



AN OVERVIEW

Transylvania County and Brevard

Master Plan Synopsis

To meet the needs of a growing population and to continue to make Transylvania County, North Carolina, and the City of Brevard an attractive place to call home for residents and businesses alike, Transylvania County and the City of Brevard jointly undertook the development of this comprehensive parks and recreation master plan. The planning horizon for this study is five years. The planning effort was initiated in the fall of 2015. This document is an executive summary of the full report. Each major section of this summary is referenced to the sections and page numbers in the full document where readers can find further information on the topics included this summary. The section and page references are shown in parentheses ().

The Transylvania County

Parks and Recreation Department manages, operates, and maintains nine parks totaling 75.96 acres in size. The department has seven full-time employees, two part-time employees, and 15-17 seasonal employees. The department offers a range of indoor and outdoor recreation programs (Section 3.3.1, page 17). The City of Brevard owns and maintains nine parks and the Brevard Greenway totaling 462.01 acres in size, the largest of which is the Bracken Preserve, a 395.6-acre preserve with no developed recreation facilities other than primitive trails. The City does not have a parks and recreation department; two employees are dedicated to park maintenance. The City does not offer any recreation programs except for special events which are held in downtown Brevard (Section 3.3.2, Page 21). The fact that Transylvania County and the City of Brevard joined together to fund and develop this master plan is a bold and forward-thinking step.

Some of the overarching goals of this study were as follows:

- Explore ways that the County and the City can more efficiently deliver park and recreation services to the residents of and visitors to Transylvania County and the City of Brevard
- Improve the quality of recreational facilities and programs in the County and City
- If warranted, acquire land and add new facilities and programs most needed and wanted by the citizens as documented by stakeholder input into this planning process
- Make parks, trails, and open space a key component in the community's economic development strategy

The balance of this section documents recommendations made in support of these goals.

RIGHT
Accessible seating at Silvermont Park



RIGHT
"Indoor fun play" Preschool Program offered at recreation center





EFFICIENT DELIVERY

It is recommended that the park and recreation functions of Transylvania County and the City of Brevard consolidate into a single, jointly-funded department governed by a board to be appointed by the County Commission and City Council (Section 4.8.1, Page 85).

Consolidation Benefits

- Maximize staffing levels of each department into one agency focusing on consolidating efforts in park maintenance staff across the City and County, including sharing of equipment.
- Eliminate programming duplication for City and County residents and maximizing administration functions and talents of leadership staff to deliver on programs throughout the community.
- Create a “one stop shop” and eliminate confusion on who to call for parks and recreation questions.
- Score more value on state or local grants submitted by the City or County to create parks, trails, or recreation facilities seeking outside funding sources.
- Support connection of trails in the City and County and broaden the system’s recreational value through greater joint planning efforts.
- Eliminate pricing variations between City or County residents.

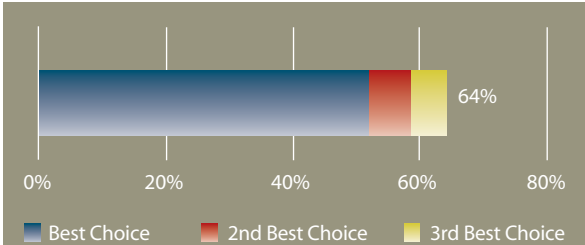
NOTE:

In public meetings and focus groups, consolidation was discussed and supported by all who mentioned it.

NOTE

Efficient delivery does not necessarily mean lower cost, but delivering higher quality services to citizens.

- Maximize the sports and aquatics programs in the City and County so that they are not duplicated and should provide for enhanced facilities and better coordination of games and programs.
- Maximize the marketing and communication of services provided so that residents understand what is provided to them, and by whom.
- Focus on what is right and needed for all City and County residents as one, versus what is right for just the City or just the County.
- Maximize the productivity of space for anyone using a City or County park or facility, and in the future planning of these facilities.



In a statistically valid survey of County and City residents conducted as a part of this study, 64% of respondents rated consolidation of the County and City park and recreation functions as their 1st, 2nd or 3rd best choice and over 50% rated it as their best choice (Section 2.4, Page 12).

Joint Use Agreement with Schools

It is recommended that the Parks and Recreation Department and the City of Brevard enter into a formal joint use agreement with Transylvania County Schools (Section 3.3.4, Page 27).

- There is currently cooperation between the two, but a formalized agreement can ensure efficient use of County/City parks and school resources.
- Focus on designing schools and/or parks to accommodate recreational and sports needs of students and community via design, controlling operational costs, and maximizing productivity of gyms, pools, tennis courts, playgrounds and sports fields, enhancing the value of taxpayer dollars.
- Joint funding by a parks department and school system for facilities in parks and/or schools to better and more economically meet the needs of both can be a result of joint use agreements.

