

BEST PRACTICES FOR UPGRADES TO EXISTING AND NEW CONSTRUCTION

In addition to acquiring new land and constructing new parks, existing parks should be upgraded to reflect best practices in park design. Best practices for park design include the following strategies.

- > **Provide a diversity of park amenities:** Parks should include diverse amenities with wide community appeal. A diversity of amenities leads park users to extend their length of stay and appeals to a wider audience of potential park visitors. A combination of amenities with low barriers to entry and more “niche” amenities provide all visitors with recreation opportunities while offering a unique amenity that gives a park its own identity. Examples of amenities with low barriers to entry include paved, looped walking trails and open multipurpose lawns for unprogrammed play. Niche amenities may include splash pads, inclusive playgrounds, sensory gardens or ropes courses.
- > **Green infrastructure:** Green infrastructure as defined by the U.S. Green Building Council (USGBC) is any practice that uses or replicates natural systems to achieve a desired outcome¹. The benefits of implementing green infrastructure improvements throughout a park system include reduction of urban heat island effect, increase in rainwater infiltration that replenishes the groundwater supply, filtration of stormwater runoff limiting pollution of waterways and sequestration of emissions. Examples of green infrastructure include rain gardens, vegetated swales, green roofs, porous pavements, restoration of natural habitat, and preservation of wetlands and riparian stream buffers.
- > **Maintenance:** Best practice indicates that Departments should develop a maintenance management plan as part of every park renovation or development process. Each park includes a variety of maintenance zones, ranging from low intensity to high intensity, indicating the level of attention each element of a park requires. Understanding what level of maintenance is needed for a park will indicate whether Town staff currently have the capacity to adequately care for the park. If a new park or amenity extends the system’s overall maintenance level beyond what existing staff can manage, the department must increase staff to manage the work or must identify work saving strategies for staff, such as identifying tasks that staff can contract out. Identifying maintenance management levels to all areas of a park will set expectations for long-term maintenance needs. Examples of intense maintenance zones may include highly visible areas such as park entrances, gathering spaces, athletic turf, event spaces, or specialty gardens. Low maintenance zones may include undisturbed vegetated areas, natural buffers or preserved habitat. Park and facility maintenance considerations are discussed further in the Operations and Maintenance Section.

The Department should continually update deferred maintenance lists and address upgrades and replacements as soon as possible, incorporating the associated costs into annual operating budgets. This allows equipment to be repaired or replaced as soon as it becomes in disrepair. Immediately addressing

¹ Brown, Hannah Jane. Green infrastructure: Exploring solutions in LEED, SITES and Parksmart. Jan 26, 2017.² The Americans with Disabilities Act Checklist for Readily Achievable Barrier Removal. Adaptive Environments Center, Inc. and Barrier Free Environments, Inc. 1995.

equipment in disrepair or showing signs of wear and tear extends the overall lifecycle of equipment and facilities.

Similarly, maintenance and / or replacement of fields and courts should be included in maintenance plans and replacement schedules. Repairs to cracked play surfaces, peeling or faded court paint or inadequate fencing can extend the longevity of the courts.

- > **Accessibility and Inclusivity:** The Americans with Disabilities Act (ADA) outlines minimum standards for compliance with regulations that govern public accommodations to provide goods and services to people with disabilities on an equal basis². An agency must also ensure that all users are able to move around the park and benefit from the park's amenities. Accessible parks will meet design requirements of the Americans with Disabilities Act, but a truly inclusive park will focus on the experience of users with disabilities and promote their full involvement in play, fitness and social engagement at parks.

There are additional considerations to promote true inclusivity. Building on the principles of universal design, inclusivity expands the idea of accessibility to include the experiences of people with disabilities, which may include challenges with mobility, cognition, vision, hearing or others. Instead of designing for the average user, universal design encourages design for people with a broad range of abilities, ages, reading levels, learning styles languages and other characteristics³. Key considerations when applying universal design principles include identifying the space, understanding the overall population of users, involving users with diverse characteristics, integrating, and applying universal design strategies alongside architectural design and engineering, training staff and programmers in diversity and inclusion, and periodically evaluating the effectiveness of universal design through user surveys and suggestions⁴.

Best practice indicates that communities should have ADA Transition Plans that are current and implemented on a routine basis. Implementation of this plan should address both site features and buildings.

An inclusive space will ensure that people with disabilities are able to have a safe, fun, social and active park experience. Considering the full park experience for all park users above and beyond ADA accessibility standards will create a park system inclusive of all users and thus, more equitable. Notably, the NPRA has identified health and wellness, conservation, and social equity as the three pillars that guide their work. According to the NPRA, "the very philosophy of public parks and recreation is that all people—regardless of race, ethnicity, age, income level, physical ability, sexual orientation, gender or religion—are able to take

² The Americans with Disabilities Act Checklist for Readily Achievable Barrier Removal. Adaptive Environments Center, Inc. and Barrier Free Environments, Inc. 1995.

³ Burgstahler, Sheryl. Equal Access: Universal Design of Physical Spaces. University of Washington College of Education, 2017. Retrieved from: https://www.washington.edu/doit/sites/default/files/atoms/files/EA_Physical_Spaces.pdf

⁴ Burgstahler, Sheryl. Equal Access: Universal Design of Physical Spaces. University of Washington College of Education, 2017. Retrieved from: https://www.washington.edu/doit/sites/default/files/atoms/files/EA_Physical_Spaces.pdf

advantage of quality programs, facilities, places and spaces that make their lives and communities great”.⁵ The goal of their social equity pillar is to ensure that this principle is a reality throughout the country and they have prioritized *inclusion* as the path to achieving this goal. The NPRA defines inclusion as “removing barriers, both physical and theoretical, so that all people have an equal opportunity to enjoy the benefits of parks and recreation”.⁶

Inclusivity tends to go beyond the requirements of the ADA and encourage built environment enhancements that increase access to parks for people with cognitive disabilities, the LGBTQ community and racial and ethnic minorities. Intentional facility improvements such as restrooms, changing rooms, and locker rooms to create safe and comfortable spaces for all community members should be considered to make these facilities welcoming, comfortable, and safe for all community members. Being explicit about inclusion through promotional materials and information signage help with community outreach and education.

- > **Shade and Comfort:** Shade and comfort are two key concepts to improve park experience. Summer temperatures in the south not only threaten personal comfort, but also safety. Providing adequate opportunities for temperature moderation such as shade from mature canopy trees, shelters, shade sails, or other means is essential to fostering comfort in parks. Additional consideration should be given to comfort amenities including seating options, range of public and private gathering spaces, restrooms, access to drinking water, and adequate parking.
- > **Placemaking:** Parks present an opportunity to communicate a community’s unique image and brand, distinct community characteristics and ensure vibrant shared public spaces. Most often, this is accomplished by balancing consistency of signage, furnishings and materiality with the flexibility to express each park’s authentic self. Insistence on integration of community involvement and public art into all park design projects will contribute to a unique sense of place at each park and allow expression of historic, cultural and social narratives. Currently, most parks have limited way-finding signage or consistent furnishings. Best practice recommends upgrading site furnishings with a consistent pallet of benches, trash receptacles, kiosks, water fountains and other amenities. Similarly, Departments should consider development and implementation of a wayfinding or signage master plan for the park to enhance branding, safety and user experience.
- > **Connectivity:** Both internal and external to a park, connectivity through a trail system can improve access to park amenities and provide opportunities to improve health. Within parks, paved walkways and trails can connect individual amenities while offering recreational value with a low barrier to entry. External to parks, greenway trails can provide system-wide connections between parks and places of work, employment, residence or shopping. Park development should consider proximity to local greenway trails and include

⁵ National Recreation and Park Association (2018). Park and Recreation Inclusion Report. Accessed at <https://www.nrp.org/contentassets/e386270247644310b06960be9e9986a9/park-recreation-inclusion-report.pdf>. November 19, 2018.

⁶ Ibid

provisions for both connectivity within the park and to other civic destinations. Connections promote connectivity between parks, neighborhoods and other civic destinations.

- > **CPTED and Safety:** Safety can be real or perceived. While statistics such as annual incidents of reported crimes provide data to illustrate real safety concerns across a given park system, perhaps more important are perceived feelings of safety, a users' level of comfort and perception of risk. Simple concepts related to the built environment can improve both real and perceived safety. Employing the principles of Crime Prevention Through Environmental Design (CPTED) or prospect and refuge can discourage crime and foster feelings of safety. The theory of CPTED is built on four principles: Natural Access Control, Natural Surveillance, Territorial Reinforcement and Maintenance. Prospect and refuge are created through patterns of enclosure and outlook in the built environment.

BEST PRACTICES FOR ACQUIRING LAND FOR FUTURE PARKS

The park search area map included as part of this plan will identify areas that should be prioritized for new parkland acquisition. Park search areas are identified based on a lack of existing parks and a proximity to future population centers and growth areas, as determined by building permits the Town has issued.

This plan recommends a high degree of due diligence prior to land acquisition to maximize Town resources and inform the decision-making process. Both the right location and the right land should be considerations during the land acquisition process.

The Town can use a parcel scoring system to identify the desired characteristics and then rank each potential acquisition accordingly. This same process can be applied to surplus properties to determine if parcels the Town already holds should be designated for future park uses. A site suitability study provides an overview of the legal and physical opportunities and constraints of the site that can be used to determine if a site is suitable for a desired end use. Site suitability studies provide evidence to validate informed decisions regarding land acquisition.

Figure 1 - Considerations for acquiring land suited for park development

	SITE SUITABILITY	DEVELOPMENT POTENTIAL	CHARACTERISTICS
<div> <div>Low Suitability</div> <div>  </div> <div>High Suitability</div> </div>	Appropriate for passive recreation and minimal disturbance	More prescriptive Fewer options More constraints on developability	Shallow surficial rock Steep slopes Poor or hydric soils Title commitments Development regulations don't allow intended use
	Appropriate for active recreation, maximum disturbance possible	Less prescriptive More options Few constraints on developability	Road frontage or deeded access Acreage sufficient for intended use Development regulations allow for intended use Less topographical variation Soils suitable for development
Preference is given to parcels that are adjacent to existing parks, are within proximity to other civic destinations, connect to trail networks or are in areas with gaps in services.			

Evaluate the Unified Development Ordinance to support private investment into parks

The Unified Development Ordinance accounts for the provision of open space and recreation facilities in Article 8. Subdivision Design / Improvement. Ordinances should be in line with best practices for designated open space, allowing for fee in-lieu, and dedicating fees specifically to recreation acquisition or improvements. Departments should work with Town leadership to update ordinance language to include greenways provisions.

This plan also recommends including performance measures in trail and parkland stipulations to ensure successful installation and maintenance of required park and trail improvements in new development. Requiring performance measures guarantees set standards and expectations and ensures that the Town has recourse for enforcing parkland and trail provision policies. Such policies and standards may include provisions for open space typologies (i.e., squares, gardens, active open space), inclusion of minimum amenities (benches, plantings, trash receptacles, bike parking, etc.), location requirements (no home can be more than $\frac{1}{4}$ to $\frac{1}{2}$ mile from an active recreation space), construction standards for trails, or even the requirement to turn over the facility to the Department for ownership and maintenance. Another example, providing developed parkland upfront may place an undue burden on a developer. However, stipulating that parkland be developed proportionally as units are constructed and sold is a way to incrementally create parkland based on the success of the development, and thereby the growing need for recreation facilities in a development.

In addition to amending the policy, Parks and Recreation Directors should continue to be involved in the site plan approval process to ensure that the Department's needs for suitable parkland are met. The Town should ensure that decision makers are educated about the constraints and realities of park development and the need for due diligence for parcels of land acquired or dedicated for park use.

PARKS CLASSIFICATION SYSTEM

Parks classification system is an organizational framework within which the existing parks and facilities are organized to ensure balanced distribution of amenities, programming, Level of Service and maintenance and management needs. The framework enables identification of service gaps and priority areas for land acquisitions and capital improvements. It also provides a way to ensure future parks and facilities meet the goals of the recreation system in terms of frequency of use, access, location, equitable financial investment, and excellence in design. Parks classification system also allows easy benchmarking comparisons with peer communities.

NATIONAL RECREATION AND PARKS ASSOCIATION (NRPA) PARK CLASSIFICATION STANDARDS

Since 1995, communities across US have used parks classification standards developed by National Recreation and Parks Association. The national park and open space classification standards provide a useful reference point for conceptualizing municipal park systems by categorizing parks based on size, amenities, and proximity standards. Proximity standard establishes a region called service area around park boundary to quantify population served by the park. A service area illustrates which areas are well-served by the existing park system and which areas are deficient (i.e. that area is not within any park's service area).

While the 1995 parks classification standards have several benefits, they do not provide enough consideration for a local jurisdiction's unique context, history and existing parks and open space plan. The NRPA acknowledges this and advises against an individual agency's wholesale adoption of the national standards. 2020 NRPA Agency Performance Review stresses the point that there are no "national standards" agencies to adhere to measure against but adapt the available benchmarking data to suit the unique needs, desires, challenges, and funding mechanisms of the agency.

PROPOSED TOWN OF HOLLY SPRINGS CLASSIFICATION STANDARDS

- | | |
|---------------------|--------------------------------|
| > Pocket park | > Sports Complex |
| > Neighborhood Park | > Special Use Park or Facility |
| > Community Park | > Joint Use Facilities |
| > Regional Park | > Open Space |

Pocket Park/ Parklet

Pocket parks are small open spaces that serve as spaces for relaxing and socializing, taking lunch breaks, play areas for children, and small event spaces. Successful pocket parks are accessible for pedestrians, typically located close to the places people work and live. The service area for pocket parks is usually less than a quarter mile and they are intended for users within close walking distance of the parks.

Existing downtown vacant parcel would be a great example of pocket park to bring in respite in the denser downtown areas where employees and visitors can socialize, take lunch breaks, and enjoy the downtown area.

Neighborhood Park

Neighborhood parks offer a variety of recreational opportunities close to places where people live, work and play and may be located next to schools, churches or community centers. These parks are integrated into the neighborhood land use pattern and often have little or no parking to prioritize walking to the destination instead of driving. Neighborhood parks are ideally connected to a greenway system and provide important nodes or

hubs within an area's larger open space pattern as seen at Veterans Park. A variety of passive recreation opportunities with little formal programming is an indicator of a neighborhood park. The service area for neighborhood parks is usually half-mile and they are intended for users within 10-minute walking distance of the park.

One of the goal for Holly Springs Parks and Recreation system is to provide access to a high quality park within 10-minute walking distance based on the national 10-minute walk campaign led by National Recreation and Parks Association, Urban Land Institute, and Trust for Public Land with the goal to provide safe, convenient access to a park within a 10-minute walk of home by 2050. This commitment brings unique focus on neighborhood park typology for Holly Springs to ensure equitable access to a diversity of amenities that are most frequently used by residents.

Community Park

Community parks are accessible to multiple neighborhoods and focus on meeting community-based recreational needs, as well as preserving unique landscapes and open spaces. Community parks offer a variety of outdoor recreational opportunities such as multiple athletic fields and may include indoor recreation facilities. The Womble Park provides an example of community park in Holly Springs located close to an indoor recreation facility at W. E. Hunt Recreation Center. Community parks typically offer passive and active recreational opportunities and can preserve or enhance natural habitat or historic areas. The park reflects the character and culture of the surrounding neighborhoods. Community parks should be large enough to adequately accommodate multiple amenities. Proximity standard or service area for community park is up to two miles and typically a short distance drive from surrounding neighborhoods. Greenway trail access should be a vital amenity to provide safe pedestrian and bicycle connection.

Regional Park

Regional parks offer large-scale recreational opportunities and tend to offer access for residents and regional visitors to pursue passive recreation, such as boating, camping, hiking, self-guided education, or exploration. These large tracts of land can offer unique recreational opportunities suited to larger areas such as disc golf or novelty amenities like miniature golf, while still offering more traditional recreational opportunities like playgrounds, open spaces, or athletic fields and courts. Because these are mostly larger tracts of undisturbed lands, ecosystem preservation and conservation are main objectives while developing amenities at regional park sites. Hosting special events, festivals, concerts, or other one of a kind recreation programs offering set these parks apart from other typologies.

Harris Lake County Park is an example of a regional park. This park is owned and managed by Wake County, and not Town of Holly Springs but it's close proximity offers a great opportunity for unique recreation programming to Holly Springs community.

Sports Complex

Sports complexes are exclusively designed as signature sports destination facilities that support variety of athletic programs and offer programming for community sport leagues, rentals, community events, and concerts. Sports complex include one or more spatiality sports facilities. Ting Park offers that state-of-the-art

regional sports destination for Holly Springs which includes baseball stadium, soccer center with an option to play football and lacrosse, tennis complex, and other outdoor activities.

Special Use Park or Facility

Special use parks and facilities are those that serve a single niche purpose rather than focusing on providing a well-rounded offering of park amenities. It is possible for a special use facility to be located inside a larger park with a different classification. The special use park or facility classification is intended to be a generalized and flexible classification. Operational cost recovery from revenue generated at the facility may be a goal of special use facilities. Special use facilities in Holly Springs include the Bass Lake Park facility, which is a popular family destination for weddings, reunions etc. at the conference center and educational programs at the NC environmental education center.

Following are some examples of Special Use facilities:

Education Facilities – Educational facilities such as the environmental education center at Bass Lake Park serve as unique local resources offering native animal exhibits, reading resources, and education programs. These facilities are destinations for families and school groups and may provide both indoor educational space, exhibits, and trails with educational signage.

Dog Park – Dog park could be a stand-alone special use facility not associated with any other town park facility or could be provided within a larger park facility. Dog parks can be open to public or limited use by providing dog park access system.

Community Gardens – Though community gardens boast a long history in this country, there is a renewed interest in response to “farm to table” and “sustainable agriculture” in many communities. Parks and recreation departments have adopted policies to develop and manage community gardens where individuals or volunteer organizations are assigned individual garden plots via memberships or rentals. Community gardens can be standalone facilities located on vacant lands or part of larger park property.

Cemeteries – Cemeteries are making a comeback as passive recreation facilities in communities as land is getting scarce to develop as park or open space facility. Provision of greenways and trails, arboretum like setting, and special events that respect the cultural beliefs and traditions of a community could be some of the opportunities explored at these sites.

Conservation Lands – Properties that have development restrictions posed by conservation easements are classified special use facilities that offer recreation opportunities unique to their context. Sugg Farm Park fits this typology as the conservation easement restricts the development of this once agricultural land as a traditional park facility but provides an opportunity to hold special programs, events, and amenities that are regional driver to this park.

Joint Use Parks

Town of Holly Springs currently has joint use agreements for school grounds with Wake County Board of Education to use their facilities in lieu of maintenance by parks and recreation department. This typology of

recreation facility can be classified as Joint Use Parks. A successful and collaborative relationship with school board and other agencies can be cultivated with clear policy guidelines and agreements in place. This effort can help fill gaps in areas that currently lack park access. Joint use parks can provide amenities that not only fulfill the basic requirements for schools but also additional amenities that are funded and jointly maintained by the town. These amenities could include athletic fields and courts, playgrounds, and nature-based outdoor learning environments that encourage daily nature exploration.

Holly Springs Parks and Recreation Department has existing partnership with Wake County Public Library at the Cultural Center with joint building use, stage for downtown concerts, and farmers market.

Joint use agreements can also be explored with other public facilities such as libraries, fire stations, and other public infrastructure properties.

Open Space

Unprogrammed open space and natural areas offers an amenity through the provision of ecosystem services such as air and water filtration, wildlife habitat and carbon sequestration. These areas may be identified for long-term conservation or may present an opportunity for developing a future park. Unprogrammed open space may contain natural resources that can be managed for recreation and resource conservation. As such, they can be preserved for its unique natural features or may be incidental to other uses such as easements or stream buffers.

Open space and natural areas contain natural resources that can be managed for recreation and natural resource conservation values such as a desire to protect wildlife habitat, ecological function, water quality and endangered species. Greenway trails are well suited amenity in these areas for unprogrammed, nature-based, unstructured and low-impact recreational opportunities such as walking, photography and wildlife viewing. Where suitable, a trailhead facility with parking and restrooms can be located on these sites.

EXISTING PARKS SYSTEM CLASSIFICATION

The existing parks and facilities in Town of Holly Springs do not follow any parks classification framework or park development standards. Park amenities are distributed based on size and site context of parks and have evolved as the Town grew and acquired new land. Existing Holly Springs can be organized into following park typologies as a starting point. As the town continues to grow, these typologies will evolve in response to new land acquisitions and development of existing undeveloped parkland.

Table 1 Classification System for Existing Parks

PARK NAME	ACREAGE (AC)	TPOLOGY	PROXIMITY STANDARD/ SERVICE AREA
Veterans Park	9.76	Neighborhood Park	0.5 Mile/ 10-minute walk
Jones Park	24.38	Neighborhood Park	0.5 Mile/ 10-minute walk
Womble Park	43.43	Community Park	2 mile/ 15-20 minutes walk
Ting Park	35.83	Sports Venue	
Bass Lake Park	85.23	Special Use Park (Natural Resources)	
Sugg Farm Park	110.47	Special Use Park (Conservation Lands)	
Joint Use Parks	N/A	Neighborhood Parks	0.5 Mile/ 10-minute walk

PARK SEARCH AREAS

PARK SEARCH AREA # 1

Adjacent future land uses: Business and Industrial, Innovation Village, Natural Areas, Conservation Neighborhoods

Community character: According to the future lands use plan, the adjacency of above land uses results in a community character of this area that falls within the middle spectrum of development intensity. Natural areas and conservation neighborhoods focus on lower density, curvilinear road patterns, mixed block sizes, and primarily residential development while providing access to open space, woodlands, and natural areas. Innovation village character focuses on natural resources, connected open spaces such as greens, squares, plazas and pocket parks while providing high connectivity via sidewalks and bike facilities. Business and industrial areas fall on the other side of the spectrum and are more auto oriented and buffered from surrounding land uses. They may include smaller green spaces for employees, but they do not prioritize natural resources or pedestrian and bike friendly facilities.

Proposed park classifications:

- > Pocket parks for residential areas and innovation village
- > Neighborhood park
- > Open space
- > Special use park – community gardens

Recommended park amenities:

- > Playground
- > Loop trails
- > Flexible open green spaces
- > Small picnic shelters
- > Community garden or Demonstration garden with educational piece that ties with innovation district theme

PARK SEARCH AREA # 2

Adjacent future land uses: Mixed residential, Mixed-use center

Community character: According to the future lands use plan, mixed residential neighborhoods acknowledge higher density development with acceptable significant land impacts, variety in residential building types, grid road network while emphasizing multi-modal walkable streets and pedestrian connectivity. Community open spaces may include small parks and community gardens. Mixed use centers suggest multi-dwelling housing, denser urban development pattern, primarily auto oriented but served by future transit and connected via bike-pedestrian facilities. The compact development necessitates higher land impact. The open spaces can include a variety of shared public open spaces throughout a walkable, activated environment, and may include formal and informal open spaces such as greens, squares, plazas, and community gardens.

Proposed park classifications:

- > Pocket park
- > Neighborhood park
- > Special use park – community gardens

Recommended park amenities:

- > Dog park
- > Flexible green open space
- > Courts- Basketball, Tennis etc.
- > Greenway trail connections and looped trails
- > Small play area
- > Small scale special events

PARK SEARCH AREA # 3

Adjacent future land uses: Mixed residential, Mixed-use center, Regional center, Residential neighborhood

Community character: Park search area 3 shows the regional center at 540 interchange and Holly Springs Road is identified as ‘front door’ to Holly Springs and a unique destination with broad mix of local and regional commercial services as well as residential uses. Suggested open spaces could include formal greens, squares, plazas, pocket parks, and unique features such as public art, sculpture, fountains, and seating areas.

In addition to regional center, the Mixed residential neighborhoods and mixed-use center suggest overall denser urban development pattern with diversity of housing types from single family residential to multi-dwelling housing connected by multi-modal grid network streets along with transit and bike-ped connectivity. The open spaces can include a variety of shared public open spaces throughout a walkable, activated environment, and may include formal and informal open spaces such as greens, squares, plazas, and community gardens.

The southern part of search area includes traditional residential neighborhoods that priorities protection of existing natural resources and suggest community open spaces such as small parks and community gardens.

Proposed park classifications:

- > Pocket park to serve mixed residential neighborhoods and mixed-use center
- > Neighborhood park for residential neighborhoods
- > Special use park – unique destination park or an opportunity for public-private partnership to provide state of the art recreational open space compatible with urban setting

Recommended park amenities:

- > Large scale play area with multiple play features
- > Large splash pad
- > Outdoor athletics
- > Outdoor basketball
- > Competition multipurpose fields
- > Baseball
- > Courts- volleyball, tennis, pickleball etc.
- > Dog park
- > Mini Golf
- > Adventure facilities (tree top trails, ropes course, pump track, etc.)
- > Unique or signature amenity to attract regional visitors
- > Special event site with potential for revenue generation

PARK SEARCH AREA # 4

Adjacent future land uses: Business and Industrial, Mixed residential

Community character: According to the future lands use plan, the park search area 4 falls within the Business and industrial and mixed residential land use. Business and industrial areas are auto oriented and buffered from surrounding land uses. They may include smaller green spaces for employees, but they do not prioritize natural resources or pedestrian and bike friendly facilities. Mixed residential neighborhoods acknowledge higher density development with acceptable significant land impacts, variety in residential building types, grid road network while emphasizing multi-modal walkable streets and pedestrian connectivity. Community open spaces may include small parks and community gardens.

Proposed park classifications:

- > Pocket parks
- > Neighborhood park

Recommended park amenities:

- > Playground
- > Splash pad or interactive water feature
- > Looped trails and greenway trail connections
- > Open greens for socialization

PARK SEARCH AREA # 5

Adjacent future land uses: Residential, Mixed residential, Neighborhood center

Community character: Traditional residential neighborhoods in this area prioritize protection of existing natural resources and suggest community open spaces such as small parks and community gardens. Mixed residential neighborhoods acknowledge higher density development with acceptable significant land impacts, variety in residential building types, grid road network while emphasizing multi-modal walkable streets and pedestrian connectivity. Community open spaces may include small parks and community gardens. Neighborhood centers are small scale commercial areas compatible with surrounding residential development and can include a variety of shared public open spaces throughout a walkable, activated environment such as greens, squares, plazas, and community gardens.

Proposed park classifications:

- > Pocket parks
- > Neighborhood park

Recommended park amenities:

- > Playground
- > Looped trail w fitness equipment
- > Picnic shelters
- > Signature amenity like pump track, nature play, adventure play etc.
- > Dog park
- > Courts – Tennis, Volleyball, Basketball etc.

PARK SEARCH AREA # 6

Adjacent future land uses: Residential neighborhood, Natural area

Community character: Traditional residential neighborhoods in this area prioritize protection of existing natural resources and suggest community open spaces such as small parks and community gardens. Natural areas prioritize preservation of open space, topography, and natural resources, and may include woodlands, parks, greenways and water bodies.

Proposed park classifications:

- > Pocket parks
- > Open space
- > Special use park - Conservation lands

Recommended park amenities:

- > Playground
- > Looped trail w fitness equipment
- > Picnic shelters
- > Signature amenity like disc golf, nature play, adventure play etc.

PARK SEARCH AREA # 7

Adjacent future land uses: Conservation neighborhood, Natural area

Community character: Natural areas and conservation neighborhoods focus on lower density, curvilinear road patterns, mixed block sizes, and primarily residential development while providing access to open space, woodlands, and natural areas.

Proposed park classifications:

- > Pocket parks
- > Open space
- > Special use park –conservation lands

Recommended park amenities:

- > Playground
- > Looped trail w fitness equipment
- > Picnic shelters
- > Water access or overlook areas
- > Environmental education area

PARK SEARCH AREA # 8

Adjacent future land uses: Residential, Neighborhood center

Community character: Traditional residential neighborhoods in this area prioritize protection of existing natural resources and suggest community open spaces such as small parks and community gardens. Neighborhood centers are small scale commercial areas compatible with surrounding residential development and can include a variety of shared public open spaces throughout a walkable, activated environment such as greens, squares, plazas, and community gardens.

Proposed park classifications:

- > Pocket parks
- > Neighborhood park

Recommended park amenities:

- > Playground

- > Splash pad or interactive water feature
- > Looped trail w fitness equipment
- > Picnic shelters
- > Small special events space
- > Open greens for socialization
- > Dog park
- > Courts – Tennis, Volleyball, Basketball etc.
- > Competition multipurpose fields – baseball, soccer, football, lacrosse, etc.
- > Opportunity for revenue generation

PARK SEARCH AREA # 9

Adjacent future land uses: Residential neighborhood, Natural area

Community character: Traditional residential neighborhoods in this area prioritize protection of existing natural resources and suggest community open spaces such as small parks and community gardens. Natural areas prioritize preservation of open space, topography, and natural resources, and may include woodlands, parks, greenways, and water bodies.

Proposed park classifications:

- > Pocket parks
- > Open space
- > Special use park - Conservation lands

Recommended park amenities:

- > Playgrounds and nature play areas
- > Courts- Tennis, Basketball, Volleyball, Pickleball
- > Looped trails and connection to greenway trails
- > Picnic shelters
- > Water access or overlook areas
- > Environmental education area
- > Outdoor adventure areas like tree top trails, mountain biking,
- > Disc golf

PRIORITIZATION MODEL

The Town of Holly Springs Parks, Recreation, and Greenways Master Plan presents recommendations and action items that align with the seven guiding principles developed for this plan. The action items address enhancements to existing core services areas and implementing new amenities and programs over the course of next decade.

As the Town continues the implementation process, many projects may evolve based on changing recreation trends, availability of funding and the larger community context. , When there are many opportunities and competing interests, both within the Department and across Town sectors , it is difficult for decision makers to prioritize projects. Hence, this plan sets forth a prioritization model for use as a decision-making tool for staff and elected officials. This approach informs and validates decisions through data and community values, leading to defensible projects and consensus among stakeholders.

METHODOLOGY

The project team is proposing the following process for Holly Springs prioritization model. This model considers the overarching master plan guiding principles, community needs, and parks system advancement as criteria for prioritization.

Criteria for recommendations prioritization

1. Criteria 1: Guiding Principles Compatibility

This criterion will ensure that the projects considered for priority evaluation are consistent with the guiding principles of the plan. Overlapping multiple guiding principles will generate benefits that span across the system covering all elements from growth to dollar impact. Following questions can help evaluate this criterion:

1. Does the project meet the needs of the growing community by providing recreation programs, special events, and unique amenities that are not currently available?
2. Does this project provide equitable access to parks and facilities for people of all ages and abilities and create inclusive environments for people of different cultural and ethnicities?
3. Does this project support health and wellness of the community members by providing amenities that encourage physical activity or reduce mental stress?
4. Does this project fill in the identified gaps to create a recreation system that connects key destinations within town via greenway trails and side paths?
5. Does this project create financial benefits to the Town by revenue generation and overall positive economic impact?
6. Does this project protect natural resources for its ecological and environmental benefits?
7. Does this project elevate the quality of life experience for Holly Springs residents by providing unique recreation experience, efficient operational services or identifies strategic partnership opportunity?

2. Criteria 2: Community Needs

This criterion leverages the findings from the intensive community engagement process undertaken during this project. Two major components of this criterion are findings from the scientific survey and the feedback received from various other groups as noted below:

- a. Scientific survey results PIR ratings
 - i. Unmet needs
 - ii. Level of importance
- b. Public Opinion survey, focus groups, and steering committee feedback

Following questions can help evaluate this criterion:

1. Is this project listed on the priority investment rating scale as mentioned in the scientific survey?
2. Is this project identified as a need by other groups in the public engagement process?
3. Does this project reduce barriers to usage as identified in the community feedback include access, ADA compliance, safety, and participation costs?
4. Does this project promote strategic partnerships within the community?
5. Does this project support building stronger community bond by offering social interaction?

3. Criteria 3: Parks System Advancement

Parks system advancement criterion is related to providing an excellent parks and recreation service and high-quality amenities and programs to the community by addressing the detail technical project implementation questions. These questions are categorized into three subcategories as follows:

1. Degree of urgency
 - a. Does this project need attention to ensure public health, safety, and welfare?
 - b. Does this project need attention to comply with current building codes and regulations?
 - c. Will this project protect natural resources which otherwise may be lost if not addressed immediately?
 - d. Is this project a unique opportunity resulting from other projects that may be lost if not taken as priority?
2. Economic Impact
 - a. Will this project create long term operational efficiency and financial loss if not addressed promptly?
 - b. Does this project generate revenue for the parks and recreation department?

- c. Does this project generate revenue through strategic partnerships or time sensitive grant funding opportunities?

3. Compatibility with Town policies and planning efforts

- a. Is this project compatible with the Future Land Use Plan?
- b. Does this project build upon other regional planning efforts to connect Holly Springs residents to regional and state level recreation opportunities?
- c. Does this project address existing gaps in the system to achieve cohesive parks and recreation system?

BEST PRACTICES: MAINTENANCE STANDARDS

Based on data collected during site visits, maintenance standards were developed in both qualitative and quantitative formats, organized by three Levels of Service. Maintenance standards can change by season and month depending on the type of park area level of use. Standards will be calculated by time and equipment proposed for all parks in the system.

Maintenance Standards: Three maintenance levels are generally defined. The difference between levels is frequency of maintenance as determined by funding availability. Maintenance Standards have these general characteristics.

- > **Level 1 Maintenance** – High profile areas where the entire area is visible to foot traffic such as entrances to community centers, signature facilities, and areas where funding permits a higher level of maintenance. Example of maintenance activities include: Mowing and edging twice per week, 95 percent turf coverage at start of season with 5 percent weeds and 0 percent bare area, edging once per week, tree pruning cycle once annually, litter pickup twice per week.
- > **Level 2 Maintenance** – Moderate to heavy use typical of most parks. Example maintenance activities include: Mowing and edging once per week, 88 percent turf coverage at start of season with 8 percent weeds and 4 percent bare area, tree pruning cycle every seven years, litter pickup once per week.
- > **Level 3 Maintenance** – Typical for low usage parks or when funding is limited. Example maintenance activities include: Mowing and edging every 10 days, 80 percent turf coverage at start of season with 20 percent weeds, edging once per week or every 2 weeks in off-season, tree pruning cycle every 10 years, litter pickup every other week.

In areas where turf does not impact quality of experience (i.e., dog parks) or non-landscaped open space areas, demand-based maintenance is provided according to funding availability.

This format provides guidance in terms of understanding the required work activities and elements in a descriptive manner that then can be quantified numerically. Following are descriptions of the levels of service and both qualitative and quantitative maintenance standards as proposed for all parks in the system.

Level One Maintenance Standards and Definitions for Parks

- > Turf Maintenance – high profile areas (small areas, entire area visible to foot traffic)
 - Mowing will occur 2 times/week
 - Mowing heights
 - 2 ½ “during warm season (daytime highs consistently above 75 degrees)
 - Edging of all turf perimeters will occur 1 time/week
 - 95% turf coverage
 - 3% weed infestation for existing areas (all efforts should be made to keep new areas 100% weed free)
 - 2% bare area
 - Remove grass clippings if visible
 - Aerate 1 time/year (additionally if needed)

- Inspect thatch layer regularly and remove as needed
- Test soil and water annually
 - Additional testing will occur if deemed necessary
- Soil moisture will be consistent
 - No wet areas
 - No dry areas
 - Firm enough for foot and mower traffic
 - Apply wetting agents to assist in uniform soil moisture
 - Hand water as needed
- Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours
- Fertilize (3) times per year
- Top dress/over seed once a year

> Tree and Shrub Maintenance

- Prune/trim trees and shrubs as dictated by species twice annually during spring and fall
- Remove sucker growth annually
- Test soil annually to ensure application of appropriate nutrients as needed
- Apply fertilizer to plant species according to their optimum requirements as needed or yearly
- Inspect regularly for insects and diseases. Respond to outbreaks within 48 hours
- Place 2" of organic mulch around each tree within a minimum 18" ring
- Place 2" of organic mulch around shrub beds to minimize weed growth
- Remove hazardous limbs and plants immediately upon discovery
- Remove dead trees and plant material immediately unless located within an environmental area
- Remove or treat invasive plants within 5 days of discovery
- Flower bed maintenance done yearly
- Fertilize once a year
- Pond maintenance done yearly and inspect weekly
- Water features maintained weekly
- Invasive plant removal annually

> Storm Cleanup

- Inspect drain covers at least twice monthly, before rain and immediately after flooding
- Remove debris and organic materials from drain covers immediately

- Maintain water inlet height at 100% of design standard
- > Irrigation Systems
 - Inspect irrigation systems at least once per month or computer monitors as necessary
 - Initiate repairs to non-functioning systems within 24 hours of discovery
 - Back flow testing done annually
- > Litter Control
 - Pick up litter and empty containers at least once daily or as needed
 - Remove leaves and organic debris once a week or as necessary
- > Playground Maintenance
 - Audit each playground to ensure compliance with the current version of ASTM Performance Standard F1487 and the Consumer Product Safety Commission “Handbook for Public Playground Safety”
 - Complete low-frequency playground inspections at least bi-monthly or as required. All low-frequency inspections are to be completed by a Certified Playground Safety Inspector (CPSI). Complete safety-related repairs immediately, and initiate other repairs within 48 hours of discovery
 - Complete high-frequency inspections at least weekly
 - Grooming surface three times weekly, nine months a year
- > Hard Surface Maintenance
 - Remove debris and glass immediately upon discovery
 - Remove sand, dirt, and organic debris from walks and hard-court surfaces weekly
 - Remove trip hazards from pedestrian areas immediately upon discovery
 - Paint fading or indistinct instructional / directional signs annually
 - Blow grass clippings after mowing around hard surfaces
 - Remove grass growing in cracks as needed
- > Outdoor Court Maintenance
 - Inspect tennis and basketball courts at least once monthly. Complete all repairs within 48 hours of discovery
 - Repaint lines at least once each year
 - Replace basketball nets when frayed, broken, or removed
 - Maintain basketball goal posts, backboards, rims, tennis net posts, fencing, and hardware to original design specifications
- > Trail Maintenance
 - Inspect hard and soft surface trails at least once monthly
 - Remove dirt, sand, and organic debris from hard surfaces at least once weekly

- Remove organic debris from soft surfaces at least once weekly
- Maintain a uniform 3-4" depth of compacted material on soft surface trails at all times
- Graffiti removed weekly
- Remove overhanging branches within 84" of the trail surface at least twice annually
- Mechanically or chemically control growth 24" on either side of the trails
- Inspect signs, benches, and other site amenities at least once monthly. Complete repairs within 10 days of discovery
- Inspect and make necessary repairs to lighting systems at least once monthly
- always Repair / replace bulbs to maintain lighting levels to design specifications
- > Site Amenity Maintenance
 - Inspect benches, trash containers, picnic tables and grills, bicycle racks, flag poles, drinking fountains, and other site amenities at least monthly. Complete repairs within 24 hours of discovery
 - Cleaning, scrub, and power wash of amenities twice yearly
 - Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours
- > Athletic fields grounds maintenance (Baseball, Soccer, Softball and Rugby)
 - Fields that are dedicated to softball, baseball, soccer, and rugby only
 - Use mower capable of "striping" the turf
 - Mowing will occur twice weekly
 - Mowing heights
 - 2" during cool season (daytime highs consistently below 75 degrees)
 - Edging of field perimeters will occur twice monthly
 - 95% turf coverage at the start of every season
 - 80% turf coverage after play begins
 - 5% weed infestation
 - 0% bare area at the start of every season
 - 15% bare and weak areas will be acceptable after play begins
 - Apply pre-germinated seed to heavily worn areas after every tournament
 - Remove grass clippings if visible
 - Aerate 3 times annually
 - Spot aerate high use areas as needed
 - Inspect thatch layer regularly and remove as needed

- Test soil and water annually
 - Additional testing will occur if deemed necessary
- Soil moisture will be consistent
 - No wet areas
 - No dry areas
 - Firm enough for foot and mower traffic
 - Apply wetting agents to assist in uniform soil moisture
 - Hand water as needed
- Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours
- Fertilize monthly
- Aerate and over seed yearly
- > Fence and Gate Maintenance
 - Inspect fences, gates, and bollards at least twice annually. Complete safety-related repairs immediately. Complete other repairs within 48 hours of discovery
 - Annually free fence of debris
- > Sign Maintenance
 - Inspect sign lettering, surfaces, and posts at least once monthly
 - Repair / replace signs to maintain design and safety standards within 24 hours of discovery
 - Clean signs twice a year
 - Cut back plant material annually or more if needed
- > Pest Control
 - In accordance with the Department's Integrated Pest Management Program (IPM), problem areas are inspected monthly and remedied immediately upon discovery
- > Vandalism and Graffiti Removal
 - Initiate repairs immediately upon discovery. Document and photograph damage as necessary
- > Picnic Shelters
 - Reserved units cleaned and litter removed prior to and after each reservation
 - Minor repairs are made immediately upon discovery
 - Non-reserved units are cleaned weekly by power washing, or as necessary
- > Lighting Security/Area
 - Foot-candle levels will be maintained to preserve original design
 - Inspect once monthly

- Repairs/bulb replacement will be completed within 24 hours of discovery
- > Aquatic Center Standards when a pool is developed
 - Vacuum pool weekly
 - Manually check water chemistry every two hours of operation
 - Check water electronically on a continuous basis
 - Water checked for temperature, chlorine, and pH
 - Check flow rates every 2 hours of operation
 - Water checked for clarity on a continuous basis
 - Clean concrete areas daily
 - Repaint pool tank every two years
 - Pressure wash concrete areas weekly
 - Clean restrooms two times daily
 - Inspect facility and associated equipment daily
 - Maintain all equipment per manufacturers suggestions
 - Inspect sand filter annually
- > Broken Equipment Standard
 - Broken equipment shall be repaired immediately, as staff is capable, and parts are available when noticed or reported
 - If staff is not able to repair, the broken equipment will be signed and roped off with emergency tape indicating that the amenity is broken, not to be used, and when it will be repaired
- > Lifecycle Replacement
 - The Town has developed a lifecycle replacement program that must be built into the Capital Improvement Program based on contractor and product specifications
- > Concession Standards (outdoor) when developed in the future
 - Concession facilities cleaned, wiped down, and sanitized before opening
 - Electrical appliances checked for compliance and repaired if damaged
 - Lights checked and repaired as needed
 - Concession operating permits secured before opening
 - Appliances cleaned thoroughly before opening
 - Prices for concessions will be posted
 - Cash registers tested to ensure they work properly
 - Circuit breakers tested prior to opening

- Cleaning and sanitization supplies on hand before opening
- Pick up debris daily
- > Closing Concession Standards (outdoor)
 - Equipment cleaned thoroughly
 - Supplies removed and discarded
 - Electricity should be turned off
 - Refrigerators and cables turned off and sealed
 - Facility floors, sinks, and counters cleaned thoroughly
 - Hoses cleaned and drained
 - Kitchen cleaned thoroughly
 - Inspections of standards will occur monthly
- > Restrooms
 - Restrooms cleaned twice per day unless contracted
 - Restrooms inspected hourly
 - Restrooms locked/unlocked daily
 - Replace waterless urinal cartridges monthly
 - Leaks dealt with immediately and repaired within 24 hours of discovery
- > Open Space Standard
 - Maintain natural appearance to open space areas
 - Remove trees and branches that pose a hazard to the users of the area
 - Respond to disease and insect outbreaks within 24 hours of identification
 - Inspect areas monthly
 - Remove and clean dump sites within 48 hours of identification
 - Post and maintain appropriate signage for each individual area
 - Implement strategies to assist in reducing the stand of non-native invasive plants by 5% annually
 - No large branches or debris will be allowed in parks and along perimeters

Level Two Maintenance Standards for Parks

Maintenance standards can change by season and month depending on the park and level of use. Standards will be calculated by time and equipment needed to develop the required operation budgets. The difference between Level 1 and Level 2 standards is the frequency rate.

> Turf Maintenance

- Mowing will occur once weekly
- Mowing heights
 - 2½" during cool season (daytime highs consistently below 75 degrees)
- Edging of all turf perimeters will occur weekly during season and every 2 weeks in off-season
- 88% turf coverage
- 8% weed infestation
- 4% bare area will be acceptable after play begins
- Remove grass clippings if visible
- Aerate once annually in low use areas
- Aerate twice annually in high use areas (additional if needed)
- Inspect thatch layer regularly and remove as needed
- Test soil and water annually
 - Additional testing will occur if deemed necessary
- Soil moisture will be consistent
 - No wet areas
 - No dry areas
 - Firm enough for foot and mower traffic
 - Apply wetting agents to assist in uniform soil moisture
 - Hand water as needed
- Inspect weekly for insects, disease, and stress, and respond to outbreaks within 24 hours
- Fertilize twice yearly

> Tree and Shrub Maintenance

- Prune/trim trees and shrubs as dictated by species at least once annually
- Apply fertilizer to plant species only if plant health dictates
- Remove sucker growth as needed
- Inspect regularly for insects and diseases. Respond to outbreaks within 48 hours
- Place 2" of organic mulch around each tree within a minimum 18" ring
- Place 2" of organic mulch around shrub beds to minimize weed growth
- Remove hazardous limbs and plants immediately upon discovery
- Remove dead trees and plant material within 30 days of discovery

- Remove or treat invasive plants yearly
- > Storm Cleanup
 - Inspect drain covers at least once monthly and immediately after flooding occurs
 - Remove debris and organic materials from drain covers within every other month
 - Inspect and clean drains before forecasted storms begin
 - Maintain water inlet height at 100% of design standard
 - Invasive plant removal once a year or as needed
 - Drain system maintenance done once a year
- > Irrigation Systems
 - Inspect irrigation systems a minimum of once per month and as necessary
 - Initiate repairs to non-functioning systems within 48 hours of discovery
 - Annual back flow inspection done yearly
- > Litter Control
 - Pick up litter and empty containers at least every other day or as needed
 - Remove leaves and organic debris once a week
- > Playground Maintenance
 - Audit each playground to ensure compliance with the current version of ASTM Performance Standard F1487 and the Consumer Product Safety Commission “Handbook for Public Playground Safety”
 - Complete low-frequency playground inspections at least bi-monthly or as required. All low-frequency inspections are to be completed by a Certified Playground Safety Inspector (CPSI). Complete safety-related repairs immediately and initiate other repairs within 48 hours of discovery
 - Complete high-frequency inspections at least weekly
 - Grooming surface two times weekly
- > Hard Surface Maintenance
 - Remove debris and glass immediately upon discovery
 - Remove sand, dirt, and organic debris from walks, lots, and hard surfaces every 30 days
 - Remove trip hazards from pedestrian areas immediately upon discovery
 - Paint fading or indistinct instructional/directional signs every other year
 - Remove grass in the cracks monthly
- > Outdoor Court Maintenance
 - Inspect basketball courts at least once monthly. Complete repairs within 10 days of discovery
 - Repaint lines at least once every 2 years
 - Replace basketball nets within 10 days when frayed, broken, or removed

- Maintain basketball goal posts, backboards, rims, fencing, and hardware to original design specifications. Complete repairs within 10 days of discovery
- > Trail Maintenance
 - Inspect hard and soft surface trails at least once monthly
 - Remove dirt, sand, and organic debris from hard surfaces at least once monthly
 - Remove organic debris from soft surfaces at least once monthly
 - Maintain a uniform 2-4" depth of compacted material on soft surface trails
 - Mechanically or chemically control growth 24" on either side of the trails
 - Remove overhanging branches within 84" of the trail surface at least once annually
 - Inspect signs, benches, and other site amenities at least once monthly. Complete repairs within 10 days of discovery
- > Site Amenity Maintenance
 - Inspect benches, trash containers, picnic tables, grills, bicycle racks, drinking fountains, and other site amenities at least monthly. Complete repairs within 5 days of discovery
 - Cleaning and washing annually
 - Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours
- > Athletic Field Grounds Maintenance (baseball, soccer, softball, and rugby)
 - Fields that are dedicated to soccer, baseball, softball, and rugby only
 - Mowing will occur twice weekly
 - Mowing heights
 - 2 ½ "during cool season (daytime highs consistently below 75 degrees)
 - 3" during warm season (daytime highs consistently above 75 degrees)
 - Edging of all field perimeters will occur once monthly
 - 80% turf coverage at the start of every season
 - 65% turf coverage after play begins
 - 20% weed infestation
 - 5% bare area at the start of every season
 - 15% bare and weak areas will be acceptable after play begins
 - Remove grass clippings if visible
 - Aerate once annually
 - Inspect thatch layer regularly and remove as needed
 - Test soil and water annually

- Additional testing will occur if deemed necessary
 - Soil moisture will be consistent
- No wet areas
- No dry areas
- Firm enough for foot and mower traffic
- Inspect weekly for insects, disease, and stress, and respond to outbreaks within 24 hours
- > Fence and Gate Maintenance
 - Inspect fences, gates, and bollards at least once annually. Complete safety-related repairs immediately, and complete other repairs within 5 days of discovery
 - Clean debris annually
- > Sign Maintenance
 - Inspect sign lettering, surfaces, and posts at least once every 3 months
 - Repair/replace signs to maintain design and safety standards within 5 days of discovery
 - Clean sign once a year
- > Pest Control
 - In accordance with the Department's Integrated Pest Management Program (IPM), inspect problem areas monthly and remedy immediately upon discovery
- > Vandalism and Graffiti Removal
 - Initiate repairs immediately upon discovery. Document and photograph damage as necessary
- > Picnic Shelters
 - Reserved units cleaned and litter removed prior to and after each reservation
 - Minor repairs are made immediately upon discovery
 - Non-reserved units are cleaned bi-weekly, or as necessary
- > Lighting Security/Area
 - Inspect quarterly
 - Repairs/bulb replacement will be completed within 72 hours of discovery
- > Restrooms
 - Restrooms cleaned daily unless contracted
 - Restrooms inspected every three hours
 - Restrooms locked/unlocked daily
 - Replace waterless urinal cartridges monthly
 - Leaks dealt with immediately and repaired within 24 hours of discovery

BEST PRACTICES: PARTNERSHIPS AND VOLUNTEER MANAGEMENT

Policy Best Practice for All Partnerships

All partnerships developed and maintained by the Department should adhere to common policy requirements. These include:

- > Each partner will meet with or report to the Department staff on a regular basis to plan and share activity-based costs and equity invested.
- > Partners will establish measurable outcomes and work through key issues to focus on for the coming year to meet the desired outcomes.
- > Each partner will focus on meeting a balance of equity agreed to and track investment costs accordingly.
- > Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.
- > A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.
- > Each partner will assign a liaison to serve each partnership agency for communication and planning purposes.

