



# Parks Enhancement Plan

## Maximizing Public Park Resources to Benefit More Citizens

**Adopted, in principle, by Spartanburg County Council, October 15, 2012**

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### 1. Executive Summary

- 1.1. The purpose of this paper is to present policy recommendations for consideration of the Spartanburg County Council, for priority park investments to occur beginning in FY 12/13 and continuing through fiscal year FY 16/17.
- 1.2. After Council has a chance to review the plan and to make any necessary adjustments, staff will request adoption of the plan, IN PRINCIPLE. The Parks Enhancement Plan will provide guidance for preparation of the Parks Department’s future Operating and

Capital Budget requests as well as providing priorities for fund-raising, including sponsorships, corporate naming/support opportunities and grant applications.

- 1.3. **Readers should consider the Parks Enhancement Plan an outline for the future as opposed to a binding document.** The exact implementation schedule of these and other projects will be dependent on financial realities and Council decisions on priorities, which may change from year to year.
- 1.4. The recommended investments are timed to coincide with the County Capital Improvement Plan. While more investments are needed after FY 17, staff believes it is impractical for this plan to exceed five years, since many factors could alter this plan in the coming years.
- 1.5. It should be noted that once this plan is adopted, staff should review it with Parks Department partners, stakeholders and County Council, at least every two years (or sooner if new opportunities or funding sources emerge), to ensure that the plan is in alignment with community needs and Council priorities.
- 1.6. Implementation of the entire Parks Enhancements Plan may cost more than \$12 million. Given the funding that is reasonably available, within the foreseeable future, it will take more than 10 – 12 years to complete the entire Plan. The projected cost of the first five years of the Plan, including design, construction administration, and construction, will likely exceed \$6 million. These totals were drawn from consultant studies of existing conditions and cost estimates that reflect recent reality.
- 1.7. The focus of the Parks Enhancement Plan is to maximize public park resources to benefit more citizens, in furtherance of the Parks Department’s Mission Statement:  
  

***Spartanburg County Parks Department facilities and programs will be fun, safe, attractive, accessible and family friendly - offering both active and passive recreation opportunities - to promote an active, healthy lifestyle for people of all ages and abilities.***
- 1.8. For the first five years, the enhancement activity will primarily address maintenance and operations issues at all parks owned or managed by Spartanburg County, while also adding several enhancements through partnerships with other organizations. Over the past several years, many maintenance and operations issues were not addressed. The recommended approach is to address these Essential Investments within the first five years of the Plan. Enhancements that have been termed “Desirable Investments” should occur after the Essential Investments have been completed, or as priority funding becomes available.
- 1.9. Essential Investments, to be implemented in FY 13 – FY 17, to address maintenance and operations issues, are proposed for the following parks:
  - 1.9.1. 295 Sports Complex (owned by County)

- 1.9.2. Old Canaan Road Soccer Complex (owned by County)
- 1.9.3. Arkwright Park (owned by County)
- 1.9.4. Berry Field (owned by County)
- 1.9.5. Linville Hills Park (owned by County)
- 1.9.6. Pacolet Park (privately-owned; leased by County)
- 1.9.7. Cowpens Park (owned by Town of Cowpens)
- 1.9.8. Inman Sports Complex (owned by School District 1)
- 1.9.9. Woodruff Leisure Center (owned by City of Woodruff)
- 1.9.10. W.R. McKinney Park (owned by City of Woodruff)
- 1.10. Essential Investments, to address operations and maintenance as well as park functional improvements are proposed for the following parks:
  - 1.10.1. Tyger River Park (owned by County) (Investments in this park are limited to in-park speed tables for traffic calming.)
  - 1.10.2. Va-Du-Mar McMillan Park (owned by County) (This includes construction of multi-purpose fields for youth soccer, lacrosse and football.)
  - 1.10.3. Cleveland Park (owned by County) (This includes construction of a sign for Cleveland Park which will incorporate an advertising marquee for Spartanburg Parks programs as well as a themed “community build” playground. It does not address the Cleveland Park miniature train.)
- 1.11. New facilities, developed through partnerships:
  - 1.11.1. Academy Park (if approved, owned by County), an unused baseball/softball facility located in the town of Reidville, is currently owned by School District 5. This park will be donated to Spartanburg County and repurposed as a youth soccer, lacrosse and football facility.
  - 1.11.2. Lincoln Park (if approved, owned by County), the site of a former school, recently demolished, is currently owned by School District 6. This land will be donated to Spartanburg County and repurposed as a park with a baseball/softball field, at least three soccer fields and other amenities.
  - 1.11.3. Chesnee Community Park (if approved, owned by County). This park would be created from on a privately-owned baseball complex and combined with the VSP Senior Center. The park, in concept, would include two baseball fields, a multi-purpose field, a playground, walking trail and the senior center. The

senior center would be used as a community recreation center in the afternoons and evenings.

1.11.4. Lyman Town Park (when built, owned by Town of Lyman). This park is being planned. The Town has asked Spartanburg County to provide a cash infusion of \$100,000 to the project. When complete, the park will be maintained by the Town of Lyman.

1.12. The Parks Enhancement Plan does not include Holston Creek Park, the first phase of which is already budgeted in the Capital Improvement Plan.

1.13. The Parks Enhancement Plan also recommends development of a Park Standards Manual, intended to start the process of standardizing certain park elements, to provide a unified look and feel to all parks. Standardizing elements, such as restrooms, picnic shelters, etc, will also lead to lower costs and an expedited procurement process. A Park Landscaping Plan is also recommended. Staff can use such a plan to involve private organizations in the appearance improvement of Spartanburg Parks' properties.

1.14. Finally, the Parks Enhancement Plan recommends several improvements to what the staff has termed the County's "Outdoor Recreation Infrastructure," including:

1.14.1. "Outposts," developed in cooperation with partner agencies, from which outdoor recreation programming can be delivered, such as:

1.14.1.1. Lake Cooley Outdoor Recreation Center (in partnership with SJWD Water District)

1.14.1.2. Cherokee Springs Hunting and Fishing Preserve (in partnership with the S.C. Department of Natural Resources)

1.14.1.3. Glendale Outdoor Leadership School (in partnership with the Palmetto Conservation Foundation)

1.14.1.4. Tyger River Passage, including the Tyger River Nature Center (in partnership with the Tyger River Foundation)

1.14.1.5. Other "outposts" will be developed in the future. Possible locations involve the Town of Pacolet and Spartanburg Water's park on Lake Blalock.

1.14.2. Recreational trails, developed to create internal enhancements to existing parks and to connect neighborhoods to parks. In the near term, the Parks Enhancement Plan recommends funding for:

1.14.2.1. A trail system in the City of Woodruff

1.14.2.2. Re-decking of a bike and pedestrian bridge in the 115 acre Edwin M. Griffin Nature Preserve. This public park is the most popular

connected trails system in the County outside of the Croft State Park Natural Area.

1.14.2.3. Spartanburg County has already partnered with Partners for Active Living and the City of Spartanburg to complete a trails master plan. The Trails Master Plan will provide guidance for future trail investments in FY 14-forward, so no trails investments have been listed in Appendix 10.1 for FY 14 and future years, until the Trails Master Plan is complete.

1.15. This paper includes a section on the principal funding sources for Parks' operations, maintenance and capital expenditures. The use of Hospitality Tax funds has a significant role to play in the improvement of existing and planned park investments that have been deemed to have tourism impact. These include the following parks which have, in the past, been recognized as having a tourism impact due to their use as tournament venues:

1.15.1. Tyger River Park

1.15.2. 295 Sports Complex

1.16. When Council adopted the Hospitality Tax, certain restrictions were placed on its use, such as a restriction against using the tax to supplant other funding sources. This was a County Council decision, so a future Council can remove the restriction. The recommendations in the paper assume that Council will do so, in the interest of providing better facilities for Spartanburg County residents. This paper also assumes the adjustment of other Council policies, described below, in furtherance of the goal of enhancing park facilities for citizens and visitors.

1.17. The Parks Enhancement Plan defines and expands the use of Hospitality Taxes for outdoor recreation investments that the staff believes are Hospitality Tax-eligible. These include:

1.17.1. Lake Cooley Outdoor Recreation Center

1.17.2. Tyger River Passage (including a Nature Center and Park)

1.17.3. Glendale Outdoor Leadership School

1.17.4. Pacolet River Passage

1.17.5. Big Shoals Park (purchase and development of former Clifton 2 mill property)

1.17.6. Cottonwood Trail bridge (part of Edwin Griffin Nature Preserve)

1.18. Eventually, this list will include the completion of Holston Creek Park, as the second phase of that facility will include several tourism-related assets.

