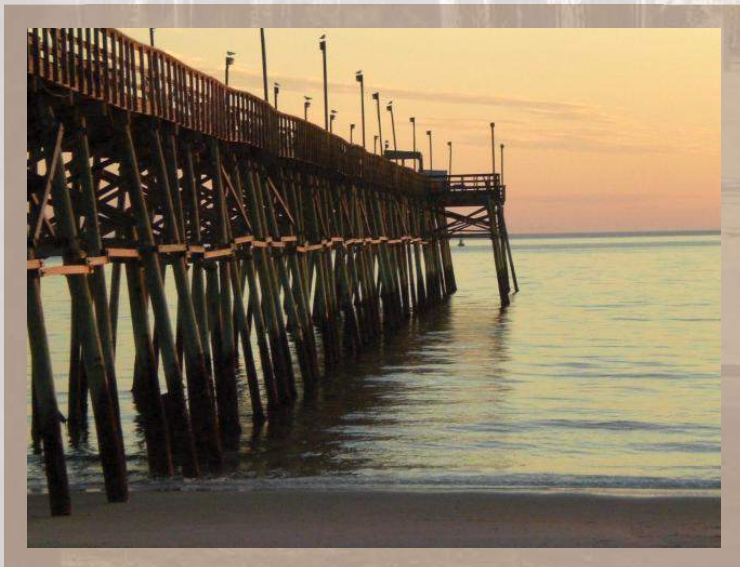


Brunswick County

Parks & Recreation Department



2009

Comprehensive Parks and Recreation Master Plan

Prepared by



BRUNSWICK COUNTY
PARKS & RECREATION DEPARTMENT

MAY, 2009
COMPREHENSIVE
PARKS AND RECREATION
MASTER PLAN

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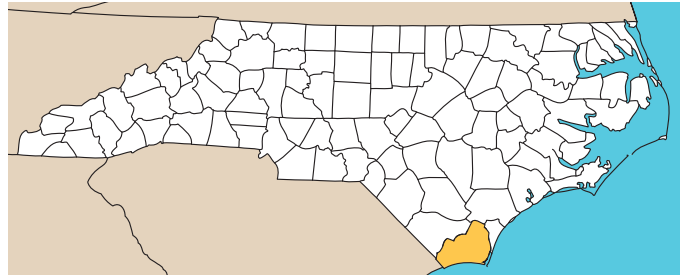
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INTRODUCTION

Located in the southeastern corner of North Carolina, Brunswick County is a diverse coastal community that has seen some of the highest population growth in the country. The allure of a coastal lifestyle has attracted families and retirees alike, and as a result Brunswick County's population has more than doubled since 1990. Recognizing the County's continuing high growth rate, the Brunswick County Parks and Recreation Department saw the need for a long-term plan to accommodate the rapid expansion while maintaining high quality recreation opportunities and services.



Brunswick County, North Carolina

Brunswick County is bordered to the east by the Cape Fear River and the Atlantic Ocean, which also borders the county to the south. The City of Wilmington lies to the north in the neighboring county. South Carolina and the Waccamaw River border the county to the west and northwest, respectively. Most of the county is undevelopable swampland, so populations have settled along the Atlantic Ocean and the Cape Fear River. These natural resources and others, including the Green Swamp, Juniper Creek Game Lands, and Nature Conservancy and State-owned land, offer many natural recreational experiences to the citizens of Brunswick County. The County's parks are primarily focused on athletics, but also offer a chance for leisure activities, including fishing, walking and picnicking, to name a few. As a result of their age and increased use from a growing population, these areas are in need of improvements. Also, because of the changing nature of recreation trends, there are demands for new facilities and more diverse recreational opportunities, including non-traditional programs.



View from Dutchman Creek Park



Town Creek District Park

The Brunswick County Parks and Recreation is one of the county's providers of parks and recreation services. Based in Bolivia, the Department's mission is, "...promote a better quality of life for all its citizens by offering safe parks and facilities, creative recreational programs that serve people of



Atlantic Ocean



Leland Park

all ages, interests and abilities, as well as excellent community relations, while also fostering a keen stewardship towards the natural environment.” The Department was created in 1975 by the Brunswick County Parks and Recreation Commission. Since its establishment, the Department has provided recreation opportunities to the people of Brunswick County. Four of the county’s municipalities also have parks and recreation departments that complement the facilities provided by the County; Boiling Spring Lakes, Oak Island, Southport and, most recently, Leland have departments that offer parks and recreation services to their citizens.

In October 2008, Brunswick County engaged the services of Lose & Associates, Inc. to produce a ten-year comprehensive master plan that would identify program and budget needs and possible deficiencies through 2018, staffing and departmental growth, comparisons with other counties, demographic trends and potential funding sources. The results published in this report reflect substantial input by the leaders and citizens of Brunswick County, through interviews, public open meetings and a community survey. The planning team has also made an exhaustive effort to research existing documents including the *Updated 5-Year Brunswick County Parks and Recreation Master Plan for 2002-2007*, the Department’s policies and procedures manual, the county’s Greenways and Blueways Master Plan, Brunswick Tomorrow Community Development Plan and the CAMA Core Land Use Plan to provide the foundation and background for this updated Parks and Recreation master plan.

In January 2009, the Department, in partnership with Lose & Associates, distributed a mail survey to 2,500 randomly selected households throughout Brunswick County. The returns were recorded in a spreadsheet by the Lose & Associates who then interpreted the data. The results of the survey, which have been tabulated and exhibited in this report, provide

an insight into the citizens' desires and perceptions of the Department, providing an additional basis for recommendations and analyses in this report.

In preparing this report, the team has researched local demographics using data from the North Carolina Office of State Budget and Management, the U.S. Census Bureau and the reporting from our subscription service, *Demographics Now*. Demographic evaluations, combined with information provided in the abovementioned resource documents, are detailed in Section 2.

Public input is the driving force of this document; interviews with parks staff, public officials and with user groups were held over a week-long period: December 1 – 5, 2008. During these visits, the planning staff held seven public meetings throughout the county. Over 100 citizens came out to express their opinions and recreation needs. Most of the results of these interviews, public meetings and the survey data are included in Section 3 of the report.

The team conducted an in-depth assessment of the existing organizational structure of the Parks and Recreation Department to understand how communication, direct reporting and each individual's daily duties were impacted, both negatively and positively, by the current organization of the Department. Subsequently, recommendations were made that will enable the Department to operate at a higher level of efficiency and with greater communication. The same intensive review of the current park programming was conducted, and the assessments and recommendations for both are found in Sections 4 and 5.

Other sections address the existing conditions found at all county-owned parks as well as recommendations for future development of parks and recreation facilities. All of these recommendations culminate in the budget and long-term capital expenditures recommendations.

The recommendations included in this report present an array of exciting opportunities for the Brunswick County Parks and Recreation Department. There are challenges, to be sure, but the opportunity for parks, greenways and open space to contribute to healthy lifestyles, economic development scouting, and to the county's environmental sustainability are plentiful.

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DEMOGRAPHIC PROFILE

The demographic review and analysis of a county is essential to the success of a comprehensive parks and recreation master plan. The residents of the county are the users of the park system, so the county must have a clear understanding of the makeup of its *current* park users as a measure of recreation delivery at the beginning of the report study. Of equal, or even greater, importance is the projection of the growth patterns for the ensuing decade and further so that the county will be able to craft a Capital Improvements Plan (CIP) based upon the community's realistic growth projections. This growth projection not only measures numbers of people but also provides the county with a snapshot of the locales where growth is expected, the ages and socio-economic character of the growth, and the availability of transportation to and from the county's parks and facilities. The county can thus plan accurately for its *future* park users.

Brunswick County has a uniquely diversified geographical makeup. Many other counties have one, or several, dominant cities that create a community growth pattern from a central location. Brunswick, however, is composed of many small to medium-sized cities, incorporated and unincorporated, each with its own demographic profile, many differing in character but similar in composition. The county is composed of beach-front vacation communities like Long Beach, Ocean Isle Beach and Sunset Beach to more traditional family-oriented cities such as Southport, Shallotte and Leland. There is no dominant major city in the region to spawn bedroom community growth except perhaps the city of Wilmington in New Hanover County. As a result, the people in Brunswick County live here, more than likely, because they choose to live here. It is important to note that the population figures presented in this report are for year-round residents only.

Projections for future growth must have a realistic foundation to be effective. There are several sources for current and past population totals. For this report we have utilized the U. S. Census 2000 and 1990 figures, the North Carolina Office of State Budget and Management (NCOSBM) Population Estimates and Projections, and our subscription service, *Demographics Now*. Estimates and projections also come from these three sources. For our parks and recreation master plan comprehensive reports we also look at several other factors including building permit trends for single-family homes, city and town growth plans, planned utility expansion and any known unique feature that might skew projections like a new manufacturing plant or one that might be closing. Major impacts like that cannot be anticipated in a county's future growth projections. For this Brunswick report, we have had to consider the drastic economic downturn of 2008-2009 and the unknown recovery period. While actual growth may be more conservative for several years due to the economic climate, trends for the county and its cities and towns have remained consistently upward with an enviable growth pattern, and we anticipate a continued population increase.

Population Trends

The growth in population in Brunswick County from 1990 to 2000 reveals that the attraction and livability of the area were discovered in that decade when the county grew 43.5% from 50,986 to 73,143 residents. Spanning the area between the Cape Fear River with Wilmington and New Hanover County to the east and the greater Myrtle Beach, South Carolina, area to the southwest, Brunswick County affords the visitor and potential resident a slice of the traditional American life. The beach is at hand; large communities like Brunswick Forest have been tastefully planned; and the county is home to Green Swamp, the largest swamp in the state with many adjoining conservation areas to prevent rampant development. Table 2.1 shows the growth of the county using combined estimates and projections from the State population estimates and data from *Demographics Now*.

Table 2.1: Brunswick County Population Trends

	1990	2000	July 2005	2008 Est.	April 2010 Projection	2013 Projection	July 2015 Projection	April 2020 Projection
Brunswick County	50,986	73,143	89,165	102,563	111,155	120,567	129,680	146,227

Sources: *Demographics Now*, North Carolina Office of State Budget and Management

The data shown in Table 2.1 is what any county would want to present to its citizens and to potential investors. It reflects a remarkable growth that shows a comforting consistency between the two sources used for the projections. While this rate of growth does allow time for planned growth, it does not allow for deferred capital improvement or department upgrading. Rather, it dictates an assertive program of growth in the parks and recreation programming for Brunswick County because it is obvious from further qualitative research that the new residents will anticipate and expect a first-class system.

Comparison Community Population Trends

Together with the county, the planning team selected four benchmark counties for growth comparison with Brunswick County from the U.S. Census in 1990 through projections for the year 2013. The opportunity to visualize comparative populations presents an opportunity to establish a dialog with other communities experiencing the same growth patterns.

Table 2.2 shows just how rapidly Brunswick County has grown...and continues to grow. When compared to the selected counties, Brunswick seems to have a stronger continued growth pattern than others, whose percentage of growth drops off much more quickly in the 2013 projections. New Hanover County maintains a healthy growth, just not as high a percentage due to its much larger size. Starting as the smallest county in the comparison, Brunswick is projected to have a larger population by 2013 than Carteret and Henderson Counties and be very close to the Rowan County Population.

Table 2.2: Comparison Community Population Trends

	1990	2000	% Change	2008 Est.	% Change	2013 Projected	% Change
Brunswick County	50,986	73,143	43.46%	102,563	40.22%	120,567	17.55%
Carteret County	52,497	59,838	13.98%	65,004	8.63%	68,501	5.38%
Henderson County	69,378	89,173	28.53%	100,563	12.77%	107,375	6.77%
New Hanover County	120,282	160,307	33.28%	190,240	18.67%	208,721	9.71%
Rowan County	110,605	130,340	17.84%	138,344	6.14%	143,129	3.46%

Source: *Demographics Now*

Population by Age

This projection will become an important tool for planning programming for the Brunswick County Parks. Other sections of this report address how well the county is currently providing recreation opportunities, and Table 2.3 indicates which segments of the population will experience growth and which will decline. Clearly, the numbers indicate that Brunswick County is a family-friendly place with 23% of the population being children, youth and teens at home.

Table 2.3: Population Trends by Age

	2000	2008	% Change	2018	% Change	2030	% Change
State	8,046,813	9,240,289	14.8%	10,707,854	15.9%	12,465,481	16.4%
Brunswick Co.	73,141	104,114	42.3%	140,131	34.6%	179,424	28.0%
Age Group							
0 to 4	4,005	6,020	50.3%	7,763	29.0%	9,559	23.1%
5 to 14	8,879	11,033	24.3%	14,913	35.2%	18,798	26.1%
15 to 19	4,257	5,879	38.1%	7,038	19.7%	9,221	31.0%
20 to 24	3,471	5,288	52.3%	6,900	30.5%	9,078	31.6%
25 to 34	8,494	10,883	28.1%	14,756	35.6%	17,827	20.8%
35 to 44	10,287	12,974	26.1%	15,677	20.8%	20,005	27.6%
45 to 54	10,629	15,353	44.4%	18,694	21.8%	21,745	16.3%
55 to 64	10,739	16,617	54.7%	22,154	33.3%	25,948	17.1%
65 to 74	8,107	12,644	56.0%	19,162	51.6%	25,311	32.1%
75 to 84	3,498	5,877	68.0%	10,047	71.0%	15,985	59.1%
85+	775	1,546	99.5%	3,027	95.8%	5,947	96.5%
Preschool (0 to 4)	4,005	6,020	50.3%	7,763	29.0%	9,559	23.1%
Youth (5 to 14)	8,879	11,033	24.3%	14,913	35.2%	18,798	26.1%
Teens (15 to 19)	4,257	5,879	38.1%	7,038	19.7%	9,221	31.0%
Adults (20 to 54)	32,881	44,498	151.0%	56,027	108.7%	68,655	96.3%
Senior (55+)	23,119	36,684	278.2%	54,390	251.6%	73,191	204.8%

Source: *Demographics Now*

A look at the figures in Table 2.3 shows that the youth, which are the heaviest users of the park programs, will more than double from 8,879 in the year 2008 to 18,798 in the year 2030 – an increase of 112%. Youth league soccer, baseball, softball and football playing fields must be planned to accommodate that increase. The same holds true for playgrounds for the preschool children, whose numbers will increase by almost 140% and for teens, which show a projected increase of 117%. Adults, ages 20 to 54, will just double in the 22 years from 32,881 to 68,655, or an increase of 109%. The most dramatic change falls within the seniors aged 55+ with an increase from 23,119 to 73,191 or an increase of 217%. This is not unexpected – the baby boomers are aging and creating new challenges for parks departments to provide adequate programming that anticipates their lifestyles. These seniors can be categorized in two ways – the active adults who participate in tennis, golf, bicycling, and hiking and the more sedentary seniors who prefer day trips, classes, dances and concerts in parks. The one sport that seems to span all age groups is swimming, where participants can be babies, non-working adults and seniors during the day and youth, teens and adults in competition or exercise after school and in the evenings.

As a percentage of the overall population measured from 2000 to 2030 projections, the preschool ages remain relatively steady at 5.5% as do the youth at 11% and teens at 5 to 6%. The adults, however, drop from 45% in 2008 to 38% in 2030 while the seniors 55+ grow from 32% to 42%.

Population by Zip Code

Brunswick County has a total of 95 “populated places” according to NC HomeTownLocator (<http://northcarolina.hometownlocator.com/nc/brunswick/>) and 12 zip codes. The zip codes are represented in Table 2.4 by their population, density of person per acre, average household income and median age.

Table 2.4: Population Trends by Zip Code

Zip Code	Nearest Community	Population 2008	Density	Average Household Income	Median Age
28420	Ash	4,769	76.8	\$48,830	34.5
28422	Bolivia	6,732	76.8	\$67,253	41.9
28451	Leland	25,650	150.6	\$53,607	32.1
28452	Longwood	563	82.7	\$56,238	39.1
28461	Southport	14,239	152.0	\$67,889	43.8
28462	Supply	12,388	86.7	\$55,677	43.2
28465	Oak Island	8,417	792.7	\$66,583	49.8
28467	Calabash	6,974	415.0	\$55,844	62.2
28468	Sunset Beach	3,901	195.0	\$74,831	56.0
28469	Ocean Isle Beach	5,180	211.8	\$74,901	50.2
28470	Shallotte	8,682	214.0	\$54,005	39.2
28479	Winnabow	4,784	49.3	\$49,097	37.3

Source: DemographicsNow

Table 2.4 speaks clearly to the character of each of the zip code areas. The beach resorts of Sunset Beach and Ocean Isle Beach have almost identical income levels at \$74,000+ and median ages in the 50+ range. Calabash, which is a short drive to nine major golf clubs, has the highest median age, and Oak Island completes the five zip codes that contain high numbers of retirees with disposable income who chose to be near golf opportunities and the beach. In fact, all but zip codes 28420 (Ash) and 28479 (Winnabow) are above the U. S. Census Bureau’s 2007 average household income of \$50,740. Both of these two cities are in more rural locations as indicated by the low densities in each and the lower median ages. Of the more inland, traditional cities and towns, zip code 28451 (Leland) is the largest with 25,650 residents. With moderate density and above-average income levels but a low median age of 32, Leland is “the place to be” for young couples and families. Bolivia’s zip code area is among the higher median income zips and has a low density like Ash Supply and Winnabow. This may be representative of it being the county seat with higher salaries. Southport is the second largest zip code in the county and also boasts a high median income of its residents. The traditional ship town, it has the traditional character of a sailing port, yet also has the charm of centuries-old buildings. The higher income is likely due to the development of St James Plantation, a gated community with golf courses, that has attracted new residents to the community. Longwood is the smallest of all zip codes with only 563 residents. Located north of US Hwy 17, Longwood does not offer the beach access of many of the towns south of the highway. Both the Shallotte and Supply zip codes abut Hwy 17, providing easy access to both ends of the county and the beaches. The Shallotte area obviously is smaller than Supply as it has a density of 214 to Supply’s 86. The above-average incomes in both represent the overall health of the county.

Households by Income

The average income of households in Brunswick County in 2000 was \$47,149; estimates for 2008 are \$59,910 and projections for 2013 are \$64,703. These income numbers compare to the national averages of \$56,644, \$68,953 and \$77,416 and the State of North Carolina's averages of \$51,225, \$59,181 and \$64,438. It is evident that the income and standard of living in Brunswick County have caught up with the state averages in the past decade. While both lag behind the national totals, it is important to take into consideration the cost of living in North Carolina and Brunswick County compared to other parts of the country in calculating disposable income for recreation.

Table 2.5 looks at income in another way, illustrating household income levels as a percentage of the whole population. What we learn from this table is that the county is growing into two distinct income-level segments. The percentage of households earning under \$50,000, while actually shrinking over the time period, remains greater than the state as a whole. The other end of the spectrum, households with income in excess of \$100,000 increased significantly as a percentage of the whole. The snapshot summary is that residents of Brunswick County have incomes lower than the state averages, a point to be considered in activity and fee charges.

Table 2.5: Households by Income (2000 to 2013 Census Projections)

	NC 2000 Census	% of Total	Brunswick County 2000 Census	% of Total	NC 2008 Estimate	% of Total	Brunswick County 2008 Estimate	% of Total
\$0 to \$24,999	961,215	30.7%	10,195	33.5%	829,566	23.3%	11,203	20.3%
\$25,000 to \$49,999	988,602	31.6%	10,116	33.2%	968,520	27.2%	12,632	22.9%
\$50,000 to \$99,999	887,408	28.3%	7,910	26.0%	1,140,305	32.1%	25,611	46.4%
\$100,000 to \$149,999	188,562	6.0%	1,406	4.6%	381,362	10.7%	3,557	6.4%
\$150,000 +	106,226	3.4%	811	2.7%	237,255	6.7%	2,178	3.9%
	NC 2013 Proj.	% of Total	Brunswick County 2013 Proj.	% of Total				
\$0 to \$24,999	767,204	20.1%	11,023	22.3%				
\$25,000 to \$49,999	944,669	24.8%	13,742	27.8%				
\$50,000 to \$99,999	1,261,502	33.1%	16,115	32.6%				
\$100,000 to \$149,999	492,697	12.9%	5,065	10.3%				
\$150,000 +	348,643	9.1%	3,423	6.9%				

Source: DemographicsNow

Ethnic Profile (by zip code)

One of the characteristics of the Brunswick County demographic profile is that there is very little ethnic diversity in the county. The one exception is Longwood, which has a 19% African-American population and an 8.1% Hispanic population. Ash has a 10.7% African-American population and a 10.5% Hispanic population. Leland and Bolivia both have $\pm 10\%$ African-American but few Hispanic residents (1.3% for Bolivia and 5.7% for Leland). Oak Island contains almost no diversity with a population that is 93.9% White. Throughout the decade starting with year 2000, there has been a large migration of Hispanics into the United States, but there seems to be very little migration to Brunswick County.

As illustrated in Table 2.6, Brunswick and Carteret Counties have predominantly White residents with little ethnic diversity. Henderson has fewer African-Americans but more Hispanics while New Hanover and Rowan fall between the U. S. and North Carolina averages. Brunswick County's 7.2% African-American population represents 7,380 individuals who may have unique recreation needs that must be considered along with the White population.

Table 2.6: Comparison Community Population by Ethnicity (2008 Estimates)

	Brunswick County	Carteret County	Henderson County	New Hanover County	Rowan County	U. S.	N.C.
White	82.8%	90.0%	87.4%	78.2%	76.7%	73.5%	69.7%
African-American	7.2%	7.0%	3.4%	15.8%	14.7%	12.4%	21.3%
Hispanic	3.9%	2.4%	9.1%	3.2%	6.7%	15.5%	7.3%

Source: *DemographicsNow*

Transportation

Transportation to and from parks can be addressed through construction of greenways and trails, bicycle lanes, public transportation and driving times. In this section we explore the automobile availability to transport families and individuals to places of recreation.

According to the 2008 estimates of *Demographics Now*, 71.5% of households in Brunswick County have two or more vehicles and 22.6% have only one vehicle. There are, however, 2,506 households in the county that have no vehicles and presumably use public transportation for daily activities. Therefore, in park expansion and renovation planning, it is helpful to explore public transportation access to the facility or sports field. The 9,519 households with only one vehicle may also need to utilize public transportation

Employment and Education

Table 2.7 compares the employment type (from the 2000 census) and education of residents (from *Demographics Now* 2008 estimates) of Brunswick County with those of the United States and those of North Carolina. Brunswick Countians have a higher percentage of blue collar workers (51.6%) than either the U.S (39.7%) or the State of North Carolina (44.10%). That may well be tied to the comparative lower percent of residents who achieved college and above education. The high school graduate may be entering the blue collar work force with no thought of higher education. However, Brunswick County boasts a greater percentage of high school graduates at 33.6% than either the U.S. or North Carolina (30.60% and 30.10% respectively).

Table 2.7: Comparison Community Population by Employment and Education (2008 Estimates)

	Employed Blue Collar	Employed White Collar	High School Graduates	Education Beyond High School
United States	39.70%	60.30%	30.60%	54.50%
North Carolina	44.10%	56.00%	30.10%	52.90%
Brunswick County	51.60%	48.40%	33.60%	50.40%

Source: DemographicsNow

Table 2.8: Brunswick County Single-Family Annual Building Permits

Year	Total Building Permits for Single Family	% Increase
2000	1,333	
2001	2,010	50.79%
2002	2,451	21.94%
2003	2,831	15.50%
2004	3,558	25.68%
2005	4,273	20.10%
2006	4,129	-3.37%
2007	3,387	-17.97%
2008	2,189	-35.37%

Source: U. S. Census Bureau

Single-Family Annual Building Permits

This calculation is one way to measure the relative health of the young adults and families in a market. The numbers of building permits issued from the year 2000 to 2006 follow the overall growth patterns within the county during that time. The 2007 and 2008 numbers directly reflect the overall downturn in the real estate market. A review of the website *foreclosure.com* (www.foreclosure.com) revealed that there had been 7,226 foreclosures in the state, which is comparatively low to the rest of the country and only 204 foreclosures in Brunswick County. It is possible to infer from these figures that, even though the construction has slowed considerably, the absorption rate has kept the market relatively healthy and that with the continued growth projections, construction may pick up in 2009.

The young families that migrate into the county have traditionally been the prime users of a parks system. With changing demographics in the senior sector, the prime user is now projected to be shared between these two markets. A review of the growth in the beach and golf communities may mean that retirees may be purchasing homes rather than multi-family housing because the building permits did not reveal a significant number of these units.

Summary

Brunswick County is healthy and growing. And the growth is quality growth, balanced between the younger generation choosing to make Brunswick County home for work and raising a family and the seniors choosing to make the county their home for retirement. With no commanding cosmopolitan city, county residents in all towns and cities are able to retain a sense of place and belonging and will, hopefully, take an active interest in the development of recreational opportunities. As growth continues in the preschool and youth markets, plans for appropriate facilities and sports fields will be essential. Likewise, the senior population with active lifestyles and disposable income will expect facilities and programming to meet their needs. Residents throughout the county have the good fortune of being near the beach, which remains one of the primary recreation destinations.

DEMOGRAPHIC PROFILE

Activities for the demographic segments defined above were borne out by citizen responses to the random survey conducted in January 2009. Responses indicated extensive participation in youth sports with a continued desire for the activity. The respondents varied widely from those who “had participated in” classes, dancing and senior trips to those who “would like to participate in” them. This indicates that current programming does not address adequately the needs of seniors, presenting a fine opportunity for future programming.

The county will continue to grow at many levels—population, average household income and level of education. Today’s emphasis on healthy lifestyles and reversing the trend of obesity among children will create support among the community for parks and recreation planning and funding. In fact, 82.5% of all residents responding to the main survey agreed that “having quality parks and recreation facilities is important to a community.”



PUBLIC INPUT

Public input is the driving force behind all parks and recreation master plans. For the plan to be effective it must accurately reflect the facilities and programs most desired by the citizens of the community. The citizens are the participants in and users of the parks system and recreation programs, and without strong support and usage by them, the parks system becomes ineffective. The recommendations contained later in this master plan were driven by public input gathered through a variety of forums -- input recorded in interviews, public meetings and a randomly distributed user survey mailed to residents of Brunswick County. Quotes throughout this section are selected from the comments on the returned surveys.

The input process started with interviews that included meetings with elected officials, Brunswick County Parks and Recreation staff, other county staff, focus groups comprised of individuals from athletic leagues and the business community, and parks and recreation staff from other municipalities within Brunswick County. These interviews and meetings were necessary to develop an understanding of how the parks and recreation organization functions as well as to develop an understanding of issues that exist within the community and the Parks and Recreation Department itself. Interviews with the County Commissioners provided the planning team with an overview of how the parks and recreation staff interacts with elected officials and shares information. The interviews also provided insight into their vision for long-term planning and administration of the Department and on their priorities for the Department as part of the overall Brunswick County government. Interviews with allied County department and municipality representatives helped to uncover past and current planning efforts and how parks and recreation interacts on a regular basis with other Brunswick County departments as well as the incorporated cities and their parks and recreation departments. The input process was complemented by public meetings where issues identified included everything from desired park programs and facilities to safety and maintenance issues to the need for new and renovated facilities.

Interview Findings

Interviews with parks staff, public officials and focus groups were held over four days: December 1-5, 2008. These interviews and subsequent follow-up interviews and telephone conversations explored administrative, maintenance and support staff responsibilities, as well as factors related to funding and park usage. Interviews with parks and recreation staff revealed information about the daily operations of the Department and also offered insight into the opportunities and constraints that recreation staff is faced with on a day-to-day basis. These interviews served to provide a historical perspective of the evolution of parks and recreation in the county as well as to provide additional information about relationships with leagues and organizations and opinions for needed facilities.

The following is a bulleted summary of the issues that were the most commonly discussed in the interviews.

Operations

- Interviewees were supportive of partnerships between the Parks and Recreation Department and the school system. A Memorandum of Agreement (MoA) is being drafted to formalize this partnership.
- The Department does less maintenance at the schools than it used to and it may be possible to outsource all of the maintenance of the school facilities.
- Transportation, in general, is problematic to park operations and programs. Maintenance staff spends a lot of time commuting between parks due to the size of the county and roadway system. It is thought that a central hub for parks would improve efficiency.

- Parks staff must transport equipment from game to game; coordinating storage and logistics is difficult.
- The equipment request process involves putting a request in to the Parks Foreman. Small equipment under \$500 comes out of the annual operating budget. Major purchases of equipment are covered as capital projects. Less than \$100K is spent on equipment each year.
- Leasing contracts for maintenance equipment may work. Currently, maintenance staff rents seasonal equipment for specific tasks, such as lifting mounds.
- Mowing equipment is in bad shape, but most maintenance equipment is of average quality. New mowers are usually purchased to replace the oldest ones. There is currently no replacement schedule for maintenance equipment.
- The Department needs additional vehicles for programming staff.
- Approximately one-third of maintenance staff windshield time is spent for ancillary area maintenance.
- The Department maintains all libraries and community buildings, senior buildings, landscapes, Hope Harbor, gas stations, EMS sites and rights-of-way in front of parks.
- One Park Supervisor and one Park Assistant are assigned to each park. The Park Supervisor performs general maintenance such as fixing plumbing, delivery of materials, etc.
- On an average day, a Park Supervisor reports his main position and follows his/her park's schedule. He/she will check all parks, libraries, EMS sites, etc., one time a week. They clean restrooms, remove trash, maintain fields, mow, weed-eat and perform other specialty tasks.
- Sometimes crews have to be pulled from their regular tasks to do construction.
- Checklists are provided for maintenance staff, such as a pre-inspection of mowers.
- Maintenance standards need to be created.
- The Department of Operational Services is like public works. Maintenance put work orders in to them to use their dozers and heavy equipment; however, the equipment needed is not always available.
- Additional maintenance staff is needed as current staff are stretched beyond their limit. Part-time workers and seasonal workers during peak use would help out.
- Parks hires 11 part-time staff (limited to 20 hours a week) to operate concessions, run score boards, keep the clock at games and inventory uniforms.
- The Department plans to help build the future Brunswick Community College baseball field.
- Lack of funding for programs has resulted in low morale among staff. Conflicting work schedules prohibits the team building that is needed to promote healthy working relationships, especially between maintenance staff and coordinators.
- Maintenance staff and coordinators help each other, but staff would like to see more empowerment happen between the two groups. Goal setting needs to be improved and encouraged throughout the Department.
- The Department's linear organizational structure is inefficient.
- Better team communication between the maintenance staff would be beneficial.
- Formalized MOA's and IGA's are needed between the Department and the youth sports leagues and the Department needs to enforce rules.
- The Department should work with Economic Development to develop a sports commission.
- The Department is heavily dependent on the help of volunteers.
- The Department uses Kronus system/time cards. It is not always convenient for staff to drive to the office to clock in and out due to the location of parks and programs.

Marketing

- Fliers for athletic programs are emailed two times a year but they do not get distributed county-wide. All programs are marketed through paper fliers that are distributed at the office.

- Marketing of the Department needs to be improved to make registration easier on staff and the public, and to increase participation.
- The Department does not have corporate sponsors.
- There is a concern that the Department's lack of identity hurts its reputation. The Department will receive negative calls about recreation organizations and programs that they are not associated with.

Programs and Facilities

- The quality and quantity of park facilities are not keeping pace with population growth. The Department needs bigger, better fields, a multi-sport complex and dog parks, in addition to enhancing existing district parks.
- The Department lacks their own indoor programming space. Program coordinators utilize the conference room in the main office and private or city-owned facilities. This limits the type of programs that can be offered and the times that they can be held.
- A wellness/fitness center is being developed in the county's government complex.
- The lack of soccer facilities in the parks and school systems has resulted in the overuse of fields and the use of baseball fields for soccer practice. Turf in the outfields of some baseball fields is being destroyed.
- The Department's only regulation soccer field is in Smithville. The new Ocean Isle Park will have regulation soccer fields. Future planning should be for regulation sized fields because they can be divided into smaller fields.
- The park system lacks non-programmed open space and multi-use fields.
- The lack of ADA accessible facilities and limited modes of transportation affects people with disabilities, as well as the senior population. This shortfall limits the programs that can be offered, in some areas.
- The Department would like a Miracle Field and facilities for wheelchair basketball.
- Senior programs are heavily attended and need support staff. They use community centers the most of any group and use park fields on weekends at Smithville and Shallotte.
- Brunswick County parks are well maintained and used heavily, but they offer little diversity. There is little for parents to do while their children are involved in league play.
- Several facilities were mentioned to diversify the Department's services: Skate parks with concrete ramps, dog parks, walking and biking trails, disc golf, public camping sites, executive golf course, putting range, pools, water access, a corporate retreat venue, a park for camps that includes a ropes course, playgrounds for toddlers, shade structures and misting systems, walking trails with fitness stations, rock climbing, interpretive nature areas for education, math panels, garden areas for garden clubs, Scout areas for badge-earning and a recreation center.
- Several programs were mentioned to diversify the Department: A fitness program that includes your dog, a gymnastics program to provide teams and scholarships that could compete with Wilmington and Myrtle Beach, overnight concerts, eco/environmental tours in the Green Swamp, and wine and cheese tastings.
- Parks staff does not utilize the beaches, but they are viewed as a great resource and there is interest to program there. The Department wants to know if there are land management issues or other legal issues preventing this.
- It is felt that there are not enough programs and activities for people other than the youth. This includes teens (especially after summer), young children, adults and seniors.
- The Department staff needs outdoor programs and a dedicated outdoor programmer because the county's natural resource component is underutilized.
- There is a need and desire for many trail types throughout the county, including kayak/canoe, equestrian, walking, bicycle and nature trails.

- The Green Swamp could provide public nature access, but it needs access points and wayfinding. The County could charge access fees. Hunting in the Green Swamp is considered a safety issue for potential trails and programs that might happen there.
- Programs should reflect the growing interest in wellness.
- There is a county-wide interest and need for dog parks. A petition exists with 1000+ signatures of people who are actively interested in having dog parks throughout the county.
- Beach recreation programs should be introduced. A Waterfront Committee has just been introduced and fishing and shrimping tours could be a unique experience.

General Comments

- The Department has a good image because staff take pride in the maintenance of their parks. It is felt that resources and money are well spent and it keeps kids off of the streets.
- There is the perception that Brunswick County is experiencing a “brain drain,” where younger generations leave after graduation and do not return. The County needs to provide services and programs that appeal to lifestyles that are being sought elsewhere.
- Boards and committees would like to be involved in the park planning process.
- Parks staff meets as a group once a month, but more communication is needed between meetings.
- The Department needs an identity and needs to renew relationships between other organizations and County departments.
- A common web link that shows what the county and city parks and recreation departments are doing would improve customer service and program attendance.
- The Department needs to develop a mission statement, goals and objectives, a collective annual report and programming brochures.
- The residential influx over the past 14 years has caused property taxes to soar. The county is divided between very high income residents and very low income residents. Higher income areas are located in the south and northeast of the county. There is conflict to put parks in the low income areas.

Public Meeting Findings

Another form of public input used during the master plan process was open public meetings. The planning team held seven public meetings at locations throughout the county. The meetings were held the first week of December in the Town Creek, Waccamaw/Ash, Leland, Lockwood Folly, Southport, Shallotte and Holden Beach areas of the county. More than 100 individuals came to the meetings to share their opinions of the park system, their desired facilities and programs, and their vision for the future of Brunswick County’s parks and recreation. Several of the meeting participants represented special interests and came to the meetings in large groups.

The general “wish lists” developed during these meetings included improvements to existing facilities, development of new facilities and new programming opportunities. While the Department was given several compliments for the work they are currently doing, the public also voiced their concerns with certain aspects of the Department’s operations, maintenance and funding. The following bulleted lists include the most frequently discussed topics and the most requested items during the public meetings:

Facilities

- Update existing facilities.
- Update and provide additional shelters and pavilions.
- Improve accessibility within parks.
- Provide better signage within parks (directional, informational, etc.).

- Develop a park or large athletic complex for tournaments with adequate parking.
- Develop more sidewalks, greenways and multi-use paths (for pedestrians and cyclists) within parks and throughout the county.
- Provide more passive parks and activities such as hiking, nature trails and facilities for nature learning.
- Provide more water access for fishing, to put in boats, canoes, kayaks, etc. and utilize the county's unique water resources by providing piers, boardwalks, marinas, etc.
- Improve existing and develop more tennis courts, especially in Shallotte and Lockwood Folly District Parks.
- Provide tennis facilities for USTA sanctioned events (at least three courts side by side). Ideally, provide indoor and outdoor tennis courts in a complex of 12 or more courts.
- Provide a recreation center with a gym, pools, classrooms, fitness room with mirrors and speakers, and other types of indoor courts.
- Provide indoor pools and aquatics centers for a comprehensive swim program; they should include Olympic-size, therapeutic and lap pools for year-round use.
- Provide lighting at playgrounds and more play equipment for toddlers.
- Provide more softball, football, soccer and multi-purpose fields.
- Provide more bleachers/seating at fields.
- Use artificial turf on some fields to reduce maintenance and to increase the time in which fields are available for use.
- Provide more bocce, horseshoe and covered shuffleboard courts in parks for seniors.
- Provide more facilities in the densely populated areas of the county.
- Provide easily accessible, youth-oriented facilities for after school.
- Provide facilities that encourage family participation for those who do not play organized sports.
- Develop a shooting range.
- Develop an archery range.
- Develop a skate park.
- Develop dog parks/off-leash areas for dogs.

Programs

- Activities with Boy Scouts/Girl Scouts
- After-school programs for kids and seniors together
- Provide services for at-risk kids and those who cannot afford to play athletics
- Summer arts and crafts for youth
- More teen-oriented programs
- Geo-caching
- Gym activities and exercise classes
- Hold fitness programs in the evening
- Hold health and wellness events for families and kids
- More opportunities for:
 - Beach volleyball
 - Basketball
 - Soccer
 - Softball
 - Tennis
 - Archery
 - Hunting/fishing

- More senior programs and day/night trips in more areas; partner with other communities' senior programs and clubs
- Senior golf tournaments
- Senior programs and games
- More social club activities like fitness, biking or walking clubs
- Nature-oriented education programs, classes and events
- Sailing lessons
- Water safety classes

General Comments

- Waccamaw facilities are inadequate in terms of quantity, variety and accessibility.
- Build partnerships in the community and cooperate with schools to use their facilities.
- Develop fees or a pricing system that is fair; some cannot afford them.
- An adequate number of staff area needed for programming and maintenance.
- Have more paid staff versus volunteers.
- Existing fields are well-maintained.
- The current level of service is not keeping pace with the population influx; public recreation needs are not being met for passive recreation, family activities or nature-based activities.
- More program and facility diversity is needed.
- Petitions and organizations have developed to support the development of dog parks; the Brunswick Area Responsible Kanine owners (BARK) group has at least 400 supporters who want to help build them.
- Provide more beach access with no fees or parking restrictions.
- Enforce all parks and facilities as non-smoking.
- Integrate and connect parks.
- Practice environmental responsibility and healthy practices in parks, using fewer chemicals, recycling and offering healthy drinks and snacks. Parks should also be developed more sensitively; do not cut trees down and reforest after the parks are built.
- Provide more shade and reforest existing parks.
- Leagues need supervision and more involvement/support from the Department to run more efficiently.
- Better communication and marketing is needed between the Department and the public.
- Open parks earlier in the day, before 8:00 am, to accommodate for hot weather in the summer.
- Improve marketing and get more information to the public, possibly with a quarterly newsletter.
- Develop a sports council to coordinate regional tournaments and work to find sponsors.
- Develop public/private partnerships to fund land acquisition and capital projects.
- Go after corporate advertising to raise funds.
- Hire a park ranger to police parks and trails.
- Develop better communication between the Department and the four city parks and recreation departments.

All of the comments reflected the citizens' caring about the parks system and an overall desire to have a system of which they could be proud.

Community Survey Findings

In January 2009 a total of 2,500 surveys were mailed out to randomly selected Brunswick County citizens. Questions were derived from results of the interview process and the public meetings. A total of 247 of the surveys were returned and tabulated. Survey research shows that a statistical accuracy of 95% with a $\pm 5\%$ sampling error can be achieved with a response of 245 completed surveys in a community the size of Brunswick County (Salant and Dillman, *How to Conduct Your Own Survey*). Survey results were intended to provide a confirmation of the community's desires for public recreation that were expressed in the workshop, public meetings and interviews. The survey, which can be found in the Appendix, contained 29 questions assessing the types of programs in which citizens are currently participating and those that show a future interest of participation. Questions also assessed the priority for future facility development and renovations that should be undertaken by the Department as well as possible options for funding the improvements. The following charts and graphs provide a graphic representation of survey results. Also included are selected comments respondents wrote on their survey forms.

Program and Activity Preferences

After tallying the survey responses, a review of the results revealed that general park activities, which include passive or individual activities, currently have the strongest participation by a wide margin. In fact, 43% of responses to this question were among general park activities. Five activities topped the list:

Activity

1. Go to the Beach
2. Visit a Park Playground
3. Picnic in the Park
4. Walking on Trails
5. Fishing

The passive activities listed above are consistent with many other communities' preferences the planning team has studied over the last three years, reflecting a lack of recreation opportunities for those individuals not involved in active sports leagues. There is also an increased awareness of the benefits of exercise for our steadily growing overweight population.

When asked what programs they *would like* to participate in, general park activities still ranked high; however, the interest in classes, youth programs, senior activities and special events significantly increased. The programs listed under these categories include those that are currently offered by the Department as well as entirely new programs. As illustrated in Figure 3.1, several activities top the list, including some of those that already have high participation rates (i.e., walking on trails, picnicking in the park, fishing). Two fitness classes, aquatics fitness and aerobics/group fitness, also rank at the top. The margin between the top responses is too narrow to pick the definite stand-outs, but it is evident from the responses that there is a desire for more classes, youth programs, senior activities and special events. In comparison to the previous question, which asked respondents what programs they currently participate in, the responses for those who *would like* to participate doubled among the classes and senior activities categories.

Figure 3.1: Programs Respondents Have Participated In

1A) Identify the programs, activities, events or services that you or your family *have* participated in:

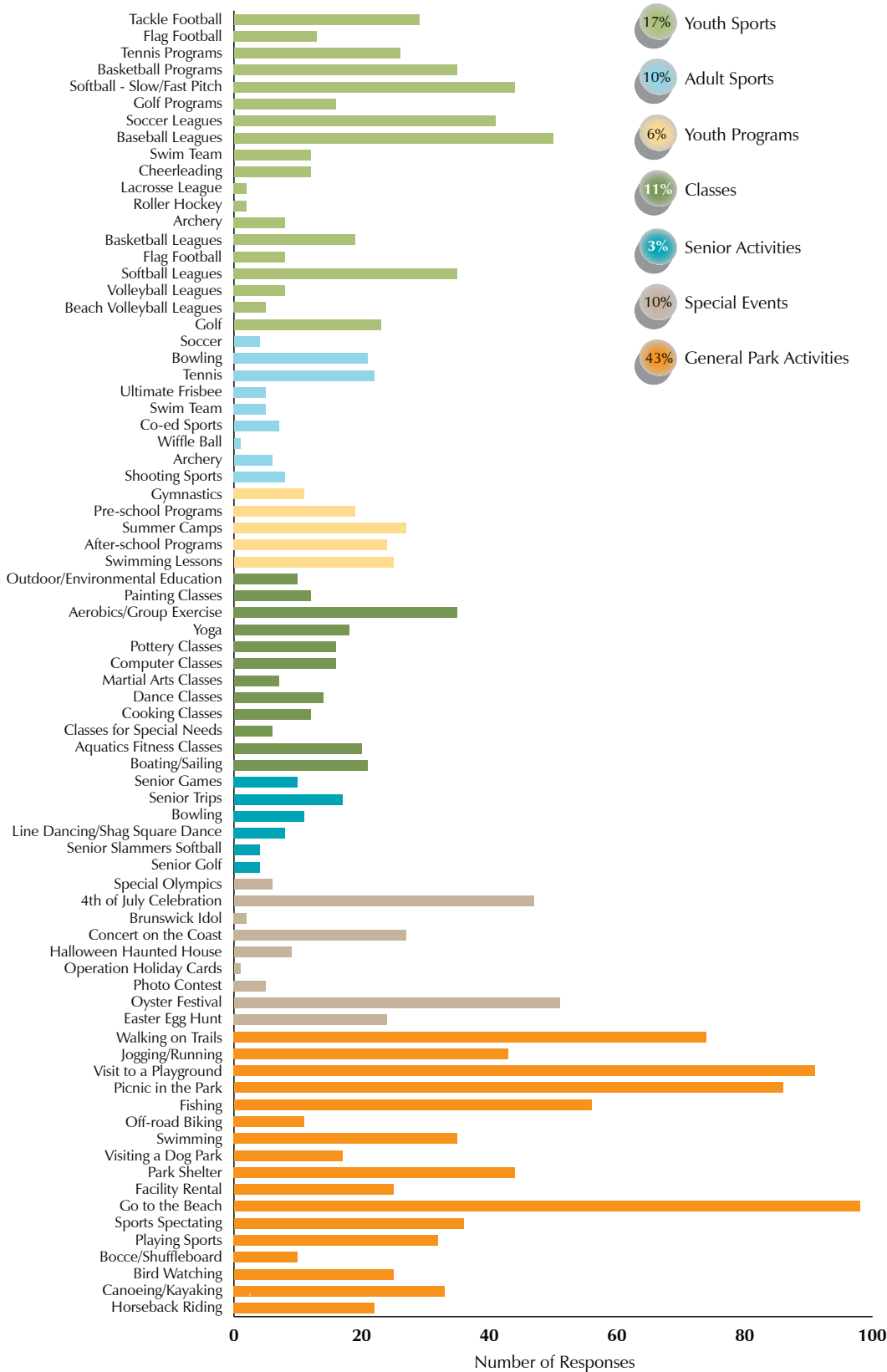


Figure 3.2: Programs Respondents Would Like To Participate In

1B) Identify the programs, activities, events or services that you or your family would like to participate in:

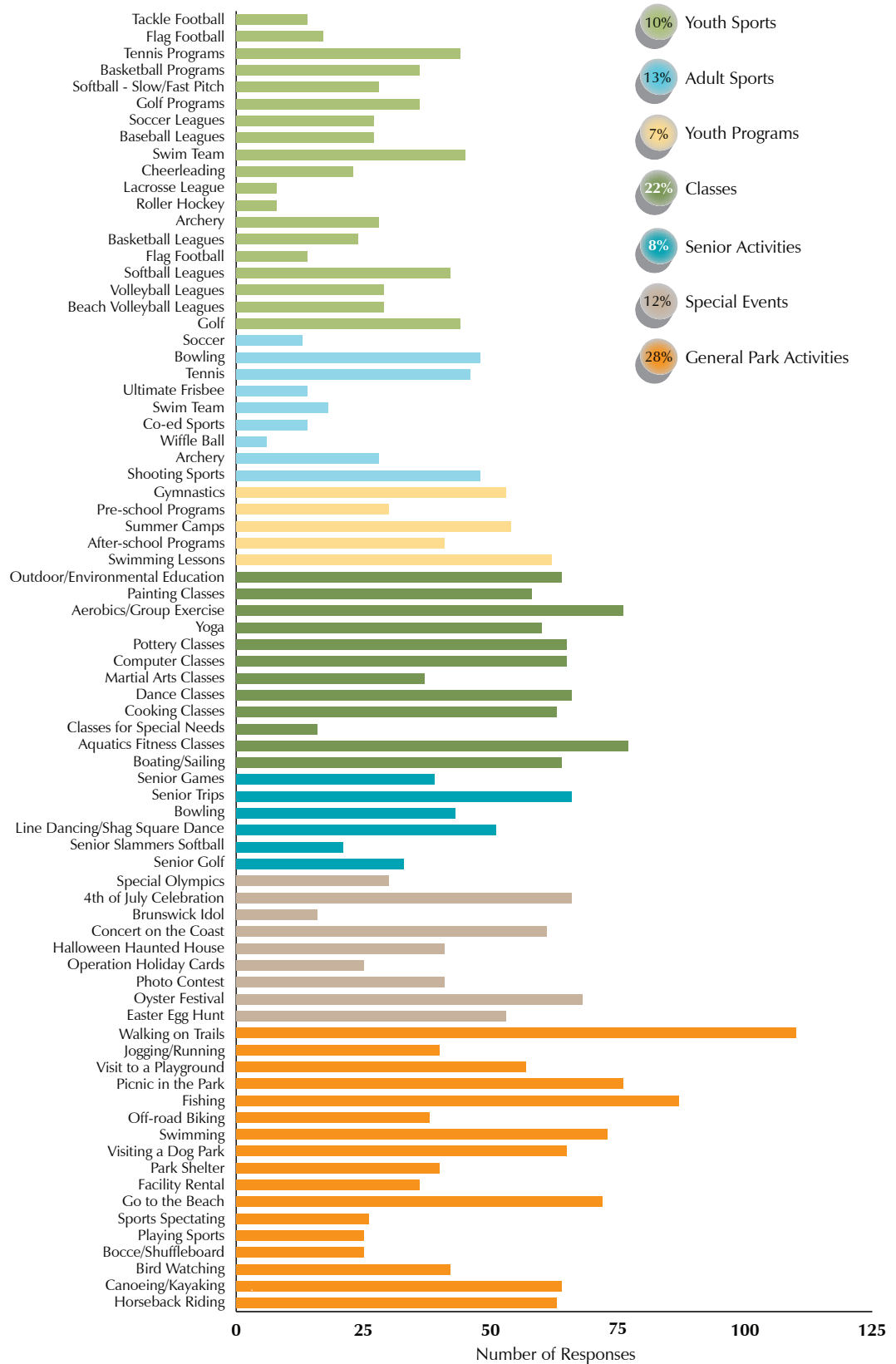
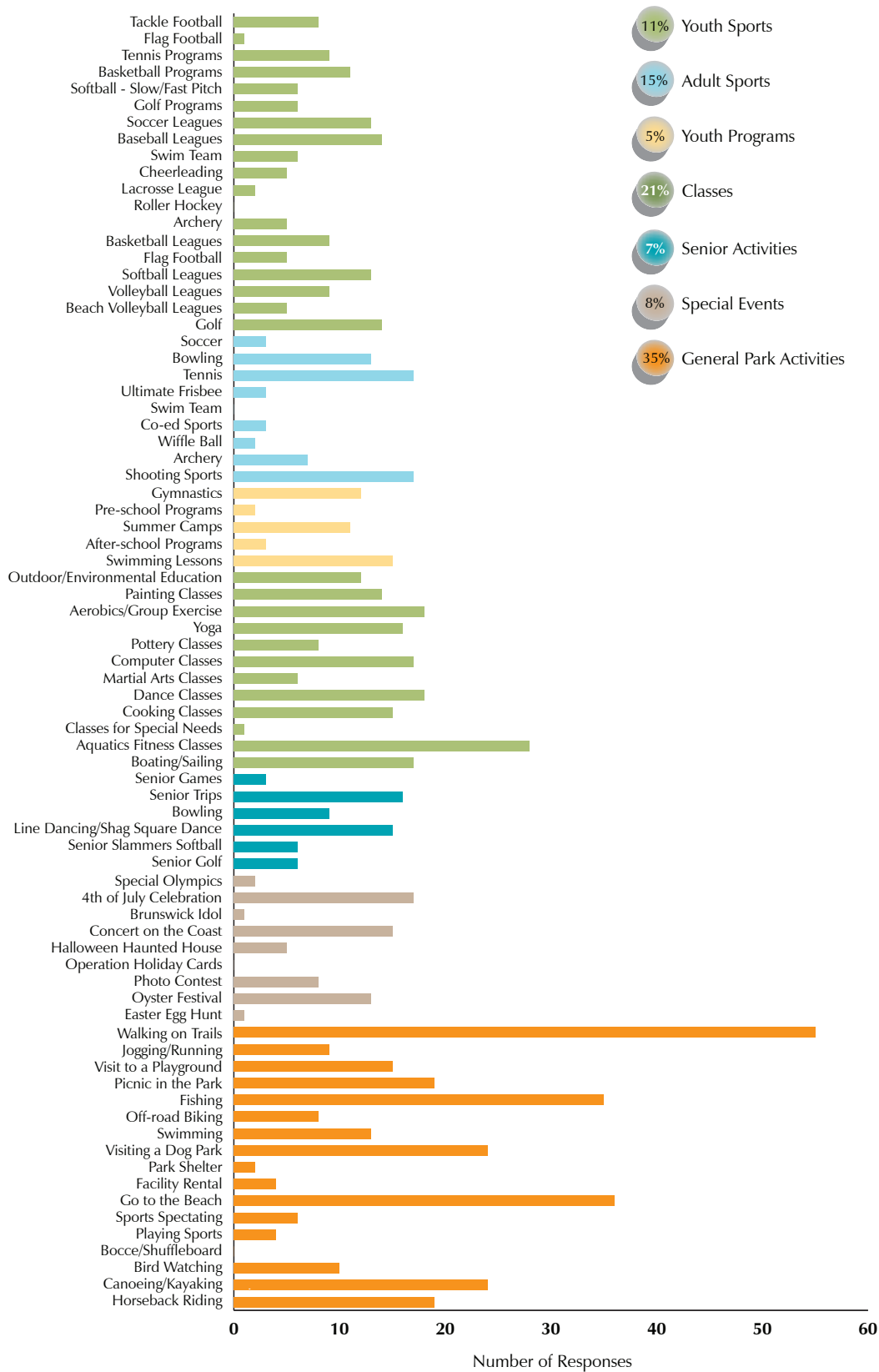


Figure 3.3: Respondents' Favorite Programs

2) Identify the five programs, activities, events or services that your favorites:



Respondents were asked to indicate their *favorite* park programs and activities from the same list as used in the aforementioned questions. Again, walking on trails ranked high as did other general park activities. Among the favorites, six activities top the list:

Activity

1. Walking on Trails
2. Go to the Beach
3. Fishing
4. Aquatic Fitness Classes
5. Visiting a Dog Park and Canoeing/
Kayaking (tied)

Finally, respondents were asked to list new programs they would like offered. The full list of these programs can be found in the Appendix, but the list includes several arts and crafts activities (painting, pottery, knitting, etc.), more programs for seniors, fishing classes, more fitness classes, day trips, extreme sports (skateboarding, rock climbing, white water rafting), and more activities for the county's youth.

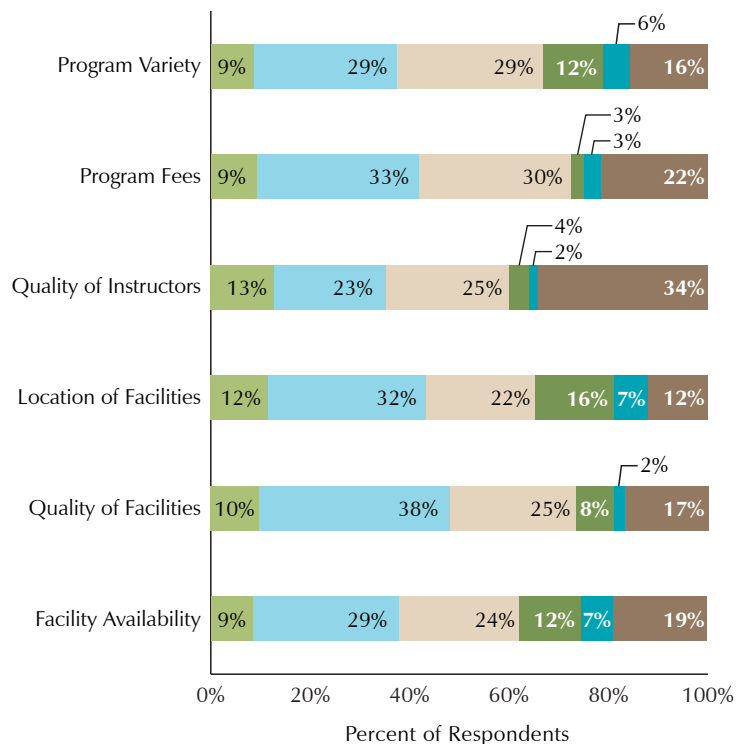
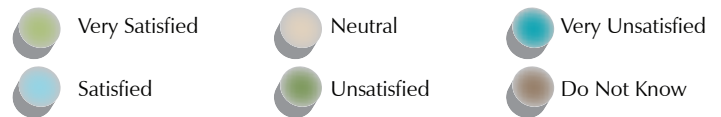
Satisfaction with Programs, Staff and Facilities

Survey respondents were asked to rate how satisfied they were with their parks and recreation experiences in six different categories: program variety, program fees, quality of instructors, location of facilities, quality of facilities and facility availability. The first and most visible percentage reflected on the chart below (Figure 3.4) is the low rate of “very unsatisfied,” “unsatisfied” and “very unsatisfied” respondents. Instead the majority of respondents indicated that they were “satisfied” or “neutral,” while many others responded that they “do not know” about the programs and facilities. The “do not know” response indicates users who have likely never participated in any of the park programs and in general are non-users of parks. Some of those who responded “neutral” may also fall into this category. Those with lower satisfaction ratings or who answered “do not know” may also represent those individuals who the Department is not reaching with current program and facility offerings.

When you combine the responses of “very satisfied” or “satisfied,” over 40% of all returns indicated satisfaction with the current program fees (42%), location of facilities (44%) and the quality of facilities (48%). Program variety and facility availability received lower satisfaction scores, with 18% and 19% feeling “unsatisfied” or “very unsatisfied” respectively. Location of facilities, which received a 44% satisfaction rating, also received an “unsatisfied” and “very unsatisfied” response of 23%. This is supported by other survey responses that indicate a desire for more parks throughout the county.

Figure 3.4: Satisfaction with Programs, Staff and Facilities

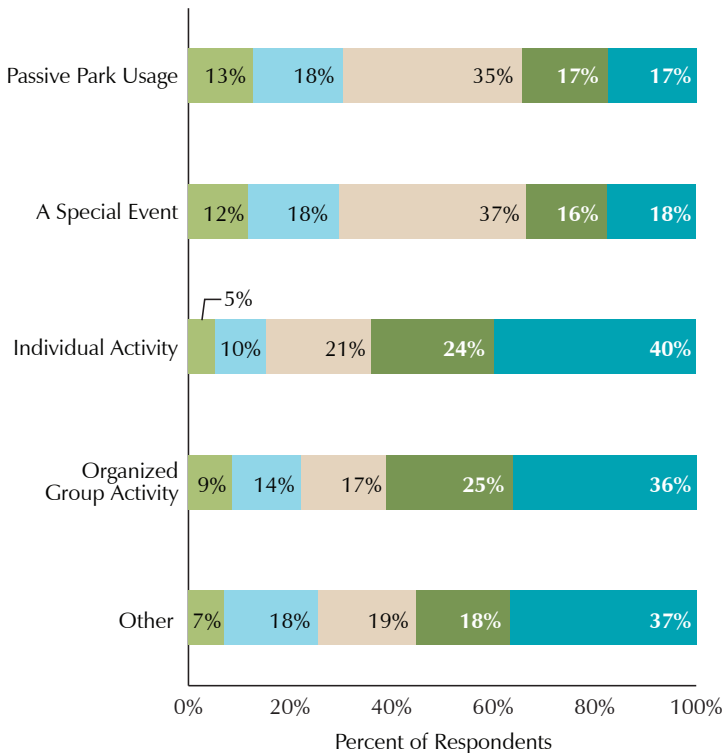
4) Using the scale below, please rate your satisfaction of the following:



Note: Because of rounding, these totals may not add up to 100.

Figure 3.5: Park Usage

5) Using the scale below, rank how often you take part in the following park programs:



Note: Because of rounding, these totals may not add up to 100.

The planning team has asked this same question in other community surveys and has received much higher satisfaction responses than those received in the Brunswick County survey. In these other communities, the program offerings reached out to a much broader audience (i.e., all age groups, passive and active activities, individual and group activities, etc.). The lower satisfaction rating in Brunswick County is likely a response to the more limited program offerings and respondents who are not being reached by the Parks and Recreation Department.

Park and Program Usage

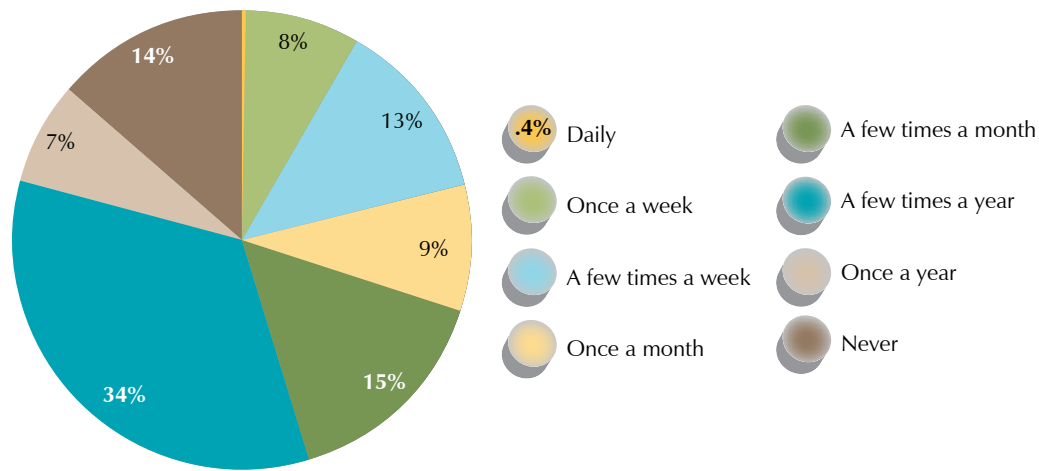
Survey respondents were asked to describe how they use the programs and parks, if at all, and what parks facilities they use most often. When asked how often they participate in passive park usage, a special event, an individual activity or an organized group activity, the majority of respondents indicated “rarely” or “never.” Passive park usage and special events yielded the highest participation at 31% and 30%, respectively, when “very often” and “often” are combined. These two categories also received the highest “occasionally” response. Individual

activities and organized group activities appear to have the lowest participation. The responses to this question support the findings in the first question, which asked respondents what programs they have participated in. Again, respondents are showing higher participation and involvement in general/passive park activities and special events. This is not entirely surprising as these types of activities are typically free, do not require a special skill or knowledge of a sport and appeal to a broader audience.

Evaluation of how often respondents visited county parks revealed that very few (0.4%) use a park daily, but 8% use a park once a week and 13% use a park a few times per week (Figure 3.6). These figures represent the more active park users in the county or those who may be involved in an athletic league. Those who visit parks once a month (9%) or a few times a month (15%) represent more casual park users or those who may be attending league games as a spectator. The largest response was among those who use parks a few times a year, which typically represents individuals who only visit the parks during special events. These results are consistent with the responses to previous questions, but the overall usage of parks is somewhat lower than what we have seen in other communities. For example, in Lexington, Kentucky, less than 1% of respondents indicated that they never use parks or park programs, while 24% of respondents use parks once a week.

Figure 3.6: Frequency of Park Visits

6) How often do you normally visit any park in Brunswick County?

**Figure 3.7: Individual Park and Facility Usage**

7) Please indicate the facility that you or your family uses most often:

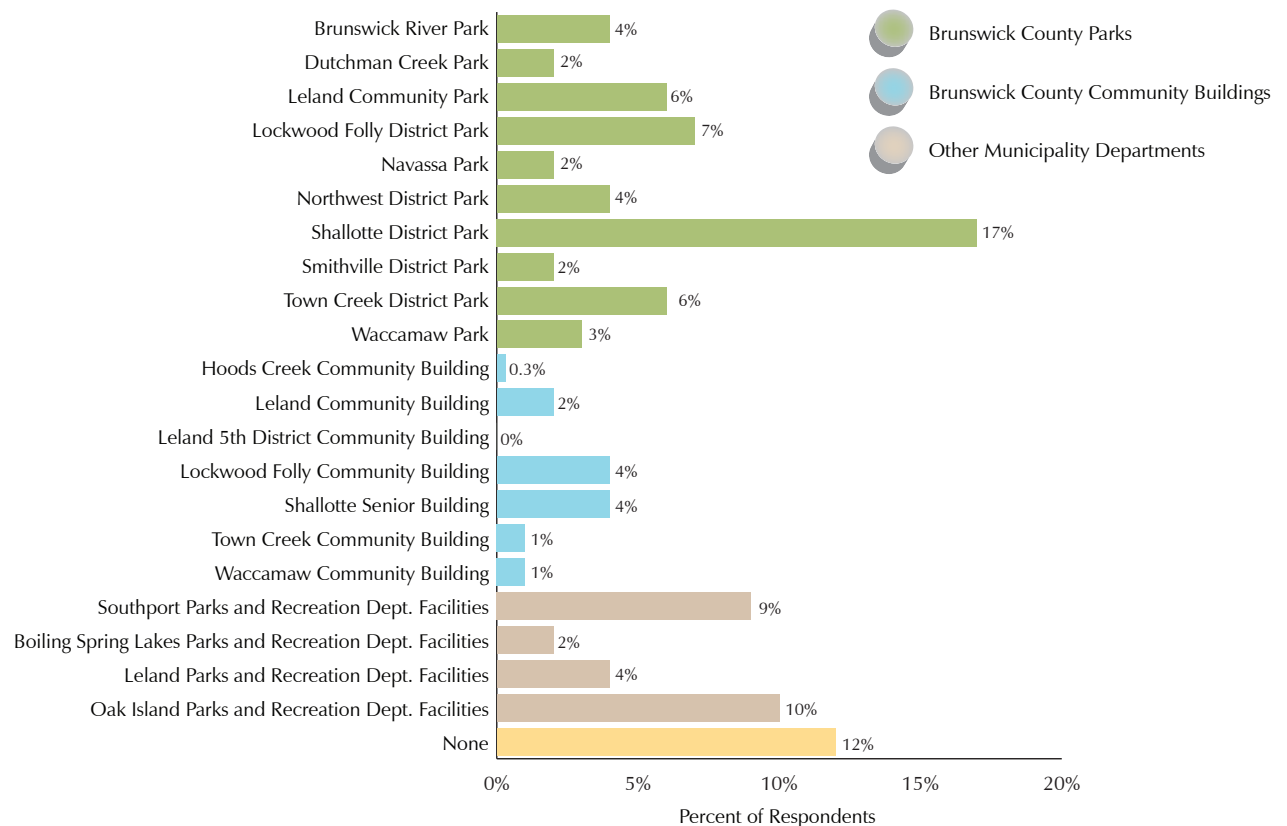
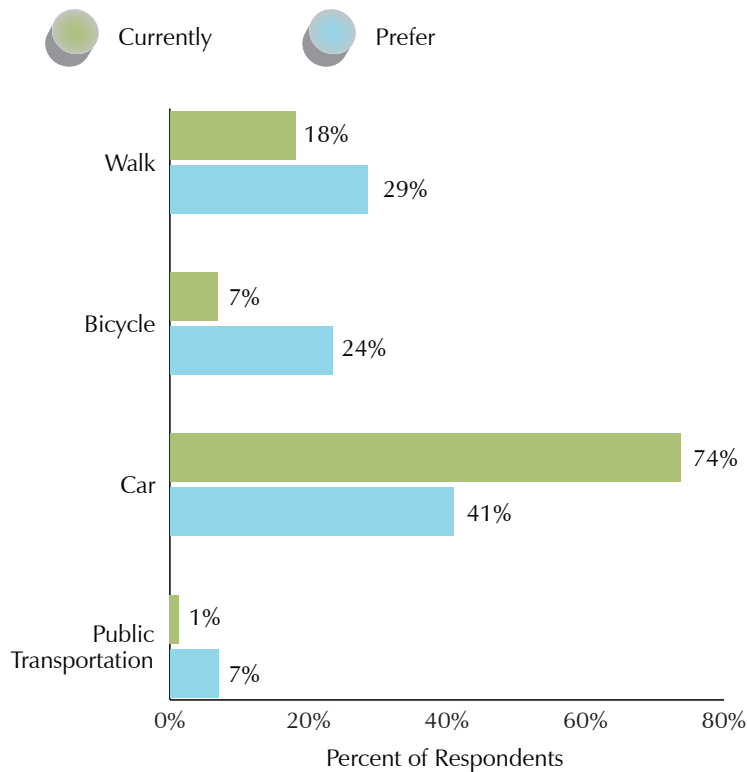


Figure 3.8: Park Access

8) Which of the following ways do you *currently* as well as *prefer* to access Brunswick County Parks and Recreation facilities?



Note: Because of rounding, these totals may not add up to 100.

When asked which facilities they and/or their families use most often (Figure 3.7), 17% indicated that they use Shallotte District Park. Of all the Brunswick County parks and facilities, Shallotte District Park was the most popular, while all others received less than a 10% response each. This is likely due in part to the population density around the park and the variety of amenities offered there. The park is also used by several athletic leagues. The facilities managed by the Southport and Oak Island Parks and Recreation Departments were also popular with a 9% and 10% response rate, respectively. Other respondents indicated that they use neighboring county facilities (21%) and privately owned facilities (13%). Twelve percent of respondents indicated that they do not use any of the park facilities.

