

CITY OF GREER, SOUTH CAROLINA
PARKS AND RECREATION STRATEGIC/MASTER PLAN



SUBMITTED BY:

DR. DENISE ANDERSON, DR. ROBERT BROOKOVER, ANTHONY DIXON, LAURA COX

CLEMSON UNIVERSITY

DEPARTMENT OF PARKS, RECREATION, AND TOURISM MANAGEMENT

SOUTH CAROLINA RECREATION DEVELOPMENT PROJECT



Table of Contents

Executive Summary	3
Introduction	6
Information Gathering and Research	9
Vision Plan for Greer Parks and Recreation	10
Facility Inventory	16
Agency Comparisons	21
Needs Assessment Results	23
Recommendations	37

Executive Summary

The City of Greer's Parks and Recreation Department contracted with Clemson University's Department of Parks, Recreation, and Tourism Management and the South Carolina Recreation Development Project to develop a Parks and Recreation Strategic/Master Plan. This plan is intended to be included in the City of Greer's new comprehensive plan.

The process for conducting this study included an information gathering and review stage, the review and development of a vision and mission plan, a facility inventory and peer agency comparisons, a market/demand analysis in the form of a needs assessment survey and focus group interviews, and the development of recommendations.

Project Approach/Tasks Completed

- Series of meetings with Recreation Director, Ann Cunningham
- Meeting with City Manager, Ed Driggers
- Meeting with City Planner, Justin Glenn
- Reviewed previous city planning efforts
- Tour of city-owned recreation facilities and amenities
- Conducted five input sessions
 1. Greer Recreation Department Program Staff
 2. Greer Recreation Department Facilities Staff
 3. Greer Recreation Association - open to public
 4. Public Input Session I - November 6, 2008
 5. Public Input Session II - November 18, 2008
- Conducted needs assessment survey - online and paper versions were distributed
- Developed report

Needs Assessment and Focus Group Data

The needs assessment and focus group interviews yielded data that has a useful shelf life of approximately 5 years. This data make up a large portion of this report and are included on pages 21-34.

Highlights of the Needs Assessment Data:

- 48.3% of respondents were male; 51.2% of respondents were female
- 31.5% of respondents think Greer currently has adequate recreation facilities; 44.8% do not think Greer has adequate recreation facilities; and 23.6% were undecided

- 62.7% of respondents indicated that the City of Greer Parks and Recreation Department's facilities and programs have improved in the past 3 years.
- Trails/Greenways; Walking/Jogging Paths, Outdoor Community Pools, Fitness/Recreation Centers and Indoor Aquatics Centers were the top five facility needs identified in the needs assessment.
- Fitness Classes, Open Gyms, Swimming Instruction, Adult Activities, and Concerts were the top five program needs identified in the needs assessment.
- Parks and Open Space, Entertainment/Commercial Recreation, and Public Recreation Programs had the largest gaps between the importance residents place on those elements and community life and their satisfaction with those same elements as compared to others like public schools, police and fire, social and human services, etc.
- 59.6% of respondents indicated a preference for developing a balance of large community parks and small neighborhood parks; 31.1% indicated they would prefer the city concentrate on developing centralized facilities and amenities.
- 71.7% of respondents prefer that parks and recreation facilities and programs be funded through a combination of taxes and user fees.

Recommendations

Finally, recommendations/action items are presented on page 35 and include staffing, budget, facility, program, and fundraising items. These recommendations have been developed based on needs assessment data, focus group data, peer agency comparisons, and project team observations. Specific recommendations for current facilities are included in the inventory section of this report. The following is a summary of recommendations:

- Leverage Greer Recreation Association's 501c3 status to identify, solicit and secure sponsorships and donations
- Increase full-time staff by at least 12 positions and part-time staff by at least 18 positions to reach peer agency average
- Increase recreation department budget by \$881,062 per year to reach peer agency average
- Facility Development
 1. Develop interconnected, city-wide system of trails, greenways, walking paths, and jogging paths. Include river trail system on Tyger and Enoree rivers in plan
 2. Develop a comprehensive indoor recreation facility to include fitness/wellness amenities, courts, and an indoor aquatic facility
 3. Develop an outdoor pool
 4. Develop a large, multi-use destination park to include active and passive recreation spaces
 5. Develop/renovate cultural arts facility
 6. Renovate/upgrade community parks and community centers and add new as development warrants

- Program Needs

1. Create fitness and wellness programs to include weight training, aerobic, and cardio classes
2. Create swimming instruction and water aerobic programs
3. Expand availability of open gyms
4. Increase adult programs and activities
5. Increase cultural arts, performing arts, and concert offerings
6. Develop outdoor adventure camps, nature programs, and outdoor adventure activities
7. Expand teen programs

- Other

1. Identify sites for future expansion - Adjacent to Country Club Park and Greer High School and the "Golden Box" area
2. Review, evaluate, and update current plan by end of year 5; initiate new plan by midway through year 9

Introduction

Municipal parks and recreation agencies produce a number of benefits for their communities. The social, personal, economic and environmental benefits associated with parks and recreation services are numerous. These benefits are realized at the individual level for all ages certainly but also on a grander scale as municipal parks and recreation contributes to overall community development.

Social Benefits

From a social perspective, leisure opportunities contribute to positive youth development as well as help build strong families. Engagement in well-designed, outcome-based recreation activities, as well as access to park space, have been shown to reduce juvenile delinquency as well as enhance the developmental process of children and youth helping build self-esteem, resiliency, and leadership characteristics. In addition, these same opportunities provide families with the chance to enjoy activities as a unit which can enhance communication and the family structure. Parks and recreation also contributes to growth in social capital. Social capital is defined as the collective value of all social networks (who people know) and the interactions that result from those networks and the things people do for one another as a result of those relationships (DeGraaf & Jordan, 2003). Related to social connectedness, perceived happiness, increased health, community solidarity, lower crime rates, higher educational attainment, and economic growth, social capital provides a community with the social solidarity necessary for a thriving community. With a wide array of recreation programs designed to facilitate social interaction as well as parks designed to enhance communities, municipal parks and recreation is a catalyst for the development of social capital.

Personal Benefits

The personal benefits associated with parks and recreation are also great. While recognized at the individual level, the cumulative benefit to an entire community can also be seen. These personal benefits are often health related at numerous levels including relaxation, stress reduction, increased satisfaction, increased self-esteem and overall greater general health. These personal benefits produce citizens who tend to be more productive, happier, and more highly engaged within their communities.

Economic Benefits

Many communities are very interested in the economic benefits that municipal parks and recreation can provide, particularly given the fact that tax dollars are spent on providing the services. A huge benefit is the fact that parks and recreation services and facilities have been shown to help in the recruitment of new business as owners and employees look for communities with a wide variety of leisure opportunities a they recognize leisure's contribution to quality of life. Park space and trails can also have a direct impact on property values which obviously can be of benefit to the municipality as with increased property values come increased tax revenues. However, this can also serve as a benefit to individual property owners who see their property values increase as a result of parks development. As mentioned earlier, the related personal benefits of an active lifestyle also have economic implications as healthcare costs are reduced for those who more often get out and move – whether it be in a park or in a recreation program. Reductions in crime, money spent on recreation equipment, and tourism brought about through parks and recreation services also contribute to the economic health of a community. However, the economic impact of large events produced by community parks and recreation may be one of the most telling economic benefits. A large youth sports tournament as well as festivals and other special events can bring in tens of thousands of dollars in external monies to a community through the participants' support of local businesses such as hotels, restaurants, and retail shops.