- 1.19. Hospitality Taxes should also be used to develop a relatively low-cost asset in several parks: disc golf, since that sport is growing in popularity and can be used as a basis for attracting tournaments to the county. A recent disc golf tournament in Charlotte attracted more than 1,100 players.
- 1.20. Finally, the staff believes Hospitality Taxes can also be justified for the improvement and construction of soccer fields and multi-purpose fields, provided that the Parks Department undertakes, on its own or in partnership with a tournament promoter, the attraction of youth soccer, lacrosse and football tournaments to the community. If this is done, the staff believes Hospitality Tax funds can be justified to:
  - 1.20.1. Improve the Old Canaan Road Soccer Complex
  - 1.20.2. Improve Va-Du-Mar McMillan Park
  - 1.20.3. Construct, in cooperation with other partner(s), Academy Park and Lincoln Park which can be used as tournament facility for youth soccer, lacrosse and football.
- 1.21. The Parks Enhancement Plan assumes that the use of Hospitality Taxes to underwrite the costs of tourism facility maintenance and operations will end in FY 21. At that point, the debt service associated with Cleveland Park improvements will have ended. Also, the staff anticipates non-tax revenue can rise during the period FY 14 – FY 21 by gradually increasing Parks program fees and charges (league fees, tournament fees, concessions and the After Class Enrichment program). Until FY 21, however, the Parks Enhancement Plan assumes increased use of Hospitality Taxes to offset the cost of maintenance at tourism-related parks. If Council approves the legislation necessary to do so, this action will allow diversion of property tax funding to improve non-tourism parks.
- 1.22. Council's 2011 action to reduce the Parks and Recreation Special Tax District Millage from 5.8 to 5 created a significant challenge to planning for necessary park investments. Based on the staff's financial projections, it appears that a return to the millage rate of 5.8 will be necessary to cover the rising cost of goods and services. Using a three percent inflation factor, we have projected this increase will likely be necessary by FY 18. Staff recommends a gradual increase in the millage, beginning in FY 14.

## **2. Background**

- 2.1. Over the past year, the Spartanburg Parks staff has undertaken a number of steps to update and enhance the operations and image of the department. Renewing the concept of public service, building partnerships, documenting procedures, reorganizing around core functions and reducing administrative staffing are among the department's achievements. The department also developed a statement of Mission and Values to guide future actions:

## **Our Mission**

*Spartanburg County Parks Department facilities and programs will be fun, safe, attractive, accessible and family friendly - offering both active and passive recreation opportunities - to promote an active, healthy lifestyle for people of all ages and abilities.*

## **Our Values**

**Enjoyment and Celebration:** *We will provide safe, well-managed, family-friendly facilities and programs to help our customers enjoy a better quality of life. We will recognize and celebrate our professional achievements.*

**Customer Service and Courtesy:** *We will actively assess the needs and desires of our customers to design facilities, programs and services that meet or exceed their expectations. We will treat our customers and each other with courtesy and respect.*

**Collaboration and Partnership:** *We will seek out opportunities to partner with other public and private community organizations to broaden and improve our community's parks and recreation opportunities. We will involve ourselves in worthwhile projects and programs. We will focus on getting things done; not claiming credit.*

**Stewardship and Integrity:** *We will follow the law and regulations that apply to our department. We will be good stewards of the public's financial and material resources. We will maintain high standards of ethical and professional conduct. We will accomplish what we promise.*

**Professionalism and Continuous Improvement:** *We will hire employees who understand that public service is more than just a job. We will encourage ongoing professional development. We will document procedures and provide training so that our employees can understand expectations. We will measure our performance and draw improvement lessons from analyzing our operations. We will value each other and solve problems through teamwork. We will never be satisfied with doing things "the way they've always been done."*

- 2.2. The next recommended step is to begin addressing park facilities improvement. The need for investment is four-fold:
  - 2.2.1. **To address operations and maintenance issues.** Public facilities, like any other property, deteriorate without ongoing maintenance and repair. Spartanburg Parks' past maintenance focus has been on playing fields. Other portions of parks, such as buildings, equipment, parking lots and pedestrian access, need attention.
  - 2.2.2. **To increase the availability of and access to park facilities.** Spartanburg citizens and visitors of all ages and abilities need access to quality park assets to promote a healthy and enjoyable lifestyle.
  - 2.2.3. **To promote the greatest possible public use of available park resources.** Some park properties owned by Spartanburg County contain land that could be

developed to meet documented needs. Other properties have land that cannot feasibly be developed within the next decade, though transitional uses are possible.

**2.2.4. To enhance economic development, by investing in facilities to support youth soccer, lacrosse and football tournaments as well as outdoor recreation assets, to enhance the attraction of tourists to the county.**

2.3. Much work has already gone into the Parks Enhancement Plan.

2.3.1. Spartanburg Parks' staff reviewed all contracts to determine any outstanding issues or unmet needs with agencies and organizations. Spartanburg County only owns 13 park facilities; ten are actively used. The other 24 facilities managed/maintained and/or utilized by Spartanburg Parks are owned by schools, businesses and municipalities. Most of the contracts associated with these facilities need to be updated. A new contract template has been drafted. Spartanburg Parks' staff is in the process of meeting with organizations to address contractual issues and implement the new contract form.

2.3.2. Spartanburg Parks' staff, working with other County departments and a consulting firm, reviewed all parks to identify any operations and maintenance issues at the parks owned or managed by Spartanburg County, with the intent of developing a plan for parks improvements.

2.3.3. In addition, the Parks Department staff, working with partner organizations, developed the section titled "Outdoor Recreation Infrastructure."

2.3.4. The Parks Department staff authored this paper, aiming to present Council with a comprehensive set of recommendations to guide the future improvement and development of the County's park system.

2.4. It is the Spartanburg Parks staff's intention to:

2.4.1. Present the Parks Enhancement Plan at the September Livability Committee meeting, request that the Council receive the plan as information and then provide County Council ample opportunity to review, study and comment upon this far-reaching, multi-year, multi-million dollar plan.

2.4.2. If appropriate, request adoption of the Parks Enhancement Plan at the October or November Council Meeting, incorporating any amendments approved by Council.

2.4.3. After the plan is adopted, request an amendment to the County Capital Improvement Program, which will serve as the implementation and project-tracking vehicle for the Parks Enhancement Plan. This will provide the permission and necessary funding for the Parks' staff to get started on the highest-priority projects.

### 3. Funding Sources for Park Enhancements

- 3.1. Spartanburg Parks has two funding sources to build, maintain and operate parks and recreation facilities and programs. The first are “earmarked” property taxes. The second is Hospitality Taxes.
  - 3.1.1. Property Taxes: The Spartanburg Parks and Recreation Special Tax District (District) was formed by the Spartanburg County Council, in accordance with Title Four, Chapter 20 of State Law. County Council sets the millage rate annually during the Operating Budget process, within the guidelines of State law. The adopted millage rate for FY 13 is five mills. In FY13, based on a millage rate of five mills, the Special Tax District is expected to generate approximately \$4.3 million.
  - 3.1.2. The millage rate is applied to properties within the District. Municipal governing bodies can choose whether or not to be included within the District. The District currently includes all unincorporated areas as well as the municipalities of Cowpens, Lyman, Pacolet, Reidville and Woodruff. The municipalities of Campobello, Inman, Chesnee, Duncan, Greer, Landrum, Spartanburg and Wellford are not included within the Spartanburg County Parks and Recreation Special Tax District.
  - 3.1.3. Revenue from property taxes collected within the District is deposited into the District Fund. Monies from the Fund are appropriated annually by County Council, primarily to fund the maintenance and operations expenses of the Spartanburg Parks Department. The Department also charges fees for some services. Any revenues left over at the end of the year, after all expenses are paid, accumulate in the District Fund. These monies must be spent for parks and recreation projects because that is the stated purpose for which the funds were collected from citizens. Also, because day-to-day maintenance and operations expenses for the Parks Department must be funded with current revenues according to Council policy, the use of monies from prior years is limited to funding park capital projects, which could include the development of new community parks or the improvement of existing community parks.
- 3.2. Hospitality Taxes: A Local Hospitality Tax is a tax, not to exceed two percent, on the sale of prepared meals and beverages sold in establishments with a jurisdiction. The tax is authorized in Article 7 of Chapter 1 of Title 6 of the Code of Laws of South Carolina, 1976, as amended, generally referred to as the “Local Hospitality Tax Act”. Spartanburg County Council enacted a Local Hospitality Tax to provide a dedicated source of revenue and an appropriate and efficient means of funding tourist-related infrastructure and capital improvement projects.
  - 3.2.1. Hospitality Taxes are collected from the unincorporated areas of the county, as well as from within municipalities that do not have a Hospitality Tax. Some municipalities collect their own Hospitality Tax.

- 3.2.2. The State law under which the tax was enacted limits how the funds can be spent. According to State law, the revenue generated by the Hospitality Tax must be used exclusively for the following purposes:
  - 3.1.1.1. tourism-related buildings including, but not limited to, civic centers, coliseums, and aquariums;
  - 3.1.1.2. tourism-related cultural, recreational, or historic facilities;
  - 3.1.1.3. beach access and renourishment;
  - 3.1.1.4. highways, roads, streets, and bridges providing access to tourist destinations;
  - 3.1.1.5. advertisements and promotions related to tourism development; or
  - 3.1.1.6. water and sewer infrastructure to serve tourism-related demand.
- 3.2.3. Also, according to State law, in a county which collects less than nine hundred thousand dollars in Accommodations Taxes annually, an amount not to exceed fifty percent of the revenue in the preceding fiscal year of the local Hospitality Tax may be used for the operation and maintenance of these facilities as well as police, fire protection, emergency medical services, and emergency-preparedness operations directly attendant to those facilities.
- 3.3. Spartanburg County collects approximately \$3.3 million in Hospitality Taxes each year.
- 3.4. Approximately \$1.4 million of this amount is dedicated to paying debt on a special type of government bond (called a "Certificate of Participation," normally referred to as "COPs") that was issued in 2009 to fund construction of Tyger River Park and North Spartanburg Park. The debt service will be paid off in 2030, at which time the Hospitality Tax will "sunset" or expire. The purpose of issuing the COPs bonds was to obtain some park improvements quickly, without having to wait for an adequate amount of Hospitality Taxes to accumulate in order to fund the projects. Debt service on the COPS issue is paid solely by Hospitality Taxes; no property taxes are used to pay off the bonds in the COPs issue.
- 3.5. Decisions on the use of the remaining Hospitality Tax funds (approximately \$1.9 million annually) are made by the County Council. The majority of Hospitality Tax revenues – other than the COPs debt service - have been used for the building of parks, though smaller amounts have also been appropriated for the Arts Partnership, Regional History Museum, and Spartanburg Convention and Visitors Bureau.
- 3.6. When the Hospitality Tax was adopted, Council placed certain limitations on the use of the funds. For example, currently, the Hospitality Tax proceeds cannot be used to "supplant" existing revenues.