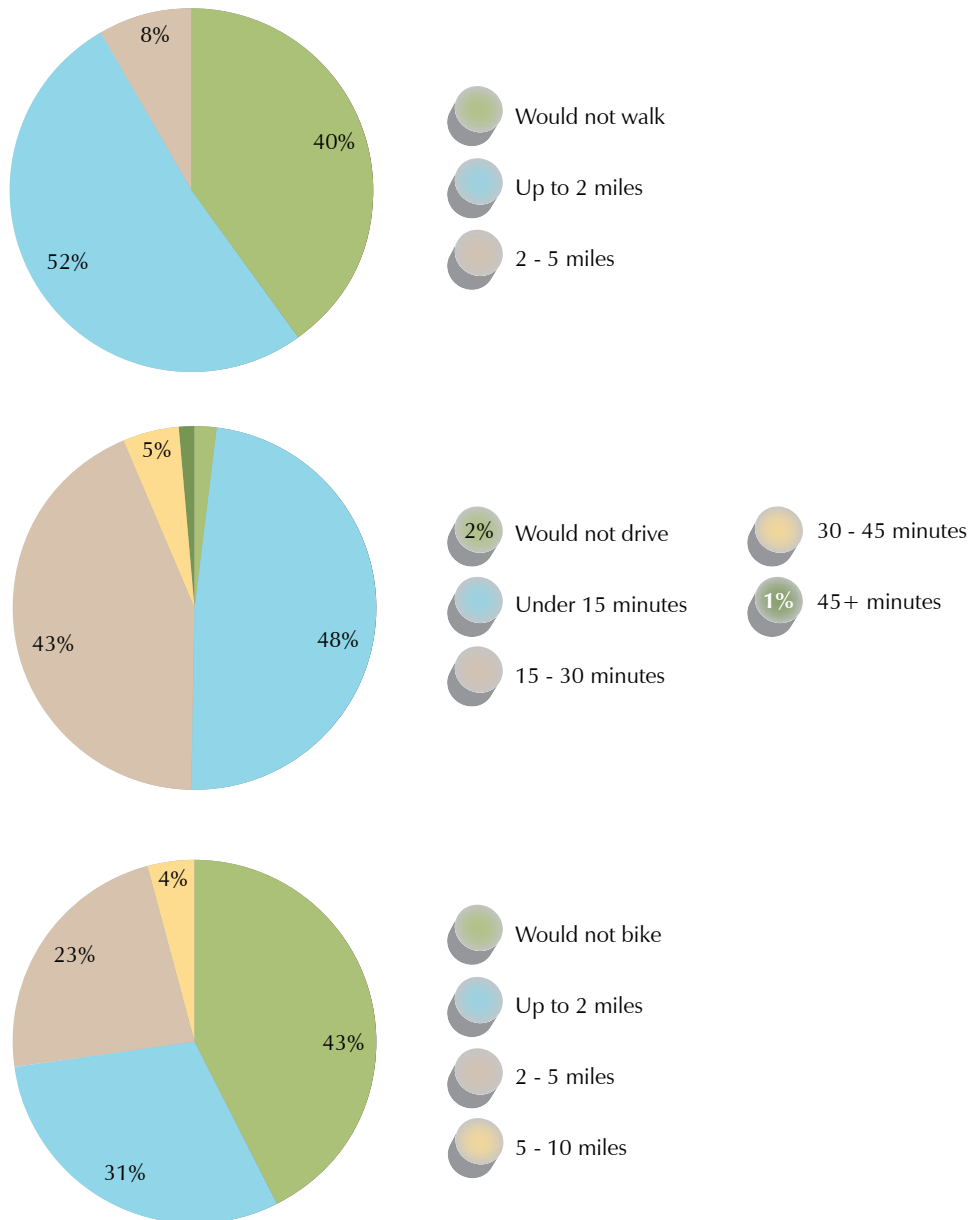
Access to the Parks

In similar *do* and *would do* questions, respondents were asked about their mode of travel to and from the parks (Figure 3.8). Currently, 74% travel by car, 18% walk to the parks and 7% cycle. These responses are similar to what the planning team has seen in other communities; however, we have found that communities with more sidewalks, trails and/or greenways have a much higher response for walking and cycling to parks. When asked how they would *prefer* to access their parks, the car transportation drops to 41% with a considerable increase in walking (29%) and cycling (24%). This communicates the need for the development of greenways and trails linking the parks to residential areas and to each other.

Survey respondents were also asked how far they would be willing to walk, drive or bike to parks and recreation facilities (Figure 3.9). Forty percent of respondents indicated they would not walk, but 52% indicated they would walk up to two miles. The high response rate of those who would not walk may be influenced by the lack of sidewalks, trails and greenways within the county. As previously noted, it

Figure 3.9: Preferred Travel Time and Distance

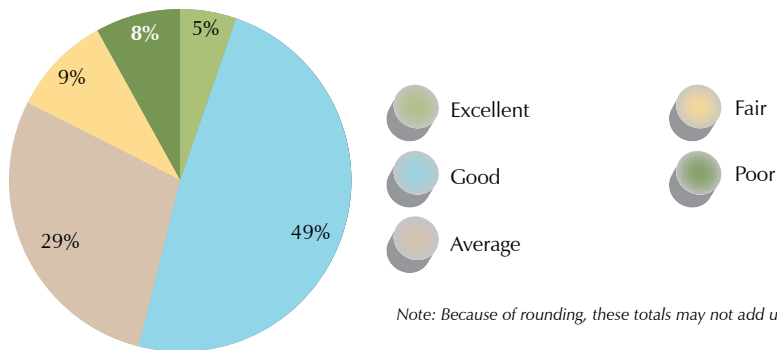
9) How far would you be willing to walk, drive or ride a bike to park and recreation facilities?



Note: Because of rounding, these totals may not add up to 100.

Figure 3.10: Overall Grade for Department Programming

11) Using the scale below, give the department an overall grade as to whether park programs meet your needs.



has been our experience that respondents in communities with trail and greenway systems respond in higher favor of walking. Biking yielded similar results and likely for the same reason. Forty-three percent of respondents would not bike, while 31% would up to two miles and 23% would bike two to five miles. Again, this kind of response to walking and biking demonstrates the need for the development of greenways and trails throughout the county.

When asked about drive times, most respondents prefer a drive under 15 minutes (48%) or 15 to 30 minutes (43%). The county's current park distribution permits a 15 to 30 minute drive, but some may have to travel farther for specific/unique facilities. Travel time willingness may also be dependent upon the type of activity at a particular park.

Overall Performance

Respondents were asked to give the Department an overall grade as to whether park programs meet their needs (Figure 3.10). Forty-nine percent gave the Department a 'good' grade, but 46% gave a grade of 'average' or less. Those who gave a grade of 'average' or less were then asked to share what would make the Department better. The most common responses were:

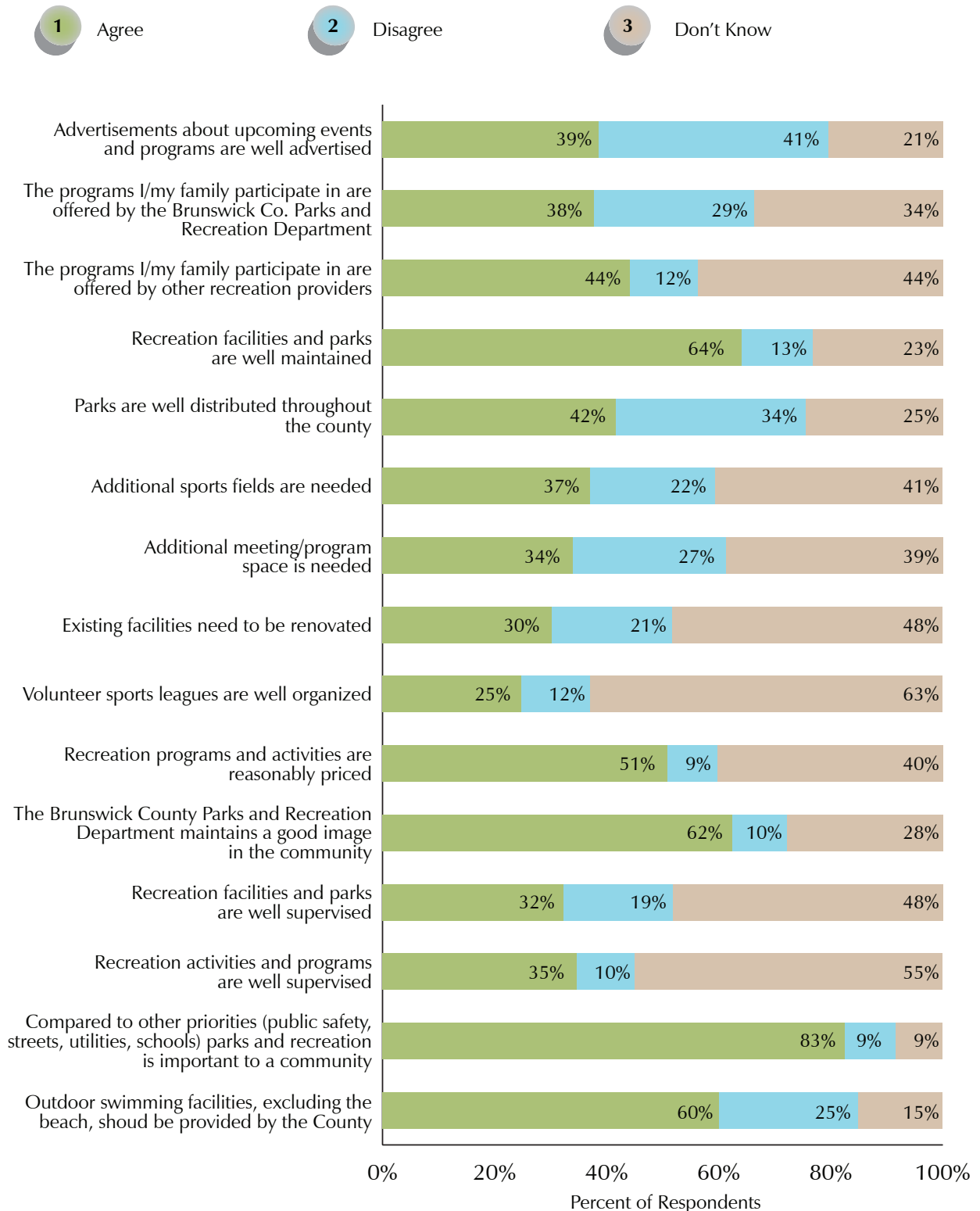
- Better communication with the citizens (i.e., marketing of the Department and its programs)
- More activities (for all ages)
- More parks and facilities (e.g., boat ramps, dog parks)

This is consistent with the responses to other programming questions and what we heard in public meetings, which is that the Department is not reaching the people who want more program variety nor are they getting their message out to the public. That said, the Department should be proud of the fact that 54% give them a grade of 'good' or higher, but should work on adding more variety to the parks system in terms of both programs and facilities.

Questions directed at evaluating the overall performance and quality of the parks and recreation are shown in Figure 3.11. Perhaps the most significant tally in this figure is the strong belief that parks and recreation opportunities are important to a community (83%). This is further supported by the score of 62% that feel the Department maintains a good image in the county, as well as a similar score for maintaining parks and facilities (64%). Compared to other communities we have worked in, these are relatively high scores.

Figure 3.11: Overall Performance

16) Please indicate with the appropriate number if you (1) agree, (2) disagree or (3) don't know about the following statements:



Note: Because of rounding, these totals do not add up to 100.

The most negative response and the one receiving the largest number of "disagree" votes concerns the adequate advertising of events and programs (41%), the distribution of parks throughout the county (34%), and the use of Brunswick County Parks and Recreation Department programs (29%). In all the communities we have worked, these three items typically receive the most "disagree" responses. It should be noted that throughout the public input process, citizens said they want more communication and information from the Department.

Facility Priorities

When asked to consider what renovations or new facilities should receive the highest priority, 59% of survey respondents indicated that developing walking trails within existing parks should receive top consideration. This was followed by providing more public beach access points with public parking (53%). These are the two sentiments echoed throughout the research. Following those the development of an indoor aquatic center received a 49% approval vote with another 49% giving high priority to the acquisition of more park land. Figure 3.12 illustrates these survey responses.

The top ten "high priority" items were echoed throughout all forms of public input and our team's assessment of the current parks system, indicating a strong support for the prioritized action steps:

1. Walking trails within existing parks	59%
2. More public beach access and parking	53%
3. Indoor aquatic center	49%
4. Additional park land	49%
5. More parks throughout the county	47%
6. Multi-generational recreation center	47%
7. Pier at the beach	46%
8. Bike trails throughout the county	45%
9. Greenway/trail system throughout the county	45%
10. Natural surface trails	40%

Trails were a popular topic in the interviews and public meetings, and with four of the top ten items being trail-related, it is clear that this should be a top priority for the County.

Figure 3.12: Facility Development Priorities

12) Indicate whether you think the following should have a (1) high priority, (2) medium priority or (3) low priority for implementation:

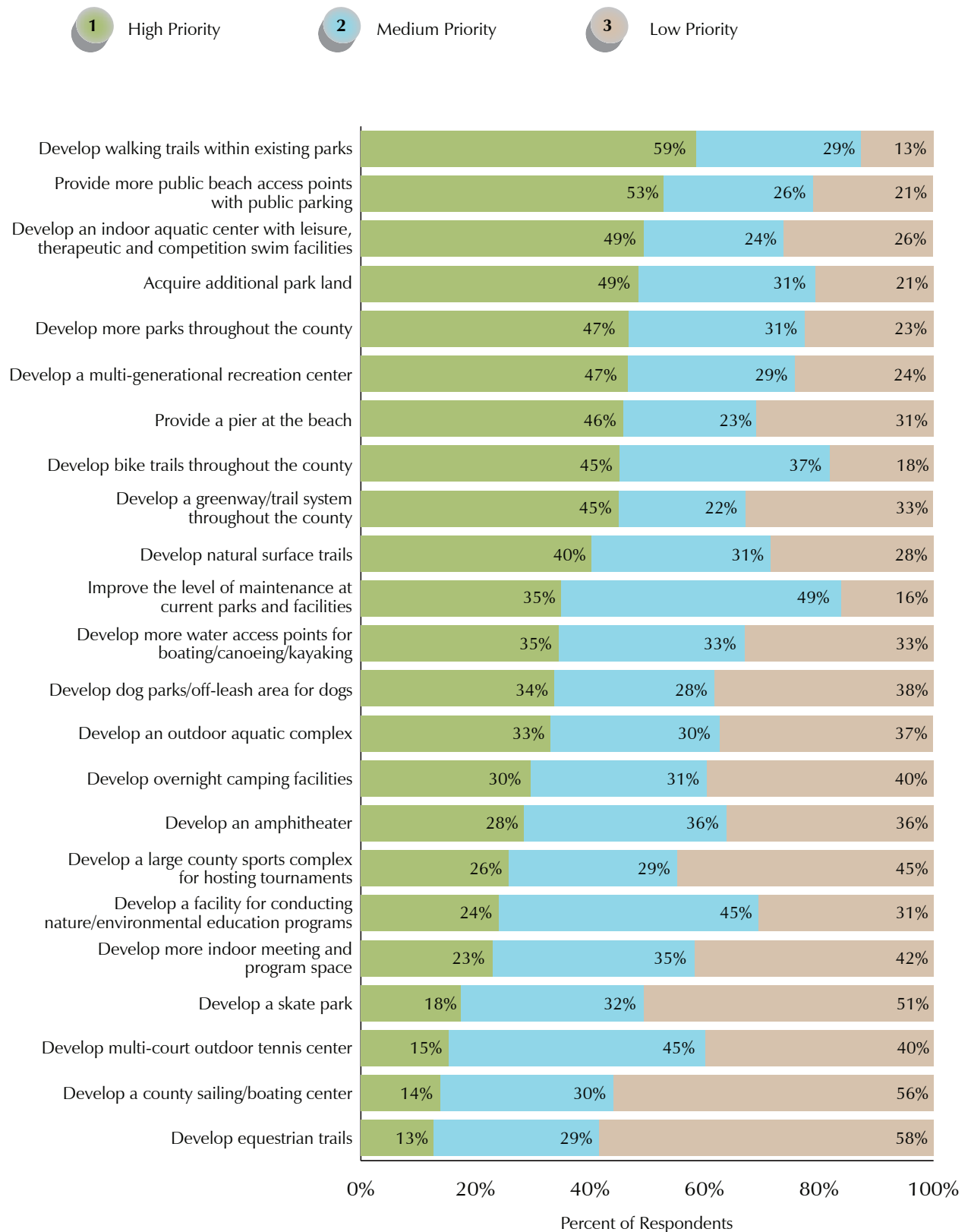
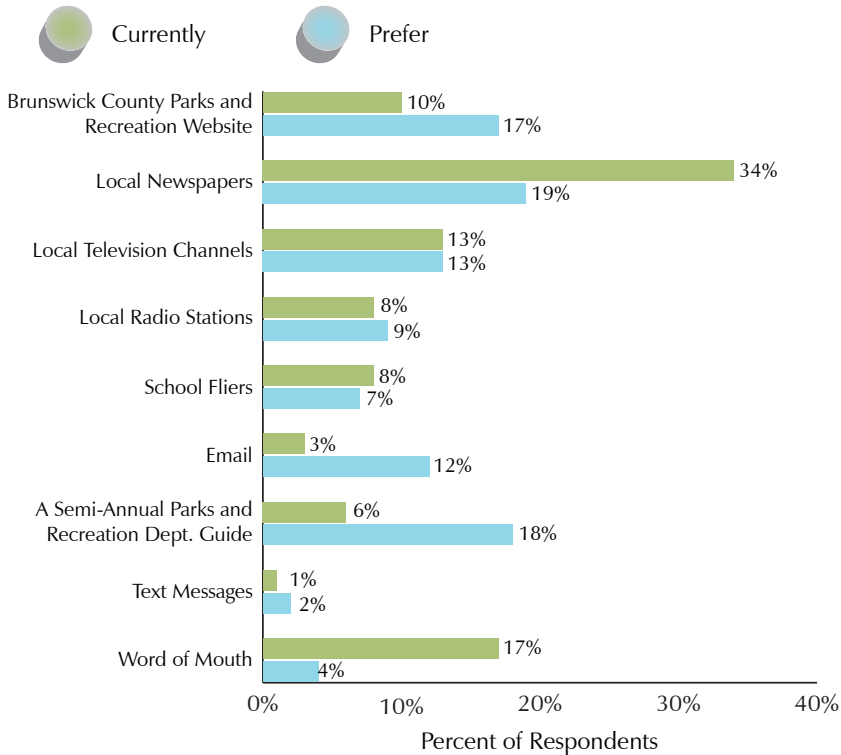


Figure 3.13: Communication and Information Distribution

21) Please indicate which of the following ways you *currently* as well as *prefer* to get information about Brunswick County Parks and Recreation events and programs:



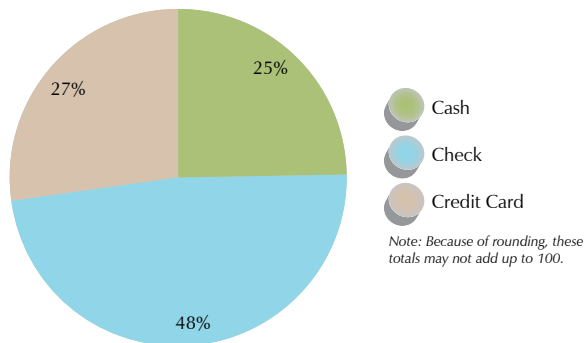
Marketing

The survey asked respondents to indicate whether members of the community find the Parks and Recreation Department office location convenient. The majority of respondents indicated the office location was convenient (61%), several respondents commented that they did not know where the Department's offices were located or that they were too far away.

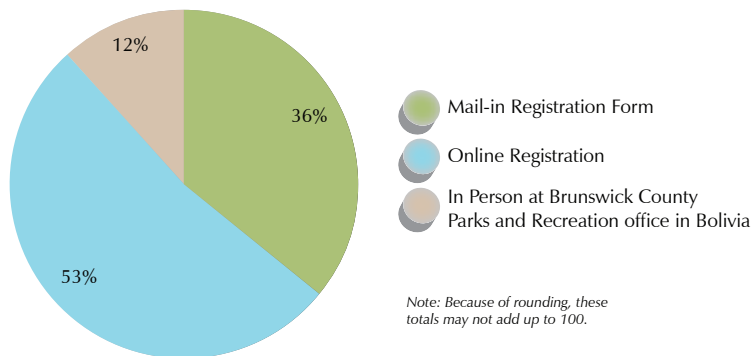
Also, in an attempt to determine how individuals find out about upcoming programs and events, the survey asked respondents to indicate the most common method for obtaining information about the Department's activities (Figure 3.13). Respondents were asked how they *currently* get information as well as how they would *prefer* to get information. The most common information dissemination (34%) was through local newspapers, while 17% said they obtain information about upcoming events by word of mouth. These two forms of communication are consistently ranked the highest in most community surveys we have conducted. Only 10% of citizens are using the Department's website to access information. Since response to the mail survey indicated that many citizens felt that marketing was not meeting their needs, a review of potential new and/or expanded avenues of marketing the parks' activities and programs may be in order. Of the methods that citizens would prefer, local newspapers still tops the list at 19%, but electronic communication through the website (17%) and email (12%) increased. Citizens are also supportive of a semi-annual Department guide (18%). This kind of guide was also requested by citizens who attended the public meetings.

Figure 3.14: Preferred Payment Methods

18) How do you prefer to pay for Parks and Recreation programs?

**Figure 3.15: Program Registration**

19) How would you prefer to register for Parks and Recreation programs?



Program Registration

Respondents were asked a series of questions about their program registration preferences. Figures 3.14 and 3.15 illustrate their responses. The majority of respondents (71%) would like to see additional registration sites in other parts of the county. The Department currently conducts registration at their main office in Bolivia, through their website and in some cases at the site where the program is held. With regard to the method of registration, 53% of respondents prefer to register online while 36% would like to mail-in their forms. Only 12% of respondents would prefer to register in person at the Parks and Recreation office in Bolivia.

Respondents were also asked about the preferred method of payment. Payment by check was the most preferred method at 48%; however, the respondents may not have calculated the requirement to pay by credit card to register online, which was the overall preference. Credit cards (27%), which are required for online registration, and cash (25%) were the least preferred methods of payment.

Willingness to Contribute to Park Upkeep

Figure 3.16 illustrates how much citizens would be willing to spend *per month per household* to support improved park maintenance and recreation services. The highest response (27%) was for \$1 - \$3, but 18% would be willing to contribute \$10 - \$12. Twenty-two percent indicated "none," which is the highest response we have seen compared to other communities we have surveyed. Regardless, 78% of respondents are willing to contribute something, which indicates that response to a creative program to

entice monetary contributions could mean a significant increase in operating funds for the Department. Based on the response to this question, there is strong support for a dedicated funding of up to \$3.00 per month for parks and recreation. With 42,211 households in Brunswick County (2008 estimate), that could equate to approximately \$1.5 million in funding a year.

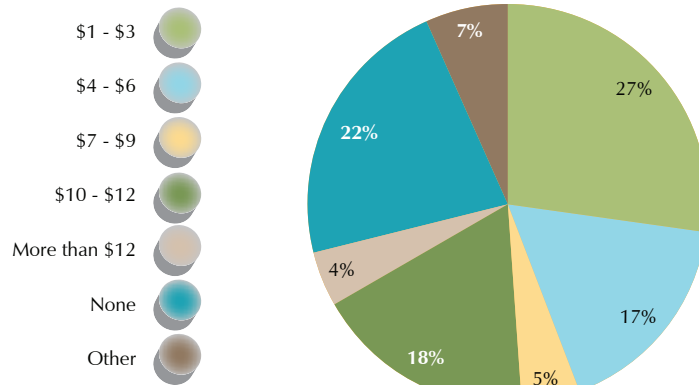
Future Funding

Survey respondents were asked to share their views on funding for parks and recreation improvements. Responses indicated that charging non-residents higher fees (54%) was the preferred source of funding (Figure 3.17). A significant number of responses were in favor of building new facilities that generate more revenue (43%). Close behind that were supporters of sponsoring more tournaments throughout the year (33%) and increasing rental fees for park facilities (30%). Increasing program user fees was the least supported method. This is consistent with the concerns we heard from citizens regarding reasonably priced fees to prevent exclusion of those with lower incomes.

The survey forms also asked about preferences for increasing funds for capital funding for new park development and for park renovations (Figure 3.18). From those responding to this question, the strongest support was for imposing impact fees (72%). The other strongly supported option was to borrow money and pay back over a 20 to 25-year period, which could be done with a bond program. Written recommendations included increased allocations from existing county revenues.

Figure 3.16: Willingness to Contribute

15) How much would you willing to spend per month per household to support improved park maintenance and recreation services?



Note: Because of rounding, these totals may not add up to 100.

Figure 3.17: Funding Support

14) Please indicate all options that you would support for increasing funding for parks:

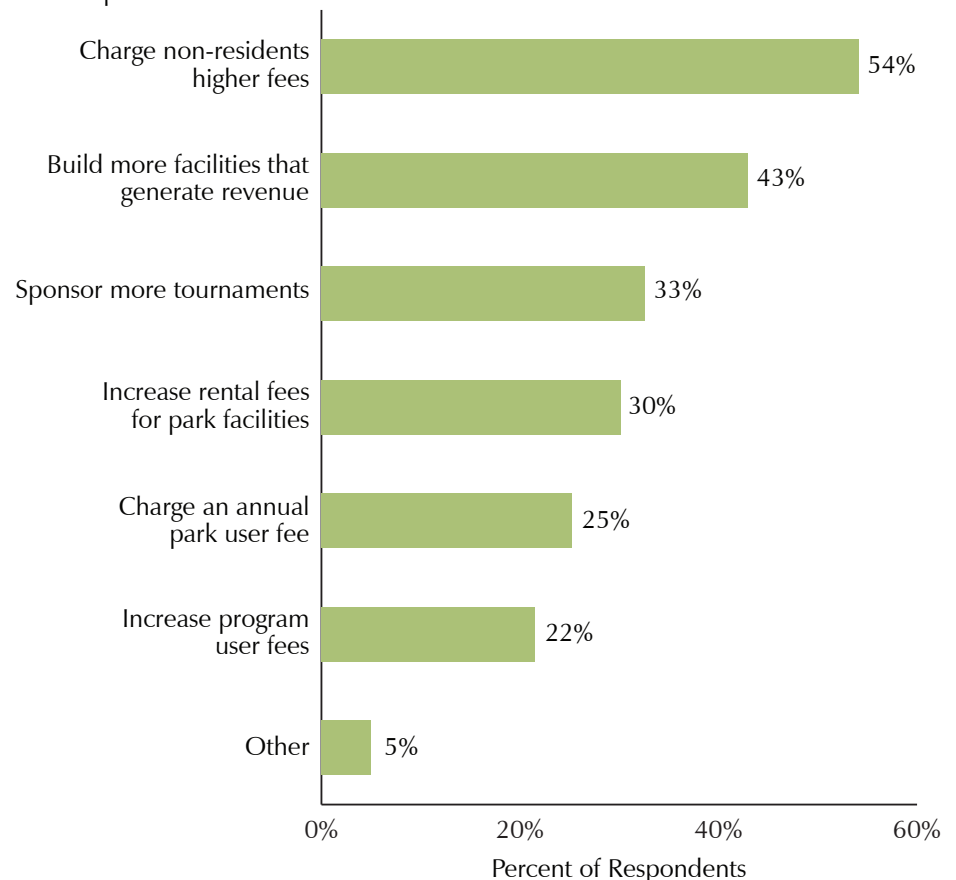
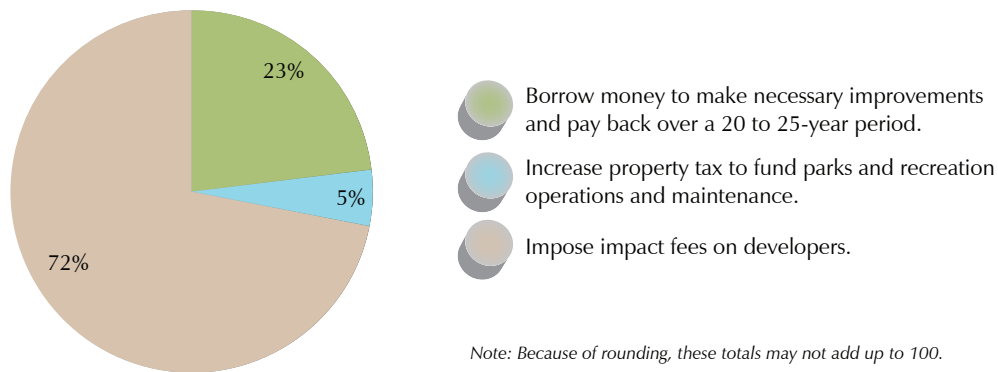
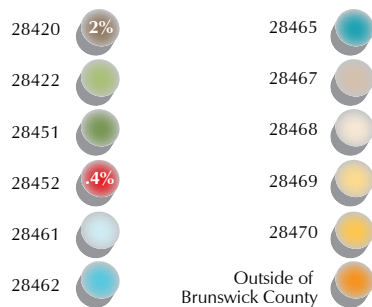


Figure 3.18: Project Funding

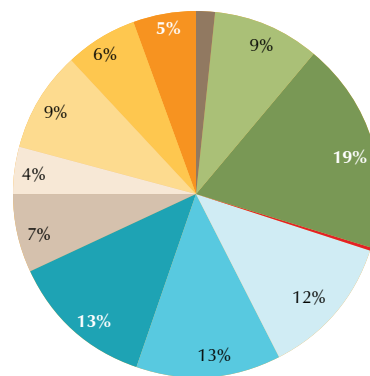
13) Indicate your top choice for funding needed park renovations, new park development and other capital improvements:

**Figure 3.19: Zip Code**

22) Zip Code:



Note: Because of rounding, these totals may not add up to 100.

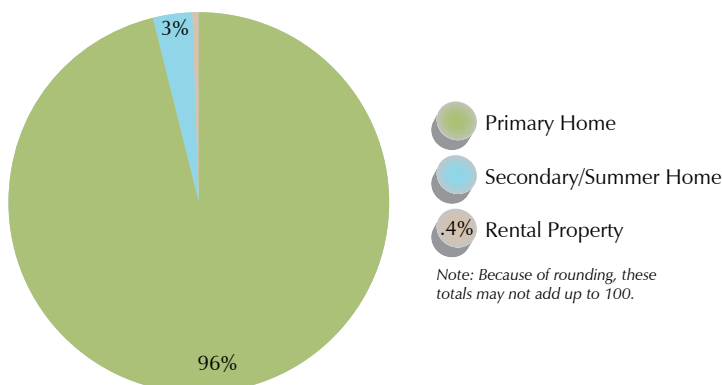


Respondent Demographics

Respondents lived in 11 zip codes within the county while 5% of responses came from outside the county (Figure 3.19). The responses were relatively even as percentage representations of the populations in each zip code. Zip code 28451 had 19% of the surveys; 28462 and 28465 both had 13% of the surveys; 28461 followed closely behind with 12% of the returned surveys. The 5% response from outside the county accounts for individuals who own property within the county, but do not have a primary residence there, as illustrated in Figure 3.20.

Figure 3.20: Type of Residence

23) Which of the following best describes your home in Brunswick County?



The survey also asked how long respondents have lived in Brunswick County. Thirty-eight percent of respondents have lived in the county for 20+ years; this is followed by 26% who have lived there for 10-20 years and 22% who have lived there for 5-10 years.

Figure 3.21 illustrates the gender and age groups of respondents. The majority of respondents were females (66%). Ages showing the greatest representation were among

the 55-64 (32%), 65-74 (19%) and 45-54 (17%) age groups. The 35-44 age group followed behind at 15% of respondents. In the past, we have seen a much more even distribution of responses from the age groups in the 25-54 age groups. In this survey, the majority of respondents (60%) fall into the "senior" citizen category. This also explains some of the other survey responses that indicate the desire for more senior programming. Still, the senior citizens of today are quite different from those of past generations. As the "baby-boomers" enter this category, park programmers will find a much more active and adventurous group.

Review of the make-up of the types of households that the majority of respondents did not have children in the home (Figure 3.22). Sixty-seven percent of respondents were couples with no children or empty-nesters. A look at the age of children in the homes of survey respondents indicated that the 20% had children between the ages of 12 to 18. Those with children under the age of 6 accounted for 12% and those with children ages 6 to 11 accounted for 13% of the households who responded.

Figure 3.23 illustrates the total annual household incomes of the survey respondents. Income levels were varied with 9% reporting an income under \$20,000, 26% reporting an income of \$20,000 to \$34,999, 16% reporting an income between \$35,000 and \$49,999, 23% with an income \$50,000 to \$74,999, 11% reporting an income between \$75,000 and \$99,999 and 13% with annual incomes in excess of \$100,000. This distribution is similar to what we have seen in other communities except the larger percentage of those with incomes less than \$34,999; however, it is consistent with the income level distribution of Brunswick County's citizens. The county's median income is \$44,727 (2008 estimate), which is just behind the North Carolina median income (\$49,470). This type of information is particularly important when considering Department fees for programs and services and may indicate the need for a tiered fee system or scholarship program.

Figure 3.21: Gender and Age

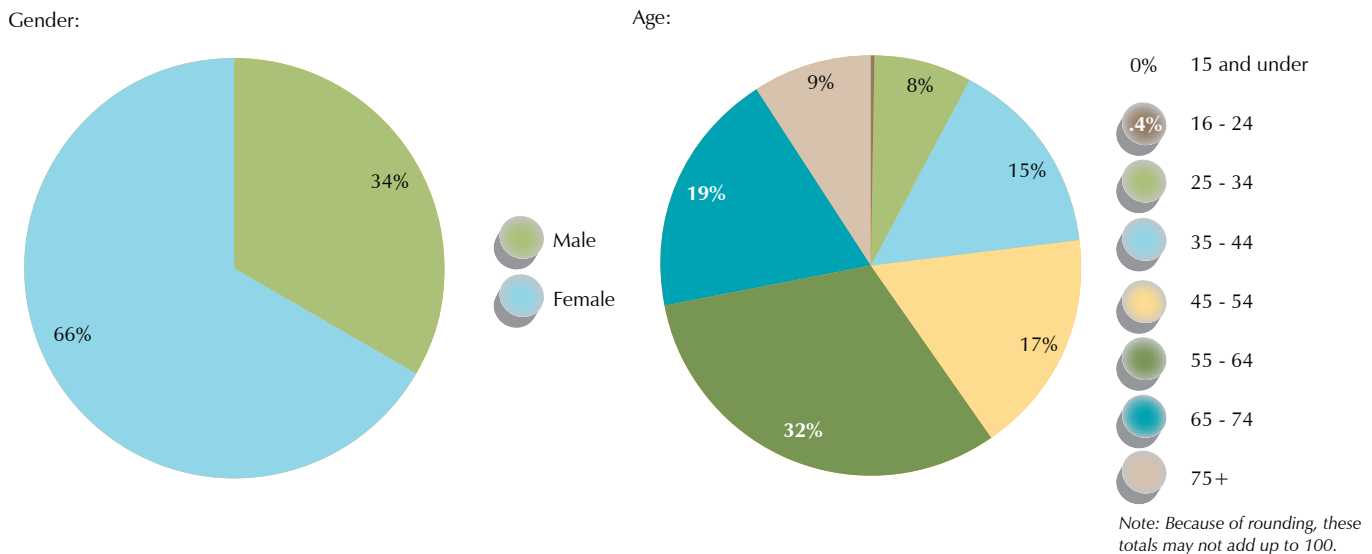
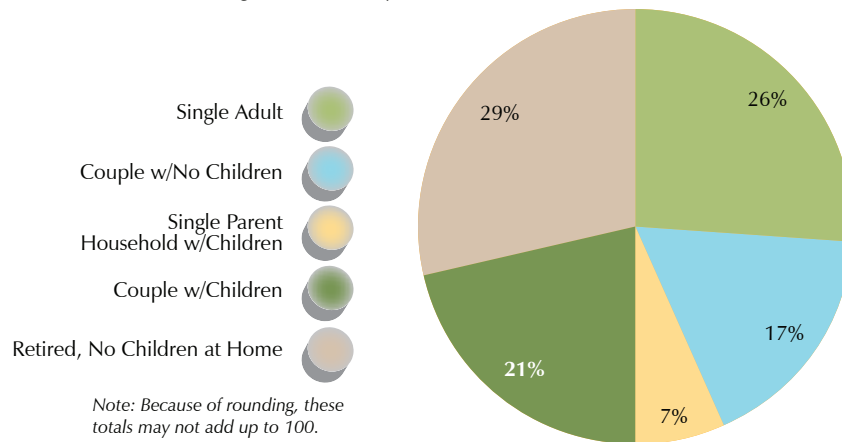
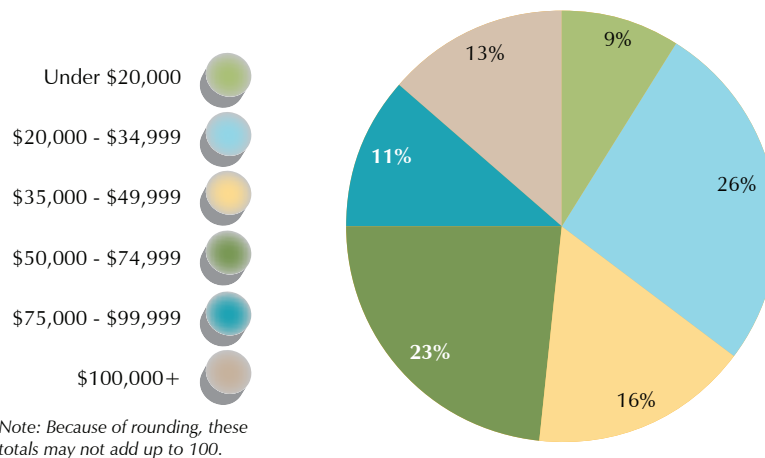


Figure 3.22: Household Composition

26) Which of the following best describes your household?

**Figure 3.23: Income**

27) What is your total household income?



Summary of Public Input

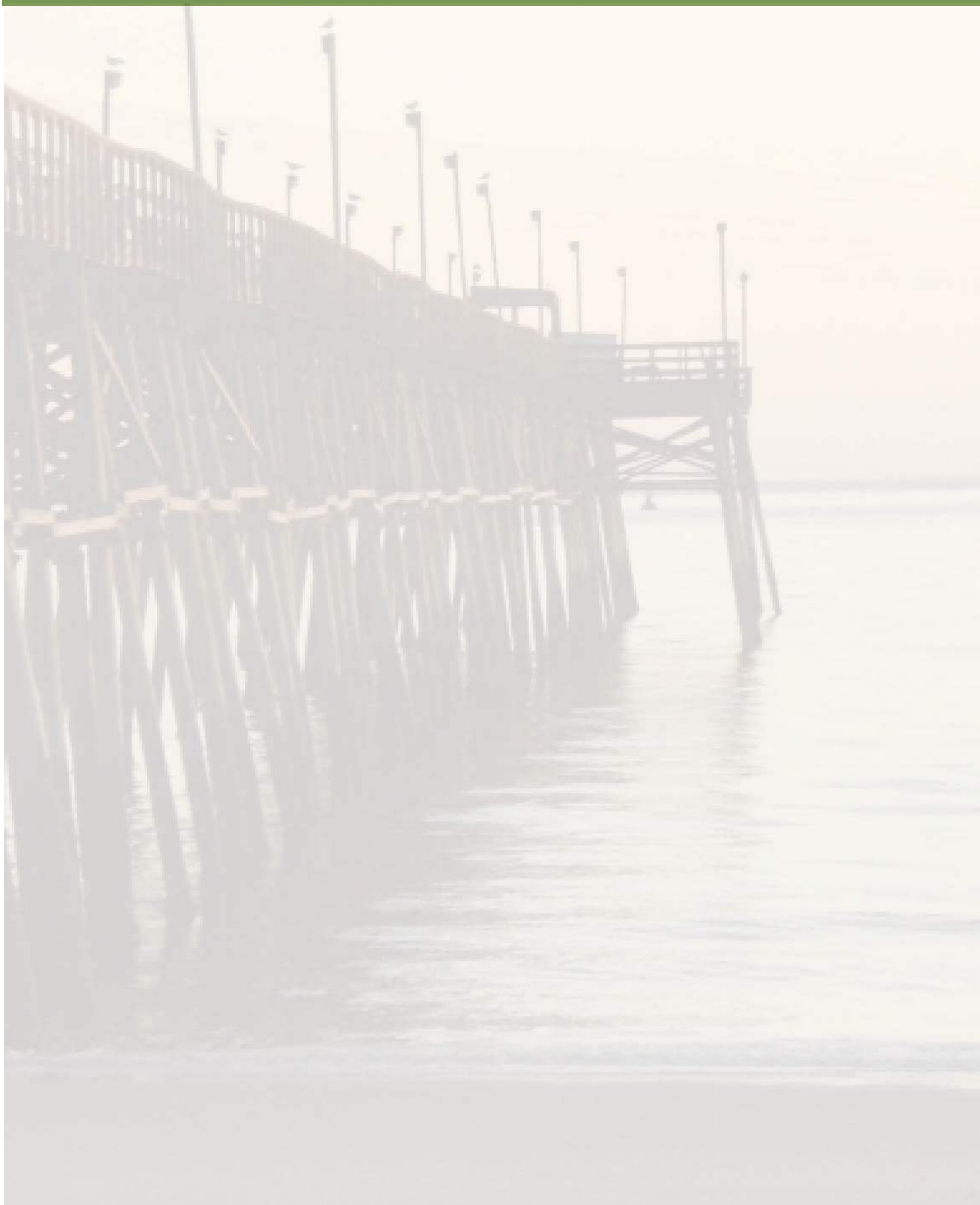
The completion of public input brought about consistent themes throughout the various stages of the process. While some input forums had stronger desires for specific facilities over others, the overall direction for future improvements was relatively parallel among all the groups. The priorities were also consistent with the deficiencies noted during the planning team's analysis of the current parks and recreation system. The most consistent evaluation throughout the entire process was that it was time for the County to focus on a trail system within individual parks and throughout the county as a whole and providing a greater variety of programs and facilities.

The surveys were intended to further gauge the community's desire for recreation facilities and programs. As with the public meetings, the top priorities were similar. A few priorities that had been highly desired in the public meetings did, however, receive a lower priority by survey respondents and vice versa. The

public meetings are generally representative of current park users. The mail survey also includes non-users, which is why it is such an important component of the overall response.

Various funding solutions were discussed throughout the public input process. The response by survey participants was a desire to fund park projects through developers' fees, but citizens may also support a bond program. The survey also points to support for dedicating funding to parks.

In conclusion, the people of Brunswick County want programs that meet their needs and the needs of their families; they want walking trails; they want facilities that will provide a range of recreation opportunities; and they want more communication and information from the Department. With the enthusiasm of the citizens, Brunswick County is primed for redevelopment of parks and effective program delivery.



DEPARTMENT ORGANIZATION AND ANALYSIS

The Brunswick County Parks and Recreation Department is part of the Brunswick County Government. The Department is managed by a Director who reports to the Assistant County Manager. The Department is essentially split into three divisions: Administration, Maintenance and Programming. Within the current Administration Division, the Director oversees an Executive Assistant. The management level of this division also includes a Parks Foreman and Fitness, Special Events, Special Populations, Senior Programs and Athletic Coordinators. In addition, a Clerk Typist reports to the Executive Assistant. Below the senior staff is an Athletic Specialist and maintenance staff. Figure 4.1 illustrates the Department's current organization.

A review of the existing staff organization reveals that there is little structure within the Department, with the exception of staff being divided into programming or maintenance roles. The programming staff is classified as Coordinators, even though they do not have support staff to coordinate. The only other position title within the Programming Division is an Athletic Specialist. There are issues within the current organization with respect to the amount of oversight and coordination that is required in the different positions. It is clear that the Department's history of being focused on youth and adult athletics has created a much higher level of coordination and responsibility for the Athletic Coordinator when compared to the other coordinators. This higher level of responsibility and workload was recognized by the new Director and led to the establishment of an Athletic Specialist position, which was created to help manage the workload in athletics.

The Parks Foreman, like the Athletic Coordinator, is the only other senior staff member that has multiple direct reports. The Parks Foreman has three direct reports: two Parks Specialists and one roving Parks Assistant. Under these positions are multiple site-based crews who are responsible for maintenance in an individual park or a cluster of nearby parks. With the exception of the Parks Specialists, who are each assigned a district, and the Parks Assistant, there is no roving staff to perform regular maintenance in the parks. The site-based crews are very proud of their parks and take great pride in maintaining them. This has created a bit of rivalry among the staff as to who has the best maintained park. This rivalry is good for the Department as it leads to a very high level of maintenance throughout the park system.

Part-time and seasonal staff are hired to provide support to the full-time staff. Many of the part-time staff are what we would classify as "full-time part-time." This means they work for the Department less than forty (40) hours per week, typically around 20 hours, but on a year-round basis. Staff that would fall into this category includes those who open and close park gates and the community meeting space leased or managed by the Department. This would also include instructors who conduct regular programs for the Department but are paid instructors. Another example of seasonal staff is maintenance staff hired to assist during the peak mowing season.

Existing Organization Analysis and Findings

The Department currently has 25 full-time employees, one part-time, and several seasonal employees. Compared to other state departments listed in the *North Carolina Municipal and County Parks and Recreation Services Study, Fiscal Year 2008-09: Executive Report* (or *2008-09 M CPRSS Executive Report*), Brunswick County's staffing levels are comparable to the statewide average for all departments and county departments that serve populations 100,000 and greater (Class A).

The Department's staffing structure is somewhat unique among the smaller agencies we have worked with. The first and most noticeable unique factor is the lack of a Recreation Superintendent to guide the overall recreation programs and a Park Superintendent to direct the overall parks maintenance program. Without these positions, there is no true second in command, with recreation and management experience, to manage the Department when the director is out of the office for continuing education, vacation or illness. The lack of a Recreation Superintendent also results in all programming staff reporting directly to the Director. This can impact direction of the Department since the Director is normally the individual who, in addition to managing and ensuring that the Department is sticking to its core business, sets the vision for the Department, garners partnerships in the community, and sells the benefits of parks and recreation to residents of the county. The second unique factor is the grouping of all recreation programming staff at the same level even though the services and programs they operate have different time demands for programming, scheduling and interaction with the public. The Department's current focus on athletic programs has created a much greater workload in the Athletics group. Other coordinators who are at the same level as the Athletic and Senior Program Coordinators often provide support to these coordinators' programs. This indicates the need to look at reassignments of duties to better balance workloads.

Parks Maintenance

The Maintenance Division's existing structure is much more typical of what we see in other agencies and is in keeping with best management practices, with the exception of the title 'Foreman' in a higher level, supervisory position. The Maintenance Division is overseen by a Parks Foreman, who reports to the Director. The Parks Foreman is supported by two Parks Specialists, with support staff, and a Park Assistant. In the event the Parks Foreman is unavailable, one of the Parks Specialists can work with the Director to maintain direction and make assignments. It also creates a system of hierarchy that allows opportunity to move up within the Department. The ability to grow and move up within an agency is important to creating good staff morale and reducing turnover. This is evidenced by the number of long-term employees in the Maintenance Division in contrast to the Programming Division, which has had a much higher level of turnover.

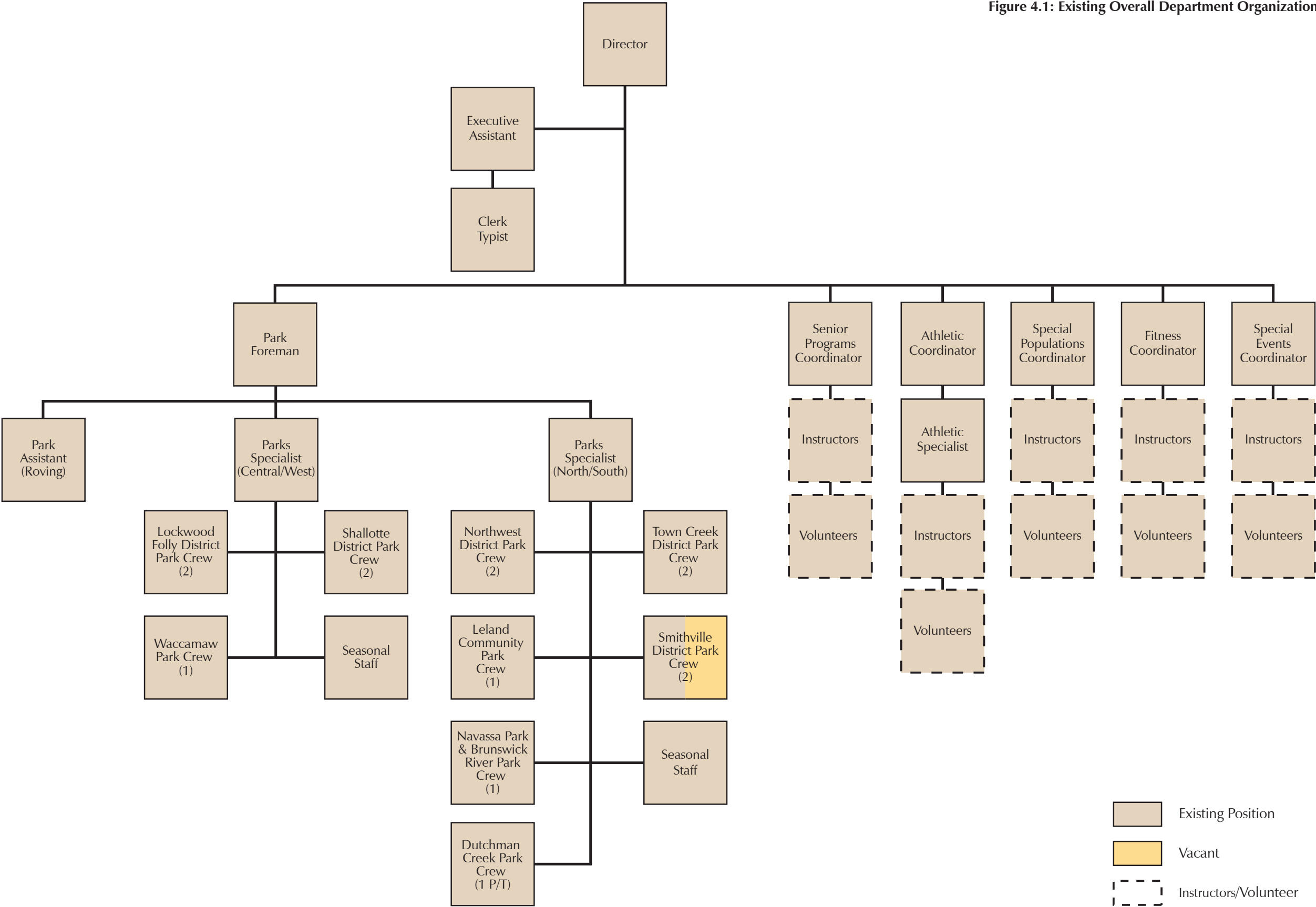
Level of Maintenance

The total park acreage in the system is 1,441 acres of which it is estimated that approximately 460 acres are developed as maintained park space. The Department has 16 full-time maintenance positions and several part-time and seasonal positions. Currently, one of the site-based maintenance positions is vacant and remains unfilled due to a hiring freeze. The part-time and seasonal positions assist the Department annually and fluctuate due to peak participation within the system. Using the developed park acres and the current full-time personnel available to maintain these areas, the Department currently has a ratio of 29 acres per person (29:1) to maintain parks. Within the industry, this number falls well below accepted norms for maintained acres per staff person. A ratio of 18-20:1 is the desired target with best practice agencies falling in the area of 12:1, according to the International City/County Management Association (ICMA). The acreage used to calculate this ratio does not include the school and other county-owned properties maintained by Department staff. If those were added in, the ratio would increase to a level even further from the desired ratio. While site visits revealed that parks are well-maintained, interviews and the park maintenance ratios indicated that the Department needs additional maintenance staff.

Park Crews

As previously discussed, the park maintenance crews are primarily site-based; the exceptions are the two Parks Specialists, the roving Parks Assistant, and a few site-based staff who maintain a second park or school site near their park base. There are no plans in place to look at dividing parks maintenance

Figure 4.1: Existing Overall Department Organization



into smaller districts or how to better maintain other non-park facilities by district, rather than having one person responsible for all these facilities on a county-wide basis. The lack of districts for non-park facilities and the size of the two current maintenance management districts results in excessive windshield time for the Parks Specialists. The addition of more parks, senior centers and other county buildings will increase this problem and drive the cost up as fuel costs continue to rise.

Marketing and Public Outreach

The Department lacks a unified marketing approach and branding as a Brunswick County agency. It is critical that the Department have a unified marketing plan in order to gain support and to promote the delivery of high quality programs. A marketing plan ensures the public has an understanding of all the programs that are offered by a department, the availability of facilities, and what is required to register and participate in programs. Many agencies across the country utilize marketing staff to develop a unified plan that includes preparation of regular publications or program guides, provides updates for the department's website, and creates a unified look for all special announcements and program fliers. They also work with the director in areas of grant development, PowerPoint and other presentation development, and promotional materials. In many agencies this person has a title of Marketing Director or Marketing and Grants Manager.

Natural Areas

Brunswick County is unique and different from urban departments in that it contains thousands of acres of diverse natural habitat, both coastal and inland. The fact that there are no staff members within the Department that focus on nature-based programs is a noticeable gap. Many agencies across the country have very diverse nature-based programs, including the City of Wilmington Parks, Recreation and Downtown Services Division. Opportunities to expand nature-based programs are increased by the presence of large state-owned land holdings and major conservation easements held by the Coastal Land Trust and other conservancy groups. With the proposed development of Brunswick Nature Park, it is important to recognize that nature-based programming provides opportunities to reach all age groups, especially those who are not interested in team sports or traditional recreation programs. The need for this type of programming was brought up in interviews, public meetings and in the community survey responses.

Park and Facility Development—Future Growth and Impacts

The large geographic size of Brunswick County (1,050 square miles) and its unique natural features lead to a pattern of widely dispersed parks within varied development patterns. Some parks are located near the coast of the Atlantic Ocean where development is much denser than in agricultural areas. Black-water streams, coastal marshes and wetlands create large expanses of land with few roadways. The Green Swamp is another site with wooded areas with very few roads. These factors combined create long travel times and unique park planning needs throughout the county. Growth analysis indicates higher growth in the Town of Leland area as more residential development spills over the border from Wilmington and New Hanover County. Coastal community growth is limited by land availability and inland growth is strongest between the coast and US Highway 17/Ocean Highway. These issues present both opportunities and constraints for how staff plan and maintain facilities and deliver recreation programs. Consideration for how to improve service delivery by creating planning and programming districts should be a priority with the Department.

The development of five new senior/community centers throughout the county will also have an impact on program delivery and the roles of programming staff. One of the major programming issues raised by staff was the lack of indoor programming space. These issues will greatly diminish with the development

of these new centers and the ability for staff to program them after 3:00 p.m. for community-wide recreation activities. This will present an opportunity for expanded programs for health and fitness, special populations, active seniors and instructional classes.

Another factor impacting the Department's staffing levels are planned expansions to the Department's resources and new facility development. The development of Brunswick Nature Park, Whitlock Landing, Ocean Isle Beach Park and Cedar Grove Park (in the Holden Beach area) will require additional staff for the operation of new facilities and programs, and to maintain the additional park acreage that will be added to the system. The County has also developed a greenway master plan and as greenways are developed this will result in more facilities and acreage to be maintained. The expanded park facilities being jointly developed with schools and the addition of five new senior/community centers will add to the Department's maintenance demands.

Personnel Training and Team Building

Throughout the interview process with staff, it was stated that a culture that promotes teamwork rather than competition is needed. It was also stated that the new Director of the agency was much more willing to listen to staff and to encourage ideas rather than dismiss them. It is important to any agency to have good, open lines of communication, and leadership that embraces and fosters new ideas. The Director's initiatives in this area should be continued and enhanced through cross training of staff and by varying the roles and responsibilities of staff throughout the year. The goal is to improve the overall level of communication within the Department and to maximize the services delivered to the public. Presently, there are communication breakdowns among programming staff due to the lack of formal policies and the existing staff organization.

Partnerships

The Department has had and continues to have a good relationship with the Brunswick County Schools (BCS). The two County agencies share facilities in order to meet programming needs, primarily in the area of sports. The Department uses school gymnasiums for basketball programs and football fields for youth football programs. There is no formal memorandum of understanding (MOU) that specifies the responsibilities of each party. The current system is more of a gentleman's agreement with Department staff maintaining the BCS athletic fields in return for access to the facilities.

The athletic associations are another partner of the Department. Youth athletic associations oversee the scheduling of games and tournaments, recruit coaches, and direct games and practices of teams in the sports programs. They are also responsible for doing coaches background checks and managing concession operations at the various parks. The duties of the youth athletic associations are very similar to those of other communities in which we have worked; however, there is a difference in the formality of the arrangement. Most agencies we work with have formal agreements with each youth athletic association. These agreements detail each party's duties and responsibilities in terms of the recreation opportunity and player rules, coaching requirements, cash controls and scheduling. Agreements that have this structure can alleviate many issues that may arise from time to time. The same types of agreements are required of adult leagues and other programs that are community-based and require large numbers of community volunteers on an annual basis. A sample athletic association agreement is provided in the Appendix.

Policies and Procedures

Parks Maintenance

Many departments' maintenance divisions have standard practice policies for facility maintenance, sports field and playground safety checklists, equipment maintenance checklists, equipment replacement processes and other specialized maintenance needs. Our research findings are that there are no processes for how work orders are prioritized or how annual and preventive maintenance programs are implemented in order to maximize safety in parks and to extend the lifecycle of park resources. Interviews with maintenance staff indicated that these types of decisions are based on oral direction and long-term institutional practices—not formal written policies. Another missing facility policy component is how tournaments are operated, including scheduling; definition of the staff's role, if any; facilitating association-sponsored tournaments or private tournaments; payment of staff overtime; and what, if any, revenue the Department will collect in return for the use of the facility. This policy can help alleviate issues that may involve equity in service and how athletic events are managed by outside parties that may include using Brunswick County staff.

Programming

The Programming Division, like the Maintenance Division, lacks formal programming policies to guide the implementation and operations of park programs. There is no formal fees and charges policy in place that defines how fees are established on a program-by-program basis. There is no formal policy on the selection of instructors; how instructors are to be compensated; resident versus nonresident fees; or partnerships with local schools and municipal park agencies. Much of the operation is based on historic practices and oral directives.

As Brunswick County continues to grow and attract residents and business from outside the area, things that may have worked in the past may not transcend to the future. New partners and new residents that could provide benefits to the Department should create positive impacts; if formalized policies are in place.

A core operational component of a parks and recreation agency is a comprehensive fees and charges policy. A fees and charges policy details how fees will be established for each program that is offered. It defines what programs will be supported from tax revenues, either entirely or on a percentage basis, and what programs are expected to cover all of the direct and indirect operational expenses. Direct costs may include umpires for a softball league (directly impacts the operations of the activity) while indirect costs may include administrative costs to market the program to possible participants. These policies also detail how programs will be subsidized with fee waivers or scholarships to ensure access to all levels of the community. The lack of a defined fees and charges policy can lead to reduced revenue generation within a department and unequal fees among programs with respect to cost recovery. For more information about fees, charges and a tiered pricing system, see Section 6 of this report.

Personnel Training and Certification

There are no formal policies in place for staff training or setting minimum qualifications for staff certification. Agencies across the country have set minimum qualifications for many of the park staff positions, with all senior staff positions requiring that employees have a bachelor's degree in recreation or an allied degree as well as the completion of the Certified Parks and Recreation Professional (CPRP) certification program. With the CPRP certification there are continuing education requirements and the funding of these requirements is paid for by the employer. Other agencies require certain qualifications for maintenance and planning staff such as professional registration for planning professionals, playground safety certificates

(Certified Playground Safety Inspector, or CPSI), aquatics certificates, chemical applications certificates and others based on job duties. These requirements are not in place at this time nor is there an overall training program for staff.

Proposed Reorganization and Recommendations

Department reorganization would create more opportunities for growth within the Department, a balance of direct reports, and would improve the overall level of communication and service to both internal and external customers. The reorganization will include the consolidation of some staff positions; reassignment of staff to new positions; new position titles; and the addition of staff. It also calls for the division of staff into two primary work areas directed by superintendents who would be direct reports to the Director. The superintendent's positions would be titled the Planning and Facilities Superintendent and the Recreation Superintendent. New hires have been summarized at the end of the job recommendations narrative in Tables 4.2 – 4.3; the new titles found in the figures and tables were developed using those listed in the *2008-09 MCPRSS Executive Report*.

The Planning and Facilities Division would oversee all of the destination and special-use facilities, all park and greenway planning, and maintenance of all parks and associated county buildings and grounds. The Recreation Division would oversee the development and implementation of all core recreation programs and special population programs, as well as special and seasonal events and programs. They will also be responsible for coordination of all adult and youth athletic associations and development of tournaments and other program-related special events.

A goal of this new alignment is to empower those who manage programs, parks and facilities to engage each other in order to remedy daily operational expectations. Rather than create “silos” amongst the divisions, each group should be encouraged to work with one another, without going up the hierarchy to get things done. For example, if a field needs to be prepared for an unscheduled game due to a rain-delay, the Athletics work group overseeing this activity should work directly with that specific field operations unit to make sure that the field is ready for play. Actions like this will improve customer satisfaction amongst users of the parks and recreation system.

A primary benefit of a two-division alignment is that it allows the Director to focus on the development of policies and procedures that are currently missing; time to work with other county agencies and municipal departments to create joint-use agreements and partnerships; build partnerships within the community; and on leading the Department through the accreditation process to become a fully accredited agency. It will also allow the Director to work with quasi-governmental agencies, such as the Chamber of Commerce and Economic Development Office, on joint projects that promote tourism related to recreation and natural resources. It will also allow the Director to focus more time on the Department's overall marketing and promotions, revenue generation and staff training duties.

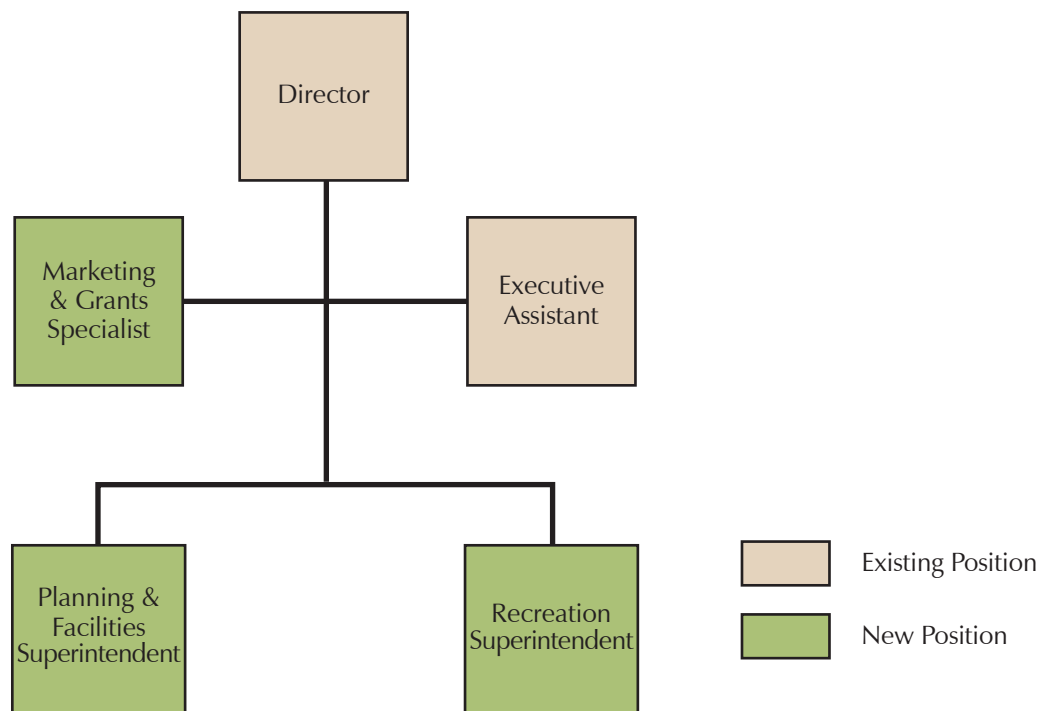
Another new element of the proposed organization structure will be to create a Marketing and Grants Specialist position to assist the entire Department in the development of marketing and grant materials and to support the Director with new marketing initiatives. This new position, along with the Executive Assistant, will make up the Department's Administrative Division. Figure 4.2 shows the proposed Administrative Division's organization structure. This division will be responsible for all system-wide planning, budgeting and visioning, and will serve as the primary liaison between the Department and other county agencies and the Board of Commissioners.

In Table 4.1 we have also provided recommended position titles and corresponding pay grades based on the current Brunswick County pay plan adopted for FY 2008-2009. These titles will be used on the corresponding organization charts for each work group. The division discussions that follow the revised organization chart will also use these titles.

Table 4.1: Position Titles and Pay Grades

Position Title	Grade	Pay Range
Director	76	\$55,665 to \$89,065
Superintendents	72	\$48,489 to \$77,598
Supervisors/Managers	68	\$41,331 to \$66,129
Assistant Managers	64	\$34,164 to \$54,662
Specialists	61	\$28,789 to \$46,062
Park District Coordinators	61	\$28,789 to \$46,062
Park Foreman	59	\$25,205 to \$40,329
Park Maintenance Worker	55	\$18,038 to \$28,862

Figure 4.2: Proposed Administrative Division Organization



Administrative Division

The Administrative Division, as depicted in Figure 4.2, provides the general Department oversight. In addition to the Director, this division is made up of the staff members whose job duties are described below:

Executive Assistant

The Executive Assistant serves as the primary administrative staff member for the Director. Primary duties are to assist the Director with clerical and accounting duties and sensitive personnel matters. This position

alleviates some of the day-to-day impacts that the Director currently engages and allows the Director to focus on “big picture” management issues.

Marketing and Grants Specialist

As previously stated, a Marketing and Grants Specialist position is needed to develop a unified branding for the Department and to secure matching funds and other non-county tax dollars. This individual may engage grant writing expertise in other areas to enhance the overall system delivery of parks, trails, recreation and open space opportunities. This position will also work with local and county agencies, such as the economic development and tourism agencies, to promote park activities that stimulate tourism. The proposed East Coast Greenway system that will run from Maine to Florida is a good example of a recreation facility that can promote tourism. Packaging marketing for this trail with other Brunswick County public and private facilities should create destination tourism for people who want to see the county on foot, by water or by bicycle. Other opportunities for this type of recreation marketing exist throughout the county and create revenue to help the Department cover system-wide operating costs.

Recreation Division

The Recreation Division would be headed by the Recreation Superintendent. This division will oversee the majority of recreation programs in the county. The programming areas that are outside this division include the nature-based and aquatic programs. The Recreation Division should work with the staff in the Planning and Facilities Division that runs the nature center and aquatics facilities to ensure that programs they offer are consistent with the County’s overall recreation planning goals.

Recreation Superintendent

The proposed Recreation Superintendent will be responsible for the overall delivery of recreation programs. The primary duties of the Recreation Superintendent are management of recreation programming staff, budget development and compliance, ensuring that partner agreements are adhered to, creating a vision for recreation programs and serving as a primary support person for the Director. The Recreation Superintendent will be a highly visible member of the Department throughout the community and will be responsible for aiding the Director in building coalitions with other recreation providers in the county, including both public and private groups. Where coordination between recreation and park divisions is needed, the Recreation Superintendent will coordinate staffing and other assignments with the Planning and Facilities Superintendent. It will also be the Recreation Superintendent’s responsibility to be a primary leader of staff training and education for subordinate staff.

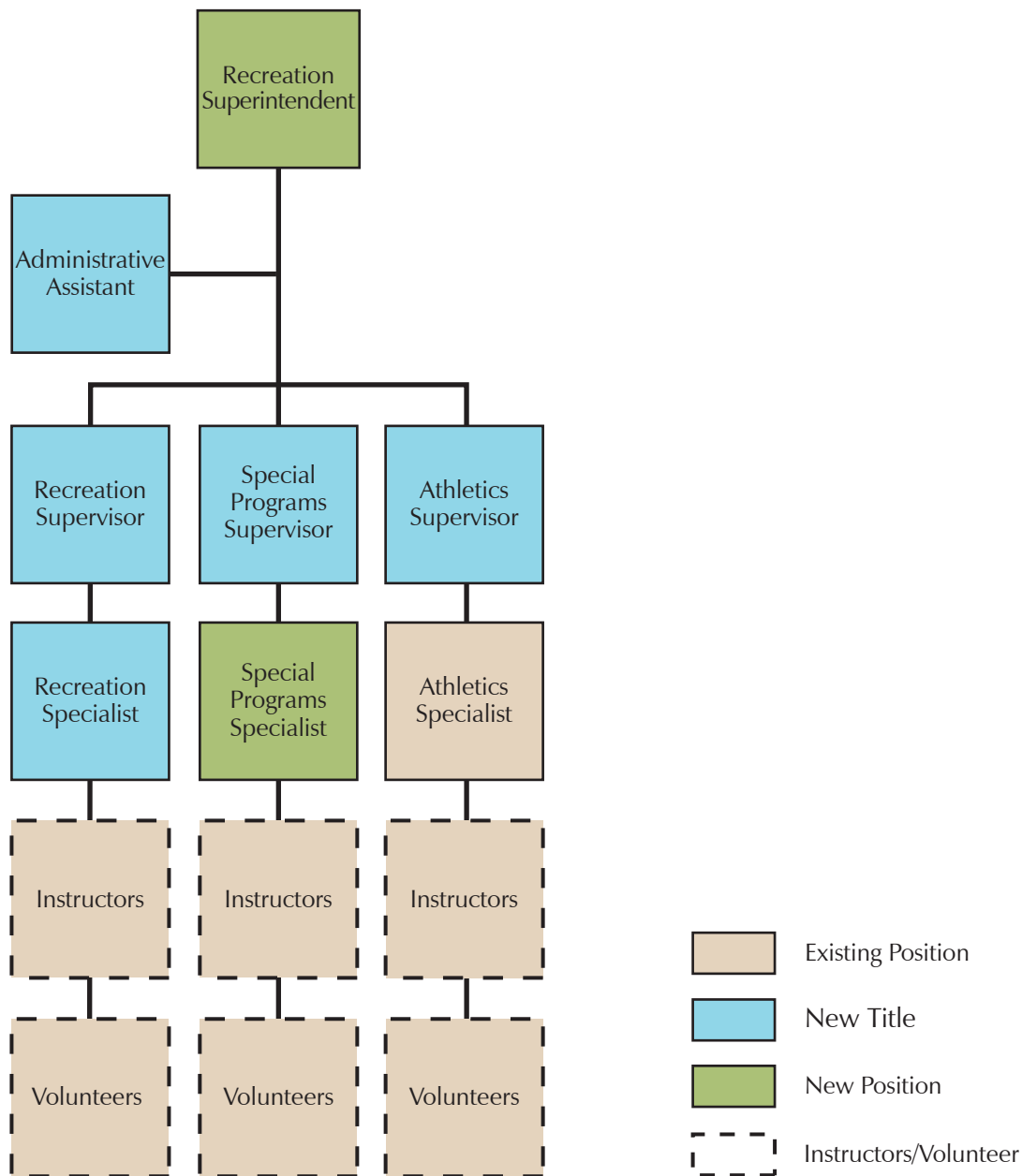
Administrative Assistant

An Administrative Assistant is the only other new staff member recommended in this division and can be filled by reassigning the current Clerk Typist to this position. This position would be a direct report to the Recreation Superintendent. Currently, the Executive Assistant in the Administrative Division is overloaded and needs to be relieved of receptionist and phone duties. The Recreation Division’s Administrative Assistant can pick up some of the receptionist duties in addition to providing support to the superintendent and all programming staff.