POLICY RECOMMENDATIONS FOR PUBLIC/PRIVATE PARTNERSHIPS

The recommended policies and practices for public / private partnerships that may include businesses, private groups, private associations, or individuals who desire to make a profit from use of the Department's facilities or programs are detailed below. These can also apply to partnerships where a private party wishes to develop a facility on park property, to provide a service on publicly-owned property, or who has a contract with the agency to provide a task or service on the agency's behalf at public facilities. These unique partnership principles are as follows:

- > Upon entering into an agreement with a private business, group, association or individual, the Department staff and political leadership must recognize that they must allow the private entity to meet their financial objectives within reasonable parameters that protect the mission, goals and integrity of the Department.
- > As an outcome of the partnership, the Department must receive a designated fee that may include a percentage of gross revenue dollars less sales tax on a regular basis, as outlined in the contract agreement.
- > The working agreement of the partnership must establish a set of measurable outcomes to be achieved, as well as the tracking method of how those outcomes will be monitored by the agency. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the agency, and overall coordination with the Department for the services rendered.
- > Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year or multiple years.
- > If applicable, the private contractor will provide a working management plan annually that they will follow to ensure the outcomes desired by the Department. The management plan can and will be negotiated, if necessary. Monitoring of the management plan will be the responsibility of both partners. The agency must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved and the terms of the partnership agreement are adhered to.

- > The private contractor cannot lobby agency advisory or governing boards for renewal of a contract. Any such action will be cause for termination. All negotiations must be with the Department Director or their designee.
- > The agency has the right to advertise for private contracted partnership services or negotiate on an individual basis with a bid process based on the professional level of the service to be provided.
- > If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal counsels. If none can be achieved, the partnership shall be dissolved.

BEST PRACTICES IN VOLUNTEER MANAGEMENT

In developing a volunteer policy, some best practices that the Department should be aware of include:

- > Involve volunteers in cross-training to expose them to various organizational functions and increase their skill. This can also increase their utility, allowing for more flexibility in making work assignments and can increase their appreciation and understanding of the Department.
- > Ensure a Volunteer Coordinator (a designated program staff member with volunteer management responsibility) and associated staff stay fully informed about the strategic direction of the agency overall, including strategic initiatives for all divisions. Periodically identify, evaluate, or revise specific tactics the volunteer services program should undertake to support the larger organizational mission.
- > A key part of maintaining the desirability of volunteerism in the agency is developing a good reward and recognition system. The project team recommends using tactics similar to those found in frequent flier programs, wherein volunteers can use their volunteer hours to obtain early registration at programs, or discounted pricing at certain programs, rentals or events, or any other Town function. Identify and summarize volunteer recognition policies in a Volunteer Policy document.
- > Regularly update volunteer position descriptions. Include an overview of the volunteer position lifecycle in the Volunteer Manual, including the procedure for creating a new position.
- > Add end-of-lifecycle process steps to the Volunteer Manual to ensure that there is formal documentation of resignation or termination of volunteers. Also include ways to monitor and track reasons for resignation / termination and perform exit interviews with outgoing volunteers when able.



In addition to number of volunteers and volunteer hours, categorization and tracking volunteerism by type and extent of work, is important:

- > **Regular volunteers:** Those volunteers whose work is considered to be continuous, provided their work performance is satisfactory and there is a continuing need for their services.
- > **Special event volunteers:** Volunteers who help out with a particular event with no expectation that they will return after the event is complete.
- > **Episodic volunteers:** Volunteers who help out with a particular project type on a recurring or irregular basis with no expectation that they will return for other duties.

- > **Volunteer interns:** Volunteers who have committed to work for the agency to fulfill a specific higher-level educational learning requirement.
- > **Community service volunteers:** Volunteers who are volunteering over a specified period of time to fulfill a community service requirement.

The Department should continue to encourage employees to volunteer themselves in the community. Exposure of staff to the community in different roles (including those not related to parks and recreation) will raise awareness of the agency and its volunteer program. It also helps staff understand the role and expectations of a volunteer if they can experience it for themselves.

FUNDING SOURCES

Dedicated Funding Sources to Consider

- > Taxable Bonds: through Voter Approved Referenda
- > Dedicated Park Property Tax Levy
- > Land Value Captive Taxes: such as a TIF
- > Local Option Income Tax
- > Developer Impact Fee
- > Redevelopment Funds
- > Land Dedication Ordinance
- > Cumulative Building Funds
- > Real-Estate Transfer Fees
- > Revenue Bonds
- > Build Operate Transfer program

Earned Income Opportunities to Consider for the Future of the Park System

- > Land Leases: or with TIF attached
- > Land Trusts
- > Health Care/Hospital Partnerships
- > Fees for Services
- > Park Parking Fee / Entrance Fee
- > Dog Park Season Pass
- > Program User Fees
- > Establishment of a Park Foundation
- > Local Not-for-Profit Foundations Gifts
- > Establishment of A Park Conservancy to help manage elements of a park or park system
- > Corporate Sponsorships
- > Naming Rights
- > Public/ Not-for-Profit/ Private Partnerships
- > Development Rights below the ground
- > Concessions
- > Advertising in Parks and Web Sites
- > Cell Tower Leases
- > Greenways Foundation
- > Licensing Fees for a signature park or event that others want to use to make money from for the future
- > Roundup Programs with Utilities
- > Special Fundraisers
- > License Branded Products
- > Outsource Operations to the private sector to save money
- > Internal Park Improvement Fee
- > Volunteerism

- > Pouring Rights Revenue
- > Maintenance Endowments
- > Retail Sales: Park Merchandise
- > Park Revolving Funds
- > Private Donations
- > Lease backs for Facility Development
- > Revenue Bonds
- > Mitigation Fees
- > Cash in-lieu Fee
- > Profit Sharing with Private Operators working on a Park Site
- > Crowdsourcing – Kickstarter, Indiegogo, razoo, GoFundMe, etc.
- > 37. User Fees: Types to Consider
 - Entrance Fee (pools, community centers, parks)
 - Membership Fee (community centers, pools, dog parks, ice facilities, golf, tennis, etc)
 - Daily Fees
 - Non-Resident Fees
 - Group Fees
 - Prime Time and Non-Prime Time fees
 - Group and Volume Fees
 - Launch Fees
 - Permit Fees
 - Reservation Fees
 - Catering Fees
 - Food Truck Fees
 - Ticket Sales
 - Photography Fees
 - Price by loyalty, length of stay and level of exclusivity

Due to parks and recreation budgets being cut across the county, agencies have been forced to become more creative regarding funding strategies. Some agencies have even began using tactics such as crowdsourcing and crowdfunding.

- > Expand opportunities for Crowdsourcing information on an ongoing basis. Crowdsourcing is use for a call out of all types of resources such as man power, volunteers, and equipment to help accomplish your set goal
 - Some existing resources include mindmixer.com and peakdemocracy.com which can be evaluated if the Department has the resources and can utilize it on an on-going basis.
 - Crowdsourcing options could include printing program guides or developing marketing material
- > Provide opportunities for Donations or Crowdfunding through the website. Crowdfunding is a monetary call out to complete a project or meet a goal.
 - kickstarter.org / indiegogo.com / gofundme.com these sites help bring small amounts of money together to create needed capital

KICKSTARTER



BEST PRACTICES: PROGRAM CLASSIFICATION SYSTEM

Classifications			
Essential		<div>Core Program Areas Key</div> <div>Arts/Cultural</div> <div>Athletics</div> <div>Childcare</div> <div>Festivals, Events, Performances</div> <div>Fitness</div> <div>Nature</div> <div>Seniors</div> <div>Special Interest</div>	
Youth Soccer	Youth Basketball		Discovery Backpack Program
Youth Baseball	Adult Basketball		NC Animals
Youth Softball	Adult Softball		
Intro to T-ball	Before School		
Intro to Soccer	After School		
Youth Tackle Football	Track Out		
Youth Cheerleading	Traditional Summer Camp		
Intro to Football	Discovery Nature		
Intro to Hoops	Explore-A-Story		

Classifications		
Important		
Canvas' 4 Kids	Just Desserts	Youth Track and Field
Watercolor Animals 4 Kids	Watch Me Bake!	Adult Dodgeball
Crafts 4 Kids	Adult Watercolor	Mini Hawks Summer Camp
Move and Create 4 kids	Mommy and Me Creative Movement	Soccer Camp
Storytime Creative Cooking 4 Kids-Eric Carle Books	Preschool Dance	Football Camp
Creative Cooking 4 Kids-Herbivore Dinosaurs	Kinder Hop	Baseball Camp
Preschool Song and Dance	Preschool Ballet/Tap	Sports Camp for Toddlers: Soccer
Ballet - Preschool	Cheer Dance 5 - 9	Sports Camp for Toddlers: Basketball
Ballet/ Tap Age 3	Cheer Dance 10+	Sports Camp for Toddlers: T-ball
Ballet/ Tap Age 4	Ballet/Tap 6 - 9	Sports Camp for Toddlers: Volleyball and Football
Preschool Tap	Ballet/Tap 8 - 12	Sports Camp for Toddlers: Football and Track
Bach to Rock Glee Club	Contemporary/Jazz 7 - 11	Sports Camp for Toddlers: Hockey and Football
Bach to Rock Ukulele 101	Contemporary/Jazz 12 - 18	Preschool Sports-Soccer
Rock N Roll	Musical Theater	Preschool Sports-Basketball
Rock City	Musical Theater Teens	Preschool Sports-T-ball

Dance Theatre	Beginning/Intermediate Tap	6U Tiny Tots Tennis
Contemporary Ballet	Teen Tap	8U Red Ball Tennis
Advanced Hip Hop	Adult Tap - Beginner	10U Orange Ball Tennis
Girls Hip Hop	Adult Tap - Intermediate	12U Green Ball Tennis
Boys Hip Hop-beginning level	Carolina Children's Theater Production Class	Tennis Spring Camp
Teen Tap	Carolina Children's Theater Artistic Team	Tennis Track Out Camp
Jazz technique fitness and stretch	CCT - Drama 1 Acting Class	Tennis Summer Camp
Preschool Song and Dance	CCT - Drama 2 Acting Class	Adult Beginner Tennis Clinic
Advanced Girls Hip Hop	CCT - Teen Ensemble	Adult Intermediate Tennis Clinic
Coed Hip Hop	Scenes and Monologues	Before School
Circus Camp	Holly Singers Youth Choir	After School
Artmania Camp	HSYO - Treble Clefs 1	Track Out
Glitter Rainbow Unicorn Art Camp	HSYO - Treble Clefs 2	Kid's Day off
Toddler Creative Time	HSYO - Crescendos	Mommy and Me Yoga
Art Exploration for Kids	HSYO - Vibratos	Yoga 4 Kids with Craft
Drawing Fun & Exciting Things	CCT - World Fairy Tale Workshop	Vinyasa Yoga Lunchtime Express
Anime (Manga) Illustration	Mystery Drama Camp	Yoga Basics Lunchtime Express
Painting, Painting, & More Painting	CCT-Youth Ensemble Summer Drama Camp	Community Free Yoga Event
Art Journaling	Gear Shifters STEM Explorers Summer Camp	Mommy and Me Yoga
Dinner and Dessert Cooking Class	Spring Fling and Community Wide Yard Sale	Cross Country Club

Classifications		
Important		
Senior Yoga	Hand and Foot	Archery 202
Line Dancing	Wii Bowling	Archery 303
Zumba Gold	Mah Jongg Club	Archery Tag
Pickleball	Bridge Club	Fishing Basics
Sassy Seniors Tap - Beginner	Discovery Dinosaurs	Puppy Training Program
Sassy Seniors Tap - Intermediate	Group Nature Programs	Next Step
Fit Advantage	Lake Dipping	Wake Energize
Freedom Friday Trips	Archery 101	

Classifications		
Value-Added		
Homeschool Art Class	Toddler Exploration	Tae Kwon Do 7+
Homeschool Teen Art	Animal Meet and Greet	Tae Kwon Do 13+ and Families
Spring Dance Showcase	Shiitake Mushroom Workshop	Korean Karate/Chung Do Kwon
Winter Dance Showcase	Catch N Cook	Personal Training
Future Stars Team Tennis	Bass Lake Bass Tournament	Hunt Fitness Center Memberships
Technology Workshops	Can You Guess the Animal Group	Medieval Sword Fighting Kids
Wal-Mart Trips	Fun Forts	Medieval Sword Fighting Adults
The Resonance Effect	Owl Prowl	Medieval Sword Fighting All Abilities
Garden Club	Catfish Tournament	Historical Fencing
	Catfish Tournament Pro Series	Recreational Sport Fencing
	Hunter Education Workshop	Vinyasa Yoga

BEST PRACTICES: SIMILAR PROVIDER BENCHMARK

Other Service Providers					
Name of Agency	Location in the Town / County	Operator (Public / Private / Not-for-Profit)	General Description	Price Comparison with your Services	Distance in minutes from your Prime Facility
Holly Springs School of Dance	Holly Springs, NC	Private	Private dance school. Their program predates ours.	Higher	2 miles
Flour Power	Holly Springs, NC	Private	Provider of kids cooking classes	Higher	3 miles
Michaels	Holly Springs, NC	Private	Craft and art supply store that also offers classes for Children and Adults	Same	3 miles
Encore Youth Productions	Holly Springs, NC	Private	Children's theater group operating out of Point Church	Higher	>1 mile
Drama Kids Internationals	Southwest Wake County	Private	Children's Drama Lessons	Same	5 miles
Fuquay Varina Arts Center	Fuquay Varina (Wake County)	Public	Municipal Arts Center - Part of the Fuquay Varina Parks and Rec Dept.	Same	6 miles
Halle Cultural Arts Center	Apex (Wake County)	Public	Municipal Arts Center - Part of the Apex Parks and Rec Dept.	Same	7 miles
Cary Arts Center	Cary (Wake County)	Public	Municipal Arts Center - Part of the Cary Parks and Rec Dept.	Same	22 miles
Active Tracks	Holly Springs, NC	Public	Childcare	Higher	2 miles
Holly Springs Elem	Holly Springs, NC	Public	School	Higher	2 miles
YMCA	Apex (Wake County)	Public	Childcare Area	Higher	5 miles
Raleigh P & R	Raleigh (Wake County)	Public	Municipality	Higher	18 miles
Clayton P & R	Clayton (Johnston County)	Public	Municipality	Lower	33 miles

Lillington P & R	Lillington (Harnett County)	Public	Municipality	Lower	18 miles
Wake Futbol Club	Holly Springs, NC	Private	Private youth soccer club	Higher	2 miles
Other Service Providers					
<i>Name of Agency</i>	<i>Location in the Town / County</i>	<i>Operator (Public / Private / Not-for-Profit)</i>	<i>General Description</i>	<i>Price Comparison with your Services</i>	<i>Distance in minutes from your Prime Facility</i>
Liberty Futbol Club	Holly Springs, NC	Private	Private youth soccer club	Higher	2 miles
The Strong Center	Fuquay Varina (Wake County)	Private	Travel basketball and football organization	Higher	6 miles
Fuquay Varian P&R	Fuquay Varina (Wake County)	Public	Municipal P&R program similar to ours	Same	5 miles
O2 Fitness	Holly Springs, NC	Private	Private Health Club	Higher	3 miles
Planet Fitness	Holly Springs, NC	Private	Private Health Club	Lower	6 miles
Burn Bootcamp	Holly Springs, NC	Private	Private Health Club	Higher	1.5 miles
The Shop Fitness 24/7	Holly Springs, NC	Private	Private Health Club	Higher	0.5 miles
Tiger Rock Martial Arts	Holly Springs, NC	Private	Tae Kwon Do Dojo	Same	2.5 miles
Kim Yong-In Martial Arts	Holly Springs, NC	Private	Martial Arts Dojo	Higher	2 miles

ASSET MAPPING SUMMARY

INTRODUCTION

In February and March of 2020, the project team held four asset mapping meetings to engage Town Council, Department staff, and the plan's steering committee, comprised of the Parks and Recreation Committee with additional stakeholders. The meetings included discussion of the strengths, opportunities and challenges facing the Parks and Recreation Department that will be influential to setting and achieving the goals for the Parks, Recreation and Greenways Comprehensive Plan.

MEETINGS

The project team conducted four asset mapping meetings in total. Each meeting is detailed below.

TOWN COUNCIL	PARKS AND RECREATION COMMITTEE	STAFF MEETING 1	STAFF MEETING 2
Saturday, February 22 10:30 a.m. to 12 noon Holly Springs Annual Budget Retreat	Thursday March 12 7 p.m. to 9 p.m. Holly Springs Town Hall	Thursday, March 12 10 a.m. to 12 noon W.E. Hunt Recreation Center	Thursday, March 12 1 p.m. to 2 p.m. W.E. Hunt Recreation Center

PREMISE

Asset mapping is an information gathering technique that addresses community strengths, opportunities and challenges from an asset-based perspective. Assets are defined broadly as anything that provides tangible or intangible value to the community. Examples include traditional concepts of assets, such as vehicles and buildings. For the purposes of this exercise, the definition also includes non-traditional concepts of assets, such as relationships, community support, quality staff members, and more.

The project team used a series of questions to gather feedback. The questions included:

1. What about parks, recreation, and greenways makes your community better?
2. What is your parks, recreation, and greenways system known for?
3. What would strengthen the Department's positive impact on Holly Springs?
4. What are some of the biggest threats or challenges to the assets you have identified?

RESULTS

Each group responded to the four questions, generating several responses per person for each question. Results are summarized by meeting.

Town Council

What about parks, recreation, and greenways makes your community better? - Council members noted the importance of green open spaces for residents to access nature. The Town possesses a large amount of open parkland that creates beauty in the town and provides wildlife habitat. Some natural spaces are preserved through conservation easements. Greenways and connectivity was another theme, indicating that the existing greenway system has gaps, but is an important asset for connecting the community and creating accessible ways for people to come together. Athletics is considered an asset. Finally, the department serves a diversity of users and is intended to serve everyone. There are elements of the department that surprise and delight residents and visitors.

What is your parks, recreation, and greenways system known for? - According to council members, Holly Springs Parks and Recreation is known for youth athletics that provides constant activity in all seasons. Notable athletic programs include youth athletics as well as pickleball, a rapidly growing sport. The youth athletics program is known for taking care of youth throughout their growing years as they move from program to program by age. Cultural arts is another notable offering that enables program participants to create memories while offering unique experience for town residents to enjoy. The Town's parks are known for providing natural areas for people to connect with nature. The Department is known for its emerging greenways system, but for the time being, a lack of connectivity is likely one of the defining features of the greenway system. Finally, Council members noted that the Department is known to have a concentration of facilities on the eastern side of Highway 55, and a gap in facilities on the western side of Highway 55.

What would strengthen the Department's positive impact on Holly Springs? - Transportation and connectivity were important themes for increasing the Department's positive impact. Council members noted the importance of coordinating with other departments like Transportation to represent shared goals. It will be essential to achieving this plan's goals for all departments to be working together to achieve parks, recreation, and greenways goals. Connectivity is also important for creating a positive impact on linking neighborhoods to parks, other neighborhoods, and commercial centers. Creating greenway loops is a strategy for addressing this concern. Additionally, council members noted a need for diversification of assets and their locations. There is a need for more basketball courts, splashpads, and possibly more sports fields. Finally, there are certain areas that need facilities that have been underserved. Long term planning to identify and address these gaps is important.

What are some of the biggest threats or challenges to the assets you have identified? - The primary challenge to the assets identified is funding. Some of the ways funding presents a challenge include funding for land acquisitions and greenways. The challenges to obtaining funding include limited time to purchase land, identifying funding now to achieve a longer-term vision, and lack of funding for planning and implementation. A final funding consideration is how to prioritize funding for parks and rec among competing community needs. Sources of funding include park development fees and grants. Additionally, there is a need to communicate to the residents the importance of parks and recreation to those not currently engaged with the system and develop partnerships with the surrounding communities including Town of Apex and Town of Fuquay-Varina.

Steering Committee

What about parks, recreation, and greenways makes your community better? - Committee members state that the parks, recreation, and greenways make their community healthier by providing a variety of programs for people to be active or be quiet and reflective. Elements that promote healthful living include athletics, and cultural arts programming, among a variety of other health and wellness programming. The parks, recreation, and greenways also offer opportunities to connect. Connections include geographical connection and social connection. Growth is a primary characteristic of Holly Springs that creates an opportunity for increased variety and offerings while enhancing connectivity. The parks and recreation system also provides opportunities for tourism, historic preservation, engagement, and community identity.

What is your parks, recreation, and greenways system known for? - The Town is well known for its variety of parks, especially large nature park areas. Other notable facilities include a farmer's market, artificial turf fields, athletic complex, festivals, fishing, and cultural events. Defining features of parks are that they are safe, high quality, clean, and well maintained. Some council members noted that parks cater to large events and serve more regional needs. This may leave out neighborhoods, but Homeowners Associations can fill this gap. Private developers can also donate land to serve an open space requirement, but there is a risk in receiving undevelopable property that won't serve park functions. Finally, greenways are a strength of the town, but the existing system is fragmented.

What would strengthen the Department's positive impact on Holly Springs? - Committee members stated that marketing is needed to expand the Department's positive impact. Marketing messages include sharing what the department does, and that they are currently progressing and improving marketing. Marketing strategies include mailers, public access television, social media, local publications, and the newsletter associated with the water bill. Committee members expressed a desire for a broader variety of park types at smaller scales that fulfill neighborhood needs. There was a noted need for additional policies for the department, including a safety code for larger parks, a focus on sustainability, sanitation, and opportunities for harvesting solar energy. The location of parks and facilities tend to be concentrated in one area and expanding that range would have a positive impact on the community. Additional options for expansion include expanding senior programs and indoor recreation space for adults. Finally, the community is known for bold and visionary decisions that position them as a trend setter. The Department should continue this reputation and some potential strategies include expanding cultural events highlighting the diverse ethnicities of Town residents and a year-round farmers market.

What are some of the biggest threats or challenges to the assets you have identified? - Lacking space for future expansion is the largest threat identified to the future success of the department. The Town is rapidly growing and must compete with developers for identifying and acquiring property suitable for potential parkland. Additionally, committee members believe the Town could improve its requirements for parkland provision by private developers. Funding is another primary challenge. Additional challenges listed include staffing levels needing to increase to accommodate more programming. Finally, perceptions of the department and accessibility of facilities are all potential threats or challenges to address.

Staff Meeting 1

What about parks, recreation, and greenways makes your community better? - Participants shared many ways that parks and recreation makes their community better, including providing the community with opportunities for entertainment, health, social gatherings, and new opportunities. Staff noted that the department has several programs and facilities that are unique among the parks and recreation departments of the region. Unique offerings include drama for kids, environmental opportunities, and a farmer's market. The department creates economic development opportunities for the town by attracting tourists for tournaments and shows. The quality and success of the Department shows when participants come back year after year and then enroll their own children in programs. The Department also ensures accessibility for people with disabilities through ADA accessibility and the Special Olympics. The Department fosters friendships and gives people a chance to provide feedback and be heard. Staff themselves enjoy the parks and have great pride in the services they provide.

What is your parks, recreation, and greenways system known for? - The department is well known for large events and festivals that serve both residents and tourists. Events include large festivals that draw thousands of participants, and smaller specialized events focused on environmental education or other areas of interest. The department also has quality outdoor athletic facilities including artificial turf fields and field and court facilities large enough to host tournaments or collegiate teams. Parks are also available for other types of rentals such as weddings, adventure races, or obstacle course races. Bass Lake and Sugg Farm set the department apart with hiking trails, K-9 training area, and drone flying space. The Department is challenged by the greenway stubs that don't integrate into a wider network, and presence of parks only in one concentrated area of the town. Cultural arts programs and programs for seniors are other strengths of the department.

What would strengthen the Department's positive impact on Holly Springs? - Department staff stated that adequate staffing will be a challenge for expanding the department to meet the additional demand. Staff expressed needs for policies regarding intern and external communications, customer services, training, and maintaining staff capacity. Additional staff may be needed for programming, staffing new parks and facilities, seasonal programs, staffing current buildings, janitorial services, and planning. Staff had several ideas about facilities and programs that would strengthen the Department's positive impact. Some current facilities are at capacity and should be expanded or added to accommodate Town growth, including the cultural arts center, child-care at the recreation center, large indoor recreation facility with indoor basketball courts, facilities designed specifically for the arts, farmers market, a skatepark, passive recreation areas, event rentals, and open field space. Staff agree that the Town will need to acquire additional parkland to maintain future growth. Staff also expressed a need for age targeted programs for teens and seniors, and additional programming and facilities for people with disabilities and special needs. Finally, staff see connectivity as a challenge and see connecting greenway stubs and increasing signage will benefit the Department.

What are some of the biggest threats or challenges to the assets you have identified? - Competition was noted as a challenge to the Department as opportunities expand to recreate elsewhere. Private competition is growing, and people do not always have enough time in their day for recreation. Staff recognize that partnerships with schools and private contractors can assist with expanding the Department. Capacity within the Department's existing facilities is maxing out and the age of facilities is starting to pose a challenge, however no

formal plan exists for addressing deferred maintenance. Safety and security are also concerns for some facilities that host childcare activities. Additional challenges include planning that is sometimes reactive rather than proactive and doesn't anticipate future needs. Some procedures are in place because things have always been done that way and could be updated. A lack of funding is a potential challenge and additional funding could be used for transportation and expanding the department to keep pace with population growth.

Staff Meeting 2

What about parks, recreation, and greenways makes your community better? - Staff noted that the parks and recreation department offers many services that enhance the Town's quality of life. These strengths include summer camps, nature programming, athletics, fitness opportunities, special events, and socialization. Additional strengths include providing programming at an affordable rate and creating spaces for unity and connection. Bass Lake is noted as a place where people come together. Experiences are available for all ages. Finally, the community has a balance of businesses, parks, and residential opportunities that creates an inviting feel. The Department's expansion to preserve open spaces benefits the community.

What is your parks, recreation, and greenways system known for? - The parks, recreation, and greenways system is known for the variety that it offers. They offer a variety of resources for residents such as archery tag, mushroom workshops, sword fighting club, and high-quality athletics. The variety is affordable and serves all ages, but many programs are only available for certain age groups. The cultural arts center is known for shows and providing a spectrum of shows, art, music and concerts. Staff noted that they could offer additional programs with additional staffing capacity. Existing facilities are well maintained and provide a high level of service, maintenance, and programs. Department staff have a reputation as multi-taskers who can get things done. As such, they often receive requests to pitch in with other divisions or departments. While staff is happy to help, the department lacks a clearly defined scope of work to determine staff's capacity to take on additional tasks.

What would strengthen the Department's positive impact on Holly Springs? - Having additional financial resources would support the Department's ability to provide additional facilities and programs. Additions could include deferred maintenance at facilities including the Hunt Center, addition of a senior center, additional reservation space, ADA compliant facilities at Bass Lake and systemwide, gymnasium space for basketball, picnic shelters, a concert shell or movable concert stage, and an ice cream parlor. New neighborhood scale parks could be offered through private developers. The cultural arts center currently hosts several meetings and there are noise conflicts with the performance space. Many programs run a wait list and programming space is limited. Materials for technology related programs could expand program offerings for seniors and adults. Registration software the Department uses could be more user friendly. Additional technology needs include a new website design forthcoming that may help with registrations, as parks will be easier to find. Additional connectivity within the greenway department would assist the Department's positive impact as well as understanding how people reach certain destinations such as the farmers market

What are some of the biggest threats or challenges to the assets you have identified? - The biggest threats and challenges to the Department include the need for additional financial, facility, and staff resources. Staff perceive that they are competing against other parks and recreation facilities and providers for funding and customers. A challenge for attractive additional staff is ensuring that they can be paid competitively for their

experience level. Finance space for public parkland indicates that the department must act now to ensure they can acquire land to meet the Community's future needs.

SUMMARY OF FINDINGS

The asset mapping exercise with Town Councilmembers, Parks and Recreation Advisory Committee members, and Department staff included the following themes. Each group generated themes to organize the many ideas generated during each meeting. The table below summarizes the themes each group identified to represent the most important ideas of their feedback.

TOWN COUNCIL	STEERING COMMITTEE	STAFF MEETING 1	STAFF MEETING 2
> Connectivity	> Connectivity	> Quality	> Growth
> Community Investment	> Balanced funding	> Greenways	> Partnerships
> Diversify system	> Community	> Personnel	> Uniqueness
> Kids	> Marketing	> Resources	> Progress
> Resource constraints	> Awareness	> Growth	> Facilities
> Public/Private partnerships	> Natural heritage	> Access for All	> Variety
> Greenways	> Access	> Communication	> Innovation
	> Healthful living	> Experience	> Cooperation
	> Programming		

Connectivity

A major theme that evolved in multiple meetings is connectivity. Connectivity refers both to the sense of connection among community members and the geographic connectivity of the community. Social connectivity is fostered through programming, community events, and parks and facilities that encourage gathering and interaction. Many participants noted that the community's existing greenway system lacks connectivity and that connecting existing segments and ensuring trails access desired destinations is a key goal for the Town's future.

Funding and Investment

Input from staff and council identified that there is need for continued investment in the system to meet current and future needs. Staff noted deferred maintenance needs at certain facilities that need to be addressed to ensure facilities can run efficiently and safely. Staffing is a primary focus for future investments. The expansion of the system is dependent on having staff to provide programming and safely run facilities. Programs can be expanded through contracts and partnerships, but there will be an additional need for internal staff and training. Feedback also emphasized the importance of acquiring additional parkland and ensuring policies are in place for private development of parkland within new developments.

Diverse Offerings and Competition

The Department provides a wide array of program offerings including extensive offerings in athletics, cultural arts, and outdoor education and adventure. The Department's facility offerings are equally diverse to meet these programming needs. This unique blend of offerings helps set the Department apart from competitors and creates a high quality of life for Town residents.

Growth

Holly Springs is a rapidly growing community and the Department will need to expand the system to meet existing and future demand. Growth will require the equitable expansion for the parks system to ensure that all areas of Town are served by parks, trails, and recreation programming. Meeting the needs of this growth will require forward thinking and long-range planning for the department to ensure capacity for programs, facilities, and parks expand in conjunction with the town's population.

Natural Resources

Another theme that consistently came up during the meetings is Holly Springs' access to abundant natural resources including Bass Lake and Harris Lake. The participants recognized these areas as an asset for the community that needs to be preserved and taken advantage of.

STRATEGIC PARTNERS MEETING

INTRODUCTION

The project team held a conversation with the Department's strategic partners on Wednesday, August 12, 2020. The purpose of the meeting was to hear from the Department's partners about the nature of their partnerships, levels of satisfaction, visions for the future, and identify potential challenges. The results of this meeting will be used to guide programming recommendations to ensure partnerships are equitable, productive, and in service to the Department's vision.

Representatives from the following organizations were in attendance:

- > Wake Football Club (WFC)
- > Western Wake Tennis Association (WWTa)
- > Martin Luther King, Jr. Committee (MLK)
- > Holly Springs Food Cupboard (HSFC)
- > Holly Springs Salamanders
- > Rex Healthcare
- > Wake Health
- > Holly Springs Half Marathon (HSHM)
- > Holly Springs High School Athletics
- > Holly Springs Community Band
- > Holly Springs Chamber of Commerce

RESULTS

Participants recorded responses by responding through type or text using *polleverywhere.com* software. The responses to questions are as follows. Some responses have been edited for clarity.

1. Describe your partnership with the Town and how long it has been in place

- > Good partnership - it has evolved to fit each other's needs.
- > We have partnered with Holly Springs before the Ting Park facility was opened. I personally have worked with HS for 9 years.
- > MLK has partnered with the town for 10 years
- > HS Salamanders - 5 years
- > Wake FC has partnered with the town for 9 years. It has been a very reciprocal & respectful partnership.
- > 14 years at Holly Springs High in a joint use agreement
- > 14 years at Holly Springs High, joint use agreement
- > I have worked with HS for 9 years - WWTa has worked with HS before I was with the organization - so about 12 years.
- > 5 years. use ting stadium as start/finish of our half marathon and 5k as well as most greenways, sidewalks, and neighborhood street. bass lake trail as well
- > Wake FC has partnered with the town for 9 years. It has been a very reciprocal & respectful relationship.
- > 5 years. use ting stadium as start/finish of our half marathon and 5k as well as most greenways, sidewalks, and neighborhood street. bass lake trail as well
- > Holly Springs Food Cupboard has partnered with the town for 10 years
- > The Chamber of Commerce has been a partner with the Town for well over twenty years!

- > 10+ years

2. Does your organization have a working written agreement that spells out the terms of the partnership and what each agency is providing to the partnership in terms of meeting expectations

- > not sure; we may be considered more of a vendor as we submit an app to the town each year for approval to hold our event; annual donations made to Parks & Rec
- > The Chamber has an agreement in terms of what we provide for the Town, but I am relatively new in this position (less than a month) and am unsure if there is anything more than that.
- > Yes, we do. We have had to make some changes and recently constructed an amendment.
- > Wake FC has a formal agreement. Yes, it is formal.
- > Western Wake Tennis does not have a formal agreement with Holly Springs. They do have an agreement with an organization that provides tennis instruction, which is different than what we do. We do have a good working relationship, one that ever evolving.
- > Yes, we do. Should do more. to go through the bullet points and review each year.
- > No HSFC does not have any formal agreement with the Town
- > Yes, developer agreement between UNC Rex and the town
- > Yes, WCPSS agreement

3. Do you know what the park system is investing in your partnership in time and money now?

- > Yes, our partnership includes the use of space at the cultural arts center
- > We have no formal agreement, but we do partner with several organizations that do for food drives and fundraising. We appreciate very much their support
- > We do not have a formal agreement, but HS does provide the court time for leagues and beginner programs. They have an hourly rate for that which is a fair rate to the league players. I am unaware of the details of their partnership with RDU Tennis, the org that does the Hurrahs tennis programs and lessons.
- > Somewhat. Facility upgrades, new ideas, etc. Yes, that has been communicated. Unfortunately, the pandemic has hit budgets hard and delayed some of the plans, at least in the near future. Would love to hear about any long-term plans for Ting Park and surrounding parks.
- > Parks and Rec have been great partners in making the Half Marathon & 5k a success over the years! Always receptive to new ideas. And very helpful as race day approaches to help with stadium access, course adjustments (e.g. hurricane Matthew!) and comms with town and police
- > The town and our organization are working closely together on a number of projects to benefit the community.
- > We have yearly conversation where we evaluate the give and take of the relationship
- > Having a robust parks and recreation availability for our citizens is good for business in Holly Springs as it means we can draw a well-qualified worker base among our residents.
- > Yes, outlined in our agreement. Maintenance of certain facilities. Lights, etc.

4. How does your program or organization promote economic development, health and wellness, or arts and culture within Holly Springs?

- > Wake FC brings teams in from all over the state, south and eastern seaboard throughout the year. We host multiple tournaments and also have the summer U
- > WWTa -we promote health and wellness through tennis leagues and programs. Tennis can be played from age 5 to 95 (or older!) so we reach almost any age. Tennis is a social sport which is particularly important in this time of isolation and of course it is great exercise. The two main programs we run at

Ting Park are adult and youth leagues and then we do a lot with beginner programs offered at a very low cost (Try Tennis) to get people out to a new healthy activity.

- > HSHM: through year we are encouraging running/walking/rucking; stimulate registration for the fall races; we also partner quite a bit with the HS Run Club, HS High track team, and Pace Yourself Run Co for training classes and to cross promote other races in the area such as Derek Davis 5k, Police Dept races, Suggly Sweater, NC Spring Classic and other races in the area
- > HSFC is an all-volunteer organization that provides food to community families experiencing food insecurity. Our distributions are on Thursday afternoons.
- > HSHS, development of future leaders of society, teaching lifelong skills through athletics
- > UNC Rex - building a hospital that will promote health and wellness and also provide a number of new jobs for the community.
- > The HS Chamber of Commerce supports member businesses and the community at large in various ways.

5. What about parks and recreation makes Holly Springs better for the community you serve?

- > Holly Springs has done a good job if keeping up with the growth of the town by providing a variety of activities and facilities for the town. The facilities are beautiful, and it seems that they are interested in working with partners to help everyone provide the programs/events that the community needs and will enjoy. For tennis, we serve ages 5 to 95, as well as intellectually and physically disabled people - so we have a "large community". For all of the growth, it does seem that in general, the town has kept up with the growth (although there is so much more growth coming!). The Town Council and Parks and Rec Department have done a great job.
- > "Great variety of parks and trails available to all is a very positive part of living in Holly Springs.
- > HSFC sees a large number of senior citizens.
- > Holly Springs is very fortunate to have a nice and multi-purpose facility like Ting Park. It is one, if not the, best "sports" parks in the region. The Salamanders reinforce the community feel by providing a gathering spot for families and folks of all ages.
- > They bring residents, community leaders and businesses together with events and programs
- > Their rec leagues are some of the best in the state. Their facilities are 2nd to none.
- > Our community needs resources to GET OUTSIDE, to connect and play....and the more options that are accessible to a growing community across all interests and demographics the better
- > Parks and Rec provides opportunities for residents to get outside and explore their community. They also offer cultural opportunities many would otherwise
- > The fantastic parks and rec department here helps us have a well-qualified population that is desirable for businesses that consider opening here.
- > Commitment to serving all interests in the community, commitment to making facilities great for all/

6. What is your vision for the future of the parks and recreation department and how can your organization help get them there?

- > With the growth in the past few years and what is projected (I saw over 60,000 in about 2025), the town will need to add more tennis courts to serve the population. Some standards say 1 court for 3,000 ppl (and that is all ages) which would be 20 courts - at a minimum, the town should have 16 courts. The best plan would be to add courts to Ting Park if that is possible because those courts could be managed easier than courts scattered all over. If courts are at different sites, I would suggest 6 courts at a location so they can be cause for league play (that generates revenue). Less than 3 courts at a location would be walk up play only and not able to program. As I mentioned many times to the Town Council, it is not if you build it,

they will come. It is if you build them, program them, they will come. Millbrook in Raleigh and Cary Tennis Park in Cary are large facilities that are programmed and always busy. More courts at Ting would be good for revenue and for more programs for adults and kids.

- > 3d sidewalks....walking/running course signage and markers
- > separately, a Senior Center with events throughout the year.
- > With paths and sculptures, and that sort of thing, too!
- > My grandson would love an ice hockey facility! 😊
- > Increase focus on Sports Tourism - economic impact events.
- > The kind of downtown gathering area similar to what Cary has would be wonderful in Holly Springs. A big fountain, benches, etc.
- > "Facilities, playgrounds, events for those with special needs.
- > HSFC would love to promote that to the families we serve."
- > Continue to build on and increase the size of the Holly Springs Salamanders crowds and extra "events". use of the grass field behind the stadium, work together to create some Signature Events for the park.
- > HSHM: keep striving for expansion, improvements, and updates and whatever the Holly Springs Half Marathon can do to help we are help. Proud to have been able to help bring the exercise equipment to the Carl Dean greenway, the new water fountains....envision continuing to improve crosswalk safety...
- > Strategic events that either serve or bring the community together or both
- > Continued investment in facilities that serve multiple purposes
- > A connected community via parks, greenways, trails.

7. What are the biggest threats your program and organization face in fulfilling community needs.

- > We are doing a Food Drive at Ting - next Wednesday from 3 to 6 PM - in support of the HS Food Cupboard. Thank you.
- > The Chamber is unable to hold any of our in-person networking events, ribbon cuttings, etc.
- > Pandemic shut down our season
- > Having large(r) facilities available where the Chamber can hold events would be helpful.
- > We manage tennis in 5 towns in western Wake County, and court availability is usually difficult. We have been about to do more programs because of Ting Park but again, the growth of the town and area will mean less availability. This is a "near future" threat.
- > HSFC is facing the challenge of redesigning facility due to road widening.
- > Yup COVID...not good news for us this year. Continued access to areas for the course....we'd like to perhaps expand to a full marathon one day so having access across 55 etc.
- > Capacity on fields
- > Funding
- > Community concerns about growth and development
- > Right now, the pandemic is a major problem for us. Not being able to do in-person events safely is quite problematic.
- > COVID

8. What could the Department do that would strengthen your program or organization's impact on the community?

- > We (Salamanders) looking at doing those (drive in movies). A local company has agreed to provide for Free!

- > Just continue to view the partnership as just that, a partnership. Look for ways to increase and improve the programs, events, and facilities that affect both parties. Provide incentives to organizations to do more within their agreements. Increase marketing efforts for partners. Include them in marketing, social media, youth programs. Someone just mentioned increase promotion and sharing - I agree.
- > We are interested in working with Ting on doing drive-in movies!
- > Increased communications
- > Enhanced partnership opportunities between the town and stakeholders that are mutually beneficial
- > The department has started sharing our beginner program information and that has been a huge help in getting more people out to play tennis and we hope that continues. At this point, as things come up we work together to review and make necessary changes. The responsiveness is important and of course we hope this continues.
- > HSHM: help in promoting the events via all possible media; continue to pursue measures to keep runner/walkers safe (boardwalks, repaving greenways, lighting, signage), etc.
- > To continue to help with capacity issues & also to help us communicate with the community.
- > Food drives in conjunction with events would help HSFC

9. If you could change one thing about your partnership with the parks and recreation department, what would it be?

- > idea: to have a digital form for the event application process and a way to track where it is in the process of being reviewed/approved
- > Truthfully, I think the HS Parks and Rec department does a great job, especially in comparison to some nearby communities.
- > I really find them very responsive and open for discussion on ways to work together. I would just hope that continues.
- > Maybe financial incentives for reaching certain goals / objectives within partnership
- > Having team sponsorships easier to purchase (like a website purchase type of setup) would be helpful. HS Chamber

SUMMARY OF FINDINGS

1. Many organizations have had long and successful partnerships with the Parks and Recreation Department.
2. The Department has a variety of partnership types. Some are formal with agreements that designate resources allocated and outcomes. Others are informal and do not track outcomes. Organizations report that partnerships are overall beneficial and well managed to suit the needs of the program partner.
3. Organizations with formal agreements understand what investments the Town allocates to the partnership. Those without formal agreements do not have a clear agreement of the resources the Department invests in the Partnership. Partnerships that require more resources or have more complex resource sharing have formal partnership agreements.
4. Partnership organizations achieve a variety of outcomes that benefit arts and culture, health and wellness, and economic development. Benefits include bringing tournament income, providing food to residents who need it, and providing opportunities to play and enjoy music.
5. The Department offers excellent facilities that benefit residents and many program partners. Many partners depend on the Department for space to run their programming. Residents also benefit from the variety of programs and local access to outdoor natural spaces.

STRATEGIC PARTNER MEETING > TOWN OF HOLLY SPRINGS

6. Many program partners have a future vision of growth and expansion. This is consistent with the Town's current demographics. Partners overall shared a well-rounded vision for the Town's future that includes many quality of life amenities such as greenways and open spaces for accessing nature.
7. A primary concern for program partners is the short and long term impacts of the COVID-19 pandemic. Many partners have lost the ability to hold programming safely. Understanding and addressing the short- and long-term impacts of the pandemic will be an ongoing undertaking. Another concern for program partners is the lack of facility space for growing programs. Some programs currently face limited enrollment due to facility size, while others anticipate a shortage of facility space in the future.
8. Program partners report they are satisfied with their partnership with the Department. The most commonly stated needs were better communication and increased marketing support.
9. Program partners report a desire for more automated processes, such as being able to purchase sponsorships online and event applications. Though digital opportunities could be improved, partners are satisfied with their partnerships.

Town of Holly Springs Parks, Recreation and Greenways Survey

Findings Report

*...helping organizations make better decisions
since 1982*

2020

**Submitted to the Town of Holly
Springs Parks and Recreation
Department (North Carolina)**

ETC Institute
725 W. Frontier Lane,
Olathe, Kansas
66061

July 2020



ETC
INSTITUTE



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Town of Holly Springs Parks, Recreation and Greenways Survey

Executive Summary

Overview

ETC Institute administered a parks and recreation needs assessment in the Spring of 2020 for the Town of Holly Springs. This assessment was administered as part of the Town's efforts to develop area parks, facilities, and programs. Information compiled from the assessment will provide key data to set a clear vision for the future. This survey will determine priorities for parks, recreation facilities, program offerings, and special event offerings in the Town.

Methodology

ETC Institute mailed a survey packet to a random sample of households in Holly Springs. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it online at www.HollySpringsSurvey.org.

Ten days after the surveys were mailed, ETC Institute sent emails to the households that received the survey to encourage participation. The emails contained a link to the online version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of the Town from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not counted.

The goal was to obtain completed surveys from at least 300 residents. The goal was exceeded with a total of 351 residents completing the survey. The overall results for the sample of 351 households have a precision of at least +/-5.2% at the 95% level of confidence.