Environmental Benefits

It should seem obvious that there are environmental benefits to retaining greenspace in a community. As mentioned above, greenspace can have a positive impact on property values due to the value that individuals give to open space as well as the beautification that often results from the preservation of the space. The simple presence of park space can also instill a strong environmental ethic in young and old alike which can have a carryover effect on other environmentally related projects and efforts within the community.

American Planning Association

The American Planning Association has published a number of briefing papers that outline how communities use parks. The list includes community revitalization, community engagement, economic development, creating safer neighborhoods, green infrastructure, helping children learn, improving public health, providing arts and cultural programs, promoting tourism, smart growth, and climate change management. Some key points include the following:

- Parks that serve as central walking, resting, and meeting places can revive failing or threatened commercial areas.
- Community residents and the city, working together on a neighborhood park project, can turn around a distressed residential area.
- Parks are one of the quickest and most effective ways to build a sense of community and improve quality of life.
- Parks have a positive effect on real property values, increase municipal revenues, attract and retain affluent retirees, attract knowledge workers and talent to relocate to an area, and attract homebuyers.
- Green residential spaces are gathering places where neighbors form social ties that produce stronger, safer neighborhoods.
- Creating an interconnected system of parks and open space is manifestly more beneficial than creating parks in isolation.
- City parks offer children a sense of place, self-identity, and belonging as an antidote to social alienation, vandalism, and violence.
- City parks engage children in informal, experiential learning through play and shared experiences with peers, laying the foundation for effective formal education and provide valuable resources for closing the educational gap in communities.
- Parks provide people with contact with nature, known to confer certain health benefits and enhance well-being and provide physical activity opportunities that help to increase fitness and reduce obesity.
- Cities need to provide all types of parks to provide their various citizen groups with a range of health benefits.
- Parks provide sites for special events, festivals, and sports tournaments that can attract tourists and be sources of economic benefits for smaller cities.
- Parks have voter support to direct public funds toward growth management strategies and can enhance mixed development and redevelopment strategies.

Conclusion

Municipal parks and recreation has a great deal to contribute to both individual and community development. The experiences that tax dollars that are used to support reap rewards far greater than those that are monetary. While the economics of parks and recreation, both the costs as well as the economic rewards, will always be recognized as an important part of the cost-benefit equation, research has consistently identified an array of additional benefits, both tangible and intangible that parks and recreation agencies can contribute to their communities, often at a far lesser cost than the private sector recreation providers.

Information Gathering and Research

Project Approach/Tasks Completed

- Series of meetings with Recreation Director, Ann Cunningham
- Meeting with City Manager, Ed Driggers
- Meeting with City Planner, Justin Glenn
- Reviewed previous city planning efforts
- Tour of city-owned recreation facilities and amenities
- Conducted five input sessions
 1. Greer Recreation Department Program Staff
 2. Greer Recreation Department Facilities Staff
 3. Greer Recreation Association - open to public
 4. Public Input Session I - November 6, 2008
 5. Public Input Session II - November 18, 2008
- Conducted needs assessment survey - online and paper versions were distributed
- Developed report

Vision, Mission, and Goals

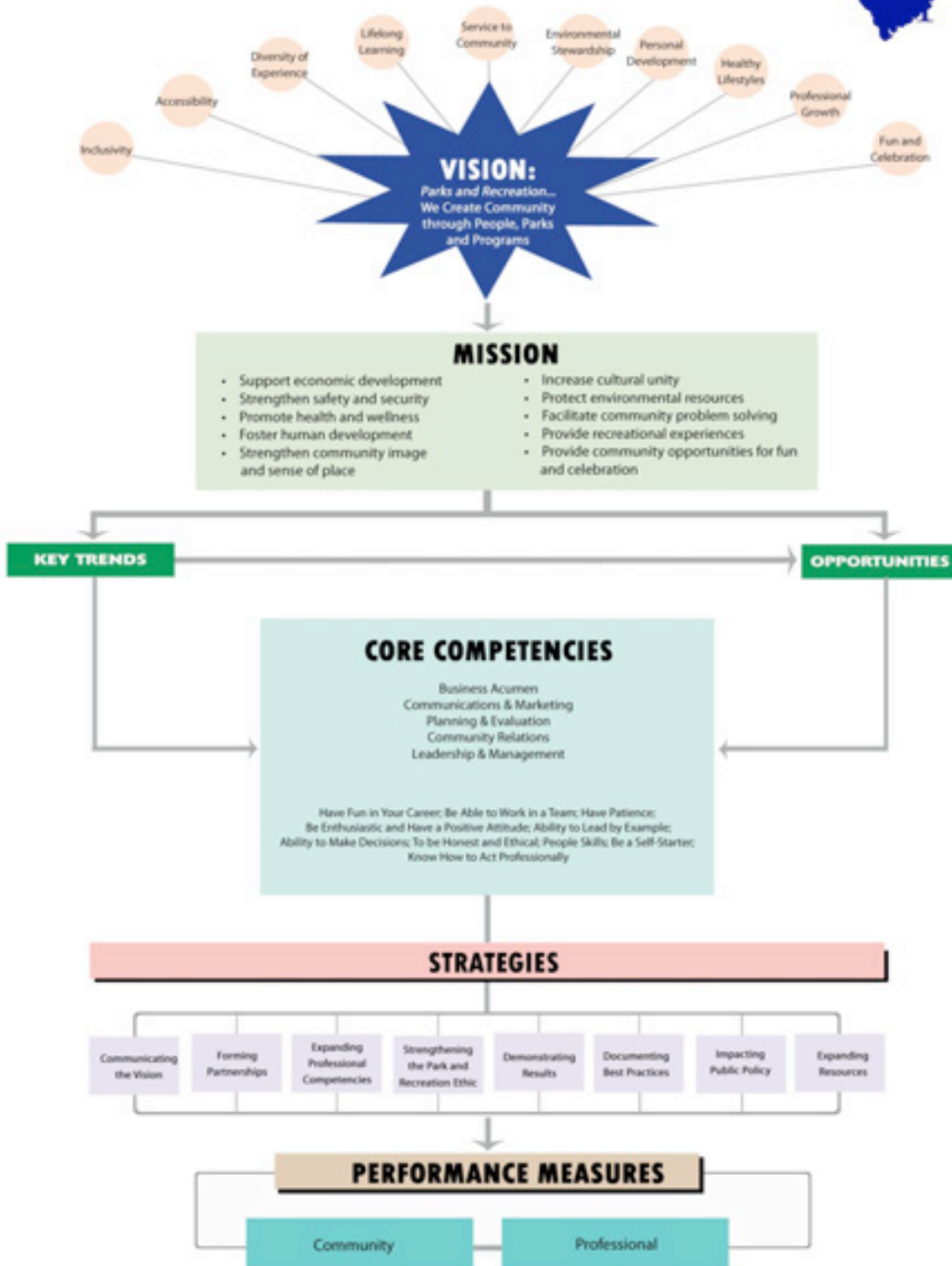
Description

It is recommended that the City of Greer Parks and Recreation Department adopt and implement the South Carolina Vision Plan for Parks and Recreation. The South Carolina Recreation and Parks Association adapted this plan based on the California VIP Plan and research conducted in South Carolina.

This plan is intended to act as a management and marketing model for public recreation agencies in the state. Agencies should use the vision statement, values, and mission areas as the foundation for decision making and couch all evaluation efforts within the context of the plan's principles. In addition, the plan includes core competencies that agencies should work to develop among staff, strategies to assist in implementing and supporting the plan, and performance measures as the base of the plan.

