

CHATHAM COUNTY

COMPREHENSIVE PARKS + RECREATION MASTER PLAN | GREENWAYS, BLUEWAYS AND TRAILS MASTER PLAN



MCADAMS





AGENDA > CHATHAM COUNTY



1. Master Plan Process
2. Community Engagement
3. Parkland
4. Greenways + Blueways
5. Health + Wellness
6. Programming
7. Staffing + Operations



PLANNING PROCESS > CHATHAM COUNTY

Project Process



- Inventory + Analysis
- Demographics + Trends
- Site Inventory + Analysis
- Community Engagement

ASSESSMENT



- Benchmarking
- Level of Service
- Mission + Vision

VISION



- Parkland
- Programming
- Staffing + Internal Operations
- Health + Wellness
- Greenway Network Development

RECOMMENDATIONS



- Detailed plan for plan implementation

ACTION / IMPLEMENTATION PLAN



COMMUNITY ENGAGEMENT SUMMARY > CHATHAM COUNTY



COMMUNITY ENGAGEMENT SUMMARY

- > 2 Public open house meetings
- > Chatham Health Alliance Focus Group
- > Staff meetings
 - SWOT
 - Visioning
 - Department Debriefing
- > 2 Steering committee meetings
- > 2 Parks and Recreation Advisory Committee meetings
- > Statistically Valid Survey



COMMUNITY ENGAGEMENT SUMMARY > CHATHAM COUNTY

COMMUNITY ENGAGEMENT RESULTS

AMENITIES + FACILITIES	YOUTH PROGRAMS	ADULT PROGRAMS	OTHER
Nature / greenway trails	Aquatics	Adult fitness and wellness	Football, soccer and multi-purpose fields
Outdoor swimming	Outdoor concerts	Outdoor concerts	Environmental Education
Indoor fitness and exercise facility	Outdoor adventure	Aquatic programs	Youth and adult athletics
Water access	Summer camps	Special events	Senior programs
Dog park	Arts and crafts	Outdoor adventure	Community events
	Life skills		
Results in the above 3 columns represent the statistically valid survey's Priority Investment Rating			Results above represent other community input

PARKS + RECREATION VALUES



Survey administered to a statistically representative sample of Chatham County Residents. 312 responses have a precision of +/- 5.5% at the 95% level of confidence.



PARKLAND > CHATHAM COUNTY



> KEY FINDINGS + THEMES

- Doing a lot with a lean budget
- Opportunities to refurbish park offerings
- Parks have appealing natural settings
- Some site elements are disconnected, and sites lack cohesive circulation
- Broad diversity of amenity types within parks
- Need for more trails within parks and between community destinations
- Reliance on partnerships and joint use to provide indoor recreation facilities and programming
- Facilities are heavily used and in need of repair / replacement
- Parks would benefit from enhanced placemaking, public art, and landscaping



LEVEL OF SERVICE > CHATHAM COUNTY

LEVEL OF SERVICE

PARKLAND (in acres)	Current offering	Current Level of Service per 1,000 residents	Recommended Level of Service*	Needed to meet 2018 Level of Service	Needed to meet 2028 Level of Service
Developed Parkland	298	4.1	7.5	248	392
Undeveloped Parkland	268	3.7	2.5	86-acre surplus	38-acre surplus
TOTAL PARKLAND	566	7.8	10	248	392

NOTE:

- > Level of Service is a population-based metric used to predict future parkland needs based on population projections.
- > Level of Service only considers County owned, operated and maintained parkland because
 - It helps project staffing needs related to operations and maintenance
 - The Department can only make improvements to land they have control of
 - The Department can only fully program land and facilities they have control of

*Recommended Level of Service is determined from national standards, industry best practice, community input, recreation trends and local conditions.



