



Parks, Recreation, and Open Space Master Plan

August 2018



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Executive Summary

A. Purpose of this Plan

The 2018 Town of Leland Parks, Recreation, and Open Space Master Plan will revise and finalize the previous Draft 2016-2021 Town of Leland Parks, Recreation, and Open Space Master Plan and associated surveys and studies. The plan will reflect the recent organizational and programmatic changes and take into account the most current population data and expected growth of the community. The primary focus of this comprehensive plan is on parks, open space, amenities, and a potential recreation center, along with the current Leland Cultural Arts Center (LCAC).



The process included community and stakeholder engagement and identified opportunities in an easy to read format that will be implementable and provide direction on the development and enhancement of parks, recreation, and open space opportunities and facilities for the Town of Leland.

Critical success factors and performance measures were identified by the project team:

Critical Success Factors	Performance Measures
1. Evaluate whether there is a need for a Multi-purpose recreation center w/operational partnership. The Town of Leland cannot build alone.	1. Address in plan with recommendations.
2. Continue to address and plan for trails and connectivity throughout the community.	2. Integrate and align trail and bike/pedestrian planning that has been completed, and identify new gaps as applicable.
3. Address potential partners and create partnership policy.	3. Include key partners input in key stakeholder and individual interviews. Identifying possibilities for going forward and creating policies that guide the partnership.
4. Address emerging trends in the field.	4. Identify emerging trends as a key issue for analysis, and address in recommendations.
5. Cultural arts center and recreation programs offered through the Town. Evaluate needs for the changing demographics and growing population.	5. Include sections on needs analysis for recreation programs and cultural arts.
6. Address access to and types of public facilities compared to residents that have private access to HOA facilities.	6. Address role of HOAs in plan, and include key HOAs in assessment.
7. Determine the need for Resident and Non-Resident rates/identification for those facilities and programs that benefit those outside of the Town boundaries.	7. Identify findings relative to effectively addressing resident vs. non-resident issues

B. Planning Process Summary

The process utilized in developing this Master Plan included the formation of an integrated project team that included select staff from the Town of Leland, the consultant team of GreenPlay, Sage Design, and RRC Associates, and local Town leadership and stakeholders. The project team provided detailed input to the GreenPlay team throughout the project. This process allowed for a collaborative approach to create a master plan that blends consultant expertise with the local knowledge of community members and stakeholders. This comprehensive master plan included the following processes:

Strategic Kick-off and Determination of Critical Success Factors	December 2017
Project Coordination	December
Document Collection/Integration of Existing Plans	December
Determination of Critical Success Factors/Performance Measures	December
Community Engagement	January – March 2018
Initial Information Gathering	January
Focus Groups/Staff and Stakeholder Interviews	January
Community Wide Public Meeting	January
Needs Assessment/Statistically Valid Survey	February – March
Facility Inventory and Level of Service Analysis	January – April 2018
Inventory and Level of Service Analysis	January – April
Assessment of Existing Standards	January – April
Demographics, Trends, and Community Profile	February – March
Recreation Center Analysis	February – April
Program Analysis	February – April
Financial Analysis	March – April
Action/Implementation Plan	April – July 2018
Findings Presentation	April
Visioning Workshop	April
Action Plan/Recommendations	May – July
Draft and Final Plans, Presentations, and Deliverables	August – September 2018
Draft Plan Presentation	August
Final Plan Presentation	September

C. Key Issues Summary

Key issues detailed in this section were identified through public input and information gathering and compiled into categories as opportunities for the Leland Parks and Recreation Department.

Organizational Opportunities:

- Develop policies and plans to coincide with growth
- Enhance and improve marketing and communication with residents and visitors.
- Plan to achieve CAPRA certification

Financial Opportunities:

- Reevaluate current policies and consider establishing new policies that address internal operations and outside funding sources/opportunities
- Plan for Capital Funding/Future Growth

Programs and Service Delivery Opportunities:

- Address equity of programming throughout the Town
- Address programming for teens/young families
- Reevaluate current programs and strategize for future programs
- Increase perception of the Leland Cultural Arts Center as a facility for all residents

Facilities and Amenity Opportunities:

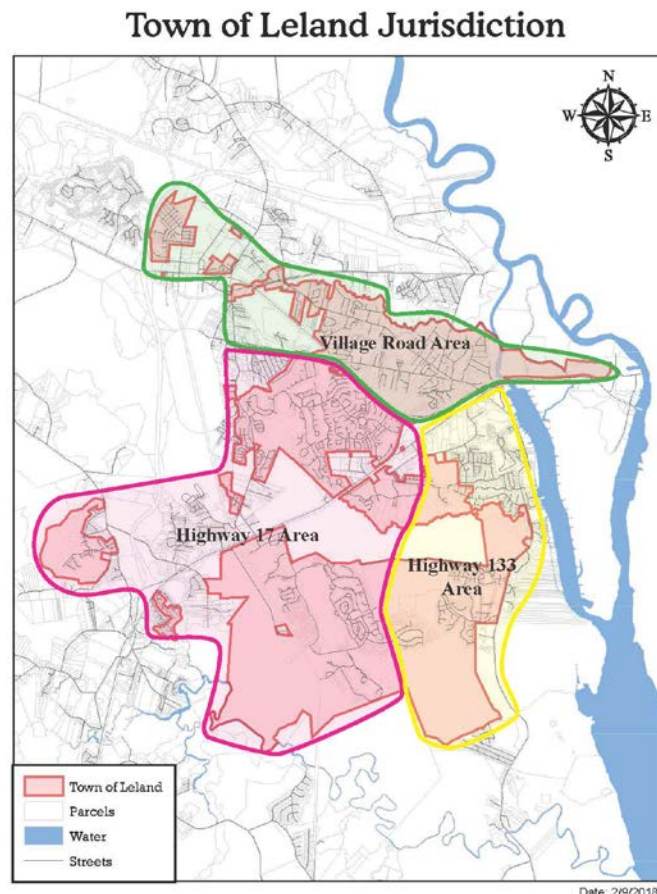
- Reevaluate previous plans and recommendations compared to the current needs identified in this study
- Develop park classifications
- Improve trail and path connectivity
- Address water access and paddle trails
- Address ADA accessibility
- Improve distribution of facilities and amenities throughout the community
- Plan and address indoor community gathering space
- Explore existing and future park amenity improvements

D. Inventory Assessment Summary

The parks provided by the Town of Leland are predominantly passive in nature, focusing on connectivity and recreational programming as key ways to get residents involved. Active recreation and neighborhood-based recreation services are currently supplied by other service providers and private recreation resources through the planned communities in the Town.

The Town of Leland Parks are located in the core of Leland near the intersection of the three community areas – the Highway 17 Corridor, the Village Road Corridor, and the Highway 133 Corridor (**Figure 1**), with the outlying areas of the Town predominantly served by other service providers and/or private community recreation providers.

Figure 1: Town of Leland Map



The Town of Leland Parks and Recreation Department currently maintains and operates three (3) parks, Leland Municipal Park (which has Leland Community Garden and the Leland Recreation Building), Cypress Cove Park, Westgate Nature Park, and the Leland Cultural Arts Center (LCAC). In addition to these facilities, The Town of Leland has acquired property along Sturgeon Creek for a future park site.

Table 1: Town of Leland Facilities

Leland Parks	Size (acres)
Cypress Cove Park (Formerly Sturgeon Creek Park)	28.2
Leland Community Garden	0.07
Leland Cultural Arts Center	18,000 sq. ft.
Leland Municipal Park	8
Leland Recreation Building	2,100 sq. ft.
Sturgeon Creek Park (Future)	34
Westgate Nature Park	150

E. Recommendations and Action Plan Summary Table

Goal 1: Organizational Efficiency

Objective 1.1: <i>Develop policies and plans to coincide with growth</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.1.a Re-evaluate current land dedication ordinance and other ordinances that can identify opportunities for the Town.	N/A	Staff Time	Short-Term
*1.1.b Develop new partnerships and improve current partnerships and agreements that will improve resources and access to facilities for residents and the Town.	N/A	Staff Time	Short-Term
1.1.c Address future staffing needs by planning, preparing, budgeting, and hiring staff in appropriate areas as the Town plans to address projected growth of population, new and improved facilities, and future parks/open space.	N/A	Staff Time	Short to Mid-Term
1.1.d Create a maintenance plan to address current needs and future needs of the Department.	N/A	Staff Time	Short to Mid-Term

Objective 1.2: <i>Enhance and improve marketing and communication with residents and visitors</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.2.a Create a social media, marketing, and communication plan.	N/A	Staff Time	Short-Term
1.2.b Develop a marketing/outreach plan to reach new members of the community as they move to Leland.	N/A	Staff Time	Short-Term
1.2.c Create an email campaign to capture all current users and continue to develop a strategy to reach each area of Town, understanding the diversity and forms of communication with each sub-area.	N/A	Staff Time	Short-Term
1.2.d Identify and incorporate the history of the Town into future facilities, programs, and open space areas (themes, naming, art, etc.).	N/A	Staff Time	Short to Mid-Term
Objective 1.3: <i>Plan to achieve CAPRA certification</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.3.a Create a plan to work toward and achieve CAPRA certification.	N/A	Staff Time	Short to Mid-Term

Goal 2: Finance

Objective 2.1: <i>Reevaluate current policies and consider establishing new policies that address internal operations and outside funding sources/opportunities</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.1.a Bridge the Scholarship Policy between the LCAC and the Department, eliminate barriers, and create a streamlined policy with criteria, along with an application process that eliminates barriers or removes unnecessary steps to receive a scholarship.	N/A	Staff Time	Short-Term
2.1.b Continue to review current Sponsorship Policy to allow the Department to create revenue for future programming or facility needs.	N/A	Staff Time Additional Revenue Opportunity	Short-Term

2.1.c Create a Friends of the Parks to assist the Department in requesting outside funding, writing possible grant applications, and other opportunities to promote the Department within the Town.	N/A	Staff Time Additional Revenue Opportunity	Short to Mid-Term
2.1.d Consider implementing a cost recovery and pricing policy as the Department continues to grow and expand. Evaluate need for resident vs. non-resident rates.	N/A	Staff Time	Short to Mid-Term
Objective 2.2: <i>Plan for Capital Funding/Future Growth</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.2.a Create a financial plan to address growth of Department assets as future maintenance and asset management levels rise as a result of population growth.	N/A	Staff Time	Short-Term
2.2.b Create a capital improvement plan to stay ahead of the projected growth of the community and plan for future needs that occur as a result of this growth.	N/A	Staff Time	Short-Term
2.2.c Identify opportunities for capital improvements and additional funding through bond referendum, property tax increase, property tax for parks, fee increases, or other revenue opportunities that were identified as favorable by the community in the needs assessment.	N/A	Staff Time	Short-Term

Goal 3: Program and Service Delivery

Objective 3.1: <i>Address equity of programming throughout the Town</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
*3.1.a Develop a plan to provide facilities and programs to those areas in the community that are lacking facilities or have facilities that need to be updated and improved.	N/A	Staff Time	Short-Term
3.1.b Consider satellite and outreach programs in various locations of the community (schools, churches, etc.) to reach the general public and provide LCAC opportunities to those residents that have difficulty accessing the facility.	N/A	Staff Time	Short-Term
*3.1.c Address the special needs population through programs/inclusive programming throughout the community.	N/A	Staff Time	Short-Term
*3.1.d Address adult wellness/fitness opportunities by identifying locations or partnerships that can fulfill this need.	N/A	Staff Time	Short-Term
Objective 3.2: <i>Address programming for teens/young families</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.2.a Explore programs/special events that attract and draw the teen/tween population or family gathering opportunities that incorporate all ages.	N/A	Staff Time	Short-Term
*3.2.b Look to partner with other organizations to provide opportunities for teens.	N/A	Staff Time	Short-Term
Objective 3.3: <i>Reevaluate current programs and strategize for future programs</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.3.a Reevaluate current programs for youth arts, preschool, etc. that ranked lower on the survey and determine if these programs are still viable.	N/A	Staff Time	Short-Term

3.3.b Review participation numbers and consider making improvements, enhancing, or replacing the programs identified as underachieving or with low participation with opportunities identified through the survey.	N/A	Staff Time	Short-Term
*3.3c Address water safety in the community. Seek to provide opportunities for safety/awareness classes. Identify partnerships that can assist with water safety education.	N/A	Staff Time	Short-Term
Objective 3.4: <i>Increase perception of the Leland Cultural Arts Center as a facility for all residents</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.4.a Market, communicate, and address accessibility and programs for the LCAC. Increase the perception of the facility as a public facility open to all residents.	N/A	Staff Time	Short-Term

Goal 4: Facilities and Amenities

Objective 4.1: <i>Reevaluate previous plans and recommendations compared to the current needs identified in this study</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.1.a Reevaluate the following items identified in previous planning efforts: Municipal Park facility enhancements complete Phase 1 items and begin Phase 2 items.	Phase 1 remaining items: \$2.08 million Phase 2 items: \$3.7 Million	CIP Allocation, Design, Permitting, and Construction Cost included in these estimates	Short-Term: Design Mid-Term: Construction
4.1.b Move forward with the following items identified in previous planning efforts. Development of: a) Loop connecting High School, Village Road, Old Fayetteville Road, and Municipal Park. b) Jackey's Creek Trail connecting Westgate Nature Park to Brunswick Nature Park. c) Development of neighborhood parks in Village Road Corridor with connections via trail network.	Dependent upon connections and field study	TBD	Short-Term: Design Mid-Term: Implementation

Objective 4.2: <i>Develop park distribution method using the level of service</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.2.a The Town should utilize the level of service evaluation and distribution evaluation to aid in determining future development locations and acquisition of facility expansion for playgrounds, community gardens, and greenway and blueway trails and to help locate gap items such as indoor recreation opportunities, dog parks, active recreation features, and gathering space.	TBD	TBD	Short-Term
Objective 4.3: <i>Improve trail and path connectivity</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.3.a Address the Leland Pedestrian Plan to execute the key projects that have been identified to improve connectivity for community, greenways, and sidewalks.	Dependent on link length and feasibility	Feasibility and Design	Short-Long Term Based on the project, funding, and potential for completion
Make Key North Sector connections such as the Navassa Road Multi-Use Path and missing sidewalk sections to link parks, schools, and neighborhoods.	Dependent on link length and feasibility	Feasibility and Design	Short-Term
Work toward a design solution with NCDOT for Highway 17 Pedestrian Crossing opportunities.	Dependent on link length and feasibility	Feasibility and Design	Short-Term: Planning Long-Term: Implementation
Partner to execute connections already in use such as the Powerline trail connecting Magnolia Greens, Waterford, and the LCAC.	Dependent on link length and feasibility	Feasibility and Design	Short-Term
*4.3.b Identify partnerships to address connectivity throughout the Town (schools, local businesses, etc.). Look for easy links such as powerline access Magnolia Greens between Poole and Grandiflora to link LCAC .5 miles.	\$750,000	Easement, Design, Construction	Short-Term

Objective 4.4: <i>Address water access and paddle trails</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.4.a Expand water access points and provide support amenities at current sites. Link to OSP water access points where opportunities exist.	Signage, education signage, and support features & improvements \$150,000 each	TBD	Short to Mid-Term
4.4.b In addition to New Sturgeon Creek Site, seek to acquire and provide additional opportunities for water access.	2 water access locations \$200,000/ea.	TBD	Short to Mid-Term
4.4.c Build upon the Brunswick Paddle Map.	\$40,000	Design and production	Mid-Term
Objective 4.5: <i>Address park accessibility</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.5.a Address ADA compliance in all facility and amenity improvements and access improvements listed in LOS.	See inventory items to add to CIP	TBD	Ongoing to Short-Term
4.5.b Expand the terminology of “Park Access” to ensure park access is equitable and useable to all.	\$30,000	Audit	Short-Term
Objective 4.6: <i>Improve distribution of facilities and amenities throughout the community</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.6.a Address Village Road Area by continuing to identify neighborhood level recreation services (trails, sidewalks, open space, playgrounds, etc.).	Project dependent	TBD	Short to Mid-Term
4.6.b Future public park space should be looked at on the outer edges of the Town’s jurisdictional boundary outside of the Private Recreation areas for events and active recreation partnerships.	Land value plus acreage	TBD	Mid to Long-Term
4.6.c Provide neighborhood resources in gap areas not served by planned/private community amenities.	Playgrounds/dog Park(s)	TBD	Short to Mid-Term

4.6.d Evaluate the Leland Code of Ordinances for Subdivisions and PUDs to determine if the language should be amended to require public recreation land dedication as similar to other North Carolina municipalities with successful systems and implement a fee in lieu of program.	N/A; however, this could be an asset to mid and long term cost implications moving forward for land acquisition	Existing Planning Staff	Short-Term
Objective 4.7: <i>Plan and address Indoor community programming space</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
*4.7.a Consider a feasibility study to address deficiency in indoor programs and need for a variety of indoor program uses such as gymnasium, environmental education, fitness space, meeting space, aquatics, teen programs, and senior population program space. Look for an opportunity to partner with an organization as part of the process and/or provide indoor program space in a more specialized way.	Design and Feasibility for indoor space \$50,000	TBD	Long-Term
*4.7.b Plan for immediate need now and future growth by continuing to seek potential partners that can provide space to meet the demand.	Create an indoor space partner provider opportunities list	Program Staff	Short-Term
Objective 4.8: <i>Explore existing and future park amenity improvements</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.8.a Move forward with Phase 2 Municipal Park Improvements.	(See above) 4.1	(see above) 4.1	Short-Term
4.8.b Seek opportunities to add park acreage to the network. (See below on active recreation).	Land value and qty. dependent	TBD	Short to Mid-Term
4.8.c Enhance existing Municipal Park and Cypress Cove Park by adding amenities that would make sites more usable; Fitness stations, picnic shelters/shade structures, benches, wayfinding and educational signage, water features, etc.	Site furnishings added to CIP \$20,000/year Deficient in Gathering space (shelters) add to existing system \$300,000 allocation	TBD	Short to Mid-Term

4.8.d New/upgraded accessible playgrounds.	Accessible playground allocations \$350,000/ea.	Design, construction, permitting, bidding	Short-Term: Design Mid-Term: Bidding and Construction
4.8.e Consider the addition of small outdoor education facility or other possible facility to provide outdoor education classes and programming.	\$2,000,000	Design, Permitting, construction	Mid to Long-Term
4.8.f Consider location and opportunity for a small scale (300+ users) outdoor events space for local gathering for art, entertainment, programming, etc.	\$2,000,000	Design, construction, permitting, program management	Short-Term
4.8.g Evaluate the need and location for a regional scale amphitheater (2,000+ users) for public and private opportunities that would attract regional and national events and opportunities for the Town.	Seek in partnership through land or funding	Partner for management operations	Short-Term
*4.8.h Seek land (large acreage 60+) for future active recreation either in partnership or within the Town. Future growth shows deficit in active recreation lands currently accommodated through partnership (tennis, sand volleyball, playgrounds, multipurpose fields, ballfields, outdoor basketball, etc.).	Land value and qty. dependent	Will require additional Maintenance	Short-Term: Seek Land Mid-Term: Design Long-Term: Implement
4.8.i Seek ways to incorporate these trends in recreation – many are multi-generational resources that can activate residents to get outdoors. Dog parks, nature based play, skate plaza or skate trails, disc golf, etc.	\$300,000	Maintenance needs	Short-Term and Mid-Term
4.8.j Improve Access road to existing Cypress Cove Park so that residents can more easily navigate access to the park.	Dependent upon repave of existing road or new access location	Design, Permitting, construction	Short-Term and Mid-Term
4.8.k Complete a Park Master plan for the newly acquired Sturgeon Creek Property to incorporate identified needs within this plan and features identified by the public during the Park Master Plan process.	Site Survey and Design Fee allocation	Planning, Design, ad cost estimating	Short-Term

**Potential community partners identified through the planning process include the YMCA, Brunswick County, Town of Navassa, Town of Belville, Brunswick County School Board and other local organizations and groups that participated in the needs assessment or may present themselves in the future.*

I. Introduction and Background

A. Purpose of this Plan

The Town of Leland Parks, Recreation, and Open Space Master Plan will revise and finalize the previous Draft 2016-2021 Town of Leland Parks, Recreation, and Open Space Master Plan and associated surveys and studies. The plan will reflect the recent organizational and programmatic changes and take into account the most current population data. A focus on a new potential recreation center has been included in this planning effort, identifying key partners, location, community interest, and financing opportunities.

The primary focus of this comprehensive plan is on parks, open space, amenities, and the recreation center, along with the current Leland Cultural Arts Center (LCAC). The plan includes an illustrative and usable plan to guide the Town’s actions over the next 10 years with regard to the development of park facilities and land acquisition needs, and it has been prepared in a manner that will meet the requirements of a 10-year Parks and Recreation master plan.

During the initial Strategic Kick-Off meeting for the Master Plan, a project team comprised of Town staff members and the consultant team identified several critical success factors along with performance measurements. These are intended to guide and lead to a successful plan, as the Town of Leland moves forward to reach goals and objectives for the next 10 years.

Critical Success Factors	Performance Measures
1. Evaluate if there is a need for a multi-purpose recreation center w/operational partnership. The Town of Leland cannot build alone.	1. Address in plan with recommendations.
2. Continue to address and plan for trails and connectivity throughout the community.	2. Integrate and align trail and bike/pedestrian planning that has been completed, and identify new gaps as applicable.
3. Address potential partners and create partnership policy.	3. Include key partners input in key stakeholder and individual interviews. Identifying possibilities for going forward and creating policies that guide the partnership.
4. Address emerging trends in the field.	4. Identify emerging trends as a key issue for analysis, and address in recommendations.
5. Cultural arts center and recreation programs offered through the Town. Evaluate needs for the changing demographics and growing population.	5. Include sections on needs analysis for recreation programs and cultural arts.
6. Address access to and types of public facilities compared to residents that have private access to HOA facilities.	6. Address role of HOAs in plan, and include key HOAs in assessment.
7. Determine the need for Resident and Non-Resident rates/identification for those facilities and programs that benefit those outside of the Town boundaries.	7. Identify findings relative to effectively addressing resident vs. non-resident issues

During the creation of the Town of Leland Parks, Recreation, and Open Space Master Plan, many other related planning efforts were reviewed and integrated to provide pertinent information, including:

- Draft 2016-2021 Parks, Recreation, and Open Space Master Plan
- 2009 Leland Parks, Recreation, and Open Space Master Plan
- Leland 2020: Leland 2016 Master Plan Update
- 2014 Parks and Recreation Needs Assessment Survey
- Leland Bike Plan
- Leland Pedestrian Plan
- Cape Fear Bicycle Plan
- Westgate Nature Park Master Plan Updated 2014
- Sturgeon Creek Restoration Project

B. History of Parks and Recreation Department

The Leland Parks and Recreation Department was created in the fall of 2008, and 2018 marks the 10 year anniversary. In the early stages of the Department, recreation programming was limited due to a lack of facilities. In 2015, the Town constructed the Leland Cultural Arts Center (LCAC) to address this issue. Over the past few years, the Department has increased offerings to more than 300 programs and continues to expand each session.

Two park facilities were later added to the inventory for the Town of Leland, Westgate Nature Park and Cypress Cove Park water access sites. The Department also benefits from trails and paths that allow the citizens of Leland and visitors from outside the area an opportunity to enjoy the local nature of the area and improve their health and wellness.

The current Leland Municipal Park is the most centrally located facility in town. The park provides many amenities for residents, including a multi-use trail, gazebo, playground equipment, open space, and free wireless internet, along with other features that allow residents to enjoy the area.

**Leland Parks & Recreation
Mission Statement**
The mission of the Leland Parks and Recreation Department is to make Leland an exceptional place to live by providing diverse parks, recreation facilities, and a variety of programs and opportunities that take advantage of the Town's natural and cultural resources. This inclusive program contributes to an unparalleled standard of community life for the residents of Leland.

C. Parks and Recreation Department Overview

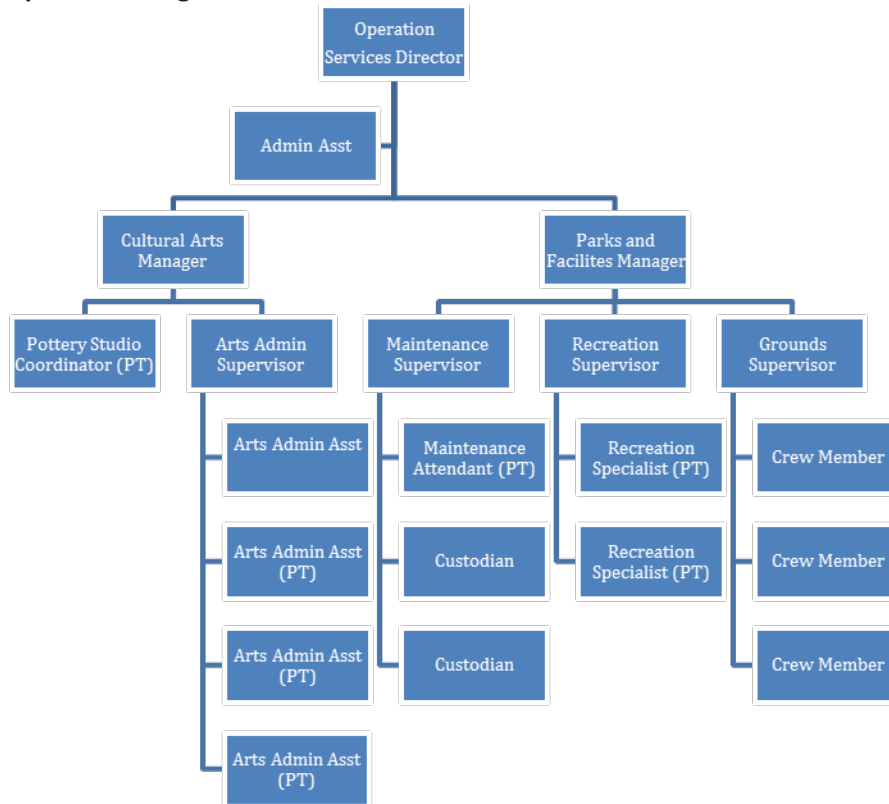
The Town of Leland employs approximately 20 full-time and part-time staff to operate the Department and oversee programming of various capacities including special events, outdoor opportunities, and cultural arts programming. In addition to programming, the Department manages the following parks and amenities:

- Community Garden
- Cypress Cove Park
- Leland Municipal Park
- Westgate Nature Park
- Leland Cultural Arts Center
- Leland Recreation Building

The current organizational structure (**Figure 1**) for the Leland Parks and Recreation Department is a fairly typical hierarchical chart. The Operation Services Director reports directly to the Assistant Town Manager, who reports to the Town Manager, who is ultimately responsible to citizens through the elected Mayor and Town Council. The Department has two managers that oversee the Parks and Facilities and the Cultural Arts Center.

Each manager benefits by having a supervisor that oversees the following areas Recreation, Maintenance, Grounds, Arts Administration, and the Pottery Studio. In addition to the supervisors, each area of emphasis benefits from additional full-time and part-time staff to administer programs and operate and maintain facilities and amenities.

Figure 2: Department Organizational Chart



D. Methodology of this Planning Process

The process utilized in developing this Master Plan included the formation of an integrated project team that included select staff from the Town of Leland, the consultant team of GreenPlay, Sage Design, and RRC Associates, and local Town leadership and stakeholders. The project team provided detailed input to the GreenPlay team throughout the project. This process allowed for a collaborative approach to create a comprehensive master plan that blends consultant expertise with the local knowledge of community members and stakeholders.

The development of this plan included the following tasks which are more fully outlined in the following sections:

- Document Collection and Review
- Strategic Kickoff and Determination of Critical Success Factors
- Community Engagement
- Facility Inventory and Level of Service Analysis
- Needs Assessment
- Financial Analysis
- Program Analysis
- Recommendations: Goals, Objectives, and Action Plan

Document Collection and Review

The Town of Leland provided the consultants with information related to Department operations to assist with the analysis and preparation of the plan including:

- Facility inventory
- Parks inventory
- Programs
- Other service providers
- Department operations
- Department budget
- Policies and procedures
- Previous planning efforts

Community Engagement

Providing a variety of methods for the community to participate results in the richest data for analysis, the following methods were used:

- Focus groups
- Stakeholder meetings
- Community-wide public meetings
- Statistically-valid community interest and opinion survey
- Open link survey

Facility Inventory and Level of Service Analysis

A full inventory of parks and facilities using existing mapping and on-site visits to verify amenities and assess the condition of the facilities and surrounding areas, were conducted, along with the following assessments:

- Interviews with staff to provide information about parks and recreation facilities and services, along with insight regarding the current practices and experiences in serving residents and visitors
- Identification of alternative providers of recreation services to determine market needs and opportunities in the area for potential new facilities and services
- Targeting a level of service that is both feasible and aligned with the desires of citizens as expressed through the statistically-valid survey and other public outreach methods

Needs Assessment and Analysis

- Consideration of the profile of the community and demographics, including population growth and projections of demographic changes expected to occur and influence the Town population
- Further analysis of the statistically-valid community interest and opinion survey as well as open link survey
- Research trends related to Leland and the surrounding communities and national, regional, and local lifestyle trends to help guide the efforts to improve the delivery of parks and recreation services

Financial Analysis

- Review of current operational and CIP budgeting process
- Introduction and evaluation of potential financing and cost recovery opportunities

Program Analysis

- Evaluation of current program offerings
- Statistically-valid community interest and opinion survey
- Identification of alternative providers
- Identification of potential partner organizations

Recommendations: Goals, Objectives, and Action Plan

- Identification and categorization of recommendations into themes with goals, objectives, and an action plan for implementation
- Development of an action plan for capital improvements, including operational impacts, and timeframe to support the implementation of the plan

The process allowed the Town to understand the current context of the Department and the community with regard to parks, recreation, and open space. The process allowed all individuals in the community to have an opportunity to provide input through community meetings, the open link survey, and public meetings. All information gathered through the process was taken into account to identify the needs and desires of the community and was used to construct a plan that will benefit the Town of Leland for the next ten years, while addressing the anticipated projected growth of the community.

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II. Town of Leland Community Needs Assessment

The following section used many resource tools to help identify the current state of the community and their satisfaction and future needs. The tools included creating a demographic profile that crafts a picture of the current community along with the projected growth over the next 5-10 years, trends in the parks and recreation industry and how they relate to the Town, along with an analysis of current Department resources and a survey that helps to validate the satisfaction level and future needs of residents.

In order to gain a clear understanding of the state of the community, it is imperative to recognize anticipated changes that will occur due to projected growth in the population. As a parks and recreation agency, it is vital for the Town to take into account the changing demographics while still understanding the fundamental role that longtime residents of the community lend to support in this growth.