The next page is the graphic illustration of the plan which is followed by a more detailed description of the plan and its principles. The plan and any of its components can and may be adapted or changed to fit the needs of the City of Greer.

South Carolina Vision Plan for Parks & Recreation



The Vision Plan for the City of Greer Parks and Recreation

Creating a vision for any agency or business is a vital first step which serves as the basis for future decision making.

The South Carolina Vision Plan is intended to:

- Place the parks and recreation department at the table when critical issues are framed and decisions are made in the City of Greer.
- Proactively address future needs.
- Meet the needs of a rapidly changing population.
- Provide a common vision leading to a preferred future.
- Demonstrate outcomes provided by the parks and recreation department.

Core Values

Core values are the qualities and beliefs that form the foundation of parks and recreation.

The Vision

The vision statement describes the preferred future of parks and recreation in the City of Greer. The vision is the cornerstone of future planning efforts:

“Parks and Recreation: We Create Community Through People, Parks, and Programs”

- Create - to bring into being or to cause. This word emphasizes the active role of parks and recreation in the task of creating community.
- Community - is a sense of belonging, ownership, and common purpose that develops among people who live or work together. It includes coworkers and the citizens you serve.
- People - our staff and volunteers make connections with our residents to improve lives. Person-to-person contact might relieve the loneliness of our senior citizens, reduce the stress of working adults, and inspire and teach our youth to become productive members of society.
- Parks - create a green infrastructure that is essential to the city’s, county’s, and the state’s economy. Parks and open space provide relief from over-development, preserve the environment, and provide opportunities for recreation through our facilities.
- Programs - are the recreation activities, services, or organizational structures designed to produce specific outcomes or benefits to our citizens.

Mission Statements

The mission statements describe why parks and recreation exist - the benefits provided by our services. These benefits are necessary to develop health individuals and communities when the economy is strong and are even more important when we face economic and social challenges.

The primary mission or “business” of parks and recreation is to:

- Strengthen community image and sense of place - Parks, recreation facilities, programs, and community events are key factors in strengthening community image and creating a sense of place.
- Protect environmental resources - By acquiring, managing, and restoring valuable resources as open space, such as rivers, streams, greenways, view sheds, forest, and other habit areas, natural resources are protected.
- Foster human development - Parks and recreation services foster social, intellectual, physical, and emotional development of children, youth, and adults.
- Strengthen safety and security - Park and recreation professionals provide safe environments for recreation and design programs and services specifically to reduce criminal activity.
- Support economic development - Recreation programs and facilities attract and retain businesses and residents, as well as attract tourists. Parks and recreation provides jobs and generates income for the community and local businesses. Your park maintenance staff maintains parks and community facilities to protect public investments.
- Provide recreational experiences - Through programmed and self-facilitated recreation, a variety of benefits to individuals and society are achieved. Recreational experiences are also important as an end in themselves for personal enjoyment.
- Increase cultural unity - Parks and recreation increases cultural unity through experiences that promote cultural understanding and celebrate our growing diversity.
- Promote health and wellness - Participation in recreation improves physical and emotional health and is an important component of the solution to our growing obesity problems.
- Facilitate community problem solving - Park and recreation professionals have skills in facilitation and leadership that can be applied to resolve community problems and issues.
- Provide community opportunities for fun and celebration - Parks and recreation departments have the expertise to create and enhance community wide events.

Core Competencies

Core competencies are the special skills and abilities of parks and recreation professionals. In order to compete in an ever-changing market, we must have the skills needed to deliver services. The world is rapidly changing around us - the City of Greer is a prime example.

Parks and recreation professionals must be willing to develop skills and have the courage to lead the profession and their communities through these rapidly changing times. Having the ability to respond to issues in a proactive way and provide services the community values will be the key to survival.

The City of Greer should support the professional development of the parks and recreation staff (and all staff for that matter) to create and develop:

- Professionals who understand and can articulate their role in creating community.

- Individuals who master the political process to achieve community goals.
- Individuals who have compassion for people.
- Professionals who not only respond and react to changes and trends, but who become trendsetters.
- Innovative professionals who have relevant, finely honed skills.
- Multifaceted individuals who can broker resources and bring coalitions together.
- Leaders who are called to the table when important decisions are made.
- Those who prefer the status quo and do not recognize the forces that shape their community will flounder.

Business Acumen

- Strategic/action planning, human development, resource development, strategic thinking, technology

Communications & Marketing

- Communications, facilitation, mediation

Planning & Evaluation

- Creator of experiences, outcome driven management, prevention models (knowledge of and use), research and evaluation

Community Relations

- Community knowledge, community building, partnering and coalition building, people orientation, political dynamics/acumen

Leadership & Management

- Flexibility, leadership, multi-tasking, resourcefulness

Strategies

To accomplish the mission of parks and recreation, seven prime strategies should be employed. These are the methods, resources, processes, and systems the City of Greer should undertake to achieve success.

- Communicating the Vision - Communicating the vision and value of parks and recreation and the vision plan to the community and decision makers.
- Forming Partnerships - Communicating the vision and value of parks and recreation to allied professionals, citizens, the media, and policymakers to develop partners and allies.
- Expanding Professional Competencies - Building capacity within the parks and recreation staff by providing professional and continuing education opportunities that increase skills in the core competencies that will be needed for future success.

- Demonstrating Results - Conducting research to document the value of parks and recreation and to influence public opinion and policy.
- Documenting Best Practices - Identifying, developing, and documenting new or current practices that clearly demonstrate the value of parks and recreation.
- Strengthening the Parks and Recreation Ethic - Integrating the park and recreation ethic into all aspects of the K-12 educational experience.
- Impacting Public Policy - Impacting public policy at the local, state, and federal level to promote the value of parks and recreation.
- Expanding Resources - Identifying new resources and strategic partnerships to move parks and recreation towards professional and community goals.
- Identifying Key Trends and Opportunities - The City of Greer must identify the trends that will have a major impact on parks and recreation in the future. Obviously the growing population and subsequent development are the two major trends that will have the most impact on the city over the next 5-20 years. These trends will necessitate the growth and enhancement parks and recreation facilities, programs, and services.

The South Carolina Vision Plan and description included in this report was modeled on the work of Mr. Idris J. Al-Oboudi, Mr. Keith Fulthorp, Ms. Michelle Lacy, and Mr. Barry Weiss of Manhattan Beach, CA and the California Recreation and Parks Association.

Facility Inventory

B.P. Edwards Park - Sunnyside Drive - 4.2 acres

- Picnic shelter (1 picnic table)
- Basketball court
- Playground structure
- Vandalism is a problem, basketball court needs work



Century Park and Kids' Planet - Brushy Creek Road - 27.24 acres

- 3 baseball fields with bleachers, press box, concession stand, restrooms
- Disc golf course with 18 baskets and 19 launch pads
- 6 picnic shelters and 36 picnic tables
- 2 large playground areas including special needs area
- Cannon concessions
- Baseball fields have drainage issues and grading problems
- Baseball concession/pressbox building needs work



Country Club Road Park and Sports Complex - Country Club Road - 51.81 acres

- 2 baseball fields with bleachers, press box, concession stand, restrooms
- 3 soccer fields (2 full, 1 scaled)
- Picnic shelter with 6 picnic tables
- Located on Tyger River
- Adjacent to trail system used by ATV's
- Potential to expand trail system, create river access, and expand to property behind high school and middle school (possible location for aquatics complex)
- Adding 2nd maintenance/utility building



