	14
Future Neighborhood Parks			
11	Council District 5: New Neighborhood Park #3	\$3,080,000	14
Eastside Park			
12	Construct a playground and an off-leash dog park with signage and lighting; gravel parking, park signage; utilities; 15% A&E, permitting	\$1,983,750	14
Matthew Lewis Park			
13	Replace restroom facility	\$400,000	14
Future Mini Parks			
14	Council District 1: New Mini Park #3	\$745,000	13
14	Council District 2: New Mini Park #4	\$7,450,000	13
Bradford Creek Soccer Complex			
15	Sod replacement; subgrade drainage tile	\$1,250,000	13
Evans Park			
16	Unpaved hiking trail	\$75,000	13
Westhaven Park			
17	Perimeter paved walking path; 6 ft width	\$15,000	13
18	ADA improvements; entry, seating	\$20,000	12
Thomas Foreman Park			
19	Regrade and resod the Baseball Field and improve field drainage	\$350,000	12
H. Boyd Lee Park			
20	Multipurpose Field (no lighting)	\$450,000	12

Figure I11: Long-Term (10+ Years) Project Prioritization Rankings

Priority #	Location/Project	Cost	Score
New Greenways and Trails			
1	Council District 5: 1.0 mile of new greenway trail	\$1,725,000	21
1	Council District 4: 1.5 mile of new greenway trail	\$2,587,500	21
New Greenways and Trails			
2	Council District 2: 1.0 mile of new greenway trail	\$1,725,000	20
2	Council District 1: 1.5 mile of new greenway trail	\$2,587,500	20
Phil Carroll Nature Preserve			
3	Phase 2: paved parking, paved and unpaved trails; trailhead, kayak launch, parking; maintenance facility, 15% A&E, permitting	\$1,897,500	18
Eastside Park			
4	Phase 3: Paved and unpaved trails; trailhead, kayak launch, parking; maintenance facility, 15% A&E, permitting	\$1,653,125	18
Port Terminal (City-Owned Land)			
5	Phase 1: unpaved parking, unpaved hiking trails; trailhead, wayfinding/signage, 15% A&E, permitting	\$345,000	17
Eastside Park			
6	Phase 4: Disc golf, additional paved/unpaved trails, mountain biking trails, additional signage/wayfinding, 15% A&E, permitting	\$991,875	16
7	Phase 2: Multipurpose field, walking paths, restroom, two (2) shelters w/ picnic tables, wayfinding, nature/discovery play feature; 15% A&E, permitting	\$4,390,125	16
South Greenville Park and Recreation Center			
8	Rec Center fitness equipment; renovation	\$250,000	16
Greenfield Terrace Park			
9	Multipurpose field; no lighting; additional paved parking; two sport courts; two (2) 20x20 shelters w/ picnic tables; canopy trees and landscaping	\$935,000	16
Jaycee Park			
10	Replace existing extreme park ramps with concrete skate and BMX park	\$1,250,000	15
Future Mini Parks			
11	Council District 4: New Mini Park #10 & 11	\$1,490,000	14
11	Council District 5: New Mini Park #12 & 13	\$1,490,000	14
Future Neighborhood Parks			
11	Council District 4: New Neighborhood Park #5	\$3,080,000	14
11	Council District 5: New Neighborhood Park #5	\$3,080,000	14
Future Mini Parks			
12	Council District 2: New Mini Park #9	\$745,000	13
Station Road Park			
13	Develop initial park amenities to include a shelter, playground with EWF surface, parking and open lawn. Includes planning, design and permitting.	\$556,250	13
Future Mini Parks			
14	Council District 1: New Mini Park #7 & #8	\$1,490,000	12
Future Neighborhood Parks			
14	Council District 1: New Neighborhood Park #4	\$3,080,000	12
H. Boyd Lee Park			
15	Playground replacement w/ PIP surface	\$450,000	12

Grant Stacking

Utilizing multiple funding sources has become the most effective way of maximizing the amount of funding a community can obtain. Grant stacking allows a project to draw funding from several sources. The idea of grant stacking refers to grouping grants of varying levels (federal, state and local) to support one project. Careful selection of grants can result in one grant providing the matching funds requirement for another grant and the reciprocal as well. This process can address acquisition and development in phases to best meet a project's intent and time schedule.

One specific capital project that may benefit from this strategy, is the Town Common bulkhead replacement. As a significant infrastructure project, seeking alternative funding sources such as state or federal appropriations leveraged by local match funding is recommended. Additionally, seeking hazard mitigation funding sources could utilize the same local match or appropriations.

Cost Recovery

Cost Recovery is not a philosophy, it is a strategy in the much larger context of how the Department secures and allocates resources, that allows it to maximize services. Fees and charges are considered a responsible and necessary means to supplement tax revenue, with a focus on mission and affordability of the Department's most critical programs for the City's most at-risk populations.

Dr. John Crompton notes in his article in Parks and Recreation magazine (January 2020), for fee-based services: *"the appropriate policy is to charge the break-even price to higher income cohorts [using the Benefit Principle] and meet the Ability to Pay Principle by giving discounts to low-income users, rather than offering the service to everyone at a reduced price,"* or charging everyone the break-even price and effectively excluding low income residents.

The Department should evaluate current policies and goals, and update as they relate to cost recovery. Goals should focus on a total for the Department but have sub-categories and goals that feed into the total. At minimum the Department should break out the following facilities from an expense and revenue perspective, which could correlate to cost recovery goals.

- Greenville Aquatic & Fitness Center
- Recreation Centers (group together)
- Bradford Creek Soccer Complex
- Greenville Outdoor Aquatic Facility
- Jaycee Center for Arts & Crafts
- Perkins Baseball Complex

Based upon similar Departments, **Figure I12** identifies comparable cost recovery rates for various facility types. The Department will need to continue to evaluate and monitor performance but setting targets for facility operations and disseminating that information outward into the Department is important. An additional consideration for a change in policy should be to implement a targeted increase in cost recovery combined with a strategy to reinvest additional revenues (above a threshold) directly into the parks contributing.

Figure I12: Typical Cost Recovery Ranges Based on Facility Types

Facility Type	Typical Cost Recovery Range
Modern Recreation Center w/ Aquatics	80-90%
Community Centers w/ Gymnasiums Only	50-75%
Outdoor Soccer/Baseball Complex (non-tournament)	50-60%
Outdoor Pool (not municipal water park)	40-60%
Arts & Crafts/Enrichment Focused Program Facility	50-75%



Complimentary Providers

Exploring potential complimentary providers in the Greenville area will help ensure that neighbors have enhanced and equitable access to recreation and program opportunities. Other organizations that provide facilities and activities include:

- **Youth Sports Organizations** – Should continue to be responsible for providing some team sports for youth. However, the Department will still need to provide most, if not all, the facilities for these activities. It is recommended that the Department establish a youth athletics council that meets monthly. This council would work to coordinate programs and activities, prioritize athletic facility usage, and promote coaches training
- **Pitt County Community Schools** – Coordinating with the school district to provide youth after school programs and services, education classes for youth (and even adults), as well as youth sports (location for practices and games), will need to be enhanced. All 33 schools in Pitt County are designated as Community Schools. Playgrounds are designated as school parks and many athletic facilities are utilized through collaboration and partnerships with the community. School trails are surfaced with fine screening and are accessible to wheelchairs, strollers and walkers. Trails and playgrounds are available to the public during non-school hours. Citizens are encouraged to use facilities for physical activity, fun and family activities.
- **Other Government Providers** – There needs to be strong efforts to partner with other governmental agencies in the area to develop programs and services. This is most likely to occur with Pitt County and neighboring communities. Program areas that could be provided by other organizations through a partnership include special needs, special events, and outdoor recreation activities. Currently there are 19 additional parks, trails, and other recreation facilities provided by Pitt County, or Winterville, Ayden, Grifton, Farmville, Bethel, Grimesland, or Simpson.
- **Non-Profit Providers** – Coordinating with a variety of non-profit providers to deliver recreation services needs to continue to be pursued. Organizations such as the Boys & Girls Club, YMCA, cultural arts groups, etc. should be encouraged to continue to develop facilities and provide programs in Greenville. These types of organizations are well positioned to provide a variety of programs in different areas
- **Private Providers** – There are a considerable number of private recreation, sports, and fitness providers located in the Greenville market (health clubs, dance, martial studios, and arts studios). These entities should be counted on to provide more specialized activities that are difficult for the public sector to conduct.
- **Faith Based Organizations** – With a significant number of churches and other faith based institutions in the community, they often provide some recreation services for their congregation and community. These organizations should be seen as possible providers of some basic community based recreation services and facilities as well.
- **Colleges and Universities** – There are several colleges and universities in Greenville including Eastern Carolina University (ECU) and Pitt Community College that could be potential program partners. It is often more difficult to develop direct programs with these institutions but the possibilities should still

be pursued. At minimum, students provide possible program staff and instructors. ECU owns and operates the North Recreation Complex which is located within city limits. Continued exploration of partnership to promote the use of such a sports complex would be the benefit of the City.

- **Convention and Visitors Bureau** – There should be a strong effort to enhance the existing partnership with the Greenville-Pitt County Convention and Visitors Bureau or Greenville-Pitt County Sports Commission to attract and promote additional special events, tournaments and other recreation activities that attract visitors to the community.
- **Medical Providers** – If the Department truly focuses on fitness and wellness programming in the future then an expanded primary/ equity partnership with Vidant Health or ECU Brody School of Medicine may be essential.
- **Social Service Agencies** – There is a trend with parks and recreation departments in North Carolina and throughout the country to integrate social services with recreation services. This is particularly true for youth and seniors. As an example, the partnership with the Pitt County Health Department on programming and services continues to be a vital resource. To expand social services, there should be a renewed effort to expand partnerships with other agencies in the area.
- **Community Organizations** – Developing working relationships with community organizations and service clubs such as the Rotary Club, Jaycee Foundation, and Kiwanis International could provide much needed support for programs as well as facilities. They could also be sponsors.
- **Business and Corporate Community** – It is important to approach the corporate community with a variety of sponsorship opportunities to enhance the revenue prospects of the Department's programs and facilities. Recently, the Department has received substantial support from local businesses for numerous capital projects including Grady-White Boats, Inc. and their substantial support of Wildwood Park. With completion of an updated city-wide master plan, the Department's ability to leverage identified need and community vision for parks and recreation should continue to have an impact on receiving financial support from the business community.



Strategic Plan

Overview

The funding analysis and phasing plan outline considerations for implementing various improvements. The Strategic Plan outlines specific actions needed to implement the vision.

Figure J1 identifies objectives to help implement priorities identified in the previous section. Each goal includes a list of objectives, timeframes, and role that the Department has in implementing. Three timeframes are utilized: “short-term” represents priority objectives to be completed in the next 1-5 years, and “medium-term” represents objectives that may take up to ten years to complete. The last timeframe is ‘Ongoing’ which is for objectives that are currently being completed and are to continue.

Priority of objectives is tied to public and staff input gathered and documented throughout the needs and priorities assessment. Together, these components will allow the City to review and efficiently revise the implementation plan, as needed in the future, to reflect changing conditions, demographics, or priorities.

Key Takeaways:

- Definition of objectives is intended to assist City staff with implementation prioritization.
- Three categories of time are used to prioritize the Objectives: Short-Term (1-5 Years), Medium-Term (6-10 Years), and Ongoing.
- Objectives items include timeframe and define the role of the Recreation and Parks Department.
- Strategic Plan objectives should be reviewed regularly and updated as priorities change or they are completed.

Figure J1: Strategic Plan Goals and Actions

#	Goal	Objective	Timeframe (Initiation)	Role of R&P Dept
1	Continue to develop a safe trail system for the city to increase accessibility to existing parks.			
1.1	Continue to partner with MPO, Pitt County, Winterville and others to identify and develop priority greenway and blueway trails.		Ongoing	Partner
1.2	Develop standards for trails, trailheads and trail amenities in City parks.		Short-Term	Owner
1.3	Identify and develop priority blueway launch points at City parks.		Short-Term	Owner
1.4	Continue to partner with Police Department to identify security needs and best practices for greenway trails.		Short-Term	Partner
1.5	Enhance and expand programming along the river to achieve goals from the Tar River Legacy Plan.		Short-Term	Partner & Facilitator
2	Diversify programming to accommodate changing demographics and interests.			
2.1	Continue to partner and develop special events in the Uptown area, in regional parks, and the Town Common.		Ongoing	Partner & Facilitator
2.2	Streamline program development process with standardized costs.		Short-Term	Owner
2.3	Identify partners to expand programming options including private opportunities.		Short-Term	Facilitator
2.4	Increase activation and promote greenways and natural parks with programming.		Short-Term	Owner & Facilitator
2.5	Identify additional priority sites for fitness stations in parks and along greenways.		Short-Term	Owner
2.6	Develop and standardize costs determination plan for programs, rentals, and other services provided.		Short-Term	Owner
2.7	Develop marketing strategies to share program and facility information throughout community.		Short-Term	Owner & Facilitator
2.8	Provide professional development and training opportunities for full-time and part-time staff to ensure high-quality programming and services.		Short-Term	Owner
3	Identify locations for new parks to provide equitable access.			
3.1	Identify opportunities for parkland acquisition for neighborhood and mini parks with vacant, underutilized, or City-owned land.		Short-Term	Owner
3.2	Explore updates to parkland and greenway dedication ordinances and standards to encourage private partnerships.		Medium-Term	Owner
3.3	Identify priority areas for neighborhood park development using socio-economic indicators.		Short-Term	Owner
3.4	Plan and design future neighborhood parks to meet diverse needs of surrounding neighborhoods.		Short-Term	Owner
4	Continue to update and expand existing facilities through the Facilities Improvement Plan and Capital Improvement Program.			
4.1	Add and enhance athletic field and sport court lighting to expand operational hours.		Short-Term	Owner
4.2	Identify opportunities for converting courts to multi-sport uses.		Short-Term	Owner
4.3	Develop standard restroom facility template and identify priority sites for implementation.		Medium-Term	Owner
4.4	Identify and incorporate more resilient design best practices, especially for parks in flood-prone areas.		Medium-Term	Owner & Facilitator
4.5	Identify potential priority locations for future athletic fields and courts.		Medium-Term	Owner
4.6	Secure additional staff positions and funding to meet existing needs and in alignment with phased growth.		Short-Term	Owner



Figure J1: Strategic Plan Goals and Actions

#	Goal	Objective	Timeframe (Initiation)	Role of R&P Dept
5	Identify funding and grants to support maintenance and improvements to all facilities.			
5.1	Explore alternative funding sources: grants, bonds, fee in lieu, etc.		Short-Term	Owner & Facilitator
5.2	Utilize new master plan to seek grant opportunities more competitively.		Short-Term	Owner & Facilitator
5.3	Re-evaluate user fees/charges for programming and services with mission and equity in mind.		Short-Term	Owner & Facilitator
5.4	Explore a change in existing policy to directly reinvest additional revenues above a set threshold into contributing parks .		Short-Term	Owner & Facilitator
5.5	Explore development of a parkland dedication ordinance and/or fee in lieu development regulations in coordination with Unified Development Ordinance (UDO) update.		Short-Term	Partner & Facilitator
5.6	Explore development of a City trail fund for annual capital and program costs for greenways network expansion and lifecycle reinvestment.		Short-Term	Facilitator
5.7	Enhance and continue to build partnerships with community organizations.		Ongoing	Facilitator



River Birch Tennis Center at Evans Park



Appendix





Kimley»Horn

CITY STAFF ENGAGEMENT NOTES & SUMMARY

City of Greenville

Recreation and Parks Master Plan

Vision and Implementation Workshop

Workshop Dates: January 11, 2023 11 am-2:30 pm

See Sign-In Sheet

Consultant Staff:

Attendees: KH: Nick Kuhn, Matt Gross, Halley Bartlett
Ballard*King: Darin Barr

A Vision and Implementation Workshop was held with City staff at the Jaycee Park Facility on January 11, 2023. The workshop included a presentation and two interactive exercises to collect Staff input. The presentation included an outline of guiding documents, demographic trends, park evaluations, level of service, inventory of available programs, and the initial statistical survey results. Following the presentation, attendees were divided into groups of 5-8 people to participate in two exercises.

Exercise 1: SWOT The first activity was to identify Strengths, Weaknesses, Opportunities, and Threats (SWOT) of the existing City of Greenville Parks System over the course of 40 minutes.

Exercise 2: Goals and Objectives For each identified Sub-System, Participants were prompted to define 1-2 long-term goals and for each goal define 1-2 objectives or measurements such as projects, potential partners, and/or changes.

The following notes document the written input of participants participating in exercises. Written words that were emphasized (underlined, circled, or with an explanation point) have also been **emphasized** within the format of these notes.



Vision and Implementation Workshop Notes

GROUP 1

Exercise 1: SWOT

Strengths

- **Variety of Programs**
- **Green Spaces**
- **Knowledge and passion of staff**
- User friendly prices (city residents)
- Activating Wildwood Park
- Diversity of programs
- Expansion of outreach and events
- Community partnerships

Weaknesses

- **Budget and staffing levels**
- Facility space (indoor)
- Outdoor lighting
- Dedicated space (SPOP [special populations] & seniors)
- **Marketing**
- Outdoor restrooms (port-a-johns & stalls)
- Parking
- **Website design (navigation)**

Opportunities

- **Marketing**
- Outdoor pickleball courts
- Community Input
- **Greenway/Trail Expansion (Connectivity)**
- Community partnerships (to grow) ex. Garden
- **Community outreach**
- **Staff trainings & development**
- **Entertainment venue**

Threats

- **Staff transitions (changes/retirement)**
- **Inflation**
- Environmental threats (floods)
- Pandemic
- **Budget restrictions**
- Quality of part-time staff
- Hiring process (length)



Exercise 2: Goals and Objectives

Waterfront, Natural, & Passive Parks

- Goal: Increase Access
 - Building amenities
 - Acquiring land
 - Improve boat ramp at Town Common

Community/Neighborhood/Pocket Parks

- Goal: Identify where new parks are needed
 - Work with private developers who are developing new areas/neighborhoods
 - Look at current locations of parks and distances between

Athletics Facilities (indoor/outdoor)

- Goal: Increase usable space
 - Add lights
 - Artificial turf fields

Greenways/Trails

- Goal: Expand and improve access
 - Connect current greenways and trails
 - Connect to parks
 - Increase programming
 - Activate County Plan in City Limits

Programs

- Goal: Develop department cost recovery model
 - Standardize pricing in all departments
 - Benchmark with like-sized communities
- Goal: Improve marketing
 - Implement marketing strategies
 - Streamline a process

GROUP 2**Exercise 1: SWOT****Strengths**

- Amazing staff
- **Maintained well**
- Events
- Programs
- Unique: River Park North, Town Common, Wildwood
- Accessibility to water
- Playgrounds
- Shelters
- **Some restroom facilities**
- Pocket parks serve communities, accessibility, street parking
- Signage
- Locations of pocket parks
- Soccer, baseball, football, softball, volleyball, pickleball
- **Pool location**
- Drop-in factor
- Well maintained length of greenways
- Number of miles of greenway
- Greenway access points
- Greenway access to other amenities/parks
- Year-round programs
- Program diversity
- Indoor/outdoor programs
- Cost variance of programs
- Inclusive programs

Weaknesses

- **Location of programs**
- Attendance/Staff – Volunteer and funding
- Program marketing
- Greenway connection to places
- **Lighting**
- Greenway flooding
- **Parking**
- Security camera
- **Lacking funds - other funding sources**
- **Restrooms**
- Staff
- Instructions
- Outdated equipment



- Building upgrades

Opportunities

- Programs at areas without facilities to serve all of Greenville
- Walking trails – connectors
- Provide more services
- **Transportation**
- More partnerships/collaborations
- **Events to showcase property**
- **Marketing**

Threats

- **Competitions – private/communities/public**
- **Staff turnover**
- EPA regulations
- Lacking funding/strategies
- Access to parks by walking
- Needs of customers changing – age groups
- Childcare
- **Part-time staff funding and limited hours**
- Full time staff – no overtime, cannot double-dip

Exercise 2: Goals and Objectives

Waterfront, Natural, & Passive Parks

Goal: Better utilize the waterfront

- Improve access to the water
- Provide program
- Partnerships with other organizations
- Foster tourism

Community/Neighborhood/Pocket Parks

Goal: Increase network accessibility

- Add parking
- Add pathways
- Change ordinance and development requirements

Athletics Facilities (indoor/outdoor)

Goal: Enhance participants' experience

- Add lighting to fields
- Improve outdated equipment
- Staffing

Greenways/Trails

Goal: City-wide greenway system

- Increase connection
 - Town Common Park to River Park North
 - South Greenville Phase 2 and Connection to Wildwood
 - East Side Park to greenway system
- More access points
- Parking
- Reduce the need to drive
- Funding

Programs

Goal: Increase hours of operations and new programs

- Funding/budget
- Increase staff
- Variety of programs to meet demographics

GROUP 3

Exercise 1: SWOT

Strengths

- Maintain parks and facilities well
- Great leadership
- **Work well together; great teamwork**
- Air condition facilities
- Greenway access
- **Community partnerships**
 - Little Leagues, LLSWS, Babe Ruth, Rotary Club
- Growing special events
- Inclusive programs
- Inclusive staff

Weaknesses

- Pool access
- Water access
- **Outdoor courts: pickleball, basketball**
- River access
- Facilities north of the river
- Lack of neighborhood parks
- **Lack of lighted outdoor fields**
- Maintenance staff for facilities and parks
- Security lights on greenway
- GAFC parking
- Paved parking lots



- More Park Rangers
- Lack of part-time staff
- Funding for capital projects
- **Bureaucratic processes**

Opportunities

- North of the river population
- **Neighborhood parks citywide**
- South Tar River Greenway connectivity
- Outreach programs
- **Entertainment venues/parking/outdoor**
- **Girls/women focused programming**
- Baseball tournaments at Thomas Foreman Park
- Upgrade older facilities
- **Build storage spaces**

Threats

- Government/environment policies
- Bureaucratic processes
- Funding for staff and capital projects
- Staff turnover
- Market saturation
- Changing demographics
- Lack of staff
- Private sector parity
- Volatility of the economy
- Losing institutional knowledge

Exercise 2: Goals and Objectives

Waterfront, Natural, & Passive Parks

Goal: Connecting Greenway Trails

- Funding with grants and partnerships
- Prioritizing

Community/Neighborhood/Pocket Parks

Goal: Parks distributed throughout city

- Inclusive park in each new neighborhood

Goal: Increase safe access to parks

- Include sidewalks and restrooms

Athletics Facilities (indoor/outdoor)

Goal: More outdoor lighted fields; multipurpose fields

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Page 8

- Grants, funding
- Goal: Sports Complex
- Grants funding, location

Greenways/Trails

- Goal: See waterfront/natural/passive parks
- Goal: Expansion and connection of trails
 - Add walking trails to parks
 - Prioritize
 - Funding

Programs

- Goal: Better marketing
 - Reach diverse population
 - Media advertising
- Goal: Increase instructor pay
 - Funding
- Goal: Increase programming space
 - More fields
 - Funding
 - Gyms

GROUP 4

Exercise 1: SWOT

Strengths

- Staff
- **Diverse programs**
- River access
- Accessibility
- Youth programs
- Efficient park maintenance
- **Big Events ex. LLSWS**
- Town Common
- **Community Partnerships**

Weaknesses

- More permanent pickleball courts
- Outdoor lights
- **Sense of safety – blue light**
- Geographical location of parks
- **Marketing strategy**
- Rectrac – Website
- **Financial Support**
- Lack of facilities



Opportunities

- **Creation of neighborhood parks**
- Language: cultural barriers
- **Transportation and access to parks**
- **Drop-in recreation other than basketball**
- **Camps and programs for teenagers**
- STEM Center
- Museums
- New events at Wildwood
- Ticketed concerts
- Park conversions to different uses
- Tap into ECU student programs

Threats

- Economy, money, staffing
- Private sector competitors
- Weather
- Busy schedules
- Cultural and generational shifts

Exercise 2: Goals and Objectives

Waterfront, Natural, & Passive Parks

Goal: Improve access to river

- Provide more opportunities for fishing and boating
- More nature trails
- Annual City trail budget

Community/Neighborhood/Pocket Parks

Goal: Adding neighborhood parks in areas with no parks

- Mobile wellness and recreation
- Development ordinance amendment
- Diverse parks in neighborhoods
- Assessment of needs of neighborhoods

Athletics Facilities (indoor/outdoor)

Goal: More pickleball courts

- Converting courts 1-3 at Elm Street Park

Goal: Indoor/Outdoor Facility improvements

- Field improvements
- Lighting addition and enhancements
- Renovations of batting cages at Sports Connection

Greenways/Trails

Goal: Enhanced Trail Access



- Construct parking lots at Evans Street access
- Extend greenways to H. Boyd Lee Park

Goal: Greenway Amenities

- Addition of water fountains/bicycle repair stations
- Addition of Emergency blue call boxes

Programs

Goal: Bilingual programming

- Marketing Materials

Goal: More drop-in / open-play programs

- Develop appropriate fee schedule



Summary

The summaries below consolidate themes recorded during the January Vision and Implementation Workshop with City staff.