Community Centers

Collaboration is recommended with leaders of the active community centers across the County to form an association under the auspices of County Government. The goal is to efficiently use existing centers to meet park and recreation facility and program needs across the County.

IMPROVE EXISTING PARK QUALITY

The quality and level of maintenance in the existing County and City parks is lacking.

Data from the statistically valid survey indicates that usage of parks by residents is above national averages, but 73% of respondents had some concerns (such as outdated, lack of maintenance) about the parks. In addition, only 57% of respondents said they were satisfied with the overall value that their households receive from Transylvania County/City of Brevard Parks.

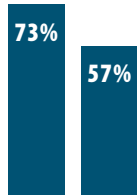
The survey did reveal, however, that 90% thought the physical condition of the facilities were excellent, above average, or average. This likely indicates that residents have not been exposed to high quality park and recreation facilities (Section 2.4, Page 6).

Few elements of the County or City parks are up to today's accepted standards for high quality parks.

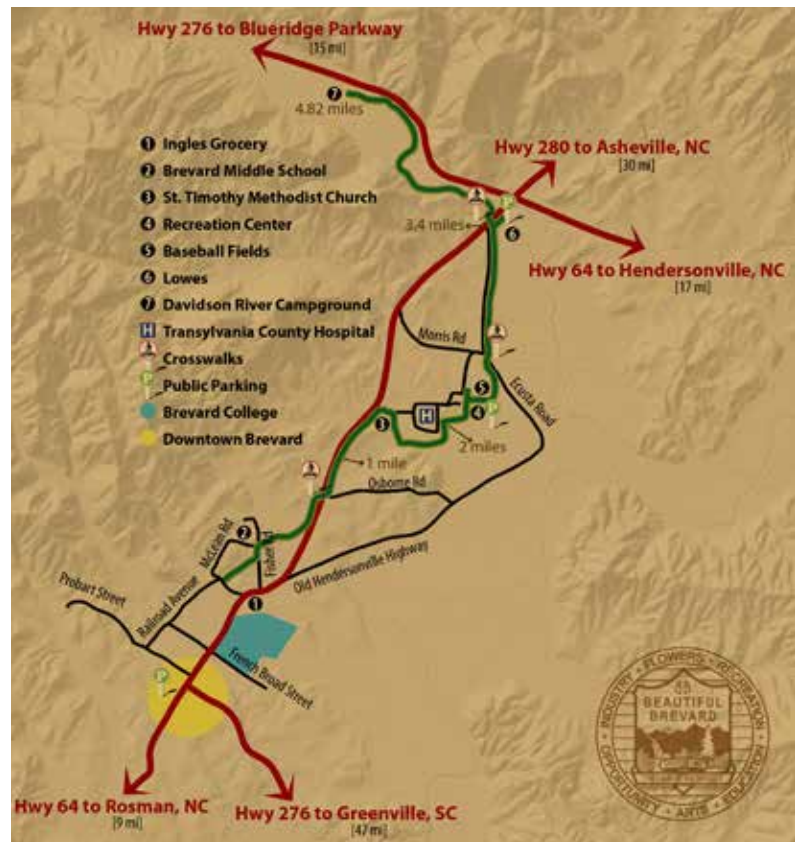
Exceptions:

- Brevard Greenway system
- Bracken Mountain
- New facilities at Rosman Community Park, Silvermont, and Franklin Park.

RIGHT
Brevard Greenway provides connections and walkable access between parks, schools, and other points of interest



73% of respondents are concerned, and **57%** of respondents are satisfied with the overall value received from Transylvania County/City of Brevard Parks.



Quality/Maintenance Concerns:

- Unsafe conditions due to original designs
- ADA accessibility standards unmet
- Lack of drainage on sports fields means limited play and more staff time
- Difficulty in keeping gravel parking and spectator areas maintained at a high level of quality

Key Park Maintenance Considerations

- High level of maintenance care for a park, recreation area, or public space demonstrates to residents the quality of living near a park or in the community, and should lift nearby property values.
- There are cost implications to improving maintenance of the parks (Section 4.9.2, Page 98). However, improving the level of design quality and maintenance will improve the image of the County and City to current and potential residents and visitors to the area, thereby serving as an economic development tool.
- Having signature parks that are well-designed and maintained are a source of civic pride, and in many cases define what a great city is all about.

PARK MASTER PLANS

Several existing parks need to have master plans completed to guide needed improvements. These include:

- Franklin Park
- City Sports Complex/County Recreation Center Park (planned as one park)
- Hap Simpson Park
- South Broad Park
- Rosman Community Park
- Island Ford River Access
- Wilson Road River Access
- Tannery Park
- Silvermont Park
- Combined County/City Greenway Master Plan

Estimated cost for preparing the master plans and ADA evaluation is \$240,000 (Section 4.9, Page 89).