Davenport - W. Arlington Avenue - .5 acres

- Open lot with backstop used for t-ball practice

Greentown Community Park - Moss Street - 3 acres

- Small picnic shelter
- Playground structure
- Basketball Court



Greer City Park - Cannon Street - 9.2 acres

- Amphitheater, promenade, gazebo, and restrooms
- Playground structure
- Picnic shelter and 15 tables

Greer City Stadium - West Arlington Avenue - 10 acres

- Old Greer High School football stadium used for football and soccer
- Stadium plaza with 2 concession stands, restrooms, and press box
- 2 locker rooms with showers
- Concrete stadium seating
- 10+ picnic tables
- Limited parking
- Masonry wall adds ambience and is historic but will need to be replaced in the future
- Double crown in field should be addressed



Horace McKown Jr. Center - Canon Street - .26 acres

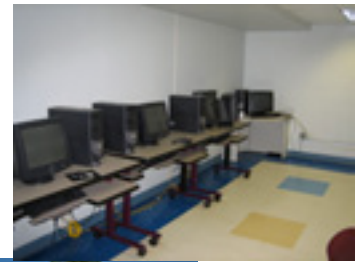
- Old armory with gymnasium - possible senior or performing arts center
- Upgrades needed include flooring in gym, minor repairs in restrooms, install HVAC, add movable stage and seating for theater, add kitchen, office space, and classrooms, new roof and gutters, continue exterior upgrades and improvements

Municipal Complex Event Center - Poinsett Street - .13 acres

- 4500 square feet of flexible programming space for weddings, conferences, business meetings, and special events supported by state of the art audio/ visual technology
- 1 large meeting room (4500 s.f.) that can be subdivided into 3 smaller rooms (1500 s.f. each)
- Small conference room, caterer's kitchen, and restrooms

Needmore Community Recreation Center and Park - Canteen Avenue - 5 acres

- Basketball court
- 2 unused tennis courts (no nets, poles, fencing in bad shape)
- Picnic shelter with 2 picnic tables
- Playground structure
- Community center - 2 rooms with small kitchen, 2 level deck, computer lab
- Needs new fencing; consider alternative use(s) for tennis courts



Springwood Community Park - Wood Avenue - 1.65 acres

- Picnic shelter with concrete table and benches
- 2 picnic tables, concrete table with 3 benches, and 2 park benches
- Playground structure



Steven's Field - Ball Park Street - 8 acres

- Brick enclosed baseball stadium with press box, concessions, and restrooms
- Upper and lower level concrete plaza
- Dugouts and batting cage
- Aluminum bleacher seating
- Newly renovated but old masonry wall may need replacement; lights need to be replaced

South Suber Road Soccer Complex - Suber Road - 10.5 acres

- 3 soccer fields (2 regulation, 1 scaled)
- Picnic shelter with tables and benches
- Concession stand, restrooms, and maintenance building
- Good landscaping at entrance and large parking area
- Subterranean drainage needs to be installed in fields



Tryon Street Park and Recreation Center - Oakland Avenue - 8 acres

- Recreation center building with tennis pro shop and offices, small kitchen, and restrooms
- Building also includes area for cultural arts and old bowling alley used for storage
- Outdoor restroom facility with ice machine access for membership use
- Small Storage Building
- 6 tennis hard courts with benches, bleachers, and official stands
- 3 clay courts
- 3 picnic tables with umbrellas, 10 picnic tables, 9 park benches
- Buildings needs significant updating/ renovation - address significant plumbing issues; roof; tennis section/pro shop/offices need significant update and possible rebuild
- Room for future tennis court expansion to promote tourism associated with ability to attract tournaments



Turner Park - Virginia Avenue - 13.6 acres

- Big Turner baseball field with dugouts
- Little Turner baseball field with dugouts
- Aluminum bleacher seating
- Concession stand and restrooms
- Needs work - fields need grading, new lights, new fencing, building should be replaced, and needs general landscape improvements
- Explore possibility of reconfiguring Big Turner field into two smaller fields



Victor Park - South Line Street - 4.9 acres

- Brick enclosed baseball field with dugouts, bleachers, and walking track
- Large playground structure
- 2 full-size outdoor basketball courts with 4 goals
- Gymnasium with indoor basketball court, social hall with kitchen, and multipurpose room
- Building needs general updating - carpet, flooring, paint, replace chicken wire and iron rail on balcony, HVAC in gym, kitchen, new gutters, seal roof
- Outside - replace fencing to match baseball field, general landscaping (grass, trees, shrubs), redo parking lot



Victor Memorial Veteran's Park - South Line Street - 6 acres

- 7 monuments with plaques plus 8 additional plaques
- 6 flagpoles
- Fountain
- Army vehicles - need to be painted
- Gazebo and 12+ park benches
- Decorative light poles on sidewalk around park; sidewalk acts as walking track
- Remove the 8 current plaques and replace with plaques dedicated to and appropriate for different areas of service in the military
- Replace slate flooring around monuments



Victor Mini (Victor Heights Community Park) - Anita Street - .75 acres

- Fenced park with playground structure and decorative light poles

Wards Creeks Community Park - Elmer Street - 5 acres

- 1 baseball field and 2 basketball courts
- 2 picnic tables
- 1 swing set with 6 swings
- 1 playground structure
- 1 climbing bar, 1 set of parallel bars
- Add picnic shelter, picnic tables, benches; redo basketball courts; replace bridge and clear wooded area for future expansion

Agency Comparisons

Greer's Role in Recreation Planning & Agency Comparisons

A cooperative recreation planning and oversight structure should be adopted to manage the development of major recreation resources. Because of Greer's location, this cooperative structure should include both Greenville and Spartanburg Counties. The joint recreation planning and oversight structure should be established as soon as possible to provide a mechanism to ensure that facilities are developed in an effective and efficient manner while avoiding duplication. As Greer continues to grow, the demand for recreation programs and services will increase dramatically. Potential residents and businesses will evaluate their decision to locate or relocate in Greer based on schools, health care, and recreation opportunities. New residents will demand these services and the investments necessary to meet those demands will increase as quickly or quicker than the population is growing. Therefore, being proactive in developing and maintaining these opportunities is of utmost importance. The following table contains benchmarking information from recreation agencies identified as a peer group for the City of Greer's Parks and Recreation Department. Where the % of Budget from Taxes and % of Budget from User Fees do not add up to 100% an additional revenue source is available which may include donations, grants, etc.

City/County	Population	Full-Time Staff	P/T-Seasonal Staff	Sq. Feet Indoor Space	Acres of Outdoor Space	Total Yearly Budget	General Fund Allocation	% of Budget from User Fees
Goose Creek	50000	22	30	50000	100	2.4m	50	40
City of Orangeburg	15000	32	30	10000	250	1.95m	98	2
City of Greenville	58000	92	123	128000	402	5.2m	78	18
Irmo-Chapin	48000	59	157	104000	450	7.9m	42	58
City of North Augusta	17500	29	85	108000	350	2.81m	91.76	8.24
City of Rock Hill PRT	64000	54	90	107824	392	6.8m	86	14
City of Aiken	30000	51	54	237521	250	4.81m	85	15
Town of Cheraw	5525	12	7	30000	112	.885m	77	18
City of Myrtle Beach	25000	123	128	247000	645	13.47m	78	22
City of Greer	26000	18	22	113000	140	3.52m	74	26

Greer Compared to Average of Peer Agencies in Previous Table

	FULL-TIME STAFF/ RESIDENT	PART-TIME STAFF/ RESIDENT	SQUARE FT INDOOR/ RESIDENT	ACRES OF OUTDOOR SPACE/ RESIDENT	EXPENDITURES/ RESIDENT
AVERAGE	867.05	657.79	4.15	0.01	\$169.39
City of Greer	1444.4	1181.8	4.35	0.005	\$135.50

The City of Greer ranked 9th of 10 comparable agencies in the Full-Time and Part-Time Staff per Resident categories; 6th of 10 in the Square Feet of Indoor Space per Resident category; and 6th of 10 in the Expenditures per Resident category. Recommendations based on this research will be provided in the “Recommendations” section beginning on page 35.