#### 4. Funding and Construction Management Assumptions

4.1. After Milone and MacBroom completed their analysis, which includes estimates of the implementation cost of their recommendations, a financial plan was assembled to determine the approximate number of years it will take to implement the recommendations. Based upon the following assumptions, the complete implementation of all recommendations will exceed ten years. However, for purposes of this paper, only the FY 13 Fiscal Year, plus four additional fiscal years is addressed, since five years is the scope of the County Capital Improvement Plan.

#### 4.2. Current Operations

4.2.1. The ability to fund capital improvements is, in part, a function of the Operating Budget. A simplified version of the FY 13 Operating Budget is shown below. The reader will note that the combination of property taxes and other revenue is not adequate to meet operating costs, so a transfer of Hospitality Tax funds was required to achieve a balance budget. This is not surprising, since Tyger River Park, from the beginning, was budgeted to require an ongoing operating subsidy from Hospitality Taxes.

4.2.2. The chart below does not include debt service for construction of Tyger River Park and improvements to North Spartanburg Park.

<b>REVENUE</b>		<b>%</b>
PROPERTY TAX	\$ 4,322,425	71%
FEES, CHARGES, CONCESSIONS & GRANTS	\$ 1,007,766	16%
HOSPITALITY TAX TRANSFER	\$ 800,000	13%
<b>TOTAL REVENUE</b>	<b>\$ 6,130,191</b>	<b>100%</b>
<b>EXPENSE</b>		
CHARGES TO PARKS FUND	\$ 511,960	8%
CLEVELAND PARK DEBT SERVICE	\$ 344,783	6%
ADMINISTRATION	\$ 764,354	12%
PARKS MAINTENANCE	\$ 2,326,148	38%
PARK OPERATIONS	\$ 641,452	10%
RECREATION CENTERS	\$ 650,911	11%
RECREATION PROGRAMS	\$ 682,526	11%
PARKS CONTINGENCY	\$ 208,057	3%
<b>TOTAL EXPENSE</b>	<b>\$ 6,130,191</b>	<b>100%</b>

#### 4.3. Revenues

4.3.1. The staff has assumed that property tax millage will remain fixed at five mills for the period FY 13 – FY 17. Due to state legislation, during a period of low inflation, it is difficult to raise millage rates. However, the staff has assumed a 1% annual growth rate in the tax base for the Spartanburg County Parks and Recreation Special Tax District

- 4.3.2. The staff has assumed a 1% annual growth rate in revenues from the Hospitality Tax.
- 4.3.3. The Cleveland Park debt service, which consumes \$345,000 annually, will be paid off in FY 2020. The staff has also assumed a gradual increase in non-tax department revenue, including local league fees as well as fees for tournaments, facility rentals and recreation programs. The staff expects some expansion of these revenues, as well. The intent is to increase such revenues to the point that by 2021, when Cleveland Park debt service will have ended, Hospitality Taxes will no longer be needed to sustain maintenance of Hospitality Tax-eligible parks. Until that point, however, the Parks Enhancement Plan assumes an **increased** transfer from the Hospitality Tax Fund to the Park District Fund. This transfer will be used to offset the cost of operations and maintenance at tourism-related parks, thus freeing up Park District revenues to fund improvements at parks that are not eligible for the use of Hospitality Taxes.
- 4.3.4. The increased transfer will require a change in Council policy which prevents Hospitality Tax revenues from supplanting existing revenues. For the purpose of developing a financial plan, the staff has assumed that Council will approve this policy change.
- 4.3.5. In preparing the financial plan, the staff assumed that Council will change, for at least the next five to seven years, its policy on fund reserves. Currently, Council policy requires the maintenance of a 15% reserve, as applied to total revenues, in each fund. This policy, while financially conservative, ties up a substantial amount of cash in the Hospitality Tax Fund and Parks Fund that could otherwise be used for park enhancements. Because of the conservative manner in which the staff has projected costs for park enhancements, the limited purposes to which these funds can be applied and because of the substantial backlog of operations and maintenance issues that Spartanburg County must address, the staff recommends that Council:
  - 4.3.5.1. Reduce the reserve requirement in the Hospitality Tax fund to 10% of revenues from the current 15%.
  - 4.3.5.2. Reduce the reserve requirement in the Parks Fund to 10% of property tax revenues from the current 15% of all revenues.

#### 4.4. Expenditures

- 4.4.1. Indirect costs charged to Spartanburg Parks will remain unchanged.
- 4.4.2. There are no cost-of-living or merit salary increases programmed into the financial plan. However, the staff has assumed a 3% inflation factor to cover cost increases in other Parks Department operating costs.
- 4.4.3. The staff has assumed continuation of the FY 13 staffing level through FY 17, with two exceptions:



that could contribute significantly to cost, such as the presence of sub-surface rock or mandated expenses, such as traffic improvements.

- 4.6.3. Instead, the staff proposes that, in the future, park designers will design and estimate the cost for the selected project in Year 1. Design, in this context, also includes citizen involvement, surveys, permitting and a complete surface and subsurface investigation of the subject property to ensure there are few surprises (with resultant cost increases) during the construction phase. With this information, and after adding an appropriate contingency, Council will be requested to appropriate funds for construction in Year 2. Construction would commence in Year 2 and be completed in Year 2 or 3.
- 4.6.4. None of the projects envisioned in the Parks Enhancement Plan will take more than three years from design to completion.

## **5. Policy Statements**

- 5.1. In order to make sound recommendations to Council, the staff thought it was appropriate to balance practical recommendations with the political and community insight the staff has received from Council as well as the many community leaders who have provided their viewpoints over the past year. These insights are summarized into ten policy statements that were used to guide recommendations on implementation priorities.
  - 5.1.1. At a minimum, parks and recreation facilities owned/managed by Spartanburg County will be safe, attractive and family friendly. Once recommended improvements are made, Spartanburg County should incrementally improve parks and recreation facilities.
  - 5.1.2. Improving the community's quality of life, encouraging neighborhood redevelopment and tax base expansion are among the reasons that Spartanburg County should consider in making parks and recreation investments.
  - 5.1.3. Access to Spartanburg County rivers and lakes should be enhanced, for the purpose of improving the community's quality of life and encouraging regional tourism activity.
  - 5.1.4. Spartanburg County should continue to invest in parks that promote development of youth sports tourism.
  - 5.1.5. Spartanburg County should focus trail development on in-park walking trails and connecting recreation assets to neighborhoods and centers of activity, for the purpose of wellness, recreation and safe walking routes to parks.
  - 5.1.6. Parks and recreation facilities owned/managed by Spartanburg County will be multi-purpose, featuring both active and passive recreation.

- 5.1.7. The Spartanburg County park system will be designed and sized so that a high quality of maintenance can be provided within the available funding level. Parks that receive the highest use will receive the highest priority for maintenance.
- 5.1.8. Municipal participation in the Spartanburg County Parks and Recreation Special Tax District should be a pre-condition for Spartanburg County investment in parks improvements within those municipalities. (The exception to this rule is the City of Spartanburg, which operates its own parks and recreation program.)
- 5.1.9. Spartanburg County should facilitate and support the efforts of private groups to develop parks and recreation assets.
- 5.1.10. Spartanburg County should partner with other public and private agencies, such as schools, towns, water districts and community organizations, to improve parks and recreation availability as well as public information about parks and recreation assets.

## **6. The Role of Partnerships; the Importance of Contracts**

- 6.1. Spartanburg County is blessed with a number of not-for-profit organizations interested in promoting parks, recreation programs, healthy lifestyles, beautification and natural resources education/stewardship. It would be senseless to avoid building partnerships with these organizations. Spartanburg County, by virtue of its planning, public relations and parks development capabilities, can play a crucial role in promoting coordination, resource development, resource sharing and public information. Partnerships benefit the public and community visitors. By working together, Spartanburg organizations can help build a better community and can more efficiently utilize available resources. The Parks Enhancement Plan assumes a heavy reliance on partnerships, particularly in the development of Spartanburg County’s “Outdoor Recreation Infrastructure.”
- 6.2. As important as the partnerships, however, is the development of written contracts documenting the content and scope of the partnerships. Over time, organizational leadership roles change and memories fade, which can easily result in conflicts between partners. The Spartanburg Parks Department must continue with the process of updating and revising existing contracts. New partnerships must be well-documented via informal memoranda of understanding or formal contracts, as appropriate.

## **7. Summary of Park Recommendations**

- 7.1. Park Transfers.
  - 7.1.1. The Parks Enhancement Plan recommends the transfer of three parks to other entities.
    - 7.1.1.1. Little Africa Park is an 8-acre park located in a rural area close to the N.C. state line. It contains a playground, picnic shelter and baseball field. It is little-used and is gated. Two residents in the area hold the keys to the park. The staff recommends that the ownership of the park be transferred to one or more of the area churches. If this is found to not

be feasible, Spartanburg County should explore outsourcing maintenance of the park.