Reorganization, Reassignments and New Titles

It is recommended that existing programming staff be realigned and several positions combined or changed. This task should be undertaken by the Director and the new Recreation Superintendent, after that position is filled. We recommend a structure where each work group is overseen by a Supervisor who is supported by a Specialist. This structure mirrors the current set-up in the Athletics work group. Below the specialist positions will be instructors and volunteers who aid in running programs. This structure will

Figure 4.3: Proposed Recreation Division Organization



allow the County to implement two different pay grades when hiring staff and will better balance service delivery. It will also provide opportunities for growth and promotions within the Department. As the County continues to grow and expand programs over the life of this master plan, additional specialist positions can be added in areas where programs growth warrants additional staff. An example of another specialist that could be needed in the future is an Adult Athletic Specialist. If the demand on athletics staff continues to grow, it is common to split duties between youth and adult programming staff. In some agencies, we often see separate special events, cultural arts and fitness specialists under the recreation manager position. Currently, this level of staffing is not warranted, but the Director should monitor program growth and make recommendations to the County Manager as need dictates.

Phasing of Reorganization, Reassignments, New Hires and New Titles

The Recreation Superintendent position should be created and filled within the first 12 months after this master plan is adopted. All other reorganization, reassignments and title changes should take place after the Recreation Superintendent position is filled. Figure 4.3 illustrates the proposed organization of the Recreation Division.

Planning and Facilities Division

This division is charged with operating the Department's large facilities and providing the planning and maintenance support needed to maintain the current facilities and plan for future facilities.

Planning and Facilities Superintendent

The proposed Planning and Facilities Superintendent will be responsible for several primary functions including oversight of all revenue generating facilities, special-use facilities and maintenance. In addition, they would direct planning for parks and greenways and serve as a primary support person for the Director. They will be responsible for coordination of regular and special facility needs in order to facilitate recreation programs with the Recreation Superintendent, as well as the set-up required for community-wide special programs and events. In the area of planning, the Planning and Facilities Superintendent will make sure that Department staff are coordinating long-range planning needs with other county planning departments and following all proper procedures in the procurement of consulting and construction contracts with outside providers.

Administrative Assistant

It is recommended that an Administrative Assistant be hired to process all correspondence and work orders for the Planning and Facilities Division. As the new senior/community centers, new park facilities and greenways are developed, there will be more work orders to process on a daily basis. In addition, as more facilities are built there is a higher probability that more maintenance of buildings and janitorial services will be contracted out to minimize full-time staff; this will require additional paperwork and coordination. This Administrative Assistant should also be tasked with overseeing rentals at all facilities.

Parks and Greenways Planning Supervisor

One of the challenges for Brunswick County is the rapid growth that has occurred over the past 20 years. While the current economic conditions have greatly reduced growth, it is anticipated that over the life of this master plan Brunswick County's growth rate will once again accelerate to one of the highest in the country. This will necessitate planning for the impacts of growth on both parks and greenways throughout the county. A new Parks and Greenways Planning Supervisor position is recommended to oversee these park planning activities and to work with state agencies, conservancy groups and land trusts that own property in the county. The Parks and Greenways Planning Supervisor will also be able to assist the Planning and Facilities Superintendent in developing the Department's five-year CIP and CIP updates, conducting park inventories and safety audits, and working with outside professionals who are developing park master plans and construction documents. The Parks and Greenways Planning Supervisor will also assist in keeping the records required to maintain the Department's accreditation. If the county zoning code mandates for park set-asides or other regulatory processes that result in land transfers to the Department, the Parks and Greenways Planning Supervisor will be available to determine the best course of action for the Department.

Brunswick Nature Park Manager

With the development of the Brunswick Nature Park and a new nature center within the park, full-time staff will be needed to manage the park and its programs. The county currently has very little in the way

of nature-based programs and this new park will provide the perfect location to launch new programs. A Brunswick Nature Park Manager should be based in the park and oversee the daily operation of the proposed nature center. In addition to running the center, they should be charged with planning and directing the implementation of nature programs throughout the county. Some of these will be mobile programs that can be conducted at various county facilities; others will be a site-based program at parks; or at natural resource sites within the county. This new position should also work with other groups and municipal departments to plan annual special events and or programs that are built around nature.

Nature Program Specialist

A Nature Program Specialist will be needed to help plan and direct some of the nature programs developed by the Department. The Nature Program Specialist will be based at the new nature center in Brunswick Nature Park and can also serve as a docent. This new staff member can lead onsite nature observation and exploratory programs, direct programs held in the nature center, and direct mobile programs that are offered in other county facilities. This staff member should have an outdoor recreation or natural science background. This staff member should also have the ability to teach outdoor water and land-based programs for all ages.

Aquatics and Pier Manager

As the new aquatic and pier facilities recommended in Section 7 are developed, an Aquatics and Pier Manager position will need to be created in order to provide oversight. This position will report directly to the Planning and Facilities Superintendent and will oversee the operations of the facilities, including staff, maintenance and programming. The Aquatics and Pier Manager will be responsible for hiring the staff at the new facilities and will assist the Planning and Facilities Superintendent with budget preparations. This position will also be responsible for ensuring that employees have proper certifications and will oversee safety planning for the aquatic and pier facilities.

Aquatics Assistant Managers

In Section 7, we recommend the development of two new aquatic facilities. An Aquatics Assistant Manager position will need to be created to oversee the daily operations at each of the proposed facilities. These new positions will be a direct report to the Aquatics and Pier Manager and will be responsible for ensuring the safety of facility patrons, enforcing rules and regulations, maintaining the quality of the pool water and the appearance of the facility. The Aquatics Assistant Manager will supervise full-time, part-time and contract staff and their work assignments and schedules. They will also ensure that staff are executing programs developed by the Aquatics and Pier Manager and Recreation Division staff.

Parks Maintenance Supervisor

The Parks Maintenance Supervisor, formerly titled Park Foreman, will be a direct report to the Planning and Facilities Superintendent and will be responsible for the daily oversight of parks maintenance activities. The Park Maintenance Supervisor will develop all crew assignments, prioritize maintenance and construction projects to be completed by staff, and will spend adequate time in the field to ensure that projects are being executed to the level called for by park policies. The Parks Maintenance Supervisor will work with other managers and supervisors in the Department to plan for special events and other tasks that are outside of the daily schedule. This position will also assist the Department managers and supervisors in determining budgets for special activities/events and repairs. They will work with the Planning and Facilities Superintendent on all equipment purchases and leases and equipment maintenance policies and checklists. They will also prepare the initial line item budget request for maintenance operations and submit this to the Planning and Facilities Superintendent for inclusion in the overall department budget.

The Parks Maintenance Supervisor will also work with the Planning and Facilities Superintendent to formulate maintenance costs for the schools that are maintained by the Department in order to update annual agreements with BCS. It is important to have equity in the cost of school park cooperative agreements; if the Department is maintaining all the middle and high school athletic facilities, the cost of maintenance operations may be much higher than the added maintenance for school gyms and field usage by the Department's basketball and football programs. The annual maintenance costs would be in addition to the annual manpower costs for building and renovating school sports fields, which parks maintenance staff does on a regular basis.

Park Coordinators

A total of three Park Coordinators are recommended to oversee the maintenance of parks within the three proposed park districts. They will be direct reports to the Parks Maintenance Supervisor and will oversee the maintenance operations in each district and travel throughout the region to review work being performed by site-based crews, to conduct safety inspections, and to lead construction projects within their district. They would be responsible for developing roving crew assignments with the Parks Maintenance Supervisor and if there are contract maintenance providers working in their district, they will make periodic inspections to see that they are meeting the requirements of their contract agreement. These three coordinators should all become certified in playground safety and chemical applications, and be well versed in troubleshooting irrigations systems so they can aid their district's crews with these specialized activities.

Park Crews and District-based Maintenance

The current practice of having site-based maintenance crews consisting of a Park Supervisor and a Park Assistant is working very well. The level of maintenance in the parks is very good and is consistent throughout the Department. New titles will be used in the crew set-up. A Park Foreman (formerly titled Park Supervisor) will oversee Park Maintenance Workers (formerly titled Park Assistant). In addition to title changes, a slight adjustment to current practices is recommended. We recommend that the crews roam within their assigned district to pick up maintenance of fire halls, community centers, trash collection facilities and other County facilities that are located near their parks. By concentrating maintenance for these non-park facilities with nearby parks, considerable windshield time will be saved. The current system of having a single staff member drive all over the county to maintain all of these facilities is not an efficient use of time. The district-based crews would also deal with unexpected maintenance activities such as repairing a broken irrigation line or water fountain, rather than depending on the current countywide crew.

To implement the district-based crews more cross training among site-based crews is needed. Regular sessions on proper irrigation maintenance, how to do routine plumbing activities, and similar programs can be taught within the Department. We believe that the cross training will be welcomed, as will the variety and challenges that come with having more varied maintenance duties that are required on a daily basis. The current crews are very dedicated but are looking for new challenges and growth in their work area.

Level of Maintenance

The current number of maintenance workers that care for and maintain the Department's park acreage is well below the industry norm of 18-20:1 and even further below the 12:1 standard of best practice agencies. If the Department wishes to move towards a standard of 20:1 or better, additional maintenance staff will be needed. With the new approved facilities (e.g. Brunswick Nature Park) coming into the Department and the facilities proposed in Section 7 of this report, this ratio will increase even further,

putting even more stress on maintenance staff. Another issue that needs to be resolved is who will maintain greenways. Parks crews are set up for this maintenance but additional maintenance staff will be needed to perform greenway maintenance. Based on all of these factors, it is clear that additional maintenance staff is needed.

Phasing of Reorganization, Reassignments, New Hires and New Titles

Figure 4.4 illustrates the proposed organization of the Planning and Facilities Division. The Planning and Facilities Superintendent position should be created and filled within the first 12 months after this master plan is adopted. The Parks and Greenways Planning Supervisor position should be created and filled in the third year, or 24 to 36 months, after adoption of the master plan. The staff at Brunswick Nature Park and the proposed aquatic and pier facilities will be hired as those facilities are developed. The proposed Administrative Assistant could be a part-time position until the recommended facilities (nature center, pier and aquatic centers) are developed and new staff is hired. At that time, the position should become full-time.

All reorganization, reassignments and title changes should take place after the Planning and Facilities Superintendent position is filled. However, since no new hires are needed within the Maintenance group, the reorganization of staff to a three district structure can take place prior to hiring the superintendent.

Proposed Organization Summary Tables

Table 4.2: New Hires

New Hire Position Title	Year to Hire
Planning & Facilities Superintendent	2009-2010
Recreation Superintendent	2009-2010
Marketing & Grants Specialist	2009-2010
Administrative Assistant (P&FS)	2009-2010
Special Programs Specialist	2010-2011
Parks & Greenways Planning Supervisor	2011-2012
Cedar Grove Park Maintenance Staff (3)	2009-2010
Ocean Isle Beach Park Maintenance Staff (3)	2009-2010
Total New Positions	12

Table 4.3: New Hires Tied to New and Proposed Facility Development

Nature Program Specialist (Brunswick Nature Park)
Aquatics Manager
District Two Aquatics Assistant Manager
District Three Aquatics Assistant Manager
Maintenance Staff (for all new facilities)
Contract Staff (for all new facilities)
Lifeguards (for new aquatics facilities)

Job Description Recommendations

A review of the current job descriptions reveals that they are balanced and provide a good overall list of job duties, responsibilities and the education requirements for the various positions. Some changes will be needed in order to match the proposed organization chart. Job descriptions will be needed for the proposed positions, particularly the superintendents and managers. The current coordinator and specialist positions in the Recreation Division can be updated to reflect the combination of job duties and some slight modification will be needed to the maintenance positions. If the recommendation to add aquatic facilities is followed, then job descriptions will be needed for those positions as well.

One area of the job descriptions that should be improved is the education and qualifications section. The planning team feels more experience is needed in many positions and more certifications should be required as part of the basic qualifications. The following recommendations include modifications to some of the existing positions' current education and experience requirements.

Administrative Division

Director

Bachelor's degree in recreation administration or a closely related field, and minimum of 10 years of experience in professional parks and recreation work, including experience in a supervisory capacity over personnel, finances and facility planning for a minimum of three years, or any equivalent combination of training and experience which provides the required skills, knowledge and abilities. Must be a Certified Parks and Recreation Professional (CPRP) and must maintain certification throughout their employment by the county.

Grants and Marketing Specialist (new position)

Bachelor's degree in marketing, communications, finance, public administration or related field required. Two to three years of experience in marketing, public relations or grant writing is required, preferably in parks and recreation or other government agency; or any equivalent combination of training and experience, which provides the required knowledge, skills and abilities. Certification in grants management through a nationally recognized agency is also recommended.

Recreation Division

Recreation Superintendent (new position)

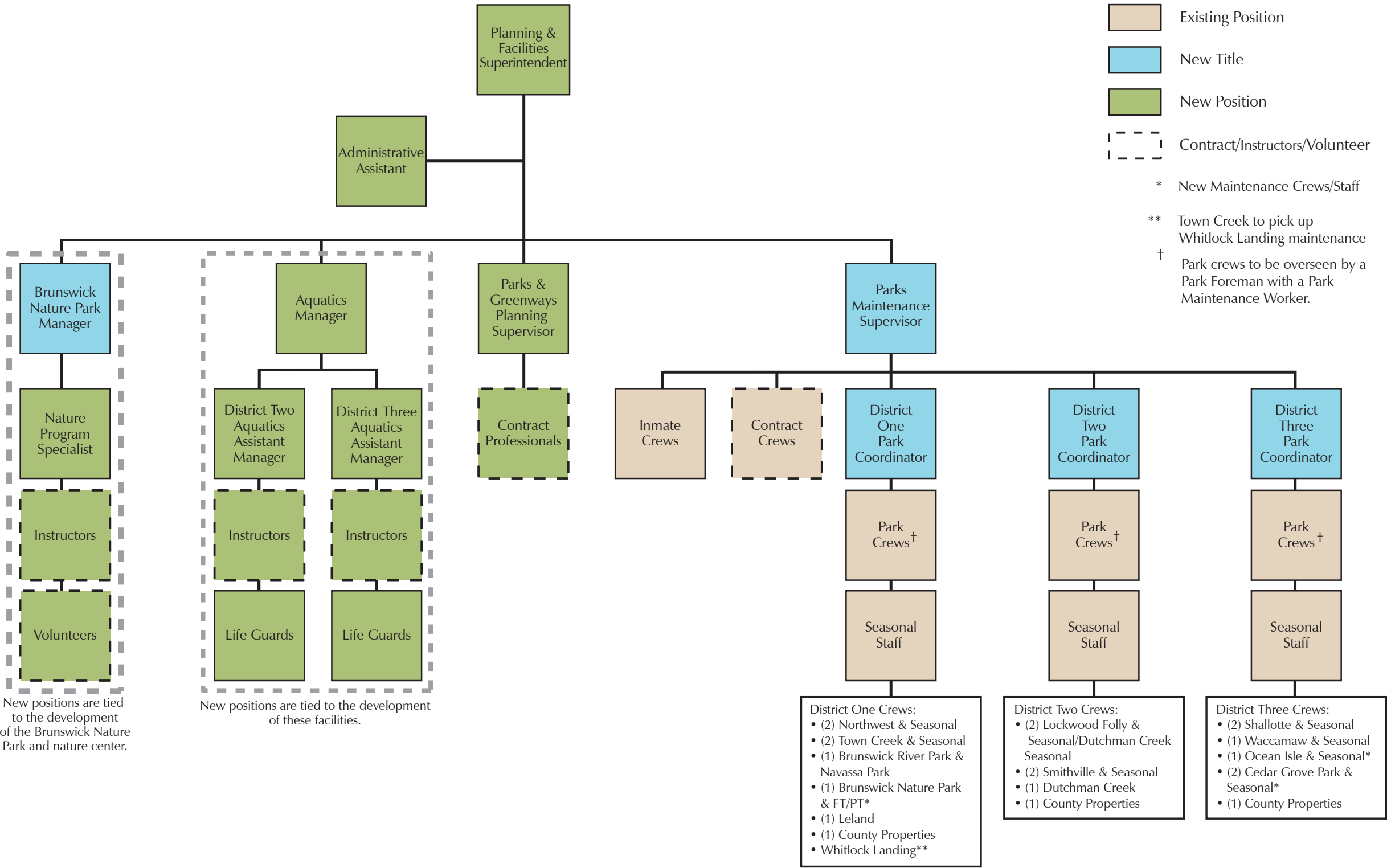
Bachelor's degree in recreation administration or a closely related field, and minimum of eight years of experience in professional parks and recreation work, including experience in a supervisory capacity over personnel, finances and facility planning for a minimum of three years, or any equivalent combination of training and experience that provides the required skills, knowledge and abilities. Certification as a Certified Parks and Recreation Professional (CPRP) is preferred. If not certified, must work to become certified until certification is met and must maintain certification once achieved.

Recreation Division Supervisors (formerly titled Coordinator)

All recreation supervisors will have the same education requirements as follows: bachelor's degree in recreation, therapeutics, physical education or a related field, and five years of experience in recreation work, or any equivalent combination of training and experience which provides the required skills, knowledge and abilities. Possession of a "Certified Parks and Recreation Professional" certification is preferred.

In addition to the aforementioned requirements, the recreation supervisors being hired for athletics, nature programs, recreation and special populations should have a focus area in the activities that they will

Figure 4.4: Proposed Planning and Facilities Organization



manage. The Special Populations Supervisor should have a strong therapeutics background; certification in therapeutics (Certified Therapeutics Recreation Specialist, or CTRS) would be preferred.

Recreation Division Specialists

Bachelor's degree in recreation, physical education or a related field, with 0 to three years of experience in recreation work preferred, or any equivalent combination of training and experience which provides the required skills, knowledge and abilities. Possession of a "Certified Parks and Recreation Professional" certification is preferred.

Planning and Facilities Division

Planning and Facilities Superintendent (new position)

Bachelor's degree in recreation administration, business, landscape architecture, horticulture or golf course management or a closely related field, and minimum of eight years of experience in professional parks and recreation work, including experience in a supervisory capacity over personnel, finances and facility planning for a minimum of three years; or any equivalent combination of training and experience which provides the required skills, knowledge and abilities. Based on professional background, must achieve certification within the practice and maintain certification throughout employment.

Administrative Assistant (new position/reassignment of Clerk Typist)

Associate degree in Secretarial Science, Business or related field and two to three years of experience in clerical-administrative work, or any equivalent combination of training and experience that provides the required knowledge, skills and abilities.

Parks Maintenance Supervisor (formerly titled Parks Foreman)

Bachelor's degree from an accredited college or university with a concentration in parks and recreation management, landscape architecture, horticulture, golf course management or related field. Requires four to six years of progressive experience in professional parks and recreation maintenance work, including experience in a supervisory capacity, finances and facility planning, or any equivalent combination of training and experience that provides the required skills, knowledge and abilities.

Either possesses -- or obtains within one year of employment -- a Certified Playground Safety Instructor (CPSI) and Public Operator Pesticide Applicator's License certification.

Parks Coordinator (formerly titled Parks Specialist and Park Assistant)

Associate degree in turf and landscape management or related field. Also requires two to three years experience in labor-intensive maintenance work, or any combination of training and experience that provides the required skills, knowledge and abilities. Either possesses a "Certified Playground Safety Instructor" and "Public Operator Pesticide Applicator's License" certification or will obtain within one year of employment.

Parks and Greenways Planning Supervisor (new position)

Bachelor's degree from an accredited college or university with a concentration in parks and recreation management, landscape architecture, planning, engineering or a related field. Requires four to six years of progressive experience in professional parks and recreation maintenance and planning work, including experience in a supervisory capacity, finances and facility planning, or any equivalent combination of training and experience that provides the required skills, knowledge and abilities.

Brunswick Nature Park Manager

Bachelor's degree in recreation, therapeutics, physical education or an outdoor science field with five years of experience in recreation work, or any equivalent combination of training and experience that provides the required skills, knowledge and abilities. Possession of a "Certified Parks and Recreation Professional" certification is preferred.

General Management Issues

Partnerships

There are several ongoing partnerships between the Department and other groups in the county. The strongest partnerships are with athletic associations who direct youth sports programs in baseball, softball and soccer, and with Brunswick County Schools, who share facilities with the Department and also utilize some of the park facilities. Other partnerships that are not as fully developed include those with Brunswick Community College, local parks and recreation departments, the North Carolina Natural Resource Agency, the Trust for Public Lands and other major conservation and land holder groups in the county.

Athletic Associations

The current partnerships with athletic associations are working well, in most respects. The Department helps the associations with many aspects of scheduling and operating youth sports programs in the County-owned parks and provides all the maintenance for the youth and adult sports fields. The Department works with these youth sports programs to educate them on proper conduct, rules and requirements for county recreation programs, coaching training and certification. They also assist with performing background checks for coaches. They coordinate tournament activities both in terms of hosting the tournaments and in providing the additional maintenance for them. They have also worked with volunteer groups to start a youth basketball program using school gym facilities to host games.

Brunswick County Schools

The relationship with Brunswick County Schools (BCS) has been beneficial for both parties. The Department has used school football fields for many years to play the youth football games each Saturday. The Department has started using the school gyms for the new youth basketball program and there is some sharing of school and park fields including soccer fields and playgrounds. Over the years, the parks maintenance staff have helped the school system build or rebuild sports fields. They have assisted with grading and grassing of fields and installing irrigation systems in return for access to school facilities. The school system has been a good partner for the Department and it is anticipated that this will continue to be a positive partnership for both parties.

Brunswick Community College

To a lesser degree the Department has partnered with Brunswick Community College (BCC), but this will most likely change over the next ten years. The Department has helped BCC with sports fields and with the development of a new indoor recreation complex on campus the partnership should grow. The County was a major contributor in funding the new recreation center and has a role in funding operations in return for Brunswick County residents having access to the recreation center. The center will be managed by BCC with the goal to offset operating costs through membership fees. This center is a state of the art recreation center that will provide members a unique recreation experience within the county.

Local Parks and Recreation Departments

The municipalities of Oak Island, Southport, Boiling Spring Lakes and Leland have organized parks and recreation departments with full-time staff. All of these agencies operate their park facilities and have their own partnership agreements with groups in their city to expand their recreation services. There have not been strong ties in the past between the city and county recreation departments. The cities have focused on providing recreation opportunities to the residents within their municipal boundaries as well as tourists who might be visiting their community. This is one area where there is a big opportunity to expand partnerships in the future. The County department has the opportunity to be the common

thread that binds these city agencies together and serve as a leader in joint projects for all the residents of Brunswick County. The County should also have a strong understanding of the programs being offered by these departments to minimize duplication. There may also be opportunities for cooperative agreements that would include capital projects. If joint development of capital projects is mutually beneficial to the delivery of recreation services for a city and the County, this opportunity should be explored. The County should actively promote regular joint meetings with the city departments.

Other Partnerships

There are ongoing limited partnerships with private land trusts and state agencies within the county. Thousands of acres are controlled by state agencies and private trusts. The Brunswick Nature Park is an example of partnering with a private trust (Coastal Land Trust) to protect land. This partnership has resulted in over 900 acres being made available through a cooperative agreement for a new nature park and will provide new recreation opportunities for nature-based programs and water access, which is very limited in the interior area of the county. Another partnership agreement with Carolina Power and Light resulted in a long-term lease for Dutchman Creek Park in Southport. This 33-acre site offers access to the Intracoastal Waterway via a canal and offers much needed public open space for passive recreation opportunities.

Another potential partnership is with the North Carolina Wildlife Resources Commission. They manage the 18,341-acre Juniper Creek Game Land, partially located in Brunswick County. Based on discussions we had with the State, they are looking for new non-hunting opportunities to generate revenue and expand use of the property. One potential would be to develop equestrian and mountain biking trails. Many communities charge fees such as bridle tags or membership fees to use facilities of this type. Providing equestrian trails came up during the interviews and public meetings and this could be a potential location since the land is already in public control.

Centralized Office Location and Storage

The Department is currently located at the main Brunswick County Government compound in Bolivia. The current office space is functional, but lacks adequate storage. With any growth in the Department, more office space will be needed. It is recommended that the County look at dedicating the current office building solely to the Parks and Recreation Department and relocating the other county agencies that share the building. This will free up much needed space for storage and provide more space for staff growth. It will also allow for some circulation changes within the building that will make it more conducive for greeting the public. Currently, there is not adequate lobby space for guests to queue as they wait for services. The mixed uses in the building also make it more difficult to display park programming information and have a unique parks and recreation aesthetic as one enters the building.

Job Titles

Within the parks and recreation profession, there is a common nomenclature of job titles used within agencies. Most communities establish titles of director, deputy director, superintendent, manager, coordinator, supervisor, crew leader, maintenance technician and contract staff. Within the agencies we have worked with, the director, deputy director and superintendents are always senior staff, while the remainder of the positions are filled by subordinate staff. Managers, coordinators and supervisors are titles that vary from agency to agency in how they are applied. In some agencies, managers are assigned a single facility, such as an aquatics center, while in other agencies they manage a work group, such as the manager of recreation. Because Brunswick County has the need for both facility managers and work group supervisors, we have selected these as the titles for all staff members who report to a

superintendent. Below the manager/supervisor level, the term assistant manager or specialist is used to refer to staff that help the managers and supervisors implement and manage programs and facilities. This differentiation among staff creates a clear hierarchy of communication, unlike the current practice of having all programming positions that are direct reports to the director having the same title but varied levels of responsibility.

Staff Mentoring and Education Recommendations

Mentoring Young Employees

A number of the new positions can be filled with staff members who are young graduates and have limited experience in organizing new recreation programs and managing existing programs. A mentoring program is needed to match senior staff with young staff members in the programming areas. By centralizing staff, as recommended, the young staff members will have more opportunity to interact with senior staff and in the overall management of the Department.

Training and Education

Many of the staff members currently attend the North Carolina Recreation and Parks Association (NCRPA) annual conference to attend classes and seminars. This type of training is very important to staff and should be encouraged on an annual basis. In addition to attending the conference, staff should be encouraged to be active members of NCRPA and participate in leadership opportunities within the association. There are many committee and office roles that will help staff to grow as professionals and gain important management skills that are different than the skills they learn on a daily basis.

In addition to NCRPA conferences, there are other programs offered by the National Recreation and Park Association (NRPA) that are topic-specific. They offer week-long programs in aquatics, revenue management, programming and maintenance with focused curriculums. This level of training should be considered for facility managers and senior level staff to keep the Department current with national trends in recreation programming, and to maximize the Department's revenue generation. As more departments are being asked to generate large percentages of their budget, networking with staff from across the country is a great way to learn innovative management techniques that have already proven successful in another community.

As previously discussed, there is a need for more training for all levels of maintenance staff. Much of this training can be characterized as cross training of staff through in-house sessions by senior maintenance staff and the Director. Other training can be done by asking local maintenance and equipment suppliers to do programs on the equipment and supplies they provide. NCRPA and NRPA also have excellent programs in the area of maintenance that senior staff should explore.

The growth of the Department with the addition of new parks and facilities will increase the need for good communication among staff. With the five new senior/community centers and the Brunswick Nature Park already approved, new programming opportunities will create the need for discussions among programming staff. The Department has a tremendous opportunity to expand programs and provide services to county residents who are not actively participating in the park system. With the expansion of existing parks and the development of greenways and aquatics facilities, as recommended in this master plan, more opportunities for program expansion will exist. See Section 5 for more discussion on expanding programming.

The current process of assigning a staff member to a single programming area has resulted in the

development of some territorial boundaries within the Department. This creates an environment that does not promote teamwork or communication between program areas. Much of this can be attributed to the former director's management style and some improvements have been made under the new director. The recommended realignment of staff and consolidations of duties under fewer managers should result in better communication and teamwork within the Department.

Planning and Maintenance Districts

To deal with the large geographic area of the county and the limited number of roads due to unique natural features, it is recommended that the county be divided into three park maintenance and planning districts. Figure 4.5 shows the approximate boundaries of these districts. By creating three maintenance boundaries, each with a Park Coordinator, there should be a significant reduction in the amount of time that is spent by the current north/south and central/west Parks Specialists and the one roving Park Assistant who maintains all of the County's non-park buildings. With the addition of new facilities that are currently under construction and the addition of five new senior/community centers, the demand on maintenance staff will increase. To minimize the number of staff additions, site-based park crews within the district should be able to pick up maintenance at the new senior/community centers. If the demand is greater than the site-based crews can handle, it would be more cost effective to contract out some of the non-park facilities rather than to have a single staff member driving all over the county.

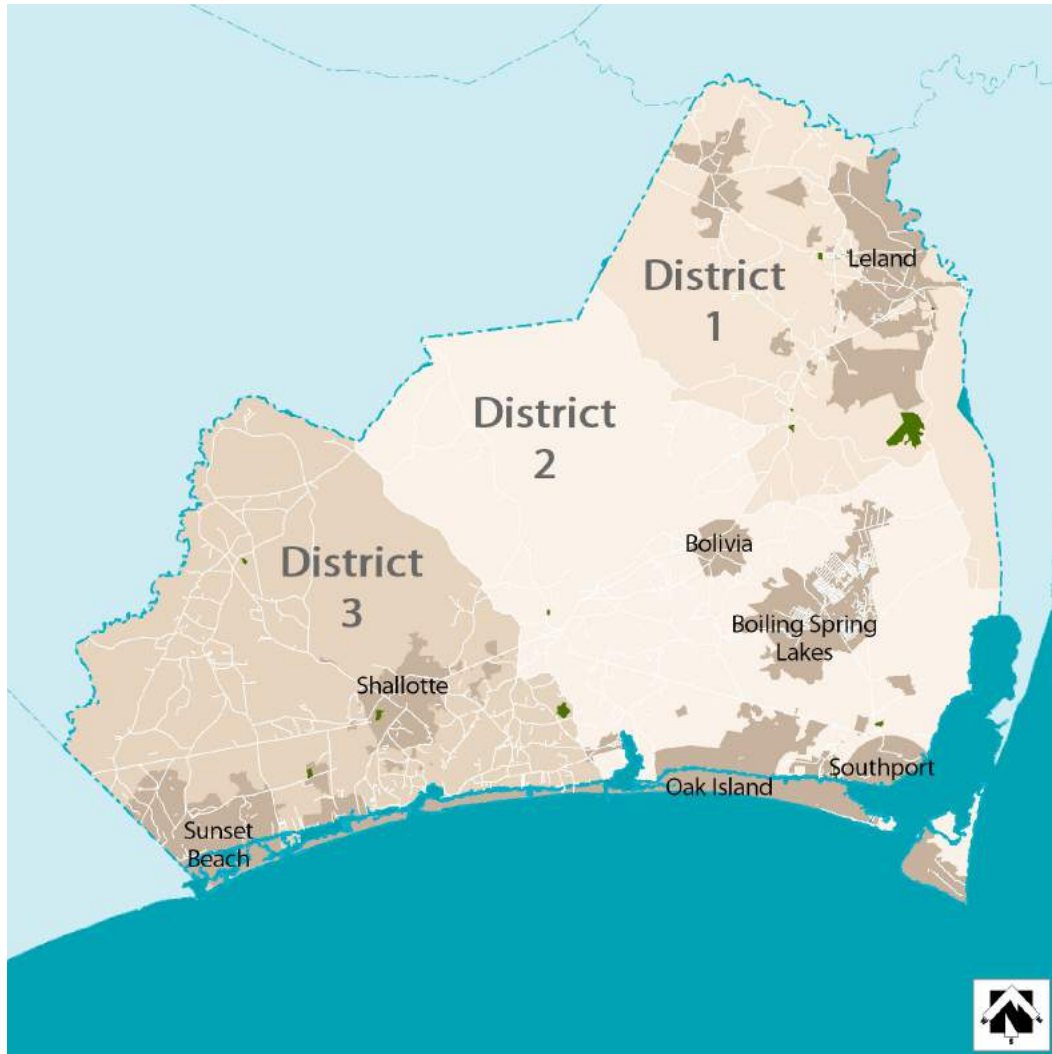
Another benefit of the park districts is that the crews who work within each district can be assigned sections of the greenway to maintain as the County begins to develop a greenway system that connects parks. The greenway crews can work from the same maintenance bases in the parks as the park crews, thereby reducing the need to construct duplicate facilities.

A recommendation to develop maintenance standards is critical to the Department as it continues to grow. As part of the development of the maintenance standards, the district concept should be incorporated into the standards in addition to how to adapt the current site-based crew assignments to expand to roving to nearby park, non-recreation and school facilities.

Consistent with the recommendation that maintenance duties be assigned by districts, programming should also be organized by districts to ensure equal opportunity for programs. With the exception of programs that would be offered exclusively at the Brunswick Nature Park, other programs should be offered at various locations within each district. As the new senior/community centers are built, this will provide county-owned space for planning new programs in each district. It will also allow for the consolidations of some sports programs. Some of the current youth programs are offered at multiple locations but do not offer the same level of programs. An example of this is the soccer programs at Northwest District Park and Town Creek District Park. Town Creek District Park does not have soccer fields and the participation at this park is very low. Staff should review the effectiveness of community-run programs on a regular basis and recommend consolidations where the citizens can be better served at other facilities within a district.

The use of districts will also allow residents of the county to become more familiar with the parks and programs in their area. In developing program guides, one description of the program can be prepared and each district can be identified along with the sites within the district where the program will be held. It will also allow for specialized programs and partnerships with municipalities that have departments in the park districts.

Figure 4.5: Proposed Park Districts



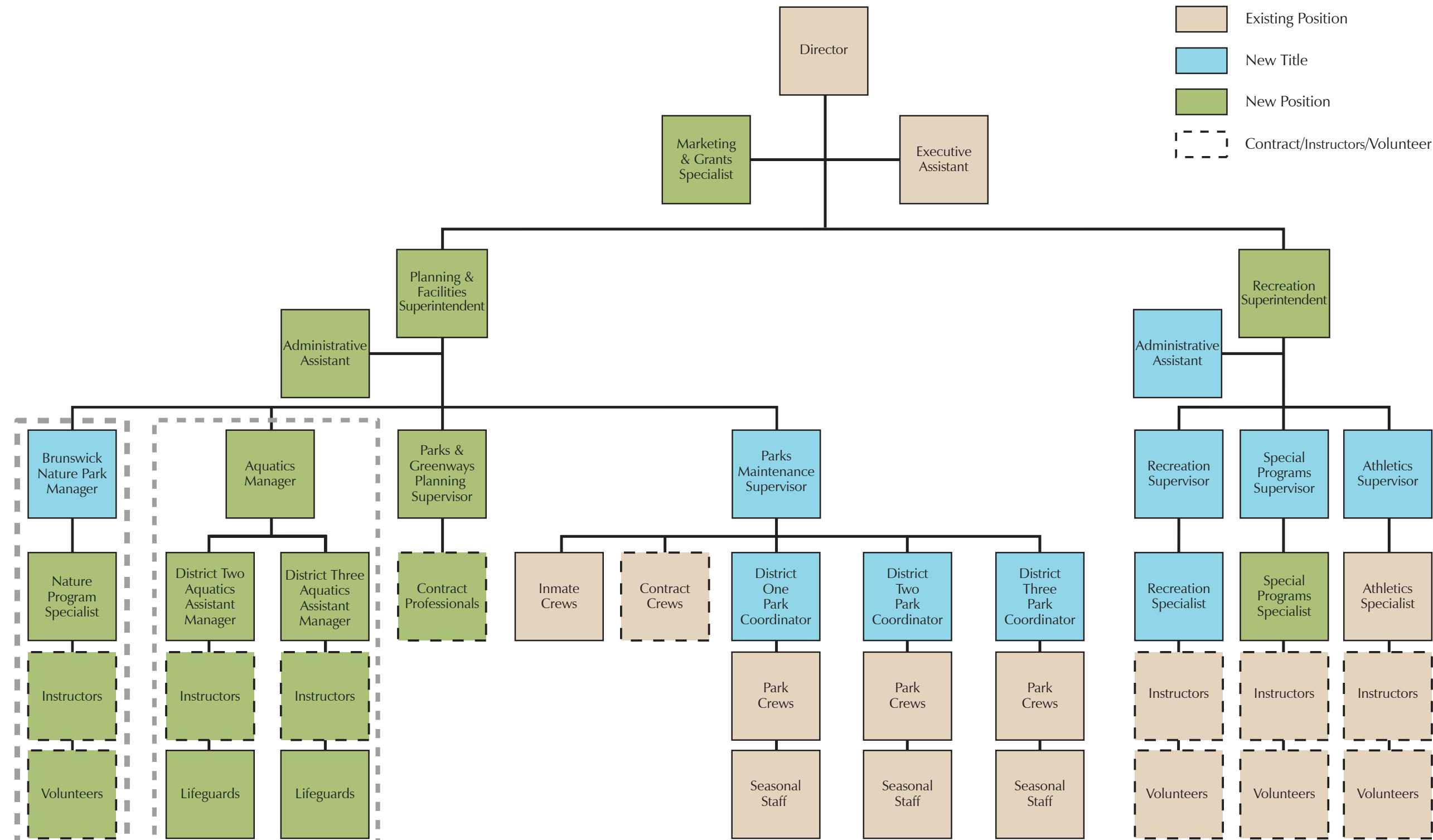
Organization Recommendation Summary

- Reorganize Department staff into two divisions, Recreation Division and Planning and Facilities Division, as illustrated in the proposed organization figures. The divisions will be led by superintendents.
- Organize the proposed Recreation Division through consolidation and reassignment/realignment of existing recreation programming positions
- Create a new Planning and Facilities Superintendent position
- Create a new Recreation Superintendent position
- Create a Marketing and Grants Specialist position
- Create a Parks and Greenways Planning Supervisor position
- Create six (6) new Maintenance positions for Cedar Grove Park and Ocean Isle Beach Park
- Create new positions as proposed nature center, aquatic and pier facilities are developed:
 - Brunswick Nature Park Manager
 - Nature Program Specialist (new position)
 - Aquatics Manager (new position)

- Aquatics Assistant Managers (two new positions)
 - Contract Staff
 - Lifeguards
 - Volunteers
- Reassign Clerk Typist to Recreation Division's Administrative Assistant position
- Move to recreation programming, planning and maintenance by districts (three districts)
- Use sample policies provided in the Appendix to develop formal partnership policies, maintenance policies, and fees and charges policies
- Update educational and qualification requirements in existing job descriptions
- Prepare job descriptions for new staff positions
- Become the lead agency in organizing city/county parks partnership discussions and regular meetings
- Expand partnerships with local and state agencies and local land trusts (e.g. Coastal Land Trust)

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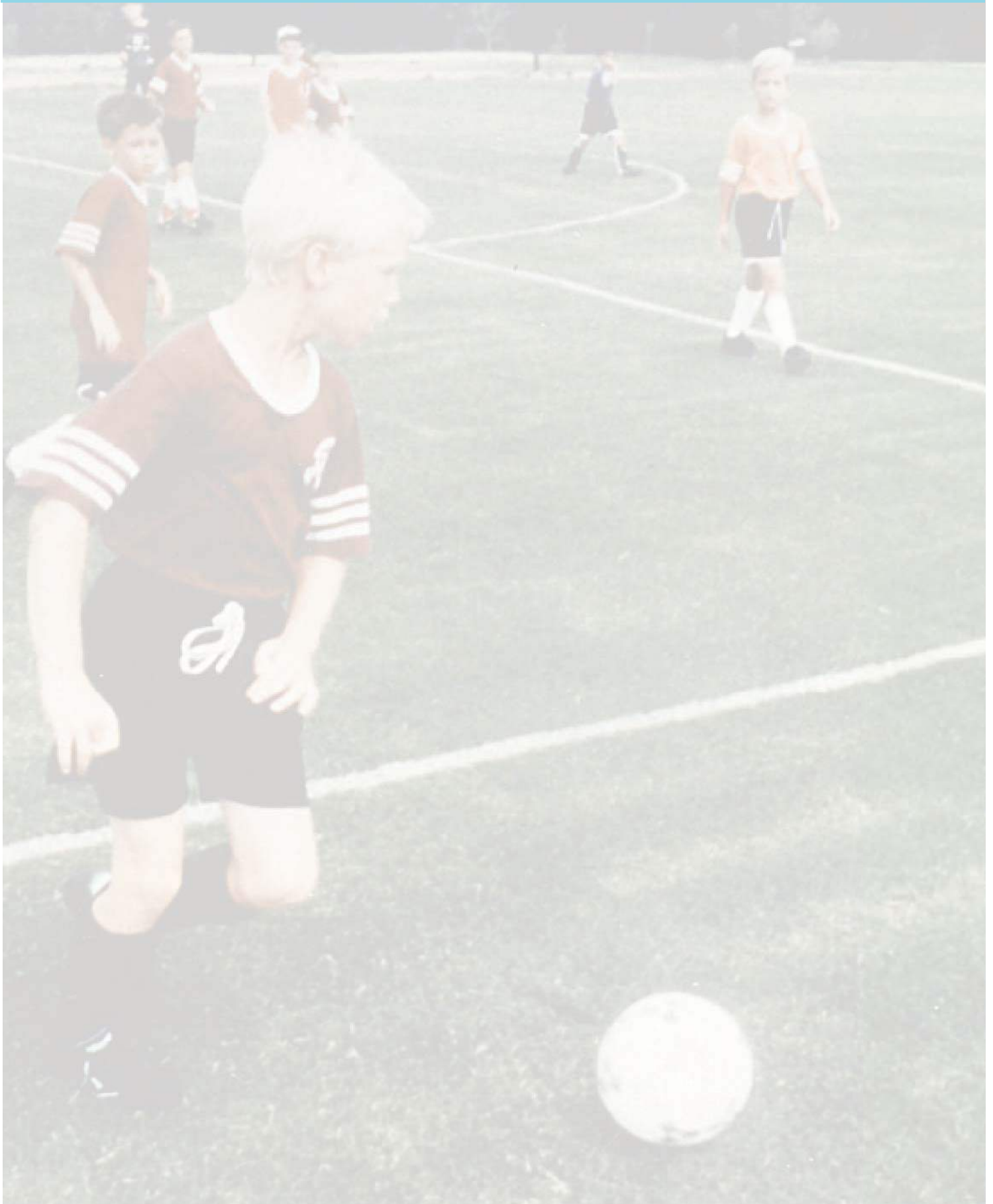
Figure 4.6: Proposed Overall Department Organization



New positions are tied to the development of the Brunswick Nature Park and nature center.

New positions are tied to the development of these facilities.

See Figure 4.4 for descriptions of park crews.



PROGRAMMING ASSESSMENT

Programming is an important component of the success of any department, and with a good balance of both athletic and non-athletic offerings, programming greatly benefits the people of the community by enhancing their quality of life. To function truly as a modern parks and recreation department, there has to be a commitment to the recreation side. The Brunswick County Parks and Recreation Department is committed to providing quality parkland, recreational facilities, programs and open space for all. The Department provides structured and unstructured recreation opportunities, developed facilities, and is developing more open space and natural areas. These programs and services make available activities for a variety of interests and for all ages and abilities.

An analysis of recreation programming activities is one of the basic components of this master plan. The Department offers programs for all ages and abilities from youth to senior citizens primarily with after-school, camp and athletic programs. However, the availability of some programs, such as non-competitive sports and art-related programs for children and adults, is lacking. In addition, there are few programs for teens. A diversified program offering creates the opportunity to include citizens who may never have participated in recreation programs before. Having reviewed the program opportunities, constraints faced by the Department, community concerns and desires, and staff opinions on programs, we have identified several issues and opportunities and provided recommendations on future programming efforts.

Community Programming Benefits

A well-rounded and diverse parks and recreation department provides many benefits to the community it serves. As discussed in the 1995 National Recreation and Park Association publication, *Park, Recreation, Open Space and Greenway Guidelines*, the four categories of benefits are personal, economic, social and environmental. Each benefit is consequential to the community and has specific rewards.

- **Personal benefits** of a comprehensive delivery system include: a full and meaningful life, good health, stress management, self-esteem, positive self-image, a balanced life, achieving full potential, gaining life satisfaction, human development, positive lifestyle choices and improved quality of life.
- **Economic benefits** include: preventive health care, a productive work force, big economic returns on small investments, business relocation and expansion, reduction in high-cost vandalism and criminal activity, tourism growth and environmental investments that pay for themselves.
- **Social benefits** include: building strong communities; reducing alienation, loneliness, and anti-social behavior; promoting ethnic and cultural harmony; building strong families; increasing opportunity for community involvement, shared management and ownership of resources; and providing a foundation for community pride.
- **Environmental benefits** include: environmental health, environmental protection and rehabilitation, environmental education, environmental investment by increasing property values and insurance for a continuing healthy environmental future.

Programs and Services Overview

Structured programs are provided for the community at the Department's six community buildings, and at the athletic facilities provided in the schools and the County's ten developed parks. These programs include a variety of activities such as youth athletics (baseball, softball, basketball, cheerleading and tennis). The youth of Brunswick County are also fortunate to participate in a variety of athletics, camps and special events.

Adults also have a variety of athletic opportunities, such as softball, tennis and bowling. A large demographic of seniors living in Brunswick County has resulted in many senior program offerings. Seniors can participate in a variety of programs and activities such as bocce ball, dancing, day trips, fitness classes, basketball, bowling, softball and golf. The entire community also benefits from over 16 special events (many of which are free) that are provided and supported by the Department, including Concerts on the Coast, Brunswick Idol and a Photography Contest.

Unstructured activities and services are provided to the Brunswick County community through the open use of the County's park system. The parks offer sport fields where free play is encouraged outside of scheduled events. Court games, picnic shelters and playgrounds are also offered to the casual park user. Outside of the Department's offering, miles of beaches, fishing, boating and hunting are common recreation activities in Brunswick County. The County will soon operate and manage the 900-acre Brunswick Nature Park, which will be open for public use, hiking and exploration, and will offer education and nature programs.

The Department and its program coordinators want to expand their existing services, provide their existing services at an exceptional level and provide more non-traditional programming. This analysis will further explore those services currently being offered, the demand and potential for the provision of new services, and identification of administrative and organizational processes that can help facilitate implementation of recommendations.

Core Services Analysis

The Department provides a fair variety of recreation services and activities, as illustrated by the fact that in the 2009 mail survey, 54% of respondents gave the Department an overall grade of "Good" to "Excellent" when asked whether or not park programs meet their needs. However, 46% of respondents ranked the Department as "Average" or "Less than Average." In addition, 41% of respondents feel that advertising of programs and events is inadequate. The results indicate that the Department is not reaching the people who want more program variety nor are they getting their message out to the public. Therefore, the expansion of program offerings should be explored to develop a diverse mix of recreation, health and enrichment opportunities in conjunction with a strong marketing approach. During the public input process, and reinforced through the community survey, existing and potential recreation partners, program participants, facility users and staff relayed the need for more programming for specific demographic groups and interests.

Through the public input process and review of the community survey findings, it became apparent that the sports and athletic needs are being met fairly well. Outside of the athletic programs and special events, there is insufficient non-traditional programming to provide for the wide variety of interests of today's youth, such as extreme sports, music, environmental education, cultural and arts programs. Funding, lack of facilities, staff shortages and the lack of continuing education and attendance at national recreation programming conferences are all contributing to the programming needs within the Department.

In addition to the types of programs that are being provided, the Department needs to revamp its organizational structure and management strategies to better facilitate staff innovation and funding allocations in order to increase in the number and diversity of programs the Department is currently providing. A new structure with established evaluation and reporting processes, as well as the identification of strong Department leadership will help to create the accountability necessary for the development of new programs and the provision of quality services. For details of this reorganization, refer to Section 4.

Fitness

The Department offers 16 fitness programs to youth, adults and seniors. These programs include a variety of dance lessons, cardio classes, health education, swim lessons, water aerobics and cheerleading. The fitness classes depend heavily on the availability of indoor facilities. The Department utilizes community buildings in Leland, Lockwood Folly, Shallotte and Town Creek, in addition to private clubs such as Resort Beach Club in Oak Island and Sea Trail Village Activity Center in Sunset Beach. Shallotte Middle School, the Jaycee Building in Southport, and the conference room in the Parks and Recreation office are also used for fitness programs.

Goals for the Department's Fitness Division include increasing the presence of health and wellness opportunities and reaching out to a variety of demographics. Some immediate actions include expanding the fitness and cheerleading programs, adding and expanding walking trails, and improving aquatics and mixed population activities.

There are limitations to easily achieving these stated goals, primarily, the lack of indoor space and qualified staff. Currently, swim lessons and water aerobics are being programmed by the Department at private pools or residential development amenity centers, which are only open to the residents of that particular neighborhood or development. This greatly reduces access to the programs that have proven to be revenue generators for the Department. Interviews, public meetings and survey responses revealed swimming pools and lessons, water aerobics and aquatics facilities as being highly desired facilities and programs. Their introduction to the Department would greatly increase the potential for fitness programs and the number of residents who could participate.

In addition, existing indoor facilities are not equipped or large enough to suit the needs of the fitness programs being offered. For instance, some fitness programs involving physical activity are currently being held around a large conference table at the Department's office in Bolivia. Large multi-purpose programming rooms that can be set up for a variety of activities are needed. These rooms need to be large enough for equipment to be kept on site and have sound and video equipment necessary for the classes.

Low program attendance and finding qualified staff to teach programs are also challenges to the Fitness Division. It is believed that there is a general lack of interest in the fitness programs because of their cost. Some citizens have said that the fitness classes are too expensive, when in reality the programs are being offered at a very inexpensive rate compared to private providers. Low attendance could also be attributed to lack of marketing, the quality of the available instructors, the lack of proper programming space and also to citizens' lack of education on the benefits of preventative health. Even with these challenges, fitness programs have the potential to meet the needs of diverse population groups of all ages and socioeconomic backgrounds.

Athletics

The Athletics Division provides a number of programs and leagues to the community. Youth options include sports leagues and programs that are available to boys and girls from first grade through the age of 15. Registration is accepted on a first-come, first-served basis. Programs include summer tennis, basketball and football. Teen athletic programs include Dixie Boys baseball, Dixie Girls softball, basketball and football.

There are 11 total athletic programs being offered through the Parks and Recreation Department. Although this total number is relatively small compared to the collected number of programs that are non-athletic, these 11 programs have the largest participation in the county in terms of number of participants. They require coordination with multiple teams, schedules, facility preparation, providing concessions and working with organizations and associations that oversee the individual sports leagues. Recreation leagues play at 20 facilities throughout Brunswick County, including many schools, Oak Island's Bill Smith Park and all County parks except Leland.

Adult athletic programs include tennis lessons, bowling, coed softball, golf, and men's and women's softball. These leagues are also fee based, but on a team rather than an individual basis. Although there are athletic programs for seniors, their leagues are not organized through the Athletics Division, but through the Senior Programs Division. Currently, the diversity in adult athletics programs offered through the Department is limited.

Over the past few years, the athletic program goals have included expanding women's softball, youth football, baseball and basketball. The Department also hopes to provide a soccer camp and new programs and competitions such as lacrosse, punt/pass/kick and hit/run/throw contests. The goals set forth by the Athletics Division are progressing slowly due to the lack of additional facilities to accommodate new programs. Ongoing work to strengthen Memorandums of Understanding (MOA) with schools is also a likely limitation to the Athletic Division's goal achievements.

All Parks and Recreation sponsored youth leagues are fee based. The current fee structure is set to cover the cost of supplies and uniforms, but not the full cost of running the programs. The Dixie Youth program comes close to covering operational expenses when staffing and maintenance costs are excluded. This fee strategy is common in many parks agencies where the primary goal is to maximize access to youth programs.

Within the athletics programs there is a reward system built in for winning teams that represent Brunswick County in tournaments. Teams playing in tournaments that require travel have their associated expenses paid by the Department in the form of a sponsorship. This type of reward system has been very common in recreation departments through the years but is becoming less prevalent due to the cost. Many agencies now provide transportation or other support to the team but do not pay the full cost. In many communities, the leagues or parents pay the cost for tournament play.

Facility Limitations and Needs

The Athletics Division relies heavily on the support of school facilities. With no indoor facilities in the County, the Department utilizes many school gymnasiums for their basketball program. In addition, the one existing football field at Lockwood Folly is not enough to accommodate the 400+ participants in the football program. North, South and West Brunswick High Schools partner with the Department for use of their fields. Expanding the current MOA or developing joint programming between the school system and the parks are cost effective methods of expanding indoor programs operated by

the Department. Currently, parks programs that are held at schools are independently operated during non-school or non-peak hours when other extracurricular activities are programmed. Cooperative after-school intramural programs at middle and high schools is one type of joint programming that could reach a entirely new group of users and improve health among local children and teenagers. Gaining access to the BCC recreation center should also help alleviate some need for indoor athletic, fitness and general programming space for the Department.

In contrast to the limited indoor programming space, 29 baseball fields are available in the County parks system, with roughly 1,000 participants in all baseball and softball related programs. An additional 12 baseball and softball fields exist at schools. Parks and schools share baseball and softball fields to accommodate practices for both school and recreation league teams, but to a lesser extent than football fields are shared. The schools have a high demand for the their football practice facilities at the same time that recreation leagues need practice fields, so the recreation leagues struggle to find practice areas. Most of the recreation league football practice occurs on the outfields of many baseball fields in the park system. While interviews and public comments have revealed that there are enough baseball fields in the County, the lack of dedicated football practice fields is a problem, as is the lack of soccer fields.

Analysis of the Department and these programs indicates the opportunity to offer more athletic programs if funding were in place to better maintain and replace older fields and develop new facilities that are in demand. This must happen through proactive planning for growth and development of new programs in strategic locations. The public input phase and interviews revealed a need for more soccer, football and multi-use fields (soccer, football, lacrosse or open play). This is a major issue for the athletic programming staff because of the specific sports field dimension requirements to serve different age groups. Without the proper facilities, the programming staff cannot operate these programs. Existing soccer and multi-use fields are also being overplayed, and outfields of baseball fields are being used for soccer practice, resulting in compacted soils, worn and dying turf, all of which result in unsafe playing conditions.

Based on interviews, public comments and survey results, the Department expects a youth soccer program to be very successful should new soccer facilities and coaching staff become available. Another potential growth area is both youth and adult sand volleyball and indoor volleyball if facilities were made available. Girls' volleyball at the high school level is growing rapidly and is overtaking fast pitch softball as the girls' sport of choice in some parts of the south. Currently no recreation programs for youth volleyball are offered nor are there volleyball programs for adults. The BCC recreation center has the ability to accommodate volleyball programs. Development of indoor and sand volleyball leagues for all ages is strongly recommended. Sand volleyball programs that utilize the beach will bring exposure to the Parks Department and provide variety to residents.

As the community continues to grow, the County will need to strategically plan for increased demand and interest in growing activities, such as soccer and tennis, and reach out to other groups in the community who are interested in individual recreation activities such as walking, running and skating. Using community input as a guide, the Department should look at other group and individual activities such as archery, croquet, bocce, horse shoes, community gardening, equestrian and wellness to diversify its programs. Redevelopment of existing facilities and expanding partnerships to gain access to indoor programming space at the new BCC recreation center and school facilities is required to promote program diversification. This is discussed more in Section 7.

As stated previously, the lack of program growth in some areas can be tied to lack of, or quality of, existing facilities. Some of the downward trends of youth and adult team sports are occurring across the

country as people pursue more individualized recreation and passive recreation opportunities. Many youth and adults choose to skateboard, rollerblade and visit trails over team sports because they offer more flexibility in scheduling. Others are using computer based recreation programs to recreate sports at home rather than playing on teams. Providing recreation programs and facilities for individual pursuits is equally important to providing group athletic programs.

Senior Programs

Seniors accounted for 60% of the survey respondents, which explains the desire for more senior programs identified in the community survey. The active senior demographic (ages 55+) are looking for more diverse facilities and programs that reflect their improved health and vitality, in contrast to the care based senior centers that were provided for previous generations. The Department's senior programs utilize park facilities at Shallotte, Town Creek, Lockwood Folly, Northwest District Park and Smithville. The BCC cafeteria is also used for dances. Most of the programs offered by the County are mobile (day/night trips), or unique and do not require the County to own or operate all of the facilities they use. Fishing, golf and bowling are programs that provided at private facilities that do not have to be duplicated by the department.

Brunswick County's Senior Program strives to keep its seniors active and healthy through recreational and social activities. The programs are open to all Brunswick County residents over the age of 55. They include overnight trips, day trips, fishing, golf, bowling, dancing, instructional classes and cheerleading. Some programs are provided for free, but others such as golf tournaments are fee based. Many of these programs, such as group fitness classes, are held at private facilities due to the lack of County-owned programming space. With the completion of the five proposed senior centers, the need for private facilities should decrease.

Senior recreation programs are provided through the Department in partnership with Brunswick Senior Resources, Inc., who allow the Department to use their centers for programs. However, the missions of the two agencies differ, with Brunswick Senior Resources providing food and health services with a limited amount of recreation or leisure activities.

The goals of the Senior Programs Division are to increase senior game participation and awareness of programs. Reaching underserved populations and offering year-round athletic, health and wellness, social and artistic activities are also important to the senior program staff and the Department as a whole. Reaching these goals is currently a challenge for the Department for the same reasons that other programs are struggling: lack of facilities, staff and marketing.

Although there is some competition between the city and County parks and recreation departments, none are meeting the demand for swimming and water aerobics classes for the senior population. Oak Island has a highly active senior population and is planning the expansion of its recreation center. A separate aquatics facility would create a partnering opportunity that would ultimately serve seniors (and all age groups) of the entire county by providing more opportunities for activity and social interaction.

Comments gathered in interviews and public meetings support partnerships and networking of all Brunswick County senior centers to enhance efficiency. Offering after-hours programming in these centers is also favored and an effective method to maximize the capital development cost for building the new centers.

Facilities and Equipment

There has been an increase in participation in most senior programs that have been offered in the past two years. The most significant increase was shown to be in the senior golf series, where 100 additional participants signed up in its second year. Seniors have requested more day and night trips to a wider variety of places, but the Department sees transportation as the biggest constraint. The Department's vehicles are antiquated and uncomfortable for the senior population. High demand for senior activities requires support staff to provide good customer service. The lack of a low step access passenger bus limits both participation and comfort of seniors who do attend the programs. Another limiting factor is the lack of shaded bocce courts, shuffleboard courts and croquet areas of sufficient number to form leagues and organize tournaments. There are some small groupings of courts in some parks, but no large gathering place for court games.

For the Senior Programs Division to begin to reach their goals, the need for indoor programming space must be overcome. Diversity in programming opportunity must be developed and marketing to reach all socioeconomic groups is needed. Transportation issues should be studied and resolved through either lease or purchase of new vehicles suitable for seniors. Partnerships should be developed with city departments and private providers who can assist the Department with programs that meet senior needs.

Special Events

The Department currently supports approximately 16 special events throughout the year. These include events of all sizes that appeal to a wide variety of ages and interests, such as Concerts on the Coast, Brunswick Idol and a Habitat for Humanity golf tournament. A few summer camps are also offered through the Special Events Division, as are holiday activities such as an egg hunt, Christmas party, haunted house and 4th of July Children's Games. Town Creek District Park is used for haunted house, "Haunted Hunt", preschool camp and spring egg hunts, but all other special events are conducted in locations outside of the County-owned parks where the Department often partners with Brunswick County's cities and towns.

Like many parks and recreation agencies, the Special Events Coordinator is managing programs that are truly special events, but is also managing regular, seasonal programs such as summer and preschool camps. It is important to make a distinction between special events and other park programs since most special events do not have the same revenue goals and management needs as other programs. An example of two contrasting programs are the Concerts on the Coast and the summer day camp programs.

Concerts on the Coast are the most popular of the events offered by the Department, attracting 500 to 600 people per concert. Three free concerts are coordinated in May through September in Holden Beach, Southport and Ocean Isle Beach. Of all special events that are offered, Concerts on the Coast are the most expensive to the Department. While some sponsorship dollars are collected, they do not cover the overall cost of the program. This is not uncommon as most programs of this type do not cover cost unless there is a named sponsor who covers the entire cost in return for the exclusive advertising rights.

In contrast to Concerts on the Coast, summer day camps require a larger budget to operate, but have the potential to generate more revenue. Most of the agencies we have studied lose very little money or are very profitable from summer camps. Consequently, camps are also popular in the enterprise division of parks departments as opposed to concerts, which are normally in the recreation division.

The comprehensive goals and objectives for the Special Events Division have been to “provide quality special events to all age groups with minimal or no fee” and to “expand and add programs...” Their objectives are to add new programs, increase program revenue, increase the number of Concerts on the Coast, secure special events volunteers and add additional locations for the spring egg hunt.

While these objectives show the Department’s dedication to providing special events to county residents, the recent management transition could benefit the program by offering a new perspective on the expectations of the Special Events Division. Staff understand the desires of the community and see the potential for new programs such as outdoor adventure trips and camps, 5K runs and movies in the park. Offering new and exciting programs that have the potential to generate revenue is a necessary component to hiring support staff. Finding alternative means to support the events and to collect the revenue from the events is needed if the Special Events Division is to meet their goal of expanding services. Without increased revenue the Department will not be able to expand staff and recruit volunteers to help grow the Department and expand recreation opportunities to the citizens of Brunswick County.

Special Populations

According to the Department’s Policies and Procedures Manual, the purpose of the Special Populations Division is to sponsor and co-sponsor programs that meet the needs of the special populations of youth and adults in Brunswick County. The current programs and classes have been designed to meet the needs and interests of individuals with a variety of disabilities, as well as promote participation in general recreation programs.

Roughly 75% of the special populations programs involve year-round Special Olympics activities, which are focused on athletics. In addition to Special Olympics, Special Populations provides therapeutic recreation, a Club Rec program involving interaction with Brunswick County’s three group homes, Exceptional Children (EC) programs through schools, dances, arts and crafts and seasonal parties. Special Populations primarily utilize Town Creek District Park, but also Smithville Park and Lockwood Folly. Brunswick Community College and Brunswick Interagency Program facilities are also used for indoor programs.

Like many of the other core programming areas previously discussed, facility condition and accessibility limit the programming abilities of the therapeutic recreation group. The lack of dedicated programming space, ADA accessibility and support staff will continue to impact this service area. In addition, transportation affects special programs as it does other divisions. Most participants with disabilities must rely on others for their transportation to programs.

While the Special Olympics program is an excellent program, expanding program opportunities beyond Special Olympics should become a higher priority. Many communities across the country are actively developing programs that integrate special needs populations into programs with the general population. One growing program is the development of Miracle League or Challenge League that integrates a special needs participant with an able-body partner in sports leagues. Greenways offer many programming opportunities for special needs populations by allowing them access to nature. The new BCC recreation center with an indoor pool will open up new avenues for water-based programs for special populations. There are many different skill sets among special needs populations and programs should reflect this diversity.

The role of the County in transporting special needs populations is beyond the scope of this master plan study. However, it is clear that access to transportation plays a major role in the ability of special needs

populations to access recreation in the County. It is recommended that an intergovernmental committee be formed among all departments that work with special needs populations to determine what the County's role should be in providing transportation to this demographic.

Partnerships and Alternative Providers

Partnership Analysis

The Department currently has a semi-formal working relationship with community associations and the school system. The current agreements identify certain policies and procedures that are required from the youth associations, but most of these policies are implemented through verbal agreements. The same types of verbal agreements have been worked out with the school system although the new Department Director is working to develop a formal written partnership agreement with Brunswick County Schools for use of their facilities. Some of the partnerships include:

- Brunswick County Co-Ed Softball League
- Brunswick County Dixie Boys
- Brunswick County Tennis Association
- Brunswick County Tennis Association
- Brunswick County Youth Football (Bulldogs)
- Brunswick County Youth Football (Chiefs)
- Brunswick County Youth Football (Panthers)
- Brunswick County Youth Football League
- Church Softball League (Co-Ed)
- Leland Dixie Youth
- Leland Fastpitch Softball
- Lockwood Folly Dixie Youth
- Men's Softball League
- Northwest Soccer Association
- Senior Slammers
- Shallotte Dixie Youth
- Shallotte Soccer Association
- Southport Soccer Association
- Town Creek Dixie Youth (Girls and Boys)
- Town Creek Soccer Association
- USSSA Travel Baseball
- USSSA Travel Softball
- Waccamaw Dixie Youth (Girls and Boys)
- Women's League Softball

Alternative Providers

There are a number of alternative recreation providers in Brunswick County, including private and nonprofit organizations and several municipal parks and recreation departments. They include churches, non-profit/quasi-governmental community agencies and the local school district. These providers offer instruction and facilities for activities such as martial arts, dance and gymnastics. The providers include, but are not limited to:

- Body Dimensions (Shallotte)
- Boiling Spring Lakes Parks and Recreation Department
- Brunswick Community College
- Churches
- Communities in Schools (CIS)
- Curves (Shallotte and Calabash)
- Gold's Gym (Shallotte)
- Leland Parks and Recreation Department
- Neighborhood/Private Development Amenity Centers
- Oak Island Parks and Recreation Department
- Private golf courses
- Sea Trail and other Community Plantations (offer golf, swimming, fitness)
- Southport Parks and Recreation Department

Lists of programs offered by the Department and some of these private providers are shown in Table 5.1. This table reveals some of the areas of overlap and gaps between programs provided by the Department and the alternative recreation providers in the County. It is important that the County work to communicate and collaborate with these providers in order to avoid duplication of services, but at the same time, it does not want to limit opportunities by cutting services just because some other provider also has the program. In many cases the reason there is duplication is that there is a great demand for a service or the user prefers one provider over another. In addition, these programs vary between providers with regard to cost, age groups, skill levels, recreation vs. competition, etc. The Department already fills some of these gaps with their program offerings, but could expand to provide more. For example, there are very limited program options for teens county-wide. Teens are often a difficult age group to program for, but the Department should consider providing extreme sports programs and offer outdoor and social activities, which are typically popular among teens. Teen programs that involve travel and the development of life skills such as water sports, fishing, golf, archery, rock climbing, rappelling and geocaching are just a few of the opportunities that exist.

There is some duplication of fitness programs between the county and the municipal recreation providers. However, this overlap is meeting the needs of different populations and skill sets and provides greater access to programs for both city and county residents. A wide variety of individual and group fitness classes can, and should be offered to provide for a variety of tastes and abilities. The same opportunities exist to expand programming into classes that the municipal departments are offering without having a negative impact on their programs. By working with Oak Island and Boiling Spring Lakes, who currently provide instructional classes, the County can determine what community needs are not being met and offer complementary programs and new programs that the city departments are unable to offer due to lack of resources.

City Parks and Recreation Departments

Throughout the interview process, it was agreed that the city parks departments of Brunswick County should partner with the County Department. Both the city and County providers wish to avoid duplication in order to conserve fiscal resources, and provide diverse program opportunities and the highest quality recreation experiences that are possible. Interviews with department directors and inventories of facilities and programs currently offered, reveals many opportunities for partnerships:

Leland

As a new department, Leland is focusing efforts on acquiring parkland for passive recreation, greenways and blueways, and less on athletic facilities. The County has athletic facilities in good condition, and as

Table 5.1: Programming Matrix

	Uses Brunswick County Parks Facilities	After-school Programs	Baseball	Basketball	Bingo	Bowling	Camp	Cheerleading	Education Classes (tax clinic, foreign languages, cooking)	Fishing	Fitness Classes	Flag Football	Football	Golf Lessons	Golf Tournament (Seniors)	In-Line Hockey	Lacrosse	Lunch (Seniors)	Martial Arts	Nature Programs	Performing Arts (drama, dance, etc.)	Swim Lessons	Soccer	Softball	Table Tennis	Tennis Lessons	Tennis Teams	Therapeutic Recreation	Visual Arts (music, painting, etc.)	Walking Club	Youth-oriented Special Events	
Brunswick County Parks and Recreation Department	X	X	X	X			X	X			X		X		X								X	X			X	X	X			X
Private Providers																																
Boiling Spring Lakes		X			X	X	X		X	X	X			X				X	X	X	X									X	X	
Leland																																
Oak Island		X	X		X		X			X	X	X		X	X	X	X	X		X	X		X	X	X	X	X			X		
Southport				X		X					X							X														
Communities in Schools (CIS)		X																														
Gold’s Gym											X																					
Curves											X																					
Sea Trail																						X										
Athletic Associations																																
Brunswick County Co-Ed Softball League	X																							X								
Brunswick County Dixie Boys	X		X																													
Brunswick County Tennis Association	X																										X					
Brunswick County Youth Football (Bulldogs)	X												X																			
Brunswick County Youth Football (Chiefs)	X												X																			
Brunswick County Youth Football (Panthers)	X												X																			
Brunswick County Youth Football League	X												X																			
Church Softball League (Co-Ed)	X																							X								
Leland Dixie Youth	X		X																													
Leland Fastpitch Softball	X																							X								
Lockwood Folly Dixie Youth	X		X																													
Men’s Softball League	X																							X								

Table 5.1: Programming Matrix, continued

	Uses Brunswick County Parks Facilities	After-school Programs	Baseball	Basketball	Bingo	Bowling	Camp	Cheerleading	Education Classes (tax clinic, foreign languages, cooking)	Fishing	Fitness Classes	Flag Football	Football	Golf Lessons	Golf Tournament (Seniors)	In-Line Hockey	Lacrosse	Lunch (Seniors)	Martial Arts	Nature Programs	Performing Arts (drama, dance, etc.)	Swim Lessons	Soccer	Softball	Table Tennis	Tennis Lessons	Tennis Teams	Therapeutic Recreation	Visual Arts (music, painting, etc.)	Walking Club	Youth-oriented Special Events
Athletic Associations, continued																															
Mexican Baseball League	X		X																												
Northwest Soccer Association	X																						X								
Senior Slammers (55+)	X																							X							
Shallotte Dixie Youth	X		X																												
Shallotte Soccer Association	X																						X								
Southport Soccer Association	X																						X								
Town Creek Dixie Youth (Girls and Boys)	X		X																					X							
Town Creek Soccer Association	X																						X								
USSSA Travel Baseball	X		X																												
USSSA Travel Softball	X																							X							
Waccamaw Dixie Youth (Girls and Boys)	X		X																					X							
Women's League Softball	X																							X							

part of this plan, additional fields are recommended. On the other hand, the Town of Leland will have passive recreation facilities that are rare in the County. By working together, the two agencies can meet the active and passive recreation needs of residents without duplicating services.