To reach peer agency average:

- Add at least 12 full-time staff positions
- Add at least 18 part-time positions
- Add at least 130 acres of outdoor space
- Add at least \$881,062 to recreation department’s annual budget

Needs Assessment Results

Recreation Analysis – Survey and Focus Groups

Survey

An important component of an area's strategic development plan is collecting information about residents' attitudes toward recreation. Residents' opinions are vital to public and private organizations because the information helps to determine the appropriate quantity and quality of recreation related programs and services to provide. A survey of residents' attitudes toward recreation was completed by 203 individuals. Below are the results of the survey separated into sections, which includes demographics, recreation, community life, quality of life, and funding preferences.

Demographics

The majority of respondents reported they lived in the 29651 (47.3%) area zip code and the 29650 (37.4%) area zip code. The remaining respondents reported living in the 29687 (7.9%) area zip code, 29652 (2.0%) area zip code, and 5.4% reported they lived in other area zip codes (Table 1). Approximately 30.2% of respondents reported an age of 36-45 and the remaining respondents reported ages of 26-35 (24.8%), 46-55 (19.8%), 56-65 (10.9%), 66-75 (6.4%), 18-25 (3.5%), under 18 (1.00%), and 76 or more (3.50%) (Table 2). Out of these respondents 51.2% were female and 48.3% were male (Table 3). Approximately half (50.0%) of the respondents reported receiving garbage collection from the City of Greer (Table 4). The majority (64.3%) of respondents indicated they had dependent children living in their household; followed by 20.2% with 1 pre-school aged child (Table 10), 26.6% with 1 elementary aged child (Table 11), 19.7% with 1 middle school aged child (Table 12), and 14.8% with 1 high school aged child (Table 13). The majority of respondents reported living in the City of Greer more than 20 years (23.9%). The remaining respondents reported years living in the City of Greer as 1-2 (8.0%), 3-5 (21.4%), 6-10 (22.4%), 11-20 (15.4%), and less than 1 year (9.0%) (Table 6). The majority (80.4%) of respondents are White/Non-Hispanic, followed by African American (10.6%), Hispanic (3.5%), Asian/Pacific Islander (1.5%), and American Indian/Alaskan Native (1.5%) (Table 7). The respondents reported an annual household income of \$50,000 to \$74,999 (27.2%), \$100,000 and above (24.7%), \$75,000 to \$99,999 (20.5%), \$25,000 to \$49,999 (18.5%), and under \$25,000 (8.7%) (Table 8).

Recreation Facilities

The next section of the survey questioned respondents about the adequacy of the recreation facilities available in the City of Greer. Respondents were presented numerous examples of recreation facilities and asked to report whether the facilities "Meets My Needs (1)," "Available but Inadequate for My Needs/Important but not Available (2)," "Not Interested (3)," or "No Opinion (4)." The recreation facilities in the City of Greer with the highest percentage for "Meets My Needs" are Playgrounds (52.9%), Baseball Fields (42.2%), Community Parks (36.4%), Soccer Fields (36.0%), Softball Fields (33.9%), and Large Parks and Open Space (31.9%). Respondents reported several recreation facilities in the City of Greer are "Available but Inadequate for My Needs/Important but not available" which include: Trails/Greenways (66.3%), Walking/Jogging Paths (62.2%), Outdoor Community Pools (58.7%), Fitness/Recreation Centers (58.4%), Large Parks and Open Space (48.1%), Waterfront Park and Amenities (47.1%), and Theater/Cultural Arts Facilities (44.4%) (Table 16). Table 17 presents results from an open-ended question asking respondents to list the three most important recreation facilities that do not meet their needs. Responses listed the most by respondents were Trails and Greenways, Walking/Jogging Paths, Fitness/Recreation Center, Baseball/Softball Fields, Tennis Courts and Facilities, Theater/Cultural Arts Centers, Golf Course and Practice Facility, and Aquatic Facilities (Table 19). When asked to compare recreation facilities in the City of Greer to surrounding and other similar towns in South Carolina, 44.8% of the respondents indicated the City of Greer does not have adequate recreation facilities compared to other towns (Table 14).

Recreation Programs

The next section of the survey asked respondents about the adequacy of recreation programs available in the City of Greer. Respondents were presented several examples of recreation programs and asked to report whether the programs "Meets My Needs (1)," "Available but Inadequate for My Needs/Important but not Available (2)," "Not Interested (3)," or "No Opinion (4)." The recreation programs in the City of Greer with the highest percentage for "Meets My Needs" are Sports Team Play (38.7%), Special Events (26.3%), Concerts (25.9%), Sports Instruction (25.6%), and Performing Arts (25.0%). Respondents reported several recreation

programs in the City of Greer are “Available but Inadequate for My Needs/Important but not Available” which include: Fitness Classes (47.6%), Open Gyms (47.2%), Swimming Instruction (44.8%), Adult Activities (44.0%), Concerts (43.2%), Outdoor Adventure Camps (42%), Nature Programs (41.4%), Sports Instruction (40.5%), Weight Training (40.3%), Outdoor Adventure Activities (39.7%), Cardiovascular Equipment Use (39.1%), and Water Aerobics (38.5%) (Table 19). Table 20 presents results from an open-ended question asking respondents to list any recreation programs that would like to see developed. Responses listed the most by respondents were Weight Training/Fitness Programs, Water Aerobics, Bike Trails, Swimming Instruction and Teams, Nature Programs/Day Camps, Concerts and Shows, and Senior Programs. (Table 20). When asked if the City of Greer’s Parks and Recreation Department has improved its programs and facilities in the last three years, the majority (62.7%) of respondents indicated the City of Greer’s Park and Recreation Department has improved its programs and facilities. (Table 15).

Elements of Community Life

The next section of the survey asked respondents to consider different aspects of community life. Respondents were asked to indicate how important various elements of community life are to them on a scale of 1 to 3, with 1 representing Very Important/Important, 2 representing Neither Important nor Unimportant, and 3 representing Very Unimportant/Unimportant. Results from the analysis revealed the most important elements of community life are Police Protection/Public Safety (99%), Fire Protection/EMS Service (96.6%), Medical/Health Care Facilities (95.9%), Parks and Open Space (95.8%), Libraries (93.3%), Public Recreation Programs (90.7%), and A Feel of Community Pride (90.1%) (Table 22). Respondents were also asked to indicate how satisfied they are with each of the previous listed elements of community life on a scale of 1 to 3, with 1 representing Very satisfied/satisfied, 2 representing Neither Satisfied nor Unsatisfied, and 3 representing Very unsatisfied/satisfied. Results from the analysis indicated the elements of community life that respondents are most satisfied with are Fire protection/EMS Service (83.2%), Police Protection/Public Safety (80.3%), Public Works (79.6%), Medical/Health Care Facilities (78%), Libraries (77.5%), and Public Schools (65.9%) (Table 22). Comparing the responses from both questions about the various elements of community life revealed several elements that are important to the City of Greer residents: Police Protection/Public Safety (99%), Fire Protection/EMS Services (96.6%), Medical/Health Care Facilities (95.9%), Parks and Open Space (95.8%), Libraries (93.3%), Public Recreation Programs (90.7%), and a Feel of Community Pride (90.1%). However, residents reported being somewhat unsatisfied with these specific elements: Public Transportation (29.3%), Parks and Open Spaces (28%), Entertainment/Commercial Recreation (23.6%), and Public Recreation Programs (21.7%) (Table 22).

