



*Civitan Park*

# Comprehensive Parks and Recreation **M A S T E R   P L A N**

*July 2021*

PREPARED BY:



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Note: The term “the Department” in this document relates specifically to the Montgomery County Parks and Recreation Department.

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# Executive Summary

01



*Rotary Park*

*July 2021*

## Comprehensive Parks and Recreation MASTER PLAN

PREPARED BY:



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## Mission Statement:

*The purpose of the Montgomery County Parks & Recreation Department is to develop and maintain quality parks and facilities; preserve open space and natural areas; protect environmental resources; promote healthy lifestyles; and provide recreational opportunities for all visitors and residents of Montgomery County.*

# 01 EXECUTIVE SUMMARY

The Montgomery County Parks and Recreation (MCPR) embarked on a Parks and Recreation system-wide study in order to develop a guide for the next 10 years. This master plan is a critical component for the Department as they focus on their mission to provide the highest quality of recreation opportunities to their users. The master plan includes recommendations on staffing, maintenance, programming, park facility improvements, and funding recommendations.

Through a selection process in late 2020, the Parks Department chose Barge Design Solutions, supported by PROS Consulting, to lead the effort. The steps to develop the master plan began with research, data collection, park evaluations and, most importantly, a public input process to gather information on the needs and the desires of the residents. Based on the research and input, the consulting team developed recommendations on staffing, maintenance, programming, park facility improvements, and funding recommendations in a concerted effort to help the Department meet its stated goal, which is to develop and maintain quality parks and facilities; preserve open space and natural areas; protect environmental resources, promote healthy lifestyles; and provide recreational opportunities for all visitors and residents of Montgomery County.



## 1.1 The Benefits of Parks

While there are numerous benefits to parks, the top reasons can be boiled down to four main areas:



**Health** –Parks provide opportunities for all ages to engage in physical activities. Exercise is a key factor to good health.

**Environment** – Parks provide valuable open space for trees and plants that sequester the carbon dioxide that we breathe.

**Social** – Parks can bring different groups of people together for social interaction and build a sense of community.

**Economy** – Parks attract homebuyers which can increase property values and, in turn, increase municipal revenue.

Local parks can play a large role in the quality of life of a community. They are one of the primary reasons that residents choose to live in a given area. Dr. John Crompton, a Distinguished Professor in the Recreation Park and Tourism Sciences department at Texas A&M University and the leading researcher in parks and recreation in the world, has conducted significant research on how local parks contribute to the quality of life and economic development in a community. Through his research, he has found that when people are asked to write down the place they would like to live, given their “druthers” (i.e., their preferred place, ignoring practical concerns such as job, family, language, and heritage) and to write in one sentence why they picked that place, more than 80% of participants will cite some park, recreational, cultural, or environmental ambiance dimension in their responses. The recommendations in this plan align with these findings by focusing on the new parks, facilities, and trails that are most in demand by the residents of Montgomery County.

### Montgomery County by the Numbers

1,338

Total Acreage of the  
developed parks



36.8%

Population increase  
projected by 2035



6.3

Acres of parkland  
per 1K residents



21

Total trail miles  
(paved and  
unpaved)



4

County-owned  
event centers

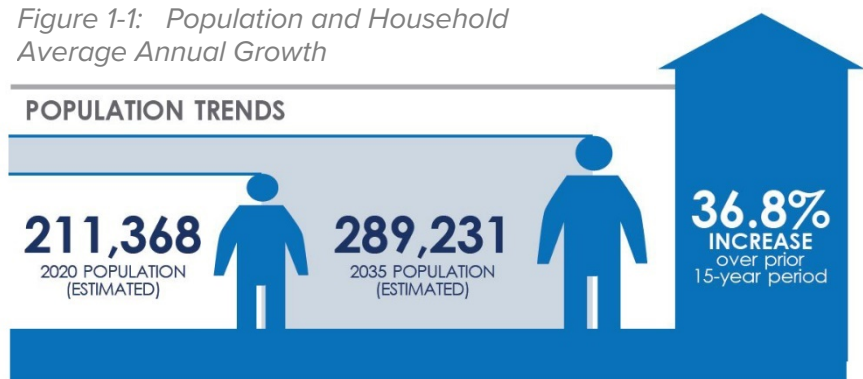




## 1.2 Community Profile

Demographics are ever-changing and understanding the characteristics of the community provides insight into their needs. The consulting team also used the data to compare it with the demographics of those who responded to the survey in order to determine if an accurate representation of the community was engaged. Overall, the community is growing quickly and is projected to grow at a rate of 36.8% over the next 15 years. As the community grows, more demands will be placed on a Parks Department that is already trying to catch up to current needs.

*Figure 1-1: Population and Household Average Annual Growth*



The growth has affected most areas in the county; according to the Clarksville Montgomery County Regional Planning Commission, the County has been growing at a similar rate as the incorporated areas of the County. The Clarksville-Montgomery County 2040 Growth Plan shows the areas expected to accommodate growth in compact residential and non-residential development form over the next 20 years are within the Urban Growth Boundary and the Planned Growth Areas (see figure 4-2). New growth is particularly discouraged in the northwest corner of the county, near Ft. Campbell.

Though Montgomery County is ranked as one of the healthiest counties in Tennessee, the adult obesity rate is increasing faster than the national average. The negative effects of obesity include heart disease, stroke, type 2 diabetes, and certain types of cancer according to the Center of Disease Control (CDC). Given the steady increase over time and the higher rate than both the state and national trends, Montgomery County should focus on creating and increasing opportunities for active living. Parks and recreation can play a significant role in strategies to reduce and prevent high obesity rate in adults and children.





The demographic data gathered in the community profile can be found in Section 2 of this document, along with a recreation trends and benchmarking analysis.

### 1.3 Park Inventory

Montgomery County's current inventory of park and recreation facilities includes nine parks with the potential for a few more to transfer from the City Department to the County. As part of the master plan process, the consulting team visited all the parks to evaluate their condition. The existing park inventory has been assessed and ranked according to a standard scale of conditions from excellent to poor. See Section 4: Recommendations for individual parks evaluations and recommendations.



### 1.4 Trends

It is important for the Montgomery County Parks and Recreation Department to understand the local and national participation trends in recreation activities. In doing so, the Department can gain general insight into the lifecycle stage of recreation programs and activities (emerging, stable, and declining) and thereby anticipate potential changes in need and demand for the programs and activities that it provides to the residents of Montgomery County. Below are some major takeaways for local and national recreation trends:



Example images from Park Assessments

- Fitness Walking remained the most popular activity OVERALL both nationally and locally. This activity will likely continue to grow in popularity in Montgomery County as the trail system expands over the next 10 years.
- All listed aquatic activities have experienced strong participation growth, both locally and nationally. Swimming on a Team saw significant increases in casual participation. Swimming is popular in Montgomery County.
- Basketball is the most participated in sport nationally and has above average market potential locally.
- Softball, Ultimate Frisbee, Tackle Football, and Touch Football are losing participants both locally and nationally, though MPI numbers are above the national average for each of these activities.
- Outdoor recreational activities are on the rise nationally. Backpacking is extremely popular both nationally and locally.



- Based on national measurements, income level has a positive impact on activity rate. Higher income households tend to have higher activity rates.
- Age is also a significant factor to inactivity level. Generation Z (age 6-17) had the lowest inactivity rate while the Boomers (age 55+) had the highest inactivity rate.
- Besides income and age factors, non-participants are more likely to join sports or fitness activities if a friend accompanies them.

As Montgomery County has grown significantly over the years, the development has impacted the rural and natural areas. Locally, the Clarksville Warrenton Audubon Society Club has been collecting a Christmas Bird Count since 1972 and has noted a steady downward decline in birds over that time. As part of ecosystems, birds are an important part of our community because they keep systems in balance. They pollinate plants, disperse seeds, scavenge carcasses, and recycle nutrients back into the earth. They are part of a whole ecosystem and part of a healthy food chain. Additionally, the University of Tennessee Extension reports that the loss of pollinators (like honeybees) has been as high as 50% of their population in recent years. The major reason for the decline of these species, and others, is the loss of habitat.

As outlined in the Clarksville-Montgomery County 2040 Growth Plan, the community should employ the Rural-to-Urban Transect that includes principles and strategies to preserve critical environmental areas. Protecting wildlife and riparian corridors and habitats through land use development tools will be critical. These areas not only provide spaces for birds and pollinators, but they also define the character of Montgomery County and resist flooding due to increasing imperviously developed land. With the large population increases and growing development pressures, Montgomery County will need to work with many partners and agencies on improving its future development patterns and setting aside these critical character-defining environmental areas if it desires to slow the loss of birds and pollinators and natural land in the community.



## 1.5 Public Outreach Process

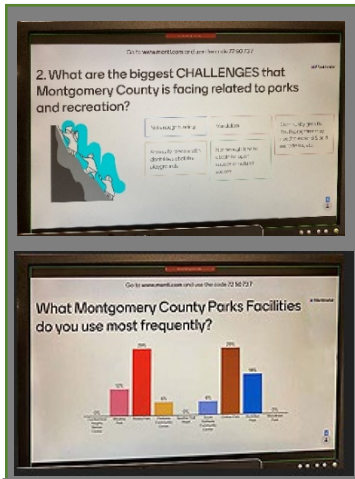
The planning team conducted outreach for the project, which consisted of three basic components: a series of focus group discussions, one public forum, and a community interest and opinion survey. The steering committee participated throughout the entire process of creating the plan, from the initial focus group engagement to the review of the final plan draft. Across the three components, themes such as more walking and biking and access to facilities and activities that could appeal to a full spectrum of park users were noted.

A total of approximately 40 participants joined the focus group meetings and represented groups and organizations including athletic organizations, conservation groups, elected officials, and park users. In focus group meetings, participants expressed a desire for a wide range of priorities and recreation activities. Below is a summary for the four focus groups (shown in blue), based on discussions. The order of items does not necessarily reflect the order of priority, just the most recurring themes. These topics served as an introduction to the needs and desires of the community for the consulting team and are consistent with the feedback gathered in the public forum and the online survey.

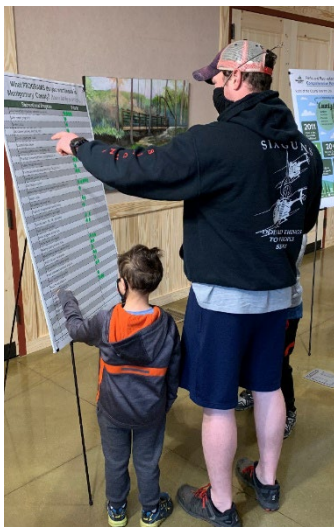
A public forum was held to gather input from the community on February 27, 2021, at the Ray Bourne Nature Center at Rotary Park. Here, attendees were provided dots to vote on their priorities. Like in the focus group discussions, more walking and hiking trails and nature themes were a top vote getter.

Finally, an online survey was deployed to capture an even broader audience in the community. The target response level was a minimum of 385. The survey exceeded that goal with a total of 655 surveys completed! The results are focused on basic facilities to enhance existing parks such as restrooms, trails, and pavilions.

Next is a comparison of the three methods used to gather public input.



*Example of interactive polling questions during focus group meeting*



*Public Input Session at the Wade Bourne Nature Center at Rotary Park*





Table 1-1: Comparison of Top Desired FACILITIES

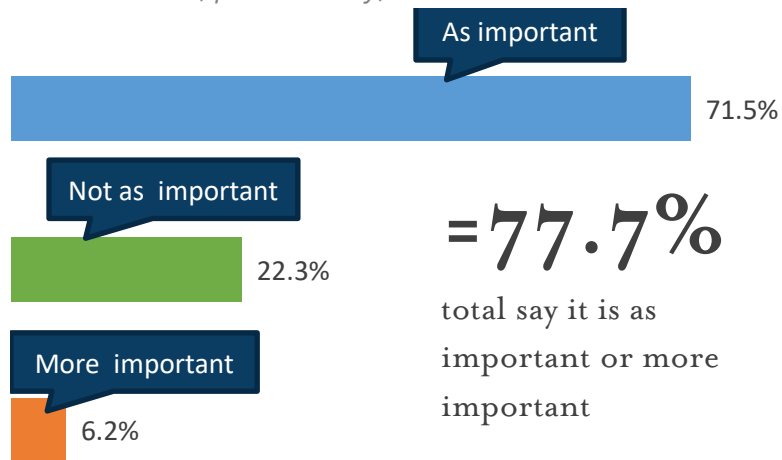
<i>Focus Group Meetings</i>	<i>Public Meetings Combined</i>	<i>Survey Results</i>
<i>Walking and hiking trails (paved and natural surfaces)</i>	<i>Swimming pool (indoor/outdoor)*</i>	<i>Restroom buildings</i>
<i>Wildlife parks, conservation areas, and nature center</i>	<i>Adventure ropes course and zipline</i>	<i>Walking and biking trails (multi-use paved)</i>
<i>Multipurpose/multi-use facilities</i>	<i>Walking and hiking trails (natural surface)</i>	<i>Walking and hiking trails (natural surface)</i>
<i>Fields and courts</i>	<i>Wildlife park</i>	<i>Pavilions/picnic sites</i>
<i>Family oriented recreational activities</i>	<i>2-way Tie: Canoe/kayak water access points and pickleball courts</i>	<i>Canoe/kayak water access points</i>

While the results vary slightly across the results of the three methods, there are common themes within the top five categories in each method. There are desires for facilities that could be used by most everyone with frequency – walking/biking trails and sidewalks, restroom buildings, pavilions, and picnic sites. There are desires for nature focused recreation facilities, such as wildlife parks, conservation areas, nature centers, and the ability to access water. There is also a recognition among the community that the community’s parks facilities need to be flexible to allow use by the most users to respond to the diverse recreational needs of the community.

Parks and recreation compete against other community priorities such as schools, police, libraries, and other priorities. To determine how the community’s opinion of parks and recreation rate, in the online survey, we asked respondents to rate parks and recreation compared to other priorities. 77.7% of the responders rated parks and recreation as important or more important compared to other priorities in the community such as schools, infrastructure, public safety, etc.



Figure 1-2: How do you rate parks and recreation as compared to other priorities in the community, such as schools, infrastructure, public safety, etc.?



For more information on the outreach process and public input, see Section 3: Outreach and Needs Assessment.

## 1.6 Park Facilities and Recommendations

Members of the consulting team visited each park in the Montgomery County system to conduct an evaluation. The evaluation included an overall score or condition of the parks as excellent/good/fair/poor. The County has five parks scoring as excellent; three as good; one as fair; and, fortunately, no parks that scored as poor. While the County does not have many parks, the parks that they do have are in good to excellent condition. The one park that scored as fair has identified funding for improving the conditions in the short-term.

Following the park inventory and assessments, a level of service (LOS) analysis was conducted. The LOS recommendation level is determined by several factors, including National Recreation and Parks Association (NRPA) standards, the characteristics of the community, public input on their desires and need, and consultants' experiences. Based on the calculations, the current park acreage for the population of Montgomery County is **574 acres**. Park acreage needs grows as the population grows, so **1,054 acres is needed by 2030**. The recommendations are further broken down by what type of park classification is needed, where these parks should be located, and what facilities should be in these parks.



To determine what facilities recommendations should be included for both the existing available park space and the new proposed park space. The types of facilities recommended are based on the LOS. Below are the results.

Table 1-2: LOS Facility Deficiencies

Current LOS Need		2030 LOS Need	
4	Baseball Fields	11	Baseball Fields
2	Dog Parks	3	Dog Parks
4	Football Fields	5	Football Fields
17	Multipurpose Fields	22	Multipurpose Fields
17	Basketball Courts	24	Basketball Courts
2	Outdoor Swimming Pools	3	Outdoor Swimming Pools
3	Sand Volleyball Courts	6	Pavilions/Picnic Shelters
1	Skate Park	7	Playgrounds
9	Soccer Fields	4	Sand Volleyball Courts
3	Splash Pads	2	Skate Parks
18	Tennis Courts	14	Soccer Fields
		7	Softball Fields (convertible)
		5	Splash Pads
		25	Tennis Courts

In summary, Montgomery County lacks parkland and has large deficiencies in amenities based on the LOS standards. The County will need partners to meet these significant goals. The following table is a summary of potential partners and strategies that may be able to help for the specific park types.

Table 1-3: Potential Partners/Strategies to Increase Acreage by Park Type

Park Type	Potential Partner/Strategy
Pocket Park/Mini Parks	We recommend that the City and County work with the Regional Planning Commission (RPC) to adopt an ordinance that requires developers to provide park space and greenways with new developments to help fulfill the need for new pocket parks. The ordinance should include requirements that address the size, design, maintenance, and safety inspections of these parks. In addition to fulfilling the need for pocket parks through this type of dedication, the construction of new trailheads and greenway sections could also count toward this goal.
Neighborhood/School Parks	We recommend that the City and County work with schools to create joint-use agreements that allows the use of certain facilities when schools are not in session. In addition, MCPR should consider adding facilities to South Guthrie Community Center to create a neighborhood park, which would also count toward this goal of providing these types of parks.



Community/Regional Parks	The County should consider converting Weakley Park and Fredonia Community Center to community parks by adding additional facilities.
Sports Complex Parks	The City plans to have a soccer complex on Rossview Road, which will help with the deficit. In addition, fields could be added near Central High School and other locations.
Special Use Park/Event Centers	Currently, LOS standards are met, and the new hockey facility/gym downtown will help with future numbers; however, once Weakley and Fredonia are converted to community parks, then this gap increases. Additional spaces will need to be added as recommended.
Natural Resource Area	To address this deficit, the County could work with organizations such as the Montgomery County Stormwater and EMA, etc., to acquire land along stream corridors and other flood prone areas. See Greenway Map for potential trail locations. In addition, engage landowners with geologic features, such as sink holes or wetlands, or areas with high functioning ecosystems to explore donations or purchase.

When determining locations for new parkland, the consulting team analyzed the current park service gaps in relationship to the population. Figure 4-1 in Section 4 illustrates the service radiuses around all the existing County owned and non-county owned parks used for recreation. A proposed plan is provided to indicate where the new parks could be located (Section 4, Figure 4-2). Individual park improvements to existing parks are also provided in Section 4.

## 1.7 Park Operations and Maintenance

Appropriate levels of staffing and maintenance are key to the success of the system, and these two areas are often overlooked.

MCPR is currently in need of reorganizing and expanding its operations in an effort to function more effectively and efficiently in response to the growth of the county and its recreational needs as well as the expansion of the parks and recreation system.

### *Staffing Key Findings*

**Lines of Service:** The core lines of service (functions) performed by Montgomery County staff in maintaining trails and parks acreage in the system are numerous and are as follows:

### *Maintenance Standards and Development of Work Plans*

- Maintain and improve the sites, grounds, facilities, and structures of the County Parks and Recreation system to provide optimal and enjoyable use.



- Provide landscaping and general maintenance for a multitude of County amenities, including but not limited to, landscaped beds and turf, urban open spaces, urban forests, and selected County park buildings and structures.
- Protect and preserve County assets to reduce long-term costs over its lifespan.
- Create a tiered maintenance mode system to organize responsibilities and tasks across park staff to ensure proper scheduling and routine.

### ***Staffing***

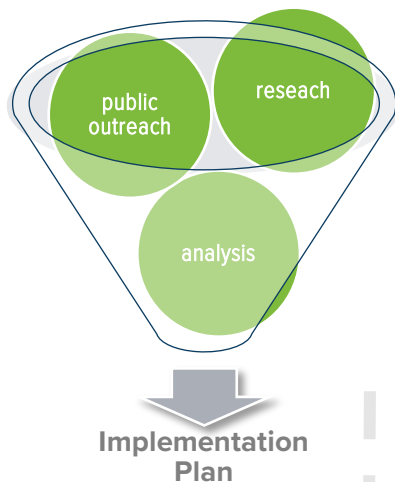
The staffing and maintenance based on a labor hours guide, as seen below, can achieve the right balance of in-house and third-party contractor work.

- **Community Parks:**
  - 12,900 labor hours = 6 full-time employees (FTE)
  - MCPR 2021 Community Park Staffing Level = 5 FTE
  - *MCPR needs 1 additional FTE to maintain its current community park acreage at a Level 2 standard*
- **Sports Complex Parks:**
  - 14,000 annual labor hours = approximately 7 FTE
  - MCPR 2021 Community Park Staffing Level = 5 FTE
  - *MCPR needs 2 additional FTE to maintain its current community park acreage at a Level 1 standard*
- The Parks Department needs additional staffing for a mechanic to manage and maintain specialized equipment related to athletic fields.

### ***Annual Park Operations Funding***

It is critically important to view the financial sustainability of the Parks and Recreation System through the concept of “Total Cost of Ownership” as shown in the graphic.

Based on the analysis noted previously, the Parks Department will need to closely monitor resources to ensure that the assets of the park system reach the anticipated lifecycles. It is recommended that the Parks Department maintenance funding grow to accommodate new park development in the future.



Short-term Actions (1 to 3 years)

## 1.8 Implementation Recommendations

Based on the results of the public input process, data analysis, and guidance from the steering committee, the consulting team created a list of action items to be completed over the next ten years to improve the system. The implementation recommendations are broken into short-, mid-, and long-term categories.

### *Short-term Actions (1 to 3 years)*

- Adopt staffing level guidelines and increase staffing capacity as recommended
- Add new facilities, such as basketball courts, multipurpose fields, and tennis courts, throughout the park system
- Construct new restroom buildings and a pavilion at Rotary Park
- Design and construct new restrooms and complete renovations to club house for event space at Weakley Park
- Add new facilities, such as walking trail, playground, pavilion, and multipurpose field, to Fredonia Community Center
- Construct the Stokes Field complex
- Operate the Parks Department within the concept of Total Cost of Ownership to ensure a balance between park development, operations and maintenance, and ongoing capital reinvestment
- Expand greenways and trails to improve connectivity to the parks
- Identify and acquire new parkland
- Work with City Parks Department and Planning Director to require developers to dedicate parkland
- Establish metrics to measure effectiveness and efficiency of work performed
- Develop a marketing plan that educates and promotes the advocacy of citizens on the roles of the County Parks Department, upcoming events, etc., by utilizing direct email, which is the most preferred communication method, followed by social media
- Complete phase 3 improvements at Civitan Park including new banquet hall/meeting room space
- Require in perpetuity a Certified Safety Playground Inspector and conduct regular ADA inspections for compliance
- Identify partners to support and provide programming for those with disabilities





- Fund staff memberships to TRPA and NRPA and encourage staff to attend state and national conferences for continuing education opportunities

*Mid-term Actions (4 to 6 years)*

Mid-term Actions (4 to 6 years)

- Continue maintenance and regular inspections of parks
- Continue to expand greenways and trails to improve connectivity to the parks
- Continue to acquire new parkland ahead of the anticipated future growth in the community
- Track facility and park utilization as well as participation in programs
- Implement a work order management system to document park maintenance and asset replacement schedules as well as the performance of work completed
- Design and construct new blueway access points
- Focus on maintenance standards to provide safe and managed parks that protect the County's capital investment
- Continue to improve parks and create family-friendly amenities, such as trails, playgrounds, and picnic shelters/sites
- Expand programming options per guidelines for program standards
- Conduct a cost-of-service study to ensure that maintenance expenditures are in-line with best practice guidelines and cost recovery goals are being achieved
- Engage the public and conduct a 5-year check-in to review progress and update priorities as needed
- Develop and adopt signage and wayfinding guidelines, and begin implementation
- Create and promote volunteer opportunities at parks



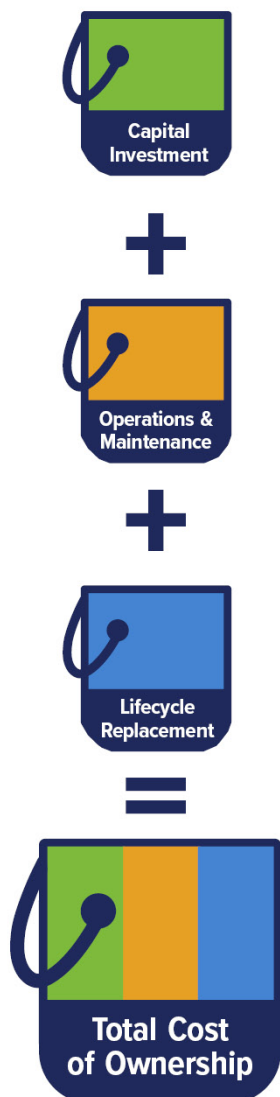
*Long-term (7 to 10 years)*

*Long-term (7 to 10 years)*

- Continue to perform regular inspections schedules of surfaces, structures, playgrounds, drainage facilities, lighting, etc.
- Continue to acquire new parkland ahead of the anticipated future growth in the community
- Coordinate with Hopkinsville and Cheatham County to develop a cross-jurisdictional trail that will be a regional attraction
- Create individual master plans for newly acquired property and begin developing new parks
- Consider improvements/expansion to Rotary Park
- Design and construct new blueway access points
- Continue to expand greenways and trails to improve connectivity to the parks
- Install education materials and signage along greenway trails
- Continue to track facility and park utilization as well as participation in programs and adjust offerings as needed
- Collaborate with the Art Commission. Create a policy on art and memorials in parks
- Update the Comprehensive Parks and Recreation Master Plan
- Begin seeking NRPA's Commission for Accreditation of Park and Recreation Agencies (CAPRA) accreditation



## 1.9 Funding Strategies



It is critically important to view the financial sustainability of the Parks and Recreation System through the concept of “Total Cost of Ownership” as shown in the graphic below.

The Parks Department will need to closely monitor resources to ensure that the assets of the park system reach the anticipated lifecycles. It is recommended that the Parks Department maintenance funding grow to accommodate new park development in the future.

As part of this master plan, the consulting team worked with Montgomery County to develop a 10-year Capital Improvement Plan (CIP) Summary. The opinions of costs listed are a rough order of magnitude and take into consideration only general top-level estimates; however, it provides a guide for future budgeting and planning. The following is a summary of the recommended funding levels.

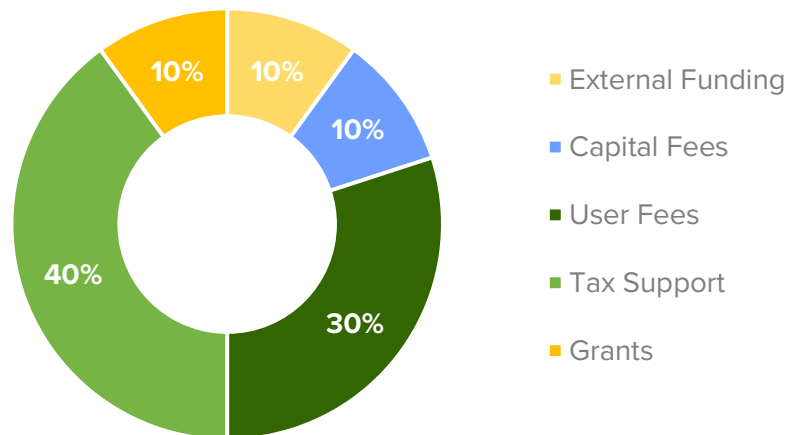
- Existing Park Improvements and Expansions = \$ 38,880,000
- Greenway Trails and Blueway Access Points = \$27,350,000
- Land Acquisition = \$10,680,000
- Other items = \$12,890,000

= Grand Total: \$87,800,000 over 10 years

Funding options were specifically defined for the Montgomery County based on the feasibility of implementing over a 10-year capital improvement budget beginning in 2021. Potential funding source percentages are suggested in the following chart.



Figure 1-3: Recommended Funding Source Percentages



The chart and opinion of cost should be updated as more detailed information on costs is determined. See Table 7-1: Capital Improvement Plan Summary in the Appendix.

### 1.10 Summary

In conclusion, the Montgomery County Parks and Recreation Department has a lot to be proud of within their current system. Over the past 10 years, they have built several large community parks, directed the implementation of several grants, and led many other improvements. All of these improvements are a tremendous asset for the community. The most impressive part is the success of the Parks Department despite being faced with a lack of staffing and funding. These shortages are becoming more noticeable with stressed staff and an increase in employee turnover. Addressing the organizational needs will be critical as the Parks Department moves forward to meet the growing demand for parks and recreation in Montgomery County. For more detailed information on items in this Executive Summary, please review this full report.

# Research and Trends Analysis

02



*RichEllen Park*

*July 2021*

## Comprehensive Parks and Recreation MASTER PLAN

PREPARED BY:





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## 02 Research and Analysis

Understanding the community demographic profile, their preferences, and recreation trends is the critical beginning step in this comprehensive planning process. In this section, the consulting team provides an analysis of current and projected demographics for the County; a review of projected recreation trends that could influence the recommendations; and information regarding the ecological trends. In addition, a summary of park classifications, inventory of existing parks, and a benchmark analysis are provided.

### 2.1 Community Profile

Demographics are ever-changing. Understanding the community profile and evolving trends is important to anticipating public preference. For example, families with small children often desire playgrounds and other related activities, but as the child grows, they may develop an interest in team sports and desire more fields and related facilities. Adults may desire adult sports leagues such as basketball, volleyball, and other intramural programs. Seniors may desire water aerobics and low impact activities. The Demographic Analysis provides an understanding of the population characteristics of Montgomery County, Tennessee, and provides insight into the communities' overall composition.

This section analysis includes the following characteristics:

- Population
- Age Segmentation
- Race and Ethnicity
- Households and Income
- Demographic Breakdown by Commissioner District
- Health Trends

The demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in January 2021 and reflects actual numbers as reported in the 2010 Censuses and estimates for 2020 and 2025 as obtained by ESRI. Straight line linear



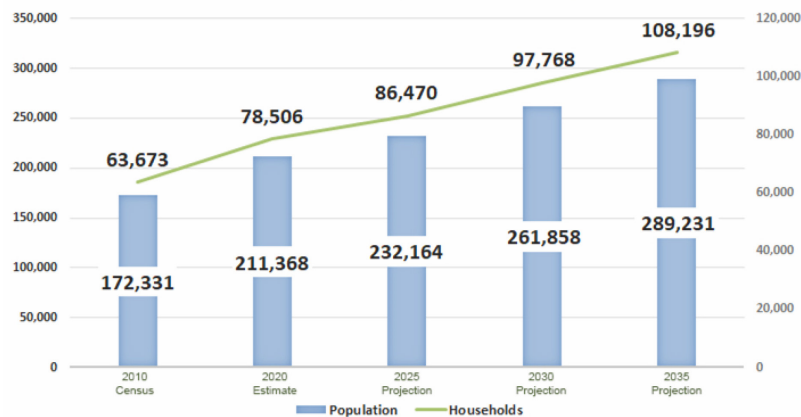
regression was utilized for projected 2027 and 2032 demographics. See Appendix A.2 for race and ethnicity definitions.

It is important to note that future population projections are all based on historical patterns and unforeseen circumstances during or after the time of the projections, which could have a significant bearing on the validity of the final projections.

### Population

The County's population has experienced a growing trend in recent years and is estimated at 211,368 individuals in 2020. Projecting ahead, the total population is expected to continue to grow over the next 15 years by 36.8%. Based on predictions through 2035, the County is expected to have 289,231 residents living within 108,196 households. These projections vary slightly from projections in the *Clarksville-Montgomery County 2040 Growth Plan*, though both indicate over 36% increase long-term.

Figure 2-1: Population and Household Average Annual Growth



### Age Segmentation

Evaluating the population by age segments, the County exhibits a balanced distribution among the major age segments. Currently, the largest grouping of age segments is the 18-34 segment, making up 27.5% of the population.

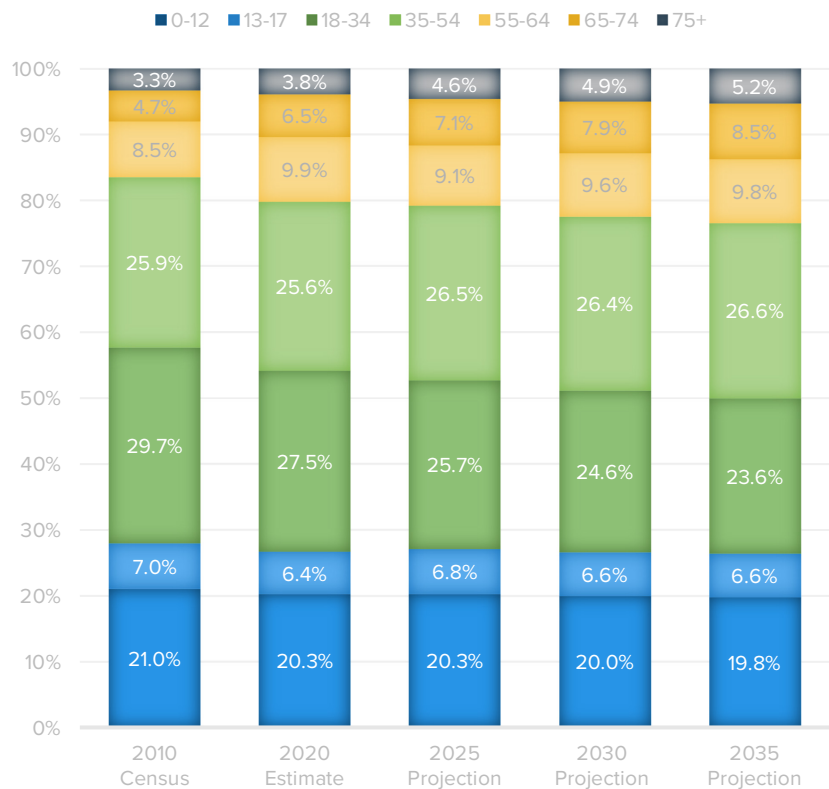
The overall age composition of the population within the County is projected to undergo a slight aging trend while remaining relatively balanced. Over the next 15 years, the 55+ age segment will increase by 3.2% while those who are 18-34 are projected to decrease by 3.9%, by 2035. This is assumed to be



a consequence of a vast amount of the Baby Boomer generation shifting into the senior age segment.

Given the differences in how the active adults (55 and older) participate in recreation programs, the trend is moving toward having at least two to three different program age segments for older adults. When developing the park and recreation system, the County should evaluate recreation experiences that would serve active adults who are in the 55-64, 65-74, and 75+ age segments while increasing program offerings that appeal to a range of age groups in the community.

Figure 2-2: Age Segmentation





### Race/Ethnicity

In analyzing race, the County's current population is relatively diverse. The 2020 estimates show that 67% of the County's population falls into the White Alone category, while Black Alone (21%) represents the largest minority. The predictions for 2035 expect that the County's population by race will diversify with a decrease in the White Alone population by approximately 5% while all other ethnicity segments will see an increase. In addition, the Hispanic population is expected to grow by 3% between 2020 and 2035.

Figure 2-3: Population by Race

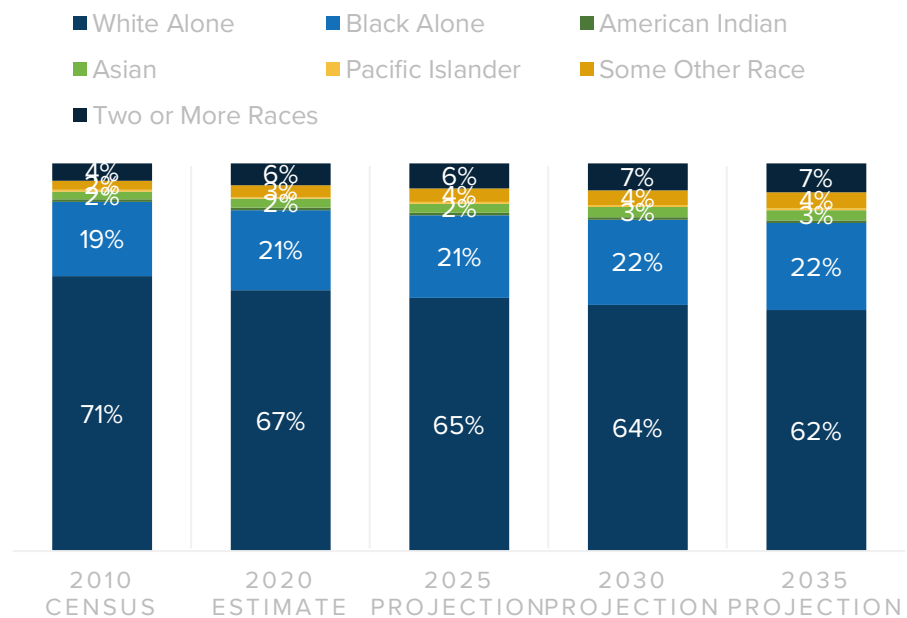
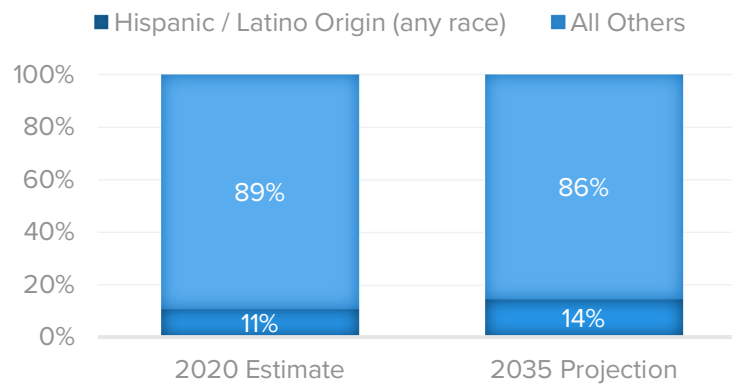


Figure 2-4: Hispanic Population



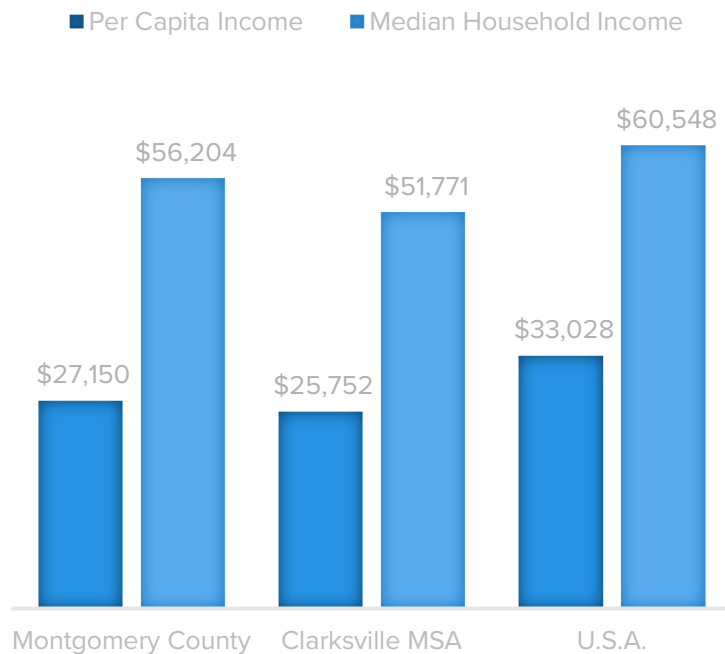




### *Income*

The County's per capita and median household income level is slightly above the Clarksville, TN-KY Metropolitan Statistical Area averages but below that of national averages.

*Figure 2-5: Income Characteristics*



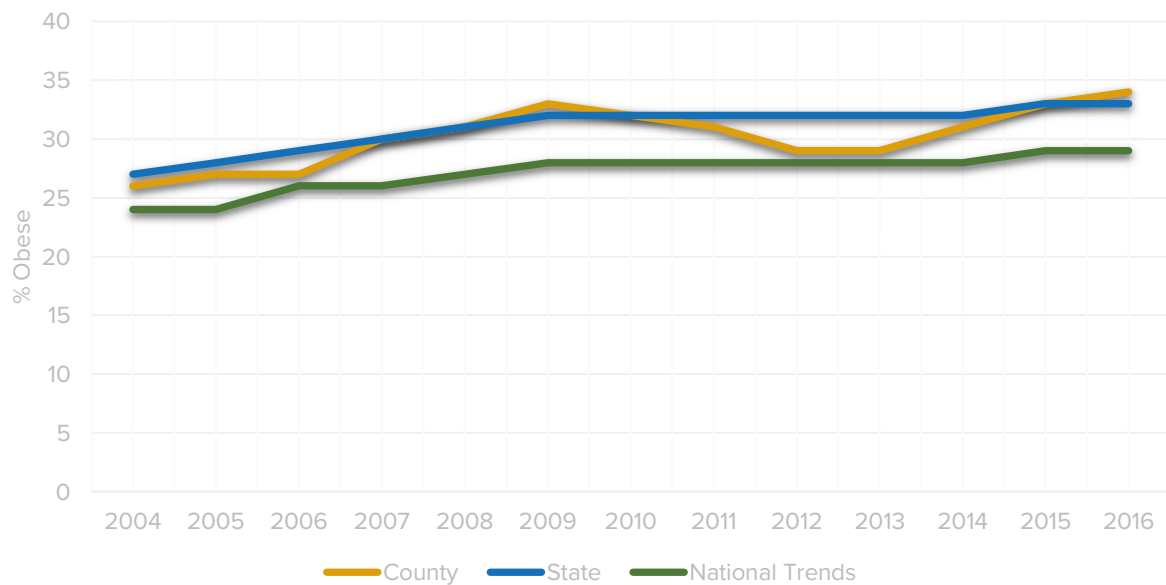
The implications of this data suggest that the County should prioritize providing exceptional service while modestly seeking opportunities to create revenue generation.



### Adult Obesity

According to the 2020 County Health Rankings for the 95 ranked counties in Tennessee, Montgomery County is ranked among the healthiest counties in Tennessee under health outcomes and health factors. The *2020 County Health Rankings Report* is available online at [www.countyhealthrankings.org](http://www.countyhealthrankings.org). The health factor ranking is based on measuring health behaviors, clinical care, social, economic, and physical environment factors. While it may be one of the healthiest counties in the state, health factors such as adult obesity are high in all the counties. Unfortunately, these trends are getting worse (see figure 2-6). The adult obesity is measure by determining the percentage of the adult population (age 20 and older) that reports a body mass index (BMI) greater than or equal to 30 kg/m

Figure 2-6: Adult Obesity - County, State and National Trends



Source: <https://www.countyhealthrankings.org>

The negative effects of obesity include heart disease, stroke, type 2 diabetes, and certain types of cancer according to the Center of Disease Control (CDC). Given the steady increase over time and the higher rate than both the state and national trends, Montgomery County should focus on creating and increasing opportunities for active living. Parks and recreation can play a significant role in strategies to reduce and prevent high obesity rate in adults and children.



