



PARKS & RECREATION

Hendersonville

SYSTEMWIDE MASTER PLAN

JUNE 2021



SPECIAL THANKS:

We extend our sincere appreciation and gratitude to the residents of Hendersonville, the City staff, elected officials, and stakeholders who assisted in the public surveys, comment forms, meetings, and the entire planning process. This critical input guided the development of this master plan and in turn will have a positive impact on the City of Hendersonville.

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CIVIC ORGANIZATIONS

Hendersonville Lacrosse Club	Hendersonville Soccer Club
Hendersonville In-Line Hockey	Sumner Rugby Club
Civitan Baseball, Softball, Flag Football, Tackle Football & Cheer, Basketball	Men's Senior Softball
Full Count Baseball	Holiday Fest
Tennessee United Soccer	Friends of Indian Lake Senior Center
	Country Hills Golf
	Hendersonville Running Club

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INTRODUCTION

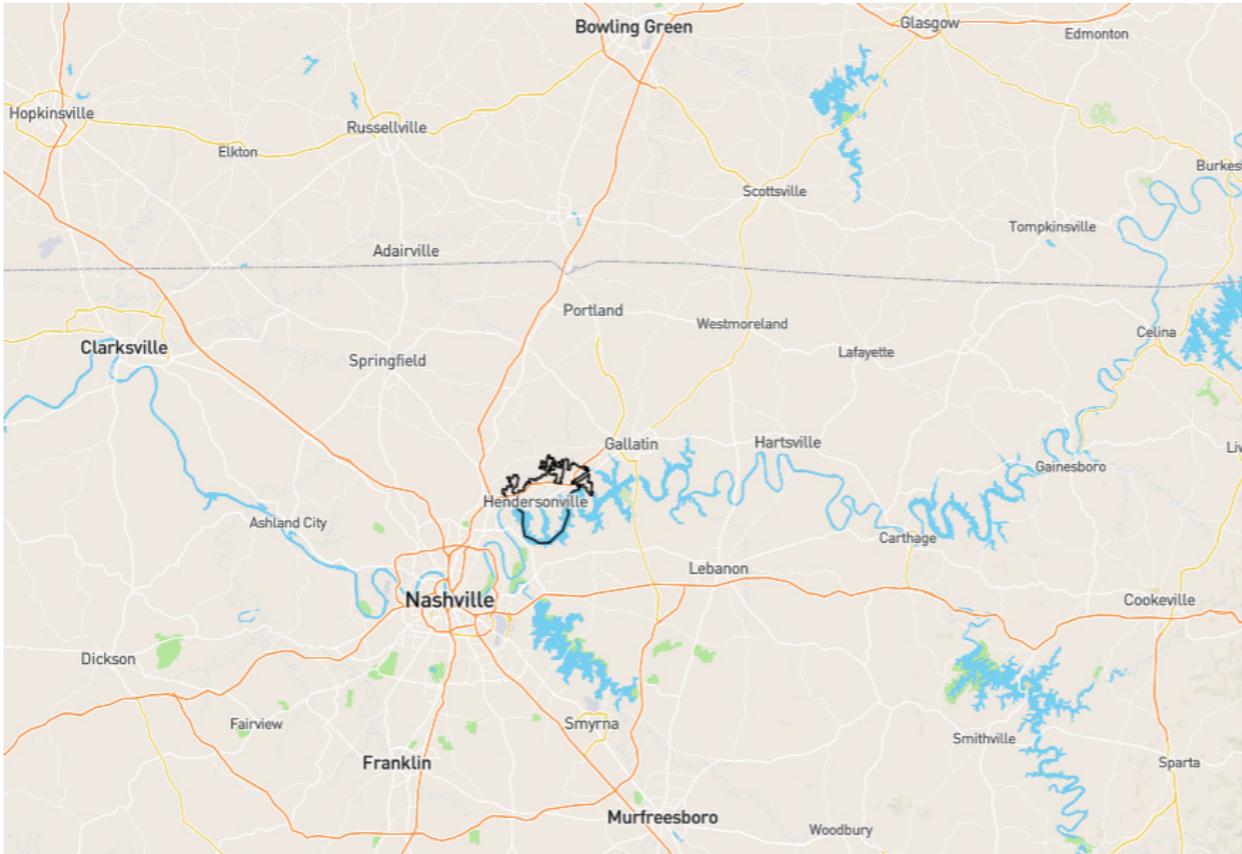
INTRODUCTION

Hendersonville, located in Sumner County within the Nashville metropolitan area, is famously known as the “city by the lake,” providing its residents and visitors with plentiful opportunities to explore the beauty and recreation Middle Tennessee has to offer. Known throughout the state as one of the best places to live, work, and play, Hendersonville offers a mix of country feel with city living.

The goal of this Parks and Recreation Systemwide Master Plan is to provide appropriate recommendations by evaluating existing facilities and amenities in addition to analyzing current and projected growth in Hendersonville. These recommendations will be provided as achievable and actionable strategies that will serve as a road map for the Parks Department over the next 10 years.

This Master Plan analyzes the previous reports and relevant documents, current demographics, community engagement efforts, existing recreational assets, benchmark analysis of peer communities, financial analysis, and presents an actionable implementation plan to guide the City forward as it relates to parks and recreation. Throughout the Plan, the theme of family-friendly recreation balanced with economic development to enhance Hendersonville’s unique assets is emphasized. This is Hendersonville’s first complete systemwide Master Plan.





Hendersonville, Tennessee was incorporated in July 1969 and began operation August 1, 1969. The Hendersonville Parks and Recreation Department was established shortly after in 1972 and has been serving the city's recreational needs ever since.

The first City parks were obtained around 1976 from the Army Corps of Engineers. These included Sanders Ferry Park, Mallard Point Park, and developing baseball fields and the football field at Drakes Creek Park (now Memorial Park). The soccer complex opened at Drakes Creek around 1988 along with four new ball fields on land purchased from the Batey family. Country Hills Golf Course opened in 1992, and Veteran's Park was constructed between the late 1990's and early 2000's. Volunteer Park opened in 2016. In 2018, the City bought Batey Farm Park Property and was gifted the Durham Farm Parkland. Most recently, the Rugby Complex was added in the fall of 2020. The Parks and Recreation Department has grown to provide residents and visitors with plentiful opportunities to enjoy the broad range of recreation that Hendersonville offers today.





SUMMARY OF EXISTING PLANS

SUMMARY OF EXISTING PLANS

The following plans were collected and reviewed to better understand the existing framework the City has set, how these plans impact the Parks and Recreation System, and the foundation on which this Master Plan will build.

- 1975 Master Plan
- 2018 Parks Department 5-Year Master Plan
- ADA Self-Evaluation and Transition Plan
- Hendersonville 5-Year Plan of Action
- Land Use and Transportation Plan
- Hendersonville Horizons Plan
- Sumner County 2035 Comprehensive Plan
- Hendersonville 2020-2021 Adopted Budget



HENDERSONVILLE 1975 PARKS MASTER PLAN

This Master Plan was adopted by Hendersonville in 1975, shortly after the establishment of the Parks and Recreation Department in 1972. This plan provided a framework for acquiring new parkland and determining which facilities were needed in order for the City's recreation to thrive. Shortly after this plan was adopted, the Department acquired the first City parks including Sanders Ferry Park, Mallard Point Park, and the baseball and football fields at Drakes Creek Park (now Memorial Park).

2018 PARKS DEPARTMENT 5-YEAR MASTER PLAN

In 2018, the City of Hendersonville prepared an initial department framework document to begin the master planning. The analysis and information provided in the plan includes a Department Mission Statement, staff, organizational chart, financial management data, department comparisons against the national average, background on the School Park Agreement, a list of projects/improvements to be completed each year, as well as highlighting how the plan helps to meet the goals listed in the Hendersonville Horizons Plan. Like any good plan, this was a living document that the Department most recently updated in the fall of 2019.

FINANCES

The Parks and Recreation Department operates on a \$2.3-2.6 million budget each year; 45% goes toward employee salaries and 55% goes toward purchases and maintenance. A minimum of \$70,000 each year is reserved for new asset purchases. As of the adoption of the 2018 Master Plan, the Department has begun a 6-8 year process of converting all light fixtures within the parks to LED light bulbs. Several projects are planned for the parks based on availability of bond funding.

DEPARTMENT COMPARISONS AGAINST THE NATIONAL AVERAGE

In 2018, Hendersonville was a city of approximately 57,000 residents, with one park per 6,333 residents and 11.1 acres of park land per 1,000 residents. The national average was one park per 2,114 residents and 10.1 acres of park land per 1,000 residents. Compared to the national average, Hendersonville had fewer parks per resident, but exceeded the national average of park land per resident. Hendersonville had a lower per capita budget at \$40.26, compared to the national average of \$70.26 per capita. This leads to a \$2.1 million deficit per year compared to the national average. Hendersonville's number of full-time employees was also much lower than the national average, at 19 full time employees compared to the national average of 45 employees for a municipality of the same size.

SCHOOL PARK AGREEMENT

The School Park Agreement is a partnership between the Sumner County Schools and the Hendersonville Parks and Recreation Department. The agreement allows the schools to use the parks for athletic events and allows the Parks Department to utilize the school facilities, such as gymnasiums and buildings, for recreation leagues and events.

ADA SELF-EVALUATION AND TRANSITION PLAN

Hendersonville's ADA Self-Evaluation and Transition Plan evaluated the programs, services, and activities provided by the City for ADA compliance, provides solutions to remove barriers to ADA compliance, and provides a Transition Plan which outlines the necessary planning steps for successful program/facility modification over the next 30 years. Barriers to accessibility that were identified include physical barriers (parking, doors, restrooms, drinking fountains, path of travel, etc.) and programmatic barriers (signage, emergency notifications, visible signals, participation opportunities for City sponsored events, etc.). The Transition Plan evaluated each existing park location including the facilities within it - parking lots, paths of travel, buildings, restrooms, concessions, fields, playgrounds, and other park amenities. The Transition Plan identifies what the barriers are, recommendations on how to improve the barrier, and an approximate cost on what the improvement will be. As the City makes improvements at the existing parks, the Action Log for that facility should be reviewed and those improvements should be made simultaneously.



HENDERSONVILLE 5-YEAR PLAN OF ACTION (2016)

Hendersonville’s 5-Year Action plan includes a list of tasks and improvements to be made, including a 2016 Special Census, completion of Hendersonville Horizons, and securing additional funding. The plan includes a total of 12 items that should be completed by 2021, five years after the adoption of the plan. Some of these items have been completed as of 2021, such as the adoption of Hendersonville Horizons (2017). Other items have not yet been completed, such as an updated Land Use and Transportation Plan.

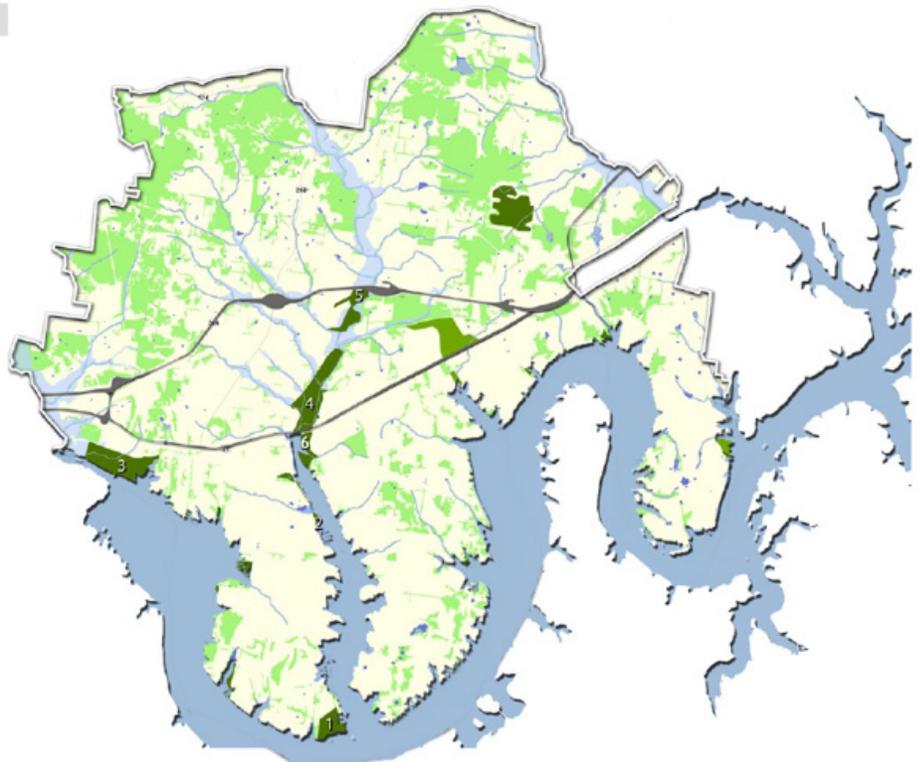
LAND USE AND TRANSPORTATION PLAN (2009)

The City of Hendersonville’s Land Use & Transportation Plan was adopted in 2009 and provides the goals of future settlement patterns, design qualities, and transportation systems within the City. This plan identifies the City’s parks and recreation encompassing 465 acres which equates to 3.4% of the land use within the City’s study area for this plan, primarily in flood-prone areas. This plan notes that additional parkland is planned in the expansion of Veterans Park, trails in Indian Lake Village (to connect Veterans Park and Drakes Creek Park), and a boardwalk on Sanders Ferry Road. One of the goals in the Implementation Chapter of this plan outlines the need for preserving remaining open space in the Hendersonville Urban Growth Boundary. The goal specifically mentions that the City should “develop an open space plan to preserve prime open space in strategic locations before it is all gone.”

Chapter 2 - Existing Conditions

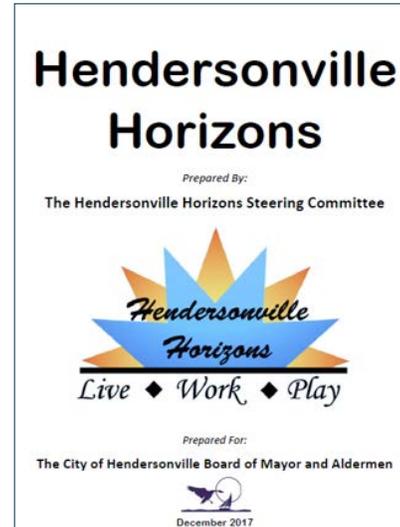
LEGEND

- PRIVATE PARKS
- PUBLIC PARKS
 - 1 - SANDERS FERRY PARK
 - 2 - MALLARD POINT PARK
 - 3 - ROCKLAND RECREATION AREA
 - 4 - DRAKES CREEK PARK
 - 5 - VETERAN'S PARK
 - 6 - MEMORIAL PARK
- FLOODPLAINS
- WETLANDS
- WATER BODIES
- FORESTED AREAS



HENDERSONVILLE HORIZONS PLAN

Hendersonville Horizons evaluated the goals and accomplishments of the Hendersonville Tomorrow Report (2007) to provide an updated list of priorities and growth. A community survey was completed by over 1,000 participants to identify LIVE, WORK, and PLAY future planning objectives and strategies. Overall, the survey revealed positive responses toward Hendersonville’s parks and recreation facilities. Respondents were satisfied with lake access, recreational development, and parks and recreation in general. There were little to no negative responses toward parks and recreation facilities. Natural beauty was a main factor that influenced satisfaction of living in Hendersonville. Results of the survey concluded that residents think that the parks and recreation facilities are adequate. LIVE, the first goal of Hendersonville Horizon, focused on why Hendersonville is a good place to live and how to improve living in the city in the future. LIVE topics included traffic, law enforcement, fire protection, social/community activities, cultural life, educational issues, city beautification, neighborhood issues, road conditions, and issues that senior citizens face. WORK, the second goal of Hendersonville Horizon, focused on attracting and retaining jobs and businesses. WORK topics included industrial development, incentives for economic growth, infrastructure development, worker training issues, regional transportation issues, lakefront development opportunities, and office space capacity. PLAY, the third goal of Hendersonville Horizon, focused on recreational and social needs of the city. PLAY topics included recreational opportunities/needs, regional sports opportunities, green space needs, bike trails, and lake recreational opportunities. Park and recreation strategies outlined for goal three include upgrading existing recreational facilities (bathrooms, concessions, bleachers, and turf upgrades), traffic management and Wi-Fi at athletic fields, long range capital improvement programs, creating a multi-use arts center and facilities for “non-traditional sports”, and expanding library hours. Additional strategies include greenways/bikeways planning, installing sidewalks, building additional recreational facilities for children and people with special needs, and developing a long-range plan for the expansion of facilities.

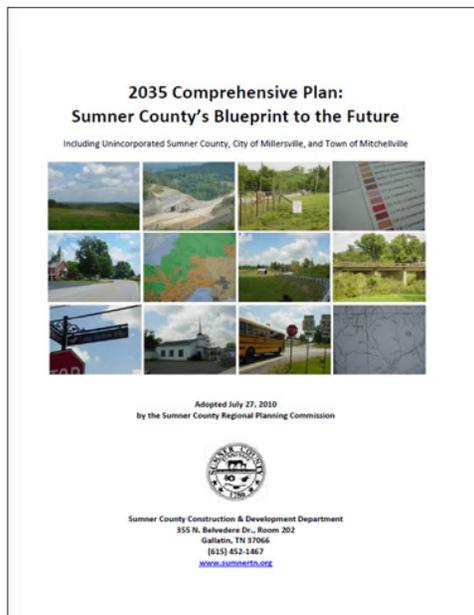


SUMNER COUNTY 2035 COMPREHENSIVE PLAN

The Sumner County 2035 Comprehensive Plan was adopted in 2010 and identifies goals relating to future land use, transportation investment priorities, and protection of natural and cultural resources. The Plan seeks to discourage separation of land uses, provide a variety of transportation options, and promote green best practices. The plan identifies parks and recreation programs within the County and recommends that conservation of these assets be prioritized.

SURVEY RESULTS:

As part of the Sumner County Comprehensive Plan, an online Visioning Survey was distributed to gauge community opinion on future land use and transportation in Sumner County. Maintaining rural areas and preserving natural areas/greenspace was an important goal identified by respondents. Issues identified in the survey included traffic and transportation issues regarding roads, sidewalks, greenways, bike lanes, and mass transit. Respondents were concerned about losing rural land to unplanned development. More than half of the respondents felt that parks, recreation, and open space (71%) and the natural environment (56%) should be addressed in the comprehensive planning process.



The County's Comprehensive Plan lists 10 strategies to implement the goals identified by the community in the planning process. Land use strategies include adopting zoning modifications to allow for intense development and mixed use in suitable locations, incentivizing conservation subdivisions, and permitting County design review standards. Transportation strategies include creating requirements for when a comprehensive Traffic and Transportation Improvement Study is needed, adopting a complete streets policy, and updating parking maximums. Strategies to protect natural/cultural resources include promoting green infrastructure requirements, strengthening buffer requirements, adopting steep slopes regulations, creating Historic Zoning Commissions for historically significant areas of the County, and coordinating planning activities and development review throughout the County's districts.

HENDERSONVILLE 2020-2021 ADOPTED BUDGET

The total budget for Hendersonville for the 2021 fiscal year was \$55,405,800. Approximately 5% of the budget is allocated to the Parks Department. The Parks budget is utilized for flood damage repairs, maintenance, and various projects and renovations. Approximately 60% of the Parks budget is proposed for staff and 40% for maintenance equipment and operational expenses.



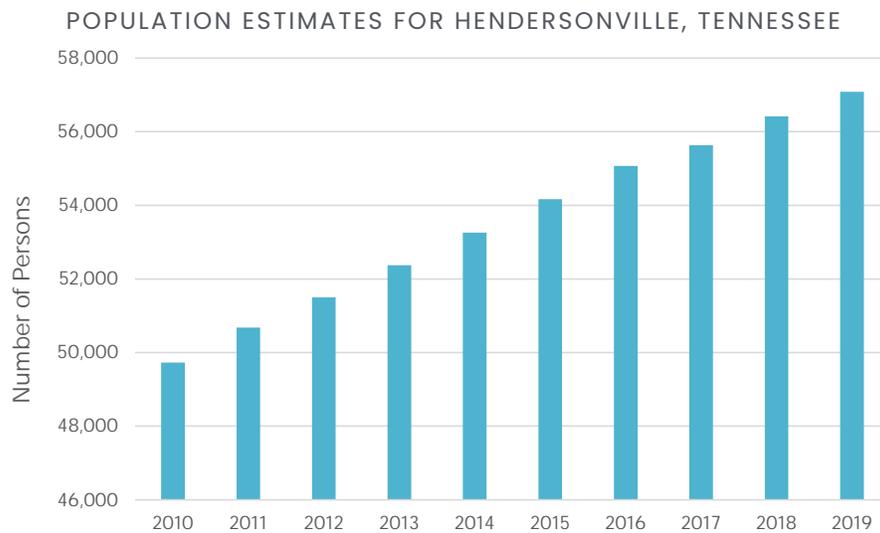


DEMOGRAPHICS

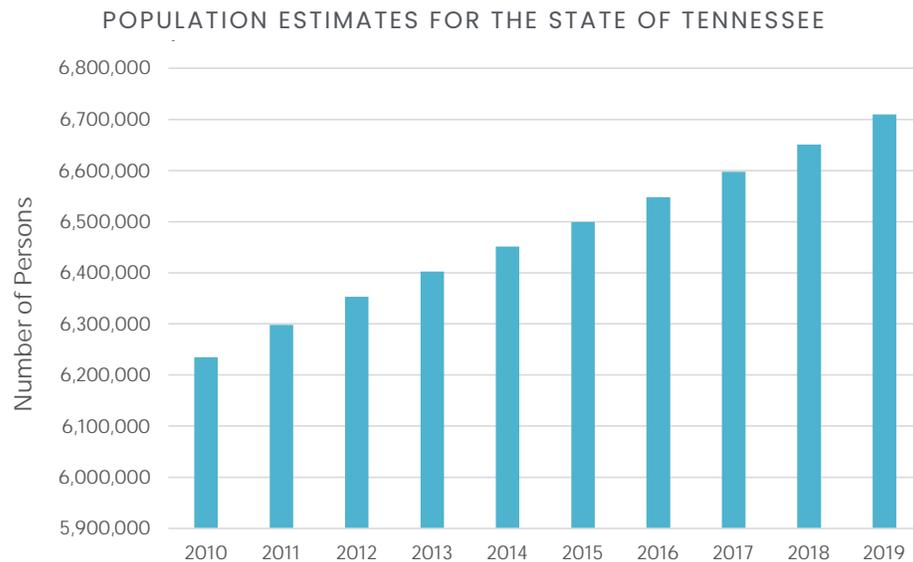
DEMOGRAPHICS

POPULATION TRENDS AND PROJECTIONS

The population of Hendersonville as of 2019 was 57,083, and has been trending in a steady upward pace, +13.2% since 2010. The population of Hendersonville is 52.4% female, and 86.5% white Caucasian. The graphs below illustrate the change in population between 2010 and 2019 in Hendersonville and in the state of Tennessee.