This report contains the following:

- Charts showing the overall results of the survey (Section 1)
- Benchmarking analysis comparing the Town's results to national results (Section 2)
- Priority Investment Rating (PIR) that identifies priorities for facilities and programs (Section 3)
- Tabular data showing the overall results for all questions on the survey (Section 4)
- A copy of the survey instrument (Section 5)

The major findings of the survey are summarized below and on the following pages.

Use and Ratings of Town Parks/Facilities

Use. Respondents were asked, from a list of seven (8) various Town parks and facilities, which park(s)/facility they/members of their household had used over the past 12 months; **85% used Bass Lake Park**, 68% used Parrish Womble Park, and 55% used Sugg Farm. Of the respondents that indicated they used the respective park/facility, the parks/facilities that respondents indicated they **visit most often**, based on the sum of respondents' top two choices, were: Bass Lake Park (52%), Parrish Womble Park (42%), and Jones Park (19%).

Respondents were asked how often they or members of their household had visited Town parks/facilities in the past 12 months;

- 14% indicated they visited Town parks or facilities every couple of months,
- 10% indicated they visited Town parks or facilities once a month,
- 24% indicated they visited Town parks or facilities a few times a month,
- 17% indicated they visited Town parks or facilities once a week,
- **26% indicated they visited Town parks or facilities 2 to 3 times a week**, and
- 9% indicated they visited Town parks or facilities daily.

Ratings. Respondents were asked to rate the overall quality of parks/facilities offered by the Town that respondents had used during the past 12 months. Well over half **(60%) gave the overall quality of parks/facilities an "excellent" rating**, 35% rated the overall quality of parks/facilities as "good," 4% gave a "fair" rating and 1% gave the overall quality a "poor" rating.

Participation and Ratings of Town Programs and Events

Participation. Over half **(54%) indicated they have participated in Town programs** and/or special events.

Ratings. Of the respondents that have participated in Town programs and/or special events (54%), **93% rated the overall quality of programs/special events as "excellent"** (49%) or "good" (44%).

Potential Barriers that Prevent Use of Parks and Facilities

Respondents were given a list of fourteen (14) various reasons that prevent them or members of their household from using Town parks/facilities. The top four reasons were: **lack of information/don't know what is offered (42%), not enough time/too busy (33%), cost of participation (19%), and overcrowding (19%).**

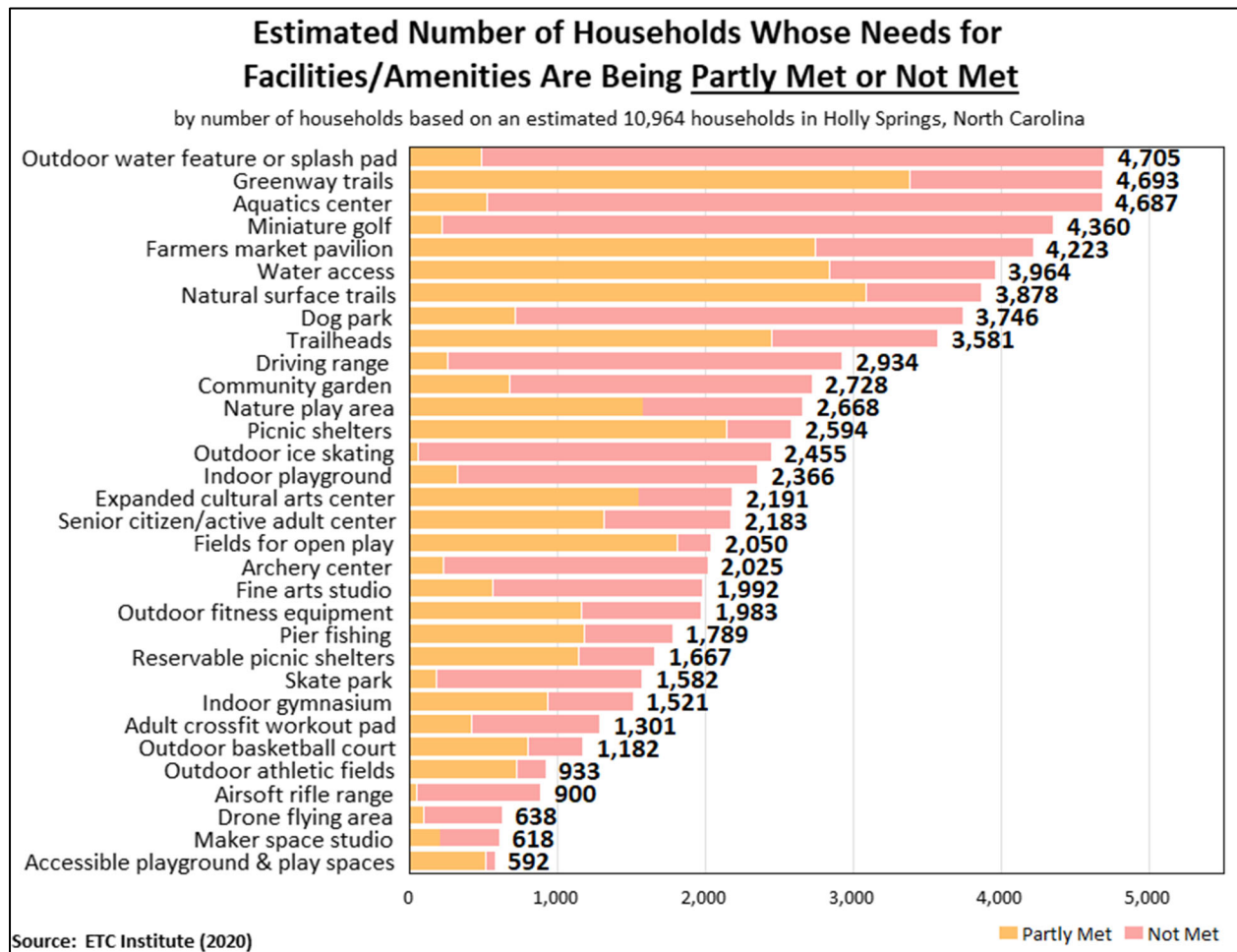
Facility Needs and Priorities

Facility Needs. Respondents were asked to identify if their household had a need for 32 facilities and rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest

“unmet” need for various facilities. The four facilities with the highest percentage of households that have an unmet need were:

1. outdoor water feature or splash pad – 4,705 households (or 43%),
2. greenway trails – 4,693 households (or 43%),
3. aquatics center – 4,687 households (or 43%), and
4. miniature golf – 4,360 households (or 40%).

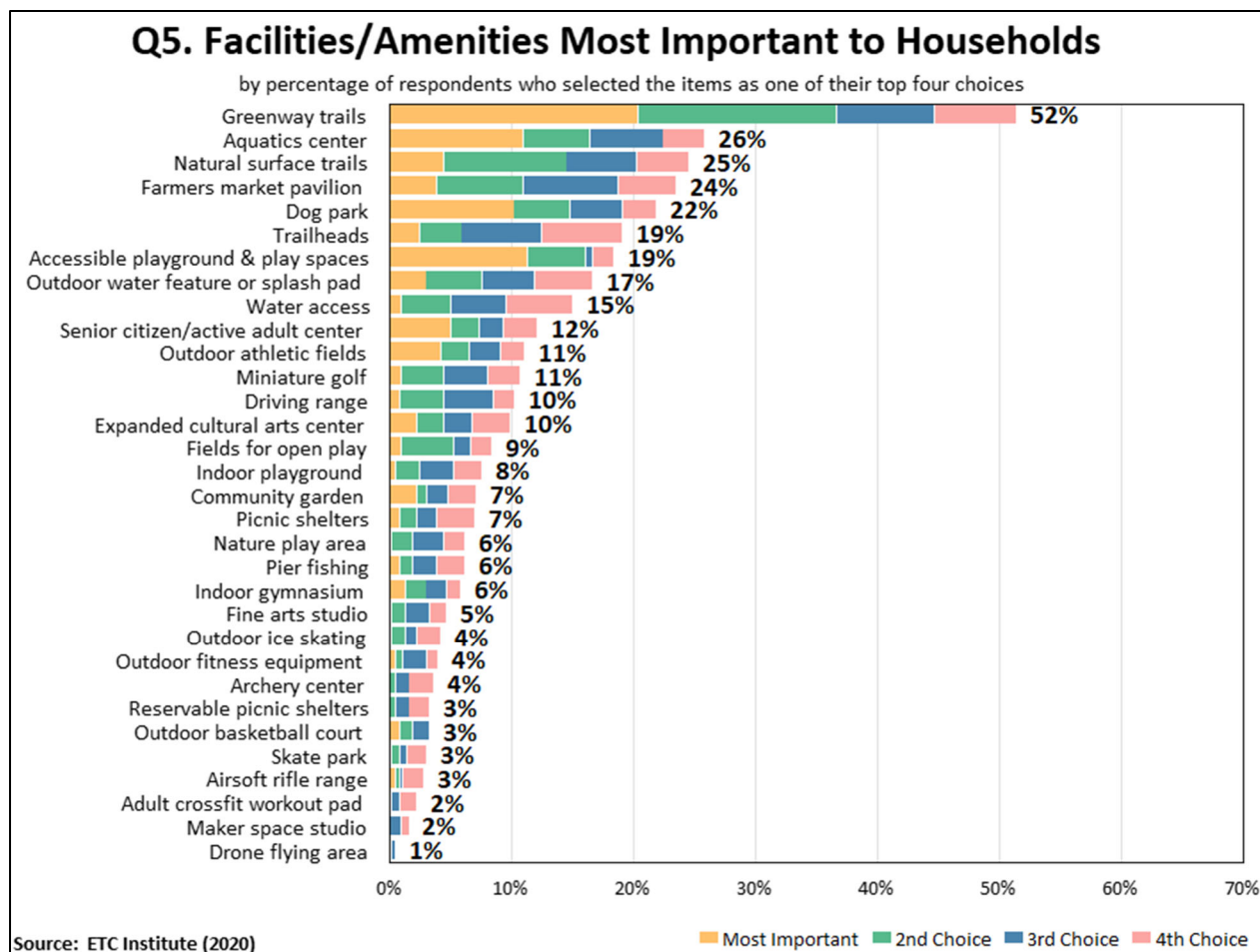
The estimated number of households that have unmet needs for each of the 32 facilities that were assessed is shown in the table below.



Facility Importance: In addition to assessing the needs for each facility, ETC Institute also assessed the importance that residents placed on each facility. Based on the sum of respondents’ top four choices, the four most important facilities to residents were:

1. greenway trails (52%),
2. aquatics center (26%),
3. natural surface trails (25%), and
4. farmers market pavilion (24%).

The percentage of residents who selected each facility as one of their top four choices is shown in the graph below.

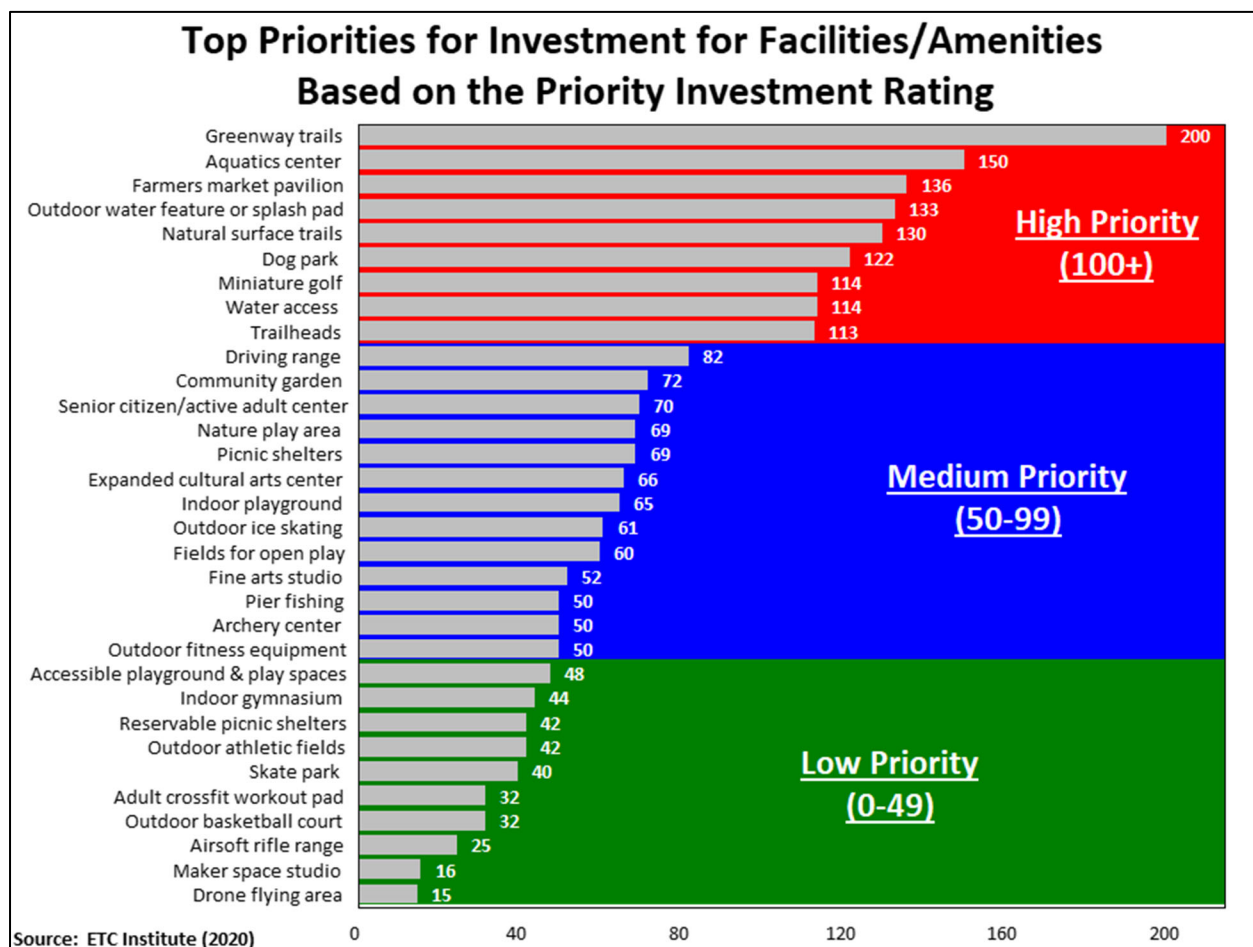


Priorities for Facility Investments: The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the **priority that should be placed on Parks and Recreation investments**. The Priority Investment Rating (PIR) equally weighs (1) the **importance** that residents place on amenity/program and (2) how many residents have **unmet needs** for the facility/program. [Details regarding the methodology for this analysis are provided in Section 3 of this report.]

Based the Priority Investment Rating (PIR), the following nine facilities were rated as high priorities for investment:

- **Greenway trails (PIR=200)**
- **Aquatics center (PIR=150)**
- **Farmers market pavilion (PIR=136)**
- Outdoor water feature or splash pad (PIR=133)
- Natural surface trails (PIR=130)
- Dog park (PIR=122)
- Miniature golf (PIR=114)
- Water access (PIR=114)
- Trailheads (PIR=113)

The graph on the next page shows the Priority Investment Rating for each of the 32 facilities that were rated.



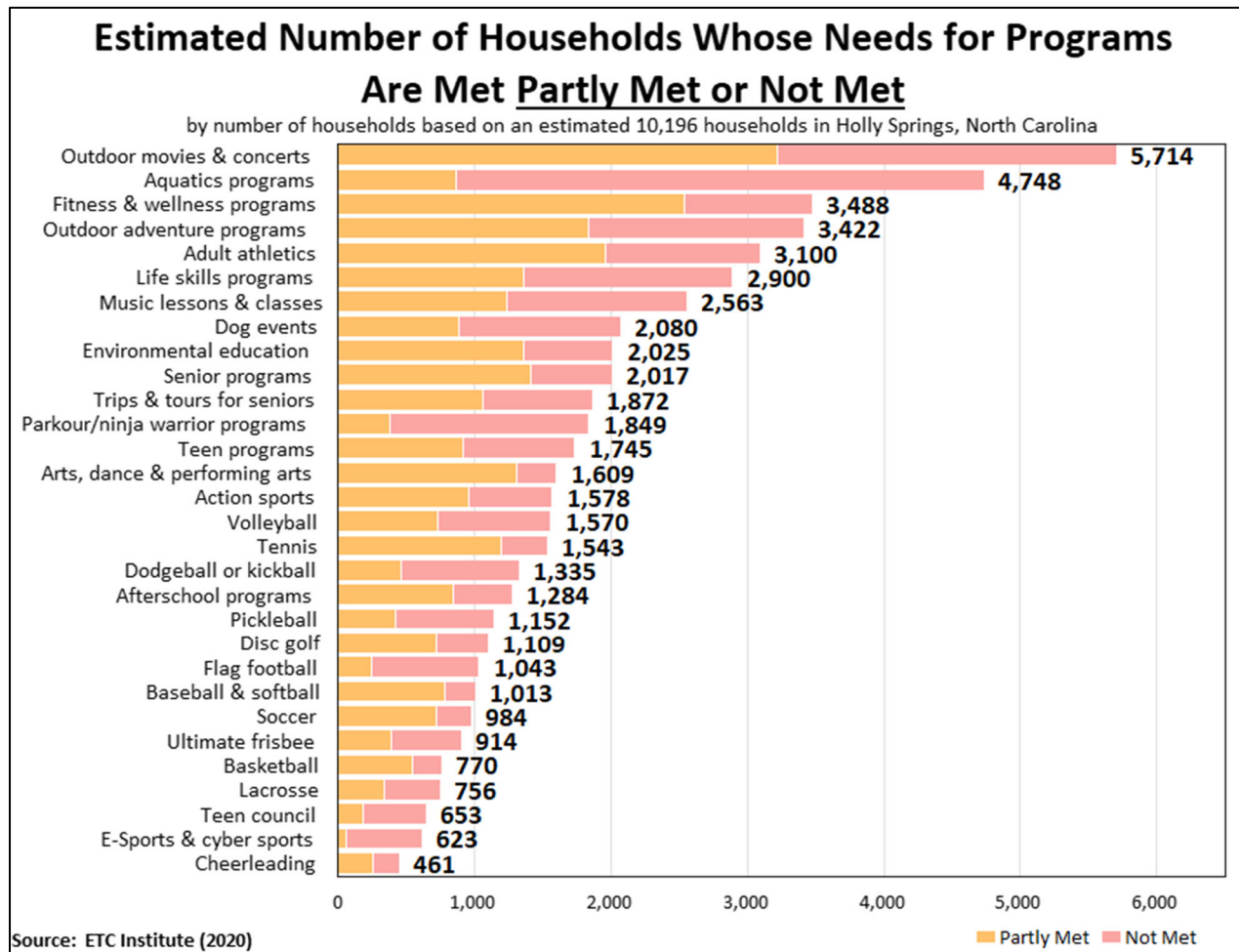
Program Needs and Priorities

Program Needs. Respondents were also asked to identify if their household had a need for 30 programs and rate how well their needs for each program were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had “unmet” needs for each program.

The four recreation programs with the highest percentage of households that have an unmet need were:

1. outdoor movies and concerts – 5,714 households (or 52%),
2. aquatics programs – 4,748 households (or 43%),
3. fitness and wellness programs – 3,488 households (or 32%), and
4. outdoor adventure programs – 3,422 households (or 31%).

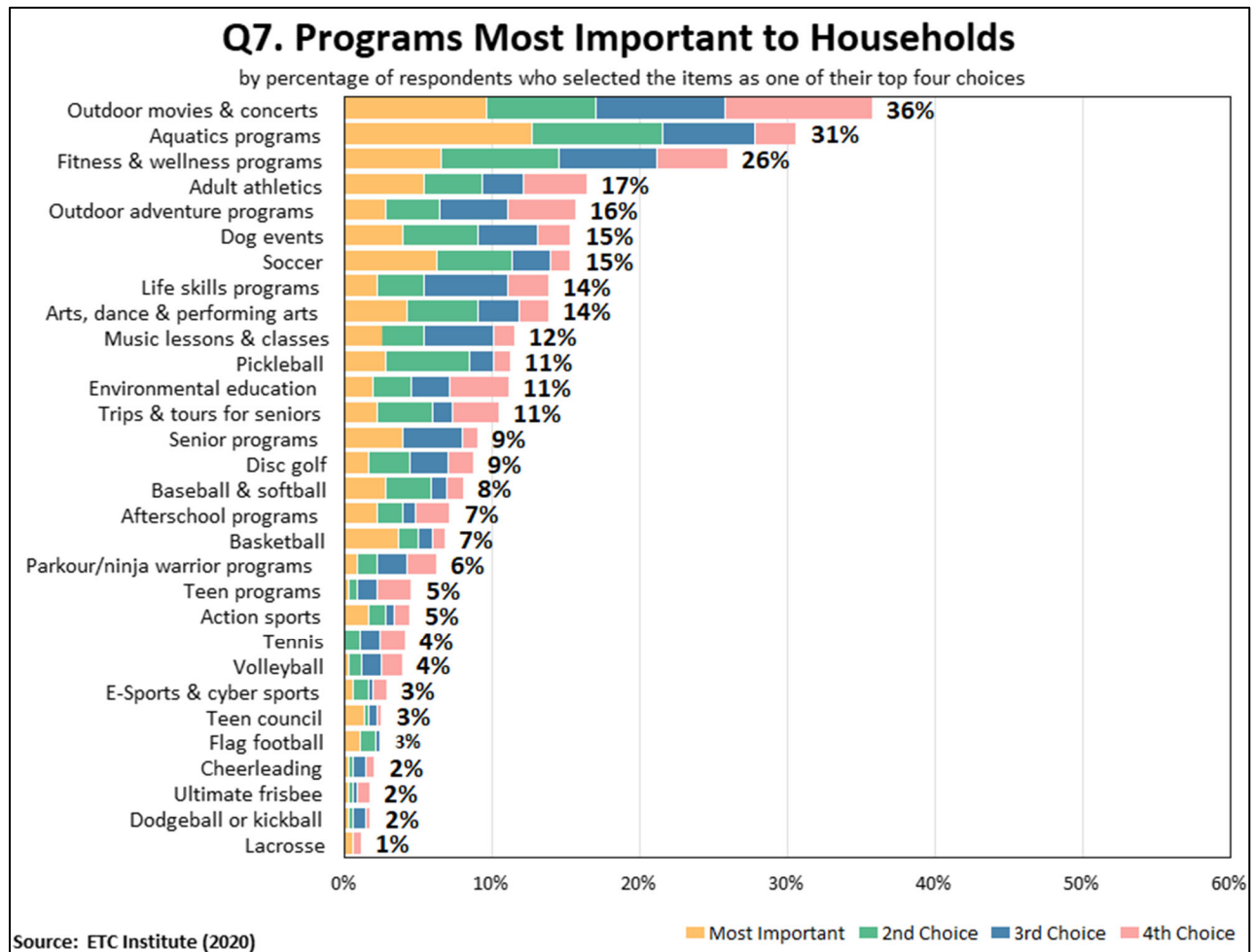
The estimated number of households that have unmet needs for each of the 30 programs that were assessed is shown in the chart on the next page.



Program Importance. In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents placed on each program. Based on the sum of respondents' top four choices, the four most important programs to residents were:

1. outdoor movies and concerts (36%),
2. aquatics programs (31%),
3. fitness and wellness programs (26%), and
4. adult athletics (17%).

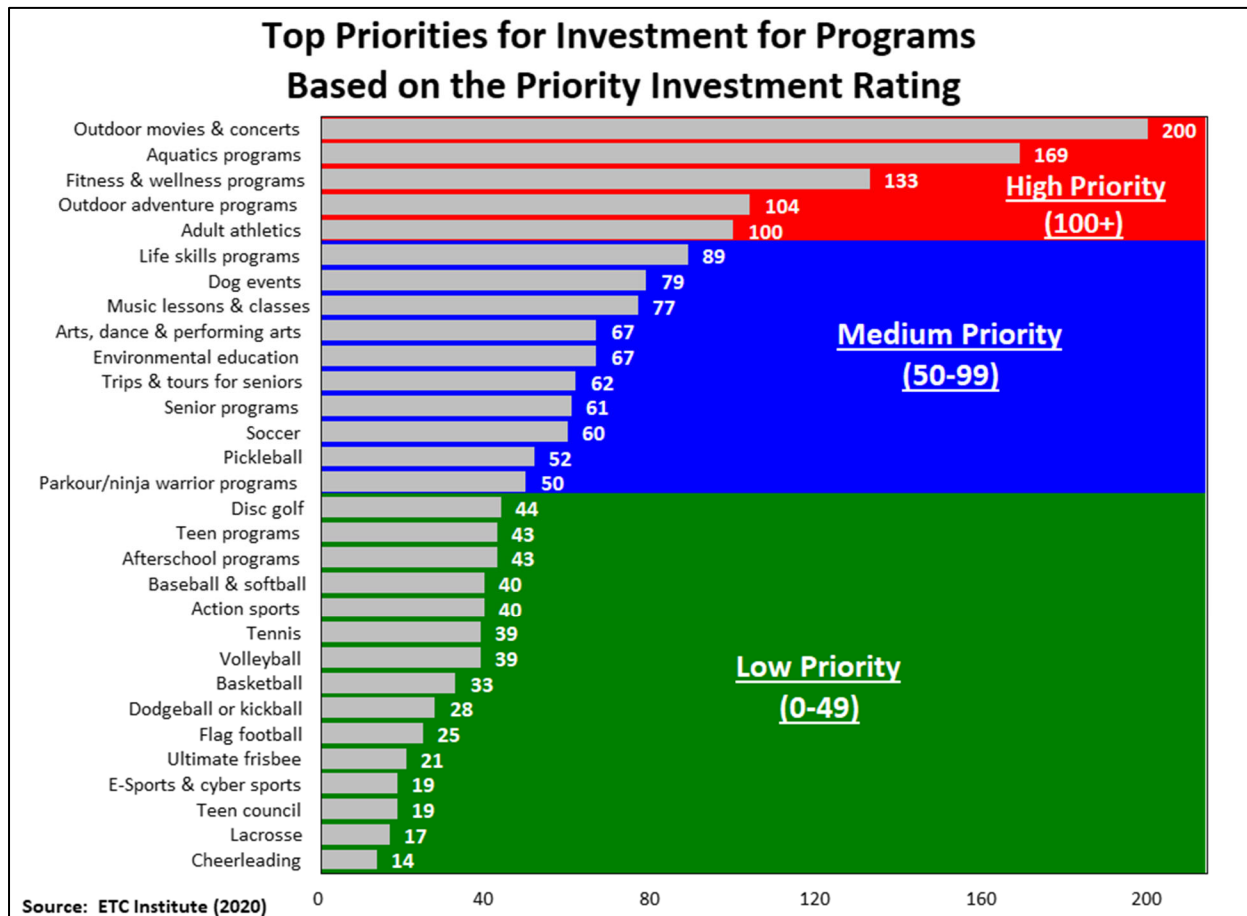
The percentage of residents who selected each program as one of their top four choices is shown in the chart on the top of the following page.



Priorities for Program Investments. Based on the priority investment rating (PIR), which was described briefly on Page iv of this Executive Summary and is described in more detail in Section 3 of this report, the following five programs were rated as “high priorities” for investment:

- Outdoor movies and concerts (PIR=200)
- Aquatics programs (PIR=169)
- Fitness and wellness programs (PIR=133)
- Outdoor adventure programs (PIR=104)
- Adult athletics (PIR=100)

The chart on the following page shows the Priority Investment Rating for each of the 30 programs that were rated.



Additional Findings

Walking to Park/Facility/Trails. Based on the respondents' perception, 36% indicated it would take 20 or more minutes for them to walk to the nearest Town park, facility, or greenway trail.

Perception. The highest levels of agreement with various statements regarding the Town Parks and Recreation, based on the sum of "strongly agree" and "agree" responses among residents *who had an opinion*, were: public parks add to quality of life in the community (98%), recreation and parks are an essential service to the Town (97%), and I feel safe when visiting parks in Holly Springs (95%).

Potential Improvements. The highest levels of support for potential improvements to parks and the recreation system, based on the sum of "very supportive" and "somewhat supportive" responses among residents *who had an opinion*, were: developing greenway trails to connect Town's existing greenway trail segments (88%), investing in improvement and upkeep of existing facilities (86%), constructing a permanent farmers market pavilion (78%), and implementing sustainability measures to minimize environmental impact of parks and recreation facilities (78%).

The potential improvements that respondents indicated they would be most willing to support with tax dollars, based on the sum of respondents' top three choices, were: developing greenway

trails to connect Town’s existing greenway trail segments (57%), constructing an indoor aquatics facility (33%), and constructing a permanent farmers market pavilion (31%).

Eighty-one percent (81%) of respondents are “very supportive” (42%) or “supportive” (39%) of the funding of parks and recreation improvements/expansions to be funded with a future bond financed within the existing property tax rate structure.

Forty percent (40%) of respondents are “very supportive” (14%) or “supportive” (26%) of the funding of parks and recreation improvements/expansions funded with a future bond that would require a property tax rate increase to finance debt.

Methods of Learning. Responding households were asked to indicate all the ways they learn about Town parks, facilities, and special events.

- 65% learn from the Town newsletter
- 58% learn from the Town website
- 56% learn from social media
- 53% learn from word of mouth

The sources of information that respondents most prefer to use to learn about Town parks, facilities, and special events, based on the sum of respondents’ top two choices, were: Town newsletter (41%), social media (39%), and the Town website (31%).

Organizations Used for Parks and Facilities. The organizations that responding households use most for recreation parks and facilities were; Town of Holly Springs (86%), County parks (71%), and State parks (71%).

Forty-two percent (42%) of respondents use the Town of Holly Springs most for their household’s recreation needs.

Greenway Trail Use. Respondents were asked how many times, in the past 12 months, did they or members of their household visit any greenway trail.

- 37% visited 1 to 5 times
- 14% visited 6 to 10 times
- 12% visited 11 to 20 times
- 7% visited 21 to 25 times
- 30% visited 25 or more times

Responding households were asked how often they or members of their household would want to use greenway trails.

- 3% never want to use greenway trails
- 14% want to use greenway trails a few times a year
- 32% want to use greenway trails a few times a month
- 33% want to use greenway trails a few times a week
- 18% want to use greenway trails daily

The top reasons that discourage greenway trail use for respondents and/or members of their household were: lack of information about existing greenway trails (44%) and lack of nearby destinations (42%).

The destinations that responding households and/or members of their household would most like to get to by greenway trails are: natural areas and open spaces (75%), other greenway trails (71%), and parks and playgrounds (66%).

Conclusions

To ensure that the Town of Holly Springs continues to meet the needs and expectations of the community, ETC Institute recommends that the Parks and Recreation Department sustain and/or improve the performance in areas that were identified as “high priorities” by the Priority Investment Rating (PIR). The programs and facilities with the highest PIR ratings are listed below.

Facility Priorities

- Greenway trails (PIR=200)
- Aquatics center (PIR=150)
- Farmers market pavilion (PIR=136)
- Outdoor water feature or splash pad (PIR=133)
- Natural surface trails (PIR=130)
- Dog park (PIR=122)
- Miniature golf (PIR=114)
- Water access (PIR=114)
- Trailheads (PIR=113)

Program Priorities

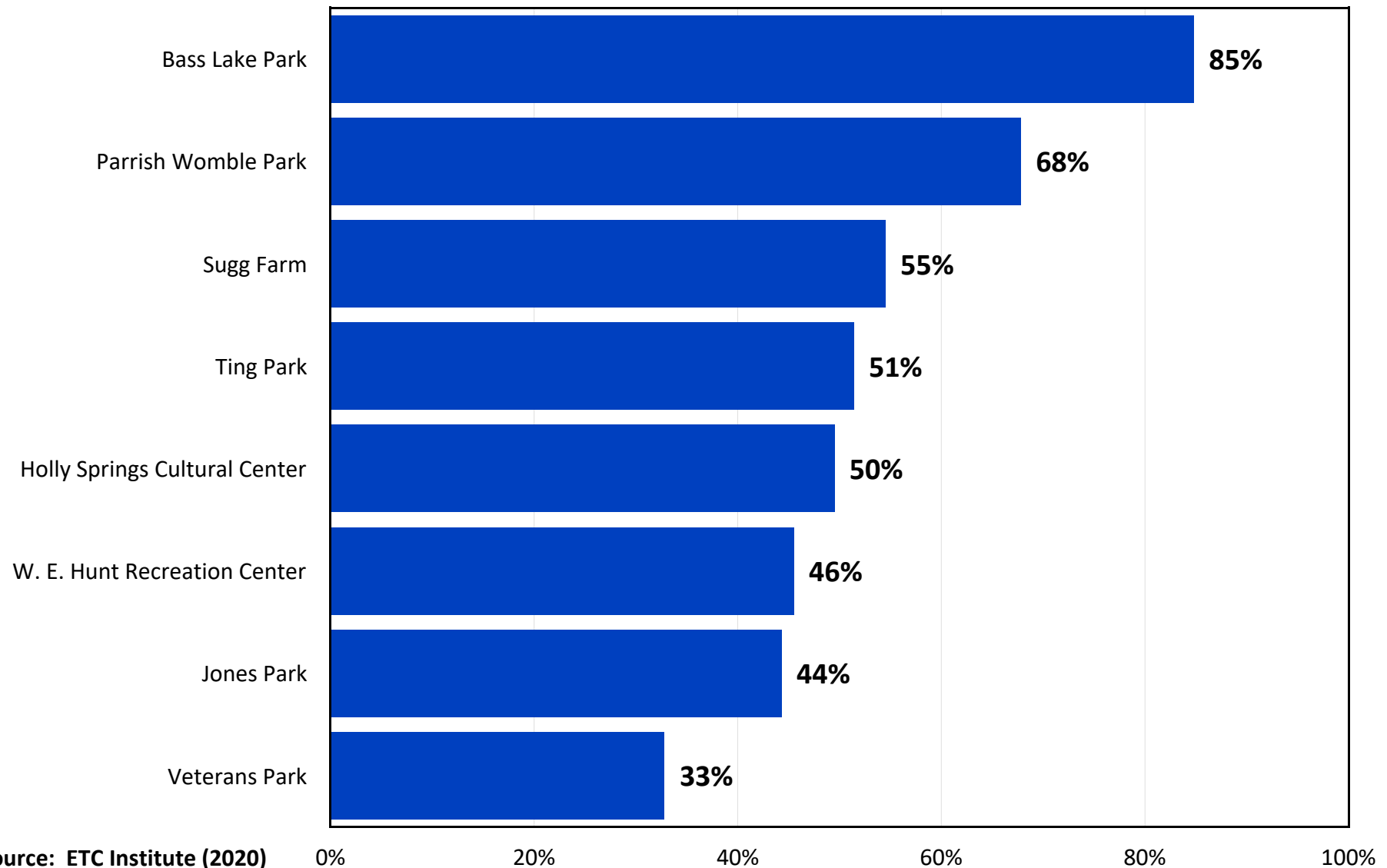
- Outdoor movies and concerts (PIR=200)
- Aquatics programs (PIR=169)
- Fitness and wellness programs (PIR=133)
- Outdoor adventure programs (PIR=104)
- Adult athletics (PIR=100)

Section 1

Charts and Graphs

Q1. Please check all the parks or facilities offered by the Town of Holly Springs you or members of your household have used during the past 12 months.

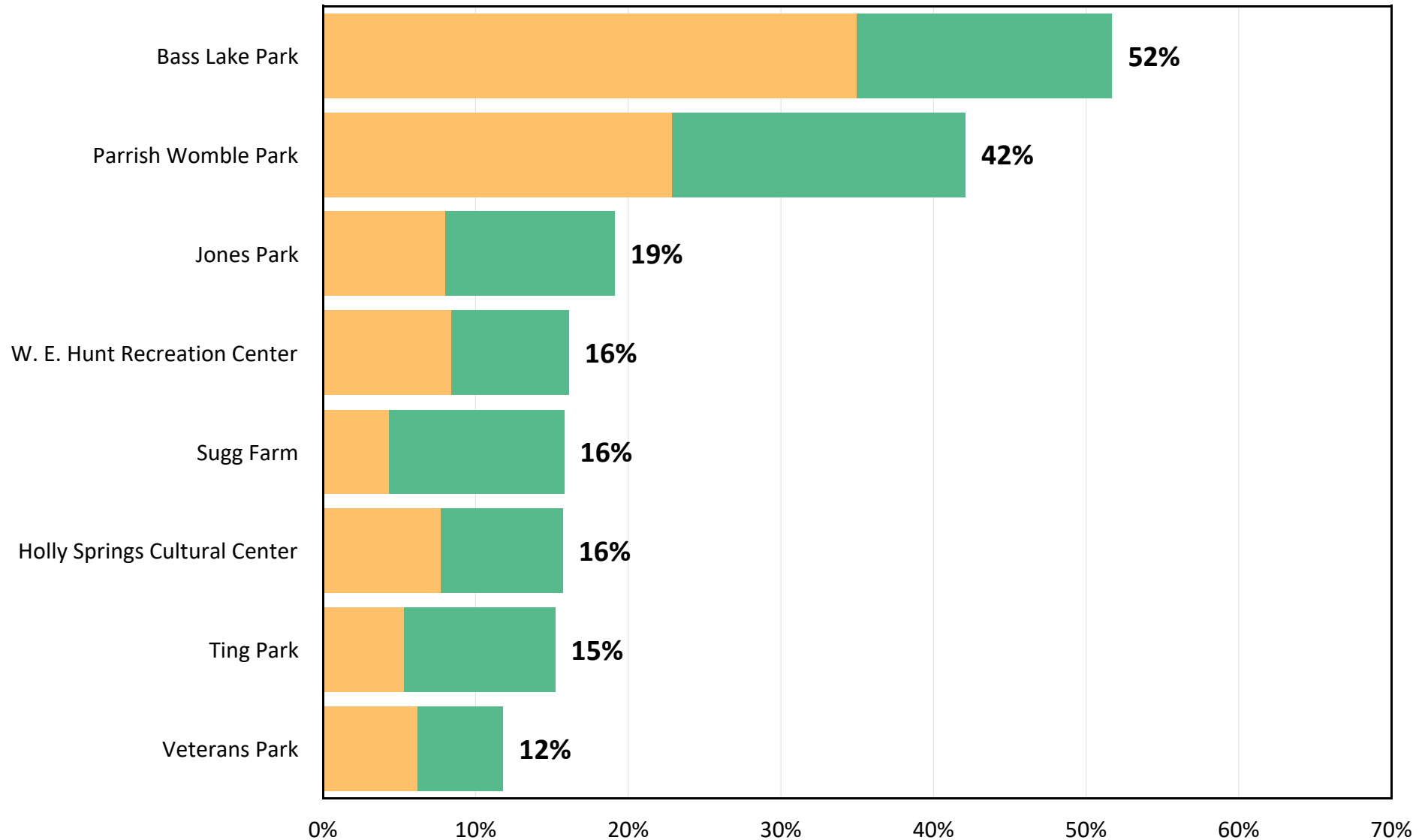
by percentage of respondents (without “none”)



Source: ETC Institute (2020)

Q1a. Which TWO of the parks listed in Question 1 do you and your household visit most often?

by percentage of respondents who answered "yes" to Q1 selected the items as one of their top two choices

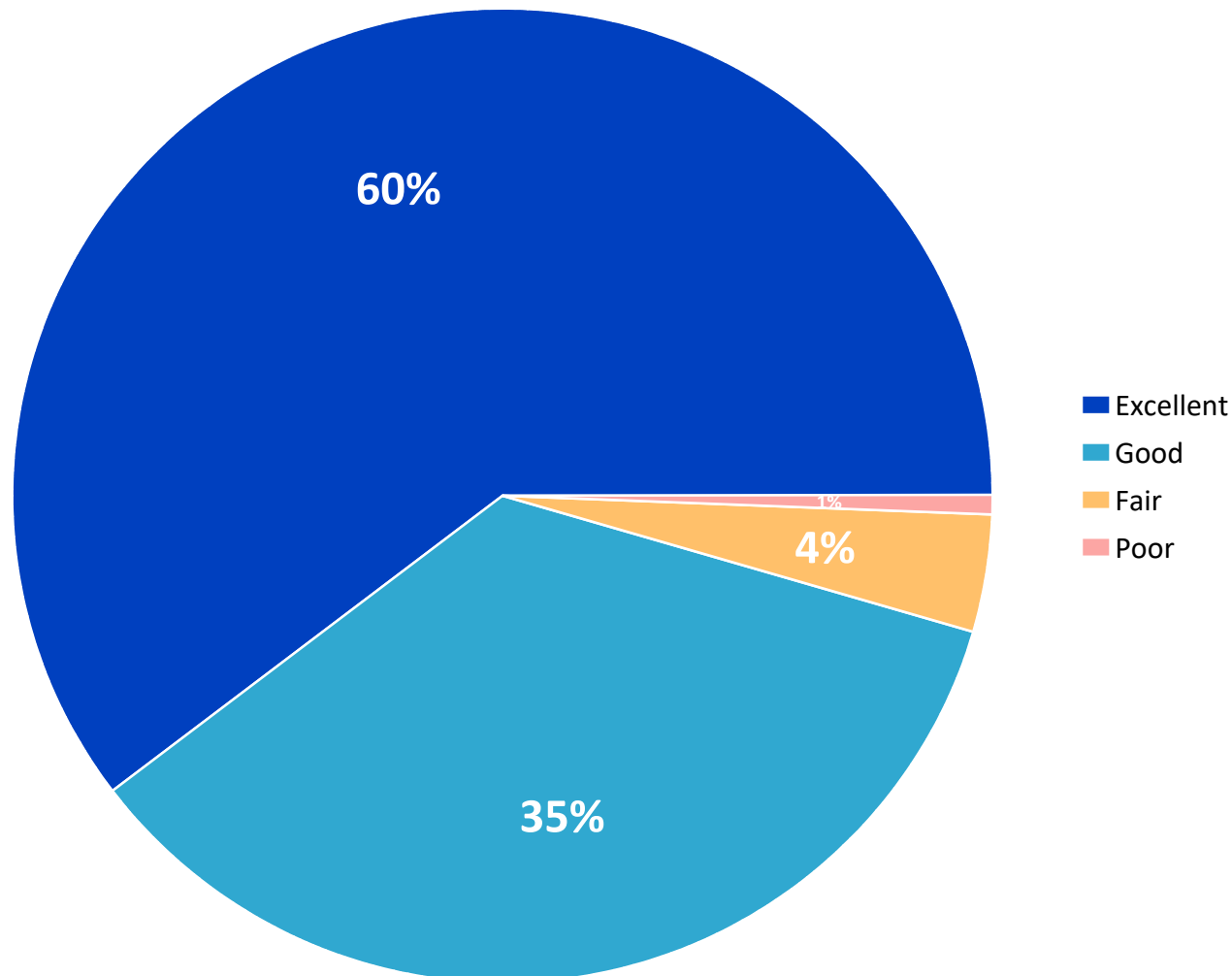


Source: ETC Institute (2020)

Most Often 2nd Choice

Q1b. How would you rate the overall quality of all the parks or facilities offered by the Town of Holly Springs you or members of your household have used during the past 12 months?