Improvements are needed for City Sports Complex, Activity Center Park, Franklin Park, Champion Park, Connestee Falls Park, and Silvermont Park (Section 4.6.3, Page 66). Existing park improvements are estimated to cost \$2,110,000 (Section 4.9, Page 90), not including the improvements to the City Sports Complex (master plan must be prepared to estimate the cost).

Proposed improvements at the City Sports Complex include relocating the existing baseball/softball fields to a new park, demolishing the existing park, and building new multi-purpose fields. This is an example where building new is a better option than renovating an existing park. Its current design and condition (such as vehicles driving through pedestrian spaces, quality of sports fields and lighting) is such that the only way to effectively bring it up to current code, design, and quality standards is to demolish everything and start over.

That would eliminate at least a season of play at the park, and there are no other places for teams to play. It is advised that building a new baseball/softball complex prior to conversion of City Park Sports complex to multi-purpose fields would be the best approach.

WHILE design of some facilities make it difficult to maintain at a high level, maintenance levels do have room to improve.

ADA evaluations should be completed in addition to master planning

WALKING, hiking, and biking trails are the highest need, as well as the most important item.

ACQUIRE LAND AND ADD NEW FACILITIES

Recommendations to acquire land for new parks and for the addition of park facilities and trails were based on four primary factors:

1. Desire of stakeholders for new parks, facilities, and trails as expressed in the statistically valid survey, focus groups, and public meetings
2. Development of a level of service (LOS) analysis to establish a standard for delivery of services and facilities for the County/City
3. Analysis of future demand for park facilities based on population growth and recreation trends
4. The consulting team's recommendations for efficiencies and upgrades in park quality (example is replacing the City Sports Complex baseball/softball fields with a new park)

1. Stakeholder Desires

Stakeholders have provided us with their desires and needs, as outlined below. (Survey results cited in this section can be found in Section 2.4)

Most NEEDED facility - Walking, Biking Trails and Greenways

- Recommendation: add 3.77 miles to the Brevard Greenway system
- Recommendation: prepare joint County/City Greenway master plan extending Brevard's greenway system into the County
- Estimated cost of the new trails: \$2,443,072

Next four most needed facilities

- Small family picnic areas and shelters
- Large community parks
- Outdoor swimming pools
- Indoor swimming pools

Most IMPORTANT facilities - Walking, Biking Trails, and Greenways

- Based on top four choices, 57% indicated walking, hiking, and biking trails were the **most important**

Next 4 most important facilities

- Small family picnic areas and shelters
- Indoor swimming pools
- Large community parks
- Outdoor swimming pools

It is important to take into consideration both the need for an item, as well as the importance of that item. Walking, hiking, and biking trails is the highest need, as well as the most important item. The other most needed and most important facilities correlate well with the top five most needed also being the top five most important.

Least met needs

- Off-leash dog parks
- Indoor swimming pools
- Skateboard parks
- Pickleball courts
- Disc golf courses

None of these facilities are in the County or City inventory of existing facilities (pickleball courts are temporarily set up on the basketball court in the County’s Activity Center).

The one facility that is among the 5 most **highest needed**, the 5 **most important** and the 5 **least met** needs is indoor swimming pools. It also ranks at the top of the list of facilities where needs are met 50% or less.

NEITHER the County nor the City currently categorizes parks

THE level of service analysis was done by combining the County and City park land inventory and populations.



2. Level of Service Analysis

The level of service analysis (Section 4.3, Page 55) categorizes parks according to use and establishes a current level of service based on current parkland acreage and facilities, and inventory and population. It then projects the required level of service at the end of the five-year planning period based on the growth in population.

The recommended level of service standards should be viewed as goals that the County and City should strive to meet over the five-year planning period.

Recommended park categories are

- Mini Parks
- Neighborhood Parks
- Community Parks
- Special Use Parks
- Preserves/Undeveloped Parks

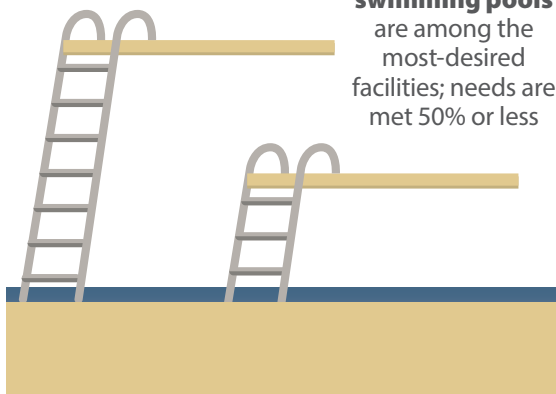
The current estimated population of the County and City in 2015 was 34,156. The combined park acreage of the County and City systems is 537.97 acres or 15.75 acres per 1,000 residents. A healthy level of service for a community is 12 acres per 1,000 residents so it might appear that no additional land is needed; however, that is not the case.