PARKLAND RECOMMENDATIONS > CHATHAM COUNTY

PARKLAND GOAL + OBJECTIVES

1. Improve existing parks for regional use

- a) Enhance Placemaking at existing parks
 - 1 percent for public art dedication
 - Conserve historic bridges and other significant sites
- b) Provide park upgrades and expansions
 - Capital Improvement Plan improvements: Briar Chapel
 - 2019 Park Master Plans: Southwest District Park and Earl Thompson

2. Create new parks to fill regional gaps

- a) Provide 392 acres of additional developed parkland by 2028
 - Through trail easements and conservation of existing open space
 - Complete master plans for North Central Park, Southeast District Park, Northwest District Park, and Northeast District Park
- b) Update Unified Development Ordinance to address subdivision regulations that detail requirements for location and type of recreation facility.



PARKLAND RECOMMENDATIONS > CHATHAM COUNTY

PARKLAND GOAL + OBJECTIVES

3. Serve as a leader to coordinate County-wide efforts

- a) Integrate efforts of local agencies and developments to provide parkland and amenities
 - Continue scholarship funding
 - Town of Pittsboro + Council on Aging: Indoor multigenerational recreation center
 - NC State Parks: Haw River Natural Area
 - Town of Cary: Chatham / Cary Joint Plan
 - Coordinate with the County's Comprehensive Plan Collective Impact Teams
- b) Develop detailed strategy for improving access to aquatics and water-based plan



PARKLAND RECOMMENDATIONS > CHATHAM COUNTY

PARKLAND GOAL + OBJECTIVES

4. Protect the County's natural resources

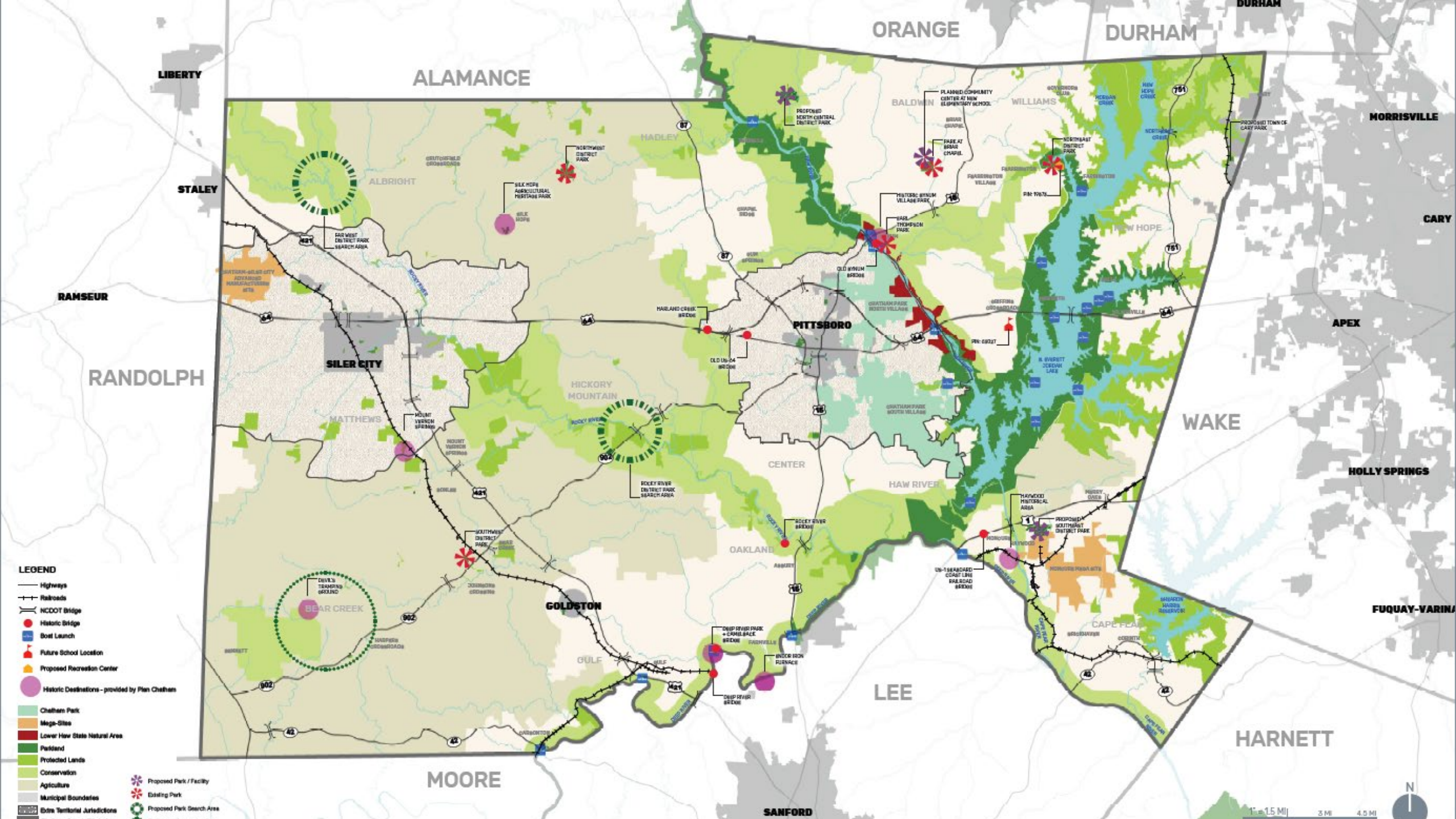
- a) Develop a Conservation and Open Space Plan to guide the protection and conservation of County land and water
- b) Develop low-impact parks and trails in area identified for conservation – The Conservation Ring
- c) Maintain a ratio of 25 percent undeveloped open space to 75 percent developed parkland