Several local and national trends were reviewed that should be considered by the Town when determining where to allocate resources toward the provision of parks, recreational facilities, and recreational programming for residents and visitors. The full reports were included in the Findings Report submitted to staff. The results are incorporated into the analysis of this document and should be continually reviewed on a yearly basis.

A. Demographic Profile

By analyzing population data, trends emerge that can inform decision making and resource allocation strategies for the provision of parks, recreation, and open space management. Key community characteristics were analyzed to identify current demographic statistics and trends that can impact the planning and provision of services in the Town of Leland:

- Existing and projected total population
- Age and gender distribution
- Ethnic/racial diversity
- Employment
- Housing and household information
- Educational attainment
- State and Local Health Ranking

This demographic profile was compiled in February 2018 from a combination of sources including the Esri Business Analyst and 2010 U.S. Census. A summary of demographic highlights is noted in **Table 2**, followed by a more detailed demographic analysis.

Table 2: Town of Leland Demographic Highlights

Population	19,739
Median Age	41.4
Households	7,673
Median Household Income	\$59,551

Population based on Town of Leland records

Leland Population and Demographic Trends

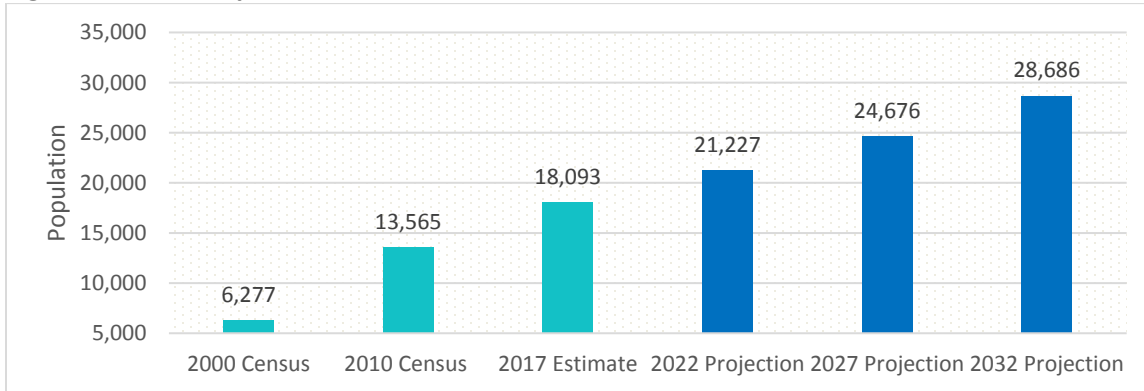
Population Projections

Figure 3 contains actual population figures based on the 2000 and 2010 U.S. Census, and the Esri 2017 estimated population and 2022 projected population.



Leland has seen significant growth in the last two decades from a population of just 6,277 in 2000. The population doubled in just 10 years from 2000 to 2010, and is expected to reach almost 30,000 people in 2032. The annual growth rate between 2017 and 2022 is projected to be 3.13 percent (compare to the U.S. at 0.7%).

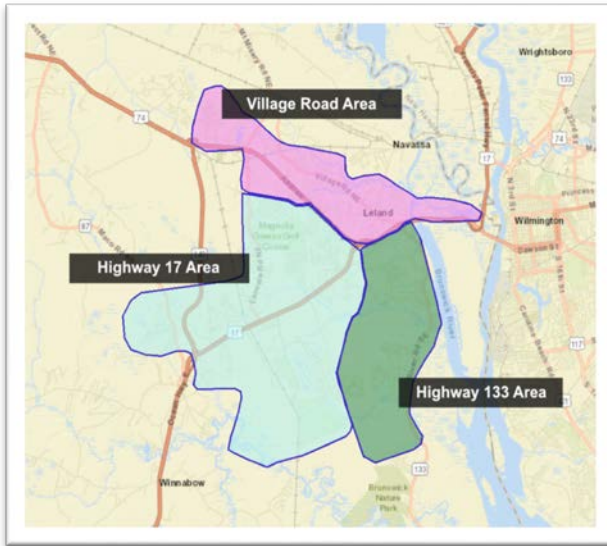
Figure 3: Leland Population Growth Trend



Source: U.S. Census Bureau and Esri Business Analyst Population Projections 2017 – 2032, based on 2017 – 2022 annual growth rate of 3.13

**Town of Leland census data shows a growth rate close to five percent.*

Figure 4: Town of Leland Subareas



Leland Subareas

Based on the changing demographics and services within the Town of Leland, staff noted the distinctions between three areas –Highway 17, Village Road, and Highway 133 as shown in **Figure 4**. Additional data analysis, are listed throughout the report when applicable.

Table 3 compares the physical size of the area with other information including population, household income, and median age. Village Road area has the lowest median age and lowest median household income, while Highway 17 is the largest in size with the highest median age.

Source: U.S. Census Bureau and Esri Business Analyst

Table 3: Subarea Demographic Population

Variable	Highway 133 Area	Highway 17 Area	Village Road Area
Area in Size	8.49 Square Miles	19.45 Square Miles	7.74 Square Miles
2017 Total Population	5,486	12,911	6,260
2017-2022 Population: Annual Growth Rate	3.50%	3.05%	3.23%
2017 Median Household Income	\$75,155	\$64,391	\$41,885
2017 Median Age	41.1	43.1	35.1

Source: U.S. Census Bureau and Esri Business Analyst

**information includes portions of unincorporated Brunswick county and Town of Belville that are outside of Leland town limits*

Population Age Distribution

The existing and projected population of different age groups, or cohorts, within Leland is illustrated in the following series of figures. As demonstrated in **Figure 5**, there are many changes within the population age distribution from 2010 to 2022 which will impact the recreation needs of Leland.

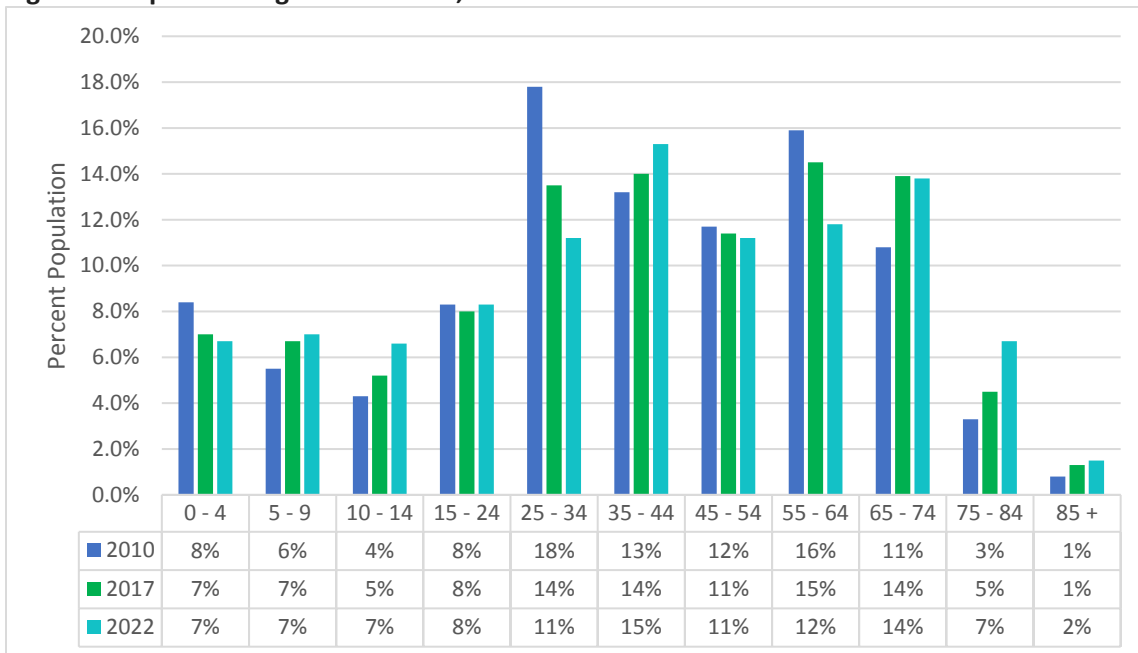
Figure 5: 2017 Estimated Population by Age Cohort



Source: U.S. Census Bureau and Esri Business Analyst

The most prevalent age cohort in 2010, those between 25 and 34 are expected to significantly decrease, making up only 11 percent of the population. Another age cohort expected to see a decline are those between 55 and 64, which will see a 4 percent decrease in 2022. The age cohorts with the most expected growth include those between 35 and 44, 65 to 74, and 76 to 84.

Figure 6: Population Age Distribution, 2010 to 2022



Source: Esri Business Analyst

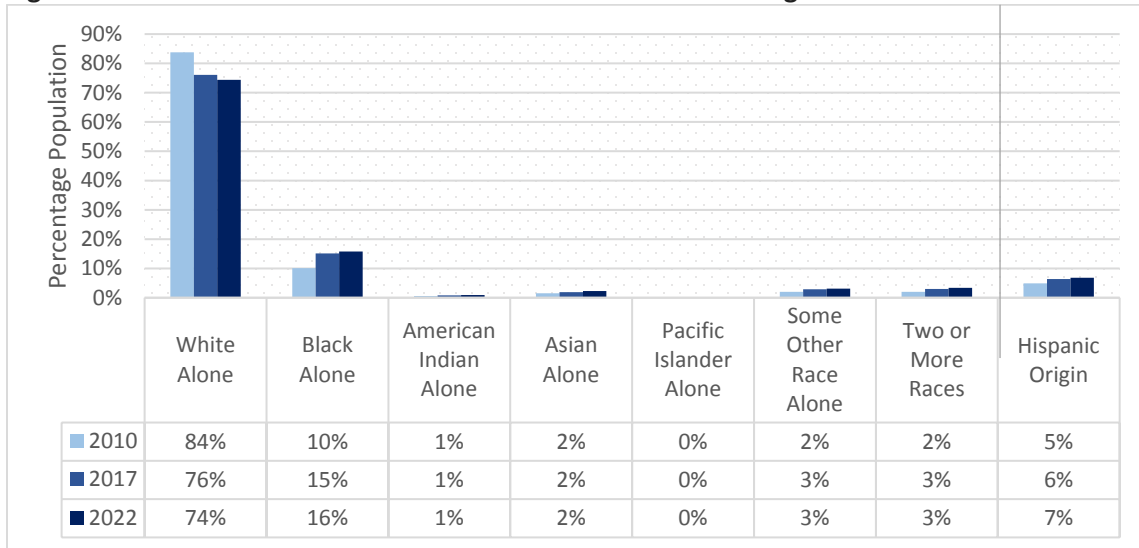
Race/Ethnicity

Prior to reviewing demographic data pertaining to a population’s racial and ethnic character, it is important to note how the U.S. Census classifies and counts individuals who identify as Hispanic. The Census notes that Hispanic origin can be viewed as the heritage, nationality, lineage, or country of birth of the person or the person’s parents or ancestors before arrival in the United States. In the U.S. Census, people who identify as Hispanic, Latino, or Spanish may be any race and are included in all of the race categories. All race categories add up to 100 percent of the population, the indication of Hispanic origin is a different view of the population and is not considered a race. **Figure 7** reflects the approximate racial/ethnic population distribution for the Town of Leland based on the 2010 U.S. Census, and the Esri 2017 estimates and 2022 projections.



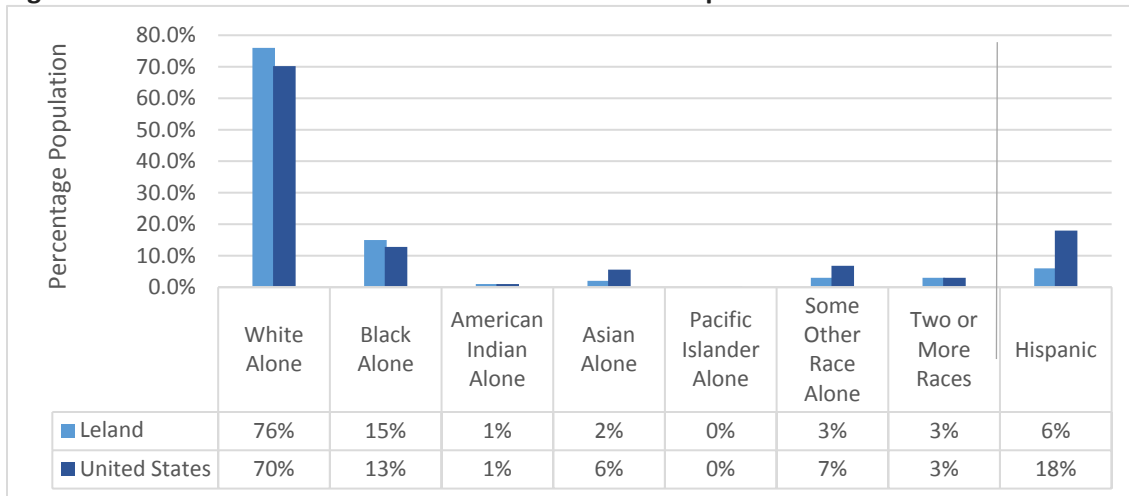
The demographic composition of Leland is becoming more diverse over time. In just seven years, from 2010 to 2017, those that identified as “White Alone” decreased from 84 to 76 percent, an eight percent drop. In addition, those identifying as “Black” increased by five percent in that same amount of time.

Figure 7: Town of Leland Racial and Ethnic Character 2010 through 2022



Source: U.S. Census Bureau and Esri Business Analyst

Figure 8: Town of Leland Racial and Ethnic Character Compared to the United States

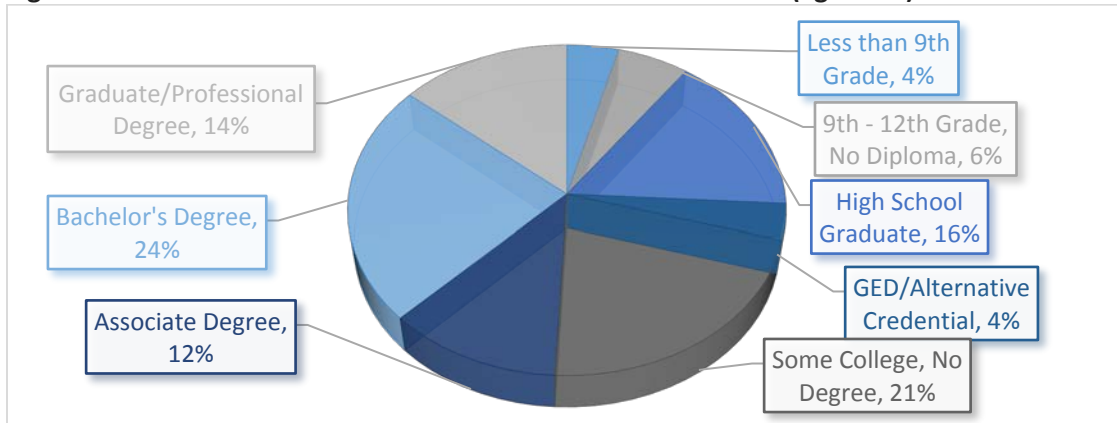


Source: U.S. Census Bureau and Esri Business Analyst

Educational Attainment

According to a Census study, education levels had more effect on earnings over a 40-year span in the workforce than any other demographic factor, such as gender, race, and ethnic origin.¹ For Leland, this was especially true. As illustrated in **Figure 9**, roughly 91 percent of district residents had attained a high school level education or higher.

Figure 9: 2017 Educational Attainment of Town of Leland Adults (ages 25+)



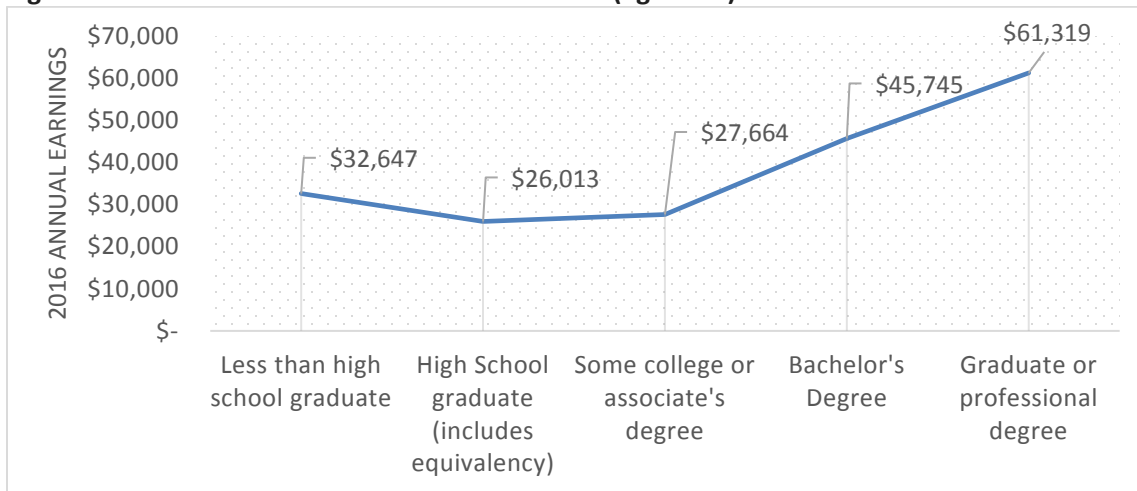
Source: Esri Business Analyst



The educational attainment for Town of Leland residents over the age of 25 was measured. In 2017, just over 14 percent obtained a graduate or professional level degree. The most common educational attainment was a Bachelor's degree. As shown in **Figure 10**, the Census Bureau's 2016 American Community Survey reported that Leland residents (age 25+) with a graduate or professional degree (\$61,319) earned about double that of those without a high school degree (\$32,647).

¹ Tiffany Julian and Robert Kominski, "Education and Synthetic Work-Life Earnings Estimates" American Community Survey Reports, US Census Bureau, <http://www.Census.gov/prosd/2011pubs/acs-14.pdf>, September 2011.

Figure 10: 2017 Educational Attainment of Adults (ages 25+)



Source: Esri Business Analyst

Household & Income Information



As reflected in **Table 4**, the total number of housing units and households in Leland is increasing; however, the number of renter-occupied housing units is increasing as the number of owner-occupied housing units is decreasing.

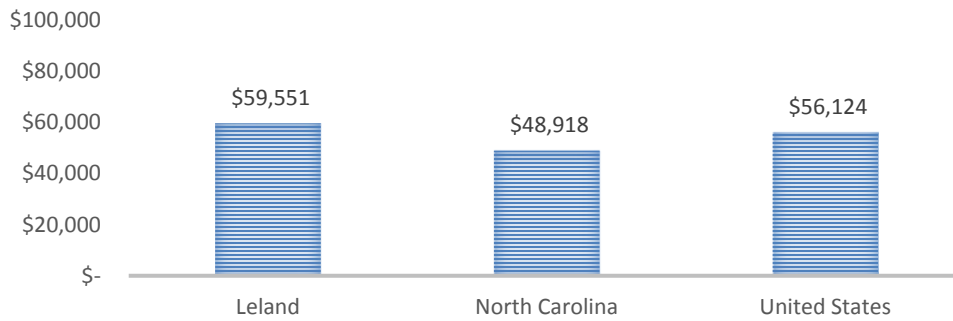
Table 4: Leland Housing Profile 2010 to 2022

	2010	2017	2022
Total Housing Units	6,597	8,676	10,141
Number of Households	5,845	7,763	9,018
Average Household Size	2.32	2.34	2.34
Owner Occupied Housing Units	67.7%	64.5%	64.0%
Renter Occupied Housing Units	20.9%	23.9%	24.9%
Vacant Housing Units	11.4%	11.6%	11.1%

Source: Esri Business Analyst

The most current data from the U.S. Census Bureau and the American Community Survey, illustrated in **Figure 11**, indicates that the median household income in the City of Leland was higher than that of the average household in North Carolina and the United States.

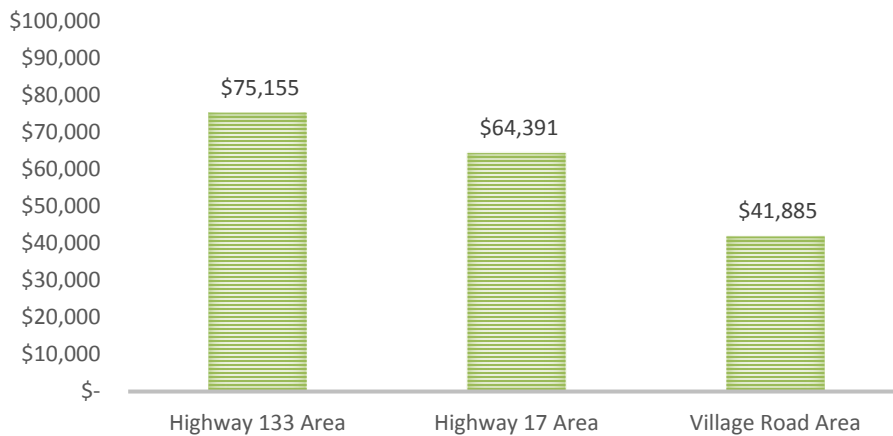
Figure 11: Town of Leland Median Household Income Compared to North Carolina and United States



Source: Esri Business Analyst

The median household income comparisons between the three subareas is demonstrated in **Figure 12**. When considering the subareas of Leland, Highway 133 had a higher median income in 2017 (at \$75,155) than the other two subareas. Village Road Area had the lowest median income at \$41,885, which is also lower than the median household income of the State of North Carolina and the United States.

Figure 12: Town of Leland Subarea Comparison of Median Household Income



Source: Esri Business Analyst

In addition to median household income, there are a variety of factors that contribute to economic and social insecurity. Assessing the percentage of children eligible for free/reduced price lunch is relevant because it reflects the ability of these communities to have access to health and social support needs. Comparing the area of Leland to the County, State, and United States provides the opportunity to identify gaps of equity, as seen in **Table 5**.

Table 5: Free/Reduced Lunch Eligibility of Leland Compared to County, State, and United States

Report Area	Total Students	Number Free/Reduced Price Lunch Eligible	Percent Free/Reduced Price Lunch Eligible
Leland	9,426	5,282	56.04%
Brunswick County	13,644	7,919	58.04%
North Carolina	1,544,677	886,232	57.37%
United States	50,611,787	25,893,504	52.61%

Source: National Center for Education Statistics, [NCES - Common Core of Data](#), 2015-16.

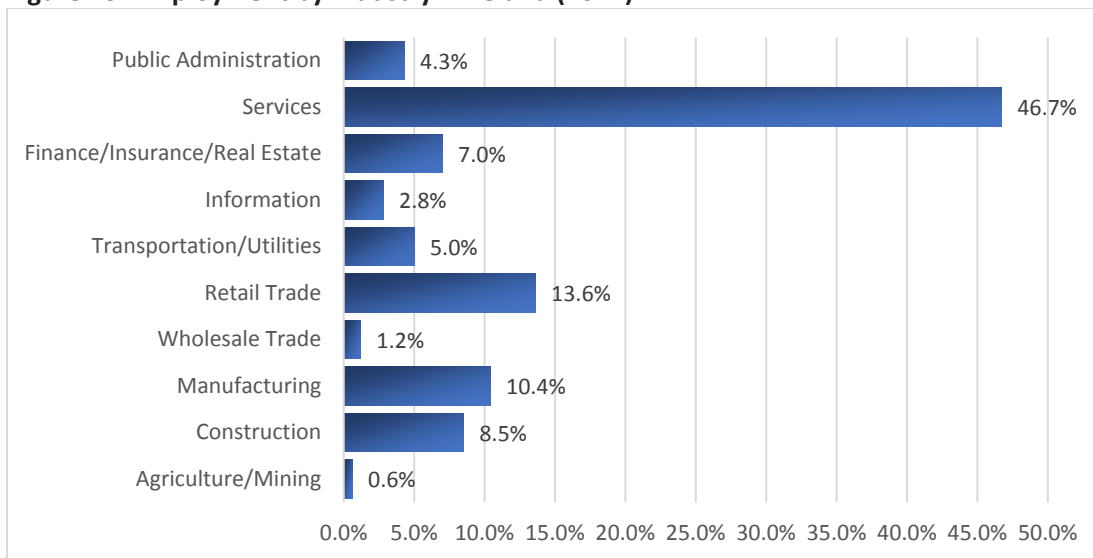
Employment



According to the American Community Survey, the employed population in the Town of Leland (those ages 16+) was estimated to be 13,560 in 2017. The unemployment rate reached 6.3 percent in the Town.

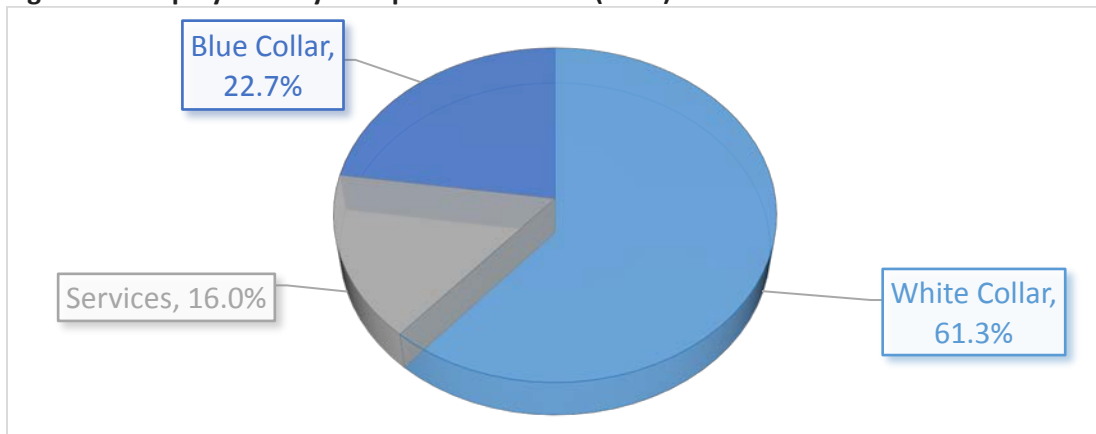
The majority of working residents (age 16+) in 2017 in Leland were employed in jobs in the service industry (46.7%) as illustrated in **Figure 13**. It is estimated that retail trade employed over 13 percent of residents, while manufacturing and construction also employed a significant segment of residents at 10 percent and 9 percent, respectively. As illustrated in **Figure 14**, the majority (61%) of working residents were employed in white collar occupations.

Figure 13: Employment by Industry in Leland (2017)



Source: Esri Business Analyst

Figure 14: Employment by Occupation in Leland (2017)



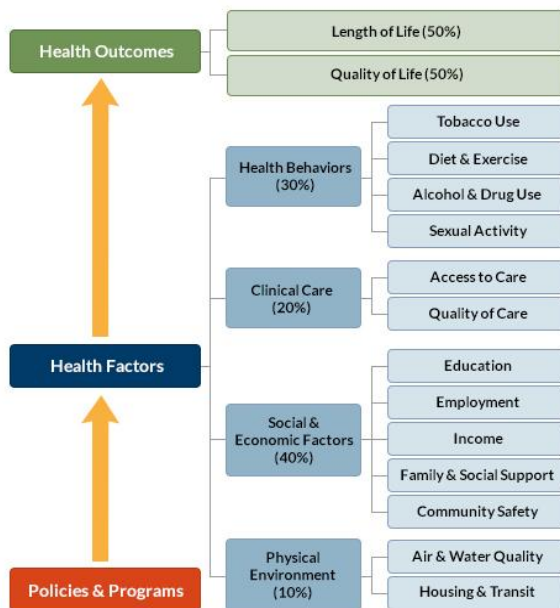
Source: Esri Business Analyst

Health Ranking

County Health Ranking

Robert Wood Johnson Foundation’s “County Health Rankings and Roadmaps” provide annual insight on the general health of national, state, and county populations. The 2017 rankings model shown in **Figure 15** highlights the topic areas reviewed by the Foundation.

Figure 15: County Health Ranking Model



Source: Robert Wood Johnson Foundation

The health ranking for Brunswick County, which contains the Town of Leland, gauged the public health of the population based on “how long people live and how healthy people feel while alive,” coupled with ranking factors including healthy behaviors, clinical care, social and economic, and physical environment factors.²



Out of the 100 North Carolina counties reviewed, Brunswick County was ranked as 44th for overall health outcomes, and 30th for health factors.