Exercise 1 summarizes the top five (5) topics documented through participant notes. The Exercise 2 summary includes a list of the top fifteen (15) goals identified by participants. Each list is in descending order by frequency of mention in participant developed notes.

EXERCISE 1: SWOT SUMMARY

Strengths

- Diversity, and accessibility of available programs and events
- Recreation and Parks Staff
- Community engagement and partnerships
- Greenway network
- Large Parks: Wildwood, River Park North, Town Commons

Weaknesses

- Marketing of Programs/Website
- Funding to support staff and facilities
- Lighting of facilities to extend hours
- Security and safety within parks: Park Rangers, Blue Lights, Greenway lighting
- Parking at existing facilities

Opportunities

- Programming in response to community input and demographics (STEM, Teen Center, Museums, Gardening)
- Ticketed Events/Entertainment Venue
- Distribution and number of Neighborhood Parks
- Community Partnerships (Bi-lingual programs, ECU)
- Expansion of walking networks and greenway system connectivity

Threats

- Staff: number of part-time staff, turn over, retirement
- Economic and Budgetary limits
- Cultural and demographic changes
- Competition from private entities and other community programs
- Flooding and environmental regulation

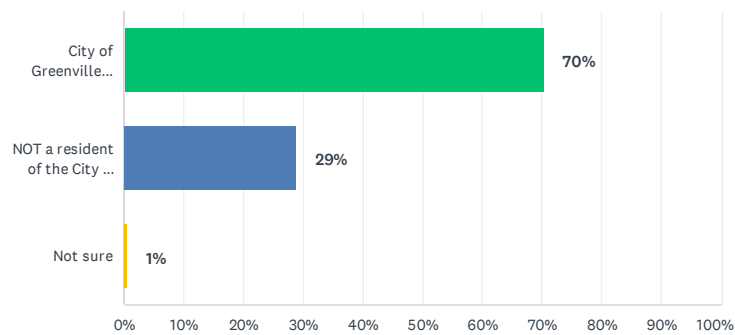
EXERCISE 2: GOALS SUMMARY

1. Identify funding and grants to support maintenance and improvement of all facilities. (8)
2. Increase hours and accessibility to existing parks by expanding parking and field lighting. (7)
3. Develop ordinance and development requirements to establish new neighborhood parks. (6)
4. Complete a city-wide greenway and natural trail network connecting park facilities. (5)
5. Adapt facilities, programming, and community partnerships to accommodate changing demographics and recreational interests. (5)
6. Update existing facilities and equipment. (5)
7. Grow and maintain a complete team of full and part time staff. (4)
8. Increase access to and programing with the waterfront (3)
9. Develop marketing strategies to share program and facility information (2)
10. Develop a standardized cost determination for programs (2)

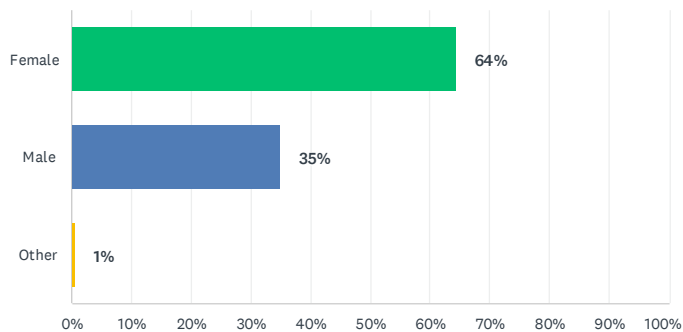


Online Survey Results

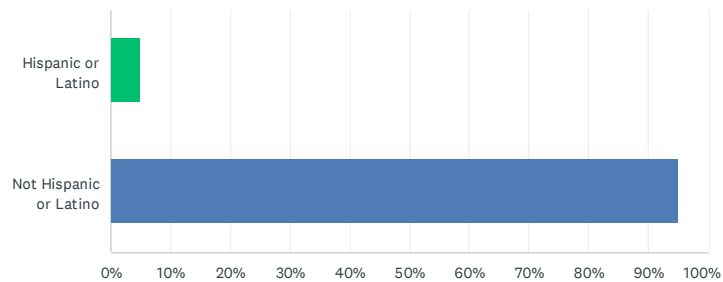
Q1 Which one of the following options best describes you?



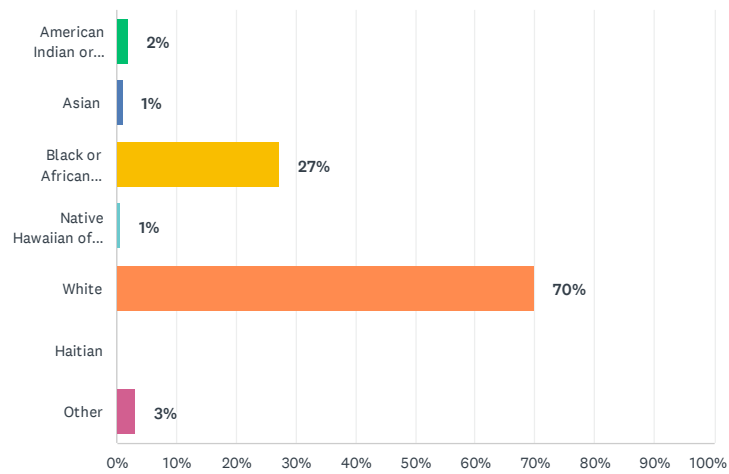
Q2 What is your gender?



Q3 Which ONE of the following best describes your ethnicity?

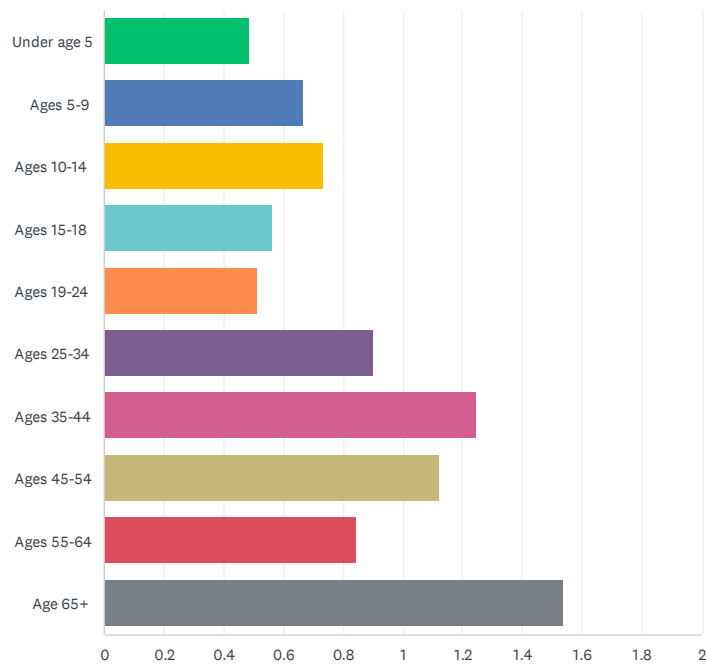


Q4 Which of the following best describes you? (check all that apply)



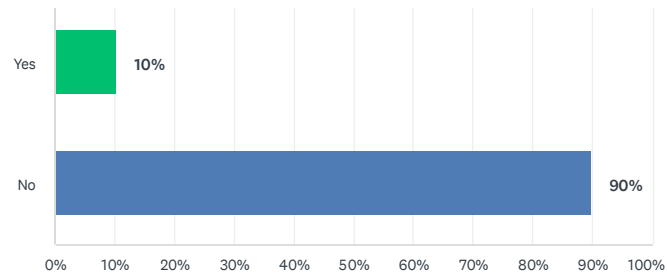
Q5 Counting yourself, how many people in your household are...

Answered: 303 Skipped: 0

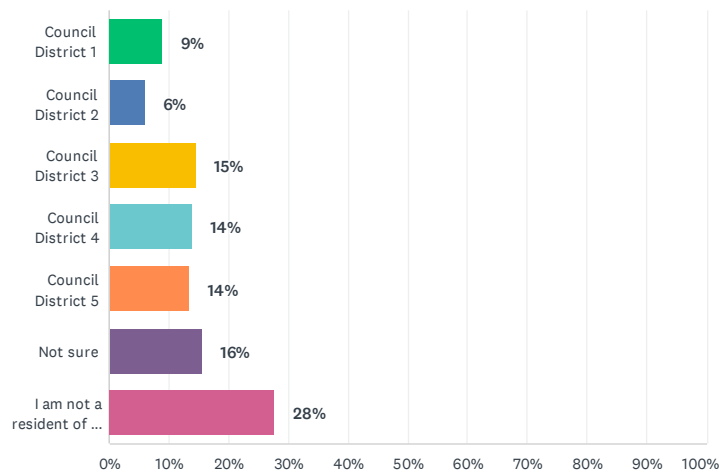




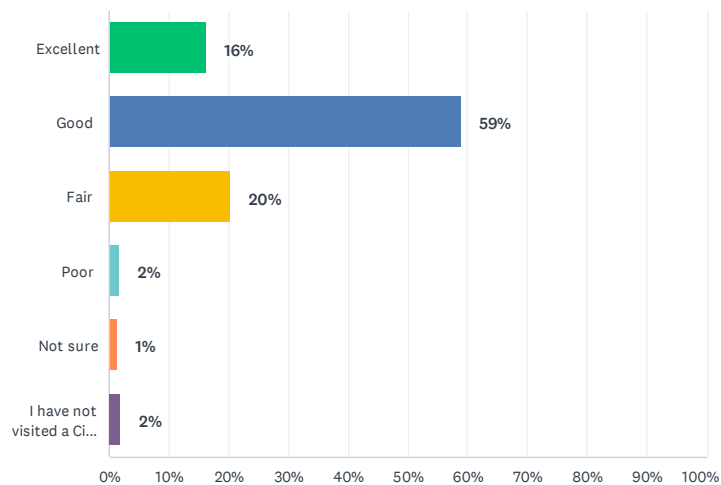
Q6 Are any members of your household disabled as a consequence of an impairment that may be physical, cognitive, mental, sensory, emotional, developmental, or some combination of these?



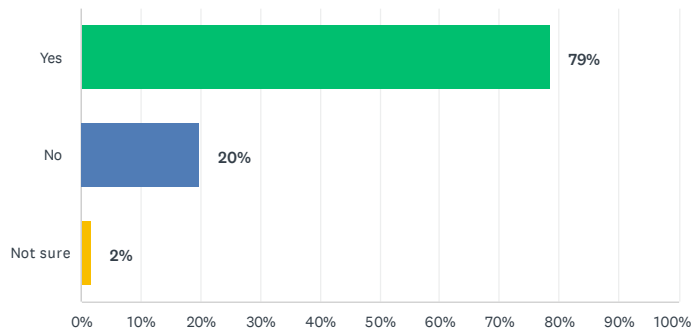
Q7 Which City Council District do you live in? (Reference map below as needed)



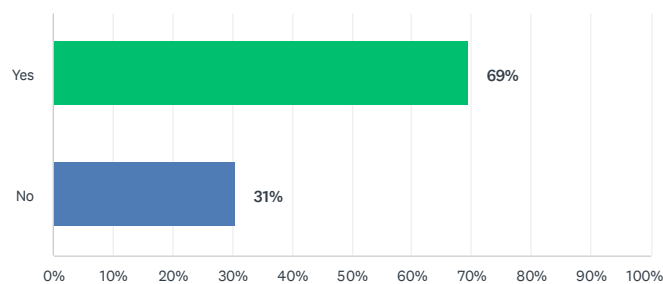
Q8 How would you rate the overall quality of Greenville parks and recreation amenities you have visited in the last 12 months?



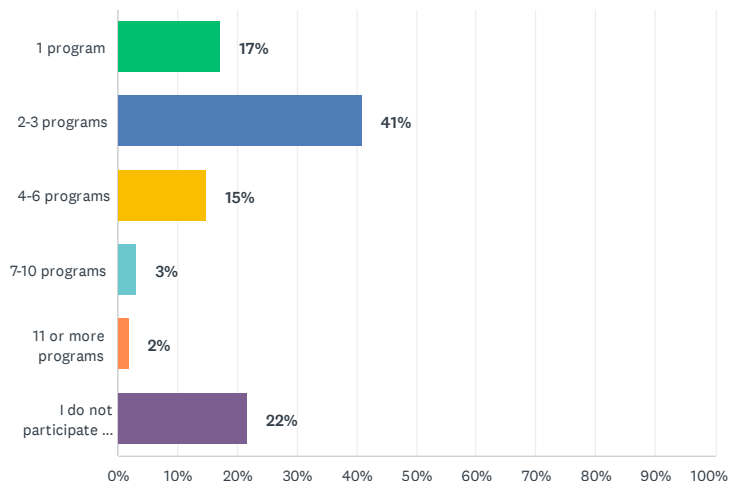
Q9 Do you visit parks or participate in recreation programs offered by providers other than the City of Greenville?



Q10 Have you or other members of your household participated in any programs (sports, recreation, etc.) or events offered by the City of Greenville during the last 12 months?

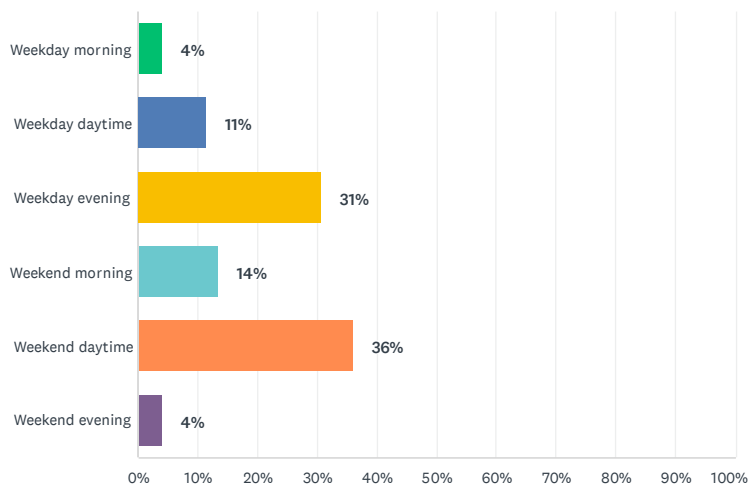


Q11 Approximately how many different recreation programs or events offered by the City of Greenville have you or members of your household participated in over the past 12 months?

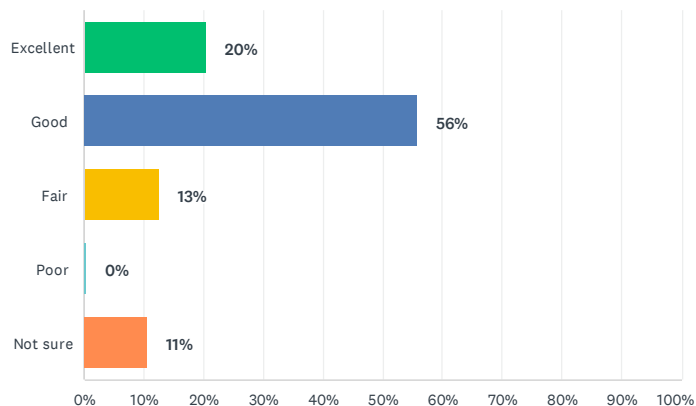




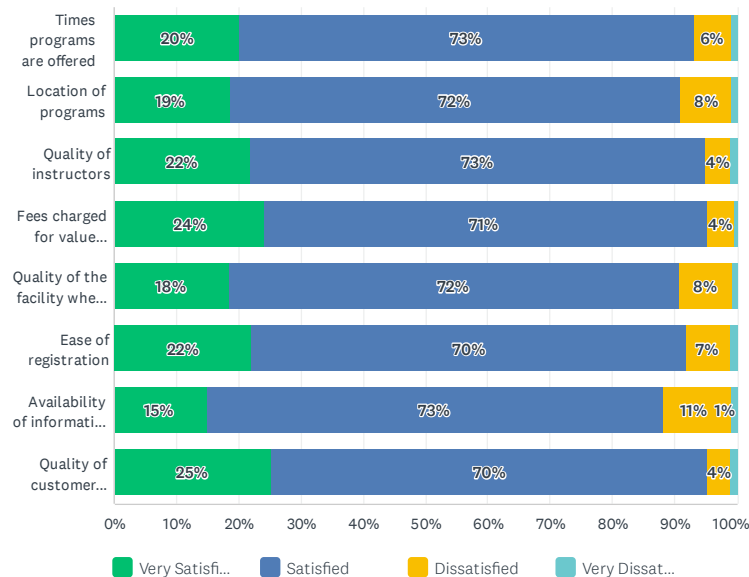
Q12 What days and times do you most frequently participate in programs or visit parks?



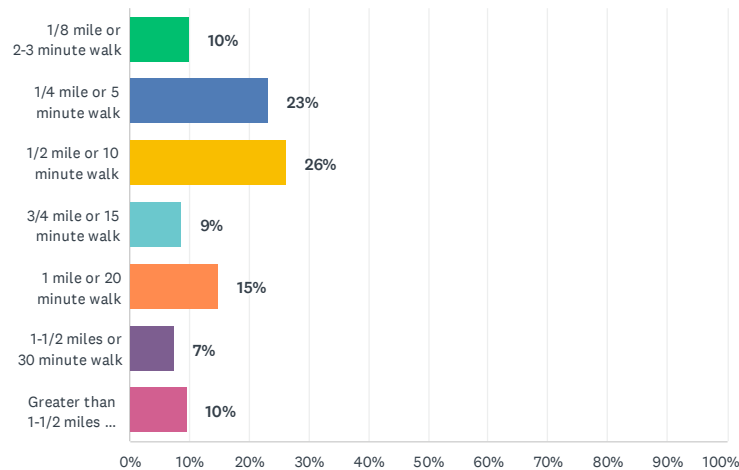
Q13 Overall, how would you rate the quality of the program(s) or event(s) that you and/or members of your household participated in over the last 12 months?



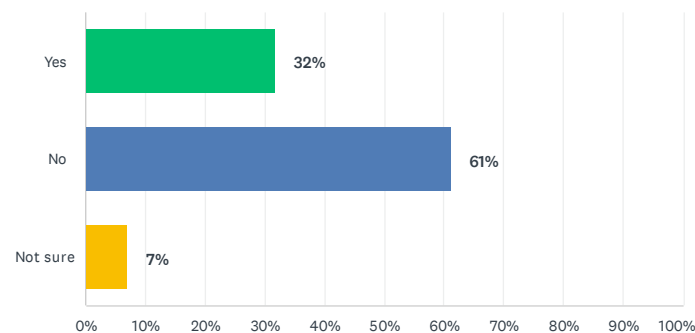
Q14 Rate your level of satisfaction with the following program services provided by the City of Greenville Recreation and Parks Department.



Q15 How would you define 'walking distance?'

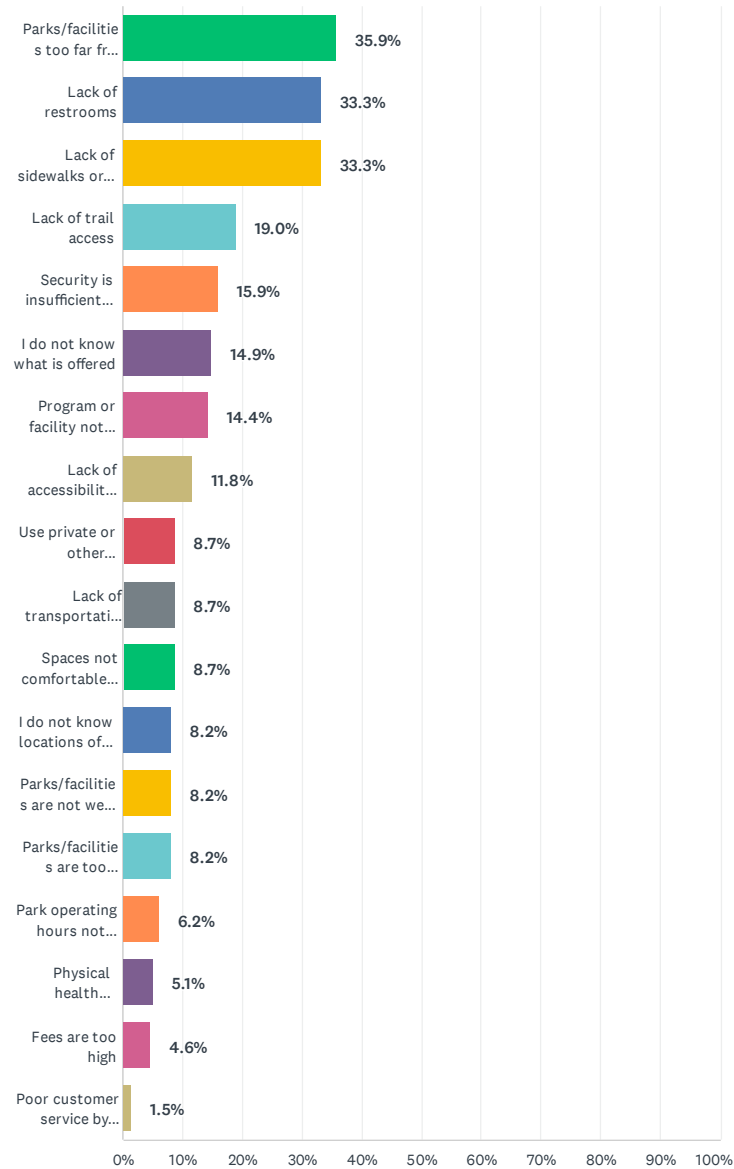


Q16 Do you feel there are sufficient parks and green space areas within walking distance of your residence?





Q17 Select ALL the reasons that prevent you or other members of your household from visiting parks or participating in recreation programs and events in the City of Greenville more often.

