



**TOWN OF HARRISBURG, NORTH CAROLINA
HARRISBURG TOWN HALL
TOWN COUNCIL MEETING**

**July 8, 2024
6:00 PM**

AGENDA

1. CALL TO ORDER

- A. The meeting may be viewed remotely via YouTube at the following link:
[Meeting Video](#)
- B. AGENDA ADOPTION
- C. INVOCATION
- D. PLEDGE OF ALLEGIANCE
- E. SPECIAL PRESENTATIONS
- F. PUBLIC COMMENT - Anyone wishing to address the Town Council may do so during the Public Comment section. Please state your name and address for the record, be courteous and do not repeat what has already been said. Please keep your comments about the subject and not personal in nature.

2. CONSENT AGENDA

- A. Consider the minutes of the June 10, 2024, Town Council meeting

3. COMMUNICATIONS

- A. TOWN MANAGER REPORT
- B. FINANCE REPORT
- C. LAW ENFORCEMENT REPORT
- D. FIRE DEPARTMENT REPORT
- E. MAYOR'S COMMENTS
- F. COUNCIL COMMENTS

4. PUBLIC HEARINGS

- A. Public Hearing H-2024-04-Anx Morehead Properties: Conduct a public hearing to consider an annexation petition for two properties located at 6111 and 6161 Morehead Road.

5. OLD BUSINESS

- A. Consideration of Contract with Wastepro for the Collection of Solid Waste and Recycling

6. NEW BUSINESS

- A. Presentation of Parks & Recreation Ten Year Comprehensive Master Plan
- B. Consider Amendments to the Harrisburg Youth Council Bylaws

7. ACTION ITEMS

8. CLOSED SESSION

9. ADJOURNMENT

Vision Statement

Harrisburg will be a distinctive, family-focused community where memories are made.

Mission Statement

Together, we enhance our quality of life by collaborating, planning, and investing to create our community of choice.



TOWN OF HARRISBURG

Agenda Item Details

Title:

Consider the minutes of the June 10, 2024, Town Council meeting

Presenting Personnel:

Janet Rackley, Town Clerk

Suggested Motion or Action:

Motion to approve the minutes of the June 10, 2024, Town Council meeting.

Description/Background:

Draft minutes from the June 10, 2024, Town Council meeting are presented for approval consideration.

Recommendation:

Approval

Fiscal Impact:

N/A

Attachments:

1. June 10 Minutes

**TOWN OF HARRISBURG, NORTH CAROLINA
TOWN COUNCIL MEETING
MONDAY, JUNE 10, 2024
6:00 PM**

MINUTES

This meeting was held in person as well as via the Zoom platform.

Mayor Jennifer Teague called the meeting to order.

PRESENT: Mayor Jennifer Teague; Mayor Pro-Tem La'Trecia Glover, Councilmembers Ron Smith, Altyn Cotell, Mike Thevenin, Chris Faw, Ian Patrick

ABSENT: Councilmember Maurice Price Jr.

1A.

ZOOM NOTIFICATION

The Zoom meeting link and details were published and advertised before the meeting took place and were shown on the agenda.

1B.

AGENDA ADOPTION

MOTION:

Councilmember Smith made a motion to approve the agenda as presented. Second was made by Councilmember Thevenin. **The motion passed 6-0.**

1C.

INVOCATION

Councilmember Thevenin conducted the invocation.

1D.

PLEDGE OF ALLEGIANCE

1E.

SPECIAL PRESENTATIONS

- **Juneteenth Celebration in Harrisburg Park.** High School Students, with oversight from adult advisors, have planned a Juneteenth Celebration in Harrisburg Park on June 22, 2024, from 11:00 a.m.- 2:00 p.m. They have reserved Field 5 and Parking Lot A for their event. They presented details of the event to Town Council.

1F.

PUBLIC COMMENT

- Wally Wallace, 3093 Spring Forest, Harrisburg – spoke concerning the proposed FY2025 budget (full statement included by reference)

- Derrick Hodges, 3606 Charolais Lane, Harrisburg – spoke concerning the requested UDO change to allow chickens to be kept as pets in Harrisburg. Urged Council to do their research before making a decision on this matter.
- Tina Hodges, 3606 Charolais Lane, Harrisburg – asked for confirmation of research Council/Town staff are conducting and an item be placed on the July Council agenda to inform residents of the results of said research. Spoke concerning her recommendation of the UDO change to allow backyard chickens as pets in Harrisburg.
- Ralph Francisco, 7926 Woodmere Drive, Harrisburg – spoke concerning safety concerns of illegal parking in the neighborhood, and the lack of enforcement. Also have been asking for stop signs and crosswalks in the neighborhood.
- Lenox Williams – 8738 Savannah Road, Harrisburg - resident of Harrisburg for almost 17 years. Received a traffic ticket going to Wells Fargo Bank. Feels like he was unjustly pulled over and ticketed.

2.

CONSENT AGENDA

- Consider the minutes of the May 13, 2024, Town Council Meeting
- Consider Acceptance of the Streets and Utilities in Blume South Subdivision
- Consider H2024-04 Anx Morehead Properties: Certify the sufficiency of the annexation petition and call for Public Hearing to annex two properties located at 6111 and 6161 Morehead Road
- Consider approval of purchase contract with Modern Chevrolet for \$66,484 for a 2024 Brush Truck Chassis
- Consider approval of contract with Carolina Siteworks for \$331,209 for Roberta Road Improvements and related Reimbursement Resolution
- Consider Extension of Capital Project Ordinance for Train Station

MOTION:

Councilmember Faw made a motion to approve the Consent Agenda. Second was made by Councilmember Cotell. **The motion passed 6-0.**

3A.

COMMUNICATIONS

Town Manager Report

- We will be holding a Fire Recruit Graduation on June 15th at Station #2.
- YMCA groundbreaking was held May 14th. That should be approximately an 18-month build-out.
- We are still working through the Special Use Permit issue with Venator – there will be plenty of public notice before that comes to be heard.
- July 4th Celebration – we are selling two-day wristbands for \$20 for Harrisburg residents and also offering “Burg Bundles” that include the wristband, a cup, t-shirt, and premier seating for the concerts. These are also for Harrisburg residents. Anyone else can purchase these items ala carte as well, and they can be purchased at Town Hall now. We have a special offer for veterans, who can purchase a wristband for \$10. This year we will have more rides, a midway and expanded programming. Very excited about the changes this year.
- Update on the research Ms. Hodges requested earlier tonight – we are progressing with evaluating numerous surrounding communities and their ordinances. Most have either large acreage requirements or permits for allowing chickens on smaller acreages. We will give a final report next month. If the Council chooses to change the ordinance, it will exclude properties with deed restrictions or other covenants.

- Heatherstone safety concerns – there is no need to pass a law concerning abandoned cars, as that already exists. The collection of fines for illegal parking is a civil matter and that is how we handle those. The stop signs they are requesting are not required per NCDOT – they do not meet the statutes for these.
- Traffic ticket issue that was brought up tonight – recommend contacting the supervisor at the Cabarrus County Sheriff's Department to address your concerns.

3B.

COMMUNICATIONS

Finance Report

Finance Director Brian Lee presented the Finance report.

3C.

COMMUNICATIONS

Law Enforcement Report:

Captain Chris Measimer presented the Law Enforcement report.

3D.

COMMUNICATIONS

Fire Department Report:

Captain Jim Johnston presented the Fire Department report.

3E.

COMMUNICATIONS

MAYOR'S COMMENTS

- Thrilled to be a part of the 2024 Leadership Cabarrus Program. As a part of this program, we were tasked with a Legacy Project. We chose to partner with 1 Can who works to address food insecurities in the community. We built and stocked two Blessing Boxes, one of which is at the Harrisburg United Methodist church. Will be serving on the steering committee for the next Leadership Cabarrus program.
- Had the opportunity to travel to Raleigh with Town Manager Rob Donham to speak with state representative concerning funding sources for the train station.
- Looking forward to our July 4th Celebration.

3F.

COMMUNICATIONS

COUNCIL COMMENTS

Councilmember Thevenin

- Commended the Parks and Recreation Department for the recent Rockin' the Burg. Very well done.

Councilmember Smith

- Agreed with Councilmember Faw's comments concerning the Rockin' the Burg concert.
- Question – the property in question for the chickens is deed restricted, correct? Town Manager Donham stated that he was not sure about this, but if we get into a permitting process, that would have to be looked at to make sure it was not deed restricted before a permit could be issued.

Councilmember Faw

- Congratulations to our fire recruits on their upcoming graduation.
- Welcome to all recently hired employees.
- Congratulations on the YMCA groundbreaking.

Mayor Pro-Tem Glover

- Congratulations to the fire recruits on their upcoming graduation.
- Juneteenth Celebrations being held in Harrisburg, but also in Kannapolis and Concord
- 1 Can is holding a Changes Lives Gala on June 20, 2024. Check out their website for details and opportunities to help.

4A.

PUBLIC HEARING

Public Hearing for consideration of FY2025 Budget Ordinance, Tax Rate, Schedule of Fees and Capital Improvement Plan. In the May Town Council meeting, the budget was presented to the Town Council with the public given an opportunity to ask questions and comment, as well as being made available for public inspection. A public hearing is required to be held to receive additional input from the public.

Town Manager, Rob Donham, provided a presentation summarizing the proposed FY2025 budget.

The budget was generated using a tax rate of \$0.410 per \$100 valuation.

The FY2025 Revenue neutral tax rate is required by NC State Statute to be calculated and presented to Town Council in a revaluation year. This rate is \$0.310 for the January 1, 2024, County Revaluation.

The public hearing was opened.

Speaking:

- Lenox Williams – 8738 Savannah Road, Harrisburg – questions about the solid waste fee and tax relief
- Wally Wallace – 3093 Spring Forest Road, Harrisburg – questions about the tax relief amount
- Rosa Sims – 9445 Leighton Drive, Harrisburg – questions about the solid waste fee/tax decrease
- Jeff Phillips – 6005 The Meadows Lane, Harrisburg – appreciate all the work in putting together the budget – asked that we make sure to notify everyone of the solid waste fee

The public hearing was then closed.

After some discussions, the following actions were taken:

MOTION #1:

Councilmember Faw made a motion to approve the FY2025 Budget Ordinance, Schedule of Fees, and Capital Improvement Plan, as presented. Second was made by Councilmember Patrick. **The motion passed 6-0.**

MOTION #2:

Mayor Pro-Tem Glover made a motion to set the tax rate for FY2025 at \$0.410 per \$100 valuation, and to be collected by the Cabarrus County Tax Office. Second was made by Councilmember Thevenin. **The motion passed 6-0.**

4B.

PUBLIC HEARING

Public Hearing for Consideration of an Ordinance to Extend the Harrisburg - Midland Annexation Agreement. The Town Council considered and approved a ten-year extension of an Annexation Agreement between Harrisburg and Midland on September 11, 2023. The approved agreement was forwarded to the Town of Midland for its consideration and approval. The Midland Town Council approved the ten-year extension at its May 14, 2024, meeting. To finalize the annexation agreement extension, the Town Council is required to conduct a public hearing to approve the agreement extension by ordinance and authorize the mayor to sign the agreement.

The public hearing was opened.

Speaking: none

The public hearing was then closed.

After some discussion, the following action was taken:

MOTION:

Councilmember Thevenin made a motion to approve the accompanying Ordinance extending the Harrisburg-Midland Annexation Agreement for ten (10) years and authorize the mayor to sign the agreement. Second was made by Mayor Pro-Tem Glover. **The motion passed 6-0.**

5A.

OLD BUSINESS

H2024-01 R – Farmington PUD Conditional Zoning District. MPV Properties, the managing company for the Farmington commercial village area, is proposing to amend the approved conditional zoning district for the Farmington Planned Unit Development (PUD) for the purpose of establishing a Master Sign Program (MSP) for the commercial area of the development. A master sign plan will enhance a cohesive sense of place throughout the development by requiring high quality sign types, materials, lighting, and branding. The public hearing for this case was held at the April 8, 2024, Town Council meeting. During deliberations, a question arose related to the sign design, the base of the monument signs, that required additional evaluation.

Since the public hearing in April, staff has been working with applicant to update some of the building materials in the signs that were discussed at the last meeting. The applicant and staff support the proposed modified sign material as presented in the report.

Staff recommendation is to approve H-2024-01 amending the approved Farmington PUD Conditional Zoning district by adding the Master Sign Program as presented; and make the required findings:

The Town Council finds this map amendment is consistent with the applicable Common Decision Criteria found within Section 145.01.07 and 145.03.03 (E) of the UDO and the HALUP because:

- The map amendment, adding a Master Sign Program to an approved Planned Unit Development known as Farmington, is a reasonable request and is consistent with the following goals of the HALUP:
 - LU-6 This amendment focuses on a higher level of development, improving the overall appearance of quality designed signs within a high-profile development utilizing flexibility in the program to enhance placemaking.

- ED-3 This amendment supports high-quality retail development in a mixed-use walkable location by establishing a sign program that meets the needs of businesses while reducing the potential for sign clutter.

MOTION:

Councilmember Smith made a motion to approve H-2024-01 amending the approved Farmington PUD Conditional Zoning district by adding the Master Sign Program as presented. Second was made by Councilmember Cotell. **The motion passed 5-1 (Councilmember Patrick voting against).**

The following Consistency Statement was then proposed:

CONSISTENCY STATEMENT:

The proposed map amendment is a reasonable request and consistent with the goals of the Harrisburg Area Land Use Plan (HALUP) as presented.

MOTION:

Councilmember Smith made a motion to approve the proposed Consistency Statement. Second was made by Councilmember Cotell. **The motion passed 6-0.**

6A.

NEW BUSINESS

Consideration of Contract with Wastepro for the Collection of Solid Waste and Recycling. In November 2023, the Town advertised a Request for Proposals to renew its solid waste contract, which expires in June of 2024. The Town received bids and has compared bidders and options and presented the results to Town Council in February 2024. The Town has since negotiated the contract with Wastepro for the Collection of Solid Waste and Recycling, as well as a contract with Cascade Engineering for the assembly and delivery of refuse and recycling bins. The Town and Wastepro have negotiated to continue the same service provisions within the original, or existing, contract for the next five years. The contract will also have an option to renew after five years. Wastepro will continue to provide collection of solid waste on a weekly basis and recycling on a bi-weekly basis. The contract will require that the Town use Wastepro's work order system for bulk pickup, which will still be offered on a weekly basis on the normal trash pickup day.

The fiscal impact of this contract is dependent on the number of homes served, which will be updated on a quarterly basis. The Town anticipates approximately 400 new homes per year based on trends over the last few years and the number of approved, but unbuilt homes. The cost in year one of the contract amounts to approximately \$1.35M in total based on an estimated number of homes served with a monthly cost of approximately \$16 per household and \$31.47 per HOA's. The Town has sufficiently budgeted for this waste collection contract for FY2025.

After some discussion, the following action was taken:

MOTION:

Councilmember Smith made a motion to award a Contract to Wastepro for the Collection of Solid Waste and Recycling for the period of July 1, 2024, to June 30, 2029, as presented, and to execute the associated resolution, with another presentation of the contract to be presented in the July 2024 Town Council meeting. Second was made by Councilmember Faw. **The motion passed 6-0.**

6B.

NEW BUSINESS

Consideration of Contract with Cascade Engineering for the Purchase of Waste and Recycling Bins for Town Residents. The Town continuously seeks to analyze its services to be cost effective and provide excellent levels of service to its residents. In 2023, staff began preparing for the expiration of the agreement with WastePro for the collection of trash and recycling. Per the contract, WastePro provided the trash and recycling containers. The Town analyzed the capability of moving services in-house and self-administering the entirety or portions of the waste collection program. After reviewing multiple options and evaluating various bid proposals, the Town determined it was most economical to continue to partner with a service provider for the collection of solid waste but to self-administer the purchase, assembly, and delivery of new containers. The Town utilized the Sourcewell government contracting program to find a reliable company from which to purchase carts.

The Town met with several companies but the pricing, availability, warranties, and continued partnership for administration of the carts on an ongoing basis offered by Cascade made them the best option. The Town seeks to execute the contract in June and anticipates delivery of the new carts to occur in August/September and will be closely coordinated with WastePro for the collection of the old carts. For new developments, new home-builds, or replacement requests, carts will be delivered, owned and maintained by the Town of Harrisburg.

After some discussion, the following action was taken:

MOTION:

Councilmember Smith made a motion to approve the Contract with Cascade Engineering in an amount not to exceed \$775,000, plus tax, for the Purchase of Waste and Recycling bins, as presented, as well as authorize the Town Manager to make necessary minor administrative changes, and the related budget amendment. Second was made by Councilmember Cotell. **The motion passed 6-0.**

6C.

NEW BUSINESS

Consideration of Approval of a Contract with B&C Utility Contracting LLC for \$250,000 for the FY2024 Sanitary Sewer Rehabilitation Project. The Town performs sanitary sewer rehabilitation annually and maximizes the efforts of sewer maintenance by utilizing specialized contractors to perform the work. The work this year will repair manholes in the Harrisburg Park Subdivision, the area North of 49, which is an older area of Town experiencing degradation of the sewer utilities in the area. The project will repair approximately 19 manholes by lining them with a cast in place plastic lining which extends the life of the manholes without the need for a costly removal and replacement of the manholes. The project will address inflow and infiltration into the manholes which leads to higher sewer treatment costs due to groundwater and stormwater entering the sanitary sewer system and being treated at the wastewater treatment plant. This can also diminish capacity of the system if left untreated.

The project was formally bid and upon the first bid opening date, no bids were received although the Town had nine qualified bidders on the plan holder list. The Town readvertised while clarifying some of the specifications of the work, and two bids were received. The low bidder was B&C Utility Contracting, LLC. The Town has not done work directly with this company before, however, they are a newer company that split off from a company that the Town has worked with in the past. Because of this and their status as a licensed contractor with authorization to perform work in water and sewer utilities, the Town feels confident in their ability to perform the work within the specifications.

After some discussion, the following action was taken:

MOTION:

Councilmember Faw made a motion to award the contract in the amount of \$250,000 to B&C Utility Contracting LLC for the FY2024 Sewer Rehab Project. Second was made by Councilmember Cotell. **The motion passed 6-0.**

6D.

NEW BUSINESS

Consider Board Appointments for the Planning & Zoning Board and the Board of Adjustment.

Pursuant to the Town Board Appointment Policies, the Town advertised upcoming available board seats for the Planning Board and the Board of Adjustment. The upcoming vacancies are:

Planning & Zoning Board

- There are three seats up to be filled for FY2025: Kevin Shaffner (termed out), Kevin Hutchins (chose not to reapply) and the long-vacant ETJ seat.
- ETJ Seat - 2-year term (7/1/2024 to 06/30/26); The ETJ seat may be filled by any type of candidate: an ETJ, Cabarrus County, or Town Resident pursuant to the North Carolina General Statutes and adopted bylaws. Agreement with Cabarrus County is that after defined period of time to provide the Town with an ETJ Board member, the selection reverts back to the Town and can select anyone within the above-noted area.
- 2 Regular Seats - 2-year term (7/1/24 to 06/30/26); Town resident seat

Board of Adjustment

- There are two seats up to be filled for FY2025: Kevin Hutchins (chose not to reapply) and the vacant ETJ seat.
- ETJ Seat - 3-year term (7/1/2024 to 06/30/27); The ETJ seat must be filled by the selected Planning Board ETJ member seat, per bylaws.
- Alternate member Seat - 3-year term (7/1/2024 to 6/30/2027); Town resident seat

Process: The Town received a total of five (5) applications for upcoming vacancies on the Planning & Zoning Board only. Due to the importance of having a full membership on the Board of Adjustment, the committee asked each candidate during the interviews if they were willing to serve on either board and documented their applications accordingly. The interview committee consisted of the Assistant Planning Director, Shelley DeHart, and the Town Council Appointed Liaisons for each Board. Councilmember Mike Thevenin for Planning & Zoning Board and Councilmember Altyn Cotell for the Board of Adjustment. Interviews were conducted on May 16th and May 23rd.

Based on the interview process, Suzi Schoonmaker and Jeremiah Norberg were selected to be recommended for first-year resident terms and Steve Larson was selected as the ETJ seat member.

MOTION #1:

Councilmember Smith made a motion to appoint Suzi Schoonmaker and Jeremiah Norberg to regular seats on the Planning and Zoning Board, along with Steve Larson to the ETJ seat on the Planning and Zoning Board. The term for these appointments is July 1, 2024, to June 30, 2026. Second was made by Councilmember Thevenin. **The motion passed 6-0.**

MOTION #2:

Councilmember Patrick made a motion to appoint Steve Larson to the ETJ seat and Sonya Rorie to an alternate member seat on the Board of Adjustment. The term for these appointments is July 1, 2024, to June 30, 2027. Second was made by Councilmember Cotell. **The motion passed 6-0.**

6E.

NEW BUSINESS

Consider Harrisburg Parks & Recreation Advisory Board Appointments. The Harrisburg Parks & Recreation Advisory Board has four open seats starting on July 1st. These expiring seats are Hanna Butler, Fred Brillante, Mohammad Idlibi and Zach Bowman. During April's open application period, we received six applications for those four seats. Councilmember and Parks & Recreation liaison Chris Faw and Parks & Recreation Director Jim Spina conducted interviews with the applicants on May 13th. Based on these interviews, incumbents Hannah Butler, Fred Brillante, Mohammed Idlibi, and Zach Bowman are being recommended for reappointment. Hanna Butler, Fred Brillante and Mohammed Idlibi will all term out at the end of this new term. Zach Bowman was appointed to fill the remainder of Councilmember Faw's open seat when he was elected to Town Council. This would be Zach Bowman's first appointed term.

MOTION:

Councilmember Faw made a motion to reappoint Mohammed Idlibi, Hannah Butler, Fred Brillante and Zach Bowman each to a two-year term on the Parks & Recreation Advisory Board starting July 1, 2024, through June 30, 2026. Second was made by Councilmember Thevenin. **The motion passed 6-0.**

6F.

NEW BUSINESS

Consider Appointments to Harrisburg Arts, Culture, and Heritage Committee (HACH). The Harrisburg Arts, Culture, and Heritage Committee (HACH) has four open seats starting on July 1st. These seats are Karen Andrade, Kimmy Roberts, Dewayne Lott and Larissa Mervin. During April's open application period, we received four applications for those seats. Councilmember and Parks & Recreation liaison LaTrecia Glover and Parks & Recreation Director Jim Spina conducted interviews with the applicants on May 20th. After those interviews, incumbents Dewayne Lott and Larissa Mervin were recommended to be reappointed and Whitney Miller and Latika McLeod were recommended to be appointed to first time terms. Dewayne Lott and Larissa Mervin were appointed to 1-year terms with the expanded HACH with last year's revisions of board bylaws. Thus, they would both have one term remaining before their term limit is maxed out after this 2-year reappointment term.

MOTION:

Councilmember Cotell made a motion to reappoint Dewayne Lott and Larissa Mervin and appoint Whitney Miller and Latika McLeod each to two-year terms on the Harrisburg Arts, Culture, and Heritage Committee starting on July 1, 2024, through June 30, 2026. Second was made by Councilmember Faw. **The motion passed 6-0.**

6G.

NEW BUSINESS

Consider Appointment to the Cabarrus County Public Library Board of Trustees. The Town appoints a representative to the Cabarrus County Public Library Board of Trustees every 3 years. Appointees can serve up to 2 consecutive terms, and they are not required to live inside the Town. As this Board is part of Cabarrus County, the County actually receives the applications and presents them to the Town for review and consideration. Therefore, beyond this selection, the Town does not participate in any part of the advertisement or recruitment process.

On August 10, 2020, Ian Freeze was appointed to his first term by Town Council. He is seeking reappointment for a second term. If reappointed, he will not be eligible for a third consecutive term.

There has been one other application submitted to the County, Julianne Hofmann. Their applications have been provided for Council to review.

Cabarrus County Library Director, Melanie Holles, has recommended Julianne Hofmann to fill the seat.

MOTION:

Councilmember Cotell made a motion to appoint Julianne Hofmann to the Cabarrus County Public Library Board of Trustees for a three-year term ending June 10, 2027. Second was made by Mayor Pro-Tem Glover. **The motion passed 6-0.**

7.

ACTION ITEMS

None

8.

CLOSED SESSION

None

9.

ADJOURNMENT

MOTION:

There being no further business, Mayor Pro-Tem Glover made a motion to adjourn the meeting. Second was made by Councilmember Faw. **The motion passed 6-0.**

ATTEST:

Jennifer Teague, Mayor

Janet Rackley, Town Clerk



TOWN OF HARRISBURG

Agenda Item Details

Title:

Public Hearing H-2024-04-Anx Morehead Properties: Conduct a public hearing to consider an annexation petition for two properties located at 6111 and 6161 Morehead Road.

Presenting Personnel:

Zac Gordon, Planning Director

Suggested Motion or Action:

Approve H-2024-04-Anx Morehead Rd Annexation, as presented.

Description/Background:

The property owner of 6111 and 6161 Morehead Road has petitioned to annex (contiguous) into the Town jurisdictional boundaries. The two properties are located at the intersection of Rocky River Crossing Road and Morehead Road and total 2.737 acres in lot area. These properties are also located within the Town's Extraterritorial Jurisdiction (ETJ) area; therefore, no rezoning is required. The existing zoning classification of Residential Medium (RM), will be retained on the properties. Please see the attached staff report for further detail.

This public hearing can be heard and voted on in the same meeting.

Recommendation:

Conduct the public hearing and approve the annexation petition

Fiscal Impact:

N/A

Attachments:

1. H-2024-04-Anx Morehead_TC Report
2. Attachment A_ KEBL Annexation Application (signed) (signed)
3. Attachment A_ Exhibit_ MOREHEAD ROAD ANNEXATION PRELIM
4. Attachment B_ Directing Town Clerk to Investigate Annexation Petitions 5-13-2024
5. Attachment C_ Certificate of Sufficiency - Kebl
6. Attachment D_ Resolution Fixing Date of Public Hearing - Kebl
7. Attachment E_ Annexation Ordinance #7031- Kebl



Planning and Zoning Department

**Staff Report – Planning and Zoning Board
Annexation H-2024-04-(ANX)**

DATE: June 18, 2024

SUBJECT: H-2024-04-Anx- Morehead Annexation
Request to annex two properties into the Town jurisdictional boundaries.

LOCATION 6111 & 6161 Morehead Road (PINs #5507-39-3419 & 5507-39-4441)

APPLICANT: KEBL, LLC Represented by Jason Gaddis

PROPERTY OWNER: KEBL, LLC Represented by Jason Gaddis

Staff Report Prepared by: Shelley DeHart, Assistant Planning Director

Existing Land Use: Single-Family Residential

Existing Zoning: Residential Medium (RM) withing the ETJ Area

APPLICATION SUMMARY:

- The applicant/property owner is requesting the annexation of two contiguous properties, totaling 2.737 acres in size, into the Town’s jurisdictional boundaries. These properties are contiguous because they either touch a parcel within Harrisburg’s jurisdictional boundaries or are located across the street from the Town’s jurisdictional boundaries.
- These properties are located within Harrisburg’s Extraterritorial Jurisdiction (ETJ) with the established Harrisburg Zoning Classification of Residential Medium (RM); therefore, **no zoning action is required**.
- Pursuant to N.C.G.S. 160A-31, the following actions have been taken:
 - The Town Clerk investigated the sufficiency of the annex petition as directed in the adopted resolution dated May 13, 2024 (Attachment B).
 - The Town Clerk has certified the sufficiency of the petition on May 24, 2024, and presented it to the Town Council on June 10, 2024 (Attachment C).
 - The Town Council adopted a Resolution at its June 10, 2024 meeting (Attachment D) fixing the public hearing date for the requested annexation for the July 8, 2024, meeting.
 - The public hearing was advertised as required.

ANALYSIS: The subject properties are located at the corner of Rocky River Crossing and Morehead Road, are located within the Town's ETJ area, and contiguous to our jurisdictional boundaries. Each lot has an existing residential type of structure located on the site that is planned to be removed by the property owner. These properties are currently served by septic and well.



The properties are zoned Residential Medium (RM), which will be retained after the annexation. The property owner is requesting annexation for the purpose of developing these lot for single-family residential use under the existing RM zoning classification. Annexation is required to connect to Town utilities and water and sewer lines exist within Rocky River Crossing Road.

STAFF RECOMMENDATION:

Staff recommends the Town Council conduct a public hearing to consider the annexation request and approve the annexation.

Attachment A – Application- H-2024-04-Anx Morehead Road

Attachment B – Resolution Directing the Town Clerk to Automatically investigate petition.

Attachment C – Certificate of Sufficiency

Attachment D – Resolution Fixing the Public Hearing Date

Attachment E – Draft Annexation Ordinance for H-2024-04-Anx Morehead Road

Annexation Application

1. Request for Annexation

- ☒ We the undersigned owners of real property respectfully request that the area described in paragraph 2 below be annexed to the Town of Harrisburg.

2. Property Information

- a. Property Location/Address: 6111 MOREHEAD RD & 6161 MOREHEAD RD
- b. Tax Map and Parcel Number (PIN): 55073934190000 & 55073944410000
- c. Current Zoning: RM
- d. Current Land Use: RESIDENTIAL
- e. Area to be annexed is: ☒ Contiguous ☐ Non-Contiguous
- f. Boundaries of territory to be annexed (attach separate sheet or describe below):

See Attached

3. Contact Information

- a. Contact Person: JASON GADDIS
Company: KEBL, LLC
Address: 8619 WELLINGTON LN City, State, Zip: HARRISBURG, NC 28075
Phone Number: 704 438 7090 Email Address: jason@keblg.com
- b. Applicant Name (if different than above): _____
Company: _____
Address: _____ City, State, Zip: _____
Phone Number: _____ Email Address: _____
- c. Owner Name: KEBL, LLC
Company: _____
Address: 8619 WELLINGTON LN City, State, Zip: HARRISBURG, NC 28075
Phone Number: 704 438 7090 Email Address: jason@keblg.com

4. Signature of Owner(s)

Owner Name: JASON GADDIS Address: 8619 WELLINGTON LN
Owner Signature:  Date: MAY 14 2024

Owner Name: _____ Address: _____

Owner Signature: _____ Date: _____

Owner Name: _____ Address: _____

Owner Signature: _____ Date: _____

Owner Name: _____ Address: _____

Owner Signature: _____ Date: _____

Owner Name: _____ Address: _____

Owner Signature: _____ Date: _____

Owner Name: _____ Address: _____

Owner Signature: _____ Date: _____

Owner Name: _____ Address: _____

Owner Signature: _____ Date: _____

5. Affidavit of Completeness and Accuracy (to be completed by the individual submitting the application)

STATEMENT OF COMPLETENESS AND ACCURACY:

I hereby certify all property owners have full knowledge the property they own is the subject of this application. I hereby certify the statements or information made in any paper or plans submitted herewith are true and correct to the best of my knowledge. I understand this application, related application material and all attachments become official records of the Planning and Zoning Department of Harrisburg, North Carolina, and will not be returned.

I understand that any knowingly false, inaccurate or incomplete information provided by me will result in the denial, revocation or administrative withdrawal of this application, request, approval or permit. I further acknowledge that additional information may be required to process this application. I further consent to the Town of Harrisburg to publish, copy or reproduce any copyrighted documents submitted as a part of this application for any third party. I further agree to all terms and conditions, which may be imposed as part of the approval of this application.

Applicant Name: JASON GADDIS Submittal Date: MAY 15 2024

Applicant Signature: 

7. Required Attachments

All Annexation Application submittals must be accompanied by:

- Applicable fee(s) (see Master Fee Schedule in Appendix B of the Development Guidebook);
- Sealed survey showing area proposed for annexation in relation to the primary corporate limits of the Town of Harrisburg.

6. Staff Use Only:

Record of Process

Date Received: 5/15/2024

Application Number: H-2024-04-Anx Morehead Parcels

Is Application Complete?

☒ Yes

☐ No

Public Hearing Date(s): July 8, 2024

Published Notice Date: June 27, 2024

Mailed Notice Date: June 27, 2024

Posted Notice Date: June 27, 2024

Final Action Applicant Notification Mailed Date: TBD

Town Staff Signature:

Shelley DeHart, AICP

Digitally signed by Shelley DeHart, AICP
DN: c=US, E=sdehart@harrisburgnc.org, O=Town of Harrisburg, OU=Planning
and Zoning Department, CN=Shelley DeHart, AICP
Date: 2024.05.30 13:39:17-0400

Record of Decision

Reviewed By: _____

Recommendation:

☐

Approve

☐

Deny

Final Action:

☐

Approve

☐

Deny

DESCRIPTION OF THE KEBL, LLC PARCELS ON MOREHEAD ROAD

Being a metes and bounds description of the total extents of two separate parcels, described in aggregate for the purpose of describing a proposed area for Town of Harrisburg Annexation, situated and lying in the state of North Carolina, Cabarrus County, Township 1, Harrisburg, within the Extra Territorial Jurisdiction of the Town of Harrisburg, one parcel being the Remainder of Lot 1, Margaret P. Sloop Property, to KEBL, LLC in Deed Book 16880, Page 205, described in Map Book 22, Page 12, (all references to map and deed books refer to the records of the Cabarrus County Register of Deeds), and the second parcel being the Remainder of Lot 2, Margaret P. Sloop Property, to KEBL, LLC, in Deed Book 16880, Page 266, described in Map Book 22, Page 12, more particularly described by metes and bounds as follows:

BEGINNING at a 1/2" iron rod found at the base of a fence corner post, having North Carolina State Plane Coordinate system position of Northing: 579,686.17', Easting: 1,503,410.88', being the north corner of the remainder of said Lot 1, same being the east corner of the parcel to Ezequiel Reyes in Deed Book 4212, Page 121, same being a west angle point of the parcel to Morehead Developers, LLC in Deed Book 16630, Page 177, for the **POINT OF BEGINNING** and the north corner of the parcel described herein, from which a 3/4" iron rod found, being the north corner of said Reyes Parcel, bears North 45°10'56" West, a distance of 151.32';

THENCE, South 44°17'18" East, with the northeast line of said Lot 1, same being a west line of said Morehead Developers, LLC parcel, also being an east line of the parcel described herein, a distance of 170.96', to a 3/4" iron rod found, for an east corner of the parcel described herein; same being the east corner of said Lot 1, also being the north corner of said Lot 2, also being a southwest angle point of said Morehead Developers, LLC parcel;

THENCE, South 45°04'30" East, with an east line of said Lot 2, same being a west line of said Morehead Developers, LLC parcel, same being an east line of the parcel described herein, a distance of 114.84', to a 1.5" iron pipe found, directly proximate to a 5/8" iron rod found, for an east corner of parcel described herein, same being an east corner of said Lot 2, also being a west corner of said Morehead Developers, LLC parcel;

THENCE, South 28°05'32" East, with an east line of said Lot 2, same being a west line of said Morehead Developers, LLC parcel, same being an east line of the parcel described herein, a distance of 70.20', to a 1/2" iron rod found for the southeast corner of the parcel described herein, being the southeast corner of said Lot 2, same being a southwest corner of said Morehead Developers, LLC parcel also being on the north 60' right-of-way of Rocky River Crossing Road, as dedicated in Map Book 37, Page 1, from which a 1/2" iron rod with cap found, being a southeast corner of said Morehead Developers, LLC parcel, bears North 61°53'35" East, a distance of 75.57';

THENCE, South 61°53'35" West, with the north right-of-way of said Rocky River Crossing Road, same being the south line of said Lot 2, also being the south line of the parcel described herein, a distance of 430.65', to a 5/8" iron rod set for the south corner of the parcel described herein, same being the south corner of said Lot 2, same being on the right-of-way of Morehead Road, as described in Deed Book 10988, Page 274, further referenced from NCDOT Project Number 43815, plans dated September 27, 2014;

(continues on next page)

THENCE, to the right, 299.88' feet along the arc of a curve whose radius is 2443.31', with a central angle of 7°01'56", whose chord bears North 17°01'45" West, a distance of 299.69', with the ROW line of said Morehead Road, same being the west line of said Lot 2, at 72.29' (measured along the arc), continuing with the west line said Lot 1, continuing with the ROW line of said Morehead Road, now described in Deed Book 10988, Page, 268, further referenced from said plans, all being the west line of the parcel described herein, to a nail found in concrete, for the northwest corner of parcel described herein; being the northwest corner of Said Lot 1, same being the southwest corner of said Reyes parcel, from which a 1/2" iron rod found, for the northwest corner of said Reyes parcel, bears North 16°18'20" West, a distance of 160.93';

THENCE, North 52°09'05" East, a distance of 296.20', along the northwest line of said Lot 1, same being the southeast line of said Reyes parcel, also being the northwest line of the parcel described herein, to the **POINT OF BEGINNING**, containing ±2.737 acres, as shown on a survey by Whitehall Land Survey, PLLC, titled "RETRACMENT SURVEY AND PROPOSED ANNEXATION MAP OF THE KEBL, LLC PROPERTIES ON MOREHEAD ROAD", dated May 14, 2024, said map incorporated by reference considered an integral part of this description.

The basis of bearings and distances for this description is the North Carolina State Plane Coordinate System, NAD83 (2011). Ground distances may be obtained by multiplying the distances shown hereon by grid-to-ground scale factor of 1.00015590.

Title	KEBL Annexation Application (signed)
File name	KEBL Annexation Application (signed).pdf
Document ID	11e4b96a7ddbc26048f3eafc2d95977cb7242cd4
Audit trail date format	MM / DD / YYYY
Status	● Signed

Document History



SENT

05 / 14 / 2024

20:27:30 UTC

Sent for signature to Jason Gaddis (jason@keblg.com) from tyler@whitehallsurvey.com
IP: 162.125.63.39



VIEWED

05 / 14 / 2024

22:16:04 UTC

Viewed by Jason Gaddis (jason@keblg.com)
IP: 166.199.150.2



SIGNED

05 / 14 / 2024

22:16:36 UTC

Signed by Jason Gaddis (jason@keblg.com)
IP: 166.199.150.2



COMPLETED

05 / 14 / 2024

22:16:36 UTC

The document has been completed.

ANNEXATION CERTIFICATE

THIS PLAT REPRESENTS ONE AREA BEING ANNEXED TO THE TOWN OF HARRISBURG, NORTH CAROLINA PURSUANT TO NCGS 160A-31, BY ORDINANCE DULY ADOPTED (ANNEXATION) ORDINANCE _____

THIS ____ DAY OF _____, 2024

MAYOR, TOWN OF HARRISBURG _____

ATTEST _____

TOWN CLERK _____

REVIEW OFFICER CERTIFICATION

STATE OF NORTH CAROLINA, COUNTY OF CABARRUS

I, _____, REVIEW OFFICER OF CABARRUS COUNTY, CERTIFY THAT THE MAP OR PLAT TO WHICH THIS CERTIFICATE IS AFFIXED MEETS ALL STATUTORY REQUIREMENTS FOR RECORDING.

REVIEW OFFICER _____ DATE _____

CABARRUS COUNTY, NORTH CAROLINA

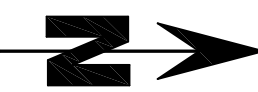
OWNER CERTIFICATION

I HEREBY CERTIFY THAT I AM THE OWNER OF THE PROPERTY SHOWN, AND DESCRIBED HEREON AND THAT I HEREBY ADOPT THIS WITH MY FREE CONSENT.

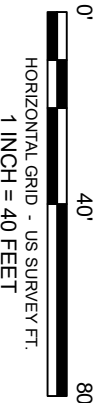
OWNER _____ DATE _____

NCSFG GRID - NAD83 (2011)

BASIS OF BEARING



VICINITY MAP (NOT TO SCALE)



ADDITIONAL NOTES:

- A. MAP BOOK 22, PAGE 12 DESCRIBES SUBJECT PARCELS AS EXTENDING TO THE CENTERLINE OF MOREHEAD ROAD, SUBJECT TO A 60' RIGHT-OF-WAY. DEED BOOK 10988, PAGE 268, AND DEED BOOK 10988, PAGE 274, DESCRIBE PORTIONS OF SUBJECT PARCEL OUTSIDE OF PRESUMED EXISTING 60' RIGHT-OF-WAY. CONVEYED IN FEET TO NCDOT SURVEYOR. FOUND NO RECORDS HAVING CONVEYED OR DEDICATED LANDS FALLING WITHIN ORIGINAL 60' RIGHT-OF-WAY.
- B. IMPROVEMENT IS IN DISREPAIR AND IS PROPOSED TO BE REMOVED PENDING APPROPRIATE PERMITS.

SURVEY NOTES:

1. THIS SURVEY WAS CONDUCTED WITHOUT THE BENEFIT OF A TITLE REPORT. THIS MAP REFLECTS ONLY THE DOCUMENTS EXPRESSLY REFERENCED, WHICH WERE LOCATED BY THE SURVEYOR IN THE NORMAL COURSE OF WORK. PROPERTY IS SUBJECT TO ANY ITEMS OF RECORD, INCLUDING ADDITIONAL CONVEYANCES, EASEMENTS, AGREEMENTS, RIGHTS-OF-WAY, OR RESTRICTIONS THAT MAY HAVE BEEN DISCLOSED BY A COMPLETE AND ACCURATE TITLE EXAMINATION.
2. LAND SURVEYS DO NOT DETERMINE LAND OWNERSHIP, CONVEY TITLE, OR GRANT RIGHTS.
3. THIS SURVEY INCLUDES A RETRACEMENT OF AN EXISTING BOUNDARY, IS BASED ON THE BEST AVAILABLE EVIDENCE, AND REFERENCED DOCUMENTS, AND REPRESENTS THE PROFESSIONAL OPINION OF THE SURVEYOR.
4. REPORTED DISTANCES ARE HORIZONTAL GRID US SURVEY FOOT. REPORTED BEARINGS ARE BASED ON GRID NORTH, NC SPCS NAD83 (2011).
5. AREA COMPUTED BY THE COORDINATE METHOD, BASED ON STATED GRID DISTANCES, US SURVEY FOOT.
6. ANY FURTHER DEVELOPMENT OR SUBDIVISION OF THIS PROPERTY IS SUBJECT TO THE REQUIREMENTS AND RESTRICTIONS OF THE PRESIDING JURISDICTION.
7. ANY TIE TO A MONUMENT BEING "LEFT" OR "RIGHT" IS PERPENDICULAR RELATIVE TO THE DIRECTION OF THE REFERENCED LINE. ANY CALL TO A FEATURE BEING "IN" OR "OUT" IS RELATIVE TO THE SUBJECT PROPERTY BOUNDARY LINE MEASURED PERPENDICULAR.
8. A FEATURE BEING SHOWN AS "IN" OR "OUT" OF THE SUBJECT PROPERTY LINE MAY BE CONSIDERED AN ENCROACHMENT. THIS SURVEY MAKES NO CERTIFICATION OR STATEMENT AS TO THE RIGHTS (UNWRITTEN, ADVERSE, OR OTHERWISE) TO ANY ENCROACHED AREA.
9. THE DELINEATED BOUNDARIES OF ANY GRAVEL OR DIRT AREAS ARE INTENDED TO APPROXIMATE OBSERVED USAGE AND SHOULD NOT BE RELIED UPON AS DEFINITIVE BOUNDARY OF DEPICTED MATERIAL.

1. TYLER F. WIETHORN, DO HEREBY CERTIFY THAT THIS PLAT WAS DRAWN UNDER MY SUPERVISION FROM AN ACTUAL SURVEY MADE UNDER MY SUPERVISION USING REFERENCES SHOWN HEREON. THAT THE BOUNDARIES NOT SUPERVIEWED ARE SHOWN AS BROKEN LINES PLOTTED FROM INFORMATION SHOWN HEREON. THAT THE RATIO OF PRECISION AS CALCULATED EXCEEDS 1:7,500. THAT THIS SURVEY WAS PERFORMED BY WAY OF GNSS AND CONVENTIONAL SURVEY METHODS, AND THAT THE FOLLOWING DATA WAS UTILIZED IN THE GNSS SURVEY:

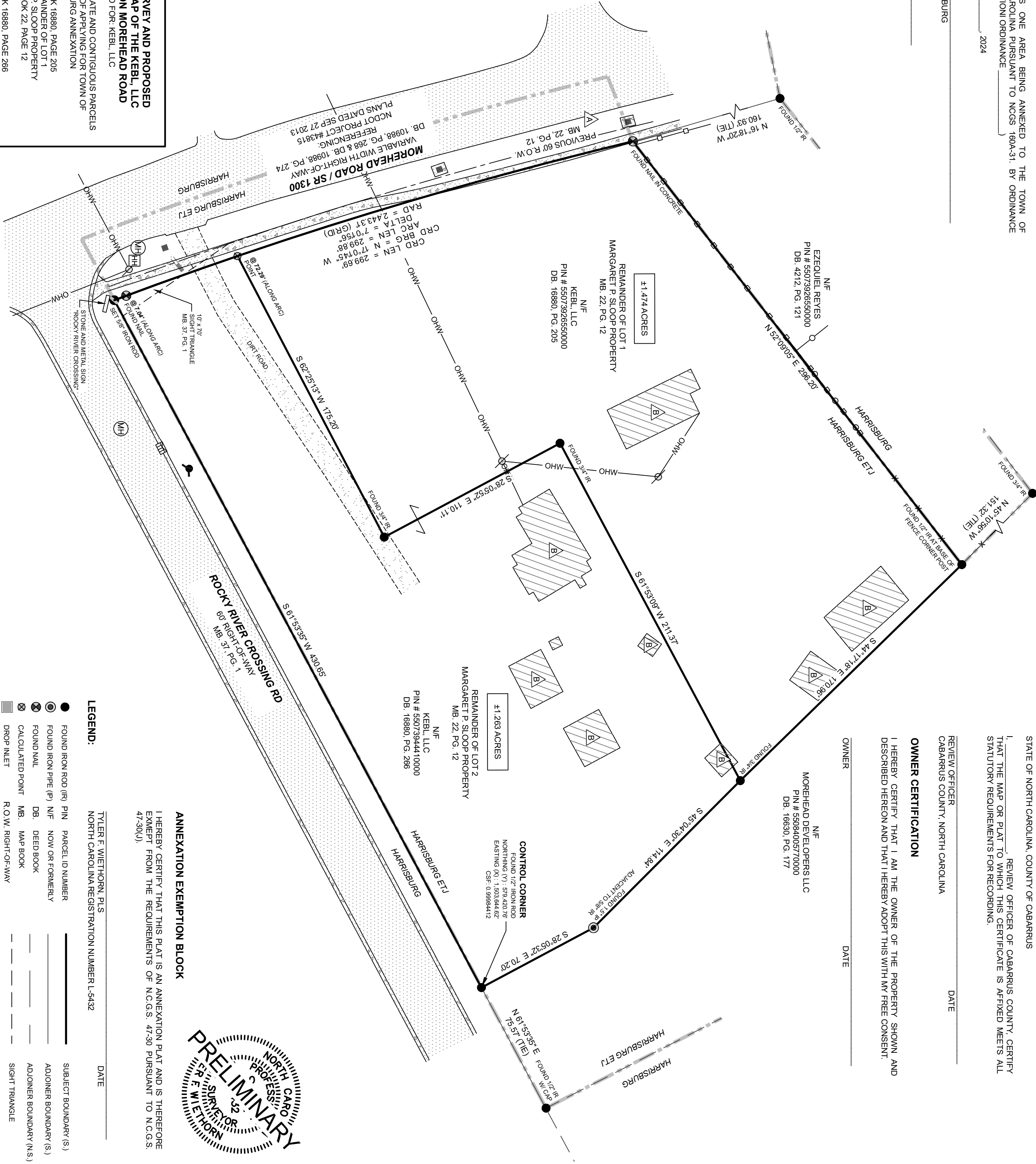
CLASS OF SURVEY: B
POSITIONAL ACCURACY: ± 0.12" + 90PPM
TYPE OF GPS FIELD PROCEDURE: NC VRS AND RTK
DATES OF SURVEY: MAY 2024
DATUM/EPOCH: NAD83 (2011.00)
PUBLISHED/FIXED-CONTROL USE: NCGS CORRS RTN
GEOID MODEL: 18
COMBINED GRID FACTOR: 0.99984412
UNITS: US SURVEY FEET

THIS MAP MEETS THE REQUIREMENTS OF THE STANDARDS OF PRACTICE FOR LAND SURVEYING IN NORTH CAROLINA (21 NCAC 56.1600) * AS CERTIFIED ON INDICATED DATE.

THIS MAP WAS PREPARED IN ACCORDANCE WITH G.S. 47-30 AS AMENDED, PER G.S. 47-30 SECTION F-11. THIS SURVEY IS OF ANOTHER CATEGORY, SUCH AS THE RECOMBINATION OF EXISTING PARCELS, A COURT ORDERED SURVEY, OR OTHER EXCEPTION TO THE DEFINITION OF SUBDIVISION.

PRELIMINARY PLAT
NOT FOR RECORDATION,
CONVEYANCES, OR SALES.

TYLER F. WIETHORN, PLS DATE _____
NORTH CAROLINA REGISTRATION NUMBER L-5432



BOUNDARY SURVEY AND PROPOSED ANNEXATION MAP OF THE KEBL, LLC PROPERTIES ON MOREHEAD ROAD PROVIDED FOR: KEBL, LLC

DESCRIBING TWO SEPARATE AND CONTIGUOUS PARCELS FOR THE PURPOSE OF APPLYING FOR TOWN OF HARRISBURG ANNEXATION

DEED BOOK 16880, PAGE 205
THE REMAINDER OF LOT 1
MARGARET P. SLOOP PROPERTY
MAP BOOK 22, PAGE 12

DEED BOOK 16880, PAGE 266
THE REMAINDER OF LOT 2
MARGARET P. SLOOP PROPERTY
MAP BOOK 22, PAGE 12

TOWNSHIP 1, HARRISBURG
CABARRUS COUNTY, NORTH CAROLINA



200 S. Boston Street, #164 | China Grove, NC 28023-1164
704-245-4135 | info@whitehallsurvey.com | whitehallsurvey.com
White Hall Land Survey, PLLC | NCEBS Registered Firm P-2474

DRAFTED BY: TW PROJECT # 24.03.025 SHEET 1 OF 1

ZONING AND SETBACKS:

1. PER CABARRUS COUNTY GIS, SUBJECT PARCEL IS CLASSIFIED AS ZONE OF HARRISBURG ETJ ZONE RM (RESIDENTIAL MEDIUM DENSITY).
2. MINIMUM BUILDING STRUCTURE SETBACKS:

	PRINCIPAL
FRONT	25'
SIDE	10' / 20'
REAR	25'

FLOOD AND WATERSHED NOTES:

1. PER NC FLOOD RISK INFORMATION SYSTEM, THIS PARCEL IS LOCATED WITHIN ZONE "X", (AREAS DETERMINED TO BE OUTSIDE THE 0.2% ANNUAL CHANCE FLOODPLAIN), AS SHOWN ON FEMA FIRM PANEL NO. 3710560700K WITH AN EFFECTIVE DATE OF 11/16/2018.
2. PER CABARRUS COUNTY GIS, THIS PARCEL IS NOT LOCATED WITHIN A PROTECTED WATERSUPPLY WATERSHED.
3. SIDE SETBACK IS 10' FOR INTERIOR SIDE, 20' FOR EXTERIOR SIDE.
4. ALWAYS CONTACT THE PRESIDING JURISDICTIONS PLANNING OFFICE PRIOR TO ANY FURTHER IMPROVEMENTS OR DEVELOPMENT.

LEGEND:

LEGEND:	TYLER F. WIETHORN, PLS NORTH CAROLINA REGISTRATION NUMBER L-5432	DATE
● FOUND IRON ROD (IR) PIN	PARCEL ID NUMBER	SUBJECT BOUNDARY (S)
○ FOUND IRON PIPE (IP) N/F	NOW OR FORMERLY	ADJONER BOUNDARY (S)
⊗ FOUND NAIL	DEED BOOK	ADJONER BOUNDARY (S)
⊗ CALCULATED POINT	MB. MAP BOOK	ADJONER BOUNDARY (N/S)
⊗ DROP INLET	R.O.W. RIGHT-OF-WAY	SIGHT TRIANGLE
⊗ CURB INLET	CSF COMBINED SCALE FACTOR	RIGHT-OF-WAY
⊗ UTILITY POLE	(S) SURVEYED LINE	APPROX. TOWN LIMITS
⊗ HYDRANT	(NS) NOT-SURVEYED LINE	WOOD FENCE
⊗ MANHOLE	LAND HOOK	WIRE FENCE
⊗ TELECOM HANDHOLE	LINE BREAK	CHAIN LINK FENCE
	ASPHALT	OH WIRE
	CONCRETE	CULVERT
	DIRT	



RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF HARRISBURG, NORTH CAROLINA DIRECTING THE TOWN CLERK TO INVESTIGATE ANNEXATION PETITIONS

WHEREAS, to the extent that it is required by statute for the Town Council for the Town of Harrisburg to do a resolution directing the Town Clerk to investigate any petition for annexation submitted to the Town, the Town hereby directs the Town Clerk to automatically conduct such investigation without the need for a separate resolution for each such petition; and

WHEREAS, this resolution applies to any petition for annexation of contiguous properties pursuant to N. C. Gen. Stat. § 160A-31(c) and any petition for annexation of non-contiguous properties pursuant to N. C. Gen. Stat. § 160A-58.1(d); and

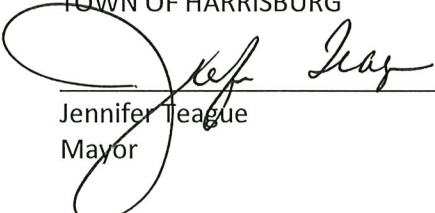
WHEREAS, pursuant to the power vested in the Town Council by the constitution and statutes of the State of North Carolina and the Town Charter, the Town Council issues the following resolution.

THEREFORE, THE TOWN COUNCIL OF THE TOWN OF HARRISBURG, RESOLVES THAT:

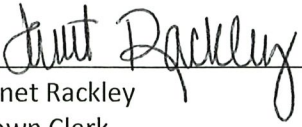
1. The Town Clerk is automatically directed by the Town Council to investigate any petition for annexation submitted to the Town, without the need for a separate resolution from the Town Council for each such petition.

ADOPTED the 13th day of May, 2024.

TOWN OF HARRISBURG


Jennifer Teague
Mayor

ATTEST:


Janet Rackley
Town Clerk





CERTIFICATE OF SUFFICIENCY

To the Town Council of the Town of Harrisburg of Harrisburg North Carolina:

I, Janet Rackley, Clerk, do hereby certify that I have investigated the petitions attached hereto and have found as a fact that said petition is signed by all owners of real property lying in the area described therein, in accordance with G.S. 160A-31.

In witness whereof, I have hereunto set my hand and affixed the seal of the Town of Harrisburg of Harrisburg, North Carolina, this 24th day of May 2024.




Janet Rackley, Clerk



**RESOLUTION FIXING DATE OF PUBLIC HEARING ON QUESTION
OF ANNEXATION PURSUANT TO G.S. 160A-31**

WHEREAS, a petition requesting annexation of the area described herein has been received; and

WHEREAS, the Town Council has by resolution directed the Town of Harrisburg Clerk to investigate the sufficiency of the petition; and

WHEREAS, certification by the Town Clerk as to sufficiency of the petition has been made;

NOW, THEREFORE, BE IT RESOLVED by the Town Council of the Town of Harrisburg, North Carolina that:

Section 1. A public hearing on the question of annexation of the area described herein will be held at Harrisburg Town Hall at 4100 Main Street, Harrisburg, North Carolina at 6:00 p.m. on July 8, 2024.

Section 2. The area proposed for annexation is described as follows:

DESCRIPTION OF THE KEBL, LLC PARCELS ON MOREHEAD ROAD

Being a metes and bounds description of the total extents of two separate parcels, described in aggregate for the purpose of describing a proposed area for Town of Harrisburg Annexation, situated and lying in the state of North Carolina, Cabarrus County, Township 1, Harrisburg, within the Extra Territorial Jurisdiction of the Town of Harrisburg, one parcel being the Remainder of Lot 1, Margaret P. Sloop Property, to KEBL, LLC in Deed Book 16880, Page 205, described in Map Book 22, Page 12, (all references to map and deed books refer to the records of the Cabarrus County Register of Deeds), and the second parcel being the Remainder of Lot 2, Margaret P. Sloop Property, to KEBL, LLC, in Deed Book 16880, Page 266, described in Map Book 22, Page 12, more particularly described by metes and bounds as follows:

BEGINNING at a 1/2" iron rod found at the base of a fence corner post, having North Carolina State Plane Coordinate system position of Northing: 579,686.17', Easting: 1,503,410.88', being the north corner of the remainder of said Lot 1, same being the east corner of the parcel to Ezequiel Reyes in Deed Book 4212, Page 121, same being a west angle point of the parcel to Morehead Developers, LLC in Deed Book 16630, Page 177, for the **POINT OF BEGINNING** and the north corner of the parcel described herein, from which a 3/4" iron rod found, being the north corner of said Reyes Parcel, bears North 45°10'56" West, a distance of 151.32';

THENCE, South 44°17'18" East, with the northeast line of said Lot 1, same being a west line of said Morehead Developers, LLC parcel, also being an east line of the parcel described herein, a distance of 170.96', to a 3/4" iron rod found, for an east corner of the parcel described herein; same being the east



corner of said Lot 1, also being the north corner of said Lot 2, also being a southwest angle point of said Morehead Developers, LLC parcel;

THENCE, South $45^{\circ}04'30''$ East, with an east line of said Lot 2, same being a west line of said Morehead Developers, LLC parcel, same being an east line of the parcel described herein, a distance of 114.84', to a 1.5" iron pipe found, directly proximate to a 5/8" iron rod found, for an east corner of parcel described herein, same being an east corner of said Lot 2, also being a west corner of said Morehead Developers, LLC parcel;

THENCE, South $28^{\circ}05'32''$ East, with an east line of said Lot 2, same being a west line of said Morehead Developers, LLC parcel, same being an east line of the parcel described herein, a distance of 70.20', to a 1/2" iron rod found for the southeast corner of the parcel described herein, being the southeast corner of said Lot 2, same being a southwest corner of said Morehead Developers, LLC parcel also being on the north 60' right-of-way of Rocky River Crossing Road, as dedicated in Map Book 37, Page 1, from which a 1/2" iron rod with cap found, being a southeast corner of said Morehead Developers, LLC parcel, bears North $61^{\circ}53'35''$ East, a distance of 75.57';

THENCE, South $61^{\circ}53'35''$ West, with the north right-of-way of said Rocky River Crossing Road, same being the south line of said Lot 2, also being the south line of the parcel described herein, a distance of 430.65', to a 5/8" iron rod set for the south corner of the parcel described herein, same being the south corner of said Lot 2, same being on the right-of-way of Morehead Road, as described in Deed Book 10988, Page 274, further referenced from NCDOT Project Number 43815, plans dated September 27, 2014;

THENCE, to the right, 299.88' feet along the arc of a curve whose radius is 2443.31', with a central angle of $7^{\circ}01'56''$, whose chord bears North $17^{\circ}01'45''$ West, a distance of 299.69', with the ROW line of said Morehead Road, same being the west line of said Lot 2, at 72.29' (measured along the arc), continuing with the west line said Lot 1, continuing with the ROW line of said Morehead Road, now described in Deed Book 10988, Page, 268, further referenced from said plans, all being the west line of the parcel described herein, to a nail found in concrete, for the northwest corner of parcel described herein; being the northwest corner of Said Lot 1, same being the southwest corner of said Reyes parcel, from which a 1/2" iron rod found, for the northwest corner of said Reyes parcel, bears North $16^{\circ}18'20''$ West, a distance of 160.93';

THENCE, North $52^{\circ}09'05''$ East, a distance of 296.20', along the northwest line of said Lot 1, same being the southeast line of said Reyes parcel, also being the northwest line of the parcel described herein, to the **POINT OF BEGINNING**, containing ± 2.737 acres, as shown on a survey by Whitehall Land Survey, PLLC, titled "BOUNDARY SURVEY AND PROPOSED ANNEXATION MAP OF THE KEHL, LLC PROPERTIES ON MOREHEAD ROAD", said map incorporated by reference considered an integral part of this description.

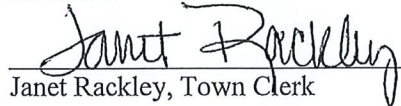
The basis of bearings and distances for this description is the North Carolina State Plane Coordinate System, NAD83 (2011). Ground distances may be obtained by multiplying the distances shown hereon by grid-to-ground scale factor of 1.00015590.



Section 3. Notice of the public hearing shall be published in the Independent Tribune, a newspaper having general circulation in the Town of Harrisburg, at least ten (10) days prior to the date of the public hearing.


Jennifer Teague, Mayor

ATTEST:


Janet Rackley, Town Clerk



ORDINANCE #7031
AN ORDINANCE TO EXTEND THE CORPORATE LIMITS
OF THE TOWN OF HARRISBURG, NORTH CAROLINA

WHEREAS, the Town Council has adopted a resolution under G. S. 160A-31 stating its intent to annex the area described below; and

WHEREAS, a public hearing on the question of annexation was held at Harrisburg Town Hall, 4100 Main Street, Suite 101, Harrisburg NC at 6:00 p.m. on July 8, 2024, after due notice; and

WHEREAS, the Town Council finds that the proposed annexation meets the requirements of G. S. 160A-31;

NOW THEREFORE, BE IT ORDAINED by the Town Council of the Town of Harrisburg, North Carolina that:

Section 1. By virtue of the authority granted by G. S. 160A-31, the following described contiguous property is hereby annexed into the Town of Harrisburg as of July 8, 2024:

DESCRIPTION OF THE KEBL, LLC PARCELS ON MOREHEAD ROAD

Being a metes and bounds description of the total extents of two separate parcels, described in aggregate for the purpose of describing a proposed area for Town of Harrisburg Annexation, situated and lying in the state of North Carolina, Cabarrus County, Township 1, Harrisburg, within the Extra Territorial Jurisdiction of the Town of Harrisburg, one parcel being the Remainder of Lot 1, Margaret P. Sloop Property, to KEBL, LLC in Deed Book 16880, Page 205, described in Map Book 22, Page 12, (all references to map and deed books refer to the records of the Cabarrus County Register of Deeds), and the second parcel being the Remainder of Lot 2, Margaret P. Sloop Property, to KEBL, LLC, in Deed Book 16880, Page 266, described in Map Book 22, Page 12, more particularly described by metes and bounds as follows:

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THENCE, South 44°17'18" East, with the northeast line of said Lot 1, same being a west line of said Morehead Developers, LLC parcel, also being an east line of the parcel described herein, a distance of

170.96', to a 3/4" iron rod found, for an east corner of the parcel described herein; same being the east corner of said Lot 1, also being the north corner of said Lot 2, also being a southwest angle point of said Morehead Developers, LLC parcel;

THENCE, South 45°04'30" East, with an east line of said Lot 2, same being a west line of said Morehead Developers, LLC parcel, same being an east line of the parcel described herein, a distance of 114.84', to a 1.5" iron pipe found, directly proximate to a 5/8" iron rod found, for an east corner of parcel described herein, same being an east corner of said Lot 2, also being a west corner of said Morehead Developers, LLC parcel;

THENCE, South 28°05'32" East, with an east line of said Lot 2, same being a west line of said Morehead Developers, LLC parcel, same being an east line of the parcel described herein, a distance of 70.20', to a 1/2" iron rod found for the southeast corner of the parcel described herein, being the southeast corner of said Lot 2, same being a southwest corner of said Morehead Developers, LLC parcel also being on the north 60' right-of-way of Rocky River Crossing Road, as dedicated in Map Book 37, Page 1, from which a 1/2" iron rod with cap found, being a southeast corner of said Morehead Developers, LLC parcel, bears North 61°53'35" East, a distance of 75.57';

THENCE, South 61°53'35" West, with the north right-of-way of said Rocky River Crossing Road, same being the south line of said Lot 2, also being the south line of the parcel described herein, a distance of 430.65', to a 5/8" iron rod set for the south corner of the parcel described herein, same being the south corner of said Lot 2, same being on the right-of-way of Morehead Road, as described in Deed Book 10988, Page 274, further referenced from NCDOT Project Number 43815, plans dated September 27, 2014;

THENCE, to the right, 299.88' feet along the arc of a curve whose radius is 2443.31', with a central angle of 7°01'56", whose chord bears North 17°01'45" West, a distance of 299.69', with the ROW line of said Morehead Road, same being the west line of said Lot 2, at 72.29' (measured along the arc), continuing with the west line said Lot 1, continuing with the ROW line of said Morehead Road, now described in Deed Book 10988, Page, 268, further referenced from said plans, all being the west line of the parcel described herein, to a nail found in concrete, for the northwest corner of parcel described herein; being the northwest corner of Said Lot 1, same being the southwest corner of said Reyes parcel, from which a 1/2" iron rod found, for the northwest corner of said Reyes parcel, bears North 16°18'20" West, a distance of 160.93';

THENCE, North 52°09'05" East, a distance of 296.20', along the northwest line of said Lot 1, same being the southeast line of said Reyes parcel, also being the northwest line of the parcel described herein, to the **POINT OF BEGINNING**, containing ±2.737 acres, as shown on a survey by Whitehall Land Survey, PLLC, titled "BOUNDARY SURVEY AND PROPOSED ANNEXATION MAP OF THE KEBL, LLC PROPERTIES ON MOREHEAD ROAD", said map incorporated by reference considered an integral part of this description.

The basis of bearings and distances for this description is the North Carolina State Plane Coordinate System, NAD83 (2011). Ground distances may be obtained by multiplying the distances shown hereon by grid-to-ground scale factor of 1.00015590.

Map recorded at Cabarrus County Register of Deeds, Book _____ Page _____

Section 2. Upon and after 8th day of July 2024 the above-described territory and its citizens and property shall be subject to all debts, laws, ordinances and regulations in force in the Town of Harrisburg and shall be entitled to the same privileges and benefits as other parts of the Town of Harrisburg. Said territory shall be subject to municipal taxes according to G.S. 160A-58.10.

Section 3: The Mayor the Town of Harrisburg shall cause to be recorded in the office of Register of Deeds Cabarrus County, and in the Office of Secretary of the State in Raleigh, North Carolina, an accurate map of the annexed property, along with a certified copy of the ordinance. Such a map shall also be delivered to the County Board of Elections, as required by G. S. 163-288.1.

Adopted this the 8th day of July 2024.

Jennifer Teague, Mayor

ATTEST:

Janet Rackley, Town Clerk



TOWN OF HARRISBURG

Agenda Item Details

Title:

Consideration of Contract with WastePro for the Collection of Solid Waste and Recycling

Presenting Personnel:

Mallory Hodgson, Public Works Director

Suggested Motion or Action:

If approved,

Motion to award a Contract to WastePro for the Collection of Solid Waste and Recycling for the period of July 1, 2024 to June 30, 2029, as presented & execution of the attached resolution.

Description/Background:

In November 2023, the Town advertised a Request for Proposals to renew its solid waste contract, which expires in June of 2024. The Town received bids and has compared bidders and options and presented the results to Town Council in February 2024. The Town has since negotiated the contract with Waste Pro for the Collection of Solid Waste and Recycling, as well as a contract with Cascade Engineering for the assembly and delivery of refuse and recycling bins. The Town and Waste Pro have negotiated to continue the same service provisions within the original, or existing, contract for the next five years. The contract will also have an option to renew after five years. Waste Pro will continue to provide collection of solid waste on a weekly basis and recycling on a bi-weekly basis. The contract will require that the Town use Waste Pro's work order system for bulk pickup, which will still be offered on a weekly basis on the normal trash pickup day.

Contracts for Solid Waste Services are considered a franchise contract, under North Carolina Law (NCGS 160A-76 (a)), franchises are required to have contract approval in the form of an ordinance which requires approval at two consecutive regular meetings of the Town Council. This was approved by Town Council for the first time at the June 10, 2024 Town Council meeting.

Recommendation:

Staff recommends approval of the attached contract with WastePro and execution of the attached resolution.

Fiscal Impact:

The fiscal impact of this contract is dependent on the number of homes served, which will be updated on a quarterly basis. The Town anticipates approximately 400 new homes per year based on trends over the last few years and the number of approved, but unbuilt homes. The cost in year-one of the contract amounts to approximately \$1.35M in total based on an estimated number of homes served with a monthly cost of approximately \$16 per household and \$31.47 per HOA's. The Town has sufficiently budgeted for this waste collection contract for FY2025.

The attached contract has been approved by the Town attorney. The attached resolution was drafted by the Town attorney.

Attachments:

1. FY25 - WastePro Service Contract - Final - 6-3-2024
2. Waste Pro Ordinance



FY25 Solid Waste Services Contract

COLLECTION AND DISPOSAL OF RESIDENTIAL GARBAGE, BULKY ITEMS & RECYCLABLES

THIS **CONTRACT** was made and entered into this ____ day of _____ 2024 by and between the **Town of Harrisburg (the "Town")**, acting by and through their Town Manager, and **Waste Pro of North Carolina, Inc. (Waste Pro)** (the "Company").

WITNESSETH:

WHEREAS, the Town is desirous of securing the services of the Company to provide equipment, personnel, and management of each Town collection, transportation, and disposal of the Town Municipal Solid Waste (MSW), Bulk Waste, and other additional collection services, including the processing of the Recyclables at an acceptable processing center for Recyclables;

WHEREAS, the Company desires to provide these Services for the Town, having experience in the collection, transportation, and disposal of MSW and household Garbage to appropriate EPA and NCDEQ-approved Subtitle D Landfill Facilities and the transportation and delivery of collected Recyclables to the designated Company designated Materials Recovery Facilities ("MRF") operations;

NOW, THEREFORE, IT IS HEREBY AGREED AS FOLLOWS:

1. Definitions

- (1) Area Miss – Multiple Valid Misses at multiple Units that generally occur along a street block, in a neighborhood/subdivision, in a section of a street and/or a neighborhood/subdivision, and/or a combination of the preceding.
- (2) Bin – A plastic receptacle for the storage of recycled material that is eighteen (18) gallons, only to be provided to customers where space is limited such that two ninety-six (96) gallon cans would not be accommodated, and as approved by the Town. All Bins are provided by the Town.
- (3) Bulky Items – Large general residential debris not defined in "Item 10 – Garbage" items such as furniture, white goods, mattresses, and other oversized waste whose large size precludes or complicates their handling by standard solid waste collection disposal methods. Bulky items do not include construction or renovation materials or products, even if produced by the homeowner.

- (4) Cart - A ninety-six (96) gallon storage Cart with two (2) wheels and an axle and as a receiving receptacle for Garbage or Recyclables. The cart is also equipped with a top lid constructed of special plastic that allows the cart to be pushed or pulled to the curb of the street. It is designed to accommodate household garbage and MSW or recyclables. All Carts are provided by the Town.
- (5) Construction Debris - Waste resulting solely from construction, remodeling, repair, or demolition operations on buildings or other structures, but not inert debris, land-clearing debris, yard debris, or used asphalt, asphalt mixed with dirt, sand, gravel, rock, concrete, or similar non-hazardous material.
- (6) Contract Documents – The Contract, Contractor’s Proposal, General Specifications, the Contract Performance Bond, and any addenda or changes to the foregoing documents agreed to by the Town and the Contractor.
- (7) Contractor - The person, corporation or partnership performing collection and disposal under contract with the Town.
- (8) Damage – A fee levied by the Town upon the Contractor for a circumstance as mentioned in these General Specifications, in a dollar (\$) amount as specified in these General Specifications.
- (9) Disposal Site - A refuse depository including but not limited to sanitary landfills, transfer stations, and waste processing/separation centers licensed, permitted, or approved by all governmental bodies and agencies having jurisdiction and requiring such licenses, permits, or approvals to receive refuse for processing or final disposal. The disposal or processing facility for any or all the materials collected may change to meet the needs and contractual obligations of the Town.
- (10) Garbage - Dead animals of less than ten (10) pounds in weight except those that have been slaughtered for human consumption; every accumulation of waste (animal, vegetable, or other matter) that results from the preparation, processing, consumption, Dealing in, handling, packing, canning, storage, transportation, decay or decomposition of meats, fish, fowl, birds, fruits, grains, or other animal or vegetable matter, including, but not limited to, foods or containers of food; all putrescible or easily decomposable waste; animal or vegetable matter likely to attract flies or rodents, but excluding sewage and human waste, pasteboard, rags, used and discarded clothing, used and discarded shoes, and other products such as are used for packaging or wrapping, floor sweepings, glass, and similar waste materials, except (in all cases) any matter included in the definition of Construction Debris, Hazardous Waste, Special Waste, or Yard Debris.
- (11) Hazardous Waste - Waste in any amount defined, characterized, or designated as hazardous by the United States Environmental Protection Agency or appropriate State agency by or pursuant to Federal or State law, or waste in any amount regulated under Federal or State law. For purposes of this Contract, the term Hazardous Waste shall also include motor oil, gasoline, paint, paint cans, and items containing Freon or chlorofluorocarbons.

- (12) Leaf and Leaves — Vegetative matter resulting from landscaping and lawn maintenance is limited to leaves from trees and shrubs, exclusive of limbs, stumps, etc.
- (13) Medical Waste — Any Solid Waste that is generated in the diagnosis, treatment, or immunization of human beings or animals, in research pertaining thereto, or in the production or testing of biological, but does not include any hazardous waste or those substances excluded from the definition of Solid Waste.
- (14) Municipal Solid Waste — Solid Waste resulting from the operation of residential, commercial, industrial, governmental, or institutional establishments that would typically be collected, processed, and disposed of through a public or private solid waste management service. Municipal Solid Waste ("MSW") does not include Hazardous Waste, Special Waste, or solid waste from mining or agricultural operations.
- (15) Recyclable Material(s) or Recyclables - Items that are acceptable by the Town include newspapers and their inserts, computer paper, white office paper and junk mail, magazines, envelopes, cereal boxes and boxes for crackers, cookies, and other similar foods, plastic soft drink bottles, plastic water and milk jugs, aluminum food cans, bi-metal and steel food cans, old corrugated cardboard boxes that are flattened, cut to 18" by 18" for placement inside the Designated Cart, and other recyclables acceptable for processing at the MRF as mutually agreed by the Town and the Company. Items to be recycled may be changed upon mutual agreement by the Town and the Company based on current market conditions for such goods. Recyclable materials may change based on the ability of the local processing facilities to process such goods. The recyclable materials to be accepted as of July 1, 2024, are shown in **Appendix C**. These materials may be modified from time to time.
- (16) Residential Unit - An occupied dwelling (whether a single-family home or a multi-family unit) within the corporate limits of the Town requiring curbside collection. A Residential Unit shall be deemed occupied when either water or domestic light and power services are being supplied thereto.
- (17) Repeat Missed Collection - For a Unit, a Request for Service or a Valid Miss that occurs more than once in a thirty (30) day period may also refer to a Repeat Missed Collection in an Area Miss.
- (18) Request for Service - A "Request for Service" means any reported or any discovered missed collection from any one (1) location at the time it is reported or discovered. Once any route has been completed or is scheduled to have been completed, any Unit missed will be designated as a Request for Service, regardless of the time of day.
- (19) Solid Waste — All solid and semi-solid Garbage and Refuse, but never (a) Hazardous Waste materials, (b) the other items excluded under the Exclusions paragraph of this Contract, (c) solid or dissolved materials in domestic sewage, (d) solid or dissolved materials in irrigation return flows, (e) industrial discharges which are point sources subject to permits under Section 402 of the Federal Water Pollution Control Act as amended (86 STAT.880), and (f) source, special nuclear, or by-product materials as defined by the Atomic energy Act of 1954 as amended (68 STAT.923)
- (20) Special Waste — Solid Waste requiring special handling and management, including White Goods, whole tires, used motor oil, lead-acid batteries, and Medical Wastes.

Also, all treated/de-characterized (formerly hazardous) wastes, polychlorinated biphenyl ("PCB") wastes, industrial process wastes, asbestos-containing material, chemical-containing equipment, demolition debris, incinerator ash; medical wastes; off-spec chemicals, sludge; spill-cleanup wastes; underground storage tank (UST) soils; and wastes from service industries.

- (21) Town - Town of Harrisburg, North Carolina.
- (22) Unacceptable Waste – Highly flammable substances, Hazardous Waste, Special Waste, liquid wastes(wastewater, fats, oils or grease (FOG), used oil, and hazardous liquids), biological and pathological wastes, explosives, toxic materials, radioactive materials, materials that the disposal facility is not authorized to receive or disposal of, and other materials deemed by state, federal, or local law, or in the reasonable discretion of the Company, to be dangerous or threatening to health or the environment, or which cannot be legally accepted at the disposal facility.
- (23) Unit - A residential unit as defined herein.
- (24) Valid Miss – A Request for Service that has not been collected by the times specified in **Section 4.6**, and that upon investigation by Town employees, is determined that it was missed by Contractor negligence or omission.
- (25) Vector - An organism, typically a biting insect or tick that transmits a pathogen, disease, or parasite from one animal or plant to another.
- (26) White Goods – Refrigerators and freezers must be empty and drained of freon and tagged by a certified professional, ranges, stoves, drained water heaters, SCRAP METAL, copper, and other similar domestic appliances.
- (27) Yard Wastes - All vegetative matter resulting from landscaping or yard maintenance. Yard Waste shall not include Unacceptable Waste. Contractor-generated yard waste and land clearing are not included in this definition. Yard Waste Collection is not serviced under this contract by this Contractor.

2. Scope of Work

The work under this *Contract* shall consist of the items contained in the proposal, including all the supervision, materials, equipment, labor, and all other items necessary to complete said work in accordance with the Contract Documents. Actual quantities for collection shall be adjusted during the first month of the contract and shall be based upon a unit count survey, which will be coordinated and/or conducted concurrently by both the Contractor and the Town. The Contractor may also adjust the unit count quarterly to accommodate new residents in new homes upon approval from the Town. The Contractor shall transmit a list of these additions to the Town along with the corresponding invoice.

3. Type of Collection

3.1 Service Provided - Residential Garbage, Bulky Items, & Recyclables Collection within the town limits of the Town of Harrisburg.

A. Residential Garbage Collection (Curbside 1/week) - To collect curbside waste

at residential and townhome units from inside the carts one time each week on a schedule. The Company will not be responsible for collecting overflow outside of the cart except for the weeks following Thanksgiving, Christmas, and New Year's.

If the Unit requests an additional cart for garbage, the Town shall provide this additional cart to the customer. The Contractor shall provide collection of the additional cart(s) at the current Town rate covered by this contract and shall be billed by the contractor directly to the customer.

- B. Residential and Townhome Recycling - To collect curbside recyclable materials at residential and townhome units from carts on a bi-weekly schedule; and at townhome units in Rocky River Crossing and Town Center from bins on a weekly schedule; the Company will not be responsible for collecting overflow outside of the cart except for the weeks following Thanksgiving, Christmas, and New Year's.

If the Unit requests an additional cart for recyclable materials, the Town shall provide this additional cart to the customer. The Contractor shall provide collection of the additional cart(s) at the current Town rate covered by this contract and shall be billed by the contractor directly to the customer.

The Contractor will be responsible for providing to Town residents regarding the recycling and waste collection program. The Contractor will assist in promoting and/or advertising the program and will submit an outline of this program for approval. This program should include, but will not be limited to, door hangers, radio and newspaper advertising, etc. The Contractor will also assist in targeting their advertising to groups showing lower participation rates to get the whole community involved in the program instead of just those willing to participate at the onset.

- C. Bulk Items - The Company shall provide weekly curbside collection of White Goods and Bulk Waste of large items of solid waste such as furniture, mattresses, and other oversized waste whose large size precludes or complicates their handling by normal solid waste collection processing or disposal methods. On-Call, scheduled collection of White Goods and Bulk Waste shall include the removal of all White Goods and Bulk Waste material that is properly prepared by the customer. The Company shall collect White Goods, Bulk Waste, and other compliant materials placed at the curb on collection day provided to the resident. These items shall be free of freon by a certified license or any other liquid. The Company shall collect up to five (5) items per household per scheduled event. The Company shall not collect White Goods and Bulk Waste from small businesses. The Company shall dispose of White Goods and Bulk Waste collected at the Designated Disposal Facility.

3.2 Municipal Service Locations - Included as part of this Agreement, the Contractor shall provide and collect garbage and recycling service at no additional charge once each week or as otherwise agreed to. There will be no additional charge for the following municipal

sites or any additional municipal sites that commence operation during this contract period. The Contractor shall also provide adequate quantities of Port-a-Johns for all Town events, listed in **Appendix B**.

Location	Trash	Recycling
Town Hall	4-yd Dumpster	2 Carts
Fire Station 1	2-yd Dumpster	2 Carts
Fire Station 2	2-yd dumpster	2 Carts
Fire Station 3	2-yd dumpster	2 Carts
Public Works	4-yd dumpster	2 Carts
Harrisburg Park	4-yd dumpster, 20 Carts	12 Carts
Stallings Road Park	8 Carts	3 Carts
Holcomb Woods Athletic Complex	4 Carts	2 Carts
Harrisburg Elementary Baseball Fields	18 Carts	4 Carts
Parks Maintenance Shop	10-yd Dumpster	2 Carts
Pharr Mill Park	4-yd Dumpster	2 Carts

3.3 Location of Materials for Collection - All Garbage and Recyclable Materials shall be containerized and shall be placed curbside along with Bulk Waste for collection. Curbside refers to that portion of right-of-way adjacent to paved or traveled Town roadways (including alleys). Carts and Bins shall be placed as close to the roadway as practicable along with Bulk Waste without interfering with or endangering the movement of vehicles or pedestrians. When construction work is being performed on the right-of-way, Carts shall be placed as close as practicable to an access point for the collection vehicle. The Contractor may decline to collect any item not so placed.

3.4 Reporting - Contractor shall prepare a monthly written report which shall include but not be limited to:

1. Number of Units participating with addresses
2. New service locations with address
3. Weights and/or volumes of each material collected (i.e., garbage, recyclable materials by material)
4. Percent of diversion for recycling services
5. Year-to-date totals for the above

This report should be in a form that can easily be used for meeting the reporting requirements of the North Carolina Solid Waste Management Annual Report.

4. Operation

4.1 Area to be Served - Area within the current corporate limits and any areas annexed during the contract period. The Town currently contains approximately 9 square miles, 6,500 households, 500 townhome units, and an estimated population of more than 20,000 people.

- 4.2 Hours of Operation - Collection shall not start before 7:00 a.m. or continue after 7:00 p.m. on the same day. Exceptions to collection hours shall be effected upon the mutual agreement of the Town and Contractor.
- 4.3 Routes of Collection - Collection routes should be determined by the Town and the Contractor. The Contractor may occasionally propose to the Town for approval changes in routes or days of collection, and such approval shall not be unreasonably withheld. Upon the Town's approval of the proposed changes, the Contractor shall promptly give written or published notice to the affected Residential Units.
- 4.4 Holidays - The following shall be holidays for purposes of this Contract:

New Year's Day	Memorial Day
Independence Day	Labor Day
Thanksgiving Day	Christmas Day

The Holiday collection will shift back one day. All subsequent collection days would also be affected, and a Saturday collection would be required. The regular schedule should be reinstated on the following Monday.

Sample Holiday Schedule

<u>Regular Collection Day</u>	<u>Holiday Collection Day</u>
<u>Monday</u>	<u>Tuesday</u>
<u>Tuesday</u>	<u>Wednesday</u>
<u>Wednesday</u>	<u>Thursday</u>
<u>Thursday</u>	<u>Friday</u>
<u>Friday</u>	<u>Saturday</u>

- 4.5 Complaints - All complaints shall be made directly to the Contractor and shall be given prompt and courteous attention. In the case of alleged missed scheduled collections, the Contractor shall investigate and, if such allegations are verified, shall arrange for the collection of the Refuse or Recyclable Materials not collected within 24 hours after the complaint is received. A full and complete list of all complaints received by the Contractor during the billing period will be submitted monthly to the Town with the reports required under **Section 3.4**, with each billing to the Town by the Contractor.

4.6 Requests for Service

4.6.1 Upon the receipt of a Request for Service, the Town will notify the Contractor immediately, through the issuance of a Request for Service, with the date and address where the Request for Service occurred.

4.6.2 If the Town sends (via electronic, written, or verbal communication) a Request for Service or provides verbal notification of a Request for Service to the Contractor between the hours of 7:00 a.m. to 2:00 p.m. on any given collection day, the

Contractor shall provide collection by 7:00 p.m. on the same day. The Contractor shall collect any Request for Service received after 2:00 p.m. by the end of the following scheduled collection day. Once the Town has sent a Request for Service, the Contractor shall consider it as received.

4.6.3 When the Contractor's equipment operators are collecting solid waste based on Requests for Service, they shall be responsible for checking other locations in the same vicinity for other possible misses to prevent additional calls from other Customers reporting collection misses.

4.6.4 Town employees will investigate each Request for Service and classify it as a Valid Miss if, in their opinion, the reported miss is due to Contractor negligence or omission. Otherwise, it will remain classified as a Request for Service.

4.6.5 Requests for Service and other emergency calls received by the Town on non-collection days and evenings will be conveyed to the Contractor. The Contractor shall respond to such requests in the same timeframe and manner as specified in **Section 4.6** for Requests for Service or as specified in other sections of this Agreement for other requests.

4.6.6 The Contractor shall collect solid waste based on Requests for Service and shall transport the materials to the appropriate and approved disposal facility.

4.6.7 The Contractor shall notify (via electronic communication) the Town, through its response to the Request for Service, of the date and time that collection was completed.

4.6.8 Communication from the Contractor on the status of each day's route completion is vital so that the Town can adequately respond to Customer complaints as they are received. Therefore, the Contractor shall notify (via electronic communication) the Town at the beginning of each collection day of the status of the Contractor collection service, identify any unresolved Requests for Service from the previous day, and plans to resolve these outstanding requests, and any changes or delays in route completion, which occur during the day, shall immediately be reported (via electronic communication) to the Town. This notification includes any open routes not covered in the morning and equipment breakdowns or any other event that could affect the normal time of completion of any route. If the Contractor does not keep the Town so informed, any reported or discovered collection miss for routes that should have been completed for that collection day will be designated as a Valid Miss.

4.6.9 Requests for Service result in additional work for the Town, requiring customer service staff to handle customer service requests and field and office staff to provide follow-up to ensure completion. Therefore, the Contractor shall use its best efforts to minimize the number of Requests for Services. If the Contractor fails to provide collection of a Request for Service by the times specified in **Section 4.6**, the Contractor shall pay the Town Damages in the following amounts:

- i. Two hundred dollars (\$200) for each of the first ten (10) violations of **Section 4.6** during any one (1) calendar month;
- ii. Three hundred dollars (\$300) for each of the eleventh (11) to the twentieth (20) violations of **Section 4.6** during any one (1) calendar month;
- iii. Five hundred dollars (\$500) for each violation from the twenty-first (21) and each successive violation of **Section 4.6** during any one (1) calendar month; and
- iv. In addition to the above, the Contractor shall also pay the Town additional Damages of five thousand dollars (\$5,000) per month for any month in which there are two hundred (200) or more violations of **Section 4.6**

4.6.10 The Contractor shall remain responsible for providing collection. However, if the Contractor fails to pick up the Request for Service by the times specified in **Section 4.6**, the Town may elect to provide the service and charge the Contractor collection damages in the amount of \$500 per missed collection to cover crew mobilization, collection, transport for disposal, and staff costs. This is in addition to damages charged per violation. The intent is to ensure that quality customer service is always provided to each Unit.

4.6.11 Repeat Missed Collections – The Contractor is responsible for avoiding Repeat Missed Collections. Should the Contractor fail to provide immediate collection of a Repeat Missed Collection, the Town may, in its sole discretion, provide the collection service and charge the Contractor Collection Damages of \$500 for each collection point serviced by the Town. The Contractor shall also pay the Town Damages as follows for Repeat Missed Collections:

- i. Five hundred dollars (\$500.00) for the second and third Repeat Missed Collection of any one (1) location during any thirty (30) day period.
- ii. One thousand dollars (\$1,000.00) for each fourth or more Repeat Missed Collection of any one (1) location during any thirty- (30) day period.

4.6.12 Area Miss – The Contractor shall respond to an Area Miss in the same timeframe and manner as specified in **Section 4.6** above. The Contractor shall pay the Town Damages in the amount of two thousand dollars (\$2,000) for the first one hundred (100) locations missed and twenty dollars (\$20) for each location missed over the first one hundred (100) locations.

4.6.13 In addition, if the Contractor fails to provide collection by the times specified in **Section 4.6**, the Town may elect to provide the service and charge the Contractor the Town's fee for such service as specified in **Section 4.6**.

4.7 Collection Equipment - The Contractor shall provide adequate vehicles for regular collection services.

- 4.8 Collection Vehicle Cleaning- All collection vehicles must be kept clean, in sanitary condition, and in good repair. The Contractor shall ensure that all collection vehicles are washed as required to reduce possible odor and vector problems. The Contractor's collection vehicles shall also be empty of all Garbage and Bulky Items prior to collection of Recyclables and shall be empty of all Recyclables prior to collection of Garbage and Bulk Waste. The Contractor's equipment operators shall clean out the area behind the packer blades after each load has been removed.
- 4.9 Vehicle Leaks & Spills - Minimizing hydraulic fluid and oil leaks and spills on public or private streets and parking lots is a high priority for the Town of Harrisburg. The Contractor shall maintain equipment in top mechanical condition, and the operator shall exercise vigilance in observing for leaks and spills that may develop during the collection day and take immediate corrective action to stop the leak or spill and call for a cleanup of hydraulic fluid or oil present upon the public or private streets or parking lots in accordance with the following standards.
- 4.9.1 The Contractor's collection vehicles shall be repaired or removed from service immediately if any spill or leak is a result of a mechanical problem. The Contractor shall be responsible for applying absorbent materials, clean up, and disposal in a manner which complies with any federal, state, and local laws and regulations, of all oil spills and hydraulic fluid or other leaks associated with its provision of services. In the event of a spill or leak, the Contractor shall immediately notify the Town and shall send a representative to the location of the incident. If the spill or leak is in a street location and/or is a public safety hazard, the Contractor shall also immediately notify the Town and/or other required public safety personnel. The Town and the Contractor will evaluate the spill or leak to determine proper handling. The Town must approve the Contractor's recommended clean-up plan, which may require steam cleaning. The cleanup must commence as soon as possible but no later than two (2) hours following the spill or leak. After the application of absorbent materials is complete, the Contractor is responsible for removing the absorbent material and/or cleaning the street, if necessary. The Contractor shall notify the Town when the clean-up is completed so that a follow-up inspection can be conducted to ensure that the clean-up has been completed to the satisfaction of the Town. Any fluids associated with the spill or the cleanup shall be recovered for proper disposal and shall **NOT** be released into the stormwater system.
- 4.9.2 In the event the vehicle operator fails to remove the leaking vehicle from service or calls for the on-call mechanic to make field repairs and continues on collecting the route, spreading hydraulic fluid or oil throughout the subdivision road system, the Contractor shall be subject to Damages in the amount of three thousand dollars (\$3,000.)
- 4.9.3 If the Contractor does not clean up any spill or leak within the time specified above, the Contractor shall be subject to Damages in the amount of one thousand five hundred dollars (\$1,500) for each such occurrence.

The Contractor shall endeavor to prevent such occurrences by whatever means possible.

4.9.4 If the Contractor fails to initiate proactive measures necessary to reduce the frequency and severity of vehicle leaks or spills, the Contractor shall, in addition to the Damages described above, be subject to the following Damages:

- i. One thousand dollars (\$1,000.00) for each leak or spill during any one- (1) month period in which there were one (1) to five (5) leaks or spills;
- ii. One thousand five hundred dollars (\$1,500.00) for each leak or spill during any one- (1) month period in which there were six (6) or more leaks or spills.

5.0 Vehicle Identification - Each Contractor vehicle will be clearly identified with the Contractor's name, a vehicle number, and the Contractor's telephone number that can be clearly read from a distance of 100 feet.

5.1 Property Damage - As between the Town and the Contractor, the Contractor shall retain full responsibility for all claims of damage to private property caused by the negligence or willful misconduct of the Contractor. In the event of any property damage caused by the Contractor, the Contractor shall:

5.1.1 Immediately notify the Town by telephone, followed by electronic communication.

5.1.2 Leave a written notice at the time of the damage at the location where the damage occurred, informing the Customer of the damage and the telephone number of the Contractor to call for follow-up.

5.1.3 Provide a written explanation to the Town of the circumstances, investigation results, and claim disposition.

5.1.4 If the customer submits a claim of damage to private property to the Contractor, the contractor shall notify the Customer within ten (10) working days in writing of the disposition of the claim and provide a copy to the Town. If the Contractor assumes responsibility for the damages, the notification shall include a date by which remedial action will be completed.

5.1.5 The Contractor shall use its best efforts to resolve claims promptly and expeditiously. In the event that the Contractor denies responsibility for damages and the Customer pursues a remedy, the Town may investigate. If the Town believes that the Contractor is responsible and the Contractor continues to deny responsibility, the Town may pursue, and the Contractor shall present evidence to the Town supporting its denial, whereby a Contractor's representative and the Town Manager will meet and resolve the claim. If the Contractor does not notify the Town of damages, the Contractor shall pay Damages to the Town in the amount of \$2,000.00.

5.2 Accidents – The Contractor shall immediately notify the Town by telephone of all vehicular accidents in which there is serious personal injury or a fatality.

5.3 Uniforms - The Contractor shall at all times provide uniforms, with identification of company and employee, for all drivers and attendants.

- 5.4 Office - The Contractor shall maintain an office or such other facilities through which it can be contacted. This office shall have a local telephone number upon which the Contractor can be reached, and it shall be equipped with sufficient telephones and staff and shall have responsible individuals in charge from 8:00 a.m. to 5:00 p.m. on regular collection days. The responsible individuals shall be knowledgeable about the Town of Harrisburg's collection policies and be courteous and responsive to all residents. The Contractor shall also provide a phone number where the Contractor may be contacted at all other times. The phone number of the Contractor's supervisor of operation must be supplied to the Town.

During non-working hours, the Contractor shall provide an answering machine, answering service, voice mail, or other means by which a message from a residential unit can be left with the Contractor during non-business hours.

- 5.5 Drug-Free Workplace - The Contractor agrees to make a good faith effort to establish and maintain a drug-free workplace in connection with the performance of this contract.
- 5.6 Hauling - All collected materials hauled by the Contractor shall be so contained, tied, or enclosed that leaking, spilling, or blowing are prevented.
- 5.7 Disposal - All Garbage and Recyclable Material shall be disposed of in accordance with the rules and laws of Cabarrus County and the State of North Carolina at the sites and locations designated by Cabarrus County. Unless otherwise approved by the Town of Harrisburg, disposal sites will be mandated under the attached interlocal agreement between the Town of Harrisburg and Cabarrus County. The Contractor shall never intermingle material in its collection vehicles collected within the Town of Harrisburg with material collected outside the corporate limits of the Town of Harrisburg. The Contractor shall be responsible for paying all landfill disposal charges.
- 5.8 Point of Contract - All dealings, contacts, etc., between the Contractor and the Town shall be directed to the Contractor's local designee for Town contact and to the Town Manager or his/her designee.
- 5.9 Delays in Route Collection - Any cause for delay in route collection, including but not limited to staffing issues, equipment failures, unexpected landfill closures, and/or excessive wait times at the landfill, should be communicated immediately to the Town to notify our residents via the Cartology app or another method of communication deemed appropriate by the Town.

6. Compliance With Laws

The Contractor shall conduct operations under this Contract in compliance with all applicable laws, provided, however, that the General Specifications shall govern the obligations of the Contractor. If the collection of any Garbage or Recyclable Materials or the disposal of Garbage at a sanitary landfill shall become restricted or prohibited by any applicable law, rule, or regulation, such item of Refuse or Recyclable Material shall be eliminated from this Contract.

7. Nondiscrimination

The Contractor shall not discriminate against any person because of race, sex, age, creed, color, religion, or national origin and shall comply with all applicable provisions of the Americans with Disabilities Act. Any complaints of discrimination against the Contractor must be fully investigated by the Contractor's management and if involving a recipient of service, the report must be provided to the Town.

8. Indemnity

The Contractor will indemnify and hold harmless the Town, its officers, agents, servants, and employees from and against any and all suits, actions, legal proceedings, claims, demands, damages, costs, expenses, and attorney's fees incurred by its officers, agents, servants and employees arising out of the negligent act or omission or willful misconduct of Contractor or out of Contractor's performance of this Contract; provided, however, that the Contractor shall not be liable for any suits, actions, legal proceedings, claims, demands, damages, costs, expenses and attorney's fees arising out of the award of the Contract or the willful misconduct or negligent act or omission of the Town, its officers, agents, servants and employees.

9. Licenses and Taxes

The Contractor shall obtain all licenses and permits (other than the license and permit granted by the Contract) and promptly pay all taxes owed by the Contractor required by the Town, State of North Carolina, Cabarrus County.

10. Term

The Contract shall be for five (5) years, beginning on July 1, 2024. The Term of this Contract shall automatically extend for an additional five (5) year terms unless one party advises the other in writing at least one hundred eighty (180) days before the expiration of the then-current term of the Contract. Any such written notice shall be served by certified or registered mail return receipt requested. In no event shall the term of this Contract extend beyond that allowed by Applicable North Carolina State Law. Nothing herein shall prevent the Town and the Company from mutually agreeing upon the selection of an extension term subsequent to the initial term of the Contract.