7.1.1.2. Southside Park contains two ballfields developed within Croft State Park. They are owned by the SC Department of Parks, Recreation and Tourism. The contract is a year-to-year arrangement which expires if the Parks Department chooses not to maintain or use the park. The ballfields that comprise the park are in relatively good shape. However, Spartanburg Parks does not program the park and the availability of Tyger River Park and other, more accessible facilities makes these playing fields less desirable. The Westside Booster Club has expressed interest in taking over responsibility for the park. The staff recommends writing a letter to the S.C. Department of Parks, Recreation and Tourism stating that Spartanburg County can no longer maintain the park and recommending that the agency contract with the Westside Boosters for maintenance and utilization of the park.

7.1.1.3. Fairmont-Larkin Park is a 6-acre private park which can only be accessed through a 3.8 acre parcel of land owned by Spartanburg County. The organization with whom a contract was signed - the Fairmont-Larkin Recreation Association - was created by the State Legislature and the contract with the organization is long-expired. The staff recommends gating the park and donating the County land to an area church, which could work with the park owner to control use of the park. The staff has discussed this concept with one nearby church; the pastor showed considerable interest.

## 7.2. Parks Not Addressed in the Parks Enhancement Plan

7.2.1. Holston Creek Park. The Master Plan for this park has been approved by Council. The first phase has been funded. Proposals for design and construction administration services have been received and Arbor Engineering has been selected to design and provide construction administration services. The master planning firm estimated a design time of six months and a construction time of 10-12 months.

7.2.2. North Spartanburg Park. This 26 acre park is largely complete, though it could benefit from some additional enhancements. Earlier this year, through a project with Milliken, a number of appearance and function improvements were identified, including: (1) Improving curb appeal by acquiring and incorporating into the park a non-buildable lot that fronts the park, (2) Improving vehicle and pedestrian circulation in the park to improve safety, (3) Building an in-park trail for exercise; linking the upper parking lot to the ball fields below via the trail, (4) Linking the park to the adjacent neighborhood through improved pedestrian connections and (5) Upgrading landscaping and lighting. At this time, because of the other, more pressing park needs, the staff does not recommend additional investment.

### 7.3. “Essential” and “Desirable” Park Investments

7.3.1. The Parks Enhancement Plan divides park investment into those that are “Essential” and “Desirable.” Primarily due to the backlog of deferred maintenance and accessibility investments needed, all of the investment recommendations for FY 13 – FY 17 fall into the “Essential” category.

7.3.2. The two divisions are further subdivided as follows:

7.3.2.1. Essential 1. These are operations and maintenance issues, such as roof replacements, drainage issues, etc.

7.3.2.2. Essential 2. These are access improvements to insure all citizens are able to utilize parks.

7.3.2.3. Essential 3. These are park improvements recommended in response to documented needs, such as a need for more youth soccer fields for hosting regional tournaments and provide for the needs of Spartanburg County citizens.

7.3.2.4. Desirable 1 and 2. These are park improvements recommended to improve the quality of the park, by adding additional activities and amenities. Items designated “1” were deemed to be more important than items designated “2.”

### 7.4. Planning and Citizen Participation.

7.4.1. The recommendations in the Parks Enhancement Plan were developed to provide County Council with accurate information upon which Council can base informed policy and priority-setting decisions. **However, the recommendations and tentative budgets do not necessarily represent the actual cost of the improvements needed, which will be impacted by materials and labor costs at the time the project is begun. The project cost will also be influenced by citizen participation in planning for the park enhancements.**

7.4.2. Also, the Parks Enhancement Plan describes the improvement of the parks as they exist now, but does not take into account the desires of citizens. For example, a community park with two small baseball fields, a tennis court and a playground could be transformed into a community park with two large baseball fields plus adequate parking, if that is what the citizens of that community desire for that park. Once Council makes decisions on the priority of park improvements, a parks design/engineering firm will be selected to design the improvements. Part of the design process will involve citizen participation so that the improvements – to the extent possible – address the needs and desires of the citizens.

7.4.3. In making these recommendations, staff has been primarily influenced by the philosophy of making investments that will provide the greatest good to benefit

the greatest number of people. Thus, our recommended investments tend to be located in areas having the greatest population density.

- 7.5. Regular review and adjustment. This is a plan. Like any plan, it should be reviewed with partners, key stakeholders and County Council routinely – not less than every two years – to consider revisions. Revisions could be caused by new economic development activity, partnership and funding opportunities, or fresh ideas arising from ongoing interaction with Parks Department customers. This plan will provide the foundation for an ongoing conversation about parks and recreation facilities and services for Spartanburg County.

**8. Park Enhancement Recommendations for FY 13 - FY 17 CIP**

- 8.1. Recommendations for park investments begin below. **Only the Essential Investments are recommended for FY 13 – FY 17. Desirable Investments are shown in green but are not included in the total.**

<b>295 Sports Complex 2100 Southport Road</b>	
<b>Essential Investments</b>	\$440,000
<b>Desirable Investments</b>	\$469,000
<b>Design/Construction Admin.</b>	\$33,000
<b>Total for FY 13-FY 17</b>	<b>\$473,000</b>
<b>Owner</b>	Spartanburg County
<b>Funding Source</b>	Hospitality Tax
<b>HIGH USE</b> (used by approximately 186 teams/week during season, including tournaments). Essential investments in this 25-acre facility will address parking, interior circulation, fencing, bleachers, drainage and access issues.	

<b>Academy Park Main Street , Reidville</b>	
<b>Essential Investments</b>	\$450,000
<b>Desirable Investments</b>	\$0
<b>Design/Construction Admin.</b>	\$33,750
<b>Total for FY 13-FY 17</b>	<b>\$483,750</b>
<b>Owner</b>	Spartanburg County
<b>Funding Source</b>	Hospitality Tax
<p><b>NEW</b> This former baseball/softball park, owned by School District 5, is currently unused and is no longer needed for its original purpose due to the availability of Tyger River Park, which is less than one mile away. District 5 officials have offered to donate the park to Spartanburg County for development of a multi-purpose facility to provide playing fields for soccer, lacrosse and football. The site is approximate 15 acres in size, is lighted, and has paved parking. Preliminary review indicates that it could accommodate at least four multi-purpose fields. Also, vacant land surrounding the park could allow for expansion. District 5 officials have offered to assist in the development of the park by clearing the existing fencing. One of the reasons for placing a high priority on this facility is the Carolina Football Club (CFC), which must be relocated in the next three to five years due to expansion by SEW-Eurodrive. This park could be used to support youth soccer, lacrosse and football tournaments, in combination with Old Canaan Road Park, Va-Du-Mar McMillan Park and USC-Upstate. The closeness of the park to Greenville County's MESA soccer complex would also support regional youth sports tourism.</p>	
<b>Lincoln Park (Phase 1), Lincoln School Road</b>	
<b>Essential Investments</b>	\$500,000
<b>Desirable Investments</b>	\$0
<b>Design/Construction Admin.</b>	\$37,500
<b>Total for FY 13-FY 17</b>	<b>\$537,500</b>
<b>Owner</b>	Spartanburg County (if approved)
<b>Funding Source</b>	Hospitality Tax
<p><b>NEW</b> This new park is proposed to be located on a 25-acre site, owned by School District 6. Originally the site of the Lincoln School (recently demolished), this property has been offered to Spartanburg County for development of a public park. A tentative design indicates the park property is large enough to contain three soccer fields and a baseball/softball field, if the existing parking is left intact and a small amount of adjacent property is acquired. The park can be used to support youth soccer tournaments, in combination with Old Canaan Road Park, Va-Du-Mar McMillan Park, Academy Park and USC-Upstate. The District 6-owned parcel is also adjacent to a 20-acre privately-owned parcel, which could accommodate an additional five to six multi-purpose fields in Phase 2 of the park development. The owners of that parcel have indicated a willingness to sell the parcel for park development.</p>	

<b>Old Canaan Rd. Soccer Complex 315 Old Canaan Road Ext.</b>	
<b>Essential Investments</b>	\$676,000
<b>Desirable Investments</b>	\$1,400,000
<b>Design/Construction Admin.</b>	\$50,700
<b>Total for FY 13-FY 17</b>	<b>\$726,700</b>
<b>Owner</b>	Spartanburg County
<b>Funding Source</b>	Hospitality Tax
<p><b>HIGH USE</b> (used by approximately 150 teams/week during season, including local tournaments) This 80.7 acre park is Spartanburg County's premier soccer complex. Among the recommended investments needed are parking, accessibility and fencing Investments. Eventually, the fields should be lighted. This park can be used in combination with Academy Park, Lincoln Park, Va-Du-Mar McMillan Park and USC-Upstate to host regional soccer tournaments.</p>	
<b>Tyger River Park 195 Dillard Road</b>	
<b>Essential Investments</b>	\$12,000
<b>Desirable Investments</b>	\$107,000
<b>Design/Construction Admin.</b>	\$900
<b>Total for FY 13-FY 17</b>	<b>\$12,900</b>
<b>Owner</b>	Spartanburg County
<b>Funding Source</b>	Hospitality Tax
<p><b>HIGH USE</b> (used by approximately 432 teams/week to date, including tournaments) When all currently-funded elements are complete, Tyger River Park will be largely built-out. Two Essential Investments have been recommended. The first is in-park speed tables for traffic calming. The Desirable Investment suggests a disc golf course on the periphery of the park. Other possible uses for the available land include a multi-use field for soccer, lacrosse and football games, a dog park or even a site for a Reidville branch library.</p>	
<b>Va-Du-Mar McMillan Park 591 McMillan Blvd.</b>	
<b>Essential Investments</b>	\$896,000
<b>Desirable Investments</b>	\$1,734,000
<b>Design/Construction Admin.</b>	\$67,200
<b>Total for FY 13-FY 17</b>	<b>\$963,200</b>
<b>Owner</b>	Spartanburg County
<b>Funding Source</b>	Hospitality Tax
<p><b>HIGH USE</b> (used by approximately 70 teams/week, during season) This 111 acre park represents the greatest possibility for near-term expansion. Recommended Investments needed are limited to erosion, drainage, access, the purchase of more bleachers and the construction of three to five multi-purpose fields to accommodate demand for soccer and football fields. Va-Du-Mar McMillan Park can be used in combination with Old Canaan Road Soccer Complex, Academy Park, Lincoln Park and USC-Upstate to host regional youth soccer, lacrosse and football tournaments.</p>	