² University of Wisconsin Population Health Institute & Robert Wood Johnson Foundation, *County Health Rankings 2017*, <http://www.countyhealthrankings.org>

State Health Ranking

In 2017, the United Health Foundation’s “America’s Health Rankings Annual Report” ranked North Carolina as the 33rd healthiest state nationally. The health rankings consider and weigh social and environmental factors that tend to directly impact the overall health of state populations. As illustrated in **Figure 16**:



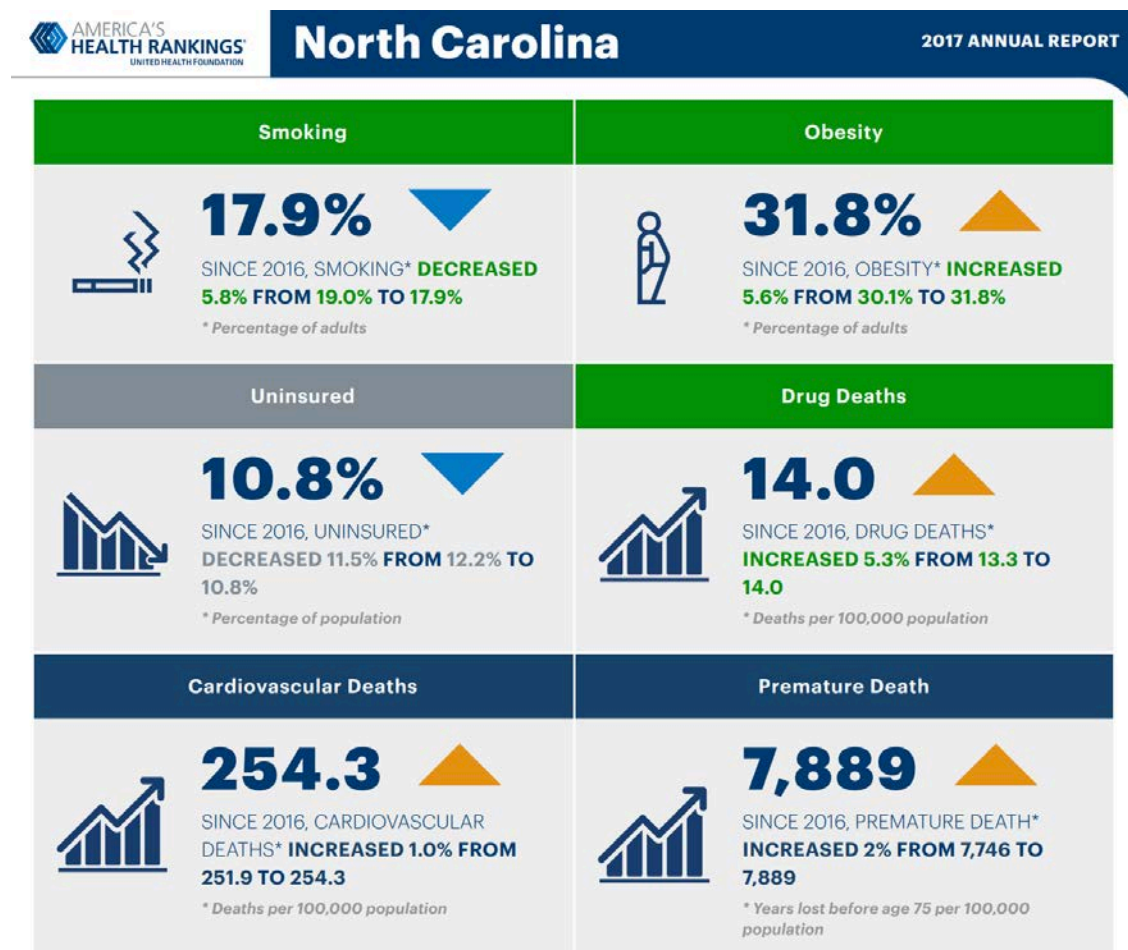
North Carolina Public Health Ranking Strengths Include:

- High immunization coverage among children
- Low prevalence of excessive drinking
- Low occupational fatality rate

Challenges to North Carolina’s Health Include:

- High infant mortality rate
- High percentage of uninsured population
- High incidence of chlamydia

Figure 16: 2017 North Carolina Health Ranking Highlights



Source: United Health Foundation’s America’s Health Rankings Annual Report 2017

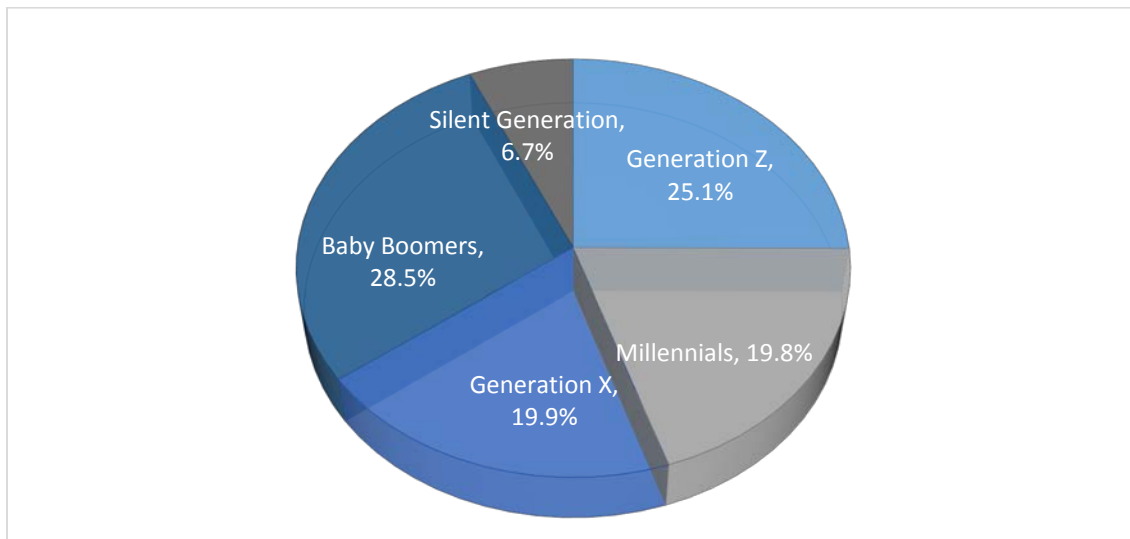
In summary, the demographic profile reveals that Leland will continue to see a growth in the population, identifying a need for the Town to prepare and plan for this increase in demand. The growth is expected to take place between those ages 35-44, 65-74, and 76-84. The ranges identified reveal a unique challenge for Leland to continue to provide activities that support a younger active age group as well as addressing an aging population.

B. Park and Recreation Influencing Trends

The provision of public parks and recreation services can be influenced by a wide variety of trends, including the desires of different age groups within the population, community values, and popularity of a variety of recreational activities and amenities. Within this section of the plan, a number of local and national trends are reviewed that should be considered by the Town of Leland when determining where to allocate resources toward the provision of parks, recreational facilities, and recreational programming to residents and visitors.

Three major age groups, the Baby Boomers, Millennials, and Generation Z, are having significant impacts in the planning and provision of parks and recreation services nationwide. As seen in **Figure 17**, in 2017, Baby Boomers (28.5%) and Generation Z (25.1%) were the largest generations to make up Leland. The Silent Generation only made up less than 7 percent, while Millennials and Generation X made close to 20 percent each.

Figure 17: Generational Breakdown in Town of Leland



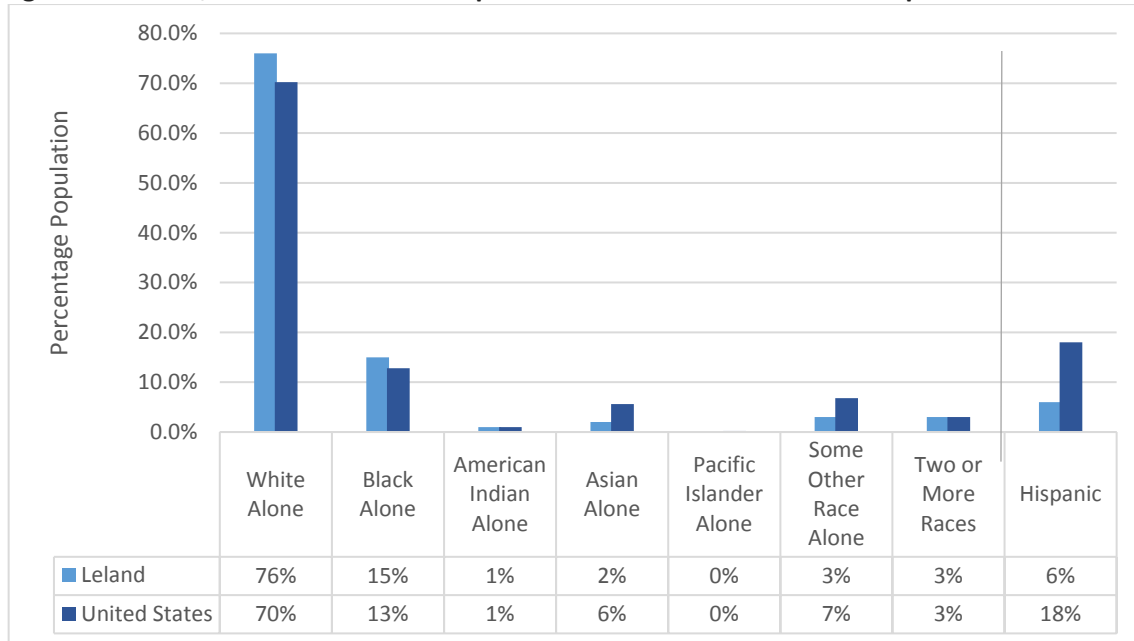
Silent Generation	Boomers	Generation X	Millennials	Generation Z
<ul style="list-style-type: none"> Born 1928 - 45 	<ul style="list-style-type: none"> Born 1946 - 64 	<ul style="list-style-type: none"> Born 1965 - 80 	<ul style="list-style-type: none"> Born 1981 - 96 	<ul style="list-style-type: none"> Born 1996 - Present

Source: Esri Business Analyst, U.S. Census Bureau

The United States is becoming increasingly racially and ethnically diverse. In May 2012, the U.S. Census Bureau announced that non-white babies now account for the majority of births in the United States. “This is an important tipping point,” noted William H. Frey,³ senior demographer at the Brookings Institution, describing the shift as a “transformation from a mostly white Baby Boomer culture to the more globalized multi-ethnic country that we are becoming.”

In 2017, the population of Town of Leland was predominantly (76%) Caucasian. The next most populous racial/ethnic groups were estimated to include residents identifying as black (15%) illustrated in **Figure 18**.

Figure 18: Racial/Ethnic Character Comparison 2017 – Town of Leland compared to U.S.



Source: Esri Business Analyst

Cultural and ethnic diversity adds unique character to communities expressed through distinct neighborhoods, multicultural learning environments, and restaurants, places of worship, museums, and nightlife.⁴ More than ever, recreation professionals will be expected to work with, and have significant knowledge and understanding of, individuals from many cultural, racial, and ethnic backgrounds.

- **Outdoor Recreation Participation Varies by Race:** Participation in outdoor activities is generally higher among Caucasians than any other race and lowest among African Americans in nearly all age groups.
- **Lack of Interest is a Major Reason for Lack of Participation in Recreational Activities:** When asked why they did not participate in outdoor activities more often, the number one reason given by people of all ethnicities and races was because they were not interested.
- **Most Popular Outdoor Activities:** Walking, biking, running, fishing, and camping were the most popular outdoor activities for all Americans, with each ethnic/racial group participating to varying degrees.

³Adam Serwer, “The End of White America,” *Mother Jones*, <http://www.motherjones.com/kevin-drum/2012/05/end-white-america>, May 17, 2012.

⁴Baldwin Ellis, “The Effects of Culture & Diversity on America,” http://www.ehow.com/facts_5512569_effects-culture-diversity-america.html, accessed on Sept. 20, 2012.

Recreational Preferences Among Ethnic/Racial Groups (Self-Identifying):

Nationwide, participation in outdoor sports by youth and young adults, ages 6 to 24, was highest among Caucasians in all age groups and lowest among Asian and Pacific Islanders, according to the 2016 “Outdoor Recreation Participation Topline Report.”⁵ The report found that within this age range, 71 percent of Caucasians, 12 percent of Hispanics, 8 percent of African Americans, 7 percent of Asians/Pacific Islanders, and 2 percent of those identifying their race as “other” participated in some form of outdoor recreation in 2014. The earlier 2014 “Outdoor Recreation Participation Topline Report” included a robust study of recreational preference among ethnic populations. Information from this report, as well as the updated 2016 report, are referenced throughout this section.

Recreation Preferences of People of Hispanic Origin (irrespective of race)

The population of Hispanic origin can be viewed as the heritage, nationality, lineage, or country of birth of the person or the person’s parents or ancestors before arriving in the United States. In the U.S. census, people who identify as Hispanic, Latino, or Spanish may be any race and are included in all of the race categories. In the United States, the Hispanic population increased by 43 percent over the last decade, compared to 5 percent for the non-Hispanic population, and accounted for more than half of all the population growth. According to Emilyn Sheffield, Chair of the Department of Recreation, Hospitality, and Parks Management at California State University, Chico, the growing racial and ethnic diversity is particularly important to recreation and leisure service providers, as family and individual recreation patterns and preferences are strongly shaped by cultural influences.⁶

Participation in outdoor sports among youth and young adults (ages 6 to 24) who identify as Hispanic was at 10 percent nationwide in 2013, according to the 2014 “Outdoor Recreation Participation Topline Report.”⁷ Those who did get outdoors, however, participated more frequently than participants of other backgrounds, with an average of 47 outings per year. Hispanic youth between ages of 13 and 17 were the most likely age group to participate in outdoor recreation in this demographic, followed closely by those in the 25 to 44 age range. The most popular outdoor activities among Hispanics were running and jogging (24%); road, mountain, and BMX biking (15%); fishing (14%); camping (13%); and hiking (9%).

African Americans

Approximately eight percent of African Americans between the ages of 6 to 24 participated in outdoor recreational activities in the past year nationwide.⁸ Youth ages 6 to 12 (52% participation) are the only age group in the African American demographic to participate in outdoor recreation at a rate of more than 50 percent. By comparison, Caucasians in four of the five age groupings participated in outdoor sports at rates of 60 percent or more, with only those ages 45+ (40% participation) participating at under 50 percent. According to the 2014 “Outdoor Recreation Participation Topline Report,” the most popular outdoor activities among African Americans were running/jogging and trail running (18%); fishing (11%); road, mountain, and BMX biking (11%); birdwatching/wildlife viewing (4%); and camping (4%).

⁵ Outdoor Foundation, *Outdoor Recreation Participation Report 2016*, <http://www.outdoorfoundation.org/pdf/ResearchParticipation2016Topline.pdf>, accessed May 2016.

⁶ Emilyn Sheffield, “Five Trends Shaping Tomorrow Today,” *Parks and Recreation*, July 2012, p. 16-17.

⁷ Outdoor Recreation Participation Report 2014

⁸ Outdoor Foundation, *Outdoor Recreation Participation Topline Report 2014*, <http://www.outdoorfoundation.org/research.participation.2014.topline.html>, accessed May 2016

Caucasians

According to the 2016 “Outdoor Recreation Participation Topline Report,” nearly 60 percent of youth and young adults, ages 6 to 24, participated in outdoor recreation in 2015. According to the 2014 report, the most popular outdoor activities among Caucasians were running/jogging and trail running (19%); fishing (18%); road, mountain, and BMX biking (17%); camping (16%); and hiking (14%).

Facility Trends

According to *Recreation Management* magazine’s 2016 “State of the Industry Report,”⁹ an annual survey of parks and recreation facility operators and service providers, current national trends influencing recreation facilities included:

- Partnerships – The popularity of partnering with outside organizations to share facility spaces to extend programming capabilities or potentially increase funding is continuing to grow in popularity nationally. Over 87 percent of agencies reported partnering with another agency in 2016. Of these partnerships, nearly 3/5 were with local schools, and nearly 52 percent with local government agencies.
- Cost Recovery – More recreation, sports, and fitness providers are being tasked to recover higher percentages of their operating costs through increasing revenues. The average level of cost recovery from public organizations nationwide was approximately 43 percent, with levels of cost recovery varying widely between different types of providers and facilities. The most common operating cost reduction action taken by parks and recreation providers was to improve the energy efficiency of facilities. Over half of agencies surveyed reported investing in energy efficiencies as an overall cost reduction strategy.
- Memberships and Usage Fees – Nearly 60 percent of service providers surveyed charged membership or usage fees for their facilities. The vast majority of YMCAs (93.1%), health clubs (90.6%), and community recreation centers (69.3%) charged fees for memberships or facility use.
- Facility Use – In 2014 and 2015, the majority (59.8%) of survey respondents reported they had expected use of their facilities to increase. In 2016, over 54 percent of survey respondents reported increased facility usage in the previous two years. Providers in urban areas were 10 percent more likely to have reported increased usage of their facilities when compared to rural providers.
- Existing Facilities – Park agencies reported providing a variety of facilities and amenities. Compared to other recreation providers, parks agencies were more likely to provide:
 - Playgrounds
 - Picnic shelters
 - Outdoor sport courts
 - Community centers
 - Bike trails
 - Skate parks
 - Dog parks
 - Community gardens
 - Disc golf courses
 - Fitness trails or outdoor fitness equipment
 - Splash play areas
 - Golf courses
 - Water parks
 - Ice rinks
 - Bikes/BMX parks

⁹ *Recreation Management*, 2016 “State of the Industry Report,” <http://recmanagement.com/state-of-the-industry/>; accessed June 2017

The average age of the “main” recreation facility operated by survey respondents increased from 27.5 years in 2013 to 32.6 years in 2016. Over 60 percent of respondents noted their main facility was at least 21 years old.

Construction Plans – with aging facilities being commonplace, and general increase of facility usage reported nationally, the majority (66.4%) of 2016 survey respondents reported having plans to renovate existing facilities or construct new ones to enhance service provision. This percentage of recreation service providers planning capital investments increased 3.7 percent from 2013 to 2016. The average planned capital improvement budget for public organizations in 2016 was expected to be \$3,887,000. Nationally there has been a trend by public parks and recreation agencies toward the construction of “one-stop” indoor recreation facilities to serve all age groups. These facilities are typically large, multipurpose regional centers that have been observed to help increase operational cost recovery, promote user retention, and encourage cross-use. Parks and recreation agencies across the United States are generally working toward increasing revenue production and cost recovery. Providing flexible or multiple use space allows for one area to be adapted to serve programming and free-play opportunities. “One-stop” facilities often attract young families, teens, and adults of all ages. In addition to their large indoor recreation spaces, the sites of regional recreation centers are often developed with outdoor recreation amenities such as sports fields and courts, or playgrounds. In many communities that have them, these regional recreation centers often serve as a major community hub.

Aquatics/Water Recreation Facilities



According to the National Sporting Goods Association (NSGA), swimming ranked third nationwide among recreational activities in terms of participation in 2014. Nationally, there is an increasing trend toward indoor leisure and therapeutic pools. Swimming for fitness is the top aspirational activity for inactive individuals in all age groups, according to the Sports & Fitness Industry Association (SFIA) 2016 “Sports, Fitness and Leisure Activities Topline Participation Report,” representing a significant opportunity to engage inactive populations.

The Outdoor Foundation’s 2016 “Outdoor Recreation Participation Topline Report” provided nationwide trends for various outdoor activities, including a number of water-based recreational activities noted below in **Table 6**. Among water recreation activities, stand-up paddle boarding had the largest increase in participation (25.7%), followed by several varieties of the kayaking experience – kayak fishing (17.4% increase) and whitewater kayaking (10.3% increase). Fly fishing participation went up, while other fishing activities went down in the same time period. Participation in surfing declined slightly in 2015, down by 2.2 percent overall. Sailing participation increased somewhat, while rafting and wakeboarding participation went down.¹⁰

¹⁰ Outdoor Recreation Participation Topline Report 2016

Table 6: Water Recreation Participation by Activity (in thousands) (6 years of age or older)

	2011	2012	2013	2014	2015	3 Year Average Change
Boardsailing/windsurfing	1,151	1,593	1,324	1,562	1,766	4.7%
Canoeing	9,787	9,839	10,153	10,044	10,236	1.3%
Fishing (fly)	5,683	6,012	5,878	5,842	6,089	0.5%
Fishing (freshwater/ other)	38,868	39,135	37,796	37,821	37,682	-1.2%
Fishing (Saltwater)	11,983	12,017	11,790	11,817	11,975	-0.1%
Kayak fishing	1,201	1,409	1,798	2,074	2,265	17.4%
Kayaking (recreational)	8,229	8,144	8,716	8,855	9,499	5.3%
Kayaking (sea touring)	2,029	2,499	2,694	2,912	3,079	8.0%
Kayaking (white water)	1,546	1,878	2,146	2,351	2,518	10.3%
Rafting	3,821	3,690	3,836	3,781	3,883	1.7%
Sailing	3,725	3,958	3,915	3,924	4,099	1.2%
Stand up paddle boarding	1,242	1,542	1,993	2,751	3,020	25.7%
Surfing	2,195	2,895	2,658	2,721	2,701	-2.2%
Wakeboarding	3,389	3,348	3,316	3,125	3,226	-1.2%

Source: Outdoor Foundation 2016 Outdoor Recreation Participation Topline Report

Recreational Programming

According to *Recreation Management* magazine’s 2016 “State of the Industry Report,” 96.5 percent of survey respondents provided recreation, sports, fitness, and leisure programs of some kind. The most common programming offered included:

1. Holiday/special events
2. Fitness programs
3. Educational programs
4. Day and summer camps
5. Youth sports teams
6. Mind-body/balance programs
7. Sports tournaments and races
8. Swimming programs
9. Adult sports teams
10. Active senior/older adult programs

Approximately 31 percent of survey respondents indicated that they were planning to expand programming over the next several years. According to the 2016 “State of the Industry Report,” the most commonly planned program new or expanded programs planned included:

1. Educational programs
2. Fitness programs
3. Mind-body/balance programs
4. Teen programs
5. Active senior/older adult programs
6. Environmental education
7. Arts and crafts
8. Day camps and summer camps
9. Sports tournaments and races
10. Holiday events and other special events

Older Adults and Senior Programming



Many older adults and seniors are choosing to maintain active lifestyles and recognize the health benefits of regular physical activities. With the large number of adults in these age cohorts, many communities have found a need to offer more programming, activities, and facilities that support the active lifestyle this generation desires.

Festivals and Special Events



Festivals and other special events are often popular activities in communities that not only entertain, generate economic activity, and serve to celebrate community identity, they are also fantastic means of introducing people the community's public parks and recreation system.

Understanding the trends locally, regionally, and nationally allows the Town to plan for future amenities and programs that will satisfy the demand of residents and users of the system. As the Town is expected to grow over the upcoming years, an analysis of the age cohorts that will become the majority will play a role in the future of the parks and recreation system. Water access and outdoor/nature areas are abundant in the community and play a key role for those living in Leland. Identifying trends and opportunities to increase the exposure to these opportunities, while understanding the future needs of the community will play a role in preparing for the growth that the community is expecting.

C. Community and Stakeholder Input

The Town of Leland desired strong community engagement and plenty of opportunities for input to the planning process. For this plan, 75 people participated in public meetings, focus groups, and individual interviews during the information gathering stages in January 2018. The input provided by the community members was used to develop the survey and needs assessment. In addition, citizens were invited to review the findings and the draft documents as the plan came together. Detailed non-prioritized comment summaries have been provided separately as a staff resource document.

1. SWOT Analysis from Stakeholder Input

A modified SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis was conducted to identify key themes. The following sections include a summary of the input under these themes.

Key Strengths

Part of this project is a focus on celebrating what the Town of Leland is doing well right now for parks, recreation, cultural arts, and open space. This word cloud captures the essence of Leland's identified strengths, with concepts and terms mentioned more often depicted in a larger size.

Non-prioritized Summary List of Strengths from the Public and Other Stakeholders

- Safe/Clean Parks
- Natural Areas/Waterways
- Leland Cultural Arts Center
- Concerts/Free Events
- Special Community Events
- Affordable Programs
- Growth Opportunities
- Staff/Supportive Departments
- Nature Talks and Trails
- Training/Professional Development
- Arts Center and Arts Programming
- Town Is Open To Listening
- Website
- Town Creek Park
- County Offers Sports
- Rivers – Rowing and Canoeing Access
- Incredible Birding
- Cape Fear River Watch
- Instructors
- Foresight to Bring In GreenPlay
- Town Is Versatile
- \$10 Concerts and Other Affordable Options
- Arts Center – Beyond Cultural Arts
- Printed Catalog
- Scholarship Program for Youth at Cultural Arts Center
- Classes for Younger Kids
- Drop In Studio Time
- Informative Website
- Staff Open to New Ideas
- Parks Are Nice
- Low Taxes and Housing
- Library
- Senior Center
- HOAs have Facilities
- Strong Volunteer Base
- Support from Town and Information
- Hunting/Fishing
- Library, Senior Center, Municipal Building
- Town Creek, Sturgeon Creek, and Brunswick River
- Leland You Don't Know Tour

Areas for Improvement (Weaknesses and Threats to the Parks & Recreation System)

The information gathering from the public and stakeholders also asked what should be improved, both for overall systems management, operations, and maintenance, and then also for desired programs and facilities.

Key Themes for Suggested Improvements

- **More of Almost Everything is Desired** – The Town is growing, and citizens recognize that staff is stretched thin on most aspects. This includes the need for additional infrastructure, staffing, parks, recreation facilities, offices, and programs (see below). Newer research around health and the impacts of nature on humans could add additional alignments for projects that address these aspects. Following sections specifically explore desired and lacking facilities and programs.
- **Equity across Town with Growth** – There are strong differences that have emerged between the older parts of Town and the newer development areas. There is a desire to identify and encourage celebration of historic culture and older parts of Town and protect those of lower incomes, while understanding that newer residents bring energy, funding, and growth that can help further equitable development.
- **Walkability and Connectivity** – It is very difficult to get around and across Town on foot or bike in most places.

- **System Growth Means Additional Management Needs** – The Town’s systems are expanding, and along with that comes needs for additional policies, staffing, guidelines, funding, and planning, and potential revised organizational structures. This could include policies on public art, objective and equitable cost recovery and scholarships policies, technology plans, ADA (Americans with Disabilities Act) planning, sustainability and recycling policies, formalized agreements, a “friends group” for funding and advocacy assistance, and potential alignment with national accreditation.
- **Partnerships are Critical** – The Town is fortunate to have several civic organizations, an overlay system with Brunswick County, various schools, faith-based organizations, private and non-profit organizations, and surrounding municipalities. As Leland matures into a larger system, formalization of key partnerships, partnership policies, and organized strategies for working with others may be crucial to managed growth and offerings for residents. In particular, there is strong need for better relationships with all surrounding municipalities.
- **Need to Embrace the Historic Culture and Natural Resources Available** – There is a cultural history that has long existed in Leland, but longer-term residents sometimes feel left out or that they are being left behind, and newer residents and visitors may not know about the history of Leland. The historical culture could be better celebrated and embraced. As the natural resources (access to rivers, fishing, hunting, boating, access to beaches, etc.) have often been a primary draw for residents, there is a need for increased education, conservation, and partnerships around environmental education, access, and safety related to these aspects.

Non-prioritized summary list of weaknesses and needed improvements

- More infrastructure and facilities
- Limited multi-purpose/meeting space
- Connectivity, walkable places, sidewalks
- Resources go to newer parts of Town and around Village Road
- Friction between agencies and neighboring towns
- Limited public and alternative transportation
- Limited representation in County based on location
- Limited funding
- Patchwork nature of development and ownership
- Competition for time/visitors with multiple options
- Limited activities for teens and younger adults
- Water safety – lack of learn to swim/water rescue on rivers
- Lack of water access
- Accessibility for ADA
- Growth versus historical culture
- Outdoor education centers and safety
- Weekend maintenance
- Cultural differences
- Outdoor space around Arts Center
- Few entertainment options for adults
- Leland Cultural Arts Center perceived as elite by some
- The Arts Center has a scholarship program for youth, but the Recreation Division does not, except for camps
- Need Public Art Plan
- Scholarship criteria/process
- Alcoves along trails
- Additional staff as parks and programs grow
- Improved software
- Recycling program/Sustainability
- Transportation to LCAC for children/after school
- Satellite programs/classes in schools and other locations
- Teens and young adults
- Create a Friends of the Parks
- Opportunities for Home School children to be active

Non-prioritized summary list of desired additional programs and facilities

- Celebrate culture of historic residents
- Draw in HOAs and residents of them
- Boater/Hunter safety
- Environmental education
- Youth programming- sports and non-traditional
- Promote natural areas
- Pickleball
- Theater/Children
- Adult rowing
- Learn to swim/Water safety
- High School Mentoring
- Disc Golf
- Boat ramps/Paddle Trails
- Water access on Sturgeon Creek w/dock, boathouse, amenities, etc.
- Dog Parks
- Recreation Center w/Indoor space
- Aquatics/Swimming Pool- Indoor or Outdoor
- Basketball courts
- Open Green Space
- Multi Use Outdoor Sports Facility/Athletic Fields
- Bike trails/Additional Trails
- Outdoor space around Arts Center
- Riverwalk like Belville
- Emergency motorized safety/rescue boat access
- Botanical and rain gardens
- Climbing Walls
- Garage Center/Recreation Center needs improvement

Opportunities – Partners, Key Values, and Expressed Priorities

Partners and Potential Partners

Stakeholder meeting participants were asked to identify key partners and potential partners, which included the non-prioritized summary list:

- Birding groups – especially Audubon Society
- Photographers
- The homeowners associations (HOAs) for the larger developments
- Homeschoolers Network
- Library
- Schools
- School Arts Education Supervisor
- Rotary and other Civic groups
- Cape Fear River Watch
- Environmental Groups
- Army Corp of Engineers
- NC State Cooperative Extension Services
- Brunswick County – especially since they own and manage most sports programs/fields
- Surrounding municipalities
- Private and non-profit businesses

Key Issues and Priorities

Each meeting ended with a facilitated discussion on the participants' views on what the key priorities should be going forward now, and they included as a non-prioritized summary:

- Seniors & Families – programming for all ages
- Identify and work with various types of residencies – HOAs/County/Leland residents
- Town Boundary System is convoluted, so need to work better with other municipalities
- Water Access
- Environmental Education
- Public facilities and multi-purpose space
- Lack of outdoor multi-purpose fields
- Lack of transportation/connectivity/trails
- Amount of growth taking place
- Partnership with schools
- Funds

- New Development vs. Old Development
- High poverty level in some parts of Town
- Celebrate “Old Town” culture
- Opportunities for lower income families
- Connectivity/Walkability
- Multi-purpose Community Recreation Center
- Leland welcoming committee
- Water Access
- Gathering Space
- Indoor and Outdoor Spaces
- Nature Center
- Friends of Parks

Figure 20: Key Stakeholder Priorities and Issues for Leland Parks and Recreation Graphically Depicted



2. Random Invitation and Open Link Community Survey Summary

The survey research effort and subsequent analysis were designed to assist the Town of Leland's development of a Town-wide Parks, Recreation, and Open Space Master Plan for future enhancements to existing and new facilities, programs, and services. Despite some unfortunate process errors (outlined below), the survey garnered a very strong response rate, with input gathered from 965 total residents from all methods. The analysis primarily focuses on responses from the invitation sample that provide a statistically valid sample, though open link results are also included throughout. The survey report and comments have been provided to staff as a separate resource document.

This community survey section is a summary of the survey results. Many survey result charts and statements are utilized throughout this document. The complete survey results including the open-ended comments were provided as a separate staff resource document.

The survey was conducted using three primary methods: 1) a mail-back survey, 2) an online, invitation-only web survey to further encourage response from those residents already within the defined invitation sample, and 3) an open-link online survey for members of the public who were not part of the invitation sample.

The primary list source used for the mailing was a third-party list purchased from Melissa Data Corp., a leading provider of residential data listings with emphasis on U.S., Canadian, and international address and phone verification as well as postal software. Residents were randomly selected based on three primary areas in Leland (highlighted on the following page).

Throughout the analysis, three primary groups of residents are compared:

1. Statistically valid invitation sample
2. 1st mailing sample
3. Open link sample

An original mailing of 3,500 surveys were distributed to residents. Unfortunately, an error in printing led to an incorrect survey version mailed to this sample. To correct this error, a postcard was mailed to these households directing respondents to the correct, password-protected online survey version. From the first mailing, a total of 172 respondents participated in the online survey and are analyzed in a separate section of the results. This sample is not considered the statistically-valid invitation sample and is defined as the **"1st mailing sample."**

A second mailing was delivered to a new sample of 3,500 residents of Leland with the corrected version of the survey. In addition, respondents were given a unique password to complete online if desired. This segment is considered and labeled as the "invitation sample" throughout the document. A total of 540 surveys (margin of error: +/-4.2%) were received from this 2nd mailing. This sample is statistically-valid and is defined as the statistically valid **"Invitation sample."**

Finally, the open link URL was promoted through a variety of methods such as Town mailing lists and social media. This survey was intended for residents who were not a part of the 2nd invitation sample and is defined as the **"Open link sample."** A total of 253 responses were received through the open link survey and are compared to the invitation sample in a later section.