Quality of Life

Respondents were asked to consider the contributions parks and recreation programs and facilities can have to a community’s quality of life and indicate their level of agreement with several statements on a scale of 1 to 3, with 1 representing Strongly Agree/Agree, 2 representing Neither Agree or Disagree, and 3 representing Strongly Disagree/Disagree. Residents of the City of Greer most agreed with the statements parks and recreation “Provide Community Opportunities for Fun and Celebration” (91.5%), “Promote Health and Wellness” (91.2%), “Strengthen Community Image and Sense of Place” (89.5%), and “Attracts New Residents and Businesses” (87.8%) (Table 21).

Development Preferences and Funding

The majority (59.6%) of respondents indicated they prefer that the City of Greer provide a balance of larger community parks and small neighborhood parks compared to development of centralized and/or decentralized facilities (Table 24). Respondents also indicated that they prefer the City of Greer fund the development of recreation facilities through a combination of taxes and user fees (71.7%) compared to using strictly taxes (14.6%) or strictly through user fees (13.6%) (Table 26). Results from the analysis also revealed respondents feel the Riverside/Pelham (South 14) area is in the most need for recreational facilities (39.8%) compared to the Blueridge (North 14) area (28.5%), the Spartanburg (East 29) area (19.9%), and the Greenville (West 29) area (11.8%) (Table 25).

Focus Groups

The purpose of conducting focus groups is to give additional opportunities for citizens to provide input in the planning process. In this case, the main goal of conducting these interviews was to gauge the validity of the results of the needs assessment survey. Five focus group interviews were conducted. These interviews included the parks and recreation department’s program and facilities staffs, the recreation commission, and

two, open community input sessions. Examples of similarities to survey data include, overwhelming agreement that while Greer’s recreation department has improved over the past 3 to 5 years, there are still improvements that need to be made. There was a consensus across all groups that current facilities need upgrades and renovations and additional facilities are needed. An obvious preference for large, centralized facilities among focus group members emerged. From a programming perspective, focus group members indicated there is a need for young adult and adult programs. Suggestions and ideas provided by focus group members supported the survey results.

Appendix A - Corresponding Tables for Recreation Analysis

Table 1: Frequency Distribution of the City of Greer Respondents by Zip Code

ZIP CODE	PERCENT
29650	37.4
29652	2
29651	47.3
29687	7.9
Other	5.4

Table 2: Frequency Distribution of the City of Greer Respondents by Age

AGE	PERCENT
Under 18	1
18 to 25	3.5
26 to 35	24.8
36 to 45	30.2
46 to 55	19.8
56 to 65	10.9
66 to 75	6.4
76 or more	3.5

Table 3: Frequency Distribution of City of Greer Respondents by Gender

GENDER	PERCENT
Male	48.3
Female	51.2

Table 4: Frequency Distribution of the City of Greer Respondents by garbage collection from the City of Greer

AGE	PERCENT
Yes	50
No	50

Table 5: Frequency Distribution of the City of Greer Respondents by Residency in the City limits

YEARS	PERCENT
Yes	33.3
No	64.8

Table 6: Frequency Distribution of the City of Greer Respondents by Year Lived in the City.

YEARS	PERCENT
Less than 1	9
1 to 2	8
3 to 5	21.4
6 to 10	22.4
11 to 20	15.4
More than 20	23.9

Table 7: Frequency Distribution of the City of Greer Respondents by Ethnic Background

ETHNICITY	PERCENT
American Indian/Alaskan Native	1.5
Black/Non-Hispanic	10.6
Asian/Pacific Islander	1.5
Hispanic	3.5
White/Non-Hispanic	80.4
Other	2.5

Table 8: Frequency Distribution of the City of Greer Respondents by Annual Household Income

ANNUAL INCOME	PERCENT
Under \$25,000	8.7
\$25,000 to \$49,999	18.5
\$50,000 to \$74,999	27.2
\$75,000 to \$99,999	20.5
\$100,000 and above	24.7

Table 9: Frequency Distribution of the City of Greer Respondents by Dependent Children Living at Home

DEPENDENT CHILDREN	PERCENT
Yes	64.3
No	35.7

Table 10: Frequency Distribution of the City of Greer Respondents by Preschool Aged (under 5 years old) Children

NUMBER OF CHILDREN	PERCENT
0	75.4
1	20.2
2	3.9
3	0.5

Table 11: Frequency Distribution of the City of Greer Respondents by Elementary Aged (5 to 10 years old) Children

NUMBER OF CHILDREN	PERCENT
0	62
1	26.6
2	8.9
3	2
4	0.5

Table 12: Frequency Distribution of the City of Greer Respondents by Middle School Aged (11 to 13 years old) Children

NUMBER OF CHILDREN	
0	78.8
1	19.7
2	1.5

Table 13: Frequency Distribution of the City of Greer Respondents by High School Aged (14 to 19 years old) Children

NUMBER OF CHILDREN	PERCENT
0	81.3
1	14.8
2	3.9

Table 14: Frequency Distribution of the City of Greer Respondents by the Adequacy of current Recreation Facilities

	PERCENT
Yes, the City of Greer has adequate recreation facilities	31.5
No, the City of Greer does not have adequate recreation facilities	44.8
Undecided	23.6

Table 15: Frequency Distribution of the City of Greer Respondents by Improvement of the Parks and Recreation Programs in the past 3 years

	PERCENT
Yes	62.7
No	19.9
No Opinion	17.4

Table 16: Frequency Distribution of the City of Greer Respondents by Adequacy of Current Recreation Facilities

1 - Meets my Needs, 2 - Available but Inadequate for my needs/Important but not available, 3 - Not Interested, 4 - No Opinion (Values given are percentages)

RECREATION FACILITY	1	2	3	4
Trails/Greenways	8.4	66.3	8.9	16.3
Walking/Jogging Paths	16.6	62.2	5.2	16.1
Outdoor Community Pools	6.5	58.7	13	21.7
Fitness/Recreation Centers	13.5	58.4	8.1	20
Indoor Aquatic Centers	6.3	58.2	14.3	21.2
Large parks/Open Space	31.9	48.1	3.8	16.2
Waterfront Parks and Amenities	7.6	47.1	15.1	30.3
Theatre/Cultural Arts Facilities	16.2	44.4	16.8	22.7
Small Community Parks	36.4	42.3	4.8	16.6
Community Centers	19.9	35.4	17.7	27.1
Dog Parks	8.2	35.3	25	31.5
Shooting Sports Facilities	2.7	31.9	30.8	34.6
Golf Practice Facilities	11.4	28.8	31	28.8
Tennis Courts/Facilities	27.7	27.6	15.4	29.3
Fishing	13.9	26.7	25.1	34.2
Playgrounds	52.9	26.2	6.4	14.4
Indoor Basketball Courts	16.6	25.1	21.4	36.9
Outdoor Basketball Courts	18.2	25	21	35.8
Golf Courses	16.3	24.4	28.8	30.4
Rollerblade/Skateboarding Rinks	4.9	22.4	37.7	35
Baseball Fields	42.2	21.4	12	24.5
Football Fields	25	20.7	21.2	33.2
Disc/Frisbee Golf Courses	13	20.7	30.4	35.9
Boat Ramps/Dock/Water Access	13.1	19.7	29.5	37.7