11. Insurance

The Contractor shall at all times during the contract maintain in full force and effect Employer's Liability, Workmen's Compensation, Public Liability, and Property Damage insurance, including contractual liability coverage, and shall file such certificates on an annual basis with the Town. The Contractor agrees to furnish the Town certificates of insurance or other evidence satisfactory to the Town to the effect that such insurance or other evidence satisfactory to the Town to the effect that such insurance has been procured and is in force. The required insurance coverage amounts are as follows:

Coverage	Limits of Liability
Workmen's Compensation	Statutory
Employer's Liability	\$5,000,000
Bodily Injury Liability except Automobile	\$5,000,000 each occurrence
Property Damage Liability except Automobile	\$5,000,000 each aggregate
Automobile Bodily Injury	\$5,000,000 each person
Liability	\$5,000,000 each occurrence
Automobile Property Damage Liability	\$5,000,000 each occurrence
Excess Umbrella Liability	\$10,000,000 each occurrence

For the purpose of the Contract, the Contractor shall carry insurance per the specifications of the Cabarrus County Health Department as part of the issuance of the required Garbage Haulers Permit. In addition, the Contractor shall be required to obtain a Garbage Haulers License from the Cabarrus County Engineering and Building Standards Department.

To the extent permitted by law, all or any part of any required insurance coverages may be provided under a plan or plans of self-insurance. The coverages may be provided by the Contractor's parent corporation.

In addition to all Cabarrus County requirements, the Contractor shall name the Town of Harrisburg as an additional insured on all applicable insurance policies.

12. Bond

12.1 Performance Bond

- (a) The Contractor will be required to furnish a corporate surety bond as security for the performance of this *Contract*. Said surety bond must be in the amount of 100% of the Contract amount.
- (b) The premium for the bond(s) described above shall be paid by the Contractor. A certificate from the surety showing that the bond premiums are paid in full shall accompany the bond.
- (c) The surety on the bond shall be duly authorized corporate surety company authorized to do business in the State of North Carolina.

12.2 Power of Attorney - Attorneys-in-fact who sign performance bonds or contract bonds must file with each bond a certified and effectively dated copy of their power of attorney.

13. Termination

- 13.1 Should the Town Council of the Town determine, in its sole discretion, that the level and quality of service being provided by the Contractor is inadequate, written notice of the fact shall be provided to the Contractor by the Town. Should the Contractor fail to correct the deficiency to the satisfaction of the Town Council of the Town within thirty (30) days after the mailing of written notice or the delivery of same to the Contractor's local representative in that event, the Town may cancel the Contract by providing the Contractor three (3) months' notice of such termination.

- 13.2 In addition, if the Contractor should fail to provide service hereunder for a period of

seven (7) consecutive working days, the Town may, at its option, immediately and without notice to the Contractor, provide the collection service for which the Contractor is responsible.

- 13.3 Further, the Town shall be allowed to make demand for its damages under the terms and provisions of the Performance Bond, and further, shall be allowed to pursue whatever alternative legal and equitable remedies are available under the laws of the United States and the State of North Carolina.

14. Basis and Method of Payment

- 14.1 Rates - For collection services required to be performed pursuant, the Contractor shall charge the Town the rates as stated in **Appendix A** on an audited per unit charge due twenty (20) days following the month of service.

14.2 Modification to Rates

- (a) The fees which may be charged by the Contractor to the Town for the second and subsequent years of the term hereof shall be adjusted upward to reflect the exact changes in the Consumer Price Index (the "C.P.I.") during the preceding twelve months or (8%) per annum, whichever is less. For purposes of this Contract, C.P.I. shall mean the Consumer Price Index for the U.S. City Average, Garbage and Trash, All Items (1982-84=100) The initial rate adjustment shall take effect on the first-anniversary date of the Contract and any successive rate increases on the succeeding year throughout the term. Monthly rate payments shall be adjusted to compensate for annual rate increases.
- (b) Landfill Charges, Fees, Taxes: In addition to the foregoing, the fees which may be charged by the Contractor may, from time to time be increased or decreased, as the case may be, to reflect increases or decreases in landfill charges; increases in Contractor's costs of operation in the event that Garbage must be transported to an alternate disposal site; or increases resulting from the imposition of, or any increase in, any fees or taxes of any governmental authority, any changes in applicable laws, rules or regulations of any governmental authority, or changes in interpretation thereof.
- (c) Other unusual changes: In addition, the Contractor may petition the Town for a rate increase on the basis of other unusual changes in the Contractor's cost of operations, including those resulting from an increase in the number of Residential Units from growth or annexations or required changes in the method of collection, upon written request with written justification and agreed to and approved by the Town, provided that the Town will not withhold any approval unreasonably.

The Contractor may request a fuel surcharge (in writing to the Town), and the Town will not withhold any approval unreasonably. The fuel surcharge

request shall not exceed one-half percent (0.5%) of each monthly invoice amount for every twenty cent (\$0.20) increase in diesel fuel cost as determined by the Department of Energy's Weekly Retail on Highway Diesel Prices for the "Lower Atlantic" ("DOE Price") over the base rate of \$3.45 per gallon, which surcharge will be adjusted quarterly based on the three month average price of diesel fuel on the first Monday prior to the end of each month of the quarter (or first business day thereafter if such Monday is a federal holiday) and billed under separate line item in the Company's invoice each month based on that quarter's average price. Further, in the event a fuel surcharge is granted and there is a subsequent decrease in fuel costs, the Town shall be entitled to a decrease in any fuel surcharges previously granted. Documentation of any surcharges shall be submitted to the Town at its request.

- 14.3 Contractor Billings to Town - The Contractor shall bill the Town within ten (10) days following the end of each month for services rendered. The Town shall pay the Contractor within 30 days of receipt of a valid invoice from the Contractor. Such billing and payment shall be based on the rates and number of units set forth in the *Contract Documents*. All bills shall be accompanied by a number of units, any new units and their service addresses, weights and/or volumes of each material collected (i.e., garbage, recyclable materials by material), percent of diversion for recycling services, and year-to-date totals for the above. Billing shall be based on the current number of single-family dwelling units as agreed upon by the Contractor and the Town at the beginning of the quarter, as referenced in **Section 2 – Scope of Work**. Any added Units shall be submitted and confirmed by the Town during that quarter and certified by the Contractor before approval by the Town.

The Town will verify the number of new dwelling units and will notify the Contractor of the increase in the Contract amount. This notification shall include the nature of any disagreement, the address of the unit in question, the type of service being provided, and the date such service began or ended. The Town or its designee will investigate all reported discrepancies and confirm or deny the Contractor's request. The Town will notify the Contractor of their decision in writing by the 15th day of the month. The Contractor will submit an invoice for payment based on the corrected listing.

15. Storm and Other Disasters

The work under this Contract does not include the collection and disposal of any increased volume resulting from a flood, hurricane, or other Act of God or any other event over which the Contractor has no control. In the event of such a flood, hurricane, or other Act or event, the Town shall grant the Contractor variances in routes and schedules as may be deemed necessary by the Contractor and agreed to by the Town. In addition, the Town and the Contractor shall negotiate the amounts to be paid to the Contractor for services to be performed as a result of increased volumes resulting from such Act or event.

16. Pandemic / Epidemic

The parties acknowledge that the financial impacts of a pandemic or epidemic would be uncertain. They understand that those effects, as they become known, would constitute

“unusual changes.”

17. Force Majeure

The Company shall be relieved of its obligations hereunder when acts of God, war or public enemy, civil commotion, strike, terrorism, inclement weather, riot or insurrection, epidemic, pandemic, governmental interference, or any other event beyond the control of the Company render its performance hereunder substantially impossible. During such periods, a mutually agreed reduction in charges reflecting the decrease in service shall be made. The Company shall make all reasonable efforts to resume Service as expeditiously as possible.

18. Transferability of Contract

The *Contract* shall not be assigned in whole or in part by the Contractor without the express written consent of the Town. Further, an assignment of the *Contract* shall not release the Contractor from liability of its obligations and duties stated herein unless agreed to in writing by the Town. Such approval shall not unreasonably be withheld.

19. Title

The Company shall collect the Town’s MSW and Recyclables, and the title shall remain with the Town during the Company receipt and transportation to the designated Subtitle D Landfill Facility or Recycling MRF for ultimate disposal of the MSW and processing of the Recyclables at the Town’s designated Materials Recycling Facility (MRF).

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IN WITNESS WHEREOF, this Contract was executed in duplicate on the day and in the year mentioned above. The execution by the Town shall be made pursuant to the authority granted to the Town Manager by the Town’s elected Board. The Town Municipal corporate seal shall be affixed by the Town Manager and attested by the Town Clerk, and Waste Pro of North Carolina, as Company, has set their hand herein below.

Town of Harrisburg, NC

By: _____

Rob Donham, Town Manager

Attest: _____

Janet Rackley, Town Clerk

WASTE PRO of NORTH CAROLINA, INC. (Waste Pro)

By: _____

Malinda Barkley,
Regional Director of Government Affairs

By: _____

Chip Gingles,
Regional Vice President

This instrument has been pre-audited in the manner required by the “Local Government Budget and Fiscal Control Act.”

Brian Lee, Finance Director

Appendix A - Rates

	<u>Per Unit Per Month</u>
Residential Solid Waste 96-Gallon Cart, Once Weekly	\$9.46
Recycle 96-Gallon Cart, Every-Other-Week	\$4.59
Recycle 18 Gallon Bins, Once Weekly	\$4.70
Bulk, Once Weekly	\$1.95
HOA Solid Waste, Once Weekly	\$31.47
<i>Town of Harrisburg Provides all Carts</i>	

The total cost for Year 1 of the agreement, based on estimated house counts, is as follows:

<u>Service Description</u>	<u>Monthly Rate</u>	<u>Projected July 1, 2024 House Count</u>	<u>Annual Cost</u>
Monthly Residential Solid Waste Service, 96-Gallon cart, Once Weekly	9.46	7,005	\$ 795,208
Monthly Residential Recycle Service 96-Gallon cart, Once Bi-Weekly	4.59	6,700	369,036
Monthly Residential Recycle Service 18-Gallon bin, Once Weekly	4.70	305	17,202
Monthly Residential Bulk Service, Once Weekly	1.95	7,005	163,917
HOA Solid Waste Service, 96-Gallon cart, Once Weekly	31.47	23	8,686
		Total:	<u><u>\$ 1,354,048</u></u>

Appendix B – Municipal Locations & Town Events

Location	Trash	Recycling
Town Hall	4-yd Dumpster	2 Carts
Fire Station 1	2-yd Dumpster	2 Carts
Fire Station 2	2-yd dumpster	2 Carts
Fire Station 3	2-yd dumpster	2 Carts
Public Works	4-yd dumpster	2 Carts
Harrisburg Park	4-yd dumpster, 20 Carts	12 Carts
Stallings Road Park	8 Carts	3 Carts
Holcomb Woods Athletic Complex	4 Carts	2 Carts
Harrisburg Elementary Baseball Fields	18 Carts	4 Carts
Parks Maintenance Shop	10-yd Dumpster	2 Carts
Pharr Mill Park	4-yd Dumpster	2 Carts

Rockin' the Burg Community Concert Series Monthly Event May-October July 4th Celebration Event Halloween Trick or Treat in the Park Harrisburg Christmas Tree Lighting Portable Services / Municipal Discount Rate for Weekend Event Standard \$63.00 each Handicap \$79.00 each

Appendix C – Curbside Recycling Acceptable Materials

What Can Go In My Curbside Recycling Container?

Aerosol Cans (empty)					
Aluminum Cans					
Cardboard (flattened)					
Cereal Boxes					
Glass Bottles & Jars					
Magazines & Phone Books					
Metal Cans					
Milk & Juice Cartons					
Paper, Junk Mail & Newspaper					
Pizza Boxes					
Plastic Bottles & Jugs (Leave the caps on)		These items can also be taken to any County Recycling Center, as listed on page 8.			
Spiral Paper Cans					



ORDINANCE

TOWN OF HARRISBURG TOWN COUNCIL

WHEREAS, the Town Council for the Town of Harrisburg hereby determines that it is necessary and in the public interest to enter into a contract with Waste Pro of North Carolina, Inc. to provide solid waste removal services for the residents of the Town for a period of five (5) years; and

WHEREAS, the Town has previously entered into a contract with Waste Pro of North Carolina, Inc. for provision of the same services and has been satisfied with the level of service provided by Waste Pro;

THEREFORE, THE TOWN COUNCIL OF THE TOWN OF HARRISBURG, RESOLVES THAT:

1. The Town of Harrisburg grants a franchise to Waste Pro of North Carolina, Inc. for solid waste removal services for the residents of the Town for a period from July 1, 2024, to June 30, 2029.
2. The Town has conducted a public hearing and passed this ordinance at two (2) regular meetings of the Town Council, held on June 10, 2024, and July 8, 2024, in accordance with N.C. Gen. Stat. §160A-76 (a).

ADOPTED the 8th day of July 2024.

TOWN OF HARRISBURG

Jennifer Teague
Mayor

ATTEST: _____
Janet Rackley
Town Clerk



Comprehensive Recreation Master Plan 2024 – 2034

Draft Report | Adopted On

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Acknowledgments

The Town of Harrisburg wishes to express its sincere appreciation to those entities and individuals, who, in any way, contributed to the creation of the Harrisburg Comprehensive Recreation Master Plan — some of which are identified below. Without the knowledge and expertise of these people, in both individual and team settings, this document would not be possible.

Town of Harrisburg Town 2023 Council Town of Harrisburg Town 2024 Council

Jennifer Teague, Mayor
Maurice Price, Mayor Pro Tem
Ron Smith
Mike Thevenin
Rodney Dellinger
Ian Patrick
Altyn Cotell
Rick Russo

Jennifer Teague, Mayor
La'Trecia Glover, Mayor Pro Tem
Maurice Price
Ron Smith
Mike Thevenin
Chris Faw
Altyn Cotell
Ian Patrick

Town of Harrisburg Recreation Advisory Board

Cheryl Baker
Fred Brillante
Hanna Butler
Brett Crosby
Zach Bowman
Courtney Haynes
Mohammed Idlibi

Town of Harrisburg Staff

Rob Donham, Town Manager
J. Lee Connor, Jr. Deputy Town Manager
Jim Spina, Director of Parks and Recreation
Shawn Marble, Assistant Director of Parks and Recreation

Consultant

McGill Associates, PA

1240 19th Street, Lane NW, Hickory, North Carolina 286015



Asheville | Hickory | Knoxville | Pinehurst | Raleigh | Shallotte | Williamsburg | Roanoke

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Opinion of Probable C	43		
Funding Opportunities			
Plan Adoption		09	Appendices

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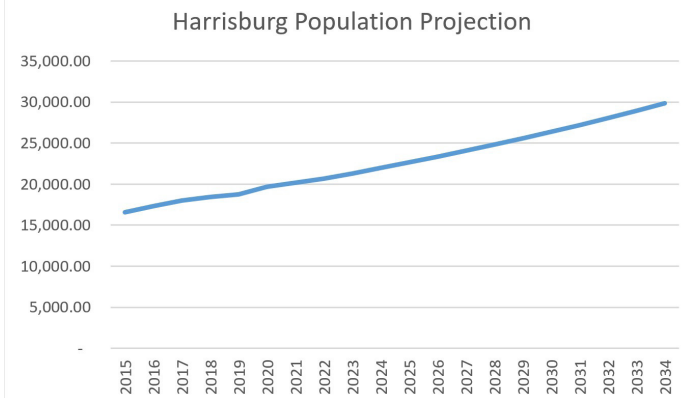
01 | Introduction

The Harrisburg Parks and Recreation Department has had a prepared recreation facilities and programs Master Plan since 2010. However, changes have occurred since the plan's inception regarding expanded development, increased population, and overall recreation trends. Harrisburg has had rapidly increasing population growth during the past decade. Statistics show that the area has grown approximately 30% since 2010. In addition to Harrisburg itself being an attractive location to relocate, North Carolina also continues to be one of the fastest-growing states. One should expect that Harrisburg will continue its strong growth projection. Anticipated growth will create more demand for public services, such as new sewers, water, schools, roads, and recreation opportunities. Demand for recreational opportunities will also continue to grow and put added strain on the highly popular park system.

The Town of Harrisburg recognizes the importance of planning as a means of improving recreation opportunities for all its residents and visitors. As a result, the Town hired McGill to assist with the creation of a Ten-Year Comprehensive Parks and Recreation Master Plan.

The Town of Harrisburg's Comprehensive Recreation Master Plan 2024–2034 provides the framework for guiding the Town's board and staff. The framework for this Master Plan is based upon conducting an inventory of the existing park system, recording site observations, discussing needs from Town staff, and evaluating public comments made through community engagement. In addition, local comparisons and national benchmarks were used as a guide to support the recommendations made for the recreation facilities. The assessment of the existing park system identifies the immediate needs in the community and assists in predicting the possible needs for the future.

The continued development of Harrisburg and surrounding areas will prove the need to upgrade existing recreational facilities and expand where



Critical!

This is a conservative, state-based estimate. Harrisburg planning data indicates that the Town could exceed 30,000 residents before 2030.

possible. Expansion necessitates the acquisition of new Town-owned property. Seeking grant funding, such as through the North Carolina Parks and Recreation Trust Fund (PARTF) and the Federal Land and Water Conservation Fund, will help mitigate the costs of land acquisition and park development. Having a Comprehensive Master Plan will help to make the Town competitive as it seeks funding assistance for future recreation projects.

Another purpose of the Master plan is to analyze and recommend the addition or renovation of parks, programs, and recreational facilities. It also prioritizes certain projects, such as recommended park upgrades or expansion, by considering the identification of the user population, input garnered from the community, and the evaluation of recreational standards. The plan is action-oriented and will provide Harrisburg with a practical guide for the enhancement of its facilities and programs. The master plan aims to maintain the type of setting that fosters community spirit, activism, and bonding between local citizens.



02 | Influencing Factors

Natural Features and Landscape

The Town of Harrisburg was founded in 1973 and, as stated on the Town's website, was originally home to Scotch-Irish settlers back in the mid to late 1700s. The Robert Harris family-owned land here and lent their name to the rail depot and post office that would mark the center of commerce in the 1800's. In 1874 the post office underwent a change of name from Harris Depot to Harrisburg.



Social and Economic Factors

The Town of Harrisburg is within the Township of Harrisburg. The Town population, according to the North Carolina Office of State Budget Management (OSBM), in 2022 comprised approximately 8.4% (19,822) of Cabarrus County's population of 235,797 residents. Located in southwest Cabarrus County, bordering Mecklenburg County and the City of Charlotte, the Town of Harrisburg is in a prime location for residential and commercial growth. Harrisburg Town Hall, built in 2004, is located on Main Street in the emerging neo-traditional Town Center development on Highway 49.

Harrisburg's close neighbors include Charlotte Motor Speedway in Concord and the University of North Carolina-Charlotte, located just minutes from the Town Center. The Harrisburg Fire Department, incorporated into the Town in 2006, provides services to the Town, which also contracts with the Cabarrus County Sheriff's Office for full-time police protection.

The North Carolina Office of State Budget and Management projects Harrisburg to be one of the top five fastest-growing municipalities in North Carolina over the next ten years.

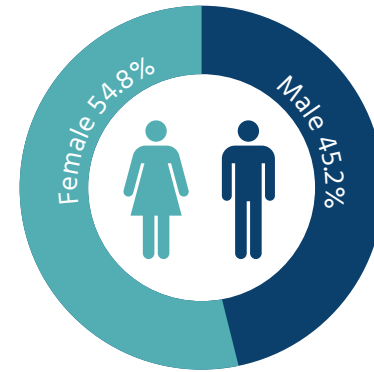
Demographics

A review of the demographic information for the Town of Harrisburg has been evaluated to better understand the characteristics of the community. It also serves as a tool to identify future trends and projections that may influence recreation and park planning. As reflected by the United States Census Bureau, Harrisburg had a population of 19,463 permanent residents as of 2021 with a slightly higher percentage of females (54.8%) than males (45.2%) according to the US Census.

Definitions for the minimum categories for data on race and ethnicity for federal statistics, program administrative reporting, and civil rights compliance reporting are provided below:

- **American Indian:** This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
- **Asian:** This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent (for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam).
- **Black or African American:** This includes a person having origins in any of the Black racial groups of Africa.
- **Hispanic or Latino:** This ethnic distinction is a subset of a race as defined by the federal government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race.

- **Native Hawaiian or Other Pacific Islander:** This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- **White:** This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa.



Information obtained from US Census Bureau

Over the years, there has been an increase in population — a trend that is likely to continue as the Piedmont region of North Carolina and the lifestyle and opportunities that it provides attracts more people to the area. Based on historic population growth between the 2010 (11,526) and 2020 (18,967) census data, Harrisburg grew 65% in ten years. According to US Census growth rates, the 2024 population is 21,973, and based on the very conservative growth rate of 3.2%, the population is projected to be approximately 29,829 by 2034. The census data appears to be conservative. Internal planning methods insinuate the population could reach 30,000 before 2030.

According to the North Carolina Statewide Comprehensive Outdoor Recreation Plan (SCORP) 2020–2025, senior citizens comprise the fastest-growing age group. The income levels, population, and unique needs of the senior population are expected to have significant impacts across society. NC OSBM projects that by the year 2030, 1 in 5 North Carolinians will be 65 years old or older. The average age of residents in Harrisburg is 36.4 years old, and that number will keep getting younger due to the proximity of UNC-Charlotte.

This growing segment of our society is a significant user of recreational programming and facilities. The parks, recreation, and cultural programs will have to increase the number and type of activities and facilities to effectively serve this population, both now, and in the future. To meet the demands of residents and visitors, the Town will have to continually evaluate its recreation and ancillary

facilities, as well as offer more types of recreational programs suitable for the population as it continues to change.

A review of demographic data relating to income levels and education was conducted to gain a better understanding of the community. Understanding these data points provides a window into the recreational quality that residents may desire. Based on the United States Census Bureau, households in Harrisburg have a median annual income (2022) of \$134,767.

Senior adults are a growing segment of our society and a significant user of recreational programming and facilities. The Harrisburg parks, recreation, and cultural programs will have to increase the number and type of activities and facilities they utilize to effectively serve this population, both now, and in the future. To meet the demands of residents and visitors, the Town will have to continually evaluate its recreation and ancillary facilities, as well as offer more types of recreational programs suitable for the population as it continues to change.

Approximately 50.7% of the population in Harrisburg attained a bachelor's degree or higher. This is higher than the State of North Carolina's educational attainment of 33% of the population receiving a bachelor's degree or higher.

Regional Demographic Comparison

During the public input meeting, a recurring theme of “Harrisburg is a very diverse community” emerged. As a source of great community pride. To further explore these statements, the research team conducted a more in-depth analysis in this area. This analysis showed that Harrisburg is a diverse community, and its diversity is part of a broader regional diverse demographic area. Due to its racial and cultural diversity, the Charlotte metro area boasts a strong culture and character that should be considered in the park system design.

This analysis shed light on where Harrisburg is different and is more akin to the Research Triangle Park (RTP) area near Raleigh. The RTP area, like Harrisburg, is an area also near strong universities and experiencing rapid growth. In addition, Harrisburg’s citizens are higher educated which correlates to a higher median household income level than the surrounding areas. This is an important consideration. The service and facility expectations will be higher in areas where household income is higher.

Harrisburg is a great place to live, work, and play. It is also on a similar path to another great North Carolina town, Apex. Apex, North Carolina gained several national recognitions as one, if not the best small city to live in North Carolina. This correlation is meant to show the possible trajectory that Harrisburg is on. Residents agree that Harrisburg is an amazing place to live, and that the community is central to that reason. With critical investments into parks and recreation, Harrisburg’s quality of life will continue to improve and very well could be considered one of the best places to live in the United States in the near future. It is a goal within the Town’s reach.

Demographic figures and public sentiment reflect that Harrisburg is a diverse community and that this diversity is a great source of community pride.

Parks

Research has substantiated the direct proportion between economic growth and the existence of parks and open spaces in communities and municipalities around the country. This growth includes increased property values in residential, urban, and industrial communities, as well as increased revenue from tourists.

Economic Development

Studies have shown that economies experience a positive impact by promoting recreation, fostering active transportation tourism, and investing in parks and recreation. The number of people who feel comfortable walking or riding bicycles is a measure of the quality of life in that area.

2022 Economic Impact Data

From the National Recreation and Parks Association (NRPA)

Your Local Park and Recreation Agency Generates Additional Economic Benefits. While the figures presented in this report are significant, they represent only one aspect of the economic benefits of public parks. Indeed, the conclusions of this report are conservative estimates of parks and recreation's full economic benefits. Beyond the impact of local park and recreation agency spending, other critical economic impacts from public parks include:

Health and wellness: Parks and recreation promote improved physical and mental health. This not only helps people feel better but also can help lower medical and insurance costs for those people taking advantage of those facilities and activities. An NRPA-commissioned literature review demonstrates how parks and recreation support healthy, productive lives and resilient, cohesive communities. Ninety-three percent of U.S. adults responding to the June 2021 NRPA Park Pulse poll indicated that services offered by local park and recreation professionals and agencies improved their mental health. Further, an Oregon State University study found that Oregon residents' engagement in one of 30 outdoor recreation activities in 2018, resulted in a savings of \$735 million to \$1.416 billion accrued to health insurers, providers, and participants.

Conservation and resiliency: Park and recreation agencies' protection of land, water, trees, open spaces, and wildlife improves air and water quality in communities. Through effective land management methods and green infrastructure investments, parks and recreation make communities more resilient to natural disasters, reducing disaster recovery and insurance costs. Ninety-three percent of respondents to NRPA's 2019 Engagement with Parks survey indicated it is essential that their local government acquire, construct, and maintain local parks, trails, and green spaces near bodies of water

to protect natural resources in their community. Six in seven U.S. adults responding to an April 2021 NRPA Park Pulse poll expressed support for their local park and recreation agency's environmental initiatives.

Property values: Economic research has demonstrated consistently that homes and properties located near parklands have higher values than those located farther away. Higher home values not only benefit the owners of these properties but also add to the tax base of local governments. Four in five respondents to the 2021 Engagement with Parks survey indicated that they seek high-quality parks and recreation amenities when choosing a place to live.

Economic development: Parks and recreation improve the quality of life in communities and benefit the local economic development of a region. Eighty-two percent of corporate executives responding to a 2022 Area Development survey rated quality-of-life features as an important factor when choosing a location for a headquarters, factory, or other company facility. Further, 94 percent of adults responding to the March 2020 NRPA Park Pulse poll expressed support for their local government investing in infrastructure improvements that promote economic activity in their community.

Visitor spending: Many local park and recreation agency amenities spur tourism to their respective locales, generating significant economic activity, including (but not limited to) increased sales at local restaurants/bars and hotels. An August 2017 NRPA Park Pulse poll found that people seek out park and recreation amenities — such as beaches, parks, trails, and secluded and relaxing places — when choosing a vacation destination. An August 2021 NRPA Park Pulse poll noted that more than nine in 10 U.S. adults find park and recreation summer activities create fond memories.

Source from NRPA on 12/7/23

<https://www.nrpa.org/contentassets/>

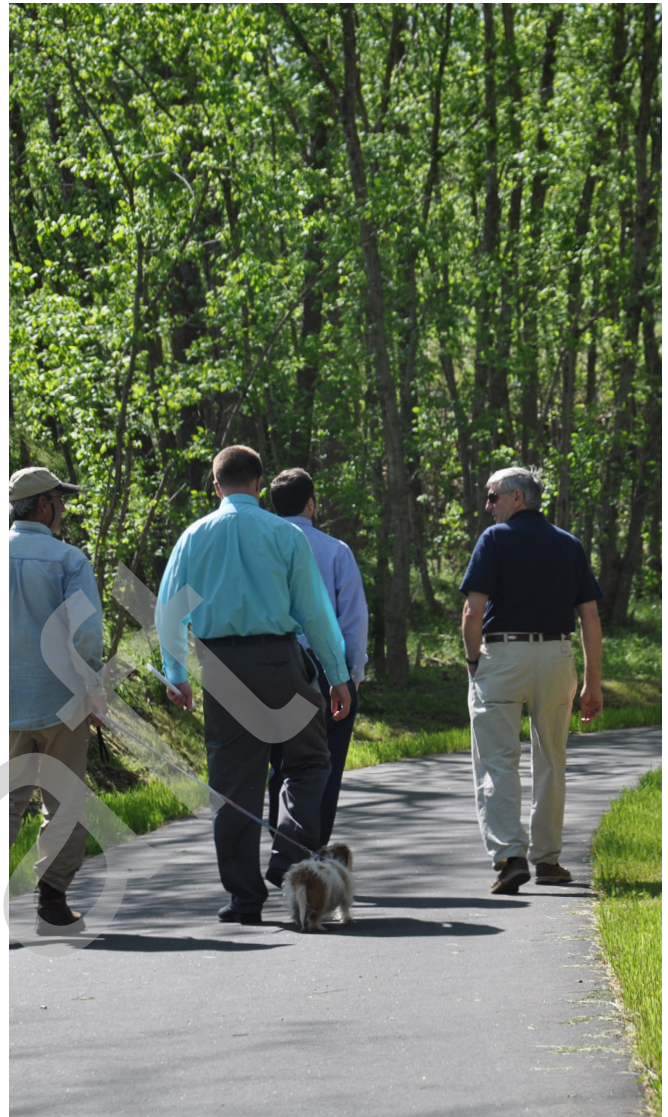
Trail Development

Multiuse trails are extremely popular amenities for vacationing bicyclists and pedestrians. Tourists and visitors to the area frequently revisit areas that offer safe walking and bicycling paths away from busy roads. Multiuse trails offer scenic recreation, which is suitable for a wide range of ages and abilities. Lodging that is located near popular trails helps to increase occupancy for the owner. For residents in these locales, investments in trails and greenways can increase property values and improve the overall livability of a community, as well as attract, retain, and expand tourism and the associated revenues.

Like park development, investing dollars in multiuse trails yields substantial community-wide returns. These returns are in the form of increased property values, business attraction, recreation revenue, and reduced water treatment and flooding costs. Not only are tourists attracted to these areas, but business leaders are selecting sites for the relocation and expansion of industries and corporations where the quality of life is high and recreation opportunities are abundant. Increasingly, corporations are recognizing the benefits of convenient fitness and recreation for their employees and are seeking these greenway amenities for potential locations.

Additionally, multiuse trails with vegetated buffers located adjacent to waterways function as filters to clean the water, trapping non-point source pollutants. During rain or snow events, stormwater transports these pollutants including sediment, pesticides, fertilizers, oil, gas, and other chemicals into streams, rivers, and/or lakes.

The ongoing construction of bicycle and pedestrian facilities is proving to be a wise economic investment for the communities through which they pass. The State of North Carolina, in recognition of the importance of trails, designated 2023 the Year of the Trail and more recently added the new Great

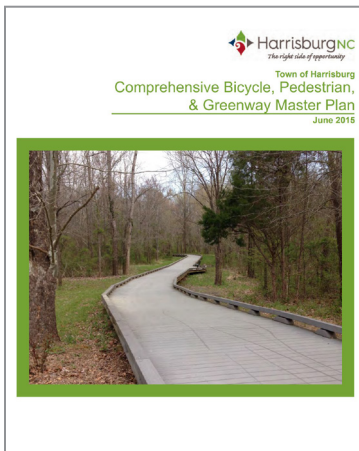


Walking for pleasure is one of the most common activities.

Trails state funding source. It is easy to understand how communities can continue to connect their community both physically and culturally by meeting the needs of trail users. From a business perspective, entrepreneurs who invest in restaurants, convenience stores, bicycle and other merchandise shops, campgrounds, and alternate lodging attribute the location of a nearby trail to at least a portion of their success. Realtors and homebuyers alike recognize the benefits of properties located near trails. Both locally and nationally, the construction of trails has proven to be a cost-effective use of public funds. Multiuse trails allow more visitors and residents to replace automobile trips with non-

motorized trips, thereby moving the citizenry closer to achieving public health objectives, including increased opportunities for physical exercise.

Biking is a popular pastime in the area as a means of transportation, exploration, and fitness. The small and relative closeness of popular destination points makes biking an ideal method to explore Harrisburg and all that it has to offer. However, there is limited connectivity via multi-use paths and bike lanes. In



June of 2015, the Town completed the Town of Harrisburg Comprehensive Bicycle, Pedestrian, & Greenway Master Plan in June of 2015 aimed at planning for pedestrian/bicycle improvements.

Trying to connect destinations and paths within the Town of Harrisburg with the Carolina Thread Trail will

inevitably create an opportunity to enhance the recreational opportunities available to Town residents and support economic development via enhanced tourism.

Paths to a Strong Local Economy

In recent years, there has been a trend to revitalize inner-Town and urban areas to improve their quality of service. Harrisburg does not have a typical downtown and with its rapid growth, now is the time to build pedestrian friendly infrastructure. People do not want to live or work in an environment where they have no place to go for a stroll, walk the dog, or just enjoy the outdoors. In studies of Town revitalizations, the top recommendations include the dramatic expansion of parks and open spaces. While Harrisburg does not have a traditional downtown, residents love the sense of community brought together by green spaces and parks; residents love and want more parks, which spurs on new business development.



Biking is popular as a pastime as well as a means of transportation and exploration.

Tourism

A park often becomes the signature attraction for a community, functioning as a marketing tool to draw in residents, tourists, conventions, and businesses. Parks play a pivotal role in shaping the area's identity and instilling a sense of pride in residents.

Organized events held in public parks, such as art festivals, athletic events, food festivals, concerts, and plays, often bring substantial positive economic impacts to their communities by filling hotel rooms and restaurants and bringing customers to other local business enterprises.

Studies show that parks support positive economic development.

Increased Property Value

The real estate market consistently demonstrates that residents throughout the country are willing to invest larger amounts of money in properties that are located close to parks and open space areas than they would for homes that do not offer these types of amenities. Parks promote the appreciation of property values, which promotes the growth of personal assets. These value increases help pay off any debts or bonds that communities may have.

Studies have shown that property values typically increase when parks or outdoor programs, such as outdoor festivals, movies, and restaurants, are in the immediate locale. Studies indicate that commercial asking rents near park properties exceed rents in surrounding submarkets.





03 | Master Plan Process

Overview

The desires and expectations of both residents and visitors, who seek a certain quality of life, primarily shape the level of demand for parks, recreational facilities, and open spaces in Harrisburg. The primary goal of this plan is to address the parks and recreation facility needs envisioned by the residents and visitors of the Town.

Harrisburg's Comprehensive Recreation Master Plan 2024–2034 provides the framework for guiding the Town's board and staff. This Master Plan is based on conducting an inventory of the existing park system, recording site observations, discussing needs from Town staff, and the Recreation Advisory Board, as well as evaluating public comments made through community input. In addition, the team used state and national standards as benchmarks to guide and support the recommendations made for the Town recreation facilities.

Methodology

This Master Plan inventoried Harrisburg's existing Town-owned facilities and provided a listing of the recreation facilities available at local municipalities, Cabarrus County Active Living and Parks Department offerings, Cabarrus County schools, state land, and other recreation facilities either within the immediate area or easily accessible by residents within the Town. This detailed inventory includes the amenities that are available within each park to create a better understanding of the existing recreation opportunities within the Town.

Community and staff input were the primary factors in determining the adequate types and number of park facilities needed for Harrisburg. Local leaders and Town staff, along with public meetings, a community survey, and focus group interviews actively contributed insight, shared thoughts, stimulated conversations, and answered questions. The contributions and materials received from community

participants were essential for producing a Master Plan that will benefit the community for generations to come.

Evaluation of recreational trends also offered valuable insights into potential future recreation needs in Harrisburg. Private, nonprofit, and governmental agencies have conducted surveys at both the federal and state levels to determine the demand for outdoor recreation and facilities.

The top 9 most popular outdoor activities in North Carolina based on the North Carolina Outdoor Recreation Plan for 2020-2025 (SCORP) produced by the Division of Parks and Recreation are:

Top 9 Most Popular Outdoor Activities in North Carolina

- 1 Visiting a beach or lake
- 2 Walking for pleasure or exercise
- 3 Visiting parks or historical sites
- 4 Hiking, trails
- 5 Freshwater fishing from a bank or pier
- 6 Viewing scenery
- 7 Fishing from a boat
- 8 Nature viewing
- 9 Swimming, all types

Vision

Goals

We strive to ensure that there are adequate parks and recreation opportunities for the community and visitors by maintaining and renovating existing Town-owned facilities, exploring possibilities for developing new facilities and programs and seeking funding opportunities and partnerships.

Process

Discovery + Data Collection

Understanding the community requires looking at current demographics as well as identifying Town-owned recreation facilities and Town-led programs. Inventory and analysis of this information informs plans to improve the current parks and recreation system. The people whom the Town is serving correlate directly to what improvements may be appropriate.

Assessment

Listening and understanding what has worked in the past and what can be improved upon for the future determines the future of Harrisburg's parks and recreation system. After discovering who the community is and what facilities and programs exist, the needs of Town residents and staff are considered. Through analysis of open conversations with residents, public survey input, staff input, and looking at typical standards, a picture of how to move forward with improvements and future expansion of Town recreation facilities and services develops.

Recommendations

Resident and staff input identified through the discovery phase and needs assessment are evaluated and analyzed to identify actions that will benefit the Town in the future. Community needs and desires, as well as departmental and consulting team experience, are the basis for recommendations for improvement. These recommendations are presented and prioritized based on immediate needs (0–3 years), short-term needs (4–6 years), and long-term future needs (7–10).

Plan

Recommendations + Action Implementation Plan + Staff Commitment

The Piedmont communities continue to attract new residents with expectations of a high quality of life and active lifestyles. Harrisburg is a rapidly growing and diverse community with an evolving list of recreation programs and facilities developed to serve residents' needs and desires. As the population continues to grow and change the types of facilities and activities offered will also continue to evolve. This study supports analysis of current and anticipated recreation trends which can help prepare Harrisburg for changes that may arise as the population increases.

Traditionally, the Town and Cabarrus County Active Living and Recreation have provided more active-type programming and events. While traditional recreation programming may meet the typical needs

of residents, current changes in demographics, and the anticipated growth rate for Cabarrus County, point to a need to prepare to meet the changing expectations of new residents. Recreation trends may include expanded pedestrian amenities, social gathering spaces, multi-generational programs (i.e., for teens and seniors), more special events and cultural programming, fitness-oriented amenities, and educational opportunities (nature/ecology, skills improvement, etc.) as well as the continued development of traditional amenities like youth-oriented sports and seasonal events should continue.



Photo courtesy of the NC Division of Parks and Recreation



04 | Inventory Assessment

Recreation is a necessary part of any community to provide places to play, opportunities to improve health and wellness as well as to conserve and protect natural resources. This section will look at the typical parks and recreation facilities that can be offered to a community. An inventory of all the facilities offered is also provided to fully understand the recreational opportunities to which Harrisburg has access. These recreational facilities originate from many different sources, including the following:

Examples of parks inventoried:

- Publicly owned local, state, and national parks; trails; and open space
- School parks with a joint-use agreement with the local government
- Privately owned parks that are managed for full public use

Examples of parks not inventoried:

- Parks in gated communities
- Private golf courses
- Cemeteries
- School parks/playgrounds without active joint-use agreements
- Zoos, museums, professional sports stadiums

Types of Parks and Recreation Facilities

A variety of park types, ranging from small neighborhood playgrounds to larger parks with athletic fields, playgrounds, community centers, and open space make up a comprehensive park system. The type of park reflects the scale of the facility as well as the differing recreational preferences of diverse patrons. Communities use park models as guidelines for fulfilling their future recreational needs. Not all these types of parks are the responsibility of the local government; several agencies (federal, state, county, other local municipalities, and private organizations) play roles in providing recreational opportunities as well. To further understand the Town of Harrisburg's role in providing recreation services to its citizens, it is necessary to understand the elements of a comprehensive park system.

Regional Parks

Regional parks are typically very large sites. Morrow Mountain State Park (5,881 acres) in neighboring Stanley County serves as a regional park that provides recreational open space and historical and educational opportunities to its patrons. These sites preserve the unique qualities that exemplify the natural features found there, such as diverse land formations, vegetation, and wildlife. Most regional park facilities contain environmental centers, campsites, nature trails, observation decks, and picnic areas, as well as open fields for non-structured activities, such as frisbee throwing or kite flying.

Specific standards / criteria for developing regional parks are as follows:

Service Area

10 acres per 1,000 persons

Acreage / Population Ratio

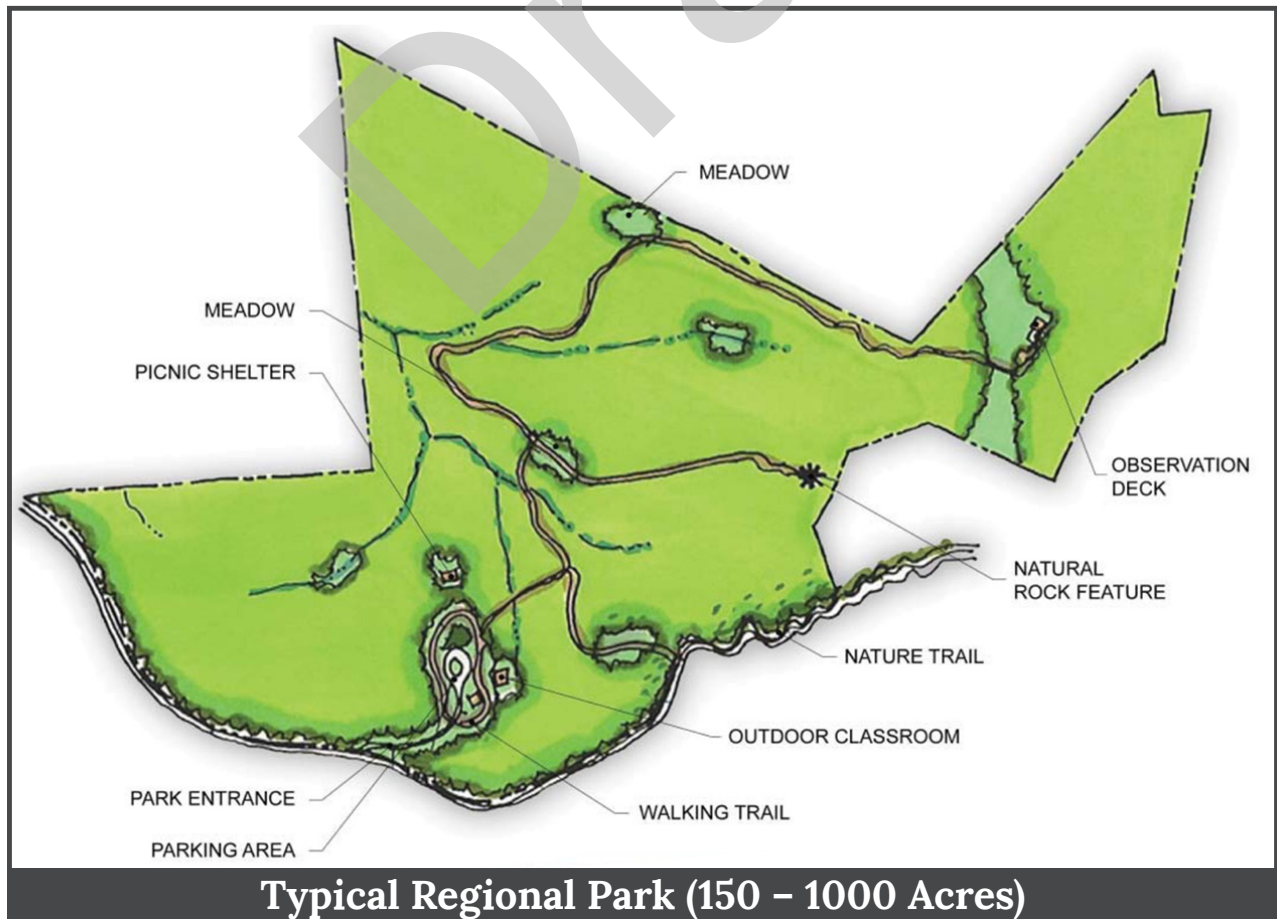
Region wide

Minimum Size

150 – 1,000 acres minimum with sufficient area to encompass the resources to be preserved and managed (10% of the site may be developed with facilities found in community parks.)

Typical Facilities

- Environmental center
- Caretaker's house
- Equestrian center
- Primitive camping
- Group camping
- Recreational vehicle camping
- Nature trails
- Observation deck
- Picnic shelters and grills
- Picnic tables with grills (not under shelter)
- Boating
- Parking
- Fishing piers / boat docks
- Restrooms / vending
- Swimming



Typical Regional Park (150 – 1000 Acres)

District Parks

District parks, like the 238-acre Frank Lisk Park within the Cabarrus County system, function as the major source of active recreation for several neighborhoods within a community. Intensely developed, district parks offer a multitude of facilities to serve their intended geographic user area, balancing activities between active and passive recreation. District parks typically accommodate athletic league sporting events and tournament competitions. Undisturbed areas, preferably within surrounding buffers, offer opportunities for passive recreation, such as walking for pleasure, wildlife observation, and picnicking. District parks present great opportunities for non-traditional types of recreation.

Sites for district parks should be relatively level to alleviate excessive grading for the active facilities. When possible, there should be an equal balance of wooded and cleared areas. If a natural water feature is present, the adjoining land should be developed primarily as passive recreation. Accessibility to neighborhoods should be an important consideration when choosing sites. The development of district parks is typically the responsibility of county or municipal agencies.

Harrisburg does not currently have any district parks.

Specific standards / criteria for developing district parks are as follows:

Service Area

1 to 2 ½-mile radius

Acreage / Population Ratio

5 acres per 1,000 persons

Desirable Range

75 – 200 acres

Desirable Size

+100 acres

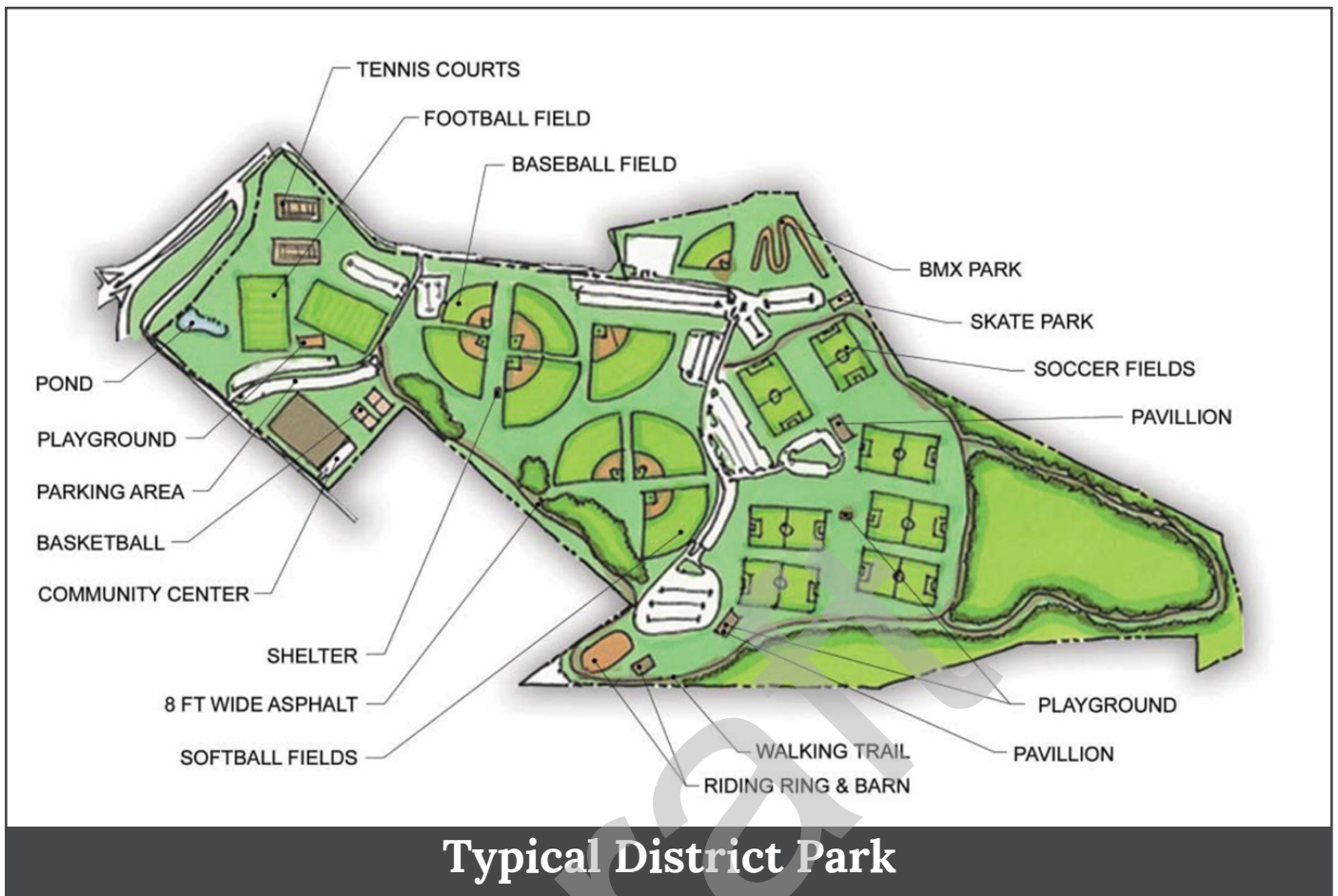
Typical Facilities

- Playgrounds
- Full- or half-size basketball courts
- Volleyball courts
- Baseball / softball / multipurpose field
- Soccer / football field
- Soccer practice field (movable goals)
- Tennis courts (lighted)
- Nature trails
- Picnic tables with grill (with or without shelter)
- Restrooms / concessions
- Benches or bench swings
- Parking / service yard
- 50% of site remains undeveloped

Alternate Facilities*

- Tennis center
- Amphitheater
- Observation decks
- Fishing piers / boating / boat dock
- Recreation center

* Alternate facilities may be added or substituted.



Martin Marietta Park is an example of a district park.

Community Parks

Community parks focus on meeting community-based recreational needs as well as preserving unique landscapes and open spaces. Harrisburg Community Park is a great example of a high-quality Community Park. Compared to district parks, community parks have a smaller range of recreation facilities. They may host athletic league sports events and provide passive recreation. Fifty percent of the community park property should be developed for only passive recreation, with these relatively undisturbed areas serving as buffers around the park and/or acting as buffers between active facilities.

Community-type park sites should have varying topography and vegetation. Several different tree species should also be present in forested areas. Community parks should contain cleared areas to locate active recreational facilities. At least one natural water feature (lake, river, or creek) is desirable in community parks. The land acquired for use as a community park should be contiguous in nature and strategically located to serve all users within the designated community. The development of community parks typically falls within the realm of municipal responsibilities.

Specific standards/criteria for developing community parks are as follows:

Service Area:

1 to 2-mile radius

Acreage / Population Ratio

2 – 5 acres per 1,000 persons

Desirable Range

15 – 50 acres

Desirable Size

25 acres

Typical Facilities

- Playgrounds
- Full-size or half-size basketball courts
- Swimming pool
- Tennis / volleyball courts
- Soccer / multipurpose fields
- Baseball / softball fields
- Nature trails
- Restrooms / concessions
- Benches or bench swings
- Parking
- Picnic tables / shelter (with or without grills)
- 50% of site to remain undeveloped

Alternate Facilities*

- Recreation center
- Natural water features
- Disc golf
- Amphitheater
- Observation decks

* Alternate facilities may be added or substituted.



Typical Community Park (15 – 50 Acres)



Example of a community park: Harrisburg Community Park

Neighborhood Parks

Neighborhood parks, like Stallings Road Park, offer the public a convenient source of recreation while serving as the social focus point of neighborhoods. Usually located within walking distance of the area serviced, neighborhood parks provide both active and passive recreation opportunities that are of interest to all age groups. The smaller size of neighborhood parks, as compared to those previously mentioned, requires intense development with 50% of each site remaining undisturbed to serve as a buffer between the park and adjacent property owners.

Specific standards / criteria for developing neighborhood parks are as follows:

Service Area

$\frac{3}{4}$ - to 1-mile radius to serve walking

Acreage / Population Ratio

2 acres per 1,000 persons

Desirable Size

7 – 15 acres

Typical Facilities

- Softball or baseball field
- Multipurpose field
- Half-size basketball courts
- Picnic shelter with grills
- Picnic tables with grills (not under shelter)
- Benches or bench swings
- Playground
- 50% of site to remain undeveloped

Alternate Facilities*

- Nature trails
- Tennis / pickleball courts

* Alternate facilities may be added or substituted.



Typical Neighborhood Park (7 - 15 Acres)



Example of a neighborhood park: Stallings Park

Mini Parks

Mini parks, like Harris Depot Park, are small places typically located in urban areas or associated with residential or institutional developments. These facilities can serve to bring communities together with events, promote local history, or deliver beauty to both residents and visitors. The function of a mini park is to provide limited, isolated, or unique recreational needs. They are typically located within walking distance of the area served.

Specific standards / criteria for developing mini parks are as follows:

Service Area

¼- to ½-mile radius to serve walking

Acreage / Population Ratio

½ acre per 1,000 persons

Desirable Size

±1 acre

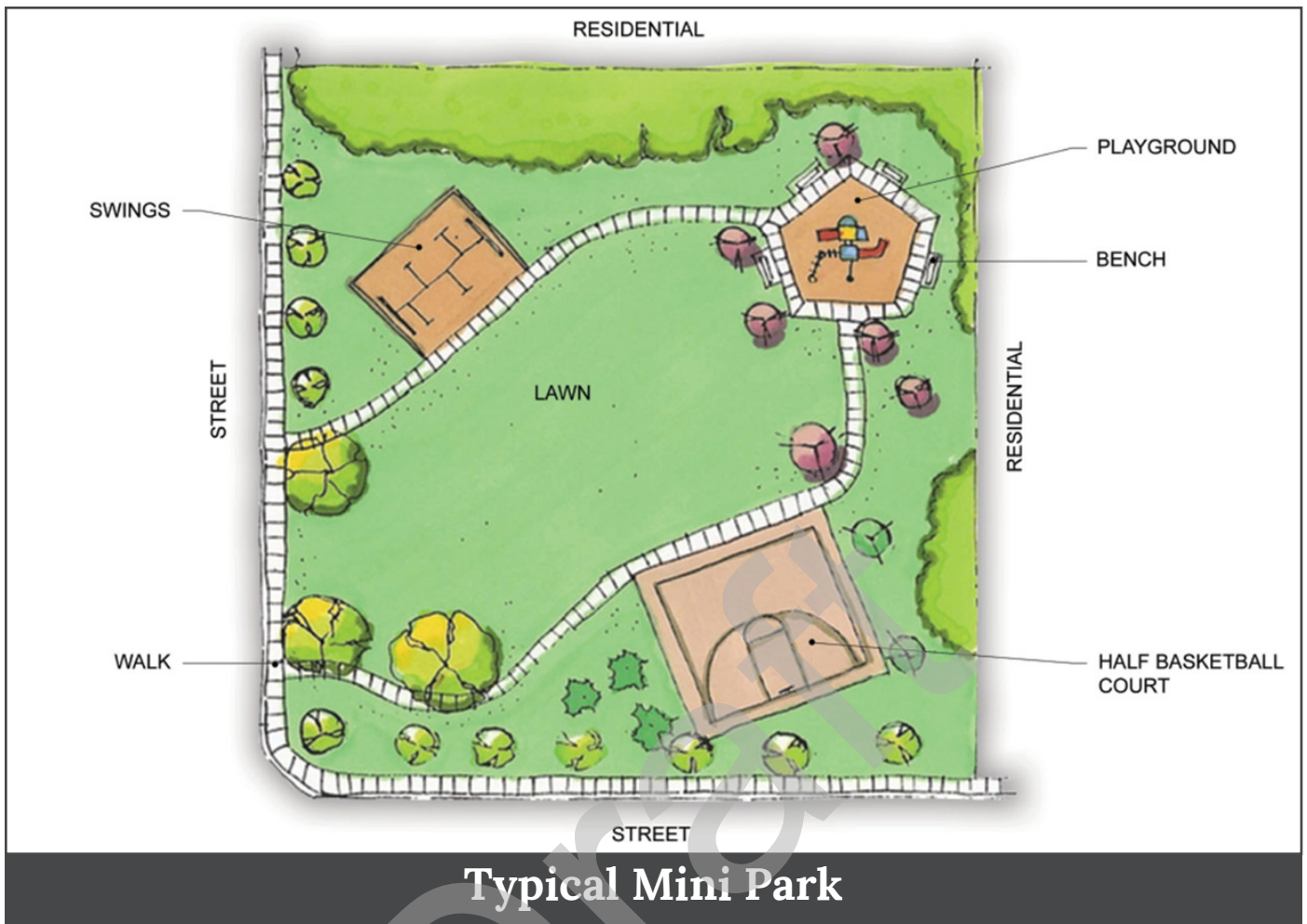
Typical Facilities

- Half-size basketball courts
- Picnic tables with grills (not under shelter)
- Benches or bench swings
- Open play area playground

Alternate Facilities*

- Nature trails
- Tennis / pickleball courts

*Alternate facilities may be added or substituted.



Example of a mini park

Linear Parks and Greenways

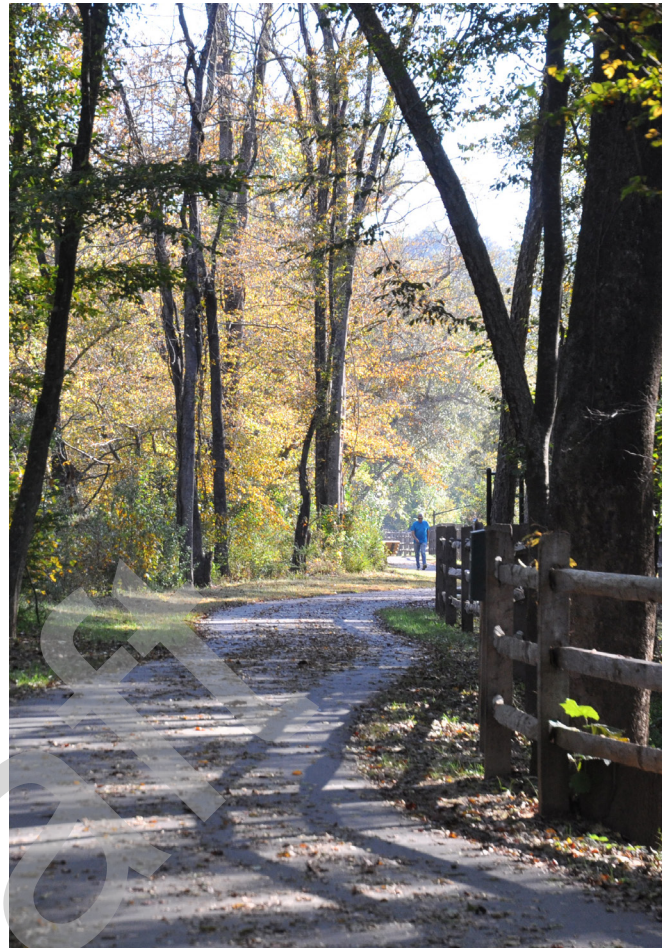
Linear Parks and Greenways are areas developed for a variety of modes of recreational travel, such as hiking, biking, and driving. Linear parks are developed for several reasons:

- To connect existing recreational facilities
- To facilitate public rights-of-way
- To connect destination points
- For scenic views and leisure touring

The length and size of linear parks vary, depending on their intended use, the terrain of the parkland, and the distance between connected entities, such as parks, schools, cultural/historical resources, residential areas, and businesses. Often these linear parks are developed within a large land area designated for protection and management of the natural environment, with recreation opportunities as a secondary objective.

Unique or Special-Use Facilities

Unique or special-use facilities are park types that exist for the sole purpose of enhancing or utilizing a special man-made or natural feature. They can include civic spaces, parkways, historical sites, sites of archaeological significance, swimming pools, conservation easements, floodplains, etc. The park and recreation industry has not established minimum park standards, relating to acreage or population, for this category of park. A size that is sufficient to protect and interpret the resource, while providing optimum use, is considered desirable.



Linear parks and greenways offer recreation and connectivity.



Veterans Park

Public Open Space

While it is realistic and appropriate to adopt population-based standards for parkland and facilities, it is not realistic to establish open space standards. The more reasonable method of establishing appropriate standards for open space is to determine the criteria necessary for the protection of significant natural areas contained therein.

Public open space is defined as any land acquired to be kept primarily undeveloped and used for non-programmed activities. The functions of open space include:

- Preservation of drainage areas for water supplies (watersheds)
- Protection of areas which are particularly well suited for growing crops (farmland preservation)

- Protection of communities to prevent urban sprawl (greenbelts)
- Protection of wildlife habitat (sanctuaries)
- Protection of approach and take-off areas near airports (clear zones)
- Protection of undevelopable land (landfills)
- Protection of areas aesthetically pleasing for a corridor (viewsheds)

While these areas are some of the more common open spaces, many others exist. Harrisburg residents have access to some state and county recreational areas that provide visitors access to open space. Morrow Mountain State Park just over the county line in Stanly County is one such state facility while Frank Liske Park is a 238-acre district park that offers residents of Cabarrus County vast open spaces as well as traditional amenities.



Lake Norman State Park courtesy of the NC Division of Parks and Recreation

Harrisburg Community Park

Community Park | 64 ac

Address: 191 Sims Parkway

Harrisburg Community Park is in many ways the Town's flagship park. The park helps instill a sense of community and unity in a Town that does not have a historic downtown area. It provides a great example of what a large gathering place can do to bring a community together, however, it is also suffering from its success. The community's demand for the park is also starting to push the park beyond its functional limits which is resulting in regular struggles to keep the park in optimal condition, despite the burgeoning usage.

The strength of the departments' concert and event offerings has spurred an interest in larger events and more regional and national events. The amphitheater is functional, however, the current green room is undersized and needs expansion. The proximity of the athletic fields presents a potential visual disruption. Options should be explored to make these two use areas more compatible.

Harrisburg Community Park also plays host to a Cabarrus County library which is exceptionally well patronized and is in great proximity to the park. The library, like the park, is reaching its capacity load.

Amenities include:

- Library [Cabarrus County]
- Splash Pad
- (5) multi-purpose athletic fields
 - 1 typically used for football
 - 4 typically used for small-sided or full-length soccer
- Non-programmed/open event space
- Picnic shelters (5)
- Restrooms
- Accessible playground
- Amphitheater
- Picnic areas (16)
- Horseshoe pits (3)
- Bicycle pump course
- Paved walking trails (approximately 1 mile)
- Mountain bike trail with connection to Harris Depot Park
- Parking (approximately 250 spaces)

Harrisburg Park is also home to the Parks and Recreation Department's maintenance operations. Located on the Northeastern portion of the park along Gamble McClure Road, the small maintenance area provides great access to Harrisburg Park, but is currently limited, geographically.



Stallings Road Park

Neighborhood Park | 12.00 ac.

Address: 4050 Stallings Road

Stallings Road Park functionally includes the use of the Harrisburg Elementary School ballfield complex. This arrangement allows for the Parks and Recreation Department to utilize the facilities in return for the maintenance of the site. The site currently has limited parking options and is a concern as a major residential development taking place across Stallings Road could potentially exacerbate the parking shortage as well as raise pedestrian safety concerns.

Amenities include:

- Picnic shelter (60' x 40') with restrooms and grills
- (3) Tennis courts
- (2) lighted Baseball fields
- Playground
- Shelter
- Rock dust walking trail (1-mile, figure eight pattern)
- Parking (approximately 100 spaces)



Pharr Mill Road Park

Neighborhood Park | 37.31 ac.

Address: 6775 Pharr Mill Road

Pharr Mill, a county park, is leased at a nominal fee, to the Town for its use. It provides an expansive passive park option for area residents. The park is well-maintained and would have limited opportunities for expansion or reconfiguration. The park has received both NC Parks and Recreation Trust Fund and Federal Land and Water Conservation Funds and as such is protected as a park and must be maintained as a viable park unit, which it is. While the site presents some topographical limitations, relocating some elements in the park to allow new development that meets expressed demand by the community should be considered.

Amenities include:

- Playground
- Picnic sites
- Volleyball courts
- Horseshoe courts
- Fishing pond
- Paved & boardwalk walking trails (1.5 miles)
- Biking trails
- Restroom
- Shelters (3)
- Historic Rocky River Presbyterian Church cemetery (privately owned within the park boundary)



Harris Depot Park (Old Post Office)

Mini Park | Size 3.68 ac.

Address: 6960 Harris Depot Road

Harris Depot Park, while connected to the heavily visited Harrisburg Community Park, remains an unpolished gem. Recent work by the department has dramatically improved the buildings on site and environmental considerations of the park. The site plays host to the Town's farmers market in a beautiful understory of old-growth hardwoods. This farmer's market needs formalization that helps retain the look and feel of the farmers market, but also guards against erosion and provides vendors and visitors with a complimentary layout. The site is also conducive to community garden efforts due to its layout.

The park site is adjacent to a 55+ community whose residents frequent the park. Retaining the tranquil nature of the park would be a benefit to the Town for those within walking distance and other area residents in need of a beautiful quiet spot near the Town center.

Amenities include:

- Historic post office & general store
- Historic log cabin
- Hosts local farmer's market
- ¼ mile walking path
- Picnic Shelter
- Corn Hole (2)
- Turtle pond



Pharr Mill Historic Site

(Future) Mini Park | 4.1 ac.

Location: Located on the Rocky River at Pharr Mill Road and Shamrock Road intersection

Amenities include:

- Frontage on the Rocky River
- Currently Undeveloped

Harrisburg Elementary School Park

(School) Mini Park | Approx. 12.72 ac.

Address: 3900 Stallings Road Harrisburg, NC 28075

Existing facilities (utilized by the Parks and Recreation Department):

- Concession stand and equipment storage building
- (4) Baseball fields (250', 260', 270', and 300' to center field)
- (4) Baseball fields

Holcomb Woods Athletic Complex

Neighborhood Park | 13.58 ac.

Address: 12443 Plaza Rd. Ext. Charlotte, NC 28215

This park, while having the acreage of a neighborhood park, due to lack of facilities currently operates like a mini park. It consists exclusively of two multiple-purpose fields that are typically used for soccer programming.

Amenities include:

- Soccer fields (2)



Veterans Park

Mini Specialty Use Park | +/- 1 ac.

Address: 4282 Harris Depot Rd.

Amenities include:

- Veteran's Memorial
- Decorative fountain and landscaping
- Sidewalk walking path (approximately 600 LF)
- Arbor Swings (10)
- Open event lawn

Town Hall Green

This property is privately owned and is occasionally used for Town-owned events with permission.

Special Use Facility | 1 ac.

Address: Located behind Town Hall, Town Hall Pl / Main St.

Amenities include:

- Gazebo
- Sidewalk walking path (approximately 1,115 LF)
- Non-programmed open-event lawn

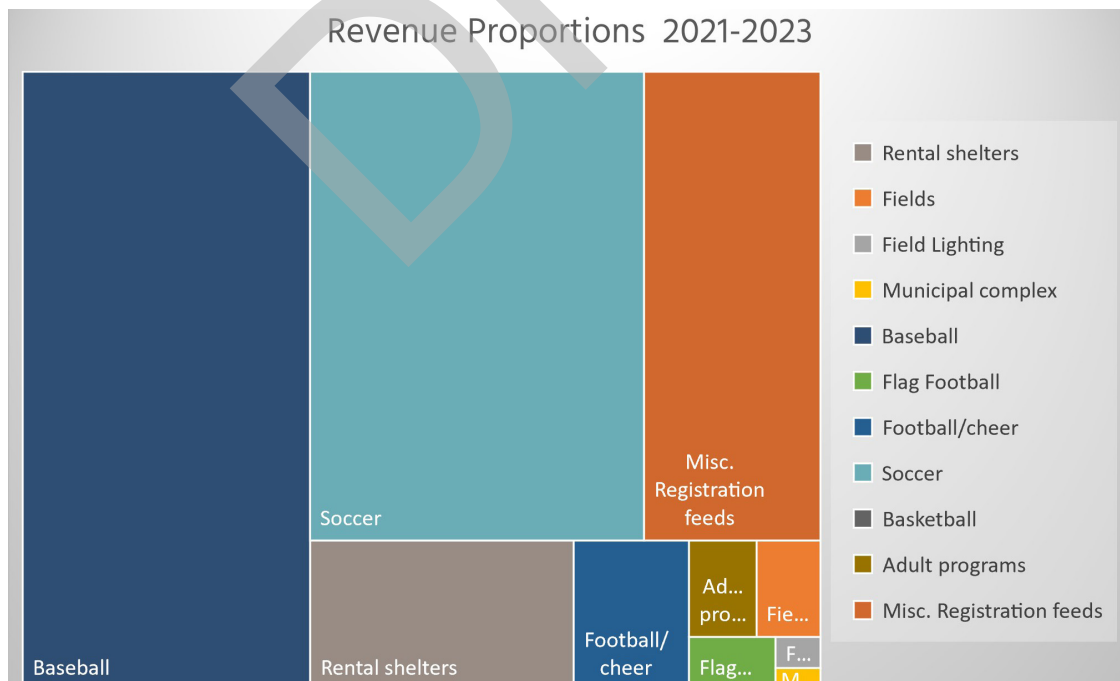
Facility Program and Facility Analysis

Harrisburg's program and facility offerings have been growing as the population continues to increase. Analysis of the revenue of these trendlines is valuable in understanding future demand.

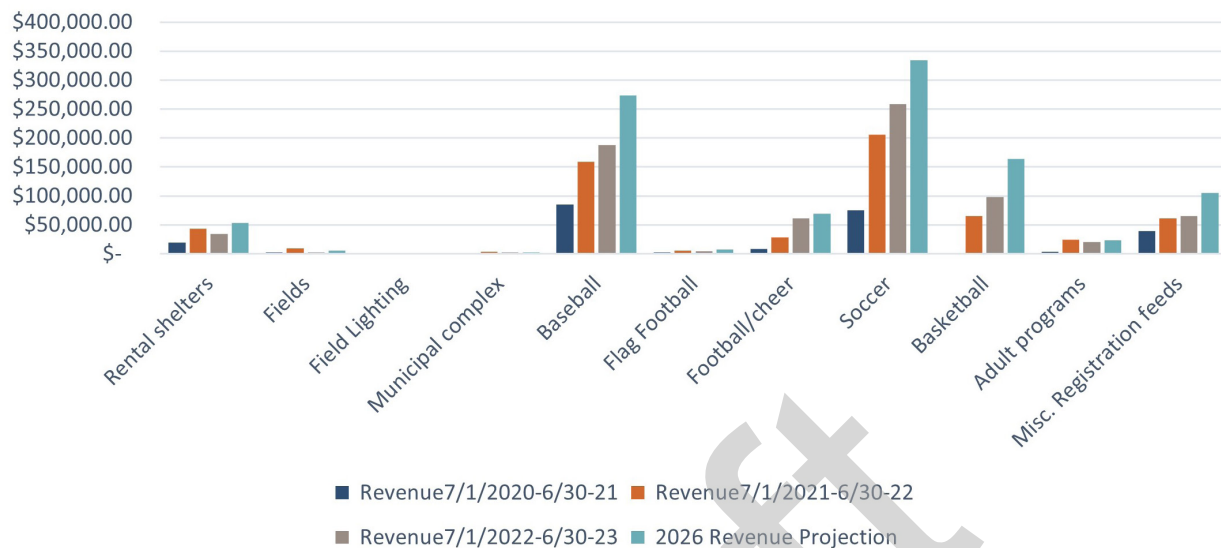
The figures noted below illustrate a historical perspective of which recreation-related revenue areas are having the most impact on the Town's budget considerations. A few key takeaways from this data are that:

The current recreation registration and reporting system is a limiting factor for understanding details needed to conduct more in-depth analysis.

1. Recreation program offerings hold a larger proportion of revenue derived from facility rentals. This is not true of every recreation system. This is important because programs are limited in capacity to the carrying capacity of the facilities that a park and recreation agency has access to.
2. Using past growth rates as an indicator for assessing future growth projections presents an upward trajectory of revenue in many of the Town's recreation programs. However, as the previous point alluded to, this growth could be limited, or plateau should programs reach facility-related limitations.
3. Due to the nature of the reporting used to analyze the data, a large portion of the program revenue could not be subjected to in-depth analysis, leading to limitations in identifying stronger correlations.



Historical Program/Facility Revenue and Natural Growth Trajectory



User Experience and Social Determinants of Health

According to the United States Department of Health and Human Services, social determinants of health (SDOH) are the conditions in the environments where people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks. The National Recreation and Parks Association claims that “Parks and green space improve air, water, and environmental conditions in communities. At the same time, parks and recreation promote access to physical activity opportunities for people to move more and provide access to healthy foods through meal programs, farmers markets, and community gardens.” (NRPA.org, Keeping It Real: A Different Approach to Discussing the Social Determinants of Health, 11.26.19—Colman)

A strategy for combating physical inactivity, obesity, and other health conditions, begins with

understanding how park spaces and human-nature relationships impact health and well-being. The auditing of park facilities for physical environmental conditions allows for an examination of the existing built environment about its influence on health and user experience. As part of the inventory phase of this planning study, both the physical and perceived user experiences (per community input/focus group participant input) at each Harrisburg-owned recreation facility were analyzed through the lens of social determinants of health.

Each of Harrisburg’s existing recreational facilities was assessed for their physical condition, relevance in meeting existing recreation demands and needs, and potential for improvement or expansion. A summary of the existing facility assessment is described below. The findings were ascertained from site visits and community input and considered amenity types and their condition, accessibility for all users, reported resident usage, and rankings from the community survey responses.

Other Public Recreation Facility Offerings

Public lands nearby Harrisburg provide recreation opportunities to residents and visitors within the Town. Multiple public land managers, such as local municipalities, nonprofits, and the State of North Carolina make these public spaces available. Only Cabarrus County owns park property within Harrisburg, via Pharr Mill Park, and this property is actively managed by the Town of Harrisburg

Other Local Municipal Recreation Facilities

Concord and Charlotte / Mecklenburg are within proximity, however, their facilities are not within the Town's extra territorial jurisdiction. Both offer access to several recreation amenities such as an extensive trail system, local parks, picnic areas, and camping. Some of the popular facilities are listed below.

Harrisburg Community Garden

Size: approximately 0.4 ac.

Address: Morehead Street & Hudson Drive, Harrisburg, NC 28075

- 53 plots (fenced)
- Shed/storage building

State and Federal Recreation Opportunities

The State of North Carolina manages Morrow Mountain, which is located 35 miles away and is the nearest State Park to Harrisburg. Morrow Mountain offers a public swimming pool, cabins, trails, and access to the Yadkin and PeeDee rivers. Just beyond that is the Uwharrie National Forest and the PeeDee National Wildlife Refuge Area. The Uwharrie, whose foothills stretch into Cabarrus County offer a place for off-road vehicles, day use, equestrian facilities, hunting, and other nature-based recreational offerings. These amazing outdoor recreation opportunities are west of the Town and easily within a short, day trip.



Private Recreation Facility Offerings

Private recreation providers, nonprofit organizations, and developers provide limited, alternate resources and opportunities that supplement the Town's recreation opportunities. While it is not feasible to provide an exhaustive list of the private recreation facilities throughout the Town of Harrisburg, it is important to understand the types of recreational facilities that are offered. These facilities can be offered for many reasons, including health and wellness, group classes, social gatherings, and children and youth programming. The types of organizations and businesses that provide these opportunities can include private fitness facilities, athletic clubs, recreational guide companies, recreational equipment rental businesses, neighborhood associations, and local nonprofit organizations. Some of the facilities available are as follows:

Harrisburg YMCA

Efforts are underway that would move and expand the Y's offerings to a site adjacent to Harrisburg Community Park. This expansion will also expand the offerings of the YMCA. This addition is seen as a complementary development and was strategically placed near the Community Park.

Currently: 4100 Main Street, Suite 200, Harrisburg, NC 28075

- Gym (indoor soccer, basketball, fitness, etc.)
- Classrooms (multi-purpose room, computer lab, etc.)
- Early Childhood Center
- Fitness center
- Aerobics center
- Weight room

Homeowner association-operated pools: These are HOA-run pools, that service only residents within the development

- Harrisburg Town Center (6305 Lane Harrisburg)
- Rocky River Crossings Swimming Pool (4111 Rocky River Crossing Rd)

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05 | Needs Analysis

Recreation Needs Assessment

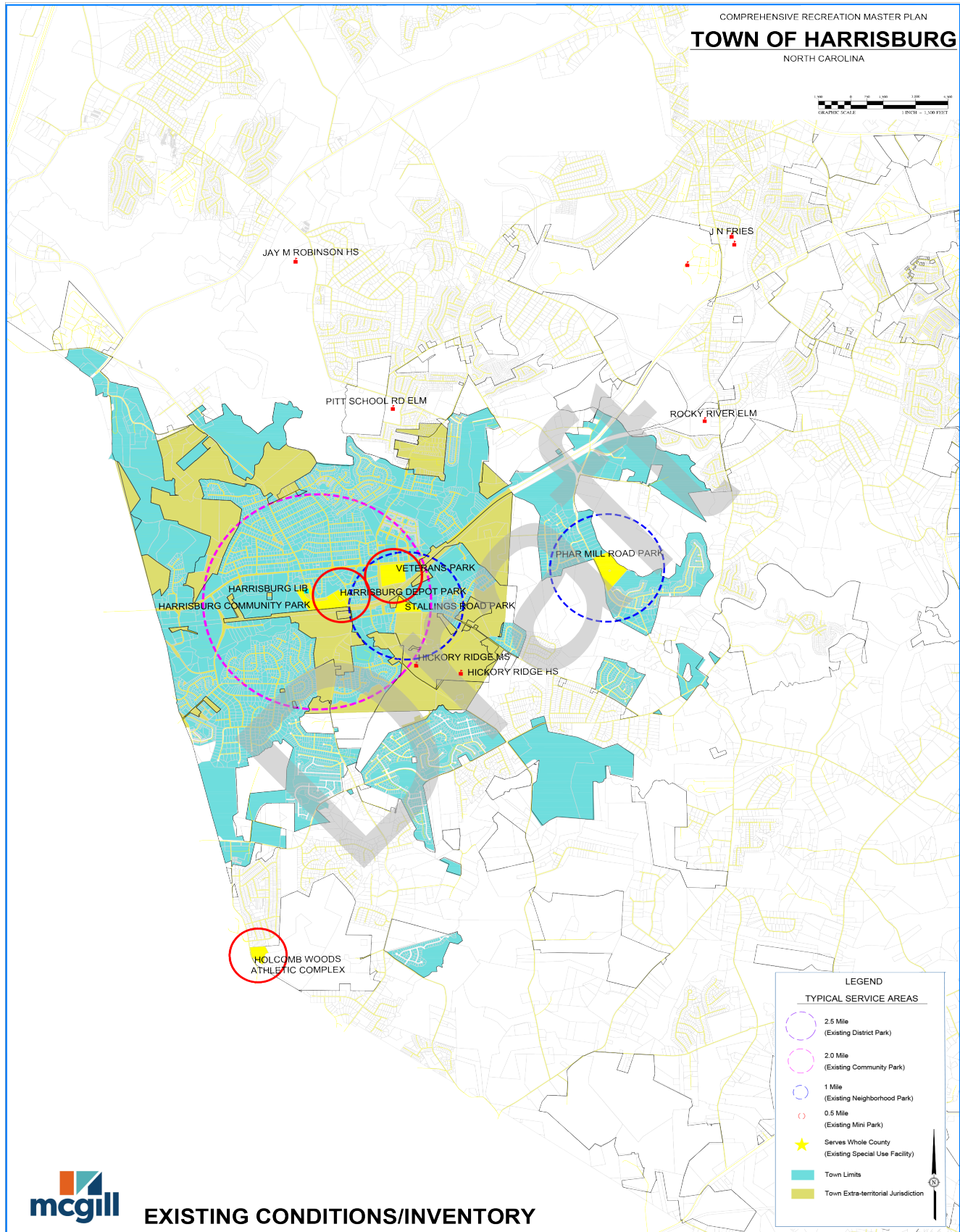
The degree of need for parks, recreation, and open space is most directly influenced by the expectations of Harrisburg residents, relating strictly to the quality of life to which they aspire and the community that Town leadership envisions. This Comprehensive Master Plan addresses, as its priority, the parks and recreation facility needs requested by the residents and visitors of Harrisburg.

Geographic equity of park access is an important consideration to ensure access for all Harrisburg residents. An analysis of recreation service areas can be used to make land acquisition recommendations for both current and future needs. Solutions to improving recreation include providing facilities and amenities that residents desire and need and locating them where residents have easy access. The existing recreation service areas shown in Map 5.1 identify potential service gaps.

Harrisburg's park service level directly impacts what type of community Harrisburg will become over time.

To better understand what recreation resources a community has and how accessible those facilities and programs may be to the general population, this study looked at typical service areas. Map 5.1 illustrates what portions of the community lie within or near the typical recreation service areas for identified Town-owned recreation facilities. The outcome of this exercise reveals that most of the community lives within proximity to a Town-owned facility that they can easily access. Populations typically affected by inaccessibility include children and seniors who do not drive. Both user groups generally have greater leisure time and can directly benefit from access to parks and recreation facilities.





Map 5.1: Existing Service Areas Map

Harrisburg's park service level directly impacts what type of community Harrisburg will become over time. Solutions to improving recreation in the Town of Harrisburg include providing facilities and amenities that residents desire and need. It also considers where such facilities and amenities should be located. Existing recreation service areas illustrated indicate that the areas outside of the core of municipalities have the least access to parks. Planning for future parks and recreation system expansion should consider developing facilities outside of the Town's core. As new residential and large commercial developments are planned, the Town should proactively collaborate with developers to determine the types of recreation amenities that should be provided in accordance with the Town's planning department requirements.

Assessing and evaluating the level of service standard is another metric used to determine deficits or surpluses of parkland and amenities in a park system based on the population of the jurisdiction. The analysis begins with an inventory of existing facilities, looking at national standards, and evaluating staff input. A tailored level of service standard is then created that will reflect the increase in parks and recreation needs throughout the ten-year planning scope. The final output of the analysis is a table representing the 2024 and 2034 levels of service, showing the surpluses and deficits in park types and amenities based on population projections for the next 10 years.



Only Town-owned and operated parks and facilities contribute toward the level of service calculation. It is important to note that local municipalities, county facilities, state public lands, and other private or nonprofit recreational facilities as well as shared-use agreements with area schools also meet recreational needs.

This parameter exists for three reasons. First, the level of service is the foundation for recommendations and improvements Harrisburg is capable of implementing. Any improvements considered must be under the jurisdiction of the Town. Second, other performance metrics, such

as staffing, budgets, and maintenance, are related to the level of service acreage. For this reason, it is important only to include acreage for which the Town is responsible. Finally, when utilizing best practices or national standards as benchmarks, reported data is limited to what an agency owns and operates. Thus, the level of service figure

maintains this same parameter to allow for direct comparison.

Communities use the level of service guidelines to benchmark the demand for recreation in their specific geographic areas, but they are not requirements. To ensure that the Town of Harrisburg's Comprehensive Parks and Recreation Master Plan contains distinctiveness yet versatility, input was sought from its integral components: Town staff, Town council, and citizen representatives.

Level of Service for Parkland

Tables 5.1 and 5.2 provide the level of service guidelines for parkland currently owned and operated by Harrisburg for the current and future population estimates and projections. Population figures in this analysis are based on the demographics sourced from the United States Census Bureau data. The acreage standard is based on the population ratio method pre-established for each classification of park.

Based on these acreage standards, the Town of Harrisburg's recreational facility offerings need to expand to keep up with the Town's fast-growing population base. Harrisburg currently provides one community park, two neighborhood parks, and three mini-parks. It should be noted that the regional and district park resources are provided by the county federal, state, and county resources that are within proximity, are not noted in the inventory as they are outside of the Town limits.

Linear parks, special-use facilities, and open spaces are not designated under the parkland level of service evaluation. Due to the variability and nature of each of these facilities, determining a pre-established population ratio is very difficult. While Harrisburg offers sidewalks and trails within its parks it does not currently have an established greenway network.

Level of Service for Amenities

Amenities are the elements within a park and recreation facility. They are the key features that attract people to outdoor spaces. Amenities may include fields and courts specific to some sports, places dedicated to play, locations for gathering, trail systems, and special-use accommodations. The level of service, while originally established by the National Recreation and Parks Association (NRPA) has shifted to be more community-specific and more closely tied to the needs expressed by the community rather than national-based standards. A level of service assessment of the existing amenities for the Town is shown in Table 5.3.

Based on the information contained in Table 5.3, the Town is at a point where its great service offerings need to expand to meet the level of service expected by the community. Most of the typical Town-owned recreational facilities are for their permanent population. It is also important to consider that Harrisburg parks facilities also draw in non-resident visitors. This dynamic presents the attractiveness of Harrisburg as a place to live, work, and play, but it also supports the local economy. As recreation trends and public needs vary over time, recommended amenities may not be necessary for immediate implementation. The recommendations aim to meet the anticipated level of service needs over ten years, but implementation of specific projects may depend on available funding, land acquisition, and periodic re-evaluation of recreation needs.

Town Of Harrisburg Existing Park Acreage by Facility	Acreage
Harrisburg Community Park (Community Park)	64 acres
Stallings Road Park (Neighborhood Park)	12 acres
Pharr Mill Road Park (Neighborhood Park)	37.31 acres
Holcomb Woods (Neighborhood Park)	13.58 acres
Harris Depot Park (Neighborhood Park)	3.68 acres
Veterans Park (Mini Park)	1 acre
Pharr Mill Historic Site (Future Neighborhood Park)	4.1 acres
TOTAL ACREAGE	135.67 acres

Table 5.1 Town Of Harrisburg Existing Park Acreage by Facility

Type of Park	Existing County Acreage	Recommended for 2024 Population* 21,973	Recommended for 2034 Population* est. 29,829	Surplus / Deficit for 2034 Population
District Park 200 acres or 5 acres / 1,500 persons	0 acres	73.2 acres	99.4 acres	99.4-acre deficit
Community Park 4 acres / 2,500 persons	64 acres	35.16 acres	47.7 acres	16.3 acre surplus
Neighborhood Park 0.5 acres / 4,000 persons	70.67 acres	5.5 acres	7.46 acres	63.21 acre surplus
Mini Park 0.5 acres / 4,000 persons	2.74 acres	2.75 acres	3.7 acres	0.96 acre deficit

Table 5.2 Park Acreage / Population Analysis

*Populations are based on NCOSBM Estimates and projections based on OSBM posted growth rates

Comparative Analysis

An important part of the planning process is performing a comparative analysis with municipalities that are like Harrisburg based primarily on population. Other established standards create a benchmark for recreational opportunities offered by the Town. Considerations when comparing Harrisburg to other communities include the number of parks provided, amenities offered per capita, per capita spending, and staffing levels.

A comparative analysis of known recreation department expenditures, based on the latest reliable recreation expense data per population (2022) was completed. The population estimates used in this report were certified county and municipal estimates in 2022 by NC OSBM. The NC OSBM provided the budget figures for recreation and cultural expenses. Unfortunately, expense data was not available for Harrisburg. However, other similar communities are used to help establish a range for consideration.

This Master Plan also compares standards developed by the NRPA. In 2024, NRPA issued a performance review that provided insights and benchmarks from parks and recreation departments across the country. Information used for a comparative analysis for Harrisburg included residents per park, acres of parkland, outdoor park and recreation amenities providing the median number of residents per amenity, and recreation department operating expenditures per capita. This data is one more way to see how Harrisburg is meeting the needs of the community.

Table 5.4 shows data collected for communities of similar resident populations to Harrisburg and the reported recreation and cultural expenditures. Note that while this information is a useful snapshot of how one community compares to others, the circumstances of each community may vary far more than the population number. The differences

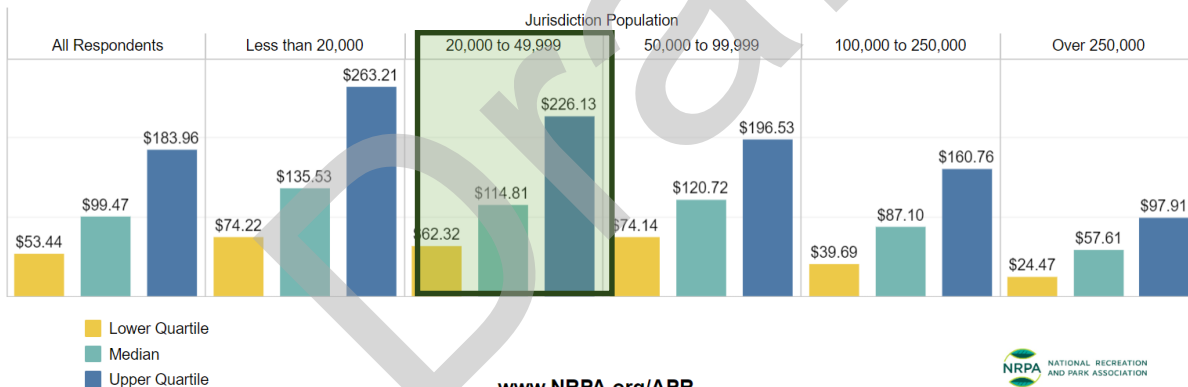
between tax bases, seasonal tourism, geographic and environmental resources, etc. are rarely similar enough to rely solely on this information as a fair comparison of communities of similar population size. However, it does show how recreation expenditures can vary among these communities despite population size.

Note that what makes up reported recreation expenditures varies from one community to another. Some communities account for facility maintenance costs in this data while others do not or may only do so partially. The comparative analysis intends to gain an understanding of the scope of recreation services typically provided by other municipal recreation providers. Knowing where Harrisburg falls within this may yield insight for staff and community leaders.

The information provided in the following table was compiled by the NRPA for use in their 2024 Agency Performance Review. This is one of the sources of data this study used to help develop levels of service standards (see Table 5.3).

COUNTY	MUNICIPALITY	2022 OSBM POP.	OSBM GROWTH CHANGE	CENSUS HOUSE HOLD INCOME	2023-2024 ANNUAL BUDGET	PARKS AND REC. BUDGET	PERCENT OF TOTAL BUDGET	PER CAP EXPENDITURE
Wake	Knightdale	20,383	4.8%	\$79,364	\$33,449,541	\$2,174,039	6.5%	\$106.66
Cabarrus	Harrisburg	20,652	8.9%	\$134,767	\$24,784,050	\$3,465,355	14%	\$167.80
Orange	Carrboro	21,136	-0.7%	\$76,933	\$29,330,449	\$2,040,544	7%	\$96.54
Forsyth	Clemmons	21,408	1.2%	\$75,667	\$10,064,130	\$23,500	0.2%	\$1.10
Wake	Apex	69,472	8.2%	\$126,583	\$102,072,200	\$10,028,000	9.8%	\$144.35
Wake	Cary	180,354	3.2%	\$125,414	\$523,568,778	\$27,323,420	5.2%	\$151.50

Operating Expenditures per Capita



Aim to be the best place in the nation to live!

- Your tax rate is inline with or lower than your competitors
- Harrisburg's population is growing faster than your statewide competitors
- Harrisburg is between the median and upper investment levels in parks and recreation
- Continue to grow your investment in high quality of life

HARRISBURG

18,934 people
Approximately 1,651 people per
square mile

Closest University:
UNC-Charlotte (4 miles)

Median Age: 36.4
Median Household Income:
\$134,767
Poverty Rate: 2.7%
Median Home Value: \$383,400

7 parks
130+/- acres of park land
4.07 miles of trails
0 indoor recreation facilities

APEX

71,064 people
Approximately 2,835 people per
square mile

Closest University:
NC State University (10 miles)

Median Age: 38.9
Median Household Income:
\$126,583
Poverty Rate: 2.6%
Median Home Value: \$564,400

12 parks
629+/- acres of park land
25.9 miles of trails
111,173 square feet of
indoor facilities

CARY

180,354 people
Approximately 2,990 people per
square mile

Closest University:
NC State University (6 miles)

Median Age: 40
Median Household Income:
\$124,414
Poverty Rate: 3.8%
Median Home Value: \$567,100

22+ parks
1,600+/- acres of park land
80+ miles of trails
5+ indoor recreation facilities

No accolades yet,
but will be on the
hunt very soon!

Listed as "Best
Place to Live in
America" multiple
times | Ranked #12
in 2023 for Forbes
Best Small City to
move to

2023 Livabilities 25
best places to live
in the Southeast |
Money Magazine
ranked "hottest
town over 1,000"

* Sources

- 2022-2023 NC Municipal Tax rates: <https://www.ncdor.gov/2022-2023-county-and-municipal-tax-rates-and-effective-tax-rates>
- Data obtained from Census Reporter which illustrates data from
- Citation: U.S. Census Bureau (2022). American Community Survey 1-year estimates. Retrieved from Census Reporter Profile page for Apex, NC <<http://censusreporter.org/profiles/16000US3701520-apex-nc/>>
- Citation: U.S. Census Bureau (2022). American Community Survey 5-year estimates. Retrieved from Census Reporter Profile page for Apex, NC <<http://censusreporter.org/profiles/16000US3701520-apex-nc/>>
- 2023 Town of Apex Master Plan for Parks, Recreation, Cultural Resources, Greenways, & Open Space
- <https://www.cbs17.com/news/local-news/wake-county-news/a-wake-county-small-city-is-one-of-the-best-in-america-new-study-says/>
- <https://www.apexnc.org/Archive/ViewFile/Item/618?text=There%20are%20many%20good%20reasons%20in%20America%20to%20live%20in%20Apex%20NC>
- <https://www.newsobserver.com/news/local/counties/wake-county/article31293701.html>
- Cary Superlatives for best places to live: <https://www.carync.gov/recreation-enjoyment/about-cary/cary-superlatives#:~:text=Best%20City%20to%20Move%20to,move%20to%20in%20North%20Carolina.>

Amenity	2024 NRPA Metrics Jurisdictions between 20,000-49,999 Population	2024 NRPA Metrics Typical Municipal Offerings	Metrics Based Need Range Estimated Population 21,973 (OSBM based pop. estimate)	Current Town Owned Contribution to Service Level In range Not in range
Diamond Fields (baseball/softball)	1/3,007	1/3,991	5-7	2
Multipurpose Field	1/3,333	1/5,118	4-6	8
Basketball Courts (dedicated)	1/7,501	1/7,500	3	0
Community gardens	1/27,262	1/33,000	0	0
Tennis/Pickleball	1/13,000	1/15,629	1-2	3
Multi-use Courts	1/15,531	1/18,035	1-2	0
Golf Courses	1/32,812	1/91,124	0	0
Playground	1/3,089	1/3,425	6-7	3
Inclusive Playgrounds	1/19,729	1/27,500	0-1	0
Dog Park	1/27,508	1/43,246	0	0
Recreation Cen- ters (and gym)	1/24,486	1/33,977	0	0
Community cen- ter (no gym)	1/27,858	1/30,000	0	0
Performance Am- phitheater	1/32,255	1/58,543	0	0
Nature Center	1/33,669	1/111,824	0	0
Aquatic centers	1/31,000	1/58,496	0	0
Stadiums	1/32,299	1/88,000	0	0
Teen Center	1/31,785	1/61,983	0	0

*Dedicated pickleball

Metrics derived from 2024 NRPA Agency performance data

Table 5.3 National Metric Benchmarks

Amenity	Metrics Based Need range Estimated Pop- ulation 2024 (OSBM Pop Est.	Owned / Service Level In range Not in range No range available	Community Input Interest Level * High Medium Low	Recommended Number of Facilities to be Developed by 2034
Aquatic Centers	0	0	High	0
Community Center (no gym)	0	0	High	1
Diamond Fields (baseball/softball)	5-7	2	High	5
Inclusive Playgrounds	0-1	0	High	1
Multipurpose Field	4-6	8	High	4
Open Space	N/A	135.6 acres	High	150+ acres
Picnic Areas	N/A	3	High	5
Playground	6-7	3	High	4
Recreation Centers (and gym)	0	0	High	1
Walking/Running Trails	N/A	4.07 miles	High	5 miles
Basketball Courts (dedicated)	1-2	0	Medium	2
Cultural Arts Center	N/A	0	Medium	1
Dog Park	0	0	Medium	1
Fishing/Water Access	N/A	1	Medium	2
Multi-use Courts	1-2	0	Medium	2
Performance Amphitheater	0	1	Medium	0
Splash Pad/Sprayground	N/A	1	Medium	0
Teen Center	0	0	Medium	0
Tennis/Pickleball	1-2	3	Medium	0
Adventure Facilities	N/A	0	Low	0
Community Gardens	0	0	Low	0
Golf Courses	0	0	Low	0
Nature Center	0	0	Low	0
Skateboard Park	N/A	0	Low	0
Stadiums	0	0	Low	0

Notice: N/A stands for data that is not available or is difficult to categorically present

*Need derived from all public input forms, presented High, Medium, and Low, expressed need

Table 5.4 Facility Development Recommendations

Walkability

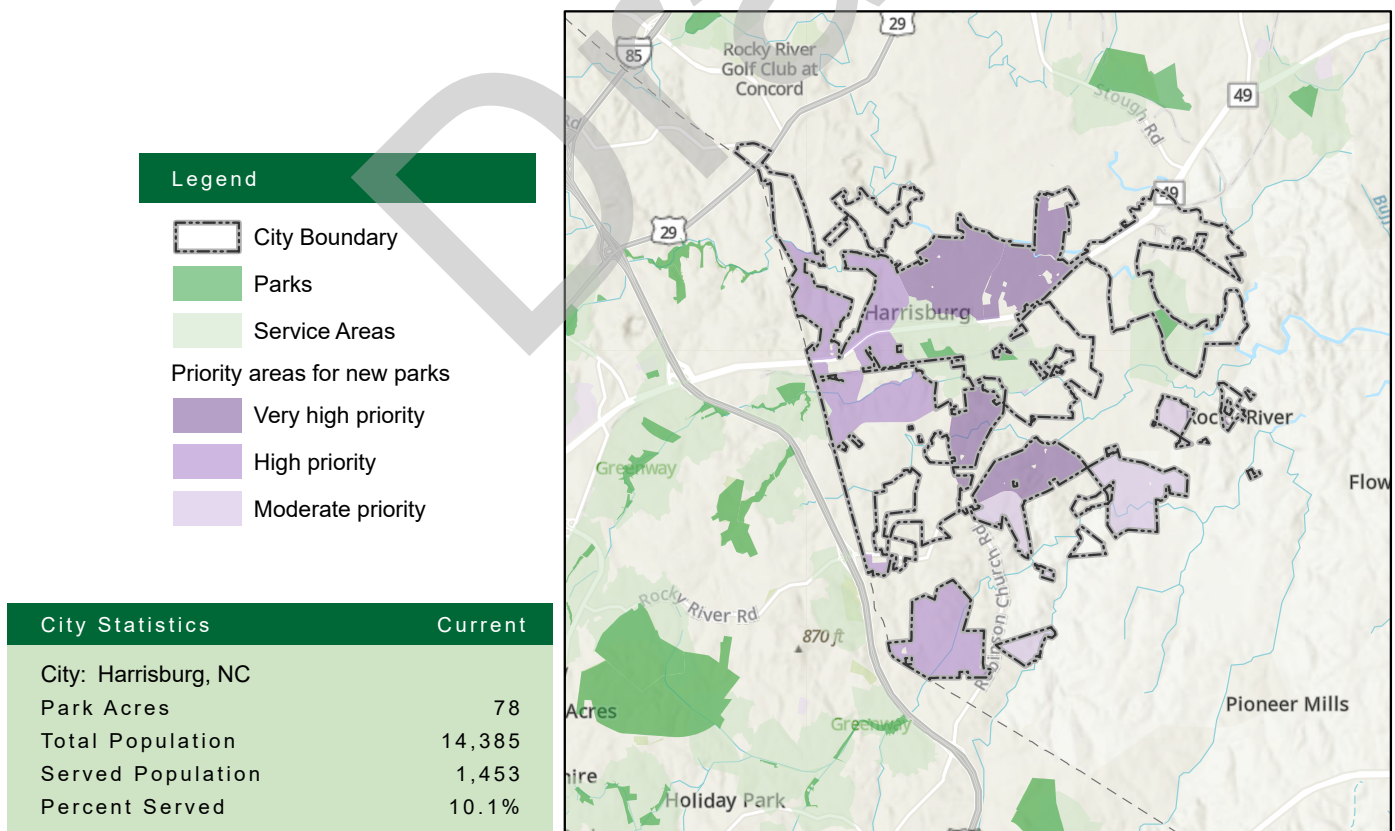
The 10-Minute Walk initiative is another benchmark to assess the needs of the community and walkable access to parks and green space. The NRPA, the Trust for Public Land, and the Urban Land Institute have joined together for a nationwide movement to help people have greater access to parks and green spaces while transforming communities. They have set a goal to provide safe, equitable access to 100% of people in United States cities by 2050.