The survey contained a series of questions that were designed to measure and determine the behavior as well as perceptions of residents surrounding topics of current programs, facilities, and amenities as well as communication and future priorities for the Town. Furthermore, there were several opportunities for participants to provide specific comments through “open-ended” questions.

A unique aspect of this survey was to determine results from the community at large as well as take a closer look at results from three sub-areas of interest: Village Road, Highway 17 Area, and Highway 133 area.

Demographics

The invitation sample skews female (63%), with 40 percent of respondents age 44 or younger. A little less than one-third (32%) of invitation respondents are a couple with children at home. Almost three-quarters of invitation respondent households earn under \$75,000 (74%). A majority of respondents were white (93%) as indicated in **Tables 7 and 8**.

Table 7: Demographic Profile of Survey Respondents

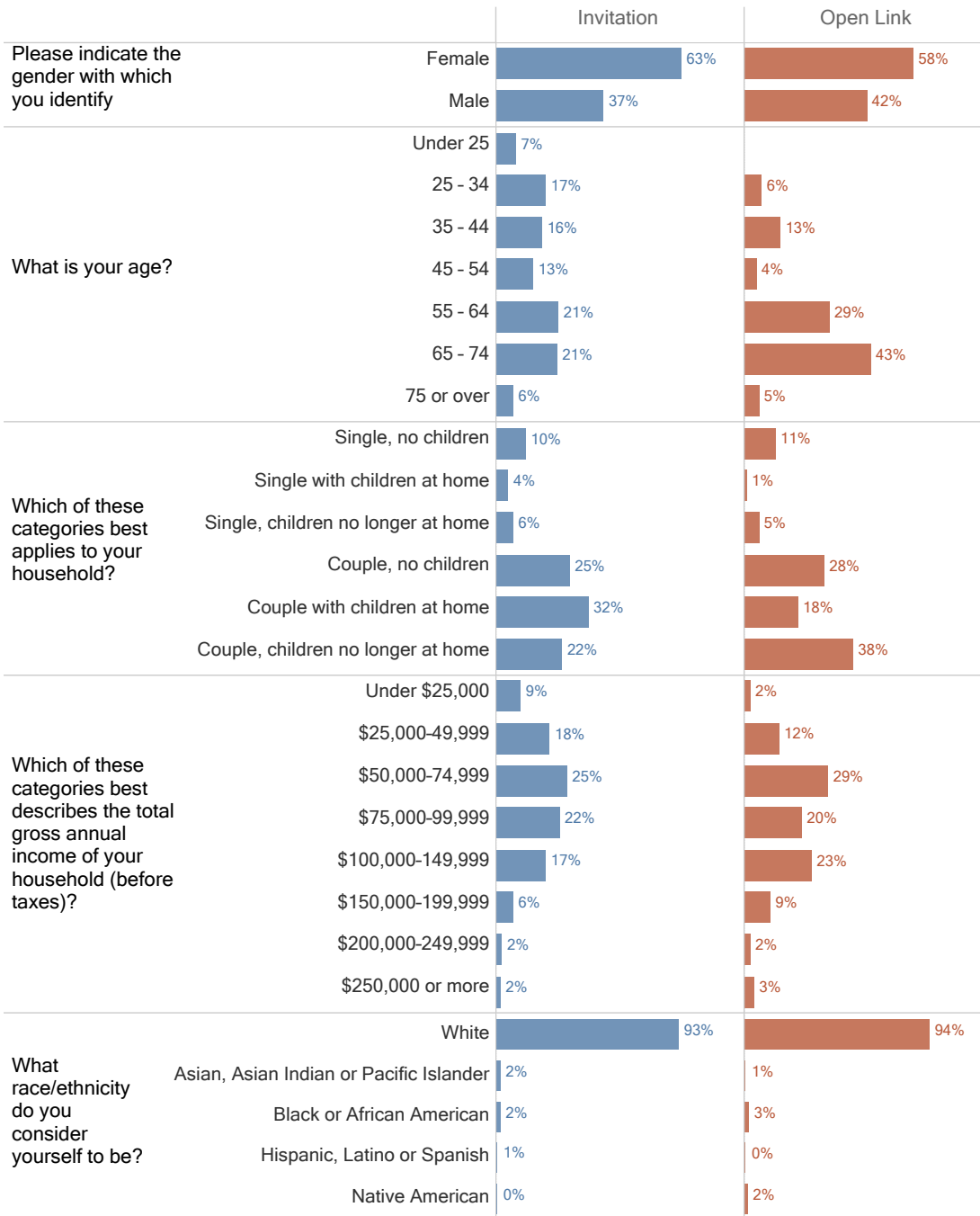
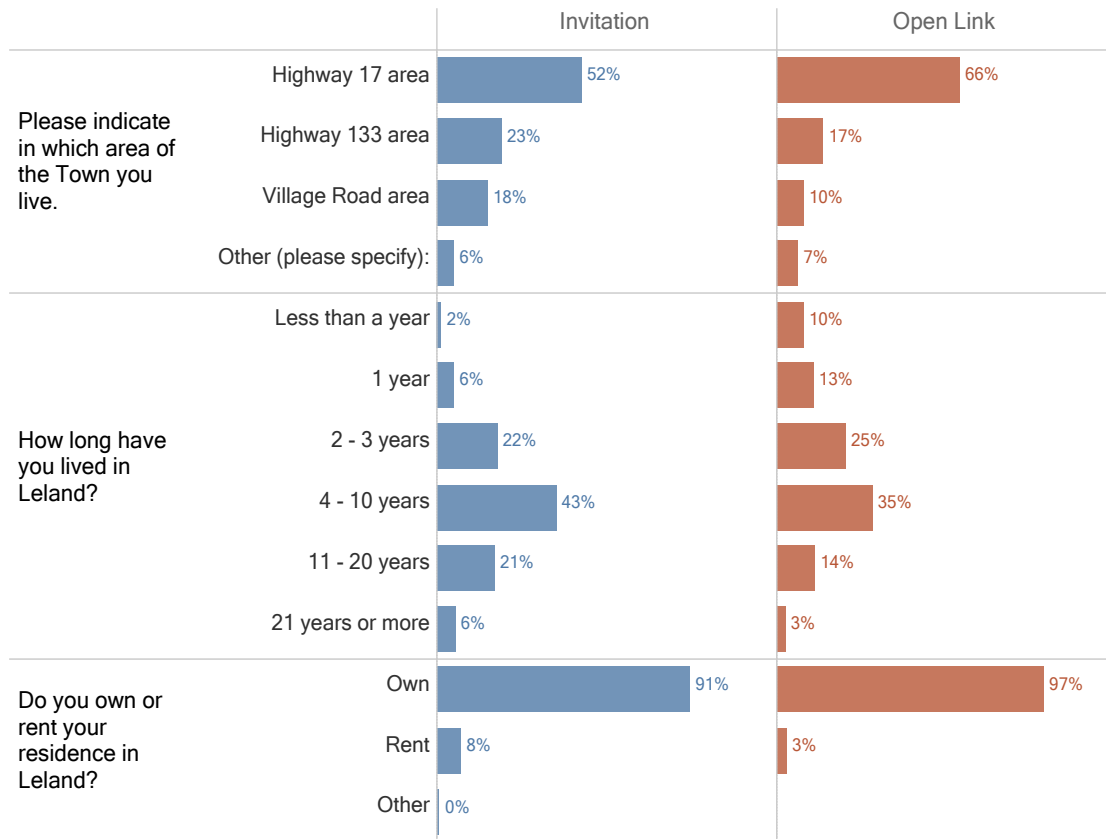


Table 8: Residential Profile



Summary of Selected Findings

The following items were identified as the key issues through the survey process:

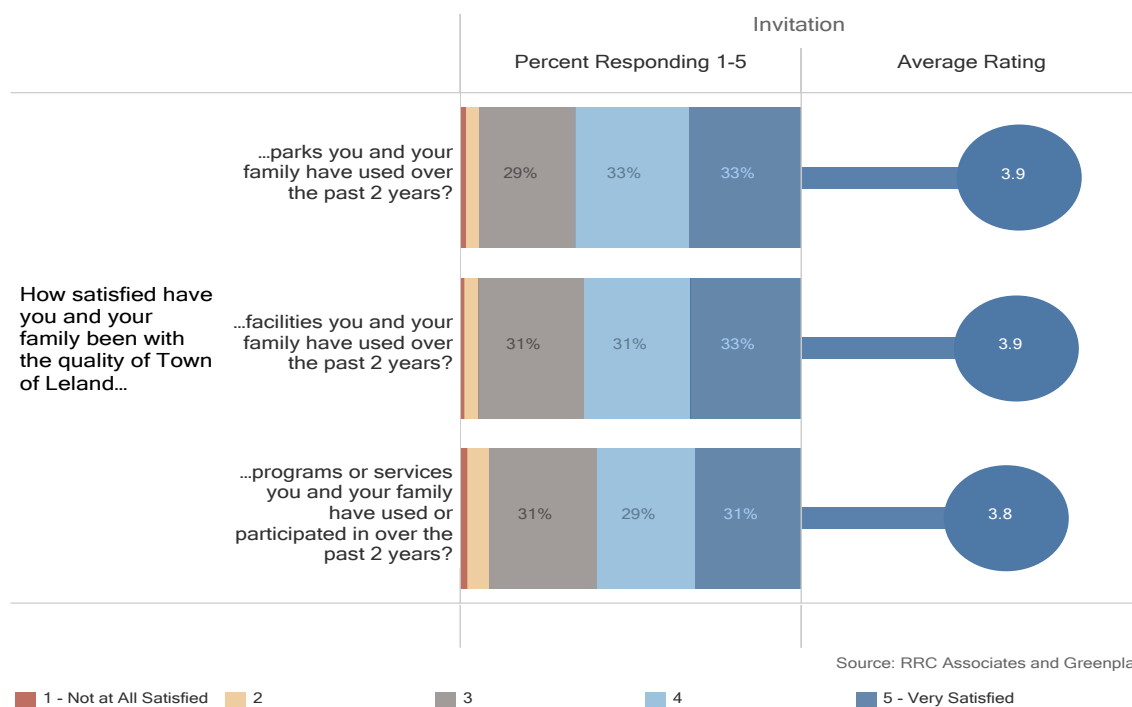
- Visitation to community/neighborhood parks is strong, but there is potential for room to grow in programs, Cypress Cove Park, and the Leland Community Garden.
- Top importance ratings highlight trails, pathways, and bike paths, open space/natural areas, and community/neighborhood parks.
- Trails/pathways, open space/natural areas, and water accesses may be potential areas for enhancement.
- Trail and pathway connectivity, improved park amenities, and open space/natural areas are the most important needs to be addressed in the next 5 to 10 years.
- Communication may not be effective for some residents.
- Residents are moderately satisfied with park and recreation offerings and would support funding mechanisms.

Satisfaction with Parks and Recreation Offerings

Respondents were asked to indicate their level of satisfaction with the Town of Leland’s parks and recreation offerings that they have used over the past two years. Respondents were asked to rate their level of satisfaction on a scale of 1 to 5, with 1 meaning “not at all satisfied” up to 5 meaning “very satisfied.”

Overall, respondents are generally moderately satisfied with the quality of the Town of Leland parks, facilities, and programs they have used over the past two years. A notable 66 percent of respondents stated they are “satisfied” with parks they have used in the past two years, providing a rating of 4 or 5 (3.9 average). Regarding facilities, just under two-thirds of respondents (64%) stated that they are satisfied (3.9 average). Similarly, 63 percent of respondents are satisfied with programs or services (3.8 average). Almost an equal third of respondents rated their satisfaction as a 3 out of 5, with only five percent to nine percent of respondents being unsatisfied with either of the three aspects of parks and recreation in Leland (providing a rating of 1 or 2 for any given item).

Figure 21: Satisfaction with Leland Parks and Recreation Offerings – Invitation Sample

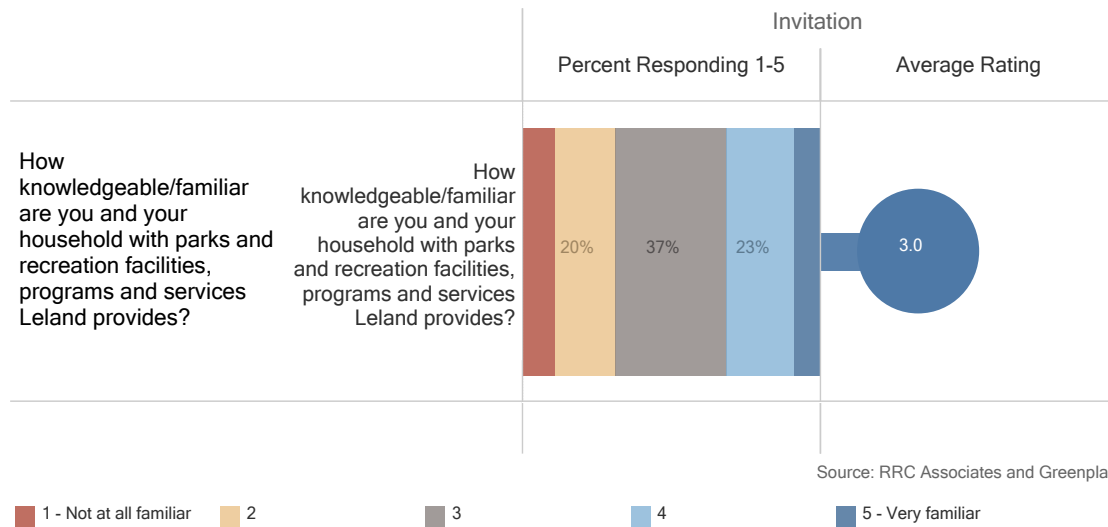


Familiarity with Town of Leland Parks, Facilities, Programs, and Services

Respondents were asked whether they were aware of the facilities managed by the Town of Leland Parks & Recreation. Fifty-four percent (54%) of invitation sample respondents were aware of the facilities, while 33 percent were unaware, and 13 percent were uncertain.

In addition, respondents were asked to rate their level of familiarity with the Town of Leland Parks and Recreation offerings on a scale of 1 to 5, where 1= “not at all familiar” to 5 = “very familiar.” Invitation respondents had an average rating of 3.0, highlighting moderate familiarity with park and recreation offerings. Thirty-two percent (32%) of respondents were “familiar” (rating 4 or 5), while 31 percent were “unfamiliar” (rating 1 or 2).

Figure 22: Familiarity with Leland Parks and Recreation Offerings – Invitation Sample



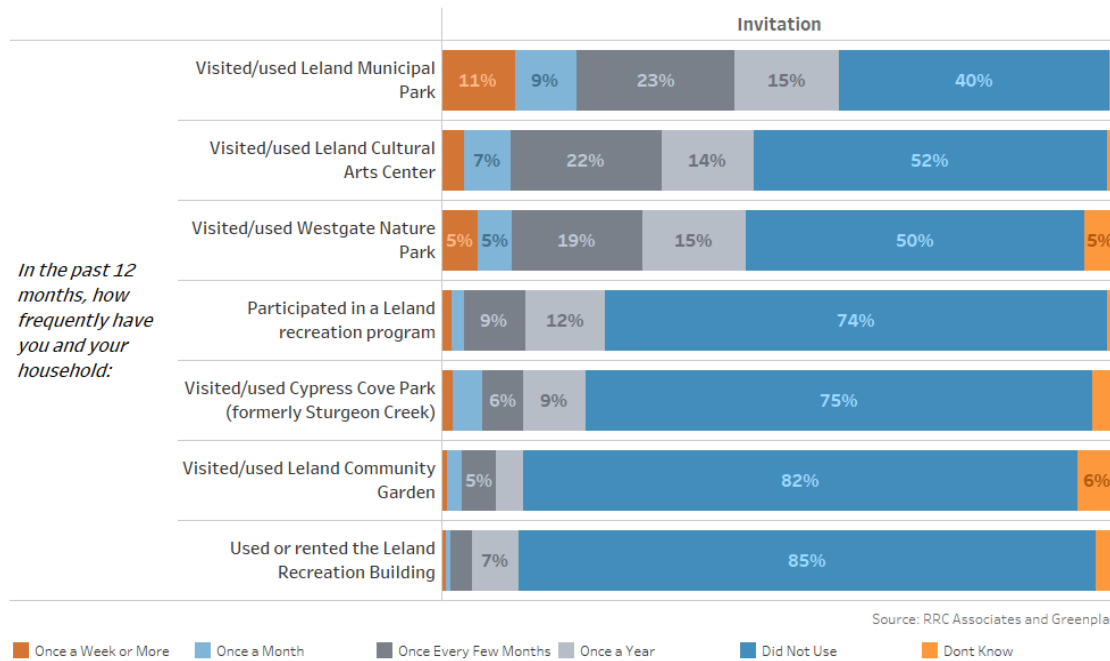
Current Usage of Leland Parks and Recreation Facilities, Services, and Programs

The survey asked respondents about their usage in the past 12 months for a number of Leland Park and Recreation offerings. The respondents were asked to state their usage of seven parks/facilities/services in the past 12 months from “once a week or more,” “once a month,” “once every few months,” “once a year,” and “did not use” or “don’t know.”

Figure 23 identified that Leland Municipal Park is the most frequently used facility/program/service with 60 percent of the respondents having used the park in the past year. The Leland Cultural Arts Center saw 46 percent of respondents using the facility in the past 12 months, with the Westgate Nature Park used by 44 percent of respondents in the past 12 months.

The survey revealed that there are some facility/programs/service that have lower visitation or participation use. The survey identified that 74 percent of survey respondents did not use a Leland Recreation Program in the past 12 months. Cypress Cove Park (formerly Surgeon Creek) was not used by 75 percent of the respondents in the past 12 months with the Leland Recreation Building and Leland Community Garden receiving the least amount of use with only 12 percent of the respondents using these facilities in the past 12 months.

Figure 23: Current Usage of Parks and Recreation Facilities, Programs, and Services in the Past 12 Months

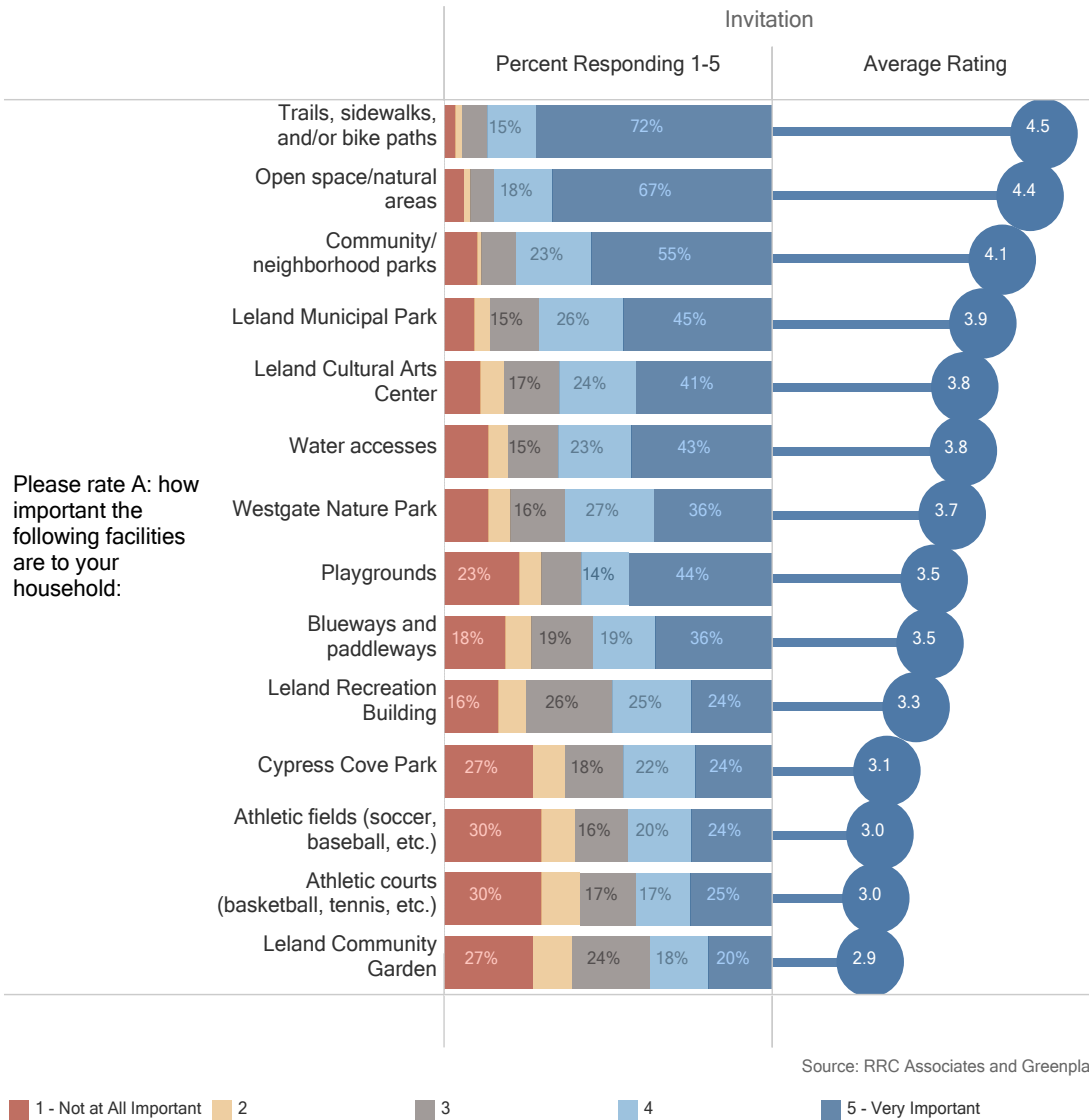


Facilities

Respondents rated the importance of Leland parks and recreation facilities to their households on a scale from 1 to 5, where 1 is “not at all important” and 5 is “very important.” Facilities are sorted by their average importance rating in **Figure 24**.

The facilities rated as most important include trails, sidewalks, and/or bike paths (4.5 average), open space/natural areas (4.4), and community/neighborhood parks (4.1). Following, remaining facilities are rated in order of importance: Leland Municipal Park (3.9), Leland Cultural Arts Center (3.8), water accesses (3.8), Westgate Nature Park (3.7), playgrounds (3.5), blueways and paddleways (3.5), Leland Recreation Building (3.3), Cypress Cove Park (3.1), athletic fields and courts (3.0 each), and Leland Community Garden (2.9).

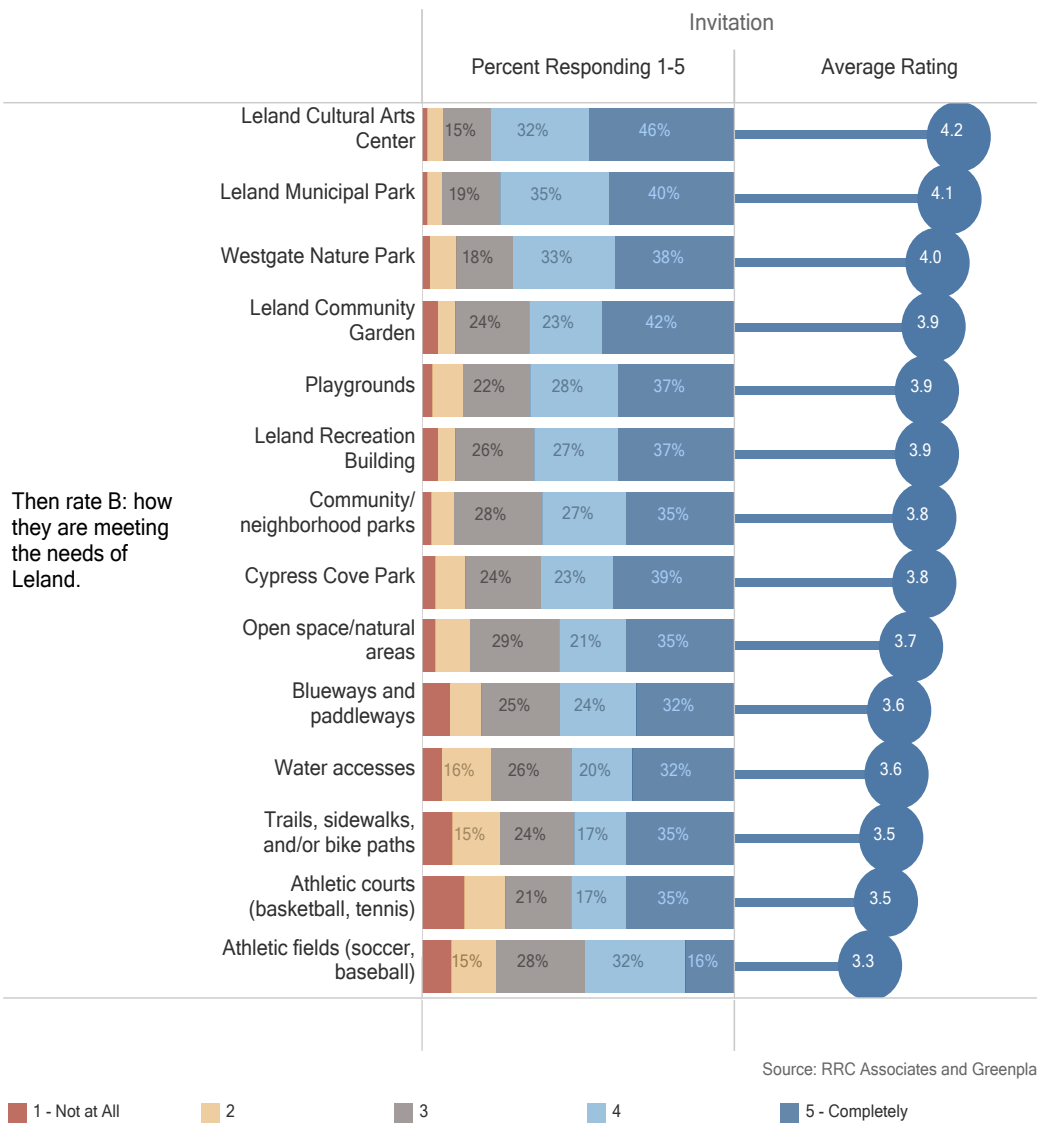
Figure 24: Importance of Facilities Operated by the Town of Leland to Households Invitation Sample Only



Respondents also rated the degree to which they feel their community’s needs are currently being met by Leland parks and recreation facilities on a scale from 1 to 5, where 1 means “not at all” and 5 means “completely.” **Figure 25** shows the percentage of invitation respondents selecting each rating for each facility, and the facilities are again sorted by their average needs-met rating.

Respondents generally indicated that all facilities are currently meeting Leland’s needs, providing relatively high ratings for all listed facilities. The highest needs-met ratings were provided for Leland Cultural Arts Center (4.2), Leland Municipal Park (4.1), Westgate Nature Park (4.0), and playgrounds and Leland Recreation Building (3.9 each). The lowest rated facilities in terms of meeting the needs of Leland are athletic fields (3.3); athletic courts (3.5); and trails, pathways, and/or bike paths (3.5).

Figure 25: Degree to Which Community Needs Are Met by Facilities Operated by the Town of Leland Invitation Sample Only



This data can be graphed on a performance matrix as seen in **Figure 26**. The matrix is sectioned into four quadrants using the median importance rating across all facilities for both questions:

- High Importance/Low Needs Met: These are key areas for potential improvements. Improving these facilities would likely positively affect the degree to which community needs are met overall.
- High Importance/High Needs Met: These amenities are important to most respondents and should be maintained in the future. These are less of a priority for improvements, as needs are currently being adequately met.
- Low Importance/Low Needs Met: These “niche” facilities have a small but passionate following, so measuring participation when planning for future improvements may prove to be valuable.
- Low Importance/High Needs Met: Current levels of support appear to be adequate. Future discussions evaluating whether the resources supporting these facilities outweigh the benefits may be constructive.

The Importance scale midpoint was 3.5, the Needs-Met midpoint was 3.6.

Figure 26: Current Facilities – Importance vs. Needs Met Matrix Invitation Sample Only



Programs

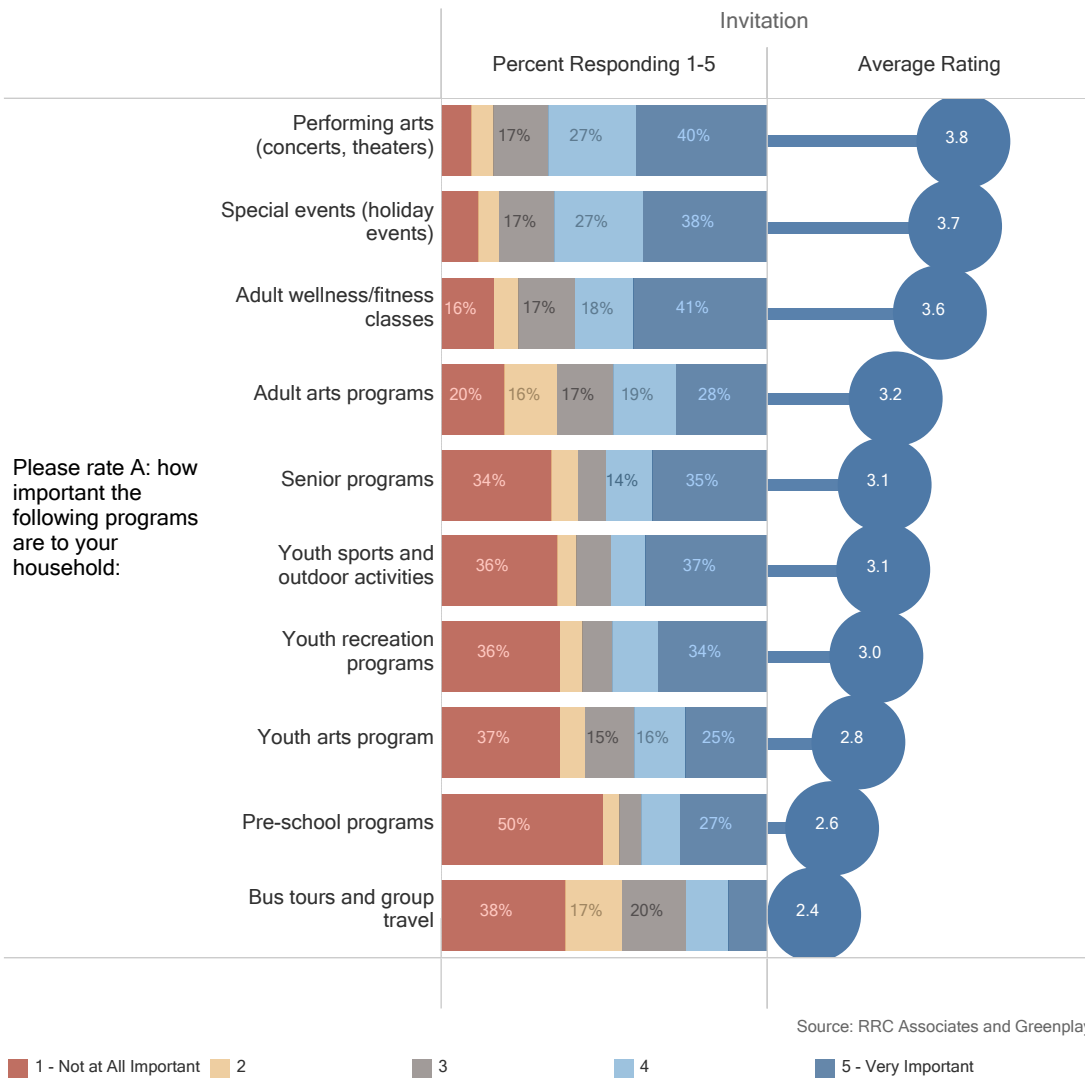
Respondents were provided a list of 10 current Town of Leland parks and recreation programs and asked to rate the importance of each program to their household as well as identify the degree to which each program meets their community’s needs.

