



level of service



INTRODUCTION

Level of service, benchmarking and national standards provide important metrics for guiding future growth in parks and recreation. Considered together, these metrics provide a broad understanding of current parks and recreation conditions in the Town, similar jurisdictions and nationally. This analysis provides detailed metrics and statistics that should be considered within the full context of parks and recreation services Holly Springs is offering residents.

Level of service, benchmarking and national standards provide concrete numbers that allow for comparison. This plan does not adopt any standard wholesale, but considers the full analysis, staff input and community input to help identify standards and metrics that will be meaningful points of guidance as the Town grows its parks and recreation services to meet an increasing population.

LEVEL OF SERVICE	BENCHMARKING	NATIONAL STANDARDS + BEST PRACTICE
<p>Measures the Department's current offerings. Analysis is local.</p> <p>This analysis asks: What do we offer?</p> <p>The Level of Service analysis identifies what the Town is currently offering, based on current population. This metric is population based and forms a baseline standard moving into the future.</p> <p>The analysis answers the question, if Holly Springs currently offers this much parkland for this many people, how much parkland will we need to serve the population in 10 years?</p>	<p>Compares measures among similar jurisdictions. Analysis is similar communities regionally.</p> <p>This analysis asks: What do others offer?</p> <p>The benchmarking analysis identifies communities that share similar characteristics with the Town of Holly Springs and then compares data points across all communities. This generates an understanding of the department's strengths and chosen areas of expertise.</p> <p>Shortcomings in the benchmarking may represent deficiencies or areas that have been deprioritized in favor of other priorities.</p>	<p>Measures national statistics or case studies. Analysis is national or based on a case study.</p> <p>This analysis asks: What do parks and recreation professionals say is best to offer?</p> <p>National standards and best practices serve as an "ideal state" for parks and recreation in a community. These standards may account for emerging trends communities are beginning to implement, such as trails and greenways or inform how the Town may meet their individual priorities such as providing parks and recreation services to help residents meet personal health and wellness goals.</p>

LEVEL OF SERVICE

The level of service measures how much access to parks, trails and indoor facility space residents have based on the park system's current inventory and the jurisdiction's total population. The analysis identifies deficits or surpluses within what the Department provides. The level of service, combined with benchmarking and best practices, will provide the foundation for this plan's recommendations of how much parkland, trails and indoor facility space the department should acquire or construct to meet the recreation needs for the future, based on population growth.

Methodology

The level of service is a ratio that includes the current offering of parkland, trails and facility space, divided by a portion of the current population. Parkland and trails are calculated based on a rate per 1,000 residents, and indoor facility space is based on a per capita rate, or rate per 1 resident. This difference reflects reporting standards created by the National Recreation and Parks Association.

The population figure used for this analysis is **41,726 residents**. This number is used throughout the plan as the estimate for Holly Springs's 2020 population. The estimate was provided by the Town of Holly Springs Development Services Department and is consistent with the population projections created as part of the Holly Springs Future Land Use Plan. Numbers have been rounded to two decimal places.

$$\text{LEVEL OF SERVICE} = \left(\frac{\text{parks and recreation offering population}^*}{\text{portion of population}} \right)$$

**(EITHER 1,000 population OR per capita)*

This formula is used to determine current level of service for any given population number. Current level of service is determined using the current population, and future level of service is determined based on future population projections. This plan determines 2030 level of service using population projects determined in the Demographics and Trends chapter.

Current Level of Service

The Department's current level of service is summarized in the table below. The table shows the Department's offering for parkland, trails, indoor facility space, outdoor fields and courts and selected park amenities. The left-hand column shows the level of service and the portion of the population used to determine that level of service.

The purpose of the level of service analysis is to establish a baseline level of service standard for the Department's current offerings. Creating the level of service as a ratio means that the Department can use this level of service standard to project future needs for parkland, trails, indoor facility space, outdoor fields and courts, and park amenities based on future population.






	THE DEPARTMENT OFFERS -	THE CURRENT LEVEL OF SERVICE IS -
 PARKLAND	309.10 acres of developed parkland	7.41 acres of developed parkland per 1,000 residents
 TRAILS	12.83 miles of trail	0.31 miles of trail per 1,000 residents
 INDOOR FACILITY SPACE	54,653 square feet of indoor recreation space	1.31 square feet of indoor recreation space per 1 resident (per capita)
 OUTDOOR FIELDS + COURTS	49 outdoor fields and courts 7 baseball / softball fields 21 tennis Courts 4 outdoor basketball court 9 multipurpose fields	1.71 outdoor fields and courts per 1,000 residents
 PARK AMENITIES	3 picnic shelters 6 playgrounds	0.07 picnic shelters per 1,000 residents 0.14 playgrounds per 1,000 residents

Table 1 – Town of Holly Springs Parks and Recreation inventory and current level of service

BENCHMARKING

Benchmarking provides a direct comparison among peer communities with parks and recreation departments that have similar characteristics to the Town of Holly Springs. Looking to peer communities is a valuable tool for decision-making, evaluation and goal setting.

It is a common tendency to believe that numbers above the median are good and numbers below the median are bad. Another common tendency is to believe that numbers below the median must be brought up to the standard, while numbers above the median indicate a jurisdiction is over-providing a service. A better interpretation is to consider metrics as a representation of services the jurisdiction has chosen to invest in. A high metric may indicate a service particularly important to the Town. A low metric may indicate an area in need of additional investment, or an area that is not considered a priority. A benchmarking analysis may identify areas where the department is excelling or falling behind, but it is essential to understand the connections between all metrics rather than focus on one isolated fact.

Methodology

Peer communities should be jurisdictions that share similar enough characteristics to allow for a meaningful comparison, but still represent an array of circumstances and situations among parks and recreation departments. The project team identified peer communities based on the following characteristics.


- ▶ Communities with a similar population
- ▶ Communities that serve on forward-looking comparisons
- ▶ Departments that have similar facility and program offerings including athletic leagues, diverse parks and cultural and performing arts.
- ▶ Communities are suburban and growing

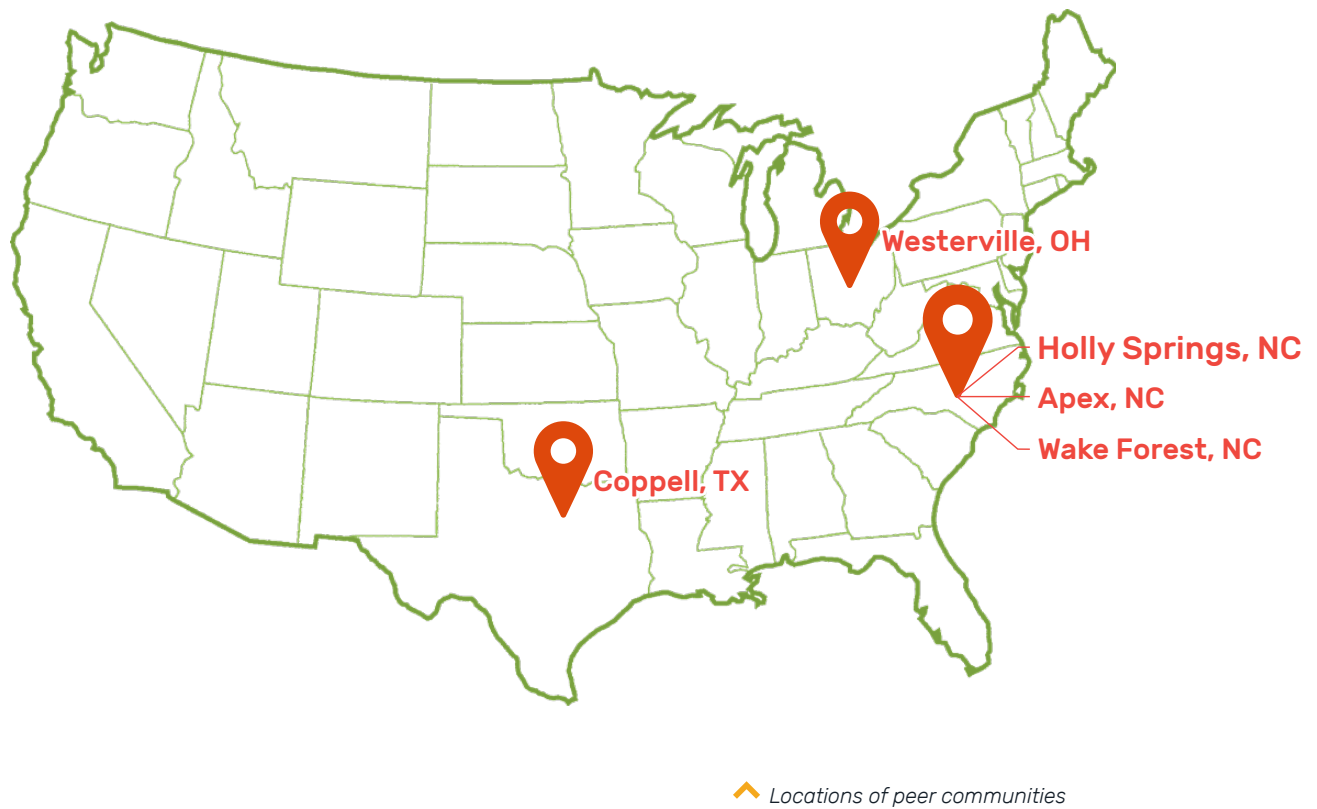
The project team distributed a questionnaire to each peer community. This report includes information from all reporting agencies.