Source: American Community Survey, 2010-2019.



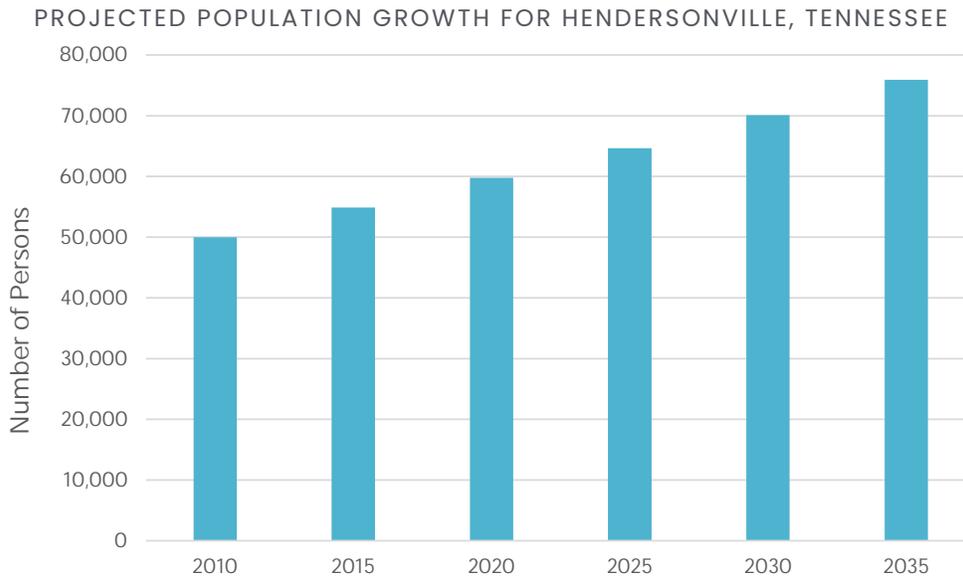
Source: American Community Survey, 2010-2019.

Population growth percentages from 2010-2019 indicate consistent growth in Hendersonville that trend alongside the growing population of the state of Tennessee.

Population Percent Change in Hendersonville	
2011	1.92%
2012	1.62%
2013	1.70%
2014	1.69%
2015	1.71%
2016	1.67%
2017	1.02%
2018	1.41%
2019	1.17%

Source: American Community Survey, 2010-2019.

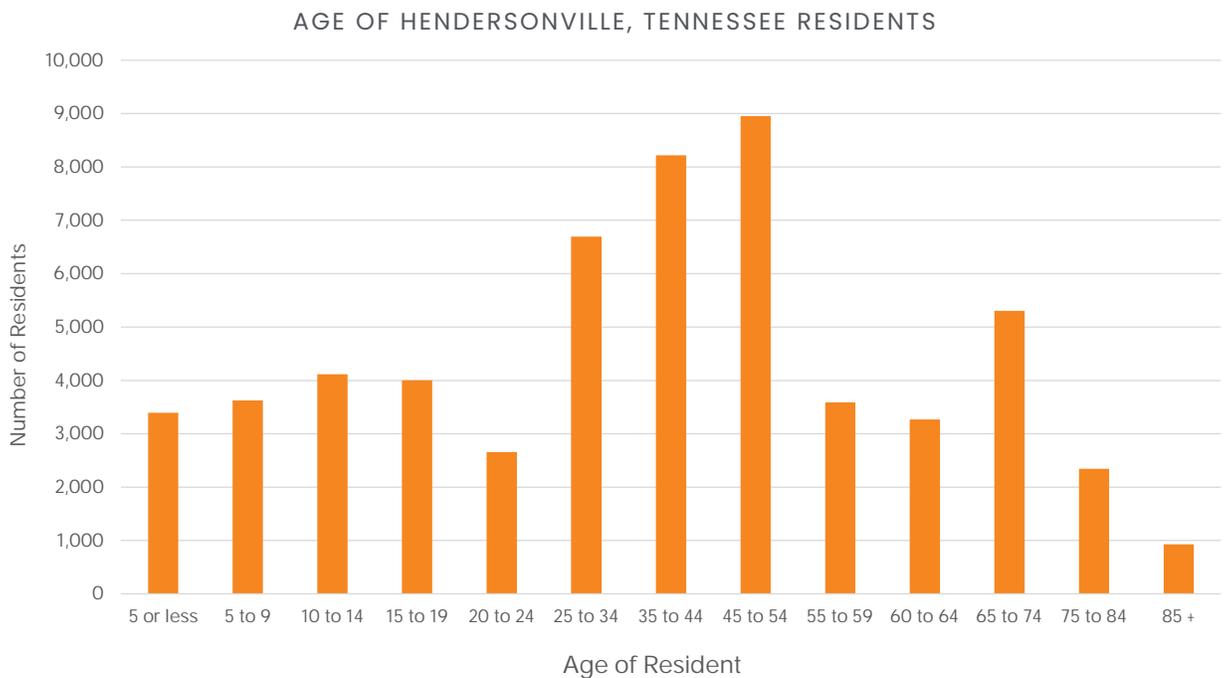
Population growth estimates for Hendersonville indicate a growing population throughout the next 15 years. By 2035, the projected population is estimated to be almost 76,000.



Source: 2035 Comprehensive Plan: Sumner County's Blueprint to the Future.

AGE

The median age for a resident in Hendersonville is 40.8 years old which is just slightly higher than the statewide average of 38.7 years old. Hendersonville’s largest age bracket includes those between 45 and 54, making up 42% of the population. Approximately 27% of the population is under the age of 19. This large percentage of children, teens, and middle-aged adults shows that families with children live here. This aligns with the good schools and plentiful parks that Hendersonville provides as a suburb to Nashville. In addition to that, Seniors ages 65 and older make up approximately 15% of the population.

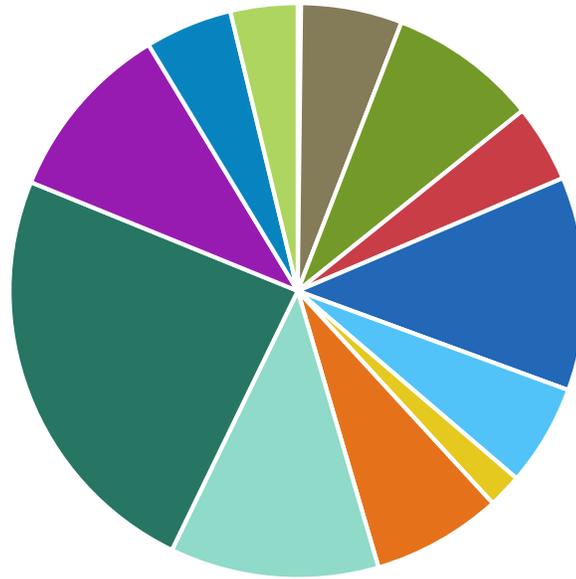


Source: American Community Survey, 2010–2019.

EMPLOYMENT

The number of employed civilians in Hendersonville (ages 16 and over) is 42,660. The American Community Survey categorizes employment into the thirteen categories seen in the chart to the right. In Hendersonville, the most prevalent industry is educational services, health care, and social assistance (24%). In a not-so-close second, the next largest categories are retail trade (12%) and professional, scientific, management, administrative, and waste management services (12%).

INDUSTRY SECTOR OF EMPLOYED POPULATION



Source: American Community Survey, 2010-2019.

- Agriculture, forestry, fishing and hunting, and mining
- Construction
- Manufacturing
- Wholesale trade
- Retail trade
- Transportation and warehousing, and utilities
- Information
- Finance and insurance, real estate and rental and leasing
- Professional, scientific, and management, and administrative and waste management services
- Educational services, and health care and social assistance
- Arts, entertainment, recreation, and accommodation and food services
- Other services, except public administration
- Public administration

EDUCATION

Of the City’s population ages 25 and over, 94% are high school graduates (including equivalencies) and 38% have attained a bachelor’s degree or higher. This statistic is quite higher than the statewide average of 26.6% of individuals that have received a bachelors degree or higher.

Hendersonville, Tennessee	
Educational Attainment	Percent of Population (ages 25 +)
Less than 9th grade	2%
9th to 12th grade, no diploma	4%
High school graduate (includes equivalency)	24%
Some college, no degree	23%
Associate's degree	9%
Bachelor's degree	25%
Graduate or professional degree	13%
High school graduate or higher	94%
Bachelor's degree or higher	38%

Source: American Community Survey, 2010–2019.



HOUSING

Based on the 2014-2019 American Community Survey 5-Year Data Profile, the owner occupied housing unit rate during this time for Hendersonville was 70%, compared to 66.3% for the state of Tennessee. The median value of the homes in Hendersonville is \$266,100, compared to the statewide median of \$167,200.

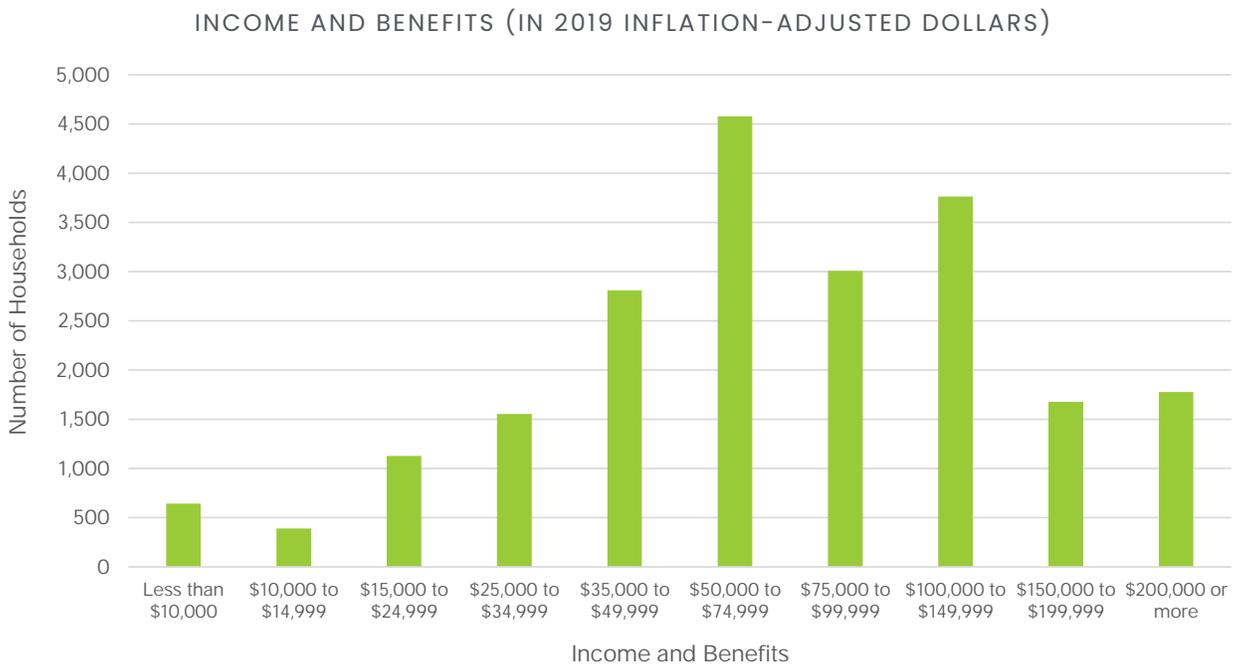
DIGITAL ACCESS

Of the total households in Hendersonville, TN, almost all residents have access to a household computer (93%) with only slightly fewer having access to broadband Internet (89%). Both of these numbers are higher than the Tennessee state averages, 88% of which have access to the Internet and 78% having access to broadband internet.



INCOME

The median household income for Hendersonville, TN is \$72,539 (in 2019 dollars) based on the data collected from the American Community Survey 2010-2019. This number is quite a bit higher than the statewide median family income of \$66,242. Of the Hendersonville population (16 years and older), 3.5% are unemployed and 6% used food stamps in the past 12 months. These numbers are much lower than the state averages of 5.3% unemployed and 13.6% that used food stamps in the last 12 months.

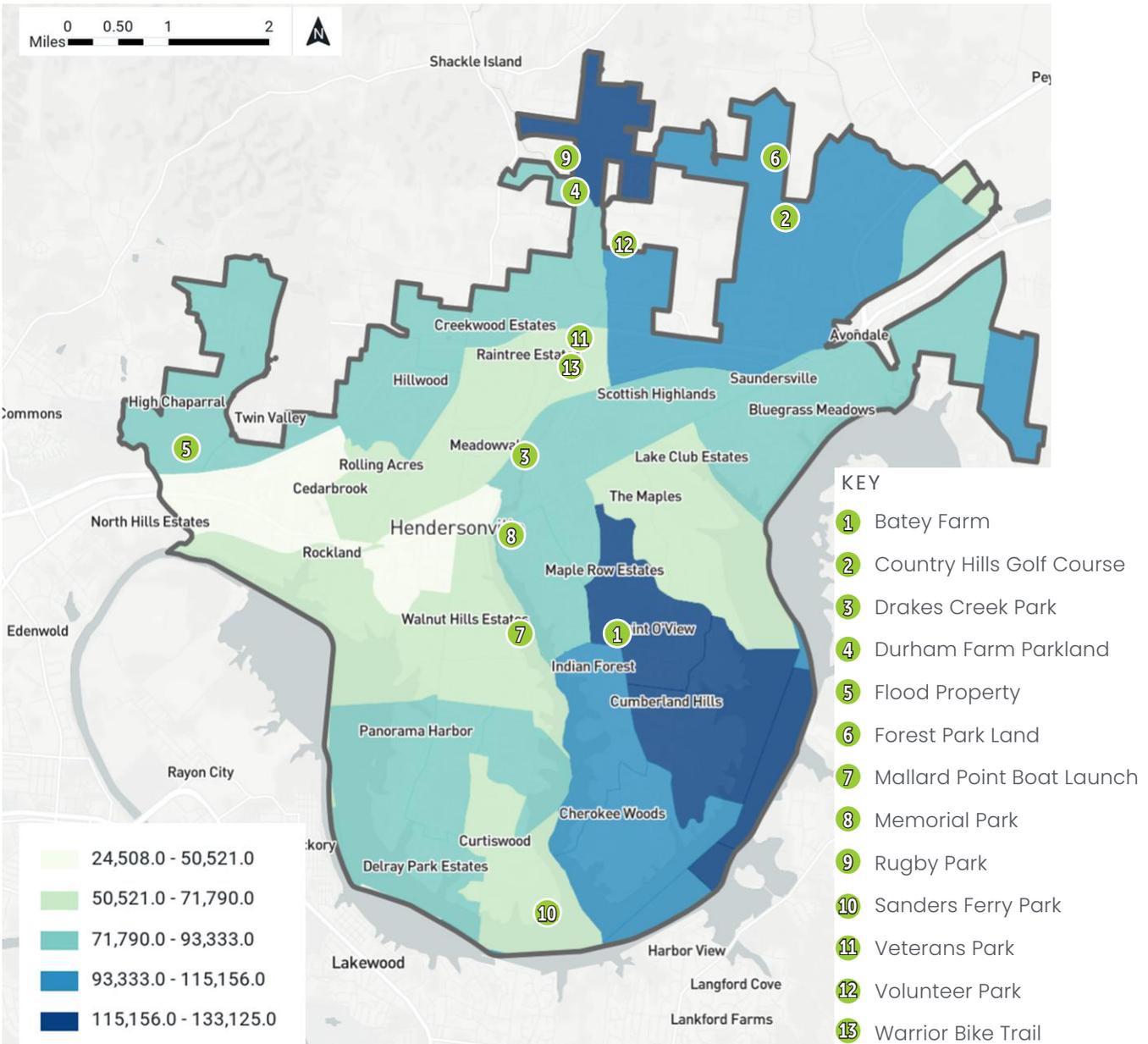


Source: American Community Survey, 2010-2019.



Despite the high median household income, there is a wide range across the City. The map below illustrates the income ranges across census tracts and identifies areas within the City that are considered low income or distressed. These areas should be prioritized when it comes to applying for certain income-based need grants. This map also shows the park distribution across the City in relation to the various income ranges.

MEDIAN HOUSEHOLD INCOME MAP



Source: American Community Survey, 2014-2018



COMMUNITY ENGAGEMENT

COMMUNITY ENGAGEMENT

INTRODUCTION MEETINGS

KICKOFF MEETING

The project began with an initial virtual kickoff meeting on February 11, 2021. The kickoff meeting included the Planning Director, Finance Director, Parks Director, both Assistant Parks Directors, Athletics Program Coordinator, Public Works Director, and consulting staff. This meeting served to establish direction on a number of key issues, including the visions attendees held for the new plan and the goals they wished to see accomplished. These goals are represented in the following graphic. The most prominent theme throughout the kickoff meeting is community input and hearing what Hendersonville citizens want to see in their community. Focusing on connectivity within the parks, dedicated programming for currently underserved groups, and providing a variety of facilities and amenities were all noted as master plan priorities as well.



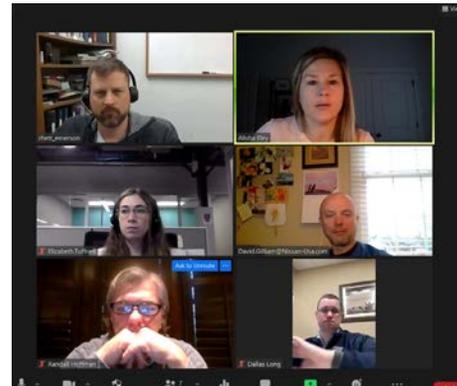
CIVIC ORGANIZATION AND STAKEHOLDER INTERVIEWS

Virtual meetings with staff, project stakeholders, and civic groups were also held throughout March and April in order to collect input on the existing park system and future needs. Many shared positive feedback about the Parks and Recreation Department and shared the belief that Hendersonville's parks are a great asset to the community. Some existing facilities need upgrades, but there are many opportunities for growth, given the pride residents take in their parks.

The following civic organization group interviews were held to better understand the needs of specialized community organizations that utilize Hendersonville facilities.

- Hendersonville Lacrosse Club
- Hendersonville Running Club
- Men’s Senior Softball Association
- Sumner County Rugby
- In-Line Hockey Association
- Tennessee United Soccer
- Full Count Baseball
- Summer County Tourism
- Holiday Fest
- Senior Center
- Country Hills Golf Course
- Friends of Indian Lake Peninsula Board
- Civitan Baseball, Softball and Basketball, Tackle and Flag Football
- Hendersonville Soccer Club

Recommendations and feedback on the current operations of Hendersonville’s Parks and Recreation Department were provided during the interviews, as well as ideas and goals that each group would like to see implemented. These interviews provided valuable insight into what improvements can be applied within the implementation section of this plan as these groups represent a large cross-section of the park and facility users.



In addition to civic organization interviews, staff interviews held with the following staff:

- Maintenance Supervisors and Staff
- Recreation Coordinator- Programs
- Recreation Coordinator- Athletics
- Special Events Supervisor
- Assistant Director of Athletics and Events
- Administrative Assistant II
- Tennis Coordinator
- Assistant Director of Athletics and Facilities
- Parks Director
- Administrative Coordinator

These interviews provided the consulting team with key insights about current needs, opportunities, and recommendations from staffs’ perspective. The feedback and information received during these interviews provided honest feedback from the boots on the ground including constructive criticism as well as recent improvements the team implemented to continue making Department improvements. Common themes throughout these interviews included focusing on working together, increasing staffing, and organizing funding to better maintain facilities.

COMMUNITY ENGAGEMENT

SITE VISITS

Beyond stakeholder and community meetings, the master plan team performed site evaluations of existing facilities in Hendersonville to determine the current condition of the existing amenities. At each facility, the team took photos and notes of site and amenity conditions. These findings allowed the master plan team to understand the strengths, weaknesses, features, and potential improvements for each facility. Several of the facilities need renovation and refreshing, but generally are performing well and are enjoyed by visitors. Short-term and long-term goals for each facility are also provided, and are based on interviews with staff and observations from the site visits. These individual evaluations can be found beginning on page 50.



PUBLIC SURVEY

One of the key strategies for public input was an online survey used to gather feedback from the community. The 17 questions in the survey were developed to gather data regarding perceptions, programming, and user trends across the community's parks and recreational facilities. Hendersonville promoted awareness and participation for the survey through social media, a press release and newspaper article. The survey was provided in an online format that utilized Survey Monkey and received 1,955 responses from March 17, 2021 to April 17, 2021.

The results summarized in the following exhibits reflect the feedback provided by the 1,955 participants that completed the survey. The input they offered provided the master plan team with critical insights that were used to help the City determine future focus areas, current shortcomings and proposed improvements.

PARKS
HENDERSONVILLE

WE WANT
YOUR
FEEDBACK

Take Our Survey!

The City of Hendersonville is completing a citywide parks and recreation master plan and want to get the citizen's input. Please take a few minutes to let us know which parks you use and what you think!

https://www.surveymonkey.com/r/Hendersonville_Public_Survey

Scan the code

HENDERSONVILLE PARKS AND RECREATION SYSTEMWIDE MASTER PLAN

The public survey had a total of 17 questions that can be grouped into 4 categories:

DEMOGRAPHIC QUESTIONS

- Which best describes you (city/county resident)?
- What ethnicity/race is represented in your household?
- How do you learn about community events?

FACILITY AND AMENITY USAGE QUESTIONS

- How often does your household visit the listed Hendersonville facilities, parks, and greenways?
- Which facilities and amenities does your household utilize?
- What special events does your family attend annually?

FUTURE FACILITY AND AMENITY USAGE QUESTIONS

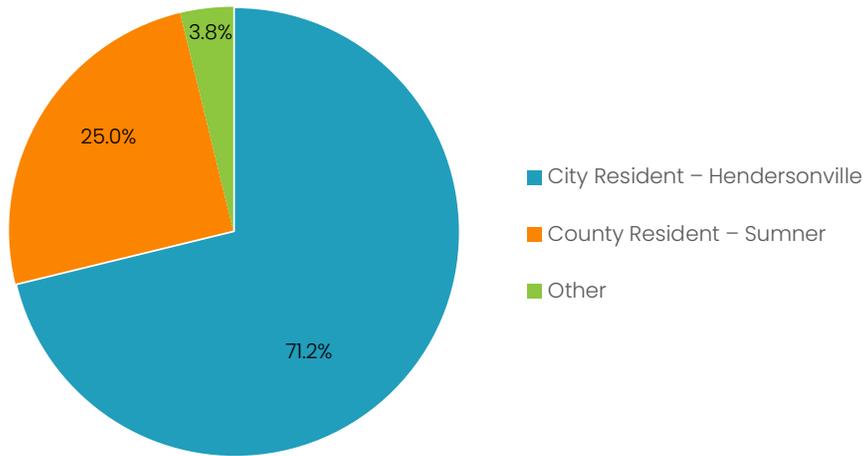
- Which activities would you like Hendersonville to add?
- What type of athletic facilities/programming would your household utilize, if available?
- What type of facilities would you like Hendersonville to add or expand?
- What special events would you like the City of Hendersonville to add to the annual calendar?