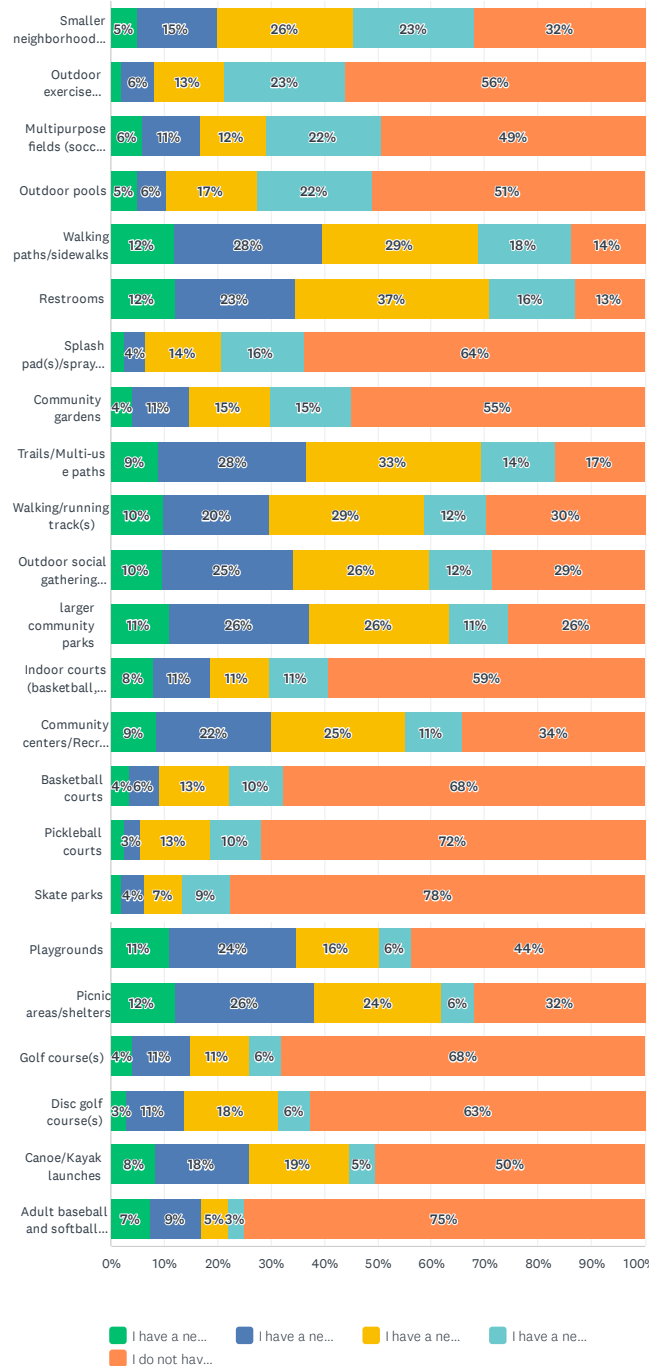


Q17 Select ALL the reasons that prevent you or other members of your household from visiting parks or participating in recreation programs and events in the City of Greenville more often.

#	OTHER (PLEASE SPECIFY)	DATE
1	No lighting after 5 this time of year	11/6/2022 5:53 PM
2	No programs for children at Drew Center	11/6/2022 4:55 AM
3	I think people should be considerate of their dogs and that some people are not comfortable with them when trying to walk in the park .	11/4/2022 9:38 AM
4	I love Wildwood but one of the walking areas has been overgrown and isn't passable	11/4/2022 3:01 AM
5	Program times aren't always convenient with work schedule	11/2/2022 7:16 PM
6	No shade	11/2/2022 6:04 PM
7	Not many programs offered at location closest to me	10/26/2022 10:01 AM
8	Better rates for non-profit or programs that work with the youth	10/25/2022 7:55 PM
9	I do not live in Greenville	10/25/2022 4:50 PM
10	For the average person, it would be incredibly scary to try to get to Wildwood or River Park north by bike! It's sad that people have to drive to recreate ... I wish people could be less car-dependent. It would be fabulous to have bridges over the Tar connecting the three parks so that people could walk or bike between them (or at least bike lanes installed on the roads that lead to them).	10/14/2022 7:25 PM
11	My partner works long hours and cannot go to parks with me in the evenings when I go there to walk with friends.	10/13/2022 5:14 PM
12	We are in need of a lacrosse space and turf fields	10/9/2022 9:56 AM
13	Program fills up before I can sign up	10/7/2022 11:09 AM
14	Don't live close enough	10/6/2022 7:45 PM
15	Lacrosse is way in the back of fields at Bradford	10/5/2022 8:15 PM
16	Poor quality of rental kayaks and pedal boats are always blocking the ramp at Town Common, that might not be City of Greenville-run but since they camp out there it makes it seem that way.	10/4/2022 8:34 AM
17	No respect for lacrosse. We need our own fields with lights	10/1/2022 10:35 PM
18	There is no specific space for lacrosse, and this is a fast growing sport nationally and Greenville should better support this growth.	10/1/2022 10:21 PM
19	Personal time constraints	10/1/2022 3:49 PM
20	The areas that offer the sports are over crowded and under managed. Limbs and vines are over grown and need to be cleared. Up to 8-12ft	9/29/2022 8:25 AM
21	The closest parks to me have either very short limited trail access or the trail seems to continue to eternity. A nice 2-3 mi loop would be cool	9/28/2022 6:26 PM



Q18 Indicate if you or members of your household have a need for the following recreation FACILITY and how much of your need is currently being met either by the City of Greenville or other recreation and park providers.

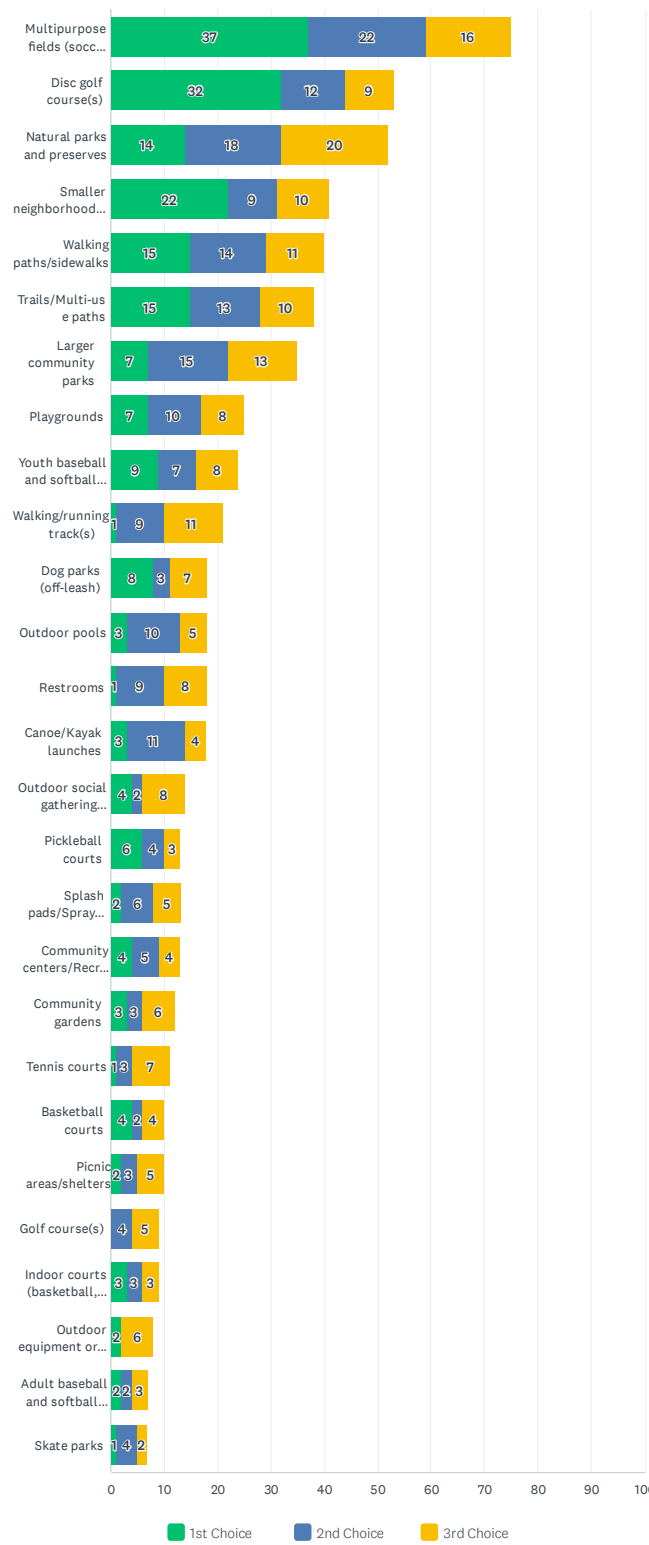


Q18 Indicate if you or members of your household have a need for the following recreation FACILITY and how much of your need is currently being met either by the City of Greenville or other recreation and park providers.

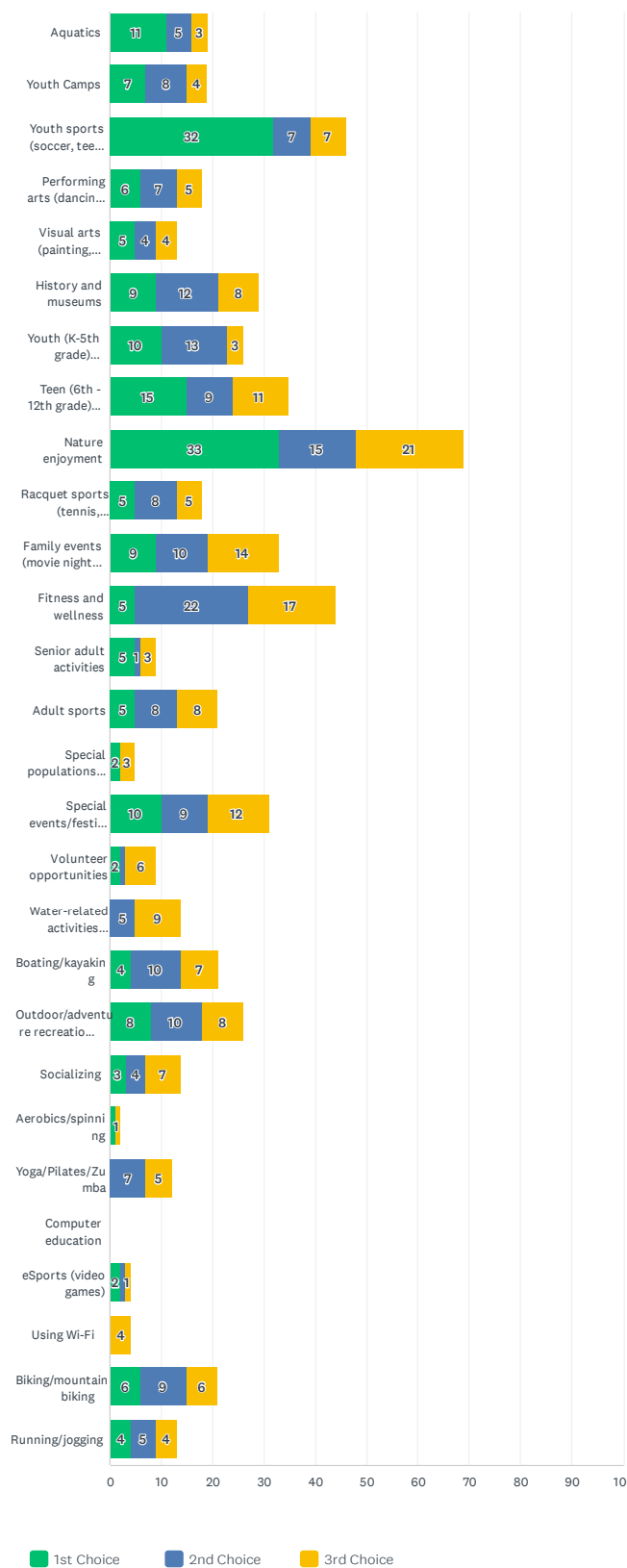
#	OTHER (PLEASE SPECIFY)	DATE
1	No lighting at parks this time of year	11/6/2022 5:56 PM
2	I wish the greenway extended to the River Hills neighborhood; I would bike to the University for work.	11/4/2022 12:59 PM
3	Need more hiking only trails that are longer distance - 4+ miles	11/2/2022 8:22 PM
4	Off leash dog park is often dirty with unattended or aggressive dogs. I do not feel safe bringing my dogs here.	10/27/2022 10:27 AM
5	Indoor Pools	10/26/2022 5:38 PM
6	Spray parks are in a rough part of the neighborhood	10/21/2022 6:27 PM
7	would love to see MORE greenway trails	10/15/2022 6:48 PM
8	Greenways that link more neighborhoods together, as well as leading to ECU and downtown Greenville.	10/13/2022 5:19 PM
9	Greenville needs a multi purpose turf athletic facility	10/9/2022 9:33 AM
10	indoor soccer facility	10/7/2022 9:04 AM
11	We really need a turf lacrosse field	10/6/2022 11:12 AM
12	LACROSSE FIELD!!!	10/6/2022 9:20 AM
13	We need lacrosse fields and/or multipurpose fields including turf to grow the sport of lacrosse	10/5/2022 8:37 PM
14	Desperate need for a lacrosse fiels	10/5/2022 8:18 PM
15	Lacrosse and football need major improvement	10/5/2022 8:17 PM
16	Lacrosse fields!!! Please!!!!	10/5/2022 8:10 PM
17	Lacrosse fields	10/2/2022 7:07 AM
18	The lacrosse program is growing leaps and bounds and there is a tremendous need for more field availability with lights and a need for an indoor facility for turf sports (ie lacrosse, soccer etc).	10/1/2022 10:45 PM
19	The lacrosse space is technically soccer space...	10/1/2022 10:24 PM
20	What golf courses???	9/29/2022 11:47 AM
21	Need more water fountains. Maintenance on the disc golf courses are sub par. Vines and limbs have overgrown and spaces are crowded	9/29/2022 8:30 AM



Q19 Which THREE recreation facilities listed are most important to you or members of your household?

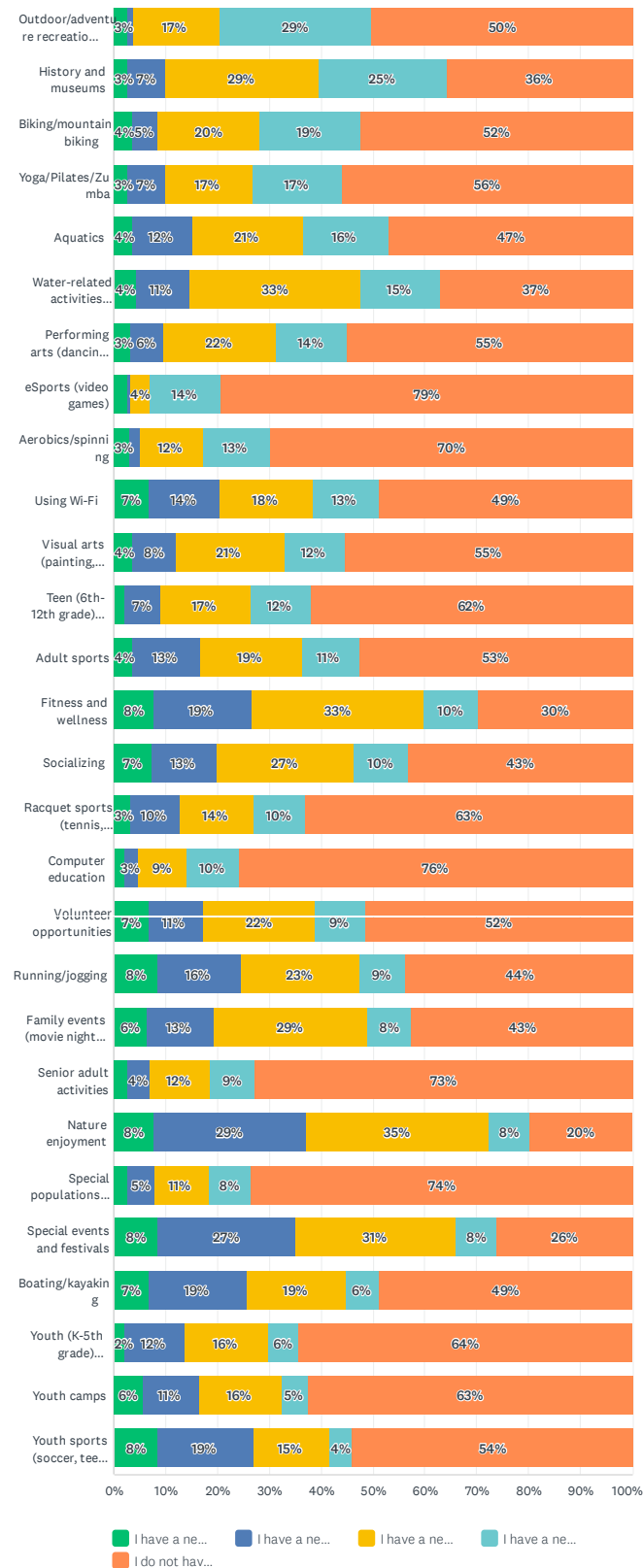


Q21 Which THREE activities listed are most important to you or members of your household?





Q20 Indicate if you or members of your household have a need for the following ACTIVITIES and how much of your need is currently being met either by the City of Greenville or other recreation and parks providers.

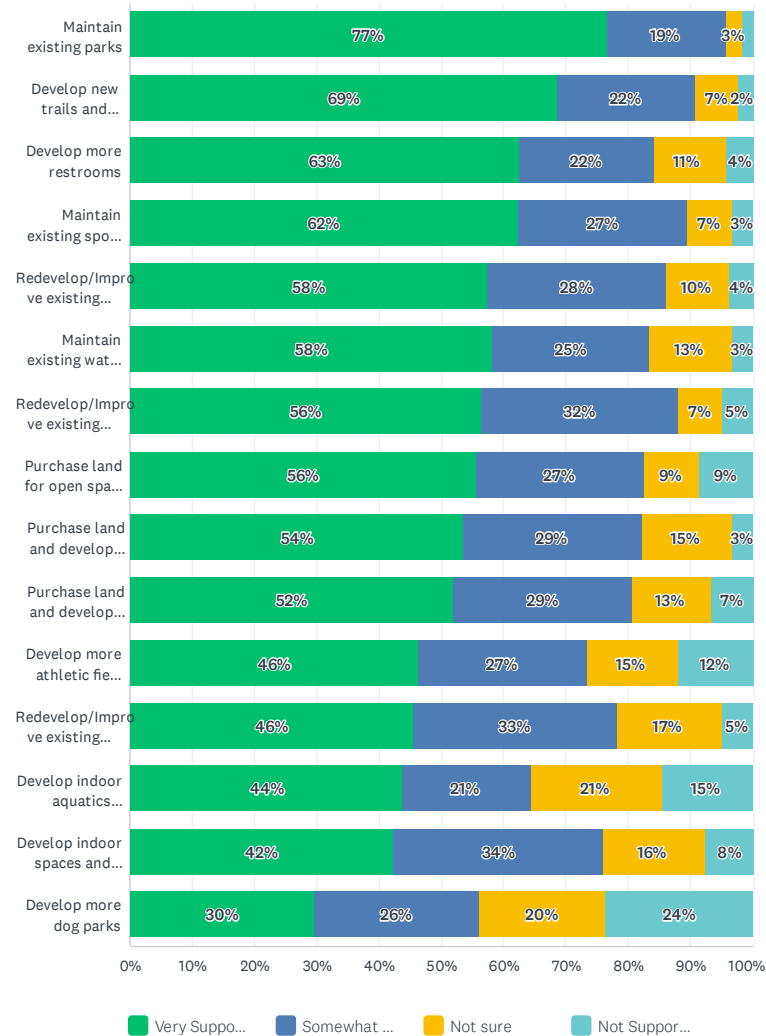


Q20 Indicate if you or members of your household have a need for the following ACTIVITIES and how much of your need is currently being met either by the City of Greenville or other recreation and parks providers.

#	OTHER (PLEASE SPECIFY)	DATE
1	This city lacks bike trails. You can't get to downtown from outlying neighborhoods without risking your life. It seriously lowers the quality of life in Greenville.	11/4/2022 1:02 PM
2	Greenway	11/2/2022 4:48 PM
3	Bike access and riding trails	10/25/2022 8:01 PM
4	It would be helpful to have more small recreational facilities, closer to neighborhoods, that offer indoor activities for a fee, such as yoga, pilates, or aerobics/dance classes.	10/13/2022 5:22 PM
5	I wish there were activities for overweight adults only so they don't feel intimidated but fitter people.	10/7/2022 1:23 PM
6	Need more Adult arts and crafts class or events	10/7/2022 11:19 AM
7	Disc Golf	9/28/2022 7:32 PM
8	Disc Golf	9/28/2022 4:30 PM



Q22 The following are actions that the City of Greenville could take to improve the Recreation and Parks system. Indicate your level of support for each action.

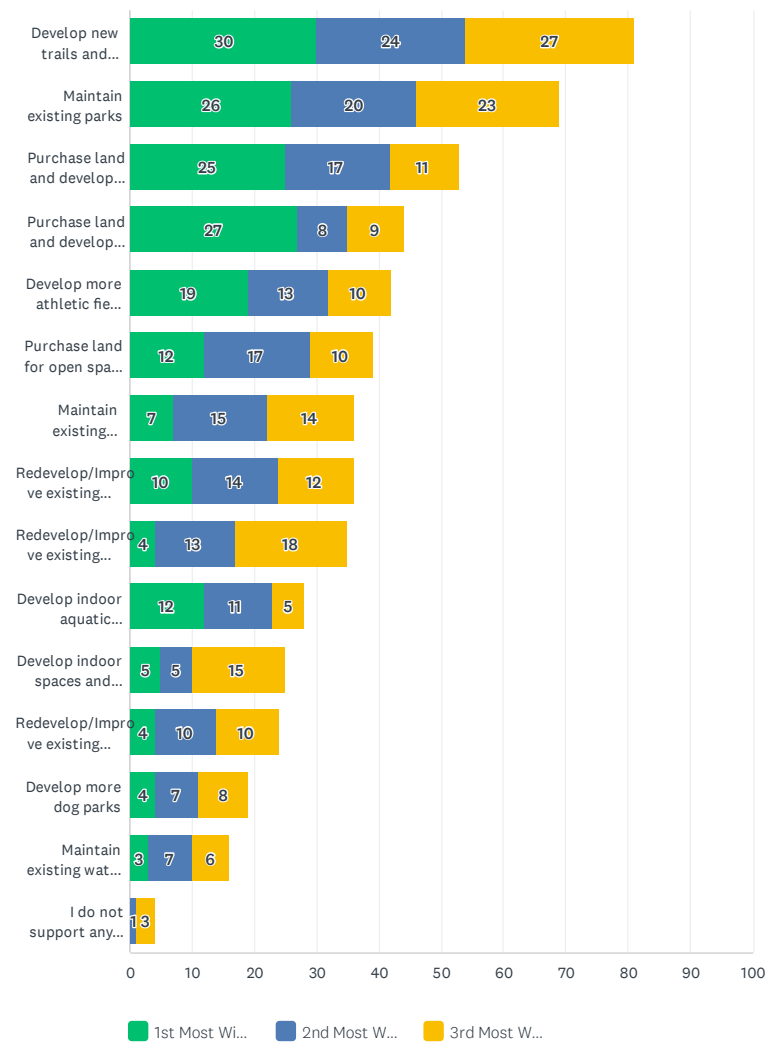


Q22 The following are actions that the City of Greenville could take to improve the Recreation and Parks system. Indicate your level of support for each action.