Peer Communities

The project team and Town staff selected peer communities to compare common parks and recreation metrics across different departments. No department can offer a one-to-one comparison and each department serves a different community and pursues different priorities.

	HOLLY SPRINGS, NC	APEX, NC	COPPELL, TX	WAKE FOREST, NC	WESTERVILLE OH
Population	41,726	63,500	41,100	48,000	39,737
Tax rate per \$100 valuation	\$0.48	\$0.38	\$0.58	\$0.52	2%
NRPA Gold Medal Finalist	No	No	Yes	No	Yes

 Table 2 – Summary of peer communities



Analysis

This benchmarking analysis summarizes data for the following categories to compare peer communities.

- › Parkland
- › Trails
- › Indoor Facility Space
- › Programming
- › Finances
- › Capital Improvement Budget
- › Staffing

Parkland

Holly Springs provides 7.41 acres of developed parkland per 1,000 population. This falls above the benchmarking median of 6.40 acres of developed parkland per 1,000 population. Holly Springs is second among peer communities, ranking behind Westerville, OH, offering 11.19 acres of developed parkland per 1,000 residents. All peer communities also hold undeveloped parkland to accommodate future growth or to be held for environmental conservation. Holly Springs holds nearly 300 acres that can become future park development. Undeveloped parkland does not contribute to the acres per population calculation, but it does indicate the capacity a department has to accommodate future parkland growth. Holly Springs ranks third among peer communities in holdings of undeveloped parkland.

Some departments maintain land that does not contribute a recreational use to their community, such as road rights of way, or lawns at Town buildings. The Holly Springs Parks and Recreation department maintains 40 acres of land that do not contribute to recreational use.

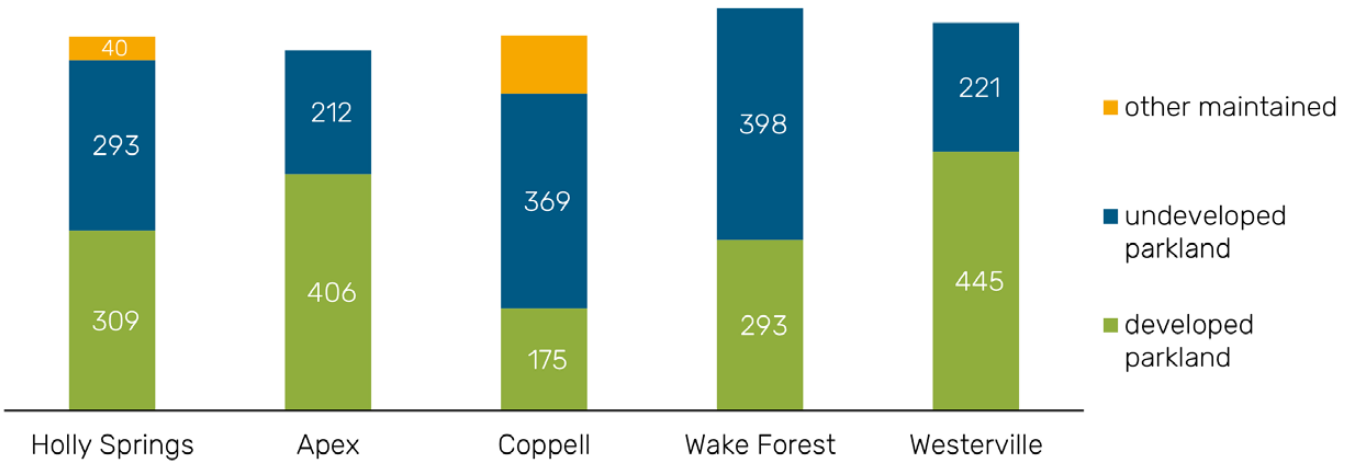


Figure 1 - Acreage of parkland types by peer community

	ACRES OF DEVELOPED PARKLAND	POPULATION	ACRES OF DEVELOPED PARKLAND PER 1,000 POPULATION
Westerville	445	39,737	11.19
Holly Springs	309	41,726	7.41
Apex	406	63,500	6.40
Wake Forest	293	48,000	6.10
Coppell	175	41,100	4.26
MEDIAN			6.40

Table 3 - Acres of developed parkland per 1,000 in peer communities

Greenway Trails

Holly Springs ranks third in greenway trail mileage per 1,000 population, with 12.83 miles of greenway trails. Each peer community, except Westerville, OH, provides natural surface trails and paved trails. Westerville, OH provides only paved mileage.

Holly Springs' 0.31 miles of greenway trail per 1,000 residents is at the median of peer communities. Westerville is providing the highest level of service at 1.38 miles of trail per 1,000 population. Greenway trails have grown in popularity as communities recognize the recreational, transportation and quality-of-life benefits they provide. This analysis indicates that as many communities are undertaking the challenging task of constructing greenway trails, some are emerging as leaders while others are just beginning the process.

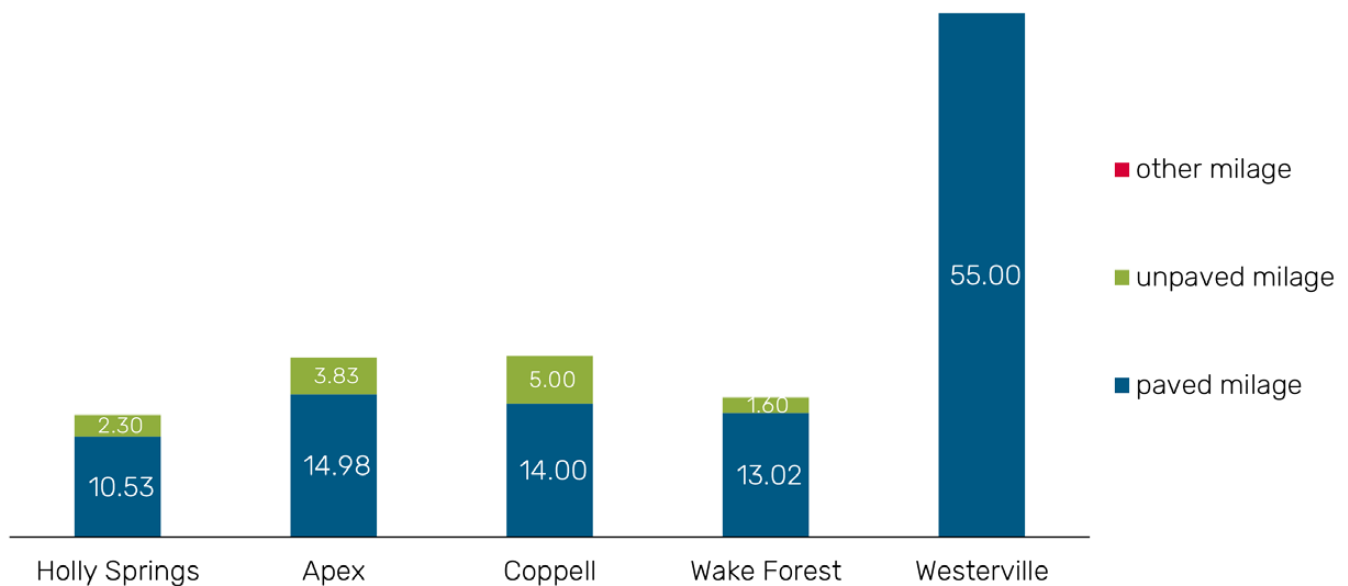


Figure 2 – Miles of greenway trail by peer community

	MILES OF TRAIL	POPULATION	MILES OF TRAIL PER 1,000 POPULATION
Westerville	55.00	39,737	1.38
Coppell	19.00	41,100	0.46
Holly Springs	12.83	41,726	0.31
Apex	18.81	63,500	0.30
Wake Forest	14.62	48,000	0.30
MEDIAN			0.31

Table 4 – Miles of greenway trail per 1,000 in peer communities

Indoor Facility Space

Holly Springs ranks second among peer communities for providing indoor recreation space. The Department offers a variety of indoor recreation spaces including recreation / community center space, a performing arts center, and a nature center. Holly Springs provides 1.3 square feet of indoor recreation space per capita, which is below the benchmarking median of 1.7 square feet of indoor recreation space per capita.