The City’s Bracken Preserve makes up 395.6 acres of the total 537.97 acres (73%), leaving 142.37 acres in other parks.

Because of the limited recreational opportunities offered by Preserves, it is industry standard practice not to include a recommended service level for this park type in the analysis.

Because of Federal and State park lands available, it is recommended to set our level at 5.53 acres per 1000 instead of 12. Our current level is 4.17 excluding Bracken Preserve.

indoor swimming pools are among the most-desired facilities; needs are met 50% or less



Given this standard, there is a current need for an additional 47 acres of park land, and there will be a need for an additional five acres over the next five years (due to population growth), for a combined total need of 52 acres.

Table A

PARK TYPE	ACREAGE NEEDED
Mini Park	1
Neighborhood Parks	33
Community Parks	6
Special Use Parks	3
Greenways	9
Additional Acreage Needed in 2020	52

Table A breaks down by park category.

The level of service analysis also recommends a level of service standard for the number of park outdoor amenities, such as baseball fields, softball fields, basketball courts, and indoor recreation centers. (Section 4.3, Page 56 provides a complete list).

As the table there shows, there is a need in every category of amenity. The standard calls for an additional seven miles of greenway trails (3.77 miles of new trail are recommended over the next five years). It also sets a goal for the provision of 47,587 square feet of new indoor recreation space.

It must be noted that the recommended level of service does not account for land that is needed to replace aging or inefficient existing park facilities, and may not provide enough land to provide for the recommended outdoor amenities.

3. Prioritization of Needs

This analysis considers quantitative data from the statistically valid survey and qualitative data from stakeholder interviews, public meeting input, parks and recreation staff input, local demographics, and other factors (Section 4.5, Page 61). This analysis is one piece of information used to determine final

BELOW
Example
pickleball court
offsite



recommendations for land acquisition and park facilities. **Table B** lists the top five needs in terms of facilities based on this analysis.

Table B

RANK	FACILITY
1	Walking, biking paths, and greenways
2	Indoor swimming pools
3	Outdoor swimming pools
4	Off leash dog parks
5	Small family picnic areas and shelters

4. Land Acquisition and New Park and Facility Recommendations

NEW COMMUNITY PARK

It is recommended that a minimum of 30-35 acres be acquired for the development of a community park for relocation and expansion of the youth baseball/softball fields currently located at the City Sports Complex. Ideally, the land would be between Brevard and Rosman. The park should include seven new baseball/softball fields and one dedicated senior league baseball field. It should also offer other amenities normally found in a neighborhood park. The park should be designed to accommodate tournament play (Section 4.6.2, Page 64).

Seventy-three percent (73%) of respondents in the statistically valid survey supported building high quality recreation and sports facilities that would serve County residents and bring in economic tourism to the County (Section 2.4, Page 11).

Since these fields would also be used by the Middle School baseball and softball programs, Transylvania County Schools should be involved in the development of this park.

GREENWAYS

Recommendation: Acquire 9-15 acres to develop 3-5 miles of new multi-use greenways over the planning period (3.77 miles of new trail segments are recommended). This is based on a 25' easement width for the trail, equating to approximately three acres per mile of trail (Section 4.6.5, Page 69).

INDOOR POOL was the second highest priority and a community/recreation center was the sixth highest priority.

73%
support building quality recreation & sports facilities

NEIGHBORHOOD PARK/MULTI-GENERATIONAL RECREATION CENTER

Recommendation: Acquire 10-15 acres for a new multi-generational, multi-use indoor recreation center and an outdoor neighborhood park. The site for the indoor center should be convenient to downtown Brevard and Brevard College.

An indoor pool was the second highest priority and a community/recreation center was the sixth highest priority on the stakeholder engagement process. Indoor space is severely lacking for year-round programming to improve the health and wellness of citizens across all economic scales.

Recommendation:
Develop indoor facility through a partnership between Transylvania County, the City of Brevard, WCCA, Brevard College, Transylvania County Schools, and the Transylvania Regional Hospital

(Section 4.6.4, Page 68).

NEIGHBORHOOD PARKS

Recommendation: Acquire 10-15 acres to develop 2-3 new neighborhood parks.

Table C summarizes the land acquisition recommendations:

Table C

FACILITY	ACREAGE REQUIRED
Community Park	30-35 acres
Greenways	9-15 acres
Indoor Center/Neighborhood Park	10-15 acres
Neighborhood Parks	10-15 acres
Total	59-70 acres



LEFT
County
maintenance
shop

MAINTENANCE FACILITY

Recommendation: The most current pressing need operationally is for a maintenance facility. The current facility at Activity Center Park is inadequate. It is understood that the County Parks mowing equipment will be stored beginning in the fall in the County’s maintenance shop. That is fine temporarily; however **it is critical to build a facility on-site to house all park maintenance equipment and personnel in one location.** Activity Center Park would be a good candidate site.