## 2.2 Recreation Trends Analysis

The Trends Analysis provides an understanding of national, regional, and local recreational trends as well as recreational interest by age segments. Trends data used for this analysis was obtained from Sports & Fitness Industry Association (SFIA), National Recreation and Park Association (NRPA), and ESRI. All trends data is based on current and/or historical participation rates, statistically-valid survey results, or NRPA Park Metrics.



### *National Trends in Recreation*

The SFIA *Sports, Fitness & Recreational Activities Topline Participation Report 2020* was utilized in evaluating the following trends:

- National Recreation Participatory Trends
- Core vs. Casual Participation Trends
- Non-Participant Interest by Age Segment

The study is based on findings from surveys carried out in 2019 by the Physical Activity Council (PAC), resulting in a total of 18,000 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 18,000 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.32 percentage points at a 95 percent confidence level. Using a weighting technique, survey results are applied to the total U.S. population figure of 302,756,603 people (ages six and older).

The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S. This study looked at 122 different sports/activities and subdivided them into various categories including sports, fitness, outdoor activities, aquatics, etc.

### **Core vs. Casual Participation**

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency of participation. Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. For instance, core participants engage in most fitness activities more than 50 times



per year, while for sports, the threshold for core participation is typically 13 times per year.

In a given activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than causal participants. This may also explain why activities with more core participants tend to experience fewer pattern shifts in participation rates than those with larger groups of casual participants.



**Basketball**  
**24.9 Million**



**Golf**  
**24.3 Million**



**Tennis**  
**17.7 Million**



**Baseball**  
**15.8 Million**



**Soccer**  
**11.9 Million**

## 2.3 National Sport and Fitness Participatory Trends

### *National Trends in General Sports*

#### Participation Levels

In the United States, the sports most heavily participated in were Basketball (24.9 million) and Golf (24.3 million), which have participation figures well in excess of the other activities within the general sports category. These were followed by Tennis (17.7 million), Baseball (15.8 million), and Outdoor Soccer (11.9 million).

The popularity of Basketball, Golf, and Tennis can be attributed to the ability to compete with a relatively small number of participants. Basketball's success can also be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make it the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game. Even though Golf has experienced a recent decrease in participation in the last five years, it continues to benefit from its wide age segment appeal as it is a life-long sport. In addition, target type game venues or Golf Entertainment Venues have increased drastically (84.7%) as a five-year trend, using Golf Entertainment as a new alternative to breathe life back into the game of golf.

#### Five-Year Trend

Since 2014, Golf Entertainment Venues (84.7%), Pickleball (40.5%), and Flag Football (23.1%) have emerged as the overall fastest growing sports. During the last five years, similarly, Baseball (20.2%) and Indoor Soccer (17.8%) have also experienced significant growth. Based on the trend from 2014-2019, the sports that are most rapidly declining include Ultimate Frisbee (-49.4%), Squash (-23.4%), Touch Football (-21.5%), Badminton (-15.1%), and Tackle Football (-14.6%).



### One-Year Trend

In general, the most recent year shares a similar pattern with the five-year trends, with Boxing for Competition (8.2%), Golf Entertainment Venues (6.7%), and Pickleball (4.8%) experiencing the greatest increases in participation this past year. However, some sports that increased rapidly over the past five years have experienced recent decreases in participation, such as Rugby (-10.8%) and Gymnastics (-1.5%). Other sports including Ultimate Frisbee (-15.5%), Sand Volleyball (-7.8%), Roller Hockey (-6.8%), and Touch Football (-6.3) have also seen a significant decrease in participation over the last year.

Table 2-1: National Participatory Trends – General Sports

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Basketball	23,067	24,225	24,917	8.0%	2.9%
Golf (9 or 18-Hole Course)	24,700	24,240	24,271	-1.7%	0.1%
Tennis	17,904	17,841	17,684	-1.2%	-0.9%
Baseball	13,152	15,877	15,804	20.2%	-0.5%
Soccer (Outdoor)	12,592	11,405	11,913	-5.4%	4.5%
Golf (Entertainment Venue)	5,362	9,279	9,905	84.7%	6.7%
Softball (Slow Pitch)	7,077	7,386	7,071	-0.1%	-4.3%
Football, (Flag)	5,508	6,572	6,783	23.1%	3.2%
Volleyball (Court)	6,304	6,317	6,487	2.9%	2.7%
Badminton	7,176	6,337	6,095	-15.1%	-3.8%
Soccer (Indoor)	4,530	5,233	5,336	17.8%	2.0%
Football, (Touch)	6,586	5,517	5,171	-21.5%	-6.3%
Football, (Tackle)	5,978	5,157	5,107	-14.6%	-1.0%
Gymnastics	4,621	4,770	4,699	1.7%	-1.5%
Volleyball (Sand/Beach)	4,651	4,770	4,400	-5.4%	-7.8%
Track and Field	4,105	4,143	4,139	0.8%	-0.1%
Cheerleading	3,456	3,841	3,752	8.6%	-2.3%
Pickleball	2,462	3,301	3,460	40.5%	4.8%
Racquetball	3,594	3,480	3,453	-3.9%	-0.8%
Ice Hockey	2,421	2,447	2,357	-2.6%	-3.7%
Ultimate Frisbee	4,530	2,710	2,290	-49.4%	-15.5%
Softball (Fast Pitch)	2,424	2,303	2,242	-7.5%	-2.6%
Lacrosse	2,011	2,098	2,115	5.2%	0.8%
Wrestling	1,891	1,908	1,944	2.8%	1.9%
Roller Hockey	1,736	1,734	1,616	-6.9%	-6.8%
Boxing for Competition	1,278	1,310	1,417	10.9%	8.2%
Rugby	1,276	1,560	1,392	9.1%	-10.8%
Squash	1,596	1,285	1,222	-23.4%	-4.9%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	





**Fitness  
Walking**  
**111.4 Million**



**Treadmill**  
**56.8 Million**



**Dumbbell  
Free Weights**  
**51.4 Million**



**Running/ Jogging**  
**49.5 Million**



**Stationary  
Cycling**  
**37.1 Million**

### Core vs. Casual Trends in General Sports

Highly participated in sports, such as Basketball, Baseball, and Slow Pitch Softball, have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). In the past year, Ice Hockey and Fast Pitch Softball have increased core participation while less mainstream sports, such as Boxing for Competition, Roller Hockey, Badminton, and Racquetball have a larger casual participation base. These participants may be more inclined to switch to other sports or fitness activities.

### National Trends in General Fitness Participation Levels

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of options that are relatively inexpensive to participate in and can be performed by most individuals. The most popular general fitness activities amongst the U.S. population include Fitness Walking (111.4 million), Treadmill (56.8 million), Free Weights (51.4 million), Running/Jogging (49.5 million), and Stationary Cycling (37.1 million).

### Five-Year Trend

Over the last five years (2014-2019), the activities growing most rapidly are Trail Running (46.0%), Yoga (20.6%), Cross Training Style Workout (20.2%), and Stationary Group Cycling (17.5%). Over the same time frame, the activities that have undergone the biggest decline include Traditional Triathlon (-9.2%), Running/Jogging (-8.7%), Free Weights (-8.3%), and Fitness Walking (-1.0%).

### One-Year Trend

In the last year, activities with the largest gains in participation were Trail Running (9.9%), Dance, Step, & Choreographed Exercise (7.0%), and Yoga (6.0%). From 2018-2019, the activities that had the largest decline in participation were Traditional Triathlons (-7.7%), Non-Traditional Triathlon (-7.4%), Bodyweight Exercise (-2.8%), and Running/Jogging (-2.6%).



### Core vs. Casual trends in General Fitness

The most participated in fitness activities all have a strong core users base (participating 50+ times per year). These fitness activities include Fitness Walking, Treadmill, Free Weights, Running/Jogging, Stationary Cycling, Weight/Resistant Machines, and Elliptical Motion/Cross Training, all having 48% or greater core users.

Table 2-2: National Participatory Trends – General Fitness

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Fitness Walking	112,583	111,001	111,439	-1.0%	0.4%
Treadmill	50,241	53,737	56,823	13.1%	5.7%
Free Weights (Dumbbells/Hand Weights)	56,124	51,291	51,450	-8.3%	0.3%
Running/Jogging	54,188	50,770	49,459	-8.7%	-2.6%
Stationary Cycling (Recumbent/Upright)	35,693	36,668	37,085	3.9%	1.1%
Weight/Resistant Machines	35,841	36,372	36,181	0.9%	-0.5%
Elliptical Motion Trainer	31,826	33,238	33,056	3.9%	-0.5%
Yoga	25,262	28,745	30,456	20.6%	6.0%
Free Weights (Barbells)	25,623	27,834	28,379	10.8%	2.0%
Dance, Step, & Choreographed Exercise	21,455	22,391	23,957	11.7%	7.0%
Bodyweight Exercise	22,390	24,183	23,504	5.0%	-2.8%
Aerobics (High Impact/Intensity Training HIIT)	19,746	21,611	22,044	11.6%	2.0%
Stair Climbing Machine	13,216	15,025	15,359	16.2%	2.2%
Cross-Training Style Workout	11,265	13,338	13,542	20.2%	1.5%
Trail Running	7,531	10,010	10,997	46.0%	9.9%
Stationary Cycling (Group)	8,449	9,434	9,930	17.5%	5.3%
Pilates Training	8,504	9,084	9,243	8.7%	1.8%
Cardio Kickboxing	6,747	6,838	7,026	4.1%	2.7%
Boot Camp Style Cross-Training	6,774	6,695	6,830	0.8%	2.0%
Martial Arts	5,364	5,821	6,068	13.1%	4.2%
Boxing for Fitness	5,113	5,166	5,198	1.7%	0.6%
Tai Chi	3,446	3,761	3,793	10.1%	0.9%
Barre	3,200	3,532	3,665	14.5%	3.8%
Triathlon (Traditional/Road)	2,203	2,168	2,001	-9.2%	-7.7%
Triathlon (Non-Traditional/Off Road)	1,411	1,589	1,472	4.3%	-7.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Legend:</b> <span>Large Increase (greater than 25%)</span> <span>Moderate Increase (0% to 25%)</span> <span>Moderate Decrease (0% to -25%)</span> <span>Large Decrease (less than -25%)</span>					



**Hiking (Day)**  
**49.7 Million**



**Bicycling (Road)**  
**39.4 Million**



**Fishing**  
**(Freshwater)**  
**39.2 Million**



**Camping**  
**(<1/4mi. of Car/Home)**  
**28.2 Million**



**Camping**  
**(Recreational Vehicle)**  
**15.4 Million**

### *National Trends in Outdoor Recreation*

#### **Participation Levels**

Results from the SFIA report demonstrate a contrast of growth and decline in participation regarding outdoor/adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or within a group, and are not as limited by time constraints. In 2019, the most popular activities, in terms of total participants, from the outdoor/adventure recreation category include Day Hiking (49.7 million), Road Bicycling (39.4 million), Freshwater Fishing (39.2 million), Camping within 1/4 mile of Vehicle/Home (28.2 million), and Recreational Vehicle Camping (15.4 million).

#### **Five-Year Trend**

From 2014-2019, BMX Bicycling (55.2%), Day Hiking (37.2%), Fly Fishing (20.1%), Saltwater Fishing (11.6%), and Mountain Bicycling (7.2%) have undergone the largest increases in participation. The five-year trend also shows activities such as In-Line Roller Skating (-20.5%), Archery (-11.7%), and Adventure Racing (-9.5%) experiencing the largest decreases in participation.

#### **One-Year Trend**

The one-year trend shows activities growing most rapidly being BMX Bicycling (6.1%), Day Hiking (3.8%), and Birdwatching (3.8%). Over the last year, activities that underwent the largest decreases in participation include Climbing (-5.5%), In-Line Roller Skating (-4.4%), and Camping with a Recreation Vehicle (-3.5%).

#### **Core vs. Casual Trends in Outdoor Recreation**

A majority of outdoor activities have experienced participation growth in the last five years. Although this a positive trend, it should be noted that all outdoor activities participation, besides adventure racing, consists primarily of casual users. This is likely why we see a lot of fluctuation in participation numbers, as the casual users likely found alternative activities to participate in.



Table 2-3: National Participatory Trends – Outdoor/Adventure Recreation

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Hiking (Day)	36,222	47,860	49,697	37.2%	3.8%
Bicycling (Road)	39,725	39,041	39,388	-0.8%	0.9%
Fishing (Freshwater)	37,821	38,998	39,185	3.6%	0.5%
Camping (< 1/4 Mile of Vehicle/Home)	28,660	27,416	28,183	-1.7%	2.8%
Camping (Recreational Vehicle)	14,633	15,980	15,426	5.4%	-3.5%
Fishing (Saltwater)	11,817	12,830	13,193	11.6%	2.8%
Birdwatching (>1/4 mile of Vehicle/Home)	13,179	12,344	12,817	-2.7%	3.8%
Backpacking Overnight	10,101	10,540	10,660	5.5%	1.1%
Bicycling (Mountain)	8,044	8,690	8,622	7.2%	-0.8%
Archery	8,435	7,654	7,449	-11.7%	-2.7%
Fishing (Fly)	5,842	6,939	7,014	20.1%	1.1%
Skateboarding	6,582	6,500	6,610	0.4%	1.7%
Roller Skating, In-Line	6,061	5,040	4,816	-20.5%	-4.4%
Bicycling (BMX)	2,350	3,439	3,648	55.2%	6.1%
Climbing (Traditional/Ice/Mountaineering)	2,457	2,541	2,400	-2.3%	-5.5%
Adventure Racing	2,368	2,215	2,143	-9.5%	-3.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	



**Swimming  
(Fitness)  
28.2 Million**



**Aquatic Exercise  
11.2 Million**



**Swimming  
(Competition)  
2.8 Million**

### *National Trends in Aquatics*

#### **Participation Levels**

Swimming is deemed as a lifetime activity, which is most likely why it continues to have such strong participation. In 2019, Fitness Swimming was the absolute leader in overall participation (28.2 million) amongst aquatic activities, largely due to its broad, multigenerational appeal.

#### **Five-Year Trend**

Assessing the five-year trend, all aquatic activities have experienced growth. Aquatic Exercise stands out having increased (22.7%) from 2014-2019, most likely due to the ongoing research that demonstrates the activity's great therapeutic benefit, followed by Fitness Swimming (11.5%) and Competition Swimming (4.1%).

#### **One-Year Trend**

From 2018-2019, Competitive Swimming (-7.3%) was the only aquatic activity that declined in participation. While both Aquatic Exercise (6.4%) and Fitness Swimming (2.3%) experienced increases when assessing their one-year trend.

### **Core vs. Casual Trends in Aquatics**

All aquatic activities have undergone increases in participation over the last five years, primarily due to large increases in casual participation (1-49 times per year). From 2014 to 2019, casual participants for Aquatic Exercise (35.7%), Competition Swimming (22.7%), and Fitness Swimming (18.4%) have all grown significantly. However, all core participation (50+ times per year) for aquatic activities has decreased over the last five years.

Table 2-4: National Participatory Trends – Aquatics

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Swimming (Fitness)	25,304	27,575	28,219	11.5%	2.3%
Aquatic Exercise	9,122	10,518	11,189	22.7%	6.4%
Swimming (Competition)	2,710	3,045	2,822	4.1%	-7.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	





**Kayaking**  
**11.4 Million**



**Canoeing**  
**9.0 Million**



**Snorkeling**  
**7.7 Million**



**Jet Skiing**  
**5.1 Million**



**Sailing**  
**3.6 Million**

### ***National Trends in Water Sports/Activities*** **Participation Levels**

The most popular water sports / activities based on total participants in 2019 were Recreational Kayaking (11.4 million), Canoeing (8.9 million), and Snorkeling (7.7 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has a long winter season or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can greatly influence water activity participation.

### ***Five-Year Trend***

Over the last five years, Stand-Up Paddling (29.5%) and Recreational Kayaking (28.5%) were the fastest growing water activities, followed by White Water Kayaking (9.9%) and Surfing (8.9%). From 2014-2019, activities declining in participation most rapidly were Water Skiing (-20.1%), Jet Skiing (-19.6%), Scuba Diving (-13.7%), Wakeboarding (-12.7%), and Snorkeling (-12.5%).

### ***One-Year Trend***

As in the five-year trend, Recreational Kayaking (3.3%) and Stand-Up Paddling (3.2%) also had the greatest one-year growth in participation, from 2018-2019. Activities which experienced the largest decreases in participation in the most recent year include Boardsailing/Windsurfing (-9.7%), Sea Kayaking (-5.5), and Water Skiing (-4.8%).

### ***Core vs. Casual trends in Water Sports/Activities***

As mentioned previously, regional, seasonal, and environmental limiting factors may influence the participation rate of water sport and activities. These factors may also explain why all water-based activities have drastically more casual participants than core participants, since frequencies of activities may be constrained by uncontrollable factors. These high causal user numbers are likely why a majority of water sports/activities have experienced decreases in participation in recent years.



Table 2-5: National Participatory Trends – Water Sports Activities

National Participatory Trends - Water Sports Activities					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Kayaking (Recreational)	8,855	11,017	11,382	28.5%	3.3%
Canoeing	10,044	9,129	8,995	-10.4%	-1.5%
Snorkeling	8,752	7,815	7,659	-12.5%	-2.0%
Jet Skiing	6,355	5,324	5,108	-19.6%	-4.1%
Sailing	3,924	3,754	3,618	-7.8%	-3.6%
Stand-Up Paddling	2,751	3,453	3,562	29.5%	3.2%
Rafting	3,781	3,404	3,438	-9.1%	1.0%
Water Skiing	4,007	3,363	3,203	-20.1%	-4.8%
Surfing	2,721	2,874	2,964	8.9%	3.1%
Wakeboarding	3,125	2,796	2,729	-12.7%	-2.4%
Scuba Diving	3,145	2,849	2,715	-13.7%	-4.7%
Kayaking (Sea/Touring)	2,912	2,805	2,652	-8.9%	-5.5%
Kayaking (White Water)	2,351	2,562	2,583	9.9%	0.8%
Boardsailing/Windsurfing	1,562	1,556	1,405	-10.1%	-9.7%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	



## 2.4 Non-Participant Interest by Age Segment

In addition to participation rates by generation, SFIA also tracks non-participant interest. These are activities that the U.S. population currently does not participate in due to physical or monetary barriers, but is interested in participating in. Below are the top five activities that each age segment would be most likely to partake in, if they were readily available.

Overall, the activities most age segments are interested in include Camping, Bicycling, Fishing, and Swimming for Fitness, all of which are deemed as low-impact activities, making them obtainable for any age segment to enjoy.





## 2.5 Local Sport and Market Potential

The following charts show sport and leisure market potential data from ESRI. A Market Potential Index (MPI) measures the probable demand for a product or service within the County. The MPI shows the likelihood that a resident of the target area will participate in certain activities when compared to the U.S. National average. The national average is 100; therefore, numbers below 100 represent a lower than average participation rate, and numbers above 100 represent a higher than average participation rate. The County is compared to the national average in three categories – general sports, fitness, and outdoor activity.

Overall, the County demonstrates average to above average MPI numbers. Looking at the three categories (general sports, fitness, and outdoor activity), all activities' MPI scores are above to well above the national average. These overall MPI scores show that the County has strong participation rates when it comes to recreational activities. This becomes significant when the County considers building new parks and facilities or starting up new programs, giving them a strong tool to estimate resident attendance. High index numbers (100+) are significant because they demonstrate that there is a greater potential that residents of the County will actively participate in future offerings provided by the Department.

Figure 2-7: General Sports MPI

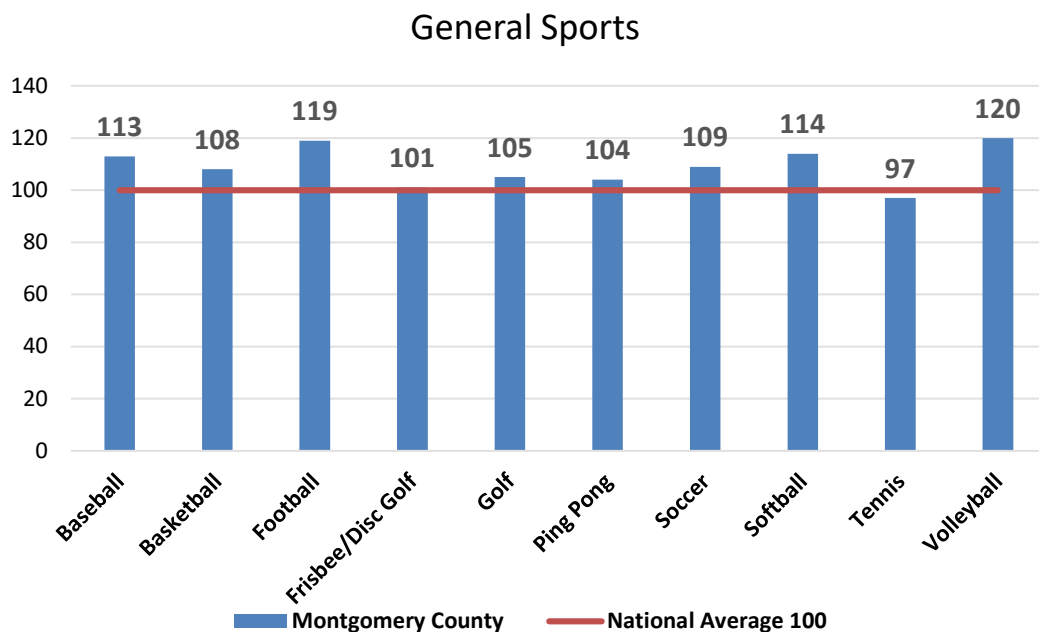




Figure 2-8: General Fitness MPI

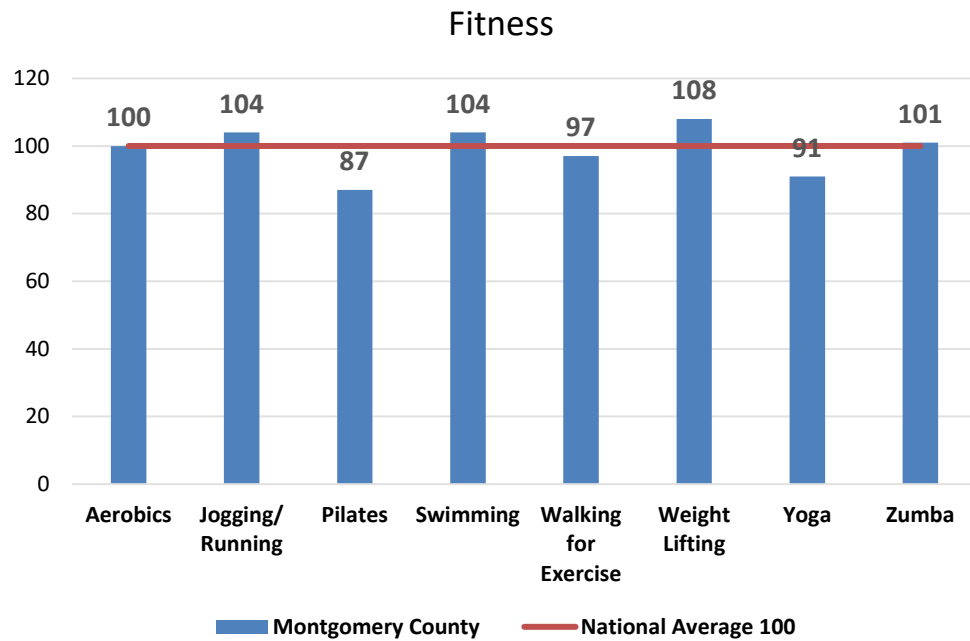
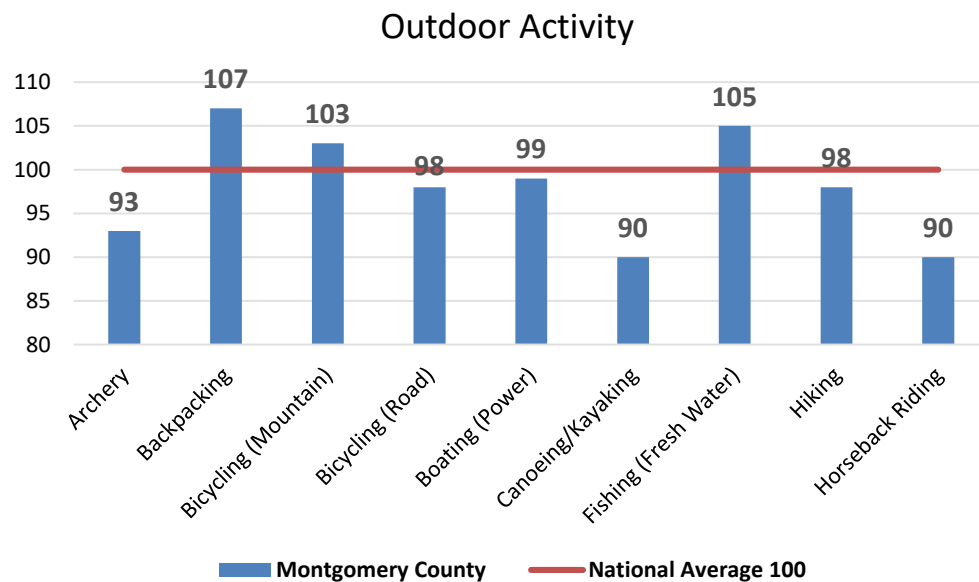


Figure 2-9: Outdoor Activity MPI





## 2.6 Recreation Trends Summary

It is important for the Montgomery County Parks and Recreation Department to understand the local and national participation trends in recreation activities. In doing so, the Department can gain general insight into the lifecycle stage of recreation programs and activities (emerging, stable, and declining) and thereby anticipate potential changes in need and demand for the programs and activities that it provides to the residents of Montgomery County. Below are some major takeaways for local and national recreation trends:

- Fitness Walking remained the most popular activity OVERALL both nationally and locally. This activity will likely continue to grow in popularity in Montgomery County as the trail system expands over the next 10 years.
- All listed aquatic activities have experienced strong participation growth, both locally and nationally. Swimming on a Team saw significant increases in casual participation. Swimming is popular in Montgomery County.
- Basketball is the most participated in sport nationally and has above average market potential locally.
- Softball, Ultimate Frisbee, Tackle Football, and Touch Football are losing participants both locally and nationally, though MPI numbers are above the national average for each of these activities
- Outdoor recreational activities are on the rise nationally. Backpacking is extremely popular both nationally and locally.
- Based on national measurements, income level has a positive impact on activity rate. Higher income households tend to have higher activity rates.
- Age is also a significant factor to inactivity level. Generation Z (age 6-17) had the lowest inactivity rate while the boomers (age 55+) had the highest inactivity rate.
- Besides income and age factors, non-participants are more likely to join sports or fitness activities if a friend accompanies them.





## 2.7 Ecological Trends

As Montgomery County has grown significantly over the years, the development has impacted the rural and natural areas.

One indicator of the habitat loss in the County is the data collected by the Clarksville Warioto Audubon Society Club. This organization has collected data for over a 50-year span – 1972 through 2019. The collection occurs during the annual Christmas Bird Count that takes place each year. The Club members begin at first light and drive to specific locations. As they hike, they count species. At the end of the day, they come together and provide their numbers. These numbers are then entered in the National Audubon database. The process provides a snapshot of the number of birds species each year in Montgomery County.

Figure 2-10: Loggerhead Shrike

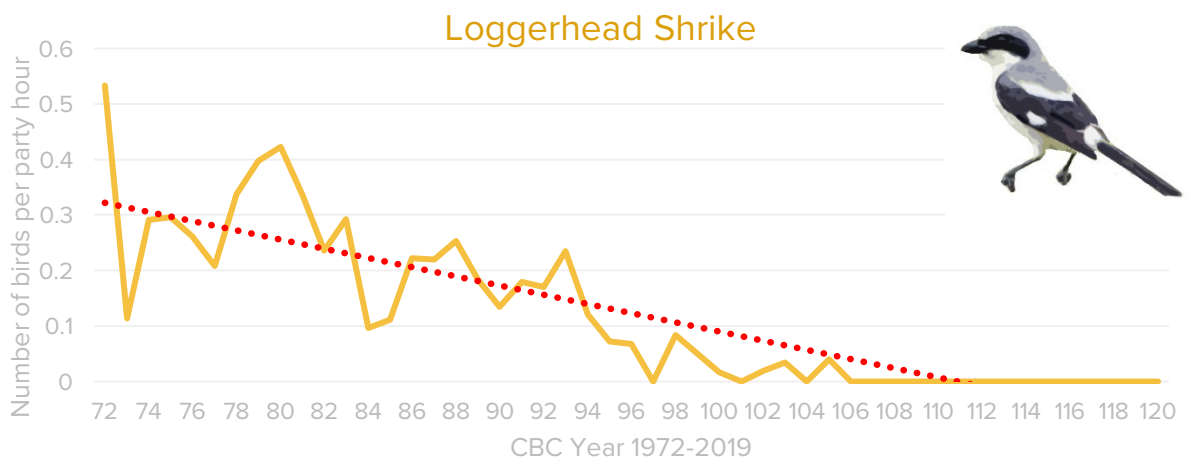


Figure 2-11: Northern Bobwhite

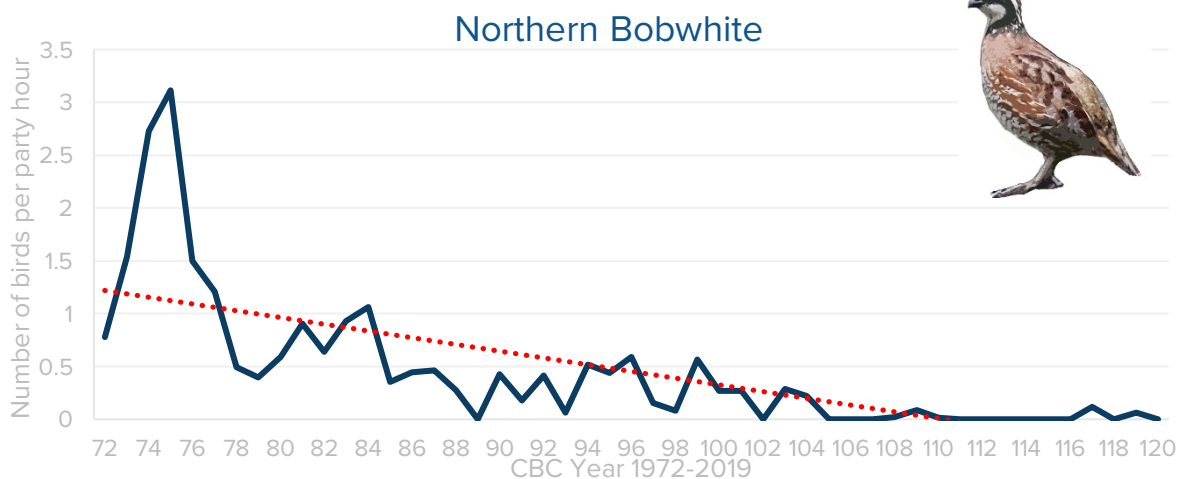




Figure 2-12: Field Sparrow

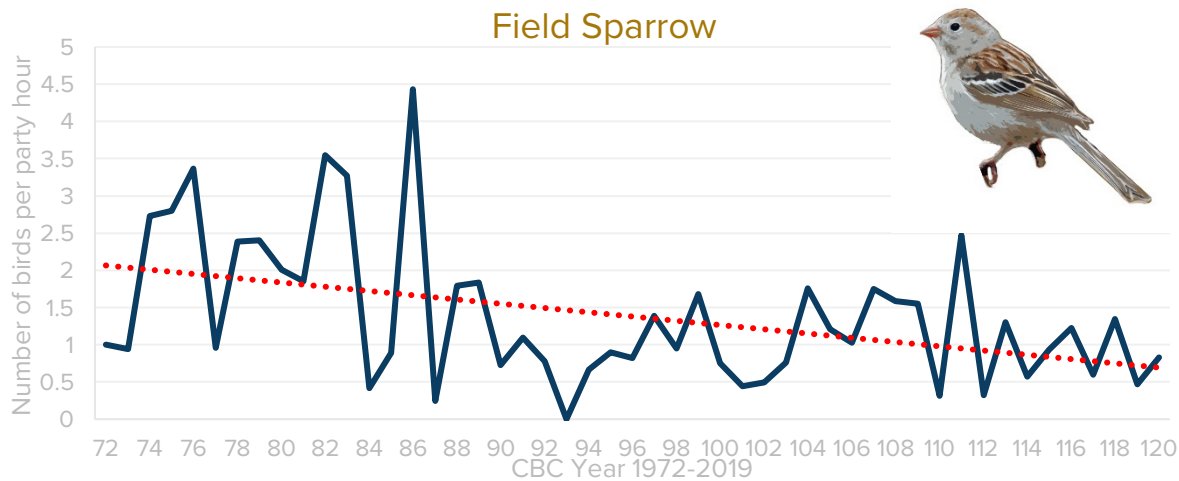
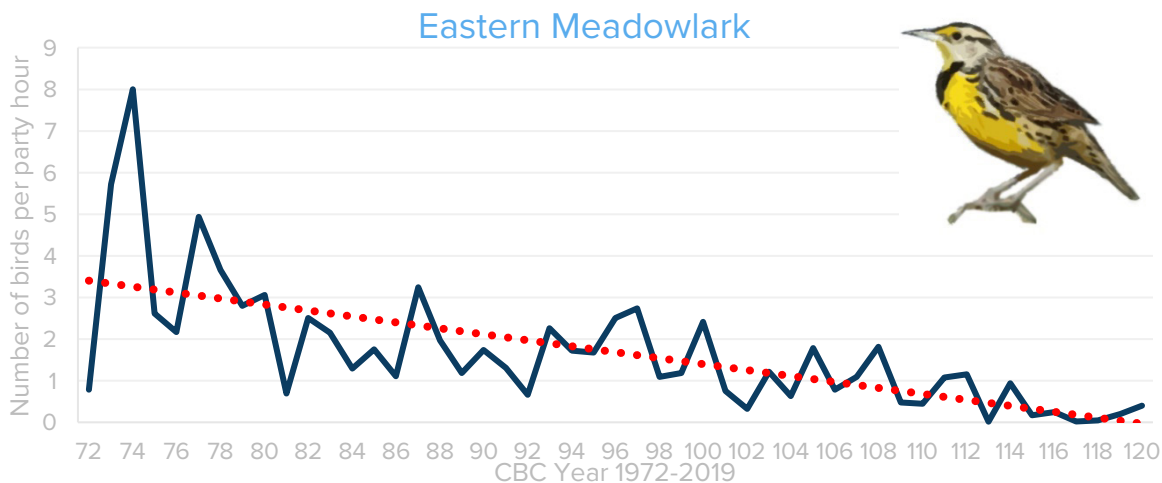


Figure 2-13: Eastern Meadowlark



These charts were created by Deborah Hamilton, and Cynthia Routledge provided the summary data to the consulting team. For more information on annual Christmas Bird Counts, see <https://www.audubon.org/conservation/science/christmas-bird-count>

### *Why does it matter to Montgomery County?*

As part of the ecosystems, birds are an important part of our community because they keep systems in balance. They pollinate plants, disperse seeds, scavenge carcasses, and recycle nutrients back into the earth. They are part of a whole ecosystem and part of a healthy food chain. Birds are the messengers of the natural world. Birds are biological barometers. Per the old adage, the “canary in the coal mine,”



*“For me, personally, [birds] have brought comfort, joy and a sense of normalcy during this unprecedented pandemic.”*

*-Cynthia Routledge, Resident and Focus Group Participant*

birds are indicator species, weather predictors, a documentation of climate change, to monitoring habitat health, and urban noise. Birds bring us pleasure, they entertain us, they educate us, they enhance our landscape, and they bring color, pattern, and sound. They bring nature to people, wherever we are, sitting on a front porch, hiking a trail, or sitting by a window in a wheelchair.

In addition to birds, pollinator species like honeybees have declined in numbers by 50 percent in recent years. According to estimates from the University of Tennessee Extension, bees have seen as much as 50 percent of their population decline in recent years. The major reason for the decline of these species and others is the loss of habitat.



#### Birds and Pollinators

- *Bird populations have continued to plummet in the past five decades, dropping by nearly three billion across North America*
- *Monarch butterflies have declined by as much as 80% over the last 25 years*
- *Native pollinators are essential to our environment and may be our planet's most ecologically and economically important group of animals*

The Nature Conservancy  
Parks with Purpose

As outlined in the Clarksville-Montgomery County 2040 Growth Plan, the community should employ the Rural-to-Urban Transect that includes principles and strategies to preserve critical environmental areas. Protecting wildlife and riparian corridors and habitats through land use development tools will be critical.

These areas not only provide spaces for birds and pollinators, but they also define the character of Montgomery County. With the large population increases and growing development pressures, Montgomery County will need to work with many partners and agencies on improving its future development patterns if it desires to slow the loss of birds and pollinators in the community.



## 2.8 Existing Park Facilities

This section includes an inventory of park facilities managed by the Montgomery County Parks and Recreation Department. The inventory lists each park with its park classification and acreage. The classifications were developed by utilizing the NRPA publication *Park, Open Space, and Greenway Guidelines* by James D. Mertes, Ph.D, CLP, and James R. Hall, CLP, which provides a basic guideline. A summary table and descriptions of the park classification is provided in **Section 4.0 Park Facilities and Recommendations**. In addition to the Montgomery County park facilities, a list of other providers is including in the table below.

Table 2-6: Existing Parks Inventory

MONTGOMERY COUNTY PARK FACILITIES		
NAME	CLASSIFICATION	ACREAGE
Civitan Park	Community Park	50.0
Cumberland Heights Bartee Center	Special Use	9.0
Fredonia Community Center	Special Use	17.0
RichEllen Park	Sports Complex	51.0
Rotary Park	Community Park	113.3
South Guthrie Community Center	Special Use	10.0
Spurline Trail Head	Pocket Park	0.7
Weakley Park	Special Use	57.0
Woodlawn Park	Sports Complex	56.0
Subtotal		362.00
OTHER PROVIDERS		
Ashton Park	Pocket Park	3.2
Barbara E. Johnson Park	Neighborhood Park	9.6
Beachaven Pool and Barksdale Fields	Neighborhood Park	13.0
Bel-Aire Park and Pool	Special Use	12.8
Billy Dunlop Park	Natural Resource Area	32.8
Burchett Park	Pocket Park	3.3
Burt-Cobb Recreation Center	Recreation Center	2.2
Coy Lacy Park	Pocket Park	3.0
Crow Recreation Center	Recreation Center	2.0
CSM Sidney R. Brown Park at Birchwood	Pocket Park	0.8
Dalewood Park	Pocket Park	3.0
Dixon Park	Neighborhood Park	3.2
Edith Pettus Park and Splash Pad	Neighborhood Park	9.8
Fort Defiance Civil War Park & Interpretive Center	Special Use	0.2
Heritage Park Complex	Sports Complex	98.2
Kleeman Recreation Center and New Providence Pool	Recreation Center	1.1



Lettie Kendall Park	Pocket Park	2.8
Liberty Park and Clarksville Marina	Community Park	140.4
Mason Rudolph Golf Course (Closed)	Special Use	47.4
McGregor Park	Neighborhood Park	15.4
Mericourt	Neighborhood Park	10.4
North Fork Street Mountain Bike Trail	Special Use	147.4
Patriots Park	Special Use	1.0
Robert Clark Park	Special Use	10.0
Sevier Park	Special Use	0.6
Sherwood Forest Park	Neighborhood Park	4.3
Stokes Field	Sports Complex	36.1
Swan Lake Golf Course	Special Use	128.6
Swan Lake Pool & Sports Complex	Sports Complex	53.8
Trice Landing Park	Natural Resource Area	32.1
Upland Trail (Located in ROW)	Greenway	0.0
Valleybrook Park	Community Park	7.6
Port Royal State Park & Trail of Tears Trailhead	Natural Resource Area	30.0
Dunbar Cave State Park	Natural Resource Area	110.0
<b>Subtotal</b>		<b>976.0</b>
<b>Total Park Inventory of County and Other Providers</b>		<b>1,338.0</b>

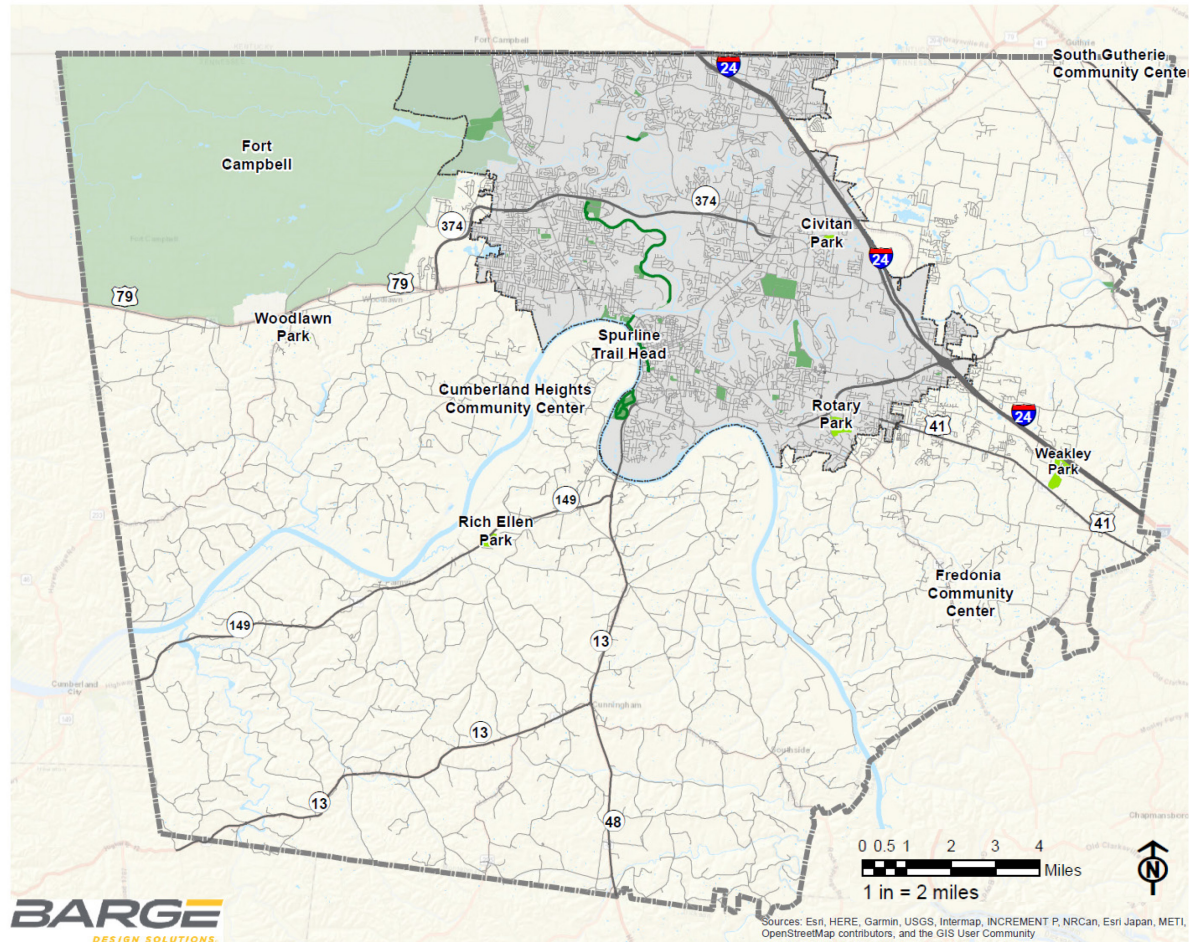
Montgomery County's current inventory of park and recreation facilities includes nine parks, though some parcels currently owned by the City of Clarksville may transition to the County's responsibility. As part of the master plan process, consultants visited all the parks to evaluate their condition. The existing park inventory has been assessed and ranked according to a standard scale of conditions from excellent to poor. See Section 4: Park Facilities and Recommendations for individual parks evaluations and recommendations.