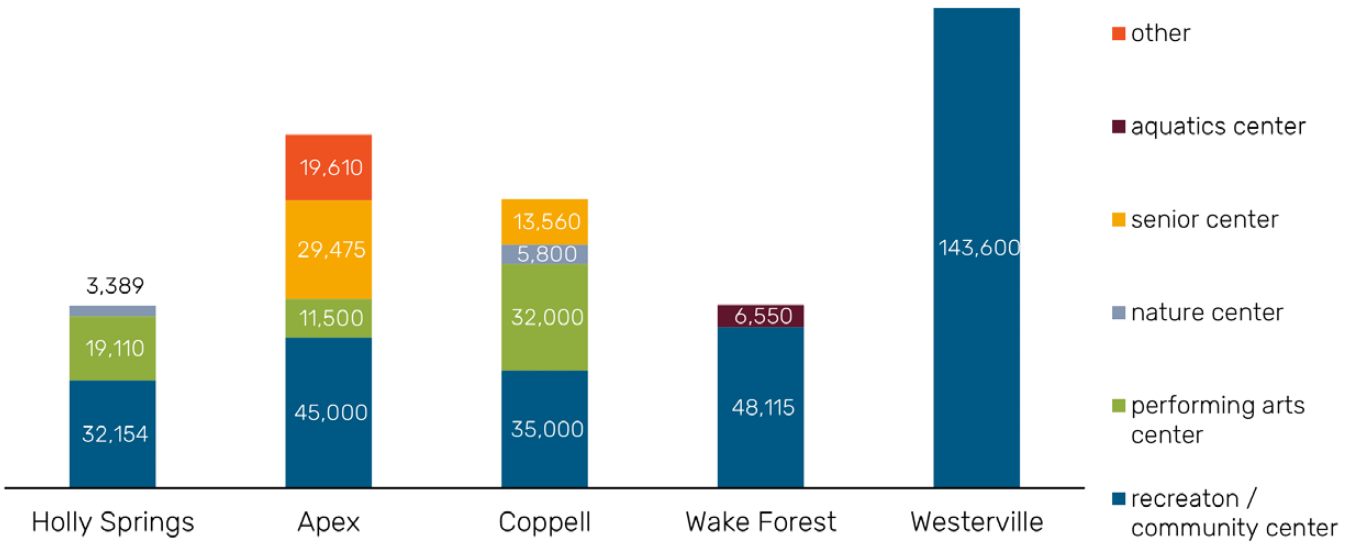


Figure 3 - Square footage of indoor facility space by peer community

	SQUARE FEET OF INDOOR RECREATION SPACE	POPULATION	SQUARE FEET OF INDOOR RECREATION SPACE PER RESIDENT
Westerville	143,600	39,737	3.6
Coppell	86,360	41,100	2.1
Apex	105,585	63,500	1.7
Holly Springs	54,653	41,726	1.3
Wake Forest	54,665	48,000	1.1
MEDIAN			1.7

Table 5 - Square footage of indoor facility space per capita in peer communities

Programming

Benchmarking communities provide programming through a combination of staff-led programming and contractor-led programming. Peer communities offer programming primarily through contractor-led programs, Wake Forest having the highest percentage of staff-led programming.

Holly Springs is second highest for programming budget per participant. 10% is partnership agreements for Wake Forest. While the project team collected data related to programming budget and number of participants, the benchmarking communities reported the data differently resulting in wide ranges that were not comparable.

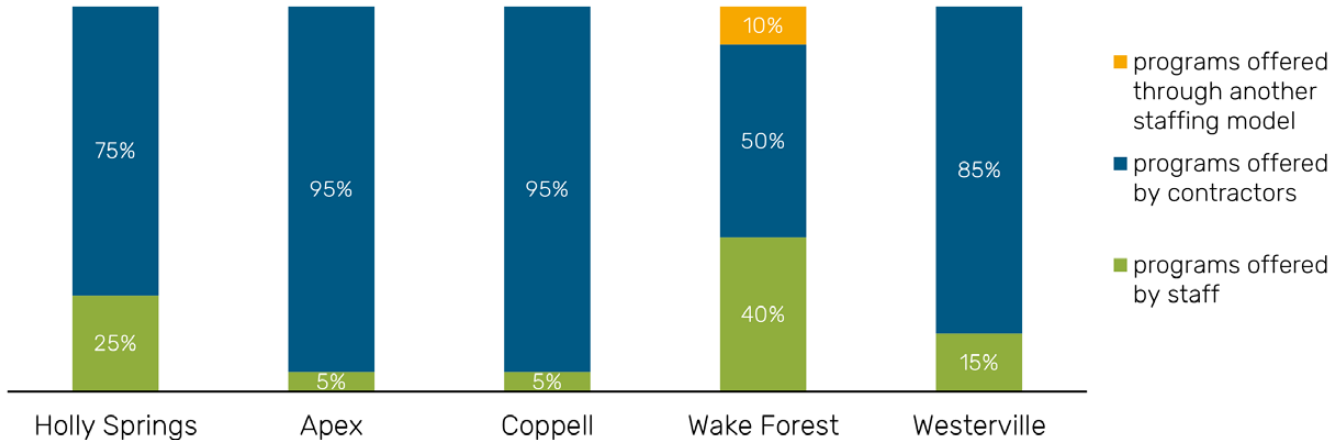


Figure 4 – Programming cost recovery (Programming revenue minus programming cost)

Finances

Holly Springs ranks second in the cost recovery at 29 percent, preceded by Westerville, OH. This means that the Department recoups a higher proportion of their total budget than any other peer community except Westerville. Holly Springs has the second lowest budget and the third highest revenue of peer communities.

Holly Springs has the second highest operating expense per capita at \$119.72. Coppell, TX has significantly higher operating expense than any other peer community, and this is reflected in the operating budget per capita.

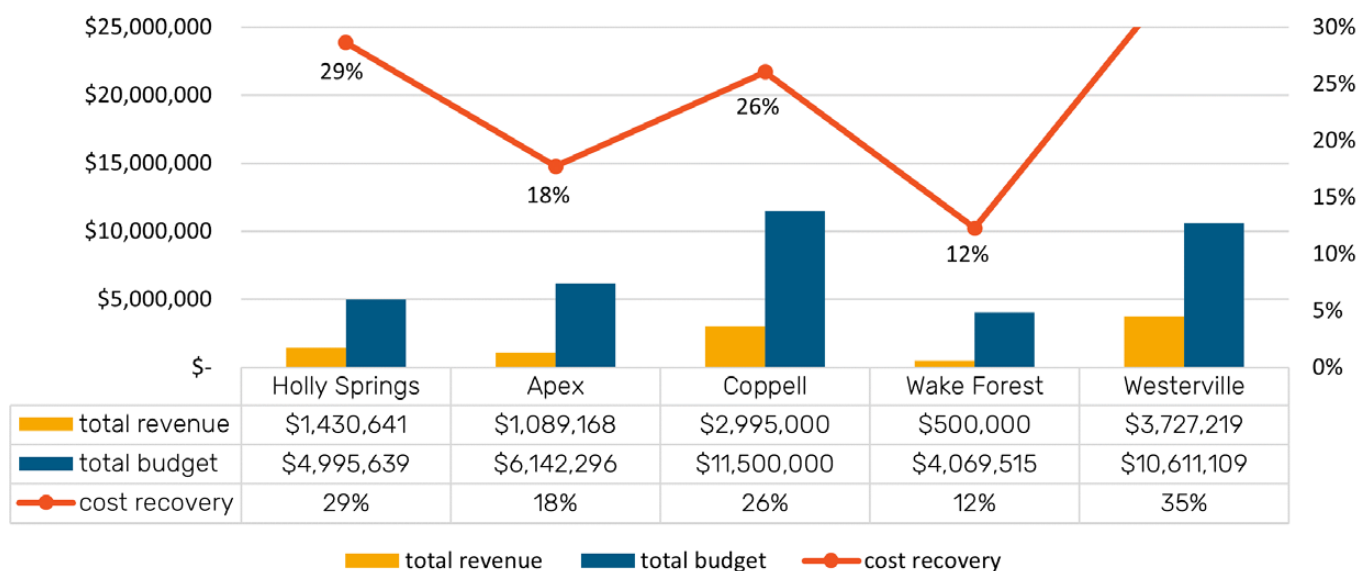


Figure 5 - Total operating budget for the most recent fiscal year by peer community

	OPERATING EXPENSE	POPULATION	OPERATING EXPENSE PER CAPITA
Westerville	\$10,611,109	39,737	\$267.03
Coppell	\$11,500,000	41,100	\$279.81
Holly Springs	\$4,995,639	41,726	\$119.72
Apex	\$6,142,296	63,500	\$96.73
Wake Forest	\$4,069,515	48,000	\$84.78
MEDIAN			\$119.72

Table 7 - Operating expenses per capita by peer community

Capital Budget

Capital budgets include funding for non-operational costs such as construction of new facilities, land acquisition, and large-scale renovations and improvements. At more than \$14 million over 5 years, Holly Springs is budgeting the second highest amount for capital improvement among peer communities. Apex, NC has the highest amount budgeted for capital improvements in the next 5 years at more than \$28 million.