5. Enhance access to outdoor recreation activities to generate economic development opportunities

- a) Enhance River Access for users and private outfitters
- b) Develop parks and trails to encourage rural tourism and promote businesses connecting with outdoor recreation
 - Conservation Ring
 - Historic Bridges + Public Art
 - Agricultural

6. Create a regional trail network to connect people to places they want to go

- a) Implement trail network master plan depicting an addition of 85.3 total miles (paved, natural surface and loop fitness



- LEGEND**
- Highways
 - Railroads
 - NCDOT Bridge
 - Historic Bridge
 - Boat Launch
 - Future School Location
 - Proposed Recreation Center
 - Historic Destinations - provided by Plan Chatham
 - Chatham Park
 - Mega-Sites
 - Lower Haw State Natural Area
 - Parkland
 - Protected Lands
 - Conservation
 - Agriculture
 - Municipal Boundaries
 - Edm Teritorial Juridictions
 - Proposed Park / Facility
 - Existing Park
 - Proposed Park Search Area

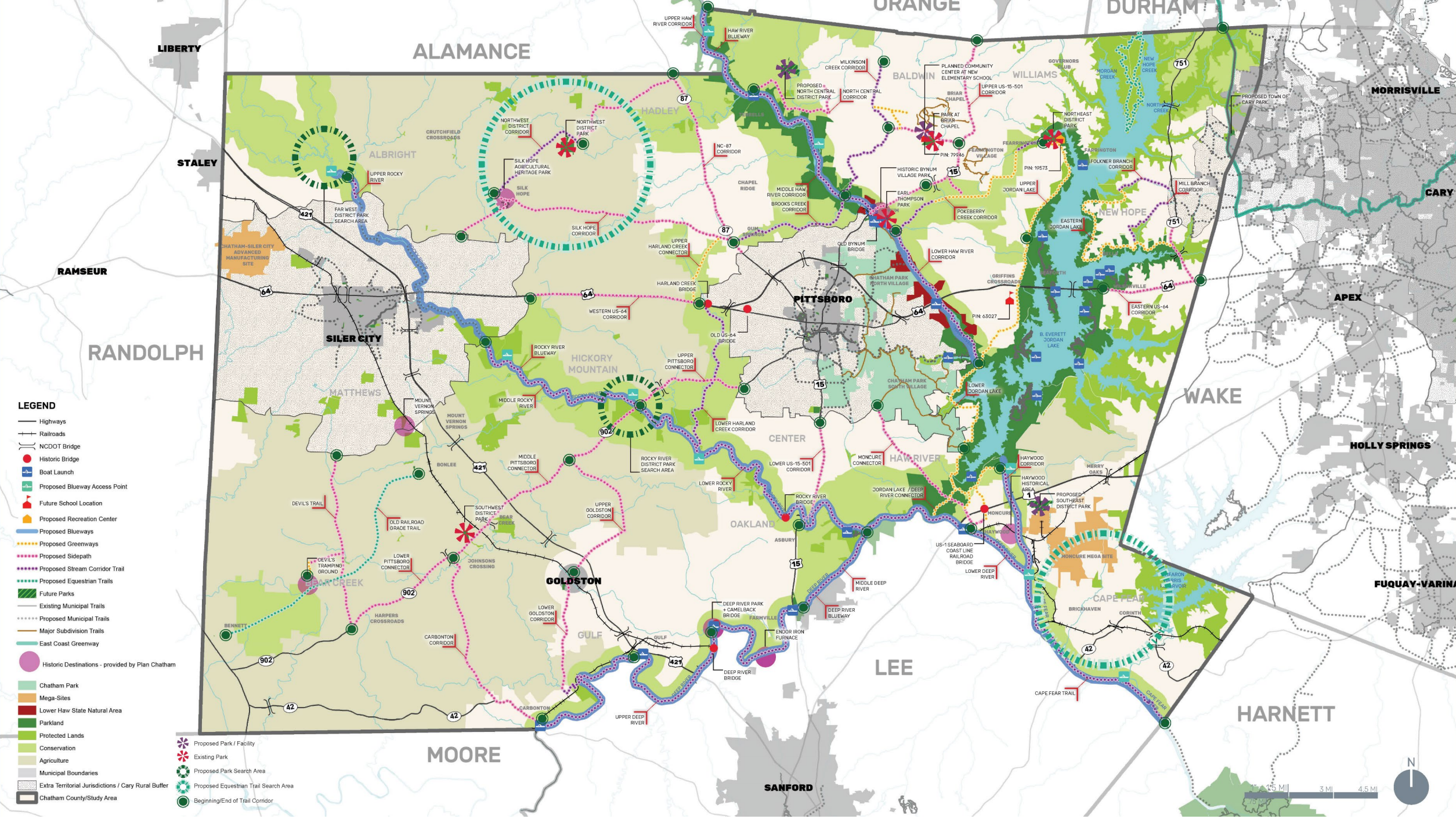


GREENWAYS + BLUEWAYS > CHATHAM COUNTY

TRAIL LEVEL OF SERVICE

TRAILS (in miles)	Current TOTAL offering	Current Level of Service per 1,000 residents	Recommended Level of Service*	Needed to meet 2018 Level of Service	Needed to meet 2028 Level of Service