A detailed evaluation of the condition, compliance with the Americans with Disabilities Act (ADA), and identification of deferred maintenance items at existing parks was not a part of the scope of this study. Each park was visited by the planning team, and general observations regarding the condition and accessibility of the facilities in each park are included in the descriptions.

A map of existing park facilities is provided on the following page. The map includes the city limits. An inventory of all the parks and their facilities is also provided.



Figure 2-14: Existing Parks Map (see Appendix for larger version)



### Legend

- Existing Greenway Trails
- County Parks
- Non-County Parks
- River, Streams, & Lakes
- Clarksville
- Montgomery County



[illegible]



## 2.9 Benchmark Analysis

The consulting team identified metrics to be benchmarked against comparable Parks and Recreation systems as agreed to by Montgomery County staff and the consulting team. The complexity in this analysis was ensuring direct comparison through a methodology of statistics and ratios in order to provide objective information that is relevant and accurate, as best as possible.

It must be noted that the benchmark analysis is only an indicator based on the information provided. The information sought was a combination of metrics based on jurisdiction size and park inventories. The attributes considered for selection in this benchmark study included:

- Jurisdiction population density size
- Jurisdiction land area size
- County parks and recreation systems in which athletic fields were a key element of the system's offerings

The benchmark includes the agencies shown in the table below.

*Table 2-8: Comparable Park Systems*

Agency	State	Jurisdiction Type	Population	Jurisdiction Size (Sq. Mi.)	Population per Sq. Mi.
Fauquier County	VA	County	71,749	651	110
Montgomery County	TN	County	211,368	544	389
Paulding County	GA	County	155,195	314	494
Troup County	GA	County	70,665	446	158
Williamson County	TN	County	238,412	584	408

Due to differences in how each system collects, maintains, and reports data, variances exist. These variations have an impact on the per capita and percentage allocations; hence, the overall comparison must be viewed with this in mind.



Table 2-9: Developed Park Acres and Level of Service

Agency	Total Developed Acres	Total Developed Acres per 1,000 Population
Fauquier County	638	8.9
Montgomery County	362	1.7
Paulding County	1,049	6.8
Troup County	772	10.9
Williamson County	811	3.4

Table 2-10: Operating Expenditures – Developed Park Acres

Agency	Total Developed Acres	Total Annual Maintenance Budget	Maintenance Expense per Acre
Fauquier County	638	\$ 2,932,590	\$ 4,597
Montgomery County	362	\$ 1,847,121	\$ 5,103
Paulding County	1,049	\$ 1,120,304	\$ 1,068
Troup County	842	\$ 1,271,110	\$ 1,646
Williamson County	811	\$ 1,493,250	\$ 1,841

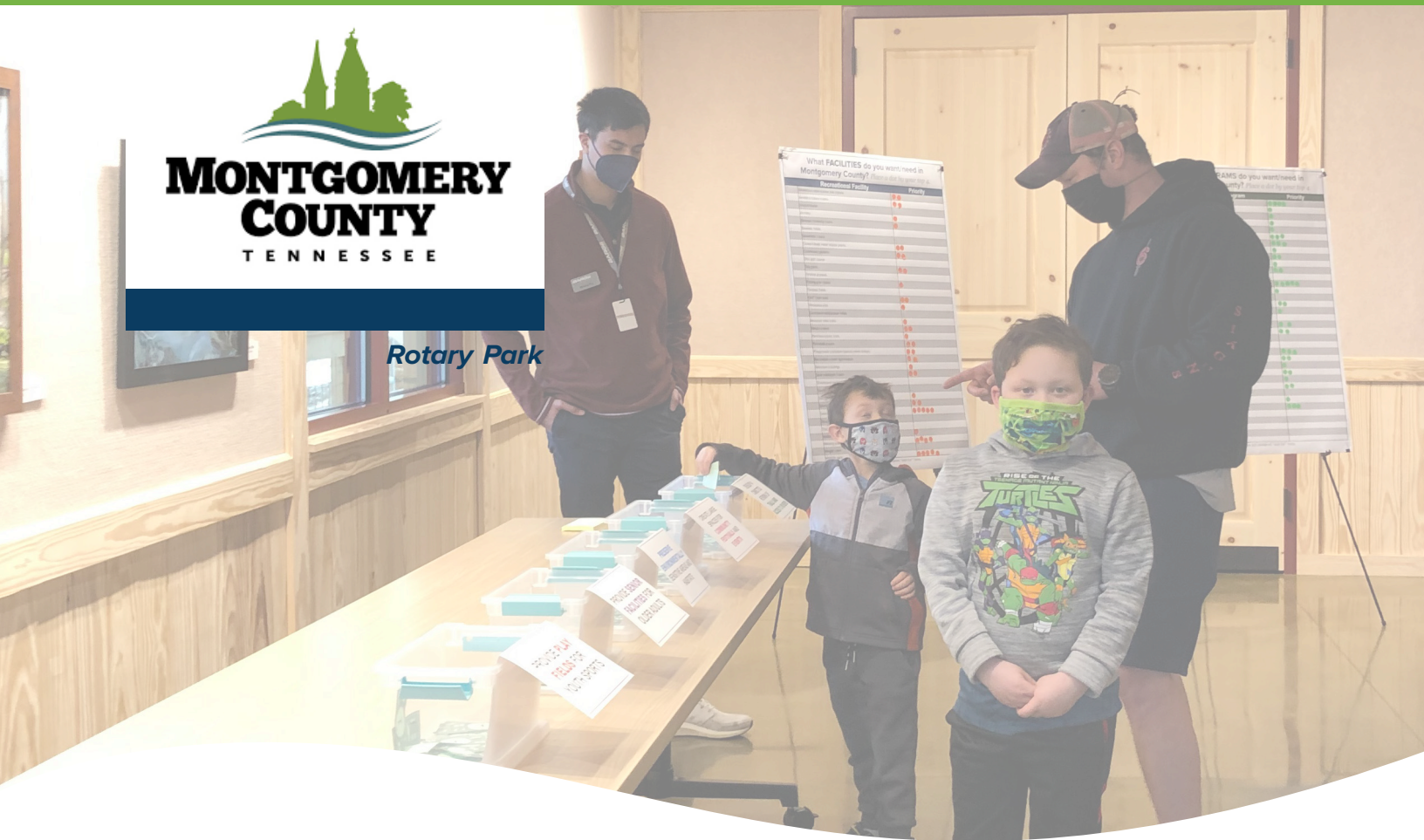
**Benchmark Summary**

- Developed Park Acres: Total developed park acreage reported for benchmark systems ranges from 362 to 1,049 acres, with a benchmark median of 740 acres. Montgomery County is well below the median and has the least acres of the benchmark counties at 362 acres. Please note: Only developed park acres owned by each agency were included in the tables above.
- Level of Service: When comparing the developed park acreage to each benchmarked community, there is a wide range of coverage, anywhere from 1.7 to 11.9 acres per 1,000 residents. Montgomery County's 1.7 acres per 1,000 residents ranks well below the benchmark median (6.5 acres per 1,000).
- Operating Expenditures: Total operating expenditures per acre reported for benchmark systems ranges from \$1,068 per acre to \$5,103 per acre, with a benchmark median of \$2,824 per acre. Montgomery County is above the median and expends the most operating dollars per acre of the benchmark counties at \$5,103 per acre. When comparing Montgomery County to the National Recreation and Park Association's Annual Agency Performance Review, it indicates that Montgomery County's cost per acre of \$5,103 is below the national median of \$6,561 per acre.

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# Public Outreach Process

03



*July 2021*

## Comprehensive Parks and Recreation MASTER PLAN

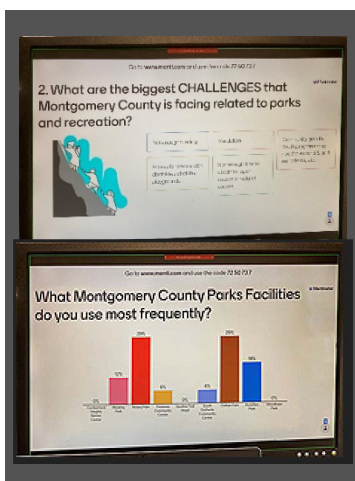
PREPARED BY:

**pros**  
consulting  
Inc.

**BARGE**  
DESIGN SOLUTIONS

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*Example of interactive polling questions during focus group meeting*

## 03 PUBLIC INPUT PROCESS

During the first quarter of 2021, the planning team conducted outreach for the project, which consisted of three basic components: a series of focus group discussions, one public forum, and a community interest and opinion survey. In each exercise, the consulting team asked a series of similar questions, and the results are condensed to a series of key themes that emerged from the qualitative data collection method.

### 3.1 Steering Committee

The steering committee participated throughout the entire process of creating the plan, from the initial focus group engagement to the review of the final plan draft. They provided initial guidance on the needs of the community during the initial kickoff meeting that included a focus group interview. They participated in and helped to promote the Public Open House and Citizen Input Session that was held in late February. The steering committee reviewed the draft survey alongside County staff and then promoted it to their contacts to help increase public participation. They also assisted in reviewing findings and shaping initial recommendations and assisted the team in the review of the draft plan. The participation of the steering committee has many benefits including helping to create a plan that is community supported and increasing awareness of the Montgomery County Parks and Recreation services.

### 3.2 Focus Groups Meetings

With the help of the Montgomery County Parks and Recreation Department staff, the planning team conducted four focus group discussions (virtually) from February 2 to 5, 2021. A total of approximately 40 participants joined the focus group meetings. The focus groups were identified and invited by Parks Department staff (please see the acknowledgement page for a list of the individuals). Groups and organizations that were involved in the process include, though are not limited to, athletic organizations, conservation groups, elected officials, and park users.

An overview of the process was given to each group. Then, each group was asked a series of questions on the strengths and



challenges related to the park system in Montgomery County. Each group representative also provided input related to their specific interest. The following is a summary of the responses.

*List the top strengths of the Montgomery County Parks and Recreation Department programs and facilities.*

- Partnerships with community organizations, particularly, The Rotary Club, to fund improvements
- Parks are clean and well maintained
- Great staff—friendly and easy to work with. The community recognizes that staff has a high standard of care and does a lot despite their small numbers
- Good variety of parks; family-oriented with ball parks, walking trails and community centers
- Good youth programs
- The quality of parks and offerings has improved in a short period of time

*List the top challenges that Montgomery County Parks and Recreation Department is facing.*

- High rate of growth of the community – there are increased user needs, land costs have gone up. Opportunities to acquire park land for conservation and recreation are being lost to private development
- Funding is not keeping pace with service needs – in terms of purchasing land, developing new facilities and program offerings, adequate staff and maintenance needs
- Parking is a challenge at many parks
- More offerings are needed for a full range of ages and physical abilities
- Reliance on proximity to Nashville to fill in for the wide range of recreation needs that are not currently provided in Montgomery County

*What top facilities and programs would you like to add to Montgomery County? (dream big)*

*Facilities:*

- Greenways, bikeways and hiking trails to connect parks and activity centers to neighborhoods across the county
- Conservation areas for nature programs and a nature Center on the north side
- Multi-purpose/multi-use facilities—make the most of new facilities by building them to be flexible for multiple uses
- More fields and courts—football, lacrosse, pickleball, track, tennis



- Recreational activities that are all ages and family oriented—dog park, disc golf, place for festivals, community meeting spaces, archery, horseshoe pits, shuffleboard courts
- Indoor facilities—volleyball, basketball, ice hockey
- Not enough parking is a concern at many facilities
- Blue way—trail heads, parking, easy access to put in/takeout
- Destination recreation—collegiate baseball, amusement park, water park, zoo or aquarium

*Programs:*

- Youth programming is needed from general fitness, to wilderness survival, to team sports
  - Youth football was cited multiple times as needing more support, as well as other recreational leagues,
  - Free unorganized fitness opportunities - Ropes courses, ziplining, climbing, skate park
- Family oriented events and programs – pumpkin carving, Christmas events, spoken word, nutrition, family finance, archery club
- Well-being and all abilities/all ages – mental health cooperative programming, Senior Olympics, community gardening, art classes
- Nature oriented—birding, trees, plants, more connection to the new nature center, work with APSU to build programming as well as self-guided walking tours through the parks

*If there was just one thing that you would like to make sure that the master plan covers, what would that be?*

In answering this question, each group had a very different response. The comments and ideas are summarized below.

- Keep up with growth of the community, provide services needed now and set aside land for future needs.
- Thoughtful consideration of land and nature.
- Ensure that all people of all abilities have access to the parks. More attention needs to be focused on underserved areas and people.
- Continue to focus on partnerships with organizations for growth and funding opportunities. Explore partnerships with schools to provide for recreation needs at new campuses and share parking infrastructure.
- Facilities need to serve multiple needs and purposes. Promote offerings that are currently available in the parks.



### 3.3 Public Input Forum

A public forum was held to gather input from the community on February 27, 2021, at the Wade Bourne Nature Center at Rotary Park. A variety of methods were used to promote the event, including email notices, printed flyers, and information on social media. Approximately 22 residents attended the meeting.

Figure 3-1: Public Meeting Flyer

## Parks and Recreation Master Plan 2021



# Open House and Citizen Input Session

Please join us for an Open House and Citizen Input Session. Your participation in this fun event is vital to the success of this recreation, parks, green space, and trail master plan.



## Saturday, February 27\*

Drop by any time between  
**11:00 A.M. to 2:00 P.M.**  
**Rotary Park Nature Center**  
2308 Rotary Park Drive  
Clarksville, TN 37043

While you tour the new Nature Center, take 10-15 minutes to provide valuable input on the future of parks and recreation in Montgomery County. COVID safety precautions will be followed and masks are required. All ages are welcome. Door prizes randomly selected from those who sign-in!

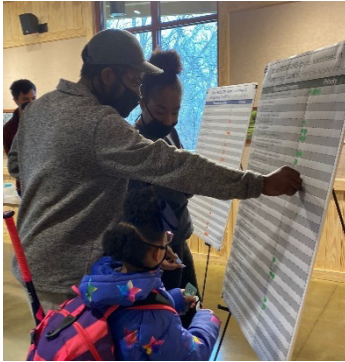


For more information on Montgomery County Parks, see [mcgtn.org/parks](https://mcgtn.org/parks)

Consulting Team: **BARGE**  **pros consulting** 

DESIGN SOLUTIONS Inspiring Communities to Action

\*subject to additional COVID restrictions



Voting Exercise

### *Facility and Programs Voting Exercise:*

The meeting included a total of four stations areas. The first station consisted of three boards with general information about the park system. In the second station, participants were asked to vote by placing a dot on the facilities and programs they would like to see in the community. We also had them provide comments and markup maps of the community on where improvements should occur. Participants were given four green and four orange sticky dots and were asked to place one beside each of the four most important facilities and programs. Below are the results.

***What FACILITIES do you want/need in Montgomery County?*** Place a dot by your top 4.

FACILITIES	VOTES
Swimming pool (indoor/outdoor)*	12
Adventure ropes course and zipline	10
Walking and hiking trails (natural surface)	10
Wildlife park	8
Canoe/kayak water access points	7
Pickleball courts	7
Dog parks	5
Splash pad*	4
Community gardens	3
Fishing pier/docks	3
Mountain bike trails	3
Playgrounds (Inclusive/special-needs design)	3
Walking and biking trails (multiuse paved)	3
Aerobics/dance rooms	2
Archery	2
Golf*/putt-putt	2
Nature center	2
Recreation center/gymnasium	2
Restroom buildings	2
Sand volleyball courts	2
Soccer/multi-purpose fields*	2
Track	2

***What PROGRAMS do you want/need in Montgomery County?*** Place a dot by your top 4.

PROGRAMS	VOTES
Nature and outdoor programs (nature hikes, birding, etc.)	11
Programs for people with special needs	10
Wilderness survival program	8
Gardening classes and events	6
Adult basketball/volleyball/intramural programs	5
Art classes (pottery, painting, etc.)	5
Canoe/kayak classes	5
Water fitness programs/lap swimming*	5
Community special events (festivals, etc.)	4
Fishing classes and rodeos	4
Fitness and wellness programs (Yoga/Tai Chi, etc.)	4
Sand volleyball programs	3
Youth enrichment programs	3
Youth fitness programs	3
Youth learn-to-swim programs*	3
Youth soccer programs*	3
After-school programs*	2
Archery club	2
Bicycle lessons and clubs	2
Education classes (nutrition, family finance, etc.)	2
Running events (5K, 10K, Marathons)	2
Senior programs and services	2



Amphitheater	1	Youth baseball/softball programs	2
Banquet/meeting rooms	1	Youth basketball/volleyball programs	2
Baseball fields	1	Youth lacrosse programs	2
Basketball courts	1	Golf lessons/clinics*	1
Horseshoe pits	1	Nature clubs	1
Pavilions/picnic sites	1	Recreation/competitive swim team*	1
Softball fields	1	Youth football programs	1
Disc golf course	0	Performing arts programs	0
Festival grounds	0	Tennis lessons and leagues	0
Football fields	0	Walking/jogging/running clubs	0
Lacrosse/multipurpose fields	0		
Skateboard park/area	0		
Tennis courts	0		
Weight room	0		

Note: \* City/others to provide this program. All items are considered “wish list” items.



Prioritization Exercise

#### Prioritization Exercise:

Next, participants were given five park dollars and asked to spend dollars on areas where the Parks Department should invest their money. The consulting team assumed that because each person had five dollars to spend on five important areas and there were five buckets, then most would equally distribute their dollars. However, the results were much different than anticipated. A larger amount of participants selected “Develop a Connected Network of Trails and Access to Rivers.” And even though a number of seniors participated in the activity, we found they did not vote for senior facilities, which had the least number of votes. One senior participant, who did not vote for senior facilities, said that she was interested in activities that appeal to the entire family.

PRIORITIZATION	VOTES
Develop a Connected Network of Trails and Access to Rivers	41
Provide Play Fields for Youth Sports	24
Create Large Spaces for Community Festivals and Events	24
Preserve Environmentally Sensitive Areas and Habitats	23
Provide Senior Facilities for Older Adults	17

When adding the votes together, there was a total of 129. Each person received 5 individual park dollars. In addition to the 22 people who signed-in, three children participated, though they were not on the sign-in sheet. Given the odd number, it is possible a participant kept a dollar. 130 votes total was anticipated.



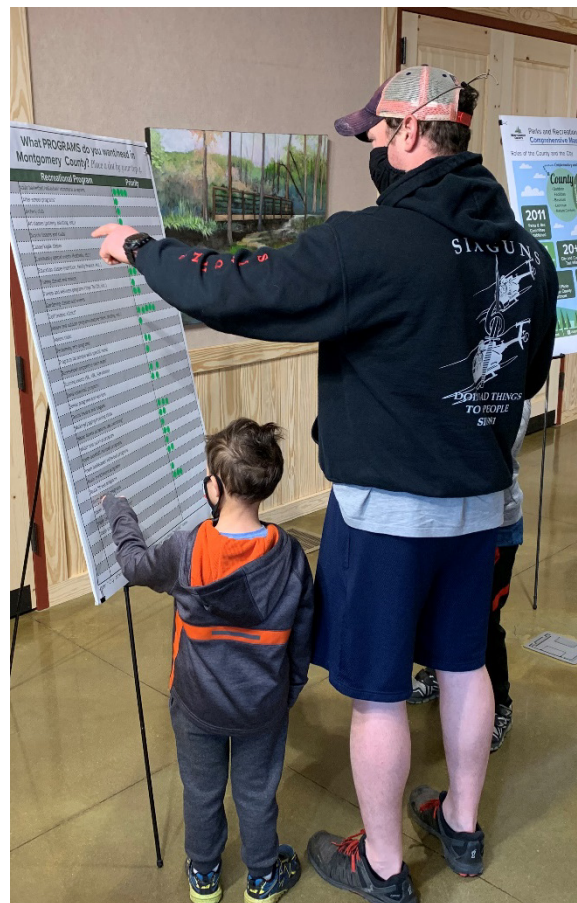


Mapping Exercise

In addition to a large map of Montgomery County, a board was provided asking participants to share any other comments. Below is a list of received comments.

***Map Notes and Additional Comments:***

- *Love the Greenway – Need maintenance on post and railing*
- *More trails at Dunbar cave. Open for hiking.*
- *Open space preservation*
- *Pool in Sango needed*
- *Access to rivers and kayaks*
- *More public restrooms*
- *Trails/greenway*
- *Trails on the Cumberland River*
- *Look at where the interstate ring road hits through county*
- *Soccer field needed in Palmyra*
- *Outdoor swimming and floating opportunities*
- *King's Bluff closed and locked on a Saturday – Open It*
- *Sensitive area preservation*
- *Palmyra train tunnel*
- *Adult sip and paint*
- *Art/craft programs*
- *Programs for adult special needs*
- *Gymnastics for youth*
- *Pickleball league evenings*
- *Venue/facility Sango area*
- *Nature centers w/nature programming like Beaman Park and Bells Bend in Nashville*



Images above from the interactive public meeting held on February 27, 2021



### 3.4 Online Survey

Next, an online survey was launched on March 7, 2021, and closed on April 8, 2021. Questions for the survey were developed based on input received during the focus group and public input meetings. The consulting team worked with Montgomery County Parks and Recreation during a back-and-forth review process to refine questions and had a final review from the steering committee. The survey was promoted through direct emails and social media outlets.



Screen capture of the County's website promoting the survey

Figure 3-1: Online Survey (screen shot)



The target response level was a minimum of 385. The survey exceeded that goal with a total of 655 surveys completed. Based on this simple metric, the confidence level is 95% and the confidence interval is 3.8. This means that one can be reasonably confident that these results represent the opinions of the community by  $\pm 3.8$  points of the results provided, meaning that the community can be 95% confident that the answers are roughly 4 points higher or lower from the percentages results. The consultants also review the demographic information provided. While this information is optional and relies on the honesty of the participants, the consultants can compare the statistical significance of the sample. Using this comparison method, the consultants can determine if there is a difference in how certain response groups answered various questions. During the analysis, the consultants did not find cases of statistical significance between groups unless noted in the analysis.

#### *Location and Demographics of Respondents*

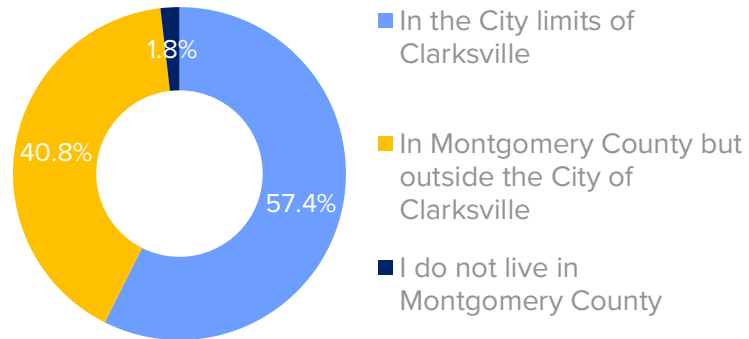
In the survey, we included several demographic questions in order to determine if we were able to reach a typical





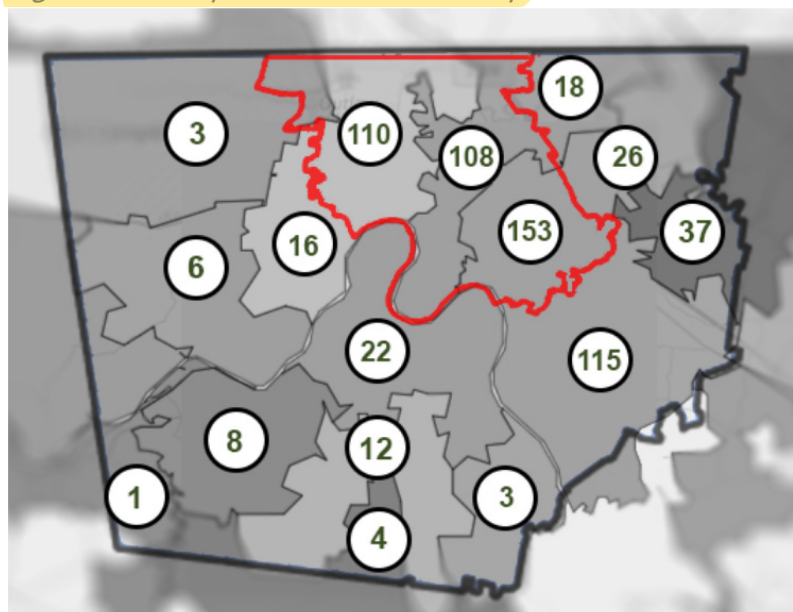
representation of the community. We began with a question that asked respondents where they live. Most responded that they live inside the City limits (57.4%), which corresponds with the high population in the city limits. 40.8% selected that they live in Montgomery County but outside the City of Clarksville. 1.8% of the total indicated that they do not live in the County or City, though based on their zip codes, they live nearby.

*Figure 3-2: Respondents' Location*



Next, participants were asked to provide their zip code. Based on the information respondents provided along with the results from the previous question, the consulting team was able to create this map below showing the general location of respondents. Overall, we were pleased with the representation across the community.

*Figure 3-3: Respondents' Location Map*



Note: Red line indicates the City limit. Black line indicates the County limits. The zip codes are shown in various shades of gray.



### *Gender of Respondents*

In the results, the consultants found that females represent the majority of the respondents in the survey with 68% responding as female and 31% responding as males. Less than 1% chose to self-describe. Based on the U.S. Census Bureau, the female population in Montgomery County is 50.2%. The percentage of females who responded is higher than the percentage of females in the community; however, based on past surveys, females are more likely to take online surveys and respond for the household. During the analysis, the responses of males were isolated in order to highlight male preferences.

### *Race and Ethnicity of Respondents*

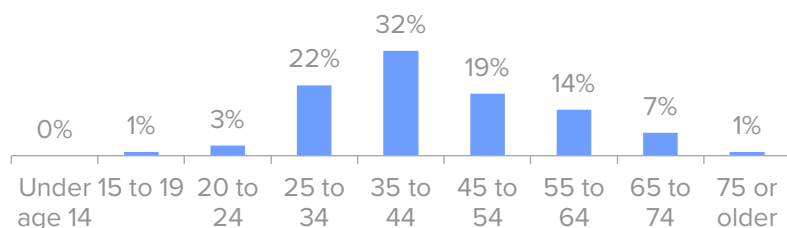
The respondents for the survey were mostly white (88%) and black (5%), which does not align with the 70% white 21% black alone make-up of the community according to the Census. However, roughly 5% identified as two or more races, which is in alignment with Census numbers. In a follow-up question, respondents were asked if they were Spanish/Hispanic/Latino; of the 88% responding as white, roughly 3% also identified as Spanish/Hispanic/Latino.

The Department made a concerted effort to market the survey to minority races in the community. In order to compensate for the lower response rate from those identifying as black or African American, the consultant team has isolated several questions to determine if the outcomes would be vastly different. By and large, the respondents desired similar improvements, and minor differences are noted in this section.

### *Age of Respondents*

Along with questions about gender and race, we asked respondents to provide their age. A majority responded with 35-44 (32%), with the 25-34 age group as second highest (22%) and 45 to 54 as a close third (19%).

*Figure 3-4: What is your age?*



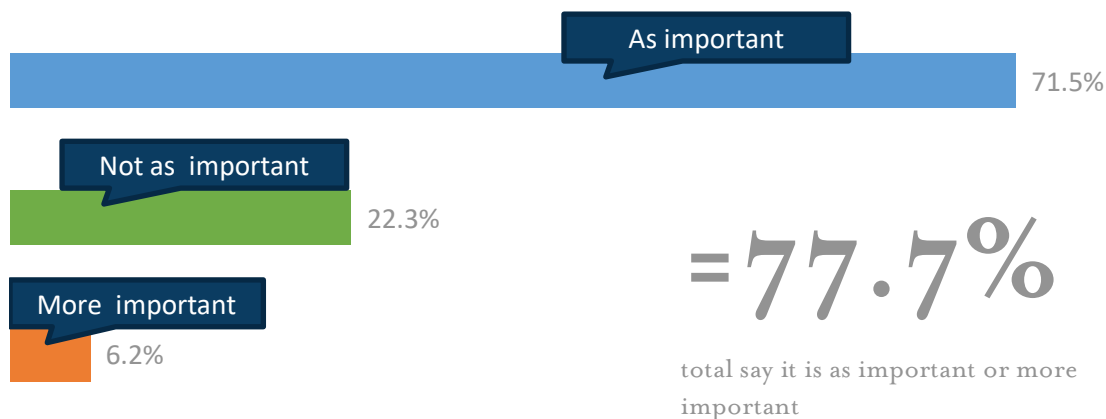


As a follow-up question, respondents were asked to provide the number of children by age living in the home. They were provided four age range options (5 years of age and under; 6 to 12 years of age; 13 to 17 year of age and 18 and older). Respondents could also select not applicable or skip the question. Approximately 37% of respondents answered zero or skipped the question. Of the responses indicating children living in the home, the largest group was 6 to 12 years old, and the smallest group was 18 years old and older. While the exact number of children of the respondents is not critical, it is important for the consulting team to see a variety of household types taking the survey. Overall, the consulting team was pleased to see a mix of households ranging in age, with some having young children, some mid-range, and some with older children, as well as households without children or with grown children.

#### *Are Parks and Recreation a Priority?*

Parks and recreation compete against other community priorities such as schools, police, libraries, and other priorities. To determine how the community's opinion of parks and recreation rate, we asked respondents to rate parks and recreation compared to other priorities. 77.7% of the responders rated parks and recreation as important or more important compared to other priorities in the community such as schools, infrastructure, public safety, etc.

*Figure 3-5: How do you rate parks and recreation as compared to other priorities in the community, such as schools, infrastructure, public safety, etc.?*

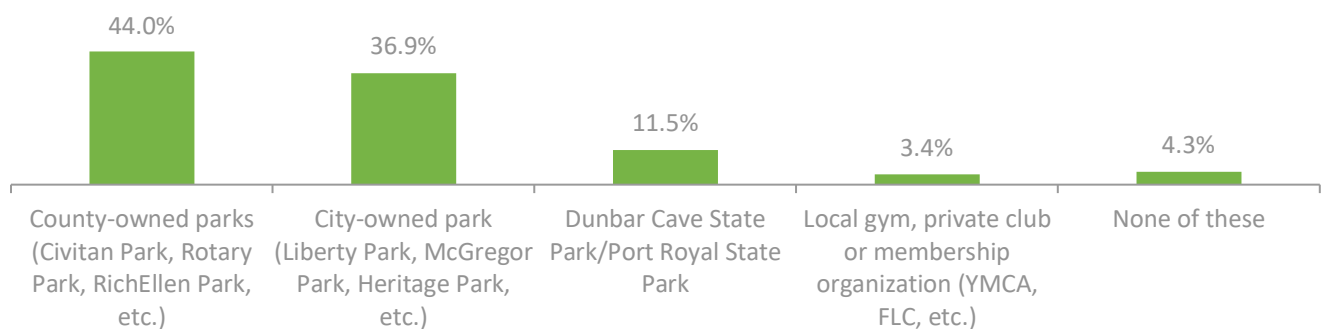




### Park Usage

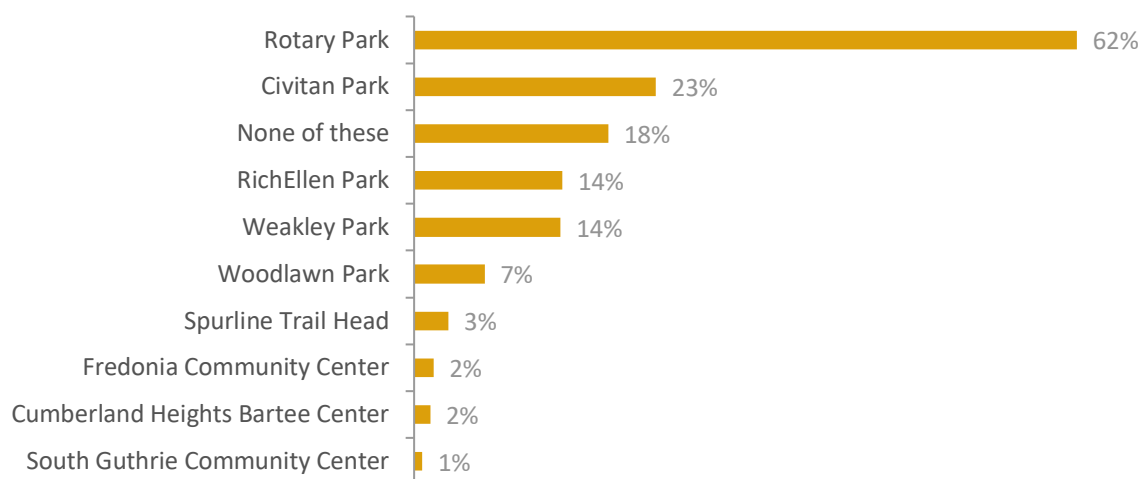
To understand which parks are being used by the respondents, we asked respondents to indicate if they or any member of their household had used the types of parks shown in **Figure 3-6** below. Based on survey input, the most used place for recreational activity is park land owned by the County (Civitan Park, Rotary Park, RichEllen Park, etc.) at 44%. Of the total responses, 12% of respondents said they used none of the recreation options listed.

*Figure 3-6: Of the following parks and recreation sites/facilities, which location do you visit most frequently?*



Of the County parks, the consulting team wanted to know which one do respondents use most. We find that 62% visit Rotary Park most frequently.

*Figure 3-7: Of the following County parks, which locations do you visit most frequently? (Please check all that apply).*



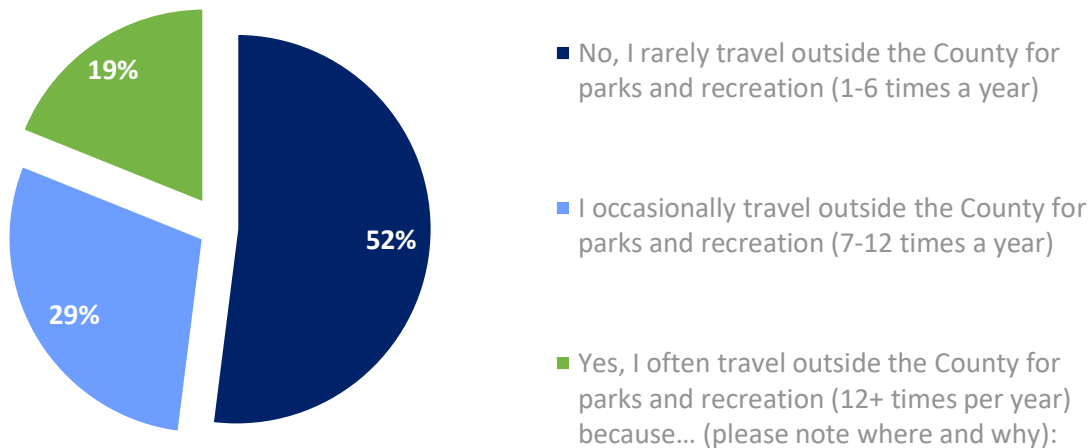
As part of our research, the consulting team also wanted to find out if respondents are traveling outside Montgomery County to visit other parks and recreation facilities. We find that a slight





majority are not traveling outside of the County (52%) on a regular basis, though 48% are traveling occasionally or often.

*Figure 3-8: Do you travel outside the County to use other parks and recreation facilities on a regular basis?*

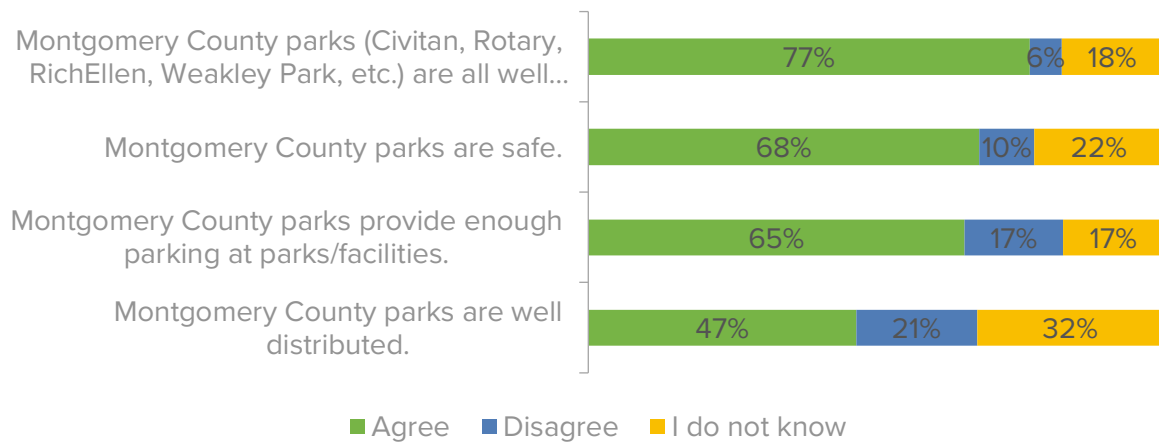


The respondents' comments on where and why included they travel to Nashville, Land Between the Lakes, and various State Parks. The majority of comments mention passive recreation activities such as hiking, biking, and camping. In addition, some mentioned travel baseball and going to lacrosse games.

Next, respondents were asked if they agree, disagree, or do not know about a series of statements related to parks and recreation in Montgomery County. Based on survey input, the majority (77%) of respondents agree that County parks are well maintained; 18% responded that they do not know. When asked about safety, 68% agree that the parks are safe, though 10% disagree and the remaining 22% selected that they do not know. Because staff mentioned complaints on the lack of parking, we asked if enough parking is provided at parks/facilities. 65% agreed, though we had 17% who disagreed. Residents were also asked if the parks are well distributed. We find 21% disagree and 47% agree that they are well distributed.



Figure 3-9: Do you agree with, disagree with, or not know about the following statements?



### *Desire for Programs*

Programming is key when it comes to engaging the community and activating a park. While this question and the following on facilities has many options, which might seem overwhelming to respondents, these questions are critical to understand which parks and recreation the community supports.

The question asked respondents to indicate if they or any member of their household has a need/desire for each of the parks and recreation programs listed below. Nature and outdoor programs (nature hikes, birding, etc.) is at the top of the list followed by community special events (festivals, etc.), running events, then youth sport activities.

Top Five Currently Used by All Respondents	Number of Respondents
Nature and outdoor programs (nature hikes, birding, etc.)	74
Community special events (festivals, etc.)	69
Running events (5K, 10K, Marathons)	51
Youth baseball/softball programs	50
Youth soccer programs*	48

As mentioned, the question also included options for what activities should be added by Montgomery County Parks and Recreation. Of the 32 total options, community special events rose to the top, followed by gardening classes and events and nature and outdoor programs (nature hikes, birding, etc.).



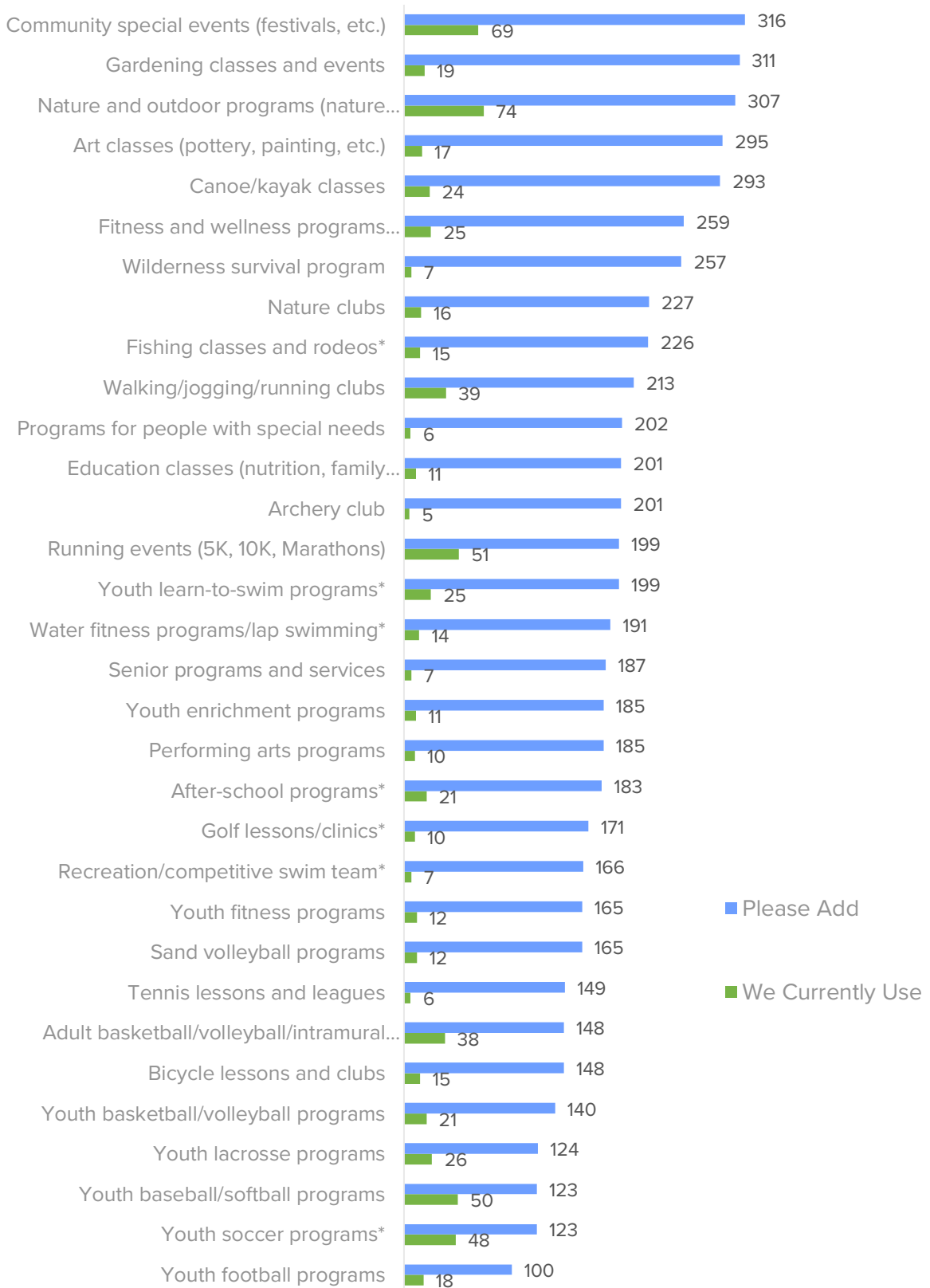
Below are the top ten “please add” items with the actual number of respondents who selected the options.