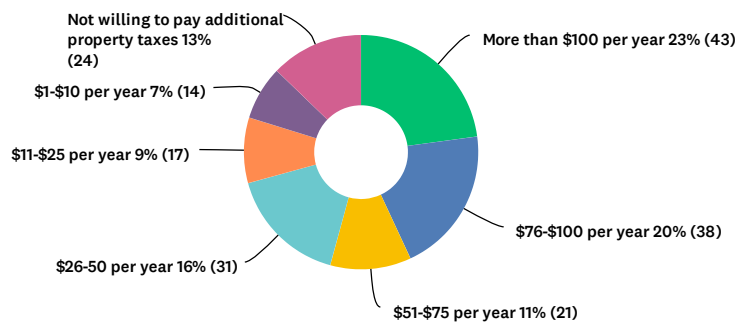
#	OTHER (PLEASE SPECIFY)	DATE
1	One closer to center of town where people live	11/6/2022 5:21 AM
2	Please put in bike trails and connect the greenway to outlying neighborhoods. I would like to bike to work.	11/4/2022 1:05 PM
3	Greenway	11/2/2022 4:51 PM
4	Please enforce owners picking up after their pets if more dog parks are developed.	10/25/2022 8:28 PM
5	Build a turf athletic complex with lights	10/9/2022 9:40 AM
6	We need turf soccer and lacrosse fields!!!!!!	10/6/2022 8:12 PM
7	Use what we already own (east side property)	10/6/2022 11:36 AM
8	Lacrosse fields and football turf	10/5/2022 8:22 PM
9	Lacrosse fields! Please!	10/5/2022 8:14 PM
10	Add a space specifically for lacrosse!	10/1/2022 10:29 PM
11	More golf. (Disc and ball golf)	9/29/2022 11:54 AM
12	Maintain existing Disc Golf courses and add new courses	9/28/2022 7:37 PM
13	Maintain and grow disc golf courses in Greenville	9/28/2022 6:31 PM
14	West Meadowbrook park we can't even use the restrooms	9/28/2022 3:21 PM
15	More Disc Golf Courses.	9/28/2022 2:36 PM



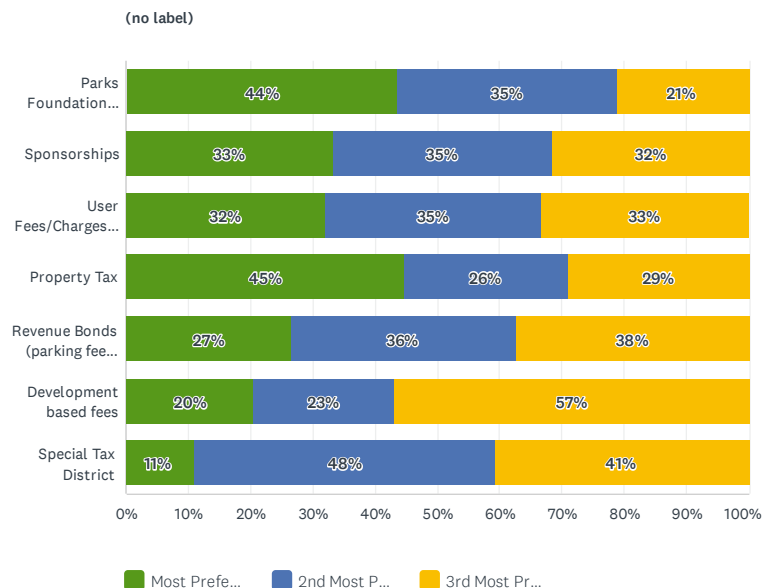
Q23 Which THREE actions would you be most willing to fund with your tax dollars?



Q24 A percentage of the City's budget is used for the operations, maintenance, and improvement of parks, recreation facilities/programs, and trails. The quality of maintaining, operating, improving, and securing parks, recreation facilities/programs, and trails is largely impacted by the amount of property taxes allocated for these. From the following list, please check the additional amount you would be willing to pay in taxes to fund the actions you indicated as most important to your household in Question #23.



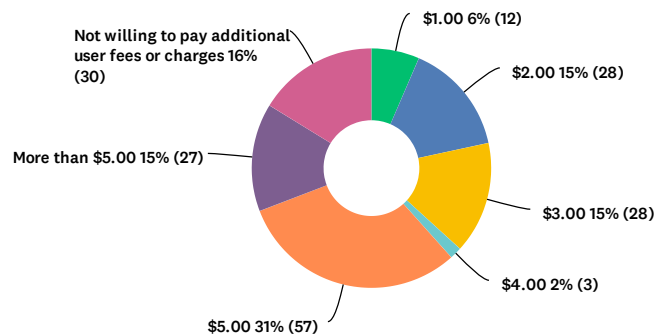
Q25 Funding for parks, recreation facilities/programs, school parks, and trails may be secured from a variety of sources. Which three of the following choices of funding sources do you most prefer?





Q26 Funding collected through user fees and charges helps the City to provide high-quality programs and services through lower property taxes. Please check the additional amount in user fees or charges you would be willing to pay for your favorite Recreation and Parks activity or program which you or members of your household participate. (additional amounts are per event or program for each person)

Answered: 185 Skipped: 118

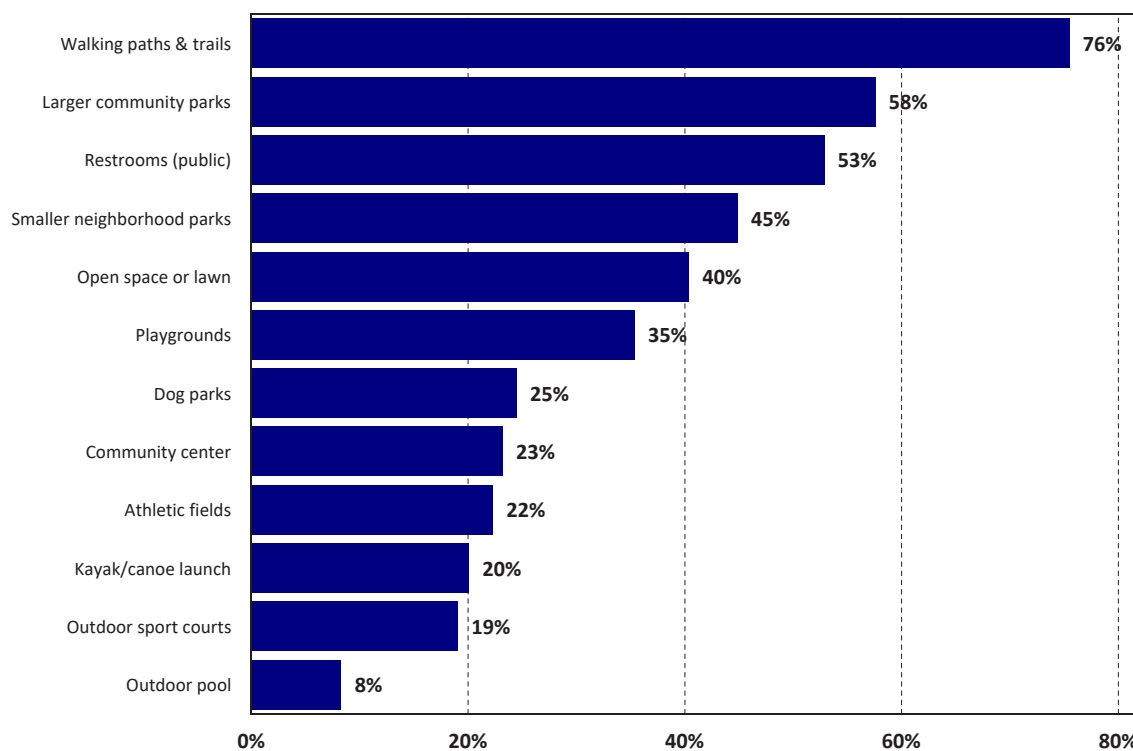




Statistical Survey Results

Q1. Parks and Recreation Amenities Used by Respondents

by percentage of respondents

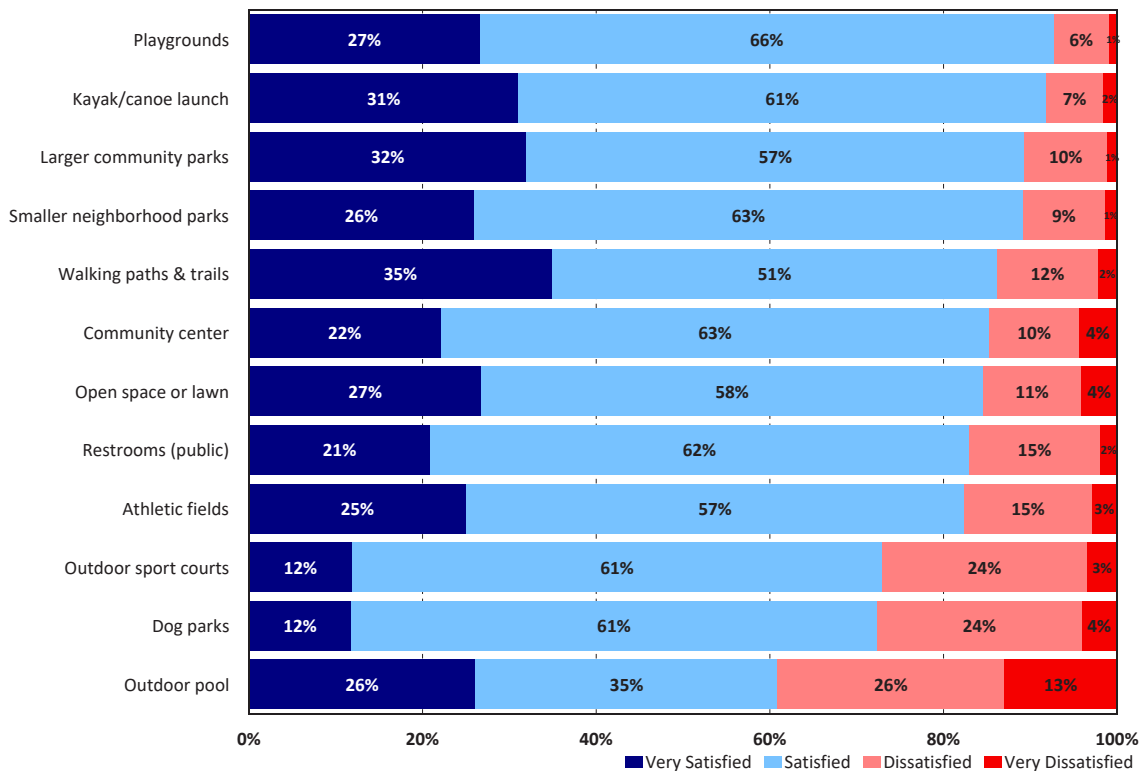


ETC Institute (2022)

13

Q1a. Level of Satisfaction with Amenities

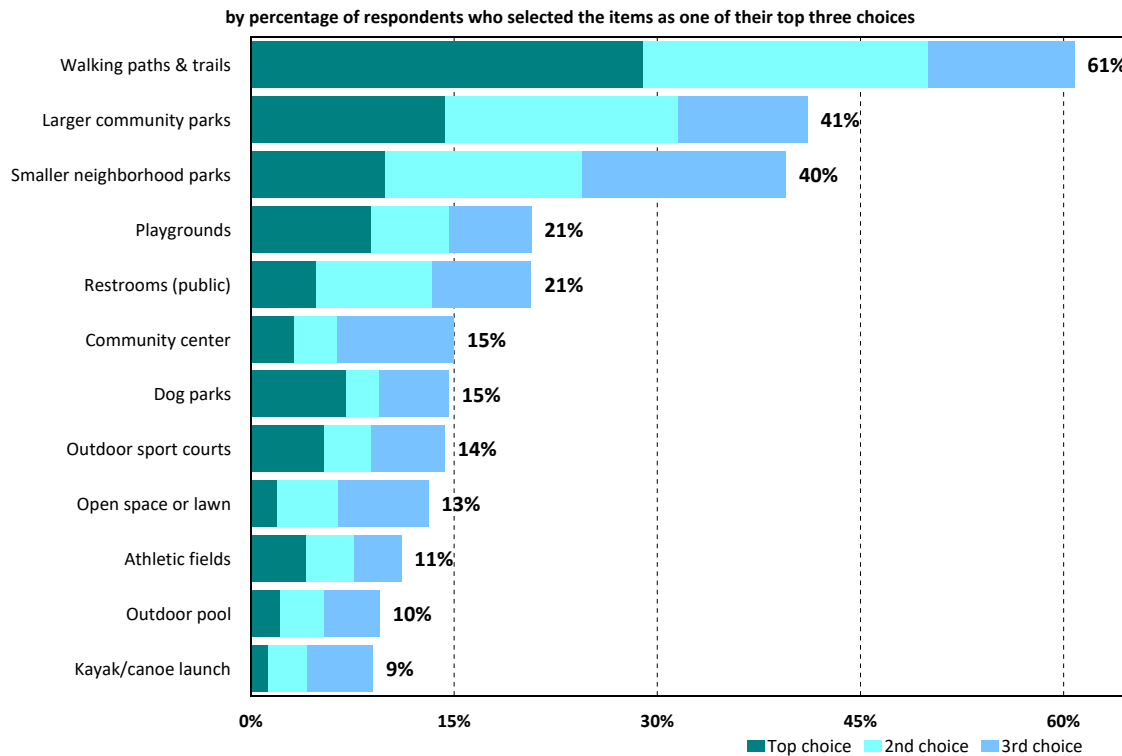
by percentage of respondents who responded "Yes" to Q1 (excluding "not provided")



ETC Institute (2022)

14

Q2. Which THREE of these parks and recreation amenities do you think should receive the MOST ATTENTION over the next TWO-FOUR years?

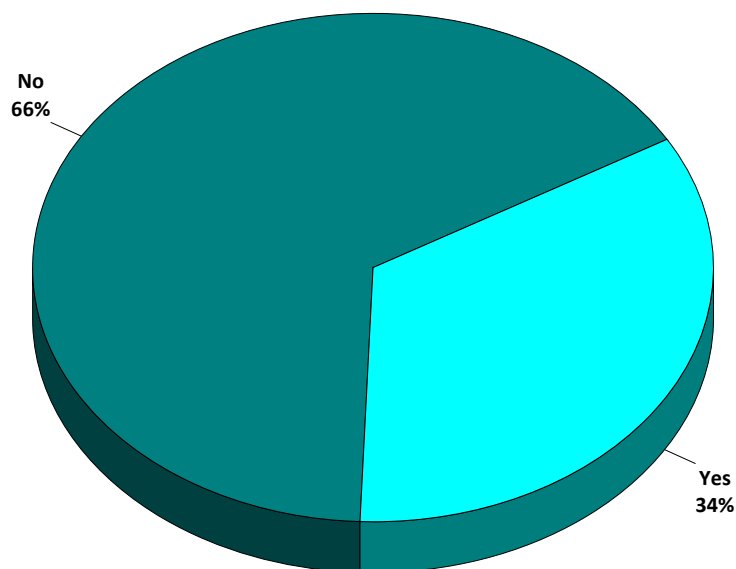


ETC Institute (2022)

15

Q3. Do you feel there are sufficient parks and green space areas within walking distance of your residence?

by percentage of respondents (excluding "not provided")



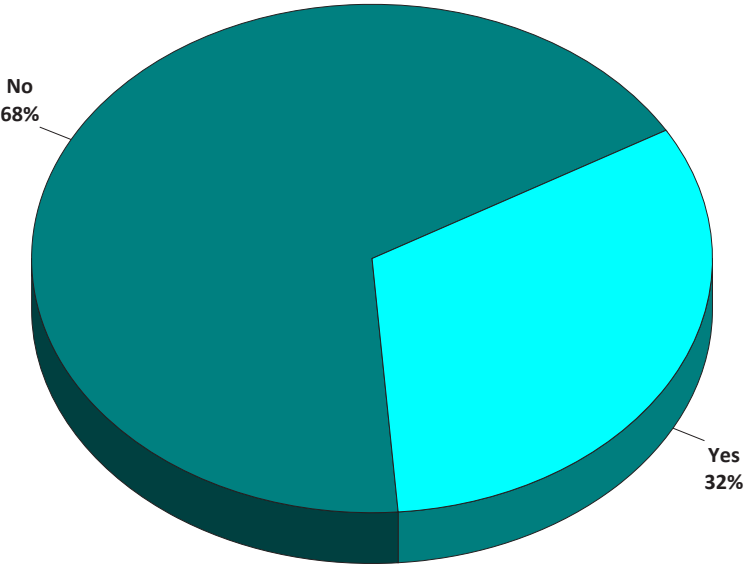
ETC Institute (2022)

16



Q4. Have you or other members of your household participated in any programs (sports, recreation programs, etc.) offered by the City of Greenville during the past 12 months?

by percentage of respondents (excluding "not provided")

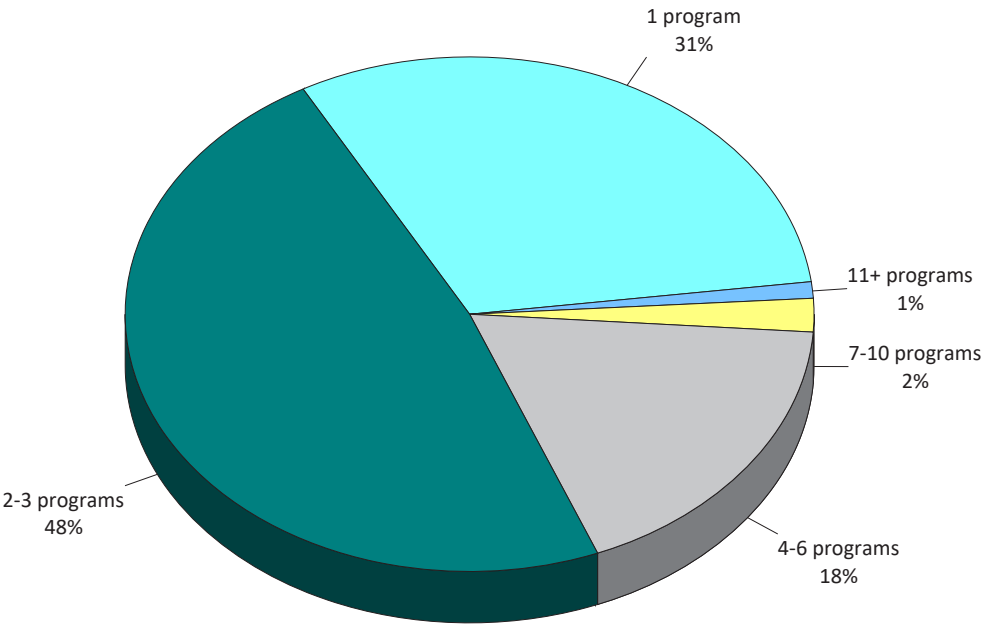


ETC Institute (2022)

17

Q4a. How many different recreation programs have households participated in over the past 12 months?

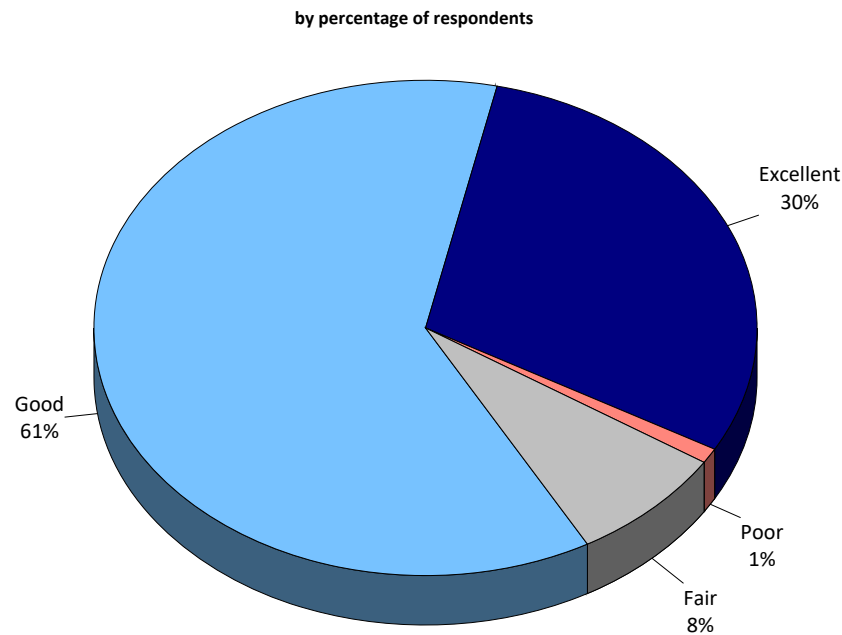
by percentage of respondents (excluding "not provided")



ETC Institute (2022)

18

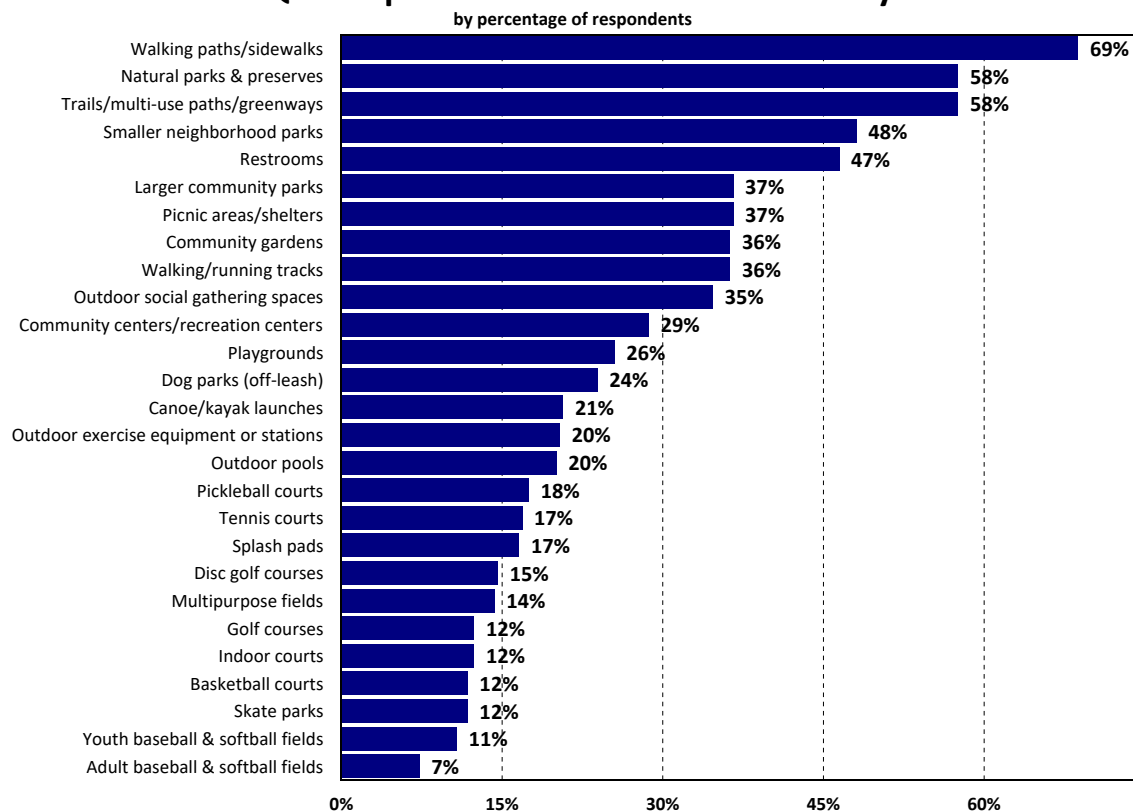
Q4b. Overall, how would you rate the quality of the programs offered by the City of Greenville that you and members of your household participated in?