Boiling Spring Lakes

This department would like to provide access to athletic fields for its residents but has none. The city works with the Girl Scouts to gain access to some of their facilities at Camp Pretty Pond to provide swimming and water aerobics programs and is willing to partner with the County. It also has direct access to many different water bodies and blueway access points. In addition, Boiling Spring Lakes has a 35 acre parcel of developable land behind its community center where a park can be created. The County should work with the city to determine the best method of meeting sports field needs in this area to minimize duplication of services and maximizing government tax resources.

Southport

Southport Parks and Recreation facilities include a variety of indoor programming and rental spaces, passive park land and a waterfront promenade. They have a small amount of undeveloped park land and in the past have had sports fields. Sport fields, dog parks and expanded tennis opportunities are major needs of their residents. There is also the need for more water-based programming in the city. Large tracts of affordable land are rare within the city limits, which prevents park development. They welcome the opportunity to partner with the County Parks and Recreation Department to meet resident needs and maximize government resources.

Oak Island

Of the municipal departments in Brunswick County, Oak Island Parks and Recreation Department is the most diverse. This department has an active parks advisory board and has diverse program offerings. Oak Island has miles of beachfront, a nature center, senior center, walkovers and sidewalks that connect recreation facilities to the beach and offer unique programming opportunities. Like Southport, large tracts of land are not readily available for large parks. However, improved beach accessibility and activities are desired by the Oak Island community. Improving beach access and recreation experiences are also goals of the County Department. A new sewer system is being installed on Oak Island, which will aid in the effort to provide restrooms at more locations along the beach. Other items needed along the beach are more trash receptacles that support recycling and improved parking. An aquatics center in Oak Island would promote tourism and offer new programming opportunities to both departments.

It is important to monitor participation levels in Department-run programs and those of other providers to ensure that programs are keeping pace with local community demand and changing recreation preferences. It is also important to keep up to date on programming trends nationwide by participating in national conferences, reviewing parks and recreation publications and speaking to recreation providers in other communities about their successes.

Recreation Trends

Recreation programming must remain flexible to respond to the changing needs of a community. Many factors impact the type of recreation programs desired in a community, including both individual factors and collective community and national factors. These issues are discussed in the following pages.

Population-Based Programming

Youth

Participation in out-of-school activities and programs offers support for youth and working families and benefits the youth socially, emotionally and academically. After school programs have been proven to decrease juvenile crime and violence, reduce drug use, cut smoking and alcohol abuse, and decrease teen pregnancy. Many children prefer team sports such as basketball, soccer and baseball, while others prefer individual activities provided in a group setting such as painting, crafts and computer training. Organized, after-school activities, extreme sports, club sports and programs targeted to school-age children in communities around the country could fill the fitness void that is growing wider in schools.

The lack of physical education in schools and the increased sedentary lifestyle of children are leading to a growing number of children on medication for Type 2 diabetes, high cholesterol and attention deficit disorder. Several publications have reported this frightening trend; most recently *USA Today* did a feature article on this topic in November 2008. There is growing concern from medical groups and others across the country that we must teach children to make better lifestyle choices. NRPA is working on several initiatives including “No Child Left Inside” legislation to fund more programs that get children outside and active. Additionally, as education funding for the arts is being cut, parents and youth are looking to park and recreation agencies to fill this gap with enrichment programs that teach skills for life.

Older Adults

Older Americans’ leisure time is increasingly being spent doing physical activities, in educational classes, partaking in adventure travel and attending sporting events. These trends may be the result of the fact that for many, retirement is starting earlier than it has in the past. Approximately 70% of the current retired population entered retirement before the age of 65. These new retirees are younger, healthier, and have more wealth to spend for the services they want. These trends may explain the changing demands, nationally, from traditional low-cost social services to more active programming, for which older residents are willing to pay. Active seniors are looking for programs that allow them to interact with others from their generation, but at the same time, they do not want programs that are not challenging or fun. Many senior centers now have competitive programs that are age specific to meet the interest of today’s active seniors.

Universal Recreation

Programs, as well as both indoor and outdoor facilities, should strive to be “universally” accessible. The physically and/or mentally challenged population is growing rapidly. Communities should reach out to increase awareness and opportunities for physical activity for individuals who may otherwise be overlooked.

Parks agencies across the country play a major role in providing opportunities for our country’s adult population with special needs since there are fewer opportunities for recreation and interaction with the general populous after the special needs citizens pass school age. Investing in park and recreation renovation and updates that make facilities more user-friendly and allow for programming for individuals of all abilities will increase the recreation opportunities for the special-needs segment of the community.

Activity-Based Programming

Less Time for Recreation

Americans have less leisure time now than ever before, which has led to changes in recreation patterns.

People have less unstructured time after taking care of their daily responsibilities, which means activities are moving toward unstructured, individual and drop-in programs. Participation in structured programmed activities has decreased, while boot camps with both indoor and outdoor exercise continue to increase in popularity.

Drop-in Programs

Several parks departments offer many programs on a drop-in basis. The term “drop-in sports” means that no registration is required and no additional fees are applied to the participant. This type of programming allows people to participate in recreation activities without a consistent attendance and monetary commitment.

“Extreme” Sports and Activities

Participation in recreation has shifted over the past several years, and the demand for “extreme” sports and activities has been on the increase. Sports such as in-line skating, snowboarding and skateboarding are favorites because at least one or more of these activities is possible year-round. Demand for alternative amenities such as climbing walls, BMX tracks and indoor soccer are also on the increase. Many want riskier outdoor recreation opportunities like trail boarding, mountain biking, BMX courses and off-roading with vehicles. One activity in particular that is increasing in popularity nationally is geocaching. Geocaching, a high-tech adventure game that uses GPS technology and clues to locate hidden objects, is merely one of many such innovative mergers of the internet and outdoor recreation.

Environmental and Outdoor-based Recreation

In recent years there has been a heightened awareness of environmental issues in the United States and worldwide. Terms like “green” and “sustainable” are being used to describe maintenance and construction practices, development policies, household products and ways of living. These same terms and concepts are being applied to recreation as well, with a focus on environmental and outdoor recreation. The purpose of these programs is to educate the public, foster a sense of environmental stewardship, and to get people outdoors and in touch with nature.

Fitness and Obesity

Since we spend less time exercising and participating in outdoor recreation, the number of overweight and obese Americans has increased drastically. In 1990, there were only ten states where less than 10% of the population was obese. In 2007, not a single state has less than 10% obesity rate. In fact only Colorado has less than 20%. Of the remaining states, 30 have an obesity rate 25% or greater (“U.S. Obesity Trends 1985–2007,” Center for Disease Control). In North Carolina, 28% of the population is considered to be obese. These scary statistics show the need for parks and recreation providers to reevaluate their programs and consider providing programs that teach and show our youth and young adults how to better integrate active and healthy recreation into their daily lives. With more than 50% of U.S. adults not getting enough physical activity to provide health benefits and 25% not doing any activities at all in their leisure time, the expenses of obesity-related health problems continue to grow.

The Center for Disease Control (CDC) recommends children and adolescents should do 60 minutes or more of physical activity each day. Adults should do 150 minutes each week of moderate-intensity aerobic activity (i.e., brisk walking) or 75 minutes each week of vigorous-intensity aerobic activity (i.e., jogging or running) or an equivalent mix of moderate- and vigorous-intensity aerobic activity. The number of people who meet these guidelines continues to decrease. In addition, the number of people not meeting the recommended levels of activity, the number who are inactive and the number of people who do not participate in any leisure-time physical activity continues to increase with age.

Program Ideas from Other Communities

Across the country, parks and recreation departments are offering programs that meet the needs of the diverse populations they serve. These populations include singles and families, children, teens and adults, and those with special interests, needs and abilities. A look at what other departments are doing across the country reveals that many are addressing the trends discussed above and maximizing the recreation opportunities for their communities.

Some of these recreation programming trends may be similar to what the Department currently offers, but they may also offer some ideas for the development of new programs. In developing a diverse recreation program, the Department must be aware of the changing interests, needs and demands of the community. Providing a wide range of opportunities will engage more of the community in recreation.

Special Events

Every community has different reasons to celebrate, but some events are universal and can be shared by all communities. In the City of Roswell, Georgia, there is a Kid's Dog Show, where children ages 5-15 can show off their dogs for a variety of awards (e.g., most obedient, best trick, best costumed dog, etc.). Fishing Rodeos, which are offered by departments across the country, are also successful examples, and they take advantage of natural resources in the area. In Denver, Colorado, celebrations are based around holidays like a Halloween community party and a Thanksgiving luncheon for seniors. In Mecklenburg County, North Carolina, there is a Sports Challenge Day for children ages 10 and older. The event, during a school break, allows participants to compete in passing, punting, kicking and other skills.

Across the country, parks and recreation departments have used the popularity of reality television competitions like "American Idol," "Dancing with the Stars," "The Amazing Race," "Top Chef" and "America's Got Talent," to name a few, to create their own local competitions. Several communities have held competitions modeled after "American Idol," only using their community's name instead. This format has been followed in Nashville, Tennessee, where competitions were held at several community centers, and semi-finalists were selected to perform at a final show where a winner was selected. In Mt. Pleasant, Michigan, they have an event modeled after "The Amazing Race" where a team of two must use communication skills and teamwork to race through a series of mental and physical challenges.

Youth Programs

The Department currently offers a fairly comprehensive athletics program, but departments across the country are offering other programs like lacrosse, track and field, badminton and slowpitch softball. What the Department currently lacks in youth programming is options outside of athletics, camps and after-school programs. In Mecklenburg County, North Carolina, youth can participate in boxing fundamentals, cross country, hip hop dance and self defense classes. Both Atlanta, Georgia, and Denver, Colorado, have a comprehensive selection of arts and culture programs such as pottery, ceramics, painting, figure drawing, photography, music lessons and dance. Denver also offers courses for youth wellness, including cooking and nutrition classes.

Programming for teenagers can be difficult, but this is a group that is left out of many of the Department's current program offerings. Mecklenburg County, North Carolina, has several programs geared specifically toward teens including MeckTeens Chefs (cooking class), teen dance aerobics, teen talk sessions, college planning courses, dance competitions, fencing and a cooking competition. They are also using youth's interest and skills in videogames to host monthly Nintendo Wii tournaments. At the county skate parks, the Mecklenburg County Park and Recreation Department offers skate tournaments (ages 10-21), a Skate with Santa event (ages 6-18), and skate and bike lessons (ages 6+ including adults). The Department also

organizes trips to visit other skate parks throughout the state.

The Town of Cary, North Carolina, puts out a biannual program brochure developed specifically for teens. Their programs include a variety of classes in visual, performing and culinary arts, culture, self-improvement, fitness, first aid, nature and athletics. Their winter/spring athletics programs include track and field, tennis and volleyball. Teen forums, ski and skate trips are also examples of how Cary keeps teen programming varied and interesting. What makes Cary unique is not necessarily their programs but their marketing, which identifies the teen population as highly diverse in their interests and desire for social interaction.

Adult Programs

Many departments are offering adults a variety of leisure and fitness programming. Trends include a wide variety of martial arts, fitness classes and other unique recreation opportunities like wine tasting, sign language and international cooking. In Nashville, Tennessee, the cultural arts program has several music programs including guitar and piano lessons, songwriting workshops and community band performances. Dance programs include tap, belly dancing and ballroom dance. Denver offers a wide variety of adult programs from yoga to quilting to boot camp programs.

Senior programs are another area where options can be quite expansive. Denver offers computer classes, defensive driving, a "Geritol Gang" exercise group, drop-in Scrabble game day, a visiting nurse program and dancercise. In Mecklenburg County, the senior population can participate in regular day or overnight trips to shopping centers, museums, zoos and other attractions. The Mecklenburg County Park and Recreation Department also offers senior basketball and cheerleading, chair aerobics and Fit City Walkers (walking group).

Therapeutic Recreation

Inclusion of people with or without disabilities is a priority in many departments across the country. In Denver there are options for special needs individuals ages six months to adults. Programs include hip hop dance off (ages 13+), ceramics (ages 16+), rock climbing (ages 8+), tumbling (ages 1-7), sports conditioning (ages 13+) and circuit training (ages 18+).

Environmental and Outdoor Programs

Interest in environmental and outdoor programs is growing, and the Department is fortunate to have a wide variety of natural resources on their parkland and throughout the region. Atlanta, Georgia, has several outdoor programs including introduction to canoeing and kayaking, introduction to camping, rock climbing, bouldering, hiking, orienteering, introduction to tree climbing and geocaching. Denver, a community known for its outdoor recreation, offers day trips to state parks, full moon hikes, an outdoor cooking and meal planning class and a camping gear essentials class. Mecklenburg County has several large nature preserves in their system where programs like basic birding, outdoor living skills, nature photography and tree identification are offered. Their Eco Trekkers program covers a variety of nature topics for children ages 6-10.

Mecklenburg County has several special events that center around environmental and outdoor activities. Their Great Outdoors Festival includes fishing, canoeing and kayaking events along with local music and vendors. Many of the Department's outdoor special events are family-oriented, including Family Health and Fitness Day and a Family Scavenger Hunt. The Department also hosts an event called the Big Sweep. This is a national-based program that cleans up lakes, rivers and streams and increases awareness about the protection of these resources. Volunteers help clean up the parks and waterways for a cooperative litter sweep.

In Nashville, individuals can fill out a permit to hide caches in parks as part of their geocaching program. The Metro Nashville Parks Department allows 50 caches to be placed in their parks system with limitations on what can be placed in the cache. A copy of Nashville's "Geocache Placement Site Permit Application" can be found in the Appendix.

Beach and Water Programs

The beach and Intracoastal Waterway are unique natural resources that could be utilized to expand the Department's programming activities. Many coastal communities take advantage of their beaches for special events programming, fitness classes and water sport skill building. Virginia Beach, Virginia, offers extensive water-based activities that encourage family activities and socialization through fishing, kayak and canoe lessons. They hold a mid-Atlantic kayak fishing symposium as a special event, and offer surfing, pier fishing and small craft rentals. Savannah, Georgia, offers a junior sailing program and scholarships to at-risk-youth. Santa Cruz, California, has programs such as Families on the Water, and Full Moon Paddle for Families to explore the water during sunset on sea-kayaks. Stand-up paddling, fly fishing and beach volleyball are also offered. There are programs to train lifeguards at a young age, called Little Guards and Junior Lifeguards, through mentorship and volunteers.

There is an inherent overlap between outdoor programming and beach programming, but beaches and intracoastal waterways offer opportunities and a setting to build skills through recreation that inland communities do not have. Charleston, South Carolina, offers many outdoor programs in their beach parks. Their beaches are equipped with sand volleyball courts, dressing areas, showers and restrooms, and beach chair, umbrella and shelter rental. Their department also hosts a special event called Salsa under the Stars Night at a fishing pier; a unique social event to promote active participation from all age groups.

Trends Overview and Recommendations

The demographics of American society and the Brunswick County community are changing in many ways that are impacting parks and recreation. For example, the population is growing older with the Baby Boom generation entering the "senior citizens" category and becoming more diverse in terms of race and ethnicity. This provides both opportunities and challenges for park and recreation providers, in terms of programming and participation.

Americans' busy lifestyles and competition for leisure choices is changing how public recreation providers are meeting their clients' needs in America. The long-held practice of offering the same programs year after year in a highly structured environment is falling out of favor, while programs that offer different types of exercise and relaxation, specialized wellness and fitness training, and cultural and enrichment programs are growing for all ages.

Therefore, a "one-size-fits-all" approach to programming, facilities and organization will most likely not be successful. The park and recreation industry must remain flexible, participate in the planning process, and think both creatively and strategically, so that each agency can make a positive influence on the community and its resident's lives.

It is recommended that the Department review the community program data generated during the master planning process as a starting point for developing new programs. Using the community survey data, targeted programs should be developed and planned to meet specific programs that are currently underdeveloped or absent from the current program roster. It should be noted that a combination of full-

time staff, paid/contract instructors and volunteers will be required for each new program, and overall full-time staffing loads may require increases in certain programming positions.

General Administrative and Organizational Recommendations

Programming and Services Recommendations

Citizens and staff voiced their preference for programs throughout the public meetings and survey process. Programs such as swimming lessons, Pilates, photography and painting are a few of the desired programs that were mentioned on several occasions. In addition, providing fitness opportunities to more age groups would be beneficial to the community and the Department. Although facility recommendations are discussed in Section 7, it is important to note that the development of new facilities such as skate parks, Frisbee golf courses and dog parks will increase the potential programs that can be offered.

Recreation program trends and examples of programs offered by other parks and recreation departments have been discussed in detail, and new programs ideas have been recommended. The following items should be addressed to expand the Department's program opportunities and improve its delivery of recreation programs.

- Increase the number and variety of non-athletic/non-traditional programs for all age groups, including:
 - Extreme sports (mountain biking, BMX, dodgeball, ropes course, etc.)
 - Nature-based and outdoor activities (day trips for kayaking, hiking, environmental education, and wildlife viewing)
 - Arts and culture programs for all ages
 - Health and wellness programs
 - More senior and 'active adult' programs
- Increase partnerships with the schools and allied providers to provide additional and a wider variety of programming to the community.
- Develop partnerships with local, State, and land trust organizations to provide outdoor programming with nature and education themes.
- Provide new programs in nature-based and outdoor recreation. Brunswick's natural resources are not being used to their full potential.
- Provide new indoor fitness programs. Future indoor facilities and senior centers will free up space in community buildings for more indoor programming.
- Hold quarterly meetings within the Department to increase communications, visioning, program evaluation, and strategic planning.
- Hold staff accountable for the development of new programs, identify goals, and performance measures – management should approve and review on a quarterly or bi-annual basis.
- Diligently track program participation and cost recovery.
- Track program participant satisfaction through user surveys or questionnaires.
- Explore partnerships with CIS and other providers to expand in-school, summer camp and nature programming in the parks.

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BUDGET ANALYSIS AND RECOMMENDATIONS



BUDGET ANALYSIS AND RECOMMENDATIONS

Current Budget Analysis

Overall Budget

The overall funding for the Brunswick County Parks and Recreation Department has risen since 2006. Table 6.1 shows the Department's total funding for operations, maintenance and capital development over the past three years as well as the funds budgeted for 2009. After a slight decline in total funding in 2007 (3.7% decrease), the budget grew in 2008 by 39.7%, mainly due to capital projects. The Department's budget is projected to grow slightly higher (7.7% increase) in 2009.

Table 6.1: General Fund and Self-Generated Contributions

2006 Actual	2007 Actual	% Change '06 to '07	2008 Actual	% Change '07 to '08	2009 Proposed	% Change '08 to '09
\$3,043,068	\$2,931,002	-3.7%	\$4,093,942	39.7%	\$4,407,924	7.7%

Source: Brunswick County Finance Department

Budget Comparisons

One method of evaluating how a community values parks and recreation services is to compare the level of funding committed to the community's parks and recreation department against state averages. Benchmark communities that are known to have good departments with a high level of community satisfaction are also good for comparison. During the interviews conducted by the planning team, interviewees were asked to identify communities that should be used as benchmarks. These communities, along with statewide funding data, are detailed below.

North Carolina Statewide Comparison Data

In 2009, North Carolina State Parks and North Carolina State University's Recreation Resources Services published the *North Carolina Municipal and County Parks and Recreation Services Study, Fiscal Year 2008-09: Executive Report* (or MCPRSS). The study provides a comprehensive comparison of North Carolina's parks and recreation departments in several financial and staffing categories. These comparisons can be used to determine whether a department is exceeding averages and/or funding of other leading departments in the state. Using population categories 'Class A' (departments serving populations over 100,000) and 'Class B' (departments serving populations between 50,000 to 99,999), we can begin to draw some comparisons to statewide average spending. Brunswick County was listed in this study as a Class B department but has since increased to over 100,000 residents, based on updated population estimates. We have provided comparisons to both population categories.

A review of recent funding for the Brunswick County Parks and Recreation Department reveals that it is funded much closer to the statewide average for municipal departments and departments in population Class A than county departments and departments in population Class B. This finding is not surprising considering the rapid growth rate the county has experienced in the last decade and the fact that the county was approaching a population of 100,000 when these numbers were reported. In addition, the range of population is grouped more tightly in Class A departments, with 12 of the 19 departments who submitted figures to the state being between 100,000 and 200,000 in size, while only 9 of the 23 departments who submitted figures in Class B had a population of over 75,000.

Table 6.2: Average Statewide Audited Operation and Capital Expenditures by Department Type (2006-07)

Department Type	Expenditures
County	\$1,995,296
Municipal	\$2,935,311
Population Class A (100,000+)	\$4,693,334
Population Class B (50,000 to 99,999)	\$987,534
Combined Average Spending of Population Classes A and B	\$2,840,434
Brunswick County	\$14,475,935
Brunswick County 4-Year Average	\$3,618,984

Source: Brunswick County Finance Department, 2009 Proposed Budget

Table 6.3: Overall Department Funding

Budget Year	Total Funding*	Per Capita**
2006	\$3,043,068	\$32.18
2007	\$2,931,002	\$29.47
2008	\$4,093,942	\$39.32
2009	\$4,407,924	\$40.65

Source: Brunswick County Finance Department

*These figures include revenue generated by the Department.

**Using 2006-2009 population estimates from North Carolina Office of State Budget and Management

If we looked at the combined statewide spending average of Classes A and B in 2006-07, we see that Brunswick County's four-year average of \$3,618,984 is slightly higher than the overall state spending for Class A and B departments. A better method of comparison for overall spending is to look at per capita spending. In Table 6.3, we see the 2009 projected per capita spending for the Department is \$40.65. According to the MCPRSS (FY 2008-09), the statewide per capita spending for FY 2007-08 was \$64.41, or \$23.66 dollars higher than the spending level in Brunswick County. This average was derived by dividing the total statewide spending by the state population. When the spending was averaged by dividing the population by the individual agency that serves them, the average increased to \$99.49, or \$58.74 dollars higher than the Brunswick County spending level. While there are other municipal departments in the county that help provide recreation services, the funding level on a per capita basis indicates that the County is not dedicating the same level of resources to recreation as some agencies in the state whose average spending is nearly twice that of Brunswick County.

Based on other communities we have worked in, a large part of this funding shortage can be attributed to the lack of indoor programming spaces. The County, to this point in time, has primarily provided outdoor recreation opportunities and has limited the development of indoor programming spaces and aquatic facilities, which have much higher operating cost than greenspace and sports fields.

One factor that should be considered in the funding evaluation is the recent partnership between the County and the Brunswick Community College (BCC) for the construction of a new multi-use recreation

center. The capital funding and operation support that the County has committed to the project would bring up the overall funding level of the Department by a significant amount. If this facility truly becomes accessible to the Department, then the funding provided on an annual basis should be used in future per capita spending comparisons in order to do a more balanced comparison with other large recreation agencies that provide indoor programming space. A prorated portion of the four senior/community centers should also be used in future calculations if they are successfully programmed in the evening for public recreation.

Comparison Community Departments

To expand the comparison beyond the statewide view, the planning team reviewed funding data on benchmark communities. The departments shown in Table 6.4 were recommended for comparison during the interview process and public meetings.

**Table 6.4: Comparison Community Departments:
Population Category**

Community	Category	Population
City of Wilmington	A	98,529
New Hanover County	A	184,120
Rowan County	A	134,540
Carteret County	B	63,558
Henderson-Vance	B	43,920
Brunswick County	B	94,964

Source: M CPRSS (FY 2008-09), Executive Report

Table 6.5: Comparison Community Departments' Total Funding

Community	2006 Budget	Per Capita	Population*
City of Wilmington	\$11,526,770	\$116.99	98,529
New Hanover County	\$9,597,517	\$52.13	184,120
Rowan County	\$2,751,254	\$20.45	134,540
Carteret County	\$1,350,349	\$21.25	63,558
Henderson- Vance County	\$2,121,990	\$48.31	43,920
Brunswick County	\$2,984,509	\$31.43	94,964
Comparison Dept. Average		\$51.83	

Source: M CPRSS (FY 2008-09), Executive Report

*2006 estimated population

Per Capita Spending

The first comparison of the benchmark communities was to review per capita spending rates within these communities as shown in Table 6.5. The \$40.65 per capita spending budgeted for FY 2009 for Brunswick County (Table 6.3) is very close to the FY 2006 overall average of \$51.83 of the comparison departments. It is clear from this analysis that the higher level of spending by the City of Wilmington brings up the overall average of these comparison departments. However if we are comparing similar departments, and in this case the neighboring county and its primary city, it is clear that residents moving to Brunswick County from Wilmington and New Hanover County will have a higher level of expectation for parks

and recreation facilities and services based on past experiences. Both the City of Wilmington and New Hanover County parks and recreation departments are spending significantly more on a per capita basis than Brunswick County. During the interview process and at some of the public meetings, comments were made about the level of service available in Brunswick County compared to where the residents had previously lived. A good example of this is the growth around the Town of Leland. Many of Leland's residents have moved from Wilmington and New Hanover County to Brunswick County because housing prices are better, as is the commute to downtown Wilmington.

As a rapidly growing community and one that is growing in a large part with residents who have previously lived in more urban communities, there is an expectation that recreation facilities and services will be like where the new resident used to live. At several of the public meetings we heard comments about the lack of trail systems, large tennis complexes and recreation centers. These, and others, were identified as being facilities residents missed from their former community. As the county becomes more urbanized and growth continues with new residents, this will become a greater issue in the future. Over the life of this master plan, the County will be faced with the challenge of providing these types of facilities to meet citizen expectations. If these needs are not met, the County will continue to have citizens who feel they are underserved. To meet this need, the County will have to increase future funding both in terms of operational spending and capital funding.

A review of more recent funding shows Brunswick County has made significant increases. From 2006 to 2009, the per capita spending level has grown from \$32.18 to \$40.65, an increase of \$8.47 (or 26.3%) per resident of the county. This reflects a recognition by the elected officials that to keep pace with growth and to improve the overall delivery of recreation services, the Department needs an increase in funding. The recommendations made for additional staff in Section 4 of this report are also reflective of funding levels. The Department lacks several critical staff members and with the addition of new parks and facilities (see Section 7), staff will be required to operate and maintain them. These increases will drive the overall per capita spending up approximately one dollar for each \$100,000 in salary cost.

Some of the salary increases will be offset by increased revenue generation from new facilities. This is especially true if the County develops the recommended outdoor family aquatics facilities recommended in Section 7. These facilities should produce revenue over operating expenses and produce some income to be applied to the capital cost. New programs at the Brunswick Nature Park nature center and the four new senior/community centers should also increase revenue. The recently expanded fitness programs are a good example of how programs can provide revenue over cost. In 2008, fitness program cost excluding staff salaries were \$16,860.95 and generated revenues of \$30,568 for a net profit of \$13,707.05. In contrast, senior programs and adult athletics are not producing revenue over cost. In most parks and recreation agencies these programs are viewed as programs that should produce revenues over cost. Dixie youth athletics is doing a good job of being revenue neutral, with 2008 revenues of \$52,853.02 and expenses of \$52,714.62, excluding staff salaries.

Revenue Generation and Cost Recovery

The overall revenue generation rating for the Department would be fair to good, but there is room for growth. Table 6.6 provides a summary of the Department's revenue generation through fees and charges and the overall statewide average from the MCPRSS (FY 2008-09).

The Department has a four-year average cost recovery of 10.4%. Over this four-year period, the Department has averaged \$228,135 in revenue generation. The level of revenue generation is below the state average of revenue generated from fees and charges, 13%, published in the MCPRSS (FY 2008-09).

The recent downward trend, in terms of percentage of revenue generation, reflects the increase in overall operating cost for the Department and the lack of an increase in revenue to coincide with the increased operating cost. Based on our work with other departments across the southeast, some of this can be tied to the lack of revenue generating facilities. The Department has added programming staff without providing new programming space or new facilities to expand program offerings.

While the Department is not too far behind the state average of revenue generation, it is well behind other departments we have worked with in recent years and many progressive departments across the country. Table 6.7 shows revenue generations for Cherokee County, Georgia, City of Gainesville, Georgia, and Rockdale County, Georgia. These are three departments for whom we have recently completed comprehensive master plans and who have similar operating budgets. These agencies are generating revenue at a rate approximately two to four times that of Brunswick County.

**Table 6.6: Brunswick County Parks and Recreation Department
Revenue Generation and Cost Recovery**

Budget Year	Total Operating	Revenue	% Recovery
2006	\$1,844,144	\$209,850	11.4%
2007	\$2,139,303	\$235,720	11.0%
2008	\$2,349,763	\$243,448	10.4%
2009	\$2,503,215	\$223,522	8.9%
4-Year Average	\$2,209,106	\$228,135	10.4%
Statewide Average			13.0%

Sources: Brunswick County Finance Department and MCPRSS (FY 2008-09), Executive Report

**Table 6.7: Revenue Generation and Cost Recovery
Comparison**

Cherokee County			
Year	Total Operating	Revenue	% Recovery
2003	\$2,480,000	\$817,000	32.9%
2004	\$2,620,000	\$709,500	27.1%
Gainesville			
Year	Total Operating	Revenue	% Recovery
2003	\$3,240,350	\$1,461,184	45.1%
2004	\$2,902,336	\$1,112,663	38.3%
Rockdale County			
Year	Total Operating	Revenue	% Recovery
2003	\$2,939,909	\$525,973	18.0%
2004	\$2,469,333	\$546,431	22.1%
2005	\$2,518,134	\$563,629	22.4%

Sources: Fiscal Year 2001 Georgia City and County Recreation Services Study, Rockdale County Finance Department

Based on the current nationwide trend to self-generate revenue in parks and recreation departments, it is clear that a major shift in how fees and charges are established will be required in Brunswick County. Dr. John Crompton from Texas A & M, a leading educator and researcher on the benefits and economic impact of leisure services, indicates that the national average is around 34% cost recovery. Based on this information, the Department's cost recovery is significantly below the national average. It is in the Department's best interest to evaluate the existing pricing strategies and develop a cost recovery philosophy and goals that truly reflect the values placed on parks and recreation services by the community, as well as provide for the sustainability of the Department.

The Department's initial goal should be to pull even with the state average. Then the Department should focus on increasing revenue generation to reflect the current national trends of generating much higher levels of revenue, as illustrated by the three Georgia departments in Table 6.7.

Budget Recommendations

While Brunswick County is spending at the state average for Class A agencies overall, the per capita spending is well under that of the individual state agencies. During the 10-year period covered by this master plan, spending will need to increase if the Department is to meet community needs and retain its standing as one of the upper tier agencies in the state. The current national economic conditions and impacts on local tax collection will prevent an increase in spending in the near-term, but should not prevent the Department from increasing funding over the long-term.

The key to increasing funding for the Department will be an increased awareness of the need to grow revenue generation at the same time operating cost are increased. Another important factor will be to offer more program opportunities in the four new senior/community centers and the existing community buildings. These facilities should be programmed to the maximum extent possible with contract staff operating programs planned by the Department.

Another important element to budgeting is to establish a fees and charges plan that establishes policies for developing program fees. Most parks agencies use a three tier system from program fees. Tier one programs are provided to the public at no cost or low cost and are not required to produce revenue. Examples are community festivals and special events and basic or core programs for children. Tier two programs are expected to be revenue neutral. These programs are also part of the core program group and include youth sports, nature programs and basic summer camp programs. Tier three programs are expected to generate revenue over cost and include instructional programs like cheerleading, painting classes, adult athletics, and any type of rental or program that provides detailed individual instruction or exclusive use of a facility.

Developing a fees and charges policy and a review of how current programs are being operated should be priorities for the Department. As an example, maintenance staff are often called in to support tournaments sponsored by the athletic associations. The athletic associations are retaining most of the revenue from these events and the County is paying overtime for staff to assist. This type of staff involvement should be covered by a fee charged to the tournament sponsor to cover the cost of staff. A tournament policy should be a subset of the overall fees and charges policy.

As facility development is considered in the future, the County should look at the balance of facilities that are revenue generators versus open space and passive parks. Common revenue generating facilities include large recreation centers, aquatic facilities, golf courses and rental facilities.

Recommendation Summary

- Increase per capita spending over the 10-year period of the master plan to be more in line with top state recreation departments.
- Balance capital development between revenue generating facilities and non-revenue generating facilities.
- Increase revenue generation within the Department. Set a revenue generation goal to reach state average of 13% cost recovery within two years.
- Establish a comprehensive fees and charges policies that includes rental and facility use agreements for tournaments and other facilities.

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PARK ASSESSMENTS AND RECOMMENDATIONS



PARK ASSESSMENTS AND RECOMMENDATIONS

A primary task of the planning team was to evaluate the existing park facilities. Individual site-based assessments and inventories were conducted on existing County facilities to determine diversity of facilities, distribution patterns, maintenance practices, age, condition and compliance with accessibility requirements of the Americans with Disabilities Act (ADA). The team also looked for design characteristics that either reduced or increased maintenance requirements and park functions. After site visits and inventories were complete, recommendations were made based upon National Recreation and Park Association (NRPA) guidelines for service areas and facility needs, staff response, public input and national trends around the country. The guidelines and community trend comparisons were then used to identify deficiencies within the system, whether by acreage, facility or distribution.

NRPA Guidelines

In 1995, the NRPA published “Park, Open Space, and Greenway Guidelines” by James D. Mertes, Ph.D, CLP and James R. Hall, CLP. The book laid out a template of typical park classifications, number of acres a system should have and recommended service levels based on population. Strictly intended as a guideline, the book did not take into account the unique character of each community throughout the country. Local trends and the popularity of some activities often dictate a greater need for particular facilities. The guidelines serve as a good baseline for determining a minimum standard. These guidelines, coupled with input received from the community, analysis of participation numbers for various activities and comparisons to similar communities, provide the necessary additional information for determining the number of facilities that are appropriate.

For a public park provider the guidelines suggest, “A park system, at a minimum, should be composed of a ‘core’ system of park lands, with a total of 6.25 to 10.5 acres of developed open space per 1,000 population” (Mertes, 1995). The types of parks that can be included to meet open space standards can be a combination of the following classifications as determined by the NRPA:

- Mini Park
- Neighborhood Park
- Community Park
- Regional Park
- Special-Use Park
- Greenways

Critical to the service delivery system of any department is the provision of the four basic park categories: mini, neighborhood, community and regional. Each is classified differently based upon the types of amenities, size, service area and how access is gained to the facility. The following gives a description of the different types of parks common to a system.

Mini Park

The smallest type of park, a mini park, is typically a site less than five acres. In recent years, another term, “pocket park,” has been used in some instances to identify a mini park.

The park is designed primarily to attract residents who live within a quarter mile of the park. The park is generally a walk-to type park, meaning no parking facilities for vehicles are normally found. Mini parks’ service levels are .25 to .5 acres per thousand residents.

Size normally prescribes these parks to be passive, limited-activity park facilities. Common elements include benches, playgrounds and tables in an attractively landscaped setting. The parks are sometimes themed to blend in with the surrounding neighborhood. Designs sometimes match the existing homes, fencing, sidewalk pavers, etc. A park of this size is not developed with fields for league play or community-wide events.

Neighborhood Park

Neighborhood parks are found in most county and city systems. The park normally has 5 to 20 acres and typically serves a population living within ½ mile of the park. Neighborhood parks conceptually concentrate intense recreation activities and facilities into a limited amount of space. Facilities typical to this park include:

- Playing Fields
- Playgrounds
- Shelters
- Walking Paths
- Swimming Pool
- Parking Facilities
- Restrooms/Concessions

Parking is necessary for this type of facility due to its scope of activities and size. The standard for parking is a minimum of seven spaces for the first ten acres and one additional space for each additional acre. This may vary based upon the activities and program appeal. If team sport facilities or a special feature such as a swimming pool are included, parking spaces in the range of 40 per field, or greater, will be needed.

Although the park is classified as a neighborhood park, the scope of people served can vary based upon densities and the number of other parks available. Typically, one neighborhood park should serve between 10,000 to 20,000 residents, or one to two acres per thousand people.

Community Park

Community parks are needed within a system to ensure that all users' recreation needs and interests are addressed and included. This type of park expands beyond a local neighborhood and may sometimes include several neighborhoods. The concept behind community parks is to include essentially a one-stop shop for all recreation users. It should include a mix of active and passive activities and attract

Mini Park Prototype, Proposed Play Facilities and Land Requirements

Average Size:	.25 to 5 acres
General Concept:	Playgrounds for children; benches, tables for adults
General Purpose:	Passive use, serves immediate neighborhood, no parking
Programs:	Unorganized activities
Children's Play Area:	1.75 acres
Apparatus Area:	1.75 acres
Shelter:	Approx. 1,000 sq. ft.
Game/ Tennis Area:	1-2 acres (if needed)
Walking Trails:	Varies
Landscaping and Fencing:	Varies
Utilities:	Varies

Neighborhood Park Prototype, Proposed Play Facilities and Land Requirements

Average Size:	5 to 20 acres
General Concept:	Active and passive recreation amenities
General Purpose:	Intense active recreation for daytime use within ½ mile radius
Programs:	League practice and play; open space play; not recommended for festivals or large-scale events on a regular basis
Soccer Fields:	2 acres per field
Sports Fields:	2 to 5 acres per field
Football Fields:	2 acres per field
Running Track:	5 acres
Pool:	Varies
Trail System:	Varies
Shelters:	Approx. 2,000 SF
Basketball Courts:	10,000 SF
Skate Park:	Varies
Walking Paths:	1 mile

Community Park Prototype, Proposed Play Facilities and Land Requirements

Average Size:	20 to 75 acres (target 60 acres)
General Concept:	Combine passive and active activities into one locale and retain passive areas for non-organized recreation
General Purpose:	Provide a full range of recreational activities for the entire population
Programs:	Active sports and multi-generational activities and passive areas with nature viewing, lake activities and walking
Lighted Adult Softball Complex:	15 acres (depending on the number of fields)
Lighted Youth Baseball Complex:	8 to 10 acres (depending on the number of fields)
Football Fields:	2 acres per field
Community Center/ Multi-generational Area:	50,000-80,000 SF
Picnic Shelters:	Approx. 2,000 SF
Outdoor Basketball Courts:	1 to 2 acres
Volleyball:	2 to 4 acres
Picnic Areas:	10 acres
Lighted Tennis Complex:	2 acres
Skate Park:	Varies
Lake:	1 to 4 acres
Maintenance/ Support Facility:	1 acre
Walking Paths:	1 mile
Parking:	Varies

users of all ages. From sports fields to a community center, the park should provide as many recreation and support services as possible. A park of this size and scope commonly has from 20 to 75 acres; approximately 60 acres is considered a good size for such expansive activities.

Community parks have both day and night activities. Large facilities, such as a large indoor fitness/recreation center or multi-field sports complex, can be placed in such a facility because of the amount of space available and ability to buffer from the surrounding community.

The service area for such a facility can vary based upon the size and scope of activities offered. However, a facility of this type may serve anywhere from 50,000 to 80,000 people, or 5 to 8 acres per 1,000 people. User analyses are often based upon a service radius where others in more urban areas may be based upon drive times.

Regional Park

The largest park typically found within a system is the regional park. These parks are normally found in large park systems. The size of a regional park varies from 50 to 250 acres, depending on the type of activities and the amount of use.

The service radius for this type of facility is based upon drive time and is typically within an hour's drive of most residents. Conceptually, the regional park is to provide large natural areas that can be accessed through a variety of means, from roadways to hiking and biking. Also, based upon the locale, it can have unique recreation areas, such as a water park or equestrian facility coupled with natural areas.

Regional parks are unique to the general area. Prototypical or preferred amenities vary.

Special-Use Park

Special-use parks are designed to meet the needs of a specific user group. An example of a special-use park would be a golf course, zoo or a museum. A typical feature of these parks is that they are normally good revenue generators. If maintained and properly staffed, these parks can provide a substantial cash flow for the designated entity.

These facilities can vary in size according to the demand and type of layout. For example, a regulation size, par 72 golf course would need at least 140 acres, while an executive style (par 60) layout may only require 100 to 120 acres, based upon amenities such as driving range and practice facilities.

Natural Resource Area/Preserve

According to the NRPA, natural resource areas are defined as “lands set aside for preservation of significant natural resources, remnant landscapes, open space, and visual aesthetics/buffering.” These lands consist of:

- Individual sites exhibiting natural resources
- Lands unsuitable for development but offering natural resource potential (examples: parcels with steep slopes and natural vegetation, drainage ways and ravines, surface water management areas, and utility easements)
- Protected land, such as wetlands, lowlands and shorelines along waterways, lakes and ponds

Acquisition of natural resource areas and preserves serve to enhance the quality of the community by maintaining a portion of its natural amenities.

Greenways

Greenways have become one of the most popular family recreation activities across the country. The value of greenways in terms of recreation, education and resource protection is invaluable. Greenways serve as linkages between cities, parks, schools, commercial areas and neighborhoods. They provide a safe mode of transportation that preserves the environment.

Typically, greenways can be anywhere from 10 to 12 feet wide and can be paved or natural surface. When developing a greenway system, corridors should be identified where people will access the area easily and connect elements within the community and incorporate all the characteristics of the natural resource areas. Greenway corridors should be no less than 50 feet in width except in neighborhoods, where 25 feet may be acceptable. In his article published in 1995, Julius Fabos, a professor of Landscape Architecture at the University of Massachusetts, divides greenways into three categories: Ecological, Recreational and Cultural.

Greenways can be located in a variety of settings and can be utilized for active and passive recreation activities. Ecologically speaking, they are typically located along natural environments such as rivers, ridgelines and coastal areas. These trails provide connections to nature, protect and maintain biodiversity, minimize development, and provide for wildlife migration across natural and manmade boundaries.

Recreational greenways commonly link elements that have diverse and significant landscapes. Many link rural areas to more urban locales and range from local trails to larger systems. Most are paved trails that accommodate pedestrians, skaters and bicycles.

Another type of greenway is the cultural trail, which connects areas of significant historic value and culture. Economic benefits from these types of trails may be significant if linkages can be directed toward areas of commerce to provide an infrastructure for commuting.

School Park

School park sites are an excellent way to combine resources and provide accessible recreation amenities to the community. Depending on the school type (i.e. elementary, middle, high school) the size of the park will be dictated by the land available adjacent to the school. Typically, middle and high schools are constructed with youth athletic fields to support team sports. These facilities provide the basis for developing a community park or, at the very least, youth athletic fields for recreation programs. The selection of school sites is determined by the school district and according to the countywide or citywide distribution of students. The school site selection criteria may or may not meet the needs for parkland

distribution. When development of school parks is possible, guidelines for neighborhood/community parks should be followed to meet the needs of residents. When joint developments occur, features common to other parks in the county and surrounding cities (i.e. signs) should be used to identify the property as a public facility.

Private Park/Recreation Facility

The private park and recreation facility, as described by the NRPA, meets one of the two following characteristics:

- “Private Parks, such as swimming pools, tennis courts, and party houses, are generally within a residential area developed for the exclusive use of residents and are maintained through a neighborhood association. They are not, however, a complete substitute for public recreation space, and
- Private Recreation Facilities that are for-profit enterprises, such as health and fitness clubs, golf courses, water parks, amusement parks and sports facilities.”

These facility types can be entirely private or, in many cases, be a joint venture between a public entity and a private organization. Partnerships of this kind allow for the provision of facilities and programs at a reduced cost to the public sector.

Brunswick County Park Providers

The largest provider of park and recreation services in Brunswick County is the Brunswick County Parks and Recreation Department. The County provides service to all of its residents including those living in the nineteen municipalities within the county. The county offers ball fields, playgrounds, picnic facilities and tennis courts, to name a few. A full list of amenities offered in each park is detailed in this section’s *Park Facility Assessments*, as well as the Brunswick County Park and Recreation Facility Inventory in the Appendix.

Four City Parks and Recreation Departments exist within Brunswick County. Oak Island Parks and Recreation Department is the most diverse, offering a long list of parks and programs. Their department manages over 20 facilities but has less land compared to the County Parks and Recreation Department. Boiling Springs Lakes Parks and Recreation Department offers 18 programs and eight parks with various facilities. Southport Parks and Recreation offers seven parks and a few programs. Leland Parks and Recreation is a newly formed department with a focus on acquiring park land and is not currently programming.

Some private groups provide organized programs, including local churches, residential developments and recreation associations. Local health clubs and golf courses also provide recreation opportunities.

State organizations like North Carolina Game and Fish Department and national non-profit organizations such as the Nature Conservancy also hold public land in Brunswick County. Although the public has rights to access this land, they are not popular to casual park users because of the lack of facilities. State lands in Brunswick County are frequented by hunters.

Facility Standards and Distribution

One of the primary tasks of the parks assessment was to determine the level of service that is provided under the current system as well as to make recommendations for future levels of service. An inventory (in the Appendix) was completed for all existing county parks. This inventory was evaluated based on existing NRPA standards. Based on community trends and desires, it was then determined if the NRPA standards were appropriate for Brunswick County. The results of that evaluation are discussed later in this section and illustrated in Table 7.1.

As previously discussed, the National Recreation and Parks Association provides community baseline standards to follow when evaluating a park system. In their 1995 publication, "Park, Open Space, and Greenway Guidelines," the NRPA provides these standards, which were developed for some of the most common elements found in the typical park system. In addition, they reviewed the service area of parks based on their size and amenities offered.

Community Standards

Recommendations for existing park renovations and new parks were based, to a large degree, on the desired level of service expressed by the community throughout the public meetings and to offer a more balanced delivery system as the county continues to grow. Table 7.1, along with the planning team's assessment of the distribution of facilities and amenities, was used in the development of recommendations for new facilities and renovation projects. Deficiencies in the current level of service, facility distribution and lack of diversity have resulted in additional facility recommendations.

Facility Surplus/Deficit

Table 7.1 uses Brunswick County's 2008 population to determine where deficiencies and surpluses in the park system exist. Facility totals were derived from inventories of all existing Brunswick County parks, and the facility surplus/deficit calculations were based on the desired level of service as defined by the NRPA standards.

The deficiencies shown in the table also do not take into account church properties, or those under private ownership or operated by city parks and recreation departments. If totals were included for the amenities found at these facilities, inadequacies throughout the county would be less. Although facilities found in private neighborhoods, at private clubs, church and school properties alleviate the need for some amenities, they can have limited or restricted access and therefore do not provide the same opportunities for the community as public park facilities do.

The Brunswick County Parks and Recreation Department owns approximately 1,441 acres of parkland. According to the NRPA standards of 12.5 acres per 1,000 people, this puts the county at a surplus of 159 acres; however, almost half of the total acreage is found at Brunswick Nature Park. Its location in the northeast region of the county results in uneven distribution of parkland and recreation opportunities in favor of those living in and around Leland and Boiling Spring Lakes.

The greatest deficits and needs are in aquatics, football, soccer and tennis, and as expressed in the public input phase and determined by the planning team's park assessments, many of the existing sports fields are overused. This results in increased annual maintenance cost and conflicts between user groups.

NRPA Standards for Park Facilities	NRPA Recommended Level of Service	Community-Based Desired Level of Service	Existing Number of Brunswick County Park Facilities	Current Facility Need Based on Brunswick County Estimated 2008 Population of 102,563	Current Facility Deficit/ Surplus (using NRPA Level of Service)	Current Facility Need Based on Brunswick County Estimated 2008 Population of 102,563	Current Facility Deficit/Surplus (using community-based standard)	Facility Need Based on Brunswick County Estimated 2013 Population of 120,567	2013 Facility Deficit/ Surplus (using Desired Level of Service)
Acreage	10.5/1,000	12.5/1,000	1441	1282	159	1282	159	1507	-66
Outdoor Basketball	1/5,000	1/7,500	12	21	-9	14	-2	24	-12
Tennis	1/2,000	1/2,000	31	51	-20	51	-20	60	-29
Volleyball	1/5,000	1/20,000	1	21	-20	5	-4	24	-23
Baseball/Softball	1/2,500	1/2,500	31	41	-10	41	-10	48	-17
Football	1/20,000	1/20,000	3	5	-2	5	-2	6	-3
Soccer	1/10,000	1/2,500	24	10	14	41	-17	12	12
Aquatics/Pools	1/20,000	1/25,000	0	5	-5	4	-4	6	-6
Running /School Track	1/20,000	1/50,000	0	5	-5	2	-2	6	-6
Developed Standards for Park Facilities	NRPA Recommended Level of Service	Community-Based Desired Level of Service	Existing Number of Brunswick County Park Facilities	Current Facility Need Based on Brunswick County Estimated 2008 Population of 102,563	Current Facility Deficit/ Surplus (using NRPA Level of Service)	Current Facility Need Based on Brunswick County Estimated 2008 Population of 102,563	Current Facility Deficit/Surplus (using community-based standard)	Facility Need Based on Brunswick County Estimated 2013 Population of 120,567	2013 Facility Deficit/ Surplus (using desired level of service)
Trail System	1mile/3,000	1/3,000	16.5	34	-18	34	-18	40	-24
Playground	1/1,000	1/5,000	17	103	-86	21	-4	121	-104
Recreation Center	1/50,000	1/50,000	0	2	-2	2	-2	2	-2
Picnic Pavilion	1/2,000	1/3,000	37	51	-14	34	3	60	-23
Skate Park	1/100,000	1/100,000	0	1	-1	1	-1	1	-1

Census Data Source: DemographicsNow

*Standard developed by Lose & Associates, Inc. to respond to recreation trends and growth in certain sports since 1983.

Deficiencies also exist for picnic pavilions and trails. Both of these items were identified as top priorities during the public input phase. The existing picnic pavilions and walking trail are all heavily used, but the existing trail is not designed for high volume of use. Adding more walking trails and pavilions in existing parks should be a high priority.

In general, the County should focus on expanding existing parks and improving the condition of their existing facilities before trying to alleviate all of their current deficits. Fewer high quality facilities will be better for the community and, with the limits on maintenance staff funding, it will be easier to maintain fewer facilities to a higher level.

Overall Facility and Development Issues

Service Areas and Facility Standards

The planning team conducted a full inventory of the Department's park facilities. This inventory can be found in the Appendix. It was evaluated based on existing NRPA standards as well as standards developed by the planning team. Table 7.1 compares the County's current facilities to the NRPA standards. Because these standards were developed in the 1980s, NRPA and recreation planners have moved away from them in favor of local standards that reflect each individual community. A comparison to these standards is, however, a good starting point as they are the only existing standards developed based on nationwide surveys.

Table 7.1 illustrates the planning team's full list of recommendations for development standards for the Department. These recommended levels of service reflect the current survey and public input findings and the planning team's field observations. The facility numbers in this chart reflect the number of facilities that will be available *after* build-out of the four planned parks: Whitlock Landing, Brunswick Nature Park, Holden Beach School Park and Ocean Isle Beach Park. Therefore, the facility deficit/surplus numbers are actually greater than those shown in the table. But, the facilities within these parks were considered to be existing because these four parks are currently funded or under construction. The NRPA standards should be reviewed and updated at least on a five-year basis.

It is quite clear from an analysis of the park acreage inventories and a review of the NRPA standards, that parkland is one of the major assets of the Department. With 1,441 acres of parkland, the Department is providing 12.8 acres per 1,000 residents, which is slightly above the NRPA standard of 10.5 acres per 1,000 residents for park acreage. In addition to county lands, over 150,000 acres of land is controlled by the State and private Land Trust. Although the public is allowed on much of this land, there are few facilities (e.g. parking, trails or restrooms) on these grounds that make the visit comfortable for the typical park user. Accessibility is more pronounced in county and city parks, and at the beach. Providing access to all or a portion of the 150,000 acres of natural resource areas through partnership agreements is necessary for improved service and recreation opportunity. Because of this abundance of land, we did not recommend changes to NRPA's recommended level of service of 10.5 acres per 1000 people.

Some modifications were made to the NRPA recommendations to develop community standards that reflect public input and team member observations. For instance, demand for soccer fields is equal to that of baseball fields, but there is not a demand for volleyball courts. The recommended community standards were changed to reflect these conditions. Playground and pavilion standards were also changed to reduce the overall deficits, as there is no need to add 86 additional playgrounds and 14 pavilions given their current level of use. The number for water features and outdoor swimming pools was reduced slightly due to the availability of the beach for summertime swimming. However, according to community survey results, there is a demand for outdoor pools to benefit both residents and tourists. A community trail standard of one mile to every 3,000 residents was also recommended. The county has a major deficit of trails, but will account for nearly half of the recommended level when Brunswick Nature Park is built. Meeting this standard should be considered a minimum level of service, since trails provide a form of unstructured recreation to all ages and abilities.

Gap Analysis

Our planning team has looked at the overall distribution of facilities in addition to the level of service standards to determine if there are any major service area gaps in the system. We refer to this as a gap analysis. Figures 7.1-7.3 are maps showing the gap analysis, which is the foundation of the facility and

programming recommendations. Figure 7.1 shows the location of all parks in the county, including city parks and corresponding districts. Figure 7.2 shows adjusted NRPA service areas for county parks and public schools (based on park classifications found in Table 7.2). Figure 7.3 shows the park service areas, in addition to alternative recreation areas and support facilities that are run by Federal, State, or County government. The maps show adjusted NRPA standard service areas for each park type: 1 mile for neighborhood parks and 5 miles for community parks.

Park Planning Districts

It is the recommendation of this master plan that the Department shift their park planning and management to a district-by-district approach. The development of planning districts will provide balanced recreation opportunities within an individual district and throughout the county as a whole. It is felt that focusing planning efforts on small units will allow the staff to respond more quickly to the unique needs of the smaller units that may be different than the needs of the entire system. It is also anticipated that this change will make the development of priorities for new projects an easier process. Staff and elected officials will be able to prioritize projects within these districts and then combine them to formulate overall project priorities.

Figure 7.1 shows the three proposed districts and their respective municipalities and parks. They are associated with the north, east-central and western regions of the county and were developed based on existing county park acreage, roads and population centers. Although the districts do not appear exactly equal in size, there are relatively equal amounts of parkland and at least one major town in each. It is our recommendation that each district contain a main park where major equipment is kept, and tournaments can be held. The main parks will provide diverse facilities, be located near highly populated areas, and have the potential to be expanded through the acquisition of adjacent land and redeveloped to provide many new facilities. The recommended main district parks are found at the end of this section.

The remainder of the parks will maintain their NRPA classification, but still have recommended improvements. In general, northern parks in District 1 will offer a balance of community parks, nature parks and blueway access. The central parks of District 2 are less oriented toward athletic facilities and more toward alternative recreation areas such as the beach and Intracoastal Waterway, aquatics centers, greenways, trails and nature parks. Western parks in District 3 will provide many new athletic facilities and lengthy blueway and greenway components for connectivity.

Park Classifications and Service Areas

After a review of existing parks overseen by the County and their facility inventories, the parks were given classifications based on the NRPA-recommended guidelines (see Table 7.2). The Brunswick County Parks Department will oversee 14 park properties when the four proposed parks are complete. The system is composed of one neighborhood park, eleven community parks, one nature preserve and one special-use park. The parks classifications are based on the existing acreage and facilities. The individual park assessments that follow provide a description of the type and condition of recreation facilities present in each one. Table 7.3 shows the recommended park classifications, which are proposed based on the gap analysis that is shown in the following series of maps (Figures 7.1-7.3).

Figure 7.2 shows the existing parks and their NRPA-recommended service areas. The NRPA standard service area for community parks is one mile, but because Brunswick County is large and the population mostly rural, regular park users are likely to draw from a larger area, e.g. within a 5-8 minute drive time, or 5 miles. The map illustrates existing park locations, their classification and their adapted, or functional, service areas. Generally, the parks offer the same facilities and programs (two or more baseball

fields, tennis courts, basketball courts and a playground) no matter their size, so all parks were considered to have the same service area. Their distribution does not provide equal coverage to the county, but it does provide service to most of the densely populated areas. Calabash and Ocean Isle Beach lie outside the service area of the existing county parks and represent the most underserved area of dense population. The northern half of the county is also outside of the parks service area, but as mostly swamp with very low population, service to the area is expected to be less than areas with much higher population densities.

Navassa Park was classified as a neighborhood park because of its location and its much smaller size compared to other parks in the system. It was given a one-mile service radius, which is larger than the typical neighborhood park service area because the area is not densely populated. Its location on a dead end road offers no visibility to the general public so it is used mostly by nearby residents. While smaller than many other Brunswick County parks, the same types and quantities of facilities are offered there.

Park Distribution

The existing pattern of park development is connected to the population density and residential development in the county. Parks were originally built in the most densely populated areas where land was available and suitable for ballfield development. Development patterns have changed over the years, but new parks have not been added to the system, so parks are not always near the most densely populated areas. Most residents of the county are required to drive long distances to reach the facilities. Today, there is little land suitable for large park development in the most heavily populated areas near the coast.

As shown in Figure 7.2, five park service areas overlap in the northeastern region of the county. Residents who live in the areas of overlap have more choice of parks to conveniently visit, than those in the south and west. The remaining five parks are evenly distributed in the southwest region of the county. Few facilities exist in the center of the county despite recent residential development, but Oak Island and Boiling Spring Lakes and some of the large residential developments are providing recreation options within their city limits.

Although the distribution of parkland is favorable, the location of facilities does not provide equal opportunities

Table 7.2: Existing Park Classifications, Brunswick County Parks

Park	Classification
Brunswick Nature Park	Nature Preserve
Brunswick River Park	Community
Dutchman Creek Park	Community
Cedar Grove Park	Community
Leland Community Park	Community
Lockwood Folly Park	Community
Navassa Park	Neighborhood
Northwest District Park	Community
Ocean Isle Beach Park	Community
Shallotte District Park	Community
Smithville District Park	Community
Town Creek District Park	Community
Waccamaw Park	Community
Whitlock Landing Park	Special Use

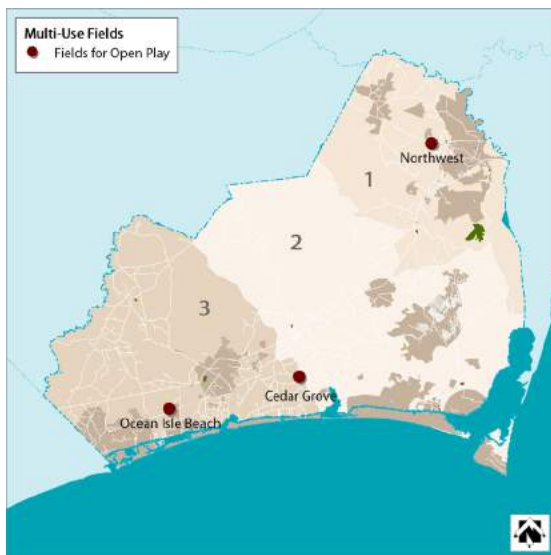
Table 7.3: Proposed Park Classifications, Brunswick County Parks

Park	Classification
Brunswick Nature Park	Nature Preserve
Brunswick River Park	Community
Dutchman Creek Park	Community
Cedar Grove Park	Regional
Leland Community Park	Community
Lockwood Folly Park	Community
Navassa Park	Neighborhood
Northwest District Park	Regional
Ocean Isle Beach Park	Regional
Shallotte District Park	Regional
Smithville District Park	Community
Town Creek District Park	Community
Waccamaw Park	Community
Whitlock Landing Park	Special Use

to residents throughout the county. This is especially true with regard to future trail facilities: many miles of walking trail will be available to the northeast region with the development of Brunswick Nature Park, while the rest of the County will have few trails. In many cases, existing parks are relatively homogenous in their park elements (e.g. baseball fields, soccer fields and tennis courts), but lack walking or biking trails. The following maps and descriptions (Figures 7.4 – 7.12) show the distribution of these park elements, including multi-use fields, soccer fields, football fields, playgrounds, tennis courts, basketball courts, baseball fields, indoor facilities and trails. The number of facilities in each district is illustrated by the size of the symbol on the map. For example, a park with one soccer field is represented with a small dot and a park with two soccer fields is represented with a larger dot. These maps support the program and facility recommendations, and the proposed park classifications and service areas shown in Figure 7.13.

Facility Locations

Figure 7.4: Multi-Use Field Distribution



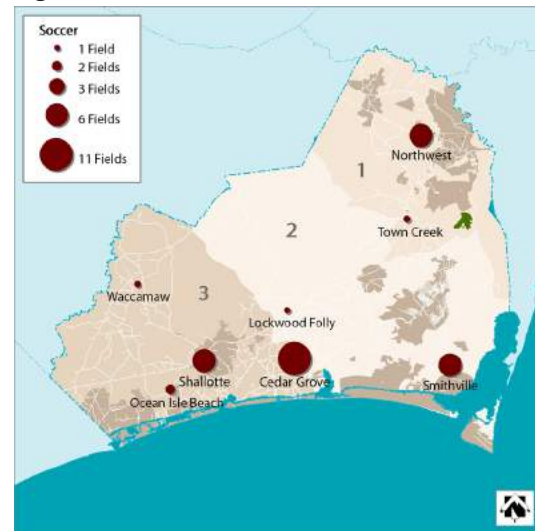
Multi-Use Fields

Multi-use/open fields are located in District 1 at Northwest District Park and District 3 at Ocean Isle Beach Park. They are available near high population areas for open, unscheduled play outside of associations' soccer practice and games. Dedicated multi-use fields operated by the County are not available in District 2. Non-league play would have to occur in city park facilities unless existing soccer fields are designed, planned and managed to support multiple field sports. This would require scheduling sports to allow turf to renew, or building facilities with artificial turf to support heavy, continuous use. Generally, there is a shortage of open space for pick-up games of soccer, touch/flag football and sports such as Frisbee. Open space does not have to be developed to the extent of playing fields, but should be flat and clear of obstructions as to invite the intended use. Shade trees are desirable around these spaces, as well. There are opportunities to create more multi-use fields in existing parks, especially in Smithville and Dutchman's Creek, to provide this facility in District 2.

Soccer Fields

Soccer fields are found in every district, especially in the southern half of the county. The development of Cedar Grove Park and Ocean Isle Park will double the amount of soccer fields (Ocean Isle's fields will be used for soccer and multi-use play). The number of soccer fields in the northern half of the county is deficient compared to the southern half. At Town Creek, soccer is played on baseball outfields, which are already overused by baseball and softball teams. District 2 has the fewest fields of any district and District 3 has the most. There are more fields in the southern region of the county than in the north. More soccer fields are needed in Districts 1 and 2.

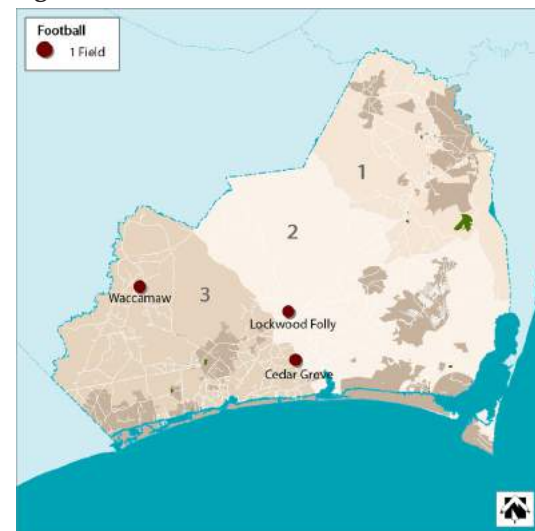
Figure 7.5: Soccer Field Distribution



Football Fields

Football fields are located in Districts 2 and 3. There are no dedicated football fields in the north and east regions of the county. The Department shares school football facilities for games, which can continue with the new MOA. The lack of dedicated football fields for practice and games limits tournament opportunities and contributes to overuse of field turf, requiring more maintenance.

Figure 7.6: Football Field Distribution



Playgrounds

Playgrounds are located in every district and in every park except Brunswick Nature Park and Whitlock Landing. Although there are fewer in District 2, several city parks in Boiling Spring Lakes, Oak Island and Southport have playgrounds. Meeting the NRPA standards for the number of playground facilities is unreasonable, but providing more toddler structures at existing playgrounds would improve and diversify the play experience. Enhancing playgrounds at schools through partnership is another means of providing playground access to county residents.

Figure 7.7: Playground Distribution

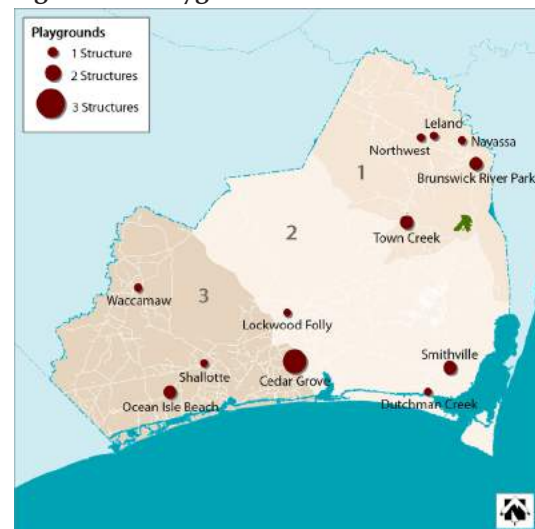
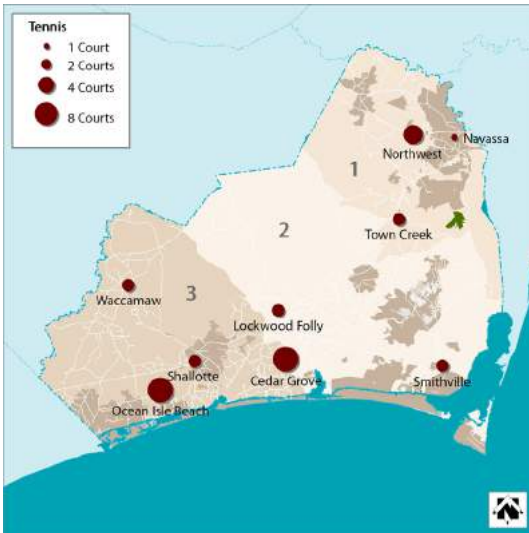


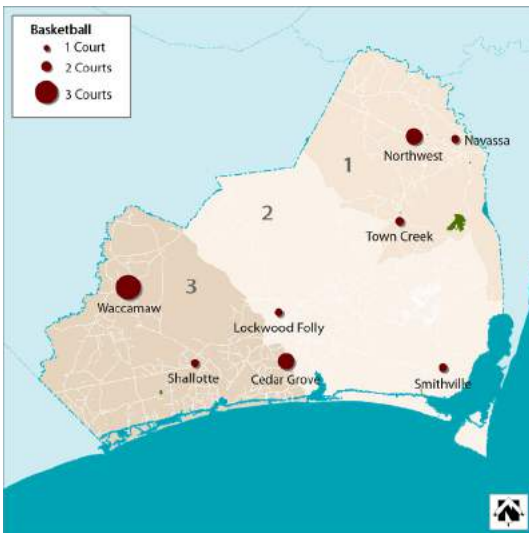
Figure 7.18: Tennis Court Distribution



Tennis Courts

Tennis courts are available in most parks in every district. Two eight-court complexes at Cedar Grove and Ocean Isle Beach Parks will double the number of tennis courts and shift their main distribution to the south and west of the county. These courts will be suitable for tennis tournaments. According to the public, the most used tennis facilities are located in Smithville and Shallotte, where more are desired. Although the courts in Northwest and Navassa Parks are in great condition, they are not used. Many of the high schools have tennis courts that could provide more access to residents through expanded partnership between parks and the school system.

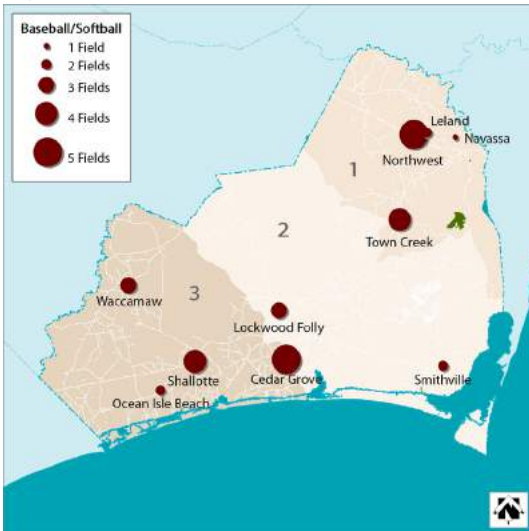
Figure 7.9: Basketball Court Distribution



Basketball Courts

Outdoor basketball courts are evenly distributed throughout the county, but more are available in District 1 than 2 or 3. The closest facility to the high population area of Calabash, is Shallotte. Basketball programs are only offered to youth, so these facilities are available for open play, most of the time. Expanding basketball facilities at Shallotte and Lockwood Folly would distribute this program more evenly. Two new basketball courts are proposed at Cedar Grove Park.