<b>Arkwright Park Sims Chapel Road</b>	
<b>Essential Investments</b>	\$303,000
<b>Desirable Investments</b>	\$200,000
<b>Design/Construction Admin.</b>	\$22,725
<b>Total for FY 13-FY 17</b>	<b>\$325,725</b>
<b>Owner</b>	Spartanburg County
<b>Funding Source</b>	Property Tax
<p><b>LOW USE</b> Recommended investments in this 2.2 acre facility include parking, drainage, turf improvement, access, fencing and equipment. The park, as is, is too small to serve as a meaningful community asset. The staff recommends expanding the park scope in order to provide support to community revitalization activity (The Ridge @ Southport housing complex). The Essential Investment shown is for the current 2.2 acre facility. <b>The \$200,000 shown as a "Desirable Investment" is a "placeholder", since the scope of the expanded park has not been defined.</b></p>	
<b>Berry Field 121 N Cleveland Park Dr.</b>	
<b>Essential Investments</b>	\$291,000
<b>Desirable Investments</b>	\$324,000
<b>Design/Construction Admin.</b>	\$21,825
<b>Total for FY 13-FY 17</b>	<b>\$312,825</b>
<b>Owner</b>	Spartanburg County
<b>Funding Source</b>	Property Tax
<p><b>LOW USE</b> (used by approximately 8 teams/week during season). Recommended investment in this 7 acre facility includes parking, access, replacement of bleachers, and erosion repair. The "Desirable" investments include pedestrian/bicycle access beneath Asheville Highway to Cleveland Park. Such a connection is feasible and could be an important linkage in an exercise path running from downtown, through neighborhoods, through Berry Field and Cleveland Park and back to downtown.</p>	
<b>Cleveland Park 121 N Cleveland Park Dr.</b>	
<b>Essential Investments</b>	\$475,000
<b>Desirable Investments</b>	\$0
<b>Design/Construction Admin.</b>	\$35,625
<b>Total for FY 13-FY 17</b>	<b>\$510,625</b>
<b>Owner</b>	Spartanburg County
<b>Funding Source</b>	Property Tax and Private Funds
<p><b>HIGH USE</b> Recommended investments in this 9 acre facility include access, lighting, erosion control and playground replacement. Planning for connecting Cleveland Park to Glenn Park (a 5.8 acre linear sliver of left-over land bisected by a stream that could best be used as part of a walking trail connected to Cleveland Park) is included in this project. The bulk of the estimated cost is associated with playground improvements. A Cleveland Park sign that will include an advertising marquee for Spartanburg Parks programs and facilities is also included in this project.</p>	

<b>Chesnee Community Park 302 E. Manning Street</b>	
<b>Essential Investments</b>	\$411,600
<b>Desirable Investments</b>	\$161,000
<b>Design/Construction Admin.</b>	\$30,870
<b>Total for FY 13-FY 17</b>	<b>\$442,470</b>
<b>Owner</b>	Spartanburg County (if approved)
<b>Funding Source</b>	Property Tax and Town of Chesnee
<p><b>NEW</b> This is an opportunity to create an excellent community resource through cooperation. The centerpiece of the project is the VSP Senior Center, a facility owned by Senior Centers of Spartanburg. The federal grant-funded center would cost more than a million dollars to replicate today. However, Senior Centers of Spartanburg has found operation of the Center to be a financial drain. The agency has had to endure severe cutbacks in its operations due to reductions in Federal assistance. Beside the Center is a playground in need of improvements and a privately-owned four-field baseball complex. The cost of improving the baseball complex is the largest capital expense and is reflected in the project cost. Leaders in the Chesnee community have already made progress in translating this idea into reality. (1) Senior Centers of Spartanburg has agreed to transfer the Senior Center to Spartanburg County. (2) The Town of Chesnee has agreed to join the Parks and Recreation Special Tax District. (3) The Chesnee Youth Association has agreed to transfer the ball fields to Spartanburg County. (4) In concept, Spartanburg County would assume the cost of operating and maintaining the fields and building. Like the two other recreation centers operated by the County, the Chesnee center - while it would continue to charge program fees - would require an operating subsidy from Spartanburg County.. (5) Spartanburg Parks would use the Center to provide senior recreation/wellness services as well as afternoon and evening recreation programming for other citizens. Volunteers will be used in service provision whenever possible, particularly in the senior recreation/wellness service.</p>	
<b>Linville Hills Park 1260 Old Anderson Mill Road</b>	
<b>Essential Investments</b>	\$127,000
<b>Desirable Investments</b>	\$151,000
<b>Design/Construction Admin.</b>	\$9,525
<b>Total for FY 13-FY 17</b>	<b>\$136,525</b>
<b>Owner</b>	Spartanburg County
<b>Funding Source</b>	Property Tax
<p><b>LOW USE.</b> This 7.8 acre park is currently little used. However, the park is located within a densely-developed community where many children live, it has potential to be an attractive public space since it has a number of mature trees. Several new single family homes were recently built within walking distance of the park. The recommended Essential and Desirable Investments will convert the facility to a passive family-oriented park with picnic shelters, grassy lawns, a gated entrance and playground equipment for families and small children.</p>	

<b>Pacolet Park 475 Sunny Acres Road</b>	
<b>Essential Investments</b>	\$250,800
<b>Desirable Investments</b>	\$529,000
<b>Design/Construction Admin.</b>	\$18,810
<b>Total for FY 13-FY 17</b>	<b>\$269,610</b>
<b>Owner</b>	Private, leased by County
<b>Funding Source</b>	Property Tax
<b>MEDIUM USE</b> (used by approximately 34 teams/week during season). This 12.99-acre park is privately owned but is leased to Spartanburg County. It has problems with parking, access, equipment, field condition and fencing.	
<b>Cowpens Park 209 S Linda St.</b>	
<b>Essential Investments</b>	\$380,800
<b>Desirable Investments</b>	\$313,000
<b>Design/Construction Admin.</b>	\$28,560
<b>Total for FY 13-FY 17</b>	<b>\$409,360</b>
<b>Owner</b>	Town of Cowpens
<b>Funding Source</b>	Property Tax
<b>MEDIUM USE</b> (used by approximately 34 teams/week during season) This 8.8-acre park has challenges with erosion/drainage, access, equipment, field condition and fencing.	
<b>Inman Sports Complex 35 Oakland Avenue</b>	
<b>Essential Investments</b>	\$295,700
<b>Desirable Investments</b>	\$547,000
<b>Design/Construction Admin.</b>	\$22,179
<b>Total for FY 13-FY 17</b>	<b>\$317,878</b>
<b>Owner</b>	School District 1
<b>Funding Source</b>	Property Tax
<b>MEDIUM USE</b> (used by approximately 47 teams/week during season) This is a much-used former school complex which could be vastly improved for a relatively small investment. The park has parking, fencing, accessibility, and bleacher issues. In discussions with the District 1, the staff raised the possibility of making capital investments in the facility, in return for District 1 taking over the maintenance responsibility (since they already have assets in the area). <b>However, the Town of Inman is not currently a member of the Spartanburg County Parks and Recreation Special Tax District.</b>	

<b>Woodruff Leisure Center</b> 550 Cavins Rd.	
<b>Essential Investments</b>	\$75,000
<b>Desirable Investments</b>	\$184,000
<b>Design/Construction Admin.</b>	\$5,625
<b>Total for FY 13-FY 17</b>	<b>\$278,425</b>
<b>Owner</b>	City of Woodruff
<b>Funding Source</b>	Property Tax
<b>MEDIUM USE</b> (no usage statistics available). This is a site for the After Class Enrichment (ACE) program, a fee-based after-school recreation program, as well as numerous other recreational and community functions, including senior recreation. This facility needs access and equipment improvement. The grounds around the Center (totaling 52 acres) are slated for development of a recreational trail system, described elsewhere.	
<b>W.R McKinney Park</b> E Pine Street	
<b>Essential Investments</b>	\$111,900
<b>Desirable Investments</b>	\$269,000
<b>Design/Construction Admin.</b>	\$8,392
<b>Total for FY 13-FY 17</b>	<b>\$120,293</b>
<b>Owner</b>	City of Woodruff
<b>Funding Source</b>	Property Tax
<b>UNKNOWN</b> (no usage statistics; facility not currently programmed or maintained by Spartanburg Parks). The City of Woodruff is in the Parks and Recreation District. The park needs improvements to equipment, parking, fields, sports court and the playground.	
<b>Lyman City Park</b> 81 Groce Road	
<b>Essential Investments</b>	\$0
<b>Desirable Investments</b>	\$0
<b>Design/Construction Admin.</b>	\$0
<b>Total for FY 13-FY 17</b>	<b>\$100,000</b>
<b>Owner</b>	Town of Lyman
<b>Funding Source</b>	Property Tax
<b>NEW</b> The Town of Lyman has plans to build a new park near Lyman Town Hall. The Town has raised significant grant and private funds. The park will benefit Lyman revitalization and provide a new amenity for Spartanburg County citizens. Lyman town officials have requested a \$100,000 contribution to complete funding for the first stage of the park. The Town of Lyman is in the Parks and Recreation Tax District, but Lyman officials say they intend to maintain the park with their own resources.	