The Trust for Public Land has created an online tool called ParkServe®. ParkServe® uses GIS databases and demographics to analyze the percentage of residents within a community who have access to parks and green space. Reports are generated for local communities to gain insight into how they are doing. The report provides information for local municipalities and can give insight into how a Town

is servicing residents and is another tool to show where there are gaps within a recreation system.

ParkServe® did not have a complete report for Harrisburg Parks. However, while a full analysis and report were not available, ParkServe® did have some relevant data indicating areas within a 10-minute walk from each major Town-owned park. This information provides some guidance as to what areas were lacking this standard of service and where future parks may be needed to meet growing demand.

While residents of Harrisburg residents do not currently have a trail system within walking distance of most residential areas, many areas of the Town must rely solely on driving to reach Town-owned parks. The addition of an expanded sidewalk/trail system linking all Town-owned facilities with downtown and major residential communities would help to support greater walkability for residents.



This map was created on May 31, 2024 using the ParkServe® interactive mapping site. The providers of this report disclaim any and all warranties, express or implied, including fitness for use, merchantability, and make no representation that the report is complete, accurate, or error free. Use and reliance on this report is at the sole risk of the party using same.

© 2024 Trust for Public Land.

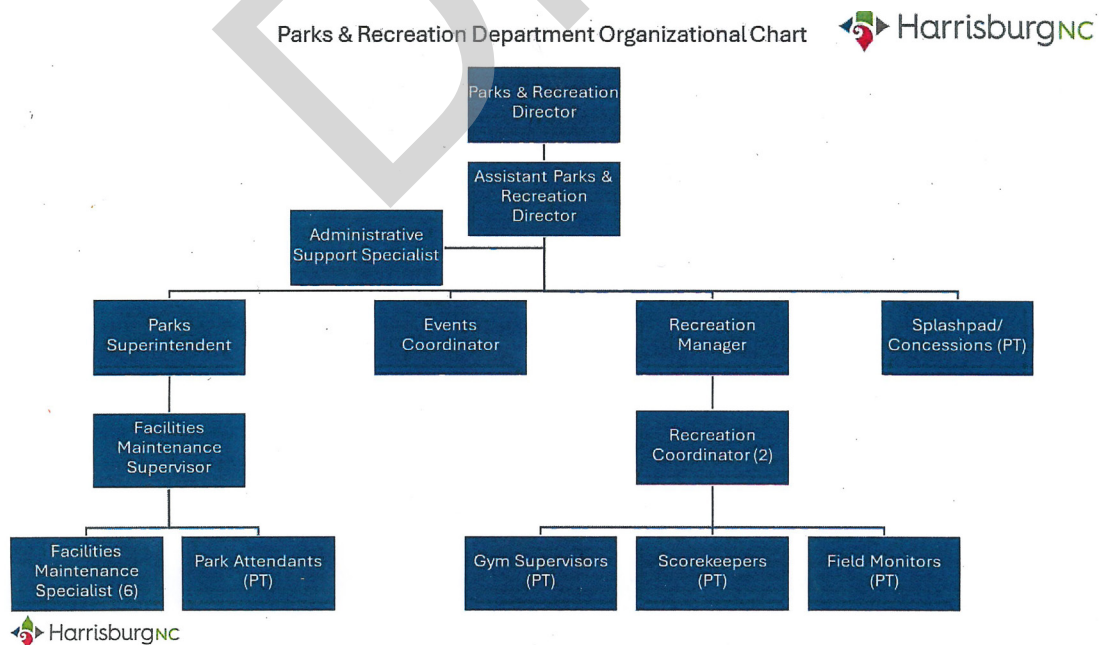
Evaluation of Staffing Needs

The people who make up the Parks and Recreation Department are what make up a successful agency. Everyone, from the parks and recreation director to athletic specialists to maintenance staff, works together to provide quality offerings to the community and visitors to the area. The key maintenance responsibilities of a parks and recreation department include, but are not limited to, operating, and maintaining parks and recreation facilities; providing recreational programs and services; maintaining budgetary responsibilities that match the needs of the Town; and planning, managing, and hosting special events.

Parks and recreation departments continue to face a multitude of growing market demands, ranging from providing a superior participant experience, addressing the needs of residents,

capital development project management, keeping up with changing industry regulatory requirements, and attracting and retaining the best possible employees. Challenges, such as cost recovery, participant retention, expenditure reduction, brand awareness, consistency, and technology applications, can present an opportunity to improve efficiency and effectiveness in service delivery. Parks and recreation departments, being the only municipal department where patrons have the choice to spend their disposable income, must adopt a service industry business approach to deliver services with maximum efficiency.

Harrisburg has a very typical structure, as noted below. This structure reflects a system without indoor recreation staff, business related services, or utilization of interns from nearby UNC Charlotte.



Current Harrisburg organizational chart

Harrisburg's estimated population is 21,973 and the current staffing levels are sufficient for existing levels of service but are lower than typical agencies serving similar population sizes. Based on the 2024 NRPA Agency Performance Review, the median full-time staff equivalent (FTE) for parks and recreation departments across the country is 8.9 per 10,000 residents. This master plan covers ten years of planning. The construction of recommended facilities may necessitate increased staffing for operational needs and additional funding for ongoing maintenance. Should the Town consider meeting the NRPA minimum FTE recommendations for the community, a minimum of 5.8 FTE would be necessary to match the lower quartile of agencies serving populations of 20,000 to 49,999 (according to NRPA benchmarking data). At present, there is no immediate need for establishing a new parks and recreation department. However, it is advisable to reassess the requirement for dedicated recreation staff as the population expands in the future.

Multiple factors will influence the future staffing needs of the Town of Harrisburg. Such factors are population growth, demographics, available tax monies, and tourism growth. Staff compensation should be based on market precedents. The largest factor will be the maintenance of any new parks or

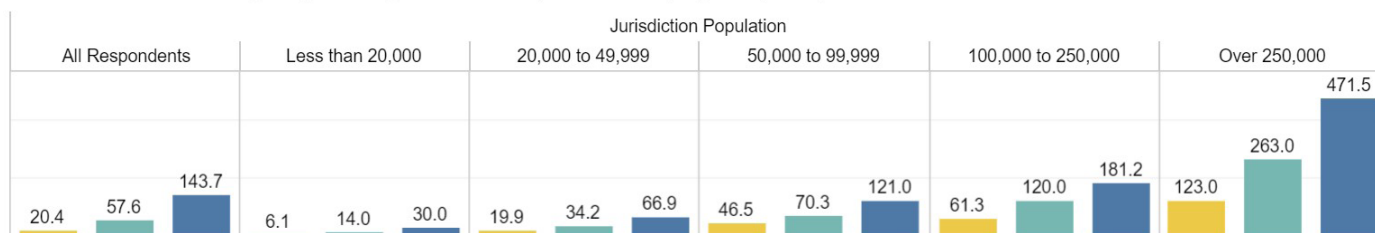
facilities. It is important to maintain or even enhance the current standard of maintenance. The provision of park facilities and programs for residents has a significant impact on the quality of life for both citizens and visitors. When considering the allocation of funds toward recreation staff and facility expansion, it is important to consider the budgetary implications in relation to the commitment to constructing new parks.

12.7 Minimum Needed Full-Time Employees

According to the 2024 National Recreation and Park Association (NRPA) staffing guidelines, a Full-time Equivalent (FTE) figure of between 19.9 and 66.9 is recommended as the minimum for Harrisburg, given its current population, which is estimated in the low to mid 20,000's. This recommendation is based on the NRPA's guideline of a minimum of 5.8 FTE per 10,000 residents. By application of either of these two metrics, it would be within current national benchmarks for Harrisburg's staffing level to grow to align with these figures and to keep up with the Town's rapidly increasing population.

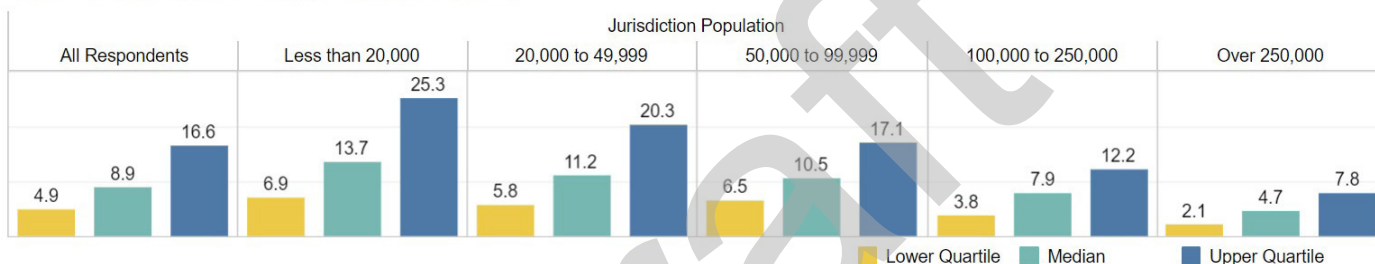
	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	More Than 250,000
Median	8.9	13.7	11.2	10.5	7.9	4.7
Lower Quartile	4.9	6.9	5.8	6.5	3.8	2.1
Upper Quartile	16.6	25.3	20.3	17.1	12.2	7.8

Park and Recreation Agency Staffing: Full-Time Equivalent Employees (FTEs)



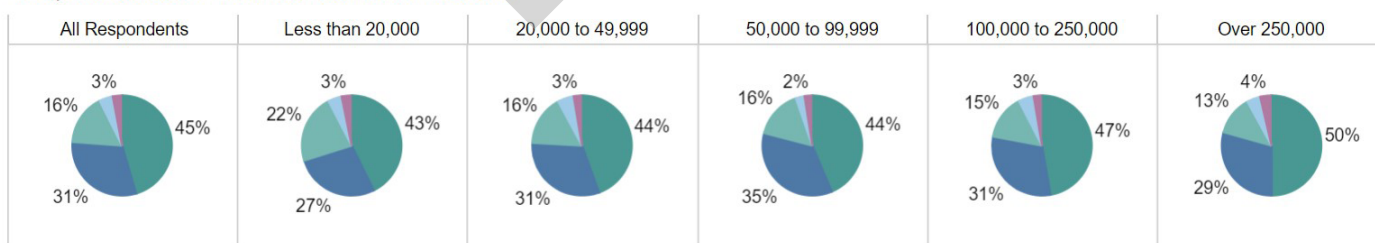
Harrisburg is represented in the 20,000 - 49,999 column

Park and Recreation FTEs per 10,000 Residents



Harrisburg is represented in the 20,000 - 49,999 column

Responsibilities of Park and Recreation Workers



Operations/Maintenance
 Programmers
 Administration
 Other
 Capital Development

www.NRPA.org/APR



Harrisburg is represented in the 20,000 - 49,999 column

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06 | Community Engagement

Community input is one of the most important aspects of the planning process. Planning that does not seek the help of the community struggles to gain any support and often fails. When community members can voice their opinions, ask questions, and share their wishes for the park, they feel a sense of ownership. They see that local government and planners seek to know their needs and desires. As the planning process moves forward and community members see elements they requested come to fruition, they are more apt to support the expansion through participation, funding, and care for the facilities.

The process was intended to be equitable and inclusive, presenting a variety of input opportunities and methods for all community members and visitors to have a comfortable space for expressing their needs and desires. Insight from local leaders and Town staff, public meetings, a community survey, and focus group interviews were used to gather ideas, share thoughts, stimulate conversations, and answer questions. The public input-gathering process was robust: public meetings, focus groups, a statistically valid survey as well as a community survey that was open to residents and visitors made up the multi-model process that was employed. The open survey and public meetings were advertised on the Harrisburg website, social media pages, and via fliers at park locations and other popular destinations. The contributions and materials received from community participants were essential for producing a plan that will benefit the community for generations to come.

Local Leaders and Staff

Communication between McGill team members and Harrisburg staff was an ongoing occurrence. Overall, the staff desires to continue to be able to provide safe, affordable, and appropriate recreation opportunities to residents and visitors alike. They wanted to be prepared to manage the anticipated

population growth over the next ten years through expanding recreation programs and facilities. A strong desire to provide improved opportunities for pedestrians to walk and ride their bicycles as well as a desire to provide more space for seasonal events and kayak and boat access were tempered with concerns over how to deal with the anticipated influx of vehicular traffic and needs for parking.

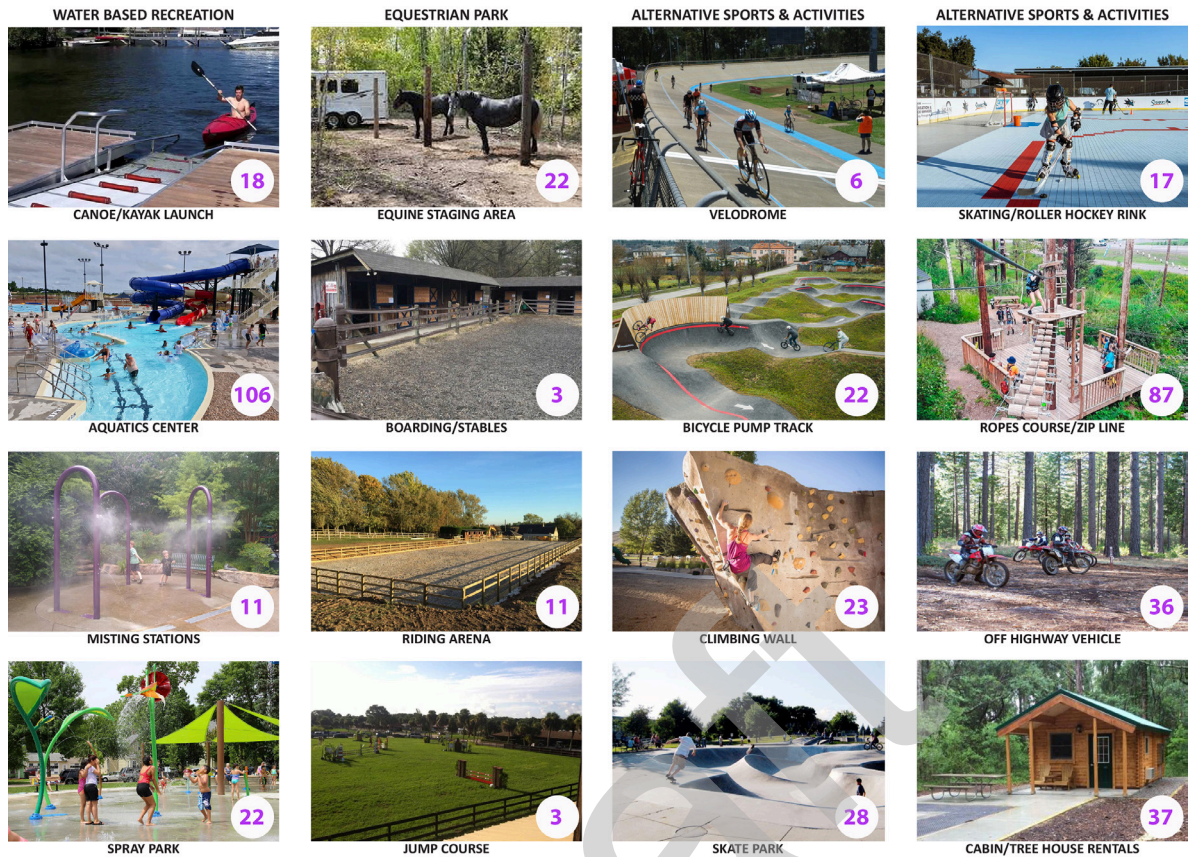
Public Meetings

To facilitate human interaction and open conversation during the community engagement process, two public meetings were conducted during the planning process. Both public meetings used visual preference boards that allowed the public to provide input on their recreation preferences quickly. The boards are displayed on the next page. In cases where an individual was interested in seeing a recreation element that was not present on the visual preference boards, write-in comments were collected by McGill staff.

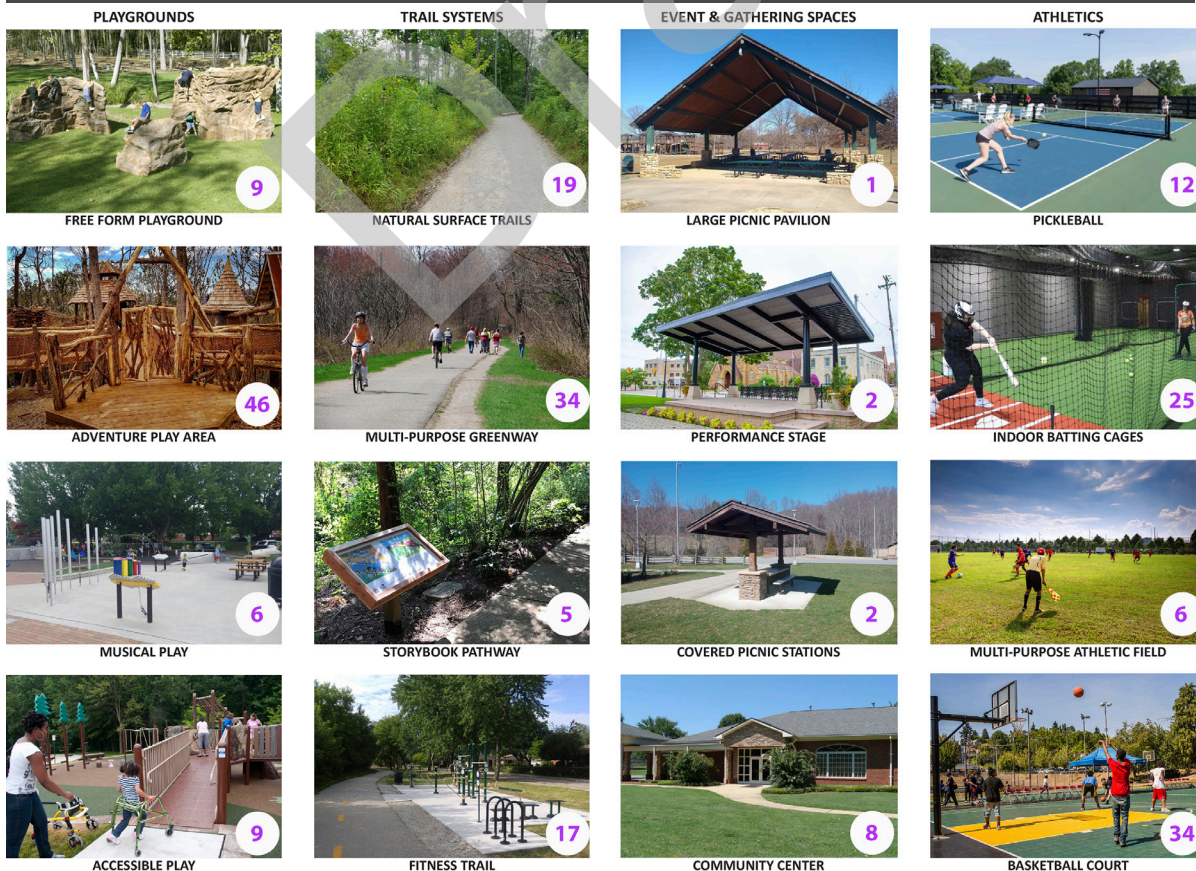
The first of the two 3-hour drop-in events was held on October 14th at Harrisburg's 50th Anniversary Celebration which was held at Harrisburg Park. The event was very well attended. Over 150 members of the community and visitors participated and provided recreation-related needs feedback.

This input session had a very wide demographic makeup. With this meeting, the public's top five vote-getters were aquatics and adventure-related.

The second of the two 3-hour drop-in events was held at the Annual Trick or Treat event, on October 27th at Harrisburg Park. This event was well attended, with over 7,500 members of the community estimated to be in attendance. Over 150 participants were estimated to participate in this input session.



Harrisburg VPS Board



Harrisburg VPS Board

The input gathered at this event came from more participants who had youth and children with them. Meeting the public's top five vote-getters also included some adventure recreation but also included a spray park and basketball court.



When these two events are looked at together some similar trends begin to emerge. While the events were operated independently of each other, in both cases adventure-related amenities that involved water rose to the surface. A park of this type is different than other park elements that are currently present within the Harrisburg Park system.



Community Surveys

The active participation of residents in Harrisburg was crucial in developing a Master Plan that reflects the true needs of the Town. Harrisburg conducted two community surveys to gather community input.

Statistically valid survey: One survey was conducted using a methodology that enabled the survey to be considered a statistically valid input method. Survey takers were randomly sampled in a method that ensured that all demographic areas were proportionally collected in line with the current Town makeup area. It was also critical that the number of surveys collected allowed for there to be a 95% confidence interval met. These processes are in line with academic-level research standards which seek to be representative of the community with strict measures in place to reduce survey bias.

Statistically Valid Survey Methodology

The statistically valid survey was administered in the fall of 2023. Mailed survey packets were sent to a random sample of households in Harrisburg. Each survey packet contained a cover letter, a copy of the survey, and a postage paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it online. After the surveys were mailed, a follow-up with residents was made to encourage participation. To prevent people who were not residents of Harrisburg from participating, everyone who completed the survey online was required to enter their home address before submitting the survey. Then work was performed to match the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online

survey was not included in the final database for this report. The goal was to collect a minimum of 300 completed surveys from residents. The goal was met with 306 completed surveys collected. The overall results for the sample of 402 households have a precision of at least +/- 5.4 at the 95% level of confidence.

Major findings of the report

Use of Parks Facilities: Respondents were asked to select all the parks and facilities from the list that their households had visited in the past year. Harrisburg Park (84%) was selected most often followed by Stallings Park (46%) and Pharr Mill Park (44%). When asked to select the three parks/facilities their household visits most often, Harrisburg Park (81%), Pharr Mill Park (37%) and Stallings Park (32%) were the top three selections. Most respondents (95%) rated the overall physical condition of the parks and recreation facilities as either “excellent” (48%) or “good” (47%).

Communication Methods: Respondents most often learn about the Town of Harrisburg Parks and Recreation Department Offerings via the website (62%), word of mouth (47%), or social media (46%). Respondents would most prefer to learn from the website (59%), social media (43%) or park signage (28%).

Barriers to Use: Respondents were asked to select all the reasons that prevent their household from using recreation facilities, amenities, and parks more often. Not knowing what is available (19%), crowded areas (14%), and busy schedules (12%) were the most often selected barriers. Almost half of respondents (46%) said they have no barrier to their use.

Support for Improvements: Respondents were asked to rate their level of support for six potential improvements the Town of Harrisburg Parks and Recreation Department could make. Developing

existing open space for passive uses (78%) was rated most supportive (rated somewhat supportive” or “very supportive”) followed by acquiring additional open space to develop passive uses (73%) and acquiring additional space and leaving it undeveloped (68%). These were also the three most important potential improvements to respondents.

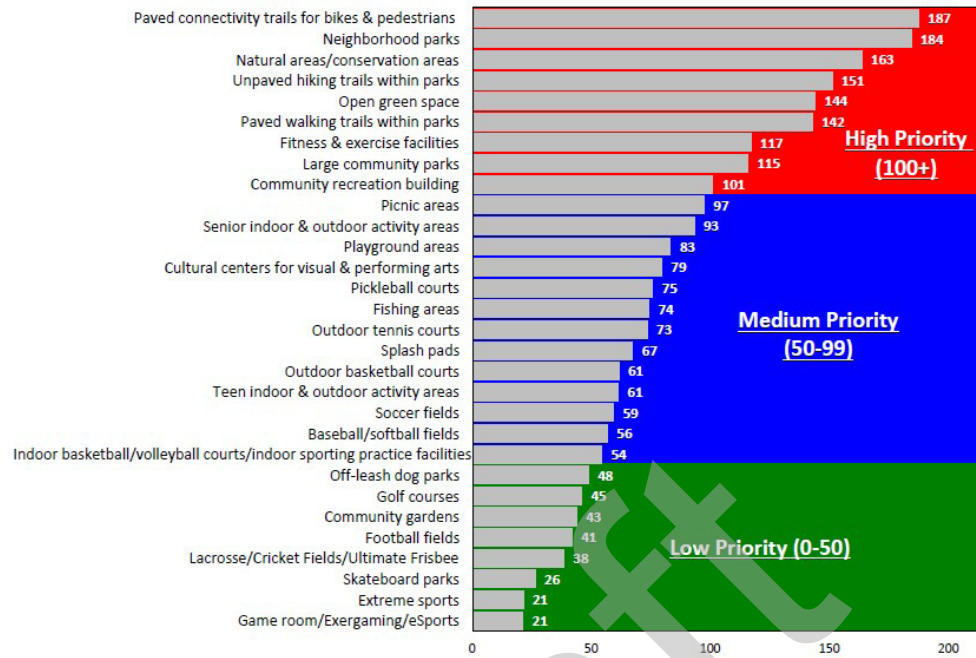
From this chart, it can be seen that there is generally a desire for more recreation space and trail access. This is not unexpected as the population of Harrisburg continues to climb, which has condensed recreation interests onto a few properties. More specifically there is a desire for more open space, natural areas, a recreation center, walkability within new spaces as well trail systems independent of parks. What we also find is that facility development follows and expansion of property as it is generally the medium-level priority.

From this chart, we generally find that non-athletic programs such as cultural, fitness, environmental education, and events are key priorities of the community. Within the high-priority needs we also see interest in arts-related programs, aquatics, and programs for all age groups. This is very encouraging as the community is very much aware that recreation programs should be for all ages, abilities, and backgrounds within a community, and Harrisburg citizens see this as a priority.

At mid-level priority, we see programs that are currently offered as requested. This should be seen as an affirmation that the department is meeting these needs well, but a recognition that it will be important to retain these programs expansions take place. There is only low/medium-low interest in before and after-school programs.

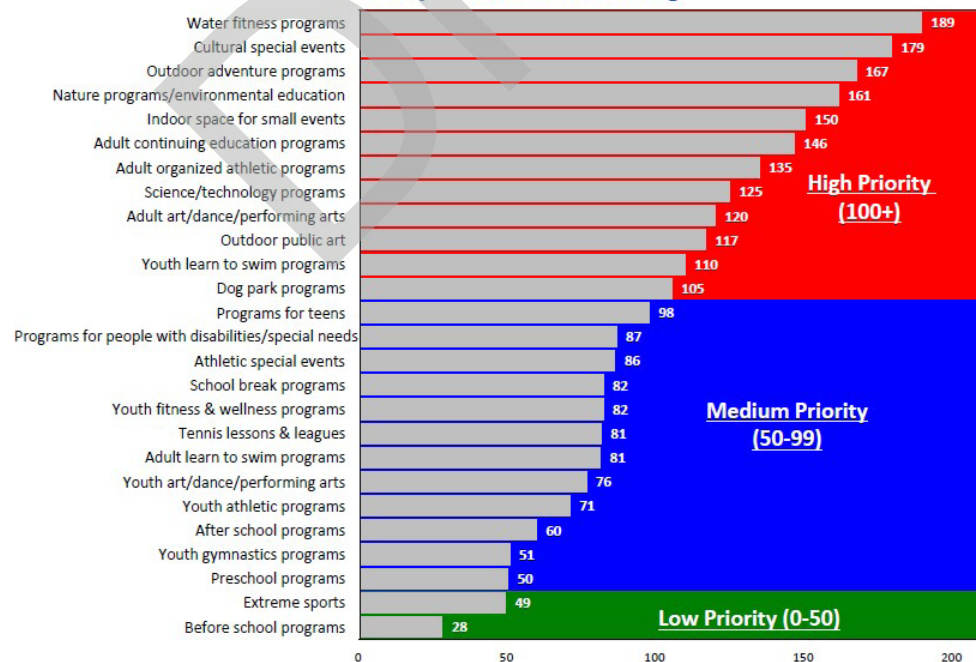
For the full statistically valid survey results see the Appendix.

Top Priorities for Investment for Facilities/Amenities Based on Priority Investment Rating



Harrisburg SVS Most Important Facilities

Top Priorities for Investment for Programs Based on Priority Investment Rating



Harrisburg SVS Most Important Programs

“Open to everyone survey:”

The Town also recognized that the many within the community who would like to voice their opinion on the future of the park system would not likely have the chance to participate in the statistically valid survey process. In recognition of this, a second survey was developed and offered to the community and advertised through the department’s marketing efforts and with the use of marketing cards at the input meetings.

A project marketing card was developed to encourage awareness of the project and provide both a web address to the community survey as well as a QR code that interested individuals could use with mobile devices to reach the online survey and provide their input. To gather further public input and reach the broadest cross-section of residents, a printed version of the survey was also made available at the meetings.

The Town had a strong participation in this survey with 417 responses surveys accessed surveys representing 934 individuals for the recreation master planning update data collection effort.

In a similar finding, the Town’s recreation programs also received high marks.

Finally, and a critical piece to consider, this open-to-everyone survey offered some key findings for understanding the community’s ranked importance of what facilities need to be offered in the future.

Help Improve Recreation in Harrisburg!

Community Survey

Please visit the link or use the QR code below:

<https://www.surveymonkey.com/r/HarrisburgRecSurvey>

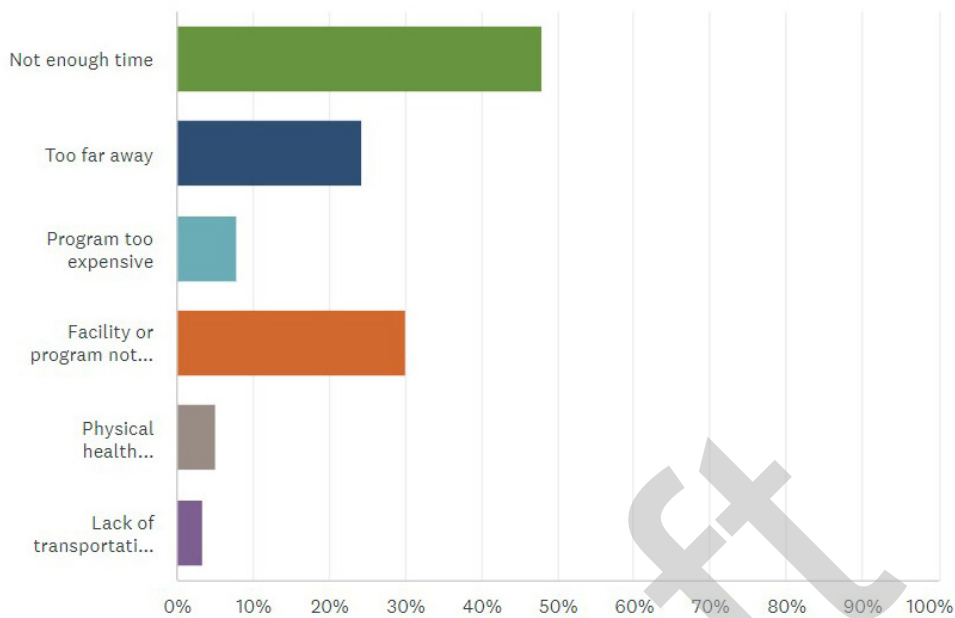
This effort will help inform the City of Harrisburg’s planning efforts for Parks and Recreation in the community. Thanks for your participation!



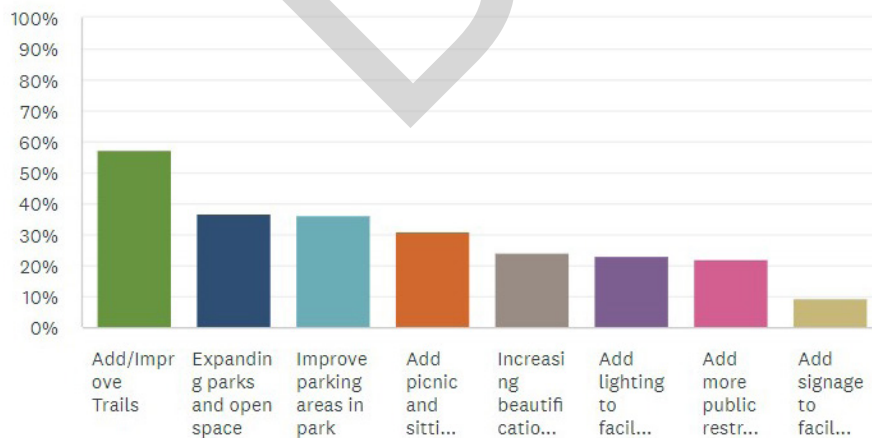
HarrisburgNC
PARKS & RECREATION



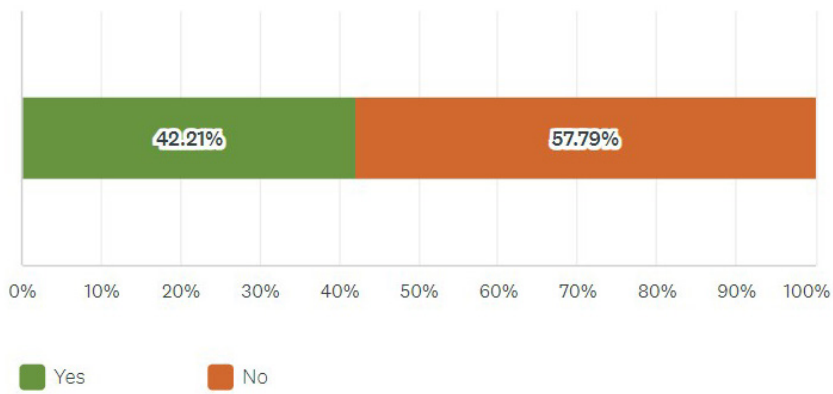
The residents love the sense of community that the parks and recreation department creates.



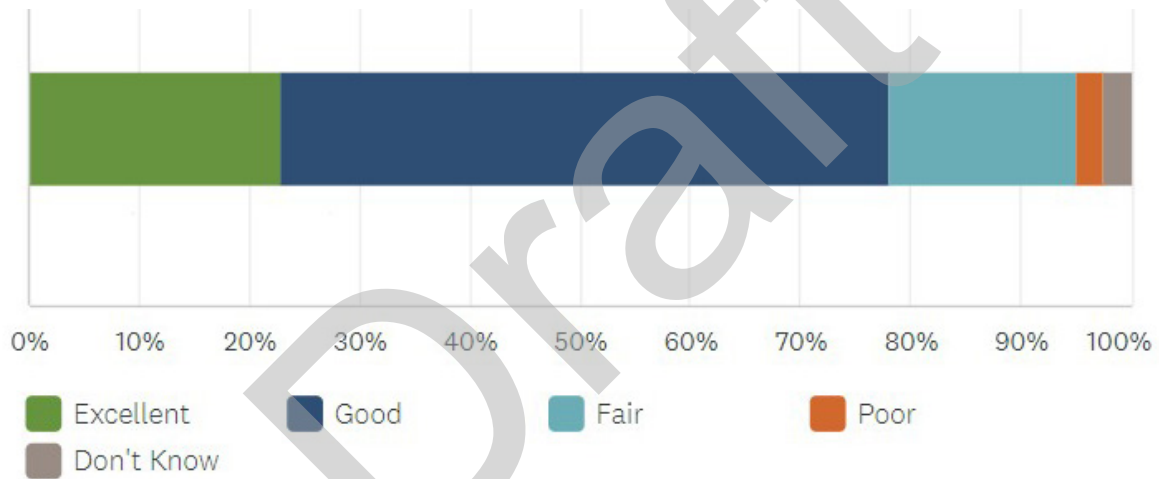
Barriers to household use of recreational facilities and parks



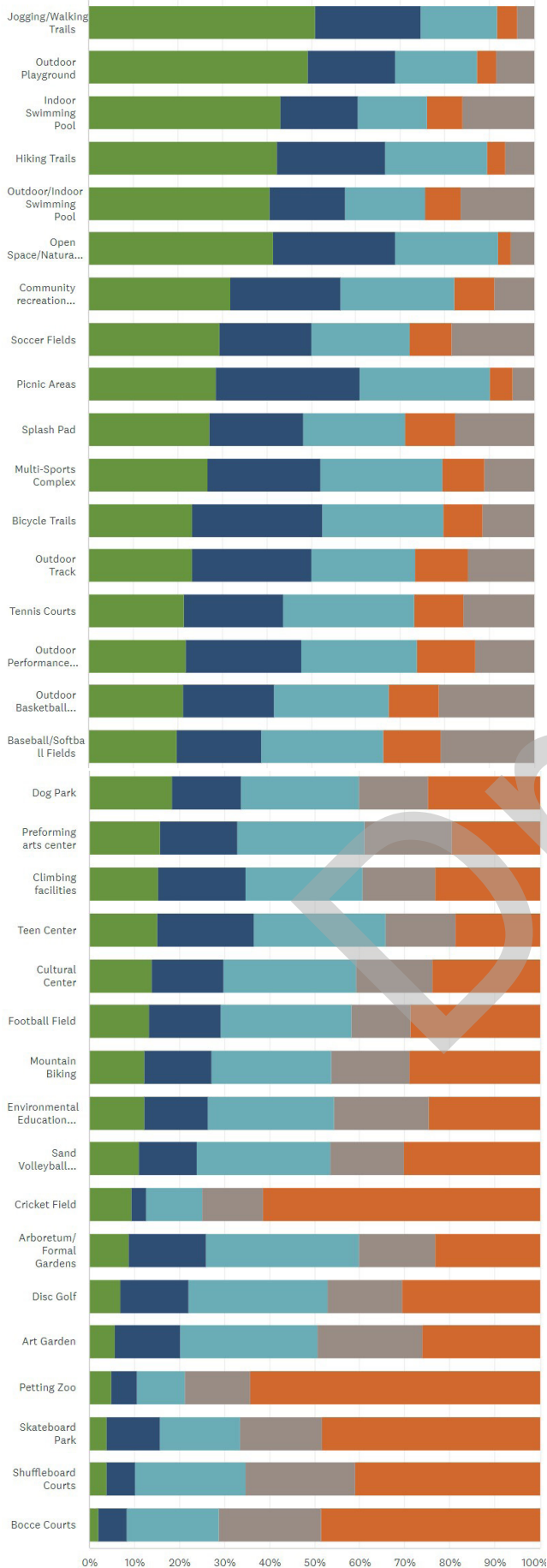
Desired improvements to existing Harrisburg parks



Distance of community members from recreational facilities



Community members rated existing facilities in Harrisburg



This survey presented that walkability, outdoor spaces, and community recreation are important. This survey does highlight additional interest in aquatics and having additional playgrounds.

See the results of the recreation survey to the left.

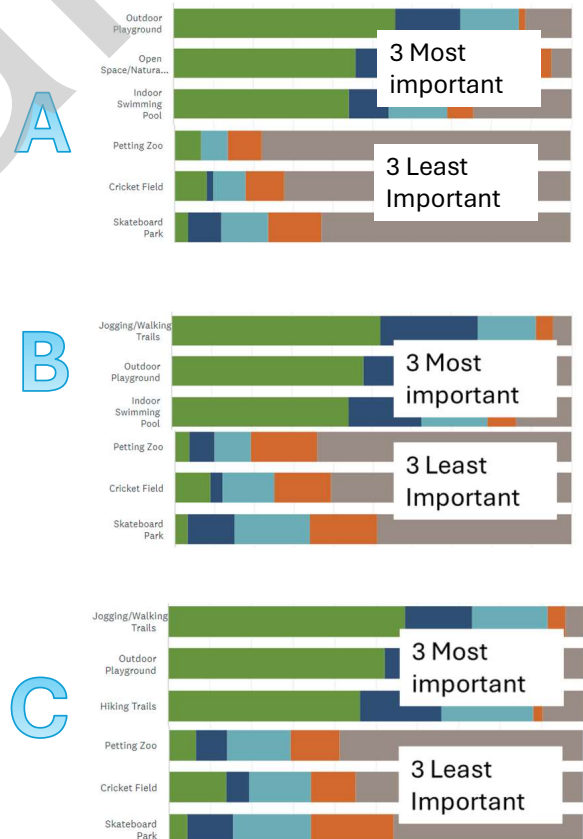
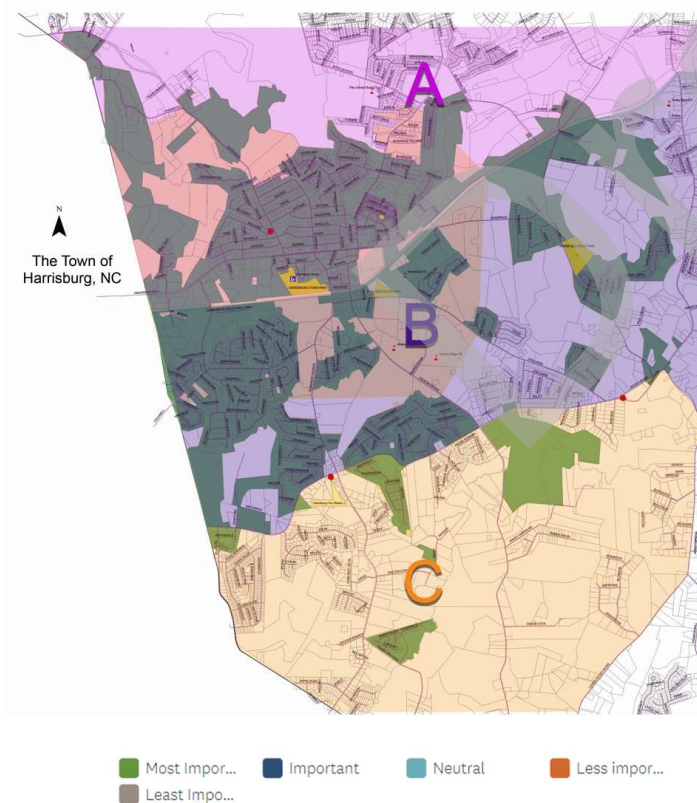


Most Important Important Neutral Less Important Least Important

A deeper dive into this information finds that different geographic areas place different importance on what is offered in different areas of the community. From this we can see that: the community is similar in its desires for walking facilities, Area A has a stronger desire for an indoor pool, while areas B and C have a stronger desire for walking facilities.

Niche interest areas: There appear to be the lowest but still, niche interest in a skateboard park, cricket facilities, and petting zoo in all three areas. These niche interests should not be ignored but kept under consideration because it is important to serve all interest groups and not just the most vocal interest areas. Special use facilities and special use parks are often a good approach to serving these niche interest areas.

The complete summary report of survey responses can be found in the appendix.



A deep dive into the intricacies of Harrisburg's recreation trends

Focus Group / Stakeholder Interview Summaries

Five focus/stakeholder group interviews were held with approximately 45 participants. The initial interview with the recreation department staff occurred on September 18th and lasted approximately 2 hours. The focus group meetings occurred in November. The first two focus group meetings occurred on November 14th from 5:30-6:40 pm and 7:00-8:40 with 10 participants from the YMCA, Harrisburg schools, and a representative of homeschooled students. The second group consisted of four Harrisburg Arts Council (HACH) members. The meetings lasted approximately 1-2 hours each. Three additional meetings occurred on November 16th from 5:30 – 8:45 PM.

The planning team sought Council input via a regularly scheduled and publicly advertised project update presentation. On April 8th, 2024, at Town Hall, during a regularly scheduled council meeting, Nate Halubka presented an overview of the expressed public need gathered through the public input process to the Town Council. In the presentation, Halubka noted that the community had come to look to the Town parks to provide a sense of community for the Town since the Town does not have a typical downtown area. He also impressed upon the Council that the Town's current facilities were reaching or at their carrying capacity and that the desire for more open space, parks, and indoor facilities would be detrimental if delayed. The council provided feedback by asking if Harrisburg was like any other Communities and asked what happens if delays take place. Halubka responded that in some ways Harrisburg is like Apex was at an earlier stage of its growth. Apex, NC, who in their case, decided to invest heavily in parks and recreation and as a result has been noted in several national magazines and articles as one of the best Towns in America to live in and Harrisburg could learn much from their decision. Halubka also

noted that if delays or investments do not take place facilities risk declining quality of facilities due to overuse and that need will not likely drop. Rather, delaying investment will very likely cost more in the future to meet what will likely be very similar interests to those currently expressed. The council thanked Mr. Halubka for the presentation and looked forward to the final presentation of the plan. All focus group meetings included open-ended discussions facilitated by McGill team members with topics of discussion that included desires and concerns regarding recreation in the Town, trending activities, potential land for system expansion, dealing with population increases, etc. The focus groups were strategically developed to increase the diversity of input and to expand the planning process to include individuals who may not have been adequately represented through other data collection methods. Each group discussed current and future parks and recreation shortcomings and needs. Interview notes can be found in the appendix..

Staff Interview Summary:

Wednesday, October 12th, 10:00 AM–12:00 AM

A meeting was held with the Town management and parks and recreation director at the parks and recreation department offices on October 12th, 2023. This was an open-ended discussion and question/answer session to coordinate the public input process and schedule and to receive relevant data for the planning process.

Important points shared included seeking community input from a wide cross-section of residents, including retirees and families with children. Each facility was discussed as well as what programs were available to residents traditionally and throughout the pandemic. Staff requested that the planning team note suggested updates to existing facilities and note where gaps could be

filled to connect existing parks with greenways and other destinations. It was noted that the parks and recreation staff desire a closer working relationship with the greenway committee.

Summary of Survey Findings

There are two survey responses that are critical in understanding the Town's recreational outlook. 70% of all of the survey takers traveled outside of Harrisburg to recreation programs and facilities and over 94% of the survey took support of expanding recreation opportunities in Harrisburg.

From this information, it is not unexpected to find that not enough time is the largest barrier to use, as this is a typical finding amongst most recreation surveys of this type. Diving a little deeper we find more valuable information in that program or facility not offered, or facilities too far away are the next, and large, key barriers. This typically indicates an under-resourced system.

This is further supported by the finding that nearly 60% of survey takers did not live within ½ mile of a public park or recreation facility. This is important because it would not be unexpected to see this finding within a park system with a large geographic service boundary, such as a county, but for the Town, this is a finding to keep awareness of as an expansion of existing facilities and trails was the top responses related to current park system needs.

Next, it is important to understand, what the survey takers' impressions of the current park facilities and the department's program offerings were. The Town should be exceptionally encouraged, that while the Town's facilities are heavily used and there is substantial desire for additional facilities, the survey takers overwhelming shared that the facilities are in excellent or good condition.

In a similar finding, the Town's recreation programs also received high marks.

Focus Group Interview Summaries

(see appendix)

Group 1

Monday, November 14th, 5:30 PM – 6:40 PM

The conversation began with introductions and an explanation of the master planning process. There was an initial project introduction and interest in how to serve a demographically diverse group. Group ideas included adding more programming options for seniors, teens, and those residents who do not typically participate in organized team sports. This group desired more programs aimed at educational activities and non-traditional activities like arts and education. Other ideas included the need for additional seasonal events, concerts, and performing arts. Acknowledging the need to serve the diversity of people currently living in Harrisburg and those expected to move to Town was significant to this group. Also, the need for expansion of athletic facilities to ease the number of participants in team sports programs was mentioned as a priority for this group.

Group 2

Monday, November 14th, 7:00 PM – 8:40 PM

The consensus from the group was that Harrisburg Parks & Recreation needs to be innovative with what programs are developed and offered to residents and be able to meet the recreational needs of both young and older patrons. This group desired more art and music featured at Town events as well as better messaging about what the Town has to offer and when programs were available. The group mentioned that the Town needs to stay vigilant in keeping the web page up to date with current information to assist residents and visitors looking to learn what is offered recreationally.

One unique idea discussed involved the Town considering turning the downtown area into a walking plaza once a month. This would include street closures where needed for small businesses and organizations to set up tents. Such an event would be part of the way the Town would reflect its diversity and family-friendly culture.

Group 3

Thursday, November 16th, 5:30 PM – 6:30 PM

This group consisted of active senior residents. This group wanted the walking track at the Depot Park pond upgraded and resurfaced. They also mentioned the need for accessible spaces for senior activities and programming. The healthy, active senior population in Harrisburg desires more age-appropriate activities, and events. Trails and sidewalks featured prominently in discussions about the need to expand amenities in Town. This group also would like to see a new senior center developed in Town as well as better lighting and accessibility at Town and Depot parks. Discussion about plans to jointly grow Harrisburg's senior programming along with the Town library's efforts was well received but the group was interested in Town hiring a full-time senior events coordinator as the population increases.

Group 4

Thursday, November 16th, 6:35 PM – 7:35 PM

This group consisted of general residents and local business owners. Discussions on the need for continued cooperation with the Harrisburg YMCA to share in the efforts of providing diverse recreational programs to residents. This group also mentioned the need to add more athletic fields, indoor sports facilities, and parking opportunities, to the recreation system. While this group supports more seasonal events, they also highlighted the need for more staff to help facilitate the programs as they grow in number of participants. A dog park was mentioned as a need twice during the talks.

Group 5

Thursday, November 16th, 7:40 PM – 8:45 PM

This group consisted of residents who volunteered at Harrisburg events and sports competitions. This group desired more trails, sports fields, park parking space, and better coordination between Harrisburg recreation and those groups that manage athletic competitions for all ages. This group discussed the need for more fields and Town recreation staff to grow the recreation program. Finding volunteers for game concessions and coaching was mentioned as being a major hurdle in the smooth running of athletic programs offered to Town residents. An interesting idea from these discussions was how some kind of elevated sports league could help provide better competitive experiences to talented youth in the area and bring in expected revenue generation from hosting tournaments. This group also desired more miles of greenway trails to connect existing parks, schools, and residential areas with downtown businesses and future destinations.



07 | Parks and Recreation Recommendations

General Recommendations and Best Practices

Understanding the needs and desires of the Town and the community members is essential before making recommendations regarding the existing park system and possible expansions. The community input efforts, Town staff discussions, and recreation surveys were integral in helping identify the primary interests and concerns of residents.

This master plan serves as a map for the future development of existing recreation facilities for the Town of Harrisburg and establishes basic objectives to obtain its recreation goals. The plan incorporates recommendations to accomplish the objectives set forth by the Town Council, Town staff, and community members.

General Recommendations and Best Practices

General recommendations are based on professional experience and a review of national and state recreational best practices. They aim to guide the operations, administration, and growth of the Harrisburg Parks and Recreation Department. They provide advice on elements ranging from policy, safety, maintenance, and other general issues. These general recommendations are intended to inform future decision-making. Many of these recommendations depend upon collaboration between Town departments and other recreation partners. They are not specific to any single facility or program initiative but intend to guide the entire park and recreation system for both existing facilities and future development. General recommendations are based on professional experience and a review of national and state recreational best practices, including these top 10 recommendations.

Primary Goals: Land Purchase and Facility Expansion

It is critical to understand that the basis for many of the following recommendations drives the primary need of the department, which is to substantially expand the system's park acreage, development of additional facilities, and the programs that can then be offered at its parks. These efforts are critically time-sensitive, as the Town of Harrisburg continues to attract new residents at a rapid pace. Failure to acquire additional parkland would negatively impact the sense of community that Town residents feel is exceptionally important to their quality of life.

Recommendations

- 1 Land Acquisition / Land Banking
- 2 Programing Expansion
- 3 Recreation Center Development
- 4 Updated Registration System
- 5 Improve Business Management
- 6 Maintenance Expansion
- 7 Shifting of the Parks and Recreation Administrative Offices
- 8 Additional Parks and Facilities
- 9 Celebrating Cultural Diversity
- 10 Improve Walkability (trails and greenways)

1. Land Acquisition

Fee Simple Acquisition via Purchase

It is imperative that Harrisburg begins to acquire park land and greenspace in earnest due to its rapid growth trajectory. The Town lacks a traditional downtown space, and because of this its parks are how the community comes together. It is recommended that the Town acquire land fee simply, when possible. It is also recommended that the Town employ the following tactics to further accelerate its park and greenspace protection efforts. Failure to acquire land soon will likely result in overdeveloped urban areas and a smaller more fractured park system.

Acceptance of Fee Simple Land Donation

If the land is offered to the Town as a donation by fee simple title with no restrictions the property should be surveyed for natural heritage significance and relationship to existing plans and parks. If the land contains no environmental hazards, restrictive covenants, or restrictive easements, it can be beneficial for the Town to assume ownership. Not all donated land has to be developed into a park to be useful. Any land donation serves a great public need even if it is banked for the future because the development and public needs of the distant future (over 50 years) are unknown. If donated property is properly managed, the revenue and future significance of the property would far exceed its current contribution to the tax base. If the Town chooses not to accept land donations for a particular property, efforts should be made to assist the property owner with contacting an agency that accepts land donations or conservation easements. Land donations (which the Town has no interest in owning) could be donated to a local parks' foundation or land trust.

Contiguous Property Acquisition

When property that is contiguous to existing parks becomes available, all reasonable efforts should be made to acquire the property. Large acreage parks offer recreation amenities that can only be achieved on large sites. The acquisition of contiguous property next to Town parks should be of high priority to the department. Efforts should be made immediately to seek the first option for all contiguous properties. At the time these options are sought, other possibilities should be presented to the property owner as well. Some property owners, that may not be interested in fee simple sale of their property, may be receptive to conservation or recreation easements while retaining the title to the property. These easements will allow the Town the opportunity to use properties for recreation while providing the immediate benefits of preservation. Numerous grant sources can be used for land acquisition. Extreme care should be exercised in choosing the correct processes and timing for acquisition to meet the full potential afforded by grants.

Land dedication/ fee in lieu of

As communities expand, it is important to have beneficial policies in place to protect green space. This is often supported by subdivision ordinances that help protect this green space. The UNC School of Government wrote about the feasibility of these ordinances in a 2013 Coates' Cannon article, which according to the article, "A subdivision ordinance may require a developer to provide recreation areas to serve the residents of the neighborhood. Significantly, the statutes allow for the 'dedication or reservation of recreation areas.' Alternatively, the ordinance may require the developer to contribute funds for the local government to acquire recreational areas serving residents in the immediate area (not necessarily limited to the particular subdivision).

The statute offers additional language on the matter of funds for recreation lands. For municipalities, such funds should only be used for the acquisition or development of recreation, park, or open space sites,' and any formula for determining funds shall be based on property tax values of the development or subdivision. Municipalities may require a mix of funds and land dedication from developers. Examples of ordinances for the Town's consideration can be found in the Appendix.

2. Programs and Clauses

To expand recreation programming, the Town the Harrisburg will need to have expanded recreation facilities. The strength of the current program offering is limited by the holding capacity of the current facilities or the lack of the facilities required to offer programs. For example, sports-related programs are strongly desired, yet the Town does not currently have the facility needed to expand such programs. The Town should continue to assess the need to contract future programming offerings out to concessionaires. The Town should start new contract programs and activities in the following service areas: health and fitness and swim safety classes.



Senior softball game

3. Recreation Center Development

The department lacks a recreation center. Without an anchoring recreation center, the department's programs are significantly limited. While partnering with schools and non-profits can help expand programming offerings, utilizing these partnerships

should move to be more of a supplementary role than the centerpiece.

A recreation center is necessary for program needs including, but not limited to, athletics, culture, arts, environmental education, fitness, and others. It is best practice for recreation staff and leadership to have a center for strong communication between parks and recreation patrons and staff.

4. Updated the registration system

The current registration system is functional, but it does not have clear reporting with significant detail. The department should consider utilizing a registration system that directly links to program or facility expense/revenue levels that are more detailed than the current system. It is important to see registration levels and revenue at great depth so that programs, services, and budgeting can be employed as efficiently and effectively as possible. It is also equally important that leadership can review financial data at or very near real-time directly.

5. Business Management Improvements

Parks and recreation events and facilities can both serve the citizen base as well as help grow the local economy. A business management professional with parks and recreation experience can help leverage local assets and programs to ensure that parks have an optimal balance of citizen services as well as return on public investment. Business managers can also play a critical role in fostering private public ventures, attracting private partners, and developing robust sponsorship and support efforts.

6. Maintenance Expansion

Harrisburg does a great job of maintaining its facilities; however, the rapid growth of the population is straining the park's capacity. The growth of the system will necessitate the growth of the maintenance operations as well. As the system

grows, emphasis should be on enhancing the design of facilities to be architecturally, functionally, and ecologically progressive. Master planning should always be completed for park improvements or new facilities before final budgeting and/or design; thereby, making the phasing/development more transitional and of higher quality. Design (and redesign) of all facilities should embrace ecologically responsible elements and methods, like using native plants for landscaping, the incorporation of wildlife habitats, the use of permeable surfaces to reduce stormwater runoff where possible, and green building practices for structures.

7. Shifting Parks and Recreation Administrative Offices

The parks and recreation staff and administration offices should be relocated to the current or future Harrisburg park. A good parks and department has multiple public contact points because great customer service in an easy to access location is a critical piece of this customer service. It is therefore optimal to have your parks and recreation administration and staff within the facilities that they operate. Also, parks and recreation facilities and programs tend to be open outside of normal business hours.

8. Additional Parks and Facilities

As Harrisburg continues to grow, recreation facilities and parks will need to grow as well. It is important that development of park property also continues to expand to meet the growing need. A high quality parks and recreation system has diverse offerings that offer to appeal to as many residents as possible. This plan offers significant insight into the expressed needs of the community and should be part of site-specific master planning efforts when new parks are being considered or existing parks undergo significant updates.

9. Celebrating Cultural Diversity

Harrisburg residents are proud of the diverse cultural makeup. To maintain this with population growth, the Town should develop multi-cultural events and programs that support this interest.

The Town should also refer to the North Carolina Natural Heritage Program's Natural Heritage Program (North Carolina Department of Natural and Cultural Resources) for relevant information on features found in Harrisburg. This study pinpoints areas with significant natural resources, which should be assessed for potential preservation and future utilization as recreational resources.



Harrisburg multicultural event

10. Improve Walkability (trails and greenways)

Harrisburg should continue to encourage the inclusion of public greenways or trails in private developments and the establishment of connectivity to both current and future public schools, parks, and other public destinations.

Based on state and national studies, walking and biking are steadily growing in popularity. North Carolina's 2020–2025 SCORP found that 67% of survey participants reported that linear parks are the most needed facility within their park systems. The SCORP also found that 61% of respondents viewed walking for pleasure to be a common outdoor recreational activity.

Best Practices

- **Bicycle Facilities**
- **Private Public Partnerships**
- **Facility and Program Accessibility**
- **Intergovernmental Cooperation**
- **Partnership Agreement**
- **Entrance and Wayfinding Signage**
- **Interpretive Signage**

- **Bicycle facilities**

Given the high cost of fuel for vehicular transportation, air quality concerns, and the need to increase the health and fitness of the population, a planned network of bike trails, bike lanes, and shared roadways should be developed to support active transportation to recreation facilities and travel within Harrisburg. Future roadway construction should include provisions to accommodate pedestrians and bicycle travel. This network should connect both existing as well as future park facilities and greenways. In addition, the Town should require bike racks (sheltered at schools and other potential high-use areas) at all publicly owned facilities. The Town should work with the North Carolina Department of Transportation (NCDOT) to ensure that bicycle and pedestrian facilities are available as much as possible to promote alternative modes of transportation.

- **Private Public Partnership**

The Town leadership, staff, and community are generally supportive of private-public partnerships. While public recreation facilities are an investment in the community that typically results in improved quality of life, it is important to recognize that public parks and recreation can also promote local

economic growth. Public parks and recreation agencies should develop recreational properties in a way that supports the local economy and, when appropriate, include private-public partnerships in planning and development efforts. These mutually beneficial relationships often help reduce taxpayer costs for developing and maintaining facilities, while also providing goods and services that would otherwise not be available to park visitors.

- **Facility and Program Accessibility**

Every park and recreation facility Harrisburg operates should respect and provide for the needs of the disabled population through design and programming. All new facilities should be designed to meet current Americans with Disabilities Act (ADA) requirements. Currently, the Town is following these regulations at all the existing facilities. As new facilities are acquired or developed, priority should be given to the continual upgrading of existing facilities that, perhaps, become non-compliant.

- **Intergovernmental Cooperation**

The Town of Harrisburg should seek to coordinate planning efforts with Cabarrus County, the Cabarrus County School System, local municipalities, the Town planning department, and state park systems to provide greenway and park facilities. Representatives of the Town and representatives from these agencies should meet periodically to discuss development and recreation projects that are planned or are underway within the area. The purpose of these meetings is to discuss upcoming project opportunities and development trends in demographics and growth, newly identified citizen needs in recreation and open space, and Recreation Master Plan updates for local municipalities and adjacent counties. This will ensure that redundancy in services is prevented and that all opportunities for partnership and connectivity are utilized.

- **Partnership Agreement**

It is recommended that the Town staff meet with existing and potential partners, such as the University of North Carolina at Charlotte, local hospitals, not-for-profit organizations, local churches, and athletic associations, to determine needs and additional possible partnership opportunities. The Town should begin this process by developing an approach to each potential partner to establish an understanding of each entity's needs and ultimately result in a partnership agreement. The process will require periodic progress meetings with each partner to facilitate the partnership's goals.

- **Entrance and Wayfinding Signage**

To provide uniformity throughout the park system, Harrisburg should consider providing signage that is uniform and consistent to promote parks and recreation facilities. Entrance signage is the face of parks and, therefore, the face of the Town's parks and recreation. To provide visitors with ease of navigation throughout the park system, wayfinding signage should also be installed to elevate the parks and provide consistency throughout the park system.

- **Interpretive Signage**

Harrisburg should consider placing signage that would identify any historic and natural landmarks along pedestrian corridors. This type of signage would not only enhance the pedestrian experience but also provide educational and cultural information to trails and greenway users.



Building at Depot park



Stallings Park

Existing Park Facility Recommendations

Harrisburg Community Park

Hosting a county library, event facilities, a well-used splash pad, and a multipurpose field, this much-loved facility is a flagship park for Harrisburg that invites both residents and visitors to an anchor of the community. This park has played a key role in helping define the Town as a place with a strong community. This park, however, is now being loved to death and this overuse has created its issues. Adjustments to the park offering would help to mitigate these overuse issues, but without additional supporting community parks this park is at risk of entering into overuse decline.

Once the YMCA is built on the property adjacent to the site, it will likely present a compatible partner, however, it is expected that the building of the YMCA will draw even more people to Community Park and compound these overuse issues.

Recommendations

- Expand the park property when adjacent properties become available for purchase. Acquisition along Z-Max Blvd and the property across from the railroad would be ideal
- Expand maintenance grounds and facilities on site
- Acquire and convert the library on the park site to a parks and recreation administrative office building
- Convert the northernmost athletic field into a site that supports the amphitheater area, which also has indoor facilities. See Koko Booth Amphitheater in Cary, NC for an example
- Create a ticketing / information area in the amphitheater area
- Formalize the connection between Depot Park and Community Park
- Turn the multi-purpose fields into synthetic turf

Facility Assessment

- The maintenance facilities have run out of functional space to expand
- The northernmost athletic field, which is near the amphitheater, has erosion issues and is isolated from the athletic facilities
- For large events, parking is pushed to or beyond its limits
- The amphitheater lacks a high-quality green room to accommodate large multi-performer events
- The northernmost multipurpose is well-suited to support events hosted in the amphitheater
- The planting area to the west of the amphitheater is underutilized
- The parking lots are not formally established to accommodate food trucks and vendors
- The athletic fields to the south are in threat of being pushing beyond their sustainable use
- The mountain bike/pump trackside is kept in good working condition by volunteer groups
- A connection between Community Park and Depot Park lacks clear signage and an ADA-compliant connector
- The library that is located essentially on the park site is structurally in great shape but is also likely undersized



Stallings Road Park & Harrisburg Elementary School Park

Stallings Road Park, unless expanded, is nearly built out and only has marginal space for expansion or repurposing. The county-owned baseball fields are currently complimentary to the Town's recreation facilities.

Removing the Elementary School baseball fields from the Town's recreational offerings would be detrimental to the community. Having a school the size of a ballfield complex, particularly an elementary school, is atypical of the school system. The joint use agreements can be helpful but can also present administrative challenges to both parties. The future of baseball and softball in the Harrisburg area rests on these facilities and the underlying administrative foundation upon which they are built.

Recommendations

- The Town should pursue exploring a long-term low-cost lease of ballfield facilities owned by the County, which grants the Town full managerial control of the ballfields for programming and maintenance. The agreement or lease should be mindful to allow the school to retain the ability to use the facilities for functions
- If a long-term lease agreement can be established, the broader park site should have a site specific master plan to convert the site into a tennis/pickleball/baseball complex
- Should adjacent residential properties become available for purchase, the opportunity should be strongly considered
- The fieldhouse/maintenance area on the park site should be updated
- The site should be open to private-public ventures for indoor batting facilities
- A hawk signal is needed at the Stalling Road crossing

- The westernmost field should be converted to a tennis and pickleball complex with a pro shop
- The easternmost field should be converted to a Miracle field and offer other accessible sports
- The reduction of the easternmost field should be utilized to expand the available parking on site
- These two conversions would support the site as a location for two tournament-level athletics

Facility Assessment

- The pedestrian access crossing at Stalling Road is dangerous because of the number of residential houses nearby and the attractiveness of the parks
- The tennis courts on-site are in good shape but are inadequate to handle the demand for tennis alone. They are grossly inadequate to handle the demand for pickleball
- Attempts to use the tennis courts for pickleball use further compounds the demand for facilities
- There are baseball facilities on site
- The shelter on-site is in good condition but needs ADA updates
- The site lacks adequate parking



Pharr Mill Road Park and Historic Pharr Mill Site

Cabarrus County owns this park site, which is a critical foundation point for the future of recreational offerings in the Town. The site currently is an attractive passive recreation site. The site is also in a prime location to serve as an anchor for expanded recreation offerings as this large site is surrounded by large tracts of undeveloped land in an area where development is moving in the future.

The Town owns the Pharr Mill Historic Site, which is a separate site from Pharr Mill Road Park; however, there is value in viewing the two sites as one, that currently lacks pedestrian or Blueway connectivity.

Recommendations

- The Town should continue its efforts to accept/ acquire the property from Cabarrus County and shift the accompanying LWCF regulations
- High priority should be placed on acquiring adjacent properties to the park if they become available for acquisition
- A site-specific master plan is recommended for this park
- Develop and connect to the Pharr Mill Historic Site into river access

Facility Assessment

- The park amenities are generally outdated
- ADA compliance updates are needed
- Lighting within the park is poor
- Park wayfinding and mapping is limited
- The nature park generally lacks educational signage and environmental education facilities
- Parking is adequate for the park's current use levels, but the parking lot shows sign of aging



Harris Depot Park

This historic park is ideally located, is picturesque, and has great potential. The site's historic facilities add to the charm of the site and its proximity to 55+ communities and residential properties and the Town center makes a good location for quieter community gatherings.

Recommendations

- A site redevelopment plan is recommended
- Site lighting is recommended to improve safety and accentuate the attractiveness of the site
- Restroom facilities are needed
- The formalizing of a farmers' market should be developed but efforts should be made to retain the canopy and site characteristics

Facility Assessment

- The restoration of the historic buildings has been well conducted
- The nearby shelter is well-located near the pond
- The site lacks adequate ADA routes and restrooms
- The informal farmers market on-site under the old growth canopy is functional but not conducive to serving broad community needs
- Wayfinding to the park site is poor
- Parking is adequate for current use limits
- Lighting on the site is underdeveloped
- Connectivity and wayfinding to the Harrisburg Community Park requires improvements



Veterans Park

The site offers greenspace that pays tribute to the veterans but also provides an attractive connecting piece between area businesses.

Recommendations

- Seek to expand the park's offering via private-public partnerships

Facility Assessment

- They are in good condition



Harrisburg Town Hall Green

This small green space is generally built out. Additional facilities or development would detract from the green space.

Recommendations

- Retain as much green space as possible
- Add supporting features like shade structures, picnic tables, and local art displays to the area

Facility Assessment

- The gazebo and walking space are in good shape



Holcomb Woods Athletic Complex

The small athletic complex presents an opportunity for marginal growth of recreation opportunities.

While the site is a beneficial recreational offering to the south of the Town center, its nearly 13 acres are not expected to meet the demand that is projected to come with further residential development.

Recommendations

- Develop support facilities like lighting, restrooms, concession stands, and improve walkability
- Add in a fully accessible playground and tot-lot

Facility Assessment

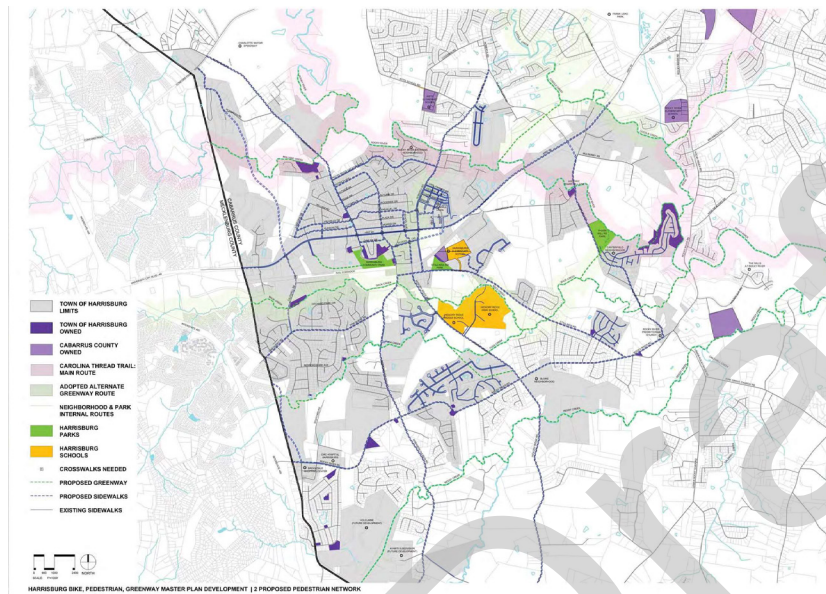
- The multi-purpose facilities are in good shape



Future Facility Recommendations

The Harrisburg 2020 Area Land use plan presents that future land use along the Highway 49 corridor will be critical. Future land use suitability diminishes as you progress to the north and the south of Highway 49, and it also diminishes as you move to the east of Harrisburg's Town Center.

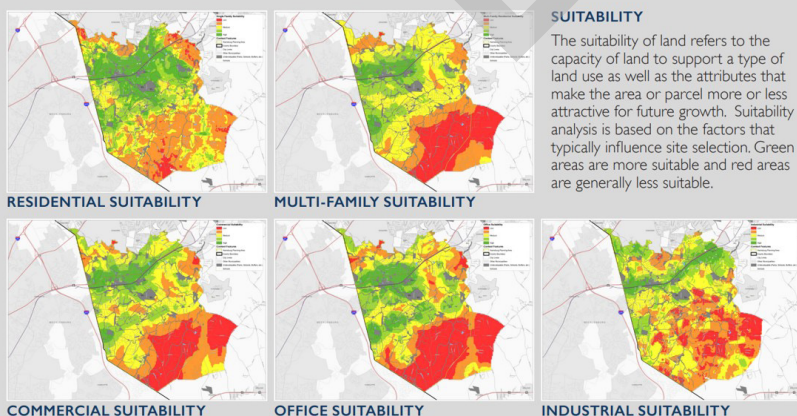
For park planning purposes, it is recommended to consider Harrisburg as a linear area that holds its center along Highway 49. Development is happening quickly to the north and east of the highway, and open space is becoming limited very quickly. To a slightly lesser extent, development is also ramping further south of Highway 49.



2015 Proposed Greenway Map

FUTURE LAND USE

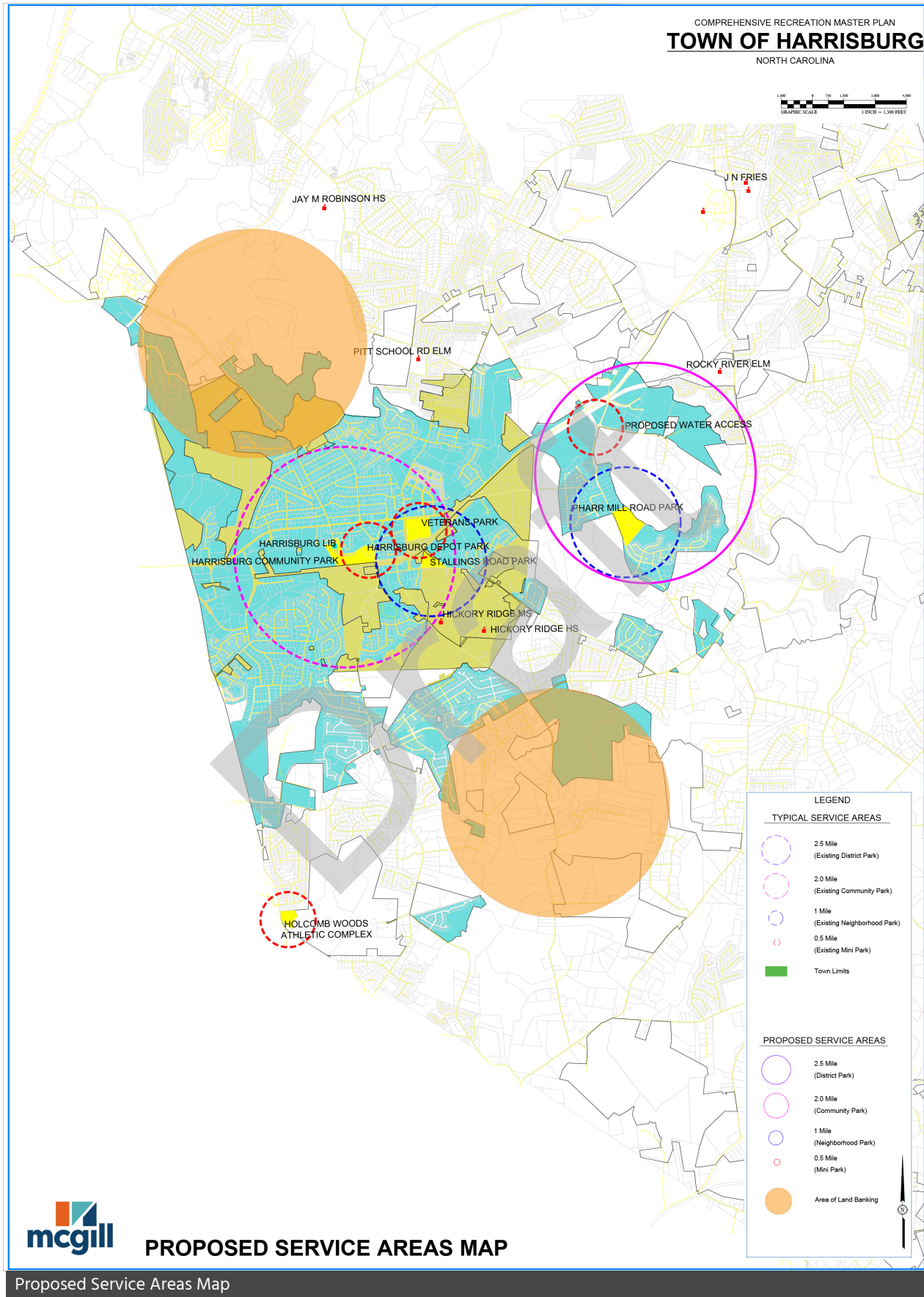
Future development in the planning area will be attracted to sites that are suitable based on land use.



Future Land Use Maps

Critical Recommendation

Harrisburg must act urgently to acquire large plots of open space in these three regions of the Town. This opportunity will diminish as development continues, to the point that it will one day never return. This is even more critical because the large amount of public input received during this master planning process presents this sense of community that residents feel has been central to what they love about living in Harrisburg. Simply put, community parks build community, and you need large parcels of land to build community parks. Harrisburg's one current community park instilled this sense of community into the fabric of the Town, but Harrisburg Community Park will not be able to support the growth of the future Harrisburg community by itself for much longer.



Proposed (Future) Park Locations

Central District Park:

Should the opportunity present itself, the formal acquisition of and dramatic expansion of Pharr Mill Park should be viewed as the highest priority of the Harrisburg Park system. The current park site provides critical access to the Rocky River but is also of prime location just to the east of Harrisburg Town center. While Pharr Mill is currently categorized as a community park, it is recommended that any opportunities to expand the park's boundaries to the size of a district park (100+ acres) should be pursued. While the cost of such an acquisition would likely be costly, failure to do so would be even more detrimental. Pharr Mill Park presents itself as the new flagship park of the system. The park's location is also ideal because of its proximity to the Rocky River.

If Pharr Mill cannot be expanded, it is still recommended that the district park be placed east of the Town center. This park service area should offer both additional active as well as passive recreation offerings. An expansion of active recreation, such as athletic fields and courts is needed to meet current demand as well as plan for future growth.

Finally, it is recommended that an expansion of park property and amenities into this area serve as a new and primary hub to access recreation on the Rocky River. Paddle and pedestrian access in this area of the Town's limits are critical. The three major roadways of Highway 49, Stallings Road, and Rocky River Road form a triangle in which major residential development is expected to take place inside of this triangle. A Central district park placed within this triangle would be central to the quality of life of residents around this area as well as the Town itself.

Northern and Southern Community Parks

Land acquisition for two additional community parks is strongly recommended for the Town. The acquisition to the north of Highway 49, roughly to the north of the Town Center should be the Town's second key priority. Development pressures from both Harrisburg and Concord place acquisition in this area higher in priority than the similar recommendation to acquire property for a future community park to the south of the Town center.

At this time, it is advised that prioritizing the land banking of these properties is crucial, and that the significant development of both sites should be postponed until substantial progress is made on the central district park development.

Proposed Trails

Trail and Greenway Corridor Planning

An update to the 2015 Harrisburg comprehensive bicycle, pedestrian, and greenway master plan is recommended. The foundation of the plan is still relevant. An update would help incorporate developments that have taken place since the plan's writing as well as consider the recommendations that have been made through this planning process.

The greenways that are noted in the plan should still be considered routes of important consideration. However, as neighborhoods and communities change it is important to make relevant updates along with these changes.

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Amenity Proposals and Recommendations

Based on the information contained in Table 5.4, apart from active playing fields like multipurpose fields and adult baseball/softball fields, Harrisburg is deficient in providing many of the typical recreation amenities provided by municipal departments. As Harrisburg continues to grow, it should seek to develop additional recreational facilities to meet its population's needs as well as partner with other providers to help serve the overall community recreation needs. This study's community meeting data and data from the recreation survey should be considered as the primary guides when making improvement and/or expansion plans for Harrisburg parks and recreation program development, both now and for the next ten years.

New amenities desired by the community and recommended by this plan include additional trails for biking/walking, a dog park, pickleball courts, and an indoor recreation community center, among other possible amenities. Other supporting features, such as restrooms, fitness stations, picnic shelters, benches/swings, and parking, should be assessed per recreation location. These recommended amenities are not an exclusive list and implementation should occur as funding is sourced. Before designing and constructing any new facility or making significant improvements to existing ones, it is important to plan for recreation amenities based on community desires and explore various options.



Concession stand at Stallings Park



Baseball field at Stallings Park

Staffing Recommendations

This plan covers a planning period of ten years. The facilities planned for construction during that period as per the recommendations may necessitate additional staffing for operations and will require extra funding for maintenance. The Town should consider these budgetary impacts before the construction of any new park or facility.

Multiple factors will influence the future staffing needs of the Town of Harrisburg. Such factors are population growth, demographics, available tax monies, and tourism growth. Staff compensation should be based on market precedents. The largest factor will be the maintenance of any new parks or facilities. The current standard of maintenance should be continued, if not increased. Providing parks, facilities, and programs for the citizens impacts the quality of life for citizens, businesses, and visitors alike.



Here is a comprehensive detailed analysis and report on the operational status of the Harrisburg Parks and Recreation Department, providing community recreational services, along with recommendations for the 10-year master plan:

Administration

The administration is responsible for the overall management, planning, and oversight of the department's operations, including budget allocation, policy development, and strategic direction.

Recreation Programming

This area is responsible for developing, coordinating, and implementing a diverse range of recreational programs and activities for all ages and interests within the community. This includes sports, fitness, arts and crafts, cultural events, and more.

Athletic Programming

This area focuses specifically on organizing and managing athletic programs, leagues, and tournaments for various sports, ensuring the availability of facilities, equipment, and officiating.

Facility Maintenance

This area is responsible for the upkeep, repair, and maintenance of all parks, recreational facilities, and associated amenities, ensuring they are safe, functional, and aesthetically pleasing for public use.

Staffing

The current staffing situation, with full-time staff spending most of their time on tasks designed for part-time staff, is a problem because it is an inefficient use of resources and expertise. Full-time staff should be focused on strategic planning, program development, and management, while part-time staff should handle more routine and operational tasks.

Recommended Positions (Phase 1, 2024-2025)

1. Facilities Maintenance Specialist (2 positions)

Job Description: Responsible for performing skilled maintenance and repair work on parks, recreational facilities, and associated equipment. Duties include plumbing, electrical, carpentry, painting, landscaping, and equipment repair.

Justification: The addition of these positions will alleviate the workload on existing staff and ensure proper maintenance of facilities, improving the overall quality of service delivery.

2. Temporary/Seasonal Staff

Job Description: Hired on a temporary or seasonal basis to assist with various tasks such as grounds maintenance, event setup/breakdown, and program support.

Justification: Temporary/seasonal staff provide flexibility and additional support during peak seasons or special events, allowing the department to meet fluctuating demands without incurring permanent staffing costs.

3. Recreation Coordinator - Athletics

Job Description: Responsible for organizing and managing athletic programs, leagues, and tournaments for various sports, ensuring the availability of facilities, equipment, and officiating.

Justification: As the community continues to grow, additional staff is needed to meet the increasing demand for athletic programs and ensure efficient coordination and management of these activities.

Recommended Positions (Phase 1, 2026-2030)

4. Capital Project/Business Service Manager

Job Description: Responsible for managing capital projects, developing, and implementing cost recovery models, conducting return on investment

(ROI) analyses for capital projects, and exploring public-private partnerships (PPPs) for facility development and service delivery.

Justification: This position is crucial for strategic planning, financial sustainability, and maximizing the department's resources through alternative funding mechanisms and partnerships. It will ensure that capital projects are financially viable and aligned with community needs, while also exploring opportunities for revenue generation and cost recovery.

5. Recreation Coordinator - Programming

Job Description: Responsible for developing, coordinating, and implementing a diverse range of recreational programs and activities for various age groups and interests within the community.

Justification: As program participation continues to grow, dedicated staff is needed to ensure high-quality programming that meets the diverse needs of the community.

6. Recreation Coordinator - Community Arts and Cultural

Job Description: Responsible for developing and coordinating arts and cultural programs, events, and collaborations with local organizations and institutions, fostering a diverse and inclusive cultural experience for the community.

Justification: This position will strengthen ties with local arts organizations and educational institutions, enabling the department to offer a wide range of programs and events that reflect the community's diverse cultural heritage and interests.

7. Recreation Coordinator - Fundraising/Sponsorship

Job Description: Responsible for developing and implementing fund-raising strategies, seeking sponsorships, and exploring alternative revenue streams to support the department.

Justification: As the department expands its services and faces increasing operational costs, dedicated staff is needed to secure additional funding sources and sponsorships, ensuring financial sustainability, and reducing reliance on traditional funding sources.

Recommended Positions (Phase 3, 2031-2034)

8. Recreation Center Director

Job Description: Responsible for the overall management, operations, and programming of a new indoor recreation center, overseeing staff, budgets, and facility maintenance.

Justification: With the anticipated construction of a new indoor recreation facility, a dedicated director is needed to ensure efficient operations, effective programming, and proper management of the facility and its staff.

9. Assistant Center Director

Job Description: Assists the Recreation Center Director in the day-to-day operations and management of the indoor recreation center, handling administrative tasks, staff supervision, and program coordination.

Justification: This position provides essential support to the Recreation Center Director, ensuring smooth operations and effective management of the facility and its programs.

10. Program Leader (2 positions)

Job Description: Responsible for developing, coordinating, and implementing various recreational programs and activities within the indoor recreation center, ensuring high-quality programming and participant engagement.

Justification: Dedicated program leaders are needed to develop and deliver a diverse range of programs and activities within the new indoor facility, catering to the varying interests and needs of the community.

Capital Project Manager (2025-2026)

The addition of a Capital Project Manager is crucial for overseeing and coordinating the implementation of capital projects, such as facility renovations or new construction. This position will ensure that projects are completed on time, within budget, and in accordance with established standards and regulations.

The transition of this role into a Business Service Manager (2029-30) is strategic, as it will focus on developing and implementing strategies for public-private partnerships (PPPs), cost recovery models, and return on investment (ROI) analyses for capital projects. This will help the department leverage private investment, maximize revenue generation, and ensure the financial sustainability of its operations and facilities.

Key Areas for the Business Service Manager:

- **Cost Recovery Model:** Implementing a cost recovery strategy that categorizes programs and services based on their community and individual benefits will help set appropriate fees and charges while ensuring access to essential services for all community members.
- **ROI Analysis for Capital Projects:** Conducting ROI analyses for proposed capital projects will ensure that investments are financially viable and will yield anticipated benefits in terms of increased participation, enhanced community health, and potential revenue generation.
- **Public-Private Partnerships (PPPs):** Exploring PPP opportunities will allow the department to leverage private investment in public facilities and services, bringing in capital, expertise, and operational efficiencies.

- **Alternative Funding Mechanisms:** Identifying and pursuing alternative funding sources, such as grants, sponsorships, and revenue-generating initiatives, will help diversify the department's funding streams and reduce reliance on traditional sources.

These areas are important because they promote financial sustainability, maximize resource utilization, and ensure that the department's investments and operations align with community needs and generate tangible benefits. The Business Service Manager's effectiveness can be evaluated based on the successful implementation of cost recovery models, the financial viability and community impact of capital projects, the establishment of productive PPPs, and the identification and securing of alternative funding sources.

Recreation Coordinator - Athletics (2025-2026)

As the community continues to grow, an additional staff member dedicated to organizing and managing athletic programs, leagues, and tournaments is necessary to meet the increasing demand. This position will ensure the availability of facilities, equipment, and officiating, as well as the efficient coordination and management of these activities.

The importance of this position lies in its ability to promote physical activity, sportsmanship, and community engagement through organized athletic programs. Success can be measured by participation rates in athletic programs, the quality of facilities and equipment, the efficiency of program coordination, and the overall satisfaction of participants and spectators.

Recreation Coordinator - Fundraising / Sponsorship (2026-2027)

As the department expands its programs and services, operating costs will inevitably increase. To offset these costs and support program expansion, a dedicated staff member focused on fund-raising and sponsorship is crucial. This position will be responsible for developing and implementing strategies to secure additional funding sources, such as grants, corporate sponsorships, and community partnerships.

The importance of this position lies in its ability to diversify the department's revenue streams, reduce reliance on traditional funding sources (e.g., tax dollars), and ensure the financial sustainability of the department's operations and program offerings. Success for this position can be measured by the amount of additional funding secured, the number of sponsorships and partnerships established, and the overall financial health and stability of the department.

Recreation Coordinator - Programming (2026-2027)

As program participation continues to grow, a dedicated staff member focused on developing, coordinating, and implementing a diverse range of recreational programs and activities is essential. This position will ensure that the department can meet the varying interests and needs of the community, catering to different age groups, abilities, and preferences.

The importance of this position lies in its ability to provide high-quality, engaging, and inclusive programming that promotes physical activity, social interaction, and personal growth for community members of all ages and backgrounds. Success can be measured by program participation rates, participant satisfaction, and the overall impact of the programs on community health and well-being.

Recreation Center Director, Assistant Center Director, and Program Leaders (2028-2029)

With the anticipated construction of a new indoor recreation center, dedicated staff members are needed to ensure efficient operations, effective programming, and proper management of the facility and its staff. The Recreation Center Director will oversee the overall management, operations, and programming of the center, while the Assistant Center Director will provide essential support in day-to-day operations and staff supervision. Program Leaders will be responsible for developing, coordinating, and implementing various recreational programs and activities within the indoor facility.

The importance of these positions lies in their ability to maximize the potential of the new indoor recreation center, ensuring that it serves as a hub for community engagement, physical activity, and personal growth. Success can be measured by the facility's utilization rates, program participation and satisfaction, operational efficiency, and the overall impact on community health and well-being.

Facilities Maintenance Specialist and Temporary / Seasonal Staff

At present, the maintenance operations are understaffed, and existing staff members are exerting extra effort to meet the community's needs. This is a problem because it leads to burnout, inefficient resource allocation, and potentially compromised quality of service delivery.

To address this issue, hiring two full-time Facilities Maintenance Specialists and budgeting for Temporary/Seasonal Staff during the peak mowing season (March-October) is recommended. The full-time specialists will provide dedicated expertise and workforce for facility maintenance, repair, and upkeep, while the temporary/seasonal staff will provide additional support during periods of high demand, such as mowing and landscaping.

This recommendation is important for operations because it ensures that facilities and parks are well-maintained, safe, and attractive for public use. Proper maintenance not only enhances the overall experience for community members but also prolongs the lifespan of facilities and equipment, reducing long-term costs. By allocating dedicated staff and resources to maintenance, the department can improve service delivery, enhance public satisfaction, and ensure the efficient utilization of its assets.

The temporary/seasonal staff are necessary and beneficial because they provide flexibility and are cost-effective. Rather than hiring permanent staff to handle fluctuating workloads, temporary/seasonal staff can fill in during peak seasons or special events, allowing the department to meet demand without incurring unnecessary long-term costs.

Temporary / Contracted Employees

Providing a budget line item for temporary and contracted employees working less than 1,000 hours annually will give the department the flexibility to hire support staff as needed for program delivery. This recommendation will help the department with service delivery by allowing it to respond quickly and efficiently to fluctuating staffing needs and program demands.

Instead of being constrained by a fixed number of permanent staff, the department can bring in temporary or contracted workers to assist with program implementation, event coordination, or other tasks as needed. This flexibility ensures that programs and services can be delivered efficiently and effectively, without compromising quality due to staffing limitations.

Additionally, this approach allows the department to tap into specialized expertise or skills temporarily, without incurring the long-term costs associated with permanent hires. It also enables the department to scale its workforce up or down based on seasonal or cyclical demands, ensuring optimal resource allocation and cost-effectiveness.

Operations

Currently, the Park Superintendent and Grounds Supervisor must contribute an extra 80 hours to cover operational duties, which limits the time they have for their supervisory responsibilities. This is an operational issue and a poor business practice because it leads to inefficient use of resources and expertise.

Supervisory roles should be focused on strategic planning, personnel management, and oversight, rather than being consumed by operational tasks. When supervisors are bogged down with hands-on work, it diminishes their ability to effectively lead, manage, and provide direction to their teams, ultimately impacting the overall efficiency and quality of service delivery.

To address this issue, it is crucial to hire a third-party consultant to conduct a comprehensive and detailed study of maintenance operations. This study will determine the optimal level of service delivery, going beyond the scope of the current 10-year plan. The consultant will thoroughly explore maintenance operational standards and benchmarks that will be supported by the community, serving as a guide for the maintenance of community park assets.

Hiring a third-party consultant is necessary for several reasons:

- **Objectivity:** An external consultant can provide an unbiased and impartial assessment of the department's maintenance operations, free from internal biases or preconceptions.

- **Expertise:** Consultants specializing in parks and recreation maintenance operations bring extensive knowledge, best practices, and industry benchmarks to the table, ensuring a comprehensive and informed analysis.
- **Resource Optimization:** The study will identify areas for improvement, streamlining processes, and optimizing resource allocation, ultimately leading to more efficient and effective maintenance operations.
- **Community Buy-In:** By involving the community in the study process and aligning maintenance standards with their expectations, the department can foster a sense of ownership and support for the recommended service levels.
- **Equitable Maintenance:** The study will ensure that both new and existing facilities receive equitable maintenance and funding, maintaining the expected quality of the community's assets.

This consultant-led study will benefit the community by ensuring that parks and recreational facilities are well-maintained, safe, and enjoyable for public use. It will also help the department by identifying areas for improvement, optimizing resource allocation, and establishing clear standards and benchmarks for maintenance operations, ultimately leading to more efficient and effective service delivery.

People are relocating to Harrisburg because of its sense of community, diversity of culture, and range of opportunities. The Town's recreational offerings and community-oriented atmosphere contribute significantly to its appeal and desirability as a place to live.

As the population grows, the limited number of recreation properties in Harrisburg is becoming increasingly strained. While the department has shouldered the growth well, resources and staff are being pushed to their limits. Investing in operations, capital improvements, and revenue-generating resources is crucial to meet the unmet needs.

The department should invest resources in addressing these challenges because failing to do so could compromise the quality of life and community experience that attracts residents to Harrisburg in the first place. By ensuring adequate facilities, programs, and staffing, the department can continue to foster a strong sense of community, provide recreational opportunities that promote physical and mental well-being, and maintain Harrisburg's reputation as a desirable place to live.

The public participation process identified several unmet needs, including bike and hiking trails, swimming facilities, organized sports programs, fitness classes, and senior programs. These programming opportunities are essential for several reasons:

- **Physical Activity and Health:** Recreational activities like sports, fitness classes, and trails promote physical activity, which is crucial for maintaining good health and preventing chronic diseases.
- **Social Interaction and Community Building:** Organized sports, cultural events, and community programs provide opportunities for social interaction, fostering a sense of community.
- **Personal Growth and Enrichment:** Programs like arts and crafts, cultural events, and senior activities offer avenues for personal growth, intellectual stimulation, and lifelong learning.
- **Accessibility and Inclusivity:** Offering a diverse range of programs and facilities ensures that people of all ages, abilities, and interests have access to recreational opportunities that cater to their needs and preferences.

The recommended staff additions, such as Recreation Coordinators for Programming, Athletics, and Community Arts and Cultural, will help address these unmet needs by developing and implementing relevant programs and activities. Additionally, the proposed Recreation Center Director, Assistant

Director, and Program Leaders will be instrumental in operating and programming the new indoor facility, expanding the department's capacity to offer a wider range of services.