In terms of importance the importance, respondents were asked to rate programs on a scale from 1 to 5, where 1 is “not at all important” and 5 is “very important.” Programs are sorted by their average importance rating in **Figure 27**.

The programs rated as most important include performing arts (3.8), special events (3.7), and adult wellness/fitness classes (3.6). The programs rated in order of importance included:

- Performing arts (3.8)
- Special events (3.7)
- Adult wellness/fitness classes (3.6)
- Adult arts programs (3.2)
- Senior programs (3.1)
- Youth sports and outdoor activities (3.1)
- Youth recreation programs (3.1)
- Youth arts programs (2.8)
- Pre-school programs (2.6)
- Bus tours and group travel (2.4)

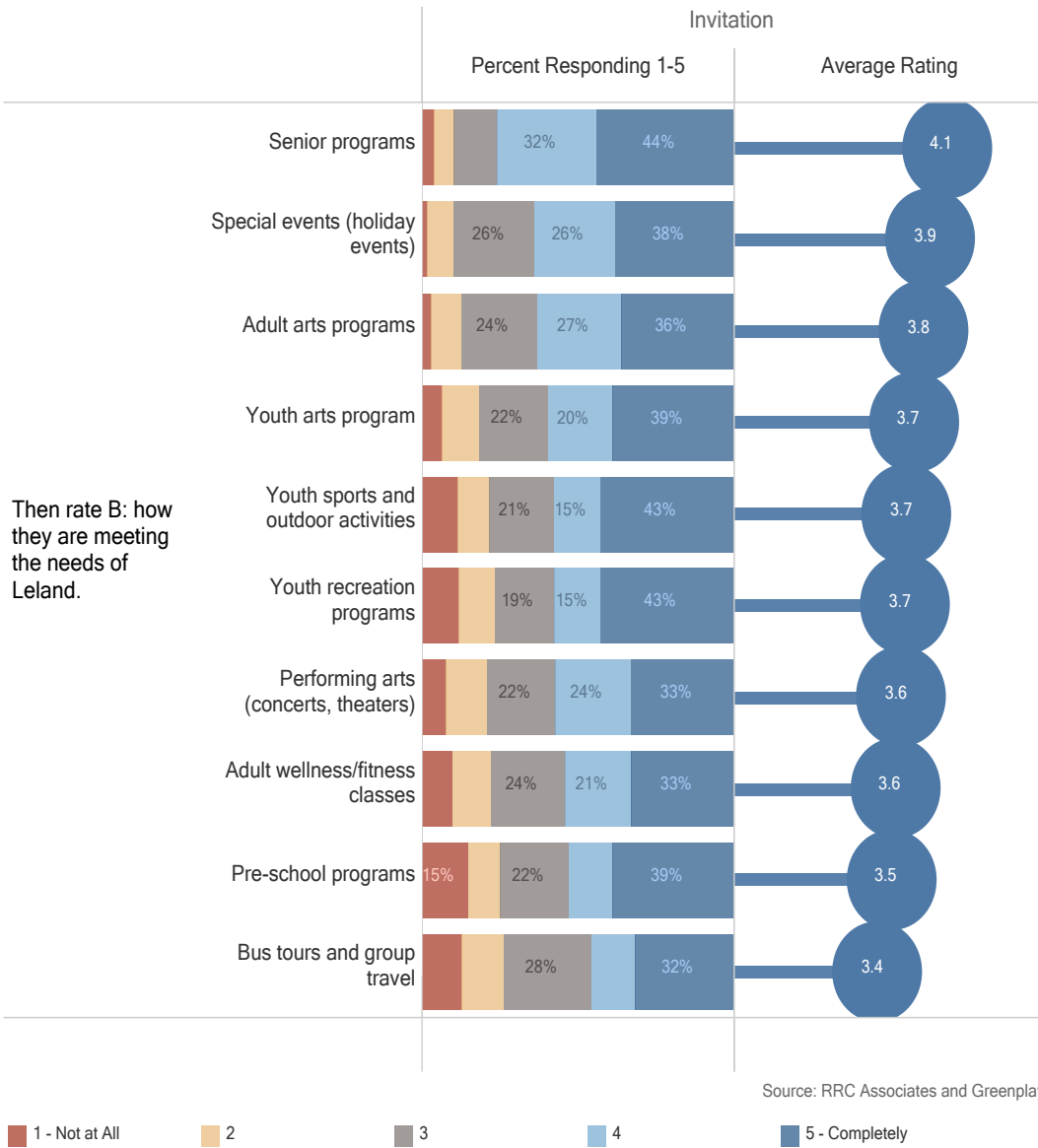
Figure 27: Importance of Programs Operated by the Town of Leland to Households Invitation Sample Only



Using the same list of programs, respondents also rated the degree to which they feel their community’s needs are currently being met by Leland parks and recreation programs on a scale from 1 to 5, where 1 means “not at all” and 5 means “completely.” **Figure 28** shows the percentage of invitation respondents selecting each rating for each program, and the programs are again sorted by their average needs-met rating.

The highest needs-met ratings were provided for senior programs (4.1), special events (3.9), and adult arts programs (3.8). Lowest needs met ratings were bus tours and group travel (3.4) and pre-school programs (3.5); however, the range for needs met was small.

Figure 28: Degree to Which Community Needs Are Met by Programs Operated by the Town of Leland Invitation Sample Only



Future Facilities, Amenities, and Services

The survey asked respondents to identify the most important areas for the Town to focus on for the next 5-10 years. Twenty areas of focus were offered as options, with the survey asking respondents to rate each on a scale of 1-5 (1 “not at all important, 5 “very important”). The highest rated focal points identified by the respondents receiving at least a 3.0 rating included the following:

- Trails and pathway connectivity (4.1 average)
- Improved park amenities (3.9)
- Open space/natural areas and greenways (3.8 each)
- Programs and events (3.7)
- Aquatic facilities (3.7)
- Water access (3.6)
- Amphitheater (3.5)
- New or updated community/recreation center (3.4)
- Athletic fields (3.3)
- Dog parks (3.3)
- Environmental education center (3.2)
- Athletic courts (3.2)
- Splash pad (3.1)
- New parks (3.0)

After rating each of the 20 areas of focus on a scale of 1-5, the survey then asked respondents to identify their top 3 priorities from the same list. A similar pattern was found with some exceptions. The following is a list of the top priorities revealed by the respondents:

- Adding trail and pathway connectivity (43%)
- Aquatic facilities (27%)
- Dog parks (27%)
- Improved park amenities (26%)
- Amphitheater (25%)

Increasing the Use of Facilities

The survey also looked to identify what the most important areas to focus on in order to increase the use of the facilities. The respondents identified more awareness of programs (69%), safety and security (47%), additional facilities and amenities (44%), condition/maintenance of parks or facilities (43%), and distance to the park or facility (42%) as their top areas of focus.

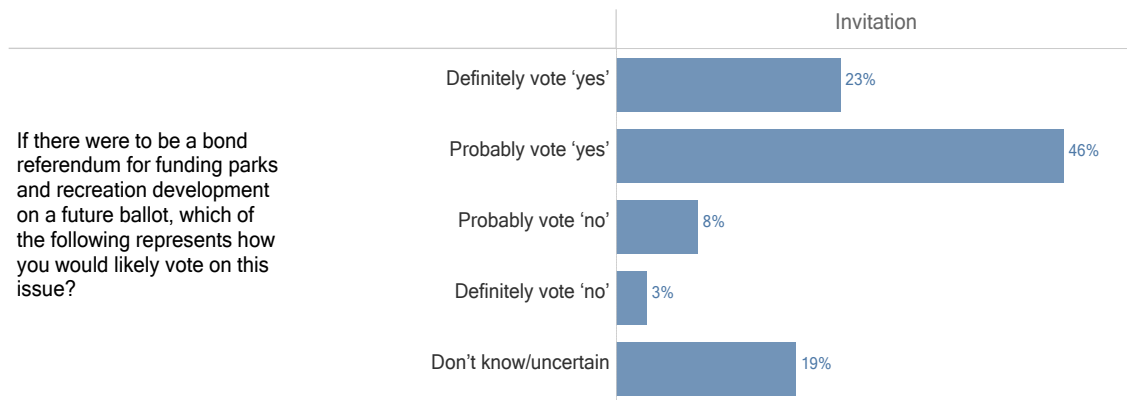
Communication also plays a key role in residents visiting facilities and participating in programs. The survey revealed that the Town could improve their level of communication with residents, with 46 percent of respondents rating the effectiveness of communication as a 1 or 2 on a 1-5 scale. Respondents were asked to select the best methods of communication and the following is a breakdown of the responses:

- Email from Town (75%)
- Internet/website (60%)
- Local media/TV, radio, newspaper (47%)
- Social networking (47%)
- CAPE Magazine (39%)

Financial Choices and Fees

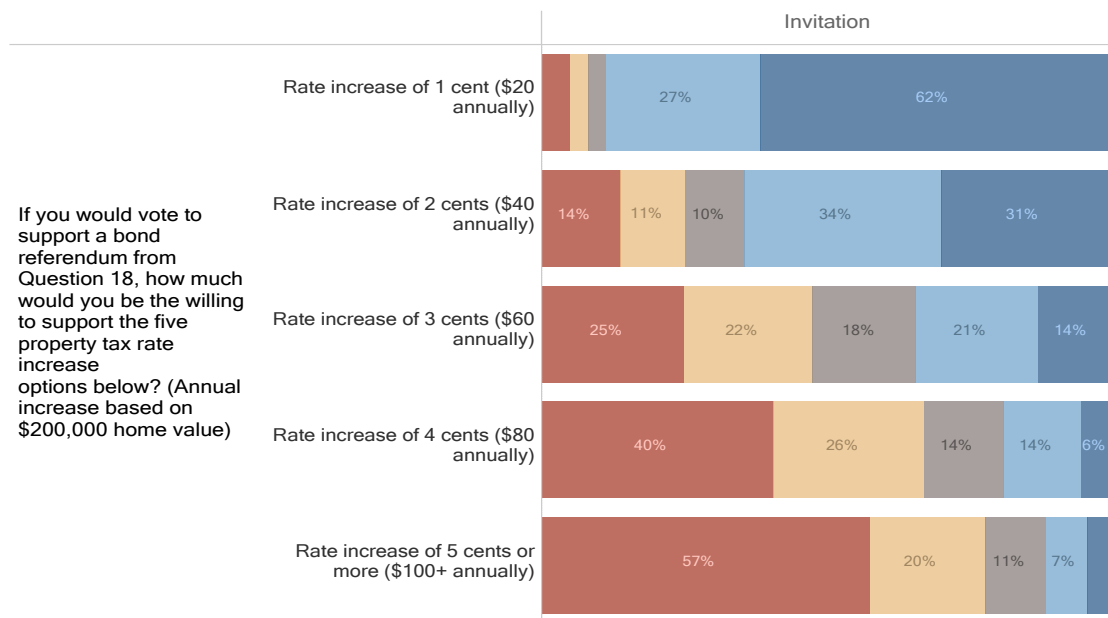
A number of financial choice questions were asked in the survey regarding to willingness to support funding mechanisms and bond referendums for development, maintenance, and support for parks and recreation. **Figures 29-32** show the breakdown each area of focus with regard to financial choices.

Figure 29: Likely Vote on a Potential Bond Referendum for Funding Parks and Recreation Development - Invitation Sample



Source: RRC Associates and Greenplay

Figure 30: If Vote to Support, Accepted Property Tax Rate Increase of Bond Referendum - Invitation Sample



Source: RRC Associates and Greenplay

■ Definitely Not Support
 ■ Probably Not Support
 ■ Neutral
 ■ Probably Support
 ■ Definitely Support

**Note: Rate increase based on cent per \$100 home property level (\$200,000 home value used as average)*

Figure 31: Support of Funding Mechanisms for Parks and Recreation Facilities in Leland Invitation Sample

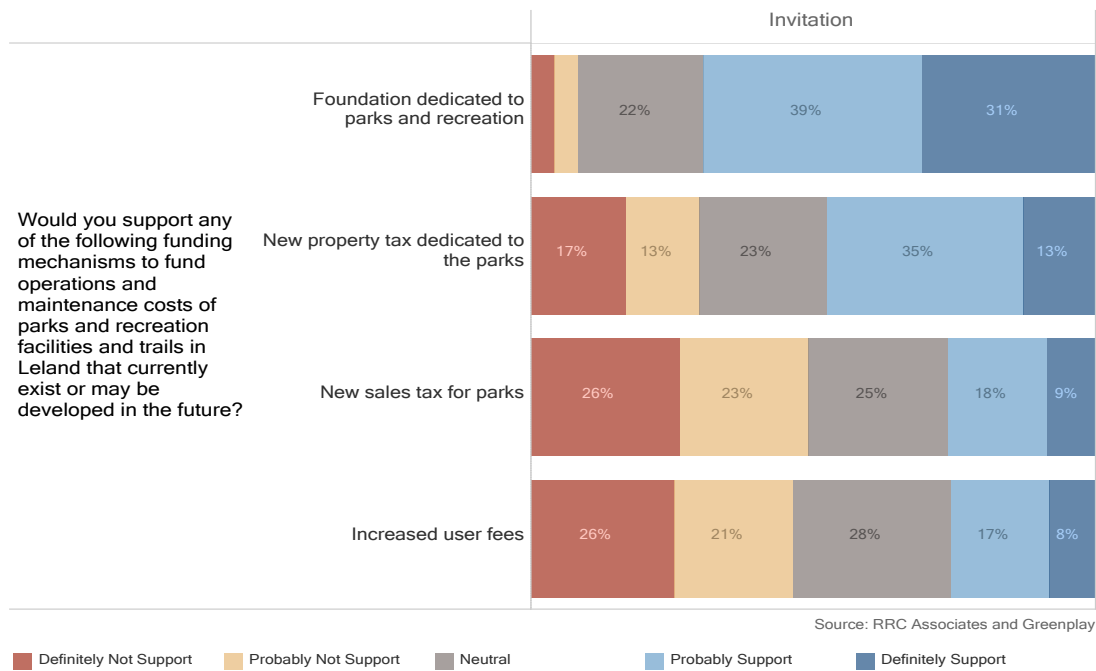
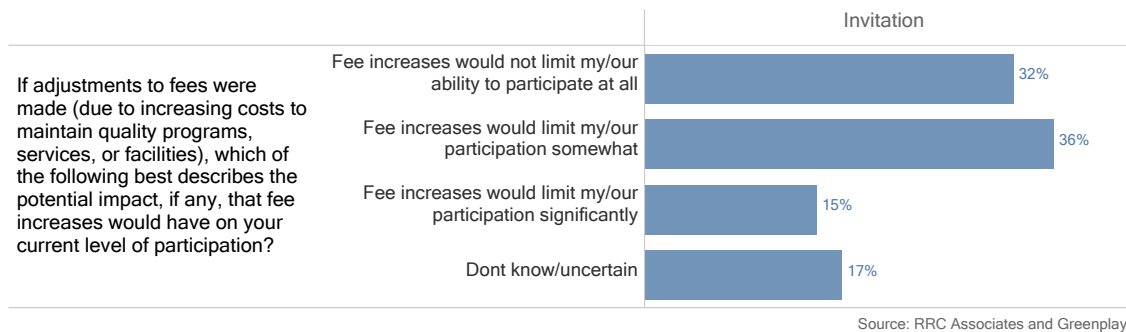


Figure 32: Potential Impact of Fee Increases on Level of Parks and Recreation Participation Invitation Sample

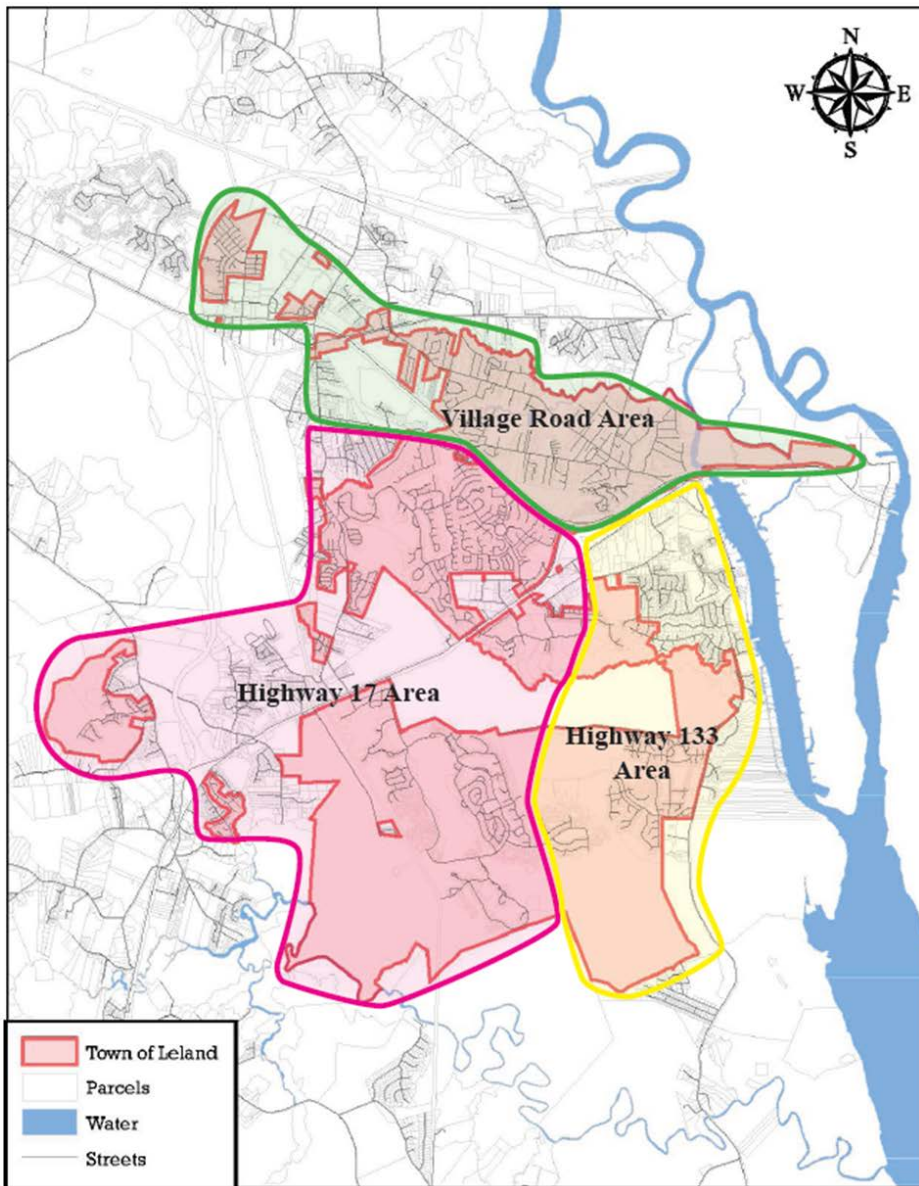


Key Findings – Sub-Area Analysis of Invitation sample

An important component of the Leland Master Plan Survey was to examine results by the three sub-areas of interest: Village Road, Highway 17 Area, and Highway 133 Area. Comparisons of key results between these respondents residing in the three sub-areas of Leland help to better identify if certain sectors of the community differ in opinions, participation, needs, and priorities. Below are key findings from the sub-area analysis of the invitation sample of respondents. Of note, 52 percent of respondents were from the Highway 17 Area, 23 percent from the Highway 133 Area, and 18 percent from the Village Road Area, with 6 percent highlighting “other” areas as their residence.

Figure 33: Map of Leland Sub-Areas

Town of Leland Jurisdiction



Sub-Area Demographics

- Household Income lower than 50K
 - 36% - Village Road Area
 - 32% - Highway 133 Area
 - 21% - Highway 17 Area
- Children at Home
 - 48% - Highway 133 Area
 - 37% - Village Road Area
 - 36% - Highway 17 Area

Sub-Area Key Findings

Participation in visiting/using facilities and programs was very similar for all facilities except for two, the Leland Cultural Arts Center and Cypress Cove Park. The following is a comparison of the subareas based on the percentage of respondents reporting using the facility or program in the past 12 months:

- Leland Cultural Arts Center
 - 59% - Highway 17 Area
 - 35% - Highway 133 Area
 - 26% - Village Road Area
- Cypress Cove Park
 - 39% - Village Road Area
 - 24% - Highway 133 Area
 - 13% - Highway 17 Area

The difference in usage is generally due to proximity to location. Outside of these two facilities, usage was similar across all respondents.

Needs Being Met by Sub-Area

The survey revealed that both the Village Road Area and Highway 133 Area respondents tended to have higher needs-met ratings on many facilities and programs compared to Highway 17 Area respondents. A similar pattern is observed across most needs-met ratings with Village Road rating the highest, followed by Highway 133 and then Highway 17.

There were three facilities and programs that identified a lower rating by both Highway 133 and Village Road when compared to the Highway 17 area, these facilities include athletic fields, performing arts, and senior programs.

Top Priorities by Sub-Area

The survey revealed that all three sub-areas highlighted trail and pathway connectivity as the most important priority with a range between 41-44 percent between the three sub-area respondents. The Village Road Area identified aquatics (31 percent compared to 28 percent and 24 percent) and open space/natural areas (32 percent compared to 19 percent and 12 percent) as higher priorities compared to the other two areas, with Highway 17 respondents placing a greater priority for an amphitheater than the other two sub-areas (18 percent and 19 percent).

Key Differences between Sub-Areas

There were some areas of the survey that revealed difference between the sub-areas. The following are highlights of those areas that revealed these differences.

Fee Increases

The Village Road Area respondents identified more of an impact in regard to increased fees compared to those respondents in the Highway 17 or Highway 133 areas. Village Road identified 72 percent of respondents that would have their participation limited by a fee increase compared to 46 percent of Highway 133 and 45 percent of Highway 17 stating they would be impacted by an increase in fees. The results are likely due to a lower annual household income in the Village Road sub-area of the community.

Bond Referendum Support

- 74% of Highway 17 Area
- 71% of Highway 133 Area respondents
- 57% of Village Road Area

New Funding Opportunities Support

Though Village Road Area respondents did not have as strong of a support for fee increases, the survey did reveal that this subarea placed a higher value of support than the other two sub areas for a foundation dedicated to the parks, though all three did show support for this type of foundation. In regard to increasing user fees and a new sales tax for parks, all three sub-areas replied with equally unpopular responses.

Communication

Although email is the preferred method of communication for all sub-areas, social networking such as Facebook rated high for the Village Road and Highway 133 Area (62% and 57%, respectively) compared to Highway 17 Area (37%). In addition, Village Road Area respondents had a higher percentage that prefer CAPE Magazine (49%) than Highway 133 Area (34%) and Highway 17 Area respondents (38%).

In summary, there are key differences that were revealed by the survey in regard to the sub-areas in Leland. These differences were the impact of fee increases, select priorities for the future, and overall demographics. The differences are important to consider when making decisions for the future of Leland's park and recreation system as it may affect sectors of the community in various ways. Despite the differences, the overall sentiment of the community is mostly similar with communication, trail connectivity, and the importance of most programs and facilities rated similarly across respondents in sub-areas of Town.

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III. Inventory and Level of Service Analysis

A. Organizational Analysis

The following sections identifies the current state of the Department’s internal operation, identifying strengths and weaknesses and understanding opportunities and threats. A maintenance and staffing analysis is provided to help the Department understand its current needs and look toward the future to determine potential challenges that may be faced as growth occurs within the Department over the next several years.



Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

On January 23, 2018, staff participated in a SWOT analysis to identify various perceived strengths, weaknesses, opportunities, and threats of the Department. Along with the staff discussion, the public and community leaders also had an opportunity to address these issues through the various public meetings held January 23-24, 2018.

The residents of Leland benefit from the fact that the Town provides clean and inviting parks, with many natural areas. Fees are lower and allow all residents to participate in programming, and the art center is a strong focal point of the community. Special events and recreation programs are looked upon favorably by the community, and the senior population has many opportunities to participate in programming through the arts center.

The Department would benefit by continuing to expand recreation offerings at the arts center to younger adults. The arts center would also benefit by reevaluating current programs and participation numbers to better serve the younger residents that participate through the offerings provided by the Department. Connectivity is an issue in the community with many streets lacking sidewalks or access across major roadways and highways. The boundaries of Leland are also difficult to distinguish, and many residents and visitors are unsure if they are in the boundaries of the Town or outside of the Town. Continuing to focus on trails and connectivity will enhance the community as growth continues in the near future.

Another area of need to address are facilities for public use. The Town of Leland has many homeowners associations (HOAs) that provide private facilities to the residents that reside in these communities. Though many of the needs are met for the residents in these communities, the public at large does not have access and are lacking in opportunities to participate and benefit from these facilities. Improving current amenities and addressing long term facilities to meet the needs and desires of the residents of Leland should be a priority moving forward.

Along with the need for physical improvements, enhancements in marketing and communication are needed to increase the visibility of the Department and the success of providing the level of service desired of the community.

Organizational Changes

The Department is relatively young, celebrating its 10 year anniversary. The organization is strong internally and is well respected and appreciated in the community. The Department has seen tremendous growth over the years and is anticipating continued growth in the near future. As this growth occurs, the need for additional staffing and organizational support will be an issue that must be addressed to continue to provide the quality of service expected from residents and users of the system.

Staffing Analysis

A staffing analysis was performed for the entire staff in addition to the SWOT analysis to very broadly assess the Department and to identify areas of concern to ensure proper staffing for the workload expectations. At this time, the parks staff seem to have the resources needed to handle the current workload. The Department has been provided some flexibility to hire part-time staff to address current needs. There is some concern in the Department with weekend rentals and the need to provide staff for these.

With regard to recreation, the staff is currently maxed out with only one full time position. There is a potential need for additional part time staff to address camps and summer programming.

As the Town of Leland continues to grow and the Department moves forward and looks to renovate/add facilities, increase open space and trails, and expand and improve programs, the need to identify additional parks and recreation staff will become a priority to allow the Town to continue to offer service levels that represent the standards of the community.

Staffing Considerations

At this time, the Department would benefit by evaluating current staff levels based on needs particularly in the Recreation Department. A plan for future staffing will need to be devised and coordinated to implement with the growth of the community in the near future. It is imperative for the Town to remain in a position to provide residents and users the level of service that will meet the demand as facilities, amenities, and programs continue to grow with the population increase projected for the upcoming years.

B. Recreation Programming and Maintenance Analysis

The Town has a vast offering of programs benefitting the residents of Leland that reach users of all ages from preschool through seniors. The following is an analysis of these programs as well as a review of the current state of maintenance within the Town. There are also alternative service providers that provide additional programs that benefit the residents of Leland and the surrounding area, understanding these relationships is a key part in the success of the Department as they plan to move forward.

Programs and Activities

The Town of Leland is well known in the community for its strong programming in the cultural arts and special events areas. The Leland Cultural Arts Center is a hub of activity for these programs and benefits the community as a facility that allows all ages to participate. Leland also benefits from Brunswick County, who provides sports and athletics programming and facilities to the residents. There are also various other private organizations that address youth sports and competitive level teams. These relationships allow the Department to focus on their current art and community events.



Youth Recreation/Cultural Arts

A large portion of the youth recreation services offered are through cultural and arts programs. The Town has a variety of youth programs that provide many opportunities in the following areas – camps, art, dance, music, theater, and special events and activities that engage the youth of the area. The Leland Cultural Arts Center houses many of the programs and is a strong location for the events to be held.

Youth sports programming is not a major function of the Recreation Department. At this time, youth sports programs are offered through various organizations surrounding the community – Brunswick County, YMCA, and the Wilmington area. There has been a need expressed to offer recreational level or introductory level programs. The issues that face the Town are constraints with space and staff. At this time, there is very limited indoor space available, and recreation staff is maxed out with only one full time employee. As the Department expands and future facilities may come on board, the Town of Leland would benefit by addressing youth sports and providing more local options whether these are through partnerships or in-house programs.

The Department's cultural arts programs have a great reputation. Though there are many classes offered, there are also quite a number of classes that do not fill or have lower enrollment numbers. The Department would benefit by reviewing these programs and making adjustment to the number of classes offered and times to allow more efficient use of the rooms and staff in order to operate more efficiently in the future. Another area to address is the location. Though the LCAC is a very impressive facility, the location does cause some concern for residents who do not live nearby or may have difficulty with transportation to the facility. An option to reach these residents may include a partnership with the schools or other entities that could allow satellite programs to take place closer to these residents.

Adult Recreation/Cultural Arts

Adult and senior recreational programming is also very popular in the community among the cultural arts segment. Many residents of Leland take advantage of these programs, and the community holds the arts and culture activities in high regard, along with the LCAC. Programs offered to the adult and older active population include many of the same programs as youth, such as art classes, dance, photography, trips, cooking classes, acting, special events, and other various activities.

Adult classes take the majority of the space at the LCAC. As with youth activities, the Department can benefit by reaching out to those residents who do not have easy accessibility or means to make their way to the LCAC. Satellite programs through partnering facilities will expand the outreach of the Department. Another viable option is to provide more special interest classes and programs in parks and other open space locations throughout the community.

Special Events

The Department offers a diverse selection of special events that allow the residents of Leland to enjoy the amenities of the Town and take part in programs in a safe and structured environment. The events are well respected and popular within the community. The Department does a good job offering family events along with options for youth and adults. As with most communities, the residents have expressed an interest in more special events and activities focused on young families. Continuing to review the current offerings and making improvements or adding new events that meet the demand of the community will continue to allow the Department to thrive in this area. There is also interest and demand in an amphitheater or updated location to host the events.