ETC Institute (2022)

19

Q5. Respondents With Need for Facility



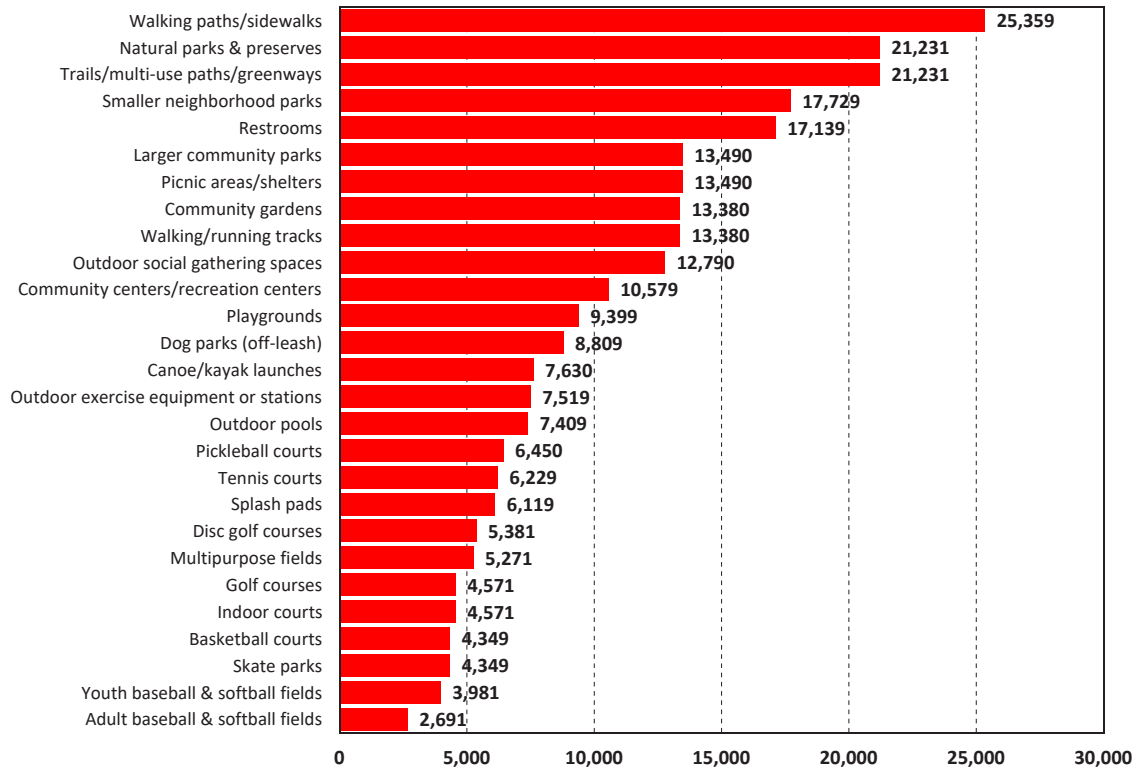
ETC Institute (2022)

20



Q5a. Estimated Number of Households With Need for Facility

by number of households based on an estimated 36,859 households

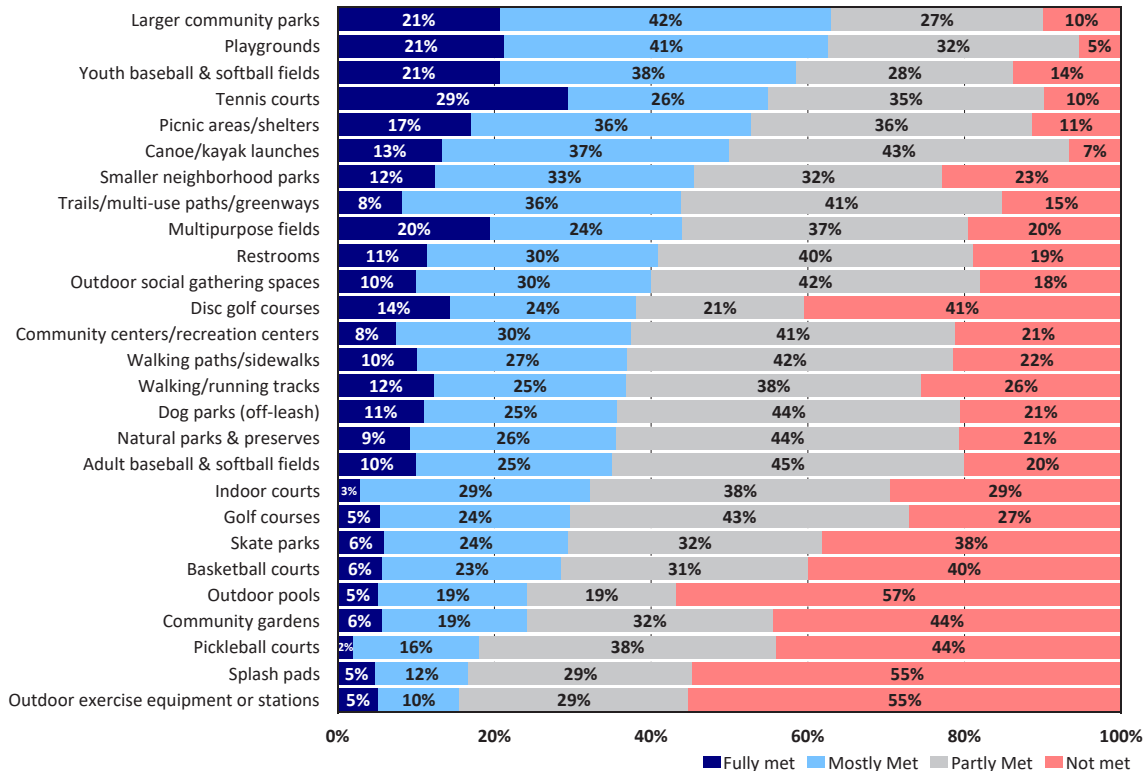


ETC Institute (2022)

21

Q5b. How Well Households' Need For Facility Is Being Met

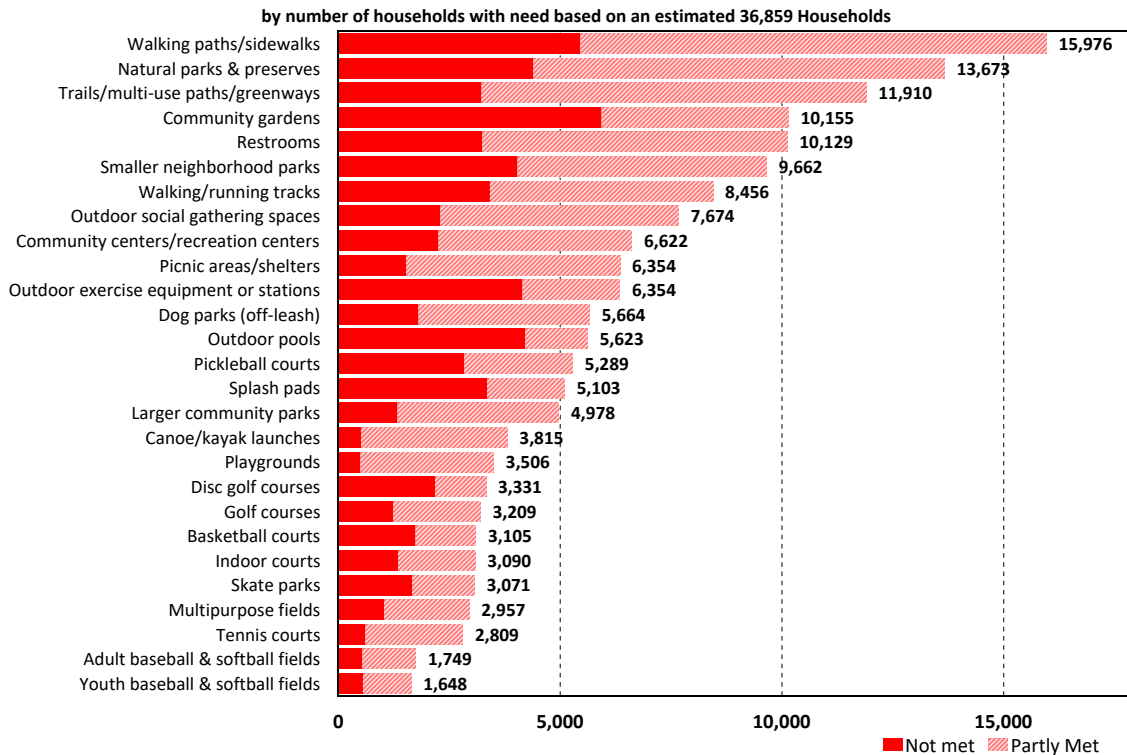
by percentage of respondents who answered "Yes" to Q5



ETC Institute (2022)

22

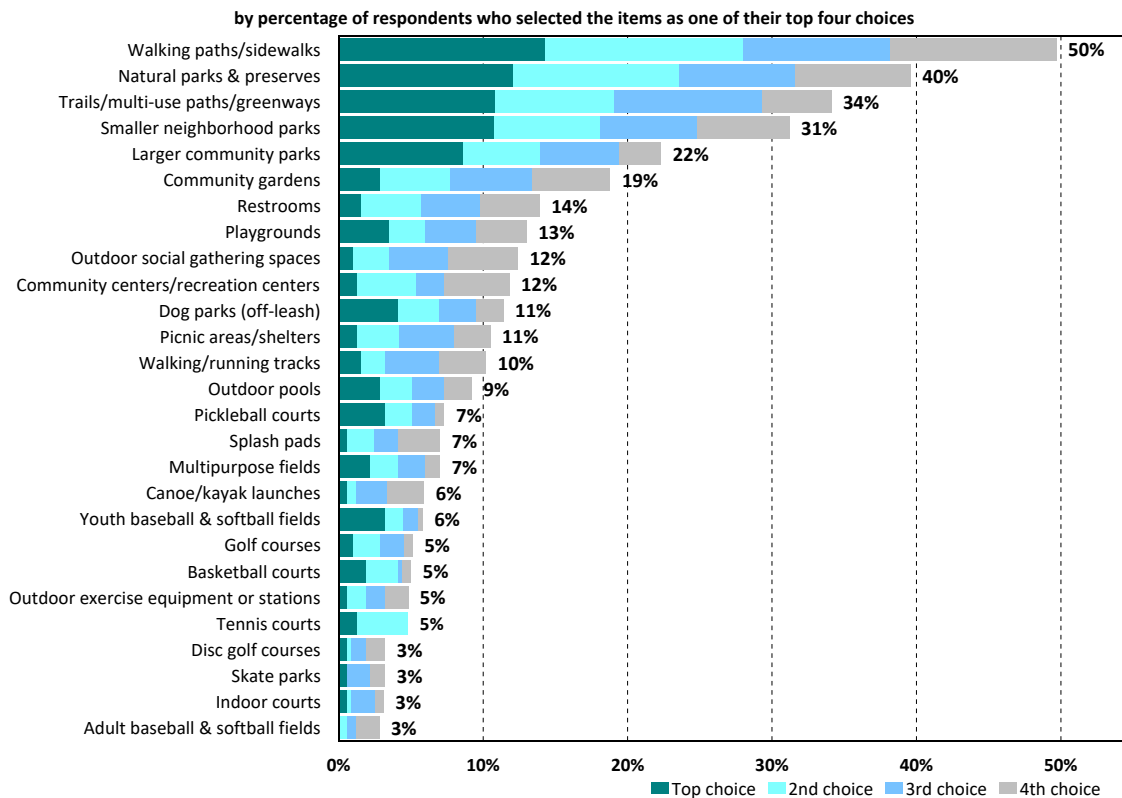
Q5c. Estimated Number of Households Whose Facility Needs are Only “Partly Met” or “Not Met”



ETC Institute (2022)

23

Q6. Most Important Facility to Households



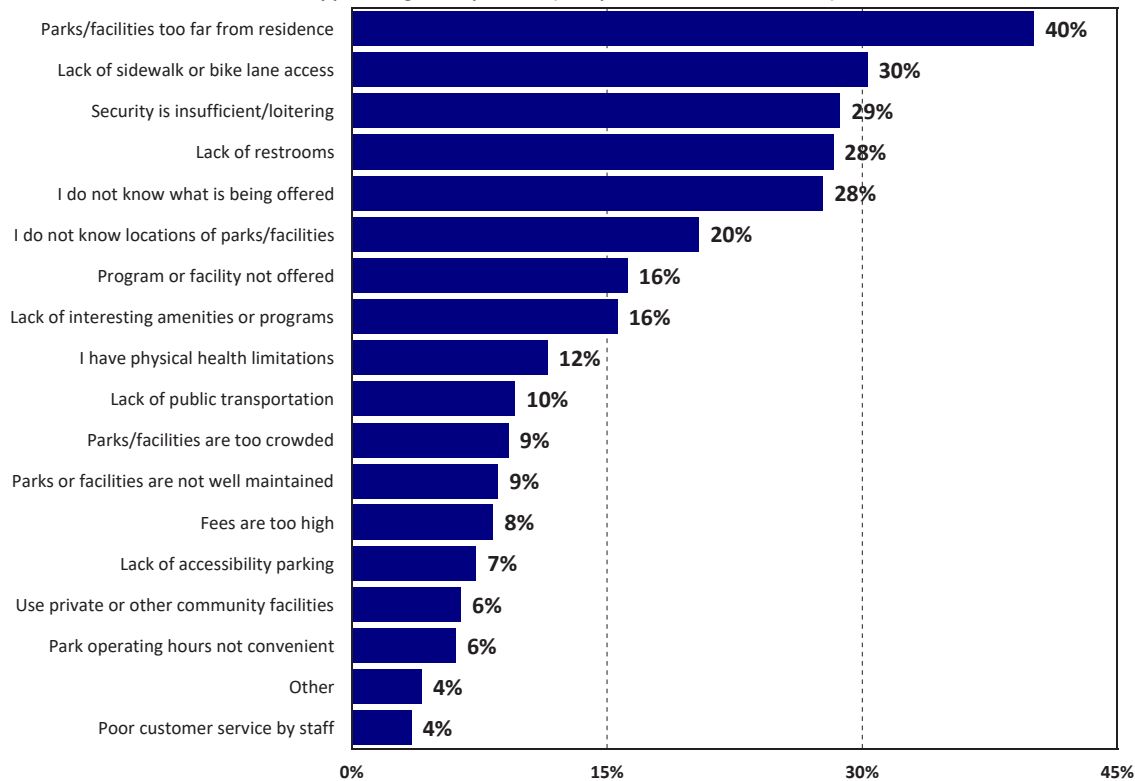
ETC Institute (2022)

24



Q7. Barriers to parks, trails, recreation and aquatic facilities or programs use

by percentage of respondents (multiple selections could be made)

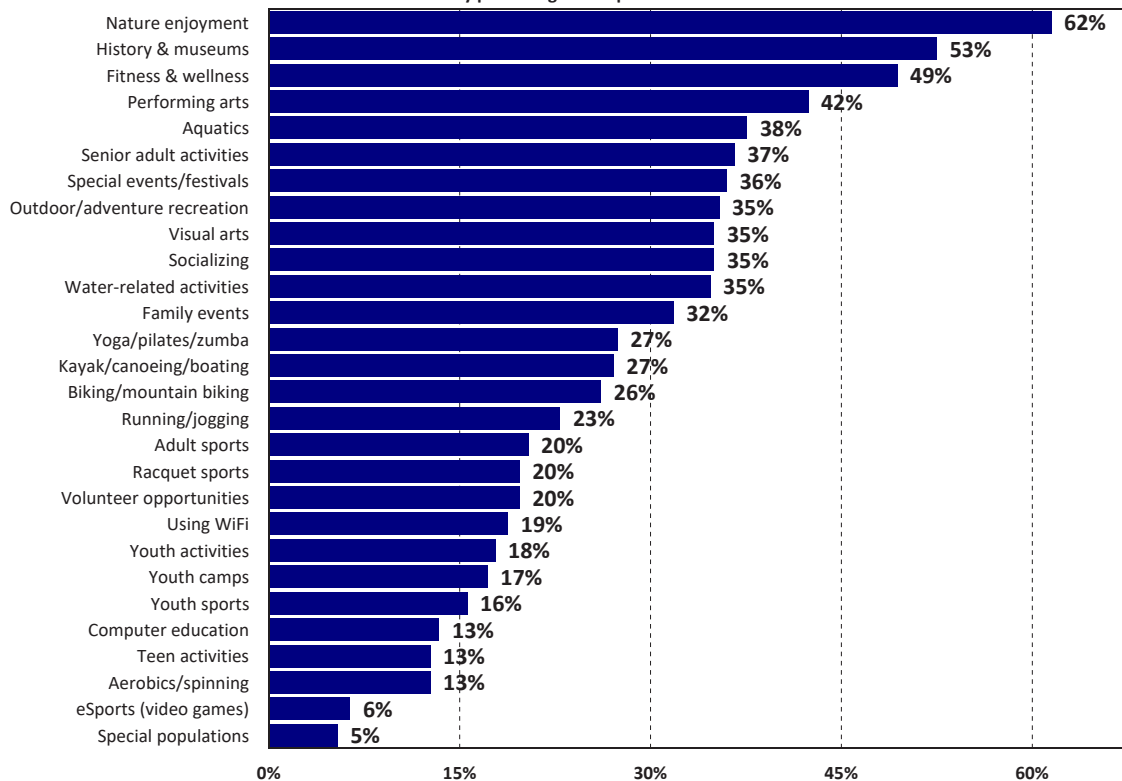


ETC Institute (2022)

25

Q8. Respondents With Need for Recreation Activity

by percentage of respondents

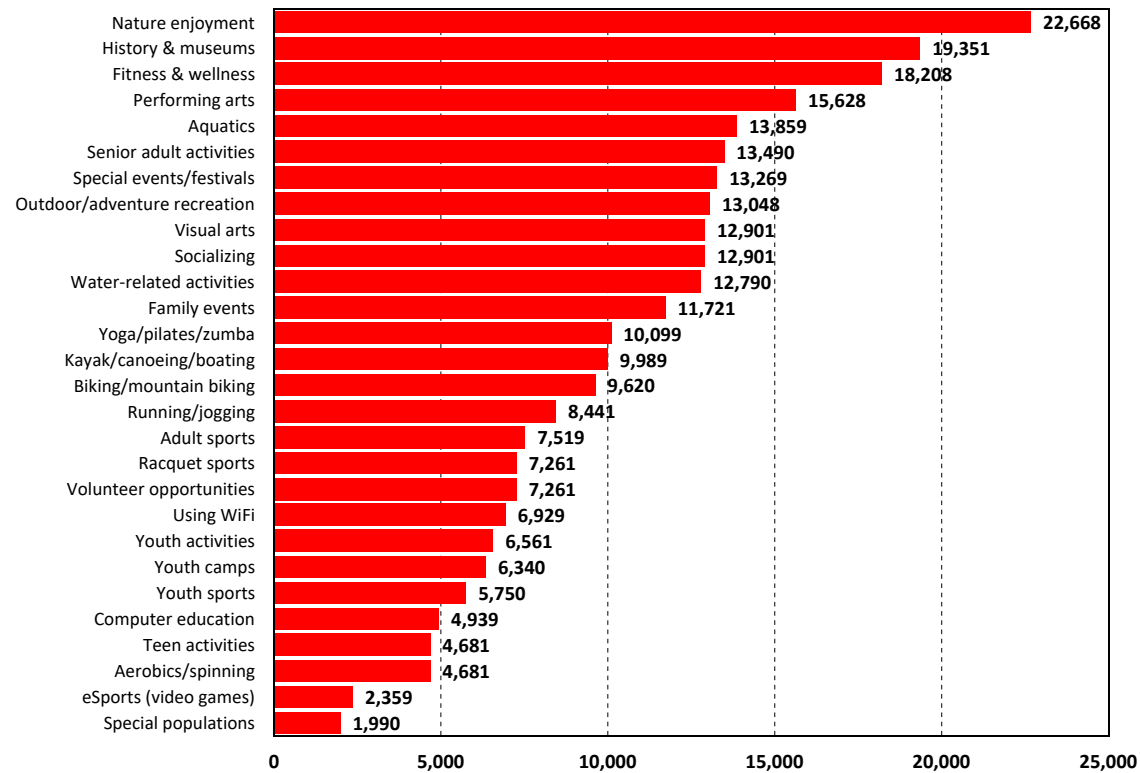


ETC Institute (2022)

26

Q8a. Estimated Number of Households Who Have a Need for Recreation Activity

by number of households based on an estimated 36,859 households

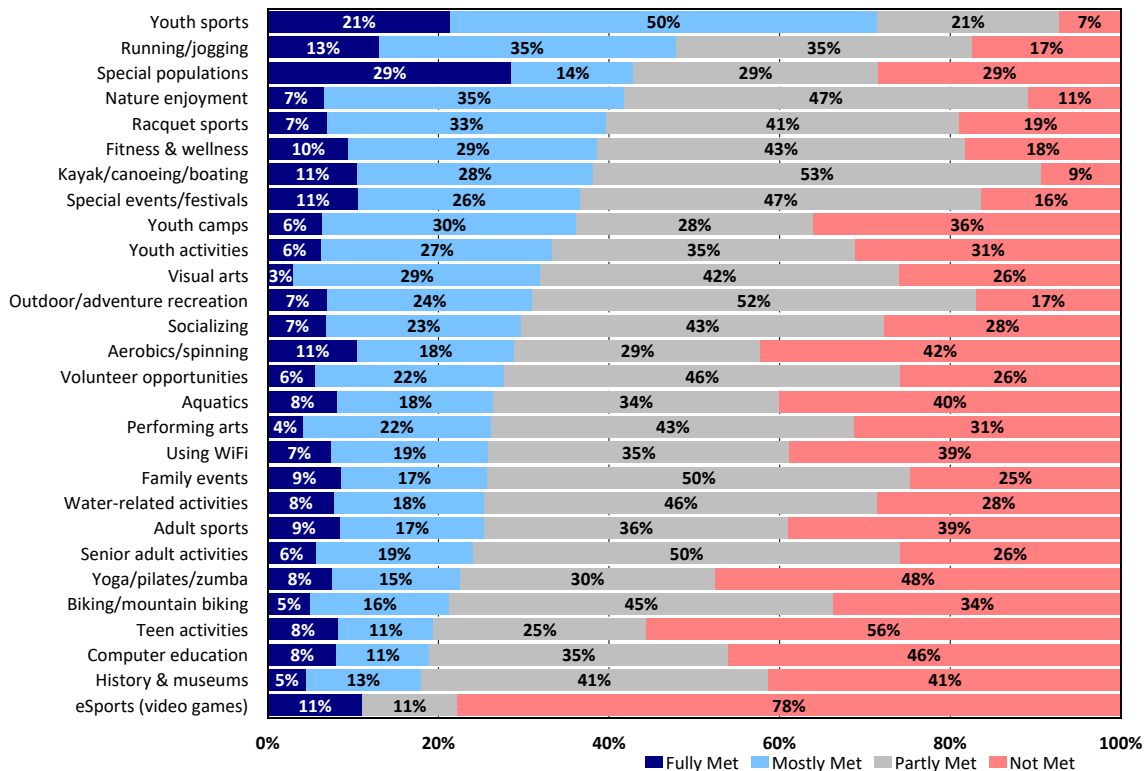


ETC Institute (2022)