Top Ten “Please Add” Overall	Number of Respondents
Community special events (festivals, etc.)	316
Gardening classes and events	311
Nature and outdoor programs (nature hikes, birding, etc.)	307
Art classes (pottery, painting, etc.)	295
Canoe/kayak classes	293
Fitness and wellness programs (Yoga/Tai Chi, etc.)	259
Wilderness survival program	257
Nature clubs	227
Fishing classes and rodeos*	226
Walking/jogging/running clubs	213

On the following page is the complete list of options with the actual number of votes for the various options. From reviewing this list, we find that even the less popular items, such as youth soccer and youth football programs, still have 100 votes or more. And it is important to note that while these youth activities scored lower, they can be extremely beneficial for youth. Studies show that organized sports help youth who participate become more self-confident and understand the importance of teamwork. Other benefits include the opportunity to make friends, have fun, and obvious health benefits.



Figure 3-10: Desire for Programs





### *Desire for Facilities*

Survey participants were asked to indicate if they or any member of their household has a need/want for each of the parks and recreation facilities listed in the figure below. The top five desired facilities are Restroom Buildings, Pavilions/Picnic Sites, Walking and Biking Trails (multiuse paved), Sidewalks, and Walking, Running, and Hiking Trails – natural surface. See below for the top ten items and Figure 3-11 for the complete list.

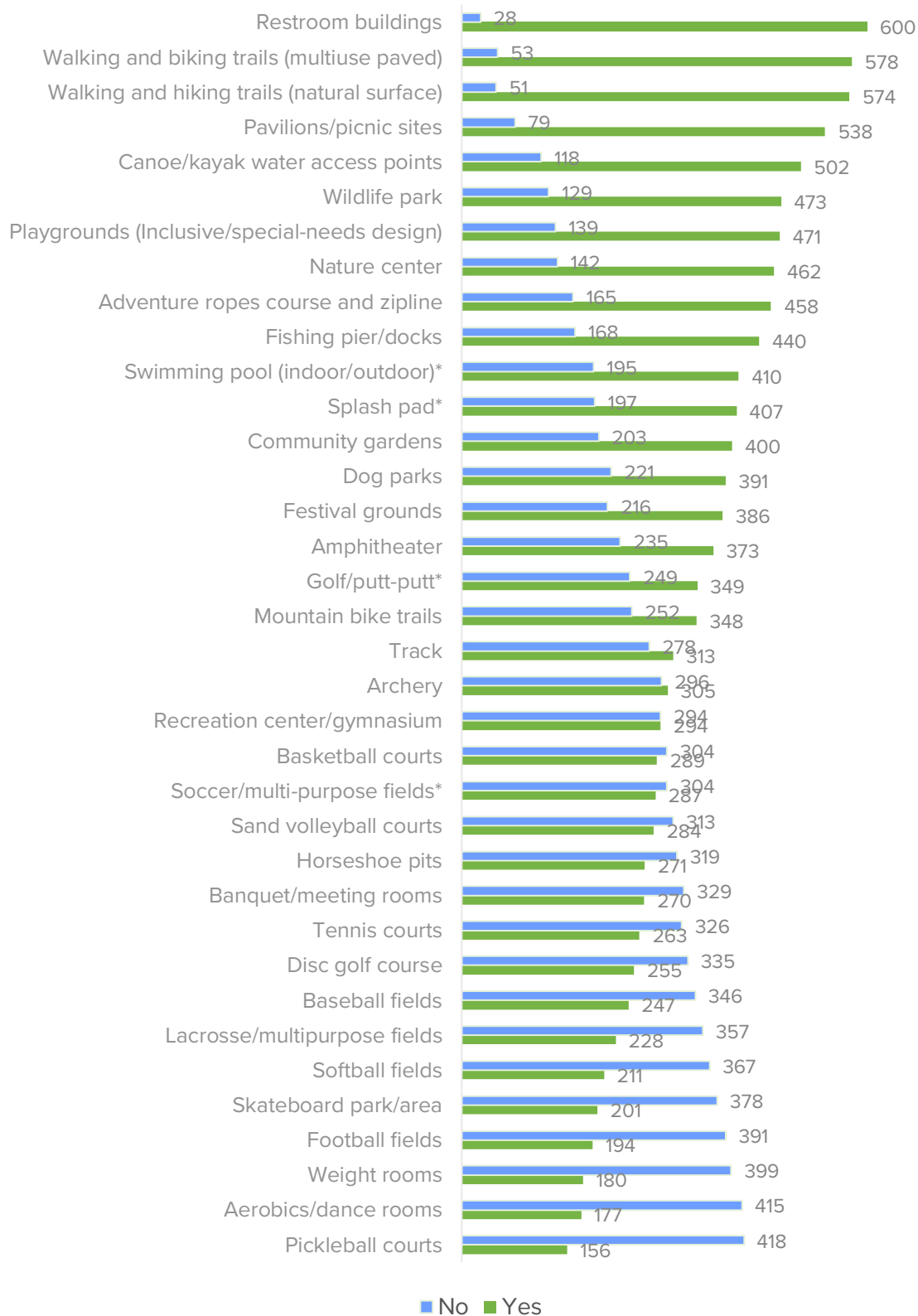
Top Ten Desired Facilities	Number of Respondents
Restroom buildings	600
Walking and biking trails (multiuse paved)	578
Walking and hiking trails (natural surface)	574
Pavilions/picnic sites	538
Canoe/kayak water access points	502
Wildlife park	473
Playgrounds (inclusive/special-needs design)	471
Nature center	462
Adventure ropes course and zipline	458
Fishing pier/docks	440

Ranking lowest on the list was pickleball courts, despite the growing national trend and a few passionate responses in the survey comment section. In addition to pickleball, most respondents do not desire adding more aerobics/dance rooms, weight rooms, or football fields.

The consulting team isolated responses based on gender and race to determine if the overall outcome would be significantly different from the top five desired facilities listed. We found similar results for the top three, though swimming pools scored highest for those respondents who indicated that they were Black or African American and female.



Figure 3-11: Desire for Facilities



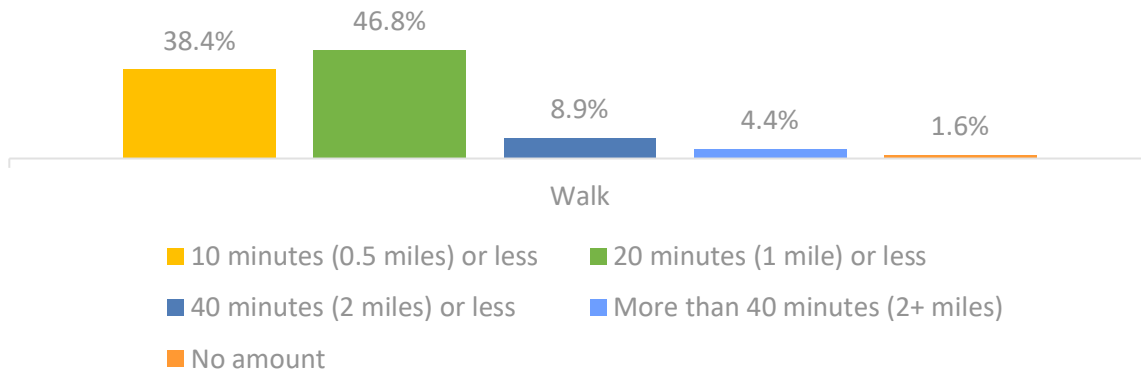


### Connectivity

As our consulting team works throughout the Southeast, we continue to see a growing demand for more places to safely walk and bike. We also know that walking and biking can be a family-friendly activity with numerous health benefits. In order to determine how far respondents might be willing to walk or bike, we asked residents, “How far would you be willing to walk to this park, if SAFE and convenient access is provided?” See Figures 3-12 and 3-13 for a complete list of the options.

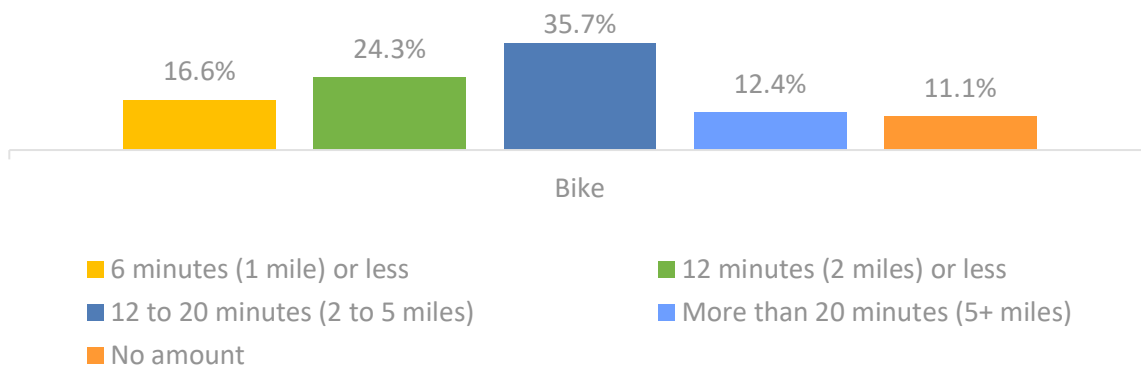
Remarkably, a total of 98.4% of respondents said they would be willing to walk for some distance to the park if it were safe and convenient. Only 1.6% indicated they would not walk at all.

Figure 3-12: Walk



When asked about biking, 35.7% of respondents indicated that they would bike 2 to 5 miles to the park. Only 11.1% indicated that they would not bike any distance, which leaves 88.9% willing to bike some distance to access the park.

Figure 3-13: Bike



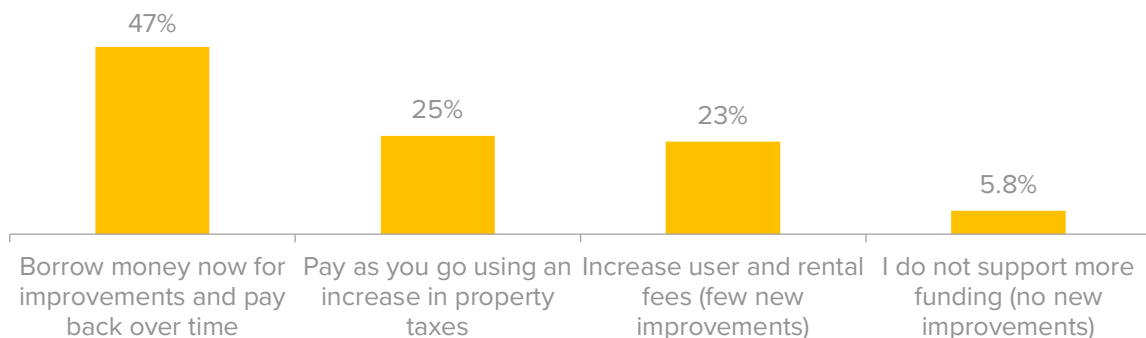




### Funding

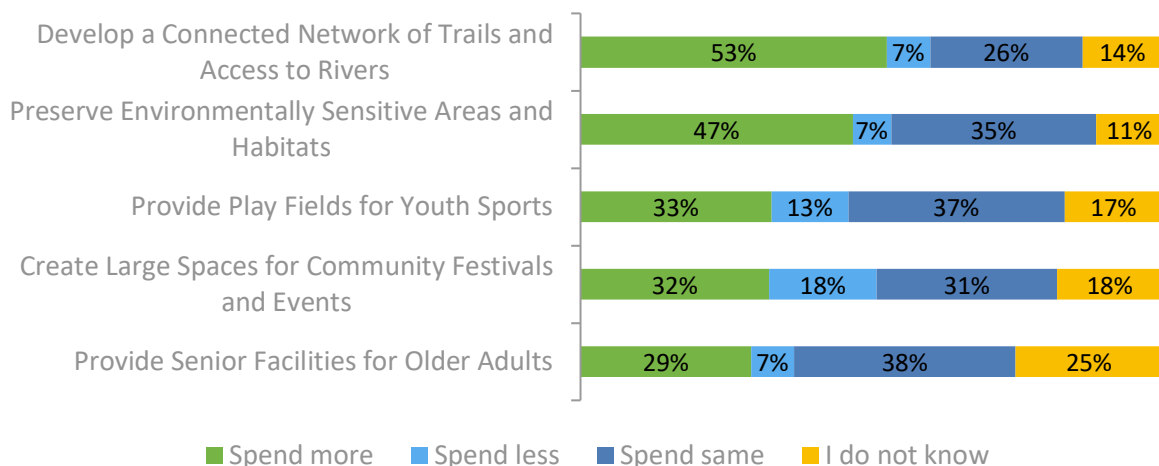
In order to keep up with demand and address future needs, increases to the parks and recreation department's funding will be necessary. To understand what type of funding increases residents could support, we asked them to select from several options. The most popular selection was to borrow money now for improvements and pay back over time at 47%. The support for this option may indicate that the residents strongly desire the improvements now and are not willing to wait for a pay-as-you-go or do not want to see user fee increases.

Figure 3-14: To generate funding to pay for desired improvements, please indicate which revenue source you prefer?



Next, we asked how the money should be spent. We find that 53% say more should be spent on developing a network of trails and providing access to rivers.

Figure 3-15: To help guide the Parks Department on areas to spend money in the future, please tell us if the Parks Department should spend more, less or about the same for each category.



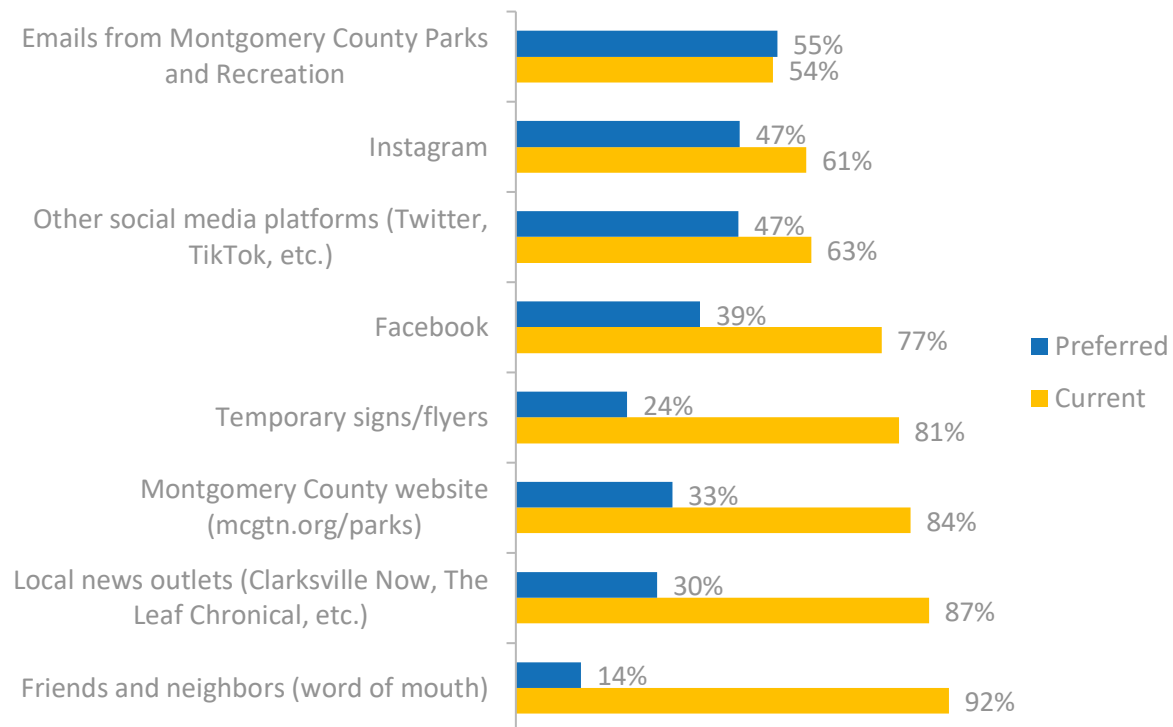


### Communication

Montgomery County Parks and Recreation uses a variety of communication methods to engage the community. To determine which methods are reaching the respondents, we asked what ways they learn about programs and provided a multiple-choice list.

From the responses, we find that most are learning about happenings through friends and neighbors (92%). However, most prefer direct emails from Montgomery County Parks and Recreation (55%). The results also indicate a desire for more communication on the social media outlets.

*Figure 3-16: In which of the following ways do you currently learn about recreation programs and activities in the County, and how would you like to learn about activities? Please check all that apply.*

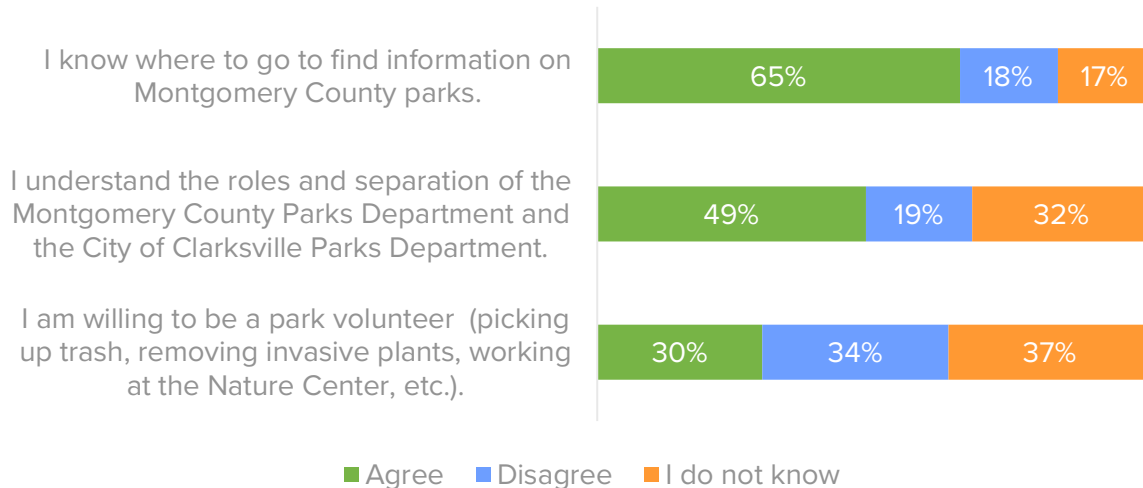


In addition, respondents were asked if they agree, disagree, or do not know about a series of statements related to parks and recreation in Montgomery County. The items below were part of a longer question in the survey. Based on these results, we find that 65% know where to find information on parks and recreation and understand the different roles of the City and County parks and recreation departments. Respondents were also asked if they would be willing to volunteer. Approximately 30% (193



people) would be willing to pick up trash, remove invasive plants, etc. at the parks.

Figure 3-17: Do you agree with, disagree with, or not know about the following statements?



#### Open-ended Comments

At the end of the survey questionnaire, we asked respondents, do you have any other comments, questions, or concerns? Below are the responses, which we grouped into four categories; however, some comments could fall into several or all the categories.

- Access and accessibility to facilities and programs, includes comments about restrooms and playgrounds
- Active recreation and other related comments
- Passive recreation and other related comments
- Other comments and concerns

*Note: While reviewing these comments, the consultant team edited some of the comments for minor grammar corrections and removed comments that did not pertain to MCPR.*

#### Access and accessibility to facilities and programs

- A green way would be more useful than the old cart path at Weakley park. Rotary is not safe or pleasant to run. The Sango area is exploding and the options are terrible.
- Appropriate bathrooms at Weakly Park
- Baby changes should be put in the restroom.
- Big playground projects seem nice, and all donors get to feel good about their contribution, but they are in places only accessible to those with the resources and time. Let's get some more small playgrounds, walking distance from our neighborhoods.
- I have a special needs child. Increase funding for inclusive safer parks

*"I have a special needs child. Increase funding for inclusive safer parks for these children."*



*“More playgrounds with better shade in the summer”*

*for these children*

- *More bathrooms*
- *More bathrooms more safety*
- *More festivals in a larger more open area*
- *More inclusive playgrounds and splash pads. Also more handicap accessible nature trails.*
- *More parking and cleaner / better bathroom.*
- *More parking, real bathrooms*
- *More playgrounds for younger children dispersed throughout community.*
- *More playgrounds with better shade in the summer*
- *My adult disabled sister has very few options for affordable recreation in which she is physically able to participate.*
- *Please offer more parks with more equipment (similar to Mary’s Magical Place in Hendersonville or the park in Evansville). The parks here are so sad in comparison. Our parks also seem to attract homeless or other loitering people. I’d also love more programs geared to ages 4-7. We love Clarksville and can’t wait to see the improvements in the future.*
- *Please put bathrooms, like actual bathrooms not the plastic ones. Like every mile or so [because it is needed].*
- *The Riverwalk should be a top priority to bring families together, promote health and exercise and bring in others outside of Clarksville to the community. It would be a big hit if we can have it connect all the way to the fairgrounds for bike riding.*
- *We need a real bathroom at Weakly Park*
- *We need to work on connecting the trails: Liberty Park, Rotary, Defiance, downtown, APSU and New Providence. Need more bike trails, sidewalks, and crosswalks.*
- *We use city or county parks 3 or 4 times a week to run or walk. We have to travel out of town to find a quality 5k.*
- *Would like to see bathrooms at Mary's Oak on the Greenway.*

*“Having lighted fields for youth sports team to practice and play games”*

#### *Active recreation and other comments*

- *Another disc golf course would be fantastic! on the north side of town that is functional. the one near the airport is terrible*
- *A BMX bike track would be awesome. Closest one is Nashville and it is not open to the public.*
- *Add adult softball/ kickball leagues.*
- *Add off road trails for dirtbikes*
- *Clarksville needs a pump track. Nashville just got one and it’s a huge bonus for the biking community. We travel with others from Clarksville to Nashville for the pump track weekly! Bicyclist from Nashville already come to Clarksville for North Ford and Rotary trails. Great locations for a pump track would be at Rotary or Coy Lacy.*



*"Love to see new sports added- particularly lacrosse! More sports = more kids being active & growing their support system. That's important!"*

- *Clarksville needs a water park!!!! Or theme park. Would create lots of jobs for our young generation and revenue for our area. Fort Campbell would provide steady guests for one. Have heard multiple people have this conversation.*
- *Clarksville NEEDS an ice arena! I believe one is being built in the multipurpose events center but driving to Nashville for skating and hockey is crazy for a city this size.*
- *Clarksville needs an outdoor concert arena. I have heard Hopkinsville is opening one this summer. Setting up a stage around buildings downtown never worked well.*
- *Having come from a parks and rec department prior to moving to Clarksville, I was disappointed to see that there was not a lot for children to do here. There is a HUGE need for toddler programs (ie: art, preschool type learning, dance, nature/outdoor, sports, etc.) Programs during evening or weekend hours for those who work full time. Montgomery County continues to grow but what we offer is very low and many people continue to go outside of the county (ie: Nashville) to do stuff.*
- *Having sports or enrichment classes for children during the summer would be a great way to spend our summers.*
- *Hundreds of parents/grandparents spend thousands of dollars annually having to go out of our county for travel baseball, travel softball, and AAU basketball. It is ridiculous that Montgomery County does not provide facilities for these youth sports, especially considering the main population demographic is made up of young families with young children. We all travel out of town every weekend for youth sporting events, taking thousands of our dollars with us that could be spent here.*
- *I don't think it would cost very much money to paint pickleball lines on the existing public tennis courts (e.g. Swan Lake recreational facility). There is a need for more pickleball courts (outside and inside) as the sport becomes more popular for all ages.*
- *It would be nice for Jr pro youth football program including cheerleading to be able to practice somewhere under lights. With the time change it is unsafe. The program is the biggest, longest running non-city league. We need city support to enrich our youth.*
- *Lacrosse is an up and coming sport...PLEASE treat us equally as important as other sports.*
- *Lacrosse is currently playing on a older baseball field out in Woodlawn. It would be nice to have the field up graded for better play conditions for the players*
- *Many parents would love to see a splash pad at Rotary Park. Many homes are being built in this area and would be nice to not have to go across town for a splash pad.*



*"Having lighted fields for youth sports team to practice and play games."*

- *Montgomery County has exceptional ballfield facilities that are well maintained but I feel that with the decline of youth sports and the demand for outdoor adventure recreation that the county should invest more funding towards the facilities and programming of lifelong recreational activities for all groups regardless of age, gender or financial status.*
- *More parks like Liberty Park, this is the only park we really use. More multi-use areas. More dedicated soccer and lacrosse fields.*
- *Need more football fields for youth compared to soccer fields*
- *Need more Skatepark availability*
- *Need Pickleball courts bad. Large groups of us travel to Nashville to play*
- *Pickleball would be great!*
- *Please add dedicated lacrosse fields! Our youth program is being stunted by a lack of available fields for practices and games, as community and club soccer programs have the priority at the vast majority of fields in Clarksville and Montgomery county. Our players are forced to play most games in Nashville, and it hinders our program's growth. Lacrosse is the fastest growing sport in America, and we desperately need the community's support. Our players need and deserve equitable resources.*
- *Please allow use of facilities by the local roller derby league.*
- *Please provide Clarksville Kings Lacrosse a home field*
- *Please, please, please more soccer facilities IN DIFFERENT LOCATIONS. Please, please, please a designated lacrosse location, to begin.*
- *We are way behind the times in not having at least one dedicated outdoor pickleball court. We can only play at FLC/CAC/Crow Center. Long wait times are killing the games. It is the fastest growing sport in the WORLD! Please invest in outdoor pickleball facility. I have lost 60 lbs playing pickleball and met numerous friends since starting to play the sport.*
- *We have lived in the exit 1 area for the past 17 years and of course it has seen significant growth. Unfortunately, the growth has been in the form of houses/apartments with zero considerations given to including any playgrounds or parks. We currently drive at least 20 minutes in any direction to use the nearest playground.*
- *We live in the exit 1 area and the closest playground to take our 7 year old granddaughter is about a 20 minute drive at Civitan. A playground in the exit 1 area would be extremely important.*
- *We need a playground near exit one where the kids could go to have some fun. Add some pavilions and picnic tables.*
- *We need another skateboard park*
- *We need Lacrosse facilities in this area since the school systems will not add to their sports curriculum.*
- *We need more splash pads, and better parks. One park that offers more for all ages. I like Liberty Park, but not much for littler kids. The*

*"Would love to have more outdoor activities/facilities right here in Montgomery County so my family wouldn't have to drive so far to other places. We love The Greenway and use it often and would like to see it expanded south towards Montgomery Central school area."*



*mulch isn't kid friendly. Start using more then or runner padding. And all kids would love a park/splash pad combo!*

- *We would love to see a water option at Rich Ellen. Currently have to drive into the city or APSU for swimming options. Or use the local creek system*
- *Would like adult co-Ed volleyball if possible*
- *Would love to have fields that our boys can use to practice and play lacrosse games on!*
- *Would love to see a championship disc golf course put in.*
- *Would love to see a year-round aquatics facility near exit 1.*

*"I think the Parks and Rec Dept here is awesome, and I can't wait to see what is offered when life is a little closer to normal."*

#### *Passive recreation and other comments*

- *Community garden with fruit trees!!!!*
- *Could we possibly hold fundraising events for the parks dept, such as silent auctions, fundraising farm-to-table dinner highlighting local farmers, block party, adopt a plot/sponsorships? I also believe it's imperative to preserve as much wild green space as possible and hold workshops to teach the community how to steward our natural areas well.*
- *I am disappointed and concerned by the encroachment of wildlife areas and amount of trees being cut down to develop (note I did NOT say 'improve') the parks. In the last fifteen years between the sewers, roads, parking lots, disc golf, playgrounds, and 'nature' center, Rotary park has lost at least five thousand trees. The park is often overcrowded and any pretense of solitude has been wiped out by development in and around the ground of this park. People go to large parks for nature and solitude it defeats the purpose to mow down trees, overfill the trails with humans, and slap concrete everywhere flat. If you'd like an example of a city that knows how to properly manage and leverage natural areas perhaps you could attend Continuing Education in Chattanooga or Knoxville. I have been sorely disappointed in the mismanagement of Rotary park and shouldn't have to point out that cutting down TREES to build a NATURE center and NATURE playground is pathetically hypocritical. If he was a pure and true lover of nature, Wade Borne would be saddened that old-growth, native trees were pillaged to erect yet another human-made structure in the middle of a natural setting.*
- *I recently discovered the wonderful trails at Rotary Park while looking for a way to stay fit during Covid. The changes are wonderful and it was great to see how many people were utilizing this great park. I would love to see events at the park related to birding and nature journaling.  
My only recommendation for Rotary Park is to mark the trails better. Many times I wasn't sure which way to go due to lack of markings.*
- *I would love to see more places like Rotary Park. There is something there for everyone in a very natural landscape, with so many different trails. I also think the leave no trace/pack out what you pack guidelines are important for people to learn.*





*“Outside space is important to communities & families”*

- *I would love to see more public lands with hiking opportunities. There are fewer parks in the area than anywhere we have lived. We would love to see the bike trail extended into a broader network and are eager to see the blue way expand. Please invest in these trails and waterway.*
- *Make Kings Bluff a climbing park administered by the city/county*
- *Montgomery county has done a poor job in providing green space and walking/ hiking/biking. Our roads are narrow and unacceptable for recreation usage*
- *Outdoor activities encourage children and their families to get out.*
- *plans for natural areas preservation (wetlands, floodplains, wildlife breeding/habitat) should be developed and outreach should be made to landowners/developers to consider donations of unbuildable property for tax write offs. Also, cash/land donations by developers should be a part of all new developments in the county. Bike lanes and dedicated paths should be pursued when roads are widened or redeveloped. Is there a foundation in place to accept donations and direct funding for parks?*
- *Please preserve our wilderness. Stop cutting down trees for construction and parks.*
- *So many of the things being asked about in this survey seem to entail developing natural areas for other outdoor uses. We really need more places to just enjoy nature.*
- *The greenway is nice but don't go there anymore due to dogs doing #2 owners don't clean up after them.*
- *We desperately need a cross country course in the county for youth sports and adult fitness. This would be used a LOT and could be a revenue generator through hosting races. Kids have to run on city streets or private land right now. Not safe, and creates opportunity disparity as wealthier school districts are more likely to have parents with runnable land. A public access track would also be a wonderful addition for the running community, as APSU has closed theirs to the public and Ft Campbell is inaccessible to non-military.*
- *We need more areas to run/walk/ride other than the greenway.*
- *We need parks that are safer. More railings and not so many places for kids to fall out of. It would be amazing if it were gated as well or some sort of fence surrounding the park. We definitely need more benches and shaded areas for parents as well*
- *Why were Greenways not included in this survey? Huge oversight. Great programming opportunities, multiplies impact of existing facilities and venues, transportation, etc. I would invest in Greenway connections to existing parks before adding new parks.*
- *With distracted driving becoming the norm, it is becoming to dangerous to ride bikes on the roads. I think the green way connection is a great start. Can't wait until the bridge is done.*
- *Would love a paved area similar to the greenway in the southern end of town. We love Rotary and the Greenway a lot, but we live far from the Greenway which is one of the only places I can roller blade safely.*



- *Would Love ranger/expert educational programs like Nashville parks*
- *Would love to have an area for a fairy garden or part of a walking trail designated as a fairy trail so the community can come together and build natural fairy homes to display so others can enjoy as they are walking along the trail. Maybe a fairy garden somewhere so the little children can be involved. I would be willing to make and donate some fairy homes for the trail or garden.*
- *Would love to see story book trails in every park. Check out governors foundation.org*

#### Other comments and concerns

*"I took this survey to voice my, and other's that I have talked to, opinion regarding the playgrounds in and around the city of Clarksville. With most playgrounds being converted to "inclusive"*

*playgrounds, which we do understand are needed, it is very disappointing that the older children in our community who would still like to play and enjoy the equipment are not being considered. The inclusive playgrounds tend to be geared toward younger children, and those with disabilities of course, but are very lackluster for the older children. Please, consider the needs of all our children, younger and older, special needs and no special needs. The original playground at the zoo, combined with the new inclusive playground, is a great example. Thank you"*

- *As a single woman in her 30s I would love to see Clarksville offer more outdoor style classes. Archery is on the top of my list but finding classes in Clarksville, Nashville and surrounding areas has been impossible. Kayaking, outdoor survival, fishing, hiking, gardening are various topics that would be great to have classes offered on.*
- *Clean the splash pad, it is nasty with mold and mildew also need more place for people to sit especially handicap adults with children and shade would be nice*
- *Community Events need to be publicized and spread through all media outlets periodically to alert the public such events are happening. It does no good to alert the public the day before an event.*
- *I believe the county could use more supervised volunteer opportunities for youth*
- *I do not think Stokes Field should be purchased by the county Because it leaves inner-city kids with nowhere to play freely.*
- *I feel that it is important to preserve the integrity of neighborhoods when parks are being planned. I also feel that keeping some green spaces undeveloped is not a bad thing for local wildlife and plant species.*
- *I love Weakley Park and would love to get more funding to provide more paved walking trails that are dog friendly. I like other Clarksville parks but they tend to be overcrowded ...*
- *I mostly use the greenway. It is my favorite.*
- *I quit using or going to events at the new downtown park. I do not feel safe. It's disappointing.*
- *I really enjoy the 1-mile trail around Civitan Park and the paved trails by Peachers Mill. It would be cool if events pertaining to most people were advertised on social media.*
- *I really wish there was more senior activities.*
- *I think Clarksville and Montgomery County already has enough parks and trails and things to do. Whenever I have visited any park they have been mostly empty. I think Clarksville and Montgomery County would be better served spending additional money on paying off debt.*



*"I would recommend getting involved in community group to partner in events or at least make sure not creating competing events."*

- *I think the County does a great job with the upkeep of their parks. I understand the relationship but in my opinion the Mt. bikes have ruined rotary park trails. I used to use that park several times a week for running but now feel the trails have been eroded by the bikes and it has become a hazard to run on. You need a better map than shown here to promote your parks and amenities.*
- *I think this administration has improved and added on the quality & quantity of county parks. I think our parks probably stack up to other counties. Marked patrol units add to the feeling of being safe! The sheriff's department does as good of a job as they have the resources to dedicate to this particular area of concern.*
- *I wish the playgrounds were shaded. We would visit the playgrounds more often if they were shaded.*
- *I would like to see a Golf Course in the County even if it is the size of Mason Rudolph.*
- *I would like to see the employment of personnel more diversified particularly in managerial positions.*
- *I would love to see a playground as extensive and nice as RichEllen in the Hilldale/Sango area! I wish their turf was on every playground! Rotary Park's improvements are phenomenal, and we are so grateful for such an incredible space that honors our dear friend Wade.*
- *I'm wondering if more attention could be paid to the maintenance of the splash pads in the summer? It is such a bummer for us to drive all the way from Woodlawn only to find that they aren't working. It would be amazing if even more splash pads could be offered free of charge to the community! We would also love to see even more homeschool opportunities offered. Thanks for all you guys do!*
- *It would be great to have a park near Sango with walking trails or walking track. Rotary trails are small and most of the parks are located around 40 minutes away. I'm not sure if the current amount spent on each program/activity which is why I did not say how much to decrease/increase. Does Clarksville have a penny tax?*
- *Keeping parks safe is most important. People won't use them if not safe.*
- *Let the marketplace provide swim teams, pools, and other costly-to-maintain programming. Practice fields, playgrounds, restrooms, and trails are sufficient. We're already taxed to death for government programs we don't use.*
- *Look at cities with park programs like Seattle or Austin, TX. Our parks are terrible based on amenities, safety, attractiveness, etc. Parks and recreation take infrastructure, but they are incredibly important and support positive growth and provide needed outlets and relationships for the community.*
- *Love the new Nature Center at Rotary Park!*
- *Money should be redirected from schools to parks. I personally don't have any kids and I don't want my taxes to be used towards other kids benefits. Parents should pay for their own children's*



*"We have some really great parks here in Clarksville/ Montgomery Co and I appreciate all the effort to keep them nice. Having a 3yr old grandchild I look forward to days of good weather so we can utilize them. We live out in Sango and are very anxious to see what will become of Weakley Park."*

- *Montgomery Co is way behind on the parks and needs to catch up! We need more trails and natural areas. I know for a fact running both trail and on road is huge and the county is missing out by not promoting 5,10,15 k 1/2 and full marathons. Soooo many runners with nothing held here, we just traveled to Alabama to run a half marathon.*
- *Montgomery County community growing rapidly, need county recreation services to keep up and offer healthy alternatives.*
- *Montgomery county parks are the very best. The assistant director is top notch and always so helpful! The city parks are awful and have more employees...*
- *More needs to be done on the Northeast side of the city/county. Relying on Ft Campbell to provide for the mostly military in the area is a joke. Military families pay taxes just like civilians to the city/county yet there is a severe lack of facilities on this side of town.*
- *More shaded seating areas where parents can sit and watch older children play. more interactive "day camps" like a few hours or so for children and parents to do together like science experiment camp , reptile camp where they get to see and pet snakes and other animals, sports camp, art camp ,wood working (build a bird house)*
- *Most parks are well represented (signage, events, and other sources), but Weakley Park seems neglected. It would be nice to see more people made aware of it, as it typically seems unattended when I'm there. It's probably also one of the best-maintained parked in the county.*
- *Need attention paid to NE. THERE IS NOTHING for kids of any age to use. Need community playgrounds, open use basketball courts, a skatepark designed and built by experts. Add some programs where parents can show up with their kids and participate. Examples could include: playground exploration for different ages, dog training opportunities, lessons on skateboarding, basketball skills camps, and "Introduction to" programs. Especially needed is access to pools and free drowning avoidance for all ages and building to lessons and teams. For the size of this area we have a skeleton program. If we are to be the "place to live" there has to be more than entry level factory jobs and promoting our natural attractions. I have lived here from 1994-2000 and again 2003 until now. I now have adult children with children, and nothing has changed or improved. Got to provide things to do so trouble isn't so enticing. Need to have a fully trained and enlightened board with continued input from the people. Also hire our youth to be at the sites to encourage participation and find new things to do and expand on. Please do not limit this to a place for organized sports. Not that that isn't needed but that only addresses a small age group and those who know they want to participate, or their parents sign them up. I have three adult sons and now two granddaughters. There has been nothing offered for my boy's participation. We luckily had access to Fort Campbell and all the diverse offerings they provided.*



*"Please consider more of anything for North Clarksville. We are military moving soon, but others will benefit."*

*And as my boys attended APSU they were involved in the offering they have. I hope that the powers that be actually read these surveys, assimilate the input and perhaps do another survey before deciding on what is wanted and needed.*

*Perhaps put together a group to work on community wants and needs before another dollar is spent.*

*I would volunteer. My family represents interests in a wide variety of activities. I obtained my undergraduate education on a swimming and diving scholarship, and returned to my hometown to be the high school diving coach, my oldest son was involved in high school basketball and inter mural programs at APSU, my middle son learned to rollerblade at the skatepark, and rock climbing at the cliffs and wall climbing at APSU, my youngest son grew up skateboarding at the skatepark and goes there now and works with the kids trying to learn. On Fort Campbell they participated in: baseball, football, basketball, gymnastics, martial arts, swim lessons and more. They went on post or to an apartment complex just to have a place to shoot hoops. I would have lived to live in a community where swimming and diving was supported. I never thought I would live somewhere where this wasn't a part of things. I believed at this point in my life, after retiring from the Army that I would be doing something for the community. There are a wide range of people with skills in different areas but don't know how to get involved. Maybe a survey is needed. Something, anything would be better than what is offered now. We even have APSU graduates with degrees in recreation and training. Get with the students to do internships. Have your soldiers do survival training, field first aid, CPR classes, orienteering, map reading, classes on a wide variety of topics.*

*Allow your citizens to get involved at the ground level and build something we all can be proud of.*

*I would welcome the opportunity to provide further input and involvement.*

- *Need development of property off exit 8. Too far to other locations for nature trails, biking, and soccer fields.*
- *Need safe walking trails not in woods.*
- *Need security patrolling and visible, on horseback or bicycle.*
- *Need swings ,slides, monkey bars at Weakley and a few benches*
- *Need to allow horse riding in some parks*
- *New home construction killing forests and wildlife.*
- *Please improve lighting and safety at parks.*
- *Please, please keep the plan to create walking paths and fields off of Rossview Road!!*
- *Please re-open the existing and available splash parks for 2021.*
- *Put something closer to tiny town... That area has nothing... nothing*
- *Rotary park nature center should be open on weekends to accommodate those that work all week.*



*"The Montgomery County Parks are a great asset to Montgomery County residents and quality of life. Awesome job Montgomery County Parks & Rec!!"*

- *Seems not much effort to provide any improvements or services for the north and northwest side of town (Woodlawn, north Clarksville). Seems only the 'money side' of town (Rossvie, Sango, Clarksville high areas) are the focus of the budget for improvements in the county.*
- *The athletic fields that Montgomery County Parks take care of are some of the best I have ever seen!*
- *The City and County parks systems should not overlap as much as possible. There is too much internal competition for fields, programs, and locations. There honestly should be just a county parks department in charge of the entire city/county system to avoid wasting efforts and money.*
- *The city park/recreation areas are normally busy on BBC any given day, weather permitting, this shows that the residents of Montgomery County and Clarksville want to be outside doing things.*
- *The County does a really good job of providing up-to-date facilities and maintains them superbly. I hope the city will follow with upgrading the facilities they have and provide more opportunities on the Madison street side of town for our children such as the county's Rich-Ellen park and Civitan park. Coy Lacy would be ideal but they need new equipment and rest room facilities. It is heavily used and not much has been done there for over 35 years. Mayor Durrett and Mayor Pitts have done outstanding jobs with what they have available to them. Jerry Albert does a great job for the county as does our parks director. We just need to provide them with more resources and funding to enable them to provide more opportunities for our kids and grandkids.*
- *The Montgomery County Parks are a great asset to Montgomery County residents and quality of life. Awesome job Montgomery County Parks & Rec!!*
- *The parks in Montgomery County and the city have improved greatly over the past 10 years. Excellent job.*
- *The question regarding how to get funding for improvements should include the option for increasing fees to builders/developers in community. They are making tons of money building tons of affordable housing that is drawing thousands of people here every day. They should be required to put much of this back into the community that supports all of these people they are enticing to move here.*
- *There needs to be a "Friends of the Park" or other advisory board not just a board made up of City Council people*
- *Under the gender question, it seems like it should be either male or female. One of the two.*
- *Utilize nutrition and wellness programs from UT Extension to enhance city and county recreation.*
- *We are willing to walk to a park-but are on a two-lane road with lots of traffic. Answers may be influenced by past year's shelter in place.*
- *We moved here in Sept 2019 and one of the things I love about the*





area is that there are so many parks. However, many of them could use some updating.