Alternative Service Providers

The Leland community does have access to other recreational program opportunities and amenities through alternative service providers. Most of the access is through private/select youth sports organizations in and around Brunswick County and the Wilmington area. Though not a need for now, the Town will benefit by continuing to work with these service providers and entering into partnerships that allow the Town of Leland to benefit but also have an option to move forward with programming of their own should they chose to and have the facilities needed in the future.

Maintenance

At this time, maintenance of the parks and facilities is meeting the demand of the residents. As the Town continues to grow, and more services and facilities are added, the Department will benefit by continuing to expand personnel and budgets as any acreage or space is added for increased maintenance levels. The Department must also be aware of any deferred maintenance in the parks and facilities and have these listed and in mind in order to keep the level of service standard a priority in the eyes of the community and users of the amenities.

C. Financial Analysis

The following section highlights the current financial situation of the Department, cost recovery strategies and identifying potential funding opportunities of which the Town can take advantage, as additional amenities and resources are added that may come about from this planning process. A staff document identifying these various financing opportunities has been provided to the Department as a separate document to this plan.

Current Circumstances

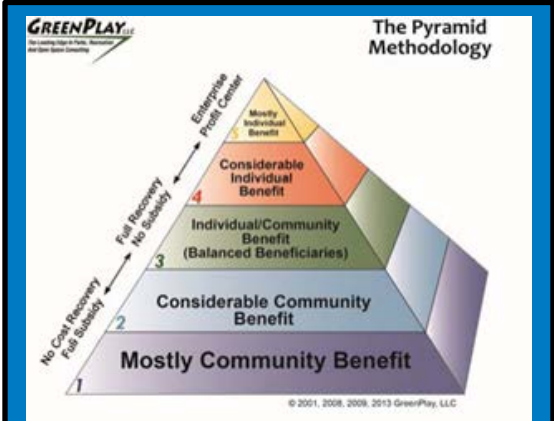
The Department does not currently have a cost recovery policy that identifies consensus on attempts to recover a specified percentage of direct costs. Current levels are not tracked, and there are not stated goals per program or facility areas.

An introductory workshop was held with Town staff that introduced the Department to the GreenPlay Pyramid Methodology and the process to determine a cost recovery strategy for the Department. The GreenPlay Pyramid Methodology suggests a cost recovery strategy that includes such consideration and engages public and elected officials for full buy-in of a fee pricing methodology.

Potential Funding Support

A variety of funding methodologies exist for ongoing operations/maintenance as well as capital/project related needs. There are also many alternative funding opportunities that have been identified.

A component of this master plan was to address potential funding and willingness to pay through the stakeholder input and community surveys. In addition to the information obtained through these methods, the Town was also provided a Funding Exercise to aid in identifying current funding sources that are in place with an opportunity to identify additional funding sources that could be implemented in the future and additional opportunities that may exist that they were unaware of the. The exercise has been provided to the Town as staff document.



The creation of a cost recovery and subsidy allocation philosophy and policy is a key component to maintaining an agency’s financial control, equitably pricing offerings, and helping to identify core services including programs and facilities.

Critical to this philosophical undertaking is the support and buy-in of elected officials and advisory boards, staff, and ultimately, citizens. Whether or not significant changes are called for, the organization should be certain that it philosophically aligns with its constituents. The development of a financial resource allocation philosophy and policy is built upon a very logical foundation, based upon the theory that those who benefit from parks and recreation services ultimately pay for services.

Traditional Parks and Recreation Operations and Capital Funding Sources

There are an assortment of mechanisms that the Town of Leland can employ to provide services and to make public improvements. Parks and recreation operating and capital development funding typically comes from conventional sources such as sales, use, and property tax referenda voted upon by the community, along with developer exactions. Operating funds are typically capped by legislation; may fluctuate based on the economy, public spending, or assessed valuation; and may not always keep up with inflationary factors. In the case of capital development, “borrowed funds” sunset with the completion of loan repayment, and are not available to carry-over or re-invest without voter approval.

Alternative Parks and Recreation Operations and Capital Funding Sources

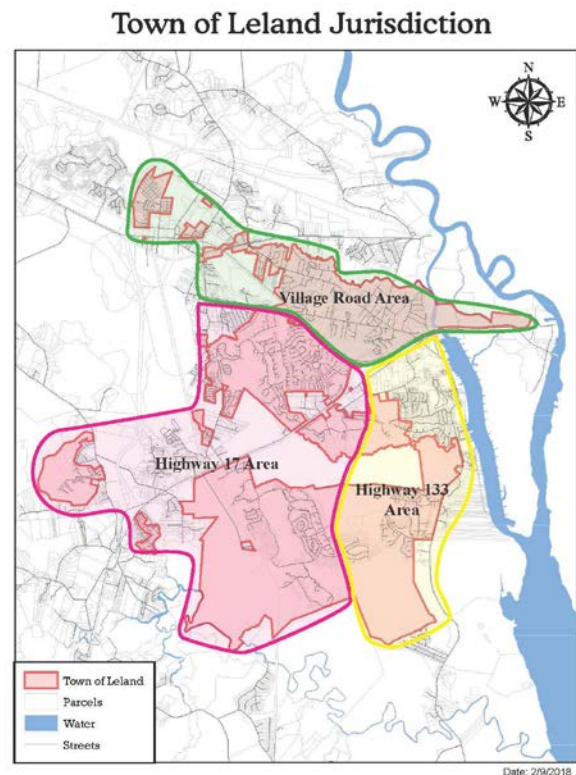
Alternative funding sources include a variety of different or non-conventional public-sector strategies for diversifying the funding base beyond traditional tax-based support. A staff document has been provided to the Town that includes known industry funding practices, potential sources, and strategies, as compiled by GreenPlay.

D. Overview of Inventory of Facilities and Lands

The Town of Leland is located in northeast Brunswick County immediately west of the Cape Fear and Brunswick Rivers. Three highways, U.S. 74, U.S. 76, and U.S. 17 provide access from the east and west, while NC 133 provides access from the south. While these highways provide access to various locations throughout the Town, they can also be dividers to recreational access to facilities provided. For the purposes of the inventory, the Town evaluation is divided into three areas based upon these roadways, the Highway 17 Corridor Area, the Village Road Area, and the Highway 133 Area.

While this inventory is focused on facilities and services provided by the Town of Leland, with the rapid growth occurring in the region, areas just outside of the Town limits including Brunswick County, Bellville, and Navassa were also considered.

The mission of the Leland Parks and Recreation Department is to make Leland an exceptional place to live by providing diverse parks, recreation facilities, and a variety of programs and opportunities that take advantage of the Town’s natural and cultural resources. Leland Parks and Recreation Department has developed into an incredible community resource to fulfill this mission.



The Town of Leland Parks and Recreation Department currently maintains and operates three parks – Leland Municipal Park (which has Leland Community Garden and the Leland Recreation Building), Cypress Cove Park, Westgate Nature Park, and the Leland Cultural Arts Center (LCAC). In addition to these facilities The Town of Leland has acquired property along Sturgeon Creek for a future park site.

Table 9: Town of Leland Facilities

Leland Parks	Size (acres)
Cypress Cove Park (Formerly Sturgeon Creek Park)	28.2
Leland Community Garden	0.07
Leland Cultural Arts Center	18,000 sq. ft.
Leland Municipal Park	8
Leland Recreation Building	2,100 sq. ft.
Sturgeon Creek Park (Future)	34
Westgate Nature Park	150

The parks provided by the Town of Leland are predominantly passive in nature, focusing on connectivity and recreational programming as key ways to get residents involved. Active recreation and neighborhood-based recreation services are currently supplied by other service providers and private recreation resources through the planned communities in the Town.

The Town of Leland Parks are currently located in the core of Leland near the intersection of the three community areas – the Highway 17 Corridor, the Village Road Corridor, and the Highway 133 Corridor, with the outlying areas of the Town predominantly served by other service providers and/or private community recreation providers.

E. Determining the Level of Service

In order for the Town of Leland to determine the extent of future needs, it was important to thoroughly understand the current offerings within the Town and nearby to Leland. This part of the overall Parks and Recreation Comprehensive planning process is one piece of the puzzle that contributes to understanding the community’s needs and desires. The first step in understanding level of service was conducting a review of past planning efforts that may have influence on The Parks and Recreation Master Planning process. These documents have been identified with staff, read, and reviewed, and key features within those plans have been identified and highlighted for comparison.

Next, the team conducted a systematic Inventory of facility offerings. A thorough evaluation of existing facilities, programs, park features, park and feature condition, and access to those features was completed. Not only have the Town of Leland Parks and Recreation facilities been considered, but also nearby resources provided by partnering agencies and municipalities, referred to as other service providers. Other service providers and private recreation providers aid in offering recreation resources and services to the Town of Leland residents, so understanding what is offered nearby was important to the inventory process.

This inventory matrix was tallied and compared to State and National Agency Performance review through the National Recreation and Park Association Park Metrics system. Comparison to NRPA data helped identify facility types already provided, to better understand the gaps in the facility offerings, and provided benchmark data to best identify the best practices to optimally serve the Leland community.

The National Recreation and Park Associations (NRPA) Park Metrics are the most current comprehensive source of data standards and insights for park and recreation agencies. Launched in 2009, these agency performance resources assist park and recreation professionals in the effective management and planning of their operating resources and capital facilities. This suite of tools allows park and recreation agencies to build customized reports that allow for comparisons with peer agencies. Park and recreation professionals can use this benchmark data to gain more funding support, improve operations, and better serve their communities. The Leland inventory features have been evaluated for distribution within Leland. Distribution is a critical factor, as the NRPA now examines access to features as a key measure of success in level of service.

Related Plans

There are several related planning documents that have occurred within the last 10 years that were evaluated for comparison (**Table 10**). This is not a comprehensive list of all plans, but rather a listing of planning efforts that have may have influence on the Parks, Recreation, and Open Space Master plan effort and/or related past plan that needed to be reviewed for implementation efforts and outstanding items. If a past Leland Parks, Recreation, and Open Space Master Planning effort has not been implemented and is still in demand, this will help guide prioritization of recommendations and findings.

Table 10: Related Planning Efforts

Plan Name	Year	Recommendations
Brunswick County Greenway/Blueway-Draft	2016	<ul style="list-style-type: none"> Identifies existing and proposed Greenway and Blueway Trails throughout Brunswick County
Brunswick County Parks and Recreation Department 2009 Comprehensive Parks and Recreation Master Plan	2009	<ul style="list-style-type: none"> Programs and facilities to meet the needs of growing population Overall lack of indoor facilities, fields, and staff Need for Leland to acquire additional parkland areas for passive recreation, greenways, and blueways Additional athletic fields, increasing non-athletic/non-traditional programs for all ages Working with the county to meet the needs of the population of Leland (avoid duplicating services)
Brunswick Waterfest Brunswick Public Access Sites Map	2014	<ul style="list-style-type: none"> Identifies locations of public water access sites
Comprehensive Bicycle Plan for Leland, North Carolina	2008	<ul style="list-style-type: none"> Development of bicycling facility Promotion of “bicycle friendly community”

Plan Name	Year	Recommendations
		<ul style="list-style-type: none"> • Education of the system and safety • Enforcement/development of policies • Maintenance of system
East Coast Greenway Route Map	Current	<ul style="list-style-type: none"> • Maps completed greenway trail portions spanning the East Coast
Leland 2020 Master Plan Planning for Growth	2016	<ul style="list-style-type: none"> • Parks and trails networked to link schools, commercial areas, and neighborhoods • Coastal environment open space preservation • Waterways trail network • Meaningful public spaces within proximity to residents • Identification of a town center
Leland Municipal Campus Masterplan	2017	<ul style="list-style-type: none"> • Multi-use trails • Parking • An amphitheater • Site furnishings • A splashpad • Accessible Playgrounds • Dog park(s) • A memorial • Pavilion(s) • Restrooms • Sports courts • Natural play areas • Multi-purpose areas • Additional community garden space
Leland Parks, Recreation, and Open Space Master Plan	2009	<ul style="list-style-type: none"> • Town Hall Park facility enhancements • Creation of Sturgeon Creek Paddle Trail/Greenway • Development of Jackey’s Creek Trail • Development of neighborhood parks in Village Road corridor • Development of trail network in various locations • Develop a BMX-type facility • Preserve tree buffers along highway corridors • Preserve wetland corridors and conservation areas • Modifications to development policies, including subdivision regulations • Adequate board and staffing

Plan Name	Year	Recommendations
More Than A Trail: Brunswick County Existing/Proposed Walking Trails, Bike Routes and Paddle Trails	2017	<ul style="list-style-type: none"> Identifies existing/proposed routes for walking, biking, and paddling in Brunswick County, paddle trail access points, birding trails, historic sites, parklands, and preserves
Navassa Parks and Recreation Master Plan	2011	<ul style="list-style-type: none"> Identifies future recreational needs of Navassa only, does not consider parks and recreation needs/uses of
Leland Regional Bike Suitability Map	2016	<ul style="list-style-type: none"> Guide for bicycling in the Cape Fear Region with ratings about the cycling experience, routes, and proper safety precautions
Town of Leland, 2016-2021 Parks, Recreation, and Open Space Master Plan (Not Adopted)	2015	<ul style="list-style-type: none"> Land acquisition of specific parcels Development of non-vehicular, pedestrian/bicycle transportation network Comprehensive multi-purpose indoor recreation facility Provide areas/fields suitable for sports and athletic activities, pickleball courts/programs, dog parks splash pad, 18-post disc golf course, outdoor amphitheater Upgrade and modernize existing parks and facilities Community events such as concerts in the park, Movies in the Park, Sea Leland/Leland We Don't Know, Trunk or Treat Active living programs Senior/adult/youth/teen services and athletic programs After-school program and summer day camp Expansion of partnerships Creation and development of new positions within the organization
Town of Leland Pedestrian Plan	2016	The Leland Pedestrian Plan highlights several key projects that should be executed: Navassa Road Greenway, Active Routes to schools, South Leland Greenway, Highway 17 Pedestrian Crossing(s), and key sidewalk links; create a Hike and Bike Map.

Other Service Providers

As a part of the inventory and evaluation process, other service providers that influence Parks and Recreation services were included. There are great regional recreation resources in Brunswick County and nearby in New Hanover County; however, only those facilities in close proximity to (or linked to) the paddling and greenway network within the Town of Leland were part of this evaluation. **Table 11 and Table 12** provide more detail.

Table 11: Other Service Provider facilities

Other Service Providers	Size (acres)
(BC) Brunswick Nature Park	911
(BV) Brunswick Riverwalk Park (existing and Future Acreage)	150 (upon completion)
(NV) Davis Creek Park	5.42
(BC) Leland Park	12
(BC/NV) Navassa Township District Park	9.87
(BC) Northwest District Park	35
(NV) Phoenix Park	4.65
(BC) Town Creek Park	35
(UNCW) Ev-Henwood	174

Table 12: Other Service Providers' Park Classifications

Other Service Providers	Park Type	Size (acres)	Service Area Distribution (miles)
(BC) Brunswick Nature Park	NP	911	10
(BV) The Brunswick Riverwalk at Belville	R	150 (upon completion)	10
(NV) Davis Creek Park	S	5.42	10
(BC) Leland Community Park (Leland Park)	C	12	5
(BC/NV) Navassa Township District Park	N (NV Class. C and BC class. Is N)	9.87	5
(BC) Northwest District Park	R	35	10
(NV) Phoenix Park	N	4.65	1
(BC) Town Creek Park	C	35	5
(UNCW) Ev-Henwood	NP	174	10
Provider Key (BC) = Brunswick County Park (BV) = Belville Park (NV) = Navassa Park		Park Type Key C = Community Park N = Neighborhood Park NP = Nature Preserve R = Regional Park S = Special Use Park	

F. Leland's Inventory and Existing Resources

The inventory for the Town of Leland was completed in January of 2018. The facilities inventory was conducted for the Town of Leland Parks and Recreation facilities, other service providers (including Navassa, Nearby Brunswick County Parks, and Belville), and private recreation providers. An evaluation Matrix was created with Town Staff to not only determine the quantity of facilities and features at each site, but also a review of the quality and condition of each feature and facility. The intent of this evaluation is to understand the level of recreational service provided by the Town of Leland, and as part of study, the evaluation includes the contribution of other service providers.

The evaluation and inventory includes the quantity, condition, and how accessible the features are to the public. An ADA audit was not conducted as a part of the inventory, but rather an evaluation of the usability of parks and features, reviewing elements such as park signage and visibility, roadway and public transit access, parking, trails and sidewalks to features, hours of operation, lighting, seating, access to water and/or restrooms, and shade. Each feature quantity and condition was noted. In addition to that, an evaluation of condition was provided as follows:

- (N) Needs Improvement: The feature is either in need of maintenance repair, could have improved access, or in need of updating.
- (S) Satisfactory: The feature is acceptable, in good condition, and is generally accessible to the public.
- (C) Commendable: The feature is new, up-to-date, and accessible to the Public.

These indicators help during the analysis and prioritization process.

Existing Resources

The following facilities are included in the inventory summary in **Appendix A**.

Leland Facilities

L1 – Cypress Cove Park

L2 – Leland Community Garden

L3 – Leland Cultural Arts Center

L4 – Leland Municipal Park

L5 – Leland Recreation Building

L6 – Westgate Nature Park

L7 – Sturgeon Creek Park (Future)

Other Facilities

O1 – Brunswick Nature Park

O2 – Brunswick Riverwalk at Belville

O3 – Leland Community Park (Leland Park)

O4 – Northwest District Park

O5 – Town Creek Park

O6 – Davis Creek Park

O7 – Navassa Township District Park

O8 – Phoenix Park

O9 – EV-Henwood

Private Community Recreation

P1 – Brunswick Forest

P2 – Grayson Park

P3 – Magnolia Greens

P4 – Mallory Creek

P5 – Waterford

P6 – Westport

P7 – Windsor Park

Public Schools

S1 – Belville ES

S2 – Leland MS

S3 – Lincoln ES

S4 – North Brunswick HS

S5 – Town Creek ES

Private Schools

V1 – Atlas Day Treatment School at Trinity

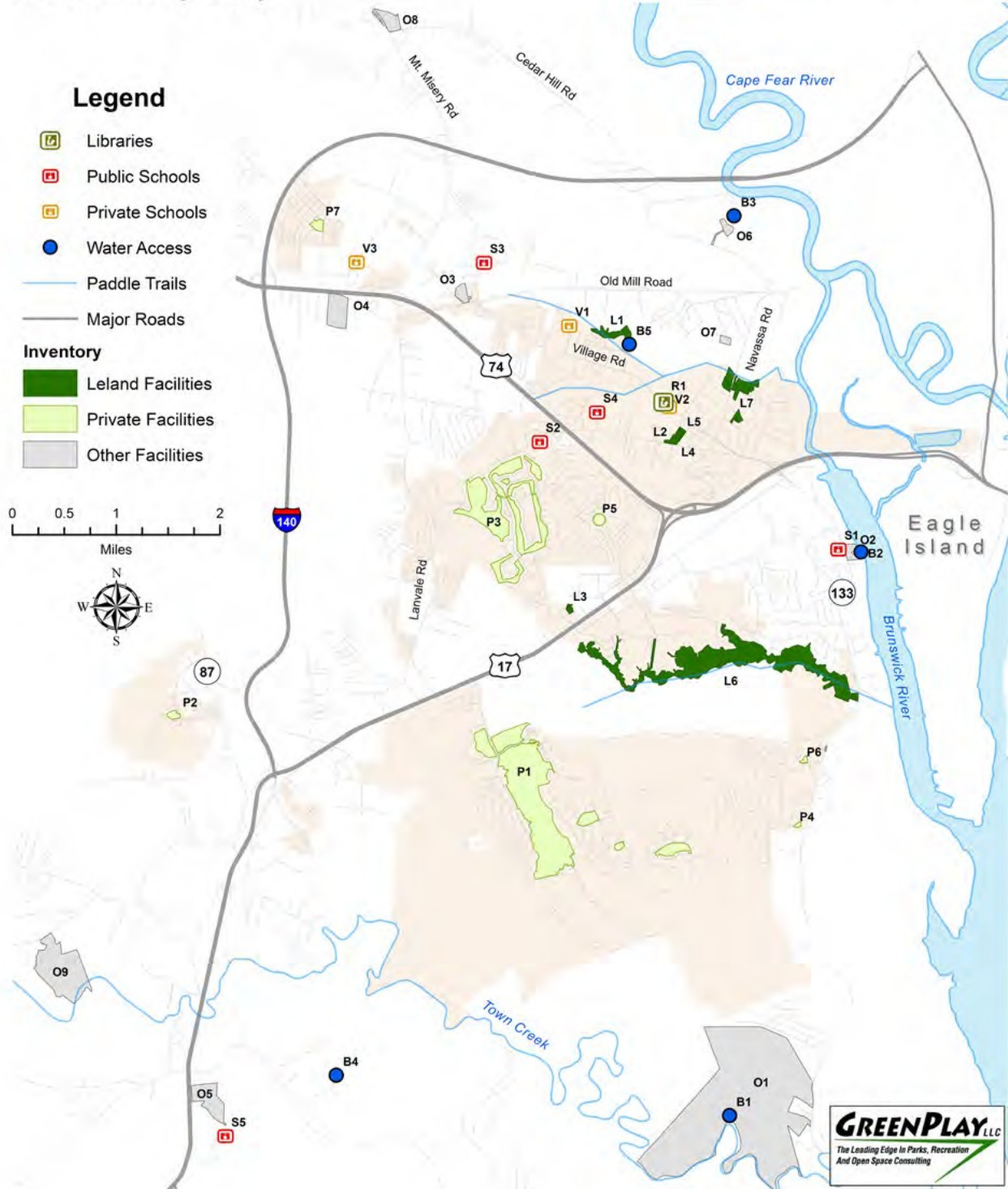
V2 – Leland Christian Academy V3 – Strategic Academy

Public Libraries

O1 – Leland Branch Library

Town of Leland, NC

Parks and Recreation Master Plan (PRMP)
and Feasibility Study



Private Recreation

The Town of Leland has several planned communities that supply private recreation features within their own neighborhoods. While these help with neighborhood recreation and recreation level of service demand, the facilities are private and open to members, residents, or fee-based recreation memberships. As part of the inventory, private recreation features were inventoried in the following communities:

Brunswick Forest	Community Building, (2) Gym, Indoor Pool, (2) Pool, Splash Pad, Clubhouse, Shelter, (5) Tennis Courts, (4) Pickleball Courts, Basketball, Playground, Trails, Picnic Area, Event Space/Lawn with Parking, Bocce Courts, Beach, Bike Racks, Golf Course, Kayak/Canoe in Lake or Creek, Restaurant *opportunities for greenway trail connections
Grayson Park	Playground, Pool, Clubhouse, Open Space, Bike Racks, Tennis Courts, Parking, Lighting, Grills
Magnolia Greens	Indoor Pool, (2) Outdoor Pool, Fitness Room/Recreation Center, Golf Course, Sidewalk, Playground, Small field, Clubhouse, Restaurant, (2) Tennis, Picnic Shelter, Grills, Basketball Goals *opportunities for greenway trail connections to school and LCAC via sidewalk
Mallory Creek	Walking trails, pool, clubhouse
Waterford	Playground, Bocce Courts, Open Space, (5) Tennis Courts, (4) Pickleball Courts, Pool, Picnic Area, Sidewalks, Trails, Dock at lake with pavilion, Sand volleyball, Fishing, Kayaking, Canoe Club, Clubhouse, Parking *potential community trail connections
Westport	(2) Clubhouse, (2) Pool, Sidewalks, Open Space, Gazebo, Swings, Basketball Court, Bocce Courts
Windsor Park	Pond, Benches, Parking, Walking Trail, Open Space, Pool, Clubhouse, 6' Paved Sidewalk, Playground, Picnic Shelter, Volleyball, Bike Rack

Findings from the Leland Level of Service Analysis

The purpose of a level of service (LOS) analysis is to determine how well the existing Town of Leland Park and Recreation system is meeting the needs of town residents. According to the National Recreation and Parks Association (NRPA), the basic definition of LOS is expressed as an allocation mechanism for the delivery of park and recreation facilities throughout a community. By understanding the current level of service, a community can better understand how residents, regardless if they pay taxes or use the park and recreation facilities, have equal opportunity to share in the basic services in the standards. The consulting team examines LOS from examining many different aspects of the system – first by understanding what facilities exist as presented in the inventory, and then by the quality and location those facilities service the Town of Leland residents.

The findings from the LOS inventory can help with the second part of the evaluation which is understanding the community's need and demand. The needs assessment will compare LOS findings to understand if demand is greater or less than supply to help identify deficiencies. Park and recreation facility LOS illustrates the opportunities through the availability of park and recreation facilities in a community and is typically calculated in terms of facilities per 1,000 population. Beyond that, it is the quality, distribution, and unique community characteristics that influence level of service evaluation. It is important to note the LOS is one piece of the puzzle that contributes to recommendations. Public input through the needs assessment will help further evaluate existing parks and recreation resources.

For the figures that follow, the number of Town facilities and other service providers is compared against the NRPA Park Metrics for communities that have a population range of 500-1,500 people per square mile. It should be noted that the NRPA park metric database does not contain comparative data for some key facilities that coastal communities should include such as open space, outdoor classrooms, paddle trails, trail data in general, water access, boardwalks, and marsh and wetland park features. Therefore, the comparison is a start to the conversation in better understanding the community need.

Table 13: Leland Facility Summary

Name/Location	Cypress Cove Park	Leland Community Garden	Leland Cultural Arts Center	Leland Municipal Park	Leland Recreation Building	Sturgeon Creek Park (Future)	Westgate Nature Park	Leland Total:	Service population 2017 per facility= 19,739/total #
Park Acreage	28.2	0.07		8		34	150	220.27	90
Auditorium			1					1	19,739
Fire pit	1							1	19,739
Fishing	1							1	19,739
Fitness Stations				1				1	19,739
Garden Plots		1						1	19,739
Trails (Miles)	0.3			0.6			0.3	0.9	21,932
Indoor Gallery/Studio Space			1					1	19,739
Multi-Purpose Room			1		1			2	9,870
Outdoor Classroom	1						1	2	9,870
Picnic Tables	2			4			4	10	1,974
Playground				1			1	2	9,870
Shelter				1				1	19,739
Water Access	1							1	19,739

The Leland Facility Summary is then compared to the Level of Service provided in partnership with the other service providers in the area using the current population of 19,739 and the projected 10-year population of 32,384 (2027) to help assess if the Town is under or above the state and national median. This information is a summary of available comparative data. Elements such as greenways, paddle trails, access to unique outdoor settings, and commentary on distribution will also affect identification of need.

Private facilities are typically considered 0-25 percent accessible and public alternative providers' facilities are typically considered available at 50 percent due to the fact the Town does not control hours of operation or scheduling. These considerations, along with the feature rating, influence comparison data. Facility ratings of N = Needs Improvements, S = Satisfactory, or C = Commendable are considered in this comparison as well. For example, if an entire facility assessment yields the site containing features that all "Ns" (Need Improvements), that site is not considered fully accessible to the public. While there were features that needed improvement in the Leland System, there was not one park site that had fully contained "Ns."

Table 14: Leland LOS Summary

Category	Leland Quantity	Quantity with Other Nearby Service Providers	National Median 500-1,500 Residents per Square Mile	NC Public Agency Query Median Data	Leland per population breakdown (19,739)	Above or Below NC (+ above, = equal, - below)	Leland LOS with Other Service Providers	Above or Below NC (+ above, = equal, - below)	Future Population 2027 = 32,384	Comments
Park Acreage per 1,000 residents	220.3	1,557	10.8	10.8	11.2	+	78.9	+	6.8/-	If you removed the wetland area of Westgate, you have 4 acres of park land per 1,000 residents.
Residents per Park	4	13	2,114	2,148	4,935	-	1,518	+	2,491/-	Leland is currently serving more residents per park than the State and National Average, but only if acreage for wetlands are included.
Basketball	0	3	7,040	7,375	0	-	6,580	-	10,795/-	Leland does not currently have outdoor basketball, so it will be critical to coordinate with the OSPs on future demand.
Baseball	0	7	5,358	6,000	0	-	2,820	+	4,626/+	Leland does not currently have baseball fields, so it will be critical to coordinate with the OSPs on future demand.
Community Gardens	1 (6 plots)	1	3,0246	63,857	19,739	+	19,739	+	32,384/+	Leland is currently above the state and national average for supplying community garden space but will be below by 2027 without expansion

Category	Leland Quantity	Quantity with Other Nearby Service Providers	National Median 500-1500 Residents per Square Mile	NC Public Agency query Median Data	Leland per Population Breakdown (19,739)	Above or Below NC (+ above, = equal, - below)	Leland LOS with Other Service Providers	Above or Below NC (+ above, = equal, - below)	Future Population 2027 = 32,384	Comments
Cultural Arts Community Center	1	1	25,625	27,513	19,739	+	19,739	+	32,384/-	Leland is currently above the state and national average for supplying a Cultural Arts Center
Playgrounds	2	5.5	3,558	5,357	9,870	-	3,589	-	5,888/-	Even with the OSPs, This Level of Service is barely being met; Private Recreation helps this deficiency; however, distribution in gap areas should be provided.
Recreation Centers	1	1	27004	17875	19,739	+	19,739	+	32,384/-	The Recreation Center at Municipal Park helps meet immediate demand but as the population increases more space will be needed; look at partnership(s) with other agencies & organizations (gymnasium, teen and senior resources, etc.)
Tennis	0	3.5	4833	4314	0	-	5536	-	0	Leland does not currently have
Trails										Trails continue to rank high and are destination based; key connections continue to be presented and should be high priority for paddle, internal park, and community greenways
Paved Trail (Multi-Use)	0		1217	no data		no data		no data	-	
Natural Trails (walking/hiking/ Mountain Biking)			no data	no data		no data		no data	-	
Paddling			no data	no data		no data		no data	-	

The Town of Leland does not currently provide a dog park, a skate park, swimming facilities, outdoor basketball, multipurpose or sport fields, tennis, or volleyball (sand) facilities. Most of these are features typically provided for agencies with comparable populations. Leland has successfully provided many of the park resources through other service providers. However, as the Town population continues to increase, solely fulfilling these resources through partnerships with other service providers will become more challenging. The Town needs to seek additional partnership resources and begin to provide priority park features internally.