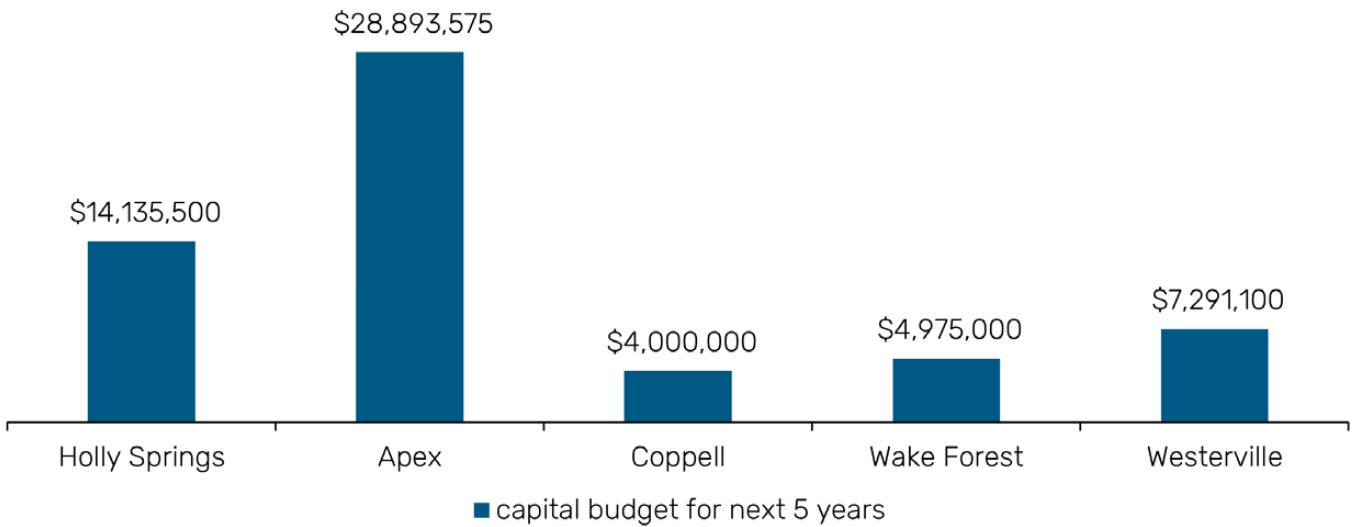


Figure 6 – Peer community capital budgets for the next five years

Staffing

Holly Springs provides 0.86 Full Time Employees (FTE) per 1,000 residents, which is close to the median of FTEs per 1,000 residents among peer communities. The staffing level of service may vary throughout the year with seasonality, but this analysis uses annual staff numbers to generate one annual level of service. There is a significant gap in the number of staff between Westerville, OH, Coppell, TX, and the Wake County communities. The FTEs per 1,000 population are an indication of how the staff is able to meet residents’ programming needs.

The same trends hold true when comparing FTEs to acres of developed parkland. Holly Springs currently has 0.12 FTEs per acre of developed parkland, which is below the benchmarking median of 0.16 FTEs per acre of parkland. The (National Recreation and Parks Association) NRPA Gold Medal Community Coppell, TX have significantly higher levels of service for FTEs per acre of parkland. Holly Springs has same FTE/ acre of parkland ratio as Westerville, OH and higher than the two Wake County peer communities. The FTEs per developed parkland acre is an indication of staff’s capacity to maintain park acreage to a high standard.

	FTEs	POPULATION	FTEs PER 1,000 POPULATION
Coppell	68	41,100	1.65
Westerville	55	39,737	1.38
Holly Springs	36	41,726	0.86
Apex	36	63,500	0.56
Wake Forest	23	48,000	0.48
MEDIAN			0.99

Table 8 – Full time equivalent staff per 1,000 by peer community

	FTEs	ACRES OF DEVELOPED PARKLAND	FTEs PER ACRE OF DEVELOPED PARKLAND
Coppell	68	175	0.39
Westerville	55	445	0.12
Apex	36	406	0.09
Holly Springs	36	308	0.12
Wake Forest	23	293	0.08
MEDIAN			0.16

Table 9 – Full time equivalent staff per acre if developed parkland

SUMMARY OF FINDINGS

Benchmarking results indicate that Holly Springs is a leader among fellow Wake County peer communities, and can compare to Westerville, OH and Coppell, TX, communities that have received NRPA Gold Medal Awards. Holly Springs is highly ranked among peer communities for developed parkland level of service. The Department is also well positioned to develop new parkland on the undeveloped parkland acreage. Holly Springs ranks at the top of this analysis among Wake county Communities and NRPA Gold Medal Finalists.

Holly Springs is on par with Wake County peer communities for trail mileage level of service. NRPA Gold Medal Finalist communities appear to be leading the trend to introduce more trail mileage in their communities. Westerville, OH is notable with its 55 miles of paved trail which far surpasses the trail mileage of any other peer community.

Holly Springs ranks low for indoor facility space. All communities use joint use agreements to increase the facility space available, though joint use space is not included in the inventory. Holly Springs currently does not offer indoor recreation space for aquatics or a dedicated senior center.

Holly Springs provides the highest ranking of staff provided programming with 25 percent of all programming led by staff. Having staff lead programming ensures that the Department maintains control of the quality and standards of programming, but results in more resource-intensive programming. This is reflected in Holly Springs' high program cost per participant rating. It is possible that the Department could expand programming by offering more contractor-led programming, but leadership will need to ensure that program quality and standards are maintained to the Department's expectations.

Holly Springs currently has the second highest departmental cost recovery among peer communities at 29 percent. When paired with the higher operating budget per capita, this indicates that Holly Springs residents should expect high quality parks and facilities and may expect pay at or near market rate for programming. This is in line with program pricing best practices and indicates the Department is on the right track for establishing an approach to pricing strategies.

The capital improvement budget shows that the Department is planning to expand and grow in the future at a level on-par with other peer communities. Town of Apex, NC will be funding capital improvements at a significantly higher rate than other peer communities.

Staffing levels vary greatly between Wake County peer communities and NRPA Gold Medal Finalists. Gold Medal peer communities have much larger staffs, which is likely related to the larger amount of greenway trail mileage and indoor facility square footage. This may indicate the Holly Springs may need to grow staff in order to provide services on par with Gold Medal Finalists.



walkability

INTRODUCTION

Walkability is a measure of the effectiveness of community design in promoting walking and bicycling as alternatives to driving cars to reach shopping, schools, and other common destinations. The Centers for Disease Control and Prevention (CDC), the World Health Organization (WHO), and other health organizations advocate increasing the walkability of communities to promote fitness, combat obesity, and enhance sustainability.¹ There is wide evidence to show that when the urban population takes up walking as a daily activity there is a positive impact on health, transportation, economy, and air quality.² Because a community's built form has a strong influence over its walkability, many planners and public officials hope to improve walkability through zoning and infrastructure changes.

Trust for Public Land, Urban Land Institute, and NRPA joined hands in creating a 10-minute walk to park campaign with a goal that everyone should be able to reach the nearest park or open space within ten minutes or half a mile distance. This initiative is being embraced by parks and recreation agencies across the US to achieve equitable access to parks, recreation facilities, and programs to help residents with positive health outcomes related to walkability and access to spaces that encourage physical activity.



¹ <https://www.esri.com/news/arcuser/0112/modeling-walkability.html>

² <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6719924/>

METHODOLOGY

The walkability assessment determines the extent to which Holly Springs residents have access to parks and greenways within a 10-minute walk. The assessment uses geographic information systems to identify all areas within a 10-minute walk of a park or greenway trailhead. The analysis provides additional detail by mapping 10-minute walk areas with areas of social vulnerability and the Town’s planned future land uses.

This analysis includes three elements described below. First, the analysis maps all areas within a 10-minute walk of a park access or greenway trailhead. Next, the analysis compares areas within a 10-minute walk and the social vulnerability index that identifies areas by their level of social vulnerability. Finally, the analysis maps areas within a 10-minute walk and the Town’s future land use map.

This report includes a qualitative discussion of parks and their suitability for the areas they serve based on social vulnerability and future land use.