27

Q8b. How Well Households' Need For Recreation Activity Is Currently Being Met

by percentage of respondents who answered "Yes" to Q8

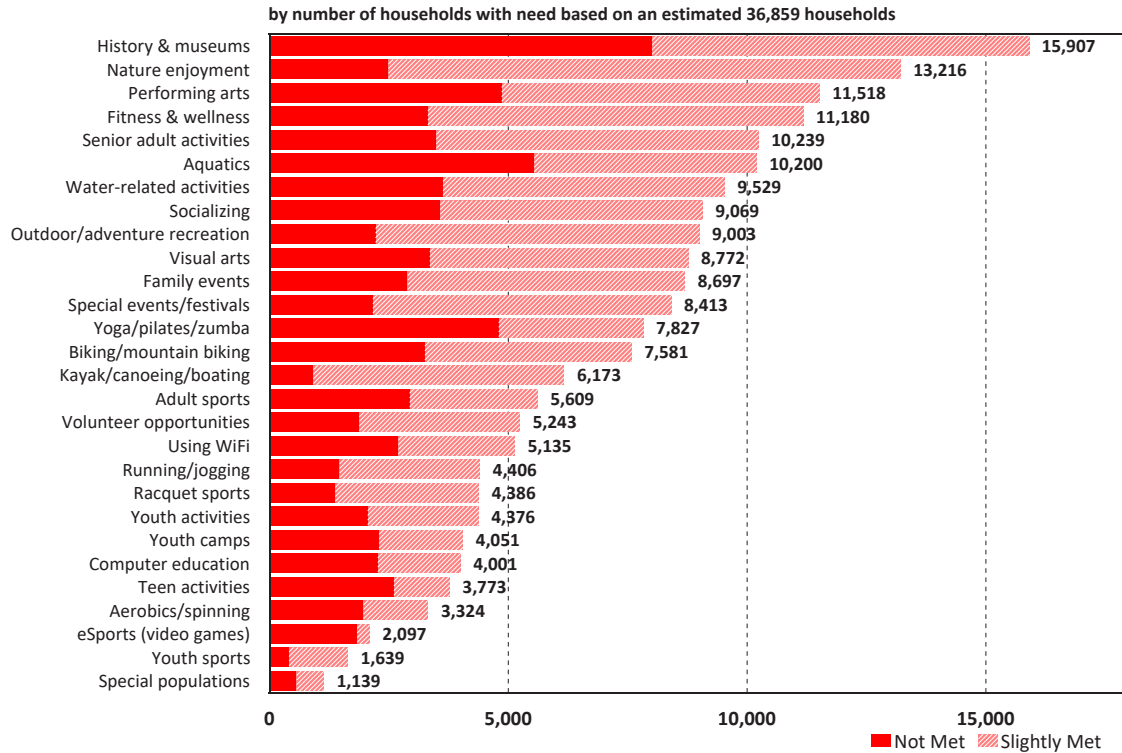


ETC Institute (2022)

28



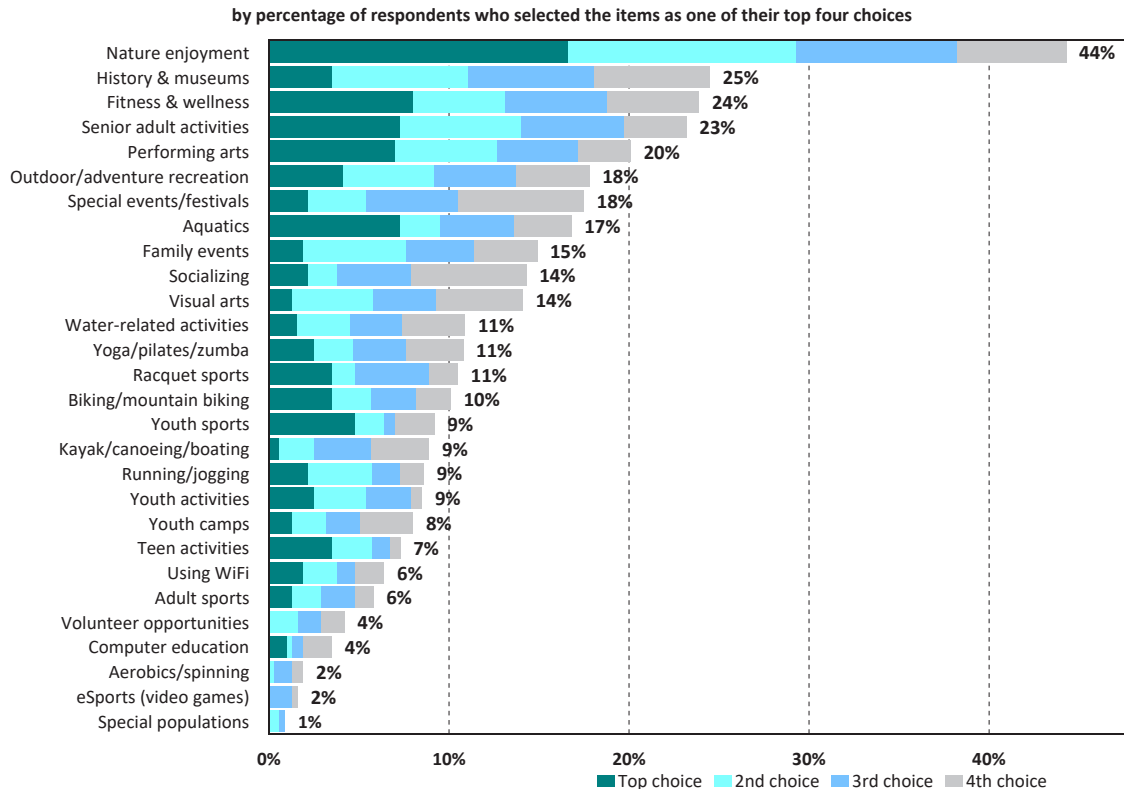
Q8c. Estimated Number of Households Whose Recreation Activity Needs Are Only "Partly Met" or "Not Met"



ETC Institute (2022)

29

Q9. Most Important Recreation Activity to Households

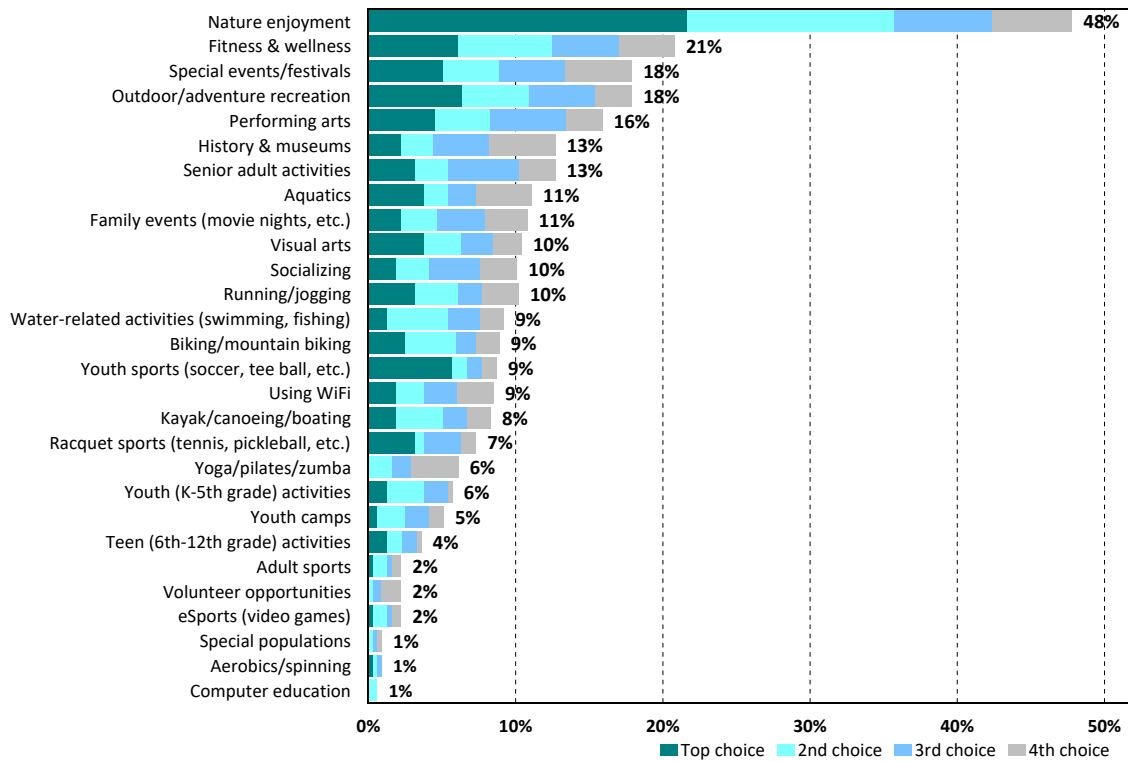


ETC Institute (2022)

30

Q10. Activities Households Participate in Most Often

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

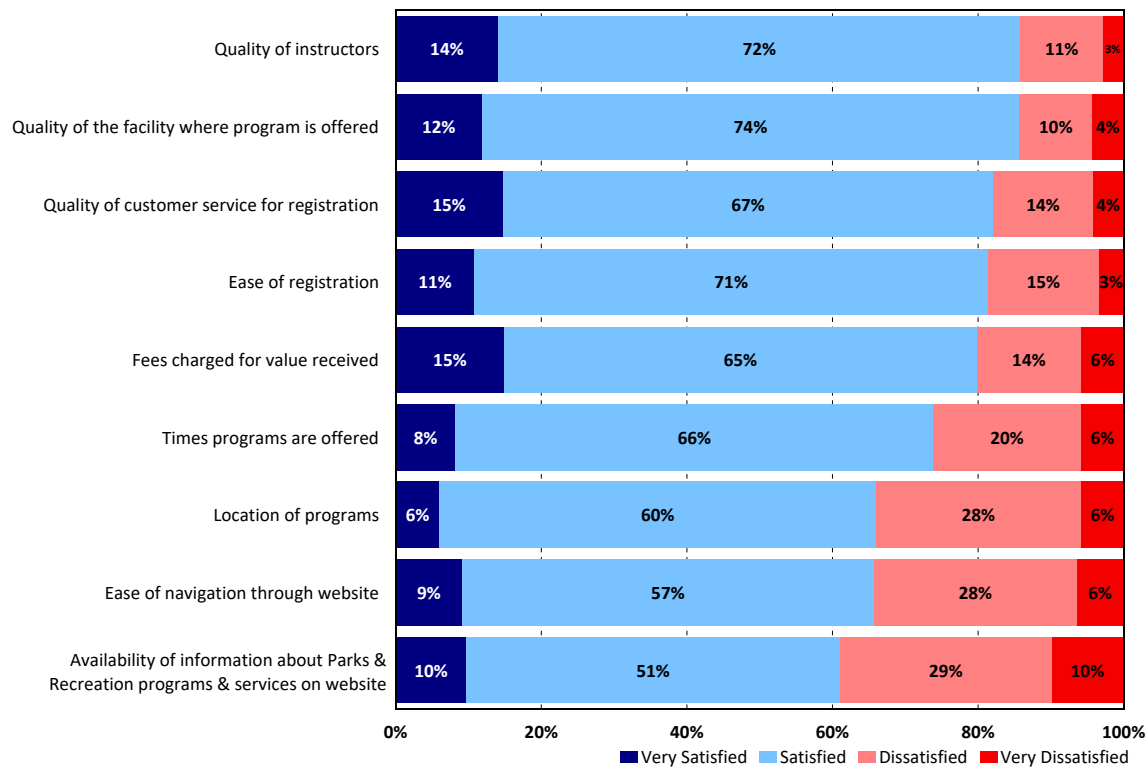


ETC Institute (2022)

31

Q11. Level of Satisfaction with Program Services

by percentage of respondents (excluding "not provided")



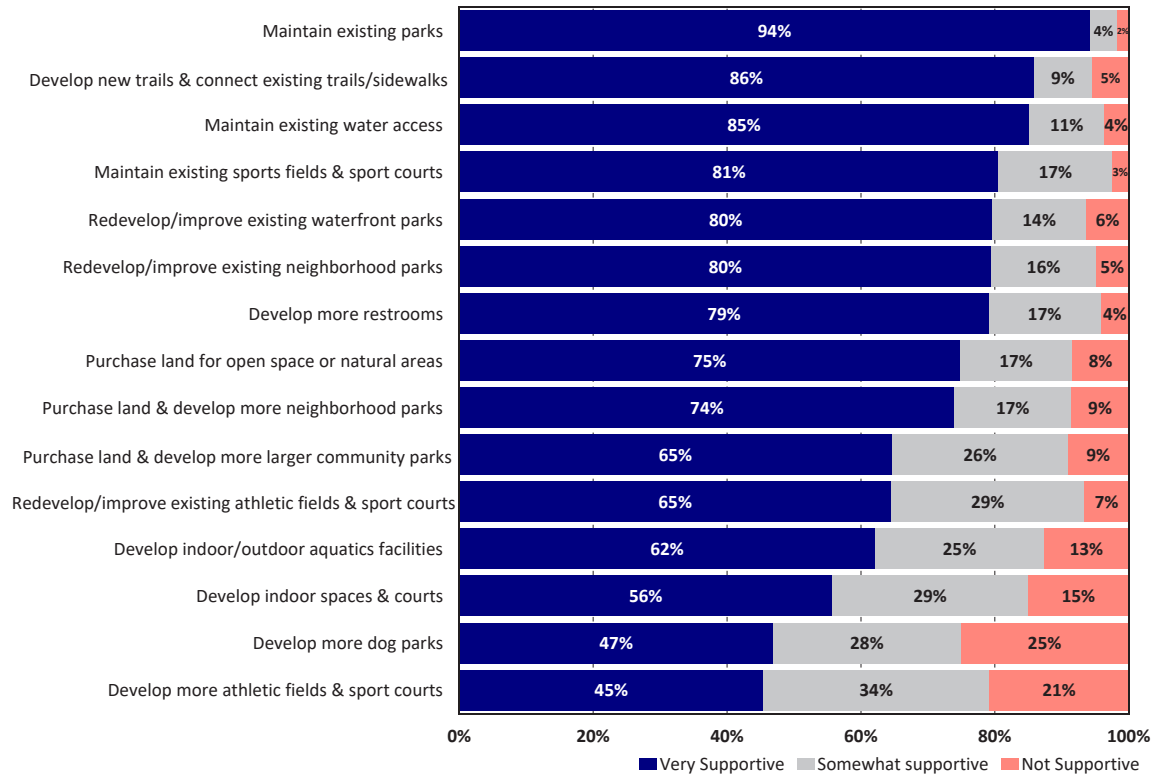
ETC Institute (2022)

32



Q12. Level of Support for Actions to Improve Parks and Recreation

by percentage of respondents (excluding "not provided")

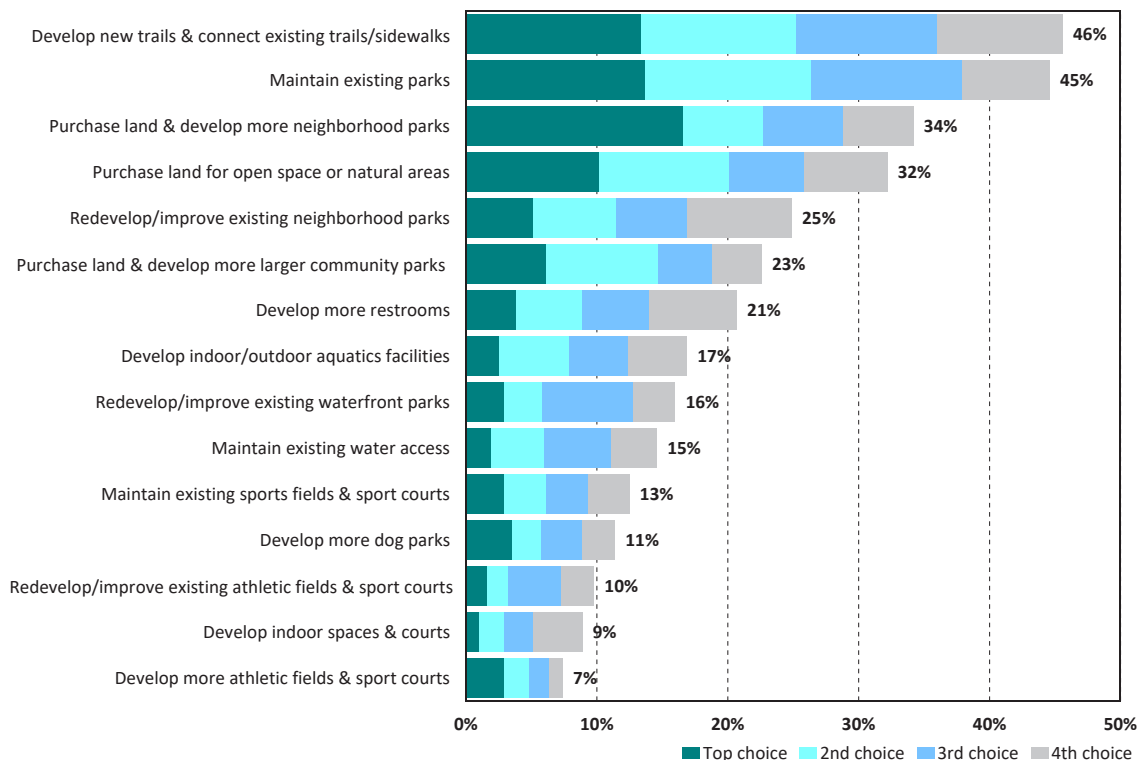


ETC Institute (2022)

33

Q13. Potential Improvements Respondents Are Most Willing to Fund

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

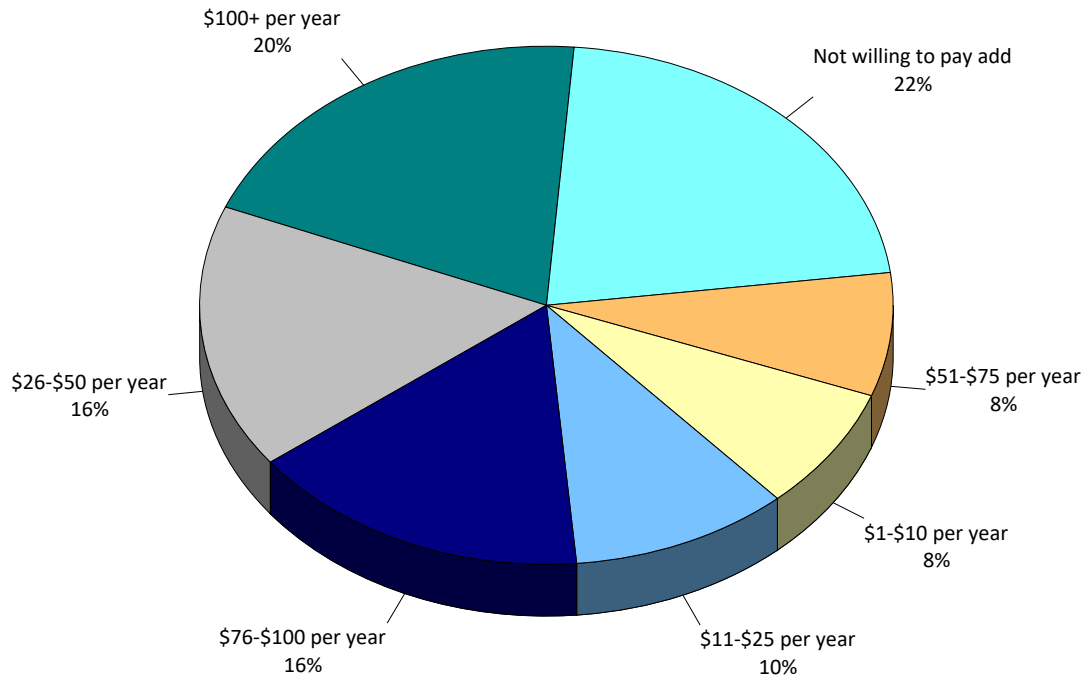


ETC Institute (2022)

34

Q14. Amount respondents would be willing to pay in additional taxes to fund actions

by percentage of respondents (excluding "not provided")

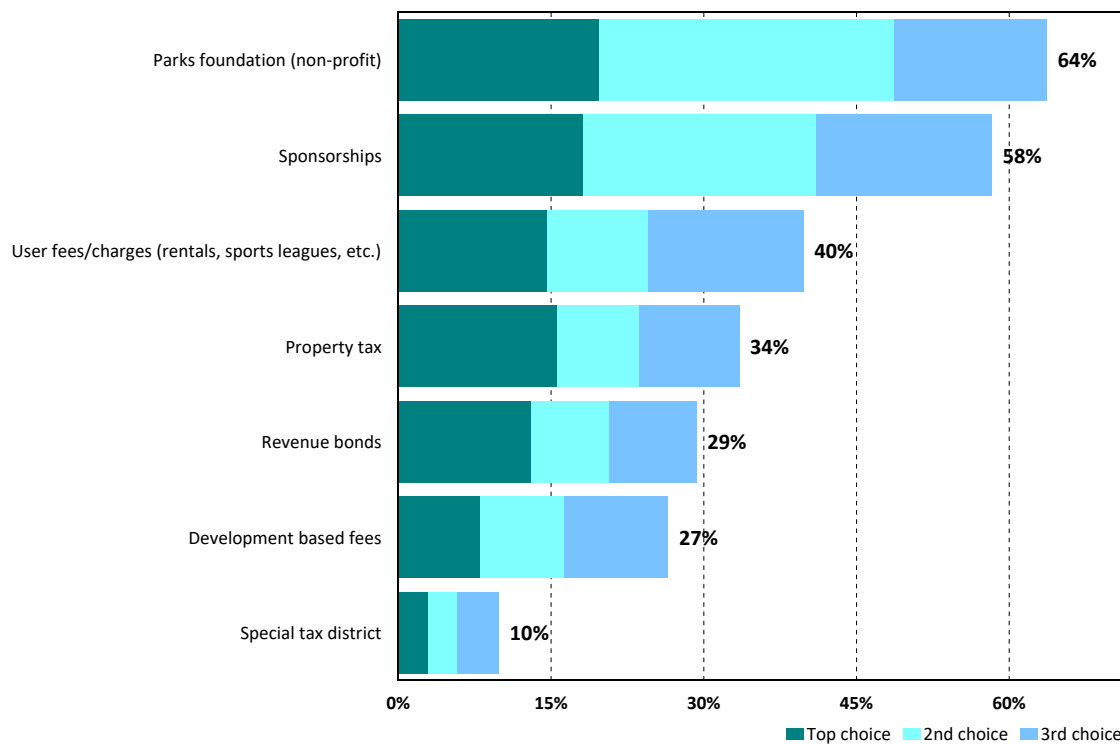


ETC Institute (2022)

35

Q15. Which THREE of the following choices of funding sources do you most prefer?