Current Distribution

During the inventory process the consultant team reviewed how accessible the overall park site was, and the features within it. Many people think of the Americans with Disabilities Act of 1990 (ADA) when the term “access” is used. While following ADA guidelines for park facilities is the law, it is important to consider how easy the park is to use for all users. For the purposes of distribution, the term access is used in a different way. Some of the elements that improve a park’s access or make it easier for the public to use are:

- Cost/or fee-based recreation
- Hours of Operation
- Lighting
- Are there physical barriers to use (roads, no trails or sidewalks, planting borders, curbs, steps, etc.)
- Park Signage and Awareness:
 - Can a visitor find the park, know the rules, and navigate?
- Availability to comfort – water, shade, benches, restrooms, etc.
- Is the park and features within it accessible?

In addition to those evaluation tools, distribution of the parks and facilities was evaluated, along with the relationships of those features to adjacent land uses. The following map diagrams illustrate the distribution of the park features as well as general patterns to better understand where the gaps in services may be and what barriers may exist.

In 2018, NRPA launched the 10 Minute Walk Initiative. Parks are essential to the physical, social, environmental, and economic health of a community—and cities nationwide. NRPA, The Trust for Public Land, and the Urban Land Institute are leading a nationwide movement to ensure that there is a park within a 10-minute walk of every person, in every neighborhood, in every city across America. Through a collective national voice, mayoral endorsement, and local action, the 10-Minute Walk Campaign aims to increase park access, quality, and funding within a 10-minute walk of home.

Walking, hiking, and water access remain key priorities for the residents of Leland. Several past plans completed by the Town, the County, and neighboring communities recommend greenway and blueway connectivity. The following key routes have been highlighted as desired in past plans and reports.

Key Paddle Trails

The Brunswick county paddle map highlights these routes as community wide resources. These blueways are fantastic resources for the Town of Leland and could be further developed with support facilities, mapping, user education, and shortened distances for put-in/put-out to expand use for beginner and intermediate paddlers.

Key Greenway Corridors

Walking and connectivity remain one of the highest desired park features for Leland residents. The following corridors have been presented repeatedly in past plans and should be evaluated for implementation. These routes, along with smaller easier connections for SRTS (safe routes to schools) and SRTP (safe routes to parks) should be included so that the Town can work toward the national initiative of access to parks and open space within 10 minutes from each home.

Figure 34: Key Paddle Corridors



Figure 35: Proposed Greenways

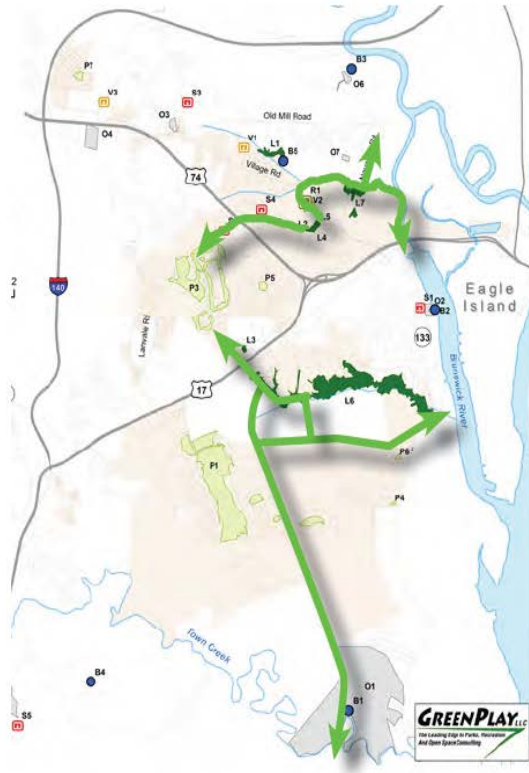


Figure 36: Leland Facilities Service Area Distribution Diagram

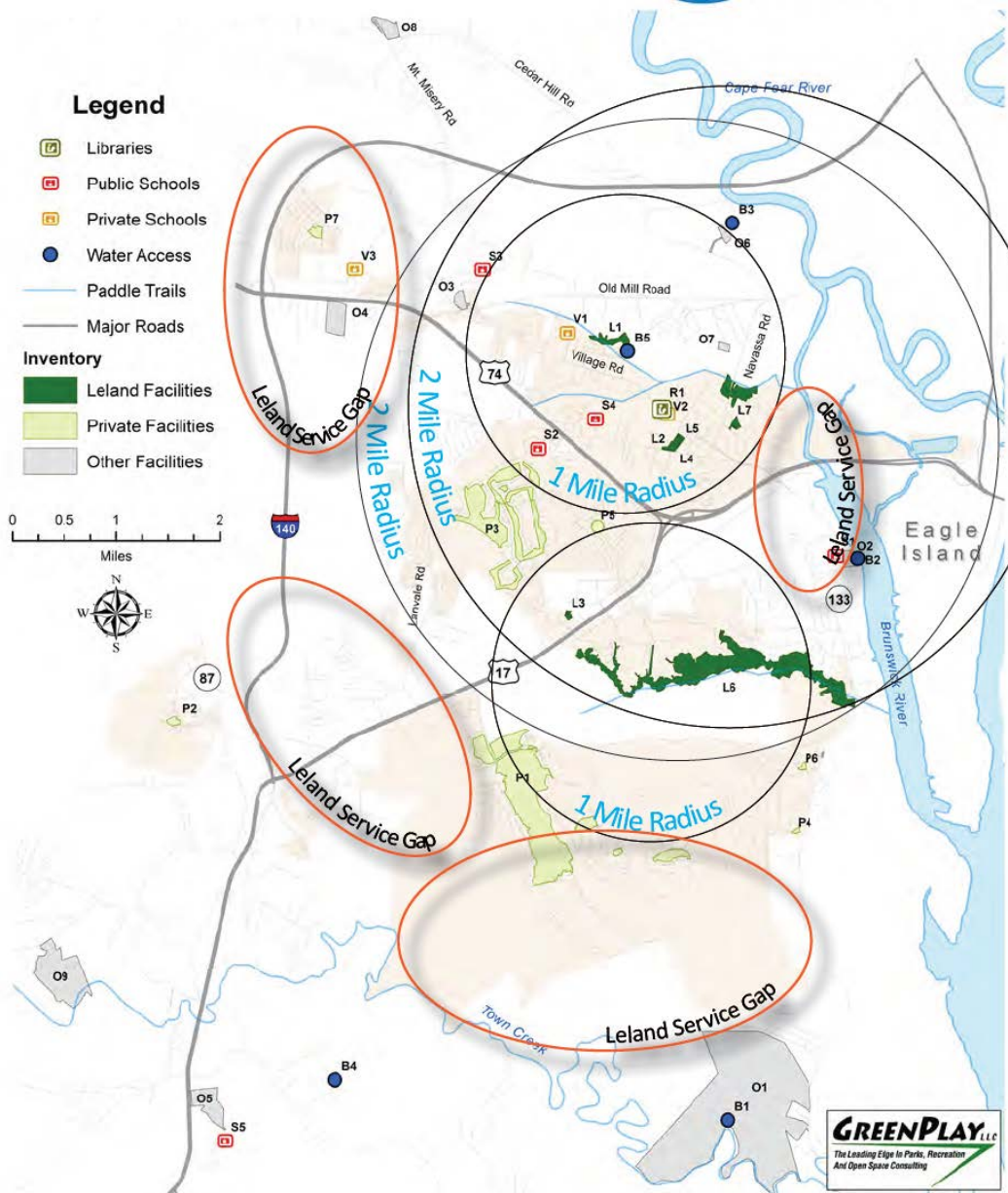


Figure 37: Private/Public Diagram

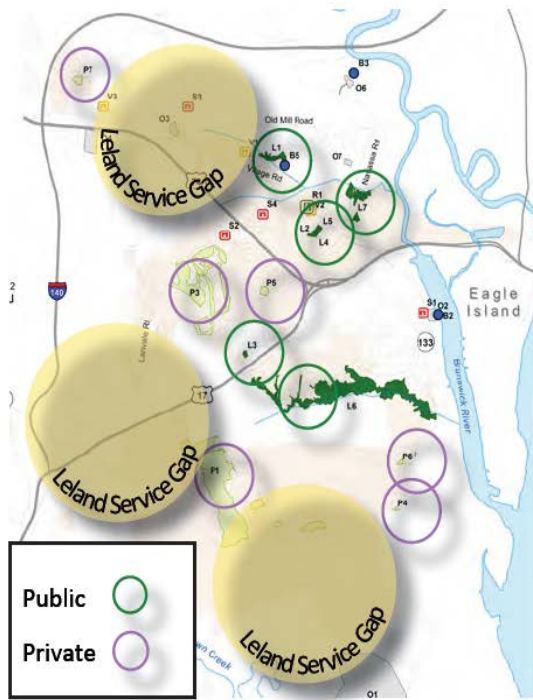


Figure 38: Playground Diagram



Figure 39: Water Access Diagram

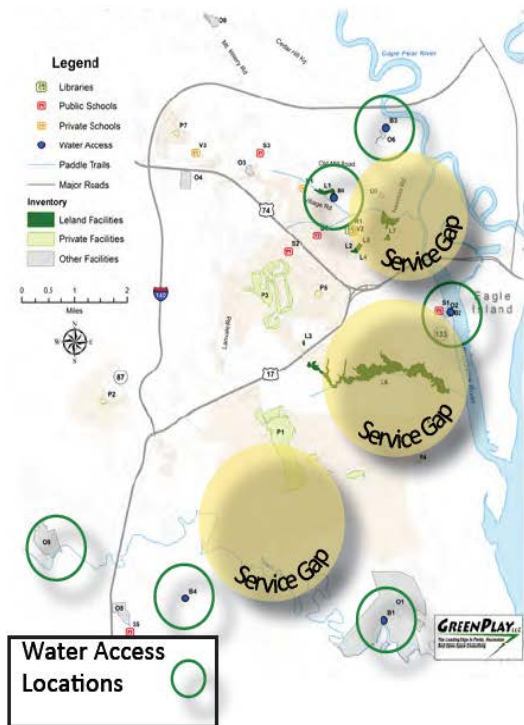
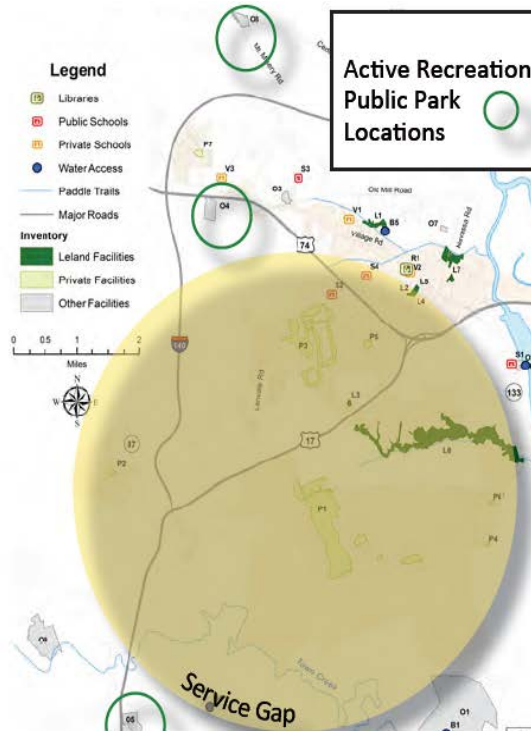


Figure 40: Active Rec Diagram



G. Key Findings from the Inventory and LOS Analysis

The following tables are system-wide and individual park location key findings and recommendations based on the results discovered through the inventory and level of service analysis.

Previous Recommendations/ Past Plans	Several Plans reviewed by the consultant team have past recommendations that have not been implemented. These recommendations should be evaluated against the current needs from public input. Municipal Park facility enhancements: dog park(s), a memorial, pavilion(s); sports courts and accessible playgrounds; development of Sturgeon Creek Greenway Trail; development of Jackey’s Creek Trail; Development of neighborhood parks in Village Road corridor; development of trail network in various locations; development of a BMX-type facility; modifications to development policies; parks and trails networked to link schools, commercial areas and neighborhoods; and a splashpad.
Park Distribution for Future Planning	The Town should utilize the level of service evaluation and distribution evaluation to aid in determining future development locations and acquisition of facility expansion for playgrounds, community gardens, and greenway and blueway trails and to help locate gap items such as indoor recreation opportunities, dog parks, active recreation features, and gathering space.
Private Recreation	Many of the newer (in the last 15 years) planned communities supply recreation resources for their own community. However, these are considered private recreation facilities and are not open to the public; therefore, they are typically considered neighborhood level resources. Provide neighborhood resources in those gap areas not served by planned community amenities. Evaluate the Leland Code of Ordinances for Subdivisions and PUDs to determine if the language should be amended to require public recreation land dedication as similar to other North Carolina municipalities with successful systems and implement a fee in lieu of program.
Other Service Providers	Leland has done a great job developing the Parks and Recreation Department services to not duplicate services by other resource providers. At this time, other service providers are solely providing Active Recreation Resources. As the population grows, this partnership will need to be expanded or additional active recreation resources provided by the Town. These partnerships will also be needed for connectivity projects.

Connectivity	<p>There is a high need for improved connectivity in the Town of Leland. Previous planning efforts and site inventory indicated that many of the recommendations still remain in place, with community connections, greenways, and sidewalk recommendations. The Leland Pedestrian Plan highlights several key projects that should be executed including:</p> <ul style="list-style-type: none"> a) Loop connecting High School, Village Road, Old Fayetteville Road, and Municipal Park. b) Jackey’s Creek Trail connecting Westgate Nature Park to Brunswick Nature Park. c) Development of neighborhood parks in Village Road Corridor with connections via trail network. d) Partner to execute connections already in use such as the Powerline trail connecting Magnolia Greens, Waterford, and the LCAC.
Growth	<p>The Town of Leland population utilized for this study, 19,739, is compared against the NRPA (National Recreation and Park Association) Park Metrics for communities that have a similar population range. A key factor that should be noted is the NRPA comparison breakdown uses different metrics for population sizes fewer than 20,000 and greater than 20,000. Leland sits right on that line of growth, and therefore, as it continues to grow, expectations of Parks and Recreation Services will increase. This includes the type and quantity of features provided by larger towns.</p>
Water Access and Paddle Trails	<p>One of the unique features in the Town of Leland is the paddling resources. The Town has done an incredible job with the Cypress Cove site. Expand access points and provide support amenities at current sites. There are several opportunities to link to water access points. In addition to locations from other service providers, the Town needs to acquire and provide opportunities for water access. Build upon the Brunswick County Paddle Map: http://www.brunswickcountync.gov/wp-content/uploads/2017/06/Back-of-Map_4.27.17.pdf</p>
Park Access	<p>All park facilities and improvements should be in accordance with the Americans with Disabilities Act (ADA), local building codes, and all applicable restrictions and requirements. While an ADA audit was not done as a part of this planning effort, the inventory sheets highlight features that would make each park site more usable. When expanding park features or designing new sites, using universal design principals and follow ADA requirements will make each park more user-friendly. It is also recommended to expand the term access to include improvements that allow great access such as lighting, park hours, pedestrian and public transportation access, site furnishings, shade, etc. In addition to the basic requirements of ADA, the above features expand the access to parks and can improve use.</p>
Distribution	<p>In looking at the Public/Private distribution Map, the Village Road area is served through Public recreation. Many of the newer communities supply neighborhood level recreation services. When adding neighborhood level recreation services (trails, sidewalks, open space, playgrounds, etc.), this area should be a priority.</p>

	Similarly, the middle areas of Town in the Highway 17 Area and 133 Area are supplied with Private Recreation through planned communities. When looking for future public park spaces, the Town should look for land resources on the outer edges of the town jurisdictional boundary outside of the Private Recreation areas.
Indoor Community Gathering Space	The LOS evaluation for Community Center shows the Town at the same LOS as other municipalities in North Carolina and the national level. However, the Town is below comparative LOS data in indoor spaces such as environmental education, teen or senior centers, gymnasiums, and fitness, and meeting/classroom space. It is important for Leland to plan now, not only considering current deficiencies in indoor program needs, but also to identify what partnerships may exist to meet current demand, plan for future growth, and evaluate how these uses may be provided in a more specialized way.
Park Amenity Improvements	There are several park amenities that would make existing park sites more usable such as fitness stations, picnic shelters/shade structures, new/upgraded accessible playgrounds, benches, wayfinding and educational signage, water features, etc. Move forward with Phase 2 Municipal Park improvements and look to add park acreage to the network.
Individual Park Site	Preliminary Recommendations
L1 – Cypress Cove Park	This site could benefit from ADA upgrades (picnic tables, route to fire pit, and lower fishing rail), a shade structure, pavilion, or building for outdoor education and classroom gatherings, and paddle trail information. It is also difficult to find; additional wayfinding signage and street improvements may help users find this resource.
L2 – Leland Community Garden	This is a wonderful resource for the community and could benefit from ADA upgrades including seating with backs, elevated planters for older users and those in wheelchairs, and an accessible walking route from the parking area around the gardens. A picnic shelter or educational pavilion would benefit camps and classes. Also, a partnership with the LCAC could bring art to the garden.
L3 – Leland Cultural Arts Center	There are a few improvements such as adding a sink and creating gathering outdoor space, and linking sidewalks to adjacent commercial and residential, but most of the comments for the LCAC are programmatic.
L4 – Leland Municipal Park	Leland Municipal Park Phase 2 improvements should move forward. Shelters, sidewalk and trail connections, recreation center expansion/improvements, and community garden expansion and upgrades are a few features in the Master Plan.
L5 – Leland Recreation Building	There is demand for indoor space. Either improvements or expansion to this space need to occur or additional space in partnership or through new development is needed.

L6 – Westgate Nature Park	This park has many of the elements residents are requesting, walking, play, educational signage, seating, and nature observation. Additional trail connections and community links to the south would help connection not only the park but the adjacent commercial and residential areas.
L7 – Sturgeon Creek Park (Future)	A master plan should be created for the future park site to determine if any of the above identified facilities can be accommodated on this site.

IV. Key Issues to Address

A. Key Issues Matrix

Key issues and themes for focus were identified using a number of tools, including review of existing plans and documents, focus groups, stakeholder meetings, a community survey, inventory and level of service analysis, and staff/project team input. The information gathered from these sources was evaluated, and the following recommendations and action plans were developed.

The findings are summarized on the following Key Issues Matrix, which captures all of the key issues that surfaced during the Master Plan process and prioritizes them on one matrix. The key issues were placed into four categories on the matrix:

- a) Priority
- b) Opportunity to Improve
- c) Minor or Future Issue
- Left Blank means the issue did not come up or was not addressed in that venue


The qualitative data planning tools used to determine the priority of key issues include:

1. Existing planning documents/Staff Input
2. Consultant team's expertise
3. Public forum input

The quantitative data planning tools used to determine the priority of the key issues include:

1. Community Survey
2. Facility Assessment/LOS

Preliminary recommendations are listed for each key issue and presented to the Parks and Recreation project team to gather input on the prioritization of the final recommendations and action plans. The Key Issues Matrix summarizes the areas that need immediate attention and determine the direction of the implementation of recommendations in the Master Plan.

2018 Data Source	Qualitative			Quantitative	
	Consultant Team	Staff Input	Public Meetings/ Focus Groups	Level of Service Analysis	Statistically Valid Survey
 <p>Key Issue - Rating Scale a - priority - immediate/short-term b - opportunity to improve/expand - mid/longer-term c - minor or future issue blank means the issue didn't come up or wasn't addressed</p>					
Organizational					
Develop Policies to coincide with growth	a	a	a		b
Improve and develop partnerships and agreements to improve resources and opportunities for residents of Leland.	a	a	a		a
Embrace historic culture	a	a	a		a
Resources focused on newer development and parts of Town	a	a	a		a
Perception of Cultural Arts Center as elite	a	a	a		
Plans/Policies	a	a	a		
CAPRA Accreditation	a	a	a		
Address staffing with growth of department/programs and future amenities	a	a	a		a
Improve communication with residents	a	a	a		a

Finance					
Limited funding	a	a	a		
Scholarship opportunities for recreation/same as Art Center/Scholarship criteria and process	a	a	a		
Funding opportunities for improvements (bond referendum)	a	a	a		a

Program and Service Delivery						
Address Equity across the Town with Growth	a	a	a		a	
Limited activities for teens	a	a	a			
Limited activities for young adults/families	a	a	a			
Water safety opportunities	a	a	a		a	
Reevaluate youth arts, preschool, bus tours/group travel	a	a	a		a	
Adult wellness/fitness programs	a	a	a		a	
Programs and Events	a	a	a		a	

Facilities and Amenities					
Walkability and Connectivity/Enhance Trails and Pathways	a	a	a	a	a
Limited multi-purpose and meeting space	a	a	a	a	
Lack of water access	a	a	a	a	a
ADA accessibility	a	a	a	a	a
Outdoor education centers (environmental)	a	a	a	a	a
Increase visitation in park/facilities, improve community awareness of these facilities	a	a	a	a	a
Improve Amenities/Enhance/Repurpose Leland recreation building/Leland Community Gardens	a	a	a	a	a
Open space protection and acquisition	a	a	b	a	a
Increase awareness of Cypress Cove Park (formerly Sturgeon Creek)	a	a	b	a	
Address aquatics	a	a	a	a	a
Amphitheater	a	a	a	a	a
Community/recreation center (new or updated)	a	a	a	a	a
Safety/Security	a	a	a	a	a
Create Park Classifications	a	b		a	

B. Recreation Center Analysis

One of the identified Key Issues of this master plan was to evaluate if there is a need for multi-purpose recreation center with the opportunity for an operational partnership. The Town of Leland understands that a facility of this stature might not be built or operated by the Town alone. During the community engagement and information gathering process, there was a need identified for some type of recreation center that can provide a centralized location for public use. At this time, there are many private communities within Leland that offer residents an opportunity to take part in programs and activities that are similar to those offered through a multi-purpose facility. The issue is that many of the residents of Leland live outside of these communities and therefore lack access to the opportunities that can be found in an indoor facility. The following section outlines the type of components that could be offered through a recreation center along with suggested themes and program elements.

Example of Typical Components of a Community Recreation Center

A review of the information gathered during input week suggested the need for a community recreation center. The following are some of the key themes and areas of improvement that were highlighted in the community's comments:

Key Theme for Suggested Improvements

- **More of Most Indoor Recreation Components is Desired** – The Town is growing and citizens recognize the need for additional facilities and programs. The following facilities needs were identified:
 - Multi-purpose indoor space
 - Multi-purpose Community Recreation Center
 - Rental and special event space
 - Indoor meeting space
 - Gymnasium – basketball courts
 - Indoor aquatics (leisure and competitive)
 - Indoor walking track
 - Exercise facility
 - Climbing wall

General recommendations for a community recreation center would consist of four key indoor components including multi-purpose spaces/classrooms, aquatics (leisure and/or competition), gymnasium/large multi-use space, and fitness/weights/group exercise. This type of facility would provide the community with multiple programmable spaces. When considering a gymnasium, this portion of the facility needs to have a minimum of two floors. In order to use this space most efficiently, a suspended walking track around the gym courts would be recommended. Additionally, support space such as child care, catering kitchen, offices, storage would need to be considered. Typically, a facility containing these building elements would be in the 60,000 – 80,000 sq. ft. range.

A community recreation center could expand facilities and add programming to address unmet needs in the community. The appropriate mix of programs and amenities in a community recreation center will help control the costs associated with building and operating the center and help minimize the number of staff needed to operate the facilities and programs while maximizing the efficiency of the staff. These strategies can help control operating and maintenance costs and improve potential cost recovery.

The following is an example from a recent feasibility study for another similar community that resulted in a 65,000 sq. ft. recreation center containing the four key facility components.

Community Recreation Center				
Space Program				
A. Operations - Building Support		Base Program	Add-Alternate	Expansion
	Subtotal: Building Support Spaces	5,020	0	0
B. Operations - Facility Administration		Base Program	Add-Alternate	Expansion
	Subtotal: Facility Administration	1,420	0	0
C. Aquatic Spaces		Base Program	Add-Alternate	Expansion
	Subtotal: Aquatic Spaces	10,010	0	9,900
D. Activity Spaces		Base Program	Add-Alternate	Expansion
D.03	Elevated Walk / Jog Track w/ Stretching	0	4,500	
D.04	Rock Climbing / Bouldering	0	800	
	Subtotal: Activity Spaces	21,350	5,300	0
E. Community Spaces		Base Program	Add-Alternate	Expansion
	Subtotal: Community Spaces	6,100	0	0
	Net Square Feet	7,200	5,300	0
	Efficiency Factor (Target 75%)	14,633	1,766	3,300
	Total Gross Square Footage	58,533	7,066	13,200
		Total	65,599	

Example of Typical Community Recreation Center Program Elements

The following building program was developed as an example to address the potential desired needs for programs and activities which might be expressed by a community.

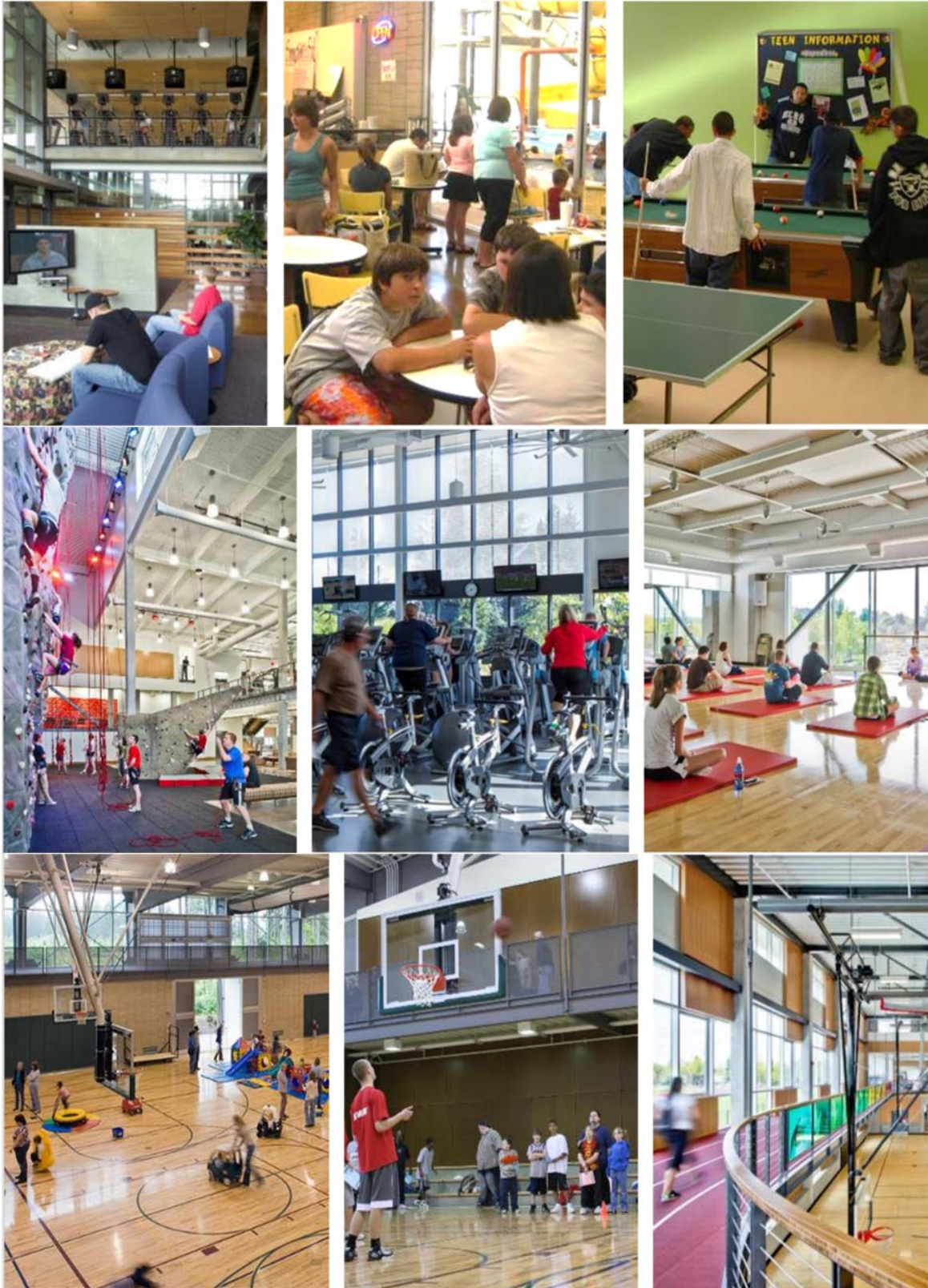
Following is a sampling of potential programs:

Youth Field Trips	Art/Craft Classes	Adaptive Recreation
Adult Field Trips	Adventure Quest	Aqua Aerobics
Archery	Basketball – Adult	Basketball – Youth
Cheerleading	Cooking	Dance
Day Camps	Golf	Group Fitness Classes
Horseback Riding	Lap Swim	Martial Arts
Music	Racquetball	Recreation Swim
Science	Soccer – Youth	Sports Camps
Swim Lessons – Adaptive	Swim Lessons – Adult	Swim Lessons – Youth
Tennis	Tumbling/Gymnastics	Water Polo

Potential Building Components:

Leisure & activity pools	Gymnasiums	Elevated walking track
Multipurpose classroom	Fitness/cardio workout rooms	Fitness studio for classes
Childcare/indoor playground	Common area	Concessions/vending
Support areas	Parking	Future expansion

The following images portray some of the elements that might be included:

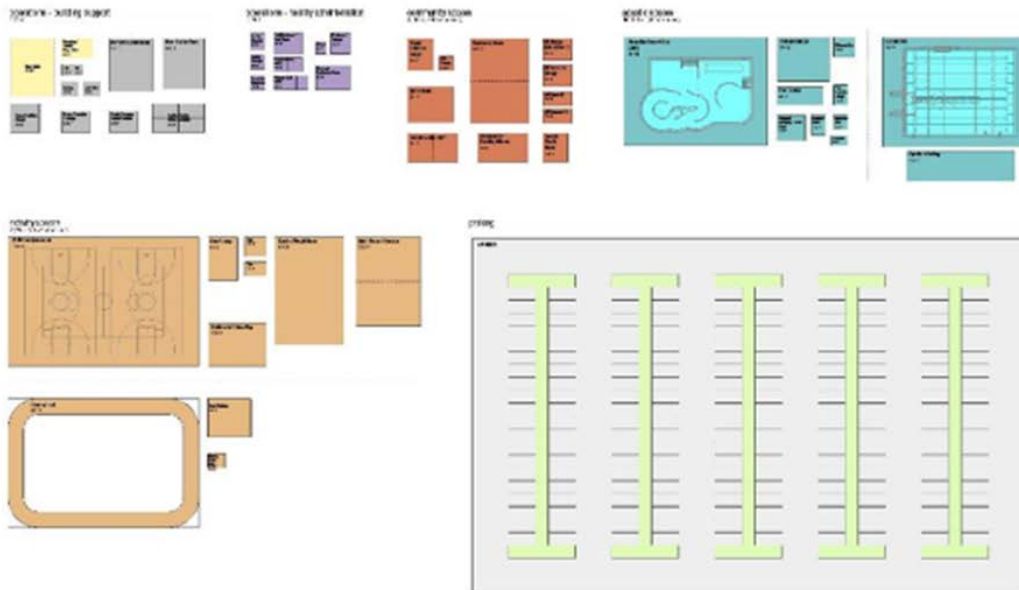




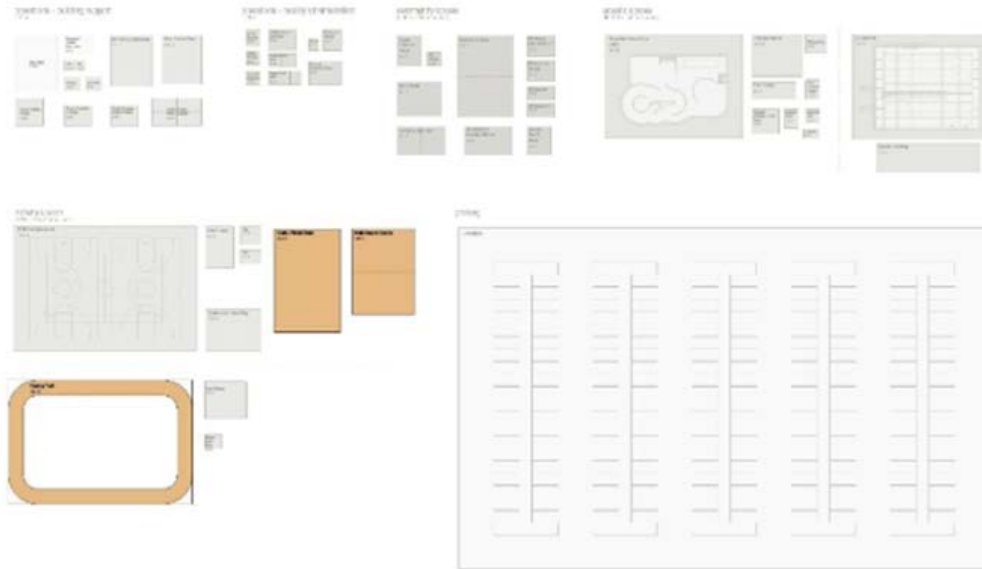
Architectural photos supplied by Opsis Architecture

Additional recreational activity areas will allow an agency to greatly expand and enhance program offerings. The following potential Activity Space Schedules (a mock sample schedule, would need further development once facility element design was finalized):

Sample Graphic Space Program



Sample Upper Level – Space Program



The building program has three levels:

- A Base Program – consisting of the minimum core building elements required
- Add-Alternate – items that could be added if funds are available
- Future Expansion – building elements recommended for future expansion

Sample Community Recreation Center				
Space Program				
A. Operations - Building Support		Base Program	Add-Alternate	Expansion
	Subtotal: Building Support Spaces	5,020	0	0
B. Operations - Facility Administration		Base Program	Add-Alternate	Expansion
	Subtotal: Facility Administration	1,420	0	0
C. Aquatic Spaces		Base Program	Add-Alternate	Expansion
	Subtotal: Aquatic Spaces	10,010	0	9,900
D. Activity Spaces		Base Program	Add-Alternate	Expansion
D.03	Elevated Walk / Jog Track w/ Stretching	0	4,500	
D.04	Rock Climbing / Bouldering	0	800	
	Subtotal: Activity Spaces	21,350	5,300	0
E. Community Spaces		Base Program	Add-Alternate	Expansion
	Subtotal: Community Spaces	6,100	0	0
	Net Square Feet	7,200	5,300	0
	Efficiency Factor (Target 75%)	14,633	1,766	3,300
	Total Gross Square Footage	58,533	7,066	13,200
		Total	65,599	

The projected costs for the sample 65,599 square foot facility would have an estimated range of \$20.5M in construction costs/\$29.31M in total project costs. The projected cost for the Base Program and Add-Alternate is estimated to be \$22.9M in construction costs/\$32.7M total project costs, while the projected cost for the Future Expansion is estimated to be \$4.6M in construction costs/\$6.6M total project costs.