The success of these programs and facilities can be evaluated through various metrics, including participation rates, participant satisfaction surveys, community feedback, and measures of physical and mental well-being (e.g., health indicators, and social connectedness).

The lack of facilities has indeed limited the growth of existing programs in Harrisburg. When facilities are inadequate or at capacity, it becomes challenging to accommodate increasing demand or expand program offerings. This problem can lead to waitlists, overcrowding, and potentially compromised program quality or participant experience.

To address this issue, the department should explore opportunities for public/private partnerships and joint ventures with community-based recreation groups. Collaborating with private entities or community organizations can provide access to additional facilities, resources, and expertise, allowing the department to expand its programming and better serve the growing community.

Additionally, the proposed capital projects and the hiring of a Capital Project/Business Service Manager will be instrumental in identifying and pursuing facility development opportunities, as well as securing alternative funding sources through public-private partnerships.

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08 | Action Plan Implementation

An action implementation plan describes how the Town of Harrisburg can strategically work to address the growing needs of this rapidly developing community. This strategy for achieving goals involves the recommended park and recreation facilities and programs. This section discusses priorities for development, recommended staffing, methods for developing the facilities, and possible routes to funding.

North of Highway 49

There generally is less availability for park development, north of the Town center, due to a high level of development and less property within the ETJ. This area then is a secondary development consideration. A strong strategy in this area would be for, smaller, more destination nation style parkland that helps serve and alleviate the need in the Town center. This development area should not detract from the higher need area of East of the Town Center area.

South of Highway 49

There generally is more land, a relative lower immediate development pressure in this area than in the “critical east.” However, if trends continue this area, within this ten year period will also begin to experience the pressing need for a large park to serve this area and further alleviate Harrisburg Community Park.

Geographic Priorities

The Critical East

The Town’s future land use modeling presents that the property along Highway 49 is prime real estate for nearly every type of development. In a general sense, the more that you move north or south of Highway 49, the lower the suitability of development. This will translate into increasing scarcity of available open space in this area. Larger parcels specifically, which are conducive for community parks, the Town’s highest priority, will begin to become less and less available until ultimately there are no remaining parcels in this high service need. Fortunately, Harrisburg Community Park is very close to the most densely developed area of the Town. Large parcels to the east of the current population base would be the ideal placement for new community park and if done in the near future would get ahead of some of the projected development. Like Harrisburg Community Park, development over time would very likely fill in around this new community park and extend the positive effect of community that Harrisburg Community Park has created.

Priorities for Development

2024-2027

Major Theme:

- Begin to expand the current system
- Parks administrative office shift
- Acquire land and develop a large community park that offers an indoor recreation center
- Alleviate overuse stresses on Harrisburg Community Park
- Begin the land banking search process for sites to be developed later in the 10 year period
- Expand maintenance capacity

2028-2030

Major Theme:

- Improve the capacity of the current system properties
- Ramp up business management
- Land banking is complete (ideally)
- Site redevelopment plan and expansion for Harrisburg Community Park
- Develop the site for Harris Depot Park
- Develop the Pharr Mill Historic site
- Use private/public partnerships, tourism, and branding to drive revenue

2031-2034

Major Theme:

- Develop trails and greenway
- Develop partnerships
- Strengthen intern programs, tighten branding, and pursue national recognition for high quality of life

Future (Beyond 10 Years)

Harrisburg is in the driver's seat for the type of community that it envisions itself to be. The community is unique in that it does not have a traditional downtown area. Rather, its residents recognize that rather than a historic downtown to stroll or spend time in, Harrisburg's parks are at the center of this identity. The 10 year strategies presented in this plan help put the Town on the trajectory for an even bigger and brighter future.

If the Town continues to gravitate toward seeing parks and recreation as an investment that pays both economic and quality of life betterment, then there is no reason to believe that Harrisburg would be out for national attention as a best place to live in the country.

Anticipated Recreational Project Costs

A recreation capital improvement program for the development of park facilities is designed to encompass, at a minimum, a ten-year period for the Town of Harrisburg. To assist the Town in determining those needs, this study provides a list of anticipated recreation projects based on plan recommendations. The proposed recreational project list provides costs based on recent (2023-2024) material and labor costs. The provided opinion of probable costs includes assumed general expenditures, such as site preparation, building structures, access, site utilities, parking, and specific recreation improvements. The list provided also includes estimates for planning or design fees.

The proposed anticipated future recreational project list would cover a ten-year period and would serve to set recreation expenses for each fiscal year for the implementation of specific projects. The opinions on cost are preliminary and are for planning purposes only. As the time approaches to consider the recommended improvements, it will be necessary to receive up-to-date opinions on cost.

This total anticipated future recreational project cost of \$50,860,00 represents the proposed, cumulative figure to be spent for park and recreation development, improvements, and renovations by the year 2034. The total figure does not consider an inflation rate over the ten-year period. To see a breakdown of the anticipated future recreational project costs, see the following pages.

To meet the existing and future needs of the Town, the goals and objectives that are identified in the Master Plan, must be seriously considered for implementation. The Town will need to update its annual budget for the parks and recreation department based on projected capital improvement costs, staffing needs, and operations and maintenance costs.

Category / Improvement	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Cost
	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	
Existing Parks Renovations / Improvements											
Harrisburg Community Park											
Site specific expansion/ redevelopment plan (in combination with Harris Depot Park plan)					\$30,000						\$30,000
Land acquisition		\$600,000									\$600,000
Maintenance expansion allowance				\$600,000							\$600,000
Site expansion and redevelopment allowance					\$3,000,000						\$3,000,000
Sub-total											\$4,230,000
Stallings Road Park											
Parking upgrade (.7 acre)							\$170,000				\$170,000
Sub-total											\$170,000
Pharr Mill Road Park											
Site specific master plan							\$35,000				\$35,000
Redevelopment allowance							\$2,000,000				\$2,000,000
Sub-total											\$2,035,000
Harris Depot Park											
Site specific expansion/ redevelopment plan (in combination with Harrisburg Community park)					\$30,000						\$30,000
Development and renovation allowance						\$2,000,000					\$2,000,000
Sub-total											\$2,030,000
Veterans Park											
Digital information board		\$25,000									\$25,000
Sub-total											\$25,000

Category / Improvement	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Cost
	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	
Pharr Mill Historic Site											
Site specific master plan	\$40,000										\$40,000
Project development allowance		\$2,000,000									
Sub-total											\$2,040,000
Holcomb Woods Athletic Complex											
Restroom / shelter										\$300,000	\$300,000
Sub-total											\$300,000
Existing Improvements Total	\$40,000	\$2,625,000	0	\$600,000	\$3,060,000	\$2,000,000	\$2,205,000	0	0	\$300,000	\$6,795,000
New Facility Development											
Category / Improvement	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Cost
	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	
New Community Park											
Land acquisition	\$3,000,000										\$3,000,000
Site specific master plan		\$65,000									\$65,000
Site development allowance (25k square foot recreation center with gym area, indoor, and outdoor recreation spaces)			\$14,000	\$14,000							\$28,000
Sub-total											\$31,065,000
Land Banking Allowance											
Land banking allowances		\$4,000,000	\$4,000,000								\$8,000,000
Sub-total											\$8,000,000
Trail Development											
Trail development (5 miles)						\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$5,000
Sub-total											\$5,000
New Facility Total	\$3,000,000	\$4,065,000	\$18,000,000	\$14,000,000	0	0	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$44,065,000
Anticipated Total Costs	\$3,040,000	\$6,690,000	\$18,000,000	\$14,000,000	\$3,060,000	\$2,000,000	\$3,205,000	\$1,000,000	\$1,000,000	\$1,300,000	\$50,860,000

Reflected costs are in current dollars and do not account for inflation or other unknown adjustments that will occur in the future. The capital improvement costs represent allowances toward recommended improvements and are not based on existing design or construction documentation. Therefore, the costs presented are intended only for budget planning purposes. All projects will require updated cost estimates once additional planning and design have occurred.

Funding Opportunities

Implementing the recommendations of this comprehensive master plan will require a combination of funding sources that include local, state, federal, and private money. Identification of sufficient funding is a crucial element that is required to implement the Master Plan. The NC SCORP is a guide by which funding sources for park and recreation facilities may be identified. Funding for future projects will be a key issue that will need to be addressed in the upcoming years if governments continue to provide basic minimum services.

This section provides a listing of the most used funds for park and greenway facility projects in North Carolina. Fortunately, the benefits of protected greenways and parks are many and varied. This allows programs in Harrisburg to access money earmarked for a variety of purposes, including water quality, hazard mitigation, recreation, air quality, alternative transportation, wildlife protection, community health, and economic development. Competition is always stiff for state and federal funds. It becomes imperative that local governments work together to create multi-jurisdictional partnerships and develop their own local sources of funding. These sources can then be used to leverage outside assistance. The long-term success of this plan will almost certainly depend on the dedication of a local revenue stream for park and greenway projects.

The Town should develop an investment strategy that can meet community needs, maximize local resources, improve quality of life, and leverage outside funding. Financing will be needed to administer the continued planning and implementation process, acquire parcels or easements, and manage and maintain facilities. Further research into these programs is recommended to determine the requirements for specific grants. McGill advises the Town of Harrisburg to pursue a variety of funding options.

Dedicated Source of Local Funding

To leverage and provide matching funds for many of the programs listed, Harrisburg should evaluate the existing departmental budget and funding for capital improvements.

Property / Sales Tax Revenues

General tax revenues traditionally provide sources for general operations and maintenance of park systems for local governments. Parks and recreation development is scheduled along with health, public safety, utilities, et cetera in regular budgets established by the Town.

General Obligation Bonds

Many communities issue bonds, which are typically approved by the shareholders, to finance site development and land acquisition costs. The State of North Carolina grants local governments the authority to borrow funds for parks and recreation through the issuance of bonds. The amount is not to exceed the cost of acquisition or improvement of parks and recreation facilities. Total bond capacities for local governments are limited for parks and recreation to a maximum percentage of assessed property valuation. Since the issuance of bonds relies on the support of the voting population, the implementation of awareness programs is essential prior to a referendum vote.

General obligation bonds are the preferred financing approach of the North Carolina Local Government Commission and the general securities market because these instruments are backed by the full faith and credit of the issuer. That simply means that the bonds represent an encumbrance against the property tax base of the issuing jurisdiction and therefore offer the best available



security to the bond holder. The State of North Carolina gives the issuance of bonds not to exceed the total cost of improvements (including land acquisition). In view of the recommended capital improvements suggested in this plan, the Town may consider continuing to use general obligation bonds to develop new facilities. Total bonding capacities for local government is limited for parks and recreation to a maximum percentage of assessed property valuation. The following are key factors to consider before using this financing instrument:

- In North Carolina, the issuance of general obligation bonds requires a referendum of the voters within the issuing jurisdiction.
- The term of the debt may be extended to 20 to 30 years.
- The debt is publicly sold, so there are costs associated with the sale. These costs generally total 3% to 5% of the total bond principal. The issuance costs offset the lower interest rate and, therefore, this instrument becomes more attractive as the size of the issuance increases and the issuance costs are spread over the larger debt. It has been found that this financing option becomes financially superior as the debt principal exceeds \$10 to \$12 million.



Generally, prepayment of the debt cannot be accomplished until reaching a call date. This usually is around 75% of debt retirement. Failure of the general obligation bond to be ratified by referendum

could mean that the Town could not go forward with an alternative approach to financing without substantially changing the scope of the project.

Fee In-Lieu of Contributions

The Town of Harrisburg should consider providing developers with an option to pay a fee in lieu of rather than to dedicate land for open space or recreation within conventional subdivisions. This program has proven to be successful for many local governments in providing a dedicated source of revenue earmarked for park development.

User Fees / Registration Fees

Communities throughout the nation employ a wide variety of user fees for public recreational programs and services within their recreation departments. The amount of the fee is usually determined by a portion of the recreation costs needed for improvements and operations. These user fees are typically levied for special facilities, such as water parks and golf courses; however, they can also be charged for the use of trails and ball fields. Harrisburg should continue to generate revenue by charging user fees for the use of facilities, such as picnic shelters, to cover operation and administrative costs. In addition, the Town should continue to have a separate fee rate structure for residents and non-residents. As the park system continues to develop, the Town should examine its fee structure to identify opportunities and additional revenue. The current user fees appear to be fair and reasonable for most of the residents and non-residents. Elected officials should determine the fees and changes based on departmental input; the fees should not be so high that people of modest income would ultimately be denied the use of park facilities.

Grants

All too often local governments look to grants as pockets of free money. On the contrary many funding agencies see grants as funding levers that help maximize local efforts rather than supplanting them.

State and federal agencies do offer numerous grants to assist municipalities in the financing of their parks and recreation projects. This source of funding should be investigated and pursued by the Town for present and future park and recreation improvements.

Parks and Recreation Trust Fund

The Parks and Recreation Trust Fund (PARTF) was established for local governments and the North Carolina Division of Parks and Recreation in 1994 as a funding source for the development or improvement of parks and recreation facilities and the purpose of land acquisition. A state-funded program, PARTF matches monies spent by municipalities on parks and recreation, with each sharing 50% of the cost. The maximum matching fund amount provided by PARTF is \$500,000.

Recreation Trails Program

The Recreation Trails Program (RTP) is a \$1.5-million federal grant program designed to help states provide and maintain recreational trails for both motorized and non-motorized recreational trail use. The program is administered by the United States Department of Transportation's Federal Highway Administration.

RTP is a reimbursement grant program. Funds must be spent and then reimbursed upon completion

of deliverables. Eligible applicants must be a state, federal, or local government agency or qualified nonprofit organization. All applications are reviewed by the North Carolina Trails Committee and recommendations are made to the secretary of the Department of Natural and Cultural Resources. The secretary makes the final determination on grant awards.

Federal Aid Construction Funds

Federal Aid Construction Funds are included in the National Highway System (NHS), Surface Transportation Block Grant Program (STBG), and Congestion Mitigation and Air Quality (CMAQ). The funds provide for the construction of pedestrian and bicycle transportation facilities. The primary source of funding for bicycle and pedestrian projects is STBG Enhancement Funding

Land and Water Conservation Fund

The Land and Water Conservation Fund (LWCF) is a federally funded program that was established for local and state governments in 1965 as a funding source for outdoor recreational development and land acquisition. LWCF monies are derived from the sale or lease of nonrenewable resources, primarily offshore oil and gas leases, and surplus federal land sales. Acquisition and development grants may be used for a wide variety of outdoor projects, such as Town parks, tennis courts, bike trails, outdoor swimming pools, and support facilities (roads, water supply, et cetera.) Facility design must be basic rather than elaborate and must remain accessible to the general public. No more than 50% of the project cost may be federally funded by LWCF, although all or part of the project sponsor's matching share may be obtained from other federal assistance programs.

Environmental Enhancement Grant Program

The Environmental Enhancement Grant Program (EEG) is used to fund projects that address the environmental needs of North Carolina, specifically to protect water quality as well as conserve natural areas. To be eligible applicants must be nonprofit organizations or government entities for projects in North Carolina, with preference for programs focused on the eastern part of the state. The types of grants included are land acquisitions and easements, construction, remediation, restoration, and research, planning, education. The maximum award available is \$500,000 to be completed in 3 years from the date of the fully executed memorandum of understanding.

The United States Department of Agriculture

The United States Department of Agriculture (USDA) Natural Resource Conservation Service (NRCS) assists state and local governments in their operation and maintenance of watersheds whose areas are less than 250,000 square acres. The NRCS provides both financial and technical assistance to eligible projects for the improvement of watershed protection, flood prevention, sedimentation control, public water-based fish and wildlife enhancements, and recreation planning. The NRCS requires a 50% local match for public recreation and fish/wildlife projects.

State Construction Funds

State construction funds (not including the Highway Trust Fund for Urban Loops and Interchanges) may be used for the construction of sidewalks and bicycle accommodations that are part of roadway improvement projects.

Contributions

The solicitation of contributions is an acceptable method of fundraising for recreation departments. These donations, typically in the form of land, cash, labor, and materials, could be solicited to assist the Town of Harrisburg with its enhancement program. Corporations, civic organizations, individuals, and other groups generally donate to a specific park project; however, donations may be solicited for multiple project improvements or additions. NRPA recommends the use of private, not-for-profit, tax-exempt foundations as a means of accepting and administering private gifts to a public park system.

Park Foundations

Foundations are another source of financing by making direct contributions within communities, states, or the nation. These types of funds are usually described as special program foundations, general purpose foundations, or corporate foundations. Foundations can provide the needed resources to support park projects. Foundations generally have very few restrictions and/or limitations and are typically received from local entities. A list of appropriate foundations can be found at: <http://foundationcenter.org>.

Partnerships

To implement the recommendations contained in the comprehensive master plan, Harrisburg should expand its partnership agreements with other public agencies and private sector organizations. Many different types of partnerships can be formed to achieve the goals established. Many local governments throughout the nation are utilizing partnerships with public and private sector interests to accomplish community goals.

Listed below are the various types of partnerships that the Town should consider in its efforts for the improvement and addition of parks and recreational facilities:

- Programming partnerships to co-sponsor events and facilities or allow qualified outside agencies to conduct activities on Town-owned property
- Create a plan to solicit local businesses for sponsorship opportunities related to specific facilities, amenities, programs, and special events
- Operational partnerships to share the responsibility for providing public access and use of facilities
- Developmental partnerships to purchase land and/or build facilities
- Management partnerships to maintain properties and/or facilities

Harrisburg should evaluate and update its current recreation partnerships to ensure they are providing the best opportunities for the community. The Town should also evaluate forming additional partnerships that address the need for a comprehensive park system. Direct requests should be made to meet potential partners, inviting them to evaluate the possible benefits of partnering. This step should be made to generate interest and agreement before solidifying any responsibilities for each party.

Private-sector partnerships can be beneficial. Developers can use private funds to develop facilities on municipal property and lease it to the Town long term. Over a period, the developer returns a portion of the revenue to the Town and at the end of the lease, the facility is turned over to public ownership. This type of arrangement would typically be a large capital investment for a special-use facility.

Land Acquisition and Development

The solicitation of contributions is an acceptable method of fundraising for recreation departments. These donations, typically in the form of land, cash, labor, and materials, could be solicited to assist Harrisburg with its enhancement program. Corporations, civic organizations, individuals, and other groups generally donate to a specific park project; however, donations may also be solicited for multiple project improvements or additions. The NRPA recommends the use of private, not-for-profit, tax-exempt foundations as a means of accepting and administering private gifts to a public park system.

Life Estates

A life estate is a gift whereby a donor retains the land during his / her lifetime and relinquishes the title of the property after his / her death. In return, the owner (or family) is relieved of property tax for the given land.

Local Gifts

Donations of land, money, labor, and construction can have a significant impact on the acquisition and development of park property. The solicitation of local gifts is highly recommended and should be organized thoroughly, with the utilization of very specific strategic methods. This often-untapped source of obtaining funds requires reaching out to potential donors, such as individuals, institutions, foundations, and service clubs.

Long-Term Options

Long-term options allow municipalities to purchase property over a long period. This method is particularly useful because it enables the Town to consider a particular piece of land that may have future value though it is not currently desired or affordable. The advantages to this method of property acquisition are that the Town can protect the future of the land without purchasing it upfront, the purchase price of the land will not increase, and the Town will have the right to exercise its option. The disadvantage to the Town is that all privileges relinquished by the landowner require compensation in the form of securing the option.

Easement

An easement is the most common type of less-than-fee interest in land. It compensates the property owner for the right to use his/her land in some way or to compensate for the loss of his / her privileges to use the land. Generally, the landowner may still use the land, and therefore, continue to generate property tax revenue for the Town.

Fee Simple Purchase

Fee simple purchase is the most common method used to acquire municipal property for park facilities. Although it has the advantage of simplifying justification to the public, fee simple purchase is the most difficult method to pursue due to limited monetary resources.

Fee Simple with Lease-Back or Resale

This method allows local governments to acquire land by fee simple purchase and to sell or lease the property to prospective users with restrictions that will preserve the land from future development. The fee simple with lease-back or resale method of development commonly results from situations in which landowners, who have lost considerable monetary amounts in property value, determine that it is more economical to sell the land to the Town (with a lease-back option) than to keep it.

Plan Adoption

The first step in the implementation of the Town of Harrisburg comprehensive parks and recreation master plan is the adoption of the plan. By adopting the plan, the community can help shape larger regional decisions so that they fit within the goals of the plan. The Town also gives itself greater authority in shaping local land use decisions so that it achieves the goals and vision of this plan.

Among the opportunities available to promote the recommendations contained in the plan is the ability to build upon an already committed and active base of residents, visitors, and enthusiasts in the area. Through their organizations, institutions, publications, and networks, Harrisburg can promote both the improved and new parks and greenway facilities and programs.

Second among the opportunities is the availability of the existing park facilities, such as amenities, programs, and existing trails. Though some changes are being suggested in the short term and an expanded network is suggested for the long term, the presence of an existing network provides a strong foundation from which to build. Many residents are already accustomed to using the existing park facilities and should become used to seeing new park amenities, programs, signage, and other improvements. Building on their existing awareness of what is available is much easier than building on no awareness.



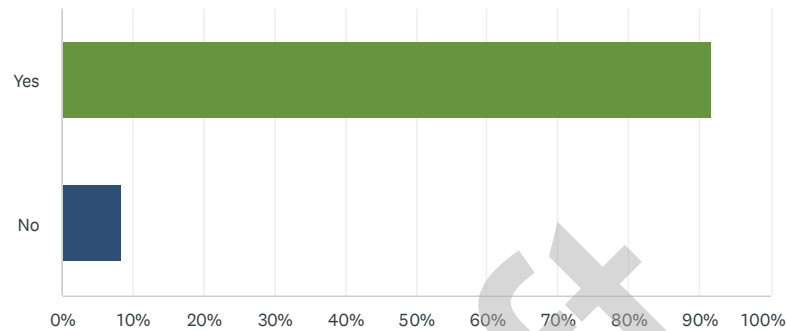
09 | Appendices

Appendix 1

Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

Q1 Are you a resident of Harrisburg?

Answered: 416 Skipped: 1

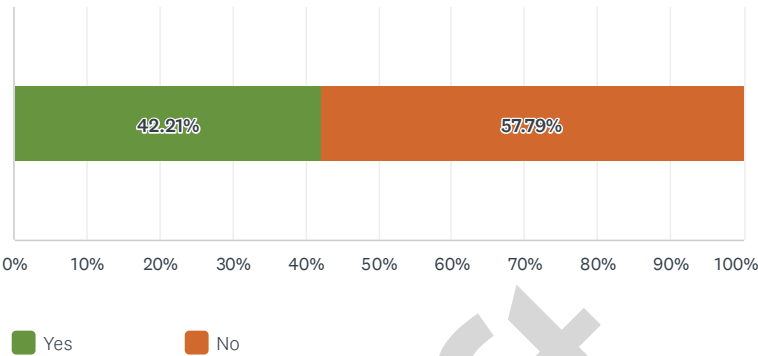


ANSWER CHOICES	RESPONSES	
Yes	91.59%	381
No	8.41%	35
TOTAL		416

Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

Q2 Do you live within a 1/2 mile of a public park or recreational facility?

Answered: 417 Skipped: 0

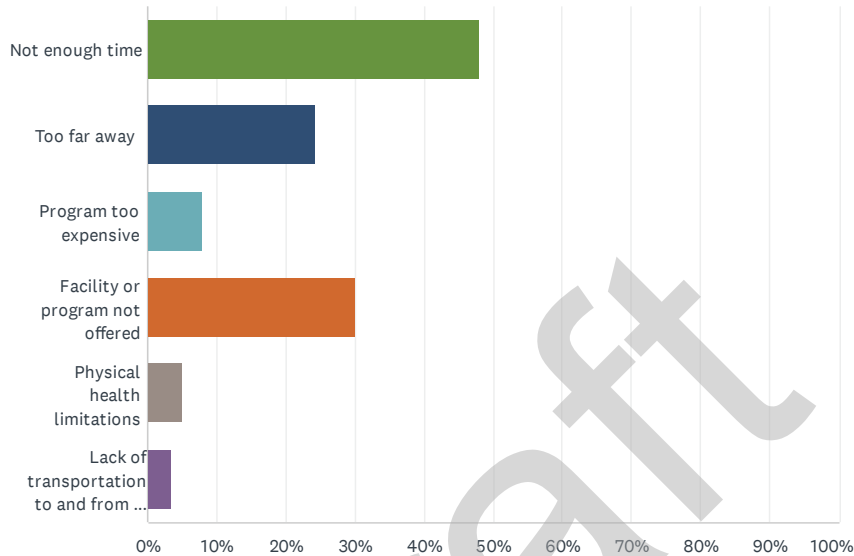


ANSWER CHOICES		RESPONSES	
Yes		42.21%	176
No		57.79%	241
TOTAL			417

Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

Q3 What is the greatest household barrier to more regular use of a park or recreational facility?

Answered: 317 Skipped: 100

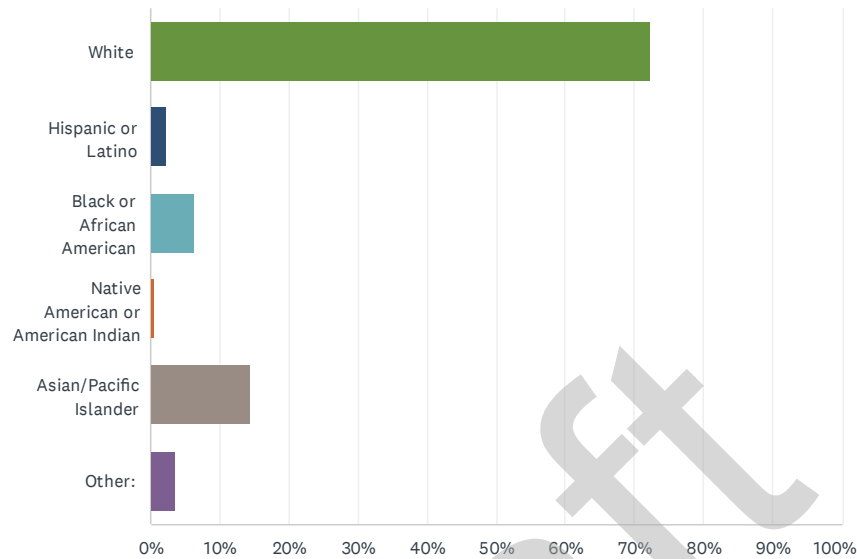


ANSWER CHOICES	RESPONSES	
Not enough time	47.95%	152
Too far away	24.29%	77
Program too expensive	7.89%	25
Facility or program not offered	29.97%	95
Physical health limitations	5.05%	16
Lack of transportation to and from a facility	3.47%	11
Total Respondents: 317		

Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

Q4 Ethnicity origin (or Race): Please specify your ethnicity

Answered: 408 Skipped: 9

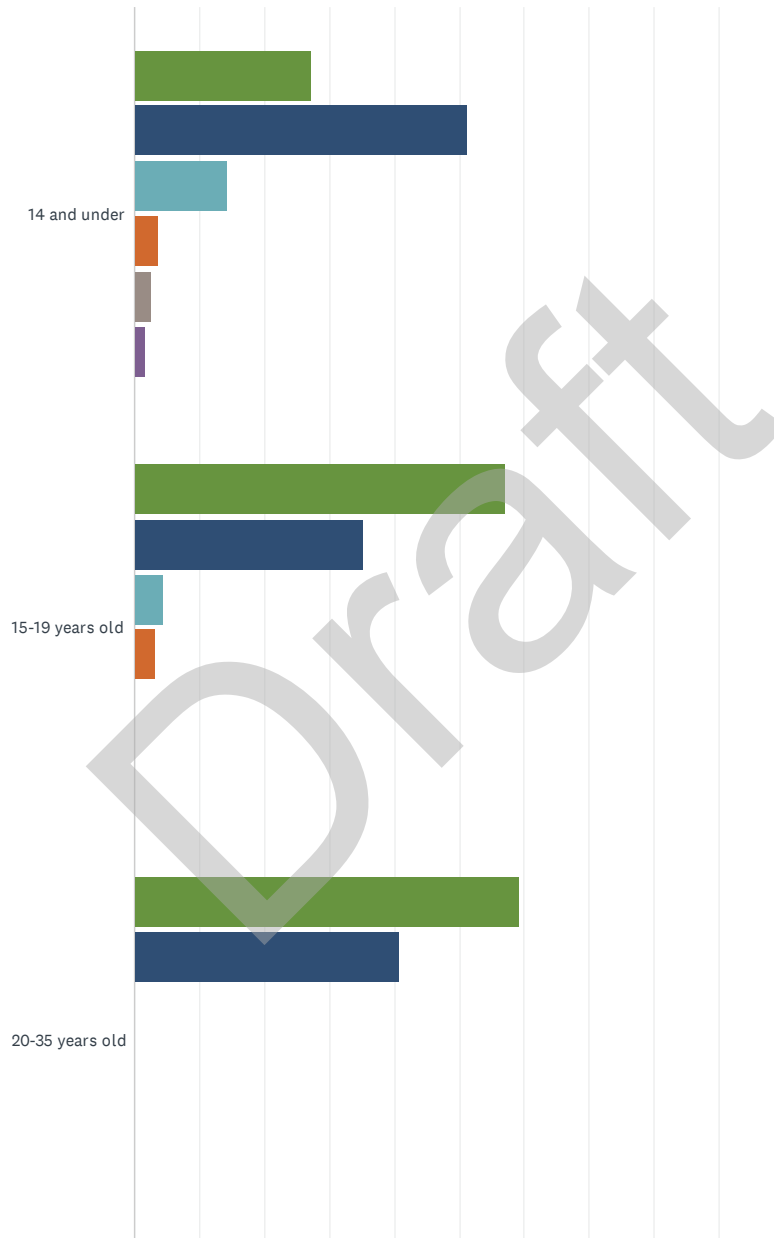


ANSWER CHOICES	RESPONSES	
White	72.30%	295
Hispanic or Latino	2.45%	10
Black or African American	6.37%	26
Native American or American Indian	0.74%	3
Asian/Pacific Islander	14.46%	59
Other:	3.68%	15
TOTAL		408

Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

Q5 Select the number of persons in your household including yourself who are in the age brackets below:

Answered: 415 Skipped: 2



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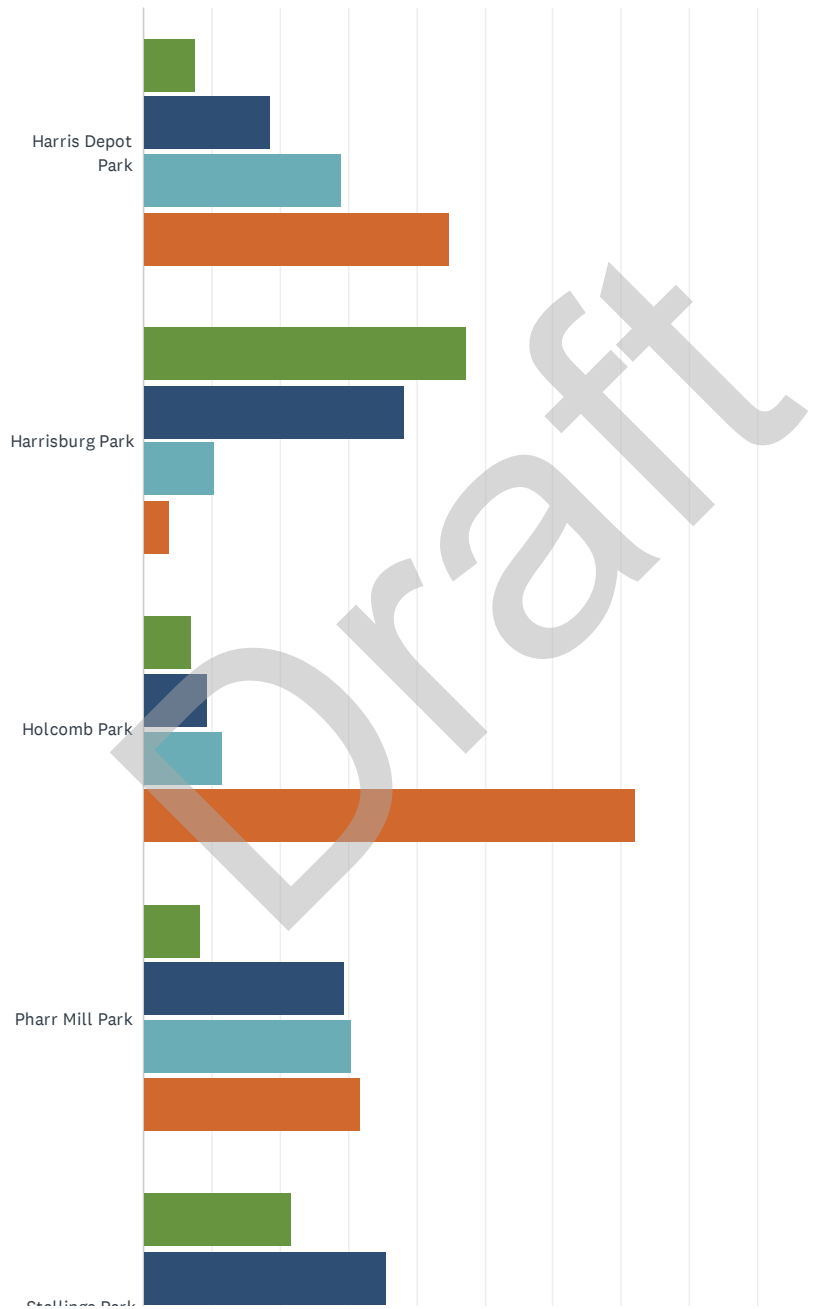
Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

	1	2	3	4	5	6	TOTAL RESPONDENTS
14 and under	27.34% 76	51.08% 142	14.39% 40	3.60% 10	2.52% 7	1.80% 5	278
15-19 years old	57.14% 52	35.16% 32	4.40% 4	3.30% 3	0.00% 0	0.00% 0	91
20-35 years old	59.35% 73	40.65% 50	0.00% 0	0.00% 0	0.00% 0	0.00% 0	123
36-45 years old	38.50% 87	61.95% 140	0.00% 0	0.00% 0	0.00% 0	0.00% 0	226
46-60 years old	48.06% 62	51.94% 67	0.00% 0	0.00% 0	0.00% 0	0.00% 0	129
61 and over	34.48% 30	64.37% 56	1.15% 1	0.00% 0	0.00% 0	0.00% 0	87

Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

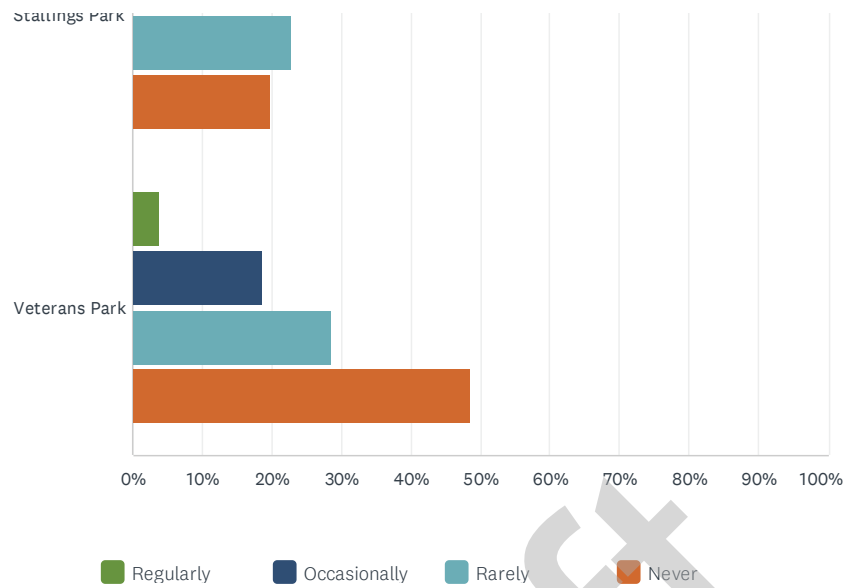
Q6 Check below how frequently you or others in your household have visited the following facilities in the past year.

Answered: 415 Skipped: 2



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Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

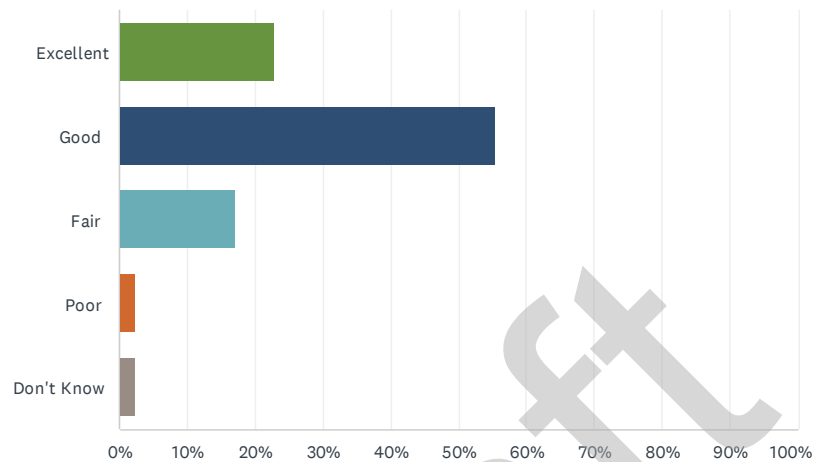


	REGULARLY	OCCASIONALLY	RARELY	NEVER	TOTAL	WEIGHTED AVERAGE
Harris Depot Park	7.67% 29	18.52% 70	29.10% 110	44.71% 169	378	3.11
Harrisburg Park	47.30% 193	38.24% 156	10.54% 43	3.92% 16	408	1.71
Holcomb Park	6.99% 26	9.41% 35	11.56% 43	72.04% 268	372	3.49
Pharr Mill Park	8.33% 32	29.43% 113	30.47% 117	31.77% 122	384	2.86
Stallings Park	21.80% 87	35.59% 142	22.81% 91	19.80% 79	399	2.41
Veterans Park	3.93% 15	18.85% 72	28.53% 109	48.69% 186	382	3.22

Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

Q7 Overall, how would you rate the existing recreational facilities in Harrisburg?

Answered: 412 Skipped: 5

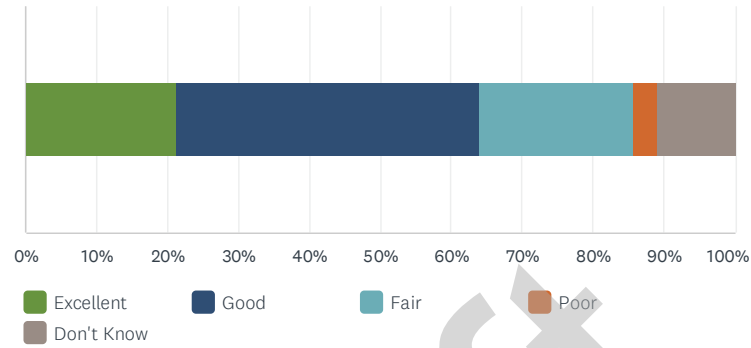


ANSWER CHOICES	RESPONSES	
Excellent	22.82%	94
Good	55.34%	228
Fair	16.99%	70
Poor	2.43%	10
Don't Know	2.43%	10
TOTAL		412

Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

Q8 Overall, how would you rate the recreational programs offered in Harrisburg?

Answered: 415 Skipped: 2

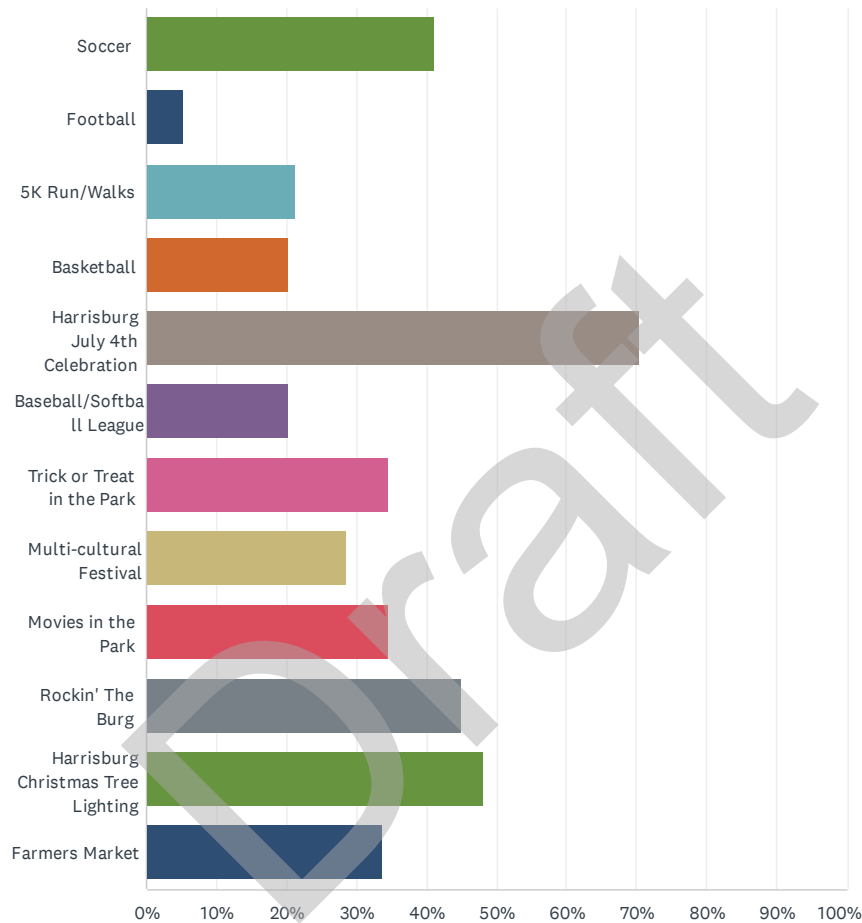


ANSWER CHOICES	RESPONSES	
Excellent	21.20%	88
Good	42.89%	178
Fair	21.69%	90
Poor	3.37%	14
Don't Know	10.84%	45
TOTAL		415

Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

Q9 In which of the following Town recreation programs and special events do you or others in your household participate on a regular basis?

Answered: 377 Skipped: 40



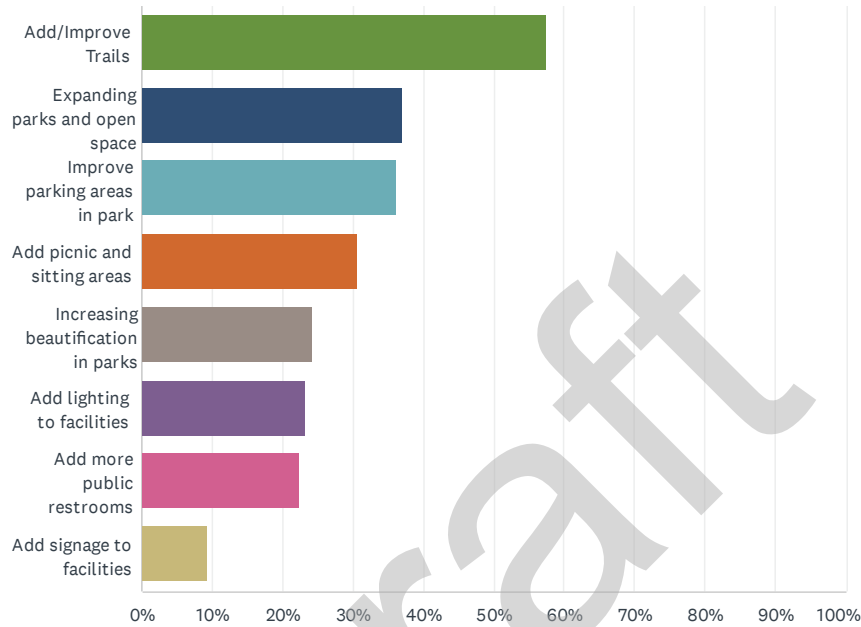
Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

ANSWER CHOICES	RESPONSES	
Soccer	41.11%	155
Football	5.31%	20
5K Run/Walks	21.22%	80
Basketball	20.16%	76
Harrisburg July 4th Celebration	70.29%	265
Baseball/Softball League	20.16%	76
Trick or Treat in the Park	34.48%	130
Multi-cultural Festival	28.65%	108
Movies in the Park	34.48%	130
Rockin' The Burg	45.09%	170
Harrisburg Christmas Tree Lighting	48.28%	182
Farmers Market	33.69%	127
Total Respondents: 377		

Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

Q10 Check below improvements that could be made to EXISTING parks and list facilities

Answered: 354 Skipped: 63

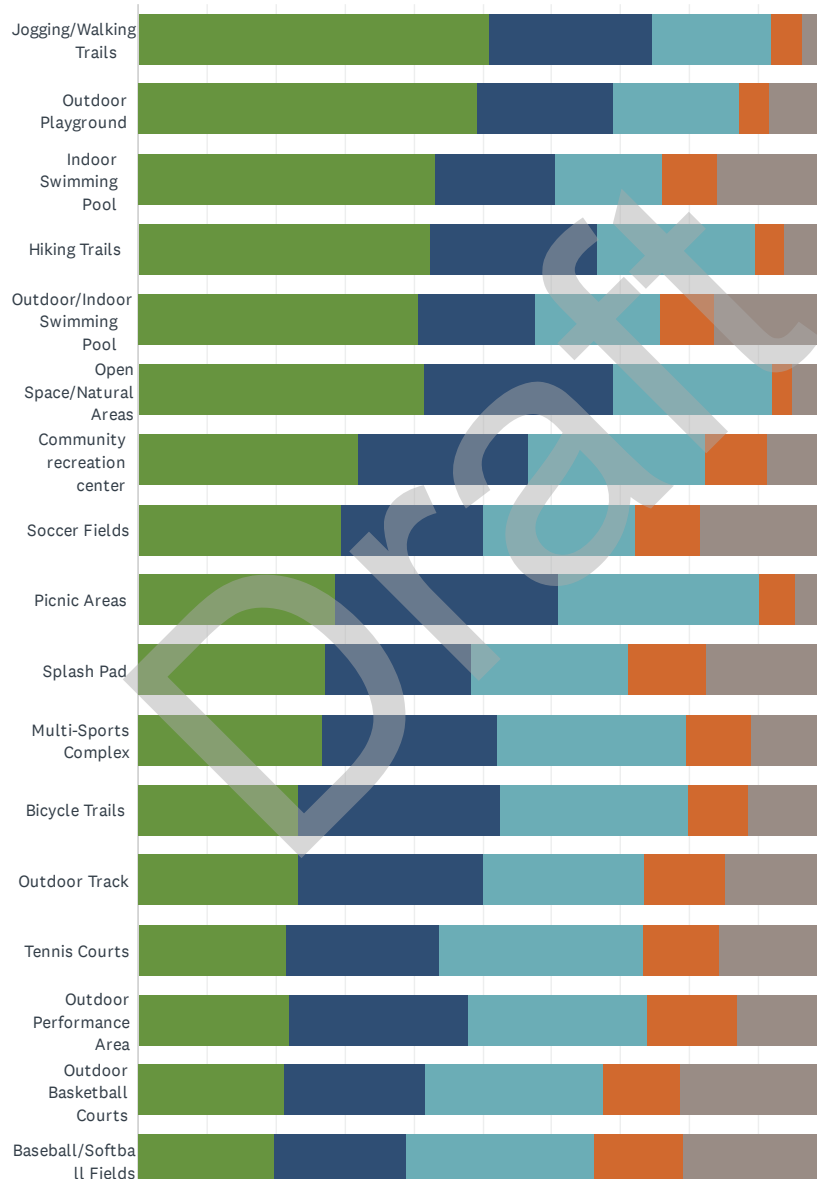


ANSWER CHOICES	RESPONSES	
Add/Improve Trails	57.63%	204
Expanding parks and open space	37.01%	131
Improve parking areas in park	36.16%	128
Add picnic and sitting areas	30.79%	109
Increasing beautification in parks	24.29%	86
Add lighting to facilities	23.16%	82
Add more public restrooms	22.32%	79
Add signage to facilities	9.32%	33
Total Respondents: 354		

Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

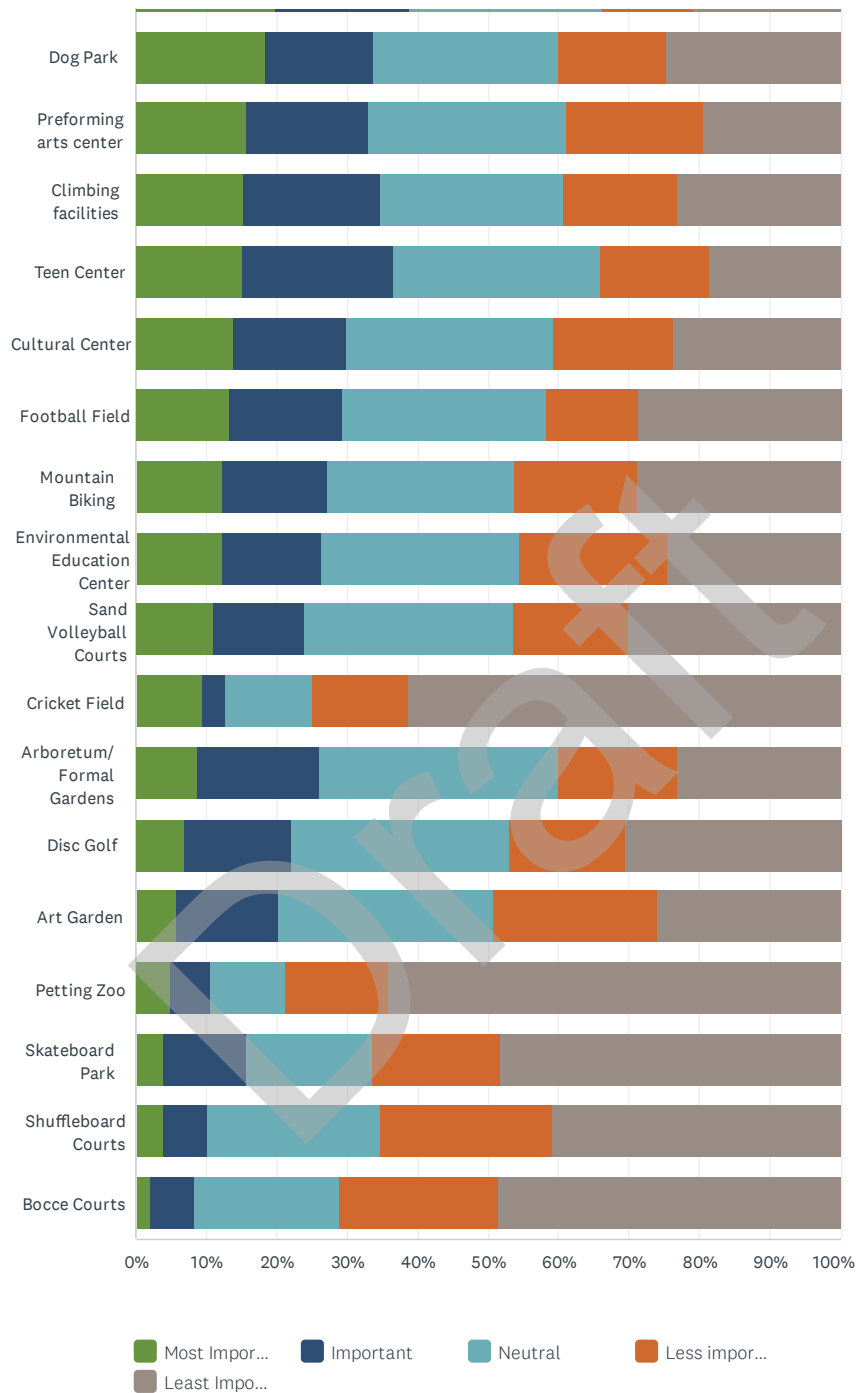
Q11 The following is a list of recreation activities that you could do at a public park or recreation facility. Rank the importance of each activity with 1 being most important and 5 being least important. Please consider other members of your household.

Answered: 416 Skipped: 1



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Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey



Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Jogging/Walking Trails	50.99% 207	23.65% 96	17.24% 70	4.43% 18	3.69% 15	406	1.86
Outdoor Playground	49.37% 196	19.65% 78	18.39% 73	4.28% 17	8.31% 33	397	2.03
Indoor Swimming Pool	43.25% 173	17.25% 69	15.50% 62	8.00% 32	16.00% 64	400	2.36
Hiking Trails	42.28% 167	24.30% 96	23.04% 91	4.05% 16	6.33% 25	395	2.08
Outdoor/Indoor Swimming Pool	40.76% 161	16.96% 67	17.97% 71	7.85% 31	16.46% 65	395	2.42
Open Space/Natural Areas	41.45% 160	27.46% 106	23.06% 89	2.85% 11	5.18% 20	386	2.03
Community recreation center	31.88% 124	24.68% 96	25.71% 100	9.00% 35	8.74% 34	389	2.38
Soccer Fields	29.37% 116	20.76% 82	22.03% 87	9.37% 37	18.48% 73	395	2.67
Picnic Areas	28.54% 113	32.32% 128	29.29% 116	5.05% 20	4.80% 19	396	2.25
Splash Pad	27.11% 106	21.23% 83	22.76% 89	11.25% 44	17.65% 69	391	2.71
Multi-Sports Complex	26.72% 105	25.45% 100	27.48% 108	9.41% 37	10.94% 43	393	2.52
Bicycle Trails	23.25% 93	29.25% 117	27.25% 109	8.75% 35	11.50% 46	400	2.56
Outdoor Track	23.38% 90	26.75% 103	23.38% 90	11.69% 45	14.81% 57	385	2.68
Tennis Courts	21.46% 85	22.22% 88	29.55% 117	11.11% 44	15.66% 62	396	2.77
Outdoor Performance Area	21.82% 84	25.97% 100	25.97% 100	13.25% 51	12.99% 50	385	2.70
Outdoor Basketball Courts	21.30% 82	20.52% 79	25.71% 99	11.17% 43	21.30% 82	385	2.91
Baseball/Softball Fields	19.84% 76	19.06% 73	27.42% 105	12.79% 49	20.89% 80	383	2.96
Dog Park	18.44% 71	15.32% 59	26.23% 101	15.32% 59	24.68% 95	385	3.12
Performing arts center	15.80% 61	17.10% 66	28.24% 109	19.43% 75	19.43% 75	386	3.10
Climbing facilities	15.42% 60	19.28% 75	25.96% 101	16.20% 63	23.14% 90	389	3.12
Teen Center	15.14% 58	21.41% 82	29.24% 112	15.67% 60	18.54% 71	383	3.01
Cultural Center	13.84% 53	15.93% 61	29.50% 113	16.97% 65	23.76% 91	383	3.21
Football Field	13.35% 51	15.97% 61	29.06% 111	13.09% 50	28.53% 109	382	3.27

Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

Mountain Biking	12.21% 47	15.06% 58	26.49% 102	17.40% 67	28.83% 111	385	3.36
Environmental Education Center	12.24% 47	14.06% 54	28.13% 108	21.09% 81	24.48% 94	384	3.32
Sand Volleyball Courts	11.03% 43	12.82% 50	29.74% 116	16.41% 64	30.00% 117	390	3.42
Cricket Field	9.50% 38	3.25% 13	12.50% 50	13.50% 54	61.25% 245	400	4.14
Arboretum/ Formal Gardens	8.88% 35	17.01% 67	34.01% 134	17.01% 67	23.10% 91	394	3.28
Disc Golf	7.01% 27	15.06% 58	30.91% 119	16.62% 64	30.39% 117	385	3.48
Art Garden	5.70% 22	14.51% 56	30.57% 118	23.32% 90	25.91% 100	386	3.49
Petting Zoo	4.85% 19	5.87% 23	10.46% 41	14.54% 57	64.29% 252	392	4.28
Skateboard Park	3.88% 15	11.89% 46	17.83% 69	18.09% 70	48.32% 187	387	3.95
Shuffleboard Courts	3.93% 15	6.28% 24	24.61% 94	24.35% 93	40.84% 156	382	3.92
Bocce Courts	2.12% 8	6.35% 24	20.37% 77	22.75% 86	48.41% 183	378	4.09

Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

Q12 Please list below, any recreation programs or special events that you would like to see offered within Harrisburg:

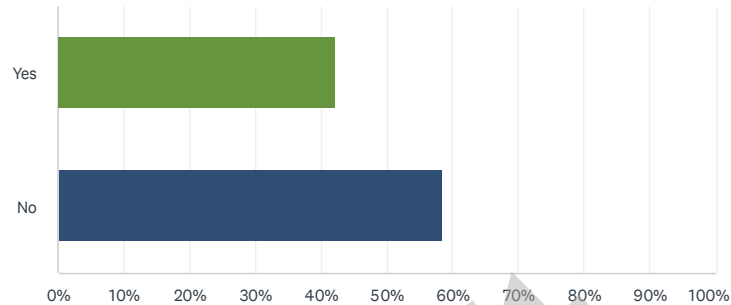
Answered: 155 Skipped: 262

Draft

Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

Q13 Do you use any school or private facilities (YMCA, UNC Charlotte facilities) for recreation or leisure activities?

Answered: 405 Skipped: 12

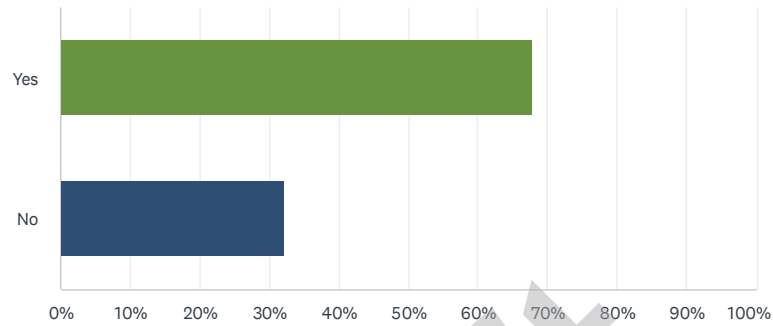


ANSWER CHOICES	RESPONSES	
Yes	42.22%	171
No	58.52%	237
Total Respondents: 405		

Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

Q14 Within the last year have you traveled out of Harrisburg to use a recreation facility or program?

Answered: 404 Skipped: 13

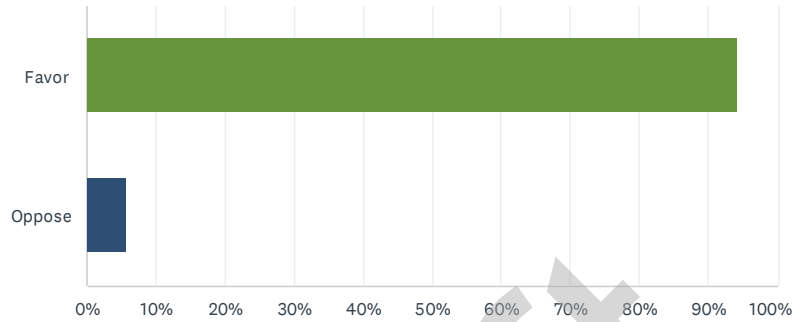


ANSWER CHOICES	RESPONSES	
Yes	67.82%	274
No	32.18%	130
Total Respondents: 404		

Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

Q15 Would you favor or oppose expanding recreational opportunities in the Harrisburg?

Answered: 407 Skipped: 10

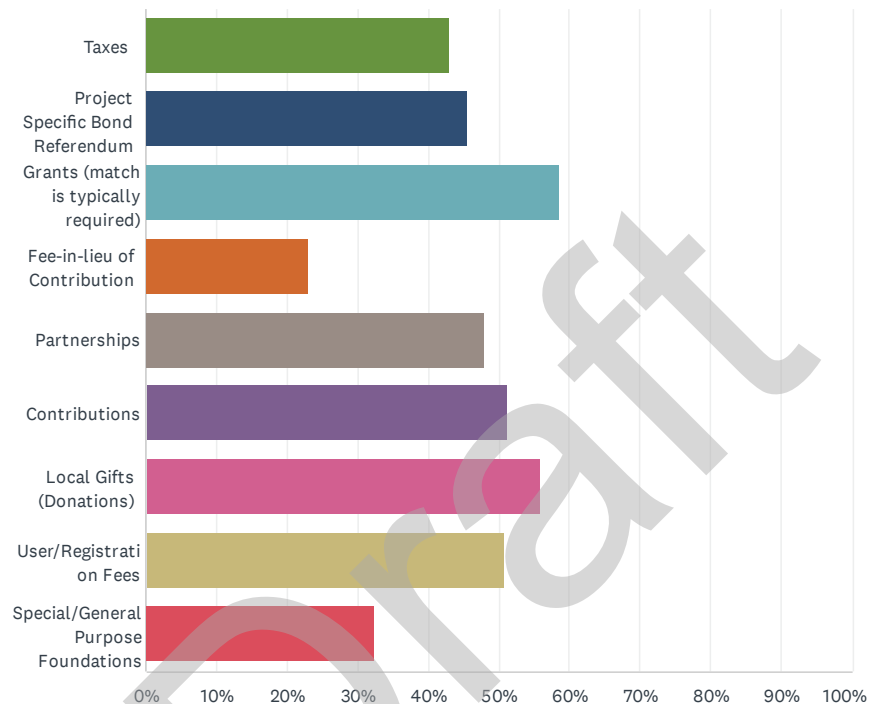


ANSWER CHOICES		RESPONSES	
Favor		94.35%	384
Oppose		5.65%	23
TOTAL			407

Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

Q16 What, if any, sources of funding are you willing to support in order to make improvements, build new facilities, and create programs? Check all that apply.

Answered: 373 Skipped: 44

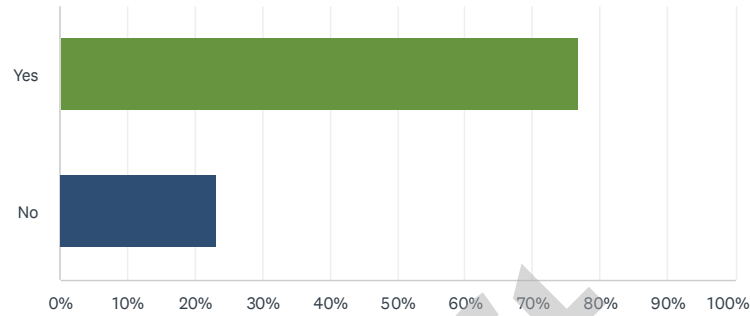


ANSWER CHOICES	RESPONSES	
Taxes	43.16%	161
Project Specific Bond Referendum	45.58%	170
Grants (match is typically required)	58.71%	219
Fee-in-lieu of Contribution	23.06%	86
Partnerships	47.99%	179
Contributions	51.21%	191
Local Gifts (Donations)	55.76%	208
User/Registration Fees	50.67%	189
Special/General Purpose Foundations	32.44%	121
Total Respondents: 373		

Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

Q17 Would you be willing to pay a nominal fee to attend an event or use a special facility?

Answered: 405 Skipped: 12

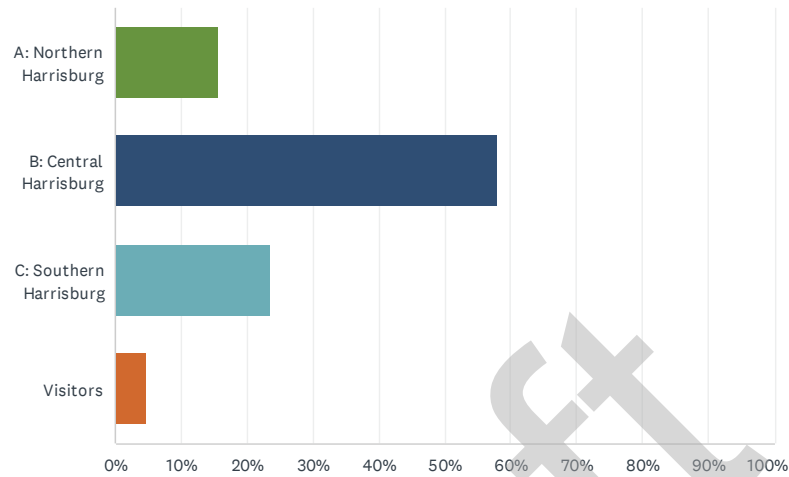


ANSWER CHOICES	RESPONSES	
Yes	76.79%	311
No	23.21%	94
TOTAL		405

Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

Q18 Referring to the image above, in which general area do you live

Answered: 402 Skipped: 15



ANSWER CHOICES	RESPONSES	
A: Northern Harrisburg	15.67%	63
B: Central Harrisburg	57.96%	233
C: Southern Harrisburg	23.38%	94
Visitors	4.73%	19
Total Respondents: 402		

Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

Q19 Additional Comments:

Answered: 95 Skipped: 322

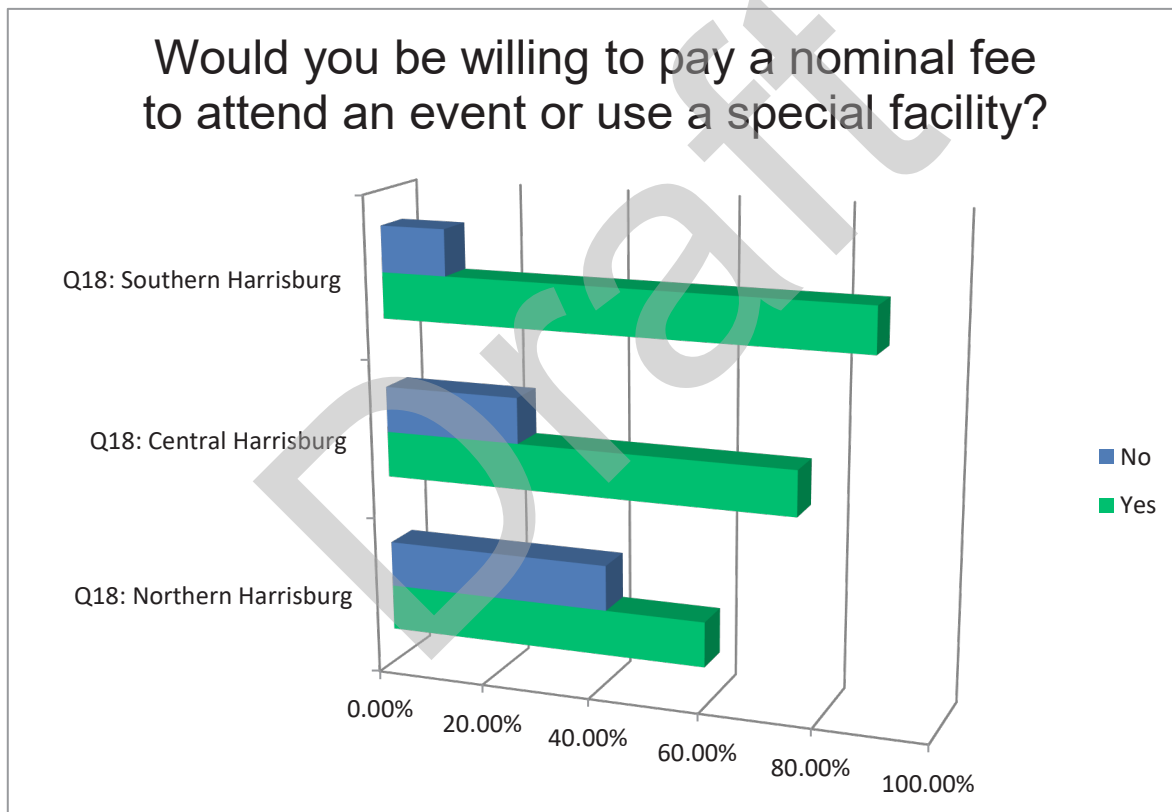
Draft

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Appendix 2

Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey Would you be willing to pay a nominal fee to attend an event or use a special facility?

	Yes		No		Total	
Q18: Northern Harrisburg	59.02%	36	40.98%	25	16.14%	61
Q18: Central Harrisburg	75.11%	172	24.89%	57	60.58%	229
Q18: Southern Harrisburg	88.04%	81	11.96%	11	24.34%	92
Total	75.93%	287	24.07%	91	100.00%	378
Answered						378
Skipped						8



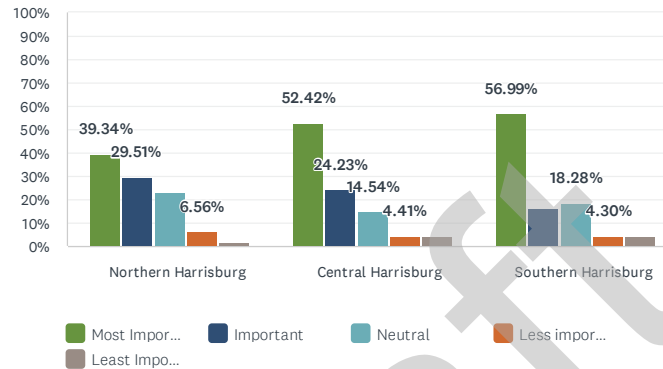
Appendix 3

Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

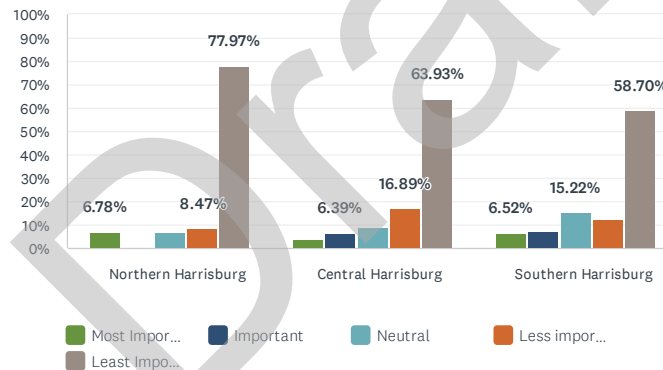
Q11 The following is a list of recreation activities that you could do at a public park or recreation facility. Rank the importance of each activity with 1 being most important and 5 being least important. Please consider other members of your household.

Answered: 385 Skipped: 1

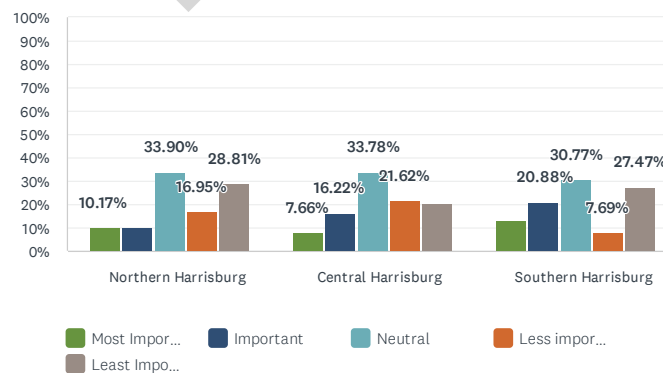
Jogging/Walking Trails



Petting Zoo

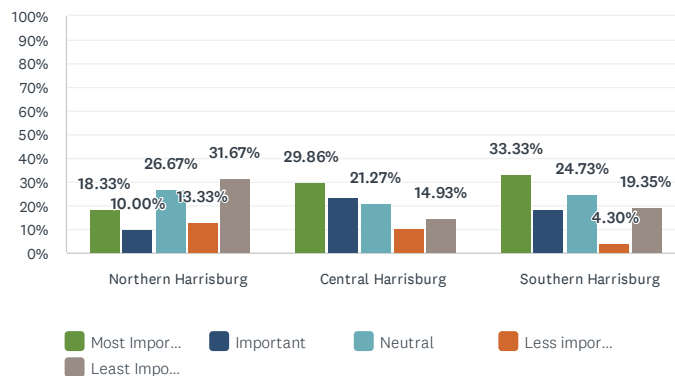


Arboretum/ Formal Gardens

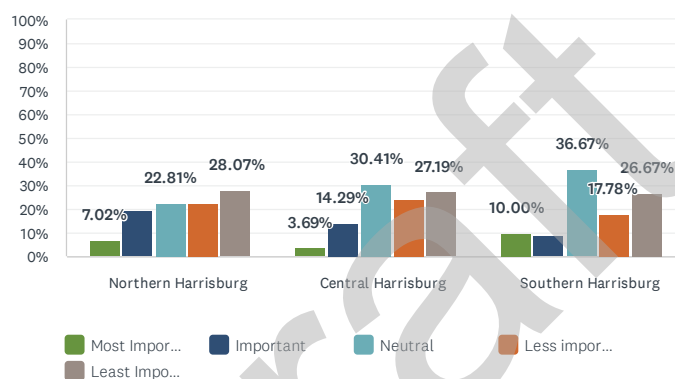


Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

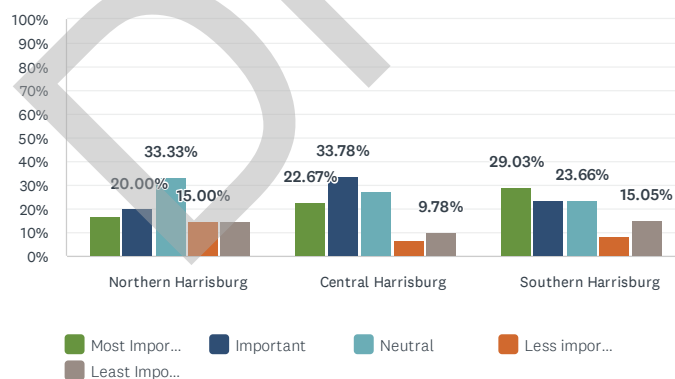
Soccer Fields



Art Garden

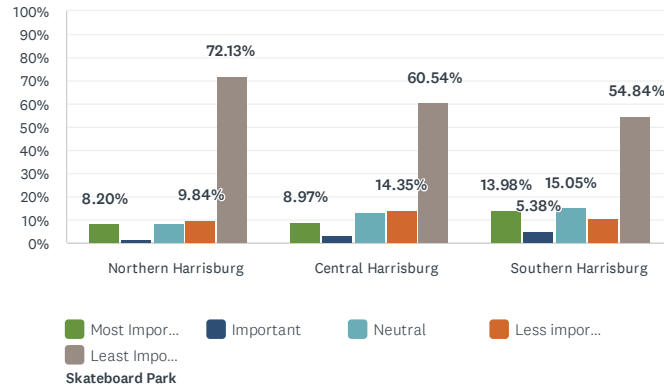


Bicycle Trails

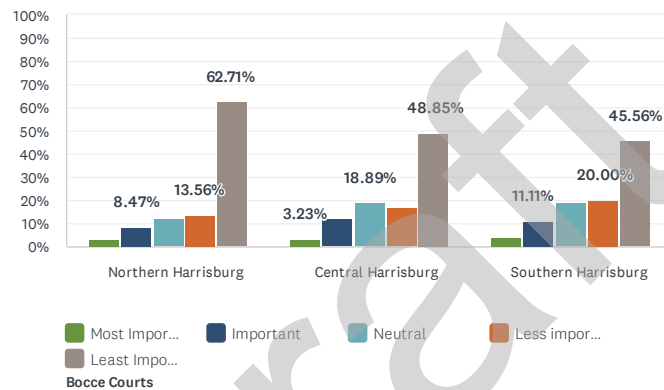


Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

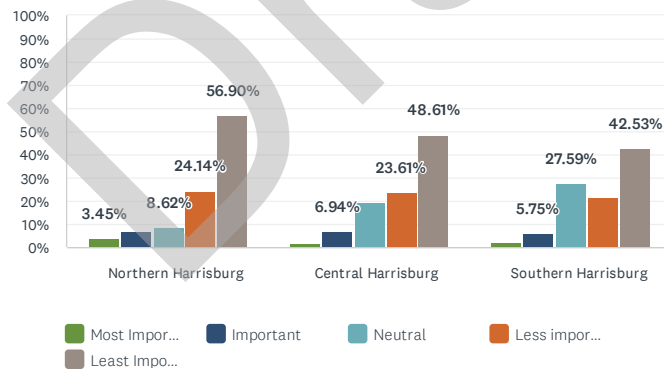
Cricket Field



Skateboard Park

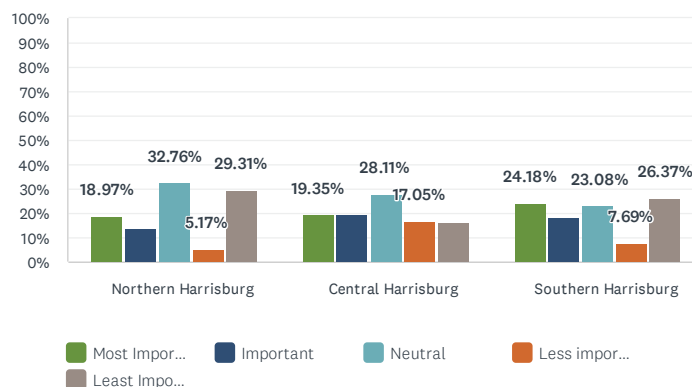


Bocce Courts

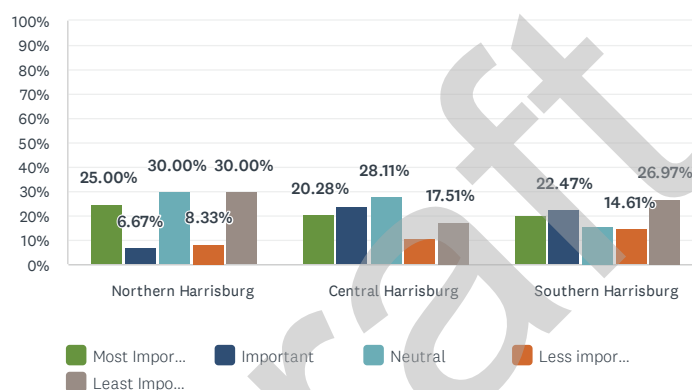


Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

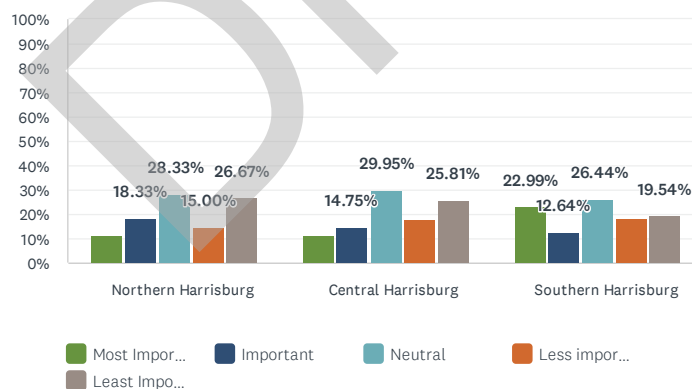
Baseball/Softball Fields



Outdoor Basketball Courts

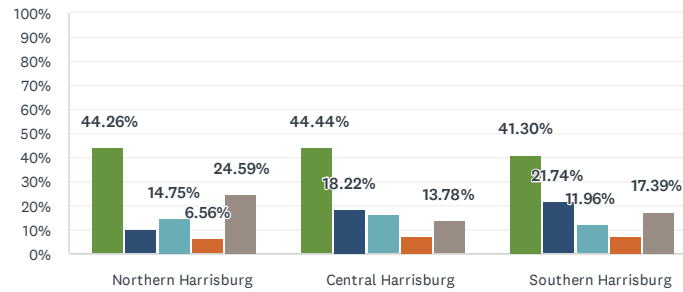


Cultural Center



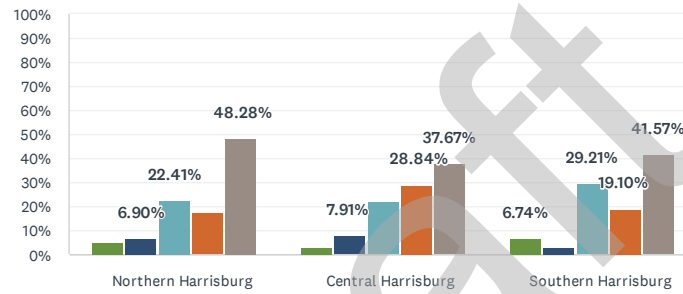
Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

Indoor Swimming Pool



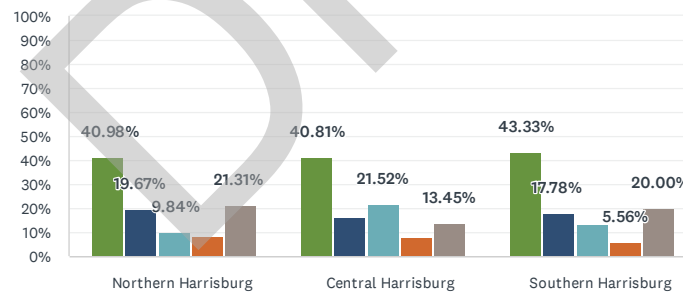
Most Important Important Neutral Less Important Least Important

Shuffleboard Courts



Most Important Important Neutral Less Important Least Important

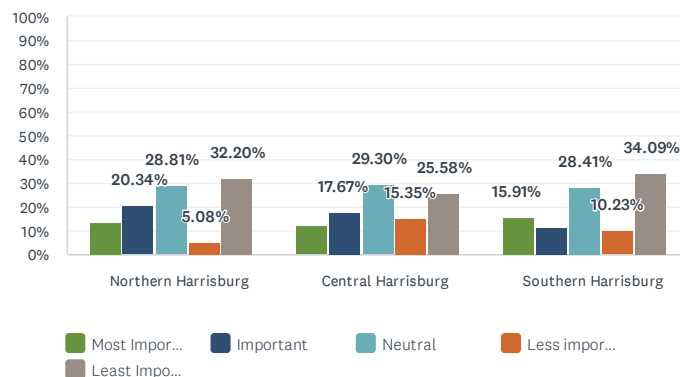
Outdoor/Indoor Swimming Pool



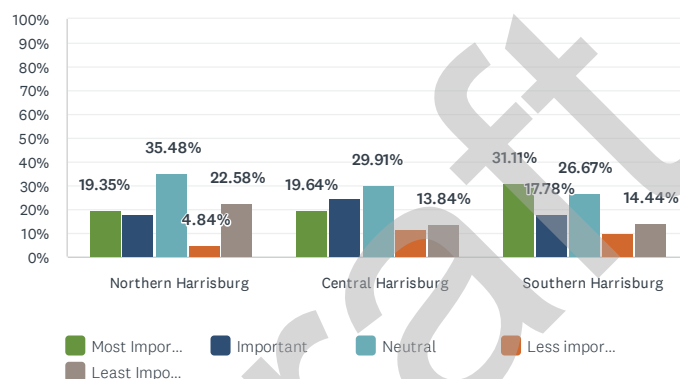
Most Important Important Neutral Less Important Least Important

Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

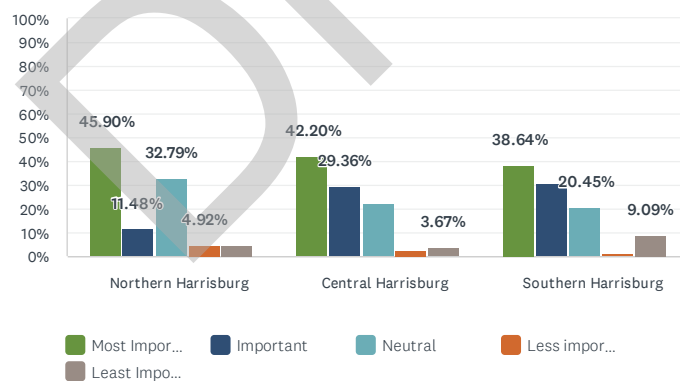
Football Field



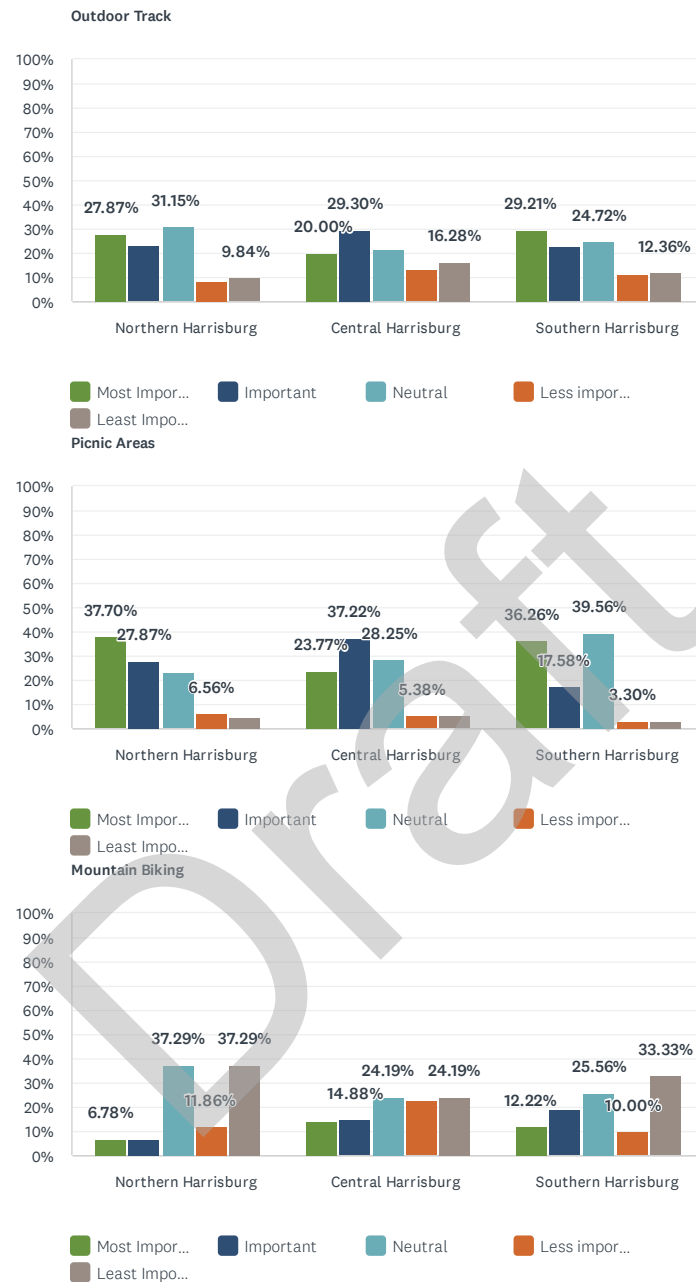
Tennis Courts



Open Space/Natural Areas

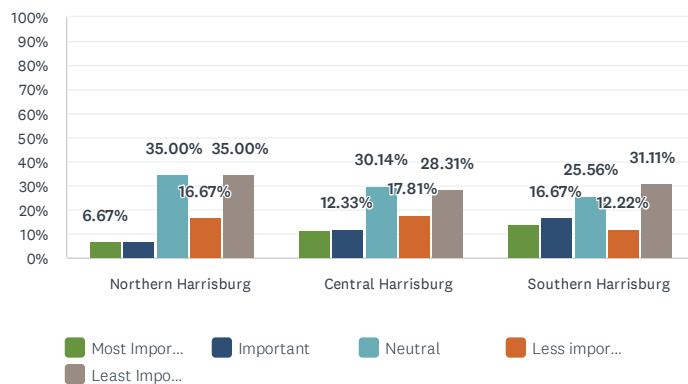


Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

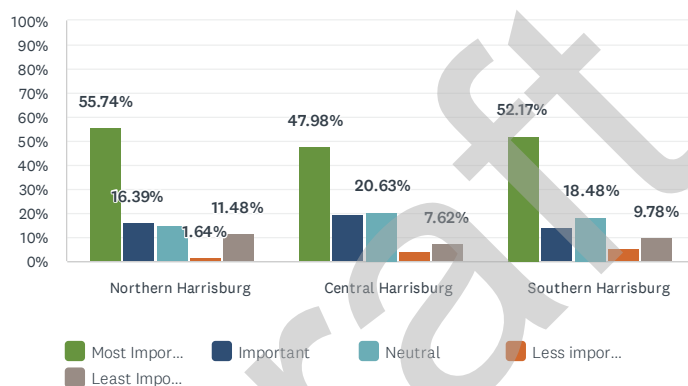


Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

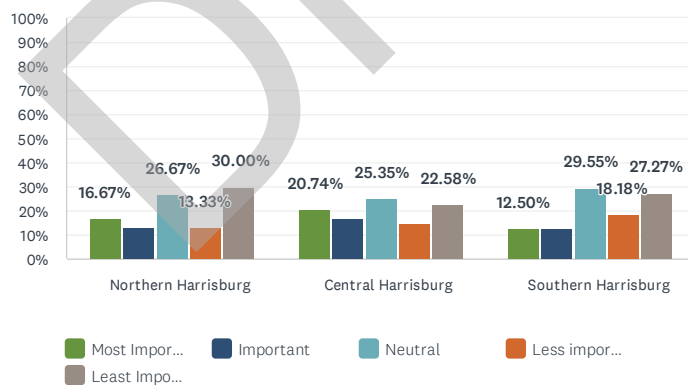
Sand Volleyball Courts



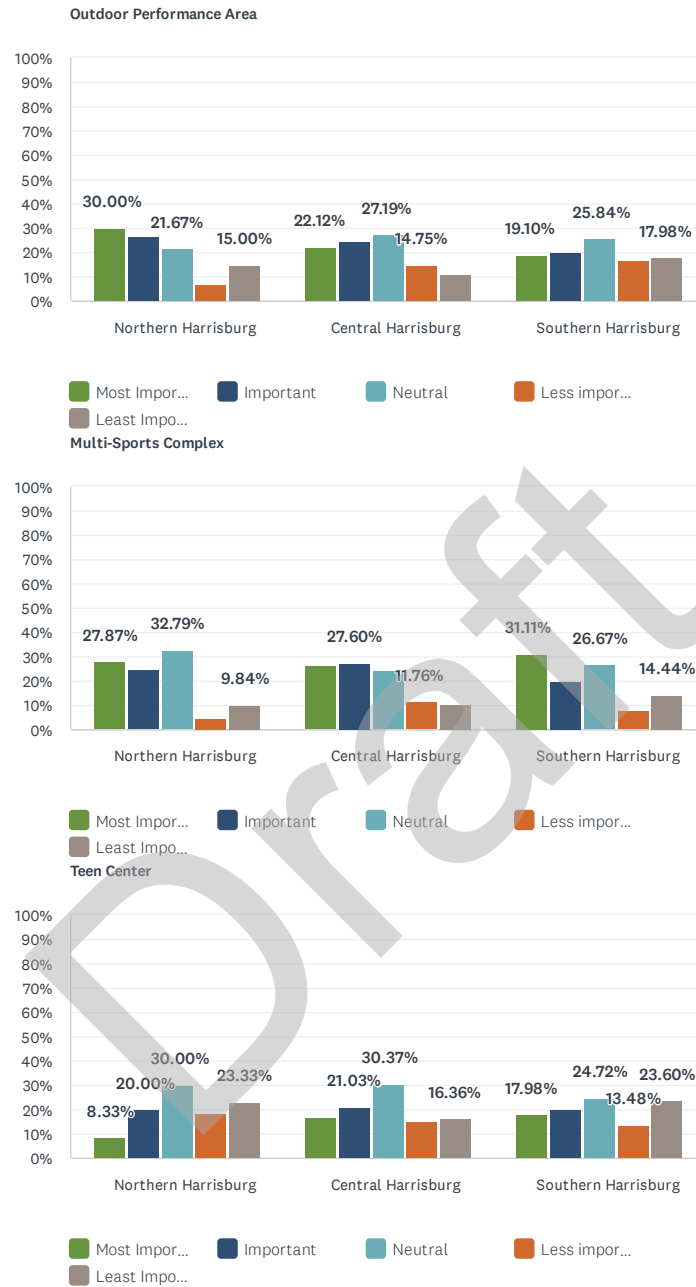
Outdoor Playground



Dog Park

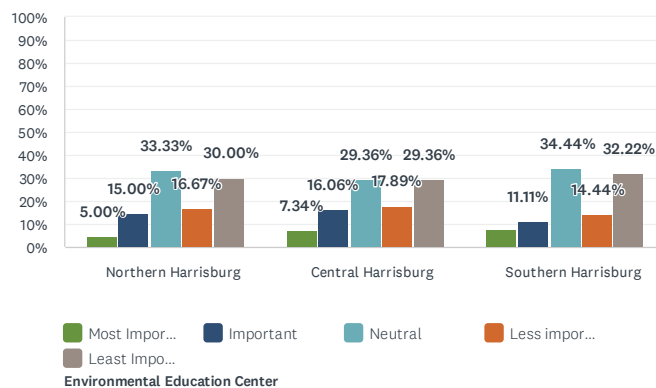


Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

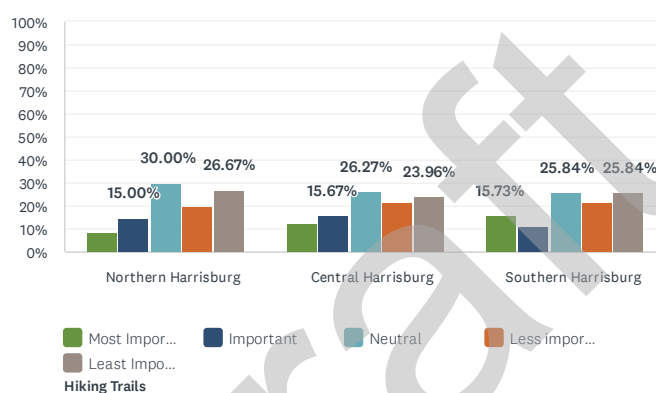


Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

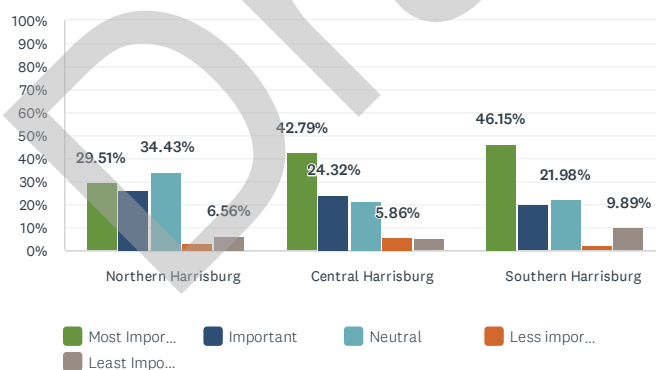
Disc Golf



Environmental Education Center

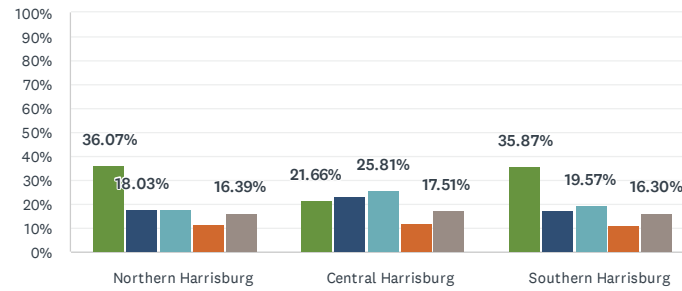


Hiking Trails



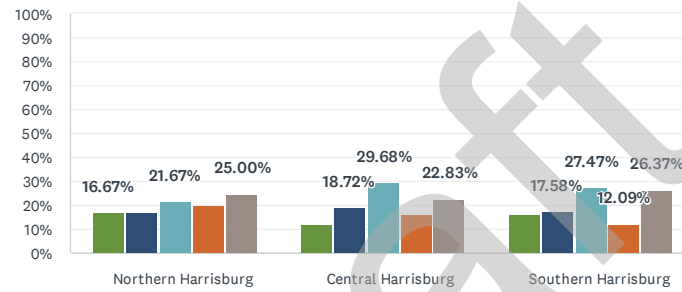
Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

Splash Pad



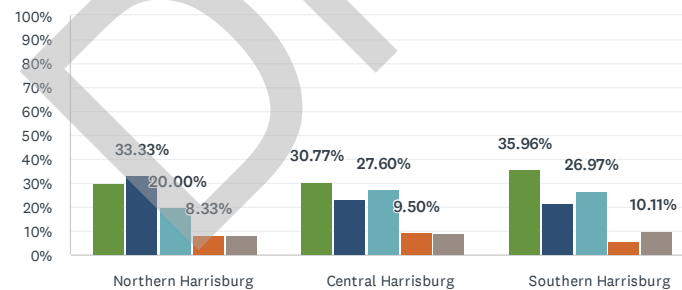
■ Most Important
 ■ Important
 ■ Neutral
 ■ Less Important
 ■ Least Important

Climbing facilities



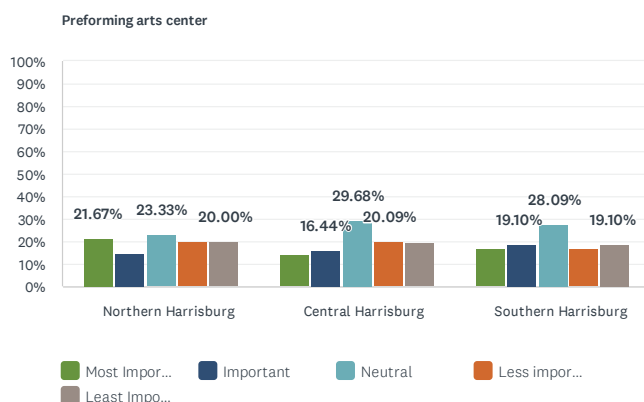
■ Most Important
 ■ Important
 ■ Neutral
 ■ Less Important
 ■ Least Important