Paved Greenway / Side Path	4.6	0.06	0.4	25.5	32.2
Natural Surface / Stream Corridor	1.3	0.02	0.5	35.0	44.7
Loop Fitness Trail	0.8	0.01	0.1	6.5	8.4
TOTAL	6.7	0.09	1	66.0	85.3

*Recommended Level of Service is determined from national standards, benchmarking medians, industry best practice, community input, recreation trends and local conditions.



LEGEND

- Highways
- Railroads
- NCDOT Bridge
- Historic Bridge
- ⚓ Boat Launch
- 🚶 Proposed Blueway Access Point
- 🏫 Future School Location
- 🏠 Proposed Recreation Center
- 🌊 Proposed Blueways
- 🌿 Proposed Greenways
- 👣 Proposed Sidewalk
- 🌊 Proposed Stream Corridor Trail
- 🐎 Proposed Equestrian Trails
- 🌳 Future Parks
- 🚶 Existing Municipal Trails
- 🚶 Proposed Municipal Trails
- 🛣️ Major Subdivision Trails
- 🌿 East Coast Greenway
- 📍 Historic Destinations - provided by Plan Chatham
- 🌳 Chatham Park
- 🏠 Mega-Sites
- 🏞️ Lower Haw State Natural Area
- 🌳 Parkland
- 🌿 Protected Lands
- 🌿 Conservation
- 🌾 Agriculture
- 🗺️ Municipal Boundaries
- 🏞️ Extra Territorial Jurisdictions / Cary Rural Buffer
- 🗺️ Chatham County/Study Area
- 🌳 Proposed Park / Facility
- 🌳 Existing Park
- 🔍 Proposed Park Search Area
- 🐎 Proposed Equestrian Trail Search Area
- 🚶 Beginning/End of Trail Corridor