- We really have enjoyed Weakley park. Thanks to the county for this investment.
- We visit parks year-round. I'd like garbage cans at the playgrounds and open restrooms.
- When we have time, we take the kids 2 park by Wendy & liberty Park.
- Woodlawn park needs more for these kids. Also, North Clarksville side of town never gets updated.
- Would love a community park and playground in the Carmel area.
- You do a wonderful job maintaining the parks. Going into debt to fund new and otherwise unnecessary facilities should be avoided though. Think outside the box. Host a concert or some sort of paid event to help raise money for these things.
- Boat ramps need fixed!! Charge a 25\$ per year county launch fee!!
- All of the above. Consider Rockford, IL for reference. They have incredible programs and parks. Also, McHenry County, Lake County, Kane County, DuPage County, and Cook County, all in IL as examples. Look into what they've created for Parks and Rec opportunities. They're extensive. Montgomery County is missing out on incredible opportunities in all the areas mentioned on this survey. And more needs to be added towards Woodlawn.
- Clarksville should have less gas stations, car lots & liquor stores. In order to draw the right crowd, we need more family attractions in our city.
- I know that you all are not in charge of the area I am about to mention, but if there is a future survey about development in the downtown/APSU area that is open to the public, I would like to have that sent out as well.
- Youth fitness is a concern of mine in this county. Some children don't do well in team-based activities...soccer, basketball. This leaves these students on there on without guidance or direction. Children are not usually allowed in the local fitness centers. There needs to be exercise or fitness classes designed for children. I have an overweight 5th grader, but there are no organized fitness programs in our area besides team sports and dance. Please provide something for this population of forgotten kids. Thank you.

# Park Facilities and Recommendations

04



*Woodlawn Park*

*July 2021*

## Comprehensive Parks and Recreation MASTER PLAN

PREPARED BY:



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## 04 PARK FACILITIES AND RECOMMENDATIONS

This section of the document brings the research and analysis and community outreach phases together to present the recommendations for the future of Montgomery County Parks and Recreation over the next 10 years. Using the results of the needs assessment, a level of service standard is set and paired with priorities for improvements to the parks and trails over the planning period. The following section includes:

- Summaries of the recommendations for parks, facilities, and trails;
- Programming and services and operational and financial findings and recommendations;
- A capital improvement plan;
- A potential funding profile and basis for increases in operations and maintenance costs as new and upgraded parks and facilities are added to the system.

### 4.1 Park Classifications and Design Principles

Park classifications are categories developed by the National Recreation and Parks Association (NRPA) publication called *Park, Open Space, and Greenway Guidelines* by James D. Mertes, Ph.D, CLP, and James R. Hall, CLP. The park classifications in the book provide a basic guideline, although they have not been updated since publication in 1995. Given the need to provide additional information to describe each classification, definitions of each category are provided in this section along with the designated classifications of each park in the Montgomery County system.

Park classifications includes pocket park, neighborhood park, community/regional park, school park, sports complex facility, special use park/event center, natural resource area, and greenway. Each park classification category serves a specific purpose, and the features and facilities in the park must be designed for the number of age segments the park is intended to serve, the desired length of stay deemed appropriate, and the uses it has been assigned. Recreational needs and services





require different design standards based on the age segments that make up the community that will be using the park. A varying number of age segments will be accommodated with the park program depending on the classification of the park. Every park needs to have an established set of outcomes, which are key to determining the operational and maintenance costs associated with each park. For reference, a summary of the park classifications is provided below, and the following pages have additional information to describe each classification and examples.

**Table 4-1: Park Classifications Summary**

Classification	Description	Desirable Size	Location Criteria
<b>Pocket Park</b>	Small park used to address limited, isolated, or unique recreational needs.	5 acres or less	¼ mile radius
<b>Neighborhood Park</b>	Remains the basic unit of the park system and serves as the recreational and social focus of the neighborhood.	5-20 acres	½ mile radius
<b>Community/Regional Park</b>	Focus is on community-based recreation needs with a mix of active and passive activities as well as preserving unique landscapes.	20-75+ acres	1 to 3-mile radius
<b>School Park</b>	Similar to a Neighborhood or Community Park. A clearly defined joint-use agreement is critical.	Varies	Varies
<b>Special Use Park/Event Center</b>	Covers a broad range of parks and recreation facilities that are oriented toward single-purpose use or that have an event space.	Varies	Varies
<b>Sports Complex</b>	Consolidates heavily programmed athletic fields and associated facilities to a large site.	Varies	Varies
<b>Natural Resource Area</b>	Land with natural resources, historic landscapes, visual aesthetics, habitat for endangered species, biodiversity, etc.	Varies	Varies
<b>Greenway</b>	Linear vegetated pathway for the use of pedestrians, bicyclists, etc., that should connect community destinations.	50 ft wide minimum	½ mile radius along path

*Table adapted from Mertes, J.D. and J.R. Hall. Park, Open Space, and Greenway Guidelines. Alexandria, VA: National Recreation and Park Associations, 1995.*



Montgomery County Parks and Recreation Department pocket parks include Spur Line Trail Head. The City of Clarksville has several pocket parks including Burchett and Dalewood Park.

Montgomery County Parks and Recreation Department does not own any neighborhood parks. The City of Clarksville has several neighborhood parks including Dixon and Sherwood Forest Park.

Montgomery County Parks and Recreation Department community parks include Civitan and Rotary Park.

### **Park Classifications**

**Pocket Park:** According to the NRPA, a pocket park, or mini park, is a small outdoor space, usually less than 0.25 acres up to 1 acre, most often located in an urban area surrounded by commercial buildings or houses. Pocket parks are small, urban open spaces that serve a variety of functions, such as: small event space, play areas for children, and spaces for relaxing, socializing, taking lunch breaks, and other similar activities. In general, mini parks offer minimal amenities on site and are not designed to support programmed activities. The service area for mini parks is usually less than a quarter mile and they are intended for users within close walking distance of the park.

**Neighborhood Park:** A neighborhood park should be three to 10 acres; however, some neighborhood parks are determined by use and facilities offered and not by size alone. The service radius for a neighborhood park is one mile. Neighborhood parks should have safe pedestrian access for surrounding residents; parking may or may not be included but if included, accounts for less than ten cars and provides for ADA access. Neighborhood parks serve the recreational and social focus of the adjoining neighborhoods and contribute to a distinct neighborhood identity. Typically, neighborhood parks have one signature amenity (e.g., playground, spray ground park, sport court, gazebo); have no restrooms unless necessary for signature amenity; may include one non-programmed sports field; include playgrounds for ages 2-5 and 5-12; have no internal parking; should have loop trail or sidewalks; have one type of sport court; and include benches and small picnic shelters next to play areas.

**Community/Regional Park:** Community and regional parks are often two different classifications with community parks intended to be accessible to multiple neighborhoods within a one- to three-mile radius and regional parks intended to attract users from over three miles. Recreational activities for both should provide opportunities for the entire family and should contain facilities for specific recreational purposes, such as: athletic fields, tennis courts, extreme sports amenity, loop trails, picnic areas, reservable picnic shelters, sports courts, restrooms with drinking fountains, large turf and landscaped areas, and a playground or spray ground. Passive outdoor recreation activities such as meditation, quiet reflection, and wildlife watching also take place at these parks. Although regional parks usually have a combination of passive areas and active facilities,





they are likely to be predominantly natural resource-based parks.

Community parks generally range from 20 to 75+ acres and contain more recreation amenities than a neighborhood park. Community parks typically are guided by the following parameters:

- Service Radius: One- to three-mile radius.
- Site Selection: On two collector streets minimum and preferably one arterial street. If near an arterial street, provide natural or artificial barrier. Prefer location which can preserve natural resources on site such as wetlands, streams, and other geographic features or sites with significant cultural or historic features. Residential uses should face the park and not back up to it. Encourage trail linkage to other parks and destinations.
- Length of Stay: Two to three hours experience.
- Amenities: Four signature amenities at a minimum (e.g., trails, sports fields, large shelters/ pavilions, community playground for ages 2-5 and 5-12 with some shaded elements, recreation center, pool or family aquatic center, sports courts, water feature), public restrooms with drinking fountains, parking, and security lighting. Amenities are ADA compliant. Sport fields and sport complexes are typical at this park.
- Revenue Facilities: One or more (e.g., pool, sports complex, pavilion).
- Land Usage: 60 percent active and 40 percent passive (50/50 for larger regional parks).
- Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities may require Level 1 maintenance (refer to Section 5 for a description of levels).
- Parking: Sufficient to support the amenities; occupies no more than 10 percent of the park. Design should include widened on-street parking area adjacent to park. Goal is to maximize usable park space. Traffic calming devices encouraged within and next to the park.
- Lighting: Amenity lighting includes sport field light standards.
- Signage: Wayfinding/directional signage and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility



- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at park entrances and key locations.
- Connectivity: Strong appeal to surrounding neighborhoods; linked to major trails systems, public transportation available, concessions, food, and retail sales available, and dedicated site managers on duty.

Montgomery County  
Parks and Recreation  
Department sports  
complexes include  
RichEllen and  
Woodlawn Park.

**Sports Complex:** Sports complexes at community parks, regional parks, and stand-alone sports complexes are developed to provide 4 to 16+ fields or courts in one setting. A sports complex may also support extreme sports facilities, such as BMX and skateboarding. Sports complexes can be single- focused or multi-focused and can include indoor or outdoor facilities to serve the needs of both youth and adults. Outdoor fields should be lighted to maximize value and productivity of the complex. Agencies developing sports complexes should focus on meeting the needs of residents while also attracting sport tournaments for economic purposes to the community.

Sport field design includes appropriate field distances for each sport's governing body and support amenities designed to produce revenue to offset operational costs. Signature sports complexes include enhanced amenities such as multipurpose field benches and bleachers, scoreboards, amplified sound, scorer's booths, etc. Enhanced amenities would be identified through discussion between Montgomery County and the City, schools, and/or sports associations and dependent upon adequate funding. Sports parks typically are guided by the following parameters:

- Service Radius: Determined by community demand.
- Site Selection: Stand-alone sports complexes are strategically located on or near arterial streets. Refer to community or regional park sections if sport complex is located within a park. Preference is streets on four sides, or three sides with school or municipal use on fourth side.
- Length of Stay: Two to three hours experience for single activities. Can be all day for tournaments or special events.
- Amenities: 4 to 16+ fields or sports courts in one setting; restrooms, ample parking, turf types appropriate for the facility and anticipated usage, and field lighting.
- Revenue Facilities: Four or more (e.g., fields, concession stand, picnic pavilion).
- Land Usage: 95 percent active and 5 percent passive.



Programming: Focus on active programming of all amenities.

- Maintenance Standards: Provide the highest-level maintenance with available funding. Plan for Level 1 and sometimes Level 2 maintenance standards at signature facility (refer to Section 5 for a description of levels).
- Parking: Sufficient to support the amenities. Traffic calming devices encouraged within and next to park.
- Lighting: Amenity lighting includes sport field light standards.
- Signage: Wayfinding/directional signage and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility.
- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at entrances and throughout complex.

Montgomery County Parks and Recreation Department special use parks/recreation centers include Fredonia Community Center and Cumberland Heights Bartee Center.

Montgomery County Parks and Recreation Department does not have a designated natural resource park; however, Dunbar Cave State Park is an example of a natural resource area in the County.

### ***Special Use Parks/Event Centers***

Special use parks are those spaces that do not fall within a typical park classification. A major difference between a special use facility and other parks is that they usually serve a single purpose whereas other park classifications are designed to offer multiple recreation opportunities. It is possible for a special use facility and/or a recreation center to be located inside another park. When these facilities stand alone, additional amenities could be added if the parkland increase, which could result in re-classification.

### ***Natural Resource Areas***

Natural resource areas are properties designated as parks that have few or no built amenities but provide natural areas or open space that can be utilized for passive recreation. These parks may have parking areas, restrooms, small playgrounds, natural and hard-surface trails/greenways, picnic tables, benches, and other passive use amenities but are dominated by open areas for the enjoyment of nature, fishing, or other similar activities. Ideally, these parks are interconnected through the community with either paved or natural trails providing a network of trails and open space. Linking neighborhoods, parks, recreation facilities, attractions, and natural areas with open space and multi-use trails fulfills two guiding principles simultaneously: protecting natural and open space areas and providing people with a way to access and enjoy them. Multi-use trails also offer a safe, alternative form of transportation and provide substantial health benefits, habitat enhancements for plants and wildlife, and unique opportunities for outdoor education and cultural interpretation. These areas typically are guided by the following:



- **Site Selection:** Sites that exhibit unique natural resources or remnant landscape of the region should be of the highest priority.
- **Amenities:** Parking areas, restrooms, small playgrounds, natural and hard-surface trails/greenways, picnic tables, benches, and other passive use amenities.
- **Maintenance Standards:** Demand-based maintenance with available funding. Biological management practices observed. Remove vines and invasive plants that may be harmful to native species as needed.
- **Lighting:** Security lighting at parking areas is preferred.
- **Signage:** Wayfinding signage, trail mileage markers at ¼ mile intervals. Interpretive kiosks at all trailheads and where deemed necessary.
- **Landscape Design:** Coordinated planting scheme in urban areas to provide or maintain the environmental benefits. Protect existing hedgerows and enhance meadows with native wildflower mix.
- **Other:** Connectivity to parks or other attractions is desirable.
- **Size:** Resource availability and opportunity are the main factors in determining size for these areas. Example natural resource areas include sites with geologic features, such as sink holes or wetlands, or areas with functioning ecosystems.

*The City of Clarksville has an existing Greenway Trail System along the banks of the Red River and West Fork Creek in north Clarksville.*

### ***Greenways***

Greenways are areas that are developed for one or more varying modes of recreational use such as hiking, biking, horseback riding, canoeing, etc. Greenways preserve natural resources and mediate between larger habitat areas, open space, and corridors for wildlife, similar to natural resource areas. The primary function of a greenway is to create a cohesive greenspace network throughout a community by connecting a variety of parks and open spaces. Additionally, greenways emphasize harmony between the built world and the natural world by providing uninterrupted and safe pedestrian movement between parks throughout a community. Greenways can all increase community residents' access to resource-based recreational opportunities and experiences, as well as increase property values along its path. Greenways typically are guided by the following parameters:

- **Size of Park:** Trail corridors should be a minimum of 50 feet wide, unless in unique situations where the corridor



must narrow to 25 feet in urban conditions. 200-foot width is optimal. Typically, a paved trail is 10-12 feet wide to support pedestrian and bicycle uses. Trailheads should incorporate signage to designate where a user is located and where the trail connects to local attractions.

- Service Radius: Variable
- Site Selection: The primary factors for determining location are resource availability and the trail system plan. Proximity to neighborhoods and other developed greenspace is critical, as well.
- Length of Stay: Variable
- Amenities: Parking areas, restrooms, small playgrounds, natural and hard-surface trails/greenways, picnic tables, benches, and other passive use amenities.
- Maintenance Standards: Demand-based maintenance with available funding. Biological management practices observed. Remove litter or debris on a reported or as needed basis.
- Lighting: Security lighting at parking areas is preferred.
- Signage: Wayfinding signage, trail mileage markers at  $\frac{1}{4}$  mile intervals. Interpretive kiosks at all trailheads and where deemed necessary.
- Landscape Design: Coordinated planting scheme in urban areas. Limited or no planting in open space areas.
- Other: Connectivity to parks or other attraction facilities is desirable.



*Example Greenway: Tennessee Riverpark in Chattanooga, TN*



### Park Condition



## 4.2 Park Evaluation and Recommendations

This section includes information on the park evaluation process, general recommendations that pertain to all the parks, and individual park evaluation descriptions and recommendations. The process began with members of the consulting team visiting each park in the Montgomery County system to conduct an evaluation. The evaluation included an overall score or condition of the parks as excellent/good/fair/poor. A general description of each score is provided in the table below.

Overall Score	General Description
Excellent	Park/amenities are in excellent condition with little or no maintenance problems noted. Park/amenities do not feature any major design issues that contribute to diminished use or maintenance.
Good	Park/amenities are in good condition and feature only minor maintenance problems. Generally, most maintenance issues with these park/amenities appear to be the result of age and/or heavy use. Park/amenities may only feature minor design issues that contribute to diminished use or maintenance (i.e., drainage, structural, utilities, etc.).
Fair	Park/amenities are in fair condition and indicate ongoing maintenance problems. Generally, most maintenance issues with these park/amenities appear to be the result of age and heavy use. Some maintenance issues may be compounded over time due to being deferred because of budget and/or resource limitations.
Poor	Park/amenities are in poor condition and clearly show ongoing maintenance problems that may result in suspended use for repair/replacement. Maintenance issues with these park/amenities are the result of age and heavy use and generally are compounded over time due to deferred maintenance as a result of budget and/or resource limitations.

In summary, Montgomery County has five parks scoring as excellent; three as good; and one as fair. The County does not have a park that scored as poor. While Montgomery County does not have many parks, the parks that they do have are in good to excellent condition. The one park that scored as fair has identified funding for improving the conditions in the short-term.





## 4.3 Individual Park Evaluations

### *Civitan Park*

**Address:** 650 Bellamy Lane, Clarksville, TN 37043

**Acreage:** 50.0

**Classification:** Community Park

#### *Park Condition*



**Description:** This large community park is in the St. Bethlehem community and is officially known as the St. Bethlehem Civitan Park. The park has a variety of facilities including baseball/softball fields, horseshoe courts, pavilions, and a walking trail, and features a new fully accessible Field of Dreams. On the day of the assessment, the park appeared well-maintained.

#### **Amenities:**

- 12 baseball/softball fields
- 3 pavilions
- 2 concession buildings (available during ball games or special events)
- 23 nationally sanctioned horseshoe pitching courts
- 8 batting cages
- 1-mile walking trail
- Small fenced in area for dogs to run off leash
- 1 community room
- 1 Rotary Field of Dreams
- 3 multipurpose fields

#### **Recommendations:**

- Add wayfinding sign for/to the park. Relocate entry rule sign to a place where pedestrians can read it. Replace signage text along roadways with appropriately sized text.
- Add shade in the playground and other areas. Consider adding trees missing in landscape islands.
- Remove vines from existing trees (cut vines at base and leave to prevent bark damage).
- Repair torn netting observed at batting cages.
- Increase size of off-leash dog area and add shade and other amenities in this area
- Rip-rap stones in island and throughout the park are unattractive. Consider replacing some areas with alternatives such as Flexamat, turf reinforcement mats, etc.







### *Cumberland Heights Gym*

**Address:** 1030 Cumberland Heights Road, Clarksville, TN 37040

**Acreage:** 9.0

**Classification:** Special Use

### **Park Condition**



**Description:** Montgomery County has an available indoor gym area in the Cumberland Heights community. During visit, the roof was being repaired.

### **Amenities:**

- Indoor gym
- Dining hall
- Playground
- Open field area

### **Recommendations:**

- Repair damage on monument sign. Consider adding address to monument sign or adding a new sign including the address.
- Ensure trash cleanup around playground area is included in level of maintenance.
- Provide ADA access to the playground and add equipment that could be used for those with disabilities.
- Contract with an arborist to assess pine trees and other trees behind the gym building.
- The area behind the main buildings could be used for athletic field play. Add signage to encourage people to use this area along with rules signage.
- Consider adding walking trails, horseshoe pits, outdoor courts, or other facilities that would appeal to a broad range of users.





### ***Fredonia Community Center***

**Address:** 4650 Old Ashland City Road South, Clarksville, TN 37043

**Acreage:** 17.0

**Classification:** Special Use

#### ***Park Condition***



**Description:** The Fredonia Community Center is located off of Highway 12 in the Fredonia community. This community center was the former Fredonia School built in 1926. The site serves as the home of the Friends of Fredonia Park.

#### **Amenities:**

- Banquet room
- Community museum
- Audio/visual equipment
- Warming kitchen
- Outdoor amphitheater
- Small meeting room

#### **Recommendations:**

- Add new facilities on existing park land including basketball courts, pavilion, trail, etc., and re-classify park as a community park
- Add wayfinding signage to this park.
- Address parking complaints by expanding the park area to build additional parking and provide paved walking paths to the park. In the short-term consider partnering with nearby property owners to allow parking for special events.





### RichEllen Park

**Address:** 1466 TN-149, Clarksville, TN 37040

**Acreage:** 51.0

**Classification:** Community Park

**Description:** This is a large community park in the Cumberland Heights/ Palmyra community with both passive and active recreation. It is the home of the Montgomery Central Little League and hosts a number of travel ball tournaments. The athletic field complex opened in 2015. Overall, the park is in good condition.

On the day of the evaluation, researchers were unable to access the banquet hall to assess the inside of the building.

### Park Condition



*Credit: Montgomery County Website*

### Amenities:

- 8 baseball/softball fields
- 1.5-mile paved walking trail with ADA accessibility
- 3 play areas
- 3,300-square foot banquet hall
- Community room
- 1 large pavilion

### Recommendations:

- Unfortunately, the railings at the recently built ballfields were designed or installed incorrectly (see image). The issue will need to be addressed before the condition worsens.
- Address minor wear and tear items, such as damage to signage (see image).
- Considering adding trees around the detention area and establishing some low mow areas to reduce mowing time (see guidelines under general recommendations for more information).





### **Rotary Park**

**Address:** 2308 Rotary Park Drive, Clarksville, TN 37040

**Acreage:** 111.3

**Classification:** Special Use

#### **Park Condition**



**Description:** Rotary Park is a 111.3-acre nature park located on Rotary Drive, near the Sango community near the intersection of Highway 76/Highway 41. It has approximately 25 acres of open space, nature trails, and disc golf course, and features a nature center.

#### **Amenities:**

- Nature center
- 6 miles of hiking/biking trails
- 3 pavilions
- Picnic tables and grills
- Large playground area
- Outdoor exercise area
- Amphitheater
- Horseshoe pit area
- 18-hole disc golf course

#### **Recommendations:**

- Construct restrooms and a pavilion at this park to address public desire and need.
- Improve entry – consider reaching out to owners along Rotary Park Drive about possible landscape improvements, which could include a low mow area and screening along the existing chain link fencing.
- Provide ADA access to pavilions.
- Address minor maintenance items around the playground were noticed, such as weed barrier exposed.
- Add vehicular signage at pedestrian crossings in the park to alert motorists to stop.
- Address trail maintenance needed on the Red Cedar Loop trail.
- Consider adding separate walking path from the lower parking area to the Nature Center.
- Consider adding connecting trails around the park, for example, a powerline trail to connect nearby neighborhoods to the park.







### ***South Guthrie Community Center***

**Address:** 5025 Guthrie Road, Clarksville, TN 37040

**Acreage:** 10.0

**Classification:** Special Use

#### ***Park Condition***



**Description:** The South Guthrie Community Center is located at the Kentucky state border in the Warfield community. The site was the former Warfield School built in 1922 with Rosenwald School funds. The site serves as the home of the South Guthrie Improvement Association.

#### **Amenities:**

- 1 playground area
- 3 picnic tables
- 1 acre of open space
- Community building library
- Large meeting room office
- Kitchen area
- Restrooms

#### **Recommendations:**

- Additional facilities should be added to this park, and it should be transitioned to a community park classification.
- Create a detailed master plan with input from the community. Potential facilities to add include basketball courts, tennis courts and walking trails.





### ***Spur Line Trail Head***

**Address:** Downtown Clarksville (South 1<sup>st</sup> St. and Union St.)

**Acreage:** 0.7

**Classification:** Special Use

#### ***Park Condition***



**Description:** Spur Line Trailhead is a 0.7-acre passive park located in downtown Clarksville. This park has a 0.3-mile paved trail with a sitting area. There is a “Remember My Name Memorial Garden” that pays tribute to victims of domestic violence and a “Children’s Memorial Garden” dedicated to children who have lost their lives due to violence. The Spur Line Trailhead has an entrance located at South 1st Street and Union Street and includes a pavilion.

#### **Amenities:**

- 0.3-mile paved trail
- “Remember My Name Garden” and “Children’s Memorial Garden”

#### **Recommendations:**

- Provide vehicular and pedestrian wayfinding signage and more information online about the location and parking for this park.
- Work with contributing organizations to replace the rusty Memorial Garden signage.







### **Weakley Park**

**Address:** 4674 Sango Road, Clarksville, TN 37043

**Acreage:** 57.0

**Classification:** Special Use

### **Park Condition**



**Description:** Weakley Park was once a golf course and is located in the Sango community. It is a passive park and benefits from large trees and rolling hills. The park has approximately 2.26 miles of paved walking trail, which were once cart paths. Future plans include renovating the existing club house for an event space.

### **Amenities:**

- 2.26-mile paved walking trail

### **Recommendations:**

- Renovate old club house into an event center.
- Construct a pavilion for events.
- Repair/replace damaged sidewalks.
- Consider low mow areas (see guidelines under general recommendations for more information).
- Widen the trail to provide an appropriate width for passing of strollers, etc.
- Pave and formalize parking area. If occasional overflow is needed, consider temporary locations that could be used to shuttle visitors for these large events.
- Consider adding passive park facilities such as swings, garden areas, sculptures, and other elements.







### **Woodlawn Park**

**Address:** 2910 Woodlawn Park Road, Woodlawn, TN 37191

**Acreage:** 56.0

**Classification:** Community Park

#### **Park Condition**



**Description:** Woodlawn Park is a 56-acre community park located just off on Lylewood Road in the Woodlawn community. The park is designated as the home of the Woodlawn Little League. Researchers were not able to see bathrooms, which were closed for winter. A new playground was under construction during the site assessment.

#### **Amenities:**

- 1 playground area
- 2 baseball fields
- 2 softball fields
- 1 tennis court
- 1 basketball court
- 1 multipurpose field
- 3 picnic shelters with grill area

#### **Recommendations:**

- Replace expansion joint around the concession/restroom building.
- Fill the cracks in the court surfaces and professionally seal.
- Repair/replace damaged fencing. Add bottom rails fence for safety.
- Add ADA accessible tables. Replace/repair damaged benches and tables (see lower right image below).
- Add trails to connect to adjacent neighborhoods along the TVA transmission lines.
- Consider adding more basketball courts to this park.
- Consider creating some low mow areas (see guidelines in this section under general recommendations for more information).
- Update the entry sign to include larger text to be more easily read while driving. Relocate the existing sign that has rules to a pedestrian area along a sidewalk.
- Consider adding passive activities to the forested area of the park and connecting trails to nearby developments.





## 4.4 General Evaluation Items

During the evaluation process, the consulting team noticed some items that were found at all or most of the parks. Special attention needs to be focused on these items.

These general items apply to all of the parks in the system.

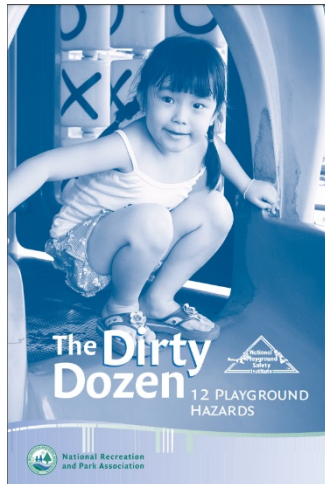
### *Signage*

Signage plays an important role in a park system. First, it can help visitors find the parks with wayfinding signage. Upon arrival, signage can help with branding of the parks with monument or gateway signage for larger parks and pedestrian scale signage for smaller parks. Once inside the park, users should find park trail maps, mile markers, policies/rules, and other signage that educates and encourages learning in the park. In addition to helping with directions for users, signage can be used to create a unique identifiable brand for the parks system.

The Department should develop a hierarchy of signage in the parks. It is important that the signs be looked at as a group of coordinated elements. They should be placed so that planting will not obscure their view. Signage can meet specific needs and target certain areas and at the same time be kept to a minimum in the park so that it does not impede on the natural setting. It can also provide a sense of place and local pride through incorporating the history of a specific site in the overall design.

### *ADA Compliance*

The Americans with Disabilities Act (ADA) was signed into law in 1990. It requires that all facilities open to the general public provide reasonable accommodations for those with disabilities and make their programs, services, and activities accessible to individuals with disabilities. Within most community park systems, there are facilities that may not comply; however, communities should be working toward compliance each year. While the consulting team noted some items in this study during site observation, the Parks Department should conduct a full assessment and designate a person or persons who will be responsible for coordinating ADA compliance.



NRPA, through its National Playground Safety Institute, (NPSI) has identified 12 of the leading causes of injury on playgrounds and created a 12-point inspection guide called the Dirty Dozen.



No-mow sign in Shelby Park, Nashville, TN

### ***Playground Safety***

A Certified Playground Safety Inspector (CPSI) is critical to a park system in order to monitor playground safety on a regular schedule. Issues such as depth of mulch on playgrounds should be inspected and maintained regularly to prevent hazardous conditions. Areas that experience high use during peak times could require daily maintenance. Equipment should be inspected for damage and repaired as needed. Montgomery County should continue to fund and support CPSI staff for them to complete the continuing education requirements each year and conduct regular inspections.

### ***Pavement Maintenance***

Regular inspections and maintenance are needed in the park beyond mowing and cleaning. For example, concrete sidewalks and asphalt parking lots will last longer if properly maintained. By re-sealing concrete expansion joints and sealing asphalt cracks, these improvements will last longer. If the maintenance continues to be deferred, water and vegetation can get into the cracks and exacerbate the issue. Over time, the minor item can grow into a major one that could result in pavement failure. Deferred maintenance can lead to costly repairs if left unchecked.

### ***Low Mow Zones***

The County should consider having “low mow” zones in some areas of the larger parks. The low mow areas are mowed only once or twice a year and are planted with native species. One of the many benefits to including these areas in the park are providing habitat for species such as the Eastern Meadowlark that uses a meadow for their nest. When mowing occurs, it should take these species into consideration. For example, the Eastern Meadowlark nesting activity peaks in May and June; therefore, no mowing should occur during these months.

When establishing low mow areas, include signage that explains the benefit to park users and lets maintenance staff know that the growth is intentional. In addition, these areas should have a mowed edge around them to create a well-kept appearance.



## 4.5 Level of Service Standards

Level of service (LOS) standards are guidelines that define service areas based on population that support investment decisions related to parks, facilities, and amenities. LOS standards can and will change over time; as the population increases, the need to acquire additional land and develop parks also increases as will the costs to do so.

The consulting team evaluated LOS standards using a combination of resources. These resources included: NRPA guidelines; recreation activity participation rates reported by the Sports & Fitness Industry Association (SFIA) 2020 Study of Sports, Fitness, and Leisure Participation as it applies to activities that occur in the United States; community and stakeholder input; and general observations. These resources were used to create customized standards for the Montgomery County Parks and Recreation Department.

The standards include a recommended service level based on acreage for each type of park, for total park acreage, and for important outdoor amenities (pavilions, baseball fields, multipurpose fields, etc.) based on quantity. The standards include a current LOS based on 2020 population estimates and a recommended service level in 2030 based on population growth projections.

The 2018 *Clarksville Parks and Recreation Public Spaces Master Plan* assessed each city ward and applied the standard National Recreation and Park Association (NRPA) standard of 10 acres of parkland per 1,000 residents as a baseline.

These LOS standards should be viewed as a guide. The standards are to be coupled with conventional wisdom and judgment related to the needs of the community. By applying these standards to the population of Montgomery County, gaps and surpluses in park and facility/amenity types are revealed. These standards should be used to inform decisions when planning to develop new parks, facilities, and amenities.

Currently, **Montgomery County provides a total LOS of 6.3 acres of DEVELOPED parkland per 1,000 residents** based on the County's population estimate. Developed parkland describes any park that is open to users of all abilities and that has infrastructure in place to support safe park use. Simply evaluating the LOS based on population, Montgomery County is currently deficient by 574 acres. The deficit will grow to 981 acres by 2030 based on this metric. Fortunately, both the City of Clarksville and Montgomery County are both working to erase this deficit and have acquired undeveloped property recently.



As shown in the Table 4-1, an inventory of current park acreage by type is provided. Undeveloped parkland is also shown in the table, though it is not included in the LOS of 6.33 acres per 1,000. Once those properties are developed, the LOS would increase to 7.4 acres per 1,000, though still much lower than the standard of 10 acres of parkland per 1,000 residents.

Table 4-2: *Current Level of Service – Park Acreage*

	Current Park Inventory			Current Service Levels		
Park Type	Montgomery County Inventory	Other Service Provider Inventory	Total Inventory	Current Service Level		
Pocket Park	-	16.1	16.1	0.08	acres per	1,000
Neighborhood/School Parks	-	65.7	65.7	0.31	acres per	1,000
Community/Regional Parks	161.30	212.9	374.2	1.77	acres per	1,000
Sports Complex Parks	107.00	188.1	295.1	1.40	acres per	1,000
Special Use Park/Event Centers	93.70	353.2	446.9	2.11	acres per	1,000
Natural Resource Area		140.0	140.0	0.66	acres per	1,000
<b>Total Developed Park Acreage</b>	<b>362.0</b>	<b>976.0</b>	<b>1,338.0</b>	<b>6.33</b>	<b>acres per</b>	<b>1,000</b>
<b>Undeveloped Park Acreage</b>	<b>19.00</b>	<b>207.3</b>	<b>226.3</b>			

Next, Table 4-2 shows the recommended LOS. When including the undeveloped acreages, Montgomery County currently needs to **add 574 acres to provide a total LOS of 10 acres of DEVELOPED parkland per 1,000 residents** based on the County's population estimate. The number **increases to 981 acres by 2030** based on the increase in population.

While the increase in the recommended number of acres for each park type is large, the consulting team does not recommend that the County Parks Department tackle the acquisition effort alone. Given the large deficit, the consulting team recommends that the County Parks Department focus more on large parks and greenway corridors and encourage the City of Clarksville to increase their pocket park or neighborhood/school park inventory. The City and County should work to create land dedication policies that require developers to provide park space and greenways with new developments. In addition, appropriately designed trailheads would count toward this goal.

Table 4-3: *Recommended Level of Service – Park Acreage*

Park Type	Recommended Developed Service Levels			Current Standards		2030 Standards	
	Recommended Developed Service Levels			Meet Standard/ Need Exists	Additional Developed Parks/Facilities/ Amenities Needed	Meet Standard/ Need Exists	Additional Developed Parks/Facilities/ Amenities Needed
Pocket Park	0.50	acres per	1,000	Need Exists	90 Acre(s)	Need Exists	115 Acre(s)
Neighborhood/School Parks	1.00	acres per	1,000	Need Exists	146 Acre(s)	Need Exists	196 Acre(s)
Community/Regional Parks	2.00	acres per	1,000	Need Exists	49 Acre(s)	Need Exists	150 Acre(s)
Sports Complex Parks	2.00	acres per	1,000	Need Exists	128 Acre(s)	Need Exists	229 Acre(s)
Special Use Park/Event Centers	2.00	acres per	1,000	Meets Standard	- Acre(s)	Need Exists	77 Acre(s)
Natural Resource Area	2.50	acres per	1,000	Need Exists	388 Acre(s)	Need Exists	515 Acre(s)
<b>Total Developed Park Acreage</b>	<b>10.00</b>	<b>acres per</b>	<b>1,000</b>	<b>Need Exists</b>	<b>800 Acre(s)</b>	<b>Need Exists</b>	<b>1,281 Acre(s)</b>
<b>Undeveloped Park Acreage</b>					<b>226 Acre(s)</b>		<b>300 Acre(s)</b>
<b>Recommended Land Acquisition (Needs Exist less the Undeveloped Park Land)</b>				<b>Needs Exists</b>	<b>574 Acre(s)</b>	<b>Needs Exists</b>	<b>981 Acre(s)</b>

To address the large amount of natural resource area that is recommended, the consulting team believes it could be addressed in several ways. As described in the classification definition, natural areas should be acquired based on availability and opportunity. An example natural resource area includes sites with geologic features, such as sink holes or wetlands, or areas with functioning ecosystems. Montgomery County should also focus on areas within the 100-year flood elevation. Given that the County has over 60 streams and approximately 30,988 acres in the 100-year floodplain, setting aside 388 acres for natural resource areas could be accomplished by working with Stormwater and other agencies.

The natural area could provide strategic connections to link neighborhoods, parks, recreation facilities, attractions, etc., via greenway trails. These areas would address the public input desire for more places to walk and bike, while addressing the need to protect natural resources and restrict development on flood-prone property. As is well documented, **flooding is the most frequent and costliest natural disaster in the country**. By working with such organizations as the Montgomery County Stormwater and Emergency Management Agency (EMA), the Parks Department could create a win-win scenario. Several federal, state, and county programs are available to assist with the funding of flood damage reduction projects. The Recreational Trails Program (RTP) is one example. RTP is a federally funded, state administered grant program that provides grant funding for land acquisition for trails, trail maintenance, trail construction, trail rehabilitation, and trailhead support facilities.

Simply adding acres to the system will not address the recommended goals. As the table shows, the type of park





matters. The County will need partners to meet these significant goals. The following table is a summary of potential partners and strategies that may be able to help for the specific park types.

*Table 4-4: Potential Partners/Strategies to Increase Acreage by Park Type*

Park Type	Potential Partner/Strategy
Pocket Park/Mini Parks	We recommend that the City and County work with the Regional Planning Commission (RPC) to adopt an ordinance that requires developers to provide park space and greenways with new developments to help fulfil the need for new pocket parks. The ordinance should include requirements that address the size, design, maintenance, and safety inspections of these parks. In addition to fulfilling the need for pocket parks through this type of dedication, the construction of new trailheads and greenway sections could also count toward this goal.
Neighborhood/School Parks	We recommend that the City and County work with schools to create joint-use agreements that allows the use of certain facilities when schools are not in session. In addition, MCPR should consider adding facilities to South Guthrie Community Center to create a neighborhood park, which would also count toward this goal of providing these types of parks.
Community/Regional Parks	The County should consider converting Weakley Park and Fredonia Community Center to a community park by adding additional facilities.
Sports Complex Parks	The City plans to have a soccer complex on Rossview Road, which will help with the deficit. In addition, fields could be added near Central High School and other locations.
Special Use Park/Event Centers	Currently, LOS standards are met, and the new hockey/gym downtown will help with future numbers; however, once Weakley and Fredonia are converted to community parks, then this gap increases. Additional spaces will need to be added as recommended.
Natural Resource Area	To address this deficit, the County could work with organizations such as the Montgomery County Stormwater and EMA, etc., to acquire land along stream corridors and other flood prone areas. See Greenway Map for potential trail locations. In addition, engage landowners with geologic features, such as sink holes or wetlands, or areas with high functioning ecosystems to explore donations or purchase.

The next step is understanding the types of amenities that are needed in the parks based on the LOS. Table 4-4: Current Level of Service – Amenities provides a list of the major outdoor amenities and the current service levels.





Table 4-5: Current Level of Service – Amenities

	Current Park Inventory			Current Service Levels		
Outdoor Amenities						
Baseball Fields	6	18	24	1	field per	8,807
Dog Parks	1	1	2	1	site per	105,684
Football Fields	-	-	-	1	field per	
Multi-Purpose Fields	4	-	4	1	field per	52,842
Outdoor Basketball Courts	1	10	11	1	court per	19,215
Outdoor Swimming Pool	-	2	2	1	site per	105,684
Pavilions/Picnic Shelters	9	20	29	1	site per	7,289
Playgrounds	10	18	28	1	site per	7,549
Sand Volleyball Courts	-	1	1	1	court per	211,368
Skate Park	-	1	1	1	site per	211,368
Soccer Fields	-	12	12	1	field per	17,614
Softball Fields (convertible baseball/softball)	7	21	28	1	field per	7,549
Splash Pads	-	4	4	1	site per	52,842
Tennis Courts	1	9	10	1	court per	21,137
Greenway/Trails (paved and unpaved)	11.00	9.00	20.00	0.09	miles per	1,000

Next, the consulting team developed a recommended LOS for the outdoor amenities. As shown in Table 4-5, the team calculated the current and future need based on the project population growth. In the columns, amenities are identified as “Meets Standard” (in black) or “Need Exists” (in red) based on the recommended service level.

Table 4-6: Recommended Level of Service – Amenities

	Recommended Developed Service Levels			Current Standards		2030 Standards			
Outdoor Amenities									
Baseball Fields	1	field per	7,500	Need Exists	4	Field(s)	Need Exists	11	Field(s)
Dog Parks	1	site per	50,000	Need Exists	2	Site(s)	Need Exists	3	Site(s)
Football Fields	1	field per	50,000	Need Exists	4	Field(s)	Need Exists	5	Field(s)
Multi-Purpose Fields	1	field per	10,000	Need Exists	17	Field(s)	Need Exists	22	Field(s)
Outdoor Basketball Courts	1	court per	7,500	Need Exists	17	Court(s)	Need Exists	24	Court(s)
Outdoor Swimming Pool	1	site per	50,000	Need Exists	2	Site(s)	Need Exists	3	Site(s)
Pavilions/Picnic Shelters	1	site per	7,500	Meets Standard	-	Site(s)	Need Exists	6	Site(s)
Playgrounds	1	site per	7,500	Meets Standard	0	Site(s)	Need Exists	7	Site(s)
Sand Volleyball Courts	1	court per	50,000	Need Exists	3	Court(s)	Need Exists	4	Court(s)
Skate Park	1	site per	100,000	Need Exists	1	Site(s)	Need Exists	2	Site(s)
Soccer Fields	1	field per	10,000	Need Exists	9	Field(s)	Need Exists	14	Field(s)
Softball Fields (convertible baseball/softball)	1	field per	7,500	Meets Standard	0	Field(s)	Need Exists	7	Field(s)
Splash Pads	1	site per	30,000	Need Exists	3	Site(s)	Need Exists	5	Site(s)
Tennis Courts	1	court per	7,500	Need Exists	18	Court(s)	Need Exists	25	Court(s)
Greenway/Trails (paved and unpaved)	0.25	miles	1,000	Need Exists	33	Mile(s)	Need Exists	45	Mile(s)

In terms of outdoor amenities, needs exist currently in almost every category. In the short-term, the largest need appears to be tennis courts, basketball courts, and multipurpose fields. Below is a summary of the outdoor and indoor amenities needs:



Table 4-7: Amenities Deficit Summary

Current LOS Need		2030 LOS Need	
4	Baseball Fields	11	Baseball Fields
2	Dog Parks	3	Dog Parks
4	Football Fields	5	Football Fields
17	Multipurpose Fields	22	Multipurpose Fields
17	Basketball Courts	24	Basketball Courts
2	Outdoor Swimming Pools	3	Outdoor Swimming Pools
3	Sand Volleyball Courts	6	Pavilions/Picnic Shelters
1	Skate Park	7	Playgrounds
9	Soccer Fields	4	Sand Volleyball Courts
3	Splash Pads	2	Skate Parks
18	Tennis Courts	14	Soccer Fields
		7	Softball Fields (convertible)
		5	Splash Pads
		25	Tennis Courts

Note: In conversations with the Steering Committee, a member voiced concerns about the lack of dedicated lacrosse fields. Given the grow trend of this sport, the consulting team recommends that MCPR to consider providing dedicated lacrosse fields instead of a multiuse field where warranted.