FACILITY AND AMENITY PERCEPTION QUESTIONS

- What attracts you to the parks and/or recreational facilities?
- What could the City do to increase the number of times you visit the parks and recreation facilities?
- Do the City's recreation facilities have operational or maintenance issues that need to be addressed and improved?
- What are the strengths/weaknesses of the parks in Hendersonville that we need to build upon/suggest improving for this master plan?
- On a scale of 1 to 10 with 10 being superior, how would you rate the parks and recreation facilities citywide?
- Where should the City focus its resources to improving the City's Parks and facilities?
- What types of financial models are you in support of for Hendersonville's parks, facilities, and programs?

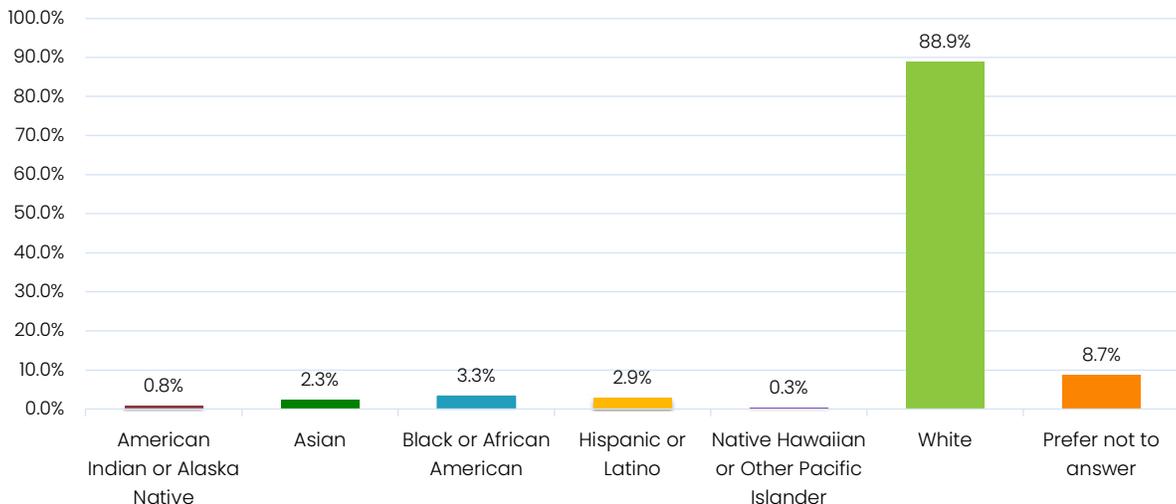
WHICH BEST DESCRIBES YOU?

Survey participants were asked about their place of residence - City Resident (Hendersonville), County Resident (Sumner), or other. Of the respondents that answered this question, 72.1% reside in Hendersonville, 25.0% reside in Sumner County, and 3.8% belong to another county or city. Of those other responses, many are Davidson, Wilson, or Williamson County residents that travel to Hendersonville for sports or employment.



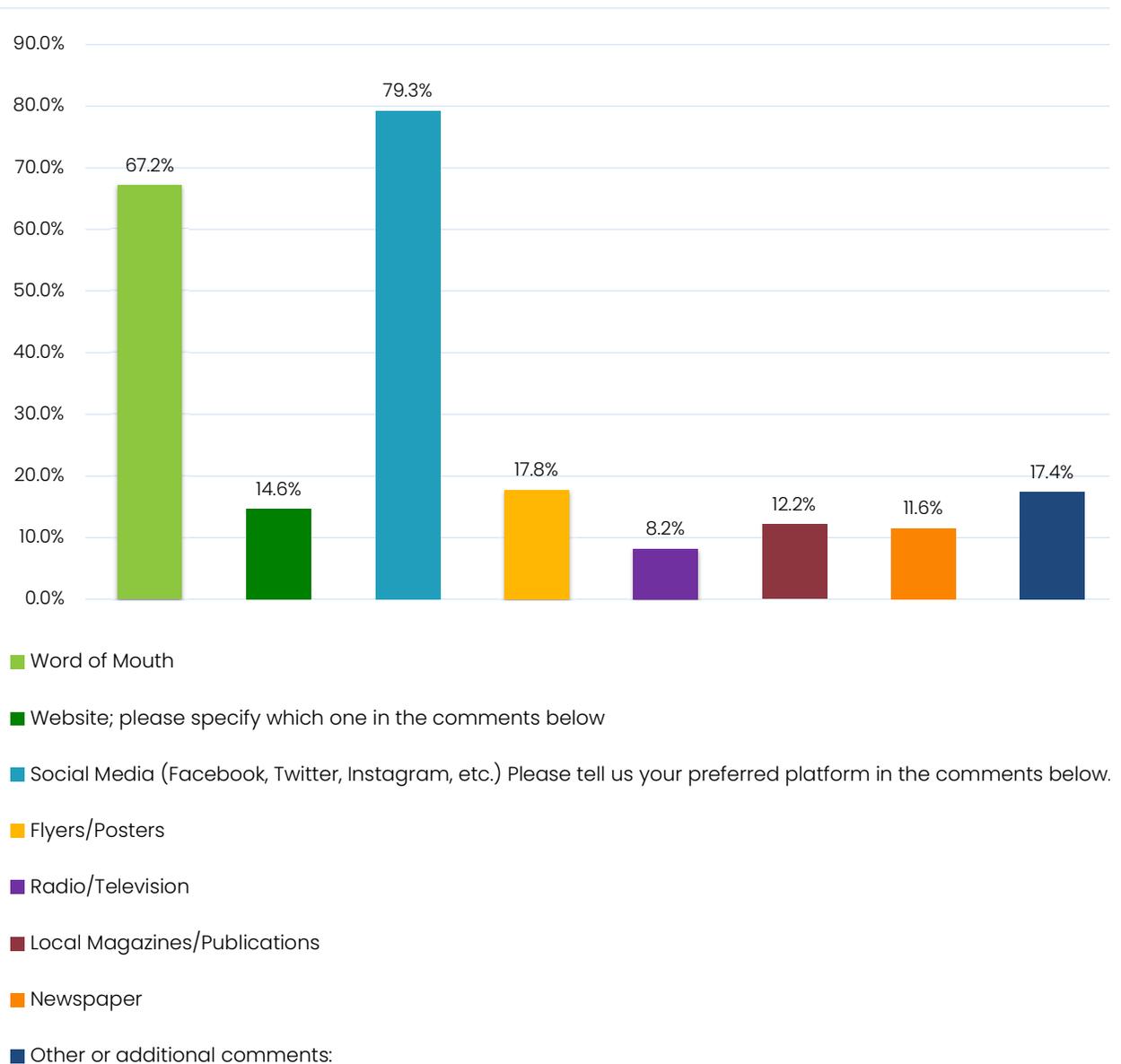
WHAT ETHNICITY/RACE IS REPRESENTED IN YOUR HOUSEHOLD?

The ethnic distribution of survey participants' households mirrors the ethnic and racial makeup of Hendersonville. Survey respondents' households were 88.87% White, 3.28% Black or African American, 2.87% Hispanic or Latino, and 2.31% Asian. Less than 1% of respondents identify as Native Hawaiian/Pacific Islander and American Indian or Alaska Native. Approximately 8.72% of respondents declined to share their ethnic identification.



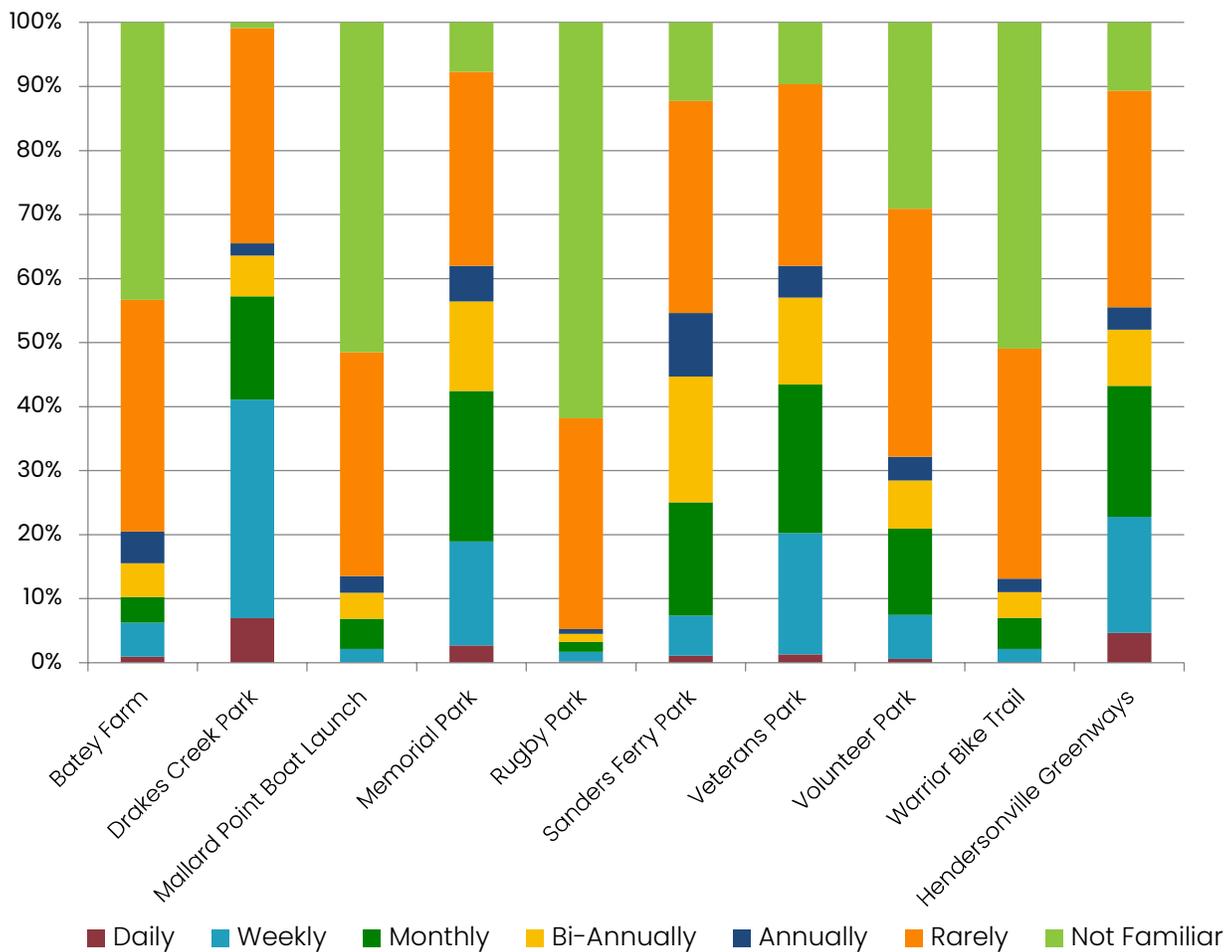
HOW DO YOU LEARN ABOUT COMMUNITY EVENTS?

Survey participants were asked to share how they learn about community events. They were encouraged to select all the avenues of engagement they utilize to learn more about community events. The figure below shows social media and word of mouth as the most popular responses. In the comments, many expanded upon their answer and wrote in Facebook and Instagram as popular social media platforms for learning about events.



HOW OFTEN DOES YOUR HOUSEHOLD VISIT THE LISTED HENDERSONVILLE FACILITIES, PARKS AND GREENWAYS?

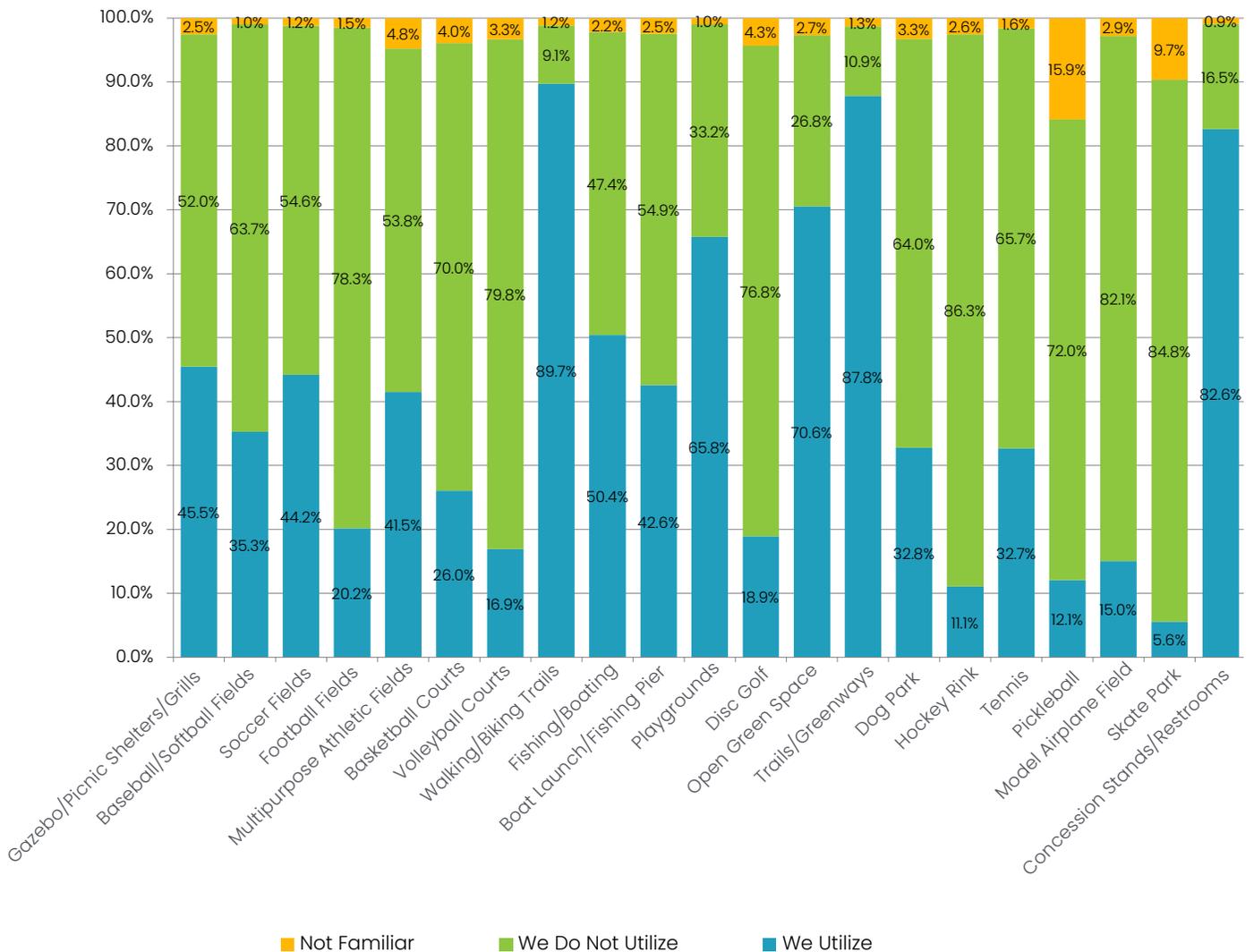
Survey respondents overwhelmingly visit Drakes Creek Park most frequently. Memorial Park, Sanders Ferry Park, Veterans Park, and the greenways are also popular among survey participants. Rugby Park has the greatest degree of unfamiliarity among the parks listed. The Warrior Bike Trail also does not have many respondents indicating frequent visits or familiarity. In the comments, respondents had the opportunity to expand upon other facilities. Many wrote in that they try to visit Batey Farm and wish it were open to the public.



HENDERSONVILLE PARKS AND RECREATION SYSTEMWIDE MASTER PLAN

WHICH FACILITIES AND AMENITIES DOES YOUR HOUSEHOLD UTILIZE?

The most commonly selected facilities and amenities that residents selected were walking/biking trails (89.7%), trails and greenways (87.8%) and concession stands (82.8%). The least utilized facilities include the hockey rink (86.3% do not use), the model airplane field (84.8% do not use), and the skate park (82.1% do not use).



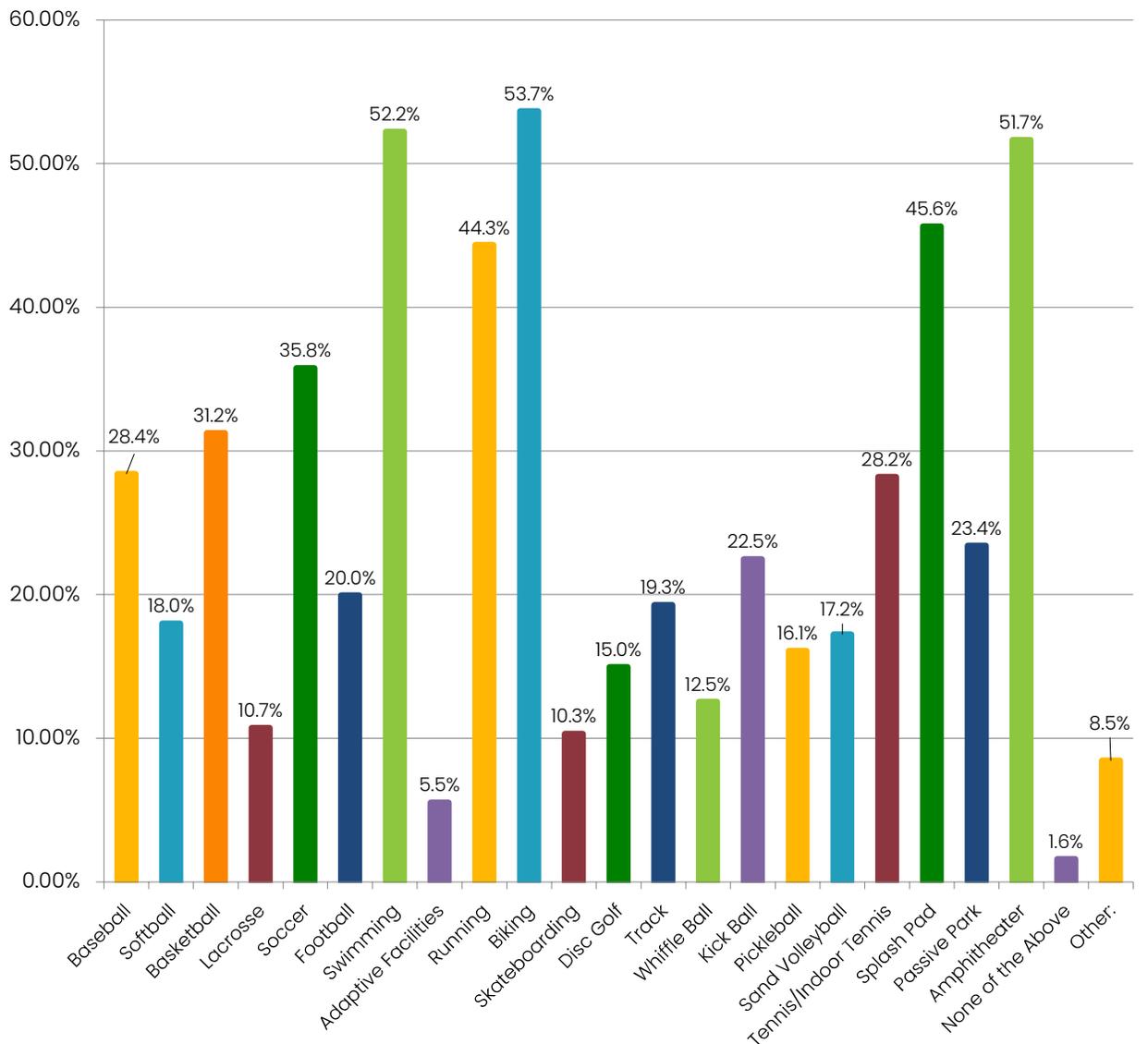
WHAT TYPES OF FACILITIES WOULD YOU LIKE HENDERSONVILLE TO ADD OR EXPAND?

Respondents identified the type of facilities they would like to see added or expanded upon in Hendersonville. The most common response, with 226 entries, was a splash pad, followed by indoor tennis (182), greenways (108), and amphitheater (99). Other noteworthy responses include turf soccer fields, pickleball, and community center.



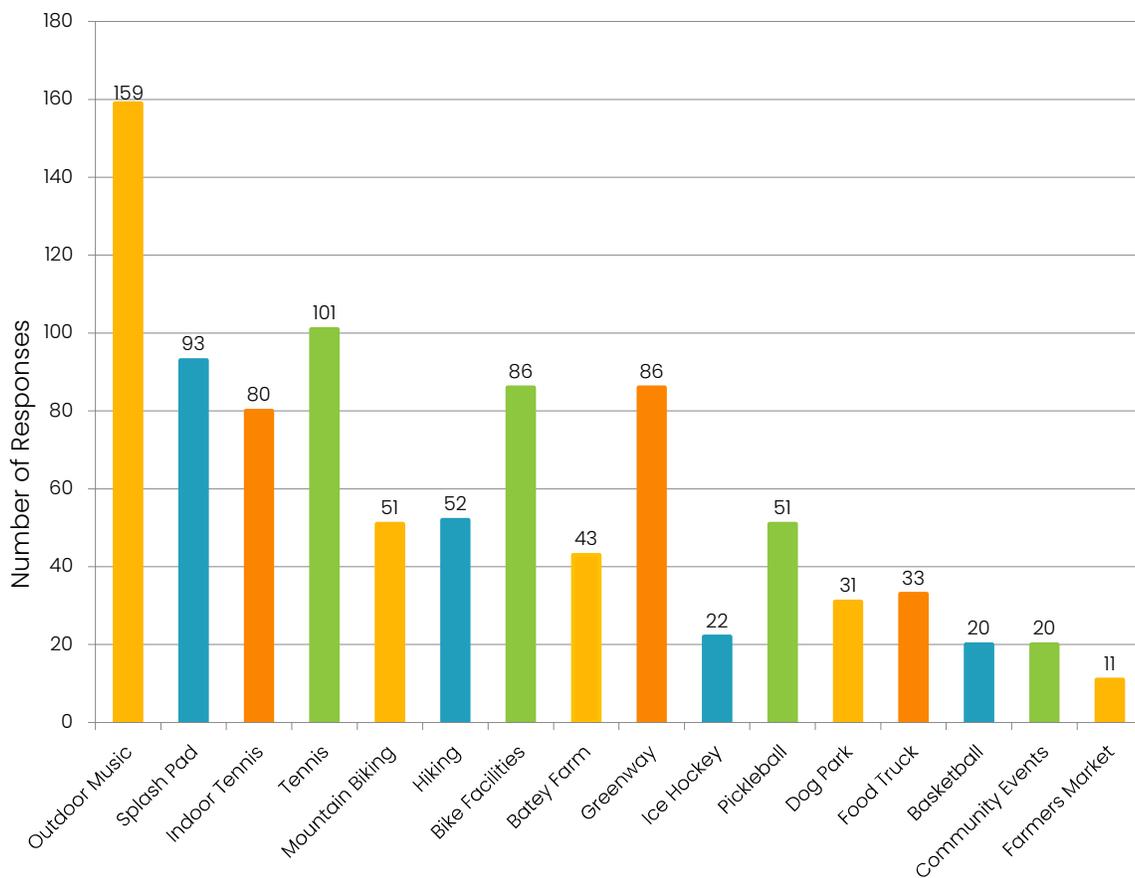
WHAT TYPE OF ATHLETIC FACILITIES/PROGRAMMING WOULD YOUR HOUSEHOLD UTILIZE, IF AVAILABLE?