TRUST FOR PUBLIC LAND: WALKABILITY SUMMARY

The Trust for Public Land maintains a parks database that tracks park-related data for communities around the country. The analysis is based on census data and it provides metrics for community-wide walkability including demographic characteristics of those living within a 10-minute walk of a park.

According to the Trust for Public Land’s 2020 report, 41 percent of Holly Springs residents are within a 10-minute walk of a park. This is slightly below the national average of 55 percent.

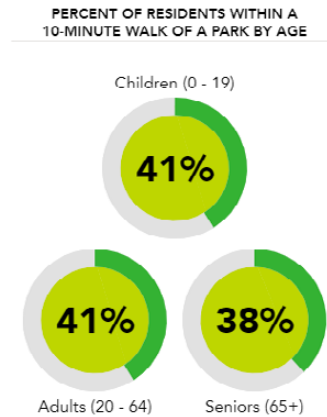
41% of residents live within a 10 minute walk of a park.



National average **55%**

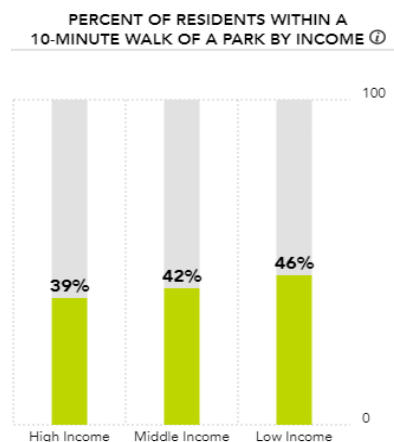
AGE

The Trust for Public Land’s age analysis indicates that 41 percent of children and adults are within a 10-minute walk of a park, while only 38 percent of seniors are within a 10-minute walk of a park. This indicates that seniors are less able to access parks than other age demographics within the community. Seniors face additional challenges to walking to parks related to mobility. In addition to being located at a further walking distance than other age demographics, seniors are likely to have mobility challenges to access parks by walking at a higher rate than other age groups.



INCOME

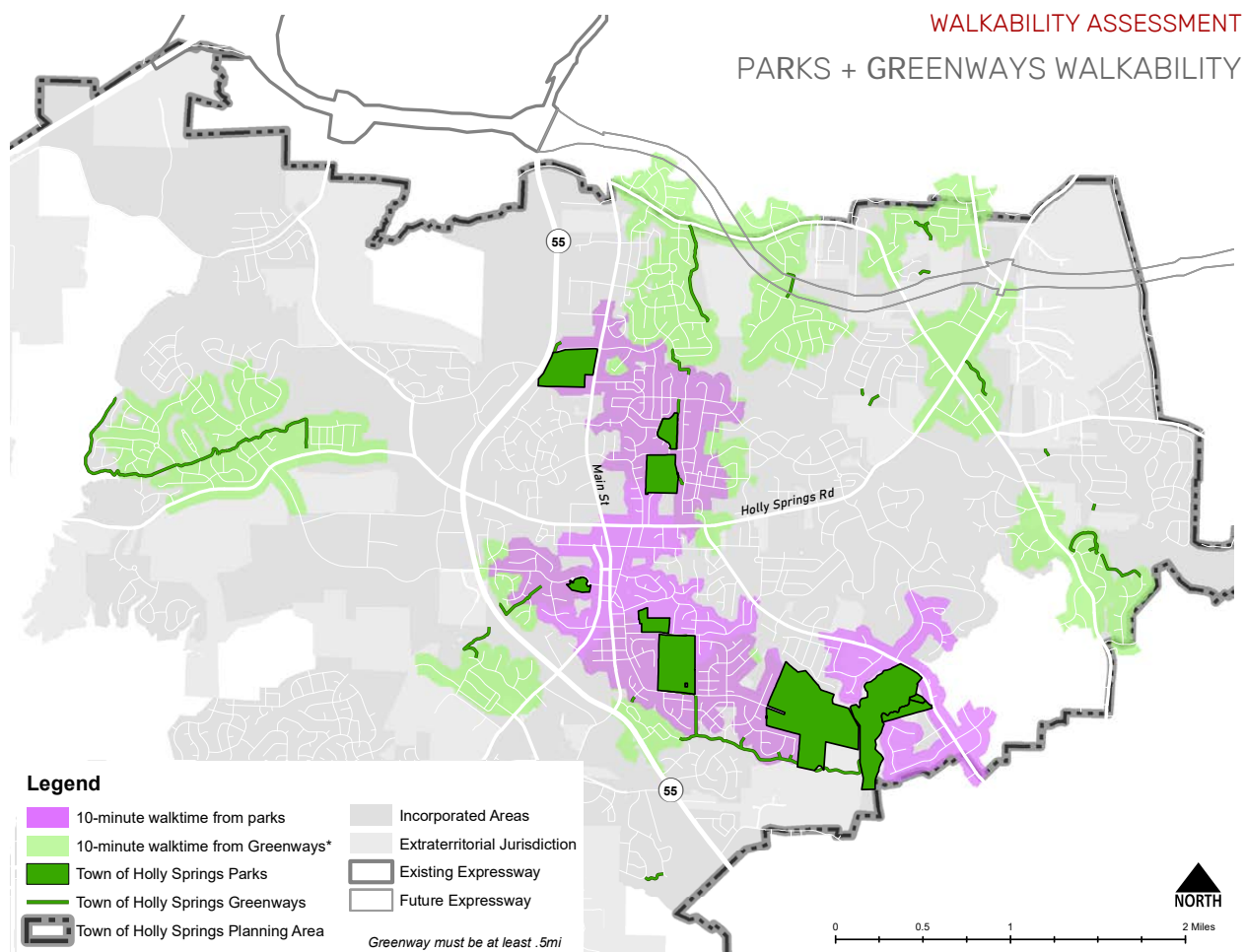
The Trust for Public Land’s analysis indicates that 46 percent of low-income residents live within a 10-minute walk of a park, while 39 percent of high-income residents live within a 10-minute walk of a park. The analysis only accounts for public parkland. Parks offered within developments or through homeowners’ associations would not be included in this analysis, which are more likely to be located in high-income areas. In a community with a suburban development pattern, low-income areas are also more likely to be more densely developed, such as apartment buildings or neighborhoods with smaller lots, this means that parks serving areas with more low-income residents may be more densely populated.



10-MINUTE WALK AREAS

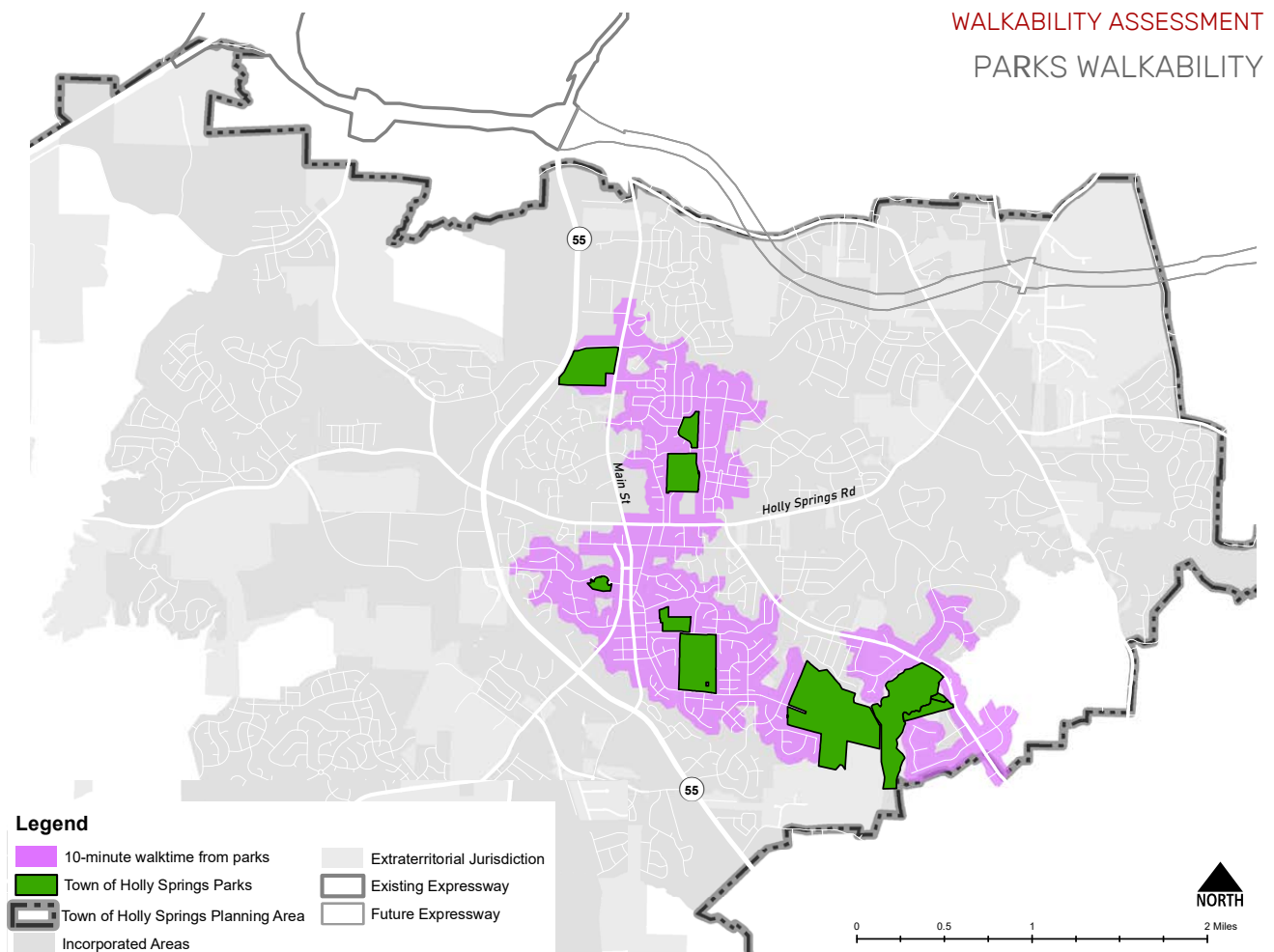
This analysis identified areas within a 10-minute walk of parks and greenways. The analysis identified all park access points, all greenway trail heads, and all intersections of greenways with other streets. The project team used geographic information system software to identify all areas within a 10-minute walk of these points, based on the existing street and sidewalk grid.