<b>Park Standards Manual</b>	
Essential Investments	\$0
Desirable Investments	\$0
Design/Construction Admin.	\$30,000
<b>Total for FY 13-FY 17</b>	<b>\$30,000</b>
<b>Owner</b>	Spartanburg County
<b>Funding Source</b>	Property Tax
<p><b>NEW</b> The Parks Enhancement Plan provides an opportunity for Spartanburg Parks to begin standardizing certain park elements, for the purpose of creating a unified look and feel to all parks. The manual will be presented to Council for adoption as policy for the park system. This manual - based on the best practices of other park agencies - once completed, should help lower design costs and provide for long-lasting construction as well as less-intensive maintenance. This project will provide standard designs for park components such as picnic shelters, concession stands, bleachers, benches, picnic tables, accessible sidewalks, accessible playground structures, tree and landscaping selection, in-park wayfinding and regulatory signage, sports field construction and other features. Well-defined standards will also speed the procurement process.</p>	
<b>Park Beautification/Landscaping Plan</b>	
Essential Investments	\$60,000
Desirable Investments	\$0
Design/Construction Admin.	\$0
<b>Total for FY 13-FY 17</b>	<b>\$60,000</b>
<b>Owner</b>	Spartanburg County
<b>Funding Source</b>	Property Tax
<p><b>NEW</b> The Parks Enhancement Plan also provides an opportunity to substantially upgrade the appearance of Spartanburg Parks – particularly those that have a high degree of use or which are used for youth sports tourism. Tree-planting, installation of low-maintenance plant materials and landscaped buffers between park components will enhance the attractiveness, functionality while lowering maintenance cost. Spartanburg Parks will involve the Spartanburg Pride committee in oversight of the planning activity. Once the beautification plan is complete, Spartanburg Parks will partner with Spartanburg Pride to implement the improvements and will take on the role of long-term maintenance of the plantings.</p>	
<b>Totals for Projects Eligible for Hospitality Tax Funding</b>	
Essential Investments and Design/Construction Admin.	\$3,197,050
Desirable Investments (Future)	\$3,710,000
<b>Grand Total</b>	<b>\$6,907,050</b>
<b>Totals for Projects Not Eligible for Hospitality Tax Funding</b>	
Essential Investments and Design/Construction Admin.	\$3,044,126
Desirable Investments (Future)	\$2,149,000
<b>Grand Total</b>	<b>\$5,193,126</b>

## 9. Outdoor Recreation Infrastructure

9.1. The popularity of outdoor recreation (OR) is trending upward across the nation, as community leaders realize the potential of OR to provide economic benefits, quality of life improvements and health benefits resulting from a more active lifestyle. Spartanburg County is blessed with a bounty of outstanding natural resources suitable for outdoor recreation pursuits. The *Spartanburg Bicycle and Pedestrian Master Plan* and the *Spartanburg County Tourism Action Plan*, both of which have been adopted by County Council, call for development of a comprehensive outdoor recreation infrastructure and programming to enable active lifestyles among residents and to encourage recreation tourism and ecotourism from visitors.

9.1.1. The *2008 South Carolina State Comprehensive Outdoor Recreational Plan (SCORP)* is South Carolina’s official outdoor recreation plan and serves as a guide to Federal, State, and local governmental agencies and non-profit and private sector entities involved in recreation and natural resources planning and development. Distribution of federal funding for outdoor recreation is closely aligned with addressing SCORP’s priority issues, particularly for projects that are “shovel-ready.”

9.1.2. Spartanburg County is also fortunate to have multiple public and private organizations working to provide more outdoor recreation opportunities to the community. Utilizing the principals of SCORP as a guide, the purpose of this chapter is to organize these efforts into a cohesive countywide plan and to develop a framework of priorities that will guide Spartanburg County’s investment of public funds for outdoor recreation for the next five years. This plan provides general guidance and will be further refined each year through the CIP process as constraints and opportunities are recognized.

### 9.2. General Prioritization of County Funded Projects

9.2.1. Prioritization of specific OR projects funded by the County should correlate with priority issues identified in SCORP and begin with a focus on “low-hanging fruit” opportunities unique to Spartanburg County. Highest priority projects should:

9.2.1.1. Have viable and willing partners, with each partnership formalized through a memorandum of understanding or contract.

9.2.1.2. Possess a strong likelihood of leveraging other public and private resources.

9.2.1.3. Conform to the “outpost model,” presented below, that provides a well-distributed, diverse range of outdoor recreation opportunities from traditional to emerging activities.

9.2.2. For the most part, this philosophy requires a focus on improving existing facilities, both County and partner owned, with the goal of maximizing the taxpayer investment and avoiding unnecessary redundancies of services.

### 9.3. Outpost Model

9.3.1. An “outpost”, in the context of outdoor recreation, is a geographic destination from which regular programming can be based. Four separate potential centers for outdoor recreation activities already exist in Spartanburg County:

9.3.1.1. Spartanburg-Jackson-Wellford-Duncan Water District’s (SJWD) Lake Cooley Park,

9.3.1.2. Spartanburg County Parks Department’s Cherokee Springs property,

9.3.1.3. Palmetto Conservation Foundation’s (PCF) Glendale Outdoor Leadership School (GOLS), and

9.3.1.4. Tyger River Foundation’s (TRF) riverfront property.

9.3.2. These outposts are all at different stages of development for OR activities. Nevertheless, improving existing facilities is surely more cost-effective than starting anew. Supporting infrastructure such as trails, river access, and nature parks in the vicinity of these outposts is crucial to the success of the outpost model and should be considered a priority as well.

9.4. While some overlapping characteristics exist, each outpost offers unique characteristics within its setting, partner(s), and the programming for which it is best suited. Furthermore, these OR outposts are conveniently well-distributed throughout the northern, western, eastern, and southern portions of the County and are relatively close in proximity to the major centers of population along the I-85 and I-26 corridors. To ensure an efficient use of funds and a more rounded outdoor recreation experience in the County, use of each outpost by all participating partner organizations should be encouraged and formalized through written agreements.

### 9.5. Outpost One: Lake Cooley Outdoor Recreation Center

9.5.1. Lake Cooley Park, located on 333-acre Lake Cooley, is currently owned and operated by SJWD. Amenities include boat ramps, docks, fishing dock, parking area, small warden’s office, large picnic pavilion, three small picnic shelters, playground, and two restroom buildings. The total land area of the park is ten acres.

9.5.2. As noted on its website, ensuring a clean and adequate public water supply is SJWD’s primary mission. On the other hand, Spartanburg Parks specializes in developing, maintaining, and programming park facilities. Spartanburg Parks operates a thriving Outdoor Recreation Program that is seeking to expand its programming offerings to the public by developing a new base for operations.. Discussions between staff of SJWD and Spartanburg Parks resulted in a recommendation to SJWD Commissioners to develop a partnership between the two organizations that would result in an initial capital investment in the park by Spartanburg Parks. The SJWD Commissioners granted SJWD Executive Director

Mike Caston authority to negotiate an agreement for consideration by the Commissioners.

- 9.5.3. The aforementioned initial investment would come in the form of construction of a new office and classroom building, equipment storage shed, and fully accessible floating canoe and kayak launch to ensure water recreation opportunities for Spartanburg County residents of all ages and abilities. An investment in paddling equipment is essential to expanding programming and creating a rental program. Long-term maintenance investments such as resealing of the parking lot or replacement of a dock would be split between the partners as determined by the interagency agreement. These improvements are not included in the financial plan because their cost has not been assessed. However, professional services for design and construction administration have been included.
- 9.5.4. The office would be utilized as a home base for Spartanburg Parks' Outdoor Recreation program, which currently is constrained by operating out of the Spartanburg County Community Services Building (Dent Building) located on Fairforest Rd. Spartanburg Parks' Outdoor Recreation program is especially experienced in offering activities related to water recreation, and water recreation in a lake setting is more appropriate than a river setting for beginners and youth as well those looking for more leisurely boating experiences. This partnership would produce multiple benefits to everyone involved including:
  - 9.5.4.1. An improved lakefront park for the public to utilize. This partnership would also include regular programming of SJWD's nearby Lyman Lake and its promotion as a recreational resource for the public.
  - 9.5.4.2. Growth of the Spartanburg Parks OR program due to the ability to hold regular water-based initiatives, environmental education classes, and other appropriate activities/events as well as offer canoe and kayak rentals on site.
  - 9.5.4.3. More citizens experiencing nature and County watersheds – therefore becoming better educated and invested in the responsible management of these resources for future generations.
  - 9.5.4.4. SJWD is able to divert savings realized from Spartanburg Parks' managing recreation at Lake Cooley to its primary function – ensuring an accurate public water supply.
  - 9.5.4.5. A safer facility due to regular staffing.
- 9.5.5. Based on current SJWD figures, the additional annual impact on the Spartanburg Parks operating budget is expected to be around \$30,000 and related to typical maintenance functions and utility costs. New capacity for event and equipment rentals, as well as increased capacity for regular programming and events would increase Spartanburg Parks OR program revenue streams that would be utilized

to offset the impact on the annual operating budget. SJWD would be expected to provide staffing of the park for coverage it desires above and beyond that provided by Spartanburg Parks Outdoor Recreation program staff. The cost of major repairs and capital improvements should be shared by both partners.