Respondents were asked to select all the athletic facilities and programming their household would utilize if it were available. Biking, swimming, and amphitheater were selected by over 50% of survey participants. Other popular responses include splash pad (45.6%), running (44.3%), and soccer (35.8%). Responses that were selected the least include adaptive facilities and skateboarding.



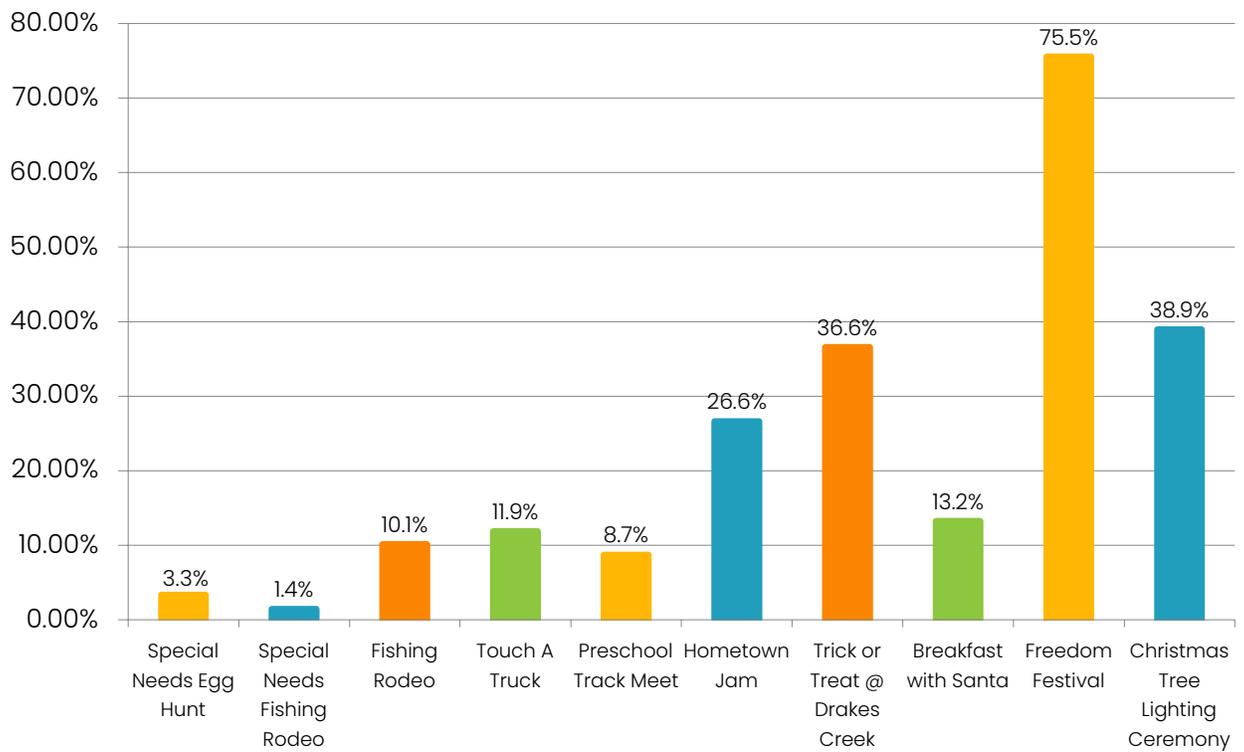
WHAT PROGRAMMING, ACTIVITIES, OR EVENTS WOULD YOU LIKE HENDERSONVILLE TO ADD?

When asked what activities, programs or events residents would like Hendersonville to add, many respondents selected outdoor activities, such as concerts, movies, and food trucks. Other popular responses were similar to the previous question that asked about facilities - mountain biking, trails, tennis courts, and a splash pad. These results are shown in a word cloud and a graph, which highlights common responses with greater than 10 responses.



WHAT SPECIAL EVENTS DOES YOUR FAMILY ATTEND ANNUALLY?

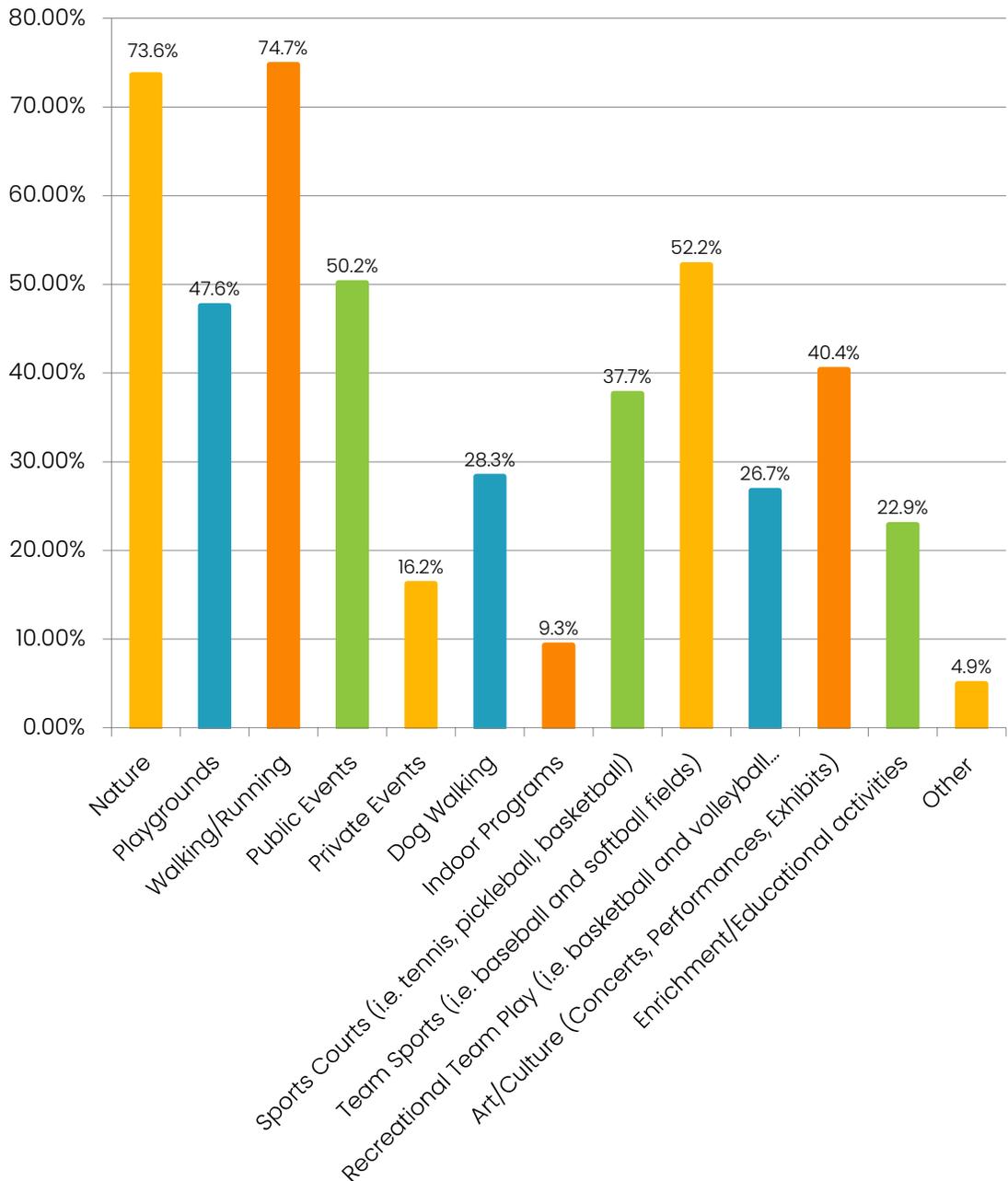
Survey respondents cited several special events that they attend annually. The most common event is the Freedom Festival, with 75.5% of respondents attending. The next most popular events are the Christmas Tree Lighting Ceremony and the Trick or Treat at Drakes Creek. The least popular events are the Special Needs Fishing Rodeo and Special Needs Egg Hunt, most likely because these are specialized for a smaller group of residents.



HENDERSONVILLE PARKS AND RECREATION SYSTEMWIDE MASTER PLAN

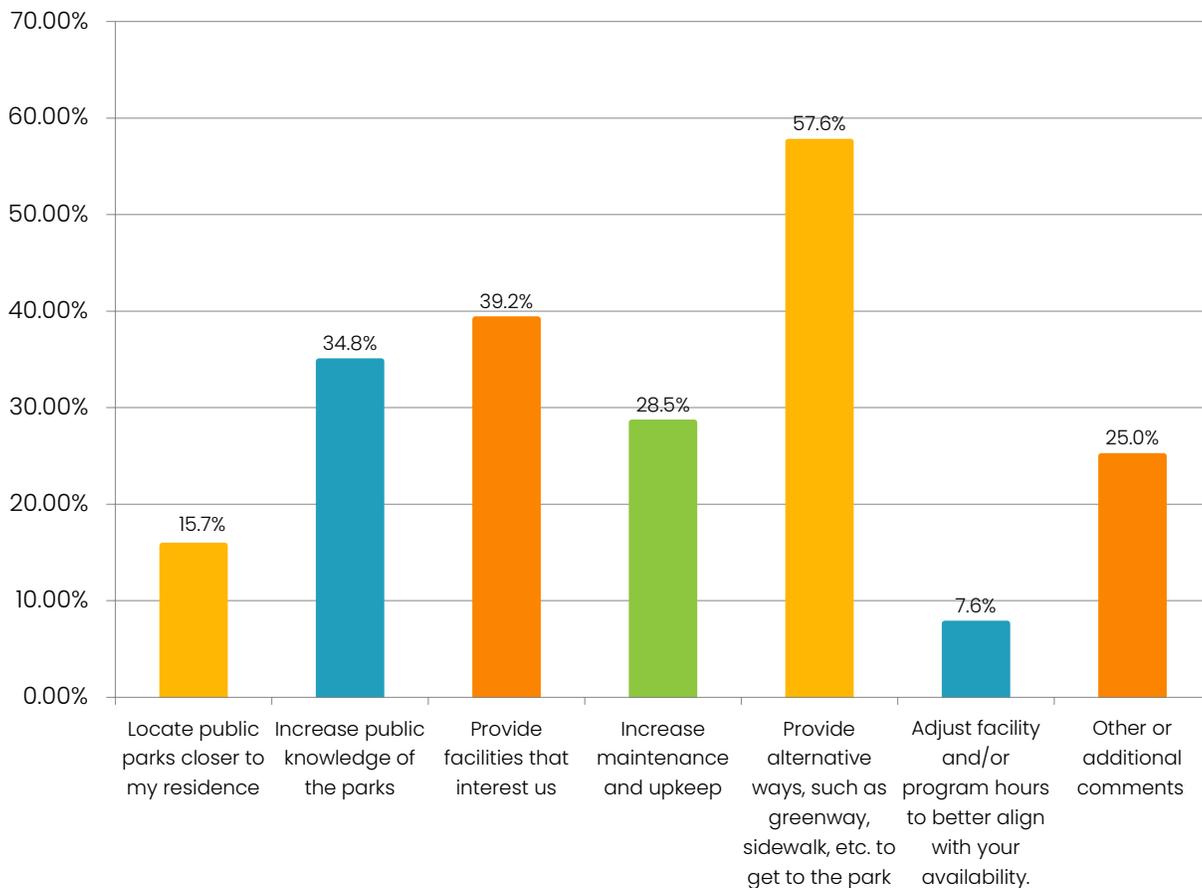
WHAT ATTRACTS YOU TO THE PARKS AND/OR RECREATIONAL FACILITIES?

Hendersonville residents responded that walking/running (74.7%) and nature (73.6%) are the two primary aspects that attract them to the parks and recreational facilities. The least common attractions are indoor programs and private events, garnering less than 20% of responses each. Popular written responses to the other category were biking, lacrosse, skate park, and soccer.



WHAT COULD THE CITY DO TO INCREASE THE NUMBER OF TIMES YOU VISIT A HENDERSONVILLE PARK OR FACILITY?

Survey respondents cited a wide variety of ways that the City could increase the number of times they visit the parks and recreation facilities. As shown in the figure below, providing alternative ways to get to parks, such as greenways and sidewalks was the most frequently cited response (57.6%). Providing facilities of interest (39.2%) and increasing public knowledge of the parks (34.8%) were the next most common responses. The least frequently referenced reason was adjusting facility or program hours to better align with people's availability (7.6%). This implies Hendersonville is currently successful in providing options and times to accommodate busy schedules, but could improve on providing pedestrian connectivity, a better variety of facilities, and marketing the parks. Approximately 25% of respondents added an additional comment, and common comments included traffic (41 times), parking (33 times), greenways (31 times), and tennis courts (23 times).



WHAT ARE THE STRENGTHS OF THE PARKS IN HENDERSONVILLE THAT WE NEED TO BUILD UPON FOR THIS MASTER PLAN?

Survey participants identified several strengths of the parks and recreation system in Hendersonville, including greenway, maintenance, Drake's Creek Park, nature, and accessibility. The word cloud illustrates the strengths of the City's facilities.



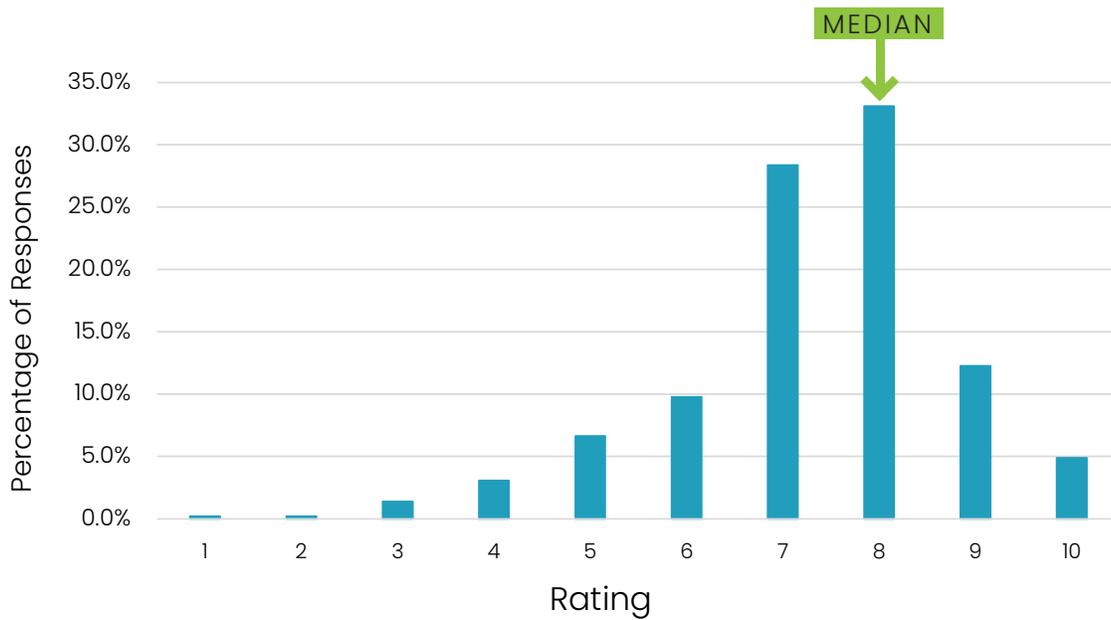
WHAT ARE THE WEAKNESSES OF THE PARKS IN HENDERSONVILLE THAT WE NEED TO SUGGEST IMPROVING FOR THIS MASTER PLAN?

Respondents identified several weaknesses of the parks and recreation system in Hendersonville, including traffic flow, especially at Drakes Creek Park, connectivity of the parks and greenways, upkeep, and parking. A lack of indoor tennis and poorly maintained soccer fields were two other common responses. Many survey respondents reported no issues at all, describing that there are no weaknesses. The word cloud illustrates the weaknesses of the City's facilities.



ON A SCALE OF 1 TO 10 WITH 10 BEING SUPERIOR, HOW WOULD YOU RATE THE PARKS AND RECREATION FACILITIES CITYWIDE?

When asked to rate the City's parks system on a scale of 1 to 10, the median rating was 8/10 and the average rating was 7.3 out of 10, suggesting that most respondents feel the parks system is above average.



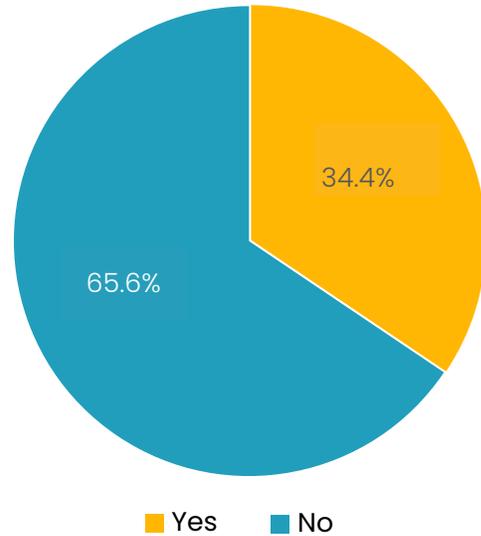
WHERE SHOULD THE CITY FOCUS ITS RESOURCES TO IMPROVING THE CITY'S PARKS AND FACILITIES?

When asked where the City should focus its resources, respondents mentioned greenways, developing Batey Farm, tennis, and maintenance of existing facilities including fields and flood control. Respondents also noted a desire for variety of newer facilities, such as a dog park and splash pad, in addition to maintaining and upgrading existing facilities.



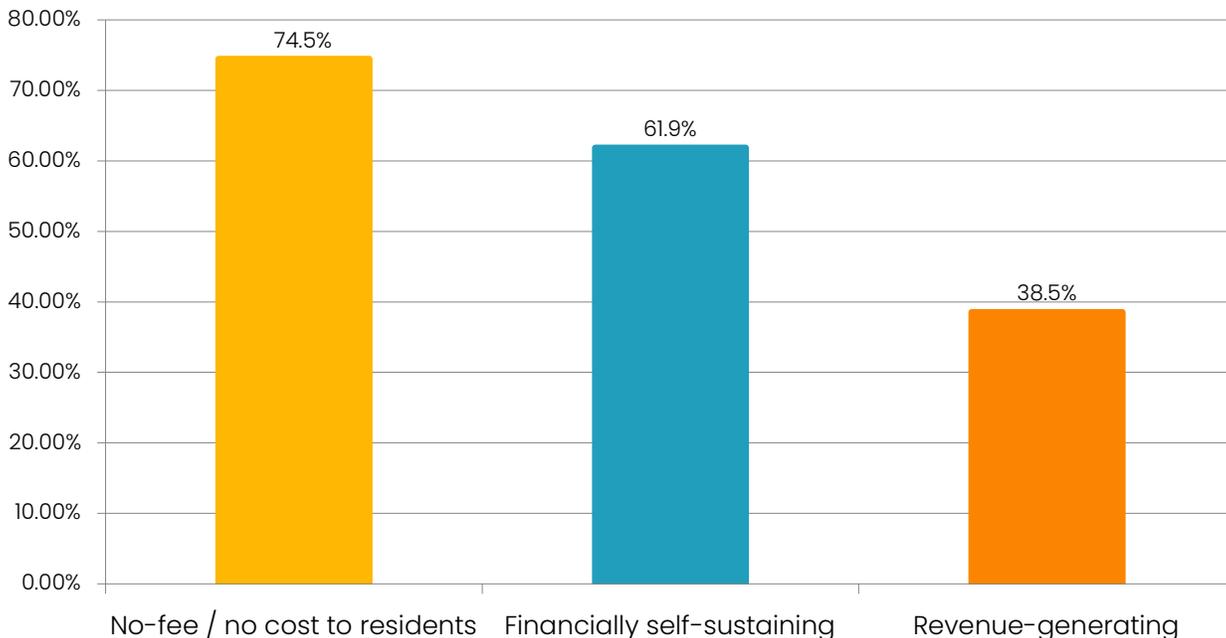
DOES THE CITY'S PARKS AND RECREATION SYSTEM HAVE OPERATIONAL OR MAINTENANCE ISSUES THAT NEED TO BE ADDRESSED AND IMPROVED UPON?

Over 65% of survey respondents do not believe the City's parks and recreation system has operational or maintenance issues. Survey respondents who answered "yes" to this question provided additional comments. A majority of respondents noted general maintenance and upkeep of restrooms, tennis courts, and parking facilities as primary concerns.



WHAT TYPES OF FINANCIAL MODELS ARE YOU IN SUPPORT OF FOR HENDERSONVILLE'S PARKS, FACILITIES, AND PROGRAMS?

Respondents were asked to select what financial models they would support. The survey showed that a majority of respondents preferred no-fee/no-cost to residents parks, facilities, and programs, while the least desired model was revenue-generating parks, facilities, and programs.



SWOT ANALYSIS

The consultant team held a SWOT Workshop on March 29th, 2021 to facilitate a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis with BOMA and Parks Board Members. This was provided as both an in-person and a virtual Zoom option in order to maximize the potential input and fully capture the thoughts and views of key stakeholders. The input provided during the SWOT Workshop is integral to the masterplanning process and is used in conjunction with staff interviews and the survey to get a broad spectrum of public and stakeholder input.