The combined parks and greenways 10-minute walk areas provide coverage throughout Holly Springs with a core area of connectivity created with park access and extended throughout the community with the growing greenway network.



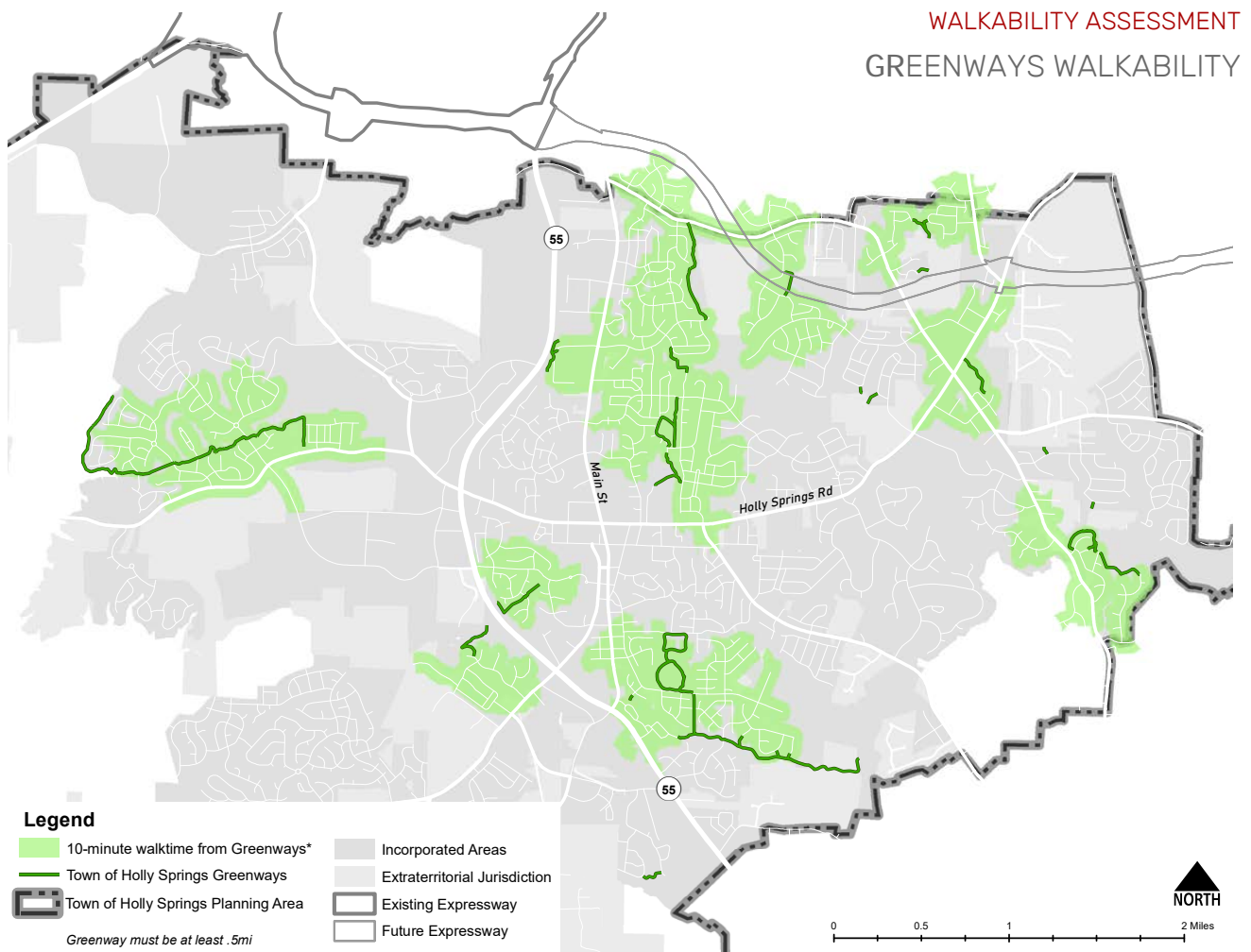
PARK WALKABILITY

The existing park system creates a core of walkability coverage in the central area of Holly Springs. This map illustrates that parkland is an essential part of the central area of Holly Springs. However, it also illustrates a lack of parkland outside of the central core and surrounding areas, particularly on the western and northeastern portions of Town.



GREENWAY WALKABILITY

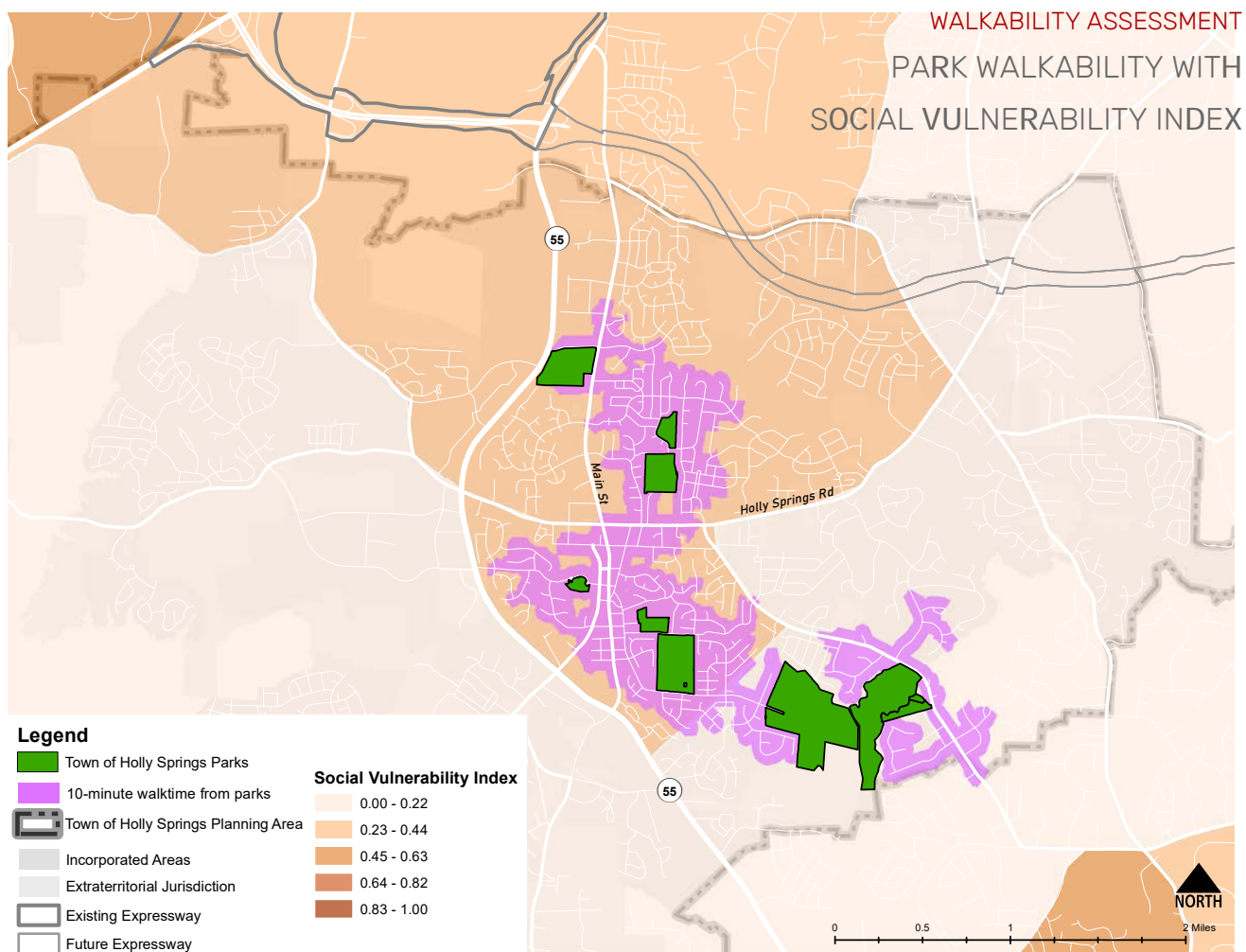
The existing greenway network is considerably fragmented and through recommendations in this plan, the Town will adopt a long-term vision for a system-wide connected network. Existing greenway trails connect parks and residential areas to their surroundings. However, many greenway trails currently dead end and provide only out-and-back walking opportunities. This situation will be rectified as the network expands and offers additional connections. The map illustrates how the greenway system effectively expands the residents within a 10-minute walk of a park or greenway facility. Though the smaller segments show larger 10-minute walkshed coverage, there are many gaps created by typical suburban development pattern. Various challenges regarding connectivity and gaps are addressed in the greenway chapter of this document.