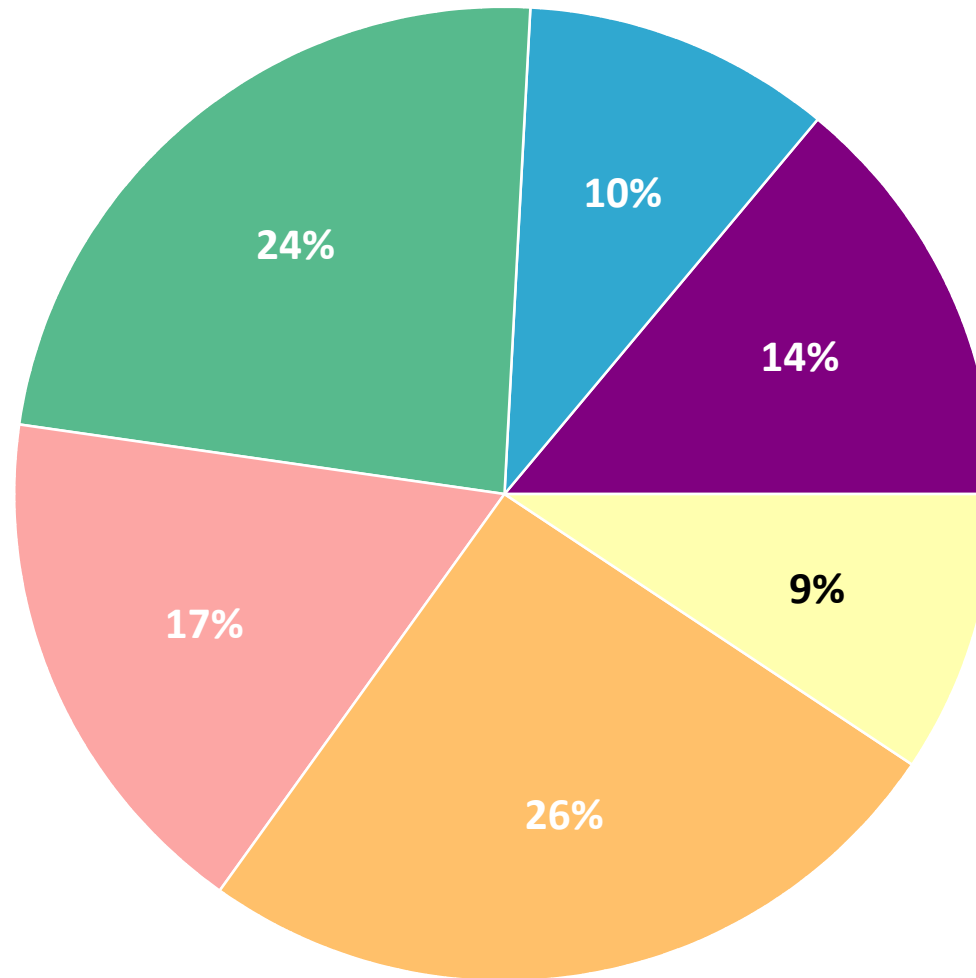
by percentage of respondents who answered "yes" to Q1 (without "not provided")



Source: ETC Institute (2020)

Q1c. In the past 12 months, approximately how often have you or members of your household visited any Town of Holly Springs parks or facilities?

by percentage of respondents who answered "yes" to Q1 (without "not provided")

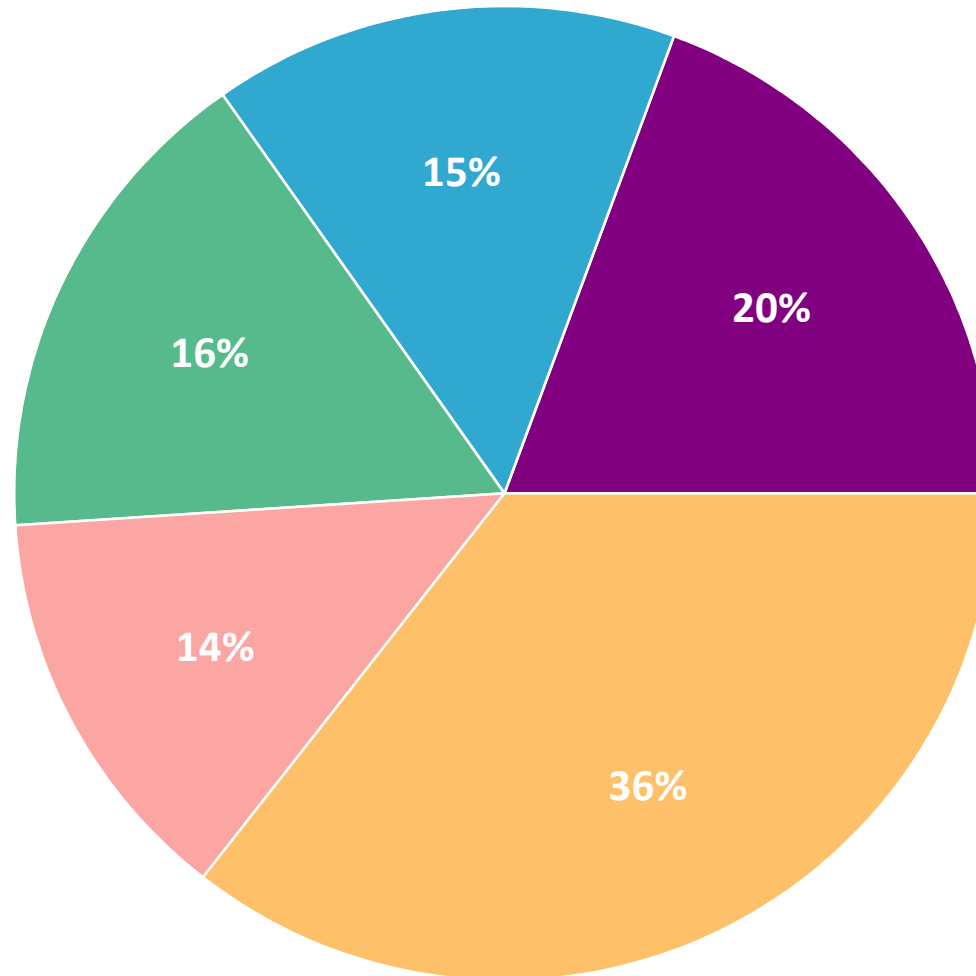


■ Every couple of months ■ Once a month ■ A few times a month ■ Once a week ■ 2-3 times a week ■ Daily

Source: ETC Institute (2020)

Q2. Based on your current perception, about how long would it take you to walk to the nearest Holly Springs park, facility or greenway trails?

by percentage of respondents (without “not provided”)

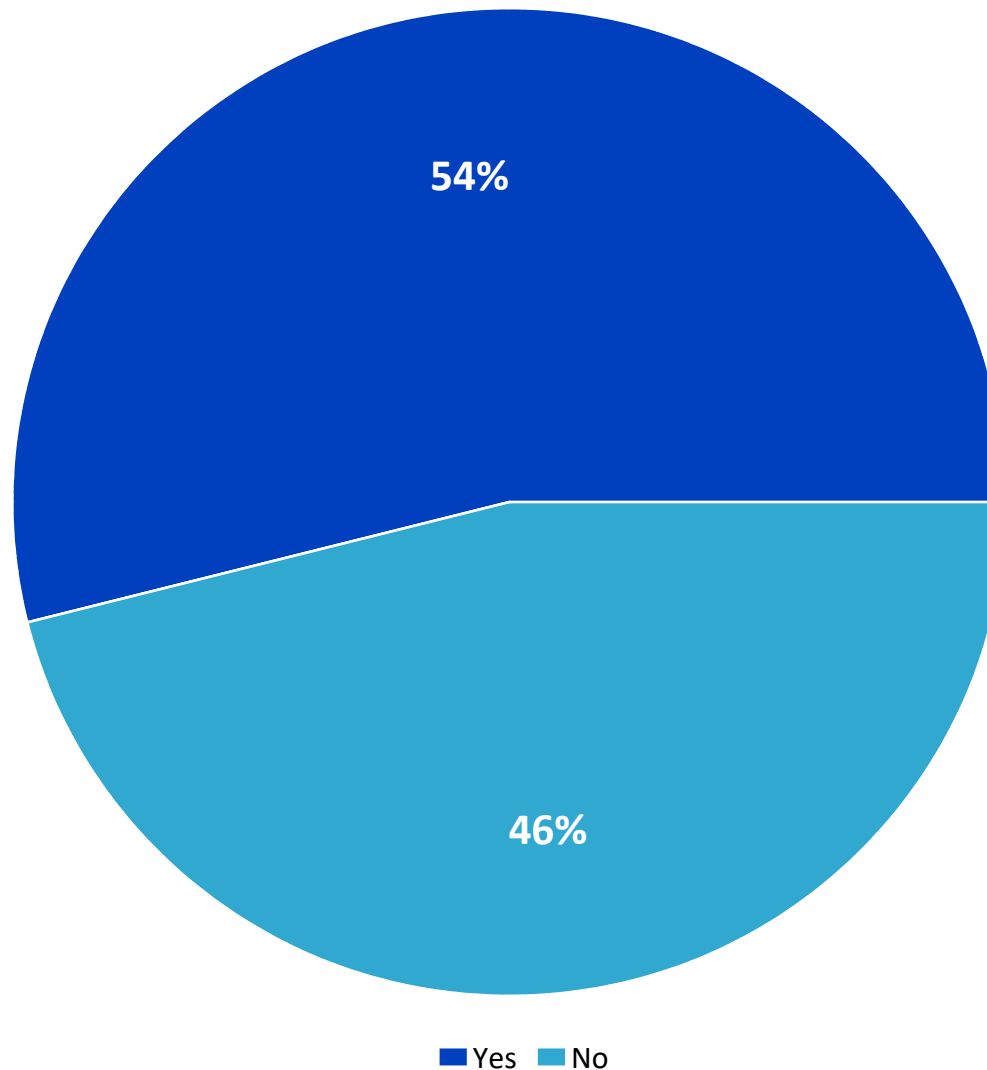


■ Less than 5 minutes ■ 5-10 minutes ■ 11-15 minutes ■ 16-20 minutes ■ 20+ minutes

Source: ETC Institute (2020)

Q3. In the past 12 months, have you or any member of your household participated in any programs or special events (Ex. HollyFest, July 5th Fireworks) offered by the Town of Holly Springs?

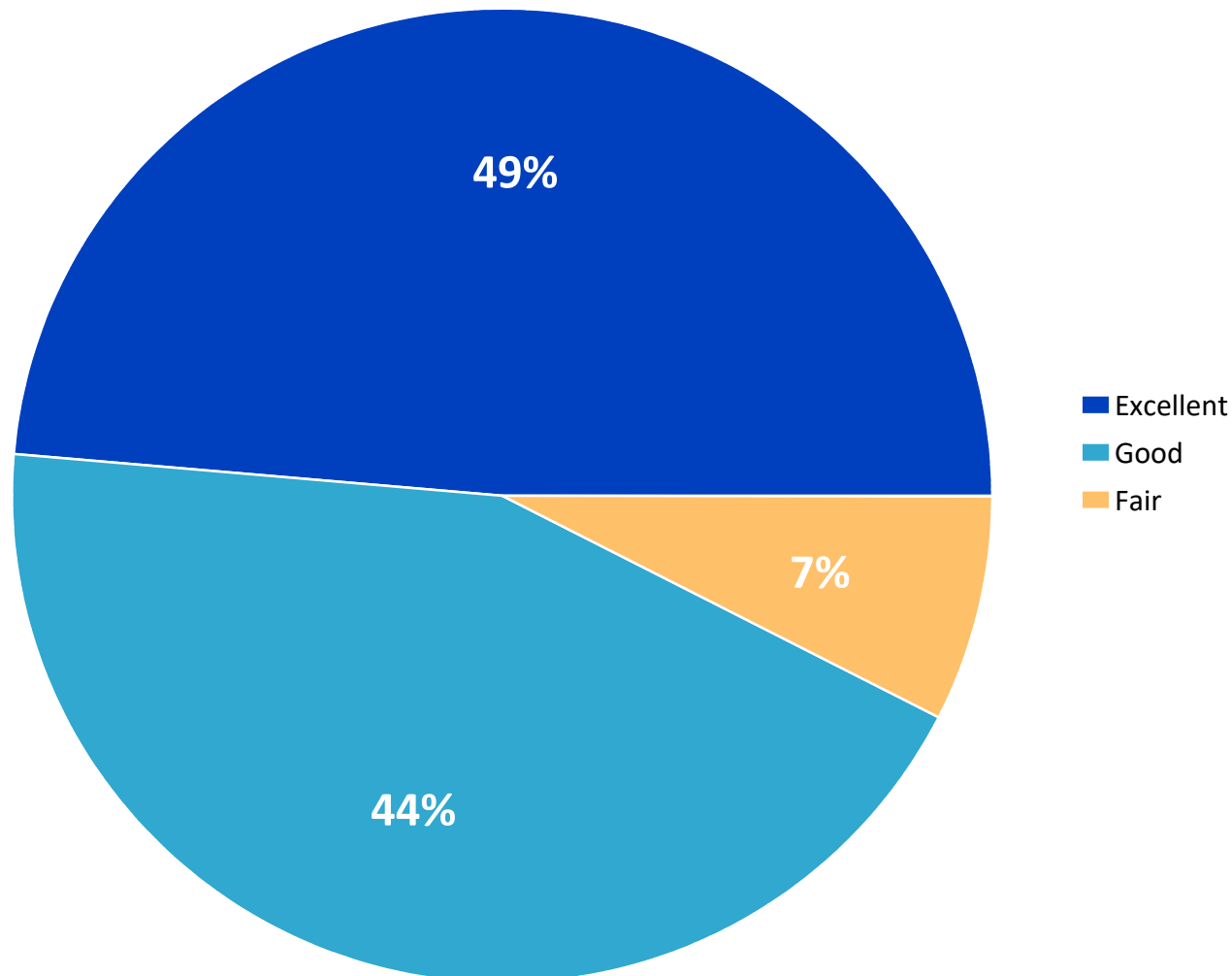
by percentage of respondents



Source: ETC Institute (2020)

Q3a. How would you rate the overall quality of programs or special events that you and members of your household have participated in?

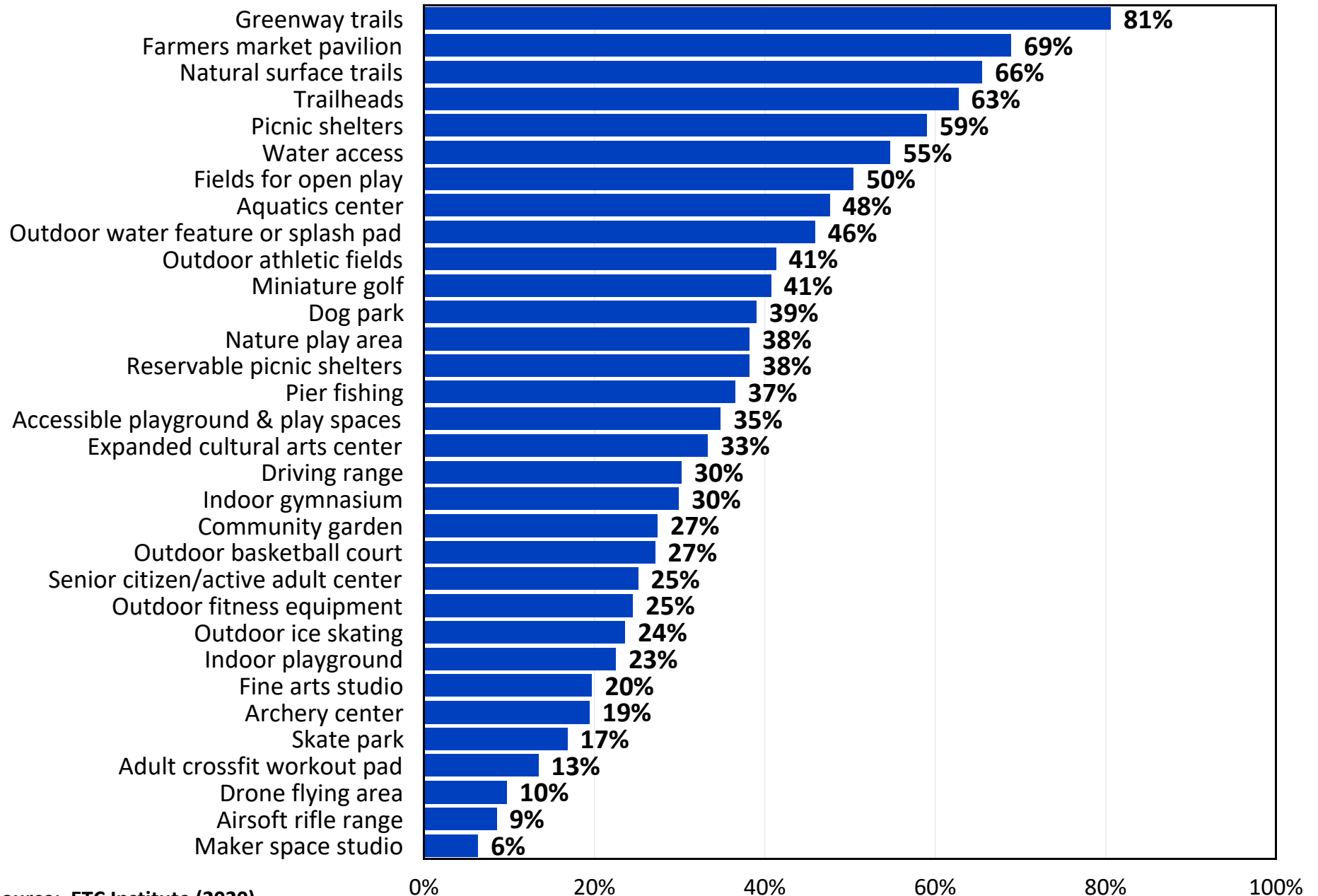
by percentage of respondents who answered "yes" to Q3



Source: ETC Institute (2020)

Q4. Households' Facility/Amenity Needs

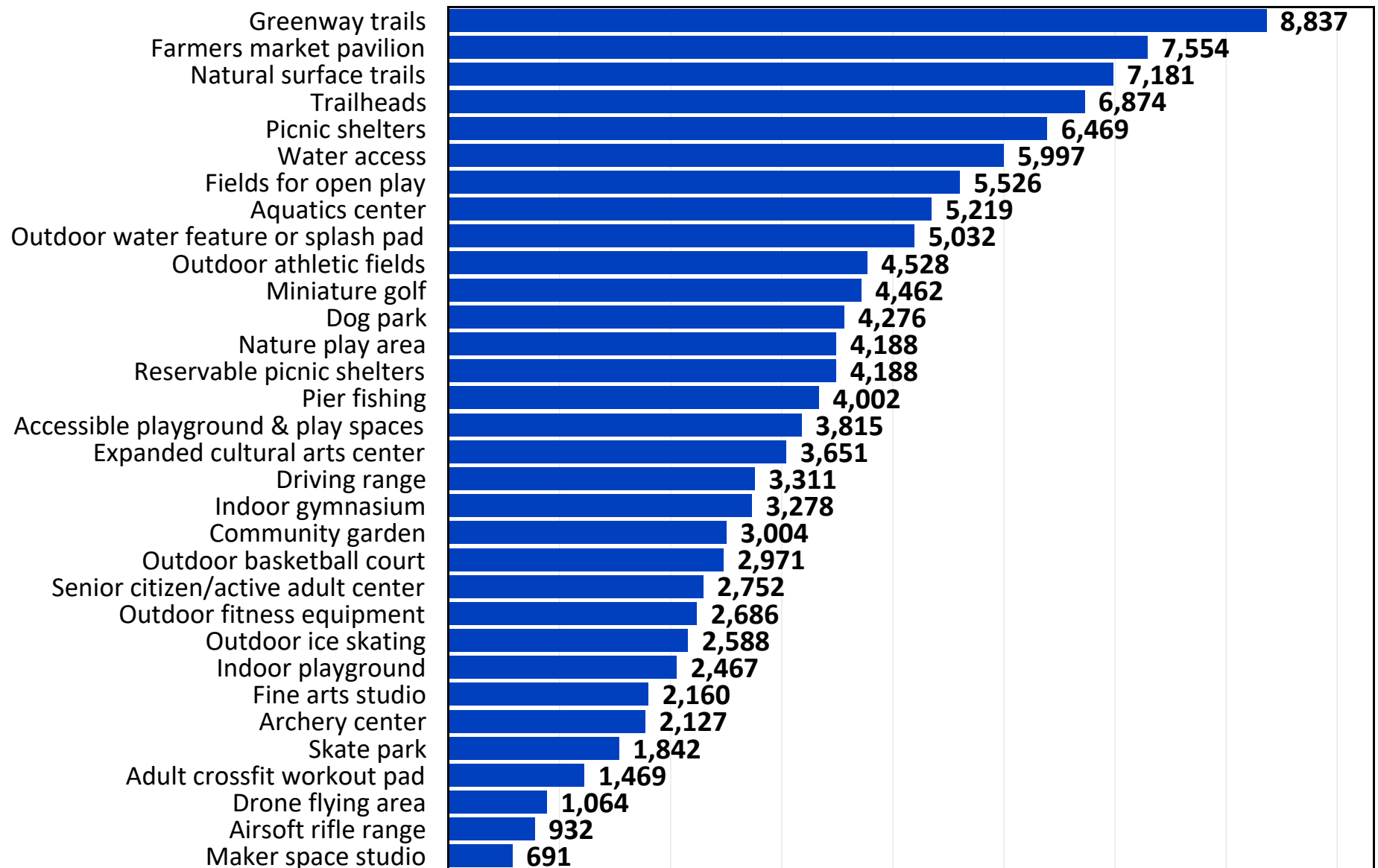
by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2020)

Estimated Number of Households That Have a Need for Various Facilities/Amenities

by number of households based on an estimated 10,964 households in Holly Springs, North Carolina



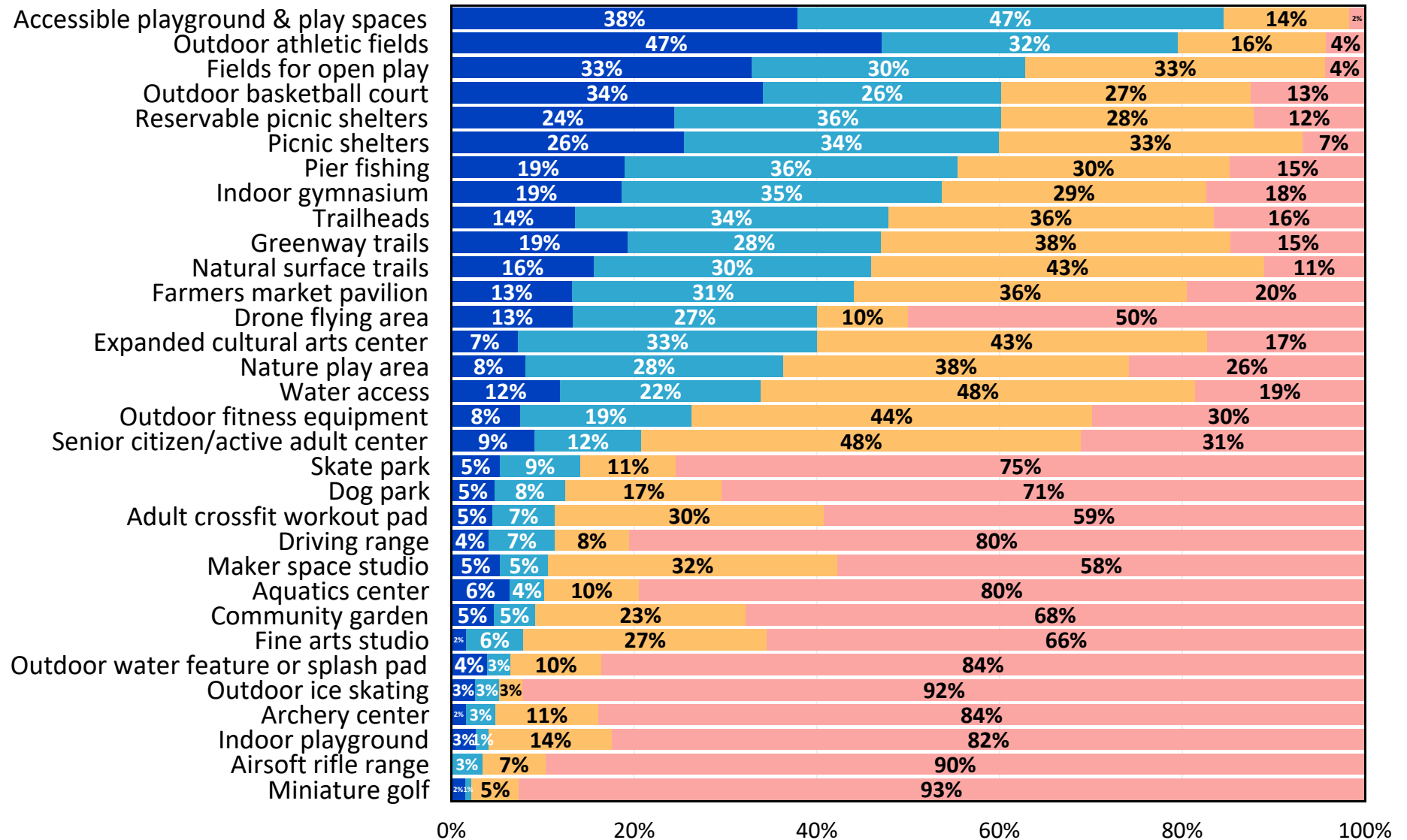
Source: ETC Institute (2020)

0 1,200 2,400 3,600 4,800 6,000 7,200 8,400 9,600

Q4. How Well Facilities/Amenities Meet the Needs of Respondent Households

by percentage of respondents with a need for facilities/amenities

(using a scale of 1 to 4, where 4 means your needs are "Fully Met" and 1 means "Not Met.")

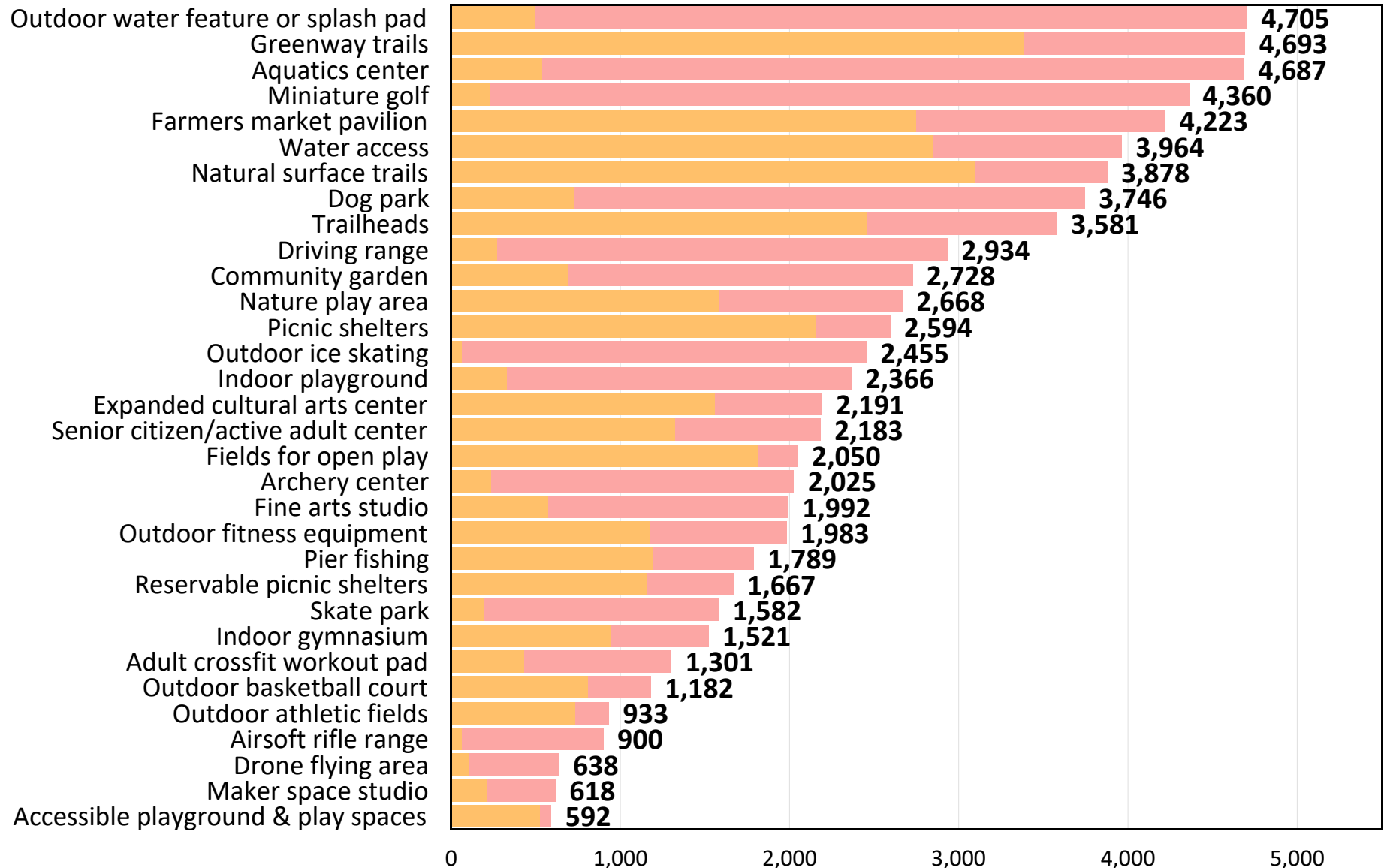


Source: ETC Institute (2020)

Fully Met Mostly Met Partly Met Not Met

Estimated Number of Households Whose Needs for Facilities/Amenities Are Being Partly Met or Not Met

by number of households based on an estimated 10,964 households in Holly Springs, North Carolina

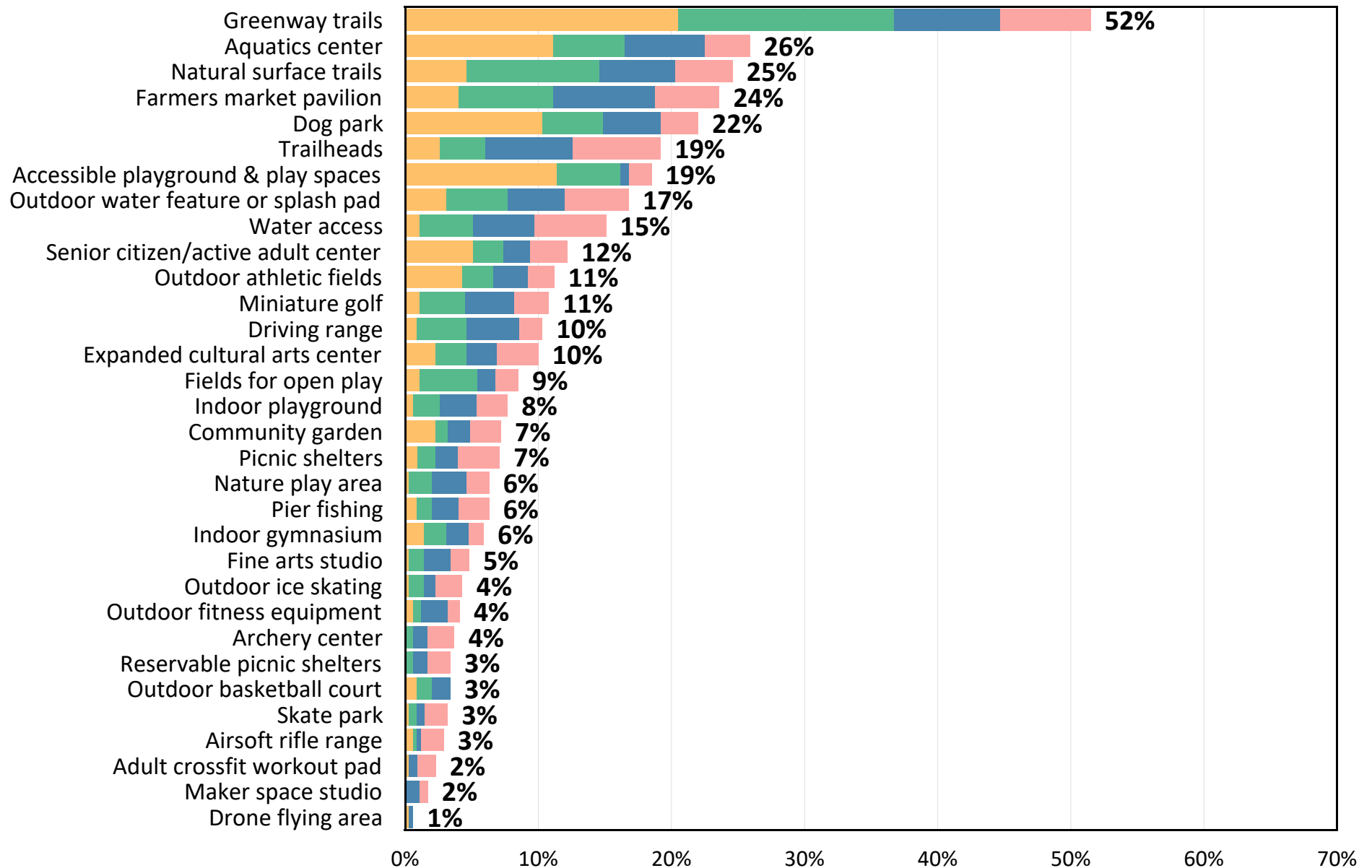


Source: ETC Institute (2020)

Partly Met Not Met

Q5. Facilities/Amenities Most Important to Households

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

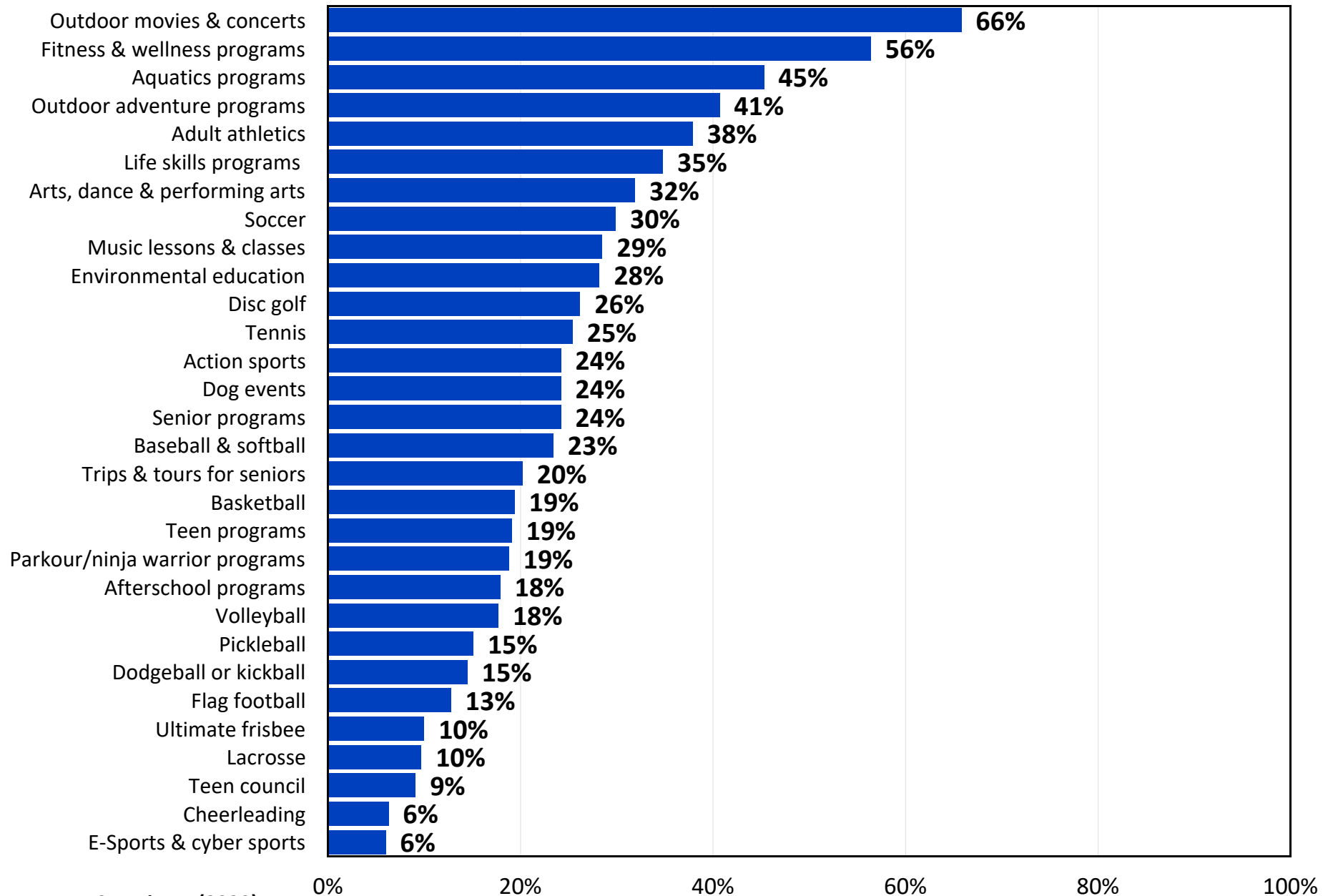


Source: ETC Institute (2020)

Most Important 2nd Choice 3rd Choice 4th Choice

Q6. Households' Program Needs

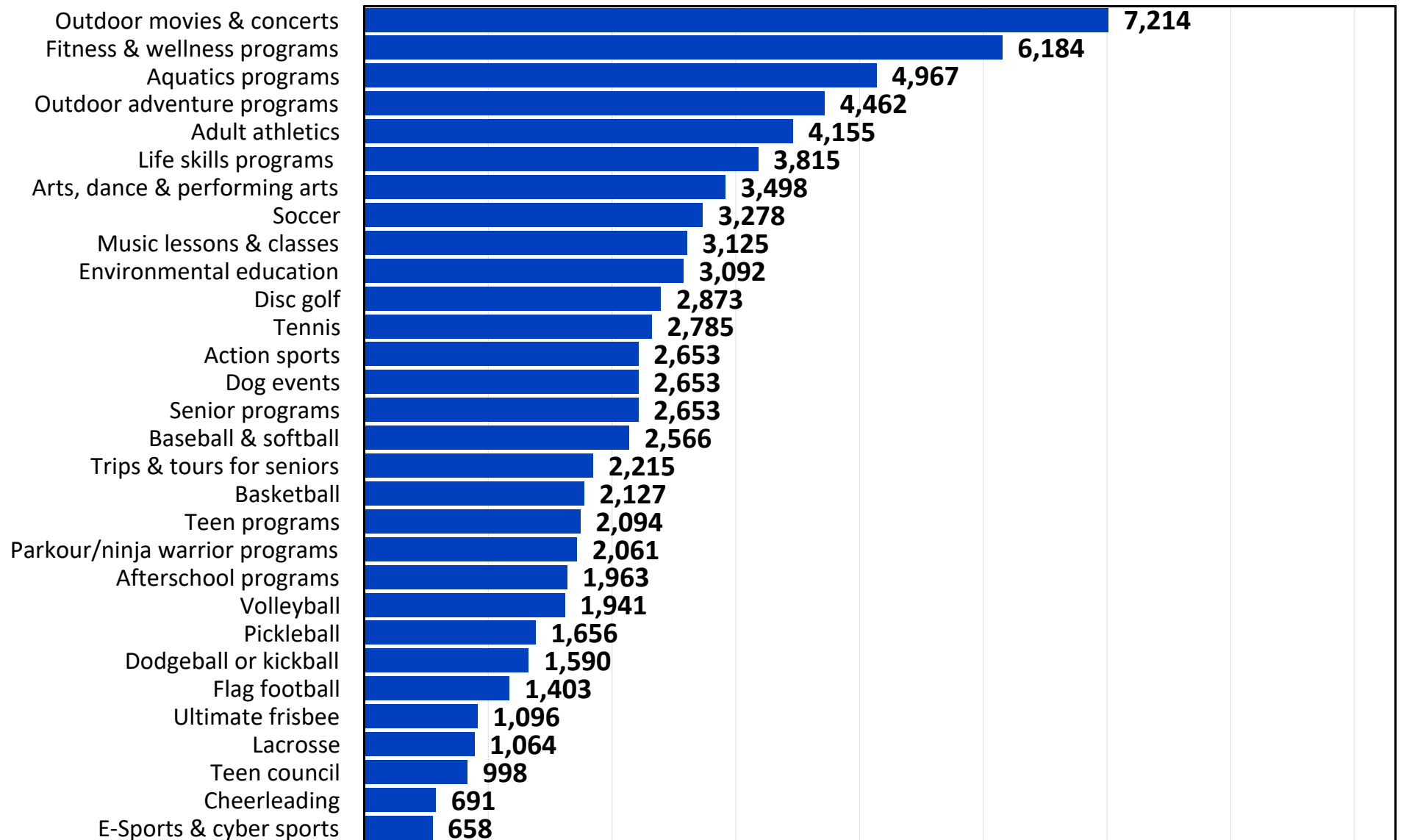
by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2020)

Estimated Number of Households That Have a Need for Various Programs

by number of households based on an estimated 10,196 households in Holly Springs, North Carolina

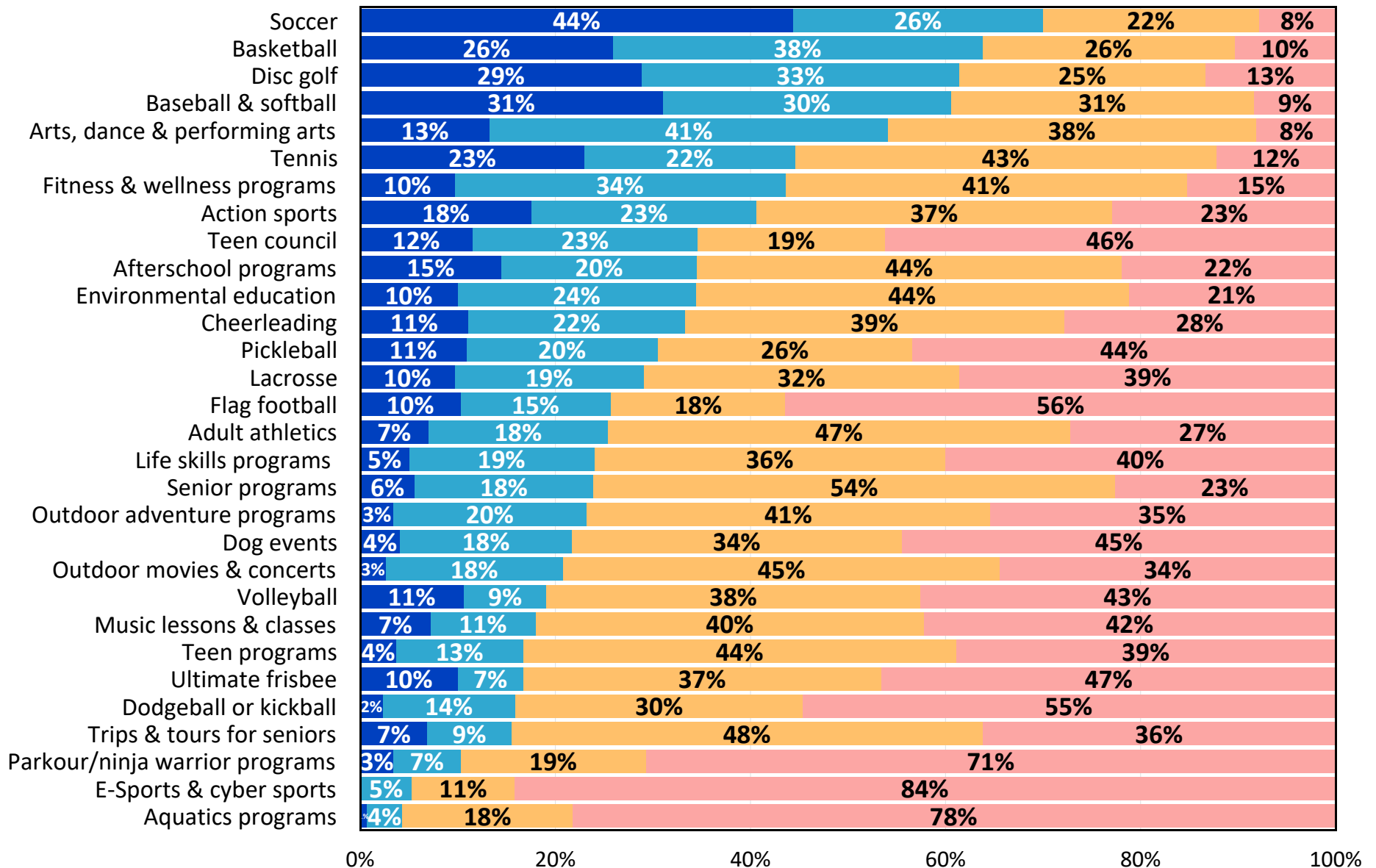


Source: ETC Institute (2020)

0 1,200 2,400 3,600 4,800 6,000 7,200 8,400 9,600

Q6. How Well Programs Meet the Needs of Respondent Households

by percentage of respondents with a need for programs
(using a scale of 1 to 4, where 4 means your needs are "Fully Met" and 1 means "Not Met.")

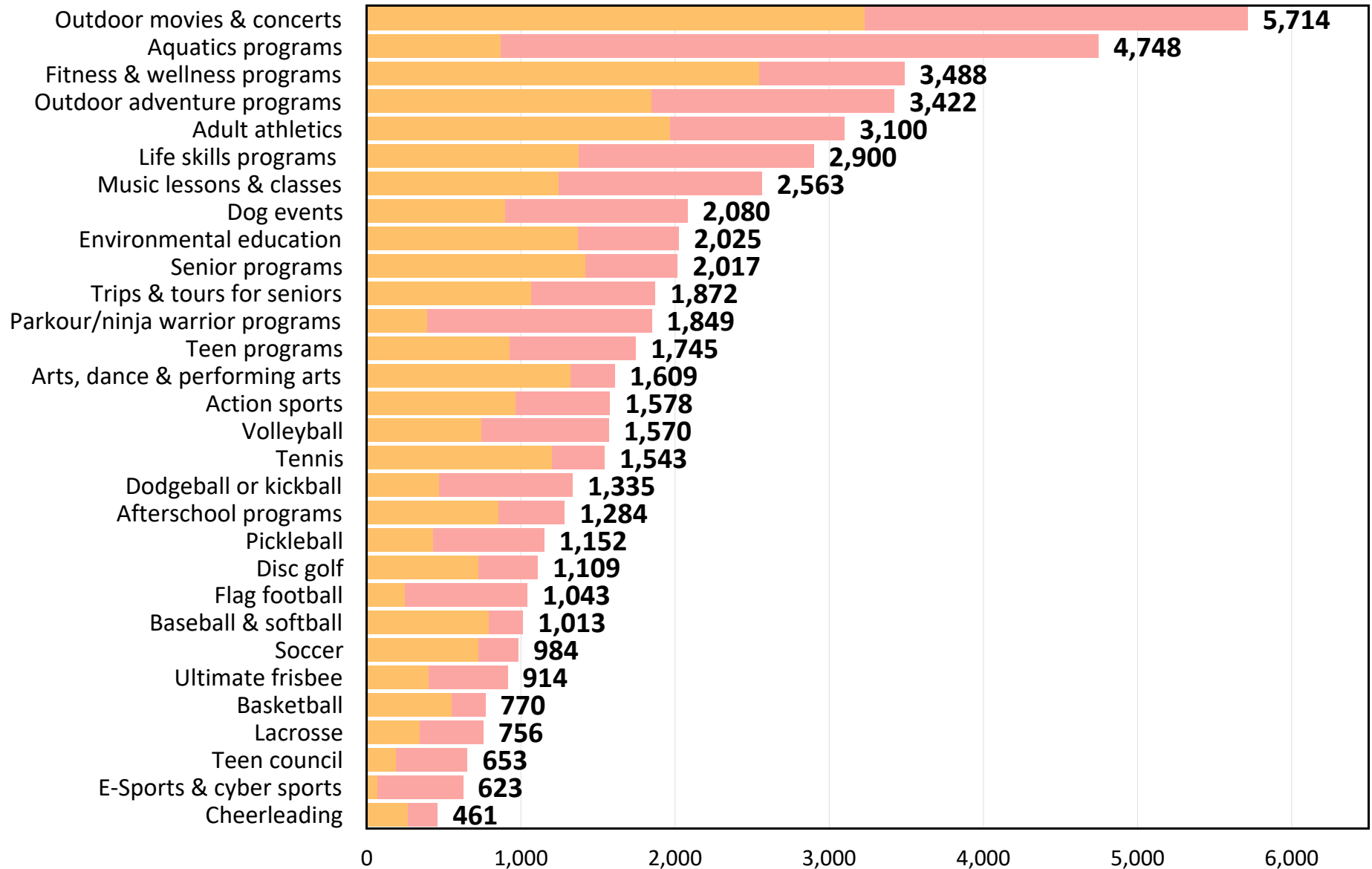


Source: ETC Institute (2020)

Fully Met Mostly Met Partly Met Not Met

Estimated Number of Households Whose Needs for Programs Are Met Partly Met or Not Met

by number of households based on an estimated 10,196 households in Holly Springs, North Carolina

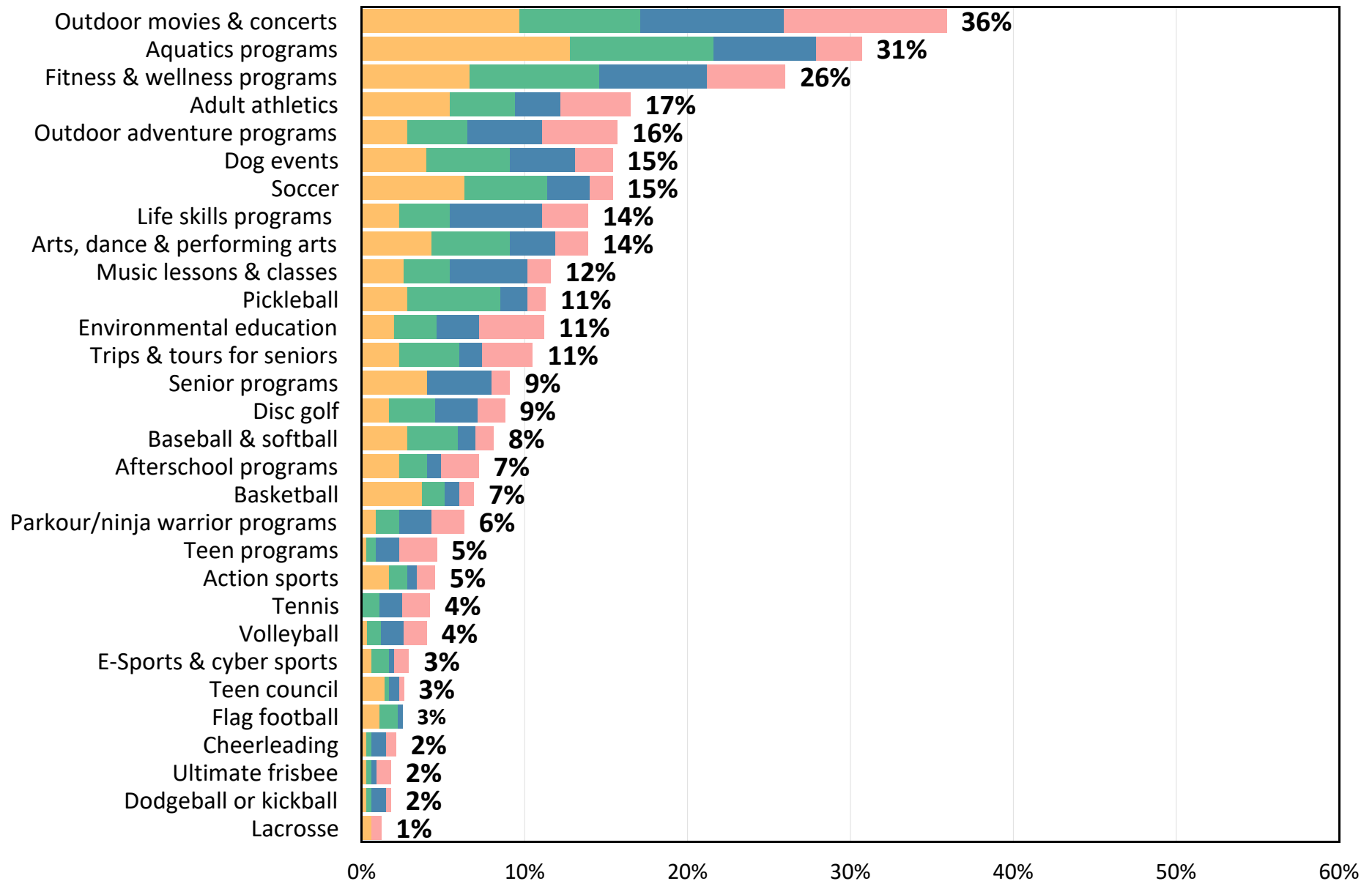


Source: ETC Institute (2020)

Partly Met Not Met

Q7. Programs Most Important to Households

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

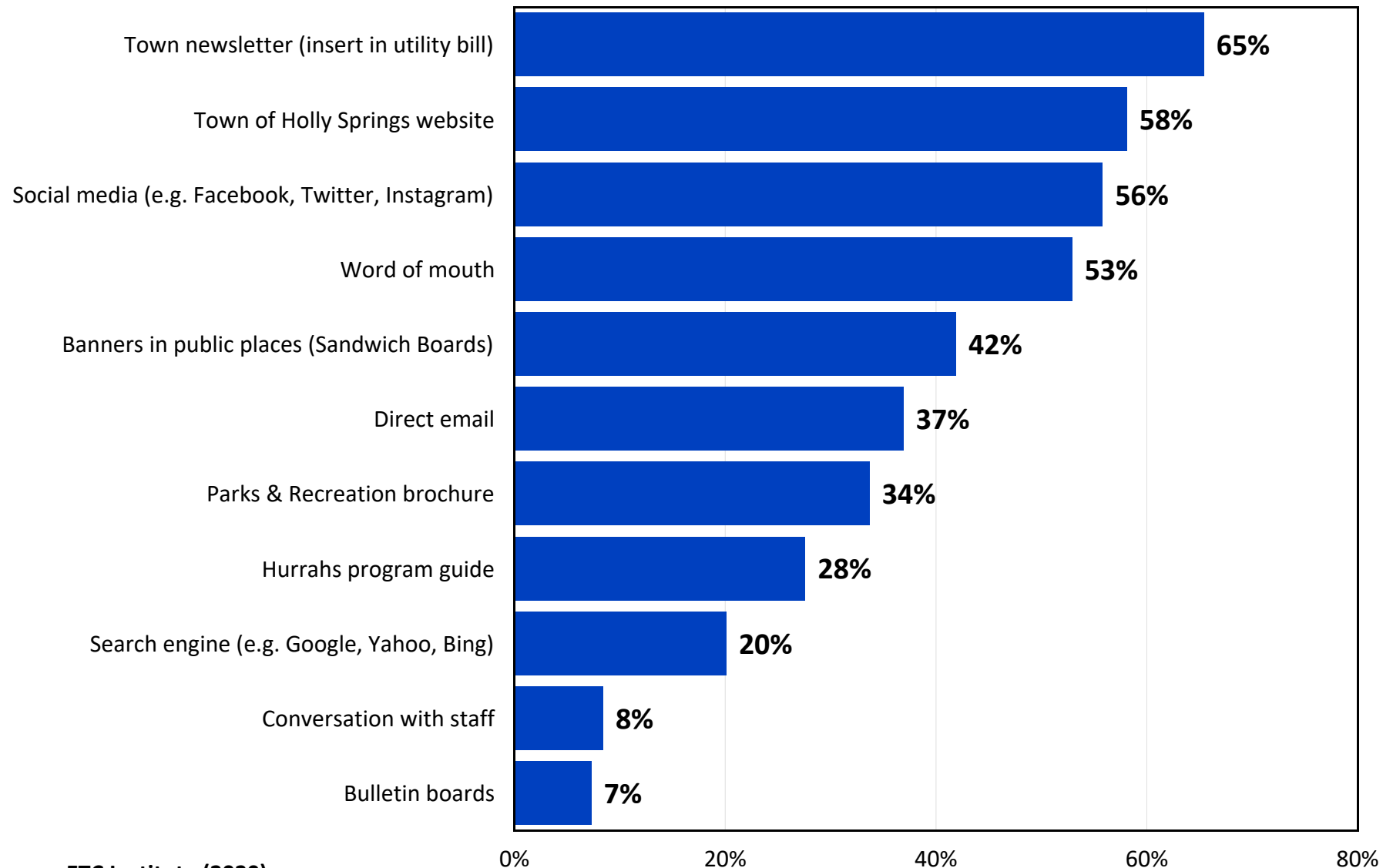


Source: ETC Institute (2020)

Most Important 2nd Choice 3rd Choice 4th Choice

Q8. From the following list, please **CHECK ALL** of the ways you learn about Town of Holly Springs parks, facilities and special events.