HEALTH + WELLNESS > CHATHAM COUNTY



- > Top County Health Priorities
 - Access to healthcare
 - Poverty
 - Access to mental health services
 - Affordable housing
 - Hunger / food insecurity
 - Obesity
 - Domestic + sexual violence
 - Depression / anxiety
 - Physical inactivity
 - Transportation

- > Health Equity
 - > Geographic
 - > Financial
 - > Access



HEALTH + WELLNESS > CHATHAM COUNTY

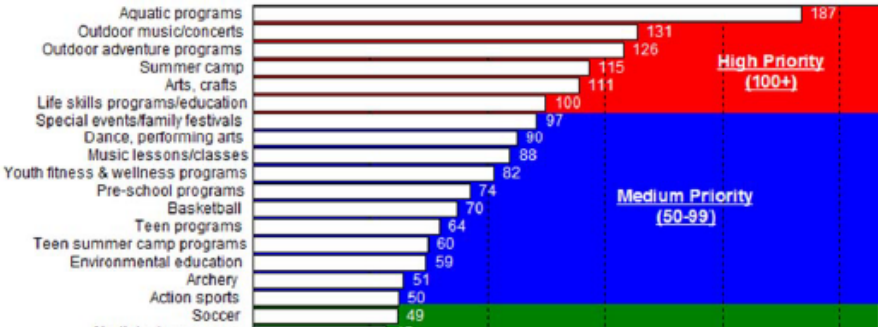
HEALTH + WELLNESS GOAL + OBJECTIVES

1. Improve parks planning, design and programming for a healthier community.
 - Form a parks and recreation master plan Implementation Committee to develop a 3-5 year action plan.
 - Seek grant funding for implementation through Health department and nonprofit organizations
2. Advance health equity through the planning process
 - Develop parks and recreation evaluation plan that leverages Health Department data and resources for assessment of parks and recreation
 - Work with Chatham Health Alliance to identify and implement evidence-based programming for promoting physical activity and wellbeing.

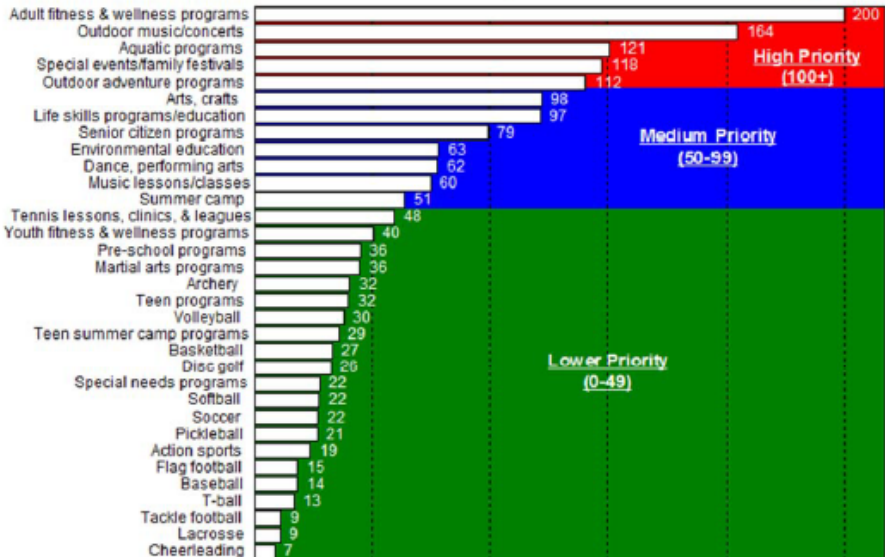


PROGRAMMING > CHATHAM COUNTY

Top Priorities for Investment for Recreation Programs - Youth Based on the Priority Investment Rating



Top Priorities for Investment for Recreation Programs - Adults Based on the Priority Investment Rating