STRENGTHS

- Parks and Recreation staff and director
- Lake setting
- Land owned by the City
- Diversity of facilities
- Sanders Ferry Park
- Concerts
- Sports programs
- Golf course
- Mary's Magical Place
- Rugby and the creativity in finding finances
- Special events list grows bigger each year - recent success of Fourth of July event
- Strong running club
- Growth of Batey Farm
- Visitors spend money when they come

WEAKNESSES

- Money to maintain parks and facilities
- Floods
- Reliance on prisoner work
- Traffic at Drake's Creek
- Not capitalizing enough on Drake's Creek
- Ingress/egress at Drake's Creek and Sanders Ferry
- Not enough fields
- Variety of options - bowling, ice hockey
- Capital costs
- Lack of indoor spaces - soccer and tennis
- Mary's Magical Place is crowded

O PPORTUNITIES

- Splashpad
- Maximizing revenue potential - all grants, user fees, advertising, concerts
- Centralize grant support, more applications
- More artificial turf
- Mary's Magical Place is crowded, leading to opportunities for education about disabilities and being inclusive of the special needs community

T HREATS

- Professionalism of youth sports and coaching, sportsmanship
- Possibility of an economic downturn
- Keeping up with demand
- New ice rinks is a threat to in-line skating
- Capacity of existing parks
- Lack of turf
- Land is expensive





EXISTING FACILITY ANALYSIS

EXISTING FACILITY EVALUATIONS

OVERVIEW AND EVALUATION COMPONENTS

In order to understand what the City is currently providing, the consultant team and Department staff visited each park location to document existing conditions and identify amenities. The consultant team performed an existing facility evaluation of the following facilities:

- Batey Farm
- Country Hills Golf Course
- Drakes Creek Park
- Durham Farm Parkland
- Flood Property
- Forest Park Land
- Mallard Point Boat Launch
- Memorial Park
- Rugby Park
- Sanders Ferry Park
- Veterans Park
- Volunteer Park
- Warrior Bike Trail



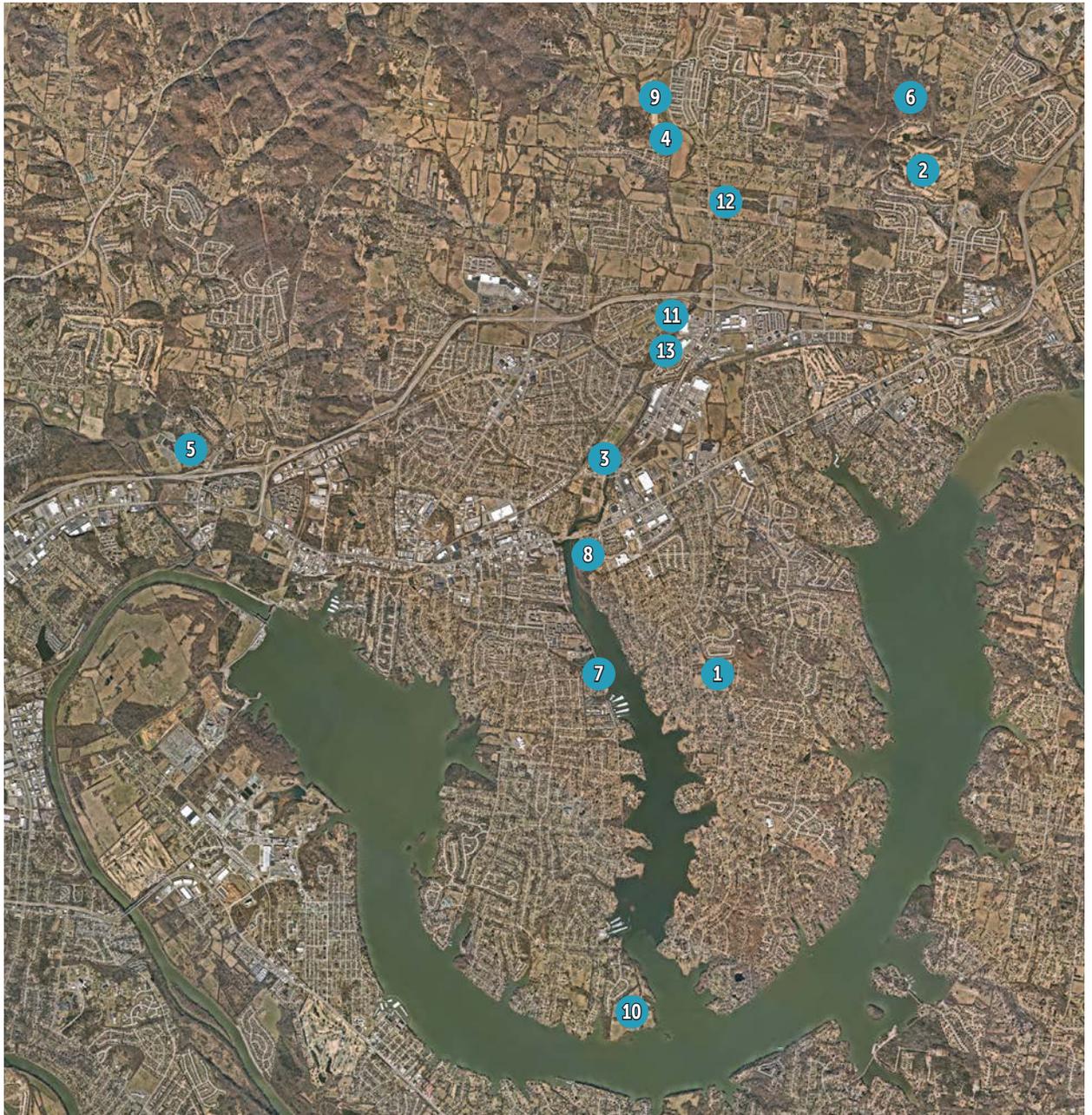
Each amenity was evaluated and the condition was noted as either good, fair or poor. Short and long-term recommendations are also noted in each facility evaluation on the following pages.

A color coding scale is used to communicate the condition of amenities listed at each park facility. If the amenity is considered to be in good condition, it is listed next to a green box. Fair condition amenities are shown next to a yellow box. Amenities shown in orange are considered to be in poor condition.



EXISTING FACILITIES MAP

In Hendersonville, 704 acres are dedicated to parks and recreation. The following map shows locations of existing park facilities and recreation areas.



KEY

- 1 Batey Farm
- 2 Country Hills Golf Course
- 3 Drakes Creek Park
- 4 Durham Farm Parkland
- 5 Flood Property
- 6 Forest Park Land
- 7 Mallard Point Boat Launch
- 8 Memorial Park
- 9 Rugby Park
- 10 Sanders Ferry Park
- 11 Veterans Park
- 12 Volunteer Park
- 13 Warrior Bike Trail



119 EAST DRIVE | 75 ACRES

BATEY FARM

This recently-purchased farmland is currently undeveloped and only used by the City for limited special events such as the Hike the Hill event and the Great Inflatable Race. As a very unique success story of private and public partnering together, the Friends of Indian Lake Peninsula built great momentum to fundraise quickly to purchase half the property with the City purchasing the other half. Currently, Batey Farm is not open for daily use, however, a master plan has been completed that identifies this property for more passive uses like hiking and biking trails, native meadows, and nature centers. The park vision is ready to be implemented with grants and other funding opportunities.



AMENITIES



- Existing house
 - » Was used for offices, will need renovation before able to utilize for nature center
- Open space
 - » Natural rolling hills that have passive recreation opportunities
- Master Plan Completed in 2019
- Walking trail in woods built by Boy Scouts
 - » Mulch trail
 - » Could benefit from path maintenance
- Barn
 - » Needs interior and exterior improvements prior to utilizing as event space

RECOMMENDATIONS

SHORT TERM

- Implement 2019 Master Plan
- Open park to the public

LONG TERM

- Expand greenway to connect from Memorial Park to Batey Farm
- Flood control
- Potential for nature programming
- Upgrade exterior of the house and barn



1501 SAUNDERSVILLE RD | 142 ACRES

COUNTRY HILLS GOLF COURSE

Country Hills Golf Course, an 18-hole course, has a course rating of 69.7 and a slope rating of 120. Since the course opened in 1990, it has been properly maintained, which makes it a popular recreation activity in Hendersonville. The course contains a cart barn, a club house, retail store, and a venue space for small weddings and other events. CHGC also recently updated its driving range to include new turf pads over concrete slabs. The golf course is also utilized by high school and middle school teams and camps for programming, practice, and matches.



AMENITIES



- 18 Hole Golf Course
 - » Course is well-maintained
- Driving Range
 - » Recently updated with turf pads on a concrete slab
- Club house
 - » Could benefit from updates to exterior and interior
 - » Contains a small pro shop, small kitchen, larger venue space (200 people) and retail store
- Cart and Maintenance Storage
 - » Currently is in poor condition
 - » Roof has damage and needs to be replaced or repaired

RECOMMENDATIONS

SHORT TERM

- Repair Cart Barn
- Update clubhouse, including repairing the windows
- Install security cameras
- Add shade structure on west side of the patio
- Repair and rebuild bunkers
- Prepare tree removal program
- Install permanent restroom at 5 tee to replace temporary restroom facilities
- Use fan to improve 13 green humidity levels and turf health

LONG TERM

- Install large outdoor pavilion
- Re-pave cart paths
- Irrigation replacement and pump replacement
- Hire additional staff
- Replace equipment
- Make drainage improvements



131 CONWAY TWITTY LANE | 135 ACRES

DRAKES CREEK PARK

Drakes Creek Park is located north of Johnny Cash Parkway and alongside Drakes Creek. This facility provides amenities for a variety of sports and interests with both passive and active recreation opportunities. Drakes Creek also sits near Memorial Park and there is a greenway connection between the two. This popular facility is known for providing a large variety of active and recreation opportunities and is often over-utilized.



AMENITIES



- 13 baseball/softball fields
- Greenway
- 1 football field
- 10 1/2 full size soccer fields
 - » Range in size from youth fields to full-size fields
- Concession stands
- Batting cages
 - » Good condition, however could update
- Playgrounds
 - » Need upgrades
- Restroom facilities
 - » Could benefit from additional restroom facilities
- Shelters / picnic tables / grills
- Parking lot
 - » Needs resurfacing
- Basketball goals
 - » Goal posts are outdated
- Sand volleyball courts
 - » Three courts that are currently in poor condition and flood often, should be relocated to Volunteer Park



RECOMMENDATIONS

SHORT TERM

- Resurface parking lots
- Replace basketball goal posts
- Update concession facility at fields 2, 3, 4, and 5
- Upgrade shelters, picnic tables, restroom facilities, playgrounds, batting cages, and grills
- Evaluate traffic signal at access point onto Indian Lake Boulevard near Demos' Restaurant
- Remove sand volleyball courts and relocate to Volunteer Park
- Replace waste receptacles with nicer containers

LONG TERM

- Flood control
- Add restroom facilities throughout the park
- Replace maintenance facility with larger structure and more storage
- Add a miracle field
- Add additional soccer fields
- Add playground near soccer fields
- Additional parking
- Outdoor exercise equipment along trails
- Turf fields

1685 AVANT LANE | 76 ACRES

DURHAM FARM PARKLAND

Durham Farm Parkland is 76 acres of forest and open space that was provided to the City by the adjacent Durham Farm neighborhood development. Durham Farm Parkland is adjacent to Hendersonville's Rugby Park. A vehicular bridge will need to be constructed from Drakes Creek Road in order to provide access into the site. The parkland would benefit from direct access to the Rugby Fields, however a pedestrian bridge would need to be designed so users could cross the creek. The City needs to complete a master plan for this site to identify the best use for this parcel.



AMENITIES



- Vacant farmland
 - » Adjacent to existing Rugby Park
 - » 62 acres
- Existing forest

RECOMMENDATIONS

SHORT TERM

- Create Master Plan for site

LONG TERM

- Construct bridge to cross the stream to connect the Durham Farm Parkland to the Rugby Park



LINDEN DRIVE AT CALDWELL DRIVE | 11 ACRES

FLOOD PROPERTY

The flood property is an 11 acre piece of land that the City purchased after multiple homes were flooded. The land is adjacent to Pope John Paul II High School and runs along Vietnam Veterans Boulevard. The property consists mostly of vacant open land with some large established tree canopy. The City should create a master plan for this property to identify its best use.



AMENITIES



- Open land and mature tree canopy
 - » Opportunity for programming including trails and passive recreation adjacent to Vietnam Veterans Boulevard
 - » Adjacent to Pope John Paul II High School
 - » Proposed programming should consider the nature of flooding on this site

RECOMMENDATIONS

SHORT TERM

- Create a Master Plan

LONG TERM

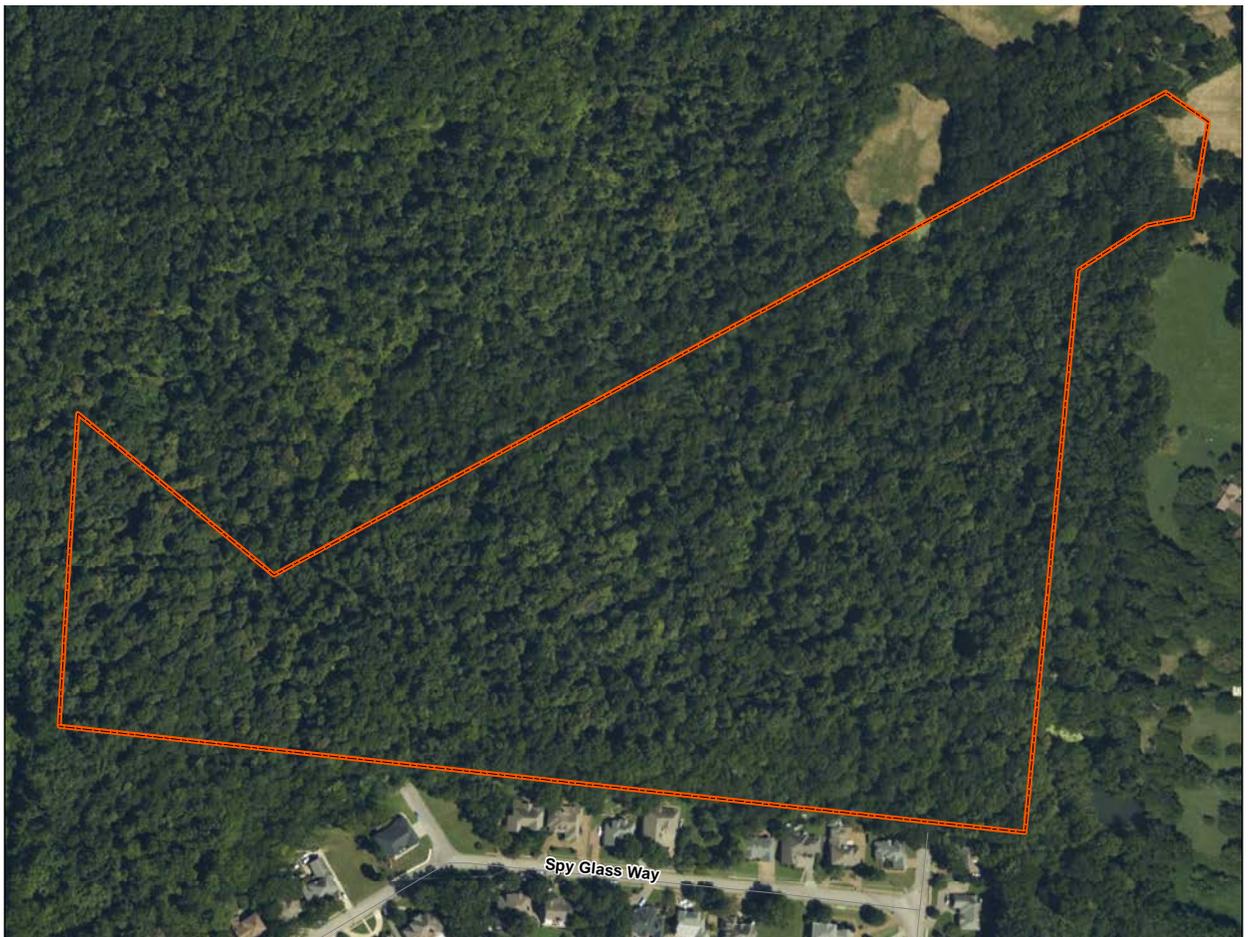
- Implement Master Plan



37 ACRES

FOREST PARK PARKLAND

The Forest Park parkland is located near Country Hills Golf Course and provides 37 acres of forested hilly land that could potentially be used for hiking, biking, and other outdoor recreational activities. Forest Park Parkland will be dedicated to the City as a part of the Forest Park single-family development approval process, and the long-term plan for this property will be determined at this point.



AMENITIES



- Undisturbed forest land
 - » Near Country Hills Golf Course
 - » Opportunity for programming including trails and passive recreation

RECOMMENDATIONS

LONG TERM

- Create a Master Plan
- Construct dedicated parking lot



245 SANDERS FERRY ROAD | 4 ACRES

MALLARD POINT BOAT LAUNCH

Mallard Point Park is home to lakefront land that provides access to the Cumberland River. Mallard Point Park is roughly 4 acres and is home to a boat launch area, a pier, and 16 oversized parking spaces for trucks and small boats.



AMENITIES



- Parking and Access
 - » Turnaround areas
 - » Multiple access points
 - » 16 parking spaces for vehicles and small boats
 - » Access to Cumberland River
- Boat Launch
 - » Needs signage and markings for instructions on usage
- Pier
 - » Could benefit from an upgrade

RECOMMENDATIONS

SHORT TERM

- Re-surface and re-stripe parking lot
- Add signage

LONG TERM

- Add a fishing dock following Drake's Creek Greenway completion potentially with grant
- Upgrade pier structure
- Add permanent restroom facilities



151 E. MAIN STREET | 44 ACRES

MEMORIAL PARK

Memorial Park is located on the creek near Drakes Creek Park. A greenway serves as a connection between these two parks, which allows visitors to access both facilities. Memorial Park provides amenities for all ages with interests in both passive and active recreation. Visitors can enjoy a lacrosse field, playground, walking trails, water feature, dog park, Peace Garden, and tennis courts with great views of the water nearby.



AMENITIES



- Playground
- Lacrosse field
- Water feature
- Walking trails
- Pavilions / picnic tables
- Restrooms
- Dog park
- Peace Garden
- Gazebo
 - » Currently is in poor condition
- Tennis courts
 - » Need to be resurfaced

RECOMMENDATIONS

SHORT TERM

- Add lights to lacrosse field
- Upgrade or replace picnic tables and update pavilions
- Maintain tennis courts and remove hazards until resurfacing can happen

LONG TERM

- Upgrade multi-purpose field and playground as they age
- Resurface tennis courts
- Consider adding more routine maintenance to address debris and flooding



1693 AVANT LANE | 13 ACRES

RUGBY PARK

Rugby Park is a new facility providing two full-size rugby fields to the community, which can also be used as football fields. It is utilized by the Sumner Rugby Club during spring and fall. Rugby Park is located in a residential area, providing walkability to those living nearby.



AMENITIES



- Rugby fields
 - » Two full-size rugby fields
 - » Fields are irrigated, well-maintained, and receive continued maintenance
 - » Great presence among teams and volunteers
- Parking lot
 - » Currently is a gravel lot
 - » As park grows, should consider paving and providing accessible ADA spots

RECOMMENDATIONS

SHORT TERM

- Add lighting to fields to improve safety and nighttime game play

LONG TERM

- Pave parking lot as this park evolves and grows in popularity
- Connect this park to the Durham Farm property
- Construct restrooms and concession stand



513 SANDERS FERRY ROAD | 70 ACRES

SANDERS FERRY PARK

Sanders Ferry Park, a 72-acre, remote natural area in Hendersonville is home to disc golf, basketball goals, model airplane field, playgrounds, and many other recreational activities for Hendersonville residents while having great views of the lake.



AMENITIES



- Boat / fishing pier
- Cornhole boards
- Parking
- Model airplane field
- Restrooms
- Playgrounds
 - » Two playgrounds in fair condition
- 18-Hole Disc Golf Course
- Basketball goals
- Shelters with picnic tables
 - » Shelters need repairs, and have not been repaired for over 25 years
- Grills
 - » Grills need updating or replacing

RECOMMENDATIONS

SHORT TERM

- Upgrade playgrounds
- Upgrade pavilions
- Maintain disc golf course and add new baskets and “tee off” amenities such as benches and waste receptacles
- Replace or repair grills

LONG TERM

- Construct a permanent stage with bathroom, concession stand, and green room with amphitheater
- Re-pave and re-stripe parking lots
- Add benches and waste receptacles throughout the park



144 SCOTCH STREET | 28 ACRES

VETERANS PARK

Veterans Park, a 28-acre recreational area located on Scotch Street is home to baseball fields, Mary's Magical Place, a skate park, and walking trails. Mary's Magical Place is a popular and well-known regional attraction that is a state-of-the-art inclusive playground. It is in pristine condition and will continue to be a great asset to the park for future use. Veteran's Park also has property available for expansion, but proposed programs could be limited due to overhead utilities.



AMENITIES



- Baseball / softball fields
 - » Three fields in good condition
- Mary's Magical Playground
 - » This playground is a great asset and is in great condition
- Concession stands
- Stake park
 - » Could benefit from upgrades
- Restrooms
- Walking / Biking Trails
- In-line Hockey Rinks

RECOMMENDATIONS

SHORT TERM

- Remove hockey rinks
- Once rinks are removed:
 - Add berm around Mary's Magical Playground to protect from flooding
 - Remove paving at rink area for multi-purpose field space
 - Leave existing lights

LONG TERM

- Look at potential uses for the land across from the school near Veterans Park under power lines
- Update restrooms, trails, skate park, and concession stand
- Add artificial turf at ball fields
- Construct a Miracle field



1334 DRAKES CREEK ROAD | 45 ACRES

VOLUNTEER PARK

Volunteer Park consists of one full sized, lighted soccer field and an in-line hockey facility currently under construction. Concession stands are located adjacent to the soccer field. Paved parking lots provide easy access in and out of the park and ample parking for guests and visitors of Volunteer Park. Within Volunteer Park there are also walking trails that meander through streams and fields where there are benches for visitors to sit and take in the natural scenery of the park. It is also home to a playground as well as the Police Department's horse barn and fields.



AMENITIES



- Soccer fields
 - » Partially lighted on one half of the field
- Concession stand
 - » Newly added and in good condition
- Walking trail
 - » Bridge crossing over stream new and in good condition
 - » Scenic meadow for passive recreation
- Small playground
 - » Could be upgraded, but currently in good condition and appears well-maintained

RECOMMENDATIONS

SHORT TERM

- Construct covered in-line hockey rinks
- Construct sand volleyball courts
- Complete lighting on other half of existing soccer field

LONG TERM

- Expand walking trail
- Provide shade options and more passive recreation opportunities
- Update playground with additional amenities and seating options
- Construct turf soccer fields on land on other side of creek



SAUNDERSVILLE ROAD | 24 ACRES

WARRIOR BIKE TRAIL

Warrior Bike Trail, located off Saundersville Road, provides Hendersonville residents with 1.5 miles of beginner-level bike trails. Bike trails were designed and constructed by Hendersonville residents with the help of the Public Works Department. Trails meander through wooded areas of the property and can be accessed easily being adjacent to the Hendersonville Greenway.



AMENITIES



- 1.5 Miles of Bike Trails
 - » Located near Veterans Park and Drakes Creek Park
 - » Accessible by adults and kids
 - » Two trail heads
 - » Near greenway
 - » Single track trail



RECOMMENDATIONS

SHORT TERM

- Provide improved signage for access points

LONG TERM

- Add connection between bike trails and Drakes Creek Park and Veterans Park

SUMMARY OF AMENITIES

The consultant team and Department staff visited each park location to document existing conditions and identify amenities. The following chart is a summary of quantities of existing facility types. It is important to understand what the City is currently providing so that appropriate recommendations can be made to meet the recreation needs of the community.