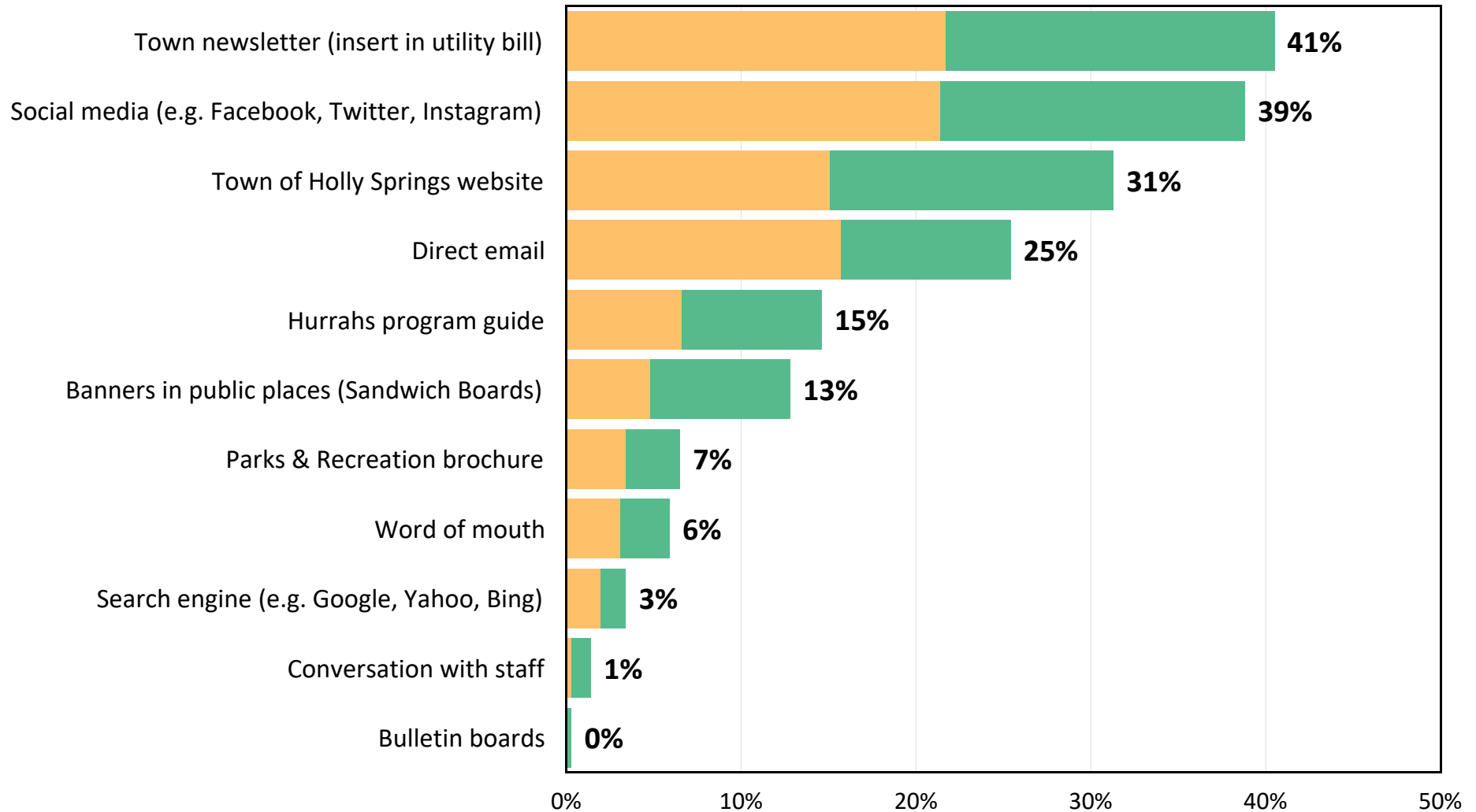
by percentage of respondents (without “none of these”)



Source: ETC Institute (2020)

Q9. Which TWO of the sources of information listed in Question 8 do you most prefer to use to learn about Town of Holly Springs parks, facilities, and special events?

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

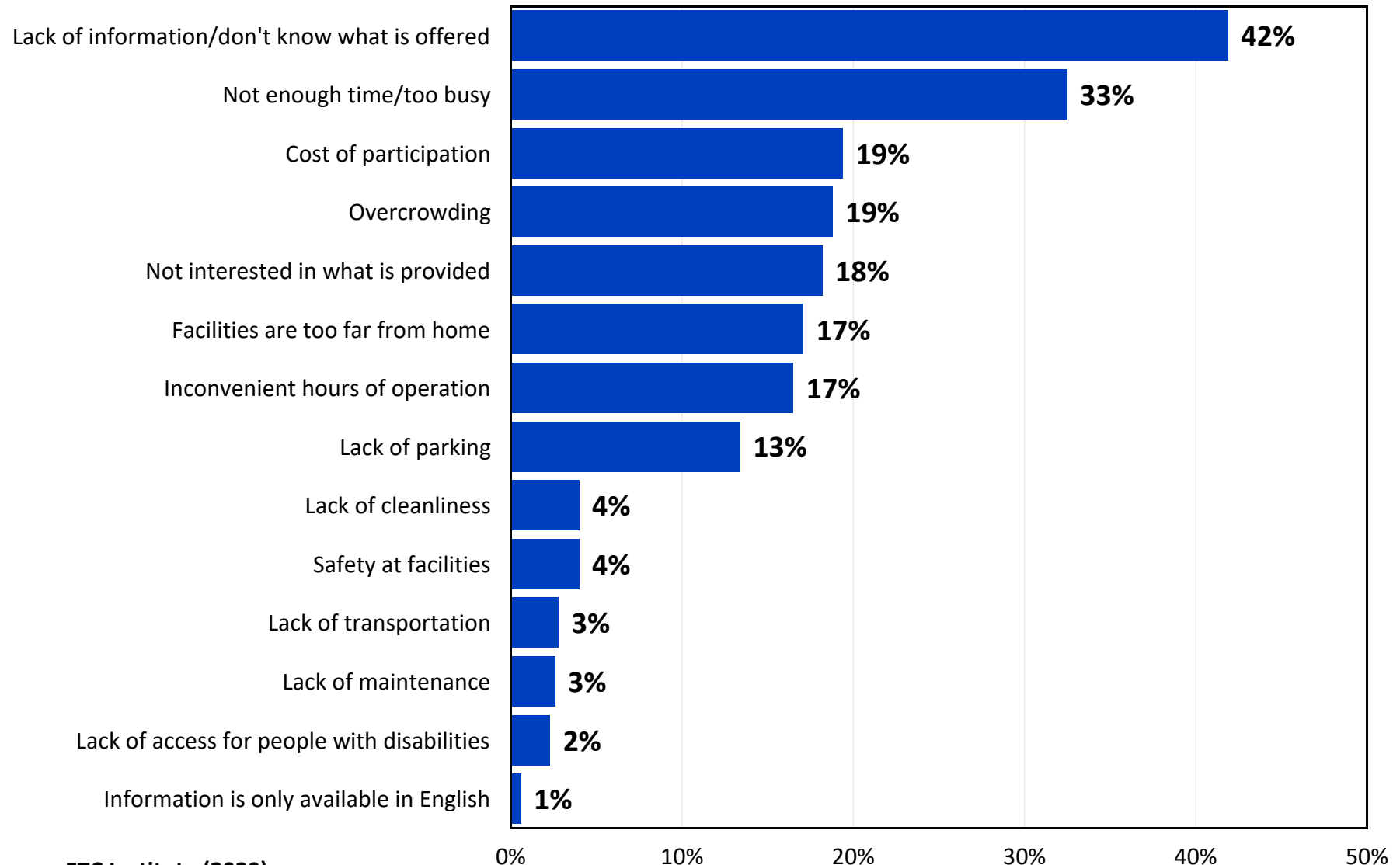


Source: ETC Institute (2020)

Most Preferred 2nd Choice

Q10. Please CHECK ALL of the following reasons that may prevent you or other members of your household from using the parks and facilities offered by the Town of Holly Springs Recreation and Parks Department.

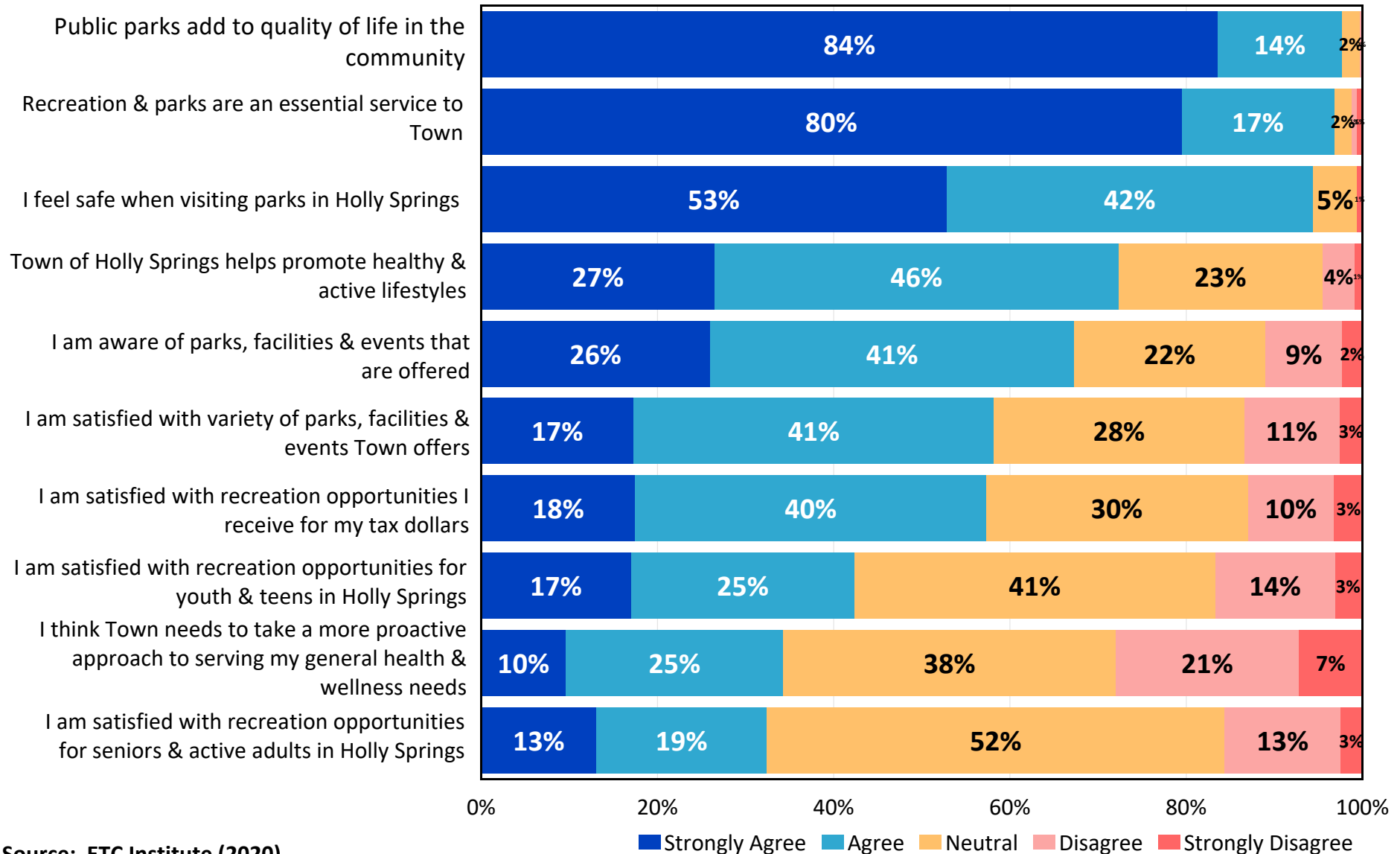
by percentage of respondents



Source: ETC Institute (2020)

Q11. Level of Agreement with Various Statements Regarding the Town of Holly Springs Parks and Recreation

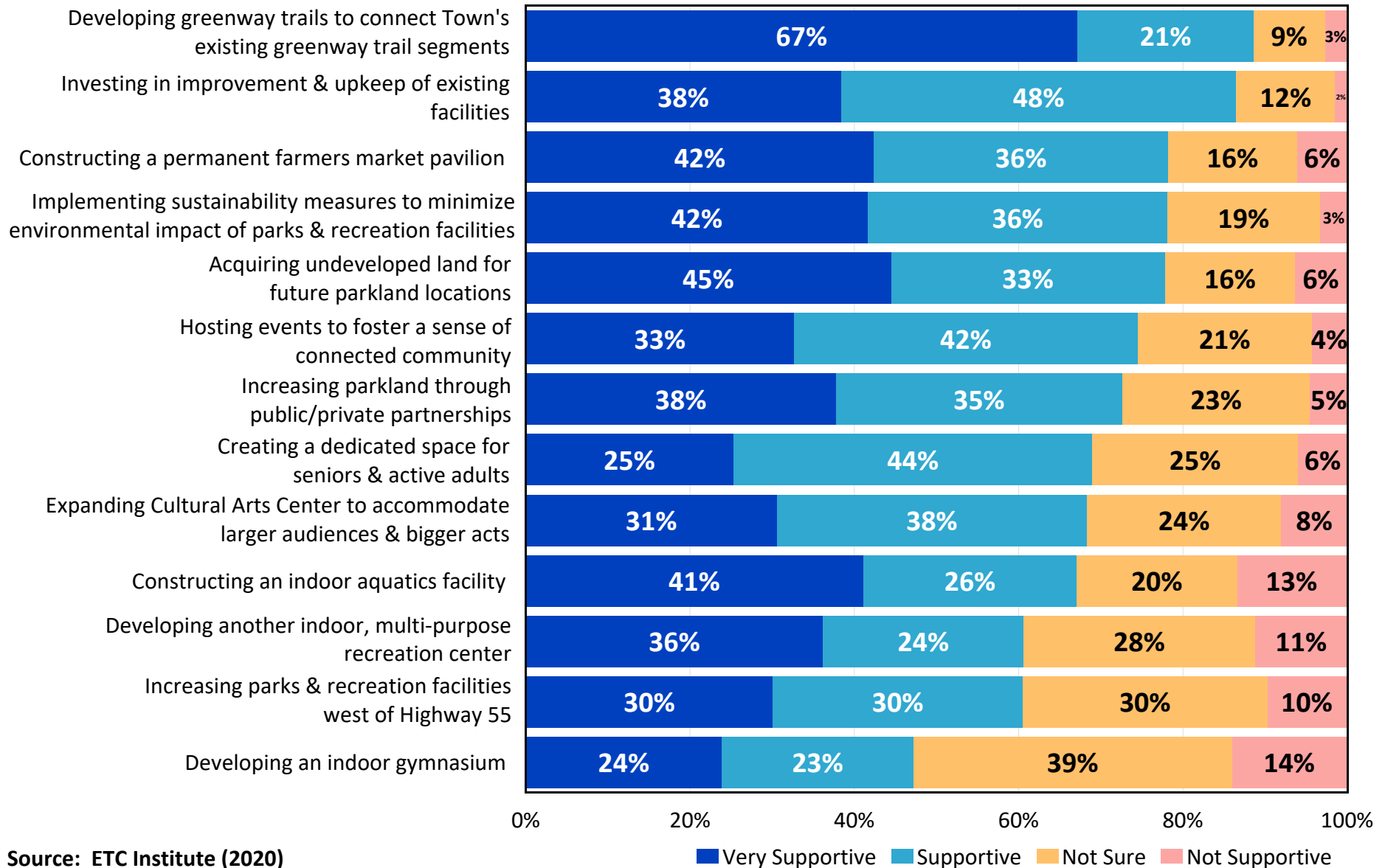
by percentage of respondents using a scale of 1 to 5, where 5 means “strongly agree” and 1 means “strongly disagree” (without “don’t know”)



Source: ETC Institute (2020)

Q12. Level of Support of the Town Taking Various Actions to Improve the Parks and Recreation System

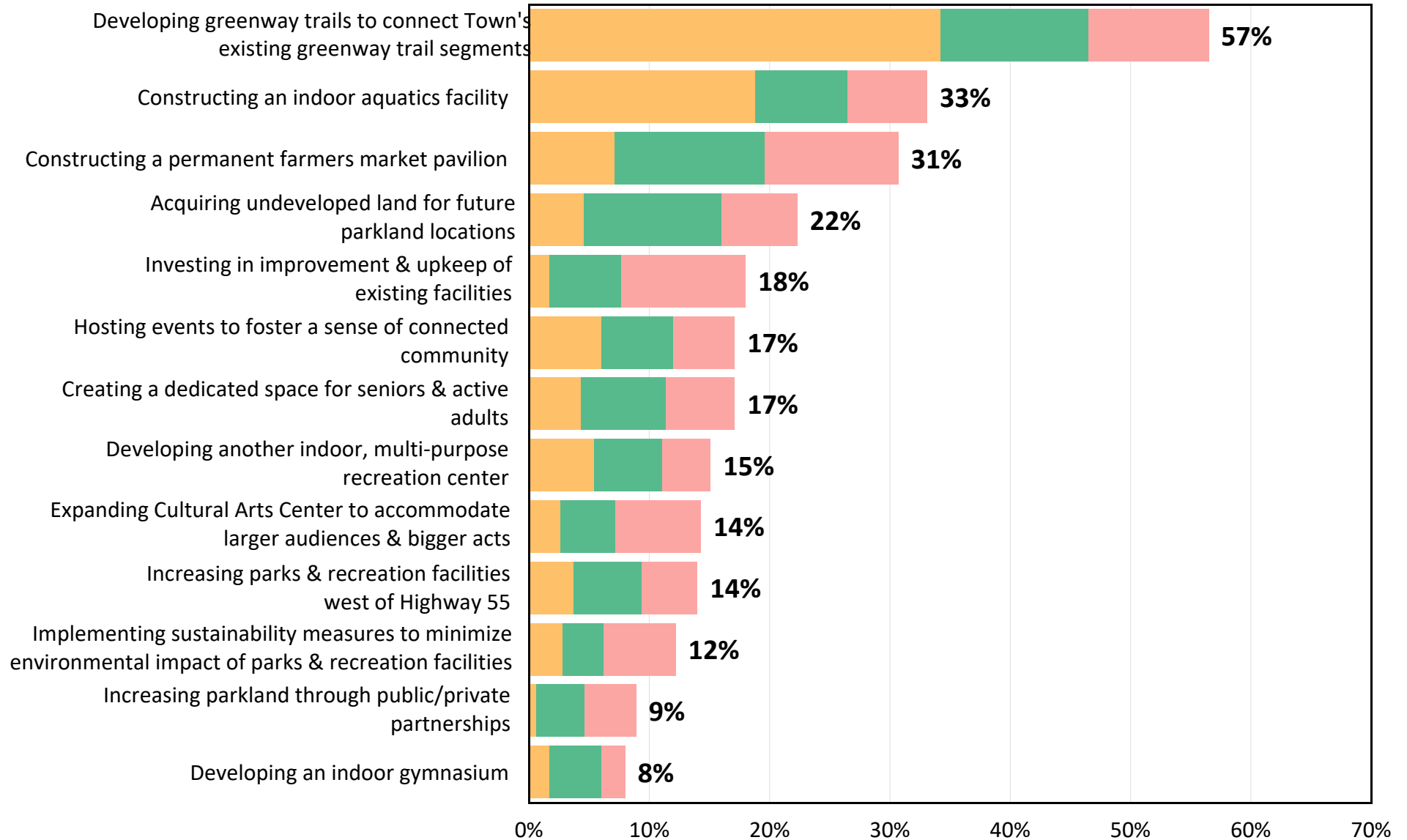
by percentage of respondents using a scale of 1 to 4, where 4 means “very supportive” and 1 means “not sure”
(without “don’t know”)



Source: ETC Institute (2020)

Q13. Which THREE of the items in Question 12 would you be most willing to support with your tax dollars?

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

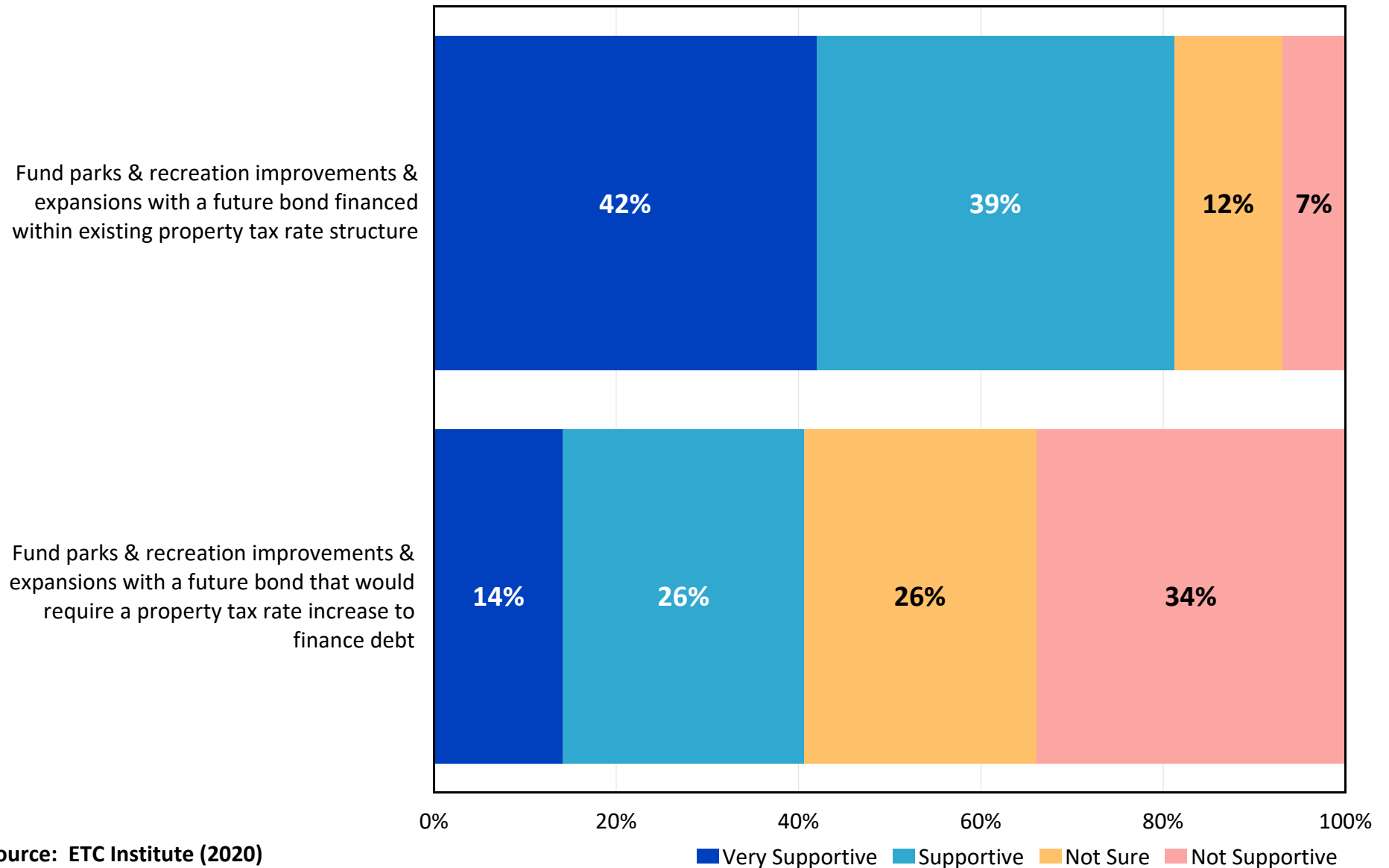


Source: ETC Institute (2020)

Most Willing 2nd Choice 3rd Choice

Q14. Level of Support for Town Funding Improvements and Expansions of the Parks and Recreation System

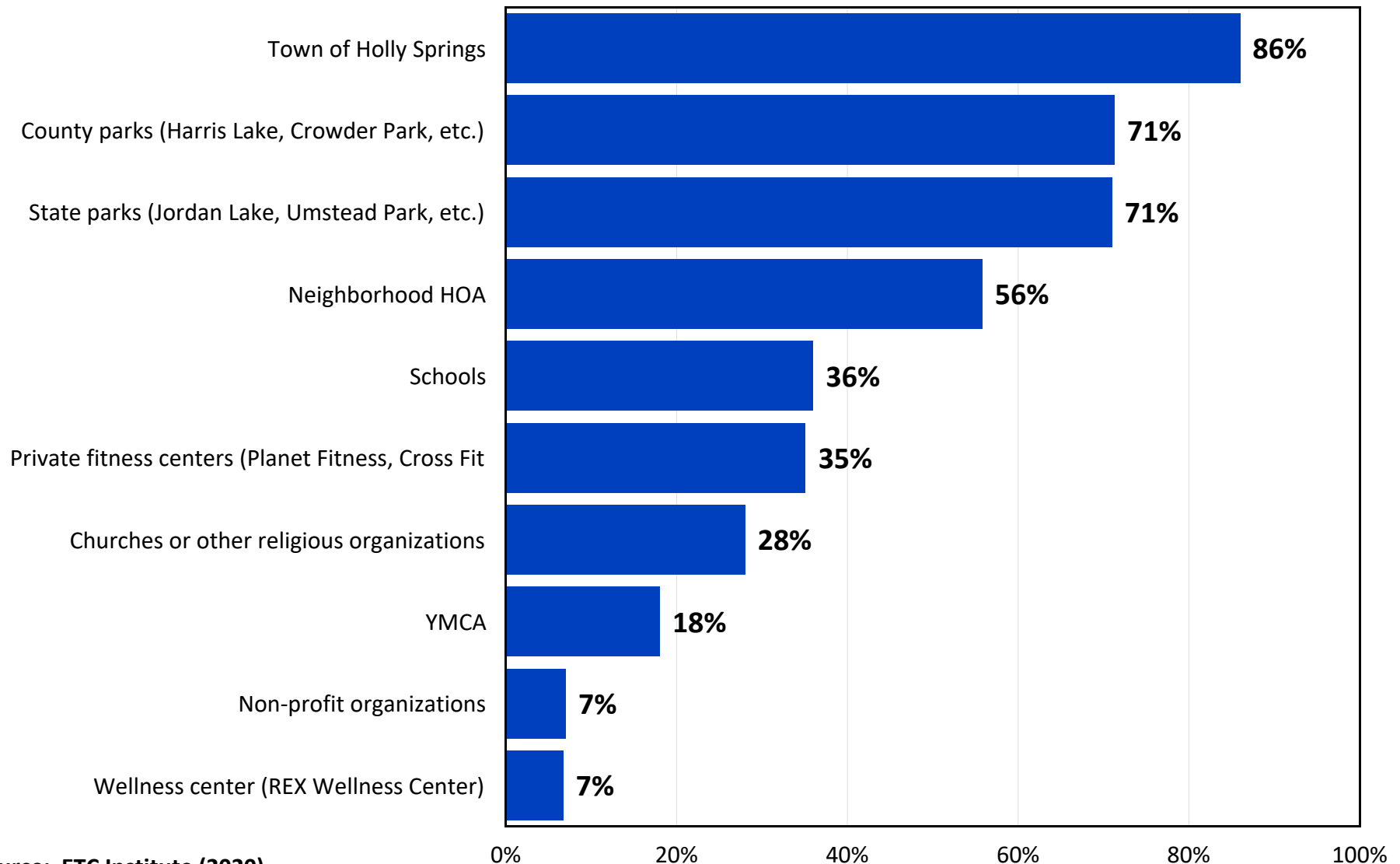
by percentage of respondents using a scale of 1 to 4, where 4 means “very supportive” and 1 means “not sure” (without “don’t know”)



Source: ETC Institute (2020)

Q15. Please CHECK ALL of the following organizations that provide the PARKS and FACILITIES that you and other members of your household use for recreation.

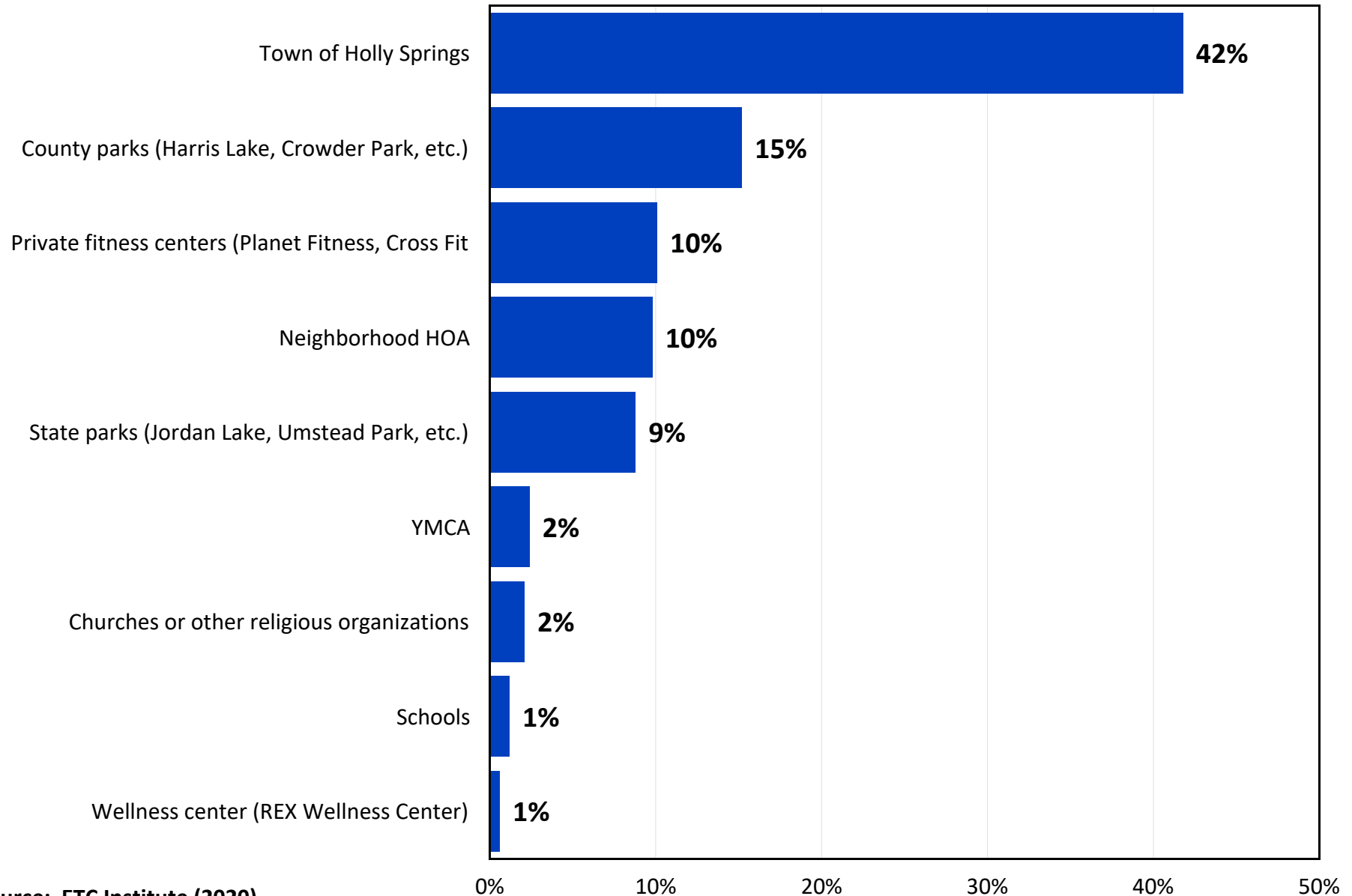
by percentage of respondents (multiple choices could be made) (without “none of these”)



Source: ETC Institute (2020)

Q16. Of the organizations listed in Question 15, which ONE do you USE MOST for your household's recreation needs?

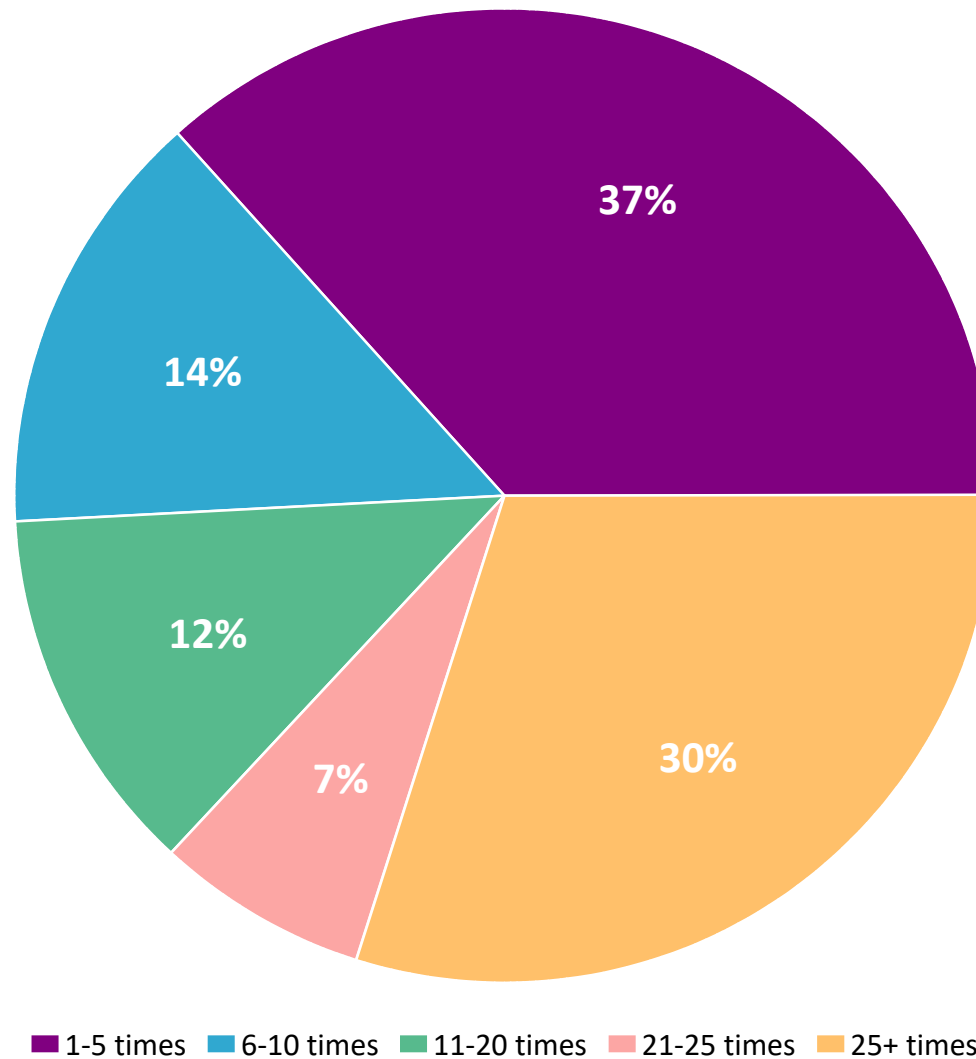
by percentage of respondents



Source: ETC Institute (2020)

Q17. In the past 12 months, approximately how many times have you or members of your household visited any greenway trail?

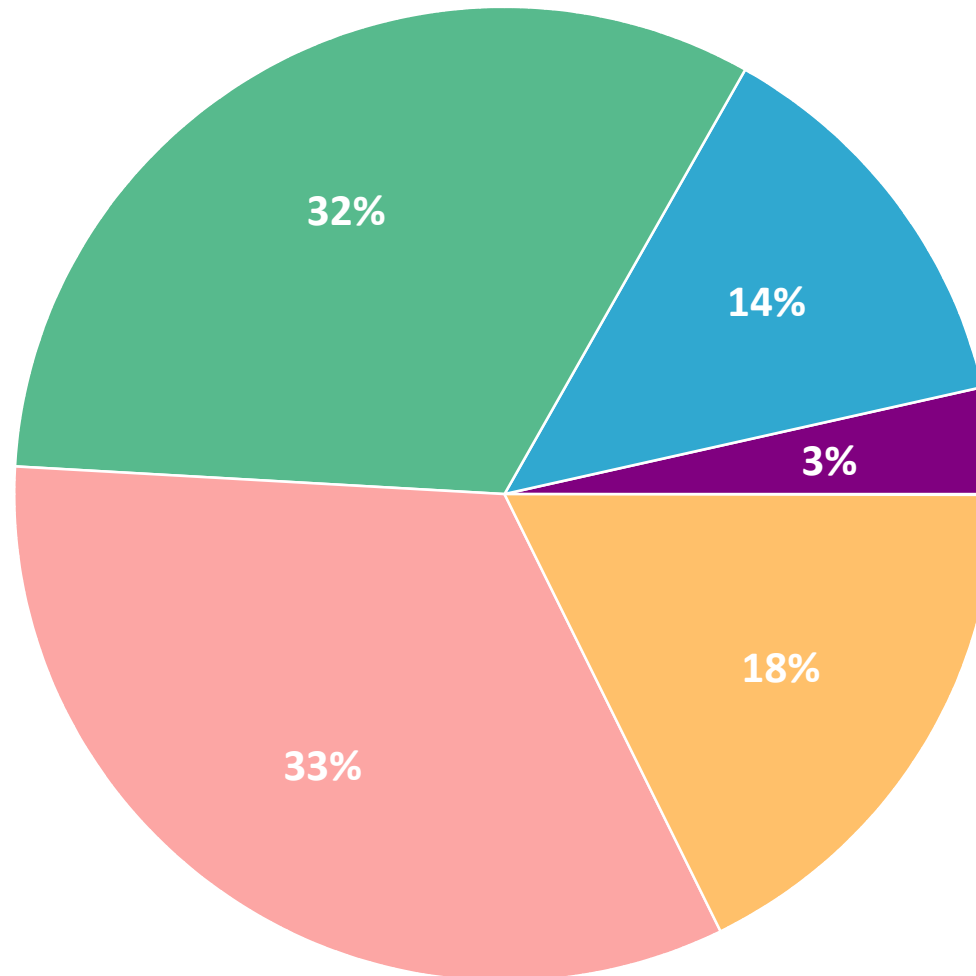
by percentage of respondents (without “not provided”)



Source: ETC Institute (2020)

Q18. How often do you or other members of your household **WANT** to use greenway trails?

by percentage of respondents (without “not provided”)

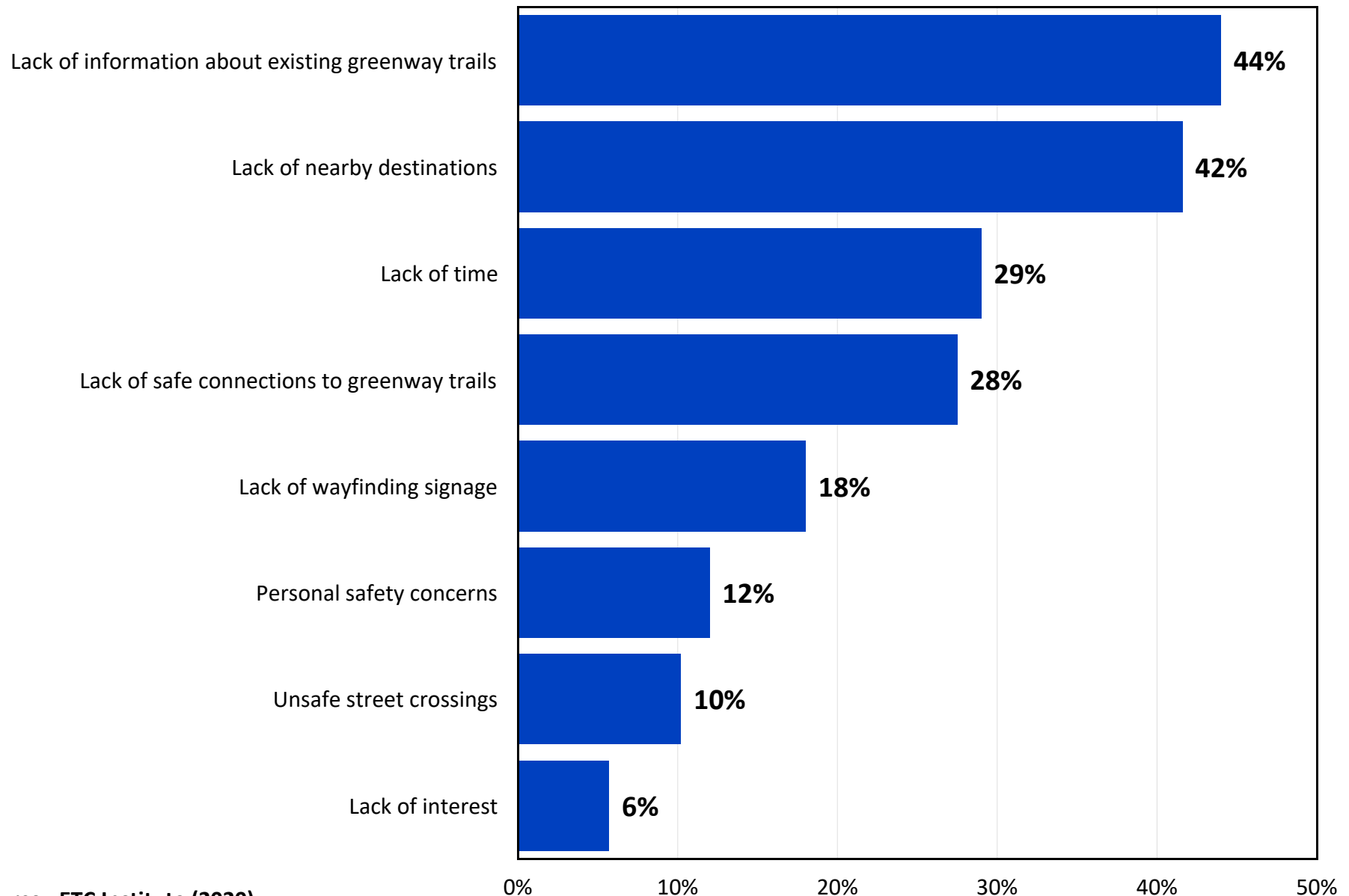


■ Never ■ A few times a year ■ A few times a month ■ A few times a week ■ Daily

Source: ETC Institute (2020)

Q19. Please CHECK ALL of the following reasons that discourage greenway trail use for you or other members of your household.