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



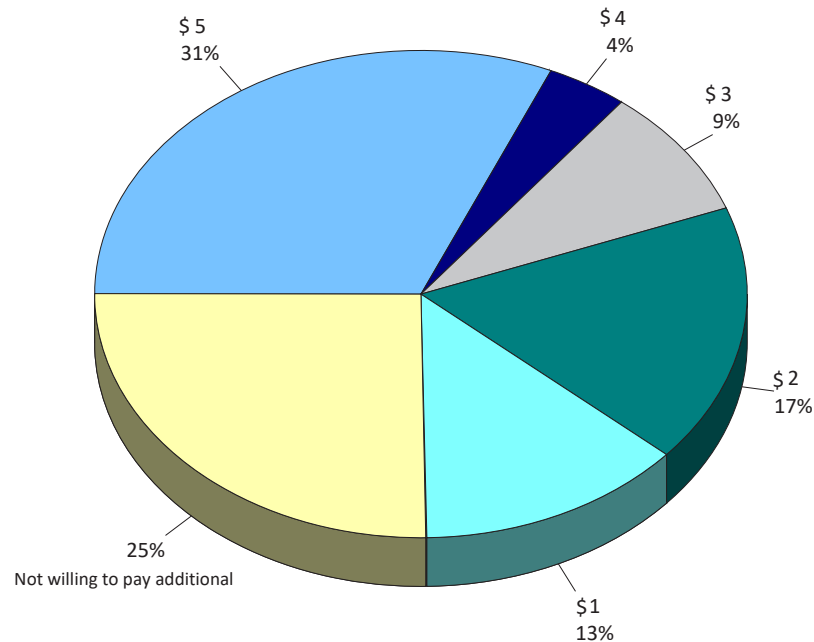
ETC Institute (2022)

36



Q16. Additional amount in user fees or charges per person you would be willing to pay for your favorite Recreation and Parks activity or program which you or members of your household participate

by percentage of respondents (excluding "not provided")

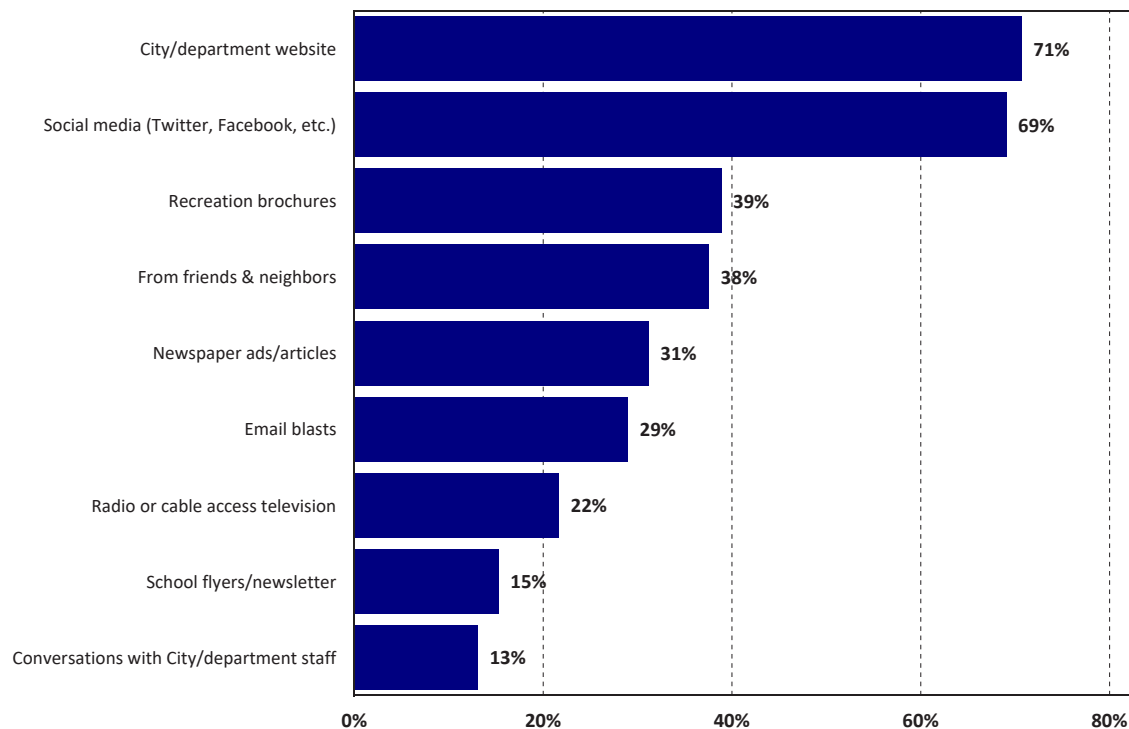


ETC Institute (2022)

37

Q17. Ways households prefer to learn about City of Greenville recreational programs and activities

by percentage of respondents (multiple selections could be made)

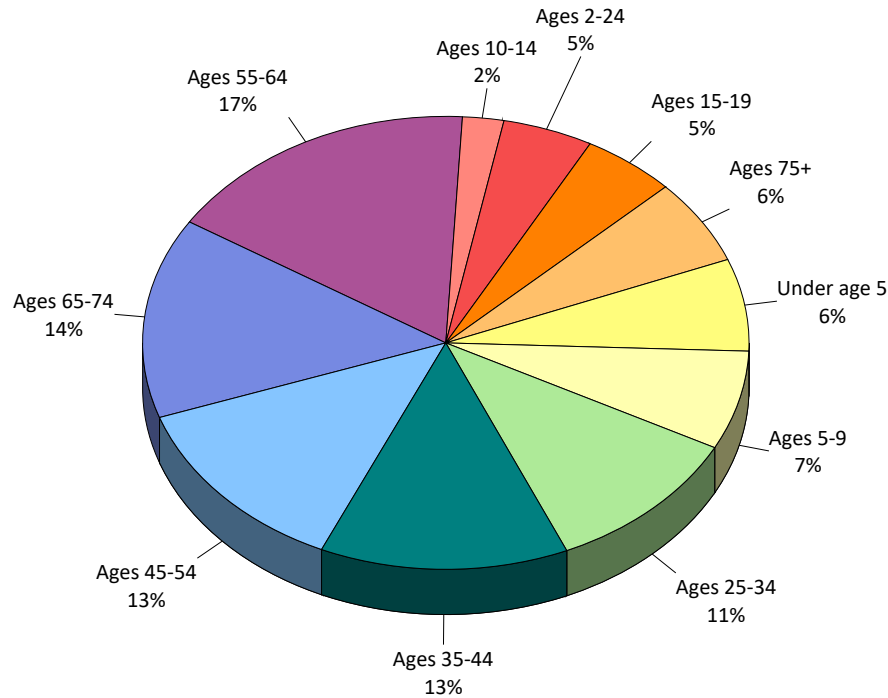


ETC Institute (2022)

38

Q18. Counting yourself, how many people in your household are in the following age groups?

by percentage of persons in household

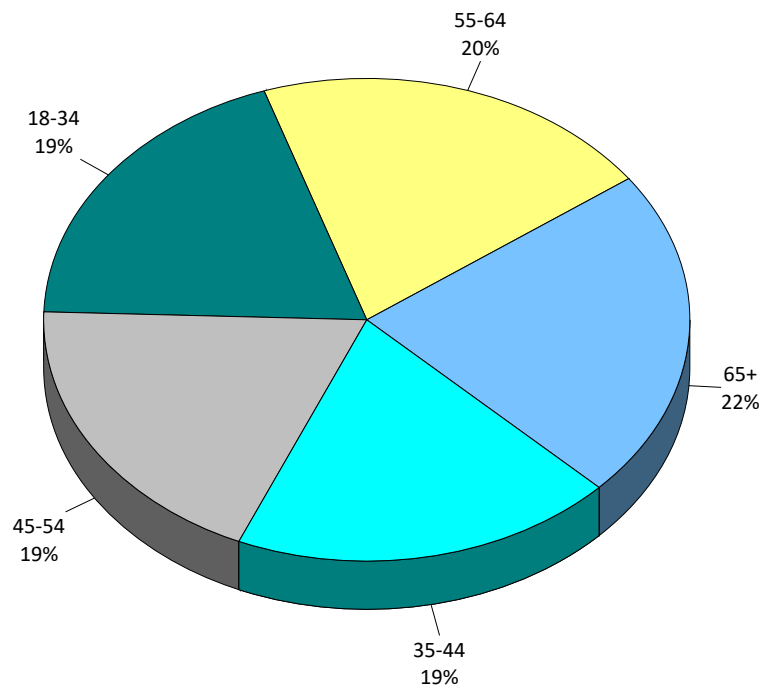


ETC Institute (2022)

39

Q19. Respondent Age

by percentage of respondents (excluding "not provided")



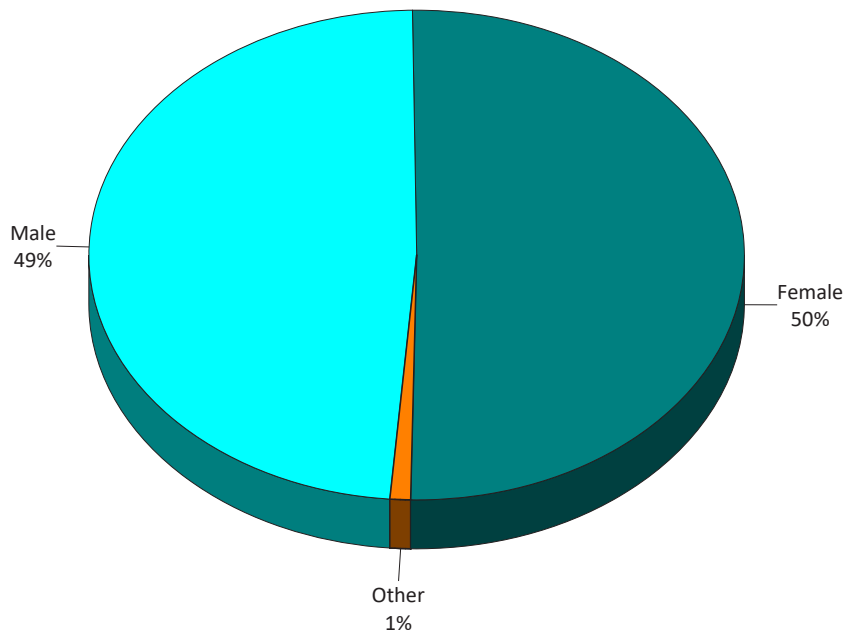
ETC Institute (2022)

40



Q20. Respondent's Gender

by percentage of respondents (excluding "not provided")

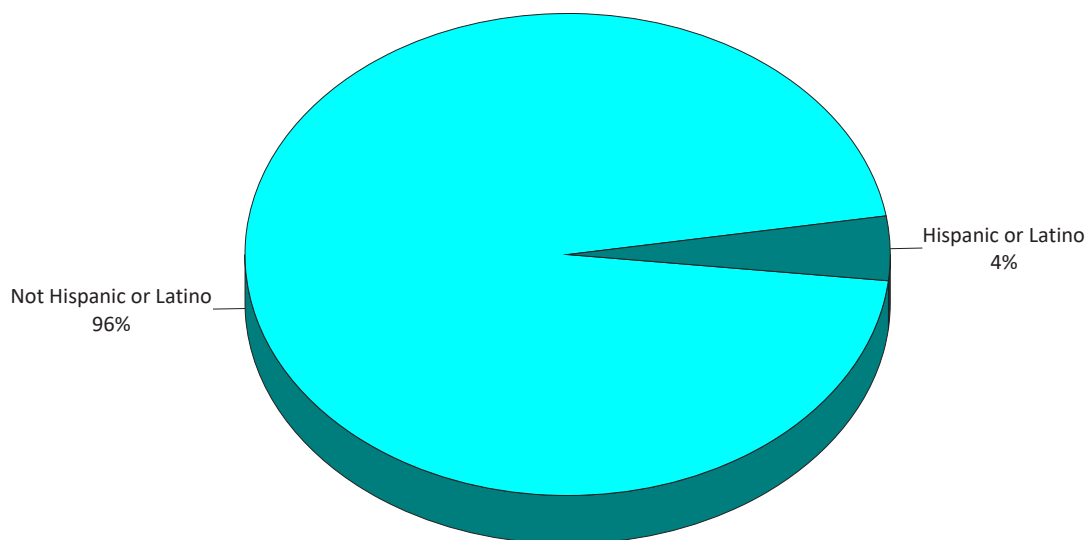


ETC Institute (2022)

41

Q21. Which ONE of the following best describes your ethnicity?

by percentage of respondents (excluding "not provided")

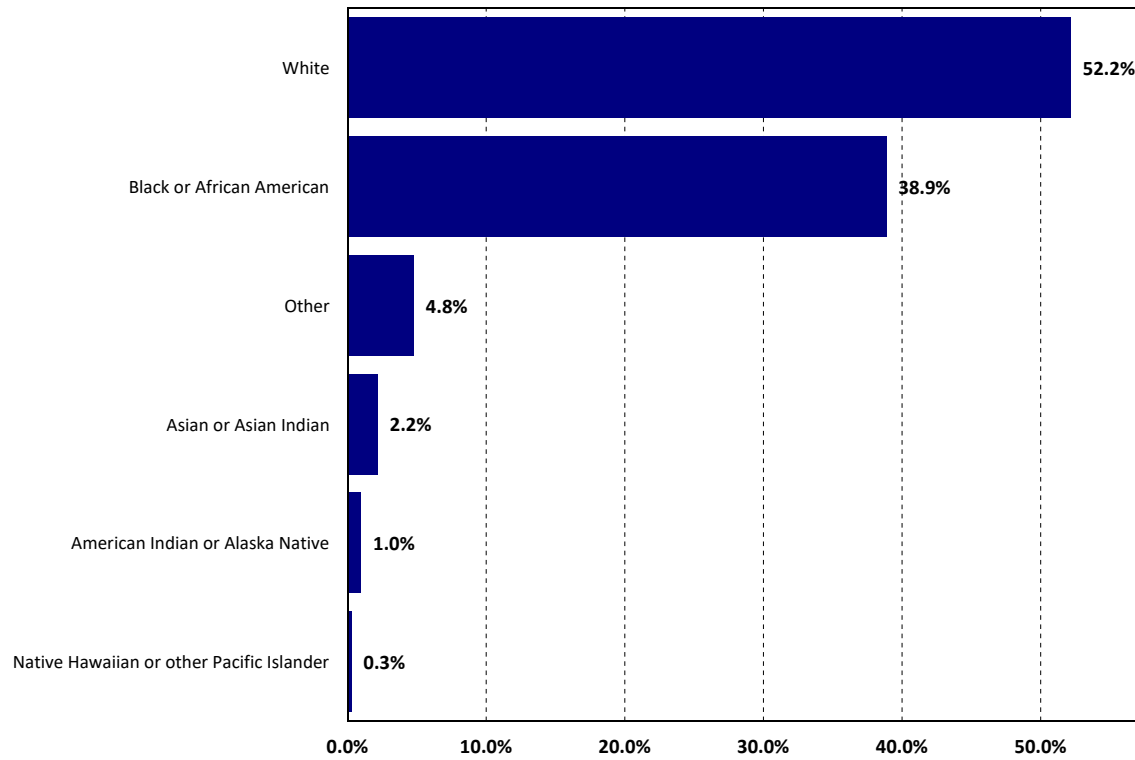


ETC Institute (2022)

42

Q22. Which of the following best describes you?

by percentage of respondents (multiple selections could be made)



ETC Institute (2022)

43



City of Greenville Recreation and Parks Master Plan

Vision - Probable Cost Estimate (2023) - Capital Projects

Prioritization Scoring

0-5 0-5 0-5 0-4 0-4 0-3 0-3 0-3 0-32

Phasing Legend*

ST	Short-Term - 1-5 Years
MT	Medium-Term - 6-10 Years
LT	Long-Term - 10+ Years

Subsystems^

Waterfront and Natural/Passive Parks	WNP
Community/Neighborhood/Mini Parks	CNP
Athletic Facilities	AF
Greenways and Blueways	GB
Programs	PRG

A. Existing Parks and Facilities: Neighborhood and Mini Parks					Unit	Quantity	Unit Cost	Subtotal
AB	Phase*	Subsystem^	District	Andrew A. Best Freedom Park				
AB	MT	CNP	2	Fitness Court	EA	1	\$175,000	\$175,000
AB	LT	CNP	2	Playground replacement; 2-5 and 5-12; PIP surface	LS	1	\$450,000	\$450,000
AB	ST	CNP	2	Sport Court/basketball court; no lighting	EA	1	\$60,000	\$60,000
AB	ST	CNP	2	Tree canopy plantings	LS	1	\$15,000	\$15,000
Subtotal:								\$700,000
AB								\$700,000
BM	Phase*	Subsystem^	District	Beatrice Maye Garden Park				
BM	MT	CNP	2	Site furnishings and landscape	LS	1	\$30,000	\$30,000
Subtotal:								\$30,000
BM								\$30,000
DM	Phase*	Subsystem^	District	Dream Park				
DM	ST	CNP	2	Fitness Court	EA	1	\$175,000	\$175,000
DM	MT	CNP	2	Food truck area	LS	1	\$25,000	\$25,000
DM	ST	CNP	2	Updated park signage and wayfinding	LS	1	\$25,000	\$25,000
DM	LT	CNP	2	Playgrounds replacement w/ PIP surface	LS	1	\$400,000	\$400,000
Subtotal:								\$625,000
DM								\$625,000
GS	Phase*	Subsystem^	District	Greensprings Park				
GS	MT	CNP	3	New small playground w/ EWF surface	LS	1	\$200,000	\$200,000
GS	ST	GB	3	Trailhead kiosk, bike repair station	LS	1	\$40,000	\$40,000
GS	ST	CNP	3	Two (2) 15x15 shelters w/ picnic tables	EA	2	\$35,000	\$70,000
GS	ST	CNP	3	Interpretative signage	LS	1	\$30,000	\$30,000
GS	ST	CNP	3	New restrooms facility	SF	1000	\$450	\$450,000
Subtotal:								\$790,000
GS								\$790,000
HL	Phase*	Subsystem^	District	Hillsdale Park				
HL	MT	CNP	2	Playground replacement; EWF surface	LS	1	\$200,000	\$200,000
HL	ST	CNP	2	ADA access; crosswalk to site; sidewalk into site	LS	1	\$50,000	\$50,000
HL	ST	CNP	2	Fitness Stations (2-3)	LS	1	\$50,000	\$50,000
Subtotal:								\$300,000
HL								\$300,000
KD	Phase*	Subsystem^	District	Kristin Drive Park				
KD	MT	CNP	2	Fitness Court	EA	1	\$175,000	\$175,000
KD	ST	CNP	2	Sport Court/basketball court resurface	EA	1	\$35,000	\$35,000
KD	ST	CNP	2	One (1) 15x15 shelter w/ picnic tables	EA	1	\$35,000	\$35,000
KD	ST	CNP	2	New park signage and landscaping	LS	1	\$25,000	\$25,000
Subtotal:								\$270,000
KD								\$270,000
PM	Phase*	Subsystem^	District	Paramore Park				
PM	ST	CNP	5	Add a Sprayground and restroom with additional parking.	LS	1	\$850,000	\$850,000
PM	ST	GB	5	Trailhead kiosk; signage, bike racks, bike repair station	LS	1	\$30,000	\$30,000
PM	ST	CNP	5	Outdoor Fitness Stations/Court	EA	1	\$175,000	\$175,000
PM	MT	CNP	5	20x20 pavilion with picnic tables	EA	1	\$50,000	\$50,000
Subtotal:								\$1,105,000
PM								\$1,105,000

Improves Access or Connectivity	0	3	5	2	0	0	0	0	10
Improves or Advances Equity Goals	0	2	4	1	0	0	3	2	12
Documented Public Need or Demand	0	4	3	1	1	0	0	0	9
Potential to Leverage Alternative Funding or Programming Partners	0	0	0	1	1	0	0	3	5

Revenue Generation Potential	0	2	2	1	1	0	0	2	8
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Lifecycle Replacement or Existing Del	0	3	5	2	0	0	0	0	10
Incorporates Green Infrastructure ar	1	2	2	1	1	1	0	0	8
	0	0	2	1	1	0	2	1	7
	0	2	4	1	0	0	3	2	12

	0	4	4	1	0	0	0	2	11
	3	4	5	2	1	0	0	1	16
	0	1	4	1	1	0	0	1	8
	0	0	2	2	1	0	2	1	8
	2	4	5	0	0	0	0	1	12

	0	2	4	1	0	0	3	2	12
	4	2	5	3	3	0	0	1	18
	0	3	5	2	0	0	0	0	10

	0	3	5	2	0	0	0	0	10
	0	4	3	1	1	0	3	0	12
	0	1	4	1	1	0	0	1	8
	0	0	2	1	1	0	2	2	8

	0	5	5	1	1	0	0	1	13
	3	4	5	2	1	0	0	1	16
	0	3	5	2	0	0	0	0	10
	0	1	4	1	1	0	0	1	8

PP	Phase*	Subsystem^	District	Peppermint Park				
PP	ST	CNP	3	Additional sport court/half basketball	LS	1	\$35,000	\$35,000
PP	ST	CNP	3	Additional landscape, screen/shade trees	LS	1	\$10,000	\$10,000
PP	MT	CNP	3	Paved parking	LS	1	\$40,000	\$40,000
PP	LT	CNP	3	Playground replacement w/ EWF surface	LS	1	\$200,000	\$200,000
Subtotal:								\$285,000

0	4	3	1	1	0	0	0	9
0	0	2	1	1	0	0	3	7
1	1	1	0	0	0	2	1	6
0	2	4	1	0	0	3	2	12

PP								\$285,000
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RE	Phase*	Subsystem^	District	Rivers Edge Park				
RE	ST	GB	3	Kayak launch; blueway signage	LS	1	\$35,000	\$35,000
RE	ST	CNP	3	15x15 Pavilion for dog park; picnic tables	LS	1	\$40,000	\$40,000
RE	LT	CNP	3	Dog Park expansion	LS	1	\$250,000	\$250,000
RE	ST	CNP	3	Signage/Wayfinding	LS	1	\$25,000	\$25,000
Subtotal:								\$350,000

4	3	5	2	2	0	0	1	17
0	1	4	1	1	0	0	1	8
0	2	3	1	1	0	1	0	8
0	0	2	1	1	0	2	0	6

RE								\$350,000
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WH	Phase*	Subsystem^	District	Westhaven Park				
WH	MT	CNP	5	Playgrounds replacement; PIP surface	EA	1	\$200,000	\$200,000
WH	MT	CNP	5	Perimeter paved walking path; 6 ft width	LF	600	\$25	\$15,000
WH	ST	CNP	5	Signage/Wayfinding	LS	1	\$15,000	\$15,000
WH	MT	CNP	5	ADA improvements; entry, seating	LS	1	\$20,000	\$20,000
Subtotal:								\$250,000

0	2	4	1	0	0	3	2	12
2	3	5	1	1	0	0	1	13
0	0	2	1	1	0	2	0	6
4	2	4	1	1	0	0	0	12

WH								\$250,000
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WP	Phase*	Subsystem^	District	Westpointe Park				
WP	MT	CNP	1	Construct a new entrance, parking lot, event shelter, restrooms, outdoor basketball court, dog park, and walking trail.	LS	1	\$1,450,000	\$1,450,000
Subtotal:								\$1,450,000

3	4	5	3	2	1	0	1	19
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WP								\$1,450,000
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WL	Phase*	Subsystem^	District	Woodlawn Park				
WL	ST	CNP	3	Full-size basketball court; no lighting	EA	1	\$60,000	\$60,000
WL	ST	CNP	3	ADA access; curb ramps and sidewalk 5 ft width	LS	1	\$30,000	\$30,000
WL	MT	CNP	3	Fitness Stations (2-3)	LS	1	\$50,000	\$50,000
WL	LT	CNP	3	Playground replacement w/ EWF surface	LS	1	\$200,000	\$200,000
Subtotal:								\$340,000

0	4	3	1	1	0	0	0	9
4	2	5	3	3	0	0	1	18
0	3	5	2	0	0	0	0	10
0	2	4	1	0	0	3	2	12

WL								\$340,000
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A. Existing Parks and Facilities: Neighborhood and Mini Parks							Subtotal	\$6,495,000
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By Phasing (unfunded)	Short-Term	\$2,365,000	36.4%
	Medium-Term	\$2,630,000	40.5%
	Long-Term	\$1,500,000	23.1%
By System Components	WNP		0.0%
	CNP	\$6,390,000	98.4%
	AF		0.0%
	GB	\$105,000	1.6%
	PRG		0.0%