Figure 7.10: Baseball/Softball Distribution



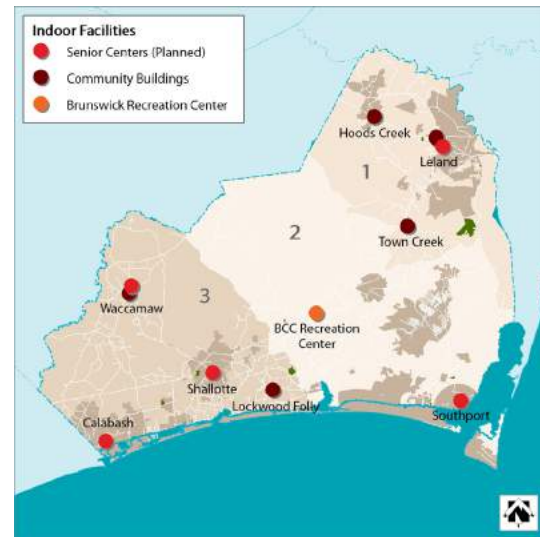
Baseball/Softball Fields

Baseball fields are evenly distributed throughout the county and are available in nearly every park. Most parks have two or more fields, making tournaments possible. Additional facilities at Holden Beach and Ocean Isle Beach Parks will make baseball facilities most available in District 3. According to NRPA standards, there is a shortage of baseball facilities in the county. However, participation in baseball recreation leagues has been declining, so the current needs of the county will likely be met with the completion of the proposed parks. Baseball and softball fields have not been distinguished in this map because many are used for both sports. High school baseball and softball fields are also used by the Department.

Community Buildings

Community buildings are located in Districts 1 and 3. Leland, Town Creek and Waccamaw buildings are located in their respective parks. Hoods Creek and Lockwood Folly are not located in parks. Most of the buildings serve as space for senior programs. Their locations near highly populated areas serve this purpose well. Five new senior centers are planned in Southport, Shallotte, Calabash, Leland and Waccamaw. Although they will be run by Brunswick County Senior Resources, these buildings will offer indoor programming space for the Parks and Recreation Department. The locations of the proposed facilities will even out the distribution of indoor programming space, with respect to Leland and Waccamaw, which will have both community buildings and senior centers. District 2 has the Brunswick Community College Recreation Center, which will be available to all citizens of Brunswick County for a membership fee. Along with the senior center in Southport and others in Oak Island and Boiling Spring Lakes, District 2 will contain adequate programming space.

Figure 7.11: Community Building and Senior Center Distribution



Walking Trails

Currently, walking paths are only available in District 1, in Leland Park and in the City of Oak Island. With the completion of Brunswick Nature Park, Brunswick River Park, Cedar Grove Park and Ocean Isle Beach Park, the availability of walking paths will increase dramatically. Still, their distribution is weighted toward the northeast region of the county. Otherwise, there are very few sidewalks that provide safe alternatives to streets for walking or jogging. The beachfront is a unique resource for passive recreation and those who live nearby have convenient access, but for most residents living in rural Brunswick County, the best option for passive, outdoor fitness is to drive to the beach or to Leland Park. Other parks are prohibitive of walking for fitness, not because of their size, but because of their lack of clear pedestrian circulation.

Figure 7.12: Walking Trail Distribution

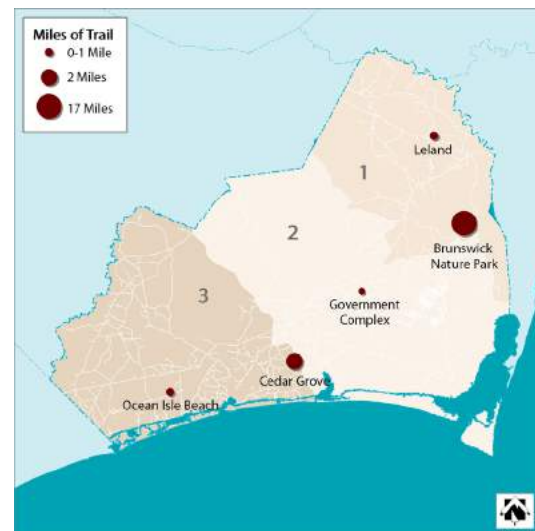


Figure 7.1: Existing Park and School Locations and Proposed Districts

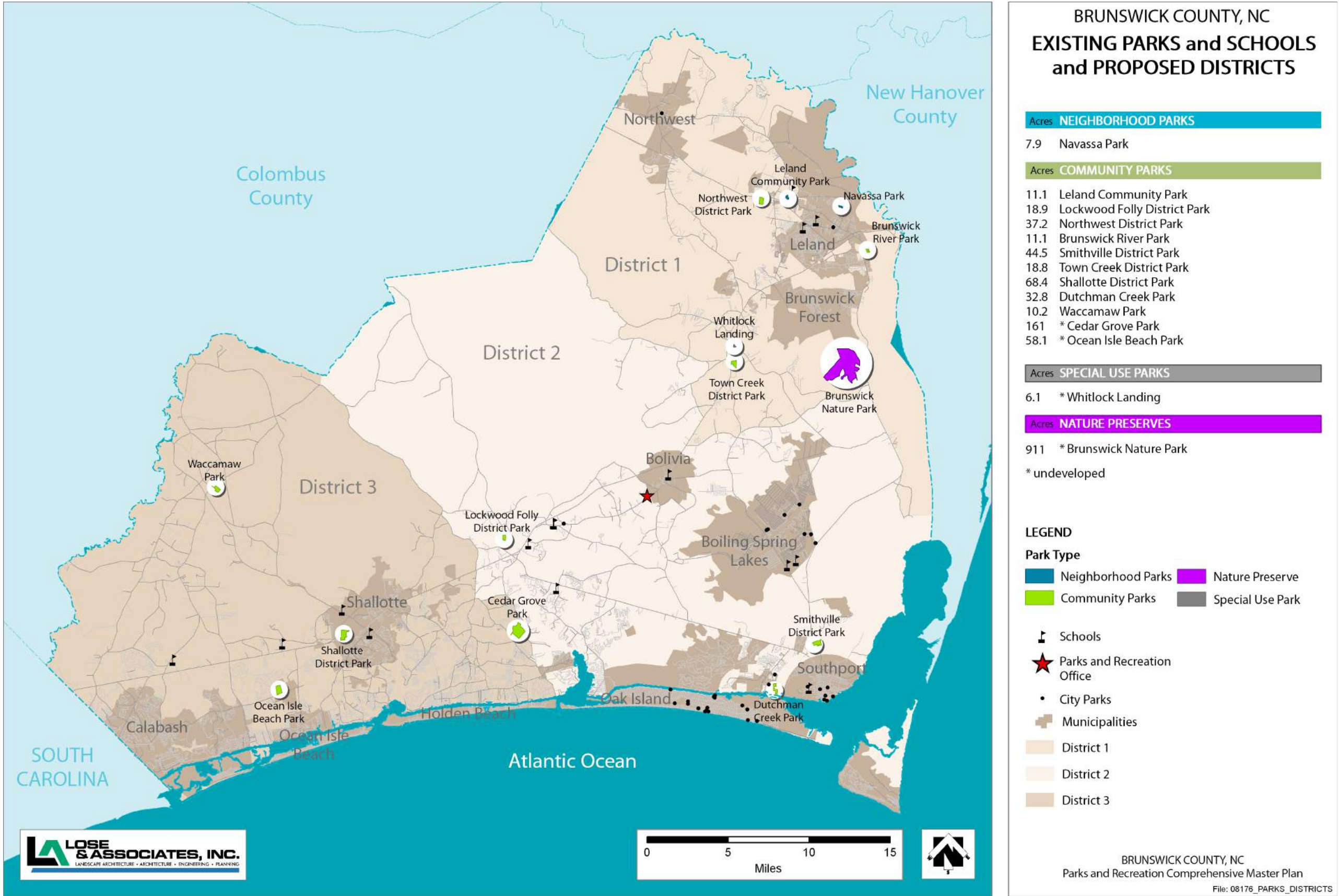


Figure 7.2: Service Areas

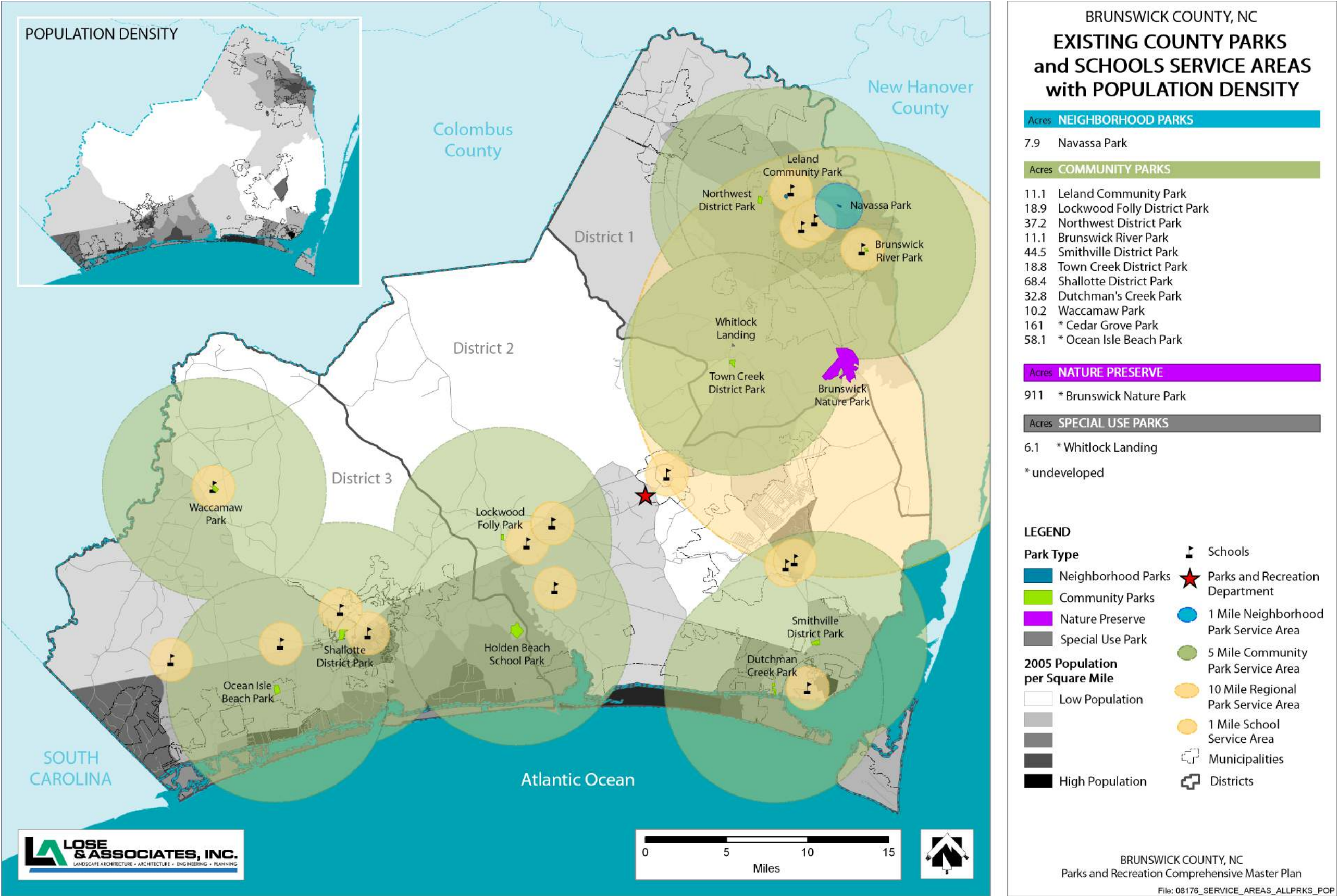


Figure 7.3: Service Gaps and Alternative Recreation Areas

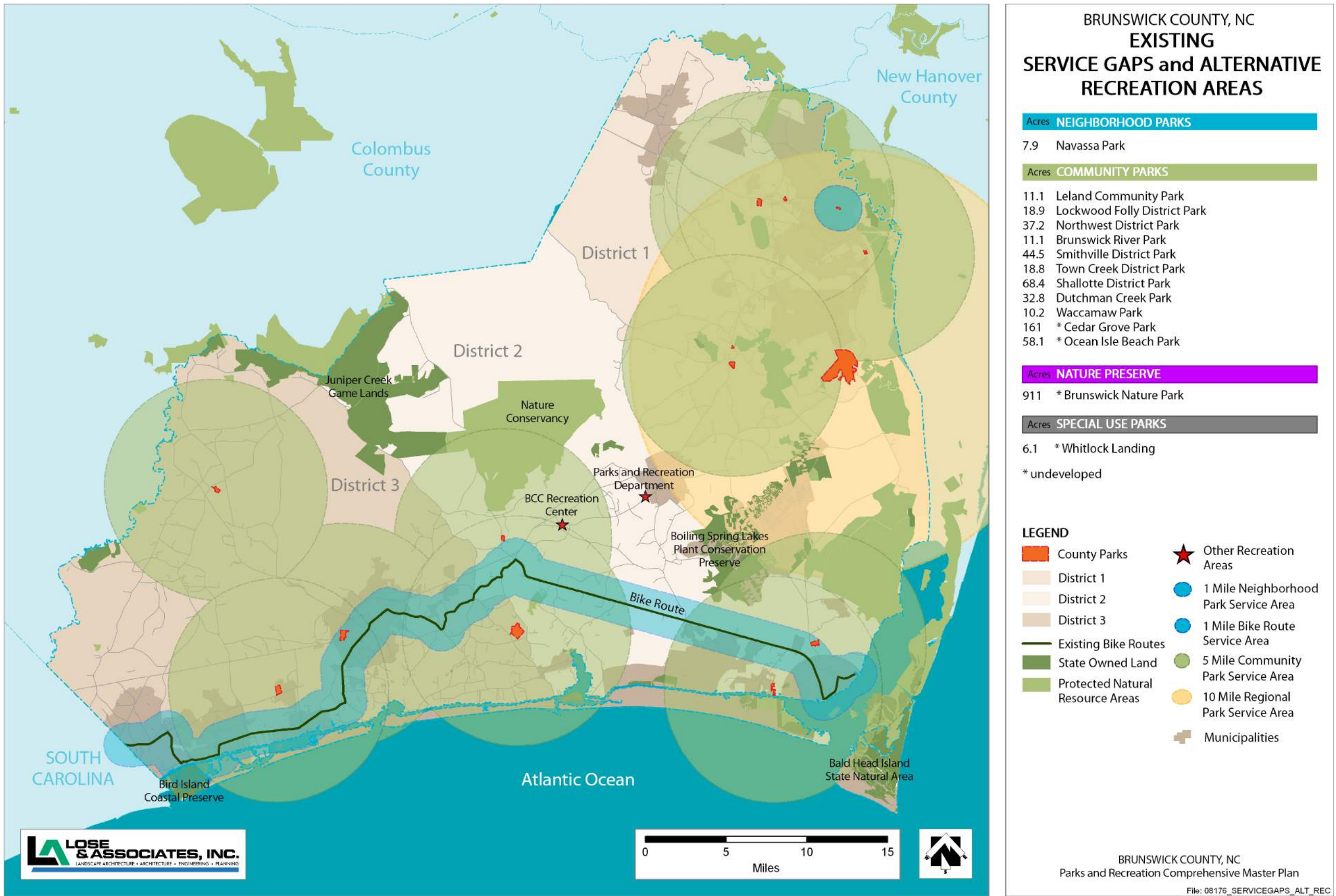


Figure 7.13: Proposed Park Classifications, Service Areas and New Facilities

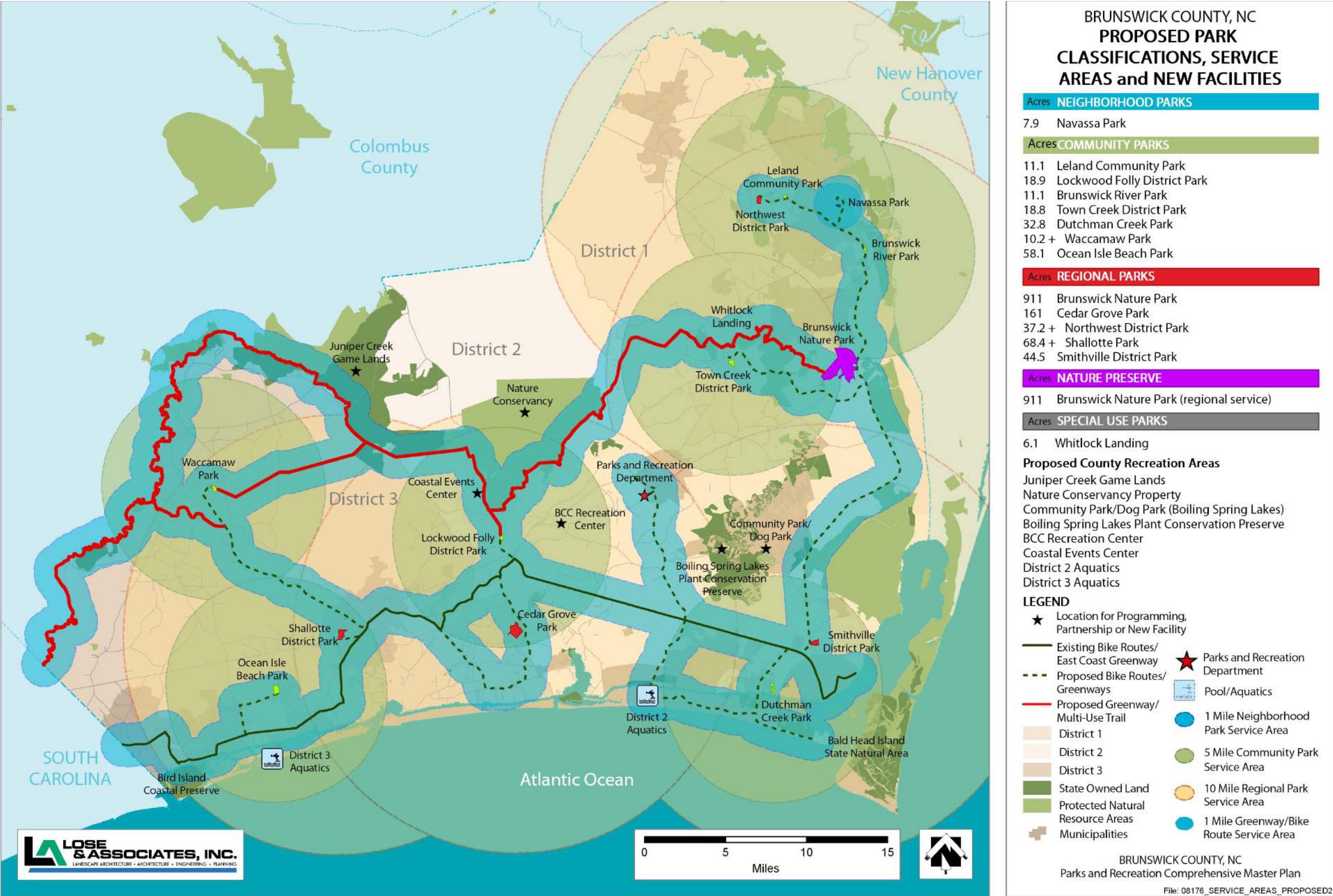


Figure 7.14: Existing and Proposed Greenways and Blueways

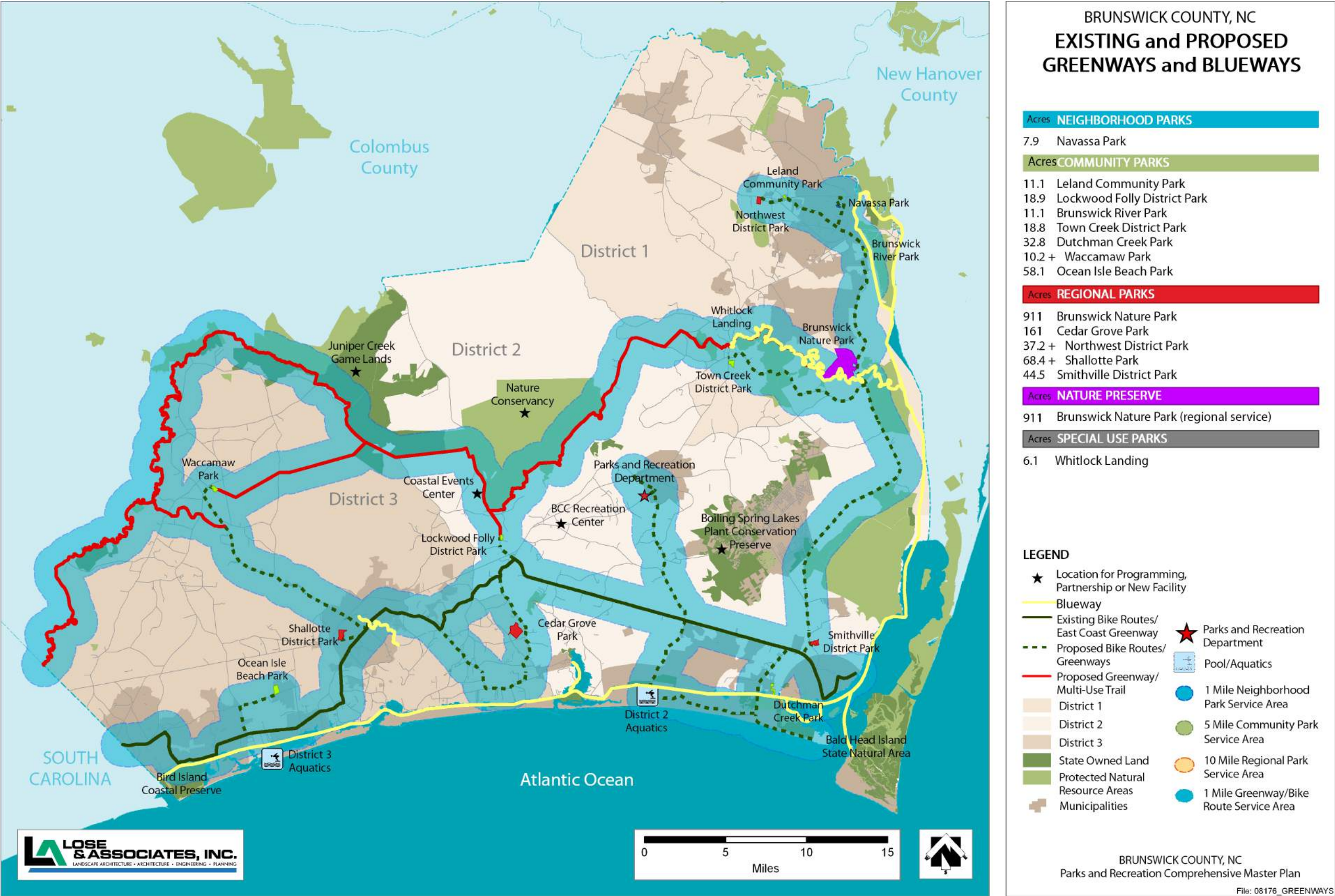


Figure 7.15: Proposed Parks, Greenways and Partnership Facilities



Proposed Service Areas

The previous maps revealed the largest service gaps exist within District 2 when parks are considered as the sole recreation areas of the county. These gaps can be reduced by expanding existing parks with acreage, building new facilities and completing proposed parks, but partnership with schools, State and Land Trust organizations to promote public access to natural areas will also distribute more recreation opportunities throughout the county. Finally, implementing the planned blueway/greenway system and adopting the new greenway routes will give Brunswick County residents many options for a healthy lifestyle.

Natural areas, special-use parks, recreation centers and aquatics centers will further distribute recreation opportunity throughout the county and diversify the Department's services. Figure 7.3 shows the service areas of existing parks and service gaps in relation to the county's potential recreation resources. The map shows existing park service areas, natural areas managed by State and National agencies and additional facilities associated with recreation. It is evident that Districts 1 and 3 are served most by the Department's parks. District 2 has little service provided by the Department, but has many alternative recreation resources, such as the Juniper Creek Game Lands, Nature Conservancy property, BCC Recreation Center and Coastal Events Center. In addition, Boiling Spring Lakes could partner with the County to develop parkland in District 2.

Figure 7.13 shows all existing and planned parks, their proposed classifications and service radii. Although the geographic distribution of the parkland is the same as shown in Figure 7.1, the facilities offered in those parks are recommended to change. The result is a larger service area. Developing Northwest District Park, Brunswick Nature Park, Smithville District Park, Cedar Grove Park and Shallotte District Park to function as regional destinations will evenly distribute the Department's services. Except for Brunswick Nature Park, these facilities should offer a balance of athletic fields and natural areas and offer diverse activities. Service areas of regional parks, specifically for Brunswick County, is recommended at a 15 minute driving distance, or 10 miles, indicated by the orange color on the map. Additional parkland will be needed at most regional parks to provide the recommended level of service. Other parks will retain their service areas of 5 miles (shown in green) and receive moderate changes to the facilities and programs they offer.

The potential for nature based facilities such as walking, bicycle and equestrian trails, camping areas and outdoor recreation programs is abundant. The natural resources of Brunswick County are unique, and because of their current ownership there exists an opportunity to expose residents and tourists to the most biologically diverse county in the state of North Carolina. Providing trails within, or access to, Juniper Creek Game Lands, Nature Conservancy land or Boiling Spring Lakes Plant Conservation area through partnerships would eliminate service gaps in District 2. In addition, this type of recreation service is in unique contrast to the urban activities provided by Wilmington and North Myrtle Beach, and are exactly half-way between the two cities. Brunswick County could expect to attract tourists and residents from these areas, as well.

General Park Evaluations, Observations and Recommendations

The completion of the existing facility assessments revealed a general lack of funding to diversify facilities and expand the parks. The overall condition of many of the parks can be characterized as good to fair, primarily due to their age. Maintenance staff takes great pride in their parks, and funding has allowed them to clean and repair existing facilities to a high standard considering the age of the facilities. While they appear clean, safe and in good condition, renovations and replacement of exiting facilities will soon be needed to keep pace with growth and hold up to increased use.

In many cases, available funding limits the County's ability to provide capital improvements at existing parks as new park development is getting a large portion of available funds. In general, the older parks face many of the same issues confronting similar-aged facilities in parks across the country. A lack of sidewalks or paths connecting facilities does not provide ADA accessibility and contributes to worn turf and erosion. A lack of wheel stops or curb and gutter in parking lots allows vehicles to drive onto grassed surfaces, also causing wear and erosion. Because of heavy and sometimes unsupervised use, restrooms and concession buildings tend to experience extreme wear and vandalism problems.

Park assessments revealed problems that were consistent throughout the parks system and are common among parks nationwide. The following issues need to be addressed:

- There has been limited effort to bring parks into compliance with the Americans with Disability Act (ADA) Access to Outdoor Recreation Facility requirements. Designated parking areas and accessible surfaces to connect parking to each type of recreation facility are required but are not provided.
- There is a lack of connectivity within the parks. There are no sidewalks or paved pathways between amenities or hierarchy of pathways that circulate through parks.
- Narrow sidewalks and missing walkways to drinking fountains, shelters, playgrounds and bleachers were observed throughout the system. This not only limits accessibility to those with disabilities, but to the average park user. Soils around heavy use areas such as drinking fountains and along 'desire paths' to facilities, become compacted, depressed, collect water and turn to mud.
- Playgrounds must be brought into compliance with playground safety requirements for proper fall zone surfacing. It is recommended that some playgrounds be closed and all others be brought into compliance with playground safety and ADA requirements. In addition, one member of the staff should be required to maintain a playground safety certification.
- Some park pavilions and buildings need to be replaced. There is no common architectural theme or unified system of mechanical equipment, door locks or building systems to simplify maintenance operations.
- Parking lot lighting is insufficient and outdated throughout the park system. In some parks there is no lighting in parking lots. In others, wooden poles and few fixtures create dark spots and safety concerns. Old fixtures also contribute to light pollution and wasted energy.
- Parking lot landscaping should be improved. Most parking lot landscaping is nearing the end of its lifespan or is the wrong material for the site. For instance, mature Bradford Pears, seen in some parks, will become weak and lose branches in 10-15 years. The trees will present a future maintenance issue and potential safety issues. Plant material should be chosen to reduce maintenance in parking lot islands while providing as much shade as possible on the asphalt.
- Parking lot organizational structure is needed to improve vehicular circulation, pedestrian safety, and to maximize parking numbers. Signage is needed to identify ADA accessible parking spaces and marked paths or sidewalks are needed to channel pedestrians from the lot to the park facilities. Proper parking lot planning is needed determine which lots should be paved and which should remain gravel.
- The parks lack a unified look that can be achieved through the use of standard site furnishings and architecture. The mismatched site furnishings present the Department as one that lacks identity and clear vision of the whole park system. A standard signage and site furnishings palette would create a unified look and ease maintenance coordination such as replacement of worn or broken furnishings.
- Picnic facilities throughout the park system, including shelters, tables, grills and trash receptacles, are in need of replacement. There are some locations where newer picnic tables and shelters can be found, but for the most part the equipment is very old and has no uniformity. New ADA requirements mandate that if picnic facilities are provided, a portion of the equipment must meet

ADA requirements. The planning team did observe a few ADA accessible picnic tables, but most of the tables and pavilions did not have an accessible route from the parking areas.

- Park facilities lack diversity. Existing parks have been developed to primarily satisfy the community's active or athletic needs, but lack passive recreation opportunities. The presence of so many athletic fields has eliminated much of the natural landscape that makes passive recreation enjoyable.
- Shade is limited in all parks. Spectator areas and game courts are uncomfortable for park users during the summer months because there is no relief from the sun. Shade structures or trees should be added throughout the system, especially around game courts and bleachers to increase the comfort of the park visitor.
- The white, vinyl, two-rail fence seen in some parks appears worn considering its age. Post caps are missing and rails are damaged or loosened. Sustainable, industrial strength materials are needed in parks and standards should be chosen based on the aesthetic desired within that park. For instance, wood rail fences are appropriate in any setting, but especially in natural, passive parks. White vinyl fencing is appropriate in parks where a formal aesthetic is desired. Either situation warrants the material and construction that will require little long-term maintenance.
- Well maintained but aging facilities will need renovations in the next ten years.

Americans with Disabilities Act (ADA)

A large issue facing both public and private recreation providers is the ability to enhance access for disabled patrons. Park and recreation departments are not exempt from this requirement, and legislation dictates that primary park amenities be barrier-free.

Primary access routes as described in the "Recommendations for Accessibility Guidelines: Recreation Facilities and Outdoor Developed Areas," by the U.S. Architectural and Transportation Barriers Compliance Board (ATBCB), are defined in the following manner:

Outdoor recreation access routes are the paths that connect the primary developed spaces and elements that are basic to the recreation experience being offered at the site. For example, the outdoor recreation access routes at a picnic ground are the paths linking the parking area, restrooms, picnic units, and water hydrants. While many of these elements – parking area, restroom and water hydrant – are not the primary reason for a person to visit the site, they are basic developed elements that serve all visitors.

Designers and managers, in consultation with users, must determine which of the developed activities and elements at a recreation site are basic to the recreation experience being offered. Further, they must secure that there is a comprehensive system of outdoor recreation access routes that connect all primary elements and spaces with each other and with accessible parking spaces and facility entrances. This determination should be based upon visitor expectations as well as the level of development at the site.

The ADA regulations that govern design standards leave some room for interpretation for some park facilities; however, they are very specific in their requirements of restroom and pathway design. Before renovation of old facilities, or construction of new ones, the Brunswick County Parks should seek counsel of the County legal department or ADA compliance staff to review and interpret the ADA legislation and develop a standard by which they will begin to create a system that is sensitive to the needs of all users. Complete accessibility plans should be prepared for all existing parks.

Playground Safety Standards

Another prominent issue within some park systems is the non-compliance of playground equipment to safety standards by organizations such as the American Society for Testing and Materials (ASTM), the U.S. Consumer Product Safety Commission (CPSC) and the International Play Equipment Manufacturers' Association (IPEMA). The standards proposed by these organizations are meant to serve as a guideline to help create atmospheres that are safe and pose a minimal threat of injury. Studies show that the majority of injuries sustained on public playgrounds are to the head -- a result of falls from the play structure to the ground. For this reason, consideration has been given as to what the critical fall height would be in which a fatal head injury might occur.

Guidelines have been established measuring the impact performance of various materials. As with ADA issues, alternatives should be studied and a standard established for implementation of safe play environments throughout the parks system. All playgrounds should be reviewed and a safety plan prepared as part of each park renovation study.

Vandalism

Individual park assessments and evaluations revealed some issues with vandalism. Graffiti is a common problem in parks. Most departments the planning team has worked with have a zero graffiti policy. This policy requires any area with graffiti to be painted over within 24 hours of a report. It is recommended that the County adopt a policy to deal with graffiti in parks.

Other recommendations to reduce site-based problems that create atmospheres for criminal activity have been made to minimize the threat of vandalism and other illicit behavior. The addition of lighting in parks and the practice of clearing thick vegetative growth to improve visibility into and around the park are two methods that should be employed. Whenever possible, parks should be oriented towards the road to allow maximum visibility into the park and eliminate areas where vandals can hide or congregate. Providing materials that are resistant to destruction reduces the frequency of repairs or replacement. Facilities that offer something for everyone increase the number of visitors to the park, thus reducing the potential actions of a criminal.

Many modern security cameras are now available to help reduce vandalism. Cameras should be considered for areas with repeat vandalism.

Facility Design Standards

The basis for creating a strong park facility image is the utilization of design guidelines and standards that allow a visitor to identify a park immediately by the elements that are present there.

Architectural

Architectural standards apply to the built structures within a park and dictate such elements as construction materials, roofing materials, paint colors, hardware selections and furnishings. While a strong system does not require that every structure look exactly the same, using some combination of the same building materials and colors serves to create an identity for the park structures.

Athletic Amenity Standards

Athletic amenity standards relate to backstops/dugouts, bleachers, fencing gates, lighting, scorer's stands, irrigation requirements, spectator seating, concession/restroom buildings and other elements that make up the athletic fields or complexes. Using the same fencing materials and dugout standards, etc. helps to strengthen a system's image further by creating uniformity at major components found in the interior

of a park. It also allows the development of uniform field maintenance standards when all fields contain uniform equipment and mechanical systems.

General Site Amenity Standards

General site amenity standards are probably the easiest and most cost feasible to implement. General site amenity standards include fencing and gates, furniture, irrigation, landscape planting, trash receptacles, lighting and playgrounds. In developing a standardization package for park site amenities, a system should provide elements that are produced by the same product supplier, are of the same color scheme and are used in similar fashions throughout the park system.

Using the same plant materials at park entrances and around key park features, such as pavilions or restroom buildings, is another method to help create an identity for the system. Maintenance of these landscapes is simplified because the inventory of replacement components is reduced. This speeds up repairs and makes scheduling easier because time standards for repetitive repairs can be developed and tracked.

Parking and Circulation Standards

Parking and circulation standards relate to distances, parking, paving, roads and walks/trails. These standards help dictate the parameters for layout of new or redeveloped existing parks. Separating incompatible activities and locating compatible activities in close proximity should be a high priority.

Site Development

Site development factors to consider are:

- Shade for picnic areas during 11:00 am and 5:00 pm
- Maximum buildable slope of 20% with 2-15% being most desirable
- Enhanced visual experience by coordinating all aspects of the park environment and all man-made elements relating to the site by either blending with it or enhancing it
- A proper balance of wooded and open lawn areas
- Minimizing offensive sounds and smells through careful site selection
- Enhancing pleasant smells with certain plant materials
- Locate large facilities in open areas and on flatter slopes to minimize removal of existing tree canopy
- Shade along walking paths and playgrounds
- Providing a central restroom for several recreation facilities to share in more developed parks
- Locate facilities where they are visible from the road
- Locate the park system's unique facilities in locations that are accessible for walkers and cyclists
- Locate parks along proposed greenway corridors

When looking at parking lot layouts, the following should be considered:

- Minimize the visual impact of large parking lots with landscaping
- Utilize right-angled parking for the greatest space efficiency
- Provide overflow parking on stabilized turf or lawn areas
- Use wheel stops where parking spaces abut sidewalks
- Use porous pavements and bioswales to reduce and clean stormwater runoff

Signage and Promotional Materials Standards

Directional signage, entry/identification signage and signs within parks are critical elements. Directional signs locating parks should be located on major thoroughfares to alert potential users to the presence of a

park in the vicinity. Park sign programs can be implemented into an existing community-wide wayfinding program or as an independent program.

Park entry/identification signs in the system are relatively consistent from one park to the next. In all parks, but especially the larger regional parks, it is important to establish a hierarchy of signs starting at the park entry and then combining interval directional signs and facility signs at each major facility found within the park. Signs should be standard throughout the system to create an identity for the Department and should be added to all planned parks and proposed regional parks.

Individual Park Assessments and Recommendations

The following are individual park assessments and recommendations. Information has been provided according to size, location and amenities provided within each park. Facilities were analyzed for their age, functionality and conditions, and recommendations were made accordingly.

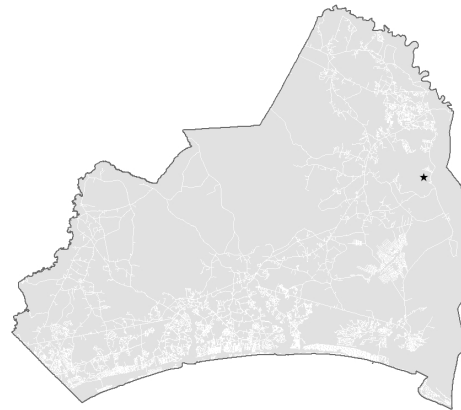
Brunswick Nature Park

Brunswick Nature Park is planned for development and is in the second phase of permitting. Upon completion it will include a nature center, boat dock, restroom, pavilion, and equestrian, hiking and bike trails. Currently, the property is not being used by the public.

With its planned network of trails and location in the far west half of the County, Brunswick Nature Park presents itself as a hub for further greenway development. This park should connect to a larger network of trails. The County wants to acquire an easement to connect to Brunswick Forest, and eventually to Leland's greenway system. Development of a greenway route from the park to western Brunswick County should be explored.

Recommendations:

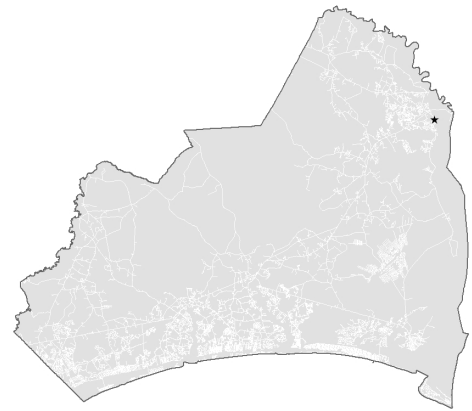
- Fund development of Phases 1 and 2 to open the park.
- Fund the nature center and the balance of the park to complete development in the next five years.
- Acquire easements for a greenway that connects the park to Leland's proposed greenway system and other proposed greenways in the county.



Location:	Hwy 133 (River Rd.)
Size:	911 Acres
Classification:	Nature Preserve
Amenities:	Nature Center Boat Dock Restroom Shelter/Pavilion 6.5 Miles Equestrian Trails 5 Miles Hiking Trails 5 Miles Bike Trails

Brunswick River Park

- The entrance to the park is across from Belville Elementary School. The park is not used by the school, but its future expansion will provide resources for nature programs.
- The parking lot has approximately 45 trailer-sized parking spaces and a boat launch area with two ramps.
- Adjacent to the parking lot is a newer block restroom building. It is very well-maintained.
- There is a newer playground at the entrance of park near the restroom building. It has a plastic border with an opening for an access ramp. The playground area is shaded and there are several picnic tables, but it is isolated from the pavilions and is close to the parking lot and noise of the main road.
- An asphalt path winds from the parking lot, past the restroom building and playground, past an area with an open field, into a shaded area with pavilions and down to a pier.
- The pavilions are in fair condition and have tables, outlets, water fountains and lights.
- The back of the park, near the pier, is shaded with a diverse mix of trees. Signs warn of alligators. A smaller playground with older equipment is nearby. It has a wood border flush with the ground and may have had mulch surfacing, but is mostly dirt and leaf litter now. There is an older shuffleboard court, but it is in poor condition, covered in leaves and is not used. The split rail fence in this area is in fair condition with some rails having fallen down. There are benches with views to the water and the pier provides additional views.
- The pier is set back from the water's edge and is not as good for fishing as it is for viewing the water. It is shaded and there is no seating. On the day of our visit, there was a picnic table on the pier, but it had been put there by a park visitor.
- There is a master plan for this park that will expand it beyond the parking lot to the north. It includes passive park elements like trails, shelters and piers/overlooks.
- This is a very attractive park and it provides a drastically different park user experience than the rest of the County's parks, which are primarily composed of athletic fields and courts.



Location:	580 River Rd. (Hwy 133)
Size:	22 Acres
Classification:	Community
Amenities:	Boat Dock Fishing Pier 4 Picnic Shelters 2 Playgrounds 1 Shuffleboard Court Restroom

Recommendations:

- Expand the park per the master plan, including the trails, boardwalks, overlooks and pavilion.
- Improve parking lot lighting with modern fixtures.
- Replace two existing shelters with shelters that follow a new architectural standard.
- Remove existing shuffleboard court.

Dutchman Creek Park (leased)

- The Department has a 25-year cooperative lease with Progress Energy for the land, which is needed to apply for grants. Progress Energy likes the land being used as a park and may sell it to the County. The County has considered it as a teaching area or potential marina, but there is already a marina nearby.
- In the past, some people have taken advantage of free anchorage in the cove and some boats have been abandoned and sunk there. The County has to arrange and pay for their clean-up: an expense that should be avoided through the development of rules and regulations.
- There are issues with shoreline erosion along the eastern edge of the park.
- Although there are many pine trees in the park, there is not much shade. It is an attractive open space and the entire area is mowed.
- There is potential for beach access, trails, a dog park, disc golf, canoe/kayak launch and other passive amenities. A motor boat launch may not be necessary because of the marina next door.
- People mostly come there to fish and use the playground.
- The playground is a newer structure with a freestanding climbing wall and is well used. There have been some complaints about the playground getting hot because there is little shade. It is surrounded by a plastic border with an opening and ramp, but the structure is not ADA accessible because there are no sidewalks leading to it. A bench and water fountain are nearby.
- The restroom building is new and very well-maintained, but with no sidewalks leading to it, the structure is not ADA accessible.
- The parking lot is gravel and is surrounded by the same white vinyl fence found in other parks.
- There is a lack of connectivity within the park because there are no sidewalks or paved pathways between amenities.
- A local yacht club uses the cove as a training site for beginning sailing and water safety classes. They feel the addition of a floating dock, small boat launch and pier facility would greatly improve the level of training they could do and would be glad to partner with the County to offer water training programs. They also recommend an outdoor shower be added at the restroom to allow people to rinse off after boating activities.
- There is a need to provide a boardwalk to the Intracoastal Waterway to reduce bank erosion. An existing wetland forces fisherman and others to walk in a narrow strip between the wetlands and the canal to reach the Intracoastal Waterway and this is causing erosion along the bank.



Location: 4750 Fish Factory Rd.

Size: 33 Acres

Classification: Community

Amenities: Fishing
Restroom
1 Playground

Recommendations:

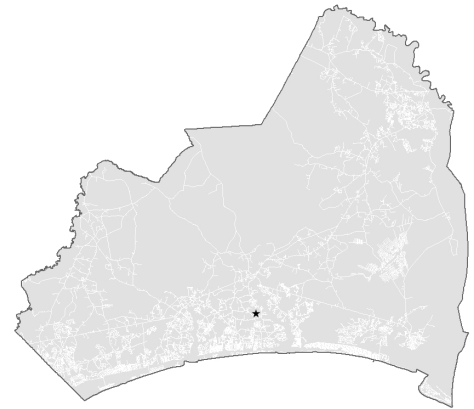
- Develop a master plan for the park: this should include passive and un-programmed recreation opportunities like a walking trail, canoe/kayak access or a dog park.
- Build a floating dock and support facilities for sailing lessons.
- Prevent further shoreline erosion by designating a beach access point.
- Plant shade trees and install a shade structure over the benches at the playground.
- Provide ADA access throughout the park.

- Create policy and fees for anchoring in the cove.
- Pave and light the parking lot.
- Install a pavilion.
- Standardize site furniture.
- Provide a boardwalk to Intracoastal Waterway.
- Provide an outdoor shower.
- Provide a perimeter walking path around the park.

Cedar Grove Park

This park is being built in conjunction with a new school. The property is a total of 161 acres. There will be a joint agreement between the school and the Department regarding mutual use of all facilities. Upon completion of the park, this facility will be large enough to host soccer, baseball and tennis tournaments.

Cedar Grove Park is located at the edge of District 3 and is proposed to function as a regional park, as well as the maintenance base for District 3.



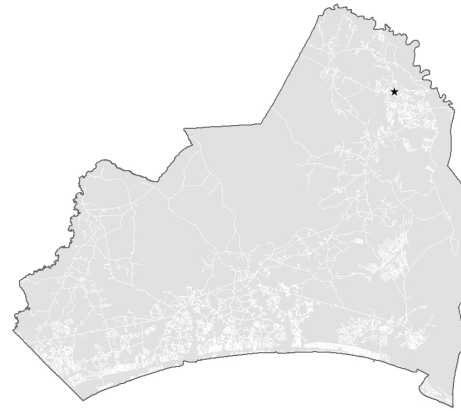
Recommendations:

- Complete the development of Phase 1.
- Complete Phase 2 in 2011-12.
- As a regional facility, large county-wide programs and tournaments should be held here.

Location:	Stanley Road
Size:	161 / 75 Acres P&R
Classification:	Regional
Amenities:	5 Baseball Fields Bocce Ball Courts Shuffleboard Courts 4 Concession/Restroom Buildings Fishing 11 Soccer Fields 2 Miles Paved Trail 3 Playgrounds 10 Shelters/Pavilions 10 Tennis Courts 1 Dog Park 1 Football Field 2 Basketball Courts 1 Multi-Use Field

Leland Community Park

- Leland Community Building is an old school building that functions as a senior center. The facility is approximately 1,938 square feet with a kitchen and offers a small outdoor picnic shelter adjacent to it.
- There are two play structures and a swing set in a playground area that wraps around the community building. The playground has a plastic border and sand surface with an access point, but no sidewalks connect to it. The entire playground area is approximately 10,000 square feet.
- A new field house with restrooms, concessions, meeting space and maintenance facilities was recently constructed. It is the same model that is being planned and built in other parks. There is an older concession building with restrooms on site, but the new field house has essentially replaced it, so it may be torn down or used as storage.
- The parking lot is very large, is in excellent condition and appears to have been recently resurfaced and striped. The parking lot lighting is inadequate and outdated.
- A ¼ mile paved exercise path, which is signed, wraps around the ballfields.
- Site furnishings are mismatched. Permanent, vinyl coated waste receptacles and 55 gallon blue drums are being used.
- Some bleachers have been replaced with those that have safety railing. Older bleachers are still being used. Some bleachers are on concrete slabs and others are not.
- The scorer's stands are similar to those seen in some of the other parks, but with a fresh coat of paint and some other repairs they look much newer and nicer. The dugouts appear to be in fair to poor condition and are generally worn out.
- Two very attractive, large park shelters are surrounded by landscaping and large trees and set away from the ballfields. The shelters have brick foundations and metal supports and roofs.
- Overall, this park has good connectivity. It is very well-manicured and the landscaping and general setting add to the overall attractiveness of the park. Several large, mature oaks and other trees throughout the park give it a nice wooded feeling.



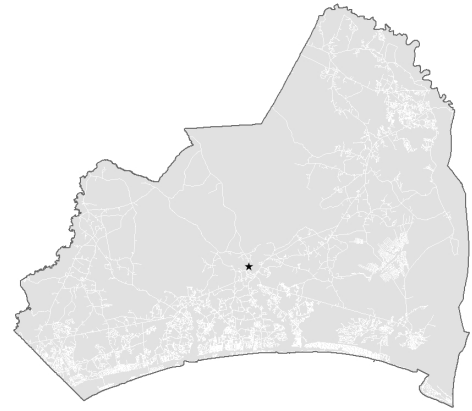
Location:	1490 Village Rd. NE
Size:	11 Acres
Classification:	Neighborhood
Amenities:	2 Baseball Fields 2 Batting Cages ¼ Mile Paved Exercise Path 1 Concession/Restroom 3 Shelters/Pavilions 1 Field House w/ Restrooms/Concession 1 Storage Building 1 Playground 1 Community Building

Recommendations:

- Provide ADA access to the playground. Replace the sand surface with a surface that meets safety and access requirements. Add a shade structure and benches.
- Replace parking lot lighting with modern poles and more efficient fixtures.
- Install standard site furnishings such as waste receptacles, benches and picnic tables.
- Continue replacing old bleachers with new bleachers that have safety rails.
- Utilize the old concession building for storage or remove it to make room for more lawn space.
- Provide ADA accessibility to the bleachers and dugouts.
- Provide shade structures for bleachers.
- Replace dugouts and scorer's stands with standardized architecture.

Lockwood Folly District Park

- Parking lots are paved and well striped.
- There is a maintenance area near the entrance with a large storage building and another small office/storage building. Soil and infield mix are stockpiled there.
- This park has good connectivity with paved pathways, especially compared to other parks in the system.
- The basketball court is in good condition and is lit. It is in a shaded area near one of the parking lots, but is separated from the parking area by a split rail fence. It has one small bench.
- The tennis courts are adjacent to the basketball court. They are in good condition and are lit.
- A lit football/soccer field was recently built. It is surrounded by a fence with a locked gate to protect the turf and players must call first to use the field. Funding is available in the capital budget for football goals, which will be the gooseneck style so soccer goals fit below them.
- The playground is the same configuration as Smithville Park. It also has a plastic border and sand surfacing.
- The baseball fields are in great condition. The dugouts are newly constructed and the bleachers are on concrete and have railings. The scorer's stands are also in good condition and look well-maintained and freshly painted. The concession/restroom building is also in good condition.
- Overall, this is a very well-maintained park.



Location: 430 Green Swamp Rd.

Size: 20 Acres

Classification: Community

Amenities:

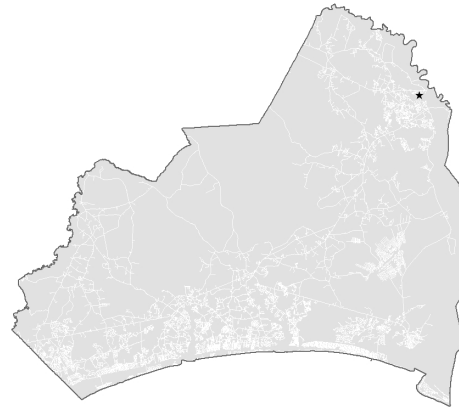
- 3 Baseball/Softball Fields
- 1 Batting Cage
- 1 Football/Soccer Field
- 1 Concession
- 2 Restrooms
- 1 Office/Storage Building
- 1 Basketball Court
- 2 Tennis Courts
- 3 Picnic Shelters
- 1 Playground

Recommendations:

- Provide football and soccer goals.
- Build field house.
- Install standard site furnishings.
- Plant trees for shade or provide shade structures over bleachers.
- Provide ADA access to the playground. Replace the sand surface with a surface that meets safety and access requirements. Add a shade structure and benches.
- Relocate or house utility meters in an electrical box to hide them from view and prevent vandalism.
- Replace pavilions with standardized architecture.
- Plant shade trees.

Navassa Park

- This park has a bad reputation and there is some crime that occurs here. The park is located at the end of a dead end road.
- Cars park on the grass because there is no paved parking area. A small sign indicates that it is a parking area, but it is not very well marked.
- The concession building has some busted light fixtures. It is in fair to poor condition.
- There are two picnic shelters with tables, lights and grills. They have been vandalized with graffiti and engravings and there is broken glass in the shelters and on the ground around them. They are in fair/poor condition relative to other park facilities in the system.
- The tennis court is lit on the honor system and the surface appears to be in good condition, but the net has been torn down.
- The basketball court is in good condition and looks like it was recently resurfaced and striped. The goals are in good condition. It is lit by fixtures on wooden poles.
- The 300' baseball field is in fair to poor condition even though it is well maintained. The field is not used for league game play, but is open to use on a first-come first-served basis. Its amenities are older and worn. The bleachers are older and are on grass with no ADA accessibility. The scoreboard is much smaller than those in other parks. The fencing is in good condition and the lighting was recently upgraded to metal poles.
- The playground has a plastic border with mulch surface. There isn't an access point in the border and there are no sidewalks to the playground. The playground is newer. It has two structures for different age groups and two swing sets, one regular and one toddler.
- There are no sidewalks within the park so there is a lack of connectivity. There is also lack of cohesive design. The park is very well-maintained, aside from some issues of vandalism. There is no shade and there was an entry sign, but it has fallen apart or been vandalized.



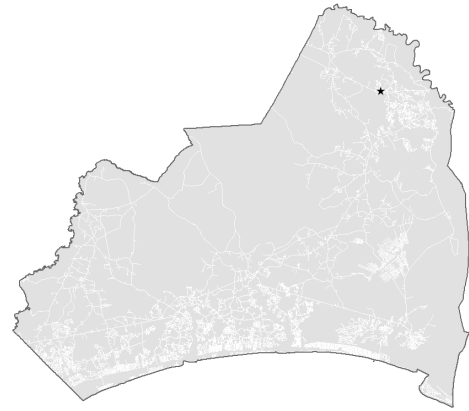
Location:	800 Park Ave.
Size:	8 Acres
Classification:	Neighborhood
Amenities:	1 Baseball Field 1 Basketball Court 1 Tennis Court 2 Picnic Shelters 1 Concession/ Restroom Building 1 Playground

Recommendations:

- Provide general upkeep and maintenance.

Northwest District Park

- Built in the 1980s w/LWCF funds.
- Worst for vandalism of all the parks in the system, mostly graffiti.
- Four tennis courts were recently built and are in excellent condition, but the Department reports that no one uses them. The nets are torn and sagging from being walked on. The courts are lit on the honor system.
- Not all field lighting in the park has been converted, but they are in the process of switching wood poles to metal.
- Parking lot lighting is inadequate and outdated.
- Bradford pear is a common landscape tree used in the park. They have a relatively short life span and could create safety and maintenance concerns in strong winds. Other than these few trees, there is no shade in the park except under the pavilions.
- White vinyl, two-rail fence is used to border the entrance drive and parking lot. It is in fair condition with a few post caps missing.
- Landscaping throughout the park is old and needs a facelift, especially in the parking lot median. The wood that borders the median and acts as a curb is showing wear and decomposition. A large power line runs through the median of the parking lot, which will limit the height of trees that can be planted there in the future. Several small shrubs planted in this median demand maintenance but do not add to the aesthetics of the park.
- During the site visit, the playground had deep standing water on its sand surface, indicating drainage problems. There is no ADA accessibility to the playground, which has a toddler swing set with two swings, but one is missing. Another swing set for older children has 4 swings, but 2 are missing.
- There are noticeable drainage issues in this park that have been resolved by building steep ditches around its perimeter, along the parking lot and between ballfields. The ditches hold water after storms, collect trash and take up valuable space that could be used for other park purposes.
- Soccer is played in a large, eight-acre area on the north half of the park. Although there is no permanent alignment of fields, goals, bleachers and benches are moved to accommodate the games that are played there. Lighting is provided to the soccer area on four metal poles.
- A new restroom building was built near the soccer fields. It also has storage and maintenance space for soccer leagues.
- Two basketball courts are in excellent condition with new surfacing and goals.
- 55 Gallon blue barrels are used for waste receptacles.
- Four small pavilions are in good condition and contain picnic tables.
- Adult softball plays here regularly. Little league may play on baseball fields.
- A large, cleared open space with a sand/gravel surface is located between the baseball fields and surrounds the existing field house. Large, unused, unfriendly areas such as this are characteristic of parks that were loosely planned. In general, the facility arrangement from courts to fields to parking



Location: 1397 Andrew Jackson Hwy. NE

Size: 37 Acres

Classification: Community

Amenities: 5 Baseball/Softball Fields
1 Football/Soccer Field
1 Concession/Restroom Building
1 Restroom/Storage Building
2 Basketball Courts
4 Tennis Courts
4 Shelters/Pavilions
1 Playground
8 Acres Soccer Practice Area (Multi-Use Field?)

areas could be done in a way that accommodates many more park elements.

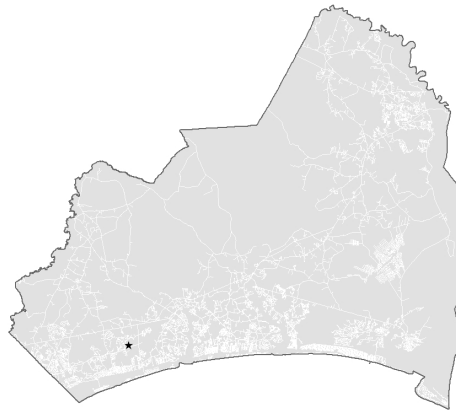
- The field house by the baseball fields is not the new standard, but is in good condition. There is a maintenance shed on site.
- All baseball fields are irrigated. Some bleachers have rails: others do not. Some are on concrete pads: others are not.

Recommendations:

- Acquire land adjacent to the park. Develop a master plan that supports the development of 8-10 soccer fields and 5 baseball fields.
- Develop the park as the District 1 main facility, with soccer as the primary athletic program. Maintenance crews will operate from this park and its facilities should support tournaments and provide diversity to the park system.
- Design for age appropriate, regulation soccer fields.
- Develop a skate park with concrete ramps.
- Develop a walking trail that connects with sidewalks throughout the park.
- Consolidate the court facilities and playground to a designated area to maximize space.
- Reorganize the drive and parking area to avoid pedestrian and vehicular conflict.
- Develop passive greenspace by planting trees in open lawn areas.
- Develop a dog park.
- Remove all landscaping and replace it with site appropriate plant material.
- Address vandalism with security cameras and passive policing.
- Install a stormwater system to maximize usable park space, as well as improve aesthetics.

Ocean Isle Beach Park (proposed)

Ocean Isle Beach Park is located in a high population area in District 3. After its construction, it will provide a variety of unique recreation facilities to the department. An amphitheatre, dog park, disc golf course and paved trail are planned there. In addition, this park will increase the number of tennis, soccer, multi-use and football facilities, all of which have been requested by the public and the Department.



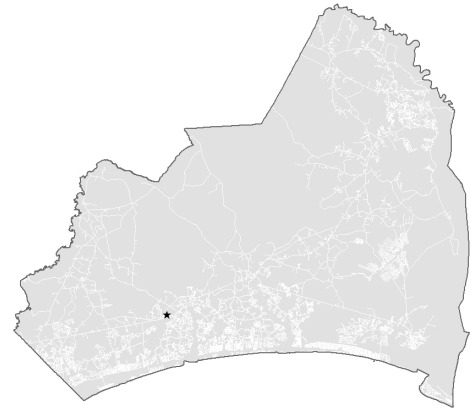
Recommendations:

- Complete all phases of the park in five years.

Location:	Old Georgetown Rd.	
Size:	58 Acres	
Classification:	Regional	
Amenities:	1 Amphitheater	1 Mile Paved Trail
	2 Baseball/Softball Fields	2 Playgrounds
	Bocce Ball Courts	2 Shelters/Pavilions
	Shuffleboard Courts	8 Tennis Courts
	2 Concession Stands	1 Dog Park
	2 Restrooms	1 Disc Golf Course
	6 Football/Soccer Fields	
	5 Acres Open Practice Area	

Shallotte Park

- This park was built in a swampy area. It has a very linear nature stretching north from the main road. A power line/easement runs the length of the park along the main park road and over several parking lots.
- The entrance branches to the left to tennis courts and a gazebo, and to the right to the rest of park. The entrance/entry experience is attractive and the park is sprawling with heavily wooded areas and pockets of open space. As you wind back through the park you begin to see the various sports fields and park structures.
- Parking lots are paved and surrounded by the same white vinyl fence found in other parks.
- The park draws users from across Brunswick County. Football, baseball and soccer leagues play here.
- There is a community building near the entrance of the park, in good condition.
- There are two maintenance facilities in the park: a small house-like building that acts as the park supervisor's office and a larger outbuilding at the end of the main park drive.
- There is a lack of connectivity with no sidewalks or paved pathways between amenities. Water fountains and other features are not ADA accessible.



Location: 5550 Main Street

Size: 68 Acres

Classification: Community

Amenities:

- 4 Baseball/Softball Fields
- 2 Batting Cages
- 1 Basketball Court
- 4 Soccer Fields
- 1 Concession/Restroom Building
- 1 Office/Storage Building
- 2 Tennis Courts
- 3 Picnic Shelters
- 1 Playground

Area 1

- The area to the left of the entrance is heavily wooded and is slightly elevated compared to the rest of the park. It is only accessible by the roadway; it does not connect via sidewalks or paths to other areas of the park. It has two lit tennis courts, a gazebo, a lit basketball court, a paved parking area and a recycling collection area.
- The two tennis courts are used heavily and are in good condition. There have been some complaints about leaf litter and acorns on the courts.
- Adjacent to the tennis courts is a gazebo, donated/built by the Rotary Club in 2005. A sidewalk connects the parking lot to the gazebo.
- The basketball court is also used heavily. There was some standing water on the court during the site visit, but the surface is in good condition. The goals are the older style with two posts seen in some of the other parks. There are no sidewalks/paved paths from the parking area to the basketball court.

Area 2

- There is a small open, flat space near the entrance to the park, at the back edge of the parking area between the first two baseball fields. The Department plans to use some of their old lights to light this area as extra practice field space for football.
- The two baseball fields on either side of the parking lot are in good condition and well-maintained. They have the same amenities as those found in other parks. There are also two batting cages between the parking lot and the 300' baseball field. The parking lot here has a median with trees, but it is a large area of asphalt. The concession/restroom building near this area will be torn down and replaced with a new field house similar to the others that have been recently built in other parks.

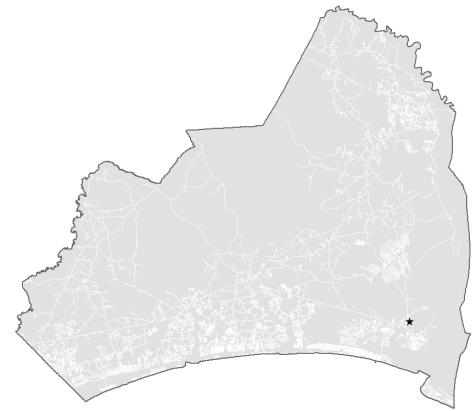
- Beyond these ballfields, there is a fenced-in area with a picnic shelter and playground with its own parking lot. The picnic shelter looks new and is in excellent condition. It is unlike any other shelter in the system. It has a blue metal roof and block column supports, holds six tables and has lighting. This shelter is heavily used. There is a very large L-shaped playground next to the shelter with two play structures for different age groups, a plastic border and sand surfacing. The area between the structures and parking lot is all grass: there are no sidewalks or paths to connect facilities, so there is no ADA accessibility.
- Beyond the playground/shelter area is another 300' baseball field. It is of the same quality and condition as those found in other parks. It sits approximately three-feet lower than the parking lot and has steps that lead from the parking area to the bleachers. There is another concession/restroom building at this field. Some of the concrete bleacher pads are raised, which presents a tripping hazard. This area is not ADA accessible.
- Just north of the 300' baseball field is a heavily wooded area that is undevelopable and swampy. The maintenance crews maintain the edges of this area around the roadway, but otherwise it consists of lots of trees and understory vegetation (mostly tall grass).
- To the east of this wooded area is the second 200' baseball field. It is in the same condition as other fields, but has no concessions or restroom building. Some of the concrete bleacher pads are raised, which presents a tripping hazard. The parking lot has recently been resurfaced and is in excellent condition. The lot is a large asphalt area with no trees. This area also acts as the storage area for system-wide equipment and several stockpiles were scattered throughout the area. Another practice soccer field will be built in this area.
- There is a large soccer field area that is approximately 3.4 acres. The entire area is lit and goals were placed throughout: 2+ fields will fit here. The turf is worn from heavy use. They have to use port-o-lets because the fields are too far away from the restrooms.
- One of the 300' baseball field's outfield is used for football.
- There is a storage building at the end of the main park drive.

Recommendations:

- Acquire the 28.6 acre parcel adjacent to the western boundary of the park for disc golf course, additional tennis courts, a pavilion and walking trails.
- Develop a master plan for the park in conjunction with the property acquisition that incorporates new facilities, programs and improved pedestrian and vehicular circulation.
- Relocate soccer to Cedar Grove Park and dedicate the soccer fields to football practice.
- Provide ADA access to the playground. Replace the sand surface with a surface that meets safety and access requirements. Add benches.
- The planning team does not recommend that old lights and poles be used to light the practice area that is being considered. Instead, this land should remain as multi-use open space.
- Build a perimeter walking trail around the park and secondary walking trails through the existing wooded property and generally improve pedestrian circulation with sidewalks that connect facilities.
- Replace the existing concession building with a new field house.
- Provide ADA compliance throughout the park.
- Develop restroom facilities at the north end of the park.

Smithville District Park

- There is currently no entrance sign, but the Department is getting a new one.
- The net and poles have been removed from an old beach volleyball court, but the area is still lit.
- They have 25 acres to expand and will probably add more soccer.
- Several new palm trees have been planted along the parking lot and there is new parking lot lighting.
- The current soccer area is approximately 7 acres, which has been divided into roughly 4 fields. The soccer fields are lit and they will be irrigated. A bridge provides pedestrian access across a large ditch, but park users must cross the large parking lot to access the restroom building by the baseball field. There have been complaints about the distance needed to walk to restrooms and the safety of crossing the busy lot.
- White vinyl fence is used throughout the park and it is in good shape except for some sections that are missing post caps and rails that are uneven.
- There is ample parking, but the lots are large and there is no good circulation or “flow” as in some of the other parks that have nice medians. There is also no shade, so the amount of asphalt diminishes the aesthetics of the park.
- The concessions/restroom building is in the new field house style found in some of the other parks. It is in between the two baseball fields and is surrounded by asphalt. There is no shade or seating and it isn’t a very attractive plaza area.
- The ballfields are in good condition. A lot of the infield mix has been washed into the dugouts. The bleachers are on concrete pads and have railings. There is very little shade. There is one batting cage in the area between the fields.
- The basketball court is in good condition. It is lit and has the older style goals seen in some of the other parks. There are older bleachers in the grass at the basketball court.
- The picnic shelter near the basketball court is in fair condition, has picnic tables and lights and has landscaping around it with a wood border.
- Waste receptacles throughout the park are inconsistent.
- The two tennis courts are well used.
- The site is potentially a good place for a dog park.
- The playground consists of a large and small structure and two swing sets, one regular and one toddler, in fair condition. The play area is surrounded with a plastic border and has a sand surface. There is no shade and little seating. A table has been removed from the nearby picnic shelter to provide seating.
- There is a lack of connectivity throughout the park because there are no sidewalks or paved pathways between amenities.



Location: 8340 River Rd. SE
(Hwy. 133)

Size: 44 Acres

Classification: Community

Amenities: 2 Baseball Fields
Batting Cages
1 Concession/Restroom Building
7 Acres Soccer Practice Area
1 Storage Building
1 Basketball Court
2 Tennis Courts
2 Shelters/Pavilions
1 Playground

Recommendations:

- Develop the park as the District 2 main facility, with soccer as the primary athletic program. Maintenance crews will operate from this park and its facilities should support tournaments and provide diversity to the park system.
- Develop a park master plan that includes the undeveloped eastern half of the property. Maximize usable space and improve pedestrian/vehicular circulation. Include two more tennis courts, a dog park and six regulation soccer fields in addition to the existing fields. Create shade with trees and structures. Standardize site furnishings and provide ADA accessibility.
- Replace the playground's sand surface with a surface that meets safety and access requirements. Add a shade structure and benches.
- Replace shelters with new standardized architecture.
- Connect facilities (fields, pavilions, playgrounds and parking lot) with sidewalks.

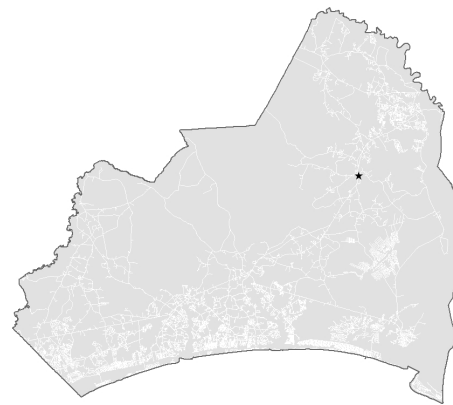
Town Creek District Park

Back of Park

- The fencing and outfields of two baseball fields are in good condition, but their dugouts are in fair condition. There are no scorer's stands. Dixie Youth plays here.
- A gravel parking lot is provided that has no curbs, designated spaces or lanes.
- Portable toilets are provided.
- Some oaks and other trees have been recently planted, but otherwise there is no shade around the ballfields.
- Some of the wood field lighting poles have been replaced with steel poles. The Department is in the process of replacing all field lights throughout the system.
- Electric panels are out in the open between the two fields. This is an eyesore, but also could be a safety issue.
- A large open green space behind the baseball fields is used for soccer, complete with portable goals, bleachers and a scoreboard.
- Some bleachers around the ballfields have safety rails: some do not. Some are on concrete pads: others are not.

Front of Park

- A new field house will replace the existing concession stand 'Kopp's Quick Stop'.
- The outfields of the two ballfields are used for soccer practice. The area is not properly graded and the grass is scalped.
- The two baseball fields are in good condition. Although the scorer's stands are well maintained, they are old and not in compliance with ADA guidelines.
- Some bleachers have rails: some do not. Some are on concrete pads: others are not.
- A batting cage is behind the outfield of one of the ballfields. It is in good condition.
- One playground, located between the ballfields, has wood enclosure and sand surface. The structure



Location:	6420 Ocean Hwy E
Size:	34 Acres
Classification:	Community
Amenities:	4 Baseball/Softball Fields 1 Batting Cage 1 Concession/Restroom Building 1 Basketball Court 2 Tennis Courts 2 Shuffleboard Courts 2 Bocce Ball Courts 2 Picnic Shelters 2 Playgrounds 1 Community Building

is older than the second playground, which is two years old. It has a plastic border and wood chip surface. The border provides an ADA access point, but there is no sidewalk leading to it. A two-swing toddler swing set is located adjacent to the playground in the grass. The surface below the swings is bare dirt. Neither playground is ADA accessible.