Community recreation center



■ Most Important
 ■ Important
 ■ Neutral
 ■ Less Important
 ■ Least Important

Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey



Jogging/Walking Trails							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	39.34% 24	29.51% 18	22.95% 14	6.56% 4	1.64% 1	15.84% 61	2.02
Central Harrisburg	52.42% 119	24.23% 55	14.54% 33	4.41% 10	4.41% 10	58.96% 227	1.84
Southern Harrisburg	56.99% 53	16.13% 15	18.28% 17	4.30% 4	4.30% 4	24.16% 93	1.83
Petting Zoo							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	6.78% 4	0.00% 0	6.78% 4	8.47% 5	77.97% 46	15.32% 59	4.51
Central Harrisburg	3.65% 8	6.39% 14	9.13% 20	16.89% 37	63.93% 140	56.88% 219	4.31
Southern Harrisburg	6.52% 6	7.61% 7	15.22% 14	11.96% 11	58.70% 54	23.90% 92	4.09
Arboretum/ Formal Gardens							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	10.17% 6	10.17% 6	33.90% 20	16.95% 10	28.81% 17	15.32% 59	3.44
Central Harrisburg	7.66% 17	16.22% 36	33.78% 75	21.62% 48	20.72% 46	57.66% 222	3.32
Southern Harrisburg	13.19% 12	20.88% 19	30.77% 28	7.69% 7	27.47% 25	23.64% 91	3.15
Soccer Fields							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	18.33% 11	10.00% 6	26.67% 16	13.33% 8	31.67% 19	15.58% 60	3.30
Central Harrisburg	29.86% 66	23.53% 52	21.27% 47	10.41% 23	14.93% 33	57.40% 221	2.57
Southern Harrisburg	33.33% 31	18.28% 17	24.73% 23	4.30% 4	19.35% 18	24.16% 93	2.58
Art Garden							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	7.02% 4	19.30% 11	22.81% 13	22.81% 13	28.07% 16	14.81% 57	3.46
Central Harrisburg	3.69% 8	14.29% 31	30.41% 66	24.42% 53	27.19% 59	56.36% 217	3.57
Southern Harrisburg	10.00% 9	8.89% 8	36.67% 33	17.78% 16	26.67% 24	23.38% 90	3.42

Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

Bicycle Trails							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	16.67% 10	20.00% 12	33.33% 20	15.00% 9	15.00% 9	15.58% 60	2.92
Central Harrisburg	22.67% 51	33.78% 76	27.11% 61	6.67% 15	9.78% 22	58.44% 225	2.47
Southern Harrisburg	29.03% 27	23.66% 22	23.66% 22	8.60% 8	15.05% 14	24.16% 93	2.57
Cricket Field							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	8.20% 5	1.64% 1	8.20% 5	9.84% 6	72.13% 44	15.84% 61	4.36
Central Harrisburg	8.97% 20	3.14% 7	13.00% 29	14.35% 32	60.54% 135	57.92% 223	4.14
Southern Harrisburg	13.98% 13	5.38% 5	15.05% 14	10.75% 10	54.84% 51	24.16% 93	3.87
Skateboard Park							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	3.39% 2	8.47% 5	11.86% 7	13.56% 8	62.71% 37	15.32% 59	4.24
Central Harrisburg	3.23% 7	11.98% 26	18.89% 41	17.05% 37	48.85% 106	56.36% 217	3.96
Southern Harrisburg	4.44% 4	11.11% 10	18.89% 17	20.00% 18	45.56% 41	23.38% 90	3.91
Bocce Courts							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	3.45% 2	6.90% 4	8.62% 5	24.14% 14	56.90% 33	15.06% 58	4.24
Central Harrisburg	1.39% 3	6.94% 15	19.44% 42	23.61% 51	48.61% 105	56.10% 216	4.11
Southern Harrisburg	2.30% 2	5.75% 5	27.59% 24	21.84% 19	42.53% 37	22.60% 87	3.97
Baseball/Softball Fields							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	18.97% 11	13.79% 8	32.76% 19	5.17% 3	29.31% 17	15.06% 58	3.12
Central Harrisburg	19.35% 42	19.35% 42	28.11% 61	17.05% 37	16.13% 35	56.36% 217	2.91
Southern Harrisburg	24.18% 22	18.68% 17	23.08% 21	7.69% 7	26.37% 24	23.64% 91	2.93
Outdoor Basketball Courts							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	25.00% 15	6.67% 4	30.00% 18	8.33% 5	30.00% 18	15.58% 60	3.12
Central Harrisburg	20.28% 44	23.50% 51	28.11% 61	10.60% 23	17.51% 38	56.36% 217	2.82
Southern Harrisburg	20.22% 18	22.47% 20	15.73% 14	14.61% 13	26.97% 24	23.12% 89	3.06

Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

Cultural Center							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	11.67% 7	18.33% 11	28.33% 17	15.00% 9	26.67% 16	15.58% 60	3.27
Central Harrisburg	11.52% 25	14.75% 32	29.95% 65	17.97% 39	25.81% 56	56.36% 217	3.32
Southern Harrisburg	22.99% 20	12.64% 11	26.44% 23	18.39% 16	19.54% 17	22.60% 87	2.99
Indoor Swimming Pool							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	44.26% 27	9.84% 6	14.75% 9	6.56% 4	24.59% 15	15.84% 61	2.57
Central Harrisburg	44.44% 100	18.22% 41	16.44% 37	7.11% 16	13.78% 31	58.44% 225	2.28
Southern Harrisburg	41.30% 38	21.74% 20	11.96% 11	7.61% 7	17.39% 16	23.90% 92	2.38
Shuffleboard Courts							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	5.17% 3	6.90% 4	22.41% 13	17.24% 10	48.28% 28	15.06% 58	3.97
Central Harrisburg	3.26% 7	7.91% 17	22.33% 48	28.84% 62	37.67% 81	55.84% 215	3.90
Southern Harrisburg	6.74% 6	3.37% 3	29.21% 26	19.10% 17	41.57% 37	23.12% 89	3.85
Outdoor/Indoor Swimming Pool							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	40.98% 25	19.67% 12	9.84% 6	8.20% 5	21.31% 13	15.84% 61	2.49
Central Harrisburg	40.81% 91	16.14% 36	21.52% 48	8.07% 18	13.45% 30	57.92% 223	2.37
Southern Harrisburg	43.33% 39	17.78% 16	13.33% 12	5.56% 5	20.00% 18	23.38% 90	2.41
Football Field							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	13.56% 8	20.34% 12	28.81% 17	5.08% 3	32.20% 19	15.32% 59	3.22
Central Harrisburg	12.09% 26	17.67% 38	29.30% 63	15.35% 33	25.58% 55	55.84% 215	3.25
Southern Harrisburg	15.91% 14	11.36% 10	28.41% 25	10.23% 9	34.09% 30	22.86% 88	3.35
Tennis Courts							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	19.35% 12	17.74% 11	35.48% 22	4.84% 3	22.58% 14	16.10% 62	2.94
Central Harrisburg	19.64% 44	25.00% 56	29.91% 67	11.61% 26	13.84% 31	58.18% 224	2.75
Southern Harrisburg	31.11% 28	17.78% 16	26.67% 24	10.00% 9	14.44% 13	23.38% 90	2.59

Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

Open Space/Natural Areas							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	45.90% 28	11.48% 7	32.79% 20	4.92% 3	4.92% 3	15.84% 61	2.11
Central Harrisburg	42.20% 92	29.36% 64	22.02% 48	2.75% 6	3.67% 8	56.62% 218	1.96
Southern Harrisburg	38.64% 34	30.68% 27	20.45% 18	1.14% 1	9.09% 8	22.86% 88	2.11
Outdoor Track							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	27.87% 17	22.95% 14	31.15% 19	8.20% 5	9.84% 6	15.84% 61	2.49
Central Harrisburg	20.00% 43	29.30% 63	21.40% 46	13.02% 28	16.28% 35	55.84% 215	2.76
Southern Harrisburg	29.21% 26	22.47% 20	24.72% 22	11.24% 10	12.36% 11	23.12% 89	2.55
Picnic Areas							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	37.70% 23	27.87% 17	22.95% 14	6.56% 4	4.92% 3	15.84% 61	2.13
Central Harrisburg	23.77% 53	37.22% 83	28.25% 63	5.38% 12	5.38% 12	57.92% 223	2.31
Southern Harrisburg	36.26% 33	17.58% 16	39.56% 36	3.30% 3	3.30% 3	23.64% 91	2.20
Mountain Biking							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	6.78% 4	6.78% 4	37.29% 22	11.86% 7	37.29% 22	15.32% 59	3.66
Central Harrisburg	13.95% 30	14.88% 32	24.19% 52	22.79% 49	24.19% 52	55.84% 215	3.28
Southern Harrisburg	12.22% 11	18.89% 17	25.56% 23	10.00% 9	33.33% 30	23.38% 90	3.33
Sand Volleyball Courts							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	6.67% 4	6.67% 4	35.00% 21	16.67% 10	35.00% 21	15.58% 60	3.67
Central Harrisburg	11.42% 25	12.33% 27	30.14% 66	17.81% 39	28.31% 62	56.88% 219	3.39
Southern Harrisburg	14.44% 13	16.67% 15	25.56% 23	12.22% 11	31.11% 28	23.38% 90	3.29
Outdoor Playground							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	55.74% 34	16.39% 10	14.75% 9	1.64% 1	11.48% 7	15.84% 61	1.97
Central Harrisburg	47.98% 107	19.73% 44	20.63% 46	4.04% 9	7.62% 17	57.92% 223	2.04
Southern Harrisburg	52.17% 48	14.13% 13	18.48% 17	5.43% 5	9.78% 9	23.90% 92	2.07

Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

Dog Park							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	16.67% 10	13.33% 8	26.67% 16	13.33% 8	30.00% 18	15.58% 60	3.27
Central Harrisburg	20.74% 45	16.59% 36	25.35% 55	14.75% 32	22.58% 49	56.36% 217	3.02
Southern Harrisburg	12.50% 11	12.50% 11	29.55% 26	18.18% 16	27.27% 24	22.86% 88	3.35
Outdoor Performance Area							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	30.00% 18	26.67% 16	21.67% 13	6.67% 4	15.00% 9	15.58% 60	2.50
Central Harrisburg	22.12% 48	24.88% 54	27.19% 59	14.75% 32	11.06% 24	56.36% 217	2.68
Southern Harrisburg	19.10% 17	20.22% 18	25.84% 23	16.85% 15	17.98% 16	23.12% 89	2.94
Multi-Sports Complex							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	27.87% 17	24.59% 15	32.79% 20	4.92% 3	9.84% 6	15.84% 61	2.44
Central Harrisburg	26.24% 58	27.60% 61	23.98% 53	11.76% 26	10.41% 23	57.40% 221	2.52
Southern Harrisburg	31.11% 28	20.00% 18	26.67% 24	7.78% 7	14.44% 13	23.38% 90	2.54
Teen Center							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	8.33% 5	20.00% 12	30.00% 18	18.33% 11	23.33% 14	15.58% 60	3.28
Central Harrisburg	16.82% 36	21.03% 45	30.37% 65	15.42% 33	16.36% 35	55.58% 214	2.93
Southern Harrisburg	17.98% 16	20.22% 18	24.72% 22	13.48% 12	23.60% 21	23.12% 89	3.04
Disc Golf							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	5.00% 3	15.00% 9	33.33% 20	16.67% 10	30.00% 18	15.58% 60	3.52
Central Harrisburg	7.34% 16	16.06% 35	29.36% 64	17.89% 39	29.36% 64	56.62% 218	3.46
Southern Harrisburg	7.78% 7	11.11% 10	34.44% 31	14.44% 13	32.22% 29	23.38% 90	3.52
Environmental Education Center							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	8.33% 5	15.00% 9	30.00% 18	20.00% 12	26.67% 16	15.58% 60	3.42
Central Harrisburg	12.44% 27	15.67% 34	26.27% 57	21.66% 47	23.96% 52	56.36% 217	3.29
Southern Harrisburg	15.73% 14	11.24% 10	25.84% 23	21.35% 19	25.84% 23	23.12% 89	3.30

Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

Hiking Trails							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	29.51% 18	26.23% 16	34.43% 21	3.28% 2	6.56% 4	15.84% 61	2.31
Central Harrisburg	42.79% 95	24.32% 54	21.62% 48	5.86% 13	5.41% 12	57.66% 222	2.07
Southern Harrisburg	46.15% 42	19.78% 18	21.98% 20	2.20% 2	9.89% 9	23.64% 91	2.10
Splash Pad							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	36.07% 22	18.03% 11	18.03% 11	11.48% 7	16.39% 10	15.84% 61	2.54
Central Harrisburg	21.66% 47	23.04% 50	25.81% 56	11.98% 26	17.51% 38	56.36% 217	2.81
Southern Harrisburg	35.87% 33	17.39% 16	19.57% 18	10.87% 10	16.30% 15	23.90% 92	2.54
Climbing facilities							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	16.67% 10	16.67% 10	21.67% 13	20.00% 12	25.00% 15	15.58% 60	3.20
Central Harrisburg	12.33% 27	18.72% 41	29.68% 65	16.44% 36	22.83% 50	56.88% 219	3.19
Southern Harrisburg	16.48% 15	17.58% 16	27.47% 25	12.09% 11	26.37% 24	23.64% 91	3.14
Community recreation center							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	30.00% 18	33.33% 20	20.00% 12	8.33% 5	8.33% 5	15.58% 60	2.32
Central Harrisburg	30.77% 68	23.08% 51	27.60% 61	9.50% 21	9.05% 20	57.40% 221	2.43
Southern Harrisburg	35.96% 32	21.35% 19	26.97% 24	5.62% 5	10.11% 9	23.12% 89	2.33
Performing arts center							
	MOST IMPORTANT	IMPORTANT	NEUTRAL	LESS IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Northern Harrisburg	21.67% 13	15.00% 9	23.33% 14	20.00% 12	20.00% 12	15.58% 60	3.02
Central Harrisburg	14.16% 31	16.44% 36	29.68% 65	20.09% 44	19.63% 43	56.88% 219	3.15
Southern Harrisburg	16.85% 15	19.10% 17	28.09% 25	16.85% 15	19.10% 17	23.12% 89	3.02

Town of Harrisburg Comprehensive Parks & Recreation Master Plan Survey

Q12 Please list below, any recreation programs or special events that you would like to see offered within Harrisburg:

Answered: 142 Skipped: 244

	PLEASE LIST BELOW, ANY RECREATION PROGRAMS OR SPECIAL EVENTS THAT YOU WOULD LIKE TO SEE OFFERED WITHIN HARRISBURG:	TOTAL
Q18: A	100.00% 24	16.90% 24
Q18: B	100.00% 81	57.04% 81
Q18: C	100.00% 37	26.06% 37
Total Respondents	142	142

Draft

Appendix 4a

Harrisburg Focus group meeting #1 5:30-6:40 pm, 11.14.23

10 participants

- D. W.
- C. C.
- R. R.
- D. B.
- C. B.
- B. C.
- Some participants asked not to be named.
- Jim Spina (P&R Director)

Organizations represented: Harrisburg Schools, YMCA, Library, Homeschool community.

Introductions – Talk about the survey and getting the word out to as many possible participants as possible.

Strong community - Walkable – Support – Supportive to the library/Rec. Proximity to the urban setting around Charlotte

Schools growing, Charlotte area overflow –

Will the library move? – They need lots more space.... triple? H Lib competes with Concord.... now it's a popular library – Festival/Sports sometimes means the library needs to close...parking is lacking. Considered tear down rebuild...not enough space for parking. The staff is well-liked...community came to help after the “flood”

Y will have ample parking

Differentiate age areas.... designed for age-appropriate activity with seating for parents.

Access to the splash pad after school starts.....may be closed due to a lack of staff to manage.

Staying open longer requires more staff hires.

Summer vac. Vs. when school is in season.... homeschoolers may gain access to rec. amenities.

Youth.... C.'s son likes a zip line.... wants one here.

Zoos often have zip lines and ropes courses...these are fun and could work in H-burg.

Pickleball is super popular.... divisive with tennis groups but this highlights the need for dedicated courts and programs.

How does the town manage the pickleball demand? Dual striping tennis courts for now. Where to expand new pickleball courts.... Phar Mill Park????

Cricket is trending in Harrisburg.... How much?

The town has space for a Cricket pitch....no place now but needs at least 1 to 2 pitches.

Playing Cricket at Stallings Park now....

Communication with sports families via the P&R Facebook page.

Online..... information/communication is via the main page, water bill, signage, etc.

How do people out of town.....get informed on rec issues, sign-ups, etc.????

Sports is huge here. Well done. Teams are very successful. Town run sports. They feed the school's programs....." lifeblood" of school sports. Baseball and batting cages are huge. The strong tie between sports and P&R.

The youth football program.....good here. Pop Warner...Feed Hickory Ridge.... Lots of pride. Nightmare.... grass infields management.... need four turf fields.

P&R looking to support the local community via parks.... Harrisburg Park may become an events park.... move fields to new property in the far future.... currently department and town assessing.

Trying to help recreation can also help Harrisburg businesses if they can sponsor events or facilities. Sponsorships should be discussed between town and businesses.

National Trends....pro sports.... starting their own athletic programs....am practice for little kids.... farming future players.

Some rec leagues.... offering \$ to use school fields.... lack fields.

Nature recreation is desired..... Wooded paths and nature walks are desirable.

Disc Golf is nice.

Greenways a priority to town....1-mile future development planned.

Back Creek Greenway from Caldwell Rd. to Stallings Park.....with nodal parks.....parklets.

Connectivity sidewalks and greenways lacking.... walkability at parks is not always good.

Bike trails near shelter 1 pump track and small trail to Harris Depot Park....old trails going away when Y gets built.... possibly new trails around it.

We need more walking trails.

How does H-burg serve youth? This is good if diverse offerings exist. Don't serve the youth and forget to serve everyone else. U5-12 soccer programs are popular but what about other sports and activities?

Gym space is very much lacking.... soccer fields are needed but ok for now...still need more...basketball at schools still need more gyms.

Swimming is important.... Swimming lessons are needed in the area to prevent youth drownings.

Looking for this in Harrisburg and hope the new Y will support this for 2nd graders as a program.

Art classes at the library.... summer reading program.... all multigenerational.

STEAM programs at the library are popular.....if the library goes to a new location.... Parks & Rec may move into the library building at Harrisburg Town Park.

The library hosts a lot of passive/educational programs and desires a stronger programming relationship with P&R.

Senior recreation service? DIY, crafts, and programs host many senior groups. The County runs most of the existing senior programs.... town may get into this in the future.

Problem....super users.....

Multigenerational activities are desired.

Need rentable space for resident parties.... etc.

Harrisburg Focus group meeting #2 7:00 pm-8:40, 11.14.23

5 participants all from the Arts Council (HACH):

- J.H
- M. C.
- T. J.
- L. M.

Introductions

HACH – 2018 when it started.

Playoffs are possibly evolving to “friendly final games” and pizza?

Able vs. disabled participants

What is offered program-wise.... facility/staff dependent. It could offer many other activities.

How do you introduce innovative programs and address trends?

Events.... tend to attract older white people.... less for other races.

The diversification of the town means lots of different people bring diverse experiences and expectations. Art appeals to many of the new residents. Music events need to be diverse too.... not all white guy music... needs more R&B, hip-hop, and multicultural acts.

How to ensure everyone in town gets communication about what is going on in town? Water bill notices do a fair job, along with limited social media posts and website information. The town could use some digital kiosks at parks and the Town Hall.

P&R needs their own social media page...not dependent on the town-wide plan.

The P&R website is being recreated now.

Lacking in senior activities. Sports for youth dominant. There seems to be a lack of communication between senior groups and P&R.

Concessions at parks are good.... need more

How to fund less popular activities for the sake of diverse offerings.

Town history tied to identity.... Phar Mill and Depot Park restoration can add to the local knowledge of Harrisburg's limited history.

Other Cabarrus County municipalities have a more developed relationship with Concord, and H-burg is usually more independent.

Need a community art/exhibition space.... P&R can program art-based recreation to encourage participation in the arts.

Turn Downtown into a walking plaza once a month...close a street...provide space for arts/crafts dealers, and small businesses that can't afford a store building. This can create a festive atmosphere that supports the development of the community in H-burg.

Need events to offer art/crafts into recreation.

Appendix 4b

Harrisburg Focus Group #3, 5:30 – 6:30 pm at Council Chambers

Four participants: D. L., S. D., S. M., Jim Spina (Dir.)

Introductions and then an explanation of what a Comp Rec. Plan is.

The pond at Depot Park is to be upgraded and resurfacing the walking path.

Pickleball courts are needed.... Parking at Harrisburg Park is needed.

Explanation of what a Comp Rec. Plan is.

Lots of friends that are 50+ that live in Town Center.

As a volunteer at the Senior Center participant says there are lots of local folks 50+ that would love a place to gather in Harrisburg large enough for meetings, etc. Harrisburg seniors are mostly healthy and active.

Many residents who can participate can't attend events because they don't drive, and Harrisburg has no public transit.

Options for senior meeting places are expensive which is a barrier to sustainable programming. There needs to be a place to meet and do Senior Recreation.

Will P&R start to do more senior stuff now or how far into the future? – Aaron the Rec. Manager and Shaun Act. Dir. will begin coordinating meetings with seniors to get the ball rolling.

Bingo big at Senior Center.... One Friday a month. Need a space for existing and planned senior activities.

Volunteers are used for events and sports games. We will need a full-time senior events coordinator as the town grows.

Safety and accessibility of both Depot and Town Park.... add trail lights, pave trails, consider handrails where paths are steep. Benches with backs.... where appropriate and benches along trails for rest. Remove downed limbs from trees.... keep landscape up and limb up trees with low or dropped limbs.

Sidewalk maintenance where roots have lifted pavement.... seniors' trip. An annual assessment of where trouble spots would be beneficial.

The town needs dedicated walking paths, senior walking groups, and golf cart facilities to help folks get to recreation options.

Farmers Mkt, in April through Oct. happens at Depot Park.... less people visit parking gets hard to find. Should it move? It is a nice setting though so it may stay.

Harrisburg Focus Group #4, 6:30 – 7:30 pm at Council Chambers

Five participants: S. D., E. W., J. G., M. P., Jim Spina (Dir.)

After introductions...the group discussed the growth of the town and how the Y and its partners are actively planning for more growth.

Recreation Park (Town Park)

This group felt that field Space and parking are big issues in Harrisburg.

Phar Mill trails are great.

Things have been nice and become popular. Town Center needs safer walking paths and needs recreation space.

Hburg has no dog park. Land banking is needed. The Town Center master plan is about to be done soon. January RFP. Town Center needs civic spaces.

Stallings - parking is an issue.

Kannapolis is a great example of a nice DT.

Need more fields, courts, gyms, staff, centralized athletic facility.

Business community – HBN collaborates and would like to continue to partner on events like “Bags for Burg” ...need to expand events.

More events require more staff! Maybe HBN, area churches, Multiply, and other groups can volunteer more.... P&R can help facilitate or organize volunteer groups for events more.

Town and Y agreement is that Town does youth sports.... not Y. However, there is cooperation between the two and sometimes may do youth sports.

Back Creek Greenway.....? Not happened yet but planned.... with a publicly accessible playground at “Multiply” The Burg Church and Town will have a parking lot trailhead head, and signage. As part of Carolina Thread Trail.

Church Hill Farms Greenway? 3 miles? 2.5 miles? Daylights at Robinson Church. No trailhead. Park on the side of the road.

Founders Way, off Hwy 49 has another greenway there. Part of the neighborhood development.

Harrisburg Village.... has some walking paths.

On staff at a senior center in Concord.... Can H-burg build a senior center in conjunction with the new library? Jim says an active living center is planned with the future library. The town needs more staff and facilities.

Dog park came up again.

Harrisburg Focus Group #5, 7:40 – 8:45 pm at Council Chambers

Seven participants: B.J., D.R., A. E. I, J. S., J. W., E.K., P., Jim Spina (Dir.)

Focus areas of the participants: Basketball, baseball, golf, soccer, basketball, softball, kid coach and football.

Harrisburg who will own new parks.... schools? Private? Town? New recreation properties will be annexed into the Town System.

Soccer working out well...but other sports like volleyball have no place to go besides a private place like the Y or another facility to have a program.

Soccer – not using the turf field at Hickory Ridge High. Other field grass ok but keeping the grass up as so many players use it...hard.

Football needs more than one field. Parking is a real issue at all fields baseball, soccer, and football, no place for visitors...parents don't always have a place to park. Football may need 2 fields.

Growth pressures – lots of development and more participants than ever. COVID slowed things down but came back big.

Volunteer coaches are needed...they are critical to any program continuing. Onboarding new coaches needs to happen...this group is willing to meet and teach new coaches.

Need more facilities and staff to enhance the sports programming.

Volunteers see how hard the staff works and appreciate them, but they think more coordinators are needed.... existing staff deserve credit! 😊

Maybe the council could recognize staff more.... or maybe post on social media. Volunteers here today are thankful for Erin and Mike.

Field quality is better now than historically has been. However, so many people need the fields that it's hard to keep them up, turf somewhere may help with maintenance.

When a new grass field is built or repaired...let turf be established prior to play...

Be warned all turf baseball fields get torn up.... grass outfield and turf infield can work though.... metal spikes need to be managed or banned on some fields.

H-burg needs a golf. 9-hole par 3 course.

Pickleball – needs courts but also more tennis courts.

Can wrestling be added to the town parks department? Rec league in the high school area only...introduction to wrestling.

Need an 18-hole disc golf course. Popular and folks leave town to do it.

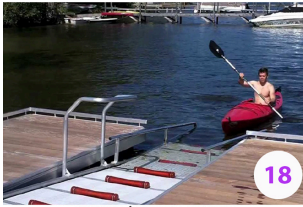
Softball has one field...needs at least a couple more.

Love to see all-stars or elevated programming for a different kind of play...not a club but a higher skill level than a lower-level rec league. Maybe some kids move up to club teams from there? How do kids that age out of high school sports keep playing? Can P&R have programs for older kids?

The town needs more greenways. Most folks leave town to visit nearby paths but it's nice to have locally.

Appendix 5a

WATER BASED RECREATION



CANOE/KAYAK LAUNCH

18

EQUESTRIAN PARK



EQUINE STAGING AREA

22

ALTERNATIVE SPORTS & ACTIVITIES



VELODROME

6

ALTERNATIVE SPORTS & ACTIVITIES



SKATING/ROLLER HOCKEY RINK

17



AQUATICS CENTER

106



BOARDING/STABLES

3



BICYCLE PUMP TRACK

22



ROPES COURSE/ZIP LINE

87



MISTING STATIONS

11



RIDING ARENA

11



CLIMBING WALL

23



OFF HIGHWAY VEHICLE

36



SPRAY PARK

22



JUMP COURSE

3



SKATE PARK

28

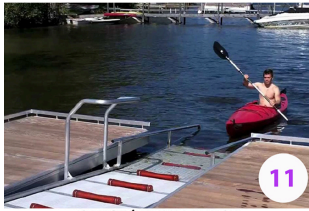


CABIN/TREE HOUSE RENTALS

37

Appendix 5b

WATER BASED RECREATION



CANOE/KAYAK LAUNCH

11

EQUESTRIAN PARK



EQUINE STAGING AREA

12

ALTERNATIVE SPORTS & ACTIVITIES



VELODROME

2

ALTERNATIVE SPORTS & ACTIVITIES



SKATING/ROLLER HOCKEY RINK

17



AQUATICS CENTER

137



BOARDING/STABLES

6



BICYCLE PUMP TRACK

32



ROPES COURSE/ZIP LINE

74



MISTING STATIONS

24



RIDING ARENA

6



CLIMBING WALL

32



OFF HIGHWAY VEHICLE

34



SPRAY PARK

55



JUMP COURSE

8



SKATE PARK

37



CABIN/TREE HOUSE RENTALS

27

AY

PLAYGROUNDS



FREE FORM PLAYGROUND

9

TRAIL SYSTEMS



NATURAL SURFACE TRAILS

7

EVENT & GATHERING SPACES



LARGE PICNIC PAVILION

3

ATHLETICS



PICKLEBALL

16



ADVENTURE PLAY AREA

66



MULTI-PURPOSE GREENWAY

19



PERFORMANCE STAGE

3



INDOOR BATTING CAGES

21



MUSICAL PLAY

9



STORYBOOK PATHWAY

5



COVERED PICNIC STATIONS

5



MULTI-PURPOSE ATHLETIC FIELD

10



ACCESSIBLE PLAY

29



FITNESS TRAIL

14



COMMUNITY CENTER

10



BASKETBALL COURT

41

Appendix 6b

PLAYGROUNDS



FREE FORM PLAYGROUND



ADVENTURE PLAY AREA



MUSICAL PLAY



ACCESSIBLE PLAY

TRAIL SYSTEMS



NATURAL SURFACE TRAILS



MULTI-PURPOSE GREENWAY



STORYBOOK PATHWAY



FITNESS TRAIL

EVENT & GATHERING SPACES



LARGE PICNIC PAVILION



PERFORMANCE STAGE



COVERED PICNIC STATIONS



COMMUNITY CENTER

ATHLETICS



PICKLEBALL



INDOOR BATTING CAGES



MULTI-PURPOSE ATHLETIC FIELD



BASKETBALL COURT

Appendix 7

Here is a comprehensive detailed analysis and report on the operational status of the Harrisburg Parks and Recreation Department, providing community recreational services, along with recommendations for the 10-year master plan:

Administration:

The administration is responsible for the overall management, planning, and oversight of the department's operations, including budget allocation, policy development, and strategic direction.

Recreation Programming:

This area is responsible for developing, coordinating, and implementing a diverse range of recreational programs and activities for all ages and interests within the community. This includes sports, fitness, arts and crafts, cultural events, and more.

Athletic Programming:

This area focuses specifically on organizing and managing athletic programs, leagues, and tournaments for various sports, ensuring the availability of facilities, equipment, and officiating.

Facility Maintenance:

This area is responsible for the upkeep, repair, and maintenance of all parks, recreational facilities, and associated amenities, ensuring they are safe, functional, and aesthetically pleasing for public use.

Staffing:

The current staffing situation, with full-time staff spending most of their time on tasks designed for part-time staff, is a problem because it is an inefficient use of resources and expertise. Full-time staff should be focused on strategic planning, program development, and management, while part-time staff should handle more routine and operational tasks.

Recommended Positions:

Phase 1 (2024-25):

1. **Facilities Maintenance Specialist (2 positions):**

Job Description: Responsible for performing skilled maintenance and repair work on parks, recreational facilities, and associated equipment. Duties include plumbing, electrical, carpentry, painting, landscaping, and equipment repair.

Justification: The addition of these positions will alleviate the workload on existing staff and ensure proper maintenance of facilities, improving the overall quality of service delivery.

2. **Temporary/Seasonal Staff:**

Job Description: Hired on a temporary or seasonal basis to assist with various tasks such as grounds maintenance, event setup/breakdown, and program support.

Justification: Temporary/seasonal staff provide flexibility and additional support during peak seasons or special events, allowing the department to meet fluctuating demands without incurring permanent staffing costs.

3. **Recreation Coordinator - Athletics:**

Job Description: Responsible for organizing and managing athletic programs, leagues, and tournaments for various sports, ensuring the availability of facilities, equipment, and officiating.

Justification: As the community continues to grow, additional staff is needed to meet the increasing demand for athletic programs and ensure efficient coordination and management of these activities.

Phase 2 (2026-30):

1. **Capital Project/Business Service Manager:**

Job Description: Responsible for managing capital projects, developing and implementing cost recovery models, conducting return on investment (ROI) analyses for capital projects, and exploring public-private partnerships (PPPs) for facility development and service delivery.

Justification: This position is crucial for strategic planning, financial sustainability, and maximizing the department's resources through alternative funding mechanisms and partnerships. It will ensure that capital projects are financially viable and aligned with community needs, while also exploring opportunities for revenue generation and cost recovery.

2. **Recreation Coordinator - Programming:**

Job Description: Responsible for developing, coordinating, and implementing a diverse range of recreational programs and activities for various age groups and interests within the community.

Justification: As program participation continues to grow, dedicated staff is needed to ensure high-quality programming that meets the diverse needs of the community.

3. **Recreation Coordinator - Community Arts and Cultural:**

Job Description: Responsible for developing and coordinating arts and cultural programs, events, and collaborations with local organizations and institutions, fostering a diverse and inclusive cultural experience for the community.

Justification: This position will strengthen ties with local arts organizations and educational institutions, enabling the department to offer a wide range of programs and events that reflect the community's diverse cultural heritage and interests.

4. **Recreation Coordinator - Fund-Raising/Sponsorship:**

Job Description: Responsible for developing and implementing fund-raising strategies, seeking sponsorships, and exploring alternative revenue streams to support the department's programs and operations.

Justification: As the department expands its services and faces increasing operational costs, dedicated staff is needed to secure additional funding sources and sponsorships, ensuring financial sustainability and reducing reliance on traditional funding sources.

Phase 3 (2031-34):

1. **Recreation Center Director:**

Job Description: Responsible for the overall management, operations, and programming of a new indoor recreation center, overseeing staff, budgets, and facility maintenance.

Justification: With the anticipated construction of a new indoor recreation facility, a dedicated director is needed to ensure efficient operations, effective programming, and proper management of the facility and its staff.

2. **Assistant Center Director:**

Job Description: Assists the Recreation Center Director in the day-to-day operations and management of the indoor recreation center, handling administrative tasks, staff supervision, and program coordination.

Justification: This position provides essential support to the Recreation Center Director, ensuring smooth operations and effective management of the facility and its programs.

3. **Program Leader (2 positions):**

Job Description: Responsible for developing, coordinating, and implementing various recreational programs and activities within the indoor recreation center, ensuring high-quality programming and participant engagement.

Justification: Dedicated program leaders are needed to develop and deliver a diverse range of programs and activities within the new indoor facility, catering to the varying interests and needs of the community.

Capital Project Manager (2025-26):

The addition of a Capital Project Manager is crucial for overseeing and coordinating the implementation of capital projects, such as facility renovations or new construction. This position will ensure that projects are completed on time, within budget, and in accordance with established standards and regulations.

The transition of this role into a Business Service Manager (2029-30) is strategic, as it will focus on developing and implementing strategies for public-private partnerships (PPPs), cost recovery models, and return on investment (ROI) analyses for capital projects. This will help the department leverage private investment, maximize revenue generation, and ensure the financial sustainability of its operations and facilities.

Key areas for the Business Service Manager:

1. **Cost Recovery Model:** Implementing a cost recovery strategy that categorizes programs and services based on their community and individual benefits will help set appropriate fees and charges while ensuring access to essential services for all community members.
2. **ROI Analysis for Capital Projects:** Conducting ROI analyses for proposed capital projects will ensure that investments are financially viable and will yield anticipated benefits in terms of increased participation, enhanced community health, and potential revenue generation.

3. **Public-Private Partnerships (PPPs):** Exploring PPP opportunities will allow the department to leverage private investment in public facilities and services, bringing in capital, expertise, and operational efficiencies.
4. **Alternative Funding Mechanisms:** Identifying and pursuing alternative funding sources, such as grants, sponsorships, and revenue-generating initiatives, will help diversify the department's funding streams and reduce reliance on traditional sources.

These areas are important because they promote financial sustainability, maximize resource utilization, and ensure that the department's investments and operations align with community needs and generate tangible benefits. The Business Service Manager's effectiveness can be evaluated based on the successful implementation of cost recovery models, the financial viability and community impact of capital projects, the establishment of productive PPPs, and the identification and securing of alternative funding sources.

Recreation Coordinator - Athletics (2025-26):

As the community continues to grow, an additional staff member dedicated to organizing and managing athletic programs, leagues, and tournaments is necessary to meet the increasing demand. This position will ensure the availability of facilities, equipment, and officiating, as well as the efficient coordination and management of these activities.

The importance of this position lies in its ability to promote physical activity, sportsmanship, and community engagement through organized athletic programs. Success can be measured by participation rates in athletic programs, the quality of facilities and equipment, the efficiency of program coordination, and the overall satisfaction of participants and spectators.

Recreation Coordinator - Fund-Raising/Sponsorship (2026-27):

As the department expands its programs and services, operating costs will inevitably increase. To offset these costs and support program expansion, a dedicated staff member focused on fund-raising and sponsorship is crucial. This position will be responsible for developing and implementing strategies to secure additional funding sources, such as grants, corporate sponsorships, and community partnerships.

The importance of this position lies in its ability to diversify the department's revenue streams, reduce reliance on traditional funding sources (e.g., tax dollars), and ensure the financial sustainability of the department's operations and program offerings. Success for this position can be measured by the amount of additional funding secured, the number of sponsorships and partnerships established, and the overall financial health and stability of the department.

Recreation Coordinator - Community Arts and Cultural (2026-27):

With Harrisburg's growing diversity and cultural richness, it is essential to have a dedicated staff member focused on developing and coordinating arts and cultural programs, events, and collaborations. This position will strengthen ties with local arts organizations, educational institutions (such as UNCC Arts), and community groups, enabling the department to offer a wide range of programs and events that reflect the community's diverse cultural heritage and interests.

The importance of this position lies in its ability to foster a sense of inclusivity, celebrate diversity, and provide opportunities for cultural expression and appreciation within the community. Success can be measured by the number and quality of arts and cultural programs offered, community participation and engagement, and the strength of partnerships and collaborations established with local organizations and institutions.

Recreation Coordinator - Programming (2026-27):

As program participation continues to grow, a dedicated staff member focused on developing, coordinating, and implementing a diverse range of recreational programs and activities is essential. This position will ensure that the department can meet the varying interests and needs of the community, catering to different age groups, abilities, and preferences.

The importance of this position lies in its ability to provide high-quality, engaging, and inclusive programming that promotes physical activity, social interaction, and personal growth for community members of all ages and backgrounds. Success can be measured by program participation rates, participant satisfaction, and the overall impact of the programs on community health and well-being.

Recreation Center Director, Assistant Center Director, and Program Leaders (2028-29):

With the anticipated construction of a new indoor recreation center, dedicated staff members are needed to ensure efficient operations, effective programming, and proper management of the facility and its staff. The Recreation Center Director will oversee the overall management, operations, and programming of the center, while the Assistant Center Director will provide essential support in day-to-day operations and staff supervision. Program Leaders will be responsible for developing, coordinating, and implementing various recreational programs and activities within the indoor facility.

The importance of these positions lies in their ability to maximize the potential of the new indoor recreation center, ensuring that it serves as a hub for community engagement, physical activity, and personal growth. Success can be measured by the facility's utilization rates, program participation and satisfaction, operational efficiency, and the overall impact on community health and well-being.

Facilities Maintenance Specialist and Temporary/Seasonal Staff:

At present, the maintenance operations are understaffed, and existing staff members are exerting extra effort to meet the community's needs. This is a problem because it leads to burnout, inefficient resource allocation, and potentially compromised quality of service delivery.

To address this issue, hiring two full-time Facilities Maintenance Specialists and budgeting for Temporary/Seasonal Staff during the peak mowing season (March-October) is recommended. The full-time specialists will provide dedicated expertise and workforce for facility maintenance, repair, and upkeep, while the temporary/seasonal staff will provide additional support during periods of high demand, such as mowing and landscaping.

This recommendation is important for operations because it ensures that facilities and parks are well-maintained, safe, and attractive for public use. Proper maintenance not only enhances the

overall experience for community members but also prolongs the lifespan of facilities and equipment, reducing long-term costs. By allocating dedicated staff and resources to maintenance, the department can improve service delivery, enhance public satisfaction, and ensure the efficient utilization of its assets.

The temporary/seasonal staff is necessary and beneficial because it provides flexibility and cost-effectiveness. Rather than hiring permanent staff to handle fluctuating workloads, temporary/seasonal staff can be brought in during peak seasons or special events, allowing the department to meet demand without incurring unnecessary long-term costs.

Temporary/Contracted Employees:

Providing a budget line item for temporary and contracted employees working less than 1,000 hours annually will give the department the flexibility to hire support staff as needed for program delivery. This recommendation will help the department with service delivery by allowing it to quickly and efficiently respond to fluctuating staffing needs and program demands.

Instead of being constrained by a fixed number of permanent staff, the department can bring in temporary or contracted workers to assist with program implementation, event coordination, or other tasks as needed. This flexibility ensures that programs and services can be delivered efficiently and effectively, without compromising quality due to staffing limitations.

Additionally, this approach allows the department to tap into specialized expertise or skills on a temporary basis, without incurring the long-term costs associated with permanent hires. It also enables the department to scale its workforce up or down based on seasonal or cyclical demands, ensuring optimal resource allocation and cost-effectiveness.

Operations:

Currently, the Park Superintendent and Grounds Supervisor must contribute an extra 80 hours to cover operational duties, which limits the time they have for their supervisory responsibilities. This is an operational issue and a poor business practice because it leads to inefficient use of resources and expertise.

Supervisory roles should be focused on strategic planning, personnel management, and oversight, rather than being consumed by operational tasks. When supervisors are bogged down with hands-on work, it diminishes their ability to effectively lead, manage, and provide direction to their teams, ultimately impacting the overall efficiency and quality of service delivery.

To address this issue, it is crucial to hire a third-party consultant to conduct a comprehensive and detailed study of maintenance operations. This study will determine the optimal level of service delivery, going beyond the scope of the current 10-year plan. The consultant will thoroughly explore maintenance operational standards and benchmarks that will be supported by the community, serving as a guide for the maintenance of community park assets.

Hiring a third-party consultant is necessary for several reasons:

1. **Objectivity:** An external consultant can provide an unbiased and impartial assessment of the department's maintenance operations, free from internal biases or preconceptions.
2. **Expertise:** Consultants specializing in parks and recreation maintenance operations bring extensive knowledge, best practices, and industry benchmarks to the table, ensuring a comprehensive and informed analysis.
3. **Resource Optimization:** The study will identify areas for improvement, streamlining processes, and optimizing resource allocation, ultimately leading to more efficient and effective maintenance operations.
4. **Community Buy-In:** By involving the community in the study process and aligning maintenance standards with their expectations, the department can foster a sense of ownership and support for the recommended service levels.
5. **Equitable Maintenance:** The study will ensure that both new and existing facilities receive equitable maintenance and funding, maintaining the expected quality of the community's assets.

This consultant-led study will benefit the community by ensuring that parks and recreational facilities are well-maintained, safe, and enjoyable for public use. It will also help the department by identifying areas for improvement, optimizing resource allocation, and establishing clear standards and benchmarks for maintenance operations, ultimately leading to more efficient and effective service delivery.

People are relocating to Harrisburg because of its sense of community, diversity of culture, and range of opportunities. The town's recreational offerings and community-oriented atmosphere contribute significantly to its appeal and desirability as a place to live.

However, as the population grows, the limited number of recreation properties and facilities in Harrisburg is becoming increasingly strained. While the department has shouldered the growth well thus far, resources and staff are being pushed to their limits. Investing in operations, capital improvements, and revenue-generating resources is crucial to meet the unmet needs of the growing community.

The department should invest resources in addressing these challenges because failing to do so could compromise the quality of life and community experience that attracts residents to Harrisburg in the first place. By ensuring adequate facilities, programs, and staffing, the department can continue to foster a strong sense of community, provide recreational opportunities that promote physical and mental well-being, and maintain Harrisburg's reputation as a desirable place to live.

The public participation process identified several unmet needs, including bike and hiking trails, swimming facilities, organized sports programs, fitness classes, and senior programs. These programming opportunities are essential for several reasons:

1. **Physical Activity and Health:** Recreational activities like sports, fitness classes, and trails promote physical activity, which is crucial for maintaining good health and preventing chronic diseases.

2. **Social Interaction and Community Building:** Organized sports, cultural events, and community programs provide opportunities for social interaction, fostering a sense of community and belongingness.
3. **Personal Growth and Enrichment:** Programs like arts and crafts, cultural events, and senior activities offer avenues for personal growth, intellectual stimulation, and lifelong learning.
4. **Accessibility and Inclusivity:** Offering a diverse range of programs and facilities ensures that people of all ages, abilities, and interests have access to recreational opportunities that cater to their needs and preferences.

The recommended staff additions, such as Recreation Coordinators for Programming, Athletics, and Community Arts and Cultural, will help address these unmet needs by developing and implementing relevant programs and activities. Additionally, the proposed Recreation Center Director, Assistant Director, and Program Leaders will be instrumental in operating and programming the new indoor facility, expanding the department's capacity to offer a wider range of services.

The success of these programs and facilities can be evaluated through various metrics, including participation rates, participant satisfaction surveys, community feedback, and measures of physical and mental well-being (e.g., health indicators, social connectedness).

The lack of facilities has indeed limited the growth of existing programs in Harrisburg. When facilities are inadequate or at capacity, it becomes challenging to accommodate increasing demand or expand program offerings. This problem can lead to waitlists, overcrowding, and potentially compromised program quality or participant experience.

To address this issue, the department should explore opportunities for public/private partnerships and joint ventures with community-based recreation groups. Collaborating with private entities or community organizations can provide access to additional facilities, resources, and expertise, allowing the department to expand its programming and better serve the growing community.

Additionally, the proposed capital projects and the hiring of a Capital Project/Business Service Manager will be instrumental in identifying and pursuing facility development opportunities, as well as securing alternative funding sources through public-private partnerships.

Summary of Needs	
Phase I - 2024-25	Phase-1 (2) Facilities Maintenance Specialist Temporary/Seasonal Staff
Phase 2-2026-30	Phase -2 Capital project /Business Service Manager Recreation Coordinator-Programming Recreation Coordinator- Community Arts and Cultural Recreation Coordinator- Fund-Raising / sponsorship
Phase 3-2031-34	Phase-3 Recreation Center Director Assistant Center Director (2) Program Leader Recreation Coordinator-Athletics

Appendix 8

Garner

https://codelibrary.amlegal.com/codes/garner/latest/garner_nc/0-0-0-11786

Newport

https://codelibrary.amlegal.com/codes/newportnc/latest/newport_nc/0-0-0-29626

Apex

<https://www.apexnc.org/DocumentCenter/View/18203/Park-Recreation-and-Open-Space-Sites-PDF?bidId=>

Brevard

https://library.municode.com/nc/brevard/codes/code_of_ordinances?nodeId=UNDEOR_CH7OPSP

Study from Town of Zebulon on impact Fees, 2021

https://www.townofzebulon.org/sites/default/files/uploads/Parks/pr_recreation_impact_fee_attachment.pdf

UNC-CH SOG article on Extractions and Subdivision approval,

<https://canons.sog.unc.edu/2013/02/exactions-and-subdivision-approval/>

Cary's

https://codelibrary.amlegal.com/codes/cary/latest/cary_nc/0-0-0-72314

Raleigh's is embedded in their UDO under Facility Fees, article 8.9

<https://user-2081353526.cld.bz/UnifiedDevelopmentOrdinance/277/>

Appendix 9

2022 - 2023 TAX RATES AND EFFECTIVE TAX RATES (No special district rates are included in either county or municipal rates)

Effective rates are adjusted county and municipal rates which aid in comparison of jurisdictions. As counties are on various reappraisal cycles, the ratios of the assessed value to the actual value differ. These differences are adjusted by applying the sales assessment ratio (the ratio of selling price of property to the assessed value of property) to the tax rate to obtain an effective rate.

Year of Latest Reappraisal		2022 Sales Assessment Ratio	Counties and Municipalities	County Rate [S]	Municipal Rate [S]	Combined Rate [S]	Effective County Rate [S]	Effective Municipal Rate [S]
2020	Cabarrus	0.7818	HARRISBURG	.7400	.4350	1.1750	.5785	.3401
2021	Forsyth	0.8451	CLEMMONS	.6778	.1500	.8278	.5728	.1268
2021	Orange	0.8197	CARRBORO	.8312	.6044	1.4356	.6813	.4954
2020	Wake	0.8052	KNIGHTDALE	.6195	.4500	1.0695	.4988	.3624
			APEX	.6195	.4100	1.0295	.4988	.3301
			CARY	.6195	.3450	.9645	.4988	.2778

North Carolina Department of Revenue
Local Government Division
919-814-1129

Effective Combined Rate [S]
.9186

.6996
1.1768
.8612
.8290
.7767



2023

Town of Harrisburg, NC

Parks and Recreation Community Survey

Findings Report

HARRISBURG T



ETC
INSTITUTE

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Executive Summary

2023 Town of Harrisburg Parks and Recreation Community Survey Executive Summary

Overview

ETC Institute administered a parks and recreation community survey for the Town of Harrisburg during the months of winter 2023. This survey will be used to gather input to help determine park and recreation priorities for the community.

Methodology

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

After the surveys were mailed, ETC Institute followed up with residents to encourage participation. To prevent people who were not residents of Harrisburg from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not included in the final database for this report.

The goal was to collect a minimum of 300 completed surveys from residents. The goal was met with 306 completed surveys collected. The overall results for the sample of 402 households has a precision of at least ± 5.4 at the 95% level of confidence.

This report contains the following:

- Charts showing the overall results of the survey (Section 2)
- Priority Investment Rating (PIR) that identifies priorities for facilities and programs (Section 3)
- Benchmarks comparing data from Harrisburg to national averages (Section 4)
- Importance-Satisfaction Analysis to identify priorities for improvements to services (Section 5)
- Tabular data showing the overall results for all questions on the survey (Section 6)
- Answers to open-ended questions (Section 7)
- A copy of the cover letter and survey instrument (Section 8)

The major findings of the survey are summarized in the following pages.

Use of Town of Harrisburg Parks and Recreation Facilities

Use of Parks and Facilities. Respondents were asked to select all the parks and facilities from the list that their household had visited in the past year. Harrisburg Park (84%) was selected most often followed by Stallings Park (46%) and Pharr Mill Park (44%). When asked to select the three parks/facilities their household visits most often, Harrisburg Park (81%), Pharr Mill Park (37%), and Stallings Park (32%) were the top three selections. Most respondents (95%) rated the overall physical condition of parks and recreation facilities as either "excellent" (48%) or "good" (47%).

Communication Methods. Respondents most often learn about Town of Harrisburg Parks and Recreation Department offerings via the website (62%), word of mouth (47%), or social media (46%). Respondents would most prefer to learn from the website (59%), social media (43%), or park signage (28%).

Barriers to Use. Respondents were asked to select all the reasons that prevent their household from using recreation facilities, amenities, and parks more often. Not knowing what is available (19%), crowded areas (14%), and busy schedules (12%) were the most often selected barriers. Almost half of respondents (46%) said they have no barriers to their use.

Harrisburg Parks and Recreation Programs Participation

Program Participation. Thirty-five percent (35%) of respondents report participating in programs or events offered by the Town of Harrisburg Parks and Recreation Department during the past year. The highest percentage of respondents (45%) report participating in 2-3 programs. Location of facility (68%), reasonable price to participate (56%), and friends/family participation (39%) were the three most often chosen reasons respondents choose to participate. Most respondents (96%) rated the overall quality of programs as either "excellent" (45%) or "good" (51%).

Organizations Used. The highest percentage of respondents (66%) report using the Town of Harrisburg Parks and Recreation for parks, trails, and recreation activities the last year followed by schools (40%) and state parks (35%). The two organizations used most often were the Town of Harrisburg Parks and Recreation (52%) and schools (21%).

Town of Harrisburg Services, Improvements, and Value

Satisfaction with Services. Respondents feel most satisfied (rating "somewhat satisfied" or "very satisfied") with the maintenance of parks (85%), maintenance of trails (76%), and security at parks and facilities (59%). The three services respondents think should receive the most emphasis from the Town of Harrisburg over the next five years are the maintenance of parks (32%), security at parks and facilities (30%), availability of information about programs/facilities (22%), and quality of programs for adults (22%). Services were further examined in the importance-satisfaction analysis section of this report (section 5).

Support for Improvements. Respondents were asked to rate their level of support for six potential improvements the Town of Harrisburg Parks and Recreation Department could make. Developing existing open space for passive uses (78%) received the most support (rated "somewhat supportive" or "very supportive") followed by acquiring additional open space to develop for passive uses (73%) and acquiring additional open space and leaving it undeveloped (68%). These were also the three most important potential improvements to respondents.

Satisfaction with Value. Most respondents (65%) feel either "very satisfied" (18%) or "satisfied" (47%) with the overall value they receive from the Town of Harrisburg Parks and Recreation Department.

Benefits of Parks and Recreation. Respondents were provided with a list of 11 potential benefits provided by parks, trails, and recreation facilities and asked to rate their level of agreement with each. Respondents most often agreed (selecting "agree" or "strongly agree") that they make the Town of Harrisburg a more desirable place to live (89%), improve mental health and reduce stress (84%), and improve physical health and fitness (84%). The three benefits most important to respondents are improving physical health and fitness (49%), making the Town of Harrisburg a more desirable place to live (40%), and protecting natural resources and the environment (29%).

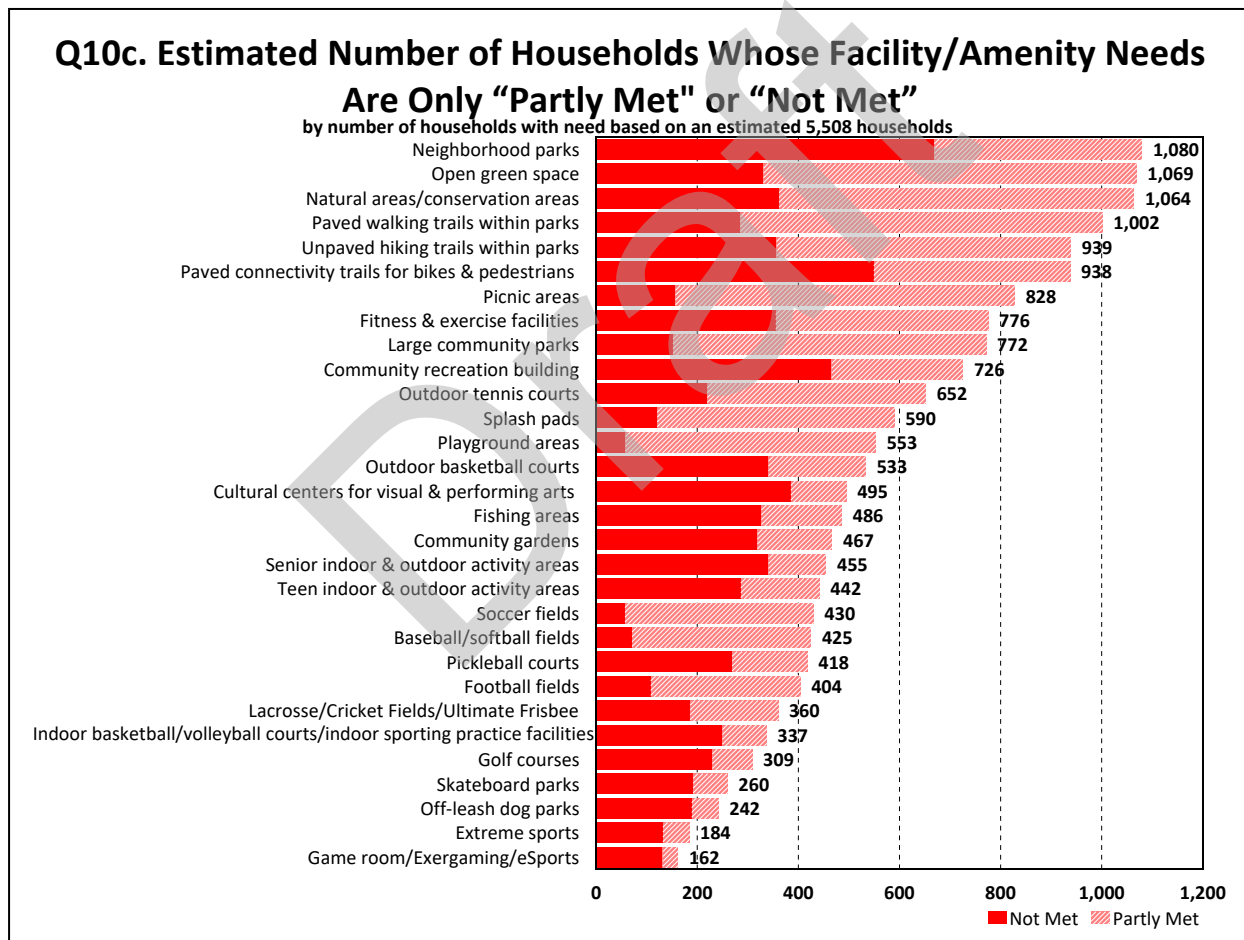
Parks and Recreation Facilities/Amenities Needs and Priorities

Amenity/Facility Needs: Respondents were asked to identify if their household had a need for 30 facilities/amenities and to rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various facilities/amenities.

The three parks/facilities with the highest percentage of households that have an unmet need:

1. Neighborhood Parks – 1,080 households
2. Open green space – 1,069 households
3. Natural areas/conservation areas – 1,064 households

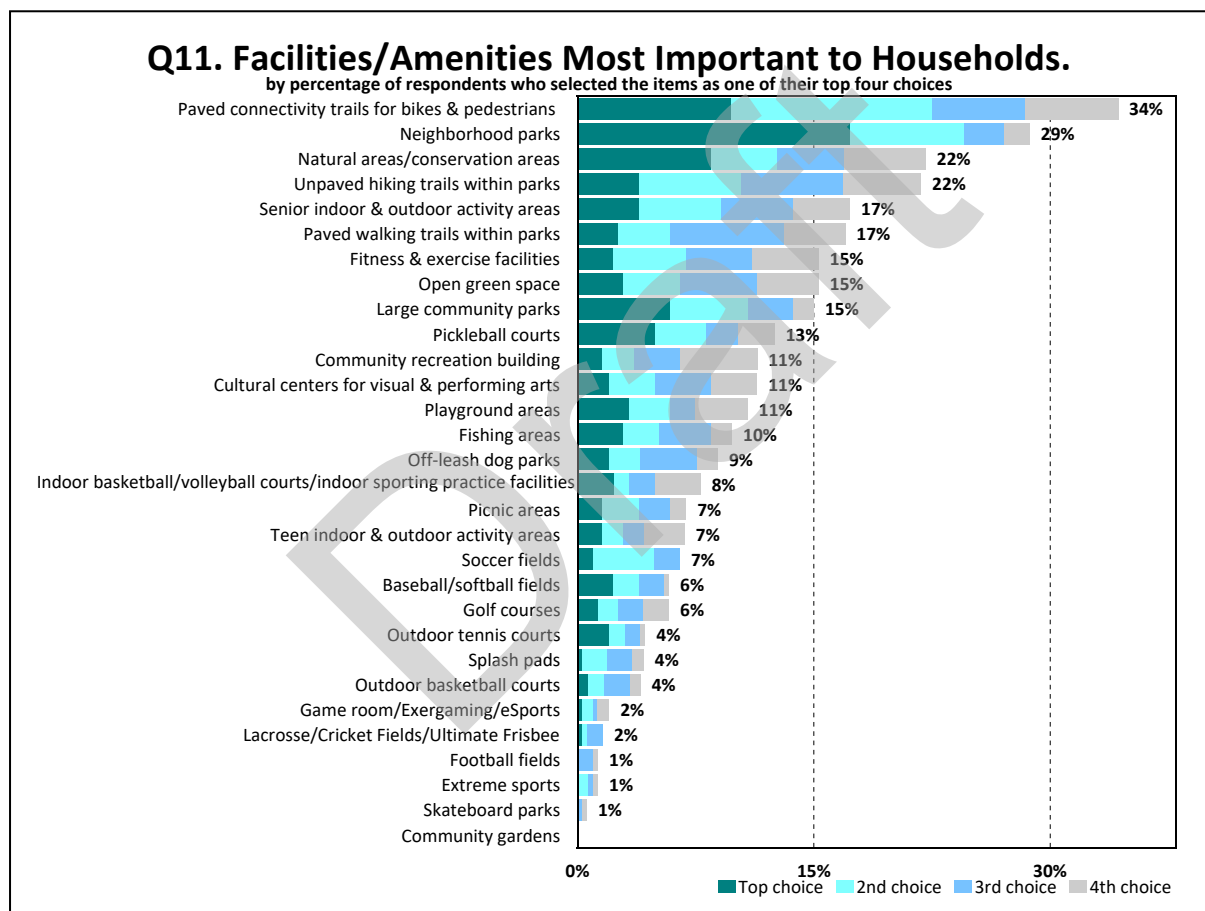
The estimated number of households that have unmet needs for each of the 30 facilities/amenities assessed is shown in the chart below.



Amenities/Facilities Importance: In addition to assessing the needs for each amenity/facility, ETC Institute also assessed the importance that residents placed on each item. Based on the sum of respondents' top four choices, these were the four amenities/facilities ranked most important to residents:

1. Paved connectivity trails for bikes and pedestrians (34%)
2. Neighborhood parks (29%)
3. Natural areas/conservation areas (22%) and Unpaved hiking trails within parks (22%)
4. Senior indoor and outdoor activity areas (17%) and Paved walking trails within parks (17%)

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

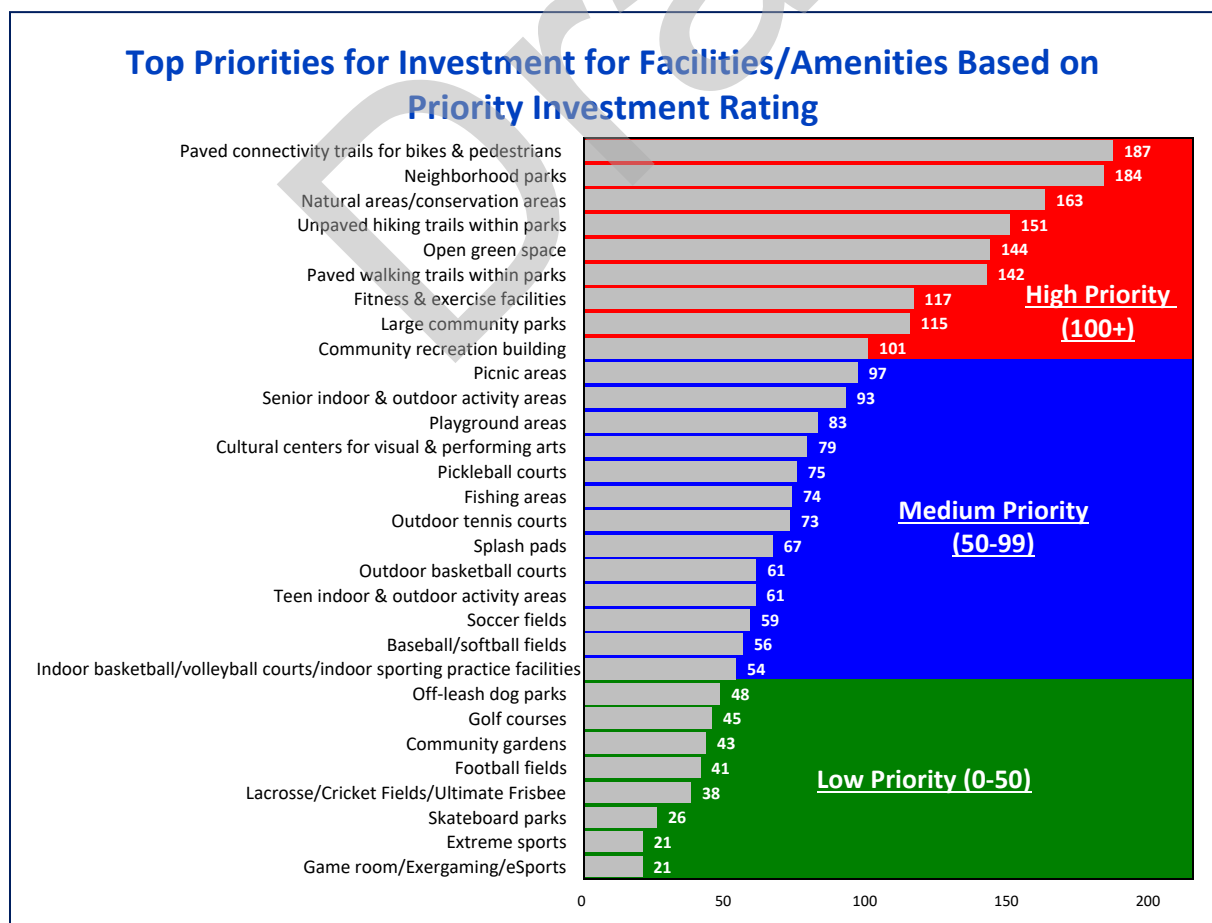


Priorities for Facility Investments: The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weighs (1) the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

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

- Paved connectivity trails for bikes and pedestrians (PIR=187)
- Neighborhood Parks (PIR=184)
- Natural areas/conservation areas (PIR=163)
- Unpaved hiking trails within parks (PIR=151)
- Open green space (PIR=144)
- Paved walking trails within parks (PIR=142)
- Fitness and exercise facilities (PIR=117)
- Large community parks (PIR=115)
- Community recreation building (PIR=101)

The chart below shows the Priority Investment Rating for each of the 30 activities/programs assessed on the survey.



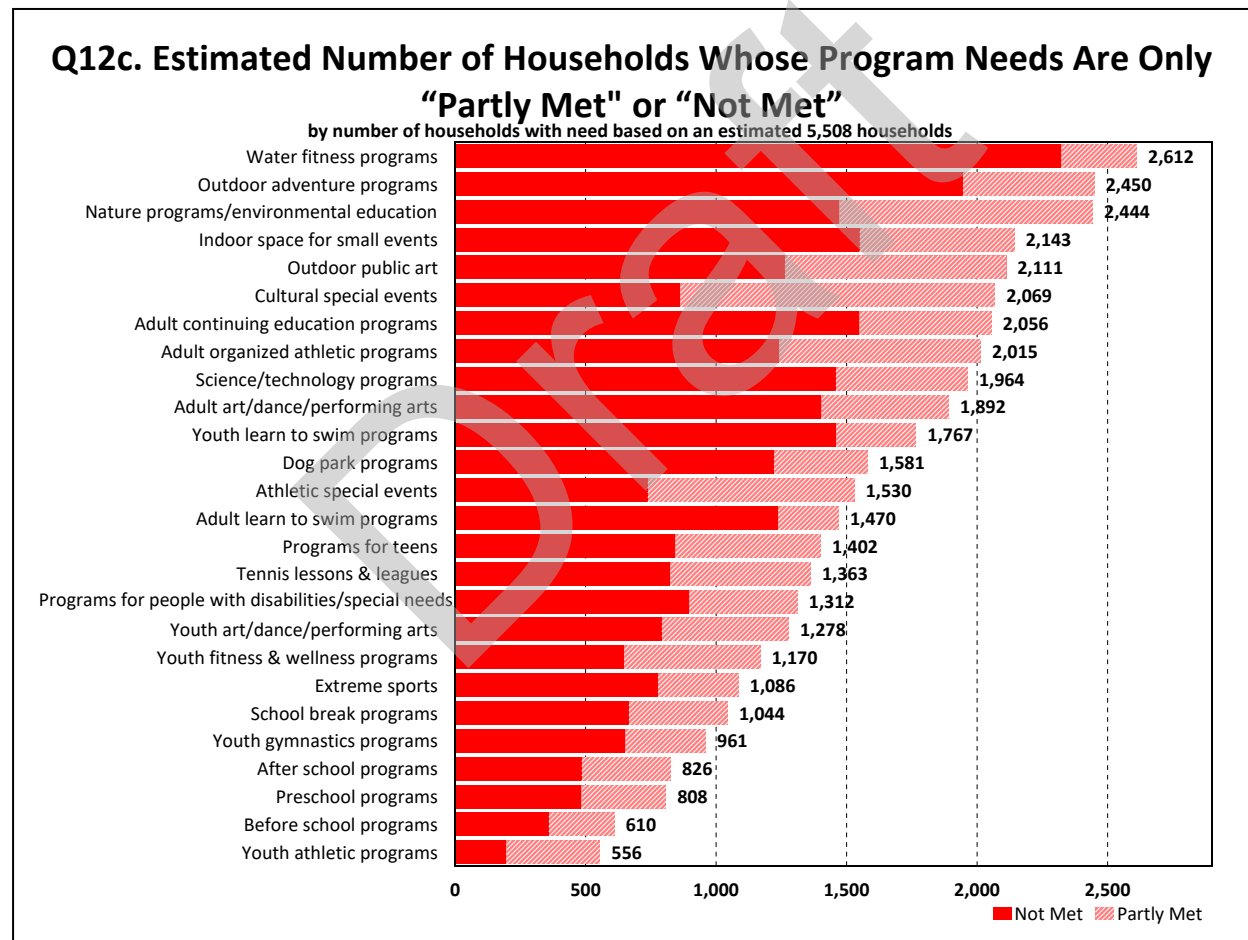
Recreation Program Needs and Priorities

Program Needs: Respondents were asked to identify if their household had a need for 26 recreation programs and to rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various programs.

The three programs with the highest number of households that have an unmet need:

1. Water fitness programs – 2,612 households
2. Outdoor adventure programs – 2,450 households
3. Nature programs/environmental education – 2,444 households

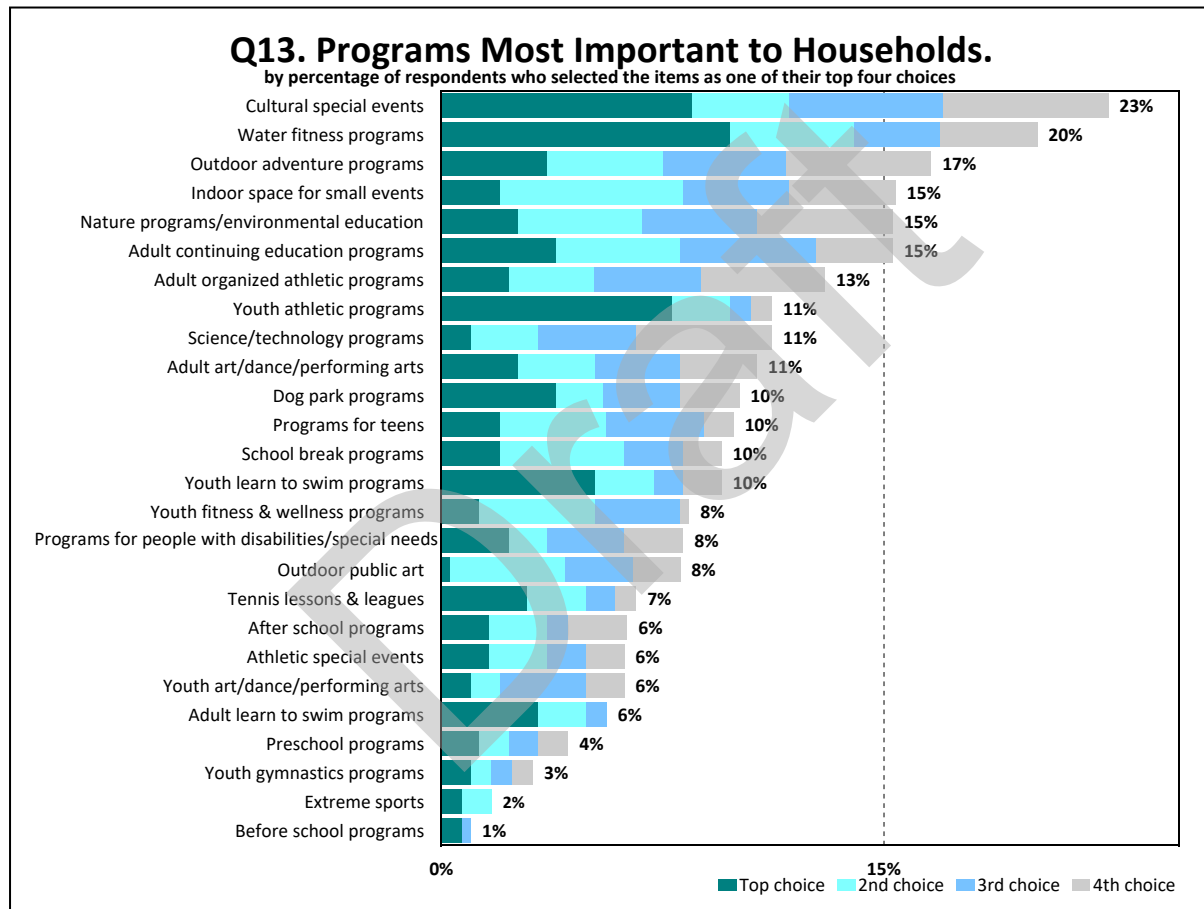
The estimated number of households that have unmet needs for each of the 26 programs assessed is shown in the chart below.



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

1. Cultural special events (23%)
2. Water fitness programs (20%)
3. Outdoor adventure programs (17%)
4. Indoor space for small events (15%), nature programs/environmental education (15%), and adult continuing education programs (15%)

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

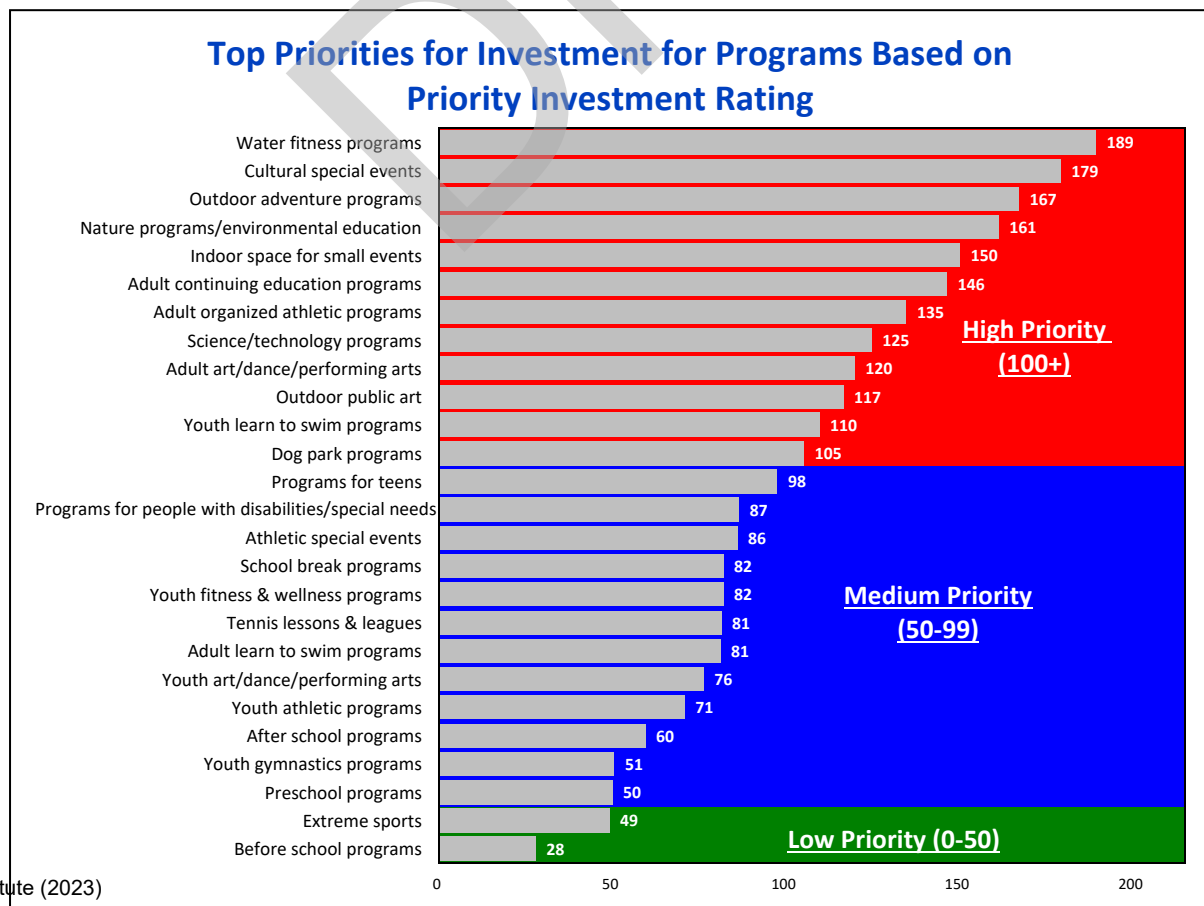


Priorities for Program Investments: The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weighs (1) the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

Based the Priority Investment Rating (PIR), the following activities/programs were rated as high priorities for investment:

- Water fitness programs (PIR=189)
- Cultural special events (PIR=179)
- Outdoor adventure programs (PIR=167)
- Nature programs/environmental education (PIR=161)
- Indoor space for small events (PIR=150)
- Adult continuing education programs (PIR=146)
- Adult organized athletic programs (PIR=135)
- Science/technology programs (PIR=125)
- Adult art/dance/performing arts (PIR=120)
- Outdoor public art (PIR=117)
- Youth learn to swim programs (PIR=110)
- Dog park programs (PIR=105)

The chart below shows the Priority Investment Rating for each of the 26 programs assessed on the survey.

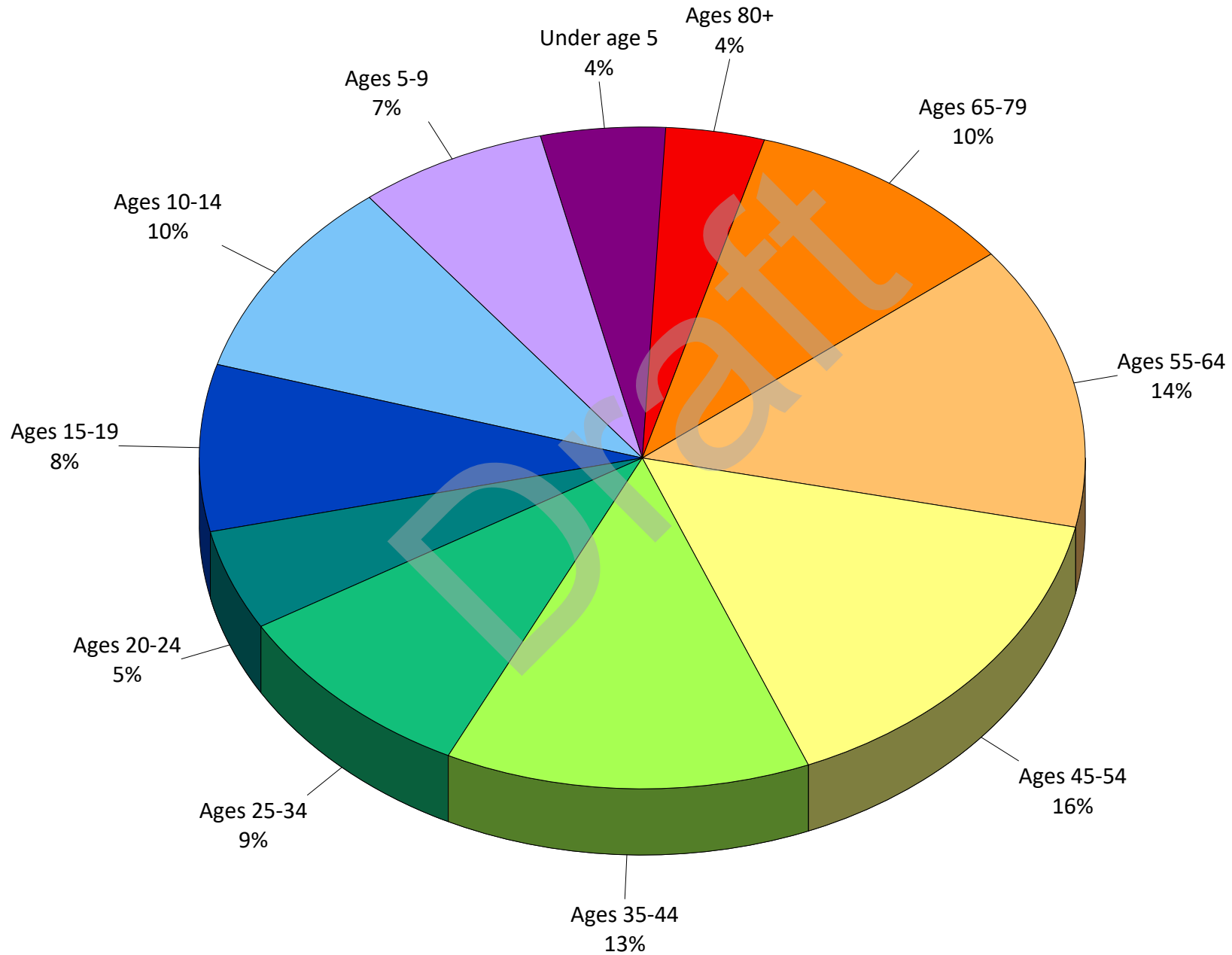


2

Charts & Graphs

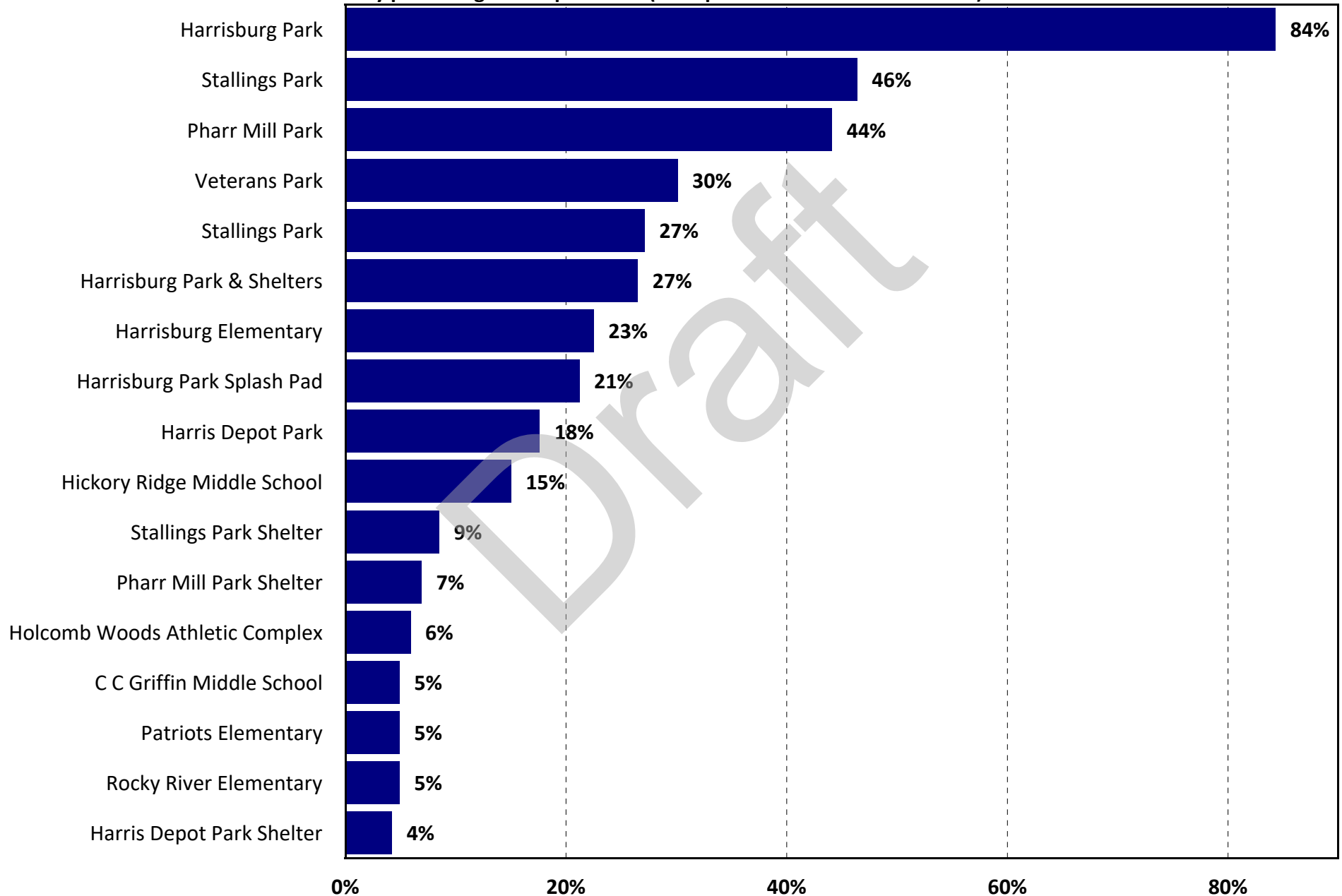
Q1. Counting yourself, how many people in your household are...

by percentage of persons in household

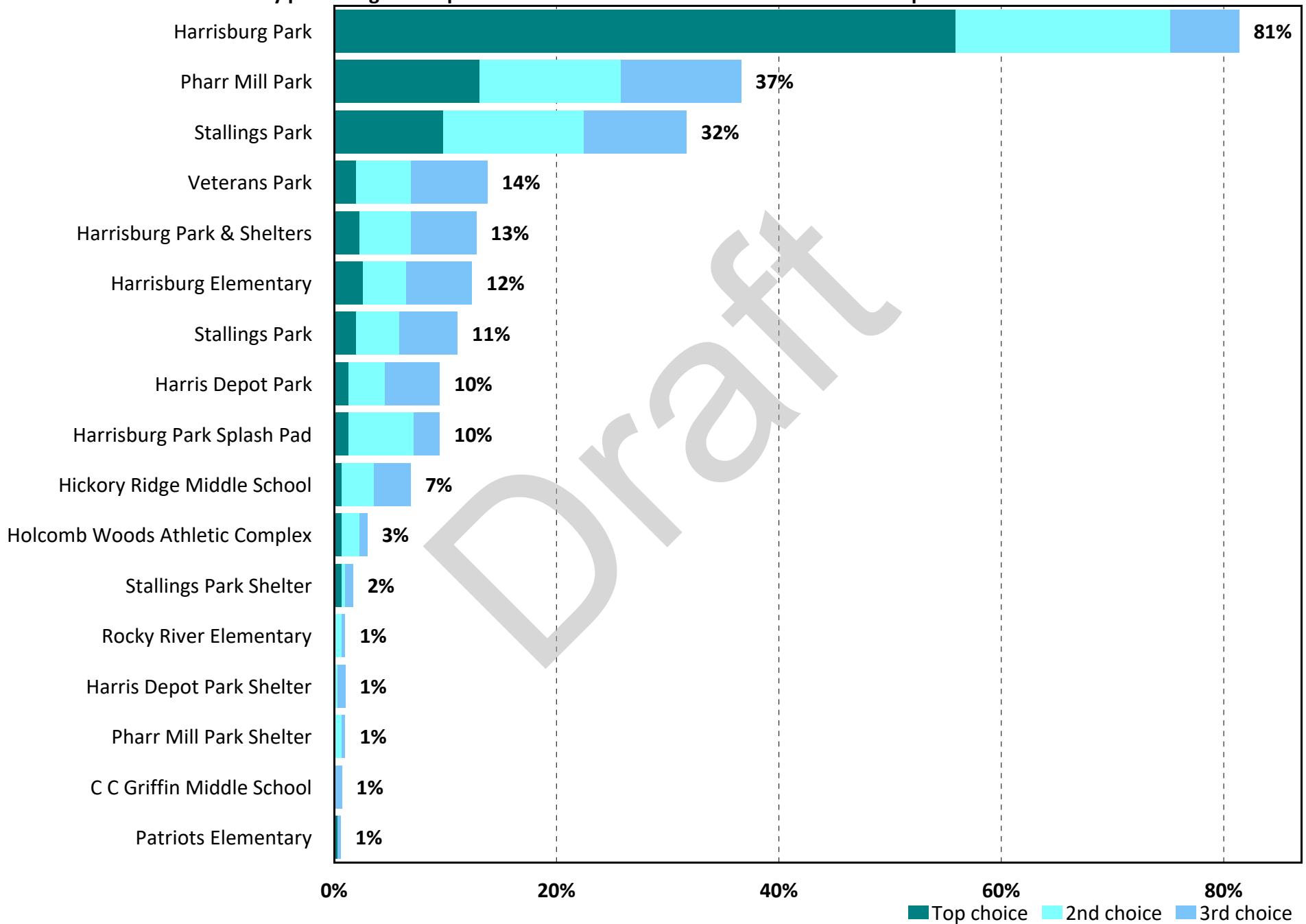


Q2. Please CHECK ALL of the following Town of Harrisburg P&R Department parks/facilities that you/your household have used in the past 12 months.