OTHER NEW PARKS

Recommendation: Construct Clemson Plaza and Tannery Park. The City of Brevard currently owns the land (Section 4.6.2, Page 64).

Estimated Costs

The estimated cost for the new Neighborhood Park/ Multi-Generational Recreation Center and the new Maintenance Building are \$19,300,000. The estimated cost for the other new parks is \$8,299,469.

These costs do not include the cost of land. It is never wise to publish a budget for land acquisition because it sets potential expectations on the part of land owners of the cost to acquire the land.

The total cost of capital improvements outlined in this report far exceeds the revenue projections from current funding streams. Available opportunities for new funding sources and/or partnerships to help share costs will need to be explored to accelerate new capital development during the planning period. The consulting team recognizes that the County or the City does not have these capital revenue dollars to implement many of the capital items. The goal is to try to make as many improvements as possible over the next five years.

NOTE
The goal is to try to make as many improvements as possible over the next five years.

ECONOMIC DEVELOPMENT BENEFITS

As Transylvania County is aptly known at the “Land of Waterfalls”, the quality of life in Transylvania County and Brevard is one of the cornerstones to the community’s economic development strategy, and is a primary draw for residents moving into the area. **Local parks play a large role in growing the economy and attracting new residents in many ways.**

- Research shows that when people are asked to indicate where they would like to live, **80% will cite park, recreational, cultural, or environmental ambiance dimension in their responses.**
- Economic development groups compete to attract businesses, and today’s most sought after new businesses are “Information Factories” whose main asset is highly educated professionals. **An increased quality of “place” is critical to attract knowledgeable workers and new companies.**
- Research reveals that beyond a threshold salary level, **people are persuaded to relocate by quality of life factors rather than money. No matter how “quality of life” is defined, parks, recreation, and open space are part of it.**

High-quality parks, trails, and open space are key factors in keeping residents happy and healthy, and in convincing today’s new businesses to locate in Transylvania County, as well as continuing to attract retirees. The recommendations included in this study are intended to improve the quality of existing parks, and therefore the quality of life. Recommended new parks and facilities are intended be transformative by creating high-quality places that can successfully host revenue-generating tournaments and provide indoor space that can be used year-round.

A Parks department should be an essential partner in combating some of the most complicated and expensive challenges our country faces – poor nutrition, hunger, obesity, and physical inactivity.

COST RECOVERY

The annual combined per capita spending by the City and County on parks and recreation is well below state and national averages.

Progress needs to be made in funding for parks and recreation.

One way this can be done is through better cost recovery. Industry best practices are 35-40% for cost recovery from revenues other than taxes for park systems, and currently the Transylvania County Parks shows their cost recovery is 0.5% of total operating expenditures. Implementing a more robust cost recovery model is needed to provide for a diversity of funding sources for both agencies.

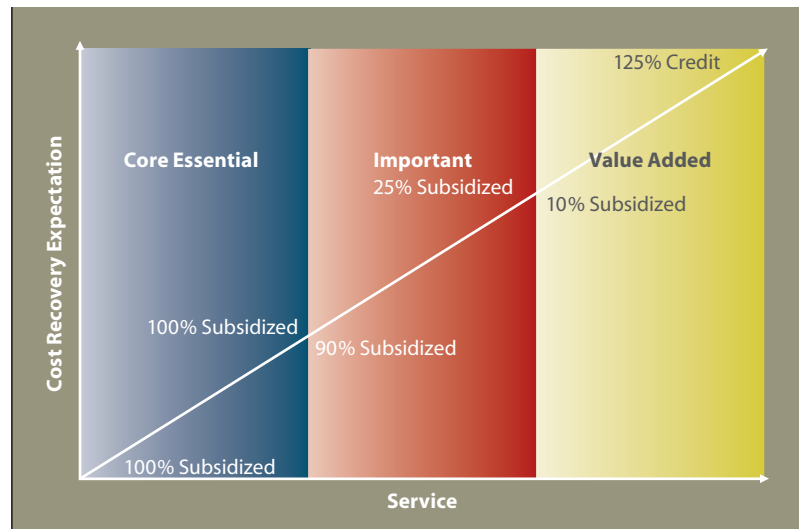
Both agency's programs and services should be based on Core Essential, Important, and Value Added.

Core Essential

Offering a learn-to-swim class should be a Core Essential service because it provides a vital public safety service. It is totally appropriate for an agency to charge little or nothing for this service because it is in the general public good. Other programs that promote public health, safety, and wellness that are needed by people in all income levels likely should be considered Core Essential services.