	BATEY FARM	COUNTRY HILLS GOLF COURSE	DRAKES CREEK PARK	DURHAM FARM PARKLAND	FLOOD PROPERTY	FOREST PARKLAND	MALLARD POINT BOAT LAUNCH	MEMORIAL PARK	RUGBY PARK	SANDERS FERRY PARK	VETERANS PARK	VOLUNTEER PARK	WARRIOR BIKE TRAIL	TOTALS
Acres of Land	75	142	135	76	11	37	4	44	13	70	28	45	24	704
Concession Stand			5								2	1		8
Boat/Kayak Access							1			1				2
Fishing Pier							1			1				2
Walking Trail	1		1					1			1	1		5
Biking Trail											1		1	2
Disc Golf Course										1				1
18-Hole Golf Course		1												1
Driving Range		1												1
Cornhole Boards										1				1
Playground			6					1		2	1	1		11
Football Field			1											1
Baseball / Softball Field			13								3			16
Batting Cage			5											5
Basketball Court										1				1
Lacrosse Field								1				1		2
Soccer Field			10.5					1				12		23.5

	BATEY FARM	COUNTRY HILLS GOLF COURSE	DRAKES CREEK PARK	DURHAM FARM PARKLAND	FLOOD PROPERTY	FOREST PARKLAND	MALLARD POINT BOAT LAUNCH	MEMORIAL PARK	RUGBY PARK	SANDERS FERRY PARK	VETERANS PARK	VOLUNTEER PARK	WARRIOR BIKE TRAIL	TOTALS
Multi-Purpose Field								1	2					3
Tennis / Pickleball								12						12
In-line Hockey Rink											2			2
Sand Volleyball			3											3
Picnic Shelters			8					1		8	4			21
Charcoal Grill			4					2		4				10
Skate Park											1			1
Water Feature								1						1
Dog Park								1						1
Model Airplane Field										1				1
Maintenance Facility		1	1											2
Restroom Facility			8					2		2	2			14





BENCHMARKING

BENCHMARKING

APPROACH

The process of benchmarking measures the Hendersonville Parks and Recreation system against other parks and recreation systems in peer communities. The process is data-driven and does not take into account the unique details of Hendersonville. Rather, benchmarking captures a high-level comparison to communities that are similar in size. Three peer communities selected for their similarities in size and operation were considered for the peer review; two local communities in Tennessee - Johnson City and Smyrna - and one NRPA Gold Medal winner, Coppell, TX. Ten key metrics were surveyed and analyzed that fall into the seven categories:

- Jurisdiction
- Parks and Open Space
- Outdoor Amenities
- Communications
- Staffing
- Budget
- Annual Per Capita Income
- Property Tax Rate
- Maintenance Standards

JURISDICTION

To gather the data necessary to perform the benchmark analysis, data collection surveys were sent to the selected parks and recreation departments identified as peer agencies by the City of Hendersonville. Data requested from each agency included elements such as basic demographic data and park acreage, amenities offered, communication systems, staffing models, budget operations, and maintenance standards. Because this data was provided directly by the agencies themselves, some slight variations and discrepancies may be present as a result of different tracking and collection methods used by each agency. In some instances, data was either omitted or not available, and any review of the benchmarking should be done with this caveat in mind.

JURISDICTION				
	HENDERSONVILLE, TN	COPPELL, TX	JOHNSON CITY, TN	SMYRNA, TN
Population	57,083	41,600	66,515	50,000

PARKS AND OPEN SPACE ACREAGE

This benchmark analysis measured park and open space acreage for each of the peer agencies included in the benchmarking process, finding a slight variation in the level of service provided by the various communities. Hendersonville offers an average amount of acres for parks and open space, with 626 acres owned and 76% of these developed for parks and recreation purposes. When compared to local peer agencies, Hendersonville falls in the middle, owning more park acreage than Coppell, TX but less than Smyrna, TN and Johnson City, TN. However, while Hendersonville owns less acreage than Smyrna, a higher percentage of these acres owned are currently developed for parks and recreation space (76%) as opposed to Smyrna’s 70%. Among peer agencies, Johnson City, TN has the highest level of service with 1,300 acres of parkland and a 100% development rate.

PARKS AND OPEN SPACE ACREAGE				
	HENDERSONVILLE, TN	COPPELL, TX	JOHNSON CITY, TN	SMYRNA, TN
Total acres owned or managed by the system	626	544	1,300	851
Percent of acres developed for parks and recreation purposes	76%	70%	100%	70%

**Hendersonville park acreage does not include Forest Park Land.*



OUTDOOR AMENITIES

This benchmark analysis measured the number of outdoor amenities offered by each of the peer agencies included in the benchmarking process. When compared to local peer agencies, Hendersonville is performing ahead of Smyrna but below Johnson City in number of multi-purpose fields, ball diamonds, and tennis courts. However, Hendersonville is greatly under-performing in basketball and pickleball courts. Peer agencies that should be used as a benchmark for Hendersonville offer between 4-14 basketball courts and between 4-16 pickleball courts.

OUTDOOR AMENITIES				
	HENDERSONVILLE, TN	COPPELL, TX	JOHNSON CITY, TN	SMYRNA, TN
Multi-Purpose Fields	14.5	16	19	11
Ball Diamonds	16	19	22	15
Basketball Courts	2	4	14	12
Tennis Courts	12	12	23	6
Pickleball Courts	0	4	16	6



COMMUNICATIONS

The following table compares methods of providing information about parks to the community between the various benchmarking agencies. Hendersonville currently only provides digital communication through social media, e-blasts, and the website. Peer agencies offer both digital and print methods by utilizing flyers, press releases, newspaper advertisements, television and radio broadcasting, and banners. While most communication today happens digitally and Hendersonville is doing well in this category, Hendersonville should also continue to repurpose social media advertisements in a print format in order to reach key population groups who prefer non-digital communication.

COMMUNICATIONS				
	HENDERSONVILLE, TN	COPPELL, TX	JOHNSON CITY, TN	SMYRNA, TN
Methods of Providing Information about Parks	Social media, website, e-blast through database, flyers, street banners, press releases, newspaper articles	Print: flyers, press releases, newspaper advertisements, street banners Digital: website, social media (Facebook, Instagram, NextDoor), digital ads/signage, email, video/in-person staff communication	Radio, television, newspaper, social media, posters/flyers	Website, social media, print, Channel 3 TV



STAFFING

The following table compares the staffing for peer agencies included in the benchmarking analysis by converting the hours worked by staff to a measure called FTE, or full-time equivalent, to provide a uniform metric for the analysis. FTE is calculated by adding the number of total hours worked by all department employees and then dividing that total by the number of hours typically worked by one full-time employee in a calendar year (2,080 is the number generally used for this calculation).

The number of FTEs per 10,000 residents is a performance metric that can be used as an indicator to determine how well an agency is staffed, and thus how well it is equipped to meet the jurisdiction’s needs. The following table illustrates how Hendersonville’s staffing levels compare to other peer agencies. Hendersonville, with an FTE of 30, has a lower staffing level when compared to peer benchmark agencies Coppell, TX and Johnson City, TN, yet it is slightly above Smyrna’s FTE of 28.

STAFFING			
HENDERSONVILLE, TN	COPPELL, TX	JOHNSON CITY, TN	SMYRNA, TN
30	68	88.3	28

BUDGET

A wide range of annual budget and operating expenses were reported by the various benchmarking agencies. Among peer agencies, operating expenditures range from the low end of \$3.4 million in Smyrna to the high end of \$10.4 million in Coppell. Hendersonville operating expenditures fall below all peer benchmarking agencies, with an annual operating expense of \$2.8 million. However, Hendersonville also has the lowest capital budget of all peer agencies, at \$622,321. This falls significantly below the budgets of Coppell and Johnson City, and only slightly below the budget of Smyrna. It is important to consider that other cities receive income from player registrations for local recreation leagues such as basketball, baseball, soccer and other athletic leagues, while Hendersonville does not.



BUDGET					
		HENDERSONVILLE, TN	COPPELL, TX	JOHNSON CITY, TN	SMYRNA, TN
Total Operating Expenses		\$2,810,500	\$10,392,015	\$5,227,733	\$3,399,850
Operating Budget Sources	Jurisdiction General Fund	\$2,810,500	\$9,248,893	\$4,391,295	\$3,687,359
	Dedicated Levies	--	--	--	\$520,000
	Agency fees and charges (earned/ generated revenues)	\$152,000	--	\$3,032,085	\$450,098
	Other Dedicated Taxes	--	\$1,106,750 (CRDC Funds)	--	--
	Endowment	--	--	--	--
	Grants	--	--	\$303,122	\$86,114
	Sponsorships	\$40,000	--	--	--
	Donations	\$40,000	--	--	\$5,900
	Other (specify)	\$22,000 (Cell Tower)	--	--	--
Operating Expenses	Landscape and tree maintenance	\$52,000	\$509,650	\$193,426	\$46,601
	All other maintenance	\$236,001	\$2,228,973	\$2,822,975	\$119,283
	Recreational programming	\$140,000	--	\$1,463,765	\$56,917
	Administration	\$1,515,746	--	\$107,943	\$3,177,046
	Debt Service	\$400,000 (Batey Farm)	--	--	--
	Other (specify)	--	--	--	--
Total non-tax (earned income) revenues		\$152,000	\$2,207,495	\$325,055	\$450,098
Total capital budget (FY2020)		\$622,321	\$3,218,059	\$576,000 (Projects) \$134,000 (Equipment)	\$8,088,498 (includes impact fees)

PER CAPITA INCOME

It is important to compare annual per capita income against peer agencies in order to understand the average income for a community's residents. At \$38,779, Hendersonville's per capita income falls nearly \$10,000 above the Tennessee average. When comparing this metric to peer communities, Hendersonville has a higher per capita income than that of Smyrna, TN and Johnson City, TN, but lower than Coppell, TX.

PER CAPITA INCOME			
TENNESSEE STATE AVERAGE: \$29,859			
HENDERSONVILLE, TN	COPPELL, TX	JOHNSON CITY, TN	SMYRNA, TN
\$38,779	\$54,349	\$30,939	\$25,162



PROPERTY TAX RATE

Property tax rate within peer communities was also analyzed. Hendersonville's property tax rate of 0.9187 is nearly 0.3 higher than the Tennessee state average. Among peer communities, Hendersonville's property tax rate is higher than that of Smyrna, TN and Coppell, TX, but below Johnson City's rate of 1.71.

PROPERTY TAX RATE			
TENNESSEE STATE AVERAGE: 0.6400			
HENDERSONVILLE, TN	COPPELL, TX	JOHNSON CITY, TN	SMYRNA, TN
0.9187	0.5800	1.7100	0.7007



MAINTENANCE STANDARDS

The four communities were asked if they have written park maintenance standards.

- Coppel, Texas has written standards
- Johnson City, Tennessee does not have written standards
- Smyrna, Tennessee does not have written standards
- Hendersonville, Tennessee does not have written standards

It is recommended that Hendersonville draft written park maintenance standards similar to the ones being used by Coppel, Texas. By providing a written maintenance standards document, the City will further improve their staff efficiency and create a consistent expectation for all staff and parks. Coppel's maintenance plan serves to better organize park operations by addressing multiple maintenance topics, listed below:

- Roles and responsibilities are laid out for each staff member
- Detailed inventory is kept of parks, facilities, and maintenance areas
- Qualitative standards are set by the Parks Operation Division to provide clear descriptions of work expected for each classification of park land
- Maintenance standard definitions are set
- Work tasks are defined in a matrix for each maintenance area
- Regular safety, facility, equipment, and playground inspections are scheduled



NRPA BENCHMARKING APPROACH

In addition to the information provided by peer agencies, data was also gathered from the National Recreation and Park Association (NRPA), which collects data and performance measures from various agencies and park departments across the United States. This benchmarking analysis section uses the 2021 NRPA Performance review data, the most recent figures available. Like the peer agency data, the information provided to the NRPA is also self-reported, and thus may also have some variations and discrepancies due to tracking methods.

To create a useful comparison for Hendersonville’s Parks and Recreation System, the primary metric of population was used to identify NRPA data for the benchmarking analysis. The most recent estimate from the U.S. Census Bureau showed Hendersonville with a population of 57,083 in 2019, an increase of 10.1% from the 2010 population of 51,333. As a result, the benchmarking used jurisdictions with populations between 50,000 and 99,999 for comparisons with Hendersonville.

The first metric analyzed is Annual Operating Expenditures. Compared to other communities nationwide, Hendersonville falls about \$1 million below the lower quartile in operating expenditures. When compared to a more regionally-specific area of the Southern United States, Hendersonville is above the lower quartile but below the median.

Annual Operating Expenses		
	National	Southern
Upper Quartile	\$11,149,210	\$11,638,589
Median	\$7,150,617	\$4,203,323
Lower Quartile	\$3,900,154	\$1,710,001

Hendersonville
\$2,810,500



HENDERSONVILLE PARKS AND RECREATION SYSTEMWIDE MASTER PLAN

The next comparison is Acres of Parkland per 1,000 Residents. This metric analyzes the 2019 population of Hendersonville and the most recent acreage quantity against other communities both nationwide and within the Southern United States. With the recent acquisition of Batey Farm, Hendersonville currently has 12.3 acres of parkland per 1,000 residents. Hendersonville is above the median both nationally and within the South for this metric.

	Acres of Parkland Per 1,000 Residents	
	National	Southern
Upper Quartile	15.9	14.6
Median	7.9	8.0
Lower Quartile	4.4	4.3

Hendersonville
12.3

The next comparison is Parks and Recreation FTEs per 10,000 Residents. This metric analyzes the quantity of staff against other agencies with the country and also within the Southern United States. Hendersonville has 57,083 residents and 30 FTEs, resulting in a calculation of 5.3 FTEs per 10,000 residents. This metric falls below the lower quartile nationally, but slightly higher than the lower quartile and below median of agencies within the Southern United States.

	Full Time Employees Per 10,000 Residents	
	National	Southern
Upper Quartile	15.8	12.9
Median	9.0	7.6
Lower Quartile	5.1	3.6

Hendersonville
3.8

SUMMARY

The benchmarking analysis of both the peer communities as well as at the NRPA level provides a useful analysis of Hendersonville's Parks and Recreation System's assets and performance relative to other park and recreation systems across the state and the country. The number one takeaway from this analysis is Hendersonville is performing average relative to peer communities, but generally has room for improvements. The City manages a large amount of park acreage in comparison to similar sized communities, yet there is room for improvement in how much of that land is developed. Hendersonville is also lacking in several amenities that benchmarking peer agencies do provide, such as basketball courts and pickleball courts. In addition, Hendersonville has significantly lower staffing levels per resident than its peer cities, which is again relevant when analyzing through the NRPA Benchmarking approach. It is recommended that the City focus on increasing staff size first and then provide additional amenities to the community.

An opportunity exists for the community to increase investment in its Parks and Recreation System, as the current department budget is significantly lower than similar cities. Additional funding could come from various sources, such as grants, user fees, impact fees on new development, or dedicated tax sources. Generating more revenue through earned income (non-tax revenue) sources should also be a goal for the Department, which will provide additional resources to invest back into the system.

The benchmarking index has identified a number of areas for improvement, but it should be noted that the City has a strong core of assets upon which to build. Compared to the NRPA average for similarly sized communities, Hendersonville provides more acres of parkland per resident than most. Increasing the agency's funding, assets, and staffing relative to other communities will take additional investments over the long term, but will result in more recreational opportunities and programming for the community as a whole.



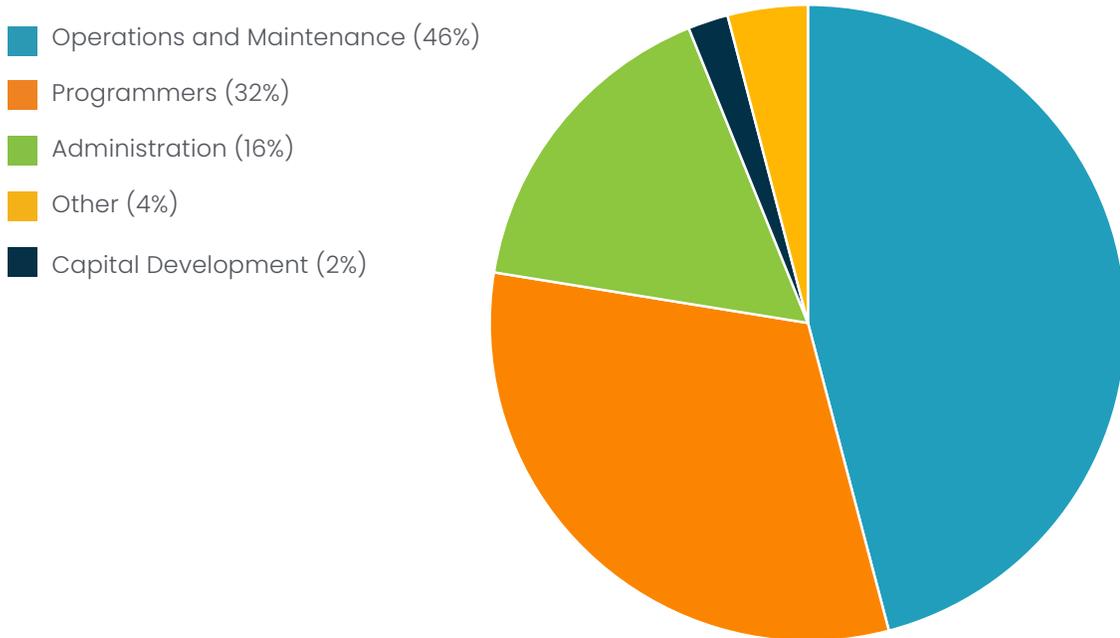


STAFFING ASSESSMENT

STAFFING ASSESSMENT

APPROACH

All recreation departments nationwide are tasked with a variety of responsibilities in their communities, and it is not uncommon for these professionals to take on various roles in order to operate effectively. NRPA organizes these responsibilities into several key focus areas, which include operations and maintenance, programming, administration, capital development, and others as a catch all for miscellaneous responsibilities. The chart below outlines the average breakdown of staff time spent on various responsibility types for jurisdictions between 50,000–99,000 in population.



Source: 2021 NRPA Agency Performance Review

Hendersonville has a dedicated staff tasked with managing, operating, and maintaining its parks and facilities. The parks and public facilities in Hendersonville require consistent investment and maintenance to keep them in a state of good repair and adequate for community use, which would not be possible without personnel and staff who are dedicated to Hendersonville’s recreation and public enjoyment. While employees in Hendersonville play a major role in community events and maintenance, volunteers are also necessary to manage and handle various other programs in Hendersonville. Survey respondents and civic organization representatives, who interact with staff on a daily basis, cited overwhelmingly positive feedback about Hendersonville staff.

CURRENT OPERATIONS

Hendersonville's Parks Department is responsible for the operation and maintenance of 10 parks and natural areas, the Mallard Point Boat Launch, Warrior Bike Trail, and Country Hills Golf Course. These facilities make up a total of 704 acres.

The Department currently has a full time equivalent, or FTE, staff level of 30 employees which is comprised of Parks and Recreation Department full-time and part-time employees. Seasonal employees also contribute to the function and well-being of facilities and programming around the City. According to NRPA's 2020 Field Report, the median parks and recreation agency in communities with populations between 50,000-99,000 has an average of 9 FTEs for every 10,000 residents in the jurisdiction. Based on Hendersonville's population of 57,083 in 2019, the Department would need a total of 51 FTEs to achieve NRPA's median ratio, meaning an additional 21 FTEs would be necessary.

Since Hendersonville contains a lower than average number of FTEs, it is important to not only analyze the utilization and efficiency of staff, but also to revisit existing positions and determine where additional staff is necessary to keep up with population growth and increasing needs. Interviews with staff members were conducted by the Master Plan team and based on these interviews, it is evident that the work needed to maintain the City parks and recreation spaces is outgrowing available personnel and it is recommended that the Department employ a larger staff. Recommended positions to be added include a marketing manager, additional programming staff, and a maintenance supervisor.

Currently, Hendersonville's maintenance team is tasked with monitoring maintenance request and issues as well as dealing with issues that arise on a day-to-day basis. Maintenance staff are sometimes challenged with making on-the-spot decisions when faced with emergency or perceived immediate maintenance issues and this forces staff to neglect current tasks and tend to these issues. One way this can be mitigated is by assigning crews and supervisors to provide regular, proactive maintenance on specific parks, therefore ensuring all facilities are provided with adequate maintenance. It is also recommended that the Department hire a permanent maintenance superintendent to oversee each of the crew and supervisor teams. If staff have the capacity and opportunity to regularly maintain parks, facilities, and outdoor programs, then emergency requests and maintenance issues will occur less often.



TRAINING AND EQUIPMENT

Employee training and equipment also play an important role in successfully tending to staff efficiency around Hendersonville. Currently, Hendersonville is tasked with outsourcing certain equipment, using outdated hand-me-down equipment, and trying to best manage day-to-day tasks with the equipment they are given. There is a need for new equipment, specifically additional trucks, skid steer, mini excavator, and a landscape truck with a built-in trailer. The Department also very much needs more storage space for their equipment.

Maintenance employees in Hendersonville could also benefit from job training opportunities to be able to more successfully navigate job related tasks. The City should regularly budget for specialized maintenance staff to attend training to ensure they are being efficiently utilized with their time and talents based on ever-changing technology. If this staff doesn't have current training, they will continue to need to out-source work and repairs to private companies that have current training to provide the repairs which is an additional cost to the City.

Hendersonville would also benefit from new maintenance facilities providing meeting space, restrooms, and additional mechanical bays with lifts and tire changers to prevent work-related injuries. It is important for staff to be able to operate on more than one piece of equipment as one piece may take up one bay for multiple days while a part is waiting to be delivered.

It is recommended that the City identify another location for a new maintenance facility in order to better serve different park locations. This will also allow certain crews to be assigned to specific parks, providing better organization and improved efficiency within the maintenance department.



TECHNOLOGY

It is recommended that the City provide access to a computer in the maintenance shop for the purpose of looking up parts and equipment. Providing internet connectivity to maintenance staff will increase productivity and workflow. It is also recommended to install security cameras at popular parks to provide surveillance at parks and minimize vandalism. Finally, another athletic field line striping robot would be beneficial to keep up with this task and to continue improving efficiency in the Department.

It is also a long-term goal of Hendersonville to provide better phone data connection in all of their parks. In 2018, the City recognized that connectivity and access to both cell service and broadband internet within the parks was an issue. During large events cell phones have not been able to access calls, causing safety concerns. In 2020, a cell tower was constructed in Drakes Creek Park with the hopes of increasing cell coverage and eventually giving the ability to increase broadband and Wi-Fi connectivity. This will also provide visitors with access to a digital portal to download information about the park, trail maps, schedules, and educational materials. The City also recognizes that many underserved members of the community use the parks and would benefit from having access to reliable high-speed broadband for school, work, telemedicine or other activities which would be supported by broadband infrastructure.

SUMMARY

Overwhelmingly positive remarks were made during the stakeholder interviews and public survey regarding the great work the Department staff is doing. Most of the current issues the Department is facing are due to the rapidly increasing population of the City. The Parks and Recreation Department needs to focus on maintaining existing programs and facilities to a high standard while developing land for new parks to keep up with the booming population. The addition of several new positions such as a maintenance superintendent, marketing manager and additional programming personnel will be integral to the Department's growth. Several updated equipment items, additional storage space, and technology improvements will also help maintain the high standard of Hendersonville's facilities and programs.