EQUITABLE ACCESS TO PARKS AND GREENWAYS

The purpose of identifying walkable park access and social vulnerability is to illustrate the equity of park location throughout Holly Springs. Government investment in parks is intended to create benefits for the community as a whole and in some cases individuals may also benefit. For example, providing places to exercise in parks creates an individual benefit for those who use the space, but provides expanded benefit to the community by avoiding the health care costs that individuals with sedentary lifestyle habits tend to incur. In areas with higher social vulnerability, a park may provide a valuable resource an individual may not otherwise have access to these resources.

The Social Vulnerability Index (all GIS data collected as of June 2020) combines demographic characteristics commonly used as indicators for areas considered at risk of experiencing negative social or health outcomes. Social vulnerability includes an analysis of socioeconomic status, household composition and disability, minority status and language, and housing and transportation to determine the area's vulnerability. The dataset for this analysis is created by the Center for Disease Control and Prevention with the intention of assisting communities after a natural disaster. This data set also has applications for community planning in the areas of public health, parks and recreation, and greenways.



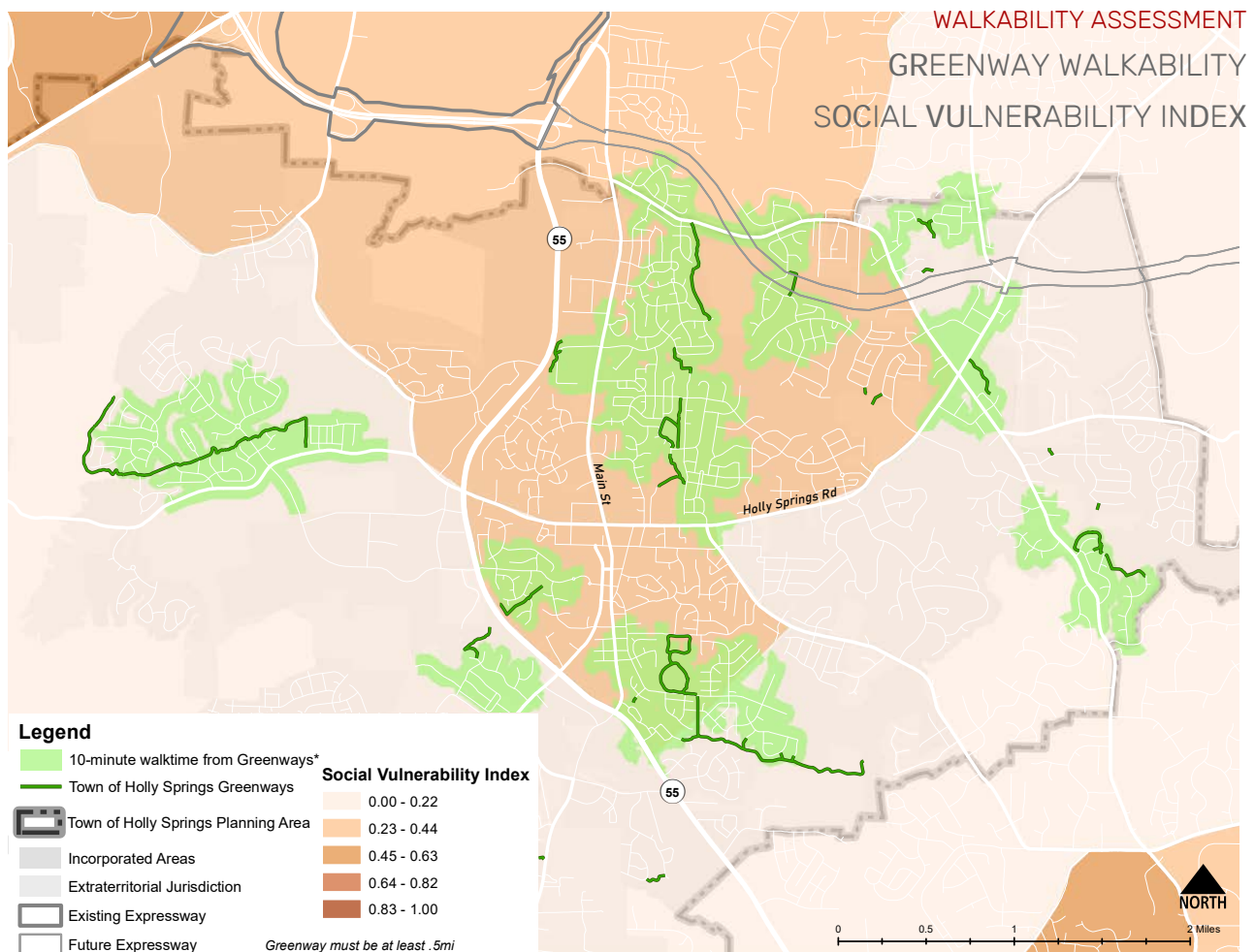
The 10-minute walk areas are overlaid with the social vulnerability index information to identify connections between social vulnerability and park location. The map indicates that Holly Springs has overall low social vulnerability with nearly all areas falling in the two lowest ranked categories for social vulnerability.

SOCIAL VULNERABILITY INDEX AND PARK WALKABILITY

This map indicates that the core connected area of walkable access to parks is located in areas of low social vulnerability. Bass Lake and Sugg Farm create coverage in areas of the lowest vulnerability.

SOCIAL VULNERABILITY INDEX AND GREENWAY WALKABILITY

Fragmented segments of greenway trails are spread throughout the planning boundary area of Holly Springs. Connection is provided through the community in areas of low social vulnerability and lowest social vulnerability. Gaps exist in both areas of low social vulnerability and lowest social vulnerability, indicating that greenway trails are allocated throughout the community regardless of social vulnerability.