9.5.6. This model could be extended to other water districts in the future, such as at Lake Blalock, owned by Spartanburg Water.

9.6. Outpost Two: Cherokee Springs Hunting and Fishing Preserve

9.6.1. Spartanburg County currently owns 136 acres of undeveloped parkland near Cherokee Springs. Capital commitments to debt service, Holston Creek Park, and the many operations and maintenance issues in other parks prevent any substantial investment in this property for at least ten years. Therefore, Spartanburg Parks has begun the process of exploring low-cost partnership opportunities for utilizing this property in order to provide some recreational benefit to the public until it is financially feasible to develop the property to its full potential.

9.6.2. A priority issue of SCORP is to provide a diverse mix of facilities for traditional (hunting, fishing, etc.) activities as well as emerging activities (disc golf, kayaking, climbing, etc.). In keeping with this SCORP priority, County representatives recently met with representatives from the South Carolina Department of Natural Resources (SCDNR) to discuss the potential for the Cherokee Springs property to be used as a hunting- and fishing-centered outpost. SCDNR representatives were very enthusiastic and have proposed operating the facility for dove hunting, initially. Future opportunities include:

9.6.2.1. Rehabilitating the old farmhouse for use as a classroom for courses such as hunter education and archery instruction,

9.6.2.2. Archery instruction and bow-hunting for deer,

9.6.2.3. Development of a group campsite for use by groups like Boy Scouts and Girl Scouts.

9.6.3. Necessary investments would include improvements to traffic flow and parking infrastructure, rehabilitating the farmhouse or installing a low cost building in its place, and planting a heavy buffer of pine trees around the perimeter of the property. These improvements are not included in the financial plan because their cost has not been assessed. However, professional services for design and construction administration have been included. Little to no impact on the Spartanburg Parks annual operating budget would be incurred as SCDNR would manage, maintain, and program the site.

9.7. Outpost Three: Glendale Outdoor Leadership School

9.7.1. Palmetto Conservation Foundation (PCF) is a successful statewide outdoor recreation organization with a strong local presence and track record in

Spartanburg County. PCF's focus on establishing Glendale Outdoor Leadership School (GOLS) and the Pacolet River Paddle Trail as a destination for experiential learning in outdoor leadership and teambuilding is an ideal complement to Spartanburg Parks' Outdoor Recreation program offerings. The facility at GOLS already offers multiple meeting spaces, indoor climbing gym, Low Challenge Course, mountain biking equipment and instruction, kayaking equipment and instruction, overnight accommodations for groups, and a connection to the Glendale Shoals Greenway. This greenway is a popular public space and joint effort of PCF, Spartanburg Area Conservancy, and Wofford College's Environmental Studies Center. It serves as excellent support infrastructure for GOLS, and should be considered for Spartanburg County capital investment in the future.

- 9.7.2. Immediate consideration should be given to Spartanburg Parks funding for the addition of a High Ropes Challenge Course at GOLS. GOLS received an Accommodations Tax grant to fund a portion of this course. Additional County investment, via Hospitality Tax funds, is recommended. This is a good example of how Spartanburg County can partner with an organization to deliver an immediate return on the upfront investment of \$65,000 in Hospitality Tax funds.
- 9.7.3. The addition of a High Ropes Challenge Course would be transformative for the GOLS outpost. In combination with the existing amenities listed above, the feature would create a more complete, stand-alone outdoor recreation destination with the potential to draw groups seeking outdoor adventure from outside Spartanburg County. No additional impact to the Spartanburg Parks operating budget is expected as PCF/GOLS has agreed to incur all liability, maintenance, and administrative costs for the feature.
- 9.7.4. Through developing greater capacity to host large corporate, school, church and other groups for extended periods, GOLS fills a special team-building and leadership niche in the outpost model. Spartanburg Parks Youth Recreation, Outdoor Recreation, and senior recreation programs would benefit from this investment through special access to this improved outpost at an at-cost rate, which will be formalized by execution of a memorandum of understanding. PCF/GOLS will be granted similar access to the other outpost sites. Additionally, further exploration of collaboration on large special events, coordination of programming and equipment use, and cross-linking of activities on each partner's website should be undertaken in the interest of improving outdoor recreation opportunities countywide.

## 9.8. Pacolet River Passage

- 9.8.1. While GOLS serves as one of the gateways to paddling on the Lawson's Fork Creek and Pacolet River, it is important to understand that Glendale is just one of several communities that "have shown a considerable progressive spirit that endeavors to reinvent their communities from textiles to linked tourism destinations for the nearly three million people who live within an hour and a half drive" (USDA Feasibility Study for Recreation and Economic Development).

Other communities include the Town of Pacolet as well as the communities of Clifton and Converse.

- 9.8.2. A SCDNR Water Recreation Grant secured by PCF provided the funding to develop the Pacolet River Paddle Trail, which is set to open this fall, and will link all four communities along the waterway. While proximity dictates that PCF/GOLS should take the lead in undertaking outings and special events on this valuable resource, the County should commit to funding specific capital improvements along the course of the paddle trail for the enjoyment of all users.
  - 9.8.3. The Town of Pacolet is a valued partner that has demonstrated its commitment to pursuing outdoor recreation opportunities based around the Pacolet River, as a means of redeveloping the community. To this end, the Town has undertaken extensive community master planning, received numerous grants, and developed an exemplary community nature trail.
  - 9.8.4. Additionally, Pacolet Milliken Enterprises, which is a large riverfront landholder in the area, has proven to be a solid partner by donating easements for river access along this portion of the Pacolet River. Other opportunities for this public-private partnership abound. Short-term County investment in the paddle trail should capitalize on the investments in the vicinity of the Town and should seek to leverage 2013 Recreational Trail Program (RTP) grant funds for paddle trail enhancements such as paddle-in campsites, riverside picnic shelters, and a public fishing dock. These improvements are not included in the financial plan because their cost has not been assessed and the RTP grant applications will be requested later this year. However, professional services for design and construction administration have been included.
  - 9.8.5. Additional annual operating expenses incurred by Spartanburg Parks would be minimal (\$5,000) as the Town of Pacolet would partner with Spartanburg Parks (using Spartanburg Parks' staff already located in Pacolet) for trash pickup and mowing services. In the future, the Town of Pacolet will become another outpost location as plans for its riverside walk and village are implemented.
- 9.9. Big Shoals Park.
- 9.9.1. Another opportunity along the Pacolet Passage is the proposed Big Shoals Park (Big Shoals is the traditional name of the location prior to the development of Clifton 2 Mill). As directed by County Council in Resolution 11-29, Spartanburg Parks' staff is currently undertaking initial exploratory research regarding the feasibility of County purchase of the former Clifton 2 Mill site for development into a riverfront park located in the heart of the Pacolet River Paddling Trail. A final draft report from the U.S. Fish and Wildlife Service (USFWS), which will clarify the level of liability (if any) associated with sediments impounded by the mill dam, is expected in early October. The report will reportedly state that no harmful chemicals were found in the sediment. Spartanburg Parks' staff will provide an update to Administration after this is received and provide

recommendations for next steps. Members of Council have expressed interest in acquiring the property. However, before doing so, staff recommends additional exploration of the property, including a Phase 2 Environmental Study on the site, itself (a Phase I study has been completed) as well as a conceptual plan and estimate for development of the park.

- 9.9.2. This deliberate, step-by-step approach was promised to Council when funds for the sediment testing were first requested. However, should the results of this further work prove to be promising, and should Council choose to move forward with acquisition of this property in the short term, and barring a major contribution from public and/or private grant sources, sufficient funds for development would likely not be available until after FY 17. Big Shoals should also be considered as a future outpost location.
- 9.9.3. There is additional private property, adjacent to the “Big Shoals” area that could be acquired to develop additional sports facilities. There is a demonstrated need for additional sports fields in the School District 3 area.

#### 9.10. Outpost Four: Tyger River Nature Center and Boater Access Points

- 9.10.1. The last component of the outpost model would center around the public park and buildings owned by Tyger River Foundation (TRF), located on the banks of the Tyger River at Nesbitt Shoals. TRF currently owns 16 picturesque riverfront acres and has entered into an owner-financed, 0% interest contract to purchase an adjoining 49 acre tract of forested upland property containing buildings of historical significance. Also located on the property, less than 50 yards from the river, is a 4,800 ft<sup>2</sup> building that is slated to become a nature center.
- 9.10.2. Securing the aforementioned 49 acres is crucial to the development of this outpost. A 65 acre nature-based park would be a unique component in the outpost model allowing for complete experiential environmental and nature-based educational opportunities. Spartanburg Parks’ staff therefore recommends the immediate transfer of \$52,000 in capital funds to TRF in order to secure this valuable property. This commitment would go far in jumpstarting TRF fundraising efforts to cover the remaining cost of \$231,200. Longer-term plans should include funding, in concert with TRF, school districts, local colleges, and other organizations, for the renovation of the building for use as a nature center and classroom.
- 9.10.3. County investments in the Tyger River Passage should build on the jewel that will become the Tyger River outpost. Water recreation opportunities would be improved by focusing boater access efforts both upstream and downstream of the park. Spartanburg Parks’ staff estimates an average cost of \$50,000/site for acquisition and development of 5 river access sites (\$250,000 total) that would create 24 miles of Tyger River Passage Paddle Trail over the next 5 years. The initial effort should focus on those sites immediately upstream and downstream of the Tyger River outpost, as this will immediately create a connected paddle trail and increase the water recreation capacity of the outpost. Additionally, we

are working with partner organization Woodruff-Roebuck Water District to develop a paddle-in campsite on their property to accommodate overnight trips (\$10,000).