PROGRAM ASSESSMENT

PROGRAM ASSESSMENT

OVERVIEW

Programs are generally defined as organized activities facilitated by a park and recreation system. This definition can include classes that last for several weeks in succession, as well as special events, that are hosted by either the Parks Department or a peer organization one time a year. Programs play an important role in the community, serving as athletic and recreation opportunities, historical and cultural arts activities, and the use of public facilities and equipment for public rental and use.

The City of Hendersonville offers an array of public programs and activities to most ages and interests from both the Parks Department as well as multiple civic organizations. These programs provide both passive and active recreation, as well as a mix of free and fee-based activities. All leagues that operate within the City of Hendersonville work to make sure that the segment of the community that is unable to afford to participate in activities has the ability to do so through scholarship programs. Leagues run by the Parks Department itself also offer those who are of lower-income status the ability to apply for scholarship registrations. While Hendersonville may have a higher than average median income, there are portions of the City that service lower income families including government subsidized housing that includes families with children that participate in youth and adult sports. In addition to offering subsidies to park programs, the City is also seeking improvements to broadband services for the unserved parks and the underserved community who could use the parks as a place to access reliable high-speed broadband.

To understand how well Hendersonville’s programs are fulfilling the community’s needs, the consulting team analyzed the community’s current programming which included various activities related to athletics, recreation, cultural arts, historical arts, and other opportunities. To assess the needs of Hendersonville, it is important to understand what is being offered, for whom it’s being offered, and costs associated with that specific activity.



Hendersonville provides various athletic opportunities for its residents, catering to a wide range of age groups and ability levels. Leagues such as softball, kickball, basketball, and volleyball are offered throughout the year. The table below shows each program’s active season, league name, target age, as well as the program’s lifecycle.

PARKS DEPARTMENT – ATHLETIC LEAGUES			
SEASON	LEAGUE	TARGET AGE	GROWING/ MATURE/ DECLINING
Spring	Tennis Lessons	6-18 yrs	Growing
Spring	Babe Ruth 13-15 yr olds	13-15 yrs	Declining
Spring	Adult Softball (multiple divisions)	18+	Declining
Spring	Adult Kickball	18+	Mature
Spring	RAPTORS Baseball	All ages, those with special needs	Mature
Summer	5u & 6u T-Ball	4-6 yrs	Growing
Summer	Quickball (developmental baseball league)	4-6 yrs	Growing
Summer	Tennis Lessons	6-18 yrs	Growing
Summer	Adult Basketball	18+	Growing
Summer	Adult Sand Volleyball	18+	Growing
Summer	RAPTORS Kickball	All ages, those with special needs	Mature
Summer	Golf Simulator League	18+	Growing
Summer	E-Sports League	18+	Growing
Fall	Fall Baseball	4-12 yrs	Growing
Fall	Tennis Lessons	6-18 yrs	Growing
Fall	Adult Softball (multiple divisions)	18+	Declining
Fall	Adult Kickball	18+	Mature
Winter	High School Basketball (Team Registrations)	14-18 yrs	Growing
Winter	High School Basketball (Individual Registrations)	14-18 yrs	Declining
Winter	High School Dodgeball	14-18 yrs	Growing
Winter	Adult Basketball	18+	Growing
Winter	Coed Volleyball	18+	Declining
Winter	RAPTORS Basketball	All ages, those with special needs	Mature

CIVIC ATHLETIC PROGRAMS

Additional athletic league options for residents are listed below that are provided by peer civic organizations within the community. Utilizing skilled partner civic groups, Hendersonville is able to provide every major sport league to the community, as well as some athletic opportunities that are not often provided in Tennessee communities. Having the civic organizations facilitate the majority of the athletic leagues limits the amount of effort required by the Parks Department which allows for less staffing and costs to be covered by the City. The Parks Department provides the athletic fields and maintenance and works hand-in-hand with civic organization leaders to make these leagues a success.

The unique partnership between the Parks Department and Hendersonville school system allows for greater success within athletic programs. The Parks Department provides fields and thus maintenance of fields for high school and middle school teams, and in turn the school system allows the Parks Department to utilize school gyms for basketball leagues.

CIVIC GROUPS - ATHLETIC LEAGUES			
SEASON	LEAGUE	TARGET AGE	GROWING/ MATURE/ DECLINING
Spring	Hendersonville Soccer Club (Rec League)	5-19 yrs	Growing
Spring	Tennessee United Soccer Club (Competitive)	5-19 yrs	Mature
Spring	Middle School Soccer League	Middle School	Mature
Spring	Hendersonville High School Soccer Teams (JV & Varsity)	High School	Mature
Spring	Hendersonville High School Baseball Teams (JV & Varsity)	High School	Mature
Spring	Hendersonville High School Softball Team	High School	Mature
Spring	Beech High School Softball Team	High School	Mature
Spring	Hendersonville, Beech, and Hyde High School Tennis Teams	High School	Mature
Spring	Hendersonville Civitan Club Baseball	5-12 yrs	Growing
Spring	Hendersonville Civitan Club OPEN/Travel Teams	8-14 yrs	Mature
Spring	Hendersonville Civitan Club Middle School Baseball	Middle School	Mature
Spring	Hendersonville Civitan Club Middle School Fastpitch Softball	Middle School	Mature
Spring	Hendersonville Civitan Club Fastpitch Softball	5-18 yrs	Mature
Spring	Hendersonville Civitan Club Flag Football	6-16 yrs	Growing
Spring	Hendersonville Lacrosse	Middle School & High School	Mature

CIVIC GROUPS - ATHLETIC LEAGUES (CONTINUED)

SEASON	LEAGUE	TARGET AGE	GROWING/ MATURE/ DECLINING
Spring	Hendersonville In-line Hockey	5-18 yrs	Growing
Spring	Sumner Rugby Club	Middle School & High School	Growing
Spring	Mid-State Senior Softball	45-55 yrs, 56-64 yrs, 65+	Mature
Summer	Hendersonville Soccer Club Adult League	18+	Growing
Summer	Full Count Rhythm Baseball Team	College Team (18-22 yrs)	Growing
Summer	Full Count Baseball Camp	5-12 yrs	Growing
Summer	Middle Tennessee Adult Baseball Association	18+	Growing
Summer	Tennessee United Soccer Camps	3-19 yrs	Growing
Summer	Hendersonville High School Baseball Camps	1st-8th grade	Growing
Summer	Hendersonville High School Soccer Camp	5-10 yrs	Growing
Summer	Hendersonville Civitan Club Football Camp	6-12 yrs	Mature
Summer	Senior Adult Baseball	52+	Growing
Summer	Adult Baseball	18+, 30+, 42+	Growing
Fall	Hendersonville Soccer Club (Rec League)	5-19 yrs	Growing
Fall	Tennessee United Soccer Club (Competitive)	5-19 yrs	Growing
Fall	Tennessee United Soccer Fall Break Camp	5-19 yrs	Mature
Fall	Middle School Soccer League	Middle School	Mature
Fall	All Hendersonville High & Middle School Cross Country Teams	Middle-High School	Mature
Fall	Hendersonville Civitan Club Travel Teams	8-14 yrs	Mature
Fall	Full Count Baseball League	High School	Mature
Fall	Hendersonville Civitan Club Fastpitch Softball	5-18 yrs	Mature
Fall	Hendersonville Civitan Club Flag Football	6-16 yrs	Growing
Fall	Hendersonville Civitan Club Tackle Football	6-12 yrs	Mature
Fall	Hendersonville In-line Hockey	5-18 yrs	Growing
Fall	Sumner Rugby Club	Middle School & High School	Growing
Fall	Hendersonville, Merol Hyde, Beech, and Station Camp Golf Teams	Middle School & High School	Mature

HENDERSONVILLE PARKS AND RECREATION SYSTEMWIDE MASTER PLAN

CIVIC GROUPS - ATHLETIC LEAGUES (CONTINUED)			
SEASON	LEAGUE	TARGET AGE	GROWING/ MATURE/ DECLINING
Fall	Mid-State Senior Softball	45-55 yrs, 56-64 yrs, 65+	Mature
Winter	Hendersonville Civitan Club Youth Basketball	1st grade-9th grade	Growing
Winter	Tennessee United Soccer Goalkeepers Camp	5-19 yrs	Mature
Summer	Senior Adult Baseball	52+	Growing
Summer	Adult Baseball	18+, 30+, 42+	Growing

SPECIAL EVENTS AND PROGRAMS

In addition to the many athletic programs and leagues offered, Hendersonville also provides many special events and creative program options. All of these activities are growing in popularity with many designed for children and residents with special needs. During the Spring season there is only 1 public event offered, while the summer and fall months offer a variety of options for the community to participate.

PARKS DEPARTMENT - SPECIAL EVENTS			
SEASON	LEAGUE	TARGET AGE	GROWING/ MATURE/ DECLINING
Summer	Kids Fishing Rodeo	12 and under	Growing
Summer	Touch A Truck	12 and under	Growing
Fall	Pre-School Track Meet	3-5 yrs	Growing
Fall	Trick or Treat @ Drakes Creek	All ages	Growing
Fall	Parking Pallet	All ages	Growing
Winter	Breakfast With Santa	12 and under	Growing
Spring	Hendersonville Hometown Jam	All ages	Growing

Hendersonville's diverse offering of special needs programs is a unique strength of the City. One of the Parks Department staff is a special needs teacher with a passion for special needs programing and has developed a strong niche. Mary's Magical Place has provided a great location for special needs events as well.

PARKS DEPARTMENT –SPECIAL NEEDS PROGRAMS AND EVENTS

SEASON	LEAGUE	TARGET AGE	GROWING/ MATURE/ DECLINING
Spring	Special Needs Easter Egg Hunt	All ages	Growing
Spring	RAPTORS Baseball	All ages	Mature
Summer	Kids Club Summer Camp	5 and up (no age cap)	Mature
Summer	Special Needs Fishing Rodeo	All ages	Growing
Summer	RAPTORS Kickball	All ages	Mature
Winter	Special Needs Visit with Santa	All ages	Growing
Winter	RAPTORS Basketball	All ages	Mature

LIFECYCLE ANALYSIS

The lifecycle analysis of all programs provided in Hendersonville is great, providing a majority of mature programs that are stable and consistent for residents. The large amount of growing programs is a positive sign that the Department and peer organizations are looking for popular recreation activities to provide for the residents, although can be demanding for staff as the most effort is needed during this lifecycle stage. The Department and peer organizations need to be cognizant of this and be sure to provide sufficient staff to support these growing programs, adding more staff as they become mature. The low number of declining programs shows that staff is focused on providing popular activities and events for the community. The graphic below shows the relationship between current programs and their lifecycle stages. The number of growing and mature programs is excellent, as well as the low number of declining programs.

GROWING:
56%

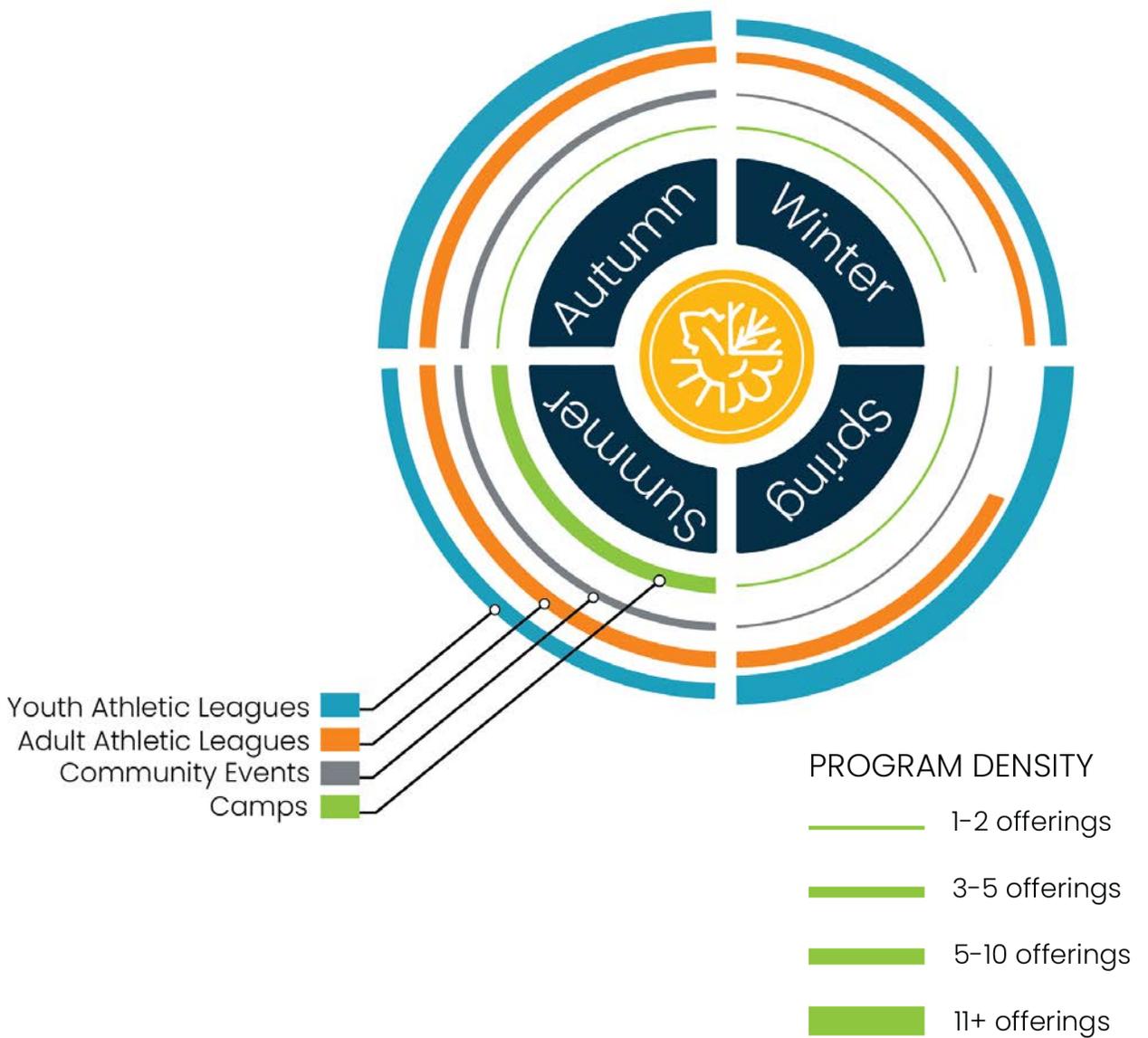
MATURE:
36%

DECLINING:
8%



SEASONAL ANALYSIS

A seasonal analysis was conducted based on program scheduling between 2019 and 2020. Creating a well-rounded program schedule throughout the year is key to providing dynamic and successful activities for residents. The graphic below depicts the core program areas offered, and shows where programs overlap during most of the year. Overall, the City provides a great offering of various programs throughout the year for all age groups.



The previous graphic depicts the core program areas the Department offers, and shows where gaps lie during certain times of the year. Overall, the Department does a good job of offering various programs throughout the year for all age groups. The fall and winter months tend to be a gap period with the youth recreation programs such as camps and leagues, which is to be expected with colder weather conditions and the school year in session. During these months, an indoor facility would be ideal to provide athletic and recreation activity opportunities, making the gap period in programming relatively small. Going forward, the City should invest in this facility as it is an important asset to the community's recreation needs, especially during the winter and spring months where colder temperatures and rainy weather limit outdoor activities.

AGE SEGMENT DISTRIBUTION

An age segment distribution analysis was conducted based on the target audience for each existing program. This analysis helps to better understand how the current program system serves each age group. Overall, the Department is showing balance between the groups, except for those over 65 years in age. Only 1% of the overall offerings serve strictly those 65 and older. Some of this is due to the City having a dedicated Senior Center that provides senior programming separate (but in coordination) from the Parks Department. In addition to seniors, the tween/teen age group is another difficult age segment to target, and there seems to be a high percentage of programs targeting them in Hendersonville. The City also does an excellent job of providing programs for young adults as community members age out of the teen category. There is room for improvement for the pre-school, adults and senior age groups. Department staff should review age segment distribution annually to better understand level of service for each age group and check for a good balance of programs.

AGE GROUP	DISTRIBUTION
Pre-School (5 and under)	15.5%
Elementary (6 - 12)	24%
Tween / Teen (10 - 17)	24.5%
Young Adult (18 - 34)	21.5%
Adult (35 - 64)	13.5%
Senior (65+)	1%



FINANCIAL ANALYSIS AND REVENUE STRATEGIES

FINANCIAL ANALYSIS AND REVENUE STRATEGIES

FEE ANALYSIS

Fees for reserving certain amenities and locations vary per location and style of amenity. A snapshot of fees for a number of facilities in the City of Hendersonville is captured in the table below. This fee breakdown includes pricing policies, including differentiating between resident and non-resident fees as well as price variations depending on the day of the week.

FACILITY FEE RATES		
AMENITY	FEE	NOTES
Small shelters	\$10 / hour (residents)	\$15 / hour (non-residents)
Large shelters	\$20 / hour (residents)	\$30 / hour (non-residents)
Tennis court rentals	\$5 / hour	
All athletic fields (weekdays)	\$75 / field per day	Tournaments only
All athletic fields (weekends)	\$175 / field per day	Tournaments only - \$75 for additional field
Entire soccer complex (weekdays)	\$500 / day	Tournaments only
Entire soccer complex (weekend)	\$1000 / weekend	Tournaments only
Batey Farm (entire park)	\$1000 / day	
Sanders Ferry Park (entire park)	\$1000 / day	
Fishing tournament	\$150 / tournament	Includes shelter
Small event (less than 500 people)	\$100	General greenspace areas
Large event (more than 500 people)	\$250	General greenspace areas

During the civic organization interviews, each athletic league was asked to compare their pricing and note how often the rates are reviewed and increased. The following table shows each organization, fees charged, and the status of this fee, whether it is above average, comparable with peer agencies, or below average. While these registration fees are paid to the civic organizations that operate the leagues, the leagues provide a portion of the registration fees back to the Parks Department - \$10 for City resident players and \$15 for non-resident players - in order to provide the maintenance of the fields they play on within the City parks.

PROGRAM FEE RATES			
ORGANIZATION	FEE (PER PERSON)		STATUS
Hendersonville In-Line Hockey	\$145		Below average
Full Count Baseball	\$110		Comparable
Civitan Basketball	\$145		Below average
Civitan Baseball	\$135 - 6u \$155 - 8u \$145 - 10u \$144 - 12u		Comparable
Civitan Flag Football	\$145		Comparable
Civitan Tackle Football & Cheer	\$145		Comparable
Civitan Softball	\$40 - 6u resident \$50 - 6u non-resident \$125 - 7u-18u resident \$135 - 7u-18u non-resident		Comparable
Men's Senior Softball Association	\$125		Comparable
Hendersonville Lacrosse Club	\$475		Below average
Sumner Rugby Club	\$250		Comparable
Tennessee United Soccer*	Free for 5u \$79 per season 7u \$129 per season 8u \$275 annually 10u \$295 annually 12u \$295 annually 14u \$225 annually 15+		Below average
Hendersonville Rec Soccer	\$110 for 5u-6u \$125 for City resident \$130 for non-resident		Below average
Hendersonville Running Club	\$0		Below average
Country Hills Golf Course	9-hole	\$20 weekday \$27 weekend	Comparable
	18-hole	\$38 weekday \$45 weekend	

*Other fees required

Most of the leagues are below average or comparable to league fees within Middle Tennessee. Based on the quality of the league programs serving Hendersonville youth, including coaching levels and extra programming including camp options, it is suggested that the organizations evaluate registration fees and propose increases.

OPERATING EXPENSES

The Parks Department spent the following in 2019: \$19,722 on landscaping and tree maintenance, \$236,001 on all other maintenance, \$140,000 on recreational programming, \$400,000 on debt service for Batey Farm, and \$1,515,746 on administration, for a total of \$2,810,500 annually. Based on NRPA's 2021 Agency Performance Review, a typical park and recreation agency has annual operating expenses of \$88.30 on a per capita basis, which would equate to just over \$5 million, and the lower quartile being \$48.84 per capita which would be just under \$3 million for Hendersonville. The Agency Performance Review also breaks down the average operating expenditures per acre of park at \$7,556/acre of park which would put Hendersonville at almost \$5 million and the lower quartile at \$3,586/acre of park which would be \$2.25 million. Finally, operating expenditures in the 2021 Agency Performance Review are broken down at the average of \$99,016 spent for every FTE, putting the total for Hendersonville being just over \$2 million.

REVENUE SOURCES

The City of Hendersonville currently receives \$152,000 from agency fees and charges. These are earned or generated revenues that come from user fees from residents and visitors utilizing facilities, holding events, and hosting tournaments. For the athletic leagues, the organizations pay a fee back to the Parks Department, \$10 for residents and \$15 for non-residents to help offset a portion of the maintenance costs incurred by the City to provide the facilities they play on. Sponsorships and donations each account for \$40,000 in revenue annually, and the cell tower provides \$22,000 in revenue per year. These are currently viable sources that have a potential for expansion.

Based on the 2021 NRPA Agency Performance Review, the average parks and recreation agency generates \$19.38 in revenue annually per resident, while Hendersonville is at \$2.62. The Performance Review also shows that the typical agency recovers 22.9% of its operating expenditures from non-tax revenues. The City of Hendersonville recovers 5.4%, which is in the lower quartile for communities of this size.



REVENUE STRATEGIES

A considerable investment in parks and facilities expansions will be necessary to bring the level of service provided by Hendersonville in line with the average service level of other similar sized communities. These needs become even more acute when considering the continued population growth projected for the community. While the costs associated with purchasing parkland and developing facilities is significant, these projects become more feasible when multiple funding sources are considered. Developing a long-term capital improvements plan to prioritize funding for short-term and long-term needs for the various projects will allow the costs to be planned and funded over a longer time horizon, further enhancing funding feasibility.

LEAGUE FEE INCREASES

In Hendersonville, many of the leagues offered are below nearby communities' league fees. With the large amount of users and participants in Hendersonville leagues, this small increase would make a large impact in revenue.

BOND FUNDING

Bond funding has been used by many communities to finance investments in park and recreational infrastructure. In today's low interest rate climate, these can be a particularly cost-effective strategy for capital improvements that are then repaid from a dedicated funding source, such as a hotel-tax or portion of local property taxes. These can also be funded through the creation of special taxing authorities, or TIFs, which leverage the value created for adjacent properties by assessing a tax on the increase in value of those properties after the park and recreational improvements are built.

CORPORATE SPONSORSHIPS

Local businesses in the community can also play a role in supporting community park facilities. These businesses are often interested in giving back to the community in the form of funding or in-kind donations (labor, materials, land), and may be interested in positive media attention generated by these partnerships. Additionally, some businesses may also be willing to pay for naming rights or can also open up additional avenues for funding.

DEVELOPER CONTRIBUTIONS

Encouraging developers to donate land or easements for parks or greenways can also be a successful strategy, particularly if the new recreational infrastructure will be located near or adjacent to the rest of the new development, enhancing the value of the development. Some communities have found this to be a successful approach for a variety of public improvements, such as trails, parks, or schools.