RECREATION FACILITY	1	2	3	4
Softball Fields	33.9	17.2	18.8	30.1
Soccer Fields	36	12.9	22	29

Table 17: Frequency Distribution of the City of Greer Respondents by Most Important Recreation Facilities

<u>TYPE OF FACILITY DESIRED</u>	<u>RESPONSES</u>	
Aquatic		
Aquatic Facilities	23	
Indoor Aquatic Centers	17	
Water Parks	13	
Outdoor	10	
Boat Ramps/Docks/Water Access	2	
Sporting Facilities		
Baseball/Softball	23	
Golf Courses & Practice Areas	21	
Tennis Courts/Facilities	18	
Sport Shooting Ranges		11
Biking Trails	10	
Football Fields	9	
Rollerblade/Skateboard Facility	7	
Basketball (Indoor/Outdoor)	6	
Soccer Fields	5	
Sports Facilities/Complex	4	
Disc/Frisbee Golf Courses	3	
Fishing	1	
Ping Pong	1	
Lighted Multi-Purpose Practice Fields	1	
Horseback Riding Facility	1	
Centers		
Theater/Cultural Arts Facilities	21	
Fitness/Recreation Centers	15	
Community Centers	10	
Kids' Planet	3	
Senior Centers	2	
Disabled Facilities	1	
Outdoor/Nature		
Walking/Jogging Paths	37	
Trails/Greenways	27	
Dog Parks	14	
Small Community Parks	12	
Playgrounds	12	
Large Parks/Open Space	12	
Parks with Camping	1	

Table 18: Frequency Distribution of the City of Greer by Facilities needed in the City of Greer

TYPE OF FACILITY DESIRED	RESPONSES
Aquatic	
Water Parks for All Ages	7
Sporting Facilities	
Bike Routes/Mountain Bike Routes	6
Hockey Rink/Skating Rink	5
Sport Shooting Ranges	2
Baseball	2
BMX Biking	2
Volleyball Courts	2
Racquetball/ Handball Courts	2
Bowling	1
Golf Course	1
Bathroom Facilities at all Sporting Facilities	1
Race Car Park	1
Cheerleading Practice Area	1
Horseback Riding Arena	1
Ping Pong Tables	1
Rock Climbing	1
Tennis (Indoor)	1
Centers	
Cinemas/Theaters of All Forms	6
Gym/Fitness Center	2
Community Center	2
Senior Center	2
Children’s Center	1
Public Library	1
Police Substation	1
Recycling Center	1
Outdoor/Nature	
Wildlife Viewing Area/Sanctuaries/Trails	4
Parks	3
Sidewalks	2
Picnic Areas	1
Other	
Shopping Mall	1
Blockbuster Video Store	1
Saturday Bus Trips	1
Restaurants	1

Table 19: Frequency Distribution of the City of Greer Respondents by Adequacy of Recreation Programs

N=number of respondents; 1 - Meets my Needs, 2 - Available but Inadequate for my needs/Important but not available, 3 - Not Interested, 4 - No Opinion (Values given are percentages)

RECREATION PROGRAMS	1	2	3	4
Fitness Classes	14.2	47.6	16.9	21.3
Open Gyms	15.9	47.2	12.1	24.7
Swimming Instruction	9.9	44.8	21	24.3
Adult Activities	14.7	44	13	28.3
Concerts	25.9	43.2	13.5	17.3
Outdoor Adventure Camps	11	42	16.6	30.4
Nature Programs	9.4	41.4	18.2	30.9
Sports Instruction	25.6	40.5	12.8	21.1
Weight Training	13	40.3	20.7	26.1
Outdoor Adventure Activities	7.8	39.7	20.1	32.4
Cardiovascular Equipment Use	15.6	39.1	18.4	26.8
Water Aerobics	12.6	38.5	22.5	26.4
Teen Activities	7.2	37.2	22.2	33.3
Cultural Arts	20	36.1	17.2	29.7
Performing Arts	25	35.8	18.5	20.7
Sports Team Play	38.7	33.7	9.4	18.2
Child Development Activities	10.1	30.9	20.8	38.2
Activities for Older Adults/Seniors	12.4	30.8	18.9	37.8
Before and After School Activities	12.4	29.8	23	34.8
Special Events	26.3	29.6	11.7	32.4
Arts and Crafts	19.8	29.6	26.9	23.6
Day Camps	19.3	28.2	18.8	33.7
Recreation Programs for the Disabled	7.3	27.4	21.2	44.1
Pre-Kindergarten Programs	10.1	25.8	27	37.1
Dances	15.1	25.1	31.3	28.5

Table 20: Frequency Distribution of the City of Greer Respondents by Desired Recreation Programs

TYPE OF FACILITY DESIRED	RESPONSES
Health/Aerobic Programs	
Weight Training/Fitness Programs	4
Water Aerobics	3
Open Gyms	1
Recreational Programs (All Ages)	
Bike Trails	3
Swimming/Swim Teams/Instruction	3
Gymnastics/Tumbling	2
Basketball	1
Dance	1
Windsurfing/Sailing	1
Badminton	1
Shooting/Trap Skeet Shooting	1
NASCAR	1
Softball Camps	1
Volleyball	1
Continuing Education Courses	
Gardening/Master Gardener/Junior Gardener	2
Basket Making	1
Pottery	1
Painting	1
Car Maintenance	1
Children/Youth Programs	
Nature Programs/Day Camps/Outdoor Adventure Camps	7
After School Programs	2
Teen Activities	2
Adult/Senior Activities	
Concert/Shows	6
Senior Programs	3
Disabled Programs	2
Adult Community Theatre	1
Other	
Dog Park	1

Table 21: Frequency Distribution of the City of Greer Respondents by Agreement with Potential Contributions Parks and Recreation Programs Impact Quality of Life

1 - Strongly Agree/Agree, 2 - Neither Agree nor Disagree, 3 - Disagree/Strongly Disagree (Values given are percentages)

CONTRIBUTIONS OF PARKS AND RECREATION	1	2	3
Support Economic Development	84.9	13.5	1.6
Strengthen Safety and Security	77.7	16.6	5.7
Promote Health and Wellness	91.2	7.3	1.6
Foster Human Development	83.3	14.6	2
Strengthen Community Image and Sense of Place	89.5	7.8	2.6
Increase Cultural Unity	80.8	12.8	6.4
Protect Environmental Resources	78.3	18.5	3.2
Facilitate Community Problem Solving	66.1	27.6	6.2
Provide Community Opportunities for Fun and Celebration	91.5	7.9	0.5
Provide Opportunities for Lifelong Learning	79	16.8	4.2
Attracts New Residents and Businesses	87.8	9	3.2

This table should be used to determine mission areas the department can key in on in evaluating and marketing programs, facilities, and services. While mission areas were rated as strongly agree or agree, Providing Community Opportunities for Fun and Celebration and Promote Health and Wellness were the top two mission areas.