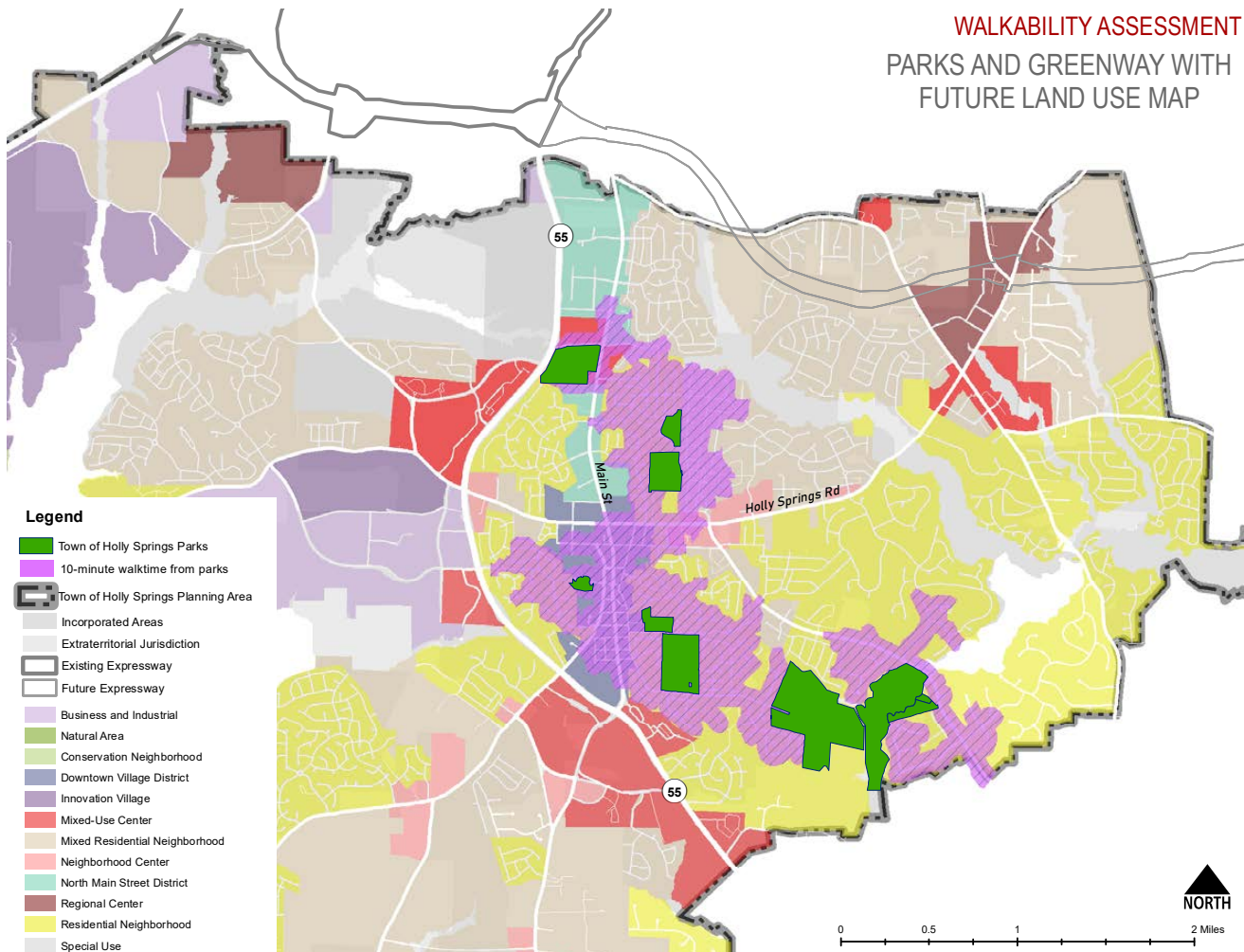
PLANNED FUTURE LAND USE

The Town's future land use is an important consideration for understanding how the parks and recreation department will influence the Town's development pattern in the long term. Future land use guides the type, style, and density of development throughout the Town, based on an overarching comprehensive plan. Land use influences walkability by determining allowances for development features that influence walkability such as mixes of use, location of parking and sidewalks, building setbacks and more. Understanding the surrounding land uses can determine whether a park is suited to serve its surrounding uses and how greenways can be incorporated to increase walkability.

The 10-minute walk areas are overlaid with the future land use map to identify connections and future compatibility between parks and their future surrounding land uses.

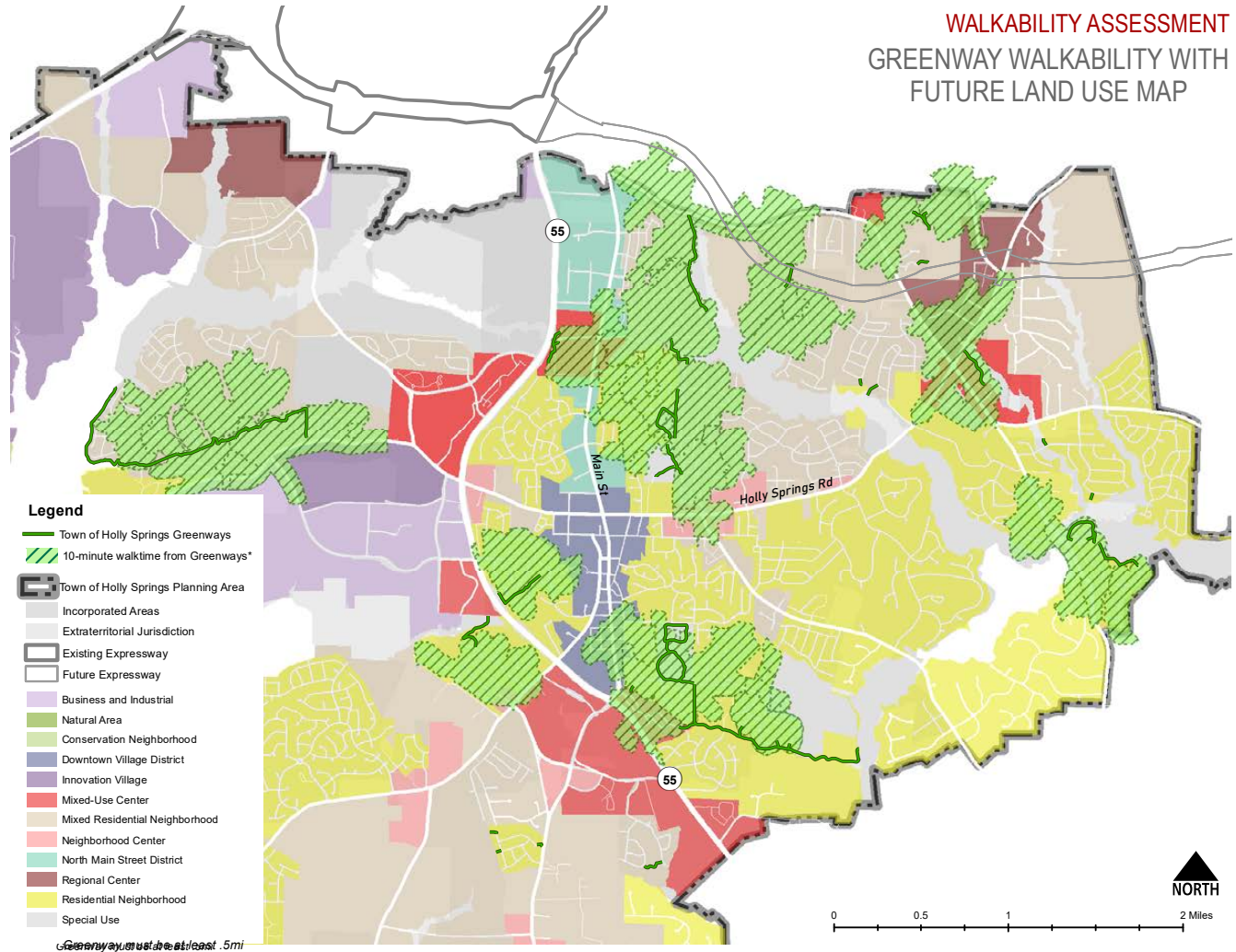
PLANNED FUTURE LAND USE AND PARK WALKABILITY

Future land use designations within a 10-minute walk of a park include Natural Areas, Residential Neighborhood, Mixed Residential Neighborhood, Neighborhood Center, N. Main Street District, Downtown Village District, and Mixed-Use Center. Most of the areas within a 10-minute walk of a park include Residential Neighborhood, Downtown Village District, and Mixed Residential Neighborhood.



PLANNED FUTURE LAND USE AND GREENWAY WALKABILITY

Future land use designations within a 10-minute walk of a greenway intersection include Natural Area, Residential Neighborhood, Mixed Residential Neighborhood, Neighborhood Center, N. Main Street District, Downtown Village District, Mixed-Use Center, Regional Center, Innovation Village, and Business & Industrial. Areas within a 10-minute walk of a greenway intersection or trailhead consist primarily of Mixed Residential Neighborhood and Residential neighborhood.



SUMMARY OF FINDINGS

The combination of areas within a 10-minute walk of parks and a 10-minute walk of greenway trails creates a coverage of many areas within Holly Springs, though notable gaps persist. The map of park walkability and greenway walkability illustrates the spatial pattern that parks create a dense core of connectivity within the downtown area, while greenways create extensions to the east and west. The greenway trail network still displays the fragmented pattern, but these fragments and gaps will be addressed as part of this plan's greenway trail plan.

Holly Springs displays low social vulnerability overall. It is important to consider that the data used for this analysis is collected at the Census Block level. Smaller areas of vulnerability such as small neighborhoods or portions of neighborhoods, may not be fully captured in this analysis. The analysis provides an important starting point for understanding areas of social vulnerability, but it is necessary to incorporate local knowledge about areas that display characteristics of social vulnerability that may not be captured at the Census Block scale.

Finally, the future land use analysis shows significant coverage of commercial, mixed-use, and residential areas in and near the downtown core. This analysis shows that the greenway network needs to expand the areas within a 10-minute walk of a recreational amenity. It still lacks overall connectivity to position greenway trails as a viable alternative to trips otherwise taken by car.