Important

Important services are those that combine both public and individual benefits to some degree, and should have fees to cover some direct costs. These are services that are important to the community, and alternative providers may exist in the area that are unable to meet the demand or need.



ABOVE:

The Cost Recovery/ Subsidy Allocation Model

CORE ESSENTIAL services are for the general public good

VALUE added services serve a very narrow portion of the population

Value Added

On the other hand, advanced gymnastics training, "travel team" competitive youth soccer, basketball, baseball, and softball programs should be considered Value Added services, and virtually all the costs should be recovered from the participants. Such programs do little to advance the general public good. Value Added services farthest away from both agencies' missions should be priced at full cost recovery levels.

Clarifying what constitutes a "Core Essential Service", an "Important Service", and a "Value Added Service" will provide both agencies and their stakeholders with a better understanding of why and how to manage each program area in terms of public value and private value. Also, effectiveness of the criteria linked to performance management expectations relies on the true cost of programs (direct and indirect cost) being identified.

(Section 4.7, Page 74).

PUBLIC HEALTH

Park and recreation agencies should lead the nation in improving the overall health and wellness of communities.

The recommendations included in this study can make an impact on public health and help to further Goal 5-B of the Transylvania County Strategic Plan. This goal seeks to improve public health and wellness.

Measures of success for this goal include the number of people visiting parks and participating in recreation programs. If built, the Multi-Generational Recreation Center would dramatically expand the public's access to quality, year-round indoor recreation programming and would address one of the top issues with the County Wide Community Health Assessment: lack of access to facilities.

CRITICAL ISSUE
Lack of access to facilities

SOCIAL EQUITY

Universal access to public parks and recreation are a right, not just a privilege.

Both agencies should work hard every day to ensure that all members of the community have access to the resources and programming the agencies offer. The only indoor year-round programming available at no or low cost to the public are programs offered at the Activity Center Recreation Center and Silvermont.

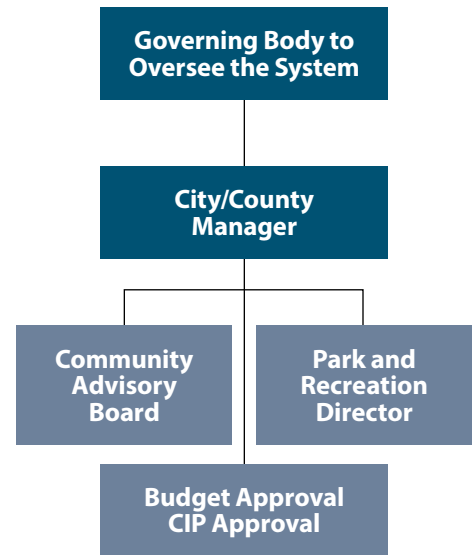
It is very important for people of all income levels to have affordable access to year-round indoor programming. The proposed Multi-Generational Recreation Center could provide such access.

RECOMMENDED ORGANIZATIONAL STRUCTURE

If the County and City park and recreation efforts are combined under a single park agency as recommended (Section 4.8, Page 85), it could be housed under the auspices of either the County or the City. Since the County already has dedicated park and recreation staff, the consulting team believes that it makes more sense for it to be housed within the County; however that is a decision for boards to determine.

A Governing Body could be put in place over the agency to provide general oversight and systems coordination. It is recommended that this Board would serve as the advisory board and would provide the Park and Recreation Director with input on policy and strategic direction of the department.

It is recommended that the annual budget be submitted to both the County and City Managers each year. It is recommended that the budget be adopted by both County Commission and City Council. Once adopted, the proceeds would be transferred to the new governing body on an agreed-upon timeline (Section 4.8.1 & 4.8.2, Pages 85-87).



PROGRAMS

The County Parks and Recreation Department offers a variety of recreation programming.

The City of Brevard does not offer programming but they do provide support for the five special events/festivals held downtown. Core County programs include facility rentals, fitness programs, adult sport programs and leagues, summer camp, youth sports clinics and events, and special events. The senior programs and senior games are vibrant programs. The focus on the future for new and enhanced programs based on the survey should be:

- Adult fitness and wellness programs
- Community-wide special events
- Outdoor skills/adventure programs
- Environmental education programs
- Senior adult programs

DEMOGRAPHICS AND TRENDS ANALYSIS

The County population is projected to grow 3.4% from 2015 to 2020. The County's median age in 2015 is 50.7 years, which is significantly higher than the median of 37.2 years for the U. S. By 2030 the 55+ age group is projected to be 52% of the total population (Section 3.5).