9.10.4. Spartanburg Parks would likely incur the most significant increase in annual operating impact from this outpost. A park of this style and scale would be new to Spartanburg Parks, and the exact composition of the partner group and partnership agreement is unknown at this time. However, based on Greenville County Recreation District's experience in operating a comparable park on the Reedy River (Cedar Falls Park), Spartanburg Parks' staff estimates incurring operating costs equal to one full-time maintenance position (\$35,000) once the full scope of the outpost and associated river access sites are online. This amount is figured into the operating cost assumptions above, in Chapter 4.

## 9.11. Trails

9.11.1. Due to their linear nature and suitability virtually everywhere in the County, a philosophy for Spartanburg Parks' role in development of trails does not fit well into the outpost framework described above and is briefly described here. It should be noted that a trails master planning effort, jointly funded by Partners for Active Living, the City of Spartanburg and Spartanburg County, is expected to be completed by December 2012. Spartanburg Parks will revisit the topic of trails and update County Council on the results of the project prior to development of the FY 14 CIP. The trails master plan will provide suitable guidance for future trail investments.

9.11.2. Trails can be very expensive to build. The Swamp Rabbit Trail in Greenville ranged in cost from \$250,000-\$800,000 per mile. Given the limited County funding available for trails, the challenging hurdle of securing contiguous trail easements, and the overall Parks Enhancement Plan focus on improving existing facilities, Spartanburg Parks staff recommends the County only consider investment in trails that meet most or all of the following criteria:

9.11.2.1. The project creates internal enhancements to existing Spartanburg Parks' park facilities, to provide internal connectivity and exercise opportunities for citizens of all ages.

9.11.2.2. The project will better connect neighborhoods to existing Spartanburg parks.

9.11.2.3. Spartanburg County funds are used to leverage grants, donations, and other public and private resources.

9.11.2.4. The project presents valuable partnership opportunities.

9.11.3. It should be noted that the term *trails*, for the purpose of these recommendations, is meant to be a relatively broad term to include pedestrian and bicycle infrastructure components like sidewalks, roadside paths, walking tracks, and the more traditional idea of trails as natural or hard surface paths

that traverse natural terrain. Each situation presents multiple factors that dictate the most feasible type of improvement.

9.11.4. An excellent example that follows the above philosophy is the Leisure Center Phase of the Woodruff Trail System that will be designed and constructed over the next 18-24 months. It will connect Spartanburg Parks' Woodruff Leisure Center to all District 4 schools, other parks, the City of Woodruff's trail segment, and other community destinations. It will add a recreational feature to the Leisure Center property. The project enjoys a strong coalition of contributing partners. Also, this project was recently boosted with a \$55,000 RTP Grant). The expected total cost to Spartanburg Parks for development of this 0.85 mile trail, including a large bridge, is \$170,000. Every Spartanburg Parks facility would benefit from a similar trail project.

9.11.5. Another near-term project that staff recommends for consideration by County Council is a donation of \$15,000, from existing trails funds, to SPACE to be utilized for re-decking of a bike and pedestrian bridge in the 115 acre Edwin M. Griffin Nature Preserve. This public park is the most popular connected trails system in the County outside of Croft State Natural Area. The 100 foot span crossing the Lawson's Fork Creek is in dire need of re-decking. SPACE, which is primarily a land trust, should be commended for its effort to continue to provide this vital urban recreational opportunity, and the County should commit the requested funds in order to ensure this valuable asset maintains its high recreational value.

9.11.6. Outdoor Recreation Infrastructure Summary

<b>Lake Cooley Outdoor Recreation Center</b> <i>100 Cooley Dock Rd., Inman</i>	
<b>Estimated Investment</b>	\$300,000
<b>Design and Construction Administration</b>	\$22,500
<b>Owner</b>	SJWD Water District
<b>Funding Source</b>	Hospitality Tax
<p>This excellent opportunity for a public-public partnership would result in a safer, improved lakefront park facility unique to Spartanburg County. It would also provide a home for Spartanburg Parks' successful Outdoor Recreation Program, allowing it to grow and provide exponentially more water recreation opportunities for residents and visitors alike. Indoor and outdoor watershed education curriculum will be developed in concert with local school districts. Initial investments would include an office/classroom building, equipment storage building, fully accessible canoe/kayak launch, and paddling equipment for programming and rental purposes. If found to be successful, this model could be reproduced at other County lakes.</p>	

<b>Cherokee Springs Hunting and Fishing Preserve 205 RC Thompson Rd., Chesnee</b>	
<b>Estimated Investment</b>	\$220,000
<b>Design and Construction Administration</b>	\$15,000
<b>Owner</b>	Spartanburg County
<b>Funding Source</b>	Property Tax
<p>Another great opportunity for a public-public partnership exists at the 136 acres of undeveloped parkland near Cherokee Springs. SCDNR has provided a proposal to operate traditional outdoor recreation-themed outpost that would focus on hunting and fishing education and activities. Estimated investments would include traffic and parking improvements, planting a heavy buffer of pine trees around the perimeter of the property, and rehabilitating the existing farmhouse or installing a low cost building in its place. All of these investments would be consistent with future use of this property as a park. The dam for the lake on the property must also be evaluated. The Estimated Investment is not included in the financial plan, as these costs have not been evaluated.</p>	
<b>Glendale Outdoor Leadership School 270 Wheeling Circle, Glendale</b>	
<b>Investment</b>	\$65,000
<b>Owner</b>	Palmetto Conservation Foundation
<b>Funding Source</b>	Hospitality Tax
<p>With the County's investment in the planned High Ropes Challenge Course, Glendale Outdoor Leadership School (GOLS) will fit a special niche in the outpost model – it becomes a legitimate one-stop shop for hosting large corporate, school, church, and other types of groups for extended periods with the capacity for overnight stays. A formal agreement will grant Spartanburg Parks' recreation programs low-cost access the GOLS facility.</p>	
<b>Pacolet River Passage Vicinity of Town of Pacolet</b>	
<b>Estimated Investment</b>	\$100,000
<b>Owner</b>	Pacolet Milliken Enterprises
<b>Funding Source</b>	Hospitality Tax
<p>The Pacolet River Passage Paddle Trail is set to open in Fall 2012. The Town of Pacolet is a valued partner that has demonstrated a commitment to redeveloping the community through creating outdoor recreation opportunities based around the river. Additionally, Pacolet Milliken Enterprises is a large riverfront landowner that has donated easements for the paddle trail. Spartanburg Parks should provide an estimated investment of \$100,000 in the paddle trail to leverage a \$100,000 2013 Recreational Trail Program funds for enhancements such as paddle-in campsites, riverside picnic shelters, and a public fishing dock. The Estimated Investment is not included in the financial plan, as these costs have not been evaluated.</p>	

<b>Big Shoals Park, 5299 Clifton-Glendale Rd., Clifton</b>	
<b>Estimated Investment</b>	\$200,000
<b>Testing and Conceptual Design</b>	\$40,000
<b>Owner</b>	Wayne Garber (current owner)
<b>Funding Source</b>	Hospitality Tax
Spartanburg Parks' staff is researching the suitability of the former Clifton 2 Mill site for park development. Should Council deem the project feasible, sufficient funds would likely not be available for park development until after FY 17. The initial investment would only be for acquisition of the property for future development as a riverfront park. The Estimated Investment is not included in the financial plan, as these costs have not been evaluated.	
<b>Tyger River Passage (including Nature Center ), 3171 Walnut Grove Rd., Roebuck</b>	
<b>Estimated Investment</b>	\$312,000
<b>Owner</b>	Tyger River Foundation
<b>Funding Source</b>	Hospitality Tax
Tyger River Foundation is a valuable partner that has purchased 16 riverfront acres and a 4,800 ft <sup>2</sup> building on a half mile of riverfront along the Tyger River. The building is destined to become a nature center for educating the public. TRF recently entered into a owner financed, 0% interest contract to purchase an adjoining 49 acre tract of forested upland property that would make the facility suitable for outdoor recreation and nature-based experiential education opportunities. The park will also serve as the anchor for the Tyger River Water Trail. Initial investments include a payment to help TRF secure the 49 acre tract, acquisition and development of 5 river access points in the immediately upstream and downstream of the park, and development of paddle in campsites on partner Woodruff-Roebuck Water District's property that will facilitate overnight trips. The Estimated Investment is not included in the financial plan, as these costs have not been evaluated.	
<b>Cottonwood Trail Bridge, Edwin Griffin Nature Preserve</b>	
<b>Investment</b>	\$15,000
<b>Owner</b>	Spartanburg Area Conservancy (SPACE)
<b>Funding Source</b>	Hospitality Tax
The 115 acre Edwin M. Griffin Nature Preserve is a public park that is the most popular connected trails system in the County outside of Croft State Natural Area. The 100 foot bicycle and pedestrian bridge crossing the Lawson's Fork Creek is in dire need of re-decking. SPACE, which is primarily a land trust, should be commended for its effort to continue to provide this vital urban recreational opportunity, and the County should invest in the redecking project in order to ensure this valuable asset maintains its high recreational value.	

## 10. Appendices

### 10.1. Summary Parks Enhancement Plan CIP Spreadsheets

10.1.1. The costs shown in the spreadsheets are approximate, based on the work of Milone and MacBroom.

10.1.2. The project priority indicated in the attached spreadsheet is based on perceived need, as determined by the Parks Department staff. Council may, of course, choose to accept, reject or modify these recommendations.

10.2. Detailed Worksheets for Park Enhancements, prepared by Milone and MacBroom.