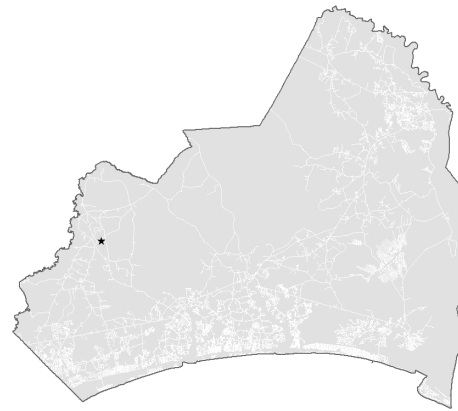
- Water fountains are not ADA accessible
- A Community Building exists on site.
- The basketball court does not have walkways leading to it. Its surface is in good condition: it has lights on wood poles and a nearby water fountain.
- Shade structures are provided on the two bocce courts and two shuffleboard courts. The court surfaces are in good condition, but the standing water witnessed during the site visits will damage them quickly. Drainage needs to be addressed around the courts and the playground to preserve the quality and the accessibility of the structures.
- Tennis courts are lit on the honor system and the Department has very little problem with park users leaving lights on. The courts are very well maintained.
- The two picnic shelters with tables, a water fountain, grill and water spigot are in fair-good condition, but need aesthetic improvements. Lights are provided in the shelters and are turned on and off on the honor system, which is standard throughout the system.
- The main asphalt parking lot is in good condition, but the median landscaping and masonry is showing age and could use a face lift.
- There is a general lack of connectivity and cohesive design throughout park. A wooded area near one of the picnic shelters could become a dog park. This park exhibits a lack of design standards, as shown in the materials used for the playground structures. Overall, the park is well-maintained but is showing some age. The white vinyl fencing used throughout this park is in good condition but is missing some post caps. This park and others throughout the system have old 'PR' gates that have some historic and sentimental significance to the community and the Department.
- Landscaping throughout the park needs to be replaced because of its age.

Recommendations:

- Build field house and demo existing concessions building.
- Develop a perimeter walking trail.
- Improve circulation, including sidewalks that connect to all facilities and spectator areas.
- Renovate ballfields with new dugouts, scorer's stands, safety approved bleachers and shade structures over the bleachers.
- Improve ADA accessibility throughout the park, including drinking fountains, scorer's stands and playgrounds.
- Provide ADA access to the playground. Replace the sand surface with a surface that meets safety and access requirements.
- Renovate rear parking lot to include ADA access and shade trees.
- Provide a timer for tennis court lights.
- Move soccer to Smithville and Northwest Parks and convert the existing soccer area to a practice football facility. Return baseball fields to baseball and softball only.
- Repair drainage issues at the northwest corner of the park around the bocce courts and playground.
- Replace pavilions with standard architecture.
- Improve parking lot landscaping and install more modern and efficient parking lot lighting.

Waccamaw Park

- The park is tucked behind a school, off of the main road. The Waccamaw Community Building, an old school building, is passed on your way in. A new water tower is being constructed adjacent to the park.
- The park has a nice entry sign.
- It has good connectivity with paved pathways, especially compared to other parks in the system.
- The parking lot is paved and is surrounded by white vinyl, two-rail fence.
- The play area consists of two swing sets: one large and one toddler. It has a plastic border and sand surface.
- The ballfields are in good condition and are well-maintained. They have new lighting. Scorer's stands are well-maintained and have a fresh coat of paint. Bleachers with rails and are on concrete pads.
- The concession/restroom building is in the center of all activity. It is older, but very well-maintained.
- The basketball courts are set between two of the baseball fields behind the outfields. There is one full court and two half courts. The goals on the full court are the older style, double posts seen in some of the other parks. A bench and a trash can are provided.
- The tennis courts are in good shape, but the net has been torn down on one court.
- The picnic shelter is very attractive and similar in style to those in Leland Park. It has a metal roof, is surrounded by a short metal picket fence and contains picnic tables and a water fountain.
- Generally, the park is very nice and well maintained. The facilities are very close to one another, making the space feel personal and comfortable.



Location: 5855 Waccamaw School Rd. NW

Size: 10 Acres

Classification: Community

Amenities: 3 Baseball Field
1 Concession/Restroom Building
1 Basketball Court
2 Tennis Courts
1 Shelter/Pavilion
Play Area w/Swings
1 Community Building

Recommendations:

- Organize indoor programs, such as archery, out of the community building.
- Develop a loop trail around the undeveloped 20 acres behind the existing park that connects existing facilities and the community building.
- Consider paintball programs behind existing park fields and facilities.
- Consider nature education programs, trails with boardwalks, small amphitheater or group plaza for classes.
- Develop more parking, closer to the community building for seniors.
- Provide ADA access to the playground. Replace existing play equipment with a toddler structure and an all-ages structure. Replace the sand surface with a surface that meets safety and access requirements. Provide shade structures and benches.
- Standardize site furnishings.
- Resurface basketball court and provide new goals.
- Replace fencing at tennis courts.

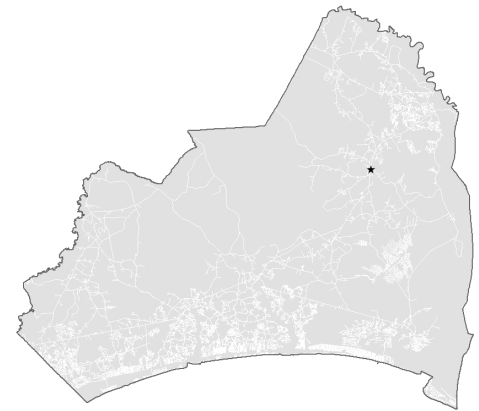
Whitlock Landing (proposed)

Whitlock Landing is a special-use park that will provide a boat dock for small motorized and non-motorized crafts to access the Town Creek. Historically, this has been the point of access to Town Creek. Whitlock Landing and Brunswick Nature Park will connect via Town Creek, where the planning department wants to establish this section as a blue-way.

Both Whitlock Landing and Brunswick Nature Park are in the second phase of permitting, so development will start within the year. The parks will function as ingress/egress points at the end of a blueway, creating a unique recreation opportunity for residents and visitors.

Recommendations:

- Complete construction of Phase 1 in 2011.
- Develop primitive campsites in the park for overnight canoe/kayak trips along Town Creek.



Location:	Hwy 17 (Ocean Rd)
Size:	6 Acres
Classification:	Nature Preserve
Amenities:	Boat Ramp

New Facility Recommendations

The following discussion describes the planning team's new facility recommendations. Recommendations for new park facilities were based on several factors, including the community's desired level of service, current deficits of park facilities, underserved areas of the county, parks and recreation trends and the planning team's experience in parks and recreation planning. To meet the needs of Brunswick County and to improve the balance of service throughout the county over the next ten years, new parks and recreation facilities are needed. At this time, the County slightly exceeds the NRPA recommendation of 10.5 acres per 1,000 people and there is abundant visual open space throughout the county. However, additional parkland is needed for passive recreation development such as open space, trails and greenways. The County also needs to renovate and expand their existing athletic courts and fields to account for community growth and worn-out facilities.

Greenways and Trails

Paved, off-road, multi-use paths that are developed in natural areas are typically called greenways. These paths can connect to urban areas and on-road bicycle paths and sidewalks to provide a network of off road multi-use paved trails that serve as recreation areas, as well as non-vehicular transportation routes. In addition to a 10 to 12-foot wide accessible pathway, the basic components of a greenway trail include trailheads with parking, site furnishings and restrooms, and regulatory, warning and directional signage at trail heads and along the length of the trail and interpretive signage that provides information on unique features along the trails.

As indicated in the survey responses, walking and jogging were the primary activities that the public of Brunswick County prefer as recreation. When ranking facility needs, trails were cited most. Greenways and trails are the most common request of nearly all communities that are developing comprehensive master plans. They are seen to serve the broadest demographic from young to old to varying degrees of physical ability and encourage group participation between those who may not enjoy the same type of organized athletic activities.

Brunswick County has developed an initial greenways and blueways master plan for several primary routes in the county but it has not been formally approved. The plan calls for bike routes on major roads throughout the county that connect major towns. Brunswick County residents are dependent on vehicular transportation for daily activities: public transportation is not offered, sidewalks are uncommon and homes are far away from stores, churches, jobs and schools. Riding bikes on roads with heavy traffic is perceived as dangerous so many people are unwilling to use roadways as a means of passive recreation. Off-road biking and walking paths provide opportunity for recreation and physical activity in an environment where people feel safe. Another common component of the greenway trail system is equestrian trails that can be developed parallel to multi-use trails, or independently, to provide separate equestrian routes.

The incentive for providing these off-road facilities in Brunswick County is present on a national level with the East Coast Greenway. This 2500 mile greenway is being developed in the same context as the Appalachian Trail and is proposed to pass through Brunswick County. The long term goal of the East Coast Greenway is to have an off-road trail that runs the length of the east coast and connects to major cities and amenities such as hotels, restaurants and historic districts. Facilities like this promote tourism and economic development from outside communities and offer local residents convenient recreation opportunities. Supporting the development of this national trail through the county could encourage residents to support the development of similar trails.

This Comprehensive Master Plan expanded trail opportunities to include multi-use paved trails, multi-use natural surface trails and equestrian trail routes to connect to the bike routes and blueways suggested by the Planning Department, including suggested routes for the East Coast Greenway. These recommendations should be used as the starting point for the development of a truly comprehensive county-wide greenway master plan.

In planning and locating greenways within an existing community, the process must consider both connectivity of population centers and the natural features of the land. It is very common for greenways to be built in the riparian zone of rivers, streams and associated water courses. Waterways are natural routes through the landscape and they are often unsuitable for development due to periodic and natural flooding. Protecting wide riparian zones also preserves water quality and wildlife habitat. Acquisition of floodplains and riparian zones is recommended, even if they are not used in the short-term for public access greenways. Once these areas are under county ownership, they can be retrofitted with trails in the future.

There are many avenues that can be pursued in the land acquisition process. Land acquisition can occur through purchase of land in fee simple, purchase of development rights, and acceptance of donations of land and development rights (i.e., conservation easements). These issues should be discussed and explored as part of the recommended greenway master plan.

Recommendations:

- Acquire rights-of-way or secure easements for future trail development.
- A task force or committee should be appointed by the County commissioners to advocate the development of greenways in the county. They should work with a greenway planner to develop a county-wide plan and implementation strategy.
- Consider all trail users in greenway development, including bicyclists, walkers, joggers and equestrians. Connect Brunswick Nature Park and the proposed Coastal Events Center with equestrian friendly facilities.

Aquatics, Water and Beach Facilities

Aquatics facilities were the second most requested facility from the survey results and were often asked for at the public meetings. There are many styles of aquatics facilities and various levels of services they can offer. Modern, outdoor family aquatics centers are suggested for Brunswick County. They can provide casual swimming opportunities and consist of amenities such as splash pads, water slides and lazy rivers.

Determining the feasibility of constructing aquatics facilities should be a high priority for the County as they could be major revenue generators for the Department. A feasibility study that looks at developing two aquatics facilities along the beach is recommended. We recommend that a site on Oak Island mainland be studied along with another site in Calabash or Ocean Isle Beach along the Intracoastal Waterway or near the beach. It is expected that outdoor aquatics facilities will be highly attended, especially at the chosen locations. The intent of providing these facilities is to diversify the park system, create an affordable, revenue generating service to County residents, and to avoid duplication of the Brunswick County Community College aquatics facility. The county also lacks a public presence on the beaches and the proposed locations would provide the county that presence and a venue to expand their programming.

The Department needs an expanded presence that can be reached through water based activities along the Intracoastal Waterway and the ocean. Even though the second most desired activity on the public survey was going to the beach or water activities, the Parks and Recreation Department does not provide any such programs. Lack of facilities is partially to blame. For example, a group in Southport has expressed interest in teaching sailing lessons but needs a dock and area to organize. Department supported recreation would diversify instantly if a floating dock were available at Dutchman's Creek Park.

Additional Parkland

The survey also revealed that the public perceives parkland distribution and the quantity of parkland as inadequate. According to NRPA standards, the county meets the recommended acreage per 1,000 people. However, 80% of that land exists in one park, Brunswick Nature Park, which has yet to be developed. Throughout this comprehensive plan, it has become apparent that additional land is needed to provide the community's desired level of service with respect to sport fields, trails and greenspace. Land acquisitions should focus on parcels adjacent to existing parks as suggested in the individual park assessments and recommendations. Although this will increase the amount of land in the parks system, it does not adjust the distribution of that land throughout the County. To account for distribution, the Department should form partnerships with other Parks and Recreation Departments, County schools, state and local conservation managers to gain access to land already under public or semi-public control.

Recommendations:

- Acquire land in smaller parks for passive open space and multi-use fields.
- Partner with city departments to develop park facilities; Boiling Spring Lakes, Oak Island and Ocean Isle may have opportunities for partnership.
- Partner with Federal and State landholders to reach agreements for property access, amenities and easements.

Dog Parks

Dog parks were a common request of the Brunswick County Community. Boiling Spring Lakes has one dog-friendly park where pets must remain on leashes. Otherwise there are very few places where

residents can take their pets for exercise and socialization. The demand for this facility should be met in each of the three park districts. A minimum of two acres is recommended. The basic components of a dog park will include a fenced area with a double entry-gate system, waste receptacles, pet waste clean-up station and parking. Additional amenities include drinking fountains, benches, lights, a time-out area and separate small and large dog areas. Brunswick Area Responsible K-9's (BARK) is a local dog park advocate group that has contributed research to facility development, safety and funding sources, and should be included in their planning.

Several parks in the county could accommodate fenced dog parks. Northwest, Smithville, Leland, Town Creek, Brunswick River Park, Ocean Isle Beach Park and Dutchman Creek Park offer flat, open space that can easily be adapted with a chain link fence to yield a suitable facility. With a new master plan, Smithville Park could provide an even larger facility than what is currently possible.

Recommendations:

- Consider developing dog parks at Smithville, Northwest and Ocean Isle Beach parks.

Coastal Events Center (proposed)

The Coastal Events Center (CEC) is a proposed development that has been studied for three years. The original plan called for an arena/coliseum, children's museum and support facilities. Approximately 825 acres of land have been acquired along Highway 211, north of Highway 17 to develop the facilities. The parcel is located between Bolivia and Shallotte, adjacent to the 16,000 acre Nature Conservancy property.

The proposed development would be expected to attract concerts, car shows, festivals, livestock events and similar programs, but would likely draw the most interest from equestrians. A \$75,000 equestrian trails grant has been applied for, so the types of recreation offered by this development would extend beyond indoor, organized events to outdoor activities.

Since its conception, the CEC plan has undergone many changes and is expected to see others in the near future. Planning team members have expressed their concern over the proposed Children's Discovery Village due to the declining interest in the children's museums in Wilmington and Myrtle Beach. The close proximity of this activity to two similar venues should be questioned to arrive at viable development options. This site will serve as an atypical recreation venue in the county, both in its size and proposed facilities, and in its management, as several NPO's will run the facility but the Parks and Recreation Department will be a primary stakeholder as a potential provider of services. Self-supporting facilities are desired.

The planning team should continue developing conceptual plans and analyze their financial, environmental and social cost. Because this site is located in a highly natural area with low population and few roads, the cost of the efficient function of the development will extend beyond its 825 acres, impacting roads and other infrastructure. The property is largely wetlands in a highly bio-diverse area that will require considerate planning to preserve the context of the site and the surrounding area.

Some options to explore include setting aside 50-100 acres for park facilities like athletic fields or aquatics that would draw tournaments and provide revenue; develop facilities to support corporate retreats and outdoor social events such as a large pavilion and organized spaces to accommodate multiple events in the same day; develop amenities such as a ropes course, obstacle course, cabins and adventure facilities that would support ecotourism or a camp that could draw visitors from a regional or national scope. The

original concept of developing equestrian trails and an event center should remain as a viable option until a final plan is accepted, as these proposed activities represent the desire for Brunswick County to provide new and diverse options to its residents and to the region. In addition, these facilities are well-suited to compliment the recommendations of this plan, especially the proposed county-wide network of greenways and equestrian trails.

Regardless of the facilities that will be offered, the CEC's centralized location between Wilmington and North Myrtle Beach will likely be an economic benefit to the county by providing a reason for residents of these larger cities to visit Brunswick County. With this type of exposure, Brunswick County can use this facility to build on its identity. The activities provided by the facility should be unique to the surrounding counties and be compatible with the unique setting of which it is part. The Parks and Recreation Department can use these qualities to their advantage while promoting the distinctive outdoor resources that Brunswick County has to offer. One way to achieve this is by connecting the property to a larger system of trails. For instance, Brunswick Nature Park will also offer equestrian trails, so connecting the two locations with an equestrian or multi-use trail could provide 20 or more miles of riding, mostly through highly natural areas. The Department should explore the opportunities for campgrounds and overnight facilities for equestrians along the way. Whitlock Landing and Nature Conservancy property may be options for providing such facilities.

Facility Recommendations Summary and Development Priorities

- Establish three county park districts, including a main park in each district in which major equipment is kept and tournaments are to be held. The proposed parks include Northwest District Park (District 1), Smithville Park (District 2) and Cedar Grove Park (District 3). These parks will provide diverse facilities, be located near highly populated areas, and have the potential to be expanded through the acquisition of adjacent land.
- Develop Design Standards:
 - Vinyl-coated chain link fence is recommended to improve the overall aesthetic quality of heavily used parks. Gates that secure parking lots should be replaced with uniform gates used throughout the system. Where fencing is installed to provide separation of activity areas, wooden three-rail fencing is an acceptable alternative to chain link fencing. It is less expensive and is more aesthetically pleasing than chain link.
 - A unified site furnishings package including vinyl coated trash receptacles, tables and benches, standardized fencing materials, water fountains, street and security light fixtures, internal park signage and other common site equipment should be established.
 - A signage program is needed throughout the park system to identify different facilities within the parks and to provide rules. A standard entry/identification sign should be developed for all parks in the system to provide a unified look so that individuals throughout the county will recognize Brunswick County parks. Park signage will help unify the parks and provide the users with directional information. Recommended standard signage types are park entry/identification signs (large and small), directional and informational signs, and interpretive and regulatory signs.
 - Standardized architecture, including pavilions, field houses, dugouts, scorer's stands, etc., should be developed.
- Develop an aquatics feasibility study for two aquatics complexes located on or near the beach. Strong feelings were expressed by the public for a 12-month facility for therapeutic purposes, which would be highly utilized by the senior population.
- Develop a committee to look at acquiring or preserving piers for use by the Department.

- Acquire land for facility expansion
 - Expand Shallotte Park, Northwest District Park and Waccamaw Park for new facilities and passive open space.
 - Acquire land and secure easements for greenway development throughout the county.
 - Acquire two beachfront sites for outdoor pools/aquatics centers: one in District 2 on Oak Island mainland and one in District 3, on or near Ocean Isle Beach.
- Explore partnerships with city parks and recreation departments to develop parkland or indoor space. Boiling Spring Lakes, Oak Island, Southport and Leland parks boards and city officials expressed interest in partnerships to develop park facilities. Boiling Spring Lakes offers a 35 acre parcel that could be developed as a community park; Oak Island is planning for the expansion of their recreation center; Southport offers unique cultural and geographical resources for new facilities; and Leland's interest in greenways could promote the development of a larger network of multi-use trails throughout the county.
- Secure funding to complete existing park projects, including Ocean Isle Beach Park, Cedar Grove Park, Whitlock Landing and Brunswick Nature Park over the next five years.
- Develop renovation master plans for all existing parks as noted in individual park assessments. All renovation master plans should address the following issues:
 - ADA accessibility: Complete accessibility plans should be prepared for all existing parks. Sidewalks or accessible trails should connect parking lots, fields, courts, playgrounds, restrooms, pavilions and water fountains. Provide the required percentage of parking lot spaces and handicap accessible site furnishings.
 - Playgrounds: All playgrounds should be reviewed and a safety plan prepared as part of each park renovation study. Their surfaces should be standard throughout the park system, and they should be ADA accessible. Consider relocating playgrounds to allow for more efficient use of space in some parks.
 - Shade: Plant trees to increase shade in all parks. Provide shade structures over main spectator areas where trees do not suit the site.
- Develop a comprehensive county-wide greenway master plan and begin implementation.
- Develop formal partnership agreements to gain access to public school sites, city parks, state lands and lands controlled by the Land Trust, including and not limited to:
 - Juniper Creek Game Lands
 - Nature Conservancy Property
 - Boiling Spring Lakes Plant Conservation Preserve
 - School Properties
- Assess the Department's needs for storage, office space, receiving the public and indoor meeting space. Explore options for utilizing spaces that allow for better customer service and efficient transportation of equipment.

Tier One Development Priorities (to be completed in the next 24 months)

- Develop aquatics feasibility study
- Develop parks design standards manual
- Develop county-wide greenway master plan
- Develop park redevelopment plans for Northwest, Smithfield and Dutchman Creek Parks
- Complete construction of Phase 1 and open the following parks to the public:
 - Brunswick Nature Park
 - Ocean Isle Beach Park
 - Whitlock Landing
 - Cedar Grove Park
- Begin implementation of playground safety surface improvements and ADA access walks throughout park system
- Acquire land to expand parks as indicated in individual park assessments

Tier Two Development Priorities (to be completed in months 25-60)

- Develop the Brunswick Nature Park nature center
- Develop Oak Island Aquatics Complex, if supported by feasibility study
- Begin development of greenways to link Brunswick Nature Park to other natural resources
- Develop segments of East Coast Greenway
- Renovate and expand Dutchman Creek Park
- Redevelop Smithville Park
- Redevelop Northwest District Park
- Continue playground safety and ADA improvements to existing parks
- Continue development of park master plans as listed in the park assessment section
- Continue renovation projects in individual parks

Tier Three Development Priorities (to be completed in months 61-120)

- Update Comprehensive Master Plan
- Develop Ocean Isle Aquatics Complex, if supported by feasibility study
- Continue development of greenways to link Brunswick Nature Park to other natural resources
- Continue development of segments of East Coast Greenway
- Continue playground safety and ADA improvements to existing parks
- Continue development of park master plans as listed in the park assessment section
- Continue renovation projects in individual parks

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OPINION OF PROBABLE COST AND PHASING PLAN



OPINION OF PROBABLE COST AND PHASING PLAN

The planning team has outlined over \$70.3 million in capital improvement needs for the next ten years. Detailed opinions of probable cost are provided in the following pages, and a breakdown of the improvements is provided at the end. The phasing plan, found at the end of this section, provides a ten-year spending summary.

The totals shown for each facility in the phasing plan include a 20% contingency and architectural and engineering fees (i.e. 8% design fees). The planning team has prioritized funding based on the needs discussed throughout the master plan and in response to the priorities established through the community input phases of the project. Priority was given to completing all phases of the new parks that are currently under construction, parks that were recently master planned, adding new facilities that will provide new and unique park programming opportunities, and bringing existing parks into compliance with playground safety and ADA access requirements. Greenways, facility renovations and park redevelopment are important to the continued function and advancement of the Department. They are given second priority within the ten year plan, knowing that within five to ten years the existing athletic facilities will experience continued wear and tear and near the end of their functional use.

Over the first five years of the spending program, existing construction projects will be completed, including Cedar Grove Park, Ocean Isle Beach Park, Brunswick Nature Park and Whitlock Landing. A county-wide trails and greenways master plan and design standards will also be developed. Existing park playgrounds will be brought into compliance. Aquatic feasibility studies will be completed and the first aquatics center will be built and finally, three of the five senior centers will be constructed so the Department will have more indoor programming space.

There will be a balance of new park development and renovation over the next ten years, although completing the development of new facilities will happen within the first few years. Generally, the existing parks are in good condition, but the need for unique facilities and additional sports fields is critical to providing adequate services to the public. Therefore, most park renovation projects were placed in the later phases of the master plan for funding, with exception to playground and ADA improvements. Funds being allocated for accessibility and safety improvements at playgrounds and throughout parks were included in the early years of the master plan, in addition to master plan studies for park expansion. In most cases, safety and ADA access will require new playground surfacing and small sections of sidewalk to be built that will connect parking to facilities. It may also require old playground equipment to be replaced.

During the second five years of the program, the remaining park renovations will be completed and the second aquatics center will be built. The remaining senior centers will be built along with the construction of new greenway and trail segments. At the end of the ten-year plan, \$85 million in new and renovated facilities will be available to the public.

The planning team feels that the approach of completing new and unique projects in the first five years will create more programming opportunities for the Department and more individual, un-organized park activities in which the public can participate. It will show citizens that the Department is serious about providing a high quality park system and will put the Department and the administration in a strong position to vote on future funding programs.

Funding Options

Maintain Current General Fund Approach

The current five year CIP (2009-2013) recommends a total funding of \$20,400,000 for park facilities. This is an average funding for capital projects of \$4,080,000 per year. While this level of funding is less than the need we have identified for the first five years of the master plan, a commitment of this level will make a tremendous difference in the level of recreation opportunity and service to the citizens of Brunswick County. If portions of this money can be used as matching funds for grants or economic stimulus dollars now coming to states, then the current level of funding could meet a greater percentage of the recommendations.

Bonds

In order to meet this level of funding we recommend the County use a bond program to fund the projects now and pay for them over a period time. Last November, Mecklenburg County Parks and Recreation passed a \$250 million bond program for new park facility development, renovations and greenways. This is the same funding approach the County has used in working with BCC on their new recreation center. This approach allows the County to fund and gain access to new facilities that have 25-year and greater life spans and pay for them over time. The bonds could be paid back out of general funds or through a dedicated property tax.

Dedicated Funding

Many progressive communities across the country have established dedicated funding by combining impact fees for new development with a dedicated property tax to fund either operations or capital improvements for parks. The benefit of having a dedicated funding source is that once the value of the fund is established, the Parks and Recreation Department can budget based on a fairly consistent dollar amount year to year. While the amount collected from impact fees will vary, the property tax portion does not. As the need in Brunswick County is primarily one of capital dollars, a portion of the current property tax or a new property tax could be dedicated for capital projects. Once dedicated, the County could fund a bond program or adopt a pay as you go approach. Either option would provide needed improvements, with the bond program providing the most facilities in the shortest period of time.

EXISTING PARK RENOVATIONS

Brunswick River Park

Item	Quantity	Unit	Unit Price	Total	Year
Overlook/Fishing Pier	1	ls	\$40,000	\$40,000	2017
Boardwalks	3600	sf	\$30	\$108,000	2017
10' Paved Walking Trail	1850	lf	\$55	\$101,750	2017
5-8' Natural Surface/Reinforced Earth Walking Trails	1	ls	\$30	\$30	2017
Pavilion (20x20) (in new development area)	1	ea	\$50,000	\$50,000	2017
Replace Parking Lot Lighting	4	ea	\$6,000	\$24,000	2017
Pavilion (20x20) (remove and replace existing shelters with a new standard structure)	2	ea	\$50,000	\$100,000	2017
Demolition (remove shuffleboard court)	1200	sf	\$2	\$2,400	2017
Subtotal				\$426,180	
Design Fees (8%)				34,094	
Contingency (20%)				85,236	
TOTAL				\$545,510	

Dutchman Creek Park

Item	Quantity	Unit	Unit Price	Total	Year
10' Paved Walking Trail (perimeter walking path)	2500	lf	\$55	\$137,500	2012
5' Concrete Sidewalks (for ADA accessibility)	200	lf	\$25	\$5,000	2012
Shade Structure and Benches near Playground	1	ls	\$12,000	\$12,000	2012
Landscaping (shade trees)	1	ls	\$5,000	\$5,000	2012
Floating Dock and Support Facilities (8' boardwalk)	1	ls	\$40,000	\$40,000	2010
Pavilion (20x20) and Site Furnishings (4 trash receptacles, 2 picnic tables)	1	ls	\$55,000	\$55,000	2012
Parking Lot Improvements (asphalt paving, striping, replace lighting with new poles and efficient fixtures, landscaping)	80	sp	\$1,400	\$112,000	2012
Shower	1	ls	\$3,500	\$3,500	2012
Subtotal				\$370,000	
Design Fees (8%)				29,600	
Contingency (20%)				74,000	
Park Master Plan				35,000	2010
TOTAL				\$508,600	

OPINION OF PROBABLE COST AND PHASING PLAN

Leland Community Park

Item	Quantity	Unit	Unit Price	Total	Year
Playground Improvements (replace existing structures, wood fiber surface, border, ADA access point)	1	ls	\$70,000	\$70,000	2011
Shade Structure and Benches at Playground	1	ls	\$25,000	\$25,000	2016
5' Concrete Sidewalks (for ADA accessibility)	100	lf	\$25	\$2,500	2011
*Demolition (concession building)	1	ls	\$5,000	\$5,000	2016
Parking Lot Improvements (replace lighting with new poles and efficient fixtures)	6	ea	\$6,000	\$36,000	2016
Site Furnishings	1	ls	\$5,000	\$5,000	2016
Ballfield Improvements-2 Fields (renovate dugouts, replace scorer's stands to provide ADA accessibility)	1	ls	\$60,000	\$60,000	2016
Spectator Areas (shade structures-4, replace old bleachers with safety approved bleachers-2)	1	ls	\$52,000	\$52,000	2016
			Subtotal	\$255,500	
			Design Fees (8%)	20,440	
			Contingency (20%)	51,100	
			Park Master Plan	35,000	2016
			TOTAL	\$362,040	

Lockwood Folly District Park

Item	Quantity	Unit	Unit Price	Total	Year
Field House	1	ls	\$300,000	\$300,000	2010
Goal Posts for Football Field	1	ls	\$6,500	\$6,500	2010
5' Concrete Sidewalks (for ADA accessibility)	200	lf	\$25	\$5,000	2011
Playground Improvements (wood fiber safety surface, border, ADA access point)	1	ls	\$75,000	\$75,000	2011
Shade Structure and Benches at Playground	1	ls	\$12,000	\$12,000	2018
Site Furnishings	1	ls	\$50,000	\$50,000	2018
Spectator Areas (shade structures)	8	ea	\$20,000	\$160,000	2018
Landscaping (shade trees)	1	ls	\$5,000	\$5,000	2018
Relocate Outlets and Utility Meters to a Covered Unit	1	ls	\$25,000	\$25,000	2018
Pavilion/Shelter (20x20) (replace existing shelters with a new standard structure)	3	ea	\$50,000	\$150,000	2018
			Subtotal	\$788,500	
			Design Fees (8%)	63,080	
			Contingency (20%)	157,700	
			Park Master Plan	35,000	2017
			TOTAL	\$1,044,280	

OPINION OF PROBABLE COST AND PHASING PLAN

Item	Quantity	Unit	Unit Price	Total	Year
General Maintenance	0	lf	\$0	\$0	
* All general maintenance will be completed by in-house crews			TOTAL	\$0	

Northwest District Park

Item	Quantity	Unit	Unit Price	Total	Year
Soccer Fields (including lighting, goals)	10	ea	\$300,000	\$3,000,000	2014-2016
Baseball Fields-225' (including lighting, dugouts, scorer's stands, turf, irrigation, fence)	5	ea	\$300,000	\$1,500,000	2014-2016
Dog Park	1	ls	\$100,000	\$100,000	2014-2016
5' Concrete Sidewalks (for ADA accessibility)	1	ls	\$250,000	\$250,000	2014-2016
10' Paved Walking Trail	5280	lf	\$55	\$290,400	2014-2016
Parking Lot and Drives (asphalt paving, wheelstops, striping, lighting, landscaping)	400	ea	\$1,400	\$560,000	2014-2016
Landscaping (shade trees)	1	ls	\$50,000	\$50,000	2014-2016
Site Development	1	ls	\$850,000	\$850,000	2014-2016
Signage	1	ls	\$25,000	\$25,000	2014-2016
Subtotal				\$6,625,400	
Design Fees (8%)				530,032	
Contingency (20%)				1,325,080	
Park Master Plan				45,000	2012
TOTAL				\$8,525,512	

* total does not include cost of land acquisition

OPINION OF PROBABLE COST AND PHASING PLAN

Shallote District Park

Item	Quantity	Unit	Unit Price	Total	Year
Playground Improvements (safety surface, rubberized)	1	ls	\$60,000	\$60,000	2011
Site Furnishings	1	ls	\$100,000	\$100,000	2013
Field House (including demolition of concession building)	1	ls	\$300,000	\$300,000	2010-2011
Disc Golf Course	1	ls	\$15,000	\$15,000	2013
Tennis Courts (including lights)	2	ea	\$42,500	\$85,000	2013
Pavilion/Shelter (20x20) (replace existing shelters with a new standard structure, add one additional shelter)	4	ea	\$50,000	\$200,000	2018
10' Paved Walking Trail	8400	lf	\$55	\$462,000	2014
5-8' Natural Surface/Reinforced Earth Walking Trails	5280	lf	\$30	\$158,400	2018
5' Concrete Sidewalks (for ADA accessibility)	5280	lf	\$25	\$132,000	2011
Restroom Building (at north end of park, including utilities)	1	ea	\$150,000	\$150,000	2012
Renovate Baseball Complex	1	ls	\$1,500,000	\$1,500,000	2018
			Subtotal	\$3,162,400	
			Design Fees (8%)	252,992	
			Contingency (20%)	632,480	
			Park Master Plan	35,000	2011
			TOTAL	\$4,082,872	

* total does not include cost of land acquisition

OPINION OF PROBABLE COST AND PHASING PLAN

Smithville District Park

Item	Quantity	Unit	Unit Price	Total	Year
Dog Park	1	ls	\$60,000	\$60,000	2010-2013
Playground Improvements (relocate structures, safety surface, standard border, ADA access point)	1	ls	\$50,000	\$50,000	2010-2013
Shade Structure and Benches at Playground	1	ls	\$25,000	\$25,000	2010-2013
Tennis Courts (including lights)	2	ea	\$42,500	\$85,000	2010-2013
Pavilion/Shelter (20x20) (replace existing shelters with a new standard structure, add one new shelter)	2	ea	\$50,000	\$100,000	2010-2013
Soccer Fields (including lighting, goals)	6	ea	\$300,000	\$1,800,000	2010-2013
Landscaping (shade trees)	50	ea	\$300	\$15,000	2010-2013
Site Furnishings	1	ls	\$100,000	\$100,000	2010-2013
5' Concrete Sidewalks (for ADA accessibility)	5280	lf	\$25	\$132,000	2010-2013
Parking Lot Expansion/Improvements (asphalt paving, striping, replace lighting with new poles and efficient fixtures, landscaping)	500	ea	\$1,400	\$700,000	2010-2013
Site Development	1	ls	\$500,000	\$500,000	2010-2013
Subtotal				\$3,567,000	
Design Fees (8%)				285,360	
Contingency (20%)				713,400	
Park Master Plan				45,000	2009
TOTAL				\$4,610,760	

OPINION OF PROBABLE COST AND PHASING PLAN

Town Creek District Park

Item	Quantity	Unit	Unit Price	Total	Year
Field House	1	ls	\$300,000	\$300,000	2010
Practice Area Lighting	1	ls	\$75,000	\$75,000	2012
Tennis Courts Lighting	1	ls	\$30,000	\$30,000	2012
Timer for Tennis Court Lighting	1	ls	\$10,000	\$10,000	2012
10' Paved Walking Trail	5280	lf	\$55	\$290,400	2014
Playground Improvements (wood fiber surface, border)	1	ls	\$20,000	\$20,000	2011
Site Engineering (to repair drainage issues at courts/playground)	1	ls	\$100,000	\$100,000	2016
Ballfield Renovations (dugouts-8, scorer's stands-2)	1	ls	\$100,000	\$100,000	2016
Spectator Areas (shade structures-4, replace old bleachers with safety approved bleachers-4)	1	ls	\$36,000	\$36,000	2016
Rear Parking Lot Improvements (asphalt paving, striping, replace lighting with new poles and efficient fixtures, landscaping)	50	sp	\$1,400	\$70,000	2016
5' Concrete Sidewalks (for ADA accessibility)	2000	lf	\$25	\$50,000	2016
Renovations to Community Building	1	ls	\$100,000	\$100,000	2016
Subtotal				\$1,181,400	
Design Fees (8%)				94,512	
Contingency (20%)				236,280	
Park Master Plan				35,000	2014
TOTAL				\$1,547,192	

Waccamaw Park

Item	Quantity	Unit	Unit Price	Total	Year
10' Paved Walking Trail	4000	lf	\$55	\$220,000	2018
Site Furnishings	1	ls	\$25,000	\$25,000	2018
Small Plaza for Outdoor Classes/Nature Education	1	ls	\$10,000	\$10,000	2018
Parking Lot Improvements (20 additional spaces near community building, striping, replace lighting with new poles and efficient fixtures, landscaping)	20	ea	\$1,400	\$28,000	2018
Playground Improvements: Phase 1 (replace old equipment with new toddler structure, new small child structure, safety surface, standard border, ADA access point)	1	ls	\$50,000	\$50,000	2010
Playground Improvements: Phase 2 (replace old equipment with new toddler structure, new small child structure, safety surface, standard border, ADA access point)	1	ls	\$50,000	\$50,000	2017
Field #3 Irrigation and Pump	1	ls	\$20,000	\$20,000	2010
Basketball Improvements: Phase 1 (goals, court resurfacing, benches, drinking fountain)	1	ls	\$23,000	\$23,000	2017
Basketball Improvements: Phase 2 (goals, court resurfacing, benches, drinking fountain)	1	ls	\$52,000	\$52,000	2017
Tennis Improvements	1	ls	\$25,000	\$25,000	2017
Subtotal				\$503,000	
Design Fees (8%)				40,240	
Contingency (20%)				100,600	
Park Master Plan				35,000	2017
TOTAL				\$678,840	

EXISTING PARK RENOVATIONS \$21,905,606

OPINION OF PROBABLE COST AND PHASING PLAN

NEW PARK, FACILITY AND GREENWAY RECOMMENDATIONS

Item	Quantity	Unit	Unit Price	Total	Year
Design Standards	1	ls	\$100,000	\$100,000	2009
			Subtotal	<u>\$100,000</u>	
			TOTAL	\$100,000	

Brunswick Nature Park

Item	Quantity	Unit	Unit Price	Total	Year
Phase 1: Permitting, kayak/canoe launch, site work, parking (60 vehicles), picnic shelter and site furnishings, planning and design	1	ls	\$434,662	\$434,662	2011-2013
Phase 1: Entry signs and gates	1	ls	\$20,000	\$20,000	2011-2013
Parking (gravel lot, including horse trailer parking)	200	ea	\$500	\$100,000	2011-2013
Restrooms	1	ls	\$125,000	\$125,000	2011-2013
Horse Trails (natural surface)	7	mi	\$132,000	\$858,000	2011-2013
Biking Trails (natural surface)	5	mi	\$132,000	\$660,000	2011-2013
Walking Trails (natural surface)	5	mi	\$132,000	\$660,000	2011-2013
Regional Environmental Center Building	1	ls	\$1,500,000	\$1,500,000	2011-2013
Viewing Platforms at Scenic Overlooks (including boardwalks)	4	ea	\$30,000	\$120,000	2011-2013
Interpretive Signs / Site Maps	1	ls	\$45,000	\$45,000	2011-2013
Outdoor Classrooms	1	ls	\$50,000	\$50,000	2011-2013
Exhibit Gardens / Landscapes	1	ls	\$50,000	\$50,000	2011-2013
			Subtotal	\$4,622,662	
			Design Fees (8%)	369,813	
			Contingency (20%)	<u>924,532</u>	
			TOTAL	\$5,917,007	

Cedar Grove Park

Item	Quantity	Unit	Unit Price	Total	Year
Phase 1: access road, parking, 2 baseball, field house, 1 football, 1 soccer, 1 multi-use, 2 tennis, 2 basketball	1	ls	\$5,500,000	\$5,500,000	2009-2010
Phase 2 and 3: 3 baseball, 2 concession/ restroom, 3 playground, parking, 2 mile trail, 10 soccer, maintenance facility, dog park, 8 tennis, shelters, fishing pier and pond, court games	1	ls	\$4,000,000	\$4,000,000	2010-2011
Subtotal				\$9,500,000	
Design Fees (8%)				760,000	
Contingency (20%)				1,900,000	
TOTAL				\$12,160,000	

Ocean Isle Beach Park

Item	Quantity	Unit	Unit Price	Total	Year
Phase 1: entry road, tennis courts, playground, restroom building, pavilion, amphitheatre, 5 acres multi-purpose space	1	ls	\$3,000,000	\$3,000,000	2009
Phase 2: 2 baseball, field house, 5 soccer fields, dog park, nature trail with picnic areas	1	ls	\$2,000,000	\$2,000,000	2012
Subtotal				\$5,000,000	
Design Fees (8%)				400,000	
Contingency (20%)				1,000,000	
TOTAL				\$6,400,000	

Whitlock Landing Park

Item	Quantity	Unit	Unit Price	Total	Year
Phase 1: Canoe launch, picnic tables, parking lot, site work, deceleration lane, design, landscaping, portable restroom	1	1	\$350,000	\$350,000	2009-2011
Phase 2: Walking trails and boardwalk	1	ls	\$78,000	\$78,000	2009-2011
Phase 2: Camp Sites	1	1	\$10,000	\$10,000	2009-2011
Subtotal				\$438,000	
Design Fees (8%)				35,040	
Contingency (20%)				87,600	
TOTAL				\$560,640	

OPINION OF PROBABLE COST AND PHASING PLAN

Greenway Development

Item	Quantity	Unit	Unit Price	Total	Year
Brunswick Nature Park to Nature Conservancy Property (reinforced--ADA accessible--natural surface or multi-use trail and adjacent horse trail)	10	mi	\$500,000	\$5,000,000	2011-2018
East Coast Greenway (paved multi-use path)	5	mi	\$1,000,000	\$5,000,000	2011-2018
Subtotal				\$10,000,000	
Design Fees (8%)				800,000	
Contingency (20%)				2,000,000	
Greenway Master Plan				100,000	2010
TOTAL				\$12,900,000	

*total does not include cost to purchase right of way or easements as land might be donated

Aquatics Facilities

Item	Quantity	Unit	Unit Price	Total	Year
District 2 Aquatics	1	ls	\$4,000,000	\$4,000,000	2012-2013
District 3 Aquatics	1	ls	\$4,000,000	\$4,000,000	2015-2016
Subtotal				\$8,000,000	
Design Fees (8%)				640,000	
Contingency (20%)				1,600,000	
Feasibility Study				37,500	2009
TOTAL				\$10,277,500	

*does not include cost of land acquisition

NEW PARK AND FACILITY RECOMMENDATIONS TOTAL \$48,315,147

TOTAL COST BREAKDOWN

Existing Park Renovations	\$21,905,606
New Park and Facility Recommendations	\$48,315,147

GRAND TOTAL \$70,220,754

Opinions of Probable Cost and Materials Estimate

Estimates of construction quantities and opinion of probable costs provided by us are made on the basis of our experience and the level of design. Costs include materials and installation. They represent our best judgment as design professionals. We cannot and do not, however, guarantee that the actual construction quantities or costs will not vary from our quantities and cost estimates. Lose & Associates makes no warranty, expressed or implied, for the accuracy of such opinions as compared to bid or actual costs.

Effective date of cost estimates: March 2009.

	Current General Fund	Current CIP Funds										Currently Identified on the Five-Year CIP	
EXISTING PARK RENOVATIONS	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	CIP BUDGETED	TOTAL
Brunswick River Park	\$58,802									\$545,510		\$500,000	\$545,510
Dutchman Creek Park	\$36,429		\$86,200		\$422,400								\$508,600
Leland Community Park	\$63,445			\$92,800					\$269,240				\$362,040
Lockwood Folly	\$330,229		\$392,320	\$102,400						\$35,000	\$514,560		\$1,044,280
Navassa Park	\$39,555												\$0
Northwest District Park	\$10,442				\$45,000		\$2,826,837	\$2,826,837	\$2,826,837				\$8,525,511
Shallote District Park	\$443,653		\$384,000	\$331,960	\$192,000	\$256,000	\$591,360				\$2,378,752		\$4,134,072
Smithville District Park	\$50,000	\$45,000	\$1,141,440	\$1,141,440	\$1,141,440	\$1,141,440							\$4,610,760
Town Creek District Park	\$391,535		\$384,000	\$25,600	\$147,200		\$406,712		\$583,680				\$1,547,192
Waccamaw Park	\$297,832		\$89,600							\$227,000	\$362,240	\$500,000	\$678,840
RENOVATIONS TOTAL	\$1,721,922	\$45,000	\$2,477,560	\$1,694,200	\$1,948,040	\$1,397,440	\$3,824,909	\$2,826,837	\$3,679,757	\$807,510	\$3,255,552	\$1,000,000	\$21,956,805
NEW PARK, FACILITY AND GREENWAY RECOMMENDATIONS													
Brunswick Nature Park	\$42,358			\$1,972,336	\$1,972,336	\$1,972,336						\$1,000,000	\$5,917,008
Cedar Grove Park		\$5,500,000	\$2,220,000	\$4,440,000								\$4,000,000	\$12,160,000
Ocean Isle Beach Park		\$3,000,000			\$3,400,000							\$2,000,000	\$6,400,000
Whitlock Landing Park		\$362,240	\$198,400									\$300,000	\$560,640
Aquatics (District 2)		\$37,500			\$2,560,000	\$2,560,000							\$5,157,500
Aquatics (District 3)								\$2,560,000	\$2,560,000				\$5,120,000
Greenways			\$100,000	\$1,600,000	\$1,600,000	\$1,600,000	\$1,600,000	\$1,600,000	\$1,600,000	\$1,600,000	\$1,600,000		\$12,900,000
Design Standards		\$100,000											\$100,000
RECOMMENDATIONS TOTAL	\$42,358	\$8,999,740	\$2,518,400	\$8,012,336	\$9,532,336	\$6,132,336	\$1,600,000	\$4,160,000	\$4,160,000	\$1,600,000	\$1,600,000	\$7,300,000	\$48,315,148
FUNDING IN PLACE	\$1,764,280	\$9,044,740	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CIP FUNDING												\$8,300,000	

Yearly TOTAL	\$9,044,740	\$4,995,960	\$9,706,536	\$11,480,376	\$7,529,776	\$5,424,909	\$6,986,837	\$7,839,757	\$2,407,510	\$4,855,552			\$70,271,953
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2009-2019 TOTAL	\$70,271,953
GRAND TOTAL	\$70,271,953

SUMMARY:
Ten Year Average Spending: \$7,027,195
Per Capita Spending 2009: \$68.52
Per Capita Spending 2013: \$58.28
Current Statewide Per Capita: \$64.41
Annual Spending Per Household: \$166.48
Monthly Spending Per Household: \$13.87

*2008 estimated population (102,563)
**2013 project population (120,567)



FUNDING RECOMMENDATIONS

Funding the improvements outlined in this master plan will be more of a challenge now than in past years for Brunswick County due to the condition of the national economy. However, over the ten-year life of this master plan, economic conditions should improve and enable the County to aggressively fund renovation and new development projects that are needed to catch up with the rapid growth that has resulted in a park facility deficit. As the county grows over the next ten years, County officials will have to provide new facilities, maintain existing facilities and operate a growing Parks and Recreation Department. In this section of the report, we have documented current funding practices and identified opportunities to gain additional funding and tools for continued development of the Department.

Current Funding Sources and Recommendations

The County currently collects funds from a variety of sources. The primary sources of funding that pay for parks and recreation services are:

Operations Funding

- Property Tax (General Funds)
- Program User Fees

Capital Funding

- State Grants
- General Funds
- General Obligation Bonds

Land Acquisition

- State Grants
- General Funds
- Transfer from Land Trust and State Agencies
- Donations

A historic review of the Department's budget reveals that from 2006 to 2009 there has been a strong commitment to increase funding each year, with the exception of 2007. The budget analysis provided in Section 6 revealed that the Department is funded at a rate that is lower than both the state per capita funding rate and rate of other North Carolina departments serving populations over 100,000. In order to maintain the progress the Department has made in recent years and begin to improve service delivery, the County needs to explore a combination of tools to increase per capita spending levels for operations and capital development. If the County does not make this commitment, the Department will fall further behind other North Carolina agencies as the population and demand for parks and recreation services increases. Conflicts over who has permission to use facilities will continue to escalate and facilities will continue to be over-utilized, resulting in a shorter lifespan and increased operational cost.

Current Funding Methods

Property Tax

The primary funding source for the operation of the Department is general fund dollars that are generated through the county's property tax levy. These funds are apportioned to all County departments based on historic spending levels and perceived need. In 2009, the Parks and Recreation Department had

an approved budget of \$4,407,924, which is an increase over the average funding over the past four years. Of this amount, \$4,184,402 will come from general funds and the balance of \$223,522 will come from Department-generated revenue (e.g., program fees). Capital development in 2009 is funded at \$1,904,709 with the balance of funds going to operating the Department. In addition to this funding for parks and recreation, the County has committed general fund dollars to retire a portion of the capital cost for the Brunswick Community College recreation center and a portion of its operating cost. The exact amount of the funds was not determined at the time of the master plan, but reflects the high level of commitment to improving recreation in Brunswick County.

Program User Fees

Program user fees are a collection of entry fees or program registrations. Funds collected are primarily used to offset operating expenses to provide services to Brunswick County citizens. From 2006 to 2008, the Department collected an average of \$229,672 in user and program fees each year. This is just under 11% of the total operating expense for the Department. This is an area with great potential for growth. As stated in Section 6, financial analysis of the Department, the development of a fees and charges policy should result in an increase in revenue generation. Over the ten-year period covered by this plan, the Department should be able to self generate 20% of its total operating cost.

To achieve increased self-funding there has to be a shift in thinking in terms of fees and charges. The Department will have to look at all services they provide and reevaluate what is free and where fees are needed to help cover cost. Clear goals should be established for providing fee waivers and scholarships, but program costs must be fair for those who do not need the financial assistance. Generating \$500,000 annually by the end of this master plan period is clearly in reach for the Department.

Grants

The Department has, on a regular basis, applied for grants through the North Carolina Parks and Recreation Trust Fund (PARTF) grant program. These grants match local governments dollar-for-dollar and can be used for the acquisition and/or development of park and recreational projects that serve the general public. While the Department has been successful in obtaining PARTF grants, they have had limited success in securing grants in other areas. Securing grants requires an understanding of the programs, how to write grants and having time to write them. A Marketing and Grants Specialist position has been recommended for the Department. Over a period of 24 months, this staff member should be able to secure grants that offset the funding of their position, if the County will commit to providing the matching funds that some grant programs require.

The following narrative provides more detailed descriptions of transportation grants and other providers of trail grants that should be explored by the County.

Transportation Grants/SAFETEA-LU

The Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) provides funds for various transportation projects, including greenways. Built upon the foundations of the Transportation Equity Act for the 21st Century (TEA-21), SAFETEA-LU was signed into law in August 2005. SAFETEA-LU provides a total of \$286.4 billion for road, transit, trails, and related programs through September 30, 2009. Some highlights of SAFETEA-LU that are important to parks and recreation include:

- Transportation Enhancements (TE)
- Recreational Trails Program (RTP)
- Congestion Mitigation Air Quality Program (CMAQ), a program that contains funding for bike-pedestrian transportation corridors

Transportation Enhancements

The Transportation Enhancements (TE) program funds a wide variety of transportation-related community projects. This program is the largest source of funding for trails and related facilities. Transportation Enhancement projects must relate to surface transportation and compete among numerous projects. Greenways and other recreational trails are eligible for TE funding as long as the project has a transportation element being funded.

There are twelve eligible Transportation Enhancement categories. The three that most relate to greenways and recreational trails are pedestrian and bicycle facilities, pedestrian and bicycle safety and educational activities, and conversion of abandoned railway corridors to trails. The North Carolina Department of Transportation (NCDOT) is the agency responsible for administering Transportation Enhancement funds in North Carolina. Potentially, Brunswick County can fund the portions of the recommended greenway system through annual applications to NCDOT. These grants are 80 percent federal and 20 percent local funding. Therefore, for every \$1.00 invested by the county, you receive \$4.00 in grant funds.

This grant program has been used successfully by recreation departments across the country to build multi-use greenways, bicycle and pedestrian facilities to connect parks. According to NCDOT, the annual funding for this program in North Carolina has ranged from \$10 to \$22 million. These grant programs can reduce the overall need for general fund dollars when leveraged with local funding.

Recreational Trails Program

The Recreational Trails Program (RTP) is a grant program that provides money to develop and maintain recreational trails and trail-related facilities for both non-motorized and motorized recreational trail uses. In North Carolina, administration of RTP is handled by staff of the State Trails Program, which is a section of the North Carolina Division of Parks and Recreation. Applications are accepted on a yearly basis. Like the Transportation Enhancements program, the RTP is a matching grant with 75 percent federal funding and 25 percent local funding. The minimum award is \$25,000, but the maximum award varies depending on the type of project. The maximum award for trail renovation is \$75,000, while the maximum for new motorized trail development is \$1,000,000. Funds may be used for:

- Maintenance and renovation of existing trails
- Development and renovation of trailside and trailhead facilities
- Purchase and lease of trail construction and maintenance equipment (limited)
- Construction of new trails (with restrictions for new trails on Federal lands)
- Land acquisition for trail development

Congestion Mitigation Air Quality Program (CMAQ)

The CMAQ was created to reduce congestion on local streets and improve air quality. Funds are available to communities that the Environmental Protection Agency (EPA) has designated as “non-attainment” areas for air quality, meaning the air is more polluted than federal standards allow. State air quality agencies, along with local Metropolitan Planning Organizations (MPO) and Rural Planning Organizations (RPO), select projects annually through an application process. In Georgia, this funding is administered by the North Carolina Department of Transportation (NCDOT). These funds are spent on specific transportation projects that decrease emissions and improve air quality. Eligible projects include the creation of sidewalks, bike lanes, or multi-use trails, as well as marketing, education, and outreach efforts designed to support walking and bicycles as a form of transportation.

Alternative Funding Methods

Regulatory Tools

Many communities across the country utilize regulatory tools to help develop and maintain parks and recreation facilities and expand open space and greenspace programs. Some of the most common regulatory tools include mandatory land dedication of public parks and greenspace, payments into park development funds, right-of-way dedication for greenways and multi-use trails, making payments into a park development fund in lieu of dedicating property, or building facilities as part of new development. These programs are particularly effective in communities like Brunswick County that are experiencing rapid population growth.

Developer Fees

Using the local zoning and development codes to establish the minimum standards for park development or impact fees is the most common tool. In most communities this impact is tied to residential development, but some communities have also expanded fee programs to include other forms of development. The most common fee is tied to single family housing units and multi-family housing units. Some communities charge a per unit fee while other base the fee on the square footage of the unit.

Many of the large plantation or planned residential developments in Brunswick County are providing recreation amenities for their residents but not to the general public. While this meets some of the recreation needs generated by the new development, many other needs are going unmet. These residential developments do not provide sports fields, nature centers or open space, and do not meet the needs of special population groups. Although some of these developments rent their neighborhood center to the Department for programming, they limit the registrants to those who live in their development.

To meet the recreation needs of the entire county, fees should be charged that are reflective of the total population and take exclusive use by some residents out of the equation. We recommend an interagency committee to be established that is made up of County legal, planning and parks and recreation staff to develop recommendations for impact fees for parks, greenways and open space needs of the county.

Right-of-Way Dedication

Another missing tool in Brunswick County is mandatory right-of-way dedication for multi-use greenway development. One factor limiting the implementation of this program is the lack of an adopted greenway master plan. Many communities in North Carolina, including Asheville, Charlotte-Mecklenburg, Cary, Raleigh and others, have local and regional greenway master plans. As new developments are planned, right-of-way dedications require developers to create greenway corridors by protecting buffers along streams, setting aside land for greenways or constructing the greenway as part of their overall plan. In some cases these dedications are part of the overall negotiations for the development of the property and sometimes include density bonuses for the developer. Embracing this progressive use of regulatory codes will be critical to moving greenway development in Brunswick County from a concept that is only found in exclusive high-end developments to a recreation opportunity for all county residents.

Wetland Banking

Wetland banking is the process where existing wetlands are placed under protective covenants and then sold as credits for mitigation of wetland impacts due to development. Brunswick County has thousands of acres of wetlands that could be purchased and used as wetland credits purchased by developers who cannot mitigate impacts on their own property. The advantage for developers and government agencies

is that purchasing credits is often quicker and less expensive than wetland creation, which can cost as much as \$30,000 to \$50,000 per acre. In Brunswick County, the wetland bank would be a source of revenue and a source of mitigation for projects that impact wetlands. As regulatory agencies continue to increase the ratio of wetland creation for each acre that is impacted, this method could result in hundreds of thousand of dollars in potential income to the county over the next 20 years if wetlands are purchased and protected while land costs are low.

Naming Rights

Naming rights are relatively new in the public sector but the phenomenon is gaining ground. Naming rights provide a needed stream of continuous income for highly visible facilities. From the “Official Soft Drink of Myrtle Beach” to the WakeMed Soccer Complex in Cary, communities are tapping into local companies for major dollars in naming rights for recreation facilities. The new soccer complex at Holden Beach School Park or the proposed aquatic centers are examples of projects that are large enough to warrant naming rights. If the County were to purchase the Yaupon Pier it could secure a naming partner like Progress Energy who wish to utilize the visibility of the properties to promote their product. This approach can work on other facilities such as skate parks, miracle fields, individual rooms in community centers and sections of greenways.

While the benefits include the monetary stream and partnering opportunities with the corporate community, some recreation advocates do not favor the idea of having a for-profit company listed on a public facility. An alternative source for naming rights might be to approach a family or an individual with known recreation interests or accomplishments that could make a major donation to the project in return for the facility being named “The John Q. Public Family Recreation Center.” This has been done successfully in many markets.

Revenue Bonds

Revenue bonds are funding instruments that are backed by planned revenues or a specific improvement. These bonds must be sold on the market and have adequate security to back the proposed improvements. Some revenue bonds have backed money-producing ventures, such as golf courses, sports venues, toll roads and fee-supported infrastructure improvements.

The facilities for the highest potential to use this method of funding in Brunswick County would be the proposed aquatic facilities. With the high annual rate of tourism in the county, it is possible that the recommended family outdoor aquatic parks would cover both operating and development costs if amortized over a 10 or 15-year period. Before this type of bond program can be implemented, a detailed feasibility study on the aquatics complexes would be required. This study has been recommended in Section 7 of this report.

Partnerships

There has been a movement away from public parks and recreation departments being the exclusive provider of facilities and services, toward a department forming partnerships with other entities to produce these amenities. Partnerships can also be an excellent option when the department is approached by community members to add facilities or amenities to parks that are not part of the master plan priorities. When unique, unforeseen opportunities arise relative to development opportunities and community interest, Brunswick County can consider partnerships rather than rejecting the project. However, when developing partnerships, there must be reciprocal benefits to all parties in the arrangement.

The Department currently utilizes many partnerships to provide additional programming opportunities and park facilities, including Brunswick County Schools, County Senior Services, Communities in School (CIS) programs and several volunteer athletic associations. These partnerships have been successful in the past and continue to benefit both the Department and the groups.

Brunswick County Schools

The partnership with the school system allows the public to use several of the schools' outdoor recreation facilities for football and baseball/softball programs, and utilize gymnasiums for basketball programs. This partnership should be reviewed to look at expanding the agreement to include school grounds and other facilities for school parks and for community open space. In addition to utilization of gymnasiums, the agreement should include other indoor spaces during non-school periods or when school programs are not using the space.

Athletic Associations

The majority of the Department's youth athletics are provided by volunteer-based associations who run the programs out of County facilities. During the public input process, interviewees indicated that there is a need to create a stronger connection between the Department and the volunteer athletic associations in order to clearly define the roles and expectations of each group. Written agreements between the Department and these athletic associations should be rewritten to detail the roles of each party so that the goals of the Department, as well as the athletic associations, are met.

Communities in Schools

The Communities in School (CIS) program is providing after-school and summer programs for targeted youth in the community. These are very good programs, many of which have a recreation component. The Department should work with the CIS program staff to expand these programs and recreation opportunities.

Brunswick Community College

The County government has made a big commitment to improve recreation opportunities by partnering with the Brunswick Community College to fund and develop the new BCC recreation center. The County and BCC are currently working out an agreement relating to public access to the new community center. The partnership agreement should provide the public with access commensurate to the funding level provided by the county.

Land and Water Conservation Fund (LWCF)

LWCF funds were established in 1965 to assist state and local governments in the acquisition of recreation lands and the development of outdoor recreation and related support facilities. The program is federally funded with money from the sale or lease of nonrenewable resources. LWCF funds are distributed annually by the National Park Service through the North Carolina Department of Environment and Natural Resources. All projects funded by LWCF grants must be used exclusively for recreation purposes, in perpetuity. The program requires grant recipients to provide at least 50 percent in matching funds through in-kind services or cash. Funding for this program is a maximum of \$250,000, which includes the applicant's matching funds.

Private Grants

Local governments throughout the country are seeking out funding for outdoor recreation projects from private philanthropic organizations, foundations and corporations, such as the American Greenways Kodak Awards Program. The program, administered by The Conservation Fund, provides grants of \$500

to \$2500 to local greenways projects. The purpose of the grants is to stimulate the planning, design and development of greenways. Information can be found at www.conservationfund.org.

“Buy-A-Foot” Programs

“Buy-a-Foot” programs have been successful in raising funds and awareness for trail and greenway projects across the country. Under local initiatives, citizens are encouraged to purchase one linear foot of the greenway by donating the cost of construction. An excellent example of a successful endeavor is the High Point (North Carolina) Greenway “Buy-a-Foot” campaign, in which linear greenway “feet” were sold at a cost of \$25 per foot. Those who donated were given a greenway T-shirt and a certificate. This project provided an estimated \$5,000 in funds.

Greenway Funding

There are numerous funding methods for greenways in addition to those already discussed. A full list of these greenway funding resources, which were listed in the *First Coast Regional Greenways & Trails Plan* developed for the First Coast MPO in Florida, can be found in the Appendix.

Funding Recommendations Summary

The recent increase in funding by Brunswick County to respond to growth and changing needs in the county is a step in the right direction. However, the funds allocated to the Parks and Recreation Department have not kept up with the growing population or facility maintenance needs. As discussed in Section 6, the County’s per capita spending is less than the overall North Carolina per capita spending level and well behind the spending levels of other Class A departments in the state. The Department needs to continue to expand funding, as the economy allows, over the next ten years in order to eliminate facility deficits and to increase public access to recreation programs beyond team sports.

The following discussion summarizes the funding recommendations made throughout this section.

Develop a fees and charges policy. The Department needs to develop a fees and charges policy that can be applied to all programs they offer. The fees and charges policy shall clearly define the various levels of general funds that will be used to fund each type of program so that revenue generating goals for the Department can be set for individual programs, as well as the Department as a whole.

Revise fees and charges to cover operating and maintenance expenses. The Department needs to track costs relative to all activities to determine what level of subsidy should be applied to program areas. The Department needs to determine costs per program and subsidies of those programs. Further, rental rates need to be evaluated and potentially increased to offset direct and/or indirect costs.

Sports Tournament Revenues

As part of the overall fees and charges policies, the Department should look at the current use of park sports fields for tournaments. Tournaments that are not sponsored by the Department or joint-facilitated with athletic associations should cover all costs associated with operating the facilities and should generate revenue over cost. The Department should look at the current rental rates and true cost of operations (e.g. field maintenance, lighting, trash collection and other expenses) to determine if current rates are adequate.

If the recommendations of this master plan are followed and existing parks and sports complexes are expanded and new parks are added, the County should look at conducting more invitational tournaments

in order to generate revenue. With its beaches and other natural resources, Brunswick County is an ideal location for youth and adult sports tournaments. The development of marquee invitation tournaments can provide additional revenue for the Department outside of general funds.

The Department needs to explore existing and potential partnerships. Building stronger relationships with local agencies, other County departments, schools, hospitals, non-profit groups and others could allow the Department to provide services through allied providers and save costs in the future. Any agreements with these partners should be in writing in the form of intergovernmental agreements (IGAs), memorandums of understanding (MOU), memorandums of agreement (MOA) or other similar written agreement formats to ensure that all parties understand their roles and responsibilities.

The Department and County should seek grants and leverage existing funds as potential matches. Expand the level of grant writing that is done by the Department. Grants have been and will continue to be a credible funding source for special projects and plans. Grants should not be sought as a primary revenue source, but as a supplement to the Department and capital funding.

Consider wetland banking, development of fee-based facilities with revenue bonds, and funding through regulatory tools as funding sources. A combination of these tools will be required to fulfill the current and long-term need for additional capital funding and to sustain and expand maintenance and programming operations within the Department. Increasing self-generated revenues will be a vital part of the increased funding for the Department, but is dependent on providing adequate park facilities as discussed in Section 7. Detailed costs for the capital projects are provided in Section 8.

Our planning team wishes you success on implementing these recommendations and finding additional funding to make Brunswick County Parks and Recreation one of the finest park agencies in the state of North Carolina.



COMMUNITY SURVEY RESULTS

In January 2009, a survey was sent by mail to a total of 2,500 homes. The 29-question survey was randomly distributed to a sampling of households, and a total of 247 were returned. The following pages include the original survey questionnaire, survey result charts and written comments.

APPENDIX: COMMUNITY SURVEY RESULTS

Brunswick County Parks and Recreation Department Community Survey

Please take a moment to fill out the questionnaire and **return by January 31, 2009.**

1. Listed below are programs and activities typically offered by parks and recreation agencies. Please place a check next to the programs and activities that you or members of your family *have* and/or *would like* to participate in:
(A. Have Participated and B. Would Like to Participate – you may put a check in both columns)

Youth Sports	A.	B.	Youth Programs	A.	B.	Special Events	A.	B.
Tackle Football	()	()	Gymnastics	()	()	Special Olympics	()	()
Flag Football	()	()	Pre-school Programs	()	()	4 th of July Celebration	()	()
Tennis Programs	()	()	Summer Camps	()	()	Brunswick Idol	()	()
Basketball Program	()	()	Afterschool Program	()	()	Concert on the Coast	()	()
Softball - Slow/Fast Pitch	()	()	Swimming Lessons	()	()	Halloween Haunted House	()	()
Golf Programs	()	()				Operation Holiday Cards	()	()
Soccer Leagues	()	()	Classes	A.	B.	Photo Contest	()	()
Baseball Leagues	()	()	Outdoor/Environmental			Oyster Festival	()	()
Swim Team	()	()	Education	()	()	Easter Egg Hunt	()	()
Cheerleading	()	()	Painting Classes	()	()			
Lacrosse League	()	()	Aerobics/Group Exercise	()	()	General Park Activities	A.	B.
Roller Hockey	()	()	Yoga	()	()	Walking on Trails	()	()
Archery	()	()	Pottery Classes	()	()	Jogging/Running	()	()
			Computer Class	()	()	Visit to a Playground	()	()
Adult Sports	A.	B.	Martial Arts Classes	()	()	Picnic in the Park	()	()
Basketball Leagues	()	()	Dance Class	()	()	Fishing	()	()
Flag Football Leagues	()	()	Cooking Classes	()	()	Off Road Biking	()	()
Softball Leagues	()	()	Classes for people with			Swimming	()	()
Volleyball Leagues	()	()	Special Needs	()	()	Visiting a Dog Park	()	()
Beach Volleyball Leagues	()	()	Aquatics Fitness Classes	()	()	Park Shelter	()	()
Golf	()	()	Boating/Sailing	()	()	Facility Rental	()	()
Soccer	()	()				Go to the Beach	()	()
Bowling	()	()	Senior Activities	A.	B.	Sports Spectating	()	()
Tennis	()	()	Senior Games	()	()	Playing Sports	()	()
Ultimate Frisbee	()	()	Senior Trips	()	()	Bocce/Shuffleboard	()	()
Swim Team	()	()	Bowling	()	()	Bird Watching	()	()
Co-ed Sports	()	()	Line Dance/Shag			Canoeing/Kayaking	()	()
Wiffle Ball	()	()	Square Dance	()	()	Horseback Riding (trails)	()	()
Archery	()	()	Senior Slammers Softball	()	()			
Shooting Sports	()	()	Senior Golf	()	()			

2. Go back to the list above and **CIRCLE UP TO FIVE** programs, events, activities and services that are your favorites.

3. Please list up to **five** new programs you would like offered.

1: _____ 4: _____
2: _____ 5: _____
3: _____

4. Using the scale below, please rate your satisfaction of the following:

1	2	3	4	5	6
Very Satisfied	Satisfied	Neutral	Unsatisfied	Very Unsatisfied	Do Not Know
_____	Program Variety	_____	Quality of Instructors	_____	Quality of Facilities
_____	Program Fees	_____	Location of Facilities	_____	Facility Availability

5. Using the list below, rank how often you take part in the following parks programs.

1	2	3	4	5
Very Often	Often	Occasionally	Rarely	Never
_____	Passive Park Usage - walking, picnics, fishing, walk dog, fly kites, sit and relax			
_____	A Special Event - 4th of July Celebration, Concert on the Coast, Oyster Festival, Easter Egg Hunt, etc.			
_____	Individual Activity - golf, tennis, skate park, swim lesson			
_____	Organized Group Activity - soccer, baseball, football, basketball league, senior programs, special needs programs			
_____	Other Favorite Program:			

6. Please indicate how often you normally visit any park in Brunswick County: (Check ONE)

- ☐ Daily ☐ A few times a week ☐ A few times a month ☐ Once a year
☐ Once a week ☐ Once a month ☐ A few times a year ☐ Never

If you answered 'Once a month' or less, what would get you to visit parks in Brunswick County more often? (Write in space below)

If you answered 'Never,' is there a specific reason you do not use parks in Brunswick County? (Write in space below)

7. Please check the facility that you or your family uses most often: (Check ONE)

- | | | |
|---|---|---|
| <input type="checkbox"/> Brunswick River Park | <input type="checkbox"/> Hoods Creek Community Bldg. | <input type="checkbox"/> Southport Parks and Recreation Dept. Facilities |
| <input type="checkbox"/> Dutchman Creek Park | <input type="checkbox"/> Leland Community Bldg. (Senior Center) | <input type="checkbox"/> Boiling Spring Lakes Parks and Recreation Dept. Facilities |
| <input type="checkbox"/> Leland Community Park | <input type="checkbox"/> Leland 5th District Community Bldg. | <input type="checkbox"/> Leland Parks and Recreation Dept. Facilities |
| <input type="checkbox"/> Lockwood Folly District Park | <input type="checkbox"/> Lockwood Folly Community Bldg. | <input type="checkbox"/> Oak Island Parks and Recreation Dept. Facilities |
| <input type="checkbox"/> Navassa Park | <input type="checkbox"/> Shallotte Senior Bldg. | <input type="checkbox"/> None |
| <input type="checkbox"/> Northwest District Park | <input type="checkbox"/> Town Creek Community Bldg. | |
| <input type="checkbox"/> Shallotte District Park | <input type="checkbox"/> Waccamaw Community Bldg. | |
| <input type="checkbox"/> Smithville District Park | | |
| <input type="checkbox"/> Town Creek District Park | | |
| <input type="checkbox"/> Waccamaw Park | | |

If you answered 'None' is there a specific reason you do not use these facilities? (Write in space below)

8. Please indicate which of the following ways you *currently* as well as *prefer* to access Brunswick County Parks and Recreation facilities?