#### ***Indoor Recreation Center***

Calculating the amount of indoor recreation space needed can be difficult. NRPA states in their *2021 Agency Performance Review* that the typical parks and recreation agencies with “recreation centers [have] one facility for every 30,709 residents, while those agencies with community centers have one such facility for every 29,000 residents.” Currently, Montgomery County and the City of Clarksville have several community centers and recreation centers, though some function more as event centers. Depending on how the space is utilized in the future, Montgomery County made need to add recreation and community centers to meet the needs of the growing population.

#### ***Greenway and Trails***

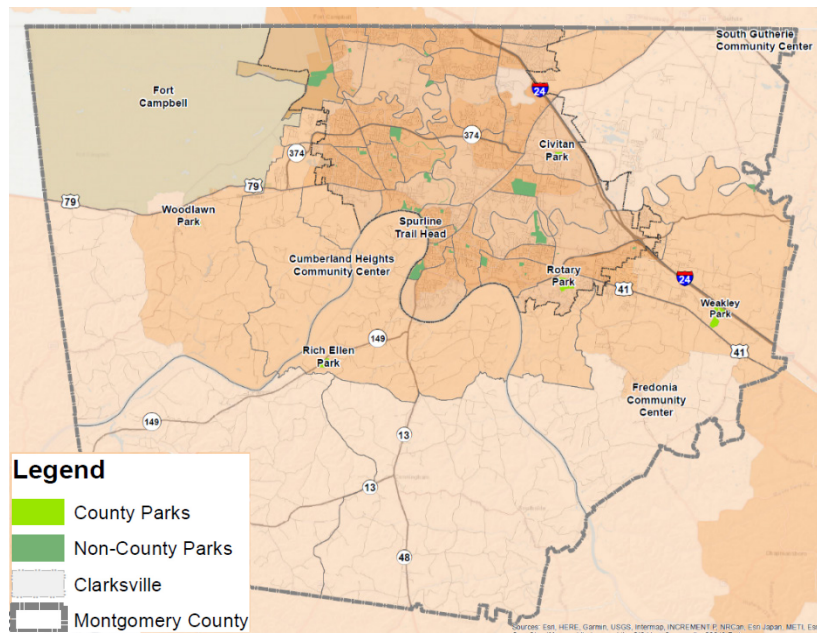
As part of this analysis, recommended greenway miles were also provided. The current LOS deficit is 33 miles and the deficit of miles grows to 45 miles by 2030. As with all of these recommendations, it is critical to determine where these facilities are placed in the community. Simply adding greenway miles that are fragmented and not connected to destinations is not the



intent. Despite challenges, the network of trails should connect to the existing trails and attention should be focused on Downtown Clarksville where the population is most dense. See Figure 4-1: Population Density.

Below is a map illustrating the current population density in the County. This web map combines the population density in the United States in 2010 with a reference overlay. The darker the color in the map, the more dense the population.

**Figure 4-1: Population Density**



Source: [maps.arcgis.com/home/webmap/viewer.html?webmap=3327e6cc84a84d7194437d7904fb64b3](https://maps.arcgis.com/home/webmap/viewer.html?webmap=3327e6cc84a84d7194437d7904fb64b3)

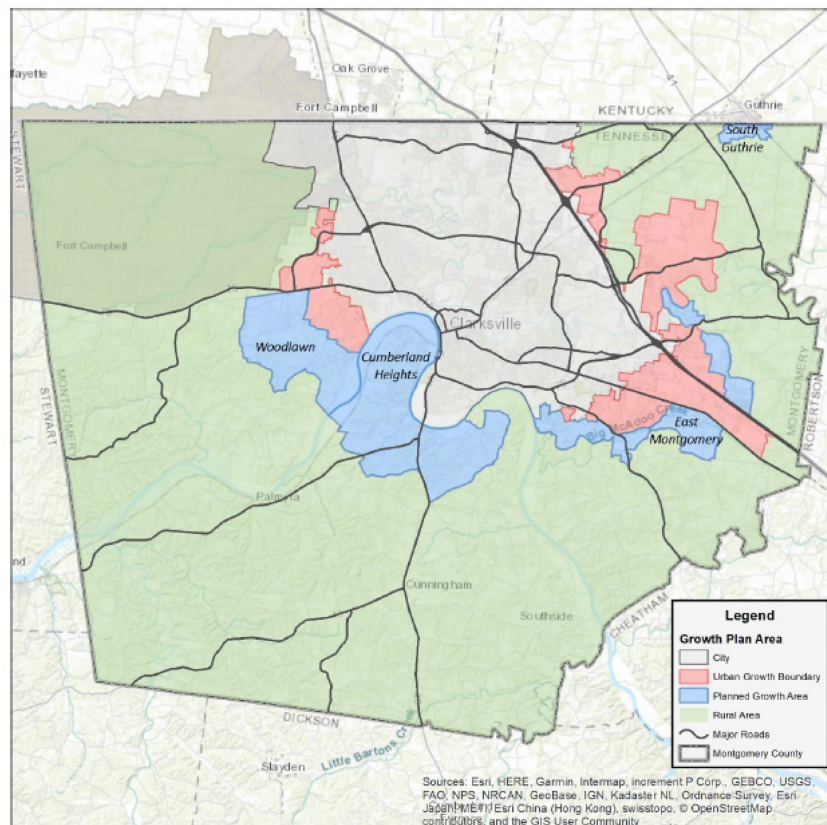
### ***Future Growth***

Clarksville and Montgomery County have been growing rapidly and show no signs of slowing down. They were listed as Money Magazine's No. 1 Best Place to Live in 2019. The average age of a Clarksville resident is only 29, almost a decade younger than the state of Tennessee as a whole. The ability to find housing in their budget is one of the factors attracting new growth. The average Clarksville home sold for just under \$156,000 in 2018, according to Attom Data — which is nearly \$100,000 below the U.S. median home price in the same year. Montgomery County's natural beauty coexists with a growing economy, small businesses, affordable entertainment and dining, and a strong sense of community spirit.



As the community continues to grow over the next 10 years, it is important to understand where the growth is occurring in order to acquire land in those areas where the new population will be located. Based on the historical imagery tool in Google Earth Pro, it appears that most of the residential growth is occurring to the southeast and east of Clarksville. This matches with the areas of planned growth depicted in the 2019 Growth Plan, shown below in Figure 4-2. Factors considered in drawing these boundaries were based on physically oriented factors including flood-prone areas, karst topography, known wetlands, soil bearing capacities, areas with excessive slope, areas with unique natural features, and wildlife preservation areas as well as agriculturally oriented areas where development should not be encouraged. In addition to acquiring land in rapidly developing areas near housing, the county should also look to acquire land in these areas that are not considered prime development but could fill needs for open space and natural landscapes that the community desires to have recreational access to.

Figure 4-2: 2019 Growth Plan



Source: Clarksville Montgomery County Growth Plan: A Strategy for Balanced Growth



## 4.6 Service Areas Analysis

As identified in the LOS, there is a need to acquire and develop an additional **981 acres by 2030** to meet the 10 acres per 1,000 population LOS goal. As summarized in Table 4-3: Potential Partner/Strategy to Increase Acreage by Park Type, the County will need a variety of partners to meet the land acquisition and development goals. When determining locations for new parklands, the consulting team analyzed the current park service gaps in relationship to the population. Figure 4-1 illustrates the service radiuses around all the existing County owned and non-county owned parks used for recreation.

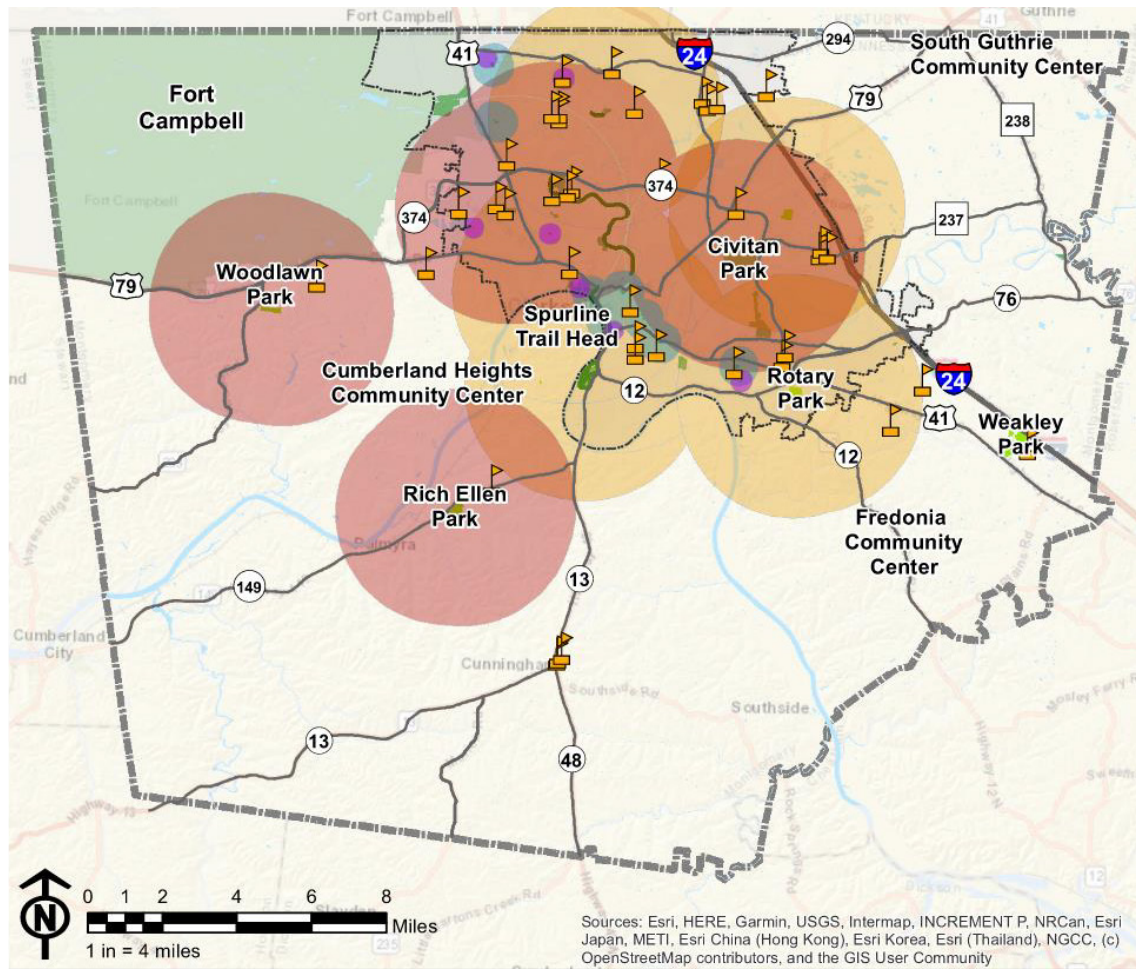
Types of parks recommended, based on the LOS in the near-term:

- Pocket Parks                      ¼ mile service area
- Neighborhood Parks       ½ mile service area
- Community Parks            3 mile service area
- Sport Complexes            3 mile service area





Figure 4-3: Existing Park Service Areas



### Legend

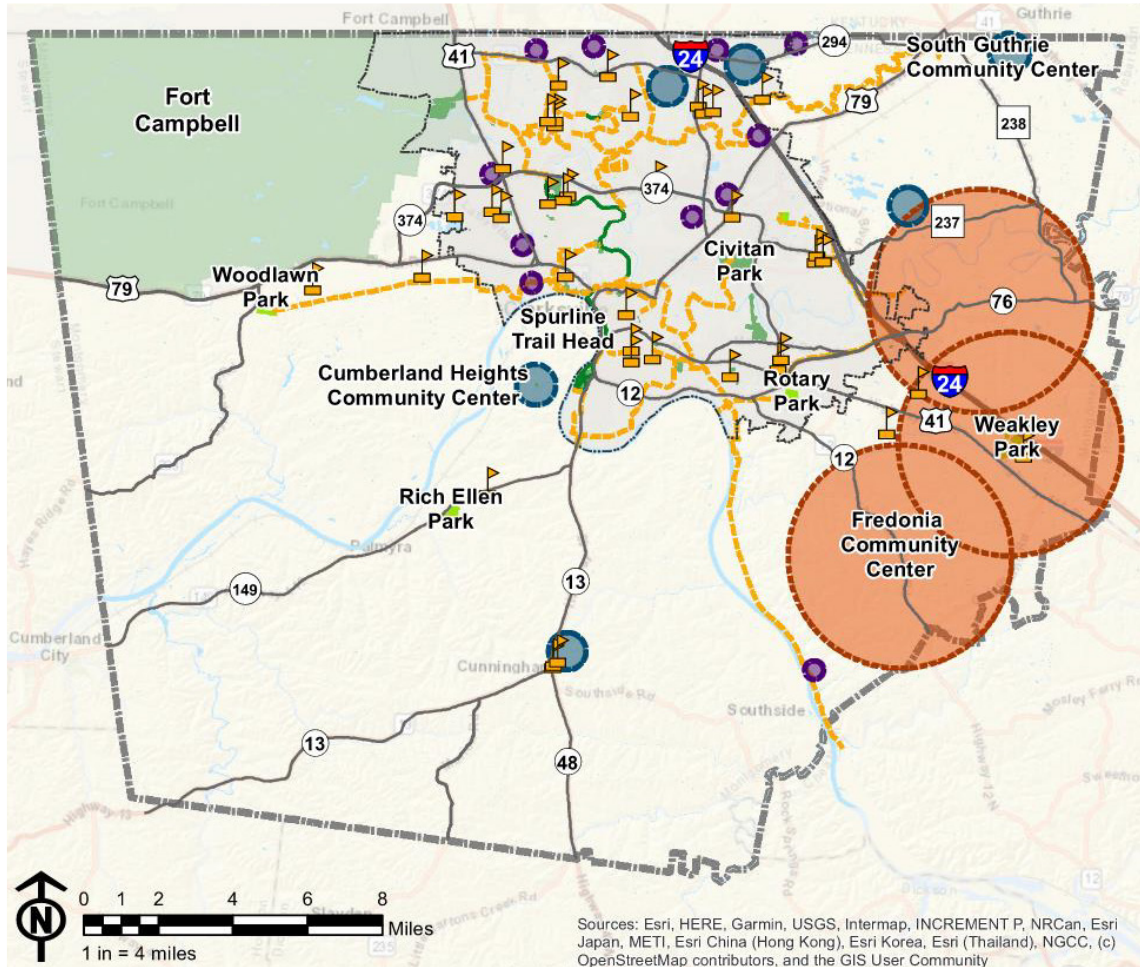
- |   |                   |
|---|-------------------|
| 1/4 Mile Service Areas - Pocket Parks       | Schools           |
| 1/2 Mile Service Areas - Neighborhood Parks | County Parks      |
| 3 Mile Service Areas - Sports Complexes     | Non-County Parks  |
| 3 Mile Service Areas - Community Parks      | Clarksville       |
| Existing Greenway Trails                    | Montgomery County |





Figure 4-4 illustrates the proposed new park location and service areas.

Figure 4-4: Proposed Service Areas



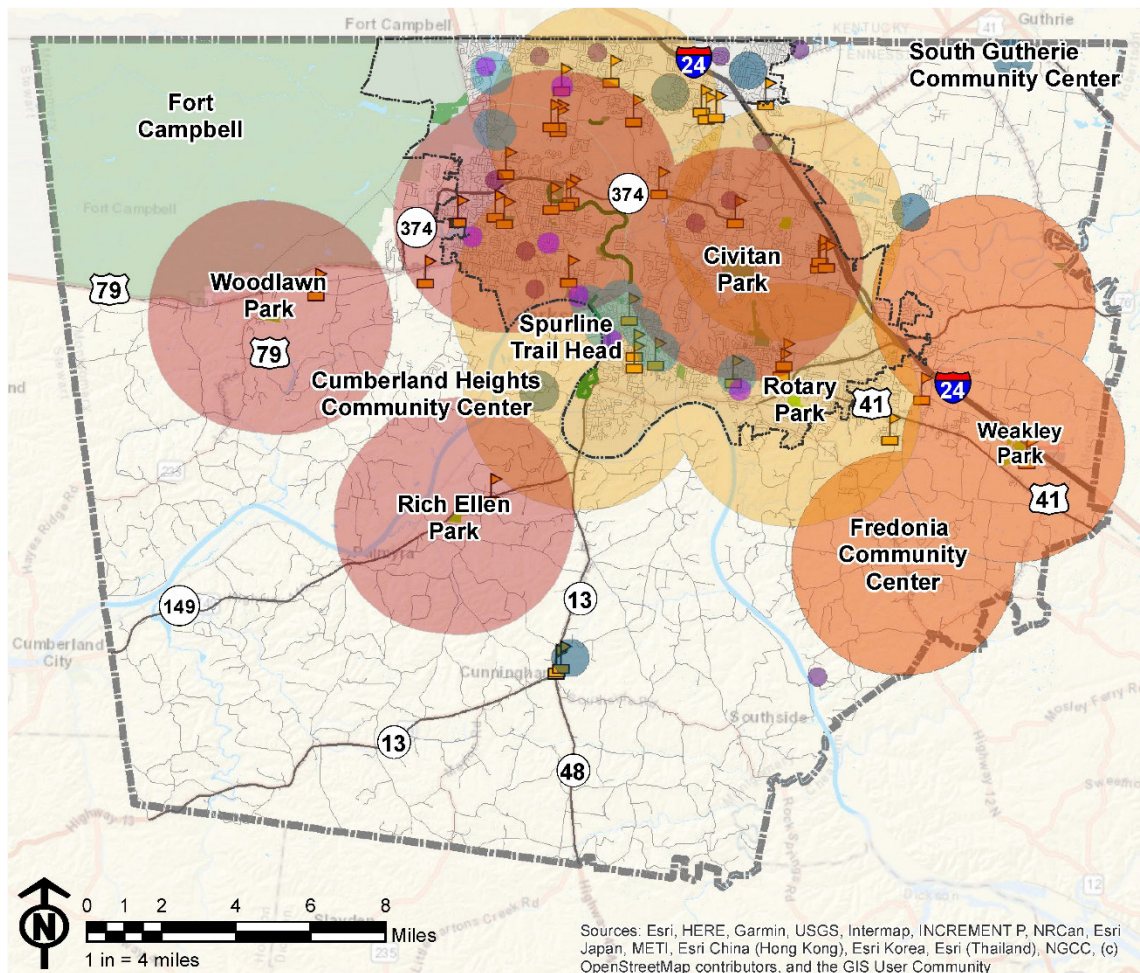
### Legend

- |                                 |                   |
|---------------------------------|-------------------|
| Proposed 1/4 Mile Service Areas | Schools           |
| Proposed 1/2 Mile Service Areas | County Parks      |
| Proposed 3 Mile Service Areas   | Non-County Parks  |
| Proposed Greenways              | Clarksville       |
| Existing Greenway Trails        | Montgomery County |

Figure 4-5 illustrates the existing and proposed new park locations. A larger, 11 x 17 version of the plan is provided in the Appendix of this document, along with Figure 4-4 that includes only the proposed service areas.



Figure 4-5: Existing and Proposed Service Areas



### Legend

<span style="background-color: #FFD700; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> 1/4 Mile Service Areas - Pocket Parks	<span style="background-color: #FFA500; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> Proposed 1/4 Mile Service Areas	<span style="background-color: #90EE90; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> County Parks
<span style="background-color: #ADD8E6; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> 1/2 Mile Service Areas - Neighborhood Parks	<span style="background-color: #4682B4; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> Proposed 1/2 Mile Service Area	<span style="background-color: #3CB371; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> Non-County Parks
<span style="background-color: #DC143C; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> 3 Mile Service Areas - Sports Complexes	<span style="background-color: #FF8C00; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> Proposed 3 Mile Service Area	<span style="color: #FFD700;">▲</span> Schools
<span style="background-color: #FFD700; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> 3 Mile Service Areas - Community Parks	<span style="color: #008000;">—</span> Existing Greenway Trails	<span style="border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> Clarksville
		<span style="border: 2px solid black; display: inline-block; width: 15px; height: 10px;"></span> Montgomery County

When analyzing the service area, it is important to consider where homes are located. In the rural, less populated areas, having gaps in service is acceptable. In more populated areas with gaps, the planning team recommends adding parks in the north area. To address new growth in the southeastern parts of the community, expand Fredonia Community Center, add land at Carmel as planned, and provide more facilities at Weakley. These improvements will begin to address the gaps in this area.



As noted in Table 4-3: Potential Partners/Strategies to Increase Acreage by Park Type, opportunities to partner with schools could be a win-win for the community. Consider improving and adding additional sport fields at Central High, for example, to help address the deficits identified in the County.

## 4.7 Trail Recommendations

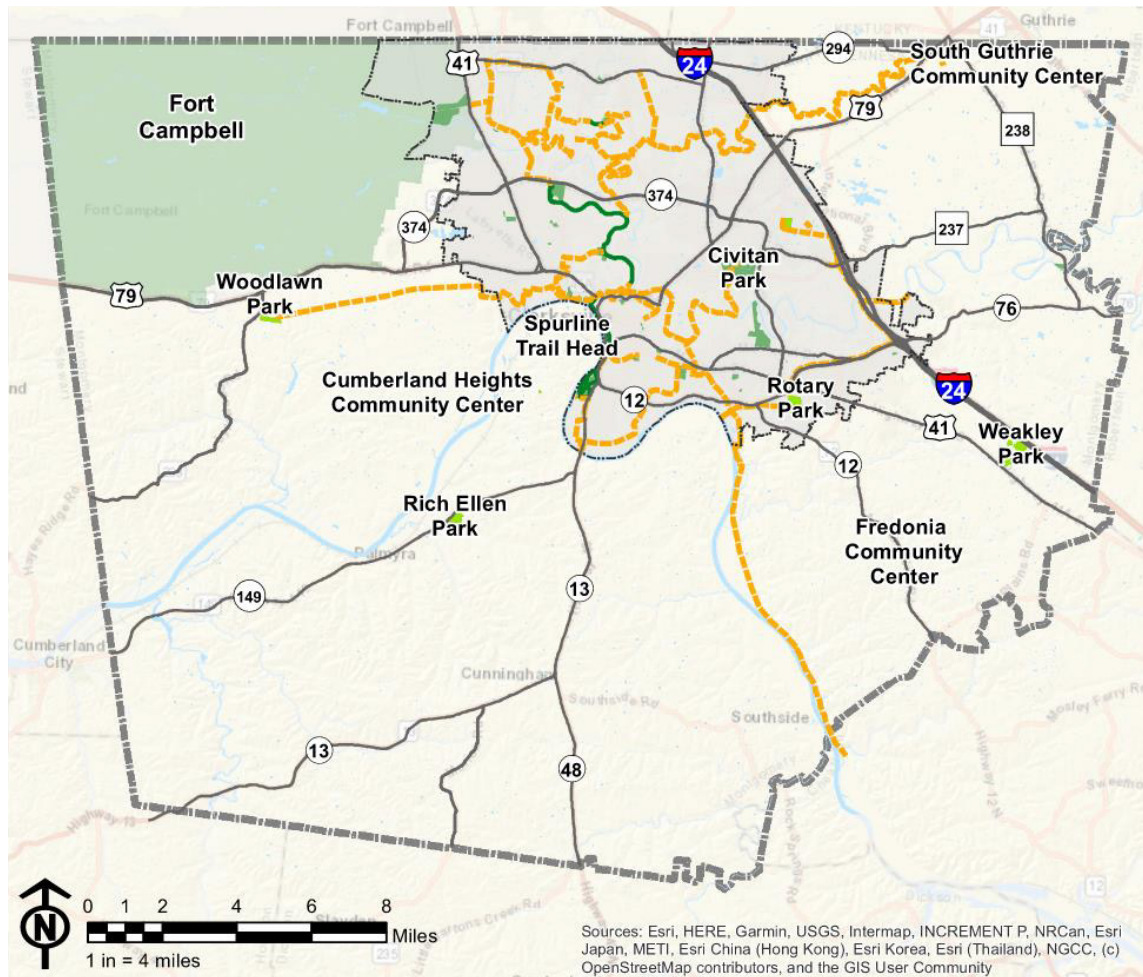
During the public input process, many residents expressed a strong desire for more paved and unpaved trails. The development of new greenways and trails should be a priority for the County with both qualitative and quantitative data showing that trails are the top five most important and most desired recreation facility. These multi-use trails need to be inside the parks and connect residents to the parks. To address this need and desire to connect residents to the parks, the consulting team has included an overall greenway plan based on the *Clarksville-Montgomery County Greenway, Blueway Master Plan (GBMP) 2014 Update*. The GBMP includes design standards with suggestions on safety, signage, maintenance, and other recommendations. The GBMP recommends approximately **96 miles of new trails** and identifies several high priorities routes. Among the high priority routes is the old railroad corridor with connections in downtown Clarksville through the southern part of the county to Cheatham County. The trail runs parallel to the Cumberland River and it is approximately 8.3 miles long with the County limits. This trail and expansion to the north should be coordinated with neighboring counties (Hopkinsville and Cheatham County) to create a cross-jurisdictional trail that will be a regional attraction.

On the following page is an overall plan of the existing greenway system and the proposed routes. A larger, 11 x 17 version of the plan is provided in the Appendix of this document.





Figure 4-6: Overall Greenway Plan



### Legend

- Proposed Greenways
- Existing Greenway Trails
- County Parks
- Non-County Parks
- Clarksville
- Montgomery County



*"People living within a 10-minute walking distance of a park have a higher levels of physical activity and lower rates of obesity."*

*-Grow HM, Saelens BE, Kerr J 2008 article: "Where are youth active"*

Park space within walking distance is an important element in providing quality recreation experiences and in increasing the health and fitness of the community residents. People will walk down the street to a park after dinner to exercise or let their children play but are much less likely to do so if they must get in a car. Generally accepted standards for how far people are comfortable walking to a park indicate ¼ mile is acceptable and ½ mile is the maximum people are typically willing to walk. This assumes that there is a safe sidewalk or trail that can be used; otherwise the distance does not matter as people will not walk when it is not safe.

#### *Possible Nature/Wildlife Park Amenities-*

- *Interpretive Center with informational and educational displays*
- *Gardens, meadows and habitats that focus on specific native flora and fauna*
- *Fishing Facilities*
- *Kayak and Canoe Launches and trailheads*
- *Restrooms*
- *Hiking Trails*
- *ADA Accessible Trails*
- *Overlooks and Observation Areas*
- *Picnic Tables*
- *Camp Sites*

#### ***Nature/Wildlife Park***

As land in Middle Tennessee is converted to development at an unprecedented pace, the citizens of Montgomery County are starting to recognize that the natural beauty of the countryside that was once so abundant may not stay that way much longer. Citizens of Montgomery County have realized the relief from the pressures of urban living that nature parks can provide and how important it is to begin the work of setting aside these lands for the future. Natural areas can include forests, meadows, hills, hollows or caves, and rivers or streams to explore and enjoy. The benefits and recreational opportunities found in natural area parks are many - environmental education and outdoor recreation programs, physical fitness, and as mentioned above, an escape from the pressures of urban living.

We do not have to look far to find examples such as Bowie Nature Park in the City of Fairview, Bells Bend Park and Warner Park in Davidson County, or Timberland Park in Williamson County, and State of Tennessee Natural Areas. This type of nature park will conserve the natural heritage of Montgomery County for the perpetual benefit of the community.

These parks come with a different set of needs from the traditional parks that Montgomery County provides. Stewardship and best practices of natural resource management are combined to maintain and enhance biological diversity and significant natural features. Natural areas are ideal locations for nature programs and wildlife observation, outdoor recreation activities, and research projects. Natural areas have a positive impact on clean air, water quality, and the physical and mental health of the community. Of course, they will require compliance



and enforcement of public use policies, but they will also require invasive plant control and eradication, prescribed burns, and scheduled mowing of fields and meadows for wildlife habitat improvement that is new to the County Parks and Recreation Department.

#### ***Montgomery County Conservation Task Force***

As has been mentioned throughout this plan, Montgomery County will need to develop partnerships to help move this plan forward, and that is also required to develop a land conservation program. Community education around the benefits of conservation and tools available to property owners, like conservation easements and land donations, will be needed to lay the groundwork. Luckily, Middle Tennessee is home to many entities who are experienced in the conservation effort.

A Conservation Task Force should be formed, filled with members of the Montgomery County community with an interest in conservation, and supported with technical advice from the agencies listed below. This committee would be tasked with setting conservation targets and moving forward on implementing the plan and improving conservation education and land preservation efforts in the county. The committee could sponsor events like “Conservation Day” where they could hold a festival at the Ray Bourne Nature Center and ask the agencies below to set up booths to contribute to conservation education.

Possible partners to help support local community leaders could include, but are not limited to:

- TennGreen Land Conservancy
- The Nature Conservancy of Tennessee
- The Land Trust for Tennessee
- Cumberland River Compact
- Austin Peay State University
- Tennessee Wildlife Resources Agency
- Tennessee Agricultural Extension

#### ***Canoe/Kayak Access Points***

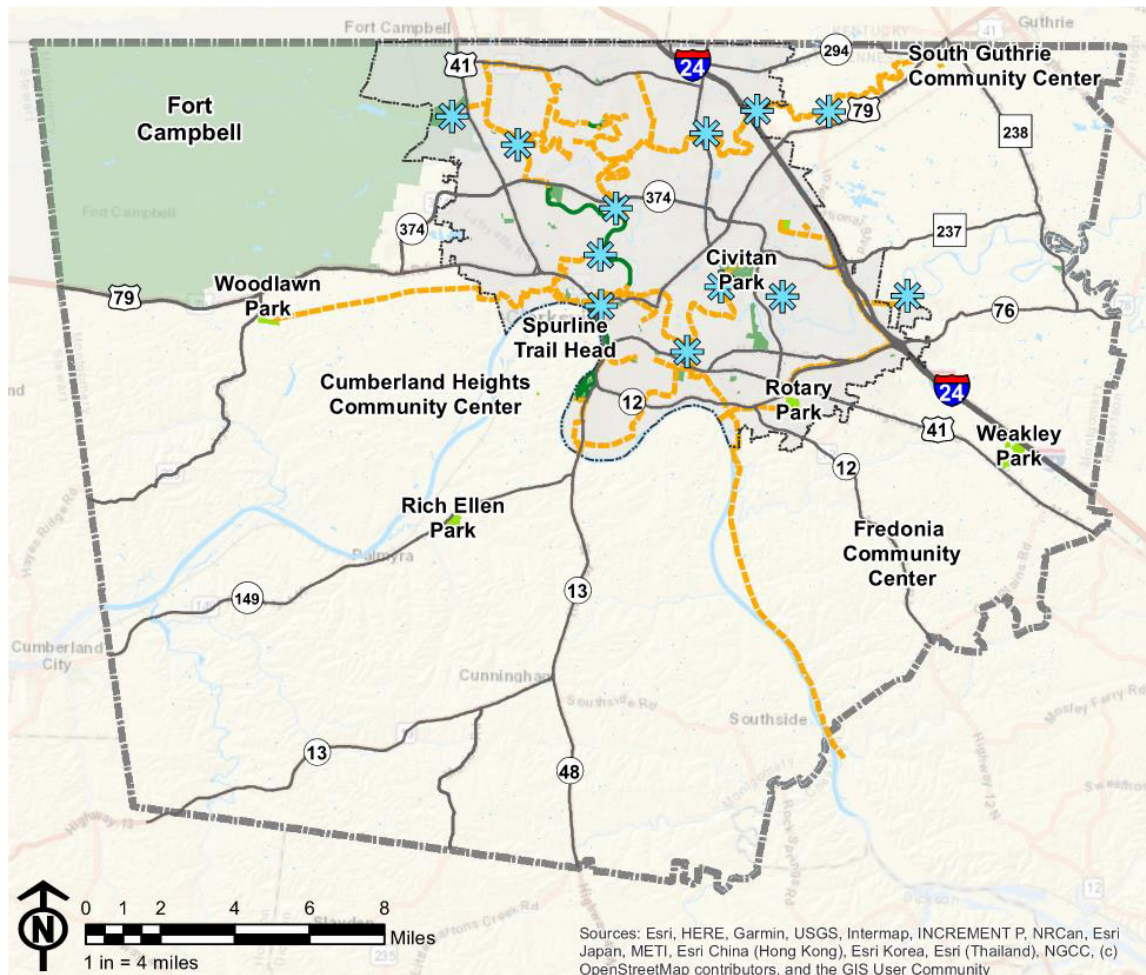
Another facility that emerged as a top priority during the public input process was canoe/kayak water access points. Potential locations for the access points were identified in the 2014 Clarksville-Montgomery County Greenway and Blueway Master Plan. See Figure 4-7 for the general location of the 12 blueway access points identified in the plan. The consulting team












recommends that the Parks Department focus on designing and constructing four access points: two on Spring Creek and two on Little West Fork. In addition, work with the City of Clarksville focus on completing the other access points identified in the master plan.

Figure 4-7: Blueway Access Points



### Legend

-  Blueway Access Points
-  Proposed Greenways
-  Existing Greenway Trails
-  County Parks
-  Non-County Parks
-  Clarksville
-  Montgomery County



### ***Summary***

In summary, Montgomery County has achieved a great deal of success in recent years. The Parks Department has overseen the construction of several significant parks and facilities. While a lot has been achieved in a short time, much more is needed. Based on the analysis, a large amount of parkland and facilities is required to achieve the recommended levels of service. The consulting team provides several strategies and recommendations to address the parkland and facility deficiencies. These needs will demand even more of already burdened staff who are not only managing construction, but are also overseeing programming, rentals, maintenance and other tasks. In the next section, operations and maintenance recommendations are provided, which outline the organization needs and will help guide the Parks Department as they work to provide parks and recreation in this growing community.

# Program Service Guidelines

05



*Civitan Park*



*July 2021*

## Comprehensive Parks and Recreation MASTER PLAN

PREPARED BY:



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## 05 OPERATIONS AND MAINTENANCE

Understanding the operations and maintenance of the system is an important component of the total cost of ownership concept and is necessary to ensure a high quality and financially viable parks system. When thinking about operations and maintenance, it is critically important to view the financial sustainability of the Montgomery County Parks and Recreation system through the concept of “Total Cost of Ownership” as shown in the graphic to the left. The following sections provide an analysis of the Parks Department and recommendations to help guide the organization as it works to meet the needs of a growing community.

### 5.1 Parks Maintenance

Parks, facilities, and amenities that are clean and functioning efficiently are a critical element to delivering high quality programs and services. Parks have played a major role in the livability of Montgomery County since its inception. Today, the park system consists of approximately 362 acres of developed parks with 30% of that acreage being classified as sports complexes, including 27 athletic fields (baseball, softball, and multi-purpose fields).

#### *Maintenance Modes and Standards*

Regular maintenance requires unit-based quantification for most major resource requirements and provides the methods for projecting future resource needs. The County’s maintenance efforts are expansive and address diverse aspects of maintaining high quality facilities, amenities, and infrastructure to preserve the integrity of public assets and their meaningful use. The prevailing objectives of a standards-based park maintenance program are presented below but not in order of importance:

- Maintain and improve the sites, grounds, facilities, and structures of the County Parks and Recreation system to provide optimal and enjoyable use.
- Provide landscaping and general maintenance for a multitude of County amenities, including but not limited to,





landscaped beds and turf, urban open spaces, urban forests, and selected County park buildings and structures.

- Be responsive to maintenance needs of the County's nature parks and trails. Particular attention must be paid to access points, trail repair, erosion control, and trash removal.
- Protect and preserve the value of County assets so that long-term maintenance costs are minimal due to extending the service life of those assets.

Many of the objectives assigned to the Parks maintenance teams go beyond the traditional responsibilities of park maintenance employees. It is recommended that all park maintenance agencies adopt a system of grounds maintenance levels wherein functions are organized into a tiered structure with three different levels of service. These levels are referred to as maintenance modes, and each has a unique standard that dictates routine maintenance tasks and their frequency. The appropriate maintenance mode is assigned to each park or site, which creates a framework for organizing and scheduling tasks and responsibilities at each location. A description of each of the maintenance modes is provided below:

#### MODE/LEVEL 1



#### *Maintenance Mode/Level 1*

Maintenance Mode/Level 1 (Mode/Level 1) applies to parks or sites that require the greatest level of maintenance standard in the system. These parks or sites are often revenue-producing facilities, such as sports complex parks, where the quality and level of maintenance have a direct impact on the park facility's ability to maximize revenue generation.

#### MODE/LEVEL 2



#### *Maintenance Mode/Level 2*

Maintenance Mode/Level 2 (Mode/Level 2) applies to parks or sites that require a moderate level of effort and maintenance standards in the system. These include developed and undeveloped parks with amenities that are heavily used such as community and neighborhood parks and special-use facilities.

#### MODE/LEVEL 3



#### *Maintenance Mode/Level 1*

Maintenance Mode/Level 3 (Mode/Level 3) applies to parks or sites that require a nominal level of effort and maintenance standards in the system. These generally include nature parks with minimal amenities.





### ***Maintenance Management Plan and Performance Measures***

Through the review of data and workshops with staff, the PROS Consulting team determined that MCPR's parks maintenance operation:

- Does generally operate within the maintenance modes identified previously.
- Follows a formalized maintenance management plan that includes routine parks and grounds maintenance standards with task, frequency, and season of year.
- Does not track the performance of the work against a set of defined outcomes as well as the costs expended to achieve each outcome.

A maintenance management plan is typically memorialized within a work order management system.

### ***Work Order Management System***

Parks maintenance in Montgomery County does not currently utilize a work order management system, and MCPR should consider the implementation of such a system to document maintenance and asset replacement schedules as well as the performance of work completed. A work order system should be used to track lifecycle maintenance requirements that are tied to weekly and monthly work orders. This will help the staff to stay ahead of preventative maintenance and limit breakdowns. Further, utilizing the system will provide staff the necessary "actual cost" data for work being performed. The typical components of a work order management system are as follows:

- Schedule Work Activities
  - Provides a detailed framework for asset management by incorporating GIS into the asset repository. Allows for grouping of assets by location, type, age, or other key parameters. These groupings can then be used to create maintenance activities such as preventive work, reactive work, tests, or inspections.
- Mapping Tools
  - ArcGIS maps are an integral part of the work management process. This allows for the creation of map visualizations of database queries including open work orders, service requests, or work orders of a specific type and assignment. These tools empower both management and staff to interact with asset data.



- Data Mobility
  - Includes a variety of tools to help maintenance staff access and update valuable information while in the field.
- Asset Management
  - Provides the ability to track work performed on any asset at any given time throughout its lifecycle. Users can easily search for active work orders and view them dynamically on the GIS map. Users can track overdue work orders and monitor work associated with a specific task, contractor, or project.

### *Equipment*

Staff does not lack the necessary equipment or resources to perform tasks at a high level; however, they do lack the heavy equipment necessary to perform work associated with special projects (light construction).

### *Cost of Service/Third Party Contracting of Services*

Given the “varying” cycles of the economy, it is imperative that MCPR continually evaluate the capacity and cost of service in the private sector. Currently, Parks does not track unit activity costs and therefore cannot analyze the unit cost to perform work internally against the unit cost to perform work by a third-party vendor. Without this level of analysis, MCPR is unable to determine if it is more effective and efficient to perform work “in-house” or to “contract it out.”

### *Staffing Levels and Standards*

Montgomery County does not currently have best practice park maintenance staffing level standards in place. It is recommended that MCPR utilize the following as a guide as it continues to reorganize and expand the department as necessary to provide safe and clean parks that provide high quality experiences.

*MCPR is in need of 1 additional FTE to maintain its current community park acreage at a Level 2 standard*

- **Community Parks:** 80 annual labor hours per acre maintained at a level 2 standard.
  - MCPR maintains 161 acres of community park land
  - Annual labor hour requirement based on standard = 12,900
  - 12,900 annual labor hours = 6 full time employees (FTE)
  - MCPR 2021 Community Park Staffing Level = 5 FTE
  - **MCPR is in need of one additional FTE to maintain its current community park acreage at a Level 2 standard**



*MCPR is in need of 2 additional FTE to maintain its current athletic field inventory at a Level 1 standard*

- **Sports Complex Parks:** 2,080 labor hours for every four athletic fields maintained at a level 1 standard.
  - MCPR maintains 27 athletic fields
  - Annual labor hour requirement based on standard = 14,000
  - 14,000 annual labor hours = approximately 7 FTE
  - MCPR 2021 Athletic Field Staffing Level = 5 FTE
  - **MCPR is in need of two additional FTE to maintain its current athletic field inventory at a Level 1 Standard**

Managing and maintaining a park system using labor hours per acre as a guide allows management to achieve the right balance between work performed in-house and work performed by third party contractors.

An additional staffing need within the Parks Division is a mechanic to manage and maintain park-related equipment, in particular, the specialized equipment related to the maintenance of athletic fields.

*As a best practice guideline, the ratio of personnel-to-non-personnel expenditures for annual parks maintenance budgets is 65% personnel-to-35% non-personnel.*

**As a best practice guideline, the ratio of personnel-to-non-personnel expenditures for annual parks maintenance budgets is 65% personnel-to-35% non-personnel.**

#### ***Cost Avoidance***

Maintenance operations are typically spent in divisions that do not have direct revenue sources that can offset expenditures. There are opportunities, however, to reduce expenditures through the following strategies.