This has a significant impact on planning for facilities and programs with a focus on serving an aging population. It will be important for the balance of the community and its economic health to attract young families to the area. High quality park and recreation facilities and programs can have an influence on that.

Market Potential

- Top two fitness market potential activities are walking for exercise and swimming
- Top two general sports potential activities are golf and basketball
- Top two potential activities for outdoors are fishing and bicycling

BUDGETS

The total budgeted tax revenues from all sources for parks and recreation for 2015-2016 is \$1,418,328 for the County Parks and Recreation Department and City of Brevard combined.

- **Per capita combined spending for the County and City is \$46.92**
- **Per capita North Carolina 2012 average for all park departments across the state is \$60.47**
- **Per capita national average is \$76.44**

This study does not make the recommendation that spending be increased to those levels, it simply points out that work needs to be done to improve the investment in parks and recreation facilities and programs in the community.



ABOVE
Girls On The Run leadership program



ABOVE
South Broad
Park Trail in
Downtown
Brevard

VISION AND MISSION

It is important to establish a vision and mission to guide efforts. The Vision says what the Department wants to be known for, and the Mission indicates how we get there.

The proposed Vision and Mission is representative of information gathered from the survey, public meeting, and focus groups.

Vision for how the 2 agencies desire to be viewed in the future:

“To be the conservation, park and recreation leader of a vital, active, nature-based community”

Mission for how the 2 agencies will implement the vision:

“Protect the region’s natural heritage and provide quality recreation and park facilities and programs that inspire a personal connection with the outdoors, and health and wellness related activities.”

Key issues to address in the Strategic Plan:

- Consolidation of the Transylvania County Parks and Recreation Department and the City of Brevard’s system.
- Access to bike trails and a connected greenway system and connect the river to the park system.
- Multigenerational indoor recreation space for gyms, walking track, fitness, water, and program services for youth and active older adults.
- Formal partnerships with the schools, youth sports leagues, and Brevard College.
- Funding for operations of the system and a capital improvement plan. What kind of dollars are available to work with for this plan? What is the priority? Parks and facilities that support neighborhoods, economic development, operational costs, asset management.
- More quality core recreation programs for youth, adults, and families in aquatics, sports, fitness, active older adults, people with disabilities, sports tourism, special events, and arts.
- Quality maintenance of parks and indoor facilities based on set standards.
- Classify services as core essential, important, and value added to determine appropriate pricing.

Key values to manage the park system by:

- **Collaboration**—Work together
- **Excellence**—Expect high quality performance and service
- **Fun**—Love what we do
- **Diversity**—Support difference and inclusiveness
- **Fiscal responsibility**—Stewards of entrusted funds
- **Integrity**—Require honest and ethical decision-making
- **Respect**—Revere each other and those we serve
- **Sustainability**—Create capacity to endure and thrive

IMPLEMENTATION STRATEGIES

The following section outlines the Goals and Strategies for **five key areas of the two agencies**. The recommendations are meant to serve as a guide and should be flexible to adapt to changing trends and needs over time. This will ensure that the master plan truly serves as a living document, which is dynamic and proactively meeting community needs and vision. They are not prescriptive, but instead provide data for improvement of the system such that you can be more competitive with other communities with regard to economic development and tourism.

Recommended Vision for Parkland and Trails

“Our vision for park land and trails is to provide reasonable access for all residents and visitors to a park and trail in the County.”

Goal: Create Great Parks and Trails

Strategies

- Maintain and connect existing trails to neighborhoods, downtown, and schools
- Maintain and upgrade existing park-related facilities and amenities that support neighborhood housing values, economic development, community development, and sports tourism
- Acquire park space for trail connectivity, youth sports fields, and for an indoor community center to meet the level of service standards outlined in the Strategic Plan
- Complete a network of open space corridors and trails in the City of Brevard and Transylvania County
- Create destination parks, trails, waterways, waterfalls, and sports fields that connect the community to nature and active outdoor lifestyles
- Establish and improve facility infrastructure design and maintenance standards to uphold the quality of the user experience and fiscal sustainability
- Develop design standards for park elements including sports fields, trails, benches, bike racks, signage, lighting, parking, ADA, and safety



ABOVE New basketball goals installed at Silvermont Park

Recommended Vision for Facilities

“Our vision for recreation facilities and amenities is to meet the level of service standards desired to support all age groups and areas of the county with quality facilities and amenities that make living in the City or County a positive lifestyle experience.”

Goal: Create destination recreational and educational facilities and amenities.