	<u>Currently</u>	<u>Prefer</u>
Walking	<input type="checkbox"/>	<input type="checkbox"/>
Bicycle	<input type="checkbox"/>	<input type="checkbox"/>
Car	<input type="checkbox"/>	<input type="checkbox"/>
Public Transportation	<input type="checkbox"/>	<input type="checkbox"/>
Other:		

9. How far would you be willing to walk, drive, or ride a bike to park and recreation facilities? (Check ONE choice per category)

Walk	Drive	Ride a Bike
<input type="checkbox"/> Would not walk	<input type="checkbox"/> Would not drive	<input type="checkbox"/> Would not bike
<input type="checkbox"/> Up to 2 miles	<input type="checkbox"/> Under 15 minutes	<input type="checkbox"/> Up to 2 miles
<input type="checkbox"/> 2-5 miles	<input type="checkbox"/> 15-30 minutes	<input type="checkbox"/> 2-5 miles
	<input type="checkbox"/> 30-45 minutes	<input type="checkbox"/> 5-10 miles
	<input type="checkbox"/> 45+ minutes	

10. How safe do you feel when you visit a park? (Check ONE)

- ☐ Very Safe ☐ Somewhat Safe ☐ Somewhat Unsafe ☐ Very Unsafe

If you answered 'Somewhat Unsafe' or 'Unsafe,' please identify what would make you feel safer in the parks: (Write in space below)

11. The Brunswick County Parks and Recreation Department provides a wide range of programs, events, activities and services. Using the scale below, please give the department an overall grade as to whether or not park programs meet your needs. (Check ONE)

- ☐ Excellent ☐ Good ☐ Average ☐ Fair ☐ Poor

If average or below, please tell us what would make it better: (Write in space below)

APPENDIX: COMMUNITY SURVEY RESULTS

12. Please indicate with the appropriate number whether you think the following should have a **(1) high priority, (2) medium priority or (3) low priority** for implementation:

- | | |
|--|--|
| <input type="checkbox"/> Develop walking trails within existing parks | <input type="checkbox"/> Develop a large county sports complex for hosting tournaments |
| <input type="checkbox"/> Develop a greenway/trail system throughout the county | <input type="checkbox"/> Develop a county sailing/boating center |
| <input type="checkbox"/> Develop bike trails throughout the county | <input type="checkbox"/> Develop more water access points for boating/canoeing/kayaking |
| <input type="checkbox"/> Develop a multi-court outdoor tennis center | <input type="checkbox"/> Develop a facility for conducting nature/environmental education programs |
| <input type="checkbox"/> Develop an amphitheater | <input type="checkbox"/> Develop equestrian trails |
| <input type="checkbox"/> Develop an outdoor aquatic complex | <input type="checkbox"/> Develop overnight camping facilities |
| <input type="checkbox"/> Develop an indoor aquatic center with leisure, therapeutic and competition swim facilities | <input type="checkbox"/> Acquire additional park land |
| <input type="checkbox"/> Develop dog parks/ off-leash area for dogs | <input type="checkbox"/> Improve the level of maintenance at current parks and facilities |
| <input type="checkbox"/> Develop more indoor meeting and program space | <input type="checkbox"/> Provide more public beach access points with public parking |
| <input type="checkbox"/> Develop a multi-generational recreation center (with gym, fitness rooms, meeting space, etc.) | <input type="checkbox"/> Provide a pier at the beach |
| <input type="checkbox"/> Develop natural-surface nature trails | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Develop a skate park | |
| <input type="checkbox"/> Develop more parks throughout the county | |

13. Please indicate with a check mark your **top choice** for funding needed park renovations, new park development and other capital improvements. **(Check ONE)**

- () Borrow money to make necessary improvements and pay back over a 20- or 25-year period
 () Increase property tax to fund parks and recreation operations and maintenance
 () Impose impact fees (paid by developers for impacts brought by new construction)

14. In order to generate needed revenue to improve park maintenance and diversify/increase recreation program offerings by Brunswick County, please indicate with a check mark **all** options that you would support for increasing funding for parks.

- | | |
|--|--|
| () Charge an annual park user fee | () Build more facilities that generate revenue, such as a tournament facility |
| () Increase rental fees for park facilities | () Sponsor more tournaments |
| () Increase program user fees | () Other: _____ |
| () Charge non-residents higher fees | |

15. How much would you be willing to spend per month per household to support improved park maintenance and recreation services? **(Check ONE)**

- | | | |
|------------------|-----------------|--------------------|
| () \$1 - \$3 | () \$7 - \$9 | () More than \$12 |
| () \$4 - \$6 | () \$10 - \$12 | () None |
| () Other: _____ | | |

16. Please indicate with the appropriate number if you **(1) agree, (2) disagree, or (3) do not know** about the following statements:

- | | |
|--|---|
| <input type="checkbox"/> Advertisements about upcoming events and programs are adequate. | <input type="checkbox"/> Volunteer sports leagues are well organized. |
| <input type="checkbox"/> The programs I/my family participate in are offered by the Brunswick Co. Parks and Recreation Department. | <input type="checkbox"/> Recreation programs and activities are reasonably priced. |
| <input type="checkbox"/> The programs I/my family participate in are offered by other recreation providers. | <input type="checkbox"/> The Brunswick County Parks and Recreation Department maintains a good image in the community. |
| <input type="checkbox"/> Recreation facilities and parks are well maintained. | <input type="checkbox"/> Recreation facilities and parks are well supervised. |
| <input type="checkbox"/> Parks are well distributed throughout the county. | <input type="checkbox"/> Recreational activities and programs are well supervised. |
| <input type="checkbox"/> Additional sport fields are needed. | <input type="checkbox"/> Compared to other priorities (public safety, streets, utilities, schools), parks and recreation is important to a community. |
| <input type="checkbox"/> Additional meeting/program space is needed. | <input type="checkbox"/> Outdoor swimming facilities, excluding the beach, should be provided by the County. |
| <input type="checkbox"/> Existing facilities need to be renovated. | <input type="checkbox"/> Other: _____ |

17. Do you feel the Brunswick County Parks and Recreation office in Bolivia is conveniently located?

- () Yes () No

If you answered 'No', please tell us why. (Write in space below)

18. How would you *prefer* to pay for Parks and Recreation programs? (Check ONE)

- ☐ Cash ☐ Check ☐ Credit Card

19. How would you *prefer* to register for Parks and Recreation programs? (Check ONE)

- ☐ Mail-in Registration Form ☐ Online Registration ☐ In person at Brunswick County Parks and Recreation Department offices in Bolivia

20. Would you like to see additional registration sites in other parts of the county?

- ☐ Yes ☐ No

21. Please indicate which of the following ways you *currently* as well as *prefer* to get information about Brunswick County Parks and Recreation events and programs?

	<u>Currently</u>	<u>Prefer</u>
Brunswick County Parks and Recreation Website	<input type="checkbox"/>	<input type="checkbox"/>
Local Newspapers	<input type="checkbox"/>	<input type="checkbox"/>
Local Television Channels	<input type="checkbox"/>	<input type="checkbox"/>
Local Radio Stations	<input type="checkbox"/>	<input type="checkbox"/>
School Fliers	<input type="checkbox"/>	<input type="checkbox"/>
Email	<input type="checkbox"/>	<input type="checkbox"/>
A Semi-Annual Parks and Recreation Dept. Guide	<input type="checkbox"/>	<input type="checkbox"/>
Text Messages	<input type="checkbox"/>	<input type="checkbox"/>
Word of Mouth	<input type="checkbox"/>	<input type="checkbox"/>

Other: (Please describe) _____

22. Please write your zip code in the following space: _____

23. Which of the following best describes your home in Brunswick County: (Check ONE)

- ☐ Primary Home ☐ Secondary/Summer Home ☐ Rental Property

24. How long have you lived in Brunswick County?

- ☐ Less than 5 years ☐ 5-10 years ☐ 10-20 years ☐ 20+ years

25. Please indicate your gender and age: ☐ Male ☐ Female

- ☐ 15 and Under ☐ 25-34 ☐ 45-54 ☐ 65-74
☐ 16 -24 ☐ 35-44 ☐ 55-64 ☐ 75+

26. Which of the following best describes your household?

- ☐ Single ☐ Couple with children
☐ Couple with no children ☐ Retired, no children at home
☐ Single-parent household with children

If you have children at home, how many children do you have in each of the following age groups?

_____ Under 6 years of age _____ 6 to 11 years of age _____ 12 to 18 years of age

27. What is your total annual household income?

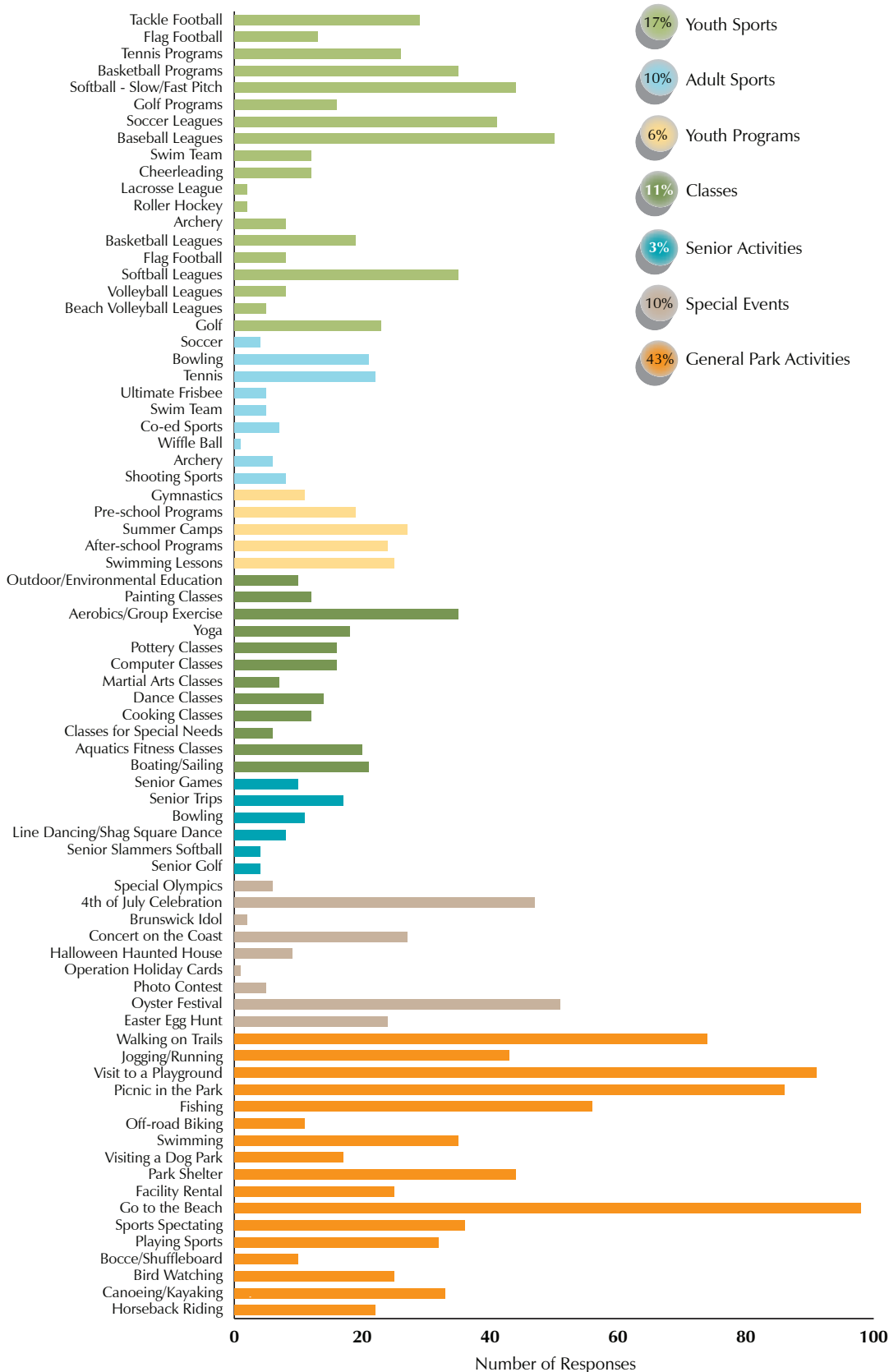
- ☐ Under \$20,000 ☐ \$35,000-\$49,999 ☐ \$75,000-\$99,999
☐ \$20,000-\$34,999 ☐ \$50,000-\$74,999 ☐ Over \$100,000

28. If you could tell the Parks and Recreation Department one thing they need to do better, or one facility they need to add, it would be:

29. Please list any enhancements to current park facilities that would improve your parks and recreation experience.

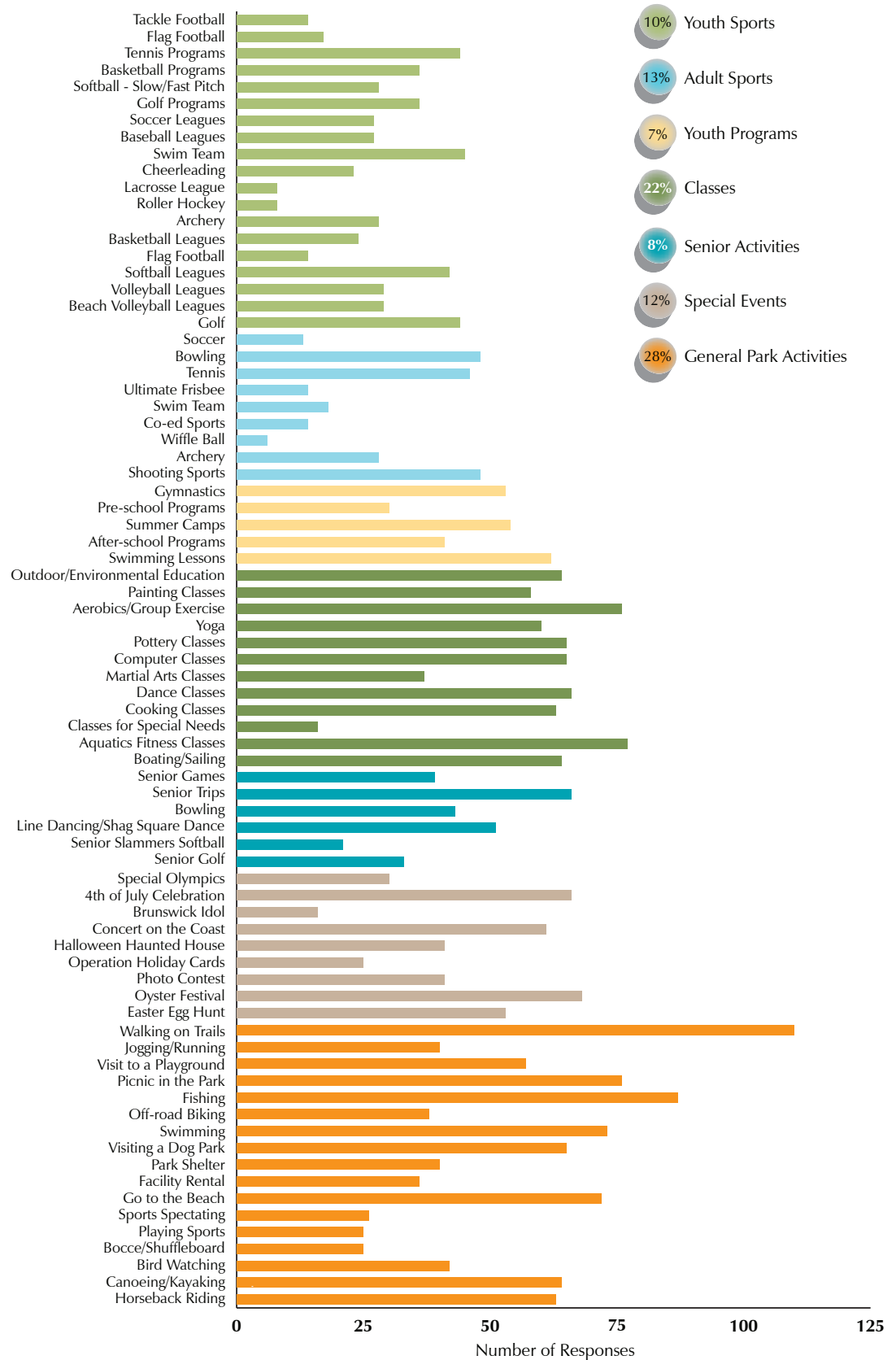
APPENDIX: COMMUNITY SURVEY RESULTS

1A) Identify the programs, activities, events or services that you or your family have participated in:



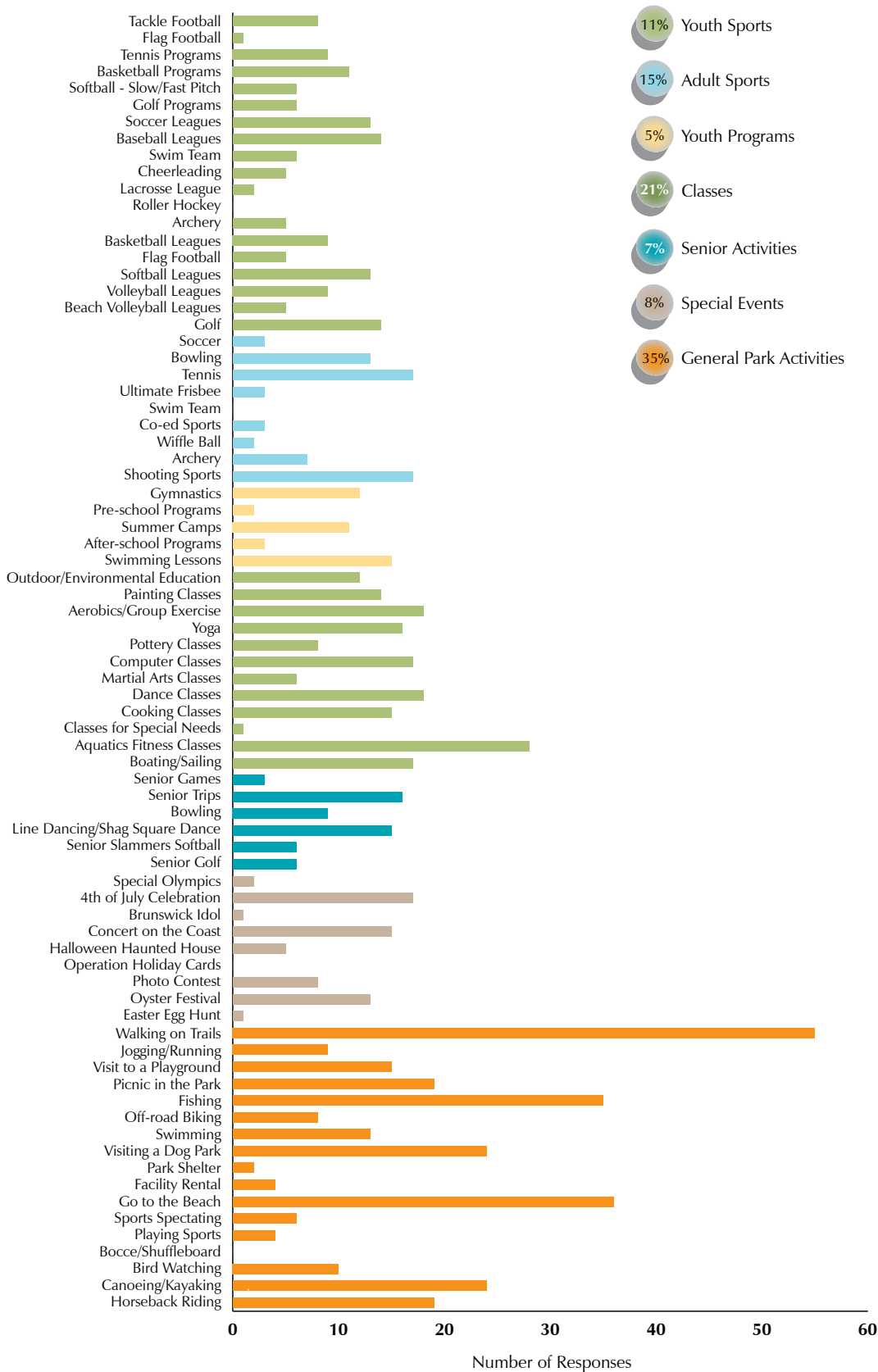
APPENDIX: COMMUNITY SURVEY RESULTS

1B) Identify the programs, activities, events or services that you or your family *would like to* participate in:

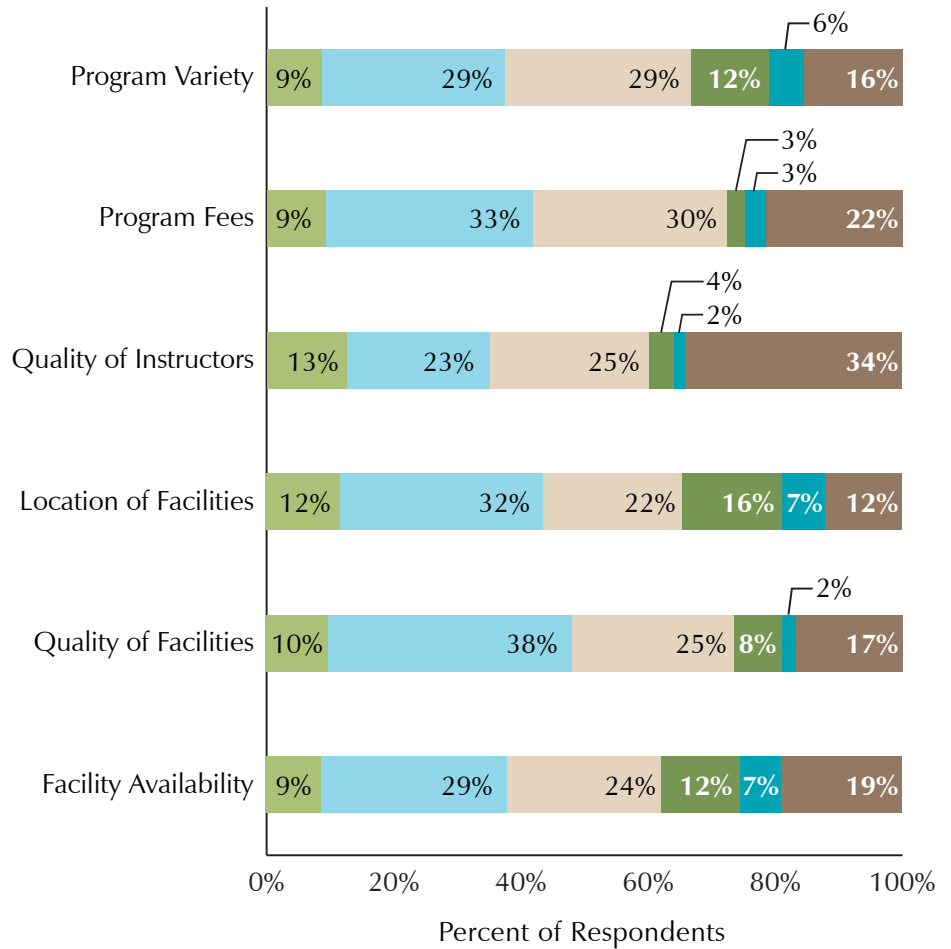
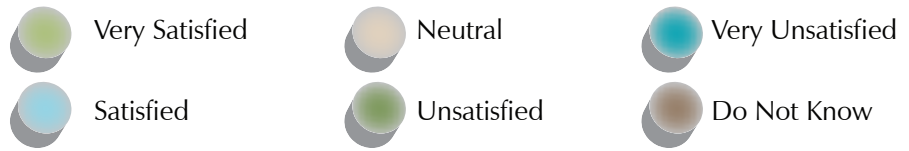


APPENDIX: COMMUNITY SURVEY RESULTS

2) Identify the five programs, activities, events or services that your favorites:



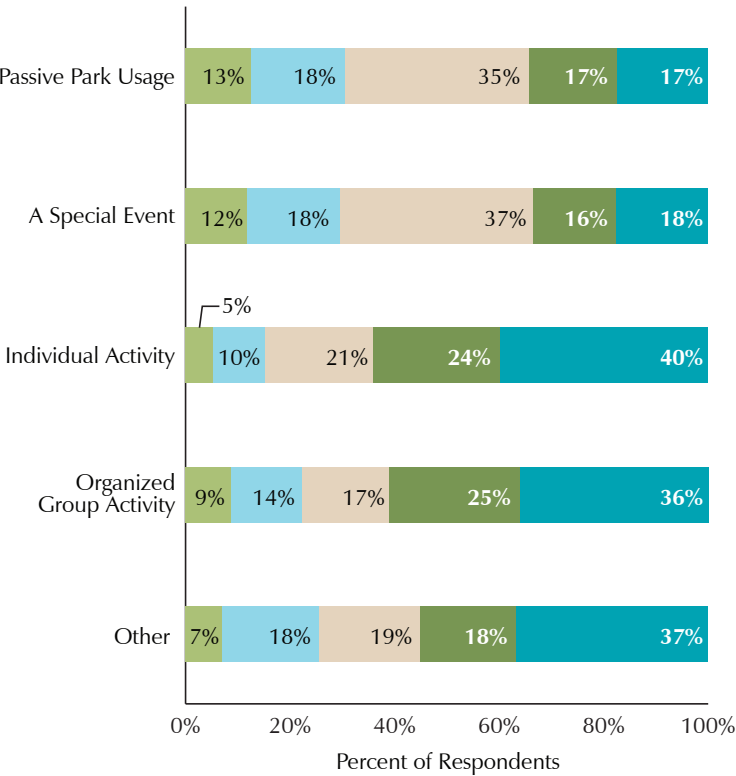
4) Using the scale below, please rate your satisfaction of the following:



Note: Because of rounding, these totals may not add up to 100.

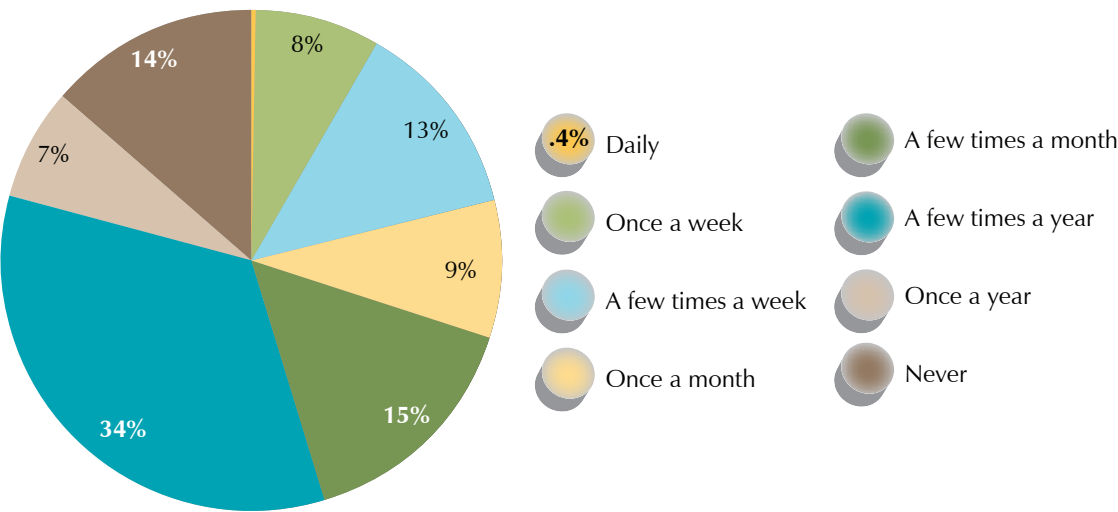
APPENDIX: COMMUNITY SURVEY RESULTS

5) Using the scale below, rank how often you take part in the following park programs:

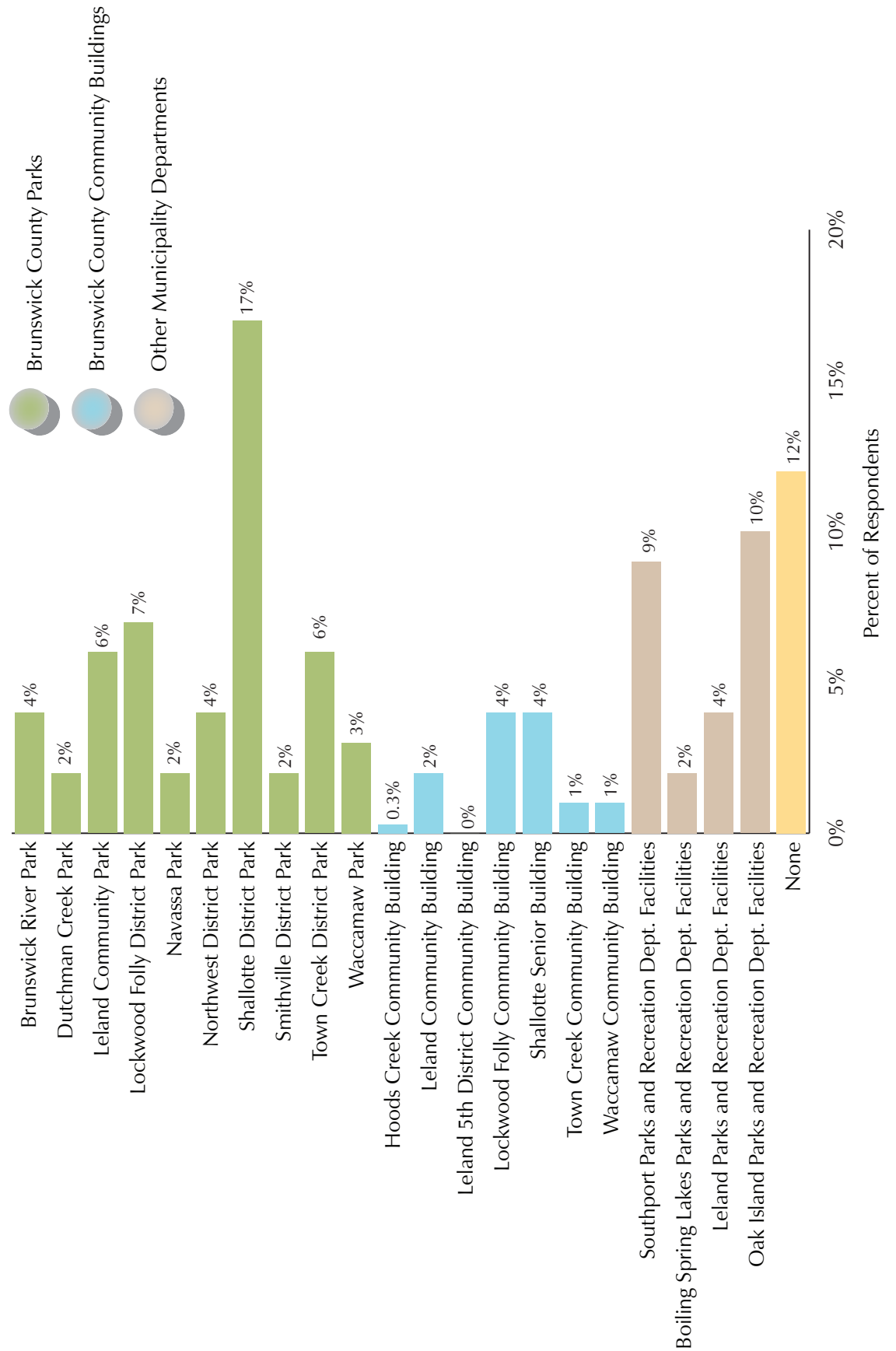


Note: Because of rounding, these totals may not add up to 100.

6) How often do you normally visit any park in Brunswick County?

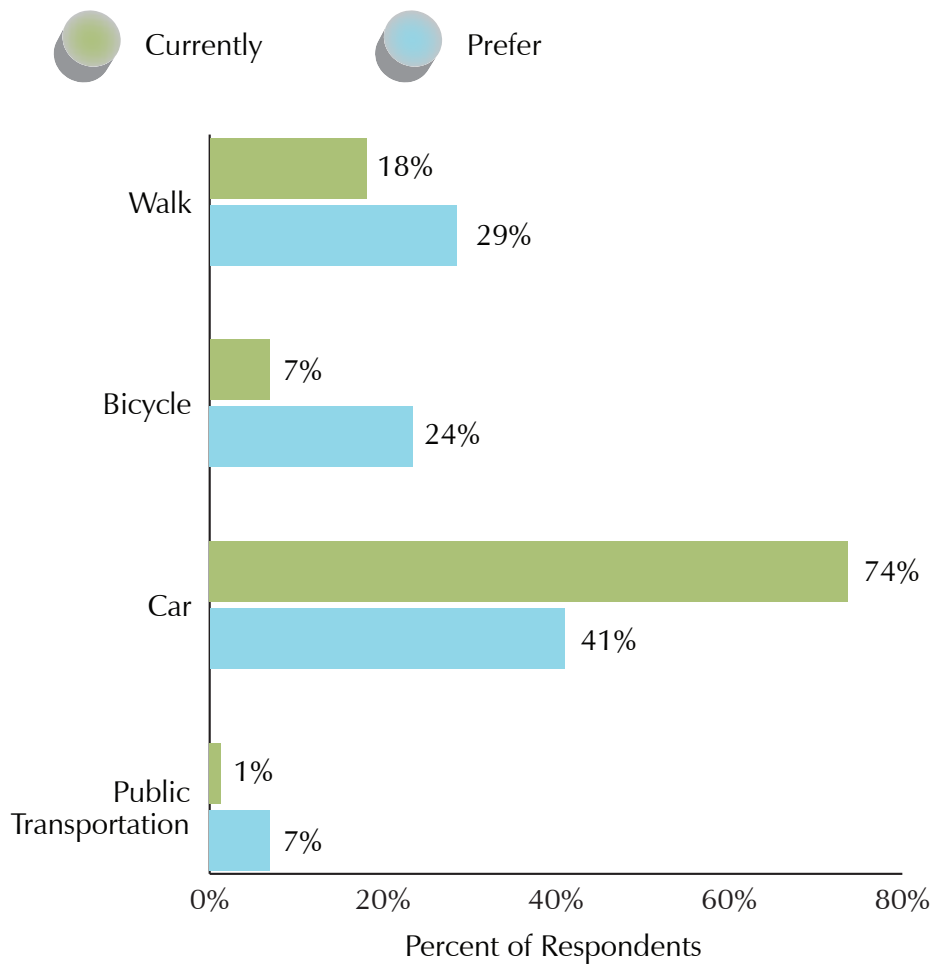


7) Please indicate the facility that you or your family uses most often:



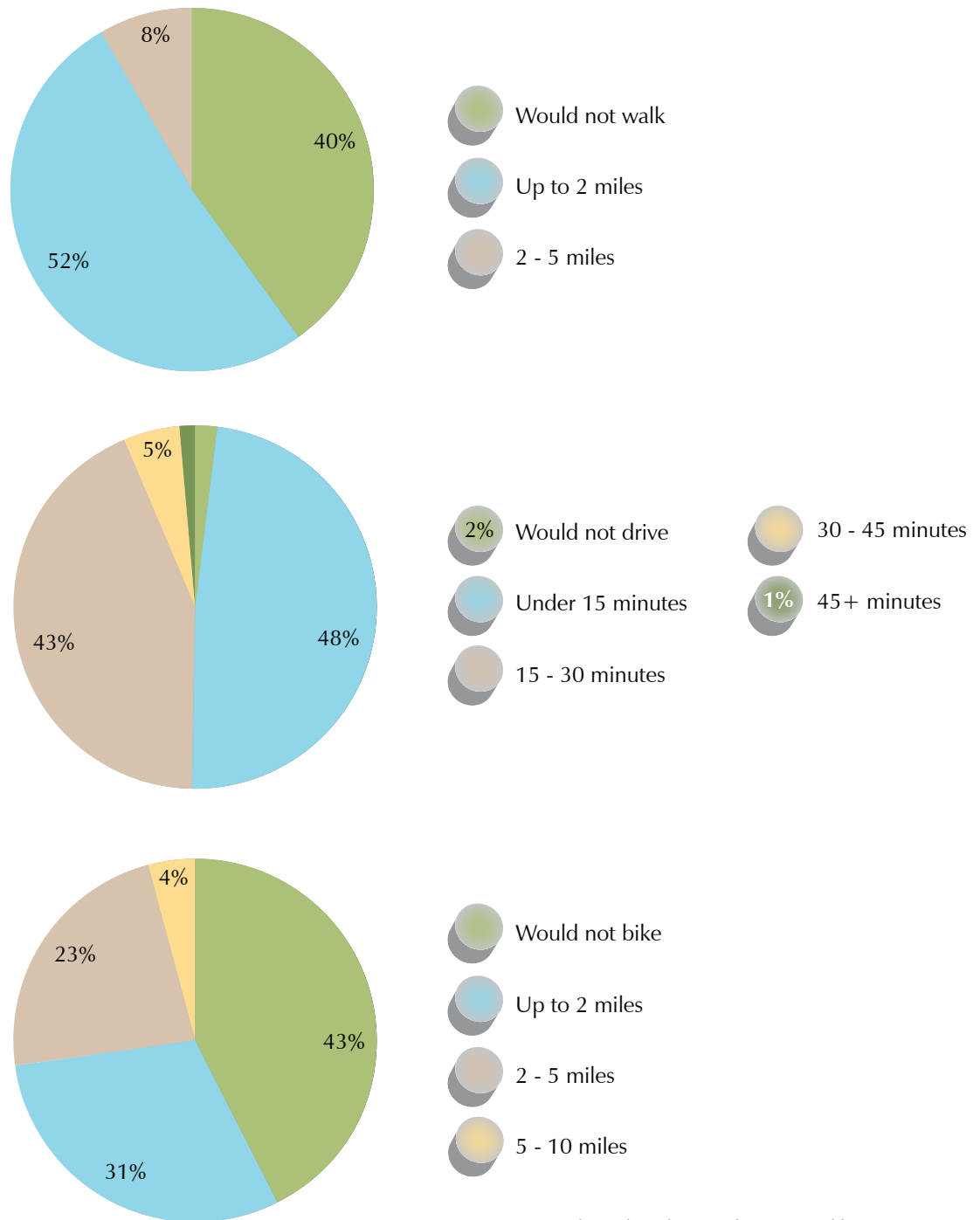
APPENDIX: COMMUNITY SURVEY RESULTS

8) Which of the following ways do you *currently* as well as *prefer* to access Brunswick County Parks and Recreation facilities?



Note: Because of rounding, these totals may not add up to 100.

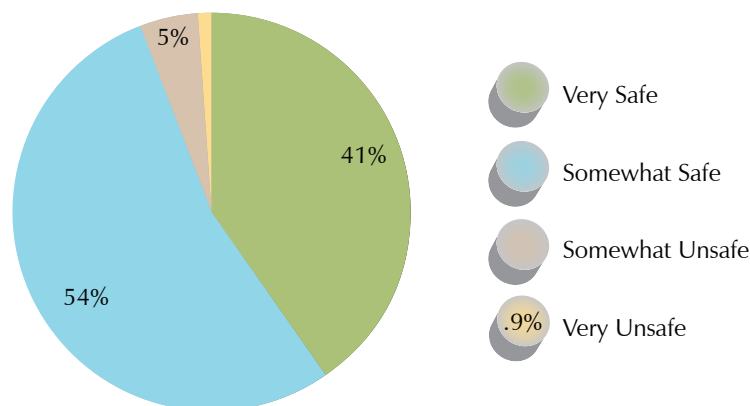
9) How far would you be willing to walk, drive or ride a bike to park and recreation facilities?



Note: Because of rounding, these totals may not add up to 100.

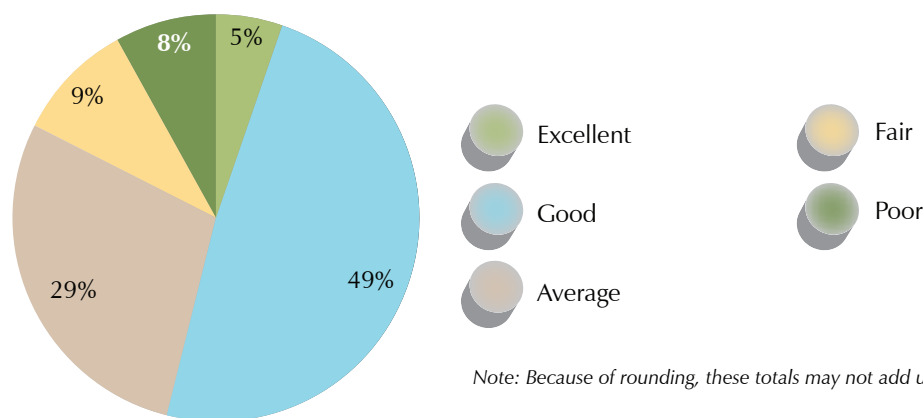
APPENDIX: COMMUNITY SURVEY RESULTS

10) How safe do you feel when you visit a park?



Note: Because of rounding, these totals may not add up to 100.

11) Using the scale below, give the department an overall grade as to whether park programs meet your needs.



Note: Because of rounding, these totals may not add up to 100.

APPENDIX: COMMUNITY SURVEY RESULTS

12) Indicate whether you think the following should have a (1) high priority, (2) medium priority or (3) low priority for implementation:



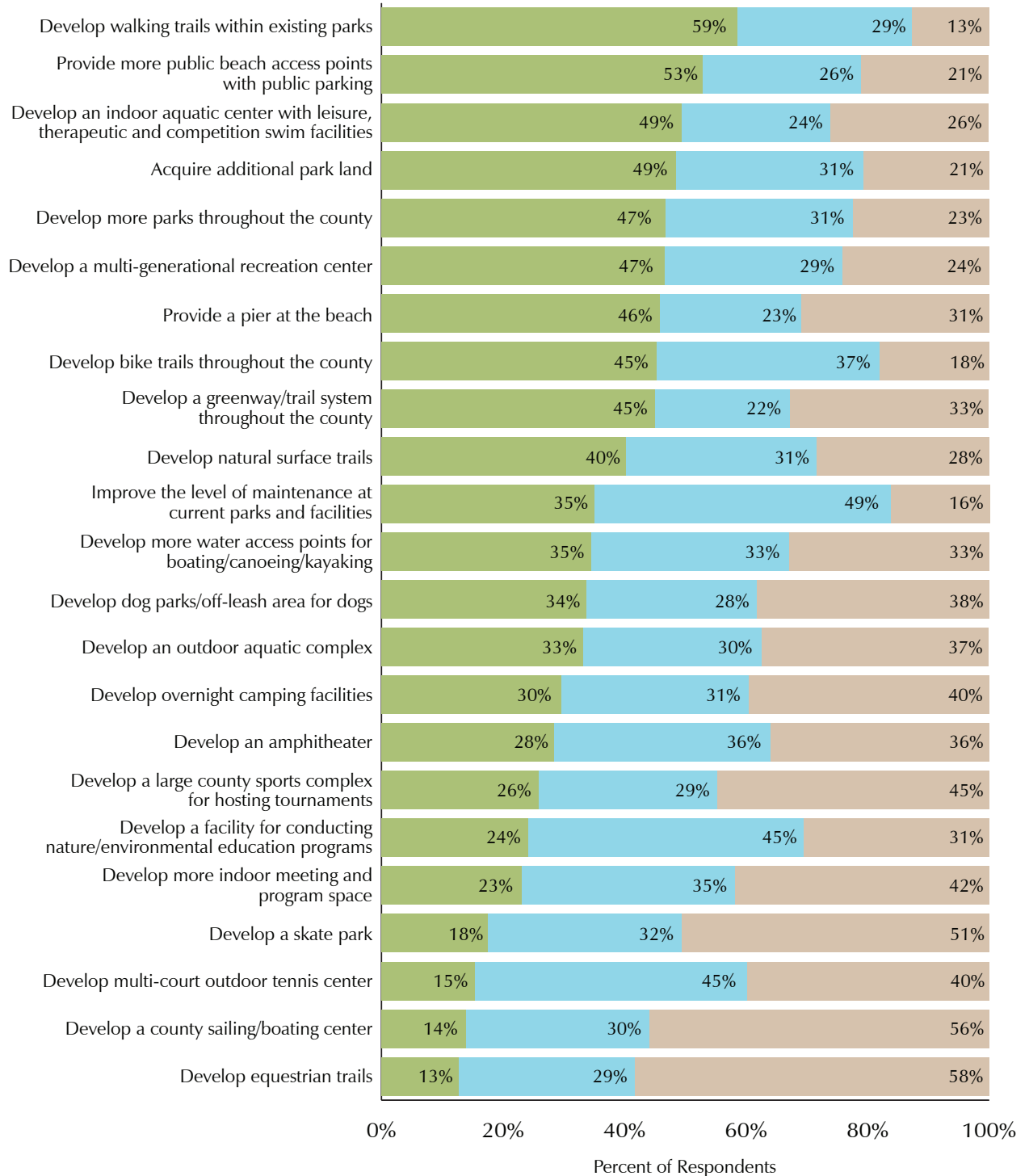
High Priority



Medium Priority

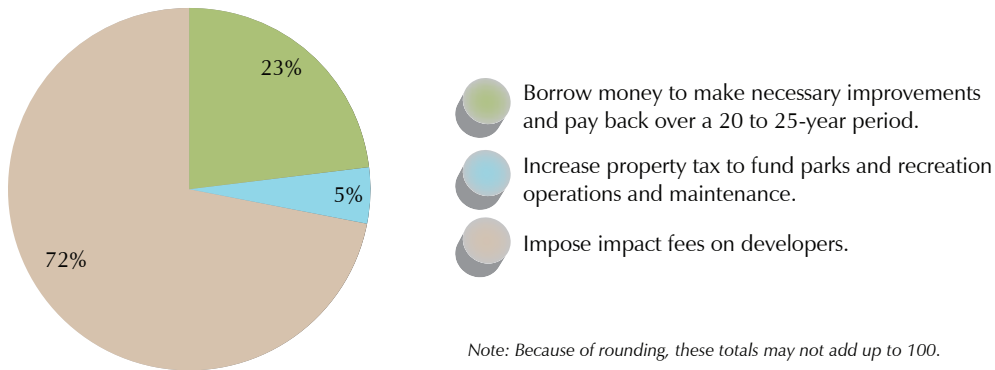


Low Priority

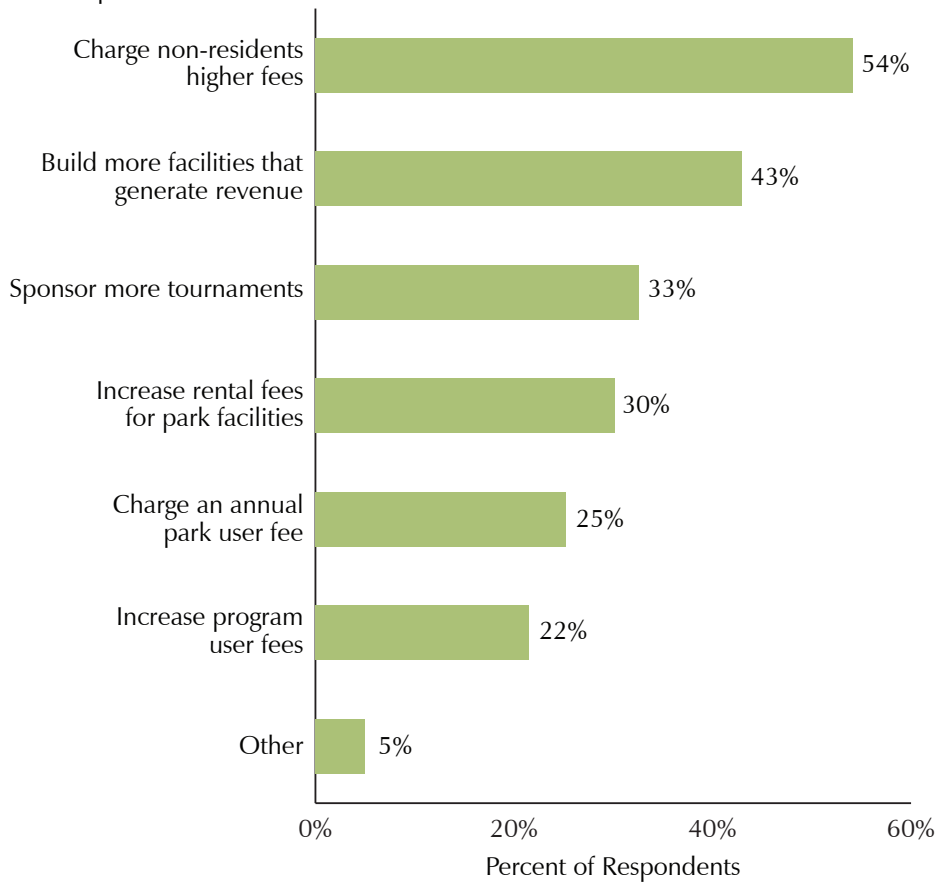


APPENDIX: COMMUNITY SURVEY RESULTS

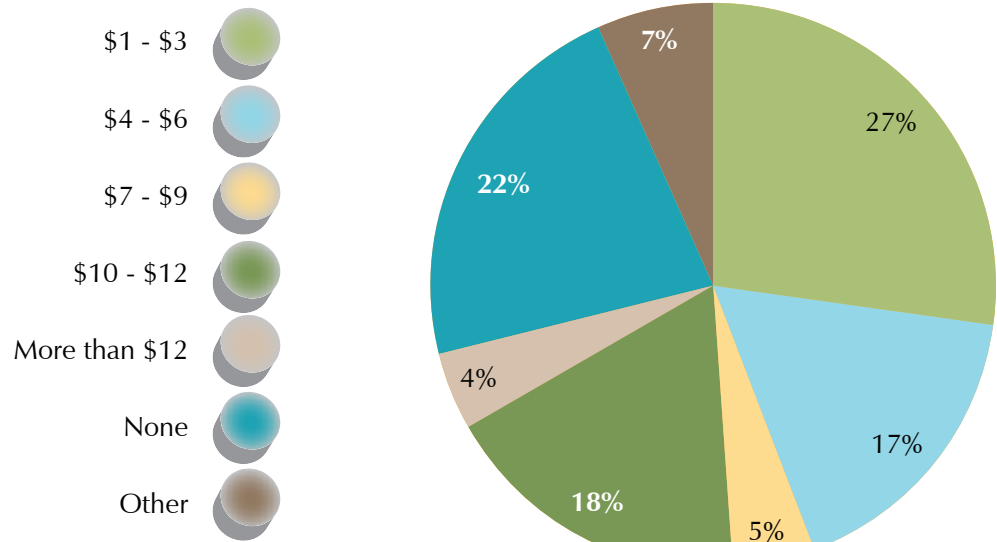
13) Indicate your top choice for funding needed park renovations, new park development and other capital improvements:



14) Please indicate all options that you would support for increasing funding for parks:



15) How much would you willing to spend per month per household to support improved park maintenance and recreation services?



Note: Because of rounding, these totals may not add up to 100.

APPENDIX: COMMUNITY SURVEY RESULTS

16) Please indicate with the appropriate number if you (1) agree, (2) disagree or (3) don't know about the following statements:



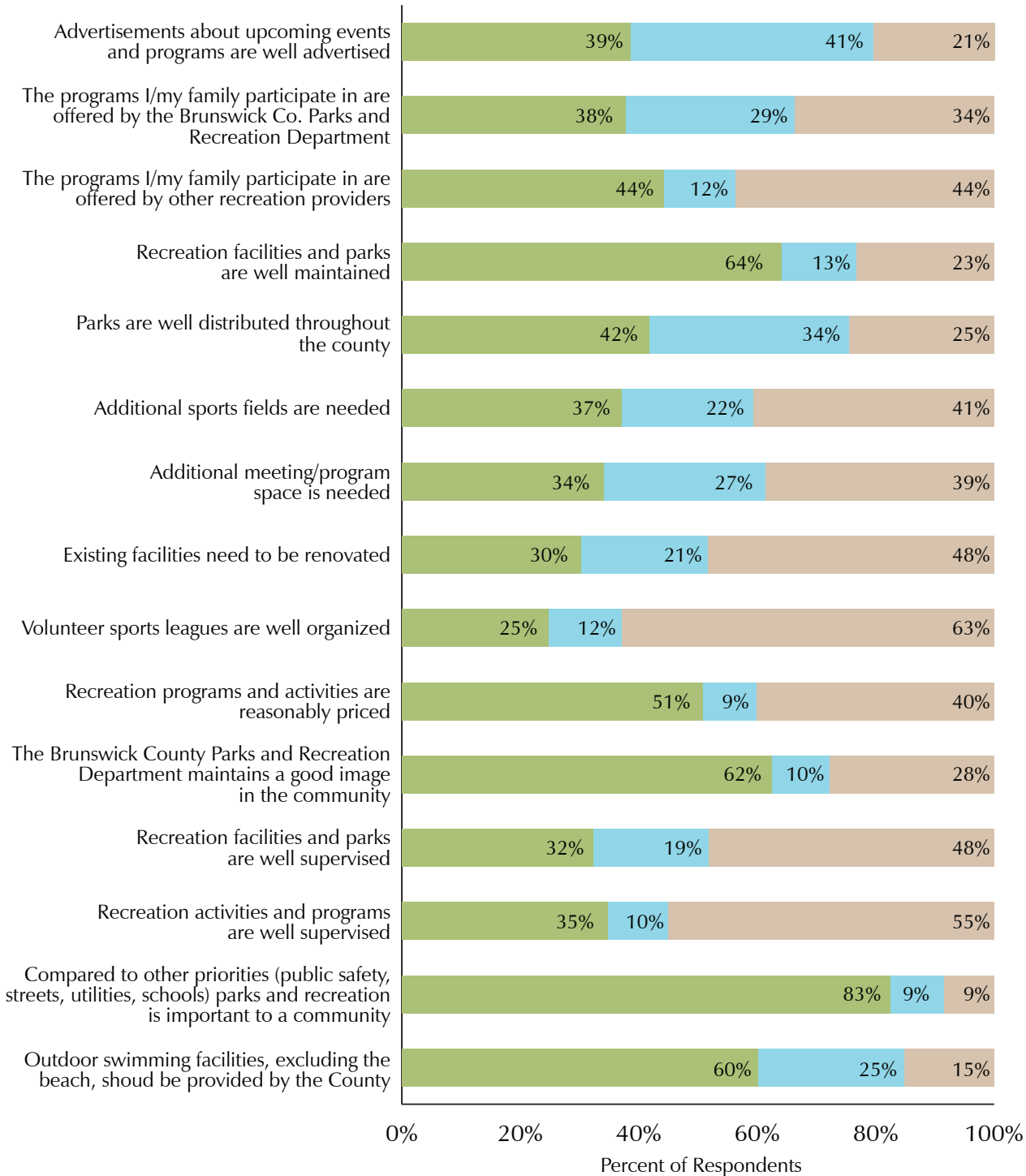
1 Agree



2 Disagree

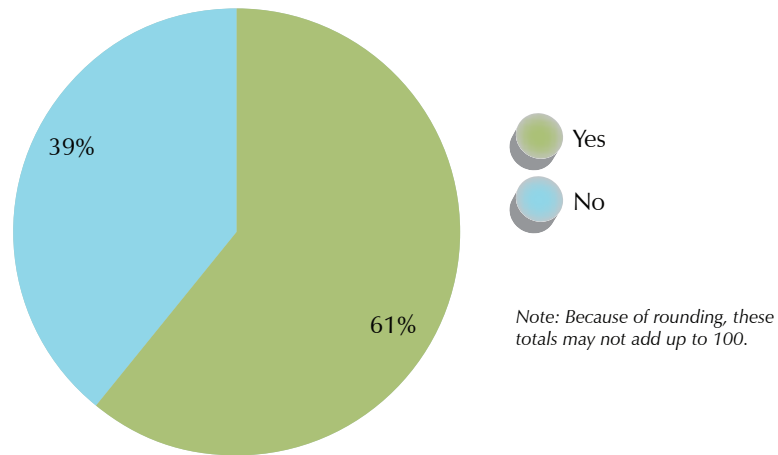


3 Don't Know

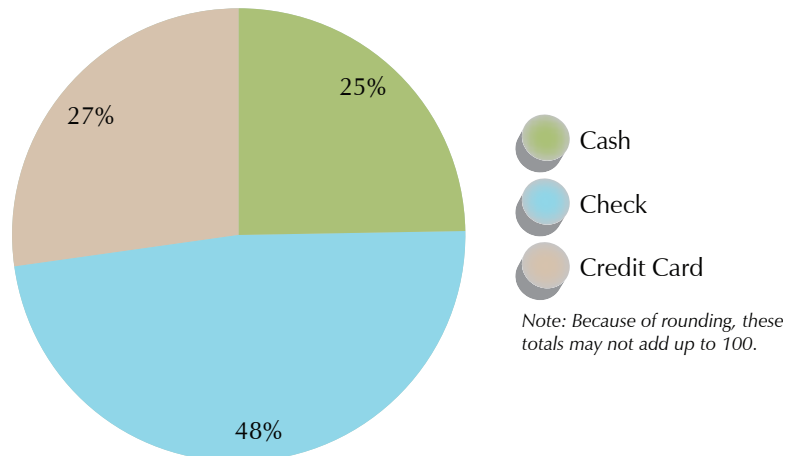


Note: Because of rounding, these totals do not add up to 100.

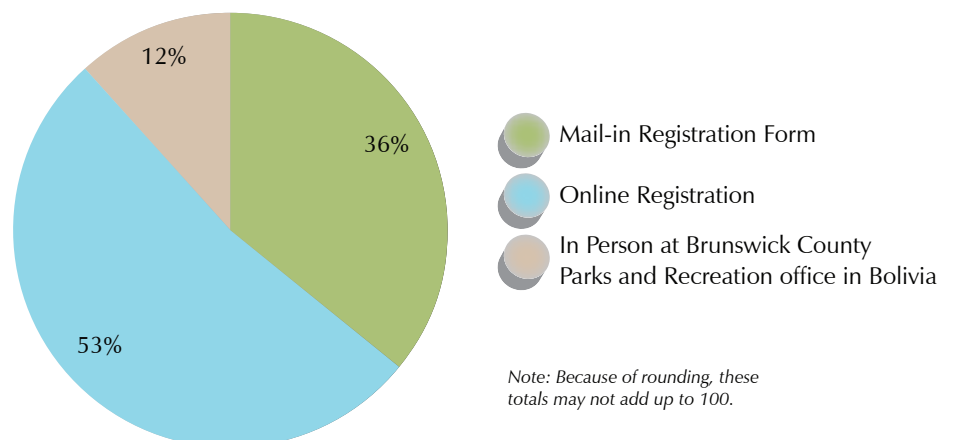
17) Do you feel the Brunswick County Parks and Recreation Department office in Bolivia is conveniently located?



18) How do you prefer to pay for Parks and Recreation programs?

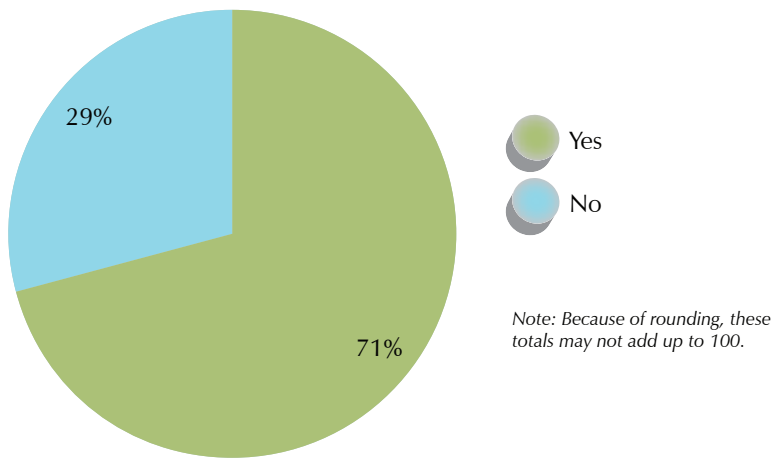


19) How would you prefer to register for Parks and Recreation programs?

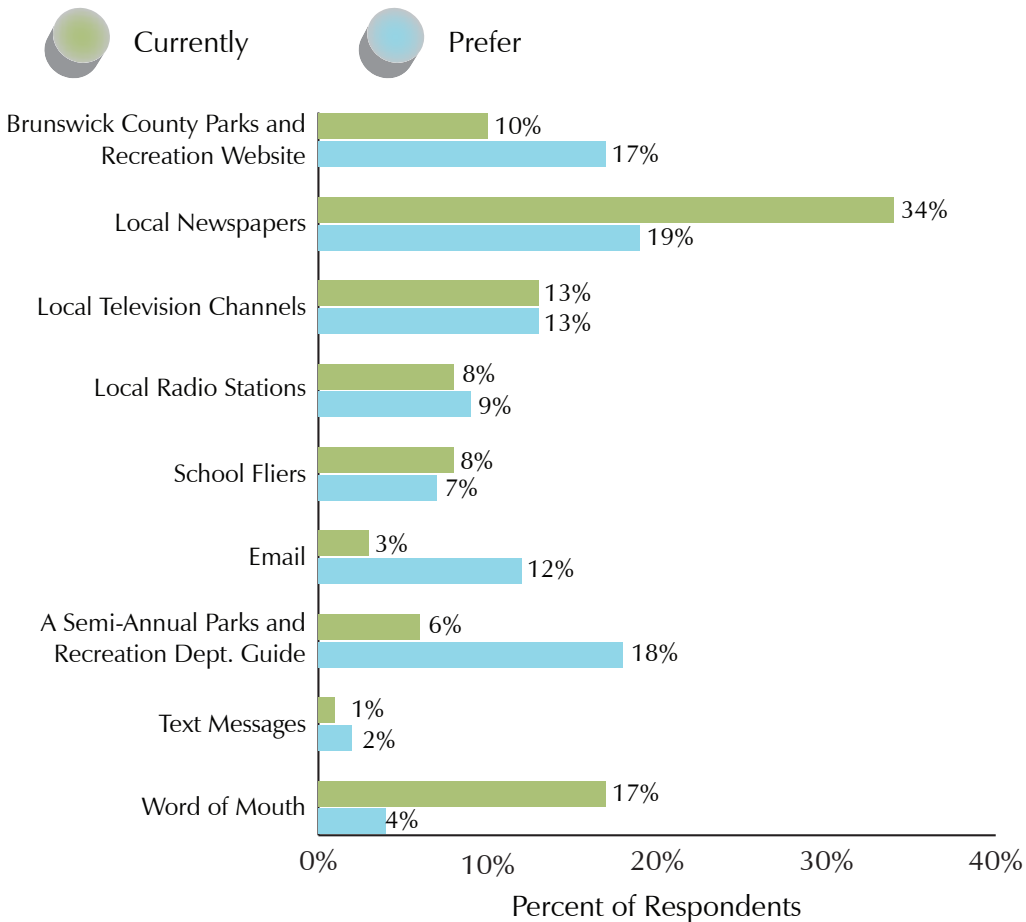
BRUNSWICK COUNTY COMPREHENSIVE PARKS AND RECREATION MASTER PLAN • COMMUNITY SURVEY RESULTS **A.19**

APPENDIX: COMMUNITY SURVEY RESULTS

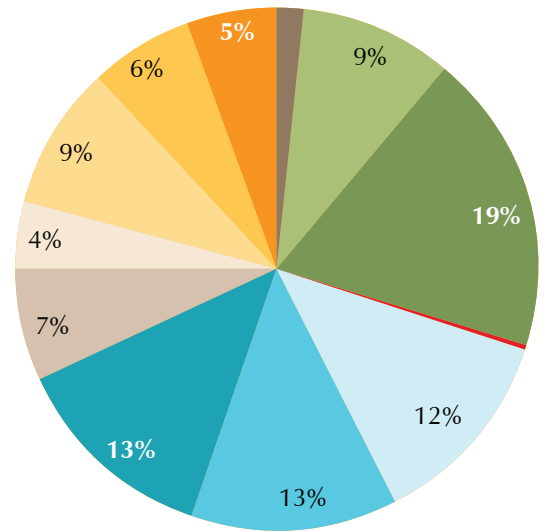
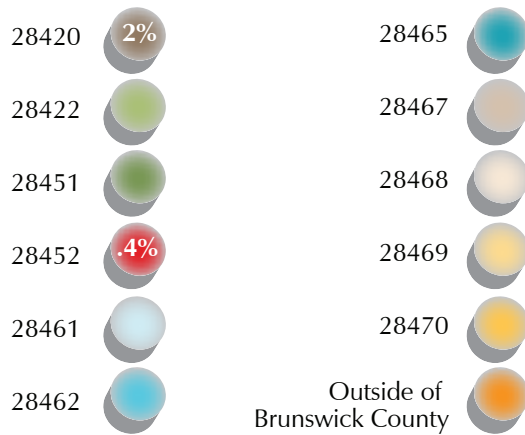
20) Would you like to see additional registration sites in other parts of the county?



21) Please indicate which of the following ways you *currently* as well as *prefer* to get information about Brunswick County Parks and Recreation events and programs:

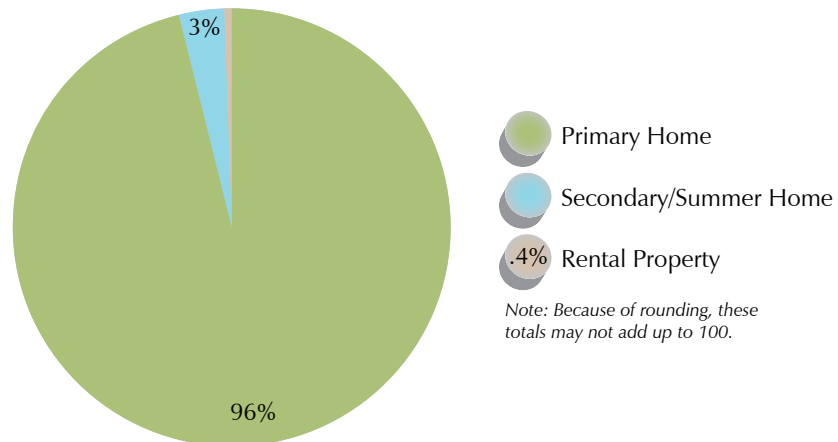


22) Zip Code:



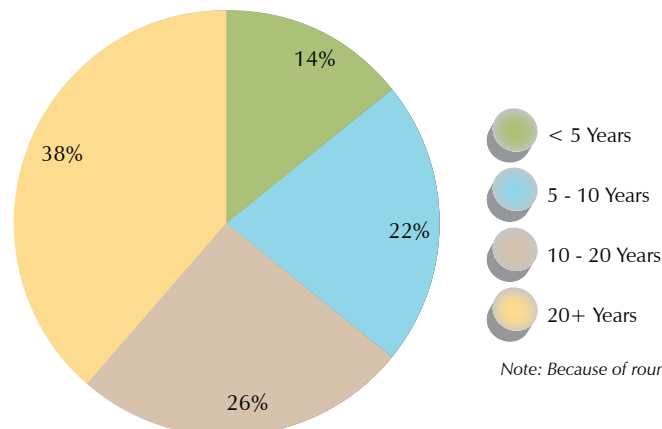
Note: Because of rounding, these totals may not add up to 100.

23) Which of the following best describes your home in Brunswick County?



Note: Because of rounding, these totals may not add up to 100.

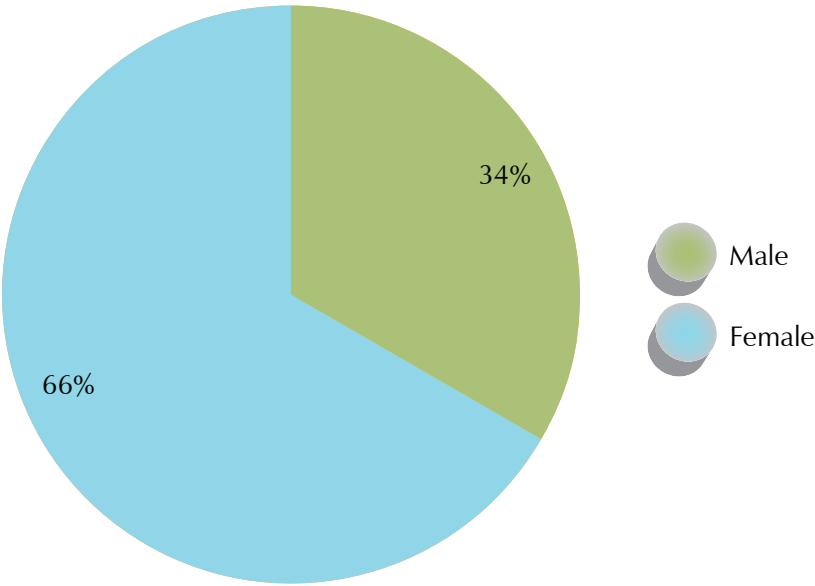
24) How long have you lived in Brunswick County?