B. Existing Parks and Facilities: Community Parks				Unit	Quantity	Unit Cost	Subtotal
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ES	Phase*	Subsystem^	District	Elm Street Park				
ES	ST	CNP	3	Wayfinding/Signage; Site map kiosk	LS	1	\$10,000	\$10,000
ES	ST	GB	3	Bike repair station	EA	1	\$15,000	\$15,000
ES	LT	CNP	3	Playground replacement w/ PIP surface	LS	1	\$400,000	\$400,000
ES	MT	CNP	3	Fitness Stations (2-3)	LS	1	\$50,000	\$50,000
Subtotal:								\$475,000

1	1	2	1	1	0	0	1	7
2	2	4	1	1	0	0	0	10
0	2	4	1	0	0	3	2	12
0	3	5	2	0	0	0	0	10

ES								\$475,000
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EV	Phase*	Subsystem^	District	Evans Park				
EV	ST	AF	2	River Birch Tennis Center: Replace and upgrade court lights. Resurface courts if needed. Upgrade security lighting.	LS	1	\$500,000	\$500,000
EV	MT	GB	2	Unpaved hiking trail	LS	1	\$75,000	\$75,000
EV	LT	CNP	2	New small playground w/ EWF surface	LS	1	\$200,000	\$200,000
EV	ST	CNP	2	Tree plantings for parking lot	LS	1	\$25,000	\$25,000
Subtotal:								\$800,000

0	1	3	1	1	3	3	2	14
3	3	4	1	1	0	0	1	13
0	3	4	1	0	0	0	2	10
0	0	0	1	1	0	0	3	5

EV								\$800,000
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GT	Phase*	Subsystem^	District	Greenfield Terrace Park				
GT	MT	CNP	1	Restroom replacement; w/ 20x20 shelter	LS	1	\$450,000	\$450,000
GT	LT	AF	1	Multipurpose field; no lighting; additional paved parking; two sport courts; two (2) 20x20 shelters w/ picnic tables; canopy trees and landscaping	EA	1	\$935,000	\$935,000
GT	MT	GB	1	6 ft wide sidewalk into park and perimeter path on west side	LF	3300	\$35	\$115,500
				Subtotal:				\$1,500,500

0	3	5	2	1	1	3	1	16
0	4	5	2	1	2	0	2	16
4	4	4	2	1	0	0	0	15

GT								\$1,500,500
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JC	Phase*	Subsystem^	District	Jaycee Park				
JC	MT	AF	3	Install 8 pickleball courts with lighting and a restroom facility.	LS	1	\$1,000,000	\$1,000,000
JC	ST	PRG	3	Create entrance enhancements, expand art classrooms, add storage space, a conference room, and administrative offices.	LS	1	\$1,500,000	\$1,500,000
JC	ST	PRG	3	Public art/ murals	LS	1	\$10,000	\$10,000
JC	LT	CNP	3	Connect parking lots; resurface	LS	1	\$300,000	\$300,000
JC	LT	CNP	3	Playground replacement w/ PIP surface	LS	1	\$400,000	\$400,000
JC	LT	AF	3	Replace existing extreme park ramps with concrete skate and BMX park	LS	1	\$1,250,000	\$1,250,000
				Subtotal:				\$4,460,000

0	4	5	2	1	3	0	0	15
1	2	3	2	2	3	2	1	16
0	1	2	2	2	0	0	0	7
1	0	1	1	1	0	3	1	8
0	2	4	1	0	0	3	2	12
0	3	3	2	2	2	3	0	15

JC								\$4,460,000
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ML	Phase*	Subsystem^	District	Matthew Lewis Park				
ML	ST	CNP	1	New park sign and wayfinding	LS	1	\$20,000	\$20,000
ML	ST	GB	1	Unpaved hiking trail	LF	5000	\$15	\$75,000
ML	MT	CNP	1	Replace restroom facility	EA	1	\$400,000	\$400,000
ML	ST	CNP	1	Two (2) additional 20x20 shelters; picnic tables	EA	2	\$45,000	\$90,000
ML	LT	CNP	1	Playground replacement w/ EWF surface	LS	1	\$300,000	\$300,000
				Subtotal:				\$885,000

0	0	2	1	1	0	2	0	6
3	3	4	1	1	0	0	1	13
0	2	5	2	2	0	3	0	14
0	1	4	1	1	0	0	1	8
0	2	4	1	0	0	3	2	12

ML								\$885,000
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SG	Phase*	Subsystem^	District	South Greenville Park and Recreation Center				
SG	ST	CNP	2	Outdoor sport court/basketball court; not lighted	EA	1	\$60,000	\$60,000
SG	ST	CNP	2	Fitness Court	EA	1	\$175,000	\$175,000
SG	LT	PRG	2	Rec Center fitness equipment; renovation	LS	1	\$250,000	\$250,000
SG	LT	CNP	2	Replacement playground w/ PIP surface	EA	1	\$400,000	\$400,000
				Subtotal:				\$885,000

0	4	3	1	1	0	0	0	9
0	3	5	2	0	0	0	0	10
0	2	4	2	2	3	3	0	16
0	2	4	1	0	0	3	2	12

SG								\$885,000
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TF	Phase*	Subsystem^	District	Thomas Foreman Park				
TF	MT	AF	1	Regrade and resod the Baseball Field and improve field drainage	LS	1	\$350,000	\$350,000
TF	MT	CNP	1	Playground replacement; PIP surface	LS	1	\$350,000	\$350,000
TF	MT	CNP	1	Outdoor sport court/basketball court, lighted	EA	1	\$90,000	\$90,000
				Subtotal:				\$790,000

0	2	2	1	1	2	3	1	12
0	2	4	1	0	0	3	2	12
0	4	3	1	1	0	0	0	9

TF								\$790,000
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TC	Phase*	Subsystem^	District	Town Common				
TC	ST	WNP	1	Deferred infrastructure replacement: Replacement of 1,570 LF steel sheet pile bulkhead with a terraced system to promote connection to river, withstand flooding, and allow for boat docking.	LS	1	\$22,000,000	\$22,000,000
TC	MT	WNP	1	Construct First Street Promenade, add Green Room, Concession Stands, Amphitheater and Seating Improvements, and Removable Fencing System.	LS	1	\$10,200,000	\$10,200,000
TC	ST	GB	1	Blueway signage	LS	1	\$30,000	\$30,000
				Subtotal:				\$32,230,000

3	1	2	4	2	0	5	3	20
3	2	3	2	2	3	3	2	20
4	2	4	2	2	0	0	0	14

TC								\$32,230,000
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B. Existing Parks and Facilities: Community Parks							Subtotal	\$42,025,500
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By Phasing (unfunded)	Short-Term	\$24,510,000	58.3%
	Medium-Term	\$13,080,500	31.1%
	Long-Term	\$4,435,000	10.6%

By System Components	WNP	\$32,200,000	76.6%
	CNP	\$3,720,000	8.9%
	AF	\$4,035,000	9.6%
	GB	\$310,500	0.7%
	PRG	\$1,760,000	4.2%
Unit	Quantity	Unit Cost	Subtotal

C. Existing Parks and Facilities: Regional Parks

HB	Phase*	Subsystem^	District	H. Boyd Lee Park				
	MT	AF	5	Renovate detached restrooms and scorers tower. Address site drainage. Add shade structures over bleachers. Add a new detached restroom close to volleyball facility. Add a dedicated Lacrosse Field. Add facility lighting.	LS	1	\$1,500,000	\$1,500,000
HB				Additional tree canopy	LS	1	\$25,000	\$25,000
HB	ST	CNP	5	Additional unpaved trail	LS	1	\$100,000	\$100,000
HB	ST	CNP	5	Two 20x20 shelters; with picnic tables	EA	2	\$45,000	\$90,000
HB	MT	CNP	5	Site furnishing upgrades; benches, receptacles	LS	1	\$75,000	\$75,000
HB	MT	AF	5	Multipurpose Field (no lighting)	LS	1	\$450,000	\$450,000
HB	LT	CNP	5	Playground replacement w/ PIP surface	LS	1	\$450,000	\$450,000
				Subtotal:				\$2,690,000

0	3	4	2	2	3	2	1	17
0	0	0	1	1	0	0	3	5
3	3	4	1	1	0	0	1	13
0	1	4	1	1	0	0	1	8
0	1	4	1	1	0	2	0	9
0	3	4	1	1	2	0	1	12
0	2	4	1	0	0	3	2	12

HB **\$2,690,000**

RP	Phase*	Subsystem^	District	River Park North				
RP	MT	CNP	1	Playground replacement; themed w/ PIP surface	LS	1	\$500,000	\$500,000
RP	ST	GB	1	Fish cleaning area	LS	1	\$15,000	\$15,000
RP	ST	WNP	1	Park signage, wayfinding, and interpretative signage	LS	1	\$75,000	\$75,000
RP	MT	GB	1	Trailhead kiosk w/ map, bike repair station	LS	1	\$40,000	\$40,000
				Subtotal:				\$630,000

0	2	4	1	0	0	3	2	12
0	1	1	1	1	0	0	0	4
0	2	2	1	0	2	0	0	7
3	4	5	2	1	0	0	1	16

RP **\$630,000**

WW	Phase*	Subsystem^	District	Wildwood Park				
WW	ST	GB	1	Boardwalk to connect Wildwood Park to River Park North and Pedestrian Bridge to Complete Wildwood Park West Trail Loop	LS	1	\$3,500,000	\$3,500,000
WW	MT	CNP	1	New small natural play feature	LS	1	\$200,000	\$200,000
WW	LT	WNP	1	Infrastructure on west side of park	LS	1	\$1,500,000	\$1,500,000
				Subtotal:				\$5,200,000

5	3	5	2	2	0	0	0	17
0	2	4	1	0	0	3	2	12
0	0	0	1	1	0	1	0	3

WW **\$5,200,000**

C. Existing Parks and Facilities: Regional Parks

Subtotal **\$8,520,000**

By Phasing (unfunded)	Short-Term	\$3,805,000	44.7%
	Medium-Term	\$2,765,000	32.5%
	Long-Term	\$1,950,000	22.9%
By System Components	WNP	\$1,575,000	18.5%
	CNP	\$1,340,000	15.7%
	AF	\$1,950,000	22.9%
	GB	\$3,655,000	42.9%
	PRG		0.0%



D. Existing Parks and Facilities: Sports/Facilities					Unit	Quantity	Unit Cost	Subtotal
GC	Phase*	Subsystem^	District	Bradford Creek Public Golf Course				
GC			3	n/a	SF		\$0	\$0
Subtotal:								\$0
GC								\$0
SC	Phase*	Subsystem^	District	Bradford Creek Soccer Complex				
SC	ST	AF	3	Field Lighting (full-size soccer) for three fields; acquisition of currently leased parcel used for overflow parking	EA	3	\$300,000	\$1,000,000
SC	ST	AF	3	ADA path; 6 ft wide	LF	500	\$35	\$17,500
SC	MT	CNP	3	Small playground; EWF surface	EA	1	\$100,000	\$100,000
SC	MT	AF	3	Sod replacement; subgrade drainage tile	EA	5	\$250,000	\$1,250,000
Subtotal:								\$2,367,500
SC								\$2,367,500
AQ	Phase*	Subsystem^	District	Greenville Aquatics and Fitness Center				
AQ	ST	PRG	1	Facility renovation; fitness and strength equipment replacement, flooring replacement for fitness, gym flooring and rubber multi-purpose flooring	LS	1	\$500,000	\$500,000
AQ	ST	AF	1	Pool renovations to include replaster the pool, replace the sand filter, paint pool area, replace drain covers	LS	1	\$250,000	\$250,000
Subtotal:								\$750,000
AQ								\$750,000
GY	Phase*	Subsystem^	District	Guy Smith Park				
GY	ST	AF	2	Picnic Tables	LS	1	\$15,000	\$15,000
GY	ST	AF	2	Sports Court/basketball court, no lighting	EA	1	\$60,000	\$60,000
GY	MT	AF	2	Stabilized grass overflow parking (former pool site)	LS	1	\$100,000	\$100,000
Subtotal:								\$175,000
GY								\$175,000
PK	Phase*	Subsystem^	District	Perkins Athletic Complex				
PK	ST	AF	4	Sports Connection: Batting cage area replacement/upgrade of pitching machines and netting.	LS	1	\$200,000	\$200,000
PK	ST	AF	4	ADA path from 14th St. to ballfields; 6 ft width	LF	850	\$35	\$29,750
PK	ST	AF	4	Additional overflow parking	LS	1	\$150,000	\$150,000
Subtotal:								\$379,750
PK								\$379,750

0	2	4	2	1	3	0	1	13
2	2	5	3	3	0	0	1	16
0	2	4	1	0	0	3	2	12
0	1	3	1	1	3	3	1	13

0	2	5	2	1	3	3	0	16
0	2	5	1	1	3	3	0	15

0	2	4	1	1	0	0	0	8
0	4	3	1	1	0	0	0	9
2	1	2	1	1	0	0	0	7

0	3	5	2	2	3	2	0	17
2	2	5	3	3	0	0	1	16
2	1	2	1	1	0	0	0	7

D. Existing Parks and Facilities: Sports/Facilities					Subtotal	\$3,672,250
By Phasing (unfunded)					Short-Term	\$2,222,250 60.5%
					Medium-Term	\$1,450,000 39.5%
					Long-Term	0.0%
By System Components					WNP	\$0 0.0%
					CNP	\$100,000 2.7%
					AF	\$3,072,250 83.7%
					GB	\$0 0.0%
					PRG	\$500,000 13.6%

Existing Parks and Facilities:					Total	\$60,712,750
By Phasing (unfunded)					Short-Term	\$32,902,250 54.2%
					Medium-Term	\$19,925,500 32.8%
					Long-Term	\$7,885,000 13.0%
By System Components					WNP	\$33,775,000 55.6%
					CNP	\$11,550,000 19.0%
					AF	\$9,057,250 14.9%
					GB	\$4,070,500 6.7%
					PRG	\$2,260,000 3.7%
Council Districts					1	\$43,435,500 71.5%
					2	\$3,785,000 6.2%
					3	\$9,067,500 14.9%
					4	\$379,750 0.6%
					5	\$4,045,000 6.7%

				Unit	Quantity	Unit Cost	Subtotal
F. New Parks and Facilities							
MP			Future Mini Parks				
MP			Park Improvements				
MP			Picnic shelter	EA	1	\$35,000	\$35,000
MP			Playground w/ EWF surface	EA	1	\$200,000	\$200,000
MP			Sport court/half basketball court	LS	1	\$60,000	\$60,000
MP			Landscape	LS	1	\$75,000	\$75,000
MP			Sidewalk and access points	LS	1	\$35,000	\$35,000
MP			Site furnishings	LS	1	\$50,000	\$50,000
MP			Wayfinding and Signage	LS	1	\$15,000	\$15,000
MP			Site Prep and Utilities	LS	1	\$100,000	\$100,000
MP			Planning, Design and Permitting	LS	1	\$75,000	\$75,000
MP			Subtotal:				\$645,000
MP			Acquisition				
MP			1/4-1 acre lots - 4 sites	LS	1	\$100,000	\$100,000
MP			Subtotal:				\$100,000

Prototypical Mini Park **\$745,000**

MP	Phase*	Subsystem^	District	Future Mini Parks				
MP	ST	CNP	4	New Mini Park #1	LS	1		\$745,000
MP	ST	CNP	5	New Mini Park #2	LS	1		\$745,000
MP	MT	CNP	1	New Mini Park #3	LS	1		\$745,000
MP	MT	CNP	2	New Mini Park #4	LS	1		\$745,000
MP	MT	CNP	4	New Mini Park #5	LS	1		\$745,000
MP	MT	CNP	5	New Mini Park #6	LS	1		\$745,000
MP	LT	CNP	1	New Mini Park #7 & #8	LS	2		\$1,490,000
MP	LT	CNP	2	New Mini Park #9	LS	1		\$745,000
MP	LT	CNP	4	New Mini Park #10 & 11	LS	2		\$1,490,000
MP	LT	CNP	5	New Mini Park #12 & 13	LS	2		\$1,490,000
Proposed Mini Parks								\$9,685,000

0	5	5	2	1	0	0	1	14
0	5	5	2	1	0	0	1	14
0	4	5	2	1	0	0	1	13
0	4	5	2	1	0	0	1	13
0	5	5	2	1	0	0	1	14
0	5	5	2	1	0	0	1	14
0	3	5	2	1	0	0	1	12
0	4	5	2	1	0	0	1	13
0	5	5	2	1	0	0	1	14
0	5	5	2	1	0	0	1	14

NP			Future Neighborhood Parks				
NP			Park Improvements				
NP			Picnic shelter	EA	2	\$35,000	\$70,000
NP			Playground w/ EWF surface	EA	1	\$350,000	\$350,000
NP			Sport court, lighted	LS	1	\$100,000	\$100,000
NP			Athletic Field - Multipurpose with back stop	EA	1	\$500,000	\$500,000
NP			Parking	LS	1	\$250,000	\$250,000
NP			Restrooms	SF	1000	\$450	\$450,000
NP			Fitness court/stations	LS	1	\$175,000	\$175,000
NP			Landscape	LS	1	\$50,000	\$50,000
NP			Sidewalk and access points	LS	1	\$60,000	\$60,000
NP			Site furnishings	LS	1	\$50,000	\$50,000
NP			Wayfinding and Signage	LS	1	\$25,000	\$25,000
NP			Site Prep and Utilities	LS	1	\$200,000	\$200,000
NP			Planning, Design and Permitting	LS	1	\$300,000	\$300,000
NP			Subtotal:				\$2,580,000
NP			Acquisition				
NP			3-5 acres, each	LS	1	\$500,000	\$500,000
NP			Subtotal:				\$500,000

Prototypical Neighborhood Park **\$3,080,000**

NP	Phase*	Subsystem^	District	Future Neighborhood Parks				
NP	ST	CNP	2	New Neighborhood Park #1	LS	1		\$3,080,000
NP	ST	CNP	4	New Neighborhood Park #2	LS	1		\$3,080,000
NP	MT	CNP	5	New Neighborhood Park #3	LS	1		\$3,080,000
NP	LT	CNP	1	New Neighborhood Park #4	LS	1		\$3,080,000
NP	LT	CNP	4	New Neighborhood Park #5	LS	1		\$3,080,000
NP	LT	CNP	5	New Neighborhood Park #6	LS	1		\$3,080,000
Proposed Neighborhood Parks								\$18,480,000

0	4	5	2	1	0	0	1	13
0	5	5	2	1	0	0	1	14
0	5	5	2	1	0	0	1	14
0	3	5	2	1	0	0	1	12
0	5	5	2	1	0	0	1	14
0	5	5	2	1	0	0	1	14

SR	Phase*	Subsystem^	District	Staton Road Park				
SR	LT	CNP	1	Develop initial park amenities to include a shelter, playground with EWF surface, parking and open lawn. Includes planning, design and permitting.	LS	1	\$556,250	\$556,250
Subtotal:								\$556,250

\$556,250

0	3	5	2	2	0	0	1	13
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ES	Phase*	Subsystem^	District	Eastside Park					
ES	MT	WNP	3	Construct a playground and an off-leash dog park with signage and lighting; gravel parking, park signage, pedestrian and vehicle access into park; utilities; 15% A&E, permitting	LS	1	\$1,725,000	\$1,983,750	2 3 4 2 2 0 0 1 14
	LT	WNP	3	Phase 2: Multipurpose field, walking paths, restroom, two (2) shelters w/ picnic tables, wayfinding, nature/discovery play feature; 15% A&E, permitting	LS	1	\$2,926,750	\$4,390,125	2 3 4 2 2 1 0 2 16
ES	LT	WNP	3	Phase 3: Paved and unpaved trails; trailhead, kayak launch, parking; maintenance facility, 15% A&E, permitting	LS	1	\$1,437,500	\$1,653,125	4 3 5 3 2 0 0 1 18
ES	LT	WNP	3	Phase 4: Disc golf, additional paved/unpaved trails, mountain biking trails, additional signage/wayfinding, 15% A&E, permitting	LS	1	\$862,500	\$991,875	3 3 5 2 2 0 0 1 16
ES			3	Subtotal:				\$9,018,875	
									\$9,018,875

RP	Phase*	Subsystem^	District	Phil Carroll Nature Preserve					
RP	MT	WNP	1	Construct a nature themed play feature; gravel parking, park signage; utilities, two shelters, restrooms, unpaved hiking trails 15% A&E, permitting	LS	1	\$2,087,250	\$2,087,250	2 4 5 2 2 0 0 1 16
	LT	WNP	1	Phase 2: paved parking, paved and unpaved trails; trailhead, kayak launch, parking; maintenance facility, 15% A&E, permitting	LS	1	\$1,897,500	\$1,897,500	4 4 5 2 2 0 0 1 18
RP				Subtotal:				\$3,984,750	
									\$3,984,750

PT	Phase*	Subsystem^	District	Port Terminal (City-Owned Land)					
PT	LT	WNP	3	Phase 1: unpaved parking, unpaved hiking trails; trailhead, wayfinding/signage, 15% A&E, permitting	LS	1	\$345,000	\$345,000	4 3 5 2 2 0 0 1 17
				Subtotal:				\$345,000	
									\$345,000

GW	Phase*	Subsystem^	District	New Greenway Trails					
Greenway Trail Improvements									
GW	MT	GB	2	1.5 miles of greenway trails	MI	1.5	\$1,500,000	\$2,587,500	5 4 5 3 3 0 0 0 20
GW	MT	GB	5	1.5 miles of greenway trails	MI	1.5	\$1,500,000	\$2,587,500	5 5 5 3 3 0 0 0 21
GW	LT	GB	2	1.0 mile of greenway trails	MI	1	\$1,500,000	\$1,725,000	5 4 5 3 3 0 0 0 20
GW	LT	GB	5	1.0 mile of greenway trails	MI	1	\$1,500,000	\$1,725,000	5 5 5 3 3 0 0 0 21
GW	LT	GB	1	1.5 miles of greenway trails	MI	1.5	\$1,500,000	\$2,587,500	5 4 5 3 3 0 0 0 20
GW	LT	GB	4	1.5 miles of greenway trails	MI	1.5	\$1,500,000	\$2,587,500	5 5 5 3 3 0 0 0 21
GW				Subtotal:		8		\$13,800,000	
Proposed Greenway Trails									\$13,800,000

F. New Parks and Facilities				Subtotal	
By Phasing					
				Short-Term	\$7,650,000 13.7%
				Medium-Term	\$15,306,000 27.4%
				Long-Term	\$32,913,875 58.9%
By Type of Project					
				Undeveloped (City Owned)	\$13,904,875 24.9%
				Acquisitions	\$4,300,000 7.7%
				Proposed Park Development	\$23,865,000 42.7%
				Proposed Greenway	\$13,800,000 24.7%
By System Components					
				WNP	\$13,348,625 23.9%
				CNP	\$28,721,250 51.4%
				AF	0.0%
				GB	\$13,800,000 24.7%
				PRG	0.0%
Council Districts					
				1	\$12,443,500 22.3%
				2	\$8,882,500 15.9%
				3	\$9,363,875 16.8%
				4	\$11,727,500 21.0%
				5	\$13,452,500 24.1%

PROPOSED CAPITAL PROJECTS TOTAL				TOTAL	
By Phasing					
				Short-Term	\$40,552,250 34.8%
				Medium-Term	\$35,231,500 30.2%
				Long-Term	\$40,798,875 35.0%
By System Components					
				WNP	\$47,123,625 40.4%
				CNP	\$40,271,250 34.5%
				AF	\$9,057,250 7.8%
				GB	\$17,870,500 15.3%
				PRG	\$2,260,000 1.9%
Council Districts					
				1	\$55,879,000 47.9%
				2	\$12,667,500 10.9%
				3	\$18,431,375 15.8%
				4	\$12,107,250 10.4%
				5	\$17,497,500 15.0%



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