- **Adopt-a-Trail Programs:** These are typically small-grant programs that fund new construction, repair or renovation, maps, trail brochures, and facilities (bike racks, picnic areas, birding equipment, etc.), as well as provide maintenance support. These programs are similar to the popular “adopt-a-mile” highway programs most states utilize. Adopt-a-trail programs can also take the form of cash contributions in the range of \$12,000 to \$16,000 per mile to cover operational costs.
- **Adopt-a-Park Programs:** These are small-grant programs that fund new construction and provide maintenance support. Adopt-A-Park programs can also take the form of cash contributions in the range of \$1,000 to \$5,000 per acre to cover operational costs.
- **Operational Partnerships:** Partnerships are operational funding sources formed from two separate agencies, such as two government entities, a non-profit and a public agency, or a private business and a public agency. Two partners jointly share



risk, operational costs, responsibilities, and asset management based on the strengths of each partner.

## 5.2 Programs and Services

Currently, MCPR provides limited formal programming to County residents, and the services it provides focus on the rental of public spaces such as athletic fields, pavilions, picnic shelters, and indoor event space.

### *Park and Facility Rentals*

A review of the policies and procedures that govern park and facility rentals provide adequate guidelines. A more robust set of best practice guidelines has been provided in the Appendix A.5 of the document.

### *Recreation Programs*

As MCPR embarks on the development of a more robust set of formal program offerings that are aligned with the priorities of County residents, it is imperative to establish a recreation program plan that is governed by a set of standards. Best practice program standards have been provided in the Appendix A.6 of the document.

### *Staffing Levels for Park and Facility Rentals*

Current staffing levels for the facilitation of rentals must align with the spaces and places that the County has available for rent and the desire of the community to utilize these spaces for their own personal exclusive use. There is not a best practice staffing level standard that governs staffing levels for this function; however, excellent customer service, including, in some cases, the need to provide supervision and security, and exceptionally clean facilities are the keys to facilitating a private rental of space. It must be noted that parks and facilities are available to be rented at all hours of the day, seven days per week.

Residents would benefit from the addition of one additional FTE to assist with the day-to-day execution of facility rentals.

### *Staffing Levels for Recreation Programs*

As noted previously, the Department is embarking on the development and facilitation of formal programming to the community and should add one additional FTE to develop, administer, and evaluate programs that meet the highest needs of residents.



### 5.3 Organizational Functionality

MCPR is currently in need of reorganizing and expanding its operations in an effort to function more effectively and efficiently in response to the growth of the county and its recreational needs as well as the expansion of the parks and recreation system.

The current organizational structure and staffing capacity has served County residents well; however, there is significant opportunity to enhance the operations to better meet community need.



Figure 5-1: Current Organizational Structure – Fiscal Year 2021

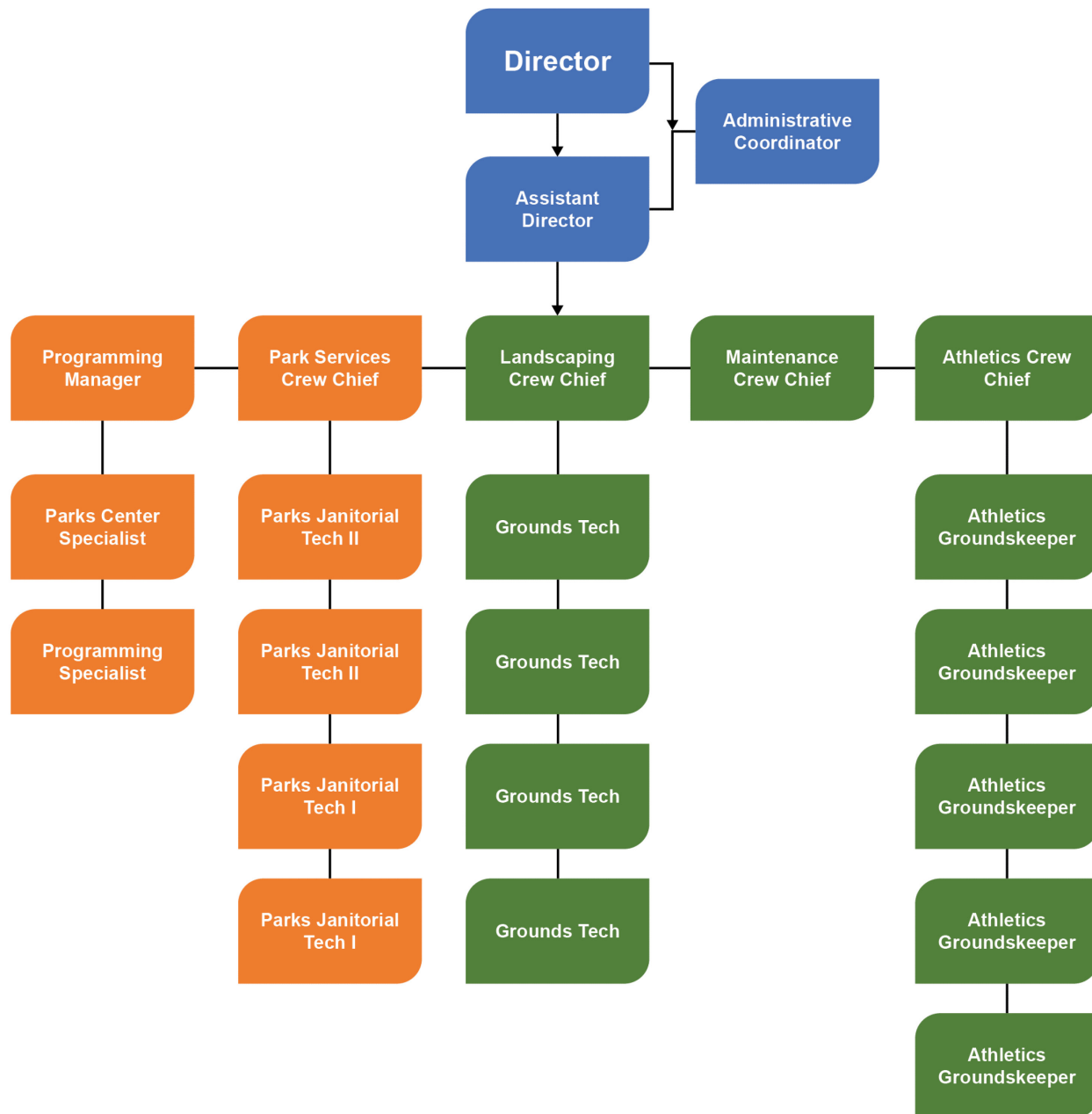


Figure 5-1 illustrates the current organization structure and Figure 5-2 shows the proposed structure with new positions having a dashed outline and lighter in color.

#### Staffing Recommendations

- As shown on Figure 5-2, create two operations manager positions reporting to the Assistant Director – one to oversee





parks maintenance and one to oversee recreation programs and services.

- This would create continuity of operations without creating redundancy and cover the duties of the Assistant Director in his/her absence.
- As noted previously, there is a current staffing need for:
  - Three additional FTE for parks, athletic fields, and grounds maintenance.
  - One park maintenance mechanic.
  - One rental support technician.
  - One programming specialist.
- Emerging functions that should be addressed to allow MCPR to operate more in-line with best practices through increased staffing capacity include:
  - General supervision and administration of a larger workforce.
  - Addressing a current gap in service related to managing safety and risk.
  - Implementation of work order management system and marketing plan.
- These proposed improvements would:
  - Allow staff to be responsible for departmental assets as well as responsive to caring for municipal assets and related functions.
  - Create the development of cross-training opportunities that typically increase efficiency and provide for “multi-tasking” across a diversity of related assignments.

An updated version of the proposed organizational chart that illustrates the immediate expansion of MCPR staffing capacity by Fiscal Year 2023 is shown on the following page.



Figure 5-2: Proposed Organizational Chart - Fiscal Year 2023





It is anticipated that, if approved, the addition of the 11 new positions, as shown above, will be prioritized further and “spread out” over the next two fiscal years.

***Future Organizational Chart by Fiscal Year 2028***

Given the projected growth of the County and the parks and recreation system as well as an increase in the need for recreation programs, services and experiences, it is important to note that the MCPR will need to continue to add staffing capacity.

The following chart provides a viewshed into the proposed organizational structure for MCPR by Fiscal Year 2028.

Figure 5-3: Current Organizational Structure – Fiscal Year 2021





Please note, it is understood that the growth of the department's staffing levels must be aligned with the growth of the parks and recreation system as well as the programs, services, and experiences provided to County residents.

## 5.4 Marketing

MCPR utilizes a number of marketing strategies to inform County residents of the offerings of the community. As shown in Section 3, the residents of Montgomery County have distinct preferences for the ways in which they receive information about parks and recreation services. The development and execution of a marketing plan should utilize the following digital methods to inform residents about parks and recreation programs, services, and facilities.

- Email
- Instagram
- Twitter
- Facebook
- County Website

The consulting team recommends that MCPR develop a marketing plan that includes the following key considerations:

### *Brand Identity*

MCPR would greatly benefit from the development of a branding plan to identify and communicate to all staff what the brand stands for, its future vision, and the brand attributes that need to be developed as a part of “telling the story” to future partners and sponsors.

### *Marketing Return on Investment*

Given the limited marketing dollars and available staff time, MCPR should expand its marketing return on investment (ROI) assessment to evaluate the effectiveness of the multiple marketing mediums used. An emphasis needs to be placed on developing MCPR goals and metrics against which marketing initiatives can be measured and observed in survey results. The Department should eliminate mediums that are ineffective in driving awareness and participation.

### *Technology/Website*

The consulting team recommends enhancing use of technology for promotions and marketing. A number of program areas



would benefit from a MCPR Smartphone App and using short message service (SMS) marketing as other avenues to promote outreach using technology.

Developing a Smartphone App could provide opportunities to list facilities and parks based on global positioning system (GPS) locations, programs, rentals, online registration links, contact info, hours of operations, etc.

### ***Target Marketing Strategies***

All marketing plans should incorporate target marketing strategies that are focused in the following areas:

- Mass marketing: The target market for this kind of strategy is a large, varied group of people for such special events that appeal to all County residents.
- Differentiated marketing: The target market for this strategy is large groups of people within a targeted market who share specific character traits such as age specific programming.
- Niche marketing: For this kind of target marketing, the County targets a smaller, select group of people who share particular interests in a specific type of program or service, such as fitness, senior, and day camp programs.
- Micromarketing: This strategy involves offering customized and individualized services to County residents, such as facility rentals/reservations for after-proms or birthday parties.

## **5.5 Cost of Service Planning**

The Department should consider developing a true cost of service process to help them manage cost in the most efficient manner. Zero-Based Budgeting is a process that many best practice agencies use to determine how to manage in the most effective and efficient manner. The Zero-Based Costing process is outlined below and should be followed by the Department for the future as they move to a costing model.

### ***Zero-Based Review Cost of Service Analysis***

The Zero-Based Review (ZBR) method is a standardized approach to review programs and services across business functions to ensure that every dollar spent on parks and recreation contributes toward building the County, where citizens have said they desire to live.





The following provides the details on the process and approach to be taken for establishing ZBR within MCPR. This process does the following:

- Presents a comprehensive description of the method for a ZBR process.
- Identifies the types of analyses that must be undertaken and the key questions that must be answered within the context of a ZBR at various phases.
- Specifies outcomes for each phase of the ZBR review; and
- Describes the roles and responsibilities of those involved in the execution of a ZBR as well as the overall governance model for ZBRs.

### *Key Definitions*

Efficiency is the relationship between inputs (typically expressed in terms of cost) and outputs (programs and services). Efficiency is concerned with the cost per unit of outputs produced; an efficient municipality produces the maximum outputs possible (programs and services, typically expressed in terms of quantity) with the resources available to it.

Effectiveness is the relationship between outputs and outcomes. Effectiveness is concerned with the achievement of outcomes as defined by citizen priorities and long-term organizational goals. An effective delivery system achieves the most advantageous/optimal intended outcomes given the outputs delivered.

### *Zero-Based Review Overview*

A ZBR is an evaluation process through which a department's services are systematically reviewed to determine the most appropriate way to provide them and at what level. The objective is to provide options and recommendations to address two key service delivery questions:

- Effectiveness: Whether any changes to services would help to achieve greater results within currently available resources.
- Efficiency: Whether any changes to the current method of delivering services would improve the cost effectiveness of the service.

Given this objective, the ZBR method is centered on six main information sources (which are further described):

- Implications of key County policies



- Legislation and regulation
- Benchmarking
- Performance measurement data
- Citizen, client, and customer input (demand for the service)
- Market information (alternative suppliers of the service).

Based on these sources of information, each ZBR must minimally address five areas of analysis:

- Service Rationale - Do we need to provide this service?
- Service Level and Scope - What quality and quantity of service do we need to provide?
- Service Effectiveness - Is the service achieving its intended outcomes?
- Efficiency - Is the cost per output reasonable?
- Service Funding - Is the funding sustainable?

The result of the ZBR is an overall assessment of services in relation to the questions immediately above and the development of a series of business cases for efficiency and/or effectiveness improvements to select services.

## 5.6 Key Performance Indicators

The quantitative use of performance measures informs organizations about how successfully their products and services perform, their intended outcomes, and the processes that produce them. They are a critical tool that assists in the understanding, management, and improvement of organizations. Performance measures provide organizations with the information necessary to make intelligent decisions about work that is performed.

Performance measures can tell us:

- How work is being performed successfully
- If there is statistical control of the processes
- If goals are being met
- If and where improvements are necessary
- If customers are satisfied

Performance measures in recent years have become the backbone of successful organizations. They have moved beyond the simple collection of facts that measure volume of work. The key components of modern performance measurement are:



- **Outcomes** are the benefits or changes for participants in programs or recipients of services during or after the program or strategy is implemented.
- **Inputs** are the physical, financial, and human resources allocated to or consumed to do work.
- **Activities** are what the program or strategy does with the inputs provided. Activities include the tasks, steps, methods, techniques, and operations performed.
- **Outputs** are the services resulting from the implementation or accomplishment of work.
- **Efficiency** is measured by the unit cost required to perform the work in terms of dollars. “How well did the organization ‘use’ the budget to perform work?”
- **Effectiveness** is a service quality measure of the work performed. Effectiveness is measured in percentage of work completed.

## 5.7 Commission on Accreditation for Park and Recreation Agencies



The Commission for Accreditation of Park and Recreation Agencies (CAPRA) accredits park and recreation agencies for excellence in operation and service. Charged with providing high quality services and experiences, park and recreation agencies across the United States turn to CAPRA Accreditation as a credible and efficient means of achieving a quality operation, while providing assurance to the public that the agency meets national standards of best practice. Agency accreditation is available to all entities administering park and recreation systems, including municipalities, townships, counties, special districts and regional authorities, councils of government, schools, and military installations.

### *Benefits for the Public*

- Assurance and validation of well-administered services in accord with approved professional practices
- Potential for external financial support and savings to the public
- External recognition of a quality governmental service
- Holds an agency accountable to the public and ensures responsiveness to meet their needs
- Improves customer and quality services



### ***Benefits for the Agency***

- Public and political recognition
- Increased efficiency and evidence of accountability
- Answers the question, "How are we doing?", through extensive self-evaluation
- Identifies areas for improvement by comparing an agency against national standards of best practice
- Enhances staff teamwork and pride by engaging all staff in the process
- Creates an environment for regular review of operations, policies, and procedures, and promotes continual improvement
- Forces written documentation of policies and procedures

There are currently 183 agencies nationwide that are accredited. The Montgomery County Parks and Recreation Department has the opportunity to be accredited within the next 10 years. Accreditation is based on an agency's compliance with 154 standards for national accreditation. To achieve accreditation, an agency must comply with all 36 Fundamental Standards and 106 (90%) of the 118 Non-Fundamental Standards upon initial accreditation.

In conducting an analysis of the administrative policies and procedures that govern the Montgomery County Parks and Recreation Department, a self-assessment utilizing the CAPRA standards was conducted. The self-assessment provides a strong analysis of its readiness for application for CAPRA Accreditation and gives the Department a road map on where to focus if efforts going forward.

# Implementation Plan and Funding Strategies 06



*South Guthrie Community Center*

*July 2021*

## Comprehensive Parks and Recreation MASTER PLAN

PREPARED BY:



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## 06 IMPLEMENTATION PLAN AND FUNDING STRATEGIES

The implementation plan begins with the guiding mission statement, goals, and objectives. The action items build recommendations identified in Section 4: Park Facilities and Recommendations and add timeframes with potential cost. This section also identifies funding strategies.

### 6.1 Mission, Goals and Objectives

In developing a master plan, it is important to have a mission that will guide future goals and objectives. The mission of the Montgomery County Parks & Recreation Department **is to develop and maintain quality parks and facilities; preserve open space and natural areas; protect environmental resources; promote healthy lifestyles; and provide recreational opportunities for all visitors and residents of Montgomery County.** During this process, the mission statement was reviewed and determined to still accurately reflect the purpose of the Parks Department.

Guided by the mission statement, goals and objectives were identified. Next, the consulting team worked with Parks Department staff to develop a draft list of priorities, which were divided into short-, mid-, and long-term strategies. Then the steering committee was asked to review the strategies and provide their feedback and ranking of each item.

#### *Short-term Actions (1 to 3 years)*

- Adopt staffing level guidelines and increase staffing capacity as recommended
- Add new facilities, such as basketball courts, multipurpose fields, and tennis courts, throughout the park system
- Construct new restroom buildings and a pavilion at Rotary Park
- Design and construct new restrooms and complete renovations to club house for event space at Weakley Park
- Add new facilities, such as walking trail, playground, pavilion, and multipurpose field, to Fredonia Community Center
- Construct the Stokes Field complex



- Operate the Parks Department within the concept of Total Cost of Ownership to ensure a balance between park development, operations and maintenance, and ongoing capital reinvestment
- Expand greenways and trails to improve connectivity to the parks
- Identify and acquire new parkland
- Work with City Parks Department and Planning Director to require developers to dedicate parkland
- Establish metrics to measure effectiveness and efficiency of work performed
- Develop a marketing plan that educates and promotes the advocacy of citizens on the roles of the County Parks Department, upcoming events, etc., by utilizing direct email, which is the most preferred communication method, followed by social media
- Complete phase 3 improvements at Civitan Park including new banquet hall/meeting room space
- Require in perpetuity a Certified Safety Playground Inspector and conduct regular ADA inspections for compliance
- Identify partners to support and provide programming for those with disabilities
- Fund staff memberships to TRPA and NRPA and encourage staff to attend state and national conferences for continuing education opportunities



***Mid-term Actions (4 to 6 years)***

- Continue maintenance and regular inspections of parks
- Continue to expand greenways and trails to improve connectivity to the parks
- Continue to acquire new parkland ahead of the anticipated future growth in the community
- Track facility and park utilization as well as participation in programs
- Implement a work order management system to document park maintenance and asset replacement schedules as well as the performance of work completed
- Design and construct new blueway access points
- Focus on maintenance standards to provide safe and managed parks that protect the County's capital investment
- Continue to improve parks and create family-friendly amenities, such as trails, playgrounds, and picnic shelters/sites
- Expand programming options per guidelines for program standards
- Conduct a cost-of-service study to ensure that maintenance expenditures are in-line with best practice guidelines and cost recovery goals are being achieved
- Engage the public and conduct a 5-year check-in to review progress and update priorities as needed
- Develop and adopt signage and wayfinding guidelines, and begin implementation
- Create and promote volunteer opportunities at parks

***Long-term (7 to 10 years)***

- Continue to perform regular inspections schedules of surfaces, structures, playgrounds, drainage facilities, lighting, etc.
- Continue to acquire new parkland ahead of the anticipated future growth in the community
- Coordinate with Hopkinsville and Cheatham County to develop a cross-jurisdictional trail that will be a regional attraction
- Create individual master plans for newly acquired property and begin developing new parks
- Consider improvements/expansion to Rotary Park
- Design and construct new blueway access points
- Continue to expand greenways and trails to improve connectivity to the parks
- Install education materials and signage along greenway trails
- Continue to track facility and park utilization as well as participation in programs and adjust offerings as needed
- Collaborate with the Art Commission. Create a policy on art and memorials in parks
- Update the Comprehensive Parks and Recreation Master Plan
- Begin seeking NRPA's Commission for Accreditation of Park and Recreation Agencies (CAPRA) accreditation

**6.2 Preliminary Capital Improvement Plan**

An opinion of cost was developed based on the input from elected officials, staff, and residents, combined with the recommendations for new park facilities. The recommendations and associated costs have been divided into short-term and long-term over a 10-year time frame. The opinion of cost includes items that are basic improvements needed at existing parks and recommendations for improvements on existing undeveloped parks and land acquisition recommendations.

In Table 6.1 (see 11x17 foldout in the Appendix), the costs for the implementation of the recommendations are listed with comments related to the opinion of cost. The budget summary is broken into short-, mid-, and long-term priorities. The total opinion of cost for this capital improvement budget is approximately \$87.8 million over 10 years. This amount does not include staffing, replacement and maintenance costs. The opinion of cost listed is a rough order of magnitude and takes

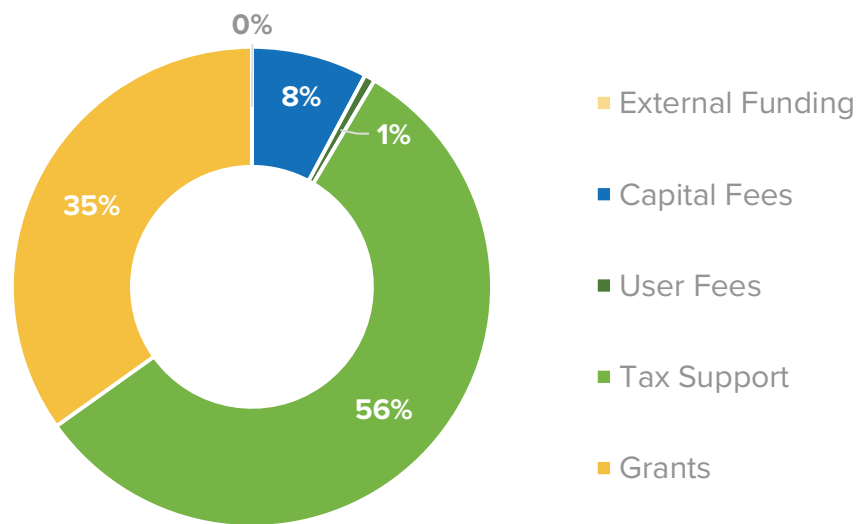


into consideration only general top-level estimates. This chart and opinions should be updated often.

### 6.3 Current Funding Sources

As part of this comprehensive master plan, the consulting team has included the approximate amount of current funding source percentages. The percentage breakdown is provided in Figure 6-2: Funding Source Percentages.

Figure 6-2: Funding Source Percentages



In order to continue to build and maintain the parks and recreation system, funding should be pursued for operations and capital improvement projects, such as those presented in this plan. The following are funding options as specifically defined for Montgomery County based on both the feasibility of implementing that should be vetted as Montgomery County develops its capital improvement program.



Table 6-1: Funding Category - External Funding

Funding Strategy	Funding Description
<b>Corporate Sponsorships</b>	This revenue-funding source allows corporations to invest in the development or enhancement of new or existing facilities in park systems. Sponsorships are also highly used for programs and events.
<b>Crowdfunding</b>	This fairly new web-based source aggregates funds from a group of people who are willing to support a specific project, be it program related or facility related.
<b>Partnerships</b>	Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a county department, or a private business and a county agency. Two partners jointly develop revenue-producing park and recreation facilities and share risk, operational costs, responsibilities, and asset management, based on the strengths and weaknesses of each partner.
<b>Foundations/ Gifts</b>	These dollars are raised from tax-exempt, non-profit organizations established with private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of items, etc.
<b>Private Donations</b>	Private donations may also be received in the form of funds, land, facilities, recreation equipment, art, or in-kind services. Donations from local and regional businesses as sponsors for events or facilities should be pursued.
<b>Friends Groups</b>	These groups are formed to raise money typically for a single focus purpose that could include a park facility or program that will better the community as a whole and the group's special interest.
<b>Irrevocable Remainder Trusts</b>	These trusts are set up with individuals who typically have more than a million dollars in wealth. They will leave a portion of their wealth to the County in a trust fund that allows the fund to grow over a period of time and then is available for the County to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.
<b>Volunteerism</b>	This revenue source is an indirect revenue source in that persons donate time to assist the Department in providing a product or service on an hourly basis. This reduces the County's cost in providing the service plus builds advocacy into the system.
<b>Special Fundraisers</b>	Park and recreation agencies have special fundraisers on an annual basis to help cover the cost of specific programs and capital projects.





Table 6-2: Funding Category - Capital Fees

Funding Strategy	Funding Description
<b>Capital Fees</b>	Capital fees are added to the cost of revenue-producing facilities such as golf courses, pools, recreation centers, hospitality centers, and sports complexes and are lifted off after the improvement is paid off.

Table 6-3: Funding Category - User Fees

Funding Strategy	Funding Description
<b>Recreation Service Fees</b>	This is a dedicated user fee, which can be established by a local ordinance or other government procedures for the purpose of constructing and maintaining recreation facilities. The fee can apply to all organized activities which require a reservation of some type or other purposes, as defined by the local government. Examples of such activities include adult basketball, volleyball, tennis, and softball leagues, youth baseball, soccer, football, and softball leagues, and special interest classes. The fee allows participants an opportunity to contribute toward the upkeep of the facilities being used.
<b>Fees/Charges</b>	The Department must position its fees and charges to be market-driven and based on both public and private facilities. The potential outcome of revenue generation is consistent with national trends relating to public park and recreation agencies, which generate an average 35% to 50% of operating expenditures.
<b>Ticket Sales/Admissions</b>	This revenue source is on accessing facilities such as pools, ice skating rinks, ballparks, and entertainment facilities for self-directed activities. These user fees help offset operational costs.
<b>Permits (Special Use Permits)</b>	These special permits allow individuals to use specific park property for financial gain. The County either receives a set amount of money or a percentage of the gross service that is being provided.
<b>Reservations</b>	This revenue source comes from the right to reserve specific public property for a set amount of time. The reservation rates are usually set and apply to group picnic shelters and meeting rooms for weddings, reunions, and outings or other types of facilities for special activities.
<b>Equipment Rental</b>	This revenue source is available on the rental of equipment such as tables, chairs, tents, stages, bicycles, roller blades, boogie boards, etc., that are used for recreational purposes.



Table 6-4: Funding Category - Grants (General)

Funding Strategy	Funding Description
<b>Partnership Enhancement Monetary Grant Program</b>	Partnership Enhancement Monetary Grant Program is administered by the National Tree Trust. Matching grants are available on a 50/50 cost share basis. Funds are available for projects which promote public awareness in support of tree planting, maintenance, management, protection, and cultivation of trees in rural, community, and urban settings. These are small grants ranging from \$500 to \$20,000.
<b>Land Trust</b>	Many systems have developed land trusts to help secure and fund the cost for acquiring land that needs to be preserved and protected for greenway purposes. This could be a good source to look to for acquisition of future lands.

Table 6-5: Funding Category - Tax Support

Funding Strategy	Funding Description
<b>Property Taxes</b>	Ad valorem taxes on real property
<b>Hotel, Motel, and Restaurant Tax</b>	This tax is based on gross receipts from charges and meal services, which may be used to build and operate sports fields, regional parks, golf courses, tennis courts, and other special park and recreation facilities.
<b>Special Improvement District/ Benefit District</b>	These taxing districts are established to provide funds for certain types of improvements that benefit a specific group of affected properties. Improvements may include landscaping, the erection of fountains, acquisition of art, and supplemental services for improvement and promotion, including recreation and cultural enhancements.
<b>Sales Tax</b>	This existing revenue source has been very successful in funding the park system in Frisco, TX. This tax is very popular in high traffic tourism type cities and with county and state parks.
<b>Food and Beverage Tax</b>	The tax is usually associated with convention and tourism bureaus. However, since parks and recreation agencies manage many of the tourism attractions, they receive a portion of this funding source for operational or capital expenses.
<b>Catering Permits and Services</b>	This is a license to allow caterers to work in the park system on a permit basis with a set fee or a percentage of food sales returning to the County. Also, many cities have their own catering service and receive a percentage of dollars off the sale of their food.
<b>Pouring Rights</b>	Private soft drink companies execute agreements with the County for exclusive pouring rights within park facilities. A portion of the gross



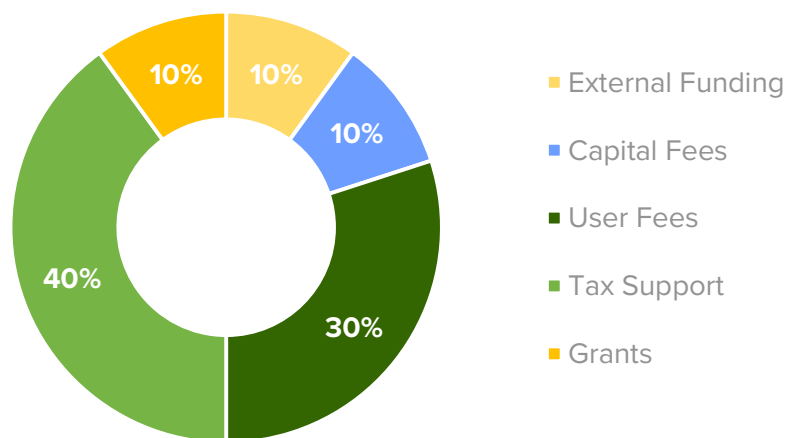
	sales goes back to the County. For example, the County of Westfield, IN, signed a 10-year, \$2 million pouring rights deal at their sports complex with Pepsi.
<b>Concession Management</b>	Concession management is from retail sales or rentals of soft goods, hard goods, or consumable items. The County either contracts for the service or receives a set amount of the gross percentage or the full amount of revenue dollars that incorporates a profit after expenses.
<b>Private Management</b>	This is a contract with a private business to provide and operate desirable recreational activities financed, constructed, and operated by the private sector, with additional compensation paid to the County.
<b>Naming Rights</b>	Many cities and counties have turned to selling the naming rights for new buildings or renovation of existing buildings and parks for the development cost associated with the improvement.
<b>Private Developers</b>	These developers lease space from County-owned land through a subordinate lease that pays out a set dollar amount plus a percentage of gross dollars for recreation enhancements. These could include a golf course, marina, restaurants, driving ranges, sports complexes, equestrian facilities, recreation centers, and ice arenas.
<b>Easements</b>	This revenue source is available when the County allows utility companies, businesses, or individuals to develop some type of an improvement above ground or below ground on their property for a set period of time and a set dollar amount to be received by the County on an annual basis.
<b>Advertising Sales</b>	This revenue source is for the sale of tasteful and appropriate advertising on park and recreation related items such as in the County's program guide, on scoreboards, dasher boards, and other visible products or services that are consumable or permanent that exposes the product or service to many people.
<b>Interlocal Agreements</b>	These are contractual relationships entered into by two or more local units of government and/or between a local unit of government and a non-profit organization for the joint usage/development of sports fields, regional parks, or other facilities.



## 6.4 Recommended Funding Sources

Currently, the Montgomery County Parks Department is largely dependent on grants and tax dollars for funding. The consulting team recommends that the Parks Department begin diversifying its revenue streams. Below is chart with suggested funding percentage.

Figure 6-3: Recommended Funding Source Percentages



As the Department adds programs and services, it should seek to develop a pricing policy that strives to offset 30-40% of expenditures with user fees to achieve a nationally recognized best practice standard. Sponsorships and donations to further offset operating costs should be identified as well. The pursuit of grant funding should be focused on one-time expenditures (such as capital projects) or as a means to fund a pilot program or service that can be financially sustained after the term of the grant expires.





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# Appendix

## A.1 Work Cited

1. County Health Rankings & Roadmaps. Montgomery County, 2021. [www.countyhealthrankings.org](http://www.countyhealthrankings.org) Accessed January 2021.
2. U.S. Census Bureau. "State and County QuickFacts." State and County QuickFacts. US Census Bureau, n.d. [www.census.gov/quickfacts/fact/table/US/PST045219](http://www.census.gov/quickfacts/fact/table/US/PST045219) January 2021
3. "Parks and Recreation." *Montgomery County Parks and Recreation*, 2021, [www.mcqtn.org/parks](http://www.mcqtn.org/parks). Accessed June 2021.

## A.2 Census Definitions

As referenced in Section 2: Research and Analysis, the minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2010 data on race is not directly comparable with data from the 2000 Census and earlier censuses; caution must be used when interpreting changes in the racial composition of the U.S. population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

- 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 including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- Black – This includes a person having origins in any of the black racial groups of Africa.
- 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.
- Hispanic or Latino – This is an ethnic distinction, 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.

### A.3 Park Classifications Definitions

Park classifications are categories developed by the National Recreation and Parks

***Land Usage:*** The percentage of space identified for either passive use or active use in a park. A Parks and Recreation Master Plan should follow land usage recommendations.

***Programming:*** Can include active or passive programming. Active means it is organized and planned with pre-registration by the user. Examples of active programming include sports leagues, day camps, and aquatics. Passive programming is self-directed by the user at their own pace. Examples of passive programming include playground usage, picnicking, disc golf, reading, or walking the dog.

***Revenue Facilities:*** These include facilities that charge to play on them in the form of an access fee, player fee, team fee, or permit fee. These could include pools, golf courses, tennis courts, recreation centers, sport field complexes, concession facilities, hospitality centers, reservable shelters, outdoor or indoor theatre space, and special event spaces.

***Signature Facility/Amenity:*** This is an enhanced facility or amenity which is viewed by community as deserving of special recognition due to its design, location, function, natural resources, etc.



## A.4 Community Survey Questions



### Montgomery County Comprehensive Parks and Recreation Master Plan

## Welcome to the Montgomery County Parks and Recreation Survey

Your feedback will help guide the future of parks and recreation programs and facilities throughout Montgomery County. Please take time to carefully and thoughtfully complete this survey, which will help guide decisions for the next ten years.

Keep in mind that the County owns and manages nine facilities and this survey does not include City of Clarksville facilities.

Your participation in the survey is completely voluntary and your personal information will remain confidential. Thank you for sharing your feedback!

### 1. Where do you live?

- ☐ In the City limits of Clarksville
- ☐ In Montgomery County but outside the City of Clarksville
- ☐ I do not live in Montgomery County

### 2. In what ZIP Code is your home located? (enter 5-digit ZIP code; for example: 37040, 37042, etc.)

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### 3. Of the following parks and recreation sites/facilities, which location do you visit most frequently?

- ☐ County-owned parks (Civitan Park, Rotary Park, RichEllen Park, etc.)
- ☐ City-owned park (Liberty Park, McGregor Park, Heritage Park, etc.)
- ☐ Dunbar Cave State Park/Port Royal State Park
- ☐ Local gym, private club, or membership organization (YMCA, FLC, etc.)
- ☐ None of these

### 4. Of the following County parks, which locations do you visit most frequently? (Please check all that apply)

- ☐ Civitan Park
- ☐ Cumberland Heights Barteo Center
- ☐ Fredonia Community Center
- ☐ RichEllen Park
- ☐ Rotary Park
- ☐ South Guthrie Community Center
- ☐ Spurline Trail Head
- ☐ Weakley Park
- ☐ Woodlawn Park
- ☐ None of these



**Montgomery County Comprehensive  
Parks and Recreation Master Plan**

**5. Please indicate if any of the following prevents you and/or members of your household from using Montgomery County parks. (Please check all that apply)**

- ☐ Not aware of parks' or facilities' locations
- ☐ Lack of desired features/facilities
- ☐ Lack of restrooms
- ☐ Too far from home
- ☐ Lack of transportation
- ☐ Do not feel safe using parks/facilities
- ☐ Lack of handicap accessibility
- ☐ Do not feel welcomed/accommodated
- ☐ Cultural/language barriers
- ☐ Not applicable because I and/or members of my household use Montgomery County parks or other providers

**6. Do you travel outside Montgomery County to use parks and recreation facilities on a regular basis?**

- ☐ No, I rarely travel outside the County for parks and recreation (1-6 times per year)
- ☐ I occasionally travel outside the County for parks and recreation (6-12 times per year)
- ☐ Yes, I often travel outside the County for parks and recreation (12+ times per year) because...  
(please note where and why):

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**7. Do you agree with, disagree with, or not know about the following statements?**

	Agree	Disagree	I do not know
Montgomery County parks (Civitan, Rotary, RichEllen, Weakley Park, etc.) are all well maintained.			
I understand the roles and separation of the Montgomery County Parks Department and the City of Clarksville Parks Department.			
Montgomery County parks are well distributed.			
Montgomery County parks provide enough parking at parks/facilities.			
Montgomery County parks are safe.			
I know where to go to find information on Montgomery County parks.			
I am willing to be a park volunteer (picking up trash, removing invasive plants, working at the Nature Center, etc.).			



### Montgomery County Comprehensive Parks and Recreation Master Plan

8. Please indicate if you or any member of your household has a need/want for each of the Parks and Recreation **FACILITIES** listed below by checking either "Yes" or "No." Note: \*City/others to provide this program. All items are considered "wish list" items.

	Yes	No
Adventure ropes course and zipline		
Aerobics/dance rooms		
Amphitheater		
Archery		
Banquet/meeting rooms		
Baseball fields		
Basketball courts		
Canoe/kayak water access points		
Community gardens		
Disc golf course		
Dog parks		
Festival grounds		
Fishing pier/docks		
Football fields		
Golf/putt-putt*		
Horseshoe pits		
Lacrosse/multipurpose fields		
Mountain bike trails		
Nature center		
Pavilions/picnic sites		
Pickleball courts		
Playgrounds (Inclusive/special-needs design)		
Recreation center/gymnasium		
Restroom buildings		
Sand volleyball courts		
Skateboard park/area		
Soccer/multipurpose fields*		
Softball fields		
Splash pad*		
Swimming pool (indoor/outdoor)*		
Tennis courts		
Track		
Walking and biking trails (multiuse, paved)		
Walking and hiking trails (natural surface)		
Weight rooms		
Wildlife park		

9. How far would you be willing to WALK to a park, if safe and convenient access is provided?

- ☐ 10 minutes (0.5 miles) or less
- ☐ 20 minutes (1 mile) or less
- ☐ 40 minutes (2 miles) or less
- ☐ More than 40 minutes (2+ miles)
- ☐ No amount



## Montgomery County Comprehensive Parks and Recreation Master Plan

**10. How far would you be willing to RIDE A BICYCLE to a park, if safe and convenient access is provided?**

- ☐ 6 minutes (1 mile) or less
- ☐ 12 minutes (2 miles) or less
- ☐ 12 to 20 minutes (2 to 5 miles)
- ☐ More than 20 minutes (5+ miles)
- ☐ No amount

**11. Please indicate if you or any member of your household has a need/desire for the parks and recreation PROGRAMS listed below by checking "We Currently Use" and/or "Please Add."**

Note: \*City/others to provide this program. All items are considered "wish list" items.

	We Currently Use	Please Add
Adult basketball/volleyball/intramural programs		
After-school programs*		
Archery club		
Art classes (pottery, painting, etc.)		
Bicycle lessons and clubs		
Canoe/kayak classes		
Community special events (festivals, etc.)		
Education classes (nutrition, family finance, etc.)		
Fishing classes and rodeos*		
Fitness and wellness programs (Yoga/Tai Chi, etc.)		
Gardening classes and events		
Golf lessons/clinics*		
Nature and outdoor programs (nature hikes, birding, etc.)		
Nature clubs		
Performing arts programs		
Programs for people with special needs		
Recreation/competitive swim team*		
Running events (5K, 10K, Marathons)		
Sand volleyball programs		
Senior programs and services		
Tennis lessons and leagues		
Walking/jogging/running clubs		
Water fitness programs/lap swimming*		
Wilderness survival program		
Youth baseball/softball programs		
Youth basketball/volleyball programs		
Youth enrichment programs		
Youth fitness programs		
Youth football programs		
Youth lacrosse programs		
Youth learn-to-swim programs*		
Youth soccer programs*		





**Montgomery County Comprehensive  
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*12. Which of the following ways do you currently learn about recreation programs and activities in the County, and how would you like to learn about activities? Please check all that apply.*

	<i>Current</i>	<i>Preferred</i>
Montgomery County website		
Local news outlets (Clarksville Now, The Leaf Chronical, etc.)		
Friends and neighbors (word of mouth)		
Temporary signs/flyers		
Emails from Montgomery County Parks and Recreation		
Facebook		
Instagram		
Other social media platforms (Twitter, TikTok, etc.)		

*13. How do you rate parks and recreation as compared to other priorities in the community, such as schools, infrastructure, public safety, etc.?*

- ☐ As important
- ☐ Not as important
- ☐ More important

*14. To generate funding to pay for desired improvements and maintenance, please indicate which revenue source you prefer.*

- ☐ Borrow money now for improvements and pay back over time
- ☐ Pay as you go using an increase in property taxes
- ☐ Increase user and rental fees (few new improvements)
- ☐ I do not support more funding (no new improvements)

*15. To help guide the Parks Department on areas to spend money in the future, please tell us if the Parks Department should spend more, less, or about the same for each category.*

	<i>Spend more</i>	<i>Spend less</i>	<i>Spend same</i>	<i>I do not know</i>
Develop a Connected Network of Trails and Access to Rivers				
Provide Play Fields for Youth Sports				
Create Large Spaces for Community Festivals and Events				
Preserve Environmentally Sensitive Areas and Habitats				
Provide Senior Facilities for Older Adults				

**In order to determine if we have captured input from a representative cross-section of the community, we ask that you please tell us about yourself by answering these demographic questions below.**

*16. What is your gender?*

- ☐ Female
- ☐ Male
- ☐ Prefer to self-describe



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**17. Which race/ethnicity best describes you? (Note: this information helps us determine if we are reaching a representative cross-section of the community)**

- ☐ American Indian or Alaskan Native
- ☐ Asian
- ☐ Pacific Islander
- ☐ Black or African American
- ☐ Another race not listed
- ☐ Hispanic
- ☐ White/Caucasian
- ☐ Two or more races

**18. Are you of Spanish, Hispanic, or Latino origin or descent?**

- ☐ No, not Spanish/Hispanic/Latino
- ☐ Yes, Puerto Rican
- ☐ Yes, Mexican, Mexican American, Chicano
- ☐ Yes, Cuban
- ☐ Yes, other Spanish/Hispanic/Latin

**19. What is your age?**

- ☐ Under age 14
- ☐ 15 to 19
- ☐ 20 to 24
- ☐ 25 to 34
- ☐ 35 to 44
- ☐ 45 to 54
- ☐ 55 to 64
- ☐ 65 to 74
- ☐ 75 or older

**20. How many children currently live in your household? Please use the dropdown menu to select the total number of children in each age group.**

	Number of Children
5 years of age and under	
6 to 12 years old	
13 to 17 years old	
18 and older	
None or not applicable	

**21. Do you have any other comments, questions, or concerns?**

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**22. Please provide your email address if you would like to sign-up for the Montgomery County Parks newsletter. You will also be entered for a chance to win a prize for completing this survey.**

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## A.5 Reservation Policy Guidelines

### *Park or Facility Rental - General Information*

- Reservations can be made (12) months in advance, but no later than 10 calendar days prior to your requested date. If an application is submitted (10) days prior to an event it will be subject to a late application fee.
- County parks are open and available for the public to use daily from sunrise to sunset (specific hours may be applied to certain permits). Sites that are not reserved are available on a first come, first serve basis.
- Insurance may be required. All companies or organizations require insurance. All permits approved with alcohol service or consumption, also require insurance. The applicant may provide the required insurance from their own carrier or may purchase the insurance through the County's 3rd party insurance provider.
- Set Up/Clean-Up: The applicant/renter is responsible for set-up and clean-up of decorations and any additional necessary cleaning of the area. All cleaning must be completed the day of the event.
- Changes or Cancellations – Cancellations must be in writing and will be refunded at the following rates, less the cancellation processing fee):
  - 3 months prior to the event = 100% refund of fees paid
  - 2 months prior to the event = 80% refund of fees paid
  - 1 month prior to the event = 50% refund of fees paid

If all fees are forfeited - cancellation-processing fee will be invoiced or deducted from security deposit.