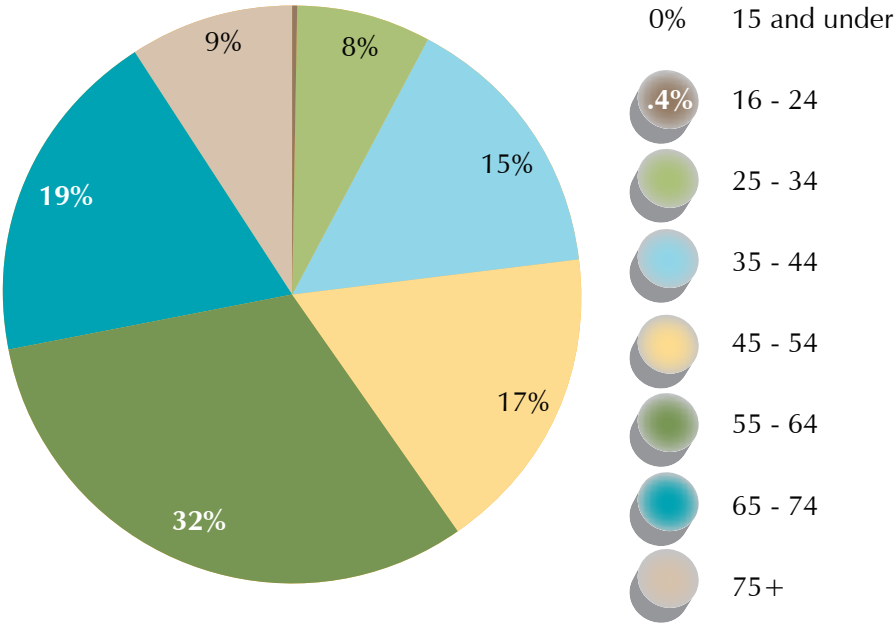
Note: Because of rounding, these totals may not add up to 100.

APPENDIX: COMMUNITY SURVEY RESULTS

Gender:

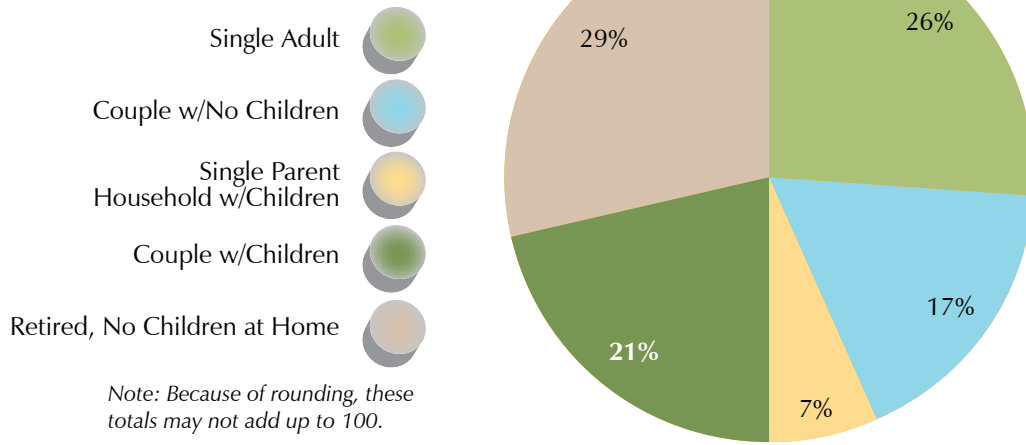


Age:

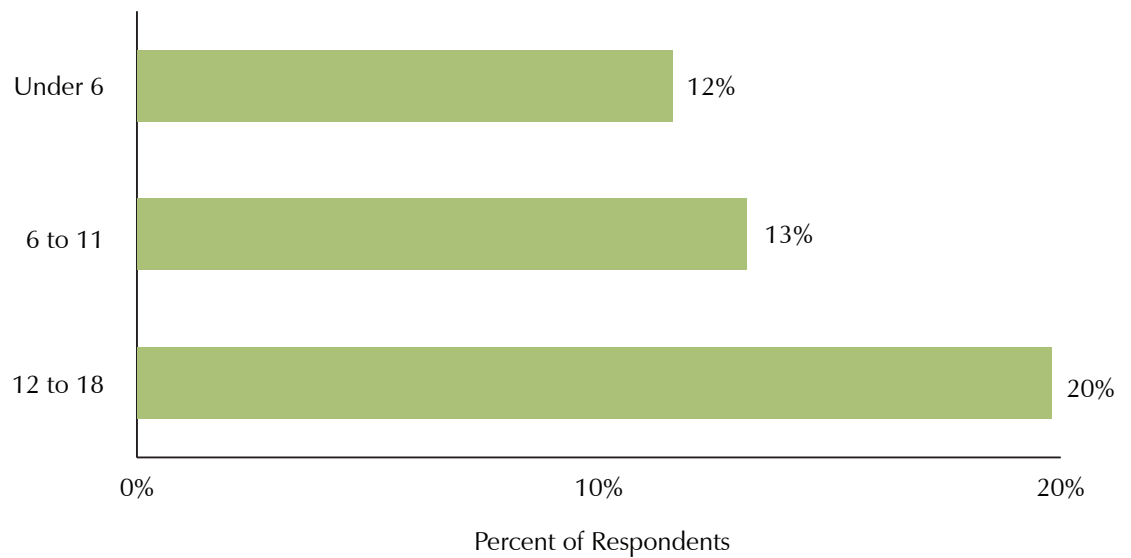


Note: Because of rounding, these totals may not add up to 100.

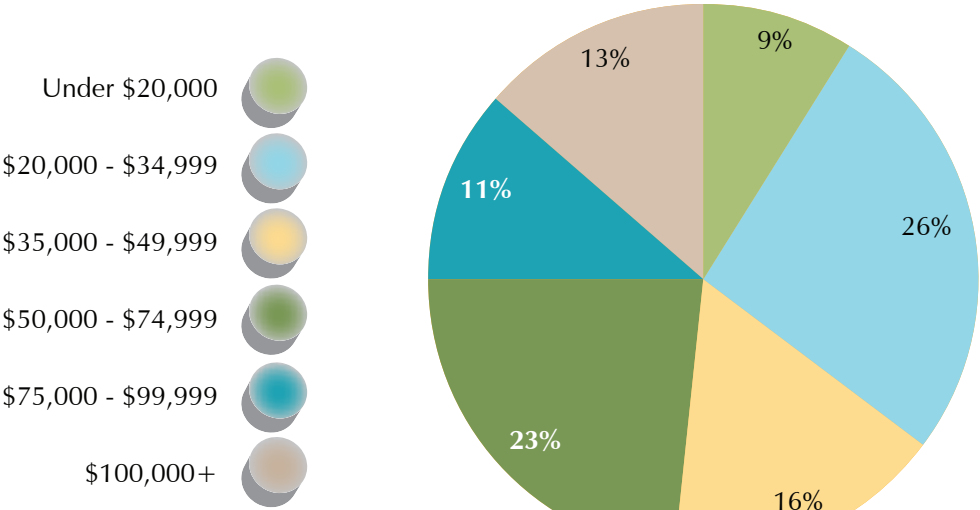
26) Which of the following best describes your household?



If you have children at home, how many children do you have in each of the following age groups?



27) What is your total household income?



Note: Because of rounding, these totals may not add up to 100.

3. Please list up to five new programs you would like offered.

Note: (#) indicates the number of times that program was listed.

- Adventure camps for learning about plants and trees in our areas and their importance
- Affordable activities for kids in summer
- All summer - summer camp
- Anything dog related
- Aqua aerobics
- Aquatic fitness classes
- Art festival
- ATV trails
- Auto body repair
- Auto mechanics
- Baseball for boys 15 & up
- Basic music lessons
- Basket making/weaving (2)
- Basketball lessons for youth
- Be more involved with churches to assist elderly/special needs people
- Bicycle groups, paths
- Bicycle riding events
- Bike multiuse path/trails
- Board games
- Boating
- Bowling (2)
- Boys & girls club for 7-12
- Card games/playing with tables (2)
- Card playing for seniors
- Child care at rec. center
- Cinema in the park
- Committee to assist & investigate nursing home needs & concerns
- Countywide volunteers
- Couples trips
- Craft classes
- Crafts
- Creative writing
- Daily group outdoor exercise
- Dog training
- Educational classes
- E-mail classes
- Feeding people on holidays
- Fishing (2)
- Fishing classes
- Fishing for toddlers
- Foreign language classes
- Frisbee golf (3)
- Gardening/landscaping
- Getting young & seniors together to learn & experience
- Golf for kids

APPENDIX: COMMUNITY SURVEY RESULTS

- Golf-walking allowed
- Group-organized walking
- Guitar classes
- Halloween haunted house
- Handball/racquetball
- History programs
- Holiday activities
- Horseback riding classes
- How to be a parent when you're just a kid
- Infant swimming classes
- Internet classes
- Jazz in the park
- Jewelry making
- Kayak lessons
- Kite flying
- Knitting instruction classes
- Landscaping
- Lap swimming for seniors
- Learn to be part of a team
- Legal advice
- Line dancing in Leland for a reasonable fee
- Meals on wheels
- Mentoring programs for young students
- More dancing (clogging
- More no cost activities
- More preschool activities
- More senior trips
- More softball leagues
- Mother to be programs
- Multicultural/diversity fairs
- Needlepoint
- Neighborhood clean up projects
- NORTH Brunswick Bluegrass concerts
- Nutrition classes
- Outdoor environmental ed
- Outdoor theatre
- Paintball
- Painting workshop (3)
- Peewee/little league baseball
- Peewee/little league football
- Pet adoption days
- Photography classes (2)
- Pilates (2)
- Play dates for toddlers
- Poetry reading
- Paintball for adults
- Pottery
- Preschool programs

- Public swimming
- Racquetball (2)
- Reading classes/book classes
- Rock climbing
- Safety classes
- Scrap booking
- Sculpting classes
- Senior aerobics
- Senior baseball
- Senior bowling
- Senior exercise
- Senior group activities - travel
- Senior painting classes
- Senior trips (2)
- Sewing classes
- Sidewalks in parks
- Sign language classes
- Singing groups
- Singing lessons
- Single adult trips (Christian)
- Singles activities (2)
- Sketching
- Small engine repair
- Social gatherings
- Some type of rec for singles
- Sportsmanship/positive behavior workshops for parents/adults
- Surfing lessons
- Swim team
- Swimming (2)
- Swimming aerobics
- Swimming lessons (3)
- Table tennis
- Tackle football
- Tai Chi (3)
- Tax classes
- Tennis
- Tennis lessons
- Toning for seniors
- Track & field
- Travel information seminars
- Traveling football youth
- Trips for youth
- Using GPS classes
- USTA sanctioned tournament
- Vita parquet course
- Walking on trails
- Water aerobics
- White water rafting (2)

APPENDIX: COMMUNITY SURVEY RESULTS

- Wine tasting
- Women's group
- Women's self-defense classes
- Women's tennis ladder
- Woodworking
- Youth golf tournament
- Youth gymnastics
- Youth pottery

28. If you could tell the Parks and Recreation Department one thing they need to do better, or one facility they need to add, it would be:

- Just take care of the children, heck with adults' wants
- Reduce cost of classes
- Better communications about programs
- Advertise your facilities & activities more
- Park with exercise facility & walking/jogging trails with exercise stations near Ocean Isle Beach
- Attendants on duty
- Dog park
- Skate park for children and teens
- Dog park
- Handball, racquetball
- More activities for youth
- A large park at Sunset Beach, Ocean Isle, Calabash area with playground, fields, trails, restrooms
- Make public more aware of programs, activities, etc
- Main office in Bolivia could be updated – add two more facilities in each end of the county
- Dog park
- Dog park
- More things for kids age 4-8
- Child care at the rec. center
- More hiking trails
- Open a larger facility in Ocean Isle/Sunset area, with more activities, more programs
- Better distribution of info
- More senior activities
- More variety of activities for summer events for kids
- More ads telling what programs are offered
- Need to anticipate the need to accommodate a huge increase in park & rec. usage...
- Build a shooting range
- Supervision at the parks
- Send out info on upcoming events
- Improve communication/information with the public
- Fix the bathrooms
- Advertise more
- Get the word out about programs, indoor facility
- Walking trails, playgrounds
- Advertise current programs better
- Parks in southern Brunswick
- Better supervision of parks, lighting

- Tennis center
- Level out baseball fields
- Swimming pool
- Gym complex with indoor pool-south Brunswick Co
- The swimming with reduced rates for fixed income with therapeutic facilities
- Have more for senior citizens
- A skate park
- Inform of what is going on/events coming up
- Do renovations on the smaller parks
- More recreation for kids
- Offer more programs for seniors: yoga, aerobics
- The Supply park needs more police patrol; clean bathrooms
- Swim pool/lessons/aquatic aerobics
- THINK MORE ABOUT THE ADULTS, FOR A CHANGE!
- Improve activities for active seniors in Leland; our senior center is like going to a funeral; it is depressing to go there
- Have more parks like Town Creek
- Ocean Beach access & related parking
- Summer entertainment
- A park on the south end of the county is REALLY needed! A natural setting park...
- Dog park on Oak Island
- Communicate with parents, offer to sign up for e-mail announcements by e-mail notifications; have a phone # that works & someone calls you back
- Swimming pool; life guard on beach during summer months
- Community based dog training (I teach dog training)
- More lighting at the Northwest Park
- Better communication of programs offered; is there a website?
- Renovate restrooms to include table for changing baby diapers
- Do a better job of considering and meeting the needs of the far southwestern population
- More boat ramps with good parking with trailers
- More kayak & canoe trips; lake trails throughout the town & roadways
- Rec. center on Oak Island needs to be larger & offer more programs
- More water access
- Parks and Rec should be in charge of all league sports
- More programs for kids
- More children playgrounds
- Public use indoor basketball courts; advertise programs better
- Advertise what's happening to visitors
- Public pool in Leland area, Leland park
- Trails, trails, trails....
- A nice park close to Calabash
- A meeting place for small gatherings or meetings
- The upcoming aquatic center at BCC will fill the needs
- Teach grade school children to swim
- Dog park
- Publicity/organization
- Shooting range
- Rec. center in Calabash

APPENDIX: COMMUNITY SURVEY RESULTS

- Offer paid positions to coordinators of league and activities
- Keep the equipment clean & up to date
- Need more visibility of park personnel to cut down vandalism
- A building that offers a little of everything: pool, pool tables, bowling, roller skating...; no drinking allowed
- Gym-aquatic center...BUT NOT IN BOLIVIA!
- Need more facilities in south/west point of county
- To generate more money, each league needs to have booster day, sell stickers
- STOP SPENDING-LIVE WITH WHAT WE HAVE
- Waccamaw needs more gym type equipment and public swimming pool
- Offer water aerobics at Baptist Assembly on Caswell Beach or Oak island Country Club
- Add dog friendly facilities & activities
- Advertise programs better, through mailings, commercials
- Make it so boats can be put in on low tide
- Indoor swimming/gym reasonable to residents
- Walking, fitness trail, more ball fields, more tennis courts; indoor multi-generational sports/rec/meeting facility
- We should not pay to see our grandkids use a playground
- Beach pavilions
- Dog park; beach needs to be dog accessible – leash free
- Better bathrooms, cleaner
- Indoor swimming & water aerobics facilities
- Better advertising
- Competition tennis facility
- Fix tennis courts at industrial complex
- We need park with water access; plenty of parking, swings, picnic tables

29. Please list any enhancements to current park facilities that would improve your parks and recreation experience.

- Ask more support for little league baseball and other children activities. They are our future.
- More bleachers for game watching; park attendant on duty at night
- Vending machines for when the concessions are closed. Emergency supplies for accidents with kids.
- More musical evens
- Nature educational tours
- "Hats off" to the people at parks and recreation
- Lake
- Planted flowers and shrubs
- Rest room nearer soccer fields at Shallotte Park
- Ask master gardeners to help maintain landscape
- More facilities and programs at Northwest District Park on 74 hwy
- Improve bathroom facilities; provide security for functions that have high tournaments
- Dog park
- More places to picnic/boat ramps
- Boat ramp in Bolivia
- Renovation of community bldg esp. Lockwood Folly
- Build larger & better Frisbee golf location (have you seen one at Castle Hayne?)

- Winter activities
- Large garbage containers
- More water access for boating, sailing...
- Shallotte Park –better pick up of recycled materials to prevent overflowing
- Grass like at the golf courses & flowers
- Walking/nature trails
- Tennis courts needed at all parks
- Preschool program to work with day cares/head start programs
- Stopping the litter bugs who trash the beach
- Indoor swimming & workout; additional tennis courts
- Dog parks
- Handicapped playground for adults
- More walking trails
- Walking/fitness trails-nature
- Walking trail/track-art classes, etc
- Skate park
- Better concession stands for kids
- Enhanced walking trails, parking, and restrooms
- Cleanliness of restrooms
- More baseball fields & football fields; more restrooms
- More play ground equipment for grandkids
- More children, especially, toddlers' playgrounds
- Cleaner restrooms
- Upkeep of equipment
- Trails, bigger playgrounds, pools, indoor facilities
- Better maintenance of facilities, tennis courts
- Pool
- Higher benches for handicaps
- Brunswick River Park and Shallotte Park need new restrooms
- More variety of playground equipment, also playgrounds separated by age...
- Lighted walking path for evening walks
- Dog walk; camp site benches
- Walking & bike trails
- Football fields/different than baseball usage
- Sauna at the rec. ctr
- Wooded walking trails; some paved for rollerblading
- Fix the bathrooms, stabilize grass area in Leland
- BE FAIR! More access for ADULTS!
- Maybe those that use your services should pay more for them than those that don't
- Use the money you get now and quit all the waste with all the people riding around doing nothing; cut off all those lights that burn at night
- More parking
- Better seating and bathrooms
- Indoor pool
- More tennis court at the south end of the county

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PUBLIC MEETING SIGN-IN SHEETS

The following sign-in sheets were collected during the public input process. All public meeting attendees were asked to sign-in at the meetings held during the week of December 1, 2008.

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PUBLIC MEETING
Comprehensive Master Plan
Sign-In

Town Creek
12-1-08

NAME	ORGANIZATION	EMAIL
Joseph White	soccer parents	N/A
Crystal Shaver	soccer asst coach yoga inst.	crystalshvr@yahoo.com
Samie Brown	Football Head coach	N/A
Bill Davis	Boiling Spring Lake	BNBDavis@ATMC.net
Margaret Roseman	CEL8	cisfre-de/andabizee. rr.com
Leslie Fiorenza	BAR K	lesliecygergerH.com
Wava Frazer	Soccer	
Jay Dely	Soccer	Jddely@ATMC.net
Brian Fairbanks	soccer	BFairbanks@ATMC.net
Lynn McBride	Soccer	lynnlibero@yahoo.com
Jim B. Vanden		

Waccama Comm. Bldg.
12-2-08

Wacama/ Ash
12-2-08

Wacama/ Ash
12-2-08

[illegible]

PUBLIC MEETING
Comprehensive Master Plan
Sign-In

Leland

NAME	ORGANIZATION	EMAIL
Steve Manciacopae	VP Cape Fear cyclists	Cabinetsj@aol.com
Robert Weybrecht		bweybrecht@bellsouth.net
Lae Bowling	VP Leland Dixie youth	
Ronald Mize	V.P. Leland youth Baseball	
Adam Watson	Leland Baseball	awat14@gmail.com
Alisa Kasper	Leland Soccer/Baseball	akasper@hotmail.com
GARY KASPER	Leland Soccer/Baseball	"same"
DAN MCSWENEY	COASTAL CAROLINA STREETSCAPES	DAN.MCSWENEY@CCSTREETSCAPES.COM
Robert James McCoy	N/A	rmccoy@ec.rr.com
Bobby Child	Leland youth baseball	bobbychild@bellsouth.net
Sharon & Lynn Roberts	Leland Youth Soccer/Baseball	NCMDMX5@aol.com
Jane Milbert	Leland parks + Rec	
MIR & MRS. MICHAEL TATUM		mstatum@atmc.net
Sheryl Kincaid		kincaids68@yahoo.com
Donald Squires	LYSA	
REGGIE EUENSON	Leland Girls Softball	CFDRAGONS@ec.rr.com
ROGER LEGENDRE	SENIOR GOLF	RJRN4@HOTMAIL.COM
Barbara Brundes		bab45@ec.rr.com
Heidi Bennett	VPLDY Baseball	heidib66@Bellsouth.net
Meg Linkous	Leland Softball	msl51160@cs.com
Jaye Burchhalter		
Larry Gallant		lgallant@yahoo.com
Chuck Threlton		marshside7@aol.com
Niel Brooks	Leland P&R	nbrooks@townofleland.com

PUBLIC MEETING
Comprehensive Master Plan
Sign-In

Lockwood
Follen

NAME	ORGANIZATION	EMAIL
Kathy Smith	CIS Afterschool	cisafkschool@2khiway.net
Sandy Williams	CIS 21 st Century	cisspecialprograms@2khiway.net
Randy Wigley	self	grann@atmc.net
Berry Cook	wood Duck com.	MARY2@ATMC.NET
GRACE Peoples	SN. CITIZENS	TEL-942-9351
BILL RAPHAEL	B.A.R.K	BRAPHAEL@ATMC.10ET
Rick Winner	COASTAL DEV & REALTY	Rick@RickWinner.com
JUNE Froehlich	BCTA	tennisjp@ec.rv.com
Caroline Curran	Brunswick Beacon	ccurran@brunswickbeacon.com

BARK: Brunswick Area Responsible Kamine owners

PUBLIC MEETING
Comprehensive Master Plan
Sign-In

Southport
Public Mtg
12-4-08

NAME	ORGANIZATION	EMAIL
Wesley SUTTON	CFYC	ESUTTON@EC.RR.COM
Butch Shirkley	CFYC	tshirkley@aol.com
Donna Williams	Fitwize 4 Kids	leland@fitwize4kids.com
Annamarie Chomicki	BARK	
Marianne Turco	BARK	
John KEILMAN	BCTA/SELF	JCKEILMAN@AOL.COM
HEATHER BURKERT	N/A	HEATHER@HBURKERT.COM
JOHN ASTOSKE	SOUTHPORT DIXIE YOUTH BASEBALL	SOEYS@AOL.COM
Kathy Atack	n/a	katack@ec.vr.com
John Goetz	Southport Oak Island Soccer	jgoetz@ecrr.com
M. Alan Thornton	City of Southport	alan_thornton@Southportnc.org
Amy Nelson	" " "	amy_nelson@Southportnc.org
Heather Hemphill	City of Southport	heather-hemphill@Southportnc.org
Ann Harrington	Bald Head Island Citizen	amg@bellsouth.net
Cynthia Tait	Resident of Oak Island	
DAVE GUNGBA	BRUNSWICK JR. TENNIS TEAM	dmgtennis@hotmail.com
HARRY BROWN	N/A ST. JAMES HS	HJBROWN2@GMAIL.COM
Karen Holbrook	Brunswick County Tennis Assoc.	KHolbrook@ec.vr.com
Kathy Craven	Brunswick Co. Adult Services	kcraven@bellsouth.net
Regina Lynn	Brunswick Co. DSS	rllynn@brunswick.net
Ben Brown	State Pilot Newspaper	

PUBLIC MEETING
Comprehensive Master Plan
Sign-In

NAME	ORGANIZATION	EMAIL
SUE McCANN	TENNIS group	TEL. 754-9623
Jim ROACH	SENIOR -	754-2011
Alex Pannullo	PAWS-Ability	inphspe@atmc.net 579-5533
Linda G. Linnan	Tennis group	754-8390
John Pannullo	PAWS-Ability	atmc.net 79-5533
Liz Waldron	Tennis	575-4397
Tom Waldron	Tennis	575-4397
CHERI McLAIN	PAWS-ABILITY	754-5759
Janie W.thers	PAWS-Ability	Jwithers2@EC.RR.com 579-4707
Cindy TARANTINO	PAWS-Ability	616-1699
Harold Butler	Parks REC	287-6484
Charles Nance	Shallotte Dixie Baseball/Softball	287-4940
Paul Saltsman	Town of Shallotte	sh11theadm@atmc.net
John & Janet Twomey	Tennis	754-9824
Greg White	Parks & Rec	755-6181
Eddie Feaster	Youth Football	Shoetbustex@ATMC.net
Douglas & Shannon Bannerman	resident	dsbannerman@yahoo.com 754-6467
Robert Pozzi	resident	755-6571
Judy Fluegel	BCTA	LFluegel@ATMC.net
Hally Fisher	Parks	
Pat Forest	BCTA	patforr28@atmc
Bill RAPHAEL	B.A.R.K.	BRAPHAEL@ATMC.NET
John BROWNACK	Resident	Jbrownack@Gmail.com
Mike Mousse	Resident	mcm47@atmc.net

[illegible]

SAMPLE ATHLETIC ASSOCIATION AGREEMENT

FACILITY USAGE AGREEMENT

It is [COMMUNITY] Government Policy that Facility Agreements may be established with incorporated non-profit organizations for the express purpose of providing youth sports for the youth of our community. This agreement provides for use of governmental resources by the organization for the benefit of the youth in the community. Therefore all proceeds from the Youth Sports Program must be used to benefit the designated Youth Program.

This agreement made and entered into, between the [LOCAL GOVERNMENT], and the [LEAGUE NAME] hereinafter referred to as the League, for the express purpose of providing playing facilities for a youth program for the participants of the above mentioned League. This league must be a non-profit organization. Any proceeds above League expenses for the period of this agreement must be designated in one of the following manners; proceeds to be used for this program during the next facility agreement period, proceeds to be used for reduction of existing league debts, proceeds to be used for the improvements to Parks and Recreation facilities, or proceeds must be turned in to the [LOCAL GOVERNMENT] and deposited in the General Fund.

In the event the program terminates and the organization has a fund balance after meeting league expenses, the fund balance must be used for approved Parks and Recreation improvements or returned to the [LOCAL GOVERNMENT]'s General Fund. All required field improvements must be submitted to the [PARKS AND RECREATION DEPARTMENT] in writing for approval prior to implementation of any action.

For the purposes of this agreement "Government" shall be the [LOCAL GOVERNMENT], "Department" shall be the [PARKS AND RECREATION DEPARTMENT], and "Director" shall be the director of the [PARKS AND RECREATION DEPARTMENT].

GENERAL TERMS:

1. Each program shall conduct Criminal Records Checks on all volunteers before volunteers are assigned specific duties. All Leagues are required to enforce [LOCAL GOVERNMENT]'s minimum standards for prospective volunteers in positions dealing with children. Individuals found to have a history of any of the following are ineligible to participate in youth programs.
 - Any illegalities dealing with children/minors.
 - Any illegalities of a sexual nature.
 - Drug-related convictions within 2 years.
 - Drug Trafficking convictions within 5 years.
 - Any crimes of violence within 2 years.
 - Any pattern of alcohol-related convictions leading up to the present.

All leagues are required to keep accurate up to date records and will be subject to demonstrate record checks have been done on any volunteer specified by [LOCAL GOVERNMENT].

APPENDIX: SAMPLE ATHLETIC ASSOCIATION AGREEMENT

2. The facility agreement only provides usage of the park facility at the time and location designated herein.
3. No participant may be turned away or excluded from participation. If exceptions arise, permission is to be requested in writing from the Director of Parks and Recreation.
4. The League shall abide by all local, state, and federal laws regarding all activities, including but not limited to employment, labor, revenue, and construction.

A. FACILITY:

1. Name of League:
Name of Park(s):
Name/location of Field # 1:
Name/location of Field # 2:
Name/location of Field # 3:
Name/location of Field # 4:
Name/location of Field # 5:
Name/location of Field # 6:

2. Length of Contract: From _____ To _____

Times (Daily Schedule) Field # 1

Monday	From _____	To _____
Tuesday	From _____	To _____
Wednesday	From _____	To _____
Thursday	From _____	To _____
Friday	From _____	To _____
Saturday	From _____	To _____
Sunday	From _____	To _____

Times (Daily Schedule) Field # 2

Monday	From _____	To _____
Tuesday	From _____	To _____
Wednesday	From _____	To _____
Thursday	From _____	To _____
Friday	From _____	To _____
Saturday	From _____	To _____
Sunday	From _____	To _____

Times (Daily Schedule) Field # 3

Monday	From _____	To _____
Tuesday	From _____	To _____
Wednesday	From _____	To _____
Thursday	From _____	To _____
Friday	From _____	To _____
Saturday	From _____	To _____
Sunday	From _____	To _____

Times (Daily Schedule) Field # 4

Monday	From _____	To _____
Tuesday	From _____	To _____
Wednesday	From _____	To _____
Thursday	From _____	To _____
Friday	From _____	To _____
Saturday	From _____	To _____
Sunday	From _____	To _____

Times (Daily Schedule) Field # 5

Monday	From _____	To _____
Tuesday	From _____	To _____
Wednesday	From _____	To _____
Thursday	From _____	To _____
Friday	From _____	To _____
Saturday	From _____	To _____
Sunday	From _____	To _____

Times (Daily Schedule) Field # 6

Monday	From _____	To _____
Tuesday	From _____	To _____
Wednesday	From _____	To _____
Thursday	From _____	To _____
Friday	From _____	To _____
Saturday	From _____	To _____
Sunday	From _____	To _____

NOTE: The [PARKS AND RECREATION DEPARTMENT] will have the right to schedule any additional leagues or games that it might deem necessary to its participants, should the need arise, (i.e., T-Ball, Small Fry, Pony Tail, Softball). If the field is not being used at the above specified times, it will become open to other individuals or groups.

B. MAINTENANCE AND CONSTRUCTION OF FIELDS AND STRUCTURES

1. The Department reserves the right to add to, repair or make any changes it deems necessary to the facility. Normal maintenance or the maintenance requested by the League will be provided as the Department's budget would allow.
2. Any request for pre-season maintenance repairs must be submitted in writing to the Superintendent of Parks Maintenance by October 1 to allow for these projects to be reviewed and/or scheduled into the normal work periods, budget permitting.
3. No coach, manager, player or league official shall use divisional equipment or supplies at any time unless specifically authorized in writing by the Department director or his designee.
4. Any permanent improvement(s) the League desires to add, build, etc., must be presented to the Director of the Department in writing (to include plans & specifications, etc.) and must have prior written approval of the Director of Parks and Recreation. All proposed capital improvements exceeding \$10,000 in value must be bonded (letter of credit acceptable) for the total value of the improvement.
5. The Department will no longer provide marking dust and diamond grit to leagues. The maintenance staff will mark and drag fields for games if fields are deemed playable. If more than 5 bags of diamond grit need to be used for a field, the field will be considered not playable and will not be marked. Additionally, if the league decides to add more infield mixture and play without authorization, the league will be responsible for repairing any damages to the field and hold harmless the [LOCAL GOVERNMENT] for any player injuries due to wet conditions.

C. GRANT APPLICATION INFORMATION (If funds are appropriated, the Department will offer the opportunity for leagues to apply for grants).

1. The League must submit an application to the Department for consideration of any requested financial support. Application forms are available at the Department of Parks and Recreation's athletic section. Completed forms shall be returned to: Recreation Superintendent, Department of Parks and Recreation.
2. The application must be accompanied by: a statement of how the funds (if allocated) will be used; a statement defining the number of males and females in the program; a statement defining the types of fields being used and who is using them; a statement at the end of the season explaining the impact the funds made on the particular program; a financial statement for the previous year of operation.

3. Applications may be filed on an annual basis in accordance with the application timeline deadline attached hereto.

D. MISCELLANEOUS

1. The League will be responsible for securing all umpires and scorekeepers to officiate their games.
2. The League will be responsible for inspecting the field before each game and will assume responsibility for any safety problems.
3. The League must submit a certificate of all insurances to the Department before the first use of the facility each season. The [LOCAL GOVERNMENT] must be included as an Additional Insured.
4. All checks written by the League must require signatures of (2) two League Board members. Board members authorized to sign checks may not be related.
5. The League must submit a schedule of regular season games (to include make up days for rain outs, etc.) to the Department no later than two weeks in advance of the first game. The League must notify the Department of any schedule changes 24 hours in advance.
6. The League must submit a schedule of the teams practice times and field locations to the Department no later than two weeks in advance of the first practice. If a pattern of reserving but not using fields becomes apparent, the Department has the right to cancel this agreement in part or in total.
7. The League President or his/her designee will be the only contact with the Department.
8. Fields must remain open unless authorized in writing by the Director, or his/her designee. The Director will consider requests for locks for security purposes at field locations where vandalism, etc. are problems. When requests for locks are granted, locks may not be placed on fields prior to 9 PM and must be removed by 8 AM the following day. Under conditions where leagues have been given permission to lock fields, Parks and Recreation must be provided keys to such locks.
9. Leagues that operate a concession stand(s) on a specified park must enter into a concession agreement with the [LOCAL GOVERNMENT] for this privilege and adhere to the Department's vendor agreements for such things as concession items and soft drink products.
10. Leagues must have telephones at league sites. Phone service must be set up by the League and under the Leagues name, with the League assuming full responsibility for all costs relating to establishing and continuing service on site. Note: Availability of cell phones does not meet this requirement.
11. All leagues are required to follow the Parks and Recreation Severe Weather Policy.
12. No later than one month after the conclusion of League play, the League must furnish financial information (copy of forms enclosed) to the Department from the prior year to include, but not limited to, the following items: number of participants in all leagues, registration fee for each participant, booster club

fee for all participants; cost for umpires; cost for scorekeepers; number of game balls for each game and unit cost; total cost per game; cost per child per game; yearly league budget amount; annual revenue and sources of revenue; annual itemized expenses for the league(s); annual concession income; annual concession expenses, a summary of current assets, and a copy of the League's completed IRS Form 990.

13. No later than one month after the conclusion of League play, the League must furnish gender information (copy of form enclosed) to the Department from the prior year to include the following: types of programs that are run by the League; number of boys and number of girls that are participating in each league; the number of games provided for both boys and girls; the times that the boys play in comparison to the girls; what fields the boys play on in comparison to the girls; cost per player for boys and girls; cost per game for boys and girls; practice time afforded boys and girls.
14. The League must furnish equity information to include, but not limited to, the following: scholarship information and participation by race.
15. Because the [LOCAL GOVERNMENT] is tracking program participation and facility usage county-wide, the League must submit a complete roster of all participants including gender, race, age, and address. Names of participants are not required.
16. This facility agreement is made and entered into between the [LOCAL GOVERNMENT] and the League. The League is not allowed to sub lease this agreement to any other organization without written prior approval by the [LOCAL GOVERNMENT].
17. In the event the League plans to charge admission for tournament games, a written request of the anticipated charge, including method of collecting charges, must be submitted to the Department Director, or his/her Designee, 15 days in advance of the anticipated charge. The Director, or Designee, will provide a written response to the League request.
18. The League must distribute copies of the Department of Parks and Recreation Physical/Verbal Altercation Policy to all League participants. In the event your league experiences unsportsmanlike conduct from players, fans, spectators, coaches, etc. please report the incident on the next business day to the Athletic Director. The investigation will begin immediately and the procedures outlined in the Handbook will be followed. The League will be asked to fully cooperate by providing written statements from all individuals involved in the incident, as well of statements from spectators who witnessed the incident(s). During the investigation, the individual(s) accused will be suspended from all sporting activities and/or sports-related events.
19. Sports lights must be turned off by 11:15pm. If exceptional situations arise, such as tournaments or excessive rainouts, the league must request permission in writing from the Director of Parks and Recreation. Repeated abuse of this policy may result in measures including but not limited to requiring the league to pay electric bills.

APPENDIX: SAMPLE ATHLETIC ASSOCIATION AGREEMENT

20. Failure of the League to honor any or all of this agreement shall relieve the Government of any commitments herein agreed upon and shall make this agreement null and void.

Any alterations to this agreement must be made in writing and must be agreed upon by the League and the Government before the alteration is implemented. The [LOCAL GOVERNMENT] and its Department of Parks and Recreation prohibits discrimination on the basis of financial ability to pay, race, color, national origin, age, sex, religion, or special needs in its programs and/or activities.

E. SIGNATURES

DIRECTOR, [PARKS AND RECREATION DEPARTMENT]

LEAGUE PRESIDENT (Print or Type Name)

STREET ADDRESS

CITY STATE ZIP CODE

WORK PHONE HOME PHONE

E-MAIL ADDRESS

LEAGUE PRESIDENT SIGNATURE

DATE

HIGHEST ELECTED OFFICIAL, [LOCAL GOVERNMENT]

DATE

ATTEST

PROGRAM PARTICIPATION RATES

The following charts document the participation in the Department's programs from 2007 to present.

Programs	Division					Ages of Participants					Approx. # of Participants	
	Fitness	Athletics	Senior Programs	Special Events	Special Pops.	Infant	Youth	Teens	Adult	Senior Citizen		Family
1/07 - 12/07: EC Trips					X		X	X				150
1/07 - Club REC					X				X	X		200
1/07 - Spec. Oylm. B-Ball Qual					X			X	X		X	25
1/07 - Spec. Oylm. Cheer Qual					X			X	X		X	22
1/07 - Spec. Oylm. Swim Practice					X		X	X	X	X		120
1/08 - 12/08: EC Trips					X		X	X				150
1/08 - Club REC					X				X	X		200
1/08 - Spec. Oylm. Cheer Qual					X			X	X		X	22
1/08 - Spec. Oylm. Swim Practice					X		X	X	X	X		120
1/08- Spec. Oylm. B-Ball Qual					X			X	X		X	25
1/2 Day Fishing 2007			X							X		35
1/2 Day Fishing 2008			X							X		38
10/07 - Club REC					X			X	X			200
10/07 - Halloween Party					X			X	X	X		80
10/07 - Spec. Oylm. Bocce Prac					X			X	X	X		8
10/07 - Spec. Oylm. Bowl Tourney					X		X	X	X	X	X	103
10/07 - Spec. Oylm. Bowl Tourney					X		X	X	X	X	X	67
10/07 - Spec. Oylm. Soccer Prac					X			X	X			12
10/08 - Club REC					X			X	X			200
10/08 - Halloween Party					X			X	X	X		80
10/08 - Spec. Oylm. Bocce Prac					X			X	X	X		8
10/08 - Spec. Oylm. Bowl Tourney					X		X	X	X	X	X	103
10/08 - Spec. Oylm. Bowl Tourney					X		X	X	X	X	X	67
10/08 - Spec. Oylm. Soccer Prac					X			X	X			12
11/07 - Cheer Prac					X			X	X	X		22
11/07 - Club REC					X			X	X	X		200
11/07 - Spec. Oylm. Bball Prac					X		X	X	X			25
11/07 - Spec. Oylm. Bocce Prac					X			X	X	X		8
11/07 - Spec. Oylm. Fall Games					X			X	X	X	X	20

APPENDIX: PROGRAM PARTICIPATION RATES

Programs	Division					Ages of Participants						Approx. # of Participants
	Fitness	Athletics	Senior Programs	Special Events	Special Pops.	Infant	Youth	Teens	Adult	Senior Citizen	Family	
11/07 - Spec. Oylm. Soccer Prac					X			X	X			12
11/07 - Thxgiving Dinner					X			X	X	X	X	30
11/08 - Cheer Prac					X			X	X	X		22
11/08 - Club REC					X			X	X	X		200
11/08 - Spec. Oylm. Bball Prac					X		X	X	X			25
11/08 - Spec. Oylm. Bocce Prac					X			X	X	X		8
11/08 - Spec. Oylm. Fall Games					X			X	X	X	X	20
11/08 - Spec. Oylm. Fall Sports Ex					X		X	X			X	120
11/08 - Spec. Oylm. Soccer Prac					X			X	X			12
11/08 - Thxgiving Dinner					X			X	X	X	X	30
12/07 - Christmas Party					X			X	X	X	X	105
12/07 - Club REC					X			X	X			200
12/07 - Leland Parade					X			X	X	X		35
12/07 - Spec. Oylm. Bball Prac					X		X	X	X			25
12/07 - Spec. Oylm. Cheer Prac					X			X	X	X		22
12/08 - Christmas Party					X			X	X	X	X	105
12/08 - Club REC					X			X	X			200
12/08 - Leland Parade					X			X	X	X		35
12/08 - Spec. Oylm. Bball Prac					X		X	X	X			25
12/08 - Spec. Oylm. Cheer Prac					X			X	X	X		22
2/07 - B-Ball Series					X			X	X			25
2/07 - Club REC					X				X	X		200
2/07 - Spec. Oylm. Swim Prac					X							120
2/07 - Sweethearts Ball					X			X	X	X	X	150
2/08 - B-Ball Series					X			X	X			25
2/08 - Club REC					X				X	X		200
2/08 - Spec. Oylm. Swim Prac					X							120
2/08 - Sweethearts Ball					X			X	X	X	X	150
3/07 - Club REC					X				X	X		200
3/07 - Spec. Oylm. Bball Tourney					X			X	X		X	25
3/07 - Spec. Oylm. Cheer Tourney					X			X	X		X	22
3/07 - Spec. Oylm. Softball Prac					X			X	X			16

APPENDIX: PROGRAM PARTICIPATION RATES

Programs	Division					Ages of Participants					Approx. # of Participants	
	Fitness	Athletics	Senior Programs	Special Events	Special Pops.	Infant	Youth	Teens	Adult	Senior Citizen		Family
3/07 - Spec. Oylm. Swim Invitat.					X			X	X	X	X	20
3/07 - Spec. Oylm. Swim Prac					X		X	X	X	X		120
3/07 - Spec. Oylm. Track Practice					X		X	X	X			6
3/08 - Club REC					X				X	X		200
3/08 - Spec. Oylm. Bball Tourney					X			X	X		X	25
3/08 - Spec. Oylm. Cheer Tourney					X			X	X		X	22
3/08 - Spec. Oylm. Softball Prac					X			X	X			16
3/08 - Spec. Oylm. Swim Invitat.					X			X	X	X	X	20
3/08 - Spec. Oylm. Swim Meet					X		X	X	X	X	X	120
3/08 - Spec. Oylm. Swim Prac					X		X	X	X	X		120
3/08 - Spec. Oylm. Track Practice					X		X	X	X			6
4/07 - Club REC					X				X	X		200
4/07 - Spec. Oylm. Bowling Prac					X			X	X	X		16
4/07 - Spec. Oylm. Softball Prac					X			X	X			16
4/07 - Spec. Oylm. Softball Qual					X			X	X			16
4/07 - Spec. Oylm. Spring Games					X		X	X	X	X	X	210
4/07 - Spec. Oylm. Swim Prac					X			X	X			18
4/07 - Spec. Oylm. Track Prac					X		X	X	X			6
4/07 - Spec. Oylm. Track Qual					X		X	X	X		X	6
4/08 - Club REC					X				X	X		200
4/08 - Spec. Oylm. Bowling Prac					X			X	X	X		16
4/08 - Spec. Oylm. Softball Prac					X			X	X			16
4/08 - Spec. Oylm. Softball Qual					X			X	X			16
4/08 - Spec. Oylm. Spring Games					X		X	X	X	X	X	210
4/08 - Spec. Oylm. Swim Prac					X			X	X			18
4/08 - Spec. Oylm. Track Prac					X		X	X	X			6
4/08 - Spec. Oylm. Track Qual					X		X	X	X		X	6
4th of July Children’s Games				X		X	X	X				1200
5/07 - Club REC					X			X	X	X		200
5/07 - Spec. Oylm. Bowling Prac					X			X	X	X		16
5/07 - Spec. Oylm. Bowling Qual					X			X	X	X	X	16
5/07 - Spec. Oylm. Softball Prac					X			X	X			16

APPENDIX: PROGRAM PARTICIPATION RATES

Programs	Division					Ages of Participants						Approx. # of Participants
	Fitness	Athletics	Senior Programs	Special Events	Special Pops.	Infant	Youth	Teens	Adult	Senior Citizen	Family	
5/07 - Spec. Oylm. Swim Qual					X			X	X	X	X	18
5/07 - Spec. Oylm. Track Prac					X		X	X	X			6
5/08 - Club REC					X			X	X	X		200
5/08 - Spec. Oylm. Bowling Prac					X			X	X	X		16
5/08 - Spec. Oylm. Softball Prac					X			X	X			16
5/08 - Spec. Oylm. Swim Prac					X			X	X	X		18
5/08 - Spec. Oylm. Swim Qual					X			X	X	X	X	18
5/08 - Spec. Oylm. Track Prac					X		X	X	X			6
5/08- Spec. Oylm. Bowling Qual					X			X	X	X	X	16
6/07 - Club Rec					X			X	X	X		200
6/07 - Spec. Oylm. Bowling Prac					X			X	X	X		16
6/07 - Spec. Oylm. Softball Prac					X			X	X			16
6/07 - Spec. Oylm. Summ Games					X		X	X	X	X	X	40
6/07 - Spec. Oylm. Swim Prac					X			X	X	X		18
6/07 - Spec. Oylm. Track Prac					X		X	X	X			6
6/08 - Club Rec					X			X	X	X		200
6/08 - Spec. Oylm. Bowling Prac					X			X	X	X		16
6/08 - Spec. Oylm. Softball Prac					X			X	X			16
6/08 - Spec. Oylm. Summ Games					X		X	X	X	X	X	40
6/08 - Spec. Oylm. Swim Prac					X			X	X	X		18
6/08 - Spec. Oylm. Track Prac					X		X	X	X			6
7/07 - Camp Connect					X		X	X				40
7/07 - Club REC					X			X	X	X		200
7/07 - Spec. Oylm. Mid-Sum Ga's					X			X	X	X	X	16
7/08 - Club REC					X				X	X		200
7/08 - Spec. Oylm. Mid-Sum Ga's					X			X	X	X	X	16
8/07 - Camp Connect					X		X	X				40
8/07 - Club REC					X			X	X	X		200
8/07 - Spec. Oylm. Bocce Prac					X			X	X	X		8
8/07 - Spec. Oylm. Soccer Prac					X			X	X			12
8/08 - Club REC					X				X	X		200
8/08 - Spec. Oylm. Bocce Prac					X			X	X	X		8

APPENDIX: PROGRAM PARTICIPATION RATES

Programs	Division					Ages of Participants					Approx. # of Participants	
	Fitness	Athletics	Senior Programs	Special Events	Special Pops.	Infant	Youth	Teens	Adult	Senior Citizen		Family
9/07 - Club REC					X			X	X	X		200
9/07 - Spec. Oylm. Bocce Qual					X			X	X	X	X	8
9/07 - Spec. Oylm. Bocce Prac					X			X	X	X		8
9/07 - Spec. Oylm. Local Bowl					X			X	X	X	X	170
9/07 - Spec. Oylm. Soccer Prac					X			X	X			12
9/07 - Spec. Oylm. Soccer Qual					X			X	X		X	12
9/08 - Club REC					X			X	X	X		200
9/08 - Spec. Oylm. Bocce Qual					X			X	X	X	X	8
9/08 - Spec. Oylm. Bocce Prac					X			X	X	X		8
9/08 - Spec. Oylm. Local Bowl					X			X	X	X	X	170
9/08 - Spec. Oylm. Soccer Prac					X			X	X			12
9/08 - Spec. Oylm. Soccer Qual					X			X	X		X	12
Adult Tennis Lessons - 2007		X							X			46
Adult Tennis Lessons - 2008		X							X			52
Aerobics	X								X			1152
Ball Room	X								X	X		0
BC Senior Games 2007			X							X		198
BC Senior Games 2008			X							X		248
Beaufort Cruise/Day 2007			X							X		42
Beaufort Cruise/Day 2008			X							X		58
Bowling League - 2007		X							X			28
Bowling League - 2008		X							X			20
Brunswick Idol				X				X	X	X	X	700
Camp Connect	X						X					16
Cardio Tennis	X								X			3
Cardio-Mix	X								X			1056
Cheerleading	X						X					78
Coed Softball - 2007		X							X			240
Coed Softball - 2008		X							X			240
Concerts on the Coast				X		X	X	X	X	X	X	21000
CSI Camp				X				X				40
Dixie Boys Baseball - 2007		X						X				119

APPENDIX: PROGRAM PARTICIPATION RATES

Programs	Division					Ages of Participants					Approx. # of Participants	
	Fitness	Athletics	Senior Programs	Special Events	Special Pops.	Infant	Youth	Teens	Adult	Senior Citizen		Family
Dixie Softball League - 2007		X						X				138
Dixie Softball League - 2008		X						X				120
Dixie Stampede 2007			X							X		26
Employee Costume Contest				X					X	X		50
Golf League - 2007		X							X			24
Golf League - 2008		X							X			14
Habitat 4 Humanity Golf Tourn				X					X	X		550
Haunted House				X		X	X	X	X	X	X	650
Haunted Hunt				X			X	X				850
Kayak Trips				X					X	X		25
Kids Art Day				X		X	X	X	X		X	1200
Legends 2008			X							X		26
Line Dancing	X								X	X		12
Lunch & Learns	X								X			32
Men’s Basketball - 2007		X							X			140
Men’s Softball - 2007		X							X			380
Men’s Softball - 2008		X							X			380
National Hlth/fitness day	X								X			200
NC State Finals 2007			X							X		98
NC State Finals 2008			X							X		101
Operation Holiday Cards				X				X	X	X		70
Photo Contest				X			X	X	X	X		250
Pigeon Forge/Gatlinburg 08			X									40
Preschool Camp				X		X						25
Savannah 2007			X							X		40
Sea Trail Activity Camp				X			X	X				65
Senior Golf Series 2007			X									400
Senior Golf Series 2008			X									500
Shag	X								X	X		160
Spring Egg Hunts				X		X	X	X			X	1400
Square Dance	X								X	X		24
Sr Basketball 2007			X							X		15

APPENDIX: PROGRAM PARTICIPATION RATES

Programs	Division					Ages of Participants					Approx. # of Participants	
	Fitness	Athletics	Senior Programs	Special Events	Special Pops.	Infant	Youth	Teens	Adult	Senior Citizen		Family
Sr Bowling League 07			X							X		26
Sr Bowling League 08			X							X		28
Sr Fun Day EMPIE 2008			X							X		35
Sr Slammers 2007			X							X		60
Sr Slammers 2008			X							X		75
Strength Training Circuit									X			2
Summer Tennis - 2007		X					X					115
Summer Tennis - 2008		X					X					87
Summer Trip Camp				X			X	X				600
Swim Lessons	X					X	X					117
Total Body Fusion	X								X			1080
Total Body Workout	X								X	X		5
Water Aerobics	X								X	X		2832
Women's Softball - 2007		X							X			160
Women's Softball - 2008		X							X			180
Yoga	X								X			5
Youth Basketball - 2007		X					X	X				182
Youth Basketball - 2008		X					X	X				235
Youth Football - 2007		X					X					396
Youth Football - 2008		X					X	X				413

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SAMPLE GEOCACHE PERMIT

For office use only:

____ Approved

____ Denied

____ Hold

Date: _____



Metro Nashville and Davidson County Parks Geocache Placement Site Permit Application

Once you have submitted this application, you will be notified whether your request has been approved. Please follow all placement procedures in order to have your request processed quickly (see "Guide to Hiding").

Mail the completed form to: *Recreation & Event Specialist, Warner Parks,*
50 Vaughn Road, Nashville, TN 37221 or email: lisa.king@nashville.gov

1. Name _____ Geocache Name _____
2. Address _____
3. Phone (____) _____ Cell or 2nd Phone (____) _____
4. E-mail address _____
5. Cache name _____
6. Park Name and Location coordinates _____
7. Nearest parking area (description and coordinates) _____

8. Physical description of area _____

9. Type of cache _____
10. Physical description of container _____

The permit is valid for 6 months. After six months, the permit will be reviewed.

We require that you monitor this cache monthly and you maintain it to be family friendly. The cache should contain no food, alcohol, firearms, drugs, dangerous items or adult items. Please direct people seeking your cache to follow established trails. In many areas, we do not allow off trail hiking in order to preserve the natural resources.

Metro Parks has a maximum limit of 50 caches allowed in the park system. The number of caches in each park is limited by acreage; less than 20 acres- 1 cache, 21 to 50 acres- 2 caches, 51 to 100 acres- 3 caches, and greater than 100 acres- 5 caches.



Guide to Hiding a Cache in a Metro Nashville Park

All caches placed on park property must be permitted. This is a guide explaining requirements for having your cache approved. Once you have reviewed and followed these requirements, submit your permit application for approval. For additional information about geocaching, visit www.geocaching.com or call Warner Parks at (615) 370-8051.

Step 1 - Research a cache location

When thinking about where to place a cache in Metro Parks, keep these things in mind:

- **Will it be easy to get to?** - Try to find a place that will take a bit of time to get to, preferably on foot – Do NOT bury the container or place off trail.
- **Will it be easy to find?** - If it is too visible, or close to busy roads, trails, etc. there's a good chance someone may stumble upon it. But don't make it too difficult!
- **Will the location disturb other park users or the environment?** - Be respectful of the areas you are thinking about placing the cache. For example, if it's the location of an endangered species or off-trail with delicate ground cover, keep in mind that others will be walking in these areas. Be mindful to protect the environment, resources, and historical areas found in parks.
- **Is the location unique or interesting?** - The big reward for geocachers, other than finding the cache itself, is the location. A prime hiking spot, great viewpoint, unusual location, etc. are all good places to hide a cache.
- **Will your cache be a traditional or micro?** - Depending on the location, decide whether to place a traditional or micro cache.
- **Does it meet requirements to be listed on the geocaching.com web site?** - Be sure to review the guidelines on geocaching.com for listing a geocache on their web site.

Step 2 - Preparing Your Cache

Use a water resistant, snow resistant, etc. container. Plastic buckets, tupperware (or rubbermaid) containers, or film canisters. **Caches in military ammo boxes are NOT allowed in Metro Parks.** You will need to attach a Metro Parks and Geocaching.com permit label to your cache so that someone who doesn't play can figure out what it is if they happen upon it. It's also recommended to have a note to welcome the cache finder and let them know what it is all about. Geocaching.com has a letter you can use in both [Microsoft Word format](#) and [Text format](#). You can also put goodies in the cache. Keep it fun and family oriented. Some ideas of items placed in cache boxes:

- CDs, Trading Cards, gift certificates, dollar bills, keychains, etc.
- Cheap toys - play-doh, erasers, action figures, etc.
- **Do NOT put food or candy in a cache!** Critters will bite, nibble or swallow your cache in an attempt to get to the goodies.
- **No alcohol, tobacco, firearms, prescription or illicit drugs.** The permit is subject to all rules, regulations, and ordinances of the Metropolitan Government.

Step 3 - Report the Cache

Submit your Metro Parks permit application. If the cache is approved, the permit label will need to be attached and a photograph taken of the cache in its park location. Once the picture is received, you are then ready to report the cache to geocaching.com.

Step 4 - Maintain the cache

Once you place the cache, it is your responsibility to maintain the cache and the area around it. Metro Parks permits are only valid for six months. You'll need to return as often as you can to ensure that your cache is not impacting the area, and ensure that the cache is in good repair.

	Status (E=Existing P=Planned)	GIS Acreage	Amphitheater/Outdoor Classroom	Baseball/Softball Field	Basketball Court	Batting Cage/Practice Area	Bike Trails	Boat Dock/Water Access	Bocce Ball Court	Community Building	Concession Stand	Disc Golf	Dog Park	Field House	Fishing	Football Fields	Hiking Trails	Multi-Use (Football/Soccer) Field	Nature Center	Open Fields (practice areas in acres)	Paved Trail (miles)	Playground	Restrooms	Shelter/Pavilion	Shuffleboard Court	Soccer Fields	Tennis Court	Volleyball	
BRUNSWICK COUNTY PARKS AND FACILITIES																													
DISTRICT 1																													
Brunswick Nature Park	P	910					5	1									5		1				1	1					
Brunswick River Park	E	22						1							1							2	1	4	1				
Leland Community Park	E	11		2		2				1	1			1							0.25	1	1	3					
Navassa Park	E	7.9		1	1						1											1	1	2			1		
Northwest District Park	E	37		5	2	1					1							1		8		1	2	4		4	4		
Town Creek District Park	E	34		4	1	1			2	1	1											2	1	2	2		2		
Whitlock Landing Park	P	6						1							1														
TOTAL		1027.9	0	12	4	4	5	3	2	2	4	0	0	1	2	0	5	1	1	8	0.25	7	7	16	3	4	7	0	
DISTRICT 2																													
Dutchman Creek Park	E	33													1							1	1						
Lockwood Folly District Park	E	19		3	1	1					1					1						1	2	3			2		
Smithville District Park	E	44		2	1	1					1									7		1	1	2		5	2		
TOTAL		96	0	5	2	2	0	0	0	0	2	0	0	0	1	1	0	0	0	7	0	3	4	5	0	5	4	0	
DISTRICT 3																													
Cedar Grove Park	P	161		5	2				X		4		1		1	1		1			2	3	4	10	X	11	10		
Ocean Isle Beach Park	P	58	1	2					X		2	1	1					6		5	1	2	2	2	X		8		
Shallotte District Park	E	68		4	1	2					1											1	1	3		4	2		
Waccamaw Park	E	30		3	3					1	1					1						1	1	1			2	1	
TOTAL		231	1	12	4	2	0	0	0	1	6	1	2		1	1	0	6	0	5	3	7	6	16	0	11	20	1	
GRAND TOTAL			1354.9	1	29	10	8	5	3	2	3	12	1	2	1	4	2	5	7	1	20	3.25	17	17	37	3	20	31	1

	PARKS	Baseball/Softball Field	Basketball Court	Boat Dock/Water Access	Disc Golf	Dog Park	Fitness Center	Football Fields	Golf	Gymnasium	Playground	Shelter/Pavilion	Skate Park	Soccer Fields	T-Ball	Tennis Court	Trails	Volleyball
CITY PARK FACILITIES																		
Boiling Spring Lakes Parks and Recreation Department	8		2	4			1				2	4						1
Leland Parks and Recreation Department	2			1							1						1	
Oak Island Parks and Recreation Department	20	5	1	5	1		1	1	1			1	1	3	1	4	12	1
Southport Parks and Recreation Department	7		1	1						1	1						1	
TOTAL	37	3	5	11	1	1	2	1	1	1	4	4	1	3	1	4	14	1

GREENWAY FUNDING RESOURCES

The following funding resources were originally published in the *First Coast Regional Greenways & Trails Plan* prepared by Sprinkle Consulting for the First Coast MPO in Florida.

Potential Greenway Funding Resources

Federal Funding Sources

Non-motorized transportation facility projects are broadly eligible for funding from almost all the major Federal-aid highway, transit, safety, and other programs. Non-motorized projects must be “principally for transportation, rather than recreation, purposes” and must be designed and located pursuant to the transportation plans required of States and Metropolitan Planning Organizations.

Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFTEA-LU, Public Law 109-203) was signed into law August 10, 2005. SAFTEA-LU authorizes the Federal surface transportation programs for highways, highway safety, and transit for the 5-year period 2005-2009. It replaces TEA-21, its legislative predecessor.

Federal-aid Highway Program

National Highway System funds may be used to construct bicycle transportation facilities and pedestrian walkways on land adjacent to any highway on the National Highway System, including Interstate highways.

Surface Transportation Program (STP) funds may be used for either the construction of bicycle transportation facilities and pedestrian walkways, or non-construction projects (such as maps, brochures, and public service announcements) related to safe bicycle use and walking.

Ten (10) percent of each State’s annual STP funds are set aside for *Transportation Enhancements* (TE). The law provides a specific list of activities that are eligible TE projects and this includes “provision of facilities for pedestrians and bicycles, provision of safety and educational activities for pedestrians and bicyclists,” and the “preservation of abandoned railway corridors (including the conversion and use thereof for pedestrian and bicycle trails).”

Another ten (10) percent of each State’s STP funds are set aside for the *Hazard Elimination and Railway-Highway Crossing programs*, which address bicycle and pedestrian safety issues. Each state is required to implement a Hazard Elimination Program to identify and correct locations which may constitute a danger to motorists, bicyclists, and pedestrians. Funds may be used for activities including a survey of hazardous locations and for projects on any publicly owned bicycle or pedestrian pathway or trail, or any safety-related traffic calming measure. Improvements to highway-railway crossings “shall take into account bicycle safety.”

Recreational Trails Program (Section 1109) funds may be used for all kinds of trail projects. Of the funds apportioned to a state, 30 percent must be used for motorized trail uses, 30 percent for non-motorized trail uses, and 40 percent for diverse trail uses (any combination). Examples of trail uses include hiking, bicycling, in-line skating, equestrian use, cross-country skiing, snowmobiling, off-road motorcycling, all-terrain vehicle riding, four-wheel driving, or using other off-road motorized vehicles.

APPENDIX: GREENWAY FUNDING RESOURCES

The *Transportation and Community and System Preservation (TCSP) Pilot Program* is a comprehensive initiative of research and grants to investigate the relationships between transportation and community and system preservation and private sector-based initiatives. States, local governments, and Metropolitan Planning Organizations are eligible for discretionary grants to plan and implement strategies that improve the efficiency of the transportation system; reduce environmental impacts of transportation; reduce the need for costly future public infrastructure investments; ensure efficient access to jobs, services, and centers of trade; and examine private sector development patterns and investments that support these goals.

Section 1117 of SAFTEA-LU, Public Law 109-203 authorized the TCSP Program through FY 2009. A total of \$270 million is authorized for this program in FY's 2005-2009.

Federal Lands Highway Program (FLHP) funds may be used to construct roads and trails within (or, in some cases, providing access to) federal lands. FLHP funds total about \$800 million per year. Recreation interests often benefit from FLHP funds.

Job Access and Reverse Commute Grants are available to support projects, including bicycle-related services, designed to transport welfare recipients and eligible low-income individuals to and from employment.

High Priority Projects and Designated Transportation Enhancement Activities identified by SAFETEA-LU include numerous bicycle, pedestrian, trails, and traffic calming projects in communities throughout the country.

Federal Transit Program

Title 49 USC allows the *Urbanized Area Formula Grants, Capital Investment Grants and Loans, and Formula Program for Other than Urbanized Area* transit funds to be used for improving bicycle and pedestrian access to transit facilities and vehicles. Eligible activities include investments in "pedestrian and bicycle access to a mass transportation facility" that establishes or enhances coordination between mass transportation and other transportation.

The *Suburban Mobility Initiatives Program* was established in response to a need to develop solutions to suburban mobility challenges. The objective of the program is to provide assistance to suburban public agencies in their efforts to reduce dependence on the single occupant vehicle.

The *Regional Mobility Program* provides technical assistance, develops planning methods and conducts outreach, research, demonstration and project evaluations that assist local communities in improving regional transportation mobility.

Highway Safety Programs

Pedestrian and bicyclist safety remain priority areas for *State and Community Highway Safety Grants* funded by the federal Section 402 formula grant program. A State is eligible for these grants by submitting a Performance Plan (establishing goals and performance measures for improving highway safety) and a Highway Safety Plan (describing activities to achieve those goals).

Research, development, demonstrations, and training to improve highway safety (including bicycle and pedestrian safety) are carried out under the Highway Safety Research and Development (Section 403) Program.

Federal/State Matching Requirements

In general, the Federal share of the costs of transportation projects is 80 percent with a 20 percent State or local match. However, there are a number of exceptions to this rule.

- Federal Lands Highway Program projects and Section 402 Highway Safety funds are 100 percent federally funded.
- Bicycle-related Transit Enhancement Activities are 95 percent federally funded.
- Hazard elimination projects are 90 percent federally funded. Bicycle-related transit projects (other than Transit Enhancement Activities) may be up to 90 percent federally funded.
- Individual Transportation Enhancement Activity projects under the STP can have a match higher or lower than 80 percent. However, the overall Federal share of each State's Transportation Enhancement Program must be 80 percent.
- States with higher percentages of Federal lands have higher Federal shares calculated in proportion to their percentage of Federal lands.
- The State and/or local funds used to match Federal-aid highway projects may include in-kind contributions (such as donations). Funds from other Federal programs may also be used to match Transportation Enhancement, Scenic Byways, and Recreational Trails program funds. A Federal agency project sponsor may provide matching funds to Recreational Trails funds provided the Federal share does not exceed 95 percent.

Safe Routes to School Program

The Safe Routes to Schools Program, which is included in the Federal Reauthorization bill – Safe, Accountable, Flexible, Efficient Transportation Equity Act for the 21st Century

– A Legacy for Users, SAFETEA-LU is designed to enable and encourage children to walk and bicycle to school, and to “facilitate the planning, development, and implementation of projects and activities that will improve safety and reduce traffic, fuel consumption, and air pollution in the vicinity of schools.” Safe Routes to School projects include on-street bicycle facilities, off-street bicycle facilities, and secure bicycle parking facilities.

The funds are apportioned to each state based on their relative share of enrollment in primary and middle schools. Not less than 10% or more than 30% of the funds are for non-infrastructure related activities to encourage walking and bicycling to school. Not less than 70% or more than 90% are for infrastructure related projects that will substantially improve the ability to safely walk and bicycle to school.

Other Federal Sources

Land and Water Conservation Fund (LWCF) Grants, National Park Service Land and Water Conservation Fund (LWCF) Grants

This Federal funding source was established in 1965 to provide “close-to-home” parks and recreation opportunities to residents throughout the United States. Money for the fund comes from the sale or lease of nonrenewable resources, primarily federal offshore oil and gas leases, and surplus federal land sales. LWCF grants can be used by communities to build a variety of parks and recreation facilities, including trails and greenways. LWCF funds are distributed by the National Park Service to the states annually. Communities must match LWCF grants with 50 percent of the local project costs through in-kind services or cash. All projects funded by LWCF grants must be used exclusively for recreation purposes, in perpetuity. Projects must be in accordance with each State’s Comprehensive Outdoor Recreation Plan.

Community Development Block Grants (CDBG)

US Department of Housing and Urban Development (HUD)

CDBG provides eligible metropolitan cities and urban counties (called “entitlement communities”) with annual direct grants that they can use to revitalize neighborhoods, expand affordable housing and economic opportunities, and/or improve community facilities and services, principally to benefit low- and moderate-income persons. Eligible activities include building public facilities and improvements, such as streets, sidewalks, sewers, water systems, community and senior citizen centers, and recreational facilities.

Healthy People 2010 Community Implementation Grants Program

Federal Department of Health and Human Services

The Federal Department of Health and Human Services plans to award hundreds of “micro-grants” to community organizations for activities that support the goals of Healthy People 2010, the Nation’s public health agenda for the next decade. Worth up to \$2,010 each, the micro-grants represent a new, low-cost approach to foster effective prevention efforts at the community level. Each grant will support efforts by local groups to promote health education, quality care, access to care, and other projects that support the far-reaching national health goals of Healthy People 2010.

National Trails Fund American Hiking Society

The American Hiking Society’s National Trails Fund is the only privately funded national grants program dedicated solely to hiking trails. National Trails Fund grants have been used for land acquisition, constituency building campaigns and traditional trail work projects. Since the late 1990s, the American Hiking Society has granted nearly \$200,000 to 42 different organizations across the U.S.

Private Funding Resources

AmeriCorps’ National Civilian Community Corps (NCCC)

One project that NCCC members work on is the building or improving of trails. AmeriCorps’ NCCC members created or improved more than 200 miles of hiking trails in 25 states nationwide. Teams cleared trees and brush, leveled trails to comply with federal guidelines on handicapped access, implemented erosion control techniques, and created and updated signs. These trails are located in rural, urban, and national parks from California to Maine, and are used by tens of thousands of Americans each year.

Bikes Belong Coalition

Bikes Belong Coalition seeks to assist local organizations, agencies, and citizens in developing bicycle facilities projects that will be funded by TEA-21. Bikes Belong Coalition will accept applications for grants of up to \$10,000 each, and will consider successor grants for continuing projects. Funding decisions are made on a rolling basis. For more information go to: <http://bikesbelong.org/>

American Greenways Awards Program

The Conservation Fund

The American Greenways Awards program is a program started by the Conservation Fund. The Fund works with private companies such as DuPont and Kodak to provide funding for greenway development. For more information go to: www.conservationfund.org

Fish America Foundation

Fish America Foundation provides funding to public and private organizations for projects that enhance or conserve water and fisheries resources, including community efforts. In the last 18 years, the

Foundation has provided 620 grants totaling more than \$4.9 million to improve the fisheries resource in all 50 states and Canada. To apply for a grant, one sends a completed application, a letter of support from a state resource agency, and evidence of the organization's nonprofit status. The grant award is approximately \$10,000. This grant can include greenways that enhance or conserve water resources. For more information go to: <http://www.fishamerica.org>

Oracle Corporation Giving Program

Oracle provides grants to medical research, endangered animal protection, environmental protection and K-12 math, science and technology education. Past recipients have included trail groups.

National Tree Trust (NTT)

NTT has grants available for tree seedlings through the Community Tree Planting program. This is a great way to beautify the community, replant a neglected area, or simply a good excuse to get out in the fresh air. Seedlings are available for delivery January through April, and the main requirements for the grant are as follows:

- Trees must be planted on public land.
- Project must use volunteers for planting and/or maintaining seedlings.
- Matching funds are required, which may include volunteer hours, donated items and non-federal moneys.
- Two years of annual reporting are required for each grant.

Visit the website at www.nationaltreetrust.org for more information about the Community Tree Planting program and to download an application. Seedlings are allocated on a first come, first served basis. This is a two-part application process. Applications will not be considered if any forms are incomplete or submitted after their deadlines. This grant can include trail-side tree planting programs.

The Global ReLeaf Program

The Global ReLeaf Forest Program is American Forests' education and action program that helps individuals, organizations, agencies, and corporations improve the local and global environment by planting and caring for trees. The program provides funding for planting tree seedlings on public lands. Emphasis is placed on diversifying species, regenerating the optimal ecosystem for the site and implementing the best forest management practices. Global ReLeaf Program:

http://www.americanforests.org/global_releaf/grants/

The Robert Wood Johnson Foundation

The Robert Wood Johnson Foundation seeks to improve the health and health care of all Americans. One of the primary goals of the Foundation is to "promote healthy communities and lifestyles." Specifically, the Foundation has an "Active Living by Design" grant program that promotes the principles of active living, including non-motorized transportation. Multiple communities nationwide have received grants related to promotion of trails and other non-motorized facilities. For more information go to: www.rwjf.org

Additional Trail and Greenway Resources

American Trails

While not a source for funding, American Trails provides a wealth of information for funding trails, including sources, fundraising techniques, grant writing techniques, case studies, and innovative success stories. American Trails is a national non-profit organization with funding information available online at <http://www.americantrails.org/resources/funding/index.html>.

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