Table 22: Frequency Distribution of the City of Greer Respondents by Importance/Satisfaction of Elements on Community Life

1 - Very Important/Important, 2 - Neither Important nor Unimportant, 3 - Unimportant/Very Unimportant, 1 - Very Satisfied/Satisfied, 2 - Neither Satisfied nor Unsatisfied, 3 - Unsatisfied/Very unsatisfied (Values given are percentages)

ELEMENTS OF COMMUNITY LIFE	IMPORTANCE			SATISFACTION GAP			
	1	2	3	1	2	3	
Parks and Open Space	95.8	3.6	0.5	53.5	18.5	28	42.3
Entertainment/Commercial Recreation	84.8	11.5	3.7	40.9	35.5	23.6	43.9
Public Recreation Programs	90.7	7.3	2	47.1	31.2	21.7	43.6
Public Schools	89.9	6.4	3.7	65.9	21.8	12.3	24
Opportunities to Become Familiar with Other Residents	74.8	23.2	2	38	45.8	16.1	36.8
Public Transportation	56.5	29	14.5	18.3	52.4	29.3	38.2
Fire Protection/EMS Services	96.6	2.6	0	83.2	13.6	3.1	13.4
Police Protection/Public Safety	99	1	0	80.3	14.5	5.2	18.7
Social and Human Services	85.5	11.4	3.1	47.9	44.8	7.3	37.6
Medical/Health Care Facilities	95.8	4.2	0	78	15.7	6.3	17.8
Public Works (Water, Sewer, Electric, Gas, Solid Waste)	95.9	3.6	0.5	79.6	15.1	5.2	16.3
A Feel of Community Pride	90.1	9.4	0.5	60.9	30.7	8.3	29.2
Libraries	93.3	6.2	0.5	77.5	14.1	8.4	15.8

This importance/satisfaction analysis shows larger gaps between the importance level and satisfaction levels residents place on recreation related elements of community life (parks and open space, entertainment/commercial recreation, public recreation programs). The gap is calculated by subtracting the percentage of individuals who ranked an element as very important/important from the percentage of residents who indicated they are very satisfied/satisfied. The highest gaps indicate areas where a community should make investments. In addition, the fact that the community values the mission areas/contributions of parks and recreation outlined in the previous table (Table 21), demonstrates that residents understand that investing in parks and recreation programs, facilities and services is an important community development strategy.

Table 23: Frequency Distribution of the City of Greer Respondents by Current Location of the Recreation Facilities

	PERCENT
Very Conveniently Located	15.5
Conveniently Located	56.5
Inconveniently Located	14
Very Inconveniently Located	5
No Opinion	9

Table 24: Frequency Distribution of the City of Greer Respondents by Future Development Preferences

	PERCENT
Develop centralized facilities and amenities (larger parks in 3 or 4 locations)	31.1
Develop decentralized facilities and amenities (small community / neighborhood parks)	9.3
Provide a balance of larger community parks and small neighborhood parks	59.6

Table 25: Frequency Distribution of the City of Greer Respondents by Areas in Most Need for Recreation Facilities

	PERCENT
North 14 (Blueridge)	28.5
South 14 (Riverside/Pelham)	39.8
East 29 (Spartanburg)	19.9
West 29 (Greenville)	11.8

Table 26: Frequency Distribution of the City of Greer Respondents by Funding Preference for future developments of Recreation Facilities and Programs

	PERCENT
Strictly through taxes	14.6
Strictly through user fees	13.6
Combination of taxes and user fees	71.7

Recommendations / Action Items

ACTION ITEM	IMMEDIATE PRIORITY (1-2 YEARS)	MID-TERM PRIORITY (3-5 YEARS)	LONG TERM PRIORITY (6-10 YEARS)
Fundraising	Leverage/ utilize recreation association's 501C3 status to identify, solicit, and secure sponsorships and donations		
Increase Full-Time and Part-Time Staff to reach peer average	Add at least 5 full-time staff and at least 10 part-time staff positions	Full-time staff should be at least 30 positions and part-time staff should be at least 40 positions	Re-evaluate
Increase Recreation Department Budget to reach peer average	Increase funding by at least \$881,026 annually	Re-evaluate and make necessary increases	
Develop Trails/ Greenways/ Walking Paths/ Jogging Paths	Initiate master planning process to create an interconnected, city-wide system of trails and greenways. Coordinate and plan this effort to support and complement Greenville County's greenway plan and the SC State Trails Plan. Collaborate on potential long-term trails to trails project with CSX.	Staged construction, opening, and operation of trail/ greenway system. Consider development of navigable river trails as part of system (Country Club facility for Tyger River access and property on Hammett Bridge Rd. for Enoree River access are two potential access sites).	Maintenance and expansion
Develop Comprehensive Indoor Recreation Facility to include Fitness/ Wellness Amenities, Courts, and an Indoor Pool	Initiate planning and design process	Construction, opening, and operation	Maintenance, operation, and evaluate plans for upgrades and expansion
Develop Outdoor Pool		Initiate planning and design process; construction	Opening, operation, and maintenance

ACTION ITEM	IMMEDIATE PRIORITY (1-2 YEARS)	MID-TERM PRIORITY (3-5 YEARS)	LONG TERM PRIORITY (6-10 YEARS)
Develop Large Park/ Open Space - Multi-use Destination Park	Identify site; project should include active and passive spaces; dog park should be considered	Initiate planning and design process	Construction, opening, operation, and maintenance
Develop/Renovate Theater and Cultural Arts Facility	Identify building to renovate or site for development and initiate planning process	Design, construction, opening	Maintenance and operation
Renovate and Upgrade Small Community Parks and Add New Community Parks as New Development Warrants	Prioritize need and begin upgrades	Continue upgrades and identify areas for new community parks	Maintenance, operation, and evaluation of need for additional community parks
Renovate, Upgrade, and Maintain Community Centers	Prioritize needs and begin upgrades	Continue upgrades and identify areas for new community centers	Maintenance and operation
Create Fitness and Wellness Programs to Include Weight Training, Aerobic, and Cardio Classes	Identify sites where programs can take place until new indoor recreation center is completed and begin offering programs; one new staff position should be dedicated to this area	Move programming to new indoor recreation center upon completion	
Create Swimming Instruction and Water Aerobics Programs		Plan and implement programs upon completion of new indoor aquatics facility	
Expand the Availability of Open Gyms	Increase hours of availability at current gymnasium facilities	Provide new/additional opportunities upon completion of new indoor recreation center	

ACTION ITEM	IMMEDIATE PRIORITY (1-2 YEARS)	MID-TERM PRIORITY (3-5 YEARS)	LONG TERM PRIORITY (6-10 YEARS)
Increase Adult Programming and Activities	Plan and implement lifelong learning opportunities that may include classes on photography, computer use, and cooking		
Increase Cultural Arts, Performing Arts, and Concerts Opportunities	With new facilities available and developed, this program area should become a major component of the Greer Recreation Department's offerings		
Develop Outdoor Adventure Camps, Nature Programs, and Outdoor Adventure Activities	One new staff hire and several part-time hires should be responsible for the development of an outdoor/adventure program	Tie program into the development of greenways and trails. Offer a mix of summer adventure camps and trips for youth and trips and instructional activities for adults.	
Expand Teen Programs	One new staff hire and several part-time hires should be responsible for the development and implementation of ongoing teen programs		
Explore Possible Expansion Opportunities Near and Around Country Club Park	Partner with school system to consider viability of developing the new indoor recreation and aquatics center near this existing facility and Greer High School		

ACTION ITEM	IMMEDIATE PRIORITY (1-2 YEARS)	MID-TERM PRIORITY (3-5 YEARS)	LONG TERM PRIORITY (6-10 YEARS)
Identify Land In the Golden Box Area for Future Expansion	Area south of 85, known as "Golden Box" has been identified as an area that will see new development. There is a new elementary school, CPW is adding infrastructure, and there is a possibility that a Bass Pro Shop will be built in the area.		
Strategic/Master Plan		Mid-term evaluation and update of current plan	By mid-way through year 9 initiate planning process for next master plan