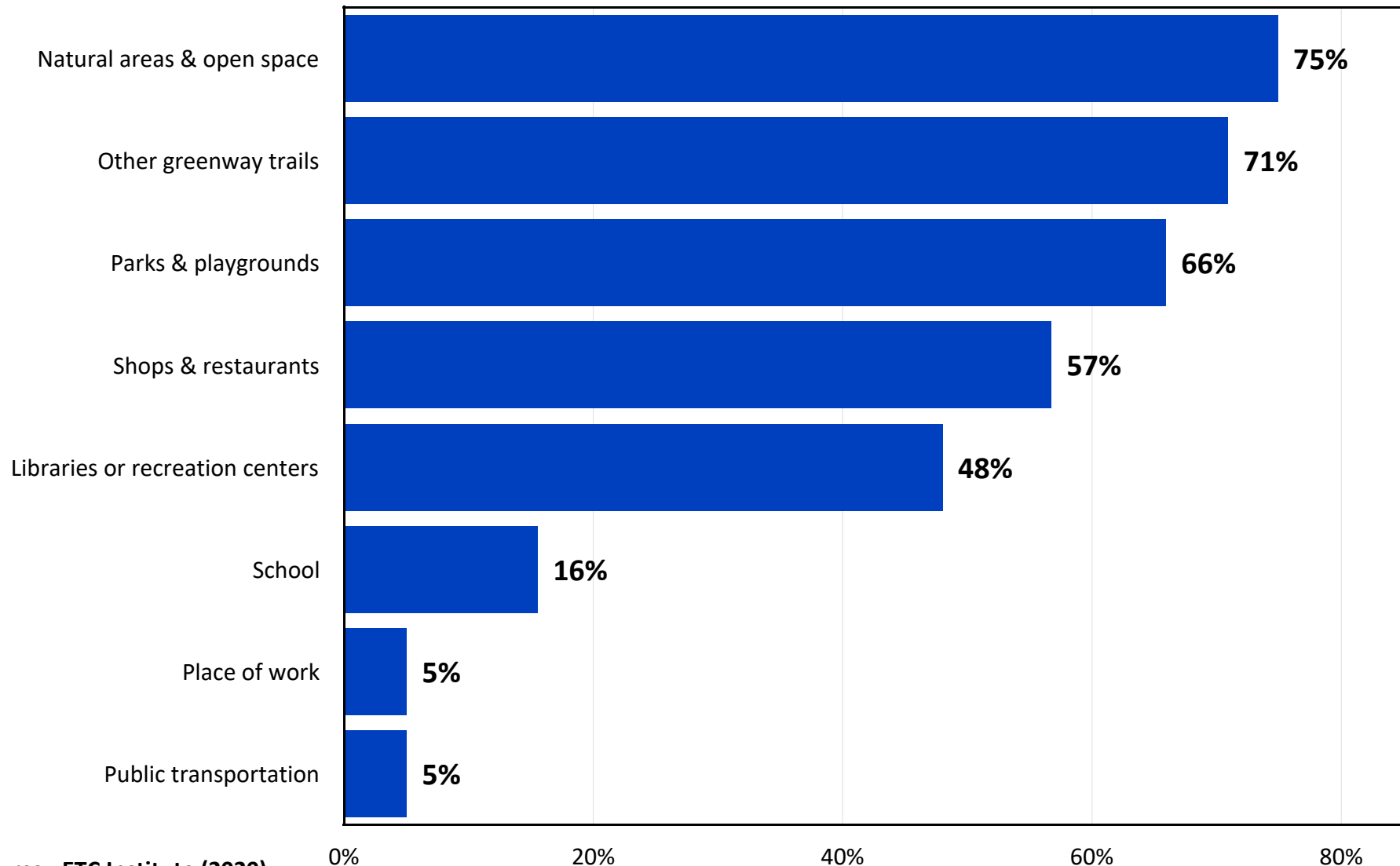
by percentage of respondents (multiple responses could be made) (without “none”)



Source: ETC Institute (2020)

Q20. Please CHECK ALL of the following destinations that you or other members of your household would most like to get to by greenway trails.

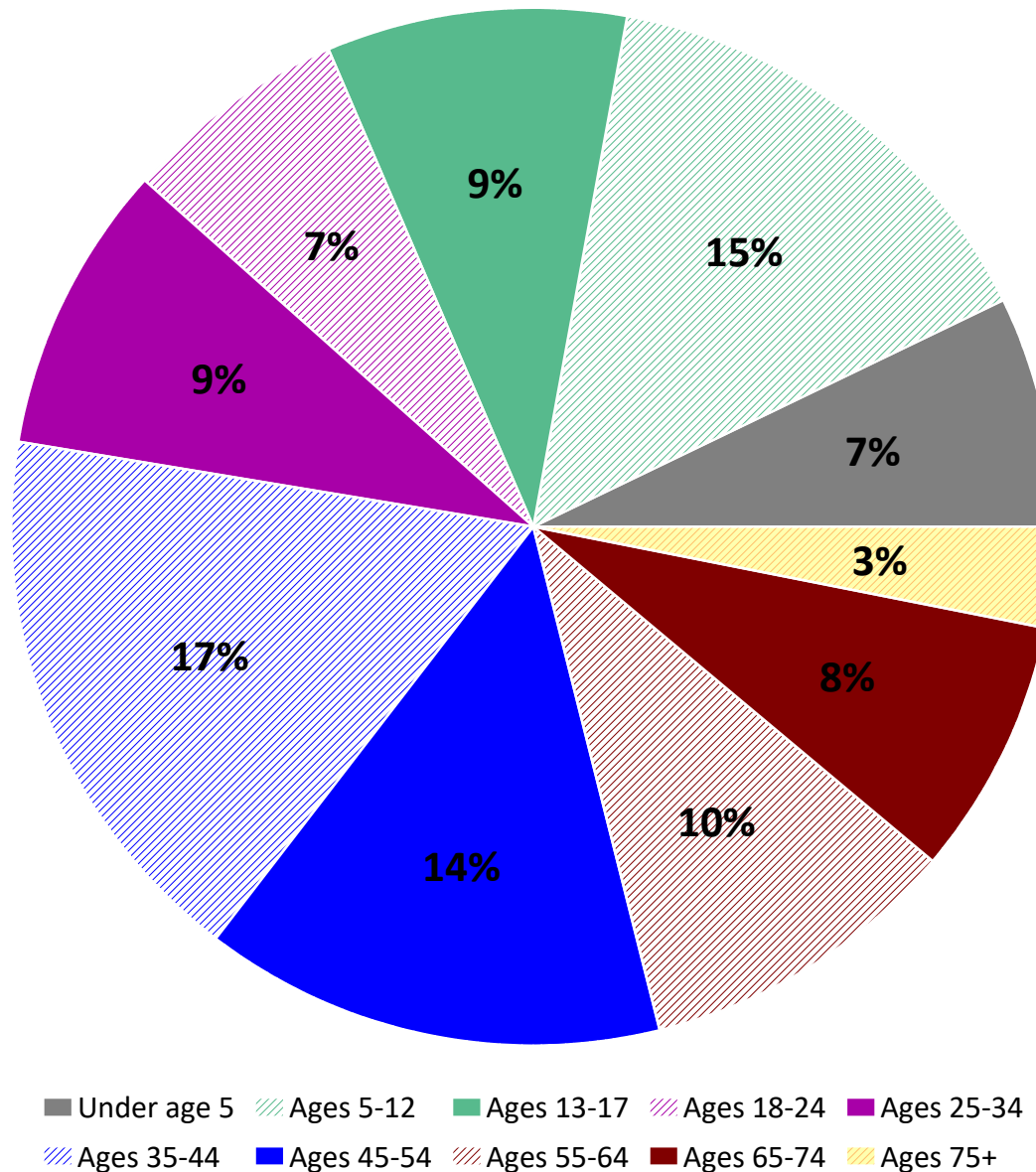
by percentage of respondents (multiple choices could be made) (without "none")



Source: ETC Institute (2020)

Q21. Demographic: Including yourself, how many people in your household are...

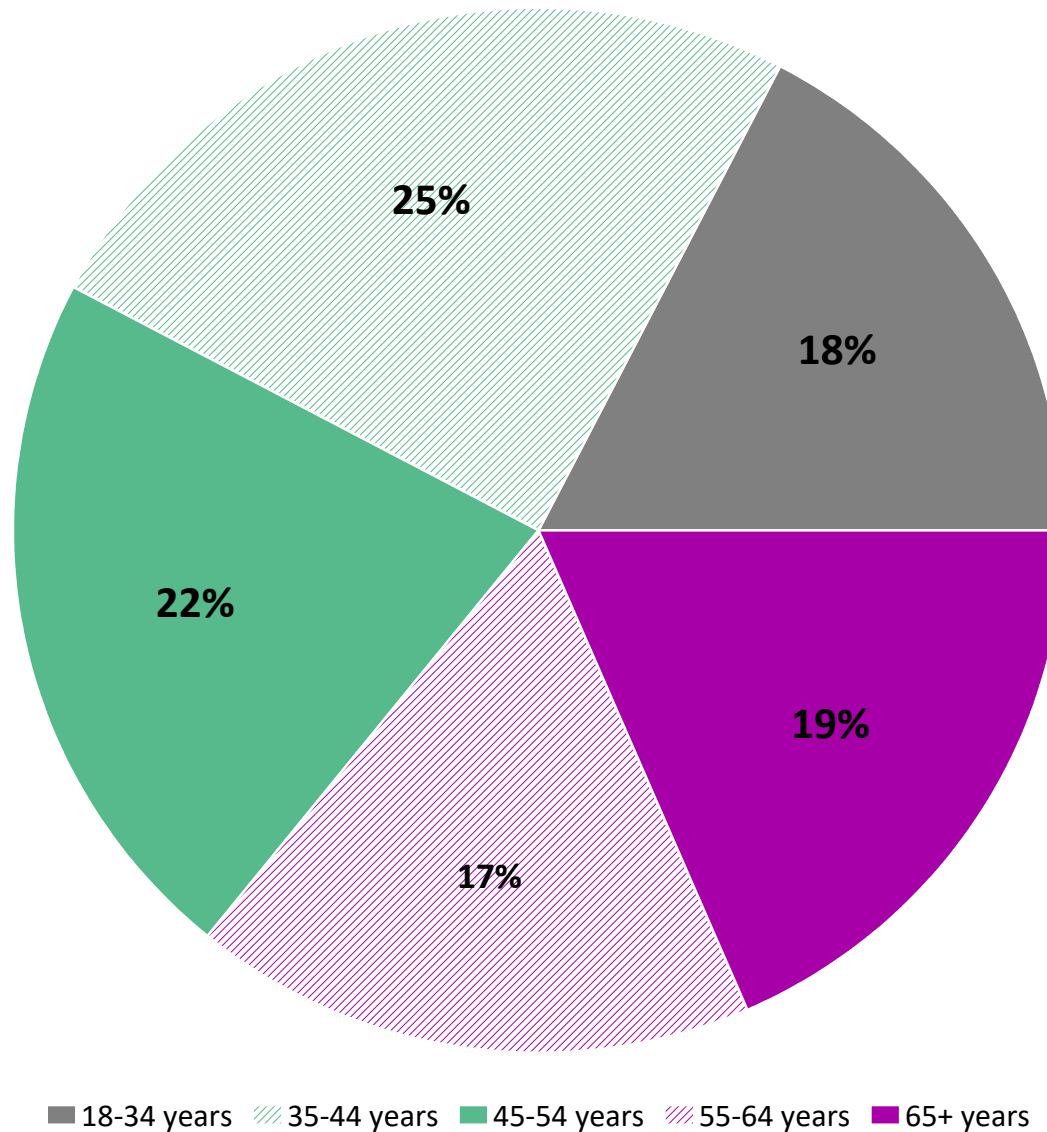
by percentage of respondents



Source: ETC Institute (2020)

Q22. Demographic: Age of Respondent

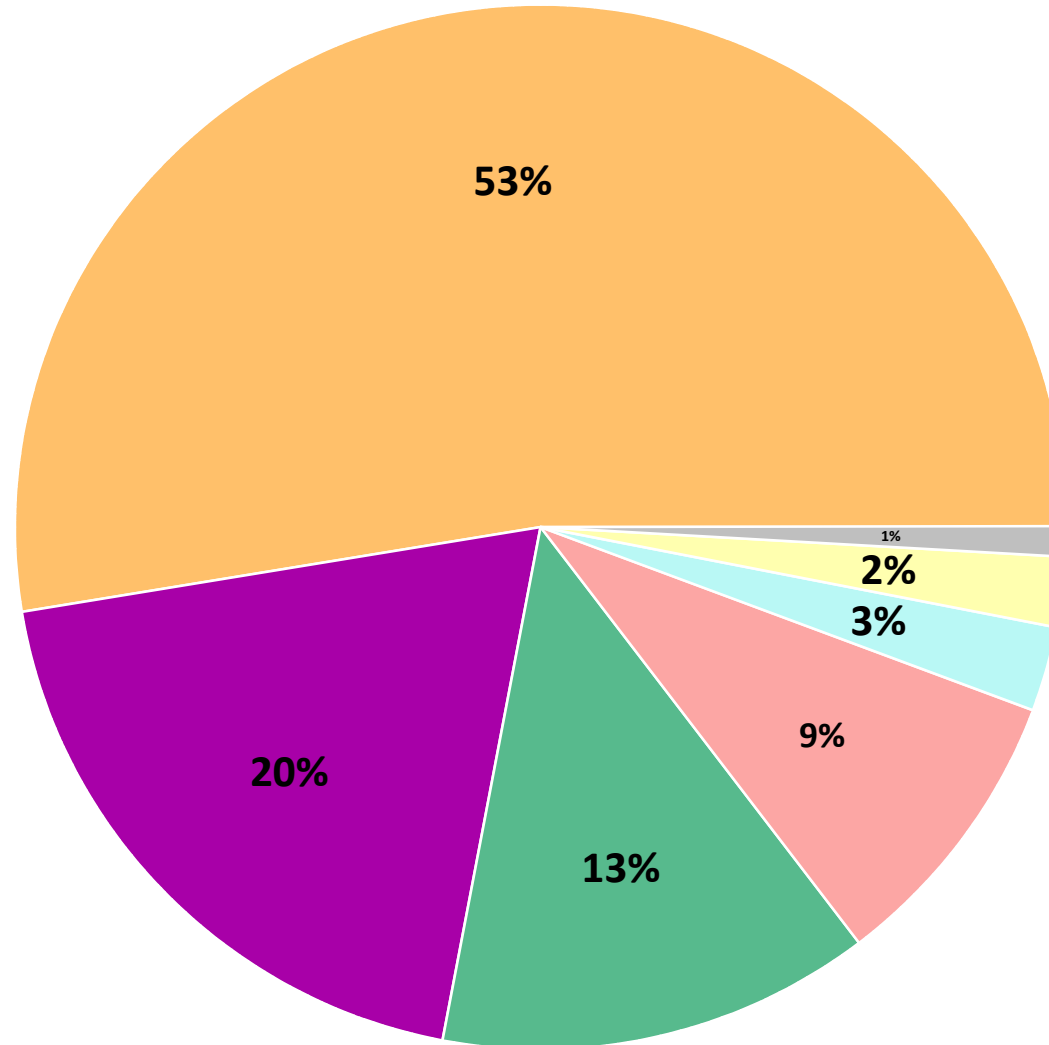
by percentage of respondents (without "not provided")



Source: ETC Institute (2020)

Q23. Demographic: Highest Degree/Level of Education Completed by Respondent

by percentage of respondents (without "not provided")

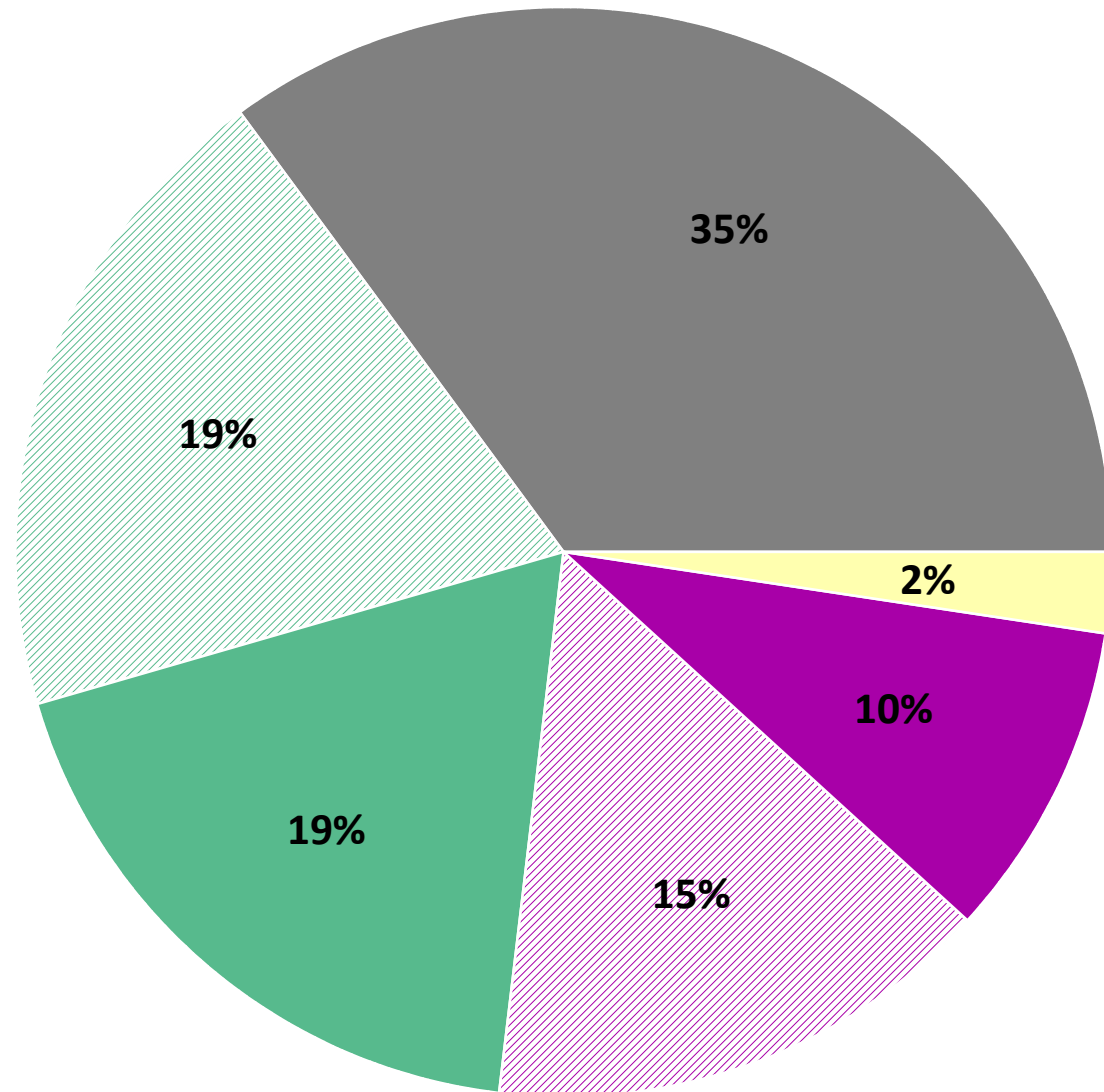


■ Bachelor's degree ■ Master's degree or professional degree ■ Associate's degree ■ High school diploma or equivalent
■ Doctorate degree ■ Completed some schooling ■ No schooling completed

Source: ETC Institute (2020)

Q24. Demographic: Years lived in the Town of Holly Springs

by percentage of respondents (without "not provided")

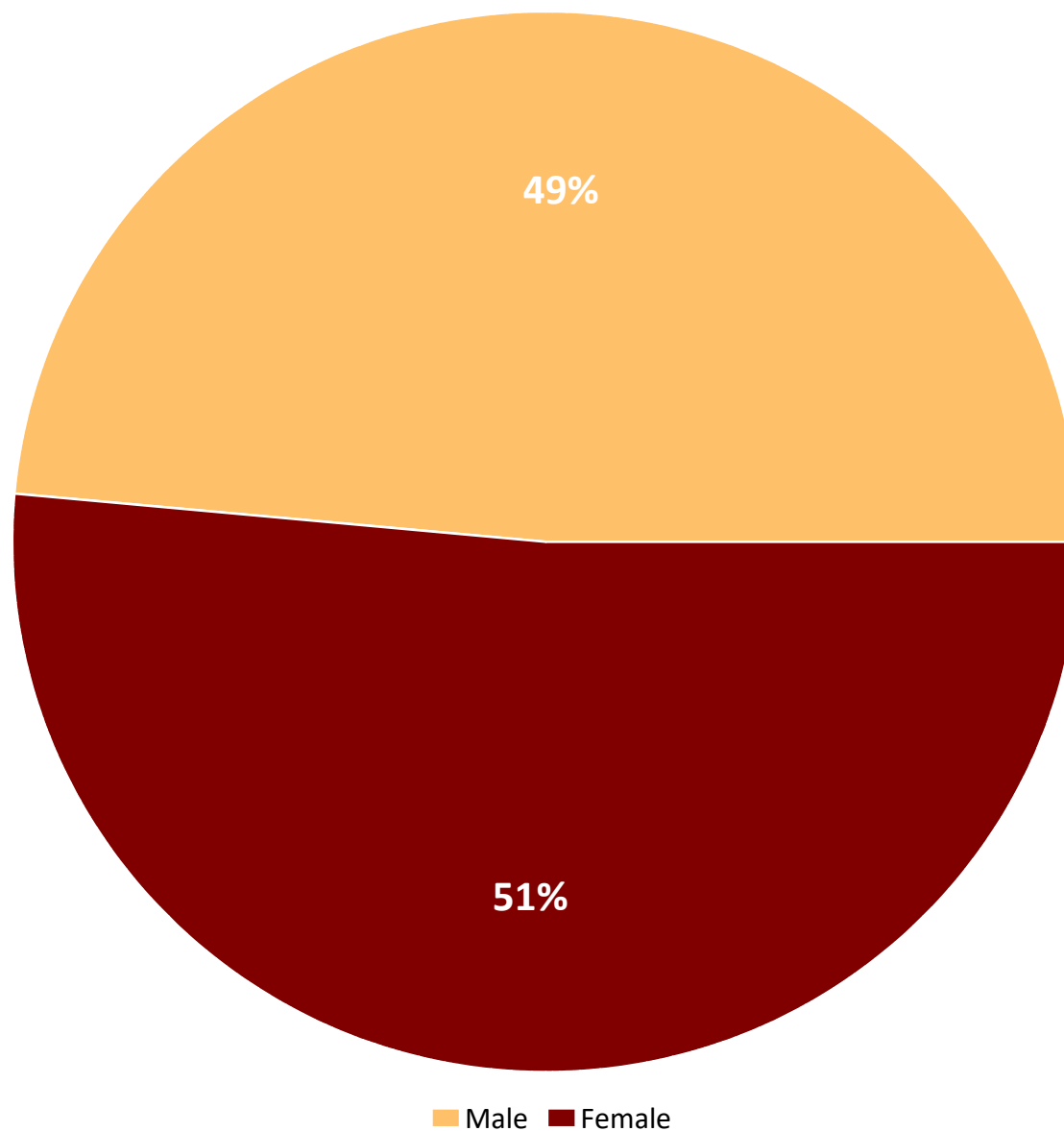


■ 0-5 years ▨ 6-10 years ■ 11-15 years ▨ 16-20 years ■ 21-20 years ■ 31+ years

Source: ETC Institute (2020)

Q25: Demographic: Gender of Respondent

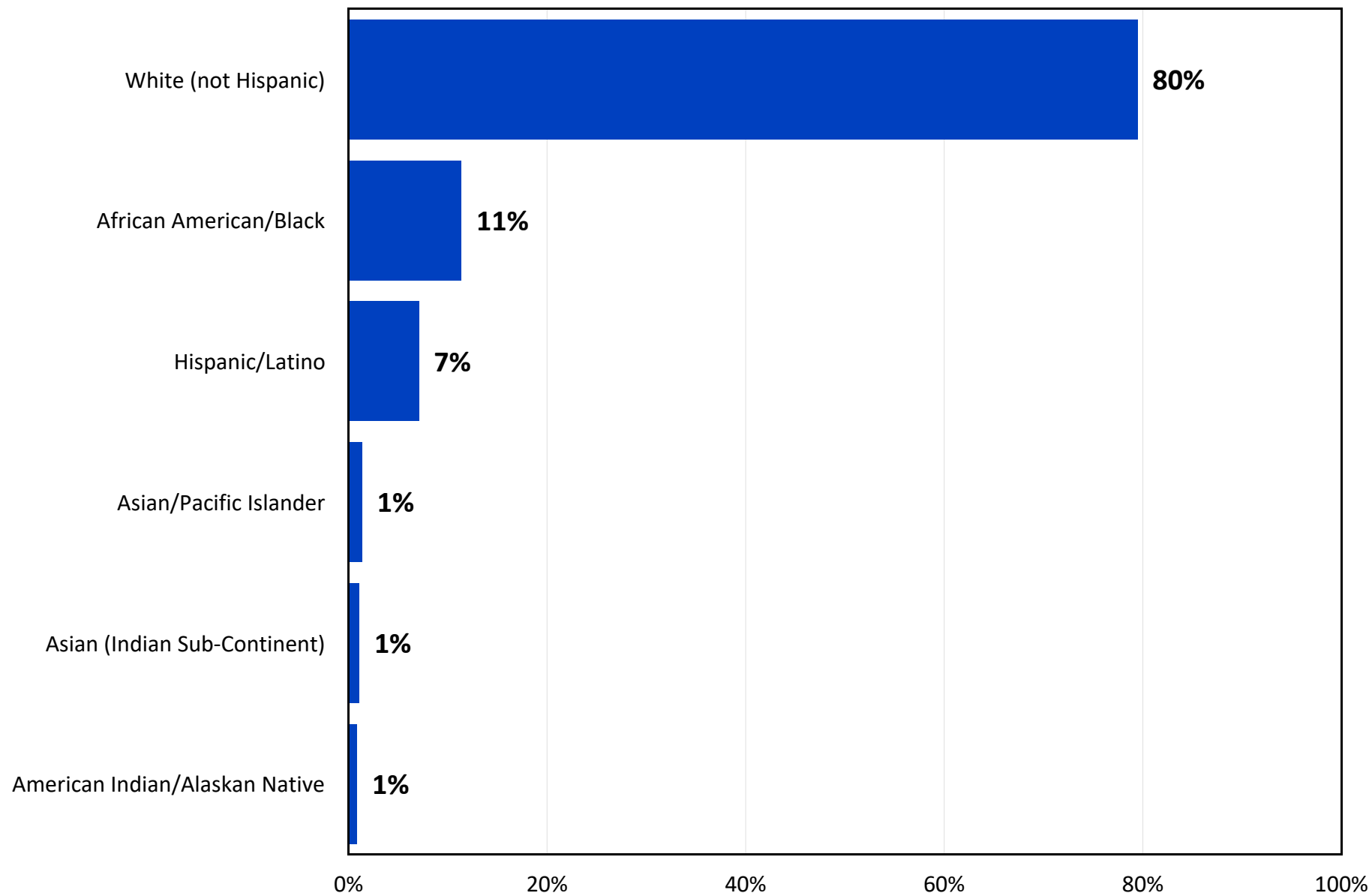
by percentage of respondents (without “not provided”)



Source: ETC Institute (2020)

Q26. Demographic: Race/Ethnicity of Respondent

by percentage of respondents (multiple choices could be selected)



Source: ETC Institute (2020)

Section 2

Benchmarking Analysis

Benchmarking Summary Report

Holly Springs, North Carolina

Since 1998, ETC Institute has conducted household surveys for needs assessments, feasibility studies, customer satisfaction, fees and charges comparisons, and other parks and recreation issues in more than 400 communities in 49 states across the country.

The results of these surveys has provided an unparalleled data base of information to compare responses from household residents in client communities to “National Averages” and therefore provide a unique tool to “assist organizations in better decision making.”

Communities within the data base include a full-range of municipal and county governments from 20,000 in population through over 1 million in population. They include communities in warm weather climates and cold weather climates, mature communities and some of the fastest growing cities and counties in the country.

“National Averages” have been developed for numerous strategically important parks and recreation planning and management issues including: customer satisfaction and usage of parks and programs; methods for receiving marketing information; reasons that prevent members of households from using parks and recreation facilities more often; priority recreation programs, parks, facilities and trails to improve or develop; priority programming spaces to have in planned community centers and aquatic facilities; potential attendance for planned indoor community centers and outdoor aquatic centers; etc.

Results from household responses for Holly Springs, North Carolina were compared to National Benchmarks to gain further strategic information. A summary of all tabular comparisons are shown on the following page.

Note: The benchmarking data contained in this report is protected intellectual property. Any reproduction of the benchmarking information in this report by persons or organizations not directly affiliated with the Town of Holly Springs (NC) is not authorized without written consent from ETC Institute.

Benchmarking for the Town of Holly Springs Parks, Recreation and Greenways Survey

How would you rate the quality of all the parks you've visited?	National Average	Holly Springs, NC 2020	Difference
Excellent	29%	60%	31.4%
Good	53%	35%	-17.9%
Fair	14%	4%	-10.5%
Poor	3%	1%	-2.4%
Have you or members of your household participated in City/County/Park District recreation programs during the past year?	National Average	Holly Springs, NC 2020	Difference
Yes	33%	54%	20.6%
No	67%	46%	-20.7%
How would you rate the quality of all the recreation programs you've participated in?	National Average	Holly Springs, NC 2020	Difference
Excellent	33%	49%	15.4%
Good	55%	44%	-10.7%
Fair	10%	7%	-2.7%
Poor	2%	0%	-1.7%

Benchmarking for the Town of Holly Springs Parks, Recreation and Greenways Survey

Ways respondents learn about recreation programs and activities	National Average	Holly Springs, NC 2020	Difference
Newsletters/Flyers/Brochures	24%	65%	41.0%
Website	36%	58%	22.3%
Social media - Facebook/Twitter	25%	56%	30.4%
Word of Mouth/Friends/Coworkers	48%	53%	4.9%
Flyers/Materials at City/County/Park District facilities	22%	42%	19.9%
E-mail bulletins/notification (Email)	16%	37%	20.5%
Departmental Brochure (Seasonal program guide)	39%	34%	-5.7%
Conversations with City/County/Park District staff	6%	8%	2.2%
Organizations used for parks and recreation programs and facilities	National Average	Holly Springs, NC 2020	Difference
City/County Parks & Recreation Department	50%	86%	35.5%
County/State Parks	40%	71%	30.9%
Homeowners Associations/Similar	14%	56%	41.3%
School District	25%	36%	11.3%
Private Clubs	23%	35%	12.6%
Churches	25%	28%	2.8%
YMCA	17%	18%	1.1%
Reasons preventing the use of parks and recreation facilities and programs more often	National Average	Holly Springs, NC 2020	Difference
I do not know what is being offered	35%	42%	7.4%
We are too busy	32%	33%	0.9%
Fees are too expensive	15%	19%	4.4%
We are not interested	18%	18%	0.1%
Too far from residence	14%	17%	3.5%
Facility operating hours are not convenient	9%	17%	7.3%
Lack of parking	7%	13%	6.2%
Security is insufficient	9%	4%	-4.7%
Lack of transportation	3%	3%	-0.6%
Facilities are not well maintained	10%	3%	-7.2%
Lack of accessibility (Not accessible for people w disabilities)	3%	2%	-1.1%

Benchmarking for the Town of Holly Springs Parks, Recreation and Greenways Survey

Recreation programs that respondent households have a need for	National Average	Holly Springs, NC 2020	Difference
Adult fitness and wellness programs	48%	56%	8.3%
Water fitness programs	26%	45%	19.0%
Adult sports programs	23%	38%	14.5%
Adult arts, dance, performing arts	21%	32%	10.4%
Nature programs/environmental education	30%	28%	-1.3%
Tennis lessons and leagues	14%	25%	10.9%
Seniors/Adult programs for 50 years and older	26%	24%	-2.0%
Teen programs	15%	19%	4.1%
Before and after school programs	16%	18%	1.6%
Most important recreation programs (sum of top choices)	National Average	Holly Springs, NC 2020	Difference
Water fitness programs	11%	31%	20.2%
Adult fitness and wellness programs	30%	26%	-3.8%
Adult sports programs	10%	17%	6.9%
Adult arts, dance, performing arts	9%	14%	4.5%
Nature programs/environmental education	14%	11%	-2.8%
Seniors/Adult programs for 50 years and older	16%	9%	-6.5%
Before and after school programs	8%	7%	-0.5%
Teen programs	6%	5%	-1.4%
Tennis lessons and leagues	5%	4%	-1.1%

Benchmarking for the Town of Holly Springs Parks, Recreation and Greenways Survey

Parks and recreation facilities that respondent households have a need for	National Average	Holly Springs, NC 2020	Difference
Walking & Biking Trails	70%	66%	-4.5%
Picnic Areas and Shelters	47%	59%	11.7%
Bodies of Water/Lake with Public Access	45%	55%	9.8%
Outdoor Swimming Pools/Aquatic Center	40%	48%	7.4%
Splash park/pad	24%	46%	21.4%
Soccer, Lacrosse Fields (Outdoor field space)	21%	41%	20.4%
Off-leash dog parks	30%	39%	8.9%
Fishing areas (Fishing piers)	29%	37%	7.5%
Playground Equipment for Children	40%	35%	-5.4%
Cultural arts facility	27%	33%	6.7%
Indoor Gyms/Multi-Purpose Rec Center	28%	30%	2.2%
Community Gardens	30%	27%	-2.5%
Outdoor basketball/multi-use courts	20%	27%	7.2%
Senior Centers (Senior activity space)	25%	25%	0.2%
Outdoor Ice-Skating Rinks	22%	24%	1.1%
Skateboarding Park/Area	11%	17%	5.9%
Most important parks and recreation facilities (sum of top choices)	National Average	Holly Springs, NC 2020	Difference
Outdoor Swimming Pools/Aquatic Facilities	17%	26%	8.7%
Walking and Biking Trails	45%	25%	-20.4%
Off-Leash Dog Park	16%	22%	6.3%
Playground Equipment for Children	17%	19%	1.1%
Splash park/pad	8%	17%	8.6%
Bodies of Water/Lake with Public Access	18%	15%	-3.2%
Senior Centers (Senior activity space)	10%	12%	2.0%
Soccer, Lacrosse Fields (Outdoor field space)	7%	11%	4.4%
Cultural arts facility	9%	10%	1.0%
Community Gardens	9%	7%	-2.0%
Picnic Areas and Shelters	14%	7%	-6.7%
Fishing areas	10%	6%	-4.0%
Indoor Gyms/Multi-Purpose Rec Centers	10%	6%	-4.3%
Outdoor Ice-Skating Rinks	5%	4%	-0.8%
Outdoor Basketball Courts	4%	3%	-0.8%
Skateboarding Area	2%	3%	1.2%

Section 3

Priority Investment Rating (PIR) Analysis

Priority Investment Rating

Holly Springs, North Carolina

The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide governments with an objective tool for evaluating the priority that should be placed on parks and recreation investments. The Priority Investment Rating was developed by ETC Institute to identify the facilities and programs residents think should receive the highest priority for investment. The priority investment rating reflects the importance residents place on items (sum of top 4 choices) and the unmet needs (needs that are only being partly or not met) for each facility and program relative to the facility and program that rated the highest overall. Since decisions related to future investments should consider both the level of unmet need and the importance of facilities and programs, the PIR weights each of these components equally.

The PIR reflects the sum of the Unmet Needs Rating and the Importance Rating as shown in the equation below:

$$\text{PIR} = \text{UNR} + \text{IR}$$

For example, suppose the Unmet Needs Rating for community gardens is 58 (out of 100) and the Importance Rating for community gardens is 14 (out of 100), the Priority Investment Rating for splash pads is 72 (out of 200).

How to Analyze the Charts:

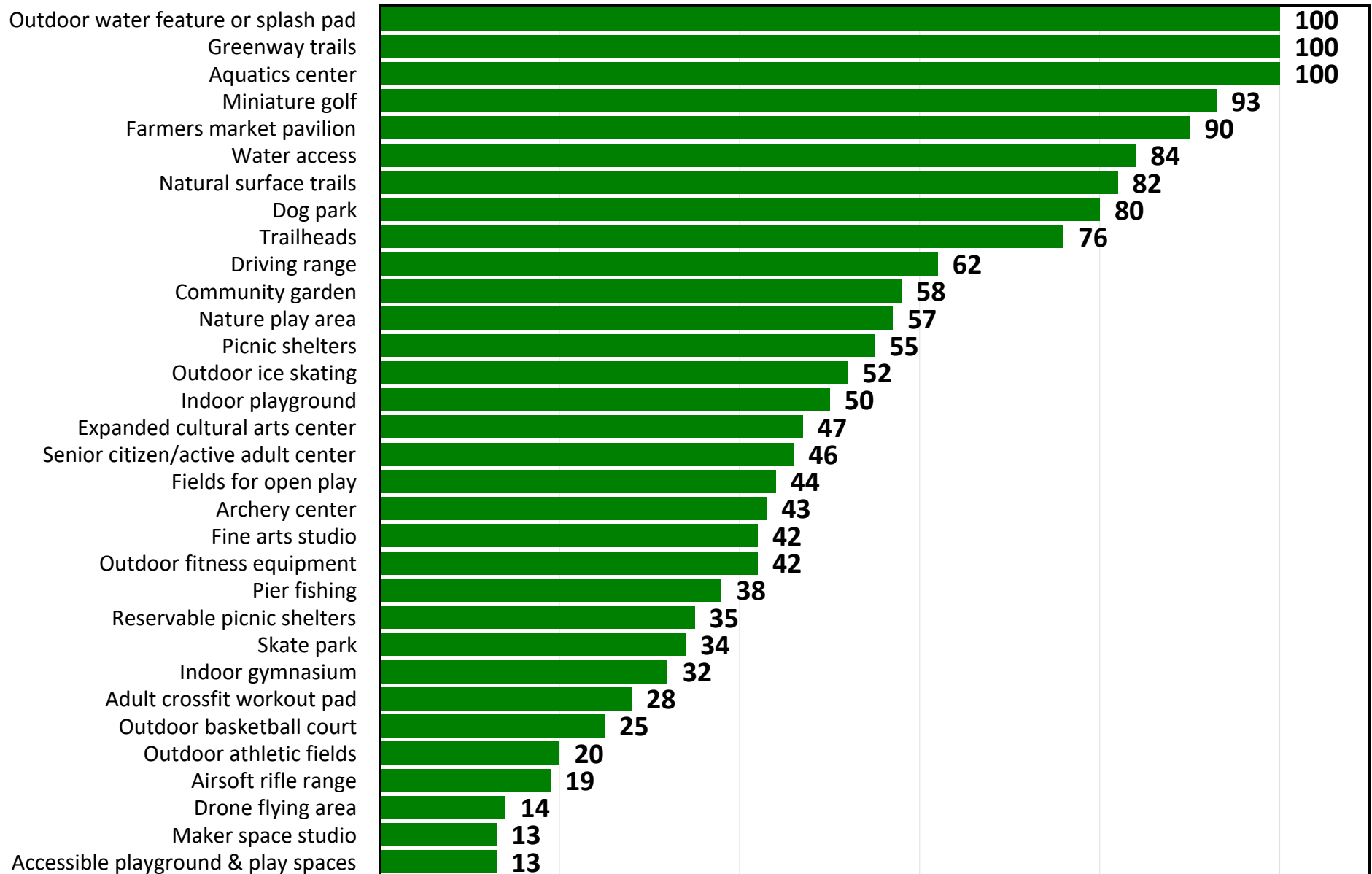
- **High Priority Areas** are those with a PIR of at least 100. A rating of 100 or above generally indicates there is a relatively high level of unmet need and residents generally think it is important to fund improvements in these areas. Improvements in this area are likely to have a positive impact on the greatest number of households.
- **Medium Priority Areas** are those with a PIR of 50-99. A rating in this range generally indicates there is a medium to high level of unmet need or a significant percentage of residents generally think it is important to fund improvements in these areas.
- **Low Priority Areas** are those with a PIR below 50. A rating in this range generally indicates there is a relatively low level of unmet need and residents do not think it is important to fund improvements in these areas. Improvements may be warranted if the needs of very specialized populations are being targeted.

The following pages show the Unmet Needs Rating, Importance Rating, and Priority Investment Rating for facilities/amenities and programs.

Unmet Needs Rating for Facilities/Amenities

the rating for the item with the most unmet need=100

the rating of all other items reflects the relative amount of unmet need for each item compared to the item with the most unmet need

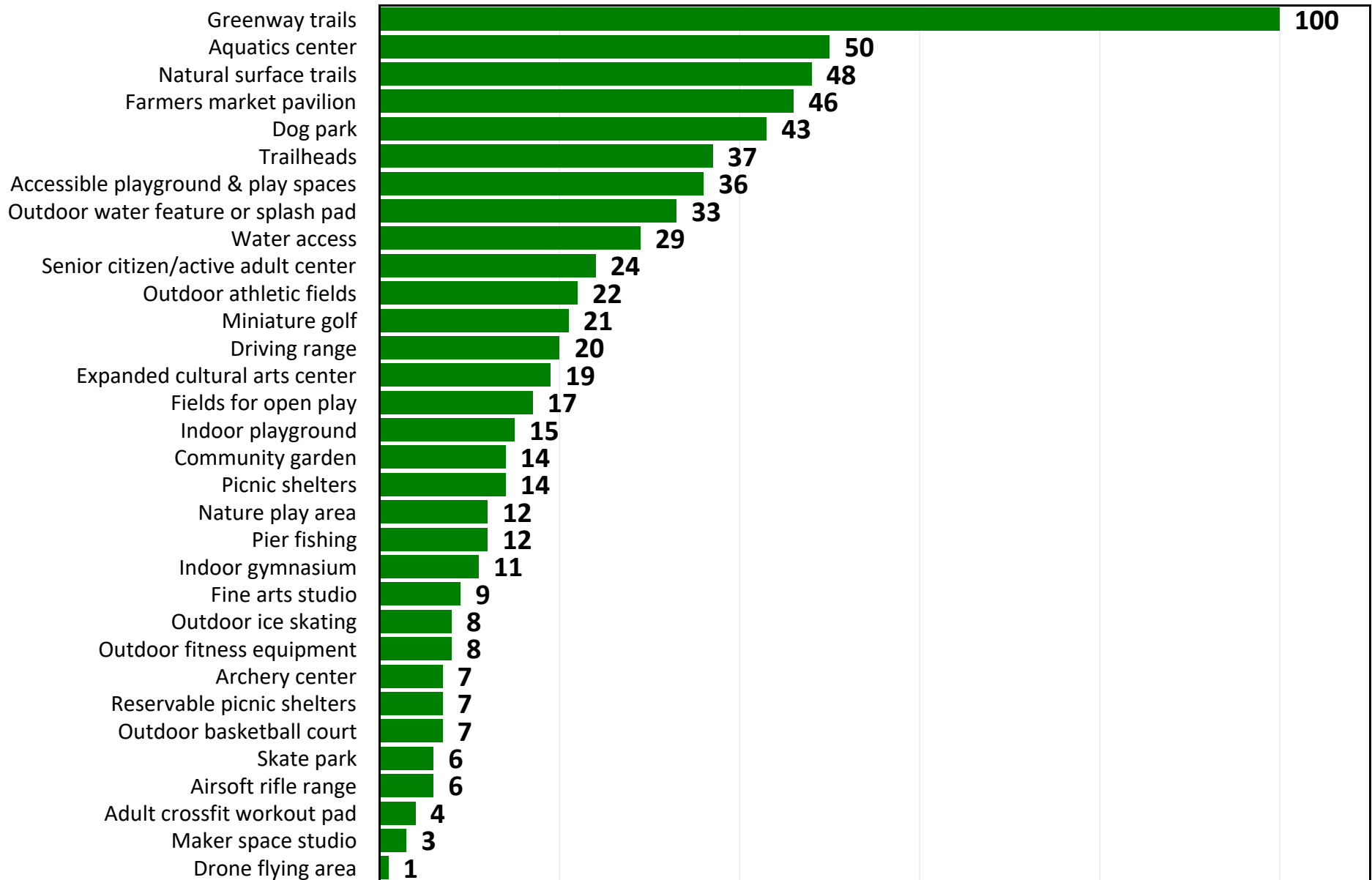


Source: ETC Institute (2020)

Importance Rating for Facilities/Amenities

the rating for the item rated as the most important=100

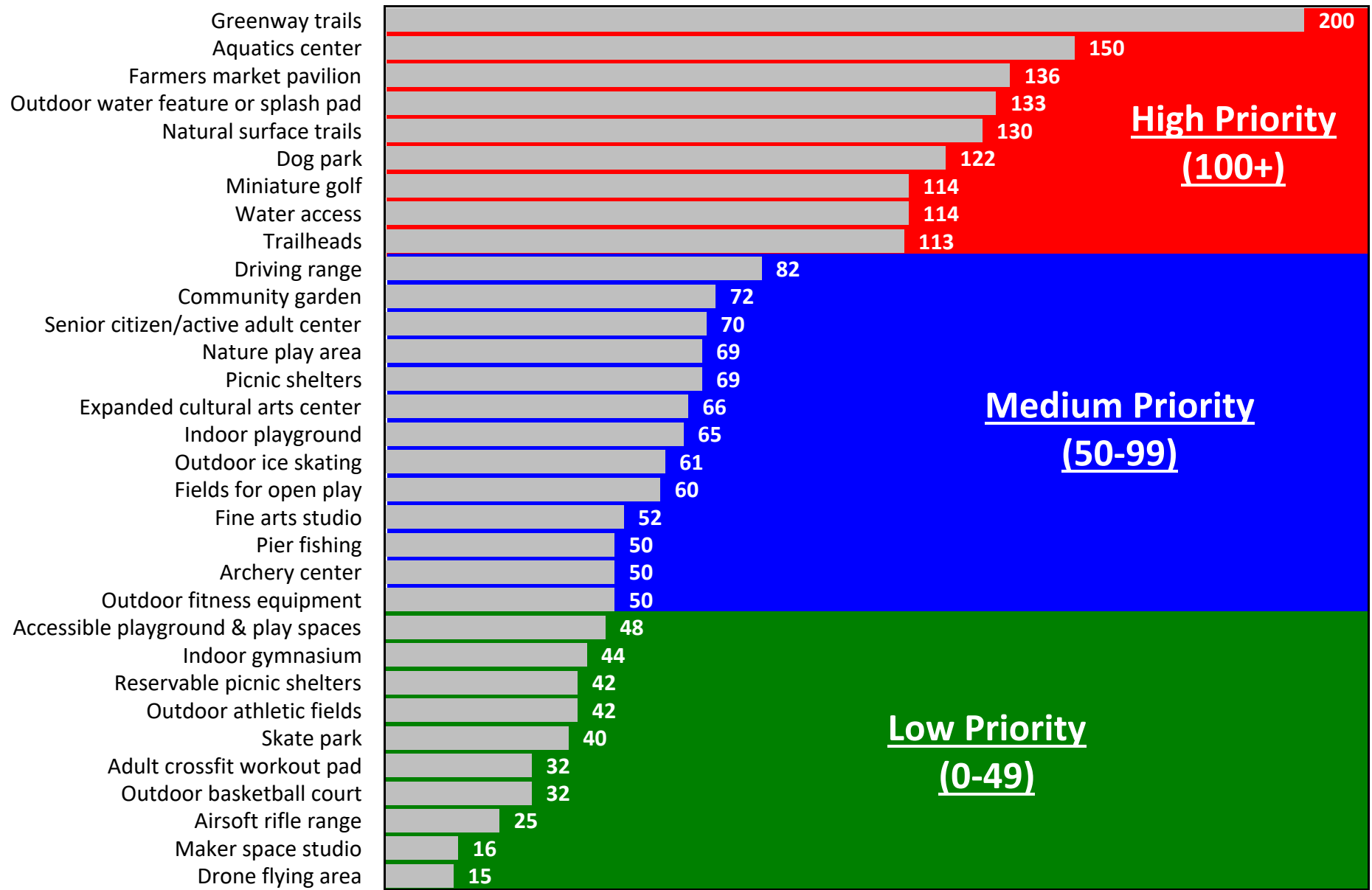
the rating of all other items reflects the relative level of importance for each item compared to the item rated as the most important