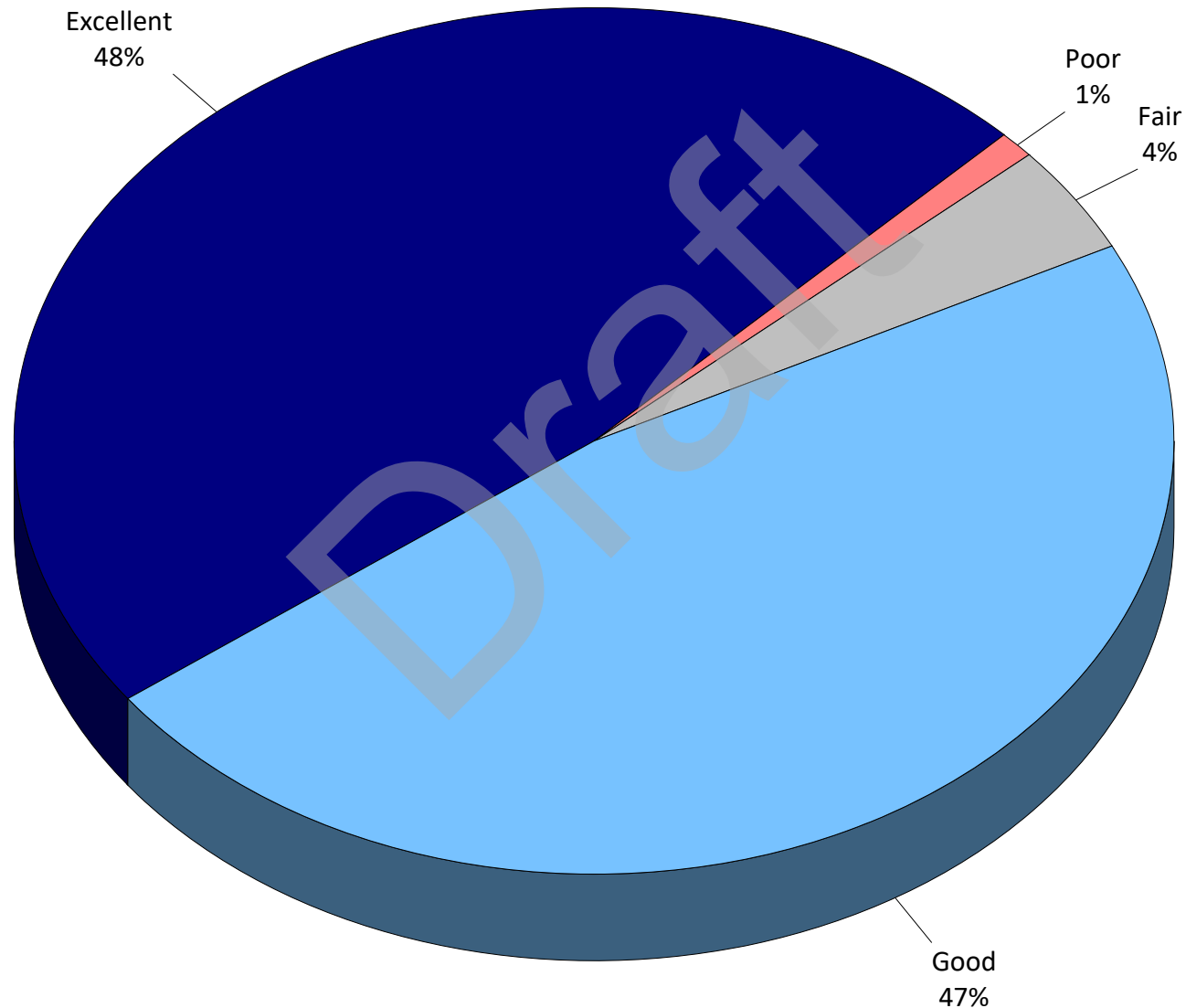
by percentage of respondents (multiple selections could be made)



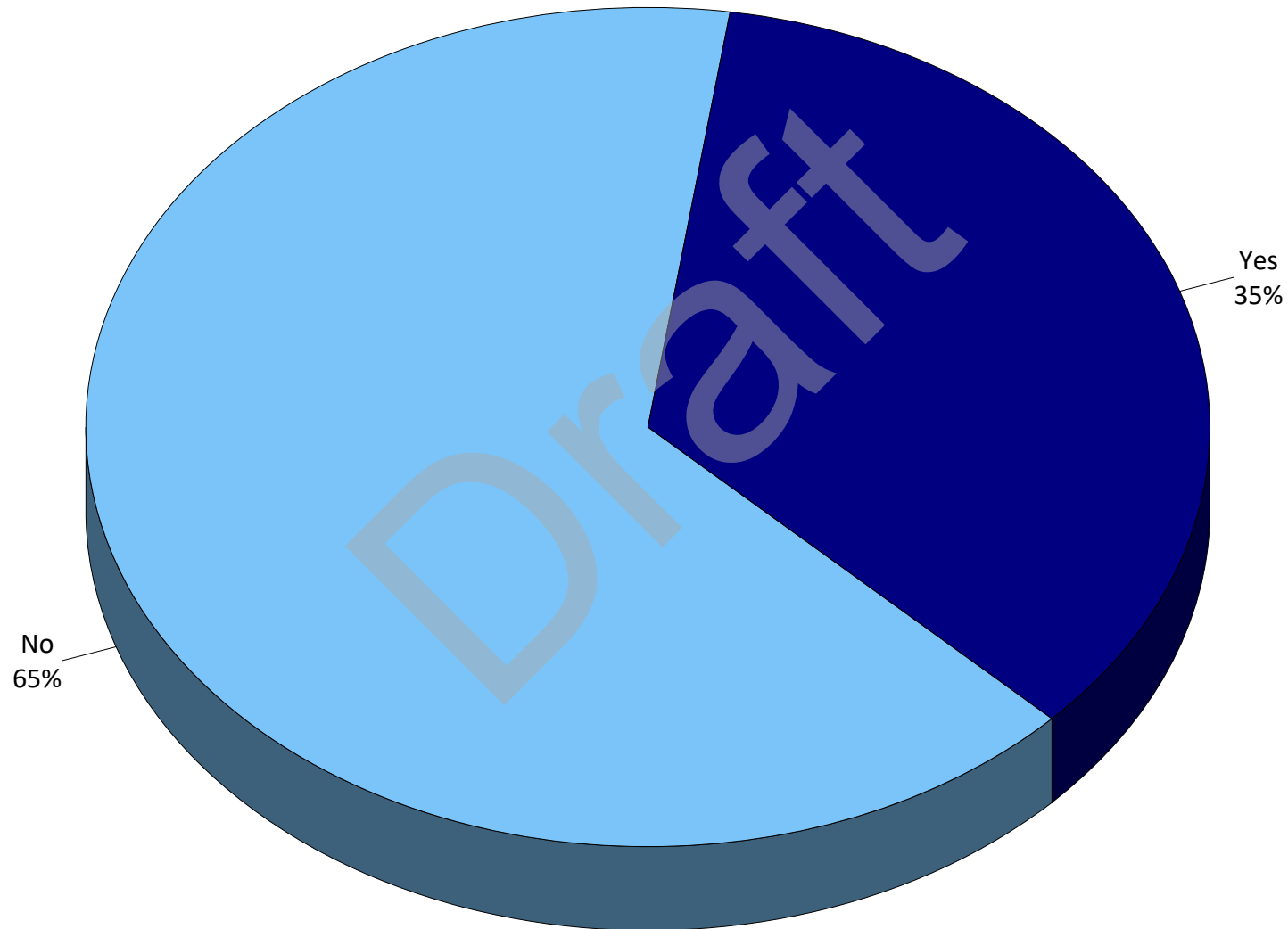
Q2a. Which **THREE** parks/facilities listed above do you visit or reserve **MOST OFTEN?** by percentage of respondents who selected the items as one of their top three choices



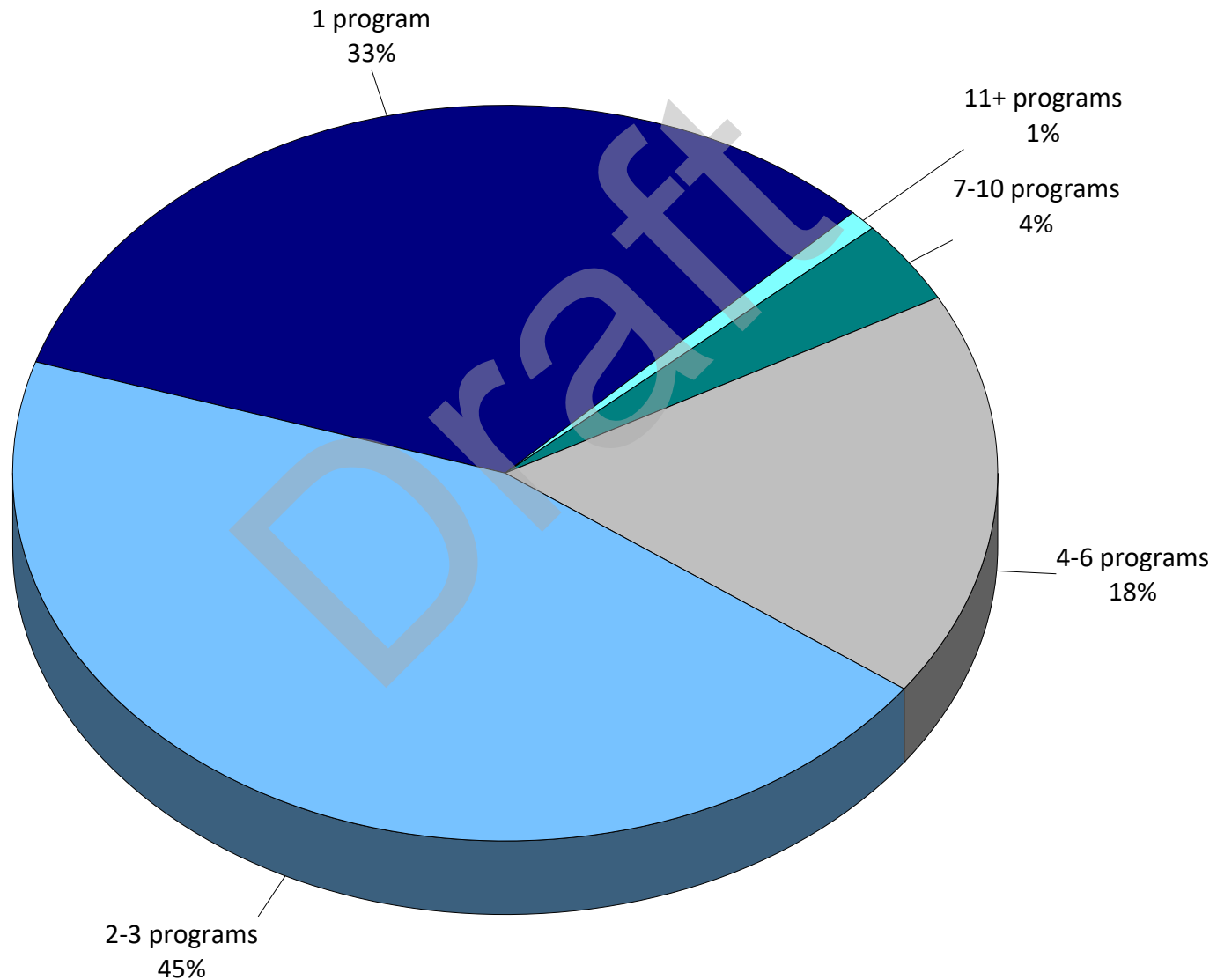
Q3. Overall, how would you rate the physical condition of ALL the parks and recreation facilities in the Town of Harrisburg that you have visited?
by percentage of respondents (excluding "not provided")



Q4. Have you/your household participated in any programs offered by the Town of Harrisburg P&R Department during the past 12 months?
by percentage of respondents

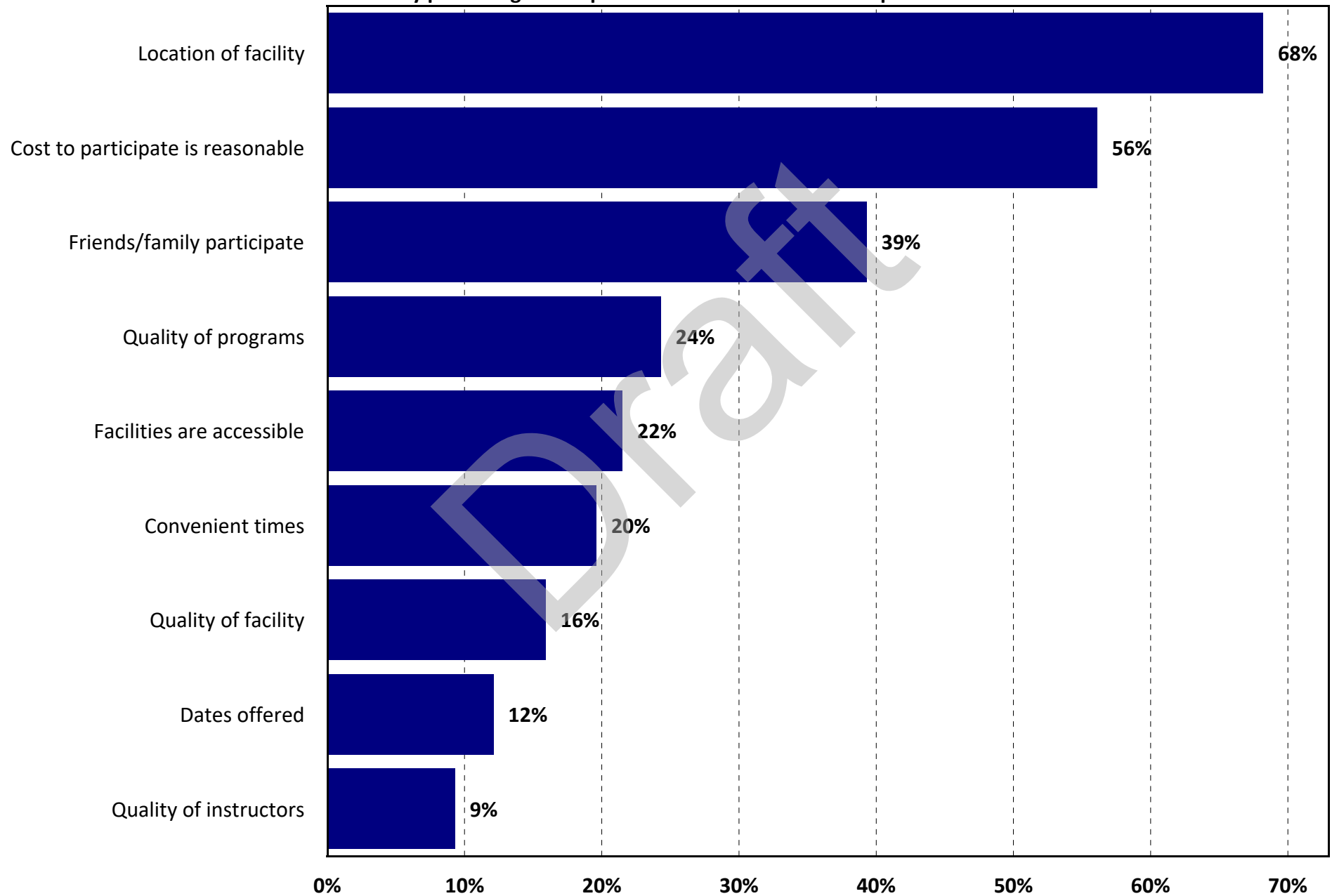


Q4a. Approximately how many different programs offered by the Town of Harrisburg P&R Department have you/your household participated in over the last 12 months?
by percentage of respondents

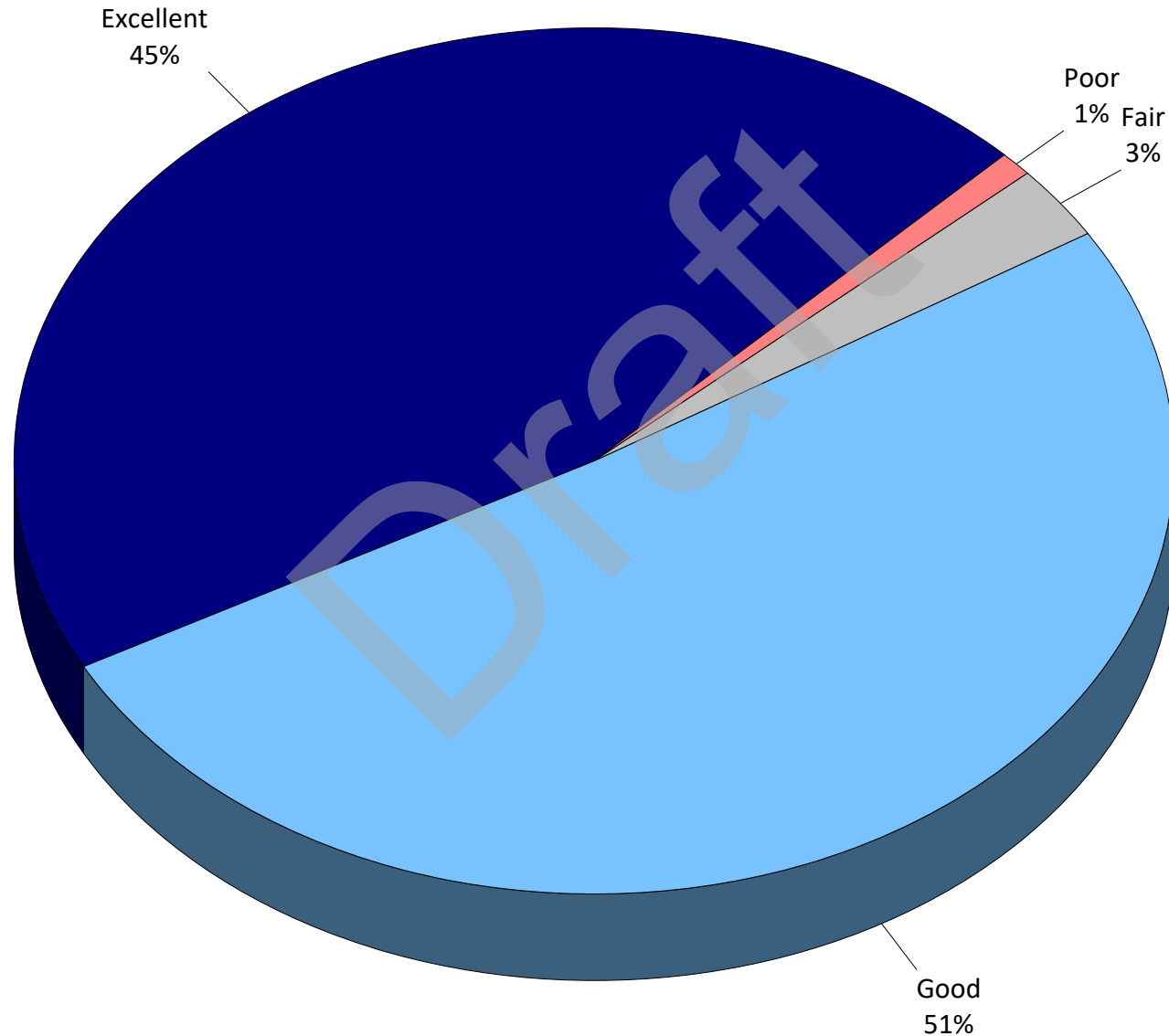


Q4b. Please check the **THREE** primary reasons your household participates in these programs.

by percentage of respondents who selected three options

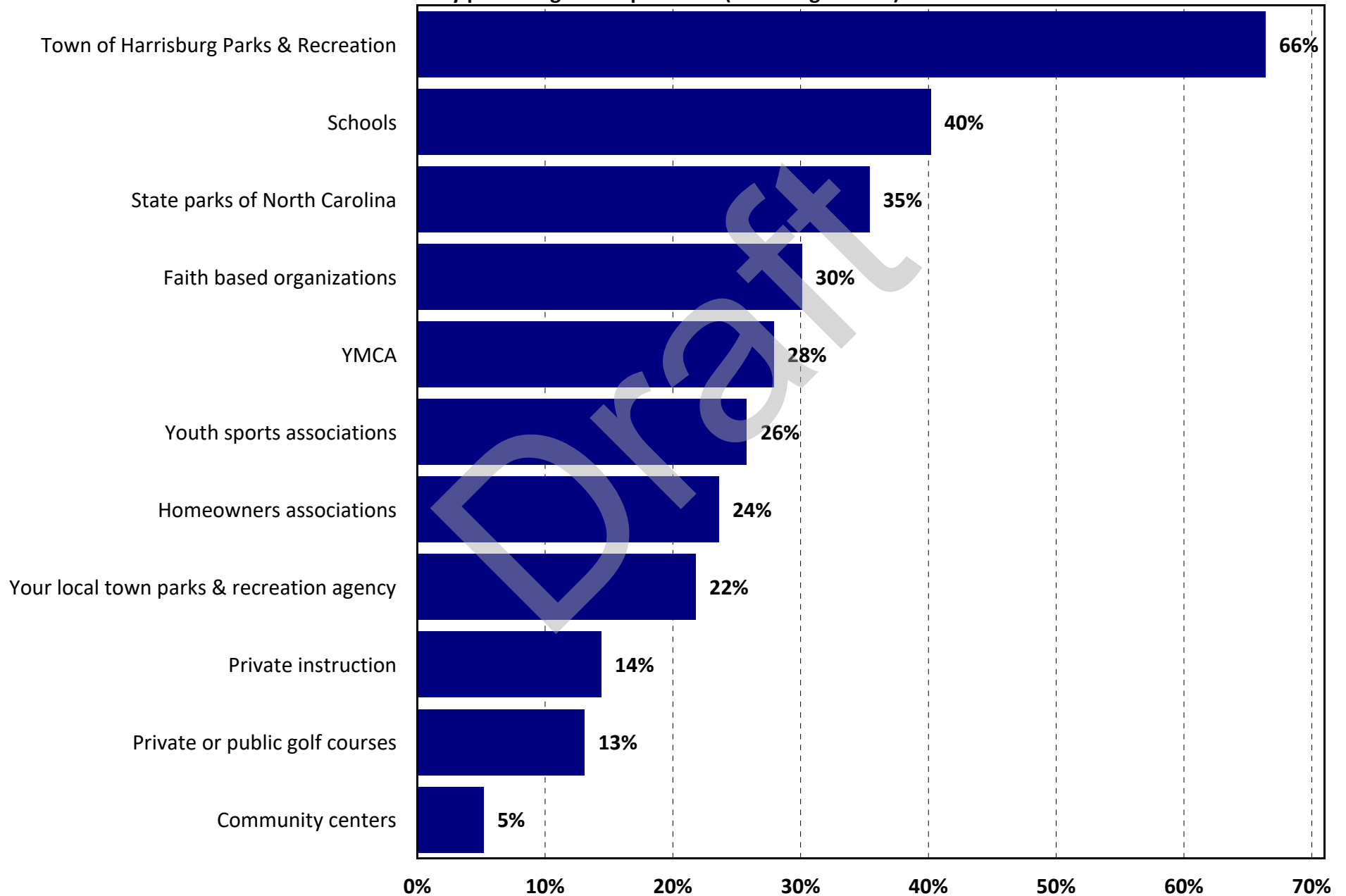


Q4c. Overall, how would you rate the quality of ALL the programs offered by the Town of Harrisburg P&R Department that you have participated in?
by percentage of respondents (excluding "not provided")



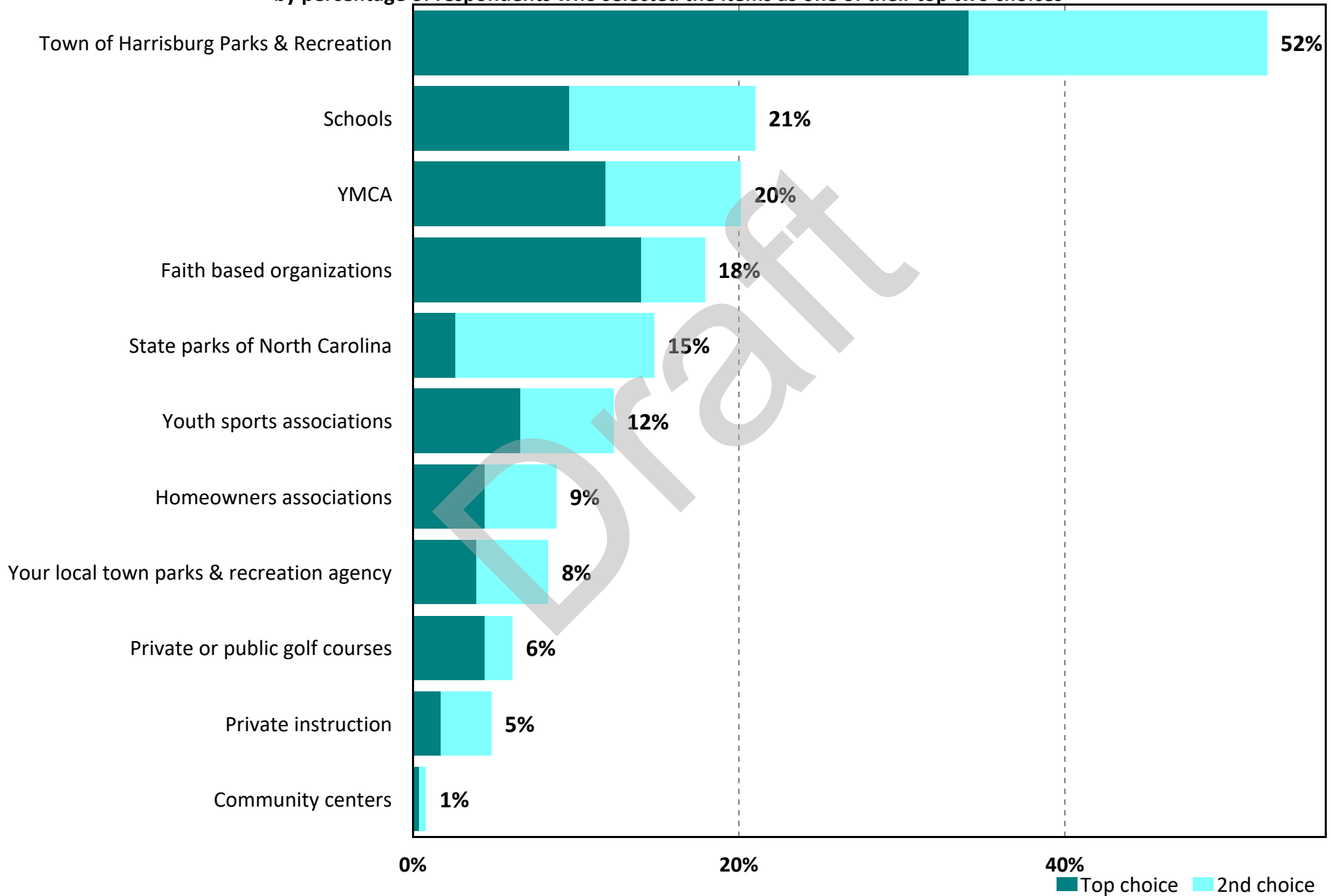
Q5. Please CHECK ALL of the organizations below that you/your household have used for parks, trails, and recreation activities during the past 12 months.

by percentage of respondents (excluding "none")



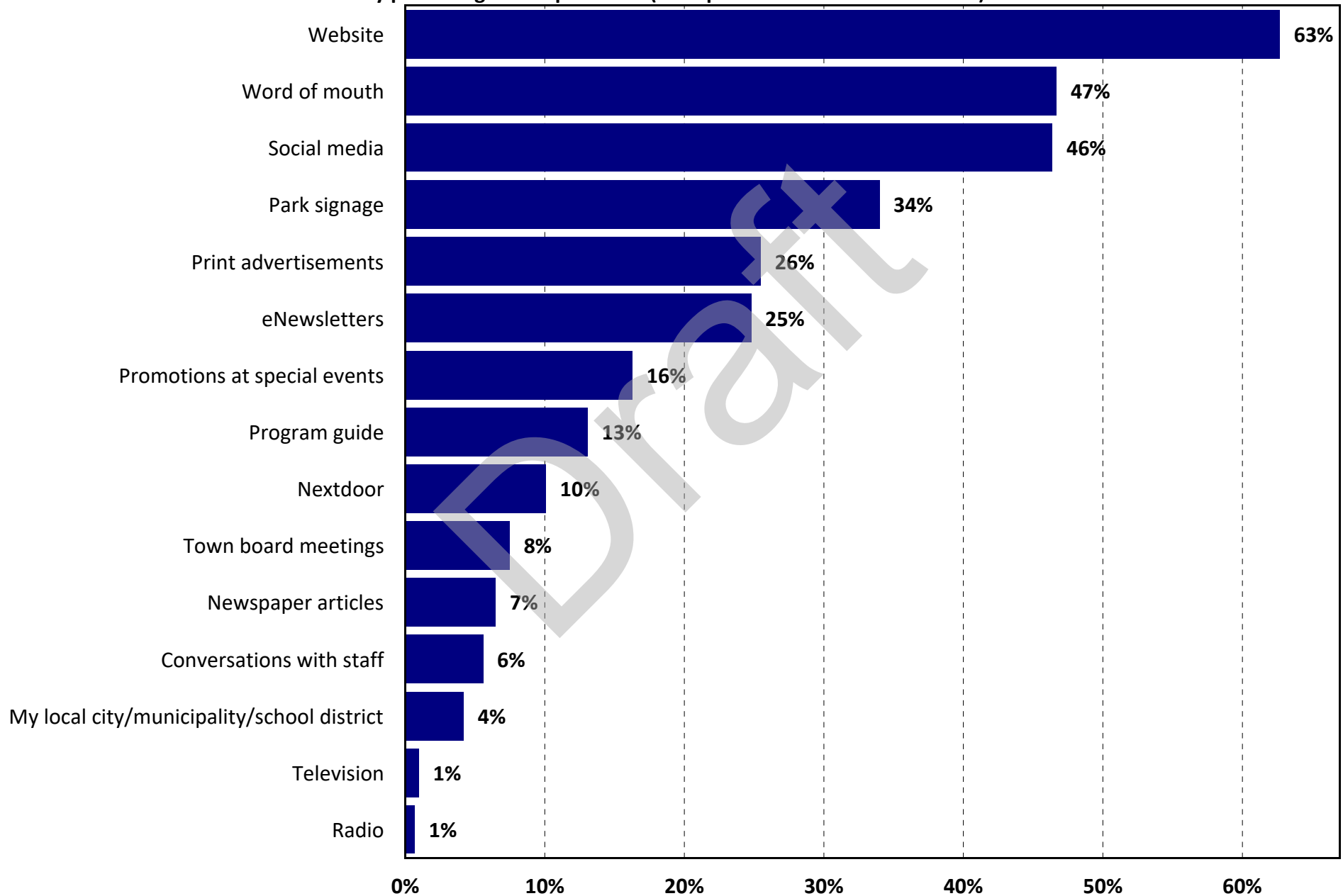
Q6. Which TWO of the organizations listed in Question 5 do you/your household use most?

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



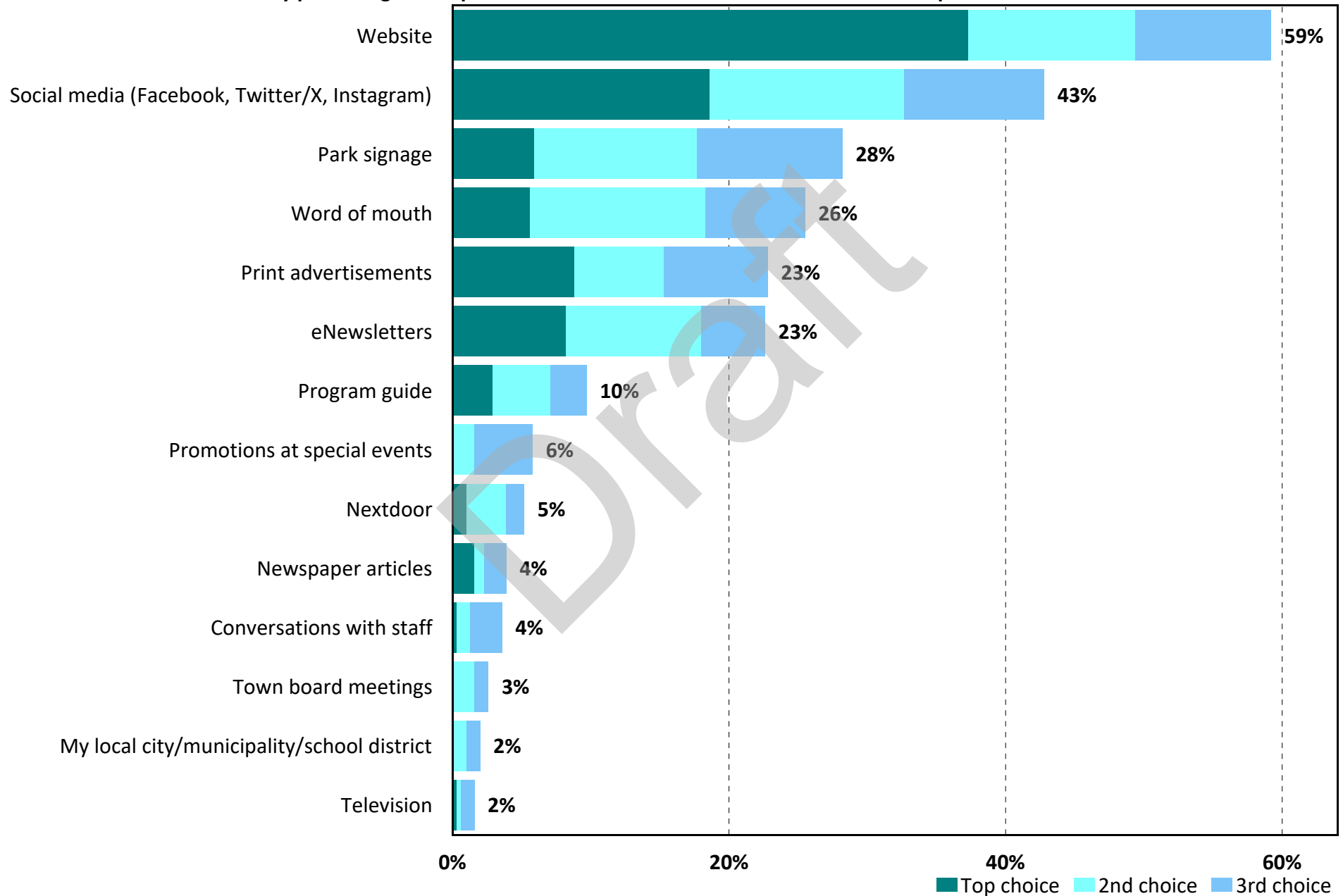
Q7. From the following list, please CHECK ALL of the following ways you currently use to learn about the Town of Harrisburg P&R Department.

by percentage of respondents (multiple selections could be made)



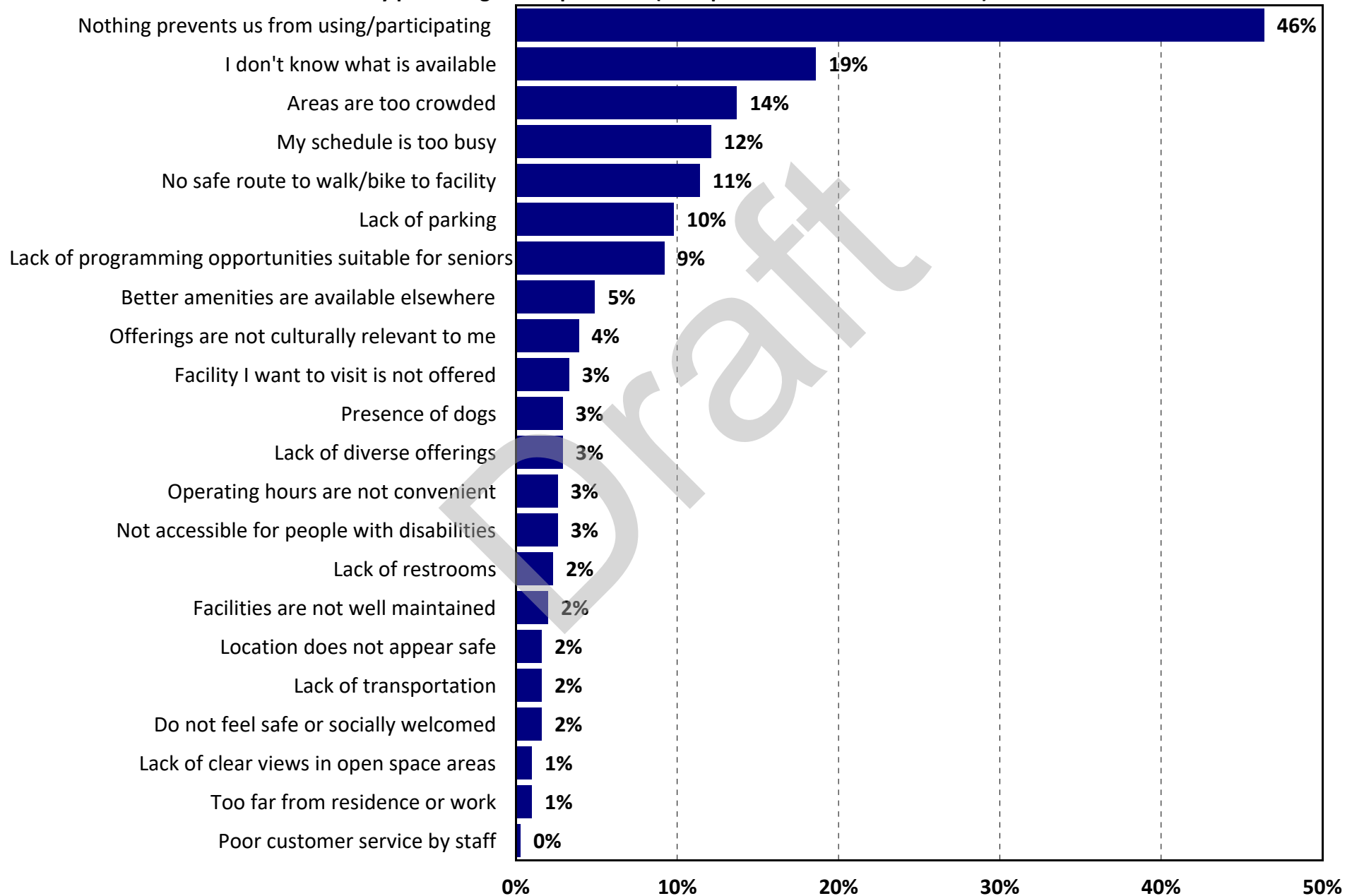
Q8. Which THREE sources from the list in Question 7 are your MOST PREFERRED SOURCES for learning about the Town of Harrisburg P&R Department?

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



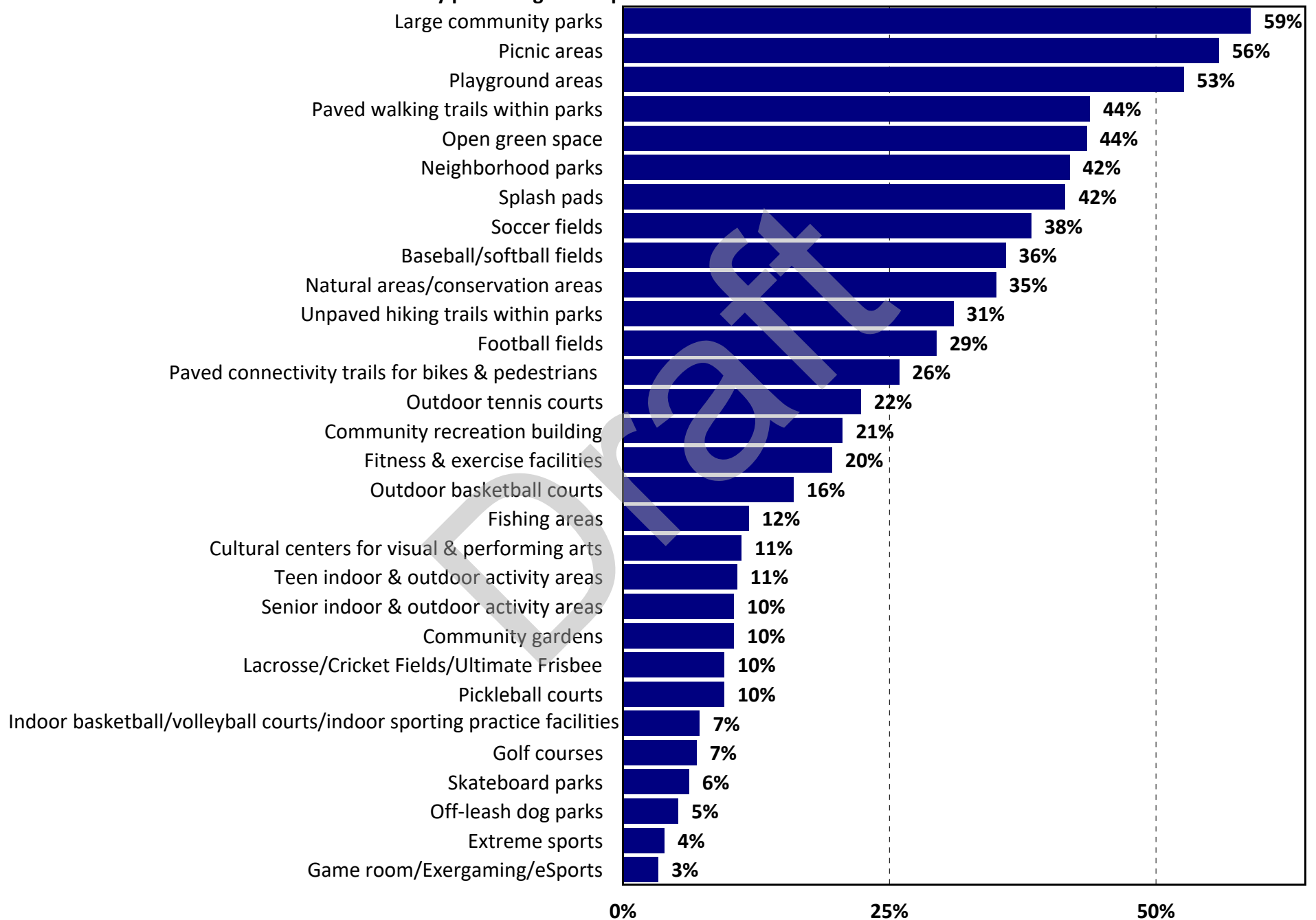
Q9. Please CHECK ALL the reasons why you/your household currently DO NOT use recreation facilities, amenities, and parks or participate in programs.

by percentage of respondents (multiple selections could be made)



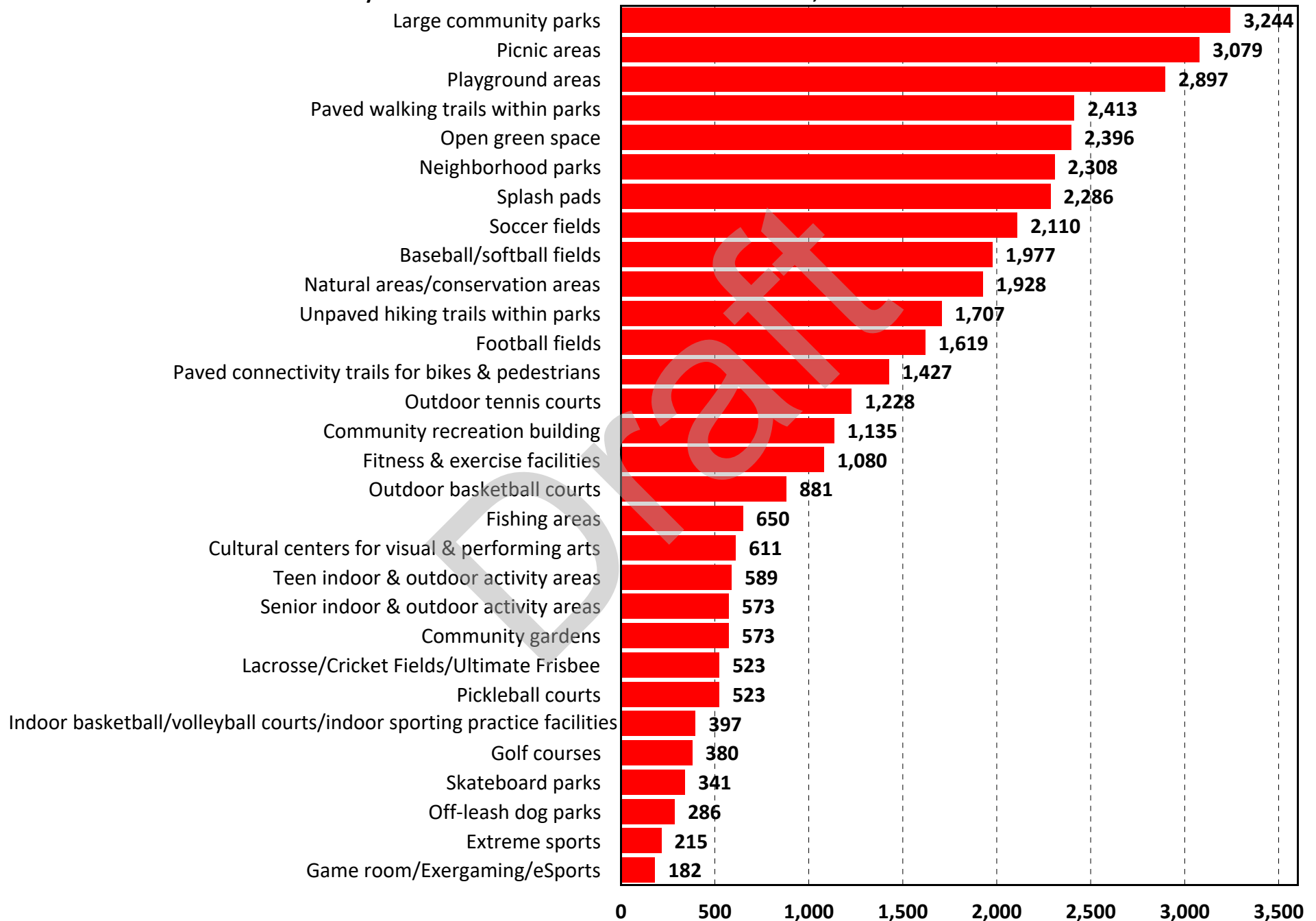
Q10. Need for Recreation Facilities/Amenities.

by percentage of respondents who indicated need



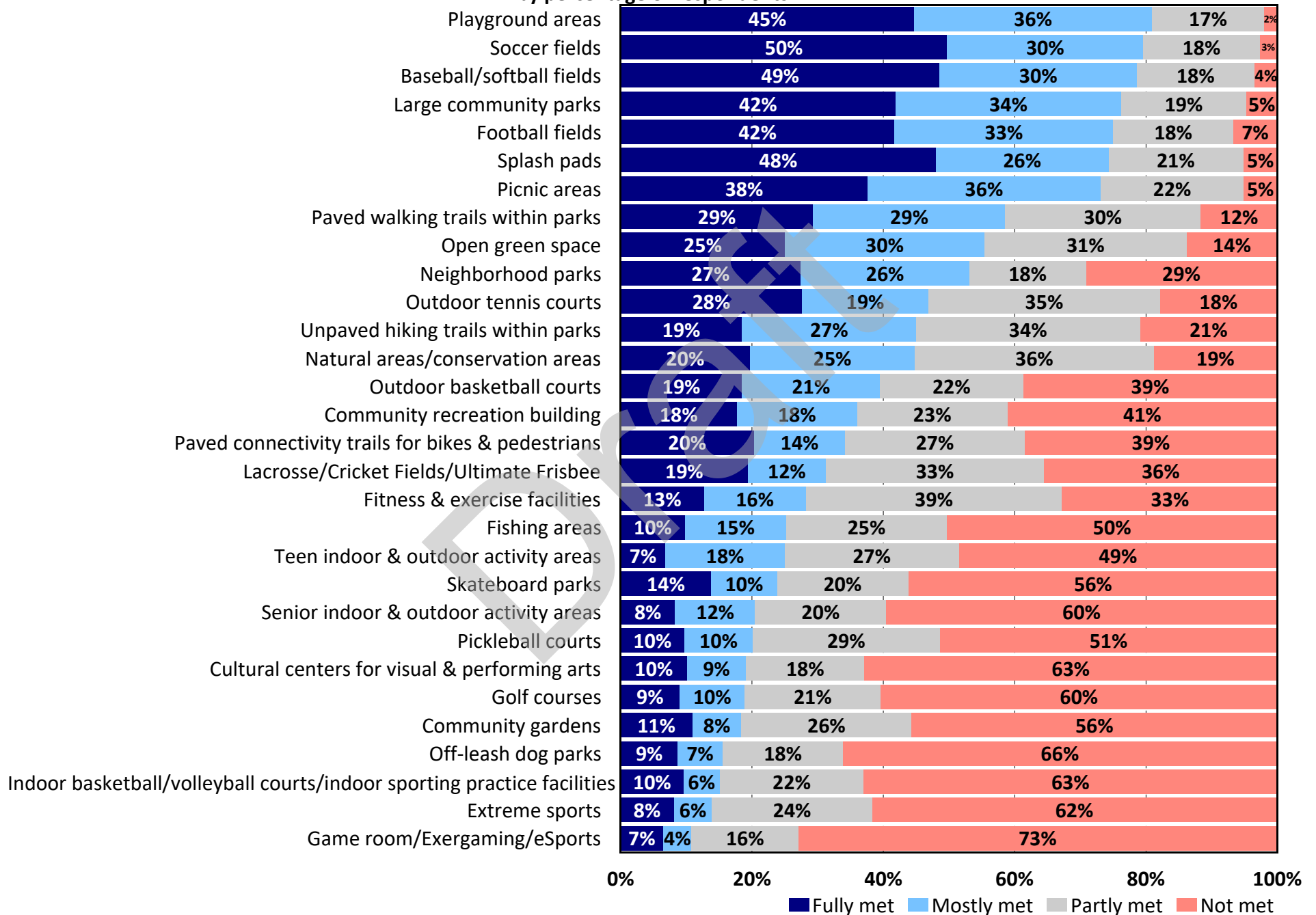
Q10. Estimated Number of Households Who Have a Need for Amenities/Facilities

by number of households based on an estimated 5,508 households



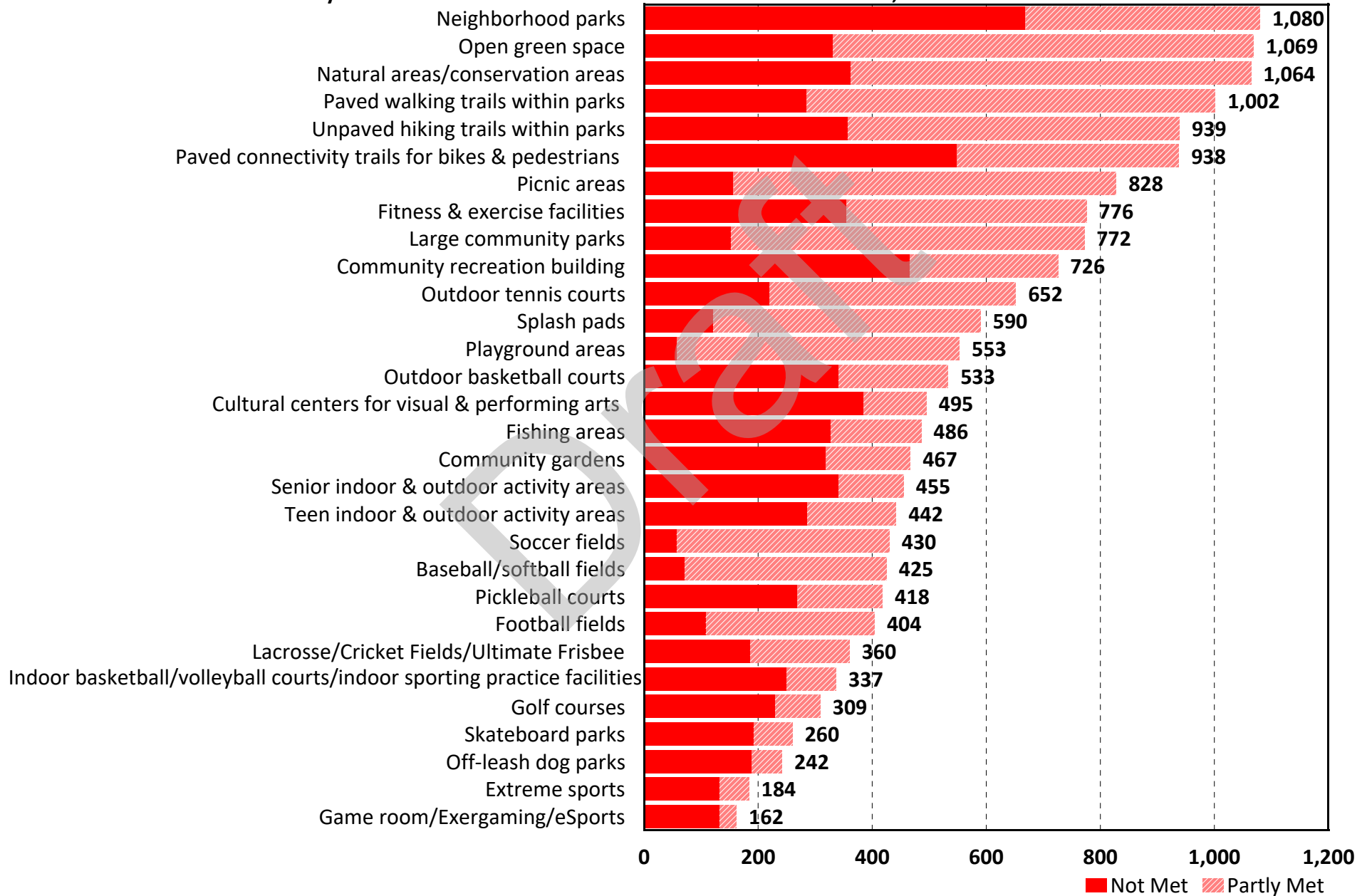
Q10b. How Well Needs Are Being Met for Recreation Facilities/Amenities

by percentage of respondents



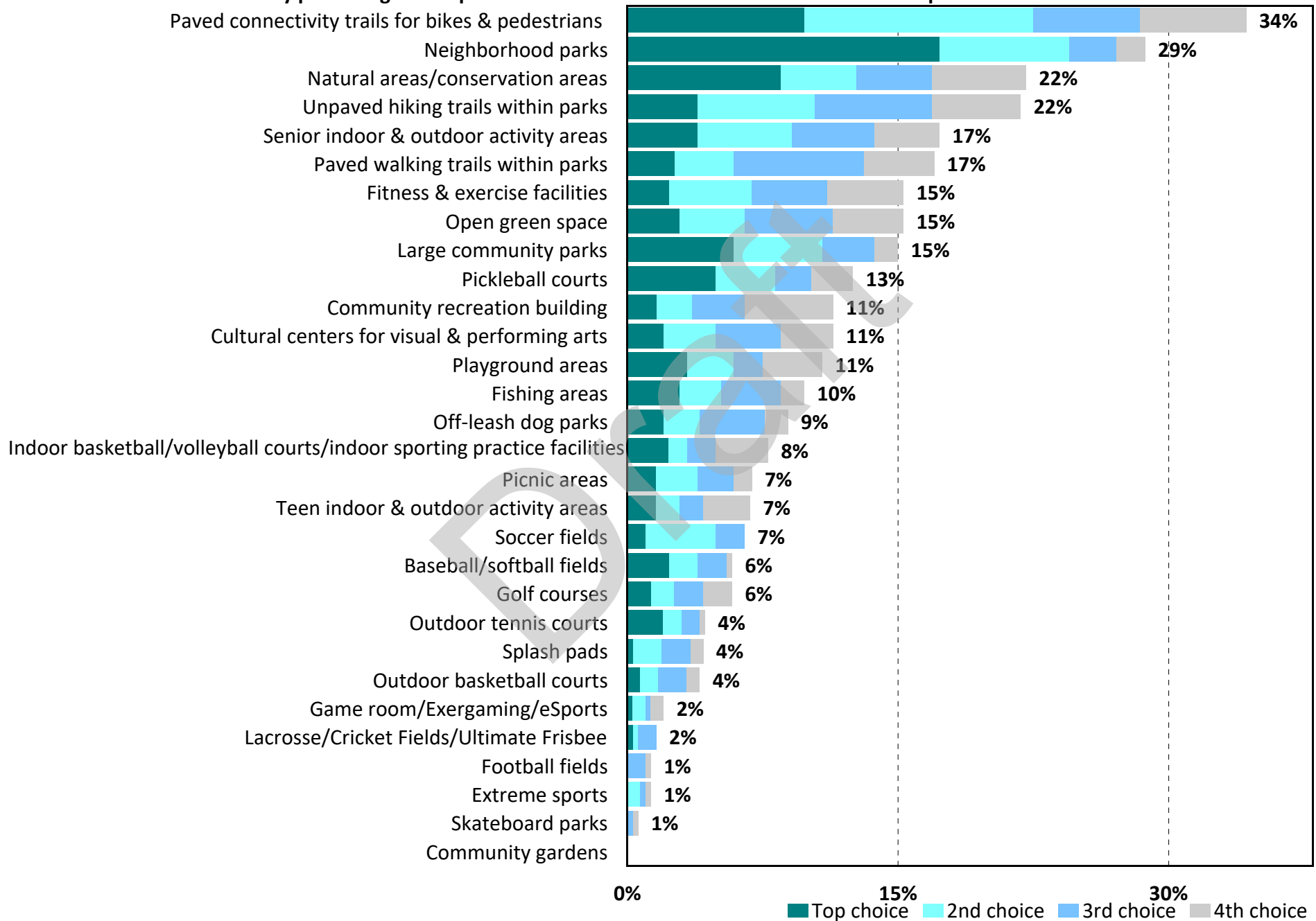
Q10c. Estimated Number of Households Whose Facility/Amenity Needs Are Only “Partly Met” or “Not Met”

by number of households with need based on an estimated 5,508 households



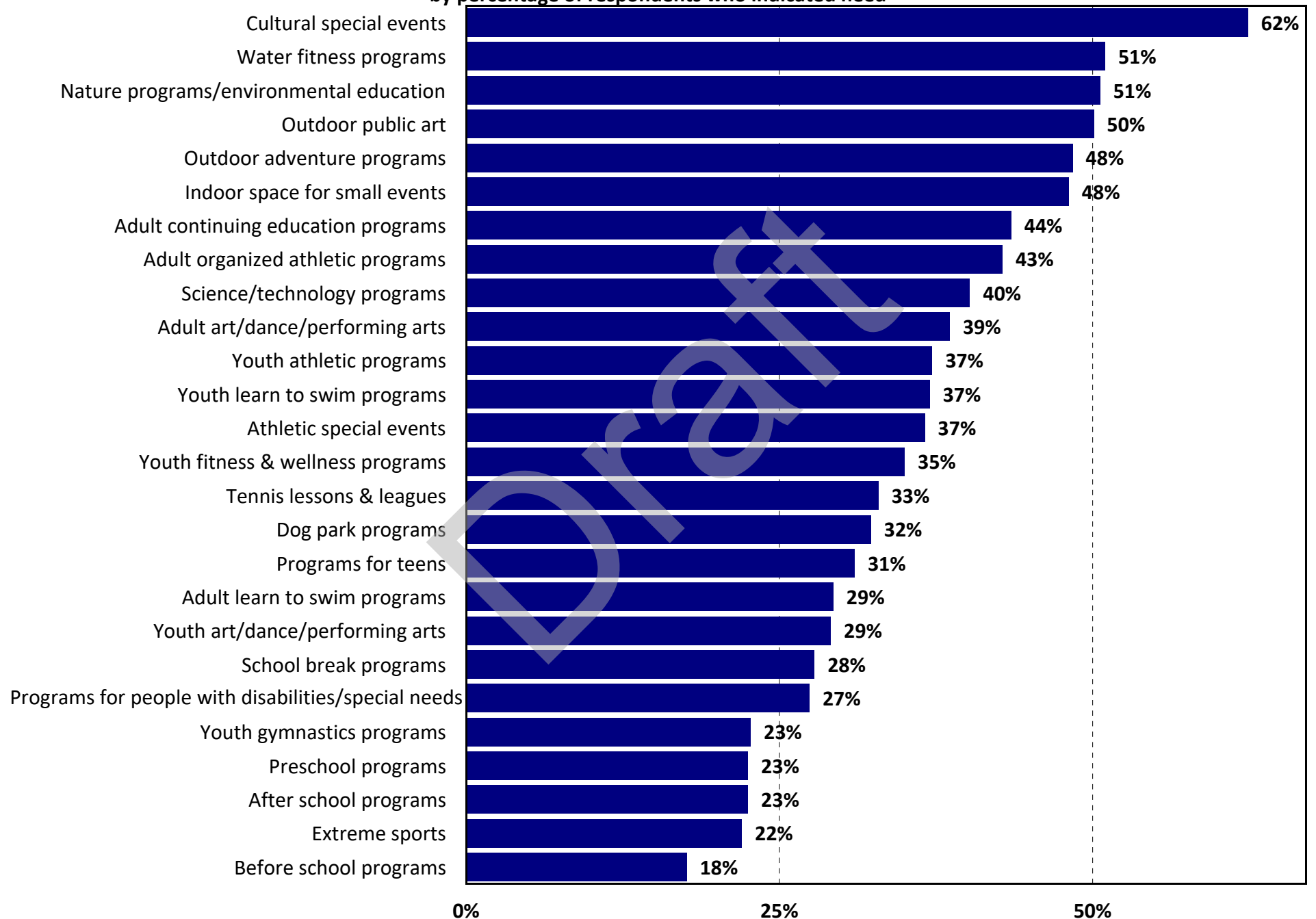
Q11. Facilities/Amenities Most Important to Households.

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



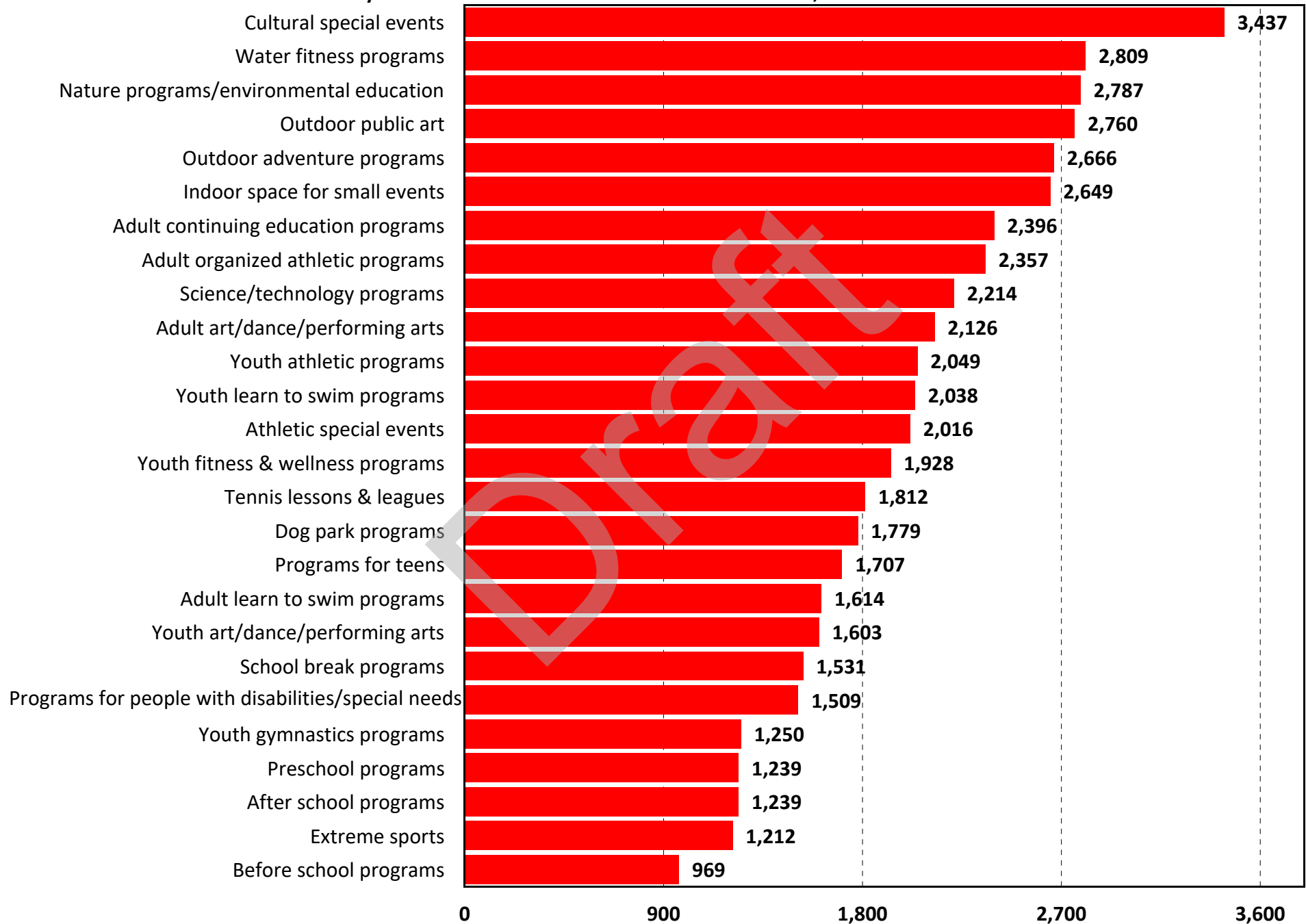
Q12. Need for Recreation Programs.

by percentage of respondents who indicated need



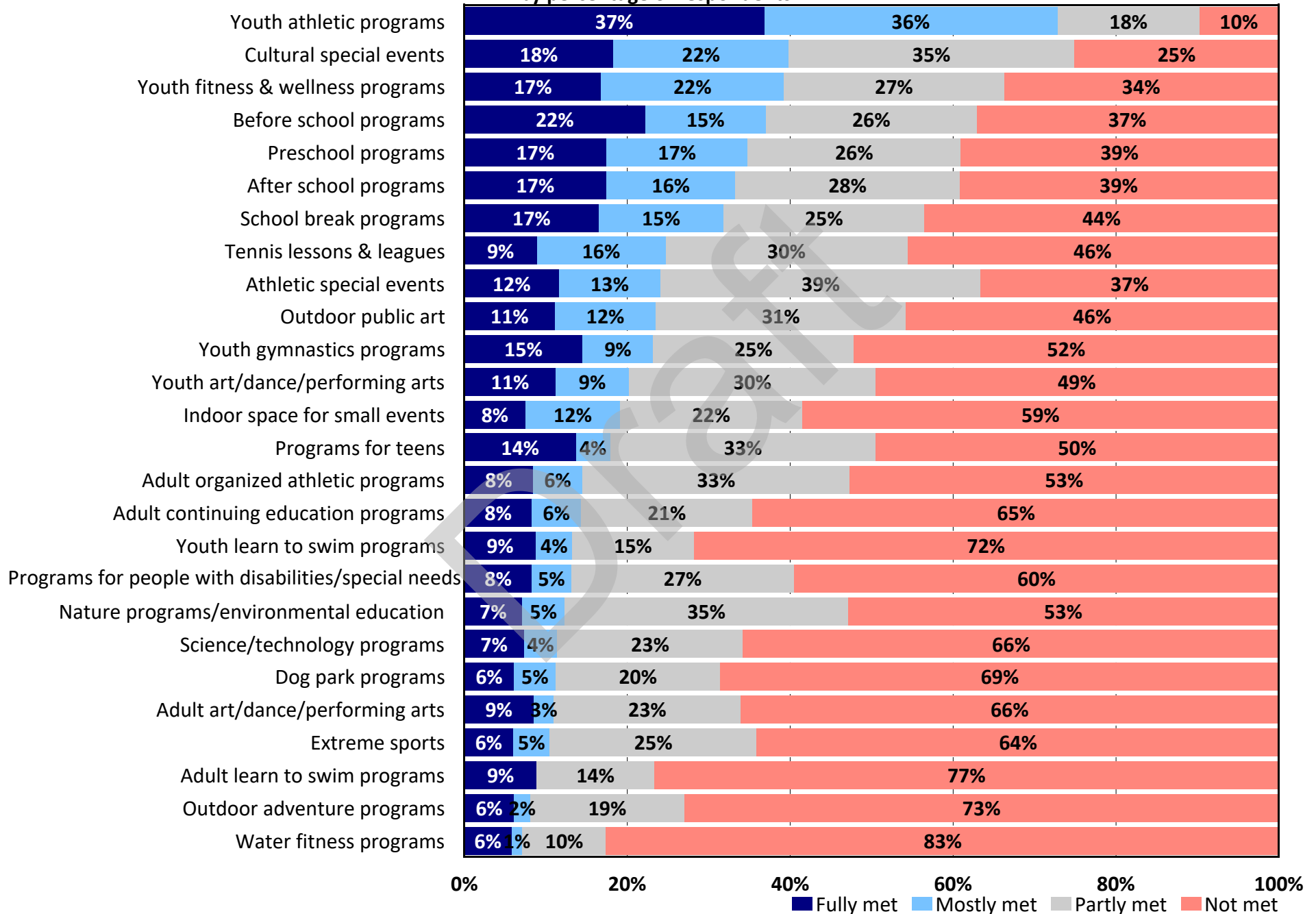
Q12. Estimated Number of Households Who Have a Need for Programs

by number of households based on an estimated 5,508 households



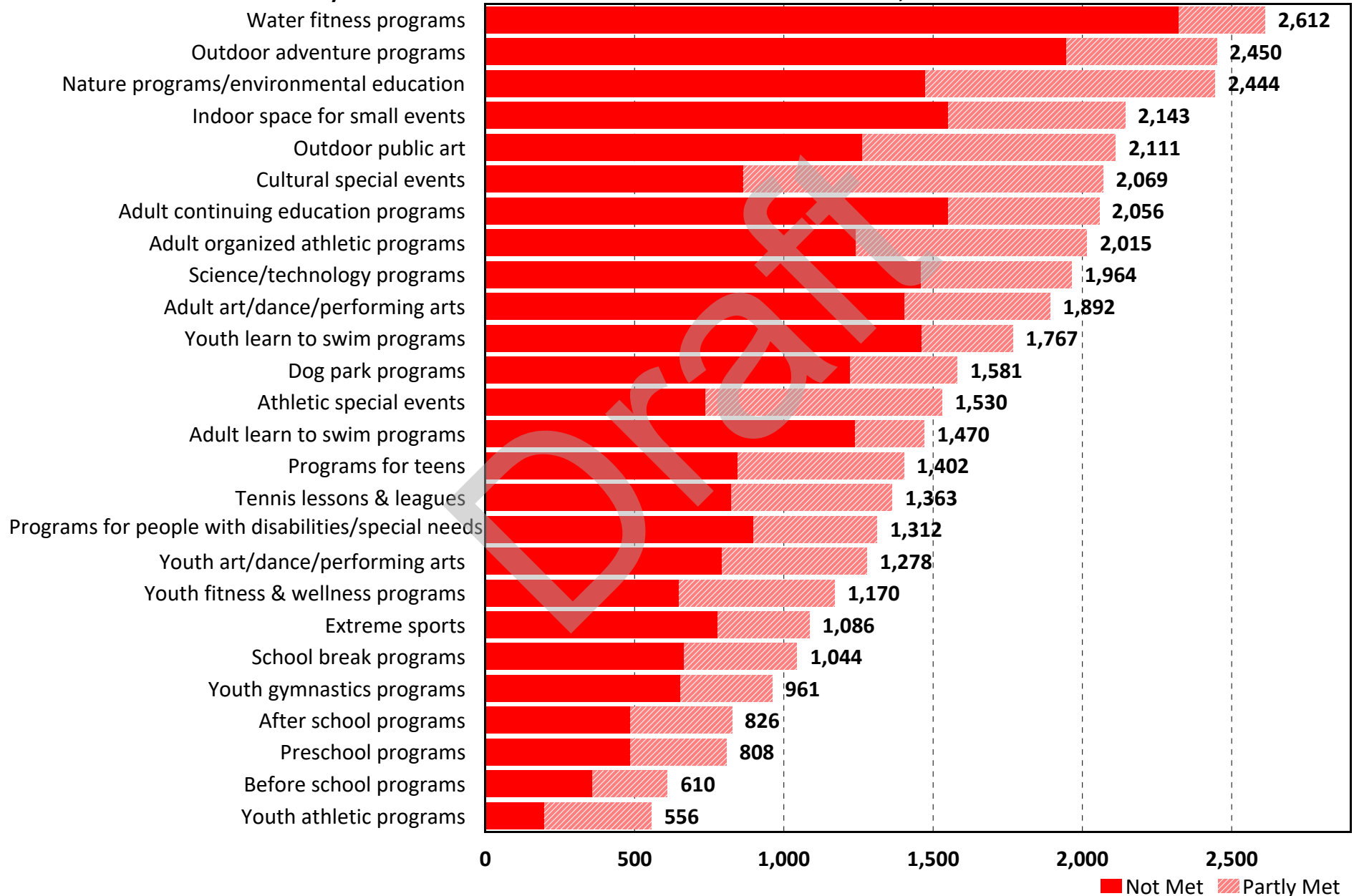
Q12b. How Well Needs Are Being Met for Recreation Programs

by percentage of respondents



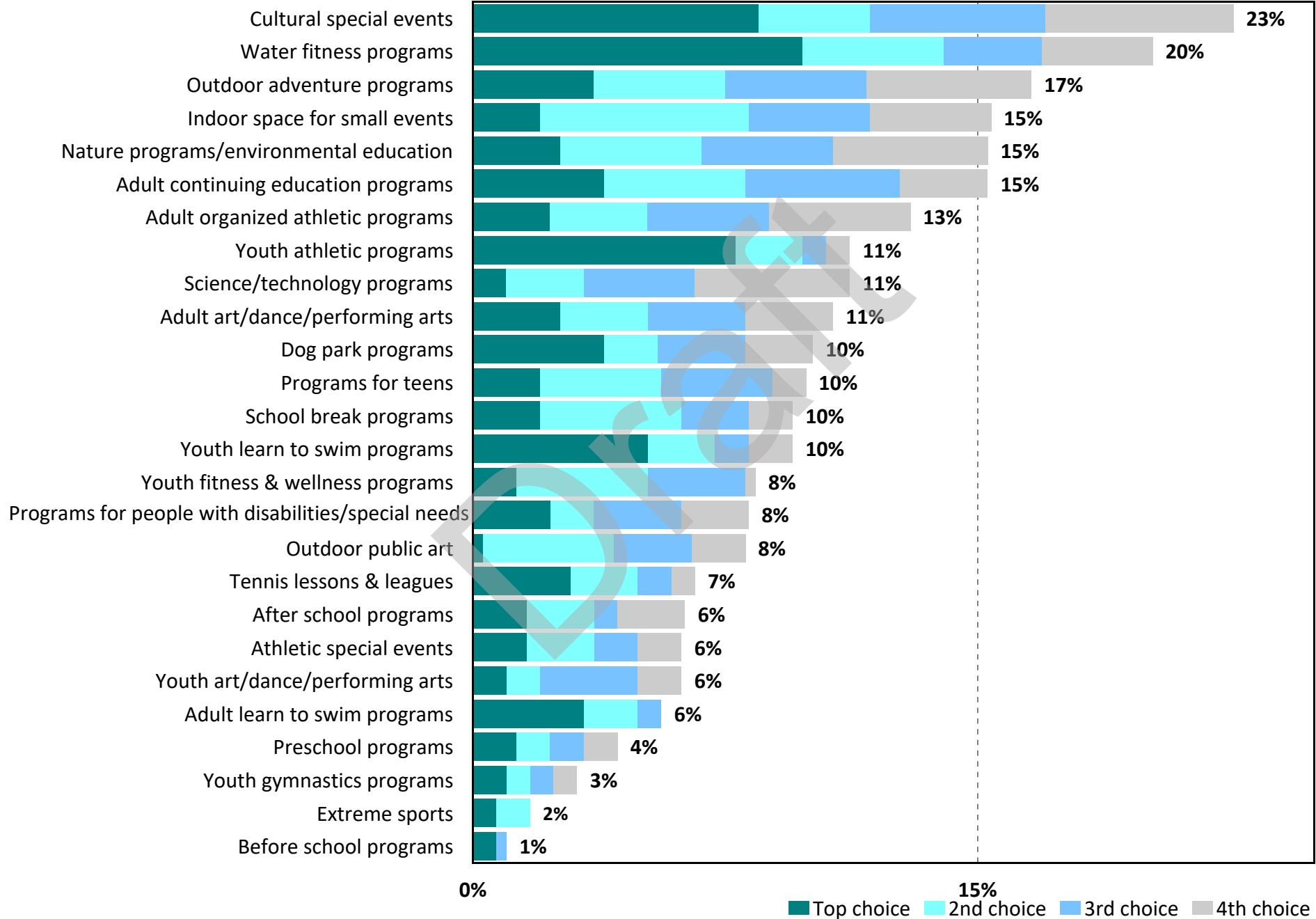
Q12c. Estimated Number of Households Whose Program Needs Are Only "Partly Met" or "Not Met"

by number of households with need based on an estimated 5,508 households



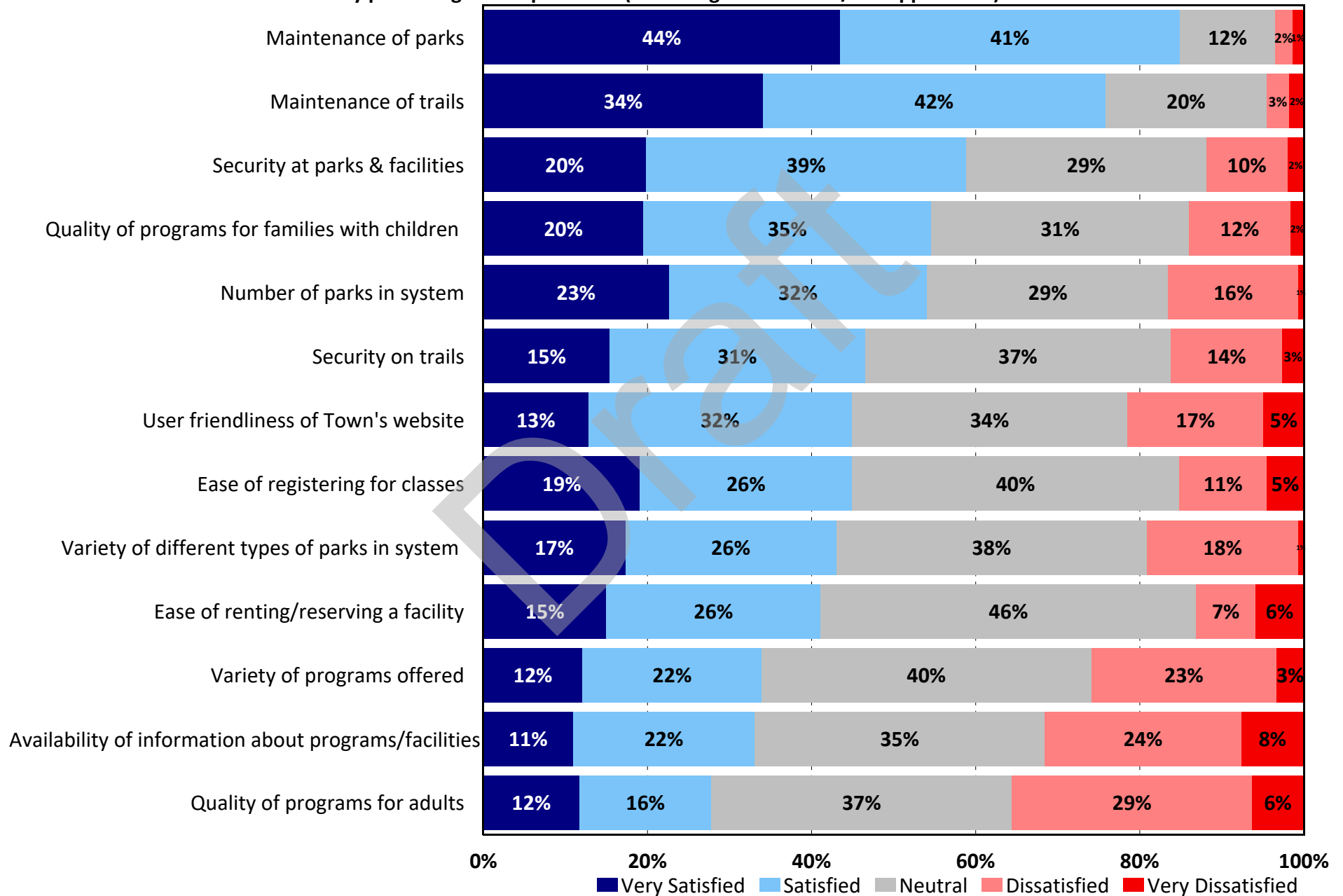
Q13. Programs Most Important to Households.

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



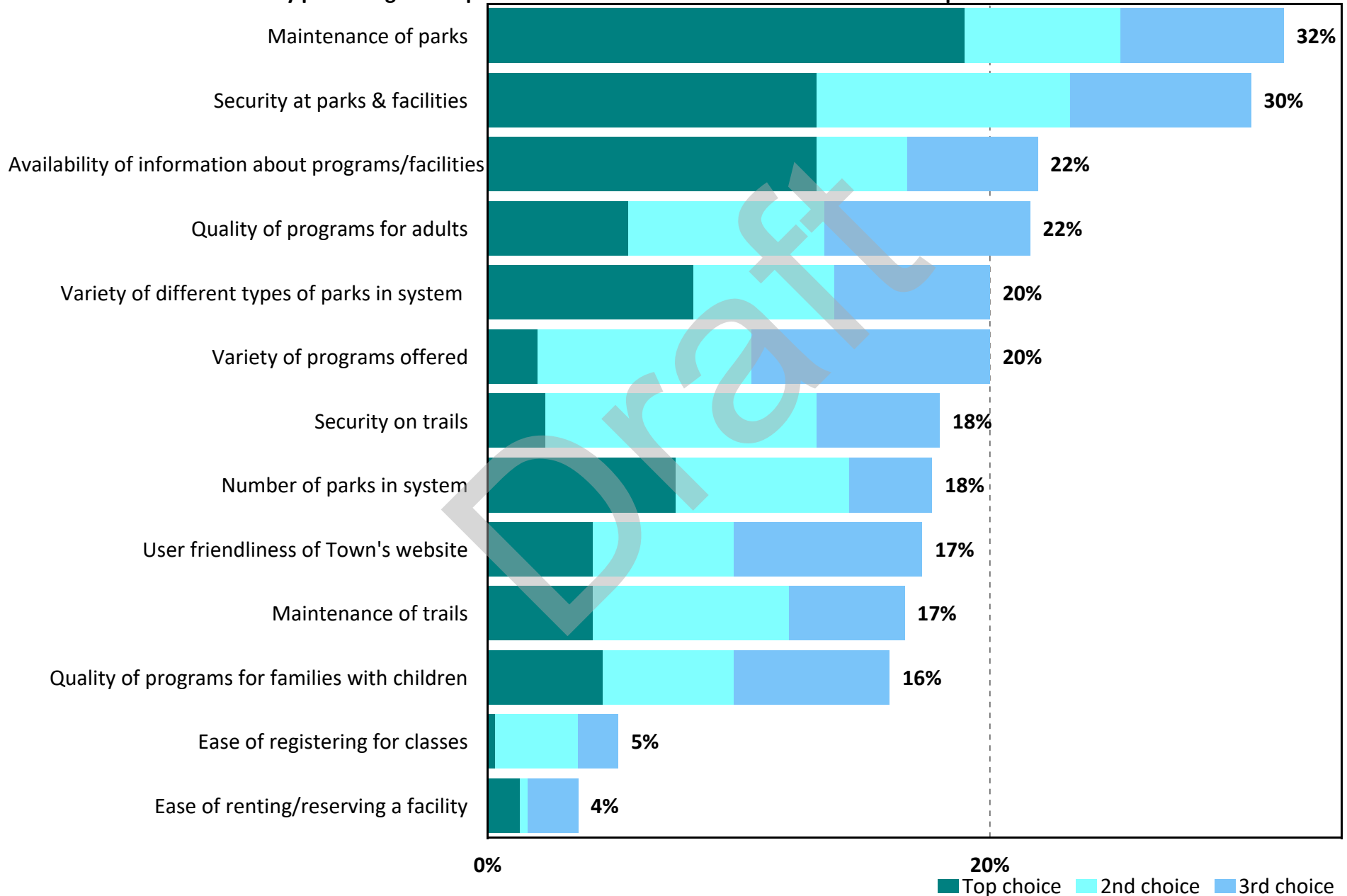
Q14. Please rate your satisfaction with the following recreation, parks, and cultural services.

by percentage of respondents (excluding "don't know/not applicable")

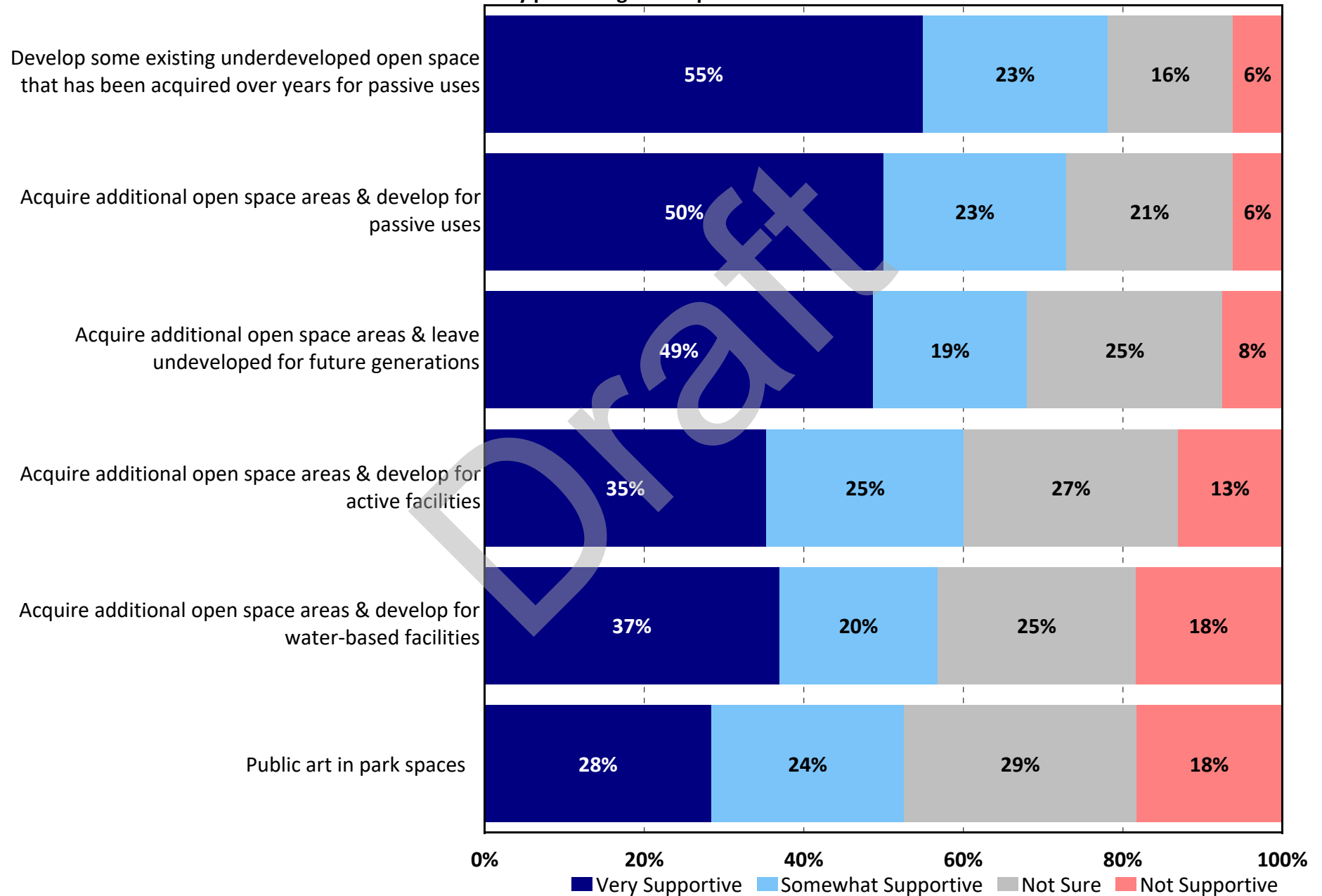


Q15. Which THREE of the items from the list in Question 14 should receive the MOST EMPHASIS over the next five years?

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

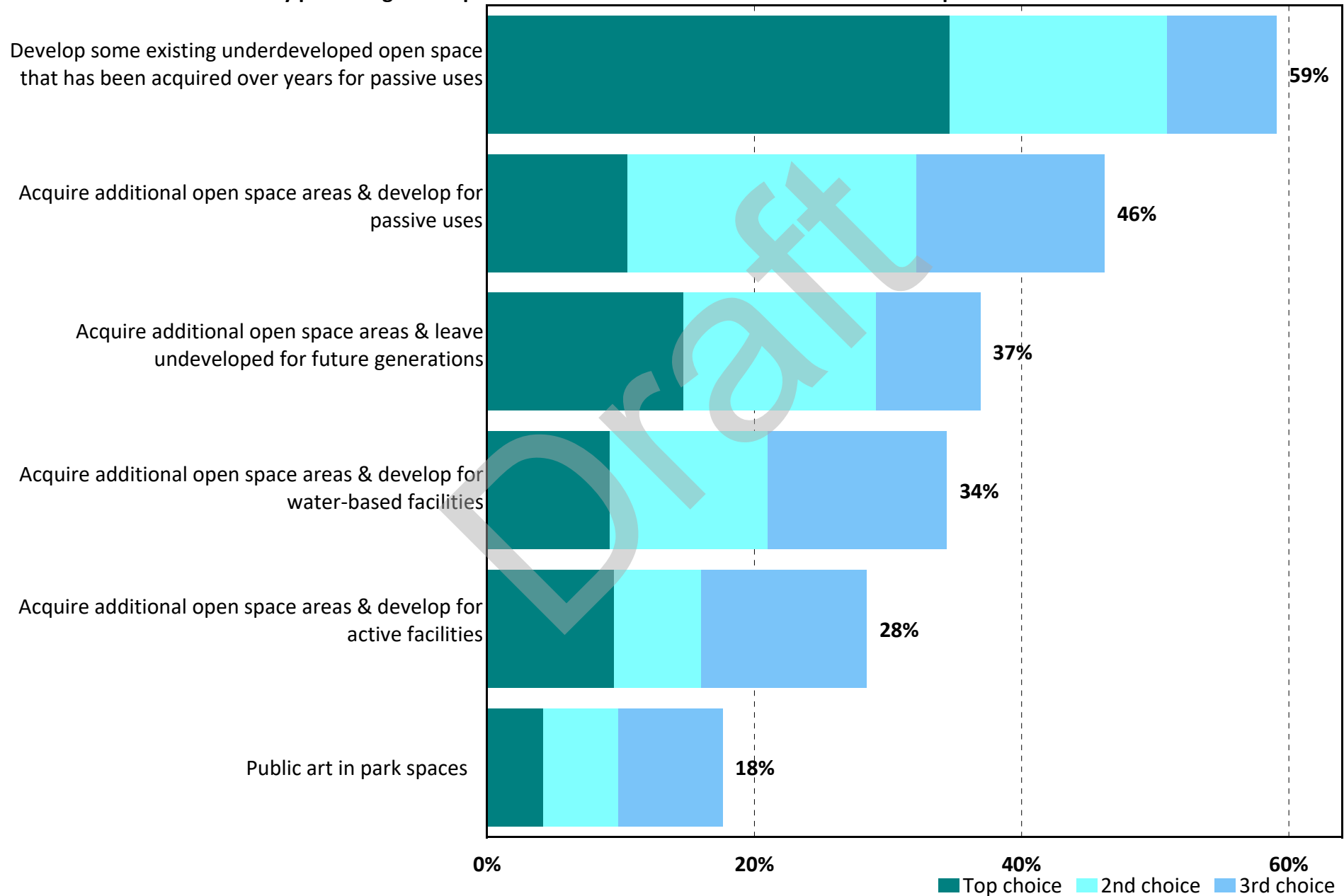


Q16. Please rate how supportive you are of the Town of Harrisburg P&R Department pursuing each option. by percentage of respondents

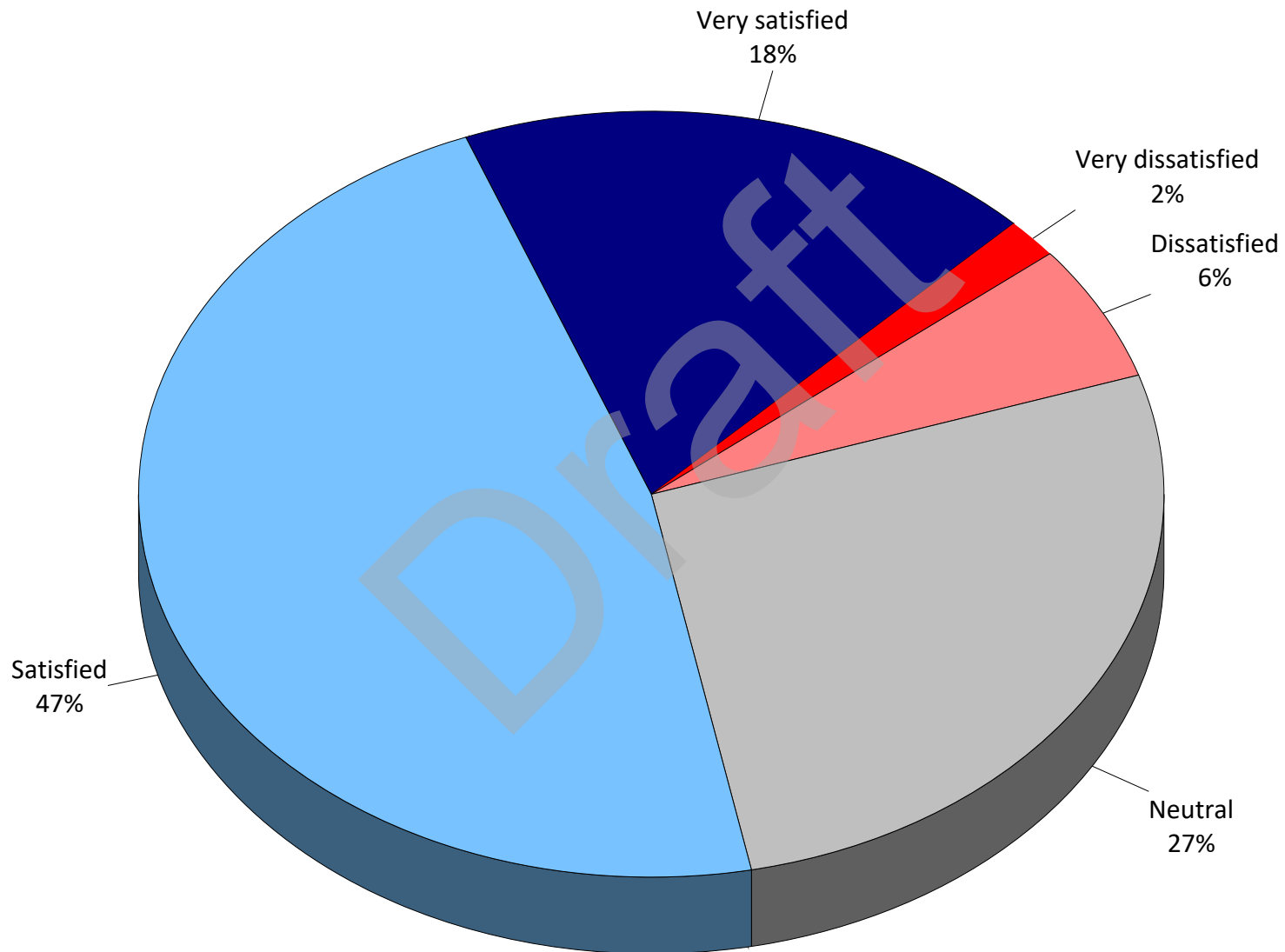


Q17. Which THREE of the options for open space listed in Question 16 do you think should be MOST IMPORTANT for the Town of Harrisburg P&R Department to take?

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

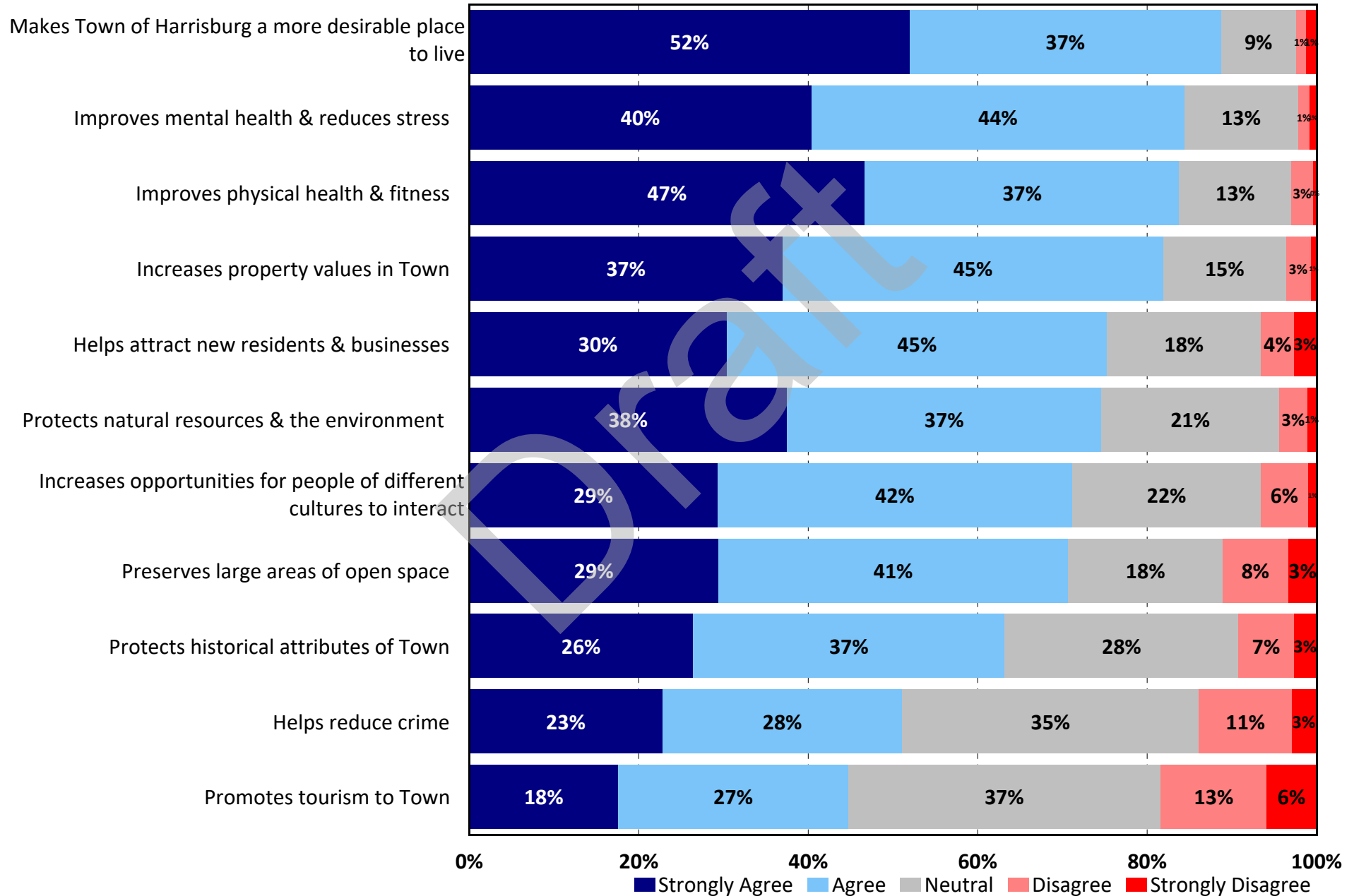


**Q18. How satisfied are you with the overall value your household receives from the
Town of Harrisburg P&R Department?**
by percentage of respondents (excluding "not provided")



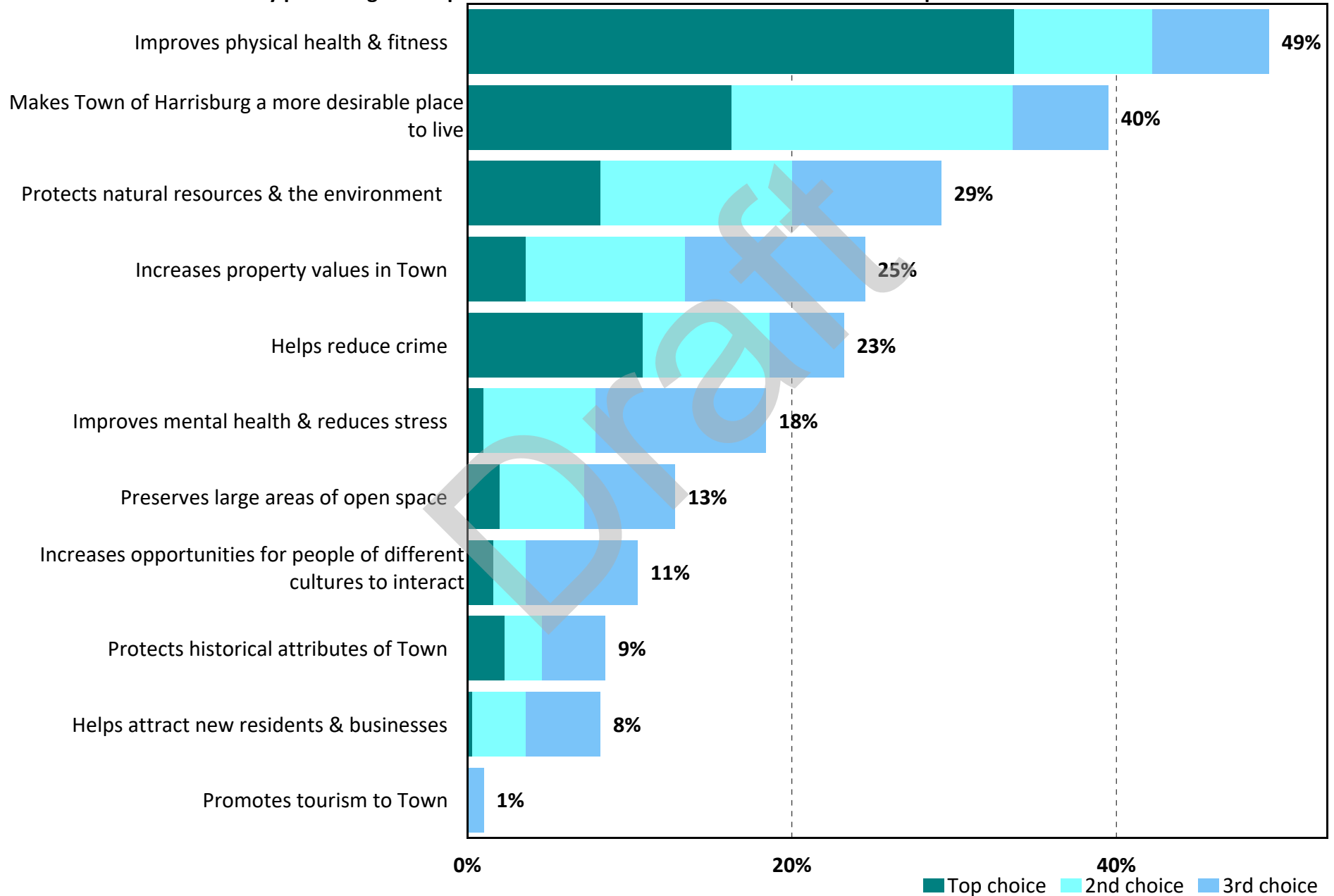
Q19. Please indicate your level of agreement with the benefits being provided by parks, trails, and recreation facilities.

by percentage of respondents (excluding "don't know")



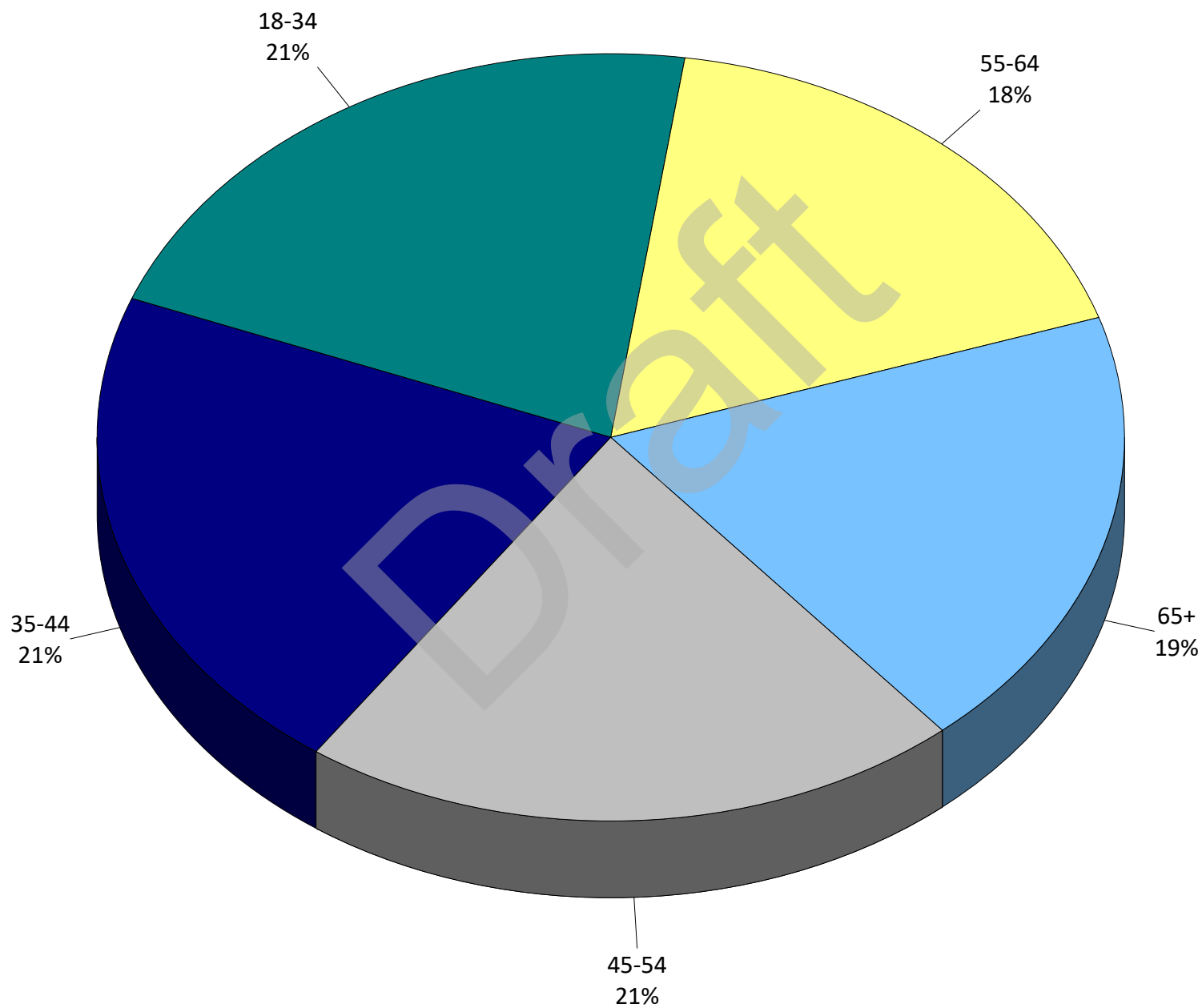
Q20. Which THREE of the potential benefits listed in Question 19 are MOST IMPORTANT to you/your household?