In addition to the cost estimates for the larger facility, the Town of Leland should note that a smaller facility may be more suitable. The estimated cost for a for a 14,000 square foot facility can range between \$6M-\$12M, while a 31,000 square foot facility can range between \$16M-\$20M.

The estimated costs for a community center is only a range and all estimates vary based on what is included inside and outside the building (pools, classroom space, fitness areas, gymnasium, athletic fields, etc.), location and land purchase, local construction costs, and many other factors that can impact the costs for building a facility.

Community Recreation Center Recommendations

The location of the community recreation center should be in an area that will meet the highest need in the area. According to the needs assessment, the Village Road Corridor would be an appropriate area contingent on available space, land, size of facility, and other factors that may be identified by the Town. The location can vary though as the Town moves forward with the planning process for a facility and is able to identify other areas of town that may be more suitable.

In order for the community center to become a reality, the Town will benefit by seeking some type of partnership to move the process along. The partnership can include providing funding, land, and other sources of assistance to make the project a reality. Many potential partners were identified through the master planning process, including the YMCA, Brunswick County, Town of Navassa, Town of Belville, the Brunswick County School Board, and other private and non-profit organizations.

A feasibility study is recommended as the next step for the Town as it pursues a community recreation center. The study will allow the Town to identify specific community needs that will more accurately convey what is desired for the facility and help shape the size of facility that is most suitable for the Town. The study will also identify the most appropriate location should the Village Road Corridor not be suitable or is not deemed the most suitable location and also identify an appropriate timeline for potential construction as it relates to identified programmatic elements selected during the feasibility study. Finally, the study will provide a more accurate cost estimate with regard to true construction cost, building costs, land costs, and other expenses that will be identified through the process.

V. Recommendations and Action Plans

A. Recommendations

After analyzing the findings that resulted from this process, including the Key Issues matrix, a summary of all research, the qualitative and quantitative data, inventory, LOS analyses, and input assembled for this study, a variety of recommendations have emerged to provide guidance in consideration of how to improve parks and recreation services and facilities for the Town of Leland. This section describes ways to enhance the level of service and the quality of life with improvement through organizational efficiencies, financial opportunities, improved programming and service delivery, and facilities and amenities.

Organizational

The Department should develop plans and policies that coincide with the anticipated growth of the community. Reevaluating the current land dedication ordinance and other city ordinances that can identify opportunities for the Town would be beneficial as Leland moves to grow and add more open space, parks, facilities, and programs. The Town lacks many resources regarding indoor space and utilizes outside organizations to provide youth sports programming. The Town would benefit by improving current partnerships and striving to develop new partnerships that will improve the use of key resources within the Town and reach out to residents with more opportunities to take part in programming and participate in activities.

The recreation division of the Department is currently short in staff with regard to being able to service the anticipated growth of the community. A plan needs to be established to address staffing based on the projected growth of the population and future plans to provide additional resources and opportunities for additional programming. As well as a staffing plan, the Town would benefit by evaluating the current maintenance plan and creating a system to address the current assets and plan for the future maintenance needs of the Department as growth occurs throughout the Town.

Marketing and communications was noted as an area on which the Town can improve. Creating a marketing and communications plan that will guide the Town's efforts in communicating and promoting activities and facilities not only to the residents of Leland, but also to those that visit the Town of Leland and use recreational trails, waterways, parks, and amenities would benefit the Town. As Leland grows with retirees from outside the area and young families relocating to the Town, a plan to reach new residents and community members would be beneficial for the exposure of the Department and resources that are offered in the community. Another area that was identified is including and celebrating the history of the Town and educating the residents with opportunities that may exist in preserving the history of Leland.

A final goal of the Department is to achieve the Commission for Accreditation in Parks and Recreation Agencies (CAPRA) certification. The Town can begin the necessary steps toward this certification once the Master Plan is approved and in place. The accreditation assures the public that the agency meets national standards of best practices in regard to the parks and recreation profession.

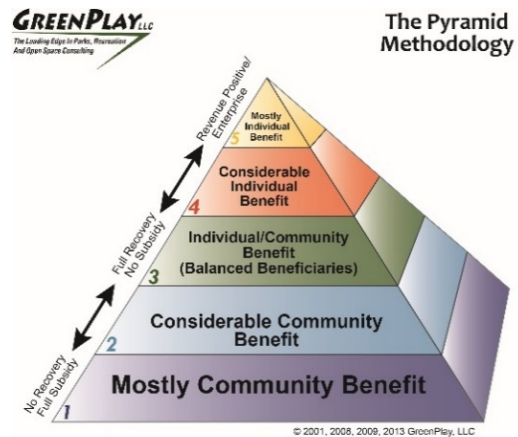
Finance

The Department should continue to explore opportunities and develop strategies to seek alternative funding sources that includes donations, grants, partnerships, sponsorships, and impact fees. Tax incentives are a possible strategy for a dedicated revenue source to meet park maintenance demands. Trail and pathway connectivity is one of the top priorities for the Department. Funding for additional connectivity will become an important aspect of the Master Plan process, and the Town would benefit by seeking grants and securing other forms of funding to address this task. The growth of Leland will continue to be a priority and will require the Town to continue to devise and explore funding opportunities to coincide with this growth. The Town may benefit by also looking into the opportunity to create a Friend of the Parks that will assist the Town in looking for additional funding opportunities and promote the good of the Department throughout the community.

The current scholarship policy for the Department should be reevaluated and adjusted so that the LCAC process and any other current and future processes within the Department is bridged and consistent in regard to the application and approval process. Other policies such as the Town sponsorship policy should be reviewed on a regular basis and continue to seek to secure additional revenue opportunities for future programming, facility needs, and operation of current and future facilities.

Capital funding and planning for future growth of the Department in regard to open space, facilities, and other demands will become an issue in the short term for the Town. Creating a financial plan to address this growth will be important in continuing to fund the Department and meet future demands that will come with the growth of Leland. The Town will benefit by identifying opportunities for capital improvements and additional funding options as the needs arise.

The Department should consider implementing a best practice Cost Recovery Policy such as the Pyramid Pricing Methodology (sample has been provided as a staff document) to determine a consistent method of pricing activities and services throughout the Department. The new resource allocation and cost recovery philosophy, model, and policy should be grounded in the values, vision, and mission of the Town of Leland, while generating adequate revenues to help sustain Leland facilities, parks, programs, and services. It should be reviewed annually. As part of the cost recovery policy, include a scholarship opportunity or a financial assistance program to allow for inclusion and equity for participants and families. The Department can also benefit by exploring pricing strategies that take into account rates for resident and non-residents for programming and facility use.



Programs and Service Delivery

The Town of Leland will benefit by exploring additional opportunities to provide programming that meet the demands of the community and creates equity throughout the Town. The Town benefits by having a unique and highly perceived facility such as the LCAC, but some residents do not have the option to access the facility or take part in the programming. The facility also has a perception in the community by some as an “elite” facility. The Town would benefit by continuing to market and educate the public to the fact that this is truly a public facility and continue to address programming throughout the community by offering various opportunities that may expose new users to the facility, including on site special events, satellite locations for programming, use of partner facilities, and services offered onsite. Some programs currently operate with few participants or lower enrollment numbers; the Department should reevaluate all programming and consider making improvements, enhancing, or discontinuing and replacing any programs that are not meeting minimum requirements to operate. An area of focus that is desired by the community is more opportunities for teens and young families. This issue can be addressed by exploring partnerships or expanding and improving special events. Adult fitness is also a need in the community and a possible opportunity that exists for the Department. Identifying locations or partnerships to alleviate this need would be beneficial.

Facilities and Amenities

The Town has completed various planning efforts in the past years. Through these planning processes, there are previous recommendations that can be called upon to address needs that have been identified in the plan. Reconsidering the Municipal Park facility enhancements, development of Sturgeon Creek Trail, development of Jackey’s Creek Trail, development of neighborhood parks in the Village Road Corridor, along with development of the trail network, and reconsidering the possibility to develop a BMX type facility and splash pad are options that will address many of the challenges that the Town faces in the upcoming years.

At this time, the Town does not have a park classification system. As Leland grows and more resources area added to the network, the Town would benefit by implementing a system to utilize the level of service and distribution evaluation to aid in future development and acquisition of facility expansion for various amenities, greenway and blueway trails and to identify and help identify gap items such as indoor recreation opportunities, dog parks, active recreation features, and gathering space. Connectivity is a main concern that was identified through all the resources available during the planning process. The Leland Pedestrian Plan has many key projects that have been identified to provide connectivity throughout the community. The Town should continue to follow the plan and also look to potential partners that would be key participants in providing support and potential funding to move these projects along.

Water access is very popular in the community and an attraction that is unique to the Town. The plan has identified various opportunities to expand and provide more access points and support for amenities at current sites. The Town should also look to build upon the Brunswick Paddle Map and using this a resources for continued improvements in this area.

Another area that the Town will need to continue to monitor and plan for as resources continue to expand is ADA accessibility. As enhancements are made at existing facilities and amenities, it is important to ensure that ADA compliance is addressed. The Town would also benefit by creating an ADA transition plan for all current facilities and amenities that may not be in compliance so that progress can be communicated as updates and new facilities occur.

The Town of Leland has many private developments located in the community that provide their residents access to facilities that are not accessible by the public at large. This distribution has created some gaps in service areas that have been identified by the planning process. As the Town looks to add amenities, open space, and other opportunities, it will be crucial to understand where to place these areas to address access by the public. The Town should also take the time to review current ordinances in regard to development, subdivisions, and PUDs to determine if there can be changes that would benefit public recreation land dedication similar to other areas in the state.

Indoor space was an area identified as a need for the community. Currently, the Town is deficient in indoor opportunities in areas such as gymnasiums, aquatics, meeting space, fitness, and other areas that rely on indoor opportunities. The Town would benefit by looking further into providing the space, while understanding that a partnership would most likely be the best fit to address this need. Improvement in the current park system have also been identified throughout the process. The Town has a current plan to complete Phase 2 Municipal Park Improvements and should move forward with this process. A desire for an outdoor education center and programs was also expressed through the process, along with the need to for an amphitheater for small gatherings as well as potential of a larger area for regional events. Continuing to evaluate the current system and looking to add additional amenities to make sites more usable as well as seeking opportunities to add acreage to the system will benefit all of the residents of Leland.

Currently, the Town has successfully partnered with other agencies and organizations to fulfill active recreation needs. The Town needs to continue these partnerships, seek new partnership opportunities, such as Brunswick County schools, non-profits, and/or other organizations and begin to seek land (large acreage 60+) for future active recreation either in partnership or within the Town. Future growth shows deficit in active recreation lands currently accommodated through partnership (tennis, sand volleyball, playgrounds, multipurpose fields, ballfields, outdoor basketball, etc.).

The Town is transitioning from a smaller town to a larger town. Currently, the National Recreation and Park Association (NRPA) breaks down its metric comparison data into two categories, towns greater than 20,000 and those under 20,000. As the Town continues to grow over 20,000 the recreation services provided and expectations of residents will expand.

Summary of Goals and Objectives

Organizational:

- Develop policies and plans to coincide with growth
- Enhance and improve marketing and communication with residents and visitors
- Plan to achieve CAPRA certification

Finance:

- Reevaluate current policies and consider establishing new policies that address internal operations and outside funding sources/opportunities
- Plan for capital funding/future growth

Programs and Service Delivery:

- Address equity of programming throughout the Town
- Address programming for teens/young families
- Reevaluate current programs and strategize for future programs
- Increase perception of the Leland Cultural Arts Center as a facility for all residents

Facilities and Amenities:

- Reevaluate previous plans and recommendations compared to the current needs identified in this study
- Develop park distribution method using the level of service
- Improve trail and path connectivity
- Address water access and paddle trails
- Address park accessibility
- Improve distribution of facilities and amenities throughout the community
- Plan and address indoor community programming space
- Explore existing and future park amenity improvements

B. Action Plan, Cost Estimates, and Prioritization

The following Goals, Objectives, and Action Items for the recommendations are drawn from the public input, inventory, level of service analysis, findings feedback, and all of the information gathered during the master planning process with a primary focus on maintaining, sustaining, and improving Leland parks, recreation, open space, and trails. All cost estimates are in 2018 figures where applicable. Most costs are dependent on the extent of the enhancements and improvements determined or known at this time.

Timeframe to complete is designated as:

- Short-term (up to 3 years)
- Mid-term (4-6 years)
- Long-term (7-10 years)

Goal 1: Organizational Efficiency

Objective 1.1: <i>Develop policies and plans to coincide with growth</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.1.a Re-evaluate current land dedication ordinance and other ordinances that can identify opportunities for the Town.	N/A	Staff Time	Short-Term
*1.1.b Develop new partnerships and improve current partnerships and agreements that will improve resources and access to facilities for residents and the Town.	N/A	Staff Time	Short-Term
1.1.c Address future staffing needs by planning, preparing, budgeting, and hiring staff in appropriate areas as the Town plans to address projected growth of population, new and improved facilities, and future parks/open space.	N/A	Staff Time	Short to Mid-Term
1.1.d Create a maintenance plan to address current needs and future needs of the Department.	N/A	Staff Time	Short to Mid-Term
Objective 1.2: <i>Enhance and improve marketing and communication with residents and visitors</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.2.a Create a social media, marketing, and communication plan.	N/A	Staff Time	Short-Term
1.2.b Develop a marketing/outreach plan to reach new members of the community as they move to Leland.	N/A	Staff Time	Short-Term
1.2.c Create an email campaign to capture all current users and continue to develop a strategy to reach each area of Town, understanding the diversity and forms of communication with each sub-area.	N/A	Staff Time	Short-Term
1.2.d Try to identify and incorporate the history of the Town into future facilities, programs, open space areas (themes, naming, art, etc.).	N/A	Staff Time	Short to Mid-Term

Objective 1.3: <i>Plan to achieve CAPRA certification</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.3.a Create a plan to work toward and achieve CAPRA certification.	N/A	Staff Time	Short to Mid-Term

Goal 2: Finance

Objective 2.1: <i>Reevaluate current policies and consider establishing new policies that address internal operations and outside funding sources/opportunities</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.1.a Bridge the Scholarship Policy between the LCAC and the Department, eliminate barriers, and create a streamlined policy with criteria, along with an application process that eliminates barriers or removes unnecessary steps to receive a scholarship.	N/A	Staff Time	Short-Term
2.1.b Continue to review current Sponsorship Policy to allow the Department to create revenue for future programming or facility needs.	N/A	Staff Time Additional Revenue Opportunity	Short-Term
2.1.c Create a Friends of the Parks organization to assist the Department in requesting outside funding, writing possible grant applications, and other opportunities to promote the Department within the Town.	N/A	Staff Time Additional Revenue Opportunity	Short to Mid-Term
2.1.d Consider implementing a cost recovery and pricing policy as the Department continues to grow and expand. Evaluate need for resident vs. non-resident rates.	N/A	Staff Time	Short to Mid-Term
Objective 2.2: <i>Plan for Capital Funding/Future Growth</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.2.a Create a financial plan to address growth of Department assets as future maintenance and asset management levels rise as a result of population growth.	N/A	Staff Time	Short-Term

2.2.b Create a capital improvement plan to stay ahead of the projected growth of the community and plan for future needs that occur as a result of this growth.	N/A	Staff Time	Short-Term
2.2.c Identify opportunities for capital improvements and additional funding through bond referendum, property tax increase, property tax for parks, fee increases or other revenue opportunities that were identified as favorable by the community in the needs assessment.	N/A	Staff Time	Short-Term

Goal 3: Program and Service Delivery

Objective 3.1: <i>Address equity of programming throughout the Town</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
*3.1.a Develop a plan to provide facilities and programs to those areas in the community that are lacking facilities or have facilities that need to be updated and improved.	N/A	Staff Time	Short-Term
3.1.b Consider satellite and outreach programs in various locations of the community (schools, churches, etc.) to reach the general public and provide LCAC opportunities to those residents that have difficulty accessing the facility.	N/A	Staff Time	Short-Term
*3.1.c Address the special needs population through programs/inclusive programming throughout the community.	N/A	Staff Time	Short-Term
*3.1.d Address adult wellness/fitness opportunities by identifying locations or partnerships that can fulfill this need.	N/A	Staff Time	Short-Term
Objective 3.2: <i>Address programming for teens/young families</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.2.a Explore programs/special events that attract and draw the teen/tween population or family gathering opportunities that incorporate all ages.	N/A	Staff Time	Short-Term

*3.2.b Look to partner with other organizations to provide opportunities for teens.	N/A	Staff Time	Short-Term
Objective 3.3: <i>Reevaluate current programs and strategize for future programs</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.3.a Reevaluate current programs for youth arts, preschool, etc. that ranked lower on the survey and determine if these programs are still viable.	N/A	Staff Time	Short-Term
3.3.b Review participation numbers and consider making improvements, enhancing, or replacing the programs identified as underachieving or with low participation with opportunities identified through the survey.	N/A	Staff Time	Short-Term
*3.3c Address water safety in the community. Seek to provide opportunities for safety/awareness classes. Identify partnerships that can assist with water safety education.	N/A	Staff Time	Short-Term
Objective 3.4: <i>Increase perception of the Leland Cultural Arts Center as a facility for all residents</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.4.a Market, communicate, and address accessibility and programs for the LCAC. Increase the perception of the facility as a public facility open to all residents.	N/A	Staff Time	Short-Term

Goal 4: Facilities and Amenities

Objective 4.1: <i>Reevaluate previous plans and recommendations compared to the current needs identified in this study</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.1.a Reevaluate the following items identified in previous planning efforts: Municipal Park facility enhancements complete Phase 1 items and begin Phase 2 items.	Phase 1 remaining items: \$2.08 million Phase 2 items: \$3.7 Million	CIP Allocation, Design, Permitting, and Construction Cost included in these estimates	Short-Term: Design Mid-Term: Construction
4.1.b Move forward with the following items identified in previous planning efforts. Development of: a) Loop connecting High School, Village Road, Old Fayetteville Road, and Municipal Park. b) Jackey's Creek Trail connecting Westgate Nature Park to Brunswick Nature Park. c) Development of neighborhood parks in Village Road Corridor with connections via trail network.	Dependent upon connections and field study	TBD	Short-Term: Design Mid-Term: Implementation
Objective 4.2: <i>Develop park distribution method using the level of service</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.2.a The Town should utilize the level of service evaluation and distribution evaluation to aid in determining future development locations and acquisition of facility expansion for playgrounds, community gardens, and greenway and blueway trails and to help locate gap items such as indoor recreation opportunities, dog parks, active recreation features, and gathering space.	TBD	TBD	Short-Term
Objective 4.3: <i>Improve trail and path connectivity</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.3.a Address the Leland Pedestrian Plan to execute the key projects that have been identified to improve connectivity for community, greenways, and sidewalks.	Dependent on link length and feasibility	Feasibility and Design	Short-Long Term Based on the project, funding, and potential for completion

Make Key North Sector Connections such as the Navassa Road Multi-Use Path and missing sidewalk sections to link parks, schools, and neighborhoods.	Dependent on link length and feasibility	Feasibility and Design	Short-Term
Work toward a design solution with NCDOT for Highway 17 Pedestrian Crossing opportunities.	Dependent on link length and feasibility	Feasibility and Design	Short-Term: Planning Long-Term: Implementation
Partner to execute connections already in use such as the Powerline trail connecting Magnolia Greens, Waterford, and the LCAC.	Dependent on link length and feasibility	Feasibility and Design	Short-Term
*4.3.b Identify partnerships to address connectivity throughout the Town (schools, local businesses, etc.). Look for easy links such as powerline access Magnolia Greens between Poole and Grandiflora to link LCAC .5 miles.	\$750,000	Easement, Design, Construction	Short-Term
Objective 4.4: <i>Address water access and paddle trails</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.4.a Expand water access points and provide support amenities at current sites. Link to OSP water access points where opportunities exist.	Signage, education signage, and support features & improvements \$150,000 each	TBD	Short to Mid-Term
4.4.b In addition to New Sturgeon Creek Site, seek to acquire and provide additional opportunities for water access.	2 water access locations \$200,000/ea.	TBD	Short to Mid-Term
4.4.c Build upon the Brunswick Paddle Map.	\$40,000	Design and production	Mid-Term
Objective 4.5: <i>Address park accessibility</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.5.a Address ADA compliance in all facility and amenity improvements and access improvements listed in the LOS analysis.	See inventory items to add to CIP	TBD	Ongoing to Short-Term
4.5.b Expand the terminology of “Park Access” to ensure park access is equitable and useable to all.	\$30,000	Audit	Short-Term

Objective 4.6: <i>Improve distribution of facilities and amenities throughout the community</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.6.a Address Village Road Area by continuing to identify neighborhood level recreation services (trails, sidewalks, open space, playgrounds, etc.).	Project dependent	TBD	Short to Mid-Term
4.6.b Future public park space should be looked at on the outer edges of the Town's jurisdictional boundary outside of the Private Recreation areas for events and active recreation partnerships.	Land value plus acreage	TBD	Mid to Long-Term
4.6.c Provide neighborhood resources in gap areas not served by planned/private community amenities.	Playgrounds/dog Park(s)	TBD	Short to Mid-Term
4.6.d Evaluate the Leland Code of Ordinances for Subdivisions and PUDs to determine if the language should be amended to require public recreation land dedication as similar to other North Carolina municipalities with successful systems and implement a fee in lieu of program.	N/A; however, this could be an asset to mid and long-term cost implications moving forward for land acquisition	Existing Planning Staff	Short-Term
Objective 4.7: <i>Plan and address Indoor community programming space</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
*4.7.a Consider a feasibility study to address deficiency in indoor programs and need for a variety of indoor program uses such as gymnasium, environmental education, fitness space, meeting space, aquatics, teen and senior population program space. Look for an opportunity to partner with an organization as part of the process and/or provide indoor program space in a more specialized way.	Design and Feasibility for indoor space \$50,000	TBD	Long-Term
*4.7.b Plan for immediate need now and future growth by continuing to seek potential partners that can provide space to meet the demand.	Create an indoor space partner provider opportunities list	Program Staff	Short-Term

Objective 4.8: <i>Explore existing and future park amenity improvements</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.8.a Move forward with Phase 2 Municipal Park Improvements.	(See above) 4.1	(see above) 4.1	Short-Term
4.8.b Seek opportunities to add park acreage to the network. (See below on active recreation).	Land value and qty. dependent	TBD	Short to Mid-Term
4.8.c Enhance existing Municipal Park and Cypress Cover Park by adding amenities that would make sites more usable, including fitness stations, picnic shelters/shade structures, benches, wayfinding and educational signage, water features, etc.	Site furnishings added to CIP \$20,000/year Deficient in Gathering space (shelters) add to existing system \$300,000 allocation	TBD	Short to Mid-Term
4.8.d New/upgraded accessible playgrounds.	Accessible playground allocations \$350,000/ea.	Design, construction, permitting, bidding	Short-Term: Design Mid-Term: Bidding and Construction
4.8.e Consider the addition of small outdoor education facility or other possible facility to provide outdoor education classes and programming.	\$2,000,000	Design, Permitting, construction	Mid to Long-Term
4.8.f Consider location and opportunity for a small scale (300+ users) outdoor events space for local gathering for art, entertainment, programming, etc.	\$2,000,000	Design, construction, permitting, program management	Short-Term
4.8.g Evaluate the need and location for a regional scale amphitheater (2,000+ users) for public and private opportunities that would attract regional and national events and opportunities for the Town.	Seek in partnership through land or funding	Partner for management operations	Short-Term
*4.8.h Seek land (large acreage 60+) for future active recreation either in partnership or within the Town. Future growth shows deficit in active recreation lands currently accommodated through partnership (tennis, sand volleyball, playgrounds, multipurpose fields, ballfields, outdoor basketball, etc.).	Land value and qty. dependent	Will require additional Maintenance	Short-Term: Seek Land Mid-Term: Design Long-Term: Implement

<p>4.8.i Seek ways to incorporate these trends in recreation – many are multi-generational resources that can activate residents to get outdoors. Dog parks, nature based play, skate plaza or skate trails, disc golf, etc.</p>	<p>\$300,000</p>	<p>Maintenance needs</p>	<p>Short-Term and Mid-Term</p>
<p>4.8.j Improve Access road to existing Cypress Cove Park so that residents can more easily navigate access to the park.</p>	<p>Dependent upon repave of existing road or new access location</p>	<p>Design, Permitting, construction</p>	<p>Short-Term and Mid-Term</p>
<p>4.8. k Complete a Park Master plan for the newly acquired Sturgeon Creek Property to incorporate identified needs within this plan and features identified by the public during the Park Master Plan process.</p>	<p>Site Survey and Design Fee allocation</p>	<p>Planning, Design, ad cost estimating</p>	<p>Short-Term</p>

**Potential community partners identified through the planning process include the YMCA, Brunswick County, Town of Navassa, Town of Belville, Brunswick County School Board and other local organizations and groups that participated in the needs assessment or may present themselves in the future.*

Appendix A: Inventory Summary

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Inventory

Boat Ramps

- B1 – Brunswick Nature Park
- B2 – Brunswick Riverwalk at Belville
- B3 – Davis Creek Estuarine Water Access
- B4 – Rice Creek Wildlife Boat Ramp
- B5 – Sturgeon Creek Park

Leland Facilities

- L1 – Cypress Cove Park
- L2 – Leland Community Garden
- L3 – Leland Cultural Arts Center
- L4 – Leland Municipal Park
- L5 – Leland Recreation Building
- L6 – Westgate Nature Park
- L7 – Sturgeon Creek Park

Private Facilities

- P1 – Brunswick Forest
- P2 – Grayson Park
- P3 – Magnolia Greens
- P4 – Mallory Creek
- P5 – Waterford
- P6 – Westport
- P7 – Windsor Park

Other Facilities

- O1 – Brunswick Nature Park
- O2 – Brunswick Riverwalk Park
- O3 – Leland Park
- O4 – Northwest District park
- O5 – Town Creek park
- O6 – Davis Creek park
- O7 – Navassa Township District Park
- O8 – Phoenix Park
- O9 – UNCW EV-Henwood Nature Preserve

Public Schools

- S1 – Belville ES
- S2 – Leland MS
- S3 – Lincoln ES
- S4 – North Brunswick HS
- S5 – Town Creek ES

Private Schools

- V1 – Atlas Day Treatment School @ Trinity
- V2 – Leland Christian Academy
- V3 – Strategic Academy

Public Libraries

- R1 – Leland Branch Library

Town of Leland, NC

Parks and Recreation Master Plan (PRMP) and Feasibility Study



Legend

- Libraries
- Public Schools
- Private Schools
- Boat Ramps
- Trails
- Creeks
- Major Roads

Inventory

- Leland Facilities
- Private Facilities
- Other Facilities