- Refunds - The refundable Security Deposit will be refunded within 2 to 5 weeks after event. If the deposit was paid by check or cash, a check will be mailed to the payer. If paid by credit card, a credit will be issued to the credit card account. The same will apply for refunds due to cancellations.
- Additional conditions or information that may be required based on event: Portable Restroom Facilities, Additional

Garbage Receptacles and Trash Removal, Power Washing of Hardscape Areas, Security Staffing, Site Map with Set-up and Event Details



### Current Fee Schedule – Reservations and Rentals

The below table provides a snapshot of current fees charged by the Montgomery County Parks and Recreation Department. Please Note: Level of cost recovery is not currently known.

Park	Facility	Amount
Civitan Park	Boyd Pavilion	\$ 77.55
Civitan Park	Brake Pavilion	\$ 77.55
Civitan Park	Smith Pavilion	\$ 103.30
Cumberland Heights Bartee Center	Dining Hall	\$ 77.55
Cumberland Heights Bartee Center	Gym	\$ 103.30
Fredonia Community Center	Community Center	\$ 309.27
RichEllen Park	Banquet Hall	\$ 103.30
Rotary Park	Amphitheater	\$ 103.30
Rotary Park	Creekside Pavilion	\$ 51.80
Rotary Park	Entrance Pavilion	\$ 51.80
Rotary Park	McGregor & Holleman Pavilion	\$ 103.30
Rotary Park	Nature Center	\$ 309.27
South Guthrie Community Center	Community Center	\$ 257.78

### Classification of Services/Cost Recovery Recommendations

The following recommendations should be considered to improve the fiscal performance and the delivery of programs/services.

- **Implement a Classification of Services Approach to Determining Fees Based on Cost Recovery Goals:** The percentage of cost recovery is based on the classification of services and will *typically* fall within these ranges, *although anomalies will exist*:
  - Essential - 0-35%.
  - Important - 35-85%.
  - Value Added - 85%+
- **Reservation and Rental Fees:** It is recommended that reservation/rental of space is classified as a Value-Added service and therefore fees should be set to recover a minimum of 85% of all costs.

### Rules and Regulations

- Authorized individuals or groups (Permit Holder) shall agree to comply with and accept all policies, rules, and regulations pertaining to the use of County property. Any violation of



said policies, rules, and regulations shall be cause for permit revocation and immediate departure from facilities. Authorized individuals or groups shall be solely responsible for the conduct of members or participants (including individuals entering the area whether considered a member, affiliate or not) in any activity authorized to be held in any County park or facility and agree to limit admission to stated capacity of the area/facility; shall be solely responsible for the use of all properties, equipment, or other resources thereon; and shall agree to be responsible for any damages or mistreatment of any part of the facilities or equipment as indicated on the Permit and to pay the cost of any repairs or replacement therefore.

- Permits are not transferable. Permit Holders must be at least 18 years of age; 21 years of age if an alcohol permit is requested. Copy of ID is required.
- Renters are responsible for arriving prior to 10:30am and leaving by sunset (or time designated on their use permit).
- MCPRD Staff are official representatives of Montgomery County and have the authority to disperse any group for failure to comply with County ordinances, policies and/or rules. The Montgomery County reserves the right of full access to all activities at any time in order to ensure that all rules and regulations are being observed. The renter will be charged for any County staff, including fire and police, called out due to any disturbances caused by the guests at the event. If your group is requested to disperse, all paid fees and security deposit are forfeited, and future use of facilities may be denied.
- Adult Chaperones may be required for youth activities. A list of chaperones must be submitted to the Parks and Recreation Department personnel at least five working days prior to the event and must include each chaperone address and phone number. A ratio of one adult to each 25

young people (17 and under) must be maintained throughout the course of any facility (building) use, unless otherwise arranged in advance.

- No Smoking – smoking is PROHIBITED in all Montgomery County parks and facilities.
- Alcohol is permitted by special permit only. A supplemental application must be completed for all requests to serve or consume alcohol. Alcohol service and consumption is limited to a maximum of 5 ½ hours. Food and non-alcoholic



beverages must also be served, and alcohol service must end ½ hour prior to the end of the event. Additional conditions will apply when the applicant is selling or auctioning alcohol, including the requirement to secure a permit from the State of California Department of Alcohol Beverage Control (ABC permit).

- \*Insurance is also required
- A greater Security Deposit may be required for some permits or for rentals in conjunction with a Special Event Permit. This shall be used to cover additional fees or damage to the facility or equipment, or additional cleanup needs. A permit holder's additional liability shall not be limited to the amount of the deposit.
- Security staffing may be required for some uses. The Facility Supervisor will review each application, and if applicable, the permit holder may be required to provide security staffing.
- The Park/Facility permit may be revoked or the Security Deposit forfeited at any time the permit application is found to contain false or misleading information or when the Permit Holder exceeds the stated use and limits of the permit.
- Parking is available in designated areas only. County policy prohibits the driving or parking of any non-County motorized vehicle upon park property.
- Cleaning and Garbage: The facility must be cleaned the same day of the event. For example: All decorations must be taken down including balloons and streamers. All trash is to be disposed of in the containers provided; excess trash must be bagged and taken home. No excess trash should be placed next to the trash containers.
- Damages: The renter is responsible for any damage, acts of vandalism, or theft that occur during the time that the facility is scheduled for use. Failure to comply may result in the security deposit being withheld in part or in full. The cost of staff time and repairs will be deducted from the security deposit. If the cost exceeds the deposit, the permit holder will be billed for the additional costs. If the permit holder refuses to pay, legal action may be taken. In any case, the permit holder will not be allowed to use any County facility again until full payment has been made.
- Pets are not allowed in buildings; except for dogs when the dog is a service animal, guide dog or Seeing Eye dog used by a visually or mobility-impaired individual. Dogs are





allowed in parks on leash and off leash in designated areas only.

- No Standing on benches, chairs, or tables.
- Use of Barbeques: It is unlawful for any person to build, light, kindle, or maintain any open or outdoor fire at any place within the boundaries of any County park unless either: (A) the person is acting in compliance with written authorization from the director and the County fire safety official, or (B) the person is acting in accordance with signs posted by the County that authorize outdoor fire within specified areas or facilities and the fire is for the purposes of food preparation and contained within a designated barbeque area. If the barbecue is used, be sure to extinguish the fire completely before leaving the premises. No portable barbeques allowed.
- Amplified music/sound is NOT allowed in parks. Exception: With prior authorization and permit by the Director of Parks and Recreation Services.
- Inflatable jump houses or similar game-type structures are NOT allowed in any County Park, Plaza or Building Facility without a separate permit.
- In case of rainouts, refunds will be remitted upon request only. Permit holder must contact the Parks and Recreation office the first working day after the rainout event, to request a refund.
- Final approval of Park/Facility Permit is subject to applicant obtaining any other required permits or approvals, as appropriate, including, but not limited to, Police Department approval, County Business License, County Special Event Permit and County Health Permit.
- An “Approved Facility Permit” will be sent to the applicant when the application is deemed complete:
  - All permits reviewed and signed by the Montgomery County Parks and Recreation Director.
  - All fees and deposit paid in full.
  - A valid insurance certificate on file.
- Late Fees will be applied to all applications submitted or deemed incomplete (i.e. still owe deposit or need insurance) less than 10 days in advance.

### ***Decorating Policy***

The Permit Holder agrees to comply with the Decorating Policy.



- Permit Holder is responsible for the application and complete removal of all decorations.
- Any violation of the Decorating Policy may result in the forfeiture of a portion of the security deposit, based on staff time to remove, repair, etc. at direct staff costs.
- Items that are not allowed:
  - Scotch tape, masking tape, duct tape, staples, tacks, nails, pins or any other items that put holes in or remove paint from the walls or ceilings are strictly forbidden.
  - String lights, rope lights, candles and other open flames are not allowed.
  - Confetti and glitter, sand, bark, birdseed, dry rice and other loose materials are prohibited.
  - Cleaning products, wax or dance chalk may not be used on the wood floors. Use of ladders is prohibited.
  - Decorations hanging from the ceiling cannot block Fire Sprinkler heads or interfere with operation of ceiling fans.
  - Extension cords stretching across the floor or areas that you can walk across are prohibited.
  - Opening ceiling tiles for access to electrical or to attach heavy decorations is strictly prohibited.
- Items that are allowed:
  - Helium balloons are allowed but must be weighted and removed at the end of the event.
  - Streamers are allowed to be attached to the existing ceiling or wall hooks only. Lightweight paper or plastic products only.
  - Battery operated candles and flowers are permissible.
  - Painters Tape (Blue or Green only) can be used to hang decorations on walls but must be removed after the event.
  - Use of electrical outlets on walls is allowed but use of multi-plug power-strips with extension cords is prohibited. One power-strip or one extension cord per outlet is allowed.
  - All decorations must be made of flameproof material.

For materials not listed above, please check with Parks and Recreation Department Staff during walk through of facility.



## A.6 Guidelines for Program Standards

Program standards are developed to support core services. The standards focus on delivering a consistent, high-quality experience while achieving operational and cost recovery goals.

To assist staff in its continual pursuit of delivering high quality, consistent programs to the community and in achieving the cost recovery goals, the following is the framework of the standards by which programs need to be developed and administered. An opportunity exists to expand upon these standards by participating in the LERN Program Management Institute.

### *High-Quality Experience Standards*

For core services, the following standards must be in place to promote a high-quality experience:

- Instructor or program coordinators' qualifications are consistent with recent, in-the-field experience in the program specialty for which they are responsible.
- The instructor-to-participant ratios are appropriate for the participant to feel safe and attended to.
- The program is provided in the appropriate safe and clean space, either indoor or outdoor, designed for that program.
- Minimum and maximum numbers of participants are set for the program or class that will allow for a high-quality experience.
- Equipment or supplies that are used by the participant are high quality, safe, and appropriate for the participants to use or consume.
- The length of the program is commensurate with the attention capability of the participants to respond effectively and enjoy themselves in the activity.
- Appropriate support staff or volunteers are in place to help guide participants and support teachers or program supervisors.
- Staff is trained in first aid, CPR and AED. Volunteers are trained in first aid, CPR and AED when appropriate.
- A first aid kit is readily available and accessible in less than a minute.
- Staff and volunteers are trained in customer service and diversity training to make all participants feel welcome and appreciated.



- Customer feedback methods are in place to seek input from participants on their expectations of the program and the results of their experience. This should include pre- and/or post-evaluation focus groups or trailer calls.
- Pricing of services is explained to participants and/or parents on the level of investment they are making in the program and the level that Recreation Division is investing in their experience.
- Each instructor or program supervisor will be provided a toolbox that includes their class or program roster, with phone numbers or email addresses, customer evaluations for users, pertinent information and emergency phone numbers, thank you cards for participants at the end of the class, and an introduction sheet of what will occur in the program or class, how it will be conducted, and what outcomes we hope to achieve.
- All class or program policies are available to the instructor or program supervisor to adequately explain policies to the user.
- Appropriate recognition and awards are given at the end of the program to participants based on outcomes achieved or skills learned.
- New staff, volunteers, and contract employees working with children or other vulnerable populations will have background checks.
- Any disciplinary actions taken by an instructor or program supervisor with a program participant will be written and documented.
- Class, program curriculum, or work plans will be prepared by the instructor and program supervisor before the class or program begins and will be signed off by the appropriate program staff.
- Staff will be dressed in the appropriate uniform that includes a nametag.
- Drivers that transport participants must have the appropriate license, certifications, and authorization.
- Equipment or program space will be inspected prior to the class or program; noted by the instructor or program supervisor; and recorded daily, weekly, and monthly.
- Performance measures tracked will be shared with instructors or program staff at the end of each session.



- Exit interviews will be conducted with part-time staff before they leave each season and noted in their file as to re-hire or not.
- A class or program budget will be prepared for each activity and shared with the instructor or supervisor on how class monies are spent. Final budget results will be documented at the end of the program area and shared with the supervisor or manager.
- Appropriate required licenses and certifications set by law will be reviewed and filed before programs begin.

#### *Operational and Pricing Standards*

- Pricing of services will be established based on cost-of-services and overlaid into programs or classes based on primetime and non-primetime rates, location, time, age segment, group, and level of exclusivity that users receive over and above use by general taxpayers. Staff will be trained in setting prices.
- Scholarship programs will be in place for those that require financial assistance.
- Quarterly results of cost of service for programs will be posted and shared with staff on all services regardless of whether they are underperforming, meeting, or exceeding the recovery goals.
- Each year, competitor and other service providers will be benchmarked and evaluated for changes they are making and how they compare with Division efforts in their core services provided.
- Partnerships with core program services will be updated yearly, their level of contribution will be documented, and tracking performance measures will be shared with each partner.
- Non-core services will be evaluated yearly and reduced, eliminated, or transferred to other service providers reducing the impact on staff time.
- Maintenance and Recreation Division staff will annually discuss standards for programs.



## A.7 Park Maps and Tables (11x17)

Figure 2-14: Existing Parks Map  
Figure 2-7: Park Facility Inventory  
Figure 4-3: Existing Park Service Areas  
Figure 4-4: Proposed Park Service Areas  
Figure 4-5: Existing and Proposed Park Service Areas  
Figure 4-6: Overall Greenway Plan  
Table 6-1: Capital Improvement Plan Summary



Figure 2-14: Existing Parks Map

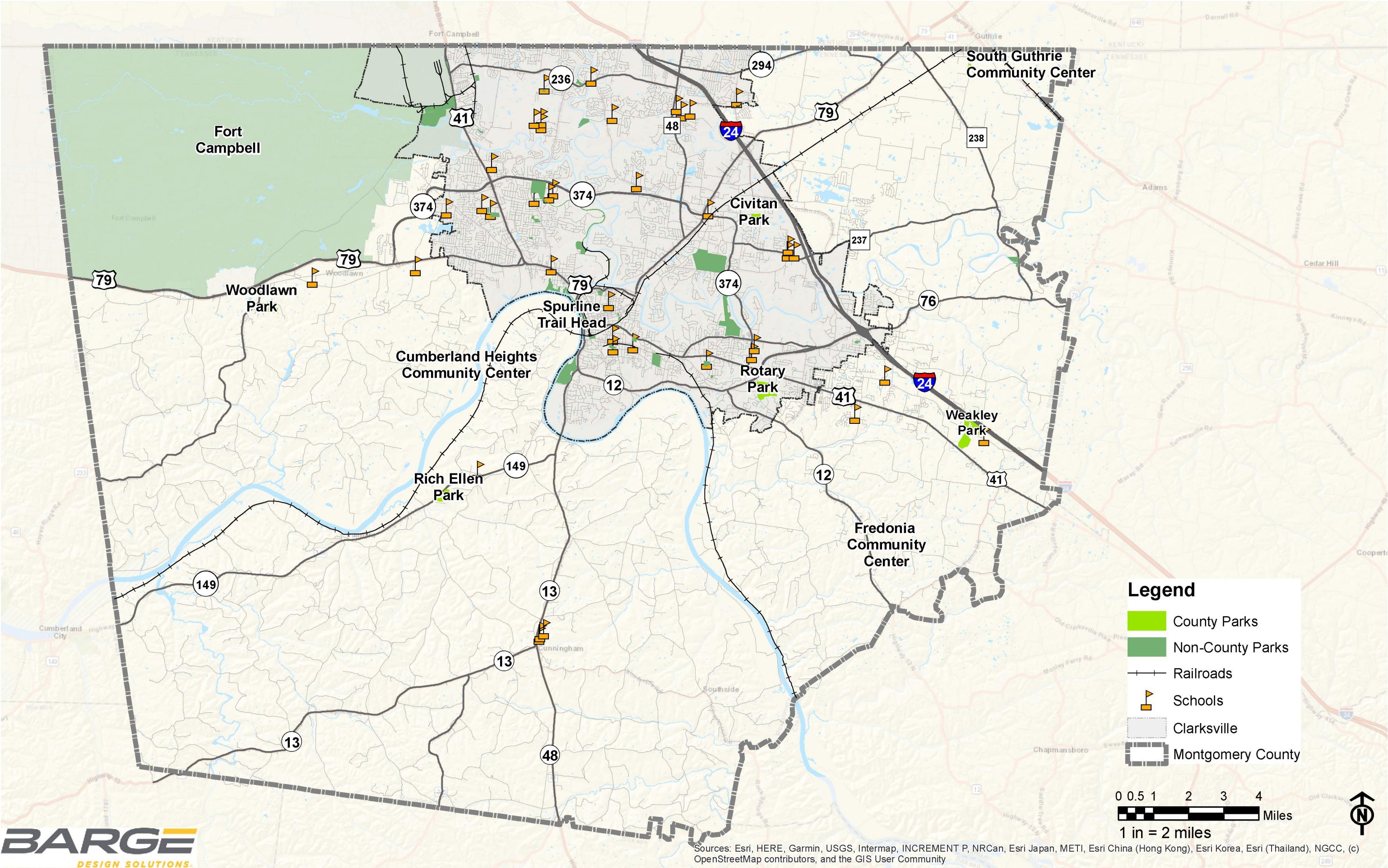




Table 2-7: Park Facility Inventory

		Address	Park Type	Acreeage	ADA Baseball/Softball Field	Amphitheater	Baseball Fields	Basketball Court	Batting Cage Cells	Bike Pump Track	Camping	Community Gardens	Concession Stands	Convertible Baseball/Softball Field	Disc Golf Course	Dog Park	Fishing Pier/Dock/Boat Ramp	Football Field	Golf Course	Horseshoe Courts (NHPA Regulation)	Mountain Bike Trails (Natural Surface)	Multi-Purpose Fields	Nature Center	Office/Community Center	Pavilions/Picnic Area	Picnic Site	Playground	Recreation Center/Gym	Restroom Building	Sand Volleyball Court	Skateboard Area	Soccer Fields	Splash Pad	Swimming Pool	Tennis Court	Tournament Hospitality Room	Track	Walking Trail (Natural Surface)	Walking Trail (Paved)		
Montgomery County Park Facilities																																									
Community Parks																																									
Civitan Park	650 Bellamy Lane, Clarksville, TN 37043		Community Park	50.0	1		4		8				2	7		1				23		3			1	3		2		3						1			1		
Rotary Park	2308 Rotary Park Drive, Clarksville, TN 37043		Community Park	111.3		1				1					1				1	1		1	1	1	3	5	2		2								6	1			
Subtotal				161.3																																					
Special Use Parks																																									
Cumberland Heights Bartee Center	1030 Cumberland Heights Road, Clarksville, TN 37043		Special Use	9.0																		1				1	1														
Fredonia Community Center	4650 Old Ashland City Rd S, Clarksville, TN 37043		Special Use	17.0		1																1						1													
Spurline Trail Head	Downtown Clarksville (South 1st St and Union St)		Pocket Park	0.7																																		1			
South Guthrie Community Center	5025 Guthrie Road, Clarksville, TN 37043		Special Use	10.0																	1			1	1																
Weakley Park	4674 Sango Road, Clarksville, TN 37043		Special Use	57.0																																			1		
Subtotal				93.7																																					
Sports Complex																																									
RichEllen Park	1466 TN-149, Clarksville, TN 37040		Sports Complex	51.0			0		4				3	8								1		1		3		4							1			1			
Woodlawn Park	2910 Woodlawn Park Rd, Woodlawn, TN 37191		Sports Complex	56.0			2	1	2				1	2								1			2		1		1						1	1					
Subtotal				107.0																																					
Total Montgomery County Parks Inventory				362.0	0	2	6	1	6	1	0	0	6	17	1	1	0	0	0	1	1	4	1	5	1	9	6	10	1	11	0	0	0	0	0	1	3	0	6	5	
City and Other Providers (Parks not maintained by the County)																																									
Ashton Park	3270 N Senseney Circle, Clarksville, TN 37040		Pocket Park	3.2																					1		1												0.25		
Barbara E. Johnson Park	240 Outlaw Field Road, Clarksville, TN 37040		Neighborhood Park	9.6				1																	1		1			1									1		
Beachaven Pool and Barksdale Fields	390 Gaylewood Drive, Clarksville, TN 37040		Neighborhood Park	13.0			5	1					1												1		1		1												
Bel-Aire Park and Pool	124 Marie Drive, Clarksville, TN 37040		Special Use	12.8									1											2		1		1			2		1						0.5		
Billy Dunlop Park	1930 E Boy Scout Road, Clarksville, TN 37040		Natural Resource Area	32.8																				1	1	1		1											1		
Burchett Park	520 Roselawn Drive, Clarksville, TN 37040		Pocket Park	3.3				1																		1	1														
Burt-Cobb Recreation Center	1011 Franklin Street, Clarksville, TN 37040		Recreation Center	2.2																								1													
Coy Lacy Park	105 Canterbury Road, Clarksville, TN 37040		Pocket Park	3.0			1*																	1	1	1												0.25			
Crow Recreation Center	211 Richview Road, Clarksville, TN 37043		Recreation Center	2.0				1																		1	1	1													
CSM Sidney R. Brown Park at Birchwood	2608 Burch Street, Clarksville, TN 37040		Pocket Park	0.8				1																		1	1														
Dalewood Park	6 Dalewood Drive, Clarksville, TN 37040		Pocket Park	3.0			1*																		1	1												0.25			
Dixon Park	117 S Tenth Street, Clarksville, TN 37040		Neighborhood Park	3.2		1		1																	1	1	1		1			1		1							
Edith Pettus Park and Splash Pad	345 Farris Drive, Clarksville, TN 37040		Neighborhood Park	9.8																					2	1	1					1									
Fort Defiance Civil War Park & Interpretive Center	120 Duncan Street, Clarksville, TN 37042		Special Use	0.2																																					
Heritage Park Complex	1241 Peachers Mill Road, Clarksville, TN 37040		Sports Complex	98.2			4	2					4		1									1	1	1		1		1	8	1									
Kleeman Recreation Center and New Providence Pool	166 Cunningham Lane, Clarksville, TN 37042		Recreation Center	1.1							1																	1													
Lettie Kendall Park	300 A Street, Clarksville, TN 37040		Pocket Park	2.8																							1					1				1	1				
Liberty Park and Clarksville Marina	1188-1190 Cumberland Dr, Clarksville, TN 37040		Community Park	140.4		1									1	1									4					1									1.8		
Mason Rudolph Golf Course (Closed)	1514 Golf Club Lane, Clarksville, TN 37043		Special Use	47.4																																					
McGregor Park	640 N Riverside Drive, Clarksville, TN 37040		Neighborhood Park	15.4																						1	1		1										1		
Mericourt	1340 Madison Street, Clarksville, TN 37040		Neighborhood Park	10.4									4												1	1	1		1												
North Fork Street Mountain Bike Trail	2470 N Ford Street, Clarksville, TN 37040		Special Use	147.4																																	1				
Patriots Park	3176 Fort Campbell Boulevard, Clarksville, TN 37040		Special Use	1.0																																		1			
Robert Clark Park	1449 Tiny Town Road, Clarksville, TN 37040		Special Use	10.0													1																								
Sevier Park	326 Walker Street, Clarksville, TN 37040		Special Use	0.6																																					



**Figure 4-3: Existing Park Service Areas**

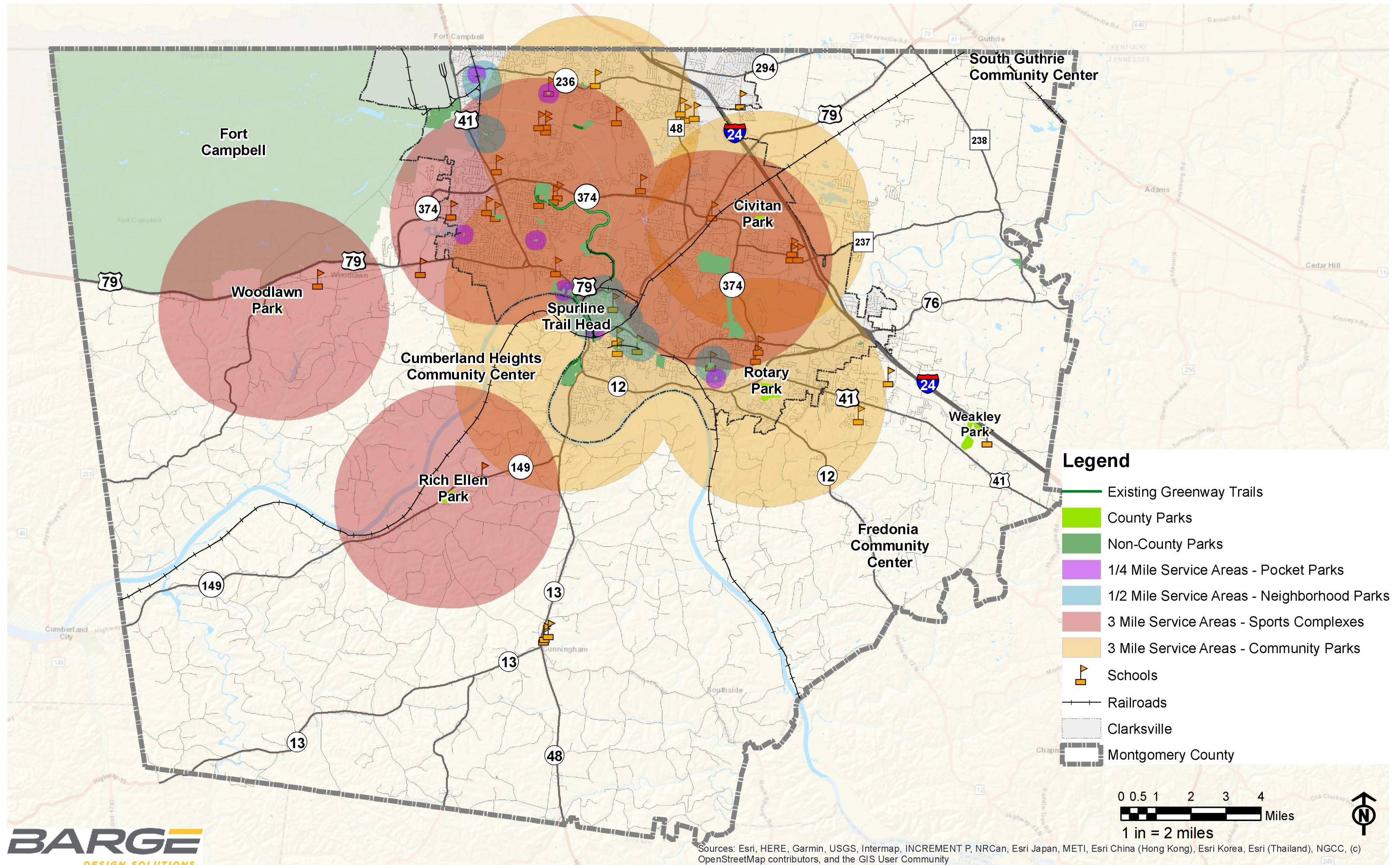




Figure 4-4 Proposed Park Service Areas

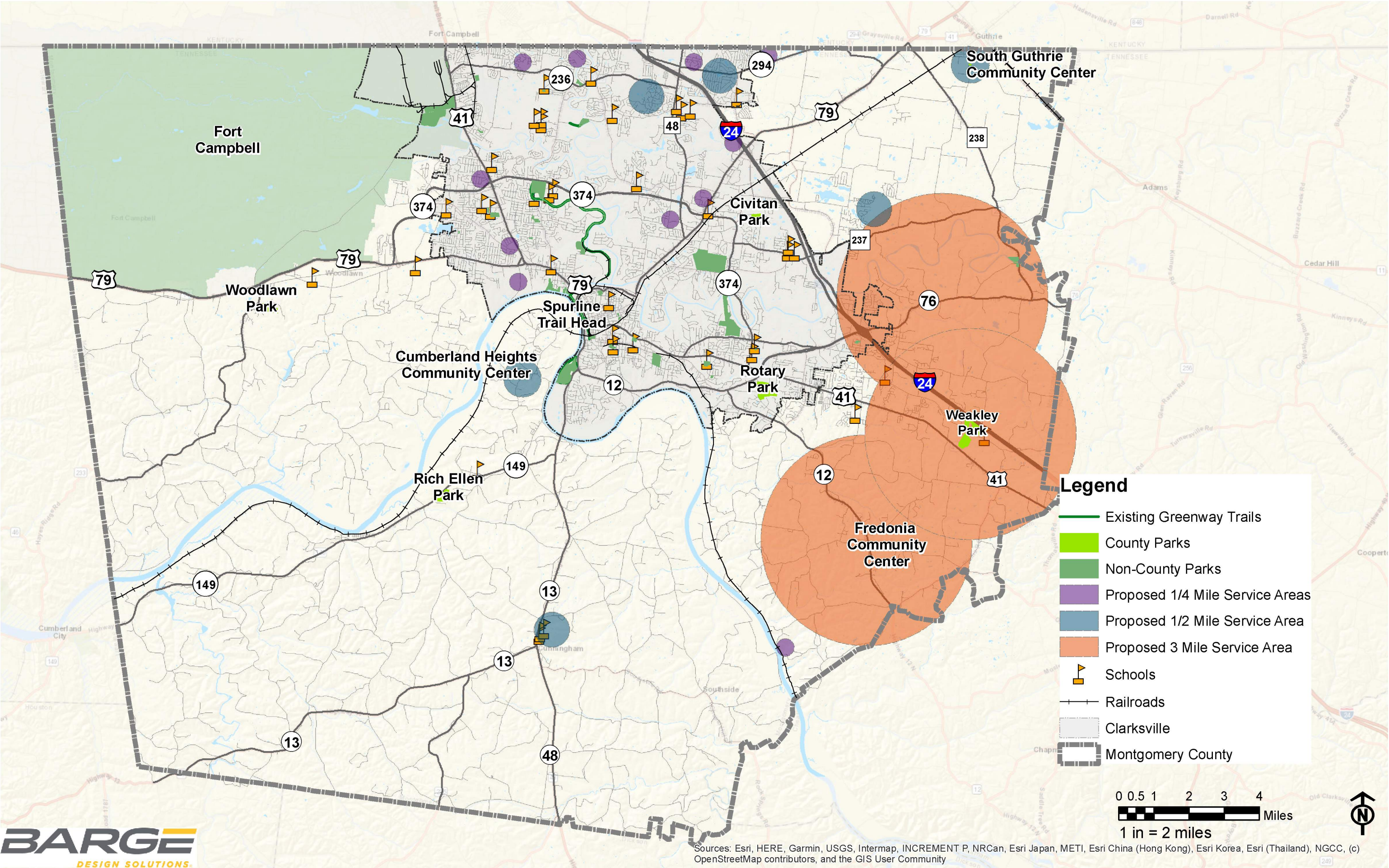




Figure 4-5: Existing and Proposed Service Areas

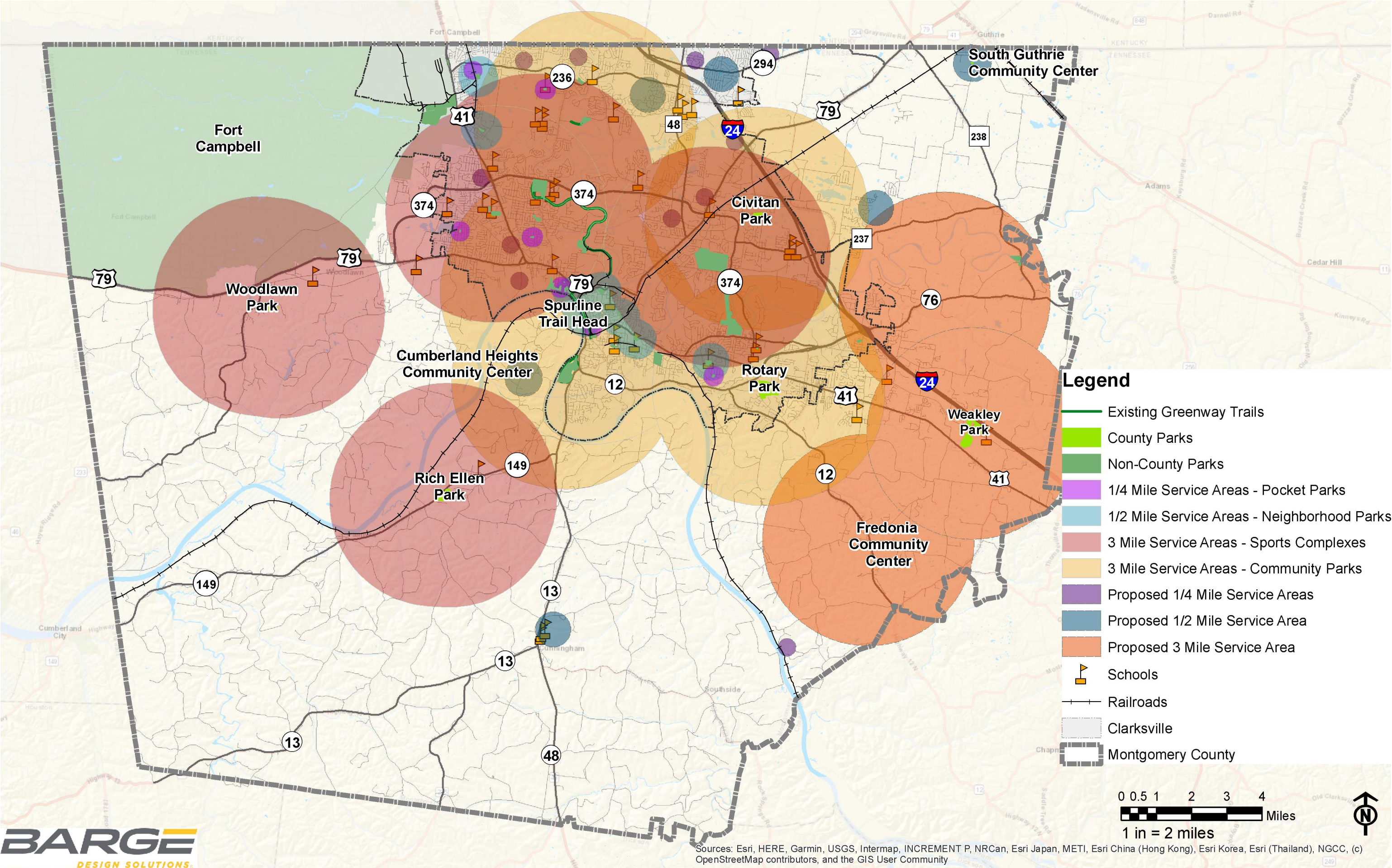




Figure 4-6: Overall Greenway Plan

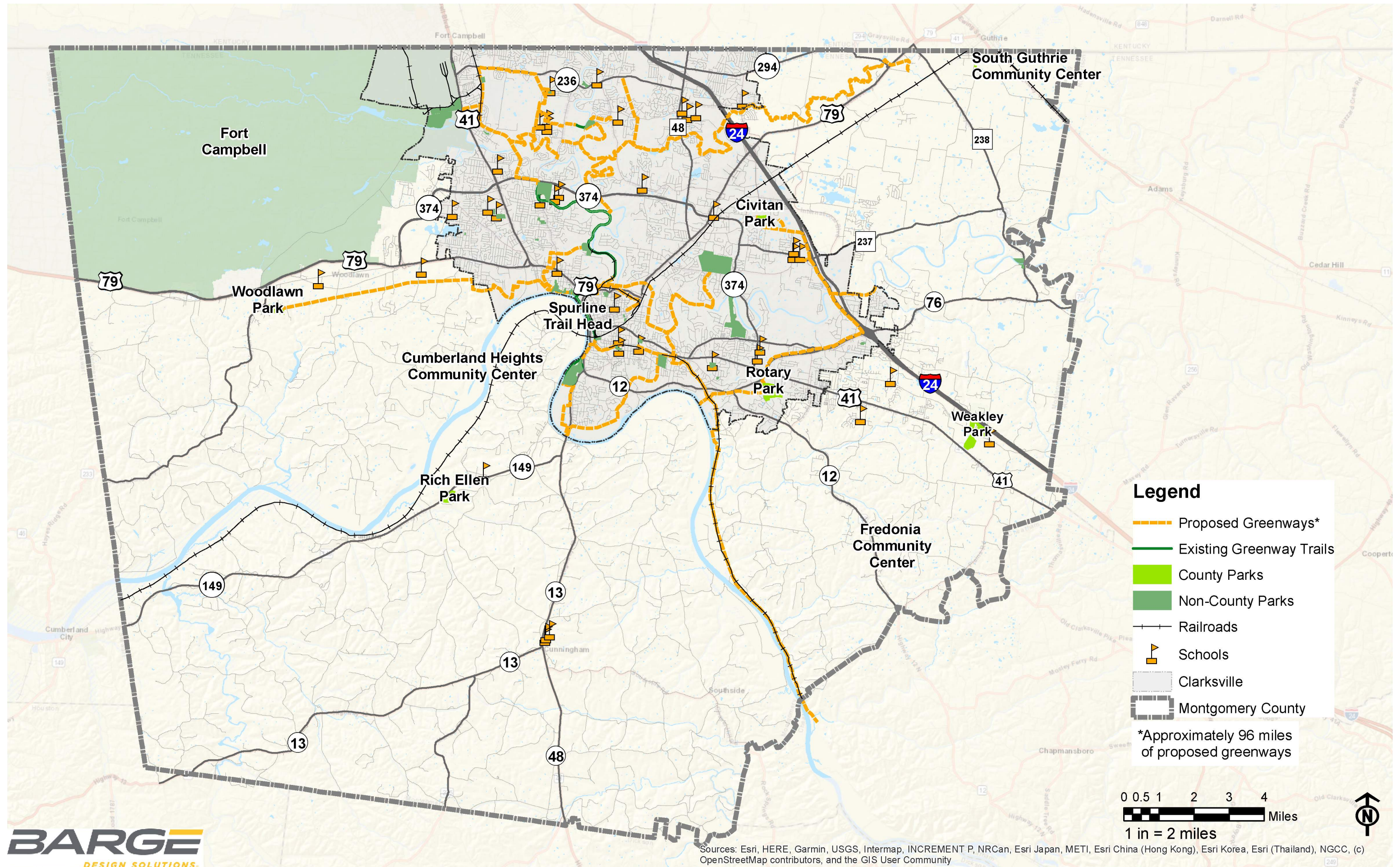




Table 6-1: Capital Improvement Plan Summary

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Table 6-1: CAPITAL IMPROVEMENT PLAN SUMMARY	Short-Term (1-3yrs)			Mid-Term (3-6yrs)			Long-Term (6-10yrs)				
Capital Improvements	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FY26-27	FY27-28	FY28-29	FY29-30	FY30-31	OPINION
Existing County Parks											
Civitan Park		190,000	2,500,000				250,000				\$2,940,000
Cumberland Heights Bartee Center				45,000			250,000				\$295,000
Fredonia Community Center	260,000	170,000	3,000,000								\$3,430,000
RichEllen Park		30,000									\$30,000
Rotary Park	270,000	700,000	65,000						1,000,000		\$2,035,000
South Guthrie Community Center						250,000					\$250,000
Spurline Trail Head											\$0
Weakley Park		700,000		2,500,000							\$3,200,000
Woodlawn Park					250,000			500,000			\$750,000
Undeveloped/New County Parks											
Barksdale/Mericourts Parks	300,000	9,500,000									\$9,800,000
Stokes Field	12,000,000										\$12,000,000
Carmel Park			150,000	2,000,000							\$2,150,000
Subtotal	12,830,000	11,290,000	5,715,000	4,545,000	250,000	250,000	500,000	500,000	1,000,000	0	36,880,000
Trail/Greenway Capital Projects											
Greenway and trail projects	100,000	2,000,000	2,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	\$25,100,000
Blueway access points					250,000	1,000,000				1,000,000	\$2,250,000
Subtotal	100,000	2,000,000	2,000,000	3,000,000	3,250,000	4,000,000	3,000,000	3,000,000	3,000,000	4,000,000	27,350,000
Land Acquisition											
Expansion of existing parks and new parkland	180,000	500,000	500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	\$8,180,000
Acquire natural resource area and greenway property	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	\$2,500,000
Subtotal	430,000	750,000	750,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	10,680,000
Other Items											
Signage/furnishing guidelines and marketing plan		40,000			250,000		250,000				\$540,000
Update the comprehensive master plan					150,000					200,000	\$350,000
New facilities at acquired property					2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	\$12,000,000
Other Items Subtotal	0	40,000	0	0	2,400,000	2,000,000	2,250,000	2,000,000	2,000,000	2,200,000	\$ 12,890,000
TOTAL FUNDS	\$13,360,000	\$14,080,000	\$8,465,000	\$8,795,000	\$7,150,000	\$7,500,000	\$7,000,000	\$6,750,000	\$7,250,000	\$7,450,000	\$87,800,000

Notes:

1. Opinion of costs listed are a rough order of magnitude and takes into consideration only general top-level estimates. This chart and opinions should be updated often with more detailed information.
2. Maintenance and replacement cost for Parks and Trails are NOT INCLUDED in this Capital Improvement Plan Summary