Source: ETC Institute (2020)

Top Priorities for Investment for Facilities/Amenities

Based on the Priority Investment Rating



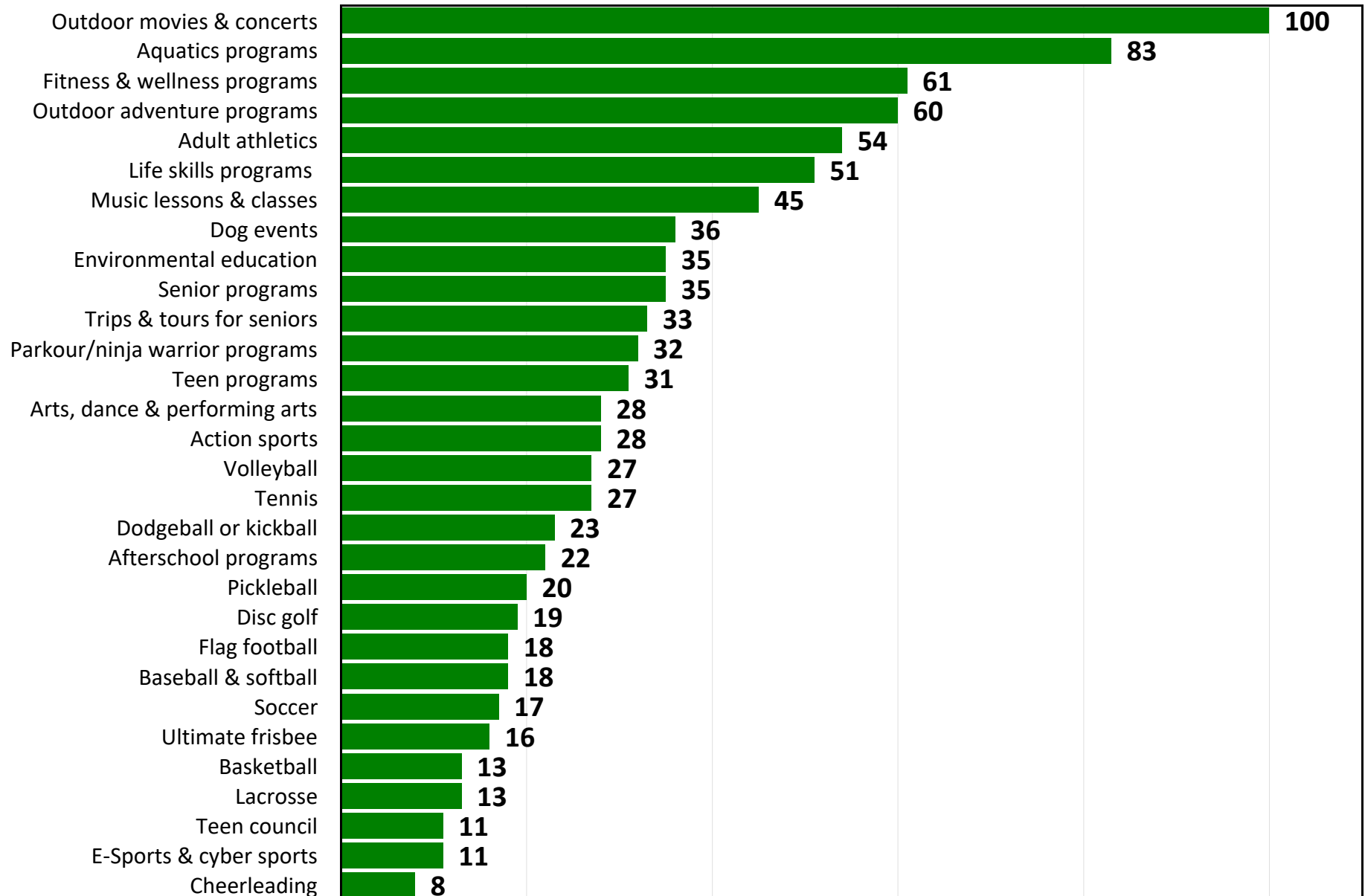
Source: ETC Institute (2020)

0 40 80 120 160 200

Unmet Needs Rating for Programs

the rating for the item with the most unmet need=100

the rating of all other items reflects the relative amount of unmet need for each item compared to the item with the most unmet need



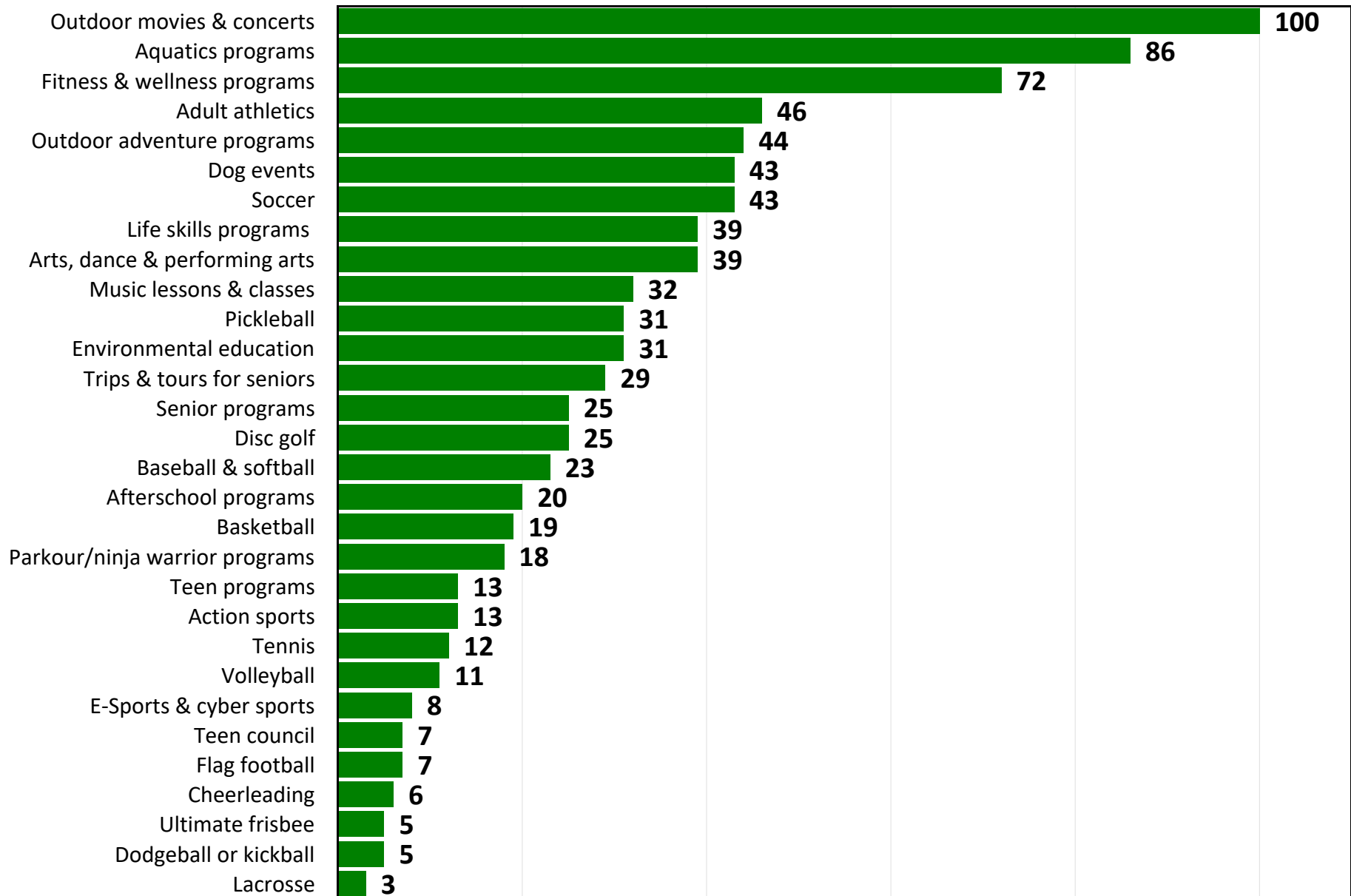
Source: ETC Institute (2020)

0 20 40 60 80 100

Importance Rating for Programs

the rating for the item rated as the most important=100

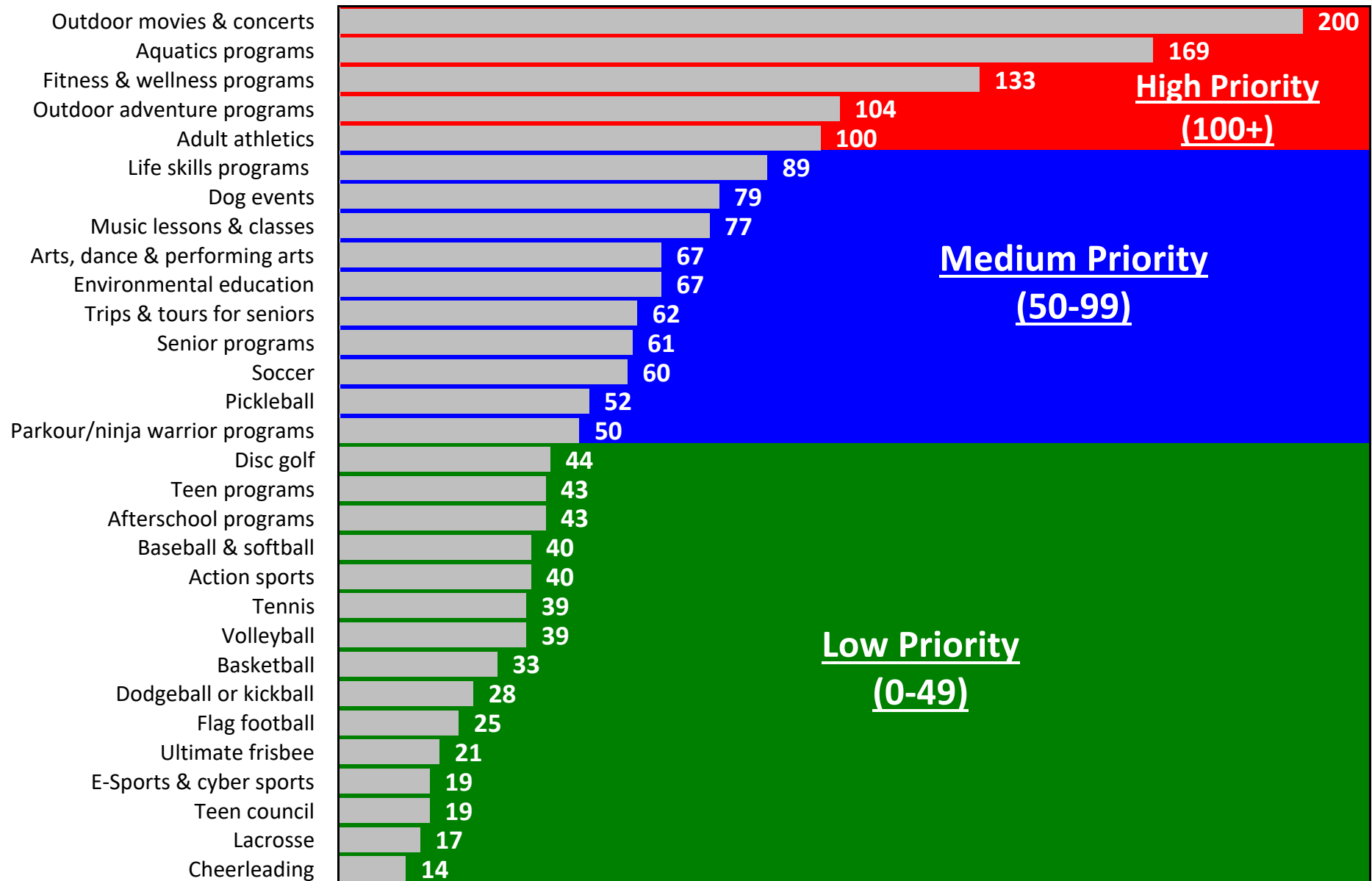
the rating of all other items reflects the relative level of importance for each item compared to the item rated as the most important



Source: ETC Institute (2020)

0 20 40 60 80 100

Top Priorities for Investment for Programs Based on the Priority Investment Rating



Source: ETC Institute (2020)

0 40 80 120 160 200

Section 4

Tabular Data

Q1. Please check all the parks or facilities offered by the Town of Holly Springs you or members of your household have used during the past 12 months.

Q1. All parks or facilities offered by Town of Holly Springs you have used during past 12 months	Number	Percent
Bass Lake Park	274	78.1 %
W. E. Hunt Recreation Center	147	41.9 %
Holly Springs Cultural Center	160	45.6 %
Jones Park	143	40.7 %
Parrish Womble Park	219	62.4 %
Sugg Farm	176	50.1 %
Ting Park	166	47.3 %
Veterans Park	106	30.2 %
None	28	8.0 %
Total	1419	

WITHOUT "NONE"

Q1. Please check all the parks or facilities offered by the Town of Holly Springs you or members of your household have used during the past 12 months. (without "none")

Q1. All parks or facilities offered by Town of Holly Springs you have used during past 12 months	Number	Percent
Bass Lake Park	274	84.8 %
W. E. Hunt Recreation Center	147	45.5 %
Holly Springs Cultural Center	160	49.5 %
Jones Park	143	44.3 %
Parrish Womble Park	219	67.8 %
Sugg Farm	176	54.5 %
Ting Park	166	51.4 %
Veterans Park	106	32.8 %
Total	1391	

Q1a. Which TWO of the parks listed in Question 1 do you and your household visit most often?

Q1a. Top choice	Number	Percent
Bass Lake Park	113	35.0 %
W. E. Hunt Recreation Center	27	8.4 %
Holly Springs Cultural Center	25	7.7 %
Jones Park	26	8.0 %
Parrish Womble Park	74	22.9 %
Sugg Farm	14	4.3 %
Ting Park	17	5.3 %
Veterans Park	20	6.2 %
None chosen	7	2.2 %
Total	323	100.0 %

Q1a. Which TWO of the parks listed in Question 1 do you and your household visit most often?

Q1a. 2nd choice	Number	Percent
Bass Lake Park	54	16.7 %
W. E. Hunt Recreation Center	25	7.7 %
Holly Springs Cultural Center	26	8.0 %
Jones Park	36	11.1 %
Parrish Womble Park	62	19.2 %
Sugg Farm	37	11.5 %
Ting Park	32	9.9 %
Veterans Park	18	5.6 %
None chosen	33	10.2 %
Total	323	100.0 %

SUM OF THE TOP TWO CHOICES**Q1a. Which TWO of the parks listed in Question 1 do you and your household visit most often? (top 2)**

Q1a. Top choice	Number	Percent
Bass Lake Park	167	51.7 %
W. E. Hunt Recreation Center	52	16.1 %
Holly Springs Cultural Center	51	15.8 %
Jones Park	62	19.2 %
Parrish Womble Park	136	42.1 %
Sugg Farm	51	15.8 %
Ting Park	49	15.2 %
Veterans Park	38	11.8 %
None chosen	7	2.2 %
Total	613	

Q1b. How would you rate the overall quality of all the parks or facilities offered by the Town of Holly Springs you or members of your household have used during the past 12 months?

Q1b. How would you rate overall quality of all parks or facilities you have used during past 12 months	Number	Percent
Excellent	193	59.8 %
Good	113	35.0 %
Fair	12	3.7 %
Poor	2	0.6 %
Not provided	3	0.9 %
Total	323	100.0 %

WITHOUT "NOT PROVIDED"

Q1b. How would you rate the overall quality of all the parks or facilities offered by the Town of Holly Springs you or members of your household have used during the past 12 months? (without "not provided")

Q1b. How would you rate overall quality of all parks or facilities you have used during past 12 months	Number	Percent
Excellent	193	60.3 %
Good	113	35.3 %
Fair	12	3.8 %
Poor	2	0.6 %
Total	320	100.0 %

Q1c. In the past 12 months, approximately how often have you or members of your household visited any Town of Holly Springs parks or facilities?

<u>Q1c. How often have you visited any Town parks or facilities</u>	<u>Number</u>	<u>Percent</u>
Every couple of months	45	13.9 %
Once a month	33	10.2 %
A few times a month	76	23.5 %
Once a week	56	17.3 %
2-3 times a week	82	25.4 %
Daily	30	9.3 %
Not provided	1	0.3 %
Total	323	100.0 %

WITHOUT "NOT PROVIDED"

Q1c. In the past 12 months, approximately how often have you or members of your household visited any Town of Holly Springs parks or facilities? (without "not provided")

<u>Q1c. How often have you visited any Town parks or facilities</u>	<u>Number</u>	<u>Percent</u>
Every couple of months	45	14.0 %
Once a month	33	10.2 %
A few times a month	76	23.6 %
Once a week	56	17.4 %
2-3 times a week	82	25.5 %
Daily	30	9.3 %
Total	322	100.0 %

Q2. Based on your current perception, about how long would it take you to walk to the nearest Holly Springs park, facility or greenway trails?

Q2. How long would it take you to walk to nearest Holly Springs park, facility or greenway trails	Number	Percent
Less than 5 minutes	68	19.4 %
5-10 minutes	53	15.1 %
11-15 minutes	57	16.2 %
16-20 minutes	47	13.4 %
20+ minutes	124	35.3 %
Not provided	2	0.6 %
Total	351	100.0 %

WITHOUT "NOT PROVIDED"

Q2. Based on your current perception, about how long would it take you to walk to the nearest Holly Springs park, facility or greenway trails? (without "not provided")

Q2. How long would it take you to walk to nearest Holly Springs park, facility or greenway trails	Number	Percent
Less than 5 minutes	68	19.5 %
5-10 minutes	53	15.2 %
11-15 minutes	57	16.3 %
16-20 minutes	47	13.5 %
20+ minutes	124	35.5 %
Total	349	100.0 %

Q3. In the past 12 months, have you or any member of your household participated in any programs or special events (Ex. HollyFest, July 5th Fireworks) offered by the Town of Holly Springs?

Q3. Have you participated in any programs or special events offered by Town of Holly Springs

	Number	Percent
Yes	189	53.8 %
No	162	46.2 %
Total	351	100.0 %

Q3a. How would you rate the overall quality of programs or special events that you and members of your household have participated in?

Q3a. How would you rate overall quality of programs or special events you have participated in

	Number	Percent
Excellent	92	48.7 %
Good	83	43.9 %
Fair	14	7.4 %
Total	189	100.0 %

Q4. Please indicate if you have a need for each of the following recreation facilities or amenities listed below.

(N=351)

	Yes	No
Q4-1. Accessible playground & play spaces	34.8%	65.2%
Q4-2. Adult crossfit workout pad	13.4%	86.6%
Q4-3. Airsoft rifle range	8.5%	91.5%
Q4-4. Aquatics center	47.6%	52.4%
Q4-5. Archery center	19.4%	80.6%
Q4-6. Community garden	27.4%	72.6%
Q4-7. Dog park	39.0%	61.0%
Q4-8. Driving range	30.2%	69.8%
Q4-9. Drone flying area	9.7%	90.3%
Q4-10. Expanded cultural arts center	33.3%	66.7%
Q4-11. Farmers market pavilion	68.9%	31.1%
Q4-12. Fields for open play	50.4%	49.6%
Q4-13. Fine arts studio	19.7%	80.3%
Q4-14. Greenway trails	80.6%	19.4%
Q4-15. Indoor gymnasium	29.9%	70.1%
Q4-16. Indoor playground	22.5%	77.5%
Q4-17. Maker space studio	6.3%	93.7%
Q4-18. Miniature golf	40.7%	59.3%
Q4-19. Natural surface trails	65.5%	34.5%
Q4-20. Nature play area	38.2%	61.8%
Q4-21. Outdoor athletic fields	41.3%	58.7%
Q4-22. Outdoor basketball court	27.1%	72.9%
Q4-23. Outdoor fitness equipment	24.5%	75.5%
Q4-24. Outdoor ice skating (synthetic or cooled system)	23.6%	76.4%

Q4. Please indicate if you have a need for each of the following recreation facilities or amenities listed below.

(N=351)

	Yes	No
Q4-25. Outdoor water feature or splash pad	45.9%	54.1%
Q4-26. Picnic shelters	59.0%	41.0%
Q4-27. Pier fishing	36.5%	63.5%
Q4-28. Reservable picnic shelters	38.2%	61.8%
Q4-29. Senior citizen/active adult center	25.1%	74.9%
Q4-30. Skate park	16.8%	83.2%
Q4-31. Trailheads (restrooms, parking)	62.7%	37.3%
Q4-32. Water access (boating, kayaking, canoeing)	54.7%	45.3%
Q4-33. Other	8.3%	91.7%

Q4. If "YES," how well are your needs being met?

(N=345)

	Fully met	Mostly met	Partly met	Not met
Q4-1. Accessible playground & play spaces	37.9%	46.6%	13.8%	1.7%
Q4-2. Adult crossfit workout pad	4.5%	6.8%	29.5%	59.1%
Q4-3. Airsoft rifle range	0.0%	3.4%	6.9%	89.7%
Q4-4. Aquatics center	6.4%	3.8%	10.3%	79.5%
Q4-5. Archery center	1.6%	3.2%	11.3%	83.9%
Q4-6. Community garden	4.6%	4.6%	23.0%	67.8%
Q4-7. Dog park	4.7%	7.8%	17.1%	70.5%
Q4-8. Driving range	4.1%	7.2%	8.2%	80.4%
Q4-9. Drone flying area	13.3%	26.7%	10.0%	50.0%
Q4-10. Expanded cultural arts center	7.3%	32.7%	42.7%	17.3%
Q4-11. Farmers market pavilion	13.2%	30.9%	36.4%	19.5%
Q4-12. Fields for open play	32.9%	29.9%	32.9%	4.2%
Q4-13. Fine arts studio	1.6%	6.3%	26.6%	65.6%
Q4-14. Greenway trails	19.3%	27.7%	38.3%	14.8%
Q4-15. Indoor gymnasium	18.6%	35.1%	28.9%	17.5%
Q4-16. Indoor playground	2.7%	1.4%	13.5%	82.4%
Q4-17. Maker space studio	5.3%	5.3%	31.6%	57.9%
Q4-18. Miniature golf	1.5%	0.7%	5.2%	92.5%
Q4-19. Natural surface trails	15.6%	30.3%	43.1%	10.9%
Q4-20. Nature play area	8.1%	28.2%	37.9%	25.8%
Q4-21. Outdoor athletic fields	47.1%	32.4%	16.2%	4.4%
Q4-22. Outdoor basketball court	34.1%	26.1%	27.3%	12.5%
Q4-23. Outdoor fitness equipment	7.5%	18.8%	43.8%	30.0%
Q4-24. Outdoor ice skating (synthetic or cooled system)	2.6%	2.6%	2.6%	92.3%

Q4. If "YES," how well are your needs being met?

(N=345)

	Fully met	Mostly met	Partly met	Not met
Q4-25. Outdoor water feature or splash pad	3.9%	2.6%	9.9%	83.6%
Q4-26. Picnic shelters	25.5%	34.4%	33.3%	6.8%
Q4-27. Pier fishing	19.0%	36.4%	29.8%	14.9%
Q4-28. Reservable picnic shelters	24.4%	35.8%	27.6%	12.2%
Q4-29. Senior citizen/active adult center	9.1%	11.7%	48.1%	31.2%
Q4-30. Skate park	5.3%	8.8%	10.5%	75.4%
Q4-31. Trailheads (restrooms, parking)	13.5%	34.3%	35.7%	16.4%
Q4-32. Water access (boating, kayaking, canoeing)	11.9%	22.0%	47.5%	18.6%
Q4-33. Other	0.0%	4.0%	16.0%	80.0%

Q5. Which FOUR of the facilities or amenities from the list in Question 4 are MOST IMPORTANT to your household?

Q5. Top choice	Number	Percent
Accessible playground & play spaces	40	11.4 %
Adult crossfit workout pad	1	0.3 %
Airsoft rifle range	2	0.6 %
Aquatics center	39	11.1 %
Community garden	8	2.3 %
Dog park	36	10.3 %
Driving range	3	0.9 %
Drone flying area	1	0.3 %
Expanded cultural arts center	8	2.3 %
Farmers market pavilion	14	4.0 %
Fields for open play	4	1.1 %
Fine arts studio	1	0.3 %
Greenway trails	72	20.5 %
Indoor gymnasium	5	1.4 %
Indoor playground	2	0.6 %
Miniature golf	4	1.1 %
Natural surface trails	16	4.6 %
Nature play area	1	0.3 %
Outdoor athletic fields	15	4.3 %
Outdoor basketball court	3	0.9 %
Outdoor fitness equipment	2	0.6 %
Outdoor ice skating (synthetic or cooled system)	1	0.3 %
Outdoor water feature or splash pad	11	3.1 %
Picnic shelters	3	0.9 %
Pier fishing	3	0.9 %
Senior citizen/active adult center	18	5.1 %
Skate park	1	0.3 %
Trailheads (restrooms, parking)	9	2.6 %
Water access (boating, kayaking, canoeing)	4	1.1 %
Other	12	3.4 %
None chosen	12	3.4 %
Total	351	100.0 %

Q5. Which FOUR of the facilities or amenities from the list in Question 4 are MOST IMPORTANT to your household?

Q5. 2nd choice	Number	Percent
Accessible playground & play spaces	17	4.8 %
Airsoft rifle range	1	0.3 %
Aquatics center	19	5.4 %
Archery center	2	0.6 %
Community garden	3	0.9 %
Dog park	16	4.6 %
Driving range	13	3.7 %
Expanded cultural arts center	8	2.3 %
Farmers market pavilion	25	7.1 %
Fields for open play	15	4.3 %
Fine arts studio	4	1.1 %
Greenway trails	57	16.2 %
Indoor gymnasium	6	1.7 %
Indoor playground	7	2.0 %
Miniature golf	12	3.4 %
Natural surface trails	35	10.0 %
Nature play area	6	1.7 %
Outdoor athletic fields	8	2.3 %
Outdoor basketball court	4	1.1 %
Outdoor fitness equipment	2	0.6 %
Outdoor ice skating (synthetic or cooled system)	4	1.1 %
Outdoor water feature or splash pad	16	4.6 %
Picnic shelters	5	1.4 %
Pier fishing	4	1.1 %
Reservable picnic shelters	2	0.6 %
Senior citizen/active adult center	8	2.3 %
Skate park	2	0.6 %
Trailheads (restrooms, parking)	12	3.4 %
Water access (boating, kayaking, canoeing)	14	4.0 %
Other	3	0.9 %
None chosen	21	6.0 %
Total	351	100.0 %

Q5. Which FOUR of the facilities or amenities from the list in Question 4 are MOST IMPORTANT to your household?

Q5. 3rd choice	Number	Percent
Accessible playground & play spaces	2	0.6 %
Adult crossfit workout pad	2	0.6 %
Airsoft rifle range	1	0.3 %
Aquatics center	21	6.0 %
Archery center	4	1.1 %
Community garden	6	1.7 %
Dog park	15	4.3 %
Driving range	14	4.0 %
Drone flying area	1	0.3 %
Expanded cultural arts center	8	2.3 %
Farmers market pavilion	27	7.7 %
Fields for open play	5	1.4 %
Fine arts studio	7	2.0 %
Greenway trails	28	8.0 %
Indoor gymnasium	6	1.7 %
Indoor playground	10	2.8 %
Maker space studio	4	1.1 %
Miniature golf	13	3.7 %
Natural surface trails	20	5.7 %
Nature play area	9	2.6 %
Outdoor athletic fields	9	2.6 %
Outdoor basketball court	5	1.4 %
Outdoor fitness equipment	7	2.0 %
Outdoor ice skating (synthetic or cooled system)	3	0.9 %
Outdoor water feature or splash pad	15	4.3 %
Picnic shelters	6	1.7 %
Pier fishing	7	2.0 %
Reservable picnic shelters	4	1.1 %
Senior citizen/active adult center	7	2.0 %
Skate park	2	0.6 %
Trailheads (restrooms, parking)	23	6.6 %
Water access (boating, kayaking, canoeing)	16	4.6 %
Other	2	0.6 %
None chosen	42	12.0 %
Total	351	100.0 %

Q5. Which FOUR of the facilities or amenities from the list in Question 4 are MOST IMPORTANT to your household?

Q5. 4th choice	Number	Percent
Accessible playground & play spaces	6	1.7 %
Adult crossfit workout pad	5	1.4 %
Airsoft rifle range	6	1.7 %
Aquatics center	12	3.4 %
Archery center	7	2.0 %
Community garden	8	2.3 %
Dog park	10	2.8 %
Driving range	6	1.7 %
Expanded cultural arts center	11	3.1 %
Farmers market pavilion	17	4.8 %
Fields for open play	6	1.7 %
Fine arts studio	5	1.4 %
Greenway trails	24	6.8 %
Indoor gymnasium	4	1.1 %
Indoor playground	8	2.3 %
Maker space studio	2	0.6 %
Miniature golf	9	2.6 %
Natural surface trails	15	4.3 %
Nature play area	6	1.7 %
Outdoor athletic fields	7	2.0 %
Outdoor fitness equipment	3	0.9 %
Outdoor ice skating (synthetic or cooled system)	7	2.0 %
Outdoor water feature or splash pad	17	4.8 %
Picnic shelters	11	3.1 %
Pier fishing	8	2.3 %
Reservable picnic shelters	6	1.7 %
Senior citizen/active adult center	10	2.8 %
Skate park	6	1.7 %
Trailheads (restrooms, parking)	23	6.6 %
Water access (boating, kayaking, canoeing)	19	5.4 %
Other	3	0.9 %
None chosen	64	18.2 %
Total	351	100.0 %

SUM OF THE TOP FOUR CHOICES

Q5. Which FOUR of the facilities or amenities from the list in Question 4 are MOST IMPORTANT to your household?
(top 4)

Q5. Top choice	Number	Percent
Accessible playground & play spaces	65	18.5 %
Adult crossfit workout pad	8	2.3 %
Airsoft rifle range	10	2.8 %
Aquatics center	91	25.9 %
Archery center	13	3.7 %
Community garden	25	7.1 %
Dog park	77	21.9 %
Driving range	36	10.3 %
Drone flying area	2	0.6 %
Expanded cultural arts center	35	10.0 %
Farmers market pavilion	83	23.6 %
Fields for open play	30	8.5 %
Fine arts studio	17	4.8 %
Greenway trails	181	51.6 %
Indoor gymnasium	21	6.0 %
Indoor playground	27	7.7 %
Maker space studio	6	1.7 %
Miniature golf	38	10.8 %
Natural surface trails	86	24.5 %
Nature play area	22	6.3 %
Outdoor athletic fields	39	11.1 %
Outdoor basketball court	12	3.4 %
Outdoor fitness equipment	14	4.0 %
Outdoor ice skating (synthetic or cooled system)	15	4.3 %
Outdoor water feature or splash pad	59	16.8 %
Picnic shelters	25	7.1 %
Pier fishing	22	6.3 %
Reservable picnic shelters	12	3.4 %
Senior citizen/active adult center	43	12.3 %
Skate park	11	3.1 %
Trailheads (restrooms, parking)	67	19.1 %
Water access (boating, kayaking, canoeing)	53	15.1 %
Other	20	5.7 %
None chosen	12	3.4 %
Total	1277	

Q6. Please indicate if you have a desire to participate in each of the following recreation programs or activities listed below.

(N=351)

	Yes	No
Q6-1. Action sports	24.2%	75.8%
Q6-2. Adult athletics	37.9%	62.1%
Q6-3. Afterschool programs	17.9%	82.1%
Q6-4. Aquatics programs	45.3%	54.7%
Q6-5. Arts, dance & performing arts	31.9%	68.1%
Q6-6. Baseball & softball	23.4%	76.6%
Q6-7. Basketball	19.4%	80.6%
Q6-8. Cheerleading	6.3%	93.7%
Q6-9. Disc golf	26.2%	73.8%
Q6-10. Dodgeball or kickball	14.5%	85.5%
Q6-11. Dog events	24.2%	75.8%
Q6-12. Environmental education	28.2%	71.8%
Q6-13. E-Sports & cyber sports	6.0%	94.0%
Q6-14. Fitness & wellness programs	56.4%	43.6%
Q6-15. Flag football	12.8%	87.2%
Q6-16. Lacrosse	9.7%	90.3%
Q6-17. Life skills programs (e.g., cooking, budgeting)	34.8%	65.2%
Q6-18. Music lessons & classes	28.5%	71.5%
Q6-19. Outdoor adventure programs	40.7%	59.3%
Q6-20. Outdoor movies & concerts	65.8%	34.2%
Q6-21. Parkour/ninja warrior programs	18.8%	81.2%
Q6-22. Pickleball	15.1%	84.9%
Q6-23. Senior programs	24.2%	75.8%

Q6. Please indicate if you have a desire to participate in each of the following recreation programs or activities listed below.

(N=351)

	Yes	No
Q6-24. Soccer	29.9%	70.1%
Q6-25. Teen council	9.1%	90.9%
Q6-26. Teen programs	19.1%	80.9%
Q6-27. Tennis (e.g., lessons & clinics)	25.4%	74.6%
Q6-28. Trips & tours for seniors	20.2%	79.8%
Q6-29. Ultimate frisbee	10.0%	90.0%
Q6-30. Volleyball	17.7%	82.3%
Q6-31. Other	2.8%	97.2%

Q6. If "YES," how well are your needs being met?

(N=329)

	Fully met	Mostly met	Partly met	Not met
Q6-1. Action sports	17.6%	23.0%	36.5%	23.0%
Q6-2. Adult athletics	7.0%	18.4%	47.4%	27.2%
Q6-3. Afterschool programs	14.5%	20.0%	43.6%	21.8%
Q6-4. Aquatics programs	0.7%	3.6%	17.5%	78.1%
Q6-5. Arts, dance & performing arts	13.3%	40.8%	37.8%	8.2%
Q6-6. Baseball & softball	31.0%	29.6%	31.0%	8.5%
Q6-7. Basketball	25.9%	37.9%	25.9%	10.3%
Q6-8. Cheerleading	11.1%	22.2%	38.9%	27.8%
Q6-9. Disc golf	28.9%	32.5%	25.3%	13.3%
Q6-10. Dodgeball or kickball	2.3%	13.6%	29.5%	54.5%
Q6-11. Dog events	4.1%	17.6%	33.8%	44.6%
Q6-12. Environmental education	10.0%	24.4%	44.4%	21.1%
Q6-13. E-Sports & cyber sports	0.0%	5.3%	10.5%	84.2%
Q6-14. Fitness & wellness programs	9.7%	33.9%	41.2%	15.2%
Q6-15. Flag football	10.3%	15.4%	17.9%	56.4%
Q6-16. Lacrosse	9.7%	19.4%	32.3%	38.7%
Q6-17. Life skills programs (e.g., cooking, budgeting)	5.0%	19.0%	36.0%	40.0%
Q6-18. Music lessons & classes	7.2%	10.8%	39.8%	42.2%
Q6-19. Outdoor adventure programs	3.4%	19.8%	41.4%	35.3%
Q6-20. Outdoor movies & concerts	2.6%	18.2%	44.8%	34.4%
Q6-21. Parkour/ninja warrior programs	3.4%	6.9%	19.0%	70.7%
Q6-22. Pickleball	10.9%	19.6%	26.1%	43.5%
Q6-23. Senior programs	5.6%	18.3%	53.5%	22.5%
Q6-24. Soccer	44.4%	25.6%	22.2%	7.8%

Q6. If "YES," how well are your needs being met?

(N=329)

	Fully met	Mostly met	Partly met	Not met
Q6-25. Teen council	11.5%	23.1%	19.2%	46.2%
Q6-26. Teen programs	3.7%	13.0%	44.4%	38.9%
Q6-27. Tennis (e.g., lessons & clinics)	23.0%	21.6%	43.2%	12.2%
Q6-28. Trips & tours for seniors	6.9%	8.6%	48.3%	36.2%
Q6-29. Ultimate frisbee	10.0%	6.7%	36.7%	46.7%
Q6-30. Volleyball	10.6%	8.5%	38.3%	42.6%
Q6-31. Other	0.0%	0.0%	12.5%	87.5%

Q6-31. Other

Q6-31. Other	Number	Percent
Road cycling	1	10.0 %
TENNIS PICK UP GAME OR LEAGUE	1	10.0 %
BUSHCRAFT-OUTDOOR LIVING	1	10.0 %
BIKE TRAIL AND ROAD	1	10.0 %
BASKETBALL FOR 18 YEAR OLDS	1	10.0 %
ROAD BIKE SAFETY	1	10.0 %
Birding	1	10.0 %
GUN SAFETY PROGRAM	1	10.0 %
PHOTOGRAPHY PROGRAMS	1	10.0 %
PROGRAMS FOR ADULTS WITH DISABILITIES	1	10.0 %
Total	10	100.0 %

Q7. Which FOUR of the programs and activities listed in Question 6 do you think are MOST IMPORTANT to your household?

Q7. Top choice	Number	Percent
Action sports	6	1.7 %
Adult athletics	19	5.4 %
Afterschool programs	8	2.3 %
Aquatics programs	45	12.8 %
Arts, dance & performing arts	15	4.3 %
Baseball & softball	10	2.8 %
Basketball	13	3.7 %
Cheerleading	1	0.3 %
Disc golf	6	1.7 %
Dodgeball or kickball	1	0.3 %
Dog events	14	4.0 %
Environmental education	7	2.0 %
E-Sports & cyber sports	2	0.6 %
Fitness & wellness programs	23	6.6 %
Flag football	4	1.1 %
Lacrosse	2	0.6 %
Life skills programs (e.g., cooking, budgeting)	8	2.3 %
Music lessons & classes	9	2.6 %
Outdoor adventure programs	10	2.8 %
Outdoor movies & concerts	34	9.7 %
Parkour/ninja warrior programs	3	0.9 %
Pickleball	10	2.8 %
Senior programs	14	4.0 %
Soccer	22	6.3 %
Teen programs	5	1.4 %
Tennis (e.g., lessons & clinics)	1	0.3 %
Trips & tours for seniors	8	2.3 %
Ultimate frisbee	1	0.3 %
Volleyball	1	0.3 %
Other	5	1.4 %
None chosen	44	12.5 %
Total	351	100.0 %

Q7. Which FOUR of the programs and activities listed in Question 6 do you think are MOST IMPORTANT to your household?

Q7. 2nd choice	Number	Percent
Action sports	4	1.1 %
Adult athletics	14	4.0 %
Afterschool programs	6	1.7 %
Aquatics programs	31	8.8 %
Arts, dance & performing arts	17	4.8 %
Baseball & softball	11	3.1 %
Basketball	5	1.4 %
Cheerleading	1	0.3 %
Disc golf	10	2.8 %
Dodgeball or kickball	1	0.3 %
Dog events	18	5.1 %
Environmental education	9	2.6 %
E-Sports & cyber sports	4	1.1 %
Fitness & wellness programs	28	8.0 %
Flag football	4	1.1 %
Life skills programs (e.g., cooking, budgeting)	11	3.1 %
Music lessons & classes	10	2.8 %
Outdoor adventure programs	13	3.7 %
Outdoor movies & concerts	26	7.4 %
Parkour/ninja warrior programs	5	1.4 %
Senior programs	20	5.7 %
Soccer	18	5.1 %
Teen council	1	0.3 %
Teen programs	2	0.6 %
Tennis (e.g., lessons & clinics)	4	1.1 %
Trips & tours for seniors	13	3.7 %
Ultimate frisbee	1	0.3 %
Volleyball	3	0.9 %
Other	1	0.3 %
None chosen	60	17.1 %
Total	351	100.0 %

Q7. Which FOUR of the programs and activities listed in Question 6 do you think are MOST IMPORTANT to your household?

Q7. 3rd choice	Number	Percent
Action sports	2	0.6 %
Adult athletics	10	2.8 %
Afterschool programs	3	0.9 %
Aquatics programs	22	6.3 %
Arts, dance & performing arts	10	2.8 %
Baseball & softball	4	1.1 %
Basketball	3	0.9 %
Cheerleading	3	0.9 %
Disc golf	9	2.6 %
Dodgeball or kickball	3	0.9 %
Dog events	14	4.0 %
Environmental education	9	2.6 %
E-Sports & cyber sports	1	0.3 %
Fitness & wellness programs	23	6.6 %
Flag football	1	0.3 %
Life skills programs (e.g., cooking, budgeting)	20	5.7 %
Music lessons & classes	17	4.8 %
Outdoor adventure programs	16	4.6 %
Outdoor movies & concerts	31	8.8 %
Parkour/ninja warrior programs	7	2.0 %
Pickleball	6	1.7 %
Senior programs	14	4.0 %
Soccer	9	2.6 %
Teen council	2	0.6 %
Teen programs	5	1.4 %
Tennis (e.g., lessons & clinics)	5	1.4 %
Trips & tours for seniors	5	1.4 %
Ultimate frisbee	1	0.3 %
Volleyball	5	1.4 %
Other	2	0.6 %
None chosen	89	25.4 %
Total	351	100.0 %

Q7. Which FOUR of the programs and activities listed in Question 6 do you think are MOST IMPORTANT to your household?

Q7. 4th choice	Number	Percent
Action sports	4	1.1 %
Adult athletics	15	4.3 %
Afterschool programs	8	2.3 %
Aquatics programs	10	2.8 %
Arts, dance & performing arts	7	2.0 %
Baseball & softball	4	1.1 %
Basketball	3	0.9 %
Cheerleading	2	0.6 %
Disc golf	6	1.7 %
Dodgeball or kickball	1	0.3 %
Dog events	8	2.3 %
Environmental education	14	4.0 %
E-Sports & cyber sports	3	0.9 %
Fitness & wellness programs	17	4.8 %
Lacrosse	2	0.6 %
Life skills programs (e.g., cooking, budgeting)	10	2.8 %
Music lessons & classes	5	1.4 %
Outdoor adventure programs	16	4.6 %
Outdoor movies & concerts	35	10.0 %
Parkour/ninja warrior programs	7	2.0 %
Pickleball	4	1.1 %
Senior programs	4	1.1 %
Soccer	5	1.4 %
Teen council	1	0.3 %
Teen programs	8	2.3 %
Tennis (e.g., lessons & clinics)	6	1.7 %
Trips & tours for seniors	11	3.1 %
Ultimate frisbee	3	0.9 %
Volleyball	5	1.4 %
Other	1	0.3 %
None chosen	126	35.9 %
Total	351	100.0 %

SUM OF THE TOP FOUR CHOICES

Q7. Which FOUR of the programs and activities listed in Question 6 do you think are MOST IMPORTANT to your household? (top 4)

Q7. Top choice	Number	Percent
Action sports	16	4.6 %
Adult athletics	58	16.5 %
Afterschool programs	25	7.1 %
Aquatics programs	108	30.8 %
Arts, dance & performing arts	49	14.0 %
Baseball & softball	29	8.3 %
Basketball	24	6.8 %
Cheerleading	7	2.0 %
Disc golf	31	8.8 %
Dodgeball or kickball	6	1.7 %
Dog events	54	15.4 %
Environmental education	39	11.1 %
E-Sports & cyber sports	10	2.8 %
Fitness & wellness programs	91	25.9 %
Flag football	9	2.6 %
Lacrosse	4	1.1 %
Life skills programs (e.g., cooking, budgeting)	49	14.0 %
Music lessons & classes	41	11.7 %
Outdoor adventure programs	55	15.7 %
Outdoor movies & concerts	126	35.9 %
Parkour/ninja warrior programs	22	6.3 %
Pickleball	20	5.7 %
Senior programs	52	14.8 %
Soccer	54	15.4 %
Teen council	4	1.1 %
Teen programs	20	5.7 %
Tennis (e.g., lessons & clinics)	16	4.6 %
Trips & tours for seniors	37	10.5 %
Ultimate frisbee	6	1.7 %
Volleyball	14	4.0 %
Other	9	2.6 %
None chosen	44	12.5 %
Total	1129	

Q8. From the following list, please CHECK ALL of the ways you learn about Town of Holly Springs parks, facilities and special events.

Q8. All the ways you learn about Town parks, facilities & special events	Number	Percent
Banners in public places (Sandwich Boards)	144	41.0 %
Bulletin boards	25	7.1 %
Conversation with staff	29	8.3 %
Direct email	127	36.2 %
Town of Holly Springs website	200	57.0 %
Parks & Recreation brochure	116	33.0 %
Hurrahs program guide	95	27.1 %
Town newsletter (insert in utility bill)	225	64.1 %
Social media (e.g. Facebook, Twitter, Instagram)	192	54.7 %
Search engine (e.g. Google, Yahoo, Bing)	69	19.7 %
Word of mouth	182	51.9 %
Other	15	4.3 %
None of these	7	2.0 %
Total	1426	

WITHOUT "NONE OF THESE"**Q8. From the following list, please CHECK ALL of the ways you learn about Town of Holly Springs parks, facilities and special events. (without "none of these")**

Q8. All the ways you learn about Town parks, facilities & special events	Number	Percent
Banners in public places (Sandwich Boards)	144	41.9 %
Bulletin boards	25	7.3 %
Conversation with staff	29	8.4 %
Direct email	127	36.9 %
Town of Holly Springs website	200	58.1 %
Parks & Recreation brochure	116	33.7 %
Hurrahs program guide	95	27.6 %
Town newsletter (insert in utility bill)	225	65.4 %
Social media (e.g. Facebook, Twitter, Instagram)	192	55.8 %
Search engine (e.g. Google, Yahoo, Bing)	69	20.1 %
Word of mouth	182	52.9 %
Other	15	4.4 %
Total	1419	

Q8-12. Other

<u>Q8-12. Other</u>	<u>Number</u>	<u>Percent</u>
SUBURBAN LIVING MAGAZINE	5	33.3 %
TOWN OF HOLLY SPRINGS MAGAZINE	2	13.3 %
LIBRARY POSTINGS	1	6.7 %
MS MAGAZINE	1	6.7 %
TOWN EMPLOYEES	1	6.7 %
DIRECT TEXT	1	6.7 %
HOLLY SPRINGS CALENDAR	1	6.7 %
FACEBOOK AND HOA	1	6.7 %
HOLLY SPRINGS MAGAZINE	1	6.7 %
MAGAZINE	1	6.7 %
Total	15	100.0 %

Q9. Which TWO of the sources of information listed in Question 8 do you most prefer to use to learn about Town of Holly Springs parks, facilities, and special events?

Q9. Top choice	Number	Percent
Banners in public places (Sandwich Boards)	17	4.8 %
Conversation with staff	1	0.3 %
Direct email	55	15.7 %
Town of Holly Springs website	53	15.1 %
Parks & Recreation brochure	12	3.4 %
Hurrahs program guide	23	6.6 %
Town newsletter (insert in utility bill)	76	21.7 %
Social media (e.g. Facebook, Twitter, Instagram)	75	21.4 %
Search engine (e.g. Google, Yahoo, Bing)	7	2.0 %
Word of mouth	11	3.1 %
Other	3	0.9 %
None chosen	18	5.1 %
Total	351	100.0 %

Q9. Which TWO of the sources of information listed in Question 8 do you most prefer to use to learn about Town of Holly Springs parks, facilities, and special events?