GRANT FUNDING

There are a variety of state and federal grant programs that can be used to fund recreational infrastructure. Sometimes, pairing recreational enhancements as a component of other project types can also open up additional avenues for funding. Some examples of grants may include STP (Surface Transportation Program), Land and Water Conservation Funds, Local Parks and Recreation Fund (LPRF), or Built Environment Grants. Hendersonville currently does not utilize grant funding as a regular funding source, and should be considered as a viable option going forward.

The City should plan to apply for each LPRF grant cycle, which typically occurs every 2 years to help implement the comprehensive systemwide master plan that outlines goals for the next 10 years. The City makes it a priority to submit on other grant types, including TDOT transportation alternatives and others for greenways, and should make it a similar priority to apply for park grant money.

FUNDRAISING / COMMUNITY ACTIVISM

A successful fundraising strategy in many communities around the country is the implementation of adopt-a-trail or adopt-a-park programs, where community groups or corporate entities can commit to donations of time or money to maintain specific pieces of park and recreation infrastructure. Other options for fundraising can include community events to raise funds, or the ability to pay for names to be included on park equipment, benches, bricks, or other items.

PARTNERSHIPS

Partnerships can play a key role in leveraging the resources of the community together with other public or non-profit entities to accomplish larger projects or more complex goals than might otherwise be possible by the city alone. Partnerships with other governmental units, such as Sumner County or other local school systems, can be particularly effective strategies. These are similar to corporate sponsorships and developer contributions in that the partner receives positive media attention while providing funds for the City.



TAX STRATEGIES

Tax strategies can be an effective way to create a dedicated revenue stream. Utilizing special taxes to provide additional revenue for the City is a strategy used by other communities to offset the cost of new facilities and new parkland. A portion of a tax could be earmarked specifically to pay for the new park and recreation infrastructure. The City could also consider dedicating a portion of other taxes, such as property taxes or local sales tax, to create dedicated revenue streams for parks and recreation opportunities. This approach has been used for various funding priorities in communities across the state and allowing citizens the option to vote on dedicating a portion of their tax dollars to a specific cause, like parks and recreation, could allow the public to take greater ownership of the funding decision.

USAGE FEES

While it should always be a priority to provide recreational opportunities free of charge so all members of the community can participate, it may be necessary in some instances to charge usage fees to pay for maintenance or prevent over-use of facilities. Hendersonville currently utilize these fees for certain facility rentals. Residents do receive a discount to certain facilities compared to visitors. Tournaments are currently a lucrative way usage fees provide revenue for the City.





IMPLEMENTATION PLAN

IMPLEMENTATION OVERVIEW

Recommendations paired with a realistic strategy to implement them are the most important components of the Master Plan. The Implementation Plan presents strategies that summarize the recommendations identified in the previous chapters based on the data collection and analysis completed as a part of this comprehensive master plan. The Implementation Plan for the Hendersonville Parks and Recreation Department outlines the recommendations for the existing and new parks and facilities as well as programming and staffing. These recommendations are organized based on priority, project scope, potential budget impact, and suggested funding sources to guide the Department in approaching the Implementation Plan methodically. In order to maintain Hendersonville's high level of service, the following recommendations were made to help meet the needs of the community. Recommendations are organized into high and low priority sets in the following categories:

EXISTING PARKS

NEW FACILITIES

STAFFING

PROGRAMMING



EXISTING PARKS

Hendersonville currently provides many parks that offer recreational amenities for the community. As with any capital, these parks require upgrades and expansion efforts to ensure that users continue to the enjoy the facilities to the best of their potential. Analyzing the existing parks and facilities, the following improvements and updates are recommended, categorized into high and low priorities.

HIGH PRIORITY RECOMMENDATIONS

PARK	HIGH PRIORITY RECOMMENDATION
Batey Farm	<ul style="list-style-type: none"> • Implement 2019 Master Plan • Open park to the public
Country Hills Golf Course	<ul style="list-style-type: none"> • Repair Cart Barn • Update clubhouse, including repairing the windows • Install security cameras • Add shade structure on the west side of the patio • Prepare tree removal program • Repair and rebuild bunkers • Install permanent restroom at 5 tee to replace temporary restroom facilities • Use fan to improve 13 green humidity levels and turf health
Drakes Creek Park	<ul style="list-style-type: none"> • Re-surface parking lots • Replace basketball goal posts • Update concession facilities and press box at fields 2, 3, 4, and 5 • Upgrade shelters, picnic tables, restroom facilities, playgrounds, batting cages and grills • Evaluate traffic signal at access point onto Indian Lake Boulevard • Remove sand volleyball courts and move to Volunteer Park • Replace waste receptacles
Durham Farm Parkland	<ul style="list-style-type: none"> • Create Master Plan
Flood Property	<ul style="list-style-type: none"> • Create Master Plan
Forest Park Parkland	<ul style="list-style-type: none"> • --
Mallard Point Boat Launch	<ul style="list-style-type: none"> • Re-surface and re-stripe parking lot • Add signage
Memorial Park	<ul style="list-style-type: none"> • Add lights to lacrosse field • Upgrade or replace picnic tables and update pavilions • Maintain tennis courts until resurfacing can happen

HIGH PRIORITY RECOMMENDATIONS (CONTINUED)

PARK	HIGH PRIORITY RECOMMENDATION
Rugby Park	<ul style="list-style-type: none"> • Add lighting to fields to improve safety and nighttime game play
Sanders Ferry Park	<ul style="list-style-type: none"> • Upgrade playgrounds • Upgrade pavilions • Add new baskets and “tee off” amenities such as benches and waste receptacles at disc golf course • Replace or repair grills
Veterans Park	<ul style="list-style-type: none"> • Remove hockey rinks • Once rinks are removed, add berm around Mary’s Magical Playground to protect from flooding, remove paving at rink area for multi-purpose field space, and leave the existing lights
Volunteer Park	<ul style="list-style-type: none"> • Construct covered in-line hockey rinks • Construct sand volleyball courts • Complete lighting on other half of existing soccer field
Warrior Bike Trail	<ul style="list-style-type: none"> • Provide improved signage for access points

LOW PRIORITY RECOMMENDATIONS

PARK	LOW PRIORITY RECOMMENDATION
Batey Farm	<ul style="list-style-type: none"> • Expand greenway to connect to Memorial Park • Upgrade house and barn exterior • Nature programming • Explore flood control methods
Country Hills Golf Course	<ul style="list-style-type: none"> • Install outdoor pavilion • Re-pave cart paths • Replace equipment • Make drainage improvements • Irrigation and pump replacement • Hire additional staff
Drakes Creek Park	<ul style="list-style-type: none"> • Develop flood control methods • Replace maintenance facility with larger structure and more storage • Add soccer fields, parking, and turf fields • Add playground near soccer fields • Outdoor exercise equipment along trails

LOW PRIORITY RECOMMENDATIONS (CONTINUED)

PARK	LOW PRIORITY RECOMMENDATION
Durham Farm Parkland	<ul style="list-style-type: none"> Construct bridge to cross the stream connecting to Rugby Park
Flood Property	<ul style="list-style-type: none"> Implement Master Plan
Forest Park Parkland	<ul style="list-style-type: none"> Create a Master Plan Construct dedicated parking lot
Mallard Point Boat Launch	<ul style="list-style-type: none"> Add a fishing dock following Drake Creek's Greenway completion, potentially with TWRA grant Upgrade pier structure Add permanent restroom facilities
Memorial Park	<ul style="list-style-type: none"> Upgrade multi-purpose field and playground as they age Re-surface tennis courts Address debris and flooding concerns
Rugby Park	<ul style="list-style-type: none"> Pave parking lot as this park evolves and grows in popularity Connect this park to the Durham Farm property Construct restrooms and concession stand
Sanders Ferry Park	<ul style="list-style-type: none"> Construct a permanent stage with bathroom, concession stand, and green room with amphitheater Re-pave and re-stripe parking lots Add benches and waste receptacles throughout the park
Veterans Park	<ul style="list-style-type: none"> Update restrooms, trails, skate park, and concession stand Add artificial turf ball fields Look at potential uses for the land across from the school near Veterans Park under power lines Construct a Miracle field
Volunteer Park	<ul style="list-style-type: none"> Expand walking trail Provide shade options and more passive recreation opportunities Update playground Construct turf soccer fields on land on other side of creek
Warrior Bike Trail	<ul style="list-style-type: none"> Add connection between Drakes Creek Park and Veterans Park

NEW FACILITIES

Future parks and recreation facilities are recommended for Hendersonville based on NRPA averages and the anticipated growth in the community. These new facilities will provide a high level of service with new recreation opportunities for the City’s residents as well as expand upon the current offerings. The following chart compares the number of existing amenities that Hendersonville has compared to the number they should have based on average community data from the NRPA Performance Review Report. Recommendations for additional facilities in Hendersonville are listed based on this data.

AMENITY	NRPA AVERAGE*	HENDERSONVILLE CURRENT NUMBER	ADDITIONAL AMENITIES NEEDED
Baseball field - adult	2.6	1	2
Baseball field - youth	7.6	5	3
Basketball court (outdoor)	6.5	1	6
Community garden	1.1	0	1
Cricket field	0.9	0	1
Dog park	1	1	0
Football field	3.4	1	3
Lacrosse field	1.7	1	1
Multi-purpose field	5.1	3	2
Multi-purpose synthetic field	1.4	0	1
Outdoor swimming pool	4.2	0	4
Tennis/pickleball court	10	12	0
Playground	15.5	11	5
Skate park	0.9	1	0
Soccer field - adult	4.5	10.5	0
Soccer field - youth	6.9	Use adult fields-10.5	0
Softball field - adult	3.5	6	0
Softball field - youth	4.8	4	1
Community center	1.4	0	1
Indoor ice rink	1	0	1
Nature center	0.8	1	1
Amphitheater	1	0	1
Recreation center & gym	1.4	0	1
Senior center	0.8	1	0

*This calculation was completed by using the NRPA average population per facility.

In addition to new facilities identified above, new facility recommendations based on unique needs of the City of Hendersonville are listed below, based on the analysis from the data collected during this planning process.

NEW FACILITIES	RECOMMENDATION
Aquatics center	<ul style="list-style-type: none"> • Add an aquatics center including an indoor pool and an outdoor splash pad • Also need an outdoor pool
Community garden	<ul style="list-style-type: none"> • Provide a community garden space
Turf multi-purpose fields	<ul style="list-style-type: none"> • Add many new multi-purpose fields with synthetic turf to be used for tournaments
New Building by Senior Center	<ul style="list-style-type: none"> • Develop a Master Plan for this site • Include a building with indoor athletic opportunities and a new parking lot
Greenway	<ul style="list-style-type: none"> • Provide greater connection throughout parks system • Expand upon the greenway at Drakes Creek Park
Workout areas	<ul style="list-style-type: none"> • Provide outdoor workout areas in existing parks
Docks and lake access	<ul style="list-style-type: none"> • Provide docks and boat ramps • Provide amenities such as kayaking, paddleboarding and boat tours
Land across from school near Veteran's Park	<ul style="list-style-type: none"> • Add practice fields, a dirt bike track, or greenway



STAFFING

The success of Hendersonville’s Parks and Recreation Department lies within a well-organized staffing system. Current staffing models have been evaluated and the following recommendations reflect areas in which current operations could improve and expand. These recommendations will maximize productivity and efficiency within parks maintenance.

RECOMMENDATION	FURTHER IDEAS
Hire permanent maintenance superintendent	<ul style="list-style-type: none"> This position will supervise all maintenance for better organization and consistency
Delegate park-specific maintenance crews	<ul style="list-style-type: none"> These crews will report back to the maintenance superintendent
Hire additional staff to meet staffing goal set by NRPA	<ul style="list-style-type: none"> Hire 4 staff per year over 5 years generally at the NRPA standard rate of 45% operations maintenance, 35% programming, and 20% administration



PROGRAMMING

Programs and activities providing both active and passive recreation to residents are important for the future of Hendersonville’s Parks and Recreation Department. NRPA provides data on programming offered by peer parks and recreation agencies around the United States. Of communities with a similar population (between 50,000 and 99,999 per agency), nearly nine in ten agencies offer themed special events, team sports, or social recreation events.

PROGRAM	PERCENTAGE OF AGENCIES WHO OFFER	HENDERSONVILLE CURRENTLY OFFERING?
Themed special events	92%	Yes
Social recreation events	91%	Yes
Team sports	91%	Yes
Fitness enhancement classes	87%	No
Health and wellness education	83%	No
Individual sports	82%	Yes
Safety Training	80%	Yes
Aquatics	78%	No
Racket sports	81%	Yes
Performing arts	76%	No
Cultural crafts	69%	Yes
Martial arts	71%	No
Visual arts	71%	No
Natural and cultural history activities	66%	No
Trips and tours	70%	No
Golf	52%	Yes
Running/cycling races	55%	Yes

Consistent with peer communities, Hendersonville offers more programming that relates to athletics and events, and provides less programming options for cultural and natural activities. Golf, which is only offered by 52% of peer agencies, is provided in Hendersonville at the Country Hills Golf Club. Similar to 92% of peer communities, Hendersonville provides many themed special events and team sports.

HENDERSONVILLE PARKS AND RECREATION SYSTEMWIDE MASTER PLAN

The following recommendations enhance existing programs and offer additional recreational opportunities to Hendersonville citizens.

RECOMMENDATION	GROWTH IDEAS
Add a community center to provide indoor activity space to host a variety of programs	<ul style="list-style-type: none"> • Fitness classes • Health and wellness education • Safety training • Performing arts • Cultural crafts • Martial arts • Visual arts • Cultural history activities • STEM programs
Expand upon special events	<ul style="list-style-type: none"> • Focus on events that take place in winter, spring, fall, as current schedule focuses heavily on summer programming
Add additional sports leagues	<ul style="list-style-type: none"> • Sand volleyball league • Indoor volleyball camp • Cornhole • Swim teams • Volleyball • Pickleball
Provide programming targeting under-served age groups	<ul style="list-style-type: none"> • Add more special events targeted at the under 5 age group and their parents; classes like Mommy & Me
Host tournaments	<ul style="list-style-type: none"> • Make sure facilities have the capacity to host tournaments • Replace existing fields with artificial turf fields to bring in more tournaments





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IMPLEMENTATION MATRIX

FACILITY	PRIORITY	SCOPE	POTENTIAL BUDGET IMPACT	POTENTIAL FUNDING SOURCES
EXISTING PARKS				
Batey Farm	High	<ul style="list-style-type: none"> Implement 2019 Master Plan Open Batey Farm to the public upon creating dedicated parking and ADA trail 	<p>\$1,000,000</p> <p>\$1,000,000</p>	LPRF Grant, Recreational Trails Program (RTP), Sponsorships
	Low	<ul style="list-style-type: none"> Expand greenway to connect to Veterans Park, Drakes Creek and Memorial Park Upgrade house and barn exterior 	<p>\$500,000</p> <p>\$300,000</p>	RTP, LPRF Grant, TDOT, Private/Public Partnership
Country Hills Golf Course	High	<ul style="list-style-type: none"> Repair Cart Barn Update clubhouse, including repairing the windows Install security cameras Add shade structure on the west side of the patio Prepare tree removal program Repair and rebuild bunkers Install permanent restroom at 5 tee to replace temporary restroom facilities Use fan to improve 13 green humidity levels and turf health 	<p>\$200,000</p> <p>\$100,000</p> <p>\$5,000</p> <p>\$30,000</p> <p>\$1,000/tree</p> <p>\$100,000</p> <p>\$50,000</p> <p>\$10,000</p>	Private/Public Partnership, CIP
	Low	<ul style="list-style-type: none"> Install outdoor pavilion Re-pave cart paths Irrigation and pump replacement 	<p>\$30,000</p> <p>\$300,000</p> <p>\$1,000,000</p>	Private/Public Partnership, CIP

FACILITY	PRIORITY	SCOPE	POTENTIAL BUDGET IMPACT	POTENTIAL FUNDING SOURCES
EXISTING PARKS				
Drake's Creek Park	High	<ul style="list-style-type: none"> Resurface parking lots Replace basketball goal posts Update concession facilities at fields 2, 3, 4, and 5 Upgrade shelters, picnic tables, restroom facilities, playgrounds, batting cages and grills Evaluate traffic signal at access point onto Indian Lake Boulevard Remove sand volleyball courts Replace waste receptacles 	\$35,000 \$500/post \$20,000 \$100,000 \$15,000 \$20,000 \$20,000	LPRF Grant, Corporate Sponsorship, Partnerships
	Low	<ul style="list-style-type: none"> Add restroom facilities Replace maintenance facility with larger structure and more storage Add a miracle field Add additional soccer fields Add playground near soccer fields Add outdoor exercise equipment along trails Add additional parking Turf fields 	\$200,000 \$500,000 \$1,000,000 \$200,000 \$100,000 \$100,000 \$50,000 \$50,000	LPRF Grant, Partnerships, Built Environment Grant
Durham Farm Parkland	High	<ul style="list-style-type: none"> Create Master Plan 	\$20,000	CIP
	Low	<ul style="list-style-type: none"> Construct bridge to cross the stream connecting to Rugby Park 	\$1,000,000	CIP
Flood Property	High	<ul style="list-style-type: none"> Create Master Plan 	\$20,000	CIP

IMPLEMENTATION MATRIX

FACILITY	PRIORITY	SCOPE	POTENTIAL BUDGET IMPACT	POTENTIAL FUNDING SOURCES
EXISTING PARKS				
Forest Park Parkland	High	<ul style="list-style-type: none"> Create a Master Plan Construct dedicated parking lot 	\$20,000 \$30,000	Built environment grant, LPRF
Mallard Point Boat Launch	High	<ul style="list-style-type: none"> Re-surface and re-stripe parking lot Add signage 	\$35,000 \$5,000	Built environment grant, LPRF
	Low	<ul style="list-style-type: none"> Add a fishing dock following Drake Creek's Greenway completion Upgrade pier structure Add permanent restroom facilities 	\$50,000 \$200,000 \$100,000	TWRA Grant for fishing dock, LPRF Grant
Memorial Park	High	<ul style="list-style-type: none"> Add lights to lacrosse field Upgrade or replace picnic tables and update pavilions Remove hazards and resurface tennis courts 	\$300,000 \$100,000 \$15,000	LPRF Grant, CIP, Partnerships
	Low	<ul style="list-style-type: none"> Upgrade multi-purpose field and playground as they age 	\$250,000	CIP, LPRF Grant
Rugby Park	High	<ul style="list-style-type: none"> Add lighting to fields to improve safety and nighttime game play Add restroom facilities and a concessions building 	\$200,000 \$150,000	CIP, LPRF Grant
Sanders Ferry Park	High	<ul style="list-style-type: none"> Upgrade playgrounds Upgrade pavilions 	\$300,000 \$200,000	LPRF Grant, CIP, Sponsorships
	Low	<ul style="list-style-type: none"> Construct a permanent stage with bathroom, concession stand, and green room with amphitheater Re-pave and re-stripe parking lots Add lights along trails 	\$1,000,000 \$50,000 \$200,000	LPRF Grant, private/public partnership, corporate sponsorship

FACILITY	PRIORITY	SCOPE	POTENTIAL BUDGET IMPACT	POTENTIAL FUNDING SOURCES
EXISTING PARKS				
Veterans Park	High	<ul style="list-style-type: none"> Remove hockey rinks Add berm around Mary's Magical Playground Remove paving at rink area for multi-purpose field 	\$30,000 \$10,000 \$50,000	LPRF Grant, private/public partnership, corporate sponsorship
	Low	<ul style="list-style-type: none"> Update restrooms, trails, skate park, and concession stand 	\$300,000	LPRF Grant, CIP
Volunteer Park	High	<ul style="list-style-type: none"> Construct in-line hockey rinks Construct sand volleyball courts 	\$2,800,000 \$10,000/court	LPRF Grant, CIP
	Low	<ul style="list-style-type: none"> Expand walking trail Provide shade options and more passive recreation opportunities Update playground 	\$100,000 \$100,000 \$200,000	LPRF Grant, RTP, CIP
Warrior Bike Trail	High	<ul style="list-style-type: none"> Provide improved signage for access points 	\$5,000	RTP, LPRF Grant, Partnerships
	Low	<ul style="list-style-type: none"> Add connection between Drakes Creek Park and Veterans Park 	\$40,000	RTP, Partnerships



IMPLEMENTATION MATRIX

FACILITY	PRIORITY	SCOPE	POTENTIAL BUDGET IMPACT	POTENTIAL FUNDING SOURCES
NEW FACILITIES				
Aquatics Center	High	<ul style="list-style-type: none"> Include indoor and outdoor water features 	\$1,000,000	LPRF Grant, CIP
Sportsplex	High	<ul style="list-style-type: none"> Include amenities such as basketball and volleyball courts and a multi-purpose workout space 	\$1,000,000	LPRF Grant, CIP
Land by Senior Center	High	<ul style="list-style-type: none"> Develop a Master Plan Add a building and parking lot here 	\$1,000,000 \$4,000,000	LPRF Grant, CIP
Greenway	High	<ul style="list-style-type: none"> Provide greater connection throughout parks system, expanding upon the greenway at Drakes Creek Park 	\$2,000,000	LPRF Grant, RTP, CIP
Workout Areas	High	<ul style="list-style-type: none"> Provide outdoor workout areas in existing parks 	\$10,000	LPRF Grant, Built Environment Grant
Docks and Lake Access	High	<ul style="list-style-type: none"> Acquire new land with lake access Provide docks and boat ramps Provide amenities such as kayaking, paddleboarding and boat tours 	\$1,000,000 \$20,000 \$50,000	TWRA Grant, CIP, LPRF Grant
Community Garden	High	<ul style="list-style-type: none"> Provide a space for residents to plant gardens 	\$30,000	LPRF Grant, CIP
Turf multi-purpose field	High	<ul style="list-style-type: none"> Add a synthetic turf multi-purpose field to be used for tournaments 	\$1,000,000	CIP, Sponsorships
Land near Veteran's Park	Low	<ul style="list-style-type: none"> Add practice fields, a dirt bike track, or greenway 	\$1,000,000	CIP, LPRF Grant
Dog Park	Low	<ul style="list-style-type: none"> Acquire new land suitable for dog parks 	\$500,000	CIP, LPRF Grant

SCOPE	POTENTIAL BUDGET IMPACT
STAFFING	
<ul style="list-style-type: none"> • Hire permanent maintenance superintendent 	\$60,000/yr
<ul style="list-style-type: none"> • Hire 4 additional staff per year over 5 years 	\$45,000/staff member



CONCLUSION

Hendersonville is a desirable place to live that continues to grow rapidly. As the City continues to expand, the demands and expectations placed on the community's parks and recreation system will also continue to grow. The purpose of this Master Plan is to provide a comprehensive understanding of the community's existing assets and provide guidelines for future investments. Due to rapid population growth, the community currently has a smaller budget and staff than most other cities of a similar size, but more acres of parks and recreational assets. By developing this plan, the City has recognized the need to make key investments to support existing facilities and increase staffing to remain competitive with peer communities, both locally and across the country. This plan provides recommendations for how and where to focus those investments, which allows the City to strategically expand and improve its parks and recreation system.