Strategies

- Update Champion pool and Franklin Park Pools to meet county residents’ needs for swim programs and activities. Develop and update partnership and lease agreements for facilities so they are fair and equitable over the next five years.
- Enhance and update playgrounds, loop trails, sports courts, and restrooms in neighborhood and community parks to create a safe, clean, and welcoming environment
- Update or replace existing and add new sports fields to support baseball, softball, and soccer for local sports groups and sports tourism
- Develop a new multi-generational community center with spaces for gyms, fitness, aquatics, seniors and general community programs to serve people of all ages for the next 50 years
- Update Silvermont Park - relocate the tennis and basketball courts, and restore the facility to serve community meetings and hospitality, while preserving the grounds as a destination park
- Add specialty parks and facilities such as a dog park, tennis complex, skate park, disc golf course, pickle ball courts, aerial park, community gardens, and a special event space to meet special group needs
- Perform an accessibility inventory of the parks system in the City and County
- Update the existing Activity Center community recreation center with air conditioning, improved meeting room space, and maintenance facilities
- Consider helping to support the acquisition of Glen Cannon Golf Course as a recreation amenity to support the community and tourism needs through a private partnership
- Develop marketing and business plans for all major facilities to support the operational and capital needs of these facilities



UPDATES
recommended
for Champion
pool to meet
needs for swim
programs and
activities

Recommended Vision for Programming

“Our vision for programming is to create core programs that activate existing and future parks and recreation facilities to the highest level of productivity to support the recreational needs of all ages in the City and County.”

Goal: Develop additional core recreation programs to meet all age segments in the City and County

Strategies

- Consider the development of new core programs in special events, health and wellness, outdoor adventure, aquatics, and youth skill development
- Allocate marketing dollars to increase program/park attendance and awareness of recreation programs
- Establish standards for all programs provided for residents, including cost recovery goals based on classification of programs as core essential, important, and value added
- Increase recreation staff hours capacity in facility management, special events, youth and family programs, seniors, and special needs participants
- Develop updated pricing, earned income, and partnership policies for recreation service programs to support operational costs for recreation facilities and programs
- Develop and identify more community indoor, multi-use recreational space with the Transylvania County school district, community college, Brevard College, and private recreation suppliers
- Consider a multi-sport complex in partnership with Hendersonville/Henderson County to serve both counties’ recreation needs for sports tourism
- Develop a marketing plan, brand, and communication strategy for parks and recreation

Recommended Vision for Operations and Staffing

“Our vision for operations and staffing is to create a unified city and county parks and recreation system with dedicated funding sources to support the residents needs in the city and county in the most productive and efficient manner.”

Goal: Create a best practice county-wide park and recreation system that is the pride of all residents.

Strategies

- Develop a process to combine the Transylvania County Parks and Recreation Department and the City of Brevard park and recreation facilities into one system to serve the needs of all residents with a parks and recreation system that meets residents’ social, economic, and health and wellness needs
- Develop a financial and staffing plan for the combined system
- Develop a ten-year capital improvement plan for a combined system
- Reorganize the staff to create an executive director position and four department heads to include planning, recreation program services, recreation facility management/park operations and administration/marketing
- Develop a partnership program plan for all recreation facilities developed
- Establish a written joint use agreement with Transylvania County Schools

The challenge is grand in terms of financing cost to support these needs, in light of competing needs for new capital projects in the County and the City.



ABOVE:
Senior Games
Performing Arts
Competition

Recommended Vision for Financing

“Our vision for financing is to develop multiple funding sources that provide earned income opportunities for the combined Parks and Recreation Department.”

Goal: Maximize every available financial resource to create and meet the expectations of residents of the community for parks and recreation services.

Strategies

- Create a well-funded sustainable parks system to meet the community’s expectations for parks, recreation facilities, and programs, and implement the funding strategies outlined in the Strategic Plan.
- Seek public/private partnerships in the development of the parks and recreation system



CONCLUSION

Summary

The Transylvania County Parks and Recreation Department and the City of Brevard's parks are a tremendous resource for people of all ages and interests. It is important that investment be made in the park system to meet the needs of a growing population and to maintain the quality of life that is so prized in Transylvania County.

The plan recommendations place a priority on:

- Continuing implementation of a greenway and trails program to provide connectivity across the County
- Providing new and updated parks and facilities to meet unmet demand
- Improve the quality of parks
- Provide equitable access to people of all ages and abilities
- Improve operational efficiencies in the system

ABOVE: Sports Camp

It will be important for Transylvania County Parks and Recreation and the City of Brevard to seek **partnerships with the school system, Brevard College, Transylvania Regional Hospital, and others in order to make the investments in the park system** that are needed to serve the recreation needs of the community and improve the health and well-being of Transylvania County residents.

Next Steps

The Parks and Recreation Strategic Planning Task Force has made a recommendation that the Brevard City Council and the Transylvania County Commission adopt this master plan.

The consulting team believes that the recommendations contained herein further the goals set forth in the beginning of the planning process. Those goals included improving park and recreation service delivery throughout the County, making them more efficient, accessible, and user-friendly for residents and visitors alike.