Programming Summary of Findings

> FINDINGS

- Preschool through adult age segments are well served and seniors are the least served age segment
- Very good Program Lifecycle Distribution,
- Classification distribution is not a concern – especially the first time, this will evolve
- Youth programs and adult programs are 50 and 80 percent cost recovery, respectively)
- Two Pricing Strategies used, Cost Recovery and Residency, and room for growth
- Priority Investment Rating for youth and adult programming, when developing new programs



PROGRAMMING > CHATHAM COUNTY

PROGRAMMING GOALS + OBJECTIVES

1. Continue to provide programs and events that meet the needs of the County while implementing new services
 - a) Use recreation trends, Priority Investment Rating, Demographics, participation rates and customer satisfaction surveys to identify new program areas to fill gaps
 - Outdoor adventure
 - Concerts
 - Life skills classes
 - Inclusive programming
 - Aquatics programming
 - Senior programming
 - b) Develop volunteer and partnership policies to support growth of new programs and fill gaps



PROGRAMMING > CHATHAM COUNTY

PROGRAMMING GOALS + OBJECTIVES

2. Develop Program Management Principles and implement to ensure consistent delivery of quality programs and events
 - a) Age segment analysis
 - b) Program classifications
 - c) Program lifecycle analysis
 - d) Pricing strategies
 - e) Cost recovery goals
 - f) Total cost of service
 - g) Marketing methods
 - h) Customer feedback methods – customer satisfaction + customer retention surveys



PROGRAMMING > CHATHAM COUNTY

PROGRAMMING COST RECOVERY

Program areas	Best practice cost recovery
Youth Athletics	50-100%
Adult Athletics	75-100%
Instructional Programs	75-100%
Camps	50-100%
Community Programming	0-50%



PROGRAMMING > CHATHAM COUNTY

PROGRAMMING GOALS + OBJECTIVES

3. Increase participation and revenues through a strategic approach to marketing
 - a) Develop a Strategic Marketing Plan for the County's parks, recreation, and events
 - b) Measure Return on Investment (ROI) to evaluate effectiveness
 - c) Use brand positioning and messaging to communicate Department offerings, success and events
 - d) Regularly review and update pricing policies
4. Prepare for the new Community Center at elementary school with standards, policy and staff
 - a) Establish standard operating procedures, hours of operation, emergency action plan, initial programming, and staffing levels for the new community center in 2020
 - b) Develop a detailed Maintenance Management Plan
 - c) Dedicate part of the Strategic Marketing Plan to advertising the new Community Center



OPERATIONS + STAFFING > CHATHAM COUNTY

Operations + Staffing Summary of Findings



- > Staff are dedicated and genuinely care about quality delivery of services
- > County-wide policies and procedures are in place for all departments
- > Staffing level is lean, workloads are managed and additional staffing need exists
- > Community center coming on line in 2020
- > Professional Development is part of evaluation process, and more training opportunities and skill development should be sought out for employee growth
- > Marketing efforts could be enhanced to achieve greater awareness among the public and leadership



OPERATIONS + STAFFING > CHATHAM COUNTY

OPERATIONS AND STAFFING GOALS + OBJECTIVES

1. Refine the Department's Administrative Manual and best practices for efficiency and effectiveness of operations
 - a) Develop and conduct training for staff on the Department's Administrative Manual, policies, operating procedures, and new standards as they are developed
 - b) Position the Department to deliver quality services with enhanced marketing and technology
 - Customer satisfaction + engagement
 - Operations + maintenance
 - Reporting technology



OPERATIONS + STAFFING > CHATHAM COUNTY

OPERATIONS AND STAFFING GOALS + OBJECTIVES

2. Enhance training for staff to improve staff leadership and professional development
 - a) Develop a succession plan to identify skills needed for each position and identify training for staff to develop into positions
 - c) Continue seek out professional development for staff to help the department fill gaps

3. Prepare the organizational structure to meet existing and future demand
 - a) Undertake a formal benchmarking assessment of peer communities to inform goals for Full Time Equivalent (FTE) staff.
 - b) Identify funding to implement staff recommendations



QUESTIONS > CHATHAM COUNTY