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



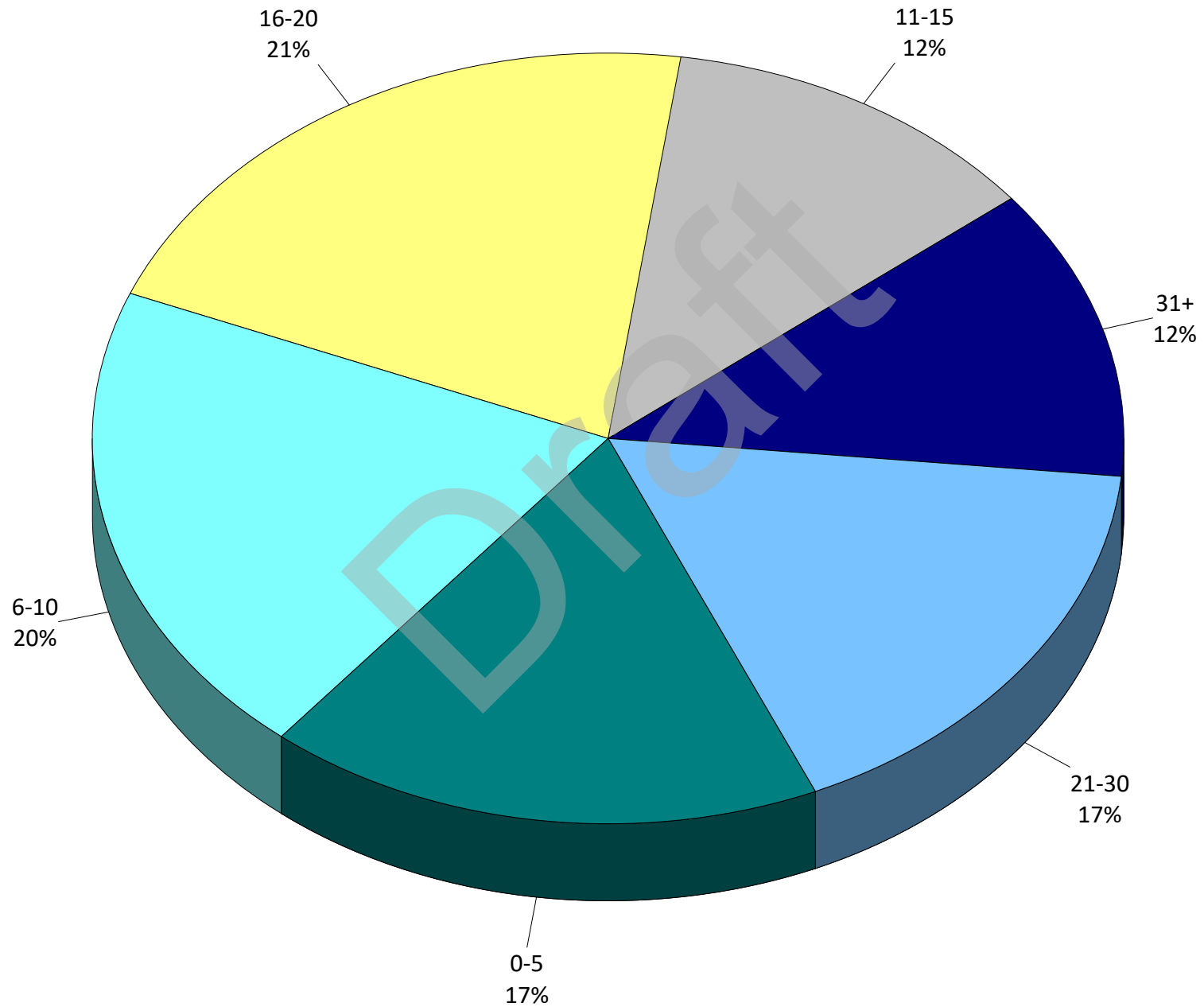
Q21. What is your age?

by percentage of respondents (excluding "not provided")

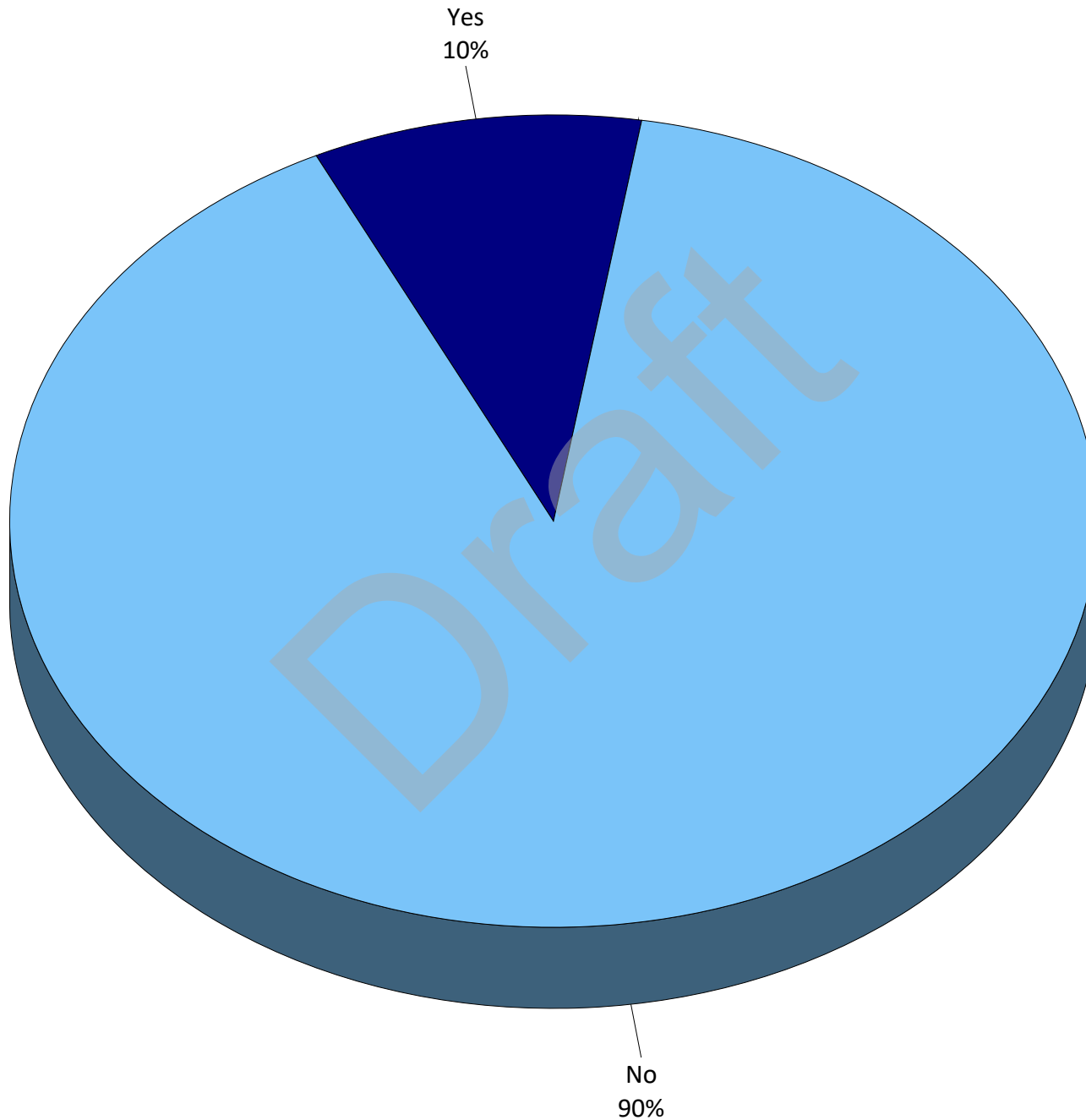


Q22. How many years have you lived in the Town of Harrisburg?

by percentage of respondents (excluding "not provided")

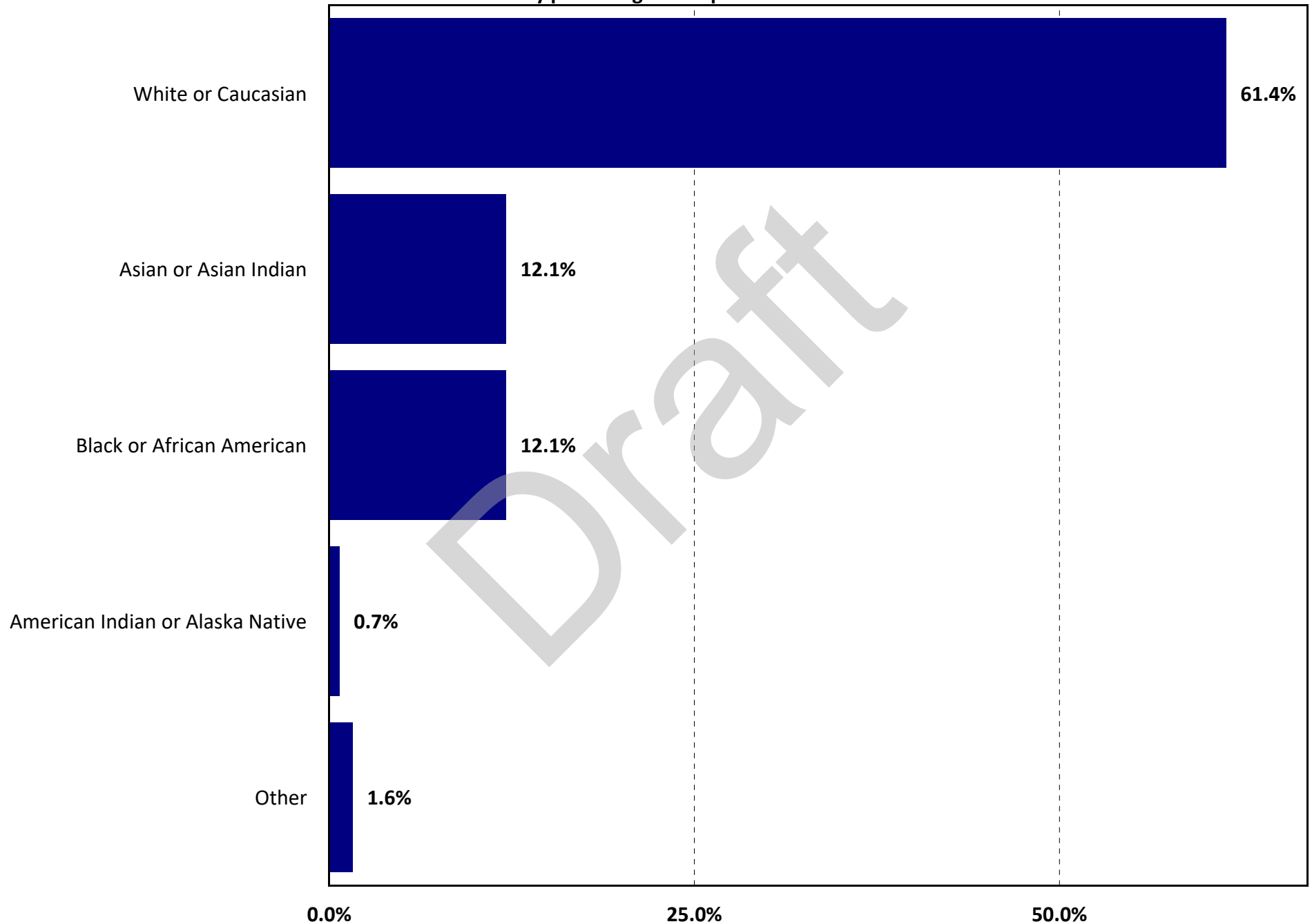


Q23. Are you or any members of your family of Hispanic, Latino, or Spanish ancestry?
by percentage of respondents (excluding "not provided")



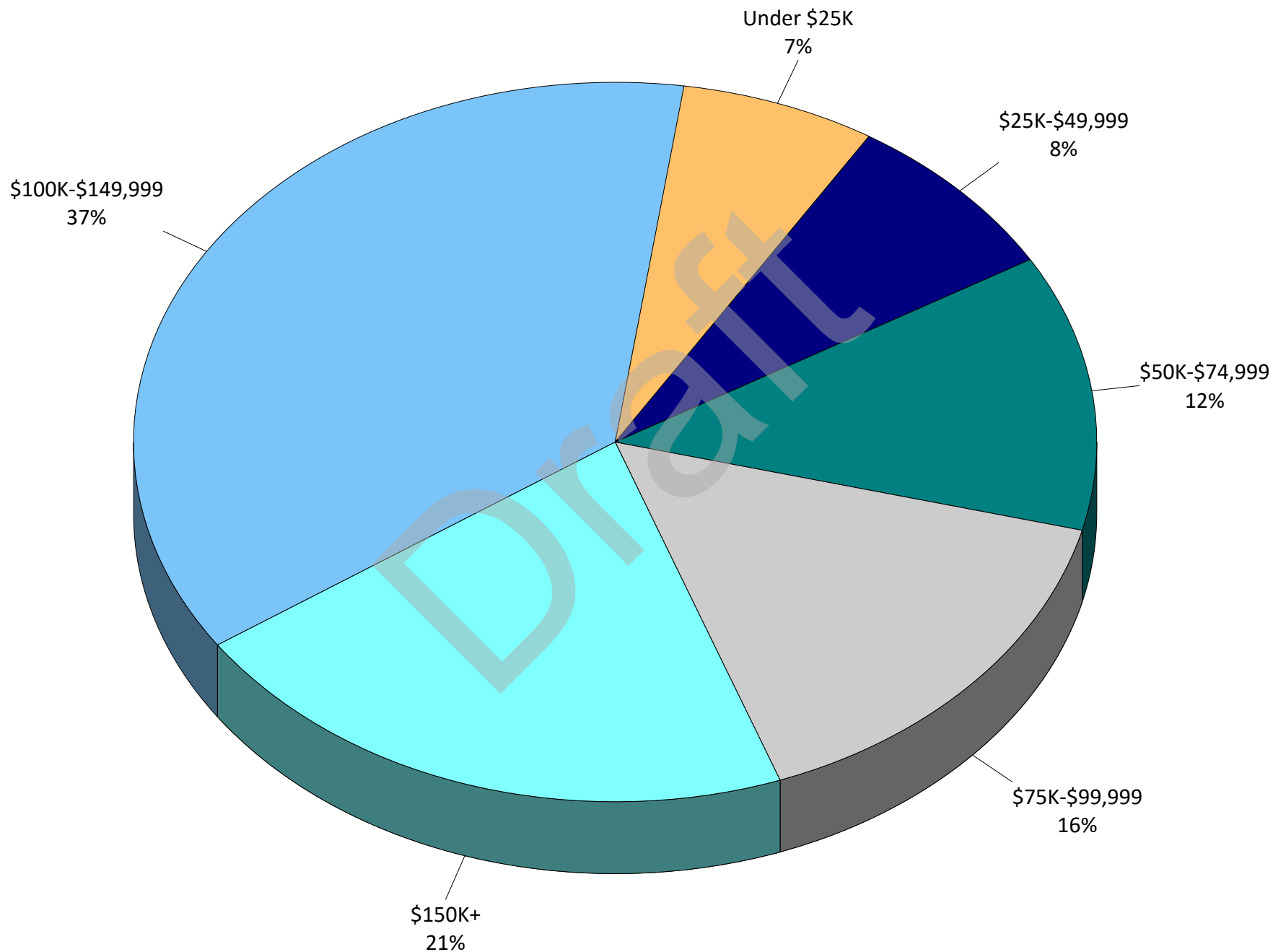
Q24. Which of the following best describes your race?

by percentage of respondents

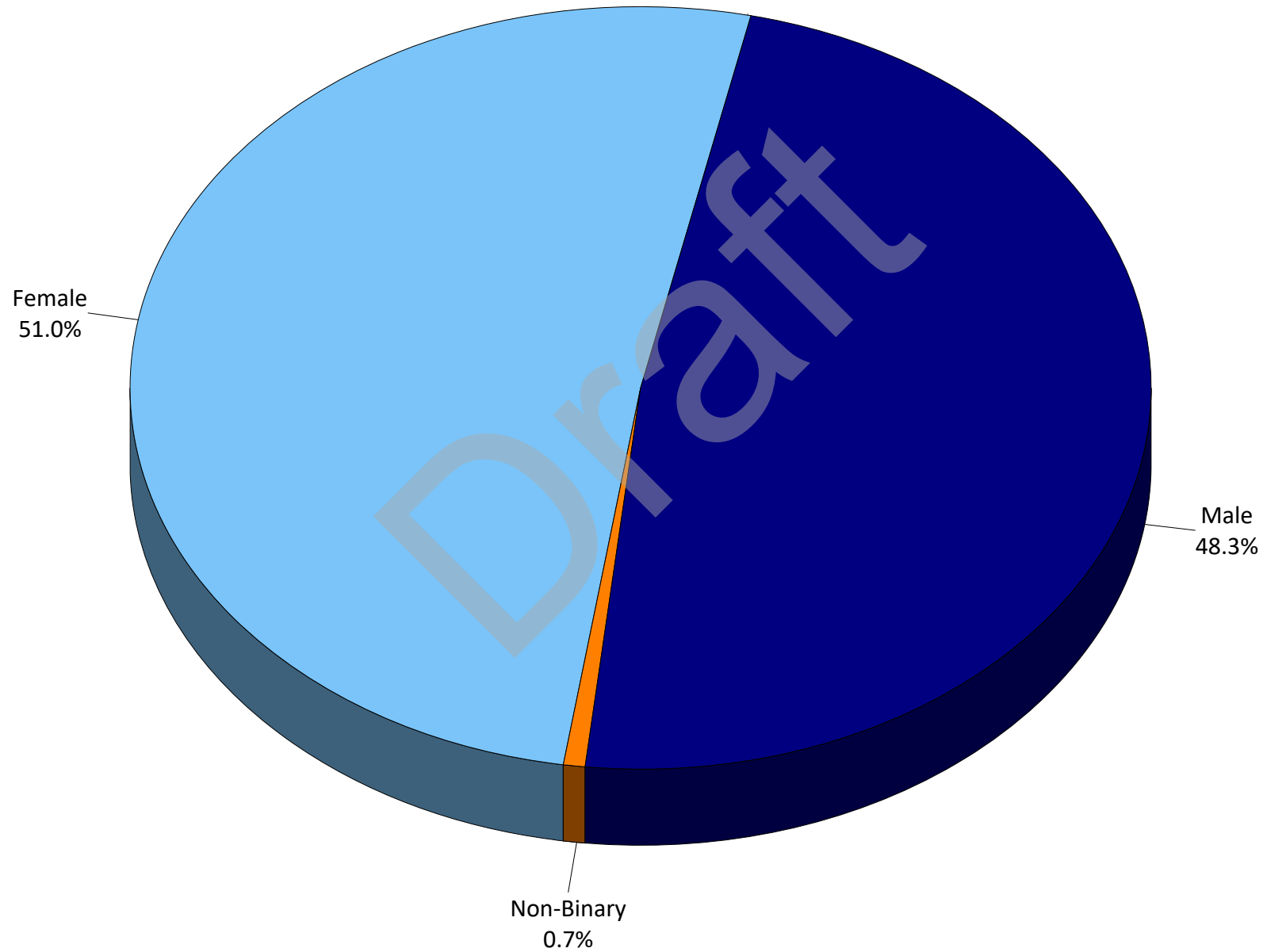


Q25. What is your household income?

by percentage of respondents (excluding "not provided")



Q26. Your gender:
by percentage of respondents (excluding "prefer not to answer")



3

Priority Investment Rating

Priority Investment Rating Harrisburg, NC

The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide governments with an objective tool for evaluating the priority that should be placed on parks and recreation investments. The Priority Investment Rating was developed by ETC Institute to identify the facilities and programs residents think should receive the highest priority for investment. The priority investment rating reflects the importance residents place on items (sum of top 3 choices) and the unmet needs (needs that are only being partly or not met) for each facility/program relative to the facility/program that rated the highest overall. Since decisions related to future investments should consider both the level of unmet need and the importance of facilities and programs, the PIR weights each of these components equally.

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

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

For example, if the Unmet Needs Rating for playgrounds is 26.5 (out of 100) and the Importance Rating for playgrounds is 52 (out of 100), the Priority Investment Rating for playgrounds would be 78.5 (out of 200).

How to Analyze the Charts:

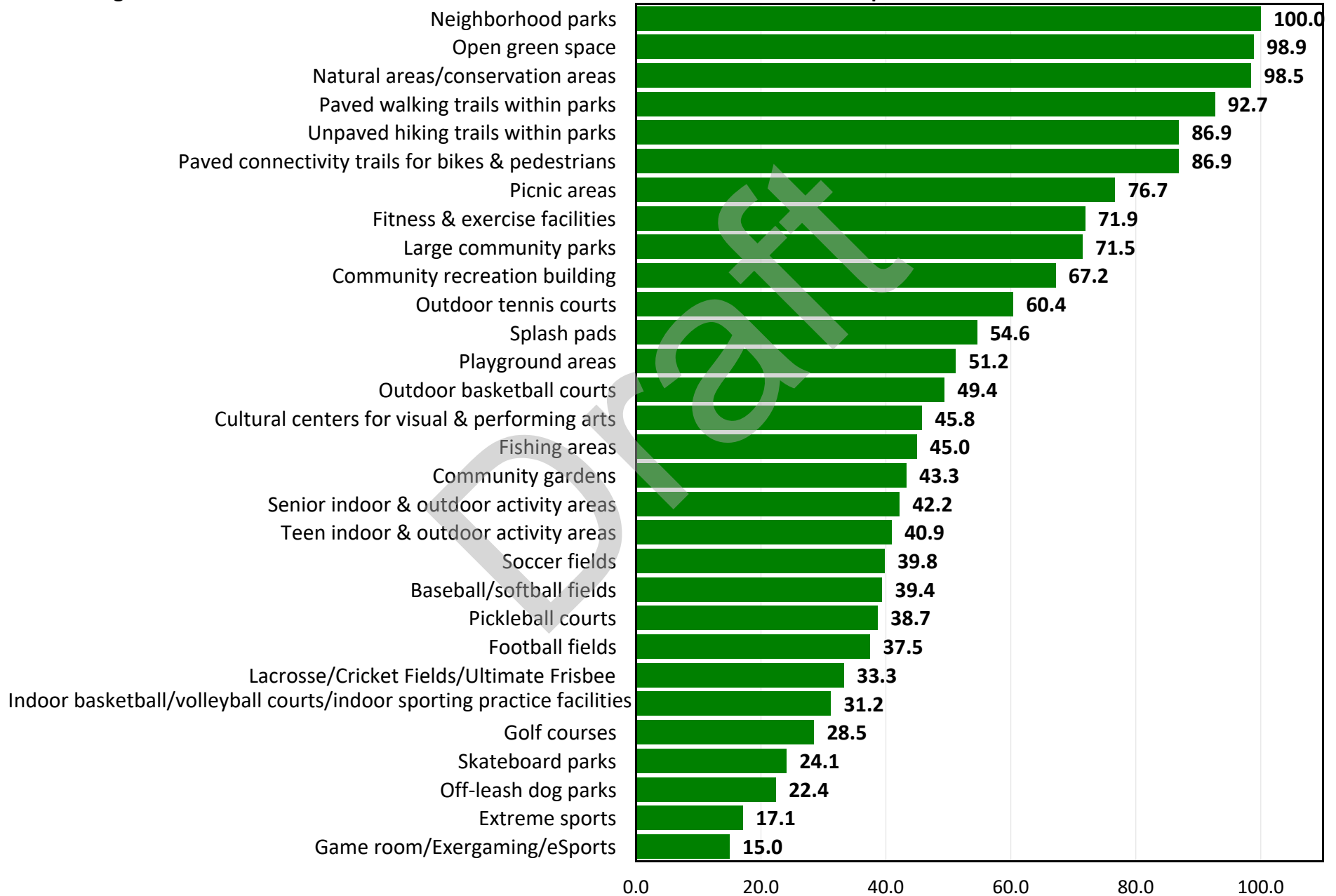
- **High Priority Areas** are those with a PIR of at least 100. A rating of 100 or above generally indicates there is a relatively high level of unmet need and residents generally think it is important to fund improvements in these areas. Improvements in this area are likely to have a positive impact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

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

Unmet Needs Rating for Facilities/Amenities

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

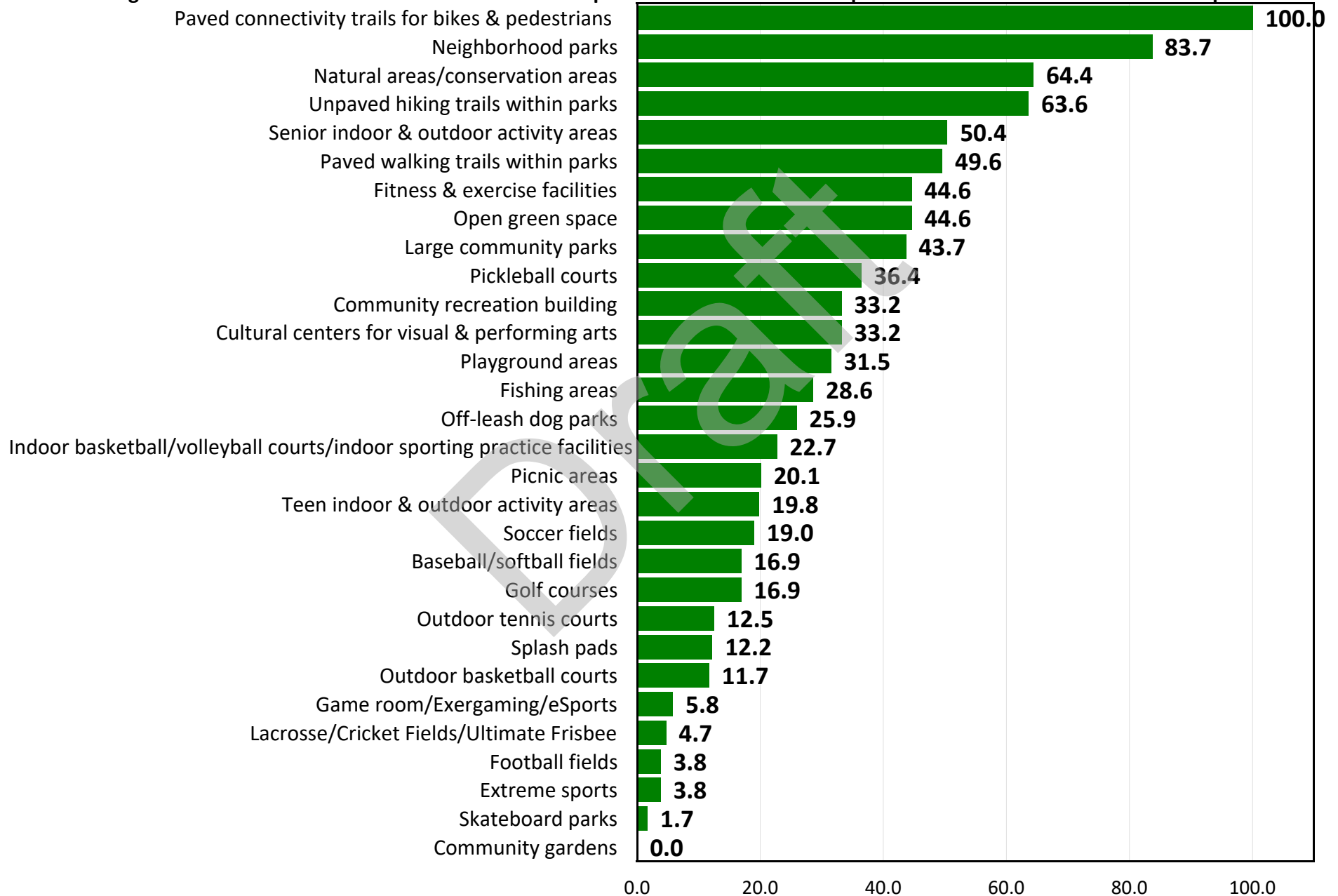
the rating of all other items reflects the relative amount of unmet need for each item compared to the item with the most unmet need



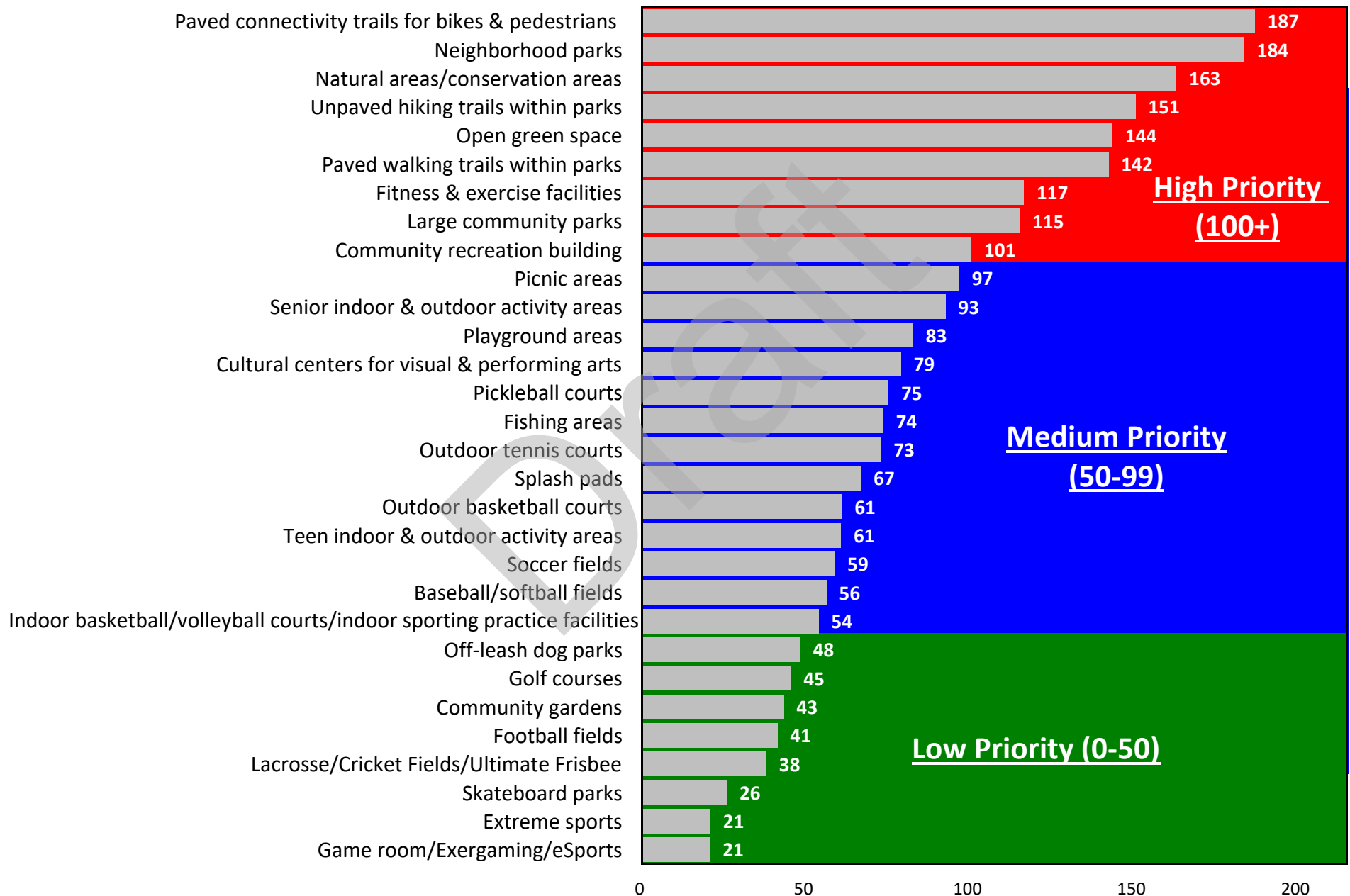
Importance Rating for Facilities/Amenities

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

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



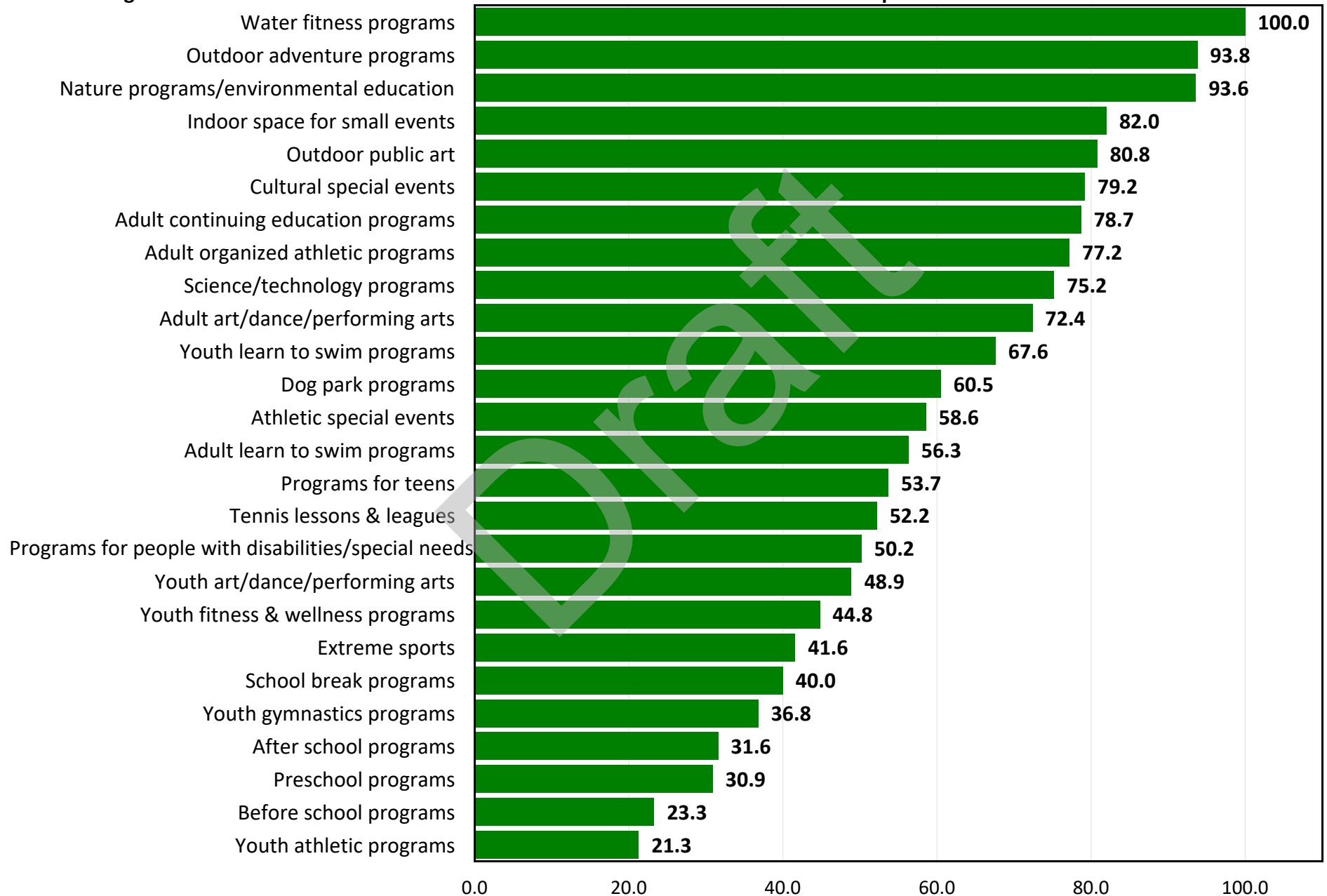
Top Priorities for Investment for Facilities/Amenities Based on Priority Investment Rating



Unmet Needs Rating for Programs

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

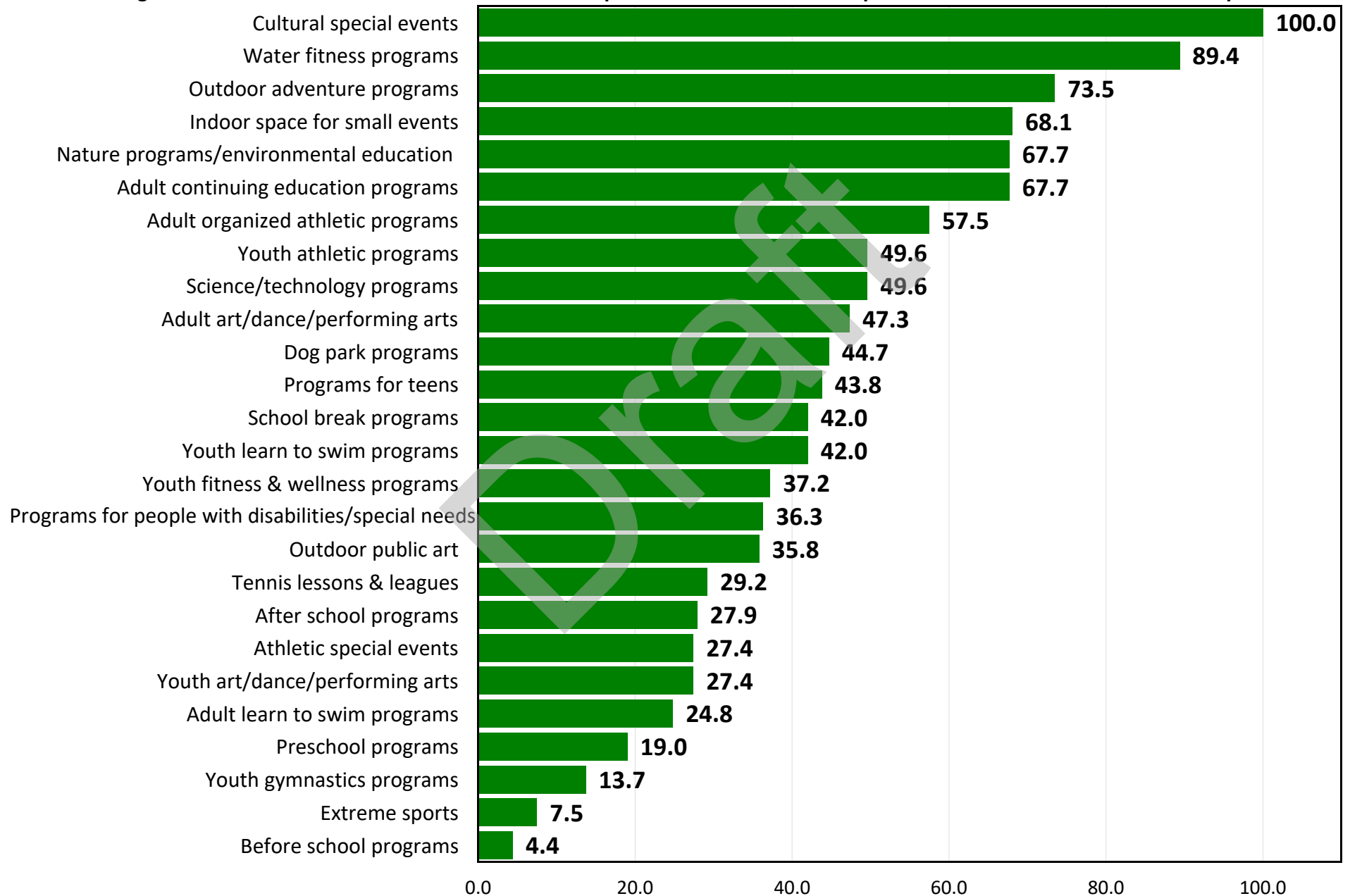
the rating of all other items reflects the relative amount of unmet need for each item compared to the item with the most unmet need



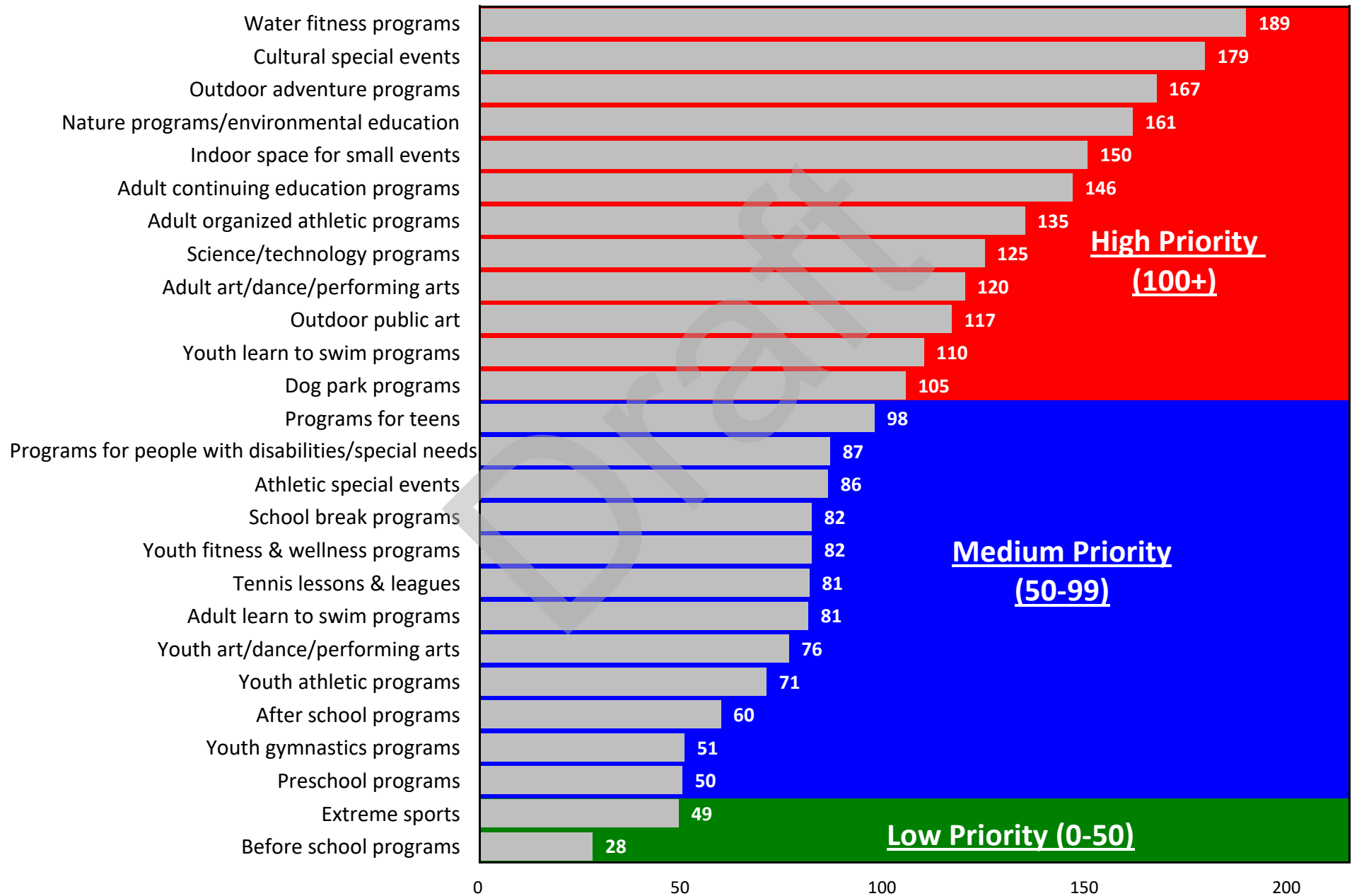
Importance Rating for Programs

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

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



Top Priorities for Investment for Programs Based on Priority Investment Rating





Benchmarks

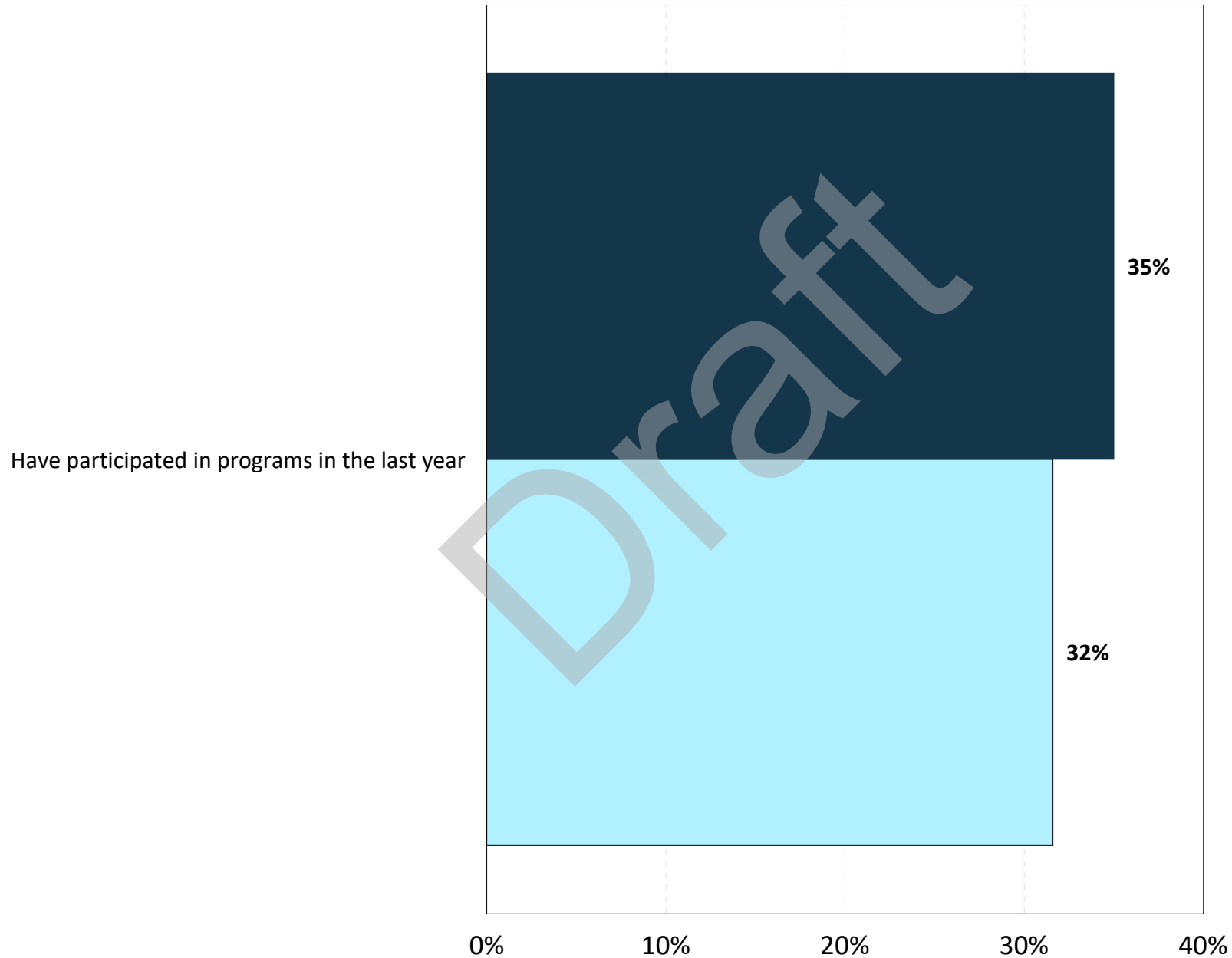
National Benchmarks

Note: The benchmarking data contained in this report is protected intellectual property. Any reproduction of the benchmarking information in this report by persons or organizations not directly affiliated with Harrisburg Parks and Recreation is not authorized without written consent from ETC Institute.

Use of Recreation Programs

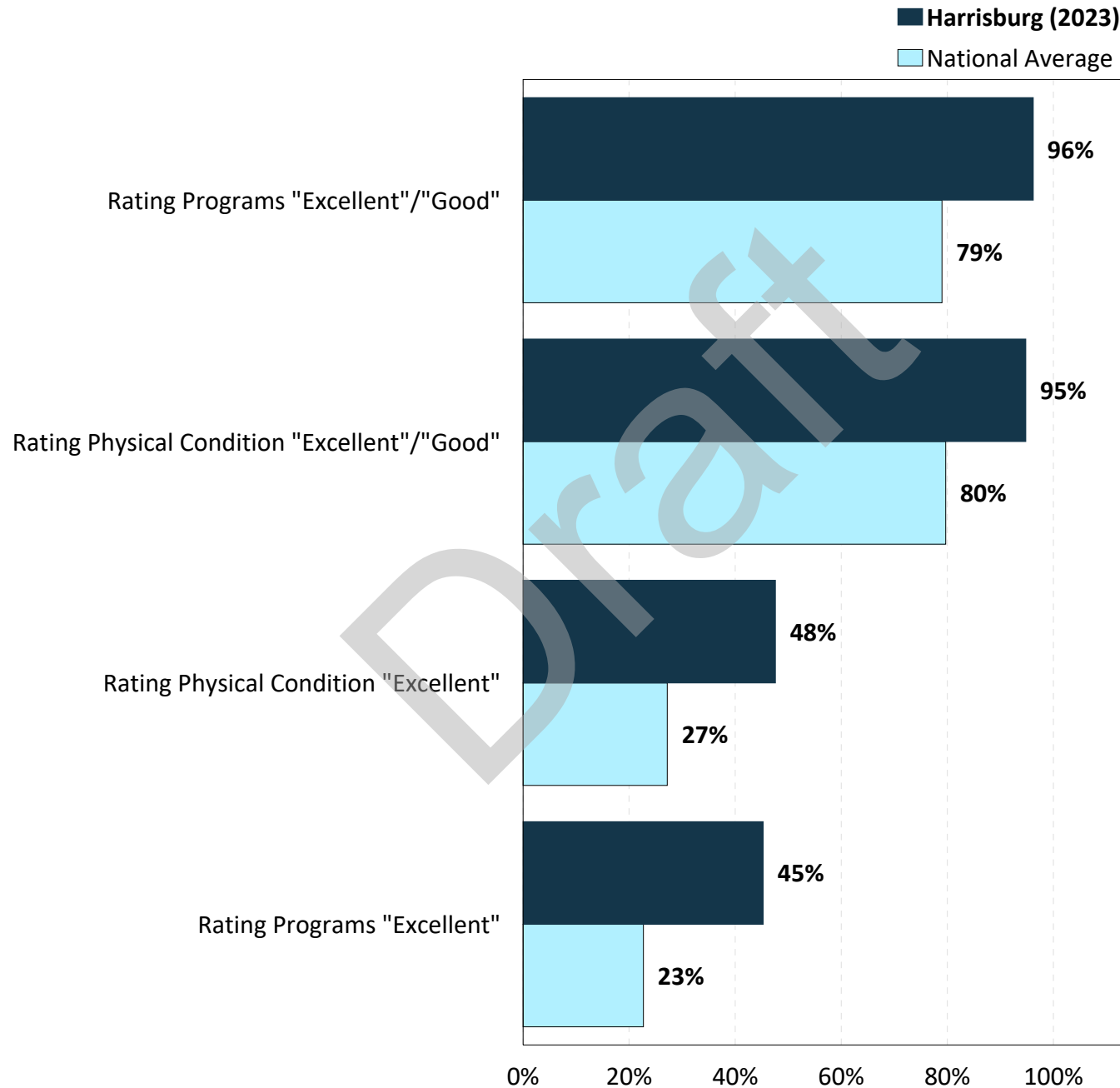
by percentage of respondents

■ Harrisburg (2023) ■ National Average



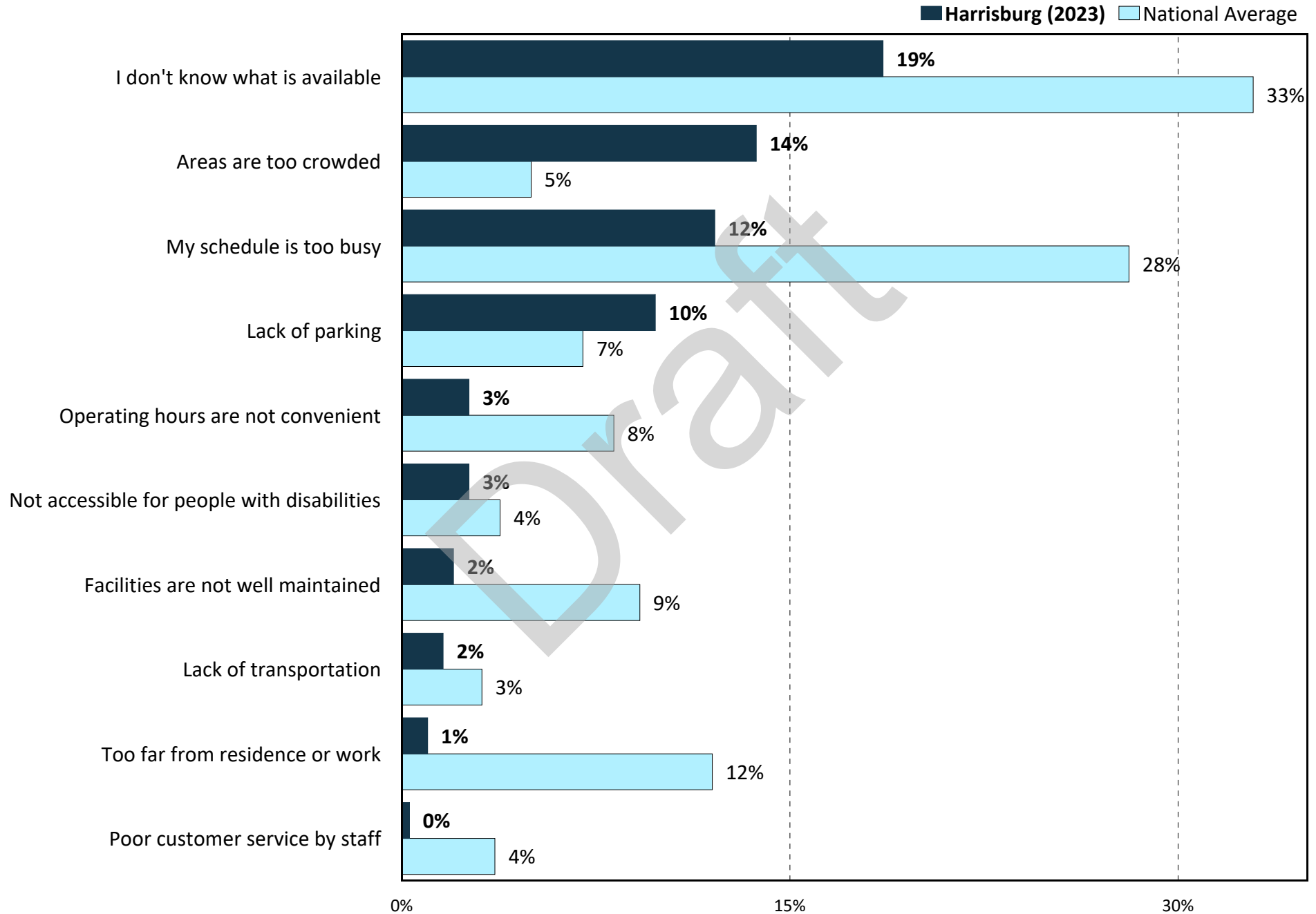
Rating Parks and Recreation Locations

by percentage of respondents



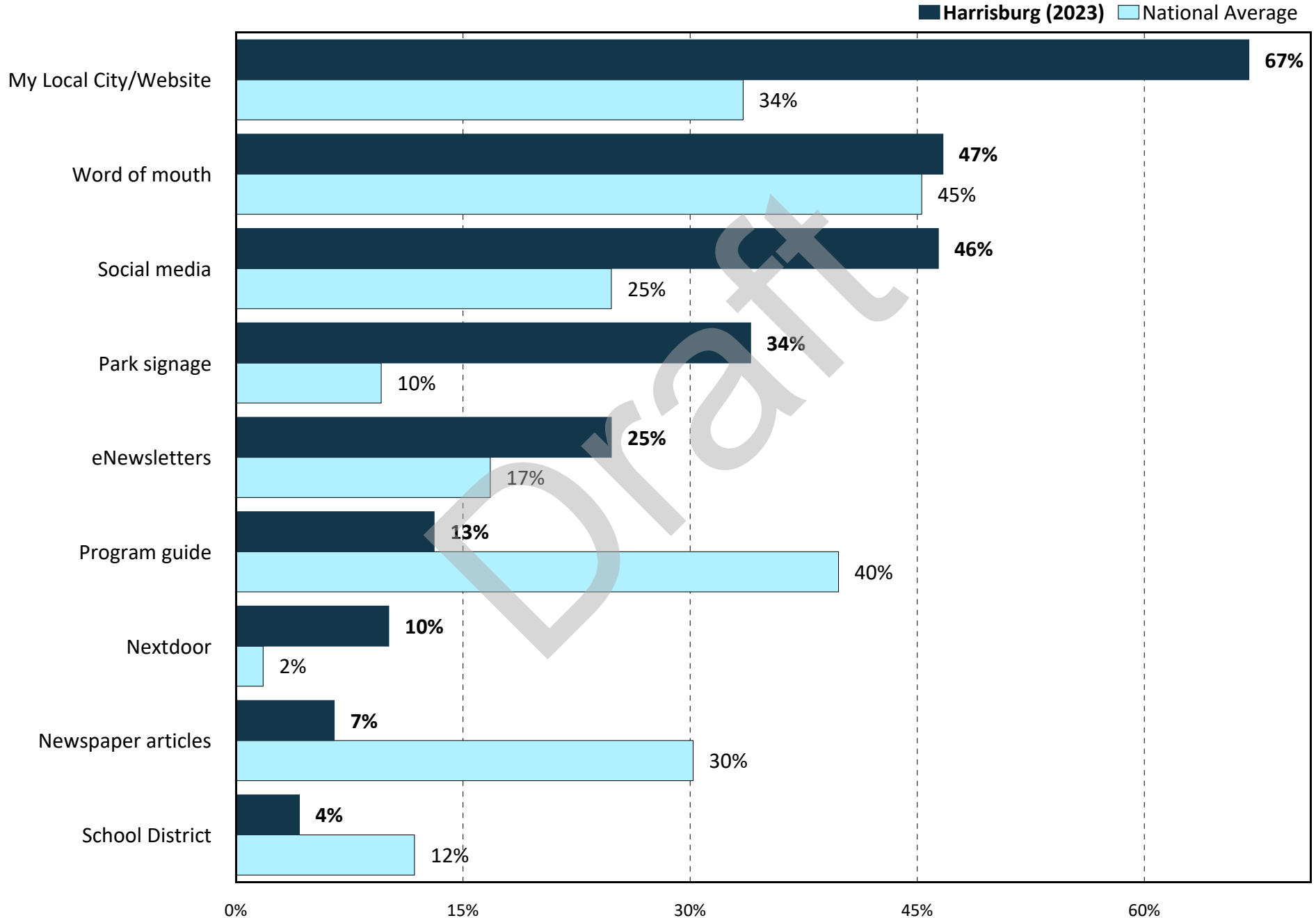
Barriers to Recreation Use

by % of respondents



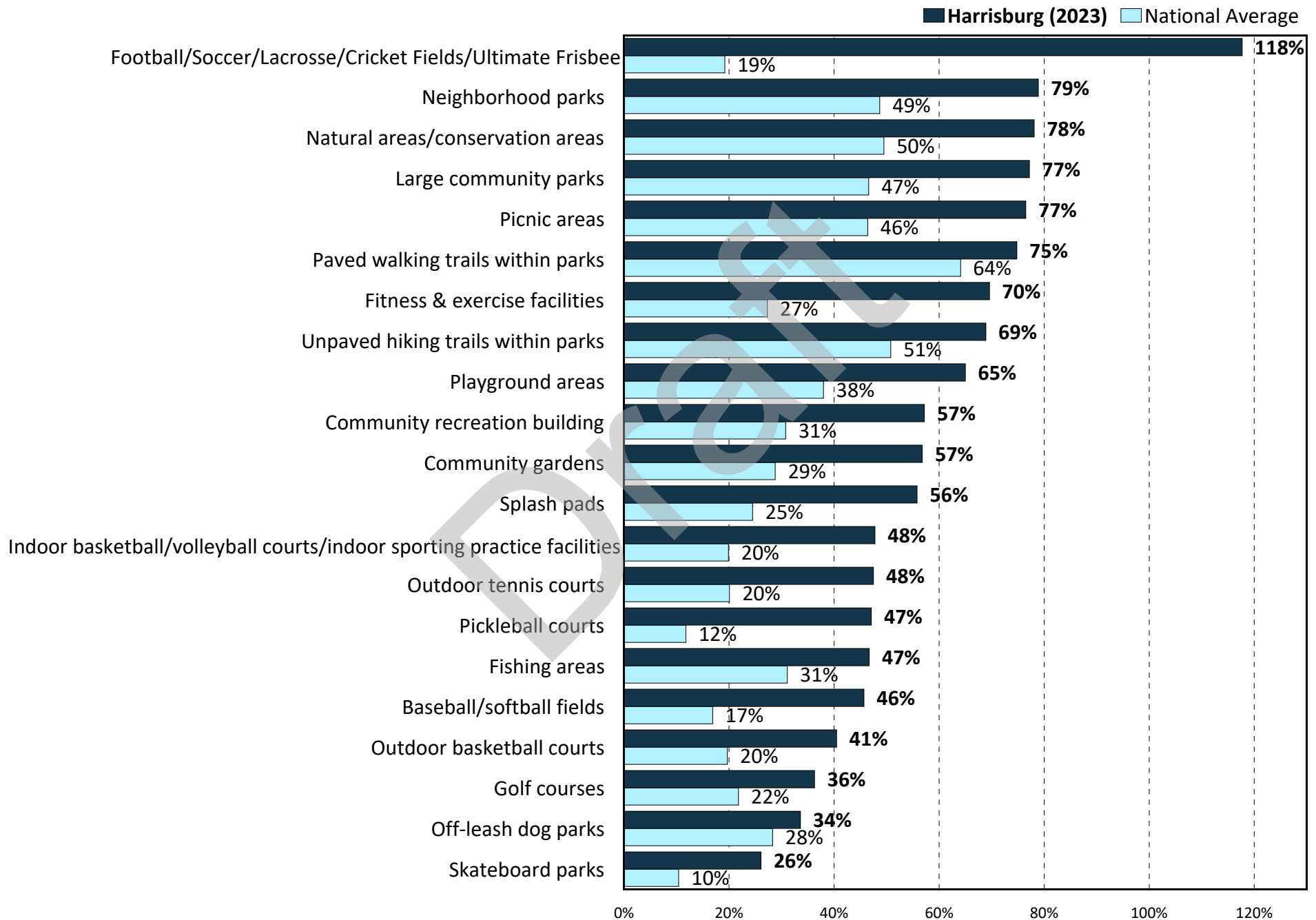
Sources Used for Information about Parks and Recreation

by % of respondents



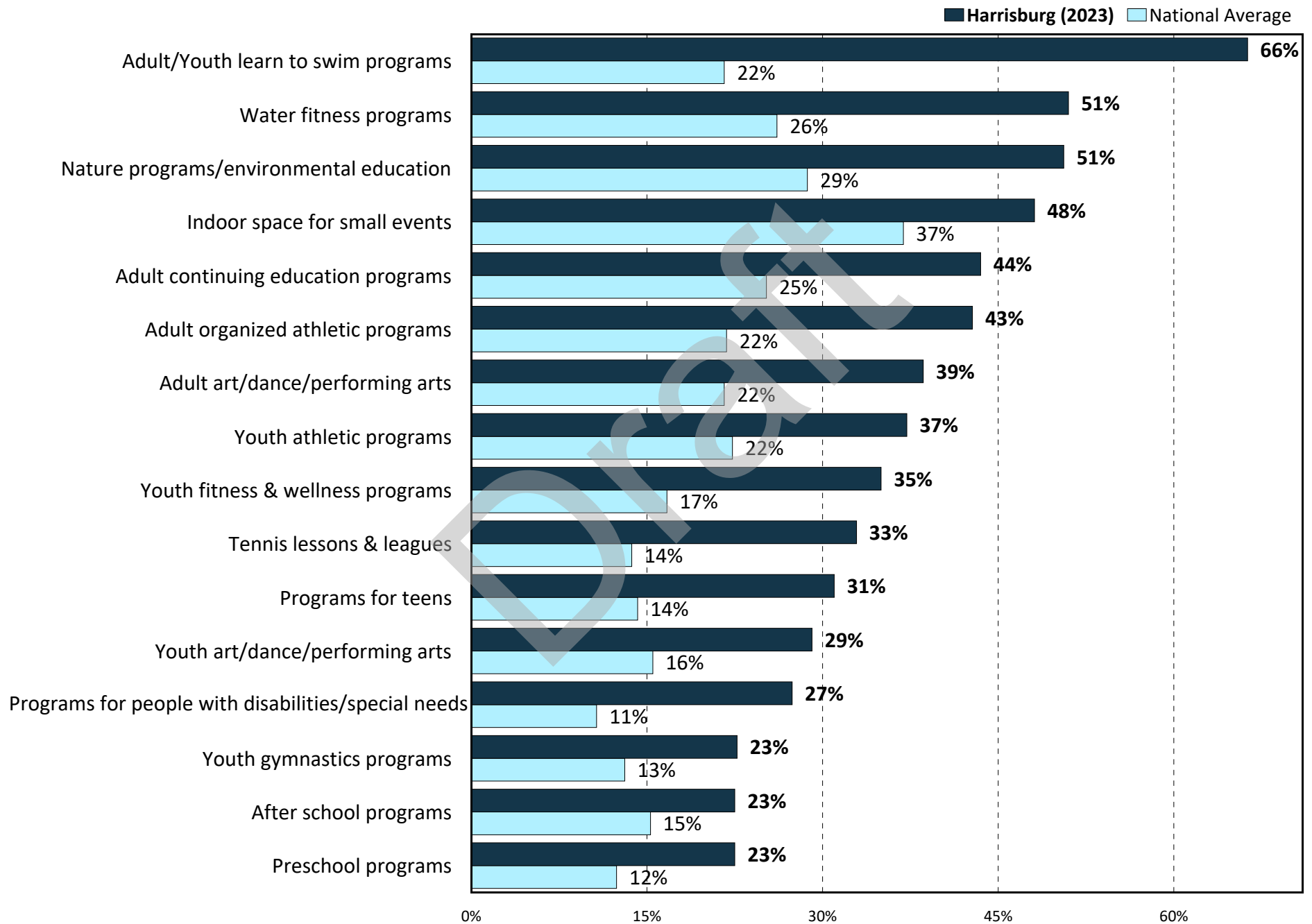
Respondents with Need for Facilities and Amenities

by percentage of respondents



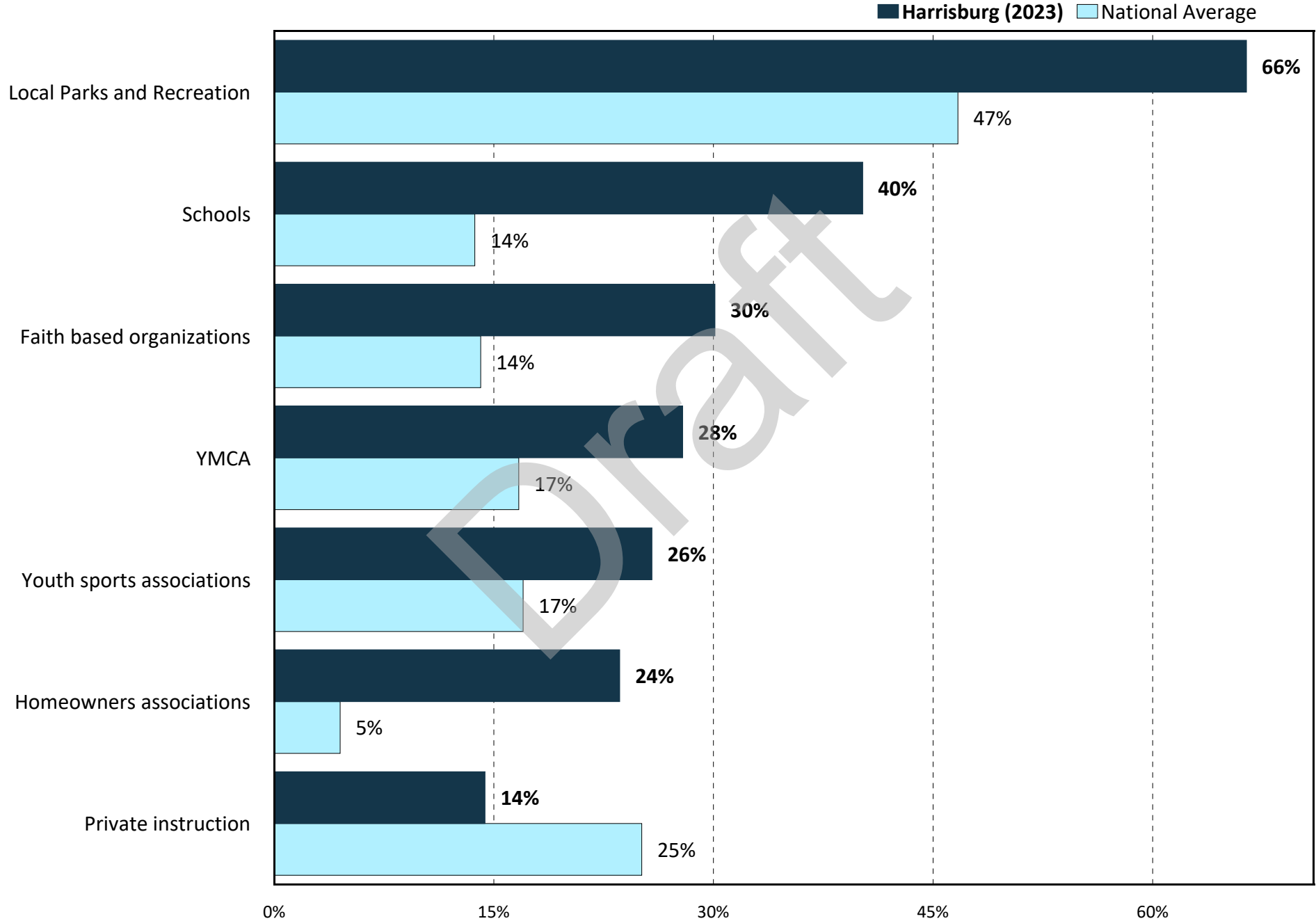
Respondents with Need for Recreation Programs

by percentage of respondents



Organizations Used for Recreation

by % of respondents



5

**Importance-
Satisfaction Rating**

Importance-Satisfaction Analysis

Harrisburg, NC

Overview

Today, town officials have limited resources which need to be targeted to actions that are of the most benefit to their citizens. Two of the most important criteria for decision making are (1) to target resources toward services of the highest importance to citizens; and (2) to target resources toward those services where citizens are the least satisfied.

The Importance-Satisfaction (IS) rating is a unique tool that allows public officials to better understand both of these highly important decision-making criteria for each of the services they are providing. The Importance-Satisfaction rating is based on the concept that public agencies will maximize overall customer satisfaction by emphasizing improvements in those areas where the level of satisfaction is relatively low, and the perceived importance of the service is relatively high.

Methodology

The rating is calculated by summing the percentage of responses for items selected as one of the most important items for the city to provide. The sum is then multiplied by 1 minus the percentage of respondents who indicated they were positively satisfied with the city's performance in the related area (the sum of the ratings of 4 ("good") and 5 ("excellent") on a 5-point scale excluding "don't know" responses). "Don't Know" responses are excluded from the calculation to ensure the satisfaction ratings among service categories are comparable. $[IS = \text{Importance} \times (1 - \text{Satisfaction})]$.

Example of the Calculation: In an example scenario, respondents were asked to rate their satisfaction parks and facilities then select the top three most important aspects to their household. In this example, twenty-eight percent (28%) of respondents selected *quality/number of outdoor amenities* as one of the most important services.

Regarding satisfaction, 73% of respondents rated the city's overall performance in the *quality/number of outdoor amenities* as a "4" or "5" on a 5-point scale (where "5" means "Very Satisfied") excluding "Don't Know" responses. The I-S rating for *quality/number of outdoor amenities* was calculated by multiplying the sum of the most important percentages by 1 minus the sum of the satisfaction percentages. In this example 28% was multiplied by 51% (1-0.73). This calculation yielded an I-S rating of 0.0750 which ranked 3rd out of 15 city services.

The maximum rating is 1.00 and would be achieved when 100% of the respondents select an item as one of their top three choices and 0% indicate they are positively satisfied with the delivery of the service.

The lowest rating is 0.00 and could be achieved under either of the following two situations:

- If 100% of the respondents were positively satisfied with the delivery of the service
- If none (0%) of the respondents selected the service as one for the three most important areas for the city to emphasize over the next five years.

Interpreting the Ratings

Ratings that are greater than or equal to 0.20 identify areas that should receive significantly more emphasis over the next two years. Ratings from 0.10 to 0.20 identify service areas that should receive increased emphasis. Ratings less than 0.10 should continue to receive the current level of emphasis.

- *Definitely Increase Emphasis* ($IS \geq 0.20$)
- *Increase Current Emphasis* ($0.10 \leq IS < 0.20$)
- *Maintain Current Emphasis* ($IS < 0.10$)

The results for the Town of Harrisburg are provided on the following pages.

2023 Importance-Satisfaction Rating

Town of Harrisburg

Parks and Recreation Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (IS .10-.20)						
Quality of programs for adults	22%	4	28%	13	0.1560	1
Availability of information about programs/facilities	22%	3	33%	12	0.1465	2
Variety of programs offered	20%	6	34%	11	0.1315	3
Security at parks and facilities	30%	2	59%	3	0.1249	4
Variety of different types of parks in system	20%	5	43%	9	0.1134	5
Medium Priority (IS <.10)						
Security on trails	18%	7	47%	6	0.0963	6
User friendliness of Town's Website	17%	9	45%	7	0.0953	7
Number of parks in system	18%	8	54%	5	0.0808	8
Quality of programs for families with children	16%	11	55%	4	0.0726	9
Maintenance of parks	32%	1	85%	1	0.0479	10
Maintenance of trails	17%	10	76%	2	0.0404	11
Ease of registering for classes	5%	12	45%	8	0.0287	12
Ease of renting/reserving a facility	4%	13	41%	10	0.0212	13

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %:

The "Most Important" percentage represents the sum of the top three most important responses for each item. Respondents were asked to identify the items they thought should receive the most attention from the town over the next five years.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "5" and "4" excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 5 to 1 with "5" being Very Satisfied and "1" being Very Dissatisfied.

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6

Tabular Data

Q1. Counting yourself, how many people in your household are...

	Mean	Sum
number	3.0	908
Under age 5	0.1	40
Ages 5-9	0.2	63
Ages 10-14	0.3	91
Ages 15-19	0.2	72
Ages 20-24	0.1	45
Ages 25-34	0.3	86
Ages 35-44	0.4	119
Ages 45-54	0.5	143
Ages 55-64	0.4	125
Ages 65-79	0.3	92
Ages 80+	0.1	32

Q2. Please CHECK ALL of the following Town of Harrisburg Parks & Recreation Department parks and facilities that you or other members of your household have used in the past 12 months.

Q2. All the Town parks & facilities you have used in
past 12 months

	Number	Percent
Harrisburg Park	258	84.3 %
Stallings Park	142	46.4 %
C C Griffin Middle School	15	4.9 %
Harrisburg Elementary	69	22.5 %
Hickory Ridge Middle School	46	15.0 %
Patriots Elementary	15	4.9 %
Rocky River Elementary	15	4.9 %
Harris Depot Park	54	17.6 %
Harris Depot Park Shelter	13	4.2 %
Harrisburg Park & Shelters	81	26.5 %
Harrisburg Park Splash Pad	65	21.2 %
Holcomb Woods Athletic Complex	18	5.9 %
Pharr Mill Park	135	44.1 %
Pharr Mill Park Shelter	21	6.9 %
Stallings Park	83	27.1 %
Stallings Park Shelter	26	8.5 %
Veterans Park	92	30.1 %
Total	1148	

Q2a. Which THREE parks or facilities listed in Question 2 do you visit or reserve MOST OFTEN?

Q2a. Top choice	Number	Percent
Harrisburg Park	171	55.9 %
Stallings Park	30	9.8 %
Harrisburg Elementary	8	2.6 %
Hickory Ridge Middle School	2	0.7 %
Patriots Elementary	1	0.3 %
Harris Depot Park	4	1.3 %
Harrisburg Park & Shelters	7	2.3 %
Harrisburg Park Splash Pad	4	1.3 %
Holcomb Woods Athletic Complex	2	0.7 %
Pharr Mill Park	40	13.1 %
Stallings Park	6	2.0 %
Stallings Park Shelter	2	0.7 %
Veterans Park	6	2.0 %
None chosen	23	7.5 %
Total	306	100.0 %

Q2a. Which THREE parks or facilities listed in Question 2 do you visit or reserve MOST OFTEN?

Q2a. 2nd choice	Number	Percent
Harrisburg Park	59	19.3 %
Stallings Park	39	12.7 %
Harrisburg Elementary	12	3.9 %
Hickory Ridge Middle School	9	2.9 %
Rocky River Elementary	2	0.7 %
Harris Depot Park	10	3.3 %
Harris Depot Park Shelter	1	0.3 %
Harrisburg Park & Shelters	14	4.6 %
Harrisburg Park Splash Pad	18	5.9 %
Holcomb Woods Athletic Complex	5	1.6 %
Pharr Mill Park	39	12.7 %
Pharr Mill Park Shelter	2	0.7 %
Stallings Park	12	3.9 %
Stallings Park Shelter	1	0.3 %
Veterans Park	15	4.9 %
None chosen	68	22.2 %
Total	306	100.0 %

Q2a. Which THREE parks or facilities listed in Question 2 do you visit or reserve MOST OFTEN?

Q2a. 3rd choice	Number	Percent
Harrisburg Park	19	6.2 %
Stallings Park	28	9.2 %
C C Griffin Middle School	2	0.7 %
Harrisburg Elementary	18	5.9 %
Hickory Ridge Middle School	10	3.3 %
Patriots Elementary	1	0.3 %
Rocky River Elementary	1	0.3 %
Harris Depot Park	15	4.9 %
Harris Depot Park Shelter	2	0.7 %
Harrisburg Park & Shelters	18	5.9 %
Harrisburg Park Splash Pad	7	2.3 %
Holcomb Woods Athletic Complex	2	0.7 %
Pharr Mill Park	33	10.8 %
Pharr Mill Park Shelter	1	0.3 %
Stallings Park	16	5.2 %
Stallings Park Shelter	2	0.7 %
Veterans Park	21	6.9 %
None chosen	110	35.9 %
Total	306	100.0 %

SUM OF TOP 3**Q2a. Which THREE parks or facilities listed in Question 2 do you visit or reserve MOST OFTEN? (top 3)**

Q2a. Top choice	Number	Percent
Harrisburg Park	249	81.4 %
Stallings Park	97	31.7 %
C C Griffin Middle School	2	0.7 %
Harrisburg Elementary	38	12.4 %
Hickory Ridge Middle School	21	6.9 %
Patriots Elementary	2	0.7 %
Rocky River Elementary	3	1.0 %
Harris Depot Park	29	9.5 %
Harris Depot Park Shelter	3	1.0 %
Harrisburg Park & Shelters	39	12.7 %
Harrisburg Park Splash Pad	29	9.5 %
Holcomb Woods Athletic Complex	9	2.9 %
Pharr Mill Park	112	36.6 %
Pharr Mill Park Shelter	3	1.0 %
Stallings Park	34	11.1 %
Stallings Park Shelter	5	1.6 %
Veterans Park	42	13.7 %
None chosen	23	7.5 %
Total	740	

Q3. Overall, how would you rate the physical condition of ALL the parks and recreation facilities in the Town of Harrisburg that you have visited?

Q3. How would you rate physical condition of all parks & recreation facilities	Number	Percent
Excellent	138	45.1 %
Good	137	44.8 %
Fair	12	3.9 %
Poor	3	1.0 %
Not provided	16	5.2 %
Total	306	100.0 %

(WITHOUT "NOT PROVIDED")

Q3. Overall, how would you rate the physical condition of ALL the parks and recreation facilities in the Town of Harrisburg that you have visited? (without "not provided")

Q3. How would you rate physical condition of all parks & recreation facilities	Number	Percent
Excellent	138	47.6 %
Good	137	47.2 %
Fair	12	4.1 %
Poor	3	1.0 %
Total	290	100.0 %

Q4. Have you or other members of your household participated in any programs (including classes, camps, leagues, or events) offered by the Town of Harrisburg Parks and Recreation Department during the past 12 months?

Q4. Have you participated in any programs in past 12 months	Number	Percent
Yes	107	35.0 %
No	199	65.0 %
Total	306	100.0 %

Q4a. Approximately how many different programs offered by the Town of Harrisburg Parks and Recreation Department have you or members of your household participated in over the past 12 months?

Q4a. How many different programs have you participated in	Number	Percent
1 program	35	32.7 %
2-3 programs	48	44.9 %
4-6 programs	19	17.8 %
7-10 programs	4	3.7 %
11+ programs	1	0.9 %
Total	107	100.0 %

Q4b. Please check the THREE primary reasons your household participates in these programs.

Q4b. Primary reasons your household participates in these programs	Number	Percent
Location of facility	73	68.2 %
Cost to participate is reasonable	60	56.1 %
Friends/family participate	42	39.3 %
Quality of programs	26	24.3 %
Facilities are accessible	23	21.5 %
Convenient times	21	19.6 %
Quality of facility	17	15.9 %
Dates offered	13	12.1 %
Quality of instructors	10	9.3 %
Other	5	4.7 %
Total	290	

Q4b-10. Other:

Q4b-10. Other	Number	Percent
Get child involved in extracurricular activities	1	33.3 %
Wanted to sign up	1	33.3 %
Seasonal events	1	33.3 %
Total	3	100.0 %

Q4c. Overall, how would you rate the quality of ALL the programs offered by the Town of Harrisburg Parks and Recreation Department that you have participated in?

Q4c. How would you rate quality of all programs you have participated in	Number	Percent
Excellent	48	44.9 %
Good	54	50.5 %
Fair	3	2.8 %
Poor	1	0.9 %
Not provided	1	0.9 %
Total	107	100.0 %

(WITHOUT "NOT PROVIDED")**Q4c. Overall, how would you rate the quality of ALL the programs offered by the Town of Harrisburg Parks and Recreation Department that you have participated in? (without "not provided")**

Q4c. How would you rate quality of all programs you have participated in	Number	Percent
Excellent	48	45.3 %
Good	54	50.9 %
Fair	3	2.8 %
Poor	1	0.9 %
Total	106	100.0 %

Q5. Please check ALL of the organizations below that you or members of your household have used for parks, trails, and recreation activities during the past 12 months?

Q5. All the organizations your household has used for parks, trails, & recreation activities during past 12 months

	Number	Percent
Faith based organizations	69	22.5 %
Homeowners associations	54	17.6 %
Community centers	12	3.9 %
Town of Harrisburg Parks & Recreation	152	49.7 %
Private or public golf courses	30	9.8 %
Private instruction (gymnastics, dance, martial arts)	33	10.8 %
Schools	92	30.1 %
State parks of North Carolina	81	26.5 %
YMCA	64	20.9 %
Your local town parks & recreation agency	50	16.3 %
Youth sports associations	59	19.3 %
Other	18	5.9 %
<u>None, do not use any organizations</u>	<u>77</u>	<u>25.2 %</u>
Total	791	

(WITHOUT "NONE")

Q5. Please check ALL of the organizations below that you or members of your household have used for parks, trails, and recreation activities during the past 12 months? (without "none")

Q5. All the organizations your household has used for parks, trails, & recreation activities during past 12 months

	Number	Percent
Faith based organizations	69	30.1 %
Homeowners associations	54	23.6 %
Community centers	12	5.2 %
Town of Harrisburg Parks & Recreation	152	66.4 %
Private or public golf courses	30	13.1 %
Private instruction (gymnastics, dance, martial arts)	33	14.4 %
Schools	92	40.2 %
State parks of North Carolina	81	35.4 %
YMCA	64	27.9 %
Your local town parks & recreation agency	50	21.8 %
Youth sports associations	59	25.8 %
Other	18	7.9 %
Total	714	

Q5-12. Other:

Q5-12. Other	Number	Percent
Reedy Creek	2	16.7 %
Tennis courts	1	8.3 %
County/Concord	1	8.3 %
Adult sport associations	1	8.3 %
Concerts in the park	1	8.3 %
Company gym	1	8.3 %
Scout Troop	1	8.3 %
Cub scouts events	1	8.3 %
National parks, other local parks	1	8.3 %
Travel Baseball	1	8.3 %
Harrisburg Multi-Cultural Organization, Harrisburg Town Council	1	8.3 %
Total	12	100.0 %

Q6. Which TWO of the organizations listed in Question 5 do you and the members of your household use most?

Q6. Top choice	Number	Percent
Faith based organizations	32	14.0 %
Homeowners associations	10	4.4 %
Community centers	1	0.4 %
Town of Harrisburg Parks & Recreation	78	34.1 %
Private or public golf courses	10	4.4 %
Private instruction (gymnastics, dance, martial arts)	4	1.7 %
Schools	22	9.6 %
State parks of North Carolina	6	2.6 %
YMCA	27	11.8 %
Your local town parks & recreation agency	9	3.9 %
Youth sports associations	15	6.6 %
None chosen	15	6.6 %
Total	229	100.0 %

Q6. Which TWO of the organizations listed in Question 5 do you and the members of your household use most?

Q6. 2nd choice	Number	Percent
Faith based organizations	9	3.9 %
Homeowners associations	10	4.4 %
Community centers	1	0.4 %
Town of Harrisburg Parks & Recreation	42	18.3 %
Private or public golf courses	4	1.7 %
Private instruction (gymnastics, dance, martial arts)	7	3.1 %
Schools	26	11.4 %
State parks of North Carolina	28	12.2 %
YMCA	19	8.3 %
Your local town parks & recreation agency	10	4.4 %
Youth sports associations	13	5.7 %
None chosen	60	26.2 %
Total	229	100.0 %

(SUM OF TOP 2)**Q6. Which TWO of the organizations listed in Question 5 do you and the members of your household use most? (top 2)**

Q6. Top choice	Number	Percent
Faith based organizations	41	17.9 %
Homeowners associations	20	8.7 %
Community centers	2	0.9 %
Town of Harrisburg Parks & Recreation	120	52.4 %
Private or public golf courses	14	6.1 %
Private instruction (gymnastics, dance, martial arts)	11	4.8 %
Schools	48	21.0 %
State parks of North Carolina	34	14.8 %
YMCA	46	20.1 %
Your local town parks & recreation agency	19	8.3 %
Youth sports associations	28	12.2 %
None chosen	15	6.6 %
Total	398	

Q7. From the following list, please check ALL of the following ways you currently use to learn about the Town of Harrisburg Parks and Recreation Department.

Q7. All the ways you currently use to learn about Town Parks & Recreation Departmen	Number	Percent
Program guide	40	13.1 %
Website	192	62.7 %
Newspaper articles	20	6.5 %
Radio	2	0.7 %
Television	3	1.0 %
Word of mouth	143	46.7 %
Park signage	104	34.0 %
Conversations with staff	17	5.6 %
Print advertisements	78	25.5 %
eNewsletters	76	24.8 %
Social media (Facebook, Twitter/X, Instagram)	142	46.4 %
Nextdoor	31	10.1 %
My local city/municipality/school district	13	4.2 %
Town board meetings	23	7.5 %
Promotions at special events	50	16.3 %
Other	7	2.3 %
Total	941	

Q7-16. Other:

Q7-16. Other	Number	Percent
Newsletter in water bill	2	50.0 %
Mailing newsletter	1	25.0 %
Google	1	25.0 %
Total	4	100.0 %

Q8. Which THREE sources from the list in Question 7 are YOUR MOST PREFERRED SOURCES for learning about the Town of Harrisburg Parks and Recreation Department?

Q8. Top choice	Number	Percent
Program guide	9	2.9 %
Website	114	37.3 %
Newspaper articles	5	1.6 %
Television	1	0.3 %
Word of mouth	17	5.6 %
Park signage	18	5.9 %
Conversations with staff	1	0.3 %
Print advertisements	27	8.8 %
eNewsletters	25	8.2 %
Social media (Facebook, Twitter/X, Instagram)	57	18.6 %
Nextdoor	3	1.0 %
None chosen	29	9.5 %
Total	306	100.0 %

Q8. Which THREE sources from the list in Question 7 are YOUR MOST PREFERRED SOURCES for learning about the Town of Harrisburg Parks and Recreation Department?

Q8. 2nd choice	Number	Percent
Program guide	13	4.2 %
Website	37	12.1 %
Newspaper articles	2	0.7 %
Television	1	0.3 %
Word of mouth	39	12.7 %
Park signage	36	11.8 %
Conversations with staff	3	1.0 %
Print advertisements	20	6.5 %
eNewsletters	30	9.8 %
Social media (Facebook, Twitter/X, Instagram)	43	14.1 %
Nextdoor	9	2.9 %
My local city/municipality/school district	3	1.0 %
Town board meetings	5	1.6 %
Promotions at special events	5	1.6 %
None chosen	60	19.6 %
Total	306	100.0 %

Missing Cases = 0

Q8. Which THREE sources from the list in Question 7 are YOUR MOST PREFERRED SOURCES for learning about the Town of Harrisburg Parks and Recreation Department?

Q8. 3rd choice	Number	Percent
Program guide	8	2.6 %
Website	30	9.8 %
Newspaper articles	5	1.6 %
Television	3	1.0 %
Word of mouth	22	7.2 %
Park signage	32	10.5 %
Conversations with staff	7	2.3 %
Print advertisements	23	7.5 %
eNewsletters	14	4.6 %
Social media (Facebook, Twitter/X, Instagram)	31	10.1 %
Nextdoor	4	1.3 %
My local city/municipality/school district	3	1.0 %
Town board meetings	3	1.0 %
Promotions at special events	13	4.2 %
None chosen	108	35.3 %
Total	306	100.0 %

SUM OF TOP 3

Q8. Which THREE sources from the list in Question 7 are YOUR MOST PREFERRED SOURCES for learning about the Town of Harrisburg Parks and Recreation Department? (top 3)

Q8. Top choice	Number	Percent
Program guide	30	9.8 %
Website	181	59.2 %
Newspaper articles	12	3.9 %
Television	5	1.6 %
Word of mouth	78	25.5 %
Park signage	86	28.1 %
Conversations with staff	11	3.6 %
Print advertisements	70	22.9 %
eNewsletters	69	22.5 %
Social media (Facebook, Twitter/X, Instagram)	131	42.8 %
Nextdoor	16	5.2 %
My local city/municipality/school district	6	2.0 %
Town board meetings	8	2.6 %
Promotions at special events	18	5.9 %
None chosen	29	9.5 %
Total	750	

Q9. Please check ALL the reasons why you or members of your household currently DO NOT use recreation facilities, amenities, and parks or participate in programs offered by the Town of Harrisburg Parks and Recreation Department.

Q9. All the reasons why you do not use recreation facilities, amenities, & parks or participate in programs

	Number	Percent
Nothing prevents us from using/participating	142	46.4 %
Lack of clear views in open space areas (sightlines)	3	1.0 %
I don't know what is available	57	18.6 %
Operating hours are not convenient	8	2.6 %
Areas are too crowded	42	13.7 %
Poor customer service by staff	1	0.3 %
Lack of restrooms	7	2.3 %
Better amenities are available elsewhere	15	4.9 %
Facility I want to visit is not offered	10	3.3 %
Facilities are not well maintained	6	2.0 %
Location does not appear safe	5	1.6 %
My schedule is too busy	37	12.1 %
Not accessible for people with disabilities	8	2.6 %
Lack of programming opportunities suitable for seniors	28	9.2 %
Lack of parking	30	9.8 %
Presence of dogs	9	2.9 %
Too far from residence or work	3	1.0 %
Lack of transportation	5	1.6 %
Lack of diverse offerings	9	2.9 %
Do not feel safe or socially welcomed	5	1.6 %
Offerings are not culturally relevant to me	12	3.9 %
No safe route to walk/bike to facility	35	11.4 %
Other	27	8.8 %
Total	504	

Q10. A variety of recreation FACILITIES AND AMENITIES are listed below. Please indicate how well your needs for each facility or amenity are met on a scale of 4 to 1, where 4 means your needs are "Fully Met" and 1 means your needs are "Not Met" at all.

(N=306)

	Fully met	Mostly met	Partly met	Not met	No need
Q10-1. Neighborhood parks (smaller parks within 10 minute walking distance)	21.6%	20.3%	14.1%	22.9%	21.2%
Q10-2. Large community parks (regional attractions that draw in users)	32.4%	26.5%	14.7%	3.6%	22.9%
Q10-3. Natural areas/conservation areas	15.4%	19.6%	28.4%	14.7%	21.9%
Q10-4. Open green space	19.6%	23.9%	24.2%	10.8%	21.6%
Q10-5. Picnic areas	28.8%	27.1%	16.7%	3.9%	23.5%
Q10-6. Playground areas	29.1%	23.5%	11.1%	1.3%	35.0%
Q10-7. Fishing areas	4.6%	7.2%	11.4%	23.5%	53.3%
Q10-8. Paved connectivity trails for bikes & pedestrians (greenways)	15.4%	10.5%	20.6%	29.1%	24.5%
Q10-9. Unpaved hiking trails within parks	12.7%	18.3%	23.5%	14.4%	31.0%
Q10-10. Paved walking trails within parks	21.9%	21.9%	22.2%	8.8%	25.2%
Q10-11. Off-leash dog parks	2.9%	2.3%	6.2%	22.2%	66.3%
Q10-12. Baseball/softball fields	22.2%	13.7%	8.2%	1.6%	54.2%
Q10-13. Outdoor basketball courts	7.5%	8.5%	8.8%	15.7%	59.5%
Q10-14. Soccer fields	23.9%	14.4%	8.5%	1.3%	52.0%
Q10-15. Football fields	16.3%	13.1%	7.2%	2.6%	60.8%

Q10. A variety of recreation FACILITIES AND AMENITIES are listed below. Please indicate how well your needs for each facility or amenity are met on a scale of 4 to 1, where 4 means your needs are "Fully Met" and 1 means your needs are "Not Met" at all.