Q9. 2nd choice	Number	Percent
Banners in public places (Sandwich Boards)	28	8.0 %
Bulletin boards	1	0.3 %
Conversation with staff	4	1.1 %
Direct email	34	9.7 %
Town of Holly Springs website	57	16.2 %
Parks & Recreation brochure	11	3.1 %
Hurrahs program guide	28	8.0 %
Town newsletter (insert in utility bill)	66	18.8 %
Social media (e.g. Facebook, Twitter, Instagram)	61	17.4 %
Search engine (e.g. Google, Yahoo, Bing)	5	1.4 %
Word of mouth	10	2.8 %
Other	2	0.6 %
None chosen	44	12.5 %
Total	351	100.0 %

SUM OF THE TOP TWO CHOICES

Q9. Which TWO of the sources of information listed in Question 8 do you most prefer to use to learn about Town of Holly Springs parks, facilities, and special events? (top 2)

<u>Q9. Top choice</u>	<u>Number</u>	<u>Percent</u>
Banners in public places (Sandwich Boards)	45	12.8 %
Bulletin boards	1	0.3 %
Conversation with staff	5	1.4 %
Direct email	89	25.4 %
Town of Holly Springs website	110	31.3 %
Parks & Recreation brochure	23	6.6 %
Hurrahs program guide	51	14.5 %
Town newsletter (insert in utility bill)	142	40.5 %
Social media (e.g. Facebook, Twitter, Instagram)	136	38.7 %
Search engine (e.g. Google, Yahoo, Bing)	12	3.4 %
Word of mouth	21	6.0 %
Other	5	1.4 %
None chosen	18	5.1 %
Total	658	

Q10. Please CHECK ALL of the following reasons that may prevent you or other members of your household from using the parks and facilities offered by the Town of Holly Springs Recreation and Parks Department (or, if you currently use them, what prevents you from using them more often).

Q10. All reasons that may prevent you from using parks & facilities offered by Town Recreation & Parks Department

	Number	Percent
Cost of participation	68	19.4 %
Facilities are too far from home	60	17.1 %
Inconvenient hours of operation	58	16.5 %
Lack of transportation	10	2.8 %
Lack of cleanliness	14	4.0 %
Lack of access for people with disabilities	8	2.3 %
Lack of information/don't know what is offered	147	41.9 %
Lack of maintenance	9	2.6 %
Lack of parking	47	13.4 %
Information is only available in English	2	0.6 %
Not enough time/too busy	114	32.5 %
Not interested in what is provided	64	18.2 %
Overcrowding	66	18.8 %
Safety at facilities	14	4.0 %
Other	20	5.7 %
Nothing. I am actively using Town's parks & facilities	48	13.7 %
Total	749	

Q10-15. Other

Q10-15. Other	Number	Percent
Being a beginner and feeling out of place, unsure what to do, or unskilled	1	5.0 %
LACK OF AVAILABILTY	1	5.0 %
NEED MORE AFTER 5 ACTIVITIES FOR ADULTS	1	5.0 %
CHILDCARE ISSUES	1	5.0 %
SAFE SIDEWALKS AND STREET CROSSING FOR WALKING OR BIKING	1	5.0 %
I USUALLY FIND OUT TOO LATE AND EVERYTHING IS FULL	1	5.0 %
VOLUME OF MUSIC	1	5.0 %
PAY CHILD CARE FOR GYM	1	5.0 %
JUST NOT KNOWING	1	5.0 %
SNAKES AT NATURE PARKS	1	5.0 %
AGE OF KIDS/COVID 19	1	5.0 %
THE KEY RECREATIONAL OFFERINGS DON'T EXIST	1	5.0 %
COVID 19	1	5.0 %
GOLF CLUB MEMBERSHIPS	1	5.0 %
PARKS NEED TO OPEN EARLIER AND CLOSE LATER	1	5.0 %
Not knowing soon enough to plan	1	5.0 %
By the time I hear about them everything is full	1	5.0 %
FEW OFFERINGS FOR DISABLED ADULTS	1	5.0 %
TOO MANY PROGRAMS GEARED FOR FAMILIES, VERY FEW FOR SENIORS	1	5.0 %
AWARENESS OF EVENTS	1	5.0 %
Total	20	100.0 %

Q11. Please indicate your level of agreement with each of the following statements regarding the Town of Holly Springs Parks and Recreation, where 5 is "Strongly Agree" and 1 is "Strongly Disagree."

(N=351)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
Q11-1. Recreation & parks are an essential service to Town	78.6%	17.1%	2.0%	0.6%	0.6%	1.1%
Q11-2. Public parks add to quality of life in the community	82.6%	14.0%	2.0%	0.3%	0.0%	1.1%
Q11-3. I am aware of parks, facilities & events that are offered	25.6%	40.7%	21.4%	8.5%	2.3%	1.4%
Q11-4. I am satisfied with recreation opportunities I receive for my tax dollars	16.8%	38.2%	28.5%	9.4%	3.1%	4.0%
Q11-5. I am satisfied with variety of parks, facilities & events Town offers	16.8%	39.9%	27.6%	10.5%	2.6%	2.6%
Q11-6. I think Town needs to take a more proactive approach to serving my general health & wellness needs	9.1%	23.4%	35.6%	19.7%	6.8%	5.4%
Q11-7. I feel safe when visiting parks in Holly Springs	51.3%	40.5%	4.8%	0.0%	0.6%	2.8%
Q11-8. Town of Holly Springs helps promote healthy & active lifestyles	25.4%	43.9%	22.2%	3.4%	0.9%	4.3%
Q11-9. I am satisfied with recreation opportunities for youth & teens in Holly Springs	12.8%	19.1%	30.8%	10.3%	2.3%	24.8%
Q11-10. I am satisfied with recreation opportunities for seniors & active adults in Holly Springs	9.1%	13.4%	36.2%	9.1%	1.7%	30.5%

WITHOUT "DON'T KNOW"

Q11. Please indicate your level of agreement with each of the following statements regarding the Town of Holly Springs Parks and Recreation, where 5 is "Strongly Agree" and 1 is "Strongly Disagree." (without "don't know")

(N=351)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q11-1. Recreation & parks are an essential service to Town	79.5%	17.3%	2.0%	0.6%	0.6%
Q11-2. Public parks add to quality of life in the community	83.6%	14.1%	2.0%	0.3%	0.0%
Q11-3. I am aware of parks, facilities & events that are offered	26.0%	41.3%	21.7%	8.7%	2.3%
Q11-4. I am satisfied with recreation opportunities I receive for my tax dollars	17.5%	39.8%	29.7%	9.8%	3.3%
Q11-5. I am satisfied with variety of parks, facilities & events Town offers	17.3%	40.9%	28.4%	10.8%	2.6%
Q11-6. I think Town needs to take a more proactive approach to serving my general health & wellness needs	9.6%	24.7%	37.7%	20.8%	7.2%
Q11-7. I feel safe when visiting parks in Holly Springs	52.8%	41.6%	5.0%	0.0%	0.6%
Q11-8. Town of Holly Springs helps promote healthy & active lifestyles	26.5%	45.8%	23.2%	3.6%	0.9%
Q11-9. I am satisfied with recreation opportunities for youth & teens in Holly Springs	17.0%	25.4%	40.9%	13.6%	3.0%
Q11-10. I am satisfied with recreation opportunities for seniors & active adults in Holly Springs	13.1%	19.3%	52.0%	13.1%	2.5%

Q12. Please indicate how supportive you would be of the Town of Holly Springs taking the following actions to improve the parks and recreation system in the Town.

(N=351)

	Very supportive	Supportive	Not sure	Not supportive	Don't know
Q12-1. Developing greenway trails to connect Town's existing greenway trail segments	66.1%	21.1%	8.5%	2.6%	1.7%
Q12-2. Developing another indoor, multi-purpose recreation center	35.0%	23.6%	27.4%	10.8%	3.1%
Q12-3. Developing an indoor gymnasium	22.5%	21.9%	36.5%	13.1%	6.0%
Q12-4. Hosting events to foster a sense of connected community	30.8%	39.3%	19.9%	4.0%	6.0%
Q12-5. Acquiring undeveloped land for future parkland locations	43.0%	32.2%	15.4%	6.0%	3.4%
Q12-6. Increasing parkland through public/private partnerships	36.2%	33.3%	21.9%	4.3%	4.3%
Q12-7. Increasing parks & recreation facilities west of Highway 55	28.5%	28.8%	28.2%	9.1%	5.4%
Q12-8. Constructing a permanent farmers market pavilion	41.6%	35.0%	15.4%	6.0%	2.0%
Q12-9. Expanding Cultural Arts Center to accommodate larger audiences & bigger acts	29.3%	36.2%	22.8%	7.7%	4.0%
Q12-10. Constructing an indoor aquatics facility	39.6%	25.1%	18.8%	12.8%	3.7%
Q12-11. Creating a dedicated space for seniors & active adults	23.9%	41.3%	23.6%	5.7%	5.4%
Q12-12. Investing in improvement & upkeep of existing facilities	37.3%	46.7%	11.7%	1.4%	2.8%
Q12-13. Implementing sustainability measures to minimize environmental impact of parks & recreation facilities	40.2%	35.0%	17.9%	3.1%	3.7%

WITHOUT "DON'T KNOW"

Q12. Please indicate how supportive you would be of the Town of Holly Springs taking the following actions to improve the parks and recreation system in the Town. (without "don't know")

(N=351)

	Very supportive	Supportive	Not sure	Not supportive
Q12-1. Developing greenway trails to connect Town's existing greenway trail segments	67.2%	21.4%	8.7%	2.6%
Q12-2. Developing another indoor, multi-purpose recreation center	36.2%	24.4%	28.2%	11.2%
Q12-3. Developing an indoor gymnasium	23.9%	23.3%	38.8%	13.9%
Q12-4. Hosting events to foster a sense of connected community	32.7%	41.8%	21.2%	4.2%
Q12-5. Acquiring undeveloped land for future parkland locations	44.5%	33.3%	15.9%	6.2%
Q12-6. Increasing parkland through public/private partnerships	37.8%	34.8%	22.9%	4.5%
Q12-7. Increasing parks & recreation facilities west of Highway 55	30.1%	30.4%	29.8%	9.6%
Q12-8. Constructing a permanent farmers market pavilion	42.4%	35.8%	15.7%	6.1%
Q12-9. Expanding Cultural Arts Center to accommodate larger audiences & bigger acts	30.6%	37.7%	23.7%	8.0%
Q12-10. Constructing an indoor aquatics facility	41.1%	26.0%	19.5%	13.3%
Q12-11. Creating a dedicated space for seniors & active adults	25.3%	43.7%	25.0%	6.0%
Q12-12. Investing in improvement & upkeep of existing facilities	38.4%	48.1%	12.0%	1.5%
Q12-13. Implementing sustainability measures to minimize environmental impact of parks & recreation facilities	41.7%	36.4%	18.6%	3.3%

Q13. Which THREE of the items in Question 12 would you be most willing to support with your tax dollars?

Q13. Top choice	Number	Percent
Developing greenway trails to connect Town's existing greenway trail segments	120	34.2 %
Developing another indoor, multi-purpose recreation center	19	5.4 %
Developing an indoor gymnasium	6	1.7 %
Hosting events to foster a sense of connected community	21	6.0 %
Acquiring undeveloped land for future parkland locations	16	4.6 %
Increasing parkland through public/private partnerships	2	0.6 %
Increasing parks & recreation facilities west of Highway 55	13	3.7 %
Constructing a permanent farmers market pavilion	25	7.1 %
Expanding Cultural Arts Center to accommodate larger audiences & bigger acts	9	2.6 %
Constructing an indoor aquatics facility	66	18.8 %
Creating a dedicated space for seniors & active adults	15	4.3 %
Investing in improvement & upkeep of existing facilities	6	1.7 %
Implementing sustainability measures to minimize environmental impact of parks & recreation facilities	10	2.8 %
None chosen	23	6.6 %
Total	351	100.0 %

Q13. Which THREE of the items in Question 12 would you be most willing to support with your tax dollars?

Q13. 2nd choice	Number	Percent
Developing greenway trails to connect Town's existing greenway trail segments	43	12.3 %
Developing another indoor, multi-purpose recreation center	20	5.7 %
Developing an indoor gymnasium	15	4.3 %
Hosting events to foster a sense of connected community	21	6.0 %
Acquiring undeveloped land for future parkland locations	40	11.4 %
Increasing parkland through public/private partnerships	14	4.0 %
Increasing parks & recreation facilities west of Highway 55	20	5.7 %
Constructing a permanent farmers market pavilion	44	12.5 %
Expanding Cultural Arts Center to accommodate larger audiences & bigger acts	16	4.6 %
Constructing an indoor aquatics facility	27	7.7 %
Creating a dedicated space for seniors & active adults	25	7.1 %
Investing in improvement & upkeep of existing facilities	21	6.0 %
Implementing sustainability measures to minimize environmental impact of parks & recreation facilities	12	3.4 %
None chosen	33	9.4 %
Total	351	100.0 %

Q13. Which THREE of the items in Question 12 would you be most willing to support with your tax dollars?

Q13. 3rd choice	Number	Percent
Developing greenway trails to connect Town's existing greenway trail segments	35	10.0 %
Developing another indoor, multi-purpose recreation center	14	4.0 %
Developing an indoor gymnasium	7	2.0 %
Hosting events to foster a sense of connected community	18	5.1 %
Acquiring undeveloped land for future parkland locations	22	6.3 %
Increasing parkland through public/private partnerships	15	4.3 %
Increasing parks & recreation facilities west of Highway 55	16	4.6 %
Constructing a permanent farmers market pavilion	39	11.1 %
Expanding Cultural Arts Center to accommodate larger audiences & bigger acts	25	7.1 %
Constructing an indoor aquatics facility	23	6.6 %
Creating a dedicated space for seniors & active adults	20	5.7 %
Investing in improvement & upkeep of existing facilities	36	10.3 %
Implementing sustainability measures to minimize environmental impact of parks & recreation facilities	21	6.0 %
None chosen	60	17.1 %
Total	351	100.0 %

SUM OF THE TOP THREE CHOICES**Q13. Which THREE of the items in Question 12 would you be most willing to support with your tax dollars? (top 3)**

Q13. Top choice	Number	Percent
Developing greenway trails to connect Town's existing greenway trail segments	198	56.4 %
Developing another indoor, multi-purpose recreation center	53	15.1 %
Developing an indoor gymnasium	28	8.0 %
Hosting events to foster a sense of connected community	60	17.1 %
Acquiring undeveloped land for future parkland locations	78	22.2 %
Increasing parkland through public/private partnerships	31	8.8 %
Increasing parks & recreation facilities west of Highway 55	49	14.0 %
Constructing a permanent farmers market pavilion	108	30.8 %
Expanding Cultural Arts Center to accommodate larger audiences & bigger acts	50	14.2 %
Constructing an indoor aquatics facility	116	33.0 %
Creating a dedicated space for seniors & active adults	60	17.1 %
Investing in improvement & upkeep of existing facilities	63	17.9 %
Implementing sustainability measures to minimize environmental impact of parks & recreation facilities	43	12.3 %
None chosen	23	6.6 %
Total	960	

Q14. Please indicate how supportive you would be of the Town of Holly Springs taking the following actions to fund improvements and expansions of the parks and recreation system in the Town.

(N=351)

	Very supportive	Supportive	Not sure	Not supportive	Don't know
Q14-1. Fund parks & recreation improvements & expansions with a future bond financed within existing property tax rate structure (understanding this option would likely result in ability to undertake fewer improvements & expansions when compared to scenario below)	38.2%	35.6%	10.8%	6.3%	9.1%
Q14-2. Fund parks & recreation improvements & expansions with a future bond that would require a property tax rate increase to finance debt (understanding this option would likely result in ability to undertake a greater number of improvements & expansions when compared to scenario above)	13.4%	24.8%	23.9%	31.9%	6.0%

WITHOUT "DON'T KNOW"

Q14. Please indicate how supportive you would be of the Town of Holly Springs taking the following actions to fund improvements and expansions of the parks and recreation system in the Town. (without "don't know")

(N=351)

	Very supportive	Supportive	Not sure	Not supportive
Q14-1. Fund parks & recreation improvements & expansions with a future bond financed within existing property tax rate structure (understanding this option would likely result in ability to undertake fewer improvements & expansions when compared to scenario below)	42.0%	39.2%	11.9%	6.9%
Q14-2. Fund parks & recreation improvements & expansions with a future bond that would require a property tax rate increase to finance debt (understanding this option would likely result in ability to undertake a greater number of improvements & expansions when compared to scenario above)	14.2%	26.4%	25.5%	33.9%

Q15. Please CHECK ALL of the following organizations that provide the PARKS and FACILITIES that you and other members of your household use for recreation.

Q15. All organizations that provide parks & facilities you use for recreation	Number	Percent
Town of Holly Springs	282	80.3 %
Schools	118	33.6 %
State parks (Jordan Lake, Umstead Park, etc.)	233	66.4 %
County parks (Harris Lake, Crowder Park, etc.)	234	66.7 %
Non-profit organizations	23	6.6 %
Private fitness centers (Planet Fitness, Cross Fit, Burn Boot Camp)	115	32.8 %
Churches or other religious organizations	92	26.2 %
YMCA	59	16.8 %
Wellness center (REX Wellness Center)	22	6.3 %
Neighborhood HOA	183	52.1 %
Other	25	7.1 %
None of these	23	6.6 %
Total	1409	

WITHOUT "NONE OF THESE"

Q15. Please CHECK ALL of the following organizations that provide the PARKS and FACILITIES that you and other members of your household use for recreation. (without "none of these")

Q15. All organizations that provide parks & facilities you use for recreation	Number	Percent
Town of Holly Springs	282	86.0 %
Schools	118	36.0 %
State parks (Jordan Lake, Umstead Park, etc.)	233	71.0 %
County parks (Harris Lake, Crowder Park, etc.)	234	71.3 %
Non-profit organizations	23	7.0 %
Private fitness centers (Planet Fitness, Cross Fit, Burn Boot Camp)	115	35.1 %
Churches or other religious organizations	92	28.0 %
YMCA	59	18.0 %
Wellness center (REX Wellness Center)	22	6.7 %
Neighborhood HOA	183	55.8 %
Other	25	7.6 %
Total	1386	

Q15-11. Other

<u>Q15-11. Other</u>	<u>Number</u>	<u>Percent</u>
Company gym	1	4.0 %
PRIVATE TENNIS CLUB	1	4.0 %
APEX COMMUNITY CENTER SENIOR PROGRAMS	1	4.0 %
PRIVATE LAND	1	4.0 %
PRIVATE GOLF CLUBS	1	4.0 %
TOWN OF CARY PARKS AND REC	1	4.0 %
WAKE FC	1	4.0 %
COLLEGES	1	4.0 %
STATE FOREST	1	4.0 %
SOFTBALL TOURNAMENTS IN NC/SC/VA	1	4.0 %
Team Attraction Gymnastics	1	4.0 %
FAMILY HOME EVENTS	1	4.0 %
PRIVATE GOLF COURSE	1	4.0 %
CHEER TRAINING FACILITY	1	4.0 %
TOWN OF CANARY	1	4.0 %
EMPLOYER RELATED	1	4.0 %
FUQUAY FACILITIES	1	4.0 %
NEARBY CITIES, APEX, CARY	1	4.0 %
TAE KWON DO STUDIO, ENCORE THEATER	1	4.0 %
WORK OUT AT HOME AND TRAILS	1	4.0 %
LOCAL GOLF CLUBS	1	4.0 %
SPORTS CLUB	1	4.0 %
West Raleigh Exchange Park	1	4.0 %
SPECIALIZED RECREATION & TENNIS PROGRAMS IN APEX, CARY & RALEIGH	1	4.0 %
DEVILS RIDGE	1	4.0 %
Total	25	100.0 %

Q16. Of the organizations listed in Question 15, which ONE do you USE MOST for your household's recreation needs?

Q16. Organization used most	Number	Percent
Town of Holly Springs	137	41.8 %
Schools	4	1.2 %
State parks (Jordan Lake, Umstead Park, etc.)	29	8.8 %
County parks (Harris Lake, Crowder Park, etc.)	50	15.2 %
Private fitness centers (Planet Fitness, Cross Fit, Burn Boot Camp)	33	10.1 %
Churches or other religious organizations	7	2.1 %
YMCA	8	2.4 %
Wellness center (REX Wellness Center)	2	0.6 %
Neighborhood HOA	32	9.8 %
Other	16	4.9 %
None chosen	10	3.0 %
Total	328	100.0 %

Q17. In the past 12 months, approximately how many times have you or members of your household visited any greenway trail?

Q17. Approximately how many times have you visited any greenway trail in past 12 months

	Number	Percent
1-5 times	119	33.9 %
6-10 times	46	13.1 %
11-20 times	40	11.4 %
21-25 times	23	6.6 %
25+ times	97	27.6 %
Not provided	26	7.4 %
Total	351	100.0 %

WITHOUT "NOT PROVIDED"

Q17. In the past 12 months, approximately how many times have you or members of your household visited any greenway trail? (without "not provided")

Q17. Approximately how many times have you visited any greenway trail in past 12 months

	Number	Percent
1-5 times	119	36.6 %
6-10 times	46	14.2 %
11-20 times	40	12.3 %
21-25 times	23	7.1 %
25+ times	97	29.8 %
Total	325	100.0 %

Q18. How often do you or other members of your household WANT to use greenway trails?

Q18. How often do you want to use greenway trails	Number	Percent
Never	12	3.4 %
A few times a year	47	13.4 %
A few times a month	112	31.9 %
A few times a week	115	32.8 %
Daily	62	17.7 %
Not provided	3	0.9 %
Total	351	100.0 %

WITHOUT "NOT PROVIDED"**Q18. How often do you or other members of your household WANT to use greenway trails? (without "not provided")**

Q18. How often do you want to use greenway trails	Number	Percent
Never	12	3.4 %
A few times a year	47	13.5 %
A few times a month	112	32.2 %
A few times a week	115	33.0 %
Daily	62	17.8 %
Total	348	100.0 %

Q19. Please CHECK ALL of the following reasons that discourage greenway trail use for you or other members of your household.

Q19. All reasons that discourage greenway trail use for your household	Number	Percent
Lack of information about existing greenway trails	147	41.9 %
Lack of interest	19	5.4 %
Lack of nearby destinations	139	39.6 %
Lack of safe connections to greenway trails	92	26.2 %
Lack of time	97	27.6 %
Personal safety concerns	40	11.4 %
Unsafe street crossings	34	9.7 %
Lack of wayfinding signage	60	17.1 %
Other	18	5.1 %
None. I do not use greenway trails	17	4.8 %
Total	663	

WITHOUT "NONE"**Q19. Please CHECK ALL of the following reasons that discourage greenway trail use for you or other members of your household. (without "none")**

Q19. All reasons that discourage greenway trail use for your household	Number	Percent
Lack of information about existing greenway trails	147	44.0 %
Lack of interest	19	5.7 %
Lack of nearby destinations	139	41.6 %
Lack of safe connections to greenway trails	92	27.5 %
Lack of time	97	29.0 %
Personal safety concerns	40	12.0 %
Unsafe street crossings	34	10.2 %
Lack of wayfinding signage	60	18.0 %
Other	18	5.4 %
Total	646	

Q19-9. Other

<u>Q19-9. Other</u>	<u>Number</u>	<u>Percent</u>
Lack of parking	1	5.6 %
People and teenagers walking late at night	1	5.6 %
Trails are not nearly long enough	1	5.6 %
GREENWAYS SHOULD NOT BE THRU PEOPLES YARDS	1	5.6 %
WILD ANIMALS AND SNAKES	1	5.6 %
I would like longer trails or a way to ride a bike	1	5.6 %
CROWDED	1	5.6 %
SOMEWHAT LACKING INFORMATION	1	5.6 %
PEOPLE NEED TO CLEAN UP AFTER THEIR DOGS	1	5.6 %
NO GREENWAY EXISTS	1	5.6 %
HANDICAP AVAILABILITY	1	5.6 %
HEALTH ISSUES	1	5.6 %
PHYSICAL HEALTH	1	5.6 %
PARKING	1	5.6 %
VARIETY OF TRAILS	1	5.6 %
MUDDY IF IT HAS RAINED	1	5.6 %
FLOODING AT BASS LAKE	1	5.6 %
We live in West Holly Springs & traveling with young kids to trails is too far	1	5.6 %
Total	18	100.0 %

Q20. Please CHECK ALL of the following destinations that you or other members of your household would most like to get to by greenway trails.

Q20. All destinations you would most like to get to by greenway trails		
	Number	Percent
Libraries or recreation centers	155	44.2 %
Natural areas & open space	242	68.9 %
Other greenway trails	229	65.2 %
Parks & playgrounds	213	60.7 %
Place of work	16	4.6 %
Public transportation	16	4.6 %
School	50	14.2 %
Shops & restaurants	183	52.1 %
Other	3	0.9 %
None. I do not want to use greenway trails	28	8.0 %
Total	1135	

WITHOUT "NONE"

Q20. Please CHECK ALL of the following destinations that you or other members of your household would most like to get to by greenway trails. (without "none")

Q20. All destinations you would most like to get to by greenway trails		
	Number	Percent
Libraries or recreation centers	155	48.0 %
Natural areas & open space	242	74.9 %
Other greenway trails	229	70.9 %
Parks & playgrounds	213	65.9 %
Place of work	16	5.0 %
Public transportation	16	5.0 %
School	50	15.5 %
Shops & restaurants	183	56.7 %
Other	3	0.9 %
Total	1107	

Q20-9. Other

Q20-9. Other		
	Number	Percent
SOCCER FIELDS	1	33.3 %
I LIVE NEAR SUNSET LAKE RD, NOTHING TO CONNECT TO	1	33.3 %
HOA	1	33.3 %
Total	3	100.0 %

Q21. Including yourself, how many people in your household are...

	Mean	Sum
number	3.1	1074
Under age 5	0.2	74
Ages 5-12	0.5	161
Ages 13-17	0.3	99
Ages 18-24	0.2	70
Ages 25-34	0.3	101
Ages 35-44	0.5	186
Ages 45-54	0.4	153
Ages 55-64	0.3	111
Ages 65-74	0.3	90
Ages 75+	0.1	29

Q22. What is your age?

Q22. Your age	Number	Percent
18-34	61	17.4 %
35-44	87	24.8 %
45-54	76	21.7 %
55-64	60	17.1 %
65+	65	18.5 %
Not provided	2	0.6 %
Total	351	100.0 %

WITHOUT "NOT PROVIDED"**Q22. What is your age? (without "not provided")**

Q22. Your age	Number	Percent
18-34	61	17.5 %
35-44	87	24.9 %
45-54	76	21.8 %
55-64	60	17.2 %
65+	65	18.6 %
Total	349	100.0 %

Q23. What is the highest degree or level of school you have COMPLETED?

Q23. Highest degree or level of school you have completed	Number	Percent
No schooling completed	3	0.9 %
Completed some schooling	7	2.0 %
High school diploma or equivalent	31	8.8 %
Associate's degree	45	12.8 %
Bachelor's degree	179	51.0 %
Master's degree or professional degree	67	19.1 %
Doctorate degree	9	2.6 %
Not provided	10	2.8 %
Total	351	100.0 %

WITHOUT "NOT PROVIDED"**Q23. What is the highest degree or level of school you have COMPLETED? (without "not provided")**

Q23. Highest degree or level of school you have completed	Number	Percent
No schooling completed	3	0.9 %
Completed some schooling	7	2.1 %
High school diploma or equivalent	31	9.1 %
Associate's degree	45	13.2 %
Bachelor's degree	179	52.5 %
Master's degree or professional degree	67	19.6 %
Doctorate degree	9	2.6 %
Total	341	100.0 %

Q24. Approximately how many years have you lived in the Town of Holly Springs?

Q24. How many years have you lived in Town of Holly Springs	Number	Percent
0-5	121	34.5 %
6-10	67	19.1 %
11-15	65	18.5 %
16-20	52	14.8 %
21-30	33	9.4 %
31+	8	2.3 %
Not provided	5	1.4 %
Total	351	100.0 %

WITHOUT "NOT PROVIDED"**Q24. Approximately how many years have you lived in the Town of Holly Springs? (without "not provided")**

Q24. How many years have you lived in Town of Holly Springs	Number	Percent
0-5	121	35.0 %
6-10	67	19.4 %
11-15	65	18.8 %
16-20	52	15.0 %
21-30	33	9.5 %
31+	8	2.3 %
Total	346	100.0 %

Q25. Your gender:

Q25. Your gender	Number	Percent
Male	169	48.1 %
Female	179	51.0 %
Not provided	3	0.9 %
Total	351	100.0 %

WITHOUT "NOT PROVIDED"**Q25. Your gender: (without "not provided")**

Q25. Your gender	Number	Percent
Male	169	48.6 %
Female	179	51.4 %
Total	348	100.0 %

Q26. Please CHECK ALL of the following that best describe your race/ethnicity.

<u>Q26. Your race/ethnicity</u>	<u>Number</u>	<u>Percent</u>
Asian/Pacific Islander	5	1.4 %
Asian (Indian Sub-Continent)	4	1.1 %
African American/Black	40	11.4 %
American Indian/Alaskan Native	3	0.9 %
Hispanic/Latino	25	7.1 %
White (not Hispanic)	279	79.5 %
Other	1	0.3 %
Total	357	

Q26-7. Other

<u>Q26-7. Other</u>	<u>Number</u>	<u>Percent</u>
Multiple races	1	100.0 %
Total	1	100.0 %

Section 5

Survey Instrument



THE TOWN OF

Holly Springs

May 2020

Dear Town of Holly Springs Resident,

Your response to the enclosed survey is extremely important.

The Town of Holly Springs Parks and Recreation Department strives to meet the recreational needs of our community. To continue meeting this goal, the Town of Holly Springs is updating its Parks, Recreation & Greenway Master Plan, the primary guide for the future of parks, programs, and facilities in Holly Springs. The most important part of this planning process is gathering input from residents about their recreational needs and wants.

Your household was one of a limited number selected at random to receive this survey. It is very important that we have your participation!

We appreciate your time.

This survey will take approximately 10 to 15 minutes to complete, and each question is important. The time you invest in completing this survey will aid the Department in taking a resident-driven approach to making decisions that will enrich the future of our community and positively affect the lives of residents.

Please complete and return your survey within the next two weeks.

We have selected ETC Institute, an independent consulting company, as our partner to administer this survey. They will compile the data received and present the results to the Town.

Your responses will remain confidential.

Please return your completed survey in the enclosed postage-paid envelope addressed to **ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061.**

If you have any questions, please contact LeeAnn Plumer with the Parks and Recreation Department at leeann.plumer@hollyspringsnc.us. The survey is a tool that will benefit all residents. Please take this opportunity to have your voice heard.

Sincerely,

LeeAnn Plumer

LeeAnn Plumer, Director
Town of Holly Springs
Parks and Recreation Department

2020 Town of Holly Springs Parks, Recreation and Greenways Survey

Your input will be used to assess community parks and recreation needs and priorities for the Town of Holly Springs. If you prefer, you may complete the survey on-line at www.hollyspringssurvey.org.

- 1. Please check all the parks or facilities offered by the Town of Holly Springs you or members of your household have used during the past 12 months.**

<input type="checkbox"/> (01) Bass Lake Park	<input type="checkbox"/> (04) Jones Park	<input type="checkbox"/> (07) Ting Park
<input type="checkbox"/> (02) W. E. Hunt Recreation Center	<input type="checkbox"/> (05) Parrish Womble Park	<input type="checkbox"/> (08) Veterans Park
<input type="checkbox"/> (03) Holly Springs Cultural Center	<input type="checkbox"/> (06) Sugg Farm	<input type="checkbox"/> (09) None <i>[Skip to Q2.]</i>

- 1a. Which TWO of the parks listed in Question 1 do you and your household visit most often?**
[Write in your answers below using the item numbers from the list in Question 1.]

1st: _____ 2nd: _____

- 1b. How would you rate the overall quality of all the parks or facilities offered by the Town of Holly Springs you or members of your household have used during the past 12 months?**

☐ (1) Excellent ☐ (2) Good ☐ (3) Fair ☐ (4) Poor

- 1c. In the past 12 months, approximately how often have you or members of your household visited any Town of Holly Springs parks or facilities?**

<input type="checkbox"/> (1) Every couple of months	<input type="checkbox"/> (4) Once a week
<input type="checkbox"/> (2) Once a month	<input type="checkbox"/> (5) 2-3 times a week
<input type="checkbox"/> (3) A few times a month	<input type="checkbox"/> (6) Daily

- 1d. What improvements or additions would you like to see made to the parks you and the members of your household visit most often?**

- 2. Based on your current perception, about how long would it take you to walk to the nearest Holly Springs park, facility or greenway trails?**

<input type="checkbox"/> (1) Less than 5 minutes	<input type="checkbox"/> (3) 11-15 minutes	<input type="checkbox"/> (5) More than 20 minutes
<input type="checkbox"/> (2) 5-10 minutes	<input type="checkbox"/> (4) 16-20 minutes	

- 3. In the past 12 months, have you or any member of your household participated in any programs or special events (Ex. HollyFest, July 5th Fireworks) offered by the Town of Holly Springs?**

☐ (1) Yes *[Answer Q3a.]* ☐ (2) No *[Skip to Q4.]*

- 3a. How would you rate the overall quality of programs or special events that you and members of your household have participated in?**

☐ (1) Excellent ☐ (2) Good ☐ (3) Fair ☐ (4) Poor

4. Please indicate if you have a need for each of the following recreation facilities or amenities by circling either "Yes" or "No." If "Yes," answer the question in the shaded area to the right.

Facilities and Amenities		Do you have a need for this facility or amenity?		If "Yes," how well are your needs being met?			
		Yes	No	Fully Met	Mostly Met	Partly Met	Not Met
01.	Accessible playground and play spaces	Yes	No	4	3	2	1
02.	Adult Crossfit workout pad	Yes	No	4	3	2	1
03.	Airsoft rifle range	Yes	No	4	3	2	1
04.	Aquatics center	Yes	No	4	3	2	1
05.	Archery center	Yes	No	4	3	2	1
06.	Community garden	Yes	No	4	3	2	1
07.	Dog park	Yes	No	4	3	2	1
08.	Driving range	Yes	No	4	3	2	1
09.	Drone flying area	Yes	No	4	3	2	1
10.	Expanded cultural arts center	Yes	No	4	3	2	1
11.	Farmers market pavilion	Yes	No	4	3	2	1
12.	Fields for open play	Yes	No	4	3	2	1
13.	Fine arts studio	Yes	No	4	3	2	1
14.	Greenway trails	Yes	No	4	3	2	1
15.	Indoor gymnasium	Yes	No	4	3	2	1
16.	Indoor playground	Yes	No	4	3	2	1
17.	Maker space studio	Yes	No	4	3	2	1
18.	Miniature golf	Yes	No	4	3	2	1
19.	Natural surface trails	Yes	No	4	3	2	1
20.	Nature play area	Yes	No	4	3	2	1
21.	Outdoor athletic fields	Yes	No	4	3	2	1
22.	Outdoor basketball court	Yes	No	4	3	2	1
23.	Outdoor fitness equipment	Yes	No	4	3	2	1
24.	Outdoor ice skating (synthetic or cooled system)	Yes	No	4	3	2	1
25.	Outdoor water feature or splash pad	Yes	No	4	3	2	1
26.	Picnic shelters	Yes	No	4	3	2	1
27.	Pier fishing	Yes	No	4	3	2	1
28.	Reservable picnic shelters	Yes	No	4	3	2	1
29.	Senior citizen/active adult center	Yes	No	4	3	2	1
30.	Skate park	Yes	No	4	3	2	1
31.	Trailheads (restrooms, parking)	Yes	No	4	3	2	1
32.	Water access (boating, kayaking, canoeing)	Yes	No	4	3	2	1
33.	Other: _____	Yes	No	4	3	2	1

5. Which **FOUR** of the facilities or amenities from the list in Question 4 are **MOST IMPORTANT** to your household? [Write in your answers below using the item numbers from the list in Question 4, or circle "NONE."]

1st: _____ 2nd: _____ 3rd: _____ 4th: _____ NONE

6. Please indicate if you have a desire to participate in each of the following recreation programs or activities by circling either "Yes" or "No." If "Yes," answer the question in the shaded area to the right.

Programs and Activities		Do you have a desire to participate in this activity?		If "Yes," how well are your needs being met?			
				Fully Met	Mostly Met	Partly Met	Not Met
01. Action sports		Yes	No	4	3	2	1
02. Adult athletics		Yes	No	4	3	2	1
03. Afterschool programs		Yes	No	4	3	2	1
04. Aquatics programs		Yes	No	4	3	2	1
05. Arts, dance and performing arts		Yes	No	4	3	2	1
06. Baseball and softball		Yes	No	4	3	2	1
07. Basketball		Yes	No	4	3	2	1
08. Cheerleading		Yes	No	4	3	2	1
09. Disc golf		Yes	No	4	3	2	1
10. Dodgeball or kickball		Yes	No	4	3	2	1
11. Dog events		Yes	No	4	3	2	1
12. Environmental education		Yes	No	4	3	2	1
13. E-Sports and cyber sports		Yes	No	4	3	2	1
14. Fitness and wellness programs		Yes	No	4	3	2	1
15. Flag football		Yes	No	4	3	2	1
16. Lacrosse		Yes	No	4	3	2	1
17. Life skills programs (e.g. cooking, budgeting)		Yes	No	4	3	2	1
18. Music lessons and classes		Yes	No	4	3	2	1
19. Outdoor adventure programs		Yes	No	4	3	2	1
20. Outdoor movies and concerts		Yes	No	4	3	2	1
21. Parkour/ninja warrior programs		Yes	No	4	3	2	1
22. Pickleball		Yes	No	4	3	2	1
23. Senior programs		Yes	No	4	3	2	1
24. Soccer		Yes	No	4	3	2	1
25. Teen council		Yes	No	4	3	2	1
26. Teen programs		Yes	No	4	3	2	1
27. Tennis (e.g. lessons and clinics)		Yes	No	4	3	2	1
28. Trips and tours for seniors		Yes	No	4	3	2	1
29. Ultimate frisbee		Yes	No	4	3	2	1
30. Volleyball		Yes	No	4	3	2	1
31. Other: _____		Yes	No	4	3	2	1

7. Which **FOUR** of the programs and activities listed in Question 6 do you think are **MOST IMPORTANT** to your household? [Write in your answers below using the item numbers from the list in Question 6, or circle "NONE."]

1st: ____ 2nd: ____ 3rd: ____ 4th: ____ NONE

8. From the following list, please CHECK ALL of the ways you learn about Town of Holly Springs parks, facilities and special events.

- | | |
|--|--|
| <input type="checkbox"/> (01) Banners in public places (Sandwich Boards) | <input type="checkbox"/> (08) Town newsletter (insert in utility bill) |
| <input type="checkbox"/> (02) Bulletin boards | <input type="checkbox"/> (09) Social media (e.g. Facebook, Twitter, Instagram) |
| <input type="checkbox"/> (03) Conversation with staff | <input type="checkbox"/> (10) Search engine (e.g. Google, Yahoo, Bing) |
| <input type="checkbox"/> (04) Direct email | <input type="checkbox"/> (11) Word of mouth |
| <input type="checkbox"/> (05) Town of Holly Springs website | <input type="checkbox"/> (12) Other: _____ |
| <input type="checkbox"/> (06) Parks and Recreation brochure | <input type="checkbox"/> (13) None of these |
| <input type="checkbox"/> (07) Hurrahs program guide | |

9. Which TWO of the sources of information listed in Question 8 do you most prefer to use to learn about Town of Holly Springs parks, facilities, and special events? [Write in your answers below using the item numbers from the list in Question 8.]

1st: _____ 2nd: _____

10. Please CHECK ALL of the following reasons that may prevent you or other members of your household from using the parks and facilities offered by the Town of Holly Springs Recreation and Parks Department (or, if you currently use them, what prevents you from using them more often).

- | | |
|--|--|
| <input type="checkbox"/> (01) Cost of participation | <input type="checkbox"/> (10) Information is only available in English |
| <input type="checkbox"/> (02) Facilities are too far from home | <input type="checkbox"/> (11) Not enough time/too busy |
| <input type="checkbox"/> (03) Inconvenient hours of operation | <input type="checkbox"/> (12) Not interested in what is provided |
| <input type="checkbox"/> (04) Lack of transportation | <input type="checkbox"/> (13) Overcrowding |
| <input type="checkbox"/> (05) Lack of cleanliness | <input type="checkbox"/> (14) Safety at facilities |
| <input type="checkbox"/> (06) Lack of access for people with disabilities | <input type="checkbox"/> (15) Other: _____ |
| <input type="checkbox"/> (07) Lack of information/don't know what is offered | <input type="checkbox"/> (16) Nothing; I am actively using the Town's parks and facilities |
| <input type="checkbox"/> (08) Lack of maintenance | |
| <input type="checkbox"/> (09) Lack of parking | |

11. Please indicate your level of agreement with each of the following statements regarding the Town of Holly Springs Parks and Recreation, where 5 is "Strongly Agree" and 1 is "Strongly Disagree."

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
01.	Recreation and parks are an essential service to the Town	5	4	3	2	1	9
02.	Public parks add to the quality of life in the community	5	4	3	2	1	9
03.	I am aware of the parks, facilities and events that are offered	5	4	3	2	1	9
04.	I am satisfied with recreation opportunities I receive for my tax dollars	5	4	3	2	1	9
05.	I am satisfied with the variety of parks, facilities and events the Town offers	5	4	3	2	1	9
06.	I think the Town needs to take a more proactive approach to serving my general health and wellness needs	5	4	3	2	1	9
07.	I feel safe when visiting parks in Holly Springs	5	4	3	2	1	9
08.	The Town of Holly Springs helps promote healthy and active lifestyles	5	4	3	2	1	9
09.	I am satisfied with the recreation opportunities for youth and teens in Holly Springs	5	4	3	2	1	9
10.	I am satisfied with the recreation opportunities for seniors and active adults in Holly Springs	5	4	3	2	1	9

12. Please indicate how supportive you would be of the Town of Holly Springs taking the following actions to improve the parks and recreation system in the Town.

How supportive are you of...		Very Supportive	Supportive	Not Sure	Not Supportive	Don't Know
01.	Developing greenway trails to connect the Town's existing greenway trail segments	4	3	2	1	9
02.	Developing another indoor, multi-purpose recreation center	4	3	2	1	9
03.	Developing an indoor gymnasium	4	3	2	1	9
04.	Hosting events to foster a sense of connected community	4	3	2	1	9
05.	Acquiring undeveloped land for future parkland locations	4	3	2	1	9
06.	Increasing parkland through public/private partnerships	4	3	2	1	9
07.	Increasing parks and recreation facilities west of Highway 55	4	3	2	1	9
08.	Constructing a permanent farmers market pavilion	4	3	2	1	9
09.	Expanding the Cultural Arts Center to accommodate larger audiences and bigger acts	4	3	2	1	9
10.	Constructing an indoor aquatics facility	4	3	2	1	9
11.	Creating a dedicated space for seniors and active adults	4	3	2	1	9
12.	Investing in improvement and upkeep of existing facilities	4	3	2	1	9
13.	Implementing sustainability measures to minimize the environmental impact of parks and recreation facilities	4	3	2	1	9

13. Which THREE of the items in Question 12 would you be most willing to support with your tax dollars? [Write in your answers below using the item numbers from the list in Question 12, or circle "NONE."]

1st: _____ 2nd: _____ 3rd: _____ NONE

14. Please indicate how supportive you would be of the Town of Holly Springs taking the following actions to fund improvements and expansions of the parks and recreation system in the Town.

How supportive are you of...		Very Supportive	Supportive	Not Sure	Not Supportive	Don't Know
01.	Fund parks and recreation improvements and expansions with a future bond financed within the existing property tax rate structure (understanding this option would likely result in the ability to undertake fewer improvements and expansions when compared to the scenario below).	4	3	2	1	9
02.	Fund parks and recreation improvements and expansions with a future bond that would require a property tax rate increase to finance the debt (understanding this option would likely result in the ability to undertake a greater number of improvements and expansions when compared to the scenario above).	4	3	2	1	9

15. Please CHECK ALL of the following organizations that provide the PARKS and FACILITIES that you and other members of your household use for recreation.

- | | |
|---|---|
| ____ (01) Town of Holly Springs | ____ (07) Churches or other religious organizations |
| ____ (02) Schools | ____ (08) YMCA |
| ____ (03) State Parks (Jordan Lake, Umstead Park, etc.) | ____ (09) Wellness Center (REX Wellness Center) |
| ____ (04) County Parks (Harris Lake, Crowder Park, etc.) | ____ (10) Neighborhood HOA |
| ____ (05) Non-profit organizations | ____ (11) Other: _____ |
| ____ (06) Private Fitness centers (Planet Fitness, Cross Fit, Burn Boot Camp) | ____ (12) None of these [Skip to Q17.] |

16. Of the organizations listed in Question 15, which ONE do you USE MOST for your household's recreation needs? [Write in your answer below using the numbers from the list in Question 15.]

Organization used most: _____

17. **In the past 12 months, approximately how many times have you or members of your household visited any greenway trail?**
 ____ (1) 1-5 times ____ (2) 6-10 times ____ (3) 11-20 times ____ (4) 21-25 times ____ (5) 25+ times
18. **How often do you or other members of your household WANT to use greenway trails?**
 ____ (1) Never ____ (3) A few times a month ____ (5) Daily
 ____ (2) A few times a year ____ (4) A few times a week
19. **Please CHECK ALL of the following reasons that discourage greenway trail use for you or other members of your household.**
 ____ (01) Lack of information about existing greenway trails ____ (06) Personal safety concerns
 ____ (02) Lack of interest ____ (07) Unsafe street crossings
 ____ (03) Lack of nearby destinations ____ (08) Lack of wayfinding signage
 ____ (04) Lack of safe connections to greenway trails ____ (09) Other: _____
 ____ (05) Lack of time ____ (10) None; I do not use greenway trails
20. **Please CHECK ALL of the following destinations that you or other members of your household would most like to get to by greenway trails.**
 ____ (01) Libraries or recreation centers ____ (06) Public transportation
 ____ (02) Natural areas and open space ____ (07) School
 ____ (03) Other greenway trails ____ (08) Shops and restaurants
 ____ (04) Parks and playgrounds ____ (09) Other: _____
 ____ (05) Place of work ____ (10) None; I do not want to use greenway trails
21. **Including yourself, how many people in your household are...**
 Under age 5: ____ Ages 18-24: ____ Ages 45-54: ____ Ages 75+: ____
 Ages 5-12: ____ Ages 25-34: ____ Ages 55-64: ____
 Ages 13-17: ____ Ages 35-44: ____ Ages 65-74: ____
22. **What is your age?** ____ years
23. **What is the highest degree or level of school you have COMPLETED?**
 ____ (1) No schooling completed ____ (5) Bachelor's degree
 ____ (2) Completed some schooling ____ (6) Master's degree or Professional degree
 ____ (3) High school diploma or equivalent ____ (7) Doctorate degree
 ____ (4) Associate's degree
24. **Approximately how many years have you lived in the Town of Holly Springs? [Write "0" if less than 1 year.]** ____ years
25. **Your gender:** ____ (1) Male ____ (2) Female ____ (3) Non-binary
26. **Please CHECK ALL of the following that best describe your race/ethnicity.**
 ____ (1) Asian/Pacific Islander ____ (4) American Indian/Alaskan Native ____ (7) Other: _____
 ____ (2) Asian (Indian Sub-Continent) ____ (5) Hispanic/Latino
 ____ (3) African American/Black ____ (6) White (not Hispanic)

Your responses will remain completely confidential. The information to the right will ONLY be used to help identify the level of need in your area. Thank you!