	Fully met	Mostly met	Partly met	Not met	No need
Q10-16. Skateboard parks	3.6%	2.6%	5.2%	14.7%	73.9%
Q10-17. Outdoor tennis courts	13.1%	9.2%	16.7%	8.5%	52.6%
Q10-18. Golf courses	3.3%	3.6%	7.5%	21.9%	63.7%
Q10-19. Lacrosse/Cricket Fields/Ultimate Frisbee	5.9%	3.6%	10.1%	10.8%	69.6%
Q10-20. Extreme sports (i. e., zipline, BMX)	2.3%	1.6%	6.9%	17.3%	71.9%
Q10-21. Pickleball courts	4.6%	4.9%	13.4%	24.2%	52.9%
Q10-22. Splash pads	26.8%	14.7%	11.4%	2.9%	44.1%
Q10-23. Community recreation building	10.1%	10.5%	13.1%	23.5%	42.8%
Q10-24. Fitness & exercise facilities (indoor or outdoor)	8.8%	10.8%	27.1%	22.9%	30.4%
Q10-25. Indoor basketball/volleyball courts or other indoor sporting practice facilities	4.6%	2.6%	10.5%	30.1%	52.3%
Q10-26. Game room/Exergaming/eSports	2.0%	1.3%	4.9%	21.9%	69.9%
Q10-27. Cultural centers for visual & performing arts	5.9%	5.2%	10.5%	36.6%	41.8%
Q10-28. Senior indoor & outdoor activity areas	4.2%	6.2%	10.1%	30.4%	49.0%
Q10-29. Teen indoor & outdoor activity areas	2.9%	7.8%	11.4%	20.9%	56.9%
Q10-30. Community gardens	6.2%	4.2%	14.7%	31.7%	43.1%

(WITHOUT "NO NEED")

Q10. A variety of recreation FACILITIES AND AMENITIES are listed below. Please indicate how well your needs for each facility or amenity are met on a scale of 4 to 1, where 4 means your needs are "Fully Met" and 1 means your needs are "Not Met" at all. (without "no need")

(N=306)

	Fully met	Mostly met	Partly met	Not met
Q10-1. Neighborhood parks (smaller parks within 10 minute walking distance)	27.4%	25.7%	17.8%	29.0%
Q10-2. Large community parks (regional attractions that draw in users)	41.9%	34.3%	19.1%	4.7%
Q10-3. Natural areas/conservation areas	19.7%	25.1%	36.4%	18.8%
Q10-4. Open green space	25.0%	30.4%	30.8%	13.8%
Q10-5. Picnic areas	37.6%	35.5%	21.8%	5.1%
Q10-6. Playground areas	44.7%	36.2%	17.1%	2.0%
Q10-7. Fishing areas	9.8%	15.4%	24.5%	50.3%
Q10-8. Paved connectivity trails for bikes & pedestrians (greenways)	20.3%	13.9%	27.3%	38.5%
Q10-9. Unpaved hiking trails within parks	18.5%	26.5%	34.1%	20.9%
Q10-10. Paved walking trails within parks	29.3%	29.3%	29.7%	11.8%
Q10-11. Off-leash dog parks	8.7%	6.8%	18.4%	66.0%
Q10-12. Baseball/softball fields	48.6%	30.0%	17.9%	3.6%
Q10-13. Outdoor basketball courts	18.5%	21.0%	21.8%	38.7%
Q10-14. Soccer fields	49.7%	29.9%	17.7%	2.7%
Q10-15. Football fields	41.7%	33.3%	18.3%	6.7%
Q10-16. Skateboard parks	13.8%	10.0%	20.0%	56.3%
Q10-17. Outdoor tennis courts	27.6%	19.3%	35.2%	17.9%
Q10-18. Golf courses	9.0%	9.9%	20.7%	60.4%
Q10-19. Lacrosse/Cricket Fields/ Ultimate Frisbee	19.4%	11.8%	33.3%	35.5%

(WITHOUT "NO NEED")

Q10. A variety of recreation FACILITIES AND AMENITIES are listed below. Please indicate how well your needs for each facility or amenity are met on a scale of 4 to 1, where 4 means your needs are "Fully Met" and 1 means your needs are "Not Met" at all. (without "no need")

	Fully met	Mostly met	Partly met	Not met
Q10-20. Extreme sports (i.e., zipline, BMX)	8.1%	5.8%	24.4%	61.6%
Q10-21. Pickleball courts	9.7%	10.4%	28.5%	51.4%
Q10-22. Splash pads	48.0%	26.3%	20.5%	5.3%
Q10-23. Community recreation building	17.7%	18.3%	22.9%	41.1%
Q10-24. Fitness & exercise facilities (indoor or outdoor)	12.7%	15.5%	39.0%	32.9%
Q10-25. Indoor basketball/volleyball courts or other indoor sporting practice facilities	9.6%	5.5%	21.9%	63.0%
Q10-26. Game room/Exergaming/eSports	6.5%	4.3%	16.3%	72.8%
Q10-27. Cultural centers for visual & performing arts	10.1%	9.0%	18.0%	62.9%
Q10-28. Senior indoor & outdoor activity areas	8.3%	12.2%	19.9%	59.6%
Q10-29. Teen indoor & outdoor activity areas	6.8%	18.2%	26.5%	48.5%
Q10-30. Community gardens	10.9%	7.5%	25.9%	55.7%

Q11. Which FOUR of the recreational facilities and amenities listed in Question 10 do you think are MOST IMPORTANT to you and the members of your household?

Q11. Top choice	Number	Percent
Neighborhood parks (smaller parks within 10 minute walking distance)	53	17.3 %
Large community parks (regional attractions that draw in users)	18	5.9 %
Natural areas/conservation areas	26	8.5 %
Open green space	9	2.9 %
Picnic areas	5	1.6 %
Playground areas	10	3.3 %
Fishing areas	9	2.9 %
Paved connectivity trails for bikes & pedestrians (greenways)	30	9.8 %
Unpaved hiking trails within parks	12	3.9 %
Paved walking trails within parks	8	2.6 %
Off-leash dog parks	6	2.0 %
Baseball/softball fields	7	2.3 %
Outdoor basketball courts	2	0.7 %
Soccer fields	3	1.0 %
Outdoor tennis courts	6	2.0 %
Golf courses	4	1.3 %
Lacrosse/Cricket Fields/Ultimate Frisbee	1	0.3 %
Pickleball courts	15	4.9 %
Splash pads	1	0.3 %
Community recreation building	5	1.6 %
Fitness & exercise facilities (indoor or outdoor)	7	2.3 %
Indoor basketball/volleyball courts or other indoor sporting practice facilities	7	2.3 %
Game room/Exergaming/eSports	1	0.3 %
Cultural centers for visual & performing arts	6	2.0 %
Senior indoor & outdoor activity areas	12	3.9 %
Teen indoor & outdoor activity areas	5	1.6 %
None chosen	38	12.4 %
Total	306	100.0 %

Q11. Which FOUR of the recreational facilities and amenities listed in Question 10 do you think are MOST IMPORTANT to you and the members of your household?

Q11. 2nd choice	Number	Percent
Neighborhood parks (smaller parks within 10 minute walking distance)	22	7.2 %
Large community parks (regional attractions that draw in users)	15	4.9 %
Natural areas/conservation areas	13	4.2 %
Open green space	11	3.6 %
Picnic areas	7	2.3 %
Playground areas	8	2.6 %
Fishing areas	7	2.3 %
Paved connectivity trails for bikes & pedestrians (greenways)	39	12.7 %
Unpaved hiking trails within parks	20	6.5 %
Paved walking trails within parks	10	3.3 %
Off-leash dog parks	6	2.0 %
Baseball/softball fields	5	1.6 %
Outdoor basketball courts	3	1.0 %
Soccer fields	12	3.9 %
Outdoor tennis courts	3	1.0 %
Golf courses	4	1.3 %
Lacrosse/Cricket Fields/Ultimate Frisbee	1	0.3 %
Extreme sports (i.e., zipline, BMX)	2	0.7 %
Pickleball courts	10	3.3 %
Splash pads	5	1.6 %
Community recreation building	6	2.0 %
Fitness & exercise facilities (indoor or outdoor)	14	4.6 %
Indoor basketball/volleyball courts or other indoor sporting practice facilities	3	1.0 %
Game room/Exergaming/eSports	2	0.7 %
Cultural centers for visual & performing arts	9	2.9 %
Senior indoor & outdoor activity areas	16	5.2 %
Teen indoor & outdoor activity areas	4	1.3 %
None chosen	49	16.0 %
Total	306	100.0 %

Q11. Which FOUR of the recreational facilities and amenities listed in Question 10 do you think are MOST IMPORTANT to you and the members of your household?

Q11. 3rd choice	Number	Percent
Neighborhood parks (smaller parks within 10 minute walking distance)	8	2.6 %
Large community parks (regional attractions that draw in users)	9	2.9 %
Natural areas/conservation areas	13	4.2 %
Open green space	15	4.9 %
Picnic areas	6	2.0 %
Playground areas	5	1.6 %
Fishing areas	10	3.3 %
Paved connectivity trails for bikes & pedestrians (greenways)	18	5.9 %
Unpaved hiking trails within parks	20	6.5 %
Paved walking trails within parks	22	7.2 %
Off-leash dog parks	11	3.6 %
Baseball/softball fields	5	1.6 %
Outdoor basketball courts	5	1.6 %
Soccer fields	5	1.6 %
Football fields	3	1.0 %
Skateboard parks	1	0.3 %
Outdoor tennis courts	3	1.0 %
Golf courses	5	1.6 %
Lacrosse/Cricket Fields/Ultimate Frisbee	3	1.0 %
Extreme sports (i.e., zipline, BMX)	1	0.3 %
Pickleball courts	6	2.0 %
Splash pads	5	1.6 %
Community recreation building	9	2.9 %
Fitness & exercise facilities (indoor or outdoor)	13	4.2 %
Indoor basketball/volleyball courts or other indoor sporting practice facilities	5	1.6 %
Game room/Exergaming/eSports	1	0.3 %
Cultural centers for visual & performing arts	11	3.6 %
Senior indoor & outdoor activity areas	14	4.6 %
Teen indoor & outdoor activity areas	4	1.3 %
<u>None chosen</u>	<u>70</u>	<u>22.9 %</u>
Total	306	100.0 %

Q11. Which FOUR of the recreational facilities and amenities listed in Question 10 do you think are MOST IMPORTANT to you and the members of your household?

Q11. 4th choice	Number	Percent
Neighborhood parks (smaller parks within 10 minute walking distance)	5	1.6 %
Large community parks (regional attractions that draw in users)	4	1.3 %
Natural areas/conservation areas	16	5.2 %
Open green space	12	3.9 %
Picnic areas	3	1.0 %
Playground areas	10	3.3 %
Fishing areas	4	1.3 %
Paved connectivity trails for bikes & pedestrians (greenways)	18	5.9 %
Unpaved hiking trails within parks	15	4.9 %
Paved walking trails within parks	12	3.9 %
Off-leash dog parks	4	1.3 %
Baseball/softball fields	1	0.3 %
Outdoor basketball courts	2	0.7 %
Football fields	1	0.3 %
Skateboard parks	1	0.3 %
Outdoor tennis courts	1	0.3 %
Golf courses	5	1.6 %
Extreme sports (i.e., zipline, BMX)	1	0.3 %
Pickleball courts	7	2.3 %
Splash pads	2	0.7 %
Community recreation building	15	4.9 %
Fitness & exercise facilities (indoor or outdoor)	13	4.2 %
Indoor basketball/volleyball courts or other indoor sporting practice facilities	9	2.9 %
Game room/Exergaming/eSports	2	0.7 %
Cultural centers for visual & performing arts	9	2.9 %
Senior indoor & outdoor activity areas	11	3.6 %
Teen indoor & outdoor activity areas	8	2.6 %
None chosen	115	37.6 %
Total	306	100.0 %

(SUM OF TOP 4)**Q11. Which FOUR of the recreational facilities and amenities listed in Question 10 do you think are MOST IMPORTANT to you and the members of your household? (top 4)**

Q11. Top choice	Number	Percent
Neighborhood parks (smaller parks within 10 minute walking distance)	88	28.8 %
Large community parks (regional attractions that draw in users)	46	15.0 %
Natural areas/conservation areas	68	22.2 %
Open green space	47	15.4 %
Picnic areas	21	6.9 %
Playground areas	33	10.8 %
Fishing areas	30	9.8 %
Paved connectivity trails for bikes & pedestrians (greenways)	105	34.3 %
Unpaved hiking trails within parks	67	21.9 %
Paved walking trails within parks	52	17.0 %
Off-leash dog parks	27	8.8 %
Baseball/softball fields	18	5.9 %
Outdoor basketball courts	12	3.9 %
Soccer fields	20	6.5 %
Football fields	4	1.3 %
Skateboard parks	2	0.7 %
Outdoor tennis courts	13	4.2 %
Golf courses	18	5.9 %
Lacrosse/Cricket Fields/Ultimate Frisbee	5	1.6 %
Extreme sports (i.e., zipline, BMX)	4	1.3 %
Pickleball courts	38	12.4 %
Splash pads	13	4.2 %
Community recreation building	35	11.4 %
Fitness & exercise facilities (indoor or outdoor)	47	15.4 %
Indoor basketball/volleyball courts or other indoor sporting practice facilities	24	7.8 %
Game room/Exergaming/eSports	6	2.0 %
Cultural centers for visual & performing arts	35	11.4 %
Senior indoor & outdoor activity areas	53	17.3 %
Teen indoor & outdoor activity areas	21	6.9 %
None chosen	38	12.4 %
Total	990	

Q12. A variety of recreation PROGRAMS are listed below. Please indicate how well your needs for each facility or amenity are met on a scale of 4 to 1, where 4 means your needs are "Fully Met" and 1 means your needs are "Not Met" at all.

(N=306)

	Fully met	Mostly met	Partly met	Not met	No need
Q12-1. Youth learn to swim programs	3.3%	1.6%	5.6%	26.5%	63.1%
Q12-2. Adult learn to swim programs	2.6%	0.0%	4.2%	22.5%	70.6%
Q12-3. Water fitness programs	2.9%	0.7%	5.2%	42.2%	49.0%
Q12-4. Tennis lessons & leagues	2.9%	5.2%	9.8%	15.0%	67.0%
Q12-5. Preschool programs	3.9%	3.9%	5.9%	8.8%	77.5%
Q12-6. Before school programs	3.9%	2.6%	4.6%	6.5%	82.4%
Q12-7. After school programs	3.9%	3.6%	6.2%	8.8%	77.5%
Q12-8. School break programs (Fall/Winter/Spring)	4.6%	4.2%	6.9%	12.1%	72.2%
Q12-9. Youth athletic programs	13.7%	13.4%	6.5%	3.6%	62.7%
Q12-10. Youth fitness & wellness programs	5.9%	7.8%	9.5%	11.8%	65.0%
Q12-11. Youth gymnastics programs	3.3%	2.0%	5.6%	11.8%	77.5%
Q12-12. Programs for teens	4.2%	1.3%	10.1%	15.4%	69.0%
Q12-13. Youth art/dance/performing arts	3.3%	2.6%	8.8%	14.4%	70.9%
Q12-14. Adult art/dance/performing arts	3.3%	1.0%	8.8%	25.5%	61.4%

Q12. A variety of recreation PROGRAMS are listed below. Please indicate how well your needs for each facility or amenity are met on a scale of 4 to 1, where 4 means your needs are "Fully Met" and 1 means your needs are "Not Met" at all.

	Fully met	Mostly met	Partly met	Not met	No need
Q12-15. Adult organized athletic programs	3.6%	2.6%	14.1%	22.5%	57.2%
Q12-16. Adult continuing education programs	3.6%	2.6%	9.2%	28.1%	56.5%
Q12-17. Programs for people with disabilities or special needs	2.3%	1.3%	7.5%	16.3%	72.5%
Q12-18. Indoor space for small events (i.e., parties, meetings)	3.6%	5.6%	10.8%	28.1%	52.0%
Q12-19. Cultural special events (i.e., concerts, movies, history programs, & cultural events)	11.4%	13.4%	21.9%	15.7%	37.6%
Q12-20. Outdoor public art	5.6%	6.2%	15.4%	22.9%	50.0%
Q12-21. Athletic special events (i.e., cross-country or running races)	4.2%	4.6%	14.4%	13.4%	63.4%
Q12-22. Nature programs/ environmental education	3.6%	2.6%	17.6%	26.8%	49.3%
Q12-23. Extreme sports	1.3%	1.0%	5.6%	14.1%	78.1%
Q12-24. Dog park programs	2.0%	1.6%	6.5%	22.2%	67.6%
Q12-25. Outdoor adventure programs (rock climbing/hikes/paddling & kayaking, etc.)	2.9%	1.0%	9.2%	35.3%	51.6%
Q12-26. Science/ technology programs (kids outdoor science programs/ computer classes, etc.)	2.9%	1.6%	9.2%	26.5%	59.8%

(WITHOUT "NO NEED")

Q12. A variety of recreation PROGRAMS are listed below. Please indicate how well your needs for each facility or amenity are met on a scale of 4 to 1, where 4 means your needs are "Fully Met" and 1 means your needs are "Not Met" at all. (without "no need")

(N=306)

	Fully met	Mostly met	Partly met	Not met
Q12-1. Youth learn to swim programs	8.8%	4.4%	15.0%	71.7%
Q12-2. Adult learn to swim programs	8.9%	0.0%	14.4%	76.7%
Q12-3. Water fitness programs	5.8%	1.3%	10.3%	82.7%
Q12-4. Tennis lessons & leagues	8.9%	15.8%	29.7%	45.5%
Q12-5. Preschool programs	17.4%	17.4%	26.1%	39.1%
Q12-6. Before school programs	22.2%	14.8%	25.9%	37.0%
Q12-7. After school programs	17.4%	15.9%	27.5%	39.1%
Q12-8. School break programs (Fall/ Winter/Spring)	16.5%	15.3%	24.7%	43.5%
Q12-9. Youth athletic programs	36.8%	36.0%	17.5%	9.6%
Q12-10. Youth fitness & wellness programs	16.8%	22.4%	27.1%	33.6%
Q12-11. Youth gymnastics programs	14.5%	8.7%	24.6%	52.2%
Q12-12. Programs for teens	13.7%	4.2%	32.6%	49.5%
Q12-13. Youth art/dance/performing arts	11.2%	9.0%	30.3%	49.4%
Q12-14. Adult art/dance/performing arts	8.5%	2.5%	22.9%	66.1%
Q12-15. Adult organized athletic programs	8.4%	6.1%	32.8%	52.7%
Q12-16. Adult continuing education programs	8.3%	6.0%	21.1%	64.7%
Q12-17. Programs for people with disabilities or special needs	8.3%	4.8%	27.4%	59.5%
Q12-18. Indoor space for small events (i. e., parties, meetings)	7.5%	11.6%	22.4%	58.5%

(WITHOUT "NO NEED")

Q12. A variety of recreation PROGRAMS are listed below. Please indicate how well your needs for each facility or amenity are met on a scale of 4 to 1, where 4 means your needs are "Fully Met" and 1 means your needs are "Not Met" at all. (without "no need")

	Fully met	Mostly met	Partly met	Not met
Q12-19. Cultural special events (i.e., concerts, movies, history programs, & cultural events)	18.3%	21.5%	35.1%	25.1%
Q12-20. Outdoor public art	11.1%	12.4%	30.7%	45.8%
Q12-21. Athletic special events (i.e., cross-country or running races)	11.6%	12.5%	39.3%	36.6%
Q12-22. Nature programs/environmental education	7.1%	5.2%	34.8%	52.9%
Q12-23. Extreme sports	6.0%	4.5%	25.4%	64.2%
Q12-24. Dog park programs	6.1%	5.1%	20.2%	68.7%
Q12-25. Outdoor adventure programs (rock climbing/hikes/paddling & kayaking, etc.)	6.1%	2.0%	18.9%	73.0%
Q12-26. Science/technology programs (kids outdoor science programs/computer classes, etc.)	7.3%	4.1%	22.8%	65.9%

Q13. Which FOUR of the facilities and amenities listed in Question 12 do you think are MOST IMPORTANT to you and the members of your household?

Q13. Top choice	Number	Percent
Youth learn to swim programs	16	5.2 %
Adult learn to swim programs	10	3.3 %
Water fitness programs	30	9.8 %
Tennis lessons & leagues	9	2.9 %
Preschool programs	4	1.3 %
Before school programs	2	0.7 %
After school programs	5	1.6 %
School break programs (Fall/Winter/Spring)	6	2.0 %
Youth athletic programs	24	7.8 %
Youth fitness & wellness programs	4	1.3 %
Youth gymnastics programs	3	1.0 %
Programs for teens	6	2.0 %
Youth art/dance/performing arts	3	1.0 %
Adult art/dance/performing arts	8	2.6 %
Adult organized athletic programs	7	2.3 %
Adult continuing education programs	12	3.9 %
Programs for people with disabilities or special needs	7	2.3 %
Indoor space for small events (i.e., parties, meetings)	6	2.0 %
Cultural special events (i.e., concerts, movies, history programs, & cultural events)	26	8.5 %
Outdoor public art	1	0.3 %
Athletic special events (i.e., cross-country or running races)	5	1.6 %
Nature programs/environmental education	8	2.6 %
Extreme sports	2	0.7 %
Dog park programs	12	3.9 %
Outdoor adventure programs (rock climbing/hikes/paddling & kayaking, etc.)	11	3.6 %
Science/technology programs (kids outdoor science programs/computer classes, etc.)	3	1.0 %
None chosen	76	24.8 %
Total	306	100.0 %

Q13. Which FOUR of the facilities and amenities listed in Question 12 do you think are MOST IMPORTANT to you and the members of your household?

Q13. 2nd choice	Number	Percent
Youth learn to swim programs	6	2.0 %
Adult learn to swim programs	5	1.6 %
Water fitness programs	13	4.2 %
Tennis lessons & leagues	6	2.0 %
Preschool programs	3	1.0 %
After school programs	6	2.0 %
School break programs (Fall/Winter/Spring)	13	4.2 %
Youth athletic programs	6	2.0 %
Youth fitness & wellness programs	12	3.9 %
Youth gymnastics programs	2	0.7 %
Programs for teens	11	3.6 %
Youth art/dance/performing arts	3	1.0 %
Adult art/dance/performing arts	8	2.6 %
Adult organized athletic programs	9	2.9 %
Adult continuing education programs	13	4.2 %
Programs for people with disabilities or special needs	4	1.3 %
Indoor space for small events (i.e., parties, meetings)	19	6.2 %
Cultural special events (i.e., concerts, movies, history programs, & cultural events)	10	3.3 %
Outdoor public art	12	3.9 %
Athletic special events (i.e., cross-country or running races)	6	2.0 %
Nature programs/environmental education	13	4.2 %
Extreme sports	3	1.0 %
Dog park programs	5	1.6 %
Outdoor adventure programs (rock climbing/hikes/paddling & kayaking, etc.)	12	3.9 %
Science/technology programs (kids outdoor science programs/computer classes, etc.)	7	2.3 %
None chosen	99	32.4 %
Total	306	100.0 %

Q13. Which FOUR of the facilities and amenities listed in Question 12 do you think are MOST IMPORTANT to you and the members of your household?

Q13. 3rd choice	Number	Percent
Youth learn to swim programs	3	1.0 %
Adult learn to swim programs	2	0.7 %
Water fitness programs	9	2.9 %
Tennis lessons & leagues	3	1.0 %
Preschool programs	3	1.0 %
Before school programs	1	0.3 %
After school programs	2	0.7 %
School break programs (Fall/Winter/Spring)	6	2.0 %
Youth athletic programs	2	0.7 %
Youth fitness & wellness programs	9	2.9 %
Youth gymnastics programs	2	0.7 %
Programs for teens	10	3.3 %
Youth art/dance/performing arts	9	2.9 %
Adult art/dance/performing arts	9	2.9 %
Adult organized athletic programs	11	3.6 %
Adult continuing education programs	14	4.6 %
Programs for people with disabilities or special needs	8	2.6 %
Indoor space for small events (i.e., parties, meetings)	11	3.6 %
Cultural special events (i.e., concerts, movies, history programs, & cultural events)	16	5.2 %
Outdoor public art	7	2.3 %
Athletic special events (i.e., cross-country or running races)	4	1.3 %
Nature programs/environmental education	12	3.9 %
Dog park programs	8	2.6 %
Outdoor adventure programs (rock climbing/hikes/paddling & kayaking, etc.)	13	4.2 %
Science/technology programs (kids outdoor science programs/computer classes, etc.)	10	3.3 %
None chosen	122	39.9 %
Total	306	100.0 %

Q13. Which FOUR of the facilities and amenities listed in Question 12 do you think are MOST IMPORTANT to you and the members of your household?

Q13. 4th choice	Number	Percent
Youth learn to swim programs	4	1.3 %
Water fitness programs	10	3.3 %
Tennis lessons & leagues	2	0.7 %
Preschool programs	3	1.0 %
After school programs	6	2.0 %
School break programs (Fall/Winter/Spring)	4	1.3 %
Youth athletic programs	2	0.7 %
Youth fitness & wellness programs	1	0.3 %
Youth gymnastics programs	2	0.7 %
Programs for teens	3	1.0 %
Youth art/dance/performing arts	4	1.3 %
Adult art/dance/performing arts	8	2.6 %
Adult organized athletic programs	13	4.2 %
Adult continuing education programs	8	2.6 %
Programs for people with disabilities or special needs	6	2.0 %
Indoor space for small events (i.e., parties, meetings)	11	3.6 %
Cultural special events (i.e., concerts, movies, history programs, & cultural events)	17	5.6 %
Outdoor public art	5	1.6 %
Athletic special events (i.e., cross-country or running races)	4	1.3 %
Nature programs/environmental education	14	4.6 %
Dog park programs	6	2.0 %
Outdoor adventure programs (rock climbing/hikes/paddling & kayaking, etc.)	15	4.9 %
Science/technology programs (kids outdoor science programs/computer classes, etc.)	14	4.6 %
None chosen	144	47.1 %
Total	306	100.0 %

(SUM OF TOP 4)**Q13. Which FOUR of the facilities and amenities listed in Question 12 do you think are MOST IMPORTANT to you and the members of your household? (top 4)**

Q13. Top choice	Number	Percent
Youth learn to swim programs	29	9.5 %
Adult learn to swim programs	17	5.6 %
Water fitness programs	62	20.3 %
Tennis lessons & leagues	20	6.5 %
Preschool programs	13	4.2 %
Before school programs	3	1.0 %
After school programs	19	6.2 %
School break programs (Fall/Winter/Spring)	29	9.5 %
Youth athletic programs	34	11.1 %
Youth fitness & wellness programs	26	8.5 %
Youth gymnastics programs	9	2.9 %
Programs for teens	30	9.8 %
Youth art/dance/performing arts	19	6.2 %
Adult art/dance/performing arts	33	10.8 %
Adult organized athletic programs	40	13.1 %
Adult continuing education programs	47	15.4 %
Programs for people with disabilities or special needs	25	8.2 %
Indoor space for small events (i.e., parties, meetings)	47	15.4 %
Cultural special events (i.e., concerts, movies, history programs, & cultural events)	69	22.5 %
Outdoor public art	25	8.2 %
Athletic special events (i.e., cross-country or running races)	19	6.2 %
Nature programs/environmental education	47	15.4 %
Extreme sports	5	1.6 %
Dog park programs	31	10.1 %
Outdoor adventure programs (rock climbing/hikes/paddling & kayaking, etc.)	51	16.7 %
Science/technology programs (kids outdoor science programs/computer classes, etc.)	34	11.1 %
None chosen	76	24.8 %
Total	859	

Q14. Please rate your satisfaction on a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," with the following recreation, parks, and cultural services provided by the Town of Harrisburg Parks and Recreation Department.

(N=306)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know/ not applicable
Q14-1. Maintenance of parks	41.5%	39.5%	11.1%	2.0%	1.3%	4.6%
Q14-2. Maintenance of trails	29.4%	35.9%	17.0%	2.3%	1.6%	13.7%
Q14-3. Number of parks in system	20.6%	28.8%	26.8%	14.4%	0.7%	8.8%
Q14-4. Variety of different types of parks in system	15.4%	22.9%	33.7%	16.3%	0.7%	11.1%
Q14-5. Security at parks & facilities	16.3%	32.4%	24.2%	8.2%	1.6%	17.3%
Q14-6. Security on trails	11.4%	23.2%	27.8%	10.1%	2.0%	25.5%
Q14-7. Availability of information about programs/facilities	9.8%	19.9%	31.7%	21.6%	6.9%	10.1%
Q14-8. Quality of programs for families with children	11.8%	21.2%	19.0%	7.5%	1.0%	39.5%
Q14-9. Quality of programs for adults	7.8%	10.8%	24.5%	19.6%	4.2%	33.0%
Q14-10. User friendliness of Town's website	11.1%	27.8%	29.1%	14.4%	4.2%	13.4%
Q14-11. Variety of programs offered	9.5%	17.0%	31.4%	17.6%	2.6%	21.9%
Q14-12. Ease of registering for classes	11.1%	15.0%	23.2%	6.2%	2.6%	41.8%
Q14-13. Ease of renting/ reserving a facility	7.5%	13.1%	22.9%	3.6%	2.9%	50.0%

(WITHOUT "DON'T KNOW/NOT APPLICABLE")**Q14. Please rate your satisfaction on a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," with the following recreation, parks, and cultural services provided by the Town of Harrisburg Parks and Recreation Department. (without "don't know/not applicable")**

(N=306)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q14-1. Maintenance of parks	43.5%	41.4%	11.6%	2.1%	1.4%
Q14-2. Maintenance of trails	34.1%	41.7%	19.7%	2.7%	1.9%
Q14-3. Number of parks in system	22.6%	31.5%	29.4%	15.8%	0.7%
Q14-4. Variety of different types of parks in system	17.3%	25.7%	37.9%	18.4%	0.7%
Q14-5. Security at parks & facilities	19.8%	39.1%	29.2%	9.9%	2.0%
Q14-6. Security on trails	15.4%	31.1%	37.3%	13.6%	2.6%
Q14-7. Availability of information about programs/facilities	10.9%	22.2%	35.3%	24.0%	7.6%
Q14-8. Quality of programs for families with children	19.5%	35.1%	31.4%	12.4%	1.6%
Q14-9. Quality of programs for adults	11.7%	16.1%	36.6%	29.3%	6.3%
Q14-10. User friendliness of Town's website	12.8%	32.1%	33.6%	16.6%	4.9%
Q14-11. Variety of programs offered	12.1%	21.8%	40.2%	22.6%	3.3%
Q14-12. Ease of registering for classes	19.1%	25.8%	39.9%	10.7%	4.5%
Q14-13. Ease of renting/reserving a facility	15.0%	26.1%	45.8%	7.2%	5.9%

Q15. Which THREE of the items from the list in Question 14 should receive the MOST EMPHASIS over the next five years?

Q15. Top choice	Number	Percent
Maintenance of parks	58	19.0 %
Maintenance of trails	13	4.2 %
Number of parks in system	23	7.5 %
Variety of different types of parks in system	25	8.2 %
Security at parks & facilities	40	13.1 %
Security on trails	7	2.3 %
Availability of information about programs/facilities	40	13.1 %
Quality of programs for families with children	14	4.6 %
Quality of programs for adults	17	5.6 %
User friendliness of Town's website	13	4.2 %
Variety of programs offered	6	2.0 %
Ease of registering for classes	1	0.3 %
Ease of renting/reserving a facility	4	1.3 %
None chosen	45	14.7 %
Total	306	100.0 %

Q15. Which THREE of the items from the list in Question 14 should receive the MOST EMPHASIS over the next five years?

Q15. 2nd choice	Number	Percent
Maintenance of parks	19	6.2 %
Maintenance of trails	24	7.8 %
Number of parks in system	21	6.9 %
Variety of different types of parks in system	17	5.6 %
Security at parks & facilities	31	10.1 %
Security on trails	33	10.8 %
Availability of information about programs/facilities	11	3.6 %
Quality of programs for families with children	16	5.2 %
Quality of programs for adults	24	7.8 %
User friendliness of Town's website	17	5.6 %
Variety of programs offered	26	8.5 %
Ease of registering for classes	10	3.3 %
Ease of renting/reserving a facility	1	0.3 %
None chosen	56	18.3 %
Total	306	100.0 %

Q15. Which THREE of the items from the list in Question 14 should receive the MOST EMPHASIS over the next five years?

Q15. 3rd choice	Number	Percent
Maintenance of parks	20	6.5 %
Maintenance of trails	14	4.6 %
Number of parks in system	10	3.3 %
Variety of different types of parks in system	19	6.2 %
Security at parks & facilities	22	7.2 %
Security on trails	15	4.9 %
Availability of information about programs/facilities	16	5.2 %
Quality of programs for families with children	19	6.2 %
Quality of programs for adults	25	8.2 %
User friendliness of Town's website	23	7.5 %
Variety of programs offered	29	9.5 %
Ease of registering for classes	5	1.6 %
Ease of renting/reserving a facility	6	2.0 %
None chosen	83	27.1 %
Total	306	100.0 %

(SUM OF TOP 3)

Q15. Which THREE of the items from the list in Question 14 should receive the MOST EMPHASIS over the next five years? (top 3)

Q15. Top choice	Number	Percent
Maintenance of parks	97	31.7 %
Maintenance of trails	51	16.7 %
Number of parks in system	54	17.6 %
Variety of different types of parks in system	61	19.9 %
Security at parks & facilities	93	30.4 %
Security on trails	55	18.0 %
Availability of information about programs/facilities	67	21.9 %
Quality of programs for families with children	49	16.0 %
Quality of programs for adults	66	21.6 %
User friendliness of Town's website	53	17.3 %
Variety of programs offered	61	19.9 %
Ease of registering for classes	16	5.2 %
Ease of renting/reserving a facility	11	3.6 %
None chosen	45	14.7 %
Total	779	

Q16. For each of the following open space options, please rate how supportive you are of the Town of Harrisburg Parks and Recreation Department pursuing each option on a scale of 4 to 1, where 4 means "Very Supportive," and 1 means "Not Supportive."

(N=306)

	Very supportive	Somewhat supportive	Not sure	Not supportive
Q16-1. Develop some existing underdeveloped open space that has been acquired over years for passive uses (trails, picnic areas, playgrounds)	54.9%	23.2%	15.7%	6.2%
Q16-2. Acquire additional open space areas & leave undeveloped for future generations	48.7%	19.3%	24.5%	7.5%
Q16-3. Acquire additional open space areas & develop for passive uses (greenways, trails, picnic areas, playgrounds)	50.0%	22.9%	20.9%	6.2%
Q16-4. Acquire additional open space areas & develop for active facilities (sports fields/courts, recreation centers, event or specialized venues, etc.)	35.3%	24.8%	26.8%	13.1%
Q16-5. Acquire additional open space areas & develop for water-based facilities (fishing, boating, beach areas)	36.9%	19.9%	24.8%	18.3%
Q16-6. Public art in park spaces	28.4%	24.2%	29.1%	18.3%

Q17. Which THREE of the options for open space listed in Question 16 do you think should be MOST IMPORTANT for the Town of Harrisburg Parks and Recreation Department to take?

Q17. Top choice	Number	Percent
Develop some existing underdeveloped open space that has been acquired over years for passive uses (trails, picnic areas, playgrounds)	106	34.6 %
Acquire additional open space areas & leave undeveloped for future generations	45	14.7 %
Acquire additional open space areas & develop for passive uses (greenways, trails, picnic areas, playgrounds)	32	10.5 %
Acquire additional open space areas & develop for active facilities (sports fields/courts, recreation centers, event or specialized venues, etc.)	29	9.5 %
Acquire additional open space areas & develop for water-based facilities (fishing, boating, beach areas)	28	9.2 %
Public art in park spaces	13	4.2 %
None chosen	53	17.3 %
Total	306	100.0 %

Q17. Which THREE of the options for open space listed in Question 16 do you think should be MOST IMPORTANT for the Town of Harrisburg Parks and Recreation Department to take?

Q17. 2nd choice	Number	Percent
Develop some existing underdeveloped open space that has been acquired over years for passive uses (trails, picnic areas, playgrounds)	50	16.3 %
Acquire additional open space areas & leave undeveloped for future generations	44	14.4 %
Acquire additional open space areas & develop for passive uses (greenways, trails, picnic areas, playgrounds)	66	21.6 %
Acquire additional open space areas & develop for active facilities (sports fields/courts, recreation centers, event or specialized venues, etc.)	20	6.5 %
Acquire additional open space areas & develop for water-based facilities (fishing, boating, beach areas)	36	11.8 %
Public art in park spaces	17	5.6 %
None chosen	73	23.9 %
Total	306	100.0 %

Q17. Which THREE of the options for open space listed in Question 16 do you think should be MOST IMPORTANT for the Town of Harrisburg Parks and Recreation Department to take?

Q17. 3rd choice	Number	Percent
Develop some existing underdeveloped open space that has been acquired over years for passive uses (trails, picnic areas, playgrounds)	25	8.2 %
Acquire additional open space areas & leave undeveloped for future generations	24	7.8 %
Acquire additional open space areas & develop for passive uses (greenways, trails, picnic areas, playgrounds)	43	14.1 %
Acquire additional open space areas & develop for active facilities (sports fields/courts, recreation centers, event or specialized venues, etc.)	38	12.4 %
Acquire additional open space areas & develop for water-based facilities (fishing, boating, beach areas)	41	13.4 %
Public art in park spaces	24	7.8 %
None chosen	111	36.3 %
Total	306	100.0 %

(SUM OF TOP 3)**Q17. Which THREE of the options for open space listed in Question 16 do you think should be MOST IMPORTANT for the Town of Harrisburg Parks and Recreation Department to take? (top 3)**

Q17. Top choice	Number	Percent
Develop some existing underdeveloped open space that has been acquired over years for passive uses (trails, picnic areas, playgrounds)	181	59.2 %
Acquire additional open space areas & leave undeveloped for future generations	113	36.9 %
Acquire additional open space areas & develop for passive uses (greenways, trails, picnic areas, playgrounds)	141	46.1 %
Acquire additional open space areas & develop for active facilities (sports fields/courts, recreation centers, event or specialized venues, etc.)	87	28.4 %
Acquire additional open space areas & develop for water-based facilities (fishing, boating, beach areas)	105	34.3 %
Public art in park spaces	54	17.6 %
None chosen	53	17.3 %
Total	734	

Q18. How satisfied are you with the overall value your household receives from the Town of Harrisburg Parks and Recreation Department?

Q18. How satisfied are you with overall value your household receives from Town Parks & Recreation Department	Number	Percent
Very satisfied	53	17.3 %
Satisfied	137	44.8 %
Neutral	78	25.5 %
Dissatisfied	17	5.6 %
Very dissatisfied	5	1.6 %
Not provided	16	5.2 %
Total	306	100.0 %

(WITHOUT "NOT PROVIDED")**Q18. How satisfied are you with the overall value your household receives from the Town of Harrisburg Parks and Recreation Department? (without "not provided")**

Q18. How satisfied are you with overall value your household receives from Town Parks & Recreation Department	Number	Percent
Very satisfied	53	18.3 %
Satisfied	137	47.2 %
Neutral	78	26.9 %
Dissatisfied	17	5.9 %
Very dissatisfied	5	1.7 %
Total	290	100.0 %

Q19. The following are some benefits that you and your household may receive from the Town of Harrisburg Parks and Recreation department. For each potential benefit, please indicate your level of agreement with the benefits being provided by parks, trails, and recreation facilities.

(N=306)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
Q19-1. Improves physical health & fitness	41.5%	33.0%	11.8%	2.3%	0.3%	11.1%
Q19-2. Helps reduce crime	19.0%	23.5%	29.1%	9.2%	2.3%	17.0%
Q19-3. Makes Town of Harrisburg a more desirable place to live	47.7%	33.7%	8.2%	1.0%	1.3%	8.2%
Q19-4. Protects natural resources & the environment	33.3%	33.0%	18.6%	2.9%	1.0%	11.1%
Q19-5. Increases property values in Town	33.3%	40.5%	13.1%	2.6%	0.7%	9.8%
Q19-6. Improves mental health & reduces stress	36.6%	39.9%	12.1%	1.3%	0.7%	9.5%
Q19-7. Increases opportunities for people of different cultures to interact	25.8%	36.9%	19.6%	4.9%	1.0%	11.8%
Q19-8. Helps attract new residents & businesses	27.5%	40.5%	16.3%	3.6%	2.3%	9.8%
Q19-9. Protects historical attributes of Town	22.5%	31.4%	23.5%	5.6%	2.3%	14.7%
Q19-10. Preserves large areas of open space	25.8%	36.3%	16.0%	6.9%	2.9%	12.1%
Q19-11. Promotes tourism to Town	14.7%	22.5%	30.7%	10.5%	4.9%	16.7%

(WITHOUT "DON'T KNOW")

Q19. The following are some benefits that you and your household may receive from the Town of Harrisburg Parks and Recreation department. For each potential benefit, please indicate your level of agreement with the benefits being provided by parks, trails, and recreation facilities. (without "don't know")

(N=306)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q19-1. Improves physical health & fitness	46.7%	37.1%	13.2%	2.6%	0.4%
Q19-2. Helps reduce crime	22.8%	28.3%	35.0%	11.0%	2.8%
Q19-3. Makes Town of Harrisburg a more desirable place to live	52.0%	36.7%	8.9%	1.1%	1.4%
Q19-4. Protects natural resources & the environment	37.5%	37.1%	21.0%	3.3%	1.1%
Q19-5. Increases property values in Town	37.0%	44.9%	14.5%	2.9%	0.7%
Q19-6. Improves mental health & reduces stress	40.4%	44.0%	13.4%	1.4%	0.7%
Q19-7. Increases opportunities for people of different cultures to interact	29.3%	41.9%	22.2%	5.6%	1.1%
Q19-8. Helps attract new residents & businesses	30.4%	44.9%	18.1%	4.0%	2.5%
Q19-9. Protects historical attributes of Town	26.4%	36.8%	27.6%	6.5%	2.7%
Q19-10. Preserves large areas of open space	29.4%	41.3%	18.2%	7.8%	3.3%
Q19-11. Promotes tourism to Town	17.6%	27.1%	36.9%	12.5%	5.9%

Q20. Which THREE of the potential benefits listed in Question 19 are MOST IMPORTANT to you and the members of your household?

Q20. Top choice	Number	Percent
Improves physical health & fitness	103	33.7 %
Helps reduce crime	33	10.8 %
Makes Town of Harrisburg a more desirable place to live	50	16.3 %
Protects natural resources & the environment	25	8.2 %
Increases property values in Town	11	3.6 %
Improves mental health & reduces stress	3	1.0 %
Increases opportunities for people of different cultures to interact	5	1.6 %
Helps attract new residents & businesses	1	0.3 %
Protects historical attributes of Town	7	2.3 %
Preserves large areas of open space	6	2.0 %
None chosen	62	20.3 %
Total	306	100.0 %

Q20. Which THREE of the potential benefits listed in Question 19 are MOST IMPORTANT to you and the members of your household?

Q20. 2nd choice	Number	Percent
Improves physical health & fitness	26	8.5 %
Helps reduce crime	24	7.8 %
Makes Town of Harrisburg a more desirable place to live	53	17.3 %
Protects natural resources & the environment	36	11.8 %
Increases property values in Town	30	9.8 %
Improves mental health & reduces stress	21	6.9 %
Increases opportunities for people of different cultures to interact	6	2.0 %
Helps attract new residents & businesses	10	3.3 %
Protects historical attributes of Town	7	2.3 %
Preserves large areas of open space	16	5.2 %
None chosen	77	25.2 %
Total	306	100.0 %

Q20. Which THREE of the potential benefits listed in Question 19 are MOST IMPORTANT to you and the members of your household?

Q20. 3rd choice	Number	Percent
Improves physical health & fitness	22	7.2 %
Helps reduce crime	14	4.6 %
Makes Town of Harrisburg a more desirable place to live	18	5.9 %
Protects natural resources & the environment	28	9.2 %
Increases property values in Town	34	11.1 %
Improves mental health & reduces stress	32	10.5 %
Increases opportunities for people of different cultures to interact	21	6.9 %
Helps attract new residents & businesses	14	4.6 %
Protects historical attributes of Town	12	3.9 %
Preserves large areas of open space	17	5.6 %
Promotes tourism to Town	3	1.0 %
None chosen	91	29.7 %
Total	306	100.0 %

(SUM OF TOP 3)**Q20. Which THREE of the potential benefits listed in Question 19 are MOST IMPORTANT to you and the members of your household? (top 3)**

Q20. Top choice	Number	Percent
Improves physical health & fitness	151	49.3 %
Helps reduce crime	71	23.2 %
Makes Town of Harrisburg a more desirable place to live	121	39.5 %
Protects natural resources & the environment	89	29.1 %
Increases property values in Town	75	24.5 %
Improves mental health & reduces stress	56	18.3 %
Increases opportunities for people of different cultures to interact	32	10.5 %
Helps attract new residents & businesses	25	8.2 %
Protects historical attributes of Town	26	8.5 %
Preserves large areas of open space	39	12.7 %
Promotes tourism to Town	3	1.0 %
None chosen	62	20.3 %
Total	750	

Q21. What is your age?

Q21. Your age	Number	Percent
18-34	65	21.2 %
35-44	64	20.9 %
45-54	63	20.6 %
55-64	54	17.6 %
65+	57	18.6 %
Not provided	3	1.0 %
Total	306	100.0 %

(WITHOUT "NOT PROVIDED")**Q21. What is your age? (without "not provided")**

Q21. Your age	Number	Percent
18-34	65	21.5 %
35-44	64	21.1 %
45-54	63	20.8 %
55-64	54	17.8 %
65+	57	18.8 %
Total	303	100.0 %

Q22. How many years have you lived in the Town of Harrisburg?

Q22. How many years have you lived in Town of Harrisburg	Number	Percent
0-5	50	16.3 %
6-10	58	19.0 %
11-15	35	11.4 %
16-20	61	19.9 %
21-30	49	16.0 %
31+	35	11.4 %
Not provided	18	5.9 %
Total	306	100.0 %

(WITHOUT "NOT PROVIDED")**Q22. How many years have you lived in the Town of Harrisburg? (without "not provided")**

Q22. How many years have you lived in Town of Harrisburg	Number	Percent
0-5	50	17.4 %
6-10	58	20.1 %
11-15	35	12.2 %
16-20	61	21.2 %
21-30	49	17.0 %
31+	35	12.2 %
Total	288	100.0 %

Q23. Are you or other members of your household of Hispanic, Latino, or Spanish ancestry?

Q23. Are you of Hispanic, Latino, or Spanish ancestry	Number	Percent
Yes	29	9.5 %
No	274	89.5 %
Not provided	3	1.0 %
Total	306	100.0 %

(WITHOUT "NOT PROVIDED")**Q23. Are you or other members of your household of Hispanic, Latino, or Spanish ancestry? (without "not provided")**

Q23. Are you of Hispanic, Latino, or Spanish ancestry	Number	Percent
Yes	29	9.6 %
No	274	90.4 %
Total	303	100.0 %

Q24. Which of the following best describes your race?

Q24. Your race	Number	Percent
Asian or Asian Indian	37	12.1 %
Black or African American	37	12.1 %
American Indian or Alaska Native	2	0.7 %
White or Caucasian	188	61.4 %
Other	5	1.6 %
Total	269	

Q24-5. Self-describe your race:

Q24-5. Self-describe your race	Number	Percent
Puerto Rican	1	20.0 %
Latina/Hispanic	1	20.0 %
Mixed	1	20.0 %
Multiple races	1	20.0 %
Caribbean	1	20.0 %
Total	5	100.0 %

Q25. What is your household income?

Q25. Your household income	Number	Percent
Under \$25K	15	4.9 %
\$25K-\$49,999	18	5.9 %
\$50K-\$74,999	28	9.2 %
\$75K-\$99,999	36	11.8 %
\$100K-\$149,999	84	27.5 %
\$150K+	48	15.7 %
Not provided	77	25.2 %
Total	306	100.0 %

(WITHOUT "NOT PROVIDED")**Q25. What is your household income? (without "not provided")**

Q25. Your household income	Number	Percent
Under \$25K	15	6.6 %
\$25K-\$49,999	18	7.9 %
\$50K-\$74,999	28	12.2 %
\$75K-\$99,999	36	15.7 %
\$100K-\$149,999	84	36.7 %
\$150K+	48	21.0 %
Total	229	100.0 %

Q26. Your gender:

Q26. Your gender	Number	Percent
Male	142	46.4 %
Female	150	49.0 %
Non-Binary	2	0.7 %
Prefer not to answer	12	3.9 %
Total	306	100.0 %

(WITHOUT "PREFER NOT TO ANSWER")**Q26. Your gender: (without "prefer not to answer")**

Q26. Your gender	Number	Percent
Male	142	48.3 %
Female	150	51.0 %
Non-Binary	2	0.7 %
Total	294	100.0 %



Open-Ended Responses

Open-Ended Question Responses

Q9—"Other": Reasons your household currently DO NOT use recreation facilities, amenities, and parks or participate in programs offered by the Town of Harrisburg Parks and Recreation Department.

- Again, I have lived here for 7 years & not seen anything from the town about what's offered, so I can't answer. However, I will say I go to dog parks in Meck county, because we aren't dog friendly here. No poo bins on roads, no dog parks
- Bathrooms are dirty.
- Care giver for a disabled spouse.
- Cost prohibitive. Our daughters were interested in cheer, but it was too costly for our household (teacher & police officer). As a result, we decided to participate in the Lions Club league in Mt. Pleasant.
- Dogs not on leashes
- Fields closed and soccer goals locked up.
- Having to obtain tickets
- Hope to use the new YMCA
- It would be nice to have protected trails/a Greenway connecting Tom Query Road neighborhoods to the park to help with parking issues
- Lack of interest
- No basketball hoops.
- No programs offered to our special needs community (kids).
- No shuttle on activity days. Cannot walk the distance to activities if handicap parking is filled.
- Not dog friendly enough. No dog park - trails are steep, often muddy/slippery and shared with Banzai Mountain bikers and frisbee golfers.
- Tennis courts full in evening
- There needs to be a walk-over on Hwy. 49 to allow better walking access to the Harrisburg Park. I am not comfortable trying to cross this road!!
- Want dedicated pickleball courts
- We go when we are with our grandchildren
- We often learn something is taking place either by seeing it as I drive by or hearing about it after the fact. Not seeing offerings that appeal to me. This may be just because I'm too fussy. Pickleball is a particular point of mild exasperation for me, and I don't blame the Town of Harrisburg. I've heard it's easy to learn, and in many places people gather and play pick-up games, which are also opportunities to socialize. There's a pickleball court at Stallings Park, but I stop by every month or two in nice weather, and I've never seen anyone playing pickleball. I know Harrisburg offers a pickleball class, but if I then wouldn't get a chance to play, why bother?
- Will use the new YMCA
- Would love to take advantage of your parks or programs. Nothing is well advertised and seniors are not aware that this is even available.

Q11a—“What other specific recreational facilities or amenities not listed in Question 10 should the Town of Harrisburg Parks and Recreation Department consider for future development?”

- Community gardens for those that do not have a space for one. With grocery prices continuing to increase it probably will help some of the elderly folks when they retire. We have an area for a vegetable garden and look forward to enjoying the fruits of our labor every spring and summer. Also, we look forward to the farmer coming weekly and bringing the fruits and vegetables he has grown.
- Additional tennis courts that are not also pickleball courts.
- Adult swimming and water activities.
- Affordable indoor recreational spaces available for rent. The Frank Liske Park venue is lovely, but cost prohibitive. It would be great to have a partial day/hourly rental for special events.
- another splash pad.
- Arts and craft classes for all ages. IT classes for seniors and cyber security geared for the elderly
- Badminton nets, horseshoes.
- Better parking or more parking spots at Stallings park. It's a nightmare trying to find a spot.
- Big covered picnic shelters with restroom access
- Bingo. I have participated in a Bingo program where prizes were won for satisfying nutritional or fitness goals. It made it more fun and friendly competition. The ultimate goal was nutritional learning or chair fitness alternatives when standing was a challenge.
- Chess boards to play for elders
- Community center area that holds games - i.e. bridge, pinochle, spades, etc.
- Community gathering spaces for table games(chess, board games, etc.).
- Community gym
- Community pool
- Community soup kitchen for children and seniors.
- Community swimming pool
- Concerts
- Dedicated pickleball courts
- Disc/frisbee golf
- Dog park
- Figure out a way to advertise that isn't social media. Flyers, or mailers, will work. And please give us more public trash bins & dog bins. People on these streets get so gross. It'd be nice to be able to clean up without having to haul my own trash bags around
- Greenways
- Health and fitness classes for seniors. Craft classes for seniors.
- I believe we could make good use of a Lowe's Home Improvement or a Home Depot. The gentlemen at the hardware store are very helpful, but the store can't offer the merchandise selection that the larger stores can AND the hours it is opened is not conducive to most people's working schedules.
- I believe we do need all sports fields and courts. As far as walking trails, no. Too easy for criminals to hang out in today's world. I believe in Harrisburg we all have safe walking areas and yards for children to play, with parents around in our neighborhood.

- Disc golf and Pickleball are most enjoyed by my family and friends. We play disc golf multiple days a week at HBP, but often have to venture to Charlotte for wider availability of courses and larger courses. Dedicated Pickleball courts, like what is being done in Concord with the City of Concord Bond, would be great. Stallings is only area park we can find lighted courts with Pickleball painted lines and it gets busy after work and we have to wait a lot. I also wish that the Carolina Thread Trail would be developed/completed along the planned route. In 2018, we received a Master Plan that looked wonderful, with connectivity through Harrisburg to Charlotte (where the trail is fairly well developed) and future developments through the County. A basketball option in Harrisburg would be welcomed (I understand some residents do not like the noise and crowds outdoor courts can attract). Hopefully this can be provided as both outdoor free access at HBP and indoor paid access at the YMCA (or free at a rec center). The Harrisburg Park sports fields have been closed too often for maintenance/seeding lately. The question Q10 is unclear because of grammatical error. ""Please indicate how well your needs for each facility or amenity. If you do not have a need for one of the items listed, please select ""No Need."" Is the question asking how well my needs would be met by each type or how well Town Of Harrisburg has provided for my needs? This is going to introduce bias due to confusion of respondents. I've answered the question as if it is asking how well my needs are currently met.
- I live in Fenton Dell and our neighborhood has had discussions about a greenway that would border our development. I absolutely DO NOT want the greenway because to get that greenway, you would have to remove a 25 foot wide swath of trees. We have lost so many trees to developments and residents cutting down trees to sell. The Howie project has clear cut a ton of trees around us. I would rather preserve the trees and people can use the existing parks in Harrisburg and Concord . Seriously it's heartbreaking how many trees are being cut down. Please preserve the trees!
- I would like to see sidewalks connecting neighborhoods south of HWY 49 to the town center and Harrisburg Park.
- I would love to see Pharr Mill Park get some shade over the playground and an equipment upgrade.
- If the town saw fit to install side walks in the older neighborhoods, we could walk to the parks. Otherwise I'm not answering the questions in the survey.
- Indoor heated pool.
- Indoor pool
- Indoor pool
- Indoor Pool
- It would be nice to have an outdoor fitness area with bars for exercise activities like pullups, parallel bars, and similar equipment as they have at Frank Liske Park.
- It's mentioned, but I would love to see a community center that offers stuff like Line dancing, shagging lessons , and other dance lessons. Card games, like Canasta, Rummy, maybe Karaoke, where we grew up they had Square dancing, which I thought was amazingly fun, and I was in my 20's then.
- More connected greenways
- More dog parks and fishing areas
- More opportunities for seniors
- More sidewalks connected to parks

- More sidewalks if Harrisburg is truly going to be a walkable community AND a safe way to cross Hwy. 49 on foot or with children.
- Mountain bike trails; Harrisburg Park had a nice one before the splash pad was built. The Harrisburg 1/2 mile is okay, but the other one was great - through the woods behind soccer fields.
- Nature Center, outdoor swimming pools, weekend farmer's market, or vendor/craft markets, more adult programming.
- Need more advertised activities for much older adults.
- Need more tennis courts - pickleball takes away tennis courts. Need outside b-ball courts - young people in area have no where to play. They can't use the elementary courts due to the after school program that ends at 6pm.
- Open green space and cultural centers for visual and performing arts.
- Organized activities for senior citizens
- Our roads need non-vehicular lane - sidewalks, road-side bike lanes, etc.
- Outdoor and indoor pools
- Outdoor concerts in the summer and fall.
- Parking
- Parks and Rec are doing a great job. Please continue supporting your people who support this community! Thank you
- Pedestrian bridge over railroad tracks and/or over 49, to enable bike riding safely from neighborhoods to restaurants/brewery.
- Please build and expand plans for greenway system throughout Harrisburg with plans to connect up with neighboring communities greenway systems. Climbing gym would be great as well
- Possible open field assuming land is available for flying gas, or electric rapid controlled model airplanes.
- Quit knocking down the trees, have hiking trails and wooded areas. We need to preserve nature!
- Rentable E-bikes available.
- Rock climbing facility
- Safe bike lanes adjacent to roadway not on the edge of roads.
- Security to protect these areas
- Senior activities at library.
- Sidewalks
- sidewalks in neighborhoods and from neighborhoods to the parks and rec areas so we could bicycle there
- Swimming pool
- That pretty much covers it.
- Town citizens voted against bonds for parks, but town hall spent large amounts of tax money anyway.
- Trails/greenways along creeks Mallard Creek/Rocky River
- Walking paths on Parallel and Patricia Drive for pedestrians. Traffic is too fast and dangerous on these roads to get out and walk /ride bikes with family. Sidewalks on older side of Harrisburg. We pay taxes too.

- Sidewalks. We would use sidewalks a lot if they connected us to neighboring communities, just for regular walks. We would also use them frequently if they connected us to Brookdale and Farmington shopping centers (1.5 miles from our home), We would probably use them now then even to walk to downtown Harrisburg (2.5-3.0 miles from our home). Other notes on the facilities questions: There are nice parks, but I can't walk out of my neighborhood without walking on a road -04, and 08, -10. What we want in a large community park or natural area is something like Reedy Creek Park, with longish hiking trails. This doesn't seem practical for Harrisburg, and, well, it's available in Reedy Creek Park. 05. We may be unfamiliar with all that's on offer, but we may use picnic areas more if they were in relatively natural or green areas. 07. Hey that's an idea; if there were places to fish and classes to learn how, I might take that up. 23. If there is one, we're not aware of it. If there were one, our using it would probably be more a matter of what programs are offered than how fancy the facility is.
- Water park or lake with sand beach and clean restroom with showers.
- Water sports (canoe), archery, native plant habitat (for butterflies, bees, and pollinators), agripark (free you-pick vegetables)
- We just moved here last year, so we are not familiar enough with the area to know which parks are available to us beyond Harrisburg Park. However, coming from Charlotte where greenways connect many areas, I would love to see some paved trails in and around Harrisburg Town proper for biking and walking.
- YMCA

Q13a—"What other specific recreational facilities or amenities not listed in Question 12 should the Town of Harrisburg parks and Recreation Department consider for future development?"

- A community garden is the only other thing that I could think of. As far as dog parks, we have dogs and take them to different parks around Cabarrus county to give them variety. Our favorite parks are Harris Depot for proximity, Pharr Mill and Frank Liske. We take our dogs to restaurants and even the hardware stores to work on obedience training in public spaces. BUT we will not use a dog park if one is built due to irresponsible dog owners, ill behaved dogs, potential for unvaccinated dogs and risk of RSV communicable disease. So as much as we center our life around our dogs, a dog park is not something we would use
- Chess boards to play for elders
- Did not know these existed. Would love to have more information.
- Educational lectures about travel and current events.
- Golf lessons
- Greenways
- Hands on nutritional cooking sessions
- Have an outdoor fitness area for body weight exercising to promote a healthy lifestyle.
- Help our local churches to be more involved using the facilities that are already around. When these are filling up then use your premade plans to build facilities or amenities. We need more family time not take children and drop them off.
- Indoor Pool
- Indoor water sports facility needed.
- Interactive center for children and seniors.

- Job opportunities for older adults. Entrepreneur classes conference.
- Kid's summer camps.
- Local community picnic and 'get together' events.
- Love the Art show, need more often. Local music acts, blues.
- More tennis courts.
- Mountain bike trails
- Music lessons.
- No promotion for adult athletic programs
- Outdoor and indoor pools
- Outdoor gym
- Partnerships with local recreational providers. A friend mentioned that her community hosts a seasonal recreational "sampler". Residents pay for a punch card which provides opportunities to sample recreational activities from local partners (martial arts, dance, music lessons, sports, etc.) It provides residents an opportunity to participate, and then determine if they'd like to commit to the recreational activity. It's been very well received, lucrative for the parks & rec department, and developed strong community ties. Residents could also purchase cards to be utilized by those in foster care or from underprivileged youth who may otherwise not have an opportunity to participate in these activities.
- Pickle ball and Adult Soccer
- Pickleball league's and clinics
- Programs for people with disabilities and special needs.
- Reduce taxes and shutdown entertainment.
- Swim facilities
- Swimming classes are most important to our family
- Swimming pool
- When a child or teen is doing something they enjoy, they normally stay out of trouble. In today's time, this is very important.
- Would like more Movies in the Park w/ Free Admission.
- would like to see cultural programs and/or educational events/programs introduced so that young adults can see and explore the variety of career fields available to them.
- Would love to have a YMCA pool.



Survey Instrument

A Few Minutes of Your Time Will Help Make the Town of Harrisburg a Better Place to Live, Work and Play!



Dear Town of Harrisburg Resident:

Your response to the enclosed survey is extremely important...

Town of Harrisburg Parks and Recreation is conducting a Community Survey to help establish priorities for future improvements and development of parks, trails, water and land-based recreation facilities and services within the Town. The survey is being conducted as a component of an update to our long range strategic plan.

Your household is one of a limited number selected at random to receive this survey, and it is very important that you participate.

We appreciate your time...

We realize this survey will take approximately 12-15 minutes to complete, and each question is important. The time you invest in completing this survey will aid the Town in taking a resident-driven and data-based approach to making decisions. This will enrich the future of our community and positively affect the quality of life for our residents.

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

We have selected ETC Institute, an independent consulting company, as our partner to administer this survey. They will compile the data received and present the results to the Town. **Your responses will remain confidential.** Please return your completed survey in the enclosed postage-paid envelope addressed to ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061. If you would like to take the survey over the web, the address is HarrisburgSurvey.org.

If you have any questions, please feel free to contact ETC Institute's Project Manager, Ryan Murray at: 913-254-4598 or at Ryan.Murray@etcinstitute.com. This Community Survey is a tool that will benefit all Town of Harrisburg residents.

Please take this opportunity to let your voice be heard!

Sincerely,

2023 Town of Harrisburg Parks and Recreation Community Survey

The Town of Harrisburg Parks and Recreation Department would like your input to help determine park and recreation priorities for our community. This survey will take 12-15 minutes to complete. We greatly appreciate your time. If you would prefer to complete the survey online, please go to HarrisburgSurvey.org.

1. Counting yourself, how many people in your household are...

Under age 5: ____	Ages 15-19: ____	Ages 35-44: ____	Ages 65-79: ____
Ages 5-9: ____	Ages 20-24: ____	Ages 45-54: ____	Ages 80+: ____
Ages 10-14: ____	Ages 25-34: ____	Ages 55-64: ____	

2. Please CHECK ALL of the following Town of Harrisburg Parks & Recreation Department parks and facilities that you or other members of your household have used in the past 12 months.

____(01) Harrisburg Park	____(07) Rocky River Elementary	____(13) Pharr Mill Park
____(02) Stallings Park	____(08) Harris Depot Park	____(14) Pharr Mill Park Shelter
____(03) C C Griffin Middle School	____(09) Harris Depot Park Shelter	____(15) Stallings Park
____(04) Harrisburg Elementary	____(10) Harrisburg Park and Shelters	____(16) Stallings Park Shelter
____(05) Hickory Ridge Middle School	____(11) Harrisburg Park Splash Pad	____(17) Veterans Park
____(06) Patriots Elementary	____(12) Holcomb Woods Athletic Complex	

2a. Which THREE parks or facilities listed above do you visit or reserve MOST OFTEN? [Write in your answers below using the item numbers from the list in Question 2.]

1st: ____ 2nd: ____ 3rd: ____

3. Overall, how would you rate the physical condition of ALL the parks and recreation facilities in the Town of Harrisburg that you have visited?

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

4. Have you or other members of your household participated in any programs (including classes, camps, leagues, or events) offered by the Town of Harrisburg Parks and Recreation Department during the past 12 months?

____ (1) Yes ____ (2) No [Skip to Q5.]

4a. Approximately how many different programs offered by the Town of Harrisburg Parks and Recreation Department have you or members of your household participated in over the past 12 months?

____ (1) 1 program	____ (3) 4-6 programs	____ (5) 11 or more programs
____ (2) 2-3 programs	____ (4) 7-10 programs	

4b. Please check the THREE primary reasons your household participates in these programs.

____ (01) Quality of instructors	____ (06) Quality of programs
____ (02) Location of facility	____ (07) Dates offered
____ (03) Quality of facility	____ (08) Friends/family participate
____ (04) Cost to participate is reasonable	____ (09) Facilities are accessible
____ (05) Convenient times	____ (10) Other: _____

4c. Overall, how would you rate the quality of ALL the programs offered by the Town of Harrisburg Parks and Recreation Department that you have participated in?

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

5. Please check ALL of the organizations below that you or members of your household have used for parks, trails, and recreation activities during the past 12 months?

- | | |
|---|---|
| ☐ (01) Faith based organizations | ☐ (08) State parks of North Carolina |
| ☐ (02) Homeowners associations | ☐ (09) YMCA |
| ☐ (03) Community centers | ☐ (10) Your local town parks and recreation agency |
| ☐ (04) Town of Harrisburg Parks and Recreation | ☐ (11) Youth sports associations |
| ☐ (05) Private or public golf courses | ☐ (12) Other: _____ |
| ☐ (06) Private instruction (gymnastics, dance, martial arts) | ☐ (13) None, do not use any organizations <i>[Skip to Q7.]</i> |
| ☐ (07) Schools | |

6. Which TWO of the organizations listed in Question 5 do you and the members of your household use most? *[Write-in your answers below using the numbers from the list in Question 5.]*

1st: _____ 2nd: _____

7. From the following list, please check ALL of the following ways you currently use to learn about the Town of Harrisburg Parks and Recreation Department. *[Check all that apply.]*

- | | |
|--|---|
| ☐ (01) Program guide | ☐ (09) Print advertisements |
| ☐ (02) Website | ☐ (10) E-newsletters |
| ☐ (03) Newspaper articles | ☐ (11) Social media (Facebook, Twitter/X, Instagram) |
| ☐ (04) Radio | ☐ (12) Nextdoor |
| ☐ (05) Television | ☐ (13) My local city/municipality/school district |
| ☐ (06) Word of mouth | ☐ (14) Town board meetings |
| ☐ (07) Park signage | ☐ (15) Promotions at special events |
| ☐ (08) Conversations with staff | ☐ (16) Other: _____ |

8. Which THREE sources from the list in Question 7 are YOUR MOST PREFERRED SOURCES for learning about the Town of Harrisburg Parks and Recreation Department? *[Write in your answers below using the numbers from the list in Question 7, or circle "NONE."]*

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

9. Please check ALL the reasons why you or members of your household currently DO NOT use recreation facilities, amenities, and parks or participate in programs offered by the Town of Harrisburg Parks and Recreation Department. *[Check ALL that apply.]*

- | | |
|--|--|
| ☐ (01) Nothing prevents us from using/participating | ☐ (12) My schedule is too busy |
| ☐ (02) Lack of clear views in the open space areas (sightlines) | ☐ (13) Not accessible for people with disabilities |
| ☐ (03) I don't know what is available | ☐ (14) Lack of programming opportunities suitable for seniors |
| ☐ (04) Operating hours are not convenient | ☐ (15) Lack of parking |
| ☐ (05) Areas are too crowded | ☐ (16) Presence of dogs |
| ☐ (06) Poor customer service by staff | ☐ (17) Too far from residence or work |
| ☐ (07) Lack of restrooms | ☐ (18) Lack of transportation |
| ☐ (08) Better amenities are available elsewhere | ☐ (19) Lack of diverse offerings |
| ☐ (09) Facility I want to visit is not offered | ☐ (20) Do not feel safe or socially welcomed |
| ☐ (10) Facilities are not well maintained | ☐ (21) Offerings are not culturally relevant to me |
| ☐ (11) Location does not appear safe | ☐ (22) No safe route to walk/bike to the facility |
| | ☐ (23) Other: _____ |

10. A variety of recreation **FACILITIES AND AMENITIES** are listed below. Please indicate how well your needs for each facility or amenity are met on a scale of 4 to 1, where 4 means your needs are "Fully Met" and 1 means your needs are "Not Met" at all. If you do not have a need for one of the items listed, please circle "9" for "No Need."

Facilities and Amenities		Fully Met	Mostly Met	Partly Met	Not Met	No Need
01.	Neighborhood parks (smaller parks within 10 minute walking distance)	4	3	2	1	9
02.	Large community parks (regional attractions that draw in users)	4	3	2	1	9
03.	Natural areas/conservation areas	4	3	2	1	9
04.	Open green space	4	3	2	1	9
05.	Picnic areas	4	3	2	1	9
06.	Playground areas	4	3	2	1	9
07.	Fishing areas	4	3	2	1	9
08.	Paved connectivity trails for bikes and pedestrians (greenways)	4	3	2	1	9
09.	Unpaved hiking trails within parks	4	3	2	1	9
10.	Paved walking trails within parks	4	3	2	1	9
11.	Off-leash dog parks	4	3	2	1	9
12.	Baseball/softball fields	4	3	2	1	9
13.	Outdoor basketball courts	4	3	2	1	9
14.	Soccer fields	4	3	2	1	9
15.	Football fields	4	3	2	1	9
16.	Skateboard parks	4	3	2	1	9
17.	Outdoor tennis courts	4	3	2	1	9
18.	Golf courses	4	3	2	1	9
19.	Lacrosse/Cricket Fields/Ultimate Frisbee	4	3	2	1	9
20.	Extreme sports (i.e., zipline, BMX)	4	3	2	1	9
21.	Pickleball courts	4	3	2	1	9
22.	Splash pads	4	3	2	1	9
23.	Community recreation building	4	3	2	1	9
24.	Fitness and exercise facilities (indoor or outdoor?)	4	3	2	1	9
25.	Indoor basketball/volleyball courts or other indoor sporting practice facilities	4	3	2	1	9
26.	Game Room/Exergaming/Esports	4	3	2	1	9
27.	Cultural centers for visual and performing arts	4	3	2	1	9
28.	Senior indoor and outdoor activity areas	4	3	2	1	9
29.	Teen indoor and outdoor activity areas	4	3	2	1	9
30.	Community gardens	4	3	2	1	9

11. Which **FOUR** of the recreational facilities and amenities listed in Question 10 do you think are **MOST IMPORTANT** to you and the members of your household? *[Write in your answers below using the numbers from the list in Question 10. If you don't believe any of these are important, circle "NONE."]*

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

- 11a. What other specific recreational facilities or amenities not listed in Question 10 above should the Town of Harrisburg Parks and Recreation Department consider for future development?

12. A variety of recreation **PROGRAMS** are listed below. Please indicate how well your needs for each facility or amenity are met on a scale of 4 to 1, where 4 means your needs are "Fully Met" and 1 means your needs are "Not Met" at all. If you do not have a need for one of the items listed, please circle "9" for "No Need."

Programs	Fully Met	Mostly Met	Partly Met	Not Met	No Need
01. Youth learn to swim programs	4	3	2	1	9
02. Adult learn to swim programs	4	3	2	1	9
03. Water fitness programs	4	3	2	1	9
04. Tennis lessons and leagues	4	3	2	1	9
05. Preschool programs	4	3	2	1	9
06. Before school programs	4	3	2	1	9
07. After school programs	4	3	2	1	9
08. School break programs (fall/winter/spring)	4	3	2	1	9
09. Youth athletic programs	4	3	2	1	9
10. Youth fitness and wellness programs	4	3	2	1	9
11. Youth gymnastics programs	4	3	2	1	9
12. Programs for teens	4	3	2	1	9
13. Youth art/dance/performing arts	4	3	2	1	9
14. Adult art/dance/performing arts	4	3	2	1	9
15. Adult organized athletic programs	4	3	2	1	9
16. Adult continuing education programs	4	3	2	1	9
17. Programs for people with disabilities or special needs	4	3	2	1	9
18. Indoor space for small events (i.e., parties, meetings)	4	3	2	1	9
19. Cultural special events (i.e., concerts, movies, history programs, and cultural events)	4	3	2	1	9
20. Outdoor public art	4	3	2	1	9
21. Athletic special events (i.e., cross-country or running races)	4	3	2	1	9
22. Nature programs/environmental education	4	3	2	1	9
23. Extreme sports	4	3	2	1	9
24. Dog park programs	4	3	2	1	9
25. Outdoor adventure programs (rock climbing/hikes/paddling & kayaking, etc.)	4	3	2	1	9
26. Science/technology programs (kids outdoor science programs/computer classes, etc.)	4	3	2	1	9

13. Which **FOUR** of the facilities and amenities listed in Question 12 do you think are **MOST IMPORTANT** to you and the members of your household? *[Write in your answers below using the numbers from the list in Question 12. If you don't believe any of these are important, circle "NONE."]*

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

- 13a. What other specific recreational facilities or amenities not listed in Question 12 above should the Town of Harrisburg Parks and Recreation Department consider for future development?

14. Please rate your satisfaction on a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," with the following recreation, parks, and cultural services provided by the Town of Harrisburg Parks and Recreation Department.

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know / Not Applicable
01. Maintenance of parks	5	4	3	2	1	9
02. Maintenance of trails	5	4	3	2	1	9
03. Number of parks in system	5	4	3	2	1	9
04. Variety of different types of parks in system	5	4	3	2	1	9
05. Security at parks and facilities	5	4	3	2	1	9
06. Security on trails	5	4	3	2	1	9
07. Availability of information about programs/facilities	5	4	3	2	1	9
08. Quality of programs for families with children	5	4	3	2	1	9
09. Quality of programs for adults	5	4	3	2	1	9
10. User friendliness of Town's Website	5	4	3	2	1	9
11. Variety of programs offered	5	4	3	2	1	9
12. Ease of registering for classes	5	4	3	2	1	9
13. Ease of renting/reserving a facility	5	4	3	2	1	9

15. Which THREE of the items from the list in Question 14 should receive the MOST EMPHASIS over the next five years? [Write in your answers below using the numbers from the list in Question 14, or circle "NONE."]

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

16. For each of the following open space options, please rate how supportive you are of the Town of Harrisburg Parks and Recreation Department pursuing each option on a scale of 4 to 1, where 4 means "Very Supportive," and 1 means "Not Supportive."

Options	Very Supportive	Somewhat Supportive	Not Sure	Not Supportive
1. Develop some of the existing underdeveloped open space that has been acquired over the years for passive uses (trails, picnic areas, playgrounds)	4	3	2	1
2. Acquire additional open space areas and leave undeveloped for future generations	4	3	2	1
3. Acquire additional open space areas and develop for passive uses (greenways, trails, picnic areas, playgrounds)	4	3	2	1
4. Acquire additional open space areas and develop for active facilities (sports fields/courts, recreation centers, event or specialized venues, etc.)	4	3	2	1
5. Acquire additional open space areas and develop for water-based facilities (fishing, boating, beach areas)	4	3	2	1
6. Public art in park spaces	4	3	2	1

17. Which THREE of the options for open space listed in Question 16 do you think should be MOST IMPORTANT for the Town of Harrisburg Parks and Recreation Department to take? [Write-in your answers below using the numbers from the list in Question 16, or circle "NONE."]

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

18. How satisfied are you with the overall value your household receives from the Town of Harrisburg Parks and Recreation Department?

____(5) Very satisfied ____ (3) Neutral ____ (1) Very dissatisfied
 ____ (4) Satisfied ____ (2) Dissatisfied

19. The following are some benefits that you and your household may receive from the Town of Harrisburg Parks and Recreation department. For each potential benefit, please indicate your level of agreement with the benefits being provided by parks, trails, and recreation facilities by circling the corresponding number.

Town of Harrisburg Parks and Recreation...	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
01. Improves physical health and fitness	5	4	3	2	1	9
02. Helps reduce crime	5	4	3	2	1	9
03. Makes the Town of Harrisburg a more desirable place to live	5	4	3	2	1	9
04. Protects natural resources and the environment	5	4	3	2	1	9
05. Increases property values in the Town	5	4	3	2	1	9
06. Improves mental health and reduces stress	5	4	3	2	1	9
07. Increases opportunities for people of different cultures to interact	5	4	3	2	1	9
08. Helps attract new residents and businesses	5	4	3	2	1	9
09. Protects historical attributes of the Town	5	4	3	2	1	9
10. Preserves large areas of open space	5	4	3	2	1	9
11. Promotes tourism to the Town	5	4	3	2	1	9

20. Which **THREE** of the potential benefits listed in Question 19 are **MOST IMPORTANT** to you and the members of your household? *[Write-in your answers below using the numbers from the list in Question 19, or circle "NONE."]*

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

21. What is your age? _____ years

22. How many years have you lived in the Town of Harrisburg? _____ years

23. Are you or other members of your household of Hispanic, Latino, or Spanish ancestry?

____(1) Yes ____ (2) No

24. Which of the following best describes your race? *[Check all that apply.]*

____(01) Asian or Asian Indian ____ (04) White or Caucasian
 ____ (02) Black or African American ____ (05) Native Hawaiian or other Pacific Islander
 ____ (03) American Indian or Alaska Native ____ (99) Other: _____

25. What is your household income?

____(1) Under \$25,000 ____ (3) \$50,000-\$74,999 ____ (5) \$100,000-\$149,999
 ____ (2) \$25,000-\$49,999 ____ (4) \$75,000-\$99,999 ____ (6) \$150,000 or more

26. Your gender: ____ (1) Male ____ (2) Female ____ (3) Non-Binary ____ (4) Prefer not to answer

27. Would you be open to participating in future surveys sponsored by the Town of Harrisburg Parks and Recreation?

____ (1) Yes *[Please answer Q27a.]* ____ (2) No

- 27a. Please provide your contact information.

Mobile Phone Number: _____

Email Address: _____

This concludes the survey. Thank you for your time!

Please return your completed survey in the enclosed return-reply envelope addressed to:

ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061

Your response will remain completely confidential.
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 interests. Thank you.



TOWN OF HARRISBURG

Agenda Item Details

Title:

Consider Amendments to the Harrisburg Youth Council Bylaws

Presenting Personnel:

Kacey Howard, Communications Director

Suggested Motion or Action:

Motion to approve the amended Harrisburg Youth Council Bylaws, as presented.

Description/Background:

The Harrisburg Youth Council Bylaws have been updated to better suit the goals and mission of the Harrisburg Youth Council Chapter. These revisions include increasing the membership allocation, implementing a points system, and adding new positions to the Executive Board.

Recommendation:

Staff recommends approval of the amendments to the Youth Council Bylaws, as presented.

Fiscal Impact:

n/a

Attachments:

1. Harrisburg Youth Council Bylaws - Amended Redline 07082024
2. Harrisburg Youth Council Bylaws - Amended Final 07082024



Town of Harrisburg Youth Council By-Laws Amended July 8, 2024

Article 1: Name

Section 1: Town of Harrisburg Youth Council

Article 2: Membership

- Section 1: Applicants should be in 9th through 12th grade during each applicable school year; be enrolled in a Cabarrus County public, private or home school; and reside within the Town of Harrisburg's planning area. First consideration will be given to students residing within the town limits of the Town of Harrisburg, NC.
- Section 2: Candidates must complete the application process as follows:
To be eligible for the current school year, applicants must turn in their application by ~~August 18, 2023~~ **June 30, 2024**. Acceptance/Denial Notification will occur shortly after the applicant's interview. Membership of the Youth Council is capped at ~~20~~ **30** students. The application will include a personal statement section, two letters of recommendation and an interview.
- Section 3: Membership privileges will continue for members in good standing upon completion of the re-application form and letter of recommendation. Prior performance and attendance will be used as criteria for the inclusion of the current member in the following year's Youth Council.
- Section 4: Members in good standing shall have the right to vote on issues and elections, the right to propose, plan and implement any Council endeavor.
- Section 5: Any member charged with a misdemeanor shall be placed on auxiliary status. If convicted of the misdemeanor this member shall be removed from the Council; if not convicted of the misdemeanor, full membership will be restored. Any member charged or convicted of a felony shall immediately be removed from the Council.
- Section 5a: Any member who is expelled from any school will be removed from the Youth Council immediately. Youth Council members who are suspended from any school will need to inform the Youth Council advisors immediately. A hearing before the Youth Council Advisors and ~~Chair~~ **President** will be held and the Youth Council members may be removed from the Youth Council or placed on probation per the discretion of the Youth Council advisors.
- Section 6: At any Youth Council community service event, it is mandatory for each member to wear a Youth Council shirt.
- Section 7: If a member cannot fulfill the requirements for full membership but would still like to be a part of the Council, that member may opt for auxiliary membership. To become an auxiliary member, the member must put it in writing and deliver it to an advisor. Auxiliary members must serve as such for the entire school

year. Auxiliary members may only serve as such for one (1) year. They must serve as regular members if they participate in the years following the auxiliary membership in Youth Council or must leave the Council entirely. If a member is removed from the Council, they will be notified by letter.

Section 8: All members are expected to maintain a “B” average per year.

Article 3: Attendance

Section 1a: Members will be held accountable for participation in community service events, meetings, and social events and will earn points according to each event.

Section 1b: Members must accumulate a minimum of 100 points per semester to remain an active member. Points are given as follows:

- Youth Council Meetings: 10 Points
- Community Service Events: 15 Points
- Committee Meetings: 5 Points
- Town Meetings: 5 Points

Section 42: The year for members will run from August through April (9 meetings). There will be one general meeting per month.

Section 23: Members are allowed no more than ~~three (3)~~ **one (1)** unexcused absences from general meetings per year and must be present at all mandatory events. Participation is expected to be 100% for all members.

Section 34: A member scheduled to participate in an event must give advisors a ~~24~~**48**-hour notice with a valid excuse if they are unable to attend.

Section 45: If ~~two-three~~ consecutive meetings are missed **with unexcused absences**, the member is automatically dropped from the Council.

Section 56: Members are expected to notify advisors in advance if they know they will be late to a meeting.

Section 67: Each member must ~~complete attend (1) (2) community service project or one (1) fundraiser with the Council per year events per semester (15 points each).~~

Section 78: Members must attend one meeting of the Planning and Zoning Advisory Board, Town Council, or Parks and Recreation Advisory Board per year.

Section 89: If a member is going to be absent **from a general meeting**, they must call or e-mail one of the Youth Council Advisors before 5 P.M. the day of the meeting with a valid excuse. Failure to contact an advisor will be an unexcused absence.

Valid excuses include:

- Illness
- A school organized event
- SAT/PSAT/ACT
- Death in the immediate family
- ~~Homework with explanation~~
- A religious-related organization event with explanation.

****Anything not listed here is at the discretion of the advisor****

Section 910: If a member is removed from the Council due to attendance issues, they will be notified by a letter ~~and a phone call~~ from the **Youth Council Advisor**. A letter will also be sent to the member's school guidance counselor.

Article 4: Election of Officers

Section 1: ~~Officers will be chosen during the first session of the year.~~

Elections will be held in December to select officers for the year. Officers' positions are held in accordance with the calendar year (January-December). *An elected officer does NOT have to reapply to be on Youth Council for the upcoming school year.

Section 2: A quorum must be present (2/3 present) for an election to be valid.

Section 3: Written ballots will be used in the election.

Section 4: A speech may be given of three (3) minutes or less on the day of elections.

Section 5: A member must be in good standing to run for an office.

Section 6: Results may either be announced at the meeting in which the vote is taken or the next day by email.

Section 7: If a tie exists the current ~~Chair~~ President may cast the deciding ballot. The ~~Chair~~ President cannot vote unless there is a tie.

Section 8: If a member leaves during the election, there will be no absentee ballots or votes. If a member is not present during the time of the speeches, their name will be removed from running for that office.

Section 9: Officers will be in place for the ~~next meeting~~ **January meeting**.

Article 5: Executive Board

Section 1: There shall be the following officers and they shall be in the corresponding grades.

- ~~Chair~~ **President** - Junior preferably with a year of Council experience
- ~~Vice Chair~~ **President** – Sophomore, Junior, with a year of Council experience
- **Secretary** - Sophomore, Junior, or ~~Senior~~ **Freshman**
- ~~Social Media – Sophomore, Junior, or Senior~~
- ~~Committee Coordinator – Sophomore, Junior, or Senior~~ ~~Sergeant at Arms – Any Grade~~
- **Conduct Officer** – Sophomore or Junior
- **Treasurer** – Sophomore or Junior

Section 2: Officers must attend the executive board meetings each year.

Section 3: Officers must attend 100% of general meetings per year.

Section 4: Executive board meeting will be held ~~one hour before~~ **prior each month before** the general meetings.

Section 5: If the President cannot fulfill his/her duties the Vice President shall assume the office.

Section 6: If the Vice President cannot fulfill his/her duties as Vice President an election shall take place to fill the position at the next meeting.

Section 7: Officers shall be responsible for the following:

~~Chair~~ **President**

- Preside over general and executive board meetings.
- Prepare agenda for executive board meetings.
- Administer and oversee committees.
- Notify members about meetings and events.
- **Serve as the liaison for the Capstone Project Committee**
- **Give final approval of committee recommendations.**
- **Shall confer with the Advisor about the agenda for the executive board and general meetings.**

Vice ~~Chair~~ **President**

- Preside over meetings in absence of the President.
- Assist the President in overseeing committees.
- **Serve as the liaison for the Community Service Committee**
- Additional tasks as delegated by the President.

Secretary

- Prepare agenda for general meetings.
- Keep up with attendance and notify members when they are close to being removed for absences.
- Make note of decisions made by the Youth Council and record them for future references.
- Take minutes for the Youth Council and Executive Board meetings and email them to the advisors within 48 hours.

~~Social Media~~

- ~~• Promote Youth Council and events on social media platforms in partnership with the Town Communications department.~~
- ~~• Take pictures of meetings, special quests, and Youth Council events to support social media content development.~~
- ~~• Create a calendar for Youth Council social media posts.~~

~~Committee Coordinator~~

- ~~• Take proposed ideas from Youth Council meetings and research and put action steps into place to accomplish ideas.~~
- ~~• Advise of events in the community for Youth Council Members.~~
- ~~• Create a Google Document of events for all members.~~
- ~~• Setup Remind app for Youth Council Members.~~
- ~~• Maintain calendar for Youth Council events.~~

Treasurer

- **Oversee general funding projects**
- **Track and maintain budget**
- **Prepare performance/cost reports to the Council monthly**
- **Serve as the liaison for the Grant Committee**

Conduct Officer

- Oversee the implementation of the Youth Council's Code of Conduct
- Serve as a point of contact for any conduct concerns raised by members, advisors, or others.
- Investigate reported incidents fairly and objectively.
- Maintain documentation of all conduct cases and concerns.
- Maintain confidentiality throughout the process.
- Serve as the liaison for the Member Recruiting Committee
- Collaborate with council leadership to develop educational programs on appropriate conduct and conflict resolution.

Article 6: Committees

Section 1: The following committees shall be established permanently:

Capstone Project Committee - (Chaired by the President) Serve as the leadership for the capstone project, fostering teamwork and ensuring completion of the project.

~~Social Committee - Responsible for planning and hosting social events and social media posts.~~

Grant Committee – (Chaired by the Treasure) Seek out grant opportunities and additional funding for the Harrisburg Youth Council

Member Recruiting Committee - (Chaired by ~~Chair~~ Conduct Chair) Responsible for seeking new members for the Youth Council.

Community Service Committee – (Chaired by the Vice-President) Responsible for planning several community service events throughout the year for members to accumulate points

- Section 2: Other Committees shall be formed as needed.
- Section 3: Committee Make-up - Committee size shall be no larger than six, (6), members including the committee chairperson. ~~They do not need to be chaired by an officer. The Advisors shall agree upon and appoint the chairperson for each committee.~~
- Section 4: Selection for committees - Volunteers will be named to a committee. If a large interest exists, a bi-annual rotation could then be in-enacted on the decision of the Executive Board.
- Section 5: Committee Attendance - Members shall attend 80% of the committee meetings.
- Section 6: Committees will meet separately from the general body.

Article 7: Completion of Capstone Project / Reporting

- Section 1: Each term the Youth Council will undertake a Capstone Project and provide an initial report / overview / problem statement ~~(December)~~ and project resolution / completion ~~(April)~~ to the Town of Harrisburg Council
- Section 2: The Capstone Project should aim to address a Town of Harrisburg / community-related issue or initiative that the Youth Council identifies and is passionate about.
- Section 3: The Youth Council will decide on a topic and begin working on the Capstone Project at the second meeting of the year.
- Section 4: ~~The Capstone Project Committee Chair~~ **The President** will lead the development of the presentation and will give the reports ~~alongside the Chair.~~ The entire executive body should be present at both meetings.

Article 8: Code of Ethics

- Section 1: No possession and/or consumption of illegal drugs or alcoholic beverages are allowed during any Youth Council meetings or functions.
- Section 1a: No inappropriate social media postings.
- Section 2: ~~No sexual interaction as defined by the Executive board or Advisors will be allowed at any Youth Council meeting or function.~~
Any member charged with a misdemeanor shall be placed on auxiliary status. If convicted of the misdemeanor this member shall be removed from the Council; if not convicted of the misdemeanor, full membership will be restored. Any member charged or convicted of a felony shall immediately be removed from the Council.
- Section 2a: Any member who is expelled from any school will be removed from the Youth Council immediately. Youth Council members who are suspended from any school will need to inform the Advisors immediately. A hearing before the Youth Council Advisors and President will be held and the member may be removed from the Council or placed on probation per the discretion of the Advisors.
- Section 3: Consequences will be determined by the Executive Board and Advisors ranging from, but not limited to, notification of parents to removal from Youth Council.

Article 9: Removal and Replacement of Officers and Members

- Section 1: A Member may be removed for exceeding the number of allowed absences per year; failing to complete service projects ~~or fundraisers~~; **failure to accumulate 100 points per semester**; failure to attend one meeting of the board; or violations of the Code of Ethics. Removed members are not eligible to reapply to the Council.
- Section 2: Notification of Removal - Members who are removed will be notified by a letter from the **Youth Council Advisor**. The member's school guidance counselor will also be notified.
- Section 3: Officer Removal: Officers shall be removed for failure to attend ~~90%~~ 100% of general meetings and 75% of Executive Board meetings and for failure to fulfill obligations as stated in Article 5.
- Section 4: If an officer is removed, a ~~meeting~~ **Formal Hearing** will be held between the Executive Board, Advisors, and Officer in question. At this meeting the officer in question will be notified of their violations and given a chance to justify their reason for the violations. After the hearing is completed, a vote will be taken by the Executive Board as to the punishment of the officer in question. This may include, but is not limited to, a written reprimand, Executive Board probation, or removal from the Youth Council. The vote must be a simple majority to pass.
- Section 5: If the President cannot fulfill the duties of the office, the Vice President shall assume the office. If Vice President cannot fulfill his/her duties as Vice President, an election shall take place at the next general meeting. If any other office is vacated an election will be held at the next general meeting.

Article 10: Social Media

- Section 1: All members are expected to keep all personal social medial profiles to an acceptable standard.
- Section 2: Social media posts regarding Youth Council will be managed by the Town of Harrisburg Communications department.
- Section 3: All members are expected to be courteous in all social media interactions.
- Section 4: Failure to do so can lead to probation or removal as deemed appropriate by the executive board and advisors.

Article 11: Procedures

- Section 1: Parliamentary Authority
- A. The rules contained in Robert's Rule of Order shall govern the Youth Council in all cases to which they are applicable and in which they are consistent with the By-Laws and the special laws of order of the Youth Council.

Article 12: Restrictions

- Section 1: Youth Council members cannot be required to volunteer at programs/events that are for profit.**
- Section 2: Participation at any events where alcohol is served is at the discretion of the advisors. i.e. Rockin' the Burg**

Article 13: Yearly Report to the Town of Harrisburg Town Council

Section 1: A report to the Town of Harrisburg Town Council is required at the end of the academic year. The goal of this report is to communicate what was accomplished during the year, including the results of the Capstone Project.

Section 2: The President will give the report, but the entire executive body should be present at the meeting.

Approved and adopted this **8th day of July 2024.**

Jennifer Teague, Mayor

ATTEST:

Janet Rackley, Town Clerk



**Town of Harrisburg Youth Council
By-Laws
Amended July 8, 2024**

Article 1: Name

Section 1: Town of Harrisburg Youth Council

Article 2: Membership

- Section 1: Applicants should be in 9th through 12th grade during each applicable school year; be enrolled in a Cabarrus County public, private or home school; and reside within the Town of Harrisburg's planning area. First consideration will be given to students residing within the town limits of the Town of Harrisburg, NC.
- Section 2: Candidates must complete the application process as follows:
To be eligible for the current school year, applicants must turn in their application by **June 30, 2024**. Acceptance/Denial Notification will occur shortly after the applicant's interview. Membership of the Youth Council is capped at 30 students. The application will include a personal statement section, two letters of recommendation and an interview.
- Section 3: Membership privileges will continue for members in good standing upon completion of the application form and letters of recommendation. Prior performance and attendance will be used as criteria for the inclusion of the current member in the following year's Youth Council.
- Section 4: Members in good standing shall have the right to vote on issues and elections, the right to propose, plan and implement any Council endeavor.
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- Section 6: At any Youth Council community service event, it is mandatory for each member to wear a Youth Council shirt.
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- Community Service Events: 15 Points
- Committee Meetings: 5 Points
- Town Meetings: 5 Points

Section 2: The year for members will run from August through April (9 meetings). There will be one general meeting per month.

Section 3: Members are allowed no more than one (1) unexcused absence from general meetings per year and must be present at all mandatory events. Participation is expected to be 100% for all members.

Section 4: A member scheduled to participate in an event must give advisors a 48-hour notice with a valid excuse if they are unable to attend.

Section 5: If three consecutive meetings are missed with unexcused absences, the member is automatically dropped from the Council.

Section 6: Members are expected to notify advisors in advance if they know they will be late to a meeting.

Section 7: Each member must attend (2) community service events per semester (15 points each).

Section 8: Members must attend one meeting of the Planning and Zoning Advisory Board, Town Council, or Parks and Recreation Advisory Board per year.

Section 9: If a member is going to be absent from a general meeting, they must call or e-mail one of the Youth Council Advisors before 5 P.M. the day of the meeting with a valid excuse. Failure to contact an advisor will be an unexcused absence.

Valid excuses include:

- Illness
- A school organized event
- SAT/PSAT/ACT
- Death in the immediate family
- A religious-related organization event with explanation.

****Anything not listed here is at the discretion of the advisor****

Section 10: If a member is removed from the Council due to attendance issues, they will be notified by a letter from the Youth Council Advisor. A letter will also be sent to the member’s school guidance counselor.

Article 4: Election of Officers

- Section 1: Elections will be held in December to select officers for the year. Officers' positions are held in accordance to the calendar year (January-December). *An elected officer does NOT have to reapply to be on Youth Council for the upcoming school year.
- Section 2: A quorum must be present (2/3 present) for an election to be valid.
- Section 3: Written ballots will be used in the election.
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- Section 9: Officers will be in place for the January meeting.

Article 5: Executive Board

- Section 1: There shall be the following officers and they shall be in the corresponding grades.
- **President** - Junior preferably with a year of Council experience
 - **Vice President** – Sophomore, Junior, with a year of Council experience
 - **Secretary** - Sophomore, Junior, or Freshman
 - **Conduct Officer** – Sophomore or Junior
 - **Treasurer** – Sophomore or Junior
- Section 2: Officers must attend the executive board meetings each year.
- Section 3: Officers must attend 100% of general meetings per year.
- Section 4: Executive board meeting will be held prior each month before the general meetings.
- Section 5: If the President cannot fulfill his/her duties the Vice President shall assume the office.
- Section 6: If the Vice President cannot fulfill his/her duties as Vice President an election shall take place to fill the position at the next meeting.
- Section 7: Officers shall be responsible for the following:

President

- Preside over general and executive board meetings.
- Prepare agenda for executive board meetings.
- Administer and oversee committees.
- Notify members about meetings and events.
- Serve as the liaison for the Capstone Project Committee
- Give final approval of committee recommendations.
- Shall confer with the Advisor about the agenda for the executive board and general meetings.

Vice President

- Preside over meetings in absence of the President.
- Assist the President in overseeing committees.
- Serve as the liaison for the Community Service Committee
- Additional tasks as delegated by the President.

Secretary

- Prepare agenda for general meetings.
- Keep up with attendance and notify members when they are close to being removed for absences.
- Make note of decisions made by the Youth Council and record them for future references.
- Take minutes for the Youth Council and Executive Board meetings and email them to the advisors within 48 hours.

Treasurer

- Oversee general funding projects
- Track and maintain budget
- Prepare performance/cost reports to the Council monthly
- Serve as the liaison for the Grant Committee

Conduct Officer

- Oversee the implementation of the Youth Council's Code of Conduct
- Serve as a point of contact for any conduct concerns raised by members, advisors, or others.
- Investigate reported incidents fairly and objectively.
- Maintain documentation of all conduct cases and concerns.
- Maintain confidentiality throughout the process.
- Serve as the liaison for the Member Recruiting Committee
- Collaborate with council leadership to develop educational programs on appropriate conduct and conflict resolution.

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Grant Committee – (Chaired by the Treasurer) Seek out grant opportunities and additional funding for the Harrisburg Youth Council

Member Recruiting Committee - (Chaired by Conduct Chair) Responsible for seeking new members for the Youth Council.

Community Service Committee – (Chaired by the Vice-President) Responsible for planning several community service events throughout the year for members to accumulate points

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- Section 5: If the President cannot fulfill the duties of the office, the Vice President shall assume the office. If Vice President cannot fulfill his/her duties as Vice President, an election shall take place at the next general meeting. If any other office is vacated an election will be held at the next general meeting.

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Article 11: Procedures

- Section 1: Parliamentary Authority
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Approved and adopted this 8th day of July 2024.

Jennifer Teague, Mayor

ATTEST:

Janet Rackley, Town Clerk